FY2026/9 Consolidated Financial Results
[Japanese GAAP]

October 30, 2026

Company name: Strike Group Co., Ltd.
Stock exchange listing: Prime Market, Tokyo Stock Exchange
Code number: 6196
URL: https://www.strike.co.jp/en/
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Scheduled date of Annual General Meeting of Shareholders: December 23, 2026
Scheduled date of commencing dividend payments: December 24, 2026
Scheduled date of filing annual securities report: December 16, 2026
Availability of supplementary briefing material on financial results: Available
Holding of financial results briefing session: Scheduled (for institutional investors and analysts)

(Amounts of less than one million yen are rounded down.)

1. Consolidated Financial Results for the Fiscal Year Ended September 30, 2026 (October 1, 2025 to September 30, 2026)

(1) Consolidated Operating Results

(Percentages indicate year-on-year change.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
September 30, 2026	27,077	—	10,401	—	10,417	—	7,139	—
September 30, 2025	—	—	—	—	—	—	—	—

(Note) Comprehensive income For the fiscal year ended September 30, 2026: ¥7,178 million [- %]
For the fiscal year ended September 30, 2025: ¥- million [- %]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ordinary profit to total assets	Operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
September 30, 2026	123.93	—	28.4	30.8	38.4
September 30, 2025	—	—	—	—	—

(Reference) Share of profit (loss) of entities accounted for using equity method:
Fiscal year ended September 30, 2026: ¥— million
Fiscal year ended September 30, 2025: ¥— million

(Notes) 1. Diluted earnings per share is not presented due to an absence of dilutive shares.
2. Since consolidated financial statements have been prepared starting from the fiscal year ended September 30, 2026, figures for the fiscal year ended September 30, 2025 and year-on-year percentage changes for the fiscal years ended September 30, 2025 and September 30, 2026 are not presented. In addition, return on equity and ordinary profit to total assets are calculated based on equity and total assets, respectively, at the end of the fiscal year.
3. The Company conducted a 3-for-1 stock split of its common stock, effective April 1, 2026. Basic earnings per share have been calculated assuming that the stock split had been carried out at the beginning of the fiscal year ended September 30, 2026.

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of September 30, 2026	33,829	25,166	74.4	436.85
As of September 30, 2025	—	—	—	—

(Reference) Equity: As of September 30, 2026: ¥25,166 million
As of September 30, 2025: ¥- million

(Notes) 1. Since consolidated financial statements have been prepared starting from the fiscal year ended September 30, 2026, figures as of September 30, 2025 are not presented.
2. The Company conducted a 3-for-1 stock split of its common stock, effective April 1, 2026.

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended September 30, 2026	11,016	(132)	(3,457)	27,658
Fiscal year ended September 30, 2025	—	—	—	—

(Note) Since consolidated financial statements have been prepared starting from the fiscal year ended September 30, 2026, figures for the fiscal year ended September 30, 2025 are not presented.

2. Dividends

	Annual dividends					Total dividends	Consolidated payout ratio	Consolidated ratio of dividends to net assets
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended September 30, 2025	—	0.00	—	180.00	180.00	3,456	—	—
Fiscal year ended September 30, 2026	—	0.00	—	65.00	65.00	3,744	52.4	14.9
Fiscal year ending September 30, 2027 (forecast)	—	40.00	—	40.00	80.00		58.6	

(Notes) 1. Since consolidated financial statements have been prepared starting from the fiscal year ended September 30, 2026, the consolidated payout ratio and consolidated ratio of dividends to net assets are not presented for the fiscal year ended September 30, 2025. The consolidated ratio of dividends to net assets for the fiscal year ended September 30, 2026 is calculated based on net assets at the end of the fiscal year.

2. The Company conducted a 3-for-1 stock split of its common stock, effective April 1, 2026. For the fiscal year ended September 30, 2025, the actual amounts before the stock split are presented.

