Email sent 15th September 2026

Dear Chairman Otsu, President Sugiyama, and Members of the Board,
We are writing as long-term shareholders of The Keihin Co., Ltd. to follow up on the capital efficiency plan announced on April 30, 2025 and its subsequent 2026 update.
We acknowledge the progress already made, particularly the improvement in shareholder distributions and the reaffirmation of Keihin's objectives of achieving an **ROE of at least 10%**, a **PBR of at least 1.0x**, and a **payout ratio of at least 30%** by March 2030.
However, the latest figures show that the principal challenge is now execution.
Keihin reported an ROE of approximately **7.9%**, compared with an estimated **8.4% cost of equity**, while its PBR remains close to **0.5x**.
Despite the appreciation of Keihin's share price, the market continues to value the Company at approximately half of book value.
We therefore respectfully ask the Board to provide greater clarity and measurable commitments in four areas.

1. Strategic shareholdings

As of March 31, 2026, Keihin held approximately **¥9.79 billion of strategic equity investments**, including approximately **¥3.76 billion in financial institutions**.
No listed strategic shares were sold during the fiscal year ended March 2026. At the same time, approximately **¥90 million** was invested in Toyo Logistics Co., Ltd. to strengthen the business relationship.
We would appreciate the Board clarifying:

- What measurable commercial or financial benefits are expected from the Toyo Logistics investment?
- What quantitative target and timetable does Keihin intend to adopt for reducing strategic shareholdings?
- Would the Board consider, as an indicative framework, approximately **¥1 billion of disposals within 12 months and ¥3 billion cumulatively within 24 months**?
- How would the proceeds be allocated between growth investment, debt reduction and shareholder returns?

The precise figures are less important to us than the establishment of a **clear, measurable and time-bound reduction plan**.

2. New headquarters and capital allocation

Keihin has committed approximately **¥11.5 billion** to the acquisition of its new headquarters, representing approximately **57.5% of the ¥20 billion investment envelope through fiscal year 2030**.
We recognise the operational need to relocate from the existing headquarters.
Given the scale of the investment, however, we believe shareholders should be able to assess its economic return.
We therefore ask the Board to clarify:

- the total expected cost, including acquisition, refurbishment and relocation;
- the area occupied by Keihin and the area intended for third-party tenants;
- expected rental income and operating cost savings;
- the expected return on invested capital;
- the expected contribution to the target ROE of at least 10%; and
- the market value, intended use and timetable for the existing headquarters after relocation.

We would also appreciate clarification on what portion of the **¥1.884 billion of relocation compensation and related extraordinary income** recognised in the first quarter relates to this operation.

3. Share repurchases
Keihin's April 2025 capital efficiency plan identifies share repurchases as one of the measures available to improve capital efficiency and shareholder returns.
The question is therefore no longer whether repurchases are theoretically available, but **what circumstances would actually lead the Board to implement one**.
At a reference price of approximately **¥2,828 per share**, Keihin trades at around **0.52x book value**, despite an estimated cost of equity of 8.4%.
We therefore ask:
What valuation, liquidity, leverage or other financial conditions would trigger a meaningful share repurchase programme?
For illustration, a **¥2 billion repurchase** at approximately ¥2,828 per share could retire around **10.8% of outstanding shares**.
At constant earnings and before transaction costs or financing effects, this would mechanically increase:

- earnings per share by approximately **12.1%**;
- book value per remaining share by approximately **5.8%**.

We believe the Board should seriously examine whether proceeds from the disposal of strategic shareholdings could fund such a programme.
Where shares are repurchased, we would also encourage the Board to consider **cancelling the acquired shares**, rather than retaining them indefinitely as treasury stock.
4. Ownership versus leasing of the headquarters
The age and condition of the existing headquarters justify relocation.
They do not, by themselves, demonstrate that **ownership** is economically superior to **leasing**.
We would therefore welcome a 10- to 15-year economic comparison between the two alternatives, taking into account:

- rental costs;
- operating and maintenance costs;
- financing costs;
- capital expenditure;
- residual value; and
- the opportunity cost of capital.

Leasing would require less capital upfront and could leave additional resources available for logistics growth, acquisitions, debt reduction or share repurchases.
The relevant question is therefore:
Which alternative is expected to contribute more effectively to a sustainable ROE of at least 10%?
Our long-term commitment
Our shareholder group remains committed to Keihin for the long term and has continued to increase its investment in the Company.
We also note the evolution of Keihin's shareholder register.
As of March 31, 2026, **Interactive Brokers LLC held approximately 541,000 shares, representing 8.30% of outstanding shares**, making it Keihin's second-largest registered shareholder, behind Keiyu Co., Ltd. at 9.40%.
A significant number of international investors, including members of our shareholder group, hold their Keihin shares through Interactive Brokers.
We recognise that the Interactive Brokers position represents multiple beneficial owners and do not attribute the entire position to our group.
Nevertheless, our own aggregate investment in Keihin continues to grow, and our intention is to remain long-term shareholders.
Request to the Board
Keihin has already identified the correct strategic objectives:

higher ROE, higher PBR, fewer strategic shareholdings, improved shareholder returns and more efficient capital allocation.
The key issue is now implementation.
We respectfully ask the Board to communicate, where possible:

1. **quantitative targets;**
2. **implementation criteria;**
3. **specific timeframes.**

For the principal measures required to achieve the objectives already announced.
We would greatly appreciate a written response addressing the matters above.
Yours sincerely,
Aurélien Beltrame
Franck Cuillerier
César Mourot
on behalf of the shareholder group
Quentin Bertrand
Legal advisory