

FY02/26(36th)

Financial Results Briefing Materials



CREEK & RIVER

CREEK & RIVER Co., Ltd.

April 9th, 2026

TSE Prime 4763

- 1. Financial Results Report for FY Feb 26(36th)**
- 2. Category Overview**
- 3. Growth Strategy and Full-Year Performance
Forecast for FY Feb 27(37th)**
- 4. Appendix**

FY02/26 (36th) Financial Results

Financial Highlights

- Sales and profit figures reach record highs
- Even excluding the impact of the Takahashi Shoten Group, which now reflects in profit and loss figures from this fiscal year, the results are the highest ever.
- Sales and net income attributable to parent company shareholders exceeded initial plans.
- The company expanded its game studio (operational from May 2026). Due to some expenses incurred in advance, operating profit and ordinary profit fell slightly below initial plans.

Sales	Operating Profit	Ordinary Profit	Quarterly Net Profit
61,393 Million Yen	4,914 Million Yen	4,801 Million Yen	4,075 Million Yen
Excluding Takahashi 55,244 Mil Yen	Excluding Takahashi 4,223 Mil Yen	Excluding Takahashi 4,167 Mil Yen	Excluding Takahashi 3,111 Mil Yen
— YoY comparison —	— YoY comparison —	— YoY comparison —	— YoY comparison —
122%	136%	130%	181%
Excluding Takahashi 110%	Excluding Takahashi 117%	Excluding Takahashi 113%	Excluding Takahashi 138%

The reason why net income attributable to parent company shareholders significantly exceeded the plan is due to the following two factors:

- **Impact of reduced tax expenses at Takahashi Shoten Group**

A difference arose between the tax expenses estimated at the beginning of the fiscal year and the actual tax expenses. The impact is **approximately 500 million yen.**

- **Impact of Subsidies on Connect Around**

The agritech business "FUN EAT MAKERS in Okuma," operating in Okuma Town, Futaba District, Fukushima Prefecture, has received a grant of 619 million yen from the Ministry of Economy, Trade and Industry's "Self-Reliance/Return Support Employment Creation Business Location Subsidy", which will be recorded as extraordinary income. The impact, including the effect of deferred tax liabilities, is **approximately 500 million yen.**



Financial Highlights: Impact of Takahashi Shoten Group

- The impact on the profit and loss of the Takahashi Shoten Group, which has been included in the consolidated financial statements from this fiscal year, is as follows:
- The second quarter saw a loss due to seasonal factors, the third quarter saw a significant increase due to shipments of diaries and calendars, and the fourth quarter also showed steady progress.

Unit: Million Yen

	FY 02/26 1Q (Actual)	FY 02/26 2Q (Actual)	FY 02/26 3Q (Actual)	FY 02/26 4Q (Actual)	FY 02/26 Full Year (Actual)	FY 02/26 Full Year (Plan)
Consolidated	Mar-May	Jun-Aug	Sep-Nov	Dec-Feb	Mar-Feb	Mar-Feb
Sales	13,839	14,253	17,459	15,843	61,393	60,000
Operating Profit	1,421	717	1,630	1,145	4,914	5,000
Takahashi Shoten Group	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Apr-Dec (9Mos)	Apr-Dec (9Mos)
Sales	-	361	3,949	1,839	6,150	4,900
Operating Profit	-	▲457	762	386	691	500

*Takahashi Shoten Group profits include goodwill amortization expenses, etc.

Results for the FY Ending Feb 2026 (Income Statement)

Unit: Million Yen

	FY02/26	FY02/25	YoY Comparison	Progress (full year)
Sales	61,393	50,275	122%	102%
Gross profit	22,326	18,572	120%	
Gross profit margin	36.4%	36.9%	▲0.5pt	
SG&A expenses	17,412	14,958	116%	
SG&A rate	28.4%	29.8%	▲1.4pt	
Operating profit	4,914	3,614	136%	98%
Operating profit margin	8.0%	7.2%	+0.8pt	
Ordinary profit	4,801	3,694	130%	96%
Ordinary profit margin	7.8%	7.3%	+0.5pt	
Quarterly Profit attributable to owners of parent company	4,075	2,251	181%	127%

* Positive impact on net income for the current period: Reduction in tax expenses due to the consolidation of the Takahashi Shoten Group / Subsidies received through Connect Around

Results for the FY Ending Feb 2026 (Balance Sheet)

Unit: Million Yen

	FY02/26	FY02/25	Net Change	
Current Assets	35,342	20,798	+14,543	
Cash & Deposits	17,696	12,807	+4,889	Increase in cash & deposits due to consolidation of Takahashi Shoten Group
Fixed Assets	11,463	6,279	+5,184	
Tangible Fixed Assets	2,517	1,259	+1,258	(Same) Building facilities, land expansion
Investments & Other Assets	7,495	3,718	+3,777	(Same) Increase in deferred tax assets
Current Liabilities	26,430	10,284	+16,146	(Same) Increase in short-term borrowings and refundable liabilities
Long Term Liabilities	979	781	+197	
Borrowings (Long / Short)	11,545	4,167	+7,378	
Net Assets	19,395	16,012	+3,383	
Treasury Stock	▲2,675	▲2,697	+21	
Total Assets	46,806	27,078	+19,727	*Equity ratio 58.6% → 40.8% (35.9% at the interim period)

Category Overview

8 Categories (consists of C&R's 10 business divisions and 34 subsidiaries)

*As of February 2026

We create new value in a wide range of fields by utilizing the C&R Group's network and expertise.

1

Game & Rights Management

CREEK & RIVER
Claytechworks
forGIFT
URS Games
CREEK & RIVER SHANGHAI

2

Broadcasting & Video

CREEK & RIVER
WING
SION
SION STAGE
CREEK& RIVER ENTERTAINMENT
CREEK & RIVER KOREA

3

Promotion & Marketing

CREEK & RIVER

4

Medical & Healthcare

Medical Principle
Community Medical Innovation

5

AI/DX·IT

CREEK & RIVER
Leading Edge
Idrasys
LivAi

6

Professional Agency

CREEK & RIVER
C&R Legal Agency
JUSNET Communications

7

Quality of Life

CREEK & RIVER
INTER BELLE
Chef's value
ALFA PMC

8

Incubation & Development

VR Japan
Kiduki Architect
Connect Around
One Leaf Clover
C&R EVERLASTING STORY
Takahashi Shoten Group
CREEK & RIVER Global

Nextrek
Shiftall

Increased Revenue and Profits in Six Categories (No change to previous quarter)



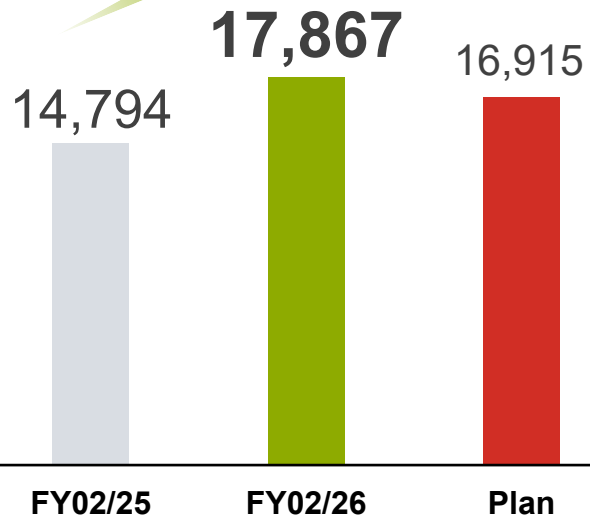
CREEK & RIVER / Claytechworks / forGIFT / URS Games / CREEK & RIVER SHANGHAI (China)

While revenue has increased significantly due to factors such as the addition of a new joint venture and the acceptance of development projects from overseas, profits have only increased slightly due to upfront investments.

Sales

(million yen)

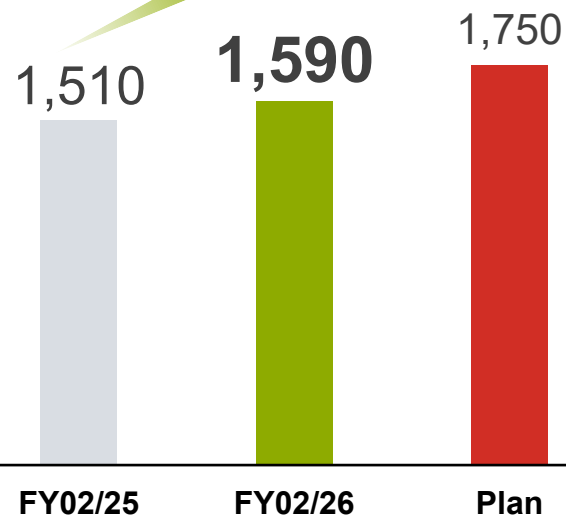
+3,073
(+20.8%)



Operating Profit

(million yen)

+80
(+5.4%)



Comments

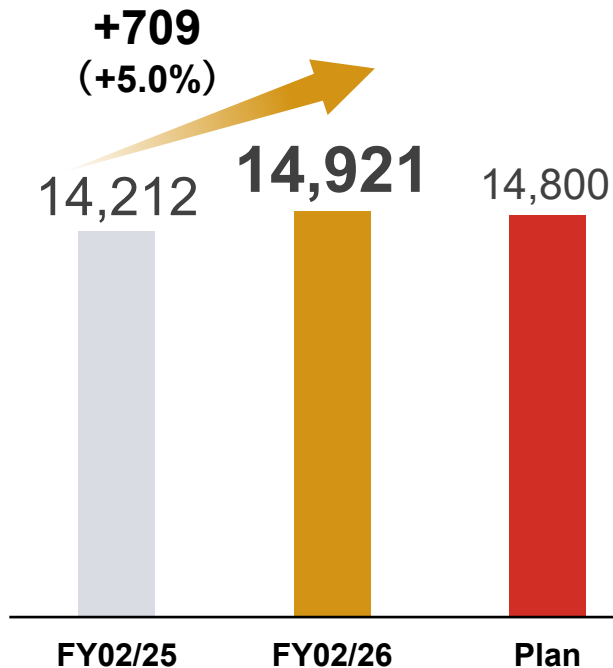
- Approximately 1,600 game creators are currently working.
- URS Games (a joint venture with Bandai Namco Entertainment) has contributed to sales and profits.
- Development projects from overseas are being undertaken through the Montreal branch (sales of nearly 100 million yen this fiscal year).
- ClaytechWorks is making upfront investments to secure large-scale projects (investing approximately 100 million yen).
- Promoting efficiency improvements in the production process through the use of AI.
- Studio functions are being relocated and expanded (floor space increased by many 6,070m²). Operations will commence in May 2026.

**CREEK & RIVER / WING / SION / SION STAGE /
CREEK & RIVER ENTERTAINMENT (Korea) / CREEK & RIVER KOREA (Korea)**

Sales remained strong, profitability improved, mainly at subsidiaries, and profits increased, exceeding the plan.

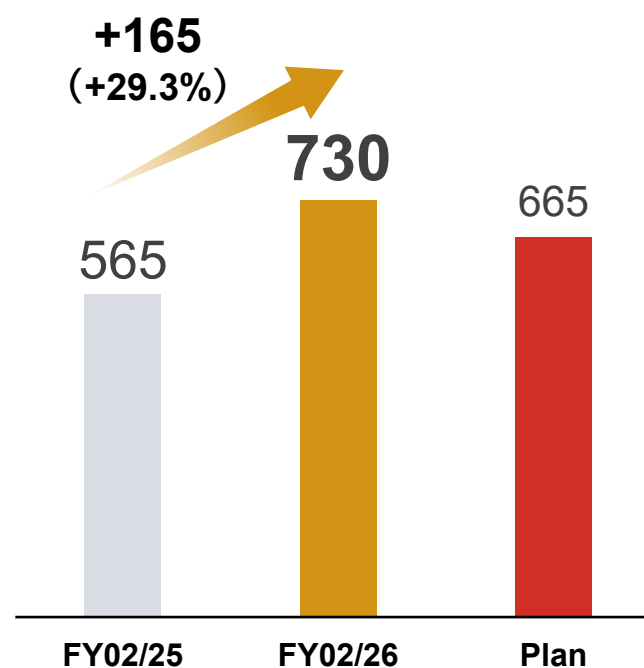
Sales

(million yen)



Operating Profit

(million yen)



Comments

- Approximately 2,100 creators are currently working.
- Staffing services for television stations are performing steadily.
- The performance of Wing, Sion, and Sion Stage is strong.
- Numerous programs produced by our group are being broadcast.

