



World football's emerging leagues

"Trend Report"
Finance & Marketing

2021

METHODOLOGY



Sports Value's independent review on available public data about global football Leagues.



Sources are Sports Value database and data from UEFA, Deloitte, FIFA, Forbes, clubs and leagues annual reports.

In order to compare, we consider operating revenues: broadcast rights, members, stadiums and marketing.



Transfers are not operating revenues in Europe and the US. Thus, they were not considered in the contrasts between the Leagues. But we highlight whenever possible.

EMERGING FOOTBALL LEAGUES



Important surveys analyze every year the football leagues elite, the TOP 5 leagues in the global football.



According to data from Deloitte the Top 5 European Leagues – England, Spain, Germany, Italy and France – made up before the pandemic US\$ 19 Bn. In 2020 fell to US\$ 17 Bn.



According to Sports Value, professional football in the world moved before COVID-19, US\$ 40 Bn. Now US\$ 35 Bn.



This study analyzes the other Leagues, such as Brazil, Russia, Turkey, USA, Netherlands, Portugal and others.

EMERGING FOOTBALL LEAGUES



Over the years, Brazilian market has always been the sixth strength of professional football in the world.



Brazil's peak compared to Europe was in 2012, when the TOP 20 teams made US\$ 1,6 Bn without players transfers. Now it's at US\$ 672 M.



The devaluation of the Real against the Dollar, added to the impacts of the pandemic, sank Brazil, which lost important positions. Now it's 9th in global revenues



Today Russia is the sixth largest football league in revenue in the world.

EMERGING FOOTBALL LEAGUES



Markets such as Netherlands, Russia Turkey showed evolution. Portugal has enormous potential to grow.



Other important ones such as Belgium and Austria and the Nordics Sweden and Denmark are extremely interesting.



In Latin America, there is a highlight of Chile and Colombia, in addition to Brazil.

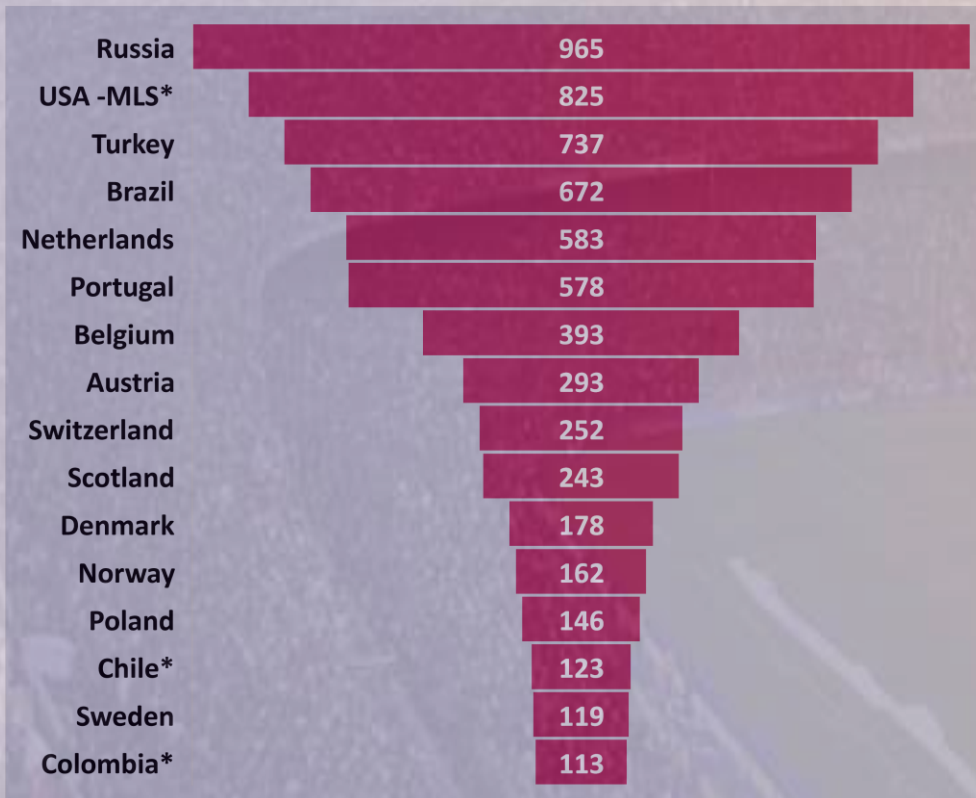


Mexico and Argentina do not present public financial data from the financial figures.

Leagues consolidation process, such as BENELUX and Nordic could leverage their markets.

Operating revenues (without transfers) First Division Leagues - World 2020

US\$ M

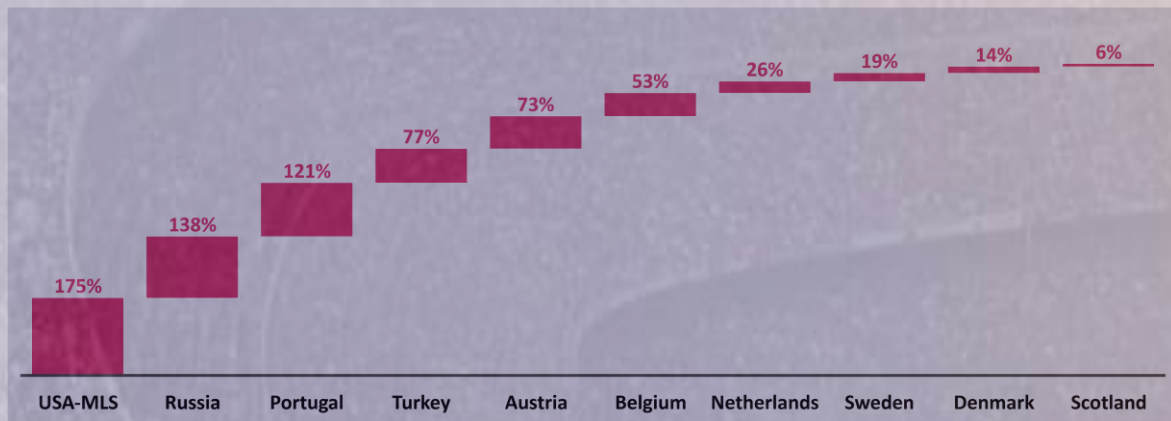


Russia grew to become the new 6th league in revenue.

Turkey and MLS passed through Brazil.

Emerging leagues moved US 6,4 Bn in 2020.

