

LEA MILLS & CO.

Company Profile

Feb. 2026

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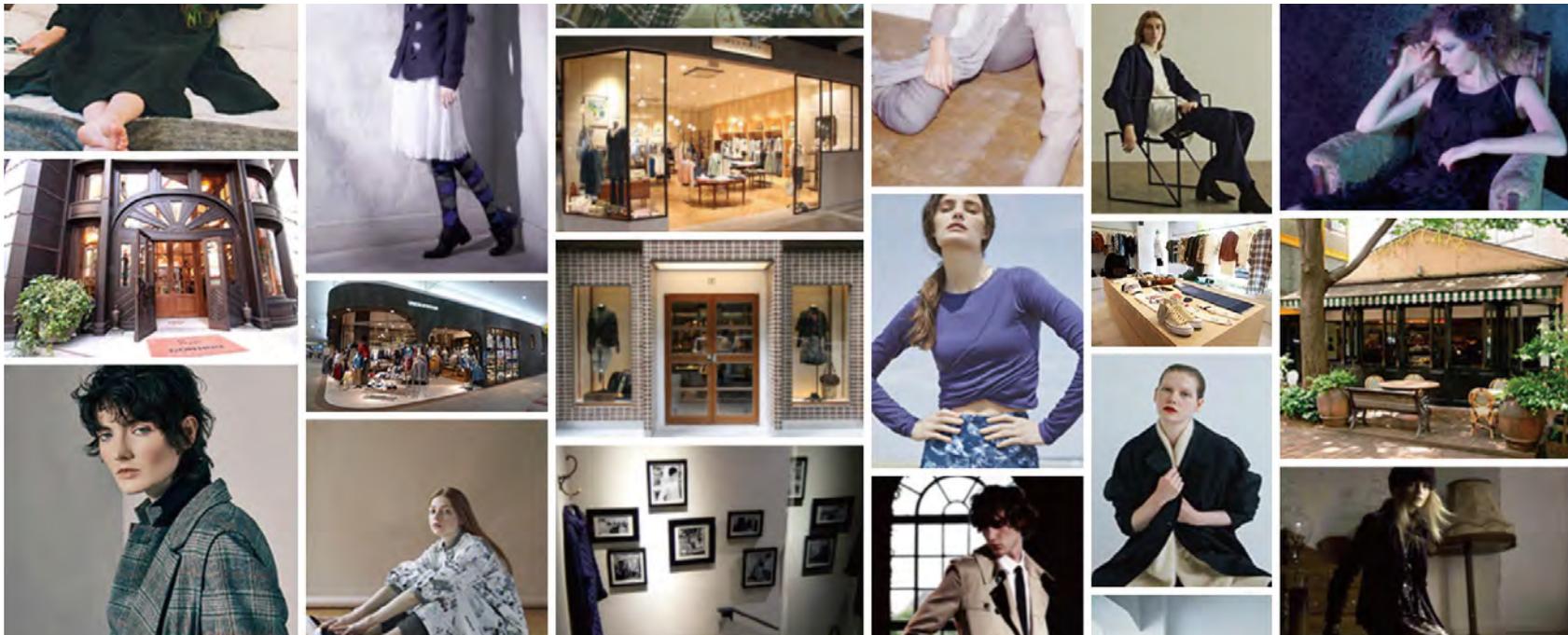
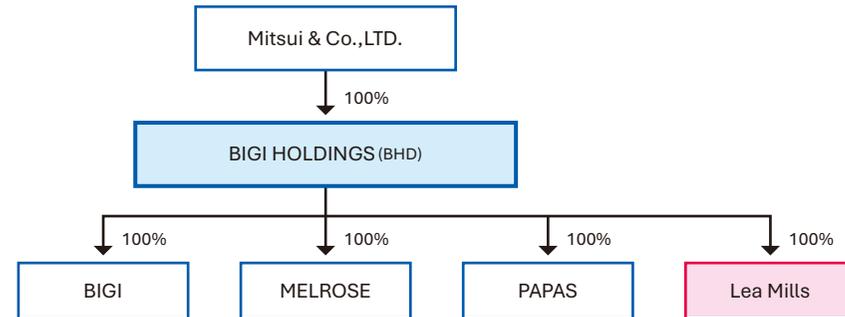
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1. BIGI HOLDINGS (BHD) - Company Profile

BHD Group Profile

- **Established** In 1970
- **Employee** 1,759
- **Shareholder** Mitsui & Co., Ltd 100%
- **Revenue** 49 billion JPY (2026/Mar)
- **Number of Brands** **34 brands**
- **Number of Stores** 550+ stores
- **Business description** Designing, manufacturing, distributing and retailing apparel and accessory products.

