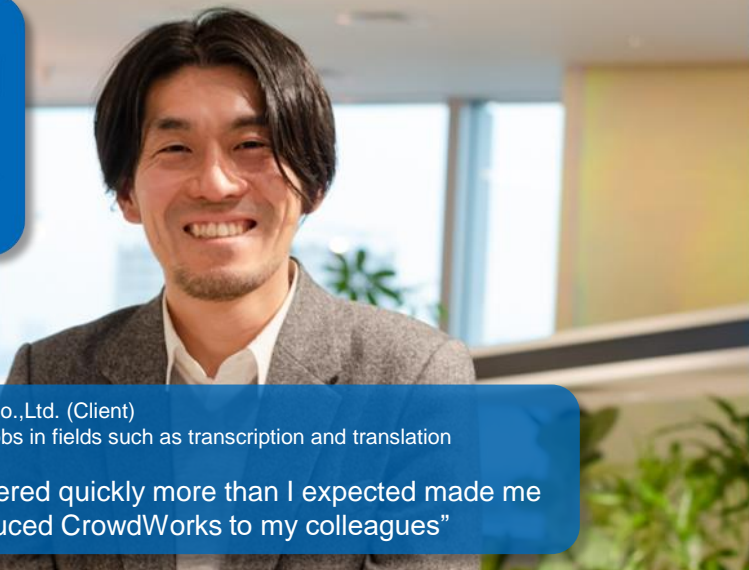


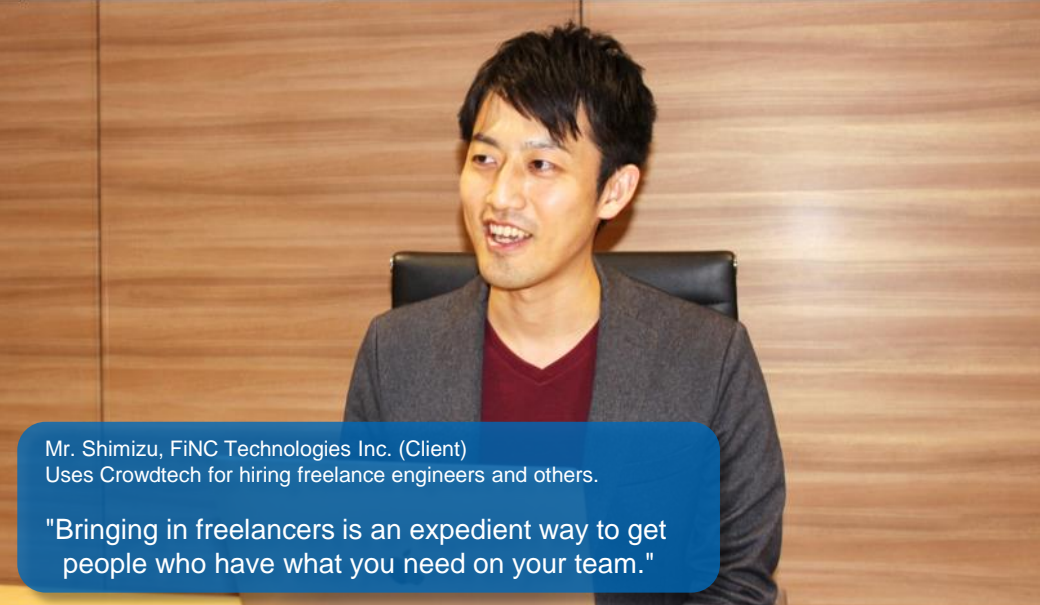


Crowd
Works



Mr. Ohashi, KOKUYO Co.,Ltd. (Client)
Uses CrowdWorks for jobs in fields such as transcription and translation

"High-quality delivered quickly more than I expected made me satisfied. I introduced CrowdWorks to my colleagues"



Mr. Shimizu, FiNC Technologies Inc. (Client)
Uses Crowdtech for hiring freelance engineers and others.

"Bringing in freelancers is an expedient way to get people who have what you need on your team."

“Workstyle Revolution”

Securities code: TSE Mothers 3900

CrowdWorks, Inc. Financial Results for the First Quarter of the Fiscal Year Ending Sept. 30, 2020

(from Oct. to Dec. 2019)



Mr. Yano (ClowdLinks CrowdWorker)
Former Unicharm employee. Was matched as a freelancer with a men's cosmetics brand, then later became an employee. Now, he handles the company's branding strategy.

"Being matched as a freelancer let me find the job I wanted for myself. Now, every day is a fulfilling one for me."



Mr. Kabaya (CrowdWorks CrowdWorker)
Since reaching retirement age, he now works in crowdsourcing, with IT companies, and as a tour guide.

"The appeal is being able to flexibly pick which jobs to take, and I hope I can get to 70 working like I am now."

We operate a new kind of online talent matching platform, developed inhouse, connecting companies with individuals and allowing them to order work directly.

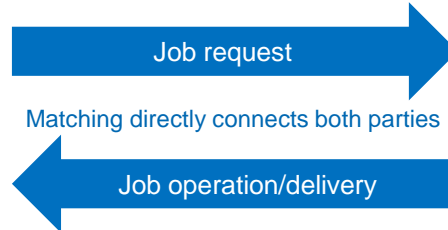


504,000
Client Companies

- Access to human resources with the right skills/track record
- Requests can be made as needed, when needed
- No additional fee for job requests



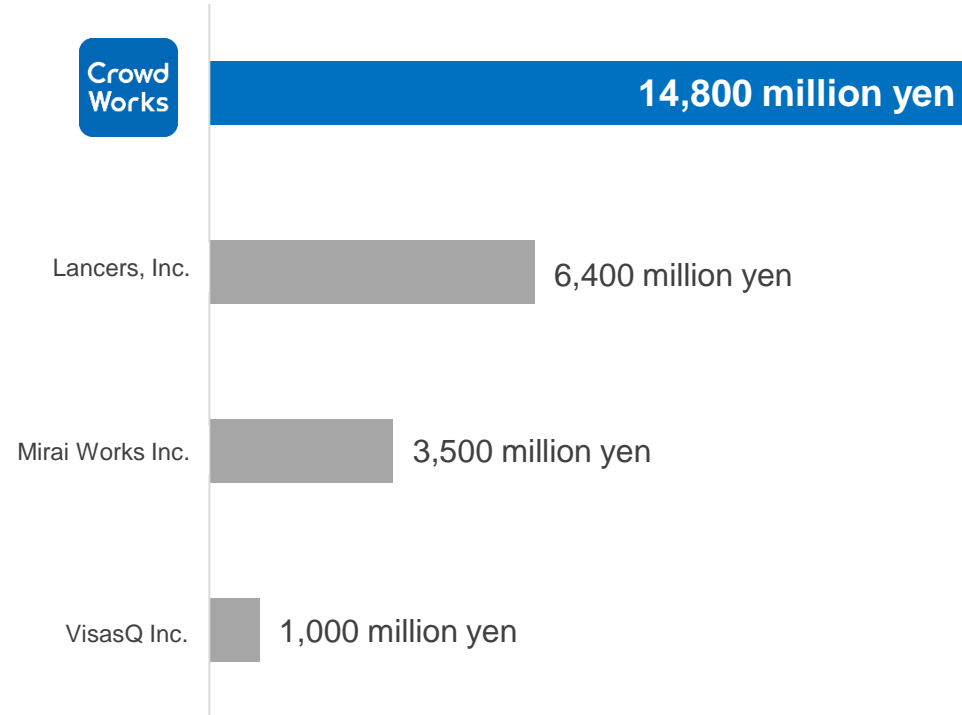
“CrowdWorks”



3,329,000
Crowd Workers

- Access to jobs fitting own skills/situation
- Work flexibility according to your lifestyle
- Assistance can be given to make contracts and get paid

CrowdWorks is the **Number One** online talent matching platform in the industry



* Compared with similar companies' public information

(Reference) FY 2020 Business Policy: Selective Focus on Matching Business

FY 2019 review

FY 2020 policy

Matching Business

In addition to the tailwind in the marketplace as a whole, we strengthened our client-targeted advertising and sales force, achieving favorable growth. We also determined there will be sufficient returns in unit economics in a two-year period and intend to carry out investment targeted to long-term growth for this reason.



Focus on investment

Project Contracting Business

Consolidated quarterly performance figures were severely affected by the delivery period of projects, resulting in reduced growth rate. Take rate was decreased due to soaring project costs. We intend to optimize the profit and downsize this business as part of our revised growth plan for the future.



Downsizing with profitability focus

Fintech Business

Decided to withdraw in the early stage because of intensifying competition after the entry. We consider FinTech to be a strategic theme we should be involved with and intend to re-enter the market at a later date, following long-term observation.

M&A

Achieved operating profit surplus for existing projects. Through PMI for existing projects, we solidified our capital efficiency guidelines, and as a result we were unable to implement any M&A projects for FY 2019. We will continue considering future opportunities based on these guidelines.



Continuing consideration

Q1 FY 2020 Performance Highlights (Entire Company)

Total contract value : 3,853 million yen
year-on-year +10.8% vs. full-year forecast +23.9%

Net sales : 2,342 million yen
year-on-year +15.5% vs. full-year forecast +26.0%

Gross profit : 850 million yen
year-on-year +11.3% vs. full-year forecast +25.2%

EBITDA : 7 million yen
year-on-year -39 million yen

Operating profit : -21 million yen
year-on-year -34 million yen

FY 2020: Performance Forecast by Segment

For the matching business, our forecast is +20% or greater continuous growth. Although operating profits and EBITDA for the project contracting business are expected to achieve a surplus, this will be downsized with a focus on profitability. The forecast is -20% year-on-year.

We will implement concentrated investment in the matching business, aiming for a growth rate of +30% or more for FY 2021 and beyond.

There will also be investments in the launch of new businesses and services within a fixed scope, and a decline in operating profit of -100 to -150 million yen is expected.

	Matching Business	Project Contracting Business	Other
Total contract value	13,200 million yen (+20% YoY)	2,800 million yen (-25% YoY)	100 million yen
Net sales	6,140 million yen (+19% YoY)	2,800 million yen (-22% YoY)	50 million yen
Gross profit	2,820 million yen (+20% YoY)	540 million yen (-8% YoY)	30 million yen
EBITDA	-400 to -850 million yen <small>(Same period of previous fiscal year 18 million yen (profitable) Planning deficit resulting from expanded investment)</small>	70 to 120 million yen <small>(Same period of previous fiscal year 146 million yen Maintaining profit current level)</small>	-100 to -150 million yen
Operating profit	-400 to -850 million yen <small>(Same period of previous fiscal year -15 million yen (profitable) Planning deficit resulting from expanded investment)</small>	0 to 50 million yen <small>(Same period of previous fiscal year 62 million yen Maintaining profit current level)</small>	-100 to -150 million yen

- Figures for FY 2019 have been revised to reflect a change in the Company's business segments and got a full-year audit for the expenses of each segment.
- Accounted CrowdLinks to the matching business and costs of the project contracting business for M&A to the previous year, reflected intra-group transactions between each segment to the previous year are main points of modification.

Q1 FY 2020 Segment Performance

For each segment performance, The matching business trended well beyond FY 2020 forecast, with +20.0% YoY total contract value, +33.7% YoY sales, and +25.0% YoY gross profit.

The project contracting business performed as expected, is moving toward downsizing, profit optimization.

	Matching Business		Project Contracting Business		Other
Total contract value	3,040 million yen	(+20.0% YoY)	760 million yen	(+3.2% YoY)	30 million yen
Net sales	1,530 million yen	(+33.7% YoY)	760 million yen	(+3.0% YoY)	30 million yen
Gross profit	650 million yen	(+25.0% YoY)	170 million yen	(+11.6% YoY)	20 million yen
EBITDA	-19 million yen	(+7 million yen YoY)	32 million yen	(+2 million yen YoY)	-5 million yen
Operating profit	-27 million yen	(+1 million yen YoY)	11 million yen	(+3 million yen YoY)	-5 million yen

Q1 FY 2020 Performance Review

	Summary	Company Evaluation
Entire Company	<ul style="list-style-type: none"> Followed FY 2020 policy, +20% growth for matching business and about -20% downsizing project contracting business, company-wide total contract value is up +10.8% year-on-year, with gross profit up +11.3% year-on-year, as expected 	Good
Matching Business	<ul style="list-style-type: none"> Client rate rises result in +20.0% total contract value YoY, as expected, with net sales exceeding full-year forecasts at +33.7% YoY Improved take rates result in gross profit of +25.0% YoY, with growth exceeding expectations Expanded sales teams and pursuant adjustment to SG&A results in operating loss of 27 million yen. Exploring expansion of advertising budget for Q2 and beyond 	Good
Project Contracting Business	<ul style="list-style-type: none"> Total contract value in the project contracting business is downsizing, moving toward profit optimization as expected in the initial full-year plan Will continue to maintain profit levels through the full year 	Good

Q1 FY 2020 Profit and Loss Statement

Total contract value, net sales, gross profit are all on track with full-year performance forecasts.

