



J.LEAGUE SEASON REVIEW 2025

J.LEAGUE SEASON REVIEW 2025



CONCEPT

We strive to create a league
that everyone can participate in, understand and create.

It is published for the purpose
of open and fair information disclosure.

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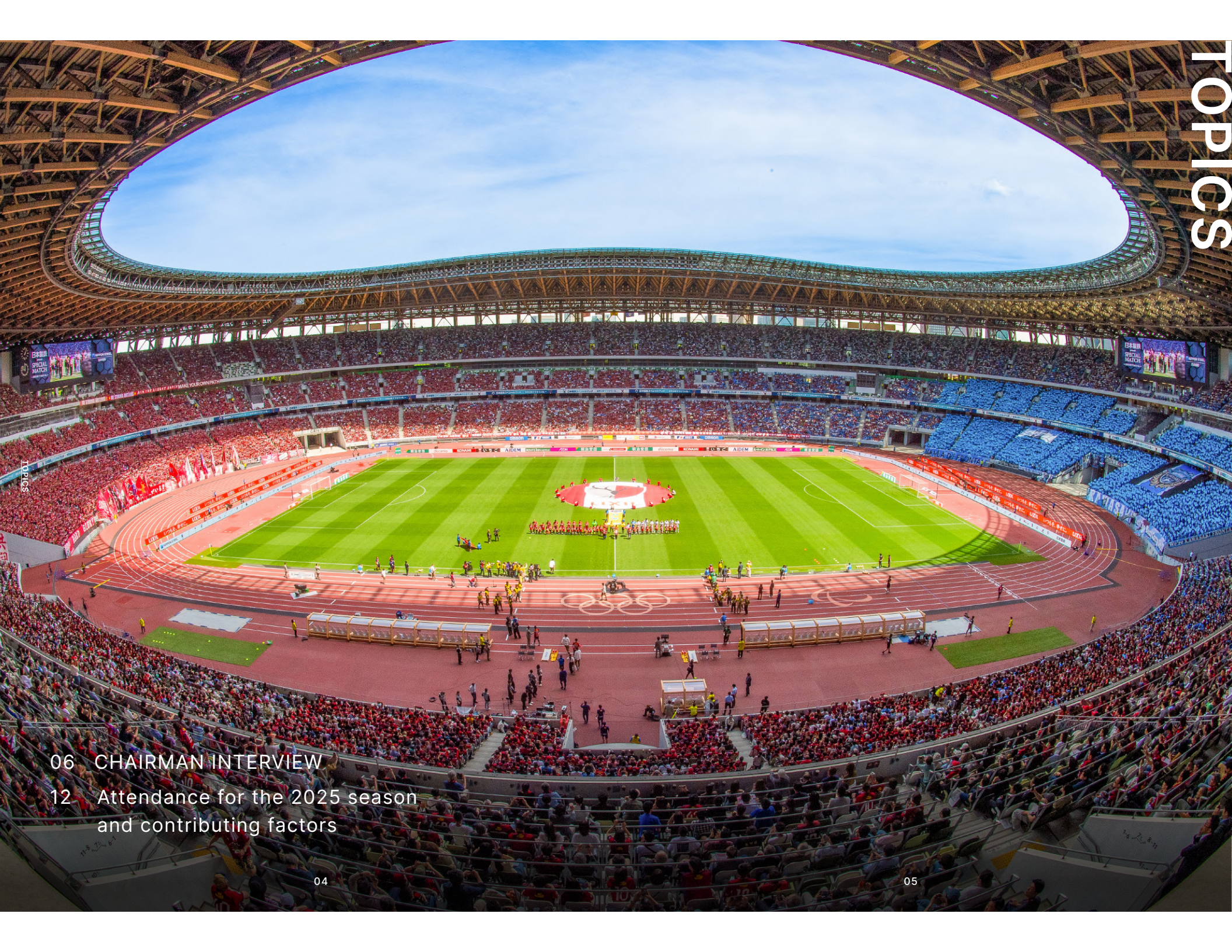
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and contributing factors

CHAIRMAN INTERVIEW

One step ahead, for season transition



- **First, let look back on this season's MEIJI YASUDA J.LEAGUE. Kashima Antlers claimed their first J1 title in nine years. For the large crowd that filled Mercari Stadium on the final matchday, it was a long-awaited championship.**

With 37,079 fans and supporters, the stadium was nearly full, and the atmosphere was overwhelming. Over the past decade, the J.LEAGUE has demanded growth not only on the pitch but also in club revenues, and Kashima has grown its revenues while attempting to adjust to football trends and global developments. They made various attempts and emerged victorious. Many clubs struggle to align these elements, so their achievement was truly remarkable. Of course, the impression remained that Kashima, having won the J1 title after such a long time, were strong, and being present when the title was decided, what crossed my mind was, "We've truly come back." When I became Chairman, we were still in the midst of the COVID-19 pandemic, and the first trial of chanting support* took place on 11 June 2022 at [Ibaraki] Prefectural Kashima Soccer Stadium (as it was then known). When I went to the area behind the goal and heard supporters singing chants for the first time in ages, I really felt that things had come back. But

this time, the voices and passion were several times greater. I felt that contrast strongly, and it meant a great deal to me in many ways.

- **Kashiwa Reysol finished second, just one point behind, but their emphasis on ball-possession football made a strong impact.**

They made a truly remarkable effort. They ran hard, created many chances, and had high Actual Playing Time (APT). I don't think many clubs in the J.LEAGUE took an approach like Kashiwa's this season. Yet they showed something attractive, including results, and that will definitely lead to future success. Football itself grows through constant competition in refining approaches.

- **In J2, Mito HollyHock won their first title and secured promotion to J1 for the first time.**

Mito were incredible. Everything came together perfectly. They had been in J2 for a long time, and given their revenue scale, winning J2 and reaching J1 was certainly no easy feat. Truly remarkable. There are various perspectives, but I believe many people felt that the J.LEAGUE offers dreams.

- **Mito's revenue for fiscal 2024 was around 1.2 billion yen, well below the J2 average. While financial resources are necessary to become strong, they demonstrated that they aren't everything.**

Indeed. How one uses a limited budget is most important, and the way they maximised that cost-performance was outstanding. The manager, players, and staff on the ground undoubtedly worked hard, but you cannot achieve such results without also getting everything else right.

- **In J3, TOCHIGI CITY, who had just joined from the Japan Football League (JFL), won the title in their first season.**

I had been watching them since their JFL days, and I believe they had established a solid foundation as a club even before joining the J.LEAGUE. They had players with J1 experience, such as Matej Jonjic and Peter Utaka, and during the season they added Vasquez Byron. They had made sustained investments over many years, including in their stadium, and continued to invest properly this year as well. This shows that even clubs that were in the JFL or regional leagues just a few years ago can achieve such results. Mito, who had truly struggled, also won, and Kashima, who hadn't won in nearly a decade, proved they could win again by doing things right. From J1 to J3, this season was significant in many ways.

- **Total attendance across J1, J2, and J3 in the MEIJI YASUDA J.LEAGUE reached 12,879,658, up 7.9% from the previous year, setting a new record for the second consecutive year.**

Notably, J2 increased by 15.9% and J3 by 11.3%, showing substantial growth. J1 grew by 4.4%, and while it's harder to grow when capacity is nearly full, the occupancy rate itself has also increased. The new stadium effect certainly played a role, but J2 and J3 have many regional clubs, and I believe opportunities to experience football in those areas have increased dramatically. As a result of investment to increase exposure, particularly in regional areas, exposure has increased nearly tenfold compared to a few years ago. Regional J.Clubs are leveraging this while working with League staff to focus on increasing spectators. Some smaller clubs lack sufficient resources for this, but two years ago we established the Club Support Division within the League, with League staff permanently attached to each club, working together to increase match attendance and revenues. I believe the success is a result of these efforts working well.

- **This year, the FIFA Club World Cup 2025, significantly expanded in scale, was also held in the United States, with Urawa Red Diamonds representing Japan.**

The result was truly disappointing, but there are inherent



difficulties when a team that won the AFC Champions League three years ago is the one participating. For Urawa, the timing of the tournament not aligning with a good cycle for them was certainly one factor in their results. Of course, there is still a gap with the world's top clubs, but looking at the match content against River Plate (Argentina), Inter Milan (Italy), and CF Monterrey (Mexico), despite three

- **The tournament itself is still in an exploratory phase, but the prize money is substantial.**

I don't know what kind of tournament it will become going forward, but being able to compete seriously against various clubs from around the world isn't a bad thing. If it remains a tournament at that budget level, I think more clubs will want to aim for it, not just those in Japan. Comparing the UEFA Champions League and the AFC Champions League Elite (ACLE), there is a significant difference in prize money, making it an economically attractive competition.

- **In the ACLE, with the quarter-finals onwards held centrally in Saudi Arabia, Kawasaki Frontale finished as runners-up. They performed admirably despite high expectations for the well-funded local Saudi Arabian clubs.**

Following Yokohama F·Marinos the previous year, a Japanese club has reached the final for two consecutive years, demonstrating clear ability. They can compete adequately against Saudi Arabian clubs. There are certainly various difficulties with centralised hosting, but central hosting in Saudi Arabia has already been decided for the next several years, so we need to consider how to win within that framework. Japanese football, including players and clubs, is at a considerably high level, so they should compete with confidence.

*At a time when nationwide public health measures were required to combat COVID-19, chanting and cheering returned to J.LEAGUE official matches for the first time in 839 days as part of a phased reintroduction of vocal support at sporting events. On that occasion, designated chanting areas were established as an infection-prevention measure.



TOPICS

- In ACL2, Sanfrecce Hiroshima were progressing smoothly but were eliminated after their quarter-final first leg was ruled a forfeit for fielding a suspended player.

It was a truly disappointing end, but it was clear that Japanese clubs are overwhelmingly strong in ACL2. When competing in the global football market, we face various countries, so we must treat this as a learning experience.

- This season, the J.LEAGUE also worked on reforms to raise the standard of officiating to improve the level of physical contact. From the perspective of creating attractive entertainment, APT was also a key metric this season.

First, I strongly sense that players are becoming tougher. My impression is that players who fall easily or fall seeking fouls have decreased considerably. Not just in Japan but globally, high-intensity, hard-working football is becoming mainstream, and I feel such matches have increased significantly in the J.LEAGUE. We want to pursue the

spectacular aspect as well, but when it comes to competing globally and aiming high, toughness is absolutely necessary. Including the champion Kashima, teams that are committed to this have become very strong in intensity.

- APT averaged 52 minutes 43 seconds in J1 this season, slightly up from 52 minutes 6 seconds last season. Sprint counts and other metrics exceeded those of the previous year from the summer onwards.

Data showing play intensity and running distance have increased, which isn't bad. Regarding APT, it is influenced by football style, and while the increase is a positive trend, much depends on how referees control matches. As football rules continue to change to lengthen APT, the role of referees becomes increasingly important. The data suggests that referee awareness is also gradually changing. If stopping play benefits the team that was fouled, then call the foul. Previously, there were quite a few cases in which play was stopped even when not calling the foul would have been advantageous, which was detrimental to both the fouled team and the spectators. Situations where this doesn't happen have increased

dramatically, but there are still cases where the fouled team loses out, so the question becomes how to raise referee standards. But overall, I think players have become more combative.

- What initiatives are needed to improve referee standards?

I believe referee standards themselves are improving, but I have always thought that without a greater understanding of football, referees may make incorrect calls or fail to create more enjoyable matches. What's most needed there is the player's perspective. So, I think things could improve further if former players communicated with referees, sharing insights and psychology from their on-pitch experience, such as "at that moment, that player probably felt this way" or what the overall feel was. One thing probably lacking in



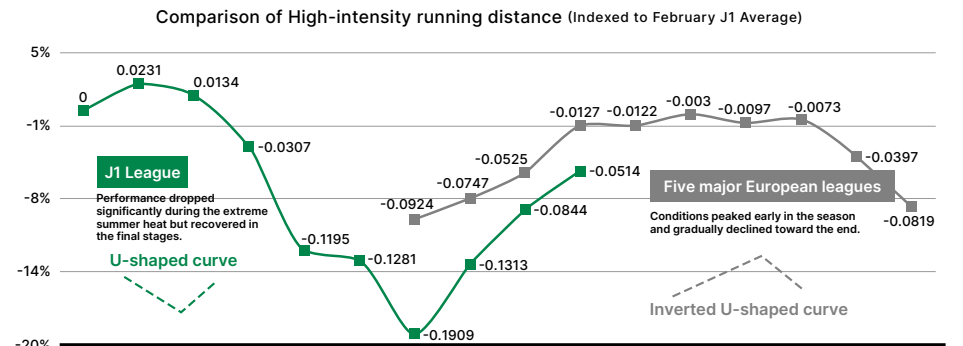
referees' game control is the sense of being a player. So, we want to start a system where J.LEAGUE OB representatives accompany official matches and discuss decisions with referees after the match. We hope to introduce this as early as the 2026 Special Season. We have already begun specific preparations, and we will announce details of the

- 2026 is finally the year of the season calendar transition. What are the aims behind this?

The starting point is how we define the J.LEAGUE's market. We spent about 30 years establishing ourselves as an industry in Japan, with considerable success, but we have also fallen quite far behind the global football market's expansion over those same 30 years. I think seriously considering whether this was acceptable was one catalyst. The idea that the season calendar should change has existed for about 20 years, and I think there are many advantages to it. For me, the decisive factor, when thinking football-first, was the poor performance in J.LEAGUE summer matches. I felt this could be dramatically improved by changing schedule of the season, so that was the biggest factor.

Previously, competitors were neighbouring clubs or domestic rivals, so even if performance suffered in the heat, conditions were equal and thus acceptable. But now, J.Clubs' rivals are Europe's top clubs, and, for example, for a 20-year-old centre forward at a J.Club, his rivals are 20-year-old centre forwards excelling in Europe. That's the kind of world it should be, yet focusing solely on domestic football inevitably hinders growth. This is clear from the data, so we're trying to fundamentally change things. It also matters for transfers and for people whose jobs are related to football, whether they work under global standards or only within a domestic industry framework. By changing the season calendar, competitors naturally change, awareness changes too, and various benefits should emerge.

TOPICS



*High-intensity running distance: The average distance covered at a high intensity (20 km/h or more) by a field player per match. This is calculated based on players who played more than 60 minutes in each game.
 *Source: SkillCorner. The big five European leagues: Data from the 2021-22 season, and average across the five major European leagues (England, Spain, Germany, Italy, and France). J1 league: Data from the 2022 season

- With the season calendar change, the newly established J.LEAGUE Snowfall Area Facility Improvement Grant System provides grants of up to 380 million yen per club for facilities such as air domes to enable training during snowy periods.

With the season calendar change, the J.LEAGUE's total investment in clubs exceeds 10 billion yen. We have prepared this amount to help clubs overcome what may be difficult periods, so support systems for what snowfall regions need, including things not yet announced, have been prepared to a considerable degree. Different regions and clubs need different things, so some regions may want turf snow-melting equipment for training, while some clubs may want to make their stadia warmer. That's ultimately about what's needed for fans, supporters, and the region, so, for example, an air dome is definitely not just for the club. I think it's very positive that the season calendar change becomes an opportunity to develop environments where local people and children can play sports year-round.

- The J.LEAGUE is also taking the lead on fundraising for amounts exceeding the grant limit, significantly reducing the burden on clubs.

If building an air dome, it is the regional club and local

people who will prepare the land and operate it, so we want them to discuss what's needed. If the location is finalized, the League, Japan Football Association, various grants, and sponsors can support a considerable amount. Once that scheme is properly established and operational, the ultimate goal is to develop such environments throughout Japan, including not only for snowfall areas but also with heat countermeasures. This isn't just a one-off; improving sports and football environments is always necessary—ten years from now and twenty years from now—so I think J. League will continue working on this.

- In 2026, the U-21 J.LEAGUE, created for player development, will also begin with 11 clubs competing in an East-West two-league format. New initiatives for top team management and player development include appointing Roger Schmidt as Global Football Advisor.

There are various pathways for players, and many aspects have been working well thus far. I think Japanese player development has a very solid foundation from primary school age and the grassroots level, but around the final stage at age 20 or so, things seem to narrow somewhat, with areas that still need work or where potential remains untapped. Those most affected are players who join J.Clubs rather than choosing university football. In that sense, 11 clubs believe there are many benefits to activities at around

the U-21 age level for developing players and strengthening team capabilities.

- Post-youth development is a major challenge for Japanese football.

Up to age 18, there are competitions such as the Prince Takamado Trophy JFA U-18 Football Premier League, but there is no league for the next age group, and players go straight into the J.LEAGUE. For example, I think it will happen that young players gain experience in J3, but if that's difficult to achieve immediately, creating the U-21 J.LEAGUE isn't a bad idea. J3 and U-21 are expected to be at similar levels, so in the future we may need to consider how to have these clubs coexist within league competition. I hope each club can invest more substantially in youth development. I think awareness won't shift unless trading developed players becomes a business. For example, if a situation arises where transferring a promising player once every three years brings in 1 to 2 billion yen, investment will increase. That will also lead to using young players more in matches. It gives them practical experience to develop their abilities while also creating opportunities to attract attention from European clubs and others.

- Shinji ONO's "Smile Football Tour for a Sustainable Future supported by MEIJI YASUDA," which began in fiscal 2024, continues to accumulate visits.

When thinking about what we could have him do that would be best for Japanese football, I thought it would be good to realise a modern version of what Sergio ECHIGO used to do—travelling nationwide and interacting with young footballers. I thought Shinji's greatest strength, "showing," would be good for the children receiving it. That's what we received from Sergio. Combined with educating children about how to create a sustainable society, the plan is to visit all 60 clubs over the next two to three years.

- The Kunishige Kamamoto Award has been established for the MEIJI YASUDA J.LEAGUE 100 YEAR VISION LEAGUE. At the 2025 J.LEAGUE Awards, Sergio ECHIGO, Ruy RAMOS, and Kazushi KIMURA were presented with the Chairman Special Award, showing respect to predecessors.

The Kunishige Kamamoto Award will be presented to the top scorers in the league competition, which will be held in two groups for J1 and four groups for J2 and J3. With Mr. KAMAMOTO having passed away this year, we consulted his family to make this decision.

2026 marks a major change with the season schedule, so



we want to properly convey our gratitude for what has come before. It's precisely because of over thirty years of accumulation that we can now look outward and aspire to compete globally. It's because of pioneers, including Sergio, Ramos, and Kazushi, that we can face such changes.

- In 2026, J.LEAGUE staff recruited through the first-ever public new graduate recruitment will also join.

We embarked on new graduate recruitment because we absolutely need young people's perspectives. Currently, the J.LEAGUE staff's average age is in the 40s, with few people in their 20s. The atmosphere when we were young is naturally different from today's, but there's a tendency to assume it's the same. That's not good, and nothing new will emerge. The current positive situation, with increasing customers, fans, and supporters, is just the present reality; in ten years, the fan base will definitely not comprise the same people, so we need to create an environment where new people keep joining. We need people with that awareness in this organisation too. There's a lot of talent, so I'm looking forward to it.

※The information published is current as of December 22, 2025.



Attendance for the 2025 season and contributing factors

- Total yearly attendance for official J.LEAGUE matches

Exceeding the all-time high 2024 season total yearly attendance by 962,945

In the 2025 season, the total yearly attendance for official J.LEAGUE matches reached a record 13,503,210, surpassing the previous record set in the 2024 season (12,540,265) and marking the second consecutive year of record-breaking attendance.

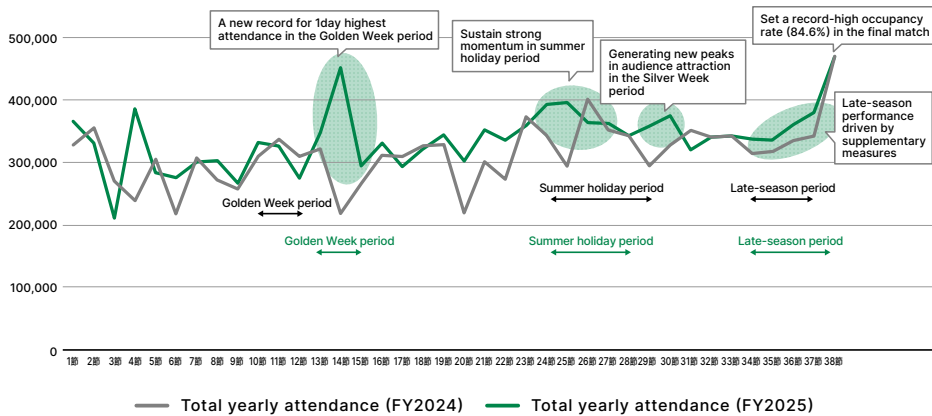


(MEIJI YASUDA J1 LEAGUE, MEIJI YASUDA J2 LEAGUE, MEIJI YASUDA J3 LEAGUE, J.LEAGUE YBC Levain CUP, FUJIFILM SUPER CUP, J1 Promotion Play-Offs, J2 Promotion Play-Offs, and J3/JFL Play-Offs)

Looking at attendance by category, total attendance was 8,073,557 for J1, 3,377,480 for J2, and 1,428,621 for J3. Average attendance compared to the previous year was 104% for J1, 115% for J2, and 111% for J3, exceeding the results from the previous year in all categories for the second consecutive year following on from the 2024 season. In addition to significantly exceeding 2024 figures during peak attendance periods, namely the Golden Week period (April-May), summer holiday period (July-August), and final stage (November-December), a new mid-sized peak was created during the Silver Week period (September) by pairing invitation campaigns for children with Sanrio collaborations.

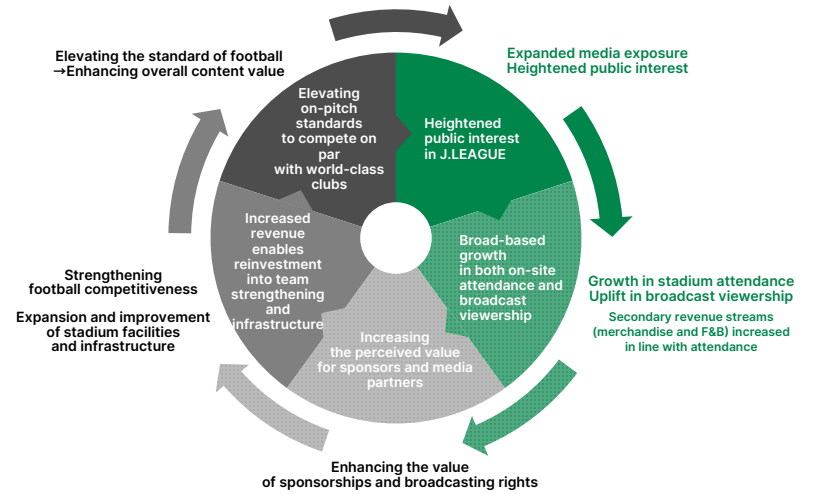
Partly driven by this momentum, a new record for highest attendance in league matches was set as of 9 November.

Furthermore, the FUJIFILM SUPER CUP 2025 set a new Super Cup attendance record, while the MEIJI YASUDA J.LEAGUE WORLD CHALLENGE 2025 presented by The Nippon Foundation set a new record for J.LEAGUE-hosted matches. The J.LEAGUE YBC Levain CUP 2025 Final recorded 62,466 attendees, marking the highest attendance for an official match in the 2025 season. Multiple attendance records were also broken for matches organised by J.LEAGUE.



