



February 10, 2022

For Immediate Release:

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(Stock code: 4848; Stock Exchange listing:  
First Section of the Tokyo Stock Exchange)  
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## Notice of Establishment of “Medium-Term Management Plan 2024”

Fullcast Holdings Co., Ltd. announced today that it has established “Medium-Term Management Plan 2024”.

### 1. Applicable period

Three years from the fiscal year ending December 2022 to the fiscal year ending December 2024

### 2. Numerical Targets

Consolidated operating profit of 10 billion yen in the fiscal year ending December 2024

### 3. Main Management Indicators(KPI)

|   |                             |
|---|-----------------------------|
| Indicators for achieving “sustained improvement of corporate value” | : ROE of 20% or higher      |
| Indicators related to shareholder returns                           | : Total return ratio of 50% |
| Indicators supporting “basic capital policy”                        | : D/E ratio upper limit 1.0 |

### 4. Summary of Business Strategy

- Short-Term Operational Support Business
  - Integrate online and real-life using DX to further improve the service level provided to both staff and clients alike resulting in business growth
- New Businesses and M&A
  - Expand businesses established under the previous Medium-Term Management Plan
  - Actively invest in M&A to take our business portfolio to the next stage of growth
- Sales Support Business
  - Expand the business by strengthening sales capabilities, diversifying product offerings, and horizontal expanding the entertainment business
- Security, Other Businesses
  - Increase the number of stable permanent security projects, increase collaboration with other companies, and expand Group synergies

# Medium-Term Management Plan 2024

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Providing the **best place**  
for people to bring out **their best.**

**FULLCAST**  
**HLDGS.**

February 10, 2022  
FULLCAST HOLDINGS CO., LTD. (4848)



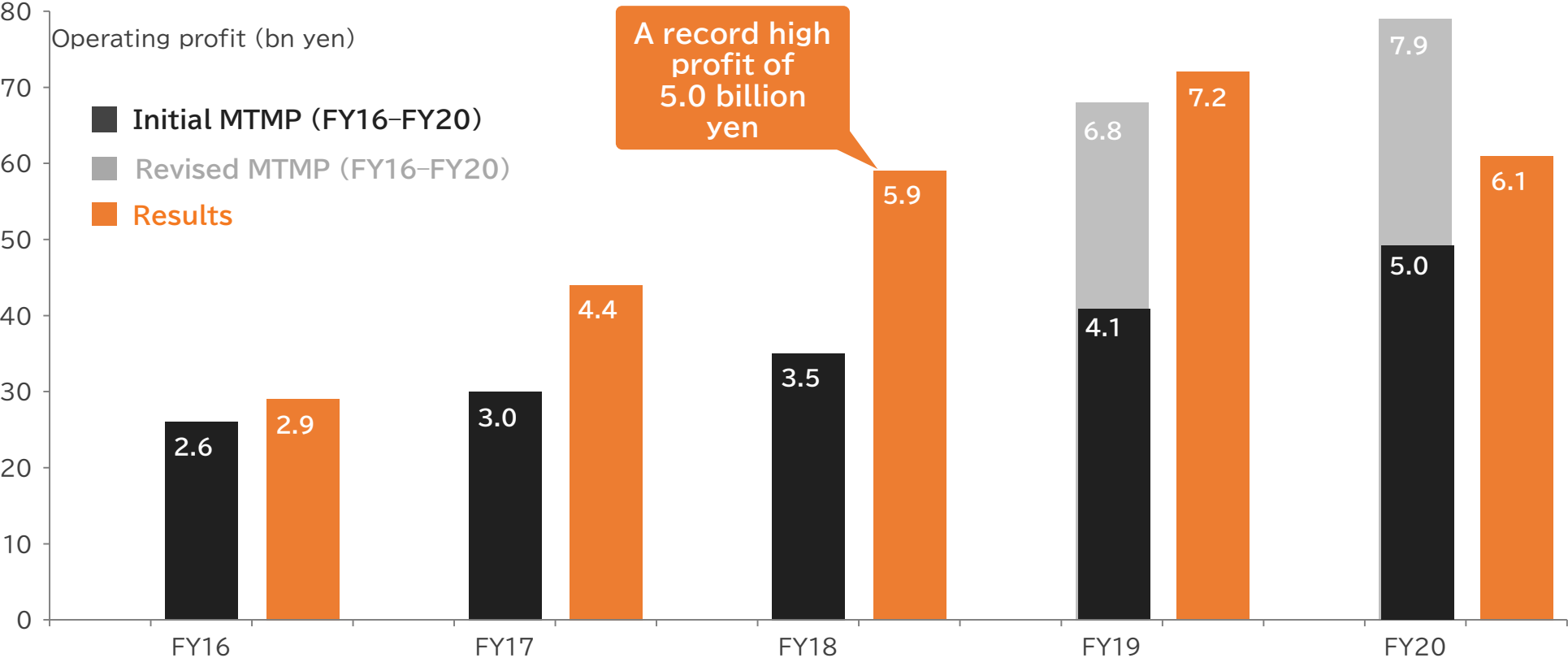
# Review of Previous Medium-Term Management Plan



We achieved our target of a record high 5.0 billion yen in operating profit ahead of schedule in FY12/18.

