Lancers

Financial Results
for the 3rd Quarter of Fiscal Year Ending March 31, 2021



LANCERS, INC. (TSE Mothers：4484)

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February 10, 2021

1 **Company profile**

2 Market trends / Strategic policies

3 Results of 3rd quarter of the fiscal year ending March 2021

4 Full-year financial forecast for the fiscal year ending March 2021

Lancers

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Our Mission

Empowerment of Individuals

Our Vision

We will create a world where anyone can live their own workstyle, with the power of technology

Company name
LANCERS, INC.

Business contents
Platform business

Founder and CEO
Yosuke Akiyoshi

Establishment
April, 2008

Staff
Approx. 200 employees

*) Employees include full-time employees (excluding those who are seconded to outside the Group, but including those seconded to the company within the Group) and temporary workers(part-time workers)

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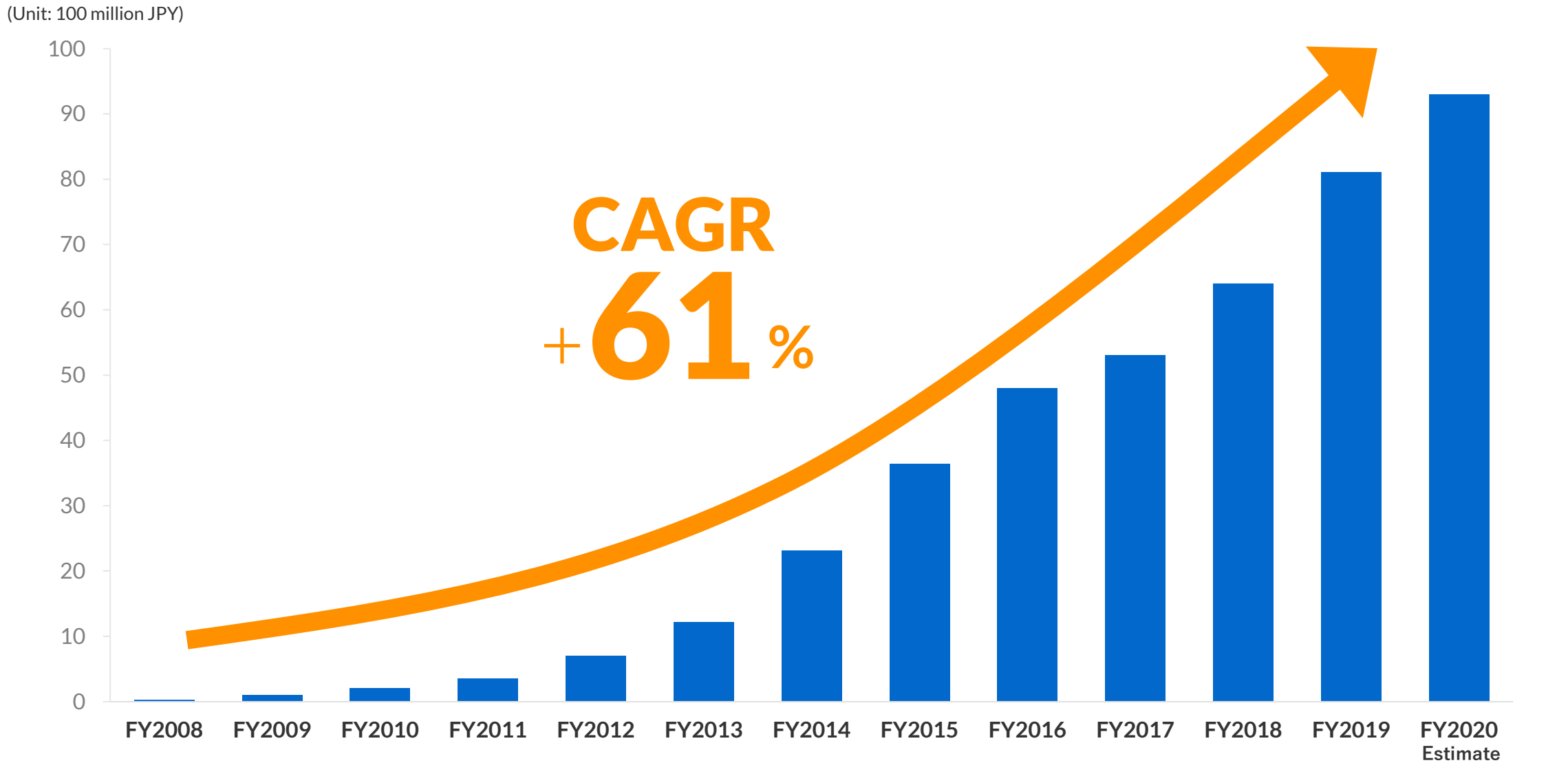
Changes in Lancers' Gross Merchandise Value



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Service Overview

We operate an ordering platform that matches individuals and companies, which is completed online, and provide excellent human resources to companies and new work styles to individuals regardless of time and where they live.



- Fluctuating labour costs
- Acquiring know-how externally
- Speedy agreement of contracts

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- Maximum use of self-skills
- Multiple growth and reward opportunities
- Work styles that are not restricted by time and place

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Values Provided by Our Services

Freelancers in each region receive orders from clients in Tokyo.
The reversal phenomenon of over-concentration for work in Tokyo is accelerating.

Local freelancers

Approx. **75** %**



Clients in Tokyo

Approx. **60** %*

*) Percentage of Gross Merchandise Value of clients located in Tokyo among the Gross Merchandise Value of freelancers (October-December 2020)
**) Percentage of Gross Merchandise Value of freelancers located outside of Tokyo (October-December 2020)

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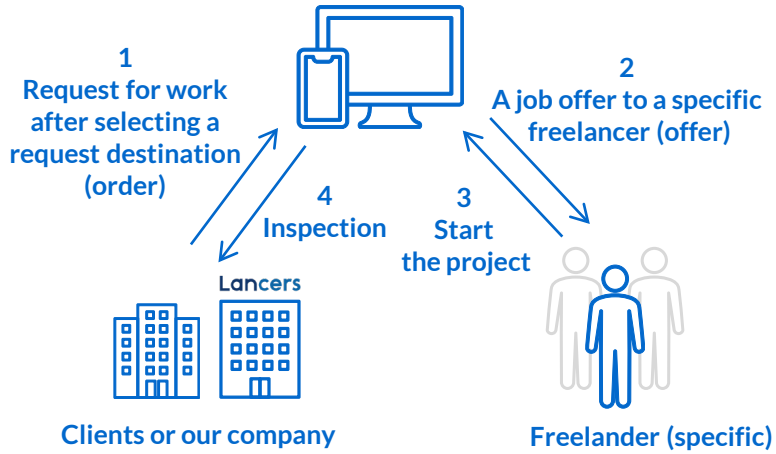
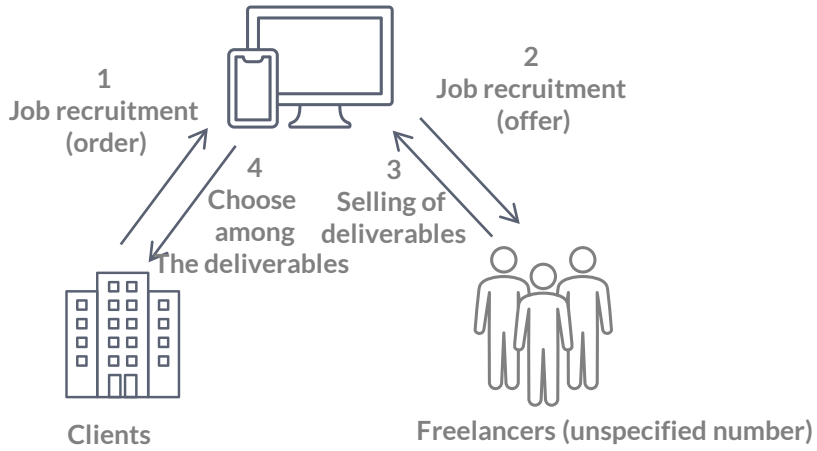
Online staffing* (OS) that provides a job offer to specific individual is our main feature, which contributes 90% of Gross Merchandise Value

	Online Staffing (OS)		Crowdsourcing (CS)
Business models			
Examples of jobs	Development, designs, office work		Tasks, data entry
Unit price	High unit price	Approx. x 4	Low unit price
Distribution ratio	90%		10%

*)Online staffing (OS) is an abbreviation for online staffing platform and will be referred to as online staffing and OS hereafter.

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Offering a large number of occupations that contribute to DX promotion focusing of development and operation and productivity improvement

Online staffing (OS)

Development/operation

System development/operation

Web system development/programming
￥3,500-￥7,000/h *

iPhone・iPad app development
￥300,000-￥2,000,000 *

WEB production

Homepage creation
￥50,000-￥400,000/1-10 pages *

CMS editing/WordPress creation/introduction
￥50,000-￥200,000/1-10 pages *

Creative production

Designing

Logo designs
￥20,000-￥85,000/piece *

Business card production
￥10,000-￥50,000 *

Photos/videos/narration

Video creation/production /video material
￥50,000-￥500,000/piece*

Image processing/photo editing/image material
￥100-￥5,000/piece *

Back office

Consultation

Business/strategy consulting
￥150,000-￥300,000 *

Web/IT consultation
￥100,000-￥200,000 *

Office work/professional

PowerPoint creation
￥30,000-￥100,000 (10 pages) *

Excel editing
￥20,000-￥30,000 *

Translation/interpreting

English translation
￥5.0-￥8.0 (per word) *

Chinese translation
￥2.0-￥6.0 (per letter) *

Crowdsourcing (CS)

Others

Article writing

Article writing/blog articles/experiences
￥0.5-￥5/letter *

DM/email-magazine /production
￥20,000-￥40,000 *

Tasks/temporary work

Data collection/entry/ Listing
￥1,000-￥10,000/100 tasks *

Monitoring/questionnaires/ questions
￥10-￥3,000/1 questionnaire *

*)The offer price is the request price of the content of typical work, and the detailed request price is as follows
https://www.lancers.jp/help/beginner/lancer/examples

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Strategic Policies

Market changes have expanded SMB DX operational needs and we updated strategic priorities.

In the medium term, we will strengthen the entire DX support area and large companies but will focus on DX operation and SMB for short term

Target	Needs	Provided values
Large companies ▼▼ **SMB** Small to medium businesses	Entire DX ▼▼ **DX operations**	Single use ▼▼ **Continuous use**

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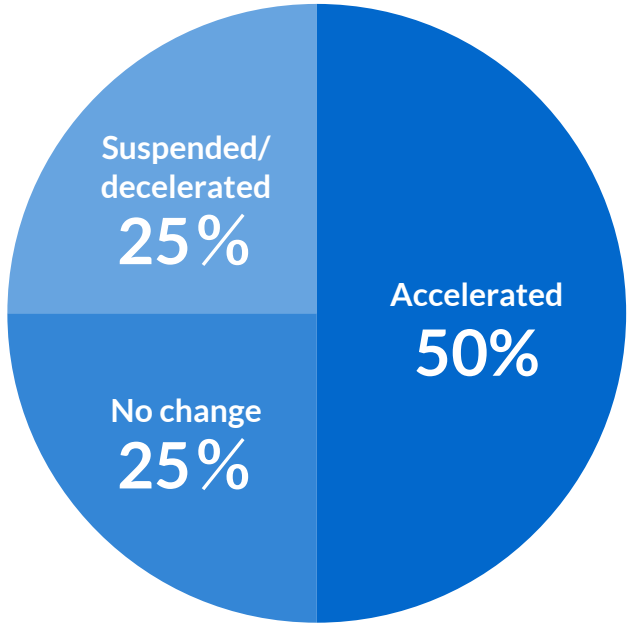
Due to the COVID-19 pandemic, DX initiatives that have been promoted by each company have dramatically accelerated.

Encouraged remote work has also increased the number registry for DX human resources

Impact of COVID-19 pandemic on DX promotion *

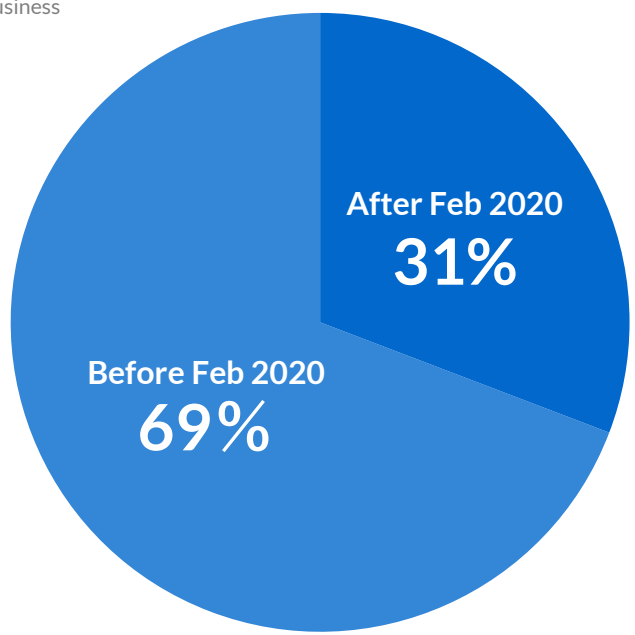
（n=1,474） ※Calculated by indexing the degree of promotion for each area of initiatives



*) Reference from Dentsu Digital Inc “Digital Transformation Survey of Companies in Japan (2020 Edition)”

Side business/multiple work registrants who can work online as DX human resources*

（n=1,490） ※ Question on the side business / multiple business registered with "Lancers" about when they started the side business / multiple business



*)Reference from “Survey on the service usage of side businesses and multiple companies when encouraged to work from home” conducted by our group from July 22 to August 2, 2020.

