

LEA MILLS AGENCY LTD

Company profile

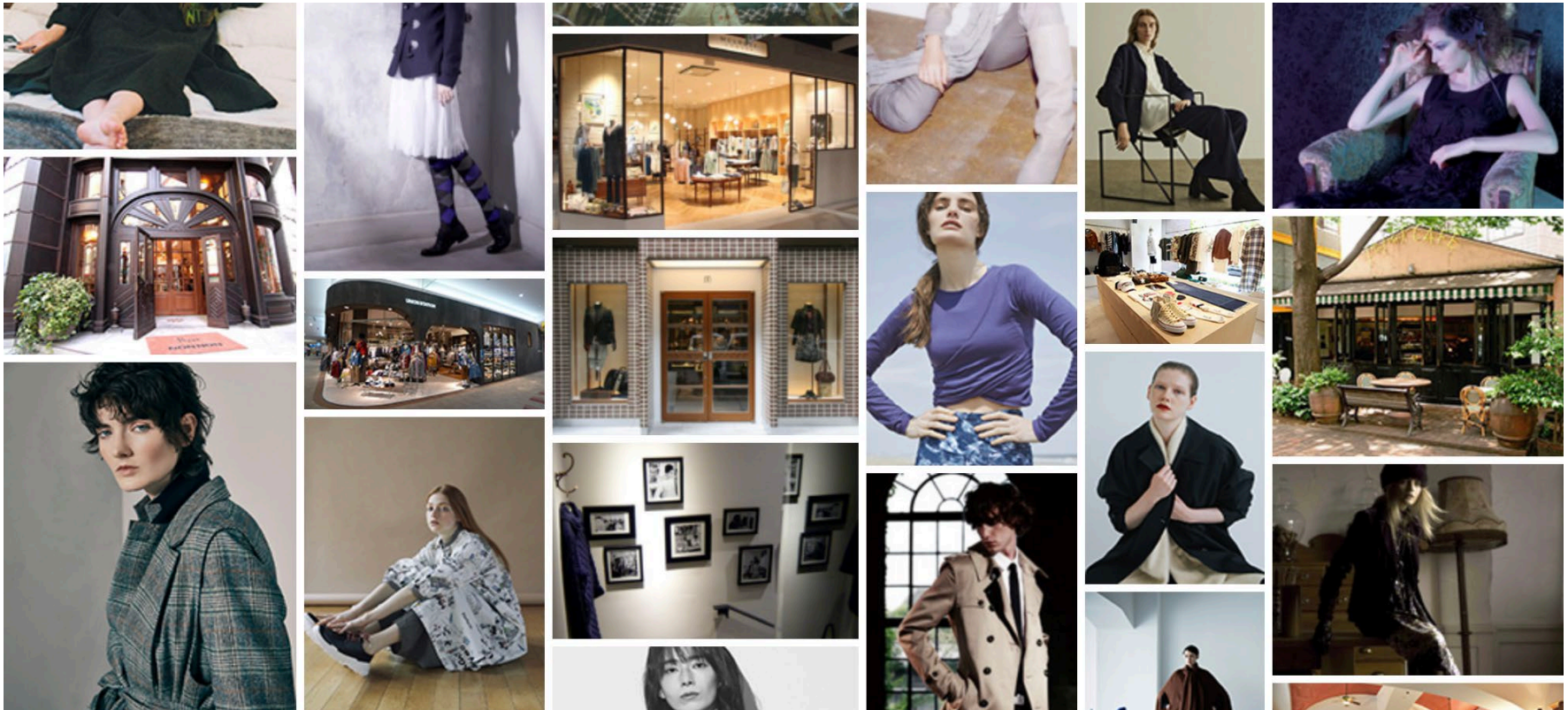
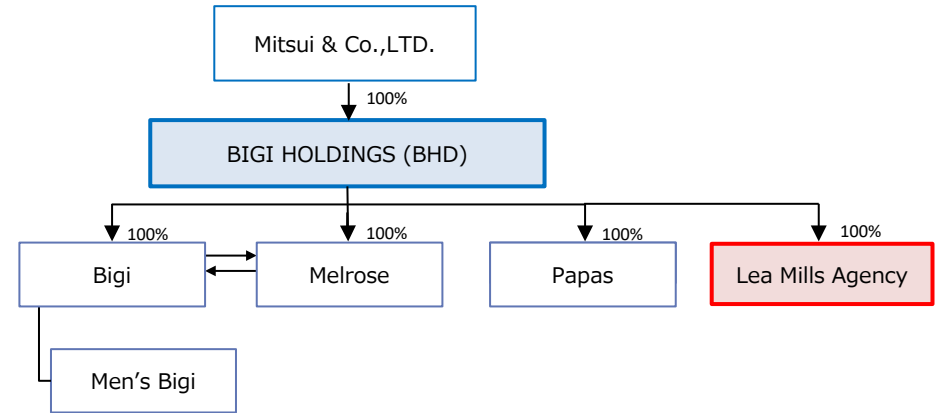
November/2024

