



**Visualizing the Social Impact
Generated by IMABARI .YUME SPORTS 2024**

SROI Analysis (Abridged Translation of the Report)

Introduction

IMABARI .YUME SPORTS INC. (hereinafter, IMABARI .YUME SPORTS), the operator of FC Imabari, was established on May 29, 2002, in Imabari City, Ehime Prefecture. In 2014, Takeshi Okada—who, as head coach of the Japan national football team, led the squad to two FIFA World Cup appearances—assumed the role of representative director, and in 2023 the ASICS Satoyama Stadium was completed. FC Imabari is building a high-quality development model for the entire Imabari area through long-term, consistent coaching using the OKADA METHOD. Embracing the corporate philosophy “Contributing to realize a society in which we prioritize spiritual wealth over material wealth for future generations,” IMABARI .YUME SPORTS undertakes not only football club management but also youth development, hometown activities, FC Imabari’s original initiatives such as outdoor education initiatives, and Satoyama Stadium operations.

Deloitte Tohmatsu Financial Advisory LLC has been continuously analyzing the social impact generated by IMABARI .YUME SPORTS since 2021, and this marks the fourth analysis. This time, by visualizing the existence value and use value of the ASICS Satoyama Stadium, which was completed in January 2023, a substantially greater impact was made visible compared with the previous year.

Background

In recent years, investment in sport has come to play a significant role in addressing social issues. However, many aspects of its effectiveness remain unclear. This report visualizes social impact by examining the case of IMABARI .YUME SPORTS, which is working to build a better society through football.

The Social Value Created by Sports Teams

It is said that the value created by sports teams falls into three categories: financial value, potential financial value, and social value. Financial value refers to the value generated by a team’s business-related activities—such as ticket revenues and broadcasting rights fees—which accrues to the team itself. Potential financial value often refers to intangible assets such as partnerships, the team logo, and rights to advertising exposure, that do not appear on financial statements but can be leveraged to generate financial value.

By contrast, the social value created by sports teams is a multifaceted value delivered to local communities and other industries, distinct from financial value and potential financial value. This value is broadly returned to stakeholders, including supporters and residents of the team’s home area. Enhancing the social value generated by each sports team contributes to regional revitalization through sport. Social value can mainly be divided into “public-interest value” and “economic value.” The former refers to improvements in regional branding and public safety, while the latter encompasses the economic spillover effects that team events and related activities bring to

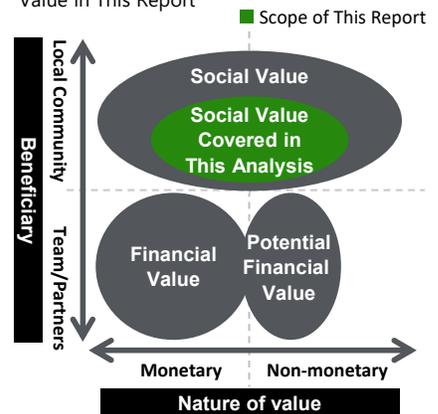
the local area and other industries. Unlike financial value, social value does not appear clearly on financial statements.

According to Taylor et al. (2015), the social value created by sports teams can be broadly categorized into physical, psychological, and social effects. Specifically, physical effects include improvements in physical health and reductions in disease risk; psychological effects include enhanced confidence and self-esteem, the cultivation of a sense of achievement and competitiveness, and the development of sociability; and social effects include increased community participation and a stronger sense of belonging, mitigation of ethnic conflict, improved trust, and improvements in lifestyle habits. While such effects have been qualitatively recognized by stakeholders, they have not been visualized. In recent years, however, there has been growing attention on visualizing this social value.

This year’s initiatives

IMABARI .YUME SPORTS was established on May 29, 2002, and, based in Imabari City, Ehime Prefecture, develops businesses centered on operating the football club FC Imabari, including the commercialization of sports coaching know-

Figure 1. Conceptual Diagram of Social Value in This Report



Reference: “Survey on the Visualization and Quantification of Social Value Generated by Stadiums, Arenas, and Sports Teams” by Development Bank of Japan Inc.

how and other education-related ventures. The company upholds the corporate philosophy: “Contributing to realize a society in which we prioritize spiritual wealth over material wealth for future generations,” and, in addition to operating FC Imabari, carries out football education for youth, coach development and outreach, initiatives to promote environmental education, and volunteer activities. Deloitte Tohmatsu Financial Advisory LLC has been continuously analyzing the social impact generated by IMABARI .YUME SPORTS since 2021; this marks the fourth year.

In the initial year of 2021, we focused primarily on visualizing the short-term effects generated by the activities implemented by IMABARI .YUME SPORTS. In the following year, 2022, we expanded the scope of visualization to include not only short-term effects but also some medium- to long-term effects, through the analysis of surveys and social media data. With this broader analysis, we believe that the measured social impact values have become more aligned with the actual situation. This year, we are conducting a social value analysis that also includes the existence value and use value of the "ASICS Satoyama Stadium"*1, which was completed in January 2023.

*1: The facility name at the time of completion was "Imabari Satoyama Stadium." In this report, it will hereafter be referred to as "Satoyama Stadium."

Assumptions

Since social value is not quantified within the market economy, it is necessary to use an evaluation method that differs from conventional frameworks. In this analysis, we adopted Social Return on Investment (SROI) analysis, which is one of the most widely used approaches.

Methods for visualizing social value

While the value of typical goods and services is set by the market economy, social value is difficult to quantify financially because it is not traded on the market. To assess benefits that are not reflected in market transactions, techniques such as user surveys to measure perceived value (Willingness to Pay, WTP), or the use of monetary proxies to estimate financial value, are commonly employed.

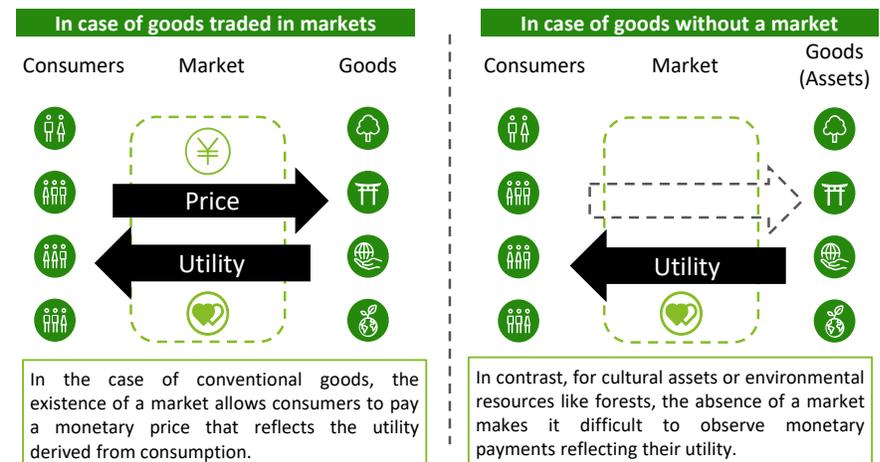
Method for quantifying social value (SROI analysis)

For this year's social value analysis, we employed the Social Return on Investment (SROI) methodology, as in previous years. SROI is a stakeholder-inclusive evaluation approach that visualizes the value of social, economic, and environmental changes resulting from a project by translating them into market value. The results of the analysis can be widely used for explaining business outcomes to stakeholders, reviewing resource allocation and business content, and demonstrating the effectiveness of activities when seeking external donations or investments. It should be noted that, since the selection of proxies in the analysis varies depending on the judgment of each organization's stakeholders, it is currently difficult to compare organizations solely based on the Social Return Ratio calculated by SROI.

