July 30, 2026

Company name: CREEK & RIVER Co., Ltd.
Representative: Jun Kurosaki, President and Representative Director
Securities code: 4763 (TSE Prime Market)
Contact: Yuki Tochio, Corporate Officer
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Notice Regarding Acquisition of Shares of LinkTech Inc. (Conversion into Subsidiary)

CREEK & RIVER Co., Ltd. hereby announces that, at a meeting of its Board of Directors held on July 30, 2026, it resolved to acquire the shares of LinkTech Inc. (Head Office: Taito-ku, Tokyo; Representative Director and CEO: Lee Hyung Bae; hereinafter "LinkTech") and make it a consolidated subsidiary.

1. Reasons for the Share Acquisition

Under the C&R Group Corporate Philosophy, "contributing to society through people's capabilities," the Group operates a professional agency business in 18 fields, including TV & movies, games, web, advertising and publishing, and authors. Furthermore, with the aim of helping enhance the lifetime value of professionals, including creators, the Group provides XR technologies, including VR, AR, and MR, as well as AI, as solution businesses, and is expanding services that integrate the expertise of professionals with advanced technologies.

LinkTech is a group company of AcroHoldings Co., Ltd., which operates a group of more than 30 IT companies. LinkTech was established in March 2017 to engage in contract system development and the system engineering service businesses. It was an early adopter of AI-driven development, which incorporates AI into every stage of system development, and has established a development process that delivers both speed and accuracy. In addition, its engineers, who have extensive experience ranging from legacy systems to cloud development, continue to create business opportunities, including the migration of systems to the cloud.

By joining the C&R Group, LinkTech will combine the Group's broad client base in the creative and IT fields with its own AI development technologies and engineering resources. This will enable the Group to provide more comprehensive and timely solutions for clients' digital transformation initiatives and system renewal.

2. Overview of the Subsidiary to Be Acquired

(1) Name	LinkTech Inc.
(2) Location	7F Belief Ueno Bldg., 1-8-5 Kitaueno, Taito-ku, Tokyo
(3) Title and name of representative	Representative Director and CEO, Lee Hyung Bae
(4) Business activities	1. Planning, design, and development of information systems 2. Consulting services related to the introduction of information systems 3. Education and training of information technology professionals

	4. Provision of IT personnel services
(5) Capital	¥15 million
(6) Date of establishment	March 2017
(7) Major shareholders and shareholding ratios	Acro Frontier Co., Ltd.: 53.33% AcroHoldings Co., Ltd.: 26.67% Others: 20.0%
(8) Relationship between the listed company and the company concerned	Capital relationship: None Personnel relationship: None Business relationship: None

(9) Operating results and financial position for the past three fiscal years			
Fiscal year ended	February 29, 2024	February 28, 2025	February 28, 2026
Net assets	¥161 million	¥194 million	¥202 million
Total assets	¥300 million	¥292 million	¥291 million
Net sales	¥859 million	¥791 million	¥676 million
Operating profit	¥66 million	¥41 million	¥8 million
Ordinary profit	¥68 million	¥44 million	¥9 million
Net profit	¥48 million	¥33 million	¥8 million

3. Overview of the Parties from Whom the Shares Will Be Acquired

(1) Name	Acro Frontier Co., Ltd., AcroHoldings Co., Ltd., and two individual shareholders
(2) Address	Chuo-ku, Tokyo
(3) Relationship with the listed company	There are no capital, personnel, or business relationships that require disclosure.

4. Number of Shares to Be Acquired and Shareholding Before and After the Acquisition

(1) Number of shares held before the acquisition	0 shares (Number of voting rights: 0; Voting rights ownership ratio: 0%)
(2) Number of shares to be acquired	1,500 shares of common stock (Number of voting rights: 1,500)
(3) Acquisition price	The acquisition price has not been disclosed pursuant to a confidentiality agreement with the parties from whom the shares are being acquired. The acquisition price was determined based on the results of a valuation of the shares conducted by an independent third party. In addition, the acquisition price does not meet the disclosure threshold.
(4) Number of shares held after the acquisition	1,500 shares of common stock (Number of voting rights: 1,500; Voting rights ownership ratio: 100%)

5. Schedule

(1) Date of Board of Directors' resolution	July 30, 2026
(2) Date of execution of the share purchase agreement	July 30, 2026 (scheduled)

(3) Date of share acquisition	August 3, 2026 (scheduled)

6. Future Outlook

The impact of this acquisition on the Company's consolidated financial results for the current fiscal year is expected to be minimal. However, it is expected to contribute to the improvement of the Company's consolidated financial results over the medium to long term. The Company will promptly disclose any matters that should be announced in the future.