- To-C marketing initiatives contribute to new record for total yearly attendance

Role of to-C marketing



J.LEAGUE emphasises marketing strategy as the starting point for strengthening the football domain. Through to-C marketing initiatives, first-time attendees become repeat and regular attendees, thereby expanding the fan base. As attendance increases, the value of to-B activities, such as sponsorship and broadcasting, also improves. This leads to active investment in the football domain. In this way, it is important to create a cycle that raises the standard of football using to-C marketing initiatives as the starting point.

- Specific initiatives

Initiative 1 | Large-scale invitation campaigns and repeat attendance initiatives

J.LEAGUE views invitation campaigns not as mere “giveaways” but as “sampling” opportunities for acquiring new fans and implements initiatives in collaboration with clubs.

Besides the three large-scale promotional invitation campaigns during the start of the league/spring holiday period, Golden Week, and summer holidays, which were also held in the 2024 season, J.LEAGUE implemented new autumn invitation campaigns for elementary, junior high, and high school students. Furthermore, J.LEAGUE implemented several other invitation campaigns as well, including holding 10,000-person invitation initiatives for THE KOKURITSU DAY on 10 occasions.

The numerical impact of these initiatives was significant: approximately 2.82 million total applicants and approximately 146,000 new J.LEAGUE IDs acquired. In 2025, the cumulative

total of J.LEAGUE IDs surpassed 5 million. Based on the newly acquired J.LEAGUE IDs, J.LEAGUE implemented CRM initiatives such as email distribution and campaign announcements. As a result, the repeat attendance rate for first-time attendees exceeded 30%, contributing to sustained increases in attendance.

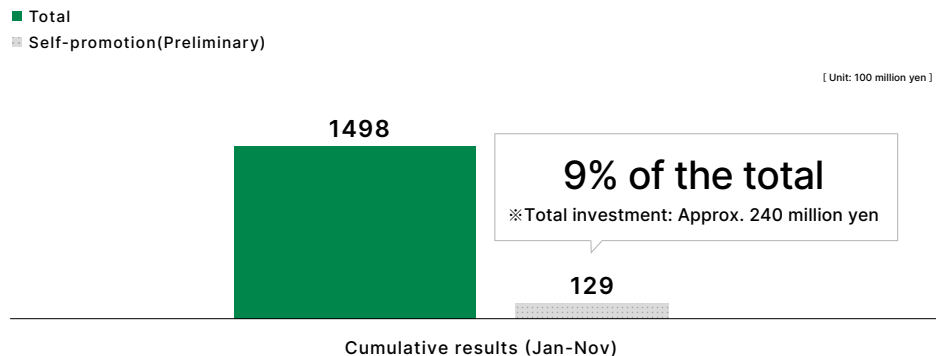
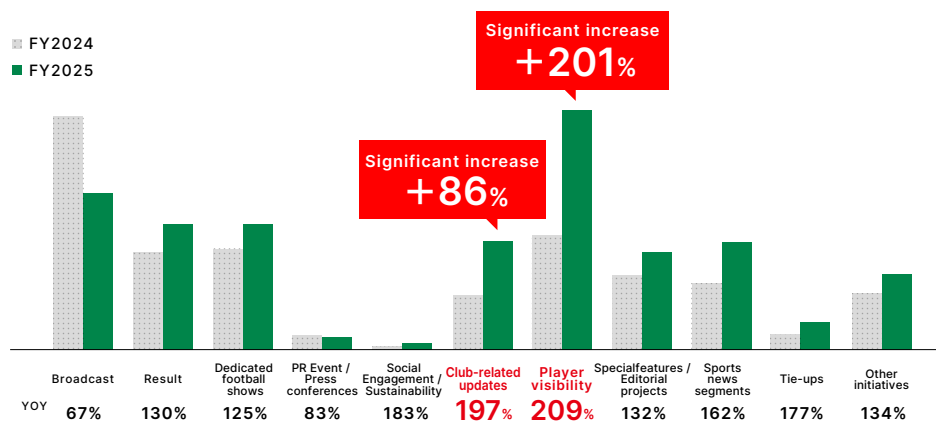


Initiative 2

Enhanced exposure on key TV stations

In the 2025 season, J.LEAGUE sought to enhance exposure on key TV stations, while continuing to maintain exposure on local TV stations as in the previous year. As a result, media exposure levels remained strong at 155% year-on-year for the cumulative period from January to November. Additionally, Kerutomeru, a new programme on Fuji Television featuring Travis Japan, a Japanese boy band, began

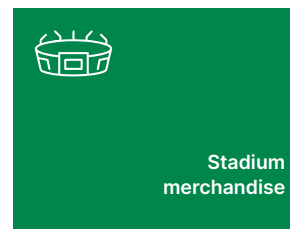
broadcasting on 6 October. The programme hashtag "#Kerutomeru" has been used in social media posts, primarily by female fans of the group, trending on X almost every week and generating buzz among the public. Approximately 80% of the social media posters are women and J.LEAGUE's reach among female audiences is steadily expanding.



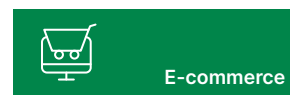
Initiative 3

Merchandise-related initiatives

Merchandise sales for the 2025 season are projected to reach 21.3 billion yen (2024: 18.0 billion yen) as of the end of December. This represents growth of 118% year-on-year and exceeds the pace of attendance growth. The contributing factors include the following:



- Subsidies for improving stadium environments were again provided in 2025, following on from 2024, and they were utilised by clubs from J1 to J3, albeit on varying scales.
- Sales floor reforms at stadium merchandise outlets resulted in growth of approximately 150% year-on-year at some clubs.
- Effects of new stadium construction and promotion, among other factors, led to exceptional sales increases exceeding three times the previous year.

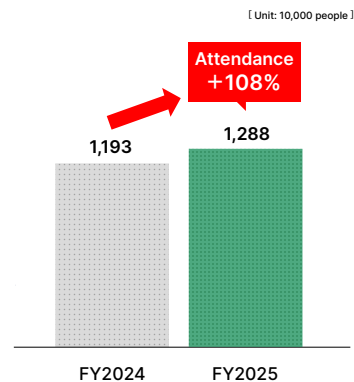


- E-commerce sales also grew, with uniform sales performing strongly across J1 clubs in particular.

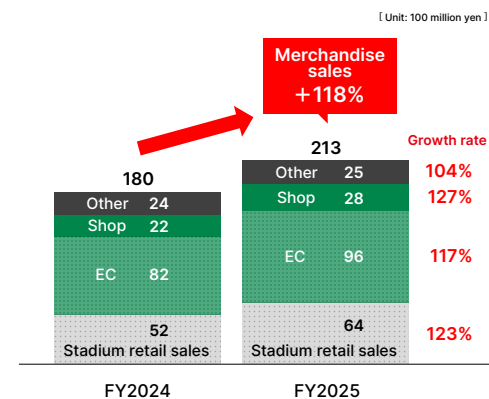


- IP collaborations with Sanrio and brand collaborations with BALR and WIND AND SEA proved popular.
- Shimamura and FREAK'S STORE sold licensed products using J.LEAGUE club branding. These were also popular, with some products selling out.

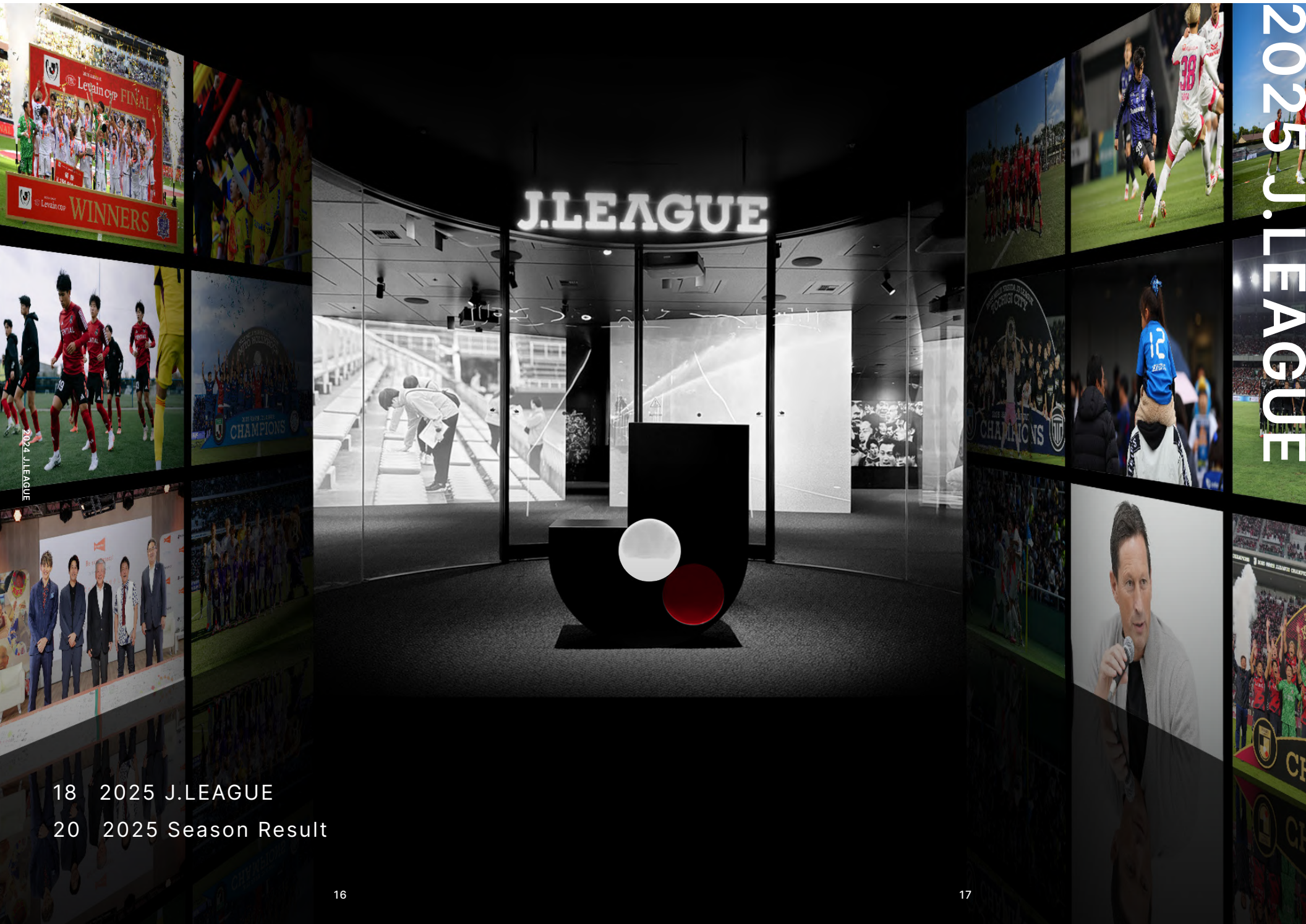
Attendance for official J.LEAGUE matches (Total aggregate of J1-J3)



Merchandise sales by channel (Total aggregate of J1-J3)

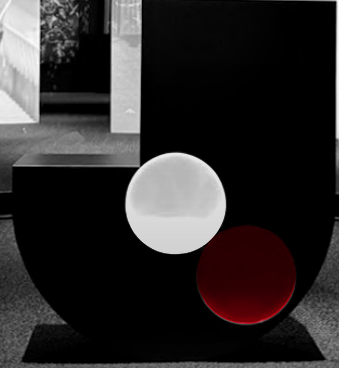


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2025 J.LEAGUE

J.LEAGUE



18 2025 J.LEAGUE
20 2025 Season Result

2025 J.LEAGUE



Sanfrecce Hiroshima wins the FUJIFILM SUPER CUP 2025, the last under the current format



Start of the 2025 MEIJI YASUDA J.LEAGUE, with Osaka derby as the season opener

Mar.



Start of the 2025 J.LEAGUE YBC Levain CUP

Apr.



Yokohama F. Marinos reaches the quarter-finals in the AFC Champions League Elite 2024/25

2025 J.LEAGUE SHAREN! Awards held



May.



Kawasaki Frontale advances to the final of the AFC Champions League Elite 2024/25, finishing as runners-up

Jun.



Urawa Reds participates in the FIFA Club World Cup 2025. Many supporters travel to the USA

Jul.



MEIJI YASUDA J.LEAGUE WORLD CHALLENGE 2025 presented by The Nippon Foundation held. 67,032 spectators attend, setting a new all-time attendance record for a J.LEAGUE-hosted match



J.LEAGUE INTERNATIONAL SERIES 2025 Academy Match J.League U-15 Selection Team vs Liverpool FC U15s held

J.League U-18 Selection Team embarks on England Tour



Mito Hollyhock wins MEIJI YASUDA J2 LEAGUE and takes on the challenge of J1 for the first time



TOCHIGI CITY wins MEIJI YASUDA J3 LEAGUE, achieving promotion for three consecutive years

Sep.



Fair Play Ribbon Project launched in collaboration with Sanrio



Be supporters! talk session held at Expo 2025 Osaka, Kansai, Japan

Oct.



J.LEAGUE Overseas Coach Invitation Project launched. Mr. Roger Schmidt appointed as Global Football Advisor

Nov.



Sanfrecce Hiroshima wins 2025 J.LEAGUE YBC Levain CUP



2025 MEIJI YASUDA J.LEAGUE sets new all-time attendance record for league matches

Dec.



Kashima Antlers wins MEIJI YASUDA J1 LEAGUE for the first time in nine years

SEASON RESULT



MEIJI YASUDA J1 LEAGUE

	PTS
1 Kashima Antlers <76>	
2 Kashiwa Reysol <75>	
3 Kyoto Sanga F.C. <68>	
4 Sanfrecce Hiroshima <68>	
5 Vissel Kobe <64>	
6 FC Machida Zelvia <60>	
7 Urawa Reds <59>	
8 Kawasaki Frontale <57>	
9 Gamba Osaka <57>	
10 Cerezo Osaka <52>	
11 FC Tokyo <50>	
12 Avispa Fukuoka <48>	
13 Fagiano Okayama <45>	
14 Shimizu S-Pulse <44>	
15 Yokohama F. Marinos <43>	
16 Nagoya Grampus <43>	
17 Tokyo Verdy <43>	
18 Yokohama FC <35>	
19 Shonan Bellmare <32>	
20 Albirex Niigata <24>	



Player of the Year
Kashima Antlers
TOMOKI HAYAKAWA

■ relegated to J2

Kashima Antlers claimed the throne for the ninth time—their first in nine years—extending their record for most titles. Including the J.LEAGUE YBC Levain Cup and the Emperor's Cup JFA Japan Football Championship, this brought their total domestic major titles to 20. This season, the club appointed Toru ONIKI as manager—a man who began his professional career at Kashima and built a dynasty as manager of Kawasaki Frontale—and contended for the top position from early on. From Matchweek 30, they never relinquished first place, holding off Kashiwa Reysol's pursuit to win by a single point. Led by experienced players such as Yuma SUZUKI and Naomichi UEDA, the entire squad worked hard in both attack and defence. Goalkeeper Tomoki HAYAKAWA supported the defence with growth that earned him a call-up to the Japan National Team, while new signing Leo Ceara gave a shining performance as the top scorer.



MEIJI YASUDA J2 LEAGUE

	PTS
1 Mito HollyHock <70>	
2 V-Varen Nagasaki <70>	
3 JEF United Chiba <69>	
4 Tokushima Vortis <65>	
5 Jubilo Iwata <64>	
6 RB Omiya Ardija <63>	
7 Vegalta Sendai <62>	
8 Sagan Tosu <58>	
9 Iwaki FC <56>	
10 Montedio Yamagata <53>	
11 FC Imabari <53>	
12 Hokkaido Consadole Sapporo <53>	
13 Ventforet Kofu <44>	
14 Blaublitz Akita <43>	
15 Fujieda MYFC <39>	
16 Oita Trinita <38>	
17 Kataller Toyama <37>	
18 Roasso Kumamoto <37>	
19 Renofa Yamaguchi FC <36>	
20 Ehime FC <22>	

■ promoted to J1 ■ relegated to J3

The final matchweek saw dramatic conclusions to the battles for the title, automatic promotion, and J1 Promotion Play-off places, with Mito HollyHock claiming their first-ever title. Having competed in J2 for 26 seasons since joining the J.LEAGUE in 2000, Mito also secured their first-ever promotion to J1. Under Manager Naoki MORI, who has been in charge since midway through last season, they maintained a stable run built on a solid defence, holding a place in the top two for automatic promotion from Matchweek 20 onwards. With points level with V-Varen Nagasaki, they secured their moment of glory by virtue of goal difference. Nagasaki, who recorded the most goals in the league, narrowly finished second but secured their return to J1 after eight years. JEF United Chiba won the J1 Promotion Play-off, finishing third in the league and returning to the J1 stage for the first time in 17 years.



MEIJI YASUDA J3 LEAGUE

勝点

1 TOCHIGI CITY <77>

2 Vanraure Hachinohe <72>

3 FC Osaka <71>

4 Tegevajaro Miyazaki <67>

5 Kagoshima United FC <66>

6 Zweigen Kanazawa <59>

7 Tochigi SC <56>

8 Giravanz Kitakyushu <56>

9 Nara Club <56>

10 Fukushima United FC <56>

11 Gainare Tottori <51>

12 SC Sagamihara <50>

13 FC Gifu <47>

14 Thespakusatsu Gunma <46>

15 Matsumoto Yamaga FC <43>

16 FC Ryukyu <40>

17 Kamatamare Sanuki <38>

18 Kochi United SC <38>

19 AC Nagano Parceiro <35>

20 Azul Claro Numazu <28>

promoted to J2 relegated to JFL

First-time champions TOCHIGI CITY and runners-up Vanraure Hachinohe will both be promoted to J2 for the first time. Hachinohe held the top spot from Matchweek 22 but struggled to accumulate points as hoped in the final stretch. TOCHIGI CITY rose to first place in Matchweek 35 and secured a place in the top two for automatic promotion in Matchweek 37, with the title decided in the final matchweek. The team, led by Manager Naoki IMAYA, leveraged joint-highest goalscoring in the league to claim the J3 crown just one year after promotion from the Japan Football League (JFL). Hachinohe showed stable performances throughout most of the season, built on the league's best defensive record.

The J2 Promotion Play-off was won by Tegevajaro Miyazaki, who finished fourth in the league, and they will compete in J2 for the first time next season.

FUJIFILM SUPER CUP 2025

2024 MEIJI YASUDA
J1 LEAGUE champions
104th Emperor's Cup
winners



Vissel
Kobe

0-2



Sanfrecce
Hiroshima

2024 MEIJI YASUDA
J1 LEAGUE 2nd Place

In this customary season-opening fixture, Sanfrecce Hiroshima defeated Vissel Kobe 2-0 to claim their fifth title—their first since 2016. As Kobe won the double of the J.LEAGUE title and the Emperor's Cup JFA Japan Football Championship the previous season, Hiroshima, who finished second in the league, took part. A competition-record 53,343 spectators watched at the Japan National Stadium. The opening goal came in the 12th minute when Shuto NAKANO delivered a cross from the right side, which Tolgay Arslan headed home. Hiroshima continued to dominate in the second half and extended their lead in the 70th minute when Hayato ARAKI headed home from a corner kick. They also kept a clean sheet defensively, getting the season off to an auspicious start by claiming the first title of the campaign.



AFC
CHAMPIONS LEAGUE
ELITE

In this competition to determine Asia's club champions, all three Japanese participants—Kawasaki Frontale, Yokohama F.Marineros, and Vissel Kobe—progressed through the group stage. Kobe were eliminated in the Round of 16, and Yokohama FM in the quarter-finals, but Kawasaki advanced to the final as the only team from the East Region to reach the semi-finals. They fell 0-2 to Al-Ahli Saudi (Saudi Arabia) in the final, coming up just short of the summit.



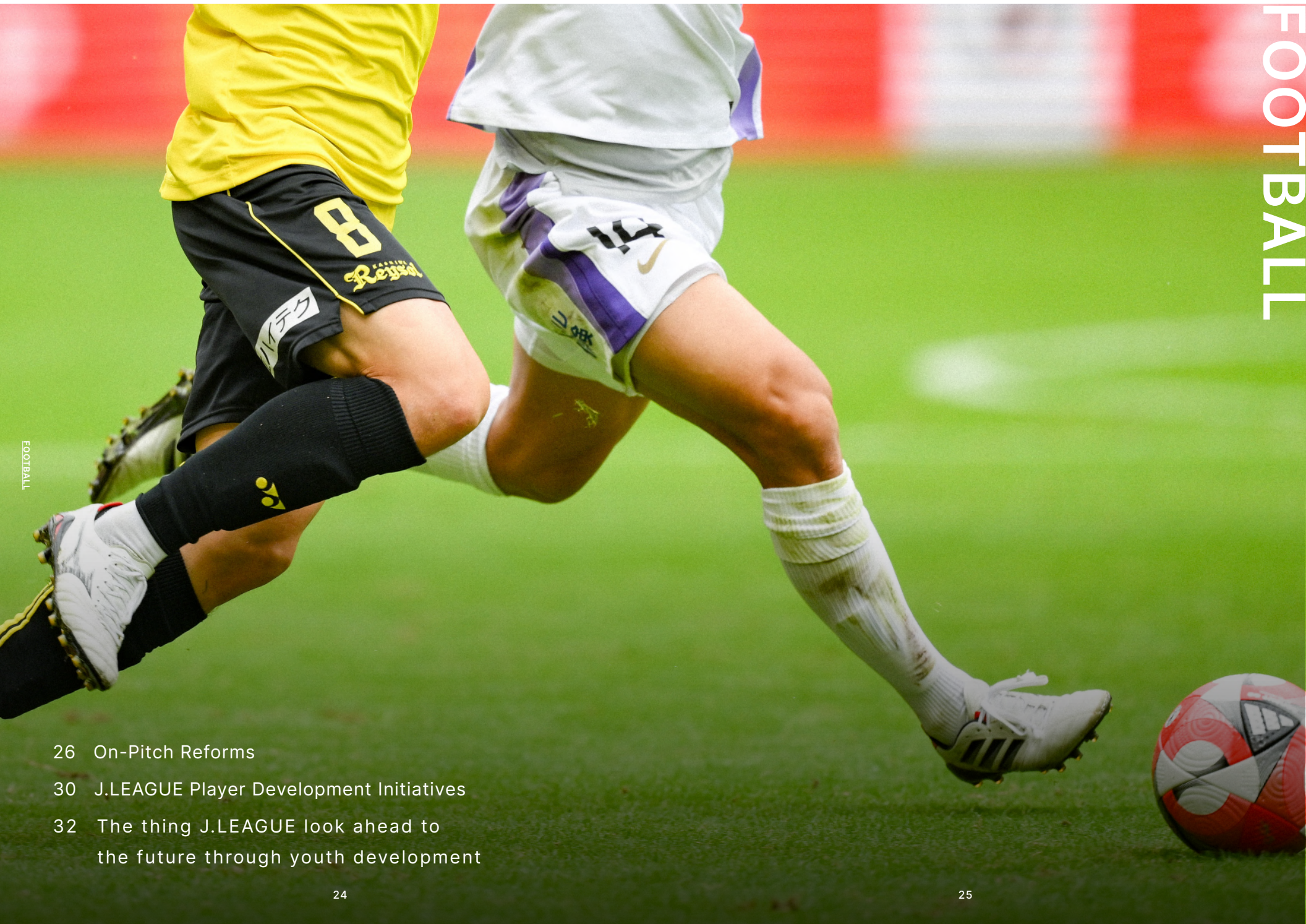
AFC
CHAMPIONS LEAGUE
TWO

Sanfrecce Hiroshima were eliminated in the quarter-finals. They topped their group and comfortably progressed past Nam Dinh FC (Vietnam) in the Round of 16. However, despite a crushing 6-1 first-leg victory over Lion City Sailors (Singapore), the match was declared a forfeit for fielding an ineligible player, resulting in a 0-3 defeat by the ruling. The second leg ended 1-1, and recovery proved impossible.