6 steps of SROI analysis

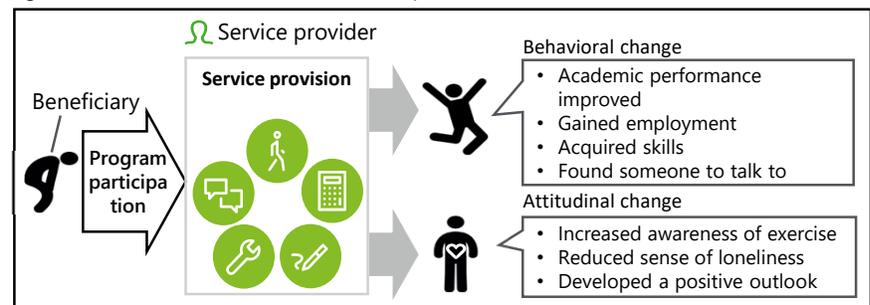
The steps of SROI analysis are as shown below. For this year's analysis, we used an updated version of the logic model that was created two years ago (for details, see page 12 onward). In this analysis, we measured the outcomes through surveys, and, based on the monetary proxy indicators set for each outcome, expressed the effect size as a monetary value.

Figure 2. Conceptual Diagram for Estimating Willingness to Pay in the Context of Social Value



Reference: Koichi Kuriyama, Takahiro Tsuge, and Yasushi Shoji, Introduction to Environmental Valuation for Beginners (1998)

Figure 3. Illustration of the Visualization of Impacts



- 1. Selection of Evaluation Subjects and Stakeholders:** Determine the subjects to be evaluated and the stakeholders involved in the business.
- 2. Development of a Logic Model:** Create a logic model consisting of inputs, activities, outcomes, and impacts, and establish methods for measuring outcomes.
- 3. Data Analysis and Evaluation:** Analyze data collected from public sources and surveys and measure the quantity of outcomes achieved.
- 4. Determination of Impact:** Eliminate changes that would have occurred without the business or those caused by external factors and measure the net change directly attributable to the business.
- 5. Calculation of SROI:** Calculate the SROI by dividing the total benefits by the total costs.
- 6. Reporting:** Based on the analysis results, share findings among stakeholders and use the insights and identified issues to improve the business.

Business covered by the social impact analysis

IMABARI .YUME SPORTS conducts activities such as football club management, youth development, hometown activities, and FC Imabari’s original initiatives. Since the completion of Satoyama Stadium in January 2023, new operations have begun, including a cafe and the dog park adjacent to the stadium. This fiscal year, social impact analysis was conducted on five initiatives: the original four areas plus Satoyama Stadium operations. Some activities were excluded from the analysis based on the actual operations in 2024.

Other assumptions in social impact analysis

In this analysis, contribution rates and counterfactuals for certain items were determined through surveys. For items without survey data, these factors were set based on publicly available information. The input resources used as the denominator for the SROI ratio were based on actual figures provided by IMABARI .YUME SPORTS. Fixed costs for the planning year were calculated using the average of past results or the most recent year’s expenses, while variable costs were estimated with a set growth rate. For SROI calculation by

business, input resources were allocated to each business based on proportions determined through discussions with IMABARI .YUME SPORTS.

The survey was conducted online with the cooperation of Imabari: Yume Sports. Questions regarding outcomes and counterfactuals were asked to individuals who had participated in the targeted activities, and a total of 602 responses were collected.

Figure 4. List of Business Categories Included in the Social Value Analysis

Football Club Management	Youth Development	Hometown Activities	FC Imabari’s Original Initiatives	Satoyama Stadium Operations
Top Team Management Managing FC Imabari’s top team, including player development and transfers	Youth Team Management Managing FC Imabari’s youth teams (U-18, U-15, U-13), which serve as the academy for the top team at the junior high and high school levels	Match-Day City Setting up PR booths and hosting events for each city and town during home games to contribute to the local communities around Imabari City	Environmental Education Educational programs for elementary school students to learn about the Earth and environmental issues.	Operation of Satoyama Cafe Operating a cafe (Satoyama Salon) within Satoyama Stadium
Home Game Operations Managing home games and organizing events held on game days	Football Program for Children Managing football schools for kindergarten and elementary school children	Cleanup Activities Organizing beach and stadium-area cleanup activities involving players, staff, and local residents	morocco Nature-based environmental education for young children	Operation of Satoyama Dog Park Managing the dog park within Satoyama Stadium
Fan Club Management / Media Outreach Managing the FC Imabari fan club and sharing information through owned media and social media channels	Football Clinic Dispatching FC Imabari coaches to local clubs and school teams in the Imabari area to conduct training sessions	Helping Activities Staff and academy players providing free support to local residents based on their requests.	Shimanami Outdoor School Fieldwork activities for elementary and junior high school students in natural and cultural settings	Maintenance and Management of Stadium Maintaining and managing Satoyama Stadium as a symbol of Imabari City
Women’s Team Management Managing FC Imabari’s women’s team, including player development, transfers, and overall team operations	Coaching Workshops for Local Instructors Organizing workshops for local coaches/instructors	Volunteers “Voyage” Supporting the operation of FC Imabari home matches through volunteer activities	Designated Management of Earthland Managing Shimanami Earthland, a public facility in Imabari City	Event Hosting at Satoyama Stadium Organizing events within Satoyama Stadium, including the use of VIP rooms and lounges
Merchandise Sales Selling FC Imabari uniforms and goods through the stadium and online platforms	Traveling Workshops Organizing football classes during visits to regional kindergartens, nursery schools, and elementary schools	PRIDE OF ChuShikoku Joint initiatives with J.League teams from the Chugoku and Shikoku regions, featuring events that combine matches, sightseeing, and regional products.	Bari Challenge University Activities aimed at nurturing the next generation of regional leaders	
Sponsor Activation Displaying company names/logos on uniforms and utilizing assets for partner activities	Global Initiatives Dispatching coaches to China and training local coaches on site		Satoyama Community Wine workshops offering hands-on agricultural experiences	
Public Viewing Events Hosting FC Imabari match viewing events at shopping malls	Arigato Service Program Conducting youth development activities at the stadium		Collaborative Efforts Projects in collaboration with partners to address social issues	

These are selected main activities of IMABARI .YUME SPORTS. The activities (initiatives) highlighted here are the focus of this analysis.