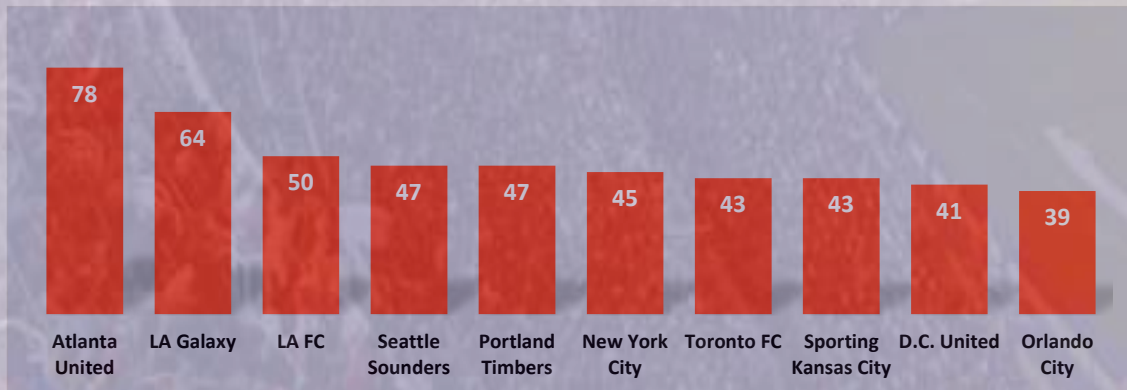
Biggest growth- Last Decade



MLS expanded the League, new teams as Atlanta and LAFC brought new revenues.

Biggest MLS 2019 revenues- US\$ M

Fonte: Sports Value



According to Sportico, the 27 MLS teams have a valuation of US\$ 14,8 Bn, an average of US\$ 550 M per team.



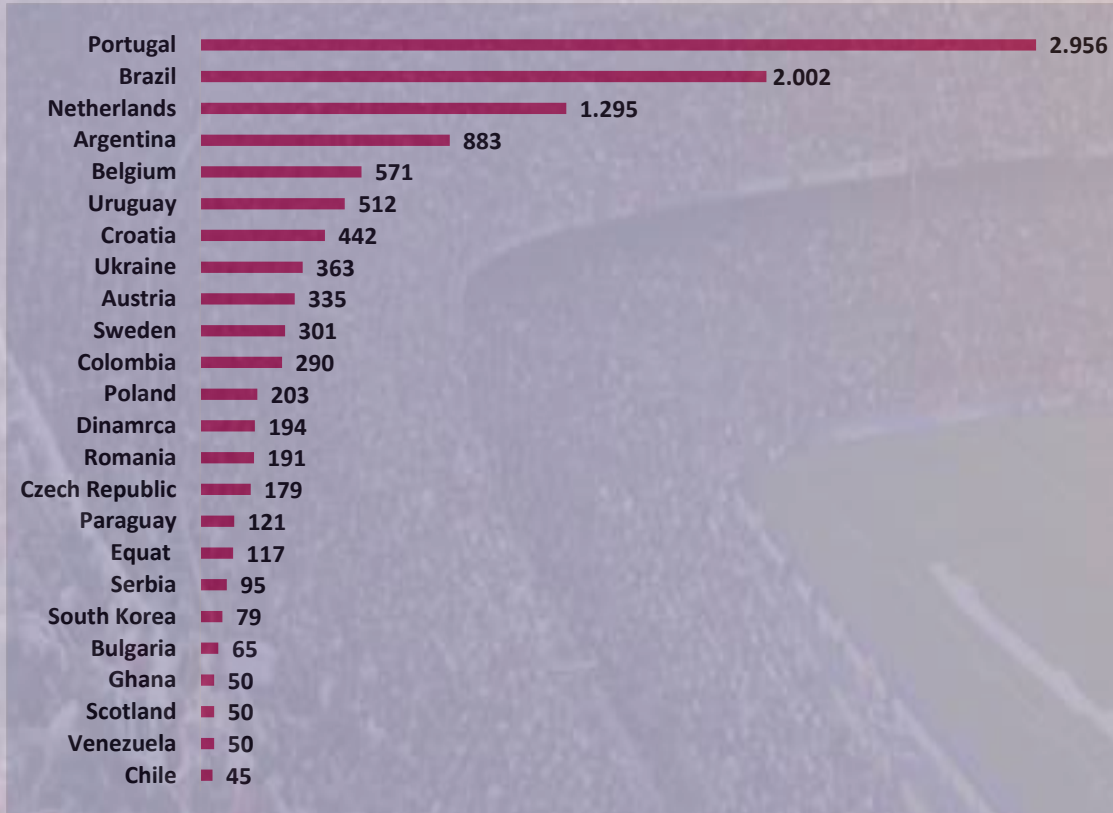
Number of players transferred X Revenues with transfers in the last decade 2011 to 2020- World

RK	Liga	Number of transfers	Revenues US\$ Bn	Value per player- US\$
1	Brazil	7.300	2,8	383.562
2	England	6.500	5,2	800.000
3	Spain	4.400	6,2	1.409.091
4	Argentina	4.300	1,3	302.326
5	Portugal	4.200	4,3	1.023.810
6	France	4.000	4,9	1.225.000
7	Italy	3.700	4,2	1.135.135
8	Germany	3.500	3,4	971.429
9	Colombia	2.800	0,4	142.857
10	Belgium	2.500	1,5	600.000
11	USA	2.400	0,2	74.167
12	Greece	2.400	0,4	166.667
13	Uruguay	2.300	0,6	260.870
14	Russia	2.300	0,9	391.304
15	Serbia	2.200	0,3	136.364
16	Netherlands	2.100	2,0	952.381
17	Ukraine	1.500	0,9	600.000
18	Mexico	1.800	0,6	333.333
19	Sweden	1.700	0,4	235.294
20	Turkey	1.700	0,8	470.588
21	Croatia	1.600	0,5	312.500
22	Ghana	1.500	0,1	33.333
23	Poland	1.500	0,3	200.000
24	Cyprus	1.500	0,1	74.000
25	Dinamrca	1.300	0,5	384.615
26	Paraguay	1.300	0,2	126.077
27	Switzerland	1.300	0,8	615.385
28	Scotland	1.300	0,3	230.769

Portugal-Brazil was the relationship that moved the most players in quantity in the world.

Most profitable were Spain-England and France-England.

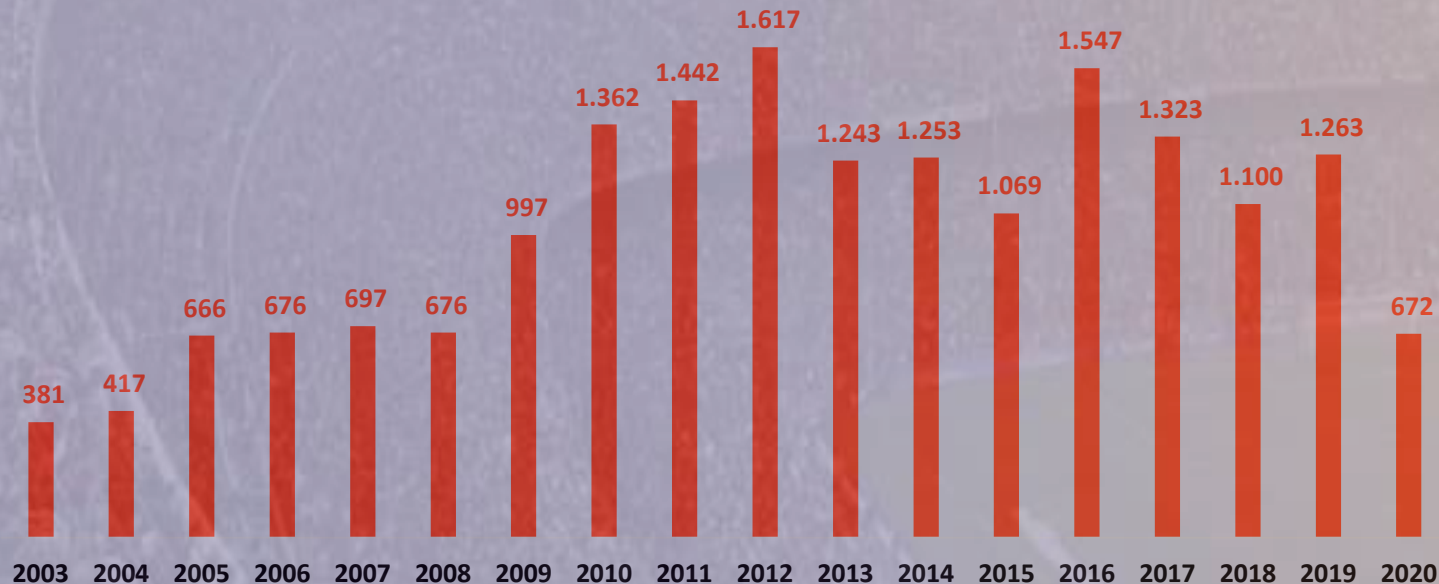
Net profits from player transfers in the last decade 2011 to 2020- Emerging Leagues- US\$ M