BIGI HOLDINGS (BHD)

BHD Group Profile

- **Established** In 1970
- **Employee** 1,759
- **Shareholder** Mitsui & Co., Ltd 100%
- **Revenue** 48 billion JPY (2024/Feb)
(50 billion JPY - Before Covid 19)
- **Number of Brands** **40 brands**
- **Number of Stores** 550+ stores
- **Business description** Designing, manufacturing, distributing and retailing apparel and accessory products.

BHD Group Organization (Since June 2024)



LEA MILLS AGENCY (LMA) – Company profile

Toshimasa Kajino
President & CEO



Company name : LEA MILLS AGENCY LTD. (www.lea-mills.co.jp)
Founded : July 1988 (March 2018, 100% Acquired by Melrose/BHD)
President & CEO : Toshimasa Kajino
Company address : 1-19-14 Aobadai Meguro-ku Tokyo 153-0042 Japan
Brands : John Smedley, Armor lux
Number of stores : John Smedley 9 stores, Armor lux 1 store
Wholesale doors : 200 doors (independent stores) (in 2023)



Lea Mills Agency (LMA), a subsidiary of BIGI Holding (BHD)—a leading Japanese apparel conglomerate—specializes in the retail and wholesale distribution of luxury and premium US and European brands in Japan. Following Mitsui & Co.'s initial investment in BHD in 2018 and its full acquisition in 2024, LMA has become a key player within BHD, focusing on importing and distributing European brands specifically tailored to the Japanese market. Leveraging Mitsui's expansive global network alongside BHD's expertise in apparel and retail, LMA aims to drive accelerated growth in Japan.

Mr. Kajino was appointed President & CEO of LMA in March 2023, seconded from Mitsui to lead the company's expansion by applying his comprehensive industry experience and extensive professional network.

Since joining Mitsui & Co. in 1990, Mr. Kajino has accumulated nearly 34 years of expertise in the import, distribution, and licensing of US and European brands. His broad experience encompasses textile raw materials and fabric trading, apparel production, wholesale, retail, e-commerce, and brand marketing. With 8 years of experience in New York and Boston and 6 years in London, Mr. Kajino has established a strong network across Japan, the US, UK, France, Italy, and other European markets. He holds an MBA from the Massachusetts Institute of Technology (MIT) Sloan School of Management and a Bachelor's degree from Keio University in Japan.

Retail Shift x Product Expansion

→ Sustainable Growth through Enhancing Brand Value

■ Retail Shift :

Strengthening Omnichannel Strategy through: ①Wholesale, ②Retail Store, ③E-commerce

■ Product Expansion :

Diversifying with: ①Original Products, ②Custom-Made Products (Japan Special Products),
③Localized (Licensed) Products

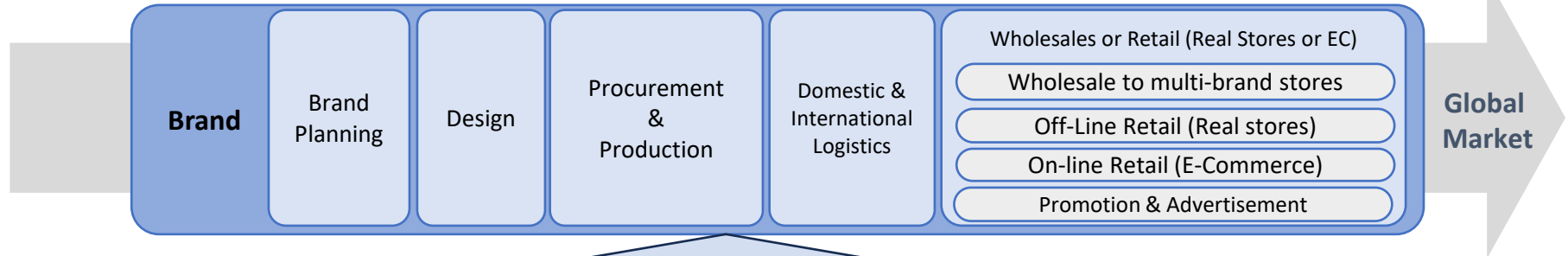
■ Retail Capability Enhancement:

Driving Growth by: ①Boosting Sales, ②Elevating Brand Communication, ③Gaining Consumer Insights to Enhance Products

■ Wholesale Capability Enhancement as Core Business Foundation:

