

It's a beautiful day.

The SAZABY LEAGUE

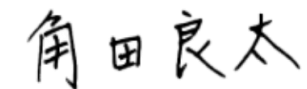
Message

Founded in 1972, The SAZABY LEAGUE has constantly inspired a lifestyle that stays a half step ahead to people enjoy everyday life last 50 years.

In today's world of rapid changes and diversifying values, the definition of "lifestyle" is broadening and changing significantly. Even in such times, we will continue to take on challenges without being bound by conventional ideas to live up to our spirit and to fulfill our mission.

We believe the most important thing to continue creating new value is people—in other words, the colleagues, business partners, communities, and others who identify with our philosophy and want to create new value with us. The SAZABY LEAGUE aims to be a company in which all our stakeholders can experience that "It's a beautiful day."

Anthony Tsunoda,
President and Representative Director

Handwritten signature of Anthony Tsunoda in black ink, reading "角田良太" (Tsunoda Ryo-ta).

ABOUT US

What the SAZABY LEAGUE strives for

Spirit

It's a beautiful day.

with a little happiness in everyday life.

Mission

As a creative retailer,
we inspire a lifestyle that stays a half step ahead
and continues to add new value to everyday life.

Code

FAIR

FUN

TEAM

HISTORY



2011
Voluntarily delisted from JASDAQ standard market through management buyout

2013
Established Sazaby League (Shanghai) Co., Ltd.
Started AKOMEYA TOKYO
Started Flying Tiger Copenhagen

2015
Launched Shake Shack® in Japan

2017
Started Canada Goose

2018
Launched ARTIDA OUD

2019
Established MAISON SPECIAL Co., Ltd.



1972

Founder Rikuzo Suzuki established SAZABY Inc. to import and sell furniture

1990

Opened the first agete store

1995

Established Starbucks Coffee Japan, Ltd.

1997

Listed on Japan Securities Dealers Association (current JASDAQ) OTC market

1998

Started ANAYI

1970

1980

1990

2000

2010

2020

2030

1981

Launched Afternoon Tea

1984

Started agnès b.



2001

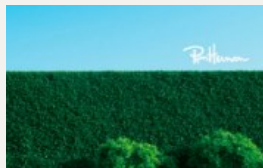
Started ESTNATION

2005

Started CAMPER
Changed trade name to SAZABY LEAGUE, Ltd. and group identity to The SAZABY LEAGUE

2009

Established SAZABY LEAGUE HR Inc. through incorporation-type company split.
Started Ron Herman



2022

Established AKOMEYA TOKYO Inc.
Established CANADA GOOSE JAPAN Inc.
Acquired 100% shares of SFP DINERS Co., Ltd. to take over its Inoichi business

2023

Started PRANK PROJECT

2024

Started Madhappy operations in Japan
SAZABY LEAGUE, Ltd. transitions to a holding company IVY COMPANY Inc., ESTNATION Inc., LITTLE LEAGUE Inc., and SAZABY LEAGUE IRIS Inc. established through an absorption split
Started COHINA

2025

ICL Inc. A&S Co., Ltd. and SAZABY LEAGUE OwlScape Inc. were established through an absorption split