3. Consolidated Earnings Forecasts for the Fiscal Year Ending September 30, 2027 (October 1, 2026 to September 30, 2027)

(Percentages indicate year-on-year change.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	30,050	11.0	11,454	10.1	11,482	10.2	7,863	10.1	136.49

Notes:

(1) Significant changes in the scope of consolidation during the period: Yes

Newly included: 4 companies (Strike Co., Ltd., Strike Financial Advisory Co., Ltd., Strike Strategic Consulting Co., Ltd., Japan Corporate Investment Platform Co., Ltd.)

Excluded: - companies

(2) Changes in accounting policies, changes in accounting estimates, and retrospective restatement

1) Changes in accounting policies due to the revision of accounting standards: None

2) Changes in accounting policies other than 1) above: None

3) Changes in accounting estimates: None

4) Retrospective restatement: None

(3) Number of issued shares (common shares)

1) Total number of issued shares at the end of the period (including treasury shares):

As of September 30, 2026: 57,609,000 shares

As of September 30, 2025: 57,609,000 shares

2) Total number of treasury shares at the end of the period:

As of September 30, 2026: 714 shares

As of September 30, 2025: 714 shares

3) Average number of shares outstanding during the period:
For the fiscal year ended September 30, 2026: 57,608,286 shares
For the fiscal year ended September 30, 2025: 57,608,337 shares

* The financial statements are outside the scope of audit by a certified public accountant or an audit firm.
* Explanation of the proper use of earnings forecasts and other notes
(Caution on forward-looking statements)
The earnings forecasts and other forward-looking statements herein are based on information currently available to the Company and certain assumptions deemed reasonable by the Company, and are not intended to be construed as assurance that they will be accomplished in the future. Actual results may differ significantly from these forecasts due to a wide range of factors. For the assumptions underlying the forecasts and precautions when using the forecasts, please see “1. Overview of Business Results (4) Future Outlook” on page 4 of the Attached Materials.

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1. Performance Overview

As the Group began preparing consolidated financial statements in the fiscal year ended September 30, 2026, year-on-year comparative analysis against the previous fiscal year have not been conducted.

(1) Overview of Business Results

During the fiscal year ended September 30, 2026, the Japanese economy recovered at a moderate pace, supported by a pickup in private consumption driven by improvements in the employment and income environment. However, the outlook remains uncertain due to factors such as price increases stemming from ongoing geopolitical risks and heightened tensions in the Middle East, alongside the impact of monetary policies in major countries on financial and capital markets and economic activity.

The market for mergers and acquisitions of small and medium-sized enterprises (SMEs), in which the Company's main M&A brokerage business operates, has been on a medium- to long-term growth trend, on the back of the continued aging of SME business owners and the associated rise in the percentage of SMEs without successors passing on their business to third parties through M&A. Facilitating the transfer of these businesses to a new generation of ambitious management teams is important for preventing valuable operational resources of these quality companies from being wasted and supporting sustainable growth of the Japanese economy, highlighted by the fact that about half of approximately 60,000 companies that were shuttered or dissolved in 2025 had reported profits during their most recent fiscal years (according to the "2026 White Paper on Small and Medium Enterprises in Japan" issued by the Small and Medium Enterprise Agency of the Ministry of Economy, Trade and Industry). Furthermore, as a new market trend, we are seeing an expansion in "growth-oriented M&A" that goes beyond traditional business succession. It is becoming increasingly common for companies to engage in M&A as a form of strategic investment—essentially to "buy time"—for purposes such as launching new businesses, transforming business models, or acquiring talent. Additionally, backed by the government's focus on promoting open innovation and startup development as key policy priorities, "innovation-oriented M&A," where large and mid-sized enterprises collaborate with startups, is gaining momentum. Consequently, M&A is becoming an essential element for the sustainable growth of companies. Meanwhile, administrative bodies and other relevant bodies are accelerating the implementation of stricter institutional frameworks. The M&A Advisors Association, an industry group, has been establishing standardized self-regulatory rules and taking steps to ensure compliance across the sector. In addition, the Small and Medium Enterprise Agency has begun full-scale preparations to introduce a qualification system for SME M&A advisors, along with a registration system for qualified professionals, to raise quality and ethical standards across the industry. Given these developments in the external environment, M&A advisory services are now expected more than ever to improve service quality and ensure strict compliance.

