

Q2(Interim Period) FY02/27

Financial Results Briefing Materials



CREEK & RIVER Co., Ltd.

October 8th, 2026

TSE Prime 4763

- 1. Financial Results Report for Q2 of the FY
Ending Feb 2027 (37th Term)**
- 2. Growth Strategy**
- 3. Appendix**

Q2(Interim Period) FY02/27 Financial Results

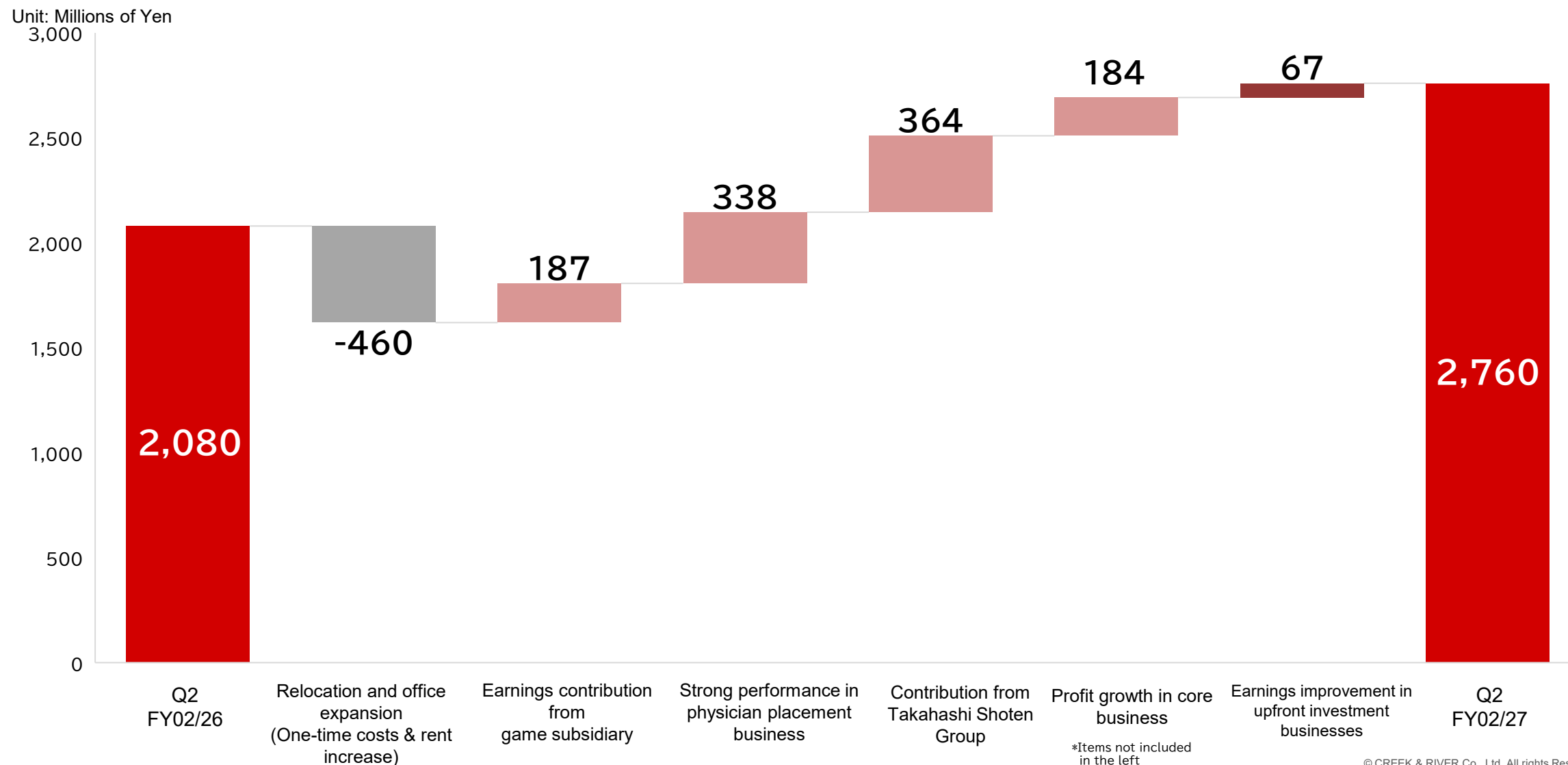
Financial Results for Q2 of FY Ending Feb 2027

- Achieved record-high results in sales, operating profit & ordinary profit exceeding the revised interim forecasts announced Jul 9th.
- Interim net profit declined due to losses associated with a decrease in gains related to the Takahashi Shoten Group acquisition in the prior FY. However, lower tax expenses resulting from the seasonal nature of the Takahashi business enabled results to exceed the plan.
- Existing businesses grew steadily, while the Takahashi Shoten Group also contributed to performance.

Sales	Operating Profit	Ordinary Profit	Interim Net Profit
32,058 Million Yen	2,760 Million Yen	2,760 Million Yen	2,107 Million Yen
Excluding Takahashi 29,998 Million Yen	Excluding Takahashi 2,912 Million Yen	Excluding Takahashi 2,865 Million Yen	Excluding Takahashi 1,845 Million Yen
—— YoY comparison ——	—— YoY comparison ——	—— YoY comparison ——	—— YoY comparison ——
114%	133%	134%	96%
Excluding Takahashi 108%	Excluding Takahashi 112%	Excluding Takahashi 111%	Excluding Takahashi 111%

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.



Financial Results Highlights: Impact of Takahashi Shoten Group

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

Unit: Millions of Yen

	1Q(1-3)	2Q(4-6)	3Q(7-9)	4Q(10-12)	Full FY (1-12)
FY2026 Feb					
Sales	-	361	3,949	1,839	6,150
Operating profit	-	▲515	865	366	715
FY2027 Feb					
Sales	1,676	385			<Plan> 7,800
Operating Profit	293	▲444			800 *Initial Plan

The accounting treatment for the business combination was finalized in Q1 of the FY ending Feb 2027, & the figures for the FY ended Feb 2026, reflect this.

*Profit includes goodwill amortization and similar items.

Results for Q2 of the FY Ending Feb 2027 (Income Statement)



CREEK & RIVER

Unit: Million Yen

	Q2(Interim Period) FY02/27	Q2(Interim Period) FY02/26	YoY Comparison	Progress (Interim Period) * Jul. 9 Revised Plan	Progress (Full Year) * Jul. 9 Revised Plan
Sales	32,058	28,092	114%	102%	49%
Gross profit	12,457	10,487	119%		
Gross profit margin	38.9%	37.3%	+1.6pt		
SG&A expenses	9,697	8,407	115%		
SG&A rate	30.2%	29.9%	+0.3pt		
Operating profit	2,760	2,080	133%	108%	51%
Operating profit margin	8.6%	7.4%	+1.2pt		
Ordinary profit	2,760	2,053	134%	110%	52%
Ordinary profit margin	8.6%	7.3%	+1.3pt		
Interim Profit attributable to owners of parent company	2,107	2,186	96%	131%	61%

The accounting treatment for the business combination was finalized in Q1 of the FY ending Feb 2027, & the figures for the FY ended Feb 2026, reflect this.

Results for Q2 of the FY Ending Feb 2027 (Balance Sheet)

Unit: Million Yen

	Interim period FY02/27	End of FY02/26	Increase/Decrease	
Total Current Assets	30,580	35,342	▲4,762	Reduction of trade receivable (seasonal pattern of Takahashi Shoten Group)
Cash & Deposits	17,927	17,696	+231	
Total Noncurrent Assets	14,931	11,493	+3,438	
Goodwill	3,193	2,517	+676	Increase in building facilities, equipment, & fixtures due to expansion
Total investments and other assets	10,071	7,356	+2,715	Increase in investment securities
Total Current Liabilities	23,155	26,430	▲3,275	Reduction of payables (seasonal pattern of Takahashi Shoten Group)
Total Non-current Liabilities	1,854	979	+875	
Borrowings (shortterm/long-term)	11,596	11,545	+51	
Total Net Assets	20,500	19,425	+1,075	
Treasury Stock	▲2,675	▲2,675	-	
Total Liabilities and Net Assets	45,511	46,835	▲1,324	* Equity ratio 40.9% → 44.3%

The accounting treatment for the business combination was finalized in Q1 of the FY ending Feb 2027, & the figures for the FY ended Feb 2026, reflect this.

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

- In light of the steady progress of our business performance, we have revised our full-year forecast upward.
(Further upward revision of the interim earnings forecast that was revised on July 9. The interim net profit reflects the normal effective tax rate, excluding the impact of special factors.)
- Concurrently, we will increase the year-end dividend by 1 yen.

Unit: Million Yen

	FY Ending Feb 2027 Interim		Change	FY Ending Feb 2027 Full Year Plan		Change	FY Ending Feb 2026 Full Year Results	YoY Comparison
	Actual	Jul. 9 Revised Plan		Revised	Jul. 9 Revised Plan			
Sales	32,058	31,500	+558	66,500	66,000	+500	61,393	108%
Operating profit	2,760	2,550	+210	5,650	5,450	+200	4,938	114%
Operating profit margin	8.6%	8.1%	+0.5pt	8.5%	8.3%	+0.2pt	8.0%	
Ordinary profit	2,760	2,500	+260	5,550	5,350	+200	4,826	115%
Interim Net Profit attributable to owners of parent company	2,107	1,600	+507	3,550	3,450	+100	4,105	86%

The accounting treatment for the business combination was finalized in Q1 of the FY ending Feb 2027, & the figures for the FY ended Feb 2026, reflect this.

Dividend (yen)	0.0	0.0	-	52	51	+1	50	+2
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Growth Strategy

~ Building Sustainable Growth Through the Mountain Range Management Approach ~

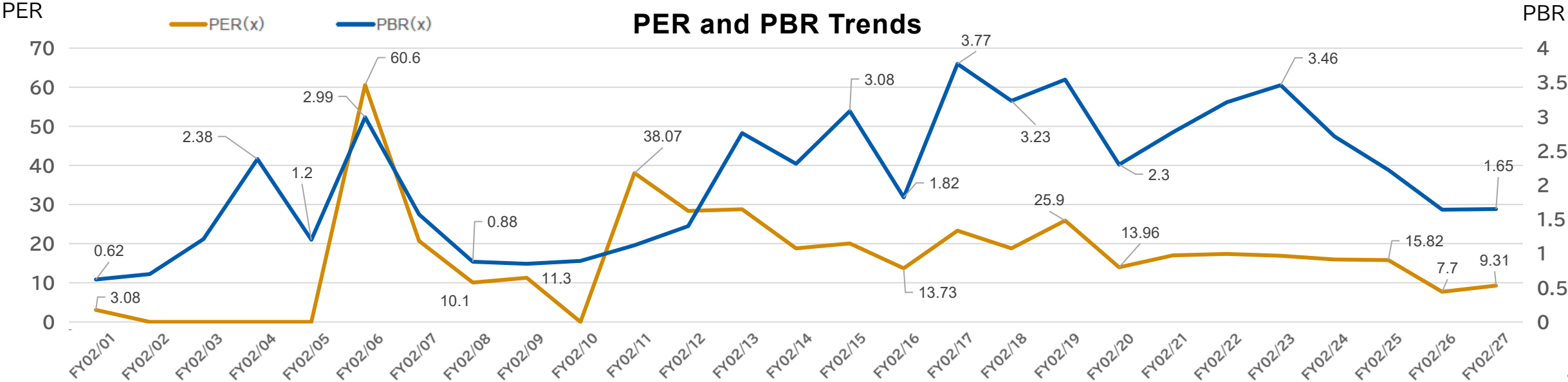
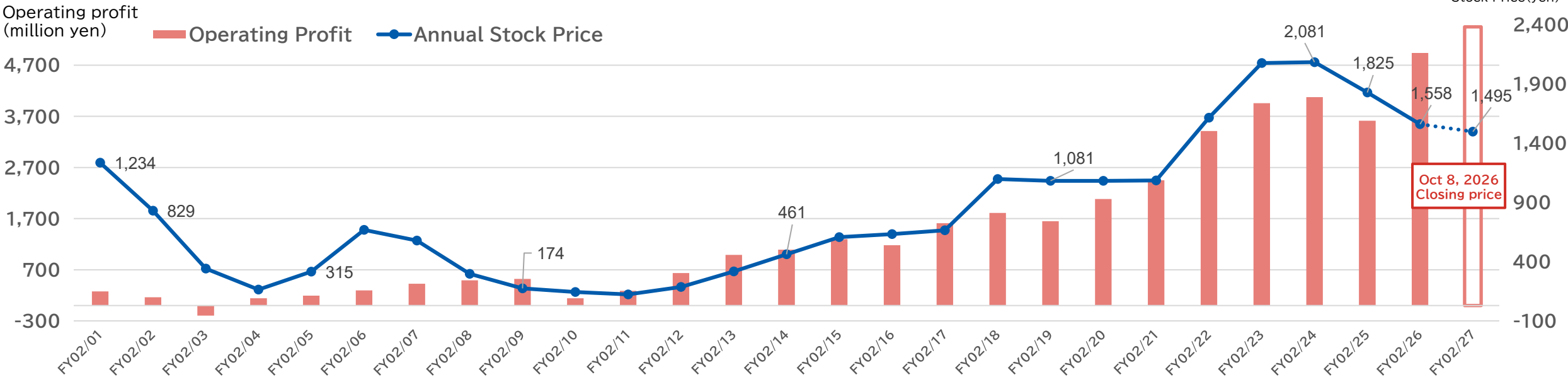
Regarding reportable segments and the eight categories