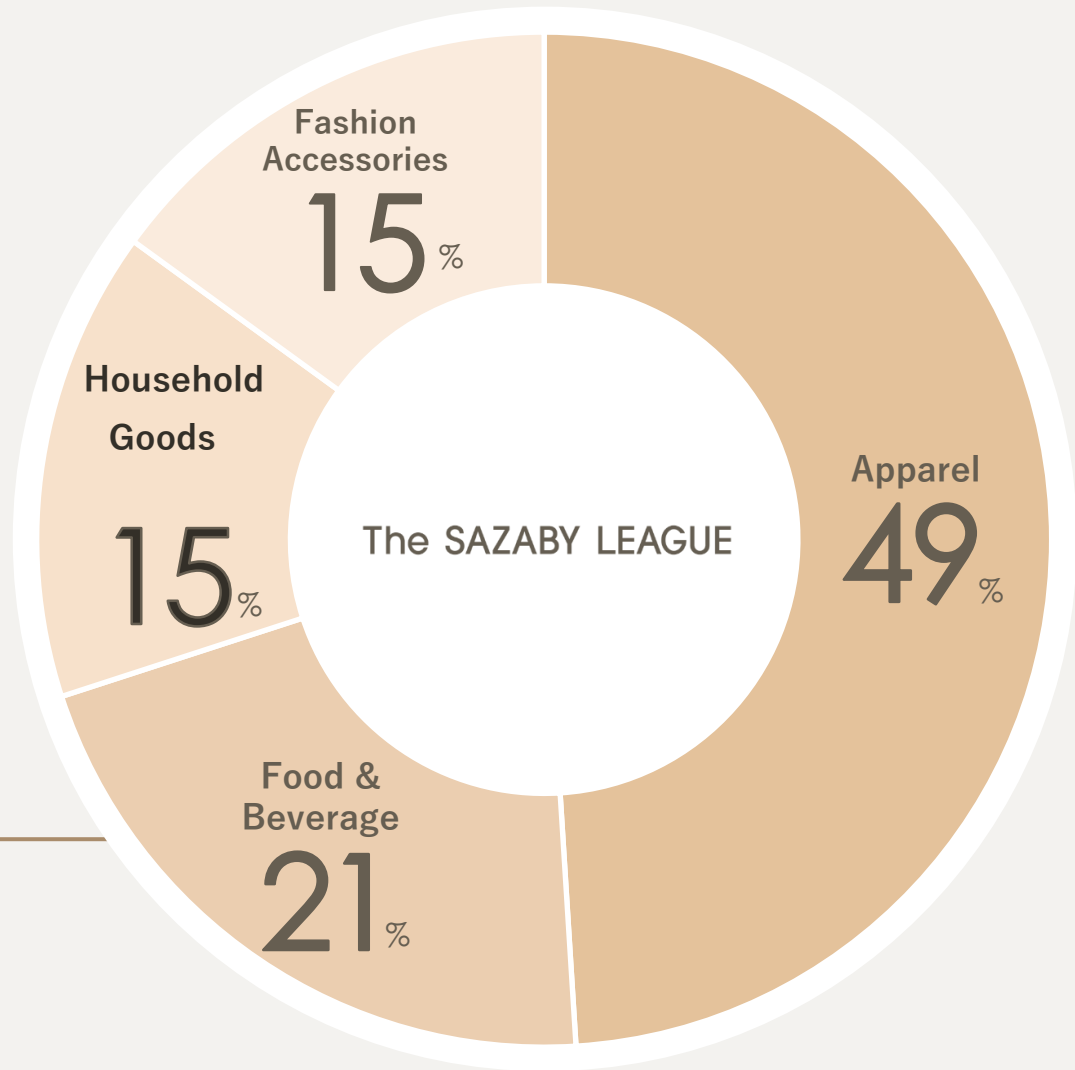


Sales (Consolidated)

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100.4 billion
yen

(Fiscal year ended March 2024)



Net sales (Consolidated)

100.4 billion
yen

(Fiscal year ended March 2024)

Employees (Consolidated)

3,313

(As of end of March 2024)

Founded

1972

Capital

90 million
yen

Brands

50

FASHION	39
LIFESTYLE	3
FOOD & DRINK	8

Stores

590

544 in Japan 46 outside Japan

(As of end of March 2024)

Affiliated Companies

17

(As of end of March 2024)

BUSINESS MODEL

SAZABY LEAGUE's businesses encompass all aspects of lifestyle with a focus on fashion, household goods, and food & beverage services. Utilizing a wide-ranging business model—including original brand development, brand alliances, and global roll-outs of original brands—we have developed out vision for growth while maximizing our brand value and creating new value.

Original Brand Development

We have several original brands produced with our unique creativity, such as Afternoon Tea, agete, ANAYI, and MAISON SPECIAL. Responding to the times and lifestyle trends, we continue to propose a wide range of values and worldviews that stay a half step ahead and strive to diversify and grow our business categories.



