July 30, 2026

FY2026/9

Q3 FY2026/9 Earnings Presentation

Strike Group Co., Ltd.

Prime Market, Tokyo Stock Exchange: 6196

Disclaimers

Forward-looking statements herein are based on information available to Strike Group Co., Ltd. as of this document's date. We assume no obligation to update or revise these statements to reflect future events. Actual business operations and results may differ materially from these projections due to known or unknown risks, uncertainties, and other factors.

[Glossary]

FA Business: Financial Advisory business.

Deals Closed: Total M&A transactions handled via our brokerage or FA services (deal basis).
(Large deals: Transactions generating revenue of ¥100M+ per deal).

Contracts Closed: Total companies executing M&A contracts via our brokerage or FA services.
Brokerage transactions count as two contracts (one seller, one buyer); FA transactions count as one.

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Third-party Research Report

URL: https://sharedresearch.jp/ja/companies/6196/overview

Executive Summary (Consolidated From Q3)

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Operating Performance

- ☑ Achieved top- and bottom-line growth, posting record Q3 YTD results (vs. previous year's non-consolidated figures), alongside improved operating profit margins.
- ☑ Both net sales and operating profit are tracking in line with the full-year plan.

Consolidated Net Sales	Progress Rate	Consolidated Operating Profit	Progress Rate	Operating Profit Margin
¥16,003M	71.1%	¥5,125M	70.0%	32.0%
(Ref.) Net Sales for Same Period Previous Year (Non-Consolidated)		(Ref.) Operating Profit for Same Period Previous Year (Non-Consolidated)		(Ref.) Operating Profit Margin (Non-Consolidated)
¥14,441M		¥4,110M		28.5%

KPI

- ☑ Contract acquisition and matching activities remained robust, reaching record highs.

KPI	Consultant Headcount	New Contract Volume	MoU Volume
	397	927	332
vs. FY-end / YoY	+20	+98	+87

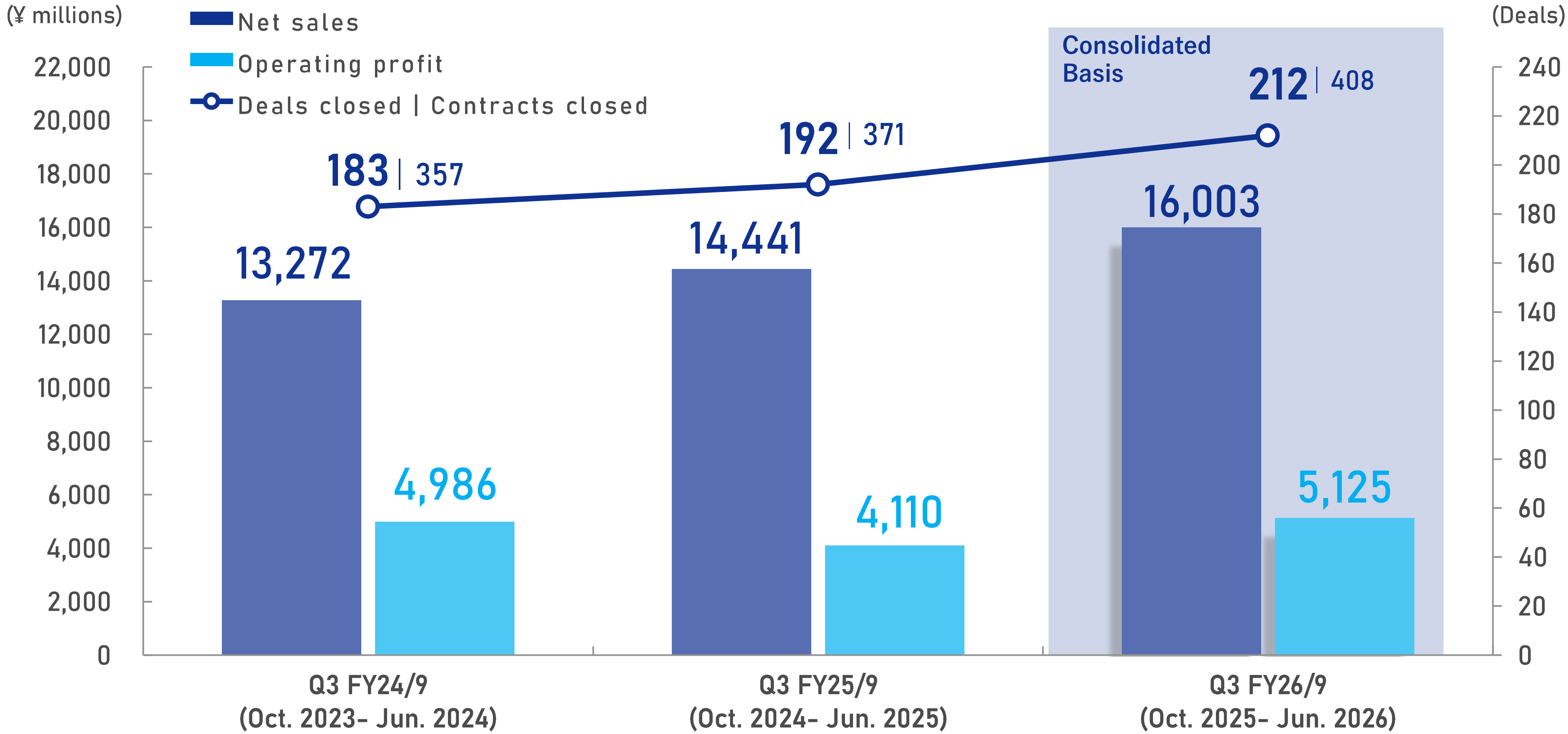
Future Outlook

- ☑ Full-year guidance remains unchanged (Consolidated Net Sales: ¥22,523M / Consolidated Operating Profit: ¥7,316M).

Q3 FY26/9 Performance Trends

- ☑ Achieved a YoY increase of 20 in the number of deals closed, with large deals increasing by 6 (from 33 to 39).
- ☑ Sales per deal also increased (from 75.2 million yen to 75.4 million yen), driving strong top- and bottom-line growth.

Quarterly Results



Year-on-Year Comparison

STRIKE GROUP

☑ Optimized advertising expenses and costs for mid-career hires, which decreased the SG&A ratio and improved the operating profit margin.

(¥ millions)

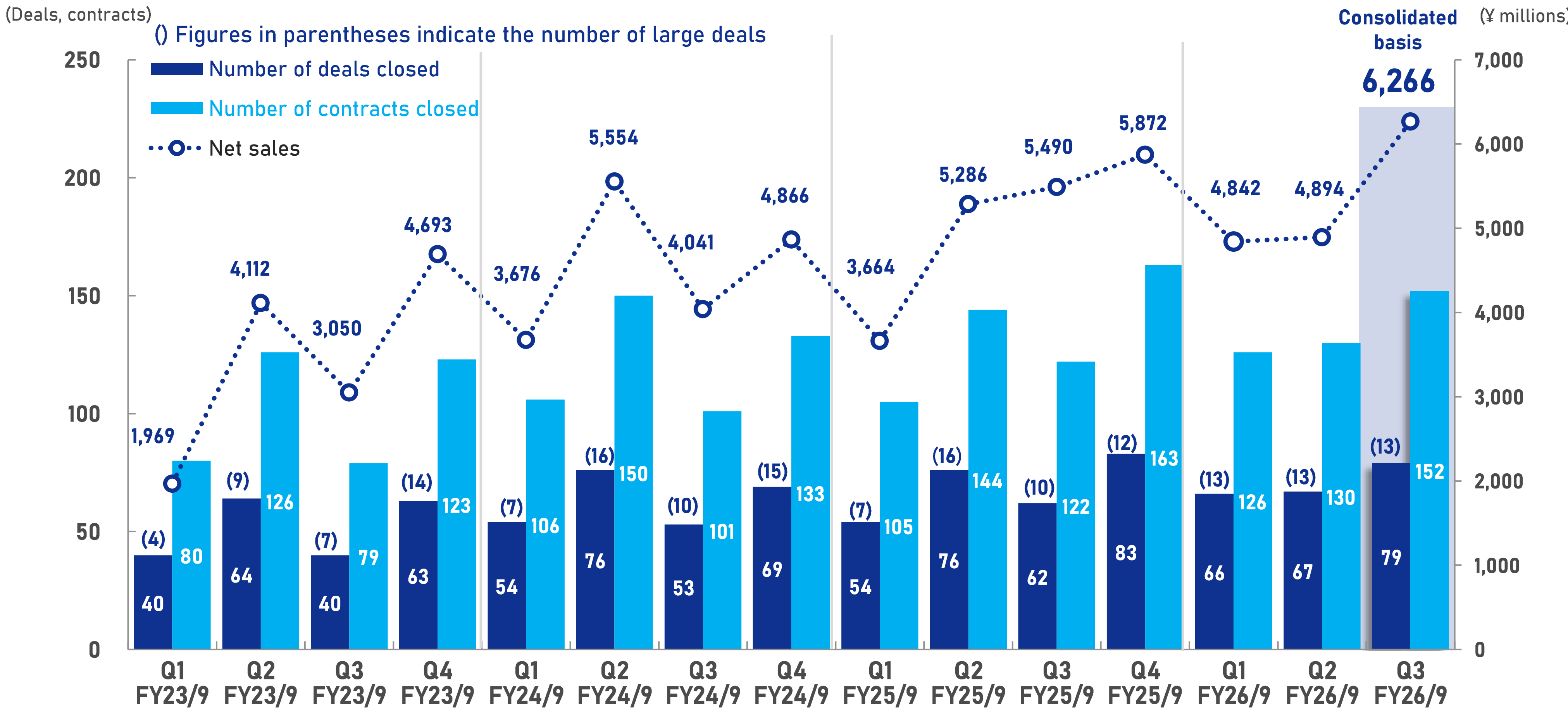
	Consolidated basis Q3 FY26/9	(Ref.) Non-consolidated Q3 FY25/9
Net sales	16,003	14,441
Cost of sales	6,552	6,047
Cost of sales ratio	40.9%	41.9%
SG&A expenses	4,325	4,283
SG&A ratio	27.0%	29.7%
Operating profit	5,125	4,110
Operating profit margin	32.0%	28.5%
Ordinary profit	5,110	4,100
Profit	3,406	2,853

	Consolidated basis Q3 FY26/9	(Ref.) Non-consolidated Q3 FY25/9
[Cost of sales]	6,552	6,047
Personnel expenses	4,631	4,299
(Salaries)	(2,026)	(1,816)
(Incentive bonuses)	(2,235)	(2,156)
Referral fees	1,287	1,274
Other	632	473
[SG&A expenses]	4,325	4,283
Personnel expenses	1,422	1,201
Advertising expenses	547	694
Rent expenses	782	746
Other	1,573	1,641

* **Note**: Previous-year figures are non-consolidated and provided for reference only. No direct comparison is made with current consolidated results

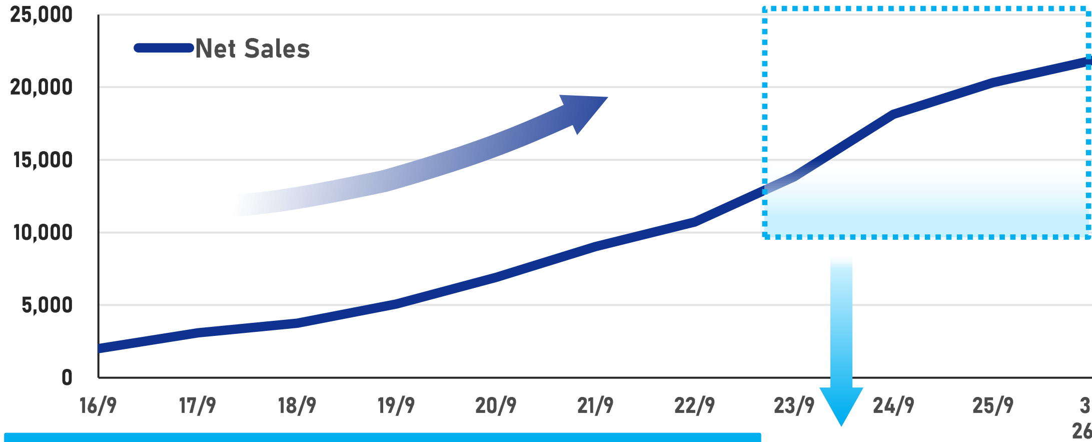
Deals and Contracts Closed (Quarterly)

☑ Reached record highs in both the number of contracts closed and net sales for a third quarter.



