

Financial Results and Future Measures

**First Nine Months of the Fiscal Year Ending September 30, 2021
(Cumulative Q3 FY09/21)**



**Strike Co., Ltd.
(First Section, Tokyo Stock Exchange: 6196)**

June 30, 2021

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Net sales rose 12.4% YoY to ¥5,597 million as we steadily closed deals on large M&A projects. Meanwhile, ordinary profit declined 4.3% YoY to ¥2,038 million due primarily to workforce expansion.

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We project net sales of ¥8,368 million and ordinary profit of ¥3,083 million.

*FY09/21 is a 13-month accounting period due to a change in fiscal year-end.

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We expect expansion in the M&A market, mainly in the category of business succession.

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In addition to expanding M&A associated with business succession, we aim to fulfill rising needs associated with other types of M&A. Over the long term, we strive to become the M&A broker with the highest number of deals closed.

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We are a group of professionals, chiefly certified public accountants, with “Realizing people’s aspirations through M&A” as our corporate credo.

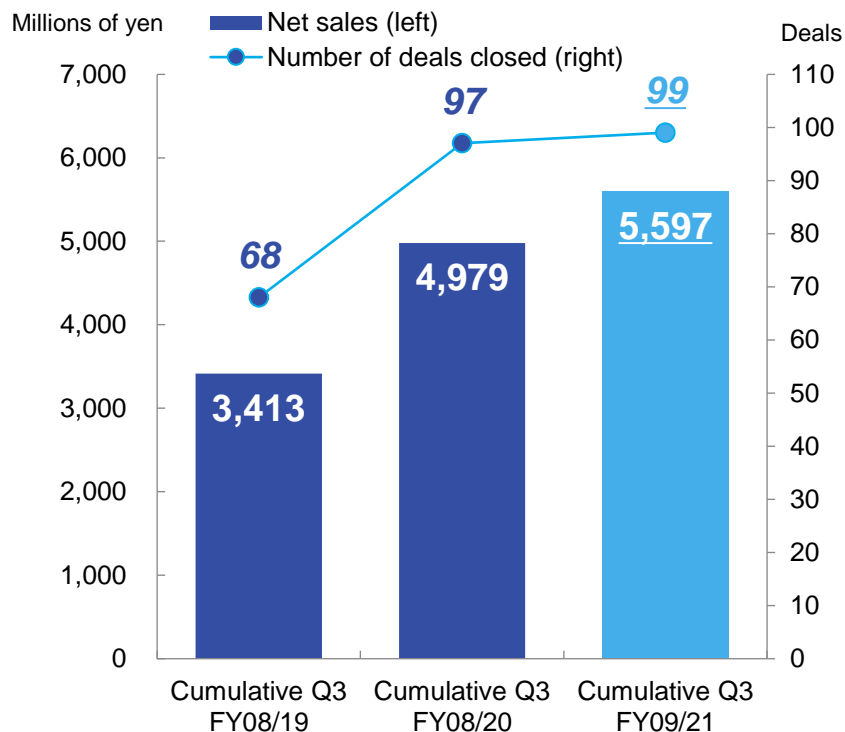
Operating Performance in Cumulative Q3 FY09/21



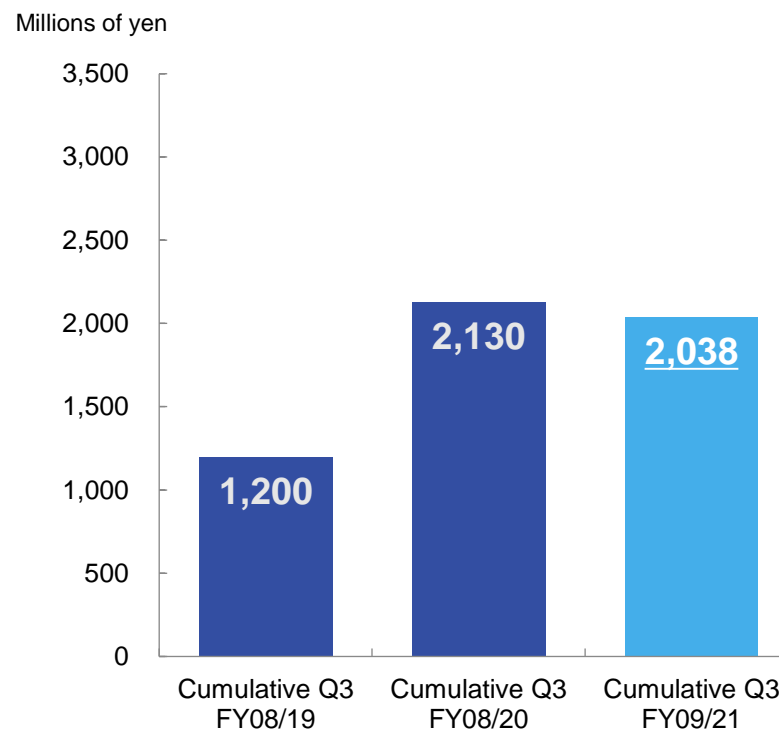
Cumulative Q3 FY09/21 Operating Performance

In cumulative Q3 FY09/21, we closed 99 deals (+2 deals YoY). **Net sales rose to a record high of ¥5,597 million (+12.4% YoY)** for the period due in part to a rise in sales generated per deal closed. Ordinary profit dropped to ¥2,038 million (-4.3% YoY) due primarily to increases in personnel expenses, operating expenses, and temporary expenditures associated with the relocation of our headquarters.

Net Sales and Number of Deals Closed



Ordinary Profit



Year-on-Year Comparison

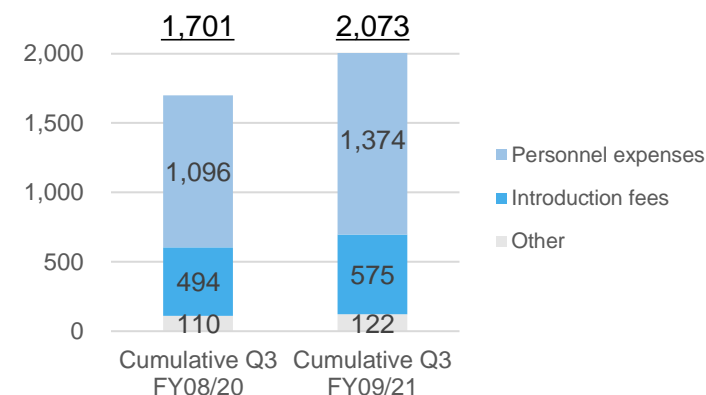
Cost of sales rose 21.9% YoY to ¥2,073 million, and the cost-to-sales ratio increased as personnel expenses grew. SG&A expenses expanded 29.8% YoY to ¥1,489 million due to increases in advertising expenses and rent expenses on land and buildings, as well as recruiting expenses* (impact of +¥46 million on SG&A expenses), depreciation* and amortization of leasehold deposits* (+¥41 million), and temporary expenses associated with the relocation of our headquarters* (approximately +¥30 million).

*Denotes items included under "Other"

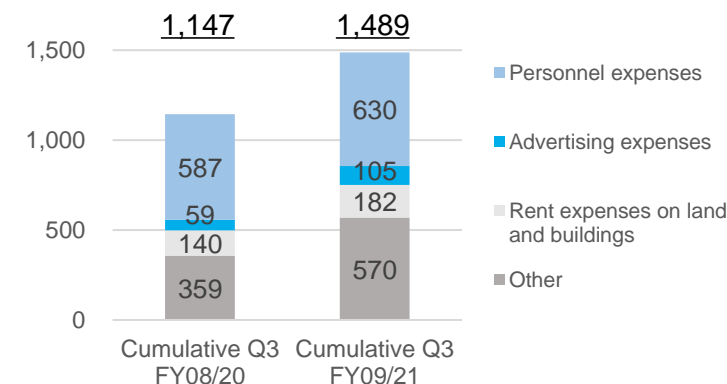
Millions of yen

	Cumulative Q3 FY08/20		Cumulative Q3 FY09/21		
		% of net sales		% of net sales	YoY
Net sales	4,979	100.0%	5,597	100.0%	+12.4%
Cost of sales	1,701	34.2%	2,073	37.0%	+21.9%
Gross profit	3,277	65.8%	3,524	63.0%	+7.5%
SG&A expenses	1,147	23.1%	1,489	26.6%	+29.8%
Operating profit	2,130	42.8%	2,035	36.4%	-4.5%
Non-operating income	0	0.0%	3	0.1%	+853.7%
Ordinary profit	2,130	42.8%	2,038	36.4%	-4.3%
Extraordinary income	225	4.5%	—	—	—
Extraordinary losses	36	0.7%	—	—	—
Profit before income taxes	2,319	46.6%	2,038	36.4%	-12.1%
Income taxes	753	15.1%	666	11.9%	-11.5%
Profit	1,565	31.4%	1,371	24.5%	-12.4%

Breakdown of cost of sales



Breakdown of SG&A expenses



Quarterly Financial Performance

Deals closed in Q3 were nearly level QoQ, but net sales did not grow because many of these deals were small or medium in size. We continued to see prolonged negotiation periods due to impact from the COVID-19 pandemic. New contracts grew about 20% QoQ thanks in part to an increase in consultants.

