

# Creating a future for everyone through the power of football

JFA Medium-Term Plan 2023–2026

JFA



## The JFA Philosophy

Through football, we realise the full benefits that sports can bring to our lives  
- the soundness of our bodies, the expansion of our minds,  
and the enrichment of our societies.

## The JFA Vision

By bringing the football experience closer,  
we bring sport itself closer to all; from this affinity,  
we will create an environment rich in enjoyment and happiness.

By strengthening the base of football in Japan,  
we will create world-class National Teams that will move,  
inspire and encourage the people of Japan.

We will always act in a spirit of fair play,  
fostering friendships among the people of Japan and beyond,  
to contribute to the betterment of the international community.

## The JFA Pledge for 2050

By 2050, we will realise two key objectives that will allow all to share a special joy:

1. The Football Family of Japan, the fans with a true love for football, will number 10 million strong.
2. We will host the FIFA World Cup in Japan, and the Japan National Team will be the Champion.





Changes in international affairs



Responsibility regarding social challenges



Changes in technology and the information landscape

**The power of football and the power of the Football Family will show their true colours in this era of change.**



# Football has the power to bring courage to people

With the spread of COVID-19, international affairs including the Ukraine crisis, the evolution of technology, and changes in the information landscape, our current environment is experiencing many drastic changes. The world is growing increasingly divided, and it is difficult to predict the future. Society is showing signs of instability.

However, throughout last year's World Cup, everyone in Japan joined the whole world in a renewed sense of excitement and invigoration, joy and sadness, fever and empathy, and above all, unity. All of these emotions were brought about through the players who demonstrated their determination to take on challenges and their courage to succeed on the pitch. This courage spreads, and induces a wide range of dazzling effects.

The power brought about through each and every individual's small acts of courage help us all take on this era of change. We constantly desire to serve as the source of this courage.



# The Roles and Mission of Football

Football is a simple sport. Just one ball is all you need to get everything started. It is fun for everyone involved—the people kicking the ball, the people spectating, and the people supporting their favourite team. These qualities help connect everyone together.

Everyone can participate at any time, wherever they are, regardless of age, gender, physical or mental ability, or race. We want to realise a world in which nobody is left behind, and in which everyone respects and supports each other. We seek to take the bold challenges that each individual is ready to face, and transform these into a collective force for all. Our mission is to unite each person's courage in an inclusive way, and create strength through the bonds that tie us all together.

People's values are becoming more diverse, and we are seeing societies and the world grow increasingly divided. In the face of this, we believe that football has the power to bring society together, even going beyond the borders of Japan or the realm of football itself to achieve global, borderless unity.

*Unite*

**Football has the power  
to bring society  
together**



# The Roles and mission of football



Every game of football has its winners and losers. Regardless of the outcome, each match brings with it an achievement in one way or another. The accumulation of past achievements brings us to where we are today, and our current efforts result in achievements being made in the future.

The children of today will work to build the future. Courage and strong friendships are vital for taking on this era of change. We want to pass on our wealth of experience as our legacy to the children who will inherit the world's future.

Looking at the history of football in Japan, social expectations for the sport have spread across many fields at an increasingly accelerated pace. We want to meet these expectations and focus on bringing achievements in each and every one of these fields. We believe that football has the power to build a future for people, and we aim to work alongside a bigger Football Family than ever in efforts to help create value for the future together.

***Achieve***

**Football has the power  
to build a future for  
people**

# Preservation and Reform

Aiming for greater advancement and sustainability  
in society and the world of sports