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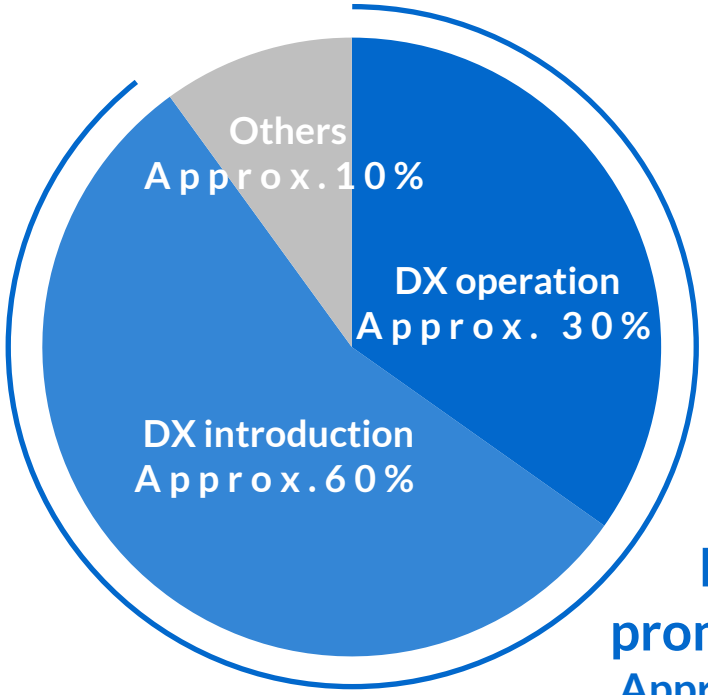
Approximately 90% of work distributed by Lancers is related to DX promotion, and most of the clients are SMBs

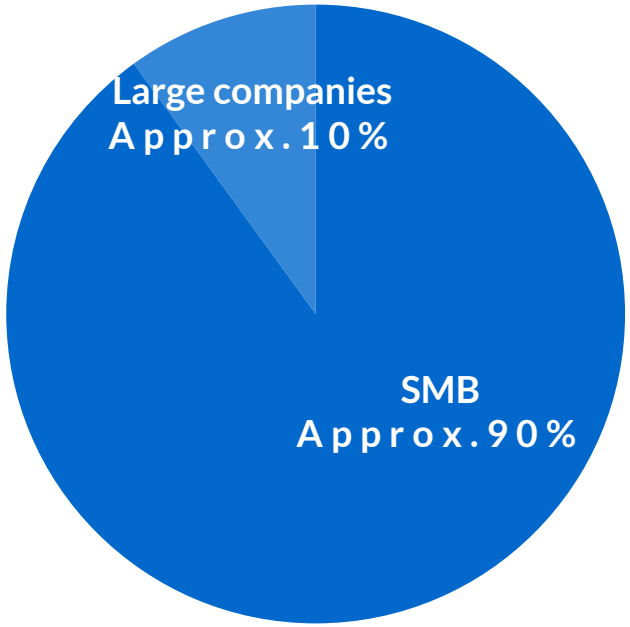
Percentage by needs of distributed work*



DX promotion Approx.90%

*)Percentage of Gross Merchandise Value of our group by other details

Percentage of clients by size*



*)Percentage of Gross Merchandise Value of our group by size of client companies

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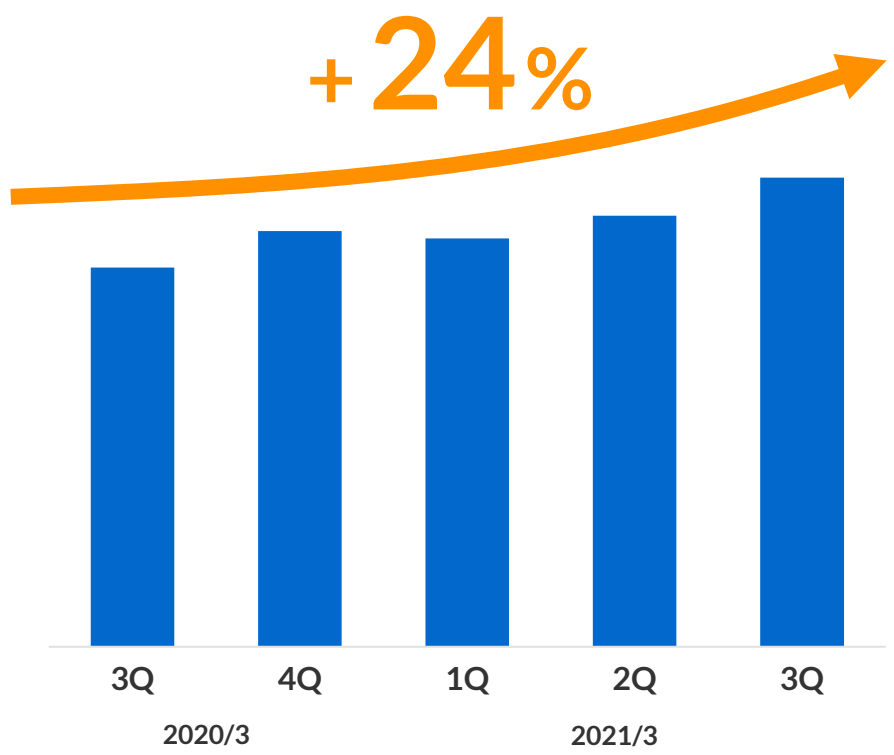
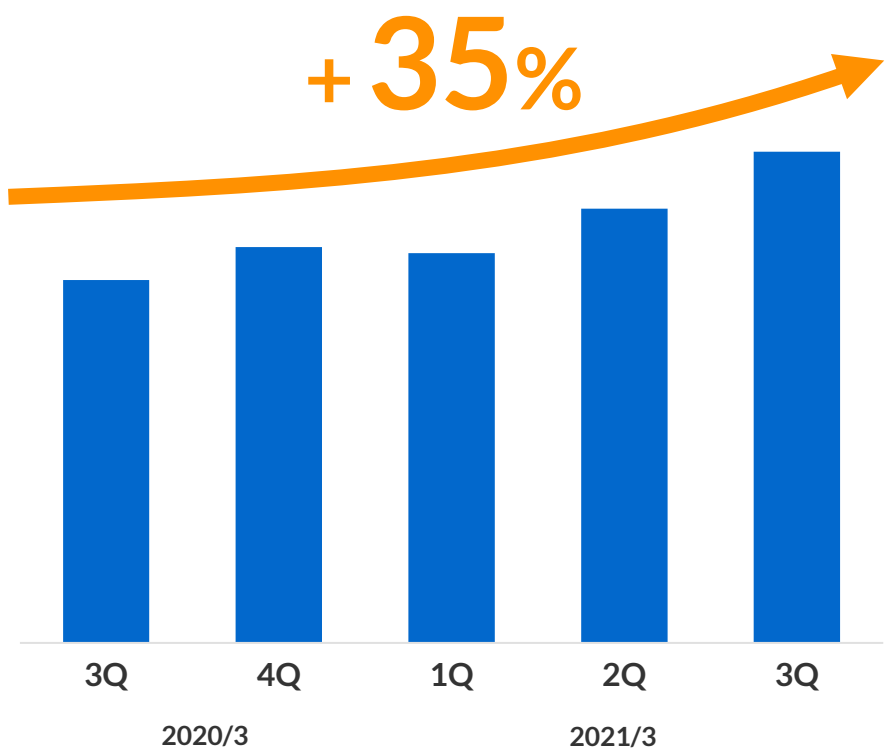
Changes in Lancers

Over the past year, both the number of companies using Lancers for DX operation and Gross Merchandise Value have increased

Number of client companies used for DX operation



GMV by DX operation



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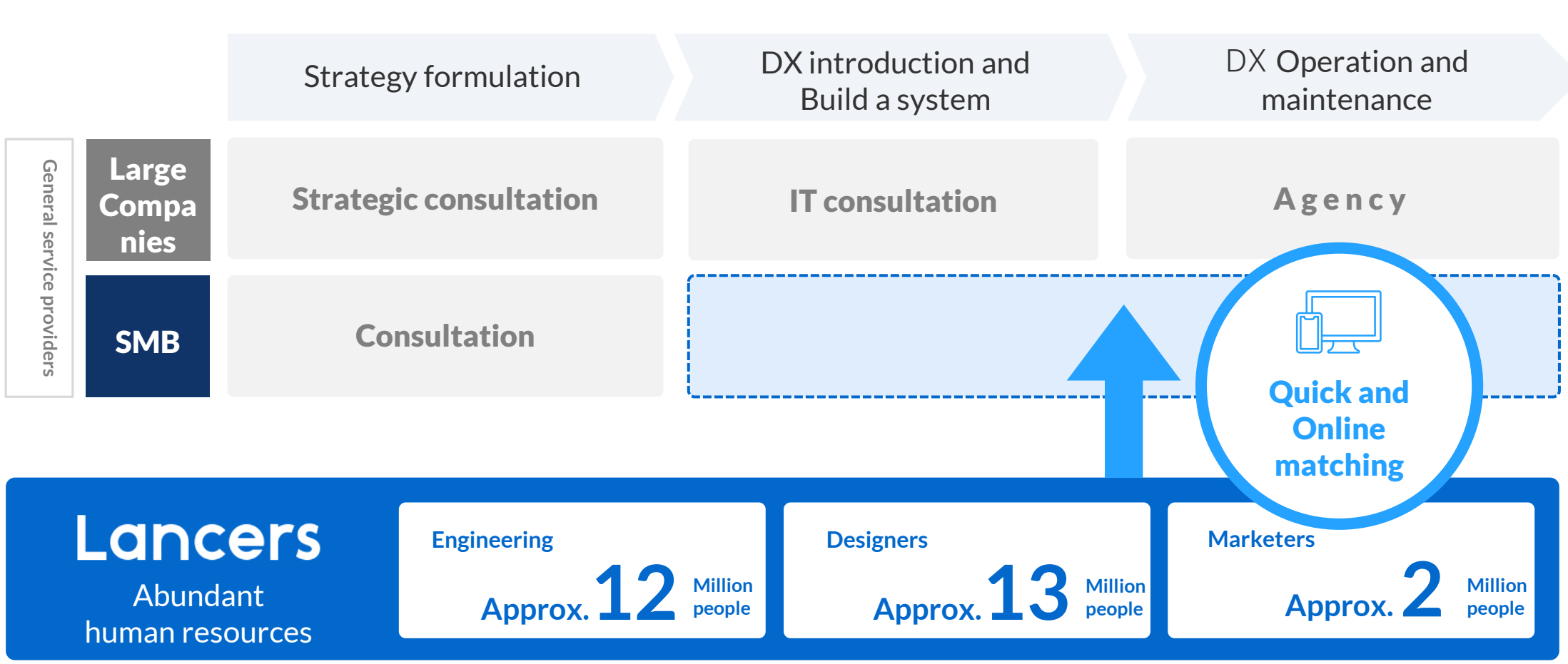
Speedy matching with reliable DX personnel online is available. DX operation support for SMB is also available, which can be completed online. SMB x DX operation is a huge market



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Summary of Financial Results

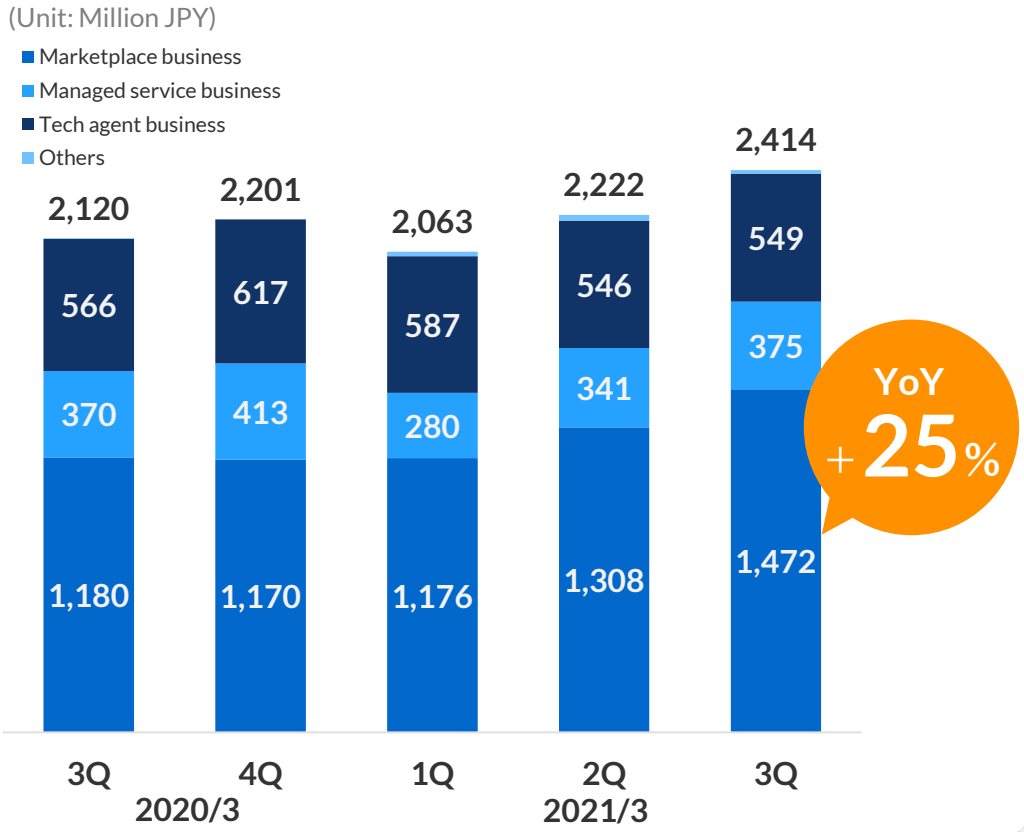
Company-wide growth is steady due to increased sales and profits. However, since the impact of COVID-19 pandemic is different for each business, it is disclosed by business segment*. Marketplace business accelerates growth despite negative impact

*)It shows the business division of our group based on management accounting standards

Company-wide（3Q cumulative）

Gross Merchandise Value	6,700 million JPY	Year-on-year	+13%
Net Sales	2,787 million JPY	Year-on-year	+14%
Gross profit	1,383 million JPY	Year-on-yea	+7%
Operating income	△14 million JPY	Year-on-yea	+156 million JPY

Trends in GMV by segment



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Financial Results in 3Q of FY2020 (Up to 3Q)

While continuing to be negatively affected by COVID-19 pandemic, steady growth within the range of forecast based on the Gross Merchandise Value and gross profit was recorded, which are important indicators.

	FY2020 (up to 3Q)	FY2019 (up to 3Q) (year on year)		FY2020(Full-year) (August forecast)		(Reference) Progress in the previous term**
(Unit: Million JPY)	Actual	Actual	% change	Forecast	% Progress	% Progress
Gross Merchandise Value*	**6,700**	5,913	+13.3%	9,050~ 9,750	74.0%~ 68.7%	72.9%
Net sales	**2,787**	2,443	+14.1%	3,950~ 4,300	70.6%~ 64.8%	70.3%
Gross profit	**1,383**	1,297	+6.6%	1,900~ 2,100	72.8%~ 65.9%	72.3%
Selling,general and administrative expenses(SG&A)	**1,397**	1,467	△4.8%	1,890~ 2,050	73.9%~ 68.2%	69.8%
Operating income /loss	**△14**	△170	+156	10~50	-	-
Ordinary income /loss	**△6**	△191	+184	10~50	-	-
Net income /loss	**△10**	△204	+194	0~40	-	-

*)It is based on in-house management materials and is not an audited number. **)Progress of cumulative 3Q for the fiscal year ending March 2020 against the results for the fiscal year ending March 2020

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Our Serviced We Offer from Our Business Segments

Disclosed by business segments* due to the impact of the pandemic that differs for each business. Reported market changes and strategic updates by each segment

*)It shows the business division of our group based on management accounting standards.

Our group's business segments

	Major services	Major clients	Major categories	Business models	Take rate*
Marketplace business	Lancers	SMB	Development/operation Creative production Back office	Directly used by companies online	Approx.18%-19%
Managed service business	Lancers Assistant Lancers Outsourcing	SMB Large companies	Creative production Back office	Contract management for projects by our staff	Approx. 35%-38%
Tech agent business	Lancers Agent	SMB Large companies	Development/operation Creative production	IT human resource support provided by our staff	Approx. 14%-15%

*)Take rate level for the previous year

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Summary by Segment*

Needs for DX increased due to the pandemic, which accelerated growth in marketplace business.

Businesses affected by the contraction of economic activity will focus on changing the business structure and acquiring new clients

*)It indicates the business division of our group based on management accounting standards.

