Consolidated Financial Results for the Third Quarter of the Fiscal Year Ending September 30, 2026 (under IFRS)

July 30, 2026

Company name:	M&A Capital Partners Co., Ltd.
Stock exchange listings:	Tokyo Stock Exchange
Securities code:	6080 (URL: https://www.ma-cp.com)
Representative:	Satoru Nakamura President and Representative Director
Contact:	Sou Shimoda Director and Manager at the Planning Management Department Phone: +81-3-6770-4304
Scheduled start date of dividend payment:	—
Availability of supplementary briefing materials on financial results:	Yes
Financial results briefing session:	Yes (For institutional investors)

(Amounts are rounded down to the nearest million yen.)

1. Consolidated Financial Results for the Nine Months Ended June 30, 2026 (October 1, 2025 to June 30, 2026)

(1) Consolidated Financial Results (for the nine months ended June 30, 2026)

(Percentages indicate rates of year-on-year change.)

	Revenue		Operating profit		Profit before tax		Profit		Profit attributable to owners of the parent		Total comprehensive income	
Nine months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2026	20,641	26.9	8,109	39.9	8,257	42.1	6,208	43.7	6,208	43.7	5,929	70.7
June 30, 2025	16,260	—	5,798	—	5,810	—	4,320	—	4,320	—	3,474	—

	Basic earnings per share	Diluted earnings per share
Nine months ended	Yen	Yen
June 30, 2026	195.45	192.04
June 30, 2025	136.03	133.95

(2) Consolidated Financial Position

	Total assets	Total equity	Equity attributable to owners of the parent	Ratio of equity attributable to owners of the parent to total assets
	Millions of yen	Millions of yen	Millions of yen	%
As of June 30, 2026	58,428	47,703	47,703	81.6
As of September 30, 2025	55,773	43,283	43,283	77.6

2. Dividends

	Annual dividends per share				
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended September 30, 2025	—	0.00	—	52.10	52.10
Fiscal year ending September 30, 2026	—	0.00	—		
Fiscal year ending September 30, 2026 (Forecast)			—	72.47	72.47

(Note) Changes in dividend forecast from the most recent announcement: Yes

For details of the revision to the dividend forecast, please refer to the “Notice Regarding Revision of Dividend Forecast” released today (July 30, 2026).

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

(Percentages indicate rates of year-on-year change.)

	Revenue		Operating profit		Profit before tax		Profit attributable to owners of the parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	28,328	26.2	10,891	52.8	11,089	54.0	7,677	51.4	241.58

(Note) Changes in financial results forecast from the most recent announcement: Yes

For details of the revision to the financial results forecast, please refer to the "Notice Regarding Revision of Financial Results Forecast" released today (July 30, 2026).

Notes:

(1) Significant changes in the scope of consolidation during the period: None

(2) Changes in accounting policies and estimates
1) Changes in accounting policies required by IFRS: None
2) Changes in accounting policies other than 1) above: None
3) Changes in accounting estimates: None

(3) Total number of issued shares (common stock)

	As of June 30, 2026	As of September 30, 2025
Total number of issued shares at the end of the period (including treasury shares):	31,784,200	31,759,000

	As of June 30, 2026	As of September 30, 2025
Total number of treasury shares at the end of the period:	420	420

	As of June 30, 2026	As of June 30, 2025
Average number of shares outstanding during the period:	31,766,359	31,758,601

* Review of the accompanying quarterly consolidated financial statements by a certified public accountant or auditing firm: None

* Explanation of the proper use of financial results forecast and other notes

Descriptions or statements concerning projected figures and future outlooks contained within these materials are based on the decisions and assumptions resulting from information currently obtainable by the Company. The possibility exists that due to the intrinsic uncertainty of those decisions and assumptions and/or changes in terms of business operations, as well as situational changes occurring internally/externally, the actual results may substantially differ from the content of projections. These materials do not constitute a guarantee on the part of the Company as to the certainty of any and all content concerning forecasts for the future.

Attachment - Contents

1. Qualitative Information on Quarterly Financial Results

(1) Explanation of Business Results

a. Market conditions

According to statistical data compiled and published by MACP Group company RECOF DATA Corporation, the number of M&A deals publicly announced concerning Japanese companies was 5,115 in 2025 (January to December), an 8.8% year-on-year increase, marking a record high for the second consecutive year. In 2026 (January to June), the number of M&A deals increased to 2,647 (up 5.1% year on year), marking a record high for the third consecutive year. M&A needs for domestic companies are expected to remain high.