	FY08/19					FY08/20					FY09/21			
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Total
Number of deals closed	22	22	24	36	104	24	46	27	37	134	25	38	36	99
Number of contracts closed	41	42	44	68	195	48	89	52	73	262	47	73	70	190
Number of new contracts	57	49	97	86	289	117	80	57	86	340	88	88	109	285
Net sales (millions of yen)	827	1,365	1,220	1,664	5,077	1,481	2,026	1,470	1,937	6,916	1,197	2,701	1,698	5,597

Number of deals closed:

Number M&A transactions in which Strike provides brokerage or advisory services (i.e., number of deals).

Number of contracts closed:

Number of contracts on closed M&A deals in which Strike provides brokerage or advisory 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 advisory services, each deal counts as one contract.

New contracts:

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

Cumulative Q3 FY09/21 Performance Highlights

Closure of small and medium-sized deals, which had previously been slowed by impact from the COVID-19 pandemic, recovered in Q3, but the number of large deals closed was low for a time due primarily to prolonged discussions and negotiations. Consequently, net sales did not grow in Q3. Personnel expenses were higher than forecast because recruitment outpaced our projections. However, costs were mostly commensurate with our expectations overall.

■ Cumulative Q3 FY09/21 Financial Results

- **Net sales** of ¥5,597 million (+12.4% YoY)
- **Ordinary profit** of ¥2,038 million (-4.3% YoY)
- **Profit** of ¥1,371 million (-12.4% YoY): extraordinary gains (net) of ¥188 million were recorded a year ago.

■ KPIs for Net Sales

- In cumulative Q3, the **number of deals closed** was **99 (+2 deals YoY)**, and the **number of large deals closed (deals that generate ¥100 million or more in sales)** was **11 (-1 deal YoY)**.
- In cumulative Q3, the **number of new contracts acquired** was **285 (+31 contracts YoY)**. As of end-Q3 FY09/21, the number of current contracts (active agreements that have been reached but not either closed or cancelled) was **400**, up 51 contracts compared to the beginning of the fiscal year.

■ Business Conditions in Q3 FY09/21

- Sales activities were more or less typical despite a state of emergency declared in response to the COVID-19 resurgence. Our chief concern regards possible negotiation delays caused by infections impacting one or more of the negotiating parties. Delays of this type impacted some sales activities in Q3.
- Deteriorating business performance stemming from the COVID-19 pandemic continued to cause lengthy term negotiations and sales cancellations, particularly in the case of small M&A projects. However, we saw improvement in the progress of M&A deals overall.
- More than 10% of active current contracts are for large projects, and many of our projects are proceeding smoothly. However, deal closures fell temporarily in Q3.
- Our total number of M&A consultants increased by 37. We also observed a higher number of new contracts thanks in part to the increase in personnel.
- Expenses associated with the relocation of our headquarters were lower than expected.

Forecast for FY09/21

(FY09/21 is a 13-month period due to a change in fiscal year-end.)

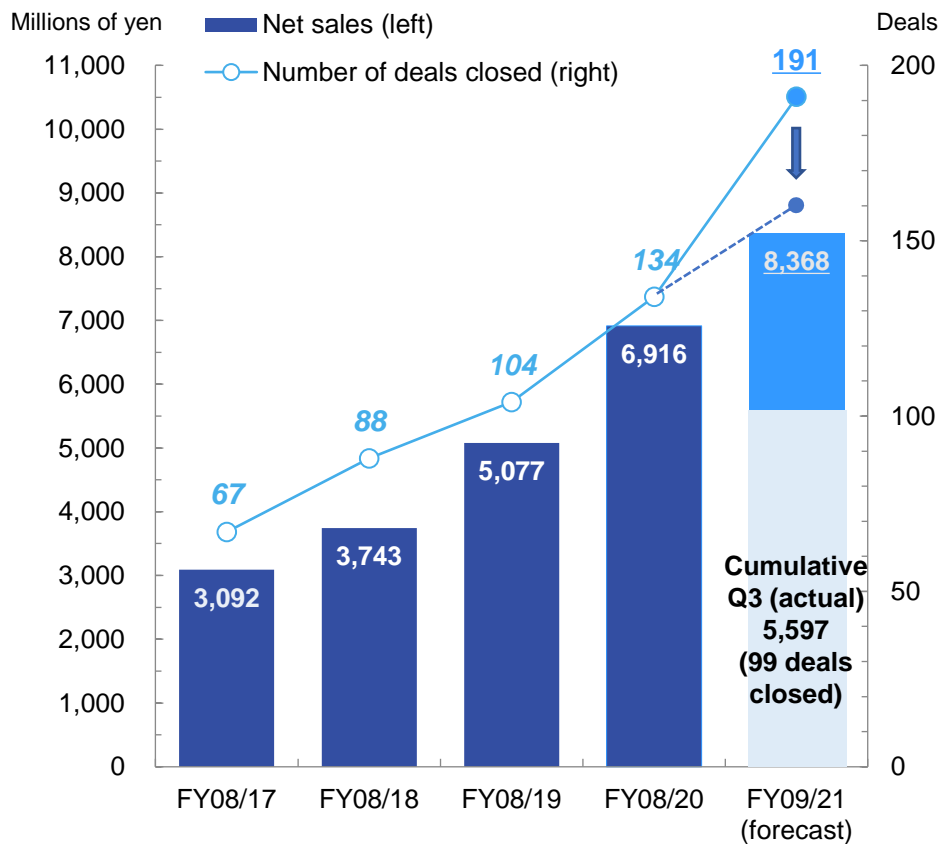


FY09/21 Forecast

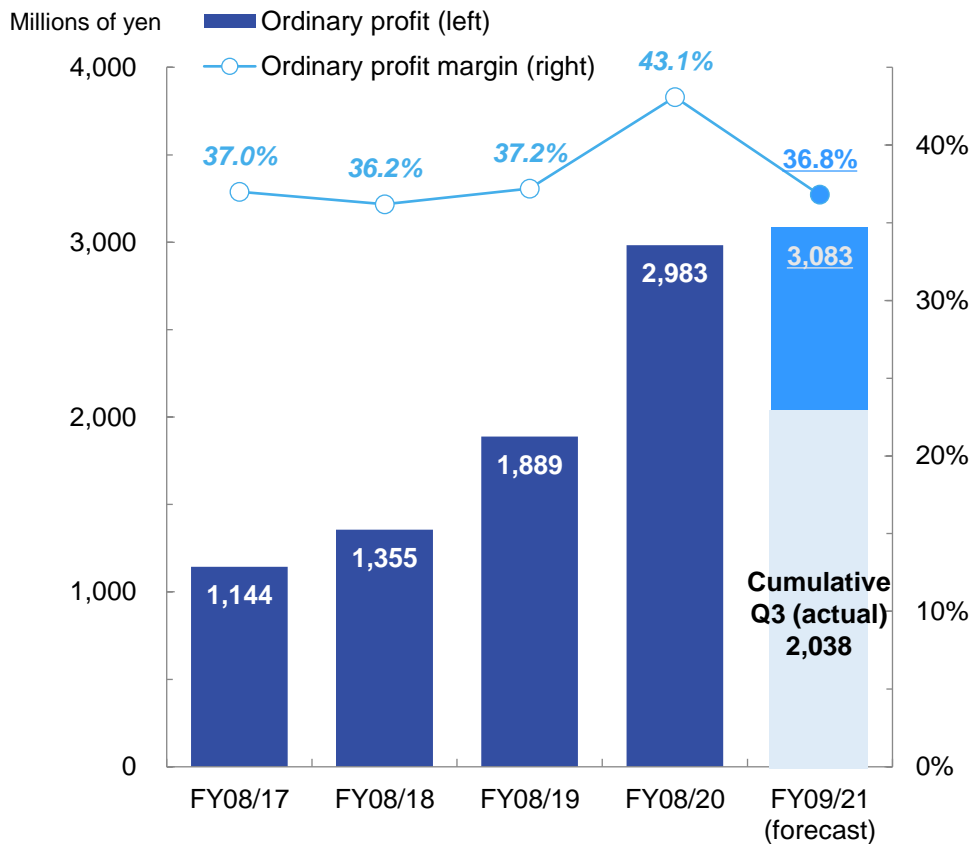
(Note: FY09/21 is a 13-month period due to a change in fiscal year-end.)

For FY09/21, we project net sales of ¥8,368 million and ordinary profit of ¥3,083 million. We anticipate that the number of deals closed will fall short of our initial expectations. However, we project that we will meet our targets for net sales and profit because current circumstances lead us to believe that large deal closures will exceed expectations in Q4.

Net Sales and Number of Deals Closed



Ordinary Profit and Ordinary Profit Margin



FY09/21 Forecast

Due to a change in fiscal year-end, four months remain until the conclusion of FY09/21. We project that the extension of the financial year by one month will lead to an increase in deals closed. In addition, we forecast the closure of deals associated with several large projects. Accordingly, we anticipate that we can surpass initial net sales targets for FY09/21. We do not expect to incur large unplanned expenses and therefore project that profit will exceed our initial targets.

