



**FRONTIER
MANAGEMENT
INC.**

FY2026 Q1 Financial Results

May 14, 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. as a consolidated subsidiary through investment. Hobbylink Japan Ltd. sells mainly models, self-assembled plastic models and toys.



Consulting and Advisory Business Segment

Investment Business Segment

Consulting-based Businesses

M&A Advisory Business

Investment Business

Management Consulting

Revitalization Support

- 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

- 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 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

- 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
(Investment business)



Celebrain
(HR consulting)

Overseas



Frontier Management (Shanghai) Inc.

(Management consulting,
M&A advisory)

China



Athema
(M&A advisory)

France

Investee
(consolidated)



HobbyLink Japan
(Sale of models, self-assembly plastic models, toys, etc.)

Agenda

About Frontier Management Inc. (FMI)

Overview of FY2026 Q1 Financial Results

1. FY2026 Q1 Financial Results
 - Financial highlights
 - Highlights of Consolidated Financial Results
 - Factors for change in Ordinary Income or loss
 - Consolidated performance trends

Overview of Q1 Financial Results by Business

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



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Overview of FY2026 Q1 Financial Results

1. FY2026 Q1 Financial Results – Financial Highlights –

- Net income attributable to owners of parent of the entire Group for Q1 of FY2026 showed a year-on-year increase. On a standalone basis, overall productivity is also improving due to recovery in the M&A Business (net sales fell due to reduction in scale as a result of structural reforms implemented the previous fiscal year). Limited expenses incurred in the quarter under review, in contrast to one-time expenses incurred the previous year, were also a factor behind the higher net income.

Overall evaluation of the Group

- Consolidated net sales increased to 3,376 million yen, which is **139% of the level a year earlier**, due to the consolidation of HobbyLink Japan, which is an investee of FCI.
- On a standalone basis, **overall productivity is improving**, with results in the M&A Business showing marked improvement following the **completion of fixed cost reduction with the optimization of non-consolidated personnel the previous year**, and with net sales in the Management Consulting Business reaching a record high despite a reduction in personnel and matching quarterly average sales in FY2023 when organization size was also the same. In results on a consolidated basis including FCI, the **loss was narrowed due to higher profit as a result of an increase in investees**, and operating income amounted to 8 million yen.
- A net loss attributable to owners of parent of 81 million yen was reported. However, this was an improvement of 48 million yen year on year, reflecting the **occurrence of commission expenses (non-operating expenses) and other costs associated with the acquisition of HobbyLink Japan Ltd. (HLJ) the previous year**.

Results by business

- In the **Consulting-based Businesses** (Management Consulting Business and Revitalization Support Business), sales of 1,493 million yen (73% of the previous year) were recorded. Although the business was scaled back compared with the same period a year earlier, in the Management Consulting Business, which accounts for a majority of sales, sales reached 1,288 million yen, matching the quarterly average (1,271 million yen) in FY2023 when record sales were achieved and indicating improvement in overall productivity. Accordingly, going forward, the Group will aim for even greater improvement in profitability through the **continued strengthening of account sales and buildup of the project pipeline**.
- The **M&A Advisory Business** posted net sales of 486 million yen (146% of the level a year earlier), with the **structural expansion and sales activities focused on priority sectors and priority projects introduced last fiscal year paying off**.
- In the **Investment Business**, **investment in 1 project was completed** in the quarter under review. Progress toward profitability on a consolidated basis, including FCI, was made through the buildup of an investment track record and the resulting increase in retainer fees, etc.

1. FY2026 Q1 Financial Results – Highlights of Consolidated Financial Results (Entire Group/Excluding FCI) –

- Consolidated net sales (entire Group) increased 942 million yen, 139% of the level a year earlier, partly due to the inclusion of the sales of HLJ, following its consolidation last year.
- ✓ Net sales from Consulting-based Businesses were 73% of the level a year earlier, and net sales from the M&A Advisory Business were 146% of the level a year earlier.
- While operating income came to 8 million yen, representing a year-on-year decrease of 47 million yen, there was an ordinary loss of 33 million yen, representing an improvement of 41 million yen year on year.

