Q1 FY02/27

Financial Results Briefing Materials

CREEK & RIVER

CREEK & RIVER Co., Ltd.

July 9th, 2026

TSE Prime 4763

Agenda

1. Financial Results Report for Q1 of the FY Ending Feb 2027 (37th Term)
2. Growth Strategy
3. Appendix

Q1 FY02/27
Financial Results

Financial Results for Q1 of FY Ending Feb 2027

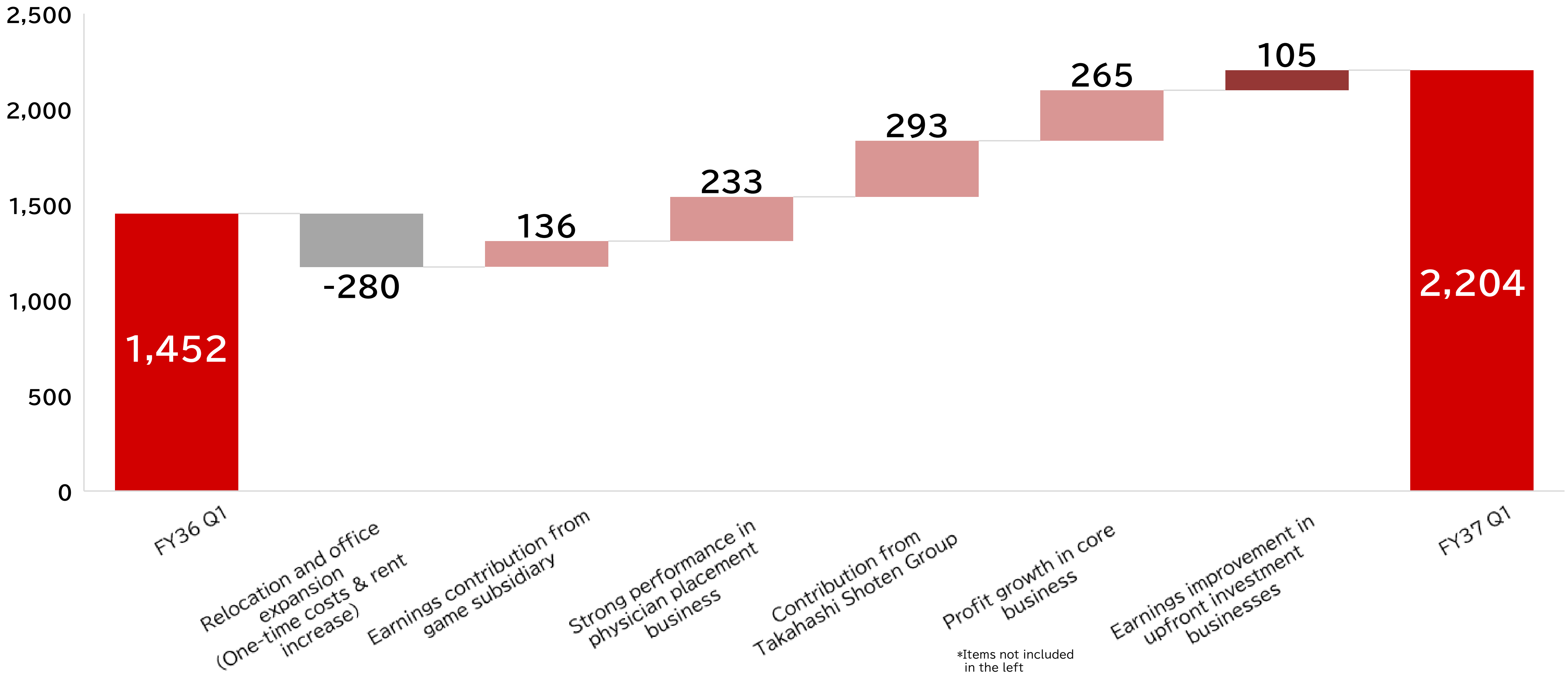
- Achieved record-high results in both sales and profits.
- Existing businesses grew steadily, while the Takahashi Bookstore Group also contributed.

	Sales	Operating Profit	Ordinary Profit	Quarterly Net Profit
Result	17,034 Million Yen	2,204 Million Yen	2,192 Million Yen	1,486 Million Yen
Excluding Takahashi	15,359 Million Yen	1,912 Million Yen	1,885 Million Yen	1,235 Million Yen
YoY comparison	123%	151%	152%	157%
Excluding Takahashi	111%	132%	131%	131%

Financial Results Highlights: Operating Profit Fluctuations

- Despite increased costs associated with the C&R Creative Studios expansion, the company achieved a significant increase in profits driven by business growth & improved profitability in investment business.

Unit: Millions of Yen



Financial Results Highlights: Impact of Takahashi Bookstore Group

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- The impact of the Takahashi Bookstore Group—whose financial results have been consolidated since Q2 of the prior FY:
- Sales composition: 80% planners, notebooks, and calendars; 20% publishing.
- Seasonal pattern: Losses in Q2 due to returns of planners, notebooks, and calendars, followed by profits in Q3 and Q4 driven by shipments of these products.
- Performance is solid this fiscal year, particularly for planners and calendars.

Unit: Millions of Yen

FY2026 Feb	1Q(1-3)	2Q(4-6)	3Q(7-9)	4Q(10-12)	Full FY（1-12）
Sales	-	361	3,949	1,839	6,150
Operating profit	-	▲515	865	366	715

The accounting treatment for the business combination was finalized during the current Q1, and the figures for the FY ending Feb 2026 reflect the details of this finalized accounting treatment.

FY2027 Feb	1Q(1-3)	2Q(4-6)	3Q(7-9)	4Q(10-12)	Full FY（1-12） ＜Plan＞
Sales	1,676				7,800
Operating Profit	293				800

*Profit includes goodwill amortization and similar items.

Results for Q1 of the FY Ending Feb 2027 (Income Statement)

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Unit: Million Yen

	1Q FY02/27	1Q FY02/26	YoY Comparison	Progress (1st Half)	Progress (Full Year)
Sales	17,034	13,839	123%	55%	26%
Gross profit	7,094	5,340	133%		
Gross profit margin	41.6%	38.6%	+3.0pt		
SG&A expenses	4,890	3,888	126%		
SG&A rate	28.7%	28.1%	+0.6pt		
Operating profit	2,204	1,452	152%	94%	42%
Operating profit margin	12.9%	10.5%	+2.4pt		
Ordinary profit	2,192	1,438	152%	95%	43%
Ordinary profit margin	12.9%	10.4%	+2.5pt		
Quarterly Profit attributable to owners of parent company	1,486	945	157%	99%	44%

The accounting treatment for the business combination was finalized during the current Q1, and the figures for the FY ending Feb 2026 reflect the details of this finalized accounting treatment.

Results for Q1 of the FY Ending Feb 2027 (Balance Sheet)

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Unit: Million Yen

	1Q FY02/27	End of FY02/26	Net Change	
Current Assets	30,634	35,342	▲4,708	Reduction of trade receivable (seasonal pattern of Takahashi Bookstore Group)
Cash & Deposits	17,907	17,696	+211	
Fixed Assets	13,858	11,493	+2,365	
Tangible Fixed Assets	3,201	2,517	+683	Increase in building facilities, equipment, & fixtures due to expansion
Investments & Other Assets	9,006	7,356	+1,650	Increase in investment securities
Current Liabilities	22,780	26,430	▲3,650	Reduction of payables (seasonal pattern of Takahashi Bookstore Group)
Long Term Liabilities	1,885	979	+906	
Borrowings (Long / Short)	11,526	11,545	▲19	
Net Assets	19,826	19,425	+401	
Treasury Stock	▲2,675	▲2,675	-	
Total Assets	44,492	46, 835	▲2,343	

＊Equity ratio 40.9% → 43.8%

The accounting treatment for the business combination was finalized during the current Q1, and the figures for the FY ending Feb 2026 reflect the details of this finalized accounting treatment.

Revision of Earnings & Dividend Forecasts for FY Ending Feb 2027 (Dividend Increase)

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- In light of the steady progress in our business performance, we have upwardly revised our plans for both the first half and the full fiscal year.
- Concurrently, we will increase the year-end dividend by 1 yen.

Unit: Million Yen

	FY Ending Feb 2027 First-Half Plan		Change	FY Ending Feb 2026 First-Half Results	FY Ending Feb 2027 Full Year Plan		Change	FY Ending Feb 2026 Full Year Results
	(Correction)	(Initial plan)			(Correction)	(Initial plan)		
Sales	31,500	31,000	+500	28,092	66,000	65,500	+500	61,393
Operating profit	2,550	2,350	+200	2,080	5,450	5,250	+200	4,938
Operating profit margin	8.1%	7.6%	+0.5pt	7.4%	8.3%	8.0%	+0.3pt	8.0%
Ordinary profit	2,500	2,300	+200	2,053	5,350	5,150	+200	4,826
Interim Net Profit attributable to owners of parent company	1,600	1,500	+100	2,186	3,450	3,350	+100	4,105
Dividend (yen)	0.0	0.0	0.0	0.0	51	50	+1	50

The accounting treatment for the business combination was finalized during the current Q1, and the figures for the FY ending Feb 2026 reflect the details of this finalized accounting treatment.

Growth Strategy

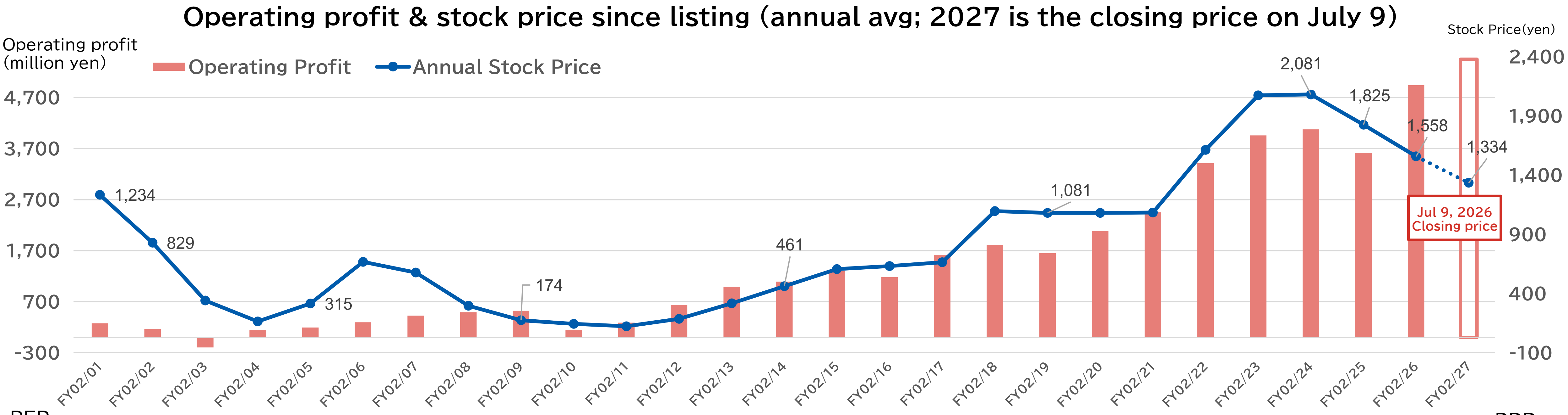
～ Building Sustainable Growth Through the Mountain Range Management Approach ～

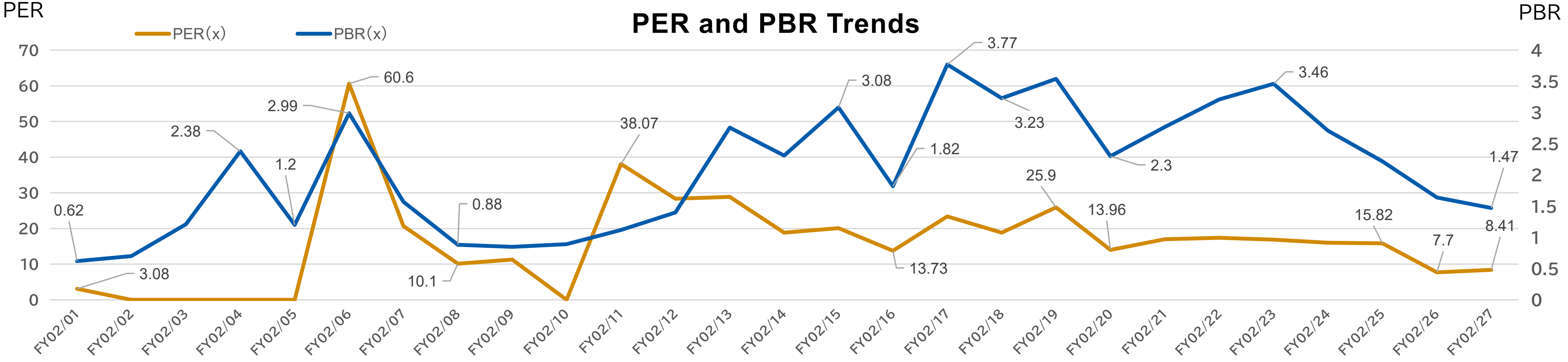
Regarding reportable segments and the eight categories

- The correspondence between the reportable segments in our financial results summary and the "categories" in this presentation material is as follows.