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

Categories	Reported Segments					
	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

Operating profit & stock price since listing (annual avg; FY02/27 is the closing price on October 8)



Growth Strategy(C&R Group Sales Assets)

C&R Group Business Assets

Professional Network

463,000 professionals

Client Network

57,000 companies

Group companies

34 companies

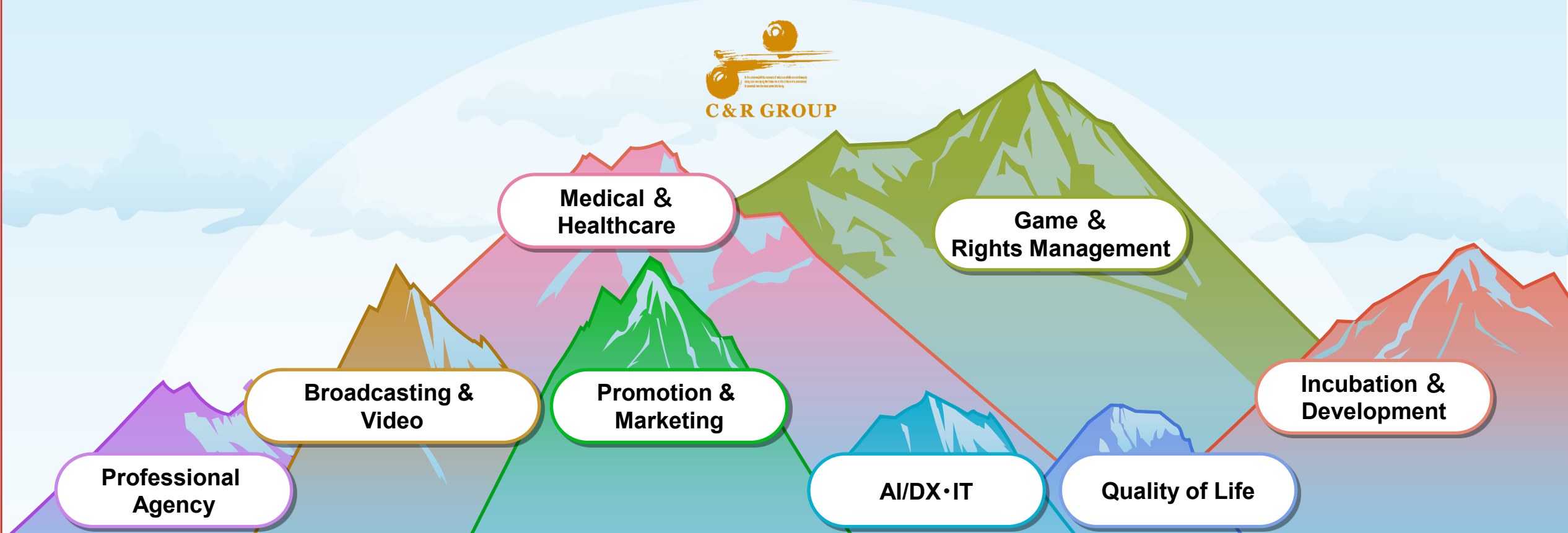
Number of employees

4,605 people



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 33 subsidiaries and affiliated companies)

*As of August 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
Linktech

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

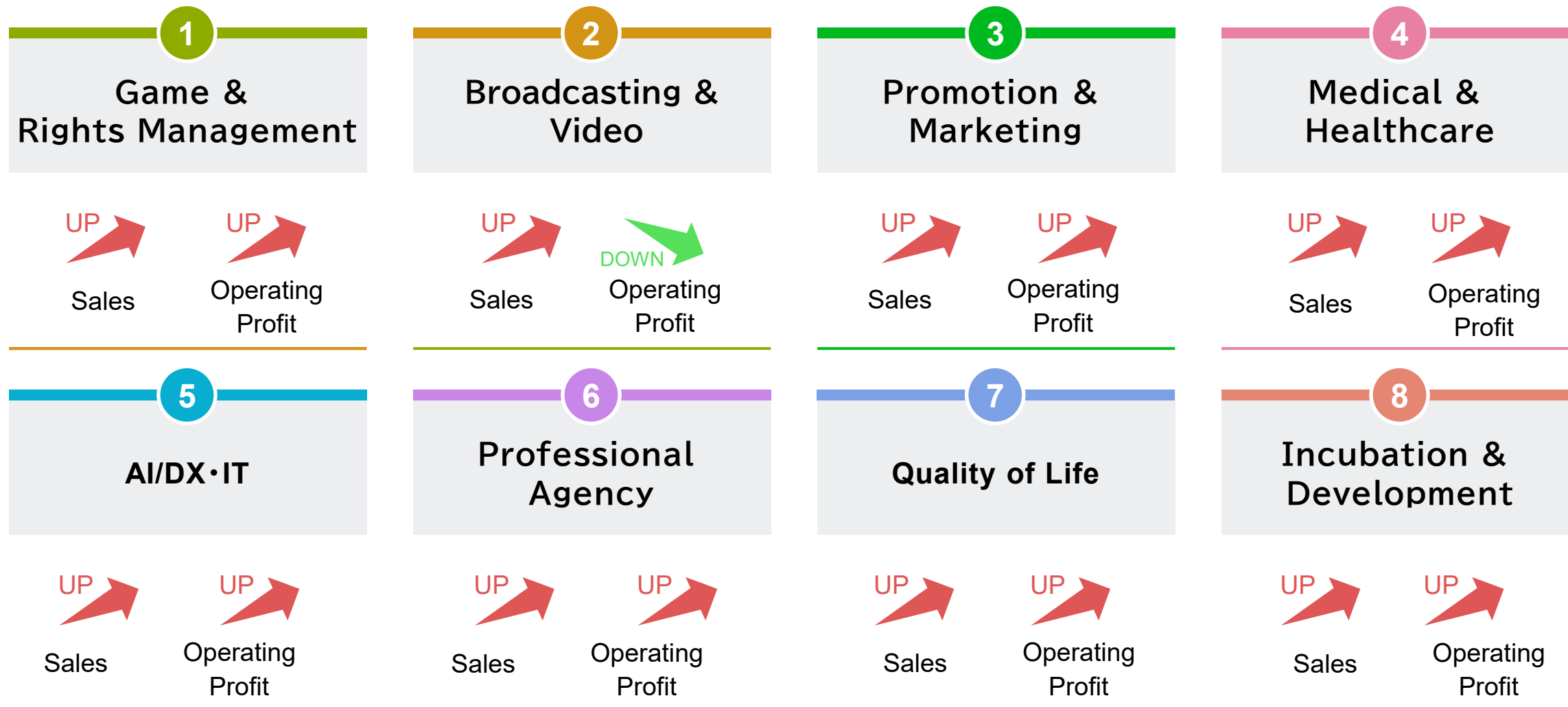
Incubation & Development

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

Q2 (Interim Period) FY02/27 Results by Category

Sales increased across all categories; 7 categories saw growth in both Sales & profit.

Multiple growth engines operating simultaneously



Category Overview: Q2 (Interim Period) Results for the FY Ending Feb 2027

Unit: Million Yen

	Sales			Operating Profit		
	Interim period FY02/27	Interim period FY02/26	YoY comparison	Interim period FY02/27	Interim period FY02/26	YoY comparison
1 Game & Rights Management	9,724	8,509	114.3%	818	764	107.1%
2 Broadcasting & Video	7,430	6,843	108.6%	237	276	85.9%
3 Promotion & Marketing	4,402	4,235	103.9%	407	369	110.2%
4 Medical & Healthcare	3,983	3,585	111.1%	1,586	1,248	127.1%
5 AI/DX・IT	1,691	1,567	107.9%	77	1	+76
6 Professional Agency	1,256	1,193	105.3%	57	54	105.2%
7 Quality of Life	1,382	1,325	104.3%	54	41	133.2%
8 Incubation & Development	2,874	1,426	201.5%	▲236	▲569	+333
Total	32,058	28,093	114.1%	2,760	2,080	132.7%

* Effective from FY2027, businesses previously included in “Professional Agency” have been reclassified into “Broadcasting & Video,” “Promotion & Marketing,” and “AI/DX & IT.” In addition, businesses previously included in “Broadcasting & Video” have been transferred to “Promotion & Marketing.” FY2026 results have been restated to reflect these reclassifications.

The C&R Group aims to build a Professional Ecosystem
(Where Professionals Grow, Value Is Created, and Businesses Flourish.)



CREEK & RIVER Co., Ltd. Receives Prestigious Award for Journalism Edited by Professional Video Editor Yu Bando

●Awards

ABC Documentary Special “Invisible Scars: 20 Years After the JR Train Derailment Accident”

- ◆ 2025 Japan Commercial Broadcasters Association (JBA) Awards – Excellence Award
- ◆ World Media Festival – Gold Award
- ◆ 2026 US International Awards – Gold Award: Documentary: History & Society Category

*Nana Yamato, a professional affiliated with C&R, also participated in the production as a director.

News Report

“In the Name of Reconstruction: The Voices of Affected Shop Owners and the Story of Kobe-Nagata’s Post-Earthquake Redevelopment”

- ◆ 2026 Japan Commercial Broadcasters Association (JBA) Awards Excellence Award, Special Recognition Category: Broadcasting and the Public Interest
 - ◆ 63rd Galaxy Awards Grand Prize, News Reporting Category
- The Galaxy Awards are considered the most prestigious awards in the Japanese broadcasting industry.

Telementary 2026 “Reconstruction Beyond One’s Means: Voices of Disaster-Affected Business Owners in Kobe & Tohoku”

- ◆ 2026 Japan Commercial Broadcasters Association (JBA) Award – Program Category (TV Educational/Cultural): Award of Excellence



Video Editor Yu Bando



“FUN EAT MAKERS in Okuma” Wins Silver Award at the Japan Spatial Design Awards 2026

- “FUN EAT MAKERS in Okuma” (Okuma, Fukushima), a project planned, designed, and managed by the Architecture Group of CREEK & RIVER Co., Ltd., with creative direction, master planning, and architectural design by NOTE Inc., won the Silver Award in the Complex Commercial Facility Space Category at the Japan Spatial Design Awards 2026.



Vegetable Factory & Cultivation Room



Nokishita Park (Covered Community Space)



Mr. Daisuke Aoki
NOTE Inc.

Designed around the architectural concept of a “Connected Nokishita,” featuring flexibility, transparency, and a welcoming environment for visitors, the facility brings together buildings with diverse functions, including production, processing, shipping, consumption, and lodging, under a single roof. This intentionally creates covered communal spaces between the buildings, fostering connections between local residents and visitors.

Medical Principle Co., Ltd., a Healthcare Subsidiary

● Network of 185,000 Doctors and Medical Students



Shimon Sakaguchi, M.D.

2025 Nobel Prize in
Physiology or Medicine
Recipient



Shinya Yamanaka, M.D.

2012 Nobel Prize in
Physiology or Medicine
Recipient



Tasuku Honjo, M.D.

2018 Nobel Prize in
Physiology or Medicine
Recipient



Publishes *DOCTOR'S MAGAZINE*, a human-interest magazine for the medical industry.

C&R Legal Agency Co., Ltd. (Legal Field) JUSNET Communications Co., Ltd. (Accounting Field)

●A Network of 24,000 Attorneys & Patent Attorneys



Publishes *Attorney's MAGAZINE*, a human-interest magazine for the legal profession.

