



Q1 FY02/26
Financial Results Briefing Materials

Creek & River Co., Ltd.
TSE Prime 4763
July 10, 2025 (Thursday)

FY Ending Feb 2026: Summary of Q1 Results



Operating Profit prior year 113% Sales prior year 108% Ordinary Profit prior year 110% Quarterly profit attributable to owners of parent prior year 106%

- ✓ Sales reached a quarterly record high. Operating profit & ordinary profit increased by double digits.
- ✓ Gaming and medical, which struggled in the previous quarter, are showing signs of recovery.
- ✓ Full-year forecasts are progressing roughly as planned.
- ✓ Takahashi Shoten Group, whose shares were acquired in March, is included only in the consolidated balance sheet in the first quarter. Total assets: +\(\pmax20\) bil compared to the end of the previous quarter.

It will be included in the P&L from Q2

*Takahashi Shoten Group:

Sales: ¥500mil, Operating profit: -¥300mil Impact on Q2: Sales: ¥4.4bil, Operating profit: ¥800mil Impact on H2:

Income Statement



Units:million yen	Q1 FY02/26	Q1 FY02/25	Change Rate	Progress (1st half)	Progress (full year)
Sales	13,839	12,854	108%	49%	23%
Gross profit	5,340	5,056	106%		
Gross profit margin	38.6%	39.3%	▲ 0.7pt		
SG&A expenses	3,919	3,794	103%		
SG&A rate	28.3%	29.5%	▲ 1.2pt		
Operating profit	1,421	1,261	113%	68%	28%
Operating profit margin	10.3%	9.8%	+0.5pt		
Ordinary profit	1,406	1,277	110%	67%	28%
Ordinary profit margin	10.2%	9.9%	+0.3pt		
Quarterly Profit attributable to owners of parent company	913	860	106%	68%	29%

Balance Sheet



Units:million yen	Q1 FY02/26	FY02/25	Change
Total Current Assets	37,665	20,798	+16,867
Cash & Deposits	26,063	12,807	+13,256
Total Non- current Assets	10,204	6,279	+3,925
Goodwill	2,540	1,259	+1,281
Total investments and other assets	5,796	3,718	+2,078
Total Current Liabilities	30,763	10,284	+20,479
Total Non-current Liabilities	1,039	781	+258
Borrowings (short- term/long-term)	18,464	4,167	+14,297
Total Net Assets	16,067	16,012	+55
Treasury Stock	△2,697	△2,697	+0
Total Liabilities and Net Assets	47,870	27,078	+20,792

Increase in cash and deposits due to consolidation of Takahashi Shoten Group

Increase in facilities and land due to consolidation of Takahashi Shoten Group

Increase in deferred tax assets of Takahashi Shoten Group

Increase in short-term borrowings of Takahashi Shoten Group

*Equity ratio 58.6% → 33.1%

Q1of FY ending Feb 2026: Results by Category



Revenues increased in all categories. Investments made in AI & incubation areas

		1	2	3	4	5	6	7	8		
	Jnit: ion yen	Game & Rights Management	Broadcasting & Video	Promotion & Marketing	Medical & Healthcare	AI/DX•IT	Professiona l Agency	Quality of Life	Incubation & Development	Eliminations	Total
S	Plan	4,060	3,636	1,796	1,937	743	681	654	586	▲ 253	13,839
a l e	Prior	3,630	3,563	1,755	1,747	715	673	646	326	▲201	12,854
S	Rate of Change	112%	102%	102%	111%	104%	101%	101%	180%		108%
O p e P	Plan	386	142	145	806	▲10	50	23	▲ 93	▲ 28	1,421
r o a f	Prior	322	118	143	709	13	22	23	8	▲ 97	1,261
i i n g	Rate of Change	120%	120%	101%	114%	▲ 23	227%	100%	▲ 101		113%



5













Promotion

Marketing











Medical Principle Co., Ltd.





Video

Broadcasting

Medical Healthcare





SION STAGE







AI/DX·IT



















C&R Legal Agency Co., Ltd.







