[Summary] Consolidated Financial Results for the 3rd Quater of the Fiscal Year Ending December 31, 2026 (Under Japanese GAAP)

November 12, 2026

Company name:	Frontier Management Inc.
Stock exchange listings:	Tokyo Stock Exchange
Stock code:	7038
URL:	https://www.frontier-mgmt.com
Representative:	Shoichiro Onishi, Representative Director, Chairman and President
Contact:	Takayuki Toda, Managing Executive Officer, Head of Corporate Strategy & Planning Division
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Scheduled date for dividend payment:	None
Supplementary materials for financial summaries:	Yes
Financial results briefing:	Yes

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

1. Consolidated Financial Results for the 3rd Quater of the Fiscal Year Ending December 31, 2026 (from January 01, 2026 to September 30, 2026)

(1) Consolidated operating results (Cumulative) (Percentage indicate YoY changes)

	Revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent	
3rd Quater ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
September 30, 2026	10,007	14.0	153	-	20	-	(141)	-
September 30, 2025	8,778	30.1	(90)	-	(308)	-	(549)	-

(Note) Comprehensive income in 3rd quarter of fiscal year ending December 2026 was (188) million yen (-%), compared to 3rd quarter of fiscal year ending December 2025 (510) million yen (-%)

(Reference) Operating profit before amortization of goodwill in 3rd quarter of fiscal year 2026 ending December 411 million yen (LY 365%), compared to 3rd quarter of fiscal year 2025 ending December 88 million yen ((23) %)

	Basic earnings per share	Diluted earnings per share
3rd Quarter ended	Yen	Yen
September 30, 2026	(12.04)	-
September 30, 2025	(46.77)	-

(Note) Diluted earnings per share is not stated because, although potential shares exist, the Company has a quarterly net loss per share.

(2) Consolidated financial positions

	Total assets	Equity	Equity to total assets ratio
As of	Million yen	Million yen	%
September 30, 2026	16,003	9,772	9.6
December 31, 2025	18,434	9,943	9.2

(Reference) Owner's equity in 3rd quarter of fiscal year ending December 2026 was 1,542 million yen, compared to 1,691 million yen in Fiscal year ended December 2025

Equity ratio 3rd quarter of fiscal year ending December 2026 61.1 %, Fiscal year ended December 2025 53.9 %

Equity to total assets ratio is calculated by dividing (total net assets at the end of the period - stock acquisition rights at the end of the period - non-controlling interests at the end of the period) by total assets at the end of the period. Net assets ratio is calculated by dividing total net assets at the end of the period by total assets at the end of the period.

2. Cash dividends

	Annual dividends per share				
	End of the first quarter	End of the second quarter	End of the 3rd quarter	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended December 31, 2025	-	0.00	-	0.00	0.00
Fiscal year ending December 31, 2026	-	0.00	-		
Fiscal year ending December 31, 2026 (Forecast)				-	-

(Note) 1.Whether there is any revision to the most recently announced dividend forecast: None
2. The dividend for the fiscal year ending December 2026 is undecided.

3. Consolidated Earnings Forecasts for the Fiscal Year Ending December 31, 2026 (from January 01, 2026 to December 31, 2026)

(Percentages indicate YoY changes)

	Revenue		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
Fiscal year ending December 31, 2026	13,200	(2.1)	(225)	-	(420)	-	(550)	-	(46.62)

(Note) 1. Correction of financial forecast from the most recent financial forecast: Yes
2. Regarding revisions to consolidated Forecasts, please refer to the "Notice Regarding Revisions to Consolidated Forecasts" announced today (November 12, 2026).

(Reference) Operating profit before amortization of goodwill Full year 118 million yen (-%)

※ Notes

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

(2) Applying of specific accounting of the consolidated quarterly financial statements:None

(3) Changes in accounting policies, Changes in accounting estimates, Retrospective restatement

(i) Changes in accounting policies based on revisions of accounting standard : None

(ii) Changes in accounting policies other than (i) :None

(iii) Changes in accounting estimates :None

(iv) Retrospective restatement :None

(4) Number of shares issued (common stock)

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

As of September 30, 2026	11,905,379 shares
As of December 31, 2025	11,819,161 shares

(ii) Number of treasury shares at the end of the period

As of September 30, 2026	72,604 shares
As of December 31, 2025	46,981 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Nine months ended September 30, 2026	11,784,112 shares
Nine months ended September 30, 2025	11,757,963 shares

※ Review of attached consolidated quarterly financial statements by a certified public accountant or an audit firm:None

※ Explanation regarding the appropriate use of Forecasts and other special notes

(Cautionary Note Concerning Forward-Looking Statements, etc.)

The forward-looking statements, including performance outlook, stated in this document are based on information currently available to the Company and certain assumptions that the Company considers reasonable, and are not intended to constitute a commitment by the Company to achieve them.

In addition, actual results, etc. may differ significantly due to various factors. For the conditions underlying Forecasts and precautions regarding the use of Forecasts, please refer to "1. Qualitative Information on the Current Quarter's Financial Results (3) Explanation regarding forward-looking information such as consolidated Forecasts" on P.4 of the attached materials.