Status by segment (3Q only)

Marketplace business	Gross Merchandise Value 1,472 million JPY	Year-on-year +25%	• Growth rate accelerated rapidly due to the increase of DX needs • Continue to expand the number of new clients • Improved retention rate for existing clients
Managed service business	Gross Merchandise Value 375 million JPY	Year-on-year +2%	• Impact on contract services due to reduced economic activity • Converting to stock type due to expansion of flat-rate services
Tech agent business	Gross Merchandise Value 549 million JPY	Year-on-year △3%	•Acquiring new contracts/clients has been affected by COVID-19 pandemic •Showing some recovery trends, but still a little more to get back to the pre-pandemic level

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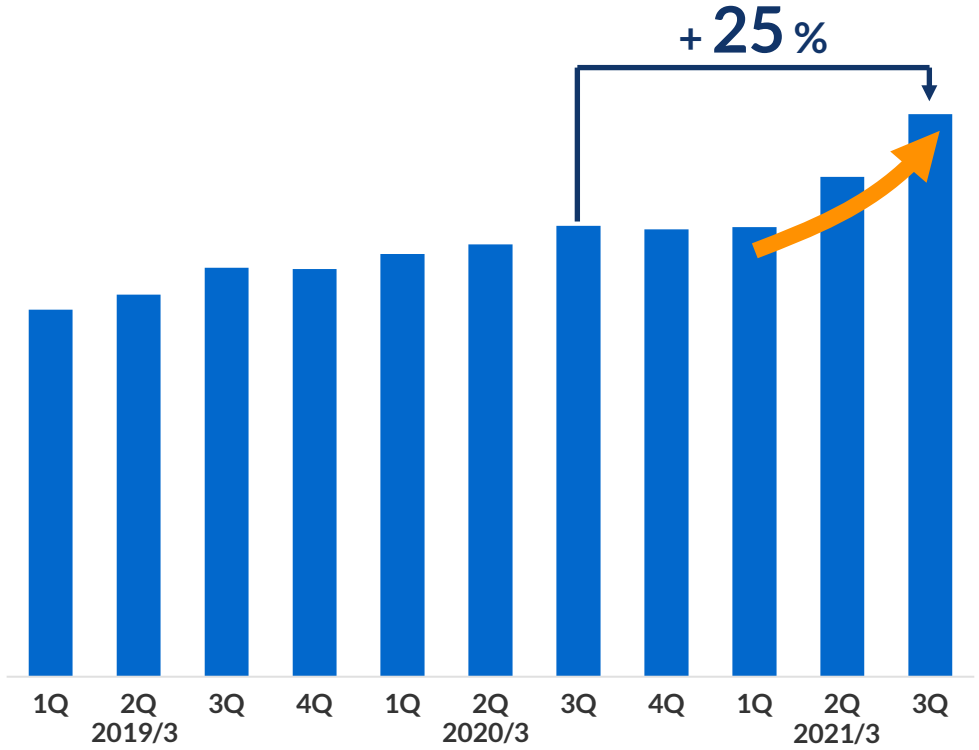
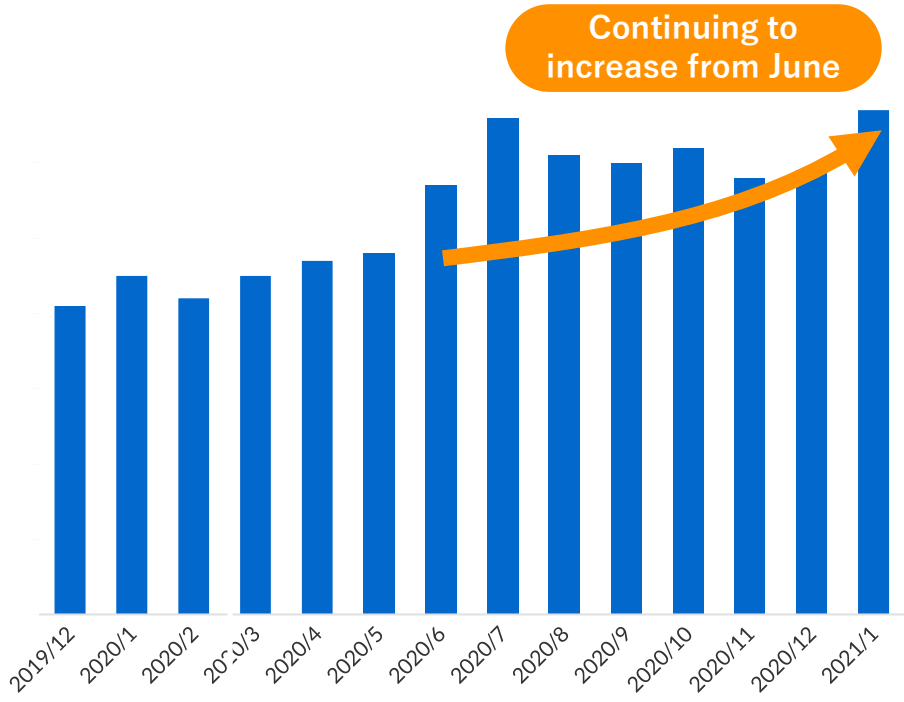
Needs for DX for SMB increased due to the pandemic, which accelerated growth in marketplace business. The background for this change in the growth rate is the increase in the number of newly registered clients and the improvement in the retention rate of existing clients

Trends in GMV of marketplace business



The number of newly registered clients continues to increase*



*) The number of newly registered clients is the number of clients registered with “Lancers”

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Due to the pandemic, we struggle to expand marketing support for large companies. On the other hand, we continue to expand the flat-rate services for SMB, aiming to transform the business structure from consignment type to highly continuous frat-rate services

Changes in GMV of managed service business (By service)



Expanding flat-rate package services

Assistant plans*	From ¥90,000/m
Creative plans*	From ¥50,000/m
Telemarketing plans**	From ¥5,000/m
Sales support plans**	From ¥200,000/m
SEO agency plans	From ¥100,000/m

Released this term

NEW

*)Monthly charges applied when subscribing to a 12-month plan
**)The telemarketing plans indicate 50 calls per month, and the sales support plans indicate a trial plan

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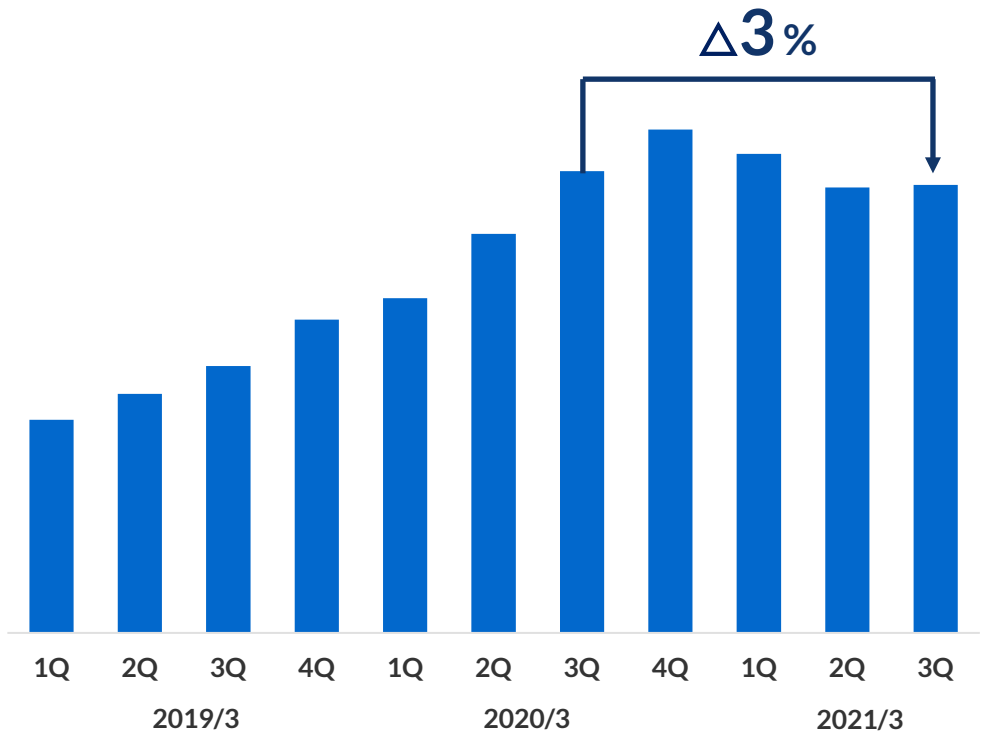
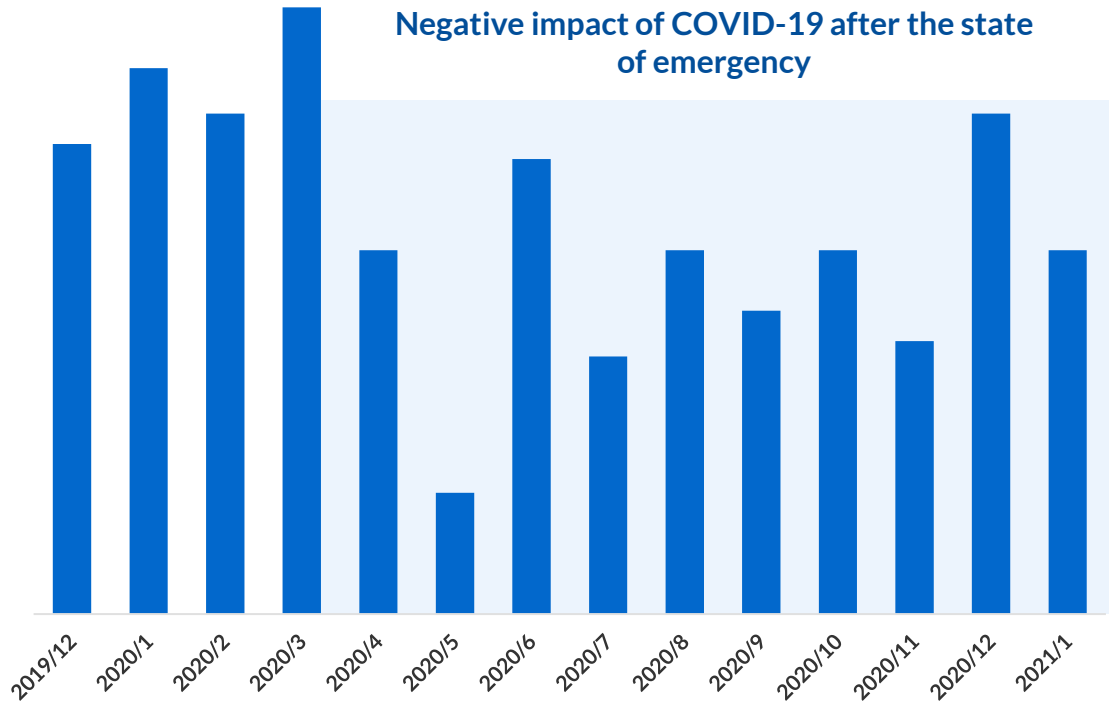
The number of new contracts from large companies temporarily decreased due to the pandemic. Currently, the number is recovering but there is a time lag before operation. At the current level, 4Q is the lowest. We will continue to focus on increasing the number of new contracts

Changes in GMV of tech agent business



Changes in the number of new contracts



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Summary of Earnings Forecast

In 4Q alone, the growth rate of the marketplace business will accelerate, recording 30% increase in the growth rate year-on –year . Company-wide revised earnings forecast considering the negative impact of COVID-19 pandemic. Year-on-year increase in sales and profits, no changes in full-year surplus

Company-wide (full-year forecast)

Gross Merchandise Value	9,300 million JPY	Year-on-year	+15%
Net Sales	3,880 million JPY	Year-on-year	+12%
Gross profit	1,920 million JPY	Year-on-year	+7%
Operating income	10 million JPY	Year-on-year	+ 317 million JPY

By segment* (4Q non-consolidated forecast)

Marketplace business	Gross Merchandise Value ¥1,556 million	Year-on-year +33%
Managed service business	Gross Merchandise Value ¥461 million	Year-on-year +11%
Tech agent business	Gross Merchandise Value ¥565 million	Year-on-year △8%

*)Business division based on our group's management accounting standards

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Full-year Earnings Forecast by Segment*

Marketplace business will accelerate growth and segment profit will be expected to be 484 million JPY. We will actively invest in further growth. We reviewed a timing for recovery from the pandemic for the managed service business and tech agent business

*)It shows the business division of our group based on management accounting standards

(Unit: Million JPY)	4Q FY2020 (single quarter) (forecast)			FY2020(Full-year) (current forecast)					
	Gross Merchandise Value (YoY)	Net Sales (YoY)	Gross profit (YoY)	Gross Merchandise Value (YoY)	Net Sales (YoY)	Gross profit (YoY)	Take rate (YoY)	**Sales/ Segment profit**	Operating margin
Marketplace business	**1,556 +33.0%**	286 +28.7%	286 +28.7%	5,515 +20.2%	1,020 ＋15.4%	1,020 +15.4%	18.5% △0.8pt	**484**	47.5%
Managed service business	461 +11.8%	402 +7.2%	154 △0.5%	1,460 ＋1.8%	1,310 △0.3%	520 △1.4%	35.6% △1.2pt	39	3.0%
Tech agent business	565 △8.4%	377 △0.2%	80 △9.6%	2,250 +7.9%	1,460 +24.4%	330 +4.8%	14.7% △0.4pt	66	4.5%
Others*	14	25	14	75	90	50	-	△579	-
Company-wide total	**2,599 +18.1%**	1,092 +6.0%	536 +7.9%	9,300 +14.6%	3,880 +11.7%	1,920 +7.0%	20.6% △1.5pt	**10**	0.3%

*) It includes other Gross Merchandise Value amount, sales, gross profit, company-wide expenses (corporate/development, etc), consolidated adjustments, etc in our management accounting standards. Expenses directly linked to business segments are not included because they are considered as business expenses.

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Full-year Earnings Forecast

Full-year earnings forecast was reviewed by adding up favourable and unfavourable services.

No change in forecast for increased sales and profits compared to previous fiscal year and full-year surplus

(Unit: Million JPY)	FY2019 (Previous)	FY2020 (Previous forecast)	**FY2020 (Current forecast)**	YoY
Gross Merchandise Value*	8,114	9,050～9,750	**9,300**	+14.6%
Net sales	3,474	3,950～4,300	**3,880**	+11.7%
Gross profit	1,794	1,900～2,100	**1,920**	+7.0%
Selling,general and administrative expenses(SG&A)	2,102	1,890～2,050	**1,910**	△9.1%
Operating income /loss	△307	10～50	**10**	–
Ordinary income /loss	△328	10～50	**20**	–
Net income /loss	△353	0～40	**10**	–

*)It is based on in-house management materials and is not an audited number.

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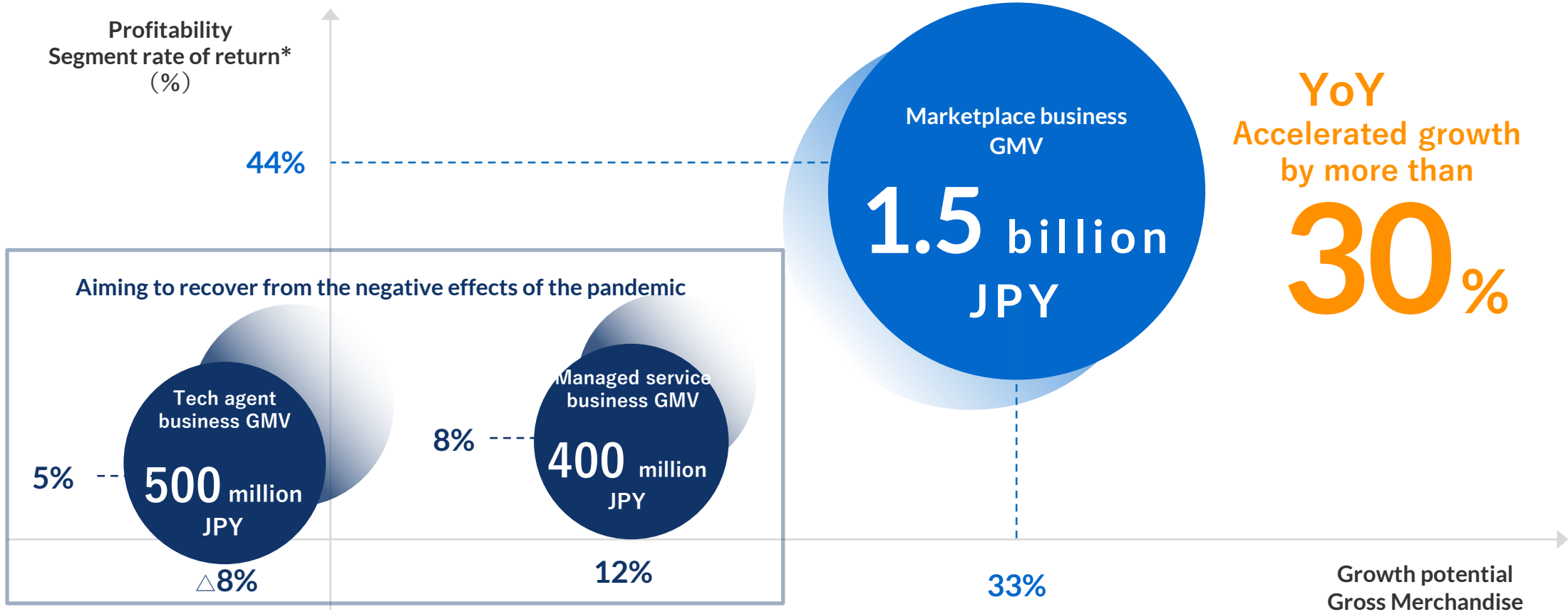
Estimate of 4Q (Single Quarter) Business Portfolio

We will invest in the highly profitable marketplace business to accelerate the growth rate of YoY to 30% or higher, aiming for maximum growth for the next fiscal year. We aim to recover the growth rate for the other 2 businesses by changing the business structures



*)Group management accounting standards. Expenses directly linked to business segments are not included because they are considered as business expenses.
*)The shadowed circles are the estimate of each business before the pandemic.