According to the “Aggregated Results of Small and Medium-Sized M&A via Registered Support Institutions” published by the Small and Medium Enterprise Agency, the number of M&A deals reported by M&A support institutions registered under the M&A Support Institution Registration System (based on the number of transfer-side cases) totaled 4,681 in FY2023 and 4,940 in FY2024, representing an increase of approximately 5.5%. Accordingly, the number of M&A transactions involving domestic small and medium-sized enterprises (SMEs) continues to trend upward.

An increase in the number of new M&A intermediary firms entering the expanding M&A market targeting unlisted SMEs had unfortunately led to issues stemming from inadequate M&A advice. However, through the publication by the Small and Medium Enterprise Agency of the “Guidelines for SMEs M&A (3rd Edition)” and the “Mission, Code of Ethics and Conduct, and Knowledge and Skills Map for Small and Medium-Sized M&A Professionals (Individuals),” M&A intermediary firms and related parties have been strongly urged to possess multifaceted knowledge, comprehensive skills, and high professional ethics. As these guidelines have also been applied to all businesses registered under the M&A Support Institution Registration System, they have become established as industry norms, and the Group believes that the sound development of the industry is progressing.

b. Condition of the Group

Against this backdrop, the Group continues to provide regular and frequent training opportunities, and is committed to education aimed at the acquisition of sufficient specialized expertise as an M&A advisory firm, including ensuring a proper understanding of the guidelines and building the necessary knowledge related to M&A. One distinctive feature of the Company is that these initiatives are linked to the bonus scheme and have become established as a system that instills a strong sense of discipline.

In addition, the Group has adopted a selective hiring policy focused on high-caliber talent and established a division centered on consultants holding professional qualifications such as certified public accountants, attorneys or tax accountants, thereby strengthening advisory capabilities in deals and promoting the accumulation and sharing of advanced knowledge, and has accordingly continued to provide high-quality services. As a result, the Group has built up a strong track record, including in handling highly complex, large deals, M&A deals between listed companies, as well as financial advisory deals, which in turn has created a virtuous cycle that contributes to the development of a strong brand image. In addition, the IB Coverage Department, which focuses on large-scale and highly specialized financial advisory services (FA services), was established in October 2024. The pipeline of high-fee FA engagements is growing, and the Department has begun to close deals. The Group expects the number of deals closed through FA services to increase further going forward.

In terms of business operations, the Group rigorously manages KPIs across the entire process through to deal closing, and a management framework has become established that enables deal advancement toward closing and new proposal-based sales activities to progress in parallel. KPI management is monitored on a regular basis, and management methods are flexibly adjusted in accordance with circumstances, enabling an appropriate balance between business development activities and the advancement of active deals. The Group will continue to thoroughly implement these initiatives in order to generate a high-quality and abundant pipeline of deals.

The Group reported revenue of 20,641 million yen, an increase of 4,381 million yen (26.9%) year on year. This was mainly attributable to a year-on-year increase in the number of deals closed and the closing of large, high-fee deals, which significantly increased the average fee per deal.

Cost of sales increased by 1,535 million yen (25.8%) year on year to 7,492 million yen, primarily due to increases in bonus expenses and the provision for bonuses tied to sales, as well as higher outsourcing expenses, reflecting the factors described above.

Selling, general and administrative expenses increased by 530 million yen (11.8%) year on year to 5,037 million yen, primarily due to increases in the provision for bonuses for directors (and other officers), advertising expenses, commission expenses, and miscellaneous expenses.

As a result, operating profit increased by 2,311 million yen (39.9%) year on year to 8,109 million yen, profit before tax increased by 2,447 million yen (42.1%) year on year to 8,257 million yen, and profit attributable to owners of the parent increased by 1,888 million yen (43.7%) year on year to 6,208 million yen.

The details of deals closed by the Group, the Company and RECOF are as follows.

