



SUSTAINABILITY REPORT 2025



INDEX

Foreword	3
The purpose of the sustainability report 2025	4
The context	5
Our facilities	6
Our vision	7
Our ecosystem	8
Our approach to sustainability	9
Sustainability policy	10
The ISO 20121 standard and its values	12
Goals, actions and priorities	13
Governance Sustainable development goals	14
Facility management & resource efficiency	15
Value in the local community	16
Biodiversity & environmental protection	17
People, safety & fair work environment	18
Social projects & community engagement	19
Social youth sector	20
Grassroots	21
The numbers at a glance	22

In order to pursue continuous improvement, you are invited to provide feedback on any suggestions, improvements and/or comments regarding the contents of this sustainability report to the following contact form link: <https://tayori.com/f/tokyoverdy-inquiry/>

FOREWORD

Football has always been much more than a simple competition: it is a universal language that unites people from all backgrounds, a school of life that teaches discipline, respect and collaboration. From local pitches to grand stadiums, sport accompanies the growth of millions of individuals, strengthening the sense of community and promoting values of inclusion, education and personal development.

It is precisely in the name of these values that another awareness emerges: alongside the love for the game, there is a growing attention towards the environment, society and the communities around us. Taking care of the planet and its people means protecting the places where we play, the spaces we share, and the future we leave to those who come after us. Sport and sustainability, today more than ever, go hand in hand.

Tokyo Verdy has deeply acknowledged the role of sport in driving positive social change and has embarked on a journey to align with the global sustainable development goals.

In 2025, striving for constant improvement day by day, we defined our sustainability strategy, by aligning with the principles of the prestigious international ISO 20121:2024 standard for Event Sustainability Management System. This framework paves the way for a continuous improvement across environmental, social, governance and local economy dimensions. The aim of our strategy is to systematically measure and monitor over time the performance of our operations, from facility management and event organization to community engagement and stakeholder relationships. Tokyo Verdy recognizes that a holistic approach – combining stewardship, transparency, inclusion, integrity and legacy – is required to achieve sustainability goals and address global environmental issues.

This report represents a starting point to map the Club's progresses and improvements, as well as our commitment to a more sustainable future for football and our community.

It is my great honor to present the Sustainability Report 2025, the first report of its kind in the history of our Club.

This report was prepared with the support of a sustainability grant from the J.League and The Nippon Foundation. I would like to take this opportunity to express my deepest gratitude for their generous support.

Since 2024, Tokyo Verdy has promoted a wide range of sustainability initiatives, including climate action, under the banner of "TOKYO♥GREEN." As a club based in Tokyo, one of the world's great global cities, and as a club whose very name and colors embody "green" (verde), we recognize our responsibility to help lead the advancement of sustainable economic and social practices with due respect for the global environment.

Furthermore, as one of the oldest clubs in Japanese football to have remained steadfastly committed to youth development, we believe it is our duty to help foster an environment in which all children, who will shape the generations to come, can continue to enjoy sport both now and in the future. We also regard it as an important mission of the Club to raise awareness among young people of the importance of protecting the environment and to pass these values on to the future.

It is our sincere hope that the publication of this English-language report will broaden understanding of the Club's commitment to sustainability both in Japan and abroad, further deepen collaboration with a wide range of stakeholders, and contribute, even in some small way, to the preservation and betterment of the global environment.

Takaaki Nakamura

President,
Tokyo Verdy, inc.

THE PURPOSE OF THE SUSTAINABILITY REPORT 2025

This Sustainability Report from January to December 2025 is Tokyo Verdy's first sustainability disclosure. It represents the starting ground of the Club's sustainability journey, while also providing a comprehensive overview of the achievements attained in the reporting period.

The Report showcases Tokyo Verdy's long-term sustainability strategy and commitment in ensuring a sustainable development, by meeting present needs without compromising future generations. It stands as the foundation for developing future sustainability targets and improving continuously.

Moreover, the document acts as a useful resource of education and awareness for both internal and external communications, employees, staff and volunteers.

This report was drafted during the month of January 2026.



THE CONTEXT

Tokyo Verdy is a professional football club founded in Tokyo in 1969 and competing in Japan's J1 League Championship, the top level of Japan's football pyramid.

The club has a long tradition in Japanese football, having won five times the Emperor's Cup, Japan's oldest and most prestigious knockout competition, and the Asian Club Championship back in 1987.

Beside participating in the J1 League and placing itself 17th in the championship, in 2025 the Club competed in the Levain Cup and the 105^o Emperor CUP.