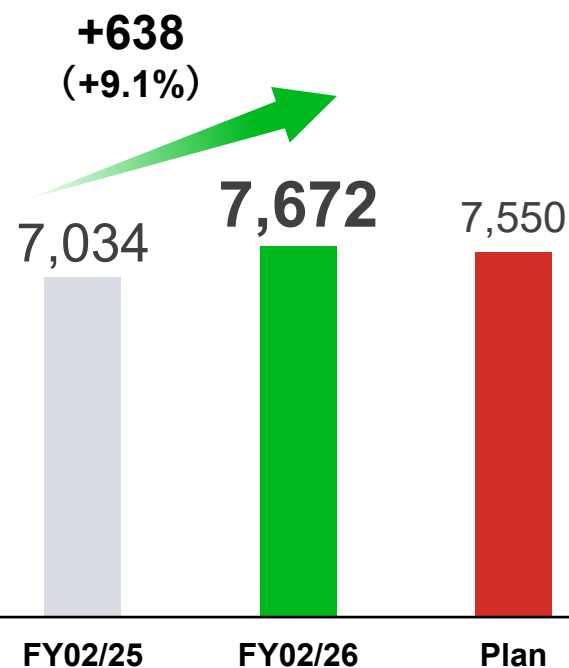
Nippon TV: Odoru! Sanma Goten!! (Production cooperation: Sion)
 Nippon TV: Guru Guru Ninety-Nine (Gurunai) (Production cooperation: Sion)
 TBS: Matsuko no Shiranai Sekai (The World Unknown to Matsuko) (Production cooperation: Sion)
 TBS: Sakagami & Sashihara no Tsuburenai Mise (Unbreakable Shops) (Production cooperation: C&R Inc.)
 TV Asahi: Akiyama and Movies (Production cooperation: C&R Inc.)
 TV Asahi: Ninjō Real Estate (Production cooperation: C&R Inc.)
 TV Tokyo: Soredame! ~Is Your Common Sense Actually Uncommon!~ (Production cooperation: C&R Inc.)
 TBS: Okorinbō Shōgun! (Production cooperation: C&R Inc.)
 Nippon TV: THE Toppa File (Production cooperation: Sion)
 TBS: Hamada Kayōsai ★ Wolf Boy (Production cooperation: Sion)
 Nippon TV: School Kakumei! (School Revolution!) (Production cooperation: Sion)
 Nagano Broadcasting: Moshikashite Unmei-san? (Could You Be My Destiny?) (Co-production: Sion)
 Nagoya TV: Okamura Men's Club (Co-production: Sion)

CREEK & RIVER

Responding to promotional needs from companies and government agencies, we achieved increased revenue and profits, exceeding our targets.

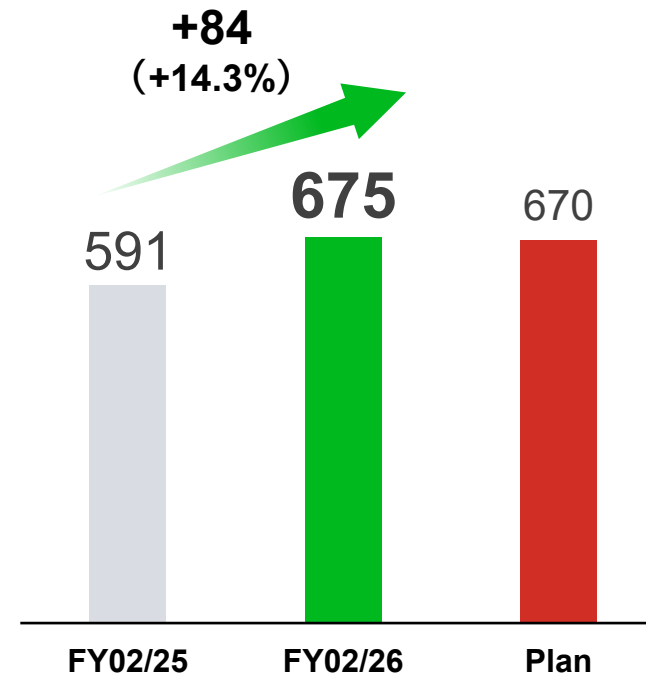
Sales

(million yen)



Operating Profit

(million yen)



Comments

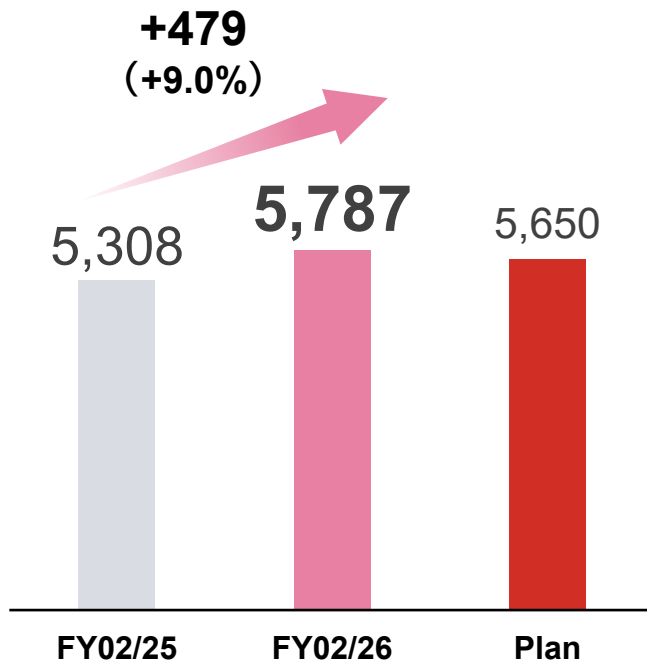
- Approximately 760 creators are currently active.
- The photographer and writer network is expanding to 700 members (an increase of 100 compared to the previous year).
- Demand for promotional services from companies and government agencies remains strong.
- All 35 units (teams of creators) are handling major clients.
- In October 2025, we opened "Relocal," an AI fan community mall, in collaboration with Quon Co., Ltd.

Medical Principle / Community Medical Innovation

The physician referral business is growing steadily, resulting in increased revenue and profits, exceeding projections.

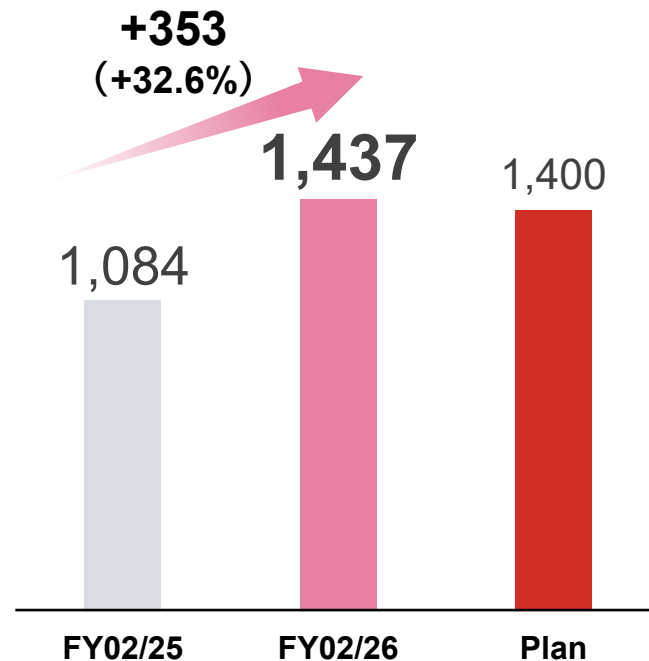
Sales

(million yen)



Operating Profit

(million yen)



Comments

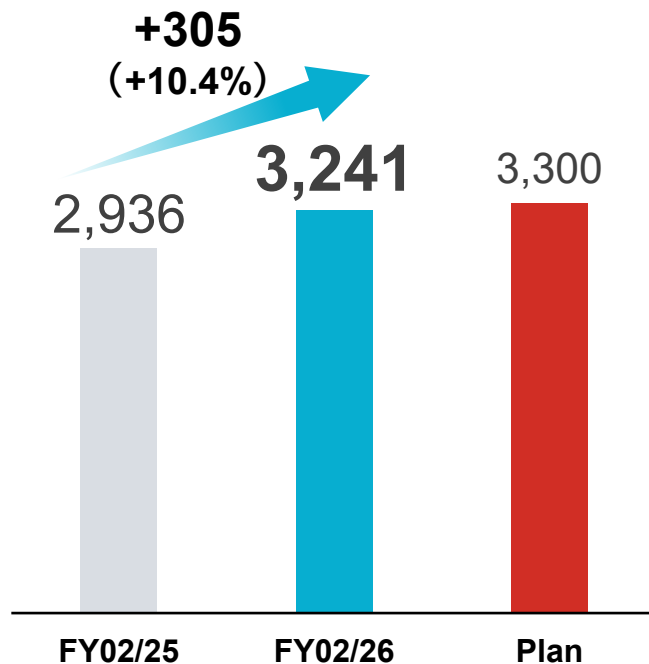
- Our physician placement business is growing steadily, achieving record-breaking performance.
- Sales from full-time physician placements (job placement support) are up 14.0% year-on-year.
- Our "Residency Navigation Fair" event for medical students and residents boasts exceptional attendance (8,000 participants in total for 2025).
- We support physicians in becoming independent; we currently provide management support to three medical facilities.

CREEK & RIVER / Leading Edge / Idrasys / LivAI

Each company saw improved profitability, resulting in increased revenue and profits, with operating profit exceeding plans.

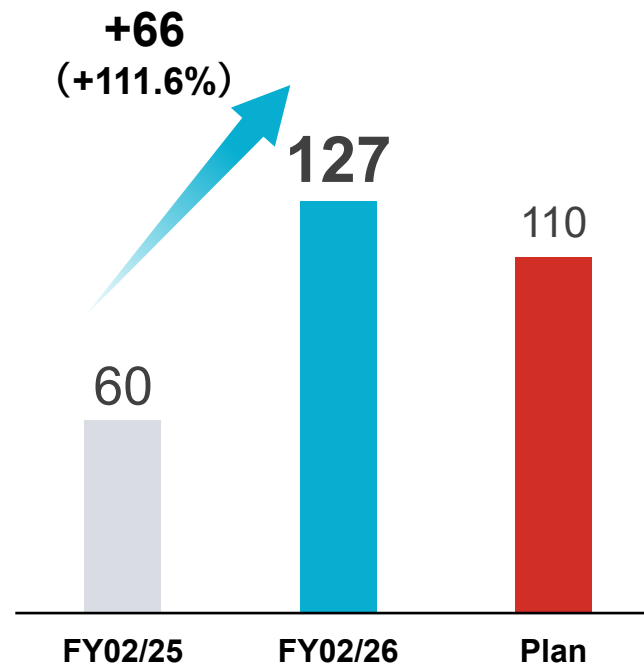
Sales

(million yen)



Operating Profit

(million yen)



Comments

- Approximately 260 DX engineers are currently working.
- Operating a Generative AI consulting business.
- The number of partner companies in the tool vendor support service "DX no Mori" is steadily expanding.
- Intumit, a Taiwanese AI company with which we have a capital alliance, was listed on TPEX (Taipei Exchange) in July 2025. Market capitalization as of April 2026: 2.5 billion Taiwanese dollars (approximately 12.3 billion yen).

Category Overview ⑥ Professional Agency

CREEK & RIVER / C&R Legal Agency (Legal) / JUSNET Communications (Accounting)

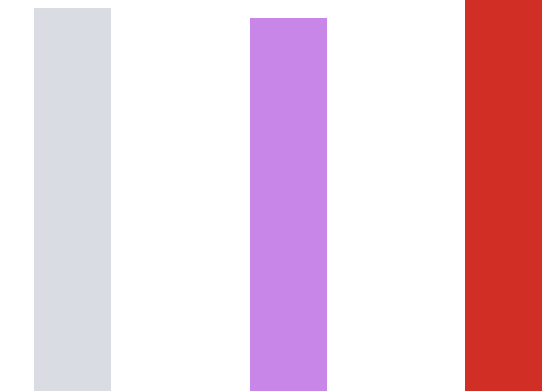
Recruitment business underperforms, resulting in decreased revenue and profits; recovery trend observed in the fourth quarter.

Sales

(million yen)

▲68
(▲2.5%)

2,661 2,593 2,910



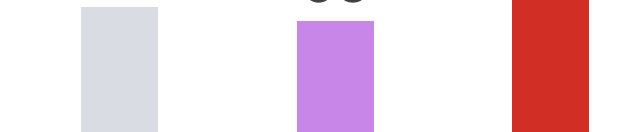
FY02/25 FY02/26 Plan

Operating Profit

(million yen)

▲7.3
(▲10.3%)

71 63 220



FY02/25 FY02/26 Plan

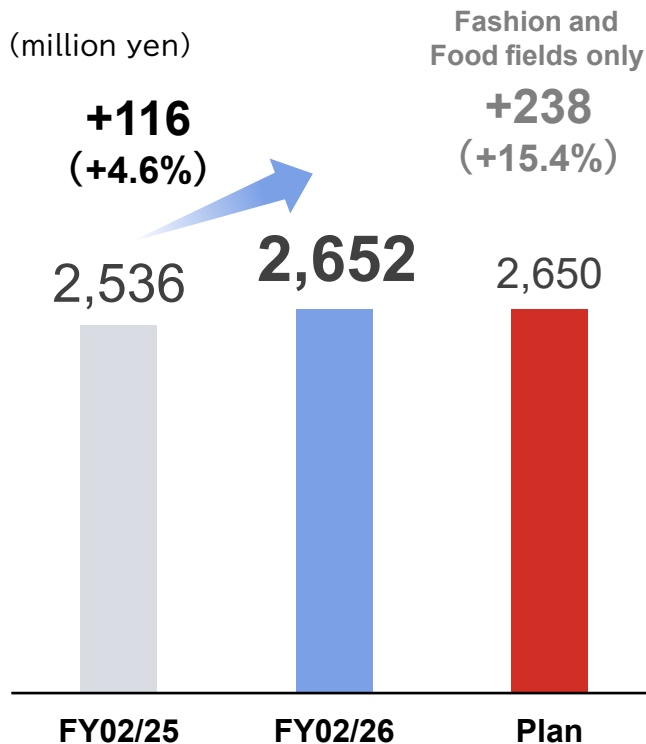
Comments

- The slump in the legal profession (lawyer) recruitment business has had an impact; the accounting-related business is showing signs of recovery.
- In September, the company hosted the "Accounting Firm Expo 2025," with a record-breaking 47 exhibitors.
- The current network includes 24,480 legal professionals, including lawyers, and 78,000 accountants and accounting professionals.