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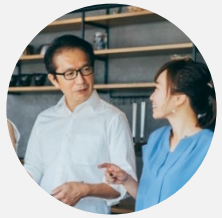


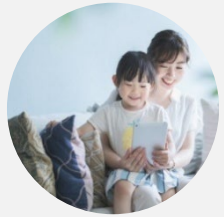



Empowerment of Individuals

Lancers empowers individuals by maximizing the possibilities of the internet to help provide ease, freedom, personality and smiles people.

We contribute to make a better society through providing values and growth opportunities, and by revolutionizing the work-style and lifestyle of individuals.

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APPENDIX



1 Service Details

2 Performance Details

3 Target Market and Mid- to Long-Term Strategies

4 Lancers' Strengths

5 Initiatives for Sustainability (SDGs)

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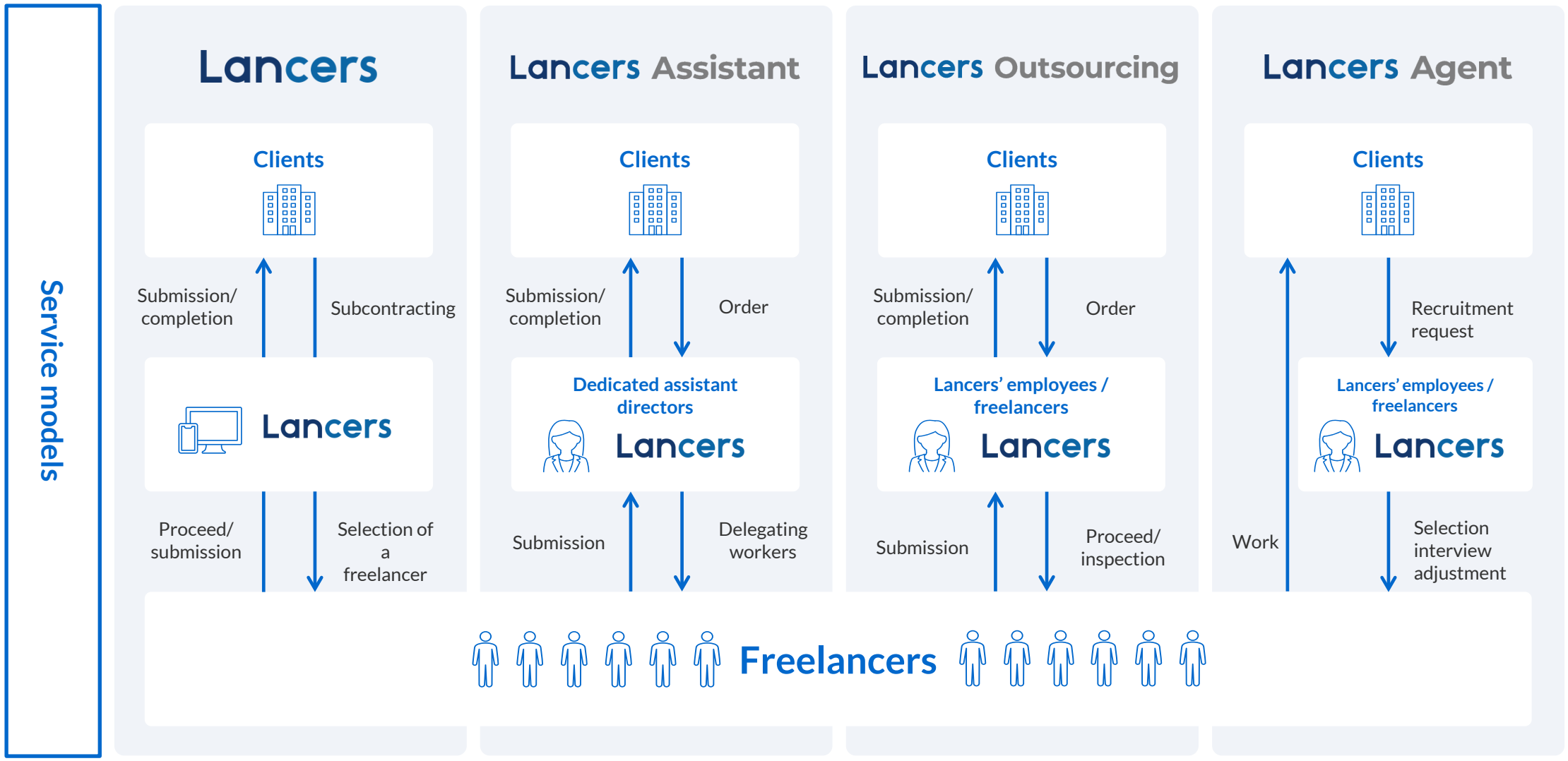
Each Service Models



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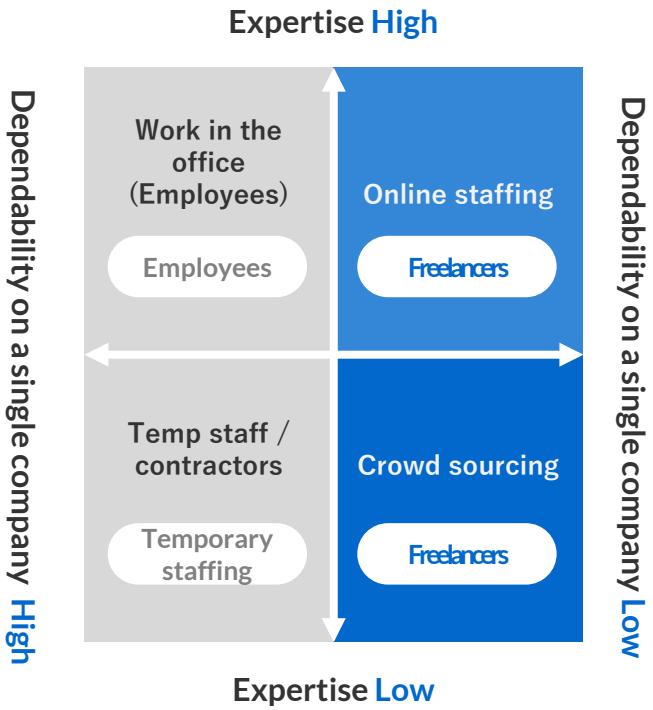
Highly convenient in terms of human resource expertise, completion online, and Overwhelming speed

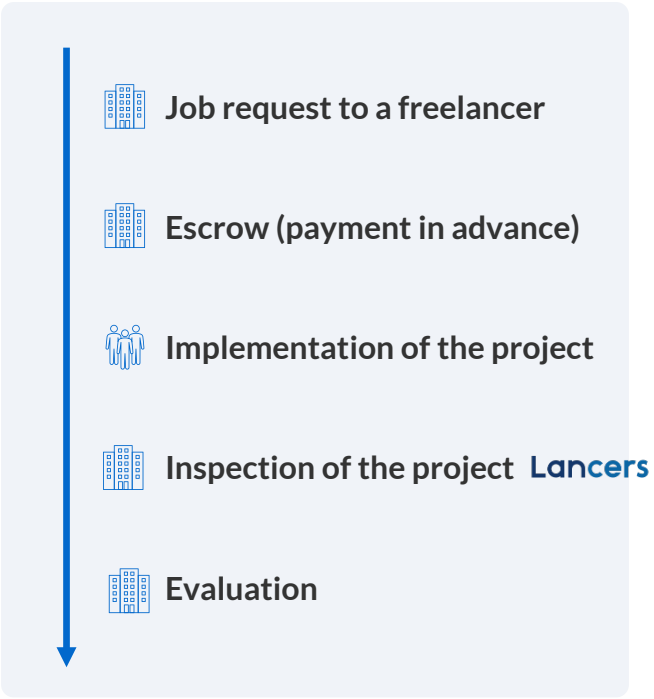
Expertise in HR

Providing highly specialized personnel



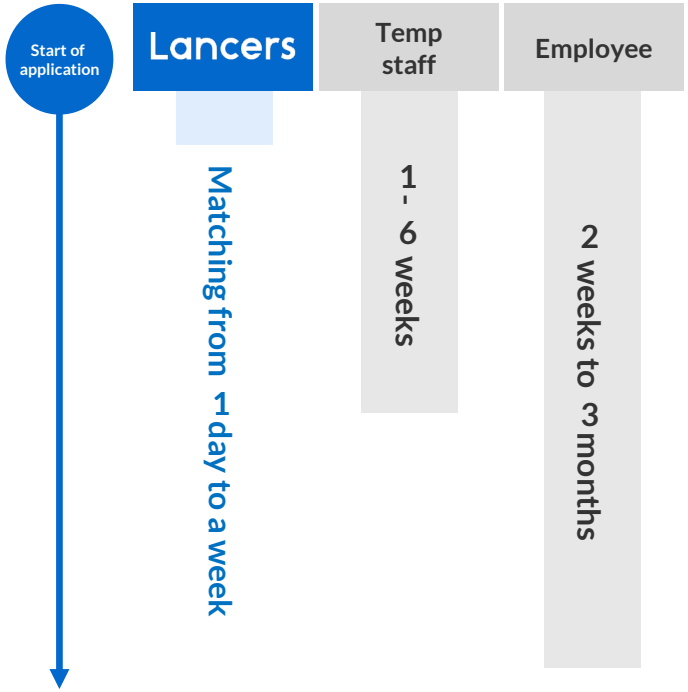
Completion online

Providing a workflow that is completed online



Overwhelming speed

Providing resources immediately when needed



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Financial Results by Segment* in 3Q of FY2020 (Up to 3Q)

Plans diverged due to the negative impact of COVID-19 pandemic in the managed service business and tech agent business. As a result, the marketplace business is growing, however over all progress is on the lower end of the range

*) It shows the business division of our group based on management accounting standards

(Unit: Million JPY)	FY2020 (Up to 3Q) Gross Merchandise Value (YoY)	Net sales (YoY)	Gross profit (YoY)	Sales/ segment profit	Operating margin	FY2020 (Forecast for August) Gross Merchandise Value progress rate	Net sales progress rate	Gross profit progress rate
Marketplace business	3,958 +15.8%	733 +10.9%	733 +10.9%	358	48.9%	73.8%~ 78.9%	73.9%~ 79.2%	74.3%~ 79.7%
Managed service business	998 △2.2%	907 △3.3%	365 △1.7%	6	0.7%	58.4%~ 66.5%	58.2%~ 66.5%	54.9%~ 62.7%
Tech agent business	1,684 +14.8%	1,082 +36.1%	249 +10.6%	48	4.5%	66.5%~ 69.2%	66.3%~ 69.5%	62.3%~ 69.2%
Others*	60	64	35	△428	-	54.8%~ 63.4%	55.8%~ 62.3%	74.2%~ 96.3%
Total	6,700 +13.3%	2,787 +14.1%	1,383 +6.6%	△14	-	68.7%~ 74.0%	64.8%~ 70.6%	65.9%~ 72.8%

*) It includes other Gross Merchandise Value amount, sales, gross profit, company-wide expenses (corporate/development, etc), consolidated adjustments, etc in our management accounting standards. Expenses directly linked to business segments are not included because they are considered as business expenses.

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Financial Results by Segment* in 3Q of FY2020 (single quarter)

Currently, the marketplace business is growing rapidly and is expected to further its growth in 4Q. On the other hand, the managed service business and tech agent business are on a recovery trend, but the negative impact continues.

*) It shows the business division of our group based on management accounting standards

(Unit: Million JPY)	3Q FY2020 (single quarter) Gross Merchandise Value (YoY)	Sales (YoY)	Gross profit (YoY)	Sales/segment profit	Operating margin	4Q FY2020 (single quarter) (forecast) Gross Merchandise Value (YoY)	Sales (YoY)	Gross profit (YoY)
Marketplace business	**1,472 +24.7%**	269 +20.1%	269 +20.1%	143	53.1%	**1,556 +33.0%**	286 +28.7%	286 +28.7%
Managed service business	375 +1.5%	341 +1.5%	129 △8.0%	3	1.0%	461 +11.8%	402 +7.2%	154 △0.5%
Tech agent business	549 △3.0%	359 +12.9%	82 △3.8%	13	3.7%	565 △8.4%	377 △0.2%	80 △9.6%
Others*	16	18	8	△159	-	14	25	14
Total	**2,414 +13.9%**	988 +10.4%	489 +5.6%	0	0.1%	**2,599 +18.1%**	1,092 +6.0%	536 +7.9%

*) It includes other Gross Merchandise Value amount, sales, gross profit, company-wide expenses (corporate/development, etc), consolidated adjustments, etc in our management accounting standards. Expenses directly linked to business segments are not included because they are considered as business expenses.

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Performance Trends by Segment*

*)It shows the business division of our group based on management accounting standards

(Unit: Million JPY)		FY2018 1Q	FY2018 2Q	FY2018 3Q	FY2018 4Q	FY2019 1Q	FY2019 2Q	FY2019 3Q	FY2019 4Q	FY2020 1Q	FY2020 2Q	FY2020 3Q	FY2020 4Q Forecast
Gross Merchandise Value	Marketplace business	960	1,000	1,070	1,067	1,106	1,131	1,180	1,170	1,176	1,308	1,472	1,556
	Managed service business	290	271	264	308	260	389	370	413	280	341	375	461
	Tech agent business	213	293	327	384	410	489	566	617	587	546	549	565
	Others*	0	0	0	0	0	3	3	0	18	25	16	14
Net sales	Marketplace business	201	199	212	216	213	222	224	223	220	242	269	286
	Managed service business	241	251	246	285	240	361	336	375	254	310	341	402
	Tech agent business	94	122	147	186	203	273	318	378	372	351	359	377
	Others*	38	15	9	51	10	21	16	54	19	26	18	25
Gross profit	Marketplace business	201	199	212	216	213	222	224	223	220	242	269	286
	Managed service business	74	87	78	104	89	142	140	155	106	129	129	154
	Tech agent business	52	60	53	59	63	76	85	89	89	78	82	80
	Others*	28	15	8	34	10	14	13	29	12	14	8	14
Profit by segment	Marketplace business	58	58	72	63	-186	107	102	-34	104	111	143	125
	Managed service business	8	41	32	47	23	60	51	13	-10	13	3	33
	Tech agent business	-24	-21	-16	-22	-4	7	16	18	21	13	13	17
	Others*	-92	-130	-152	-125	-102	-120	-126	-134	-131	-136	-159	-151

*) It includes other Gross Merchandise Value amount, sales, gross profit, company-wide expenses (corporate/development, etc), consolidated adjustments, etc in our management accounting standards. Expenses directly linked to business segments are not included because they are considered as business expenses.