	Reported Segments					
Categories	Creative Field (Japan)	Creative Field (Korea)	Medical Field	Accounting & Legal Fields	CRES	Others
1 Game & Rights Management	○					○
2 Broadcasting & Video	○	○				
3 Promotion & Marketing	○					
4 Medical & Healthcare			○			
5 AI/DX・IT	○					○
6 Professional Agency				○		
7 Quality of Life	○					○
8 Incubation & Development					○	

On Earnings Growth and Market Valuation





Growth Strategy(C&R Group Sales Assets)

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C&R Group Business Assets

Professional Network
463,000 professionals

Client Network
57,000 companies

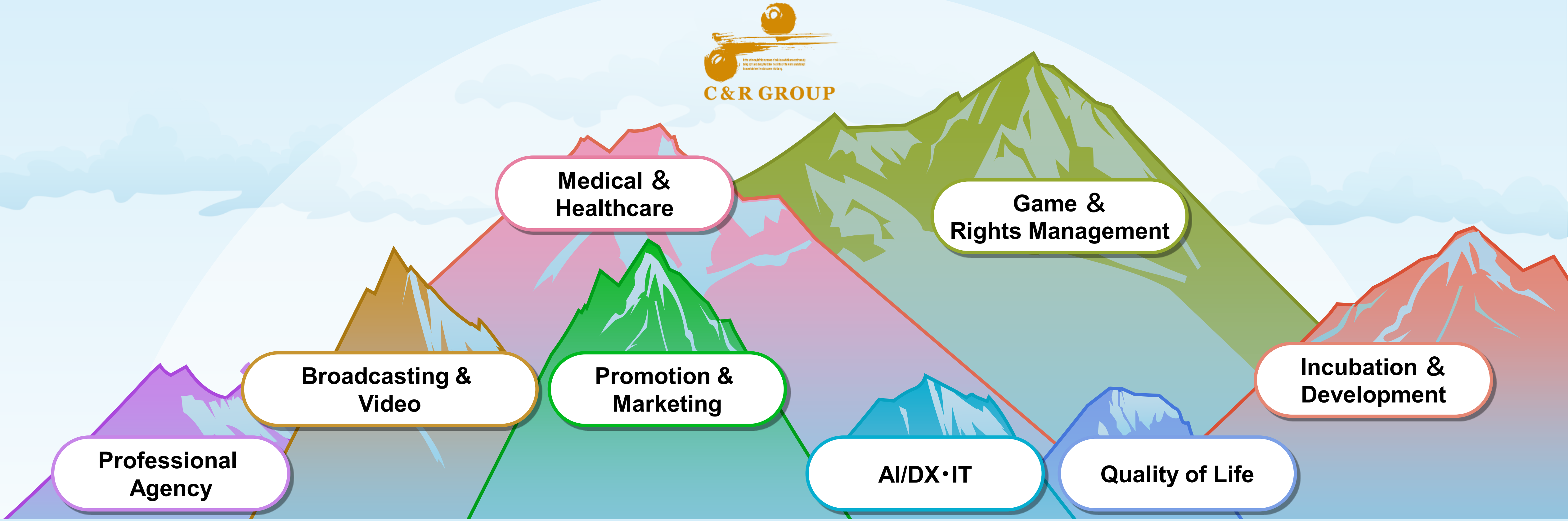
Group companies
35 companies

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)

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

*As of May 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

1Q FY02/27 Results by Category

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Increased Revenue and Profits in Six Categories

Multiple growth engines operating simultaneously

		Sales	Operating Profit
1	Game & Rights Management	UP	UP
2	Broadcasting & Video	UP	DOWN
3	Promotion & Marketing	UP	UP
4	Medical & Healthcare	UP	UP
5	AI/DX・IT	UP	UP
6	Professional Agency	UP	DOWN
7	Quality of Life	UP	UP
8	Incubation & Development	UP	UP

Category Overview: Q1 Results for the FY Ending Feb 2027

Unit: Million Yen

Categories	Sales			Operating Profit		
	1Q FY02/27	1Q FY02/26	YoY Comparison	1Q FY02/27	1Q FY02/26	YoY Comparison
1 Game & Rights Management	4,947	4,060	121.8%	484	386	125.4%
2 Broadcasting & Video	3,709	3,450	107.5%	114	119	96.5%
3 Promotion & Marketing	2,176	2,036	106.9%	231	179	129.1%
4 Medical & Healthcare	2,243	1,937	115.7%	1,038	806	128.9%
5 AI/DX・IT	835	758	110.1%	48	▲19	+67
6 Professional Agency	618	610	101.4%	46	49	94.3%
7 Quality of Life	701	654	107.1%	35	23	156.3%
8 Incubation & Development	2,125	586	362.5%	297	▲62	+359
Total	17,035	13,839	123.1%	2,204	1,452	151.7%

＊2027年2月期よりプロフェッショナル・エージェンシー」に含まれていた事業を「ブロードキャスティング＆動画」「プロモーション＆マーケティング」「AI/DX・IT」へ、
「ブロードキャスティング＆動画」に含まれていた事業を「プロモーション＆マーケティング」へ移管。2026年2月期実績は調整済数値を記載

Roadmap to Business Expansion

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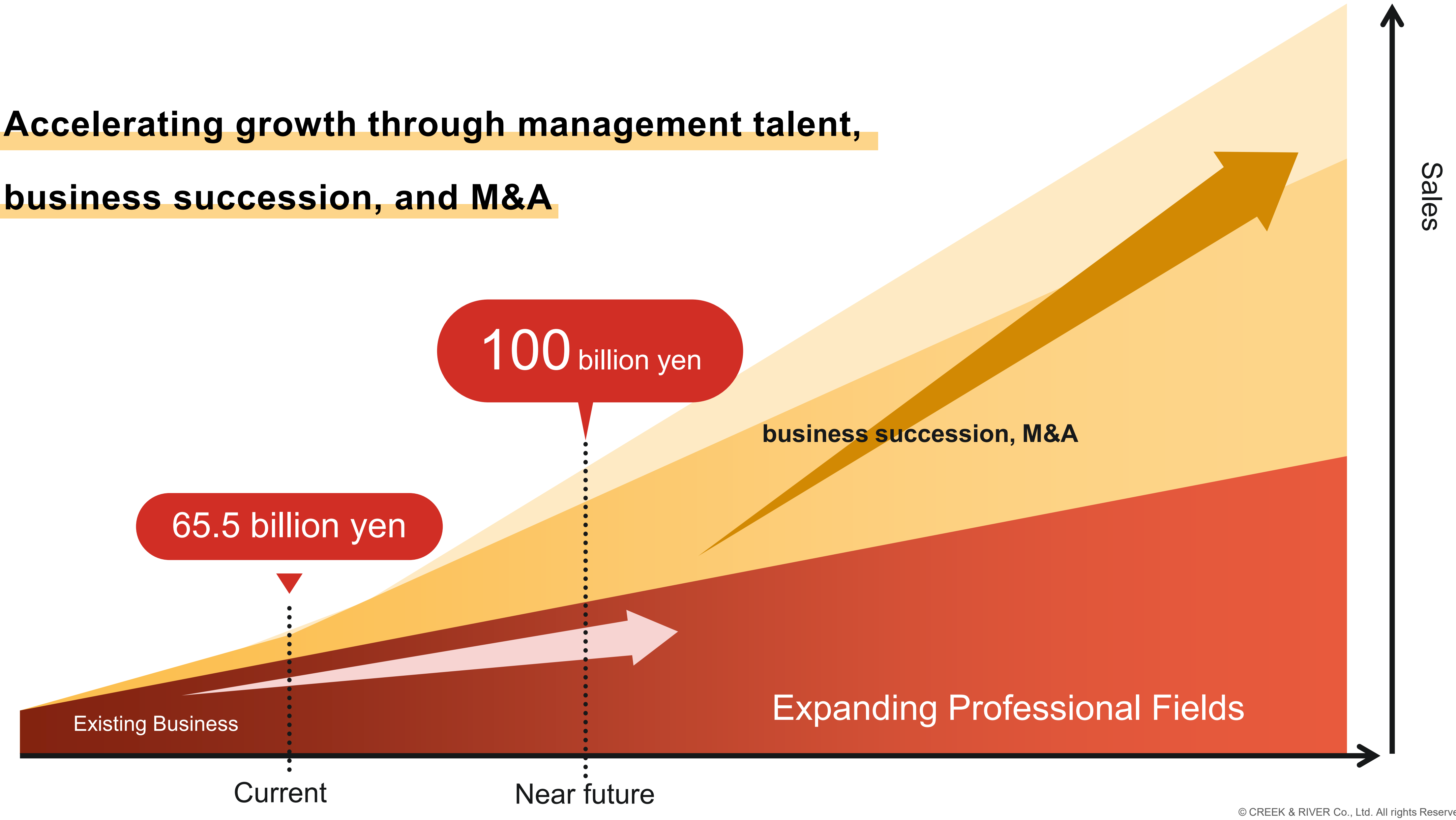
Accelerating growth through management talent, business succession, and M&A



C&R EVERLASTING STORY

● The 2nd "TOP MANAGEMENT CLUB", bringing together 20 business leaders.

● *C.R.E.S. PARTNERS MAGAZINE*: A specialized publication connecting the "stories" of business leaders to the future.

50,000 copies of each issue are published.

Leveraging the C&R Group's business assets to provide business succession support —including the full transfer of history and corporate philosophy— and investing in 13 venture companies as part of startup support Launching an executive development academy this autumn.

Topics

Takahashi Bookstore Group

● "Takahashi Planners"—Long-time favorites
Strong Sales of Planners and Calendars

● The latest volume of the *Encyclopedia of Disappointing Creatures* On sale April 20

Total circulation for the series has surpassed 5.55 million copies

● A parent-child event celebrating the publication of "Cooking Basics for Elementary School Students" was held on July 5 at "Cassolo," a restaurant operated by Chef's value.

×

Cassolo
Produced by Chef's value

By collaborating with the C&R Group, we aim to strengthen our revenue base by driving the creation of new businesses, such as game development, overseas sales expansion, and the growth of our e-book operations.

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Products created by the C&R Group

● Medical Device "Medical Imaging Program TH-ZEY" — A Juntendo University Venture Spin-off

●Connect Around

Tomatoes grown using the "coral sand and gravel farming method" developed by Meiji University

Bento boxes made with homegrown vegetables

●Shiftall Products

MeganeX 8K Mark II

High-resolution VR headset

mutalk 2

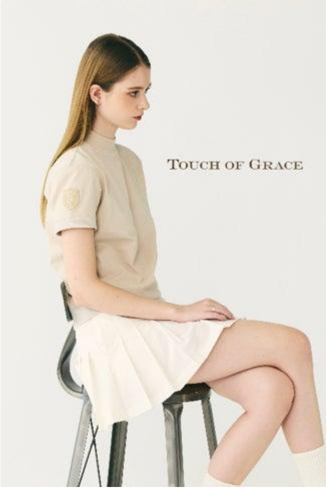
Wireless sound-isolating microphone

ChillerX PRO

モデル:グレート-O-カーン(新日本プロレス)

Water-cooled heat protection garment

●Inter-Bell Original Apparel Brand "Touch of Grace"



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Enhancing the Lifetime Value of Professionals through AI Utilization

From "something that takes away people's jobs" to "a tool that boosts the value of each individual."

Shifting from a model of "providing personnel" to one of "delivering results through teams."
Solving client challenges by combining professionals with AI.

This allows us to return the value generated by AI to our professional partners and deliver greater results and efficiency to our clients.

Ex.)

Previous model		AI-enabled model
1 project = nPeople/month	→	1 project = 1 person/month for equivalent output

Specific Initiatives

- AI Solution Provision: AI implementation support, consulting services, AI talent development, and product development
- Creative Production: Utilization during specific production stages (excluding final deliverables)
- Creative Production: Acceptance of AI animation projects (replacing live-action footage with AI to significantly reduce production steps)
- Internal Operational Efficiency: Building secure AI systems to radically streamline internal workflows

Performance Trends

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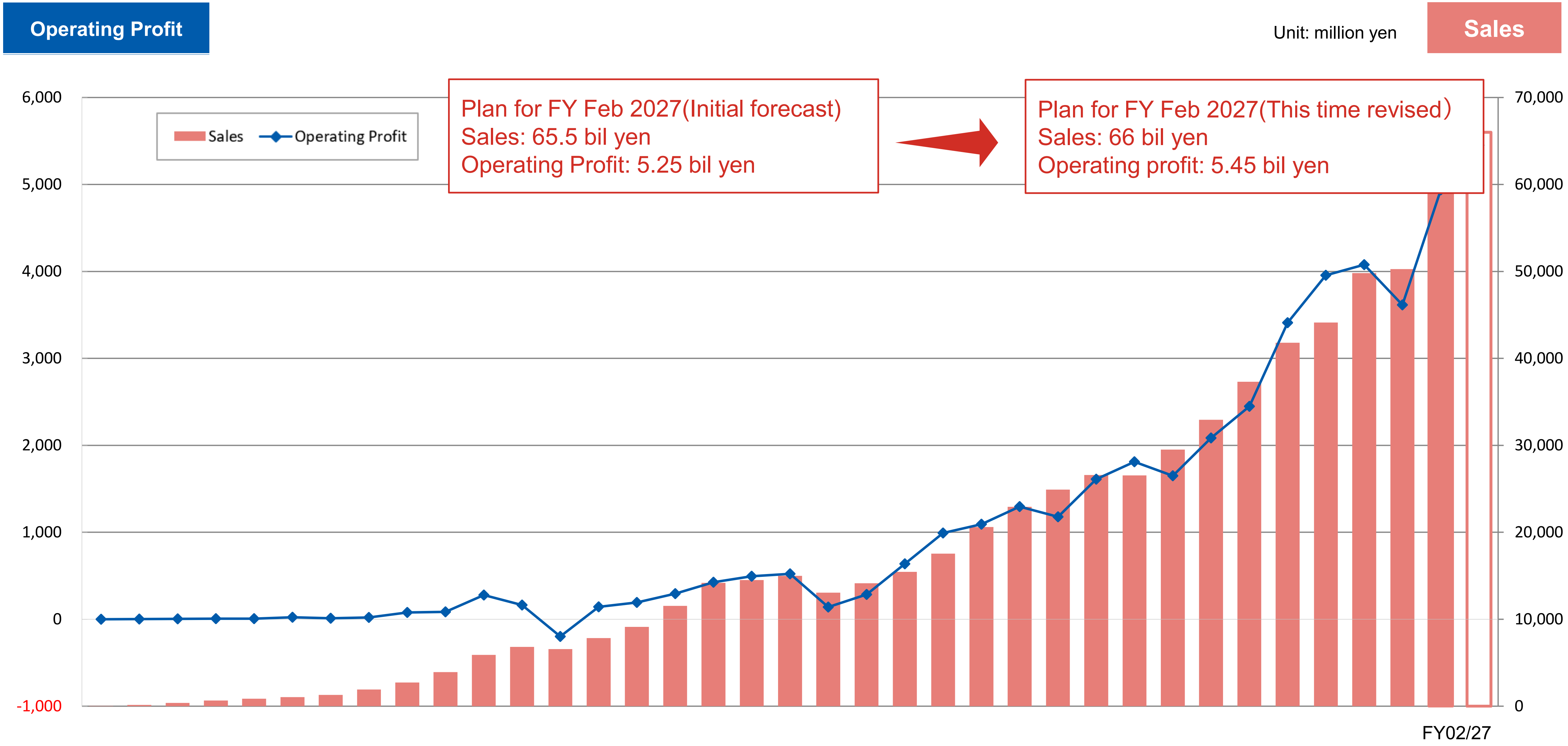