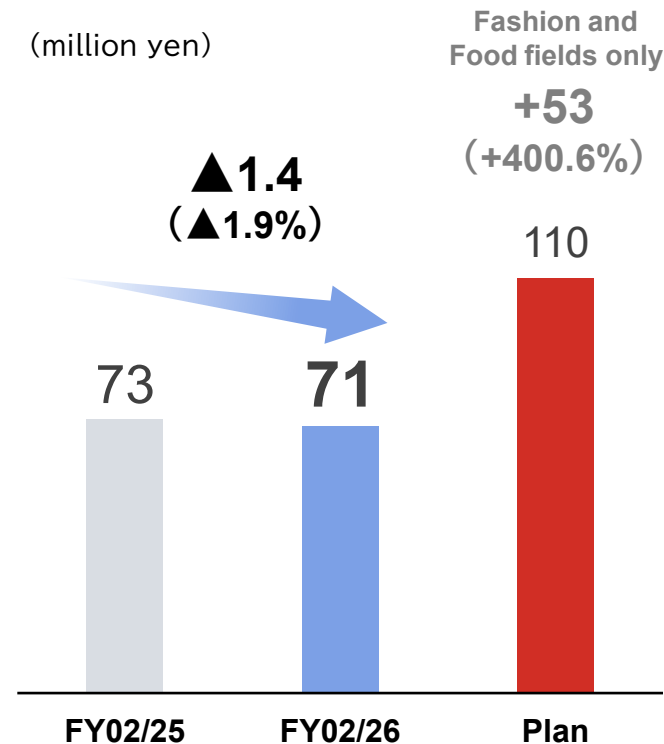
CREEK & RIVER / INTER BELLE (Fashion) / Chef's value (Food) / ALFA PMC (Architecture)

Fashion & Food businesses saw increased revenue and profits, performing well overall. However, the construction sector experienced continued project delays due to soaring construction costs, resulting in a decrease in profits.

Sales



Operating Profit



Comments

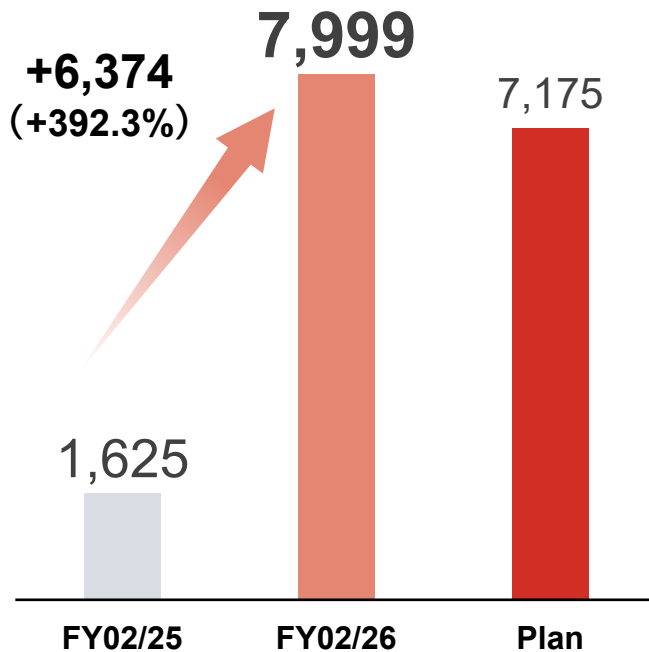
- Following its original fashion brand "ECLECT," the company has launched "Touch of Grace," a women's golf wear brand.
- The Italian restaurant "Cassolo," in the company's headquarters building "Shintora-dori CORE," has become profitable and supports chefs in starting their own businesses through the restaurant.
- In the construction sector, projects have been delayed due to rising material costs and other factors.

VR Japan / Kiduki Architect / Connect Around / One Leaf Clover / Nextrek
 C&R EVERLASTING STORY / Shiftall / Takahashi Shoten Group / CREEK & RIVER Global

Takahashi Shoten Group reports significant increase in revenue and profits, exceeding projections.

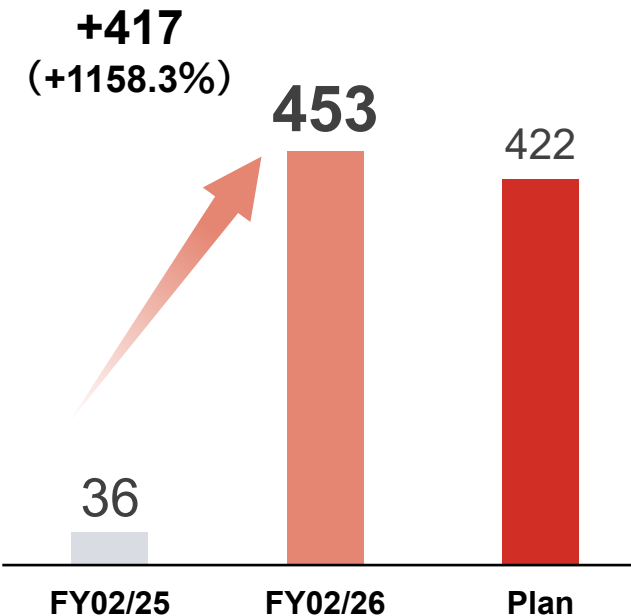
Sales

(million yen)



Operating Profit

(million yen)



Comments

- Takahashi Shoten Group has recorded revenue for nine months. Third quarter saw the highest sales and profits, and fourth quarter also performed well, exceeding expectations.
- Connect Around, a subsidiary in the agriculture sector, opened a complex facility in Okuma Town, Fukushima Prefecture, offering agriculture, food, and accommodation. Depreciation expenses were recorded (operating loss: 160 million yen).
- Five out of nine companies (group companies) are in the red, with a total loss of 250 million yen.

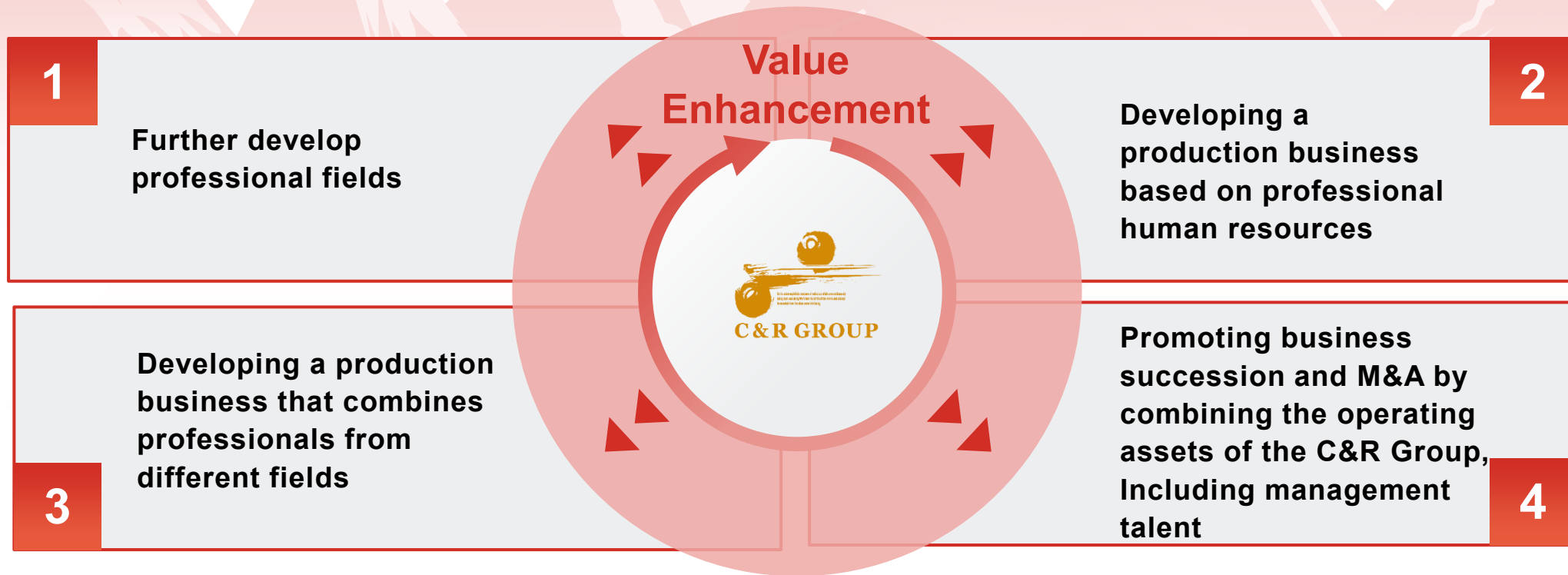
Full-year earnings results for FY02/26 by category

Unit: Million Yen

	Sales			Operating Profit		
	FY 02/26 Full Year (Result)	YoY Comparison	Plan achievement	FY 02/26 Full Year (Result)	YoY Comparison	Plan achievement
1 Game & Rights Management	17,867	120.8%	105.6%	1,590	105.4%	90.9%
2 Broadcasting & Video	14,921	105.0%	100.8%	730	129.3%	109.8%
3 Promotion & Marketing	7,672	109.1%	101.6%	675	114.3%	100.8%
4 Medical & Healthcare	5,787	109.0%	102.4%	1,437	132.6%	102.7%
5 AI/DX·IT	3,241	110.4%	98.2%	127	211.6%	115.4%
6 Professional Agency	2,593	97.5%	89.1%	63	89.7%	29.0%
7 Quality of Life	2,652	104.6%	100.1%	71	98.1%	65.1%
8 Incubation & Development	7,999	492.3%	111.5%	453	1258.3%	107.3%
Total	61,393	122.1%	102.3%	4,914	136.0%	98.3%

Growth Strategy and Full-Year Performance Forecast for FY Feb 27(37th)

Based on four basic strategies, the C&R Group strives to increase the synergy effects of collaboration among group companies and to enhance the value of the entire group.



Growth Strategy(C&R Group Sales Assets)

C&R Group Business Assets

Professional Network

463,000 professionals

Client Network

57,000 companies

Group companies

33 companies

Number of employees

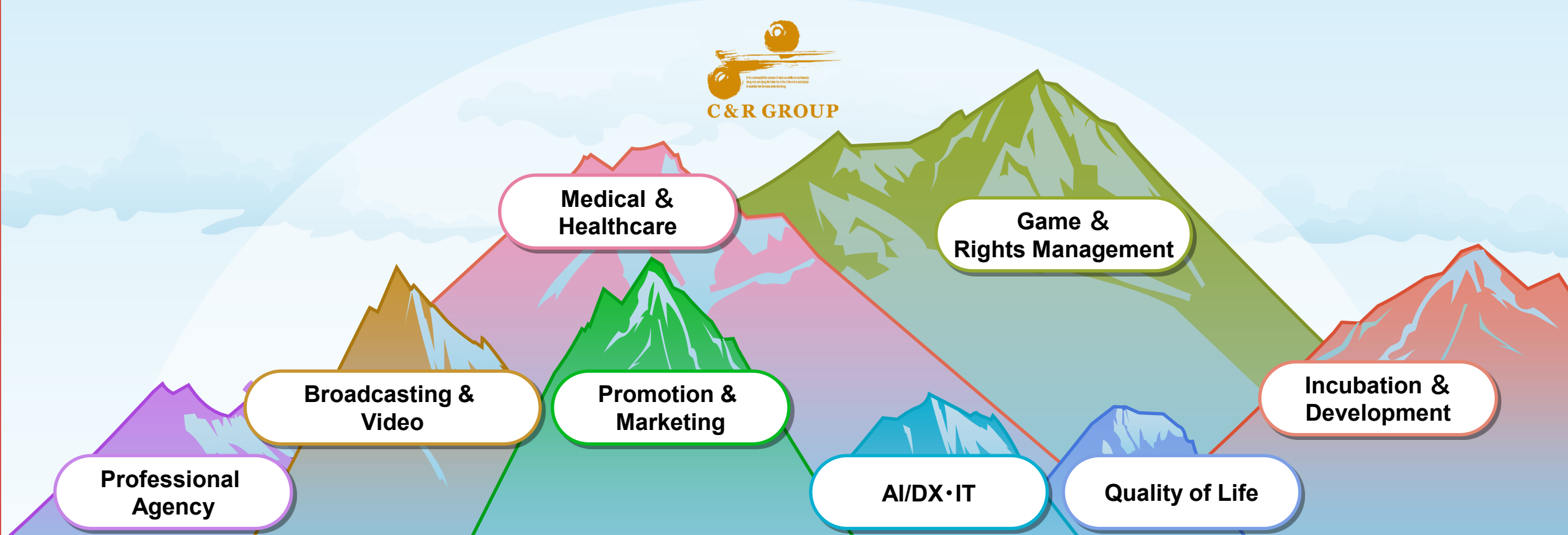
4,605 people

* As of April,2026



C&R Group's Goal: "Mountain Range Management" Model

Each group company has a wide range of expertise, and through mutual collaboration, we will create value that contributes to clients and society by leveraging the strengths of each business.