We revised our Medium-Term Management Plan targets from FY12/19.

Performance for FY12/20 fell short of this target due to the impacts of COVID-19.

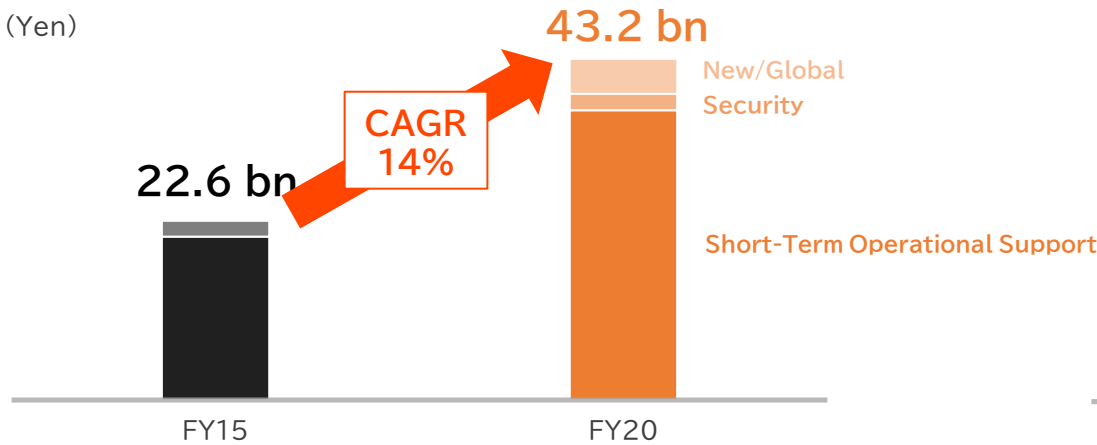


Fullcast postponed the announcement of its new Medium-Term Management Plan after determining that the COVID-19 pandemic was like to continue unabated.

All KPIs grew from FY12/15 to FY12/20, led by strong growth in operating profit.

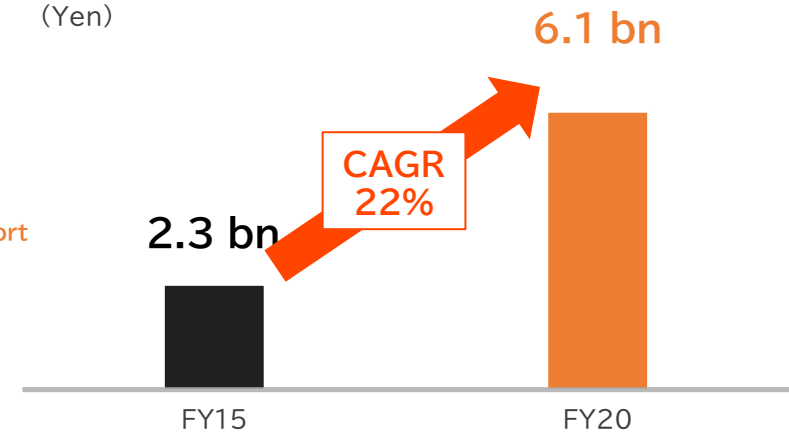
## Net sales

(Yen)



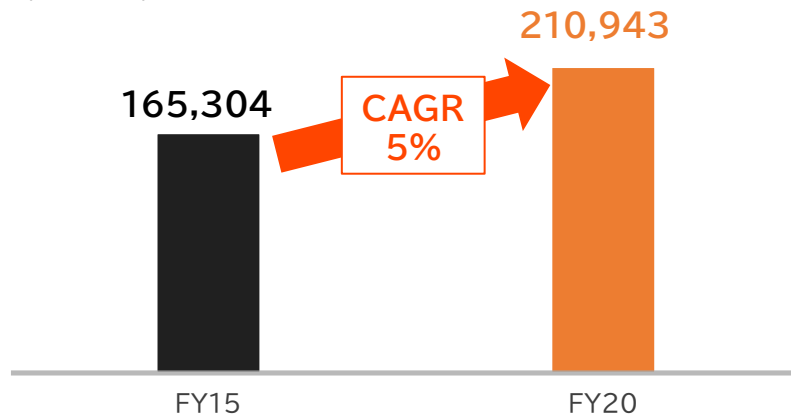
## Operating profit

(Yen)



