November 18, 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 Establishment of a Subsidiary

SALA Corporation (the "Company") hereby announces that at a meeting of its Board of Directors held on November 18, 2026, it passed a resolution to establish a subsidiary, SALA UNITED SPORTS Co., Ltd., as described below.

1. Purpose of and background to the establishment

(1) Background and strategic positioning

The Group has set "Create new value to generate business" as one of the key strategies of its 6th Medium-Term Management Plan, and is promoting the expansion of its business domains beyond existing boundaries.

In the San-En region, which spans Higashi-Mikawa (Eastern Aichi) and Enshu (Western Shizukoka) and forms the Company's business base, a wide range of social issues are becoming apparent, including declining regional vitality accompanying the falling birthrate, aging population, and population decline; rising medical and nursing care costs; and the transition of club activities at public junior high schools to community-based programs. For the Group, which provides essential living infrastructure such as energy and housing, we position the sustainable development and revitalization of the region as an important theme directly linked to the Group's medium- to long-term growth and the enhancement of corporate value.

(2) Business model of the new company and Group synergies

Against this background, we will establish SALA UNITED SPORTS Co., Ltd., a new company that will operate a regional co-creation sports management business based in the San-En region.

With the expansion of the region's visitor population through attracting and operating domestic and international sporting events at its core, the new company aims to build a sustainable business model that goes beyond one-off event promotion. Specifically, by leveraging wide-area networks that transcend administrative boundaries and public-private partnerships, it will seek to achieve both the resolution of social issues and self-sustaining profitability through activities such as the contracted operation of local sports facilities and parks, the provision of wellness (health promotion) programs for local residents, and support for the transition of school club activities to community-based programs.

Furthermore, by creating new points of contact with local residents, municipalities, and local companies through sports and wellness, we will work to enhance the brand value of the SALA Group as a whole and to strengthen the customer base of, and create synergies with, our existing businesses (energy, housing, and lifestyle-related services, etc.).

2. Overview of the new company

(1)	Name	SALA UNITED SPORTS Co., Ltd.	
(2)	Location	SALA TOWER, 1-55 Ekimae-odori, Toyohashi-shi, Aichi	
(3)	Job title and name of representative	Toshinao Kawashima, President and Representative Director	
(4)	Description of business	(i) Contracting, planning, operation, and management of international and domestic sporting events (ii) Sale of original merchandise, apparel, sporting goods, etc. related to sporting events (iii) Operation of wellness and health promotion businesses utilizing local sports facilities, parks, etc. (iv) Planning and operation of co-creation programs utilizing local resources (v) Marketing business aimed at developing domestic and international markets and creating latent value	
(5)	Share capital	¥50 million	
(6)	Date of establishment	December 1, 2026 (planned)	
(7)	Ownership	The Company 100%	
(8)	Date of fiscal year's end	November 30	
(9)	Relationship with the Company	Capital relationship	The new company is a wholly owned (100%) subsidiary of the Company.
		Personnel relationship	Officers and employees of the Company will assume positions as officers of the new company.
		Business relationship	Not applicable.

3. Schedule of establishment

November 18, 2026 Resolution by the Company's Board of Directors
December 1, 2026 Establishment of the company (planned)

4. Future outlook

The new company is expected to be a non-consolidated subsidiary, and the impact of this matter on the Company's consolidated financial results is expected to be negligible. Should any matters requiring disclosure arise in the future, we will promptly announce them.