# Our Ideal Direction





Congratulations



Promoting Japan's Way

# Success with Japan National Teams

## Goal



**National Teams who lead in all categories and break record after record at international tournaments**

## Key actions



**Take on challenges to stand at the top of the world:**

Enact reforms based on the National Philosophy



**Bolster domestic competitions and leagues:**

Optimise schedules and consider moving seasons



**Foster international coaches:**

Promote building experience abroad and boost the value of the JFA licence



Promoting Japan's Way

# Growth of football and other sports

## Goal



**A total of 3.5 million JFA Passport users**

## Key actions



**Reform the registration system:**  
Build a new system and a digital platform



**Three key fields:**  
Continue to make approaches regarding youth/Class 4, women, and seniors



**Respect and safeguarding:**  
Achieve safety and security throughout the world of football



**Nurture referees:**  
Make matches fair, safe, and secure for everyone



**Optimise measures:**  
Verify measures to spread football based on quantitative metrics



# Building a new growth model

## Goal



The creation of new value together with fans and partners, and activities that help football grow

## Key actions



**Fan engagement:**  
Create new experience value and promote DX



**Collaborative value creation:**  
Work with partners to create value



**A new pillar for revenue:**  
Secure funds for growth through new businesses



# Tackling social challenges



## Goal



**Contributions toward a sustainable society through the multifaceted value within football**

## Key actions



**Inclusion and access for all:**  
Allow anyone to take action as a member of the Football Family



**Decarbonisation:**  
Measure and reduce carbon emissions in our business



**Mental and physical health and wellbeing:**  
Roll out information and measures together with related committees



**Continuous provision of locations for sports:**  
Support school clubs in moving to other areas in the region, and collaborate with educational organisations and government

## Governance

### Goal



**Have world-class organisational control as a central sports organisation**

### Key actions



**Strong organisational control:**  
Optimise decision-making bodies and task execution structures



**Social norms and requirements:**  
Check our rules, systems, and management, as well as those of related organisations



**Governance Code for Sports Organisations:**  
Take action regarding aptitude examinations

## 収 支 予 算 書

第 1 2 期

2023年 1月 1日 から  
2023年12月31日 まで

### Goal



**Businesses that are optimised in line with environmental changes, and ongoing strategic investments**

### Key actions



**Balanced budget:**  
Realise a balanced budget across all regular businesses



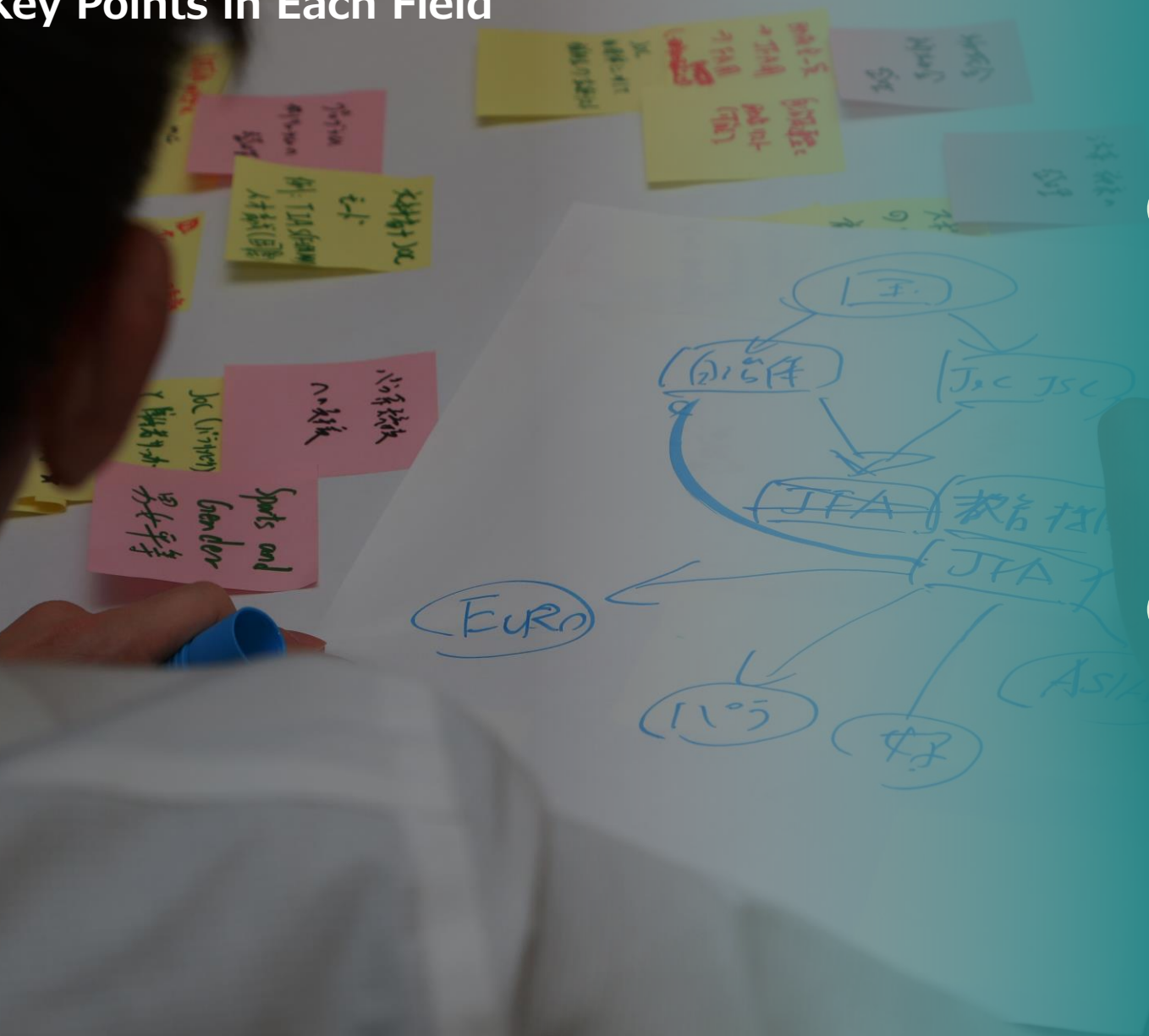
**Shift to an income-oriented portfolio:**  
Achieve at least 10% of business income in new businesses