Results

As in the previous year, the impact of the "Football Club Management Business" received a high evaluation. In addition, the cumulative SROI of the "Satoyama Stadium Operations" over the two years following the stadium's construction reached a high level of 4.1.

Cumulative results for the two years after the construction of Satoyama Stadium

In this analysis, we examined the cumulative SROI over two years since the completion of Satoyama Stadium in January 2023.

First, in all five business categories, the SROI is significantly greater than 1.0. SROI measures how much social value is generated for every unit of cost invested. Therefore, these results indicate that all five business areas are being operated efficiently from a social impact perspective.

By business category, the social impact of the football club management business was the largest among the five, with an SROI of 1.4. Since the completion of Satoyama Stadium in 2023, the increased stadium capacity has had a significant effect on visitor numbers, contributing to the growth in social impact. Although the effects of COVID-19 should also be considered, from 2020 to 2022, prior to the stadium being built, attendance was 23,042,

23,249, and 39,435. In contrast, there was a clear rise in attendance from 2023, with figures of 70,510 and 71,930. Since home game attendance is a major factor in calculating the social impact of the football club management business, the construction of Satoyama Stadium has further increased the social effect of this already impactful initiative.

The SROI for Satoyama Stadium operations reached 4.1, the highest among the five business categories. This is largely due to the newly visible existence value and use value of the stadium this year. The new stadium, built in 2023, has increased civic pride among Imabari residents and attracted people from outside the city who now want to visit because of Satoyama Stadium. By incorporating these values into the analysis, the social impact has been recognized as significant. Furthermore, an SROI well above 1.0 indicates that the value generated by Satoyama Stadium operations more than justifies the investment.

Figure 5. Relationship Between Social Impact, Input Resources, and SROI of Five Businesses Over Two Years Following the Construction of Satoyama Stadium

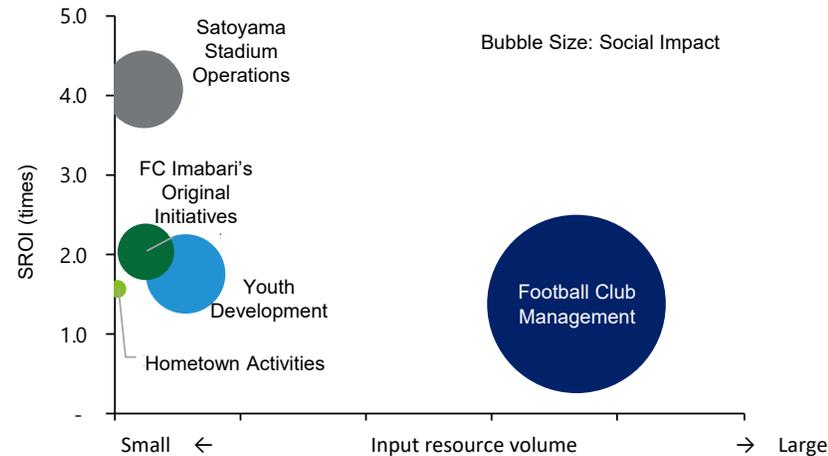
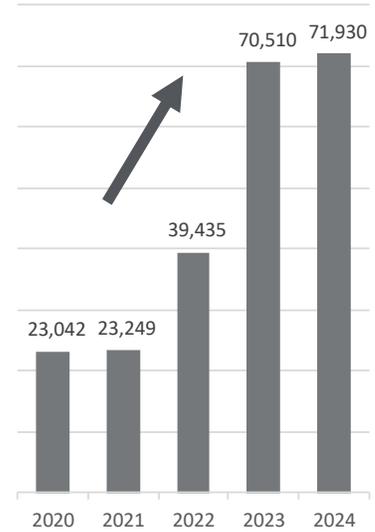


Figure 6. Visitor Numbers for FC Imabari Home Games: Yearly Trends



Results of single-year analysis

A single-year analysis was conducted again this year. When we look at Figure 5, we can see that trends by business category remained largely unchanged: the football club management business generated the greatest social impact, while Satoyama Stadium operations recorded the highest SROI. Compared to last year, SROI increased for hometown activities and stadium operations, but decreased for other areas. The rise in SROI for Satoyama Stadium is mainly due to the more visible social impact resulting from its newly visible existence value and use value after construction.

The two main reasons for the decrease in SROI in the three businesses are a reduction in social impact and an increase in investment costs, with the former having a slightly greater effect. The decline in social impact is mainly due to a decrease in the number of participants and an increase in the counterfactual.

The decrease in participant numbers was particularly noticeable in football clinics and environmental education events. The responses to address the increase in the counterfactual differ depending on the cause: if it is due to reduced uniqueness, activities can be adjusted to address this. However, if the increase reflects the ongoing success of previous efforts, the counterfactual may have reached its peak, indicating that FC Imabari's impact is shifting to a more long-term effect. Therefore, expanding the scope of outcomes made visible in future analyses may help capture greater social impact.

The results of the single-year SROI analysis by business category and the year-on-year comparison are as follows.

Figure 7. Results of Single-Year Analysis



Football Club Management

The increase in spectators at both home and away games contributed to higher value. As mentioned earlier, home game attendance rose after the construction of Satoyama Stadium in 2023, and away game attendance also showed an upward trend. More spectators not only mean more people enjoying football, but also more opportunities for interaction, increased health awareness, stronger community attachment, and improved daily motivation, all of which contributed to overall value. Additionally, media exposure increased, with the number of articles in the Ehime Newspaper rising from 329 to 395, and the number of social media followers also grew, adding further value through publicity activities. On the other hand, for certain impacts such as that football becomes a defining image of Imabari, the counterfactual increased noticeably. As a result, overall social impact decreased, and with rising total costs, SROI declined compared to last year.

Youth Development

Although the number of students participating in youth development activities at Arigato Service increased significantly, the number of school students and football clinic participants decreased. As a result, the overall social impact declined compared to last year. Activities for children tend to have a ripple effect, influencing not only the children but also their parents. However, when fewer children participate, the impact on parents is limited, leading to a smaller overall social impact.

Hometown Activities

Despite fewer Cleanup Activity participants and a higher counterfactual, increased Match-Day City visitors and Helping Activities participants boosted social impact. Lower personnel costs led to reduced input resources, resulting in a higher SROI compared to last year.

