




Crowd
Works



City of Kobe Mayor Hisamoto (Client)

Using CrowdLinks to proactively incorporate the knowledge and expertise of a wide range of people into city government

"In the age of "Coexist with the coronavirus" the value of working as a sideline has changed dramatically compared to the past. I am convinced that by inviting people from all over the country, including Tokyo, to work in Kobe, we will be able to improve our services to the citizens of the city."



Money Forward, Inc. Mr. Murakami (Client)

Actively using freelancers as core members of the team development

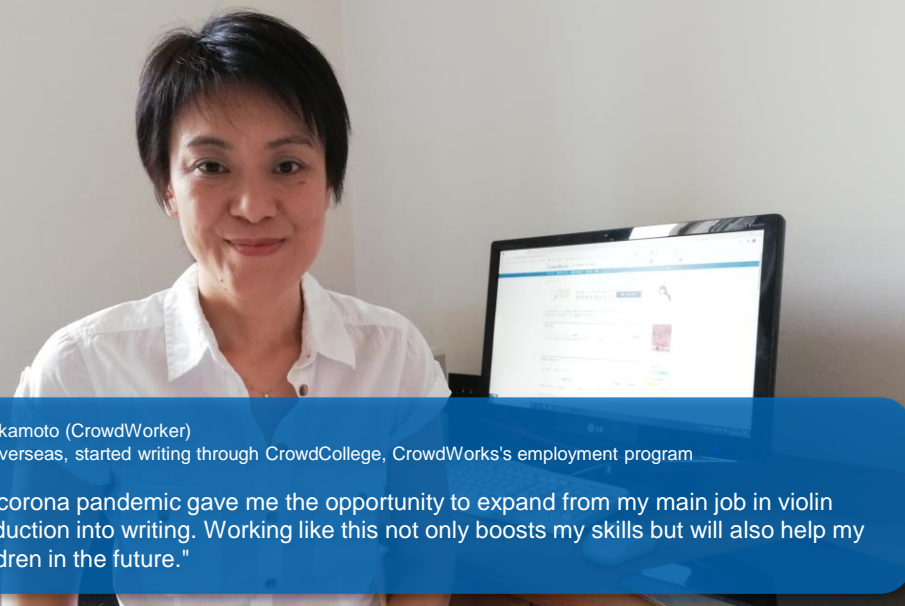
"I was looking for a Rails engineer in Kansai. We were having a hard time hiring experienced people, but we were able to find people with long term experience as long as they were freelancers, which was very helpful."

"Workstyle Revolution"

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

Securities code: TSE Mothers 3900

(from Oct. 2019. to Sept. 2020)



Ms. Sakamoto (CrowdWorker)

Lives overseas, started writing through CrowdCollege, CrowdWorks's employment program

"The corona pandemic gave me the opportunity to expand from my main job in violin production into writing. Working like this not only boosts my skills but will also help my children in the future."



Mr. Bogov Gleb (Change of name after acquiring Japanese citizenship: Takeshi Tokugawa) (CrowdWorker)

As a front-end engineer, working full remote via CrowdTech

"Currently studying Java and Node.js to be able to work as a full-stack engineer. In the future, she would like to start her own business in Japan and innovate the way engineers work."

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



670,000

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

Crowd
Works

“CrowdWorks”

Job request

Matching directly connects both parties

Job operation/delivery

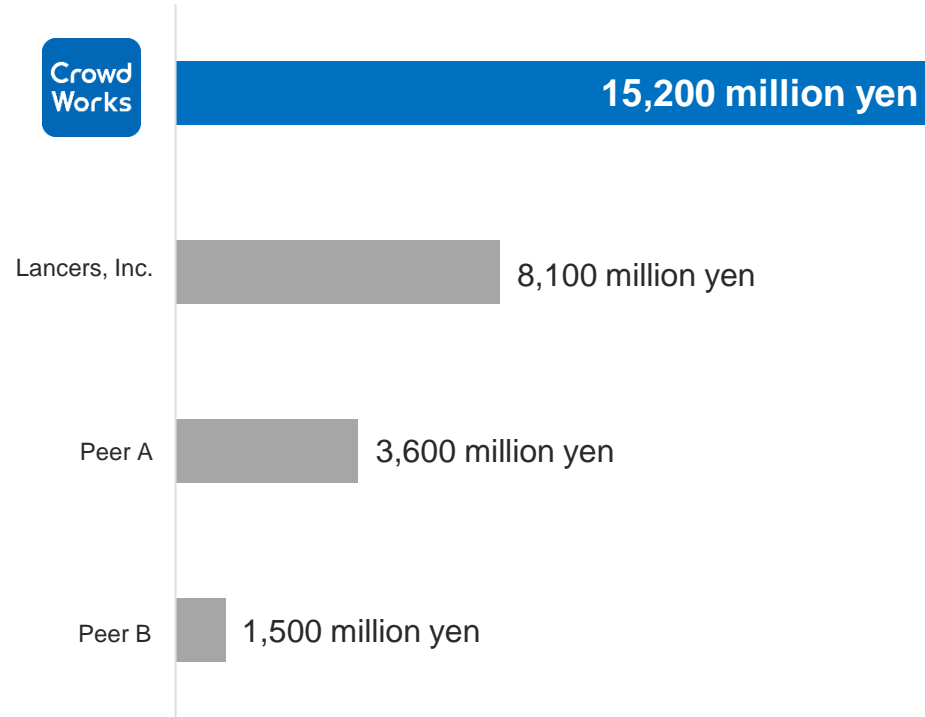


4,104,000

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

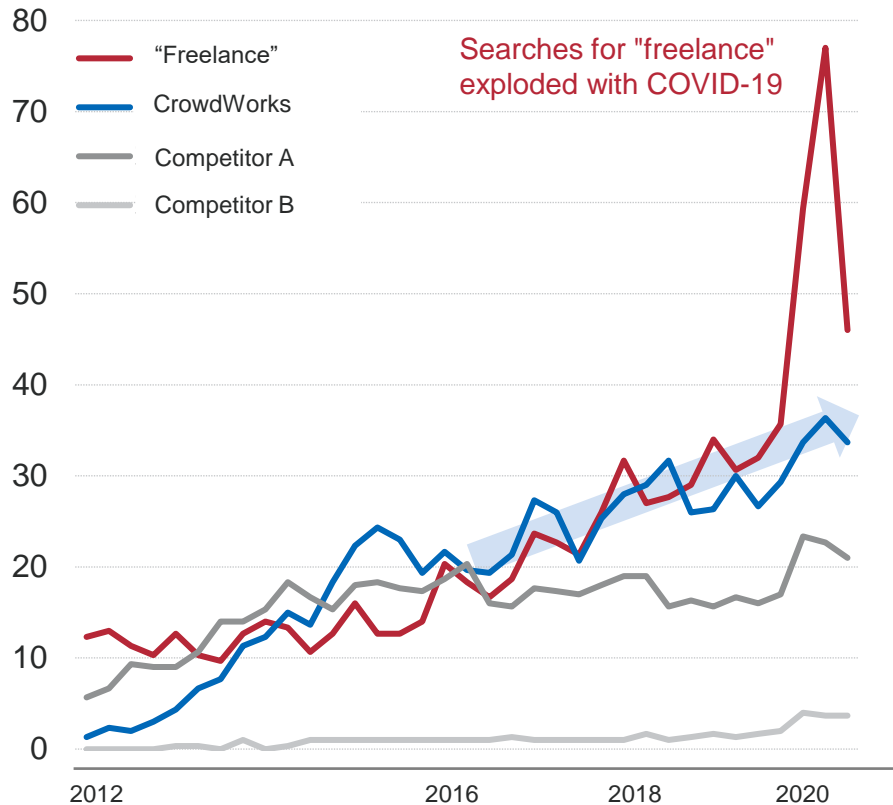
Overwhelming Brand Power in Online Talent Platforms

"CrowdWorks" search trends grow explosively alongside "freelance," with CW overwhelmingly beating the competition

CrowdWorks holds the #1 position in the industry for crowdsourcing usage rate / intention surveys

Changes in keyword searching trends

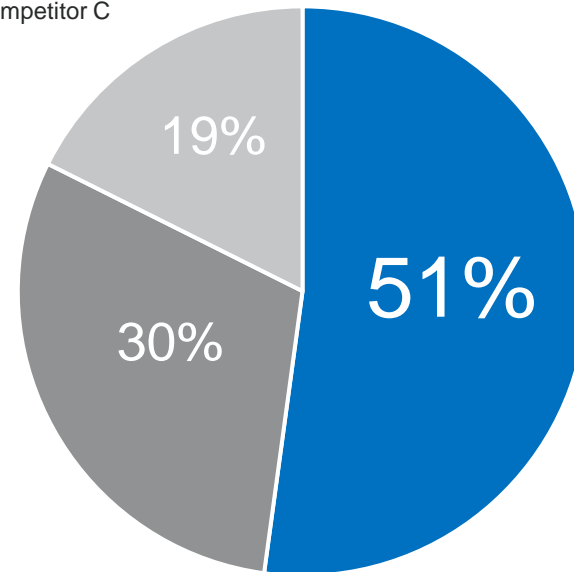
(Popularity by keyword)



*Source: Keyword trend survey using Google Trends

Crowdsourcing usage rates and intention survey

- CrowdWorks
- Competitor A
- Competitor C



*Source: Web survey related to crowdsourcing using Raksul (Survey date: August 2020)

The percentage of respondents who have used the service in the past year and intend to use it next time

FY2019 review

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.

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.

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 FY2019. We will continue considering future opportunities based on these guidelines.

FY2020 policy

Focus on investment

Downsizing with profitability focus

Continuing consideration



FY2020 Results: Summary

FY2020 Performance Highlights (Entire Company)

Total contract value	:	15,218 million yen	
		year-on-year +3.1%	vs. forecast: 101.4%
Net sales	:	8,728 million yen	
		year-on-year -0.2%	vs. forecast: 102.1%
Gross profit	:	3,322 million yen	
		year-on-year +6.4%	vs. forecast: 100.7%
EBITDA	:	-181 million yen	
		year-on-year -349 million yen	
Operating profit	:	-298 million yen	vs. forecast:
		year-on-year -346 million yen	+202 million yen

FY2020 Segment Performance Highlights

Matching Business hits +20% in net sales and gross profit vs. forecast

Operating profit also ends positive, if we exclude TV commercial test marketing expenses (appr. 240 million yen)

Project Contracting Business achieves profitability through policy of downsizing to gain profit. Further, succeeded in selling subsidiaries in 4Q

	Matching Business			Project Contracting Business			New Business/ Other
Total contract value	12,772 million yen	YoY	+16.0%	2,285 million yen	YoY	-30.3%	160 million yen
Net sales	6,302 million yen	YoY	+23.3%	2,280 million yen	YoY	-30.4%	144 million yen
Gross profit	2,751 million yen	YoY	+22.4%	516 million yen	YoY	-25.1%	57 million yen
EBITDA	-182 million yen	YoY	-200 million yen	143 million yen	YoY	+50 million yen	-123 million yen
Operating profit	-249 million yen	YoY	-230 million yen	80 million yen	YoY	+20 million yen	-126 million yen

*1) Results by segment are disclosed after offsetting transactions between consolidated companies.

*2) Actual figures are rounded down to the nearest 10 million yen.

