FRONTIER MANAGEMENT INC.

FY2026 Q3 Financial Results

November 12, 2026

Frontier Management Inc.

About Frontier Management Inc. (FMI)

- Frontier Management Group is engaged in Consulting-based Businesses (Management Consulting Business and Revitalization Support Business), the M&A Advisory Business and the Investment Business both in Japan and overseas. In addition, Frontier Capital Inc. (FCI), a subsidiary of Frontier Management Inc. engaged in investment business, has acquired Hobbylink Japan Ltd (HLJ). as a consolidated subsidiary through investment. HLJ sells mainly models, self-assembled plastic models and toys.

FRONTIER MANAGEMENT INC.
フロンティア・マネジメント株式会社

Consulting and Advisory Business Segment

Consulting-based Businesses

Management Consulting

- Business analysis and strategy formulation, and business and financial due diligence (business DD and financial DD)
- Support for the formulation and execution of a medium-term business plan
- Support for drafting/reform of DX strategy
- Support for corporate value improvement
- Human capital management support
- Support for governance, risk and compliance (GRC)
- Management execution support

Revitalization Support

- Support for rehabilitation procedures
- Crisis/Emergency PMO management support
- Support for business and financial restructuring
- Support for the adjustment of interests among stakeholders

M&A Advisory Business

- M&A deal advisory
  - Drafting of strategies, preparation of longlists, and approach of target companies
  - Corporate valuation
  - Support for contract negotiations and closing
- Post-M&A (PMI) consulting
- Business succession consulting

Investment Business Segment

Investment Business

- Execution of investment and management for the purpose of the long-term, sustainable enhancement of corporate value of portfolio companies
- Formation and management of joint investment funds with financial institutions, business companies, etc.

Group companies

Japan

FRONTIER CAPITAL INC.
Frontier Capital
(Investment business)

Celebrain
Celebrain
(HR consulting)

Overseas

頂拓投資諮詢(上海)有限公司
FRONTIER MANAGEMENT (SHANGHAI) INC.
Frontier Management (Shanghai) Inc.
Management consulting, M&A advisory
China

Athema
Athema
(M&A advisory)
France

Investee (consolidated)

hlj Hobbylink Japan
HobbyLink Japan
Sale of models, self-assembly plastic models, toys, etc.

© Frontier Management Inc.

Agenda

About Frontier Management Inc. (FMI)

Overview of FY2026 Q3 Financial Results

1. FY2026 Q3 Financial Results
   - Financial Highlights
   - Summary
   - Factors in Change in Operating Income or Loss and Ordinary Income or Loss(Entire Group)
   - Consolidated Performance Trends

Results by business

1. Consulting-based Businesses
   - Net Sales Trends
2. M&A Advisory Business
   - Net Sales Trends
3. Investment Business
   - Results Trends

Initiatives in Light of Revision of Full-Year Financial Forecasts

- Financial Forecasts after Revision: Entire Group
- Financial Forecasts after Revision: Excluding FCI
- Review of Past Financial Results: Trends in Operating Income and EBITDA (Entire Group)
- Challenges and Actions To Date, and Growth Strategies for Next Fiscal Year

© Frontier Management Inc.

FRONTIER MANAGEMENT INC.

Overview of FY2026 Q3 Financial Results

© Frontier Management Inc.

1. FY2026 Q3 Financial Results — Financial Highlights —

- Consolidated net sales and net income attributable to owners of parent for Q3 of FY2026 showed a **year-on-year increase**. On a standalone basis, overall productivity is on the rise due to recovery in the M&A Advisory Business. (net sales excluding FCI declined by around 10% due to reduction in scale as a result of structural reforms implemented in the previous fiscal year). In addition, one-time expenses incurred in the same period of the previous fiscal year were limited in the quarter under review, and this was also a factor behind the improvement in net income.

Overall evaluation of the Group	● Consolidated net sales increased to 10,007 million yen, which is **114% of the level of the same period of the previous year**, due to the consolidation of HLJ, which is an investee of FCI. ● On a standalone basis, FMI has entered the final stage of its structural reforms, and as a result, performance in the M&A Advisory Business improved compared with the same period of the previous year, while progress was also made in **improving overall productivity** in the management consulting business. Losses at FCI have also narrowed due to profit growth driven by an increase in investees. **Operating income of the entire Group amounted to 153 million yen (compared with a loss of 90 million yen in the previous fiscal year), while ordinary income amounted to 20 million yen (compared with a loss of 308 million yen in the previous fiscal year), which represents a profit turnaround for both measures. EBITDA, which is a management indicator with depreciation and amortization added back in, stood at 591 million yen (compared with 211 million yen in the previous fiscal year), marking a significant improvement.** ● For net income attributable to owners of parent, **all profit measures on a consolidated basis excluding FCI have returned to profitability**. For the entire Group, a loss of 141 million yen was recorded, particularly due to the tax burden at FCI investees attributable to M&A-related goodwill amortization expenses that cannot be deducted for tax purposes. Nonetheless, in the absence of one-time expenses that were incurred in the previous year (acquisition of HLJ and structural reform expenses for FMI, etc.), net income attributable to owners of parent **improved by 408 million yen from the same period of the previous year (a reduction in net loss)**. **Net income attributable to owners of parent when M&A-related goodwill amortization expenses (257 million yen) are added back is 115 million yen.**
Results by business	● In **the Consulting-based Businesses** (Management Consulting Business and Revitalization Support Business), sales of 4,259 million yen (81% year on year) were recorded. Productivity further improved, reflecting a one-off scaling back of the business due to personnel optimizations in connection with structural reforms. The number of consultations from new and existing customers is on the rise. Going forward, the Group will strive to return the business to a growth trajectory by **building up the new project pipeline by further strengthening ties with core customers, stepping up personnel recruitment at each level, and improving the quality of personnel through the systematic professional development programs established to date**. ● **The M&A Advisory Business** posted net sales of 1,350 million yen (139% of the level a year earlier), with **the enhanced coverage system for concentrating management resources on priority sectors and priority project themes**, which was introduced the previous year, starting to pay off. Starting this fiscal year, efforts are being focused on domestic projects and cooperation with CFI Group/Athema in cross-border projects is also being accelerated, with the aim of further improvement in competitiveness and organizational expansion. ● In **the Investment Business**, **investments in 3 projects were completed** in the quarter under review. On a consolidated basis, including FCI, operating income returned to positive territory and steady progress toward achieving positive net income has been seen, in part from an increase in consulting fee income due to the steady accumulation of investment projects and an increase in the value of investees. This will accelerate engagement and collaboration across the FMI Group.

© Frontier Management Inc.