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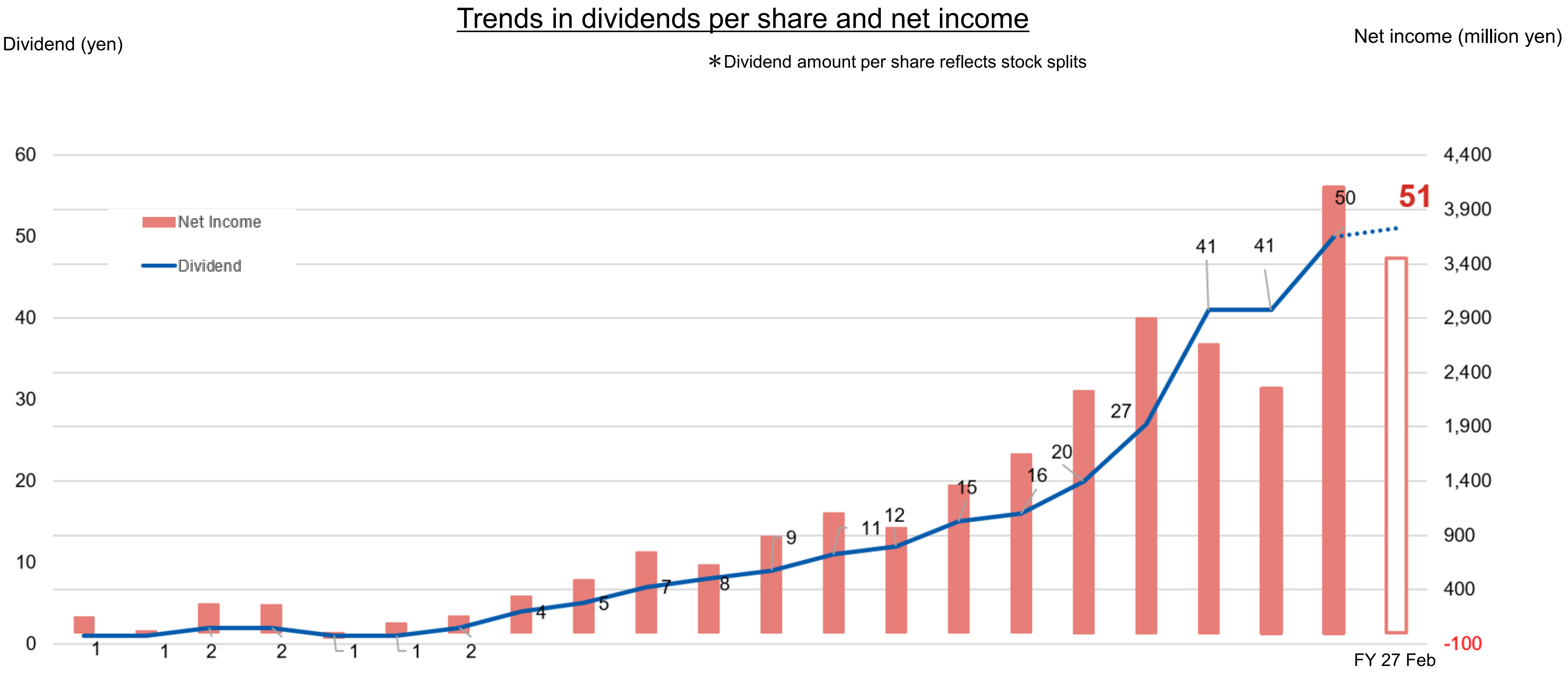
FY02/27 Dividend per share is planned to be 51 yen. ***Policy is for a consolidated dividend payout ratio of 30%.**



Appendix

Category Overview 1: Games & Rights Management

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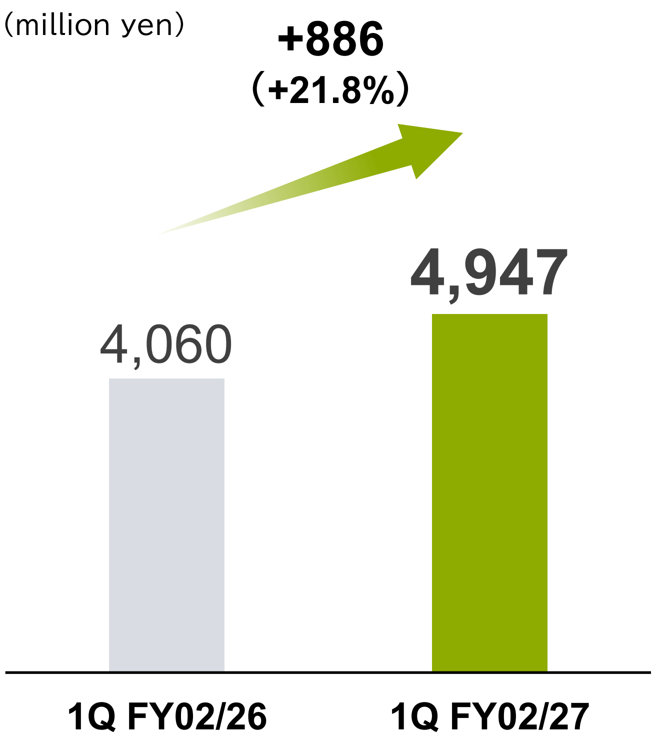
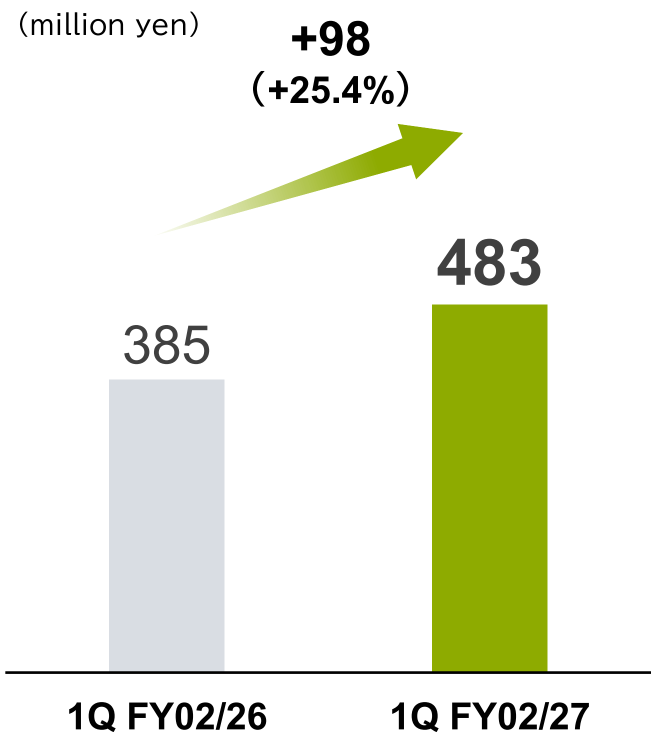
Creek & River Co., Ltd. / Claytech Works ／ forGIFT ／ URS Games ／ CREEK & RIVER SHANGHAI（China）

Double-digit growth in both revenue and profit; further expansion anticipated through measures such as the relocation and expansion of studio facilities and the promotion of business alliances.

Sales



Operating Profit



Comment

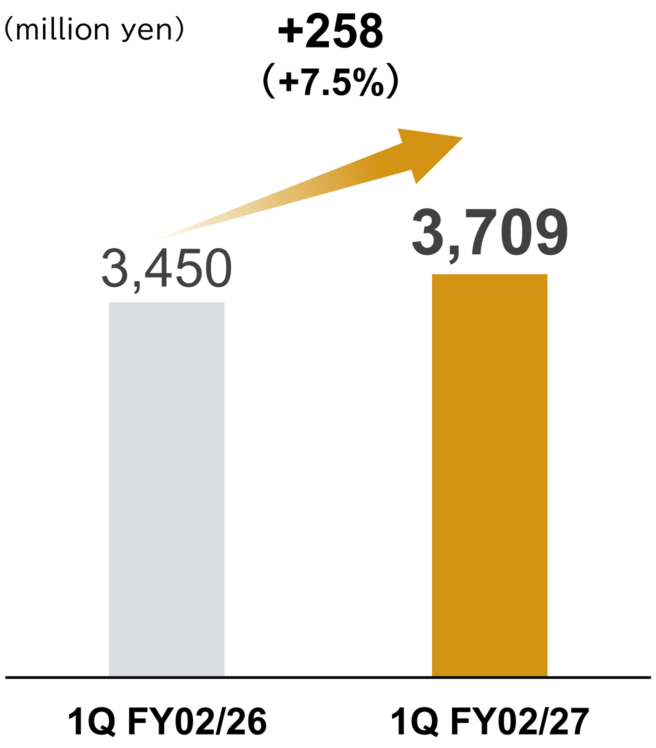
- Approximately 1,600 game creators currently active
- Relocation and expansion of studio facilities (adding 1,836 tsubo of floor space); operations commenced May 2026
- Active utilization of AI (streamlining production processes / accepting orders for AI-generated animation)
- Accepting overseas development projects via the Montreal branch
- Claytech Works has returned to profitability

Category Overview 2: Broadcasting & Video

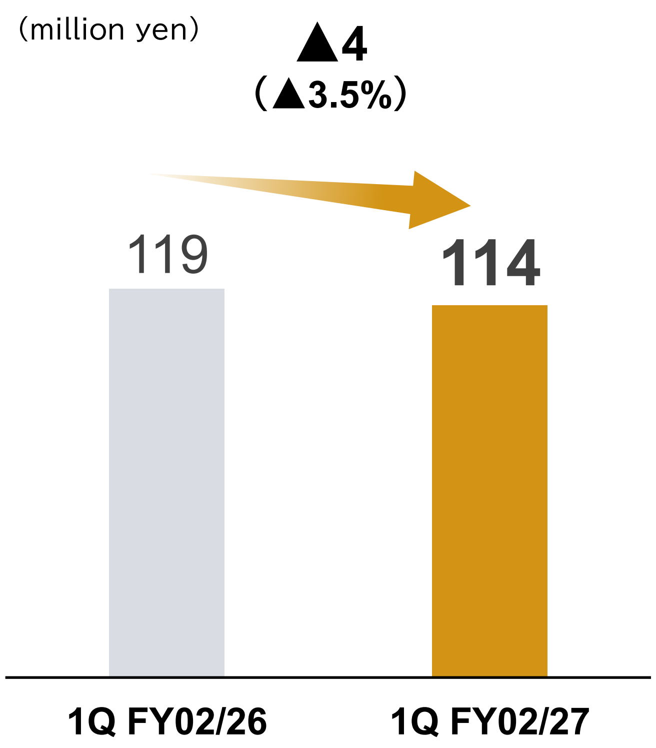
Creek & River Co., Ltd. ／ Wing / Sion ／ Sion Stage／
CREEK & RIVER ENTERTAINMENT（Korea） ／ CREEK & RIVER KOREA

Revenue Remained Solid, While Profit Was Flat Year over Year Due to Challenges at the Korean Subsidiary

Sales



Operating Profit



Comment

- **Approximately 2,100 creators currently active**
- **Staffing services for TV stations performing steadily**
- **Numerous programs handled by the Group are being broadcast**

・Nippon TV: "DANCING SANMA PALACE" (with Shion)
・Nippon TV: "Guru Nai" (with Shion)
・Nippon TV: "THE Toppa File" (with: Shion)
・Nippon TV: "timelesz Familia" (with: Shion)
・Nippon TV: "School Kakumei!" (with Shion)
・Nippon TV: "THE FLOOR" (with: C&R)
・TBS: "Matsuko no Shiranai Sekai" (with: Shion)
・TBS: "THE Kamiwaza Challenge" (with: Shion)
・TBS: "Hamada Kayousai: Ookami Shounen" (with: Shion)
・TBS: "Sakagami & Sashihara no Tsuburenai Mise" (with: C&R)
・TBS: "THE Shin-Sekai Summit" (with C&R)
・TBS: "Kochiken Reapi no Terebi Ichinensei" (with: C&R)
・Fuji TV: "Tsukkomi Geinin No.1 Ketteisen: Tsukkomi Star" (with: Shion)
・TV Asahi: "Cream Quiz Miracle 9" (with: Shion)
・TV Tokyo: "Soredame! ~Anata no Joushiki wa Hijoushiki!?~" (with: C&R)
・TV Tokyo: "Oha Suta" (with: Shion)
・Nagoya TV: "Okamura Men's Club" (with: Shion)
・MBS: "Jidori de Atsumare ~Ushiro no Are Nani?~" (with: Shion)
・Nippon TV & Hulu: "The Fashion Post" (with: Shion)
・Lemino "PRODUCE 101 JAPAN: New World" (with Shion)
・FANY:D Short Drama "Falling in Love with Your Body" (with Shion)

Category Overview 3: Promotion & Marketing

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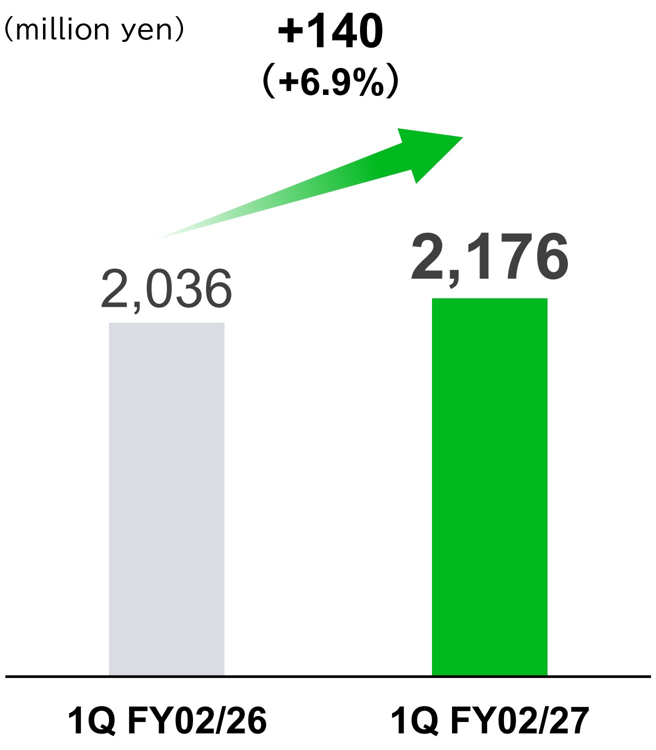
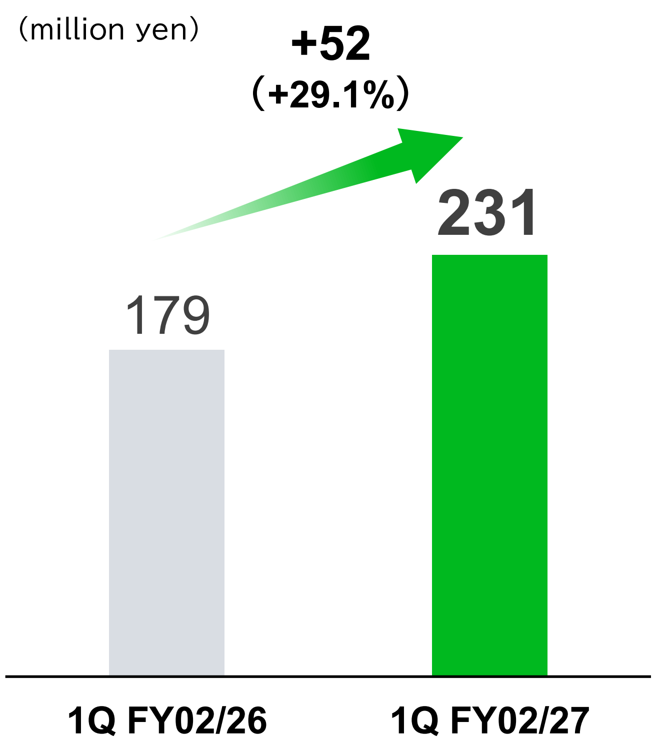
Creek & River Co., Ltd.

Met the promotional needs of companies and government agencies, resulting in increased revenue and profit.