Expanding Reach through: ①Independent Stores, ②Major Select Shops, ③Department Stores (including Pop-up Events), ④Strategic Collaboration

Global Brand



Win-win relationship for sustainable growth

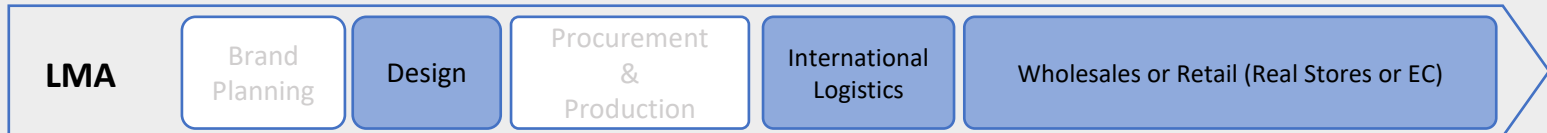
Lea Mills Agency (LMA)

Retail Shift X Products Expansion

① Importing Original Products



② Importing Custom-made (Japan Special) Products by LMA's design ideas and requests



③ Localized (Licensed) Products by LMA's design and production



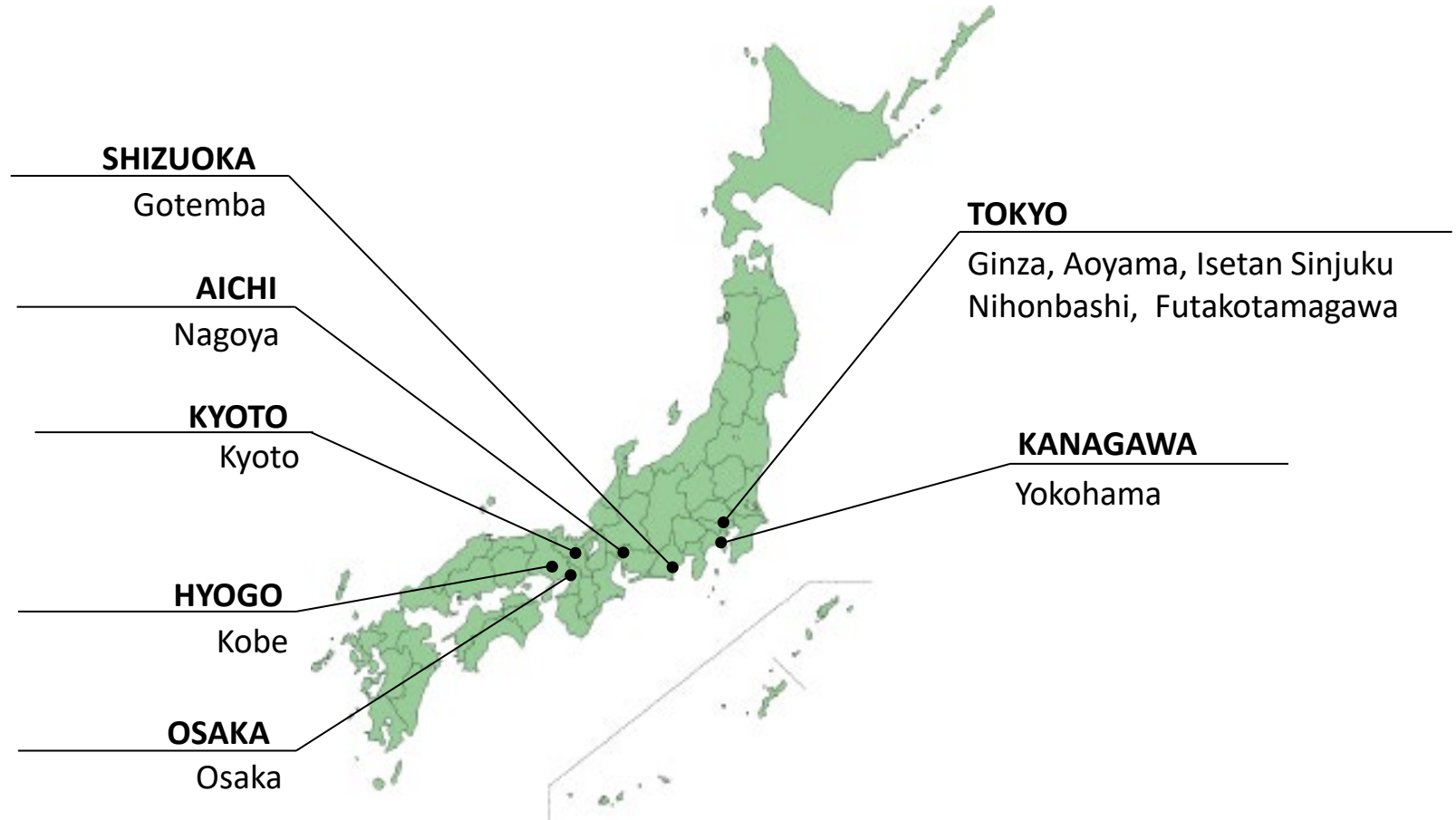
LMA can adjust its business model and operations in Japan based on the brand holder's strategy and direction.