1. FY2026 Q3 Financial Results — Highlights of Consolidated Financial Results (Entire Group/Excluding FCI) —

- Consolidated net sales (entire Group) increased 1,229 million yen, 114% of the level a year earlier, partly due to the inclusion of the sales of HLJ, following its consolidation last year. Operating income came to 153 million yen, representing a year-on-year increase of 245 million yen, while ordinary income was 20 million yen, representing an improvement of 329 million yen year on year. Both returned to positive territory.
- Excluding FCI, each level of profit returned to positive territory, continuing the trend seen in the second quarter. Net income attributable to owners of parent amounted to 47 million yen.

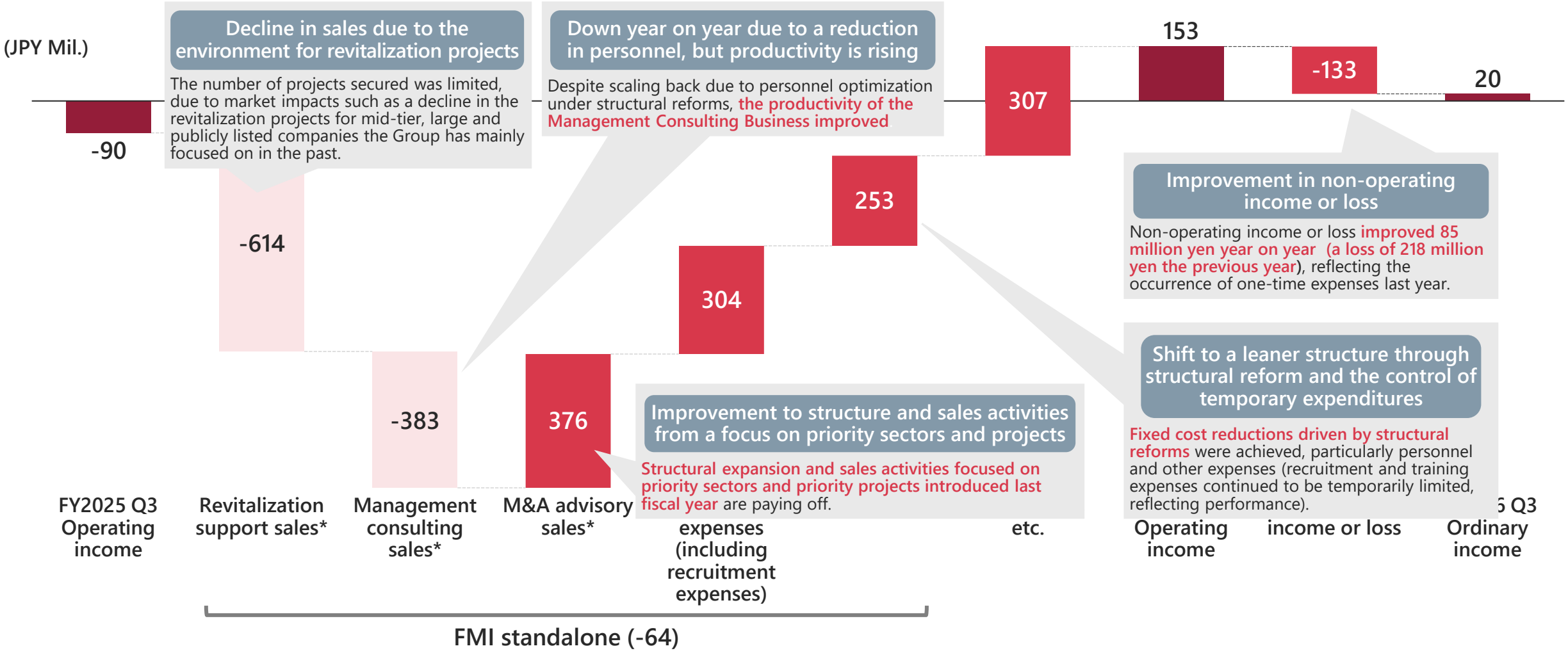
(JPY Mil.)	Entire Group				Excluding FCI			
	2025 nine-month results	2026 nine-month results	YoY change (amount)	YoY (%)	2025 nine-month results	2026 nine-month results	YoY change (amount)	YoY (%)
Net sales	8,778	10,007	+1,229	114%	6,203	5,608	-595	90%
Operating expenses	8,869	9,853	+984	111%	6,013	5,502	-511	92%
Outsourcing	827	889	+62	107%	940	744	-195	79%
Personnel	4,026	3,890	-136	97%	3,582	3,404	-178	95%
Recruiting	245	150	-95	61%	252	147	-105	58%
Others	3,769	4,923	+1,153	131%	1,237	1,206	-32	97%
Operating income	-90	153	+245	—	190	105	-85	56%
Ordinary income	-308	20	+329	—	175	97	-78	56%
Extraordinary income (losses)	-135	1	+136	—	-135	1	+137	—
Net income (loss) before tax	-443	21	+465	—	40	99	+59	246%
Net income (loss) attributable to owners of parent	-549	-141	+408	—	-16	47	+64	—
Depreciation and amortization	302	438	+136	145%	74	84	+10	113%
EBITDA	211	591	+381	280%	265	190	-75	72%

[Reference]				
FMI non-consolidated operating income	199	135	-64	68%
Celebrain operating income (loss)	16	0	-16	—
Equity in earnings (losses) of affiliates in Athema	-3	1	+5	—

© Frontier Management Inc.

1. FY2026 Q3 Financial Results — Factors in Change in Operating Income or Loss and Ordinary Income or Loss (Entire Group) —

- On an FMI standalone basis, fixed cost reductions pursued during the previous fiscal year are now in the final stage, and although the scale of sales in Consulting-based Businesses decreased due to changes in the revitalization environment and the difference in the number of personnel, productivity improved, driven by a recovery in the M&A business. In addition, for the entire Group, including FCI, ordinary income returned to profitability.