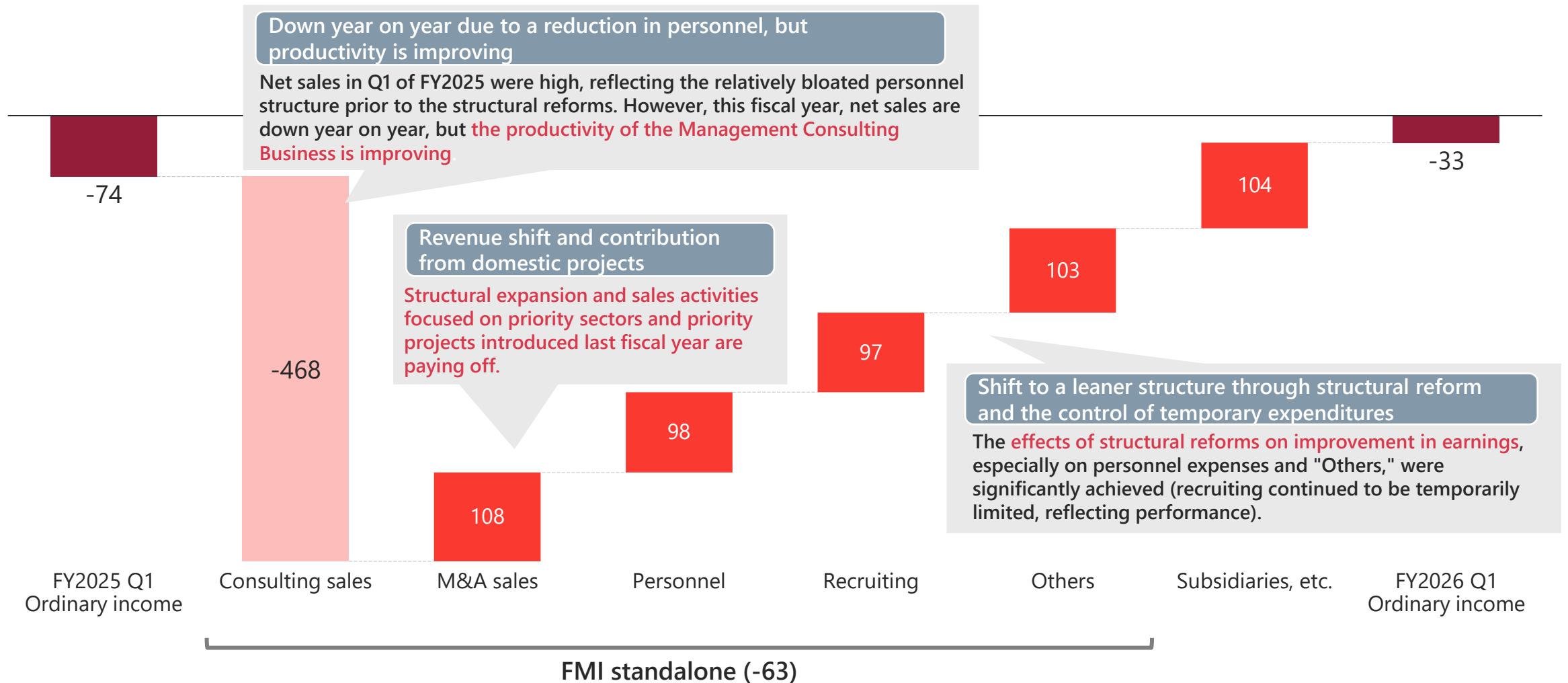
| (JPY Mil.) | Entire Group | | | | Excluding FCI | | | |
|--|-------------------|-------------------|---------------------|---------|-------------------|-------------------|---------------------|---------|
| | 2025 / Q1 Results | 2026 / Q1 Results | YoY change (amount) | YoY (%) | 2025 / Q1 Results | 2026 / Q1 Results | YoY change (amount) | YoY (%) |
| Net sales | 2,434 | 3,376 | +942 | 139% | 2,385 | 1,972 | -412 | 83% |
| Operating expenses | 2,379 | 3,368 | +989 | 142% | 2,197 | 1,879 | -319 | 85% |
| Outsourcing | 338 | 239 | -99 | 71% | 320 | 239 | -81 | 75% |
| Personnel | 1,389 | 1,212 | -176 | 87% | 1,309 | 1,212 | -96 | 93% |
| Recruiting | 157 | 59 | -98 | 38% | 146 | 59 | -87 | 41% |
| Others | 494 | 1,856 | +1,362 | 376% | 421 | 367 | -54 | 87% |
| Operating income | 55 | 8 | -47 | 16% | 187 | 93 | -93 | 50% |
| Ordinary income | -74 | -33 | +41 | – | 183 | 95 | -88 | 52% |
| Extraordinary income (losses) | 0 | 0 | +0 | – | 0 | 0 | +0 | – |
| Net income (loss) before tax | -74 | -33 | +41 | – | 183 | 95 | -88 | 52% |
| Net income (loss) attributable to owners of parent | -129 | -81 | +48 | – | 112 | 74 | -37 | 67% |
| Depreciation and amortization | 22 | 142 | +121 | 647% | 18 | 23 | +5 | 125% |
| EBITDA | 77 | 151 | +74 | 196% | 205 | 117 | -89 | 57% |

