Last Update: December 25, 2024
Strike Co., Ltd.
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The corporate governance of Strike Co., Ltd. (the "Company," "we," or "us") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views

Our company, under the mission of "Creating partnerships that change the world," aims to enhance corporate value and contribute to the sustainable growth of society through transparent and fair business practices. To achieve this goal, we have introduced an executive officer system to strengthen our business execution functions and ensure agile operations, thereby clarifying the distinction between supervisory and execution roles. In addition, we have established a Nomination and Compensation Advisory Committee to strengthen the oversight and checks on management by outside directors.

Reasons for Non-compliance with the Principles of the Corporate Governance Code

The Company has implemented all of the principles of the Japanese Corporate Governance Code.

Disclosure Based on each Principle of the Corporate Governance Code

Principle 1-4 Cross-shareholding

The Company does not hold any listed shares for strategic purposes. However, the Company may do so when deemed necessary or reasonable for business strategy purposes or to enhance corporate value. In the event that we do hold shares for strategic purposes, the Board of Directors will review its appropriateness annually and decide whether to continue holding them.

Principle 1-7 Related Party Transactions

We require that competitive transactions and transactions with potential conflicts of interest involving directors be resolved by the Board of Directors. These matters are deliberated upon by the Board, including outside directors, after full disclosure of material facts. Additionally, we periodically check for any transactions between related parties and the Company.

Any related party transactions are properly disclosed in accordance with relevant laws or regulations.

Supplementary Principle 2-4 (i) Ensuring Diversity in the Appointment of Human Resources

We aim for sustainable growth by fostering a diverse workforce, including women, seniors aged 60 and over, and non-Japanese employees. In particular, we aim to actively recruit women and seniors and promote their engagement to create a work environment in which they can continue to thrive in a variety of fields and

achieve a work-life balance. As of September 30, 2024, women comprised 17% of our employees (excluding temporary workers), and seniors accounted for 2%. In the future, we aim to increase these ratios while also utilizing a larger and more diverse workforce, including temporary workers, to accommodate various work styles.

In appointing employees to management positions, we base our decisions on the required abilities, knowledge, and experience, without giving preferential treatment based on gender, nationality, or hiring method. Currently, as all management positions are filled by mid-career hires, we have not set a specific promotion target for them. However, we will continue to promote mid-career professionals to management positions, while also focusing on training of new graduates and their future promotion to management roles. As of September 30, 2024 women held 5.9% of management positions, and we aim to raise this to 10% by September 30, 2026. We will create an environment that encourages the advancement of women to management positions by incorporating optimal training methods and work styles. We have not set a target for promoting non-Japanese employees to managerial positions due to the nature and scale of our business.

Principle 2-6 Corporate Pension Plans

The Company has not adopted a corporate pension plan.

Principle 3-1 Enhancement of Information Disclosure

(1) Our mission is "Creating partnerships that change the world," and our purpose is "M&A is built on people's aspirations." We facilitate M&A transactions that align with people's thoughts and feelings, helping more individuals achieve their goals. Our management philosophy is detailed in our annual securities report, financial results presentation materials, and on our website.

(2) The basic policy and basic approach to corporate governance are described in this report and in the annual securities report.

(3) The Company's compensation system for directors is based on the following basic policies, in line with the Corporate Governance Code.

a. The compensation system shall be rooted in the practice of the Company's corporate philosophy.

b. The compensation system shall be designed to reflect the Company's management policy and medium-term management plan, while motivating the enhancement of the Company's value in the medium to long term by limiting short-term orientation.

c. The level and structure of compensation shall be effective in securing excellent human resources to whom the future of the Company should be entrusted. It shall also reflect the roles of each director and their responsibilities.

d. Procedures for determining compensation shall be transparent, fair, and objective to ensure accountability to all stakeholders, including shareholders, investors, and employees.

Compensation is determined by resolution of the Board of Directors, within the limit set at the General Meeting of Shareholders, after consultation with the Nomination and Compensation Advisory Committee, the majority of whose members are outside directors.

Detailed policies and procedures for determining compensation are disclosed in the annual securities report.

(4) When nominating directors, our policy is to evaluate candidates in accordance with the nomination and dismissal criteria established internally. Once selected, the Nomination and Compensation Advisory Committee consults with the Board of Directors, which then approves the nomination.

For directors who are members of the Audit and Supervisory Committee, we nominate candidates with the Committee's consent, considering their abilities and experience.

The selection and dismissal of senior management follow the same process as director nominations, with final decisions made by the Board of Directors.

(5) For the explanation of the election of directors, the names of the candidates, their biographies, and the reasons for their election are stated in the reference documents of the Notice of Convocation of the General Meeting of Shareholders.

Supplementary Principle 3-1 (iii) Disclosure of Sustainability Initiatives and Investments in Human Capital and Intellectual Property

Our Sustainability Promotion Committee plays a central role in our sustainability efforts. Our sustainability policy, which outlines priority issues in our business and organizational activities, is available on our website.