From this edition onward, the tournament transitioned to a new format held every four years, mirroring the FIFA World Cup for national teams. The number of participating clubs expanded from 7 to 32. Total prize money was also significantly increased, with the largest-ever Club World Cup staged in the United States.

Urawa Red Diamonds participated for the fourth time, facing CA River Plate (Argentina), Inter Milan (Italy), and CF Monterrey (Mexico) in Group E. Although they were eliminated at the group stage and could not progress to the knockout rounds, many supporters travelled to the United States to cheer on the players.





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On-Pitch Reforms

- What J.LEAGUE Aims For

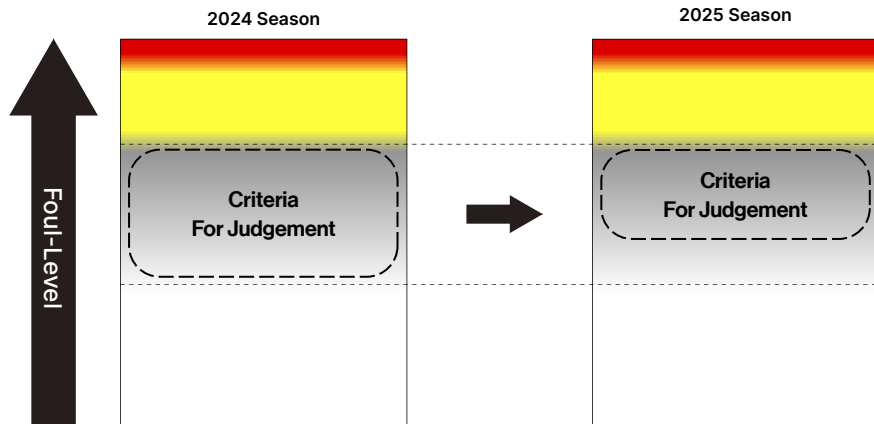
- 1 World-class standard football
- 2 Entertainment that appeals to customers

Strength and depth of physical contact	Actual Playing Time (APT)
<ul style="list-style-type: none"> • Demonstrating technical skills amid intense battles for the ball • Distinguishing from “dangerous play” 	<ul style="list-style-type: none"> • Enhancing continuity and tempo of play • Extending playing time as entertainment by professional players

By focusing on these points, the league aims for “world-class standard football” and “attractive entertainment.”

- Specific Measures

- 1 Raise the standard for refereeing decisions (bring criteria for judging fouls closer to world-class standards)
- 2 Play appropriate advantages
- 3 Urge quick restarts and avoid stopping the match excessively



- 2025 Season Review

Average APT in the MEIJI YASUDA J1 LEAGUE

2024 Season	2025 Season	Difference
52m 50s	53m 01s	+11s

While APT in Europe's top five leagues is showing a declining trend, it is on the rise in the J1 LEAGUE

	2023/2024 Season	2024/2025 Season	Difference
Premier League	58m 11s	56m 59s	-1m 12s
Bundesliga	57m 15s	56m 20s	-55s
LaLiga	55m 11s	55m 17s	+6s
Serie A	55m 14s	54m 49s	-25s
Ligue 1	57m 27s	57m 24s	-3s

Source: Stats Perform

Highlighted Match

The 2025 YBC Levain Cup Final is cited as a good example of the ideal that J.LEAGUE should aim for, for the following reasons:



APT
62m 53s

Physical Intensity		
Total distance covered 124.0km (league average:114.8km)	Number of sprints 154.5 (league average:122.4)	High-intensity distance covered 9.26km (league average:8.45km)

※Distance covered at speeds over 20km/h

Other factors include the highly assured refereeing, attendance of 62,466, which met J.LEAGUE's definition of capacity (stadium occupancy of 80% or more), and the tactical sophistication displayed by both clubs.

POINT

Continuous intense contact in midfield, with possession switching rapidly between attack and defence. Play that symbolises the speed and high intensity of J.LEAGUE.



POINT

A situation where the referee plays appropriate advantage for contact that occurred in the attacking team's own half, leading to a scoring opportunity. Quick transitions between attack and defence by both clubs are enabled.



POINT

Quick restarts enable high-tempo matches to be played.



- Upcoming Initiatives

To achieve world-class competitive standards, it is essential to enhance referees' understanding of football. Therefore, from the 2026 season, former players will be dispatched to matches to exchange views with referees regarding refereeing decisions.

- Key Topics of the 2025 Season

Changes to Coach License Standards for J3 Clubs

Background and Objectives

- The roles of managers and coaches are extremely important for improving footballing standards.
- J.LEAGUE recognises that it is often difficult to take a chance and appoint new talent compared to the world-class leagues.
- By relaxing the manager license standards for J3 clubs, J.LEAGUE hopes to expand opportunities to create professional manager experience for promising individuals from a broader pool of candidates.

※Reference: Pro license holders: 584 / A-Grade General license holders: 2,350 (as of March 2025)

【 Before Change 】

J3 clubs must appoint a manager for the top team who holds a valid JFA Pro license (or a person recognised by the JFA Technical Committee as equivalent to holding a JFA Pro license).

※JFA Pro license is required if a J3 club participates in AFC club competitions.

※Special measures will be established for promotion to J2. Continued consideration will be given to handling cases where a manager with an A-Grade General license is promoted from the J3 LEAGUE to the J2 LEAGUE.

【 After Change 】

J3 clubs must appoint a manager for the top team who holds a valid JFA A-Grade General license or higher (or a person recognised by the JFA Technical Committee as equivalent to holding a JFA A-Grade General license or higher).

Changes

Establishment of J.LEAGUE U-21 League

Objectives and Background of Establishing the U-21 J.LEAGUE

In the Japanese football community, continuous playing opportunities are secured for players up to age 18 through J Youth and high school football, but from age 19 onwards (after high school graduation), there is difficulty in securing appropriate playing environments for them within the limited options of either proceeding to university football, etc., or entering professional leagues.

For players aged 19 to 21, which are important ages for

enhancing their potential as professional players, J.LEAGUE has decided to establish the "U-21 J.LEAGUE" to secure appropriate playing environments such as "opportunities to play full 90-minute matches throughout the year," "match → rest → training → match cycles," and "serious competition in matches with spectators," in order to maximise the potential of Japanese football as a whole.

Participating Clubs (11 clubs total)

Urawa Reds / FC Tokyo / Tokyo Verdy / Kawasaki Frontale / Shimizu S-Pulse / Júbilo Iwata / Nagoya Grampus / Gamba Osaka / Vissel Kobe / Fagiano Okayama / V-Varen Nagasaki

Competition Structure

(as of 27 May 2025 / subject to change)

1 Overview

- Name: U-21 J.LEAGUE (provisional title)
- Held with spectators and all matches streamed online
- Various less restrictive measures (player age, match venues, etc.) to be established until around the 2027/28 season.

2 Competition Period

- Start in the 2026/27 season
- Opening around August to September, closing around April
- Matches held from Saturday to Monday, in principle

3 Competition Format

- Two-league system: East and West
- Home and away (two matches) within the same league + home or away (one match) against the other league
- Play-offs held between top teams from each league

4 Competition Regulations

- Entry limit: 18 players (substitution limit: 7 players)
- Foreign player quota: 3 players (however, players with the nationalities of countries designated as J.LEAGUE Partner Countries are not treated as foreign players, as is the case with clubs' top teams)
- Manager license: JFA A-Grade General license coach required
- Over-age (OA) quota
- Two types set: OA with no age restriction and U-23 OA for ages 22 and 23
- Ideal format is up to three OA players + up to three U-23 OA players, with the aim to achieve this by the third season (2028/29 season)
- For the first season (2026/27 season), the following applies:
 - Recommended standard: Up to three OA players + up to four U-24 OA players (clubs aim for this standard when forming their team)
 - Mandatory standard: Up to six OA players + up to four U-24 OA players (standard that must be met)

※In matches that do not meet the recommended standard, the team must field four U-21 players among the starting members

※The information published is current as of December 22, 2025.

J.LEAGUE Player Development Initiatives

- J.LEAGUE Player Development Initiatives

In the player development domain, J.LEAGUE continued to promote various initiatives in 2025. This year, in addition to existing programmes, J.LEAGUE implemented post-youth reinforcement measures as a collaborative project with the Japan Football Association (JFA).

JFA/J.LEAGUE Collaborative Project: Post-Youth Reinforcement Measures

In collaboration with JFA, J.LEAGUE organised U-22 J.LEAGUE Selection, U-20 J.LEAGUE Selection, and U-18 J.LEAGUE Selection teams and conducted multiple training sessions aimed at developing and reinforcing post-youth players (aged 19–21). J.LEAGUE has prioritised post-youth reinforcement as a way to address the issue whereby players who turn professional after graduating high school often lack sufficient playing time at their clubs despite being at a crucial developmental age. The league hosted U-22 J.LEAGUE Selection versus Kanto University Selection in April, and U-22 J.LEAGUE Selection versus Kansai University Selection in May. The coaching staff featured legends who excelled for the Japan National Team, including Shinji ONO,

Yasuhito ENDO, Toshihiro AOYAMA, and Ryoichi MAEDA. They provided not only technical guidance but also mentored players on the mindset required by professional football players, fostering players' growth in various ways. Both matches against Kanto University Selection and Kansai University Selection remained undecided after 90 minutes, ultimately ending in penalty shootout defeats. However, participating players shared positive feedback, including "I was able to gain valuable insights from the star-studded coaching staff," "I was able to play in a competitive match with genuine intensity for the first time in a while," and "I want to do my best to use this experience to perform well at my club."

Fixtures(Results)		Date	Stadium(Venue)
J.LEAGUE Selection U-22	0 – 0 (7 PK 8)	Kanto University Selection	Tuesday, 22 April DAI-ICHI CUTTER Field (Chiba)
J.LEAGUE Selection U-22	2 – 2 (4 PK 5)	Kansai University Selection	Tuesday, 13 May J-GREEN SAKAI (Osaka)
J.LEAGUE Selection U-22	19 – 0	Malaga CF U-20	Friday, 6 June (Hong Kong, China)
J.LEAGUE Selection U-22	4 – 1	U-18 Hubei Selection Team U-18	Sunday, 8 June (Hong Kong, China)
J.LEAGUE Selection U-22	7 – 1	Queens Park Rangers U-21/19	Sunday, 9 November (England)

J.LEAGUE INTERNATIONAL SERIES 2025 ACADEMY MATCH

To raise the standard of football and promote goodwill and exchange with the international community, J.LEAGUE held the "J.LEAGUE INTERNATIONAL SERIES 2025 ACADEMY MATCH" featuring U-15 J.LEAGUE Selection versus Liverpool FC U15 on Tuesday 29 July and Thursday 31 July. The U-15 J.LEAGUE Selection, comprising 20 players selected from 19 J.Clubs, trained alongside top-level

coaching staff including head coach Kenta KAWAI, coach Toshihiro AOYAMA, and GK coach Kosuke NAKAMURA. At AJINOMOTO FIELD NISHIGAOKA, the U-15 J.LEAGUE Selection played in front of crowds that exceeded 3,000 spectators on each day and won both matches against Liverpool FC U15.

J.LEAGUE Selection U-15 **1 – 0** Liverpool FC U15

J.LEAGUE Selection U-15 **2 – 0** Liverpool FC U15



Establishment of the "J.LEAGUE Youth Development Partners" Category

In order to reinforce player development initiatives and respond to partner needs, J.LEAGUE established "J.LEAGUE Youth Development Partners," a new partnership category dedicated specifically to player development, in April 2025. As J.LEAGUE expands its player development activities, this initiative aims to foster partnerships with companies that wish to support these activities and have identified opportunities for business collaboration. In the 2025 season, J.LEAGUE signed agreements with four companies.

※The information published is current as of December 22, 2025.

The thing J.LEAGUE look ahead to the future through youth development

- The 2025 season saw the J.LEAGUE implemented various youth development initiatives. Were there any particular themes that guided these efforts?

Masumoto: J.LEAGUE youth development operates on two axes: providing solid support for each club's academy and further elevating the level of top-tier academy players. In terms of support, we have a grant system for academy activities, and this year we continued to provide funding with clear purposes, supporting activities that enable players and coaches to gain international experience, including overseas trips and individual study abroad programmes.

Regarding elevating the top tier, since players naturally develop significantly through match experience, we worked to increase the number of domestic select-team activities. The J YOUTH CUP and J.LEAGUE INTERNATIONAL YOUTH CUP also provide valuable match experience, so it is important to further develop these environments. Additionally, appropriate coach involvement is crucial to player development. We therefore prioritised creating opportunities and venues for coaches to learn, providing training programmes both in Japan and overseas.



- In April this year, the "J.LEAGUE Youth Development Partners" was established as a new category within the J.LEAGUE Official Partners. What was the intention behind this?

Masumoto: It was established as a partnership focused specifically on player development, with sponsors

supporting J.LEAGUE's player development-related initiatives. In visible terms, partners' names appear on uniforms during select-team activities, and signboards are displayed at matches—we are already receiving various forms of support. Behind the scenes, partners have also held seminars during activities. These were valuable programmes that enhanced the quality of select-team activities.

- What specifically did these seminars cover?

Kobayashi: TENTIAL Inc., one of our Youth Development Partners, held a seminar on conditioning. It focused mainly on sleep, and player feedback was extremely positive. We also received reports from clubs that gaining such experience off the pitch was significant. Of course, on-pitch activities remain the top priority for select-team activities, but support from Youth Development Partners was substantial in enriching the time outside of training as well.

- In supporting academies, have you noticed any changes compared with before?

Masumoto: We haven't made any particular changes to our support methods this year. However, within the existing academy grant system, as we discussed the importance of tackling individual development, I've noticed an increase in cases where individuals go on study abroad through clubs' own initiatives. Clubs are finding various ways to utilise the system. In J.LEAGUE youth development, we are promoting an initiative called "IDP" (Individual Development Plan), and we have seen efforts to visualise and implement goal-setting, growth indicators, and action plans tailored to each individual player.

- I imagine the detailed announcement will come in 2026, but is there anything you can share about the breakdown of academy activity grants for the 2025 season?

Masumoto: In straightforward terms, I believe the amount of grant utilisation has increased compared with 2024. Also, while the overall number of grant utilisation hasn't increased dramatically, it is noteworthy that clubs that previously hadn't utilised grants have started to do so. We've had cases of clubs attempting overseas trips for the first time, or planning tournaments for the first time.

Kobayashi: Regarding each club's activities, we share knowledge across all 60 J.LEAGUE clubs. For example, some



clubs have used grants in interesting ways, and others have reported the challenges they faced on their first overseas trip. Blaublitz Akita's report was particularly fascinating. By having clubs present what went from zero to one, other clubs gain courage and start thinking, "next time, we'll do it too." By repeating this, the number of "first-time clubs" decreases, and activities become richer—I feel this system is taking shape.

Masumoto: That point was something we valued in clubs' use of academy grants. If grants are used and only one club gains the knowledge and experience, that benefit remains limited to that single club. The key to these grants is to progress while sharing across all 60 clubs. Therefore, in exchange for using grants, clubs must properly report on their activities and share those experiences with other clubs. Thanks to the understanding of all clubs, thorough reports are produced, and a cycle has developed in which each club plans the following year's initiatives while sharing these reports. We hope to raise the level of J.LEAGUE academies as a whole through mutual improvement and stimulation.

Kobayashi: Montedio Yamagata used theirs for coach activities, didn't they?

Masumoto: There were also patterns where coaches accompanied players going overseas to gain experience together.

- Measuring the success of youth development initiatives must be difficult. What cases would make you feel a sense of success or achievement for the J.LEAGUE or for yourself personally?

Masumoto: It's hard to say in one sentence. What we're working on now is an effort to sow as many seeds as possible, believing they will bloom even though we don't know when. Some might say the seeds we sow won't bloom, but we must keep sowing—that's what player development work is about. That said, when we see players who came through J.LEAGUE academies succeed in the J.LEAGUE or on the world stage, we do feel a sense of achievement. It's difficult to definitively state that a certain number of players thriving in the J.LEAGUE means success, but we always hope to see an increasing number of academy graduates succeeding each year.

Kobayashi: Still, when considering existing systems or future initiatives, we mustn't shy away from measuring probabilities and final outcomes quantitatively.





Also, having been a player myself, speaking from my own experience, there is significant serendipity in players' careers. I happened to encounter a team and coaches in a place I moved to because of my parents' circumstances, and that became the catalyst for my growth. Much happens beyond what adults involved in youth development can design. Therefore, I personally think it's important to recognise that players' careers are more shaped by chance than we might think. Taking that perspective, we want to provide opportunities and catalysts for even slightly better chance encounters.

The same applies to select-team activities and trips—what players gain from them is up to them. When I recently went to Brazil, I saw that players can grasp something from a single play, or they might feel something just walking down the street. In a world where the range of normal life experiences is somewhat limited, what J.LEAGUE youth development can do is expand that range. That's what grants and select-team activities are for.

- Among this year's activities, there were also post-youth initiatives conducted in collaboration with the Japan Football Association (JFA). The issue of players who join J.Clubs straight out of high school struggling to get playing time has long been pointed out.

Masumoto: We wanted to address that issue, which is why we are launching the U-21 J.LEAGUE from the 2026/27 season. While preparing for that, we also wanted to proactively do what we could now. We've undertaken various challenges before, but there were barriers. However, if we don't overcome these barriers, the post-youth generation will become hollow. The JFA shared the same concerns, so we decided to work together.

- Given that the U-21 J.LEAGUE was already scheduled to start in 2026, why did you implement separate initiatives this year?

Kobayashi: For professional football players, a year is an incredibly precious time. It's often said to be worth five or ten years for an ordinary working adult. If a player doesn't appear in any matches for a year, for example, an enormous gap emerges compared with those who do. This could affect their entire career. If we didn't implement initiatives until the U-21 J.LEAGUE launched, we might waste the equivalent of years of their working life. Of course, winning the competition within the team is best, and that should be every player's goal, but with the J.LEAGUE's overall level rising, it isn't easy. It's a positive example that Alexandre Kouto Horio PISANO (Nagoya Grampus) and Shunsuke SAITO (Mito HollyHock), who participated in these activities, subsequently earned playing time at their clubs and were selected for SAMURAI BLUE (Japan National Team) and the U-20 national team.

Masumoto: This year, as a collaborative project with the JFA, we held four post-youth activities. In April, the U-22 J.LEAGUE Select team played against a Kanto Universities Select team, and in May they faced a Kansai Universities Select team. In June, the U-20 J.LEAGUE Select team went on an overseas trip, and in November the U-18 J.LEAGUE Select team went on a European tour. Through this project, I believe we confronted and addressed longstanding challenges. One outcome was that we were able to share recognition of these challenges with the clubs. In the first and second activities, where the U-22 J.LEAGUE Select team played against university select teams, the difference in official match playing time up to that point was clearly evident. The J.LEAGUE Select players turned professional straight out of high school, so they naturally have excellent potential, but they struggle to get playing opportunities in top-team competition. Meanwhile, the university select players had played many official matches, and the difference in match sharpness was stark. I believe the players themselves, as well as the club officials who attended, felt the negative impact of a lack of playing opportunities. This coincided with a period of deepening discussions about the U-21 J.LEAGUE, and I think those matches influenced the creation of the league. The 2025 activities were significant in that respect as well.

- Eleven clubs have announced their participation in the U-21 J.LEAGUE. Was this the number you expected?

Masumoto: Participation in the U-21 J.LEAGUE naturally requires significant investment, making it a difficult decision for clubs. Still, eleven clubs have concluded that growth for the post-youth generation and stretching academy players are necessary. Personally, I'll be honest—the number exceeded my expectations.

Kobayashi: There's no doubt that perspectives on the issue have aligned. This might be a slight overstatement, but those matches reaffirmed that increasing playing opportunities is a shared understanding among those involved in youth development. Japan National Team manager Hajime MORIYASU and other key figures in Japanese football came to watch. The matches attracted

that much attention, and their ripple effects extended in many directions, including exposure. A context was created: here lies a challenge for Japanese football, and the U-21 J.LEAGUE is the solution.

- Do you think the creation of the U-21 J.LEAGUE will also influence career paths for high school-age players—whether to turn professional or to go to university?

Masumoto: I can't say for certain, but when a player joins a club and struggles to get playing time, the options might previously have been to stay and bet on potential or to seek playing opportunities through a loan transfer. In that sense, I think the options have simply increased. It's true that some have argued that U-21 J.LEAGUE matches are unnecessary because loan transfers exist, but then the club cannot observe the player firsthand, and daily communication becomes impossible. In terms of providing more diverse pathways, the creation of the U-21 J.LEAGUE is meaningful. Of course, there's much we won't know until it starts, but we want to create a system that even slightly increases the probability of player development.

- The ability to monitor that development firsthand on a daily basis seems significant.

Masumoto: I expect that clubs will be able to promote player development more than ever in line with their own development strategies. There are players who go on loan, gain match experience, return to their original club and thrive. However, there are also cases where loaned players don't get playing time, so they simply spend the loan period at the destination club. Looking at overseas examples, some clubs have coaches dedicated to managing loaned players. This is extremely important, but in Japan we haven't yet reached that level. Therefore, the ideal is for clubs to support player development under a solid development strategy even after players graduate from the academy. If they can gain experience, they can immediately play for the top team when they succeed. I hope such a cycle can be created. From there, I see development accelerating straightforwardly. Since match experience for top-tier academy players will increase, their development speed should naturally rise too. I have high expectations for the U-21 J.LEAGUE.

- Do you feel the pace of development is slower than in the rest of the world?

Masumoto: I watched the FIFA U-17 World Cup in Qatar in November on-site, and I got the impression that the key players from each country competing there, unlike Japan's key players, were largely playing in higher categories, such as U-19 or U-23, at their clubs. For Japanese players to reach that level, we need to raise the baseline of Japanese youth development. In other words, how many players at that age are regularly competing against professional players? I don't think it's necessarily good for everyone to

move immediately to higher categories, but increasing that number itself is something we recognise as important.

- What do you mean by “not necessarily good for everyone”?

Masumoto: Because, naturally, there are also late-blooming players whose development is slower. However, if there are pathways for such players to develop, we can raise the overall level of Japanese football. Within that, I believe the U-21 J.LEAGUE, integrated with each club's top team and academy, can enable clubs to develop players as a unified organisation.

- Currently, eleven clubs will participate in the U-21 J.LEAGUE. Do you expect that number to rise in the future?

Masumoto: I think there are clubs waiting to see how other clubs' situations develop before deciding to participate. It will be eleven clubs for the first two years, but if we can run a strong league competition during that time, I personally expect more clubs to join.

- In the past, there were U-23 teams in J3. They also aimed to give players playing opportunities, but they were sometimes used for players recovering from injuries and didn't always become venues where young players thrived. This time, for the first two years, up to six overage players are permitted.

Masumoto: Simply put, there's also a squad size issue. If we completely limited it to players 21 and under, it would become very difficult to form a team. We've been discussing such issues with clubs considering participation for several months. The current regulation proposal is the result of discussions about what rules would maintain the league's level.





Squads are also changing from the old days, and while we won't forget the original purpose of the U-21 J.LEAGUE, we'll start with some relaxation and optimise from there. We want to run the league well while striking a good balance between ideals and reality.

