



SUSTAINABLE DEVELOPMENT GOALS



TOMBOW Co., Ltd., implements initiatives to realize the achievement of SDGs.

TOMBOW CSR REPORT 2025

2024.7.1 ~ 2025.6.30



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TOMBOW CO.,LTD.

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Corporate Slogan

We create valuable products that respect people and nature

Our corporate slogan symbolizes our corporate mindset, aiming to be the “Best Uniform Manufacturer.”

Our Mission

Under the TOMBOW brand, we create and provide genuine value that is useful to society, aiming to be the best uniform manufacturer.

Our Action Guidelines

- With a spirit of love and perseverance, we value people and aim for all-inclusive management.
- We value trust, keep our promises and act in good faith.
- We value relationships and respect the opinions of others.
- With wholeheartedness, we aim to develop products that are useful to society.
- We carry out activities that consider the impact on nature and the environment.

TOMBOW launched its 7th Medium-Term Three-Year plan in July 2025, which clarifies the strategic direction of its CSR management.

- (1) Strengthening the Group’s management framework to ensure compliance with laws and regulations
- (2) Strengthening ongoing efforts pertaining to CSR^{*1}, EMS^{*2}, PMS^{*3}, and BCP^{*4} initiatives
- (3) Building a sustainable supply chain (Compliance with the Declaration of Partnership Building)
- (4) Examining concrete countermeasures for the Nankai Trough Earthquake and disasters which may strike the Tokyo metropolitan area
- (5) Utilizing deadstock as resources
- (6) Implementing environmental education programs at schools
- (7) Responding to environmentally conscious design guidelines and transitioning to materials, products and facilities with minimal environmental impact
- (8) Implementing TOMBOW’s unique recycling system

Regarding the Declaration of Partnership Building mentioned in Item (3) above, we realize that articulating actions that have been taken autonomously as matters of common sense or etiquette, and writing them down, clarifies the importance of mutual respect between companies, and honoring commitments ultimately becomes a powerful force.

At the same time, it goes without saying that Employees are the driving force behind sustainable corporate activities. Recently, there has been a lot of talk about the turnover rate among the younger generation in particular. Fortunately, the turnover rate at the Company is not high; however, the resignation of Employees who have joined the

Company is an issue that cannot be overlooked. Last year, TOMBOW conducted an engagement survey of all Employees to quantify their enthusiasm, attachment to the Company, and strength of their connection with the organization. The survey reaffirmed that while salary and the number of days off certainly contribute to the perception that our company is a good company, what Employees value even more is a sense of fulfillment, a comfortable working environment, and fair recognition of their contributions. Based on this, we are working to reform various systems and enhance Employee welfare programs. We believe that eliminating Employees’ anxiety and sense of unfairness, and providing them with equal opportunities for growth, will ensure a sense of fulfillment in their work.

The Ministry of Health, Labour and Welfare announced in 2024 that the number of births had fallen to less than 700,000. Population decline affects all economic activities. At TOMBOW, various initiatives have been launched, including new business development, business transformation, and business portfolio optimization.

Given the state of the labor force, the active participation of women has become even more essential. As a company, we must further enhance our support for childcare.

We will steadfastly face all changes by strengthening our partnerships with all stakeholders. We appreciate your continued support for TOMBOW.

*1 CSR: Corporate Social Responsibility. The role of a company in society as well as the roles and responsibilities within local communities.

*2 EMS: Environmental Management System. A system in which an organization sets policies and targets for environmental conservation and works to achieve them.

*3 PMS: Personal information protection management systems. A system for appropriately and safely managing personal information handled by an organization.

*4 BCP: Business Continuity Plan. A plan formulated to ensure business continuity and early recovery in the event of an emergency such as a disaster

TOMBOW will celebrate its 150th anniversary since its foundation on May 10, 2026.

To celebrate this, “The TOMBOW150th Anniversary Tartan” was produced by LOCHCARRON, a well established tartan maker in Scotland.



- Blue “Corporate Blue”: Pride and Respect
- Navy “Thorough Compliance”: Trust and Sincerity
- Pink “Diversity Management”: Diversity and Appreciation
- Green “Creating valuable products that respect people and nature”: Environmental Conservation
- White “Realization of a First-Call Company”: Management by All Employees

The Anniversary Tartan was announced on April 15, 2025, at a reception held at the British Embassy Residence in Japan, as part of the 150th anniversary project. The purpose of the reception was to promote cultural exchanges and deepen business ties between the two countries. Going forward, this Anniversary Tartan will be used for a variety of occasions and items, including the 150th anniversary project.



Company Profile

Company Name	TOMBOW Co., Ltd.
Business Lineup	School Uniforms Sportswear Planning, manufacturing, and sales of nursing care and medical wear
URL	https://www.tombow.gr.jp
Incorporated	May 10, 1924 Founded in 1876
Capital	261.87 million yen
Representative	Tatsuya Fujiwara, President & Director
Number of Employees	1,880 (Group total as of the end of June 2025)
Head Office	Tamano Headquarters/Factory
Offices	Okayama Headquarters Tokyo Headquarters Nagoya Branch Osaka Branch Okayama Sales Office Matsue Sales Office Hiroshima Branch Ehime Sales Office Fukuoka Branch Kitakyushu Sales Office Uniform Research & Development Center Okayama Factory Misaki Factory Tamano Distribution Center Koyodai Distribution Center Sublimation Center Tokyo Distribution Center

Affiliated Companies	Hokkaido TOMBOW Co., Ltd. Akita TOMBOW Co., Ltd. Miyagi TOMBOW Co., Ltd. Fukushima TOMBOW Co., Ltd. Ibaraki TOMBOW Co., Ltd. Kanto TOMBOW Co., Ltd. Niigata TOMBOW Co., Ltd. Nagano TOMBOW Co., Ltd. Tokushima TOMBOW Co., Ltd. Minami-Kyushu TOMBOW Co., Ltd. MORI Co., Ltd. Forward Co., Ltd. Tom Co., Ltd. Marika Co., Ltd. Mike Co., Ltd. Uniform Concierge Co., Ltd. School Shop Sasaichi Co., Ltd. TOMBOW Insurance Service Co., Ltd. SOSAKUYA Co., Ltd.
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Affiliated Production Companies	TOMBOW Sewing Co., Ltd. Sun TOMBOW Apparel Co., Ltd. Heart Hills Co., Ltd. TOMBOW Kurayoshi Kobo Co., Ltd. TOMBOW BROTHERS Co., Ltd. TOMBOW CLOTHING CO., LTD.
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<Legend>

- Headquarters
- Affiliated Companies
- Branches & Sales Offices
- Production/Distribution/R & D Bases
- Affiliated Companies (Production-related)

▶ Sales Bases

We operate with two headquarters, namely, one in Okayama and another in Tokyo, and 10 sales bases comprising branches and business offices nationwide.

