

February 13, 2026

To All

Company Name Frontier Management Inc.
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Progress Status Based on the Plan for Compliance with TSE Prime Market Listing Maintenance Standards (Entered Improvement Period) and Notice Regarding Commencement of Preparations for Application to Change Market Segment to Standard Market

Frontier Management Inc. (the “Company”) submitted the "Plan to Meet Criteria for Maintaining Listing on TSE Prime Market (hereinafter referred to as the "Plan")" on March 27, 2025, and hereby announces the progress status of the Plan as of December 31, 2025, as follows.

Additionally, the Company announces that, in parallel with advancing the compliance plan for the Prime Market, it has decided to commence preparations for applying to change the market segment to the Standard Market by the end of December 2026.

Note

1. The Company's Compliance Status with Listing Maintenance Standards and Plan Period

The Company's compliance status with the TSE Prime Market listing maintenance standards as of the record date of December 31, 2025, including its transition, is as shown in the table below, and the Company does not comply with the standard for "Market Capitalization of Outstanding Shares."

If compliance with the market capitalization of outstanding shares standard cannot be confirmed within the improvement period by December 31, 2026, the Company will be designated as a Security on Alert (Under Confirmation) by the Tokyo Stock Exchange. Subsequently, if the Tokyo Stock Exchange's review based on the distribution status table as of December 31, 2026 submitted by the Company does not confirm compliance with the market capitalization of outstanding shares standard, the Company will be designated as a Security to be Delisted, and the Company's shares will be delisted on July 1, 2027.

The Company will continue to advance various initiatives to improve the market capitalization of outstanding shares, which does not comply with the standard.

		Number of shareholders	Number of shares in circulation	Market capitalization of tradable shares	Percentage of tradable shares	Average Daily Trading Value	The amount of the net assets
The Company's Compliance Status and Its Transition	End of Dec. 2023 record date ※	3,339	69,513	10.6 billion yen	59.2%	82 million yen	3.7 billion yen
	End of Dec. 2024 record	4,974	69,287	6.7 billion yen	58.9%	91 million yen	2.7 billion yen

	date ※						
	End of Dec. 2025 record date ※	5,486	68,498	4.6 billion yen	57.9%	34 million yen	1.7 billion yen
Listing Maintenance Standards		800	20,000	10.0 billion yen	35.0%	20 million yen	Positive amount of net assets
Compliance Status as of the Record Date at the End of Dec. 2025		Compliant	Compliant	Non-compliant	Compliant	Compliant	Compliant
Plan Period				End of Dec. 2026			

*The Company's compliance status is calculated based on the distribution status of the Company's share certificates, etc. as understood by the Tokyo Stock Exchange as of the record date.

2. Implementation Status and Evaluation of Initiatives for Compliance with Listing Maintenance Standards (March 2025 - December 2025)

As the basic policy for initiatives toward compliance with listing maintenance standards, the Company set forth that it would work on "Maximization of net income attributable to parent company shareholders" through profitability improvement toward achieving a market capitalization of outstanding shares of 10.0 billion yen or more, while also enhancing opportunities for dialogue with the market and simultaneously working on "Improvement in PER" through communicating business growth potential based on the Company's human capital.

Regarding "Maximization of net income attributable to parent company shareholders," the Company has worked on various measures to enhance profits through solid organic growth including hands-on management execution support, comprehensive business transformation support for the manufacturing sector, and recovery of the M&A Advisory business, while also promoting M&A and roll-up investments in business groups that contribute to further growth of the Company's solutions under appropriate leverage utilization to increase shareholder value.

Additionally, regarding "Improvement in PER," the Company has worked to enable more accurate evaluation of its business growth potential through enhancing IR/SR meetings with institutional investors and enriching IR disclosure content.

Meanwhile, for the fiscal year ended December 2025, as "Structural Reform Measures," the Company worked on: (1) organizational restructuring for profitability improvement through reorganization of consulting divisions, (2) re-strengthening of domestic and mid-sized M&A pipeline, (3) shift to providing integrated solutions across four front divisions, (4) sales reform toward organizational expansion of account coverage network, (5) enhancement of company-wide strategy and supervisory capabilities through corporate division restructuring, and (6) revenue generation through expansion of Frontier Capital inc. investments. As a result, organizational restructuring and operational efficiency improvements are progressing, and current profitability is trending toward improvement.

From the fiscal year ending December 2026 onward, the Company will aim to enhance corporate value based on the "FY2026-2028 Medium-term Management Plan" announced today.

3. Reasons for Commencement of Preparations for Application to Change Market Segment to Standard Market

The Company has provided professional services that contribute to corporate value enhancement through the Management Consulting Business, M&A advisory business, and investment business. Currently, from the perspective of more steadily promoting medium- to long-term growth strategies, the Company is examining the most suitable listed market segment for its business scale and growth phase.

Since the Tokyo Stock Exchange's market segment restructuring, clear market concepts have been presented for each market. The Prime Market is positioned as ""a market for companies that have market

capitalization (liquidity) of a scale that can be an investment target for many institutional investors, are equipped with higher governance standards, and commit to sustainable growth and medium- to long-term corporate value enhancement with constructive dialogue with investors at the center,"" while the Standard Market is positioned as ""a market for companies that have a certain level of market capitalization (liquidity) as an investment target in the public market, are equipped with basic governance standards as a listed company, and commit to sustainable growth and medium- to long-term corporate value enhancement.""

Under such circumstances, as a result of comprehensively examining the Company's business scale, growth phase, and alignment with future management strategies, the Company has concluded that, at present, the market concept of the Standard Market is most consistent with the Company's direction.

Through the market segment change to the Standard Market, the Company will allocate management resources more heavily to strengthening the competitiveness of each core business, human resource investment, and strategic investment in growth areas, aiming for sustainable growth and medium- to long-term corporate value enhancement.

Even after the market segment change, there will be no change in our approach to corporate governance and disclosure stance as a listed company, and the Company will continue to actively engage in IR activities that emphasize constructive dialogue with shareholders and investors.

We ask for the understanding of our shareholders and all stakeholders, and we look forward to your continued support.

[Compliance Status with Standard Market Listing Maintenance Standards]

The Company's compliance status with the Standard Market listing maintenance standards as of December 31, 2025, based on the Company's calculations, meets all standards as shown in the table below.

	Number of shareholders	Number of shares in circulation	Market capitalization of tradable shares	Percentage of tradable shares	Monthly Average Trading Volume	The amount of the net assets
The Company's Compliance Status December 31, 2025*	5,486	68,498	4.6 billion yen	57.9%	10,160 units	1.7 billion yen
Listing Maintenance Standards	400 or more	2,000 End of document	1.0 billion yen or more	25% or higher	10 Unit End of document	Total shareholders' equity Positive
Compliance Status	Compliant	Compliant	Compliant	Compliant	Compliant	Compliant

*This is calculated assuming the record date as December 31, 2025, based on the distribution status of the Company's share certificates, etc. as understood by the Company.