[Reference]

| | | | | |
|---|-----|------------|-----|-----|
| FMI non-consolidated operating income | 171 | 109 | -63 | 64% |
| Cerbrain operating income (loss) | 27 | -7 | -34 | – |
| Equity in earnings (losses) of affiliates in Athema | 0 | | +0 | – |

1. FY2026 Q1 Financial Results — Factors in Change in Ordinary Income or Loss (Entire Group) —

- On a standalone basis, fixed cost reduction through optimization of personnel was completed the previous fiscal year, and although the scale of sales of Consulting-based Businesses decreased due to the difference in the number of personnel, overall productivity improved, driven by a recovery in the M&A Business.



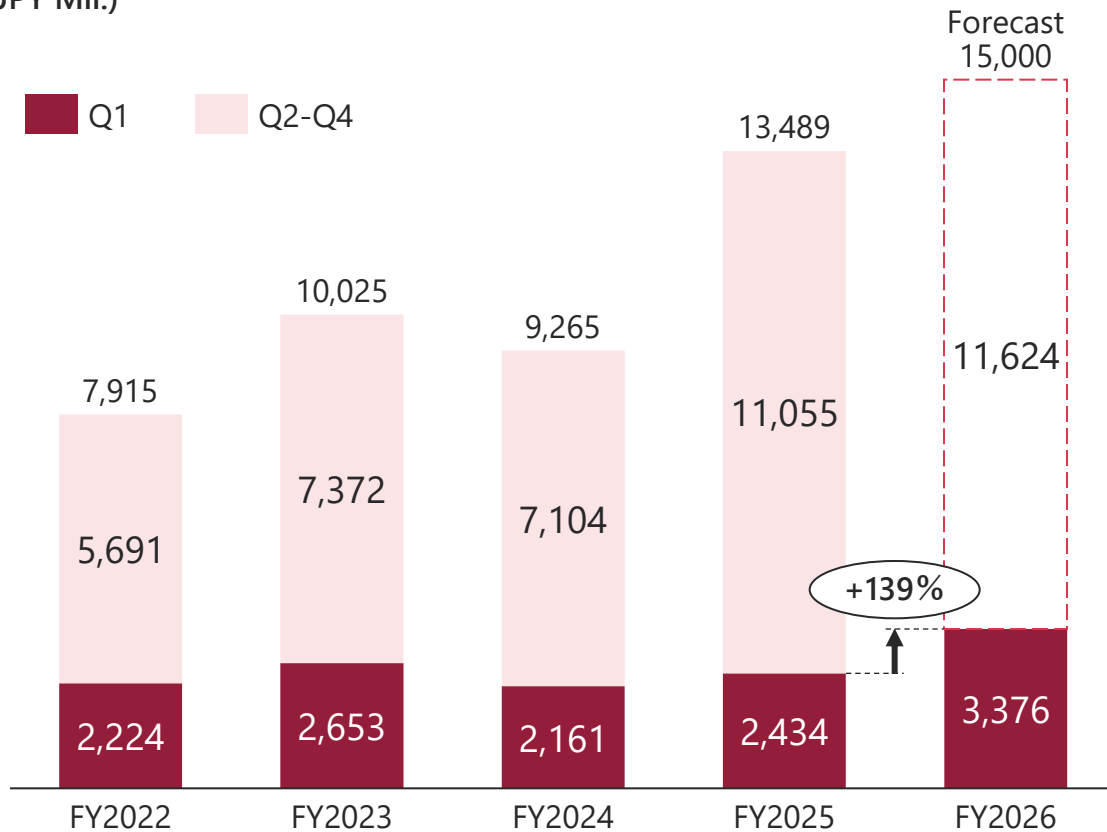
* Note that consulting sales and M&A sales are aggregate figures for sales excluding outsourcing expenses, and they are not necessarily consistent with the figures on other pages.