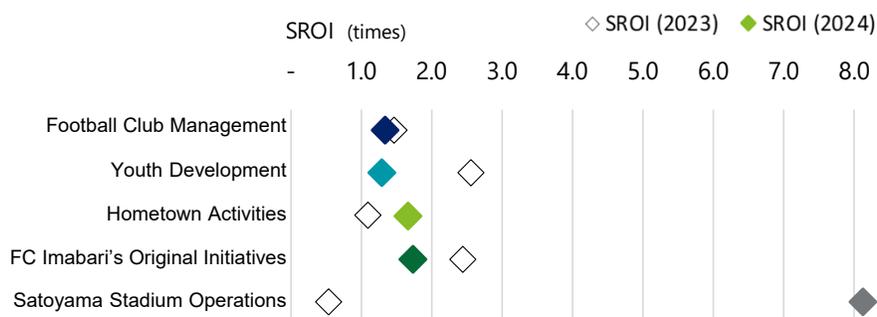
FC Imabari's Original Initiatives

The resumption of Bari Challenge University and an increase in outdoor education program participants had a positive impact on some outcomes. However, a decrease in participants at other events and a higher counterfactual led to an overall reduction in social impact. With input resources remaining at the same level as last year, SROI declined from last year.

Satoyama Stadium Operations

By visualizing both the existence value and use value of Satoyama Stadium, the scope of impact measurement expanded, resulting in an SROI of 8.1 this year. Last year, the analysis focused mainly on the effects of initiatives conducted at the stadium, but this year, by also including the value generated by the stadium itself, significant additional value was revealed. Considering that similar value may have existed last year, the combined SROI of 4.1 over the two years may actually be higher.

Figure 8. Yearly Changes in SROI



Furthermore, increases in event attendance and dog park users at the stadium contributed to greater social impact. However, there was a notable rise in the counterfactual for the impacts from stadium and dog park operations. If more opportunities for interaction are provided, it is expected that social impact will further increase in the future.

Achievements

Achievements from this effort

In visualizing social impact for this fiscal year, we achieved two major outcomes. First, we made visible the existence value and use value of Satoyama Stadium. Second, we visualized the value generated through collaborations with FC Imabari's partner companies.

Outcome 1: Visualizing the Social Impact of Satoyama Stadium

In this year's analysis, we visualized the social impact generated by Satoyama Stadium, which was completed last fiscal year.

Last year, we focused only on visualizing the social impact generated by the cafes and dog park adjacent to Satoyama Stadium. Since the number of people directly involved in these activities was limited at the time, the impact we were able to demonstrate was also relatively small. This year, by broadening our focus to include the intrinsic value of the stadium itself, as well as the value from the use of dedicated rooms and lounges, we were able to expand the scope of our analysis and visualize a greater social impact.

Figure 9. Outcomes Added in This Year's Analysis

Business Category	Activity	Outcome
Satoyama Stadium Operations	Maintenance and Management of Satoyama Stadium	Fostering local pride and attachment
	Hosting Events at Satoyama Stadium	Attracting visitors to Imabari City because of Satoyama Stadium Increasing business opportunities and chances for commercial activities

Regarding the value of stadiums, arenas, and sports teams, a notable 2021 study by the Japan Sports Agency and the Development Bank of Japan visualized the social value of Todoroki Athletics Stadium and Kawasaki Frontale. The study organized stadium activities and developed a logic model to visualize the social value expected by Kawasaki City, providing insights for further analysis.

The primary difference between this analysis and the Todoroki Stadium case lies in the quantification of social impact. While the Development Bank of Japan's study did not produce specific numerical outcomes, the current DTFA initiative visualizes impact figures

for certain outcomes based on a logic model. This facilitates a clearer understanding of cost-effectiveness and can inform future resource allocation. Furthermore, quantifying social impact contributes to building trust with local communities and stakeholders.

Furthermore, by visualizing the existence value and use value of the stadium, we have expanded the potential for conducting similar analyses in other regions and facilities. Although this was a pilot initiative and further examination is needed to determine its applicability elsewhere, obtaining new guidelines for visualizing social impact represents a significant achievement.



Outcome 2: Visualization of Initiatives with Partner Companies

This fiscal year, we also visualized the social impact of initiatives carried out in collaboration with several partner companies. Among these, we would like to present the results of the social impact analysis for "Kids Internship" and "Career Ownership" events, which were jointly organized by FC Imabari and Kaonavi Inc. "Kids Internship" provides children in Imabari City with work experience opportunities in local industries. "Career Ownership" gives female football players a chance to consider their future careers.

For social impact analysis, we first organized a logic model, and then visualized multiple outcomes. As a result, the value visualized was 887 thousand yen for the Kids Internship and 1,527 thousand yen for Career Ownership. In particular, Career Ownership demonstrated a relatively large impact, as the ongoing nature of the program enabled us to visualize its medium- to long-term impact as well.

In this way, even when joint activities do not directly translate into financial value, social impact analysis enables partner companies to understand the positive effects their activities have on society. By demonstrating that the partnership is socially meaningful, partner companies are more likely to feel satisfied and provide proactive support, and it can also help prevent the termination of the partnership.