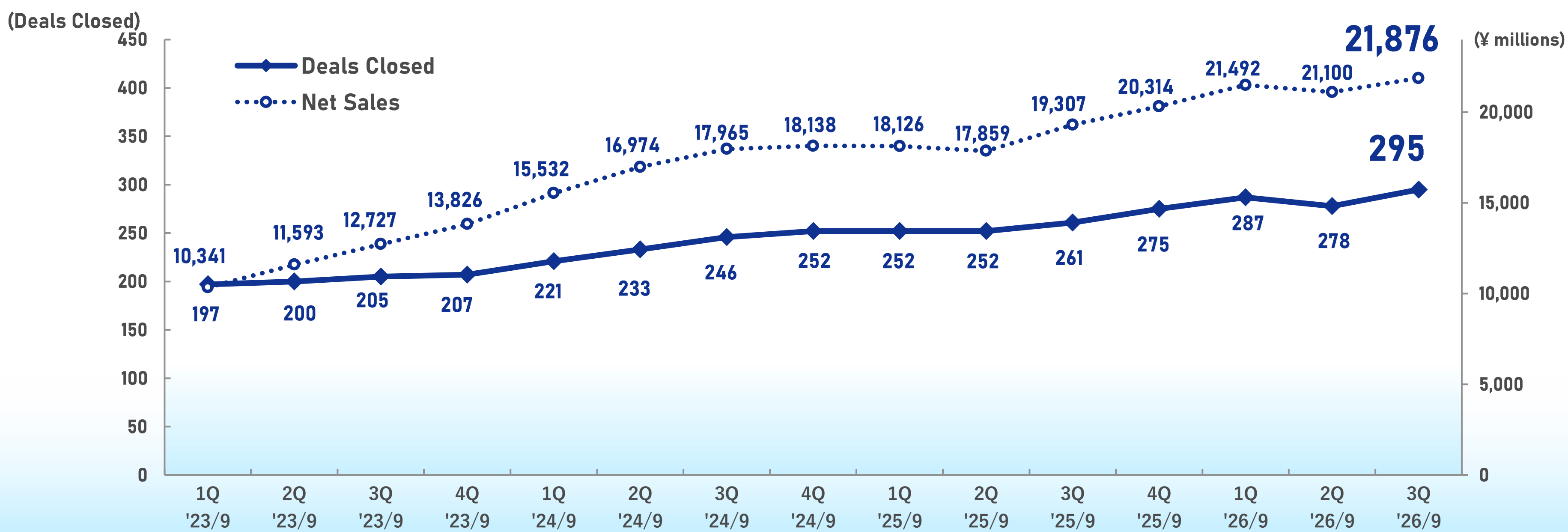
Historical Performance (LTM)

Long-Term Net Sales Trends (LTM Basis)



These charts present the last twelve months (LTM) trend in deals closed for each quarter as a metric to assess growth trends adjusted for quarterly seasonality.

Quarterly Trend In Deals Closed (LTM Basis)



Short-, Medium-, and Long-term KPIs

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☑ Maximize sales and profits by quantitatively monitoring the status of achievement of short, medium, and long-term KPIs below.

*Note: Due to shared processes and current scale, Group KPIs (including financial advisory (FA) services and strategic consulting) use M&A brokerage standards. We will disclose independent metrics alongside business expansion.

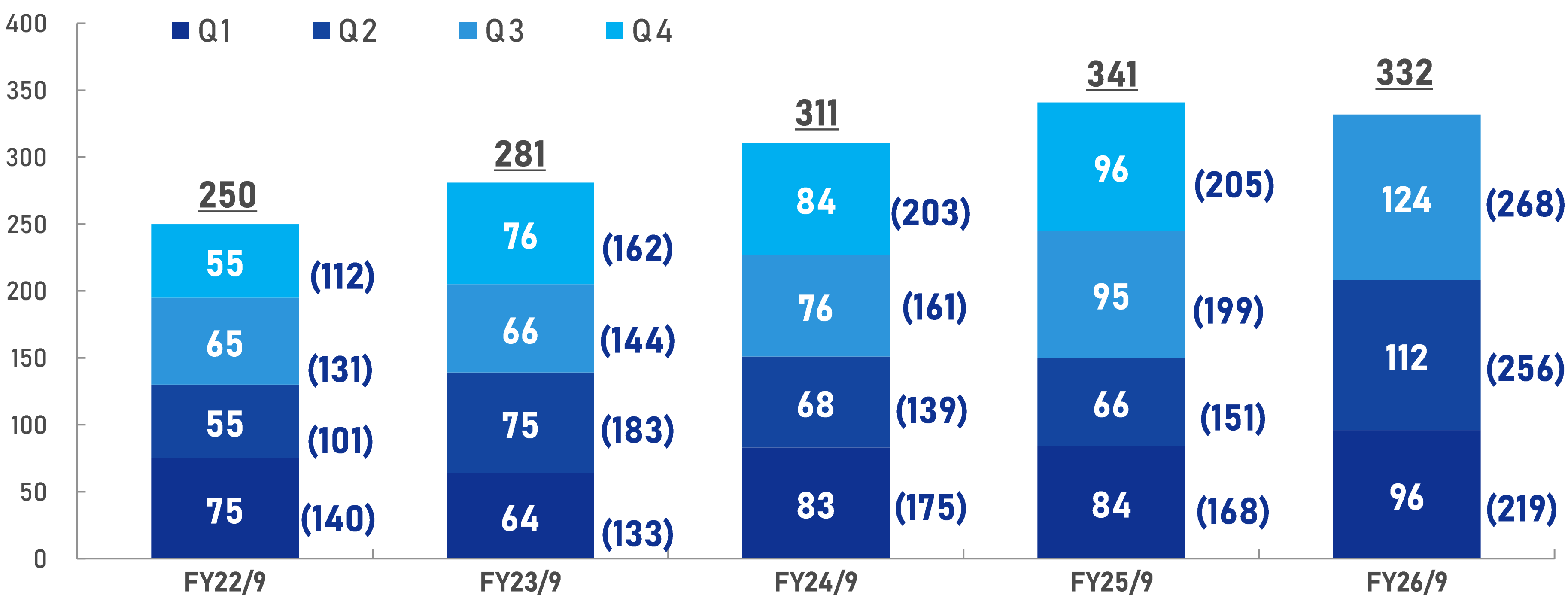
	KPI	Time to productivity
Short-term	**MoU volume** Number of transactions for which exclusive negotiations have begun between the seller and buyer	Approx. 3 – 6 months
Medium-term	**New contracts volume** Number of M&A brokerage contracts signed with sellers	Approx. 8 – 12 months
Long-term	**Consultant headcount** Total number of consultants including both mid-career and new graduate hires	Approx. 24 months for mid-career hires Approx. 36 months for new graduate hires

MoUs Signed and MoU Fees Revenue

- Approximately 80% of deals reaching the MoU stage successfully close, making it a critical KPI for forecasting deal growth.
- MoU volume remained robust, increasing by 87 deals YoY, with MoU fee revenue reaching a record high.
- The timeframe from MoU to closing is lengthening, resulting in a growing backlog of pending deals.

MoU Volume

Figures in parentheses are MoU fee revenue (¥ millions)



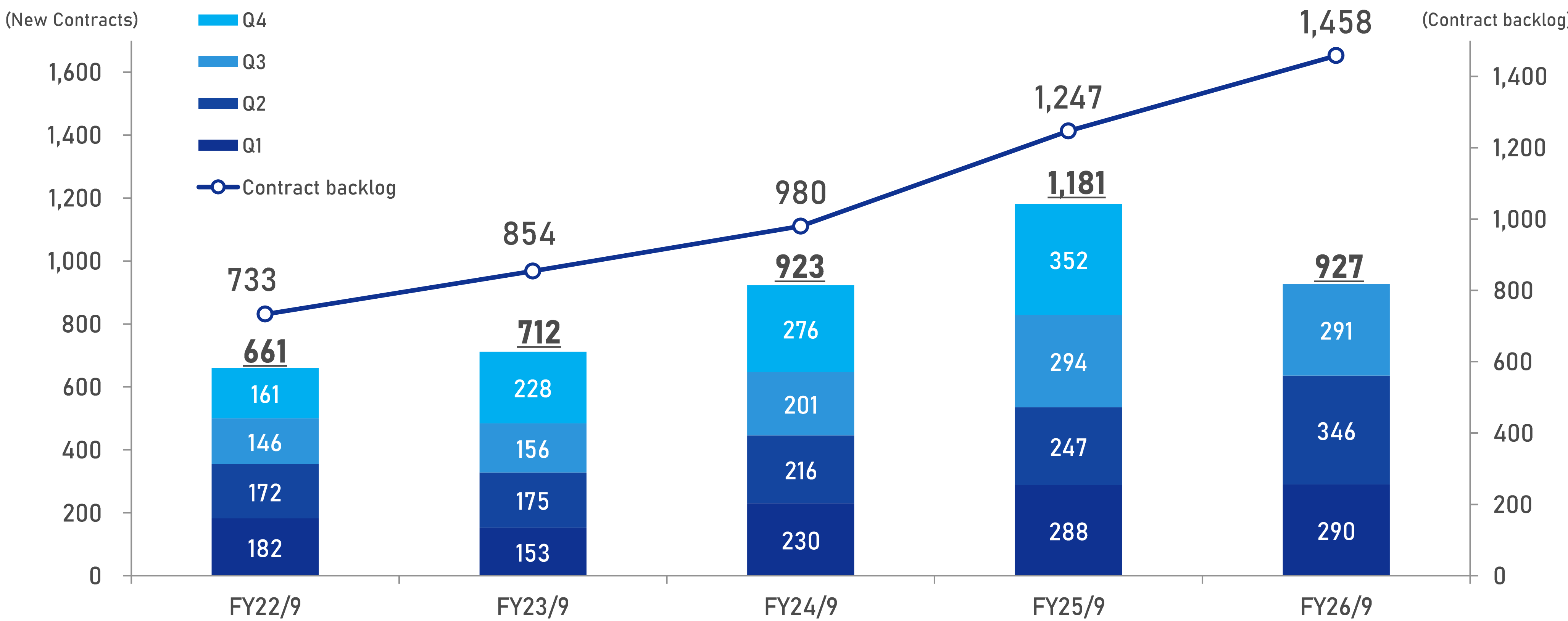
Note: The MoU signing fee ranges from ¥1 million to ¥3 million, depending on the value of total assets of the potential seller. The number of MoU signed above includes only those where MoU signing fees were incurred.

New Contract Trends

- Achieved solid growth in new contracts, with a YoY increase of 98.
- Increased sales per deal compared to the previous period (FY25/9: ¥77 million; Q3 FY26/9: ¥80 million).

New Contracts (Quarterly)

New contracts: New brokerage service contracts signed with sellers (or in the case of advisory services, contracts signed and services effectively commenced)



***Note**: Contract backlogs do not include projects suspended due to client circumstances.

Current Employee Headcount

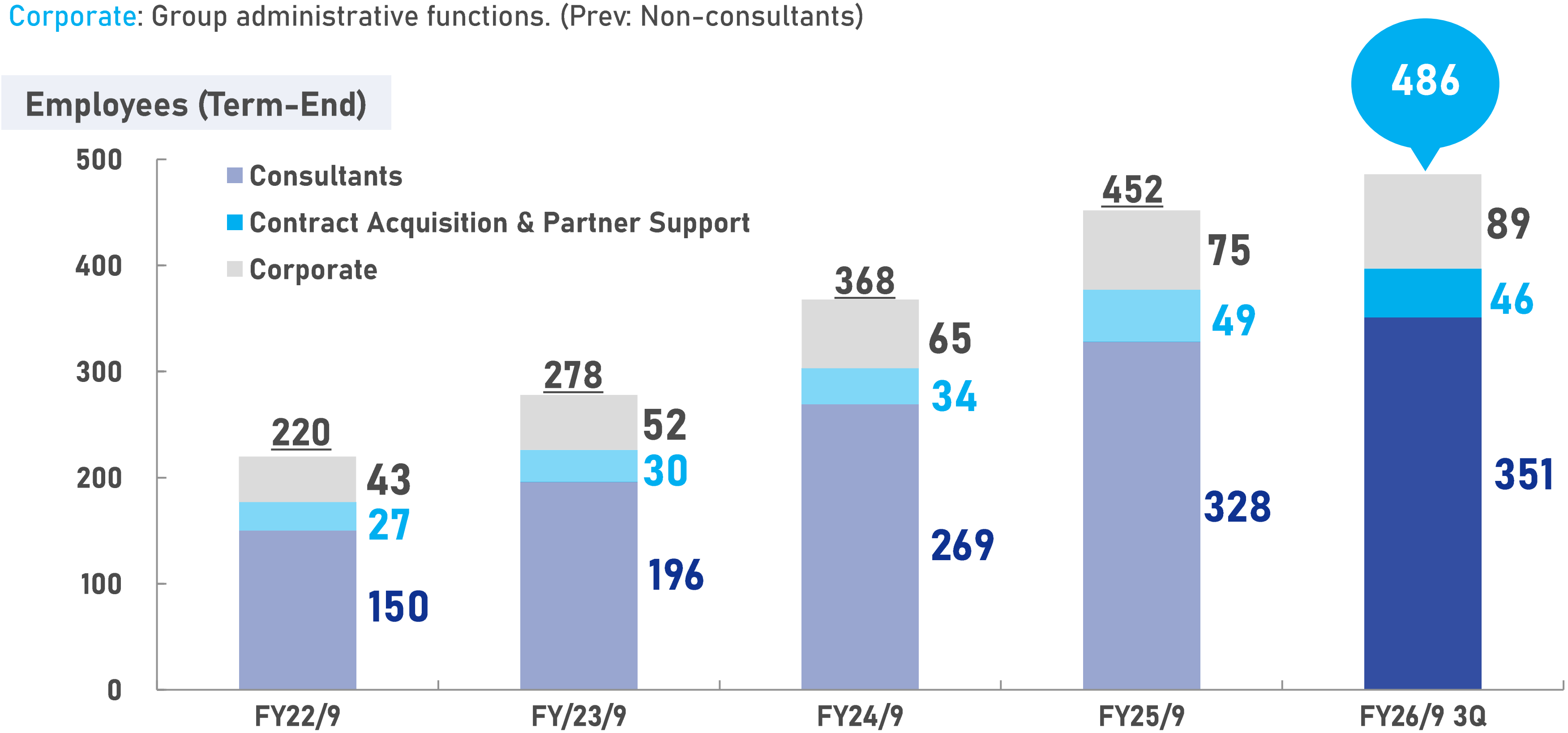
- Achieved a net increase of 20 consultants (including contract acquisition and partner support) against a full-year target of 55. Total headcount stands at 486.
- As the Company maintains a strict hiring policy, the full-year headcount is expected to fall slightly short of the plan.

The Company reviewed its presentation categories and revised the designations effective from 3Q FY26/9.