Sales



Operating Profit



Comment

- Consolidated online creator groups to strengthen corporate promotional capabilities
- Approximately 750 active creators
- Network of photographers and writers expanding to 720 members (an increase of 120 year-over-year)
- A total of 37 units (teams composed of creators) currently serving major clients
- "Rirocal"—an AI-driven fan community mall launched jointly with Quan Inc. in October 2025—has been adopted by 10 local governments, 5 organizations, and multiple companies

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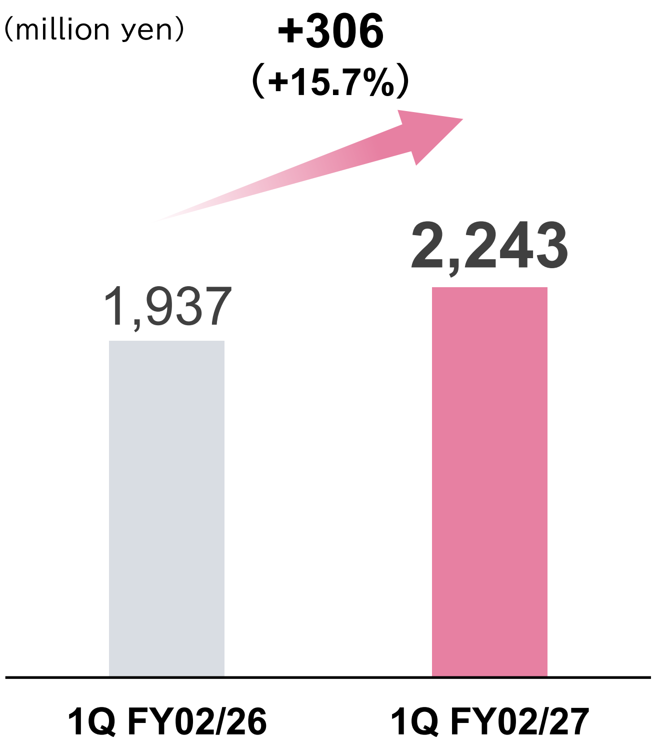
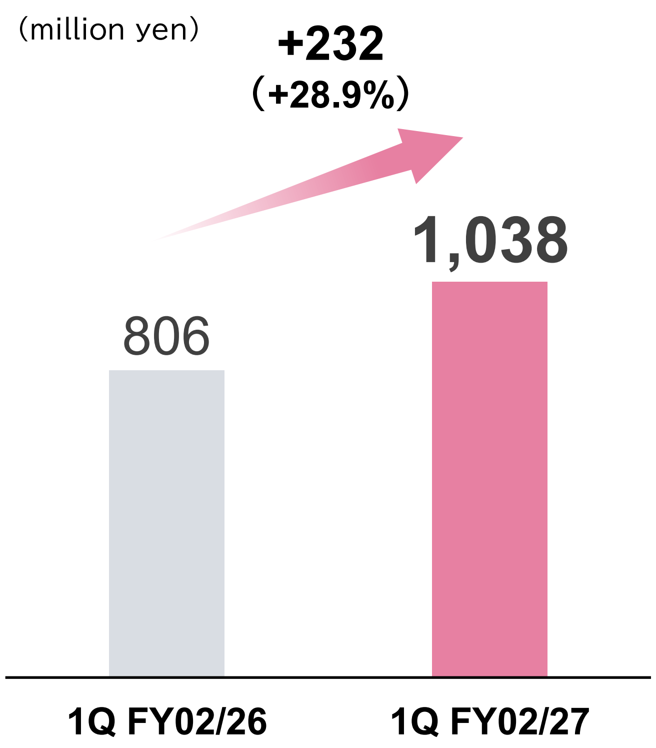
Medical Principle Co., Ltd. / Community Medical Innovation

Physician placement business grows strongly, driving increases in both revenue and profit; full-scale rollout of medical facility business succession services.

Sales



Operating Profit



Comment

- Physician placement business growing steadily, achieving record-high performance
- Strong performance in full-time physician placement (career change support) revenue, up 25.9% year-on-year
- "Resinavi Fair," an event for medical students and residents, boasts exceptional drawing power (total attendance of 8,000 for the 2026 event)
- Currently providing management support to three medical facilities
- Business succession and practice startup support: five new practice openings between May and July

Category Overview 5: AI/DX & IT

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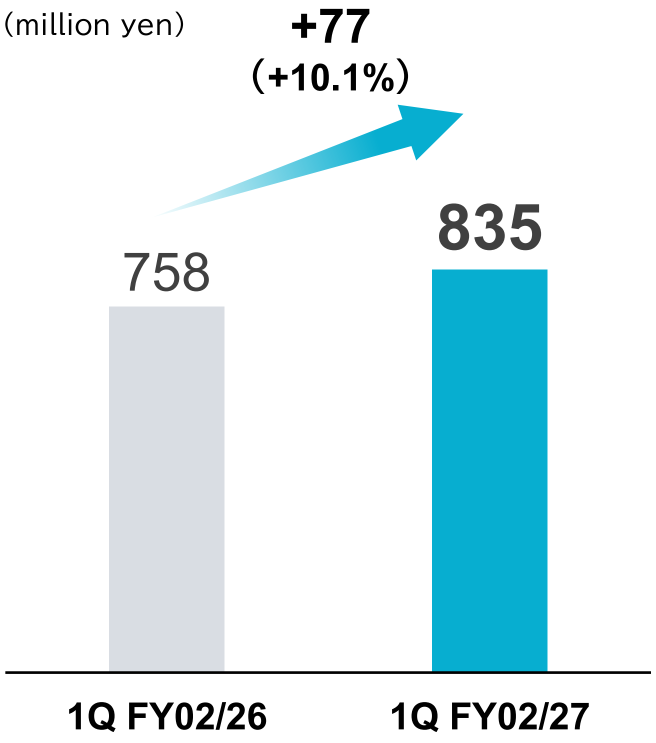
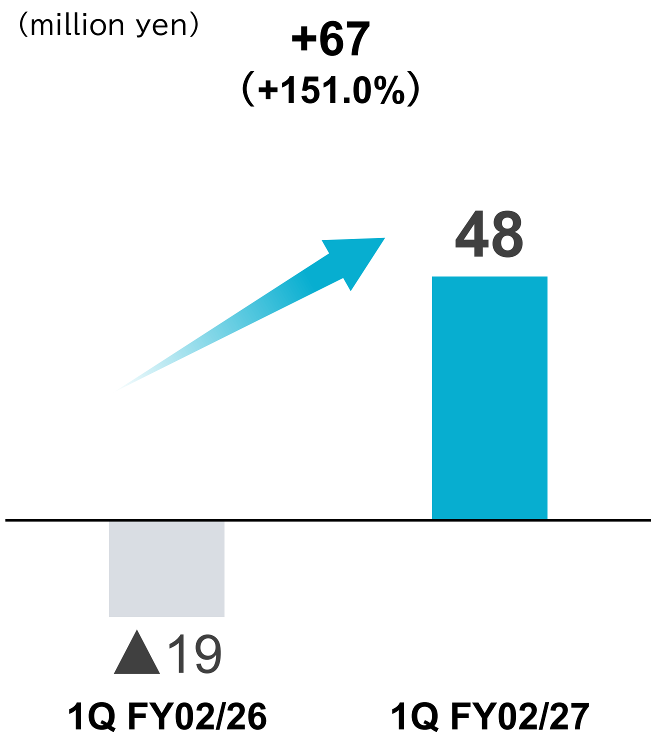
Creek & River Co., Ltd. / Leading Edge Co., Ltd. / Idrasys / Revai

Business expanding steadily; double-digit growth in both revenue and profit.

Sales



Operating Profit



Comment

- Approximately 270 DX engineers currently active
- Operating a generative AI consulting business
- "DX no Mori" (DX Forest), a support service for tool vendors, is steadily expanding its network of partner companies
- Intumit, a Taiwanese AI company and capital alliance partner, listed on the Taipei Exchange (TPEx) in July 2025; market capitalization as of April 2026: 1.97 billion New Taiwan Dollars (approx. 10 billion JPY)

Category Overview 6: Professional Agencies

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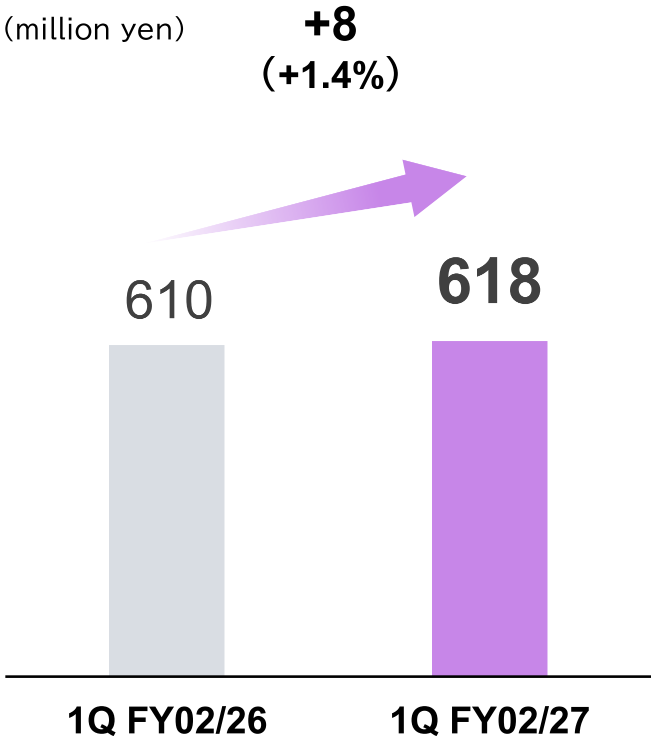
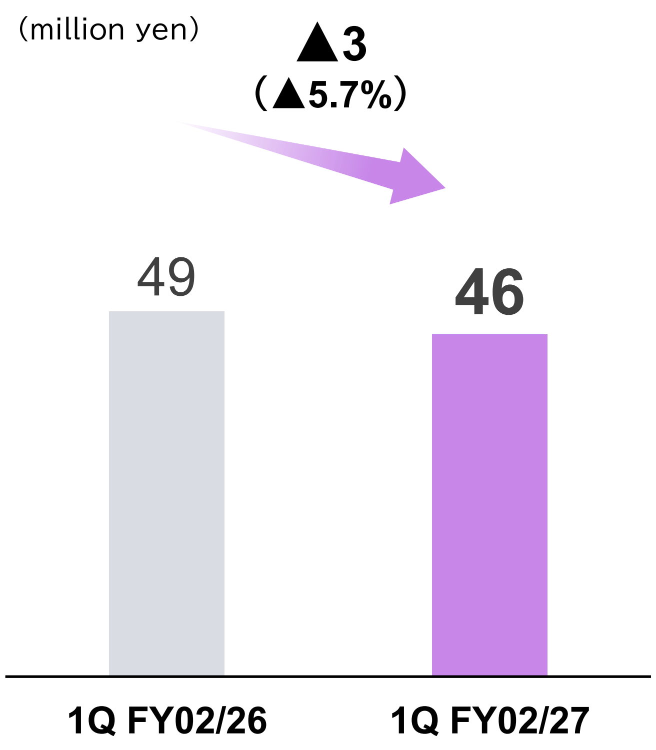
C&R Legal Agency (Legal Professionals) / Jusnet Communications (Accounting)

The slump in the recruitment business persists, though showing signs of recovery; results show increased revenue but decreased profit.

Sales



Operating Profit



Comment

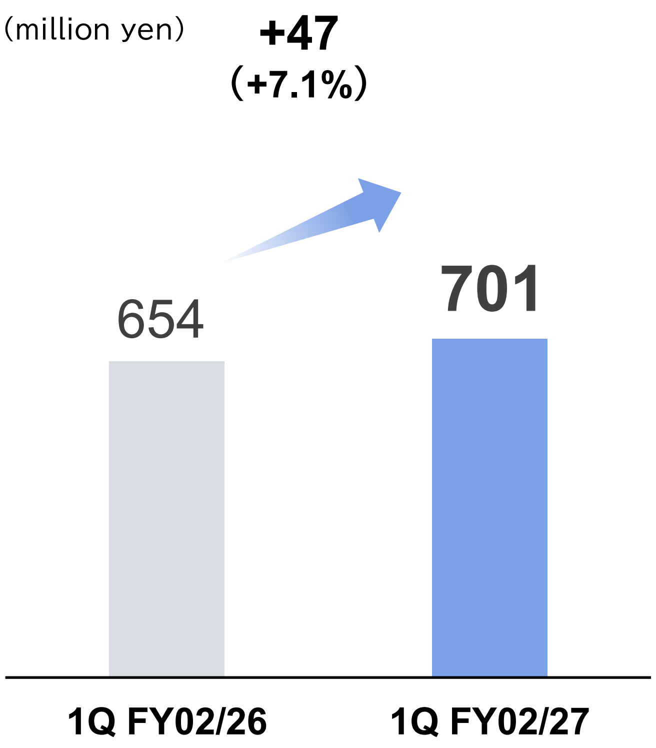
- Sluggish performance in the legal recruitment sector (lawyers) has had an impact, while the accounting sector is showing signs of recovery.
- 49 companies have confirmed their participation in the "Accounting Firm Expo 2026," scheduled for September.
- The current network comprises 24,480 legal professionals, including lawyers (representing 38% of all lawyers in Japan), and 78,000 accounting and finance professionals.

Category Overview 7: Quality of Life

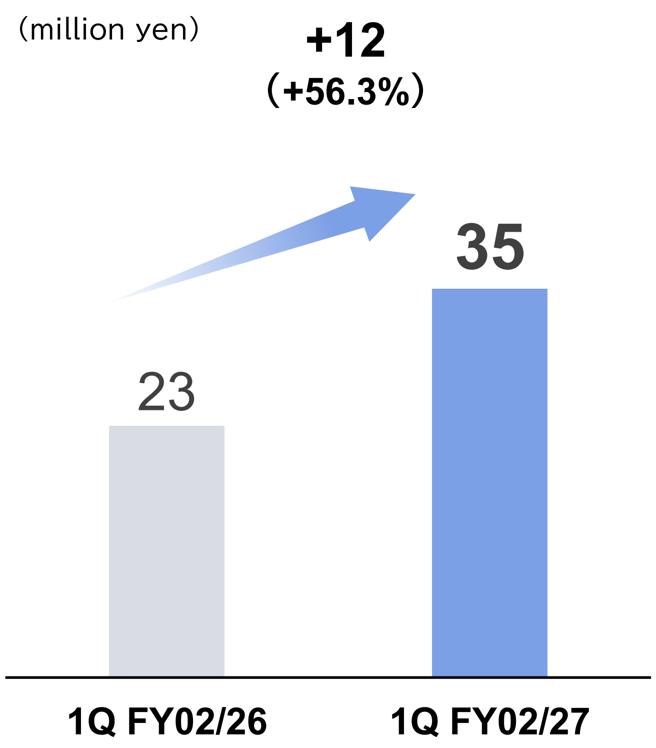
Creek & River Co., Ltd. / Inter-Bell (Fashion) / Chef's Value (Food) / ALFA PMC (Architecture)

Earnings in the construction sector improved, with increases in both revenue and profit; however, the impact of soaring construction costs persists.