Discounting hiring expenses , the values represented the net profits of each League with transfers.



Operating revenues (without transfers)- TOP 20 teams Brazil US\$ M

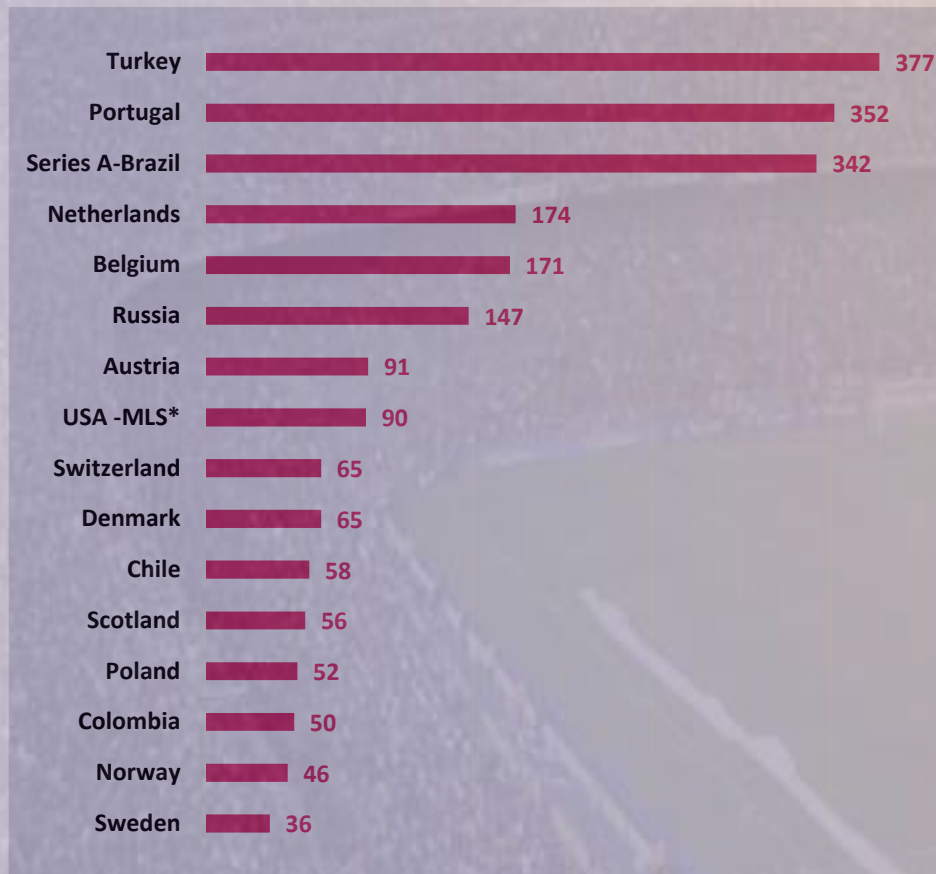


Source: Sports Value

TOP 20 teams saw revenues drop 47% in dollar term, from pre-2008 levels.

Players transfers over the past four years have totaled US\$ 1,2 Bn.

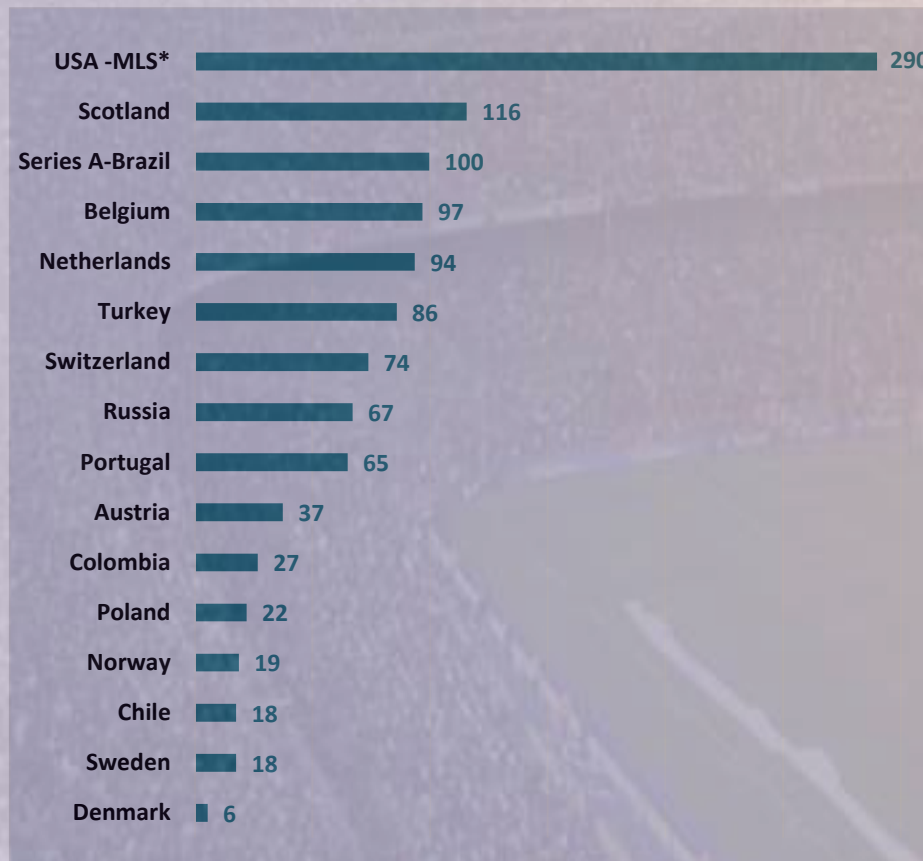
TV Rights- First Division Leagues - World 2020- US\$ M



Marketing (Sponsorships + licensing) First Division Leagues - World 2020- US\$ M



Matchday (Tickets+ members) First Division Leagues - World 2020- US\$ M



Source : Sports Value, UEFA, Deloitte.