Supporting growth on the same soil
(group philosophy)

The foundation that supports Mountain Range Management growth is made of the following elements.



Mission

Enhance the lifetime value
of professionals

Contribute to value
creation for clients

The foundation that supports Mountain Range Management growth is made of the following elements.

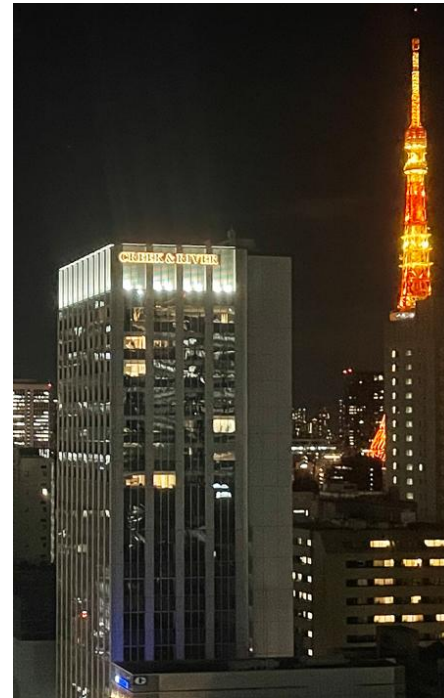


Management Philosophy

Human abilities hold infinite potential. We will maximize these potentials and contribute to the happiness of people and society.

① Further develop professional fields

● Early May 2026: C&R Creative Studio expands, attracting game related companies



【MSC Onarimon Building】

Location: 3-6-1 Shinbashi, Minato-ku, Tokyo
Building Floors: 2 basement floors, 21 above-ground floors
Rental Floors: 2nd to 12th floors (11 floors)

Nearest Stations: Toei Mita Line "Onarimon Station" (3-minute walk)
Tokyo Metro Hibiya Line "Kamiyacho Station" (10-minute walk)
Head Office Distance: 4-minute walk from Shintora-dori CORE

① Further develop professional fields

● April 1, 2026: A record-high 366 new graduates joined the company.



[C&R Co., Ltd.] 239 employees
General positions: 31
Video specialist positions: 127
Game/CG creator positions: 35
Digital production positions: 40
DX/Digital marketing positions: 6

[Medical Principle] 11
[Leading Edge] 2
[JUSNET Communications] 4
[INTER BELLE] 27
[WING] 16

[SION] 7
[SION STAGE] 51
[Takahashi Shoten] 7
[Kowado] 2
Total 366

② Development of production businesses based on professional talent

● Responding to the strong promotional needs of corporations and government agencies.

● AI fan community mall "Relocal" is progressing
Participants exceed 100,000; local governments & other organizations nationwide begin adopting the service



Daiwa Asset Management
iFree Brand Rebranding Initiative



Nichirei Foods
Production of the special website "Nichirepo"



NEC Solution Innovators
"Career Recruitment Site" Website Renewal



Persol Career "doda" manuscript creation



● Capital and business alliance with Quon Co., Ltd., conduct joint operations (12-2025)



③Development of a production business that combines professionals from different fields.

●Accelerating agritech business w/ FUN EAT MAKERS in Okuma at its core (Connect Around)



▲By introducing a universal workflow, we aim to create a world where everyone can thrive as an agricultural professional.



▲FUN EAT MAKERS in Okuma



▲We produced approximately 220kg of lettuce at the in-house vegetable factory.



● Tomatoes cultivated using the 'coral gravel farming method' developed by Meiji University are now being sold in Fukushima Prefecture, the Greater Tokyo area, and elsewhere.

● Vegetables we cultivate are sold in bento boxes in Azabudai Hills and other locations in 13 prefectures across Japan.

④ Promoting business succession and M&A by combining the operating assets of the C&R Group, including management talent

● C&R EVERLASTING STORY is now fully launching its business succession support services.

- The first "TOP MANAGEMENT CLUB" was held, bringing together 25 business leaders.
- C.R.E.S. PARTNERS MAGAZINE: A specialist magazine that connects the "stories" of business leaders to the future.



Business owners considering succession participated in the program. Former executives of publicly listed companies and active business leaders provided advice to business owners, creating a forum where entrepreneurs can openly discuss management challenges and concerns related to business succession, while supporting new ventures.

50,000 copies per issue

We are promoting a business succession support initiative that fully inherits a company's history and philosophy while leveraging the C&R Group's sales assets.

④ Promoting business succession and M&A by combining the operating assets of the C&R Group, including management talent

● Takahashi Shoten Group

● Takahashi Shoten's reception area, lined with colorful planners and calendars



● Takahashi Shoten's long-standing popular notebooks and calendars



● Bestseller, 10th anniversary since release



The series has sold a total of 5.46 million copies.

Full-year earnings forecast for FY02/27

<Assumptions for the plan ending February 2027>

* Relocation and expansion of studio functions: 720 million yen cost increase. Excluding this impact, operating profit is 121% year-on-year.

* Net profit in the previous year was affected by one-time positive factors (Takahashi Shoten tax expenses, Connect Around subsidy). Excluding this impact, year-on-year increase is 109%.

* Business succession and M&A are not included in the plan.

Units: million yen

	Plan for FY02/27 (Full year)	Results for FY02/26 (Full year)	Comparison
Salse	65,500	61,393	107%
Operating Profit	5,250	4,914	107%
Operating profit margin	8.0%	8.0%	±0pt
Ordinary profit	5,150	4,801	107%
Profit attributable to owners of parent	3,350	4,075	82%
Dividend (yen)	50	50	±0

Full-year earnings forecast for FY02/27 by category

We plan to increase revenue and profits in all categories, aiming to absorb investment costs such as studio relocation and group expansion.

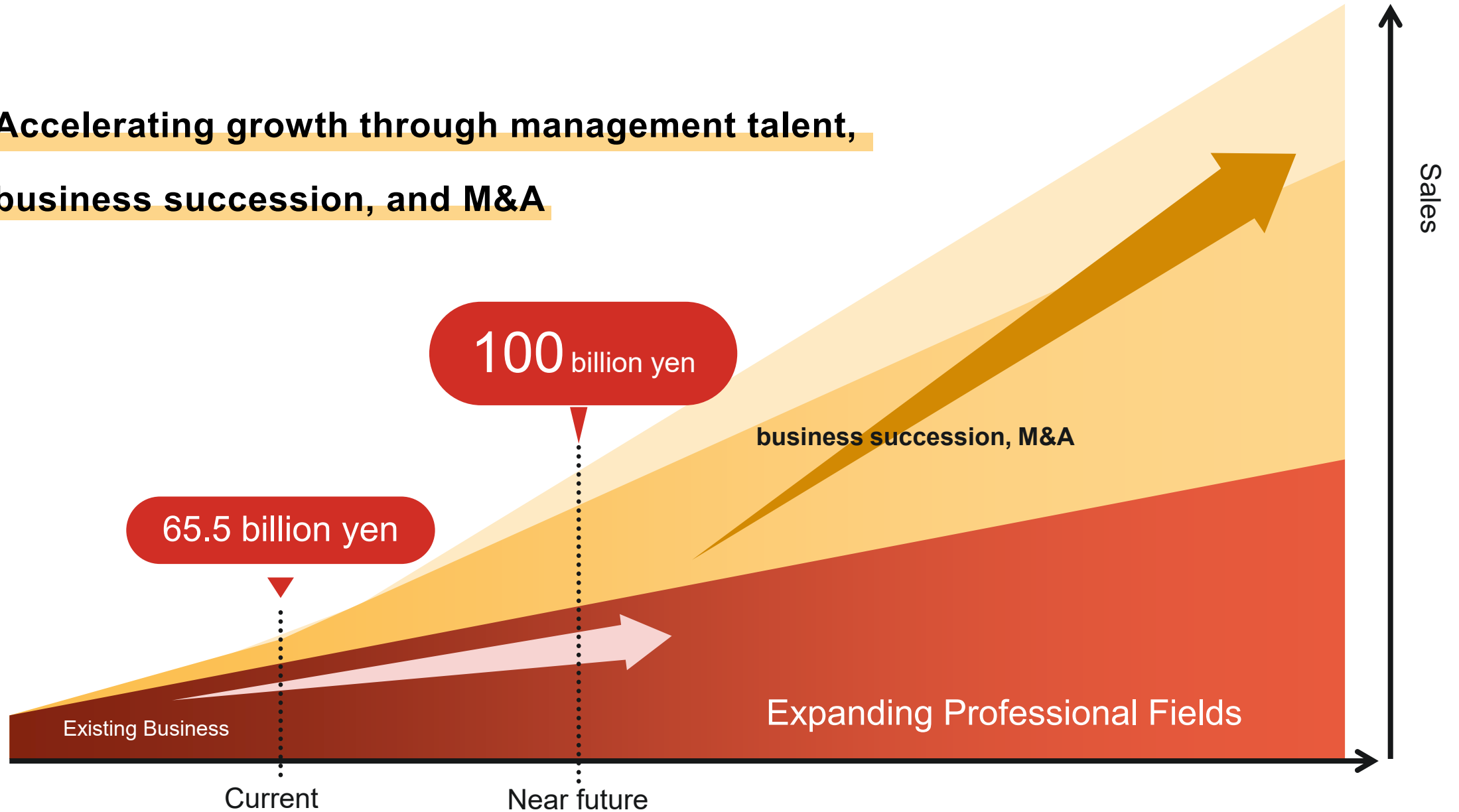
Units: million yen

	Sales			Operating profit		
	FY02/27 Plan (Full year)	FY02/26 Result (Full-year)	YoY comparison	FY02/27 Plan (Full year)	FY02/26 Result (Full-year)	YoY comparison
1 Game & Rights Management	18,800	17,867	105.2%	1,725	1,590	108.4%
2 Broadcasting & Video	15,500	15,016	103.2%	777	719	108.0%
3 Promotion & Marketing	8,200	7,743	105.9%	750	678	110.5%
4 Medical & Healthcare	6,270	5,787	108.3%	1,520	1,437	105.7%
5 AI/DX·IT	3,680	3,319	110.9%	190	98	193.7%
6 Professional Agency	2,500	2,349	106.4%	150	99	150.1%
7 Quality of Life	2,840	2,652	107.1%	125	71	174.5%
8 Incubation & Development	9,745	7,999	121.8%	680	453	150.1%
Total	65,500	61,393	106.7%	5,250	4,914	106.8%

*From the FY ending Feb 2027, some of the businesses previously included in "Professional Agency" will be transferred to other categories. The figures for the FY ending Feb 2026 are adjusted figures.