FY09/21 Forecast

- **Net sales** of **¥8,368 million** (¥5,597 million recorded as of end-Q3)
- **Operating profit** of **¥3,081 million** (¥2,035 million)
- **Ordinary profit** of **¥3,083 million** (¥2,038 million)
- **Profit** of **¥2,069 million** (¥1,371 million)
- **EPS** of **¥108.35** (¥115.29 in FY08/20)

Non-Monetary Targets

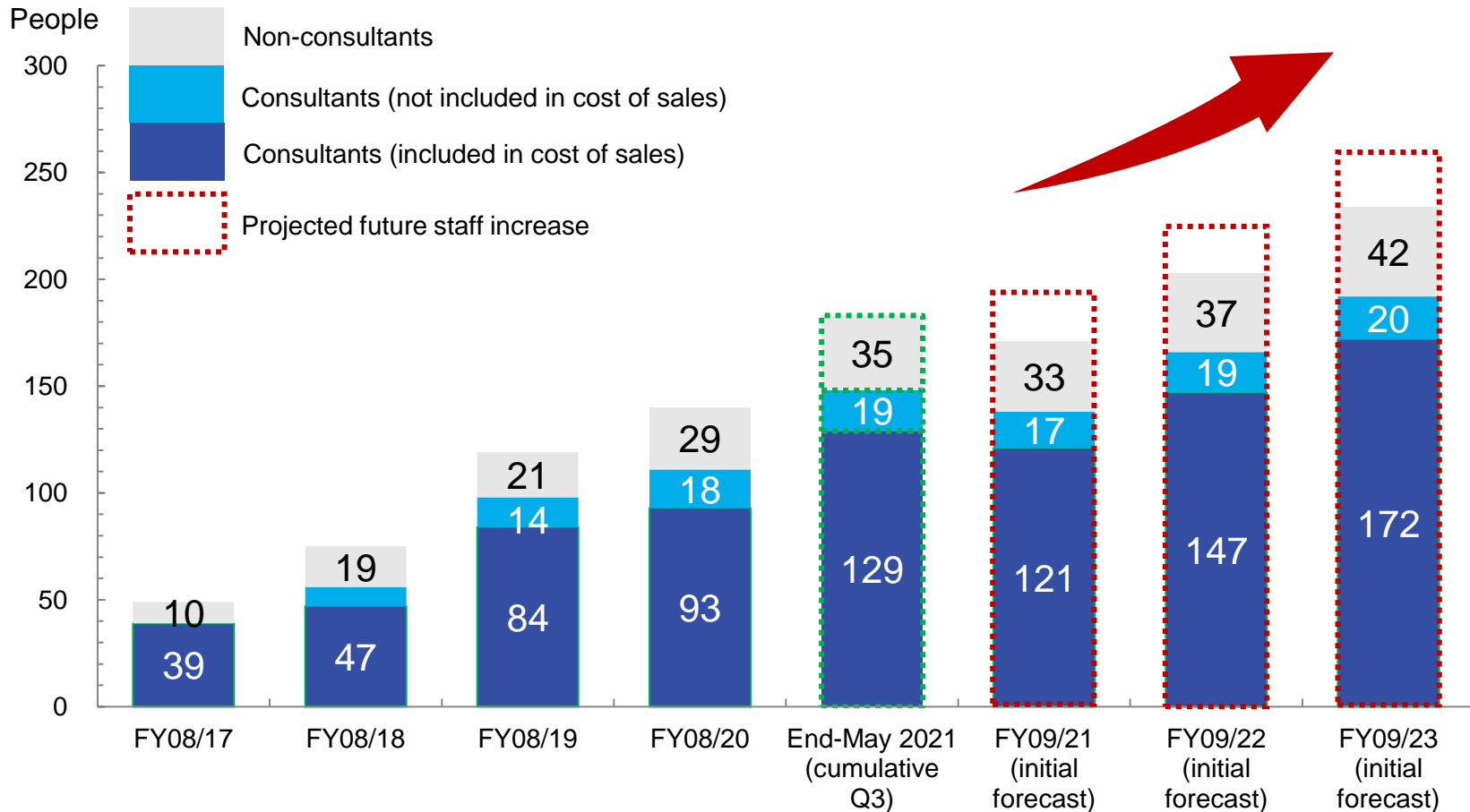
- We aim to **close 191 deals** (+57 deals YoY) and record **482 new contract acquisitions** (+142 contracts YoY). Both of these figures are projected to fall below their corresponding targets, but new contract acquisitions are on the rise.
- We had forecast a total of **138 M&A consultants** at end-FY09/21, but this figure currently sits at **148**. Our current policy is to continue implementing active recruitment efforts, so we project that our staffing levels will exceed anticipated targets at end-FY09/21.

Supplemental Information on Earnings Forecasts, Latest Outlook

- **FY09/21 is a 13-month period due to a change in fiscal year-end. We will enter the final four months of the financial year as we head into Q4.**
- Our initial forecast assumed that performance would be mostly unaffected by the COVID-19 pandemic. However, we have encountered increases in the number of delayed small and medium-sized M&A projects and project cancellations, and now expect that the total number of deals closed will fall short of our targets. **However, we project that we can meet our performance targets thanks to a rise in sales generated per deal closed.**
- We expect to close deals associated with several large projects in the near future and FY09/21 is a longer, 13-month accounting period. Accordingly, **we project that the number of deal closings associated with large projects will exceed the corresponding figure in FY08/20 (16).**
- We plan to increase the floor space of our Nagoya sales office, expand and relocate our Fukuoka sales office, and open a sales office in Hiroshima. However, we expect that these plans will have only a negligible impact on financial results in FY09/21.
- We will continue to implement active recruitment efforts to achieve growth in FY09/22 and in the years to follow.

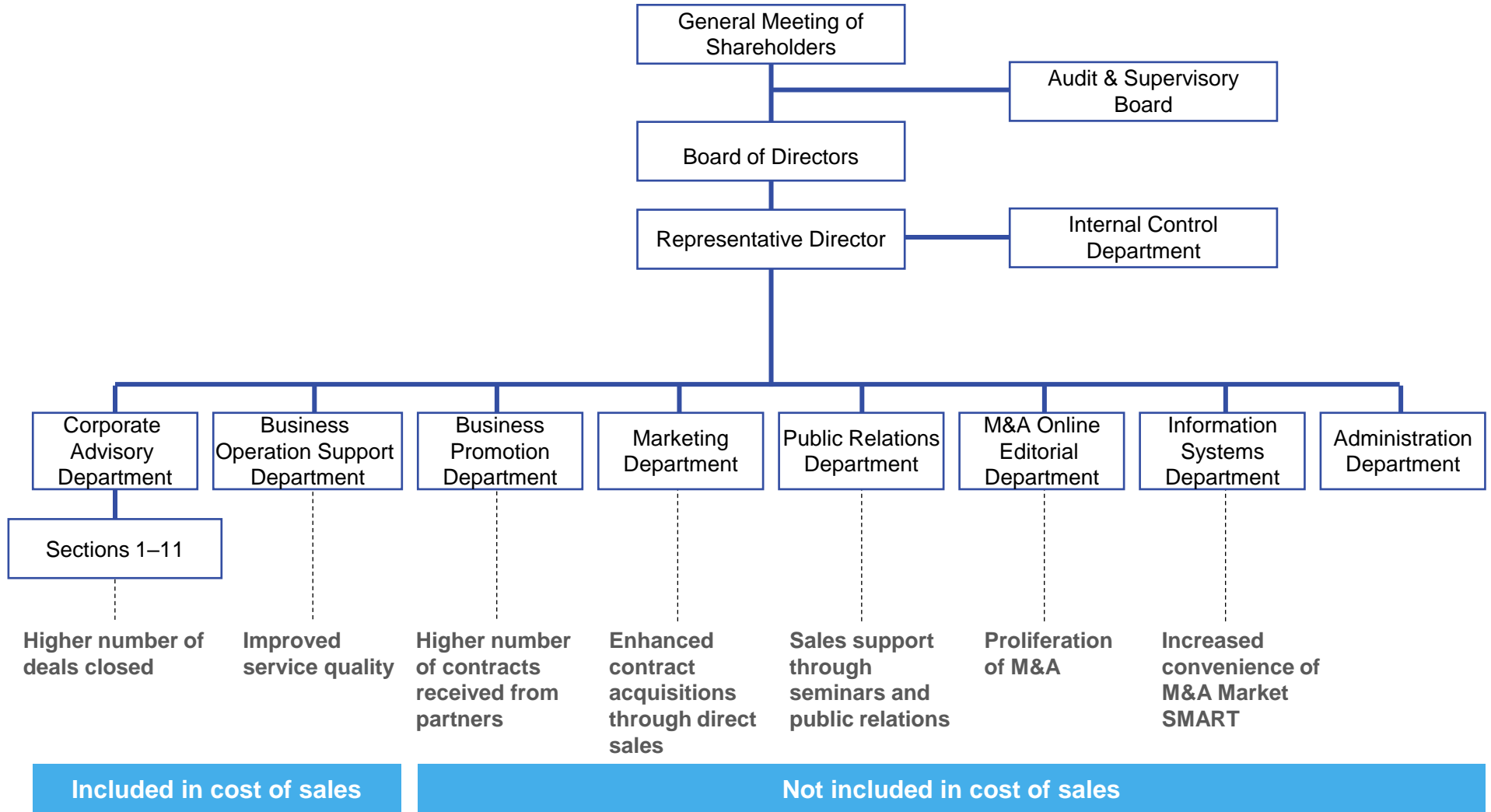
Growing Number of Consultants: Present Conditions vs. Forecast

As of end-May 2021, our staff included 148 consultants and 35 non-consultants. The rate of increase in our staff size is outpacing our projections for FY09/21, and we expect that it will continue to exceed our forecast in the future.