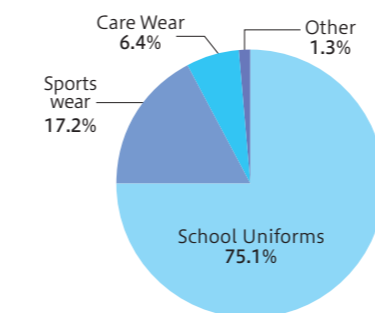


▶ Production/Distribution/R & D Bases

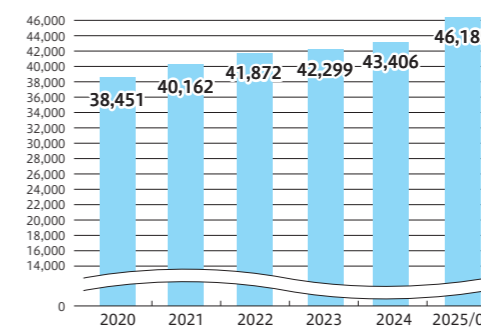
In Okayama Prefecture, we operate three factories, three distribution centers, the Sublimation Center, and the Uniform Research & Development Center.



▶ Sales Composition Ratio



▶ Consolidated Sales (Unit: million yen)



Brands

School Business

School uniforms from kindergarten to junior college/ vocational school

For junior/senior high schools

- TOMBOW minä perhonen
- COMME ÇA School Label
- SHIPS SCHOOL YEARS
- EAST BOY SCHOOL
- OLIVE des OLIVE School
- TOMBOW minä perhonen
- VRSTYMITE

For elementary schools

- TOMBOW minä perhonen
- Primary
- JOY

Sports Business

Sportswear from kindergarten to senior high school

For junior/senior high schools

- VICTORY
- UNDER ARMOUR
- YONEX

For elementary schools

- TOMBOW

For club activities

- VICTORY
- Volleyball wear
- Soccer wear
- Marching band wear
- Cheerleader wear

Healthcare Business

Care staff uniforms, wear for care recipients, white coats for medical staff, wear for medical checkup recipients, etc.

For care facilities

- KIRAKU CARE & EQUIPMENT WEAR
- YONEX KIRAKU minä perhonen

For hospitals

- TOMBOW MEDICAL WEAR
- YONEX KIRAKU minä perhonen

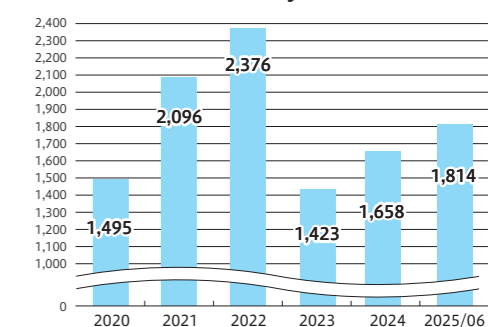
Other Business

Pet supplies

For pets

- With

▶ Consolidated Ordinary Income (Unit: million yen)



As a Trusted Uniform Manufacturer, We Actively Promote Awareness of the Role of Uniforms and How to Properly Wear Uniforms

Striving to become the Best Uniform Manufacturer, TOMBOW is dedicated to delivering high-value products and has earned a high level of trust and recognition. As a responsible manufacturer, we also actively conduct educational awareness activities through exhibitions and seminars on the significance and role of uniforms, as well as how to wear them with style.

Report 01

Design Update at More Than 700 Schools Nationwide for 3 Consecutive Years Uniforms that Reflect the Needs of the Times and the Aspirations of Each School

As awareness of LGBTQ inclusivity becomes a growing social trend, the transition to gender-neutral blazer styles has accelerated since 2023. In fiscal year 2025, more than 700 schools updated their uniform designs. The updated uniforms provided by TOMBOW have been adopted by many schools, leading to numerous new partnerships and connections. TOMBOW was the first in the industry to advocate a school identity (S. I.). We place the highest priority on communication with schools that are considering a revision of their uniforms. Our approach of creating uniforms that reflect the spirit and aspirations and needs of each school in the design of their uniforms has earned us a high level of trust and recognition from many schools.



Report 02

Pursuing the Essence and Standards of Uniforms Launched: SHIPS × TOMBOW Collaboration Label

In September 2024, TOMBOW signed a license agreement with select shop “SHIPS” (SHIPS LTD.) to launch the new “SHIPS SCHOOL YEARS” label. The concept is “For your smiling face”: a trad style that ascertains the essence of the standard. Through the collaboration between SHIPS, known for its dedication to clothing, and TOMBOW, committed to expressing the essence of school and student identity, we will strive to create specialized uniforms that will etch the experiences and memories of student life and accompany students on their journey together.



Report 03

Showcasing the Power of Uniforms and Power of TOMBOW to Exhibition Visitors

A general exhibition was held in November 2024 at four sites in Tokyo, Osaka, Nagoya, and Fukuoka. The theme of this season's exhibition is the “Power of Uniforms.” Uniforms serve many functions, such as helping others feel at ease, fostering a sense of belonging, and supporting the mental shift between school or work time and personal time. At the venue, we showcased the power of uniforms, using examples of uniforms worn across a wide range of professions. In addition, to demonstrate TOMBOW's corporate strength in bringing the power to school uniforms to life, we set up four dedicated booths: development, planning, problem-solving, and production, each showcasing our capabilities.



Report 04

Holding Regional Exhibitions in 15 Locations Nationwide to Meet the Needs and Characteristics of Each Regional Uniform

In addition to the general exhibitions, regional exhibitions are held in 15 locations nationwide. Design preferences, required functionalities, and selected optional items vary significantly from region to region. We develop unique exhibition plans that are customized according to the characteristics of each region. We were able to attract a large number of visitors to the exhibitions by aligning with the schools' aspirations and needs and making the events approachable.



Report 05

Offering Online Factory Visits and Uniform Seminars to Students in Remote Schools

The COVID pandemic has significantly transformed the style of factory visits. Besides face-to-face factory visits, remote factory visits that connect schools and factories online are becoming increasingly accessible and familiar. In April 2025, 400 students from a private senior high school in Osaka Prefecture visited the Tamano Headquarters/Factory and the Uniform Museum remotely. In addition, a uniform seminar was held to help them learn about the role of uniforms and how to wear them properly. We received many enthusiastic questions from the students, and they appreciated that it was a very meaningful learning experience.