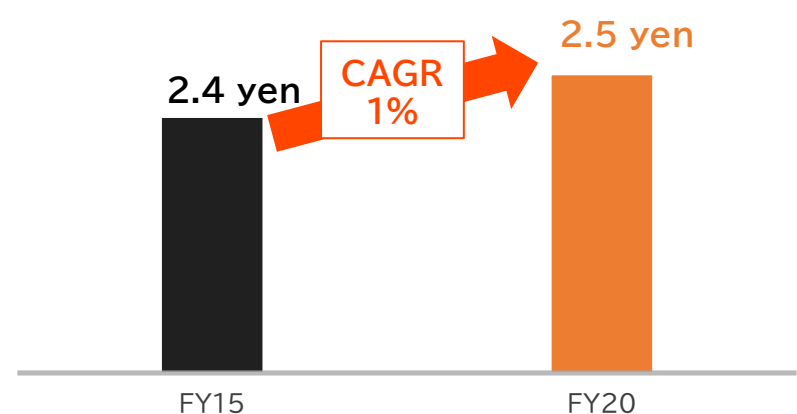
## Number of operating workers

(Persons)



## Gross profit per 1 yen of personnel costs

(Yen)

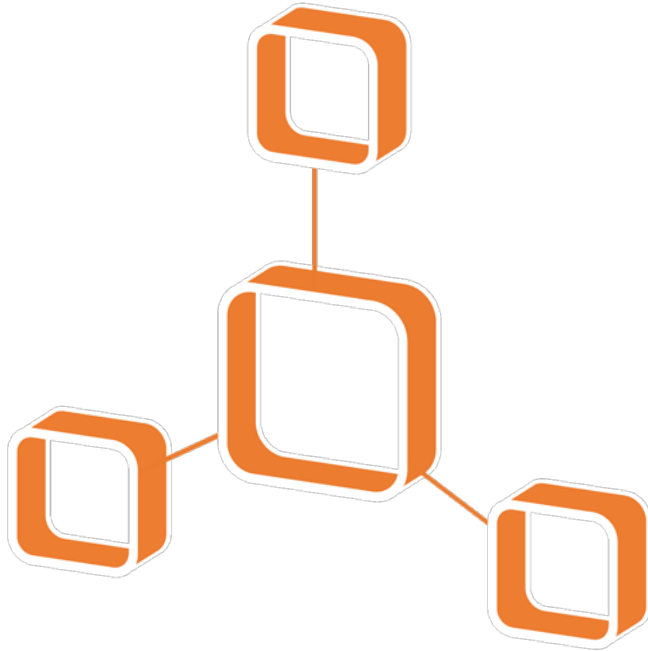




# Medium-Term Management Plan 2024



# Agenda



1. Business Environment
2. Overview of New MTMP
3. Target of New MTMP
4. Business Strategy
5. Our Vision
6. Sustainability

Trends surrounding us

## Economic Situation



## Social Environment



## Labor Market



### Economic Situation

- Depending on industry, time will be needed for client demand to recover from COVID-19. The decline in in-bound tourism demand continues to hit the hotel, restaurant and retail industries hard
- Changing lifestyle patterns and consumer behavior will generate unique needs
- Global businesses will be negatively impacted by travel restrictions and weakness in the above industries related to inbound tourism

### Social Environment

- Further declines in Japan's working population will increase latent demand for utilizing staffing services provided by our Company
- Growing room for office openings expected in Japan amid progress in regional revitalization

### Labor Market

- Many elements acting as a tailwind to the core "Short-Term Operational Support Business", given diversity of work-styles and gig economy
- Promotion of diversity will lead to more active utilization of diverse human resources, including seniors, women and foreign nationals, and others



## Providing the **best place** for people to bring out **their best.**

**Corporate Philosophy**

**Numerical Targets**

**FY12/24**

Operating profit

**10.0 billion yen**

The Fullcast Group maintains a basic capital policy of securing appropriate capital efficiency and financial soundness to achieve improvement of corporate value.

**Management Indicators**

Indicators for “improvement of corporate value”

**ROE**

**20%** or higher

Target for shareholder returns

**Total return ratio**

**50%**

To secure appropriate financial soundness

**D/E ratio**

**1.0**x at max.

**Business Strategy**

**Short-Term Operational Support Business**

Integrate online and real-life using DX to further improve the service level provided to both staff and clients alike resulting in business growth.

**New Businesses and M&A**

Expand businesses established under the previous Medium-Term Management Plan. Actively invest in M&A to take our business portfolio to the next stage of growth.

