February 12, 2016

For Immediate Release:

Company name: Fullcast Holdings Co., Ltd.
Representative: Kazuki Sakamaki,
President, Representative Director and CEO
(Stock code: 4848; Stock Exchange listing:
First Section of the Tokyo Stock Exchange)
(ADR information: Symbol: FULCY, CUSIP: 35968P100)
Contact: Yasuomi Tomotake,
General Manager of the Accounting and Finance Department
Telephone: +81-3-4530-4830

Announcement Regarding Creation of the Medium Term Management Plan

Fullcast Holdings Co., Ltd. announced today that it has created a Medium Term Management Plan (MTP) spanning from the fiscal year ending December 2016 to the fiscal year ending December 2020.

1. Term

Five year period beginning in the fiscal year ending December 2016 (fiscal year December 2016 to 2020).

2. Management philosophy and target

Management philosophy: "Providing the best place for people to bring out their best."
Target: "Achieve new record high levels of profits in the final fiscal year of the Medium Term Management Plan"

3. Numerical targets

Item	FY ending Dec. 2015 Results	FY ending Dec. 2020 Target	Rate of change
Operating income	2.3 billion yen	5.0 billion yen	116%
Number of operating workers(persons)	165,304	257,400	56%
Gross profit per 1 yen of personnel costs	2.4 yen	2.8 yen	20%

4. Strategy to achieve targets of the final year of the Medium Term Management Plan

(Short-term operational support business)
"Increase market share while maintaining strict compliance"

- Strengthen ability to hire staff
- Strengthen business contacts with customers and organizational strengths
- Increase matching efficiencies through system automation

(Security business)
"Increase sales through business partnerships and actively efforts to capture orders for short-term projects"

- Capture special demand from the 2020 Tokyo Olympics
- Expand business opportunities through alliances
- Step up hiring by leveraging our corporate group's collective strengths

(New business ventures and global business)

"Utilize contact points with customers/staff to cultivate new business"

"First encourage active utilization of global resources as a foothold to future global expansion"

5. Main management indicators

Indicators used to realize our vision of "enhansing sustained corporate value": Maintain ROE above 20%
Indicator for shareholder returns: Total return ratio of 50%
Indicator underpining our "Basic Policy on Capital": Debt-to-equity ratio of 0.5x or less
We seek to achieve the above target indicators to realize our vision of "enhancing sustainable corporate value"

* The net income (net income after adjustments) used for ROE and Total Return Ratio excludes income taxes – deferred from the posting of deferred tax assets on losses carried forward.

Medium-Term Management Plan (MTP)
FY16 – FY20

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

FULLCAST HLDGS.

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Agenda

1. Background

2. Targets

3. Core Segments Today and the MTP Strategies Targeting the Plan’s Goals

4. Main Management Indicators

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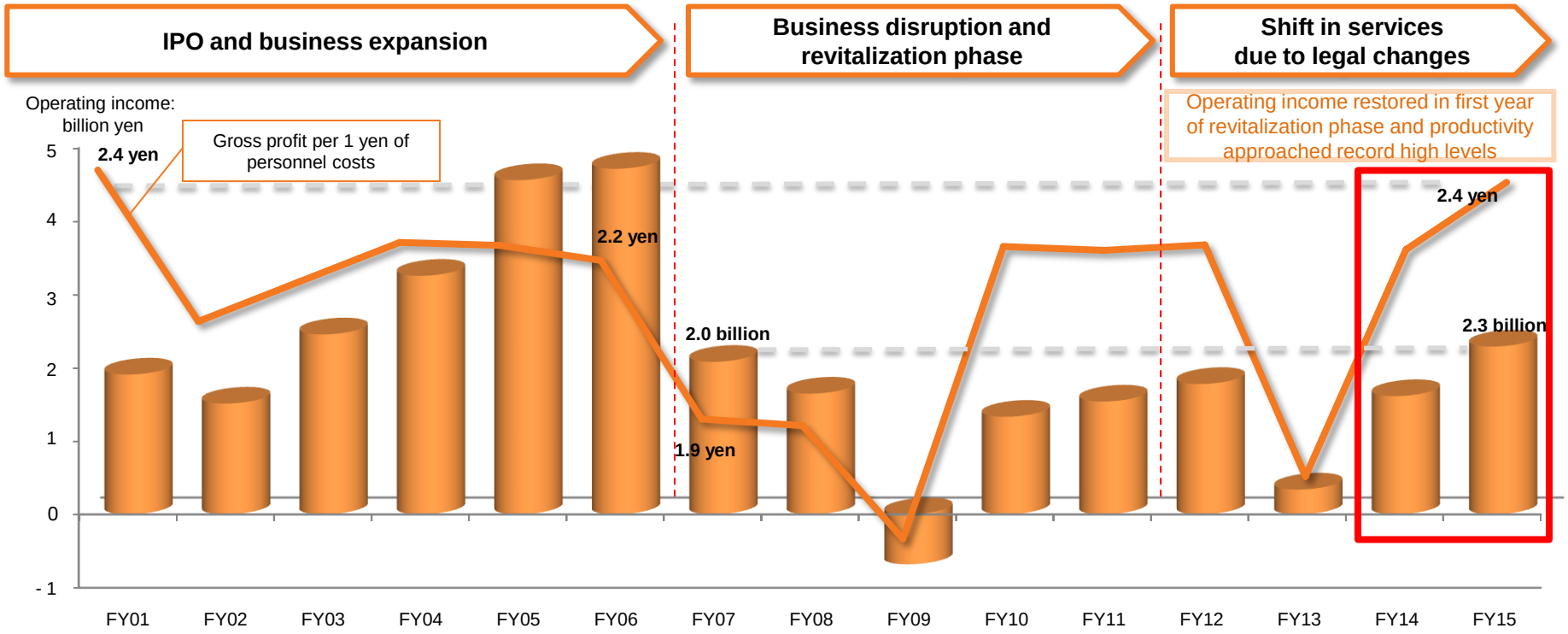
Background — Looking Back Since Our IPO

