



December 10, 2021

To All

Company Name Frontier Management Inc.

Representative Shoichiro Onishi,

Co-President & Executive Officer (TSE First Section Code No. 7038)

Contact Hiroaki Hamada,

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Notice of Establishment of Manufacturing Re-engineering Division

Frontier Management Inc. (Head Office: Minato-ku, Tokyo; Co-Presidents: Shoichiro Onishi and Masahiro Matsuoka; hereafter the "FMI") will establish "Manufacturing Re-engineering Division" on January 1, 2022 under Management Consulting Department in order to strengthen the support for corporate value enhancement strategies in the manufacturing industry.

Notes

FMI has been providing expert teams with various solutions tailored to each client's business phase, including consulting, M&A, and business revitalization support. Manufacturing Re-engineering Division will be established under Management Consulting Department as a specialized organization to strengthen the support for corporate value enhancement strategies in the manufacturing industry, in response to changes in the environment and needs such as carbon neutrality and the revised Corporate Governance Code.

With the establishment of Manufacturing Re-engineering Division, in addition to the conventional strategy formulation and execution support for the corporate value enhancement in the manufacturing industry, FMI will implement appropriate systems providing carbon neutral response, portfolio restructuring, production process streamlining/digitization, and production control restructuring.

[Contact for this notice]

Management Consulting Department

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