Roadmap to Business Expansion

**Accelerating growth through management talent,
business succession, and M&A**

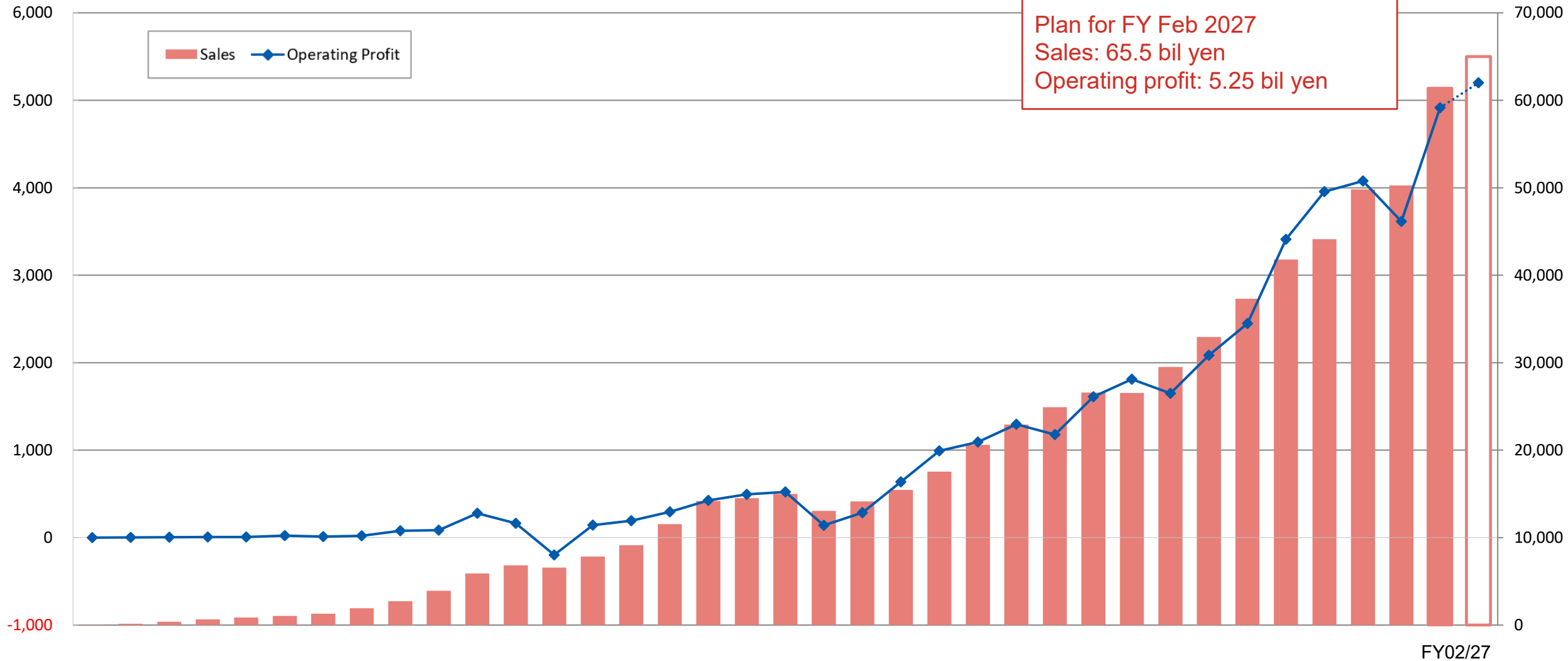


Performance Trends

Operating Profit

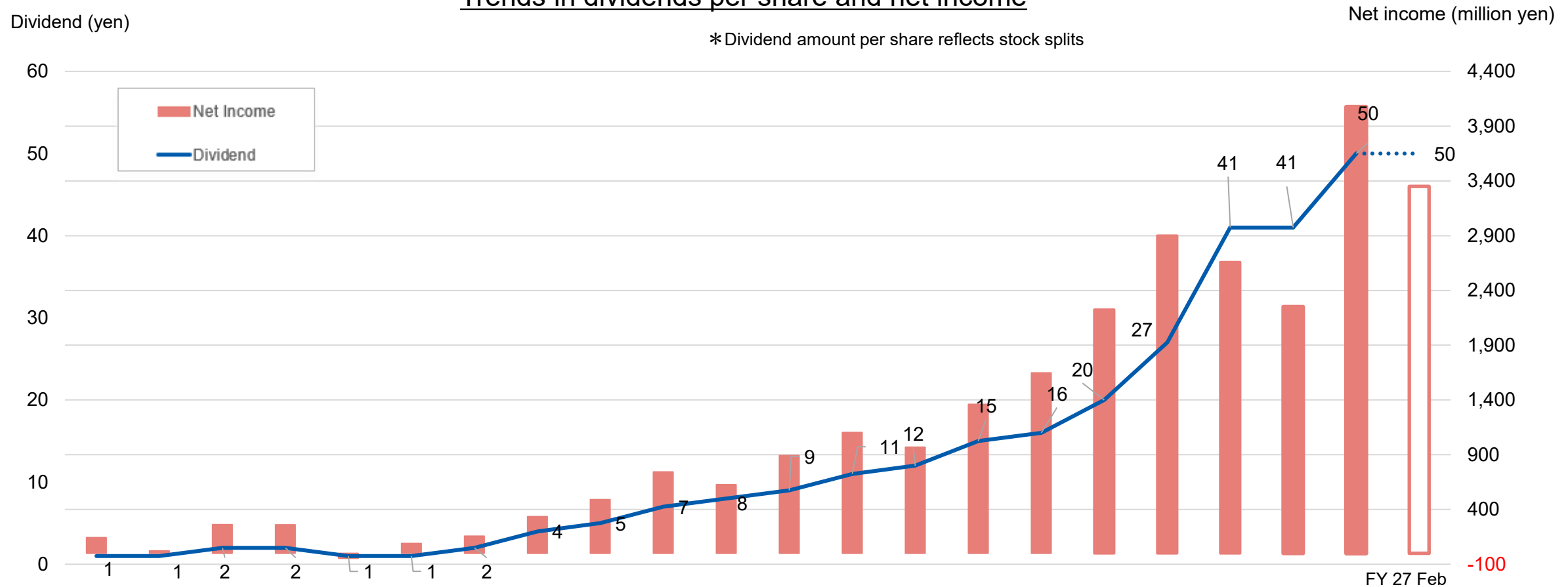
Unit: million yen

Sales



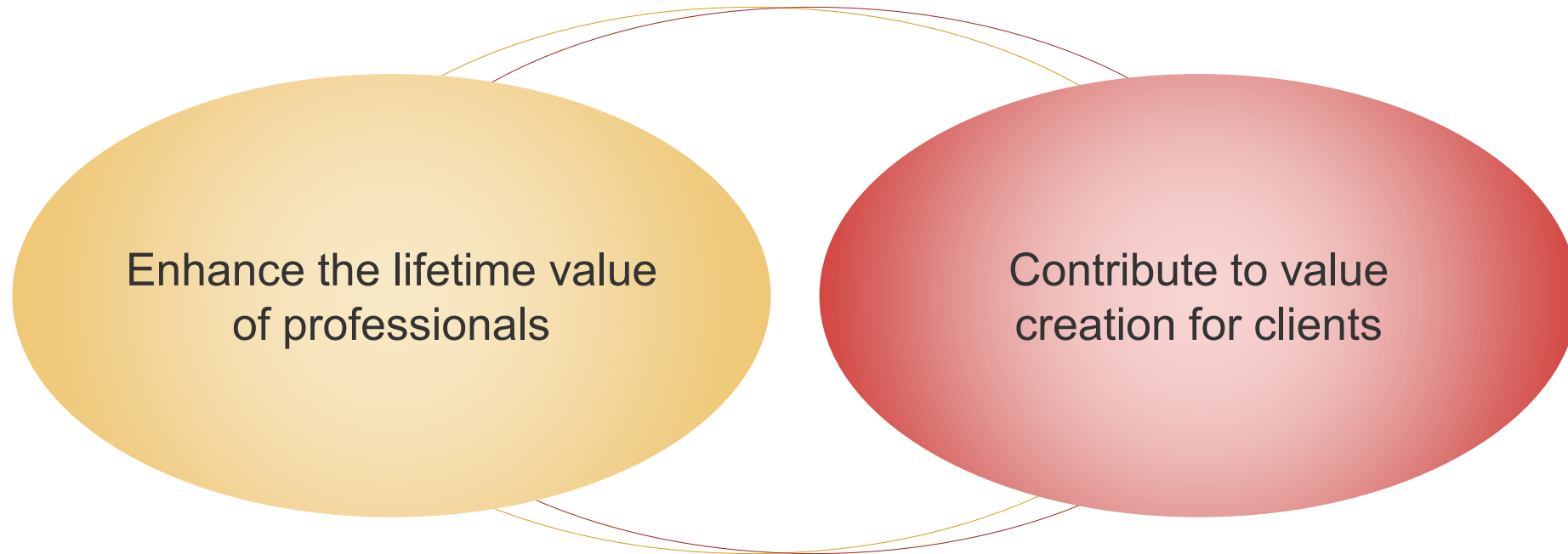
FY02/27 Dividend per share is planned to be 50 yen. *Policy is for a consolidated dividend payout ratio of 30%.

Trends in dividends per share and net income



Appendix

C&R Group Mission



“Professional” as defined by the C&R Group

1.

Occupations that
can have an impact
all over the world



2.

Occupations that
cannot be substituted
by machines

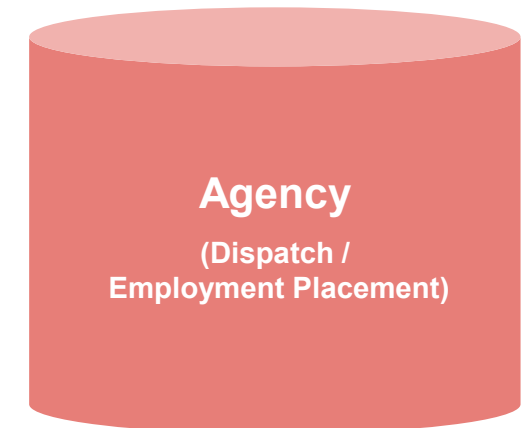
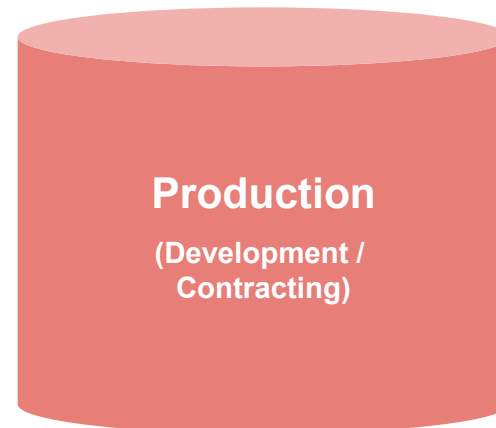


3.

Occupations that
accumulate intellectual
properties



Three Business Pillars



Rights Management (Planning, development, & distribution of intellectual property)

Production (Development/Contracting)

Agency (Temporary staffing/ recruitment)

Our Products

高橋書店
"The Encyclopedia of Unfortunate Creatures"
diary·calender



Shiftall
MeganeX 8K Mark II
HaritoraX 2 Pro



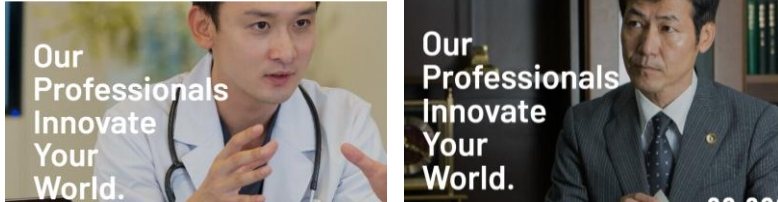
ATFES
アトフェス®
Collaboration event featuring popular games and anime:
"Atfes®" planning and operation



Manga & novel production studio "Manga LABO"
Planning & production of original comics



We develop television programs and games, and various promotions.



Professional-focused agency

Creative (Japan)

TV, games, web, advertising publishing, authors, architect, in the field of data science: production, rights management & agency business

6 Connected Companies

- CREEK & RIVER
- SION
- Claytechworks
- SION STAGE
- WING
- URS Games

Creative (Korea)

(In Korea) TV, games, web, advertising, publishing, in the field of authors: production, rights management & agency business]

2 Connected Companies

- CREEK & RIVER ENTERTAINMENT
- CREEK & RIVER KOREA

Medical

Employment placement business for doctors, clinical training for medical students and interns. Support service business and information provision business for the medical industry management support for clinics life science field

2 Connected Companies

- Medical Principle
- Community Medical Innovation

Accounting & Legal

CPAs, tax accountants, finance & accounting staff
Lawyers, judicial scriveners, patent attorneys, legal staff, etc.

[Agency, production business]

2 Connected Companies

- JUSNET Communications
- C&R Legal Agency

CRES

Executives, ex-executives of listed companies, CEOs, COOs, CFOs, etc. [Agency business]

6 Connected Companies

- C&R EVERLASTING STORY (formerly C&R Incubation Lab)
- Takahashi Shoten Group
- (5 companies)

Others

IT, fashion, food and agriculture sector [Agency, production business]
Business development utilizing cutting-edge technologies such as AI, XR, NFT, rights management, and production know-how

17 Connected Companies

- Leading Edge
- CREEK & RIVER SHANGHAI
- INTER BELLE
- VR Japan
- CREEK & RIVER Global
- Kiduki Architect
- forGIFT
- Idrasys
- Connect Around
- One Leaf Clover
- Chef's value
- Nextrek
- ALFA PMC
- Shiftall
- LivAI

※jeki Data Driven Lab (Equity affiliate)
Agent Growth (Equity affiliate)

*Underlined are companies established or grouped in and after the fiscal year ending February 2026.