Brand Alliance

Our brand alliances comprise brands that have global appeal. Together with our partners who identify with the SAZABY LEAGUE spirit, we entrench brands from around the world in the Japanese market. Examples of brands we have rolled out in Japan include CANADA GOOSE, Shake Shack, CAMPER, and Flying Tiger Copenhagen.



Global Roll-out of Original Brands

We roll out the original brands we have created worldwide with a focus on Asia to offer the value produced by the SAZABY LEAGUE around the world. There are 32 agete stores in China and 10 in Taiwan.



The SAZABY
LEAGUE
BUSINESS
MODEL

SUSTAINABILITY INITIATIVES

“It’s a beautiful day.”
Today, tomorrow, and the future.

Today, tomorrow, and the future.

We want to say to you with a smile,
“Today is another good day.”

We want to continue to see sights that
make us feel like “It’s a beautiful day.”

People

We value our colleagues.

When people grow, the company grows.
What we at the SAZABY LEAGUE value most
is our colleagues. We will create an
environment in which everyone respects
each another and can work happily and
with peace of mind.

Community

We co-create with communities.

We will conduct business fairly and
transparently, carry out activities for the
social good, and co-create with
communities, customers, and society
through our business.

Earth

We love the earth we live on.

Offering propositions that stay a half step
ahead, the SAZABY LEAGUE strives to lighten our
environmental impact in every aspect of
business—from product planning, selection of
materials and manufacturing methods, to
procurement, sales, and after-sales services.
Every year we leave a footprint that is a little
smaller than the year before through initiatives
such as selecting environmentally friendly
materials.

INNOVATION

For 50 years since we were founded in 1972, the SAZABY LEAGUE has continued to inspire a lifestyle that stays a half step ahead and makes people feel like “It’s a beautiful day.” To continue bringing about innovations that stay a half step ahead in these changing times, we will create forward-looking innovations with methods unique to the SAZABY LEAGUE.

LIVE LABORATORY

Open Innovation Project

About LIVE LABORATORY

Values are diversifying and new technologies and services are developed every day. To continue creating new businesses, services, and value as a creative retailer, we launched an open innovation project called LIVE LABORATORY that creates new businesses with others.

Eligibility

The SAZABY LEAGUE accepts applications year-round for plans to collaborate with our existing businesses or launch new businesses with us. Any business that aims to enrich consumers' lifestyles and lives can apply.

Contact

LIVE LABORATORY Office
live-laboratory@sazaby-league.co.jp

<https://www.sazaby-league.co.jp/innovation/livelaboratory/>



STARTUP INNOVATIONS

Startup Investment














About The SAZABY LEAGUE STARTUP INNOVATIONS

In April 2022 we launched a CVC business that invests in startups to develop new lifestyle areas and link existing businesses to problem-solving businesses. By fusing startups' ideas and knowledge with the SAZABY LEAGUE's experience through investing, we will pursue socially significant innovations and continue to stay a half step ahead with open collaborative partnerships.

We will co-create exciting lifestyles for tomorrow with startups—lifestyles that will make more people have more moments where they feel like “It’s a beautiful day” and experience joy and amazement.

OUR BRANDS

Fashion

	allureville	ANAYI	ARTIDA OUD	BAREFOOT DREAMS	BELLESIORA		
CANADA GOOSE	COHINA	DEMYLEE NEW YORK	ebure	ESTNATION	Frank & Eileen EST 1947		HOUSE OF LOTUS
	LOULOU WILLOUGHBY	madhappy	 MAISON SPECIAL	Merlette	MIZUKI	MOTHER	
NOJESS	OUTERKNOWN		PIMENTÉ	 PRANK PROJECT			SA VILLE / SA VIE
SLEEPERS	Spinelli Kilcollin	STATE OF ESCAPE		UNDER [®] RON HERMAN	UNION LAUNCH		

Lifestyle

		
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Food & Drink

		BAKE! <i>gonna</i> BAKE!	KIHACHI	LE SUN PALM	rejiig	SHAKE  SHACK	
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AFFILIATED COMPANIES

Fashion

A&S Co., Ltd.