[Units: million yen]

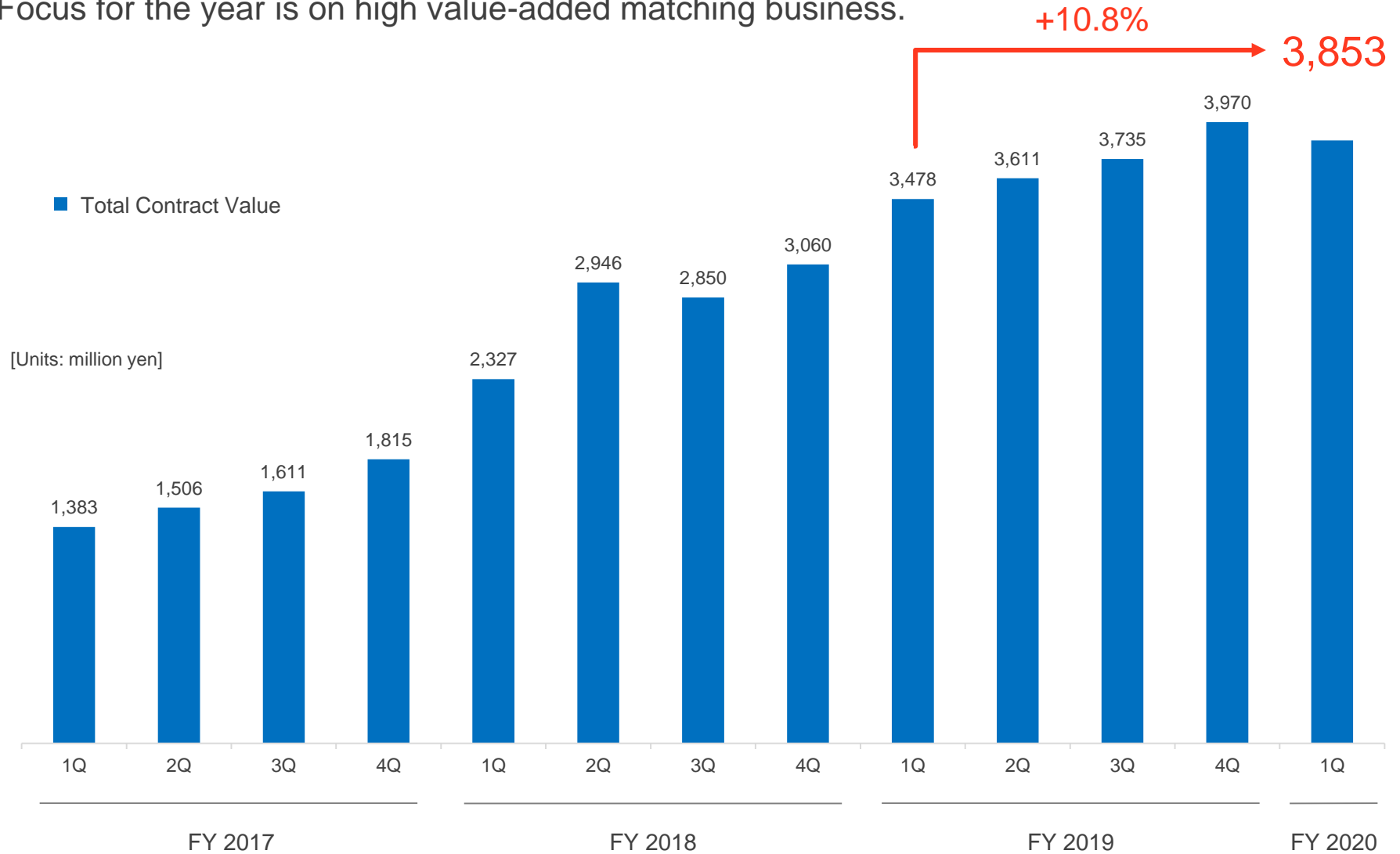
	Q1 FY 2020 (consolidated)				FY 2020 Performance Forecast (consolidated)	
	Results	Year-on-year comparison	Vs. full-year forecast	FY 2019 results	Full-year forecast	Year-on-Year comparison
Total contract value	3,853	+10.8%	+23.9%	3,478	16,127	+9%
Net sales	2,342	+15.5%	+26.0%	2,027	9,012	+3%
Gross profit	850	+11.3%	+25.2%	764	3,373	+8%
SG&A expenses	871	+16.2%	-	750	From 3,900 to 4,400	From +27.6 to +44.0%
Operating profit	-21	-34	-	13	From -500 to -1,000	Advance deficit
EBITDA	7	-39	-	46	From -400 to -900	Advance deficit
Ordinary profit	-4	-18	-	13	-	-
Profit attributable to owners of parent	-13	-10	-	-2	-	-

- In compliance with financial statement regulations, actual figures are rounded down to the nearest million yen, and year-on-year amounts and percentage changes are calculated taking into consideration the value of less than one million yen.

| Q1 FY 2020 Results (Entire Company)

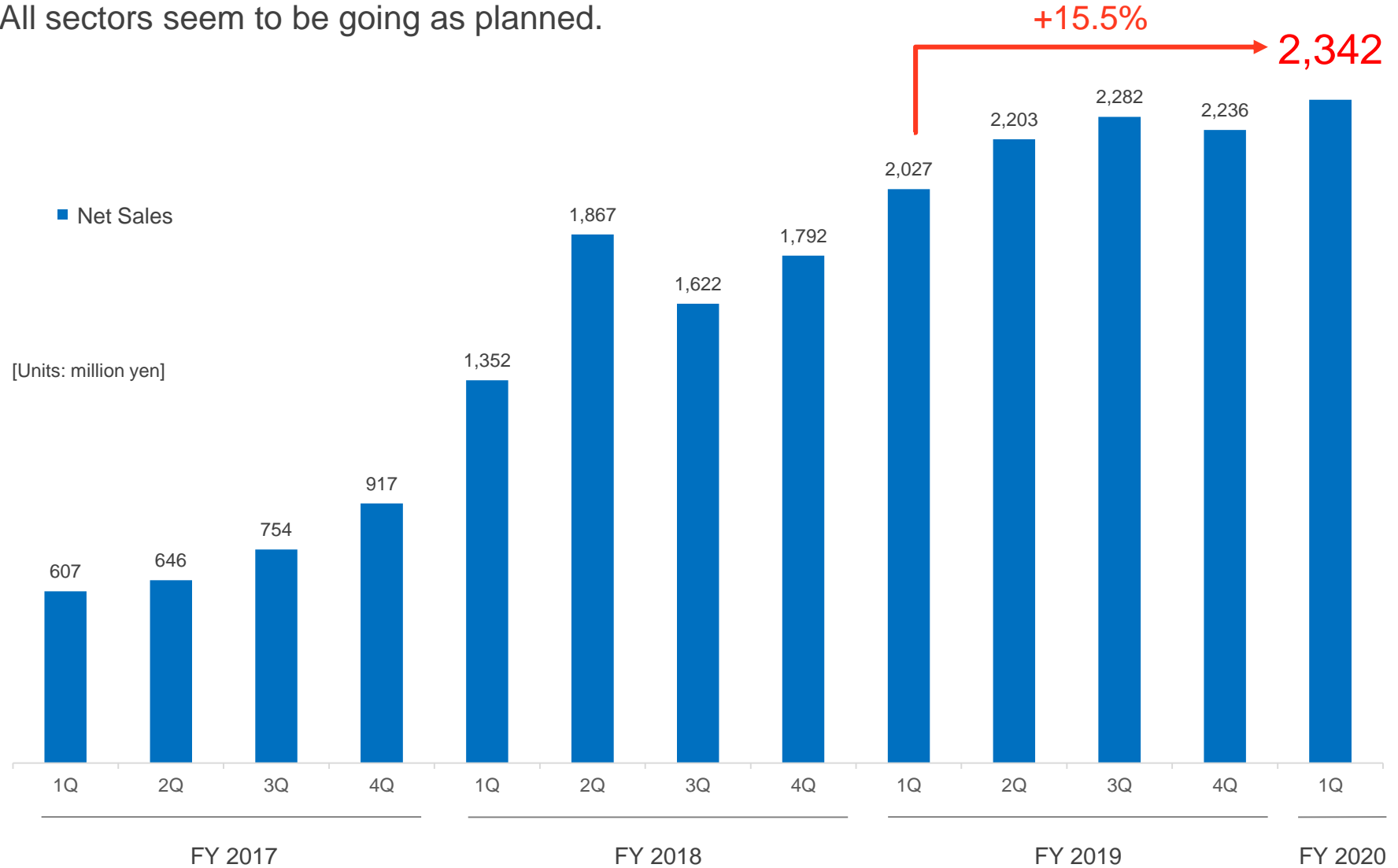
Entire Company: Consolidated Total Contract Value

Consolidated total contract value was up +10.8% year-on year.
Focus for the year is on high value-added matching business.



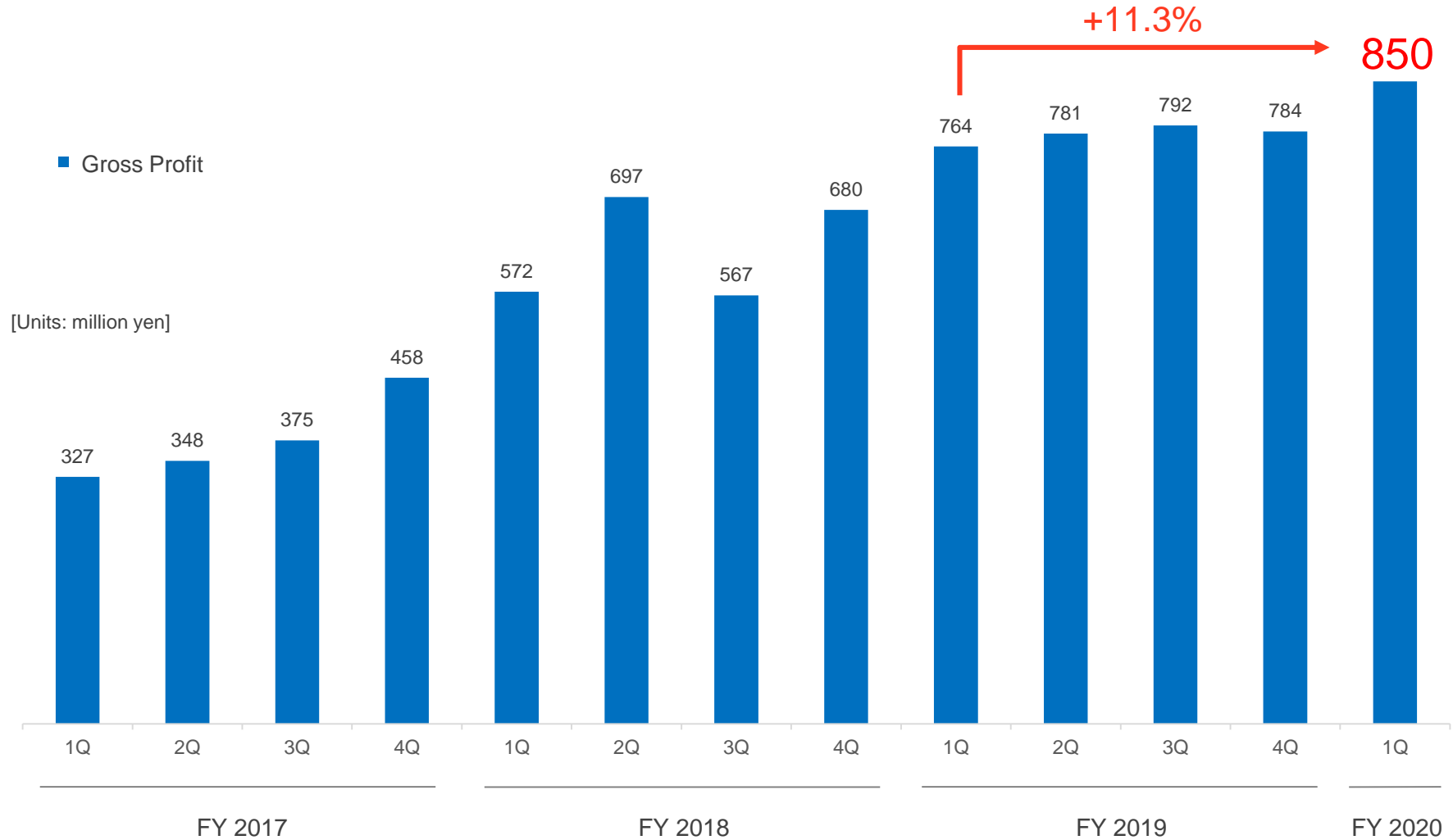
Entire Company: Consolidated Net Sales

For net sales, consolidated growth for the entire company was +15.5%.
All sectors seem to be going as planned.



Entire Company: Consolidated Gross Profit

Consolidated gross profit was +11.3% year-on-year. Improvement of take rate for matching business has driven the growth exceeding expectation.



Company Consolidated Sales, General, and Administrative (SG&A) Expenses

Expansion of sales teams targeting new major company clients results in increased labor costs. Teams to be brought to full strength going forward.

Advertising investment in Q1 from TV commercial preparation balanced with optimization of web ads, leading to similar expense levels year-on-year.

Productivity improvements are to be made ahead of FY 2021, targeting greater profit and reduction in SG&A as a ratio of gross profit.