Number of deals (consolidated)

Name of type				Nine months ended June 30, 2025 (From October 1, 2024 to June 30, 2025)	Nine months ended June 30, 2026 (From October 1, 2025 to June 30, 2026)	Year-on-year change
Whole Group	Total number of deals closed		(Number of deals)	181	201	+20
	By the amount of commission	¥100 million or more	(Number of deals)	44	45	+1
		Less than ¥100 million	(Number of deals)	137	156	+19

Number of deals (non-consolidated)

Name of type				Nine months ended June 30, 2025 (From October 1, 2024 to June 30, 2025)	Nine months ended June 30, 2026 (From October 1, 2025 to June 30, 2026)	Year-on-year change
M&A Capital Partners Co., Ltd.	Total number of deals closed		(Number of deals)	169	191	+22
	By the amount of commission	¥100 million or more	(Number of deals)	42	44	+2
		Less than ¥100 million	(Number of deals)	127	147	+20

Name of type				Nine months ended June 30, 2025 (From October 1, 2024 to June 30, 2025)	Nine months ended June 30, 2026 (From October 1, 2025 to June 30, 2026)	Year-on-year change
RECOF Corporation	Total number of deals closed		(Number of deals)	12	10	-2
	By the amount of commission	¥100 million or more	(Number of deals)	2	1	-1
		Less than ¥100 million	(Number of deals)	10	9	-1

Segment information is omitted because our Group's only reportable segment is the M&A-related services business.

(2) Explanation of Financial Condition

(Current assets)

Current assets increased by 3,311 million yen (7.1%) from the end of the previous consolidated fiscal year, to 50,227 million yen. This was primarily due to an increase of 3,878 million yen in cash and cash equivalents.

(Non-current assets)

Non-current assets decreased by 657 million yen (7.4%) from the end of the previous consolidated fiscal year, to 8,200 million yen. This was mainly attributable to a decrease of 718 million yen in right-of-use assets and a decrease of 467 million yen in deferred tax assets, and an increase of 469 million yen in other financial assets.

(Current liabilities)

Current liabilities decreased by 258 million yen (3.2%) from the end of the previous consolidated fiscal year, to 7,772 million yen. The main factors behind this were a decrease of 1,284 million yen in trade and other payables, a decrease of 478 million yen in income taxes payable, and an increase of 1,299 million yen in other current liabilities.

(Non-current liabilities)

Non-current liabilities decreased by 1,506 million yen (33.8%) from the end of the previous consolidated fiscal year, to 2,953 million yen. This was primarily due to a decrease of 851 million yen in lease liabilities and a decrease of 499 million yen in deferred tax liabilities.

(Total equity)

Total equity increased by 4,419 million yen (10.2%) from the end of the previous consolidated fiscal year, to 47,703 million yen. This was mainly attributable to an increase of 4,555 million yen in retained earnings and a decrease of 278 million yen in other components of equity.

(3) Overview of Consolidated Financial Forecasts and Other Forward-Looking Statements

The Group's performance for the nine months ended June 30, 2026 exceeded that of the same period of the previous fiscal year, and it maintains a sufficient pipeline of active deals. Following careful consideration of the deals expected to close in the fourth quarter, the Group now expects full-year consolidated revenue, operating profit, profit before tax, and profit attributable to owners of the parent to exceed the previously announced forecasts, and has therefore revised its full-year consolidated financial forecasts today. For details, please refer to the "Notice Regarding Revision of Financial Results Forecast" released on July 30, 2026.

2. Summary Quarterly Consolidated Financial Statements and Primary Notes

(1) Summary Quarterly Consolidated Statement of Financial Position

(Thousands of yen)

	As of September 30, 2025	As of June 30, 2026
Assets		
Current assets:		
Cash and cash equivalents	16,243,092	20,121,917
Time deposits	30,000,000	29,000,000
Trade and other receivables	270,446	593,757
Income taxes receivable	19,200	229
Other financial assets	5,581	8,146
Other current assets	377,771	503,624
Total current assets	46,916,092	50,227,675
Non-current assets:		
Property, plant and equipment	923,822	846,251
Intangible assets	91,605	87,672
Right-of-use assets	2,702,901	1,984,888
Other financial assets	2,877,559	3,347,518
Deferred tax assets	2,228,747	1,760,816
Other non-current assets	33,162	173,621
Total non-current assets	8,857,799	8,200,768
Total assets	55,773,891	58,428,443

(Thousands of yen)