Report 06

Adoption of Biodegradable Polyester and Transition to Fluorine-free Water-repellent Function

As a manufacturer, it is our responsibility to deliver products made with environmentally conscious materials and specifications. As for materials, in addition to conventional polyester recycled from plastic bottles, we are promoting the adoption of new materials made with biodegradable polyester, contributing to the reduction of marine pollution caused by microplastics. In addition, amid concerns over the health risks associated with PFAS*5, we are working to transition the “water-repellent function” used in uniforms to a fluorine-free alternative.

*5 PFAS (Per- and polyfluoroalkyl substances): A general term for organic fluorine compounds characterized by strong carbon-fluorine bonds. They have been used in a wide range of everyday products, such as rainwear and water-repellent sprays.



Aiming to Deliver the Joy of Sports and the Valuable Learning Experience It Provides to Children

TOMBOW manufactures school sportswear and club uniforms and delivers them to schools nationwide and promotes various initiatives that contribute to the promotion of sports and the healthy development of children.

Report 01

UNDER ARMOUR Draws Strong Attention, 200 Schools Adopt the Brand within 3 Years of Launch

Three years after the conclusion of a brand agreement, UNDER ARMOUR sportswear has been adopted by 64 schools, primarily private schools, as of 2024. UNDER ARMOUR's iconic camouflage pattern has been embraced by many schools and is now supported by nearly 200 schools.



Report 02

TOMBOW Highlights Its Adaptability with a 3-meter Tall Mannequin at the Exhibition

We showcased our UNDER ARMOUR section, featuring newly designed wear at the general exhibition. A 3-meter tall mannequin was placed in the center of the section. Towering in size, the mannequin was eye-catching even from afar and drew attention as a brand icon. The wear for the 3-meter tall mannequin was made at the Misaki Factory. While no student is actually 3 meters tall, the oversized mannequin helped showcase TOMBOW's adaptability to accommodate a wide range of sizes to the exhibition visitors. In addition, visual elements such as UNDER ARMOUR's brand video playing in the background helped convey a sense of innovation and sophistication.



A digital printing workshop was also held at the same venue. Visitors experienced the process of applying a high-performance digital print onto a T-shirt right before their eyes.

Report 03

Top Athletes who Competed at the Highest Level Visited Junior High and Senior High Schools Nationwide to Provide Direct Coaching VICTORY Sports Lessons

The VICTORY Sports Lessons are a program where "admired athletes" visit junior and senior high schools nationwide in person and provide lectures and coaching based on the theme of "education of the mind through sports." This program has received great responses not only from schools at which such lessons have been held but also on all fronts.



Held in fiscal year 2024 at Yokohama Suiryō High School, Kanagawa Prefecture

We welcomed Mr. Masahiro Fukuda, the first Japanese player to become the J.League's top scorer, who is now active as a coach and commentator following his retirement. In his talk about the importance of hard work and preparation in the competitive arena, students listened intently to the invaluable insights shared by a true legend who spent many years at the top of the professional world. Through hands-on instruction, students received clear and practical guidance on key technical points, making it a productive and rewarding experience.



Held in fiscal year 2024 at Seiwa Gakuen High School, Miyagi Prefecture

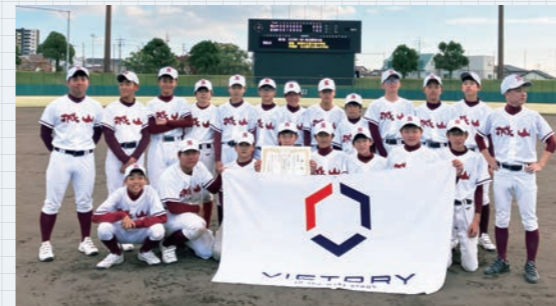
We invited Ms. Saori Sakoda as a guest lecturer. She played a key role in helping Japan's women's national volleyball team win its first

Olympic bronze medal in 28 years at the 2012 London Olympics. In the lecture, she spoke about the lessons she had learned through her firsthand experiences during her long athletic career. During the hands-on training, students not only learned skills but also experienced the importance of coordination and concentration through physical movement, making it a truly meaningful time for them.

Report 04

The VICTORY CUP & TOMBOW CUP Sports Tournaments Featured 28 Events across 9 Disciplines, Held in 13 Prefectures Nationwide

Aiming to foster healthy growth of both mind and body through sports, we organize locally rooted tournaments, VICTORY CUP and TOMBOW CUP, each closely connected to their respective communities. In fiscal year 2024, we supported 28 events across a variety of disciplines, helping create an environment where many students can enjoy sports. Through these activities, we remain committed to supporting the healthy development of young people.



Baseball (Location: Aichi Prefecture)

Hokkaido

- Boy's basketball: Junior high school
- Girl's basketball: Junior high school
- Softball Selection: Junior girls
- Girl's volleyball: Junior high school
- Rubber baseball: Junior high school

Miyagi Prefecture

- Volleyball: Public high school girls
- Volleyball: Private high school girls
- Volleyball: Mothers' volleyball

Ibaraki Prefecture

- Soccer: High school
- Volleyball: High school

Gunma Prefecture

- Soft tennis: Junior high school (Maebashi)
- Soft tennis: Junior high school (Takasaki)
- Soccer: Junior high school
- Basketball: Junior high school (Maebashi)
- Basketball: Junior high school (Kiryu)

Tokyo

- Volleyball: High school

Aichi Prefecture

- Baseball: Junior high school

Gifu Prefecture

- Boy's soft tennis: High school
- Girl's soft tennis: High school

Niigata Prefecture

- Rugby: High school
- Rugby: Junior

Wakayama Prefecture

- Fencing: High school

Yamaguchi Prefecture

- Soccer: High school

Osaka

- Baseball: Junior high school
- Basketball: Junior high school
- Volleyball: Junior high school

Hyogo Prefecture

- Volleyball: High school

Fukuoka Prefecture

- Volleyball: Junior high school



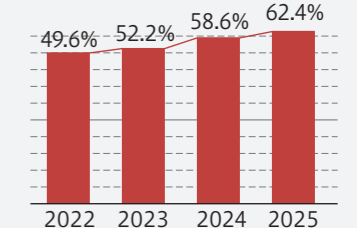
Volleyball (Location: Tokyo)

Report 05

Eco-friendly Products Accounted for 62.4% of Total Sportswear, Increased 13% over 4 Years

Aiming to realize a sustainable society, we are developing products that deliver both high performance and reduced environmental impact. Since 2022, we have been working on the development of environmentally-conscious sportswear. In 2025, we delivered 62.4% of our wear to customers as eco-friendly products. We are committed to developing products with the goal of making 100% of our products eco-friendly by 2050.

Production Ratio of Eco-Friendly Sports Products



To Deliver the Best Possible Uniforms, Gentle and Considerate to both Caregivers and Those Receiving Care

KIRAKU brand is well known for making wear tailored to the needs of nursing/medical staff and facility users/patients. While steadfastly adhering to this concept over the years, we continue to evolve by actively embracing advancements in materials technology and academic research.