Figure 10. Social Value Analysis Results of -ship Project

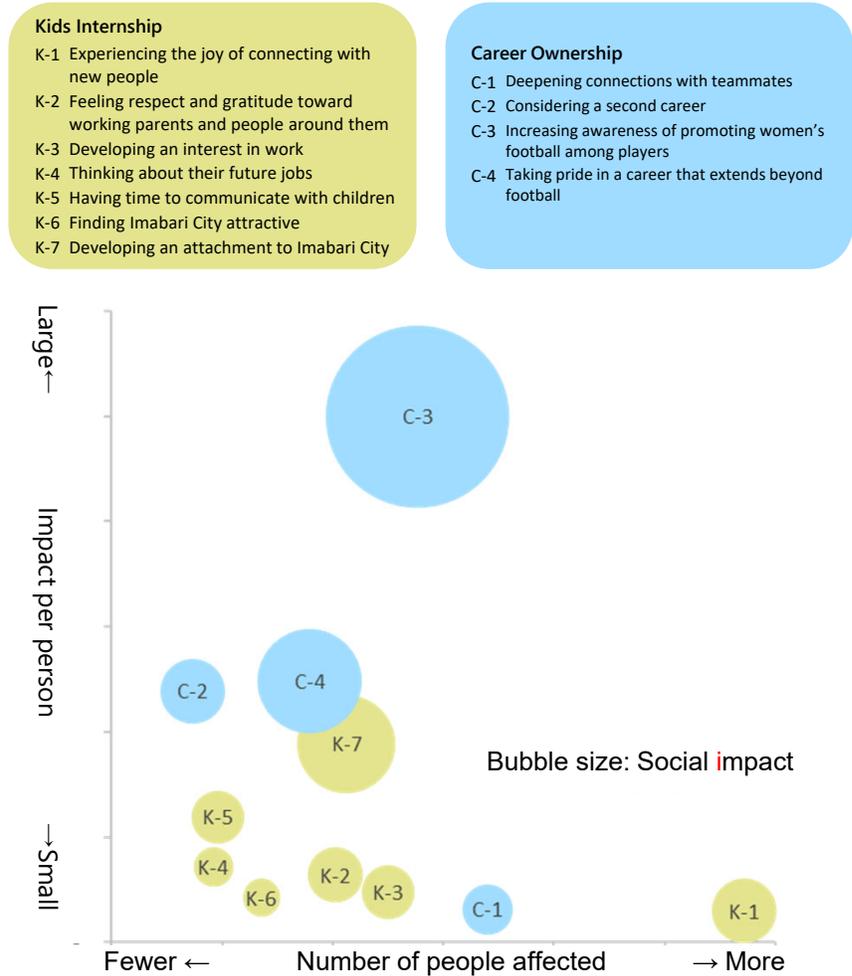


Figure 11. Logic Model (Excerpt from Career Ownership)



Outcomes selected for visualization are highlighted in light blue.

Challenges

This analysis has revealed several issues that need to be addressed concerning the scope of social impact analysis and the use of the analysis findings.

Issue 1: Expanding the Scope of Analysis Beyond Direct Beneficiaries

Until last year, social impact analyses focused on people who directly benefited from initiatives, such as event participants and facility users. However, there are many cases where the social impact reaches individuals beyond those directly involved.

For example, sharing information about an event can extend its social value to people who encounter that information. Since the number of direct beneficiaries is limited, considering the impact of information dissemination is essential to maximize social impact.

The per-person impact on those who receive information may not be as significant as for direct participants. However, widespread dissemination can greatly increase the number of people reached, potentially resulting in a total impact that far exceeds the direct effect on local participants.

Many overseas football clubs have increased their presence and influence by focusing on marketing to attract fans and sponsors. Similarly, in Japan, it is estimated that the social impact received from football clubs through information dissemination would also be significant.

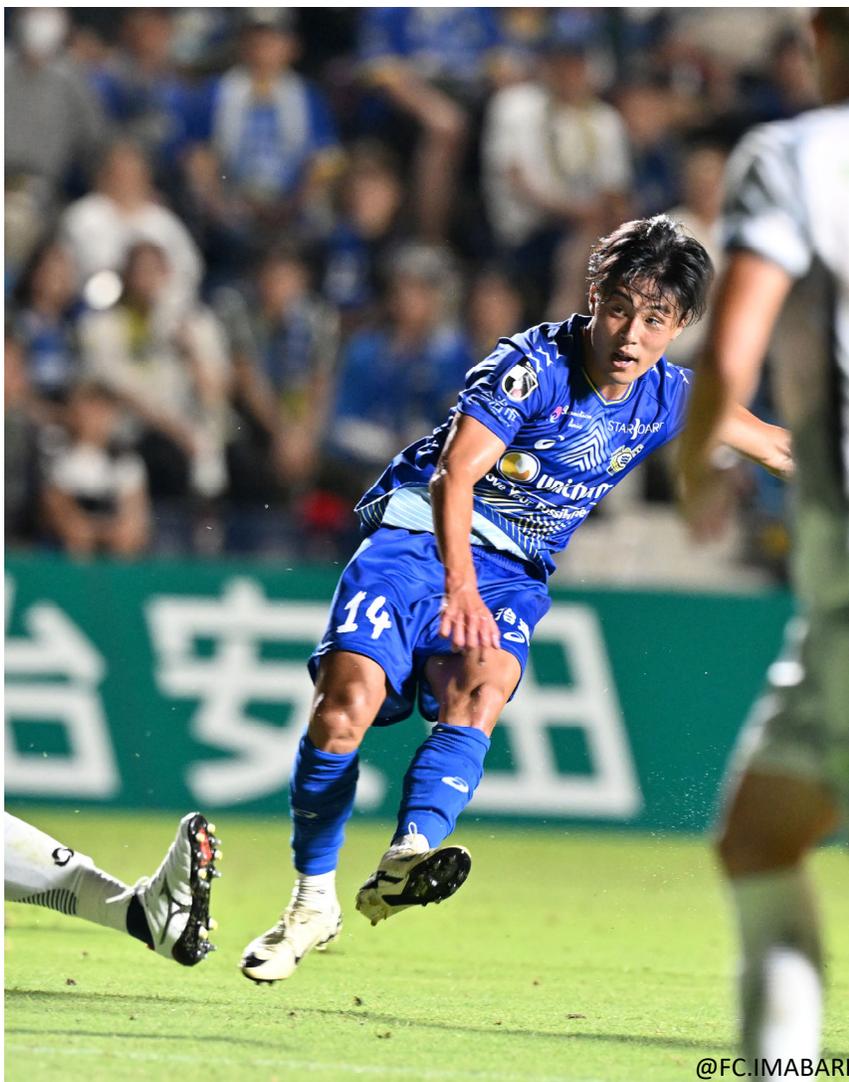
Issue 2: Assessing the Degree of Contribution in Collaborative Initiatives

Previous projects with FC Imabari mainly focused on analyzing the club's own initiatives. However, this time we visualized the impact of joint initiatives with partner companies. As a result, it has become necessary to clarify the "degree of contribution," which has not been a major focus until now. Specifically, this involves discussing to what extent the visualized impact can be attributed to FC Imabari and to what extent it should be attributed to the partner companies.

Generally, contribution is often allocated on a pro rata basis based on investment ratios. However, when a portion of the funds invested in FC Imabari by a partner company is earmarked for joint events and constitutes the operating funding for the initiative subject to visualization, it can be difficult to determine the exact proportion of investment attributable to that initiative. Furthermore, since the costs associated with joint initiatives would not have been incurred without the partnership, there is also an argument that a simple pro rata allocation based on investment ratios is not appropriate. Establishing a clear approach to this issue will enable more consistent interpretation and broader use of impact analysis results. As the method for determining contribution level is still unclear, it is important to develop a practical framework going forward.

Issue 3: Application of joint initiative analysis results

We have shared social impact analysis results for joint initiatives, but have not yet determined how to use these findings to guide future partnerships or actions. To fully leverage these results, social impact analysis needs to become a standardized metric, and we are still exploring how best to achieve this.



Next Steps

This year's social impact assessment achieved two major outcomes: first, the visualization of both the existence value and use value of Satoyama Stadium; and second, the visualization of the value created through initiatives with FC Imabari's partner companies. Based on these outcomes, we will now outline the future direction for value analysis.

