

# **LEA MILLS AGENCY LTD**

## **Company profile**

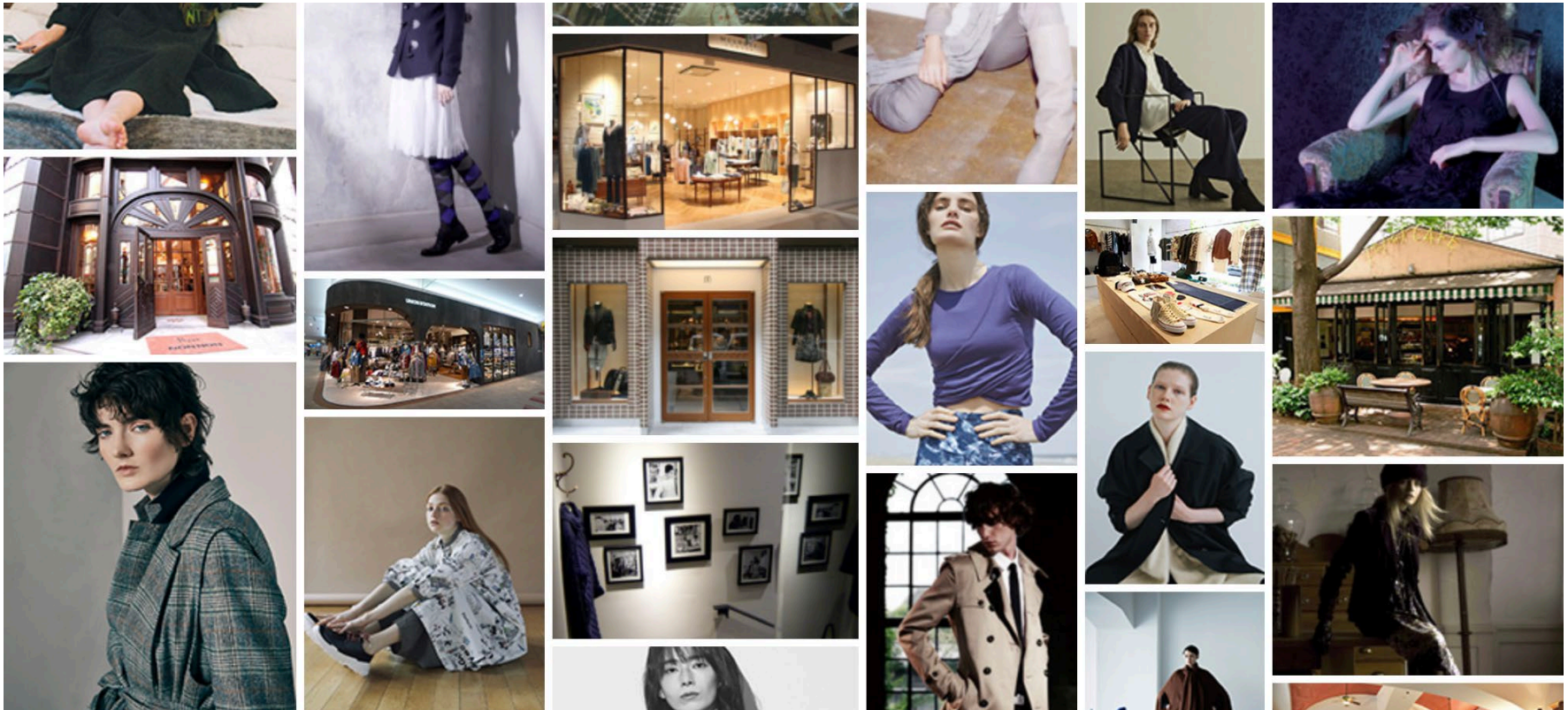
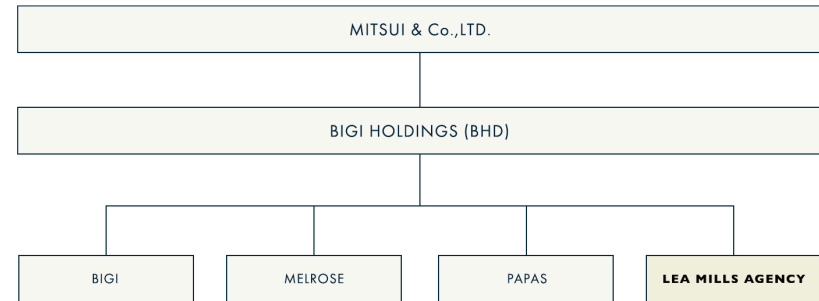
April / 2025