	As of September 30, 2025	As of June 30, 2026
Liabilities and equity		
Liabilities		
Current liabilities:		
Contract liabilities	1,376,701	1,608,870
Trade and other payables	2,677,782	1,393,277
Lease liabilities	1,194,361	1,166,907
Income taxes payable	1,323,786	844,943
Provisions	5,230	6,070
Other current liabilities	1,453,196	2,752,228
Total current liabilities	8,031,058	7,772,296
Non-current liabilities:		
Lease liabilities	1,915,761	1,064,723
Retirement benefit liability	79,065	81,966
Other financial liabilities	1,536	442
Provisions	913,022	915,740
Deferred tax liabilities	504,851	5,794
Other non-current liabilities	1,044,984	884,356
Total non-current liabilities	4,459,222	2,953,024
Total liabilities	12,490,280	10,725,320
Equity		
Share capital	2,916,189	2,955,489
Capital surplus	2,863,831	2,903,132
Retained earnings	37,630,041	42,185,504
Treasury shares	(419)	(419)
Share options	511,481	575,890
Other components of equity	(637,513)	(916,472)
Total equity attributable to owners of the parent	43,283,611	47,703,123
Total equity	43,283,611	47,703,123
Total liabilities and equity	55,773,891	58,428,443

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

Summary Quarterly Consolidated Statement of Income

Nine months ended June 30, 2026

(Thousands of yen)

	Nine months ended June 30, 2025 (From October 1, 2024 to June 30, 2025)	Nine months ended June 30, 2026 (From October 1, 2025 to June 30, 2026)
Revenue	16,260,157	20,641,218
Cost of sales	5,957,296	7,492,908
Gross profit	10,302,861	13,148,309
Selling, general and administrative expenses	4,506,497	5,037,147
Other income	2,835	843
Other expenses	1,053	2,423
Operating profit	5,798,146	8,109,581
Finance income	29,650	180,192
Finance costs	17,558	32,237
Profit before tax	5,810,238	8,257,537
Income tax expense	1,489,974	2,048,729
Profit	4,320,264	6,208,807
Profit attributable to:		
Owners of the parent	4,320,264	6,208,807
Earnings per share		
Basic earnings per share (Yen)	136.03	195.45
Diluted earnings per share (Yen)	133.95	192.04

Summary Quarterly Consolidated Statement of Comprehensive Income

Nine months ended June 30, 2026

(Thousands of yen)

	Nine months ended June 30, 2025 (From October 1, 2024 to June 30, 2025)	Nine months ended June 30, 2026 (From October 1, 2025 to June 30, 2026)
Profit	4,320,264	6,208,807
Other comprehensive income		
Items that will not be reclassified to profit or loss:		
Remeasurements of defined benefit plans	412	—
Financial assets measured at fair value through other comprehensive income	(844,694)	(281,904)
Total	(844,281)	(281,904)
Items that may be reclassified to profit or loss:		
Exchange differences on translation of foreign operations	(1,380)	2,945
Total	(1,380)	2,945
Total other comprehensive income	(845,662)	(278,959)
Comprehensive income	3,474,601	5,929,848
Comprehensive income attributable to:		
Owners of the parent	3,474,601	5,929,848

(3) Notes on Summary Quarterly Consolidated Financial Statements

(Notes on going concern assumption)

Not applicable.

(Notes on significant changes in equity attributable to owners of the parent)

Not applicable.

(Notes on segment information)

(1) Overview of reportable segments

M&A Capital Partners Co., Ltd. and its group companies (the “Group”) are engaged in M&A-related service businesses and ancillary operations. Our reportable segment consists of a single segment: the M&A-related service business.

(2) Information on the reportable segment

Since the Group is engaged solely in the M&A-related service business, which constitutes a single reportable segment, this section has been omitted.

(Notes on summary quarterly consolidated statement of cash flows)

A summary quarterly consolidated statement of cash flows has not been prepared for the first nine months of the current fiscal year. Depreciation and amortization for the first nine months of the current fiscal year are as follows.

(Thousands of yen)

	Nine months ended June 30, 2025 (From October 1, 2024 to June 30, 2025)	Nine months ended June 30, 2026 (From October 1, 2025 to June 30, 2026)
Depreciation and amortization	1,115,518	853,603