Quarterly Consolidated Financial Statements

(1) Quarterly Consolidated Balance Sheets

(Unit: Thousands of yen)

	As of December 31, 2025	As of September 30, 2026
Assets		
Current assets		
Cash and deposit	5,323,310	3,173,757
Notes and accounts receivable - trade, and contract assets	1,487,393	997,783
Operational investment securities	3,264,896	4,682,834
Merchandise	600,840	568,520
Other	785,101	650,480
Allowance for doubtful accounts	(26,408)	(20,058)
Total current asset	11,435,134	10,053,318
Non-current assets		
Property, plant, and equipment		
Buildings, net	556,485	112,662
Machinery and equipment, net	131,666	109,619
Tools, furniture and fixtures, net	16,906	14,877
Land	229,620	57,420
Other (net)	902	702
Total property, plant and equipment, net	935,581	295,283
Intangible assets		
Software	42,743	39,449
Software in progress	114,685	109,285
Goodwill	3,080,580	2,823,041
Customer-related intangible assets	673,727	595,454
Other	1,135	1,028
Intangible assets Total	3,912,872	3,568,258
Investments Other assets		
Investment securities	296	296
Shares of subsidiaries and associates	1,263,995	1,223,694
Investments in capital of subsidiaries and associates	2,972	2,261
Leasehold and guarantee deposits	379,852	383,116
Deferred tax assets	333,492	284,932
Other	199,846	222,609
Allowance for doubtful accounts	(31,623)	(31,623)
Investments Other assets total	2,148,832	2,085,287
Total non-current assets	6,997,286	5,948,829
Deferred assets		
Organization expenses	2,170	868
Deferred assets total	2,170	868
Total assets	18,434,591	16,003,016

(Unit: Thousands of yen)

	As of December 31, 2025	As of September 30, 2026
Liabilities		
Current liabilities		
Trade payables	376,986	319,371
Short-term borrowings	800,000	800,000
Current portion of long-term borrowings	548,492	523,492
Accounts payable	464,324	330,947
Income taxes payable	100,115	153,887
Provision for bonuses	886,940	190,708
Officers Provision for bonuses	9,240	3,982
Provision for shareholder benefit program	71,031	20,308
Asset retirement obligations	-	42,204
Others	525,389	305,306
Total current liabilities	3,782,519	2,690,208
Non-current liabilities		
Long-term borrowings	4,049,811	2,974,442
Asset retirement obligations	131,469	96,827
Deferred tax liabilities	371,913	314,141
Other	155,254	155,184
Total non-current liabilities	4,708,448	3,540,595
Total liabilities	8,490,968	6,230,804
Net assets		
Shareholders' equity		
Share capital	395,022	409,990
Capital surplus	754,298	771,553
Retained earnings	317,480	175,568
Treasury shares	(8,363)	(8,363)
Shareholders' equity total	1,458,438	1,348,749
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	29,554	29,554
Foreign currency translation adjustment	203,487	164,197
Accumulated other comprehensive income Total	233,042	193,752
Share acquisition rights	54,976	39,497
Non-controlling interests	8,197,166	8,190,212
Total net assets	9,943,623	9,772,212
Total liabilities and net assets	18,434,591	16,003,016

(2) Quarterly Consolidated Statements of Income

(Unit: Thousands of yen)

	For the nine months ended September 30, 2025	For the nine months ended September 30, 2026
Revenue	8,778,975	10,007,672
Cost of sales	5,151,673	6,145,166
Gross profit	3,627,301	3,862,505
Selling, general and administrative expenses	3,717,937	3,708,624
Operating profit (loss)	(90,636)	153,881
Non-operating income		
Interest income	8,923	9,255
Received Dividend income of insurance	3,162	2,991
Reversal of allowance for doubtful accounts	-	6,291
Share of income of investments accounted for using the equity method	-	431
Foreign exchange gains	4,902	-
Electricity sale income	13,923	-
Other	7,739	9,013
Non-operating income total	38,651	27,984
Non-operating expenses		
Interest expense	97,882	142,617
Share issuance costs	8,732	-
Depreciation	8,853	-
Share of loss of investments accounted for using equity method	10,223	-
Merger expenses	-	9,919
Financing expenses	120,374	3,750
Provision of allowance for doubtful accounts	5,815	-
Foreign exchange losses	-	1,736
Other	4,569	3,398
Total non-operating expenses	256,449	161,422
Ordinary profit (loss)	(308,434)	20,443
Extraordinary income		
Gain on reversal of share acquisition rights	-	1,842
Total extraordinary income	-	1,842
Extraordinary losses		
Loss on sale of non-current assets	-	220
Loss on retirement of fixed assets	-	745
Provision of allowance for doubtful accounts	31,623	-
Restructuring costs	78,452	-
Expenses related to general shareholders' meetings	25,000	-
Total extraordinary losses	135,075	965
Income before income taxes Net income or quarterly net loss before income taxes (-)	(443,510)	21,319
Income taxes - current	101,467	179,396
Income taxes - deferred	38,961	(9,211)
Total income taxes	140,428	170,185
Quarterly net loss (-)	(583,939)	(148,865)
Quarterly net loss attributable to non-controlling interests (-)	(33,962)	(6,953)
Quarterly net loss attributable to owners of the parent (-)	(549,976)	(141,911)

Quarterly Consolidated Statement of Comprehensive Income

(Unit: Thousands of yen)

	For the nine months ended September 30, 2025	For the nine months ended September 30, 2026
Quarterly net loss (-)	(583,939)	(148,865)
Other comprehensive income (loss), net of tax		
Foreign currency translation adjustment	(1,117)	2,153
Share of equity in companies accounted for under the equity method	74,761	(41,443)
Other comprehensive income, net of tax	73,643	(39,289)
Comprehensive income	(510,295)	(188,154)
Comprehensive income attributable to		
Quarterly Comprehensive income attributable to owners of parent	(476,333)	(181,201)
Quarterly Comprehensive income attributable to non-controlling interests	(33,962)	(6,953)