RUSSIA AND TURKEY



Russia has always had revenues close to Brazil.



Management model, with billionaire owners boosted the market. Zenit St. Petersburg is its largest exponent, already making US\$260 M . 2018 FIFA WC expanded the market.



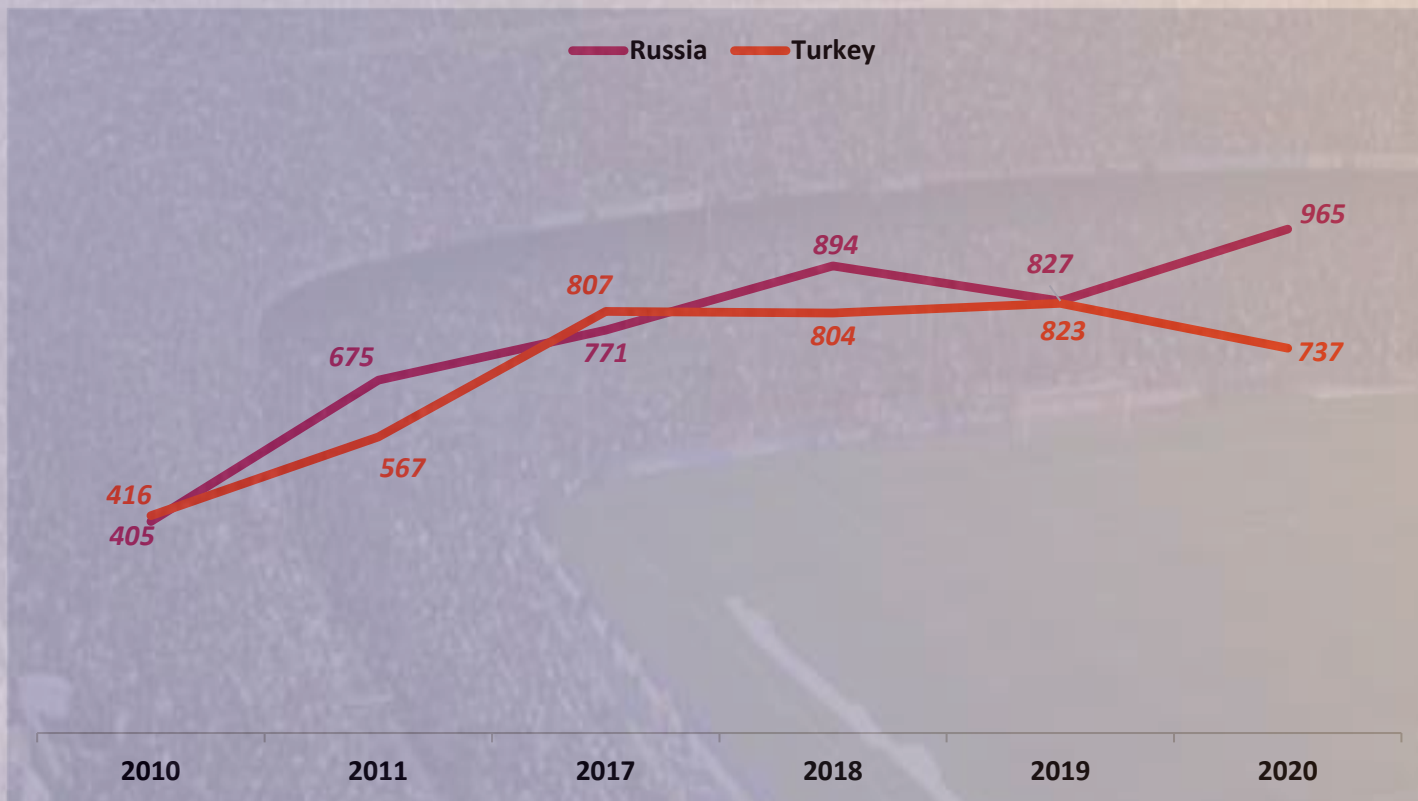
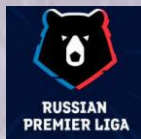
Turkey was one of the emerging leagues that grew the most. The strength of giants Fenerbahçe, Galatasaray, Beşiktaş, which already have revenues close to US\$ 135M is a differential.



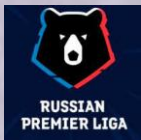
Russians and Turks have enormous potential to grow, the way is internationalization projects.

LEAGUES REVENUES - RUSSIA AND TURKEY

Revenues Evolution - Russian League vs Turkish League - US\$ M



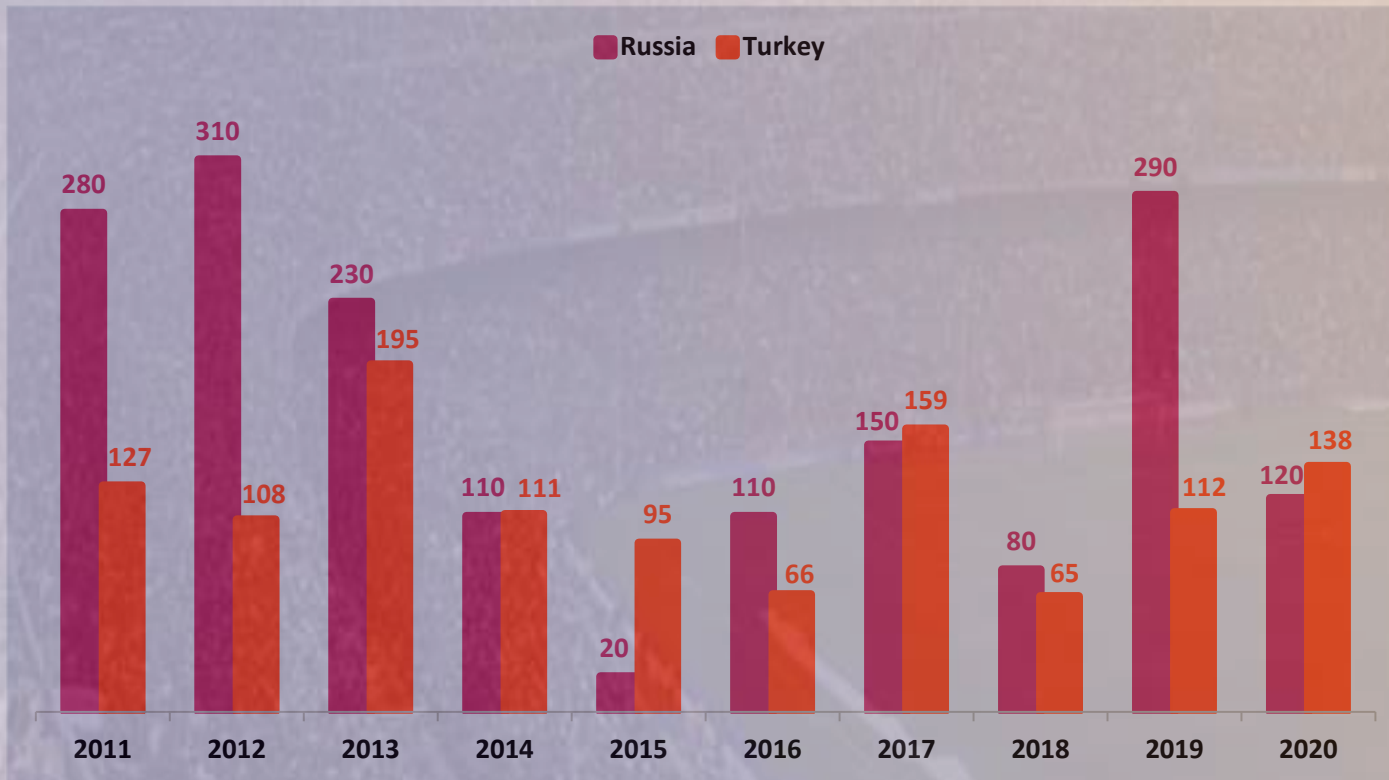
Annual investment in players- Evolution of Russian League vs. Turkish League - US\$ M



Last Decade
US\$ 1,7 Bn.