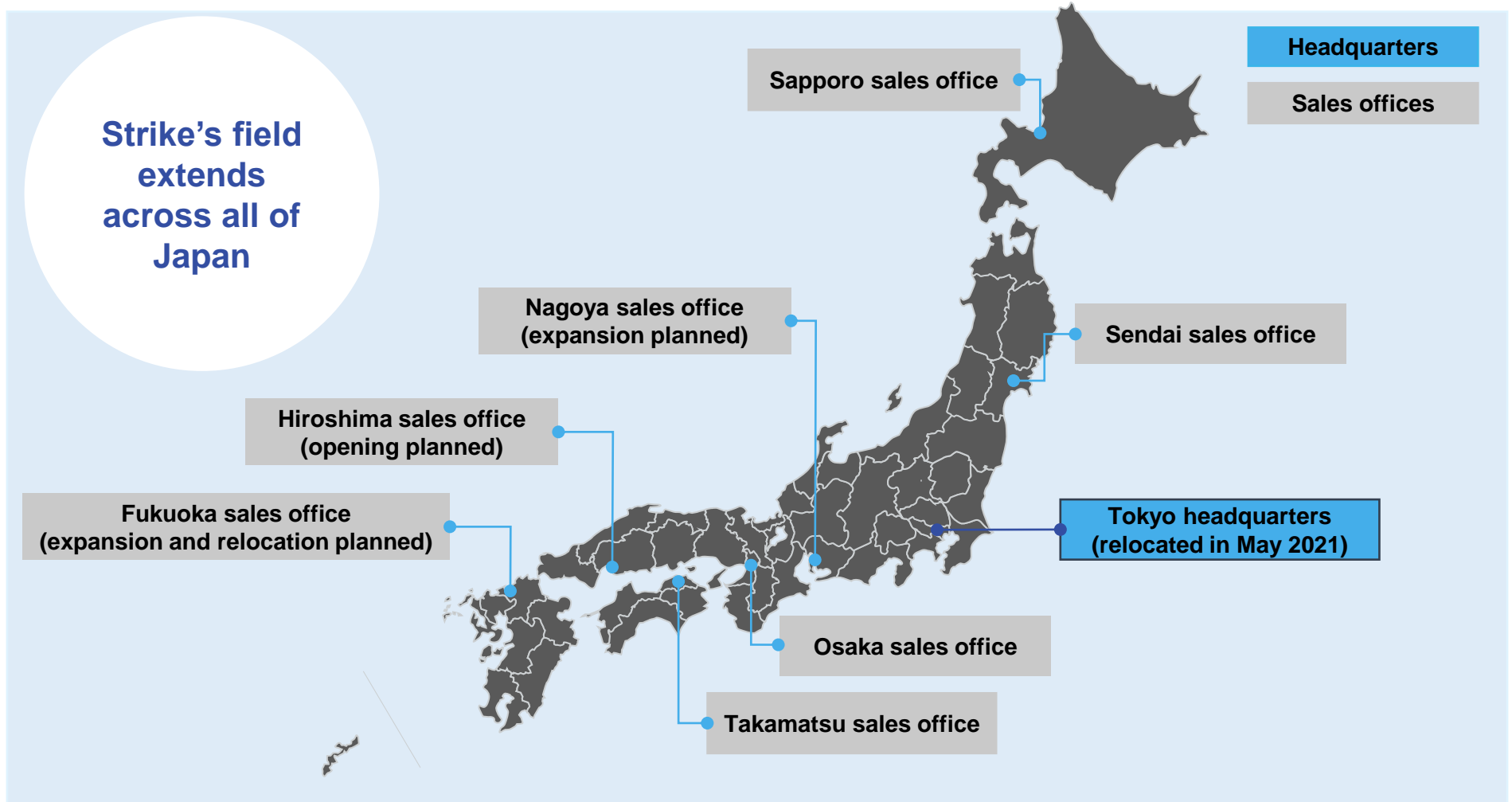
Organization (as of June 1, 2021)

Our organizational structure is unchanged.



Establishing a Nationwide Sales Network

We relocated our headquarters in May 2021. To facilitate increased staffing in regional sales offices, we plan to increase the floor space of our Nagoya sales office, expand and relocate our Fukuoka sales office, and open a sales office in Hiroshima.



Increasing and Streamlining Direct Contracts through Seminars

We are shifting from conventional in-person seminars to online seminars and increasing the number we hold. Online seminars have fewer regional and time restrictions, so more people can participate. Also, online seminars are substantially less expensive to hold.



Online Seminars Held and Planned for FY09/21 (excluding small-scale seminars and seminars associated with other companies)			
Date	Type	Title	Applicants
Sep. 2020–Feb. 2021		During 1H, we held seminars under eight titles.	3,940
Mar. 2021	Online-only seminar	Procedures for conducting business succession through the use of investment funds: The reasons why a company with one billion yen in net sales used an investment fund for business succession	95
Mar. 2021	Online-only seminar	Construction industry seminar: Business succession and M&A in today's construction industry	192
Mar. 2021	Online-only seminar	The characteristics of companies in Shikoku that have achieved growth during COVID-19: The economic outlook for the Shikoku region and expertise concerning the use of M&A to endure and achieve growth	92
Apr. 2021	Online-only seminar	(For IT and startup companies) What can be done to create synergy through M&A: How to achieve growth post-M&A	91
Apr. 2021	On-site and through online broadcast	New M&A strategies for management: The secret to successful M&A strategies that will prevail in this era of uncertainty	1,197
Apr. 2021	Online-only seminar	(For the manufacturing industry) Learning business succession from small factory stars	592
May–Jun. 2021	Online-only seminar	Strategic use of M&A and owned market value	406
Jun. 2021	Online-only seminar	How to discover and choose optimal sellers/buyers for business transfer	Under calculation
Jul. 2021 (planned)	Online-only seminar	Seminar regarding business succession and the use of succession-related subsidies	
Jul. 2021 (planned)	Online-only seminar	(For insurance agents) Overcoming the increasingly stringent corporate market: Life insurance sales and M&A	

Note: Scheduled to plan and hold one or more seminars each month

Expanding New Business Partners and Strengthening Ties with Existing Partners

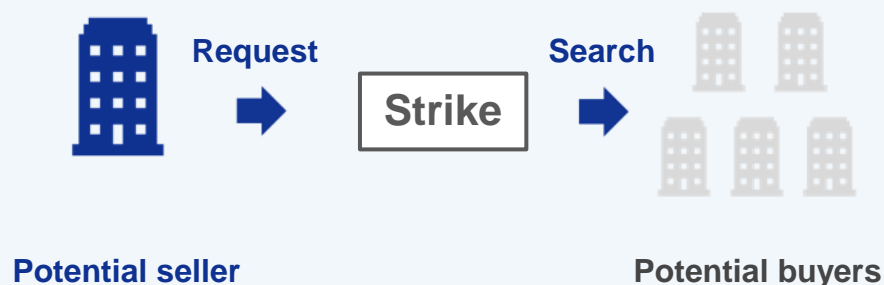
We expand our partnerships with financial institutions, professionals, and investment companies. In addition, we aim to strengthen our ties with existing partners through further personnel exchanges.



Proposal Flow of Pre-Marketing Services

Growing demand for pre-marketing services, which search for potential sellers from the potential buyer's perspective—since these services were launched in April 2020, we have concluded a total of about 100 pre-marketing service contracts. Two deals associated with these services were closed in FY09/21.

Standard M&A Brokerage Services



Pre-Marketing Services



M&A Online

A **free** portal site that offers a variety of M&A-related information, such as the latest news and legal information, in a **timely** fashion

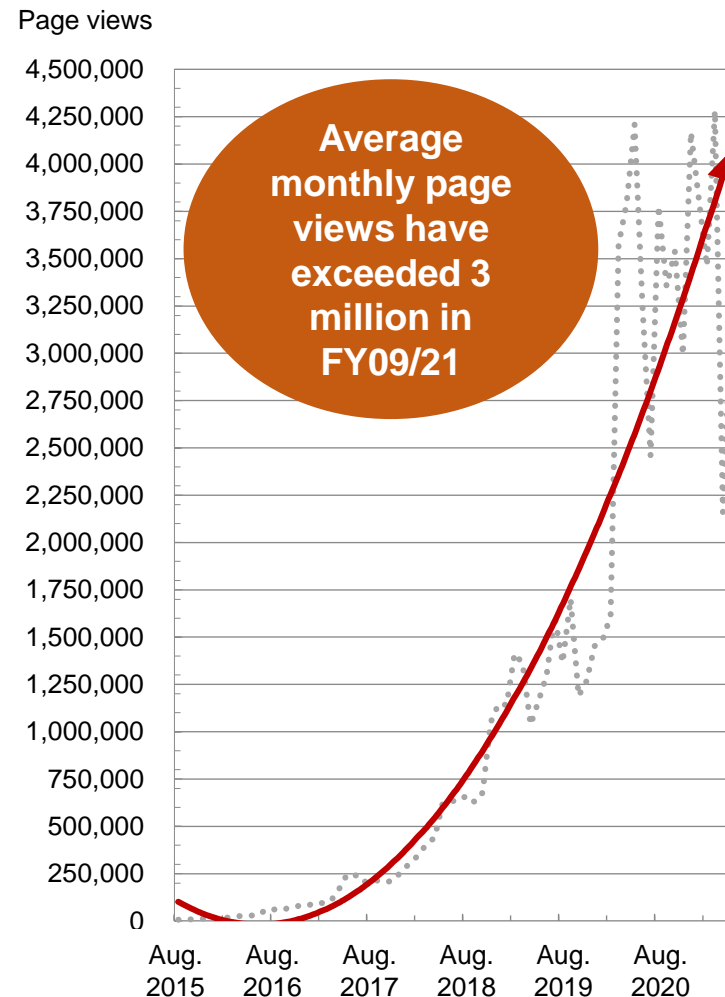


(<https://maonline.jp/>)