Report 01

30th Anniversary of the KIRAKU Brand



What Changes, and What Remains Unchanged

KIRAKU, launched in 1995 as a brand specializing in uniforms for nursing care, medical professionals, and wear for elderly, celebrated its 30th anniversary in 2025. The concept we have maintained since the beginning is to make “uniforms that are gentle and considerate to both caregivers and those receiving care.” Even as times change, we have remained true to our origins, continuously embracing challenges and developing new materials and designs. We are not afraid to keep changing in order not to protect what must endure. The evolution of KIRAKU will continue.

KIRAKU Development Story

“Story 1” We started by visiting facilities and experiencing nursing care work.

Field-oriented Approach

Since its inception, KIRAKU has prioritized wear development rooted in a field-oriented approach. To better understand the realities of nursing care, we visited a nursing home and took part in tasks such as meals and bathing assistance and diaper changes. In particular, during physically demanding bathing assistance, we clarified the specific functions of wear needed for each task, such as transferring from a wheelchair to a stretcher, washing, and wiping the body, and gained valuable insights for product development.



Koukien, Special Nursing Home for the Elderly operated by KOUKIKAI Social Welfare Corporation

“Story 2” Here to help, again and again

Functionality



What we learned from our own experience in nursing care work was that creators must not impose their own assumptions. We came to deeply realize the importance of staying close to the real concerns we saw, heard, and felt in the field.

Issues such as “feels restricted when bending” or “becomes sweaty during bathing assistance” can be addressed through functional materials with stretch and water-repellent properties, and when combined with meticulous attention to design and pattern details of wear, the synergistic effect is greatly enhanced. KIRAKU’s products are the result of repeated prototyping and close collaboration with care facilities-bringing samples to care facility staff to gather feedback on where to allow ease, where to apply stretch, and refining every detail of the wear.

“Story 3” In pursuit of the finest, always

High Quality

KIRAKU is involved in a wide range of fields, including uniforms for people who work in nursing homes, wear for the elderly, and wear for people who are hospitalized or undergoing tests. Wear is expected to deliver not only comfort, but also breathability, fast-drying performance, long-lasting durability, and user-friendly features. Achieving this requires not only thoughtful design, but also thorough testing, from material development and fabric knitting techniques to the mixing of different materials. We will not forget the field-oriented approach and will continue to make every effort to deliver the best garments possible.



Nagaoka Hoyouen / Nagaoka Hoyouen Smile, Medical Long-Term Care Sanatorium operated by Medical Corporation Shiseikai



Special feature 3

Special feature 3

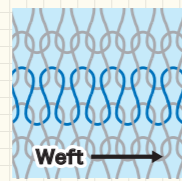
Report 02

First in the Industry to Develop a Knit Fabric that Withstands Industrial Washing

Knit fabric with excellent stretch and breathability is ideal for nursing and medical uniforms. On the other hand, shrinkage and loss of shape due to washing had long been a major drawback. In 1997, KIRAKU released a proprietary knit fabric designed to resist shrinkage even under hard industrial washing conditions. KIRAKU's circular-knit fabric, a revolutionary wear which drew significant attention from the medical, caregiving, and laundry industries, continues to evolve today.

What is a circular-knit fabric?

<Circular-knit Fabric>



It is a loop-structured fabric that stretches well both vertically and horizontally.

It is commonly used in T-shirts, athletic wear, and other casual garments, etc.

Merit.01

Less likely to shrink, even in industrial washing!

Merit.02

Design, breathability, and comfort are all fully preserved!



Report 03

Actively Promoting Industry-Academia Collaboration Groundbreaking Wear has Attracted Attention across Multiple Sectors

Joint development of X-ray examination wear with Dr. Shinya Imai of Morinomiya College of Medical Arts and Sciences

Joint development of a groundbreaking screening shirt with minimal seam interference during chest X-rays, in collaboration with Dr. Shinya Imai, an expert in radiation measurement and radiological technology. Because seams and foreign objects in and on clothing may interfere in diagnostic images that can lead to misdiagnosis, this examination wear is widely expected to be a groundbreaking solution that will enhance the accuracy of image interpretations.



Morinomiya University of Medical Sciences
Faculty of Medical Technology
Professor, Department of Radiological Sciences
Shinya Imai

In partnership with Lecturer Kaori Nishihara of Reiwa Health Sciences University, we developed comfortable wear that also contributes to rehabilitation efforts.

In partnership with Lecturer Kaori Nishihara, a specialist in nursing science, we jointly developed the "Yawaragi-knit" series. Lecturer Nishihara's unique insight in the field of nursing led to the creation of wear that is wear-friendly to patients, facility users, and caregivers.



Reiwa Health Sciences University
Lecturer, Department of Nursing,
Faculty of Nursing
Kaori Nishihara

Groundbreaking screening shirt designed to minimize seam visibility in X-ray imaging



Seams are less likely to interfere in X-ray images

Easy and comfortable, smooth-touch material Yawaragi-knit

Buttons

Designed for easy self-dressing and cognitive stimulation to help prevent dementia

Neckline

Modesty-conscious neckline that prevents unwanted exposure



Fabric

Stretchable design allows free movement and helps prevent falls

Report 04

We Have Long been Committed to Initiatives that Foster Smiles among Users, Their Families, and Facility Staff

KIRAKU Nursing Care *Senryu* (Short Satirical Poem) Contest

Our Healthcare Business holds an annual *senryu* (short satirical poems) relating to nursing care, and the 17th contest received an impressive 5,075 entries. Submissions come from a wide age range, from teenagers to those in their nineties, mainly from care facilities. We also receive many positive comments such as "they are my daily encouragement," "it is a nice opportunity to publish my works," and so on.

Number of Entries

5,075

Award Winner for the 17th contest

(Published in September 2024)

KIRAKU Grand Award

"Swift in my wheelchair, the breeze rushes past my face, pure exhilaration"

No pen name

Award for Excellence

"Helping each other, we sometimes lose our balance and find joy in it"

by Hosaku (pen name)

"A New Year's fortune in my ailing mother's hand, blessed with 'Great Luck'"

by Kanchan (pen name)

"A pause and a smile, waiting to swallow with gentle care."

by Kikuchan (pen name)

Hitomi Suzuki Award

"To the corner store, two minutes' walk with my mom, a small, sweet voyage."

by Amata (pen name)

Group Award

Day Service "Oka-no-le"

KIRAKU *Fureai* Photo Contest

We hold a photo contest focusing on "smiles" and "emotions" generated through interactions (*fureai*) with nursing care. The entries submitted for the 15th contest offered glimpses into lively communication within facilities and the joyful participation in various events. Warm and lovely expressions on their face in the photos make our hearts "smile" by seeing them.