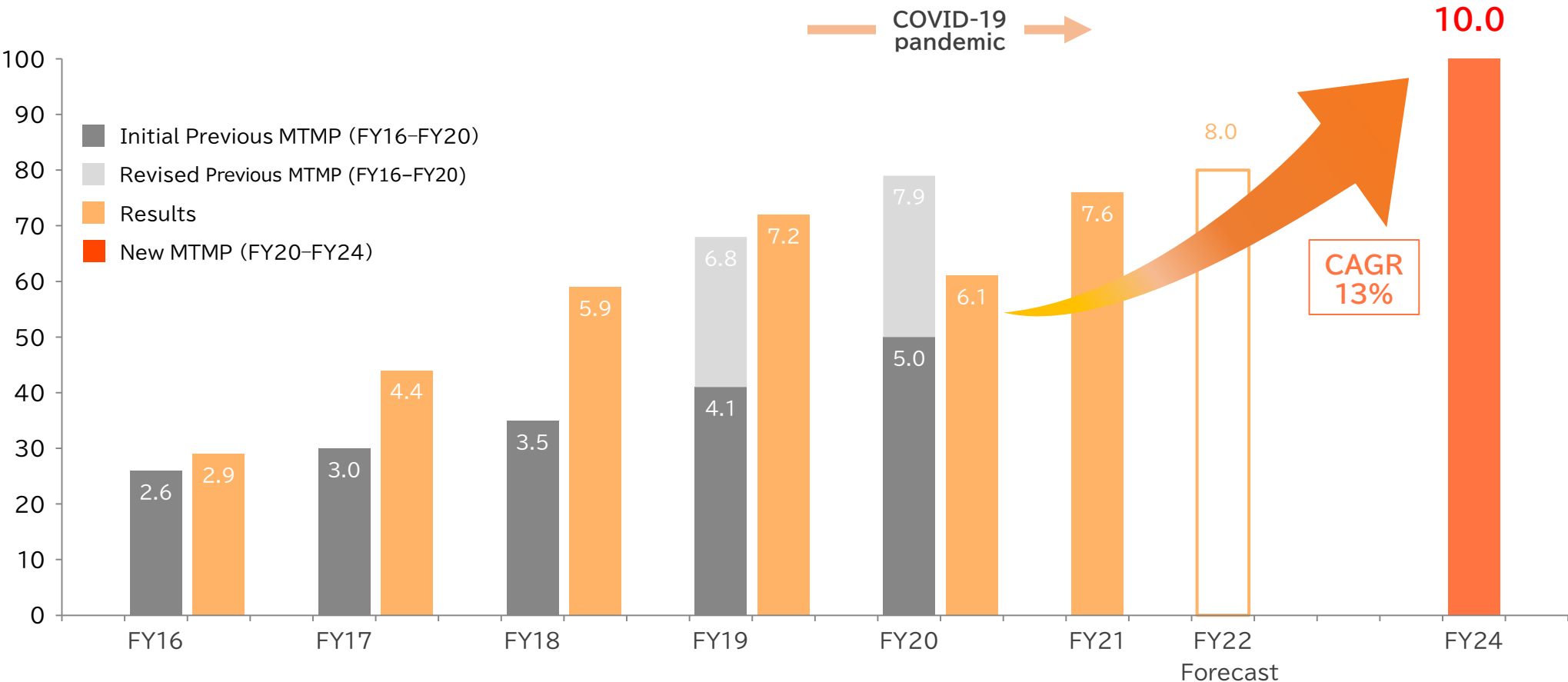
**Sales Support Business**

Expand the business by strengthening sales capabilities, diversifying product offerings, and horizontal expanding the entertainment business.

**Security, Other Businesses**

Increase the number of stable permanent security projects, increase collaboration with other companies, and expand Group synergies.

# Medium-Term Management Plan Targets: Operating Profit 9



Short-Term Operational Support Business

DX & Fintech

Achieve an unrivaled service level by combining the Group’s strength of “190 brick-and-mortar locations nationwide in Japan connecting clients” with “digital transformation (DX)” powered by the latest digital technologies.

New office openings

In existing businesses, completed office openings in all 47 prefectures in Japan, but there is still significant room for new office openings, including establishment of new companies. Therefore, we will continue to actively expand our office network.



Outsourcing

Utilize our know-how and track record in numerous industries and extensive Staffing database to strengthen our presence in outsourcing projects that comprehensively address large-scale and multiple processes.



BPO

Expand BPO services, which have much room for growth, by promoting Solutions to urgent human resource shortages and work style reforms, and by exploring M&A and business partnerships.