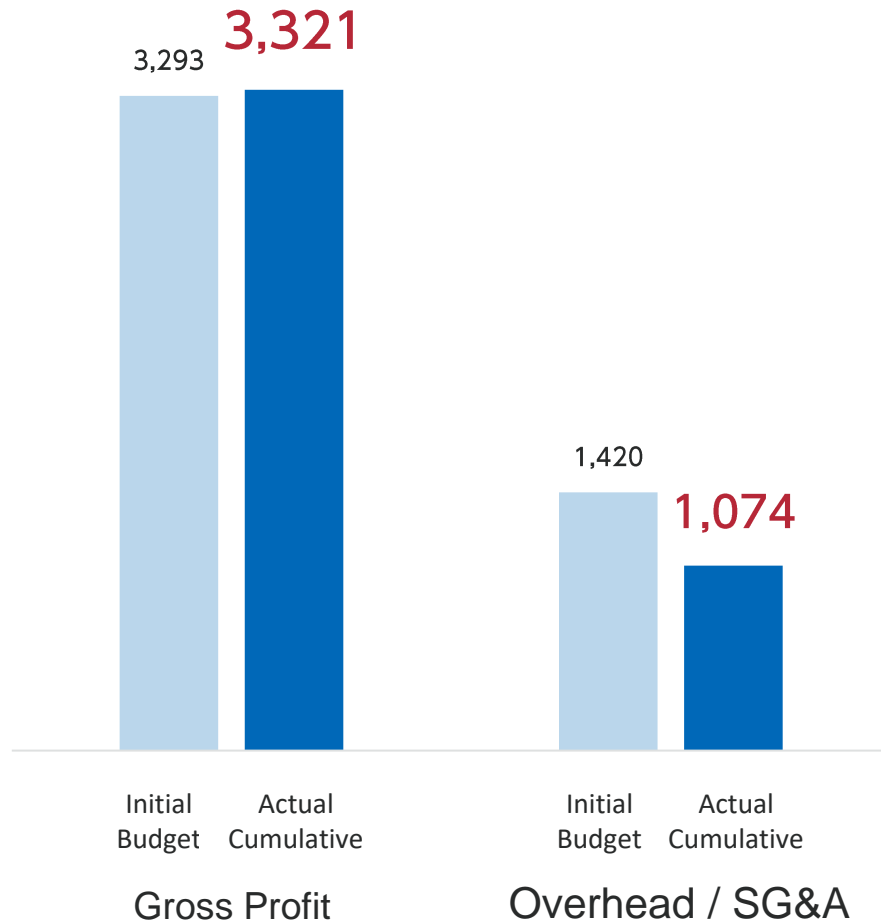
FY2020 Performance of Individual Segments

Focused on the Matching Business per this year's policies, with that business's total contract value growing +16.0% YoY. **Take rate improved +1.1% YoY, with gross profit up +22.4%**

Segments	Total Contract Value		Take Rate		Gross Profit
(1) Matching Business	12,772 million yen (Year-on-year +16.0%)	×	21.5% (Year-on-year +1.1%)	=	2,751 million yen (Year-on-year +22.4%)
(2) Project Contracting Business	2,285 million yen (Year-on-year -30.4%)	×	22.6% (Year-on-year +1.6%)	=	516 million yen (Year-on-year -25.1%)
New Business/ Other	160 million yen (Year-on-year -66.2%)	×	35.8% (Year-on-year -26.2%)	=	57 million yen (Year-on-year -80.5%)
Total	15,218 million yen (Year-on-year +3.1%)	×	21.8% (Year-on-year +0.7%)	=	3,322 million yen (Year-on-year +6.4%)

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

One year of the production improvement project leads to gross profit achieving targets and overhead/SG&A drastically reduced (350 million yen). Progress being made toward turning a profit



FY2020

Gross profit:
Achieved target

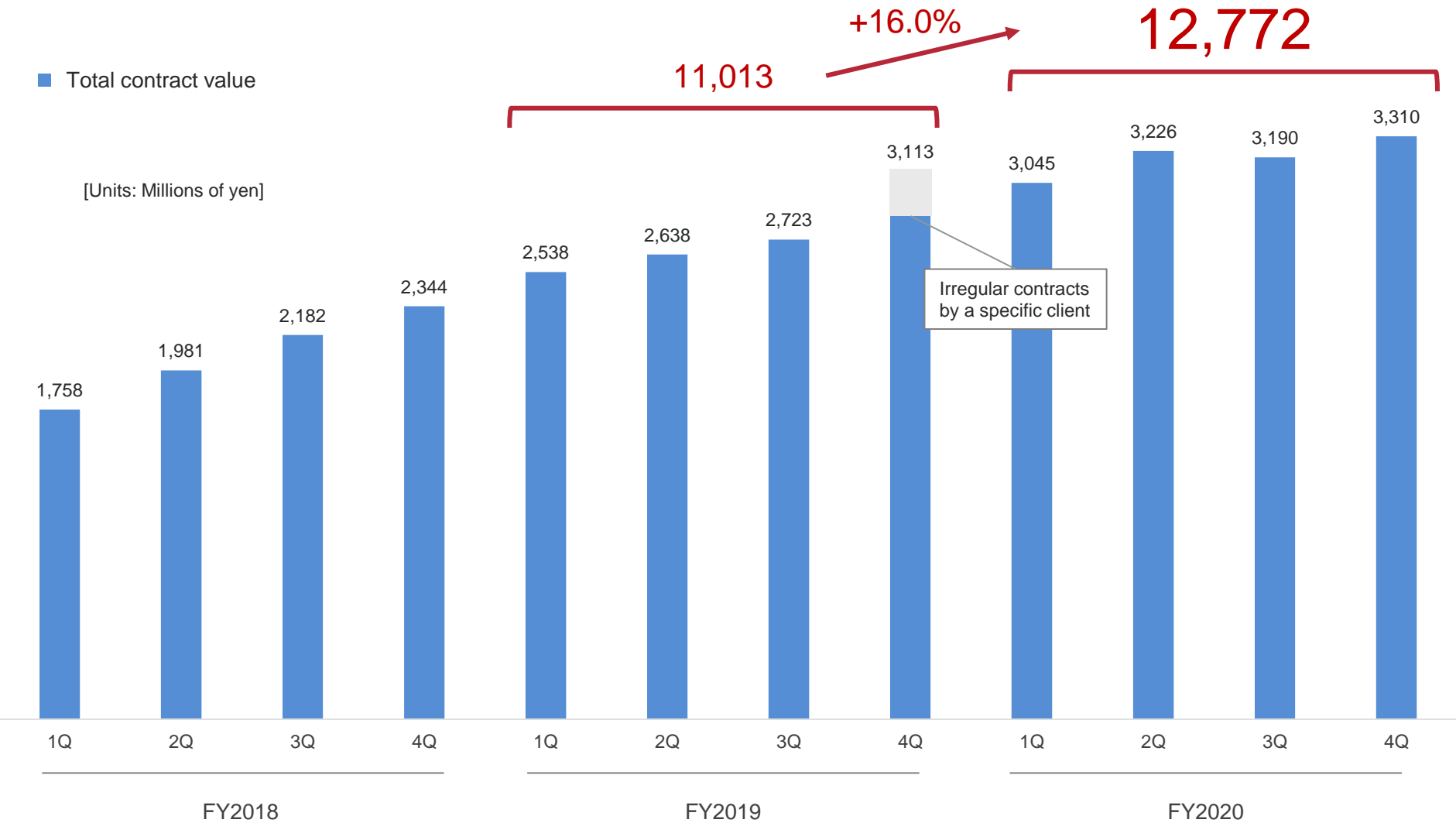
Overhead/SG&A:
**Reduced by
¥350 million**

*Indirect S.G. & A. expenses: Other expenses in the S.G. & A. expenses plus directors' remuneration (excluding personnel, advertising and outsourcing expenses).

	Summary	Self Evaluation
Entire Company	<ul style="list-style-type: none"> Following the year's policy of <u>selection and concentration</u>, Matching Business growth rates hit targets, with the Project Contracting Business succeeding in selling subsidiaries DENEN and IOSI Productivity improvement project work leads to gross profit hitting targets while overhead/SG&A successfully reduced by 350 million yen An operating loss of 290 million yen was booked, revised upward from initial forecasts between 500 and 600 million 	Great
Matching Business	<ul style="list-style-type: none"> Total contract value was up +16.0% YoY, net sales were up +23.3%, and gross profit was up +22.4%, continuing growth during the COVID-19 pandemic; net sales and gross profit both exceeded forecasts Take rate improved +1.1% YoY to 21.5% The business had an operating loss of around 249 million yen; however, if TV commercial expenses of approximately 247 million for test marketing are excluded, the business is almost at a profitable level 	Great
Project Contracting Business	<ul style="list-style-type: none"> Total contract value, net sales, operating profit all settle above full-year forecasts. Conducted share transfers for subsidiaries in July, building a system concentrated in the Matching Business Subsidiaries are to be excluded from consolidated performance on and after Q4. 	Great

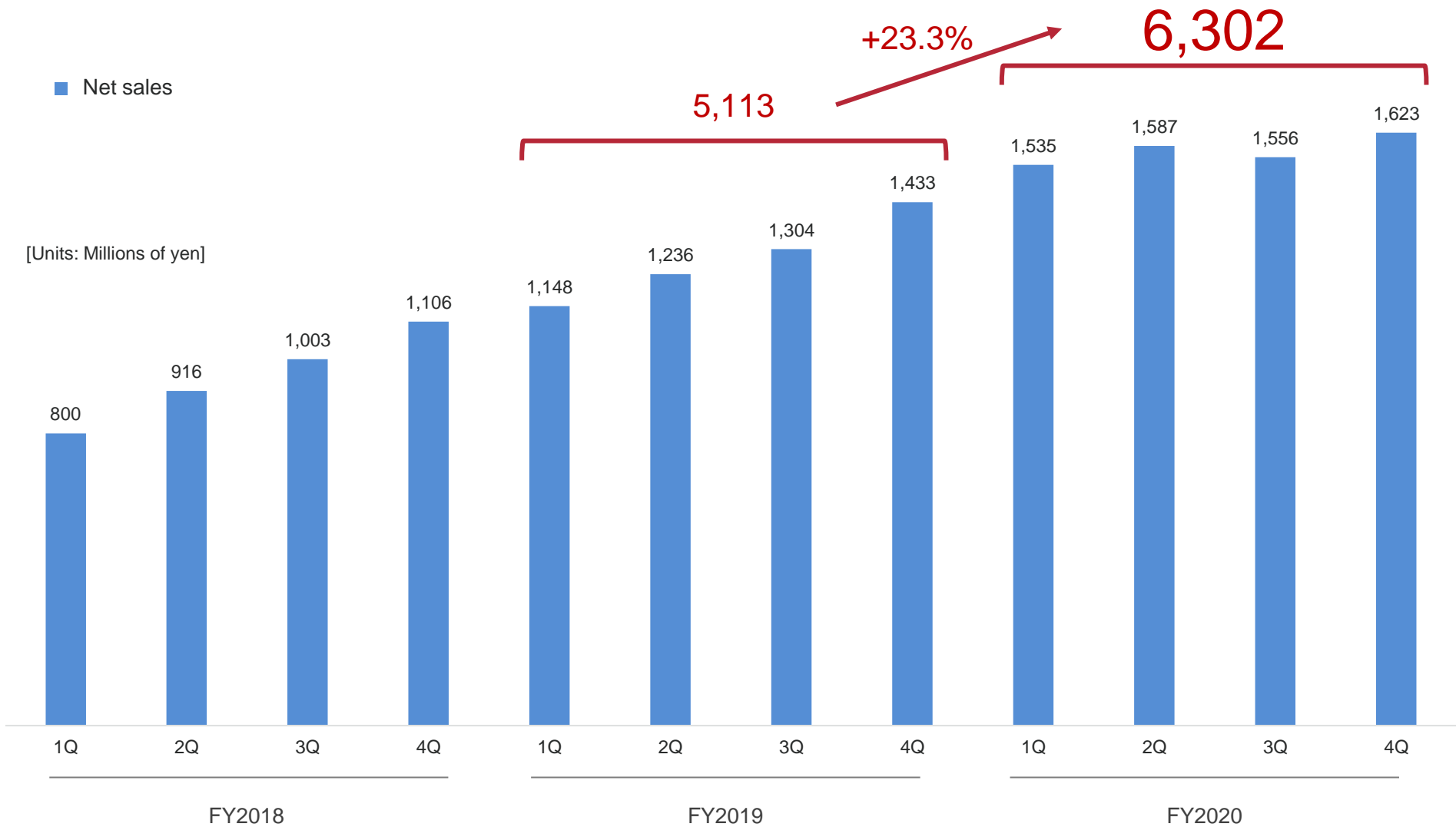
(1) Matching Business: Total Contract Value

Total contract value in the Matching Business grew +16.0% YoY, with growth accelerating in 4Q after COVID-19 related crisis.