Number of Entries

250

Award Winner for the 15th contest

(Published in April 2025)

KIRAKU Grand Award



"Can't help but"

By Kojika Nadeshikoen (pen name)

Award for Excellence



"My favorite sushi topping"

by Minakami-no-sato (pen name)

"Sorry for being so cute"

by Funakko (pen name)



"Evil out! Fortune in!"

by Garden boss (pen name)

To Deliver Uniforms to Students at Approx. 15,000 Schools across the Country by the Time of Their Entrance Ceremonies

Demand for school uniforms and sportswear tends to peak during enrollment, grade advancement, and seasonal wardrobe changes. In addition, the widespread adoption of blazer-style uniforms has increased the need for multi-type, small-lot, and quick-turnaround production.

As a leading manufacturer of uniforms, TOMBOW has earned a high level of trust from many customers.



Report 04

Training System to Improve Communication and Teamwork among Young Employees

As part of Employees education, we conduct internal training on quality control and communication. In manufacturing, not only the quality, but also the ability to meet deadlines is important. In order to reduce the amount of work in progress and shorten production lead times, we conduct training to improve smooth cooperation and build teamwork through activities such as team origami crane and paper tower creation competitions. This program focuses on young employees, but it also has a positive impact on the workplace because of the lively exchange of opinions. We will continue these efforts to further improve productivity, meet deadlines, and improve quality.

Report 05

Product Management Using Handy Terminals Enables Accurate and Quick Product Shipments

The Logistics Service Department needs to ship tens of thousands of uniforms in a short period of time for newly enrolled students. Handy terminals have been introduced to ensure accurate inventory management and quick shipping. By scanning and checking shipping slips and product barcodes, we have eliminated errors, can reflect inventory data in real time, and reduce work times. By standardizing operations, temporary and part-time employees can operate the system intuitively and quickly without making any mistakes.



Report 06

Expanded Shipping Space in Response to Rising E-commerce Website Orders

Over the past few years, the number of customer orders on the EC website has increased, and we have expanded the space for shipping work. This has led to improvements in shipping operations, including improved work efficiency, prevention of product damage, and prevention of erroneous shipments. Shipments are expected to continue to increase in the future. We will strive to establish an environment in which we can deliver products to customers quickly and accurately.



Report 01

Integrated Management of Progress Status, etc., by Connecting Partner Factories Online

In addition to the headquarters/factory and subsidiary factories, TOMBOW also has partner factories nationwide. To address challenges faced by partner factories in managing production progress and issuing slips, we developed a web-based platform called "TPIS" (Tombow Product Information System), which has now been implemented across partner factories. In the future, we plan to increase the number of factories using the system by upgrading it to create an environment where workers can concentrate on sewing and share an increasing amount of information among factories that will reduce work distribution and workloads.

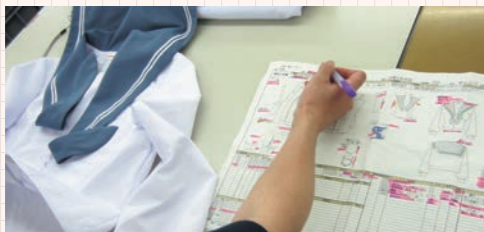


Report 02

A Meticulous and Thorough Inspection System that Delivers Reliable Quality, Peace of Mind and Safety

At the Tamano Headquarters/Factory, we conduct multiple checks and inspections from fabric arrival to product shipment to ensure consistent, reliable quality.

- Fabric inspection... The fabric is visually inspected for scratches or other defects.
- Parts inspection... After cutting and before sewing, each cut piece is visually checked for scratches or other defects.
- Product inspection... Every item is checked to ensure it conforms to the sewing specifications, with accurate and neat stitching and correct sizing.
- Contamination inspection... After passing product inspection, each item is checked using a needle detector to ensure no metal contaminants such as broken needles are present.



Report 03

Providing Comfortable Uniforms for Students of all Body Types

Our uniforms for growing students are available in a wide range of sizes to accommodate individual body differences. If the ready-made size does not fit a student, we can also provide custom-made size uniforms individually. In addition, to make it easier for students with physical disabilities to put on and take off their uniforms, we have responded with alteration of the waistband of pants to elastic band, attaching a zipper to the back of jackets to allow opening and closing, and so on. We do everything we can to ensure that all students who wear TOMBOW uniforms and their parents enjoy a more comfortable school life.



Jackets for students with disabilities

Community Contribution Activities

Report 01

Homework Assistance Team

The Misaki Factory provides summer homework support for approximately 40 elementary school students who visit the children's center for 2 days during summer vacation every year. If students are struggling with kanji, calculations, or other areas, appointed staff members sometimes give hints and work through the problems with them, guiding them toward the correct answers. This is well received by children and center staff.



Report 02

Lucky Beans Giveaway on Setsubun Day

Every year on Setsubun, February 3, the Misaki Factory hands out lucky beans to nursery school children. We deliver lucky beans to children wishing for their healthy growth and good health for the year. Through these activities, we look to expand the circle of connections with local residents.



Maintaining Good Communication with Customers and Society

In order to further enhance the value of the TOMBOW brand and build better relationships with stakeholders, we are engaged in public relations and communication activities from various angles.

Report 01

Holding the 15th TOMBOW1129 Design Competition

Number of Entries **14,478**

In commemoration of November 29, the "Good Clothes Day," we hosted a competition inviting submissions for designs and ideas on school uniforms and sportswear in order to offer "opportunities for students to demonstrate their innovative creativity." Out of numerous great works, winning entries were determined through an impartial review process and announced on the website.



School Uniform Design Category, Grand Prix



Senior High School Students' Group, MEXT Minister's Award Winner

Report 02

The 39th "WE LOVE TOMBOW" Art Competition

Number of Entries **142,246**

This contest provides an opportunity for elementary, junior high and senior high school students nationwide to become aware of the importance of nature and living things, and to use their rich imaginations to draw dragonflies (tombow), a symbol of beautiful nature. We will continue to expand this Art Competition, wishing to further showcase many more wonderful works drawn by children.



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Report 03

TOMBOW School Uniform x Detective Conan

A consumer campaign featuring Detective Conan has been ongoing since 2010, using posters and novelties featuring Conan and his friends wearing uniforms to promote our uniforms in stores. Furthermore, we've faithfully recreated the Teitan High School uniform, worn by popular characters such as Shinichi and Ran, highlighting TOMBOW's craftsmanship and attention to detail. By displaying uniforms at certain stores and events, our campaign aims to provide consumers with a wide range of opportunities to experience uniforms and to make purchasing uniforms more enjoyable than ever before.