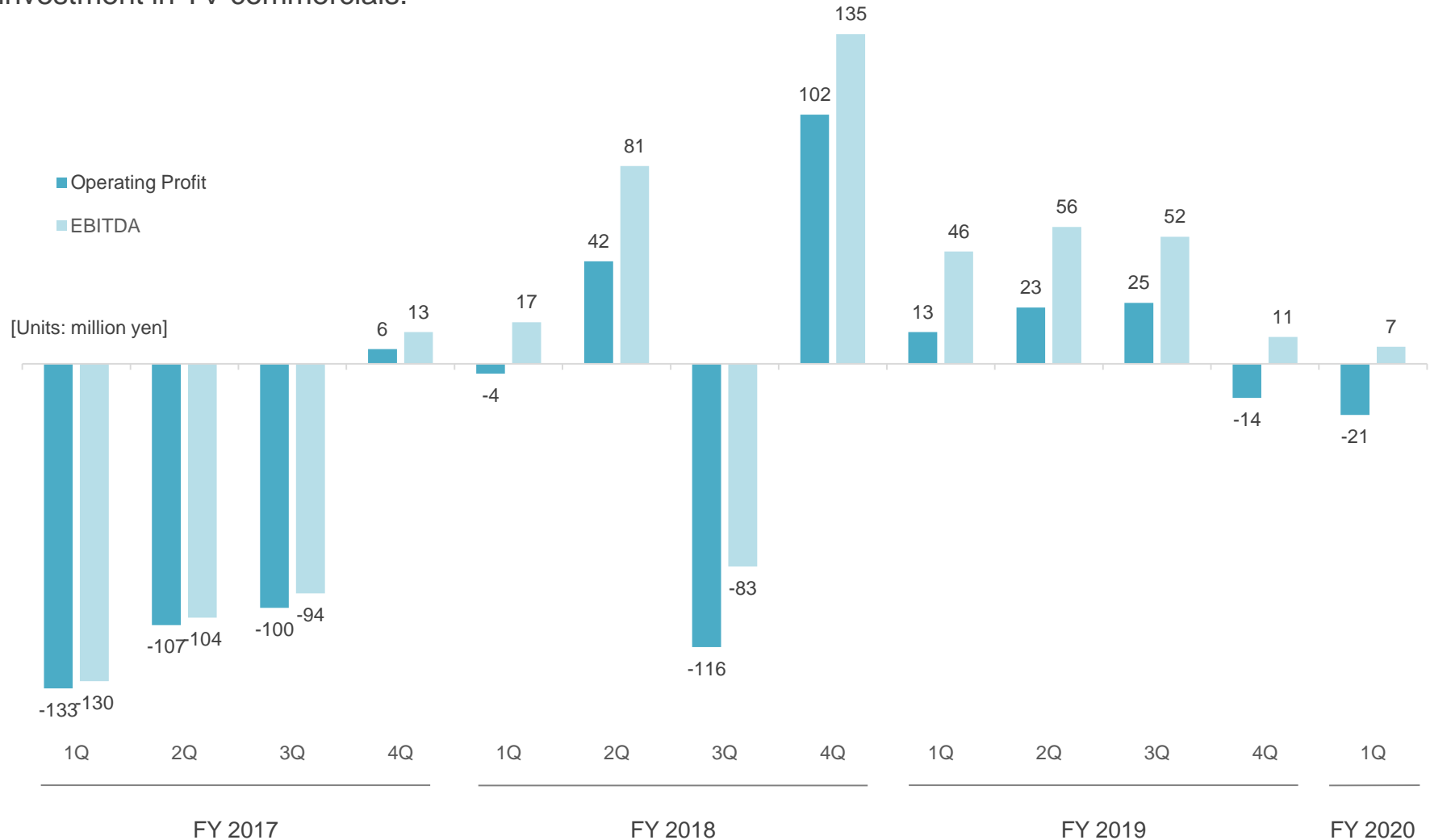


- Labor cost includes recruiting cost and employee training cost.
- Others: Office rent, Communications, Commissions, Sundry taxes, Depreciation, Goodwill amortization.

Company Consolidated Operating Profit

Operating profit lands at -21 million yen, stifled by investment in advance hiring of additional sales personnel in Q1.

Current policy is to expand investment in the matching business in Q2 and beyond, including advertising investment in TV commercials.



| Results of Segments

Q1 FY 2020 Performance of Individual Segments

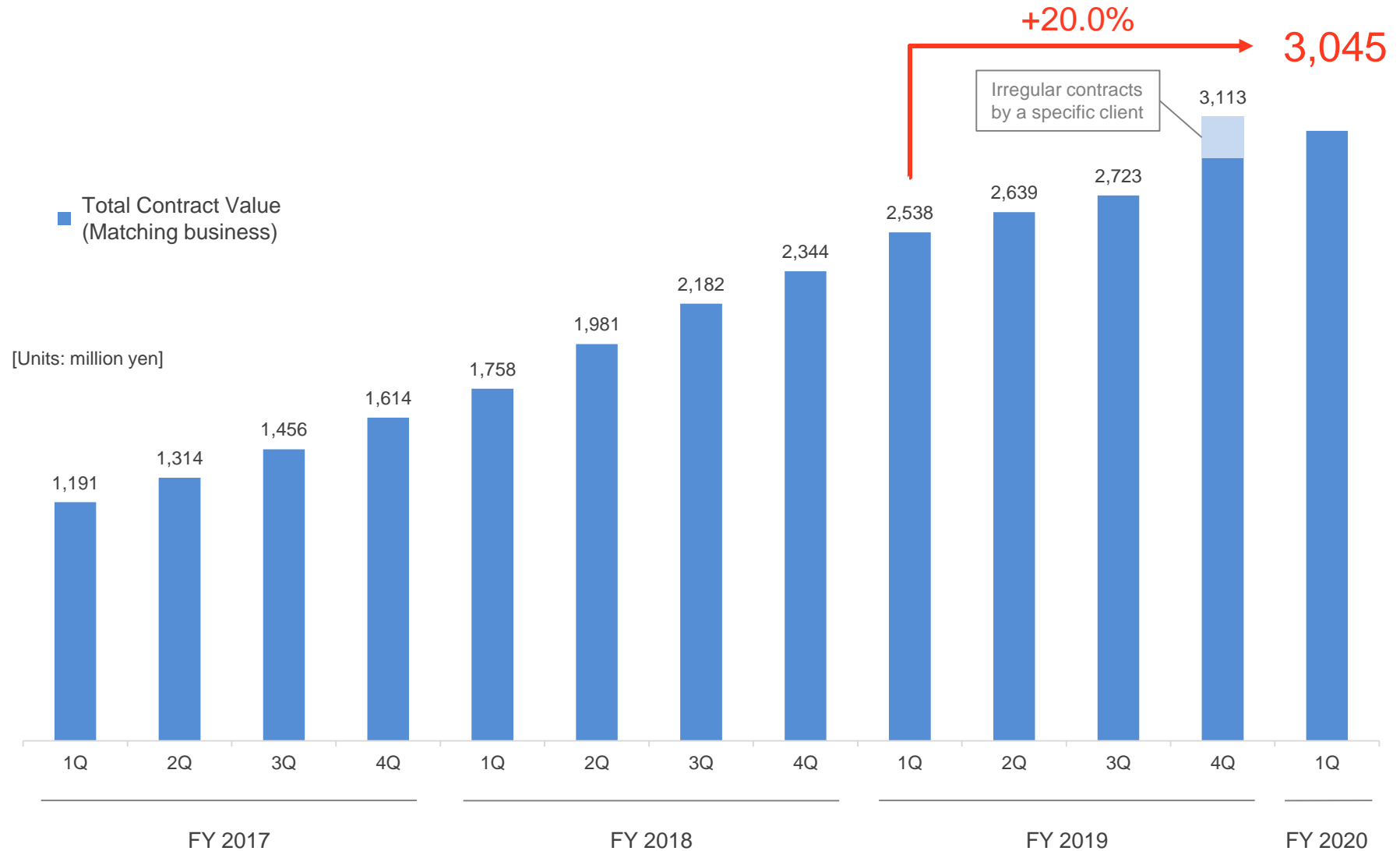
Per this year's policy, we are focusing on the matching business, where total contract value is +20.0% year-on-year. Gross profit trended well, at +25.0% year-on-year. Take rate has improved +0.8% year-on-year.

Segments	Total Contract Value		Take Rate		Gross Profit
(1) Matching Business	3,040 million yen (Q1 FY 2019 results 2,530 million yen) (Year-on-year: +20.0%)	×	21.4% (Q1 FY 2019 results 20.6%) (Year-on-year +0.8%)	=	650 million yen (Q1 FY 2019 results 520 million yen) (Year-on-year +25.0%)
(2) Project Contracting Business	760 million yen (Q1 FY 2019 results 740 million yen) (Year-on-year +3.2%)	×	23.0% (Q1 FY 2019 results 21.3%) (Year-on-year +1.7%)	=	170 million yen (Q1 FY 2019 results 150 million yen) (Year-on-year +11.6%)
Other	30 million yen (Q1 FY 2019 results 190 million yen) (Year-on-year -79.6%)	×	52.8% (Q1 FY 2019 results 42.8%) (Year-on-year +10.0%)	=	20 million yen (Q1 FY 2019 results 80 million yen) (Year-on-year -74.8%)
Total	3,850 million yen (Q1 FY 2019 results 3,470 million yen) (Year-on-year +10.8%)	×	22.1% (Q1 FY 2019 results 22.0%) (Year-on-year +0.1%)	=	850 million yen (Q1 FY 2019 results 760 million yen) (Year-on-year +11.3%)

● Take rate: Gross profit divided by total contract value. Ratio (%) of added value (gross profit) created from total contract value handled by the Company

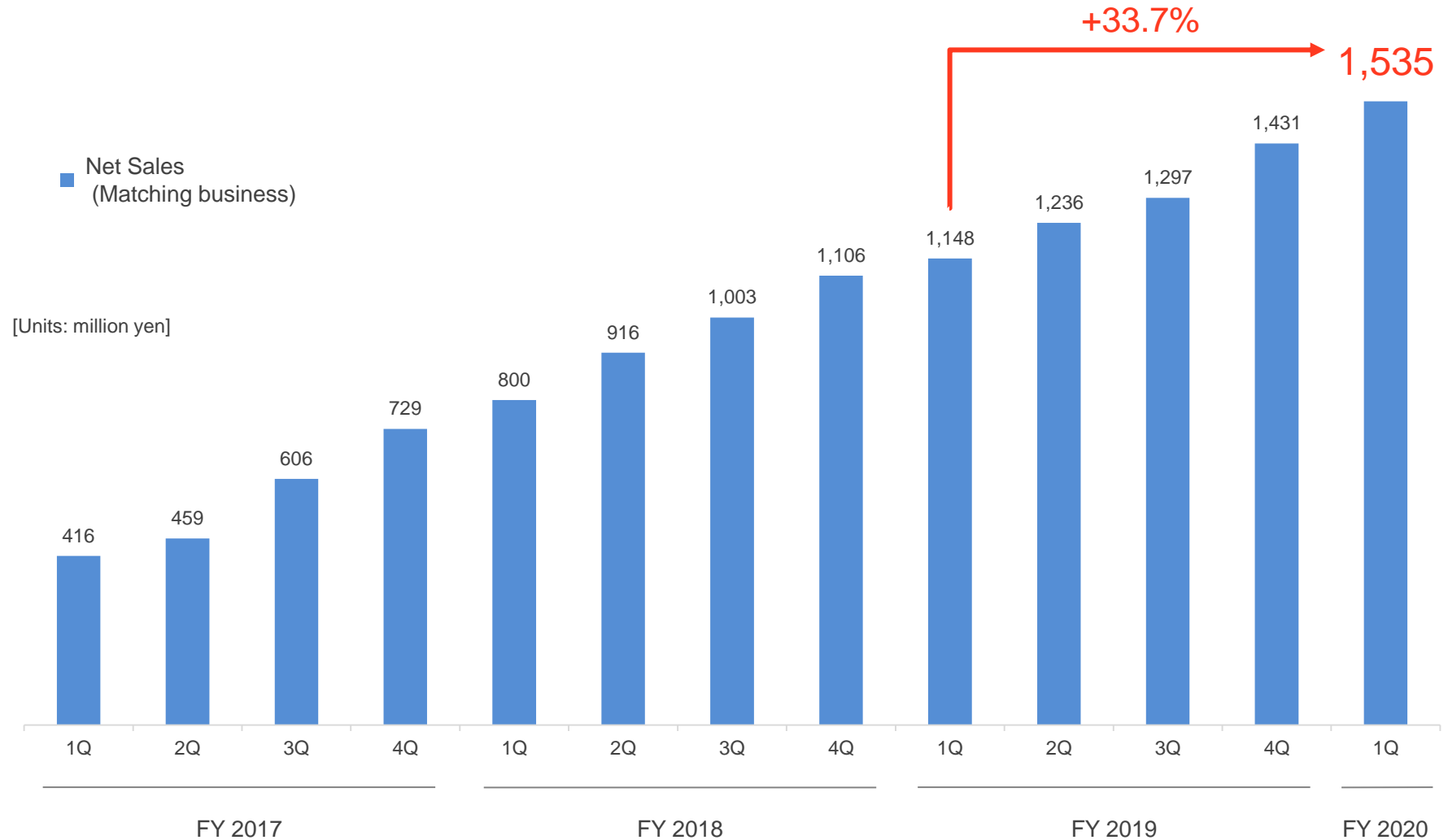
(1) Matching Business: Total Contract Value

Total contract value for the matching business growth +20.0% (YoY) as expected.



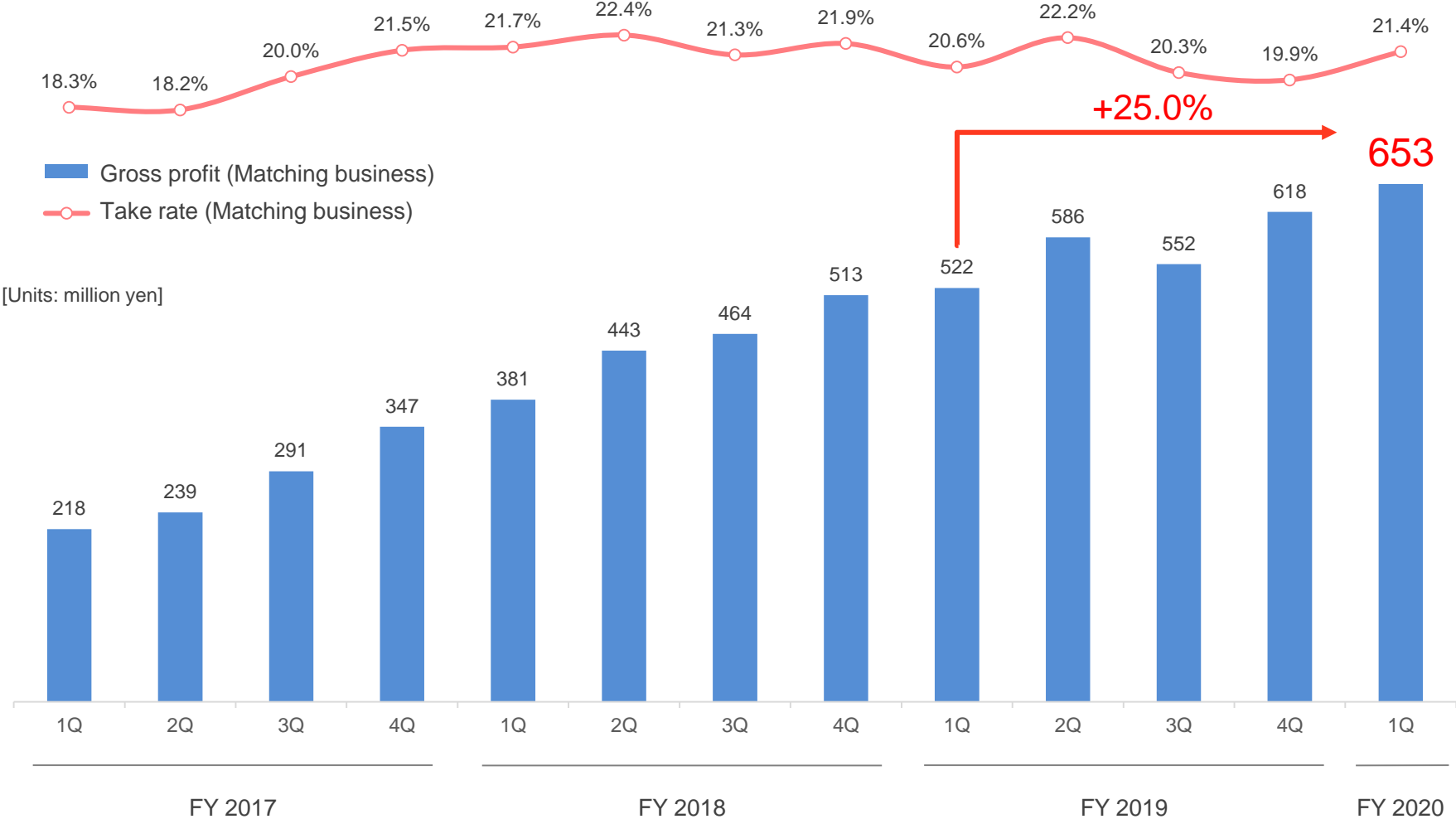
(1) Matching Business: Net Sales

Positive trend in services for high-rate clients leads to matching business sales exceeding full-year forecast, growing +33.7% year-on-year