1. FY2026 Q1 Financial Results – Consolidated Performance Trends –

- Net sales increased, partly due to the inclusion of the sales of HLJ following its consolidation last year. Operating income was down YoY, due to the effects of consolidation excluding FCI.

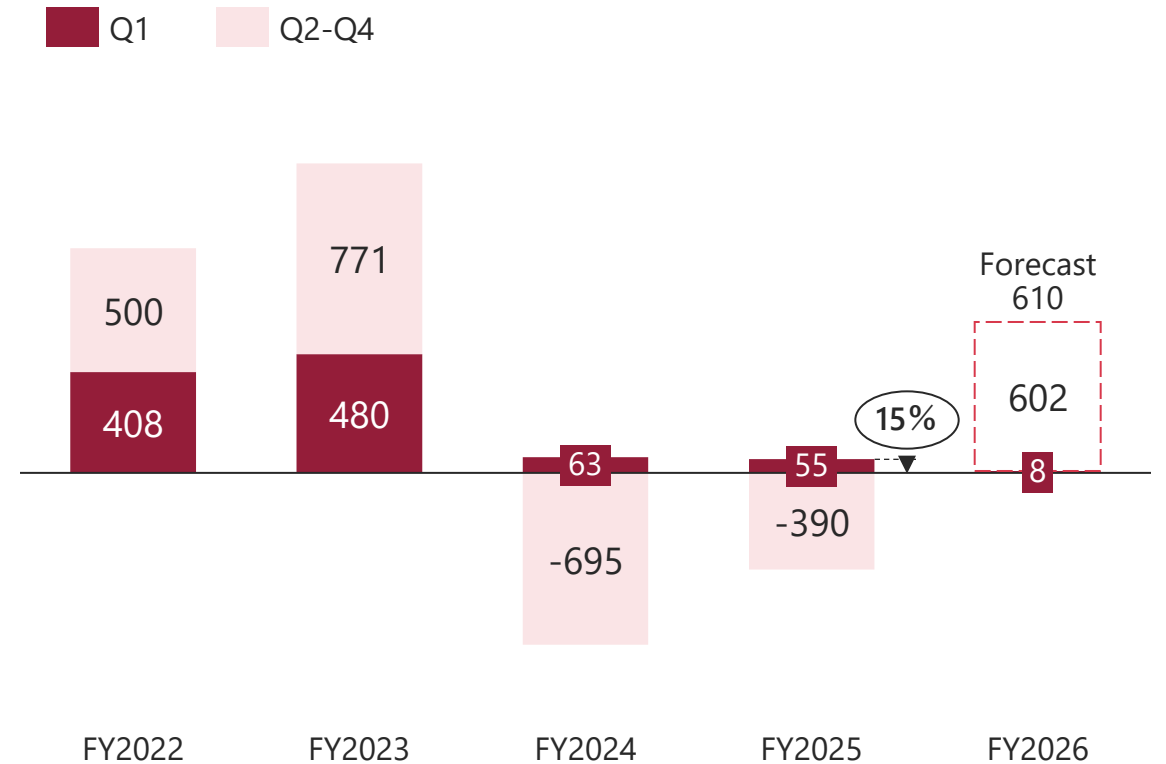
Net sales

(JPY Mil.)



Operating income

(JPY Mil.)



(For Reference) Balance Sheet (Entire Group)

- The 48% year-on-year decrease in cash and deposits from the end of FY2025 was a one-time factor associated with the payment of bonuses to employees at the end of March.

(JPY Mil.)

| | End of December 2025 | End of March 2026 | YoY change (amount) | YoY (%) |
|----------------------------------|----------------------|-------------------|---------------------|---------|