Incubation Development

Quality of life











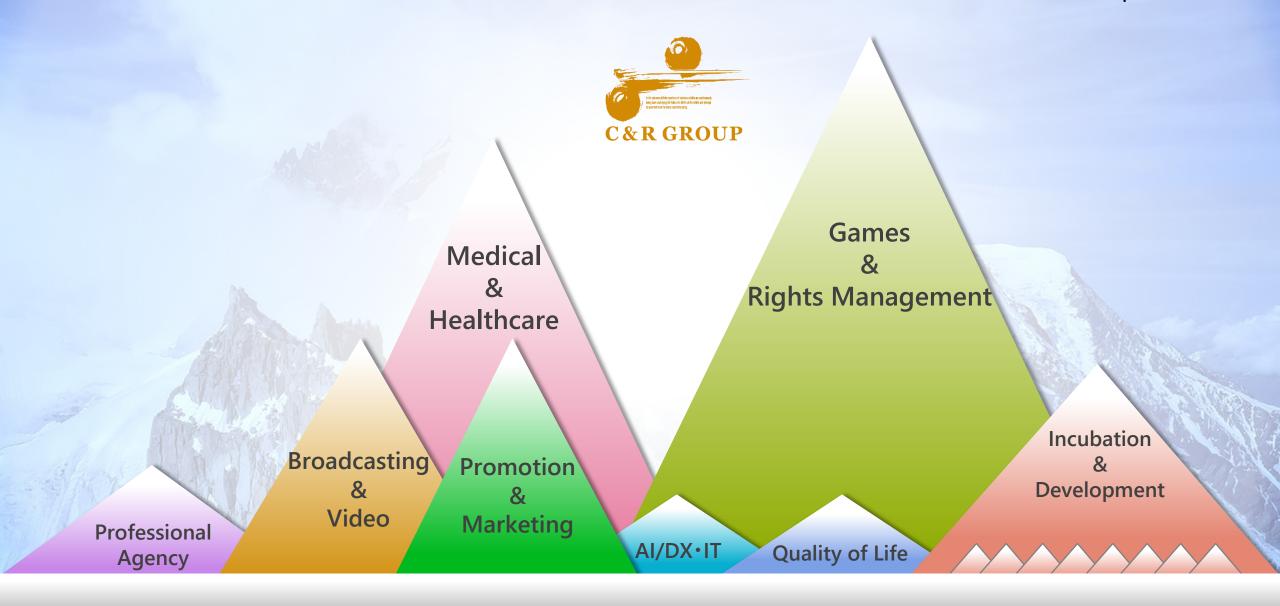




Agency

C&R Group's goal: "Mountain Range Management"

* The size of the mountain is the scale of profit



Plans for the FY ending Feb 2026



Unit: million yen	Plan for FY Feb 2026	Results for FY Feb 2025	Comparison	
	(full year)	(Full year)		
Sales ()Excluding Takahashi Shoten	60,000 (55,100)	50,275	119% (110%)	
Operating profit ()Excluding Takahashi Shoten	5,000 (4,500)	3,614	138% (125%)	
Operating profit margin	8.3%	7.2%	+1.1pt	
Ordinary profit	5,000	3,694	135%	
Profit attributable to owners of parent	3,200	2,251	142%	
Dividend (yen)	45	41	+4	

Impact of Takahashi Shoten Group becoming a group company

[Full Year] *Impact on financial results is 9 months

Sales: 4,900M yen Operating profit: 500M yen

[1st half] *Impact on financial results is 3 months

Sales: 500M yen Operating profit: ▲300M yen

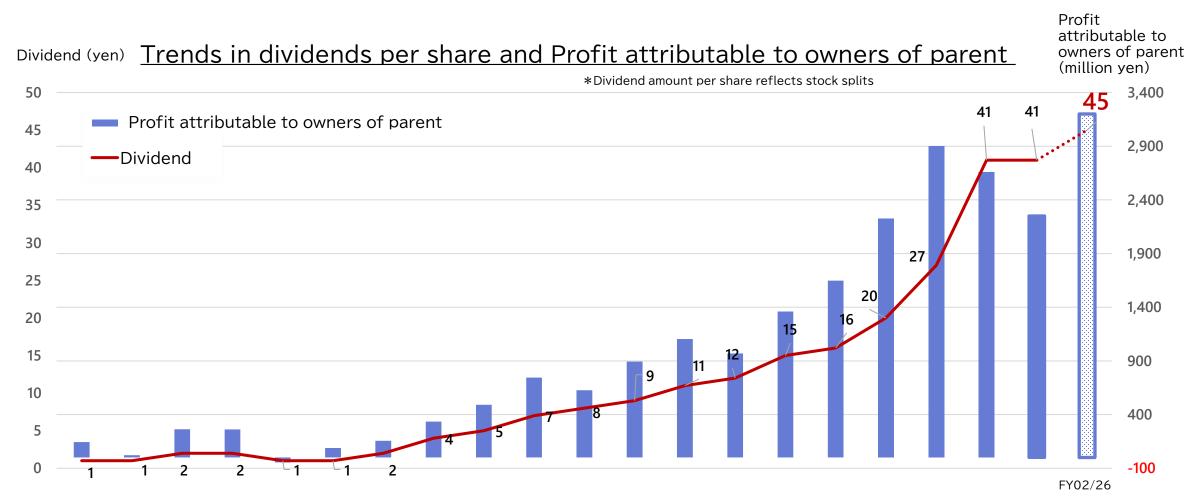
[2nd half]

Sales: 4,400M yen Operating profit: 800M yen



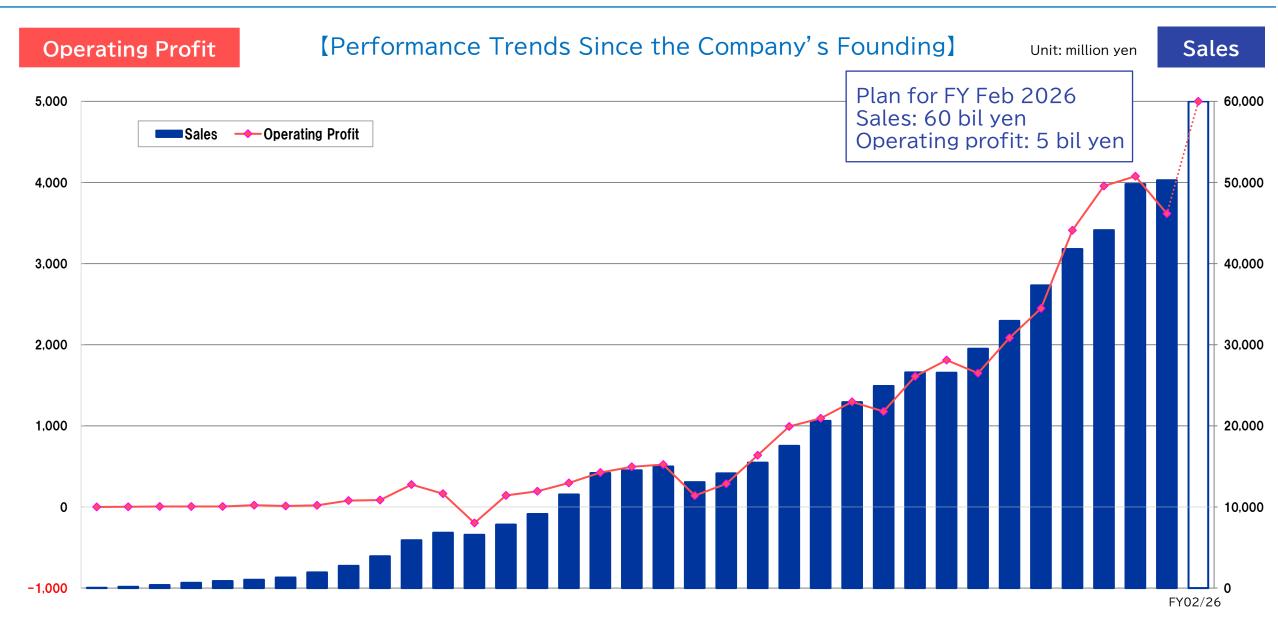
Dividend per share is expected to be 45 yen