- From the 2026/27 season, the J.LEAGUE will transition to a season running from August to May of the following year. One concern is that, under Japan's school system, both high school and university graduations are in March, so unlike before, the J.LEAGUE season start won't align with the graduation schedule. Going forward, there will be a several-month gap as players progress from university or high school to J.Clubs. Meanwhile, competitions such as the Prince Takamado Trophy JFA U-18 Football Premier League will continue to start in spring and end in winter as before. How do those involved in youth development at J.LEAGUE academies feel about this gap?

Masumoto: We are continuing discussions to find the best solution. The honest answer is that the system design is in progress.

Kobayashi: It's an extremely complex agenda. For example, the Premier League coexists with high school teams. In other words, stakeholders extend beyond the J.LEAGUE. Making major changes to that carries risks, and the same goes for universities. The All Japan High School Soccer Tournament, held around the New Year, has already become a major content property and is deeply rooted in society. The reality is that making changes is not straightforward.

Masumoto: Of course, it's desirable for the top team and academy seasons to align. The gap between seasons also shifts the timing of employment opportunities for staff, affecting contract periods. So aligning the top team and academy feels natural, but school clubs that compete alongside academies in youth league competitions have school schedules. We represent 60 clubs, but when we speak with school representatives, they talk about thousands of schools—naturally, things can't be moved easily. We will move ahead while seeking the optimal format, considering all these factors. However, we must not forget a fundamental principle: to play as many matches as possible during the best time of the year.

- **In a sense, reconciling the ideals and realities of youth development may be the task of those involved in J.LEAGUE youth development. With that in mind, please share what you'd like to work on**
- **going forward.**

Kobayashi: Until 2024, I served as a director at a J.Club top team, and I approached my work wanting everyone involved with the club to be happy and prosperous. Now my scope has shifted to the league—the J.LEAGUE and those involved in academies—and I still want them to be happy and prosperous. The scope has broadened, but that feeling remains the same as ever. I want to work from our position so that each person feels glad they came to their club, or glad they joined their club's academy. Even if players improve at football, they mustn't be made unhappy by it—that's something I often tell players. Both players and staff should use football to make themselves happy. There's a framework called the J.LEAGUE, within which there are clubs, and within those are top teams and academies. My wish for those involved to be happy will never change.

Masumoto: The J.LEAGUE has three missions: "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," and "To contribute to international friendship and exchange." I have always valued these, even in my youth development work. Beyond winning or losing and improving players' competitive abilities, I always want to consider how we can deliver on what the J.LEAGUE's missions represent. The work of J.LEAGUE youth development is to nurture professional footballers, but I believe the value of J.LEAGUE academies lies in enabling youth players to also grow as people through the process of aspiring to become professional footballers. Among the diverse pathways available to youth players, J.LEAGUE academies are precious places where players can aim to become professional footballers at professional football clubs. Consequently, J.LEAGUE academy development

programmes must always be of the highest quality. I want to face that responsibility squarely.

As a result, academy players might not become professionals and instead go on to pursue various life paths. Regardless, I hope that all those who passed through J.LEAGUE academies take pride in and confidence in the time they spent there as they go out into society. We want to continue working on this in cooperation with all the clubs.

Text by : Kei SATO

Photography: Hiroaki ISHIKAWA (Matoi Creative LLC.)

※The information published is current as of December 22, 2025.



Japan Professional Football League
(J.LEAGUE)
Director of Strategic Planning

Yuzo KOBAYASHI



Japan Professional Football League
(J.LEAGUE)
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Football Division

Nobuhiro MASUMOTO



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How Did J.LEAGUE Achieve Record Attendance for Two Consecutive Years?

Continuous Efforts Combined to Deliver Record Attendance

- First, please tell us about your current position and the areas you oversee.

Suzuki: I am a J.LEAGUE Corporate Executive Officer and concurrently serve as Manager of the Business Marketing Division. The Business Marketing Division is in charge of attracting spectators to maximise attendance, securing television and other media exposure, commercialising merchandise and other saleable items, and developing and operating marketing systems and platforms. Previously, these areas operated as separate “dots.” Now, we can design initiatives for attendance, retail, food and beverages, and media exposure as interconnected “lines” and “surfaces.”

- The 2024 season surpassed the 2019 season in total attendance. You mentioned approaching this season as a “year of patience,” yet you still managed to increase attendance to 13.5 million, exceeding 2024’s total. What factors contributed to this growth?

Suzuki: This season, it feels like we deepened the efforts we’ve been building over the past few years, and the

individual initiatives we had been implementing separately began to work in concert. Local television exposure and match relay broadcasts increased, programmes on key stations grew, clubs held matches focused on attracting spectators, and new stadia and topical events added momentum. This combination came together beautifully this year.

- Which categories showed the greatest growth this season?

Suzuki: This season, J2 and J3 have been driving the entire league, with growth rates exceeding J1. The enhanced exposure on local programmes that we’ve been pursuing since the latter half of the 2022 season has led to increased viewership and more relay broadcasts, steadily increasing the number of people interested in their local club. Local area exposure has increased by 460% compared with 2022.

The J.LEAGUE defines a stadium capacity of 80% or higher as sold out. Last season, we had 147 sold-out matches; this season, we recorded 229. Sold-out matches were not limited to clubs like Sanfrecce Hiroshima and V-Varen Nagasaki, where a new stadium had an effect; it has become harder to obtain tickets for more and more clubs, such as Kashiwa Reysol, Kawasaki Frontale, Kashima Antlers, and Fagiano Okayama.

- For first-time spectators, experiencing a packed stadium likely increases the likelihood of them returning, doesn’t it?

Suzuki: Exactly. When first-time visitors or those who haven’t been to a stadium in a while experience the excitement of a sold-out venue, that experience itself becomes a strong motivation for their next visit. That’s why we consider increasing not only total attendance but also capacity utilisation as important for repeat visits and retention.

- This season seems to have been more about cumulative results from past initiatives than about new measures. However, there must have been improvements through minor adjustments as well. Could you share a representative example?

Suzuki: We continually fine-tune the content and timing of initiatives we present to the public to maximise their effectiveness. Particularly notable this year was our Children’s Invitation programme. Previously, each club had invited children through school events and partnerships with local government, but this year the league launched a children’s invitation campaign during the Silver Week holiday

period in late September. Children were invited free of charge, while adults received discounted or regular priced tickets. The response exceeded expectations, with an exceptionally high number of applications.

Attendance typically drops after the summer holidays, but this season we managed to create a medium-sized peak [in attendance numbers]. While raising the peaks during the Golden Week and summer holidays even higher, we also created a new peak during the Silver Week trough, preventing a decline.



Key Stations Drive X Trending While Local Stations Provide Deep Dives

- When did the enhanced local station exposure that contributed to increased attendance begin in earnest?

Suzuki: It started in the latter half of the 2022 season, so we’re now entering our fourth year. Since then, viewership and relay broadcast numbers have gradually increased, steadily growing the number of people interested in their local club. The Tokyo metropolitan area in particular has an abundance of content, so we’ve been conscious of how to approach people with little interest in football or the J.LEAGUE through terrestrial television, which has the widest reach.

- On key stations, Nippon Television launched Off the Pitch last year, and Fuji Television started “Kerutomeru” this year. What were the objectives for each programme?

Suzuki: Off the Pitch focuses on players’ personalities and continues to perform consistently. “Kerutomeru” is a standalone programme in the Monday 11 PM slot, hosted by Travis Japan. The key point is that the show is fully committed to a football variety format rather than to match

results or highlight reels. Despite talk of young people moving away from television, there’s simultaneous streaming and catch-up viewing on TVer, and the shows frequently trend on X. When something trends on X, even people not watching television in real time see the programme name appear in their timeline, leading many to discover the show and the J.LEAGUE.

- I understand that “Kerutomeru” frequently trended on X this year.

Suzuki: That’s right. It now regularly ranks in the single digits almost every week. There are tens of thousands of posts around broadcast time, with approximately 80% from women. In addition to Travis Japan’s star power, they’ve also been visiting stadia themselves, so we’re seeing results in creating touchpoints between the J.LEAGUE and new female audiences.

I see television as a device for creating moments that also engage digital platforms. Television is the trigger, but today’s television doesn’t end there. Now, there is a cycle of trending on X → becoming a talking point → TVer viewing → word-of-mouth spread. Working on “Kerutomeru” has made me strongly aware of this cyclical structure.



- What about local football programmes?

Suzuki: Now in the fourth year, the content has clearly evolved. What used to be primarily digests of match results has shifted towards more features that delve into club and player backgrounds, with more story-driven programming. Additionally, there are more cases where local stations intensively cover pre-match announcements in coordination with clubs' matches focused on attracting spectators, and

where match-day coverage itself is broadcast as content. For example, Little Glee Monster, who performed this year's support song For Decades, visited stadia during each club's matches focused on attracting spectators and appeared on local programmes. As league and club initiatives and media exposure become more coordinated, I feel we've evolved from mere result reporting to content that supports spectator attraction efforts and strategy.



Matches Focused on Attracting Spectators and Sampling at the "KOKURITSU DAY"

- Please tell us about the matches you've mentioned several times that are focused on attracting spectators and the subsidy system that supports them.

Suzuki: The matches focused on attracting spectators, and the subsidy system began in earnest last year. It's a framework that provides conditional support for costs to back one to three targeted matches per club. Think of it as seed funding to scale up the events and campaigns that clubs plan. We review whether initiatives add to existing measures and enhance the appeal of targeted matches.

- What types of subsidy use have you found most effective?

Suzuki: Using subsidies for giveaways (gifts for match spectators) has proven highly effective. This includes distributing items such as baseball shirts, blankets, and ponchos at home openers, final matches, and targeted matches. Combining these giveaways with things like live performances by famous artists or special experiences like fireworks or drone shows helps motivate new and casual fans to attend matches. While matches are of course

important to the viewing experience, we believe strengthening entertainment elements beyond the match is equally crucial.

- Alongside targeted matches, the "KOKURITSU DAY" has been running since the 2023 season. There's been some criticism of invitation tickets, but how does this differ from so-called ticket giveaways?

Suzuki: The key point is that J.LEAGUE ID registration is required when applying for invitations. We promote the invitation campaign through TV commercials and digital advertising, asking people to register their ID at the application entry point. Because we've designed it so that applicants register their favourite club, clubs gain customer lists, regardless of whether applicants win or lose the draw. Traditional giveaways can't track who received tickets, who came, who didn't, and whether the giveaways led to repeat visits. In contrast, ID-based invitations are a form of sampling. The roadmap is designed so that recipients eventually purchase tickets, join fan clubs, and buy season tickets. The invitation tickets are intended to lower the

barrier to the first match experience.

When we analyse new J.LEAGUE ID registrations and first-time match attendees from invitation initiatives, a clear trend emerges: the proportion of young women is high. While this varies by club and time of year, the average age is about 5 years younger than that of existing fans, and the female ratio is about 10 percentage points higher. We feel we're reaching younger demographics and women who previously had little connection to stadia.

- I see. What approaches are you using to convert these people into repeat visitors?

Suzuki: First of all, we believe the quality of the first experience is paramount. Rather than using invitation initiatives to fill seats at matches with poor attendance, we ask clubs to schedule them for matches during the summer holidays or Golden Week, when people naturally gather and the atmosphere in stadia is lively. From there, we view it as a nurturing phase. We send thank-you messages and offers for upcoming matches to those who attended, and if there's no response, we send different offers. This communication can be largely automated.

Looking Ahead to the Season Transition—a "Second Opening"

- Please tell us about the current figures and background for retail, which is now under your purview.

Suzuki: Based on our most recent figures through the end of August, retail sales are up 18% year over year. Attendance growth over the same period was about 8%, so retail growth is outpacing the increase in match spectators. Behind this are innovations by each club, plus a league subsidy programme for stadium retail reform. Since last year, we've offered subsidies for things like store layout changes and the implementation of cashless payment.

We're actually seeing clubs report that sales doubled simply by changing the layout. In traditional counter-style shops, pressure from queuing customers limited browsing time, making it difficult to increase average customer spend. We now recommend a browsing-style layout, where customers can freely explore the store and select items, with separate checkout queues. This has produced notable improvements in average customer spend and sales.

- The number of international visitors to Japan has also been increasing in recent years. Are you implementing any initiatives targeting inbound foreign visitors?

Suzuki: We're well aware of inbound international tourists

as important customers and have launched several initiatives. Specifically, we introduced an English-language ticket sales site that doesn't require membership registration, and we've made our website and social media multilingual to create pathways to stadium visits. Beyond our owned media, we're running digital advertising to promote ticket sales and seek exposure in media targeting international tourists to encourage match attendance directly. We're also combining digital efforts with "ground-level" tactics such as distributing flyers at popular tourist destinations and hotels in clubs' hometowns.



- How much have ticket sales to inbound international travellers increased this season as a result of these initiatives?

Suzuki: They've increased by more than 1.5 times compared with last year. Through initiatives targeting visitors to Japan, we expect not only increased attendance and ticket revenue, but also secondary revenue from merchandise, food, and beverage sales. Furthermore, we anticipate increased awareness and interest in the J.LEAGUE overseas when visitors return home and share the appeal of the J.LEAGUE in their countries.



- You've shared various efforts to increase attendance. Are you also using AI in any areas?

Suzuki: We've already incorporated it across several areas. The most visible example is automatic highlight generation. AI reads tag information attached to all play footage and automatically generates highlight videos based

on specified conditions. The "favourite player videos" we offer to J.LEAGUE ID holders, which automatically extract, edit, and deliver only plays by a user's registered players, also use AI for backend processing. Currently, we're working on using AI to predict each customer's probability of attending the next match. First, we calculate attendance probability based on factors such as ticket purchase history, attendance records, and residential area linked to J.LEAGUE IDs. We want to combine these results with the customer database and the shared marketing platform used by all clubs to enhance initiatives and hospitality for fans and supporters.

- That's quite a forward-looking initiative. Finally, please tell us about next year's 100 YEAR VISION LEAGUE and the significance of the season transition.

Suzuki: We're positioning next year's Hundred Year Vision League as a unique, one-off special tournament. J1 will be divided into East and West, while J2 and J3 will be mixed into four groups, increasing derbies and regionally significant matchups. Including regulations where matches are decided by penalty shootouts, we want to promote the appeal of regional character and decisive outcomes. The 2026/27 season after that represents a major turning point—what might be called a "second opening" for the J.LEAGUE. With the calendar change, the positioning of our four peaks—opening, Golden Week, summer holidays, and final stretch—will also shift. The positive response we achieved by implementing children's invitations and collaboration projects during Silver Week this year felt like a rehearsal for that transition. Above all, I want to express my heartfelt gratitude to the fans and supporters who enjoy the J.LEAGUE. As symbolised by the choreography at the J.LEAGUE YBC Levain CUP Final, the passion that clubs and fans and supporters create together is our greatest content and our strongest attendance driver. We would be grateful if you continued visiting stadia and supporting your clubs.

Text/Photography of interview by Tetsuichi UTSUNOMIYA

※The information published is current as of December 22, 2025.



Japan Professional Football League (J.LEAGUE)
Corporate Executive Officer (Business Marketing), Manager of Business Marketing Division

Shogo SUZUKI



Expanding Hospitality (Premium) Business

- What is Hospitality Business?

Business involving the planning, selling, and operation of high-added-value tickets for special experiences that combine space × content × service

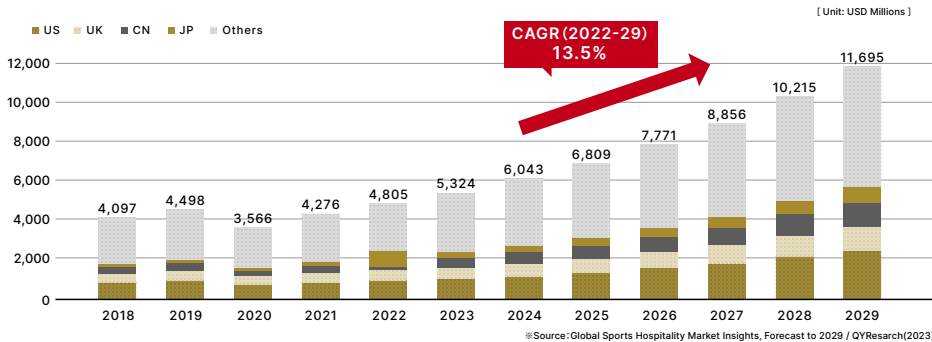
Background

(1) Hospitality Business Environment

In Europe and North America, hospitality (premium) business is an established revenue pillar, creating economic and social value, and expanding at an ever faster pace. A recent trend in stadium renovations in Europe and North America is “the expansion of hospitality areas.” While hospitality seats account for approximately 1% of all seats in the J.LEAGUE currently, they average over 20% in Major League Soccer (MLS), North America’s professional football league, and this proportion continues to grow

through further renovations. In Japan, due to declining population trends, it is becoming necessary to focus on quality (spending per capita) in addition to quantity (number of attendees). The high-spending segments (growth companies, small and medium-sized business owners, high-income earners, etc.), which are targets for hospitality business, are also growing in Japan and have potential.

Sports Hospitality Market Forecast



(2) J.LEAGUE’s Revenue Situation and the Gap Globally

On the other hand, currently, J.LEAGUE and J.Clubs have not monetised much hospitality business, with the exception of some clubs. Based on estimates from J.LEAGUE’s proprietary club survey, the scale of hospitality-related revenue is currently only approximately 6% of the English Premier League.

(3) Business Characteristics and Potential

While hospitality is a growth sector with significant potential revenue impact, it is still undeveloped, and there are challenges for the J.LEAGUE and J.Clubs as a whole in establishing such business. Against this background, for the medium- to long-term expansion of J.LEAGUE’s overall revenue, there is significant room for growth in hospitality business, but in reality, many clubs have not been able to tap into this. Therefore, the league has taken the lead, with the Hospitality Business Team of the Business Marketing Division taking charge and launching the “Hospitality Business Promotion Project” to bridge this gap between potential and the current situation.

Reference: FY2023 Sports Industry Growth Promotion Project, “Sports Hospitality Promotion Project” Results Report (Published Detailed Version), March 2024, Deloitte Tohmatsu Financial Advisory LLC

Challenges and Needs of Clubs

Challenges vary significantly from club to club and are complex, requiring fundamental changes to existing services and the involvement of multiple departments.

Examples of Challenges Based on Club Survey

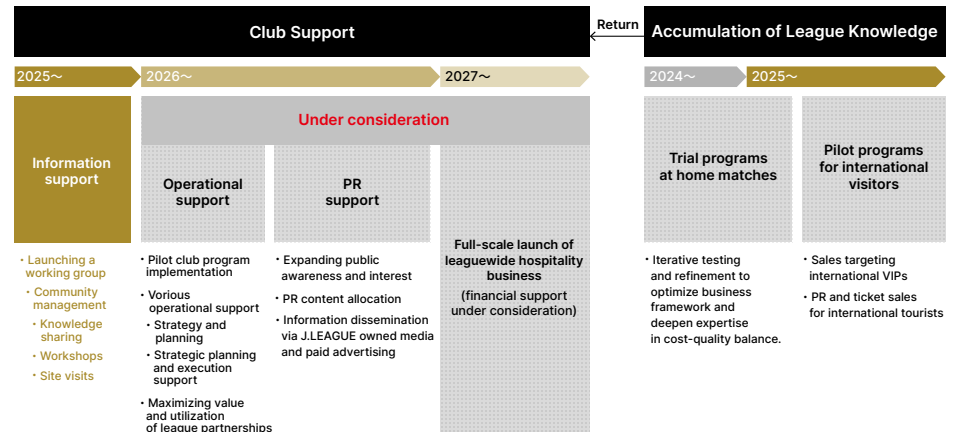
Challenges Related to Venue	Challenges Related to Awareness and Knowledge	Challenges Related to Organisation and Operation	Challenges Related to Business		
<ul style="list-style-type: none"> No private rooms, lounges, or premium seats, or insufficient availability Facilities are outdated and cannot create a sense of exclusivity Lack of designated management rights, preventing independent decision-making on operations and contractor selection 	<ul style="list-style-type: none"> Hospitality business itself is not recognised within the club, at both the management and operational levels Even when recognised, there is no clear sense of ownership Lack of knowledge and know-how, uncertainty about where to begin 	<ul style="list-style-type: none"> No department specialising in hospitality business No cross-functional organisation spanning to-C, to-B, and operations 	Rules and Systems <ul style="list-style-type: none"> Unable to sell to anyone other than partners Benefits are bundled, making value unclear 	Products and Sales <ul style="list-style-type: none"> No products for individual general consumers Not able to involve players Unable to sell out, weak customer base 	Revenue and Expenses <ul style="list-style-type: none"> Revenue and expense management not in place Desire to increase average revenue per customer Standard costs and profit margin benchmarks unclear No investment budget

Based on interviews with club staff and other sources, the league decided that the first step should be to formulate the project’s basic policies and plans, and to provide “information support,” which was the area of greatest need.

Basic Policies and Plans for the “Hospitality Business Promotion Project”

<Full-Scale Launch in 2025>

- Club Support: Starting with information support → Establishment of Hospitality Business Lab with voluntary club participation
- Accumulation of J.LEAGUE Knowledge → Sales and operation of hospitality tickets at J.LEAGUE-hosted matches



2025 Season Initiatives

Club Support

(1) Study Sessions

Study sessions were held, with experts on hospitality business and club staff who have already worked on hospitality business being invited and participants learning about the basic concepts of the business and examples at clubs.

Four sessions were held in 2025, with plans to continue them regularly.

(2) Site Visits

A program to learn on-site about advanced examples of hospitality venues and business.

In 2025, the visit was held at PEACE STADIUM Connected by SoftBank, the home stadium of V-Varen Nagasaki, which launched its hospitality business with the opening of its new stadium.

(3) Development of Knowledge-Sharing Mechanism

A mechanism was established for sharing best practices from around the world using communication tools.



Results of Club Support

In the first year, 51 clubs participated in the lab. The interest level at each club has increased, and more clubs are considering engaging in hospitality business.

Meanwhile, in response to the need for further information provision, the league's policy is to continue focusing on information support in 2026. The league will create a new mechanism for sharing know-how among clubs in the field of corporate-oriented hospitality business.

- Key Topic of the 2025 Season

To practice hospitality business and accumulate knowledge first-hand, the J.LEAGUE sold and operated hospitality tickets at the J.LEAGUE YBC Levain Cup Final.

Overview

Four types of premium plans were offered

1.PLATINUM

A special exclusive plan offering pitch-side ceremony viewing, bus arrival viewing, and press conference venue tour.

Price (tax included)	150,000円	
Services	<ul style="list-style-type: none"> •Special seating area (cushioned seating) •Private entrance •Buffet and free drinks service in lounge •Bus arrival viewing •Pitch-side ceremony viewing 	<ul style="list-style-type: none"> •Press conference venue tour •Post-game pitch walk •Trophy display •Former player visit •Exclusive merchandise

2.EXPERIENCE

A special experience plan allowing warm-up viewing right next to the pitch and post-game pitch walk.

Price (tax included)	65,000円	
Services	<ul style="list-style-type: none"> •Special seating area (cushioned seating) •Private entrance •Buffet and free drinks service in lounge •Pitch-side warm-up viewing 	<ul style="list-style-type: none"> •Post-game pitch walk •Trophy display •Former player visit •Exclusive merchandise

3.LOUNGE

A plan to enjoy the match in a special area with cushioned seating at the Japan National Stadium and buffet and drinks service in the lounge.