SHOP LIST (11 Stores)

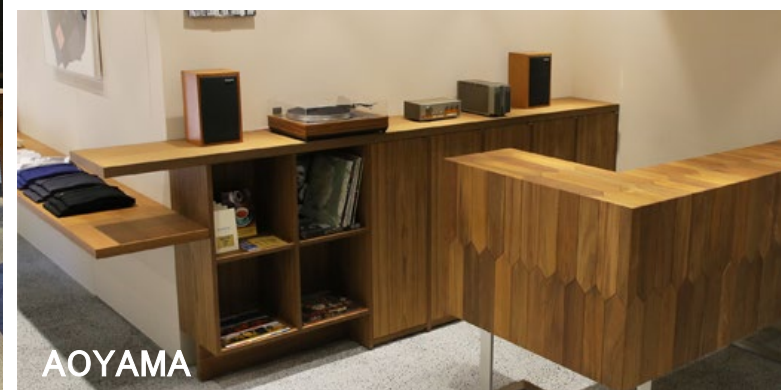
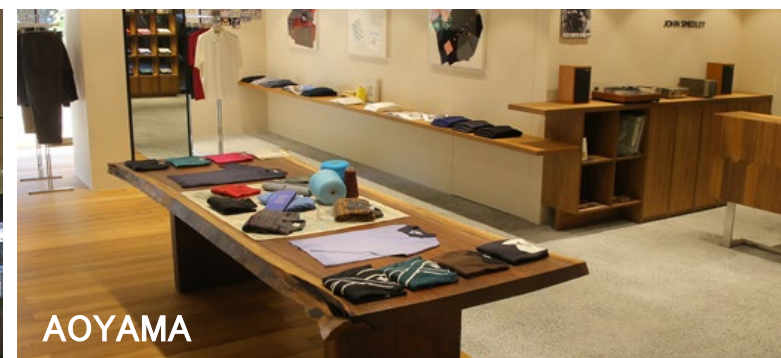
Stores	Address	m ²
JOHN SMEDLEY Ginza	Ginza, Tokyo	151.74m ²
JOHN SMEDLEY Aoyama	Aoyama, Tokyo	131.9m ²
JOHN SMEDLEY Isetan Shinjuku	Shinjuku, Tokyo	N/A
JOHN SMEDLEY Nihonbashi	Nihonbashi, Tokyo	N/A
JOHN SMEDLEY Futakotamagawa	Futakotamagawa, Tokyo	100.17m ²
JOHN SMEDLEY Yokohama	Yokohama, Kanagawa	157.02m ²
JOHN SMEDLEY Nagoya	Nagoya, Aichi	98.18m ²
JOHN SMEDLEY Kyoto	Kyoto, Kyoto	173.22m ²
JOHN SMEDLEY Osaka	Osaka, Osaka	113.72m ²
JOHN SMEDLEY Kobe	Kobe, Hyogo	200.33m ²
JOHN SMEDLEY Gotemba	Gotemba, Shizuoka	N/A

Retail Shift - LMA's Direct Operating Shop Location

SHOP MAP



Retail Shift - LMA's Direct Operating Shop Photo -1



Retail Shift - LMA's Direct Operating Shop Photo -2

FUTAKO-TAMAGAWA



YOKOHAMA



YOKOHAMA



FUTAKO-TAMAGAWA



YOKOHAMA



FUTAKO-TAMAGAWA

FUTAKO-TAMAGAWA

Retail Shift - LMA's Direct Operating Shop Photo -3

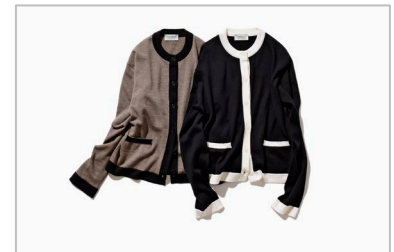
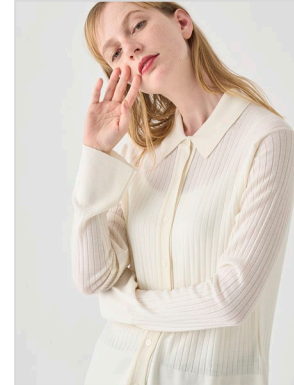


Product Expansion – Product Photo-1

①Original Products



②Custom-made (Japan Special) Products



③Localized (Licensed) Products



Retail Capability Enhancement – LMA's Core Strategies & Actions

- **Enhancing Sales Service Quality:**

Improving service quality through comprehensive education and training for sales staff, including headquarters-based training, incentive programs, and more.