In continuity with the environmental and social initiatives undertaken over the years, in 2025 Tokyo Verdy decided to renew its commitment towards sustainability in a structured manner, by setting its strategy in accordance with the principles of the ISO 20121:2024 standard for Event Sustainability Management System.



Sport Season 2025:

- **Tokyo Verdy**
Men First Team
- **Nippon TV Tokyo Verdy Belezza**
Women's First Team



4
Number of Academies

153
Players of the Youth Sector

170
Sustainability Initiatives

1.300
Players of the Grassroots

OUR FACILITIES

The men’s first team of Tokyo Verdy plays its home matches at Ajinomoto Stadium, one of the largest football venues in the Tokyo’s metropolitan area. The stadium has a total seating capacity of 48,013 spectators, allowing it to host large-scale domestic and international sporting events. Its size and modern facilities make it an important reference point for professional football in Japan.

The women’s first team, Tokyo Verdy Beleza, plays its home games at Ajinomoto Field Nishigaoka.

In addition to the match venues, both the men’s and women’s first teams, together with the youth academy squads, carry out their daily training and development activities at the Verdy Ground. This facility also hosts the club’s administrative offices, reinforcing the integrated structure of Tokyo Verdy, where sporting, developmental, and organizational functions coexist within the same environment.



Facility Name	N° Pitches	Seating Capacity
Ajinomoto Stadium	1	48,013
Ajinomoto Field Nishigaoka	1	7,137
Verdy Ground	3 (two natural grass, one artificial turf pitch, primarily used for academy and grassroots programs)	NA

OUR VISION

Tokyo Verdy is a professional football club with a long-standing sporting tradition, using football as a platform to inspire people and strengthen connections within its community. Beyond competition, the Club views sport as a social and cultural asset capable of generating shared value and a sense of belonging.

The Club’s commitment extends beyond matchday activities. Deeply rooted in its local territory, Tokyo Verdy integrates environmental, social and governance considerations into its operations, in line with the values of sustainable development and the ISO 20121 principles, with the aim of creating long-term value for the people and the community.

Tokyo Verdy commitment to environmental and social actions can be expressed through the following UN Sustainable Development Goals (SDGs):



GOAL 3
GOOD HEALTH AND WELL-BEING
 Ensure healthy lives and promote well-being for all at all ages



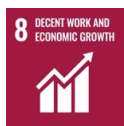
GOAL 4
QUALITY EDUCATION
 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



GOAL 5
GENDER EQUALITY
 Achieve gender equality and empower all women and girls



GOAL 7
AFFORDABLE ENERGY
 Ensure access to affordable, reliable, sustainable and modern energy for all



GOAL 8
DECENT WORK AND ECONOMIC GROWTH
 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



GOAL 9
INDUSTRY, INNOVATION AND INFRASTRUCTURE
 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



GOAL 10
REDUCED INEQUALITIES
 Reduce inequality within and among countries



GOAL 11
SUSTAINABLE CITIES AND COMMUNITIES
 Make cities and human settlements inclusive, safe, resilient and sustainable



GOAL 12
RESPONSIBLE CONSUMPTION AND PRODUCTION
 Ensure sustainable consumption and production patterns