Global

Completed preparations for acceptance of global human resources during the previous Medium-Term Management Plan. Gradually move into the growth and expansion phase upon recovery from the negative impacts of COVID-19.



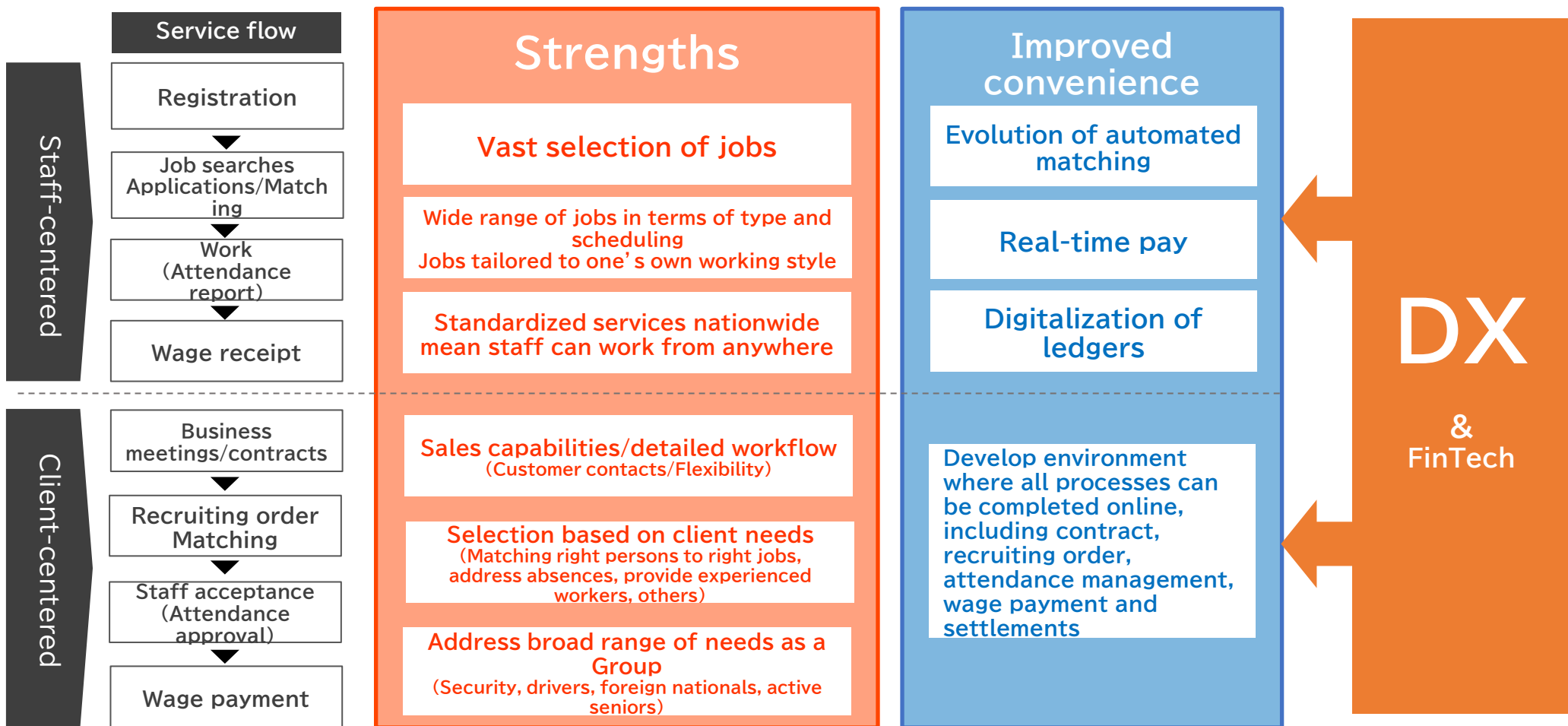
New businesses and M&A

New businesses and M&A




Further expand new businesses built during the previous Medium-Term Management Plan. Actively promote M&A in business domains offering synergies with Fullcast Holdings.

Achieve an unrivaled service level by combining our Group's strength of "190 brick-and-mortar locations nationwide in Japan connecting clients" with "digital transformation (DX)" powered by the latest digital technologies.