Approach 1: Expanding the Scope of Social Impact Visualization

This year, by exploring the potential impact generated through initiatives and events at Satoyama Stadium, including information dissemination, we were able to consider impacts that had not been visualized before.

There are two main methods for expanding the scope of social impact visualization. The first is to analyze the impact of new activities. For example, this year's assessment of Satoyama Stadium's social impact broadened our perspective for visualizing impact, and including new initiatives in future analyses can further increase value. Some recent activities by FC Imabari still lack developed logic models, but evaluating their effects could reveal additional social impacts.

The second method is to re-evaluate the impact of existing activities. Previously, we monitored fixed outcomes, which could miss new value if activities change. By regularly reviewing and updating the activities we analyze, we can better capture emerging impacts, especially medium- and long-term outcomes that may have significant value. Expanding the analysis in this way allows for more accurate monitoring and supports continuous improvement, making the effort worthwhile despite some challenges.

Approach 2: Expanding the Potential Uses of SROI Analysis Results

While social impact analysis results have been used for decision-making on activity improvements and accountability, their application among partner companies is still being explored. This time, we were able to demonstrate to FC Imabari's partner companies that joint initiatives generate social impact, but the analysis results have not yet been directly linked to internal decision-making within those companies. If we can clarify this process, it will provide a clear rationale for many organizations aiming to strengthen partnerships to conduct social value analysis. Furthermore, by visualizing social impact over multiple years and enabling

year-to-year comparisons, these results could also serve as indicators for assessing the effectiveness of partnerships.

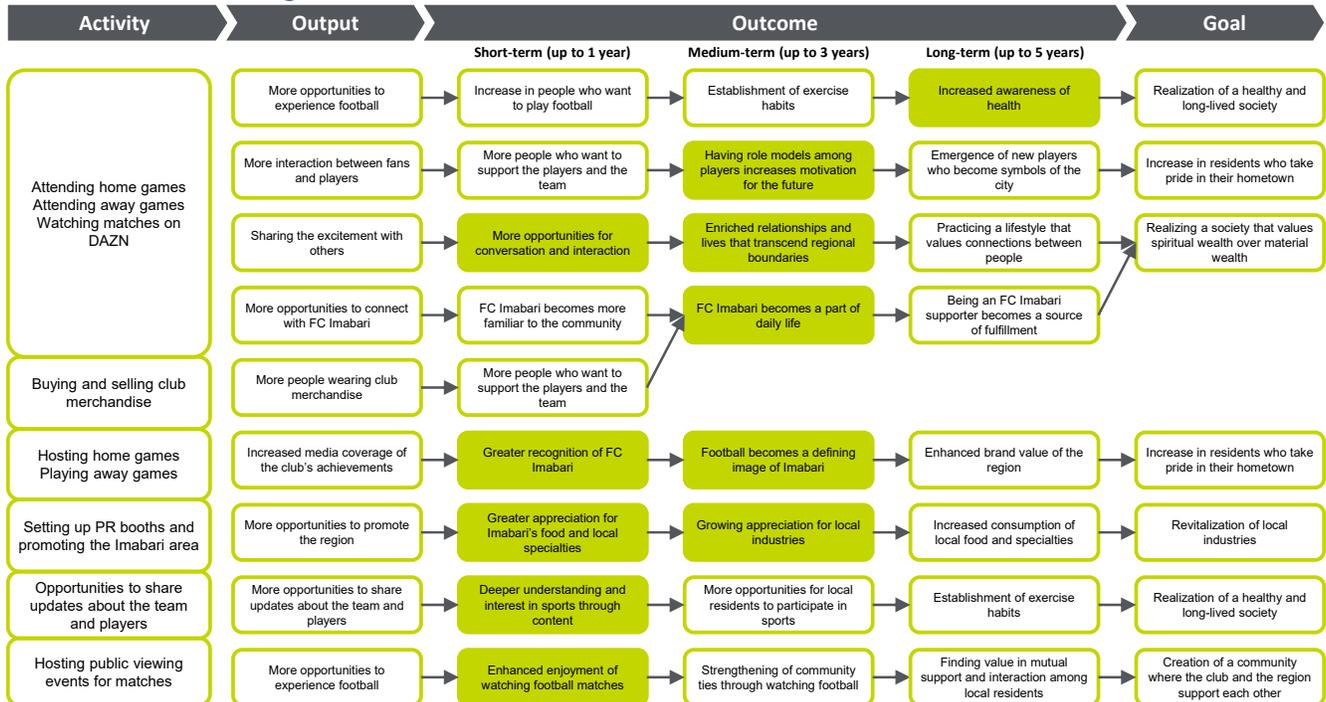
Recently, we have received many questions from clients regarding the comparability of SROI. As mentioned earlier, SROI measures how much social value is generated for every unit of investment. Basically, if the SROI exceeds 1, it indicates that operations are efficient from a social impact perspective. However, it's true that when SROI reaches 2 or 3, it is often less clear how we should interpret these results. SROI levels can vary greatly depending on the industry and management style, so it is difficult to judge effectiveness based solely on the numbers. Still, having a certain benchmark would increase the usefulness of SROI as an indicator. Establishing such a benchmark remains a challenge, but by analyzing various SROI cases, it may be possible to develop some guidelines.

We will continue our efforts to make social impact measurement a more practical and user-friendly indicator for our clients.