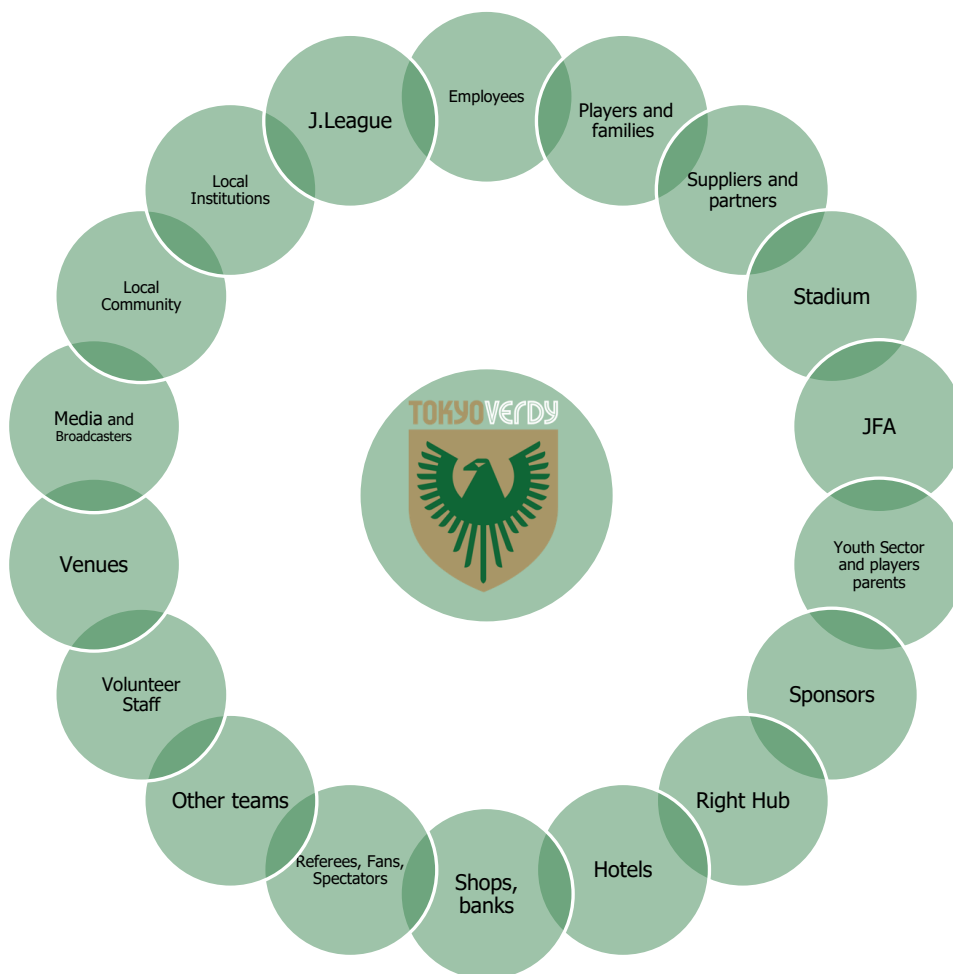


GOAL 13
CLIMATE ACTION
 Take urgent action to combat climate change and its impacts

OUR ECOSYSTEM



Tokyo Verdy operates under a governance framework grounded in transparency, integrity and business management principles, ensuring that all activities are carried out in a responsible and ethical way. The Club regards strong governance as a key factor in fulfilling regulatory and internal obligations, while also strengthening trust and reliability among its stakeholders and strategic partners.



Tokyo Verdy applies a governance model that combines environmental and social responsibility with effective management practices, supporting a structured and sustainable approach to long-term value generation.

The following sections present the Club’s governance framework, organizational arrangements, the Sustainable Development Goals addressed, and the initiatives that reflect Tokyo Verdy’s commitment to conducting its activities responsibly and in line with its core values.



OUR APPROACH TO SUSTAINABILITY

In order to pursue the short, medium and long-term goals defined within the Tokyo Verdy sustainability strategy, to contribute to climate change mitigation/adaptation and enhance the social and economic impacts, Tokyo Verdy has decided to embrace an internationally recognized sustainability management system adopting the principles of the ISO 20121:2024, the international standard for event sustainability management system.

ISO 20121:2024 – EVENT SUSTAINABILITY MANAGEMENT SYSTEM

The ISO 20121 standard – Event Sustainability Management system defines the requirements for responsible and sustainable management from an environmental, social, and economic perspective. This standard is also applicable to sports organizations.

The ISO 20121 standard is the only international norm addressing the theme of sustainability in its three dimensions (environmental, social, and economic), with a systematic and holistic approach that does not focus exclusively on environmental issues.

First applied during the 2012 London Olympics, the ISO 20121 standard establishes the requirements for organizing sustainable events, so that they have minimal impact on the environment and contribute to strengthening relationships with all stakeholders: from suppliers and customers, to authorities and local communities, to participants, users of events, associations, federations, and media.

For the 2025 Sports Season of Tokyo Verdy, all the features of environmental, social, and economic impact have therefore been considered and analyzed for participation in the J-League 1 championship.