*Consolidated dividend payout ratio of 30%



C&R Group Consolidated Results







Appendix



"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



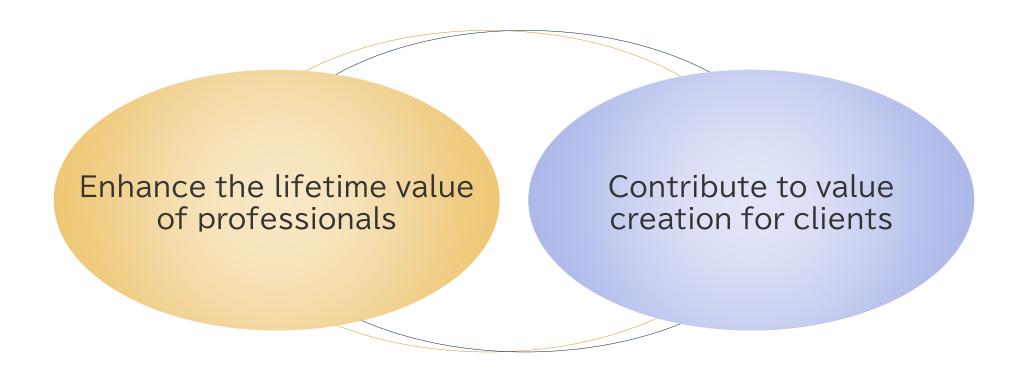
3.

Occupations that accumulate intellectual properties





C&R Group Mission





Three Business Pillars

Rights Management

(Planning, Development and Distribution of Intellectual Property) **Production**

(Development / Contracting)

Agency
(Dispatch /

Employment Placement)

Segment Introduction



Creative (Japan)

TV, games, web, advertising publishing, authors, architect.

In the field of open innovation: 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)

•<u>Takahashi Shoten Group</u> (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 Co., Ltd. ·CREEK & RIVER SHANGHAI ·Inter Bell
- ·Professional Media ·VR Japan · CREEK & RIVER Global
- ·Kizuki Architect ·forGIFT ·Idrasys ·Connect Around
- ·One Leaf Clover ·ANIFTY ·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.

C&R Group Business Model



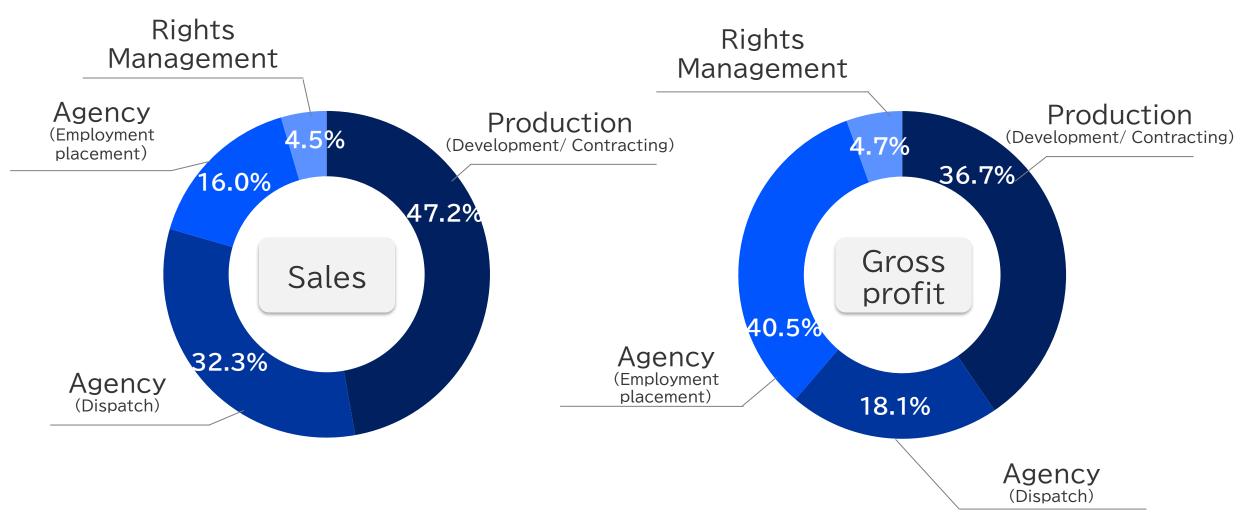
Business Mapping

©:Conducted as a main business O:New business ×:Legally prevented from this business

		Business fields													
	TV Movies	Games	Web	Ad & Publishing	Archite cture	AI/DX	Medi cal	Life science	Accou nting	Legal	схо	Fashion	Food	Agri culture	IT
Segment			Creativ	ve (Japa	an)		Med	dical	Accou and	inting Legal	CRES		Oth	ners	
Rights management	0	0		0	0	0				0		0		0	0
Production (Contract)	0	0	0	0	0	0	0	0	0	×		0	0	0	0
Agency (Dispatch)	0	0	0	0	0	0	×	0	0	×	0	0	0		0
Agency (Employment placement)	0	0	0	0	0	0	0	0	0	0	0	0	0		0