Price (tax included)	50,000円	
Services	<ul style="list-style-type: none"> •Special seating area (cushioned seating) •Private entrance •Buffet and free drinks service in lounge 	<ul style="list-style-type: none"> •Trophy display •Former player visit •Exclusive merchandise

4.GOURMET CLUB

A plan to enjoy special buffet and drinks at a French restaurant in Meiji Park next to the stadium.

Price (tax included)	45,000円	
Services	<ul style="list-style-type: none"> •Special seating area (cushioned seating) •Private entrance •Buffet and free drinks service at restaurant outside the stadium 	<ul style="list-style-type: none"> •Former player visit •Exclusive merchandise

Results Achieved

80% of planned ticket sales were sold. While the ticket sales represented 1% of total tickets sold, revenue accounted for 10% of total ticket revenue, achieving results that exceeded expectations.

In addition, customer surveys showed high ratings for activities such as former player visits that allow customers to interact with former players, and the lounge space. However, they also revealed room for improvement in the food and beverage service in the lounge and traffic flow management.



Future Outlook

The J.LEAGUE will conduct trials at J.LEAGUE-hosted matches to deepen knowledge, share that know-how among clubs, and promote business development across the whole of J.LEAGUE.

※The information published is current as of December 22, 2025.

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2025 Financial Report

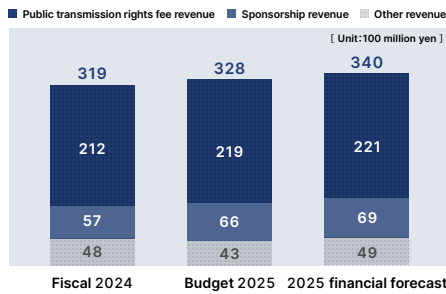
- 2025 Financial Report

Revenue growth and cost optimization

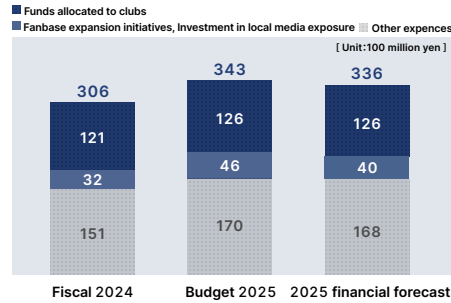
J.LEAGUE's budget for the fiscal year ending December 2025 forecasts an increase in operating revenue, yet projects an operating deficit of 1.5 billion yen. This is primarily due to expanded growth investments and the second year of the new mission enhancement distribution despite this, the league expects a final net revenue of 400

million yen—driven by robust sponsorship revenue and cost-saving initiatives—with net assets projected at 11.3 billion yen. While operating revenue has grown year-on-year, expenses have also risen due to higher club distributions, marketing efforts to expand the fan base, and increased costs related to local exposure and broadcasting.

Ordinary revenue



Ordinary expenses



Account	Fiscal 2024 A	Fiscal 2025 Forecast C	Increase/ Decrease C-A	Fiscal 2025 Budget B	Increase/ Decrease C-B
Sponsorship income	58	69	12	66	3
Public transmission rights fee income	213	221	8	219	2
Other income	49	50	1	43	7
Total of ordinary income	319	340	21	328	12
①Operating cost	295	327	31	334	▲7
League operating cost	38	36	▲1	38	▲2
Funds allocated to clubs	122	127	5	126	1
Expenses for measures to expand the fan base	15	16	2	16	0
Investment in local media exposure	18	24	7	30	▲6
Other operating cost	103	123	20	123	▲1
②Administration cost	10	10	▲1	10	0
Total of ordinary expenses	306	336	31	343	▲7
operating activities	14	4	▲10	▲15	19
Non-operating activities	▲1	▲2	▲1	0	▲2
Total changes in unrestricted net assets	12	2	▲11	▲15	17

(Unit: 100 million yen)

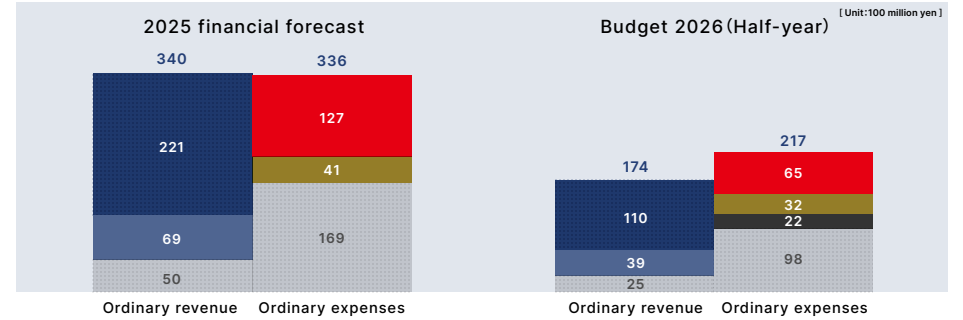
- 2026 Special Season's Revenue and Expenditure Budget

Distinguishing from “dangerous play”

•To align with the transition to the new season format, the fiscal year-end will shift to June starting in 2026. Consequently, 2026 Special Season will comprise a six-month accounting window.
•The budget for 2026 Special Season prioritizes the promotion of the J.LEAGUE Centennial Vision and aims to revitalize the league through aggressive fan engagement and expanded subsidies. The projected deficit of 4.3 billion yen will be covered by net assets.
Fan Engagement & Visibility (3.22 billion yen): Includes

large-scale promotions, National Stadium (MUGF Stadium) hosting expenses, and digital advertising.
Club performance-based support programmes (1.80 billion yen): Allocated to clubs based on management performance, including points earned and final league rankings.
J.LEAGUE facility maintenance support programmes for heavy-snowfall areas (380 million yen): Dedicated funding to upgrade sports facilities for clubs based in heavy-snowfall areas.

Ordinary revenue: ■ Public transmission rights fee revenue ■ Sponsorship revenue ■ Other revenue
Ordinary expenses: ■ Funds allocated to clubs ■ Fanbase expansion initiatives, Investment in local media exposure
■ Club performance-based support programmes / J.LEAGUE facility maintenance support programmes for heavy-snowfall areas ■ Other revenue



Account	FY 2025 Budget (12-month period)	Fiscal 2026 Special Season Budget (6-month period)	Fiscal 2025 Forecast (12-month period)	Fiscal 2026 Special Season Budget (6-month period)
Sponsorship income	66	39	69	39
Public transmission rights fee income	219	110	221	110
Other income	43	25	50	25
Total of ordinary income	328	174	340	174
①Operating cost	334	212	327	212
League operating cost	38	41	36	41
Funds allocated to clubs	126	65	127	65
Expenses for measures to expand the fan base	16	13	16	13
Investment in local media exposure	30	19	24	19
Other operating cost	123	73	123	73
②Administration cost	10	5	10	5
Total of ordinary expenses	343	217	336	217
operating activities	▲15	▲43	4	▲43
Non-operating activities	0	0	▲2	0
Total changes in unrestricted net assets	▲15	▲43	2	▲43

(Unit: 100 million yen)

Club Licensing / J.Club's Revenue and Expenditure Trends

- Club License

Purpose of the Club Licensing System

The objectives of the introduction of the club licensing system can be broadly summed up as "the sustained improvement in the standards of football in terms of competition and facilities" and "the stabilisation of the management of clubs and the improvement of their financial capacity and credibility."

The J.LEAGUE Club Licensing System has "J1 Club License"

which allows clubs to participate in J1, J2, and J3 leagues, "J2 Club License" which allows clubs to participate in J2 and J3 leagues, and "J3 Club License" which allows clubs to participate in J3 leagues only. Any J1, J2 or J3 club can apply for any of these club licenses, and clubs wishing to join J.LEAGUE can apply for J3 Club License.

2026 Special Season Club License

Club License	Number	Club
J1	49	Sapporo·Sendai·Akita·Yamagata·Iwaki·Kashima·Mito·Tochigi·Gunma·Urawa·Omiya·Chiba·Kashiwa·FC TOKYO·Tokyo-V·FC Machida·Kawasaki·F·Yokohama·F·M·Yokohama FC·Shonan·Kofu·Matsumoto·Niigata·Toyama·Kanazawa·Shimizu·Iwata·Fujieda·Nagoya·FC Gifu·Kyoto·G·Osaka·C·Osaka·Kobe·Okayama·Hiroshima·Yamaguchi·Sanuki·Tokushima·Ehime FC·Imabari·Fukuoka·Kitakyushu·Tosu·Nagasaki·Kumamoto·Oita·Kagoshima·RYUKYU
J2	10	Hachinohe·Fukushima·TOCHIGI CITY·Sagamihara·Nagano·Numazu·FC Osaka·Nara·Tottori·Miyazaki
J3	1(8)	Kochi United SC *(Rein Meer Aomori FC·Iwate·CriacaoShinjuku·YSCC Yokohama·Veertine MIE·Atletico Suzuka·Reillac Shiga FC·Verspah OITA)

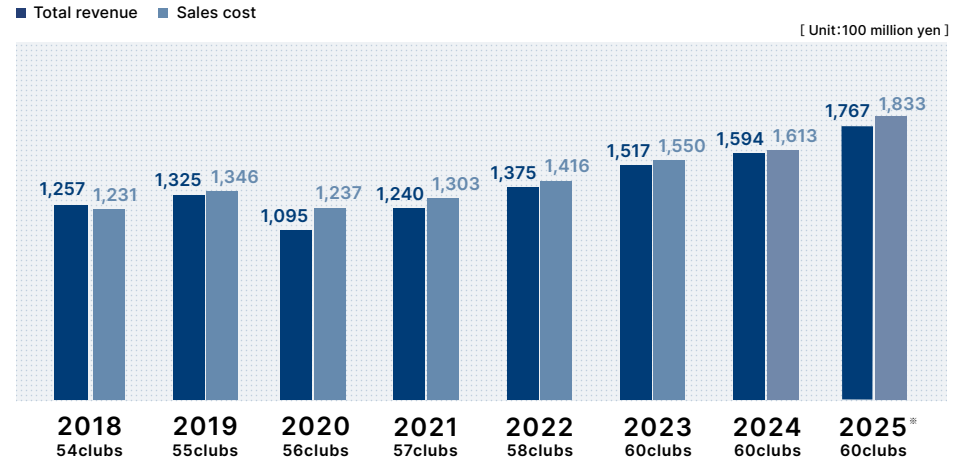
※Clubs aiming to join J3

- J.Clubs' Revenue and Expenditure Trends

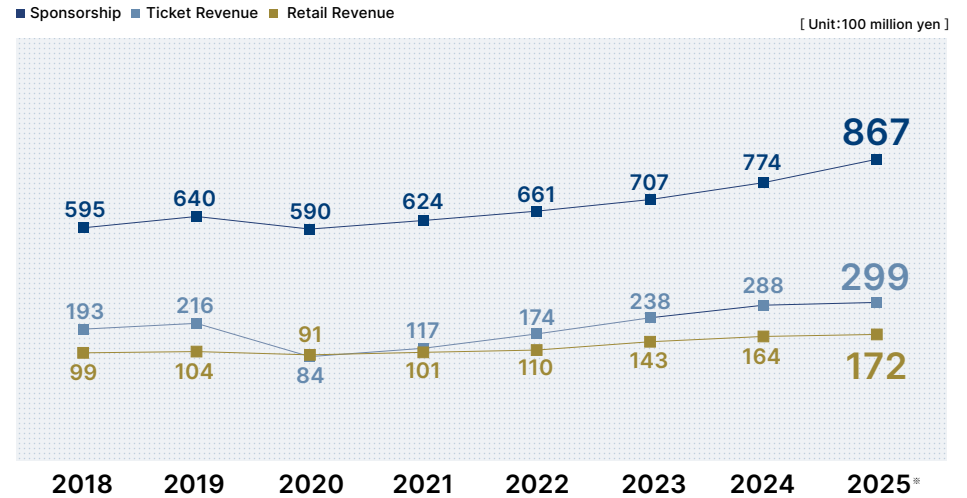
Sales (operating revenue) in FY2024 was 172.5 billion yen (60 clubs), a 14% growth rate over the 151.7 billion yen (60 clubs) in FY2023. Revenue increased for 50 of the 60 clubs (83%) across J1, J2, and J3. Urawa Reds exceeded 10 billion yen in revenue for the second consecutive year (10.2 billion yen), while Sanfrecce Hiroshima, enjoying the benefits of its new stadium, reached 8 billion yen in revenue (an increase

of 3.8 billion yen from the previous year, 190%). In the 2024 season, sponsorship revenue was 77.4 billion yen (109% of the previous year), ticket revenue was 28.8 billion yen (121% of the previous year), and retail revenue was 16.4 billion yen (115% of the previous year), all exceeding the previous year and reaching record highs. This trend is expected to continue in FY2025, with sales projected to reach 176.7 billion yen.

Graphs I: J1, J2, and J3 club results



Graphs II: J1, J2, and J3 club results



※The 2025 season figures in Graphs I and II are J.LEAGUE's projections based on forecasts of J1, J2, and J3 club results. They may be subject to revision depending on future circumstances.

※The information published is current as of December 22, 2025.

Vision of the New Stadium

Creating social value through sport, engaging in people development and community building—the philosophy the club set out 10 years ago is now taking shape as “a football stadium that contributes to solving regional challenges.” Iwaki Sports Club (SC), which operates Iwaki FC (J2), aims to begin construction in 2027 on a new stadium in the Onahama Port district of Iwaki City. The stadium is planned as a multi-functional facility that goes beyond football viewing, providing learning opportunities for children and creating new value. The stadium project, which has the potential to transform the very structure of the city, is attracting significant public interest.

Iwaki SC was established in 2015. The catalyst was the 2011 Great East Japan Earthquake. Satoshi OKURA, the current President of Iwaki SC, who was then serving as President of Shonan Bellmare, founded the club with Shuichi YASUDA, founder of Dome—the Japanese master licensee of Under Armour—who had built a logistics centre in Iwaki City to support earthquake recovery. “To become a light that illuminates the coast.” Their starting point was a desire to contribute to reconstruction and to develop people and communities through sport.

Starting in the Fukushima Prefecture League Division 2, Iwaki FC rose rapidly through the ranks, winning the Japan Football League (JFL) in 2021 and the J3 title in 2022, and has competed in J2 since 2023. As the team progressed, the construction of a new stadium became an unavoidable reality that could no longer be postponed.

The club’s current home stadium, Hawaiians Stadium Iwaki

(capacity: 5,066), does not meet J1 and J2 licensing standards. In 2022, the club received its licence under an “exception provision” on the condition that it submit a new stadium development plan to J.LEAGUE within three years.

With a concrete deadline set, the construction of a new stadium became a realistic prospect. A location also needed to be determined. President Okura has said he recalls thinking at the time “For a club that has said it will develop people and communities through sport, it would be strange to build a stadium just to get into J1 or stay in J2. The stadium must be an extension of the club’s vision.” To discuss what the stadium should be, with “the region” as the subject rather than “Iwaki FC,” Iwaki SC established the New Stadium Study Committee “IWAKI GROWING UP PROJECT” (hereinafter, the Committee) in 2023.

The Committee was a unique body comprising members from various local backgrounds, including business executives, educators, lawyers, and creators. A “Youth Project” was also organised to hear from the children who will shape the region’s future.



The Committee was chaired by Isao UEBAYASHI, then an Associate Professor at Faculty of Physical Education, Japan Women’s College of Physical Education, who had been involved in numerous sports facility construction projects. When approached about participating in the Committee, Mr. Uebayashi felt that “this committee could achieve a first step in stadium construction that has never been taken before” and agreed to join. He had witnessed cases in

various locations where gaps developed between local sentiment and the stadium construction process, leading to opposition movements. “From the very beginning, I had been thinking about whether we could build a stadium while listening to everyone’s opinions.”

Discussions within the Committee covered a wide range of topics: “What challenges could be solved if the stadium is built?” “What would be fun to have?” “How can we make the area more liveable?” Opinions were exchanged with the premise of addressing regional challenges such as population decline. However, participants’ views were extremely diverse and “completely chaotic” (President Okura). Just when those involved were at a loss as to how to bring things together, an opportunity was arranged for the children in the “Youth Project” to present to the adults. The children’s earnest presentations silenced the room. “The atmosphere shifted to one where adults absolutely had to make this concept a reality for the children. The children’s statements became a turning point, and discussions progressed,” says President Okura.



After many twists and turns, the Committee compiled four visions: “A stadium that transforms the structure of the city,” “A flexible stadium that stays ahead of the times,” “A stadium that supports education and learning,” and “A stadium where people gather and ‘chance encounters’ occur.” Mr. Uebayashi, who brought together these visions, reflected on the discussions “I felt that the people of Iwaki and the Hamadori region, who overcame the earthquake together, have a culture and spirit of creating things together as a community.”



Building the stadium also required meeting J.LEAGUE requirements. One of these was “access”—not merely convenient transport but selecting a location that integrates the stadium with surrounding regional resources, such as tourist facilities, to create a positive cycle for the local economy.

targeted to begin by November 2027, with completion aimed for the start of the 2031 season.

Considering the Committee’s discussions and J.LEAGUE’s requirements, the club selected Onahama Port, one of Fukushima Prefecture’s leading tourism and exchange hubs. The area is home to high-profile facilities, including the aquarium Aquamarine Fukushima, the roadside station Iwaki La La Mew, and AEON Mall Iwaki Onahama, and synergies with the stadium are expected. The club submitted a plan to J.LEAGUE to build a stadium with a capacity of 8,000 to 10,000 on approximately 2.8 hectares of prefectural land facing the sea, currently used as a car park. Construction is

There are approximately 345 days per year without football matches. What features are needed to draw people to the stadium on these days as well? Concrete discussions based on the Committee’s deliberations are currently underway. A building wing is planned for a corner of the stadium facing the pitch, and President Okura expresses his enthusiasm “I want to make it a place for solving regional challenges. For example, a health-focused space, facilities based on the concept of wellbeing (physical and mental health and happiness), or places for children to learn. In Iwaki, the outflow of young people from the city is a major problem causing population decline, so we could also consider incorporating features that support child-rearing to help make the city more liveable for young people.”



President Okura consults with subcommittee members when he struggles with stadium planning. “Recently, when I consulted them, they gave me the keyword ‘a stadium that raises your body temperature.’ The concept is that even when it’s not a match day, coming to the stadium raises your body temperature, gives you energy, and gives you the power to live. I want to refine the concept with the members’ help.”

On the other hand, numerous challenges must be overcome for stadium construction. One is funding. While there are various formats for football stadium construction, such as “publicly built, privately operated,” President Okura says Iwaki SC is currently pursuing a “private-sector-led, public-private partnership” approach. “The club will raise funds and own the stadium. However, since it’s not just for football but also a facility for creating regional value, we want the government to collaborate. We need to consider how to partner with the government in managing the stadium.” While various financing schemes are being considered, there is a strong desire for the club to own the stadium. “Ownership gives more freedom. We can open the pitch to the public at the club’s discretion, and owning the stadium is important in terms of increasing the club’s value.”

The second challenge is disaster prevention and tsunami countermeasures. The candidate stadium development site was severely damaged by the tsunami during the earthquake. The club plans to include evacuation spaces within the stadium for emergencies.

Written by: Junichi SUDA
(Fukushima Minyu Shimbun)



There are also significant transport challenges. As the stadium will be built on land currently used as a car park, securing parking and developing new public transport are required. In response to these issues, Fukushima Rinkai Tetsudo, which operates freight services connecting JR Joban Line’s Izumi Station to the Onahama Port area, is considering whether passenger services could be provided on the same route. If realised, this would not only improve access to the stadium but also revitalise tourism across the Onahama area. This is one example of how the stadium project’s impact could transform the city’s very structure.

In their third season in J2, Iwaki FC finished with 15 wins, 11 draws, and 12 losses, placing 9th—the same as last season. This season, they went nine matches without a win after the opening, dropping to last place at one point, but fought back with two three-match winning streaks in April and August–September, and a four-match winning streak in October–November. This season’s cumulative home match attendance was 83,063, a record high. The excitement generated by the team is growing year by year.

Creating social value through sport, people development, and community building. This philosophy, unchanged since the club’s founding, will be deployed on a larger scale in the near future on the new stage of the stadium.



Appendix: US Stadium Study Tour

J.LEAGUE has conducted multiple European stadium study tours since 2008 to understand the latest trends in overseas stadium construction concepts and technology. In 2024 and 2025, tours were conducted to the United States to study the stadiums of MLS (Major League Soccer), which has seen remarkable growth in recent years.

Study Topics

- Latest trends in construction concepts and stadium construction technology
- Integration with urban development, multi-use facilities
- Various initiatives for stable stadium management
- Initiatives that consider the environment and sustainability

Locations Visited

2025: San Jose, Los Angeles, Austin, Miami
(Reference: 2024: Columbus, Cincinnati, Atlanta, Nashville, St. Louis, Minnesota)

Study Content

Stadium tours, training facility tours, stakeholder interviews (questions to executives, including CEOs)

Publication of Study Reports

The results of the 2024 tour have been made publicly available in a report since 2025 (available in Japanese only)

2025 Tour Topics

- Many MLS stadiums are designed with the future in mind, leaving space for expansion throughout the stadium to accommodate changes over time, allowing updates to concourses, VIP seating, premium lounges, and other areas to meet future customer needs.
- BMO Stadium and Q2 Stadium are convertible stadia adapted for concerts. By incorporating dismantlable side stands for stage installation and permanent roof grids (for hanging audio, lighting, and video equipment), they have achieved concert-ready stadia with short setup times and minimal impact on the natural grass, enabling high utilisation and high revenue.

- Miami Freedom Park, currently under construction, is a stadium at the centre of ongoing integrated regional development, featuring a hotel, office building, arena, commercial facilities, and a large park. During the construction period, the “Miami Freedom Park Experience Centre” (an exhibition hall) has opened in the city, offering advance showings and sales of premium areas, while also providing numerous attractions that allow visitors to experience the new stadium.

※A report similar to the 2024 version is planned for publication in the future.

Future Outlook

To promote the development of stadiums across Japan going forward, we will consider overseas stadium study tours that allow other stakeholders besides club officials to participate.

※The information published is current as of December 22, 2025.

J.LEAGUE Human Resources Strategy

Thirty-three years since its founding, the league now finds itself in the midst of intensifying international competition and at a critical phase of transformation. To compete with Europe's top leagues, continuous organisational growth is essential—not just evolution on the pitch, but also in the structures that support it. This fiscal year, as an investment in the future, the league embarked on its first-ever new

graduate recruitment programme since its establishment, while simultaneously promoting strengthened collaboration to improve organisational capabilities across all 60 clubs. This represents nothing less than an “offensive” strategy—one that refuses to settle for the status quo, nurtures future leaders of the football world with our own hands, and enhances the appeal of the entire industry.

- First New Graduate Recruitment: Investment in the Future

The decision to conduct public recruitment of new graduates for the first time since the league's founding was driven by two major strategic objectives: strengthening international competitiveness and effectively engaging the younger generation—the future fan base.

Breaking away from reliance on mid-career hires as immediate assets, we determined that nurturing future organisational leaders internally, with a long-term perspective, was essential for achieving sustainable growth.