BHD Group Organization (Since June 2024)



2. LEA MILLS & CO. (LMC) - Company Profile -

Company name	: LEA MILLS & CO.,LTD. (www.lea-mills.co.jp)
Founded	: July 1988 (March 2018, 100% Acquired by BHD)
President & CEO	: Toshimasa Kajino
Company address	: Aobadai Tower 5F 3-6-28 Aobadai Meguro-ku Tokyo 153-0042 Japan
Brands	: John Smedley, Ettinger, Bernard Zins
Number of stores	: John Smedley 13 stores
Wholesale doors	: 220 doors (independent stores) (in 2024)



Toshimasa Kajino
President & CEO



Lea Mills & Co.(LMC), a subsidiary of **BIGI Holdings (BHD)**—one of Japan’s leading apparel conglomerates—specializes in the retail and wholesale distribution of luxury and premium U.S. and European brands in Japan. Since Mitsui & Co.’s initial investment in BHD in 2018 and full acquisition in 2024, LMC has emerged as a core entity within the group, dedicated to importing and distributing European brands customized for the Japanese market. By leveraging Mitsui’s expansive global network and BHD’s deep expertise in apparel and retail, LMC is driving accelerated growth across Japan.

Mr. Kajino was appointed President & CEO of LMC in March 2023, seconded from Mitsui & Co. to spearhead the company’s strategic expansion by leveraging his broad industry expertise and global network.

Since joining Mitsui in 1990, Mr. Kajino has accumulated nearly 35 years of experience in the import, distribution, and licensing of U.S. and European brands. His career spans the entire value chain—from raw textile materials and fabric trading to apparel production, wholesale, retail, e-commerce, and brand marketing. With eight years of experience in New York and Boston, and six in London, Mr. Kajino has built a robust network spanning Japan, the U.S., the U.K., France, Italy, and other key 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.

3. LMC's Core Business Strategy

“Sustainable Growth with enhancing Brand Value Through Two Strategic Wheel”

『Omni-Channel Shift (Retail Shift)』 × 『Product Enrichment』

Omni-Channel Shift (Retail Shift)

LMC will establish a strong wholesale foundation for each brand in Japan and, building on this foundation, carefully and proactively expand into physical retail and e-commerce. By strategically integrating wholesale, brick-and-mortar retail, and digital commerce, LMC will build a fully integrated omni-channel platform that strengthens brand presence, enhances customer experience, and supports sustainable long-term growth in Japan.

Product Enrichment

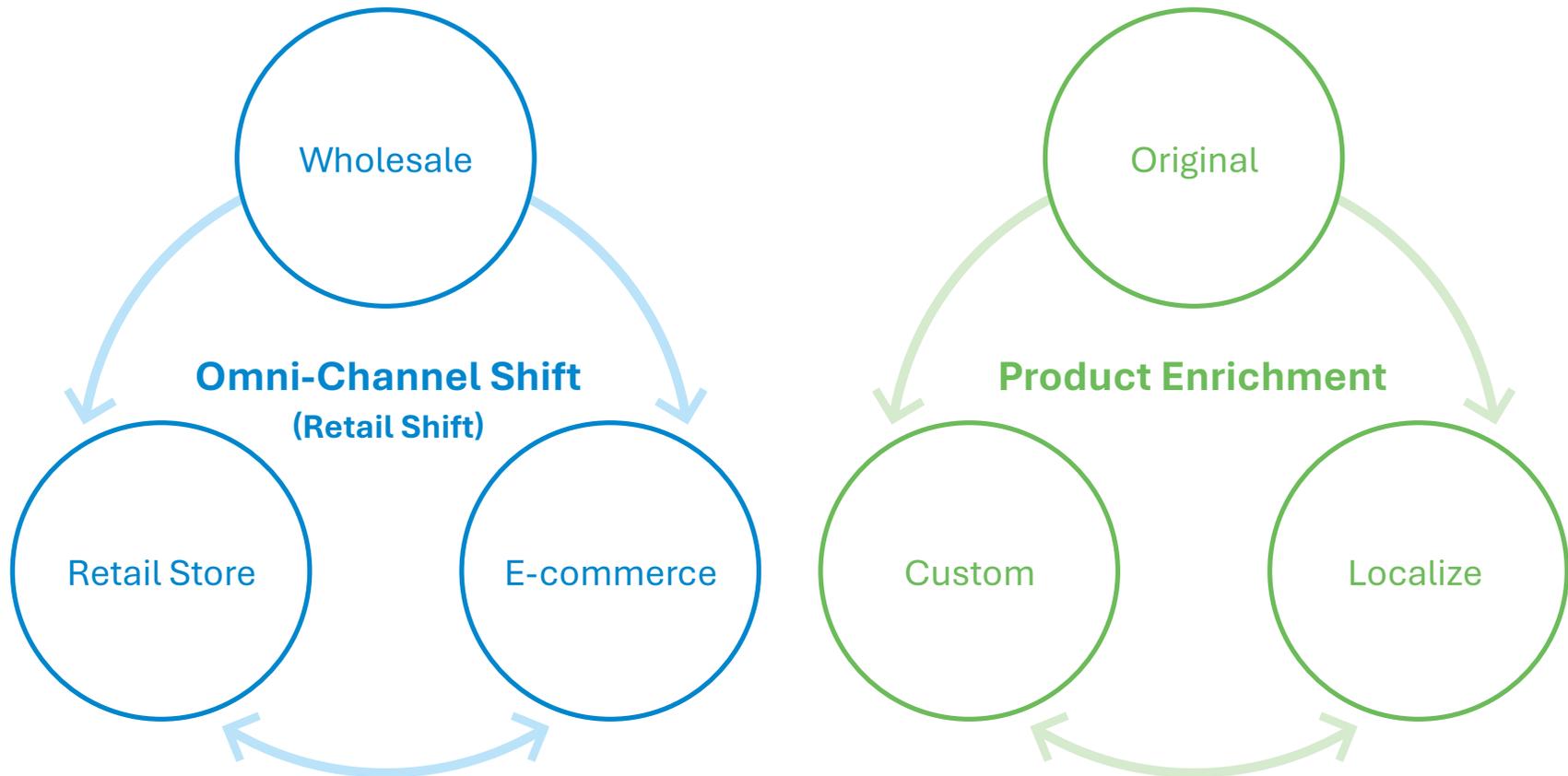
LMC will maximize brand equity, awareness and long-term growth in Japan through product strategies tailored to each brand's DNA and positioning. In addition to introducing each brand's original core collections, we will work closely with brand headquarters to co-develop Japan-exclusive products based on LMC's local market expertise and customer insights, while fully respecting each brand's identity and craftsmanship.