| Current assets | 11,435 | 10,703 | -732 | 94% |
| Non-current assets | 6,997 | 6,840 | -157 | 98% |
| Deferred assets | 2 | 1 | -0 | 80% |
| Total assets | 18,435 | 17,545 | -889 | 95% |
| Current liabilities | 3,783 | 3,223 | -559 | 85% |
| Non-current liabilities | 4,708 | 4,474 | -234 | 95% |
| Shareholders' equity | 1,458 | 1,386 | -72 | 95% |
| Other net assets | 8,485 | 8,460 | -24 | 100% |
| Total liabilities and net assets | 18,435 | 17,545 | -889 | 95% |
| Cash and deposits | 5,323 | 2,557 | -2,766 | 48% |
| Interest-bearing debt | 5,399 | 5,186 | -212 | 96% |
| Net Debt | 75 | 2,629 | +2,554 | 3,494% |



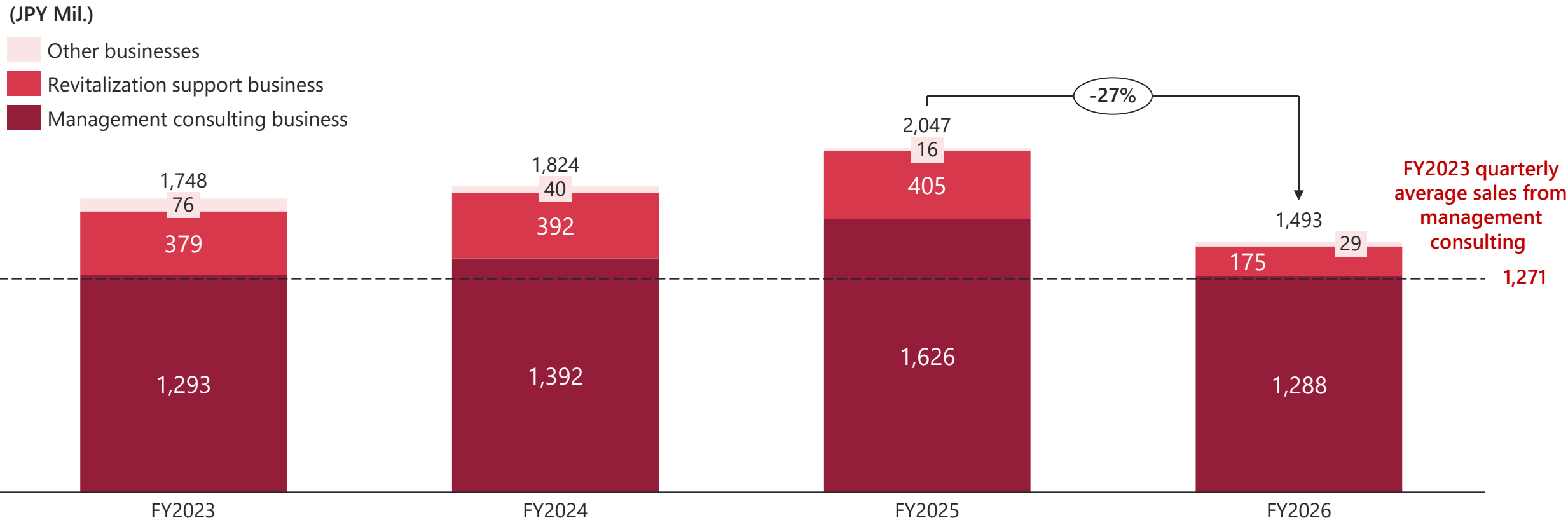
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Results by business



