



DESCENTE

New Mizusawa Factory Tour

January 9, 2026

ITOCHU Corporation (8001)

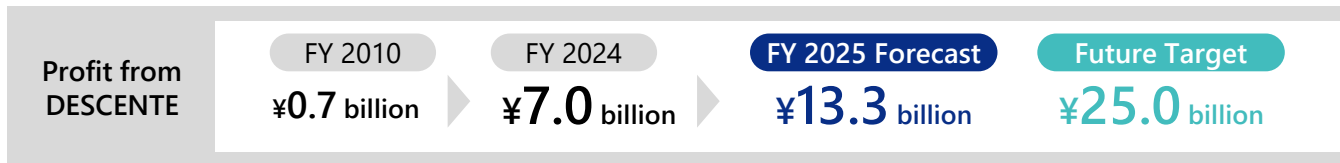


Positioning of DESCENTE within ITOCHU Corporation



✓ DESCENTE is a core element of the Textile Company's growth strategy

- Invested in 1971, became an affiliate in 2008, strengthened management involvement through a TOB in 2019, and privatized in 2025.
- We are working to accelerate growth by combining DESCENTE's strengths with those of the ITOCHU Group across the entire Textile Company.
- **We aim to double DESCENTE's net profit in around five years.**
- As the ITOCHU Group, with DESCENTE as a core, we aim to promote initiatives in the sports apparel sector, which is a future growth area, and drive profit growth for the entire Textile Company through the growth of DESCENTE's profit contribution.



✓ Key Points to Observe During the Factory Tour

- ITOCHU's Key Words: "Hands-on management", "Market-oriented perspective", "Evolution of group management"
- The ITOCHU Group leverages DESCENTE's tangible and intangible assets (manufacturing excellence, brand power).
- Through the Mizusawa Factory tour, we hope you will experience DESCENTE's greatest strength: its manufacturing capability and brand story.

DESCENTE's Strengths

- ✓ Manufacturing capabilities
- ✓ A wide and diverse range of brands
- ✓ brands centered on sports



ITOCHU Group's Strengths

- ✓ Extensive network and expertise in the textile industry
- ✓ Business management resources
- ✓ Personnel with expertise and know-how in China business



The investor briefing was held in March 2025.

- For the "DESCENTE" brand, we develop **high value-added products** in collaboration with top athletes, focusing on sports such as skiing, golf, and triathlons, and deliver them to users. At the same time, we actively expand D2C products that make everyday life richer by leveraging technology cultivated in sports.
- There are 17 directly managed "DESCENTE" stores in Japan (as of December 2025). Several new store openings are planned for 2026, with further expansion based on "urban and larger-scale" stores.

Manufacturing Capabilities

Research & Development



Planning & Development



Sewing Technology



A Wide and Diverse Range of Brands with Sports as the Core

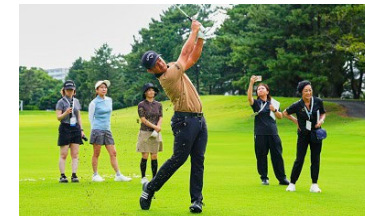


Strengthening Branding

Expanding Directly Managed stores



Hosting Events



Disseminating Information





Mizusawa Down is the symbol of the “DESCENTE” brand

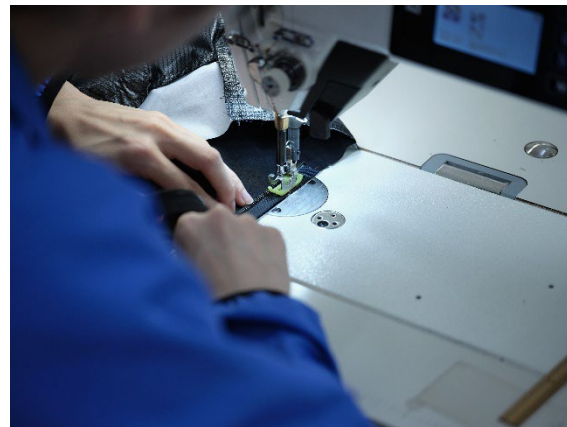
Established in 1970, Mizusawa Factory has specialized in the production of high-performance racing suits and technical wear for skiing and skating, maintaining and passing down its expertise and technology for 55 years.

Currently, Mizusawa Down is the only product manufactured at the factory. Going forward, we will continue to focus on developing and producing high-difficulty, high value-added products.

01

Pinnacle of craftsmanship

- “Mizusawa Down” is DESCENTE’s highest-grade premium line, manufactured exclusively in Japan.
- Each product is hand-sewn by artisans, offering the highest quality. The production process involves 280 steps, four times that of ordinary outerwear. Annual production is limited to 25,000 pieces.



02

Regional Revitalization

- All employees are Japanese, with many having local roots. We have been connecting communities and generations, continuing our journey for 55 years.
- In July 2025, the factory was rebuilt with a ¥3 billion investment, prioritizing employee comfort. Local materials were used in the new factory.
- Initiatives are in place to enhance sustainable corporate value in the region.



Factory Tour Highlights

The factory tour lasts 90 minutes, guided by the factory manager, production manager, and product development manager. By creating an environment where employees can work with pride, advanced technology and the story of a premium brand are fostered.