**Systematic and strategic investment:**  
Carry out strategic investment with a view towards medium- to long-term development

# Goals and Key Points in Each Field

# Staff



## Goal



**Engaging in new businesses and other operations at a high standard of quality**

## Key actions



**Bolstering staff involved in planning and executing:**  
Carry out human resource development based on relevant skill requirements



**Value creation through empowering women and diversity:**  
Increase the number of women in managerial positions by 10%



**Boosts in productivity:**  
Cut total working hours by 10% while maintaining the current standard of work

# Collaboration with related organisations



## Goal



**Synergy and growth through collaboration with related organisations around the world**

## Key actions



**Support for the 47 Prefectural FAs and other related organisations:**  
Help realise autonomous operations and local symbiosis



**Stronger ties with the J.League and the WE League:**  
Collaborate with top-level leagues to maximise synergy in our measures



**International strategies:**  
Continually send staff to FIFA, AFC, and other organisations



Thank you





## 1. Analysis

Details on our analysis and awareness on current events that serve as the basis for drafting the plan



## 2. Actions and goals

Details on some of the actions and numerical goals described in the plan



## 3. Progress and changes in the plan

Details on progress in the plan at the end of each fiscal year, and changes made based on experience in operations in the plan (to be added at a later date)



## 1. Analysis: External environment

There is a greater deal of uncertainty in various aspects worldwide, and there is a need for leadership in line with changes.

### Politics

- Trends in Japan**
- Trends in football**
- Efforts to promote work-style reform for teachers (debate on school clubs moving to local areas)
- More slots for Asian teams in the 2026 FIFA World Cup onwards
- ACL changing to autumn-to-spring in the 2023 season
- Greater difficulty in holding UEFA Nations League and choosing opponents
- Undetermined international calendar
- TASHIMA Kohzo elected for a third term as FIFA Council Member (2023–2026)

- Global trends**
- Trends in Japan**
- Trends in football**
- Recovery/return to normal after COVID-19
- Global warming, climate change, and natural disasters
- Greater demand for ESG; social responsibility to contribute to the SDGs
- Declining birth rates and an aging population (depopulation, longer healthy lifespans, rural population decline)
- Energy problems
- Compliance issues, and violent acts and language in sports