SUSTAINABILITY POLICY



ESG POLICY Tokyo Verdy

Tokyo, 1 February 2026

Tokyo Verdy, currently competing in Japan's top-tier J1 League, is a professional football club based in Tokyo. Founded in 1969, Tokyo Verdy is one of the historic clubs of Japanese football, inherited from Yomiuri Soccer Club, and has conquered national titles such as the J-League and the Emperor's Cup. Driven by clear values and goals summarized as "**Keep Challenging, Go Beyond Inspiration. WE ARE TOKYO VERDY,**" the club pursues these objectives:

- **Determination to act with the pioneering spirit and ambition** that Verdy has cherished since its founding
- **Commitment to continuously embrace challenges** in pursuit of our beliefs, recognizing that football and sports uniquely provide the full spectrum of human emotions - joy, anger, sorrow, and delight—creating experiences that transcend ordinary inspiration

In order to pursue the short, medium and long-term goals defined within the Tokyo Verdy ESG strategy, and in order to contribute to climate change mitigation and enhance the social and economic impacts, Tokyo Verdy has decided to embrace an internationally recognized sustainability management system adopting the principles and requirements of the ISO 20121:2024, the international standard for event sustainability management.

This decision leads to the implementation of the values promoted by the ISO 20121:2024 standard itself and by this policy, in reference to the document "4.5 Mission Statement_Tokyo Verdy" such as:

- Stewardship,
- Inclusion and accessibility,
- Integrity,
- Transparency,
- Participation,
- Legacy.

Tokyo Verdy has adopted an ESG (Environmental, Social and Governance) framework focused on the ongoing enhancement of the club's sustainability initiatives. With this approach, the team is dedicated to

ENVIRONMENT

- **Reduction of CO2 Emissions**- Establish long-term goals and action plans aimed at reducing the carbon footprint of our activities.
- **Resource Efficiency**- Reduce long-term consumption of energy and water resources while enhancing their efficient use.
- **Circular Economy**- Manage waste from our activities and operations by applying the 4R principles of Circular Economy: Reduce, Reuse, Repair and Recycle.

SUSTAINABILITY POLICY

- **Logistics and Transportation**- Schedule and organize logistics activities with focused attention on minimizing unnecessary CO2 emissions and inefficiencies, while actively promoting sustainable mobility options with reduced environmental impact wherever possible. Promote low-impact solutions for the public and fans.
- **Plant-based and low-impact food options**- Ensure the availability of low-impact meal options that align with ethical food choices
- **Protecting biodiversity** - protecting and preserving biodiversity in the Tama River through awareness-raising, clean-up activities, and involvement of the local community

Sustainable Development Goals pursued: SDG 7 - affordable and clean energy; SDG 12 - responsible consumption and production; SDG 13 - climate action.

SOCIAL

- **Maintaining a Fair Work Environment** - Maintain an equitable and inclusive environment where employees can reach their full potential.
- **Education and Training** - Promote educational programs and workshop on sustainability with schools, universities, municipalities and the local community during the week and the match days.
- **Grassroots Activities** - Organize grassroots programs and football schools for children and young people, educating them on health, nutrition, sportsmanship, and sustainability.
- **Inclusion** – Promote with the Green Hearth Project an inclusive environment capable of ensuring accessibility for all fans interested in participating in our match days
- **Local Impact** – Promote direct and indirect economic and social impact within the municipality and prefecture of Tokyo.

Sustainable Development Goals pursued: SDG 3- Good Health and Well-being; SDG 4- quality education; SDG 5- Gender Equality; SDG 8- Decent Work and Economic Growth; SDG 10- reduced inequalities.

Governance

- **Respect for International Conventions**- Respect international conventions and guidelines aimed at promoting responsible business conduct and reinforcing respect for human and children's rights.
- **Dialogue and Stakeholder Engagement** - Foster ESG responsibility dialogue with our diverse stakeholder community: employees, players, youth sector, suppliers, partners, institutions, JFA, J.League, fans, media, broadcasters, spectators, non-profit organizations and the local community.
- **Compliance with Laws**- Ensure full compliance with applicable environmental, labor, and health and safety regulations governing all our activities.
- **Sustainable Procurement**- Integrate quality and ESG impact assessment into our supplier and product/service selection process in the medium term. Focus on avoiding single-use materials where possible and managing natural resource consumption responsibly.
- **Continual Improvement**- Commit to continuous improvement through annual reporting of results and lessons learned.

Sustainable Development Goals pursued: SDG 9- industry, innovation and infrastructure; SDG 11 Sustainable Cities and Communities.

Tokyo Verdy's ESG policy is implemented through a specific action plan in order to foster climate change mitigation and enhance the social and economic impacts generated by the team.

THE ISO 20121 STANDARD AND ITS VALUES

Tokyo Verdy has committed to apply and spread the **principles and values promoted by the ISO 20121 standard**, which are the following:



STEWARDSHIP

Management oriented towards the safeguard of the environment is one of the main objectives of the policy of Tokyo Verdy, which in the design, planning and execution of its activities is committed to continuously improving the environmental footprint and optimizing the consumption of natural resources, while also considering economic profitability.