Sales



Operating Profit



Comment

- Following the launch of the original fashion brand "ECLECT," the company introduced "Touch of Grace," a golf wear brand for women.
- "Cassolo," the Italian restaurant operated at the headquarters building "Shintora-dori CORE," has achieved sustained profitability; the restaurant supports chefs in becoming independent business owners (with the first such location opening in Nishi-Shinjuku).
- In the construction sector, projects have faced delays due to factors such as soaring construction costs.

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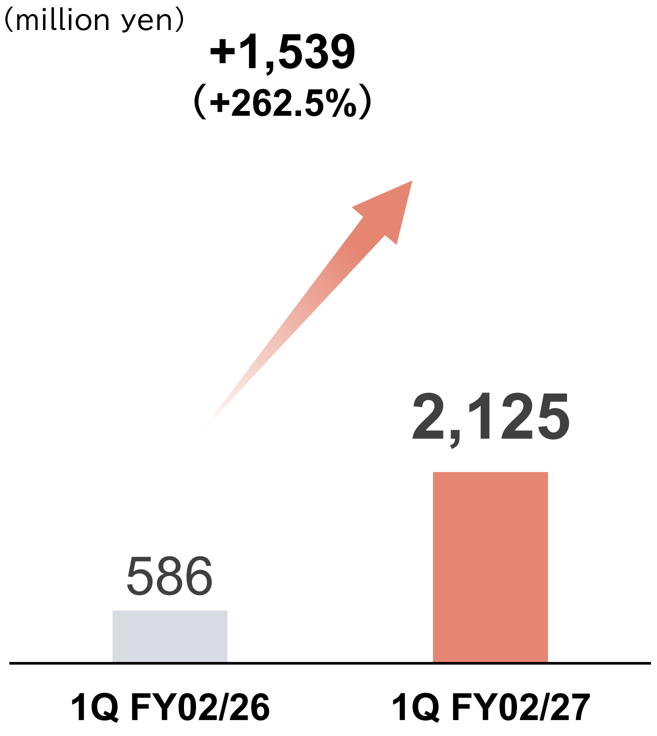
Category Overview 8: Incubation & Development

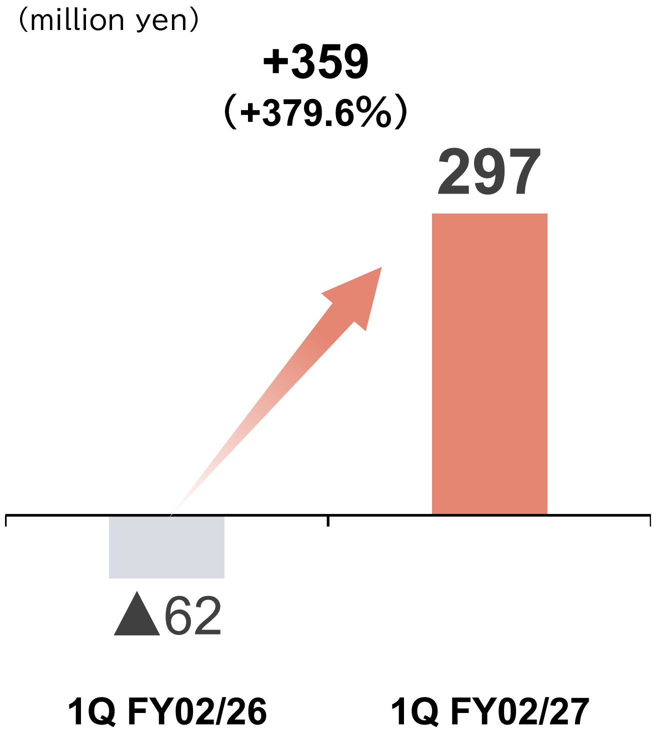
VR Japan / Kizuki Architect / Connect Around / One Leaf Clover / Nextrek / C&R EVERLASTING STORY / Shiftall / Takahashi Bookstore Group / CREEK & RIVER Global

Significant increase in revenue and profit for the Takahashi Bookstore Group

Sales



Operating Profit



Comment

- Included the profit/loss of the Takahashi Bookstore Group (no profit/loss impact was reflected in Q1 of the previous FY).
- Connect Around, a subsidiary in the agriculture sector, operates a complex in Okuma Town, Fukushima Prefecture; the operating loss was 39 million yen.
- Four of the nine companies (or groups) posted losses, with a total deficit of 47 million yen—an improvement of 59 million yen compared to the previous fiscal year.

Full-year earnings forecast for FY02/27 by category

CREEK & RIVER

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

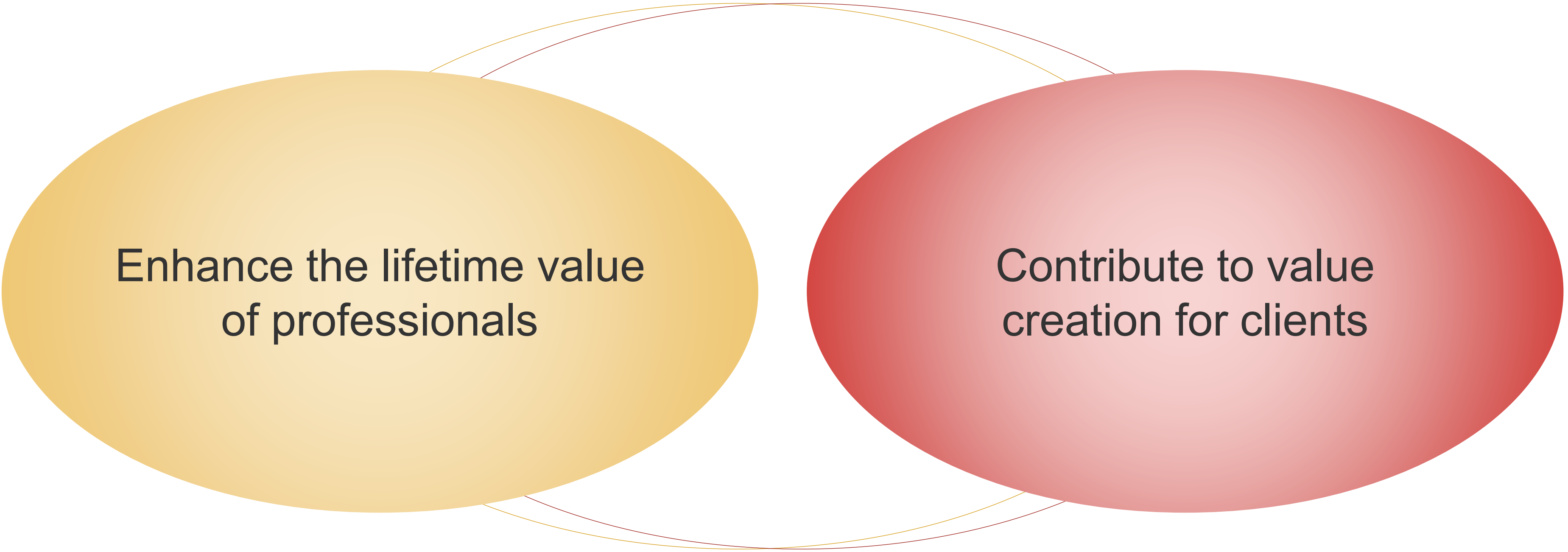
Unit: Million Yen

	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	19,100	17,867	106.9%	1,725	1,590	108.4%
2 Broadcasting & Video	14,500	14,086	102.9%	612	567	108.0%
3 Promotion & Marketing	9,200	8,673	106.1%	915	832	110.0%
4 Medical & Healthcare	6,470	5,787	111.8%	1,720	1,437	119.7%
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	477	142.6%
Total	66,000	61,393	107.5%	5,450	4,938	110.4%

＊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.

Mission

C&R Group Mission



C&R Group Business Model

"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 and Distribution of Intellectual Property)

Production
(Development / Contracting)

Agency
(Dispatch / Employment Placement)

C&R Group Business Model: Key Initiatives

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

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

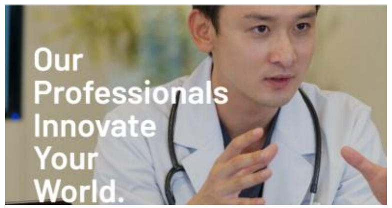
Collaboration event featuring popular games and anime: "Atfes®" planning and operation

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

Production
(Development/Contracting)

We develop television programs and games, and various promotions.

Agency
(Temporary staffing/ recruitment)



Professional-focused agency

Segment Introduction

CREEK & RIVER

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
・Claytechworks
・WING
・SION
・SION STAGE
・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.

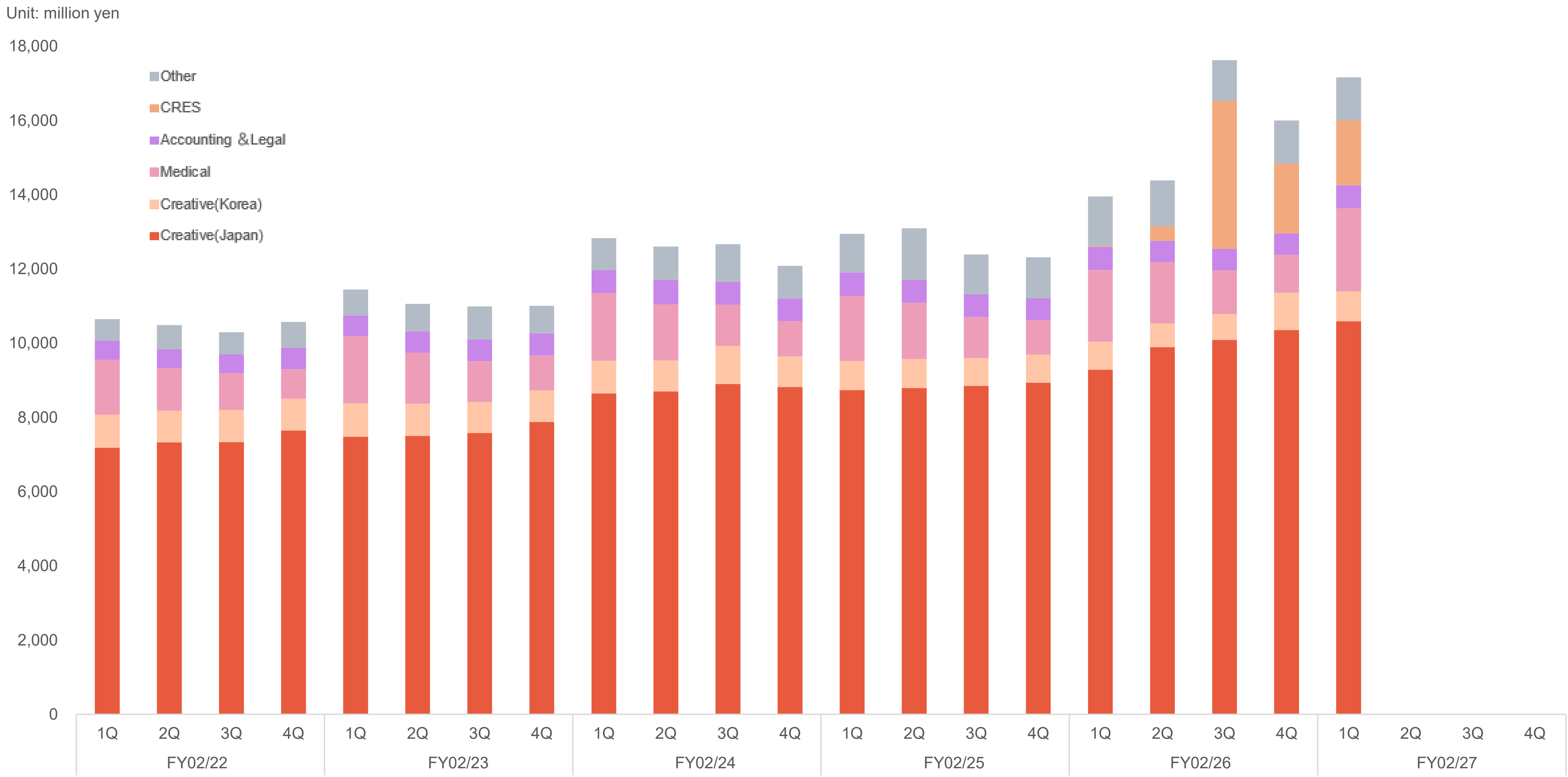
Q1 FY02/27 Results by segment

Unit: million yen

	Sales				Operating Profit			
	1Q FY02/27	1Q FY02/26	Rate of Change	Compared to revised plan (full year)	1Q FY02/27	1Q FY02/26	Rate of Change	Compared to revised plan (full year)
Creative（Japan）＊6 Companies	10,590	9,280	114%	25%	818	664	123%	27%
Creative (Korea) ＊2 Companies	802	763	105%	26%	▲18	▲5	▲13	-
Medical ＊2 Companies	2,242	1,937	116%	35%	1,038	805	129%	60%
Accounting & Legal ＊2 Companies	618	609	102%	25%	45	48	94%	31%
CRES ＊6 Companies	1,752	22	7,660%	22%	310	▲8	+319	39%
Other ＊17 Companies	1,155	1,339	86%	23%	10	40	+51	-
計	17,034	13,839	123%	26%	2,204	1,452	152%	40%