### Society

### Economy

- Global trends**
- Trends in Japan**
- Trends in football**
- Price hikes for raw materials and products sparked by the Ukraine crisis
- Generally weak yen, with a peak at the end of 2022
- Lowest average wages in the G7, and greater economic disparity
- Financial impact from COVID-19 on leagues and clubs (entrance fee income, broadcasting rights, etc.)
- Greater gap in capital power among league and clubs; concentration of capital

- Global trends**
- Trends in Japan**
- Trends in football**
- Spread and commodification of the Internet and smartphones
- Advancement in AI research and practical implementation
- Changes in general consumption behaviour (decrease in TV watching, increase in cashless payments, etc.)
- Aggressive utilisation of technology, particularly in the top categories (GPS, drones, VAR, 3D offside lines, etc.)
- Progress in building DBs and issuing IDs at MAs in different countries

### Technology



## 1. Analysis: Internal environment

Past initiatives focusing on football have borne fruit, though the organisation faces many challenges that must be addressed.

### Major recent topics

Blue: Strong points  
Red: Challenges



### Football

- Beat past winners Germany and Spain in the 2022 FIFA World Cup, causing **immense excitement**. The Japan National Teams in all categories enter the World Cup knockout stage one after another.
- The number of registered players has been on an ongoing **declining trend since 2014**.
- We **built a new registration framework** called JFA Passport that lets anyone register for free, but **we have not achieved full-scale deployment yet**.

### Organisation



- We gained temporary funds through selling JFA House, but we have continued to **overspend**, and this trend has continued in 2023.
- In addition to addressing immediate compliance matters, **there is a pressing need to bolster governance** in line with the 2024 SGC aptitude examinations and the selection of the next president.
- We recognise the need to improve labour conditions and boost productivity for certain business fields in the future.

### Marketing

- Starting in 2023, **we built a new marketing scheme** and secured contracts with multiple companies. Going forward, activation founded on co-creation will be key.
- We will give universal access top priority and continue to collaborate with multiple stations regarding the terrestrial broadcasting of tournaments.
- The post-pandemic match between Samurai Blue and Brazil **recorded an attendance of over 60,000**. We need to work to continue having full stadiums.