●A Network of 78,000 Accounting & Tax Professionals



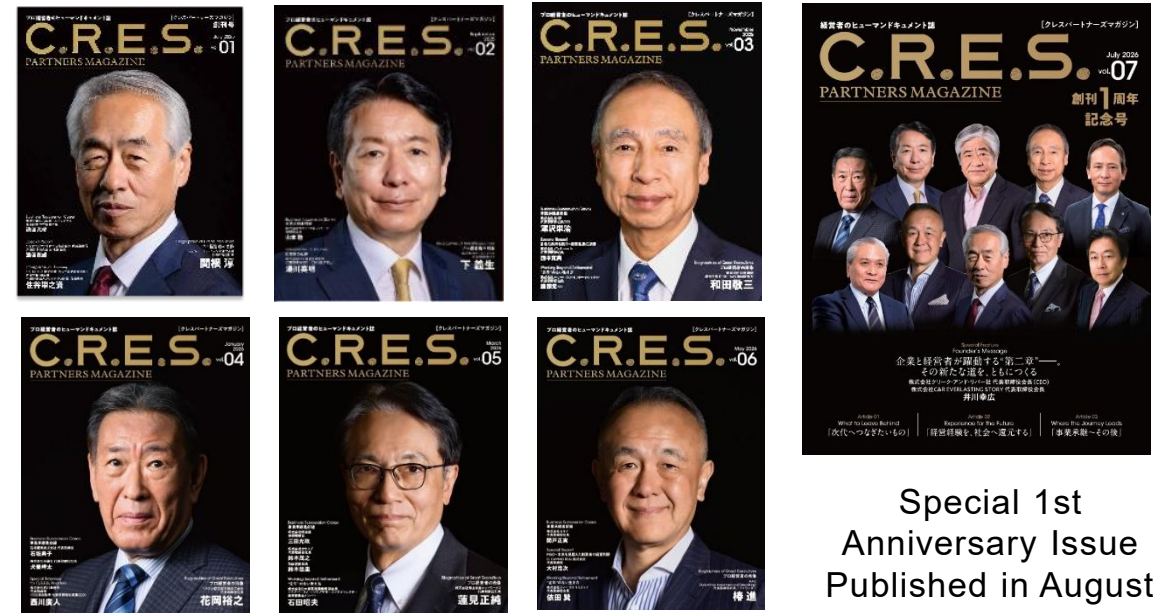
Publishes *Accountant's MAGAZINE*, a human-interest magazine for accounting professionals

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.



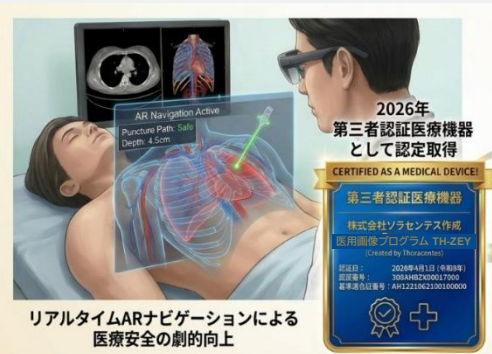
Leveraging the C&R Group's business assets, we provide business succession support that preserves not only businesses but also their history and philosophy.

As part of our startup support initiatives, we have invested in 13 venture companies and are currently preparing to launch a Management Development Academy.

Products created by the C&R Group

●Thoracentes(our investee company)

Medical Device "Medical Imaging Program TH-ZEY"



●Takahashi Shoten

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



●Connect Around

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

Bento boxes made with homegrown vegetables



●Shiftall Products

MeganeX8K 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 BELLE

Launched Original Apparel Brands



「Touch of Grace」



「ECLECT」



AI is not a replacement for people. It is a “thinking tool” that enhances human potential and accelerates creativity.

AI Initiatives at the C&R Group

Operational Improvement

Internal AI Platform “Secure AI”
Meeting Summaries, Email Editing,
Proposal Writing, etc.

Training & Knowledge Sharing
Training Curriculum Development
AI Workshops and Seminars

Content Production

Product Development
AI Game Development
AI-Driven Development

Creative Content Production
AI Video & Animation Generation
AI Image Generation
Prototype & Mockup Development

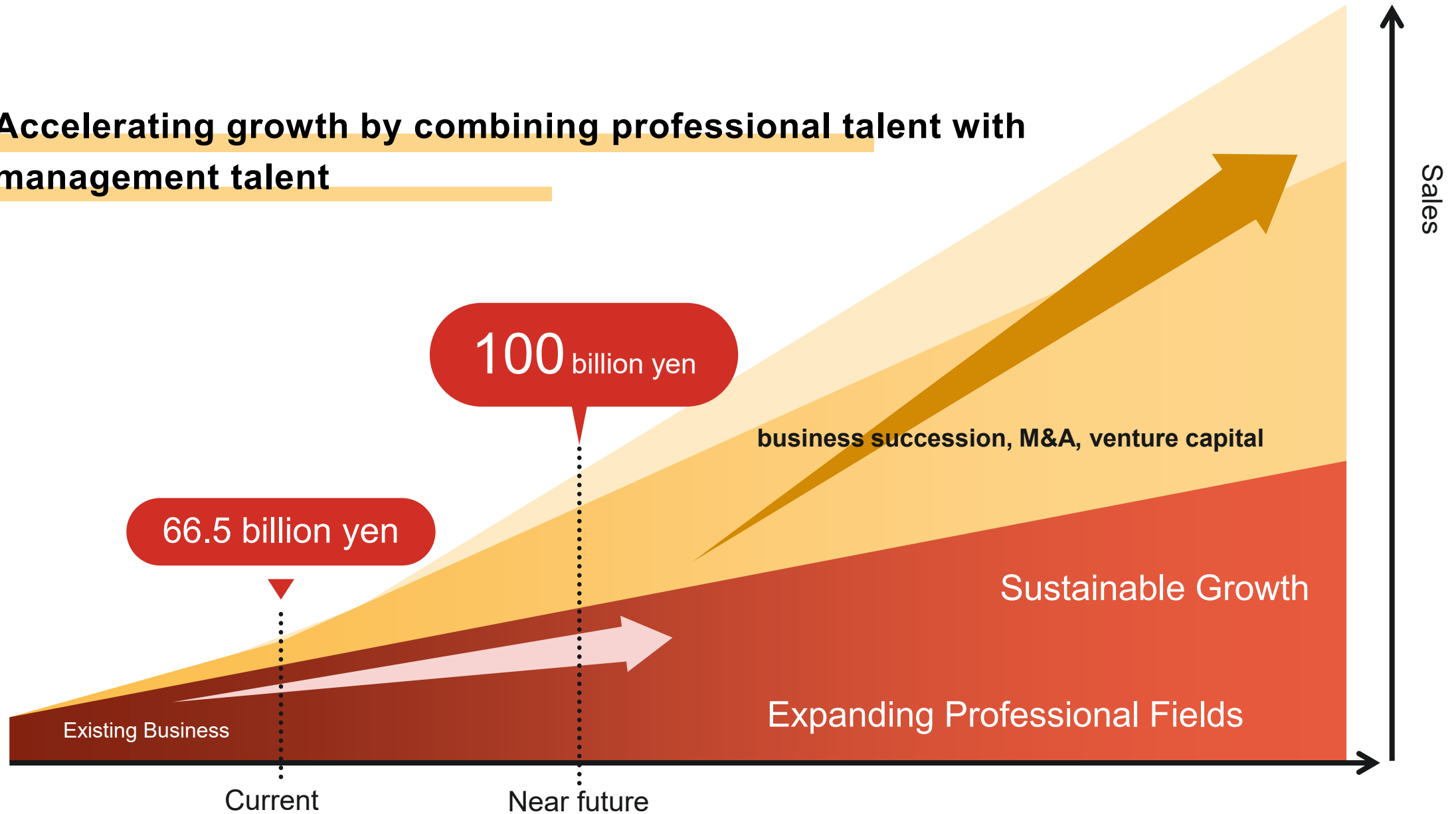
New Business Development

New Business Concept Development
Idea Generation
Creative Thinking Support

Leveraging Multiple AI Tools in Parallel
Research
Market Analysis

With AI as a powerful thinking tool, we expand human potential across operations, content creation, and business development, creating greater value for people and organizations.

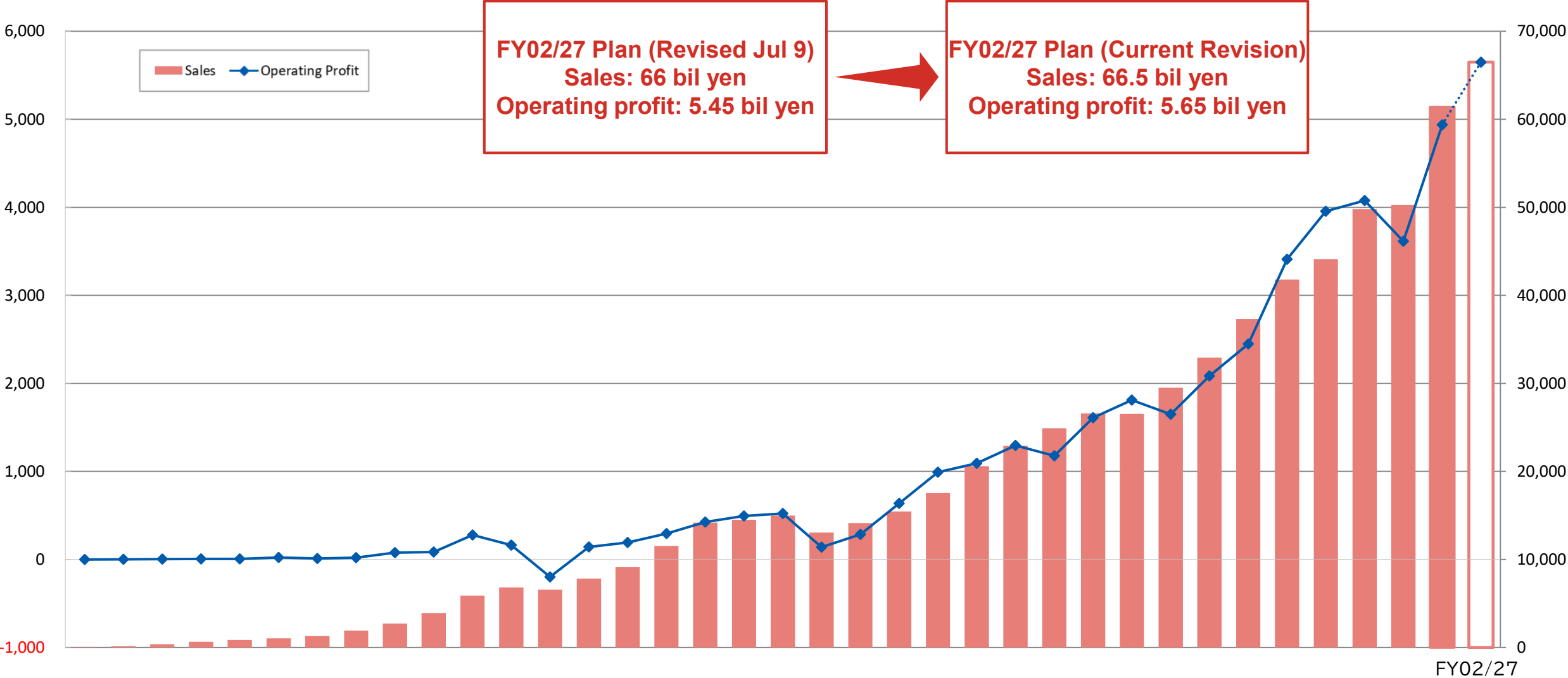
Accelerating growth by combining professional talent with management talent



Performance Trends

Operating Profit

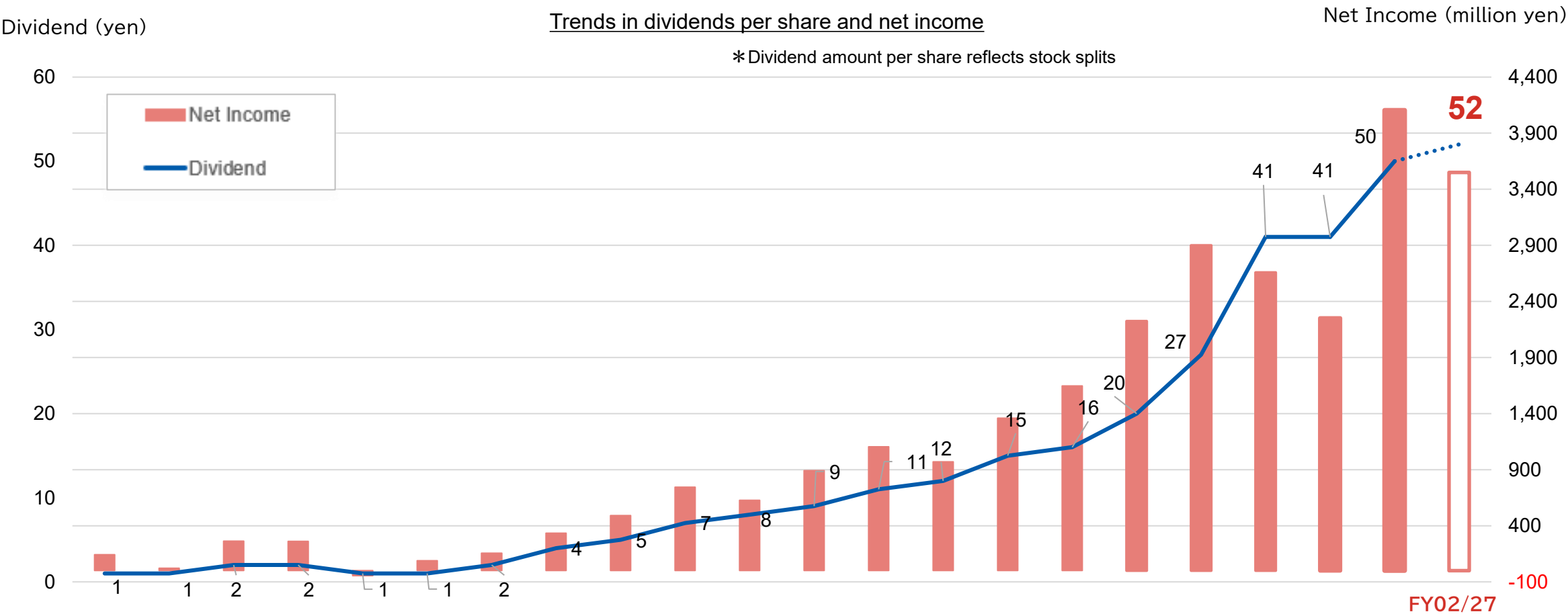
Unit: million yen **Sales**



Dividend Policy

Our basic policy is to maintain the consolidated dividend payout ratio at around 30%, taking into account both business performance and the payout ratio.

