

February 6, 2026

For immediate release

Mitsui Fudosan Co., Ltd.

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## **Capital and Business Alliance with MITSUI-SOKO HOLDINGS Co., Ltd.**

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Tokyo, Japan, February 6, 2026 - Mitsui Fudosan Co., Ltd., a leading global real estate company headquartered in Tokyo, announced today that it has reached agreement with MITSUI-SOKO HOLDINGS Co., Ltd. (hereafter, “MITSUI-SOKO HOLDINGS”) on a capital and business alliance (hereafter, “the Capital and Business Alliance”) aimed at creating business value with real estate as the starting point and strengthening medium- to long-term collaboration. Under the Capital and Business Alliance, Mitsui Fudosan will acquire approximately 7% of the total number of issued shares of MITSUI-SOKO HOLDINGS through the issuance of new shares and the disposal of treasury shares via a third-party allotment by MITSUI-SOKO HOLDINGS (hereafter, “the Share Transactions”).

### ■ Background and Aims of the Capital and Business Alliance

Under the Long-Term Vision & INNOVATION 2030 announced on April 11, 2024, Mitsui Fudosan has set forth “to contribute to the creation of added value for society as an industry developer” as its aspiration for the Mitsui Fudosan Group and is promoting business and financial strategies to achieve this goal.

Meanwhile, MITSUI-SOKO HOLDINGS has positioned the 5-year period of its Medium-term Management Plan 2022 (the fiscal year ended March 31, 2023 to the fiscal year ending March 31, 2027), announced on May 10, 2022, as a new phase for “going on the offensive” toward the MITSUI-SOKO Group’s sustainable growth. To this end, it is further deepening its existing initiatives, including the establishment of integrated solution services and overwhelming field capabilities, and the promotion of ESG management. MITSUI-SOKO HOLDINGS has set forth and advanced the following as pillars of its growth strategy: Top-line Growth by Mobilizing the Group’s Collective Strength, Reinforcement of Operational Competitiveness, and Building Management Foundations to Support the Deepening. In addition, as initiatives in line with this growth strategy, MITSUI-SOKO HOLDINGS has identified strengthening the earnings base of business assets and enhancing asset value as part of the pillar of “Building Management Foundations to Support the Deepening,” and is working to develop new logistics facilities and effectively utilize existing facilities.

Mitsui Fudosan and MITSUI-SOKO HOLDINGS have held a series of discussions through individual projects over time, exploring the optimal form of collaboration that leverages the strengths of both companies. They have concluded that a capital and business alliance framework is the ideal approach for enhancing corporate value. Through the Capital and Business Alliance, the two companies will effectively utilize their management resources and expertise, further deepen their collaboration, and implement initiatives on a sustained and agile basis.

The key points of the Capital and Business Alliance are as follows:

1. Consideration and implementation of joint projects involving land and buildings owned by the MITSUI-SOKO Group
2. Mitsui Fudosan's undertaking of development management services for new properties scheduled to be developed by the MITSUI-SOKO Group
3. Consideration and implementation of collaboration in new businesses and adjacent business areas that the MITSUI-SOKO Group will focus on going forward

In addition to the points above, the two companies will consider initiatives that help to further enhance their corporate value.

Under its Long-Term Vision & INNOVATION 2030, the Mitsui Fudosan Group provides places and communities as an industry developer in growth fields such as life sciences, space, and semiconductors.

By integrating the platforms, including places and communities, provided by Mitsui Fudosan and the MITSUI-SOKO Group's customer base, logistics planning capabilities, and operational expertise, the two companies believe that they can realize synergies such as acquiring new customers and responding with agility to customer needs, thereby enhancing the corporate value of both companies.

In addition, the Mitsui Fudosan Group has previously undertaken asset management and tenant leasing operations with respect to the rental properties and other assets of the MITSUI-SOKO Group. By further deepening the collaboration structure through the Capital and Business Alliance, the two companies will be able to pursue joint projects and other initiatives that contribute strategically to asset value enhancement from a more medium- to long-term perspective, including increasing the value of the MITSUI-SOKO Group's owned assets and undertaking redevelopment suited to the location.

(References) Mitsui Fudosan Group news release (April 11, 2024): "Formulation of the Mitsui Fudosan Group's New Philosophy and Long-Term Vision"

<https://www.mitsuifudosan.co.jp/english/corporate/news/2024/0411/download/20240411.pdf>

\* For details regarding the Capital and Business Alliance and the Share Transactions, please refer to the "Notice Regarding Capital and Business Alliance and Issuance of New Shares and Disposal of Treasury Shares Through Third-Party Allotment," announced by MITSUI-SOKO HOLDINGS on February 6, 2026.

URL: <https://www.mitsui-soko.com/-/media/pdf/msh/news/2026/2026020604en>

## ■ About MITSUI-SOKO HOLDINGS

Company name	MITSUI-SOKO HOLDINGS Co., Ltd.
Head Office location	MSH Nihonbashi Hakozaeki Building 19-21 Nihonbashi-Hakozakicho, Chuo-ku, Tokyo
Representative Director and President, President Executive Officer	Hirobumi Koga
Established	October 11, 1909

Capital Stock	¥11,357 million
Main businesses	<ul style="list-style-type: none"> <li>• Developing group-wide management strategies and overseeing their implementation</li> <li>• Management of Group companies engaged in the logistics business</li> <li>• Real estate business</li> </ul>
URL	<a href="https://www.mitsui-soko.com/en/">https://www.mitsui-soko.com/en/</a>

## ■ Sustainability in the Mitsui Fudosan Group

Based on the meaning of its “& mark,” “to generate new value with society through cooperation, coexistence and co-creation, we forge ahead, innovating,” the Mitsui Fudosan Group views the “creation of social value” and the “creation of economic value” as two wheels of a cart. Accordingly, we believe that the creation of social value leads to the creation of economic value, and that this economic value then creates even greater social value.

Moreover, we identified six Group Materiality priority issues when formulating our new management philosophy in April 2024. These Group Materiality priority issues are (1) Contribute to industrial competitiveness, (2) Coexist with the environment, (3) Health and Vitality, (4) Safety and security, (5) Diversity and inclusion, and (6) Compliance and governance. The Mitsui Fudosan Group will work to address each of the materialities through its core business activities and contribute to the promotion of sustainability.

(References)

• Group Management Philosophy and Long-Term Vision

<https://www.mitsuifudosan.co.jp/english/corporate/innovation2030/>

• Group Materiality

[https://www.mitsuifudosan.co.jp/english/esg\\_csr/approach/materiality/](https://www.mitsuifudosan.co.jp/english/esg_csr/approach/materiality/)