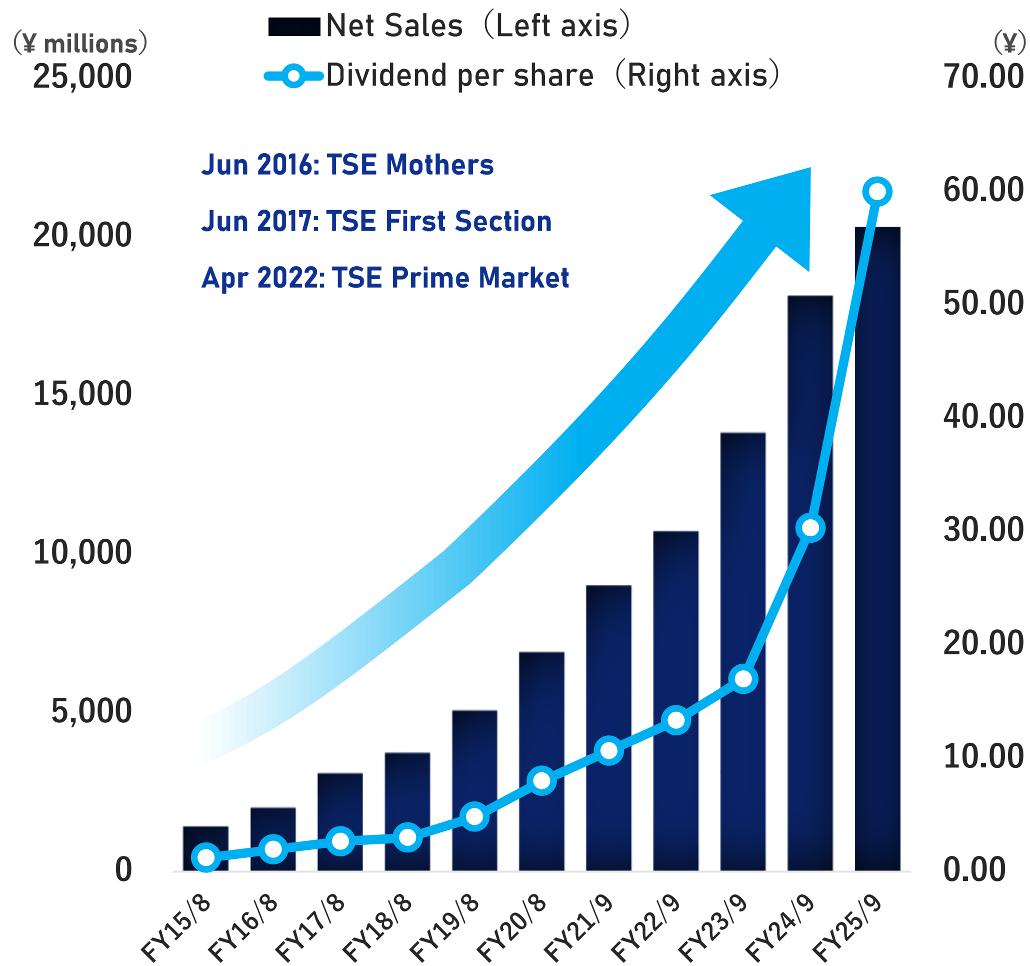
Consultants: Manage full M&A lifecycles. (Prev: Consultants in cost of sales)

Contract Acquisition & Partner Support: Drive referrals from financial institutions and accounting firms. (Prev: Consultants in SG&A)

Corporate: Group administrative functions. (Prev: Non-consultants)



11 Consecutive Years of Sales & Dividend Growth



We now have collaborative frameworks with tax accountant associations in

ALL 47 prefectures nationwide.

We are leveraging this completed nationwide network to proactively capture and address M&A needs in every region across Japan.

Scope of Partnership

- Provide consultations on strategic challenges such as business succession and expansion.
- Propose M&A-driven solutions.
- Provide tailored M&A brokerage services.
- Provide ancillary M&A support services.

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Major Upgrade to the M&A Platform "SMART"

Our Business Succession & M&A Platform "SMART" evolves into a decision support platform for M&A professionals.

Key Features

- Launch of "SMART M&A Knowledge" — A dedicated knowledge media tailored for M&A professionals
- Proven reliability backed by a track record spanning over 29 years
- A lineup of industry analysis reports compiled by experts

URL：https://www.strike.co.jp/smart/
(Note: The platform is currently available in Japanese only.)

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FY26/9 Consolidated Earnings Forecast

No Changes from the April 30, 2026 Disclosures

	FY26/9 consolidated earnings (forecast)
Net sales	22,523
Cost of sales	9,259
Cost of sales ratio	41.1%
Gross profit	13,263
SG&A expenses	5,946
SG&A ratio	26.4%
Operating profit	7,316
Operating Profit Margin	32.5%
Ordinary profit	7,343
Profit before income taxes	7,343
Profit	5,025
Deals closed	306
New contract volume	1,270
Employees	509

Net sales

- ☑ July sales also remain robust.
- ☑ Forecasts reflect extended closing timeframes in the brokerage business, driven by changing buyer profiles (e.g., an increased ratio of listed companies) and specific client requests.

Cost of sales

- ☑ Decreased net sales drove a relative increase in the fixed cost ratio, with the cost of sales ratio expected to rise slightly above the initial plan.

SG&A expenses

- ☑ Forecasts fully incorporate one-time administrative expenses for transitioning to a holding company and consolidated reporting.
- ☑ SG&A expenses planned to decrease through rigorous cost controls, including direct mail reductions.

- ☑ Minimal impact from the transition to consolidated reporting, as the new FA and M&A strategic consulting businesses remain in the launch phase.

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Assumptions for the plan

- Forecasts herein assume the continuation of current business activities. Post-transition to a holding company, consolidated figures are projected to align with the current medium-term management plan. The consolidated plan will be updated on a fiscal-year basis upon reviewing deal progress.

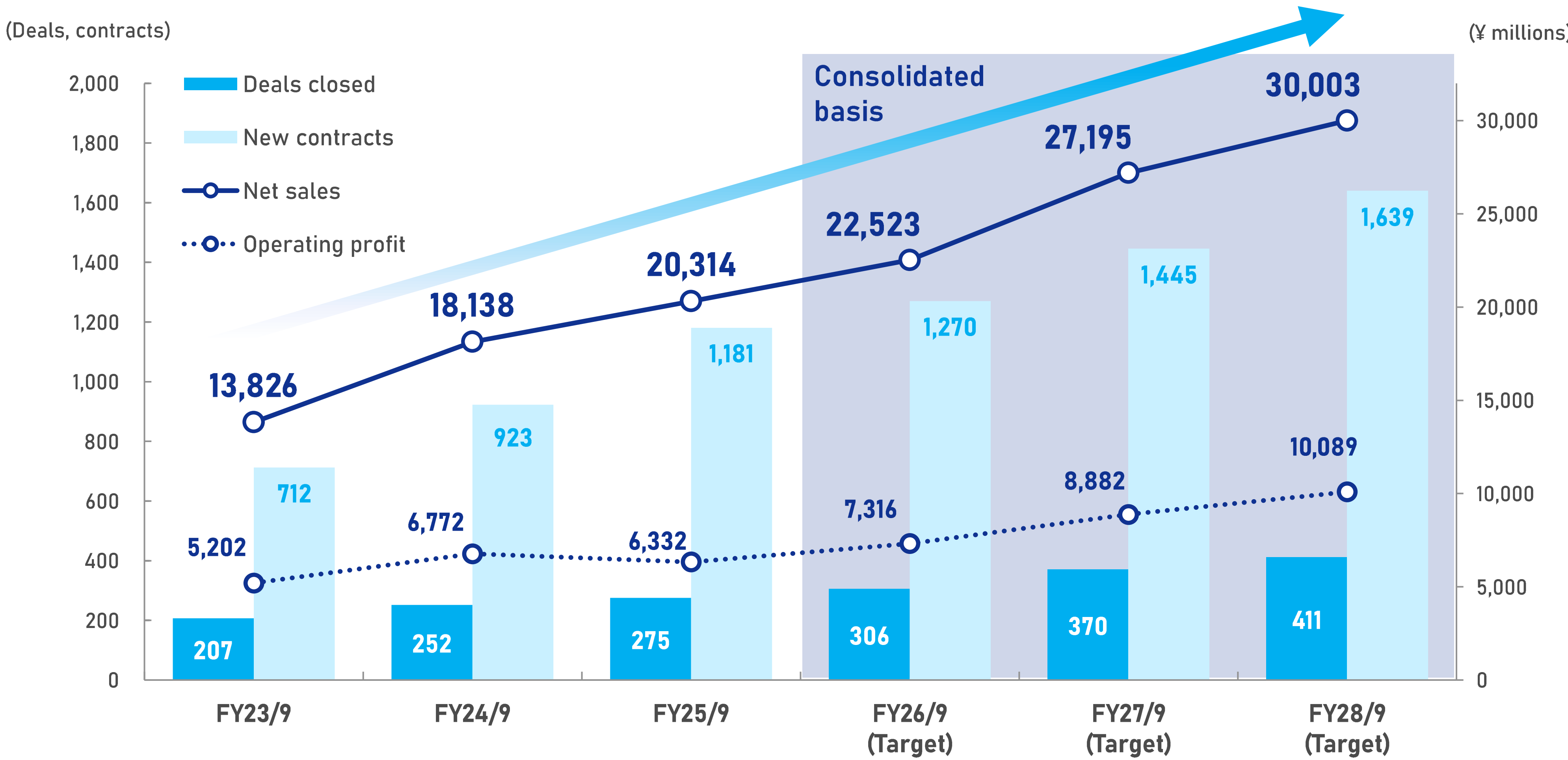
- Strategically increasing our ratio of new graduate hires will temporarily lower productivity and raise fixed-salary COS through FY27/9. Productivity is projected to recover from FY28/9 as these consultants begin generating revenue.

- The ongoing increase in referral-based mandates is expected to continue over the coming years, leading to a higher COS ratio from referral fees.

- A planned headquarters expansion from FY27/9 onward will incur additional rental and facility costs, though specific details remain pending.

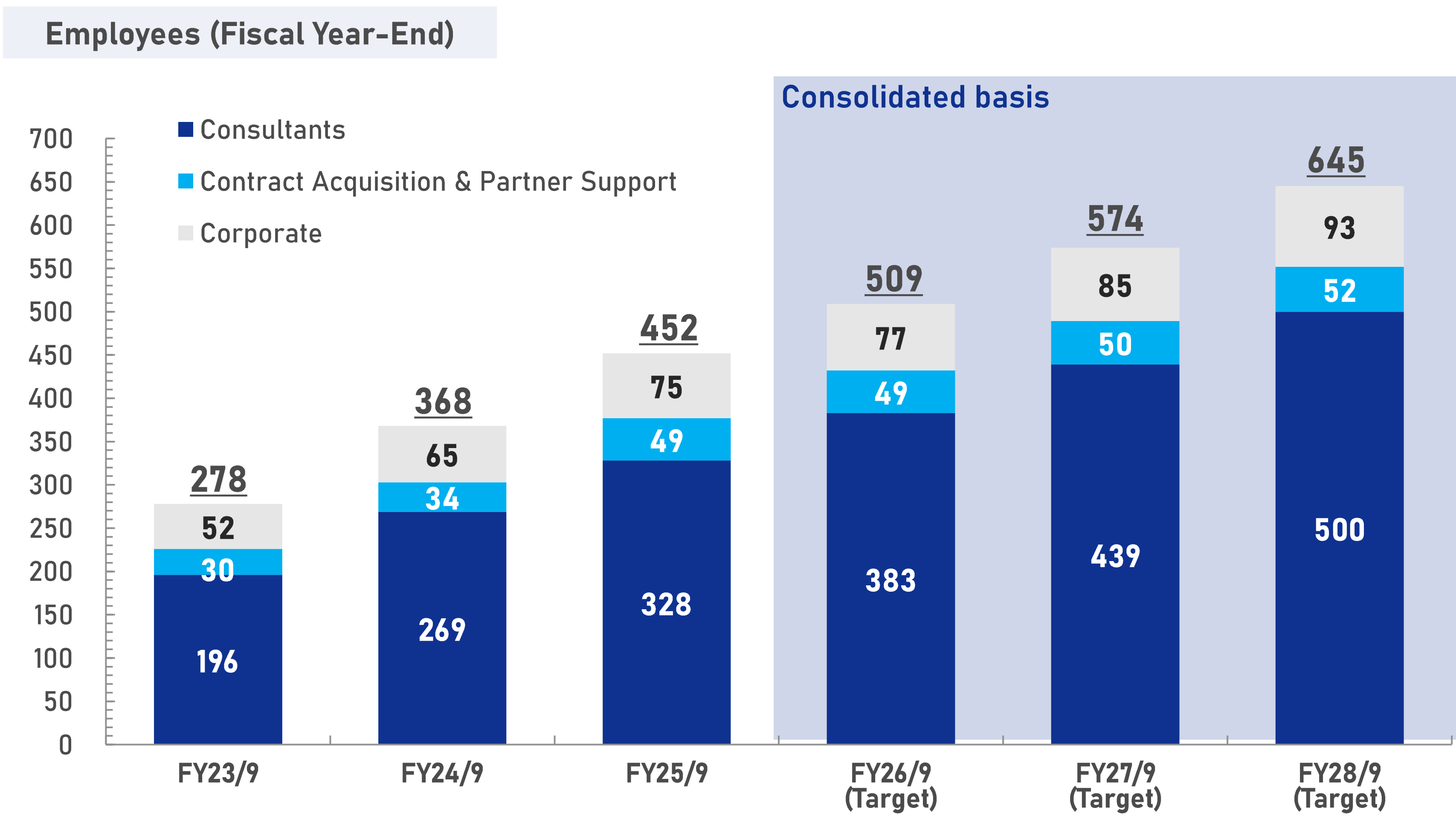
Results and Targets: Contracts, Deals, Sales, and Profit

- ☑ Target a net sales CAGR of 10 to 20%.
- ☑ The consolidated medium-term management plan is scheduled to be updated at the fiscal year-end based on deal progress.