Furthermore, where appropriate, LMC will develop localized (licensed) products under the supervision and approval of brand headquarters, in order to address the specific needs of the Japanese market while preserving global brand consistency.

3. LMC's Core Business Strategy

“Sustainable Growth with enhancing Brand Value Through Two Strategic Wheel”

『Omni-Channel Shift (Retail Shift)』 × 『Product Enrichment』



3. LMC's Core Business Strategy (Digest version)

Omni-Channel Shift (Retail Shift)

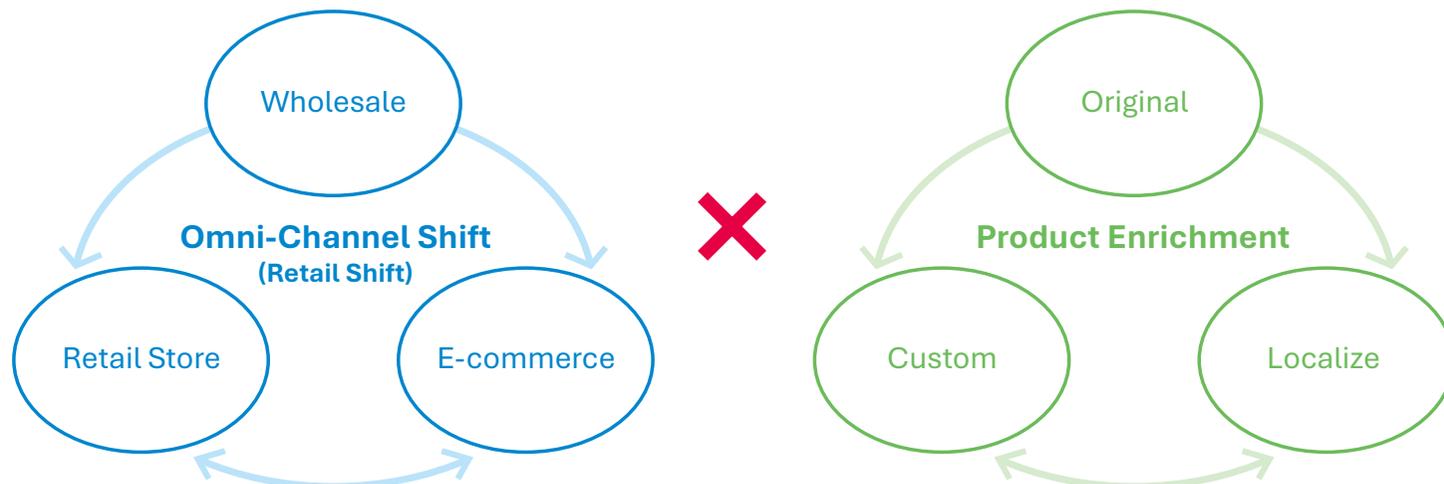
LMC will build a solid wholesale foundation for each brand in Japan and, leveraging this base, will proactively accelerate its shift into physical retail and digital commerce. By strategically integrating wholesale, brick-and-mortar retail, and e-commerce, LMC will establish a fully integrated omni-channel platform to drive sustainable growth.