Under these circumstances, the Group leveraged its collective capabilities to deliver services tailored to increasingly diverse and sophisticated client needs.

On the sales front, we focused on customer acquisition by strengthening relationships with major financial institutions and expanding direct channels. In addition, to provide seamless support from a deal's initial stages through to execution, we launched full-scale operations in two specialized areas, M&A strategic consulting and financial advisory services, alongside our core M&A brokerage business.

With respect to alliance with our partners, we revitalized personnel exchanges with partner financial institutions and accounting firms, thereby reinforcing our framework to provide M&A advisory services through joint collaboration.

On the personnel front, we increased the proportion of new graduates in our hiring to revitalize the organization as a whole and enhance our human capital over the medium to long term. We also focused on developing consultants who combine advanced expertise with high ethical standards. To this end, we expanded our team-based approach, where several consultants work together on each deal by drawing on each other's knowledge, and by continuing to invest in training, including practical programs.

As a result, during the fiscal year ended September 30, 2026, we closed 332 deals (Note 1) and 637 contracts (Note 2). Additionally, we closed 64 large deals (generating ¥100 million or more in sales per deal) during the period under review. As of September 30, 2026, our new contract count (Note 3) was 1,213.

(Note 1) Number of deals closed:

Number of M&A transactions in which the Group provided brokerage or FA services (i.e., number of deals).

(Note 2) Number of contracts closed:

Number of contracts on closed M&A deals in which the Group provided brokerage or FA services (i.e., number of companies). In brokerage services, each deal counts as two contracts (one for the seller and one for the buyer), while in FA services, each deal counts as one contract.

(Note 3) New contracts:

Number of new brokerage service contracts signed with sellers (or in the case of FA services, contracts signed, and services effectively commenced).

Consequently, net sales of the Group came to ¥27,077 million, driven by a steady accumulation of higher-value deals and a greater-than-expected number of deals closed. Cost of sales was ¥10,241 million, mainly reflecting increases in highly specialized consultants and incentive pay. Selling, general and administrative expenses were ¥6,434 million, mainly reflecting office rent and sales-related advertising costs. As a result, operating profit came to ¥10,401 million and ordinary profit amounted to ¥10,417 million. After a ¥18 million gain on sale of investment securities recorded as extraordinary income, profit attributable to owners of parent came in at ¥7,139 million.

The table below presents the Group's results for the fiscal year ended September 30, 2026, alongside our full-year targets for the number of deals closed, contracts closed, new contracts, and net sales. The target figures are those presented in the "Notice Regarding Announcement of Consolidated Earnings Forecasts Following the Transition to Consolidated Financial Reporting," released on April 30, 2026.

	Fiscal year ended September 30, 2026 (actual)	Fiscal year ended September 30, 2026 (target)	Progress against the full-year target
Number of deals closed	332	306	108.5%
Number of contracts closed	637	595	107.1%
Number of new contracts	1,213	1,270	95.5%
Net sales (millions of yen)	27,077	22,523	120.2%

Business results by segment are omitted as the Group operates in a single operating segment of M&A advisory and ancillary services.

(2) Explanation of Financial Position

(Assets)

As of September 30, 2026, current assets stood at ¥30,187 million. This primarily comprised ¥27,658 million in cash and deposits and ¥1,412 million in accounts receivable - trade.

Non-current assets amounted to ¥3,642 million. This mainly included ¥885 million in investment securities and ¥783 million in buildings.