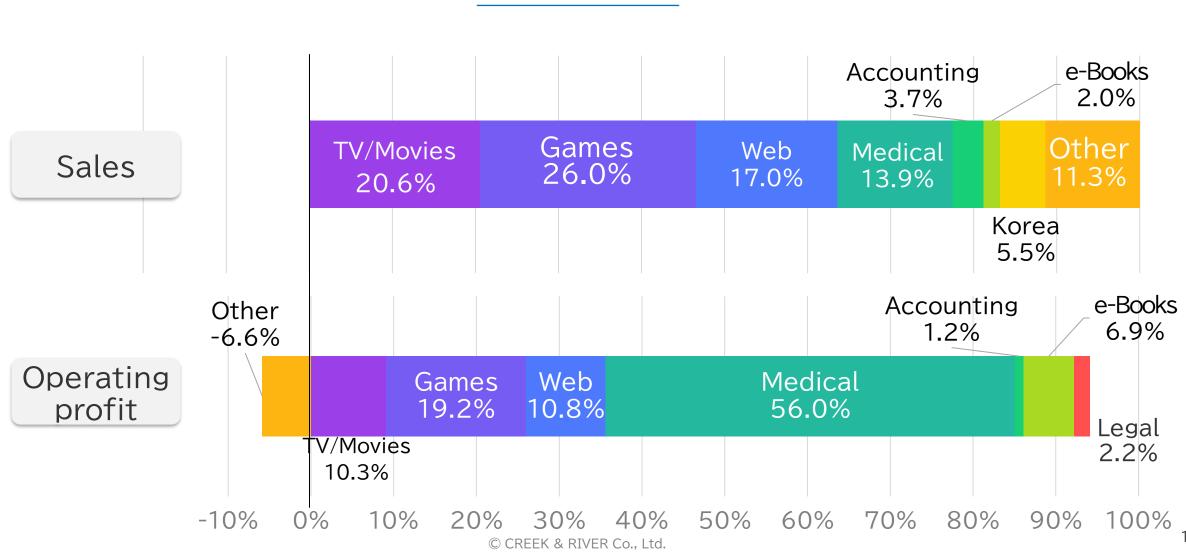


Percentage of Business



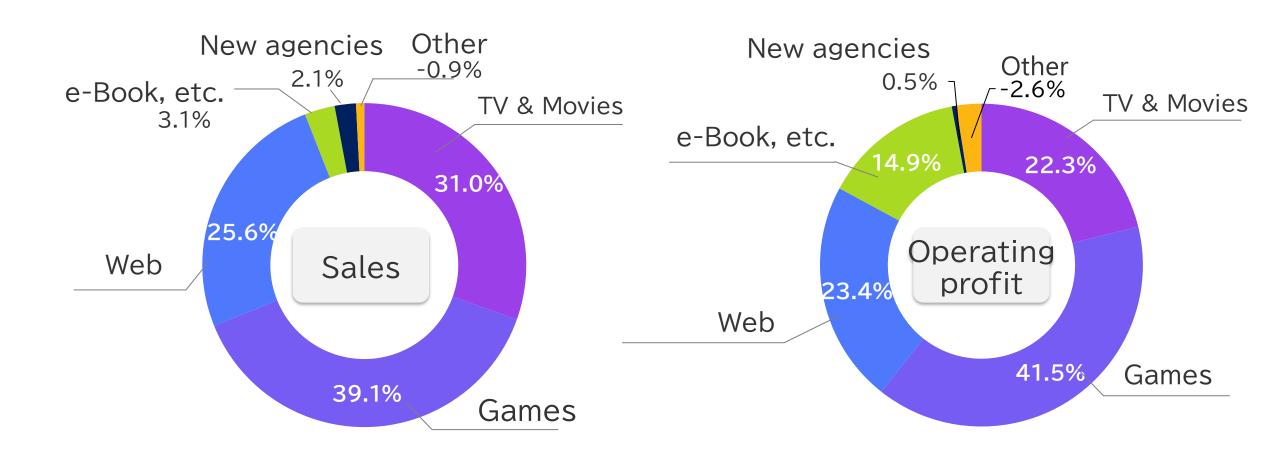


Breakdown of Consolidated Sales and Operating profit





Creative (Japan) Percentage of Field



Performance by segment [Sales]



Units:million yen	1Q FY02/2026	1Q FY02/2025	Rate of Change	Compared to plan (full year)	
■Creative (Japan) *6 companies	9,280	8,730	106%	24%	·URS Games joins the consolidation (2 months)
■Creative (Korea) *2 companies	763	792	96%	23%	TV business continues to struggleWEBTOON is growing
■Medical *2 companies	1,937	1,747	111%	33%	·Increased doctor referral business ·Revenues from Reginavi Fair also contributed
Accounting and Legal*2 companies	609	634	96%	23%	·Accounting business has decreased
■CRES *6 companies	22	7	305%	-	·Profits and losses of Takahashi Shoten Group are recorded from the second quarter.
■Others *17 companies	1,339	1,034	129%	27%	·Business expansion is steady ·12 companies see revenue increase
Total	13,839	12,854	108%	23%	·Increase of ¥985 mil