FY02/27 Dividend Forecast Revised to ¥52 per Share



Appendix

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

Continued Growth in Sales and Profitability, with Further Expansion Expected Through AI-Driven Projects and Opportunities Spanning Domestic and International Markets

Sales

(million yen)

+1,215
(+14.3%)

8,509

9,724

Q2 FY02/26

Q2 FY02/27

Operating Profit

(million yen)

+54
(+7.1%)

764

818

Q2 FY02/26

Q2 FY02/27

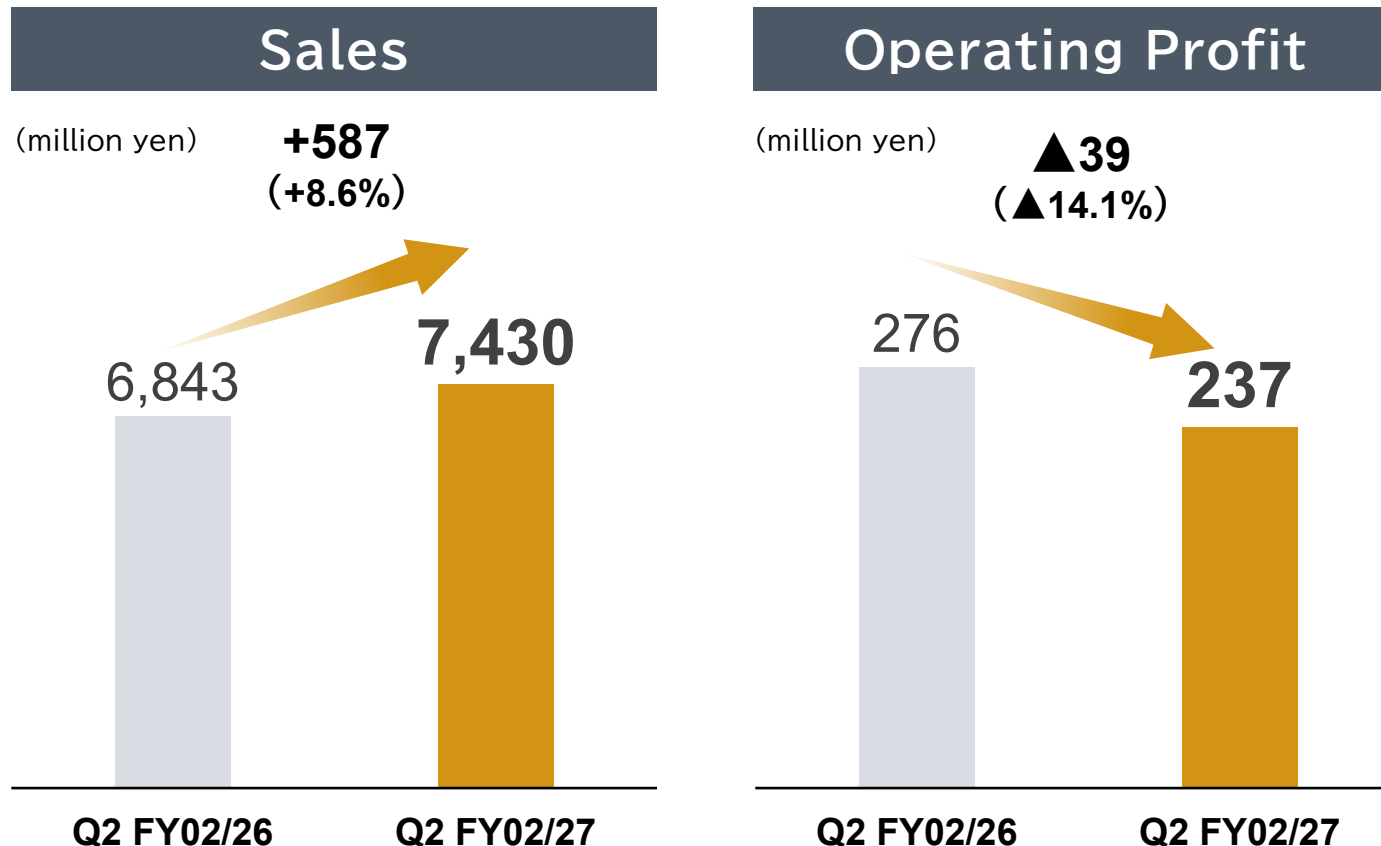
Comment

- Approximately 2,000 game creators active across projects
- Expanded studio operations through relocation and facility expansion (1,836 additional tsubo); URS Games moved into the studio on July 26
- Active utilization of AI for production efficiency and AI animation development
- Launch of a Japan publishing business for overseas games
- Released “PHANTOM TAG: MANIFEST” on August 20, developed by C&R Creative Studios and Claytech Works.

(Steam®/Nintendo Switch 2)

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

Solid Sales Growth, but Lower Profit Due to Challenges at the Korean Subsidiary



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 "Okada Junichi & Robert Akiyama's Imasara Shiro!" (with C&R)
- Fuji TV: "Tsukkomi Geinin No.1 Ketteisen: Tsukkomi Star" (with Shion)
- TV Asahi's "THE Hikyo Seikatsu" (with C&R)
- 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)

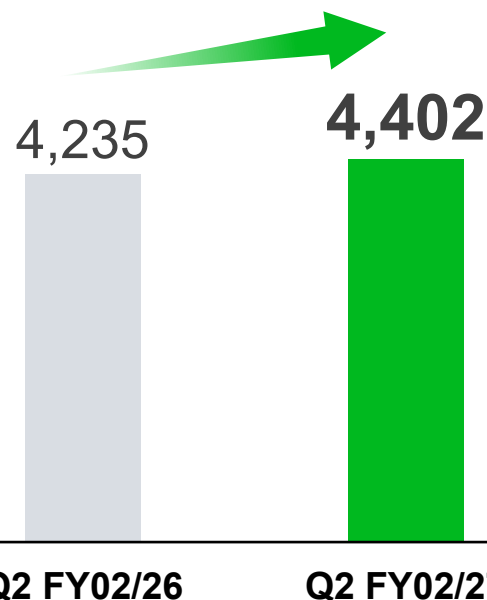
CREEK & RIVER

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

Sales

(million yen)

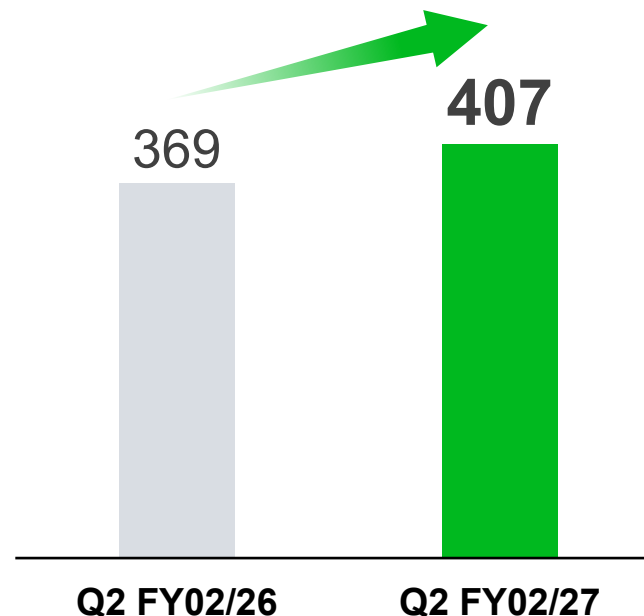
+167
(+3.9%)



Operating profit

(million yen)

+38
(+10.2%)



Comment

- Approximately 760 creators active across projects
- MCN Network expanded to 810 partner YouTube Channels
- Photographer and Writer Network grew to 720 members (+120 YoY)
- 37 Creator units serving major clients
- “Relocal,” an AI-powered fan community platform launched with Quon Inc., reached 121,000 registered Users and 145,000 posts; adopted by 10 municipalities and 6 organizations

Medical Principle / Community Medical Innovation

Strong Growth in Physician Placement Services Drove Double-Digit Revenue and Profit Growth; Full-Scale Expansion of Healthcare Facility Succession Service

Sales

(million yen)

+398
(+11.1%)

3,585

3,983

Q2 FY02/26

Q2 FY02/27

Operating Profit

(million yen)

+338
(+27.1%)

1,248

1,586

Q2 FY02/26

Q2 FY02/27

Comment

- Physician placement services achieved record-high performance
- Revenue from permanent physician placement grew 23% YoY
- “Resinavi Fair” maintains strong appeal among medical students and residents, attracting 8,000 participants in 2026
- Management support currently provided to three healthcare facilities
- Supported five new healthcare facility openings through business succession and startup support services this fiscal year

CREEK & RIVER / Leading Edge / Idrasys / LivAI / Linktech

Business Continued to Grow Steadily, Delivering Significant Profit Growth Driven by Strong Performance in the Computer Science Placement Business

Sales

(million yen)

+124
(+7.9%)

1,567

1,691

Q2 FY02/26

Q2 FY02/27

Operating Profit

(million yen)

+76
(about 136-fold)

1

77

Q2 FY02/26

Q2 FY02/27

Comment

- Approximately 270 DX engineers active across projects
- Linktech Co., Ltd. joined the group
- Expansion of the Generative AI Consulting Business
- Steady growth in the partner network for “DX no Mori,” a vendor support platform
- Strategic investment partner Intumit listed on the TPEx; Market capitalization reached NT\$2.17 billion(approx ¥10.7 billion) as of October 2026

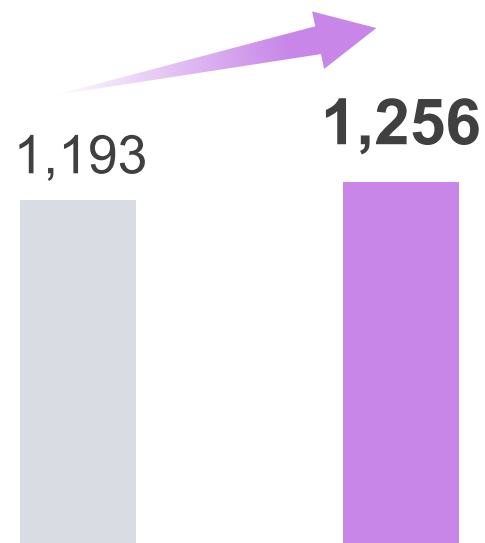
C&R Legal Agency (Legal Professionals) / JUSNET Communications (Accounting)

Revenue and Profit Growth, While the Recruitment Business Continues to Recover Gradually

Sales

(million yen)

+63
(+5.3%)



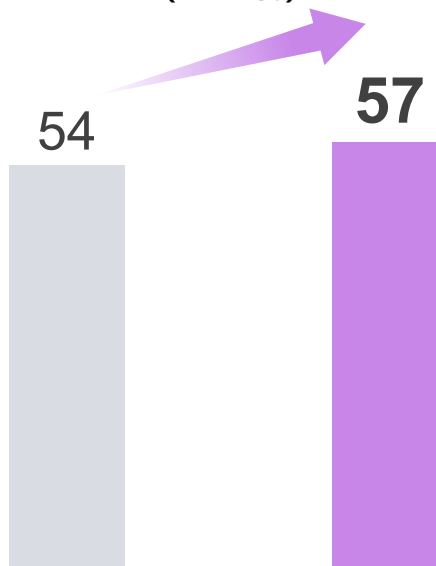
Q2 FY02/26

Q2 FY02/27

Operating Profit

(million yen)

+3
(+5.2%)



Q2 FY02/26

Q2 FY02/27

Comment

- Sluggish performance in the legal recruitment sector (lawyers) has had an impact, while the accounting sector is showing signs of recovery.
- Hosted the Accounting Firm Expo 2026 in September, featuring a record 49 exhibitors and 1,114 participants.
- Launched “Chizai Benrishi Tenshoku.jp,” a specialized recruitment service for patent attorneys and intellectual property professionals.
- The current network comprises 24,480 legal professionals, including lawyers (representing 38% of all lawyers in Japan), and 78,000 accounting and finance professionals.