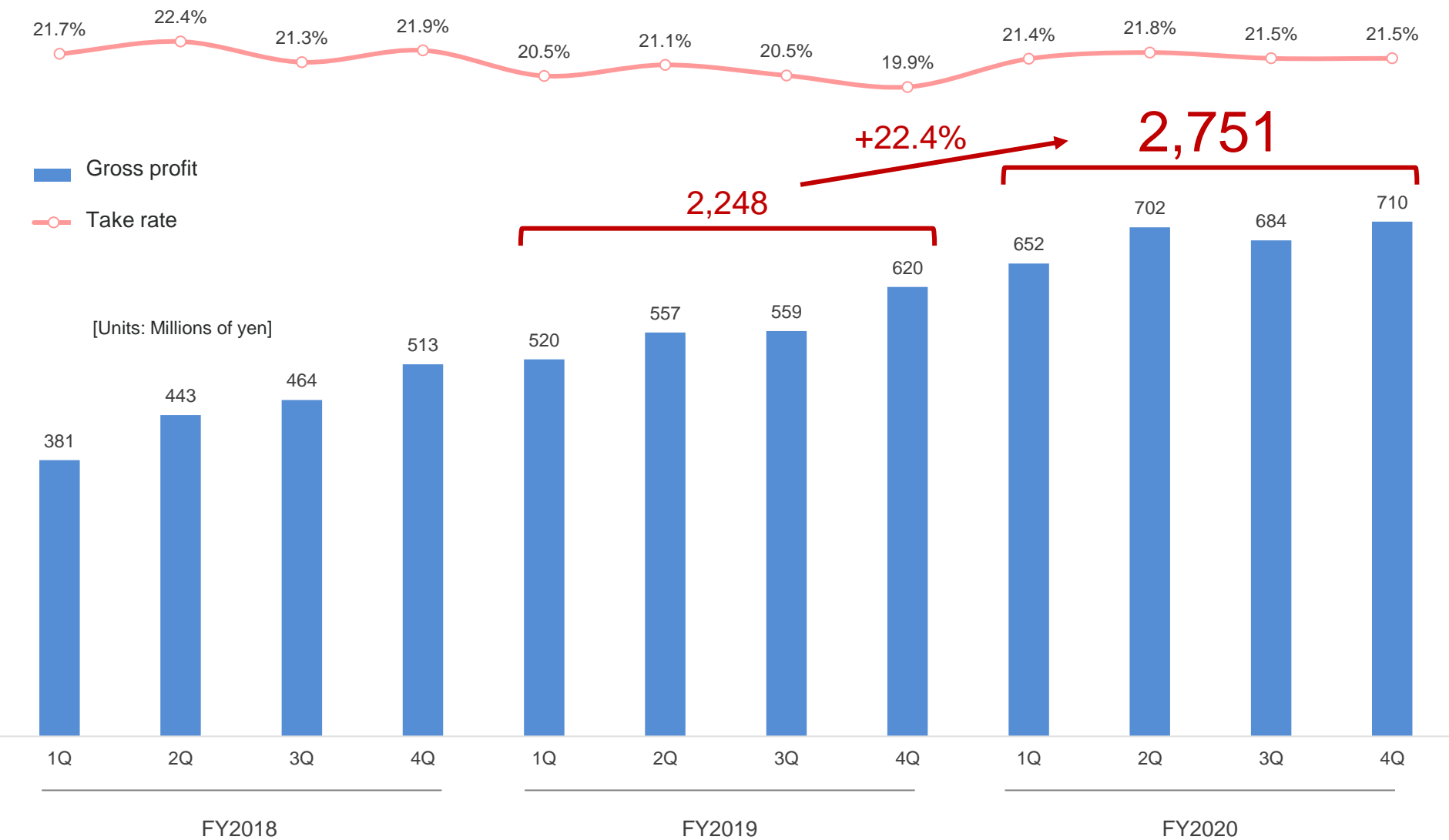
(1) Matching Business: Net Sales

Matching Business net sales grew +23.3% YoY, beating initial forecasts



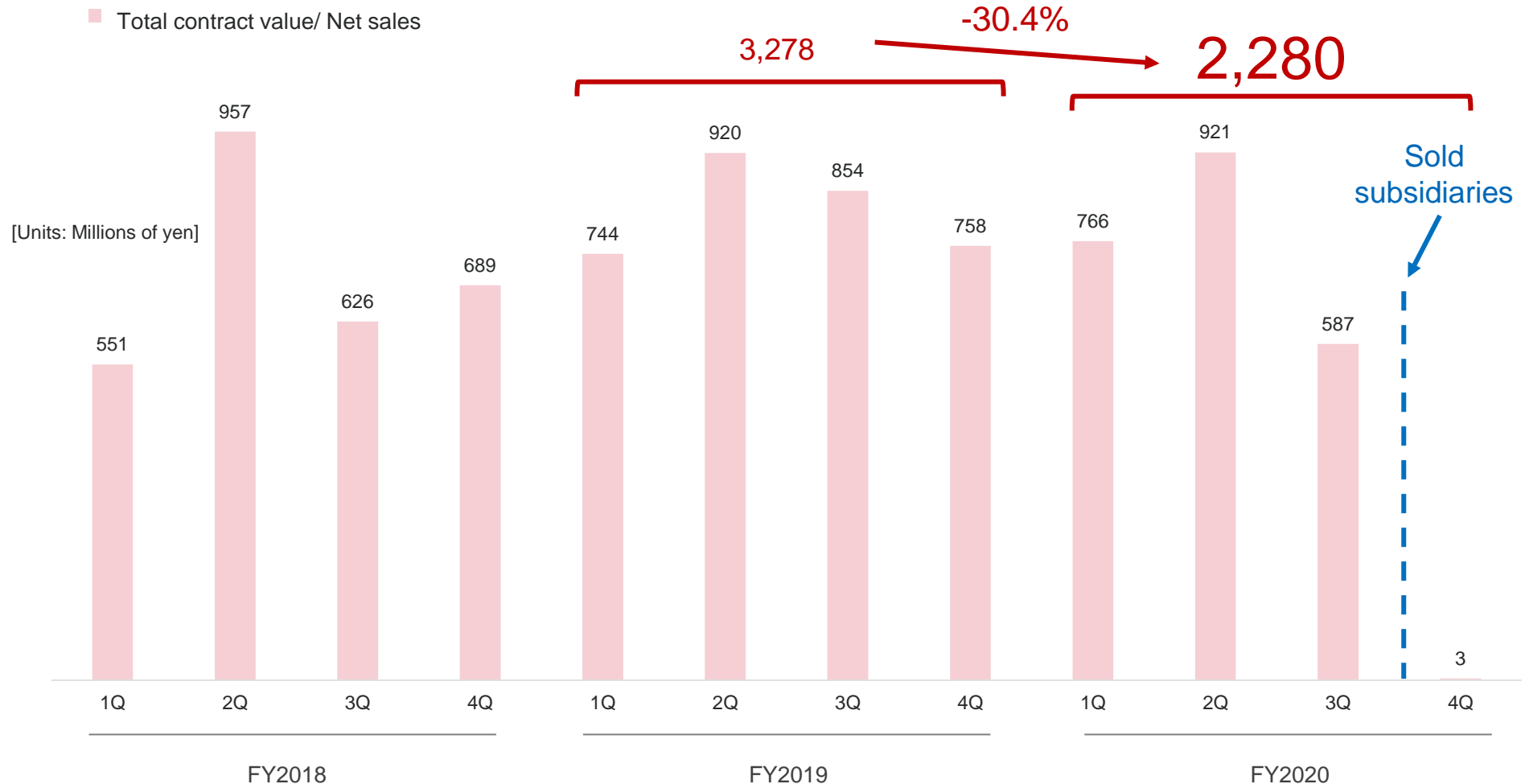
(1) Matching Business: Gross Profit and Take Rate

Gross profit was up +22.4% YoY, beating initial forecasts. Take rate also improved +1.1% YoY



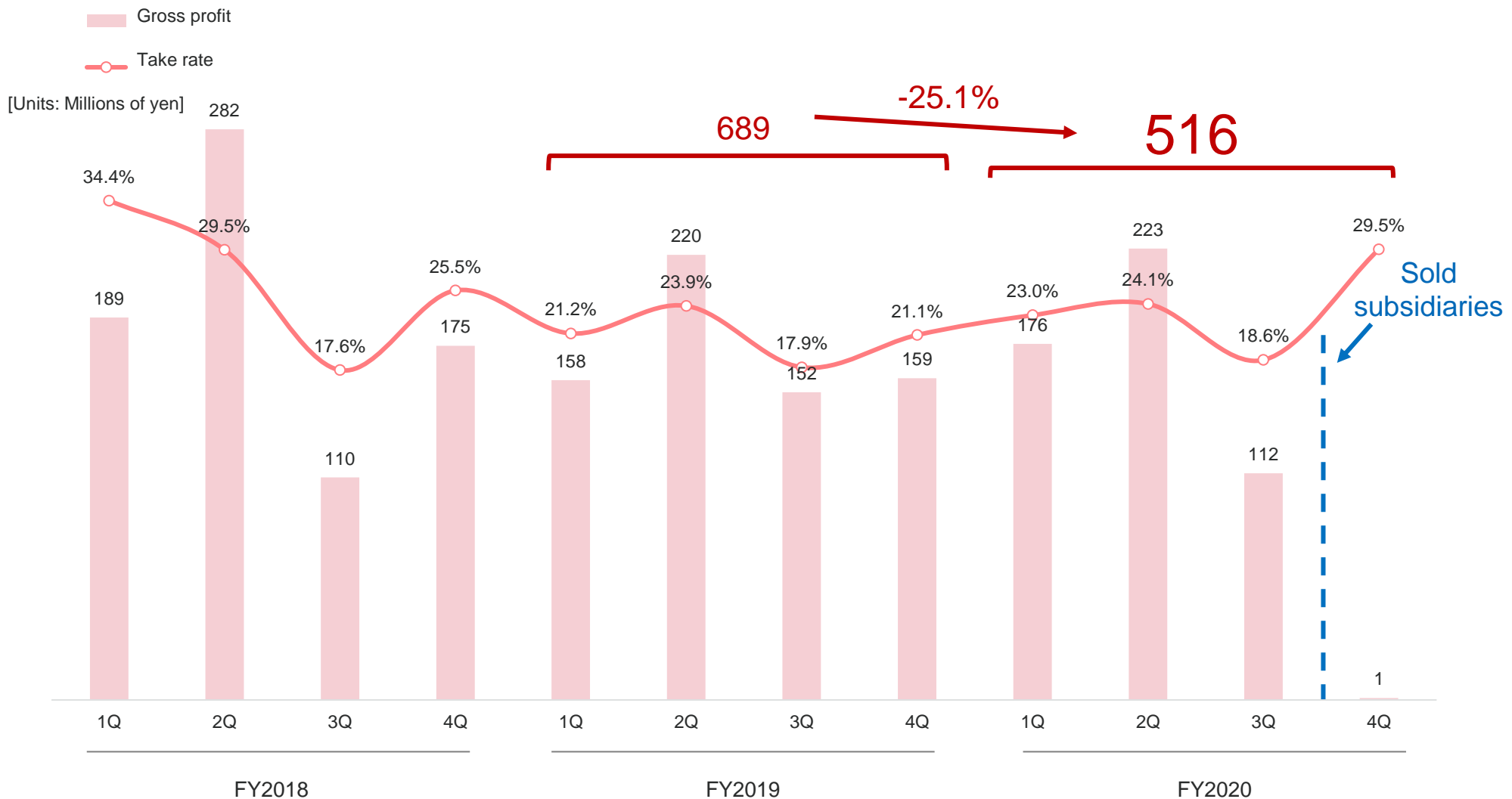
(2) Project Contracting Business: Total Contract Value and Net Sales

The Project Contracting Business was downsized in accordance with selection & concentration management policy. In July, DENEN and IOSI (comprising 95% of the business's sales) were sold, with zero effective sales in 4Q and thereafter. The fiscal year ending September 2021 is also not to have any Project Contracting Business activity



