FRONTIER MANAGEMENT INC.

October 9, 2025

To All

Company Name	Frontier Management Inc.
Representative	Akinori Nishida Representative Director, President & Executive Officer (COO) (Stock code: 7038 The Prime Market of the Tokyo Stock Exchange)
Contact	Hiroaki Hamada Head of Corporate Administration Division (TEL. +81-3-6862-8335)

Notice of organizational restructuring (Merger, Absorption-type Split) and change in trade name among consolidated subsidiaries

Frontier Management Inc. (Head Office: Roppongi, Minato-ku, Tokyo; Representative Director: Akinori Nishida) announced at our Board of Directors meeting held on October 9, 2025 that it has resolved to conduct an intercompany reorganization (merger and absorption-type company split) among our consolidated subsidiaries as follows and to change the trade name of the consolidated subsidiaries in accordance with the organizational restructuring (hereafter “this Reorganization”).

This Reorganization is aimed for our consolidated subsidiaries, and therefore disclosure items and details are partially simplified.

1. Purpose of the Reorganization

As announced in the “Notice Concerning Acquisition of Shares of HobbyLink Japan Ltd. (on December 30, 2024)” and “Notice of Implementation of Acquisition of Shares of HobbyLink Japan Ltd. (on February 28, 2025)”, Frontier Capital Inc. (hereafter “FCI”), our consolidated subsidiary, has completed the acquisition of shares in Eagle Invesco., Ltd. (hereafter “Eagle Invesco”), which owns all of the shares of HobbyLink Japan Ltd (hereafter “HobbyLink Japan”). through FCI1 Inc. (hereafter “FCI1”), consolidated subsidiary of FCI, and FCI provides hands-on support for the management and business of HobbyLink Japan.

2. Outline of the Reorganization

We plan to implement an absorption-type company split (hereafter “the Company Split”) on November 30, 2025 as the effective date (scheduled date), with HobbyLink Japan as the splitting company in the Company Split and FCI1 as the succeeding company in the Company Split, and an absorption-type merger (hereafter “the Merger”) on the same date as the effective date (scheduled date), with FCI1. as the company surviving the Merger and Eagle Invesco as the company absorbed in the Merger.

In addition, at the time of this Reorganization, the companies involved in Reorganization is planning to change their trade names and representative directors as follows.

(1) Outline of the Company Split

① Date of approval of our Board of Directors: October 9, 2025 (today)

② The company involved in the Company Split: HobbyLink Japan (the splitting company in the Company Split) and FCI1 (the succeeding company in the Company Split)

③ Scheduled date of conclusion of the Company Split agreement (between the companies): October 14, 2025 (scheduled date)

④ Effective date of the Company Split: November 30, 2025 (scheduled date)

(2) Outline of the Merger

① Date of approval of our Board of Directors: October 9, 2025 (today)

② The companies involved in the Merger: FCI1 (the company surviving the Merger) and Eagle Invesco (the company absorbed in the Merger)

③ Scheduled date of the Merger agreement (between the companies): October 14, 2025 (scheduled date)

④ Effective date of the Merger: November 30, 2025 (scheduled date)

(3) Delivery of consideration for the Reorganization

As this Reorganization will be conducted between our consolidated subsidiaries, no new share allocations or other consideration are planned for this Reorganization.

(4) Overview of the companies involved in this Reorganization (as of the date prior to the implementation of the Reorganization)

① Overview of FCI1

(1)	Name	FCI1 Inc.
(2)	Address	3-2-1, Roppongi, Minato-ku, Tokyo
(3)	Job title/ Name of representative	Representative Director, Daisuke Yasunaga
(4)	Business Description	Holding shares in Eagle Invesco., Ltd.
(5)	Common stock	868,300 thousand yen
(6)	Date of Establishment	December 25, 2024
(7)	Fiscal year end	January 31
(8)	Major shareholders and percentage of shares	Frontier Capital Inc. (88.5%)