Achieving Profitability for M&A Online

- (1) **M&A Online Market** facilitates the posting of information on deals for which another company acts as the financial advisor of the seller. Strike strives to generate profits by functioning as the financial advisor of buyers that make an inquiry.
- (2) **“Company wanted” ads**, where buyers target sellers
- (3) **General advertisements** from companies involved in M&A operations

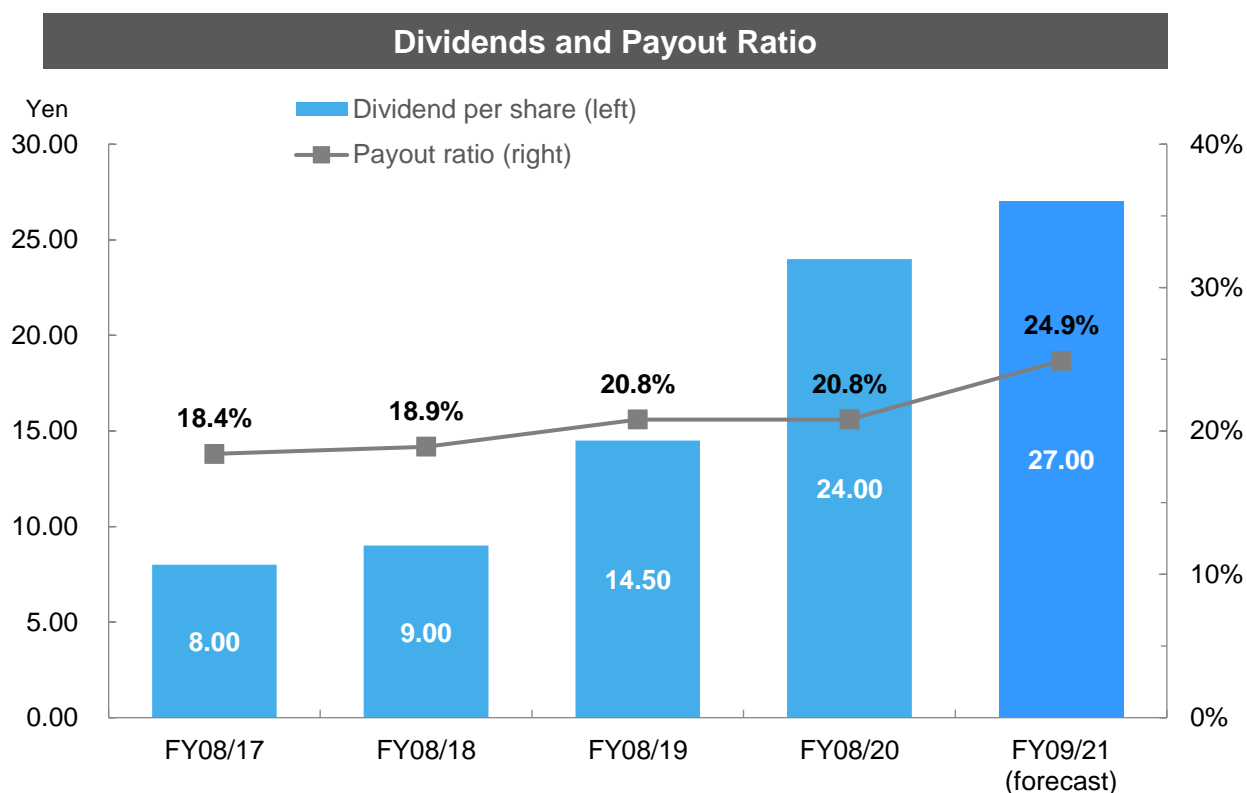
Monthly Page Views for M&A Online



Forecast for Shareholder Returns

Dividends: We plan to raise our dividend payout ratio from 20% to 25%, increasing the dividend from ¥24.0 per share in FY08/20 to ¥27.0 in FY09/21.

Shareholder benefits: We present a QUO card worth ¥1,000 to each shareholder with at least one share unit (100 shares) at the fiscal year-end.



Note: Dividend per share figures reflect a stock split conducted on June 1, 2018.

Market Trends



Market Trends: Announcement of the Promotion Plan for M&A among Small and Medium-sized Enterprises (1)

Under its “Promotion Plan for M&A among Small and Medium-sized Enterprises” (announced on April 28, 2021), the Small and Medium Enterprise Agency has compiled initiatives that should be implemented within the public and private sectors over the next five years to facilitate the consolidation of management resources. The primary impact associated with this plan is detailed below.

- The following public and private initiatives were announced with the goal of ensuring the quality of organizations providing M&A-related support:

1. Establish registration systems for M&A support organizations

(Strike’s response policy)

The registration system has not been established yet, and specific details remain unclear. Appropriate measures will be implemented once these details have been finalized.

2. Establish a self-regulating organization responsible for M&A brokerage

(Strike’s response policy)

Discussions regarding this organization’s establishment are anticipated but have not yet begun. If a self-regulating organization is eventually established to support development of the M&A industry, Strike will actively participate in the organization’s formation. We take bold and independent action to facilitate progress in the industry.

3. Disseminate and provide education regarding M&A Guidelines for SMEs

(Strike’s response policy)

Our systems and mechanisms already comply with the M&A Guidelines for SMEs formulated by Japan’s Ministry of Economy, Trade and Industry (METI). However, we will further improve our systems and mechanisms to cut down on conflicts of interest that may arise between buyers and sellers when conducting M&A brokerage.

[We will cooperate with initiatives that involve both the public and private sectors to support sound development of the M&A market in Japan.](#)

Market Trends: Announcement of the Promotion Plan for M&A among Small and Medium-sized Enterprises (2)

The Japanese government provides the following types of support to facilitate M&A among SMEs. This support is expected to lead to further development in M&A performed by SMEs in Japan.

Preparations for transfer

Facilitating smooth M&A

Post-merger business integration

○ Providing awareness

Business succession diagnoses

- Discover and provide support for issues related to business succession and transfer by conducting business succession diagnoses in a proactive manner through a business succession-related network

○ Matching companies and entrepreneurs

Business succession and transfer support center

- M&A consultations and matching support provided by prefectural business succession and transfer support centers nationwide

○ Reducing the cost burden incurred when conducting M&A

Business succession and transfer subsidies (to promote the utilization of experts)

- Support for the utilization of experts when conducting M&A (brokerage fees, due diligence costs, etc.)
- Rate of coverage: 1/2 to 2/3 of costs
Maximum subsidy limit: ¥2.5–4 million

Financial support provided under the Act on Facilitation of Succession of Management of Small and Medium Sized Enterprises

- Assistance with capital requirements incurred when conducting M&A (systemic financing, increase in credit guarantee limits, etc.)
- Also available for individuals looking to start businesses

Reduction of registration and license taxes and real estate acquisition taxes

- Reduction of burdens placed on buyers when conducting M&A

○ Preparing for post-M&A risks

Management resource consolidation tax system (reserve fund)

- Establishment of reserves (with five-year deferral periods) in preparation for possible post-M&A risks
- Inclusion of up to 70% of investment amounts as deductible expenses when conducting M&A

○ Post-merger capital investment, etc.

Business succession and transfer subsidies (capital investment, etc.)

- Support for capital investment and sales channel development following M&A
- Rate of coverage: 1/2 to 2/3 of costs
Maximum subsidy limit: ¥5–8 million

Business restructuring subsidies

- Support for the endeavors of SMEs that fulfill certain requirements (decline in sales, etc.)
- Rate of coverage: 1/2 to 2/3 of costs
Maximum subsidy limit: ¥60–100 million

Management resource consolidation tax system (capital investment)

- Tax breaks or immediate depreciation for 10% of investment amount

○ Promotion of job security

Management resource consolidation tax system (ensuring job security)

- Tax breaks on 25% of the total amount of increase if total payments received (wages, etc.) rise 2.5% or more year on year (15% if total payments received increase 1.5% or more, but less than 2.5%, year on year)

Market Trends: Announcement of the Investigative Report regarding M&A Involving Large Companies and Startups (1)

Generally, large Japanese companies are not actively incorporating M&A into their growth strategies. Accordingly, METI turned its attention toward M&A involving startups and operating subsidiaries of large companies as a means of achieving open innovation. To facilitate the utilization of this method, the ministry released its “Investigative Report regarding M&A Involving Large Companies and Startups” on March 26, 2021. The main details of this report can be found below.