 **1. Analysis: International tournament schedule for the next four years**  
(based on current estimates)

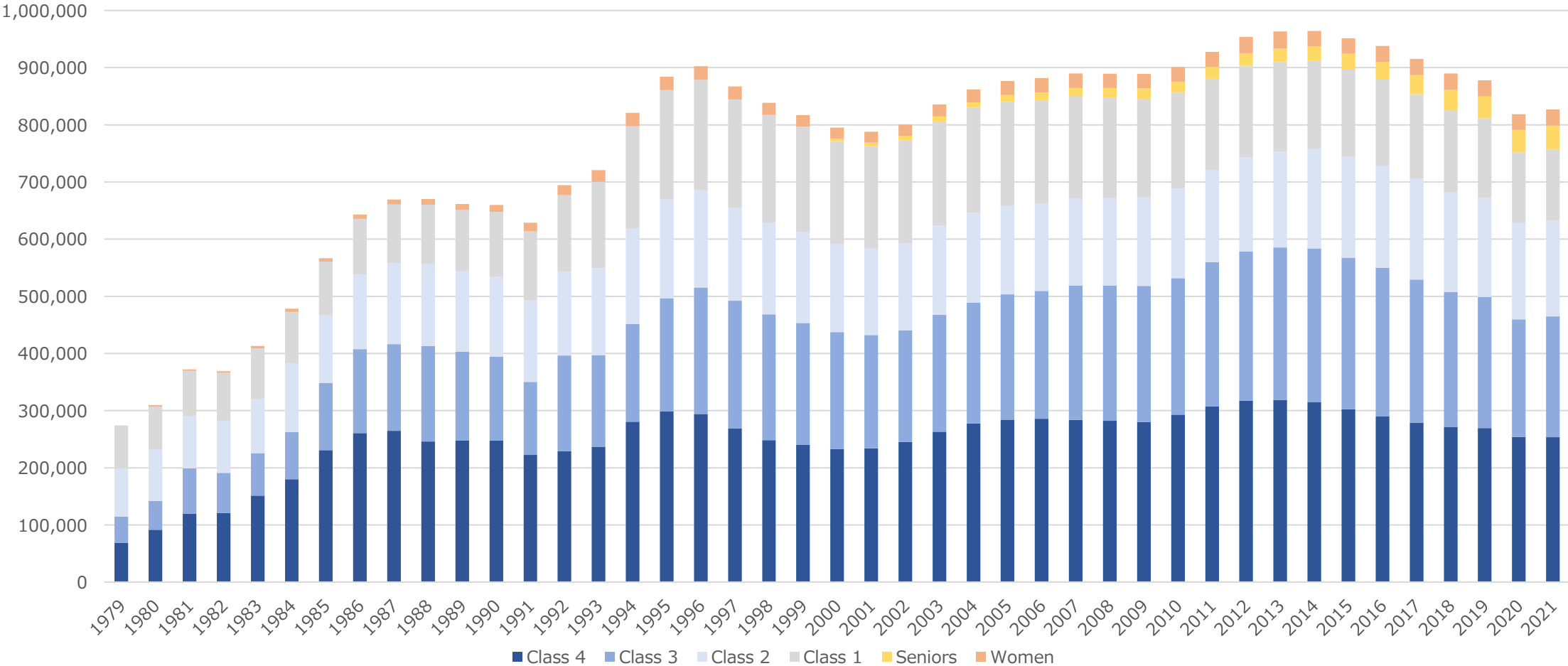
The schedule for major tournaments over the next four years is given below. Medium- to long-term strengthening and development activities will be crucial in all categories.

	2023	2024	2025	2026
 <b>SAMURAI BLUE</b>	FIFA World Cup second round qualifying	FIFA World Cup final round qualifying, AFC Asian Cup	FIFA World Cup final round qualifying	FIFA World Cup (U.S./Canada/Mexico)
 <b>NADESHIKO JAPAN</b>	FIFA Women's World Cup (Australia/NZ)	Olympics/ Paralympics (Paris)	—	AFC Women's Asian Cup
Olympic team	—	Olympics/ Paralympics (Paris)	—	—
Youth Category	FIFA U-20/ U-17 World Cup	FIFA U-20/ U-17 Women's World Cup	FIFA U-20/ U-17 World Cup	FIFA U-20/ U-17 Women's World Cup
Futsal/ Beach soccer	FIFA Beach Soccer World Cup	FIFA Futsal World Cup	FIFA Beach Soccer World Cup	FIFA Futsal World Cup