② Overview of Eagle Invesco

(1)	Name	Eagle Invesco., Ltd.
(2)	Address	3-2-1, Roppongi, Minato-ku, Tokyo
(3)	Job title/ Name of representative	Representative Director, Daisuke Yasunaga
(4)	Business Description	Holdings shares of HobbyLink Japan Ltd.
(5)	Common stock	50,000 thousand yen
(6)	Date of Establishment	January 20, 2022
(7)	Fiscal year end	February 28
(8)	Major shareholders and percentage of shares	FCI1 Inc. (100.0%)

③ Overview of HobbyLink Japan

(1)	Name	HobbyLink Japan Ltd.
(2)	Address	Kurohakama-cho 162-1, Sano City, Tochigi
(3)	Job title/ Name of representative	Representative Director, Chairman Yasuo Horikoshi Representative Director, President Yasutaro Watanabe Representative Director, Vice President Kibou Yamamoto
(4)	Business Description	Sale of figures, plastic models, toys, etc.
(5)	Common stock	49,153 thousand yen
(6)	Date of Establishment	January 6, 1997
(7)	Fiscal year end	February 28

(8)	Major shareholders and percentage of shares	Eagle Invesco., Ltd. (100.0%)

(5) Change of trade name of the surviving company in this Reorganization

① Change of trade name of FCI1

(1) Former trade name	FCI1 Inc.
(2) New trade name	HobbyLink Japan Ltd.
(3) Date of change of trade name	November 30, 2025 (scheduled)

② Change of trade name of HobbyLink Japan Ltd.

(1) Former trade name	HobbyLink Japan Ltd.
(2) New trade name	HobbyLink Property Ltd.
(3) Date of change of trade name	November 30, 2025 (scheduled)

(6) Situation of the company (surviving company) after the Reorganization

(Situation of the companies after the effective date of the Merger on November 30, 2025 (scheduled))

① HobbyLink Japan Ltd. (formerly FCI1 Inc.)

(1)	Name	HobbyLink Japan Ltd.
(2)	Address	Kurohakama-cho 162-1, Sano City, Tochigi
(3)	Job title/ Name of representative	Representative Director, Chairman Yasuo Horikoshi Representative Director, President Yasutaro Watanabe Representative Director, Vice President Kibou Yamamoto
(4)	Business Description	Sale of figures, plastic models, toys, etc.
(5)	Common stock	50,000 thousand yen
(6)	Fiscal year end	February 28 (from the fiscal year ended February 2026)
(7)	Major shareholders and percentage of shares	Frontier Capital Inc. (88.5%)

② HobbyLink Property Ltd. (formerly HobbyLink Japan Ltd.)

(1)	Name	HobbyLink Property Ltd.
(2)	Address	Kurohakama-cho 162-1, Sano City, Tochigi
(3)	Job title/ Name of representative	Representative Director, Chairman Yasuo Horikoshi Representative Director, President Yasutaro Watanabe Representative Director, Vice President Kibou Yamamoto
(4)	Business Description	Ownership, management, and operation of real estate facilities
(5)	Common stock	49,154 thousand yen
(6)	Fiscal year end	February 28
(7)	Major shareholders and percentage of shares	HobbyLink Japan Ltd. (100%)

3. Future Outlook

The Reorganization is not expected to have an impact on our consolidated results for the year ended December 31, 2025.

<Frontier Capital Inc.>

Company name: Frontier Capital Inc.

Representative: Shoichiro Onishi, president, CEO and COO

Head office: 43rd Floor, Sumitomo Fudosan Roppongi Grand Tower, 3-2-1, Roppongi, Minato-ku, Tokyo

Business Description:

- Investment and management execution aimed at long-term and sustainable improvement of corporate value of investee companies
- Formation and management of joint investment funds with financial institutions and business companies

URL: https://frontier-cptl.com/