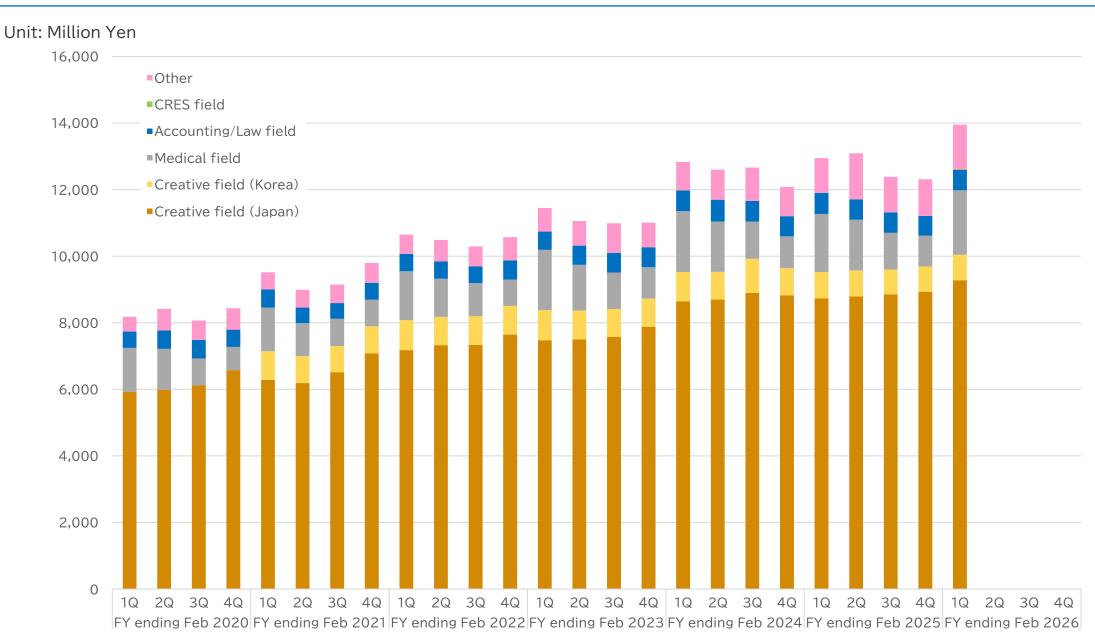
Performance by segment [Operating profit]



Units:million yen	1Q FY02/2026	1Q FY02/2025	Rate of Change	Compared to plan (full year)	
■Creative (Japan) *6 companies	664	540	123%	21%	Profits improved overallURS Games also contributed to profits
■Creative (Korea) *2 companies	\$ 5	▲ 12	+7	-	·Revenues are improving
■Medical *2 companies	805	708	114%	58%	•Doctor referral business on the rise
■Accounting and Legal *2 companies	48	45	107%	24%	·Legal profession contributes to profits
■CRES *6 companies	4 0	3	▲ 37	-	·Amortization of goodwill and other expenses due to consolidation of Takahashi Shoten Group
■Others *17 companies	1 40	▲ 24	▲ 16	_	·Agricultural facility opened in Fukushima Prefecture. Depreciation expenses recorded (-47) ·9 companies see increased profits
Total	1,421	1,261	113%	28%	·Increase of 160 million yen

Consolidated Sales Trends (Quarterly)

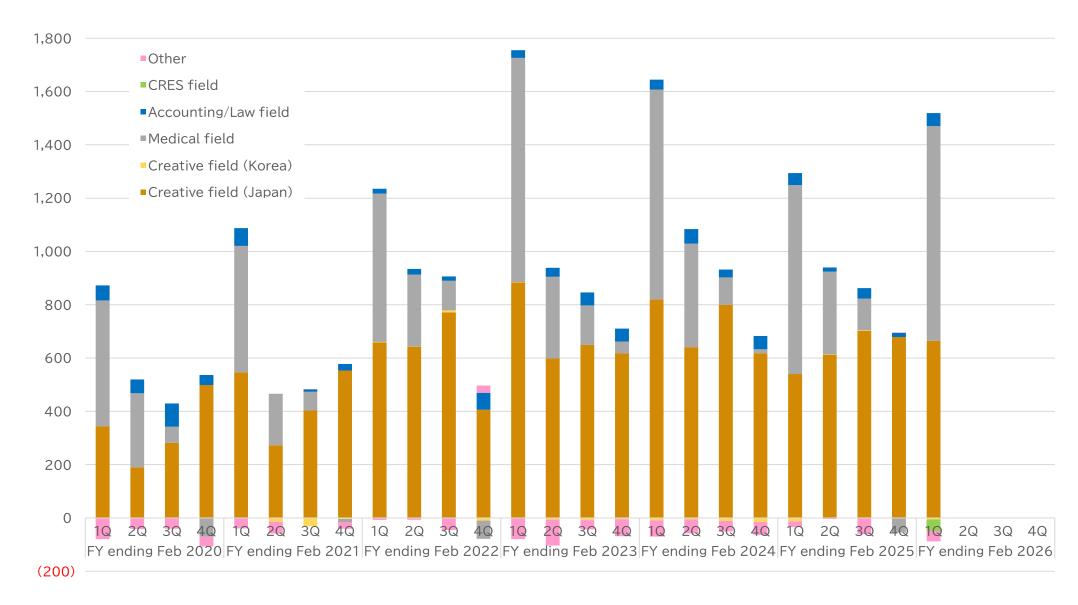




Consolidated Operating Profit Trends (Quarterly)