(1) Matching Business: Gross Profit and Take Rate

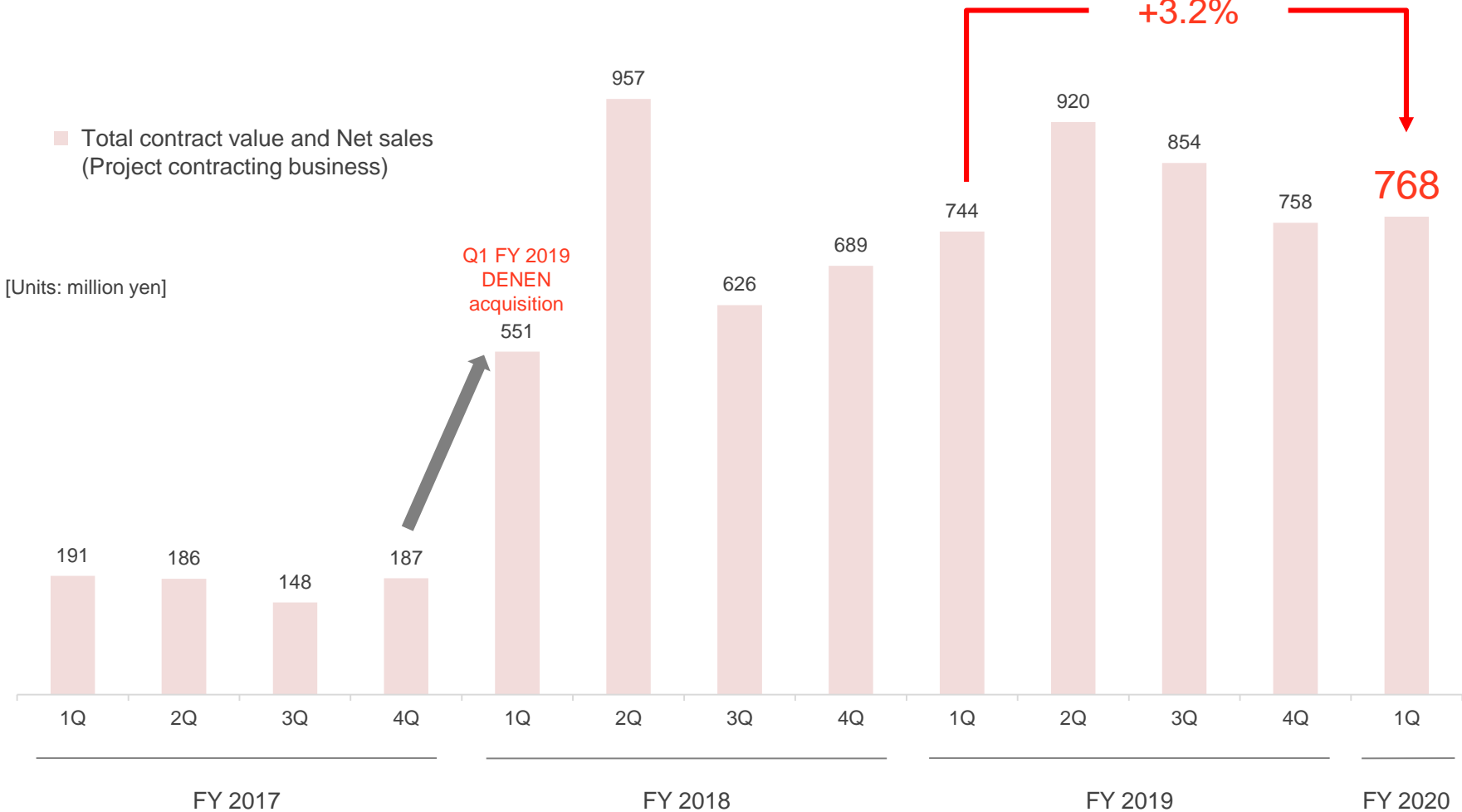
Take rate improved +0.8% year-on-year, up +1.5% versus the previous quarter
 Gross profit in the matching business improved +25.0% year-on-year, with growth exceeding forecasts



(2) Project Contracting Business: Total Contract Value and Net Sales

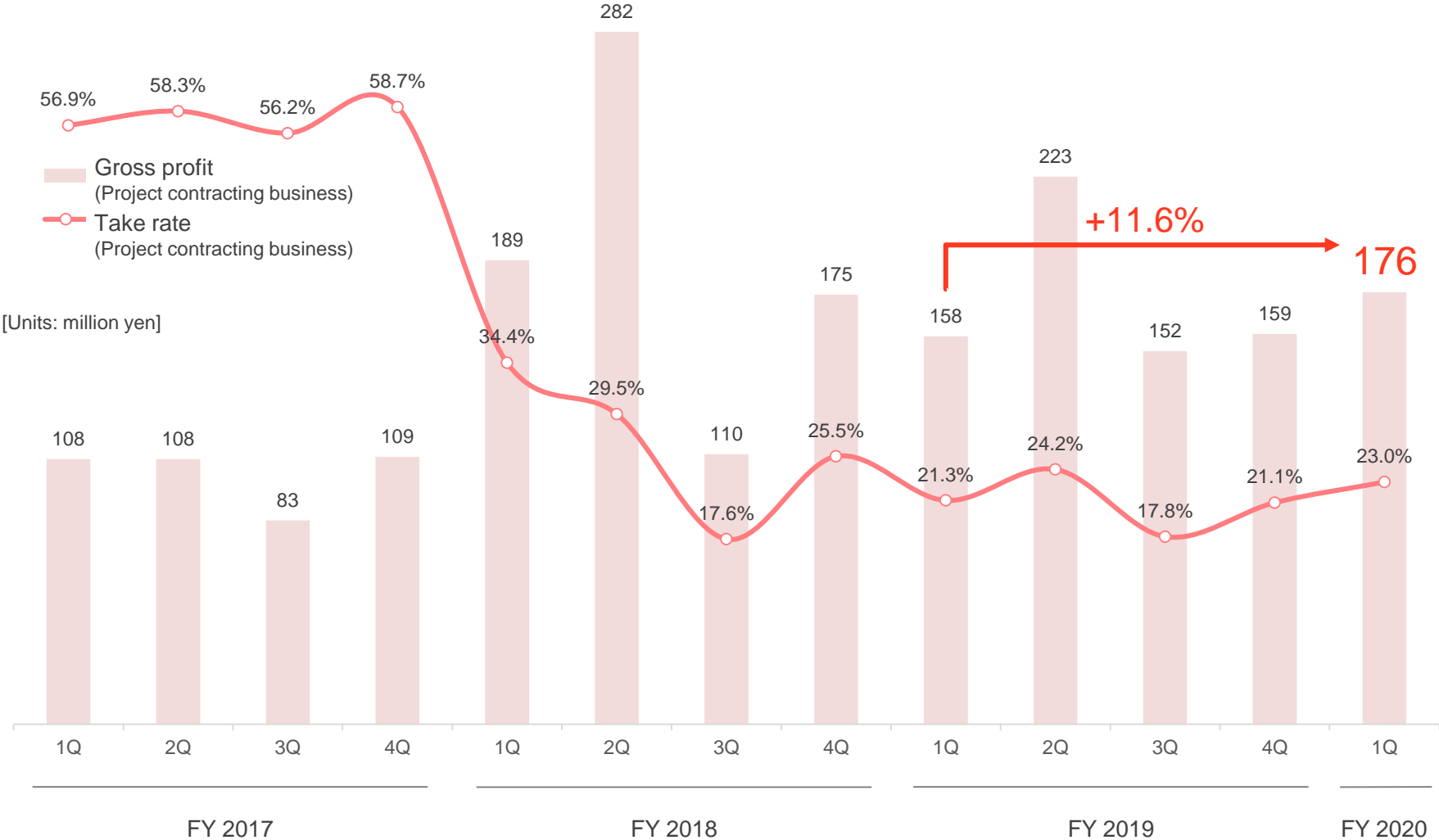
Development project delivery timing led to limited impact on Q1 total contract value in the project contracting business, which remains flat.

The full-year policy toward overall downsizing and profit optimization remains unchanged.



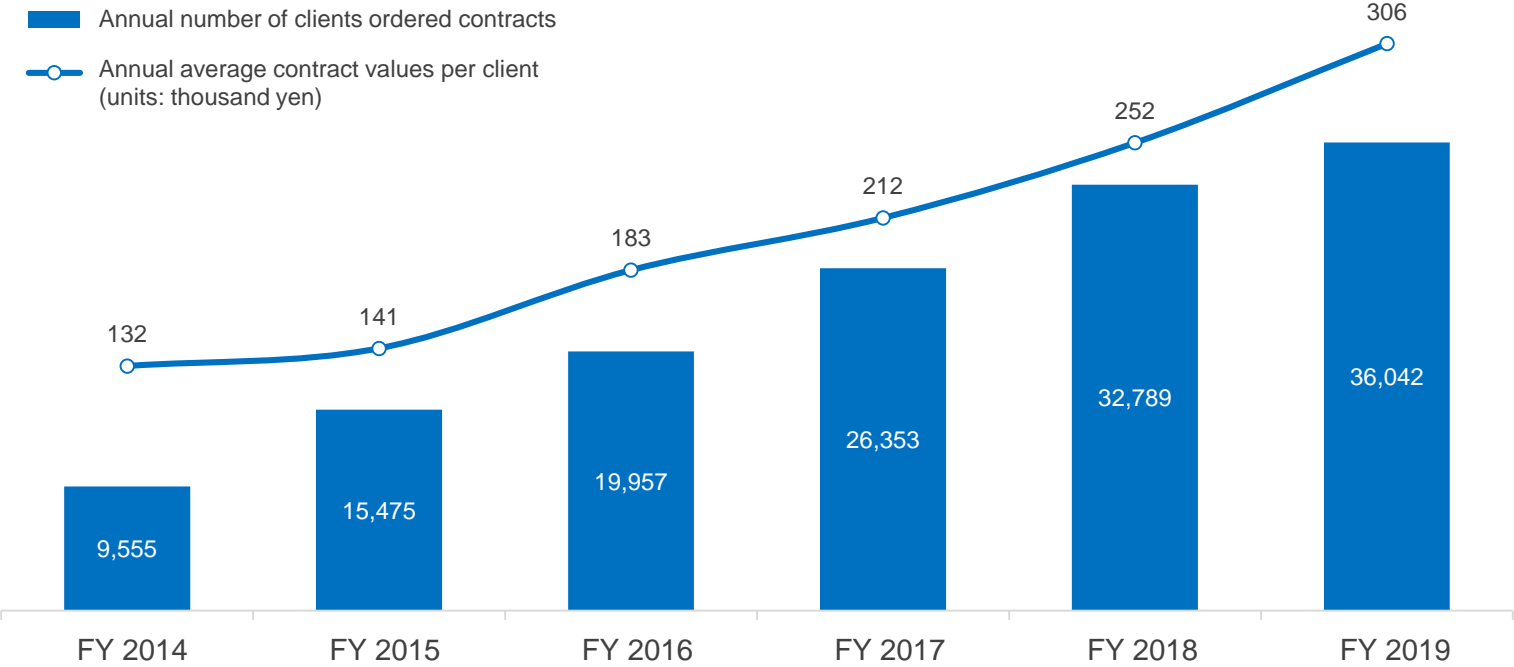
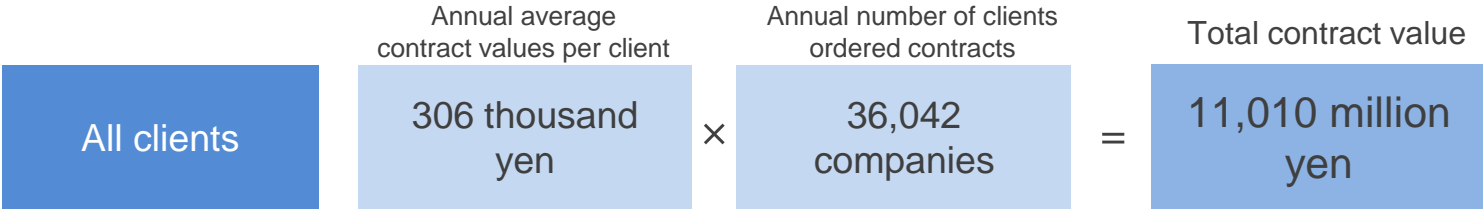
(2) Project Contact Business: Gross Profit and Take Rate

In project contracting business, gross profit helped keep the take rate at a similar level to last year. Gross profit itself remains flat as well.