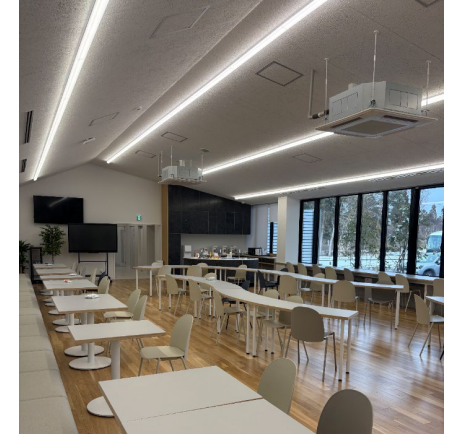
The brand's spirit mark is displayed at the entrance, symbolizing the brand's origins in skiing: the three basic skiing techniques of schussing, traversing and sliding.



At the entrance, a board displays all 163 parts used in Mizusawa Down.



All processes, from raw material arrival to product shipment, are consolidated on a single floor.



The cafeteria is carefully designed for ease of use by individuals and groups, with special attention to table shapes.



Over 90% of employees are women. The environment is made as stress-free as possible, with attention to power outlet accessibility, rack/table height and width, ease of moving carts, etc. This dedication supports the highest level of craftsmanship.

Q. How does your brand strategy differentiate you from competitors?

- A. DESCENTE is a brand with its roots in skiing, unlike other sports apparel companies. Sports require high-level skills under intense physical conditions and harsh weather, so functionality must match the premium brand price. We differentiate ourselves through hit items leveraging our technical capabilities, such as Mizusawa Down and ORI-ERI polo shirts.

Q. What are the strategies and synergies in Japan, Korea, and China and expansions beyond the DESCENTE brand?

- A. In Japan, we are expanding directly managed stores, focusing on urban and larger formats. In China, we are rebranding “le coq sportif” and “Munsingwear.” We aim to roll out successful examples from China and Korea across the group and apply them to other brands.

Q. What changes have occurred before and after becoming an ITOCHU’s subsidiary?

- A. The capital strength, including rebuilding the factory, has had a significant impact and has enabled us to expand our investment in people. Employees are adapting while feeling the positive impact of ITOCHU’s acquisition. The success of our China business is also symbolic. Business is not driven by manufacturing passion alone; combining DESCENTE’s uniqueness in design and product strategy with ITOCHU’s management resources creates great synergy.



DESCENTE JAPAN LTD.
Executive Officer,
Chief Brand Marketing Officer,
DESCENTE Marketing Division,
Mr. Ueyama



DESCENTE LTD.
Director,
Corporate Planning Dept.
Mr. Ohashi



DESCENTE APPAREL LTD.
Senior Managing Board Member,
Mizusawa Factory Manager,
Mr. Tousuji

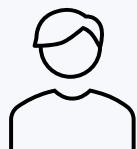
Q. What is the production capacity of the Mizusawa Factory? What are the main focuses in the new factory?

- A. We have 1.5 times the production capacity, but currently, we are not planning to manufacture products other than Mizusawa Down. We are taking on more challenging products by expanding the Mizusawa Down series. The key is how to create items with unique attention to detail that cannot be imitated. Mizusawa Down is symbolically valuable for storytelling the brand’s origin.

Q. Mizusawa Down production involves many manual processes. How do you address labor shortages and employee training?

- A. The workplace environment improved with the new factory, and mid-career applications are increasing. We also continue to hire new graduates through local networks. Employees rotate through various processes and positions to assess aptitude and learn the overall picture. Many veteran staff provide sufficient on-the-job training.

Voices from Participants



"I was deeply impressed by **the passion and commitment to craftsmanship** throughout the factory. The skill of the artisans moved me."

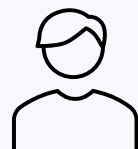
"What struck me most was that **employees work with great pride.**"

"A factory that puts the highest priority on its employees is a big advantage in securing talent."



"I was impressed by how innovative the factory was, far beyond my expectations. The factory tour, explanations, and Q&A were **all handled with great enthusiasm and smoothness.**"

"The commitment to employee-friendly manufacturing may seem contrary to the current trend of automation in manufacturing, but I was impressed by **the approach of enhancing added value through human resources.**"



"To better promote **the premium strategy** image, **the story of Mizusawa Factory**, the origin of the brand, **should be more widely shared.**"

"Although a great deal of effort goes into producing Mizusawa Down, its current price is relatively low and its market positioning is somewhat unclear. Given the exceptionally high quality, I believe **it should be sold at a higher price point by global standards.**"

"I felt there are still many challenges in branding. To further establish DESCENTE as a premium brand, **additional innovation in design and marketing will be necessary.**"



"I was able to confirm the **practice of hands-on management.** Changes before and after becoming an ITOCHU's subsidiary could be more highlighted. I believe business performance can be greatly improved **by instilling a market-oriented perspective.**"

DESCENTE Communication Book

[Link >](#)

A communication book that clearly explains DESCENTE LTD. The thoughts behind the rebuilding of the Mizusawa Factory are explained through messages from President Koseki and others.

MIZUSAWA DOWN JACKET NEW FACTORY MODEL “LUCENT”

[Link >](#)

A limited model to commemorate the completion of the new Mizusawa Factory. You can see scenes from the new factory in the video (0:37 sec)



DESCENTE Online Shop (Japanese only)

[Link >](#)

Please check out products filled with craftsmanship, including Mizusawa Down.