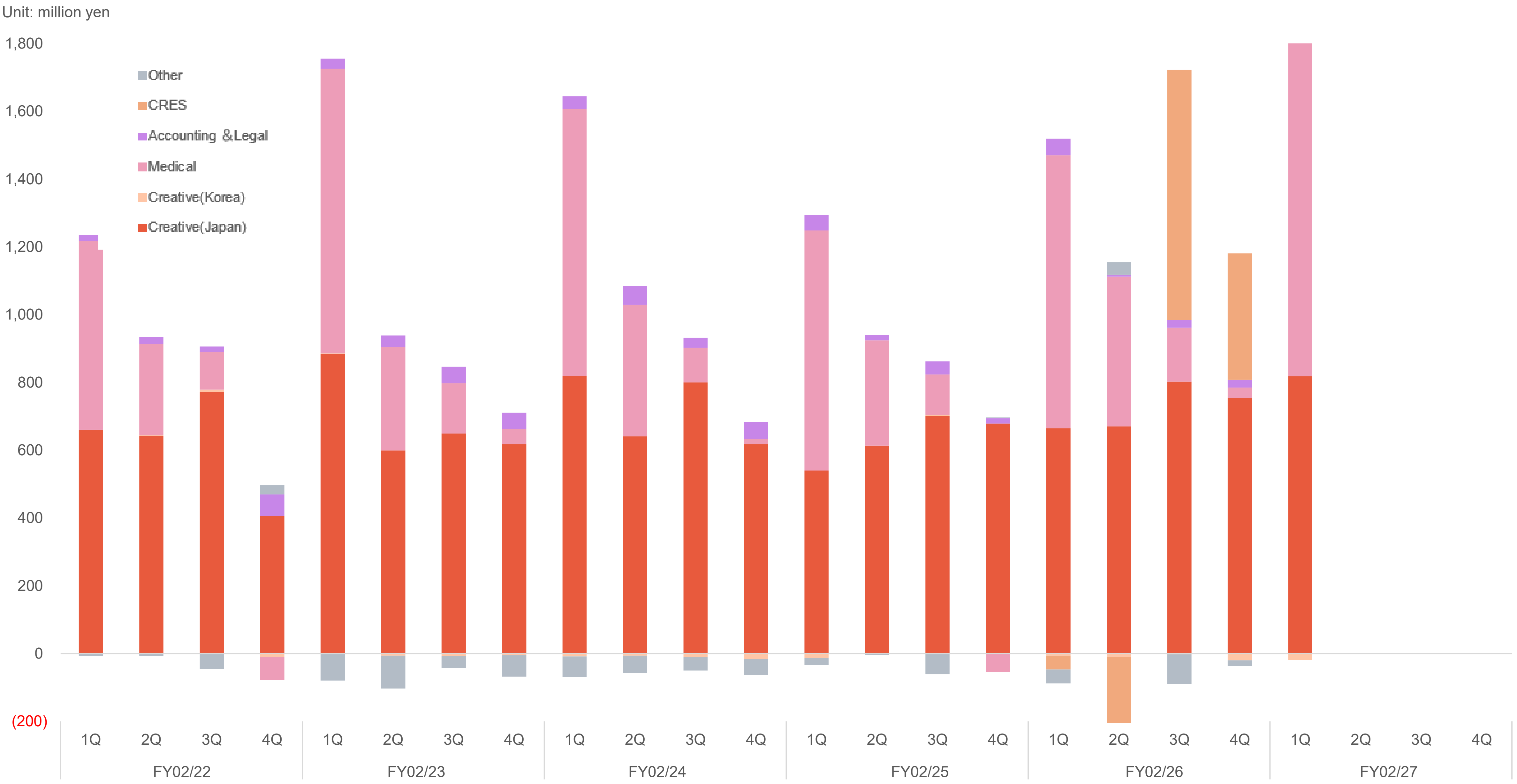
※Eliminations have been omitted

Consolidated Sales Trends by Segment (Quarterly)



Consolidated Operating Profit Trends by Segment (Quarterly)

CREEK & RIVER



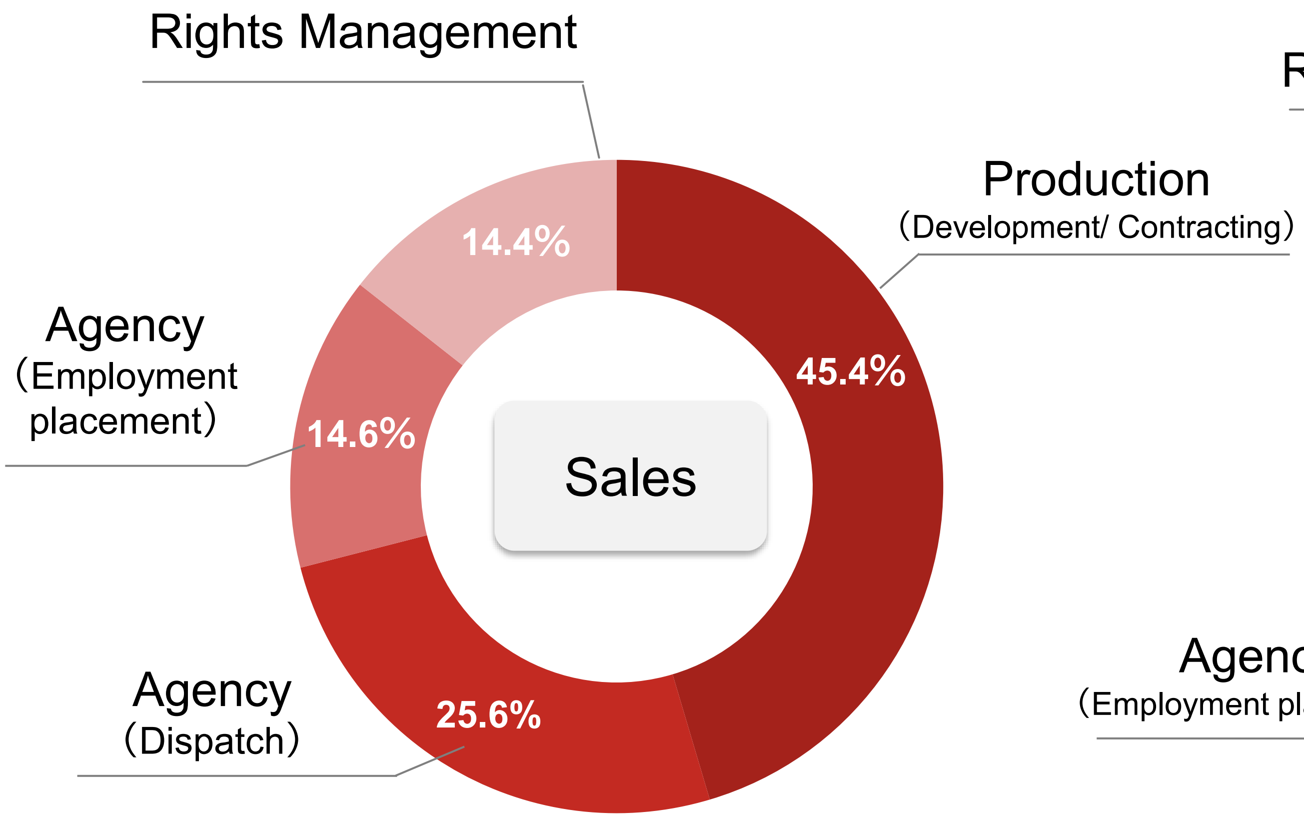
Business Mapping

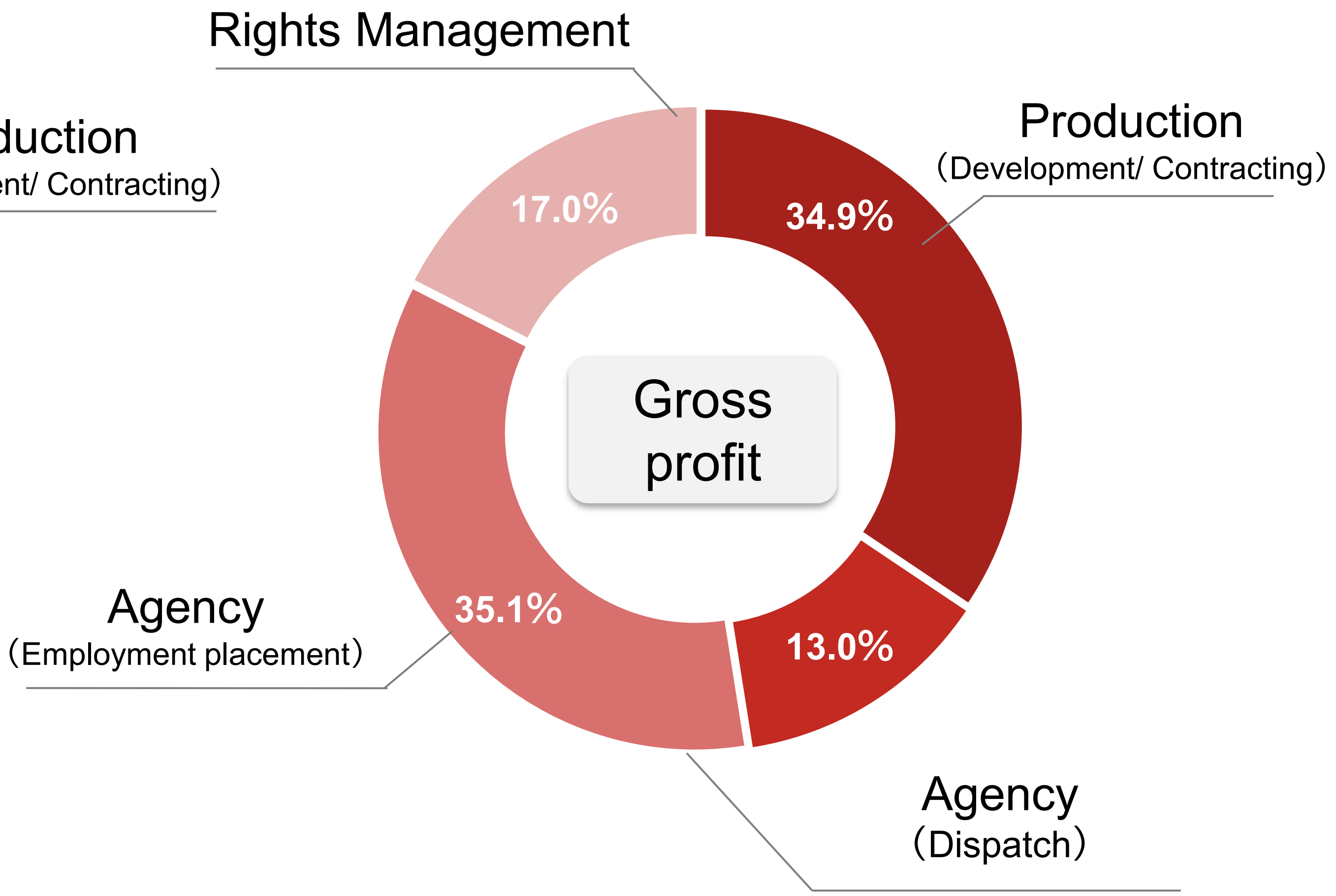
CREEK & RIVER

◎: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)	◎	◎	◎	◎	◎	◎	◎	○	◎	◎	○	◎	◎		○