Background to Recruitment

The decision to begin recruiting new graduates was underpinned by three objectives aimed at achieving continuous organisational growth and transformation:

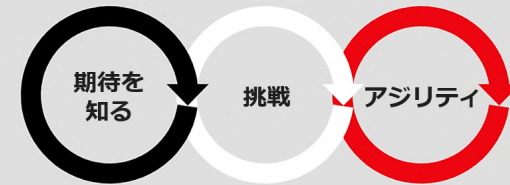
Strengthening International Competitiveness	Acquiring a challenger mindset to drive discontinuous growth unconstrained by existing frameworks, amid competition with overseas leagues
Diversifying Human Resources	With the average employee age reaching 43, and the risk of difficulty in updating organisational values, there was a need to acquire talent with the same sensibilities as younger fans to reach this demographic
Developing Future Core Personnel	Evolving into an organisation that does not continue to rely solely on mid-career immediate assets but is capable of systematically nurturing internally next-generation leaders who deeply embody the league's philosophy and culture and will form the core of management in ten years' time

Initiatives Towards Recruitment

To attract outstanding students and enable them to fully develop their talents after joining, we focused on strengthening our organisational framework. In particular, we prioritised competitive compensation and systems to support post-entry growth. First, we fundamentally reformed our compensation structure. To ensure we compare favourably with other private companies, we redesigned compensation levels using similarly sized companies as benchmarks and set first-year annual salaries accordingly. We revised our personnel system to provide an attractive environment in which talented individuals can build their careers with confidence.

Second, we began examining a human resources development roadmap. We systematised post-entry career paths and necessary training programmes and implemented environmental improvements to enable organisation-wide support for individual growth. We also initiated company-wide organisational development, triggered by preparations to welcome new employees, including management training for supervisors, documentation of each department's work content and processes, and updates to selective educational opportunities. Through this, we have fully launched the transformation into an organisation that can develop people.

「日本のサッカーをより魅力的なものにする」ため
日本のスポーツ界をリードしていく人材の集団でありたい



*The text in the image means the following:
Our Value

©JAPAN PROFESSIONAL FOOTBALL LEAGUE

To make Japanese football more captivating, we strive to be a collective of leaders driving the nation's sports industry forward.
Understand Expectations → Embrace the Challenge → Act with Agility

First New Graduate Offer-of-Employment Ceremony

The J.LEAGUE's first public recruitment of new graduates since its establishment attracted extremely high interest, with over 6,000 entries and an acceptance rate of approximately 1 in 300 based on actual applicants. At the offer-of-employment ceremony on 1 October 2025, Chairman Yoshikazu NONOMURA and the first Chairman, Saburo KAWABUCHI, took the stage, encouraging the

accepted candidates as core personnel who will bear the future of the league during this transformational period. The event was covered by numerous media outlets, and this series of developments is expected to mark a milestone in expanding opportunities for young people to play active roles in supporting the sports industry.



- Strengthening Collaboration with Clubs: Improving Organisational Capabilities Across the League

The sustainable development of the J.LEAGUE cannot be achieved without strengthening the organisational capabilities of all 60 clubs that comprise it. It is essential for each club to build a strong management foundation in its respective region and become an organisation that can

attract and develop outstanding talent. To this end, the league considers it an important responsibility to support the strengthening of HR functions at each club and to raise the level of human resources strategy across the entire league, and it is promoting specific initiatives accordingly.

Updated Human Officer Training

During the Human Officer training for HR managers at each club, we provided opportunities for more strategic and practical discussions. In the Q&A session, Chairman NONOMURA himself took the stage and engaged in in-depth discussions on organisational theory and the desired talent profiles, drawing on his experience as a club manager. A panel discussion with external experts featured

active discussions on themes such as “linking management strategy and HR strategy” and “personnel exchanges between clubs.” These discussions offered not only the perspective of individual clubs independently enhancing their competitiveness, but also a new perspective on how to grow together within the J.LEAGUE system as a whole.



Publication of the Club HR Guidebook

Based on discussions at the Human Officer training and the specific challenges faced by each club, the J.LEAGUE published the Club HR Guidebook as a practical tool. The guidebook covers everything from the basics of labour management to the design of evaluation and compensation systems, providing specific guidance for each club in developing its HR systems. It also serves as a “common

language” to facilitate communication between clubs and the league, as well as between clubs, thereby achieving standardisation and advancing organisational management across the entire league. The guidebook is scheduled to be collaboratively revised annually by the league and clubs, with significant updates planned for next year’s edition as well.

- Future Outlook

The league will continue to advance its “offensive” human resources strategy and drive growth across the entire football world. Looking ahead, we will strongly promote the following three pillars:

Developing New Graduate Recruits into Key Contributors

We will maximise opportunities for challenge and fully support the growth of our new graduate recruits so they can develop into “pillars of the organisation” at the core of league management in ten years. New employees will serve as catalysts for the organisation, stimulating it and contributing to transformation across the J.LEAGUE.



*The text in the image means the following:
Leverage individuality to win as one team.

Initiating Concrete Collaboration with Clubs

Multiple clubs have requested strengthened collaboration on recruitment and human resources development. We will actively share the league’s know-how and connect it to organisational and human resources strengthening across the entire league through collaboration.

Evolving into an Attractive Industry

Through the development of HR systems and human resources development frameworks, we aim not only for the J.LEAGUE but also for the entire football world and the sports industry to become an industry of choice in the labour market. Based on the belief that human resources are the most important capital, we will accelerate our investment in the future.

※The information published is current as of December 22, 2025.

Compliance-Related Initiatives

- Evolution of Compliance Support for Clubs

Training emphasising practicality, incorporating current issues



J.LEAGUE introduced compliance training for clubs in 2021, in addition to the Integrity Seminar held annually since 2015. In the initial phase, training focused on the development of a foundational compliance system, including risk management and harassment prevention. Based on club needs and the

increasingly complex and diverse challenges they have faced in recent years, the training content has been expanded to incorporate more current issues and enable specific responses and countermeasures through enhanced curricula and support systems.

2025 Season Compliance Training Content (Examples)

Online casino risks	Defamation and customer harassment
Integrity Seminar	Staff and player training tailored to individual clubs

Support that clubs can utilise more concretely

In addition to training, initiatives have been implemented to support and encourage clubs.

1. Issuance of a J.LEAGUE statement on customer harassment and defamation before the start of the season in response to the recent increase in instances of defamation
2. Establishment of a J.LEAGUE-club collaborative framework for defamation countermeasures

Future Compliance Initiatives

J.LEAGUE plans to enhance the identification of club and player concerns and needs, and implement issue-specific training more tailored to specific circumstances.

Facility Development Support across Japan

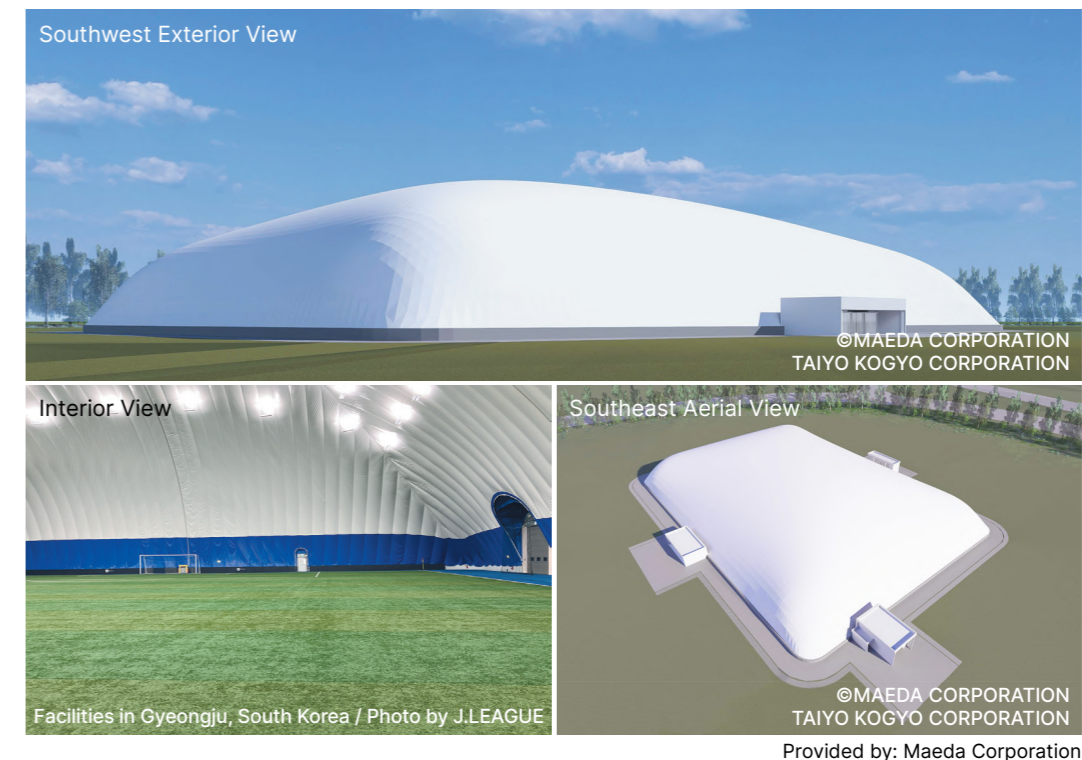
- J.LEAGUE Grant for Facility Development in Heavy-Snowfall Areas

Background

To promote the establishment of environments where everyone can enjoy sports throughout the year in all regions across Japan, J.LEAGUE, leveraging the J.LEAGUE season transition, has designed a grant programme to support sports facility development, initially aimed at J.Clubs whose hometowns are in heavy-snowfall areas. In the future, J.LEAGUE intends to actively expand facility development support to cover not only heavy-snowfall areas but also heat mitigation measures.

Programme Overview

The grant is available to 12 clubs in heavy-snowfall areas, as designated by J.LEAGUE: Sapporo, Hachinohe, Sendai, Akita, Yamagata, Fukushima, Matsumoto, Nagano, Niigata, Toyama, Kanazawa, and Tottori. J.LEAGUE provides grants for development costs of up to 380 million yen per club for snow countermeasures (such as air domes, membrane structures, heating systems, and pitch covers). Under this programme, proposals are reviewed by an expert committee with specialised knowledge in areas such as academia, architecture, and heavy-snowfall regions, and then considered for approval at the Board of Directors meeting.



Approved Projects

The first project approved under this programme was a grant to Gainare Tottori. The scope includes the All Gainare YAJIN Stadium and the Gainare Seido Academy grounds. For both structures, development work will include the construction of new natural grass pitches using turf varieties with superior resistance to compression and wear and higher-than-normal water gradients, installation of sheets that cover all of the grounds' playing surfaces as snow countermeasures, and installation of watering hoses and other equipment.

※The information published is current as of December 22, 2025.

J.LEAGUE's Global Business

- Overview of J.LEAGUE's Global Business

Since its inception in 1993, J.LEAGUE has championed its "J.LEAGUE Asia Strategy" with an eye towards the development of football across Asia, aligning with its mission "To contribute to international friendship and exchange."

Since 2023, as part of a growth strategy for J.LEAGUE's "Next 10 Years," the organisation has set goals of a "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." Growth themes were established on two axes: "All 60 clubs shine as a beacon for their various regions/communities" and "Top-tier clubs shine as providers of national content."

The globalisation of J.LEAGUE is vital to realising the vision

for the "Next 10 Years." By establishing a European base and promoting initiatives to increase touchpoints (points of contact) between the European football market, which is currently the global standard, and J.LEAGUE and J.Clubs across various areas, we accelerate J.LEAGUE's strategy through creation of flows of information, personnel, and money. We also collaborate with each J.Club to support their overseas expansion. In 2025, approximately 30 clubs made around 100 overseas trips related to global business, working to expand overseas operations as new opportunities alongside domestic business, including partnerships with overseas clubs, the sharing of youth development and management expertise, and securing sponsorships from Japanese and local companies for the club's overseas activities.

- Activities to Raise Global Presence

Participation in the World Football Summit (WFS) Hong Kong

The World Football Summit, held annually in various countries, primarily in Europe, was held in Hong Kong in September 2025—the first time in Asia. J.LEAGUE was invited to participate as a panellist. Corporate Executive Officer Tetsuya AIDA (Global Business Division) took the stage alongside a representative of J.Club Kashima Antlers for a panel discussion on sustainability action in the football industry.



Participation in a Sports & SDGs Forum, a Project of the Mission of Japan to ASEAN (at Jakarta)

This project by the Mission of Japan to ASEAN began in FY2024. In FY2025, workshops were held for football associations, football leagues, and stakeholders, including sponsors, from three countries—Indonesia, Cambodia, and Thailand—to share J.LEAGUE and J.Club sustainability-related activities. J.LEAGUE and J.Clubs were invited to each workshop and delivered presentations on J.LEAGUE's case studies.

In April, J.LEAGUE was invited to the "ASEAN Football 4SDGs Forum" in Singapore, which was attended by the Japan Sports Agency, the Mission of Japan to ASEAN, sports agency officials from ASEAN countries, and football associations, leagues, clubs, and sponsors from each country. J.LEAGUE delivered a keynote speech at the forum, which generated many questions from participants from various countries about J.LEAGUE's governance, club management and climate action initiatives.



- Asia Strategy

In anticipation of economic growth and population increases in Asia, particularly in ASEAN countries, the development of football across Asia—in both competitive and business terms—is essential for J.LEAGUE to achieve growth comparable to that of European leagues.

Since 2003, J.LEAGUE has championed its Asia Strategy, maintaining strategic partnerships with leagues in various countries and promoting strengthened collaboration with football across the region in a range of domains. In 2025, many overseas league officials visited Japan, touring J.LEAGUE, J.Clubs, and stadia. Both sides exchanged views on league management, and we had opportunities to share J.LEAGUE's expertise. Additionally, Sports Human Capital (SHC), of which J.LEAGUE is a special member, launched an English-language programme this year. Approximately eight participants from various Asian countries, primarily from J.LEAGUE partner leagues, joined the course, learning alongside domestic participants and deepening interaction.

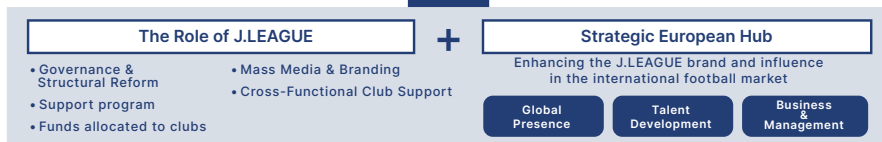
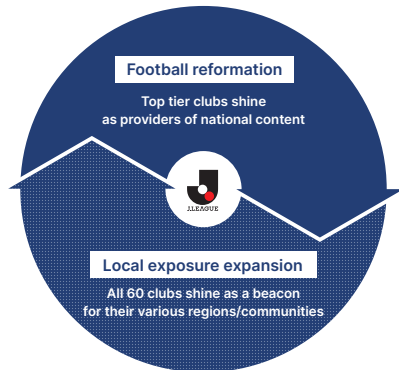


Growth themes as the foundation for realising our vision for the Next 10 Years

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

Boost total J.LEAGUE sales by 1.5 to 2 times



List of inter-league partner countries

League	year of conclusion	League	year of conclusion
Thai League	2012	Singapore Premier League	2013
Vietnam Professional Football Joint Stock Company	2012	Liga Indonesia	2014
Myanmar National League	2012	Malaysia Super League	2015
Cambodian League	2013	Saudi Pro League	2024

※Players who have nationalities of the leagues listed above are not treated to be foreign players for the squad, but players who have nationalities of Saudi Arabia will be treated as foreign players.

- Overseas Broadcasts

Continuing from the previous year, broadcasts in 2025 were provided by local stations in approximately 20 countries, primarily in Asia.

Vietnam (HTV) and Brazil (Canal GOAT and X Sports) joined as new broadcasting partners. In Brazil, in addition to MEIJI YASUDA J1 LEAGUE matches, the 2025 J.LEAGUE YBC Levain Cup was also broadcast.

In various regions, including Vietnam, promotions such as local public viewings were held, and initiatives in each region through broadcasting became more active.

For other regions, two matches per MEIJI YASUDA J1 LEAGUE matchweek were streamed on the international version of J.LEAGUE's official YouTube channel, ensuring that J.LEAGUE matches can be viewed globally.



- Overseas Fan Engagement (Social Media Communication)

J.LEAGUE actively communicates with overseas fans, with its total social media followers exceeding 3 million. Collaborations with KOLs (influencers) and media in Asia, Europe, and the United States are expanding, with a focus on increasing reach to new fan segments.



※All figures as of November 30, 2025

- Inbound Business

Promotion to visitors from overseas

J.LEAGUE is focusing on attracting inbound visitors in cooperation with each club, aiming to increase J.LEAGUE's fan base by getting people from overseas to discover the excitement of the J.LEAGUE viewing experience.

Specifically, on the infrastructure side, we have built and launched a site where tickets can be purchased without membership registration and created a centralized website where fans can find ticket information for J.LEAGUE clubs. On the promotion side, we are delivering digital advertising, sharing information through our official international media. Collaborating with influencers who can reach overseas audiences, and distributing and placing flyers in key locations.

As a result, the number of tickets sold in English for league matches increased from approximately 21,000 in 2024 to approximately 34,000 in 2025 (a 60% year-on-year increase).

※Figures cover league match tickets sold through QUICK Pia and the Pia Inbound Ticket Sales Site.

The top countries/regions of origin for visitors are, in order: Hong Kong, the United States, Australia, the United

Kingdom, and Germany.

※Figures cover league matches, J.LEAGUE YBC Levain Cup, ACL Elite, and ACL2 matches sold through Pia's QUICK Pia and Pia Inbound Ticket Sales Site services.



Inbound customer survey

At stadiums where many inbound tickets were sold, surveys targeting foreign visitors were conducted six times with the cooperation of each club.

Results showed that approximately 80% of respondents were first-time visitors, spending approximately ¥9,000 on merchandise, food and beverages, etc., beyond ticket prices, with particularly high demand for Kits (N=700).



Hong Kong Exhibition

In response to the large number of visitors coming from Hong Kong to At stadiums, J.LEAGUE exhibited at the Hong Kong Sports & Leisure Expo in July. Approximately 7,000 people visited, and J.LEAGUE promotions were conducted to attract more fans and supporters from abroad.

Activities Conducted	Survey	Campaign to encourage people to follow our international social media	Stage event in collaboration with "myTV Super" (local broadcaster)
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- Supporting J.Clubs' Global Business

Raising each J.Clubs' overseas presence is also an important strategy for achieving the growth strategies of "Taking on the world in football" and "Acquire income from

overseas". In FY2025, approximately 30 clubs promoted business activities through approximately 100 overseas trips during the year (excluding youth development tours).

Case studies of Asian strategies at J.Clubs



Hokkaido Consadole Sapporo



Increasing the number of local players from across Asia active in the J.LEAGUE

Scaling and optimizing marketing investments

- Acquired Thai national team players Chanathip (currently BG Pathum United) in 2017 and Supachok in 2022. The influx of Thai tourists to club training grounds generated local economic impact. Secured multiple partnership agreements leveraging star players for marketing activities in the Thai market, achieving one of the Asian strategy goals: "creating new business opportunities for J.LEAGUE partners."

- In December 2023, in conjunction with participation in "Thai Life J.LEAGUE Asia Challenge 2023/24 powered by Meiji Yasuda," released tourism promotion videos featuring players in collaboration with the Tourism Authority of Thailand.

- In December 2023, held a youth selection event in Bangkok, Thailand, as part of "CONSADOLE ATTACKER SEARCH powered by MIZUNO," a project to discover next-generation stars. Two standout youth players participated in academy team training in Sapporo.



Kawasaki Frontale



Implementing local activations in overseas markets

Expanding additional revenue streams

- Conducted social contribution activities, including orphanage visits by coaches and academy players. In December 2021, launched a soccer school for children as a collaborative project with Becamex Tokyu, a subsidiary of Tokyu Corporation. Currently conveys the joy of soccer and physical activity to nearly 180 children, primarily in Vietnam.

- Held "Kawasaki Frontale & Binh Duong FC Special Friendly Match" on November 20, 2022, to commemorate the 50th anniversary of diplomatic relations between Japan and Vietnam. Implemented various initiatives to develop soccer business, promote mutual interest in match attendance, and strengthen friendship between both nations.

- In June 2024, conducted "2nd Japan Tour: Enjoy in JAPAN 2024!!" for Vietnam soccer school students. The tour included participation in Frontale school sessions in Japan, attending league matches, and visiting partner companies.



Kataller Toyama



Implementing local activations in overseas markets

Expanding additional revenue streams

- Held "Kataller Toyama Soccer Clinic in Ho Chi Minh City, Vietnam" in May 2022. With Toyama Prefecture actively accepting Vietnamese technical interns primarily in manufacturing, Vietnamese residents have become the largest foreign population in the prefecture. Additionally, many local companies have expanded into Vietnam. Ahead of the 50th anniversary of diplomatic relations, the clinic was organized to deepen exchange through soccer, a highly popular sport in Vietnam.

- In July 2022, hosted "Kataller Toyama's First Overseas Public Viewing in Vietnam." Also held "Kataller Toyama Vietnam Festival," featuring free invitations for Vietnamese residents and food stalls serving Vietnamese cuisine.

- In March 2023, U-13 team participated in "HAGL-ENEOS CUP 2023" in Vietnam, a tournament commemorating the 50th anniversary of diplomatic relations between Japan and Vietnam.



Kashima Antlers



Implementing local activations in overseas markets

Scaling and optimizing marketing investments

- Partnered with Tokyu Land Indonesia, a club partner, to host the annual "Ennichisai" event at BRANZ Simatupang, a residential development managed by the company. Club organized a public viewing for residents and local neighbors.

- Recorded a significant increase in attendance for "Ennichisai," surpassing the previous year by approximately 1,000 visitors. The public viewing held in the communal dining area remained near capacity throughout the event, attracting numerous local supporters who attended following pre-event promotions.

- Conducted interviews with local Japanese business representatives, expatriates, and local residents during the event. This served as an opportunity to gather fundamental insights and build relationships for future full-scale and sustainable overseas business expansion.

Gamba Osaka



Implementing local activations in overseas markets

Expanding additional revenue streams

● Signed a partnership agreement with Bangkok Metropolitan Council to promote youth development and regional revitalization through soccer. Further strengthened activities for international exchange and regional contribution as part of club globalization efforts.

● Conducted itinerant soccer clinics at schools in Bangkok in collaboration with Bangkok Metropolitan Council
 - Schedule: June 23 (Mon) – 29 (Sun)
 - Venues: 7 sessions held at 7 venues across Bangkok
 - Coaching: Led by Gamba Osaka Academy coaches
 - Participation: Total of 381 students (elementary, middle, and high school)

*Bangkok, the capital of Thailand, is a major global city with a metropolitan population exceeding 16 million—compared to approx. 8.7 million in Osaka Prefecture—and serves as the economic hub of ASEAN.)

Oita Trinita



Implementing local activations in overseas markets

Expanding additional revenue streams

Strategic partnerships with overseas clubs

● Concluded a business partnership with Taichung FUTURO, based in Taichung, Taiwan, to promote tourism and economic development in Oita Prefecture and Taichung City, as well as to advance health, sports culture, and entertainment sectors in Taichung.

● Key Partnership Initiatives
 1: Human Resource Development: Exchange of coaches and youth players between clubs.
 2: Player Development: Provision of technical know-how regarding player development.
 3: International Exchange: Promotion of tourism and economic exchange between Oita Prefecture and Taiwan.

● Organized soccer clinics and practical coaching seminars in Taichung, Taiwan. Conducted lectures on Oita Trinita Academy's development philosophy for U8–U15 players and their parents. Additionally, facilitated seminars for local coaches to share regional coaching challenges and improve instructional quality. These initiatives received high praise from Taichung City Government, with plans for continued collaboration.

Cerezo Osaka



Increasing the number of local players from across Asia active in J.LEAGUE

Scaling and optimizing marketing investments

Expanding additional revenue streams

Implementing local activations in overseas markets

Strategic partnerships with overseas clubs

Expanding Sponsorship Revenue from Overseas Partners

Advancing Asian Business through Strategic Partnerships: Cerezo Osaka

Initiatives in Thailand and Southeast Asia

Concluded a partnership agreement with Bangkok Glass FC (renamed BG Pathum United FC in 2019) in 2012.