(Liabilities)

As of September 30, 2026, current liabilities were ¥8,488 million. This primarily comprised ¥3,377 million in accounts payable – other and ¥2,876 million in income taxes payable.

Non-current liabilities amounted to ¥174 million.

(Net assets)

As of September 30, 2026, net assets totaled ¥25,166 million.

(3) Overview of Cash Flows

As of September 30, 2026, cash and cash equivalents stood at ¥27,658 million. Cash flows for the fiscal year under review and the main factors behind them are as follows.

(Cash flows from operating activities)

Net cash provided by operating activities amounted to ¥11,016 million. This primarily reflected ¥10,436 million in profit before income taxes, despite ¥1,549 million in income taxes paid.

(Cash flows from investing activities)

Net cash used in investing activities totaled ¥132 million. This primarily reflected ¥68 million in purchase of investment securities and ¥56 million in purchase of property, plant and equipment.

(Cash flows from financing activities)

Net cash used in financing activities came to ¥3,457 million. The main use of cash was dividends paid of ¥3,457 million.

(4) Future Outlook

Looking ahead to the next fiscal year, we will make full use of the synergies among our group companies under our holding company structure and further strengthen our competitive edge as a comprehensive M&A advisory firm.

In our sales activities, we will strengthen both referrals through partnerships with financial institutions, accounting firms and other partners, and direct origination through our own channels, so that we can identify potential sell-side and buy-side needs early. As decision-making in the market becomes more complex and takes longer, we will also draw on our M&A strategic consulting and financial advisory (FA) services to support clients closely from the earliest stages of a deal.

To further expand our business, we will continue to recruit talented consultants and enhance our in-house training to build technical knowledge, keep consultants up to date on laws, regulations and accounting standards, and pass on the know-how behind successful deal engagements and closings, developing our people and increasing the number of deals we close.

We will continue to invest actively for future growth. In addition to actively hiring consultants, we plan to put in place the systems needed to comply with the SME M&A Guidelines and the industry association’s self-regulatory rules. We will also expand our cross-border business, with a focus on overseas markets such as Taiwan.

To enhance shareholder returns, our basic policy is to target a payout ratio of approximately 50% of profit. Through the fiscal year ending September 30, 2029, we have decided to temporarily increase shareholder returns by setting the annual dividend at ¥80 per share, consisting of an interim dividend of ¥40 and a year-end dividend of ¥40. If the dividend payout ratio for any fiscal year falls below 50%, we intend to raise the annual dividend above ¥80 per share.

Taking these factors into account, our consolidated forecasts for the next fiscal year are net sales of ¥30,050 million, operating profit of ¥11,454 million, ordinary profit of ¥11,482 million and profit attributable to owners of parent of ¥7,863 million.

2. Basic Policy Regarding Selection of Accounting Standards

Since most of our stakeholders are domestic shareholders, creditors, and business partners, we prepare our financial statements in accordance with Japanese Generally Accepted Accounting Principles (J-GAAP).

We will consider adopting International Financial Reporting Standards (IFRS) as appropriate, taking into account our shareholder composition and trends among our domestic industry peers.

3. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheet

(Thousands of yen)

	As of September 30, 2026
Assets	
Current assets	
Cash and deposits	27,658,611
Accounts receivable–trade	1,412,118
Other	1,141,767
Allowance for doubtful accounts	(25,426)
Total current assets	30,187,070
Non-current assets	
Property, plant and equipment	
Buildings	1,066,728
Accumulated depreciation	(283,223)
Buildings, net	783,505
Vehicles	23,210
Accumulated depreciation	(5,318)
Vehicles, net	17,891
Tools, furniture and fixtures	655,198
Accumulated depreciation	(372,955)
Tools, furniture and fixtures, net	282,242
Land	990
Construction in progress	2,747
Total property, plant and equipment	1,087,378
Intangible assets	
Software	3,486
Total intangible assets	3,486
Investments and other assets	
Investment securities	885,508
Shares of subsidiaries and associates	26,351
Investments in capital	11,100
Deferred tax assets	520,564
Other	1,132,437
Allowance for doubtful accounts	(24,200)
Total investments and other assets	2,551,762
Total non-current assets	3,642,627
Total assets	33,829,698