- **Strengthening Store Appeal/Attractiveness and Brand Communication:**

Elevating brand presence and store appeal through strategic MD proposals and VMD enhancements, focusing on seasonal concepts, color themes, styling, coordination, and creating detailed monthly proposals and guidance.

- **Enhancing Sales Promotion, Marketing, and Events for Stores and E-commerce:**

Boosting promotional efforts across physical stores and e-commerce channels through targeted marketing and event initiatives.

- **Product Planning Based on Consumer Insights:**

Utilizing direct consumer feedback from retail stores and e-commerce to generate ideas and apply insights for product planning.

- **Expanding and Enhancing E-commerce Functions and Services:**

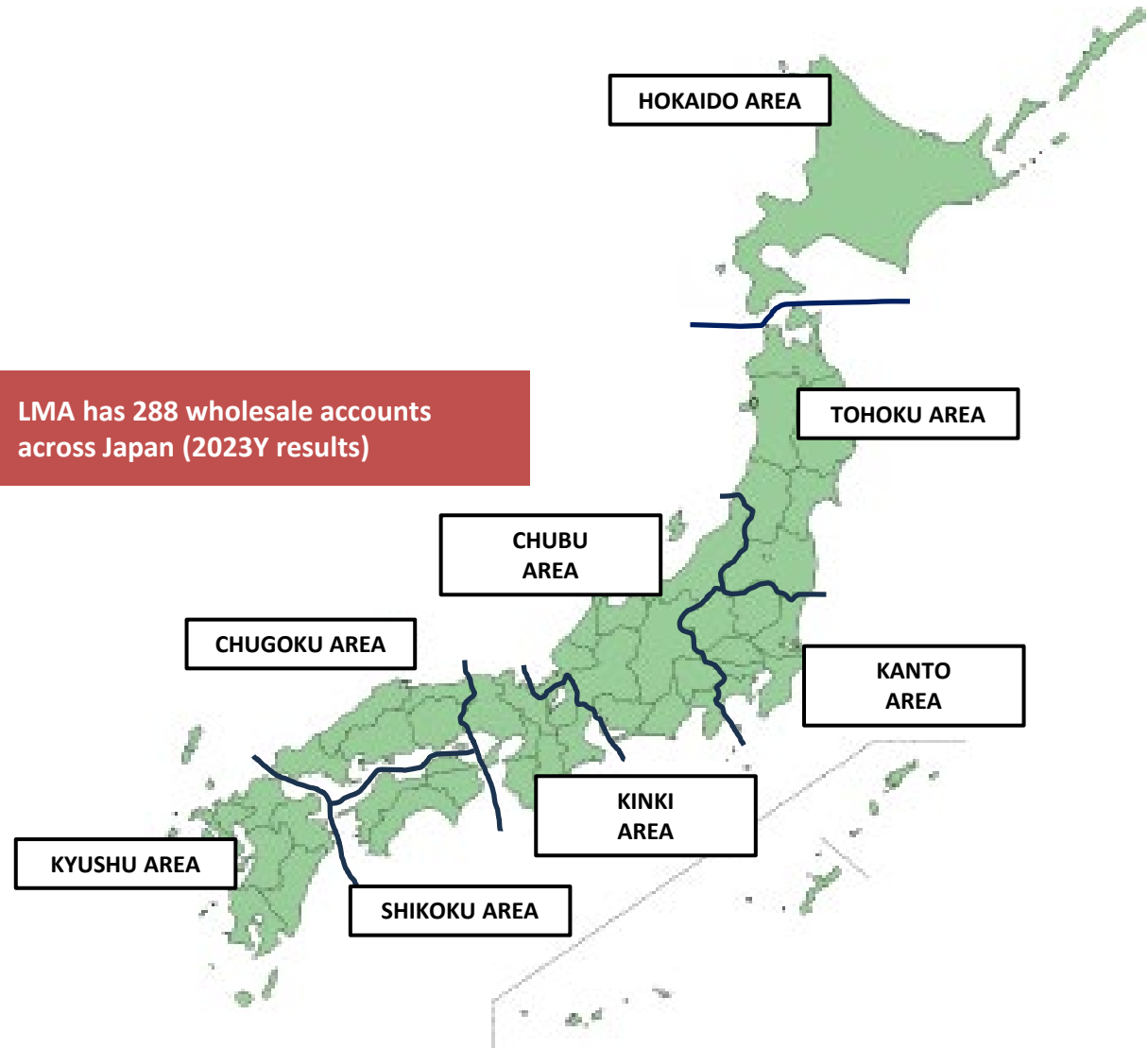
Developing e-commerce-specific products, optimizing services, and leveraging accumulated data for enhanced digital experiences.