FY02/26 Results by segment

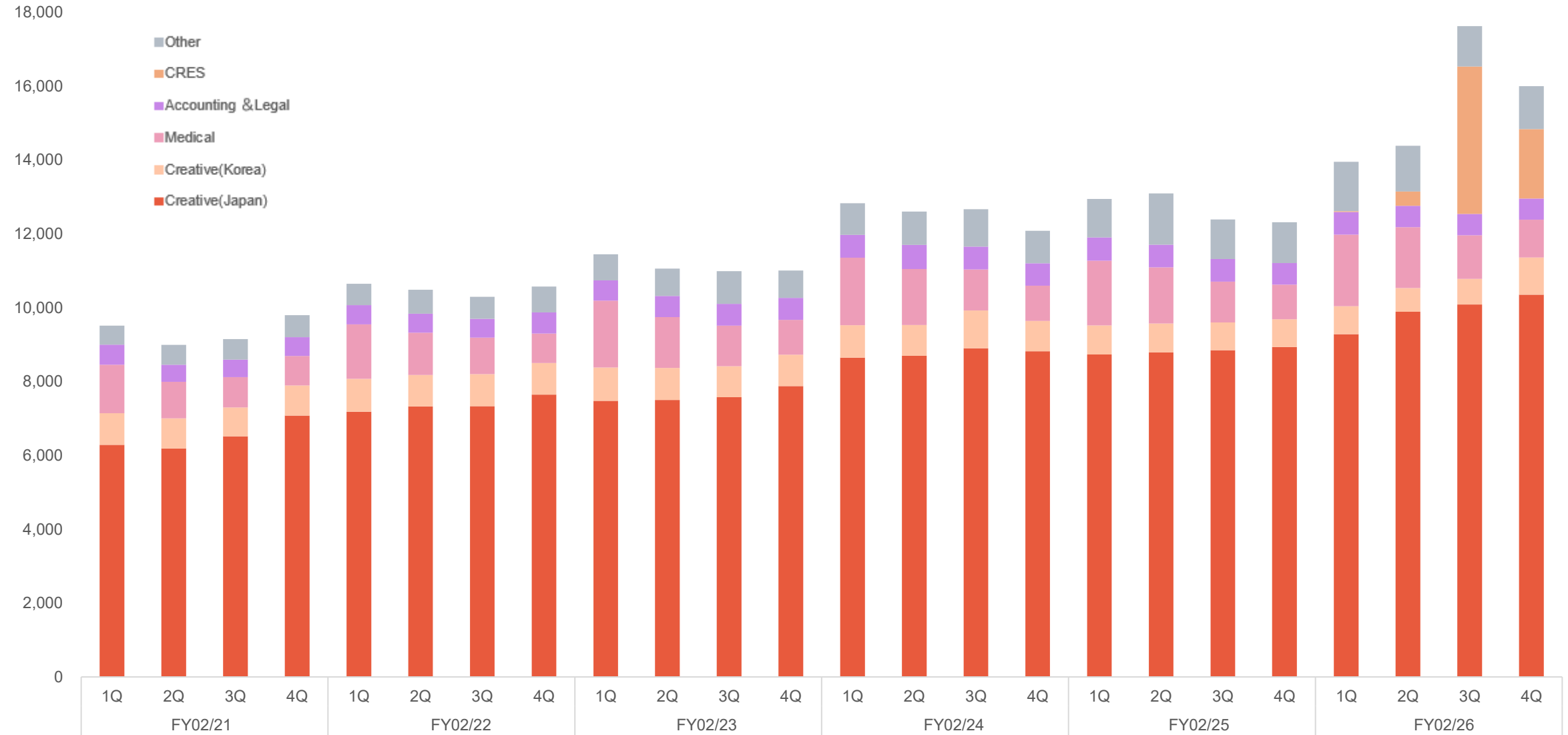
Unit: million yen

	Sales				Operating Profit			
	FY02/26	FY02/25	Rate of Change	Compared to plan (full year)	FY02/26	FY02/25	Rate of Change	Compared to plan (full year)
Ceative (Japan) * 6 Companies	39,610	35,305	112%	102%	2,890	2,532	114%	91%
Creative (Korea) * 2 Companies	3,106	3,078	101%	100%	▲39	▲10	▲29	-
Medical * 2 Companies	5,787	5,307	109%	102%	1,437	1,083	133%	103%
Accounting & Legal * 2 Companies	2,348	2,450	96%	89%	99	116	86%	56%
CRES * 6 Companies	6,277	82	7,644%	124%	643	43	1,467%	126%
Other * 17 Companies	4,836	4,514	107%	89%	▲106	▲127	+21	-
Total	61,393	50,275	122%	102%	4,914	3,614	136%	98%

※Eliminations have been omitted

Consolidated Sales Trends by Segment (Quarterly)

Unit: million yen



Consolidated Operating Profit Trends by Segment (Quarterly)

Unit: million yen

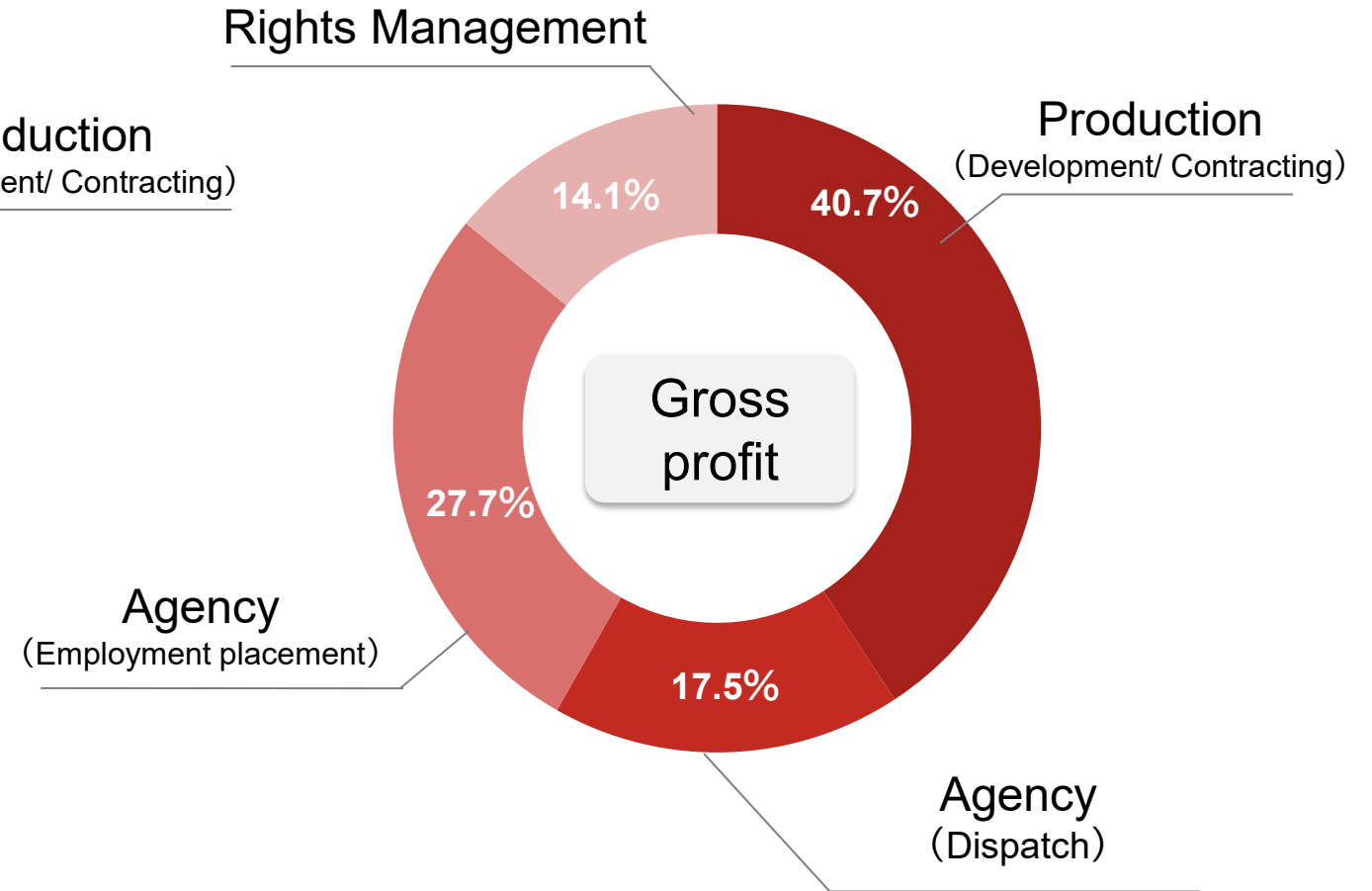
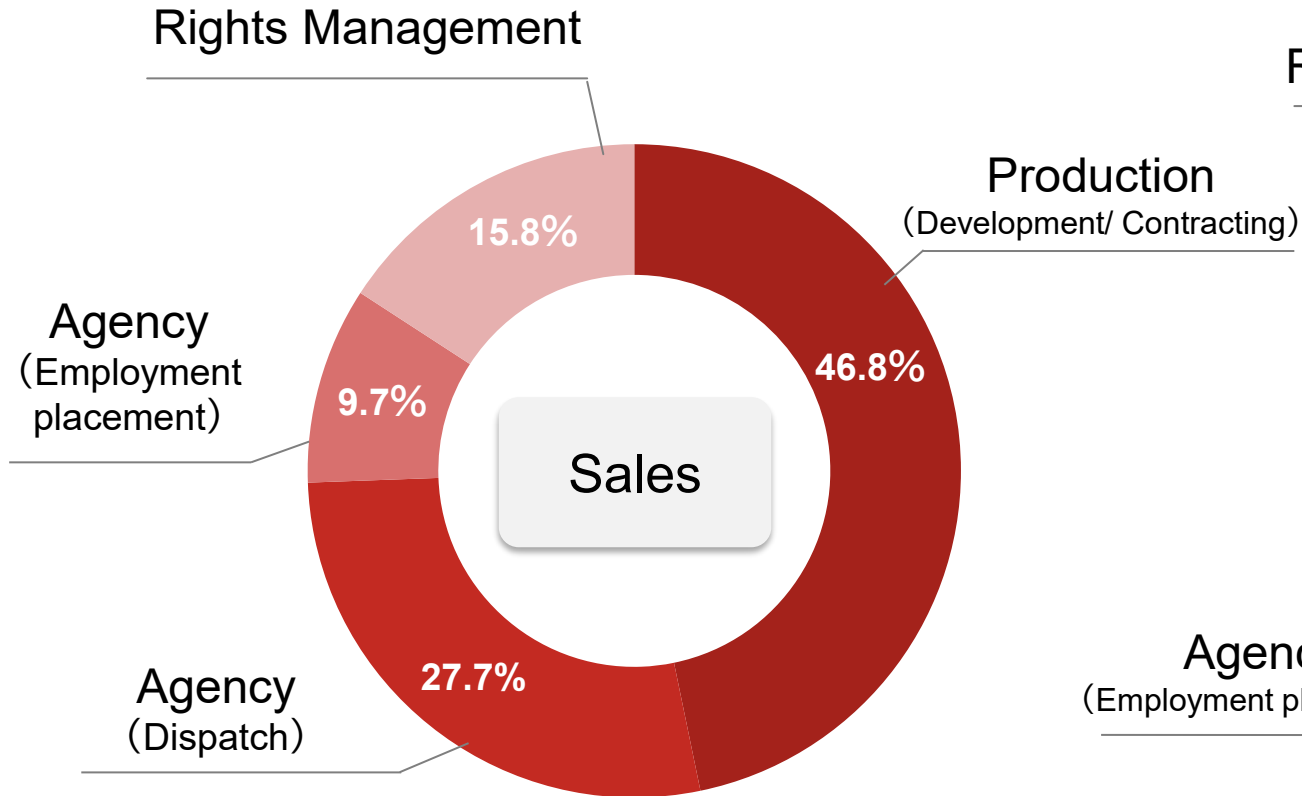


Business Mapping

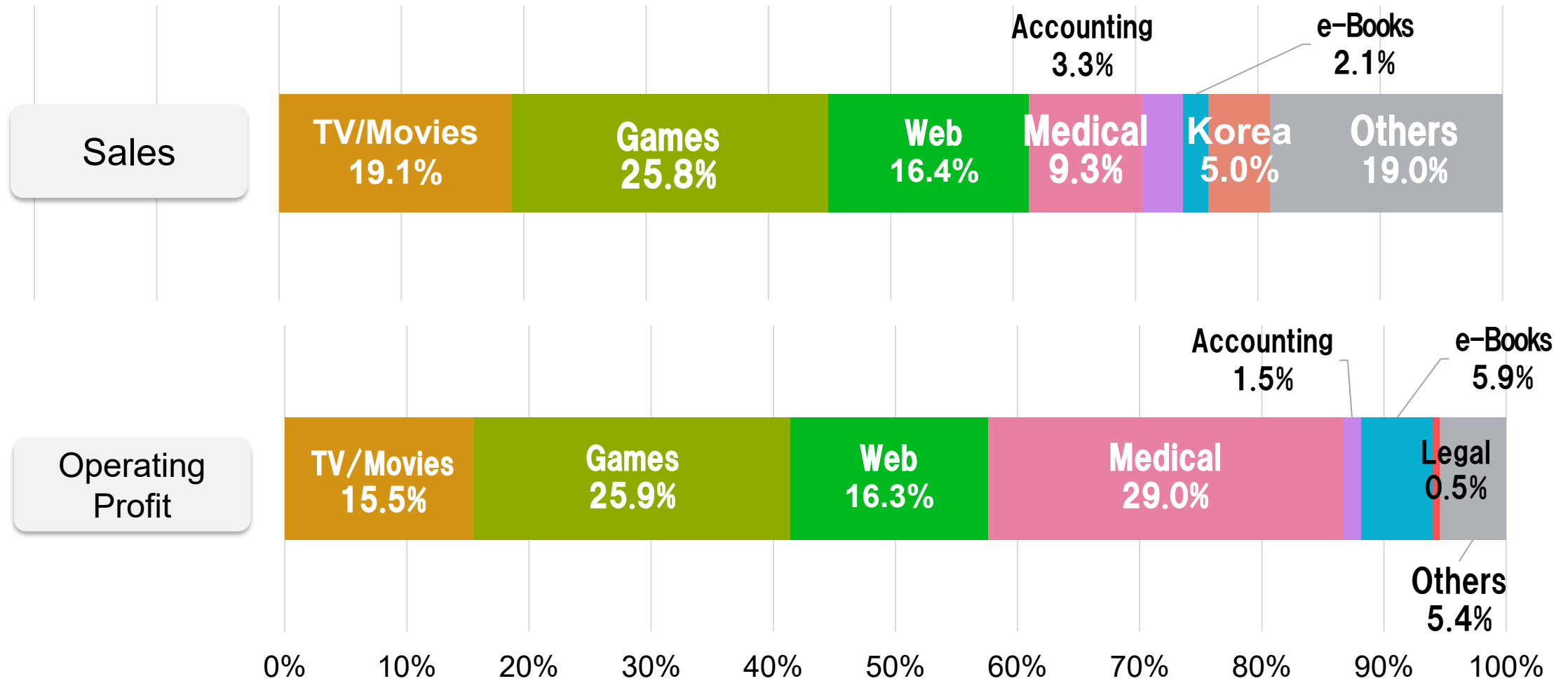
◎: Conducted as a main business ○: New business ✕: Legally prevented from this business