1. M&A deal counts and corporate values associated with major companies in Japan and the US

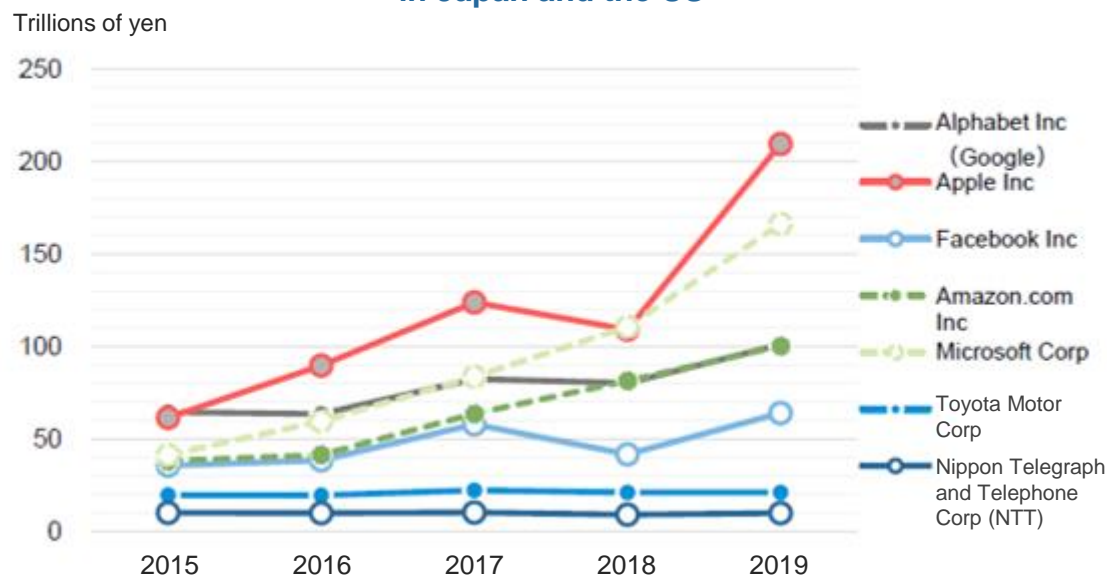
Many Japanese companies have a strong inclination toward principles of self-reliance and do not actively incorporate M&A into their growth strategies. Meanwhile, major companies in the US (such as GAFAM) are raising their corporate values by vigorously conducting M&A.

M&A Deal Count among Major Companies in Japan and the US

Company name	M&A deal count (2010–2020)	Approximate annual M&A deal counts
Alphabet Inc (Google Inc.)	229	20
Apple Inc	128	11
Facebook Inc	101	9
Amazon.com Inc	143	13
Microsoft Corp	223	20
Toyota Motor Corp	38	3
Nippon Telegraph and Telephone Corp (NTT)	74	6

Source: Data collected from Zephyr by KPMG AZSA LLC

Changes in Corporate Values of Major Companies in Japan and the US

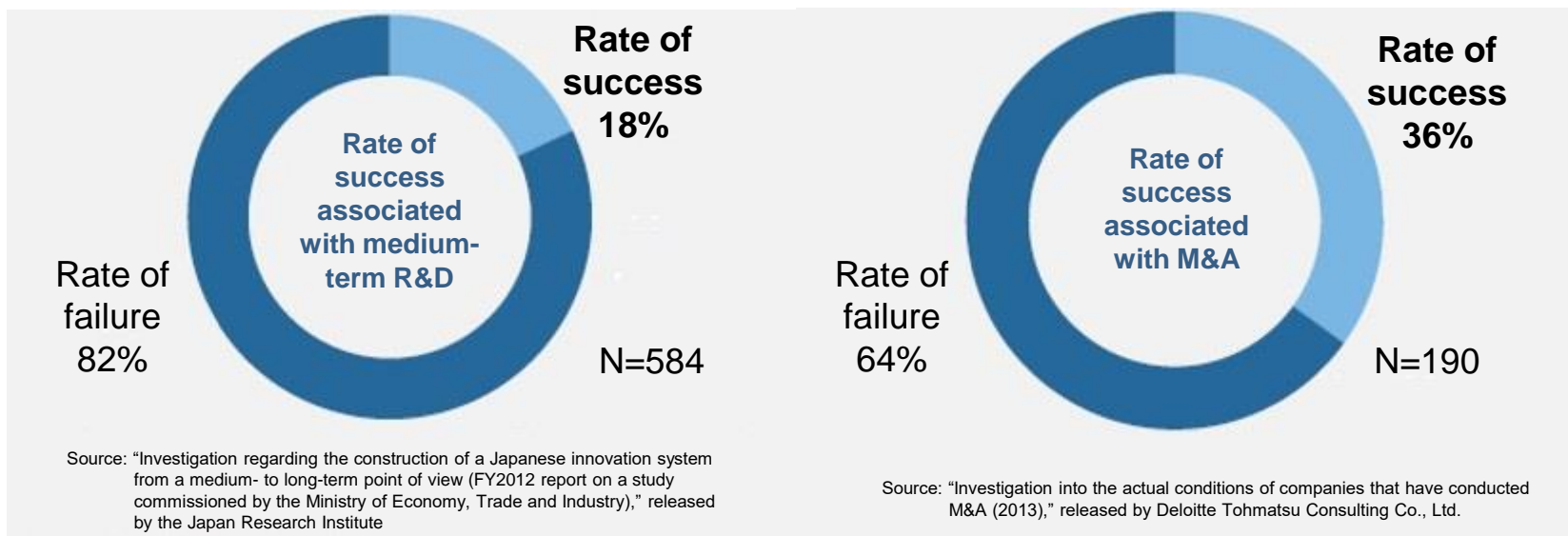


Source: Data collected by KPMG AZSA LLC using information released by each company

Market Trends: Announcement of the Investigative Report regarding M&A Involving Large Companies and Startups (2)

2. R&D activities and M&A (reference)

- Investment in R&D is necessary for generating corporate growth and innovation. Two means of achieving these ends are internal R&D and M&A. One recent report indicates that medium-term R&D activities succeed at a rate of about 18% while another suggests that M&A is successful about 36% of the time.
- Data suggests that companies may be able to achieve growth and raise their corporate values more efficiently when incorporating M&A into their growth strategies as a type of R&D investment instead of conducting R&D independently.