**Strengths** in real service × Use **DX** to improve convenience



Achieve business growth by completing office openings in all 47 prefectures. The Group will continue to actively open new offices going forward because there is ample room for growth through new companies, others.

| Current coverage area                | Operating companies  |   |
|--------------------------------------|--|---|
| <p>Nationwide<br/>47 prefectures</p> |    | <p>Conduct market analysis, and continue with effective office openings focused on regional cities.</p>   |
| <p>Major cities</p>                  |    | <p>Open offices in major cities and ordinance-designated cities following the expansion of existing services nationwide.</p>  |
| <p>Tokyo metro area only</p>         |  | <p>Companies newly established during the previous Medium-Term management Plan period have established a solid track record in the Tokyo metro area, so now our Group will expand and open offices in other major cities and ordinance-designated cities.</p> |

To resolve the social issue in Japan of “labor shortages” during the previous Medium-term Management Plan, our Group established a foundation centered on businesses that contribute to “utilization of latent workforce,” “increases in productivity” and “expansion of services.”

Fullcast will continue to ease companies’ labor shortages by expanding its core business with high social significance.

## Measures to address the labor population shortage

## Previous MTMP (FY12/16→FY12/20)

## New MTMP (→FY12/24)

### Utilization of latent workforce

#### Seniors



- ✓ Established Fullcast Senior Works Co., Ltd. and secured diverse employment opportunities for active seniors who want to be involved in society.

- Expand scope of services based on diverse employment and working needs, including executive/high-level staffing and re-employment assistance, others, to achieve an age-less working society.

#### Female



- ✓ Started Minimaid Service Co., Ltd. a subsidiary to launch the housekeeping business.
- ✓ Providing housekeeping support for households where husband and wife both work and contributing to women’s advancement in society.

- Expand support for working women by promoting outsourcing and streamlining of household obligations/cleaning through the combination of house cleaning expansion and the qualification business (organization and storage advisors).

#### Foreign nationals



- ✓ Established Fullcast Global Co., Ltd. and Fullcast International Co., Ltd., creating a mechanism for attracting international talent to Japan.

- Expand placement services for foreign nationals with specified skills nationwide and further enhance lifestyle and procedure support services to achieve steady growth along with the recovery from the impacts of the COVID-19 pandemic.

### Improving productivity

#### BPO



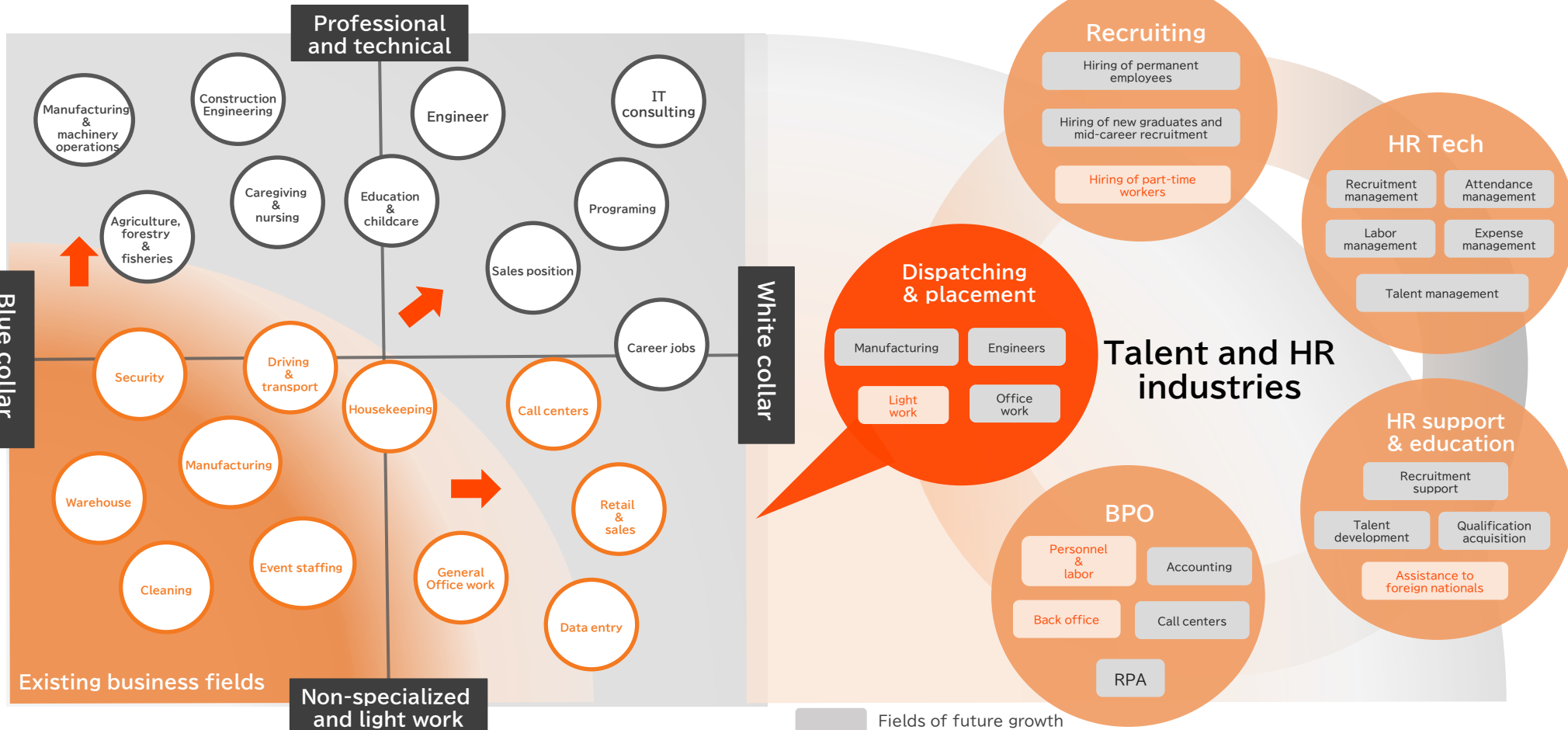
- ✓ Expanded BPO business for payroll and labor management to improve productivity of companies.
- ✓ Made BOD Co., Ltd. a subsidiary, which engages in all types of back office BPO services.