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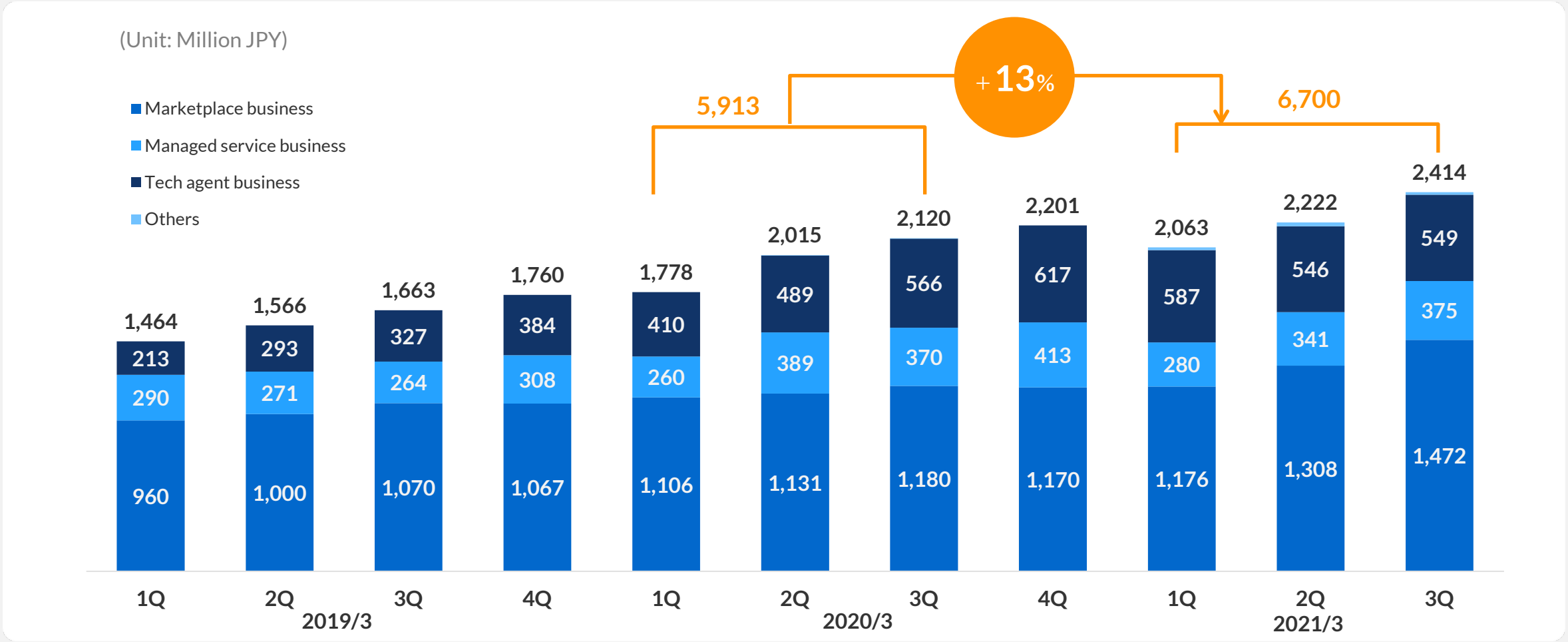
Trend in Merchandise Value (Consolidated)

It increased by 13% year-on-year despite the impact of COVID-19 pandemic. Marketplace business is recording favourable results



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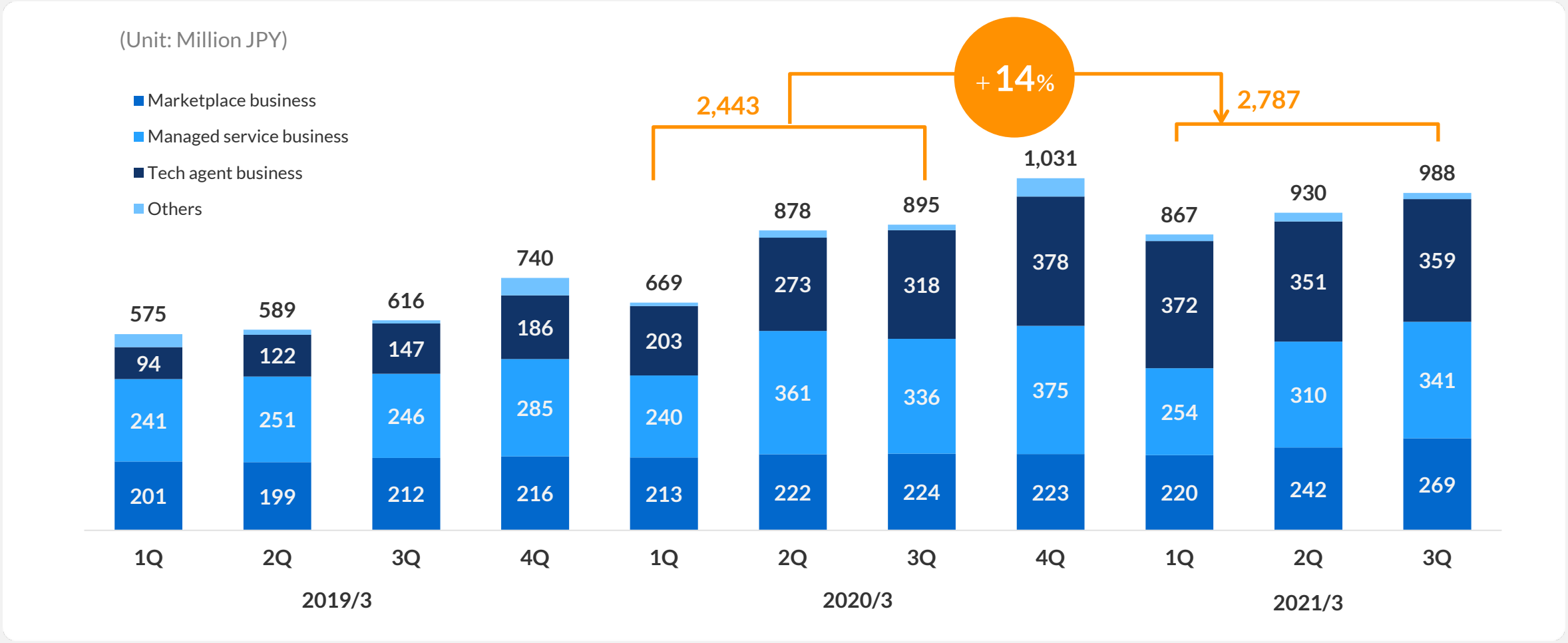
Trend in Net sales (Consolidated)

Sales increased by 14% year-on-year despite the impacts from the pandemic



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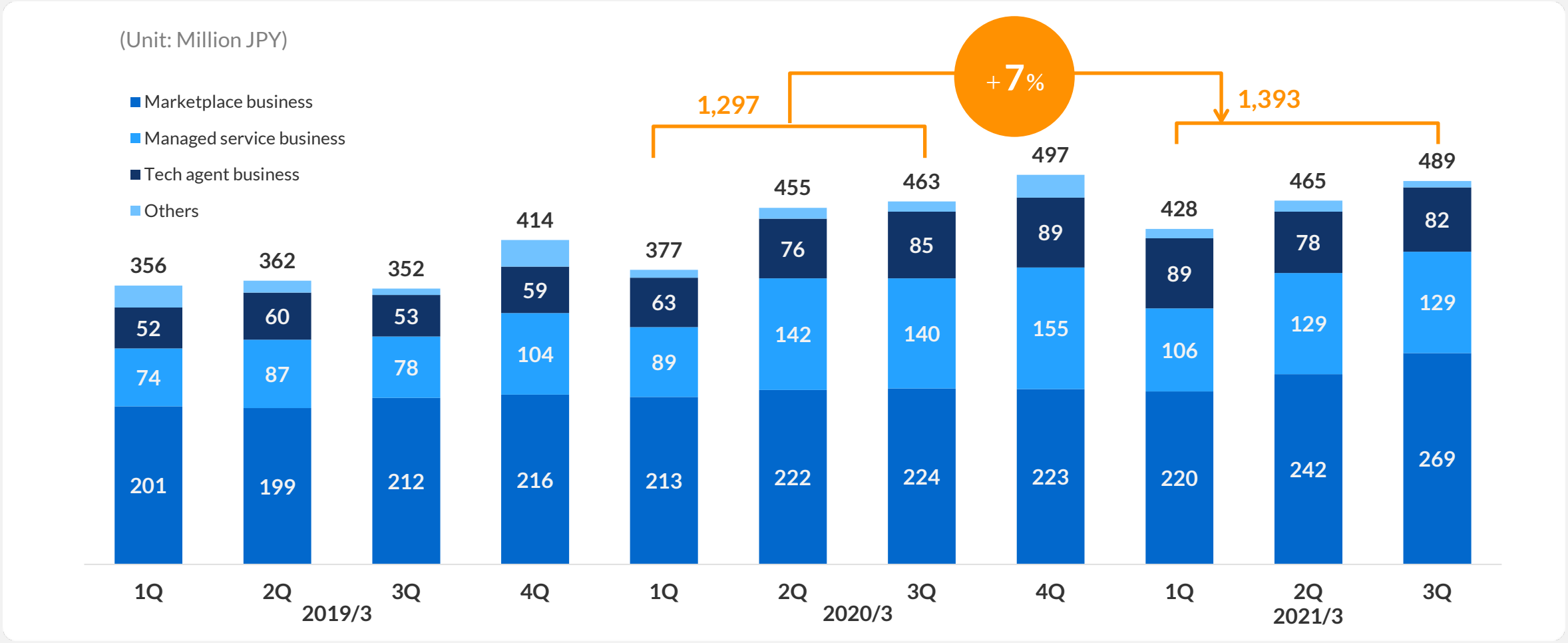
Trend in Gross profit (Consolidated)

Gross profit increased by 7% year-on-year due to the structural changes in services



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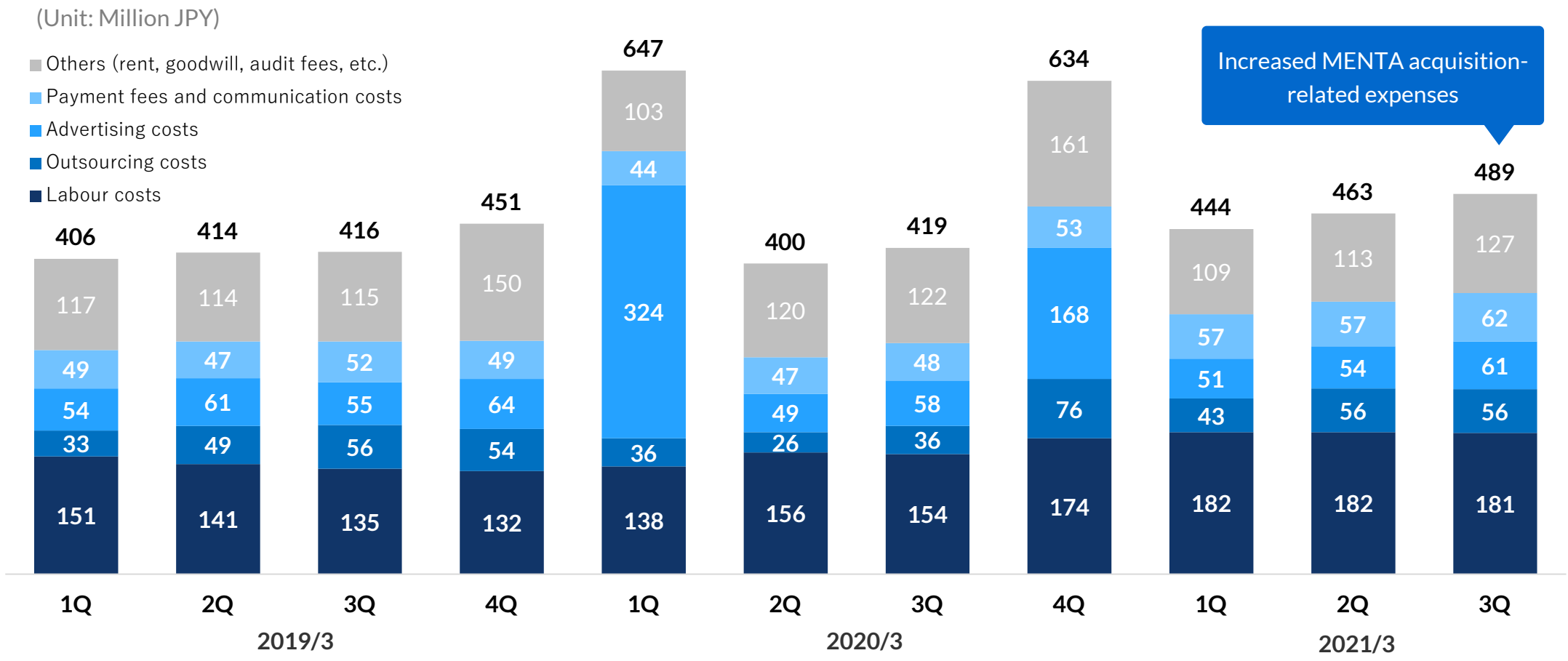
Trend of SG & A Expenses (Consolidated)

SG & A expenses in previous years have been on a gradual upward trend against the growth of Gross Merchandise Value



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（Reference）Trends in Advertising Expenses （Consolidated）

The ratio of advertising expenses to sales remains at the constant level of 6%.



*) Proportion of advertising expenses in Net sales.