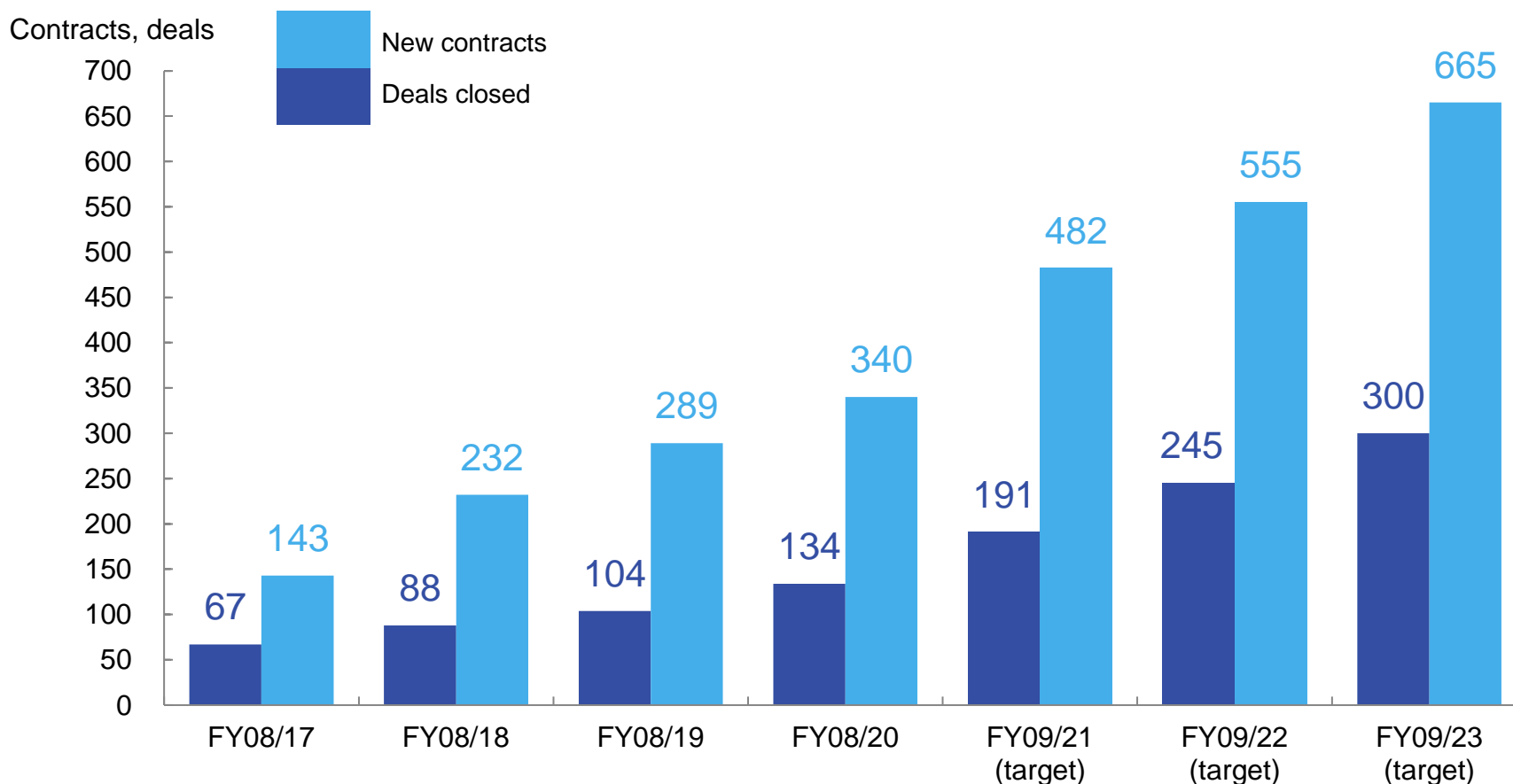


Medium- to Long-Term Management Policy



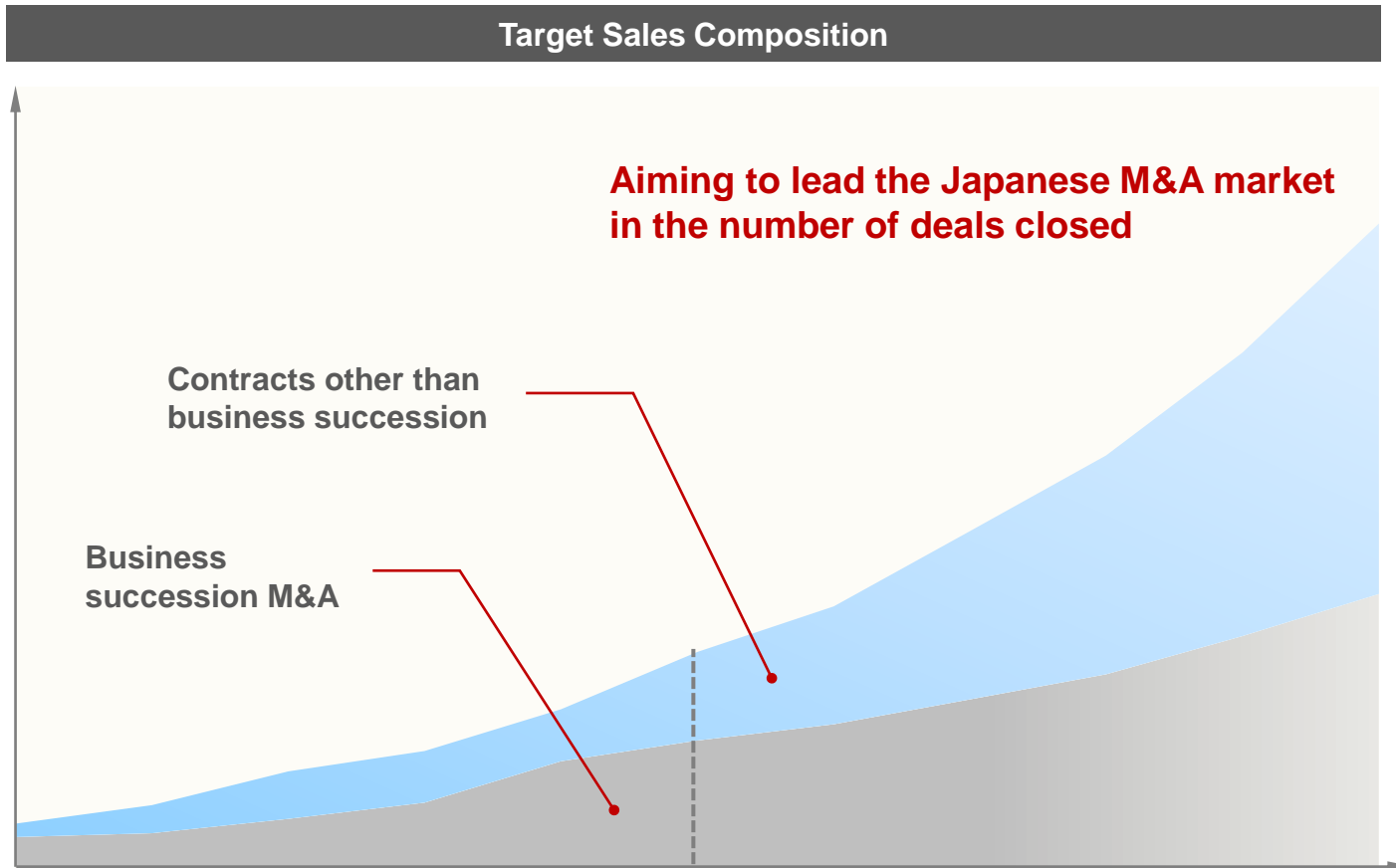
Results and Targets for New Contracts and Deals Closed

Based on our current personnel organization and plans for additional personnel increases, we aim to achieve 300 deal closings per year in three years. We also target further growth by raising the productivity and efficiency of consultants. Based on current conditions, we will make rolling revisions to our targets for FY09/22 and beyond and announce them along with financial results for FY09/21.



Aiming to Top the Japanese M&A Market in Number of Deals Closed

We aim to further increase our share of the market for business succession M&A, focus on cultivating the M&A market as an exit method for startups, and achieve net sales CAGR of over 20% over the medium term.



- **Medium- to long-term focus on becoming the M&A broker with the highest number of deals closed**
- **Contracts other than business succession:** Cultivate the M&A business as an exit method for startups and growth companies. In addition, actively cultivate large M&A deals that drive industry consolidation.
- **Business succession M&A:** Market is forecast to expand for several years, but dependence on business succession contracts is expected to decline due to an increase in the types of contracts indicated above.

Company Overview



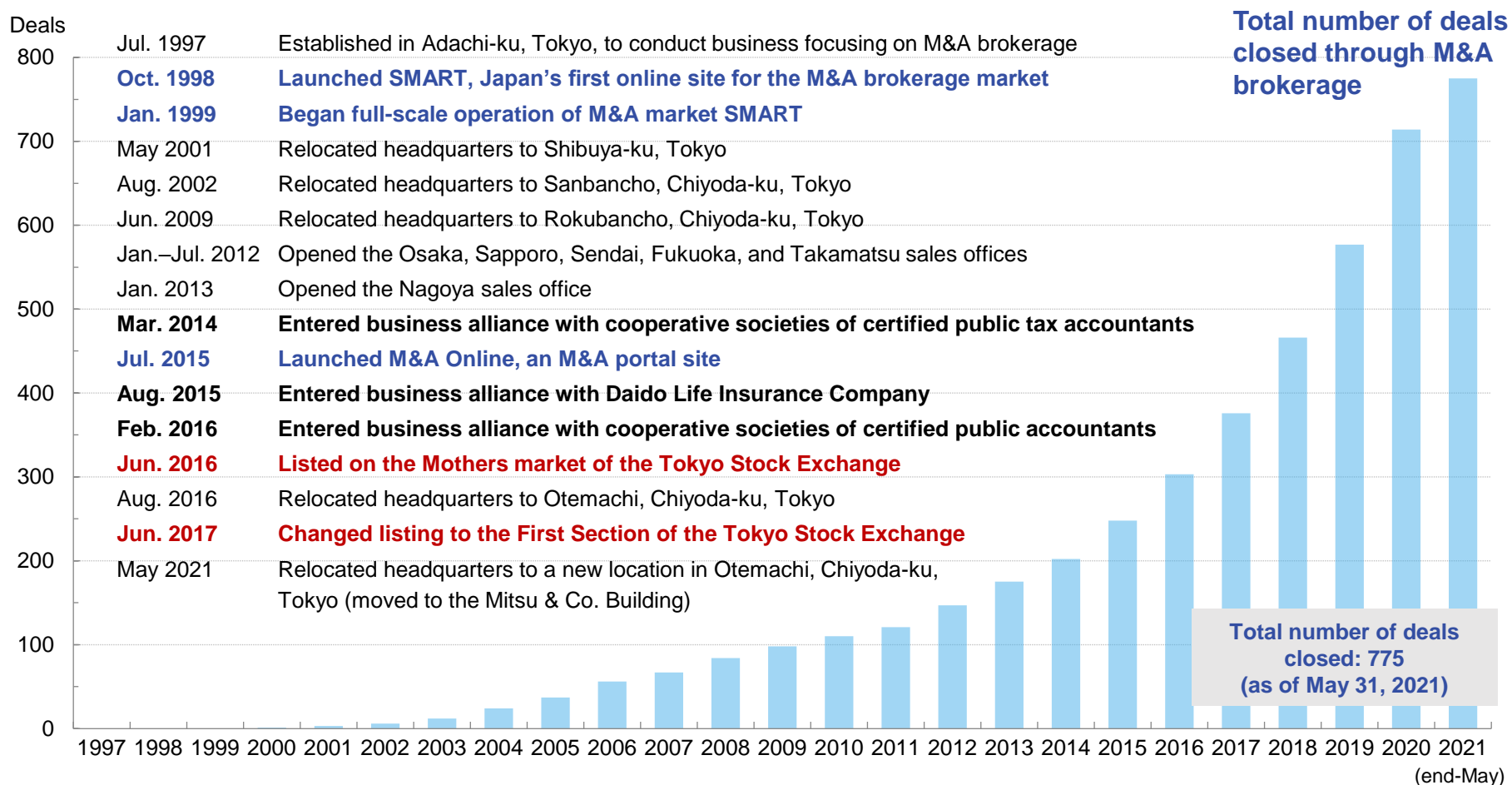
Company Overview

We are a group of professionals, chiefly certified public accountants, with “**Realizing people’s aspirations through M&A**” as our corporate credo. We established the first online M&A market in Japan. We are developing our business by focusing on one of the serious issues facing Japan, the succession of small and medium-sized enterprises, through our efforts in M&A.