In our core business of M&A brokerage, investing in human capital is critical. We also recognize the importance of accumulating and utilizing intellectual property for efficient business development, and detail these efforts in our annual securities reports and other documents.

Additionally, we disclose the impact of climate change-related risks and revenue opportunities on our business activities and earnings, in line with TCFD recommendations, on our website.
https://www.strike.co.jp/sustainability/environment.html

We are committed to further advancing our sustainability initiatives and enhancing our disclosures.

Supplementary Principle 4-1 (i) Delegation to Management

Our Board of Directors utilizes the framework of the company with an audit and supervisory committee to make significant corporate decisions based on resolutions of the General Meeting of Shareholders, exclusively decided matters based on laws, regulations, and the Articles of Incorporation, as well as matters based on the Board of Directors Regulations.

Meanwhile, to accelerate decision-making and improve deliberation efficiency, we have established an executive officer system, developed internal regulations, and delegated day-to-day execution of business operations to the management team.

Principle 4-9 Criteria for Independence and Qualifications for Independent Outside Directors

When appointing outside directors, we seek candidates with extensive experience and profound insight in corporate management and various specialized fields, as well as personal qualities suitable for the responsibilities of the position. At the Company, individuals who do not meet any of the following conditions are considered independent:

a. A party who is, or has been in the past 10 years, an executing person of the Company.
b. A party whose major business partner is the Company (*1) or an executing person of such party, or a major business partner of the Company (*2) or an executing person of such major business partner.

*1 A party whose major business partner is the Company is a party that has received payments equal to or greater than 2% of the consolidated net sales of the party in the most recent fiscal year.

*2 A major business partner of the Company is a party that has made payments equal to or greater than 2% of the Company's net sales in the most recent fiscal year.

c. A party who is a major shareholder of the Company (holding more than 10% of total voting rights in the most recent fiscal year) or an executing person of such party.
d. An executing person of an organization or corporation that has received a large donation, loan, or debt guarantee from the Company.
e. An accounting auditor of the Company or a person in charge of the Company's accounting work as a member or partner of such accounting auditor.
f. A lawyer, judicial scrivener, patent attorney, certified public accountant, tax accountant, consultant, etc., who receive more than 10 million yen per year in cash or other assets from the Company other than compensation for directors (if the recipient of such assets belongs to a corporation, partnership, or other organization, the value of these assets must exceed 2% of the sales or transaction amounts of both parties in their transactions with the organization and surpass 10 million yen.).
g. Relatives within the second degree of kinship of directors, executive officers, or employees of the Company.
h. Relatives within the second degree of kinship of individuals who had been directors, executive officers, or employees of the Company in the past three years.
i. In addition to the preceding items, a person with any other special reasons that could prevent them from performing their duties as independent outside directors, such as conflicts of interest with the Company's general shareholders.

Supplementary Principle 4-10 (i) Use of Voluntary Mechanisms

The Nomination and Compensation Advisory Committee, established as a voluntary advisory body to the Board of Directors, aims to enhance the fairness, transparency, and objectivity of the Board's decision-making process regarding the nomination and compensation of senior management and directors, thereby strengthening the corporate governance system.

The Committee is chaired by an independent outside director and consists of at least three directors, with a majority being independent outside directors. It deliberates on matters such as the details of proposals for the election of directors to be submitted to general shareholders' meetings and the specifics of individual director compensation. The Committee provides its reports and recommendations to the Board of Directors based on its findings and advice.

Supplementary Principle 4-11 (i) Ensuring the Effectiveness of the Board of Directors

Our policy for appointing directors is to ensure that the Board of Directors possesses a balanced mix of knowledge, experience, and skills necessary to effectively perform their roles and responsibilities, while also maintaining diversity and an appropriate size. The Company's Articles of Incorporation stipulate that the number of directors (excluding those who are Audit and Supervisory Committee members) be limited to eight, and the number of directors who are Audit and Supervisory Committee members be limited to five. Furthermore, outside directors are chosen based on criteria that not only meet the external qualification requirements of the Companies Act but also satisfy the qualifications for independent directors as defined by the Tokyo Stock Exchange. Additionally, they must not pose any risk of conflict of interest with general shareholders of the Company.

When selecting director candidates, nominations are based on recommendations from directors and executive officers, considering the outcomes of deliberations by the Nomination and Compensation Advisory Committee, which serves as a voluntary advisory body.

Currently, our Board of Directors comprises nine members, including five independent outside directors. Among these five independent outside directors, there are three business practitioners, one certified public accountant, and one lawyer, ensuring a wide range of outside perspectives are integrated into our management.

The skills matrix, detailing the knowledge, experience, and abilities of each director, is disclosed in the Notice of the 27th Annual General Meeting of Shareholders available on our website.