(Thousands of yen)

	As of September 30, 2026
Liabilities	
Current liabilities	
Accounts payable–trade	551,791
Accounts payable–other	3,377,269
Income taxes payable	2,876,539
Contract liabilities	49,720
Provision for bonuses	184,191
Other	1,449,301
Total current liabilities	8,488,814
Non-current liabilities	
Other	174,611
Total non-current liabilities	174,611
Total liabilities	8,663,426
Net assets	
Shareholders' equity	
Share capital	823,741
Capital surplus	801,491
Retained earnings	23,476,586
Treasury shares	(682)
Total shareholders' equity	25,101,137
Accumulated other comprehensive income	
Valuation difference on available-for-sale securities	65,135
Total accumulated other comprehensive income	65,135
Total net assets	25,166,272
Total liabilities and net assets	33,829,698

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

Consolidated Statement of Income

(Thousands of yen)

	Fiscal year ended September 30, 2026 (October 1, 2025 to September 30, 2026)
Net sales	27,077,100
Cost of sales	10,241,512
Gross profit	16,835,588
Selling, general and administrative expenses	
Total selling, general and administrative expenses	6,434,231
Operating profit	10,401,357
Non-operating income	
Interest income	53,787
Dividend income	597
Other	9,590
Total non-operating income	63,974
Non-operating expenses	
Interest expenses	3,416
Loss on investments in investment partnerships	44,346
Total non-operating expenses	47,763
Ordinary profit	10,417,568
Extraordinary income	
Gain on sale of investment securities	18,807
Total extraordinary income	18,807
Profit before income taxes	10,436,376
Income taxes–current	3,498,215
Income taxes–deferred	(201,173)
Total income taxes	3,297,042
Profit	7,139,333
Profit attributable to owners of parent	7,139,333

Consolidated Statement of Comprehensive Income

(Thousands of yen)

	For the fiscal year ended September 30, 2026 (October 1, 2025 to September 30, 2026)
Profit	7,139,333
Other comprehensive income	
Valuation difference on available-for-sale securities	39,429
Total other comprehensive income	39,429
Comprehensive income	7,178,763
Comprehensive income attributable to	
Comprehensive income attributable to owners of parent	7,178,763
Comprehensive income attributable to non-controlling interests	—

(3) Consolidated Statement of Changes in Equity

Fiscal year ended September 30, 2026 (October 1, 2025 to September 30, 2026)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	823,741	801,491	19,824,264	(682)	21,448,815
Changes during period					
Dividends of surplus			(3,456,497)		(3,456,497)
Profit attributable to owners of parent			7,139,333		7,139,333
Change in scope of consolidation			(30,515)		(30,515)
Net changes in items other than shareholders' equity					
Total changes during period	—	—	3,652,321	—	3,652,321
Balance at end of period	823,741	801,491	23,476,586	(682)	25,101,137

	Accumulated other comprehensive income		Total net assets
	Valuation difference on available-for-sale securities	Total accumulated other comprehensive income	
Balance at beginning of period	25,706	25,706	21,474,522
Changes during period			
Dividends of surplus			(3,456,497)
Profit attributable to owners of parent			7,139,333
Change in scope of consolidation			(30,515)
Net changes in items other than shareholders' equity	39,429	39,429	39,429
Total changes during period	39,429	39,429	3,691,750
Balance at end of period	65,135	65,135	25,166,272

(4) Consolidated Statement of Cash Flows

(Thousands of yen)