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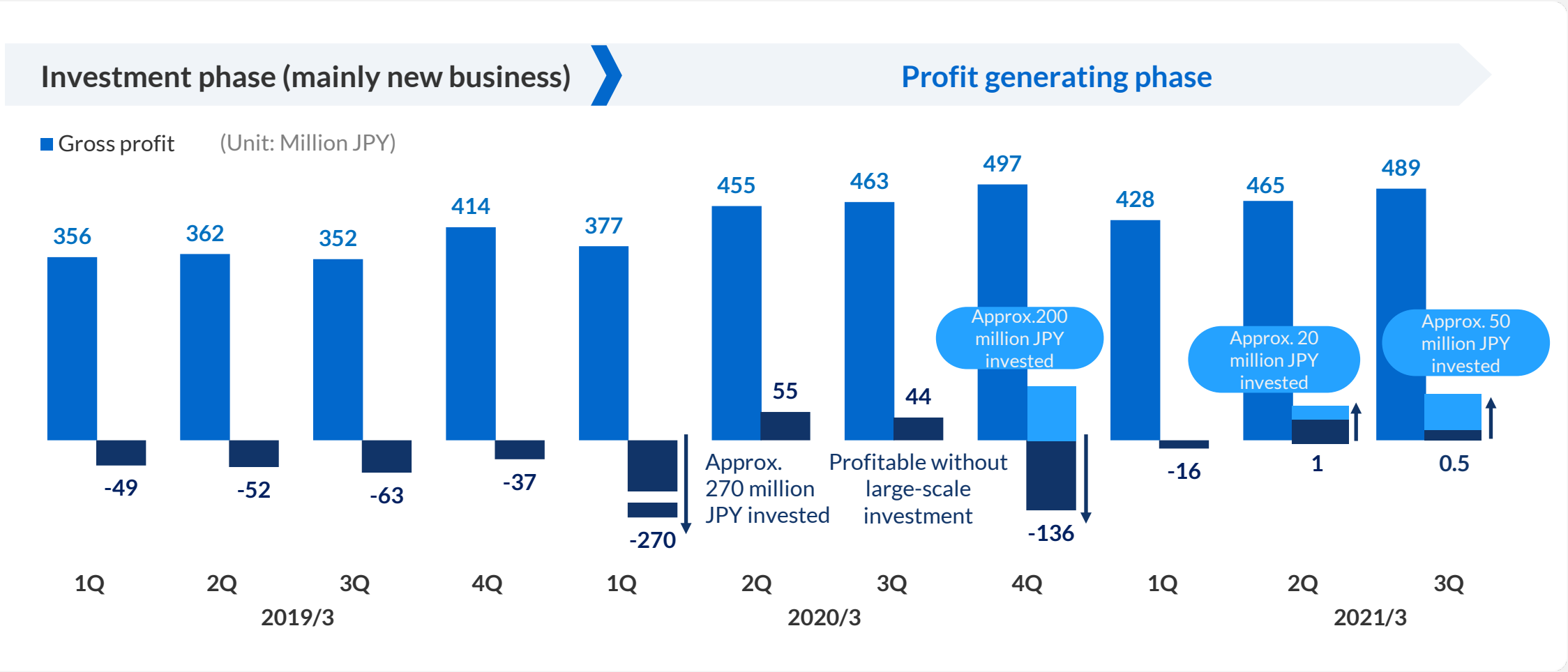
Quarterly Changes of Gross Profit and Operating Income (Consolidated)

Operating surplus from 2Q alone, investment continues within the range of profitability to increase Gross Merchandise Value



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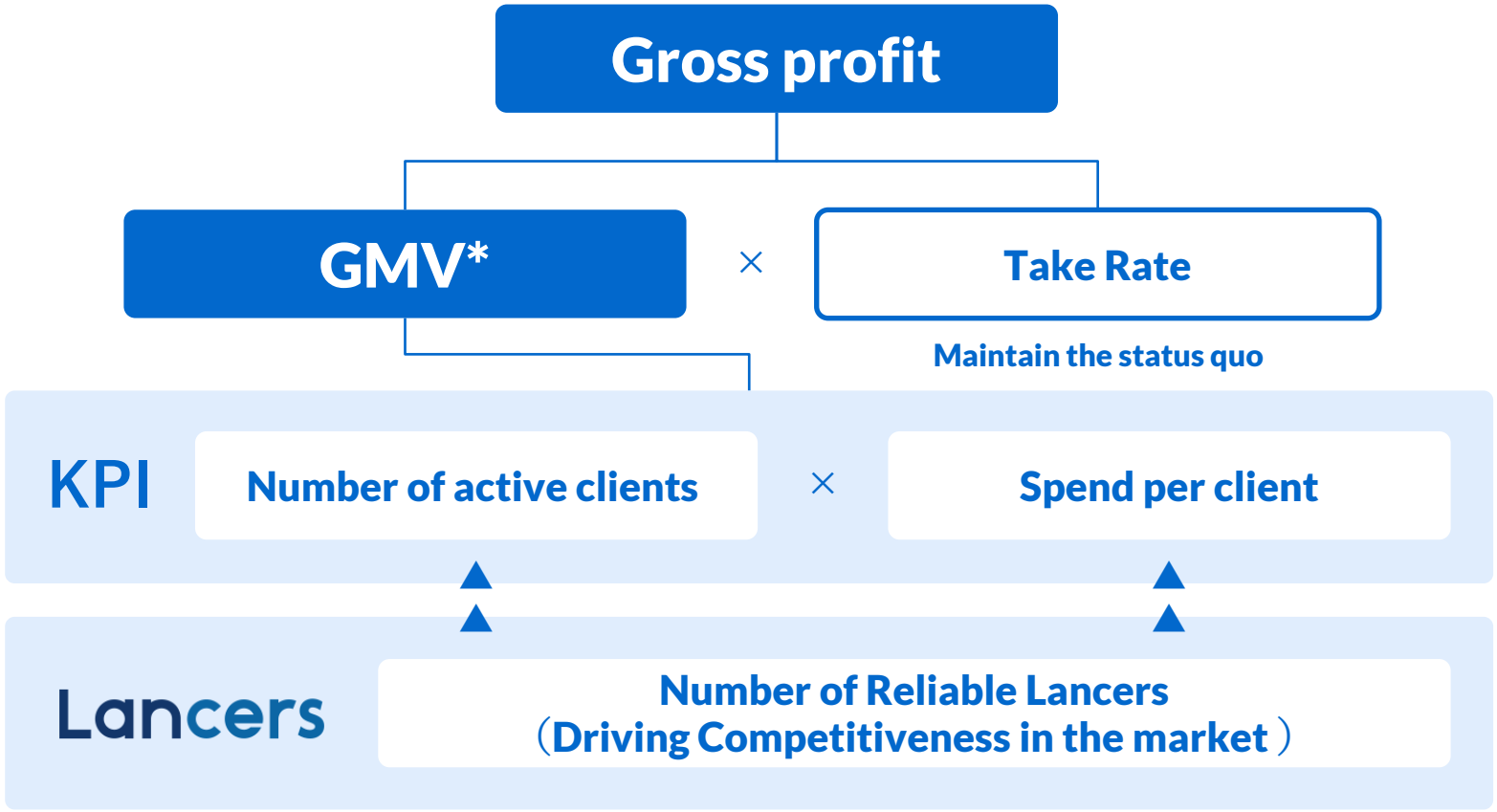
Emphasizing expansion of Gross Merchandise Value and Gross profit representing our added value



*) Gross Merchandise Value

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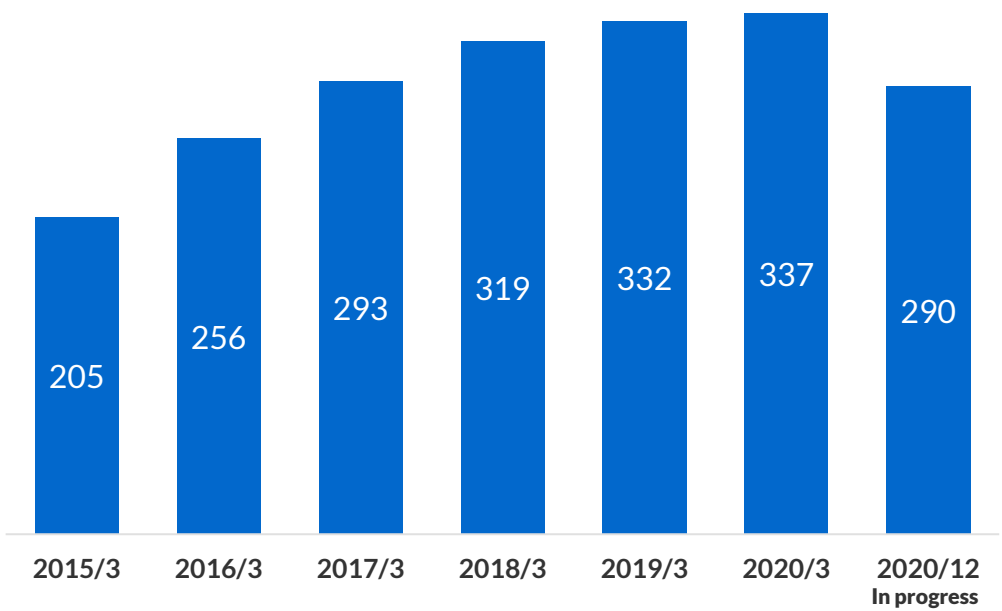
The amount of usage per client is steadily progressing

Annual trends in number of active clients *

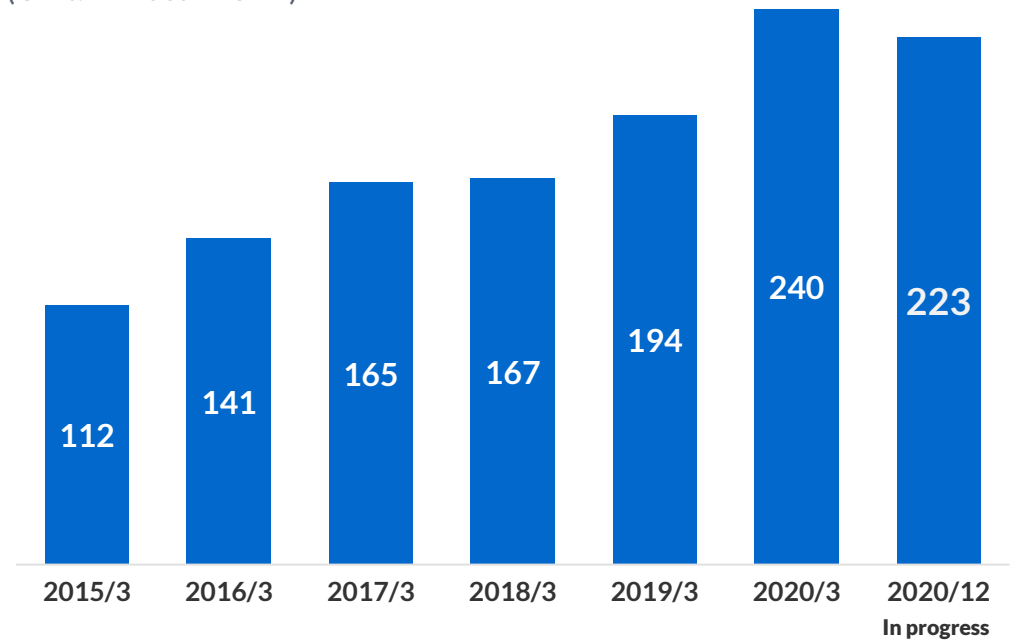
(Unit: Hundred active clients)



*) It indicates the "number of clients" as the "number of active clients" respectively up to the 1st quarter financial statements for the fiscal year ending March 2021.

Annal trends in spend per client*

(Unit: Thousand JPY)



*) It indicates the "unit price of clients" as the "spend per client" respectively up to the 1st quarter financial statements for the fiscal year ending March 2021. The spend per client indicates the average spend per client during the limited period. It does not include businesses in other areas such as "Lancers AREA PARTNER" and "Sharefull".

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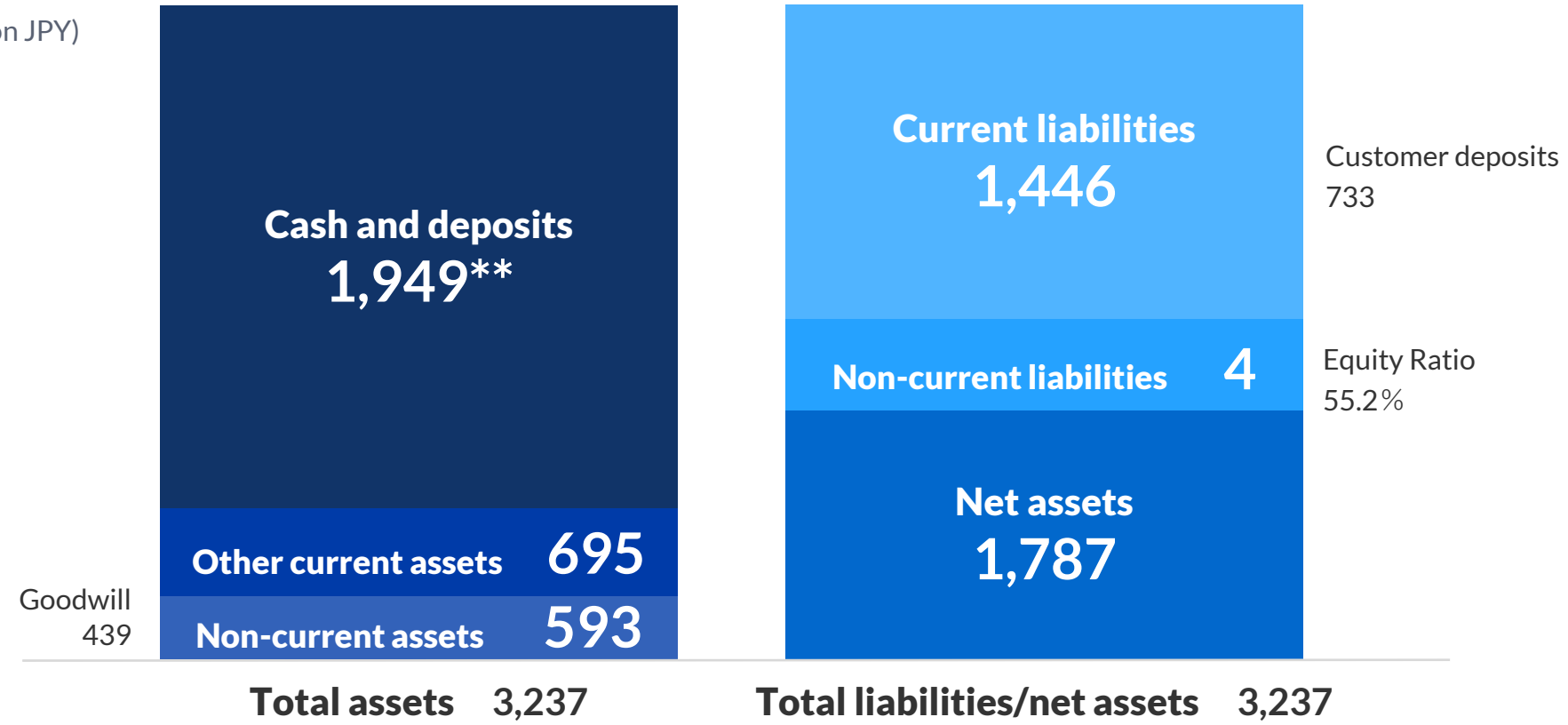
Status of Balance Sheet

Visible fund** and capital adequacy ratio are high, and the financial base is solid.
Overdraft quota** also secured 700 million JPY

(Unit: Million JPY)



*) 1,216 million JPY of Net Cash as of the end of December 2020 = cash and deposits 1,949 million JPY –debt 0 million JPY – customer deposits 733 million JPY
**) The total amount of uncommitted overdrafts is 710 million JPY as of the end of December 2020.

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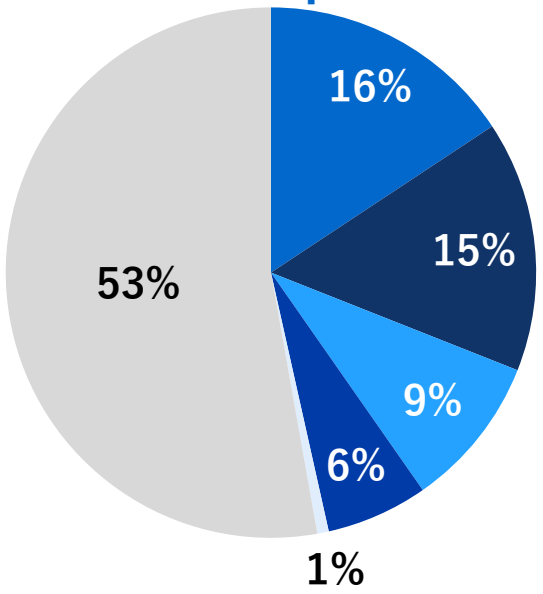
Shareholder Composition

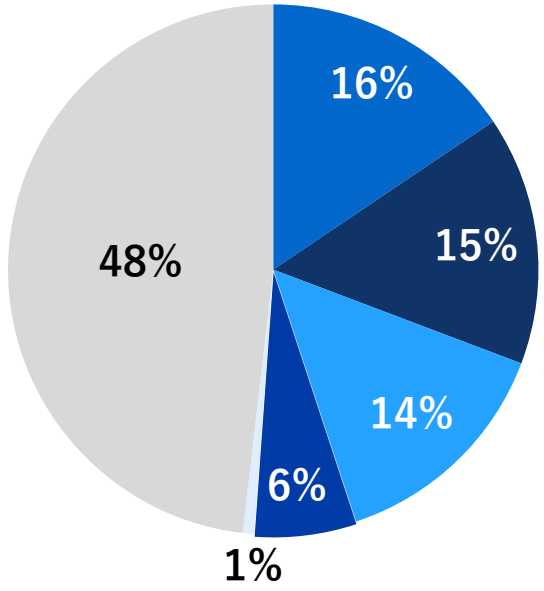
Domestic and overseas institutional investors account for 30% of the total.