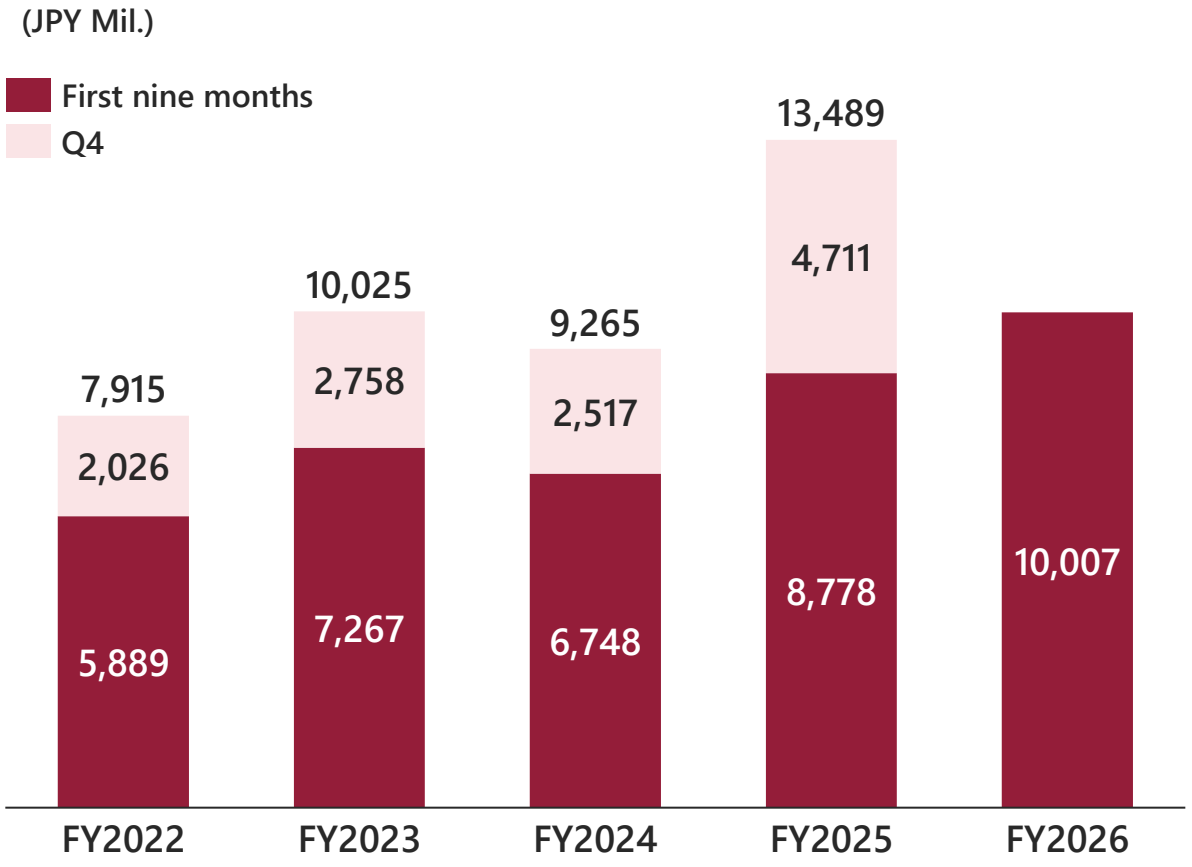
* Note that consulting sales (revitalization support sales and management consulting sales) and M&A advisory sales take into account exclusions for outsourcing expenses and other items, and do not necessarily match the per-business figures.

© Frontier Management Inc.

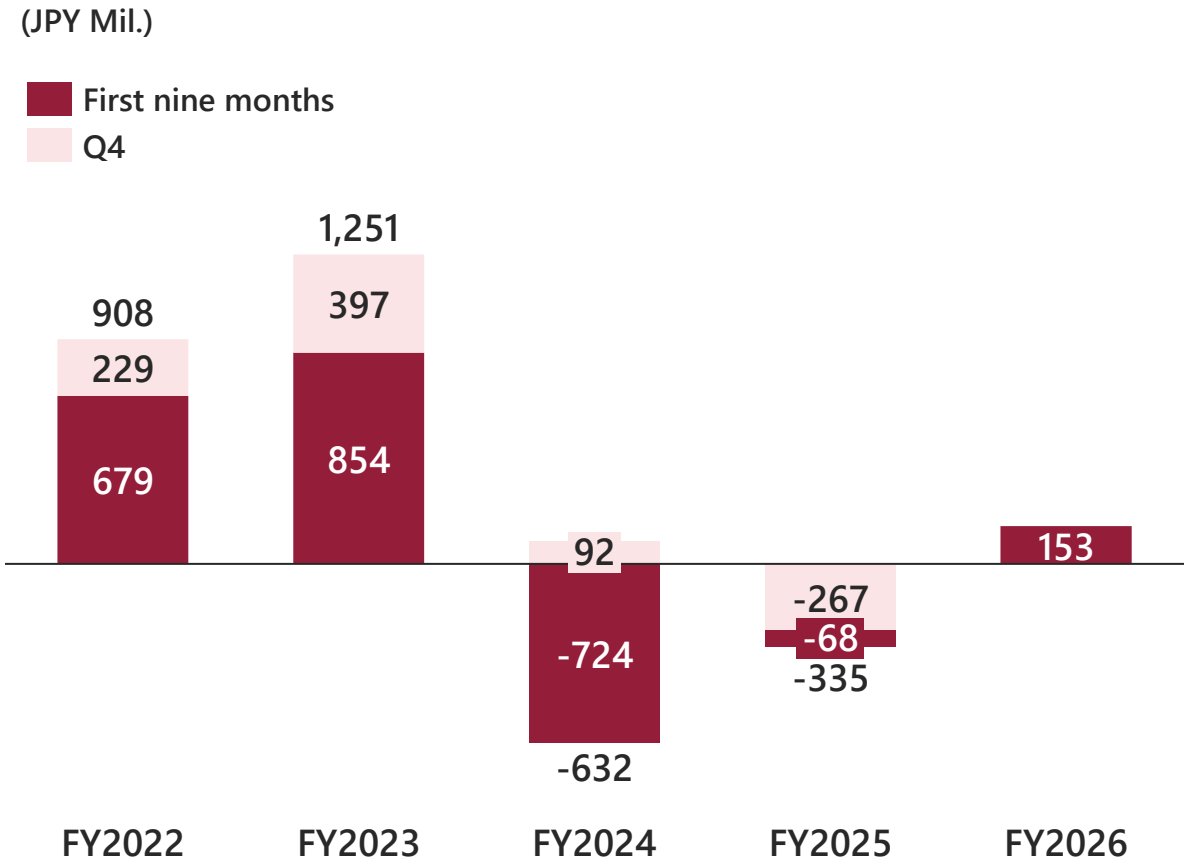
1. FY2026 Q3 Financial Results — Consolidated Performance Trends —

- Both net sales and operating income recorded increases, in part due to the net sales and operating income from HLJ, which was consolidated in the previous year, being incorporated from the first quarter. Operating income for the first nine months returned to positive territory for the first time since FY2023.

Net sales



Operating income



© Frontier Management Inc.

(For Reference) Balance Sheet (Entire Group)

- Cash and deposits declined due to the payment of bonuses to employees and the execution of investments by FCI.
- At HLJ, non-current assets decreased due to the sale of real estate. In addition, non-current liabilities decreased due to the repayment of long-term borrowings by FMI and HLJ.

(JPY Mil.)

	End of December 2025	End of September 2026	YoY change (amount)	YoY (%)
Current assets	11,435	10,053	-1,382	88%
Non-current assets	6,997	5,948	-1,048	85%
Deferred assets	2	1	-1	40%
Total assets	18,434	16,003	-2,432	87%
Current liabilities	3,782	2,690	-1,092	71%
Non-current liabilities	4,708	3,540	-1,168	75%
Shareholders' equity	1,458	1,348	-110	92%
Other net assets	8,485	8,423	-62	99%
Total liabilities and net assets	18,434	16,003	-2,432	87%
Cash and deposits	5,323	3,173	-2,150	60%
Interest-bearing debt	5,398	4,298	-1,100	80%
Net Debt	75	1,124	+1,049	1,494%

© Frontier Management Inc.