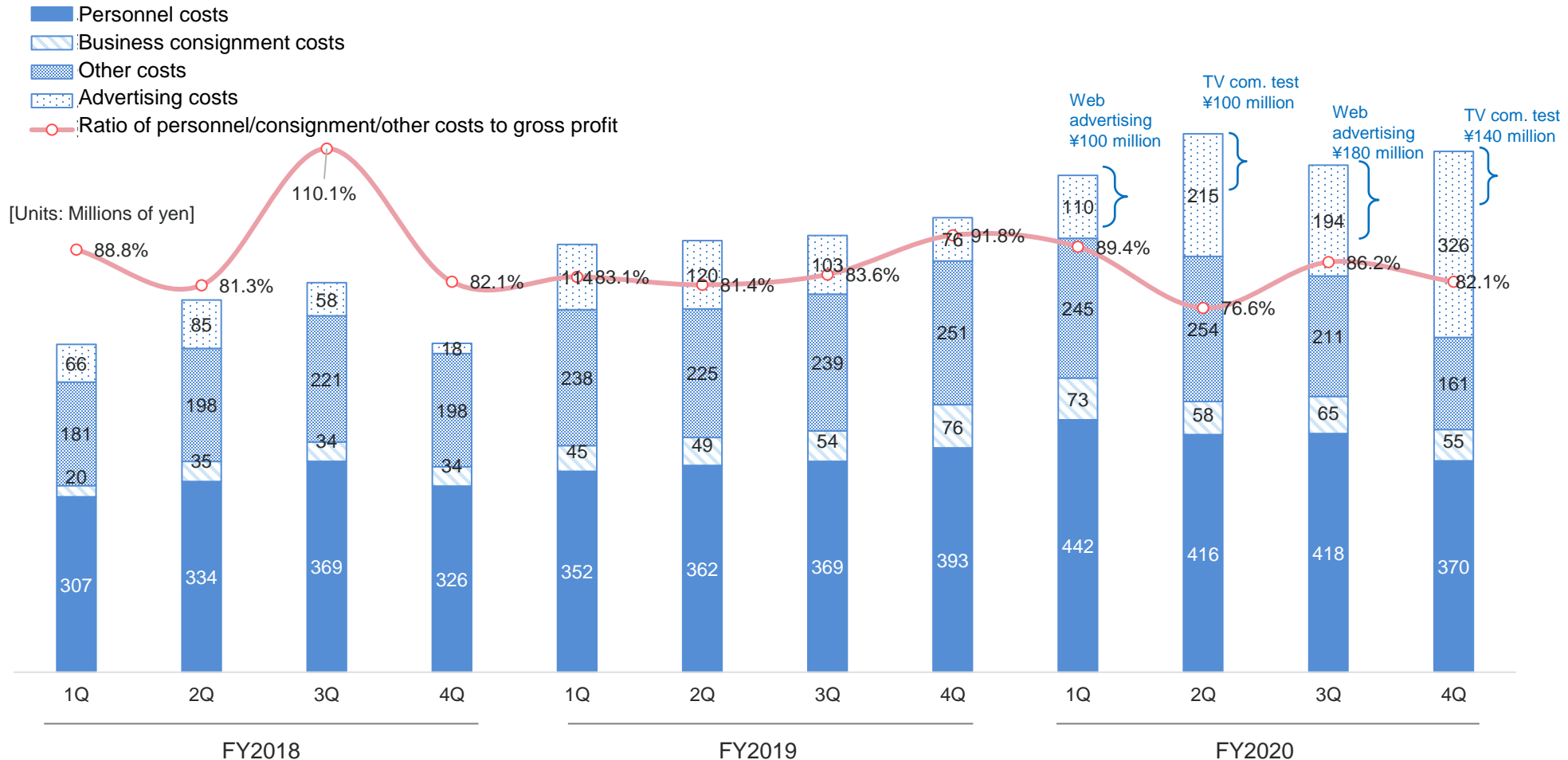
(2) Project Contact Business: Gross Profit and Take Rate

Gross profit performed similarly to net sales, going effectively to zero in 4Q and thereafter



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

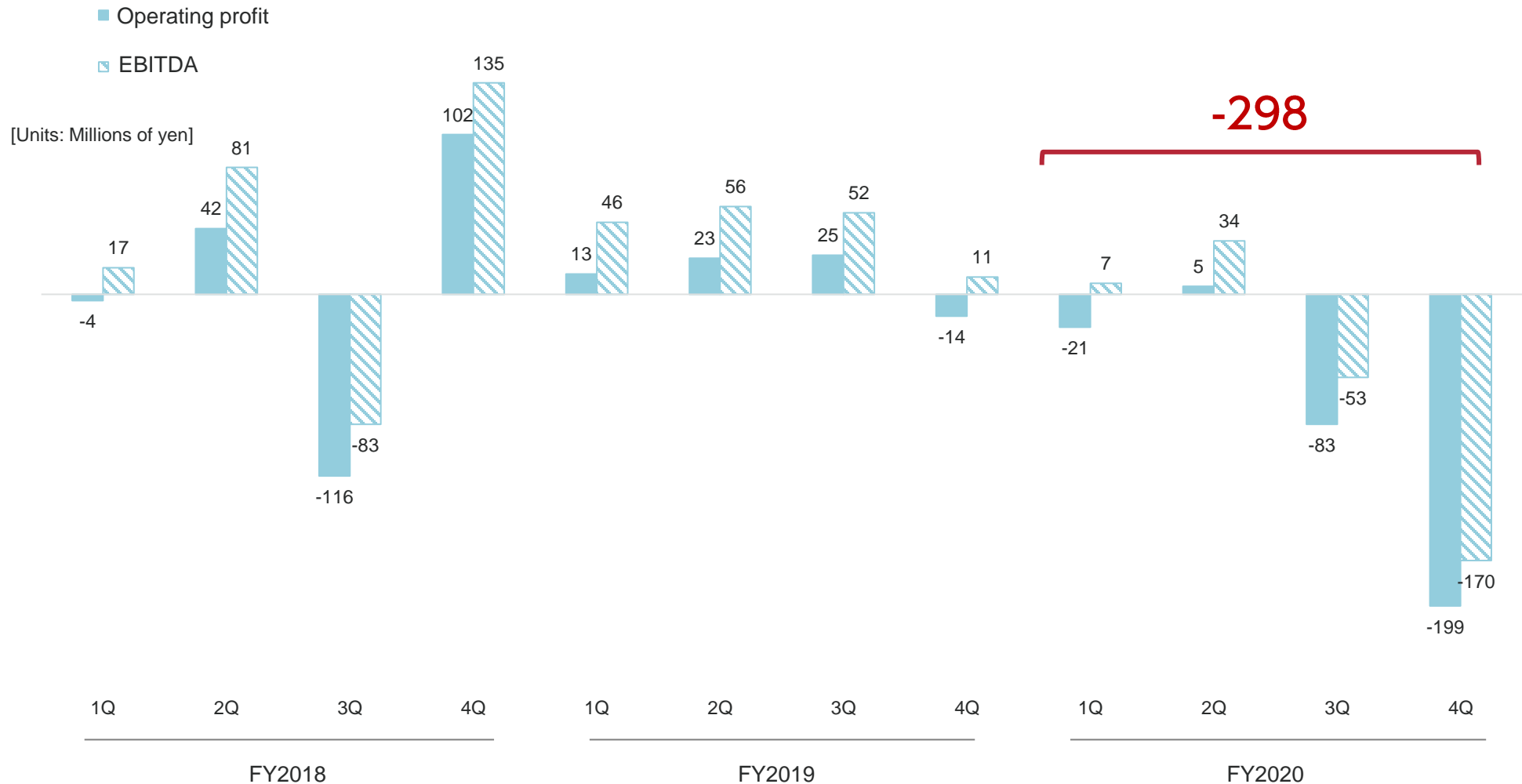
Major increase in web/TV commercial advertising expenses in 4Q to gain growth the following year
Significantly reduced personnel expenses including business consignment and other expenses (indirect SG & A expenses), and make great strides toward profit generation



- Starting this fiscal year, new hiring and education expenses are aggregated into labor costs. Past values are shown with this recalculation in effect.
- Other costs include rent for land, expenses for communication lines, settlement fees, payment fees, taxes and public dues, depreciation, and amortization of goodwill.

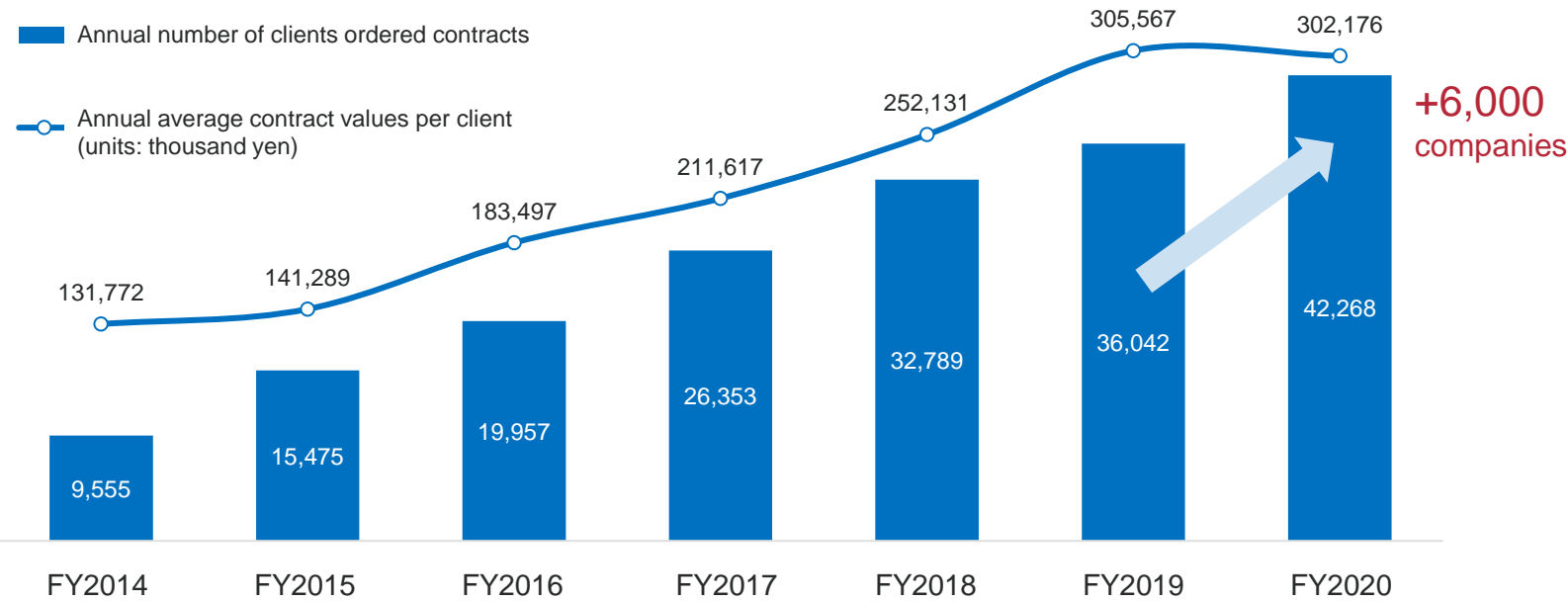
Company Consolidated Operating Profit

Relaunched TV commercials in 4Q and continued investment into web advertisements, with early deficits in line with initial policies; partial advertisement investment planning revisions and cost reductions led to **significant upward revision in operating profit vs. initial forecasts**