# 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 April 2025)



# LEA MILLS AGENCY (LMA) – Company profile

**Toshimasa Kajino**  
**President & CEO**



**Company name** : LEA MILLS AGENCY LTD. ([www.lea-mills.co.jp](http://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

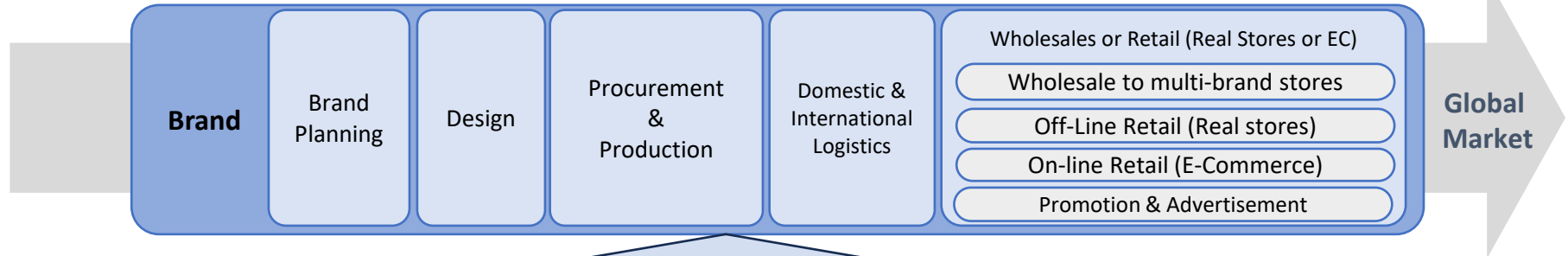
### ■ Retail Capability Enhancement:

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



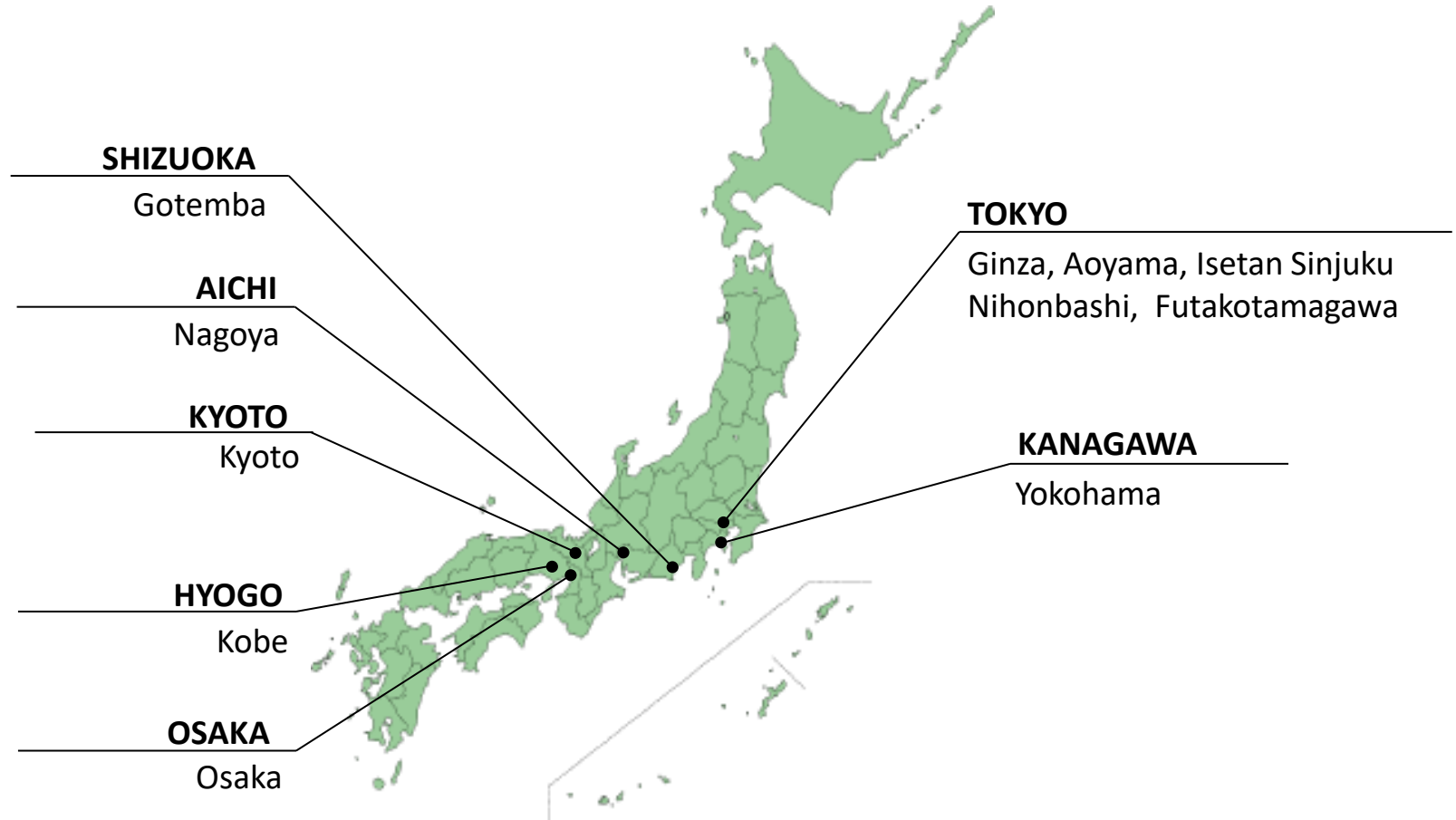
LMA can adjust its business model and operations in Japan based on the brand holder's strategy and direction.

## SHOP LIST (11 Stores)

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

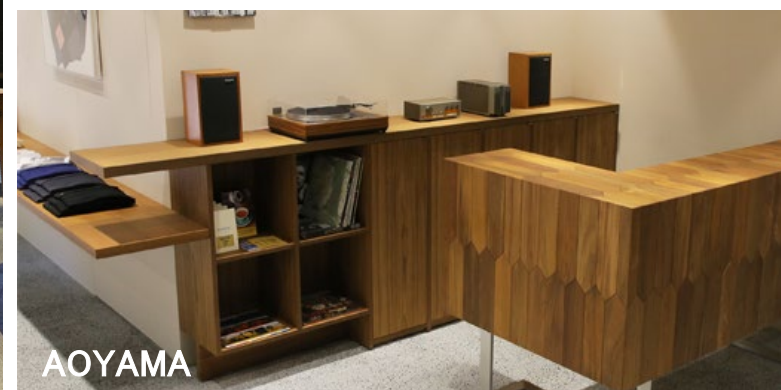
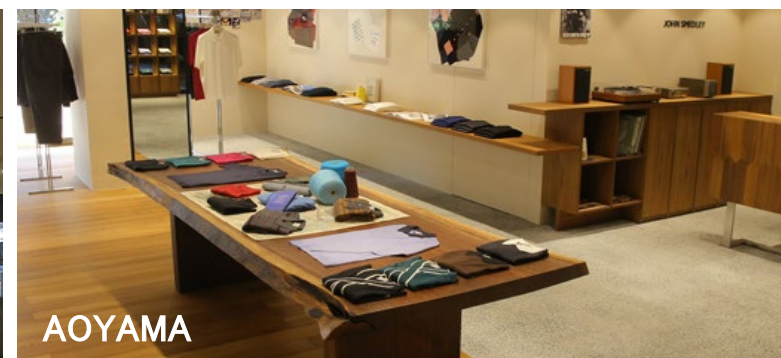
# Retail Shift - LMA's Direct Operating Shop Location