SüperLig
Last Decade
US\$ 1,2 Bn.



Source: FIFA

NETHERLANDS



Netherlands is an extremely interesting market.



Ajax is a great management model among the clubs of the emerging leagues. Reached record revenues of US\$ 219 M in 2019.



In addition to Ajax, PSV and Feyenoord are featured.

According to FIFA data, Netherlands in the last decade has earned US\$ 2 Bn, with the transfer of 2 K players.

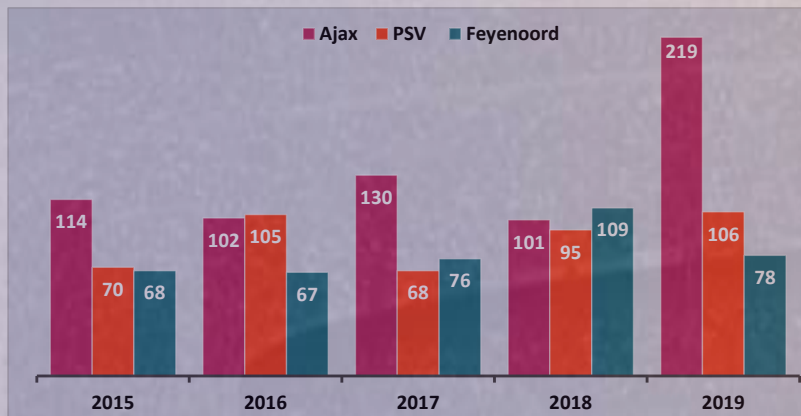


Just as a comparison, Brazil in the same period were 7,3 K athletes and US\$ 2,8 Bn generated.





Revenues - Ajax, PSV, Feyenoord- US\$ M



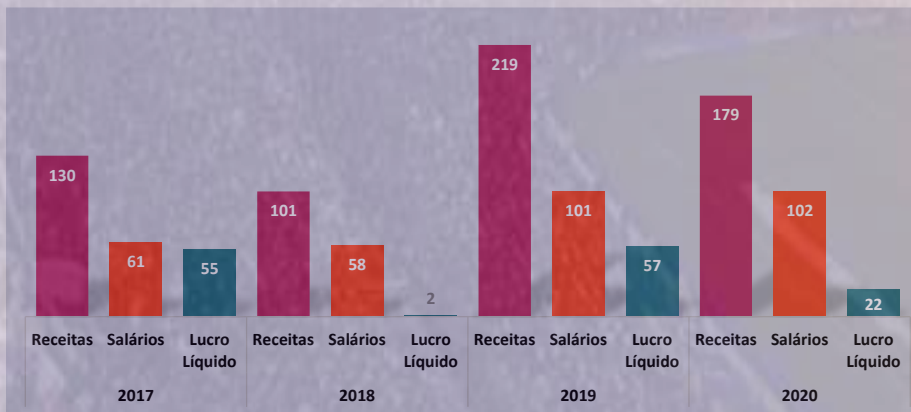
Ajax in 6 years

US\$ 346M in players transfers.

Retained earnings
US\$ 228 M.

Dutch football presents budget balance and football management aiming at efficiency. It's a great benchmark.

Ajax- Financials- US\$ M



Transfers Revenues Ajax- US\$ M



USA



Undoubtedly, of all emerging markets, the most structurally developed was MLS.



The strategy was the organic growth of the soccer environment as an industry and the entry of large franchises, which cost US\$ 325M today.

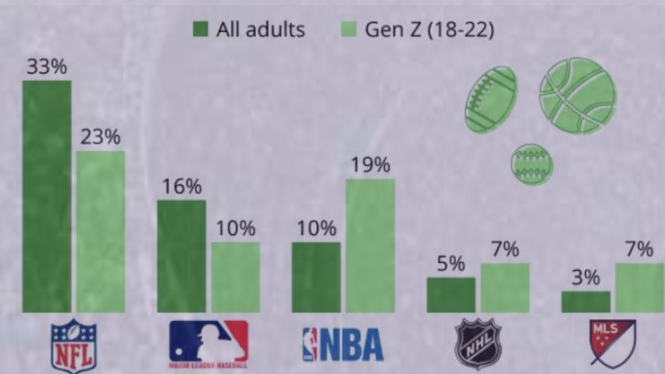


Teams like LAFC, Atlanta United, Inter Miami, further boosted the league that only grew.



According to Sportico's valuation, MLS teams are worth US\$14,8Bn, the most valuable, LAFC is worth US\$ 860M, the smallest Colorado US\$ 370M.

U.S. Market Leagues Interest



Based on a survey of 6,599 U.S. adults conducted in July 2019
Source: Morning Consult

**U.S. market already
has more than 100M
of soccer fans.**

**It grew a lot among
youngsters.**

Valuation 2021 -MLS- US\$ M

Rank	Team	Valuation
1	Los Angeles FC	\$860 million
2	Atlanta United	\$845 million
3	LA Galaxy	\$835 million
4	Seattle Sounders FC	\$705 million
5	New York City FC	\$655 million
6	Toronto FC	\$650 million
7	Portland Timbers	\$635 million
8	D.C. United	\$630 million
9	Austin FC	\$575 million
10	Sporting Kansas City	\$550 million
11	Columbus Crew	\$540 million
12	Chicago Fire FC	\$535 million
13	Philadelphia Union	\$530 million
14	Inter Miami CF	\$525 million

PORTUGAL



One of the main markets for training and athletes' formation, gateway of players in Europe.



4th country with fanatical population by football - 75% of the total (Nielsen).



Internationally recognized coaches.

Respect for the international football community.

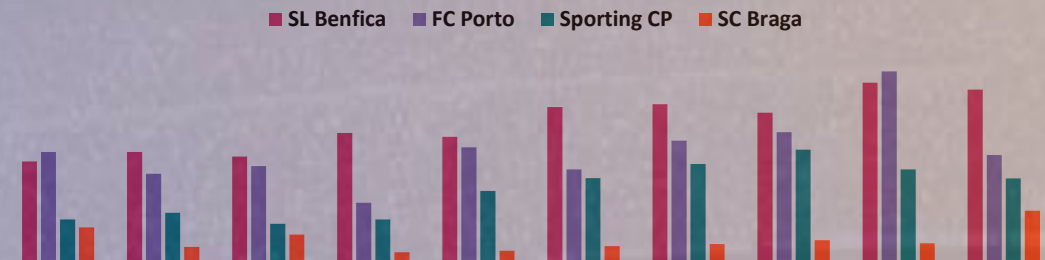


First division already makes US\$ 578 M, clubs even double in size when considering transfers.