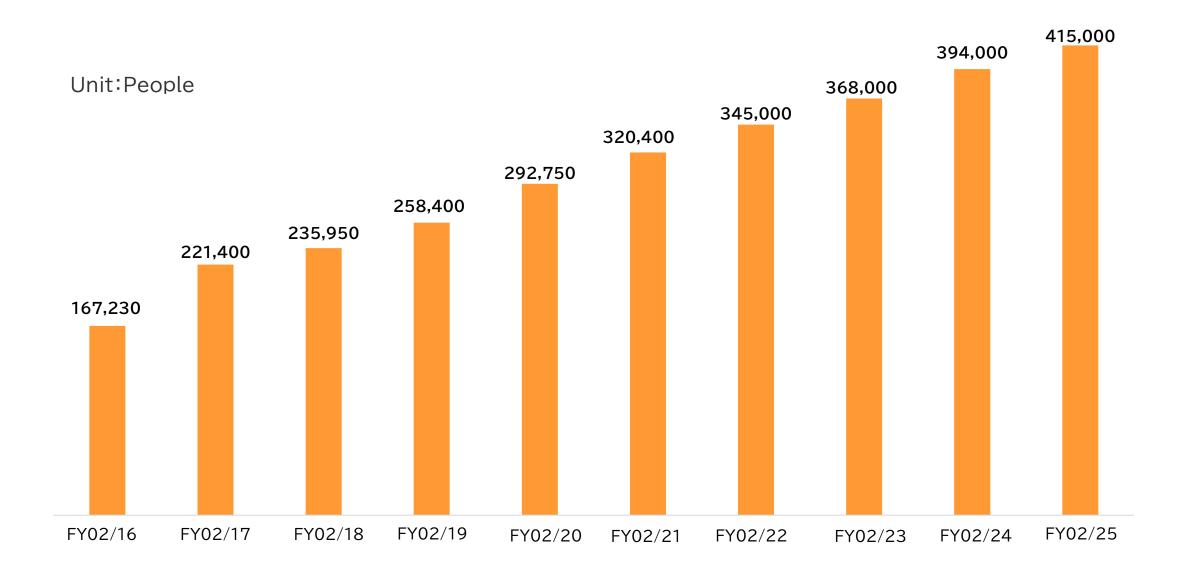


Unit: Million yen



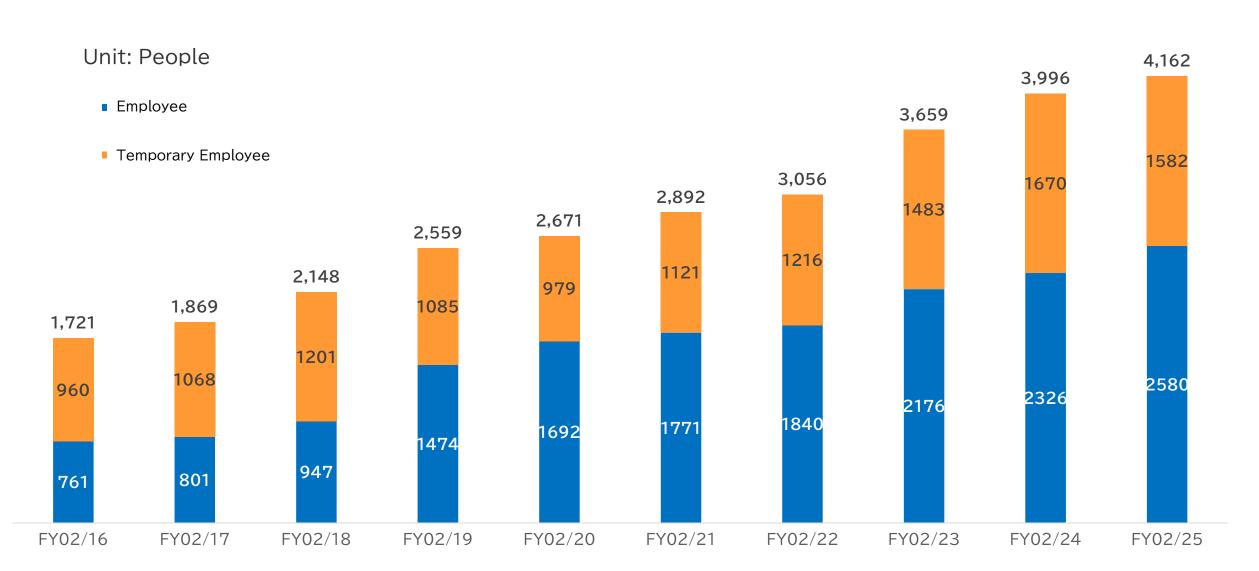
C&R Group: Trend in the Number of Professionals





