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Company Name	M&A Capital Partners Co., Ltd.
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Regarding the Business Partnership with Frontier Management Inc. (Ticker 7038)

The Company is pleased to announce that M&A Capital Partners Co., Ltd. (Representative Director: Satoru Nakamura, hereinafter referred to as “MACP”) and Frontier Management Inc. (Representative Director: Akinori Nishida, hereinafter referred to as “FMI”) have reached an agreement today to enter into a business partnership aimed at enhancing the added value and convenience provided to clients, while also creating new business opportunities for both companies. The partnership will involve client referrals for consulting and executive support services—including the dispatch of management personnel—and coordination on M&A-related needs.

FMI, guided by its mission of “contributions to the benefit of clients,” “contributions to the benefit of stakeholders,” and “contributions to society,” has built a robust client base centered on listed companies, large enterprises, and firms expanding internationally. FMI is highly regarded for its ability to deliver optimal solutions through a one-stop approach that integrates management consulting, executive support, business revitalization, and M&A advisory services tailored to complex and high-level business challenges.

MACP, under its vision of “aspiring to be the world’s leading investment bank, seeking maximum contributions to clients and striving for the happiness of all employees,” has established a strong competitive position in the M&A brokerage industry. This includes top-tier brand recognition, a No. 1 ranking for domestic deal volume in the LSEG M&A Financial Advisor League Table for two consecutive years, a uniform fee structure applied to both sellers and buyers to reduce potential conflicts of interest, one of the lowest commission rates in the brokerage industry, and a team of highly capable and sincere consultants. MACP also maintains a direct proposal-based business model that does not rely on referrals. With a particular strength in developing large-scale M&A brokerage deals that originate from the sell-side needs of owner-led businesses, MACP has secured a prominent

position in Japan's M&A advisory and brokerage market.

Through this partnership, MACP will be able to introduce FMI to clients seeking management consulting services aimed at enhancing corporate value, as well as those requiring support in M&A strategy formulation, execution, post-merger integration, and the dispatch of specialized personnel such as Chief Alliance Officers. In cases where such clients develop or reveal M&A-related needs, FMI will share those opportunities with MACP in a timely manner, enabling MACP to swiftly propose appropriate advisory services. By leveraging the combined resources of both firms, the partnership will establish a framework for delivering high-quality proposals and solutions that address a broader range of challenges faced by clients in the planning and execution of M&A strategies.

MACP and FMI have continued regular discussions with the shared understanding that both companies will maintain their mutual independence and a friendly, cooperative relationship, with the goal of realizing a Triple Win collaboration model that benefits both firms and their clients.

The two firms have already deepened their cooperation on a deal-by-deal basis, including cases where M&A proposals from MACP have led to investment opportunities for Frontier Capital Inc., a consolidated subsidiary of FMI, as well as instances where both firms (including subsidiaries) have served as sell-side and buy-side advisors, respectively, on the same transaction.

Looking ahead, the companies have agreed to hold regular study sessions and information exchanges for client-facing teams, with the aim of fostering and strengthening relationships at the operational level. MACP remains committed to expanding the scope of collaboration with FMI, with the goal of driving stronger business performance and increasing corporate value for both companies.