## 1. Analysis: Number of registered members in football

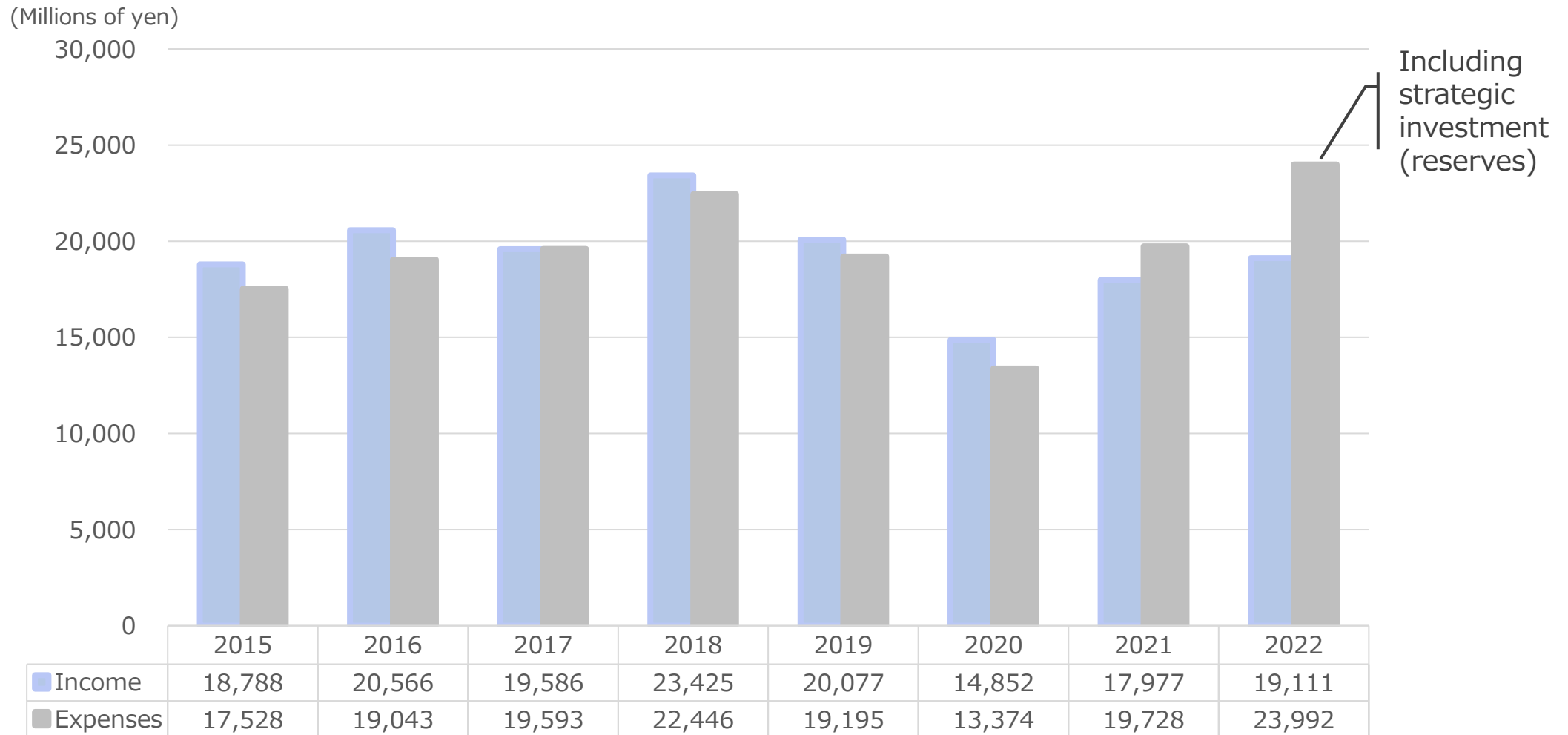
The number of registered members in football has grown to almost 1 million, but has been trending downwards since 2014. COVID-19 has had a clear impact recently, but there are forecasts for medium- to long-term social changes and trends going forward such as declining birth rates, an aging population, concentration of population into urban areas, and school club reforms. As such, there is an urgent need to take measures to match the characteristics of each age bracket and region.