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

Improved Profitability in the Architecture Business Drove Revenue and Profit Growth, Although Rising Construction Costs Continue to Have an Impact

Sales

(million yen)

+57
(+4.3%)

1,325

1,382

Q2 FY02/26

Q2 FY02/27

Operating Profit

(million yen)

+13
(+33.2%)

41

54

Q2 FY02/26

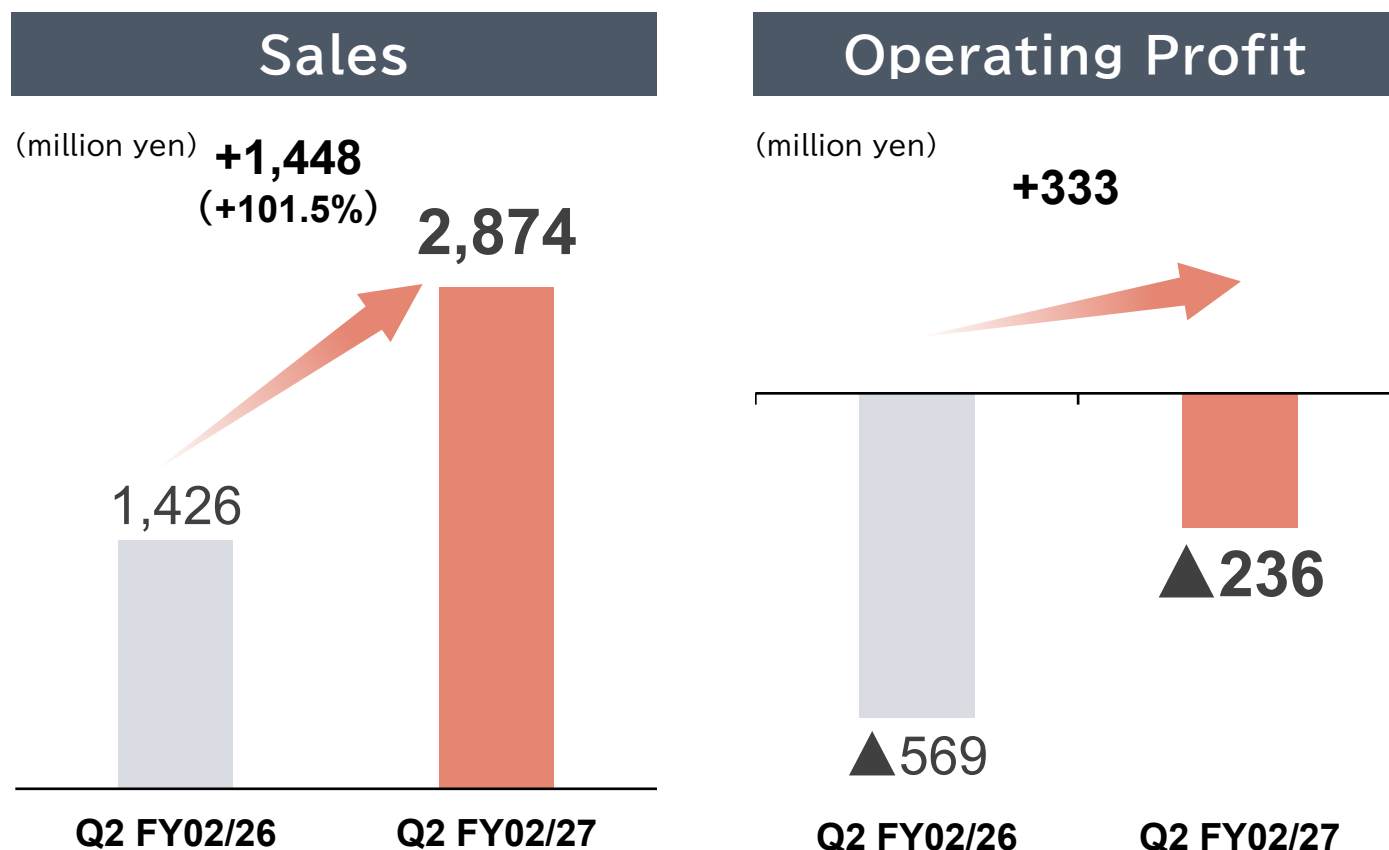
Q2 FY02/27

Comment

- Following the launch of the original fashion brand “ECLECT,” the Group expanded into the women’s golf apparel market with “Touch of Grace.” Sales of the 2026 Fall/Winter collection have been progressing steadily.
- “Cassolo,” the Italian restaurant operated in the Group’s headquarters building, SHINTORA-DORI CORE, has achieved sustained profitability. In June, the Group acquired and began operating “PRIME CHEF,” a private chef service business.
- In the architecture business, project delays continue due in part to rising construction costs.

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

Reported a Net Loss Due to Seasonal Factors at the Takahashi Shoten Group



Comment

- The Takahashi Shoten Group contributed sales of ¥380 million and an operating loss of ¥440 million in the first half. Significant sales and profit growth is expected in the 2nd Half, driven by shipments of planners and calendars (full-year forecast: sales of ¥7.8 bil and operating profit of ¥800 mil).
- Connect Around Co., Ltd., the Group's agriculture-sector subsidiary, operates a multi-purpose facility in Okuma, Fukushima. The operating loss totaled ¥79 million.
- Six of the nine Group companies reported losses. Combined losses totaled ¥255 million, representing an improvement of ¥297 million from the previous fiscal year.

Full-year earnings forecast for FY02/27 by category

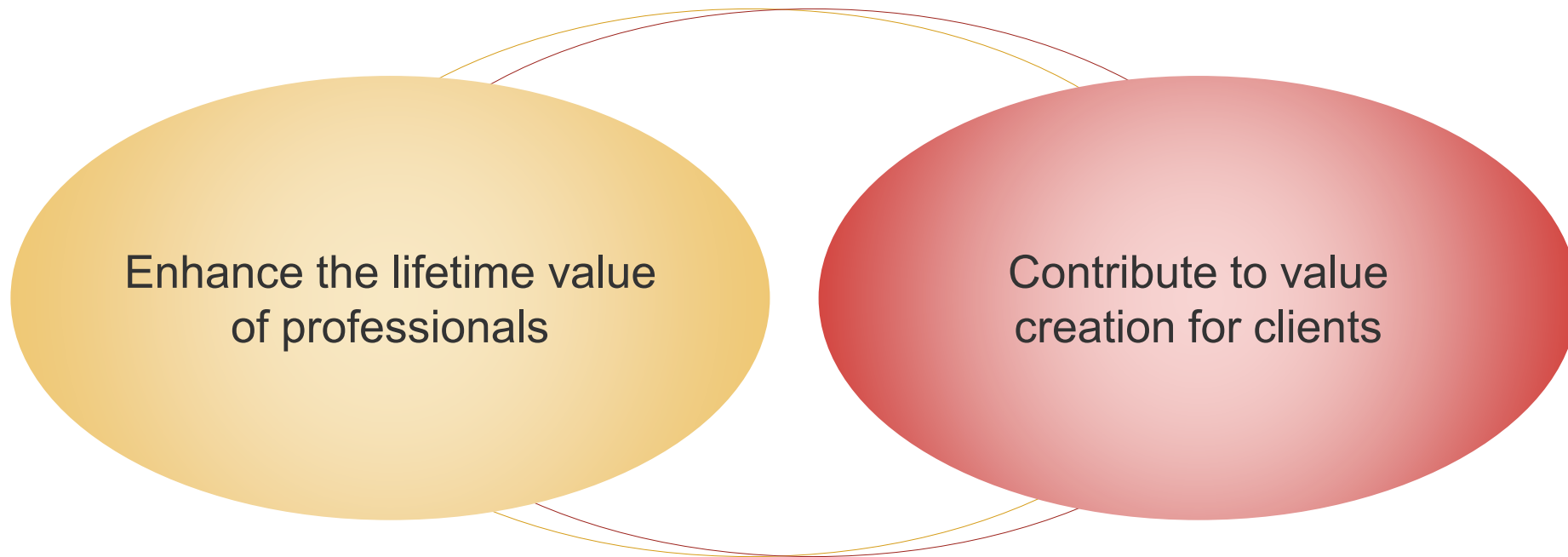
We plan to increase revenue and profits in all categories, aiming to absorb investment costs such as studio relocation and group expansion.

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	3,980	3,319	119.9%	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	9,945	7,999	124.3%	880	477	184.4%
Total	66,500	61,393	108.3%	5,650	4,938	114.4%

*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.

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 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

 **TAKAHASHI**
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)



「秋山」と映画



We develop television programs and games, and
various promotions.

Agency (Temporary staffing/ recruitment)

Creator's
VOICE

#グラフィックデザイナー



INTERVIEW

エージェントのアドバイスで
着実なキャリアアップ

27歳 データアナリスト



Our
Professionals
Innovate
Your
World.

Our
Professionals
Innovate
Your
World.

Professional-focused agency

Segment Introduction

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]

4 Connected Companies

- C&R EVERLASTING STORY
- Takahashi Shoten Group (3 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

18 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 • [Linktech](#)

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

*Underlined are companies established or grouped in and after the fiscal year ending February 2027.

Results for Q2 (Interim Period) FY02/27 by segment

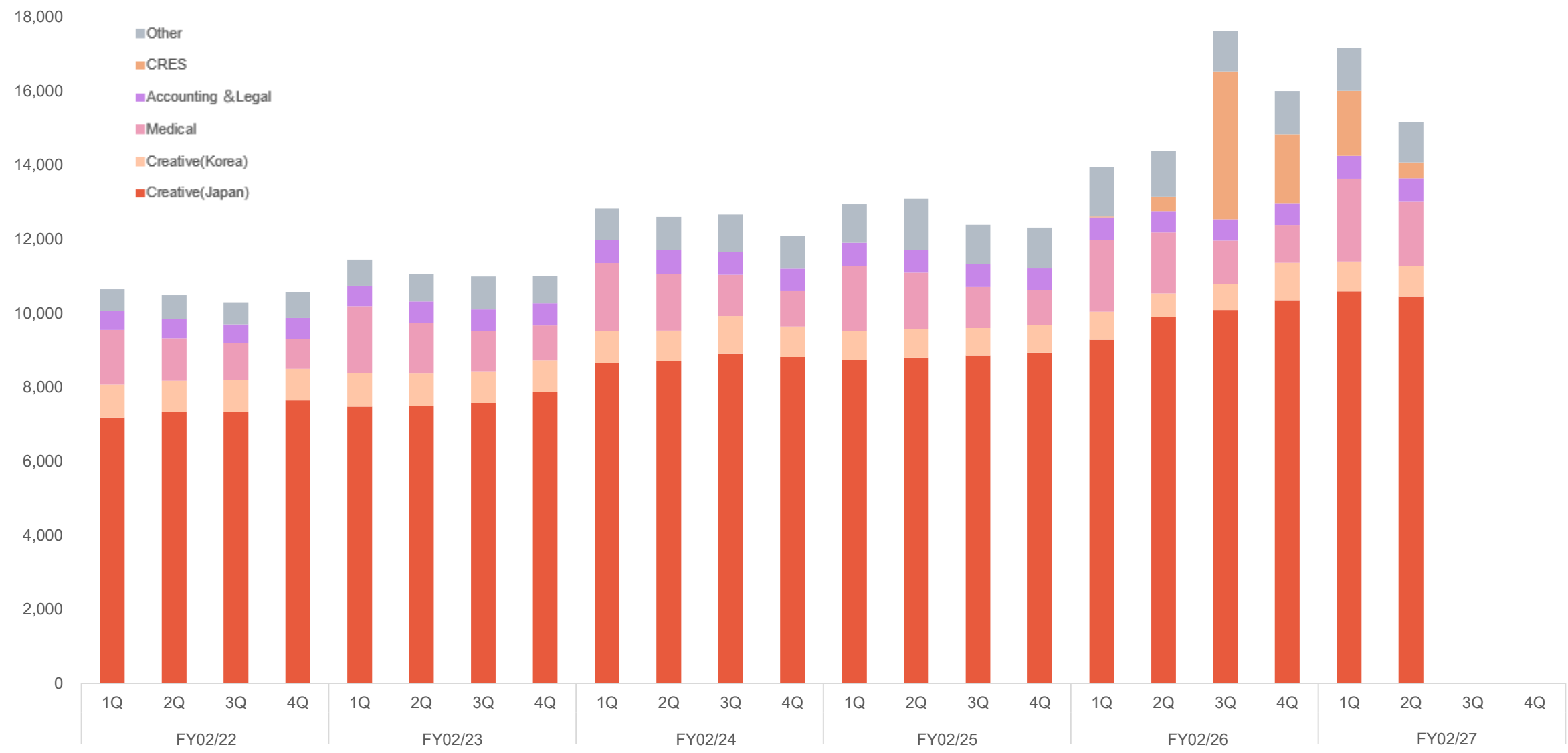
Unit: million yen

	Sales				Operating Profit			
	2Q FY02/27	2Q FY02/26	Rate of Change	Compared to plan (Revised Oct. 8)	2Q FY02/27	2Q FY02/26	Rate of Change	Compared to plan (Revised Oct. 8)
Ceative (Japan) * 6 Companies	21,048	19,172	110%	49%	1,337	1,335	100%	44%
Creative (Korea) * 2 Companies	1,612	1,402	115%	52%	▲24	▲16	▲8	-
Medical * 2 Companies	3,983	3,585	111%	62%	1,585	1,247	127%	92%
Accounting & Legal * 2 Companies	1,255	1,192	105%	50%	57	54	105%	38%
CRES * 4 Companies	2,181	410	531%	27%	▲150	▲525	+375	-
Other * 18 Companies	2,233	2,576	87%	44%	▲38	▲2	▲36	-
Total	32,058	28,092	114%	48%	2,760	2,080	133%	49%