Report 04

Supporting Fagiano OKAYAMA FC as an Official Sponsor

We have been supporting Fagiano OKAYAMA FC, which was promoted to J1 in the 2025 season, as an official sponsor since 2017. We are proud to support community-based club activities and contribute to the realization of our club's philosophy of "Dreams for children!" We look forward to their success on the long-awaited J1 stage, and we will continue to work together to energize Okayama.



Report 05

Supporting Okayama Seagulls as an Official Sponsor

We support the Okayama Seagulls, one of the few civic club teams that belong to the SV.League as an official sponsor. We support athletes in enhancing their performance by providing not only TOMBOW's VICTORY brand game wear, but also ceremonial jerseys and warm-up wear.



Report 06

TOMBOW Uniform Lab. (Unilab)

We are working with current junior and senior high school students on the theme of "To think about what we think [good clothes] are, and to share them with many people while researching and formulating them." We conduct surveys on the use of trendy school fashion items and hold roundtable discussions to survey realistic values and ideas, and disseminate them through SNS and the Web.



Report 07

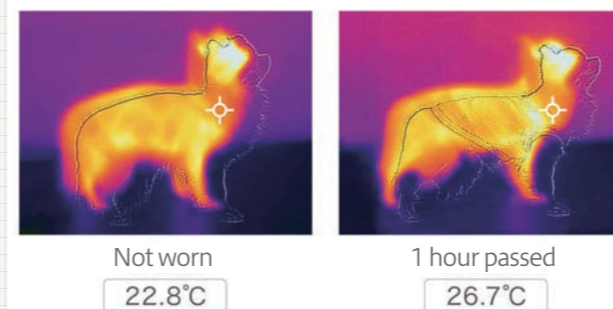
Schooler Report View Vol. 2 Published

This is an information magazine for teachers and students that contains various information about uniforms that proves useful to schools. We aim for this magazine to go beyond just sharing information about uniforms, but to spark new discoveries and insights for our readers.

Report 08

LaLa Relax, Functional Dog Wear Launched in the Pet Business

With the aim of extending the healthy life of beloved family dogs, we launched LaLa Relax, a product that can be expected to increase blood circulation through the action of far-infrared rays just by wearing it, following in the steps of the LaLaWalk walking aid harness that we have marketed since 2014.



Meguri Maintenance



Promoting Initiatives to Achieve SDGs as a Uniform Manufacturer

TOMBOW's SDGs Basic Policies

Content of Initiatives

TOMBOW is working toward 7 of the 17 goals.



Challenges and Measures

Promoting Eco-Friendly Manufacturing

- ① Reduction in crude oil used
 - Promoting the use of recycled polyester
 - Promoting the use of naturally-derived raw materials
- ② Longer product life cycles
 - Further development of products suitable for industrial washing
 - Further efforts to design uniforms that allow for alterations for physical growth
- ③ Reduction in disposable plastics used
 - Promoting the use of biodegradable bioplastics
 - Efforts to reduce plastic consumption
- ④ Reduction in water and energy used
 - Promoting the sales of sublimation transfer-printed products made by waterless dyeing
 - Promoting the development of easy-care products and temperature-conditioning products

TOMBOW's Target for Achievement of SDGs

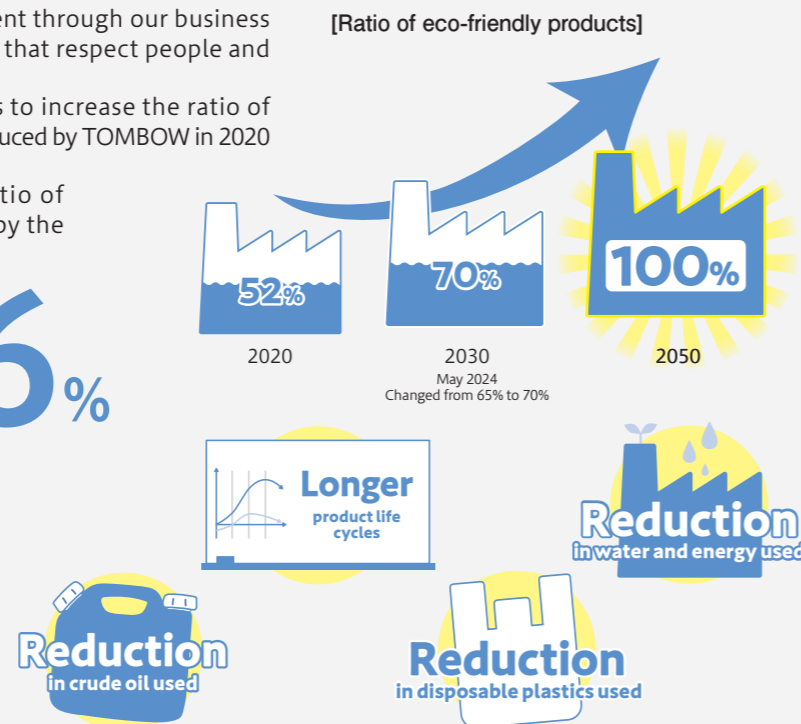
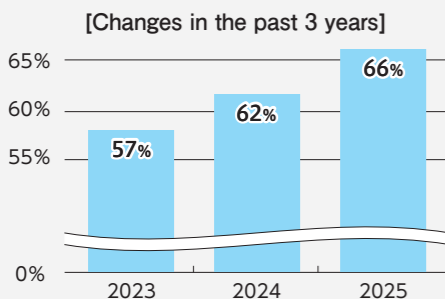
TOMBOW will promote sustainable management through our business activities based on "creating valuable products that respect people and nature," which is our corporate slogan.

Our specific target for achievement of SDGs is to increase the ratio of eco-friendly products from 52% of all products produced by TOMBOW in 2020 to 70% in 2030 and 100% in 2050.

This year, we were able to achieve a 66% ratio of eco-friendly products thanks to efforts made by the School, Sports and Healthcare Divisions.

Ratio of eco-friendly products:

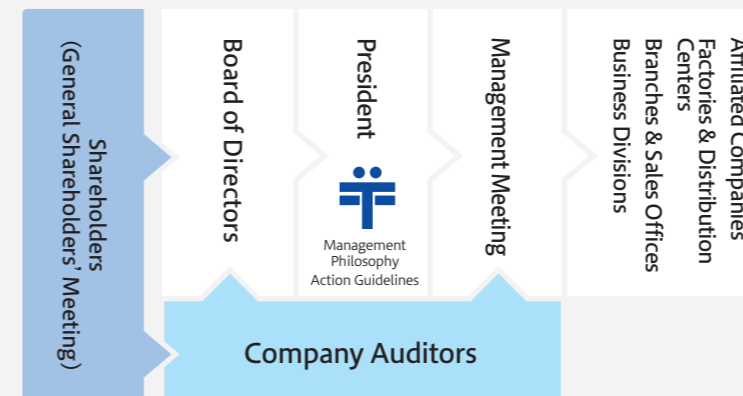
66%



Establishment and Maintenance of Corporate Governance and CSRPromotion Systems

Corporate Governance^{*6}

Based on valued relationships with our stakeholders^{*7}, we strive to build a highly objective and transparent governance system and continuously raise our corporate value, whereby the Board of Directors and the Management Meeting make prompt and accurate decisions, and each business division executes its business accordingly.