## 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



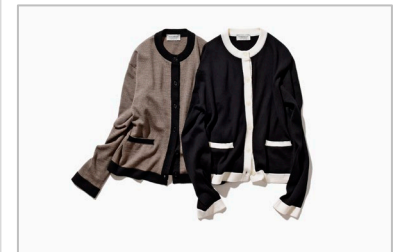


# Product Expansion – Product Photo-1

## 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:**

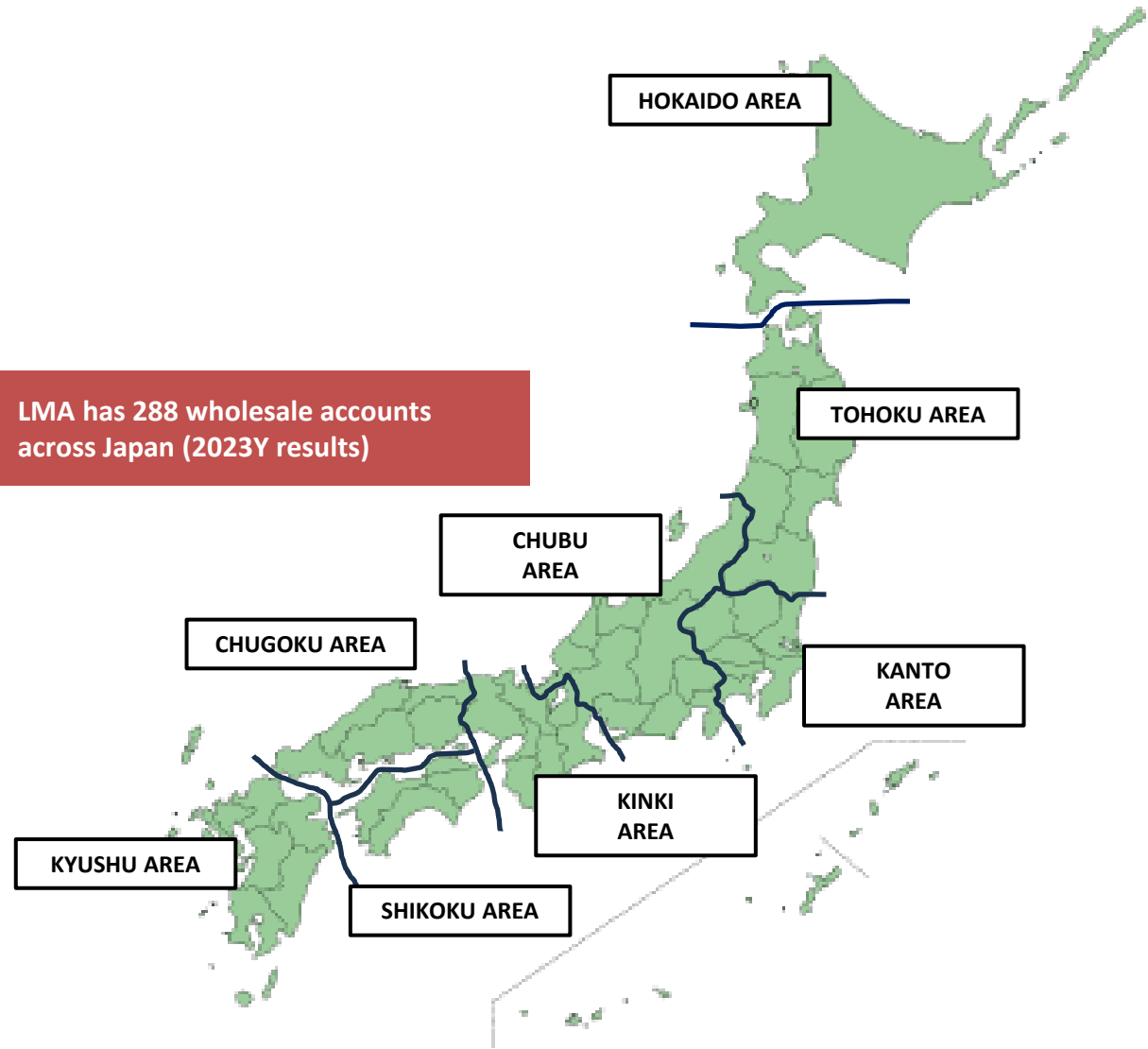
Developing e-commerce-specific products, optimizing services, and leveraging accumulated data for enhanced digital experiences.