※Eliminations have been omitted

Consolidated Sales Trends by Segment (Quarterly)

Unit: million yen



Consolidated Operating Profit Trends by Segment (Quarterly)

Unit: million yen

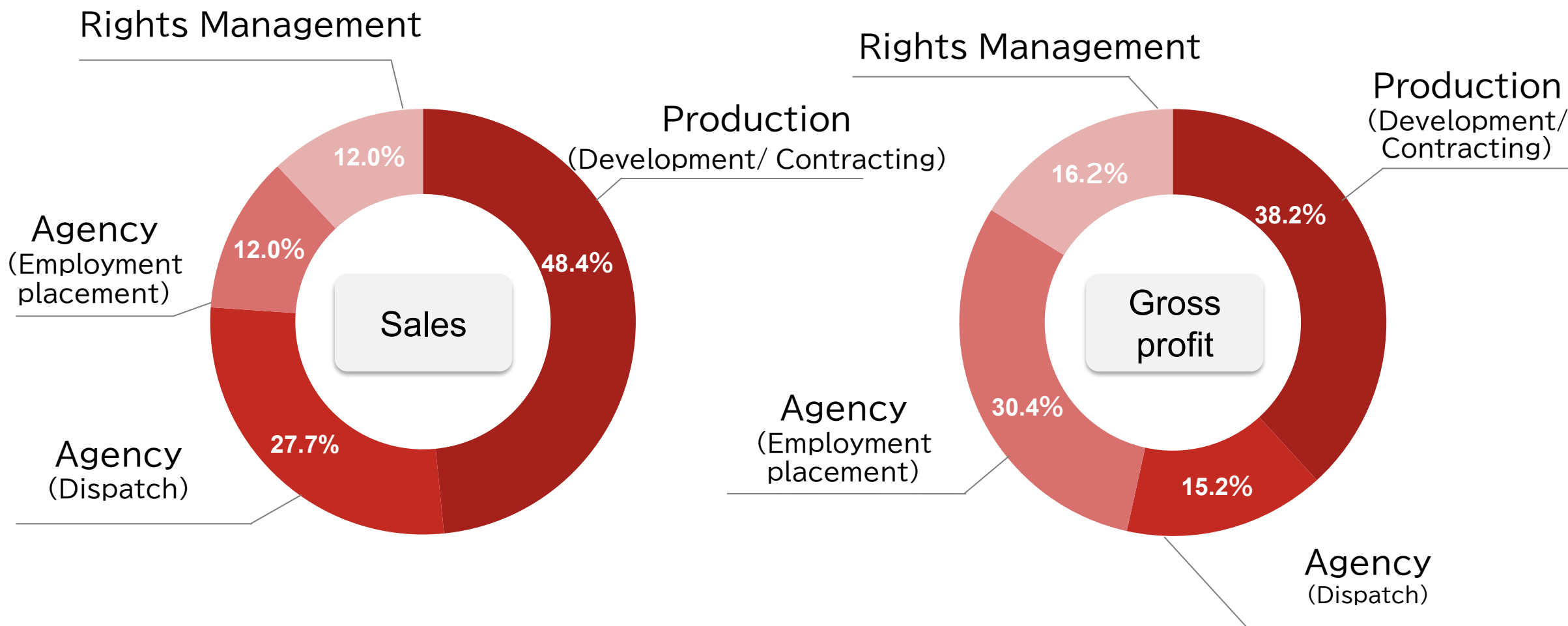


Business Mapping

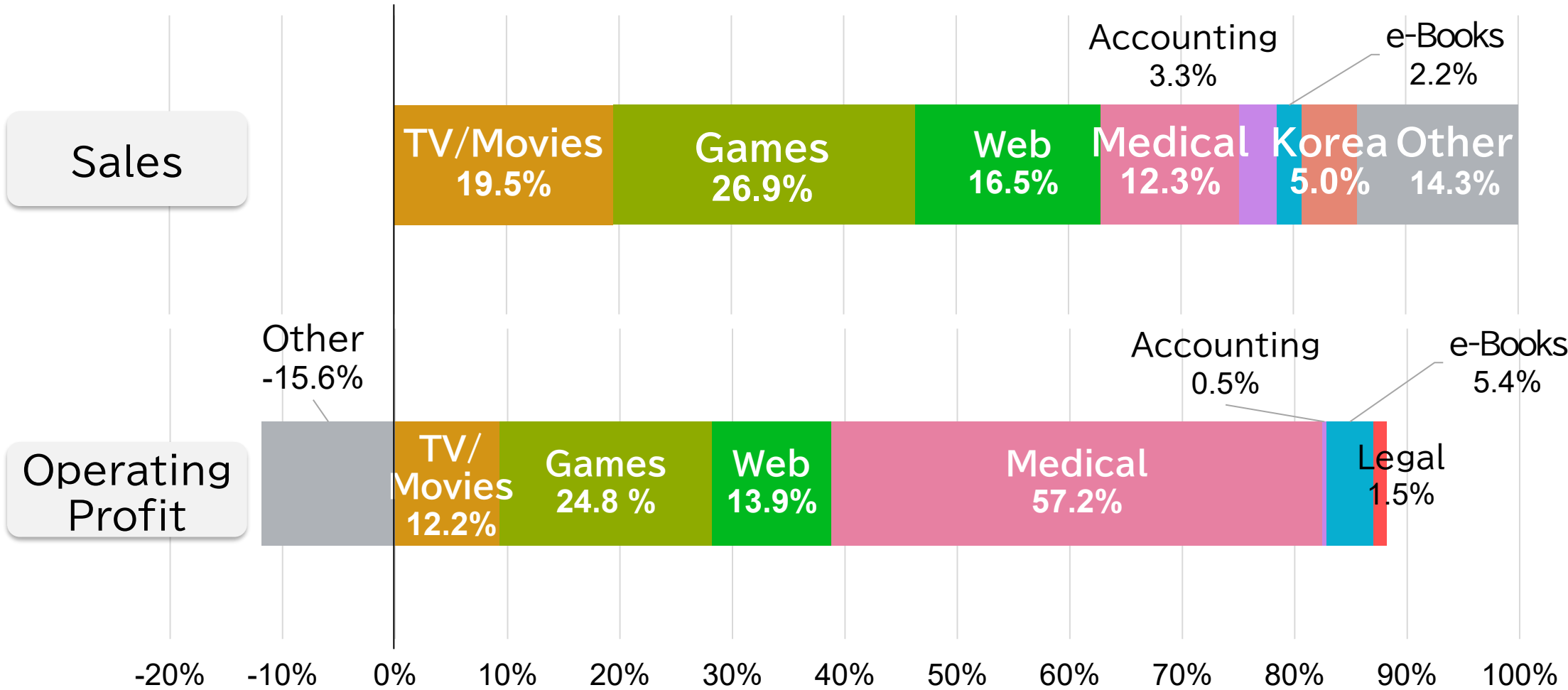
◎:Conducted as a main business ○:New business ×:Legally prevented from this business

Segment	Business fields														
	TV Movies	Games	Web	Ad & Publishing	Archite cture	AI/DX	Medical	Life Science	Account ing	Legal	CXO	Fashion	Food	Agri culture	IT
	Creative (Japan)					Medical		Accounting and Legal		CRES	Others				
Rights management	◎	◎		◎	○	○				○		○		○	○
Production (Contract)	◎	◎	◎	◎	◎	○	○	○	◎	×		○	○	○	◎
Agency (Dispatch)	◎	◎	◎	◎	◎	○	×	◎	◎	×	○	◎	○		◎
Agency (Employment placement)	◎	◎	◎	◎	◎	◎	◎	○	◎	◎	○	◎	◎		○

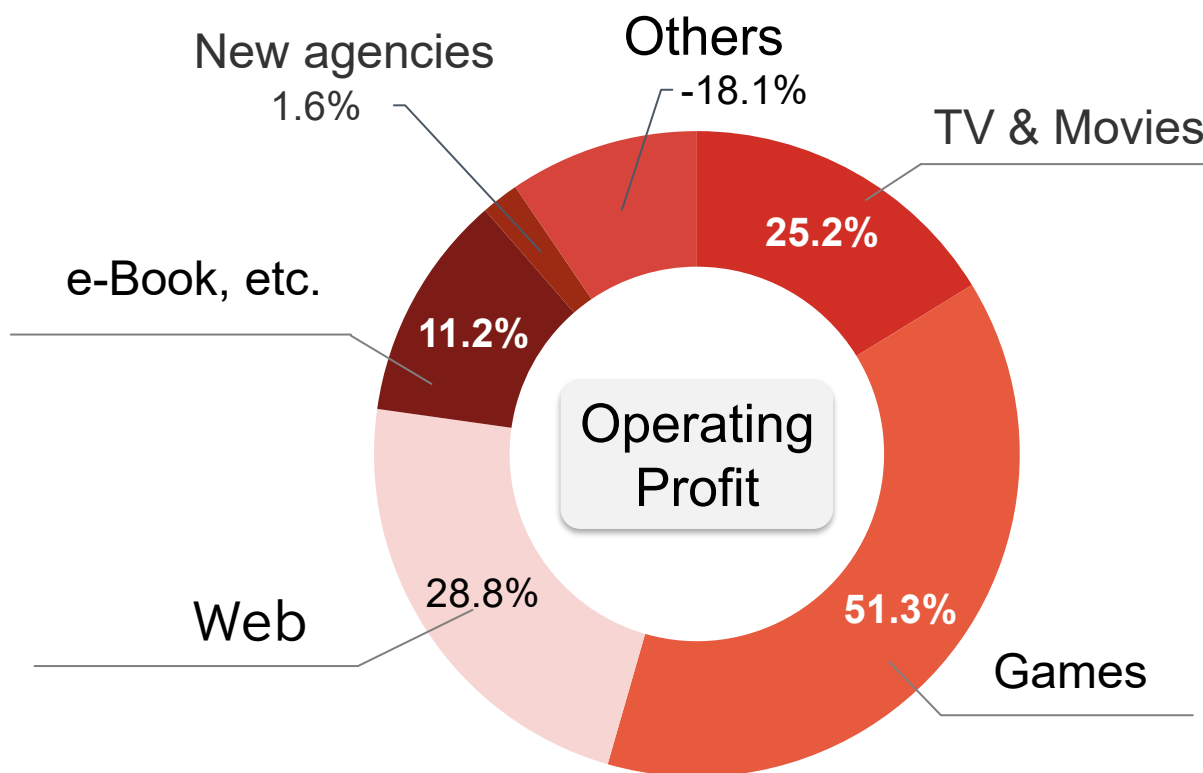
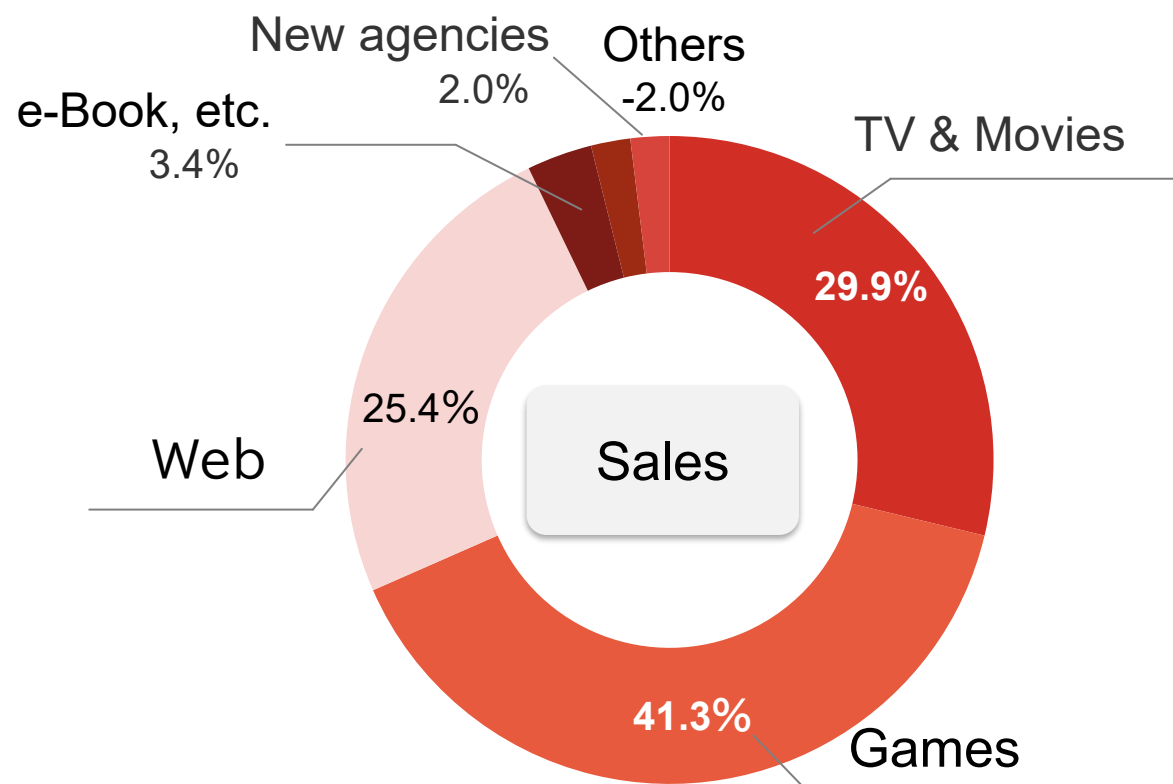
Q2 (Interim Period) FY02/27 Percentage of Business