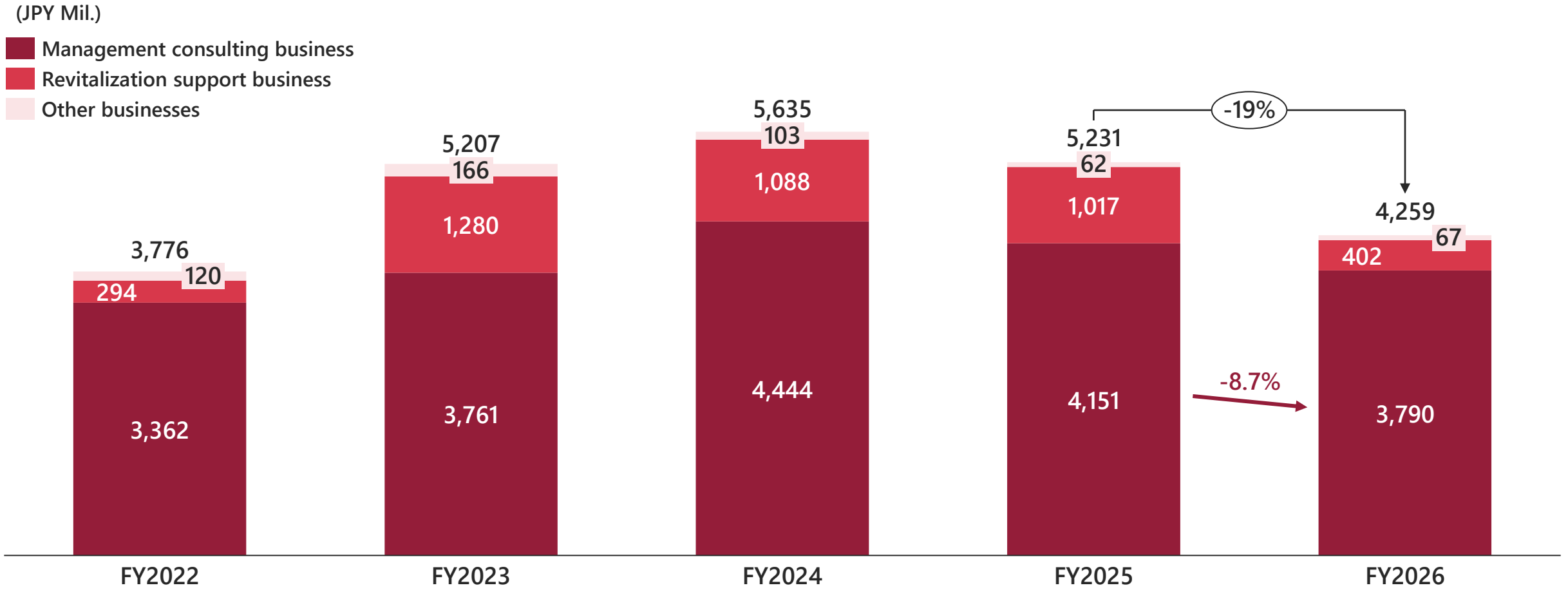
FRONTIER MANAGEMENT INC.

Results by business

© Frontier Management Inc.

1. Consulting-based Businesses — Net Sales Trends (first nine months) —

- Net sales in Consulting-based Businesses in Q3 were 4,259 million yen, down 19% year on year.
- In the management consulting business, net sales were on par with the FY2023 level, with productivity per consultant steadily improving. However, in the revitalization support business, projects for mid-tier, large and publicly listed companies, where the Group's strengths lie, have trended downward, leading to shrinking revenue opportunities.

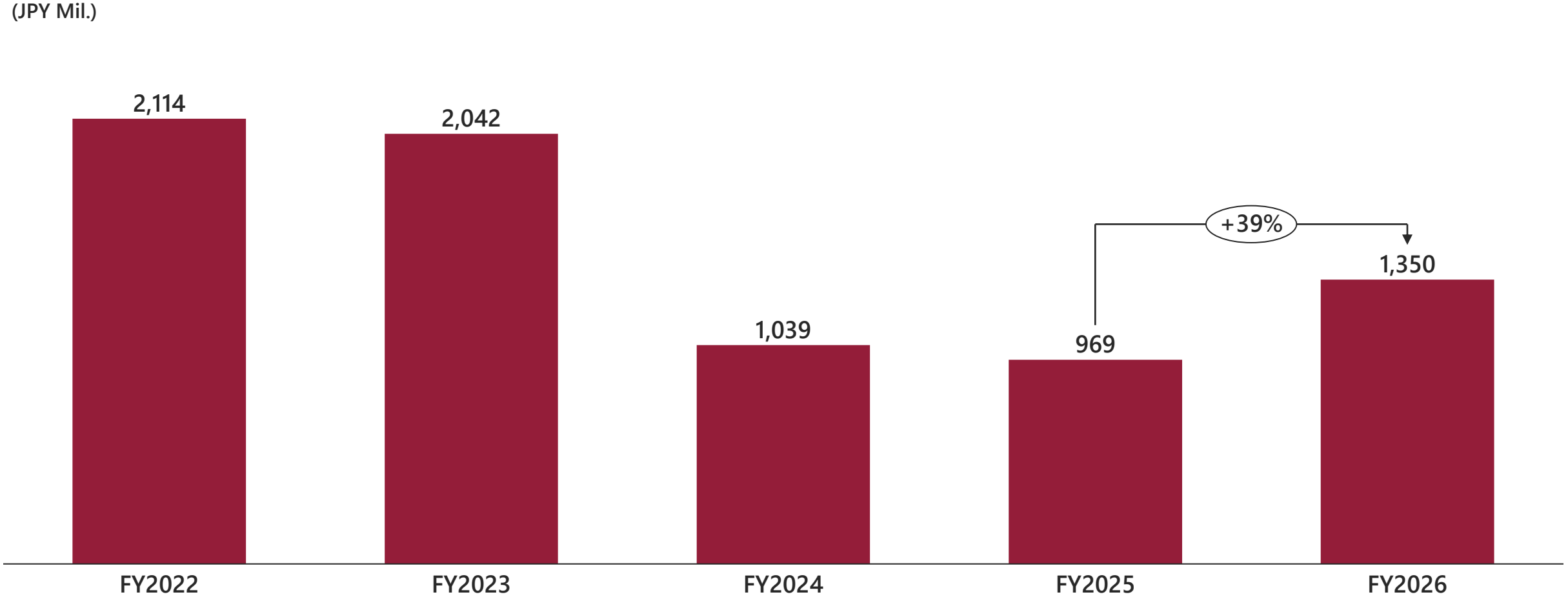


* Includes sales of Celebrain Corporation

© Frontier Management Inc.