## 1. Analysis: Financial status

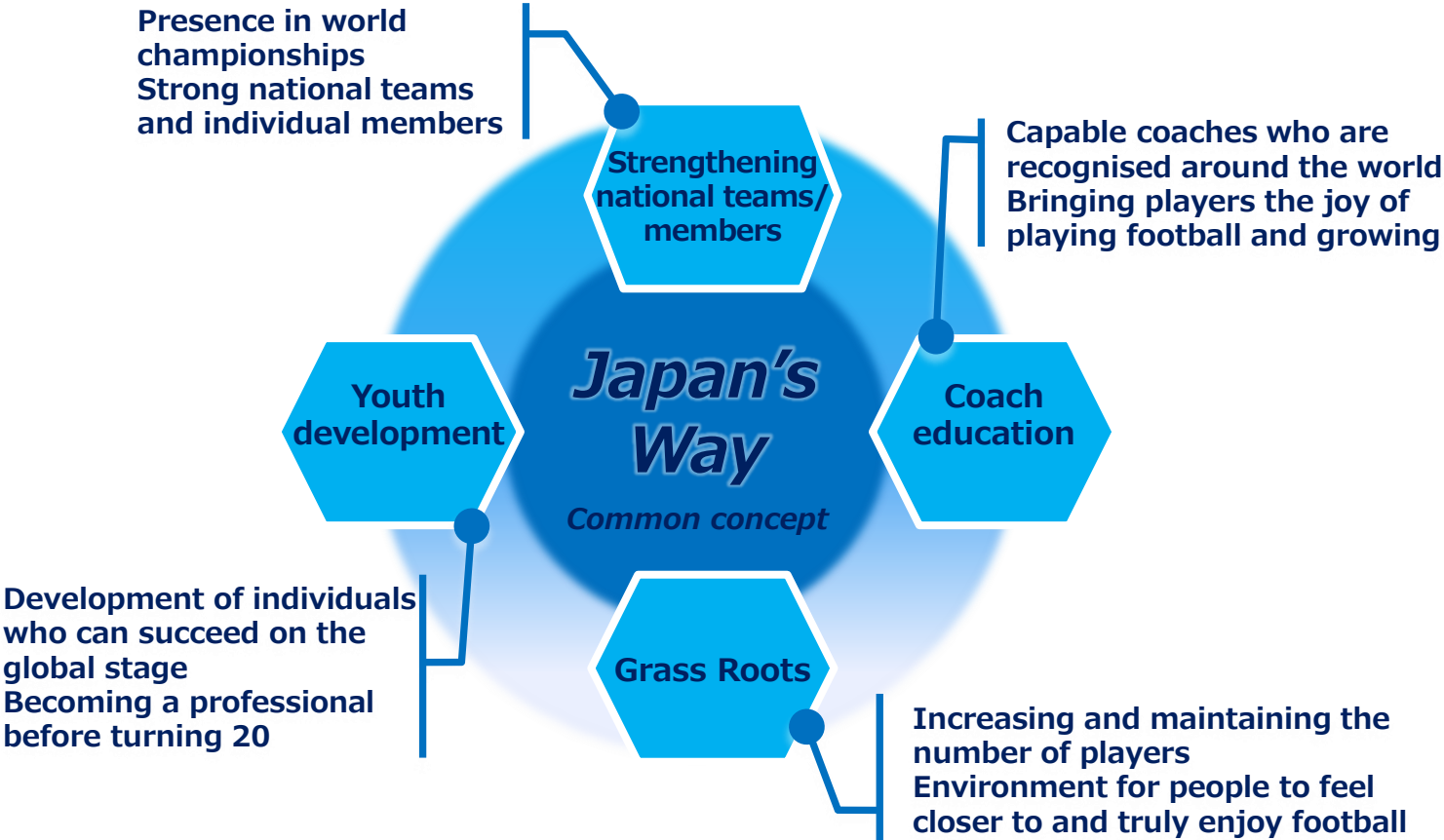
Looking at the past 8 years, we have had a cost overrun owing to the impact of COVID-19 in 2021 and 2022.





## 2. Actions and goals: Promote the four key components and pursue Japan's Way

We have worked to promote the 4 key components of “strengthening national teams/members”, “youth development”, “coach education”, and “Grass Roots” to further promote football in Japan. We formulated “Japan's way - Our National Football Philosophy” in 2022 and we plan to share this with the Football Family across Japan, engage in ongoing discussion, and create an action plan to realise our vision.