- **Unified Management of Customer Data, Rewards, and Inventory Integration:**

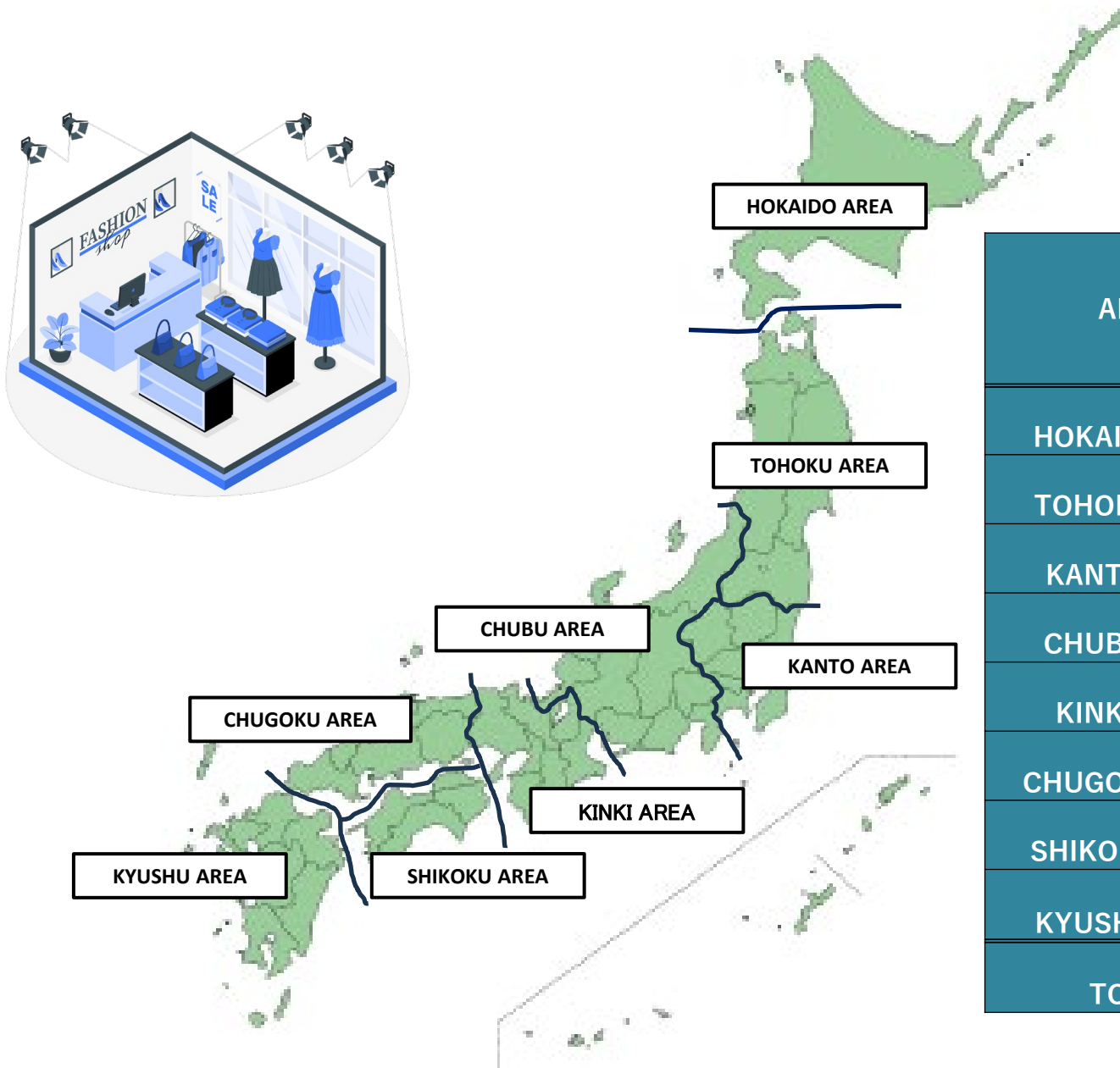
Streamlining CRM strategies by consolidating customer data, rewards, and inventory across stores and e-commerce platforms, with a focus on comprehensive integration and enhancement.