(Reference) Matching Business: Client KPI FY 2019 Results

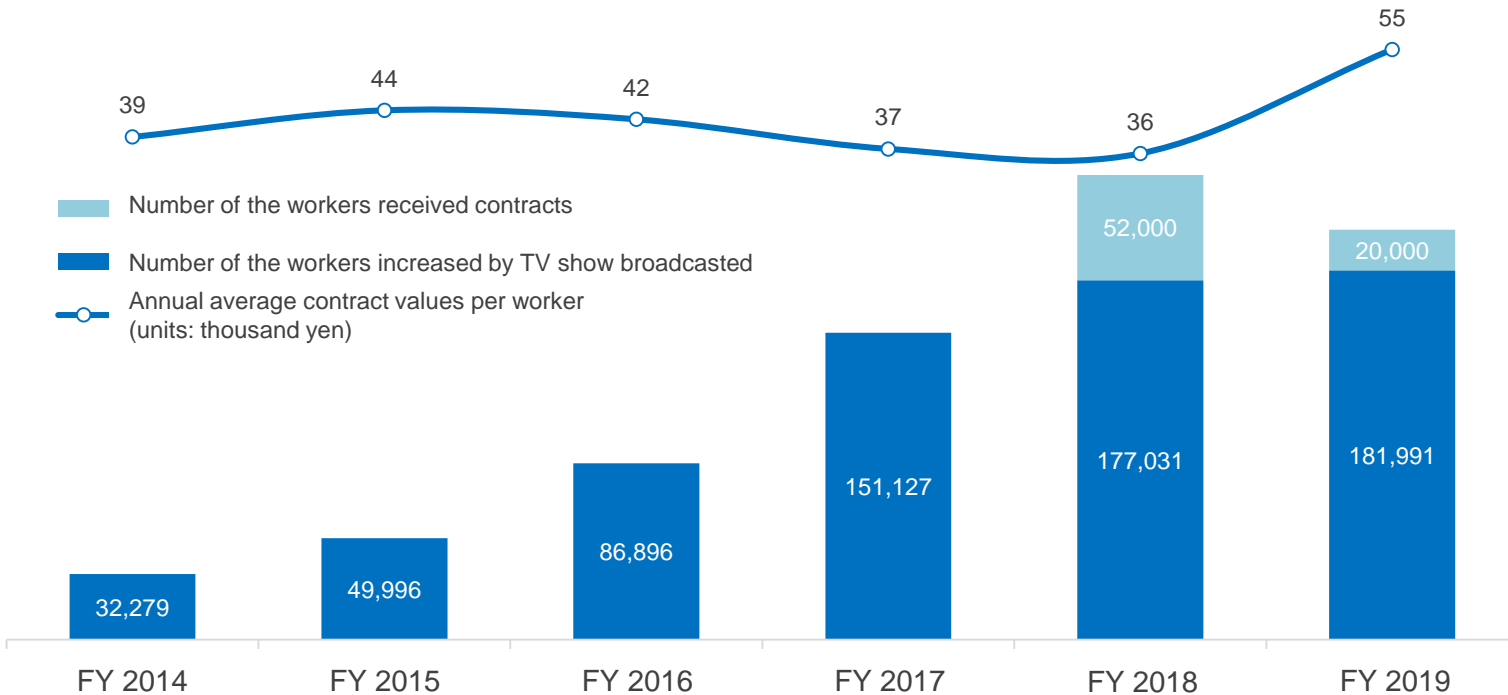
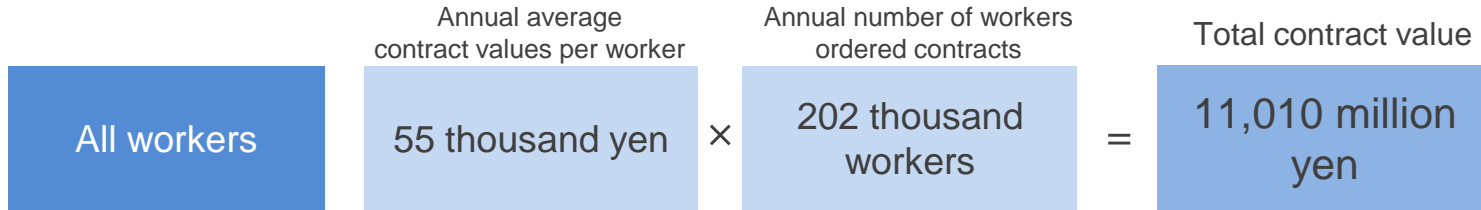
Matching business KPI: Order value per client × Number of clients ordered = Total contract value



● Figures for client KPI have been revised to reflect a change in the Company's business segments.

(Reference) Matching Business: Worker KPI FY 2019 Results

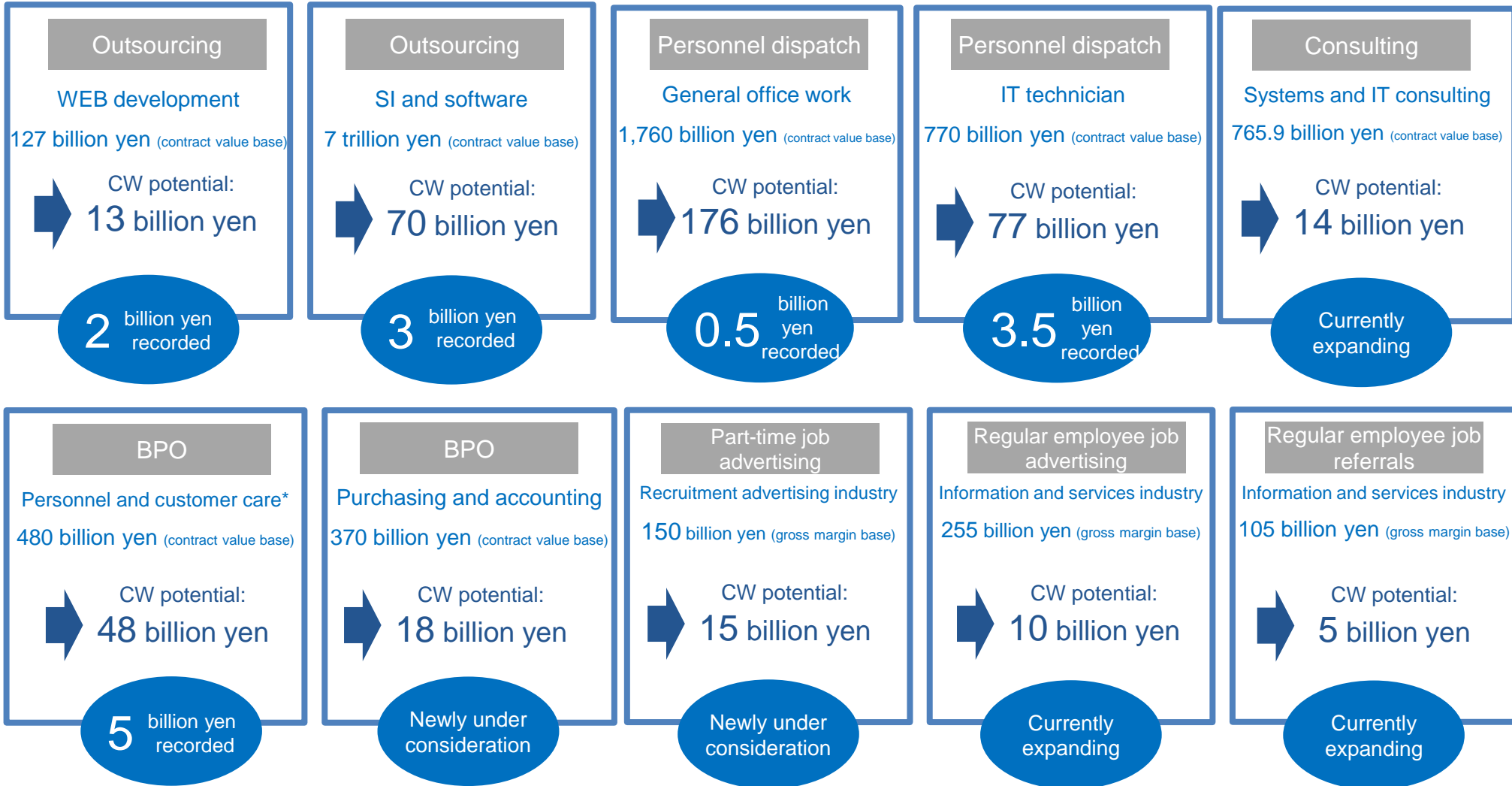
Matching business KPI: Order value per worker × Number of workers ordered = Total contract value



● Figures for worker KPI have been revised to reflect a change in the Company's business segments.

Client-Side Target Market Potential and Current Trends

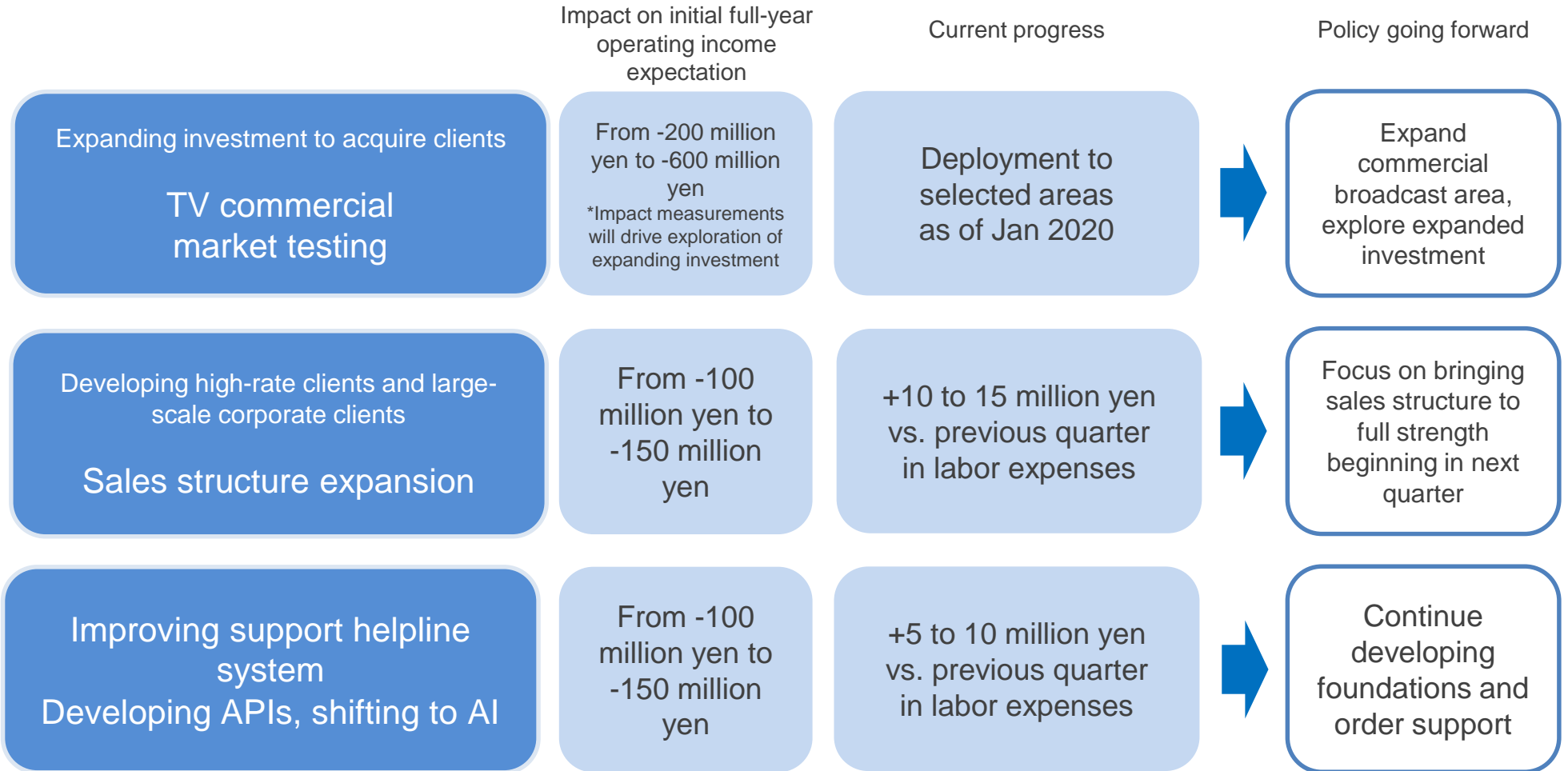
Advent of new services, along with existing outsourcing/personnel dispatch markets result in targeting replacement of consulting/regular employee advertising markets



*BPO market customer care includes operations such as call centers, large-volume data processing and collection, and field work.

Matching Business: Investment Expenses & Progress

Prepared TV commercials and expanded sales structures in Q1. Execution of these to start in Q2. Results of commercial tests and full-strength sales structures will drive exploration of further investment going forward.



Launched TV Commercials Boosting Awareness of CrowdWorks

Two new TV commercials were launched in January to increase awareness of CrowdWorks, in the interest of bringing in new clients and increase order volumes. Impact on actual performance is expected to begin in the 2nd half, but expanded investment discussions will take into account impact estimations made in Q2.



- Broadcast Start Date: January 4, 2020
- "Too much work to do" (Japanese)
<https://www.youtube.com/watch?v=1XKpTbjoNGE>
- "An urgent task" (Japanese)
<https://www.youtube.com/watch?v=2QGMDPwi9yU>



Unit Economics Achievement: Prerequisite for Investment

Recover client acquisition expenses within one year and expand matching business investment.