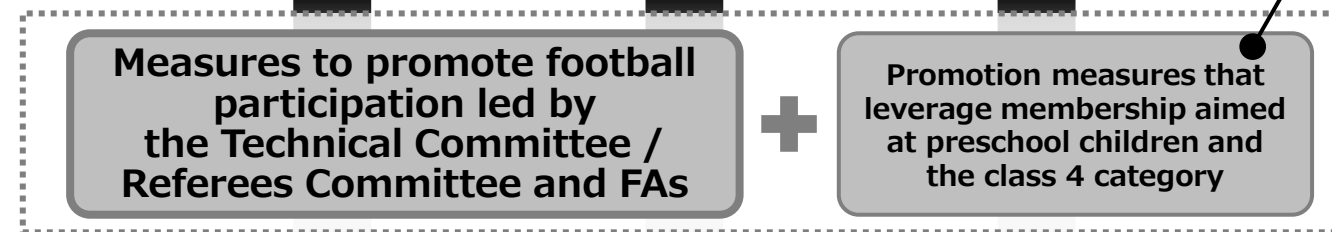


## 2. Actions and goals: Run JFA Passport and reform the system for the registration management platform

We will develop two IT platform systems for Japanese football, and we will use digital technology to help people engage with football in the real (analogue) world and experience growth and excitement going forward.



For the achievement of The JFA Declaration, 2005  
(10M Football Family members)



- Ball/goal distribution (while traveling around for coaching children)
- Starter kits
- New FC Craque video, etc.



**Digitalisation measures**

**JFA Passport** launched in 2022

- ▶ System to **connect with all kinds of people** who play, watch or support football
- ▶ Providing **services according to the characteristics of members** to allow them to enjoy football more

**Goals for member acquisition**

- 2026: 3.5M
- \*Expected to reach 10M in 2048

Linked

←-----→

**Digital platform** Planned to launch later

- ▶ Transition from a “team-centric” to a “**player-centric**” registration management system
- ▶ System designed to **flexibly respond to future structural changes**

**Expected benefits**

- Flexibility for player transfers due to player-centric registration
- Accumulation of useful data linked to membership
- Reduction in management costs (cut by ¥50M per year)



## 2. Actions and goals: Asu-Pass!

“Asu-Pass!” is a collective name for all activities that help contribute to society and achieve the SDGs. We aim to realise Japanese football organisations that Leave No One Behind.

**5 important issues that JFA will address**

**Environment**

Conserving the external environment including nature and climate

**Human rights**

Developing the internal environment, including a range of different systems

**Health**

Providing a football environment that fits the needs of each individual

**Education**

Providing opportunities for strong character building and learning through football

**Community**

Developing sustainable activities through collaboration with many different people in the community

**3 pillars of the promotion strategy**

**Changing action at JFA and other Japanese football organisations**

JFA and other Japanese football organisations will take the initiative in carrying out SDG activities to help solve social issues as joint effort across Japanese football.

**Continually taking on challenges in new areas**

While adding external support to the influence and organisational capability of JFA, we will continue to take on new challenges to solve social issues as a pioneer in the world of sport.

**Co-creation with partners**

We will realise co-creation for the SDGs together with partner companies, and we will send out the message both internally and externally.

## Name for activities: “Asu-pass!”



**アスパス!**

### Motifs

A football, the Earth, living things on the Earth and the environment, the colour palette for the SDGs  
 Football was invented on Earth, and we have a deep connection with it. Humanity, animals and the environment all have an inseparable relationship and we work together as a team to build tomorrow.



## 2. Actions and goals: Finance and staff

We will build support in terms of finance and staff with a medium- to long-term perspective to achieve sustainable growth in Japanese football.

Overall picture for sustainable growth

# Realise sustainable growth in Japanese football



### Achieve balance between income and expenditure for regular businesses

**Goals/ KPIs** Have a non-negative difference between regular income and expenditure per fiscal year (excluding strategic investment)

### Shift to an income-oriented portfolio

**Goals/ KPIs** Achieve at least 10% of overall business income in new businesses

### Systematically carry out strategic investment

**Goals/ KPIs** Steadily realise each business goal through planned investment

**Bolster staff involved in planning and executing**

**Create value through empowering women and diversity**

**Boost productivity**



## 3. Progress and changes in the plan

Details on progress and changes in the Medium-Term Plan will be given from December 2023 onwards as and when appropriate.

**Thank you.**

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