2. M&A Advisory Business － Net Sales Trends (first nine months) －

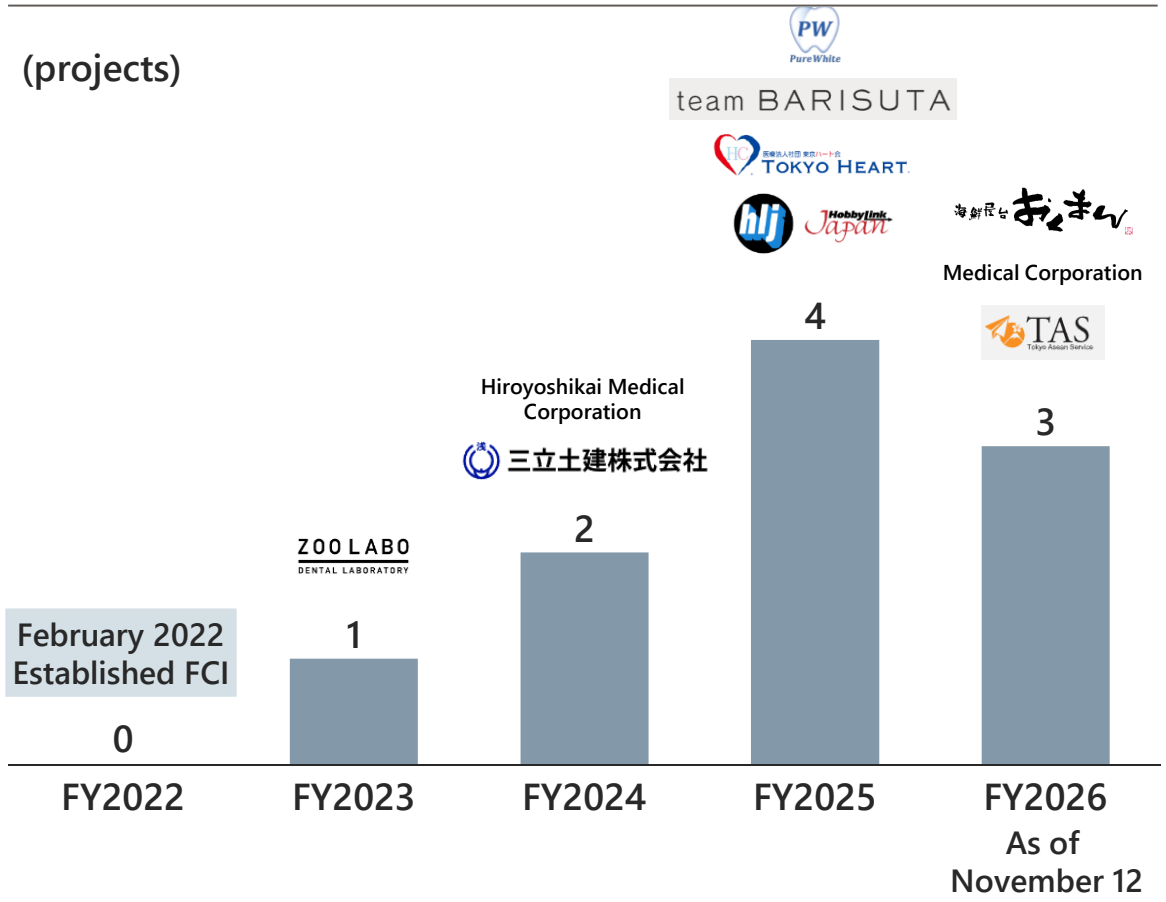
- The net sales of the M&A Advisory Business in the Q3 under review were 1,350 million yen, up 39% year on year, as the structural expansion and sales activities focused on priority sectors and priority projects introduced last fiscal year paid off.



3. Investment Business — Results Trends

- Since launching the Investment Business in 2022, we have executed investments in **a total of 10 projects**, including 3 projects in which we invested in FY2026.
- Looking ahead, we are steadily expanding the pipeline, including **2 projects** for which we have exclusive rights and are in the process of conducting due diligence, etc.

Number of investment projects to date



Overview of investment projects to date

Invested company	Business description	Support launched, etc.
ZOO LABO Inc.	- Production of dental laboratory work - Dental laboratory work using CAD and CAM	December 2023 December 2025 Exit
Sanritsu Doken Co., Ltd.	- General construction business (contract for a complete set of civil engineering and architectural works) - Planning and design of civil engineering and architectural works and supervision of construction, etc.	March 2024
Hiroyoshikai Medical Corporation	- Operation of dental clinics	December 2024
HobbyLink Japan Ltd.	- Sale of models, self-assembly plastic models, toys, etc.	February 2025
Tokyo Heart Medical Corporation	- Operation of internal medicine and pediatric clinics	March 2025
Team Barista Co., Ltd.	- Operation of restaurants and sales of food products through EC websites	June 2025
Pure White Association Medical Corporation	- Operation of dental clinics	September 2025
TAS CO., LTD.	- Planning and arranging tours for inbound travelers	February 2026
Medical Corporation	- Operation of dermatological clinics	June 2026
Koumura Co., Ltd.	- Management and production of eating and drinking establishments	October 2026

© Frontier Management Inc.

(Reference) 3. Investment Business
— Introduction to New Investment Project (Koumura Co, Ltd.) —

Corporate Profile

Company name	Koumura Co., Ltd.
Number of employees	Approx. 480
Business description	Management of Japanese-style pubs
Business locations	Osaka, Hyogo, Tokyo, Fukuoka
Background to the investment	• Koumura has enjoyed the strong support of customers **due to its cost-effective product lineup and high-quality services** and boasts a **higher rate of repeat customers** than other popular Japanese-style pubs and well-known chains in the Osaka region. • Due to the corporate philosophy having taken root among staff and the development of operating manuals, one of Koumura's strengths lies in the systems it has developed to consistently deliver high-quality service, **and we determined that there is potential to further expand financial performance by expanding to many locations in the future.** • Through investment from FCI, we will provide hands-on guidance on matters including building an organizational management structure that can handle a multi-location expansion and the opening of new locations, **with the aim of becoming a nationwide operator.**

About Seafood Yatai Okuman

Okuman's focus

1. **Balancing taste with affordable prices**
   A wide selection of dishes focused on freshness, flavor and volume are offered at affordable prices that make it easy for everyone to enjoy.
2. **Spaces that combine liveliness with comfort**
   With lively restaurant interiors that evoke images of fishing ports and cheerful customer service, an approachable atmosphere making it easy for anyone to stop by is presented.
3. **The pursuit of freshness through unique purchasing and distribution**
   Highly experienced buyers carefully select and purchase in-season fish based on information about fish hauls at each fishing port. The products are swiftly delivered to each restaurant location along unique distribution routes, bringing out the natural flavors of the ingredients.



Exterior / Interior







© Frontier Management Inc.