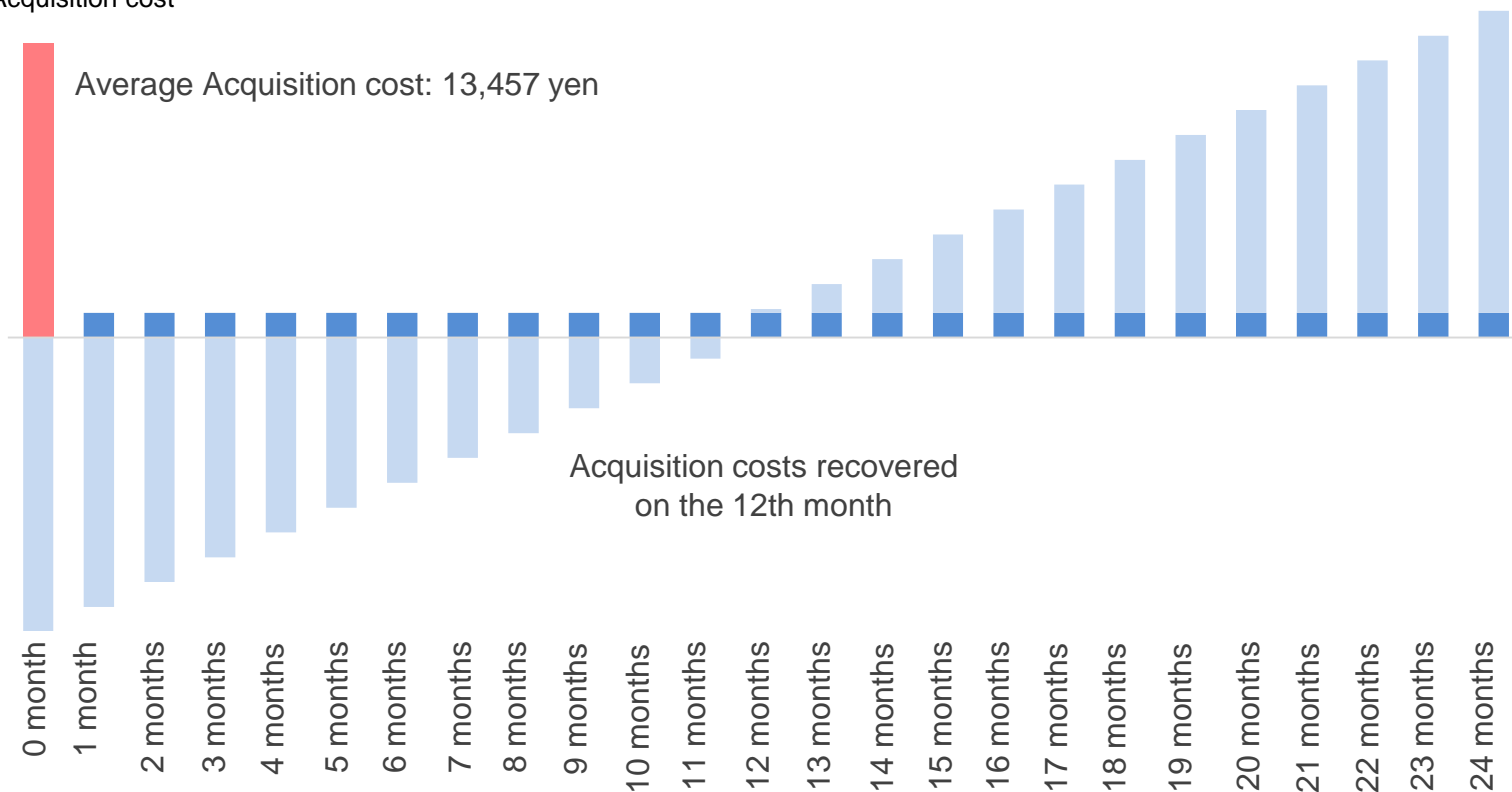
- Average LTV per client (gross profit for a two-year period) = 27,267 yen
- Marketing expenses per client = 13,457 yen
- The recovery ratio of acquisition cost on 24th months = 202.6%

We will make the maximum investment within CPA(Cost Per Acquisition) we can recover on 12th month

- Gross profit per client (24 months)
- Profit per client
- Acquisition cost

Cumulative gross profit for the two-year period following acquisition: 27,267 yen

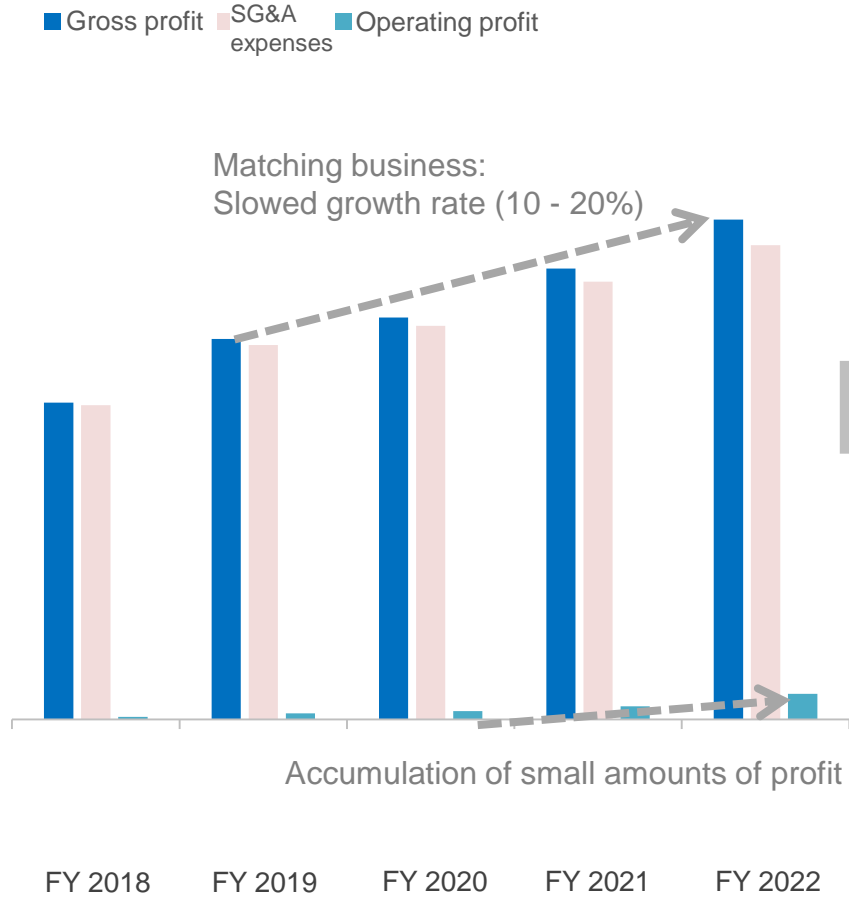
Recovery ratio of acquisition cost on 24 months is over 200%



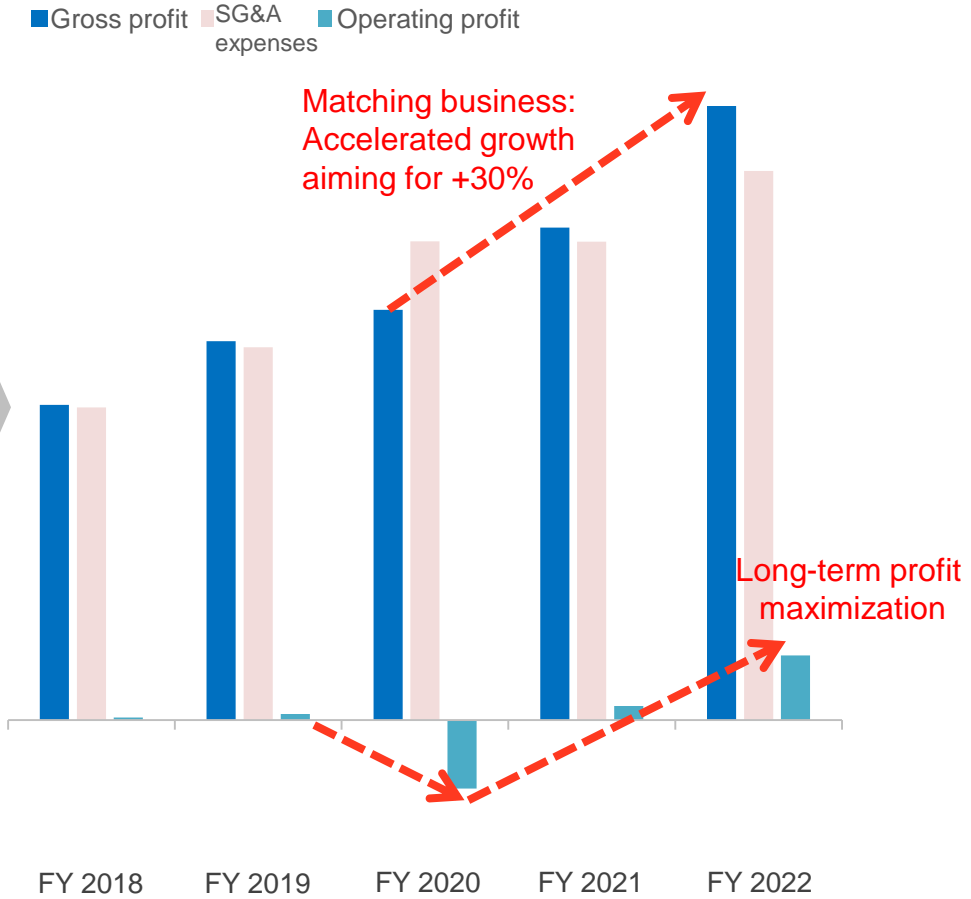
Profit Creation Through Focused Investment in the Matching Business

By focusing investment on the matching business, which is performing well, we will aim for improved gross profit growth rate and medium-to-long term maximization of operating profit.

Suppressed investment / maintaining the status quo



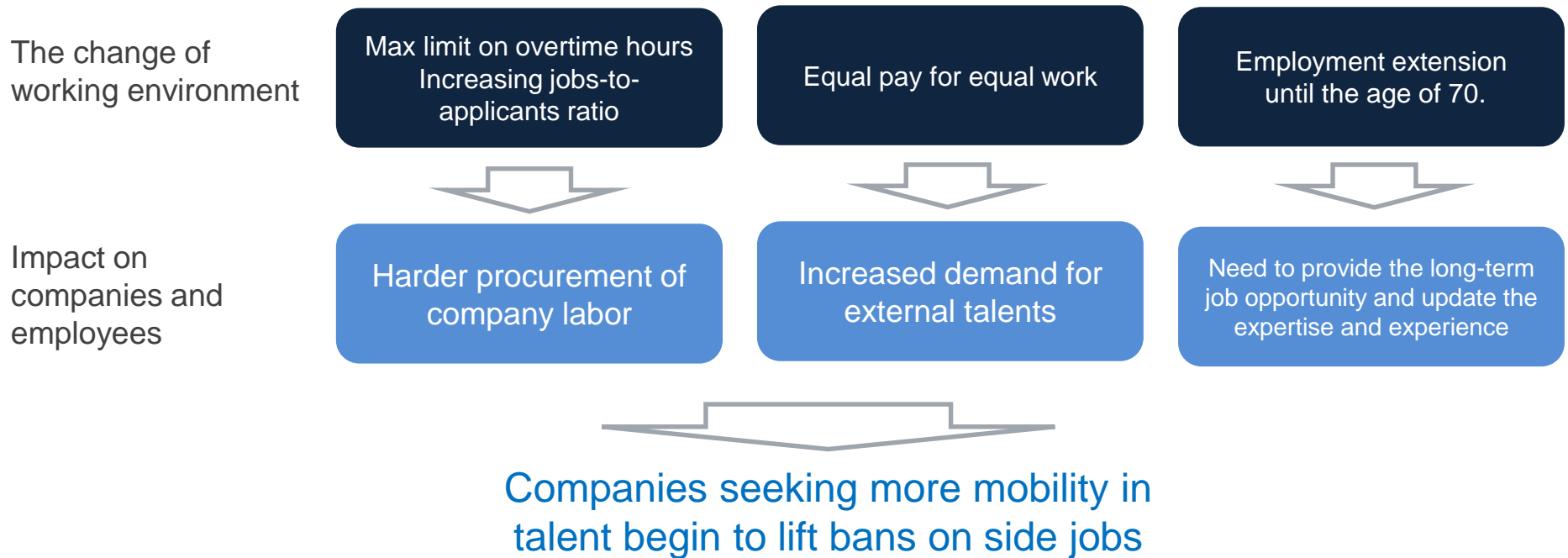
Expanded investment



| New Topic

Increasing Major Companies Lifting Side Job Bans, 2020 to be the Beginning of the "Side-job Era"

Enforcement of work-style reform-related laws (e.g. the government's proactive supporting in lifting side job bans) will make side jobs more common.