Supplementary Principle 4-11 (ii) Concurrent Positions of Directors and Audit & Supervisory Board Members

Executive directors are not permitted to hold positions as officers or employees of companies outside the Group without the Board of Directors' approval. Additionally, outside directors are expected to limit their concurrent positions to a reasonable extent. Important concurrent positions are disclosed in our annual securities reports and notices of general shareholders' meetings.

Supplementary Principle 4-11 (iii) Summary of the Analysis and Evaluation of the Board's Effectiveness

In November 2024, we conducted a survey of all directors through an external organization to analyze and evaluate the effectiveness of the Board of Directors. To ensure anonymity, we had them respond directly to an outside organization. The survey covered seven areas: "Board composition," "Board operation," "Board discussions," "Board monitoring functions," "Support systems for directors and Audit & Supervisory Board members," "Training," and "Dialogue with shareholders." The results were generally positive across all areas, indicating that the Board's effectiveness is ensured. Based on these evaluation results, we will continue our efforts to enhance the function of the Board of Directors.

Supplementary Principle 4-14 (ii) Training of Directors

Directors participate in training and gather information through external organizations such as trust banks, auditing firms, the Financial Accounting Standards Foundation, and financial instrument exchanges. Additionally, they receive timely training and updates on system revisions within the Company.

Training of outside directors and Audit & Supervisory Board members, who already possess a certain level of knowledge about management and corporate governance, is focused on deepening their understanding of the Company's operations. This is achieved through guidance at the time of their appointment, participation in internal meetings, and other means.

Principle 5-1 Policy on Constructive Dialogue with Shareholders

We are committed to engaging in active dialogue with our shareholders and investors to build long-term relationships of trust and sustainably enhance our corporate value. The Director in charge of the Administration Department will oversee and facilitate communication with shareholders and investors through office visits, online meetings, telephone calls, and emails, in collaboration with relevant departments.

Individual interviews with investors will be conducted by the President or the Director in charge of the Administration Department, as reasonably possible. To facilitate constructive dialogue, we will:

- Hold information meetings for individual investors
- Hold financial results briefings for institutional investors and visit institutional investors
- Provide financial results and corporate presentation materials on our website
- Collect investor opinions through our website

Opinions and feedback obtained through these dialogues are reported to the Board of Directors to inform management decisions.

Corporate information will be disclosed in accordance with the Information Disclosure Rule, ensuring timely, accurate, and fair communication. We are particularly vigilant about preventing insider trading and information leaks, recognizing that such violations severely damage the credibility of the financial instruments market.

2. Capital Structure

Foreign Shareholding Ratio	10% or more but less than 20%

Status of Major Shareholders

Name or Company Name	Number of Shares Owned	Percentage (%)
K&Company Inc.	5,400,000	28.12
Kunihiko Arai	3,076,400	16.02
The Master Trust Bank of Japan, Ltd. (trust account)	1,564,500	8.15
Custody Bank of Japan, Ltd. (trust account)	668,000	3.48
Nobuo Suzuki	540,000	2.81
Daido Life Insurance Company	498,000	2.59
MSIP CLIENT SECURITIES	448,367	2.33
Kazuya Kaneda	271,000	1.41
STATE STREET BANK AND TRUST COMPANY 505001	239,073	1.24
Tatsuya Ishizuka	214,900	1.12

Name of Controlling Shareholder, if applicable (excluding Parent Companies)	-
Name of Parent Company, if applicable	None

Supplementary Explanation

1. The status of major shareholders is as of September 30, 2024.
2. The percentage of shareholding is calculated after excluding 151,409 shares of treasury stock.

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Prime Market
Fiscal Year-End	September
Business Sector	Services
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	100 or more but fewer than 500
Net Sales (Consolidated) for the Previous Fiscal Year	10 billion yen or more but less than 100 billion yen
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	Fewer than 10

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have a Material Impact on Corporate Governance

There are no special circumstances.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight

1. Organizational Composition and Operation

Corporate Governance System	Company with Audit and Supervisory Committee

Directors

Number of Directors Stipulated in Articles of Incorporation	13
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chair of the Board	President
Number of Directors	9
Election of Outside Directors	Elected
Number of Outside Directors	5
Number of Independent Directors	5

Outside Directors' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Yuji Furumoto	From another company											
Jiro Araki	From another company										△	
Nozomi Kogoma	CPA											
Hiroshi Sakamaki	From another company											
Tomoko Kato	Lawyer											

*Categories for "Relationship with the Company."
(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

a. A person who executes business for the Company or its subsidiary
b. Person who executes business for a non-executive director of the Company's parent company
c. Person who executes business for a fellow subsidiary
d. Person/entity for which the Company is a major client or a person who executes business for said person/entity
e. Major client of the Company or a person who executes business for said client
f. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to compensation as a director/company auditor
g. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
h. Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
i. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
k. Other