1. Consulting-based Businesses – Net Sales Trends (first three months) –

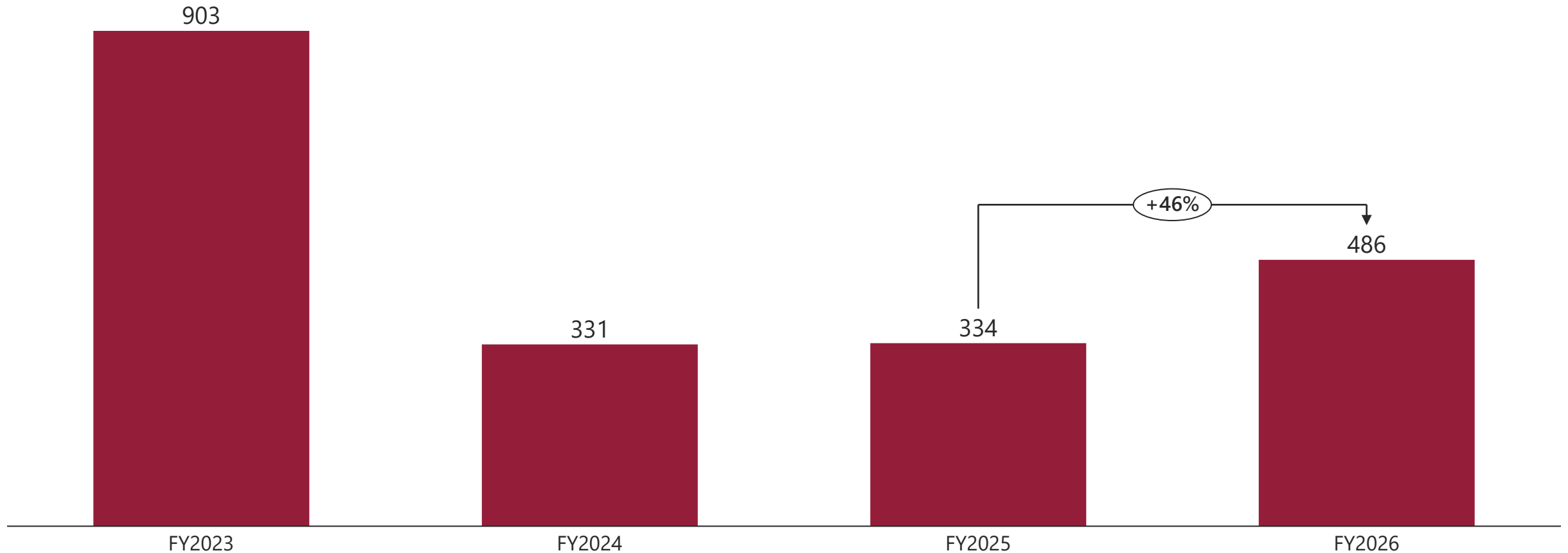
- Net sales from Consulting-based Businesses were 73% YoY in the Q1 under review, reflecting limited revitalization projects due to the effects of the external environment, in addition to reduction in scale due to personnel optimization. However, the Management Consulting Business, which accounts for the majority of net sales, matched the quarterly average of FY2023, when the personnel structure was also of a similar size and when the Company recorded its highest profit, improvement in productivity is also underway.



