November 19, 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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Notice Concerning Changes in Consolidated Subsidiaries (Share Transfer)

SALA Corporation (hereinafter, the “Company” or “we/our”) hereby announces that at a meeting of its Board of Directors held on November 19, 2025, it passed a resolution to transfer a portion of the shares of its consolidated subsidiary (sub-subsidiary), Shinkyo Giken Co., Ltd. (hereinafter referred to as “Shinkyo Giken”), to Snic Co., Ltd. (hereinafter referred to as “Snic”), a wholly-owned subsidiary of SUZUKI MOTOR CORPORATION (hereinafter referred to as “SUZUKI”), thereby making it a non-consolidated subsidiary.

1. Reason for the share transfer

   Shinkyo Giken is a consolidated subsidiary that manufactures motorcycle parts for a major client, SUZUKI. Until now, the Company has managed Shinkyo Giken with the aim of creating synergies with our Energy & Solutions business. However, in the automotive industry, which is said to be undergoing a once-in-a-century major transformation, we have determined that, on our own, it is not possible to achieve sufficient synergies to justify the investment. After extensive discussions with our major client, SUZUKI, we have decided that our subsidiary SALA ENERGY CO., LTD. (hereinafter referred to as “Sala Energy”) will provide loans to Shinkyo Giken and forgive its debts to eliminate its excess liabilities, and then transfer the majority of shares to Snic. By doing so, we aim to achieve joint management with SUZUKI, allowing for the smooth continuation and succession of the business while leveraging Shinkyo Giken’s technology and expertise.

2. Overview of the subsidiary (Shinkyo Giken) subject to change

(1)	Name	Shinkyo Giken Co., Ltd.
(2)	Location	1-27-28, Zoshi, Toyokawa-shi, Aichi
(3)	Job title and name of representative	Yoshiaki Yamashina, Representative Director and President
(4)	Description of business	Manufacture of automotive parts
(5)	Share capital	¥10 million
(6)	Date of establishment	May 11, 1962
(7)	Major shareholders and ownership ratios	SALA ENERGY CO., LTD. 100%

(8)	Relationship between the Company and said company	Capital relationship	The Company holds 100% of the shares issued by Shinkyo Giken through its subsidiary, SALA ENERGY CO., LTD.	
		Personnel relationship	One Representative Director of the Company and one employee of the Company also serve as Directors of Shinkyo Giken. Additionally, one of the Company's employees also serves as an Audit and Supervisory Committee Member for Shinkyo Giken.	
		Business relationship	The Company receives management consulting fees from Shinkyo Giken.	
(9)	Operating results and financial position of said company for the last three years			

As of / Fiscal year ended	November 30, 2022	November 30, 2023	November 30, 2024
Net assets	(391)	(328)	(311)
Total assets	552	606	470
Net sales	1,419	1,124	999
Operating profit	(36)	13	11
Ordinary profit	(16)	23	20
Profit	(93)	61	16

(Millions of yen, unless otherwise noted)

3. Overview of the counterparty (Snic) to the share transfer

(1)	Name	Snic Co., Ltd.	
(2)	Location	1403 Higashihiramatsu, Iwata-shi, Shizuoka	
(3)	Job title and name of representative	Sakuji Hinohara, Representative Director	
(4)	Description of business	Manufacturing of automotive parts (automotive seats, automotive trims, automotive pipes)	
(5)	Share capital	¥110 million	
(6)	Date of establishment	July 1, 1986	
(7)	Major shareholders and ownership ratios	SUZUKI MOTOR CORPORATION 100%	
(8)	Relationship between the Group and said company	Capital relationship	Not applicable.
		Personnel relationship	Not applicable.
		Business relationship	Not applicable.
		Related party relationship	Not applicable.

4. Number of shares transferred, transfer price, and shareholding before and after transfer

(1)	Number of shares held before the transfer	270,000 shares (Ratio of voting rights held: 100%)
(2)	Number of shares transferred	137,700 shares
(3)	Transfer price	The information is not disclosed due to confidentiality between the parties.
(4)	Number of shares held after the change	132,300 shares (Ratio of voting rights held: 49%)

5. Timetable

(1)	Date of resolution at the meeting of the Board of Directors	November 19, 2005
(2)	Date of conclusion of the share transfer agreement	November 25, 2025
(3)	Date of share transfer	December 1, 2025

6. Future outlook

As a result of this share transfer, Shinkyo Giken is scheduled to be excluded from our consolidated subsidiaries starting from the fiscal year ending November 30, 2026. In addition, on November 26, 2025, our subsidiary Sala Energy plans to lend ¥311 million to Shinkyo Giken, equivalent to the excess liabilities as of November 30, 2024, and also plans to waive the same amount of debt. There will be little impact on the consolidated financial results for the fiscal year ending November 30, 2025, due to this share transfer.

Additionally, there will be no change in the Representative Director of Shinkyo Giken in connection with this share transfer.