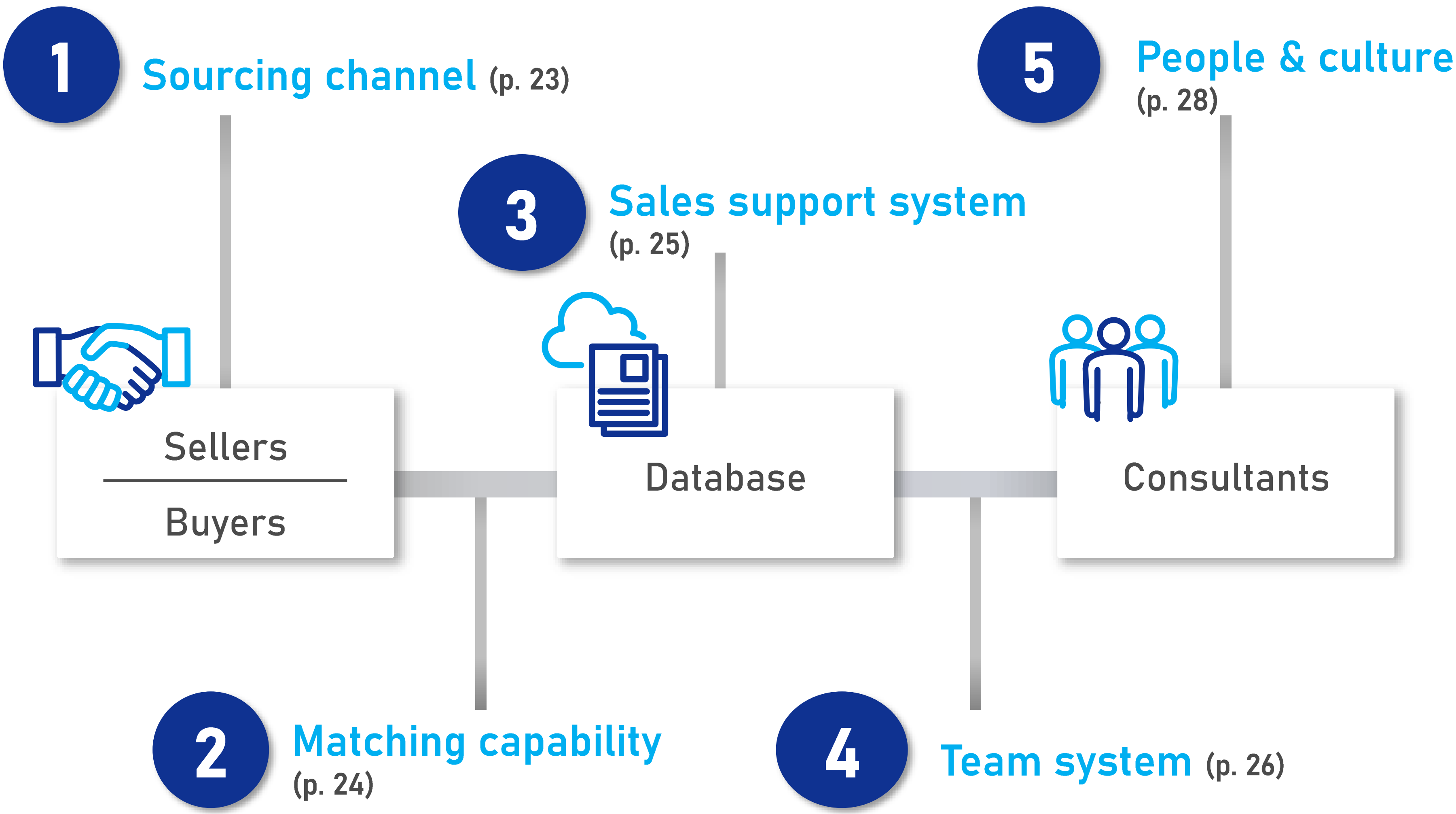


Employee Headcount Plan

- Our hiring plan reflects current business activity.
- We will review projections for FY26/9 and beyond based on subsidiary performance.



Five strengths supporting our growth



- Drive both new contract volume and higher sales per deal by balancing direct sourcing and referrals.

Clients (Sellers and Buyers)

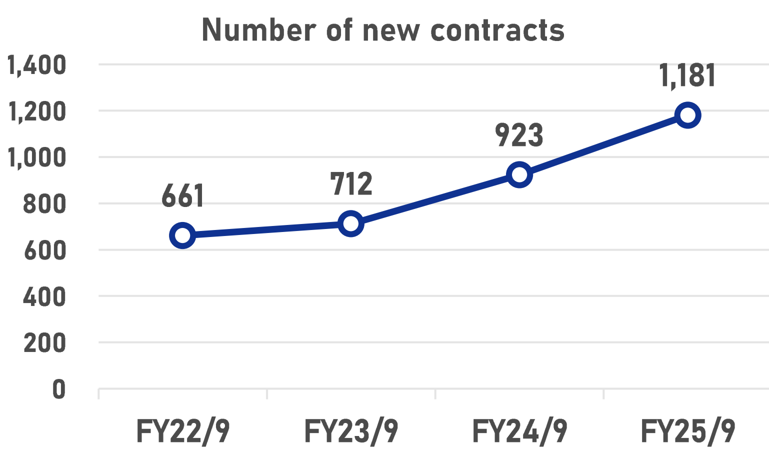
Network

Source deals through a robust network of over 2,000 partners.

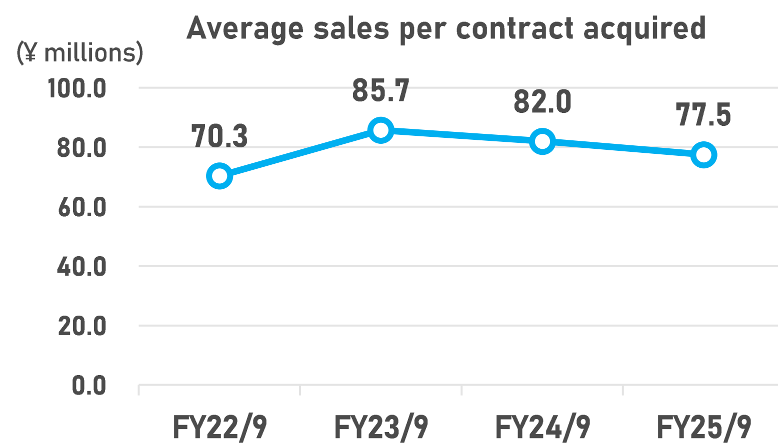
Referrals: 49.7%

Direct Sourcing: 50.3%

Increase new contract volume through stronger partner relationships.



Strengthen direct sales efforts targeting larger companies.



2) Matching Capability

1 Acquisition needs of approx. 19,000 companies

Consultants pitch directly to potential buyers using our database of approximately 19,000 active M&A needs gathered through daily sales activities.

3 M&A brokerage site SMART

We post anonymous target profiles on our proprietary platform, driving over 5,800 direct buyer inquiries annually.

Maximize seller satisfaction by expanding buyer options.

2 Firm-Wide Collaborative Sourcing

Our cross-collaboration framework allows every consultant to source buyers for any deal, generating over 36,000 buyer proposals annually.

4 Extensive network of partners

We receive prospective buyer referrals from partner financial institutions and accounting firms.

3) Sales Support System

☑ Streamline operations and optimize matching by integrating rich corporate data into our proprietary sales platform.

Streamline operations and optimize matching

Leverage unrivaled corporate data

Company data

Houses comprehensive data on all registered corporate entities.

Acquisition needs

Captures the active M&A needs of nearly 19,000 companies through daily sales operations.

Unique Sales Management System

1. Client search
2. Automated matching & internal proposal
3. Sharing activity status
4. Project management

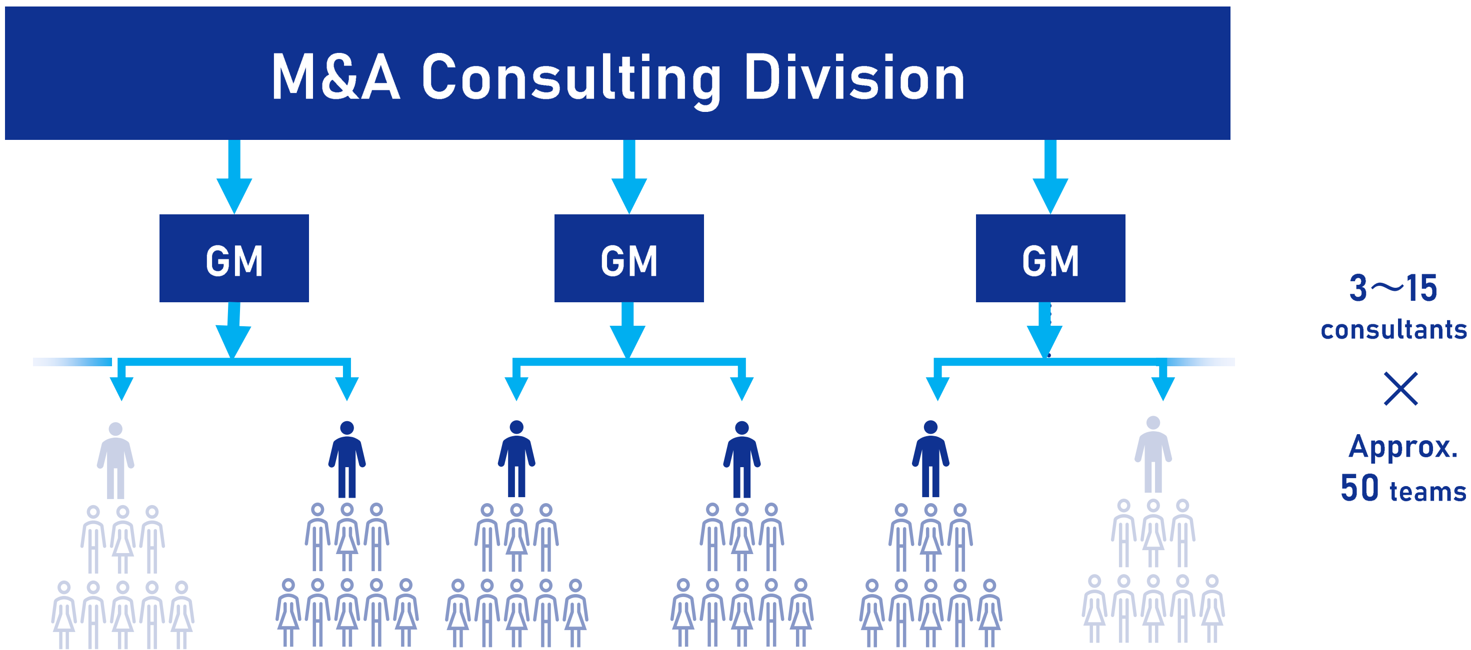
Integration with Japan's first online M&A service

SMART

Receives over 5,800 potential buyer inquiries annually to drive deal matching and expand our acquisition needs database.

4) Team System - 1

- Team System: A collaborative structure where a dedicated team of consultants—rather than a single individual—manages the entire deal lifecycle from sourcing to execution.
- Leveraging shared expertise through teamwork accelerates the development of new hires and future leaders, prevents conflicts of interest, and enhances proposal and matching quality.



Advantages of the Team System

Enhancing Proposal Quality

Diverse teams conduct in-depth industry analyses and share expert insights to address sector-specific challenges, delivering highly sophisticated, targeted client proposals.

Preventing Conflicts of Interest and Misconduct

Team members strictly monitor for buyer-seller conflicts and potential misconduct, ensuring a highly transparent, secure environment for every transaction.

Developing Next-Generation Leaders

Supervising team members enhances management skills and helps identify aptitude, accelerating the cultivation of our firm's next generation of leadership.

Elevating Deal Matching Quality

Industry-specialized teams collaborate and share detailed project insights, enriching our buyer pool to present broader, higher-quality candidate selections to clients.

Accelerating New Hire Development

Integrating new hires into active deal teams provides hands-on learning from experienced leaders and members, accelerating professional growth faster than independent management.

Streamlining Deal Operations

Task sharing optimizes the deal process and mitigates bottlenecks between MoU execution and closing, enabling efficient, concurrent management of multiple transactions.

Enables us to deliver high-quality services consistently and reliably.

5) People & Culture

- Drive sustainable growth by continuously elevating consultant expertise and teamwork, anchored in our people and culture as the foundation of our corporate value.

Mission

Create partnerships that change the world.