Matching Business: Client KPI FY2020 Results

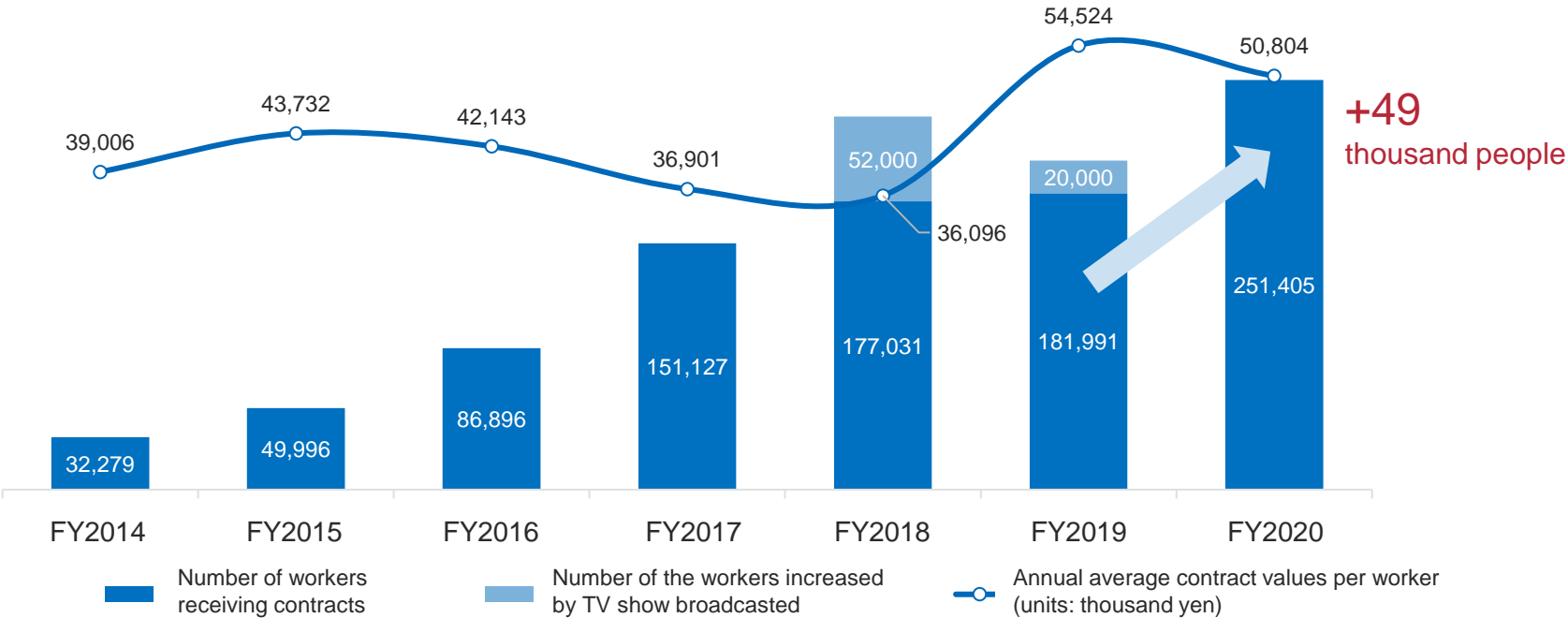
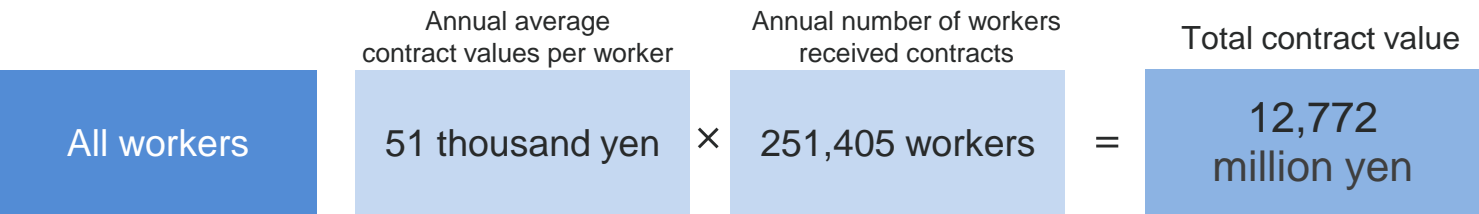
Despite the COVID-19 pandemic, average contract values maintained last year's levels, with +17.3% increase in the number of clients ordering contracts



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

Matching Business: Worker KPI FY2020 Results

Growth in side job and freelancing during the COVID-19 pandemic led to 49 thousand people growth in workers taking contracts



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



*The City of Kobe recruited 40 people (for side job) via CrowdLinks, CrowdWorks's side job matching service.

Partnership with the City of Kobe

**Over 1,000 people applied in
10 days for side job talent
recruitment over CrowdLinks**



Comment by Mr. Hisamoto, Mayor of Kobe

In the age of "Coexist with the coronavirus" the way of working has become even more diversified, including the expansion of telework, and the value of the "side hustle" has changed dramatically compared to the past. We are convinced that by bringing Kobe's work to people all over the country, including those in Tokyo, we will be able to improve the quality of services for our citizens. We hope to make Kobe an even more attractive city by gathering the strength of people who share our beliefs.



Comment by Ms. Yamamoto, PR Office, Kobe Municipal Government

We used CrowdLinks in a desire to proactively bring in a wide range of knowledge and expertise, including those from outside our prefecture, to government.

Over 1,400 applications were received in the month following the start of recruitment, with over half of those from outside the prefecture due to proactive use of telecommuting. I feel that side job is going to become mainstream in utilizing talent in the future.

| FY2021 Management Policy

FY2021 Business Policy: Ongoing Selection/Concentration in the Matching Business, Turn to Profitability

FY2020 review

FY2021 policy

Matching Business

- Maintained growth even during coronavirus pandemic, attained performance exceeding initial forecasts(over +20%)
- Operating profit grows into profitability levels (if excluding TV commercial impact)
- As side job bans lift and telecommuting becomes commonplace, plus work-style reforms, the market gains continued tailwinds as we target ongoing growth
- Dual FY2021 themes of productivity improvement and turning an operating profit drive increased business sustainability



Ongoing
focus on
investment
+
turn to
profitability

Project Contracting Business

- Continue to downsize business in line with plan, turn full-year profit of 80 million yen
- Sell DENEN & IOSI, subsidiaries comprising 95% of the Project Contracting Business, going effectively to zero as of 4Q



Sale complete,
withdrawal from
business

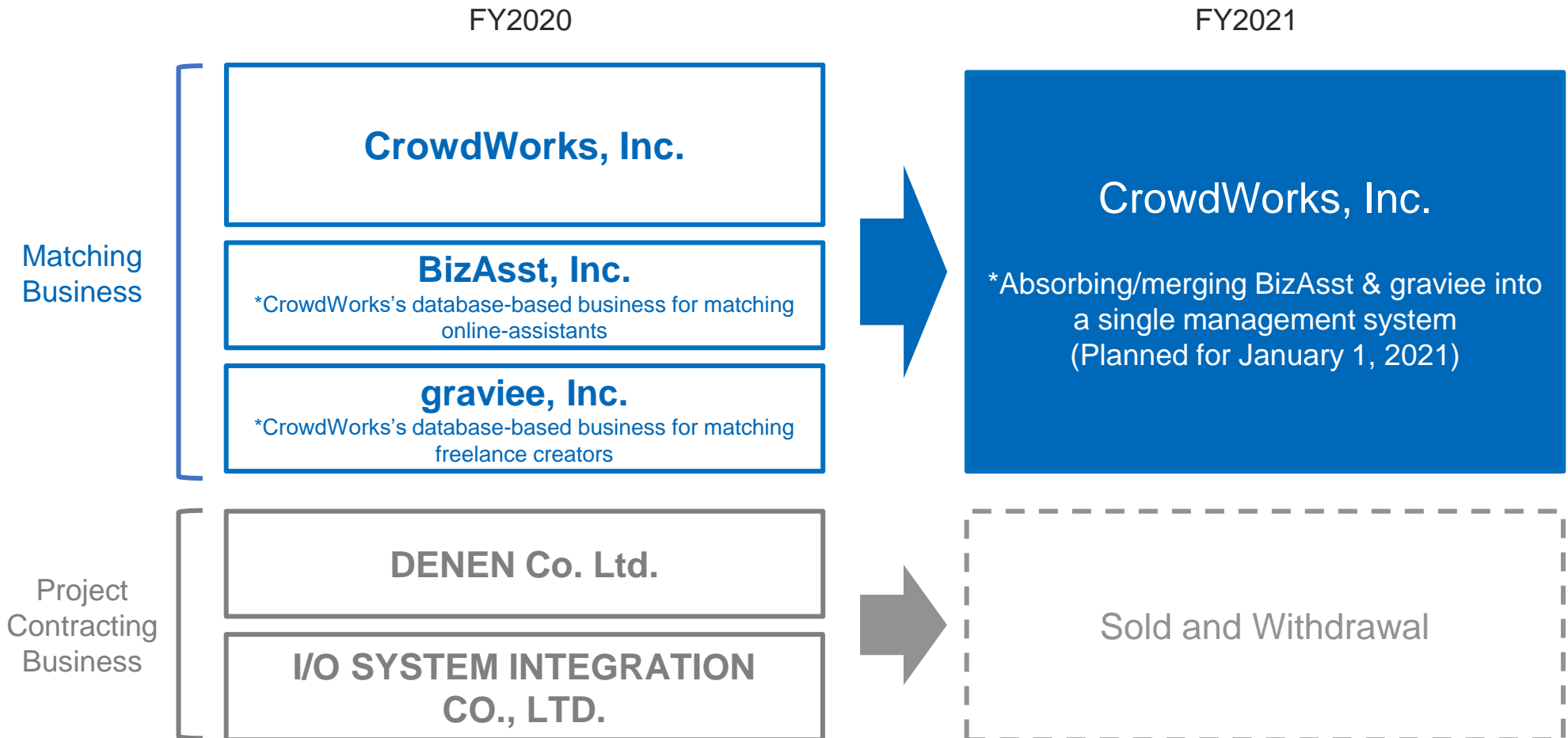
M&A

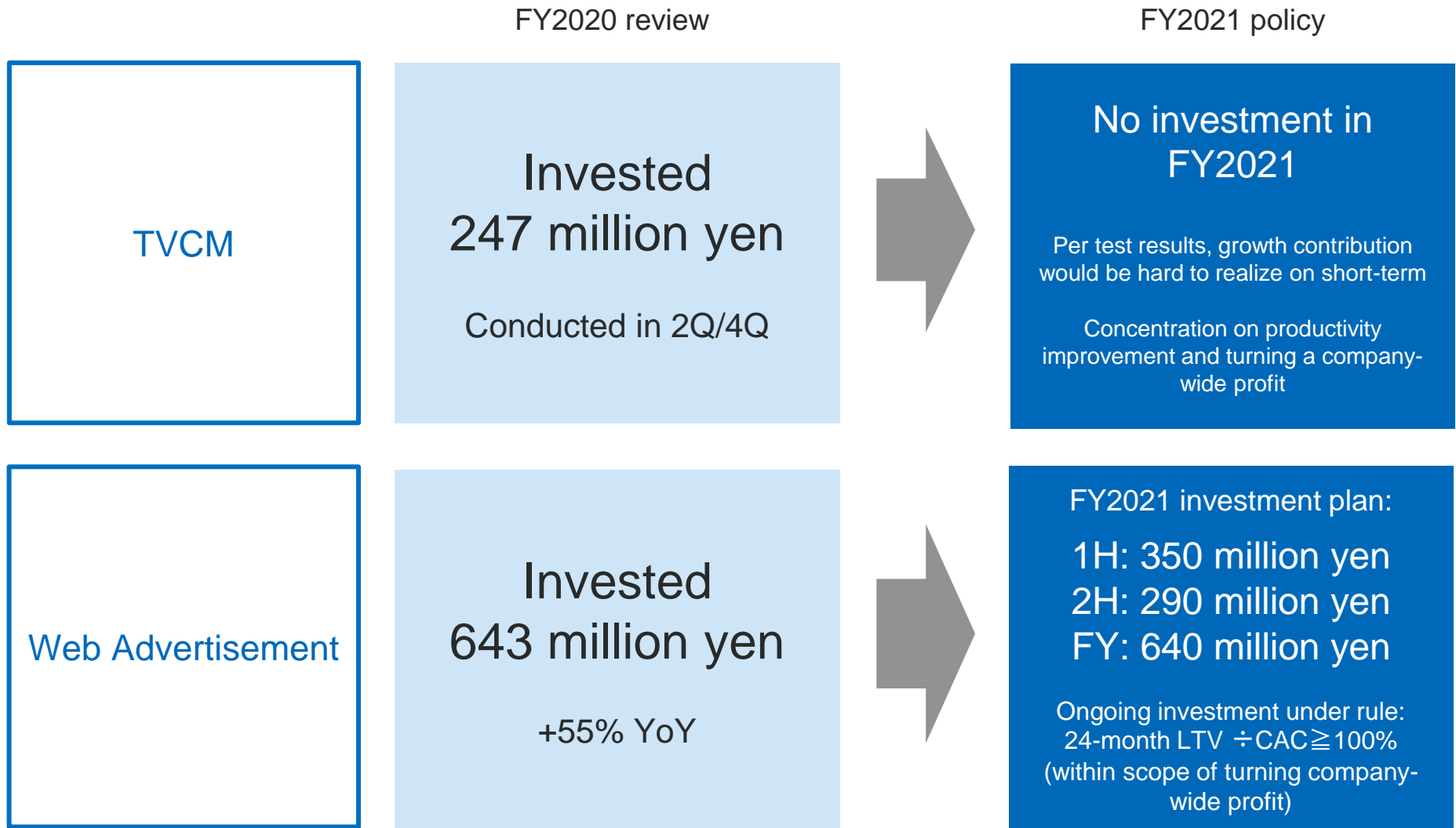
- Despite exploring for M&A projects, no M&A conducted in FY2020
- Continue discovery activities for growth businesses exceeding existing business or promoting growth of existing businesses