(Reference) 3. Investment Business
— Status of Initiatives in the Consolidated Investment Business (Hobbylink Japan Ltd.) —

Corporate Profile

Company name	HobbyLink Japan Ltd.
Number of employees	42 (As of October 1, 2026)
Business description	Sales and import / export of models, self-assembly plastic models, toys, etc.
Business locations	Tochigi (head office), Tokyo
Background to the investment	• HLJ sells plastic models and figures to individual consumers across Japan and around the world through its own e-commerce website. • Japanese anime has grown in popularity overseas, **and the market for Japanese plastic models and figures is expected to grow in size in the future**. We therefore determined that there was potential for HLJ to further expand its business performance. • Investment through FCI will **disseminate information about anime-related content, plastic models, figures and other Japanese technologies to the world**, through the dissemination of information on HLJ's own e-commerce website, and the holding of scale model exhibitions and anime events.

Status of Initiatives Aimed at Business Growth

Digital marketing and website improvements	• Expansion of overseas orders through more sophisticated digital marketing on a regional basis • Development of multilingual support on the website (Phasing in support for Spanish, Korean and French on the wholesaler website, etc.) • Utilizing purchase data to improve the delivery of information to repeat customers
Improving the customer experience	• Improving customer satisfaction levels by displaying reservation and stock arrival information clearly, and improving how inquiries are handled • Improving the convenience in the process from order to shipping through the development of a new website
Expanding engagement with fans	• Model exhibition events known as "Hobiten" are held in various locations throughout Japan • Garage sales and plastic model assembly events are held at HLJ's head office warehouse • The *HobbyLink Quarterly* journal forges relationships between fans and manufacturers





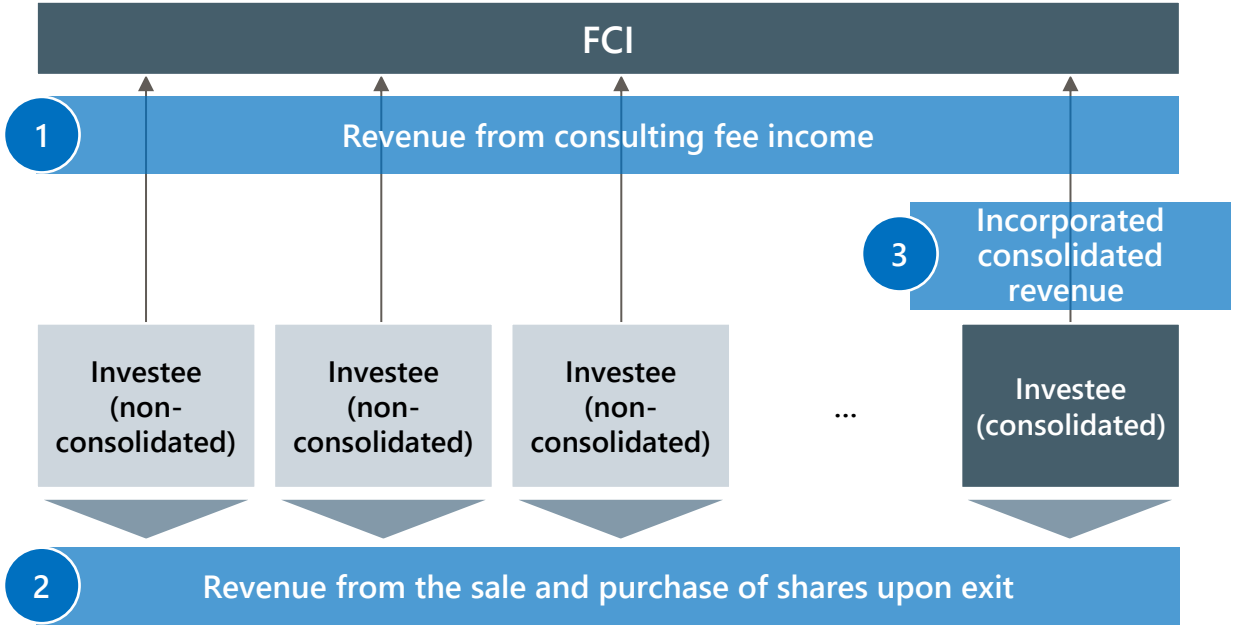
© Frontier Management Inc.

(Reference) 3. Investment Business – Business Overview on Consolidated Basis, Including FCI –

- On a consolidated basis, including FCI, profit and loss consists of profit and loss from investees on an FCI standalone basis and profit and loss from investees on a consolidated basis (HLJ (including goodwill)). Recently, on an FCI standalone basis, monthly profitability is now in sight thanks to the accumulation of consulting fee income.

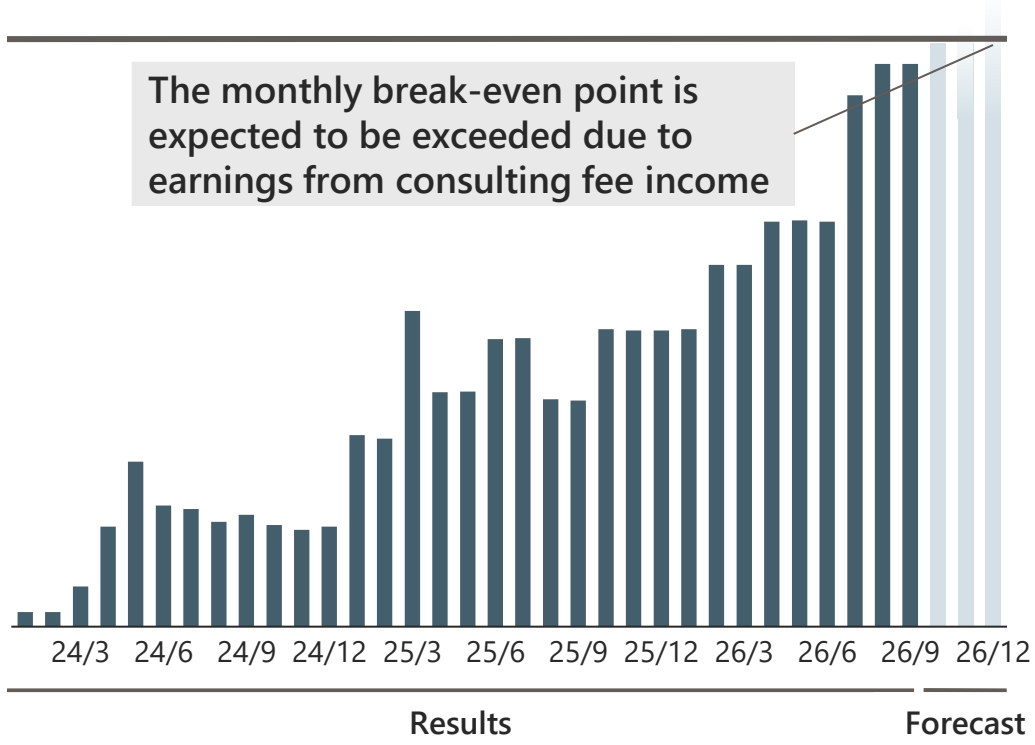
Revenue structure on a consolidated basis, including FCI