Key local activities include

- Conducting training camps.
- Hosting match events (J.LEAGUE Asia Challenge).
- Dispatching academy coaches and establishing soccer clinics.
- Organizing academy player scouting events for BG Pathum United FC (conducted by Cerezo Osaka academy coaches).

⇒ Expanded activities, including match hosting and scouting events, to Myanmar, Vietnam, and Malaysia.
 ⇒ Entered into a business partnership with Asiana Soccer School in Indonesia to facilitate academy-level exchange and participation in local tournaments.

Player Transfers to Cerezo Osaka

Thailand

Vietnam

Indonesia

Chaowat, Ponrawich, Tawan

Dang Van Lam

Justin Hubner

Yanmar

(Shareholder and Top Partner)

- Realizing Corporate Philosophy: Working towards a resource-circulating sustainable society through international sports contribution.
- Brand Enhancement: Improved brand awareness and positioning in Asia, a vital market for Yanmar's agricultural machinery business.
- Internal Engagement: Positive impact on employee pride and motivation, leading to better recruitment and employee engagement outcomes.

Nakabayashi

(Partner Company)

- Business Alliance: Youth development support in Thailand served as a catalyst for a business alliance with BG Float Glass (a subsidiary of Bangkok Glass).
- This partnership enabled the sale of dimmable glass produced by the company under Nakabayashi's own brand in Japan.

Cerezo Osaka

(Club Partnerships)

- Singha Beer: Secured a Top Partner agreement with the Thai brewery, featuring the company logo on the official uniform.
- Mandom: Following the transfer of Dang Van Lam, concluded an "Empower Asia Partner" agreement. Mandom appointed the player as an ambassador for projects designed to deliver inspiration and energy across Asia.



- Column: Establishment of J. LEAGUE Europe

President and Representative Director J.LEAGUE International, Inc. Kazuo YAMAZAKI

European Base Accelerating J.LEAGUE's International Expansion from J.LEAGUE Europe

J.LEAGUE established “J.LEAGUE Europe,” its first overseas base, in London, with operations commencing in January 2025.

Today, many Japanese players are thriving in Europe's top five leagues and at elite clubs, and it is now commonplace for youth players to aim for the world stage.

However, when we look at club management, front-office departments such as General Managers and Sporting Directors, and coaches, including head coaches, J.LEAGUE has yet to produce world-class talent or major clubs.

How do we bridge this gap between players and club organisations? The key lies in everyone, from executives to on-field staff, being aware of the world on a daily basis.

By increasing touchpoints (points of contact) with the European football world—the global standard—we change awareness, change behaviour, and change results. Our mission is to accelerate the internationalisation of J.LEAGUE and J.Clubs from our European base, thereby strengthening and developing Japanese football as a whole.

Awareness Reform for “Competing on the World Stage,” Starting with European Camp Inspections

As the first concrete step, we conducted an inspection tour of European camps in July. In Europe, it is standard for over 100 clubs to gather in cool environments, such as Austria's mountain regions, during the summer pre-season to run training camps. With our upcoming season calendar transition, we thought it was time to leap into this community of European clubs.

The impact for a team of 60 to 70 people, including players and staff, spending two weeks in the European market is immense. Beyond mere practice matches, the front office and coaching staff interact, and regular scouting activities take place—inevitably, you feel firsthand how to compete in the world.

We achieved solid results, with twenty clubs from J1 to J3

participating in the inspection. In summer 2026, multiple clubs are expected to actually run European camps, which we consider a major achievement in terms of club behavioural change.

Some worry that “if we play matches against European clubs, won't our players be poached?” However, the reverse is also true. J.Clubs can go there to scout, discovering currently unknown promising players and young coaches who could become future renowned managers. Europe has many excellent coaches who have studied under elite clubs and famous managers. Before they achieve global fame, J.Clubs have ample opportunity to recruit them. The European camp opportunity is a showcase for both sides.



Scene from the European camp inspection

Overseas Coach Recruitment Project: Learning from World-Class Coaches “What is Needed to Achieve World Standards”

J.LEAGUE Europe is deploying multifaceted initiatives, including visualising playing styles through data analysis, supporting partnerships with European clubs, and matching with Multi-Club Ownerships (MCOs). A symbolic example is the recruitment of Roger Schmidt as J.LEAGUE Global Football Advisor.

It is highly significant that a world-class coach who has won numerous titles in Germany, the Netherlands, Portugal, and elsewhere, and who champions “high-intensity football,” has responded sympathetically to J.LEAGUE's growth strategy. Under a clear philosophy, Schmidt instils high-intensity play in his players and builds a style in which

the entire team plays in coordination. For him, victory is both an objective and the best means of developing players. He does not hesitate to use young players based on performance rather than age or experience, developing them through high-intensity play, thereby increasing their market value and bringing in high transfer fees for clubs.

Success on the pitch, youth development, and business expansion. This virtuous cycle is exactly what J.Clubs need now. We want to continue to powerfully promote such projects to spread his world-class philosophy throughout J.LEAGUE.



A session programme led by Roger Schmidt for coaches

※The information published is current as of December 22, 2025.



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86 Special Talk:
Mito HollyHock × Gainare Tottori × J.LEAGUE Discussion

J.LEAGUE Climate Action

- J.LEAGUE Sustainability in the 2025 Season

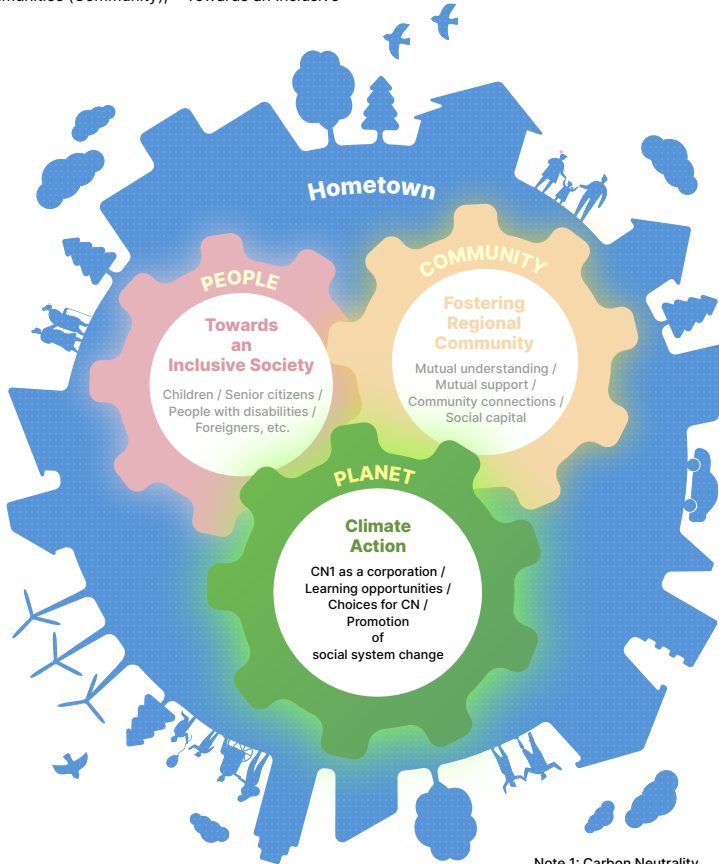
“A Good Pass to Our Future” — Various Actions

J.LEAGUE is promoting a wide range of activities in the clubs' hometowns in line with our mission “To foster the development of Japan’s sporting culture, to assist in the healthy mental and physical growth of Japanese people” and the J.LEAGUE 100 YEAR VISION “Make Japan happier through sports.”

Within our sustainability initiatives, J.LEAGUE and each club operate within three defined frameworks: “Fostering Regional Communities (Community),” “Towards an Inclusive

Society (People),” and “Climate Action (Planet).”

The 2025 season in particular saw an enhanced focus on Climate Action to protect the “Planet,” which forms the foundation for “Community” and “People,” in response to recent global warming and increasingly severe disasters caused by climate change. The aim is to leave an environment where sports can be played for the next generation.



Note 1: Carbon Neutrality

- The Current State of J.LEAGUE Climate Action

Actions for Transitioning from the “Awareness Changes” Phase to the “Behaviour Changes” Phase

Following the “J.LEAGUE Climate Action Roadmap” developed in the 2024 season, multiple actions were taken in the 2025 season to facilitate the transition from the “Awareness Changes” phase to the “Behaviour Changes” phase.

1 “Awareness Changes” Activities for Children, Fans, and Supporters

As an awareness-raising activity for children who will shape the future, the “J.LEAGUE × Shinji ONO Smile Football Tour for a Sustainable Future supported by Meiji Yasuda” project, which began in 2024, was continued. In this project, Shinji ONO, a Co-opted Member of the J.LEAGUE’s Executive Committee, conducts football clinics and sustainability talks for primary school students. This fiscal year, the programme was held 15 times (including three sessions scheduled for January to March 2026).

June was designated Climate Action Month, during which the individual efforts of each J.Club were communicated collectively as a league-wide “movement” rather than as isolated “points,” with the aim of changing stakeholder awareness.

Additionally, the 2025 season saw the launch of the J.LEAGUE Climate Action Ambassador programme and “J.LEAGUE Environmental Education Classes” for primary school students, further accelerating activities for children.

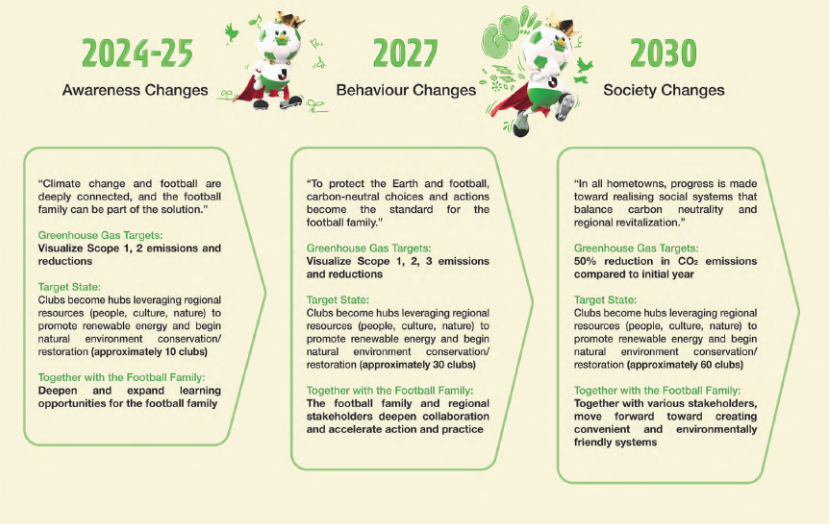
2 Promoting Initiatives at Clubs

The “J.LEAGUE Sustainability Business Activity Grant Programme” was established to provide concrete support for promoting activities at each club going forward.

3 Establishing Evaluation Criteria for Climate Action Activities at Each Club

In April, J.LEAGUE decided to participate in “Sport Positive Leagues” from 2026. This framework quantifies the climate action of football clubs and allows their progress and direction to be understood at a glance. J.LEAGUE established its own evaluation criteria, with implementation beginning in the 2026 Special Season.

J.LEAGUE Climate Action Roadmap



- Action 1: Announcement of Participation in Sport Positive Leagues (SPL)



What is SPL?

SPL is an international evaluation framework that quantifies the climate action of football clubs and allows their progress and direction to be understood at a glance. It scores 12 categories important for climate change countermeasures—including policy, energy, waste, biodiversity, and education—using a unique evaluation matrix and publishes the results in a league table format.

Expected Benefits of Participating in SPL

J. LEAGUE will participate in SPL alongside all 60 clubs, creating an environment where clubs can improve by learning from each other's initiatives. By making these efforts visible, it will become easier for stakeholders such as fans, supporters, local governments, and businesses to understand each club's environmental contributions, and, as a result, deeper, community-rooted climate action is expected. Through participation in SPL, J.LEAGUE will further strengthen its activities to pass on the sporting environment to the next generation in a sustainable manner.

Comment from Claire Poole, Founder of Sport Positive Leagues

A New Era of Sustainability and Resilience in the J.League

The implementation of the Sport Positive Leagues (SPL) framework within the J.League represents a pivotal moment for Japanese football. Globally, elite sport is recognising that climate and environmental risk is not an external issue, it is a direct operational, financial and reputational priority. For leagues and clubs, adopting a structured, evidence-based sustainability framework ensures not only environmental progress, but governance credibility, commercial resilience and long-term fan trust.

For the J.League, SPL offers a unified approach for measuring, improving and communicating climate and sustainability performance across all clubs. The framework provides clarity: clear criteria, consistent metrics, and a roadmap that supports clubs at different stages of their sustainability journey. This is especially significant in Japan, where clubs vary widely in resources, infrastructure, and levels of environmental engagement. SPL supports positive change, while encouraging more ambition.

Crucially, the initiative positions the J.League as a leader in sustainable sport in Asia and shows the move to align with other elite football leagues globally like Premier League and Bundesliga. Football, through its scale, cultural influence and relationship with younger generations can help support visible, community-level action. By adopting SPL, the J.League is demonstrating that sustainability is not an optional add-on, but crucial for long-term commercial success and a strategic element of modern football management, stadium operations and community identity.

Expectations for the J.League and Its Clubs Over the Next Year

After a year of engagement and observation, I have seen an encouraging shift, sustainability is increasingly understood not as a cost, but as an opportunity. Clubs are recognising its role in operational efficiency, brand differentiation, commercial partnerships and youth engagement. Many are already embedding sustainability within everyday decision-making, whether through energy management, waste reduction, transport planning, or community programmes.

Over the next year, I expect to see deeper integration of SPL principles into club strategies and governance structures. This includes improved data collection, clearer internal accountability, and more consistent communication of environmental initiatives to fans and partners. I also anticipate greater innovation, Japanese clubs are well placed to pilot new technologies, collaborate with local authorities, and lead on fan behaviour change.

Most importantly, having spent time with J.League representatives and clubs on a study trip to the U.K., I was impressed by the interest, curiosity and insights. This leads me to believe that J.League clubs will very quickly set a strong collective benchmark. By coming together to share best practice, celebrating progress and supporting clubs' challenges, the league and clubs can accelerate improvement across all divisions. The foundation is in place; now the focus turns to momentum, ambition and visible leadership. The J.League now has the opportunity not only to transform Japanese football, but to influence global standards for sustainability in sport.



CLUB	Policy and Commitment	Clean Energy	Energy Efficiency	Sustainable Transport	Single Use Plastics Reduction or Removal	Waste Management	Water Efficiency	Plastic, Ban/Reduce Carbon Footprint	Biodiversity	Education	Comms & Engagement on Sustainability	Sustainable Procurement
1. TOTTENHAM HOTSPUR (24/2)	2	2	2	3	1	2	2	2	2	2	2	2
1. LIVERPOOL FC (24/2)	3	2	2	3	1	2	2	2	2	1	2	2
3. MANCHESTER CITY FC (23/2)	2	2	2	3	1	2	2	2	2	1	2	2
4. SOUTHAMPTON FC (20/2)	1	2	2	2	1	2	1	2	2	1	2	2
5. BRIGHTON & HOVE ALBION (19.5/2)	0.5	2	2	2	1	2	2	2	1	1	2	2
5. ARSENAL (18/2)	1	2	2	1	1	2	2	2	1	1	2	1
7. WOLVERHAMPTON WANDERERS (17.5/2)	2	2	2	2	1	1	1	1	2	1	2	0.5
7. MANCHESTER UNITED (17.5/2)	1.5	0.5	2	1	1	2	2	2	1	0.5	2	2

※ This initiative is supported by a grant from The Nippon Foundation.



**- Action 2:
Establishment of the
“J.LEAGUE Sustainability Business Activity Grant Programme”**



Grant Programme Overview

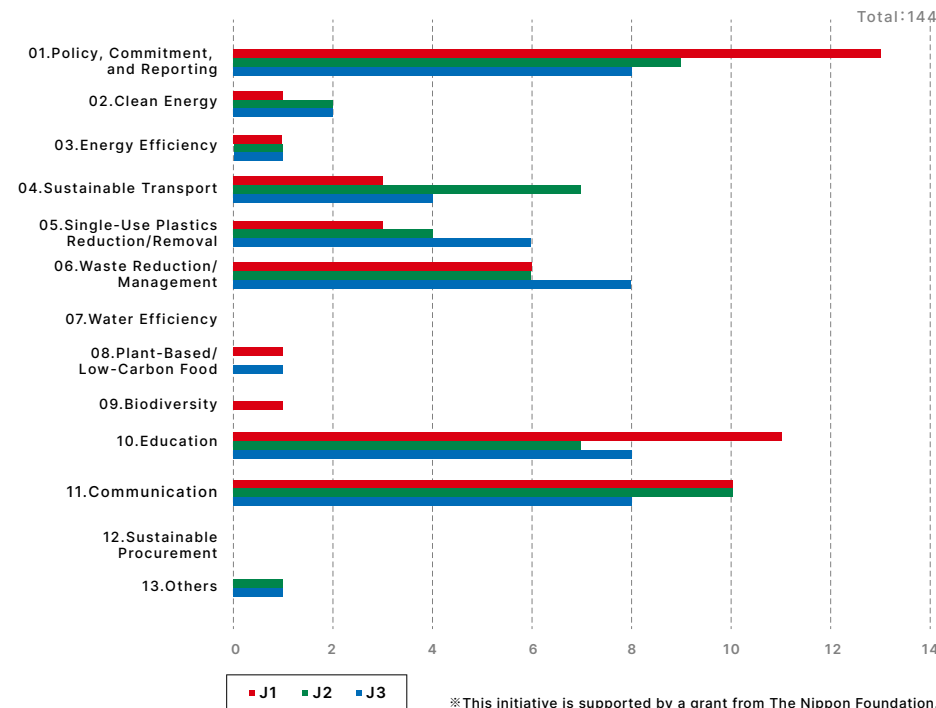
Prior to the introduction of SPL, the J.LEAGUE Sustainability Business Activity Grant Programme was established in April to promote climate action initiatives. The first round covers activities conducted from 1 April 2025 to 15 March 2026, with a total grant amount of 240 million yen and a maximum application amount of 4 million yen per club.

Eligible Projects

Climate action implemented by J.Clubs, specifically projects related to the 12 categories defined as evaluation categories in SPL:

- | | | |
|--------------------------------------|--|-----------------------------|
| 1. Policy, Commitment, and Reporting | 5. Single-Use Plastics Reduction/Removal | 9. Biodiversity |
| 2. Clean Energy | 6. Waste Reduction/Management | 10. Education |
| 3. Energy Efficiency | 7. Water Efficiency | 11. Communication |
| 4. Sustainable Transport | 8. Plant-Based/Low-Carbon Food | 12. Sustainable Procurement |

SUSTAINABILITY



**- Action 3:
Launch of Climate Action Ambassadors
and Environmental Education Classes**

What are Climate Action Ambassadors?

J.LEAGUE players and former players who conduct activities as icons for each club's climate action and environmental initiatives. They also serve as teachers in J.LEAGUE Environmental Education Classes, inspiring children through these classes to aim for a society where “awareness” of climate change shifts so that “actions” to consciously address it become the norm. J.LEAGUE’s Co-opted Members of the Executive Committee—Shinji ONO, Kengo NAKAMURA, and Atsuto UCHIDA—have also been appointed as Climate Action Ambassadors.

“J.LEAGUE Environmental Education Classes” Overview

The purpose of these classes is to help children learn about the current state of climate change and its causes, and to encourage behavioural changes in their daily lives. The classes also aim to work with children to raise awareness of climate action and increase the number of people who support it. J.Clubs will implement these classes at primary schools in their hometowns.

In collaboration with Tokyu Land Corporation, which signed a “J.LEAGUE Climate Action Partner” agreement in May 2025,



these classes will be held sequentially at primary schools in J.Clubs’ hometowns, with five sessions planned by June 2026.

The classes target upper primary school students and are conducted using the environmental education short animation series FUTURE KID TAKARA, sponsored by J.LEAGUE. J.LEAGUE Climate Action Ambassadors serve as teachers, utilising the animation and original worksheets.

SUSTAINABILITY

- Comments from Related Parties

Senior Associate, Planning
Business Promotion Group, Business Strategy Department
Infrastructure & Industry Business Unit
(also Policy and Community Relations Group)
Tokyu Land Corporation

Kento NINOMIYA

At Tokyu Land, we are developing the environmental education programme, ReENE ÉCOLE, to help children in areas where our power plants are located and across Japan learn about environmental issues centred on renewable energy in an enjoyable way. In fiscal 2025, we plan to hold at least 10 environmental education outreach classes for primary and junior high school students nationwide.

To reach more children through these outreach classes, we signed a Climate Action Partner agreement with J.LEAGUE, which has a nationwide network through its clubs, and conducted joint environmental education activities. The Climate Action Ambassadors from each club were more popular with the children than we had imagined. It was also very impressive to see how the children actively participated in the classes through explanations linked to football and the use of animation.

We plan to continue conducting outreach classes multiple times in the future and hope to work closely with J.LEAGUE and clubs across the country to communicate the importance of “climate action” and the challenges posed by climate change to children in each region in an easy-to-understand way.



Shinji ONO

When I began learning about J.LEAGUE's climate action, it was a trigger for me to understand the current state of the planet and to start thinking about and acting on what I can do to change the future of the Earth. I hope that, through this project, many children and as many people as possible will come to know the current state of the planet, learn, and take action, just as I have. Let's take action together so that children of the future can fully enjoy football and other sports.

@SARCLE



Kengo NAKAMURA

I hope that through these classes, the children who will be the protagonists of the future will learn about the current state of the planet and come to see what they can do to protect the future of the global environment they live in as their own issue, think about what they can do, and take action. I myself want to learn and communicate alongside them.

@キャンランニング



Atsuto UCHIDA

For action and behaviour on the issues of climate change to become an everyday norm, I think it is very important for everyone to question the abnormal summer heat we have all been experiencing in recent years—why it is getting so hot and what will happen in the future—and to learn about the current state of the planet and the not-so-distant future that will come if things continue as they are. As a J.LEAGUE Co-opted Member of the Executive Committee, learning about climate action was the trigger for me to think and take action. I would be happy if the J.LEAGUE Environmental Education Classes, starting now, could serve as a trigger for as many people as possible to learn what they can do for themselves and the future. Let's work together as the football family.

@SARCLE

SUSTAINABILITY



Shingo TOMITA
First J.LEAGUE Environmental Education Class Former Vegalta Sendai player

By serving as an ambassador, I had the opportunity to think about and learn about the environment, which I had previously thought of as someone else's problem, and I felt it had given me a valuable experience. As this was the first environmental class for a J.Club, there were many unknowns about the flow and atmosphere, and I was nervous going in. However, I was saved by the cooperation of everyone involved and the children of Matsuwa Primary School. Actually, having the class after playing football helped us get closer to the children first, and I think it made for a smooth transition into the class. In the class, the videos kept the children engaged without them getting bored, and I think they actively participated in presentations and discussions. Conducting this environmental class as an ambassador was beneficial for me, and it also provided an opportunity for people to learn about Vegalta Sendai through the environmental field rather than just through sports. I expect this activity to serve as a trigger for more and more people to think about environmental issues. For that to happen, it is important not to end it as a one-off event but to continue it consistently. I imagine other clubs will conduct classes in the future, and I think it would be valuable to exchange information about each club's experience.