2. M&A Advisory Business – Net Sales Trends (Q1) –

- The net sales of the M&A Advisory Business in the Q1 under review were up 46% YoY, as the structural expansion and sales activities focused on priority sectors and priority projects introduced last fiscal year paid off.

(JPY Mil.)

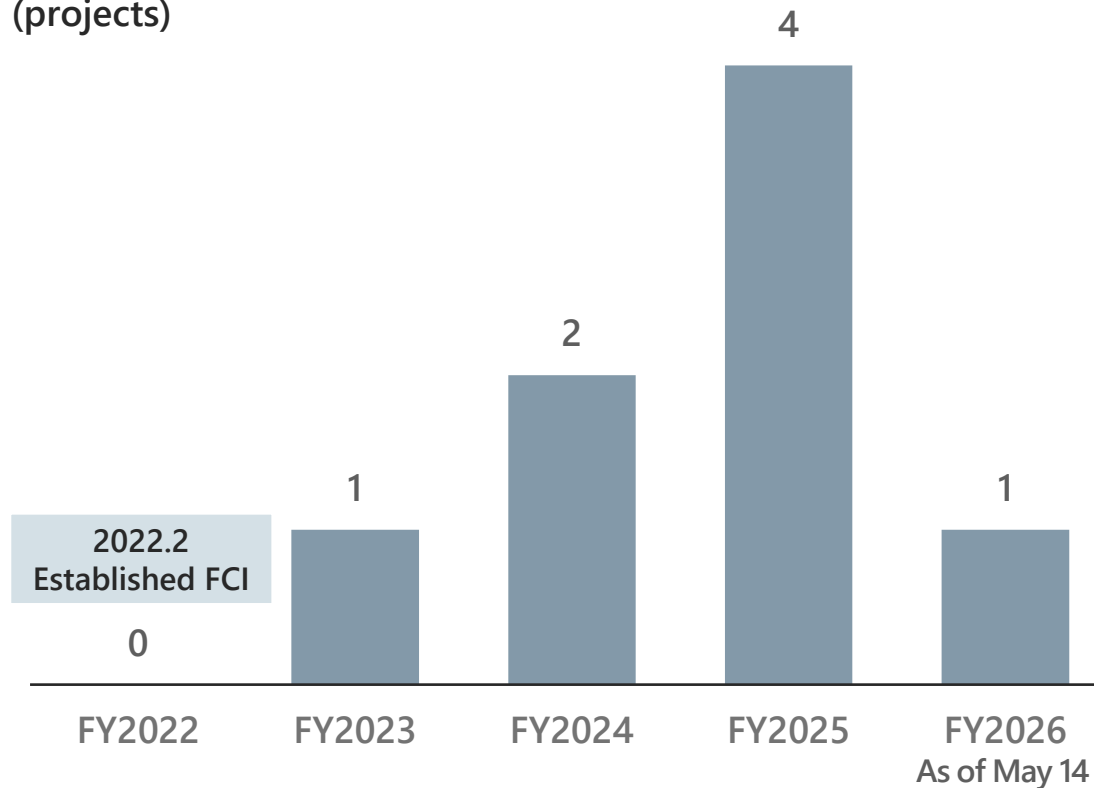


3. Investment Business – Results Trends –

- Since launching the Investment Business in 2022, we have executed investments in a total of 8 projects, including 4 projects in which we invested in FY2025. In addition, we announced a capital and business alliance with TAS CO., LTD. in February 2026.
- Looking ahead, there is 1 project for which we have signed a contract and which is waiting for the investment to be executed and 3 projects for which we have exclusive rights and are conducting due diligence, etc., and we are steadily expanding the pipeline.