Outside Directors' Relationship with the Company (2)

Name	Membership of Audit and Supervisory Committee	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
Yuji Furumoto		○	-	He is appointed as an independent director to provide advice and recommendations to ensure the adequacy and appropriateness of the Board's decision making from an independent standpoint based on his extensive experience and knowledge as a long-time corporate manager. He is designated as an independent director because he has no special interest in the Company and there is no risk of a conflict of interest between him and the Company's general shareholders.
Jiro Araki	○	○	Mr. Araki, an outside director, was a representative director of Sumitomo Trust and Banking Company, Limited (now Sumitomo Mitsui Trust Bank, Limited), which is our shareholder registry administrator and business partner, until 2006. Although we have transactions with Sumitomo Mitsui Trust Bank, Limited, such as payments for shareholder registry management fees and project introduction fees, we have determined	He is appointed as an independent director to play an appropriate role in auditing the execution of management based on his abundant experience and broad insight as a corporate manager. He is designated as an independent director because he has no special interest in the Company and there is no risk of a conflict of interest between him and the Company's general shareholders.

			that, given the nature and size of these transactions, there is no risk that this relationship will influence the judgment of our shareholders and investors.	
Nozomi Kogoma	○	○	-	She is appointed as an independent director to provide advice and recommendations to ensure the adequacy and appropriateness of the Board's decision-making from an independent standpoint based on her extensive experience and expertise as a certified public accountant and a corporate auditor of a listed company. She is designated as an independent director because she has no special interest in the Company and there is no risk of a conflict of interest between her and the Company's general shareholders.
Hiroshi Sakamaki	○	○	-	He is appointed as an independent director to provide advice and recommendations to ensure the adequacy and appropriateness of the Board's decision making from an independent standpoint based on his extensive experience and knowledge as a corporate manager. He is designated as an independent director because he has no special

				interest in the Company and there is no risk of a conflict of interest between him and the Company's general shareholders.
Tomoko Kato	○	○	-	She is appointed as an independent director to provide advice and recommendations to ensure the adequacy and appropriateness of the Board’s decision-making from an independent standpoint based on her extensive experience and expertise as a lawyer. She is designated as an independent director because she has no special interest in the Company and there is no risk of a conflict of interest between her and the Company's general shareholders.

Audit and Supervisory Committee

Composition of Audit and Supervisory Committee and Attributes of the Chairperson

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Committee Chair
Audit and Supervisory Committee	4	1	0	4	Outside Director

Appointment of Directors and/or Staff to Support the Audit and Supervisory Committee	Appointed

Matters Concerning Independence of Said Directors and/or Staff from Executive Officers/Reasons for Adopting Current System

One director/employee will be assigned to assist the Audit and Supervisory Committee in performing its duties, following consultation with the committee. If an employee is assigned to assist the Audit and Supervisory Committee, the authority to issue orders, supervise, and evaluate the performance of that employee, within the scope of these duties, will be transferred to the Audit and Supervisory Committee.

Cooperation among the Audit and Supervisory Committee, Accounting Auditor and Internal Audit Department

The Audit and Supervisory Committee regularly shares information and exchanges opinions with the accounting auditor to ensure close collaboration. Additionally, the Audit and Supervisory Committee works closely with the internal auditor, holding regular meetings to maintain cooperation.

Voluntarily Established Committee

Voluntary Establishment of Committee equivalent to Nomination Committee or Remuneration Committee	Established

Status of Voluntarily Established Committee, Attributes of Members Constituting the Committee and the Committee Chairperson

	Committee's Name	All Members	Full-time Members	Inside Directors	Outside Directors	Outside Experts	Other	Committee Chair
Voluntarily Established Committee Equivalent to Nomination Committee	Nomination and Compensation Advisory Committee	4	2	1	3	0	0	Outside Director
Voluntarily Established Committee Equivalent to Remuneration Committee	Nomination and Compensation Advisory Committee	4	2	1	3	0	0	Outside Director

Supplementary Explanation

The Company has established the Nomination and Compensation Advisory Committee as a voluntary advisory body to the Board of Directors to improve the fairness, transparency, and objectivity of its decision-making process and to further enhance the Company's corporate governance system.

The Nomination and Compensation Advisory Committee, chaired by an independent outside director and comprising a majority of independent outside directors, deliberates and reports to the Board of Directors on matters such as proposals for the election of directors at general shareholders' meetings and the details of individual director compensation, based on advice from the Board of Directors.

Matters Concerning Independent Directors

Number of Independent Directors	5

Other Matters Concerning Independent Directors

The Company designates as independent directors all persons who meet the qualifications of independent directors.