Off-floor distributions were implemented in November 2020, and the ratio of founders and management became lower, improving the number of shareholders and the current ratio

Shareholder composition (as of the end of September 2020)



Shareholder composition (Assumed at the end of December 2020 *)



Overseas institutional investors
Domestic institutional investors
Individual investors/others
Business companies
VC
Founders/managers

*)Percentage considering 699,000 shares for off-floor distributions conducted on November 24, 2020.

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1 Service Details

2 Performance Details

3 Target Market and Mid- to Long-Term Strategies

4 Lancers' Strengths

5 Initiatives for Sustainability (SDGs)

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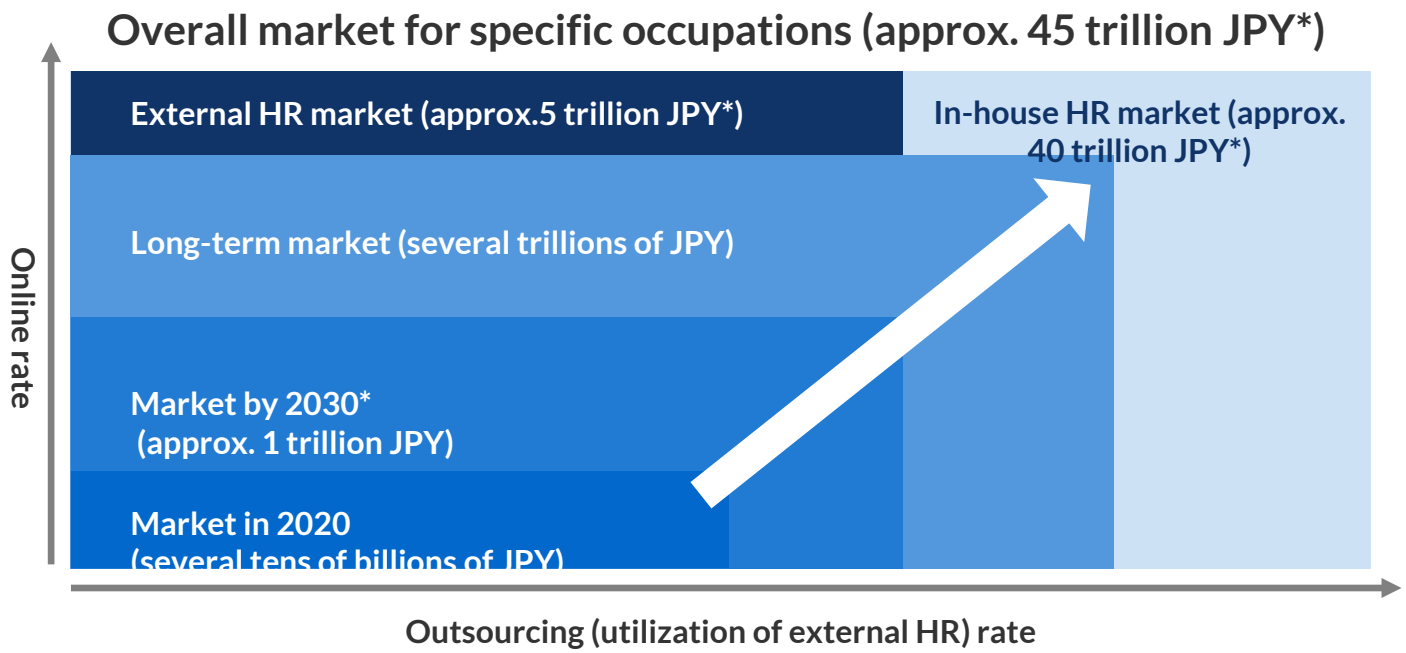
Potential Expansion of Lancers' Target Market

With the spread of online work and utilization of external human resources, the target market for specific occupations will expand and expected to record around 1 trillion JPY by 2030

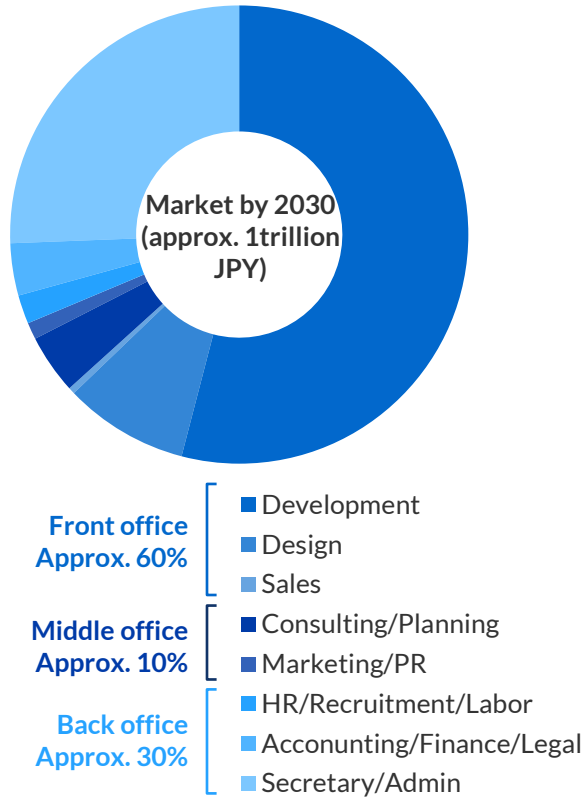
Potential expansion of Lancers' target market



*) We calculated the external HR utilization rate and the target HR market and estimated the market size based on materials such as 2015 National Census, 2016 Economic Census, Specified Service Industry Dynamic Statistics Survey August 2020, Reiwa 1st Annual Wage Structure Basic Statistics Survey, Yano Research Institute "2020-2021 BPO (Business Process Outsourcing) Market" Actual conditions and prospects", Industry Trends SEARCH.COM, Career Change Service doda" Average Annual Income Ranking by Job Type 2019".

**) The market size is estimated by our company based on the data in the above reference in the "Freelance Survey 2020" conducted by our group in February 2020.

Market size ratio by specific occupations



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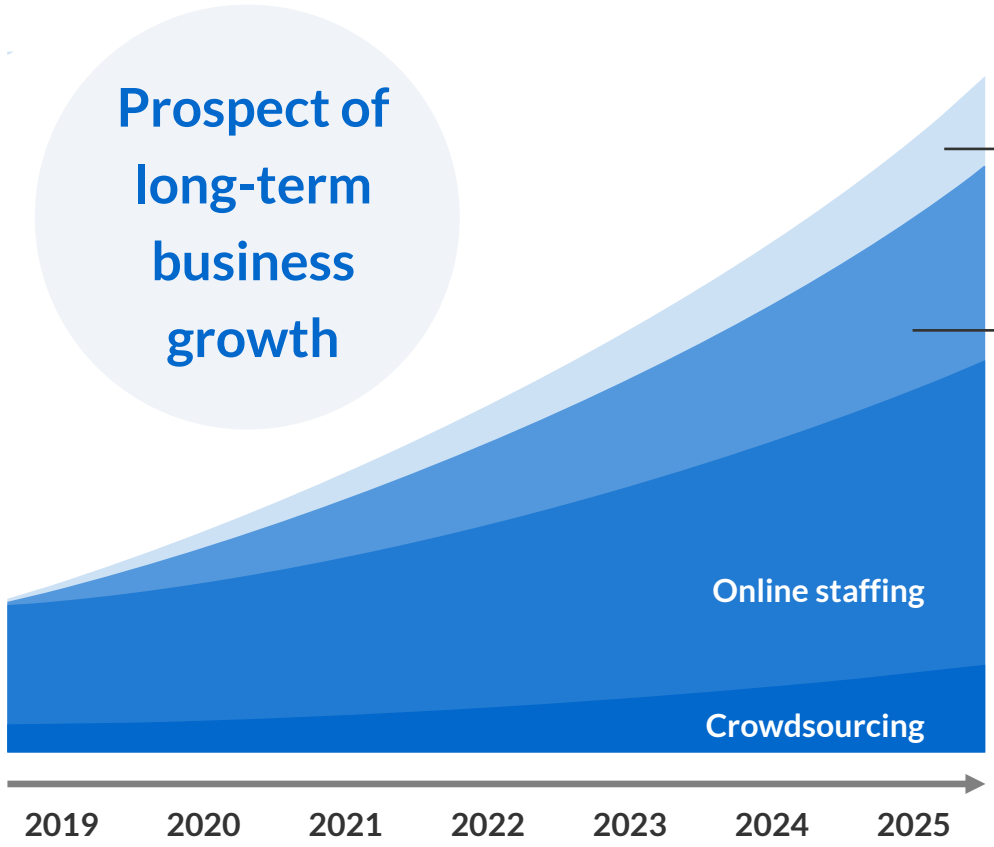
Actively utilize M&A to enlarge the target market and provide new value beyond work platform



Establish an ecosystem for individuals

In-house

M&A

Provide new career opportunities and value that are not limited to work areas

Expand platform categories

自前

M&A

Enlarge existing categories and add new ones

Evolve provision of platform value

In-house

Shift services to mid-to-high price range and maximize client LTV

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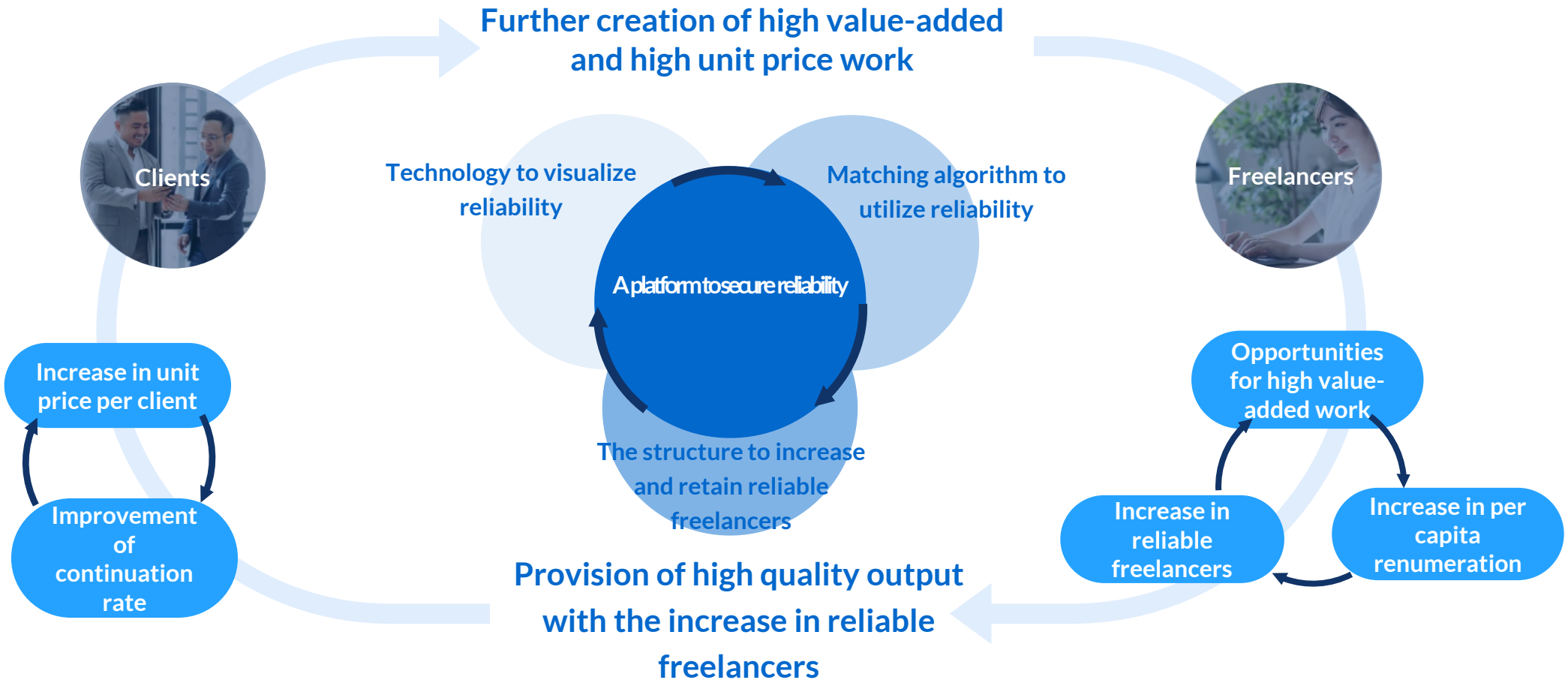
A "reliable platform" for distribution of high value-added work



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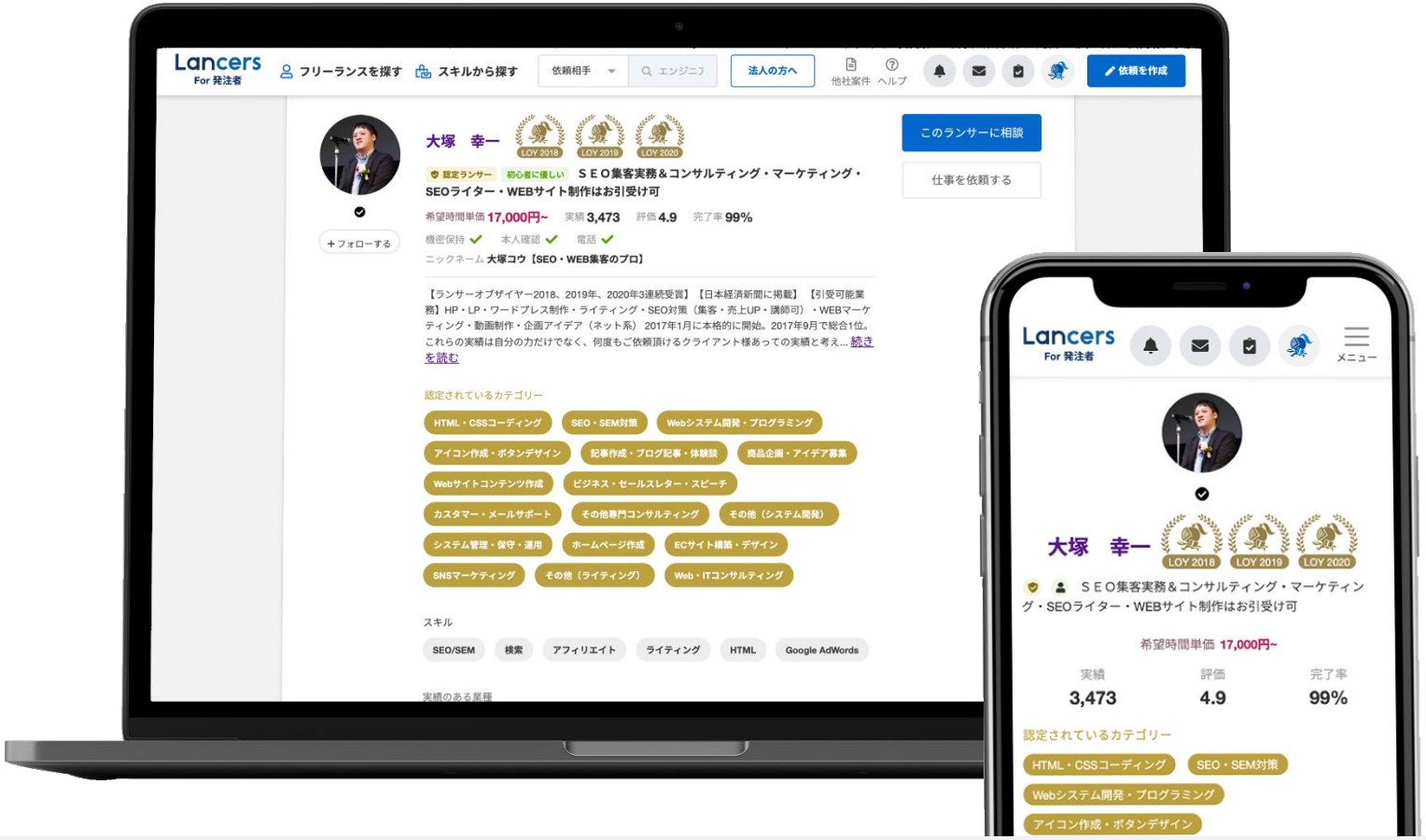
We have developed a mechanism that recommends a real-name system that is effective for strengthening reliability and displays it with priority