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Extensive training programs

Continuous development of consultants

Compliance awareness

Strict legal compliance

Network of business partners

Services that honor partner trust

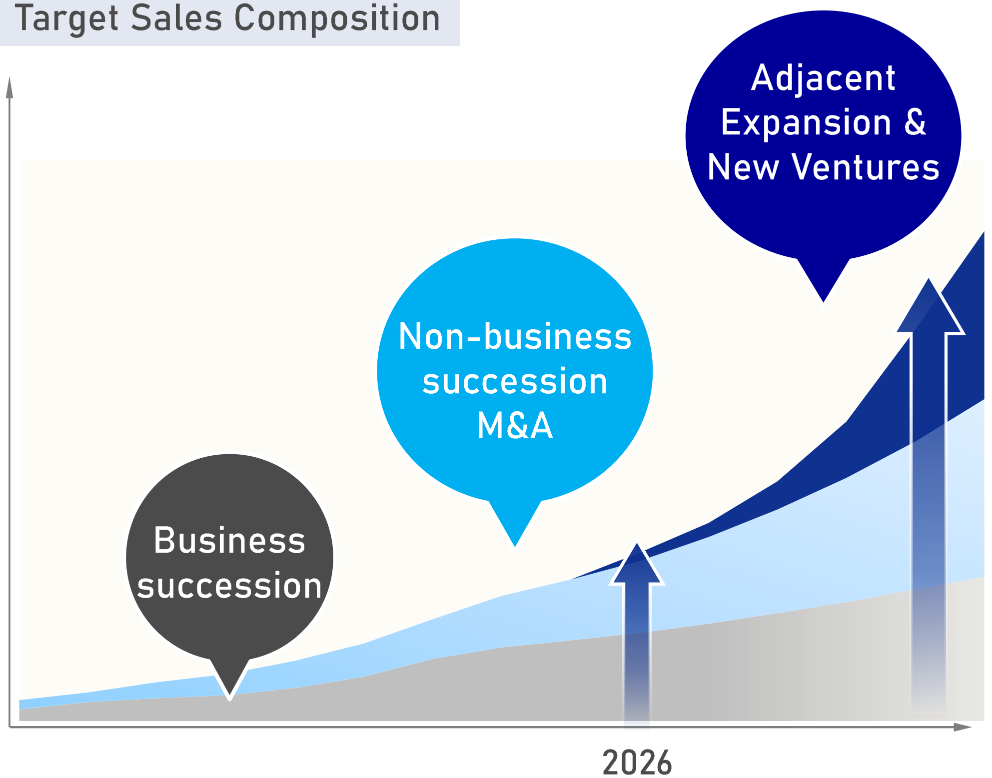
Teamwork

Mutual reinforcement of cross-departmental capabilities

Growth Strategy

- Expand our positive impact through our M&A services by driving both deal volume and deal size.
- Drive sustainable growth by expanding into adjacent and new business domains. To accelerate this, we will proactively explore acquisitions and evaluate a holding company structure as part of this strategy.

Target Sales Composition



Expand into adjacent areas and new business domains

Growth-oriented M&A, Innovation-oriented M&A, etc.

Beyond growth-oriented M&A, we facilitate deals that drive startup growth, corporate transformation, and new business creation.

Business succession M&A

While the overall market expands, rising strategic transactions will steadily reduce our reliance on business succession deals.

Initiatives to Enhance Corporate Value

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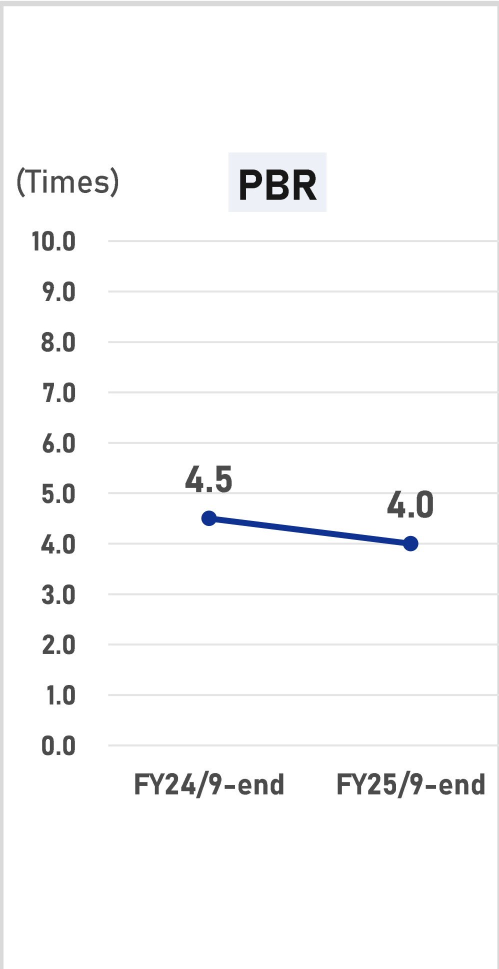
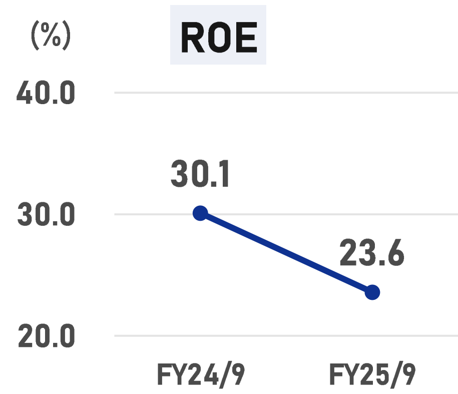
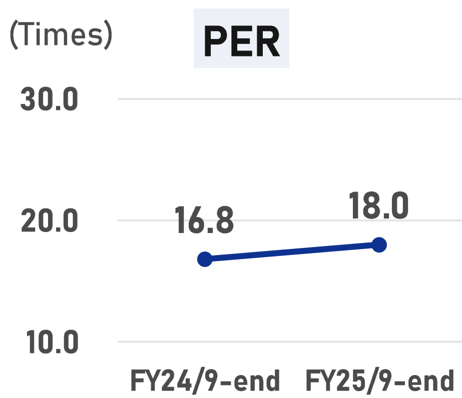
☑ Position corporate value enhancement as a critical priority while maintaining a high ROE.







ROE improvement measures

<Current Initiatives>

- Raised dividends (¥60→¥65).
- Boosted profitability via holding company transition, domain expansion, and M&A.

<Future Priorities>

- Improve capital efficiency through share buybacks.
- Enhance profit margins in new business domains.

PER improvement measures

<Current Initiatives>

- Expanded investor meetings, including overseas IR.
- Selected for the JPX Startup 100 Index.
- Implement stock split to broaden investor base.

<Future Priorities>

- Sustain growth via systematic investments and domain expansion.

Initiatives to Enhance ROE

☑ Target a consolidated ROE of 25% or higher by driving steady growth in our core M&A brokerage and expanding profits through new ventures like FA and M&A strategic consulting.

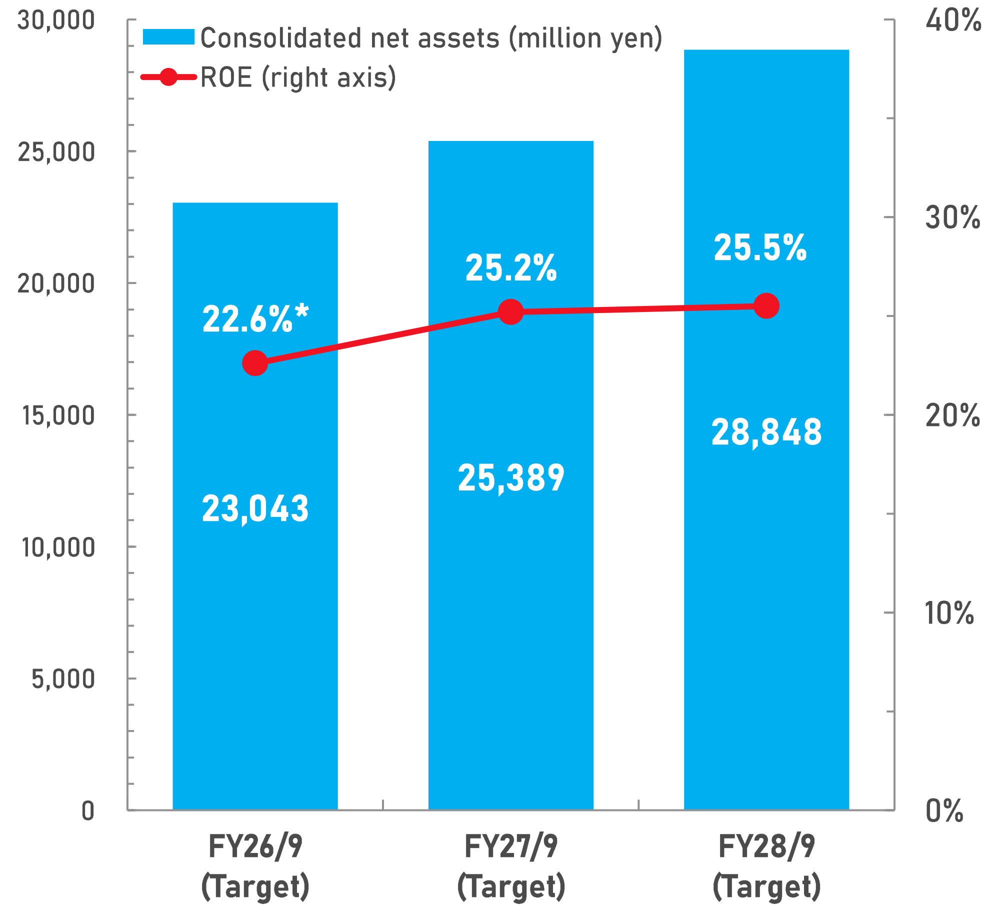
Measures to maintain and improve ROE

01 **Maintain optimal equity levels**
- Execute flexible share buybacks
- Review the dividend payout ratio

02 **Elevate earnings**
Increase profits by expanding business domains alongside our core M&A brokerage.

03 **Leverage debt**
Enhance capital efficiency by utilizing borrowings for large-scale strategic investments.

Consolidated net assets and ROE forecasts



* Reference value

Cash Allocation Policy

STRIKE GROUP

As of September 30, 2026
Net Cash Balance (Est.)
¥16.6B

¥20.0B
Net Cash Prior Year-End ¥14.2B
+
Cash Inflow FY26/9 Operating CF (Est.) ¥5.8B

FY26/9-End Cash Balance (Est.)

¥(3.4)B
Dividend Payments

¥16.6B

Net Cash Balance (Est.)

Ensuring Business Continuity
¥10.2B

Cash for stability

- Maintained at roughly one year of fixed costs.
- Mitigates unforeseen risks and ensures operational stability.

Growth Investment
¥5.4B

Cash for growth

- Allocated to talent, systems, office expansion, and strategic investments.
- Drives future profitability and cash flow generation.

Surplus Funds
¥1.0B

Cash for shareholder returns

- Dedicated to dividends and share buybacks.
- Targeting sustainable, medium-to-long-term growth in payouts.

*Growth investment and surplus fund allocations are reviewed every FY.

Shareholder Returns

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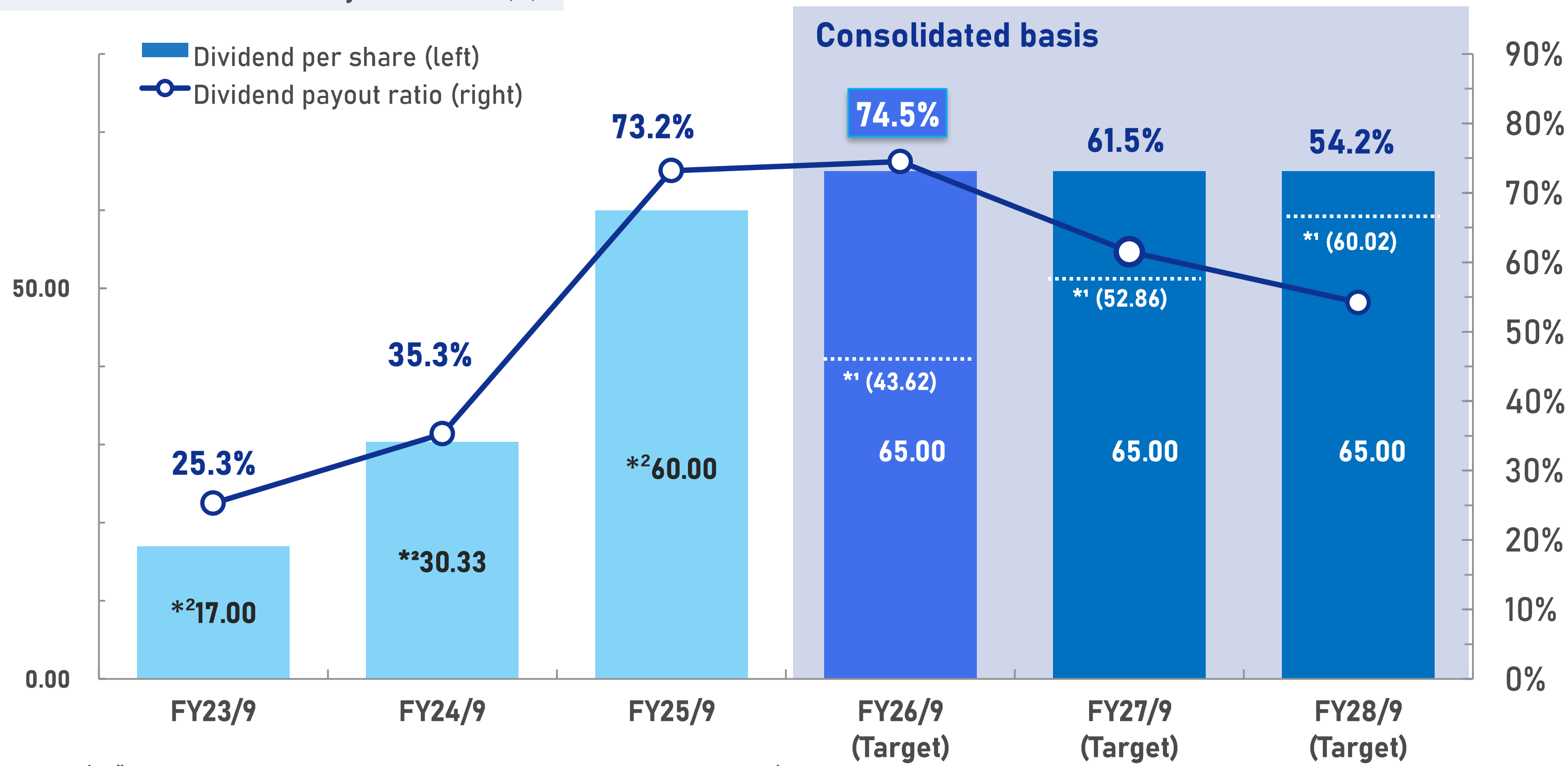
- Implemented a 3-for-1 stock split on March 31, 2026; all figures are presented on a post-split basis.
- To enhance shareholder returns using surplus funds, the dividend is fixed at ¥65 through FY28/9. However, we will implement further increases if the payout ratio falls below 50%.
- We are also considering interim dividend payments from next fiscal year onward.