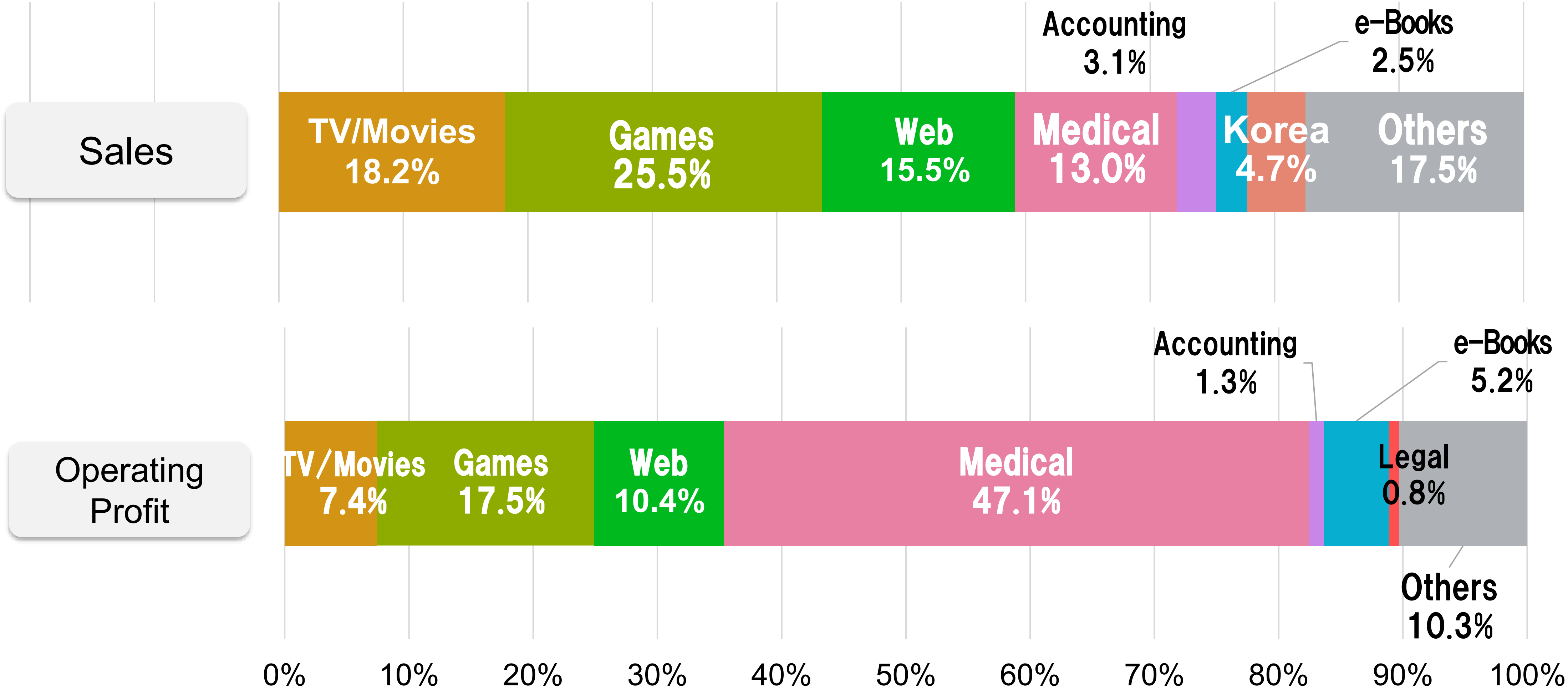
Q1 FY02/27 Percentage of Business





Q1 FY02/27 Breakdown of Consolidated Sales and Operating profit

CREEK & RIVER



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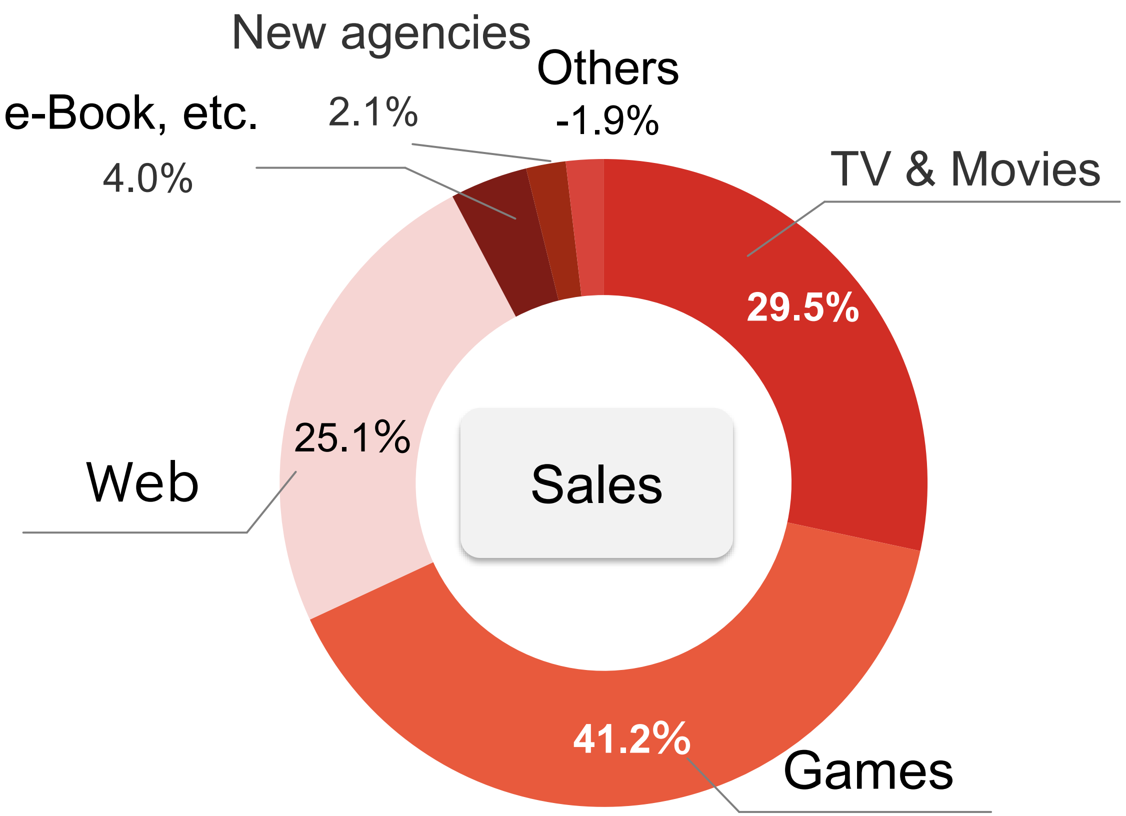
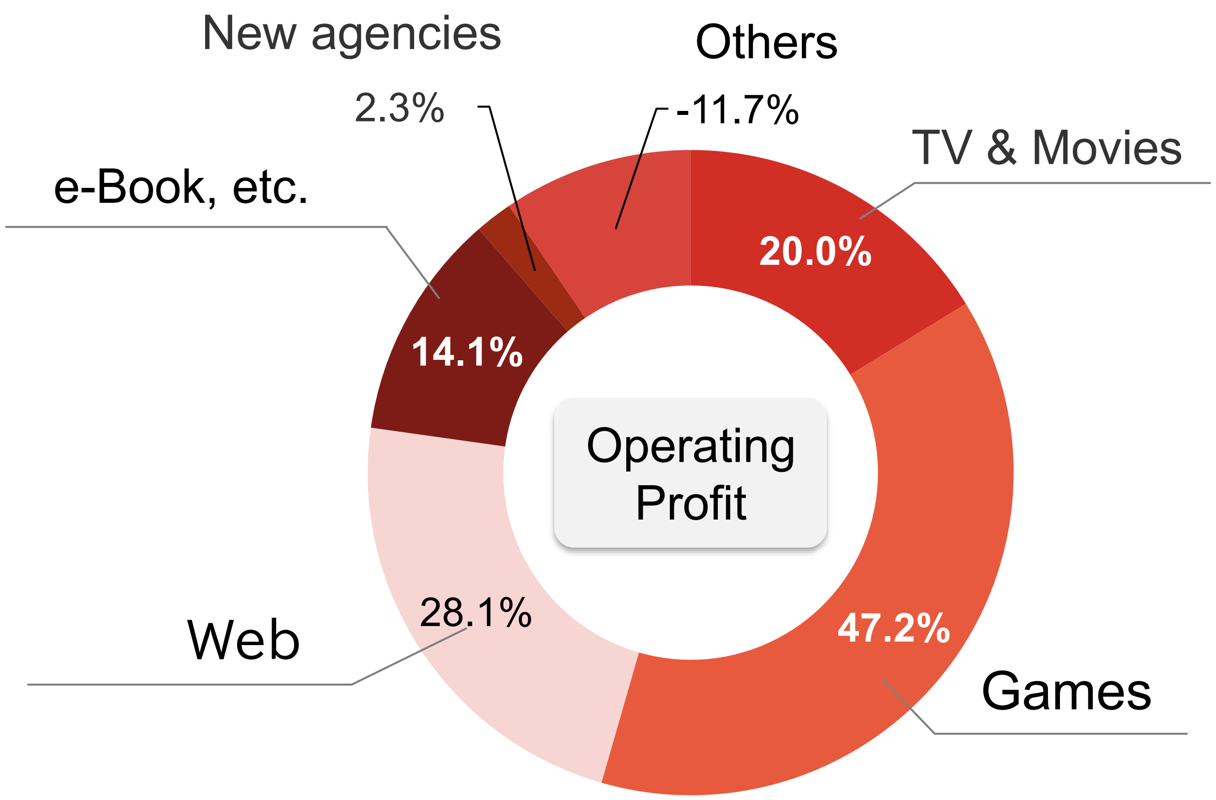
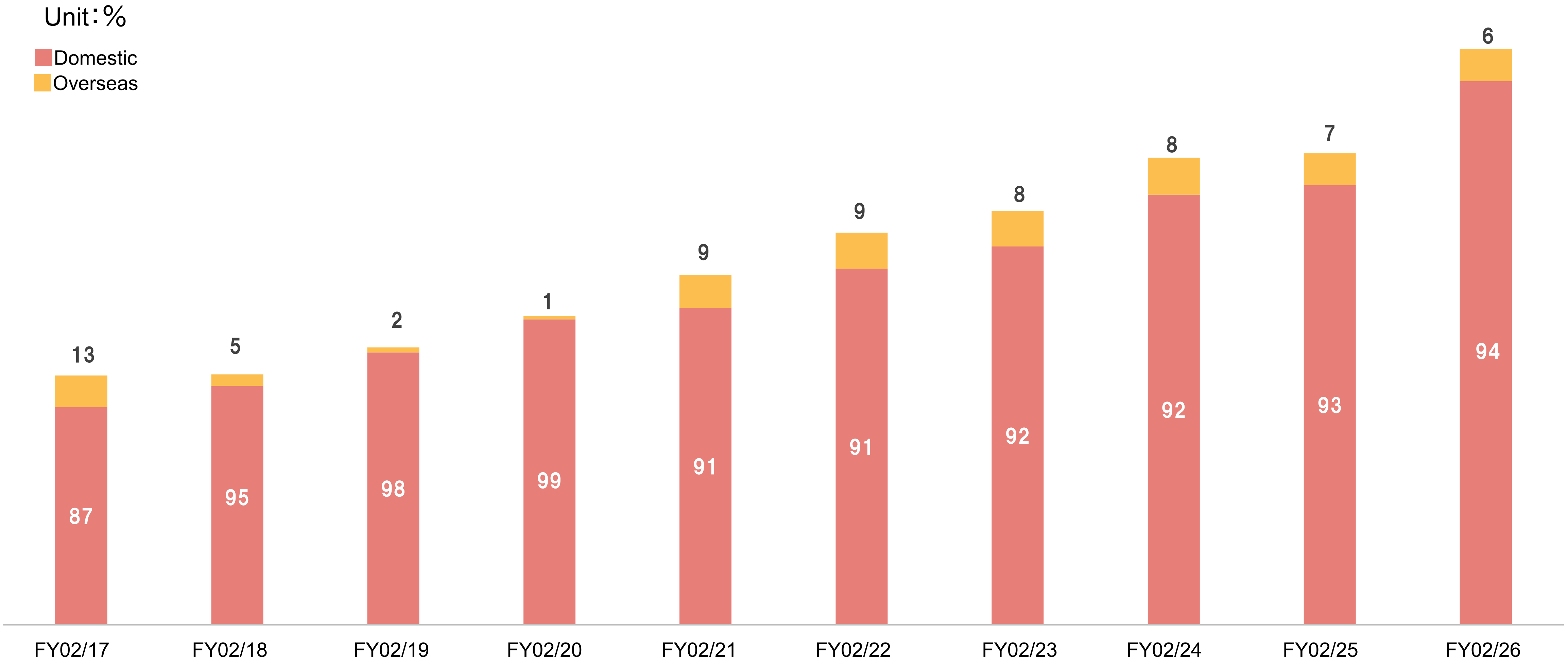
Creative（Japan）Percentage of Field