Q2 (Interim Period) FY02/27
Breakdown of Consolidated Sales and Operating profit



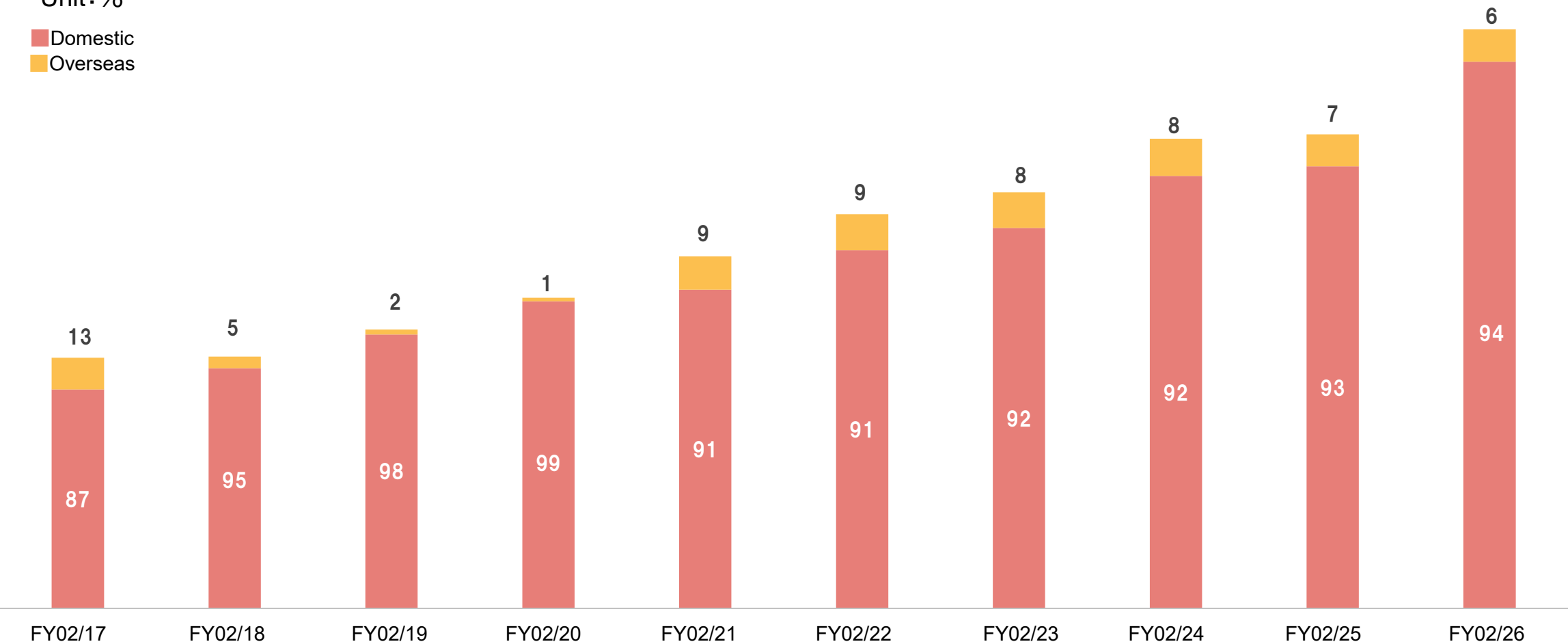
Creative (Japan) Percentage of Field



Domestic and Overseas [sales] Trends

Unit: %

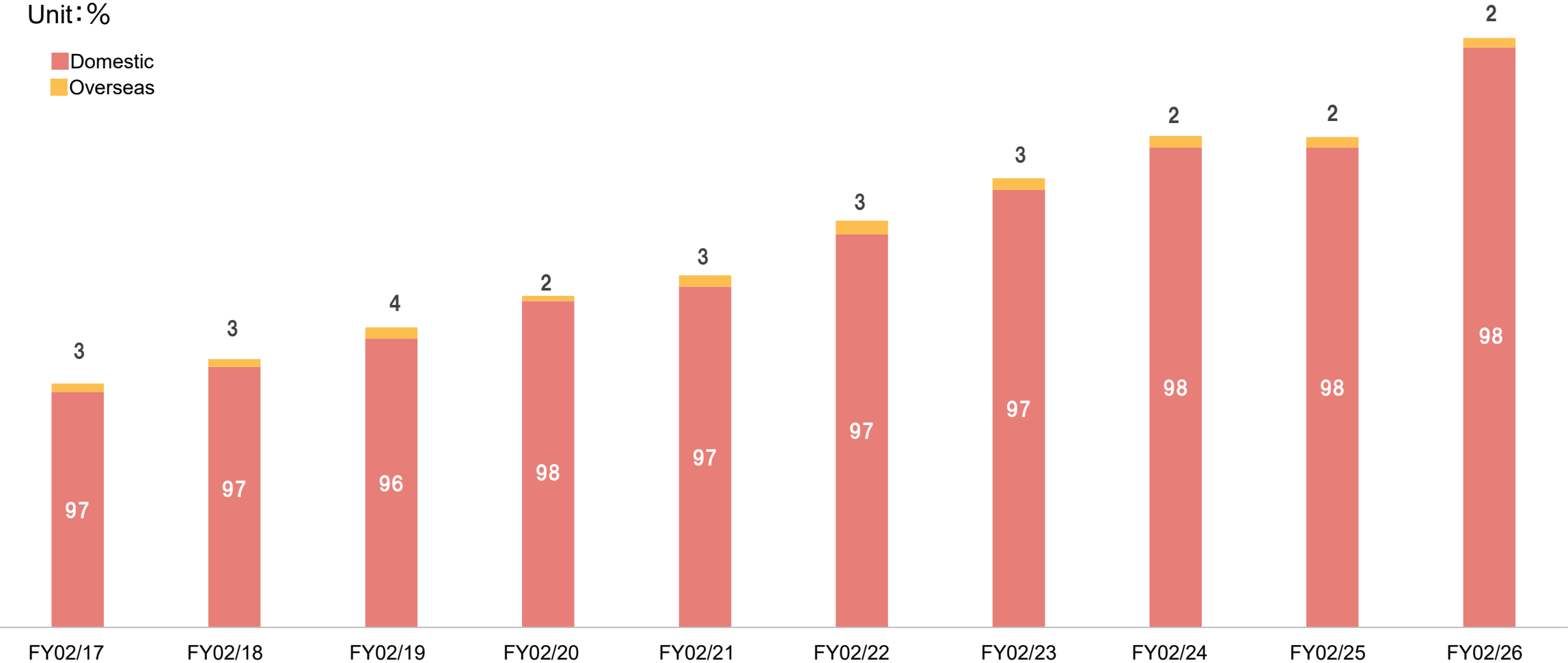
Domestic
Overseas



Domestic and Overseas [Operating Profit] Trends

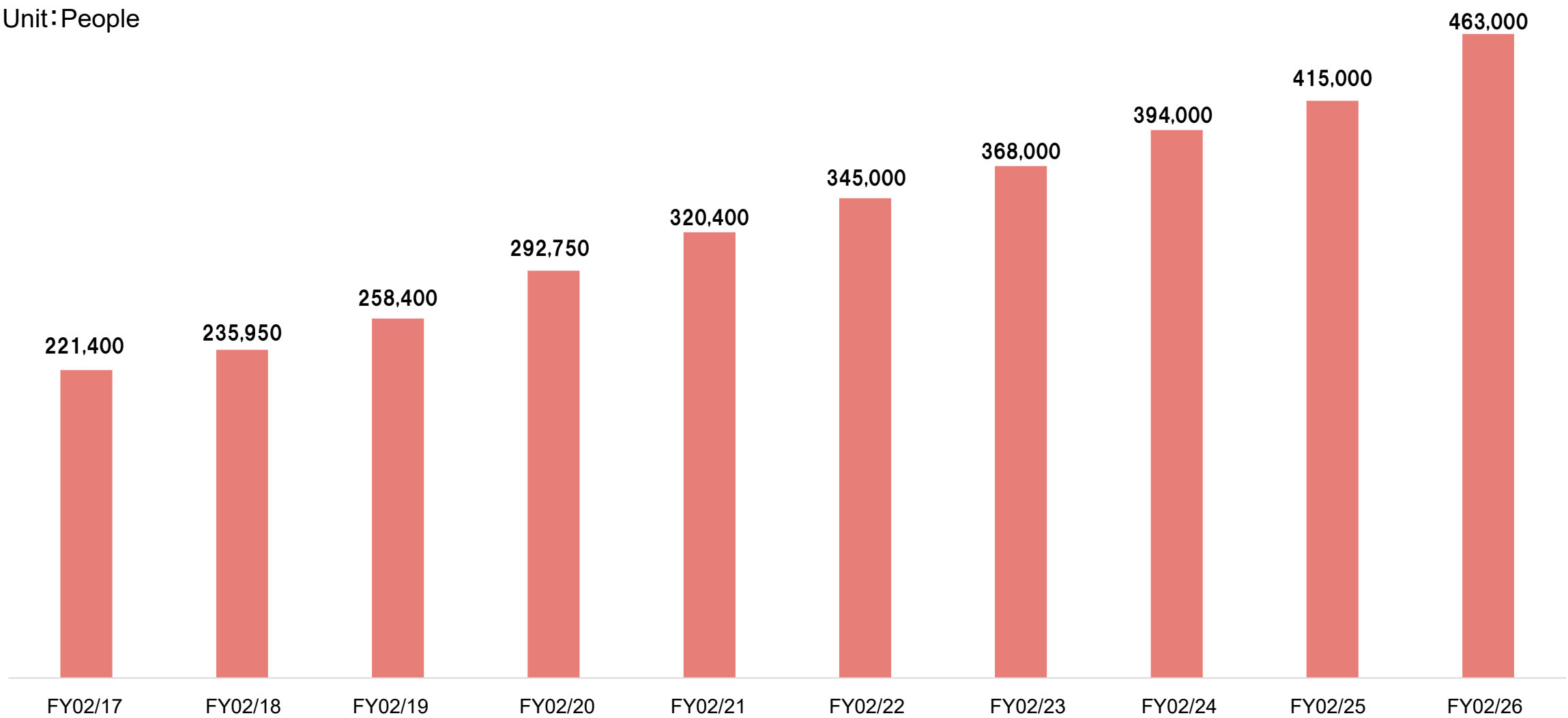
Unit: %

Domestic
Overseas



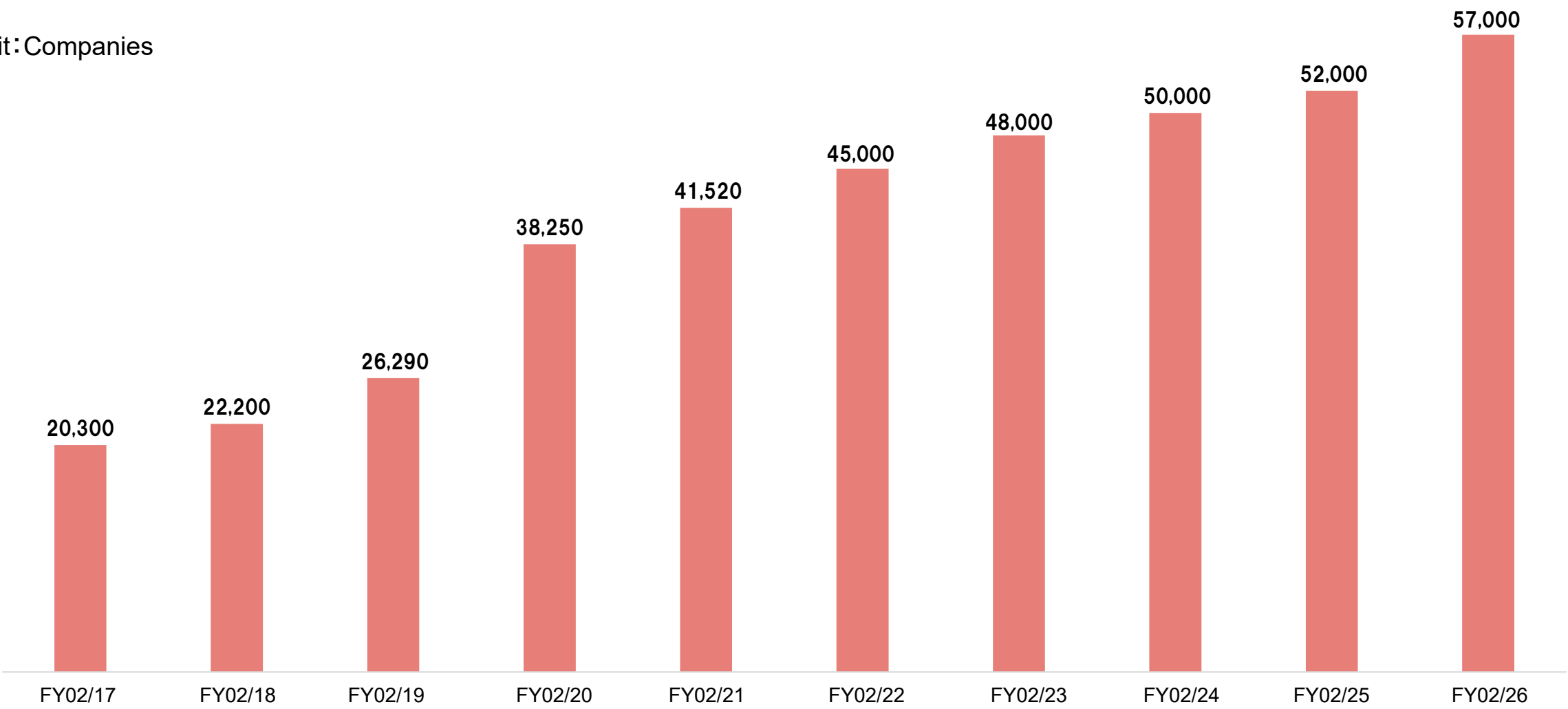
Changes in the Number of Professionals

Unit: People