	Fiscal year ended September 30, 2026 (October 1, 2025 to September 30, 2026)
Cash flows from operating activities	
Profit before income taxes	10,436,376
Depreciation	172,907
Loss (gain) on sale of investment securities	(18,807)
Increase (decrease) in allowance for doubtful accounts	24,984
Increase (decrease) in provision for bonuses	184,191
Interest and dividend income	(54,384)
Decrease (increase) in trade receivables	(715,130)
Increase (decrease) in trade payables	380,313
Increase (decrease) in accounts payable–other	1,765,335
Increase/decrease in consumption taxes payable/consumption taxes refund receivable	563,838
Other, net	(224,496)
Subtotal	12,515,128
Interest and dividends received	54,384
Interest paid	(3,416)
Income taxes paid	(1,549,148)
Net cash provided by (used in) operating activities	11,016,948
Cash flows from investing activities	
Purchase of property, plant and equipment	(56,766)
Purchase of investment securities	(68,000)
Proceeds from sale of investment securities	27,138
Payments of leasehold and guarantee deposits	(42,439)
Proceeds from refund of leasehold and guarantee deposits	8,799
Other, net	(1,100)
Net cash provided by (used in) investing activities	(132,367)
Cash flows from financing activities	
Proceeds from short-term borrowings	1,000,000
Repayments of short-term borrowings	(1,000,000)
Dividends paid	(3,457,406)
Net cash provided by (used in) financing activities	(3,457,406)
Net increase (decrease) in cash and cash equivalents	7,427,173
Cash and cash equivalents at beginning of period	20,149,284
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	82,153
Cash and cash equivalents at end of period	27,658,611

(5) Notes to the Consolidated Financial Statements

(Notes on going concern assumption)

There is no relevant information.

(Notes on segment information, etc.)

[Segment information]

The Group is engaged in M&A advisory and ancillary services. Segment information is omitted as the Group operates in a single operating segment of M&A advisory and ancillary services.

(Per share information)

	Fiscal year ended September 30, 2026 (October 1, 2025 to September 30, 2026)
Net assets per share	¥436.85
Basic earnings per share	¥123.93

(Notes) 1. Diluted earnings per share have not been provided due to an absence of dilutive shares.

2. The Company conducted a 3-for-1 stock split of its common stock, effective April 1, 2026. Net assets per share and basic earnings per share have been calculated assuming that the stock split had been carried out at the beginning of the fiscal year ended September 30, 2026.

3. The basis for calculating basic earnings per share is as follows.

	Fiscal year ended September 30, 2026 (October 1, 2025 to September 30, 2026)
Basic earnings per share	
Profit attributable to owners of parent (Thousands of yen)	7,139,333
Amount not attributable to common shareholders (Thousands of yen)	—
Profit attributable to owners of parent relating to common shares (Thousands of yen)	7,139,333
Average number of common shares outstanding during period (Shares)	57,608,286

(Note) The Company conducted a 3-for-1 stock split of its common stock, effective April 1, 2026. The average number of common shares outstanding during period have been calculated assuming that the stock split had been carried out at the beginning of the fiscal year ended September 30, 2026.

(Significant subsequent events)

(Share buybacks)

At its Board of Directors' meeting held today, the Company resolved matters related to a share buyback under the provisions of Article 156 of the Companies Act, as applied by replacing the relevant terms pursuant to the provisions of Article 165, Paragraph 3 of the same Act, as described below.

1. Reason for the share buyback

To improve capital efficiency and further enhance shareholder returns, thereby driving shareholder value over the medium to long term.

2. Details of the share buyback

(1) Class of shares to be acquired: Common shares of the Company

(2) Total number of shares to be acquired: Up to 3,000,000 shares (5.2% of the total number of shares issued, excluding treasury shares)

(3) Total amount of share acquisition cost: Up to ¥4.0 billion

(4) Acquisition period: November 2, 2026 to August 31, 2027

(5) Acquisition method: Market purchases on the Tokyo Stock Exchange

(Reference) Treasury shares held as of September 30, 2026

Total number of shares issued (excluding treasury shares): 57,608,286 shares

Number of treasury shares: 714 shares