Established November 2024
Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan
Capital 90 million yen
Stake 100%
President and Representative Director Osamu Inase
Businesses Sales of jewelry and fashion accessories

EGBA Co., Ltd.

Established September 2024
Address SAT1 -2F 2-20-4 Minami-Aoyama, Minato-ku, Tokyo, Japan
Capital 10 million yen
Stake 100%
President and Representative Director Motonari Kiyama
Businesses Planning and sales of COHINA brand, etc.



ESTNATION Inc.

Established December 2023
Address 2-22-16 Jingumae, Shibuya-ku, Tokyo, Japan
Capital 90 million yen
Stake 100%
President and Representative Director Naoki Ota
Businesses Management of large-scale specialty stores with focus on original clothing, fashion accessories, gifts, and other goods.



GREENWICH Co., Ltd.

Established July 2009
Address LIEN Minami-Aoyama 101, 5-12-3 Minami-Aoyama, Minato-ku, Tokyo, Japan
Capital 15 million yen
Stake 100%
President and Representative Director Tsutomu Yamasaki
Businesses Wholesale and retailing of apparel products; import and export of textile products; and planning and consulting services

FAR EAST COMPANY Inc.

Established June 1985
Address 1-13-7 Hiroo, Shibuya-ku, Tokyo, Japan
Capital 20 million yen
Stake 100%
President and Representative Director Akihito Sawai
Businesses Sales of women's apparel and fashion accessories, household goods, etc.


AFFILIATED COMPANIES

Fashion

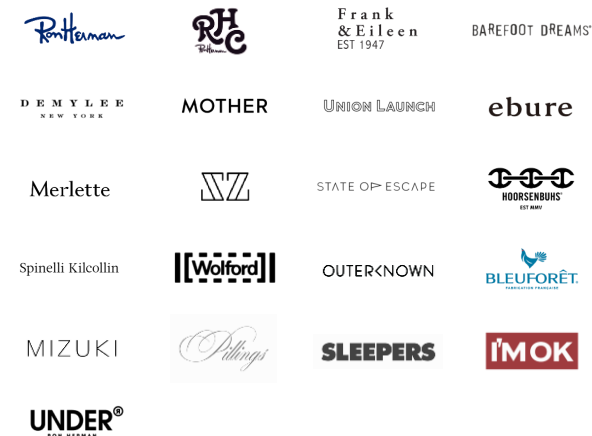
PLAY PRODUCT STUDIO Co., Ltd.

Established July 2018
 Address 2-22-16 Jingumae, Shibuya-ku, Tokyo, Japan
 Capital 10 million yen
 Stake 100%
 President and Representative Director Takayuki Sugai
 Businesses Sales of clothing, fashion accessories, etc.



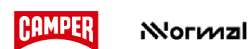
LITTLE LEAGUE Inc.

Established December 2023
 Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan
 Capital 90 million yen
 Stake 100%
 President and Representative Director Koki Mine
 Businesses Retailing and wholesale of clothing, fashion accessories, household goods, etc.; food and beverage services; etc.



CAMPER JAPAN Inc.

Established June 2005
 Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan
 Capital 90 million yen
 Stake 90%
 President and Representative Director Osamu Sakashita
 Businesses Import and sales of shoes; and planning, manufacturing, and sales of bags



Madhappy Japan Inc.

Established December 2023
 Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan
 Capital 10 million yen
 Stake 70%
 President and Representative Director Shumei Okamura
 Businesses Distribution and sales of Madhappy products



CANADA GOOSE JAPAN Inc.

Established March 2022
 Address 2-6-3 Sendagaya, Shibuya-ku, Tokyo, Japan
 Capital 250 million yen
 Stake 50%
 President and Representative Director Yoji Hirai
 Businesses Distribution and sales of CANADA GOOSE products, retail business, etc.



AFFILIATED COMPANIES

Lifestyle

ICL Inc.

Established November 2024

Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan

Capital 90 million yen

Stake 100%

President and Representative Director Yasuyuki Koge

Businesses Sales of household goods, etc.



Zebra Japan K. K.