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

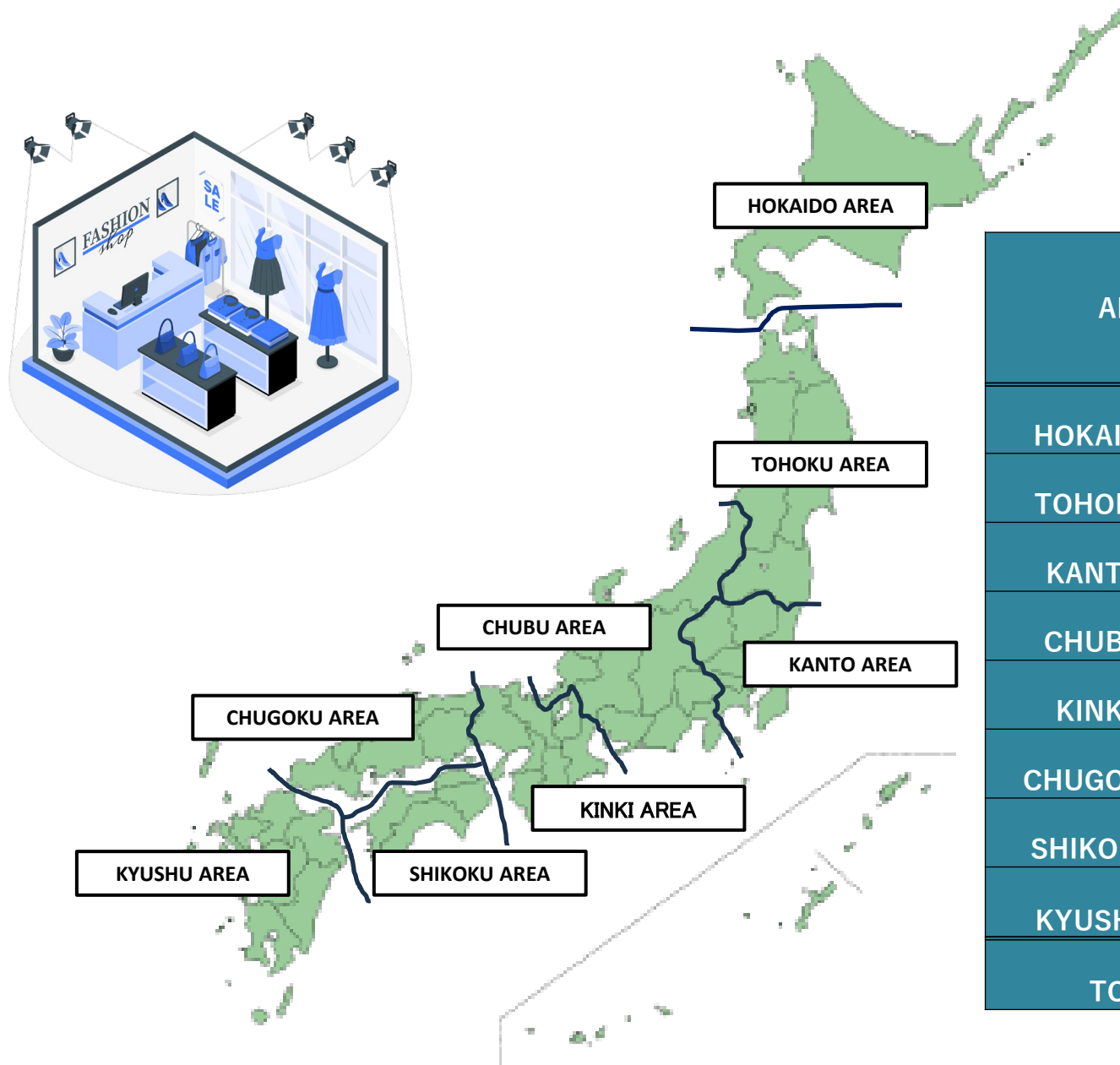
Streamlining CRM strategies by consolidating customer data, rewards, and inventory across stores and e-commerce platforms, with a focus on comprehensive integration and enhancement.