Company name	Strike Co., Ltd.
Established	July 1997
Share capital	¥823 million (as of May 31, 2021)
Representative	Kunihiko Arai, President and CEO
Headquarters	15th floor of Mitsui & Co. Building 1-2-1 Otemachi, Chiyoda-ku, Tokyo, Japan
Number of employees	183 (excluding temporary staff, as of May 31, 2021)
Net sales, operating profit	Net sales of ¥6,916 million and operating profit of ¥2,981 million (operating profit margin of 43.1%) in FY08/20
Businesses	M&A brokerage business
Management philosophy	With “Realizing people’s aspirations through M&A” as our corporate credo, we propose M&A as a sincere solution to client needs. Our management philosophy is to contribute to society at large through M&A, providing corporate management structures to respond to fluctuations in the business environment and changes in the times. To realize this, we aim to become the leader in the number of M&A deals in Japan.

History

Established in July 1997, Strike broke new ground in Japan by leveraging the internet for M&A services. We are expanding our partnerships with organizations such as cooperative societies of certified public tax accountants and certified public accountants. In addition to our headquarters, we have sales offices in six major cities.



Business Overview

Strike primarily engages in the M&A brokerage business. Our earnings model is based on brokerage fees received from both sellers and buyers. While carefully considering possible conflicts of interest, we place the utmost importance on client satisfaction.

Principal Businesses

M&A Brokerage Business

We broker M&A deals between sellers and buyers and receive brokerage fees from both parties.

Company Characteristics

- By actively utilizing our M&A Market SMART online service, we aim to match better clients on better terms
- We employ a high percentage of specialists, including CPAs and certified public tax accountants, and can provide service for complicated projects

Compensation Structure: Lehmann Method

Sample Compensation Structure

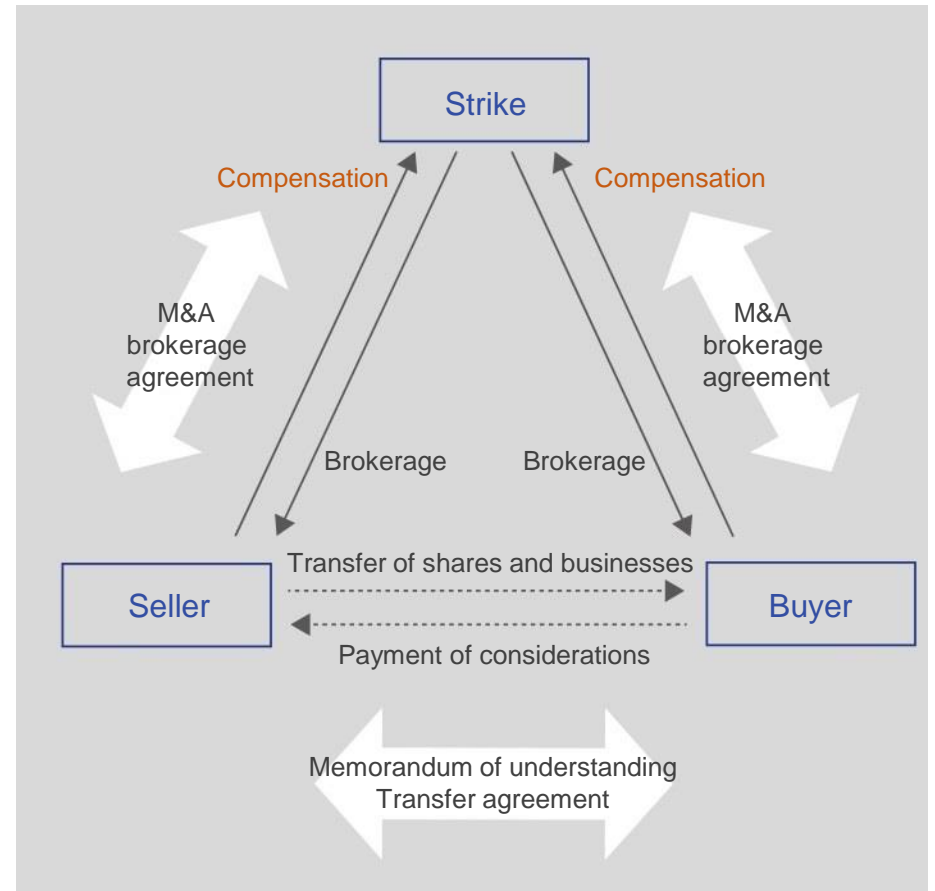
Seller

Amount of shares or assets to be transferred	Rate
Portion below ¥500mn	5%
Portion from ¥500mn to ¥1.0bn	4%
Portion from ¥1.0bn to ¥5.0bn	3%
Portion from ¥5.0bn to ¥10.0bn	2%
Portion above ¥10.0bn	1%

Buyer

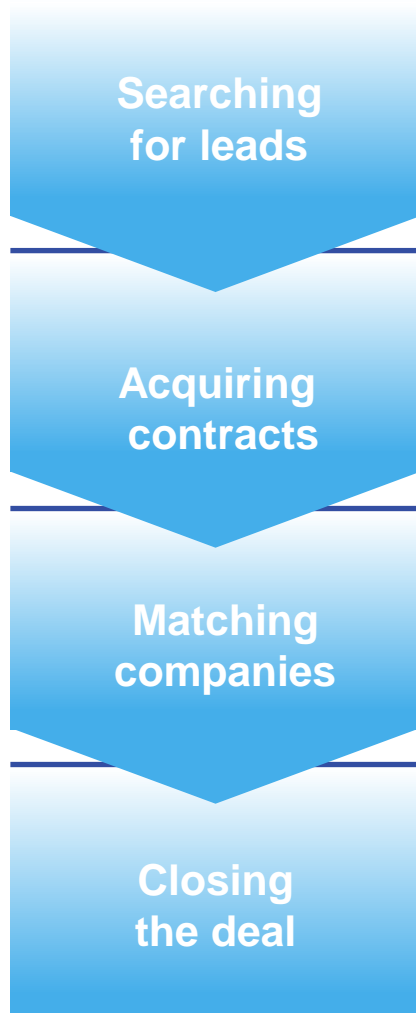
Market value of total assets at transfer	Rate
Portion below ¥500mn	5%
Portion from ¥500mn to ¥1.0bn	4%
Portion from ¥1.0bn to ¥5.0bn	3%
Portion from ¥5.0bn to ¥10.0bn	2%
Portion above ¥10.0bn	1%

M&A Brokerage Earnings Model



Flow of M&A Brokerage Business

The brokerage process consists of searching for leads, acquiring contracts, matching companies, and closing the deal.



- Hold seminars, issue publicity magazines, and disseminate M&A information via internet, newspapers, and magazines
- Contact potential sellers through direct sales and direct mail
- Cultivate business partners, strengthen relationships, and receive potential seller introduction from business partners
- Respond to consultations from potential seller and make proposals
- Sign non-disclosure agreement with potential seller and gather information on company to be sold
- Conduct prior corporate analyses and consider viability of sale
- Sign M&A brokerage agreement with potential seller
- Propose sale scheme and conduct corporate valuations
- Create proposal documents
- Search for potential buyer (post on **M&A Market SMART**) and make anonymous inquiries
- Sign non-disclosure agreement with potential buyer and disclose proposal document
- Sign M&A brokerage agreement with potential buyer
- Interview top management and arrange company visit
- Confirm potential buyer's intention and make adjustments to basic terms
- Provide support for the signing of memorandum of understanding
- Establish environment for potential buyer to conduct due diligence
- Make final adjustments to terms between potential seller and potential buyer
- Provide support for the signing of transfer agreement

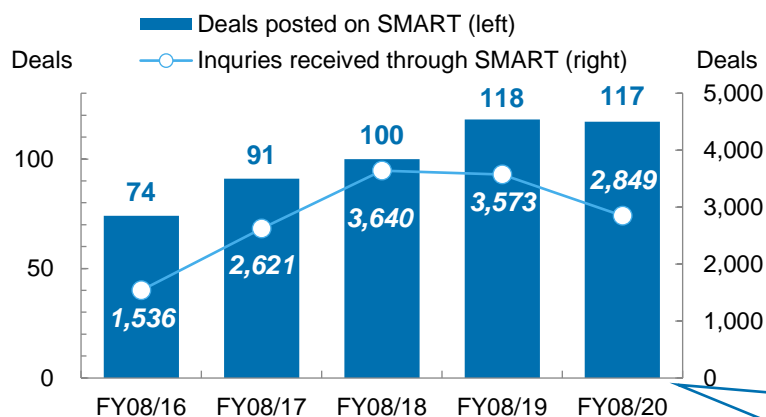
Using the Internet to Search for Matches

■ Methods used to search for potential buyers

- (1) Our consultants utilizes Strike's internal database of acquisition needs (which contains data on M&A needs for over 10,000 companies collected through daily sales activities) to make direct proposals to potential buyers.
- (2) We receive inquiries from potential buyers interested in deals posted anonymously **on M&A Market SMART** (<https://www.strike.co.jp/smart/>).
- (3) We receive introductions to customers looking to make an acquisition from partner financial institutions.

⇒ **Our mission is to introduce many buyer candidates to potential sellers through methods (1)–(3), allowing them to find the party that matches their needs. To this end, we make effective use of the internet.**

Inquiries Received through SMART



■ Advantages to using M&A Market SMART

- Enables searches outside a given region for potential buyers, and allows for faster matching
- Provides the possibility of finding an unexpected potential buyer (sharply increases the possibilities of sale for niche businesses, and contributes to matching between different fields of business)
- Increases the number of choices for selling companies, and increases the possibility of selling the company to a good buyer under favorable terms

In FY08/20, an increase in teleworking prompted a decrease in the number of deals posted on SMART, and email distribution was limited. As a result, deals posted and inquiries received were both down year on year.

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