Continuing
consideration

Through absorptions/mergers and sales of Group companies, further concentrate the Matching Business in a single management structure





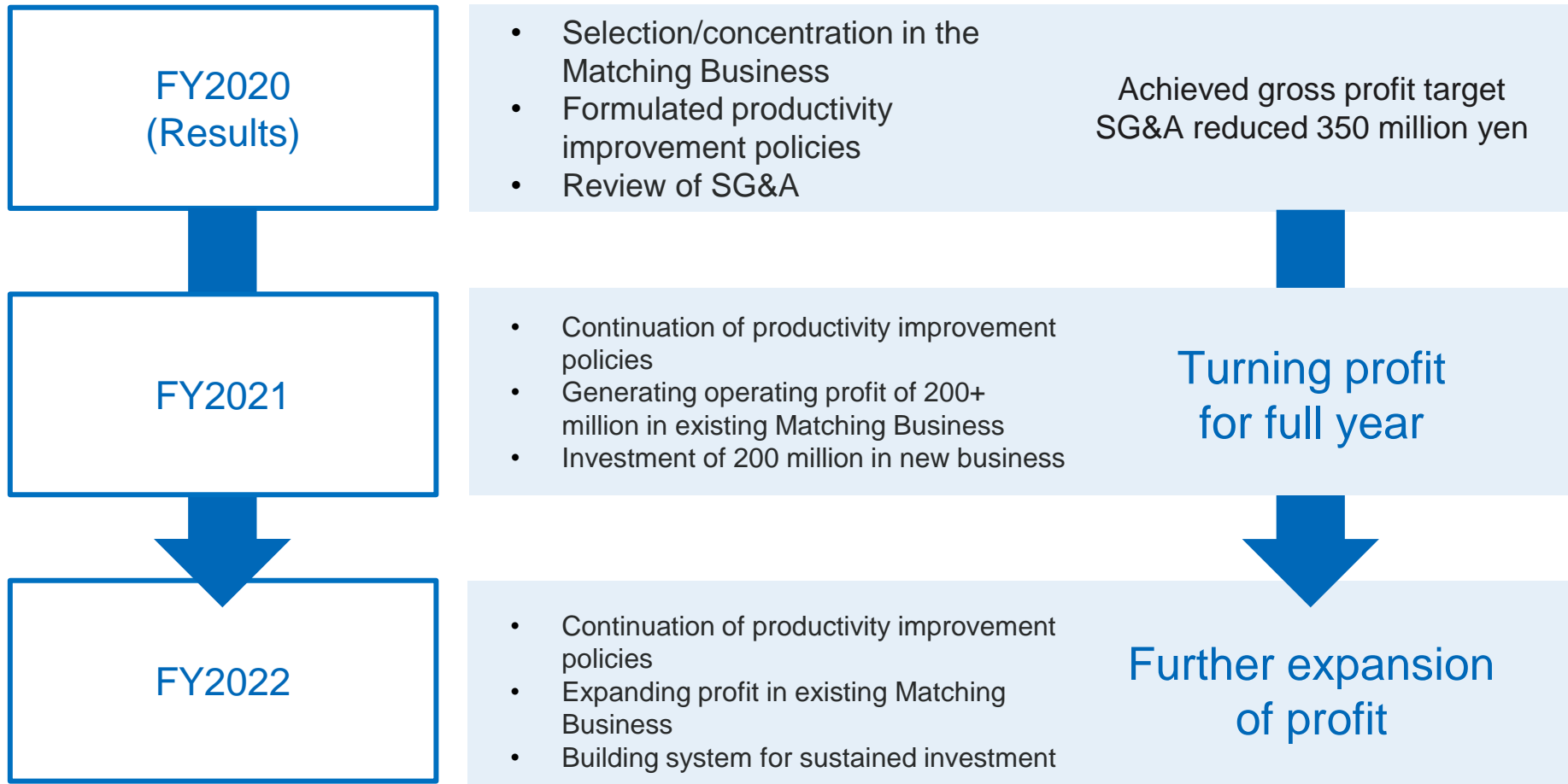
*24 month LTV/CAC \Rightarrow 100% means the investment criteria to recover the acquisition costs of one client within 24 months.

*LTV: The total amount of gross profit generated by one new client in a 24-month period

CAC: Acquisition cost per client (advertising and sales labor costs, etc.)

Three-Year Effort to Generate Profit via Productivity Improvement

Achievements in FY2020 are to drive full-year profitability in FY2021,
Leading to further profit expansion in FY2022



Formulated a productivity improvement policy, already build a company-wide structure for profit generation in 2020
In 2021, will aim to control SG&A expenses and turn a profit based on these policies

Crowd
Works

クラウドワークス 生産性向上7つのポリシー

2020.06.30 Version 1.2

生産性向上の背景

サステナブルに成長する企業へ

今までのクラウドワークスは、株式による資金調達をおこない、事業や社員への投資をおこなう会社運営を基本としてきました。しかし、株式による資金調達は、大きく投資して短期で成長をつくる必要のあるスタートアップには最適ですが、持続的な経営ではありません。

2019年10月をもって、クラウドワークスは資金調達だけでなく、自社で生み出した利益を原資に事業や社員の給与へ再投資する「サステナブルに成長する企業」へと進化していくことを決めました。

自らで利益を生み出すためのキーワード、それが「生産性」です。

そのためには生産性を上げる必要がある

生産性＝成果／労働量

- 一人あたりの生み出す成果のこと
- 一つひとつの業務の付加価値向上や業務効率改善をすることで、同じ成果を出すために必要な労働量を減らし、生産性を上げる。

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3. Goodカイギ3

1. 週次の目標設定とモニタリング

生産性向上の基本ルール

- 会議の生産性（量・質）の目標をチームごとに設定し、上長と約束する。
- 全社としては週次で時間モニタリングしていくことを継続し、目標のモニタリングに活用する
- 目標のモニタリングとして不足があれば別途モニタリング方法を設定する
- 社外の方との会議（商談・面接等）および全社朝会・全社キックオフに関しては適応範囲外とする
- 第1Qが終了した後、各チームの目標とモニタリング状況を集約し、今後のガイドラインを考える

* 過去の事実：1名あたり週の会議時間平均

ビジネスサイド	プロダクト	コーポレート
・ 平均時間：5.9時間 / 週	・ 平均時間：6.0時間 / 週	・ 平均時間：7.1時間 / 週
・ 最大時間（8月第4週）：9.4時間 / 週	・ 最大時間（6月第2週）：11.3時間 / 週	・ 最大時間（7月第2週）：15.8時間 / 週
・ 最小時間（5月第1週）：1.5時間 / 週	・ 最小時間（5月第1週）：1.2時間 / 週	・ 最小時間（6月第2週）：1.8時間 / 週

© CrowdWorks, Inc. 生産性向上7つのポリシー 11

Conducting productivity improvement pitches at weekly morning meetings, sharing knowledge across departments – by bringing productivity improvement items to other departments, we promote improvements company-wide

手段（どうやったのか？） B

GitHubで管理して、GitHub Actionsでワンクリックアップロードを実現 🎉

平均30分程度かかっていたものが平均3分未満と約 **90%** の削減に成功

データの差し戻し事故が起きた	➡ GitHubでのソースコード管理で同期！
どのデータが最新のもののなのか	➡ 最新のものが明確になった！
コードのレビュー指示がやりづらい	➡ ファイル単位で指示しやすく！
いつこの変更を誰がしたのかが分からない	➡ 変更履歴が明確で分かりやすく！




結果（何をやったのか？） B

before 4人で**200商談/月**を実施（50商談/1営業/月）

↓

after 4人で**400商談/月**を実施（100商談/1営業/月）

生産性が2倍に！




結果（何をやったのか？） A

before 5ツールで1画面をデザイン 工数**6時間**

デザインを探す (1) - 送ってもらう(1) - デザインする(2) - ファイルを変換する(0.5) - 修正する(1) - バージョン管理ソフトに追加 (0.5)

after 1ツールで1画面をデザイン 工数**3時間**

デザインを探す (1) - 修正する(2)



結果（何をやったのか？） B

ポップアップ施策の1件実施工数を下記に削減

before 初回設定： 30分
維持： 毎週10分


after 初回設定： **5分**
維持： **0分**

月の平均施策数が7.5件だったため、
7.5×1時間5分/月 = **7時間38分/月**の工数削減

【無料DL】クラウドワークス説明資料 企業事例や相場表を紹介

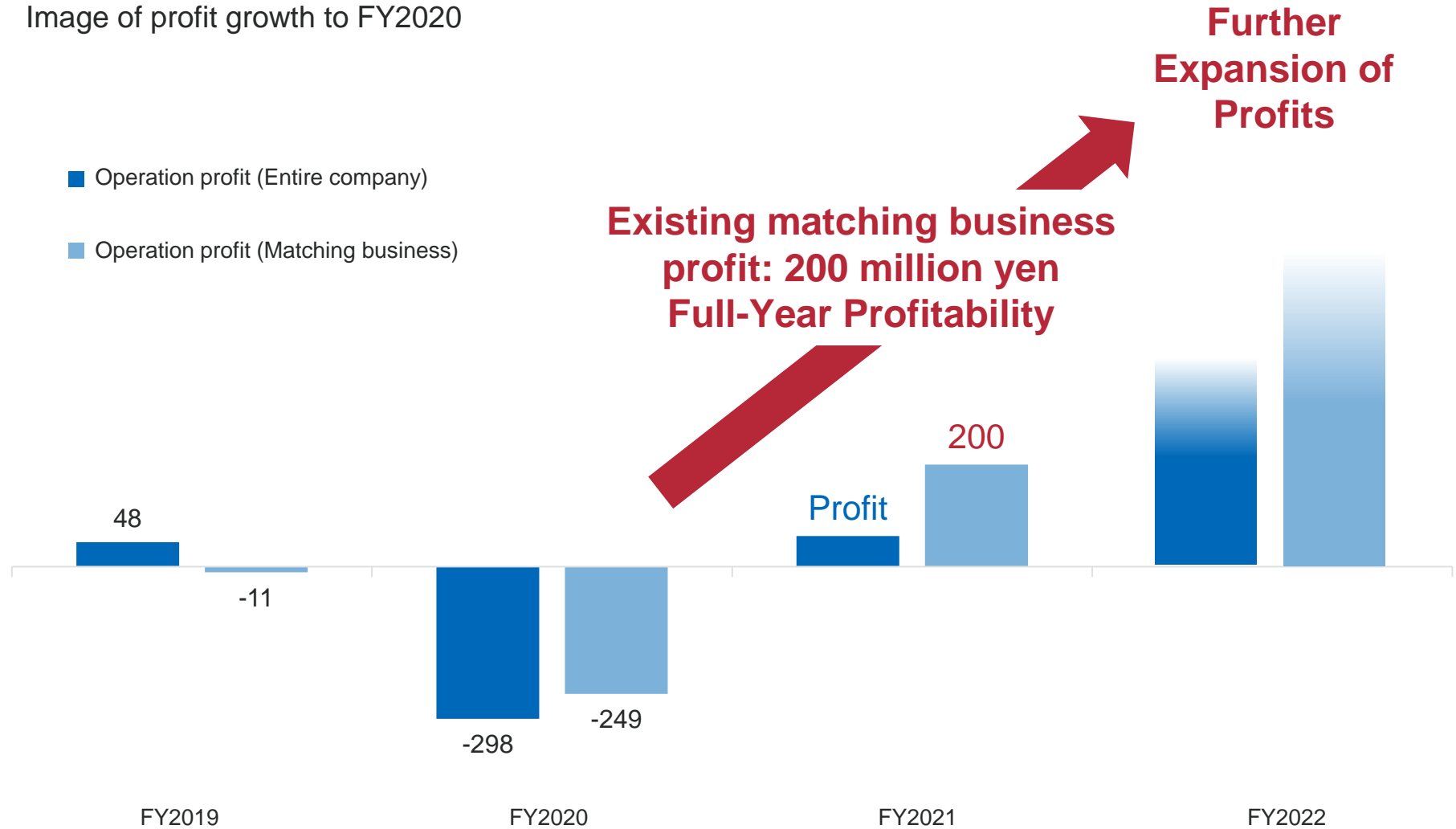
クラウドワークスの特徴や使い方から、企業事例や相場表まで紹介します。

[詳細はこちら](#)



Full-Year Profitability in FY2021, Toward Further Expansion of Profits in FY2022

Image of profit growth to FY2020



Forecasted achievement of [full-year operating profit](#) in spite of impact of selling the Project Contracting Business company-wide.
Excluding the sold Project Contract Business, the Matching Business is expected to grow steadily (see next page for growth rate).