- Revenue on a consolidated basis including FCI is made up of **FCI standalone revenue ((1) revenue from consulting fee income and (2) sale and purchase revenue upon exit) and (3) incorporated consolidated revenue**.
- Unlike regular PE funds (LP/GP structure), **under this business model (investment business company)**, the majority of investment capital comes from class share investments made by external investors, and for this reason, there is no concept of management fees, and operating expenses are **covered by consulting fee income, etc.** from investees.
- However, since a considerable proportion of the investment principal and **profit recovered when exiting can be allocated to fund reinvestments, this model allows long-term investment and expansion of fund size without having to repeatedly close funds and re-raise funding, as with PE funds.**



Trend of (1) revenue from consulting fee income on an FCI standalone basis

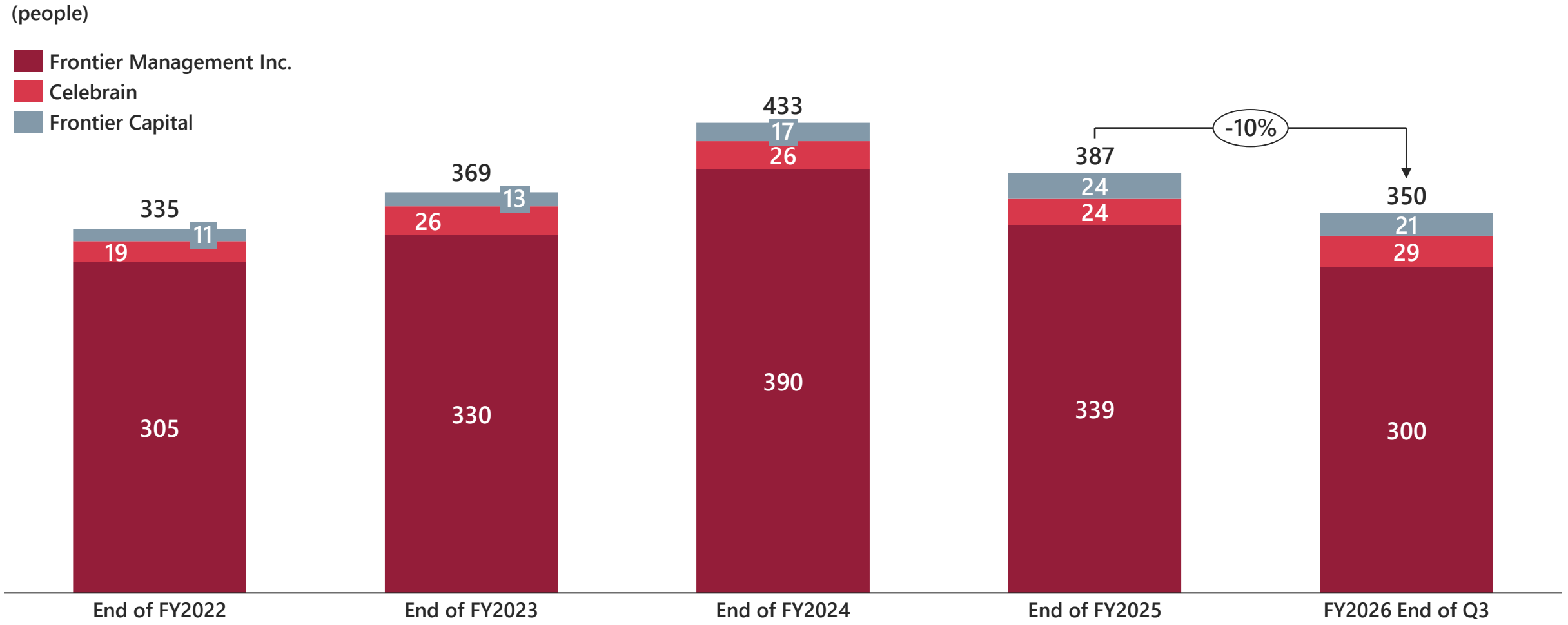
- Of the revenue shown on the left, **(1) revenue from consulting fee income in particular has increased due to a growing number of investments, and operations are on track to exceed the monthly break-even point within the year**, and are at a point where standalone profitability can be expected even without exit-related revenue.



© Frontier Management Inc.

(Reference) Trend in Number of Personnel* (As of the end of Q3)

- The number of personnel as of the end of Q3 was 350, which is down 10% from the level a year earlier. The personnel optimizations carried out in connection with structural reforms pursued since the previous year are largely complete, and we believe that the number of personnel bottomed out during the third quarter.



* Excluding HLJ personnel

© Frontier Management Inc.

FRONTIER MANAGEMENT INC.

Initiatives in Light of Revision of Full-Year Financial Forecasts

© Frontier Management Inc.

Financial Forecasts after Revision: Entire Group

- The forecasts for FY2026 were revised due to the following factors even though operating income and ordinary income are expected to improve year on year.

✓ This is due to the sluggish performance of the revitalization business and delays in closing M&A deals, despite progress in the transformation of the organizational structures of the Consulting-based Business and the M&A Advisory Business.

✓ FCI has its sights set on achieving positive net income by building up an investment track record and, although M&A-related goodwill amortization expenses are impacting income, profitability excluding this impact is improving steadily and the prospect of FCI contributing to profit is now in sight.

(JPY Mil.)

	FY2025 Results	FY2026 After revision of financial forecasts	YoY change (amount)	YoY change (%)	FY2026 Initial forecast
Net sales	13,489	13,200	-289	98%	15,000
Operating income	-335	-225	+110	—	610
(Operating income margin)	(-2%)	(-2%)	(+1%)	—	(4%)
Ordinary income	-664	-420	+244	—	430
(Ordinary income margin)	(-5%)	(-3%)	(+2%)	—	(3%)
Net income attributable to owners of parent	-1,106	-550	+556	—	50
(Net income margin attributable to owners of parent)	(-8%)	(-4%)	(+4%)	—	(0%)

© Frontier Management Inc.

Financial Forecasts after Revision: Excluding FCI

- Excluding FCI, ordinary income and net income attributable to owners of parent are expected to improve year on year (smaller losses).

✓ This fiscal year, net income attributable to owners of parent will improve 242 million yen, with negative operating income associated with the sluggish performance of the revitalization business and delayed closing of M&A deals offset by the absence of the one-time non-operating expenses recorded in past fiscal years as well as the absence of extraordinary losses associated with structural reform.