Wholesale Capability Enhancement – LMA's WS Team members & territories

President & CEO	
Toshimasa Kajino	
WHOLESALE Div.	
W/Sale Manager	
Masatake Akiyama	
Yosuke Watanabe	
(Department Store)	
Eiichi Kojima	
(Key Account & Kinki Area)	
Tasuku Kurosaki	
(Kyushu & Hokkaido & Tohoku Area)	
Toshiyuki Aoyagi	
(Chubu & Shikoku Area)	
Nariko Taguchi	
(Sales Assistant)	



Wholesale Capability Enhancement – ① Independent Stores



AREA	NUMBER OF INDEPENDENT STORES
HOKAIDO AREA	5
TOHOKU AREA	10
KANTO AREA	36
CHUBU AREA	44
KINKI AREA	35
CHUGOKU AREA	20
SHIKOKU AREA	13
KYUSHU AREA	32
TOTAL	200

Wholesale Capability Enhancement – ② Major Select Shops

SHIPS

S T N A T I O N

BEAVER



UNITED ARROWS



BEAMS



UNITED ARROWS
green label relaxing

TOMORROWLAND



RonHerman

UR

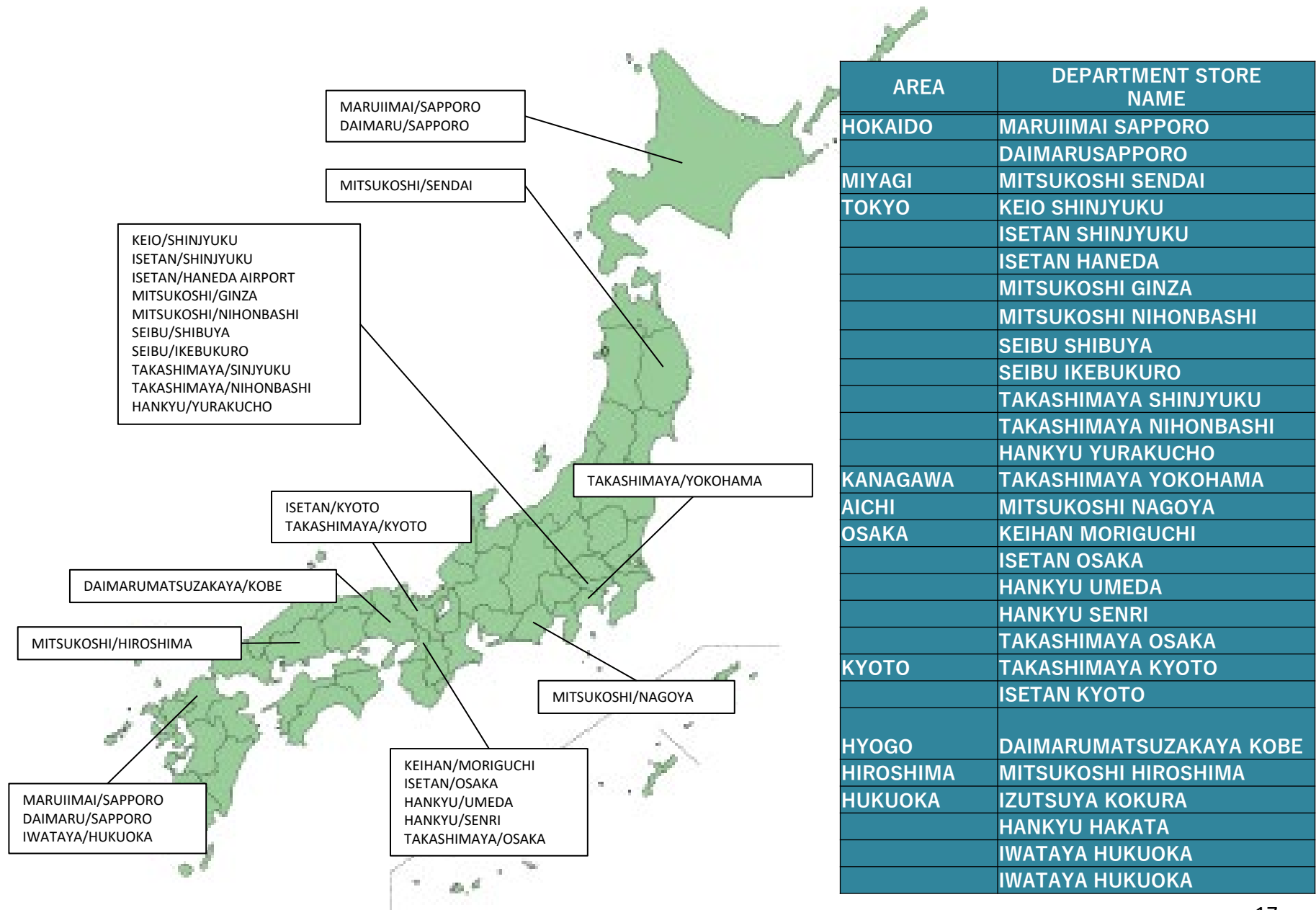
URBAN RESEARCH

B A R N E
N E W Y O

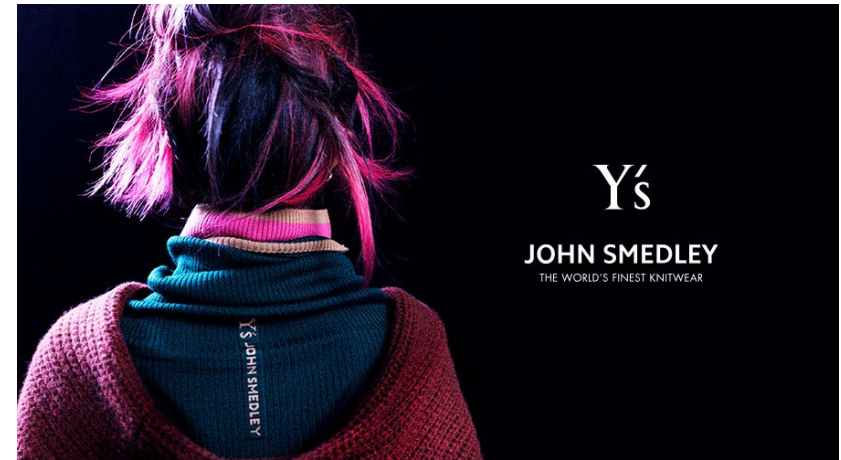
L'ECHOPPE

Customer name	Number of stores
BEAMS/EFFE	30
UNITED ARROWS	20
SHIPS	10
ESTNATION	5
TOMORROWLAND	10
EDDIFICE	5
L'ECHOPPE	2
URBAN RESEARCH	5
BARNEYS NEWYORK	5
RON HAERMAN	5
TTL	97

Wholesale Capability Enhancement – ③ Department Stores



Wholesale Capability Enhancement – ④ Strategic Collaborations



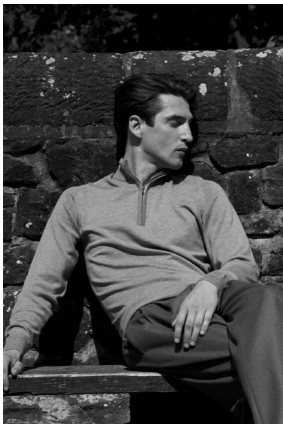


BY APPOINTMENT TO
