

January 14, 2025

Company name: SALA Corporation  
 Name of representative: Goro Kamino, President and Representative Director, Group Representative and CEO  
 (Securities code: 2734; Tokyo Stock Exchange Prime Market, Nagoya Stock Exchange Premier Market)  
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## Reference Materials for the Consolidated Financial Results for the Fiscal Year Ended November 30, 2024

### 1. Financial results

(Millions of yen)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
Fiscal year ended November 30, 2020	211,702	5,940	7,357	3,493
Fiscal year ended November 30, 2021	227,935	6,592	8,312	5,262
Fiscal year ended November 30, 2022	234,848	6,891	8,601	5,682
Fiscal year ended November 30, 2023	242,059	6,083	7,870	6,099
Fiscal year ended November 30, 2024	240,498	6,308	8,193	5,249

### 2. The plan for the next fiscal year (from December 1, 2024 to November 30, 2025)

(Millions of yen)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Amount	Changes (%)	Amount	Changes (%)	Amount	Changes (%)	Amount	Changes (%)
Six months ending May 31, 2025	129,000	8.5	5,400	10.5	5,900	(3.7)	4,000	(7.1)
Fiscal year ending November 30, 2025	254,000	5.6	7,000	11.0	7,500	(8.5)	5,000	(4.8)

Note: The effects of gain or loss on valuation of derivatives on forward exchange contracts are not included in the above plan.

### 3. Net sales and operating profit by segment (results and next year's plan)

	Net sales				Operating profit			
	2024 results		2025 plan		2024 results		2025 plan	
	Amount (Millions of yen)	Changes (%)	Amount (Millions of yen)	Changes (%)	Amount (Millions of yen)	Changes (%)	Amount (Millions of yen)	Changes (%)
Energy & Solutions	119,502	(6.0)	124,000	3.8	2,966	(0.8)	3,500	18.0
Engineering & Maintenance	32,727	6.8	34,000	3.9	2,643	(0.6)	2,100	(20.6)
Housing	35,626	4.2	37,000	3.9	747	423.4	850	13.8
Car Life Support	17,111	(5.7)	21,000	22.7	64	221.3	300	367.8
Animal Health Care	25,523	1.6	28,000	9.7	138	(55.9)	300	116.7
Properties	8,131	62.5	8,200	0.8	405	(1.5)	450	11.0
Other	1,681	1.0	1,800	7.1	96	(15.8)	100	3.3
Adjustment	195	16.6			(753)	—	(600)	—
Total	240,498	(0.6)	254,000	5.6	6,308	3.7	7,000	11.0

### 4. Capital investment and depreciation

(Millions of yen)

	Capital investment	Depreciation
Fiscal year ended November 30, 2024 (Results)	12,785	6,516
Fiscal year ending November 30, 2025 (Plan)	10,902	7,030

(Caution concerning forward-looking statements)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable by the Company. Actual business and other results may differ substantially due to various factors. Please refer to the section of “(4) Future outlook” of “1. Overview of operating results, etc.” on page 5 in the Consolidated Financial Results for the Fiscal Year Ended November 30, 2024 for the assumptions used in forecasting business results and cautions concerning the use thereof.