Total contract value : From 13,481 to 14,050 million yen
Year-on-year From -11.4 to -7.7%

Net sales : From 7,003 to 7,507 million yen
Year-on-year From -19.8 to -14.0%

Gross profit : From 3,076 to 3,214 million yen
Year-on-year From -7.5 to -3.3%

Operating profit : Profit
Year-on-year +298 million yen

FY2021: Performance Forecast by Segment

Continuing firm growth of +10 to +18% in net sales and +10 to +15% in gross profit in the Matching Business, generate operating income of more than 200 million yen

	Matching Business	Project Contracting Business	New business/ Others
Total contract value	13,410 ~ 13,980 million yen +5.0 to 10.0% (YoY)	Business sold	70 million yen
Net sales	6,930 ~ 7,430 million yen +10.0 to +18.0% (YoY)		70 million yen
Gross profit	3,020 ~ 3,160 million yen +10.0 to +15.0% (YoY)		50 million yen
Operating profit	Over 200 million yen Over +440 million yen (YoY)		-200 million yen

*1) Segment forecasts are disclosed taking into account the offsetting transactions between the consolidated companies.

*2) Figures are rounded down to the nearest 10 million yen.

FY2021: Performance Forecast – First Half and Second Half

Planning to take a loss in the first half due to continuing advance investments, working to reform business structures and achieve regrowth and productivity improvement

In the second half, the aforementioned advance investment is to lead to business regrowth and profitability. Full-year profit to be achieved

	First Half	Second Half	Full Year
	Continuing to be affected by COVID-19 in FY2020, business structural reforms	Accelerated growth, profitability	Firm Matching Business growth, turning a full-year profit
Entire company	Total contract value: -19.7 to -17.4%	Total contract value: -2.1 to +3.4%	Total contract value: -11.4 to -7.7%
	Net sales: -33.2 to -30.1%	Net sales: +2.7 to +6.4%	Net sales: -19.8 to -14.0%
	Gross profit: -22.4 to -18.8%	Gross profit: +10.2 to +14.9%	Gross profit: -7.5 to -3.3%
	Operating profit: Negative	Operating profit: Positive	Operating profit: Positive
Matching business	Total contract value: +3.0 to +6.0%	Total contract value: +7.4 to +13.3%	Total contract value: +5.0 to +10.0%
	Net sales: +5.0 to +10.0%	Net sales: +16.2 to +27.3%	Net sales: +10.0 to +18.0%
	Gross profit: +5.0 to +10.0%	Gross profit: +17.9 to +23.0%	Gross profit: +10.0 to +15.0%
	Operating profit: Positive	Operating profit: Positive	Operating profit: 200 million yen or more

*Percentages are year on year

The company-wide growth rate includes the results of project contracting business sold (1Q to 3Q of the previous year) and excludes the figures from the previous year's 4Q

New Business Initiatives: Developing SaaS Businesses for Optimizing Matching-Adjacent Businesses

For new businesses, we will develop SaaS businesses for optimizing tasks ancillary to the Matching Business (e.g. providing places to work and work management tools) in targeting the creation of the next business pillar. In FY2021, as we concentrate investment in the Matching Business and maintain full-year profitability, we will continue new investments within a certain scope

“CrowdLog:” A Task Man-Hour Control SaaS



- A SaaS product enabling smart management of task man-hours and project cost calculations
- As of the end of Oct. 2020, over 400 companies have implemented CrowdLog, with continuing steady growth

Investing in OPSION Inc. (provider of Cloud Office RISA) – Making it a Company under Equity Method



- Employees virtually commute via avatars, providing a cloud office space
- Resolves issues caused by non-face-to-face communication accelerated by telecommuting
- Will invest in OPSION Inc., which operates Cloud Office RISA, making it a company under the scope of the equity method and using a capital alliance to develop business

VISION: To Build Japan's Largest Online Employment Infrastructure

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 2020
Total contract value:
\$138.3M
(15.22 billion yen)



Remuneration amount
11.89 billion yen



Japan's largest remuneration amount target
400,000 people X average annual income \$40.1 K
(4.41 million yen)

\$16B

(1.76 trillion 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



| Appendix



CrowdWorks, Inc.

President and CEO : Koichiro Yoshida
 Capital : 2,688,560,000JPY
 Founded : Nov 11, 2011
 Services : Operates internet services, primarily CrowdWorks, Japan's largest crowdsourcing service



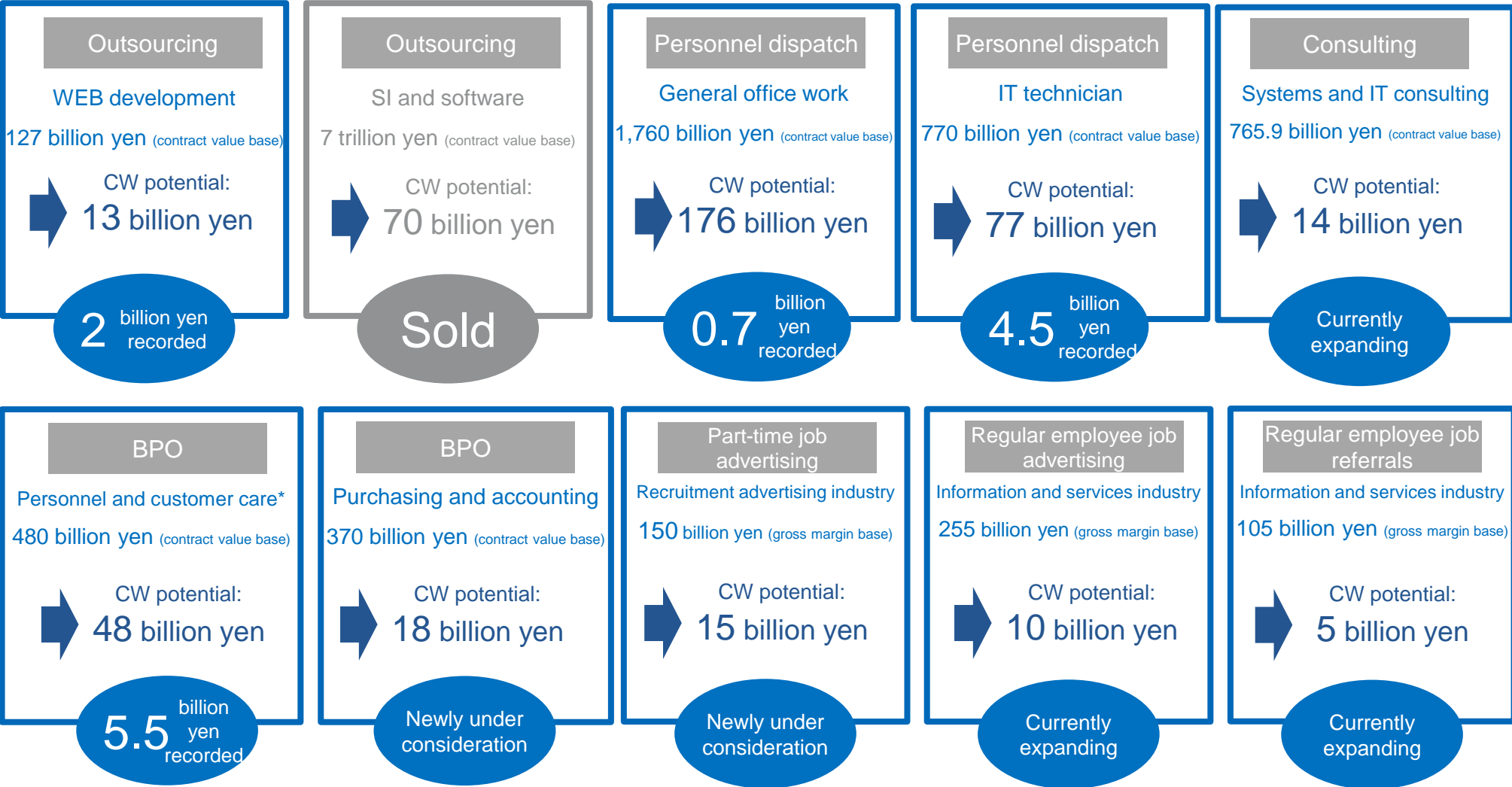
- 4,104,000 people of CrowdWorkers (users)
- 670,000 clients
- 12 ministries and agencies
- 80 local government

*The numbers of workers and clients of CrowdWorks, Inc. services as of Sept, 30, 2020



Client-Side Target Market Potential and Current Trends (FY2020 results)

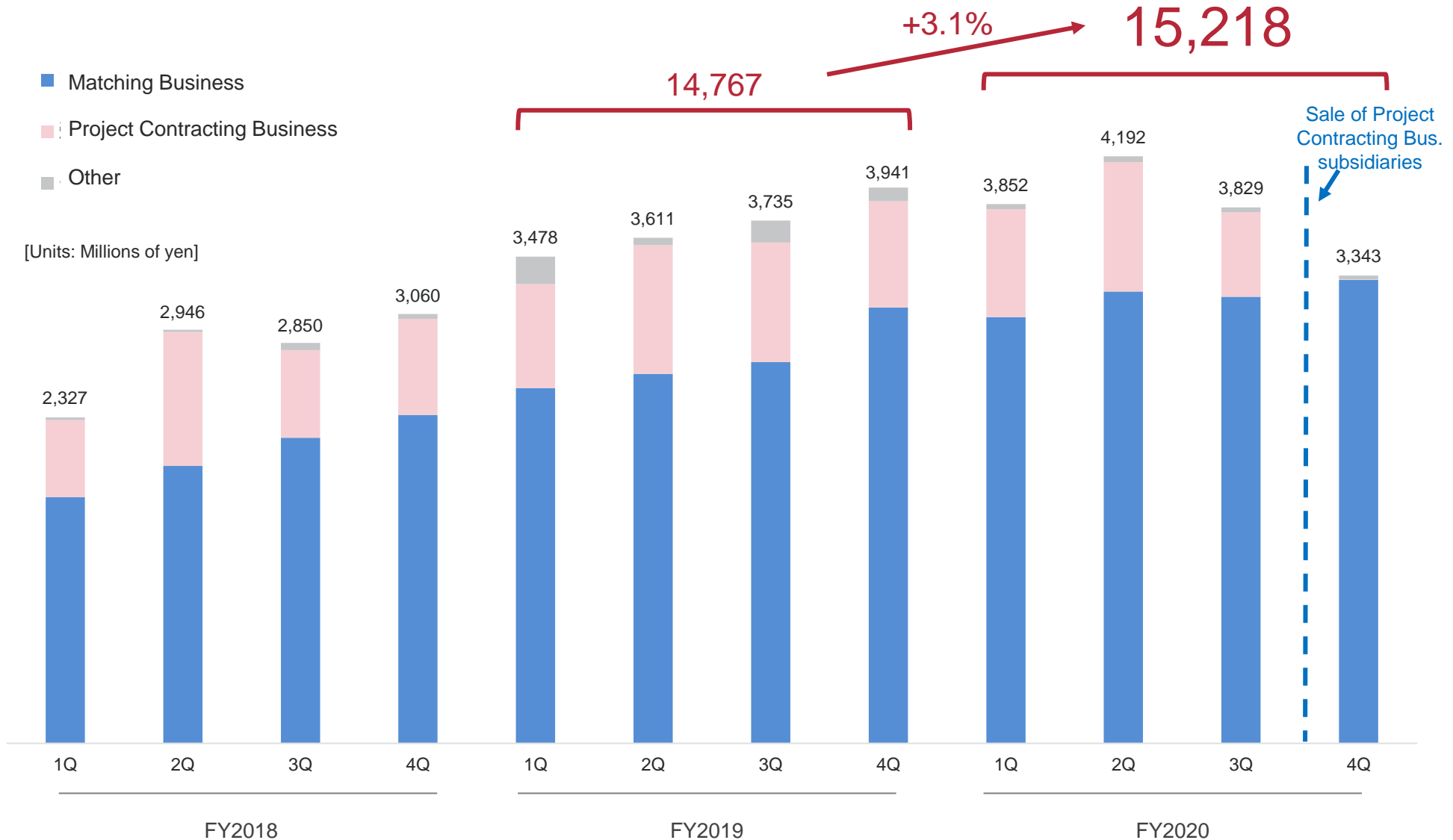
Advent of new services, along with existing outsourcing/personnel dispatch markets result in targeting replacement of consulting/regular employee advertising markets