INCLUSION AND ACCESSIBILITY

Tokyo Verdy guarantees equal opportunities and equal treatment to all its stakeholders regardless of ethnic origin, gender, religion, nationality, sexual orientation, any disadvantages due to disability, social background, and political orientation, provided that democratic principles are respected and that there is tolerance towards different ideas and ideologies.



INTEGRITY

For Tokyo Verdy the respect for internationally recognized human rights is a fundamental prerequisite for any business relationship.



TRANSPARENCY

Tokyo Verdy communicates with its stakeholders in a clear, truthful and fair manner, in compliance with the law and the principles of professional fairness.



PARTICIPATION

Tokyo Verdy manages its activities to meet and fulfil the expectations of its stakeholders, involving them as active participants with the aim of spreading the culture of sustainable development.



LEGACY

Tokyo Verdy wants to acknowledge the legacy that it leaves to the hosting communities, both present and future, promoting a balanced approach between economic activities, environmental responsibilities and social progress.

GOALS, ACTIONS AND PRIORITIES

During the planning phase of Tokyo Verdy's participation in the J1 League 2025, the Club identified the main environmental, social and economic impacts generated by its activities.

Based on this assessment, five priority areas were defined in order to manage impacts responsibly and to support continuous improvement in line with ISO 20121 principles:

1. FACILITY MANAGEMENT & RESOURCE EFFICIENCY

Monitoring and improving the use of energy and water resources across training facilities and matchday operations.

2. VALUE IN THE LOCAL COMMUNITY

Measuring the economic value generated by matchday activities within the local territory.

3. BIODIVERSITY & ENVIRONMENTAL PROTECTION

Contributing to the protection of biodiversity and green areas through clean-up initiatives and community involvement.

4. PEOPLE, SAFETY & FAIR WORK ENVIRONMENT

Ensuring a safe, fair and inclusive working environment for employees and collaborators.

5. SOCIAL PROJECTS & COMMUNITY ENGAGEMENT

Communication and dissemination to the company's main stakeholders of its sustainability commitment.

In the interest of transparency and to ensure consistent monitoring of results, performance indicators were established in advance for each objective.

GOVERNANCE: SUSTAINABLE DEVELOPMENT GOALS

N°	SDG	Tokyo Verdy – ACTIONS
	3. GOOD HEALTH AND WELL-BEING	Promoting healthy lifestyles within the local community; Activities with athletes and youth sector families
	4. QUALITY EDUCATION	Sustainability workshops for children; Education projects with schools/municipalities; Awareness activities on matchdays
	5. GENDER EQUALITY	Ensuring equal opportunities in coaching and administrative roles; Promotion of sport participation for all
	7. AFFORDABLE AND CLEAN ENERGY	Initiating energy consumption monitoring to reduce environmental impact; Evaluation of renewable electric energy solutions
	8. DECENT WORK AND ECONOMIC GROWTH	Local economic value monitoring; Matchday staff and operations supporting local activity and employment
	9. INDUSTRY, INNOVATION AND INFRASTRUCTURE	ISO 20121 management system implementation; Monitoring, reporting, continual improvement
	10. REDUCE INEQUALITIES	“Green Heart” inclusion initiatives and accessible matchday experiences; Inclusive sports programs
	11. SUSTAINABLE CITIES AND COMMUNITIES	Community partnerships and local projects; Urban clean-ups; Local engagement model
	12. RESPONSIBLE CONSUMPTION AND PRODUCTION	Circular economy approach: waste prevention, clean-ups, sustainable procurement direction
	13. CLIMATE ACTION	Environmental awareness campaigns; Clean-up activities; Resource efficiency and footprint reduction pathway

FACILITY MANAGEMENT & RESOURCE EFFICIENCY

Tokyo Verdy promotes responsible management of natural resources by monitoring energy and water consumption at its facilities. This approach allows the Club to better understand the environmental impacts associated with daily training activities and matchday operations.

The systematic collection of utility data represents the first step toward future efficiency improvements and reduction strategies. Distinguishing between training facilities and stadium operations ensures greater accuracy and transparency in environmental performance monitoring.



The actions involved refer to the following **SDGs** :



VALUE IN THE LOCAL COMMUNITY

Tokyo Verdy monitors the economic value generated by its matchday activities in order to understand its contribution to the local economy. League matches represent moments of significant interaction between the Club, supporters, staff and local service providers.