Huge potential to grow abroad, such as the Spanish LaLiga.

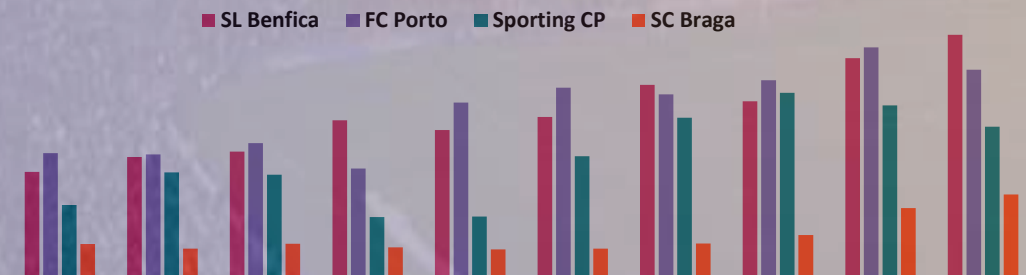


Operational revenues SL Benfica, FC Porto, Sporting CP e SC Braga US\$ M



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
SL Benfica	90	99	95	116	112	139	141	134	160	154
FC Porto	99	79	86	54	103	83	109	116	194	96
Sporting CP	39	45	35	39	64	76	88	101	83	75
SC Braga	32	15	25	10	11	15	17	20	18	47

Wage Costs SL Benfica, FC Porto, Sporting CP e SC Braga US\$ M



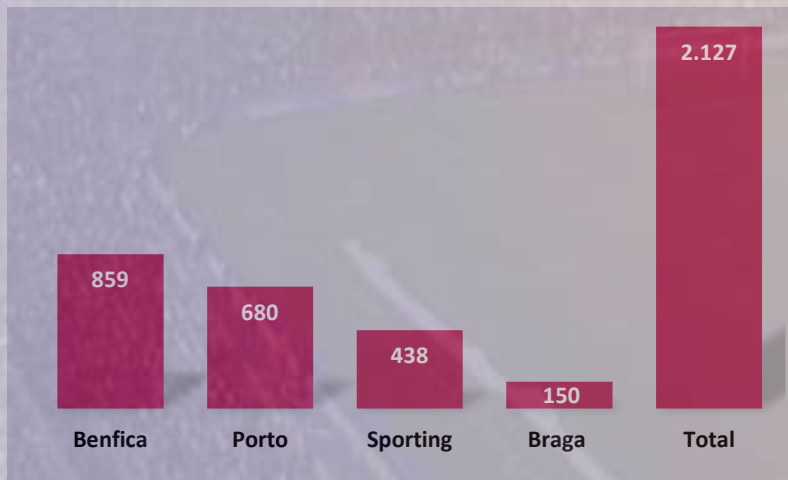
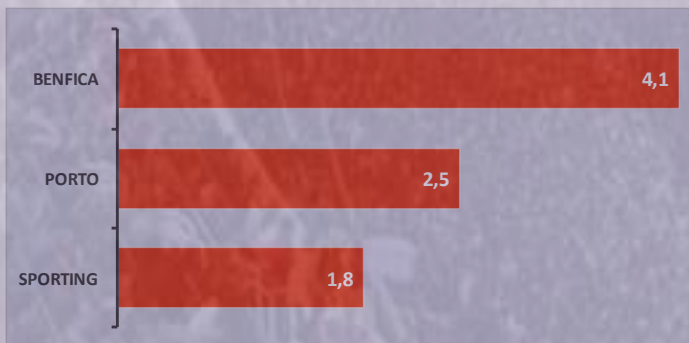
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
SL Benfica	47	53	56	69	65	71	85	78	96	106
FC Porto	55	55	59	48	77	83	81	87	101	91
Sporting CP	33	47	46	28	28	54	70	81	76	67
SC Braga	16	14	16	14	13	14	16	20	31	37

Players transfers- SL Benfica, FC Porto, Sporting CP e SC Braga – US\$ M

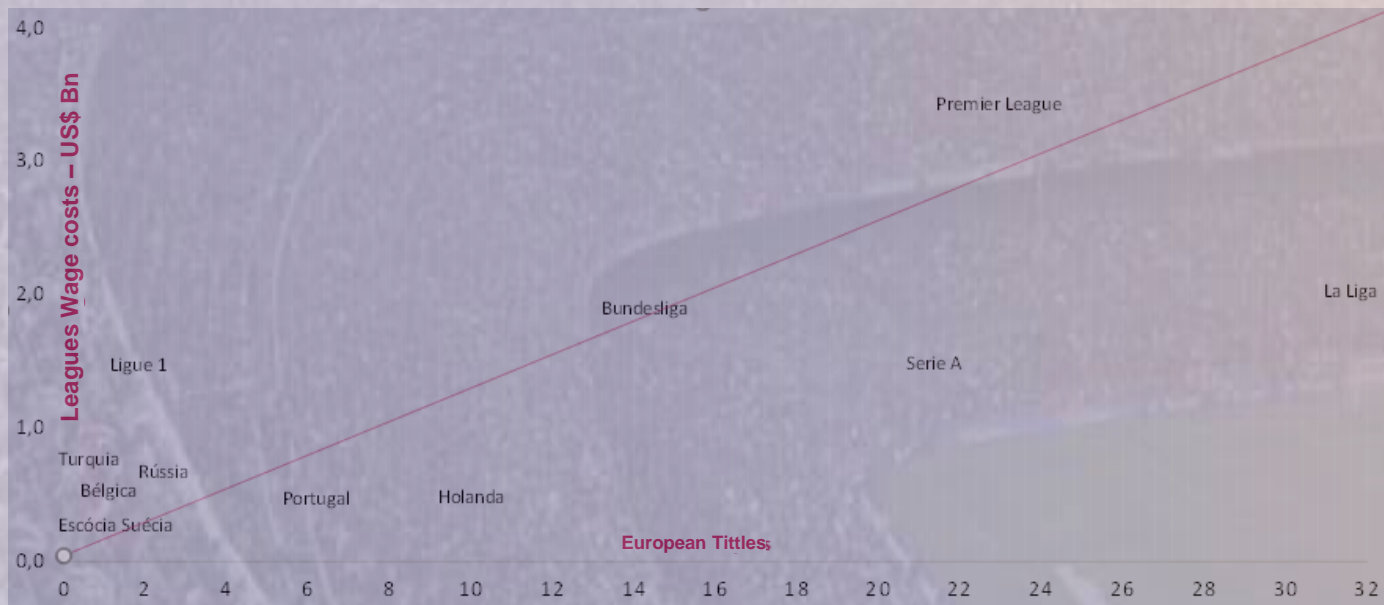
Times	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Benfica	39	25	47	84	87	91	168	83	84	150
Porto	37	36	86	29	132	84	72	80	98	27
Sporting	20	3	13	18	30	9	103	38	84	119
Braga	2	16	10	14	12	13	17	17	23	27
Total	99	80	156	144	261	196	361	218	289	322

Players Transfers– Last Decade– US\$ M

Fanbase- M of fans



European Leagues- European titles won vs Wage expenditures (Euro Bn)



According to Sports Value analysis, if the Portuguese generated more international revenues, it would be the most competitive league between emerging markets.