In 2019 alone, a number of major Japanese firms have either approved side jobs or lifted bans. These include: Asahi Beer, SoftBank, SMBC Nikko Securities, Konica Minolta, Shinsei Bank, and Rohto Pharmaceutical

Expected impact from lifted side job bans:

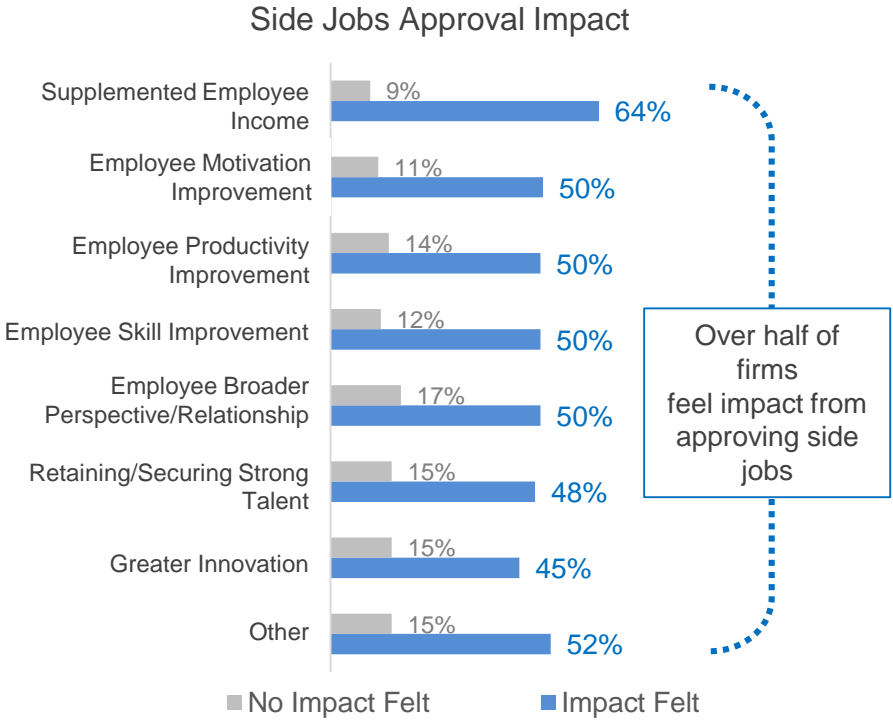
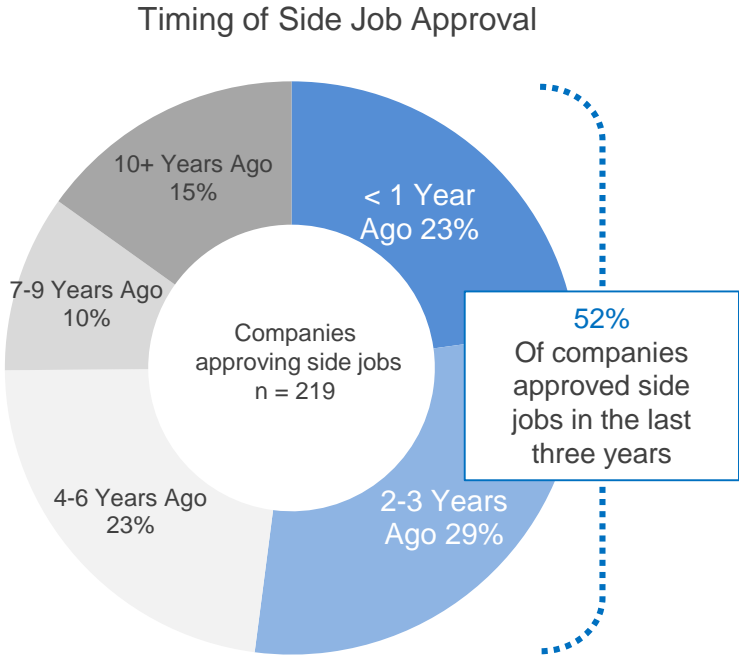
- Promoting side jobs will increase income for employees
- Diversifying work styles (e.g. remote work, 3 days off a week) will increase employee satisfaction
- Companies leverage external specialized talent (freelancers, those working side jobs) more broadly

Company Values also Greatly Change on Acceptance of Side Jobs

Company values vis-à-vis side jobs will change, targeting greater employee income, career support, etc.

Over 50% of firms will feel the impact of approving side jobs.

Making employees' work styles more flexible will lead to securing and retaining stronger talent, and growth of employees because of labor shortages.



Companies with at least five employees with side jobs, n = 159

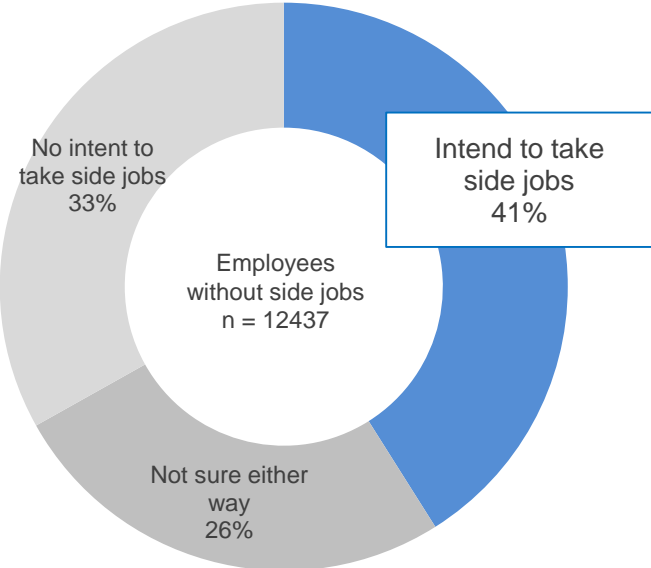
Source: "Attitude Survey on Side Jobs," Persol Research Institute

Workers also have Great Expectations on Side Jobs

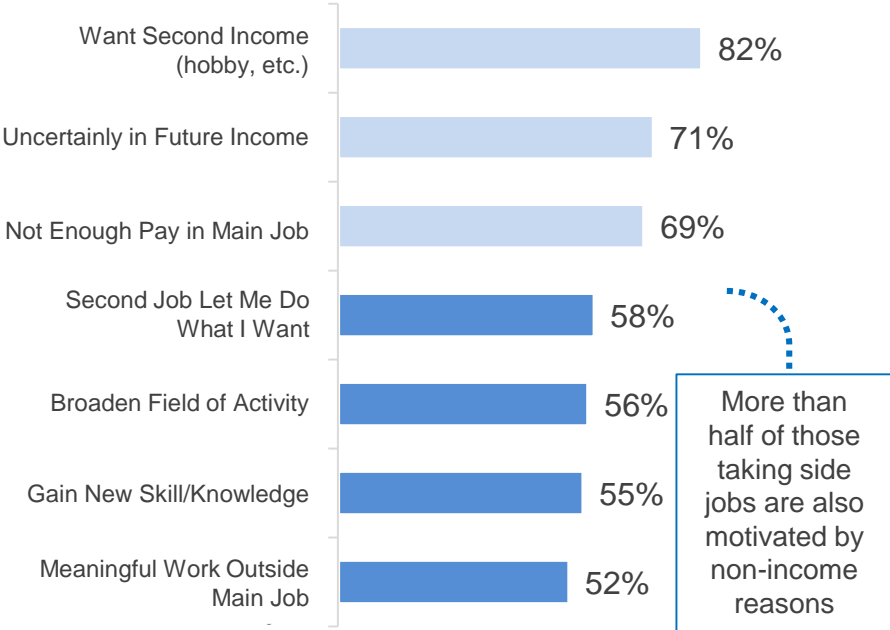
Traditional views on employment, dominated by lifelong employment and career development within a single company, are changing. In this era, side jobs are being used for self-realization and to develop skills and careers.

Approximately 40% of regular employees without side jobs intend to take side jobs. The motivation for taking side jobs is not solely supplementing income; self-realization, skills development, etc. show importance of career development as seen by the individual.

Future Intentions of Regular Employees



Motivations for Taking Side Jobs



Persons taking side jobs, n = 1082

Source: "Attitude Survey on Side Jobs," Persol Research Institute

Launched CrowdLinks, a Side Job Matching Service Connecting Companies and High-class Talent

Launched a subscription business leveraging a user database:

1 month after service launch, **over 3,000 workers constituting high-class talent** are registered

1 month after service launch, **more than 50 client companies are subscribed** to the paid service

Business model: clients are billed monthly for their subscriptions

High-class Talent Matching Service for Side Jobs

CrowdLinks

Companies can ask skillful workers
when the challenges come up



Subscription fee
+
Completion bonus



As we enter the era of having multiple jobs,
workers can flexibly solve the company's
challenges



Free to use



Skilled / experienced
side job / freelance
workers

Companies requiring
assistance

Initiatives for ESG and the SDGs

In order to realize sustainable growth as an online job-seeking platform for individuals, we have taken initiatives to strengthen our corporate governance, promote gender equality, and empower women



Diverse management, stronger oversight

- Gender equality / empowering women
 - More women directors: From 0 to 1
- Stronger corporate governance
 - Ratio of outside directors: Over 1/3
 - Increase in independent officers: From 1 to 4

Newly-elected Directors: Background



Yuko Tanaka

Director

Graduate of the Faculty of Law, University of Tokyo. Experience in introducing new models to the market at Toyota Motor Corporation, formulating supply and demand plans and sales strategies, as well as Jupiter Shop Channel Co., Ltd., managing and developing business. At strategic consulting firm A.T. Kearney, she engaged in a wide range of consulting projects. She has been a consumer goods and retail practice manager since July 2011.

April 2014 Joined CrowdWorks, Inc. as Executive Officer
December 2019 Elected as Director of CrowdWorks, Inc.



Toru Kamiyama

Outside Director

Graduate of the Faculty of Business and Commerce, Keio University. Engaged in investment banking at Nomura Securities Co., Ltd., where he worked on a number of IPOs in the Internet sector. In August 2017, he established Kakeru Partners, and as Representative Partner, he helps growing firms procure funding, engages in M&A, and provides governance assistance. He currently holds this role.

November 2017 Elected as Director (Audit & Supervisory Committee Member) of HEROZ, Inc. (current)
June 2019 Elected as Outside Director of Bplats, Inc. (current)
December 2019 Elected as Outside Director of CrowdWorks, Inc.



Masami Masuyama

Outside Director

After completing Master's coursework at Waseda University, he joined Seiko Instruments Inc. before becoming a member of management at Net Marketing Co., Ltd., leading IPOs for two companies as chief responsible party for corporate governance structuring and operation. He possesses a long history in corporate management serving as an officer (e.g. Administrative Director, Standing Auditor) for listed companies.

December 2019 Elected as Outside Director of CrowdWorks, Inc.

| FY 2020 Performance Forecast/Investment Policy

FY 2020 Performance Forecast (Entire Company)

Total contract value	:	16,100 million yen	+9% growth year-on-year
Net sales	:	9,000 million yen	+3% growth year-on-year
Gross profit	:	3,300 million yen	+8% growth year-on-year
EBITDA	:	-400 to -900 million yen	} Leading deficit resulting from expanded investment in matching business
Operating profit	:	-500 to -1,000 million yen	

About the total contract value, net sales, gross profit

- Matching business growth rate will be 20% or above
- On the other hand, project contracting business is projected to decrease around -20%
- While optimizing the profit for the project contracting business, we will downsize its scope. Overall growth rate will decline.
- Aiming to maximize growth rate increase and medium-to-long term profits through expanded investment in core matching business.

About the EBITDA and operating profit

- Planned deficit resulting from the effects of repeated acceleration of leading investment in the matching business, which is performing well.
- We will implement investment with an expectation of two-year returns, seeking to maximize growth rate increase and medium-to-long term profits.

FY 2020: Performance Forecast by Segment

For the matching business, our forecast is +20% or greater continuous growth. Although operating profits and EBITDA for the project Contracting business are expected to achieve a surplus, this will be downsized with a focus on profitability. The forecast is -20% year-on-year.

We will implement concentrated investment in the matching business, aiming for a growth rate of +30% or more for FY 2021 and beyond.

There will also be investments in the launch of new businesses and services within a fixed scope, and a decline in operating profit of -100 to -150 million yen is expected.

	Matching Business	Project Contracting Business	Other
Total contract value	13,200 million yen (+20% YoY)	2,800 million yen (-25% YoY)	100 million yen
Net sales	6,140 million yen (+19% YoY)	2,800 million yen (-22% YoY)	50 million yen
Gross profit	2,820 million yen (+20% YoY)	540 million yen (-8% YoY)	30 million yen
EBITDA	-400 to -850 million yen <small>(Same period of previous fiscal year 18 million yen (profitable) Planning deficit resulting from expanded investment)</small>	70 to 120 million yen <small>(Same period of previous fiscal year 146 million yen Maintaining profit current level)</small>	-100 to -150 million yen
Operating profit	-400 to -850 million yen <small>(Same period of previous fiscal year -15 million yen (profitable) Planning deficit resulting from expanded investment)</small>	0 to 50 million yen <small>(Same period of previous fiscal year 62 million yen Maintaining profit current level)</small>	-100 to -150 million yen

- Figures for FY 2019 have been revised to reflect a change in the Company's business segments and got a full-year audit for the expenses of each segment.
- Accounted CrowdLinks to the matching business and costs of the project contracting business for M&A to the previous year, reflected intra-group transactions between each segment to the previous year are main points of modification.

| VISION/Business Outline/Management Policy



CrowdWorks, Inc.

President and CEO : Koichiro Yoshida
 Capital : 2,687,210,000JPY
 Founded : Nov 11, 2011
 Services : Running services mainly one of the largest crowdsourcing platform, CrowdWorks.jp.



- 3,329,000 people of Crowdworkers (users)
- 504,000 clients
- 12 ministries and agencies
- 80 local government

*The numbers of workers and clients of CrowdWorks, Inc. services as of December. 31, 2019

Based on the vision to become the world's biggest platform that provides the largest amount of monetary rewards through the Internet, CrowdWorks aims first to build Japan's largest online employment infrastructure

By maximizing the total contract value, CrowdWorks gives monetary rewards to the largest number of people in the country

Image of Japan's largest online employment infrastructure

Total contract value conversion: \$22.8 billion

(2.50 trillion yen)

FY 2019
Total contract value:
\$134.0M
(14.80 billion yen)



Employee number ranking *Reference: Yahoo Finance as of January 21, 2020
1. **Toyota 374,000 people**, 2. Nippon Telegraph and Telephone (NTT) 321,000 people, 3. Hitachi 298,000 people

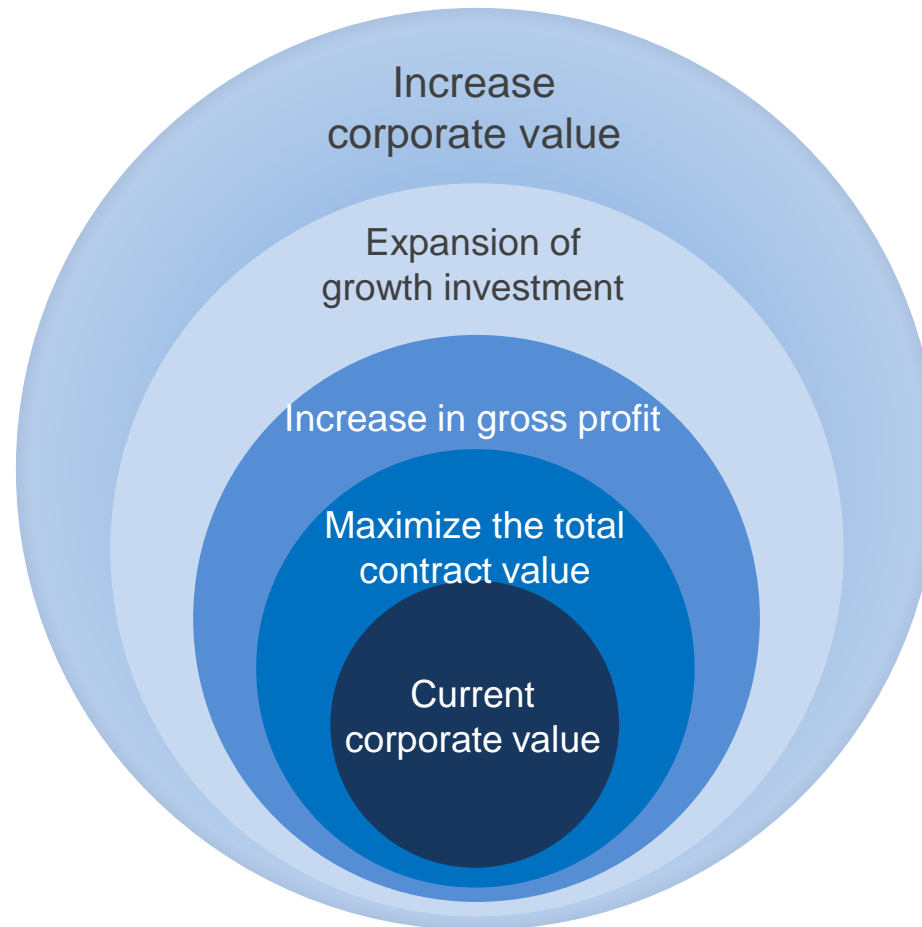
Source: National Tax Agency "Results of the Survey on the Actual Status of Private Salary for 2018"

The dollar notation is expressed as 1 dollar = 110 yen.