Incentives

Implementation Status of Measures related to Incentives Granted to Directors	Introduction of Performance-based Compensation Scheme

Supplementary Explanation for Applicable Items

In addition to their base salary, the Company offers performance-based compensation to its directors (excluding those who are members of the Audit and Supervisory Committee) to enhance their accountability for business outcomes. The base salary for each director is set by the Board of Directors, following recommendations from the Nomination and Compensation Advisory Committee. This committee, which serves in an advisory capacity to the Board, considers factors such as the director's role, responsibilities, and workload when making its recommendations.

Performance-based compensation for directors is based on the Company's operating profit and the degree of achievement of the operating profit target for each fiscal year. This approach aims to support business expansion and ensure the achievement of yearly profit goals. The amount of operating profit used in this calculation is that before deduction of performance-based compensation. Based on a formula for calculating the maximum amount of performance-based compensation, the specific amount each director receives is determined by resolution of the Board of Directors, taking into consideration each director's contribution to the Company's performance, the overall cap on director compensation, and other relevant factors.

Maximum amount of performance-based compensation = operating profit x performance coefficient* + YoY increase in operating profit x 5%

*Performance coefficient

(1) If operating profit exceeds the initial plan: 1.5%

(2) If operating profit falls below 90% of the initial plan: 0%

(3) If operating profit is between 90% and 100% of the initial plan: 1.5% x (achievement rate - 90%) / (100% - 90%)

Note: The above operating profit is based on operating profit before deduction of performance-based compensation

Persons Eligible for Stock Options	

Supplementary Explanation for Applicable Items

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Director Remuneration

Status of Disclosure of Individual Director's Remuneration	Individually Disclosed for Some Directors

Supplementary Explanation for Applicable Items

The amount of compensation for directors and Audit & Supervisory Board members for the fiscal year ended September 30, 2024 is as follows:
4 directors (excluding Audit and Supervisory Committee members and outside directors): 331,500 thousand yen
3 outside directors (excluding Audit and Supervisory Committee members): 6,750 thousand yen
4 outside directors (Audit and Supervisory Committee members): 19,350 thousand yen
3 outside Audit & Supervisory Board members: 4,500 thousand yen

Note:
The Company transitioned to an organizational structure of a company with an Audit and Supervisory Committee at the conclusion of the 27th Ordinary General Meeting of Shareholders held on December 26, 2023. The above includes one outside director and two outside Audit & Supervisory Board members who retired due to expiration of their terms of office at the conclusion of the said General Meeting of Shareholders. In addition, as one outside director and one outside Audit & Supervisory Board member assumed office as outside directors who are members of the Audit and Supervisory Committee at the conclusion of the said General Meeting of Shareholders, their information for their respective terms of office is reflected in the compensation amounts and the member count.

The member(s) who received remuneration exceeding 100 million yen are as follows:
Kazuya Kaneda: 172,500 thousand yen (base salary: 82,500 thousand yen, performance-based compensation: 90,000 thousand yen)

Policy on Determining Remuneration Amounts and Calculation Methods	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

Director compensation is determined by a resolution of the general meeting of shareholders. The total annual compensation is capped at 800 million yen for directors (excluding those on the Audit and Supervisory Committee), which includes 50 million yen for outside directors. For directors who are members of the Audit and Supervisory Committee, the total annual compensation is limited to 100 million yen.

Fixed monthly compensation for directors is set by a resolution of the Board of Directors, based on a report from the Nomination and Compensation Advisory Committee, an advisory body voluntarily established by the Company, that takes into account the directors' positions, duties, workload, and other factors. Performance-based compensation for directors is also determined by the Board of Directors, following recommendations from the Nomination and Compensation Advisory Committee.

Support System for Outside Directors

The Administration Department and the Legal Department provide support for outside directors, and in addition to communicating the details of Board of Directors meetings, provide additional materials and support for information gathering as necessary.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System)

1) Board of Directors

The Company's Board of Directors consists of a total of nine members: five directors, one of whom is an independent outside director, and four directors who are members of the Audit and Supervisory Committee (all of whom are independent outside directors and two of whom are women). In addition to the regular monthly meetings of the Board of Directors, extraordinary meetings of the Board are held as necessary to make decisions on the execution of the Company's business and to supervise the execution of the duties of the directors in accordance with laws, regulations, the Articles of Incorporation, and the Board of Directors Regulations. The five independent outside directors bring a wealth of expertise from diverse professional backgrounds, including three business owners, a certified public accountant, and an attorney. Their contributions offer valuable insights and oversight, aiding the board in managing the company effectively.

2) Nomination and Compensation Advisory Committee

The Nomination and Compensation Advisory Committee has been established as a voluntary advisory body to the Board of Directors. Its primary purpose is to increase the fairness, transparency, and objectivity in the Board's decision-making process, thereby enhancing our overall corporate governance. Chaired by an independent outside director and with a majority of its members being independent outside directors, this committee focuses on issues concerning the nomination and compensation of directors. It works on these areas based on input from the Board and regularly reports its findings back to it.