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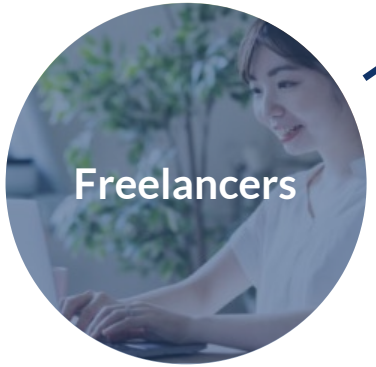
It promotes matching with reliable freelancers and clients

Matching freelancers with clients with high affinity



Register reliable data



- ☑ Real names
- ☑ ID photos
- ☑ Skills
- ☑ Achievements

Request projects at appropriate price



- ☑ Best prices
- ☑ Fair prices
- ☑ Difference from market price

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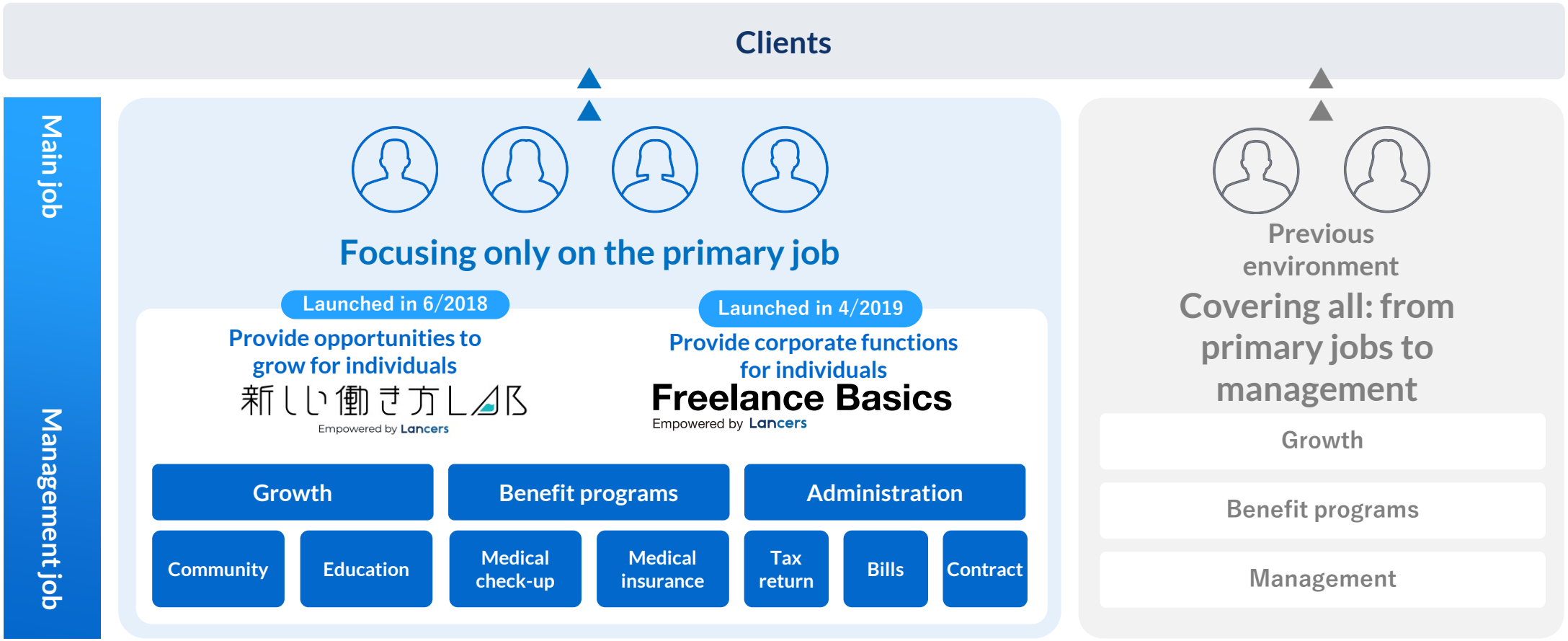
It creates an environment where they can focus on their primary work



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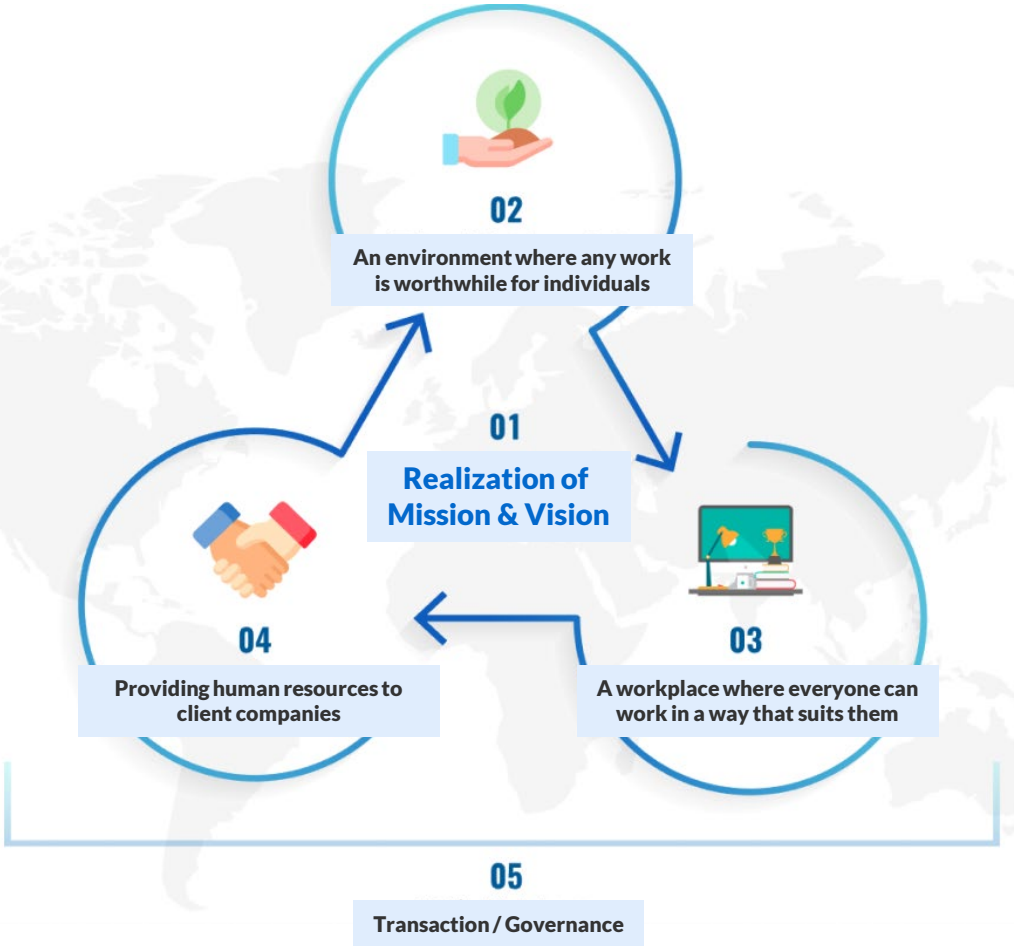
Sustainability

Building a sustainable society with an understanding of diversity by providing new work styles

While valuing the relationship between individuals and client partner companies, we will fulfill our responsibilities through business operations as an innovator for the next generation to contribute to the healthy and dramatic development of society and the creation of a sustainable society.

In addition, we consider that “realization of Mission Vision (creation of new work styles and new job satisfaction)” is in a field “job satisfaction” that can contribute to the SDGs, and are committed to deal with 5 important issues (materiality) which are involved in the SDGs.



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Realization of our mission “empowering individuals” and our vision “creating a society where everyone can work in a way that suits them with technology”



Lancers will maximize the potential of the Internet and achieve personal empowerment that will allow many people to continue to live more conveniently, more freely, and more personally with a smile.
Our aim is to contribute to the creation of a better and more prosperous society by providing value and growth opportunities to many and transforming individual lives, working styles, and wellbeing.

We have a vision to realize our mission, and in order to realize our vision, we have established our group’s guidelines (Lancers Way) to operate our business.

We believe that our mission since hour foundation is our Sustainability Statement, which simultaneously contributes to the achievement of the United Nations Sustainable Development Goals (SDGs).

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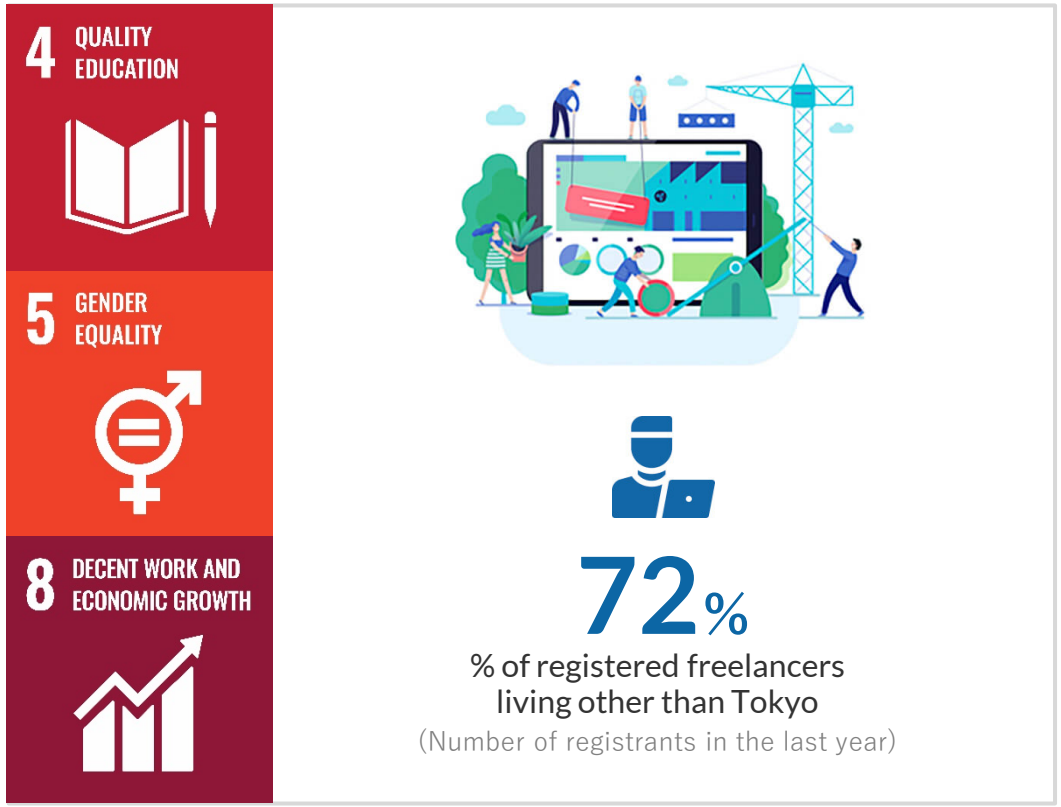
Social environment initiatives that allow individuals to work with satisfaction



72%

% of registered freelancers living other than Tokyo

(Number of registrants in the last year)

Our goal is to establish a society where people can live wherever they want, work and earn in their own way with the use of the Internet.

Approximately 70% of the individuals registered on our group's platform live in rural areas.

By using our services, we can provide a meaningful way of living to those who are restricted to work because of their residence, maternity leaves, caring for the elderly, retirement, etc.
According to the 2020 freelance fact-finding survey, satisfaction with freelancing was approximately 50%. Our group has created a social environment where individuals can work freely and with satisfaction through efforts to facilitate the creation of diversity.

To be able to work with more satisfaction and peace of mind, we also take serious action to solve issues that often occur for freelancers, including "connection with people (community)", "education and growth opportunities", and "welfare and management work for those who do not belong to a company for a primary work".

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Creating a workplace where employees can work in their own way





9 People

Number of female managers in our group

2,122 People

Number of freelancers in our group

As an innovator for the next generation, we are committed to introduce new work styles and skilled human resources within our group, and embody the new work styles with colleagues who share our mission, vision, and guidelines.

At Lancers, we respect a wide variety of work styles in order to eliminate barriers in the lifestyles and life stages of our employees, maximize their “Will” to work, and perform their best.
To achieve this, our group supports the recommendation of remote work and the promotion of side businesses through our systems and initiatives, and is working to create working spaces where our employees can work in their own way.

With the spread of the Internet, traditional values have changed and work styles have diversified, opening up great opportunities.
As an innovator for the next generation, we will transcend the boundaries of employment patterns, co-create with individuals, and embody them as the starting point for change.

In addition, we will not only disseminate it to our own company, but also disseminate it to others, and contribute to working styles for the next generation for individuals, clients, and partner companies, as well as contributing to co-creation with other companies and job satisfaction.

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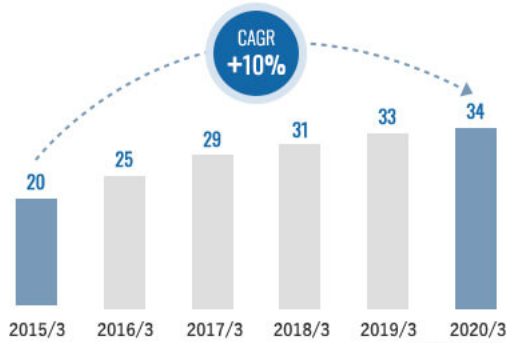
Solving the shortage of human resources, improving productivity and promoting DX



Number of clients



Unit: 1,000 clients

The shortage of labour force and IT personnel is serious. We believe that securing human resources and continuously and smoothly supporting the most suitable human resources to client companies is the first step toward solving this issue.

Our platform scores the achievements, technical skills and experience of each individual, and performs as an optimal matching tool to meet the needs of client companies.

Not only does it solve the shortage of human resources of client companies, but also contributes to the issues that involve improving productivity and promoting conversion to DX, which are mainly found in small and medium-sized enterprises.
In addition, we will promote innovation by utilizing external human resources of client and partner companies, especially in the field of engineering, and contribute to economic growth and job satisfaction of these companies.

The number of clients who use our services annually is approximately 30,000.
The average number of days to start work is about 7 days, which not only improves the matching accuracy with technology, but also builds a mechanism to smoothly secure human resources online.

We are committed to provide competent human resources by matching them with suitable projects.

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Safe, secure, fair and equal transactions and strengthening of governance between individuals and companies



Our group has established a Quality Improvement Committee so that individuals (freelancers) and companies (client partners) cam carry out safe, secure, fair and equal transactions on the platform, as well as raising awareness of fair prices, promoting stable platform transactions, and building trust.

Furthermore, we believe that the “trust” towards our group from society is indispensable for operating on the online work platform. Therefore, we will permanently maintain a sound organization, comply with laws and regulations, engage in appropriate and efficient management activities, and strengthen governance.

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“Lancer of the Year” is held every year to celebrate freelancers

LANCER OF THE YEAR 2021





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Lancers