Changes in Number of Employees



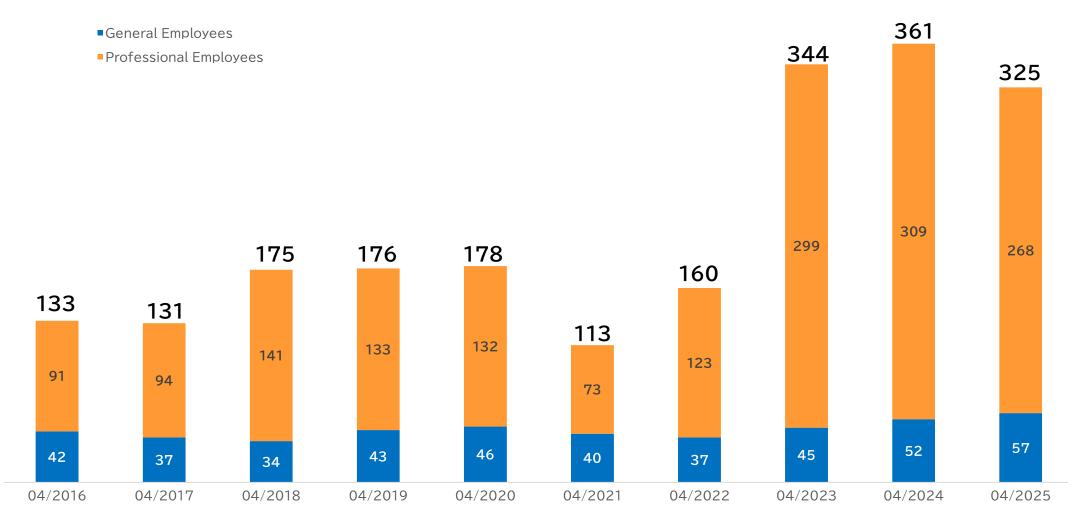


^{*} Figures as of the end of the period

New Graduate Recruitment Trends over the Past 10 Years CREEK RIVER







C&R Group: The Number of New Graduate Employees



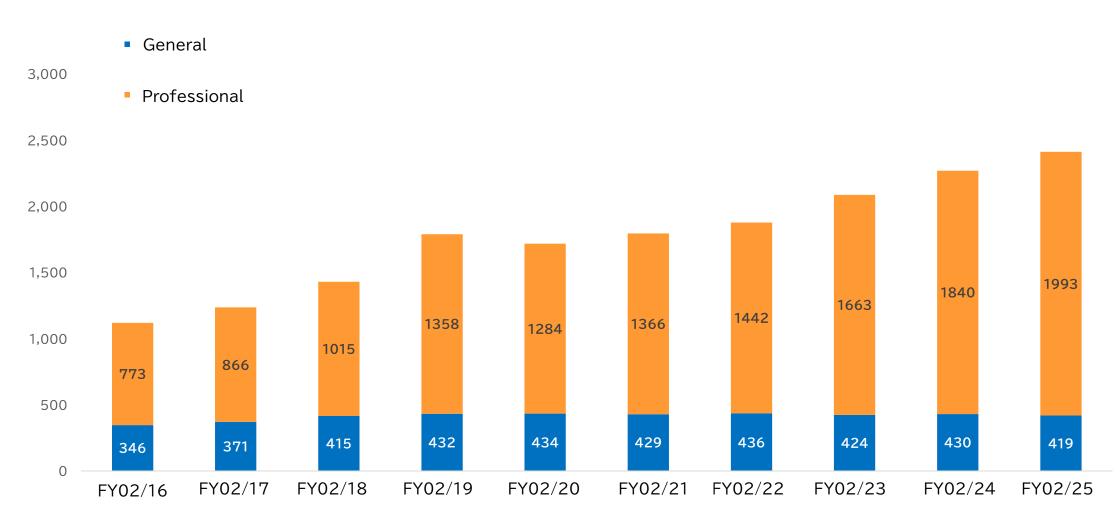
The number of new employees joining the company in April 2025 was 325 (general employees: 48 / professional employees: 277)

(Unit: People)

() is the number of professional employees	2022	2023	2024	2025
Creative(Japan)	102(81)	277(247)	316(279)	276(253)
Medical	10(-)	9(-)	10(-)	11(-)
Accounting and Legal	6(-)	6(-)	5(-)	3(-)
Others	42(42)	52 (52)	30(30)	35(24)
Total	160 (123)	344 (299)	361 (309)	325 (277)