		Business fields														
		TV Movies	Games	Web	Ad & Publishing	Architecture	AI/DX	Medical	Life Science	Accounting	Legal	CXO	Fashion	Food	Agriculture	IT
Segment		Creative (Japan)					Medical		Accounting and Legal		CRES	Others				
Rights management		◎	◎		◎	○	○					○		○		○
Production (Contract)		◎	◎	◎	◎	◎	○	○	○	◎	✕		○	○	○	◎
Agency (Dispatch)		◎	◎	◎	◎	◎	○	✕	◎	◎	✕	○	◎	○		◎
Agency (Employment placement)		◎	◎	◎	◎	◎	◎	◎	○	◎	◎	○	◎	◎		○

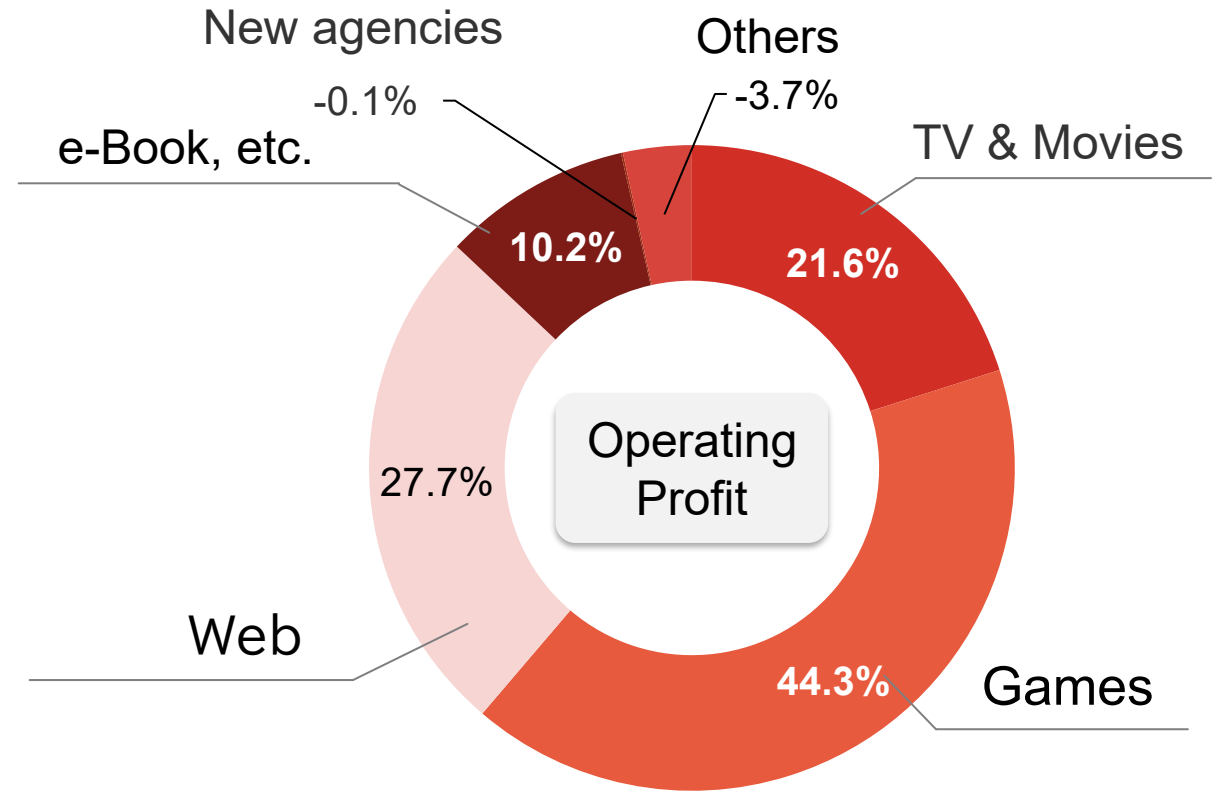
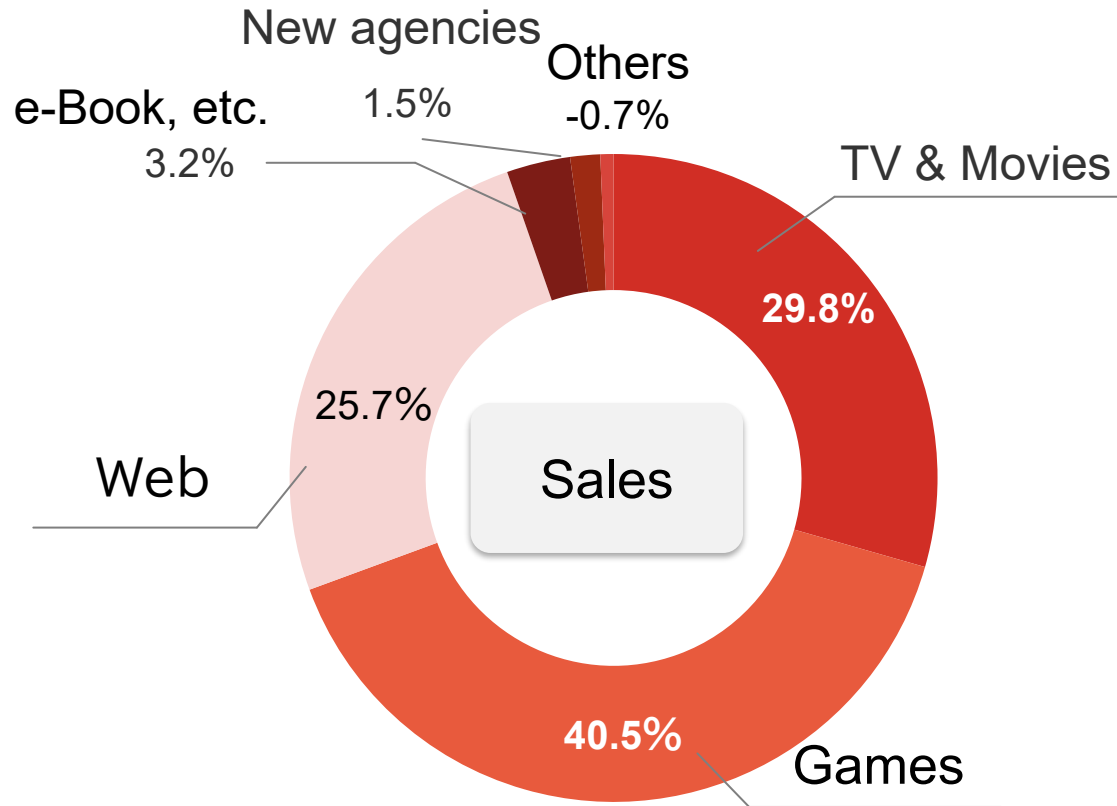
FY02/26 Percentage of Business