RYANG Yong Gi
First J.LEAGUE Environmental Education Class Former Vegalta Sendai player

In taking on the role of Climate Action Ambassador, I expected it would be an opportunity for me to learn about the extreme weather we have been experiencing in recent years. I was reminded again that various problems are occurring on Earth right now, and they are affecting our daily lives and the environment for athletes. During the environmental class held at Matsuwa Primary School in Kesenuma, the discussion sessions with the children generated many ideas and were very enjoyable. This was the first [environmental class] held among J.Clubs, and I think it was a good class in which adults and children learned and thought about the future together. Also, by playing football together in the schoolyard before the class, the children learned about the professional football team Vegalta Sendai, and I think we created an opportunity for them to become fans. The fact that children could enjoy football through the gateway of the environmental field and learn about Vegalta Sendai might also provide a hint to clubs conducting grassroots activities. As environmental issues will likely worsen in the future, I feel it is necessary to continue these activities, hoping that, through them, our voice will reach many people and the circle will expand.



Rei MATSUMOTO
Second J.LEAGUE Environmental Education Class Former Oita Trinita player

On this occasion, I served as a lecturer for the J.LEAGUE Environmental Education Class as a J.LEAGUE Climate Action Ambassador. During the preparation stage, I had concerns about how to communicate with primary school students, how to conduct group work, and how much background knowledge to include. However, based on the materials provided by J.LEAGUE, I addressed each issue through discussions with the club and schoolteachers. On the day itself, my nervousness while waiting for the children in the school's multipurpose hall quickly faded. The children's smiles as they came in, full of energy, saying "Hello!" and their voices saying, "It really is Rachel!" and "I have the number 7 uniform!" transformed the atmosphere into something warm. Once the class began, I felt a sense of the future in the children's eyes as they were drawn into the animation and their serious engagement with the group work. As the session progressed, I watched their expressions change from playfulness to seriousness to a sense of crisis—and when I witnessed that transformation, I was deeply moved. I strongly felt that "they will surely take something away from this class." Originally, climate change might have seemed like a distant concept to the children. But through this class, if they imagined even a little that "even small things matter, so we should start taking action," "let's try taking action together," and "that connects to our own future"—that is a seed of hope. When the class ended, I became convinced that what we provided to the children and what the children gave back to us—this dialogue is precisely the mission that clubs should fulfil in their hometowns. With their smiles and serious gazes as my hope, I want to continue engaging in social cooperation activities. I feel as if the children's positive energy has pushed me forward.

※The information published is current as of December 22, 2025.

SUSTAINABILITY

Special Talk: Mito HollyHock × Gainare Tottori × J.LEAGUE Discussion

Mito HollyHock and Gainare Tottori were quick to utilise the J.LEAGUE Regional Renewable Energy Subsidy Programme, newly established in the 2024 season, and launched solar sharing projects from fiscal 2025. Gengo SETA of Mito HollyHock and Masaki TSUKANO of Gainare Tottori, who led

the regional renewable energy projects at their respective clubs, spoke candidly with Takayuki TSUJII, J.LEAGUE Corporate Executive Officer in charge of sustainability, about the challenges of launching the projects, the significance of J.Clubs undertaking such initiatives, and their future outlook.

※What is Solar Sharing (Agrivoltaics)?
Solar sharing involves erecting support pillars on farmland and installing solar panels at intervals above them, enabling simultaneous crop cultivation and power generation. By generating electricity using solar power while ensuring sufficient sunlight for crop growth, this approach maximises the effective use of agricultural land. It is anticipated to contribute to diversifying farmers' income sources and achieving regional energy self-sufficiency.



- Gainare Tottori was the first, and Mito HollyHock the second, to apply for the subsidy. Could you tell us what prompted you to pursue renewable energy projects at such an early stage?

Tsukano: We (Gainare Tottori) applied first, but Mito HollyHock had actually announced the launch of their green transformation (GX) project before us. Mito was by far the quickest to get the ball moving.

Seta: That's right. On 15th May 2024, as Mito HollyHock celebrated its 30th anniversary, we announced the GX Project as a new initiative. Initially, our GM at the time, Takuro NISHIMURA, learned about solar sharing from Mr. Tsujii at the J.LEAGUE in 2023. However, when we first heard about it, various circumstances at the club prevented us from acting on it immediately. Around the same time, an agricultural initiative the club was pursuing became the catalyst for the current solar sharing project.

In 2021, the club launched an agricultural business called "GRASS ROOTS FARM" to address regional agricultural challenges such as declining farming populations and increasing abandoned farmland. Through this initiative, we developed a soy meat burger made from soybeans grown with environmental conservation in mind, which won the "Meiji Yasuda Local Vitality Award" at the 2023 J.LEAGUE SHAREN! Awards. This led us to think more deeply about how to connect regional challenges with what the club could do about them.

We thought that if we could grow soybeans on formerly abandoned farmland, process them into plant-based meat, and implement solar sharing on the same fields, we could contribute even more to creating a sustainable community. When we shared this idea with Meiji Yasuda, who had given us the SHAREN! Award, they said it was very interesting, which encouraged us to seriously consider launching the solar sharing project. Besides Meiji Yasuda, we also bounced ideas off various other parties, including companies introduced by the

J.LEAGUE and local banks, and it became clear that the project seemed viable, including from a social relevance perspective.

As we researched it further, we discovered that solar sharing equipment can be depreciated annually, which meant that, once in the operational phase, cash flow could be predicted to a reasonable extent. This was also a significant factor. However, the initial costs couldn't be ignored. Since we don't have ample budgets, even though the operational phase outlook seemed promising, management decided it would be difficult to make such a significant initial investment in a new venture, so we couldn't take the first step readily. Then the J.LEAGUE established the subsidy programme, which reduced the burden of initial costs and enabled us to proceed with a full-scale launch.

- When designing the subsidy programme, what aspects did the J.LEAGUE focus on in particular?

Tsujii: As an underlying premise, the J.LEAGUE Sustainability Department has a mission to contribute to a sustainable way that enables communities and clubs to develop together—socially, economically, and environmentally. Within this, we considered it important to have two perspectives: "protecting local nature, culture, and history" and "promoting renewable energy." Based on this thinking, we consciously designed the programme to support renewable energy projects that would spread positive impacts among stakeholders, including various ripple effects within the community.

Tsukano: We entered the turfgrass business in 2017 and had been increasing our production area year by year. Then, in 2022, Yonago City and Sakaiminato City were selected as the first "Decarbonization Leading Areas" supported by the Ministry of the Environment, laying the foundation for regional collaboration in which everyone, including local government, was committed to achieving carbon neutrality.

San-in Godo Bank and Local Energy, two of Gainare's sponsors, were participating in this movement. One day, Local Energy approached us for a consultation.

They brought a photo, apparently taken in Germany, showing turfgrass being cultivated between vertical solar panels, and asked, "Would it be possible to produce turfgrass in this



way?" I told them, "If you're asking whether it can be done or not, I'd say it probably can." That was how I first learned about solar sharing.

That photo left a strong impression on me. While I saw value in solar power generation itself, I also felt that placing panels on flat land and surrounding them with fences for security purposes created a somewhat desolate landscape, no matter how much land was available.

Tsujii: Indeed, converting farmland allows you to place solar panels directly on the ground in what's called "ground-mounted" installations, without needing to farm. However, while this produces electricity, it doesn't increase the farming population or produce crops. It is somewhat doubtful whether this truly contributes to sustainable community development.

Tsukano: Exactly. Then, just as I became interested in solar sharing, which enables both farming and solar power generation, Mr. Tsujii introduced me to Mr. Mitsuhiro HIGASHI of TERRA.

Tsujii: Mr. Higashi is very passionate, isn't he?

Tsukano: I had exactly the same impression. Mr. Higashi has a strong belief in "valuing people who farm." He said he "prefers a model where farming thrives, farmers' income is secured, and there's also revenue from selling electricity," which really resonated with me. When Mr. Higashi visited the abandoned farmland in Yonago, he gave his seal of approval, saying "The land is flat with good sun exposure, making it ideal for solar sharing," which solidified our resolve.

Being selected as a Decarbonization Leading Area gave us community support, a significant advantage. We also had cooperation from San-in Godo Bank, and because we were already in the turfgrass business, we had connections with the Agricultural Committee, which made securing the farmland relatively straightforward. Furthermore, we had Local Energy, which has expertise in the power business. Just when we felt we had no choice but to proceed, the J.LEAGUE subsidy programme was established, so we applied immediately.

Tsujii: It aligned well with local needs and the times. But I think it was only possible because you had been working with the community on various issues and building relationships day by day.

SUSTAINABILITY

SUSTAINABILITY

- What were the most challenging aspects before actually starting the project?

Seta: Initially, we considered installing on the farmland where we had been running our agricultural business since 2021, but various circumstances made this difficult.

Since we needed to find new farmland, we used something called the Abandoned Farmland Bank, which lists abandoned farmland, to search for potential sites.

To implement solar sharing, you need consent not only from the site landowner but also from all adjacent farmers and landowners, so finding and coordinating potential sites took the most time.

Tsuji: Like Gainare, HollyHock has been involved in agricultural initiatives for a long time, and I felt that the person in charge at the time had also built a very good relationship with the local community.

On the other hand, one factor might be that HollyHock deals with agricultural produce. It's understandable that landowners and farmers, in particular, would be cautious about the environment in which food products are grown—the things that people eat, after all.

The differences in what each business handles may have created different hurdles in securing farmland than those faced by Gainare.

Tsukano: For us, building the business scheme was the most challenging. Initially, we intended to start the project with us as the main entity, but our club's certified public accountant raised concerns.

Since we didn't have power business expertise in-house, it was reasonable advice that having the club handle everything would be risky.

So, we held repeated discussions with Local Energy to explore business models and eventually launched with them as the main entity, while we handled the agricultural component.

Seta: In our case, we also faced hurdles in deciding where to sell the electricity. Selling power requires registration as an electricity retailer, so we arranged for UPDATER, which sells 100% renewable energy, to handle that aspect. However, we had to find buyers ourselves.

The farmland we'd been using for GRASS ROOTS FARM, the solar-sharing farmland, and our training centre "Atsumare" are all in Shirosato Town, so we first proposed selling to the town government.

Since HollyHock doesn't have designated management of Atsumare—it's owned by Shirosato Town—we initially thought the neatest cycle would be to cover Atsumare's electricity consumption with the solar sharing.

However, we discovered that the expected power generation from solar sharing and Atsumare's electricity consumption were completely different.

Also, Shirosato Town was quite progressive regarding electricity liberalisation, so there were hurdles in meeting the conditions for an electricity sales contract due to tendering requirements and other factors.

- How did you resolve these challenges?

Seta: Just when I thought we'd hit a dead end, Shirosato Town came back with a counterproposal. They suggested that the roadside station might match the solar sharing output reasonably well.

Solar power generates more during the day and less at night, and we found this roughly matched the electricity consumption pattern at the roadside station, which has more visitors and requires more power during daylight hours.

However, as we examined this more closely, we found that trying to cover everything with solar sharing power could result in insufficient or excess power relative to consumption, given the seasonal variations in generation and other factors, creating potential concerns for the roadside station, UPDATER, or HollyHock in terms of contracts or financial burdens.

However, further discussions brought up the existence of another roadside station in Shirosato Town.

If we tried to conclude the power deal with just one roadside station, there would always be surplus risk, but by distributing the power supply to two locations and purchasing the remainder from UPDATER, we thought this risk could be avoided.

From there, negotiations on pricing and other financial aspects took considerable time, and the process was quite hard, but we finally reached an agreement to sell power to the two roadside stations.

Tsuji: Power selling prices involve many factors, making calculations extremely complex. Mr. Seta, who started from knowing nothing, studied extensively and managed to launch the project in a short time, which I genuinely think is impressive.



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Tsukano: As we have heard from Local Energy, the procurement prices fluctuate surprisingly dramatically, which really shows the difficulty of the power business.

Tsuji: What I think is really great about this initiative is that, despite the negotiations with the local government being quite difficult, you managed to get the roadside stations powered by 100% renewable energy.

While electricity is invisible, making it 100% renewable is extremely beneficial to society, and taking the lead on this and making it happen is a clear demonstration of club value.

Seta: Hearing that, Mr. Tsujii has made me recognise the significance of this initiative anew. Within Ibaraki Prefecture, only Tsukuba City has been selected as a Decarbonization Leading Area. However, of our 15 hometown municipalities, 13 have declared their commitment to achieving net-zero carbon dioxide emissions by 2050, and Shirosato Town is among them.

Shirosato Town has also established a sustainability department, so we agreed to collaborate.

So, I think this initiative has provided quite meaningful benefits for the local government, as it has delivered results in renewable energy through public-private collaboration.

I believe that by realising this project, we've demonstrated the potential to expand it to the hometowns of other J.Clubs, and it has become a model case.

Tsukano: For us, thanks to Local Energy, we didn't struggle to find buyers, but hearing their perspective, I feel there's still considerable potential or room for improvement.

Tottori Prefecture alone purchases a substantial amount of electricity from outside the region, so if we could cover that with local generation, those funds could be redirected to other purposes that benefit the region. And when local



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governments face challenges they can't address alone, I hope they'll consider using J.Clubs like us.

This applies beyond solar sharing—when attempting public-private collaboration, in the case of typical private companies, there is often demand to justify why a partnership is being established with that particular entity. Yet J.Clubs somehow don't face this issue and tend to be accepted readily by local communities. I think that's a strength of J.Clubs.

So, I think it's very important for J.Clubs to proactively communicate with local governments when they're facing difficulties, asking "Is there anything we can do to help?" I can't think of many other private organisations that could do the same thing.

Tsuji: That's precisely the value that the J.LEAGUE and J.Clubs possess.

- I really feel that you're each developing projects rooted in your respective regions. What are your thoughts on future prospects?

Seta: We're growing vegetables on our farmland, and we're currently working towards obtaining Organic JAS certification. While the production and transport of chemical fertilizers emit CO₂, organic farming not only eliminates those emissions but also enhances soil biodiversity. This leads to increased carbon sequestration in the soil through photosynthesis, making organic farming a form of "climate action" in itself.

Ibaraki is an agricultural prefecture boasting one of the highest agricultural output values in the nation, which is exactly why we want to make it a region that actively pursues organic farming.

However, organic farming is more challenging than conventional farming, so we've taken time to develop it in cooperation with JA (Japan Agricultural Cooperatives).

Going forward, we're also considering hiring people with disabilities to help out with our agricultural work, creating a small but functioning economic cycle.

We want to make HollyHock's fields a community gathering place, sharing the expertise we've gained with other farmers and providing education for children.

For children's education, lectures alone might not be enough to ensure knowledge sticks, so we want to incorporate our strength—football.



Through gamification—incorporating football’s game elements into education—knowledge is absorbed naturally. We hope to pass on important lessons to the next generation this way. On a global scale, our actions might be modest, but by increasing our allies and leading the way in creating “new norms,” I hope that in 10 or 20 years, Mito HollyHock will have contributed to building a brand where people say, “People from Ibaraki Prefecture are somehow really cool.”

Tsuji: Indeed. For example, it’s not realistic for HollyHock or Gainare to create another 50 solar-sharing installations on their own, nor for the J.LEAGUE to increase the current subsidy tenfold. However, when we take action, it attracts attention from society and the region, and stakeholders gather, expanding our circle of allies. I think that is our major role. The real value we possess is that when the circle of action expands, people will say it started with a J.Club.

Tsukano: As someone responsible for the agricultural business, I believe our first priority is to grow turfgrass properly. If we grow good turfgrass, things like its pleasant scent and the beauty it takes on when freshly mowed become triggers that draw people in, curious about what the J.Club is doing. So, we could tap into that. Even if it’s just once or twice a year, if we say, “we’re having a crab soup party on the turf,” local people will surely come. We can create spaces where everyone rolls around on the turf and enjoys themselves, and I hope people will come to feel that “It’s great that we have that turfgrass and solar sharing.”

Fortunately, the business’s economic viability is secure, so I think it would be wonderful to expand solar sharing and create a landscape where colourful solar-sharing installations spread along the JR Sakai Line, along which the GeGe no Kitaro train runs between Yonago and Sakaiminato.

Tsuji: If you could achieve that, it might become a major tourist attraction.

Tsukano: It would be wonderful if people gathered to see it and the region became more vibrant as a result.

Seta: While we’re grateful to be recognised to some extent as a role model, launching the project wasn’t the goal—we believe it’s important to continue it over the medium to long term.

Since our contract with Shiroshiro Town spans many years, I think we can truly call ourselves a role model only by maintaining this consistently.

On the other hand, what I want to convey to those considering creating such a project is that making a declaration can be effective in engaging stakeholders. When we decided to launch a solar sharing project, almost nothing had been decided—not the subsidy, the selling price, the electricity retailer, or the partner companies.

However, by making our declaration, we attracted attention from various parties and gained more allies, which became a driving force for us to follow through on what we’d announced.

We’re currently receiving enquiries from other clubs, and we try to share information as fully as possible. By doing so, the circle expands as others think, “Maybe we can do this too.”

Tsukano: Sustainability is certainly something we want to keep in mind. For us, the cities of Yonago and Sakaiminato being selected as a Decarbonization Leading Area was a catalyst, but it’s not about finishing with “We’ve created a business model.” Rather, it’s important to continuously engage stakeholders and expand the circle.

Tsuji: To repeat what’s been said, I believe this is something that J.Clubs are uniquely positioned to do. To expand this circle, the J.LEAGUE will continue our efforts, and I have high expectations for the future of both Mito HollyHock and Gainare Tottori.

Profile



Football Club
Mito HollyHock, Co., Ltd.
Executive Officer/
General Manager of
Business Management Division
Gengo SETA



SC TOTTORI Co., Ltd.
President
Masaki TSUKANO



J.LEAGUE Corporate
Executive Officer
(Sustainability)
Takayuki TSUJII

Column

The Significance and Expectations of J.Clubs Engaging in Renewable Energy Promotion

J.LEAGUE Climate Action Partner
President of S-Pool Blue Dot Green, Inc.
Kohei YATSUBAYASHI

J.Clubs, rooted in their local communities, are now taking on new roles—not just delivering the excitement of sport, but also as partners in shaping the future of their regions.

It’s not just players who are affected by the extreme heat and heavy rainfall caused by climate change. Spectators, transport providers, accommodation facilities, media covering events, stadium management staff, and everyone else involved in matches are increasingly expected to adapt to irregular conditions. Children, too, may feel anxious about whether they can continue playing football safely.

J.Clubs must recognise anew the impact on those who support them and take action to ensure that the environment for playing football remains sustainable.

The solar sharing initiatives of Gainare Tottori and Mito HollyHock do more than reduce CO2 through the adoption of renewable energy. They deliver multiple benefits: addressing regional agricultural challenges, expanding human exchange, and strengthening disaster response capabilities. Furthermore, local production and consumption of renewable energy keep energy expenditure

that previously flowed out of the region circulating locally, strengthening the regional economy. These are excellent examples of J.Clubs serving as regional platforms, involving diverse stakeholders and guiding communities towards sustainable development.

The Japanese government is actively supporting efforts by local authorities and private companies, setting out roadmaps to make renewable energy a primary power source and to drive regional decarbonisation, aiming to achieve carbon neutrality by 2050. J.Clubs engaging in renewable energy adoption aligns with this national policy direction and holds extremely significant meaning as a driver of decarbonisation in regional communities.

In transforming society, it’s an important part of the process to first show people small success stories and let them experience them. The utilisation of renewable energy for sustainable regional futures has only just begun, and many more model cases are needed.

I am convinced that by J.Clubs across the country taking the lead in demonstrating climate action that uses renewable energy, they can enhance their own sustainability and regional trust, thereby increasing their value as professional football clubs. I look forward to the J.LEAGUE Regional Renewable Energy Subsidy Programme further expanding climate action by J.Clubs.

※The information published is current as of December 22, 2025.

— あなたとJの1億通りのかかわり方

スポーツは、不思議な力をもっています

誰かの笑顔のために
人生をかけて生き様を表現する選手
地元の笑顔のために
奮闘しているスタッフ

そんな人たちの熱に触れると
ココロがドキドキして動き出す
ココロが動くと
体が自然と動き出す

自分が本気で挑む舞台はどこだろう？
自分の舞台を選べばいい
祈るのも、声を出すこともいい
クラブを支えるために
ボランティアやパートナーになってもいい
誰のために
何のために
私は動きたいだろう？

多様な人たちが関わり
本気で挑戦できる場になれるよう
Jリーグも道を開く挑戦を続けます

キーワードは「Jエナジー」

さらっとした熱
じわっとした熱
ごわっとした熱
いろんな熱があっていい
多様な熱が
パスし合える場を日本全国へ

互いの熱を高め合える舞台がJリーグ
新しい道を開いた人に見える世界がそこにある

さて、どう突破しよう？

ファンが 楽しむために

私たちは、サッカーを初めて見る人にも
大好きな人にも、優しく楽しい場所でありたい。
IT、飲食、音楽、デザイン・アートとも
コラボしながら、
たくさんの人の五感を刺激する
空間を創っていききたい

フットボールを 進化させるために

私たちは、あらゆるプロから学び、
テクノロジーを駆使しながら、
そのクラブにしかできないサッカーを披露し、
人々から愛される選手を
育てていきたい

ホームタウンの 笑顔を増やすために

私たちは、もっとたくさんの人に
スポーツの力をつかってもらい、
地域社会に笑顔を増やしていきたい

自らを 成長させるために

私たちは、さまざまな業界と連携しながら
スポーツ界に関わる人の流動性を高め、
刺激し合い、
あらゆる舞台で活躍する人を
たくさん輩出したい

企業として、 世の中に新しい 価値を創るために

私たちは、パートナーの皆様と
たくさん対話をして関係を深め、
相乗効果で世の中に
新しい価値を
生み出していきたい

街や文化づくりの インフラを 整備するために

街の人たちと、多世代がつながり、誰もが
自由に体を動かせる空間をつくりたい
街づくりの一環として、生活の中に
スポーツがあることがうれしく
なるようにしたい

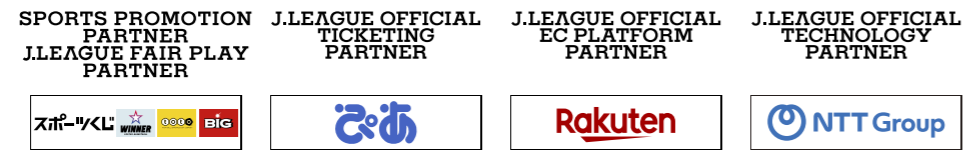
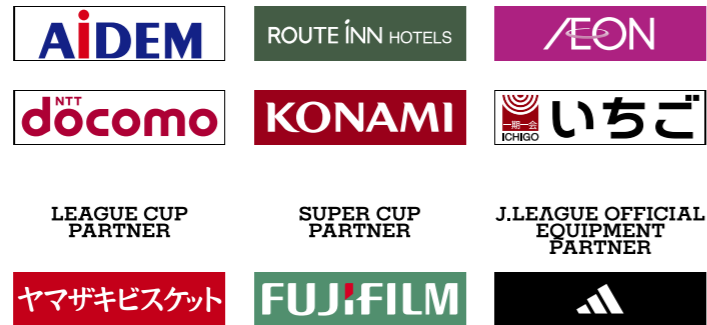
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J.LEAGUE SEASON REVIEW 2025

Table with 2 columns: Category and Value. Includes Publication date (December 2025), Publisher (Yoshikazu Nonomura), Publishing company (J.League), Photo (J.League), Production & Editing (J.League), PDF Design (Go Fukada), and Web Design (Kota Nagai).