- Grow existing BPO services and expand the BPO business with an eye toward M&A and business alliances.

Actively pursue M&A, while aiming for steady sales growth and improved earnings of existing businesses, to take the Group's business portfolio to the next stage of growth.

## Expansion of occupations

## Expansion of business model



## Sales Support Business

Enhance call center staffing and online marketing

Refine the training system for call centers to boost sales and marketing capabilities. Continue to strengthen online marketing and acquire new clients.

Diversify services

Enhance service lineup and establish structures that can adapt to any market environment.

Expand into entertainment business

Harness know-how established to date to actively increase business from the entertainment field, such as acquiring clients who operate fan clubs.

## Security, Other Businesses

Reinforce long-term security services

Improve service quality through comprehensive training for security human resources in order to increase constant, long-term security projects.

Promote business partnerships

Strengthen collaboration with other security companies and mutually complement each other's order book and response capabilities by covering sales and recruitment.

Bolster the Group collaboration

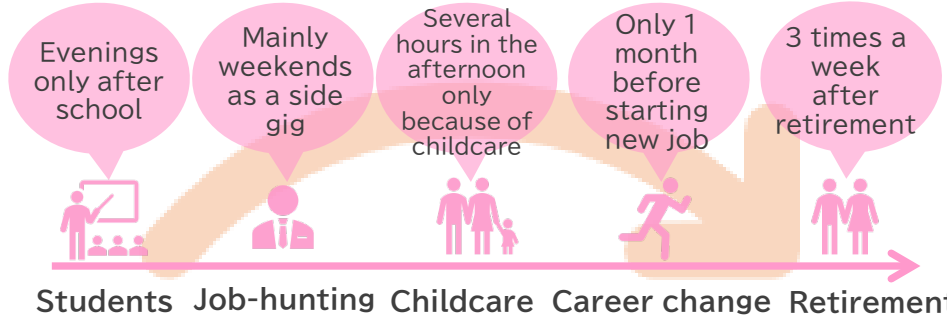
Acquire short-term projects utilizing our Group's recruiting capabilities.





## Life Stage Life Event

Create a wealth of job opportunities for all people because of their differing needs in terms of work

