July 7, 2026

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)
Inquiries: Shinichi Ichikawa, Manager of General Affairs and IR Group, General Affairs Department
(Telephone: +81-532-51-1182)

Notice Concerning Differences Between the Consolidated Earnings Forecasts for the Six Months Ended May 31, 2026 and Actual Results and Revisions to the Consolidated Earnings Forecasts for the Fiscal Year Ending November 30, 2026 and Dividend Forecasts (Increase)

SALA Corporation (hereinafter, the "Company" or "we/our") hereby announces that differences, as detailed below, have arisen between the consolidated earnings forecasts for the six months ended May 31, 2026 (from December 1, 2025 to May 31, 2026) and the actual results announced today.
Additionally, the Company has revised its consolidated earnings forecasts for the fiscal year ending November 30, 2026 and dividend forecasts, both of which were originally announced on January 13, 2026. These details are as follows.

1. Differences between the consolidated earnings forecasts for the six months ended May 31, 2026 (from December 1, 2025 to May 31, 2026) and actual results

	Net sales (Millions of yen)	Operating profit (Millions of yen)	Ordinary profit (Millions of yen)	Profit attributable to owners of parent (Millions of yen)	Basic earnings per share (Yen)
Previously announced forecasts (A)	132,000	6,000	6,100	4,100	63.85
Actual results (B)	129,672	7,455	8,522	5,593	87.42
Change (B-A)	(2,327)	1,455	2,422	1,493	–
Change (%)	(1.8)	24.3	39.7	36.4	–
(Reference) Actual results for the same period of the previous fiscal year (Six months ended May 31, 2025)	131,253	5,886	5,732	4,051	63.12

2. Revisions to consolidated earnings forecasts for the fiscal year ending November 30, 2026 (from December 1, 2025 to November 30, 2026)

	Net sales (Millions of yen)	Operating profit (Millions of yen)	Ordinary profit (Millions of yen)	Profit attributable to owners of parent (Millions of yen)	Basic earnings per share (Yen)
Previously announced forecasts (A)	260,000	7,500	8,400	5,200	80.98
Revised forecasts (B)	260,000	7,800	9,400	5,900	92.85
Change (B-A)	–	300	1,000	700	–
Change (%)	–	4.0	11.9	13.5	–
(Reference) Actual results for the previous fiscal year (Fiscal year ended November 30, 2025)	251,533	7,381	9,927	5,870	91.44

(Reasons for the difference between the consolidated earnings forecasts for the six months ended May 31, 2026 and actual results)

In the six months ended May 31, 2026, although there was a downward adjustment in the selling price of city gas in the Energy & Solutions business, overall sales were in line with the initial forecasts. On the profit side, the focus on renovation proposals in the living domain and solution proposals in the business domain within the Energy & Solutions business led to strong sales of equipment and construction. Furthermore, the Engineering & Maintenance business saw smooth progress in large-scale projects, resulting in an increase in net sales of completed projects during the period. As a result, operating profit, ordinary profit, and profit attributable to owners of parent all exceeded the forecasts.

(Reasons for the revision of the consolidated earnings forecasts for the fiscal year ending November 30, 2026)

Consolidated net sales for the fiscal year ending November 30, 2026 are expected to be in line with the previous forecasts. On the profit side, although there are uncertain factors such as the situation in the Middle East, we have revised the previous forecast as mentioned above, taking into account the actual results up to the six months ended May 31, 2026.

3. Revisions to the dividend forecasts (increase) for the fiscal year ending November 30, 2026

	Annual dividends per share (Yen)		
	Second quarter-end	Fiscal year-end	Total
Previous forecasts		17.00	33.00
Revised forecasts		18.00	34.00
Actual results for the current fiscal year	16.00		
Actual results for the previous fiscal year (Fiscal year ended November 30, 2025)	16.00	16.00	32.00

(Reasons for the revision)

In line with the above revision to the consolidated earnings forecasts, the fiscal year-end dividend forecast for the fiscal year ending November 30, 2026 has been revised from the previous forecast of ¥17 (announced on January 13, 2026) to an increase of ¥1, making it ¥18. As a result, the annual dividends for the fiscal year ending November 30, 2026 will be ¥34, including the second quarter-end dividend of ¥16.

* The forward-looking statements concerning the aforementioned earnings and dividends forecasts are based on information currently available to the Company and on certain assumptions deemed to be reasonable by the Company. Consequently, any statements herein do not constitute assurances regarding the actual results by the Company. Actual business and other results may differ significantly due to various unforeseen factors.