Trend in number of investments

(projects)



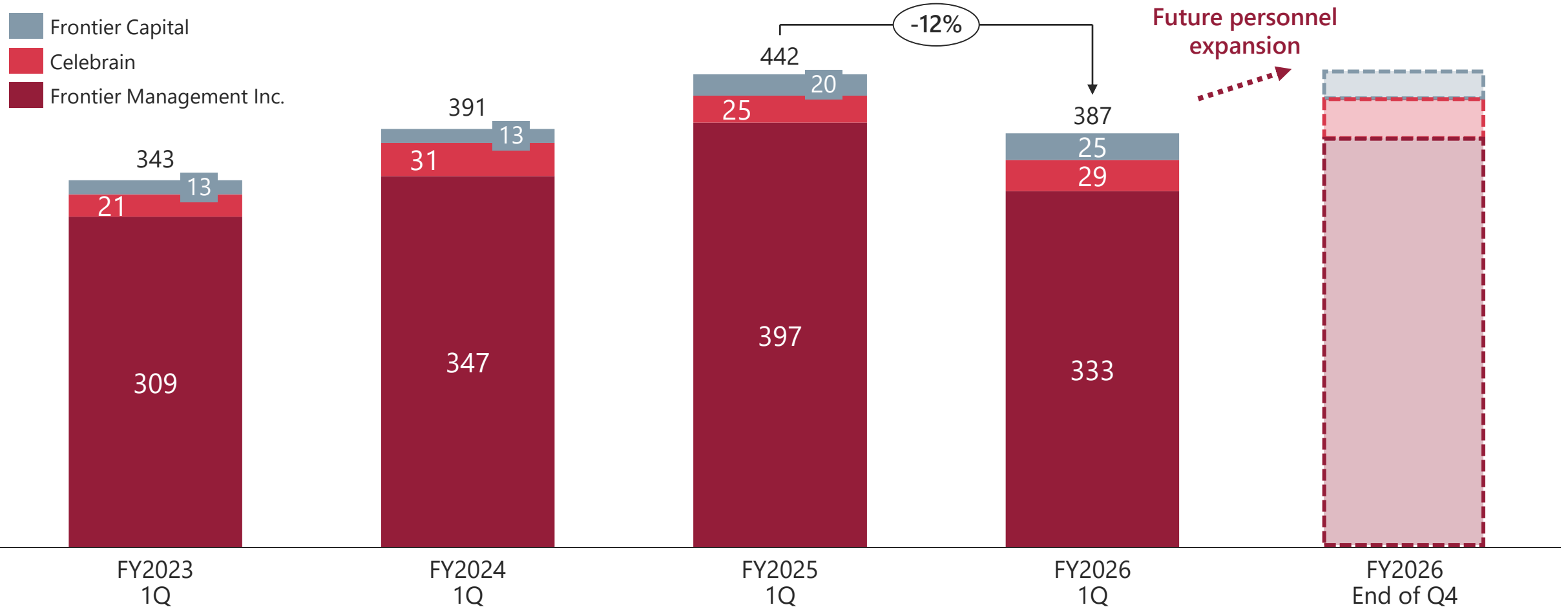
Investment projects to date

| Invested company | Business description | Support launched |
|--|--|-------------------------------------|
| 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 | - Production of dental laboratory work - Dental laboratory work using CAD and CAM | September 2025 |
| TAS CO., LTD. | - Planning and arranging tours for inbound travelers | February 2026 |

(Reference) Trend in Number of Personnel (As of the end of Q1)

- Last year was the structure before structural reforms. The number of personnel at the end of the Q1 under review was 387, which is 88% of the level a year earlier, reflecting personnel optimization. The Company will continue initiatives to expand personnel again through increased recruitment activities, etc.

(People)



* Excludes personnel of HobbyLink Japan

共に走る。未来を拓く。

Opening Up Your Frontier



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