Board of Directors

The highest management decision-making body consists of "directors" appointed at the General Shareholders' Meeting. The board decides important matters such as matters set forth by laws and regulations and the articles of incorporation, approving fiscal budgets and financial statements, formulation of mid-term management strategy plans, etc. The meeting is held on a monthly basis, attended also by company auditors.

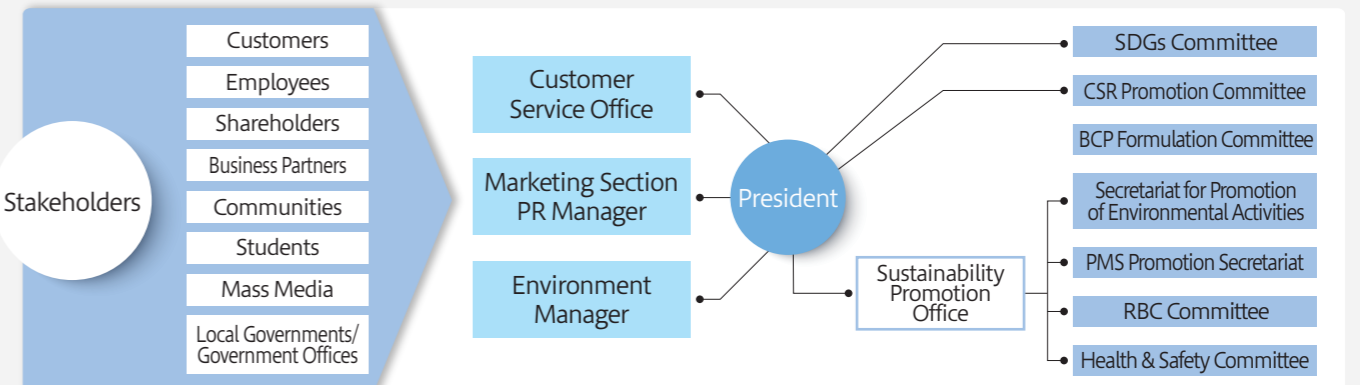
Management Meeting

Directors and Management Meeting members discuss basic management policies and decide important matters relating to business execution and strategy of the Company.

CSR Promotion System

As an internal structure to promote CSR initiatives, we have organized the "Sustainability Promotion Office" directly under the president and conducted committee and secretariat meetings regularly to promote the activities.

- Internal and external communication activities: Customer Service Office, Marketing Section, PR Manager, Environment Manager
- Promoting activities to achieve sustainable development goals: SDGs Committee
- Issuing CSR Reports and promoting CSR activities: CSR Promotion Committee
- Formulating business continuity plans in case of disasters and other emergency situations: BCP Formulation Committee
- Maintaining environmental protection activities: Secretariat for Promotion of Environmental Activities
- Building, maintaining and enhancing the personal information protection management system in line with "JISQ15001"^{*8}: PMS Promotion Secretariat
- Promoting efforts to fulfill social and ethical responsibilities and protect the human rights of workers: RBC Committee^{*9}
- Activities to improve health and safety issues: Health & Safety Committee



^{*6} Corporate Governance: Internal control. A mechanism for a company to carry out corporate activities in a sound and sustainable manner for the sake of society and individuals.
^{*7} Stakeholders: Interested parties related to corporate activities. ^{*8} JISQ15001: Japanese Industrial Standards stipulating criteria for Privacy Mark certification "Requirements for Personal Information Protection Management System." ^{*9} RBC: Responsible Business Conduct

PMS System

TOMBOW believes that appropriate protection of customers' personal information handled in the manufacture and sale of uniforms is an important part of its business activities and a social responsibility. As part of this effort, we acquired P (privacy) Mark certification and established a PMS Promotion Secretariat within the company. We have established a personal information protection management system and are making continuous improvements.



Contributing to Education, Culture, and Welfare as a Company that Plays a Role in Society

Paralym Art Support

We use artwork by artists with disabilities on the cover of the TOMBOW CSR Report, in support of the initiatives by the Shougaisha Jiritsu Suishin Kikou Association. The artwork featured on the cover of this report was specially commissioned from the artist KOTO as an original piece for this edition. We continue to support these initiatives as a Paralym Art Silver Partner.



《Artist》KOTO 《Title》TOMBOW and Wear Forward to the Future
 《Aspirations expressed in the artwork》
 I depicted a scene where everyone, smiling, crosses a rainbow in a nature-filled world, moving toward a happy future. I hope this artwork brings a smile to those who see it.

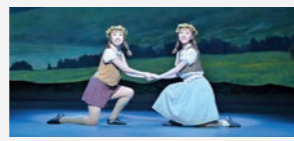
The Japan Scotland Association TOMBOW School Uniform Scholarship Program

Through the Japan Scotland Association, we support senior high school students in learning English.
 <Online English training >
 The University of Stirling, a national university in Scotland, conducted an English training course for senior high school students online from Monday, July 29 to Friday, August 9, 2024, and 11 students participated.



Support for "Theatre of the Heart," Stage Performance Inviting Children

We support stage performance activities in Okayama of "Theatre of the Heart," which delivers the excitement of stage performances to children nationwide for the realization of a spiritually rich society. This year, the performance was "Lisa and Lottie," which was performed a total of six times by the Shiki Theatre Company, inviting 8,100 children from 107 elementary schools in Okayama Prefecture. We will continue to support children who have great potential to lead our society in the future.



Photographer: Ken Arai



Public Interest Incorporated Foundation, Hasshokai

Public Interest Incorporated Foundation, Hasshokai is an educational foundation that provides grant-type scholarships to senior high school students in Okayama Prefecture. Since its foundation in 1960, it has supported the graduation of approximately 800 senior high school students.



Expanding the Circle of Efforts to Realize a Sustainable Society

TOMBOW School Uniform × Kao Initiatives to Think about SDGs from a Uniform Perspective

We are working together to ensure that uniforms are worn with style for a long time and contribute to the realization of sustainable fashion. In addition to conducting uniform washing tests at the Kao Research Laboratories, SDGs seminars are held at schools to explain why uniforms can be worn for a long time and how to choose detergents to keep them clean. To support new students in learning how to wash their school uniforms at home, we hand out EMAL, a detergent suitable for uniforms, along with a leaflet explaining how to wash them properly. We will continue our efforts in the future to educate students on how to take care of their clothes at home with less environmental impact, so that they can continue to wear their clothes with style for a long time.