# 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

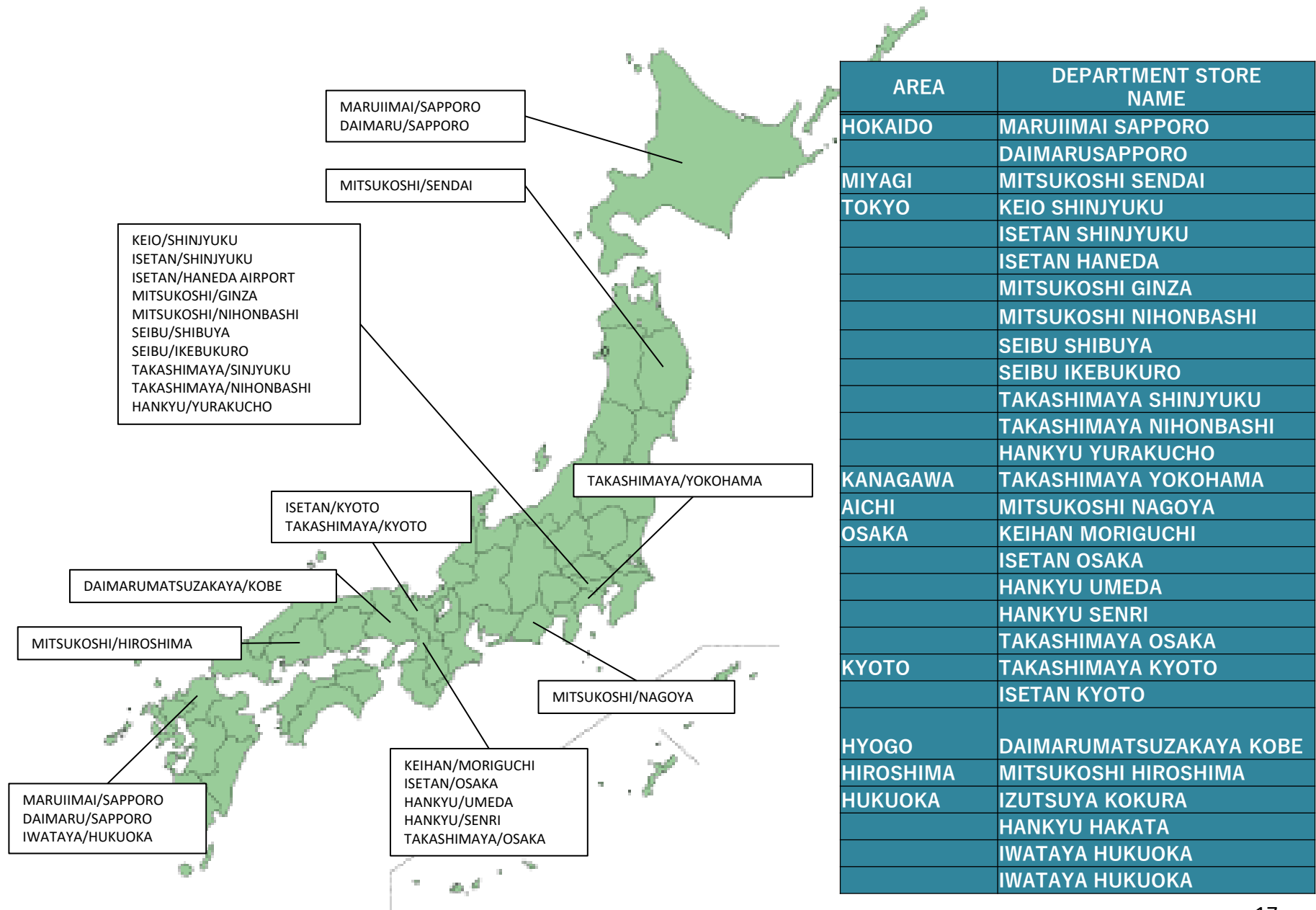
B A R N E  
N E W Y O

**L'ÉCHOPPE**

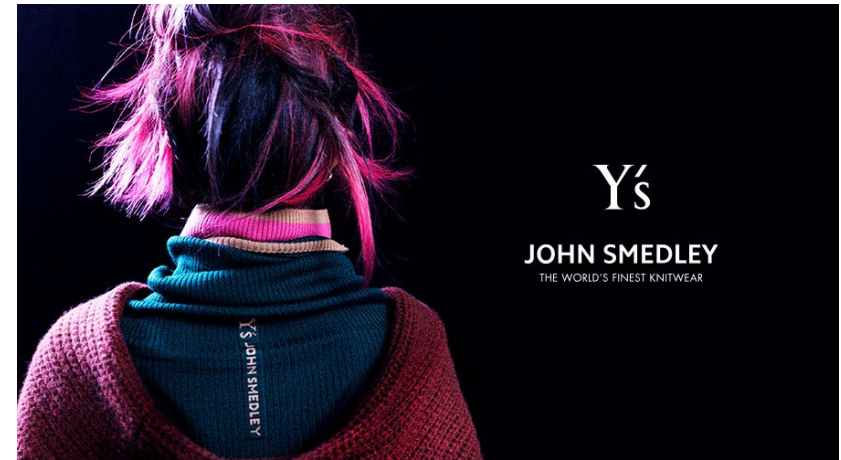
| Customer name   | Number of stores |
|-----------------|------------------|
| BEAMS/EFFE      | 30               |
| UNITED ARROWS   | 20               |
| SHIPS           | 10               |
| ESTNATION       | 5                |
| TOMORROWLAND    | 10               |