Product Enrichment

LMC will maximize brand awareness and growth in Japan through product strategies tailored to each brand. In addition to original collections, we collaborate closely with brand headquarters to develop Japan-exclusive items. Furthermore, where appropriate and with the approval of brand headquarters, LMC will develop localized (licensed) products led by LMC in planning and manufacturing to address the specific needs of the Japanese market.

“Sustainable Growth with enhancing Brand Value Through Two Strategic Wheel”

『Omni-Channel Shift (Retail Shift)』 × 『Product Enrichment』



4. LMC's Brand Selection Criteria

Anchored by **John Smedley** as our core brand, LMC aims to build a focused and distinctive portfolio by selectively partnering with British and European brands that align with our six core concepts and share a common DNA.

These principles form the foundation of LMC's long-term brand strategy and guide our decisions in brand acquisition, distribution, and brand development.

Our six core brand criteria are:

- **Living Heritage & Timeless Value**
- **Authentic Craftsmanship**
- **Uncompromising Quality**
- **British / European Culture Roots**
- **Simple & Minimal Design**
- **Iconic Design & Color Identity**



By building our portfolio around John Smedley and curating brands that embody these shared values, LMC seeks to enhance long-term brand value and drive sustainable growth in the Japanese market.

5. LMC's Retail Capability Enhancement Initiatives

LMC is strengthening its retail capabilities through the following key initiatives:

1. Elevating Sales Service Excellence

Enhancing service quality through comprehensive training programs for sales staff, including headquarters-led education, structured development programs, and performance-based incentives.

2. Expanding and Advancing E-commerce Capabilities

Developing e-commerce-exclusive products, optimizing digital services, and leveraging accumulated customer data to deliver superior online experiences.

3. Strengthening Store Attractiveness and Brand Communication

Enhancing brand presence and in-store appeal through strategic merchandising and VMD initiatives, with a focus on seasonal concepts, color themes, styling, and coordinated monthly store proposals.

4. Enhancing Sales Promotion, Marketing, and Events

Driving traffic and engagement across physical stores and e-commerce platforms through targeted marketing campaigns and event-based initiatives.

5. Consumer-Driven Product Planning

Incorporating direct consumer feedback from retail stores and e-commerce channels into product ideation and planning.

6. Integrated Management of Customer Data and Inventory

Building a unified CRM platform by integrating customer data, loyalty programs, and inventory across retail stores and e-commerce to enable seamless omnichannel operations.

6. LMC's Directly Operated Stores – Owned Retail Store list

Stores	Address	m ²
1. JOHN SMEDLEY Ginza	Ginza, Tokyo	151.74m ²
2. JOHN SMEDLEY Aoyama	Aoyama, Tokyo	131.9m ²
3. JOHN SMEDLEY TAKANAWA-Gateway	Takanawa, Tokyo	115.6m ²
4. JOHN SMEDLEY Shinjuku-Isetan	Shinjuku, Tokyo	-
5. JOHN SMEDLEY Nihonbashi	Nihonbashi, Tokyo	83.2m ²
6. JOHN SMEDLEY Futakotamagawa	Futakotamagawa, Tokyo	100.17m ²
7. JOHN SMEDLEY Yokohama	Yokohama, Kanagawa	157.02m ²
8. JOHN SMEDLEY Nagoya	Nagoya, Aichi	98.18m ²
9. JOHN SMEDLEY Kyoto	Kyoto, Kyoto	173.22m ²
10. JOHN SMEDLEY Osaka	Osaka, Osaka	113.72m ²
11. JOHN SMEDLEY Kobe	Kobe, Hyogo	200.33m ²
12. JOHN SMEDLEY Hiroshima-Mitsukoshi	Hiroshima, Hiroshima	-
13. JOHN SMEDLEY Gotemba (OUTLET store)	Gotemba, Shizuoka	68.6m ²
14. ETTINGER Ginza	Ginza, Tokyo	41.6m ²
15. ETTINGER Shinjuku-Isetan	Shinjuku, Tokyo	