3) Audit and Supervisory Committee

The Audit and Supervisory Committee consists of four directors, all of whom are outside directors. The Committee oversees corporate governance and its operation and audits the daily business activities including the execution of duties by the directors. The members of the committee bring diverse professional backgrounds to their roles: two members have management experience, one is a certified public accountant, and one is an attorney. Each member utilizes their unique expertise to audit the company from different perspectives.

The Committee convenes monthly and holds extraordinary meetings as necessary to formulate audit plans, review the progress of ongoing audits, discuss audit results, etc., and exchange information among directors who are members of the Audit and Supervisory Committee.

4) Executive Officers

The Company has introduced an executive officer system to strengthen its business execution function and promote agility in business execution. Executive officers, appointed by the Board of Directors, perform their duties in accordance with the division of responsibilities established by a resolution of the Board of Directors. There are nine executive officers, two of whom also hold director positions. Their terms conclude on the last day of the fiscal year ending within one year after their election.

5) Executive Committee
The Executive Committee, which consists of full-time directors, meets as needed to report on the status of business execution and to discuss important issues, management matters, and future development strategy, etc. The Committee met 16 times during the fiscal year ended September 30, 2024.

6) Headquarters Sales Meeting
Directors, executive officers, and general managers of sales-related departments meet at least monthly at the Headquarters Sales Meeting to accelerate decision-making and improve the efficiency of business execution by discussing the progress of deals, the status of contract acquisition, and issues that arise on a daily basis.

7) Compliance Promotion Committee
The Company has established a Compliance Promotion Committee to raise awareness of compliance within the Company and promote compliance from a company-wide perspective. Chaired by Director Koichi Nakamura, this five-member Committee meets monthly to discuss and promote compliance initiatives.

8) Internal Audit Office
The Company has set up an Internal Audit Office that reports directly to the President. This office conducts audits focusing on compliance with laws, regulations, and internal rules, as well as on preventing misconduct and enhancing operational efficiency and management effectiveness. Audit findings are regularly shared with the President and the Audit and Supervisory Committee. Should any significant issues arise, the Internal Audit Office not only reports these issues to the President and the Committee but also follows up to ensure that appropriate corrective actions are implemented.

9) Accounting Auditor
The Company has entered into an audit agreement with KPMG AZSA LLC, which is the auditor of the Company.

3. Reasons for Adoption of Current Corporate Governance System

The Company has adopted an Audit and Supervisory Committee structure to strengthen the supervisory function of the Board of Directors and enhance corporate governance through a more robust supervisory system by having Audit and Supervisory Committee members, who are responsible for auditing the execution of directors' duties, as members of the Board of Directors.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize General Meeting of Shareholders and Facilitate Exercise of Voting Rights

	Supplementary Explanation
Early Posting of Notice of the General Meeting of Shareholders	We will strive to send out the convocation notice as early as possible, while giving due consideration to its accuracy.
Scheduling of the General Meeting of Shareholders on a Non-Peak Day	We believe that the peak day issue will not arise as our fiscal year ends in September, allowing us to avoid holding the shareholders' meeting during peak periods.
Electronic Exercise of Voting Rights	The Company has adopted the method of exercising voting rights by electromagnetic means (internet).
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company has introduced an electronic voting platform, providing institutional investors ample time to review proposals from the day the notice of convocation is sent. This initiative helps promote the exercise of voting rights.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	The English translated version of the Notice of Convocation and Reference Documents for the Notice of Convocation is available on the Company's website: https://www.strike.co.jp/en/ir/meeting.html

2. Status of IR-related Activities

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	The Company discloses the Information Disclosure Policy on its website.	
Regular Investor Briefings held for Individual Investors	We plan to hold briefings and seminars for individual investors, where our President will provide an overview of our business performance and management policies.	Held
Regular Investor Briefings held for Analysts and Institutional Investors	After the announcement of quarterly and annual financial results, a video of our President explaining the Company's business performance and management policies is made available on the Company's website. In addition, after the announcement of quarterly and annual financial results, the Company holds a teleconference, etc., to explain its business performance and management policies to analysts and institutional investors. Furthermore, financial results briefings for analysts and institutional investors are held	Held

	after the announcement of second quarter and full-year earnings announcements.	
Regular Investor Briefings held for Overseas Investors	A video of our President providing an overview of our business performance and management policies is available on the Company's website following the announcement of quarterly and annual financial results.	Held
Online Disclosure of IR Information	Financial statements, timely disclosure materials other than financial results, financial statements, annual securities reports, quarterly reports, annual financial statements, quarterly financial statements, and company presentation materials are available on our IR website.	
Establishment of Department and/or Placement of a Manager in Charge of IR	The Administration Department is in charge.	

3. Status of Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Implementation of Environmental Preservation Activities and CSR Activities, etc.	We are considering this as a matter for future consideration.
Formulation of Policies, etc. on Provision of Information to Stakeholders	We understand the importance of providing corporate information to our stakeholders promptly and appropriately. It is our policy to proactively disclose and publicize information.