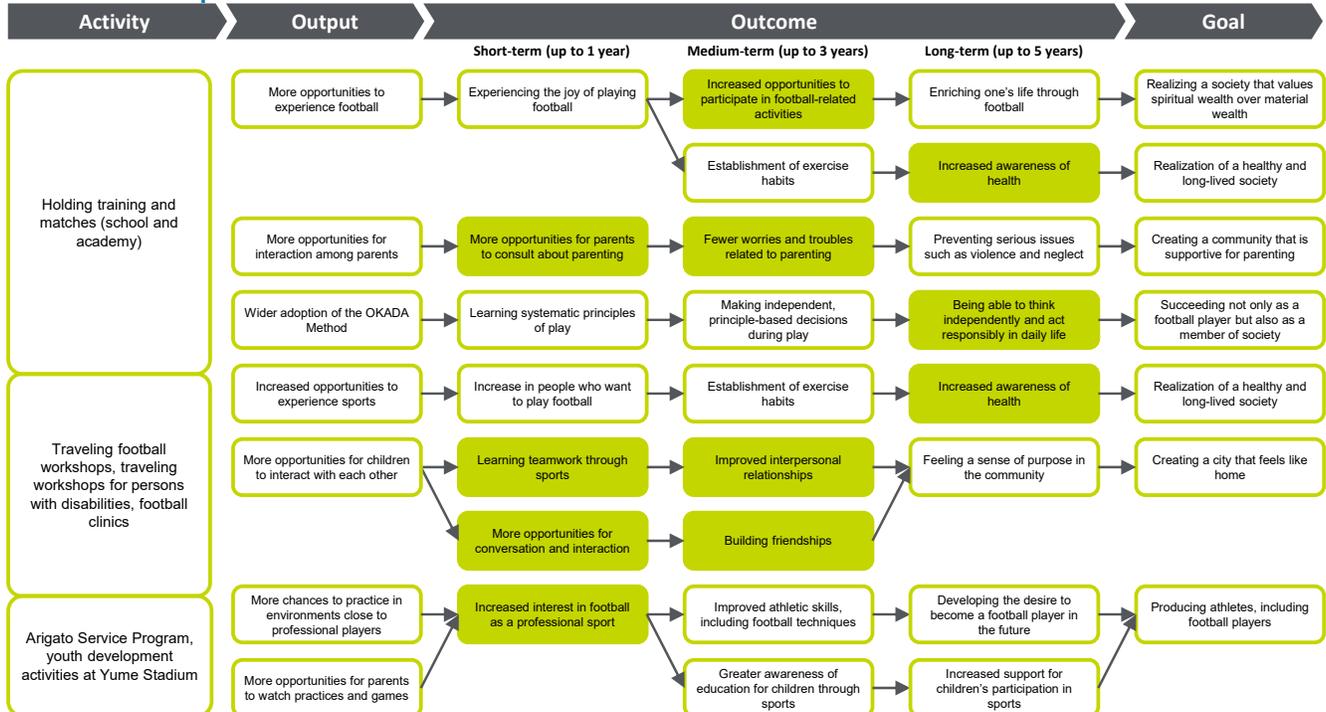


The logic models used in this analysis are shown below. These models are based on those created in FY2021, with updates to include new initiatives. For FY2024, we have revised the logic model for the Satoyama Stadium operations. Outcomes subject to visualization are highlighted in light green.