7. LMC's Directly Operated Stores – Store photos (1)

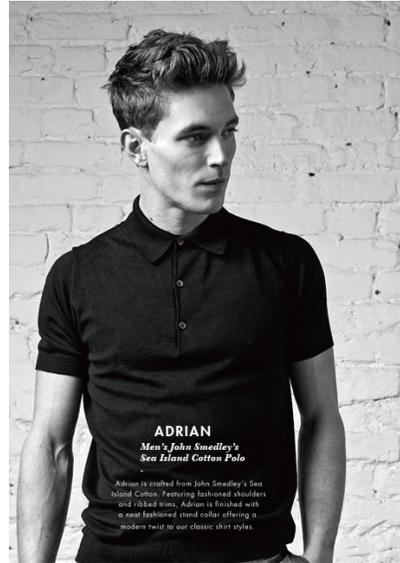
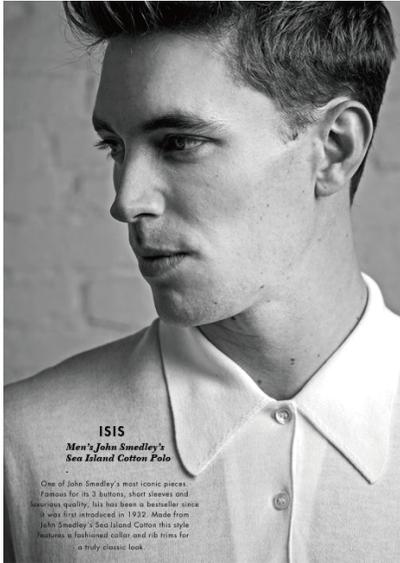


7. LMC's Directly Operated Stores – Store photos (2)



7. Product Enrichment (example-1)

① Original Products



② Custom-made (Japan Special) Products



7. Product Enrichment (example-2)

③ Localized (Licensed) Products

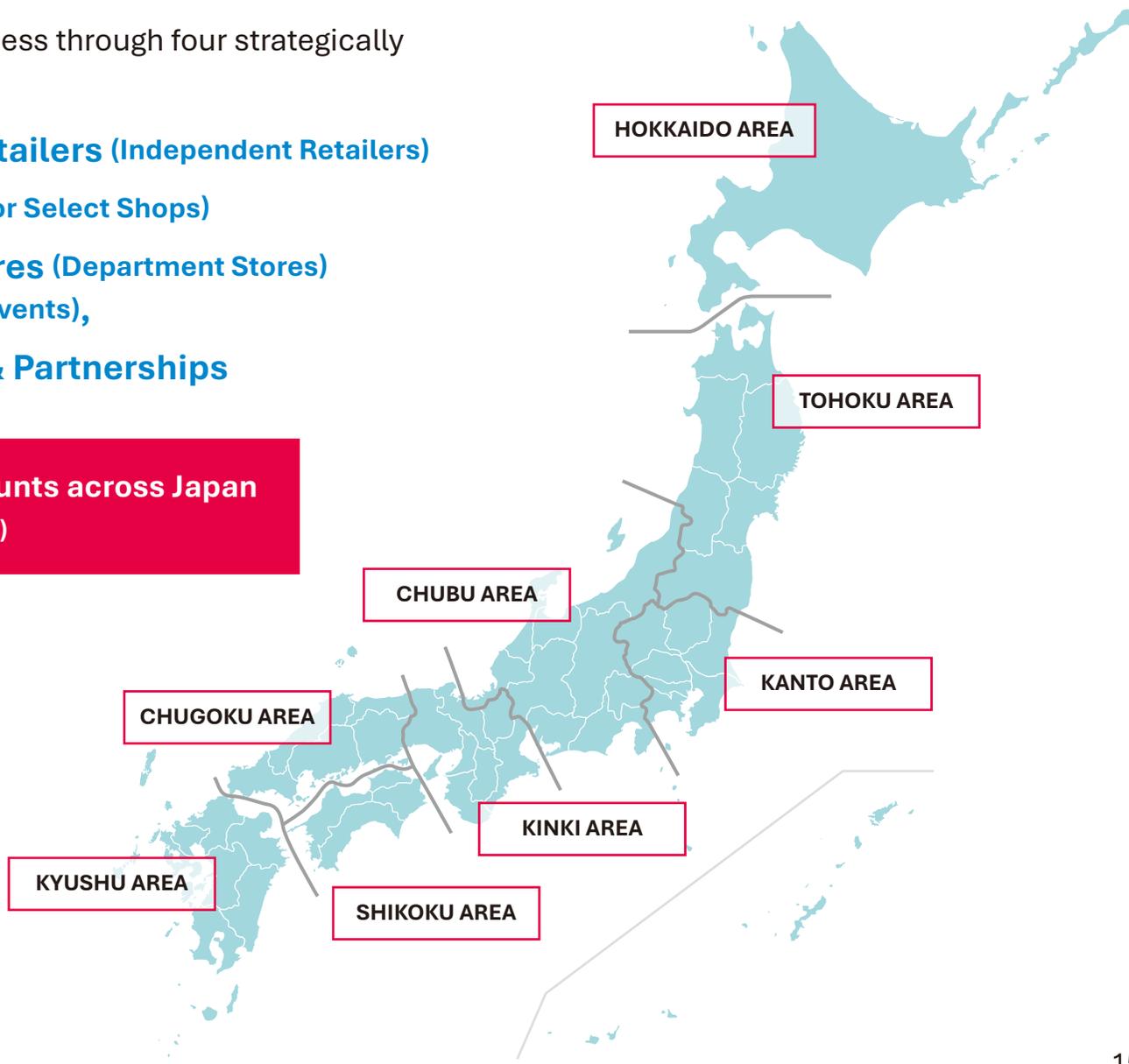


8. LMC's wholesale network and capabilities - Four Strategic Channels

LMC manages its wholesale business through four strategically defined distribution channels:

- **Independent Specialty Retailers (Independent Retailers)**
- **Leading Select Shops (Major Select Shops)**
- **Premium Department Stores (Department Stores)**
(including Concession, Pop-up Events),
- **Strategic Collaborations & Partnerships**

LMC has 227 wholesale accounts across Japan
(2025Y results)



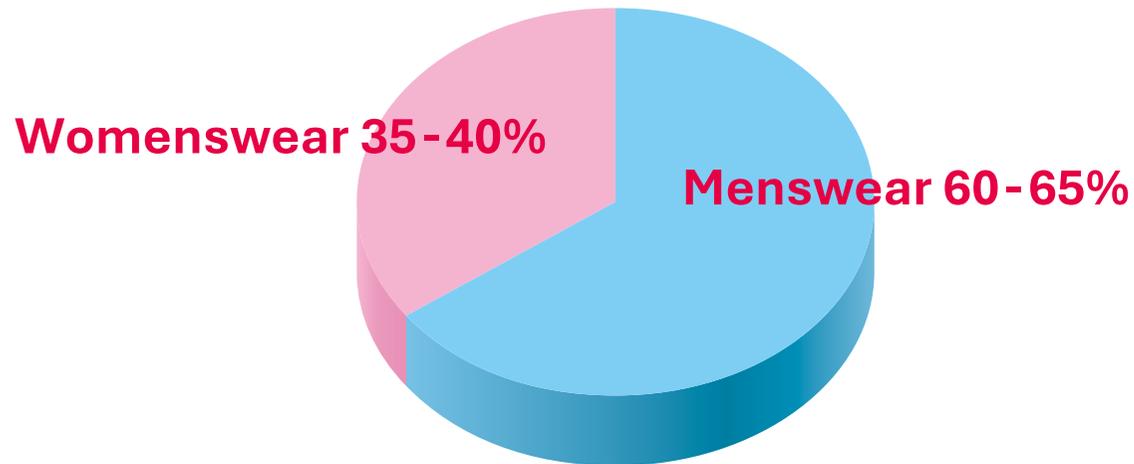
8. LMC's wholesale network and capabilities - A Balanced Menswear & Womenswear Wholesale Platform

LMC's wholesale business spans both menswear and womenswear, supported by a well-established and nationwide retail network across Japan.

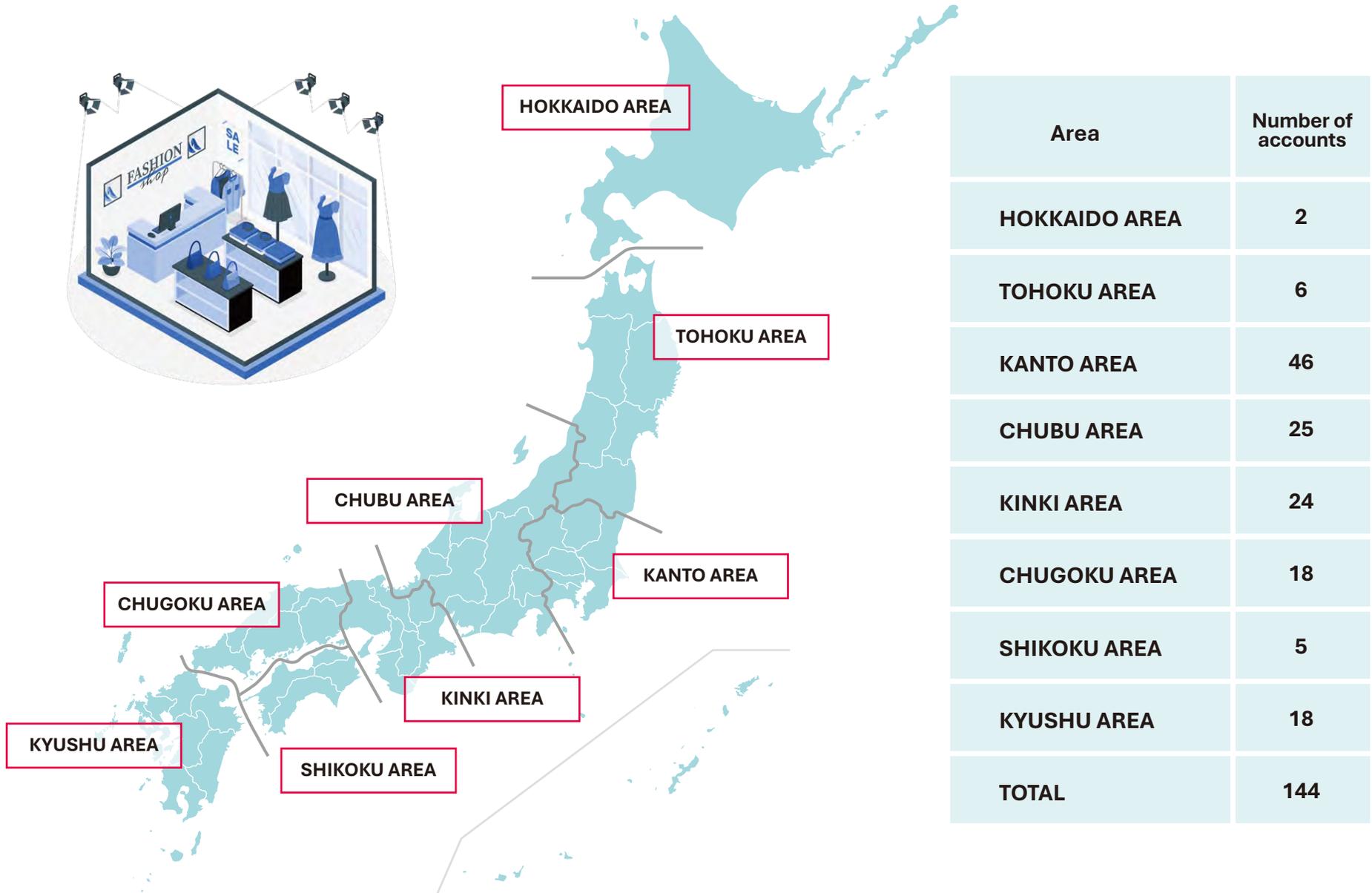
While John Smedley remains overwhelmingly menswear-driven outside Japan, under LMC's distribution the brand has developed a significantly stronger womenswear business in Japan, with a current sales mix of approximately **60–65% men's and 35–40% women's**.