Dividends and Dividend Payout Ratio (¥)



*1 () Dividend per share assuming a payout ratio of 50%　*2 Dividend amount adjusted to reflect a 3-for-1 stock split.

01 Operating Performance in Q3 FY26/9

02 Forecast for FY26/9

03 Initiatives to Enhance Corporate Value

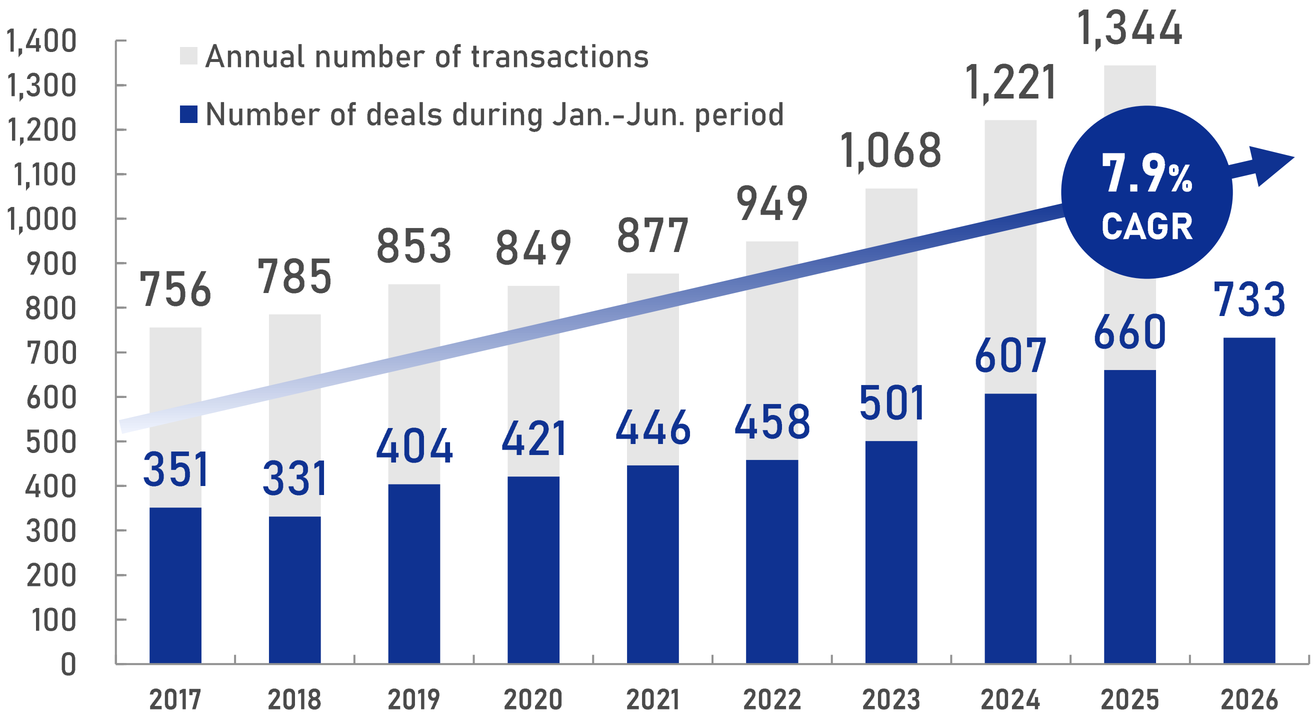
04 Market Environment

05 Company Overview

Market Environment: M&A Transactions in Japan

- Disclosed M&A transactions in H1 2026 rose 11% YoY to 733.
- This marks the eighth consecutive year of H1 growth.
- Including unlisted deals, the total market is estimated to be roughly 10x larger, reflecting continuous expansion.

Number of M&A transactions in Japan
(based on timely disclosures of listed companies)



Breakdown of M&A deals
(domestic and cross-border deals)

	Jan.-Jun. 2025	Jan.-Jun. 2026
Total M&As	660	733
M&As between Japanese companies	538	603
Outbound M&As	74	81
Inbound M&As	48	49

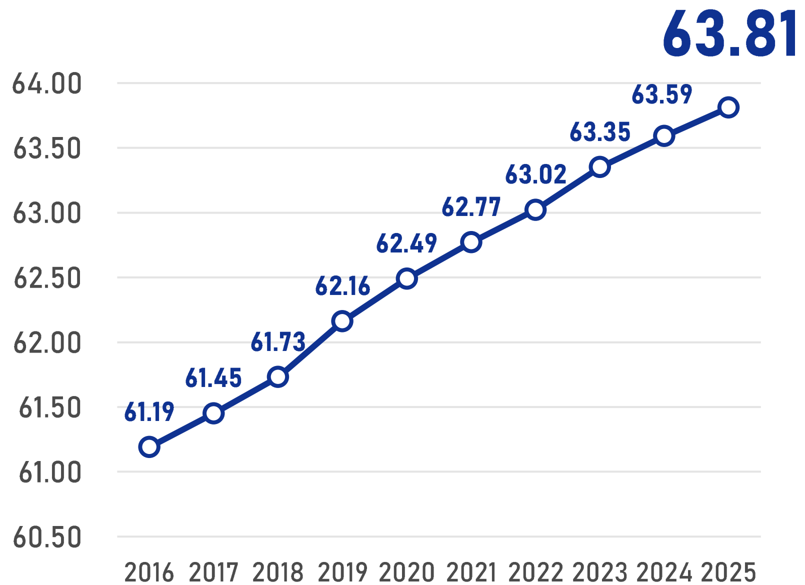
Source: M&A Online

Market Environment: Aging CEOs and Rising Business Closures

- ☑ With CEOs aging, there are many companies without successors, even among companies with elderly CEOs.
- ☑ The number of business closures and dissolutions is also increasing
- ☑ As a solution to these challenges, the business succession M&A market is expected to continue expanding.

Aging CEOs

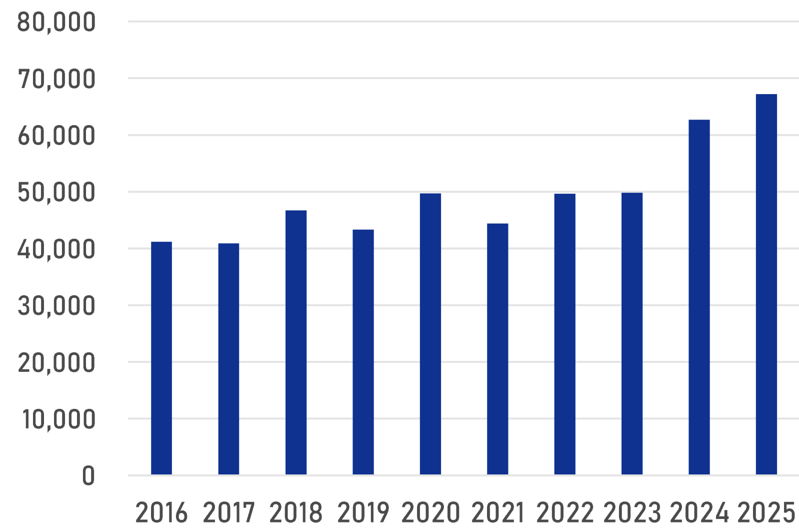
Average age of CEOs



Source: Tokyo Shoko Research, Ltd., “Nationwide Survey of Company Presidents’ Ages”

Number of Businesses Closed or Dissolved

Number of businesses closed or dissolved

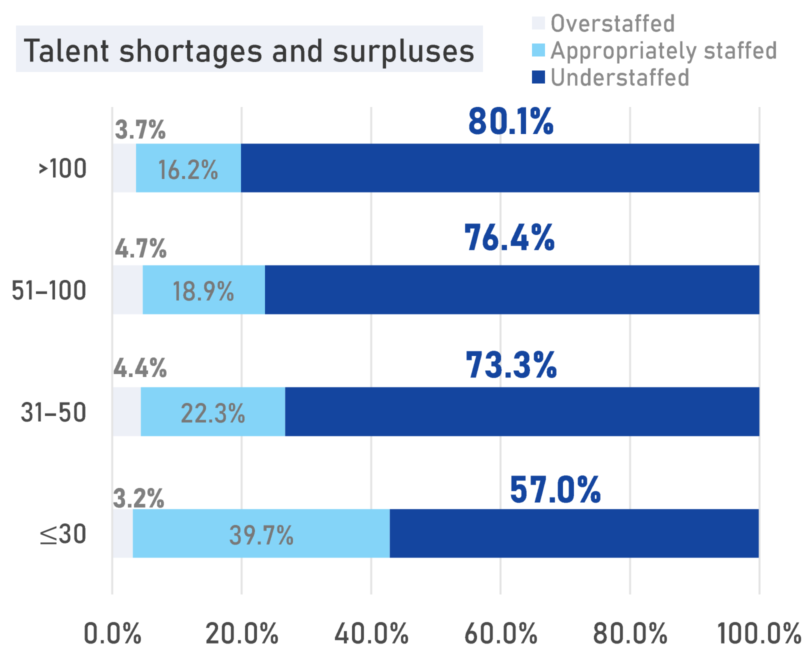


Source: Tokyo Shoko Research, Ltd., "2025 Survey of Trends in Closed and Dissolved Businesses"

Market Environment: Talent Acquisition as a Survival Challenge

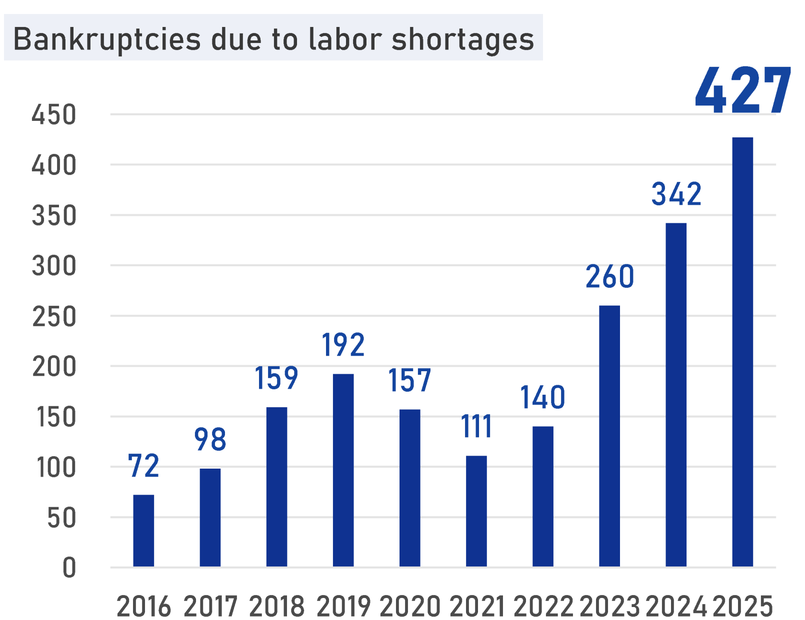
- ☑ Labor shortage bankruptcies hit a record high for the third consecutive year, reaching 427 in 2025.
- ☑ Over half of all companies currently face labor shortages.
- ☑ As this crunch accelerates, securing top talent is now a critical corporate mandate..

Talent Shortages and Surpluses (by Employee Size)



Source: Teikoku Databank, Ltd., “FY2024 Survey on SME Management Challenges and Business Activities"

Bankruptcies due to Labor Shortages

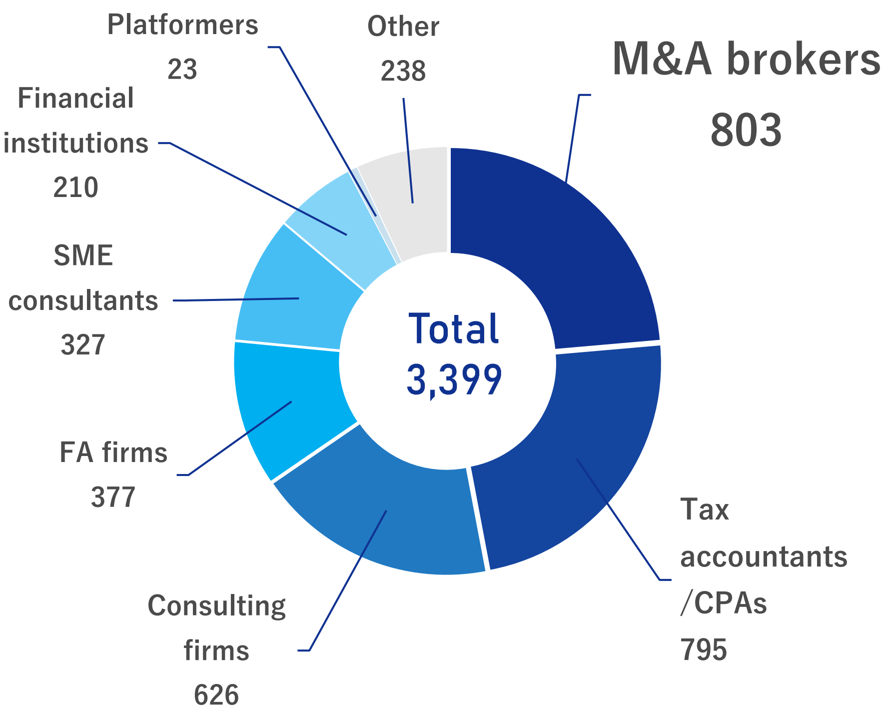


Source: Teikoku Databank, Ltd., "Survey on Trends in Labor-Shortage Bankruptcies (2025)"