By collecting data related to attendance, staffing and operational expenses, the Club can assess direct and indirect economic impacts and support responsible event planning decisions.

14.176

Number of memberships

855.330

Total attendance

¥1.044.836.410

Total expenses for transport, hotel, food & beverage



The actions involved refer to the following **SDGs** :



BIODIVERSITY & ENVIRONMENTAL PROTECTION

Tokyo Verdy contributes to environmental protection by participating in initiatives aimed at preserving biodiversity and maintaining clean urban and natural spaces. These actions strengthen the Club’s relationship with its territory and promote environmental awareness among stakeholders.

Clean-up initiatives carried out in areas surrounding the stadium and within the local community involve players, staff, supporters and citizens, encouraging shared responsibility for the environment.

40

Number of clean-up initiatives carried out in the area around the stadium

638

Number of people involved

0

Number of complaints regarding damage to green areas



The actions involved refer to the following **SDGs** :



PEOPLE, SAFETY & FAIR WORK ENVIRONMENT

Tokyo Verdy recognizes the importance of people in achieving sustainable performance. The Club is committed to ensuring a safe, fair and inclusive working environment for employees and collaborators.

Corporate social indicators are monitored annually to support responsible human resource management and to ensure compliance with health and safety principles.

55

Employees

37

Average employees age

0

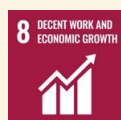
Accident at work

40% F - 60% M

Gender equality



The actions involved refer to the following **SDGs** :



SOCIAL PROJECTS & COMMUNITY ENGAGEMENT

Tokyo Verdy uses sport as a tool for social inclusion, education and community development. Throughout the 2025 season, the Club delivers structured social projects in collaboration with schools, municipalities, NGOs and other organizations.

These initiatives target different age groups and aim to generate positive social impact by promoting participation, accessibility and well-being.

130

Number of Social Projects

119.750

Number of people involved

1.691

Days of activities

15

Average age of participants



The actions involved refer to the following **SDGs** :



SOCIAL YOUTH SECTOR

Tokyo Verdy has prioritized youth development since its foundation in 1969, creating one of Japan’s most respected soccer schools. The academy provides a clear pathway from childhood to professional football, for both boys and girls, sharing the same philosophy, facilities, and values as the first teams.

This approach has led to strong results: the Youth team won the 2024 J.League Youth Championship, and the Club has received the J.League Best Youth Development Club Award three times.

On the women’s side, the Menina team won the 2024 JFA U-18 national title for the second consecutive year.

153
Players

25
Coaches and Staff



The actions involved refer to the following **SDGs** :



GRASSROOTS

Beyond elite development, Tokyo Verdy operates 13 soccer schools across Tokyo, building a strong connection with the local community. These schools are more than training centers — they are spaces where children and young players develop technical skills while learning teamwork, respect, and discipline. Through this widespread grassroots network, the club promotes inclusion, active participation, and personal growth, laying the foundations for both future talent and a vibrant football culture in the city.

1.300

Grassroot's players

20

Coaches and Staff

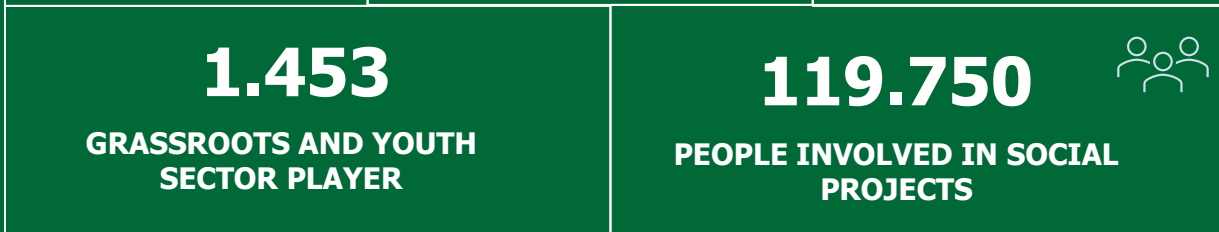


The actions involved refer to the following **SDGs** :



THE NUMBERS AT A GLANCE

The Context



Local Economy



This document has been designed and drafted by



Right Hub Srl Società Benefit Unipersonale

Via Gioacchino Rossini, 44

20831 Seregno (MB) - Italy

T. +39 (0) 362 238835

www.righthub.it