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development

The Company's Board of Directors has adopted a basic policy on internal control systems, which the Company is actively developing and implementing. This policy will be periodically reviewed and adjusted as needed to adapt to changing circumstances. The outline of the basic policy is as follows:

1) System for ensuring that the execution of duties by directors and employees complies with laws, regulations, and the Articles of Incorporation

- The Company will instill corporate ethics to adhere to laws, regulations, and the Articles of Incorporation, while also meeting societal expectations. The Compliance Promotion Committee will take a central role in ensuring all employees understand and comply with these standards.
- If a director identifies a serious violation of laws, regulations, or internal policies, they must immediately report it to the Board of Directors. If necessary, a Risk Management Committee will be established to address the issue. The Company will also collaborate with external experts to handle these violations effectively.
- The Company will establish a whistleblowing system as a mechanism to prevent violations of laws, regulations, and the Articles of Incorporation.
- The Internal Audit Office, reporting directly to the President, will conduct audits and report on the status of compliance to the President, the Audit and Supervisory Committee and the department in charge of compliance.
- The Company will develop and disseminate policies on crucial issues such as combating anti-social forces and corruption, ensuring all employees are knowledgeable about these policies.

2) System for storage and management of information related to execution of directors' duties

- The Company will set up guidelines for the storage and management of documents to ensure that internal information is appropriately stored and managed.
- Regarding information system security, the Company will formulate rules for the management and operation of its information systems and will ensure the secure management of electronic information in accordance with these rules.

3) Regulations and other systems for managing risk of loss

- The Company will create and enforce risk management rules aimed at quickly identifying risks. Additionally, a system will be put in place to consolidate risk information to the President, ensuring a swift and effective organizational response.

- The Company will also consult with law firms and other experts as needed and maintain strong relationships with them to address risks promptly and effectively.

4) System for ensuring efficient execution of duties by directors

- The Company will implement a system that facilitates business operations based on clearly defined divisions of duties and authority in the internal rules to enhance the efficiency of business execution.

5) System to ensure the appropriateness of operations of the corporate group consisting of the Company and its subsidiaries

- The Company will establish regulations for overseeing its subsidiaries. These rules will require subsidiaries to regularly report on their operational execution and business conditions.

6) System regarding directors and employees to assist the Audit and Supervisory Committee in its duties, matters regarding the independence of such directors and employees, and matters regarding the effectiveness of instructions given to such directors and employees

- The Company will, in consultation with the Audit and Supervisory Committee, appoint a director or employee to assist the Audit and Supervisory Committee in its duties.
- Should an employee be designated to assist the Committee in its duties, the authority to direct, supervise and evaluate this employee's performance within the scope of such duties shall be transferred to the Audit and Supervisory Committee.

7) System for directors (excluding directors who are members of the Audit and Supervisory Committee) and employees to report to the Audit and Supervisory Committee, and other systems related to reporting to the Audit and Supervisory Committee

- The Board of Directors shall convene monthly and directors (excluding directors who are members of the Audit and Supervisory Committee) shall report on important matters. In addition, directors (excluding directors who are members of the Audit and Supervisory Committee) and employees shall report on the status of execution of their duties, etc. from time to time upon request of the members of the Audit and Supervisory Committee selected by the Audit and Supervisory Committee. Furthermore, members of the Audit and Supervisory Committee shall hold regular meetings to exchange opinions with the President and receive detailed reports on business performance and other matters from the officer in charge of the Administration Department on a regular basis.
- The contact point for the whistleblowing system shall be a third party outside the Company, and care should be taken to ensure that whistleblowers are not identified. All reports received through this system will be directed to the Audit and Supervisory Committee. Furthermore, the Committee may request explanations from the directors (excluding directors who are members of the Audit and Supervisory Committee) regarding reasons for any transfers, personnel evaluations, disciplinary actions, etc. related to the reporters.

8) Matters relating to expenses or liabilities incurred in the execution of duties by members of the Audit and Supervisory Committee

- The Audit and Supervisory Committee has the authority to request an annual budget from the Company for its operational needs. Should this budget prove insufficient for carrying out their duties effectively, the Committee may request additional funds. The Company is obliged to fulfill these requests unless there is a valid reason for denial, such as if the requested items are clearly not pertinent to the responsibilities of the Audit and Supervisory Committee members.

9) Other systems to ensure the effectiveness of audits by the Audit and Supervisory Committee

- Directors (excluding those who are members of the Audit and Supervisory Committee) are expected to collaborate with the Audit and Supervisory Committee to foster and enhance the auditing environment within the Company.
- The Audit and Supervisory Committee has the authority to request cooperation from the Administration Department and other relevant departments to assist in conducting audits as needed.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

The Company establishes and complies with the basic policy for eliminating anti-social forces to resolutely eliminate all ties with antisocial forces that threaten social order and safety (organized crime groups, members of organized crime groups, quasi-constituents of organized crime groups, companies affiliated with organized crime groups, corporate racketeers, etc.).