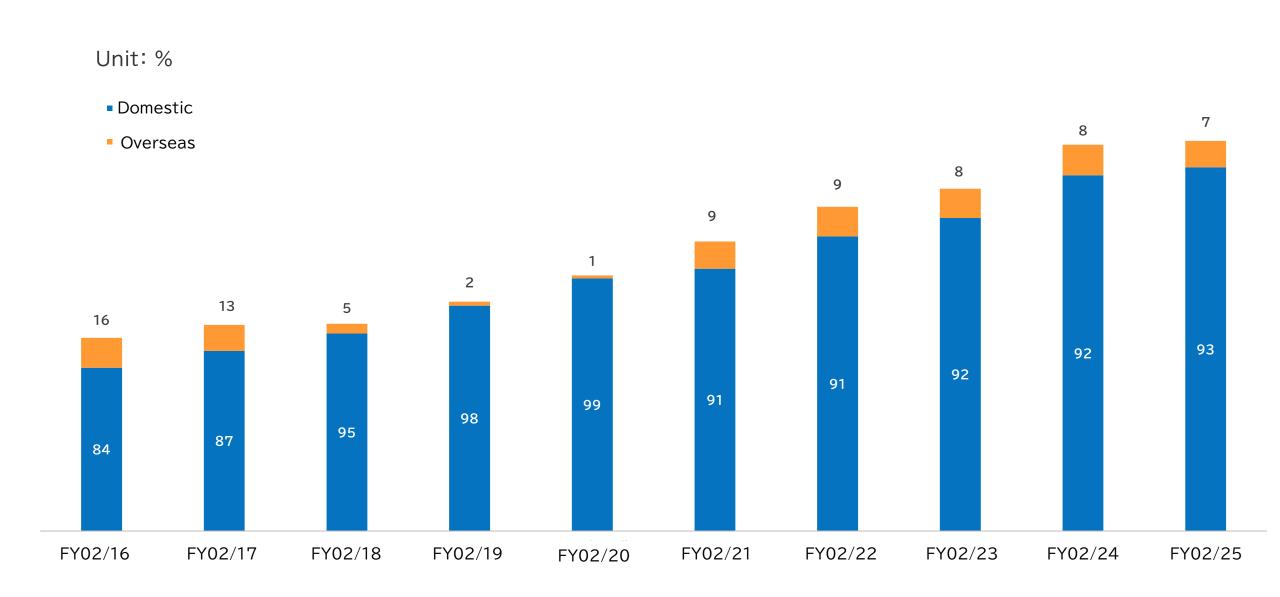


Unit: People



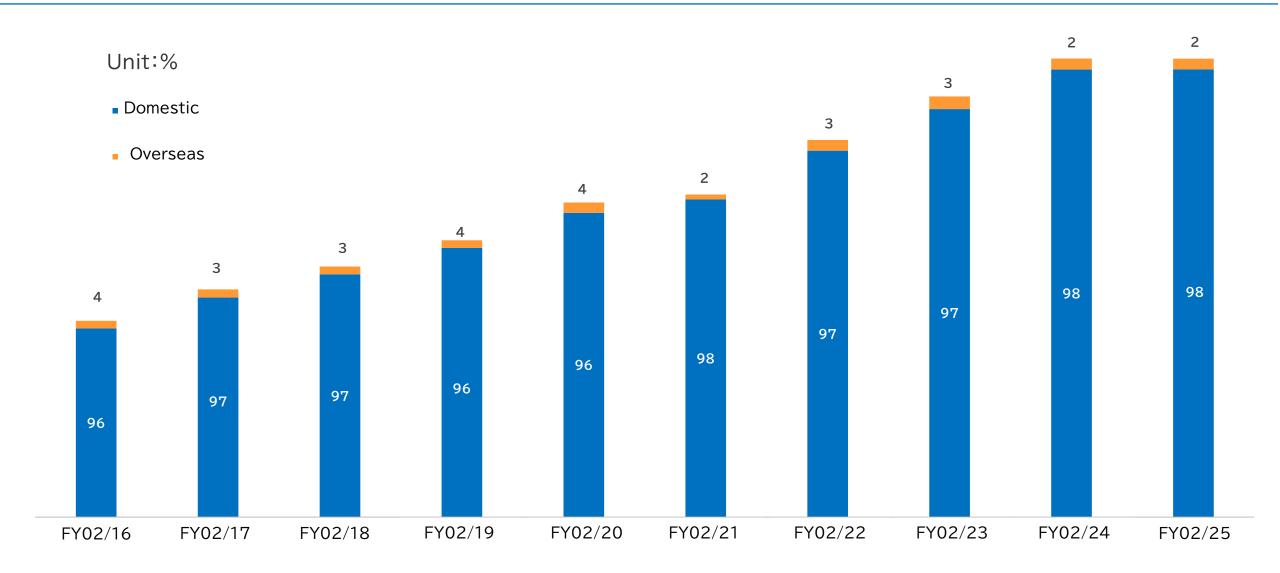
C&R Group: Domestic and Overseas [sales] Trends





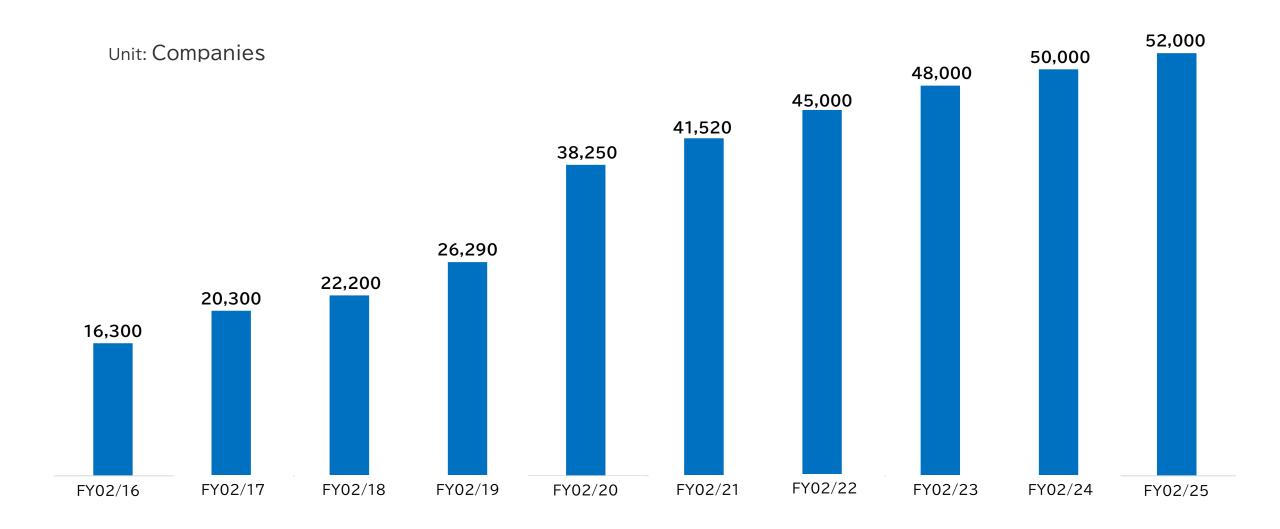
C&R Group: Domestic and Overseas [Operating Profit] Trends





C&R Group: Changes in the Number of Clients







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



ESG Management Initiatives

The C&R Group will promote ESG management from the perspectives of the environment, social, and governance, and will build a strong management foundation that enables sustainable development.

Environment

- ·Comply with the Task Force on Climate Related Financial Information Disclosure (TCFD)
- <Investment and Support> Utilization of Carbon Dioxide Institute Co., Ltd. (Biotechnology) Plant Life Systems Co., Ltd.(Agriculture)



Governance

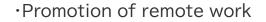
In addition to strengthening the supervisory function of the management organization, we are working to ensure transparency, prompt execution, and the establishment of a risk management system.

*For details, please see the corporate website "Sustainability". https://www.cri.co.ip/sustainability/

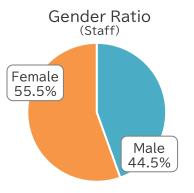
Social

- · Human resources development (employee education)
- Promotion of health management (employee health)
- Efforts to improve the working environment Work-life balance

- · Diversity (diversity of employees)
- · Employment of people with disabilities
- Promotion of women's advancement







*FY02/25

Creek and River have been certified as one of the "Excellent Corporation for Health and Productivity Management 2025" (Large Corporation Category) for the third year in a row.

Medical Principle and Community Medical Innovation are also certified for the second consecutive year...

In addition, One Leaf Clover have been certified in the small and medium-sized corporation category for the second year in a row.