Business Policy: Increase Corporate Value Through Reinvestment

By maximizing the total contract value, the Company will steadily build up the base of long-term earnings

The Company will invest in growth resources obtained from the accumulated bases for improvement of existing services and new growth, and will aim for further improvement of corporate value



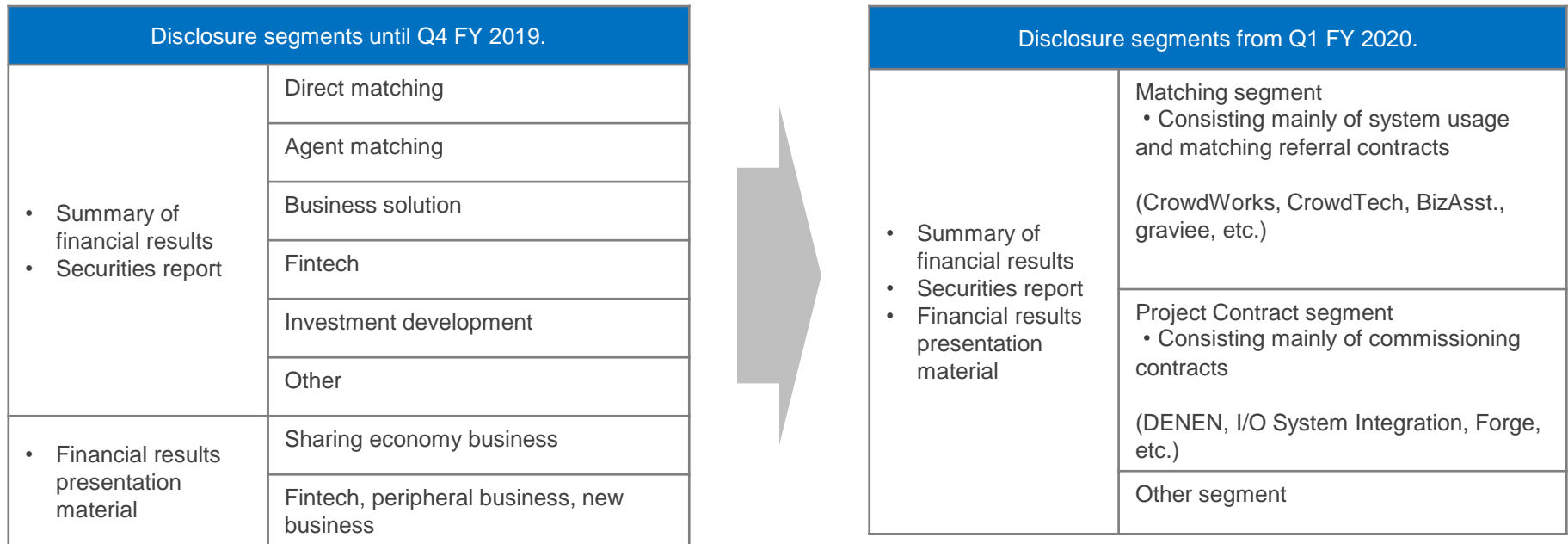
| Appendix

(Reference) Segments for Disclosure Content Updated

As a result of business selection, concentration, and organization updates, the disclosure segments from FY 2020 have been updated.

Related to this, we will unify the summary of financial results, securities report, and financial results presentation material segments into a single new segment.

*This balance sheet will be disclosed under the new segment. Please see the appendix for old segment disclosure content.



*From FY 2020, the segments used for reporting up until now have been merged as follows. "direct matching" and "agent matching" segments are merged into one "matching" segment, the contracting-related business of the "agent matching" segment and the "business solution" segment are merged into a single "project contract" segment, and the "Fintech," "investment development," and "other" segments are merged into a "new business and other interests" segment.

FY 2020 Profit and Loss Statement: Quarterly Transition

Total contract value : 3,853 million yen (+10.8% year-on-year)
 Net sales : 2,342 million yen (+15.5% year-on-year)
 Gross profit : 850 million yen (+11.3% year-on-year)
 Operating profit : -21 million yen (-34 million-yen year-on-year)

[Units: million yen]

	FY 2019 (consolidated)				Q1 FY 2020 (consolidated)		
	1Q	2Q	3Q	4Q	1Q	Year-on-year basis	Quarter-to-quarter basis
Total contract value	3,478	3,611	3,735	3,970	3,853	+10.8%	-3.0%
Net sales	2,027	2,203	2,282	2,236	2,342	+15.5%	+4.8%
Gross profit	764	781	792	784	850	+11.3%	+8.4%
SG&A expenses	750	758	767	798	871	+16.2%	+9.1%
Operating profit	13	23	25	-14	-21	-34	-6
EBITDA	46	56	52	11	7	-39	-4
Ordinary profit	13	34	25	-6	-4	-18	2
Profit attributable to owners of parent	-2	-37	-30	-57	-13	-10	44

- In compliance with financial statement regulations, actual figures are rounded down to the nearest million yen, and year-on-year amounts and percentage changes are calculated taking into consideration the value of less than one million yen.

The capital adequacy ratio has improved from the end of the previous year, showing rock-solid fiscal fundamentals.

[Units: million yen]

	Q1 FY 2020 (consolidated)	FY 2019 end (consolidated)	Compared with the end of the previous fiscal year
Current assets	5,022	5,220	-198
Non-current assets	1,087	1,108	-20
Total assets	6,109	6,328	-219
Current liabilities	2,341	2,632	-290
Non-current liabilities	543	450	93
Net assets	3,223	3,245	-21
Capital adequacy ratio	51.8%	50.4%	+1.4%

- In compliance with financial statement regulations, actual figures are rounded down to the nearest million yen, and year-on-year amounts and percentage changes are calculated taking into consideration the value of less than one million yen.

Workers' Market as a High Potential of Business Opportunities

With labor categories such as potential labor, irregular employees, regular employees, and dispatch employees as our targets, we will use online conversion to develop new markets and expand the scope of our business.

Target market	Provided value	Target number of people	Assumed income	Total Addressable Market (TAM*)	Future share	Future business scale
Potential labor force	Activation (1) Stable new revenue source (2) Can work in a favorite time and place (3) Safety net	5.6 million people	\$15K (1.69 million yen)	\$85B (9.4 trillion yen)	4.5%	\$3.8B (423 billion yen)
Non-regular employee (Contract employee) (Part-time employee)	Side-jobs/dual-work (1) Provide a second income source (2) Improvement of skills and experience	19 million people	\$15K (1.69 million yen)	\$292B (32.1 trillion yen)	4.5%	\$13.1B (1.44 trillion yen)
Regular employee	Side-jobs/dual-work (1) Provide a second income source (2) Improvement of skills and experience	11 million people	\$4.5K (0.5 million yen)	\$50B (5.5 trillion yen)	4.5%	\$2.3B (247.5 billion yen)
Temporary employee	Job-mobility, work-style reform (1) A free working style possible more than temps	1.3 million people	\$24K (2.62 million yen)	\$32B (3.5 trillion yen)	4.5%*	\$1.4B (157.5 billion yen)
				Total	4.5%	\$20.6B (2.27 trillion yen)

*TAM: The largest market size that can be earned by the growth of our business

The dollar notation is expressed as 1 dollar = 110 yen.

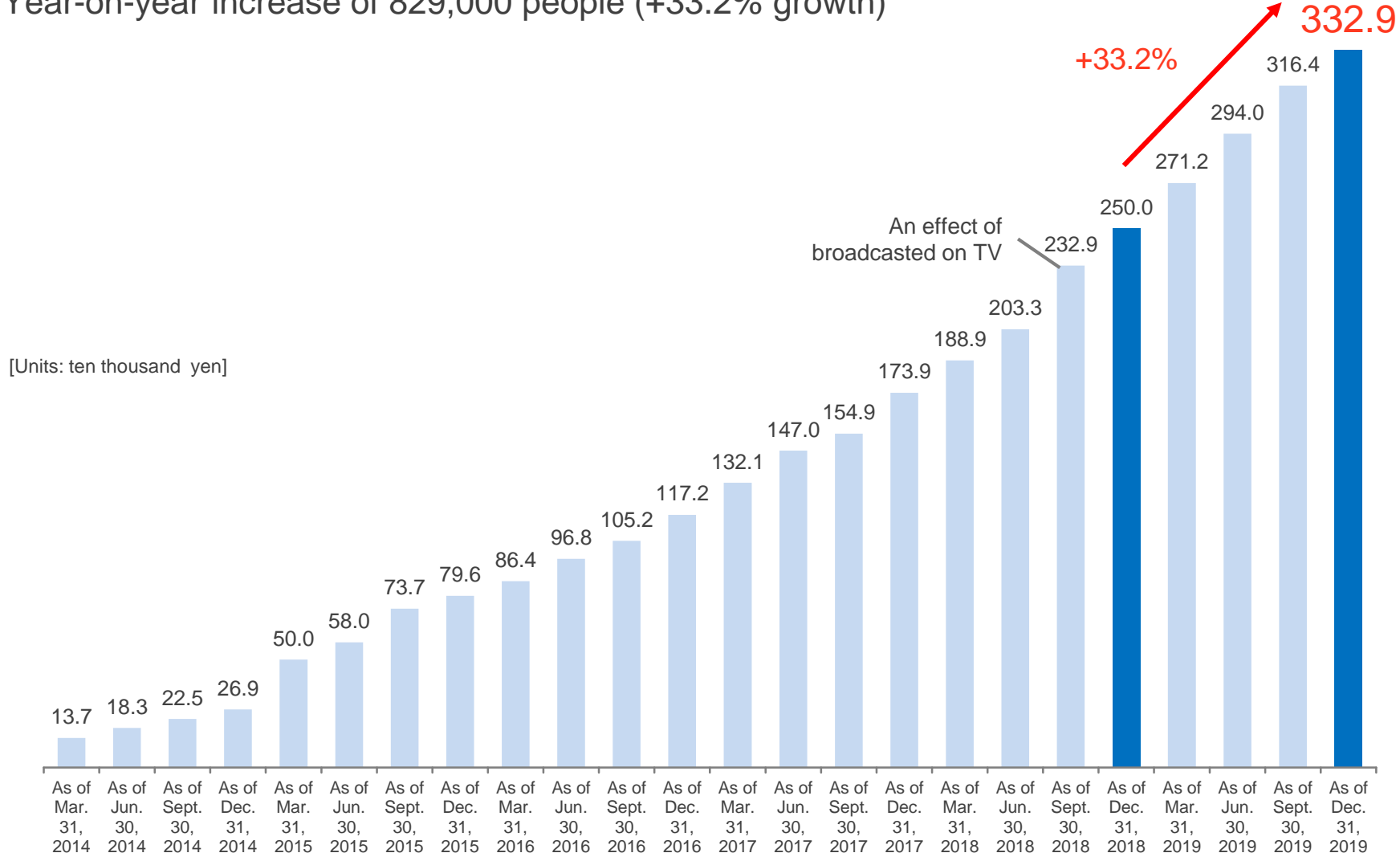
Source: Statistics Bureau of the Ministry of Internal Affairs and Communications (2018) Labor Force Survey in 2017
 Source: National Tax Agency Planning Division (2018) Survey on the Actual Status of Private Salary for 2017
 Source: Ministry of Health, Labour and Welfare (2018) 2017 Survey on Temporary Employees
 Source: en-japan inc. (2018) Estimates from the Company based on an actual survey of "side jobs" from listening to 3,000 regular employees

*Reference Total private salary income in Japan (Regular+non-regular+dispatch) is about \$1,936B (213 trillion yen)

*A future share of 4.5% is the market share ratio of one major company in the temporary market (sales revenue of \$1.5B:160 billion yen)

Group Cumulative Number of Workers Increasing

The number of workers in the entire group: 3,329,000 people (as of Dec. 31, 2019)
 Year-on-year increase of 829,000 people (+33.2% growth)





[Precautions concerning future prospects]

Forward-looking statements such as the business forecasts described in this material are not intended to promise the realization of the Company. Please note that the actual results may differ depending on various factors.

[Inquiries concerning this material]

CrowdWorks, Inc.

IR group

<https://crowdworks.co.jp/>

E-mail: ir@crowdworks.co.jp

Disclaimer: This document is a translation of the Japanese original. The Japanese original has been disclosed in Japan in accordance with Japanese accounting standards and the Financial Instruments and Exchange Act. This document does not contain or constitute any guarantee and the Company will not compensate any losses and/or damage stemming from actions taken based on this document. In the case that there is any discrepancy between the Japanese original and this document, the Japanese original is assumed to be correct.