Established July 2011

Address 2-22-16 Jingumae, Shibuya-ku, Tokyo, Japan

Capital 90 million yen

Stake 50%

President and Representative Director Kyoko Matsuyama

Businesses Operation of Scandinavian design sundry store and brand



AFFILIATED COMPANIES

Food & Drink

IVY COMPANY Inc.

Established December 2023

Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan

Capital 90 million yen

Stake 100%

President and Representative Director Ryuhei Tsukada

Businesses Operation of restaurants, tea rooms, patisseries, etc; and manufacture and sales of breads, confectionery, etc.

Afternoon Tea
TEAROOM

Afternoon Tea
LOVE & TABLE

Afternoon Tea
BAKERY

KIHACHI

rejiig

LE SUN PALM

SHAKE SHACK

BAKE! ~~genu~~ BAKE!

SFP DINERS Co., Ltd.

Established December 2015

Address 2-6-3 Sendagaya, Shibuya-ku, Tokyo, Japan

Capital 3 million yen

Stake 100%

President and Representative Director Yuichi Nakano

Businesses Restaurant business



AKOMEYA TOKYO Inc.

Established January 2022

Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan

Capital 10 million yen

Stake 49%

President and Representative Director Hirotake Yamamoto

Businesses Sales of food, household goods, and fashion accessories; and restaurant business



AFFILIATED COMPANIES

Overseas Corporations & Support

Sazaby League (Shanghai) Co., Ltd.

Established May 2013
Address Room 401, 4F, No.1111, Tian Shan Rd.,
Shanghai 200051, China
Capital 850,000 USD
Stake 100%
President and Representative Director Motonari Kiyama
Businesses Import and wholesale of jewelry, etc.



RON HERMAN HAWAII CORPORATION

Established September 2023
Address 2365 Kalakaua Avenue, Honolulu,
Hawaii
Capital 300,000 USD
Stake 100%
President and Representative Director Koki Mine
Businesses Retail and wholesale of apparel, fashion
accessories, household goods, etc.



SAZABY LEAGUE IRIS Inc.

Established December 2023
Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo, Japan
Capital 90 million yen
Stake 100%
President and Representative Director Akira Ishibashi
Businesses Planning, proposal, design, construction,
development, operation and
maintenance, etc. of various
information systems

SAZABY LEAGUE OwlScape Inc.

Established November 2024
Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo,
Japan
Capital 90 million yen
Stake 100%
President and Representative Director Shintaro Aikawa
Businesses Planning and proposing digital marketing
strategies, Supporting the execution of
marketing plans and Providing
consultation services

SAZABY LEAGUE HR Inc.

Established April 2009
Address 2-11-1 Sendagaya, Shibuya-ku, Tokyo,
Japan
Capital 10 million yen
Stake 100%
President and Representative Director Yasuko Jinnouchi
Businesses Outsourcing service provider of web
system operations, customer data
management, various logistics operations,
and information management services

COMPANY PROFILE

Company Name	SAZABY LEAGUE, Ltd.		
Founded	April 1972		
Incorporated	August 2010		
Capital	90 million yen		
Businesses	Group company management, management support, and corporate functions		
Registered Office	2-11-1 Sendagaya, Shibuya-ku, Tokyo 151-8575 Japan		
Main Office	2-11-1 Sendagaya, Shibuya-ku, Tokyo 151-8575 Japan 2-22-16 Jingumae, Shibuya-ku, Tokyo 150-0001 Japan		
Sales (Consolidated)	100.4 billion yen (Fiscal year ended March 2024)		
Main banks	MUFG Bank, Ltd., Mizuho Bank, Ltd., Sumitomo Mitsui Banking Corporation		
Employees (Consolidated)	3,313 (as of March 31, 2024)		
Stores	544 in Japan (as of March 31, 2024) 46 outside Japan (as of March 31, 2024)		
Board of Directors and Statutory Auditor	President and Representative Director	Ryota Tsunoda	
	Board of Director	Masatoku Mori	
	Board of Director	Masashi Hiraiwa	
	Statutory Auditor	Shinji Kaburagi	