HER MAJESTY QUEEN ELIZABETH II
MANUFACTURERS OF FINE KNITWEAR
JOHN SMEDLEY LTD LEA HILLS



BY APPOINTMENT TO
HIS ROYAL HIGHNESS THE PRINCE OF WALES
MANUFACTURERS OF FINE KNITWEAR
JOHN SMEDLEY LTD LEA HILLS

JOHN SMEDLEY
THE WORLD'S FINEST KNITWEAR



LMA's own making brand visuals



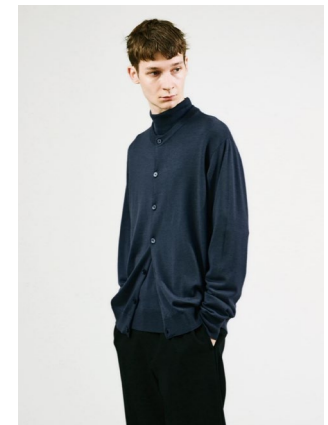
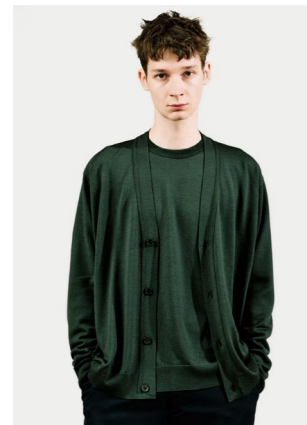
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JOHN SMEDLEY LTD LEA HILLS

JOHN SMEDLEY

THE WORLD'S FINEST KNITWEAR





Armor·lux





We are Mitsui & Co.



We're a group of diverse professionals with a global network.

Through our wide-ranging activities, we see the demands of society unfold.
We generate new value, finding new ways to utilize information and resources across the world.



61 countries and regions **125** offices **14** offices in Europe

Total Assets: US\$ **111.9** billion

53,602 employees (consolidated)

Revenue: US\$ **88.2** billion



Mitsui has an unparalleled breadth in our activities.

Metals & Mineral Resources

Iron & Steel Products

IT & Communication

Corporate Development

Energy I

Energy II

Energy Solutions

Infrastructure Projects

Mobility I

Mobility II

Basic Materials

Performance Materials

Nutrition & Agriculture

Food

Retail

Wellness