This clearly demonstrates LMC's capability to build and scale womenswear distribution, supported by a wholesale platform that actively and effectively covers both men's and women's accounts.

As a result, LMC is positioned not only as a leading menswear partner, but also as a highly capable platform for accelerating womenswear growth in the Japanese market.



8. LMC's wholesale network and capabilities – Independent Retailer

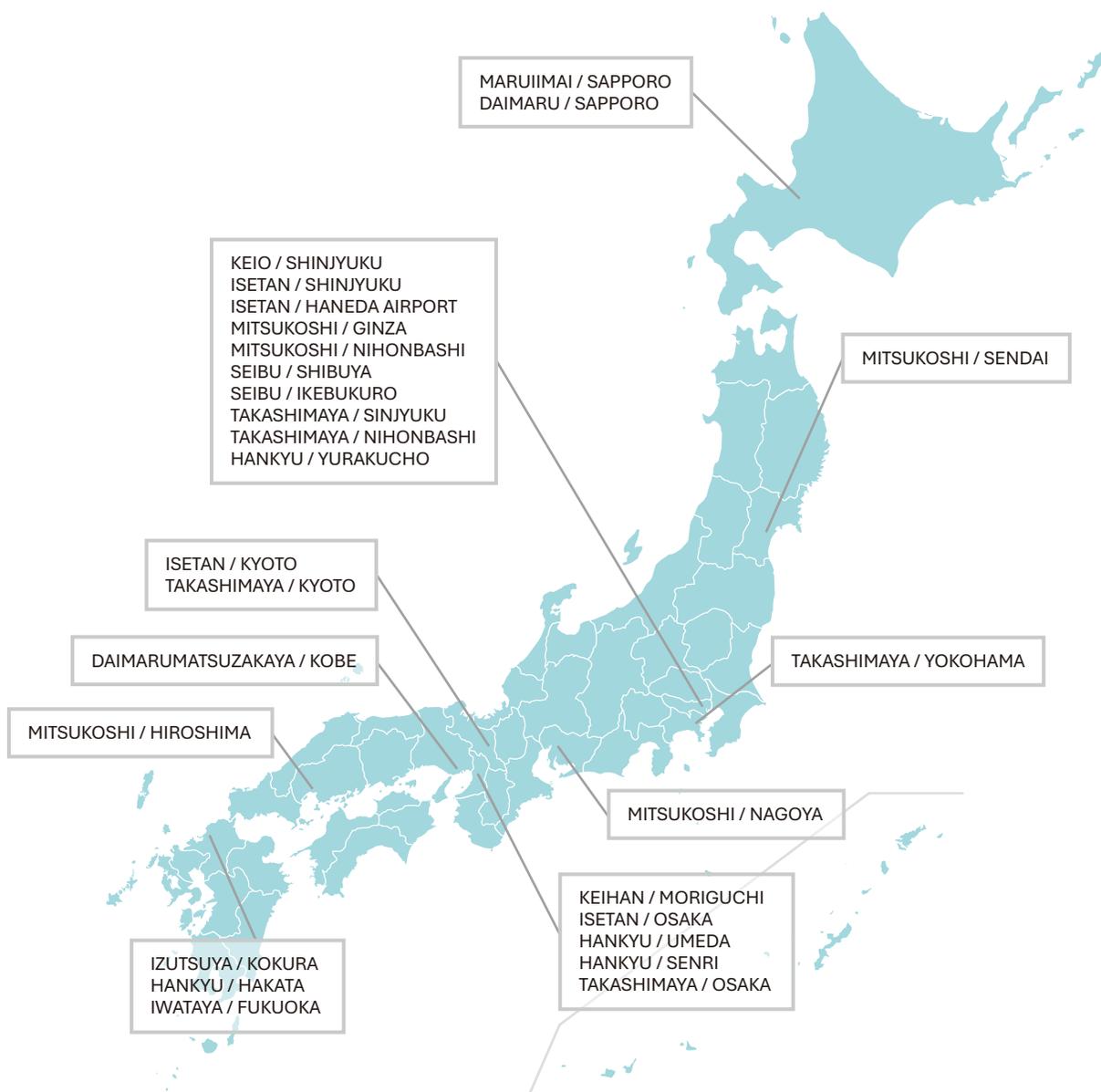


8. LMC's wholesale network and capabilities – Major Select Shops



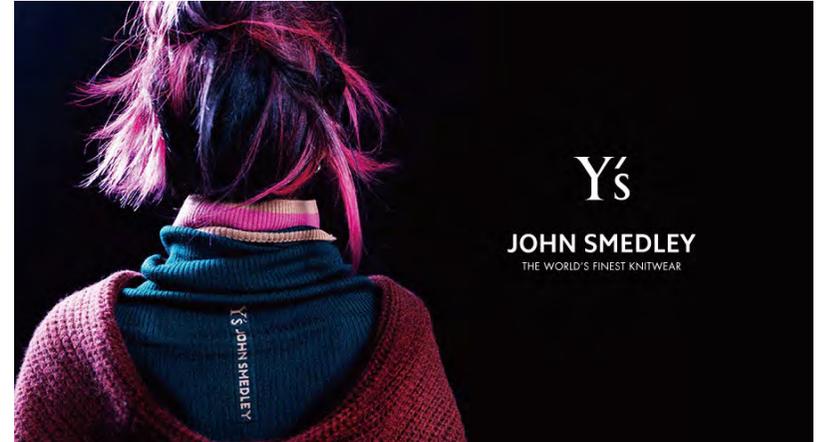
Customer name	Number of accounts
BEAMS	5
UNITED ARROWS	5
SHIPS	3
ESTNATION	1
TOMORROWLAND	3
BAYCREWS	5
JUN	2
BARNEYS NEWYORK	1
RON HERMAN	1
TTL	26

8. LMC's wholesale network and capabilities – Department Stores



Area	Department store	Number of accounts
HOKKAIDO	MARUIIMAI	1
	DAIMARU	2
KANTO	ISETAN	7
	MITSUKOSHI	7
	TAKASHIMAYA	6