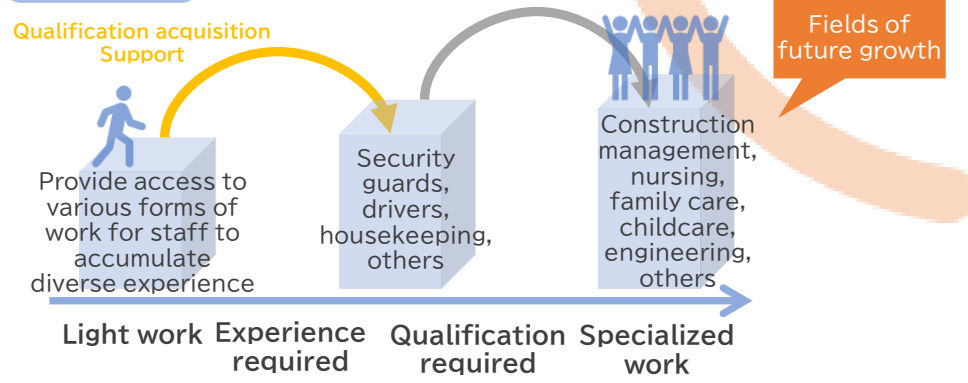


# The Fullcast Group supports your working life



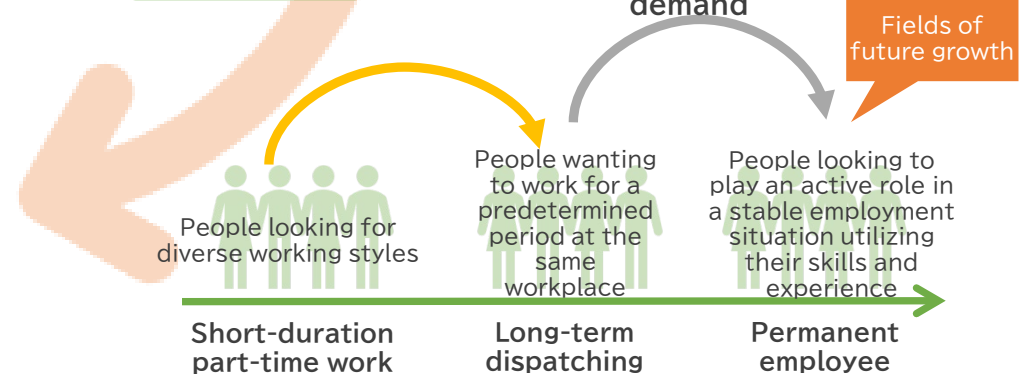
## Skills

Support career advancement utilizing one's experience and skills obtained through work



## Hiring pattern

Create the best opportunities for working styles in demand and provide support to advance into employment formats in demand



Elevate the Group’s social and economic values (profit growth) simultaneously by providing solutions to social issues through our business activities, and to achieving a sustainable society focused on “utilization of diverse human resources” and “support for diverse working styles.”

**New MTMP  
→FY12/24**

← **Previous MTMP  
(FY12/16→FY12/20)** →

- ✓ Evolve and expand “Short-Term Operational Support Business”
- ✓ Expand new businesses built during the previous Medium-Term Management Plan
- ✓ Grow global business
- ✓ Create new businesses
- ✓ Expand business domains through M&A
- ✓ Steadily grow “Security” and “Sales Support Businesses”

Detailed efforts

- ✓ Strengthen “Short-Term Operational Support Business”
- ✓ Expand Security Business
- ✓ Create new business
- ✓ Prepare for global expansion

## Ideal Group Profile

**Providing the best place for people to bring out their best.**

· Pursue competitive advantages/growth in existing businesses

Resolve social issues

Achieve diversity

Achieve sustained growth and contribute to a sustainable society

The Fullcast Group's basic policy on sustainability is to contribute to solving social issues and to win the trust of all stakeholders involved in our business by achieving sustainable enhancement of corporate value with a corporate philosophy of "Providing the best place for people to bring out their best." We will implement the following sustainability activities.

## Mitigation of environmental impacts

1. As we are primarily engaged in short-term staffing services, it is difficult to imagine that climate change will have a major impact on our business. However, we will reduce environmental impact and use resources efficiently in areas where it can contribute for the sustainable development of the global environment.

## Human rights

2. We will respond appropriately to the human rights impact and risks of corporate activities and strive to prevent human rights violations.

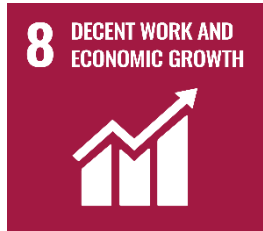
## Human capital

3. We are aware that the growth of employees is the source of sustained enhancement of corporate value and we will strive for recruitment and training not tied to race, nationality, age, gender, and other attributes, as well as for improvements in the working environment giving consideration to work-life balance.

## Establish trust

4. We will strive to establish trust and engage in fair and appropriate transactions with jobseekers and client companies, our important business partners in operating the staffing services business.

We endorse all 17 goals of SDGs. In addition, we consider contributing to the following the goals of SDGs by implementing and promoting our corporate philosophy of “Providing the best place for people to bring out their best” as a core value of our Company.



## 8. Decent Work and Economic Growth

The Group will constantly offer employment opportunities to job seekers and a workforce to hiring companies by continually providing matching opportunities for short-term positions to job seekers and hiring companies. Thereby, we will contribute to providing decent work for job seekers and economic growth for hiring companies.



## 5. Gender Equality

We will contribute to gender equality by providing job seekers with employment opportunities not tied to age, gender or attribution.



## 10. Reduced Inequalities

We will contribute to reducing inequalities among people and countries by providing job seekers with employment opportunities not tied to region or nationality.



## 9. Industry, Innovation and Infrastructure

In response to Japan's labor environment, which is experiencing a declining workforce, we will contribute to industrial growth and building infrastructures for technological innovation by providing matching services for short-term positions to companies seeking growth or innovation, thus expanding their workforce in the process.

Providing the **best place** for  
people to bring out **their best.**



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