| EDDIFICE        | 5                |
| 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



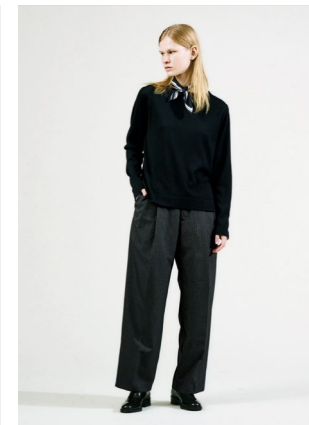
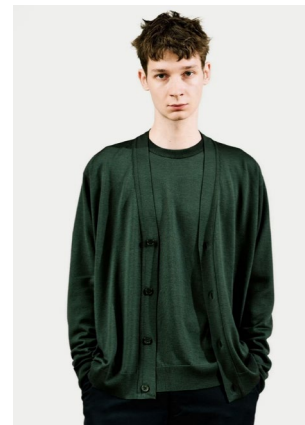
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BY APPOINTMENT TO  
HIS ROYAL HIGHNESS THE PRINCE OF WALES  
MANUFACTURERS OF FINE KNITWEAR  
JOHN SMEDLEY LTD LEA HILLS

# JOHN SMEDLEY

THE WORLD'S FINEST KNITWEAR







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