Market Environment: M&A Advisory Landscape

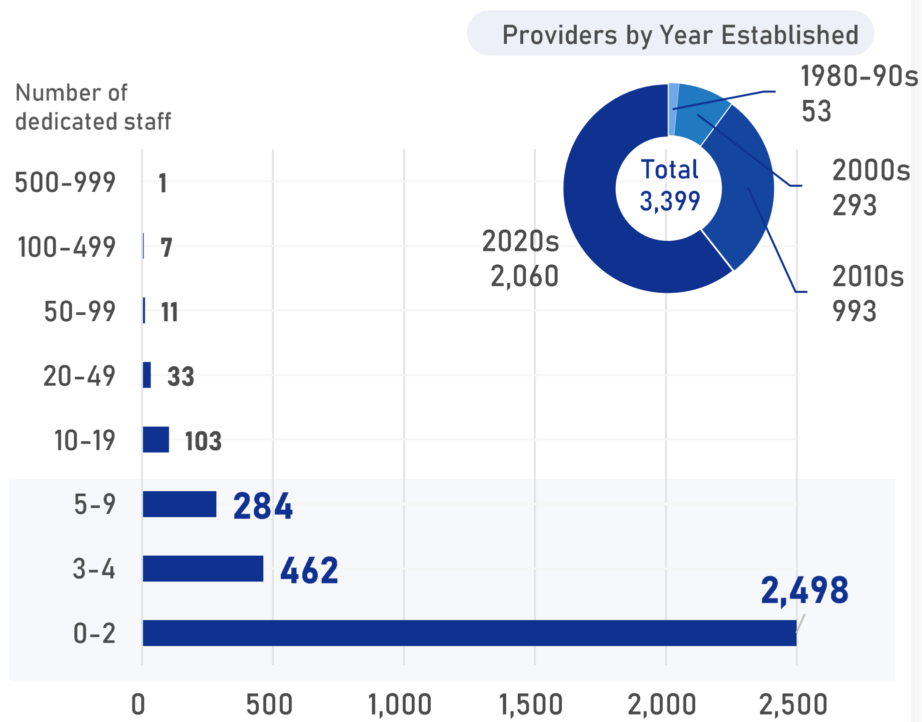
- ☑ The Small and Medium Enterprise Agency (SMEA) launched an M&A provider registration system in 2021 (non-mandatory, yet widely adopted).
- ☑ The majority of registered providers operate on a small scale.

Registered M&A Service Providers



Source: Current Registration Status (as of Mar. 9, 2026) by the Small and Medium Enterprise Agency

Dedicated M&A Staff



Source: Current Registration Status (as of Mar. 9, 2026) by the Small and Medium Enterprise Agency

Market Environment: SMEA & M&A Advisors Association Initiatives

Background

- M&A service providers in Japan do not need any permits or licenses to operate, and there are no overarching laws or regulations governing the industry.
- Rapid market expansion has attracted inexperienced entrants, leading to inconsistent service quality and unclear fee structures.

Initiatives by the Small and Medium Enterprise Agency (SMEA) and the M&A Advisors Association

- To ensure market soundness, the SMEA is revising guidelines, providing M&A subsidies, and planning a new SME M&A qualification and registration system.
- Simultaneously, the M&A Advisors Association is expected to establish and enforce uniform self-regulatory rules to elevate industry-wide service standards.

	Measure	Organizations subject to guidelines/rules	Overview
SMEA	Planning an SME M&A qualification exam and a registration system for certified professionals.	M&A brokerage and FA professionals.	Establish quality standards to ensure professionals can accurately assess and resolve deal challenges
M&A Advisors Association	Created the industry's first code of ethics, three self-regulatory rules (advertising/sales, compliance, contract disclosure), and information-sharing protocols.	M&A Advisors Association member firms.	Primarily targeting M&A brokerage support institutions, enforce stricter, more detailed regulations for M&A providers than the standard SME M&A Guidelines.

Market Environment: M&A Advisors Association

M&A支援機関協会
M & A Advisors Association

A self-regulatory body established under the Small and Medium Enterprise Agency's "SME M&A Promotion Plan" to drive fair, smooth transactions and sound industry development.

Membership reached 261 companies as of June 16, 2026.

Through measures including subcommittees, it ensures agile responses to diverse issues and advances proper M&A practices.

Recent Developments

Sep 2025	Released sample stock transfer agreement (definitive agreement). Established disciplinary rules for self-regulatory violations.
Feb 2026	Published FAQ for the Specified Business Operator List.
Mar 2026	Updated the M&A talent development page to promote fair and smooth transactions.
May 2026	Launched 1st M&A Awards site and opened entries. Released "Practical Quick Guide" for new advisors.

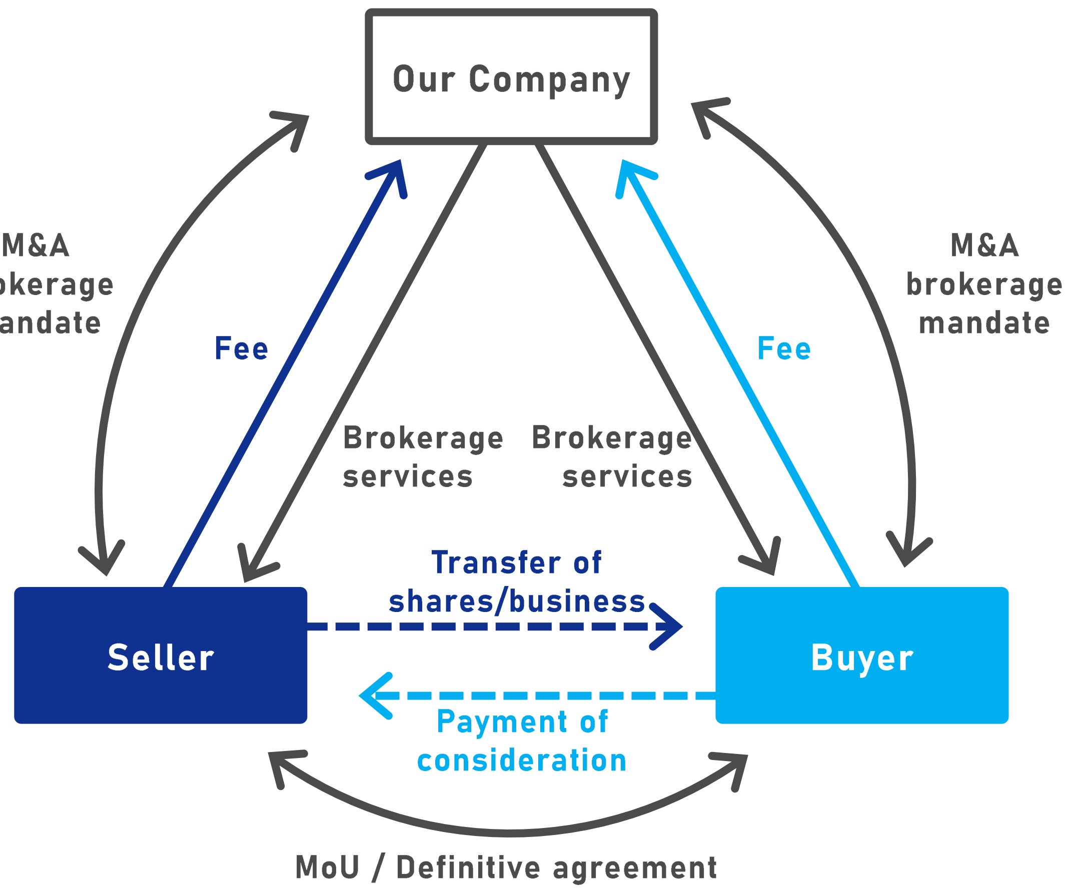
Name	M&A Advisors Association (MAAA)	
Established	October 1, 2021	
Representative director	Suguru Miyake	President and Representative Director, Nihon M&A Center Inc.
Directors	Kunihiko Arai	Representative Director, Strike Co., Ltd.
	Hiromitsu Umehara	Director and Senior Managing Executive Officer, The Shizuoka Bank, Ltd. / Regional Banks Association of Japan
	Ryosuke Kubo	President, Ondeck Co., Ltd.
	Shunsaku Sagami	CEO, M&A Research Institute Inc.
	Yasuhito Shinoda	President, Meinan M&A Co., Ltd.
	Toshihiko Shibusa	President, Toranomon Audit LLC Executive Board Member, The Japanese Institute of Certified Public Accountants
	Satoru Nakamura	President and CEO, M&A Capital Partners Co., Ltd.
	Akihiro Watanabe	Certified Public Accountant
Auditor	Yutaro Kikuchi (Attorney-at-law, Kikuchi Sogo Law Office)	

Company Overview

Company name	Strike Group Co., Ltd.
Established	July 1997
Share capital	¥823 million (as of June 30, 2026)
Representative	Kunihiko Arai, President & CEO
Headquarters	Mitsui & Co. Building 15F 1-2-1 Otemachi, Chiyoda-ku, Tokyo, Japan
Employees	486 (excluding temporary staff; as of June 30, 2026)
Business	Comprehensive M&A support
Group Companies	4 consolidated subsidiaries (See P.51 for the Strike Group Organization Chart)
Mission	Create partnerships that change the world.
URL	https://www.strike.co.jp/group/en/

Business Model: M&A brokerage

☑ Match buyers and sellers, generating brokerage fees from both parties.



☑ Provide exclusive financial advisory services dedicated to a single client, rather than acting as an intermediary broker.

☑ Act as the client's dedicated advisor in negotiations, prioritizing the maximization of their interests while eliminating conflicts of interest.

Business Model

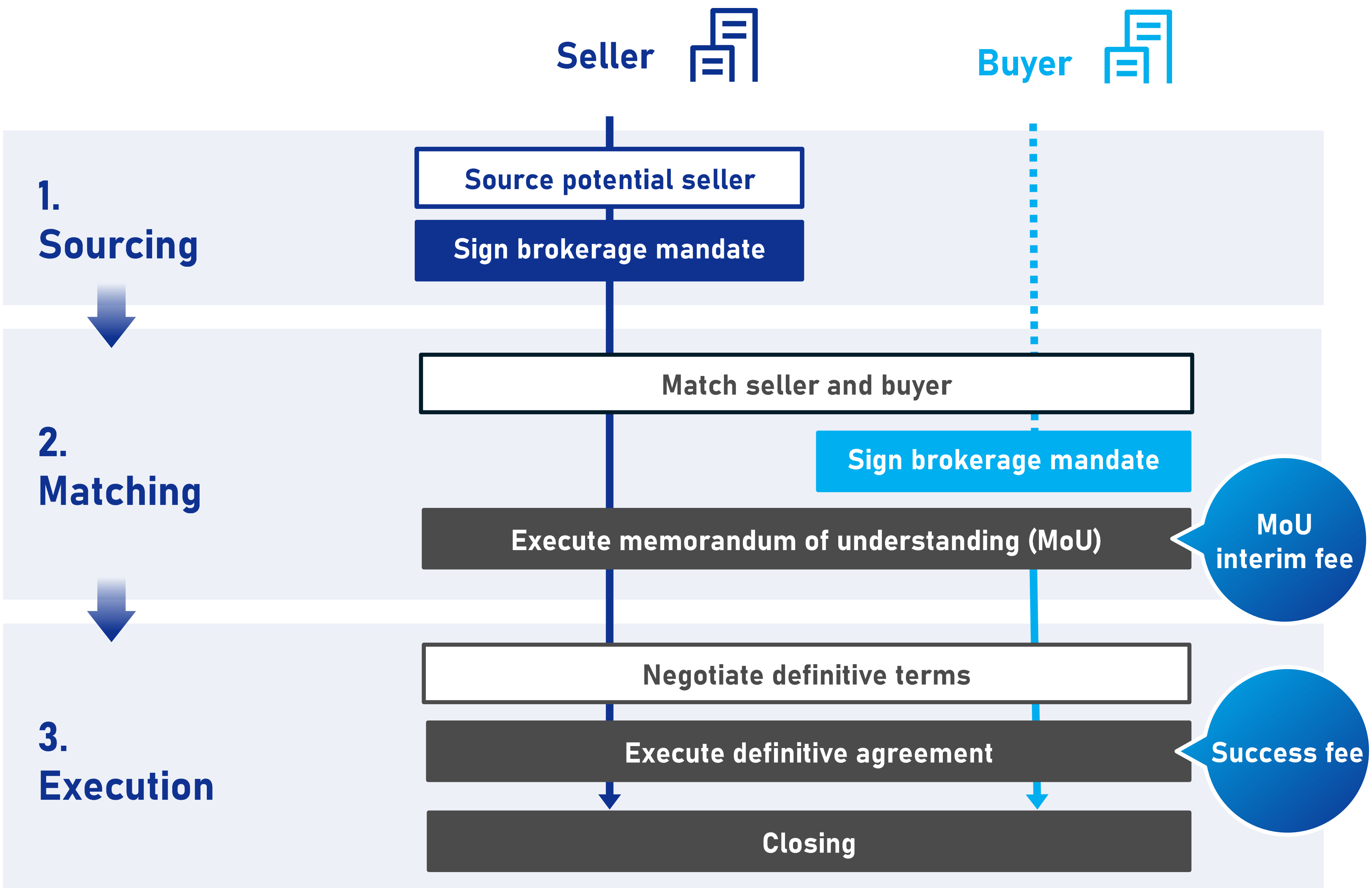
Support Areas

Private Equity
- Deal sourcing
- Buy-side deal execution
- Valuation & contract negotiation
- Acquisition financing
- Exit strategy (IPO / Trade sale)

Private Equity / Operating Companies
- Carve-outs
- Business succession
- Take-privates

Operating Companies
- M&A strategy & capital allocation
- Portfolio management & reorganization
- Capital strategy
- Resolving parent-subsidiary listings
- Unwinding cross-shareholdings
- IR consulting & share price enhancement

M&A Brokerage Workflow



M&A Brokerage Fee Structure

No upfront fee and a low interim fee upon MoU execution.