FY02/26 Breakdown of Consolidated Sales and Operating profit



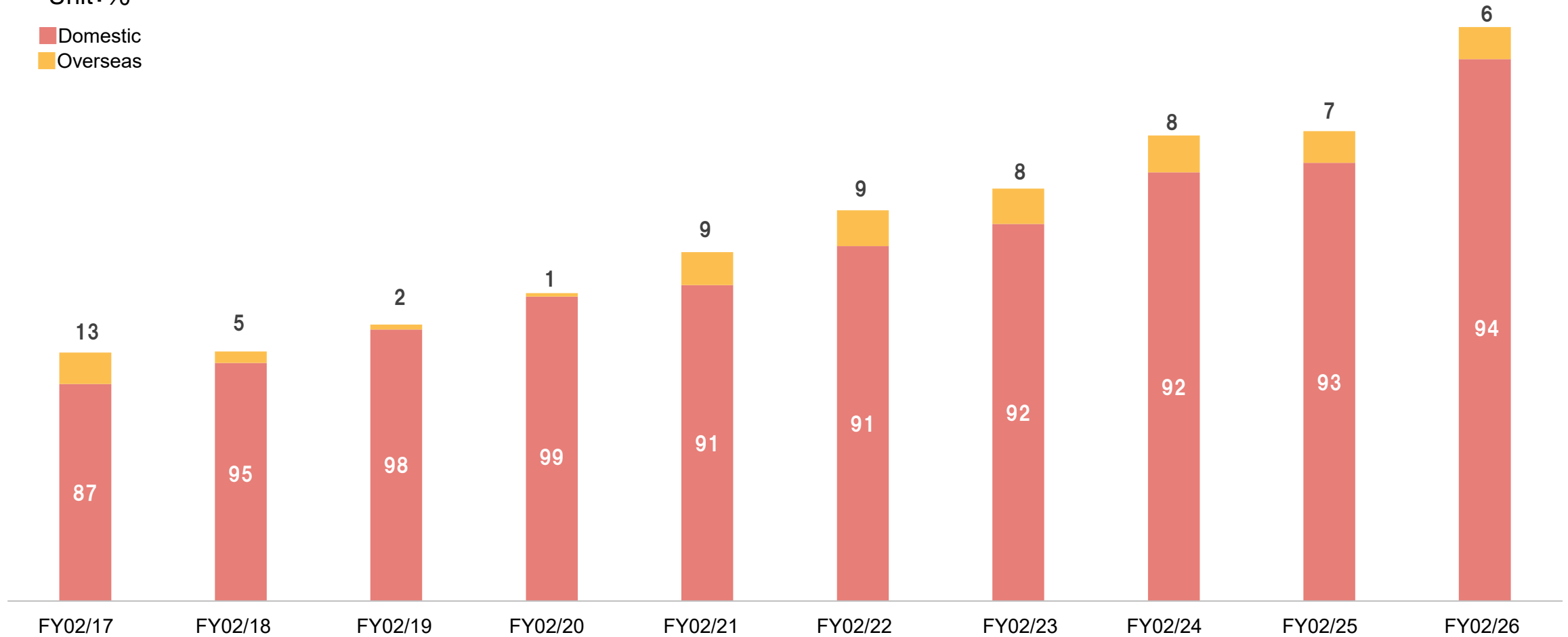
Creative (Japan) Percentage of Field



Domestic and Overseas [sales] Trends

Unit: %

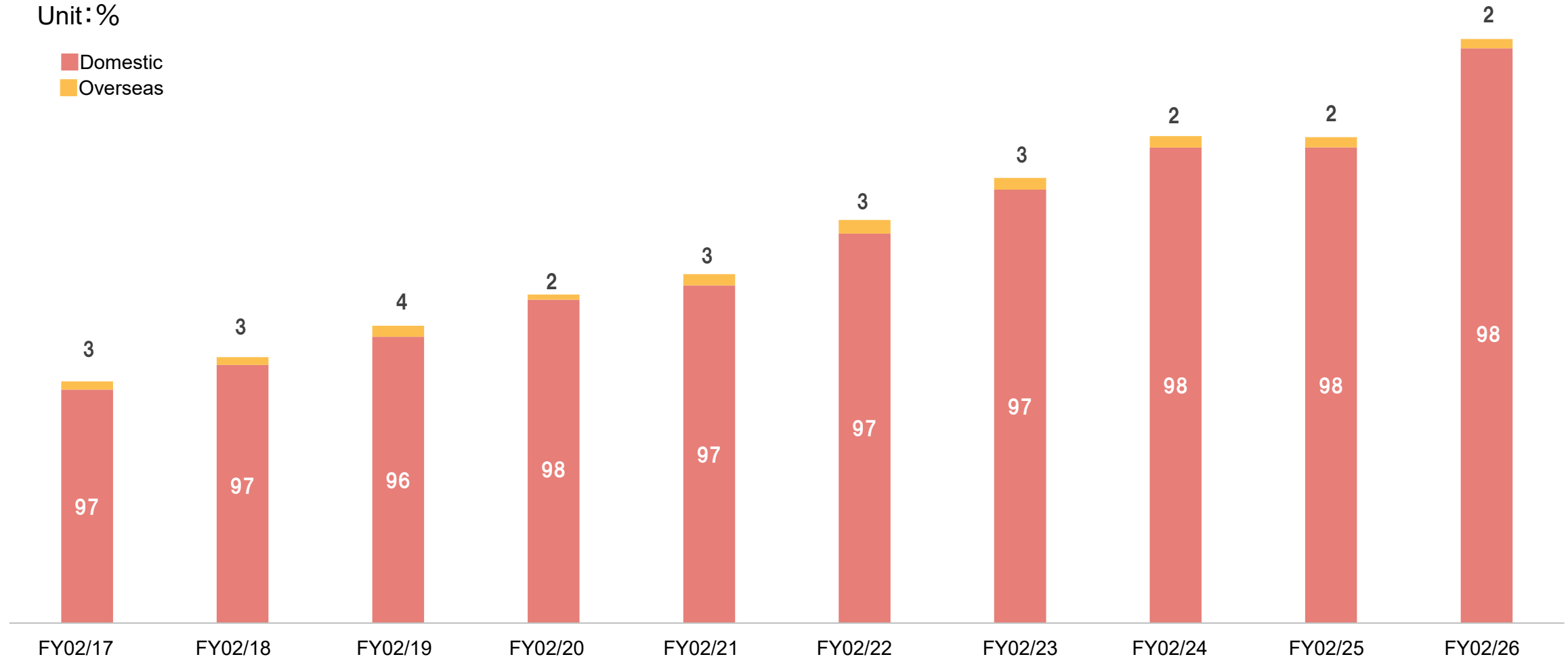
■ Domestic
■ Overseas



Domestic and Overseas [Operating Profit] Trends

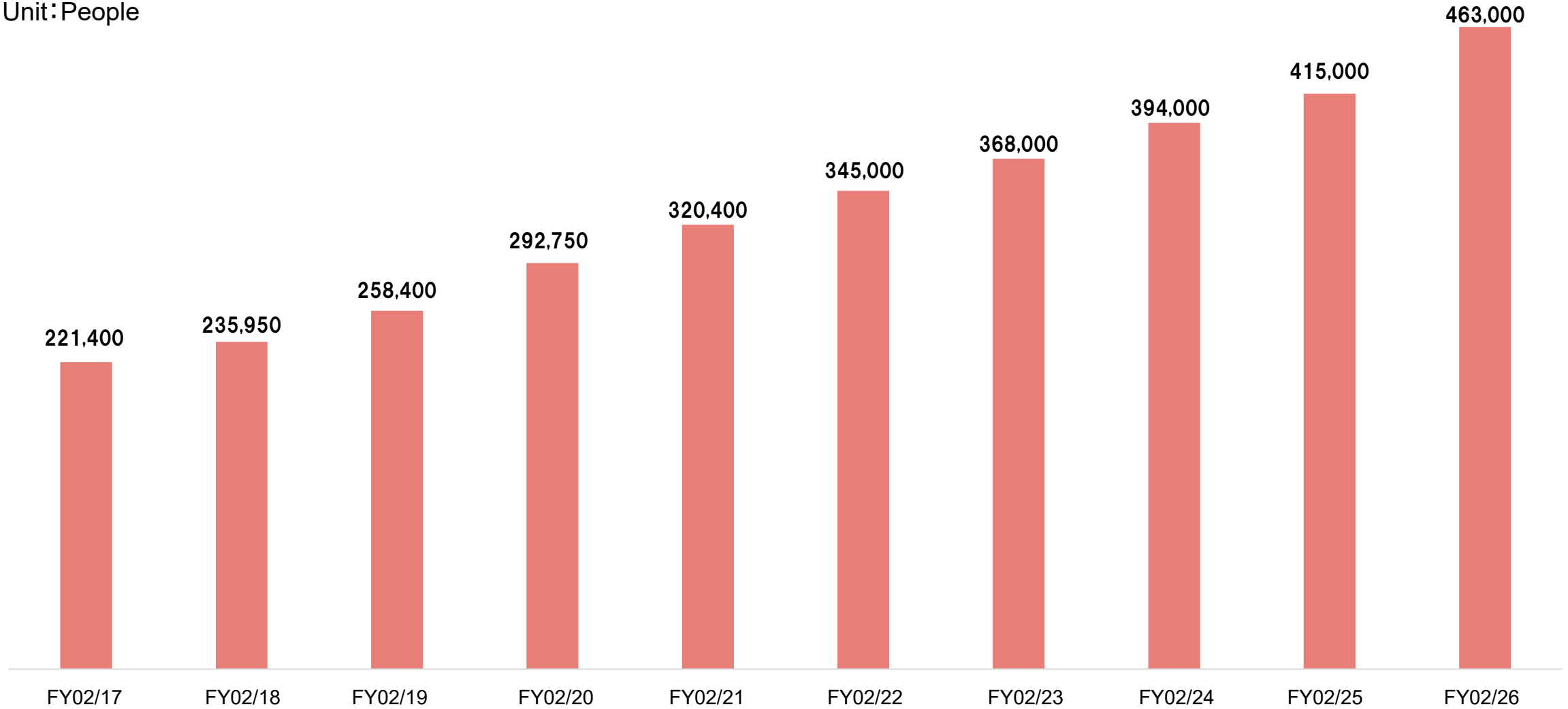
Unit: %

■ Domestic
■ Overseas



Changes in the Number of Professionals

Unit: People



Changes in the Number of Clients

Unit: Companies



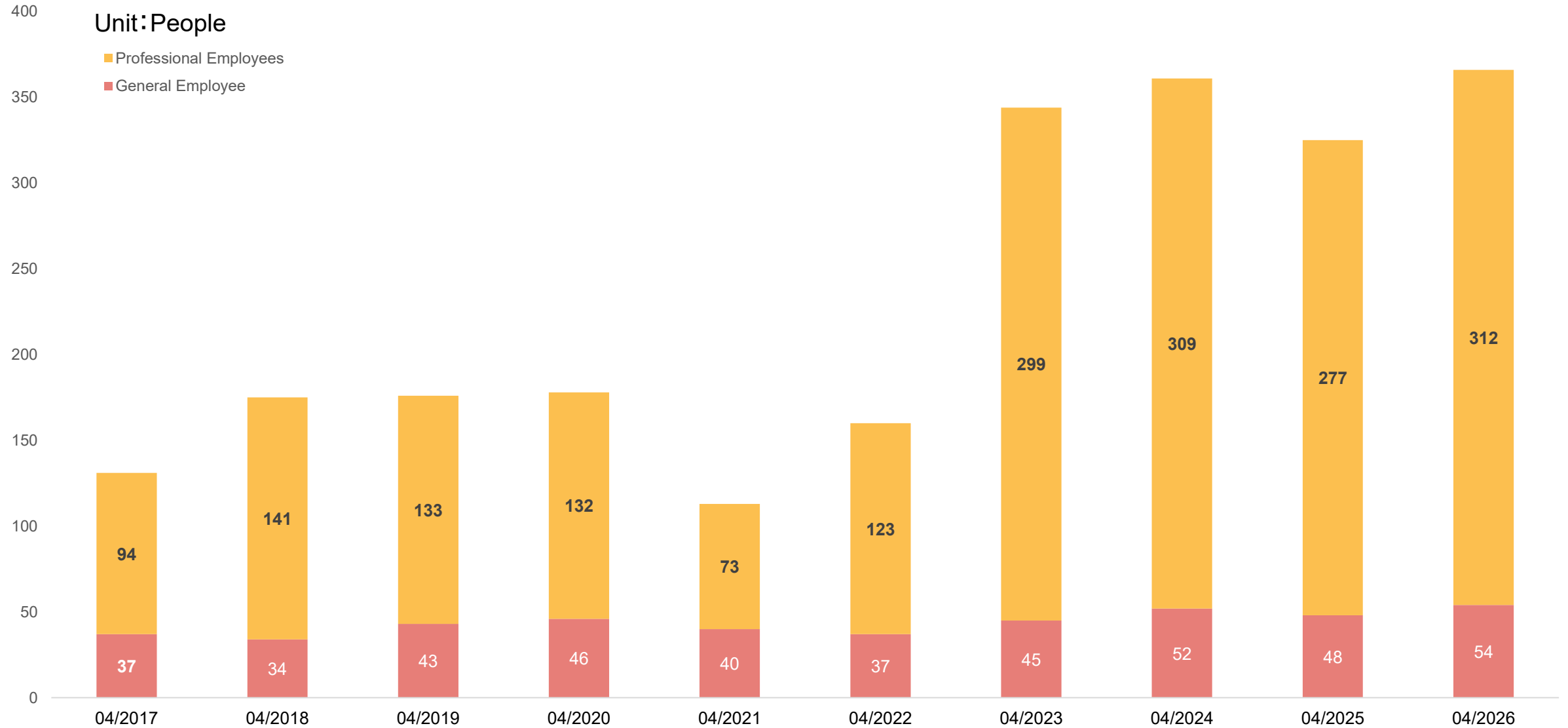
Changes in the Number of Employees

Unit: People



※Numbers as of the end of the period

New Graduate Recruitment Trends



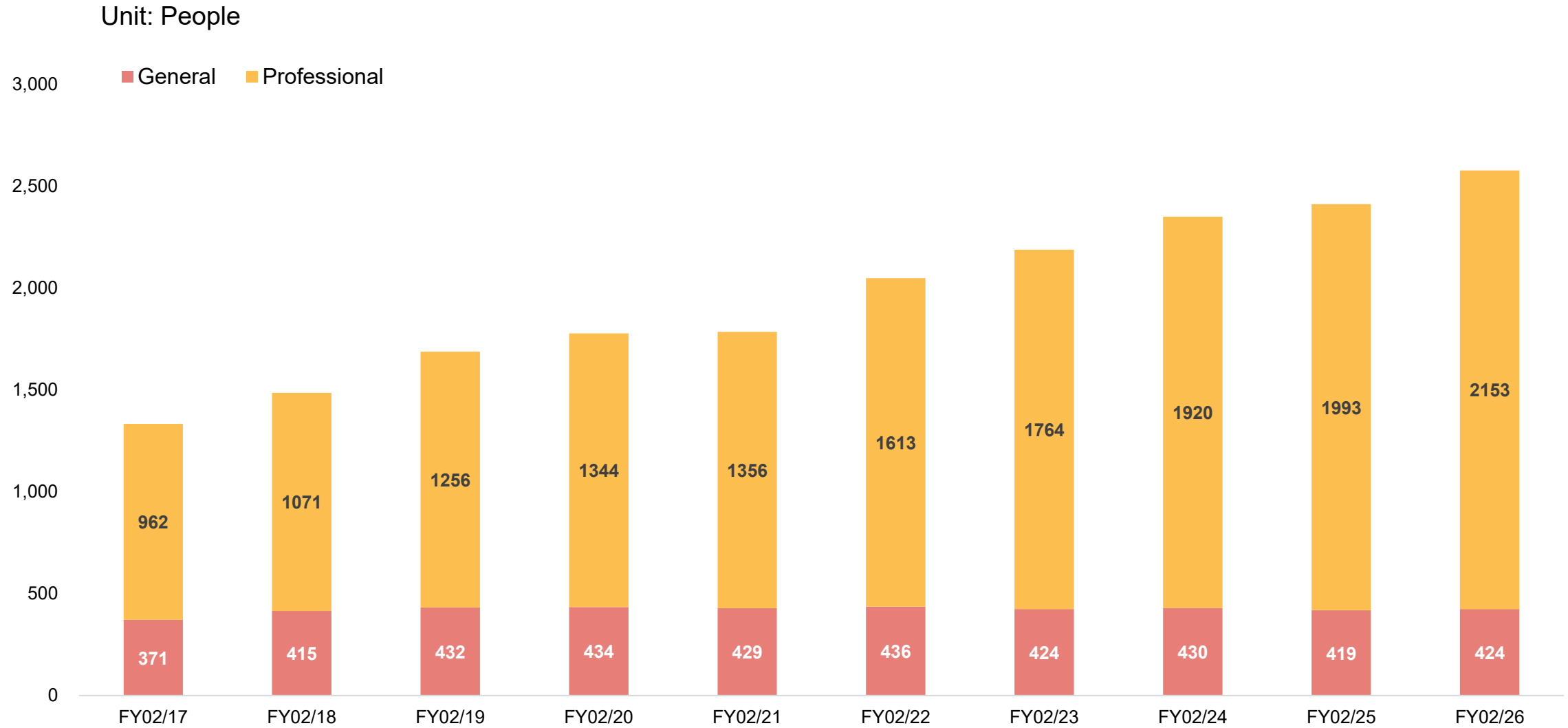
The Number of New Graduate Employees

The number of new employees joining the company in April 2026 was 366
(general employees: 54 / professional employees: 312)

(Unit: People)

	2023	2024	2025	2026
() is the number of professional employees				
Creative(Japan)	277(247)	316(279)	276(253)	313(283)
Medical	9(-)	10(-)	11(-)	11(-)
Accounting and Legal	6(-)	5(-)	3(-)	4(-)
Others	52(52)	30(30)	35(24)	38(29)
Total	344(299)	361(309)	325(277)	366(312)

Changes in the Number of General and Professional Employees



C&R Group Sustainability Initiatives

Basic Sustainability Policy

C&R Group's basic philosophy is "People's abilities have unlimited potential. We will maximize their abilities and contribute to the happiness of people and society." In order to realize our Group's mission of "Providing value to all stakeholders," we aim to achieve both the sustainable development of society as a whole and the sustainable growth of our group by working together to resolve various social issues and preserve the global environment through business activities centered on our professionals.

Through its business, the C&R Group is tackling the social issues facing the world in order to contribute to the achievement of the United Nations Sustainable Development Goals SDGs.

C&R Group Materiality

~ Creating a prosperous society by creating businesses together with professionals ~

	Materiality	Important policy
1	Create opportunities and an environment in which a variety of professionals can play an active role	<ul style="list-style-type: none"> • Progress of the 50 professional fields initiative • Educational provision that responds to changes in society • Initiatives to address employment issues and income disparity
2	Create new businesses through professional networks	<ul style="list-style-type: none"> • Creation of new value by leveraging the capabilities of professionals • Global expansion • Regional revitalization
3	Environmental initiatives that leverage the wisdom of professionals	<ul style="list-style-type: none"> • Realization of a decarbonized society • Realization of a recycling-oriented society • Realization of a society in harmony with nature
4	Develop a diverse workforce and work environment	<ul style="list-style-type: none"> • Creation of management personnel • Diversity and inclusion initiatives • Education for professionals to demonstrate their abilities
5	Establish a responsible company and management foundation	<ul style="list-style-type: none"> • Strengthening corporate governance • Compliance with laws and regulations/social norms • Information security/privacy protection



Disclaimer

The performance forecasts, plans, strategies, etc. described in this document are based on our judgment based on currently available information and do not guarantee future performance. Please note that actual performance may differ significantly from the contents of this document due to changes in economic conditions, market trends, etc.