- We must sever all ties, including transactional relationships, with antisocial forces.
- The entire organization shall take action against antisocial forces in accordance with a separate internal policy. In addition, we must ensure the safety of the officers and employees who will deal with them.
- We shall establish close cooperative relationships with external specialized organizations such as police, the National Center for Removal of Criminal Organizations, and attorneys to deal with unreasonable demands made by antisocial forces.
- We will not accept any unreasonable demands from antisocial forces, and will take legal action, both civil and criminal.
- We will under no circumstances provide benefits to or engage in backroom dealing with antisocial forces.

Following our basic policy, we have set specific response guidelines and implemented a system to prevent transactions with antisocial forces according to these guidelines.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted

Supplementary Explanation for Applicable Items

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2. Other Matters Concerning the Corporate Governance System

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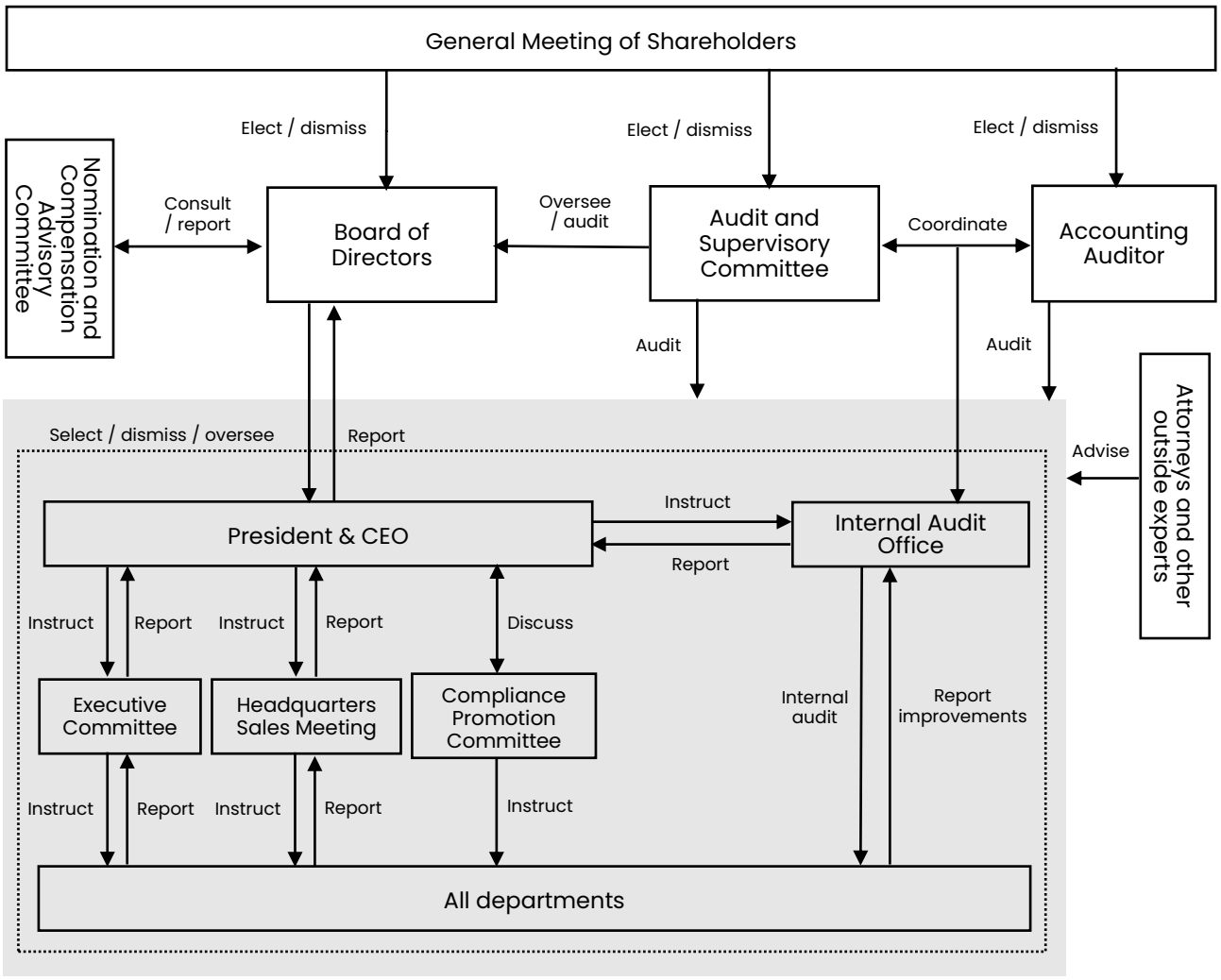
Corporate Governance Structure



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