	Seller		Buyer	
Upfront fee	Free		Free	
MoU interim fee	¥1–3mn upon MoU execution		¥1–3mn upon MoU execution	
Success fee (Lehman formula*)	Value of seller's equity and assets, etc. [1]		Value of seller's total assets [2]	
	Portion below ¥500mn	**5%**	Portion below ¥500mn	**5%**
	Portion from ¥500mn to ¥1bn	**4%**	Portion from ¥500mn to ¥1bn	**4%**
	Portion from ¥1bn to ¥5bn	**3%**	Portion from ¥1bn to ¥5bn	**3%**
	Portion from ¥5bn to ¥10bn	**2%**	Portion from ¥5bn to ¥10bn	**2%**
	Portion above ¥10bn	**1%**	Portion above ¥10bn	**1%**

* A tiered, diminishing fee scale that applies lower percentage rates to higher transaction values.

1. Since sellers pay their brokerage fees from their sale proceeds, the calculation baseline is set as the seller's sales value excluding the debt portion, in order to reduce their financial burden.
2. Value of seller's total assets represents the sum of a company's market capitalization and its debt.

M&A Track Record by Industry

STRIKE GROUP

Extensive referrals drive our industry-agnostic M&A track record, enabling us to execute highly specialized transactions.

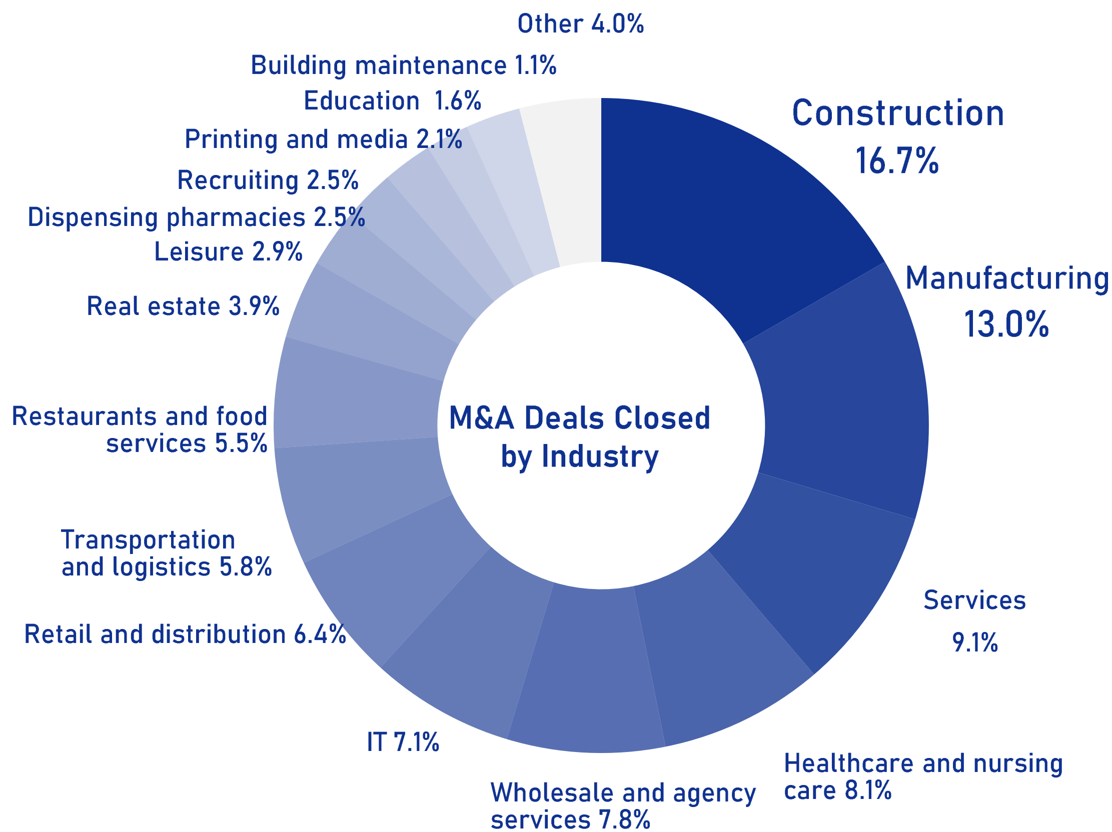
Highly adaptable to shifting market conditions and evolving M&A needs.

Top five industries in the recent two years

FY24/9	FY25/9
Construction (18.3%)	Construction (16.0%)
Services (13.9%)	Manufacturing (10.9%)
Manufacturing (11.5%)	Healthcare and nursing care (10.5%)
Healthcare and nursing care (11.5%)	Retail and distribution (10.2%)
Wholesale and agency services (10.3%)	Services (9.8%)

Total number of M&A deals closed since Strike's founding to FY25/9

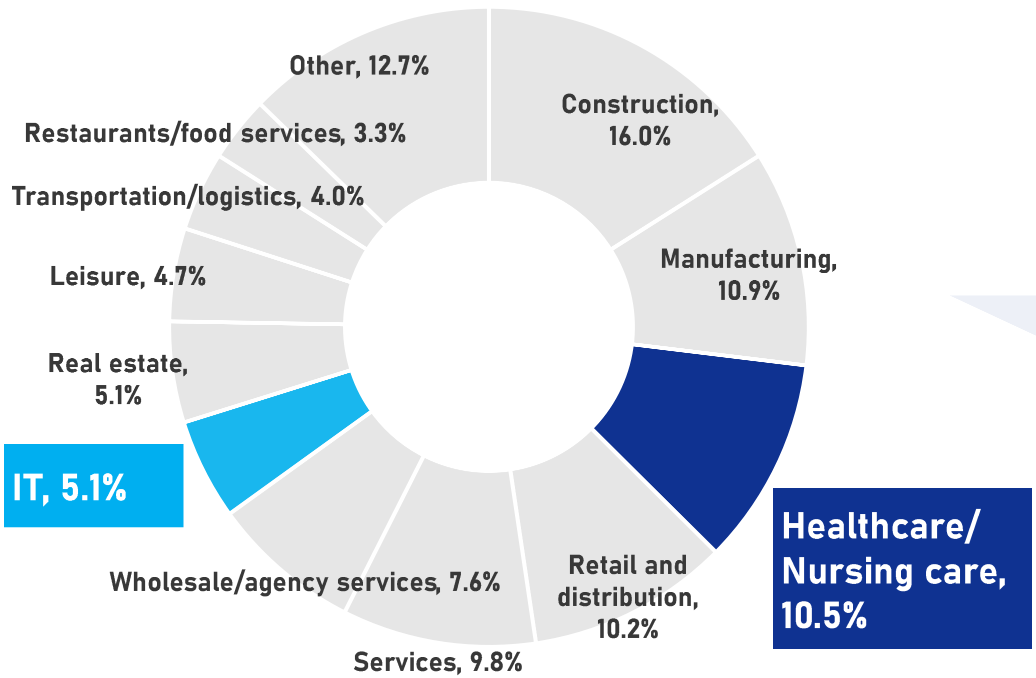
Note: Breakdown of the number of businesses sold by industry



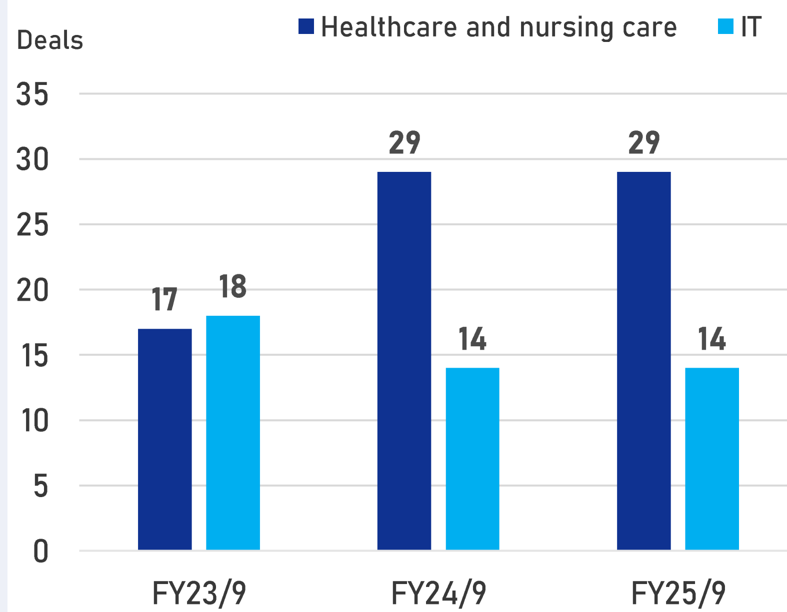
Advanced Support via Specialized Teams

☑ Established specialized teams in key sectors (healthcare, nursing care, IT, etc.) to elevate service quality, accumulating deep domain expertise to deliver highly advanced, industry-specific proposals and support.

Divestitures by Industry (FY25/9)



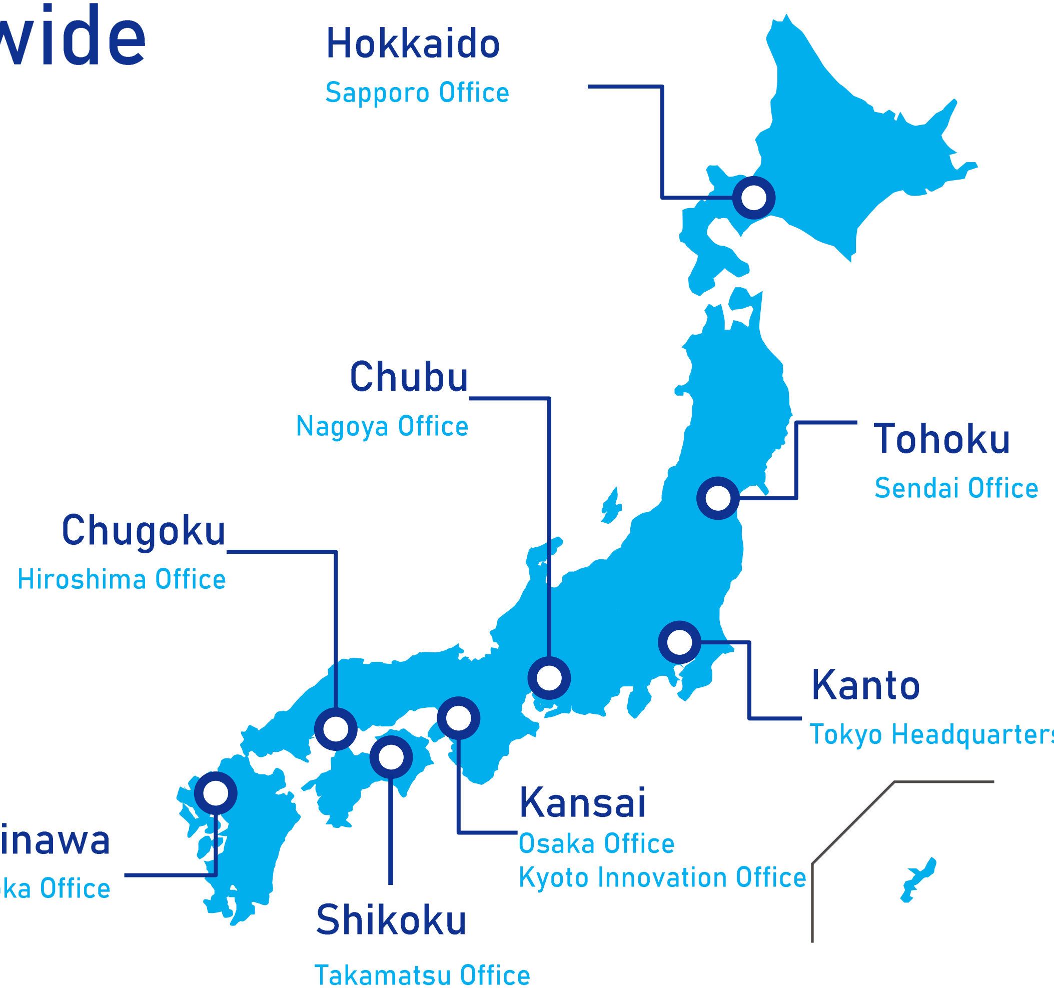
M&A in Healthcare, Nursing Care, and IT Sectors



STRIKE GROUP

Nine offices nationwide

Always nearby, always ready to help.



M&A Portal Site Operations

- ☑ Gather and leverage M&A data.
- ☑ Provide free information to promote M&A adoption.

M&A Online

M&A Database

A public database of timely M&A disclosures, searchable by company name, securities code, transaction scheme, and industry.

Large Shareholding Report Database

A public database revealing early M&A indicators and major investor trading trends. Distributes all large shareholding report data submitted to EDINET.

Publication of *FY2026 M&A Yearbook*

A comprehensive publication covering all annual M&A data for listed companies. Analyzes transactions from various angles, including deal value and industry.

Strike Group Organization Chart (as of June 30, 2026)

Holding Company

Company name	Strike Group Co., Ltd.
Established	July 1997
Representative	Kunihiko Arai
URL	www.strike.co.jp/group/en/

M&A Brokerage

Company name	Strike Co., Ltd
Est.	October 2025
Rep.	Kazuya Kaneda
URL	www.strike.co.jp/en/

Financial Advisory (FA)

Company name	Strike Financial Advisory Co., Ltd
Est.	March 2026
Rep.	Toshiaki Yokohara
URL	www.strike.co.jp/stfa/

M&A Strategy Formulation and Consulting

Company name	Strike Strategic Consulting Co., Ltd
Est.	March 2026
Rep.	Kazuya Kaneda
URL	www.strike.co.jp/stsc/

Minority Investments

JCIP 日本企業投資基盤株式会社

Company name	Japan Corporate Investment Platform Co., Ltd
Est.	March 2023
Rep.	Kunihiko Arai
URL	https://jcip.co.jp/