Portugal should do as Spain did.

BRAZIL

Huge football market, Industry of more than US\$ 8 Bn, big clubs make US\$ 970 M. (with transfers).

Business still very oriented towards players transfers, and results on the pitch. And not sport & entertainment landscape.

Great teams, fan engagement, but also old-fashioned management mentality.

The teams still have a corporate model, like Europe in the early 1990s.

Current phase of major structural changes in the market and great opportunities.



Top 10 teams in Brazil - Revenues*, Football Costs and Debts IN 2020- US\$ M



		Revenues	Football Costs	Net Debts
1	Flamengo	129	108	131
2	Palmeiras	103	100	109
3	Corinthians	91	89	183
4	Grêmio	82	60	76
5	Atlético-MG	78	60	233
6	São Paulo	69	64	111
7	Athletico-PR	63	32	39
8	Internacional	54	52	170
9	Santos	46	60	104
10	Fluminense	37	30	125

Source: Sports Value
*Transfers included



Flamengo

Key Performance Indicators 2020 x 2019– KPI's

In US\$ M

	2020	2019
Revenues streams		
Player transfers	43	75
TV Rights	35	82
Sponsorships	18	20
Membership	12	15
Amateur sports	10	13
Gate receipts	6	28
Other	5	4
Total revenue	129	237
Total football costs	108	154
Net Profits	-21	15
Retained net profits in 6 years	86	
Assets- Cash and Banks	10	18
Intangible assets-Players	75	81
Total assets	182	219
Debts with loans	11	13
Total Debt	131	127
Shareholders Equity	4	32



Palmeiras

Key Performance Indicators 2020 x 2019– KPI's

In US\$ M

	2020	2019
Revenues streams		
TV Rights	35	54
TV Rights	29	27
Sponsorships	22	28
Membership	4	11
Gate receipts	1	11
Amateur sports	8	12
Other	3	5
Total revenue	103	149
Total football costs	100	127
Net Profits	-29	0,4
Retained net profits in 6 years	7	
Assets- Cash and Banks	1	4
Intangible assets-Players	54	92
Total assets	130	184
Debts with loans	0	43
Total Debt	109	125
Shareholders Equity	-17	15

Chile and Colombia



Two very attractive markets are Chile and Colombia.



The Chilean market, with around 18 million people, has the third highest-revenues league on the continent, US\$ 154M.



Chileans have greater consumption power in the region, legal security, it is an excellent market for projects.



Colombia, the third LATAM media market, has its first division teams earning US\$144M.

One of the continent's biggest markets, +50M inhabitants, in love with football.