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

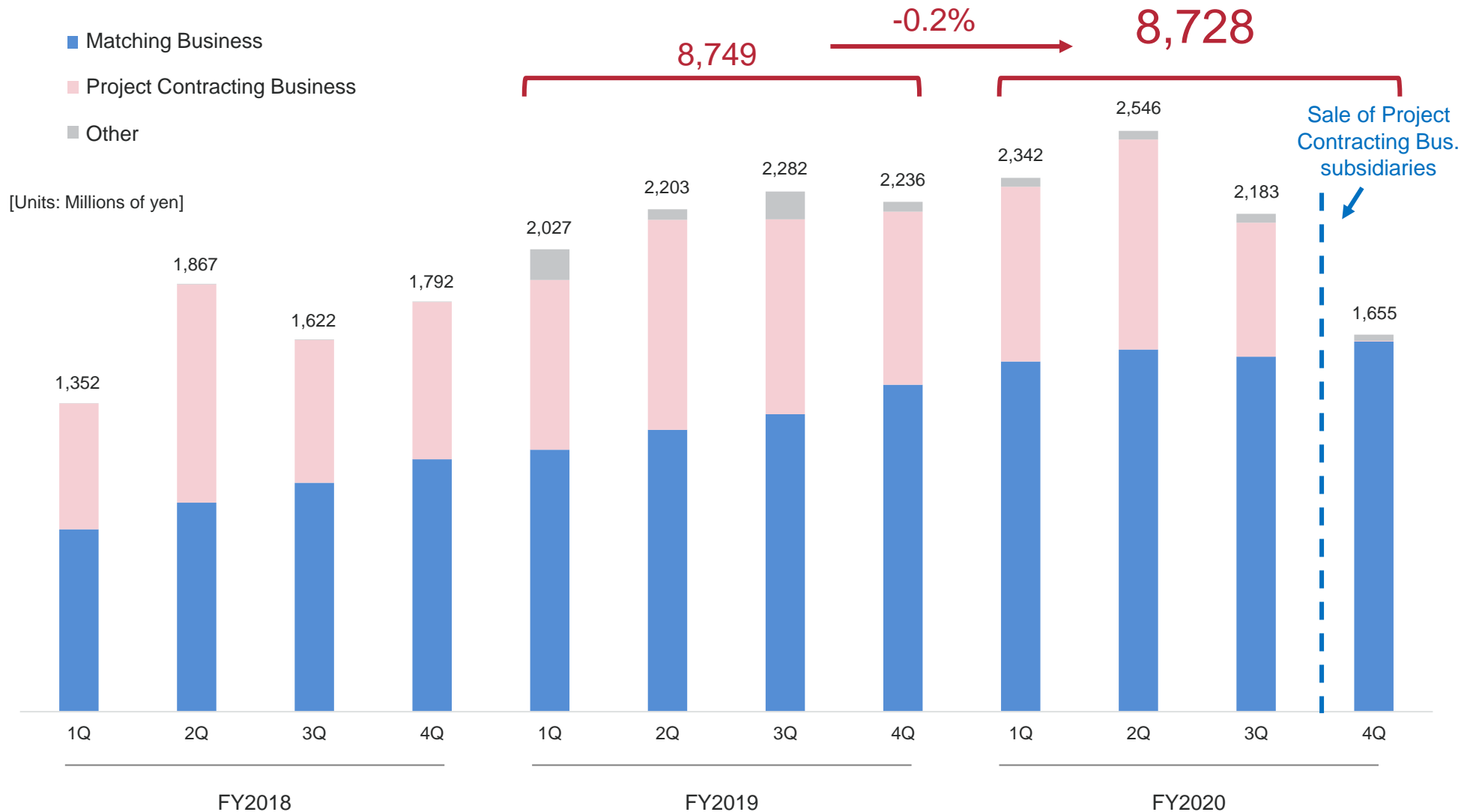
Entire Company: Consolidated Total Contract Value

Matching Business grows firmly, ending up +3.1%



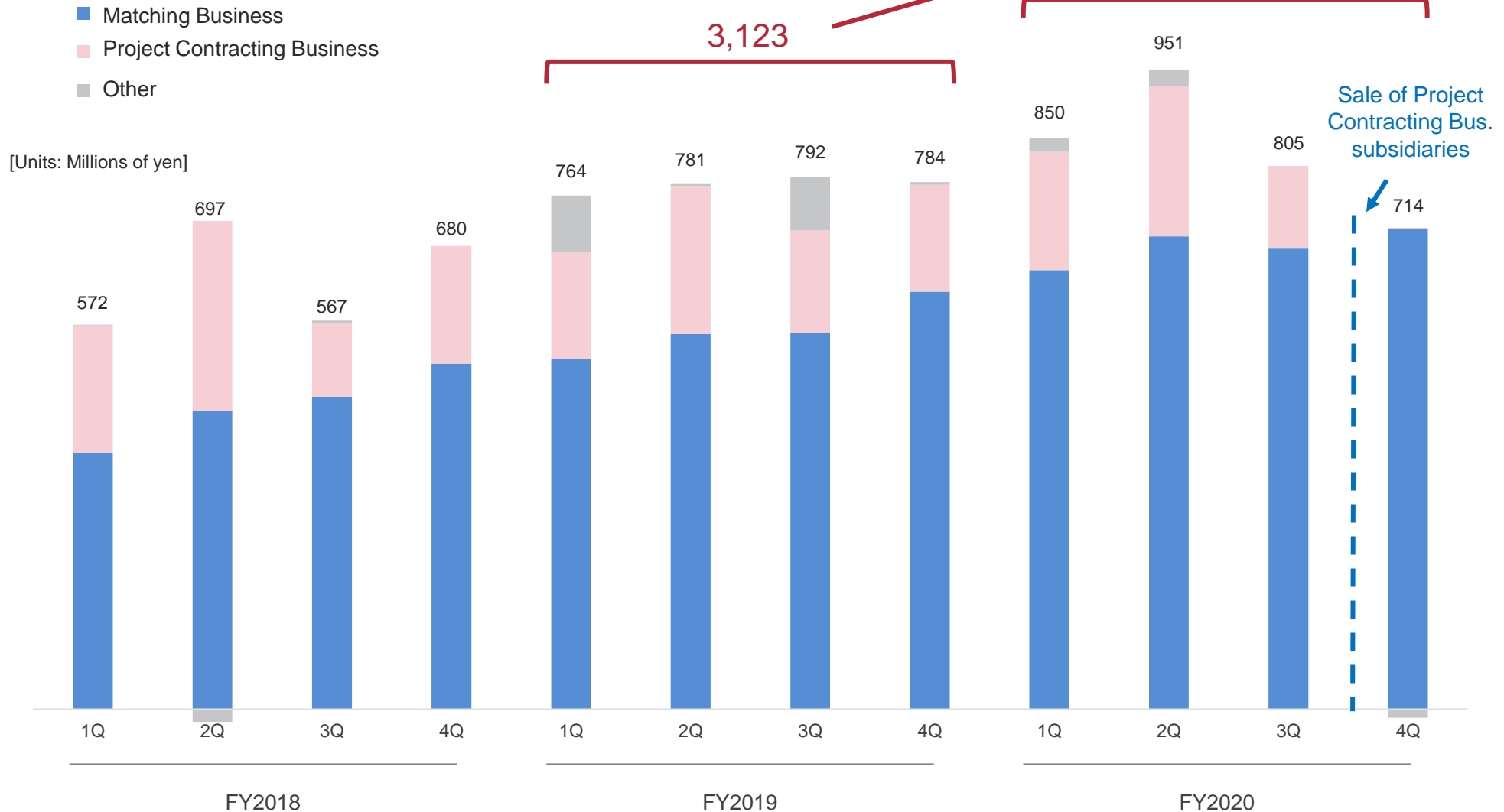
Entire Company: Consolidated Net Sales

Impact from sale of the Project Contracting Business leads to nearly flat net sales company-wide



Entire Company: Consolidated Gross Profit

Gross profit is also driven by the Matching Business, growing steadily at +6.4%



FY2020 Profit and Loss Statement: Quarterly Transition

FY2020 Q4

Total contract value : 3,343 million yen (YoY -15.2%)

Net sales : 1,655 million yen (YoY -26.0%)

Gross profit : 714 million yen (YoY -8.9%)

Operating profit : -199 million yen (YoY -185 million yen)

[Units: million yen]

	FY2019 (Consolidated)				FY2020 (Consolidated)					
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	YoY	QoQ
Total contract value	3,478	3,611	3,735	3,970	3,852	4,192	3,829	3,343	-15.2%	-12.7%
Net sales	2,027	2,203	2,282	2,236	2,342	2,546	2,183	1,655	-26.0%	-24.2%
Gross profit	764	781	792	784	850	951	805	714	-8.9%	-11.3%
SG&A expenses	750	758	767	798	871	945	889	914	+14.4%	+3.5%
Operating profit	13	23	25	-14	-21	5	-83	-199	-185	-116
EBITDA	46	56	52	11	7	34	-53	-170	-181	-116
Ordinary profit	13	34	25	-6	-4	16	-127	-196	-189	-69
Profit attributable to owners of parent	-2	-37	-30	-57	-13	-56	-105	121	+179	+226

- 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.

FY2020 Profit and Loss Statement

[Units: million yen]

	FY2020 (Consolidated)			
	Results	Year-on-year comparison	vs. full-year forecast	FY2019 results
Total contract value	15,218	+3.1%	101.4%	14,767
Net sales	8,728	-0.2%	102.1%	8,749
Gross profit	3,322	+6.4%	100.7%	3,123
SG&A expenses	3,620	+17.7%	From +180 to +280	3,075
Operating profit	-298	-346	From +202 to +302	48
EBITDA	-181	-349	From +219 to +319	167
Ordinary profit	-311	-378	—	66
Profit attributable to owners of parent	-53	+74	—	-127

- 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.

FY2020 Balance Sheet

[Units: millions of yen]

	FY2020 end (Consolidated)	FY2019 end (Consolidated)	Compared with the end of the previous fiscal year
Current assets	4,759	5,220	-461
Non-current assets	349	1,108	-758
Total assets	5,108	6,328	-1,219
Current liabilities	1,948	2,632	-683
Non-current liabilities	33	450	-417
Net assets	3,127	3,245	-118
Capital adequacy ratio	61.2%	50.4%	+10.9%

- 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.

FY2020 Cash Flow Statement

[Units: million yen]

	FY2020 (Consolidated)	FY2019 (Consolidated)
Cash flows from operating activities	-0.9	346
Cash flows from investing activities	536	-162
Cash flows from financing activities	-383	198
Net increase (decrease) in cash and cash equivalents	152	381
Cash and cash equivalents at the end of period	3,418	3,266

- 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.

[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

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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.