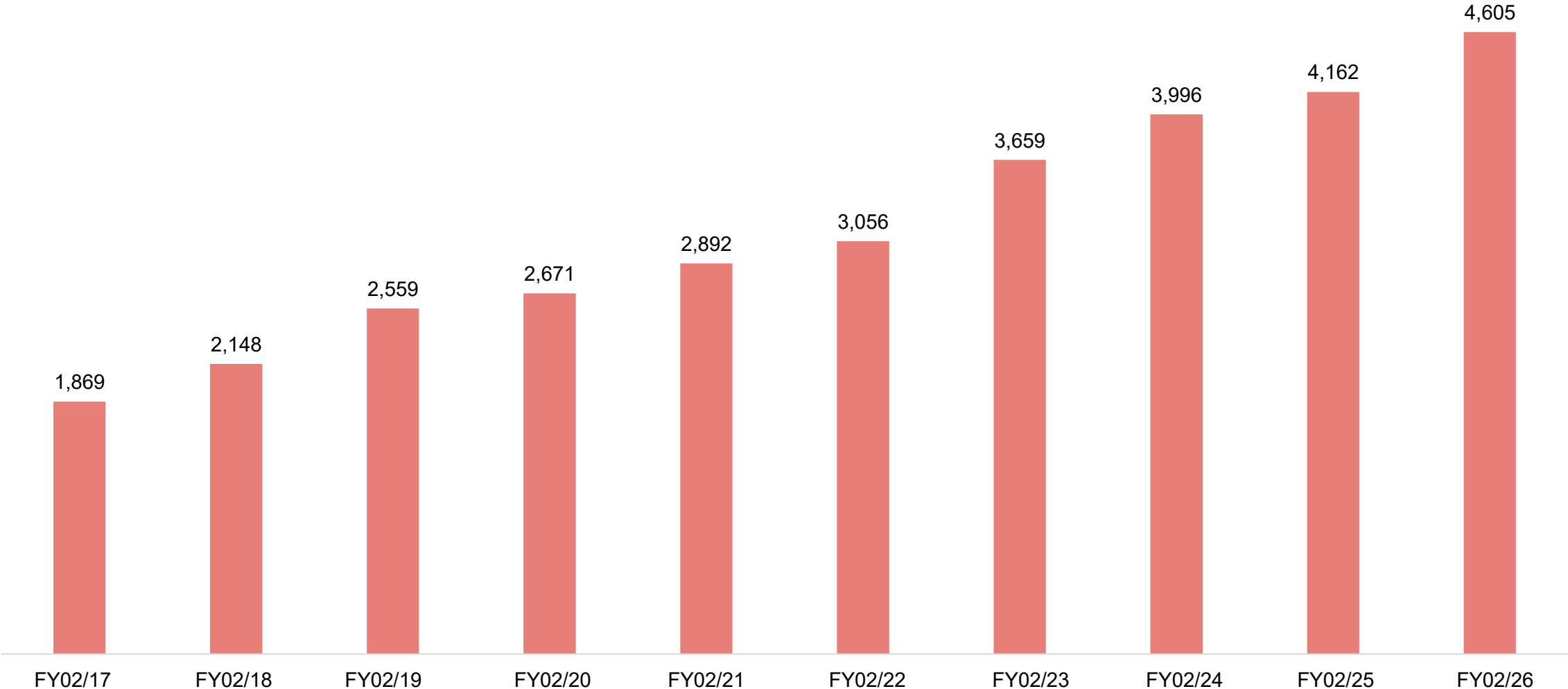
Changes in the Number of Clients

Unit: Companies



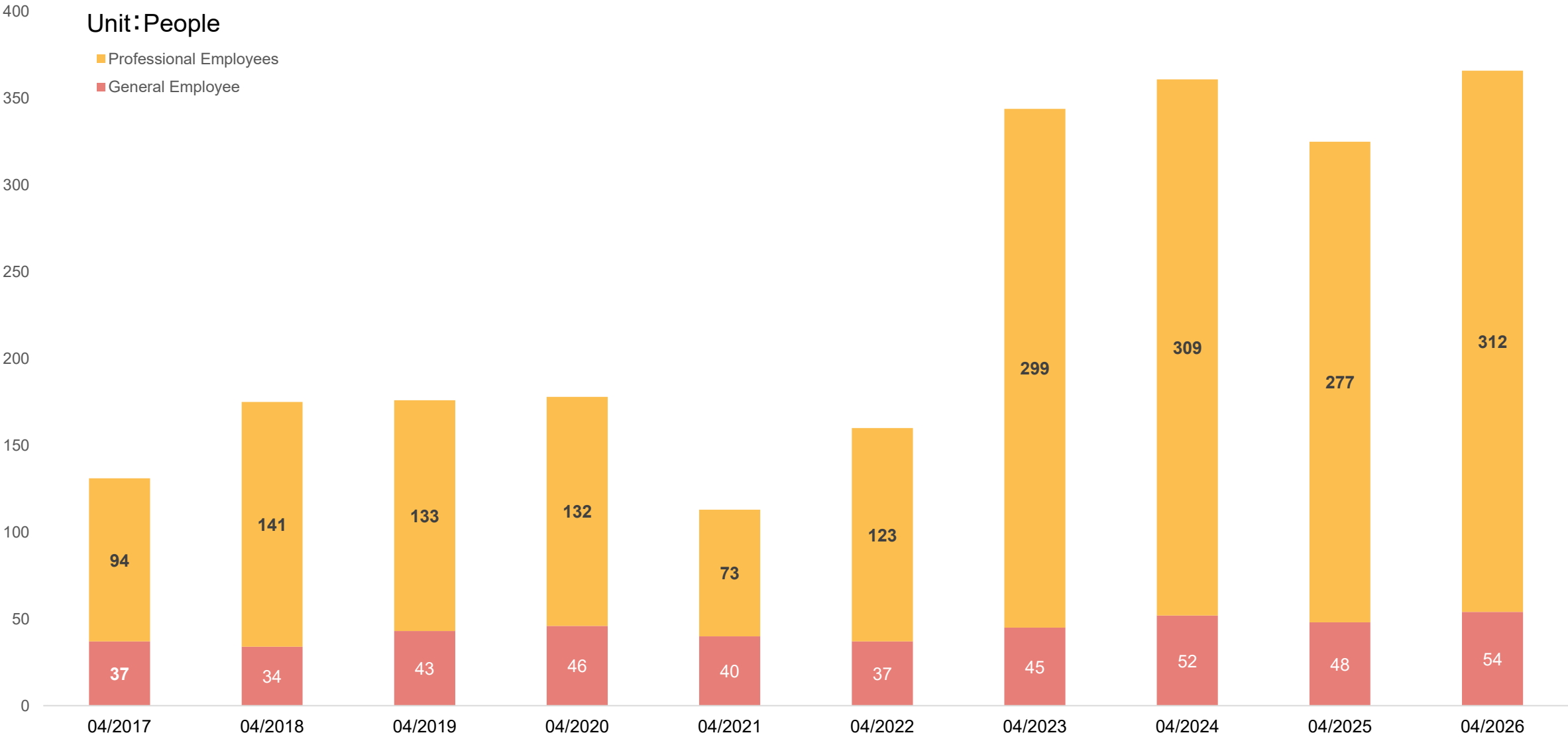
Changes in the Number of Employees

Unit: People



※Numbers as of the end of the period

New Graduate Recruitment Trends



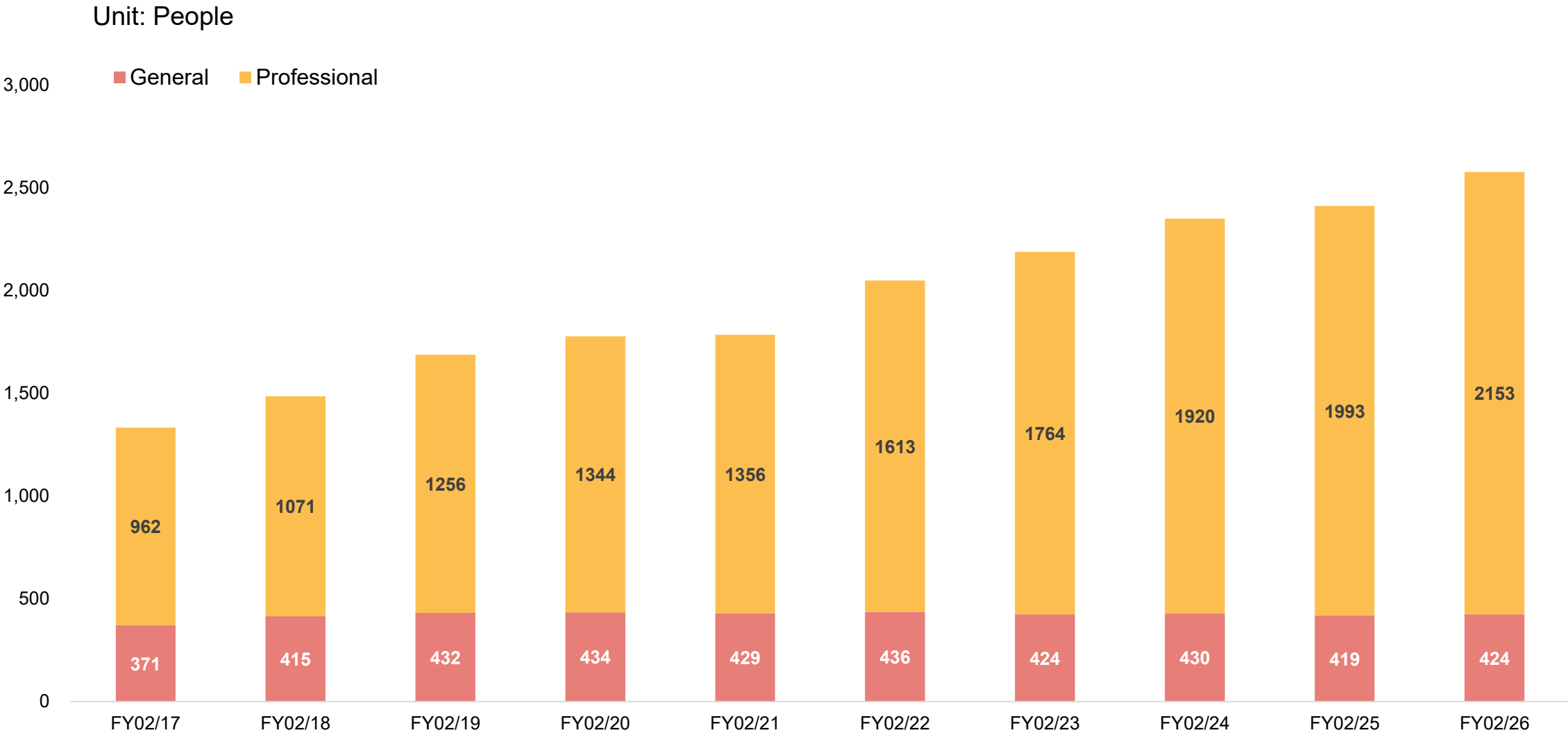
The Number of New Graduate Employees

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	•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



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.