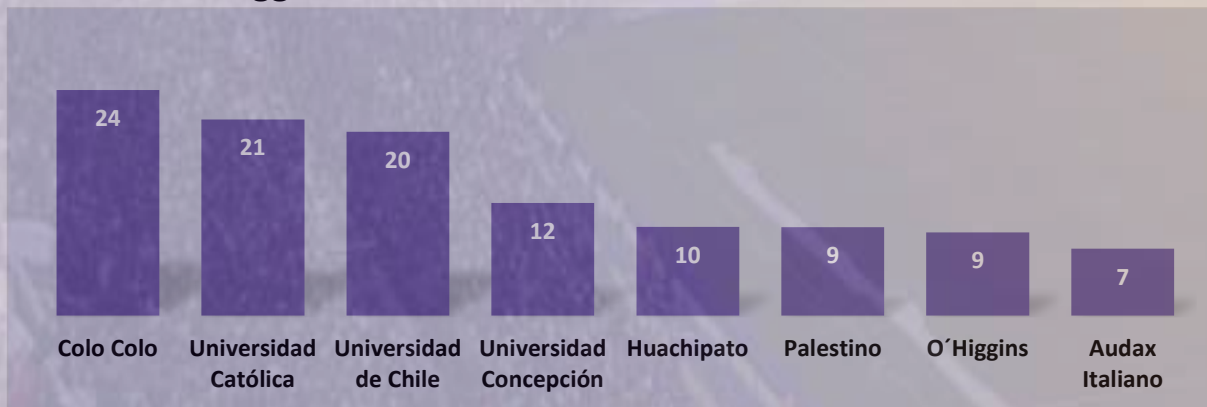
CHILEAN TEAMS DATA

Revenues* and Costs- Chilean Clubs -2019– US\$ M

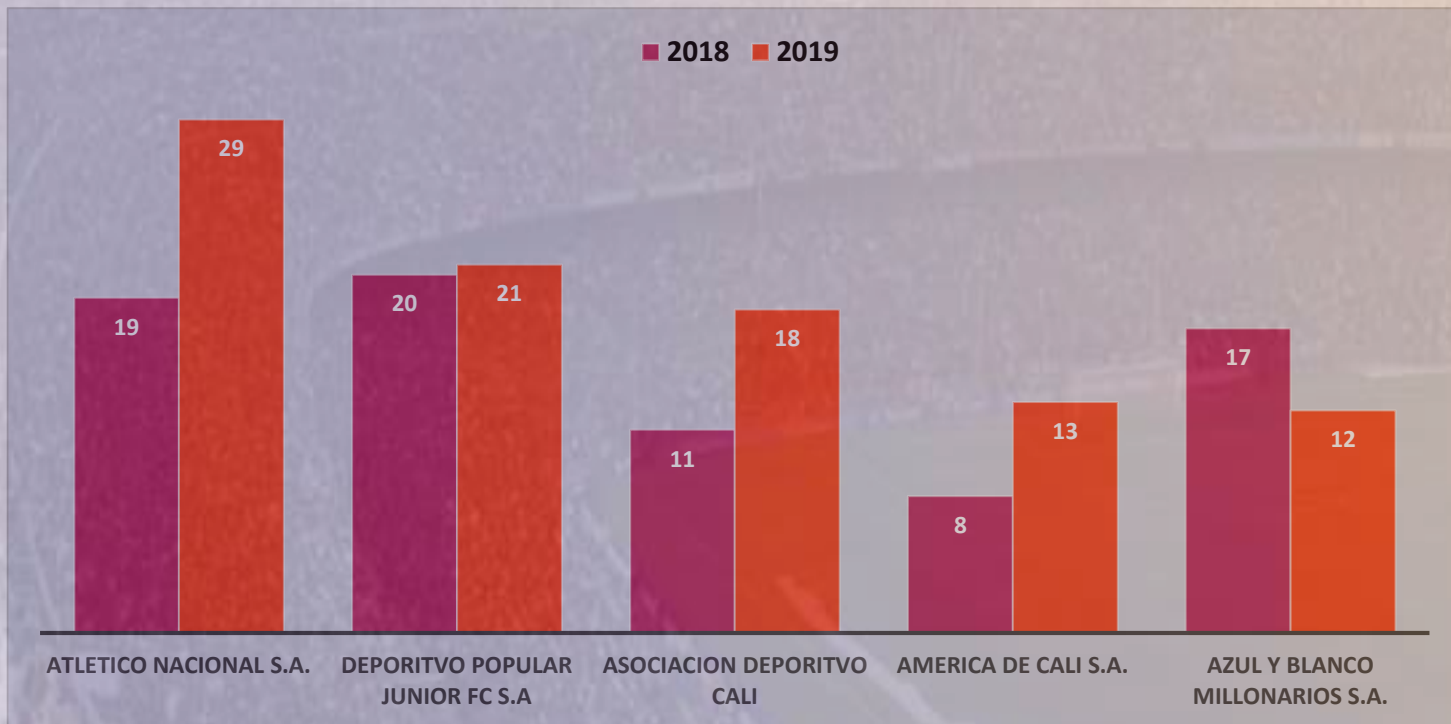


Biggest Revenues - Chilean Clubs 2019– US\$ M

Source: ANFP
*Transfers included.



Biggest Revenues *- Colombian Clubs 2019– US\$ M



Source: Superintendência de Sociedades
*Included Transfers

Interactions and YouTube views - January to October 2021

Facebook

Instagram

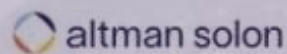
Twitter

YouTube

1. Flamengo	749M	124M	17. Colo Colo	40M	2M
2. São Paulo	286M	40M	18. B. de Guayaquil	37M	2M
3. Corinthians	279M	26M	19. Grêmio	37M	15M
4. River Plate	263M	12M	20. Sport	37M	2M
5. Palmeiras	220M	43M	21. Fortaleza EC	36M	3M
6. Santos	146M	19M	22. Ceará SC	33M	3M
7. Atlético Mineiro	143M	17M	23. Peñarol	30M	681K
8. Boca Juniors	129M	11M	24. Bahia	28M	1M
9. Club América MX	121M	32M	25. Independiente	26M	617K
10. Vasco da Gama	118M	29M	26. Atlético Nacional	24M	563K
11. Internacional	70M	5M	27. A. Paranaense	23M	3M
12. Cruz Azul MX	63M	2M	28. Pumas MX	22M	2M
13. Cruzeiro	59M	10M	29. Millonarios	21M	416K
14. Fluminense	58M	10M	30. América de Cali	21M	582K
15. Chivas MX	46M	5M	31. Alianza Lima	21M	96K
16. Botafogo	41M	7M	32. Nacional UY	19M	40K

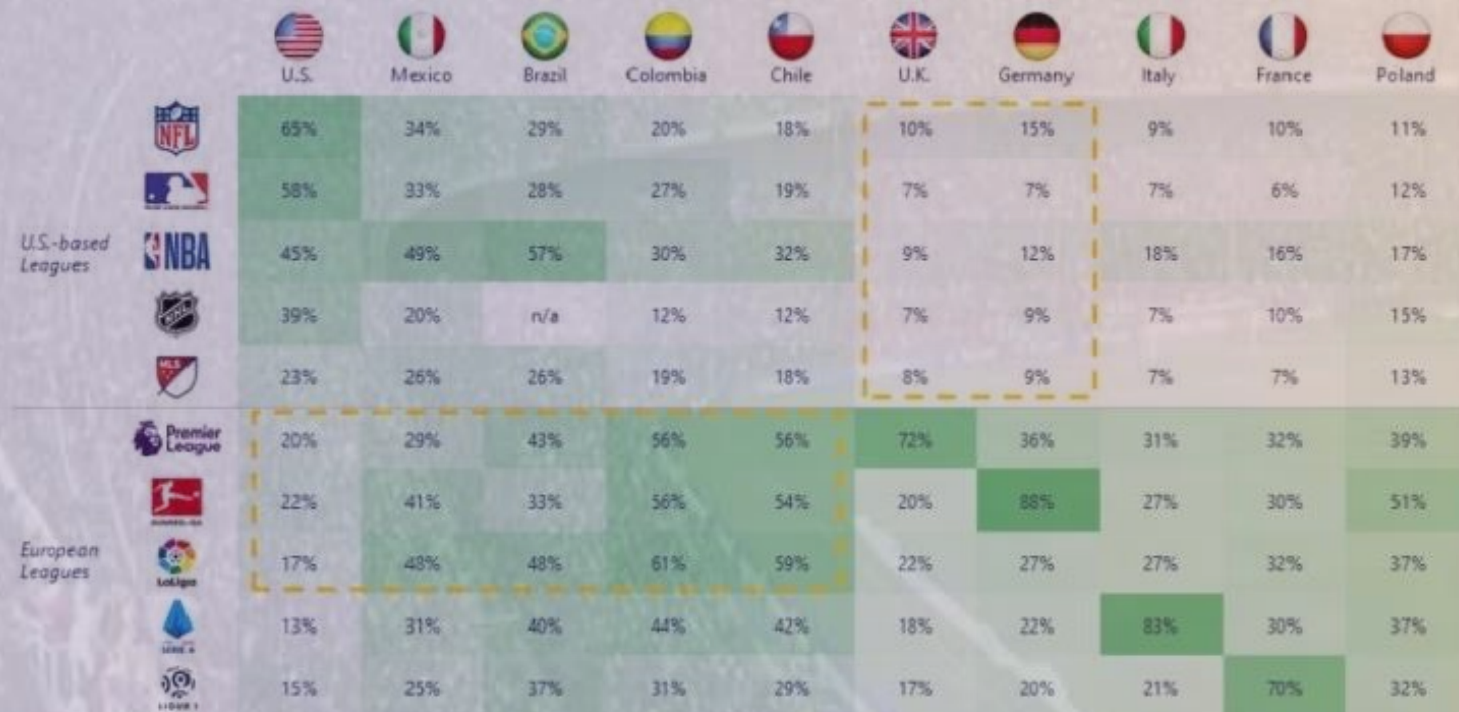
LATAM
400 M Football fans,
340M in social networks.





Which sports leagues are you interested in?

% of sports viewers in each country



SPORTS VALUE SERVICES



Sports Marketing

Sport offers a unique platform for brands enhancement, engagement and consumer loyalty and effective sales expansion.



Sponsorships and activations

Sports sponsorship and its complementary activation actions are proven to be the best marketing tool for today.



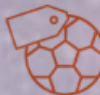
Trends Reports

The ever-changing world requires companies, agencies, clubs and federations to make their decisions in anticipation of trends and directions in today's world.



Startups Consultancy

The world's startup ecosystem represents US\$ 1 trillion today. In sports already exceeds US\$ 9 billion and is expected to triple over the next five years.



Sports Branding

In today's ever-changing world and with increasing consumer demand, branding or brand management becomes even more essential.



Brand valuation

Branding is a fundamental discipline in the global business. Brands are constantly evolving and must be at the heart of every management.



Sports properties valuation

Sports Value is the first company in the Brazilian market to evaluate sports assets, with its own methodology and extremely consistent premises.



International Affairs

The rapidly evolving world demands that sports marketing projects have a global character today.

Thank You!



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