

**STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934  
 or Section 30(h) of the Investment Company Act of 1940

Check this box if no longer subject to Section 16. Form 4 or Form 5 obligations may continue. See Instruction 1(b).

Check this box to indicate that a transaction was made pursuant to a contract, instruction or written plan for the purchase or sale of equity securities of the issuer that is intended to satisfy the affirmative defense conditions of Rule 10b5-1(c). See Instruction 10.

|                                          |                 |              |                                                          |  |  |                                                                         |  |  |
|------------------------------------------|-----------------|--------------|----------------------------------------------------------|--|--|-------------------------------------------------------------------------|--|--|
| 1. Name and Address of Reporting Person* |                 |              | 2. Issuer Name and Ticker or Trading Symbol              |  |  | 5. Relationship of Reporting Person(s) to Issuer (Check all applicable) |  |  |
| <u>Montgomery Jeanine</u>                |                 |              | <u>Strategy Inc [ MSTR ]</u>                             |  |  | Director 10% Owner                                                      |  |  |
| (Last)                                   | (First)         | (Middle)     | 2a. Foreign Trading Symbol                               |  |  | X Officer (give title below) Other (specify below)                      |  |  |
| <u>C/O STRATEGY INC</u>                  |                 |              | <u>VP &amp; CAO</u>                                      |  |  |                                                                         |  |  |
| <u>1850 TOWERS CRESCENT PLAZA</u>        |                 |              | 3. Date of Earliest Transaction (Month/Day/Year)         |  |  | 6. Individual or Joint/Group Filing (Check Applicable Line)             |  |  |
| <u>(Street)</u>                          |                 |              | <u>03/17/2026</u>                                        |  |  | X Form filed by One Reporting Person                                    |  |  |
| <u>TYSONS</u>                            | <u>VIRGINIA</u> | <u>22182</u> |                                                          |  |  | Form filed by More than One Reporting Person                            |  |  |
| <u>CORNER</u>                            |                 |              |                                                          |  |  |                                                                         |  |  |
| (City)                                   | (State)         | (Zip)        | 4. If Amendment, Date of Original Filed (Month/Day/Year) |  |  |                                                                         |  |  |
| <u>UNITED STATES</u>                     |                 |              |                                                          |  |  |                                                                         |  |  |
| <u>(Country)</u>                         |                 |              |                                                          |  |  |                                                                         |  |  |

**Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned**

| 1. Title of Security (Instr. 3)                   | 2. Transaction Date (Month/Day/Year) | 2A. Deemed Execution Date, if any (Month/Day/Year) | 3. Transaction Code (Instr. 8) |   | 4. Securities Acquired (A) or Disposed Of (D) (Instr. 3, 4 and 5) |            |       | 5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4) | 6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4) | 7. Nature of Indirect Beneficial Ownership (Instr. 4) |
|---------------------------------------------------|--------------------------------------|----------------------------------------------------|--------------------------------|---|-------------------------------------------------------------------|------------|-------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------|
|                                                   |                                      |                                                    | Code                           | V | Amount                                                            | (A) or (D) | Price |                                                                                               |                                                          |                                                       |
| <u>Series A Perpetual Stretch Preferred Stock</u> |                                      |                                                    |                                |   |                                                                   |            |       | <u>5,000</u>                                                                                  | <u>D</u>                                                 |                                                       |
| <u>Class A Common Stock</u>                       |                                      |                                                    |                                |   |                                                                   |            |       | <u>9,333</u>                                                                                  | <u>D</u>                                                 |                                                       |

**Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

| 1. Title of Derivative Security (Instr. 3) | 2. Conversion or Exercise Price of Derivative Security | 3. Transaction Date (Month/Day/Year) | 3A. Deemed Execution Date, if any (Month/Day/Year) | 4. Transaction Code (Instr. 8) |   | 5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5) |     | 6. Date Exercisable and Expiration Date (Month/Day/Year) |                 | 7. Title and Amount of Securities Underlying Derivative Security (Instr. 3 and 4) | 8. Price of Derivative Security (Instr. 5) | 9. Number of derivative Securities Beneficially Owned Following Reported Transaction(s) (Instr. 4) | 10. Ownership Form: Direct (D) or Indirect (I) (Instr. 4) | 11. Nature of Indirect Beneficial Ownership (Instr. 4) |       |
|--------------------------------------------|--------------------------------------------------------|--------------------------------------|----------------------------------------------------|--------------------------------|---|----------------------------------------------------------------------------------------|-----|----------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------------------------------------------|-------|
|                                            |                                                        |                                      |                                                    | Code                           | V | (A)                                                                                    | (D) | Date Exercisable                                         | Expiration Date |                                                                                   |                                            |                                                                                                    |                                                           |                                                        | Title |
| <u>Restricted Stock Units</u>              | <u>(1)</u>                                             | <u>03/17/2026</u>                    |                                                    | <u>A</u>                       |   | <u>2,240</u>                                                                           |     | <u>(2)</u>                                               | <u>(2)</u>      | <u>Class A Common Stock</u>                                                       | <u>2,240</u>                               | <u>\$0</u>                                                                                         | <u>2,240</u>                                              | <u>D</u>                                               |       |

**Explanation of Responses:**

- 1. Each restricted stock unit ("RSU") represents a contingent right to receive one share of class A common stock of Strategy Inc.
- 2. 25 percent of these RSUs vest on the first anniversary of the grant date, and an additional 25 percent of the original number of RSUs vest on each anniversary thereafter until the RSUs are vested in full.

/s/ Allein Sabel, Attorney-in-Fact 03/19/2026

\*\* Signature of Reporting Person Date

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

\* If the form is filed by more than one reporting person, see Instruction 4 (b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, see Instruction 6 for procedure.

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB Number.

