



January 29, 2026

Company name: SANKI ENGINEERING CO., LTD.
Name of representative: Hirokazu Ishida, President and
Representative Director
(Securities code: 1961; Prime Market
of the Tokyo Stock Exchange)
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Notice Concerning Acquisition of Shares (Conversion to Equity Method Affiliate)

Sanki Engineering Co., Ltd. (hereinafter “the Company”) hereby announces that, at the meeting of the Board of Directors held today, it has resolved to enter into a share transfer agreement to acquire 40% of the shares of ES Matrix Sdn. Bhd. in Malaysia (hereinafter “ES Matrix” or, together with its Group companies, the “ES Matrix Group”).

1. Reason for the share acquisition

In the Medium-Term Management Plan 2027 that looks ahead to the management vision “MIRAI 2030”, the Company has set “Enhancement and Co-Creation” as priority themes of the Plan, in line with which it has identified co-creation and business expansion through strategic alliances as a core element of its business strategy to achieve stable growth over the long term. Within the Company’s overseas business, capital and business alliances in Southeast Asia are positioned as one of its key strategic priorities.

In recent years, the electrical and electronics industry in Malaysia has achieved rapid growth and is emerging as a hub in the Southeast Asian region. This growth is expected to continue, driven by factors such as political stability, stable supply of infrastructure, and a highly skilled workforce.

ES Matrix is based in Malaysia and provides one-stop services that extend from design and construction management to maintenance of electrical, telecommunication, and other equipment installation as well as interior works, with a focus on high-growth sectors and industries such as semiconductors and data centers. It has extensive experience across a wide range of projects and has built a solid track record in the Malaysian market through its high quality operation. ES Matrix is currently focusing on large-scale data centers and AI test laboratories. The combination of our network and technical expertise with the strengths of the ES Matrix Group will be conducive to its further growth.

By acquiring ES Matrix shares, we will enter the Malaysian market, particularly the electrical and electronics sector. We will seek to establish a strong presence in the country and leverage the business environment in Malaysia to promote our overseas talent development, through which we aim to expand sales and profits of our overseas business and pursue long-term, stable growth.

Mr. Leong Soon Huat, the representative of ES Matrix, commented as follows.

“I am pleased and excited to be a part of Sanki Engineering group and we strongly believe that this collaboration brings together Sanki Engineering’s international engineering expertise and advanced technical capabilities with ES Matrix Group’s strong local presence, project execution experience, and in-depth understanding of the Malaysian market, especially high-growth sectors such as the semiconductor industry, data center infrastructure, and builder corporate fit-out works. By combining strengths, both companies aim to deliver integrated, high-quality, and sustainable solutions that meet the evolving demands of technology-driven industries.

The collaboration reflects a shared commitment to innovation, operational excellence, and long-term partnership, supporting Malaysia’s ambitions as a regional hub for semiconductor manufacturing and digital infrastructure development.

Through this strategic alliance, Sanki Engineering and ES Matrix Group look forward to contributing meaningfully to industry growth while creating value for clients, partners, and stakeholders.”

2. Overview of the company to become an equity method affiliate

(1) Name	ES Matrix Sdn. Bhd.
(2) Location	No. 3-33, Jalan Puteri 4/8, Bandar Puteri, Puchong, 47100, Selangor, Malaysia
(3) Representative	Leong Soon Huat
(4) Scope of business	Design, construction management, and maintenance of electrical, telecommunication and other equipment installation, and interior works
(5) Capital	3 million Malaysian Ringgit (112,080,000 yen) Converted at 37.36 yen per Malaysian Ringgit
(6) Date of establishment	September 1, 2015
(7) Major shareholders and shareholding ratio	Individual investors, hence, information is omitted
(8) Relationship between the Company and the subject company	No relevant matters to be noted

3. Percentage of voting rights held before and after the acquisition

(1) Percentage of voting rights held before the acquisition	0%
(2) Percentage of voting rights held after the acquisition	40%

4. Schedule

(1) Date of Board of Directors resolution	January 29, 2026
(2) Contract execution date	January 29, 2026
(3) Share transfer date	End of March 2026 (scheduled)

5. Future outlook

The impact of the share acquisition on the Company's financial results for the fiscal year ending March 31, 2026 is expected to be minimal. However, should any matters arise that require disclosure, we will promptly make an announcement.

Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.