	DAIMARU MATSUZAKAYA	2
CHUBU	MITSUKOSHI	3
	TAKASHIMAYA	1
KINKI	KEIHAN	1
	TAKASHIMAYA	4
	JR ISETAN	2
	HANKYU	7
CHUGOKU	DAIMARU MATSUZAKAYA	1
	MITSUKOSHI	2
	KYUSHU	IZUTSUYA
KYUSHU	HANKYU HAKATA	2
	IWATAYA	1
Total		50

8. LMC's wholesale network and capabilities – Strategic Collaborations



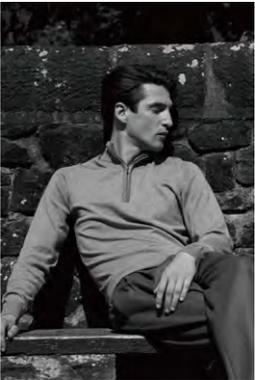
9. Brand Visuals



BY APPOINTMENT TO
HIS MAJESTY KING CHARLES III
MANUFACTURERS OF FINE KNITWEAR
JOHN SMEDLEY LTD LEA MILLS

JOHN SMEDLEY

MADE IN ENGLAND



9. Brand Visuals



BY APPOINTMENT TO
HER MAJESTY KING CHARLES III
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JOHN SMEDLEY

MADE IN ENGLAND



9. Brand Visuals



9. Brand Visuals



BERNARD
ZINS
INGENIEUR PANTALONNIER
PARIS 1967



Appendix : Introduction of Mitsui



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



Appendix : Introduction of Mitsui

Mitsui has an unparalleled breadth in our activities.