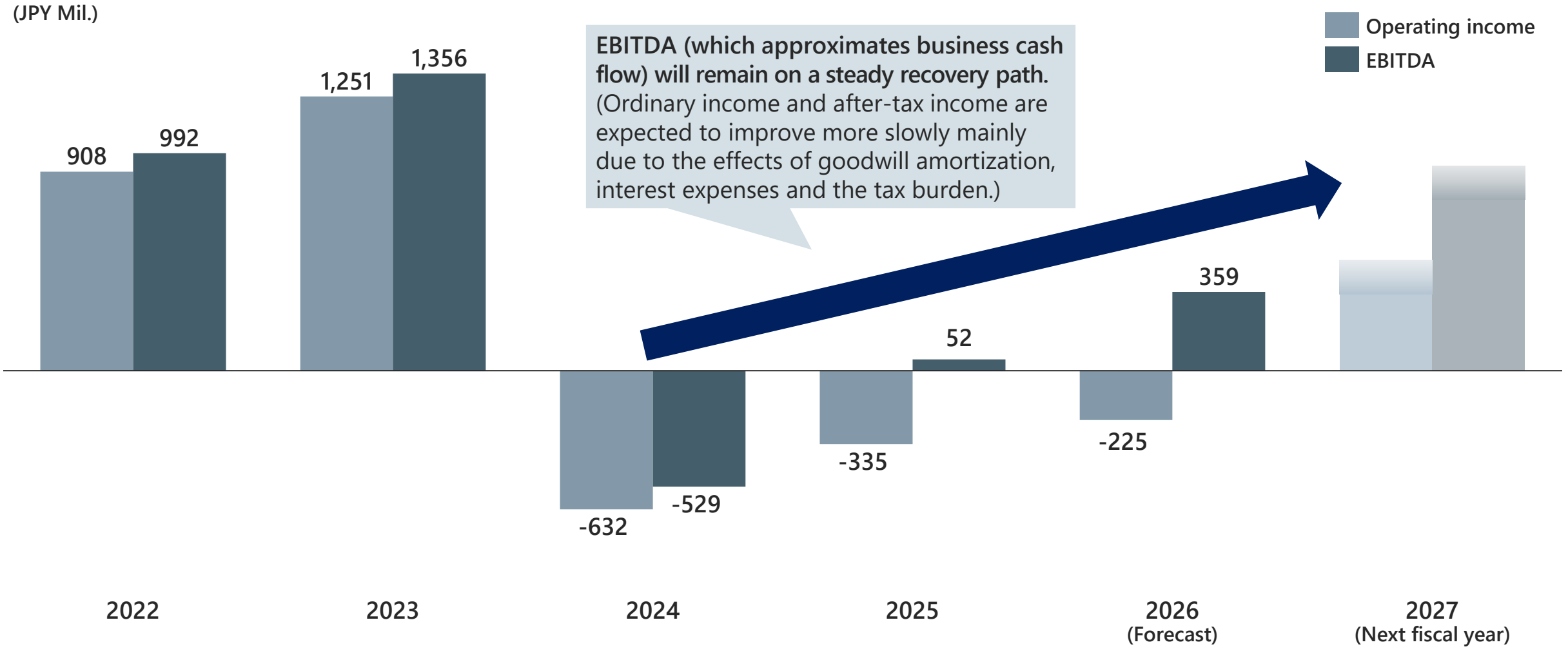
(JPY Mil.)

	FY2025 Results	FY2026 After revision of financial forecasts	YoY change (amount)	YoY change (%)	FY2026 Initial forecast
Net sales	8,504	7,550	-954	89%	9,100
Operating income	-152	-230	-78	—	580
(Operating income margin)	(-2%)	(-3%)	(-1%)	—	(6%)
Ordinary income	-249	-245	+4	—	550
(Ordinary income margin)	(-3%)	(-4%)	(+0%)	—	(6%)
Net income attributable to owners of parent	-507	-265	+242	—	330
(Net income margin attributable to owners of parent)	(-6%)	(-4%)	(+2%)	—	(3%)

© Frontier Management Inc.

Review of Past Financial Results: Trends in Operating Income and EBITDA (Entire Group)

- Looking at the operating income and EBITDA forecasts, while positive operating income is not expected to be achieved, EBITDA is expected to reach 359 million yen, moving further into positive territory than in FY2025. Since FY2024, operating income and EBITDA have both recovered steadily through structural reform measures.



© Frontier Management Inc.

Challenges and Actions To Date, and Growth Strategies for Next Fiscal Year

- During FY2025 and FY2026, structural reform measures have steadily been implemented to address the factors behind past fluctuation in financial results. However, such measures take time to pay off and the reforms are expected to contribute to performance on a full-year basis next fiscal year.

	Challenges and actions to date	Growth measures for next fiscal year
	*Excluding FCI, **structural reforms are in the final stages and, on a consolidated basis including FCI, operating income moved into positive territory**, through accumulation in the number of investment projects and growth of HLJ's financial results.*	*Alongside organizational enhancements in management consulting, which will be the main driver of further growth, **expand business size through improvement in productivity in the Revitalization Support Business and sophistication of M&A solutions,** and accelerate expansion in the earnings of the entire Group by **driving expansion of investment and value enhancement on a consolidated basis including FCI** .*
Excluding FCI	• **Management Consulting:** Realized recovery in productivity through structural reform, and expanded and enhanced organizations for further growth. • **Revitalization Support:** Recently, productivity is improving, despite decline in the first half due to market factors. • **M&A**: Went back to M&A involving Japanese mid-cap companies from FY2025 and built a system of coverage by organizational sector.	• **Management Consulting:** Position the recruitment and training of human resources as a top priority while working on the assumption of AI utilization, and aim for **further expansion in business size and enhancement of the organizational infrastructure**. • **Revitalization Support:** Leverage recently improved productivity and aim to **further strengthen sector knowledge**, starting with the health care sector, and **increase ability to deal with small and mid-tier projects**. • **M&A: Strengthen end-to-end DD and PMI services for mid-cap companies,** including the establishment of M&A Strategy Office, and also **enhance cross-border support capability by strengthening collaboration with CFI/Athema**. • **Marketing:** Accelerate the expansion of project consultation channels by **increasing direct leads through website inquiries** in addition to strengthening existing indirect relationships with financial institutions and business corporations. • **Structural reform:** The **cost-cutting effects** of operating structure streamlining measures implemented to date are expected to be realized on a full-year basis **next fiscal year**.
	Strengthening organic collaboration between FMI's Management Support Business and FCI's Investment Business	*Enhancing and revitalizing networks of cooperation within the Group and globally*
Consolidated, including FCI	• **FCI:** Achieved monthly profitability through the accumulation of investments. • **HLJ:** Operating income moved into positive territory due to stabilization of financial results.	• **FCI:** Acquire investment projects focusing on regional investments and execute a rollup strategy. • **HLJ:** Accelerate topline growth through continued support for value improvement.

© Frontier Management Inc.

共に走る。未来を拓く。

Opening Up Your Frontier

FRONTIER
MANAGEMENT
INC.

© Frontier Management Inc.