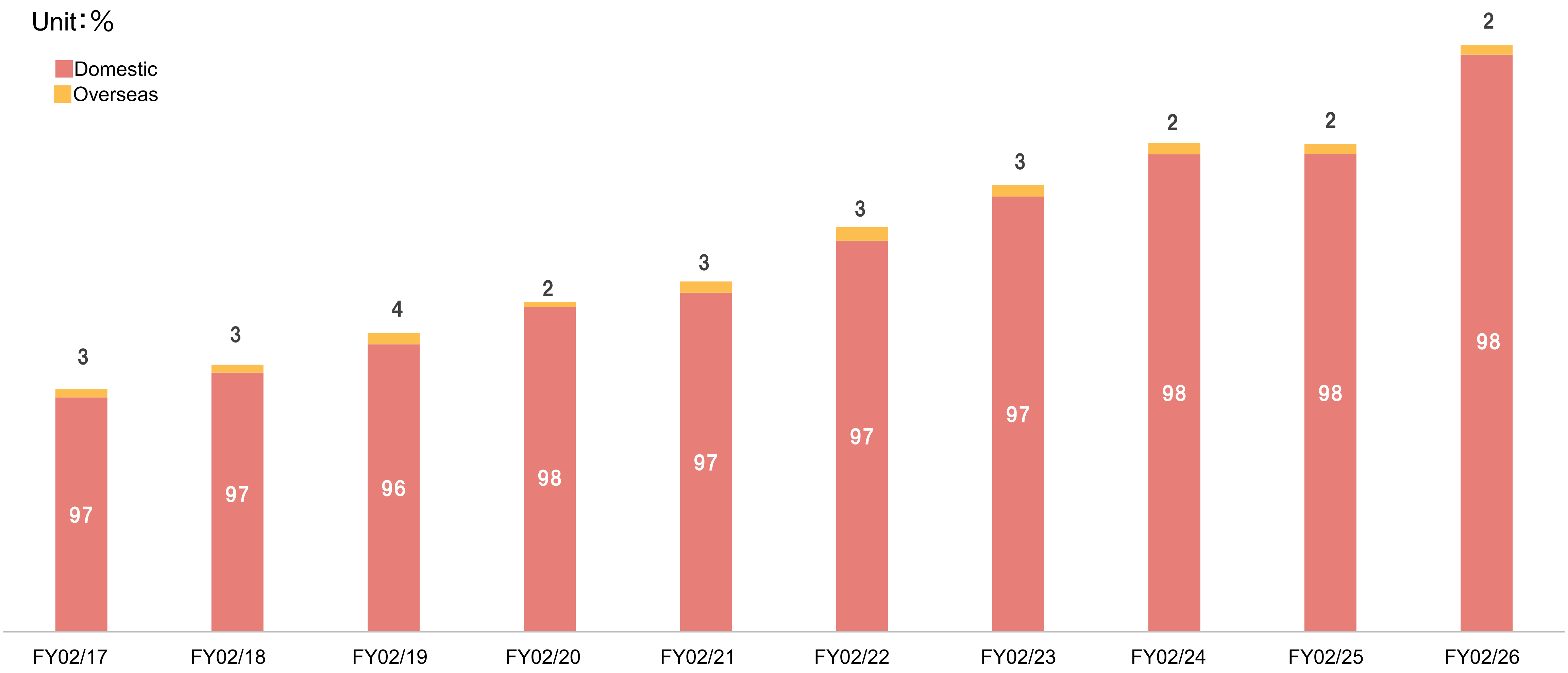




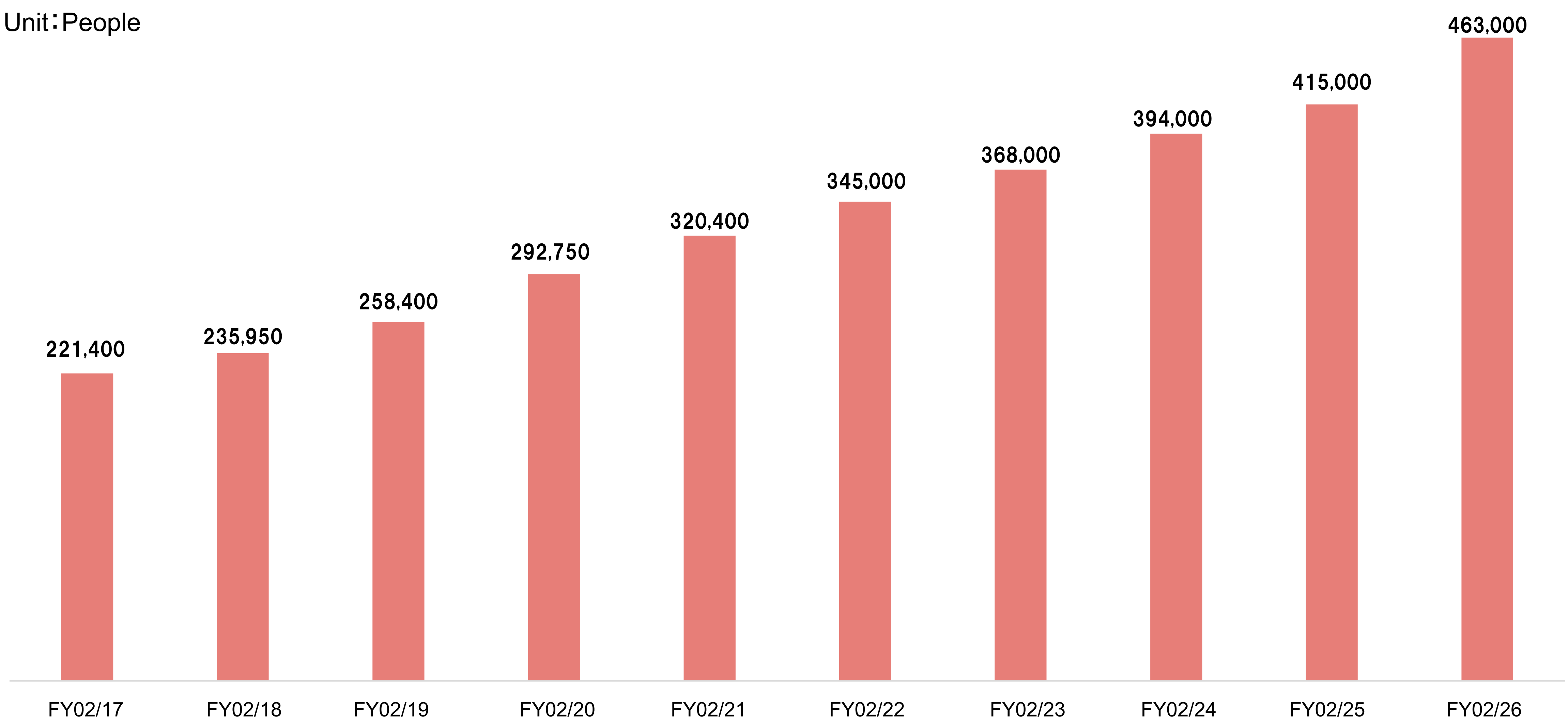
Domestic and Overseas [sales] Trends



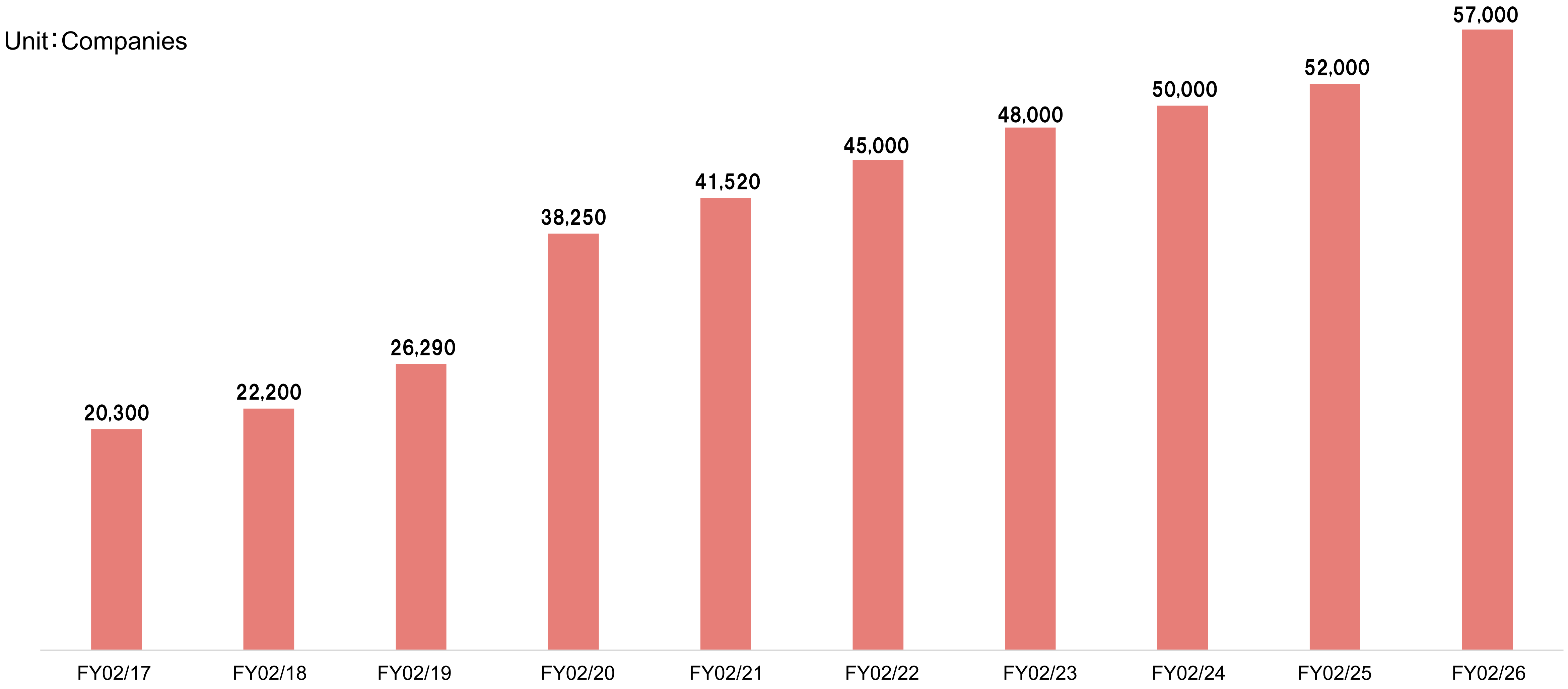
Domestic and Overseas [Operating Profit] Trends



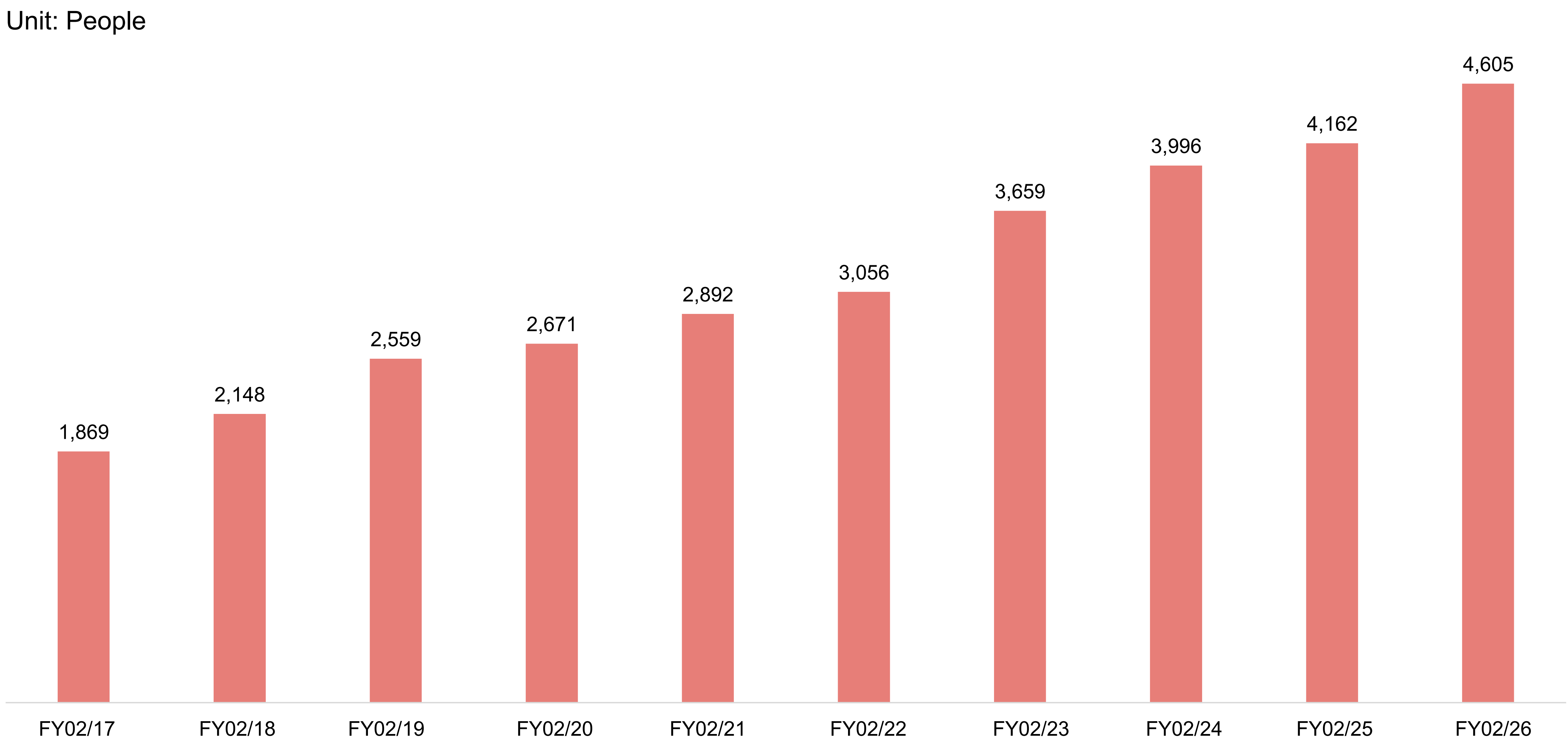
Changes in the Number of Professionals



Changes in the Number of Clients



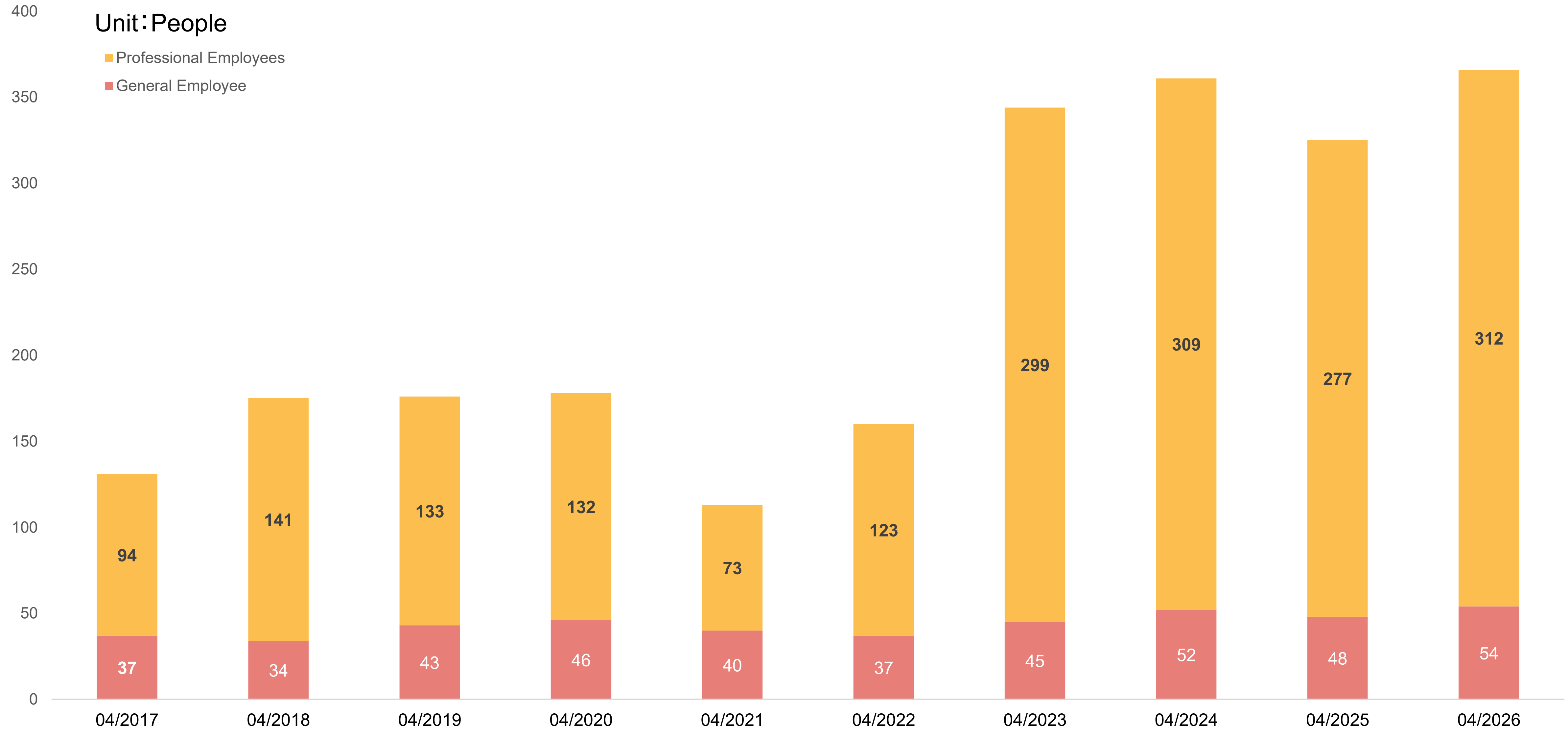
Changes in the Number of Employees



※Numbers as of the end of the period

New Graduate Recruitment Trends

CREEK & RIVER



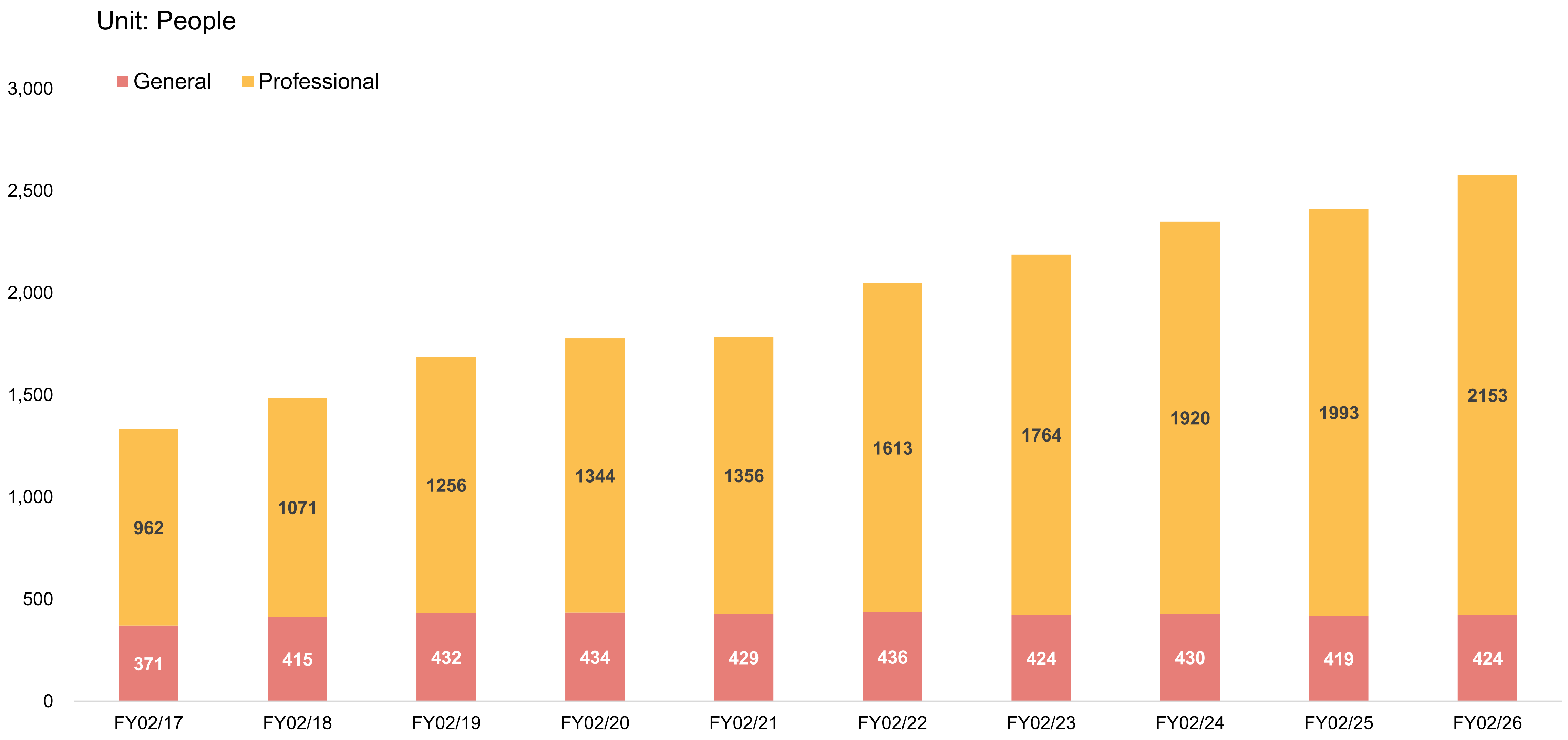
The Number of New Graduate Employees

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

（Unit: People）

() is the number of professional employees	2023	2024	2025	2026
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



CREEK & RIVER

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	・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	・Creation of new value by leveraging the capabilities of professionals ・Global expansion ・Regional revitalization
3	Environmental initiatives that leverage the wisdom of professionals	・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	・Creation of management personnel ・Diversity and inclusion initiatives ・Education for professionals to demonstrate their abilities
5	Establish a responsible company and management foundation	・Strengthening corporate governance ・Compliance with laws and regulations/social norms ・Information security/privacy protection

In the universe,infinite numbers of nebulous whirls are continuously being born and dying.We follow the births of the whirls and attempt to ascertain how the stars come into being.

CREEK & RIVER

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.