LGBTQ Lectures

In educational settings, there is growing interest in LGBTQ issues as one aspect of diversity. Since 2018, TOMBOW has had an advisor contract with Mr. Shoichi Yamaguchi, representative of ELLY Association. To promote understanding of gender diversity throughout schools, 14 lectures were held nationwide in 2024.



Representative Director, ELLY Association Shoichi Yamaguchi

Born in Ise City, Mie Prefecture Aiming to be a "place where everyone can live comfortably," ELLY holds more than 200 lectures a year on human rights and LGBTQ issues. Since 2018, Mr. Yamaguchi has served as an advisor to TOMBOW and has also been involved in product development.



Contributing to Society by Collecting Used Uniforms

We collect school uniforms worn by students and recycle them. The uniforms collected in cooperation with the general apparel manufacturer CAITAC FAMILY, INC., are reborn as clothing, thread, and fabric through the MUDA ZERO Project.

School uniforms, shirts, and gym clothes without restrictions on fiber type or fiber blend

From clothes to clothes

MUDA ZERO PROJECT

Collecting and recycling clothes

Toward zero clothes waste

Precautions

- Please remove everything from your pockets
- If a name is written on any of the clothing, please black it out
- Please refer to the section on the right for products that cannot be collected
- Cleaning is not required
- Since the purpose is not reuse, please use scissors to cut the collar, sleeves, or other parts to clearly indicate that the item is waste.

Products that cannot be collected

- Socks
- Hats
- Loafers
- Collars of school uniforms
- Rainwear
- Labels made from paper, etc.

TOMBOW

Aiming for a Better Work Environment that Makes Work More Comfortable and More Rewarding

Work-Life Balance Association

Meetings of the Work-Life Balance Association are held 2 times a year to support work-life balance, especially for families raising children.

Each session features a talk theme, with panelists at the center of an open and candid discussion where employees share their everyday ideas and concerns related to work and family life.

In fiscal year 2024, there was a lively exchange of opinions on the experience of taking paternity leave after childbirth, how to make the most of working from home, and how to use the company's system. We aim to create a workplace where employees can work with peace of mind, by promoting an environment that respects diverse working styles and enables long-term employment for all, regardless of gender, while balancing work and family life.



Support for Young Employees

We conduct phased interviews to support the growth of young employees. In the first year after joining the company, the HR Department supports new employees by helping them manage their work progress and alleviate any concerns. In the second year, their immediate supervisors take the lead in providing guidance, and in the third year, career development support is offered through meetings with the General Affairs Director. In the fourth and fifth years, the HR Department once again steps in to support mid-level employees address emerging challenges. We are strengthening our efforts to create an environment that alleviates difficulties and concerns and promotes employee growth.



Using the Paternity Leave System after Childbirth

School Merchandise Section Hiroki Kataoka

I took paternity leave after my wife gave birth at two separate times starting from the end of April 2025. The company encouraged me to take childcare leave, so it was easy to use this system. During my leave, thanks to the support from my section, I was able to focus entirely on childcare without receiving any work-related messages. My feeling is that cooperation between mothers and fathers is especially important during the newborn stage, so I hope that paternity leave after childbirth will be accessible across all departments and job types.



Support for New Employees

In the Sales Division, senior employees from other departments serve as partners for regular monthly meetings during the first year after assignment. By sharing the questions and concerns of new employees, we are able to reduce tension and anxiety and improve the training ability of senior employees.

As for the Production & Distribution Division, besides providing training sessions, interviews are held and daily work journals are exchanged with new employees, one month and 6 months after the start of their assignments as well as in the 2nd year and the 3rd year in support of their growth.

Short-term internal transfer- 8 participants (2024)

The participants experienced work in other departments related to their own responsibilities

By experiencing work in other departments related to their own duties, participants learn a wide range of business knowledge and skills, which ensures smooth business cooperation and collaboration.

Through this system, cooperation and collaboration among departments can be deepened for smoother business operations.

Work interval system

Maintenance of health and prevention of overwork

We have implemented a system that ensures a minimum rest period between the end of one workday and the start of the next.

Mental Health Counseling Room service: 11 users (2024)

External third-party organization which allows employees to consult about anything

We have established a "Mental Health Counseling Room" at an external third-party organization where employees can freely consult about anything.

We strive to maintain and improve productivity for the Company as a whole, through the prevention and early detection of mental stress employees may experience and the follow-up support after their return to work.

Establishment of remote work environment

Based on the Work from Home Regulations, a remote work environment has been established in which PCs for remote access are utilized.

Number of Users of Various Systems (2024 Results)

- Childcare Leave System **2 men 12 women**
- Paternity Leave System after Childbirth **5 men**
- Short-time Work System for Childcare: **40 users**
- Return-to-work rate after childcare leave: **100%**

TOMBOW School

TOMBOW School System

TOMBOW School is a human resource development institution consisting of three pillars provided in accordance with the basic policy of "Employees are human assets": Competence Development Training; Personal Development Support; and Qualification Acquisition Support.

Supporting competence development by level and by specialty

Competence Development Training

Internal Training

- ①Managers Training
 - New Managers Training
 - Evaluators Training
 - Coaching Skills Training
- ②Training by Each Level
 - New Employees Training,
 - New Employees Follow-up Training
 - Teamwork Training Session
 - Year 2 Training - Year 3 Training
 - Skilled Employees Training: Beginners (Year 3)
 - Year 4 Training
 - Career Development Training (Year 5)
- ③Special Skill Training
 - Training for Enhanced Practice of Basic Sales Skills
- ④General Training
 - OJT Leaders Development Training
 - Career Design Seminar (Age 54, Age 57)
 - DX Human Resources Development Program
 - Harassment Training

External Training

- ①Executive Development Training
 - Executive Candidate School
- ②Open Lectures (Selected by employees according to each level)
 - Communication
 - Business Mindset
 - Business Skills
 - Risk Management
 - Management
 - Business Improvement, etc.

Personal Development Support

We encourage employees to take online learning courses for their personal development as part of our personnel system. The online learning courses are preset, such as those recommended by the Company or those recommended by Departments, and the employees who have completed a course within the course learning period will be eligible for a subsidy for course fees.

2024 Results: 194 participants/Completion rate -92.3%

Qualification Acquisition Support

We support employees in acquiring qualifications so that each employee can enhance their skills. Congratulatory money is provided to employees who have acquired specific qualifications recommended by the Company, such as textiles product quality manager, certified skilled worker (sewing, pattern making, machinery & equipment), or a retail sales & management specialist qualification, etc.