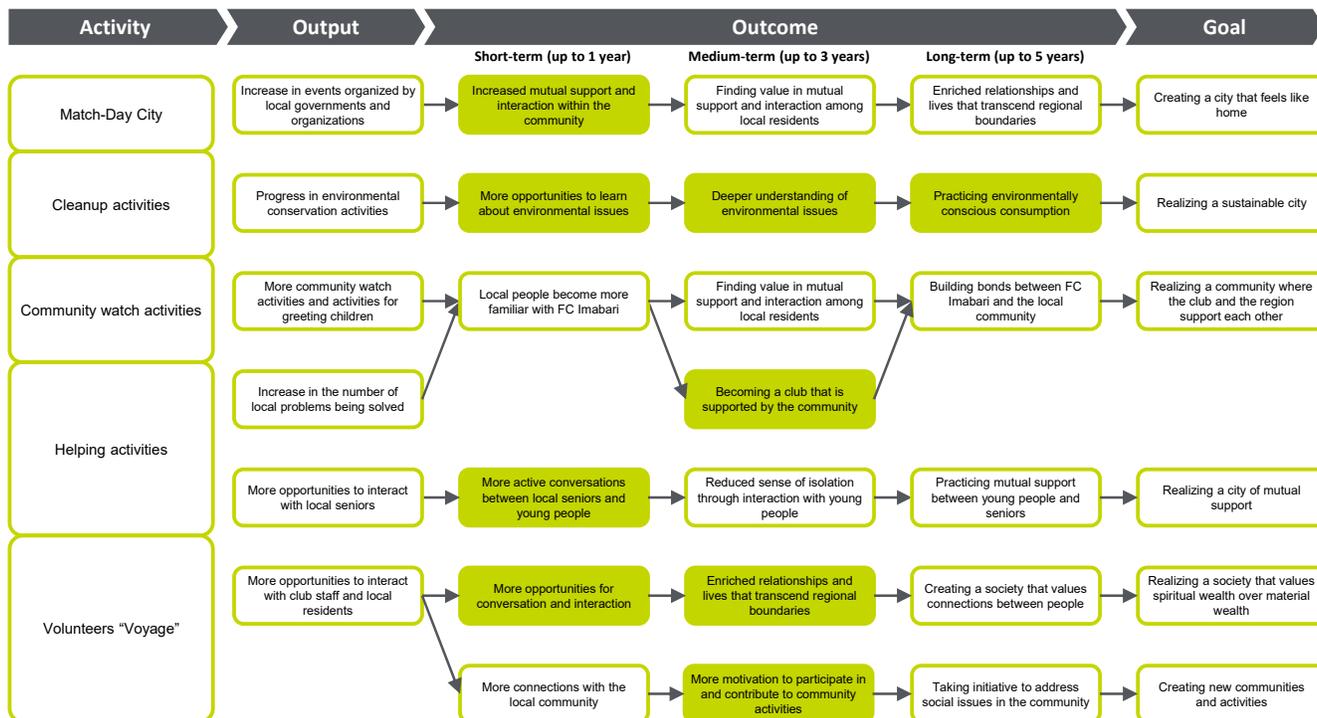
Football Club Management



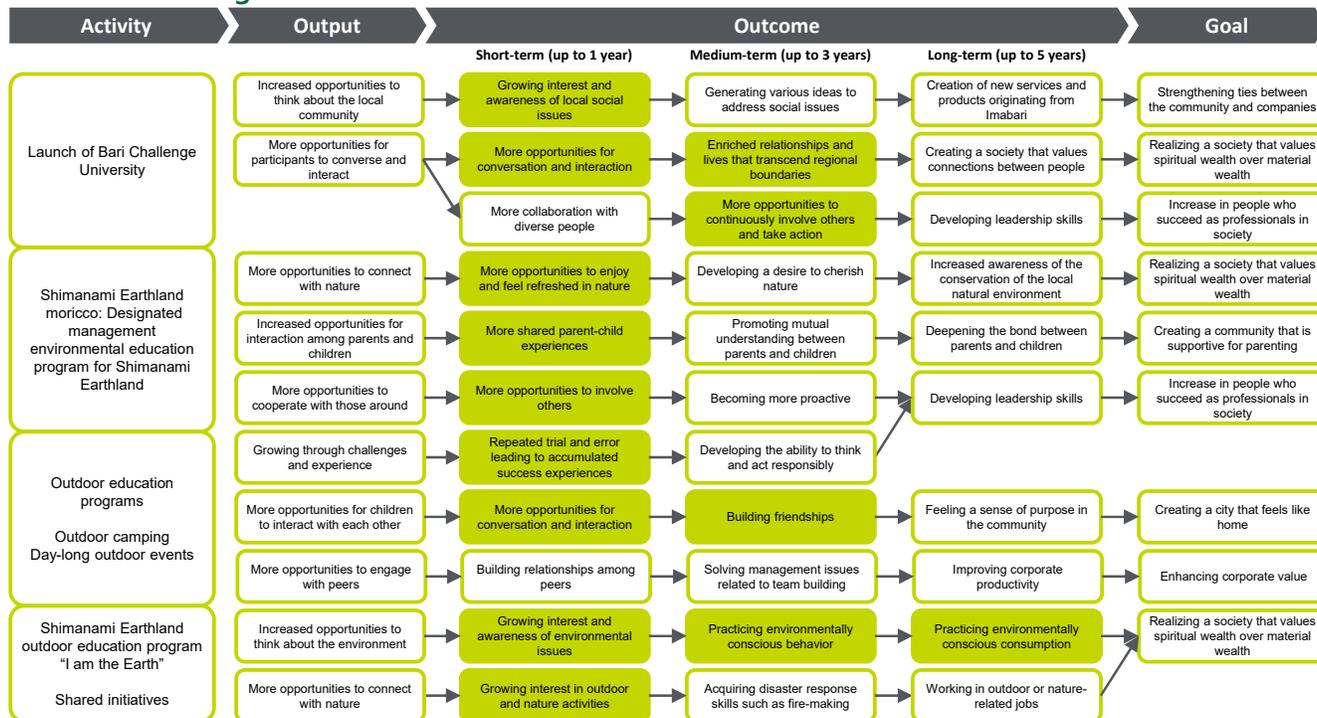
Youth Development



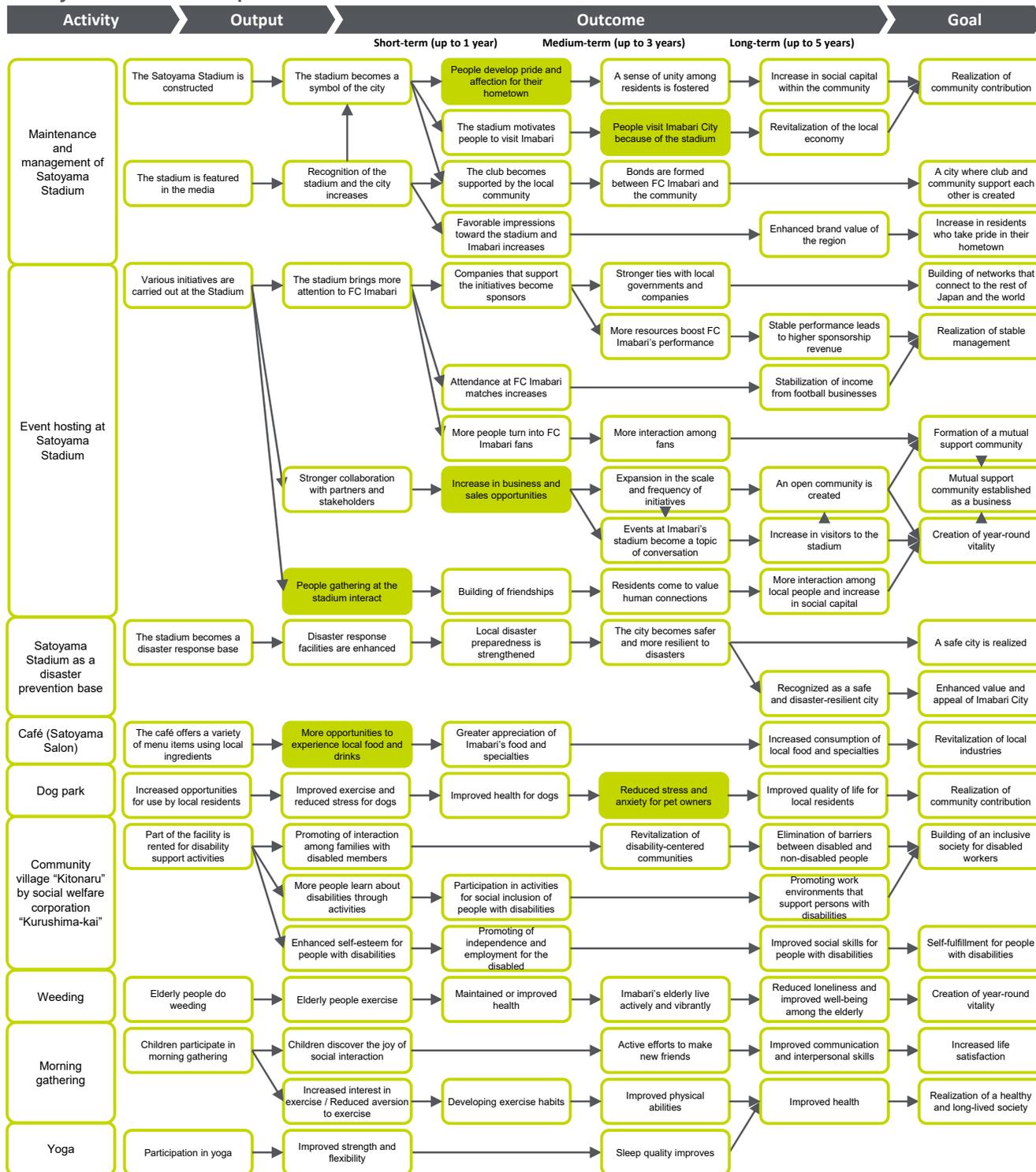
Hometown Activities



FC Imabari's Original Initiatives



Satoyama Stadium Operations



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At DTFA, we engage in economic and social value assessments using economic methodologies, as well as cost-effectiveness analyses of policies. Besides requests for our services, we also welcome inquiries concerning interviews, article contributions, publications, or lectures, so please feel free to contact us at the address below.



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Deloitte's Expertise: Track Record in Social Impact Analysis

Within the Deloitte network, we have numerous economists based at major locations around the world, providing services to the public sector and leading companies in key industries by leveraging advanced economic insights and methodologies. Below are examples of some recent reports (Japanese).



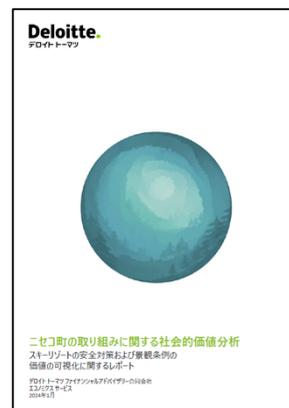
[Visualizing the Social Impact Generated by IMABARI .YUME SPORTS 2023](#)



[Visualization of Social Impact Generated by Walking Events](#)



[Social Value Analysis of Himeji Castle](#)



[Social Value Analysis of Initiatives in Niseko Town](#)

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