Business expansion	**Listed shares on JASDAQ in 2001, TSE Second Section in 2002 and TSE First Section in 2003 While the expansion of business scope, weaker profitability caused by rapid expansion**
Revitalization phase	**Global financial crisis and business disruption Implementing financial and business restructuring to concentrate management resources on restart of business**
Changes in services	**Revised Worker Dispatching Act implemented in October 2012 (Prohibit daily employment) Change services based on new legislation and create organizational structure that can make adjustments to changes**



FY16 marks the start of a new growth phase

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

Japan faces the urgent task of creating a new labor force that underpins the growth and competitiveness of its companies. Yet those who can be the main participants in this new labor force are students, homemakers, and other adults who already have commitments that make it difficult to make long-term commitments to employment.

At the same time, more and more people are looking for employment opportunities that are more fulfilling and enjoyable.

By supplying people with short-term work opportunities tailored to their lifestyle needs, the Fullcast Group is able to "*unlock a new labor force"* and support every person to "success in *workplaces where they can shine"*. We believe this is our mission.

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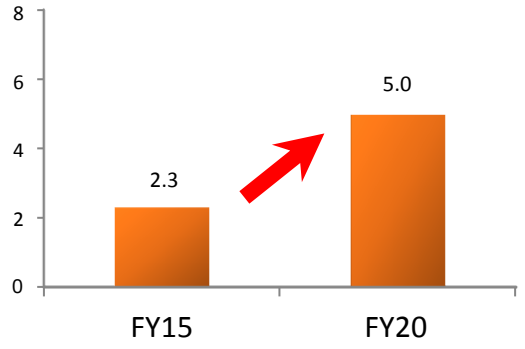
Targets — Quantitative Targets —

We seek to surpass our previous record high profit* in the final year of the MTP

* Operating income of 4.72 billion yen in FY06

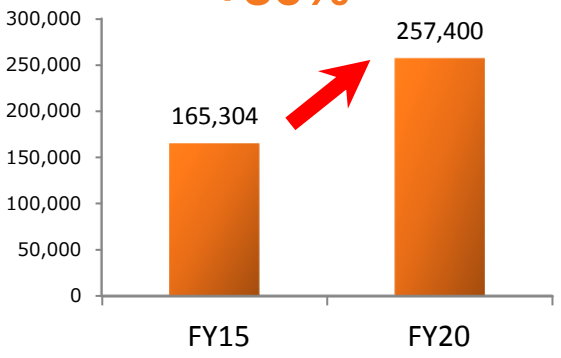
Operating income 5.0 billion yen

+116%



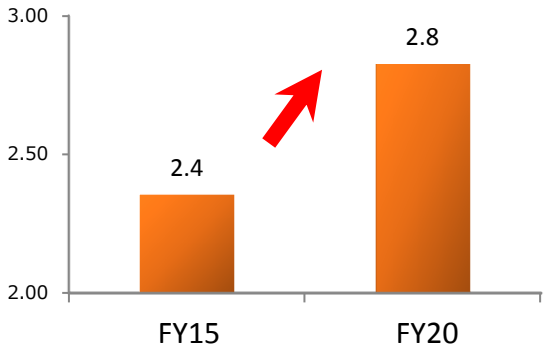
Number of operating workers(persons)

+56%



Gross profit per 1 yen of personnel costs

+20%



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Targets — Targets by Business Segment and Service Category —

Priority initiative: Increase depth of existing services

Further bolster short-term operational support business
Expand security businesses

Secondary initiative

Consider new business ventures and prepare for global expansion

		FY15	FY16	FY17	FY18	FY19	FY20
*Billion yen	**Consolidated**	**22.7**	**24.6**	**26.2**	**28.4**	**30.8**	**34.3**
Net sales	I. Short-term Operational Support Business * 1	20.7	22.5	24.0	26.1	28.1	30.3
	(Placement)	3.5	4.2	4.4	4.9	5.3	5.7
	(Management)	2.0	2.5	2.7	2.9	3.1	3.4
	(Dispatching)	12.6	13.1	14.1	15.5	16.8	18.2
	(Outsourcing)	2.6	2.7	2.8	2.8	2.9	3.1
	II. Security Business	2.0	2.1	2.2	2.3	2.4	2.5
	III. New Business Ventures and Global Business	-	-	-	-	0.3	1.5
Targets	**Operating income**	**2.3**	**2.6**	**3.0**	**3.5**	**4.1**	**5.0**
	Number of operating workers (persons)	**165,304**	**191,900**	**205,800**	**222,500**	**239,300**	**257,400**
	Gross profit per 1 yen of personnel cost	**¥2.4**	**¥2.4**	**¥2.5**	**¥2.7**	**¥2.8**	**¥2.8**
	Net income * 2	**1.8**	**2.1**	**2.1**	**2.3**	**2.6**	**3.2**
	Adjusted net income *3	**1.5**	**2.2**	**2.3**	**2.3**	**2.7**	**3.2**
	Offices	**111**	**121**	**131**	**140**	**145**	**150**

* 1 : Dispatching and outsourcing in short-term operational support business includes cost of sales, but placement and management include almost no cost because they are fee-based.

* 2 : The net income after FY16 is net income attributable to parent company shareholders.

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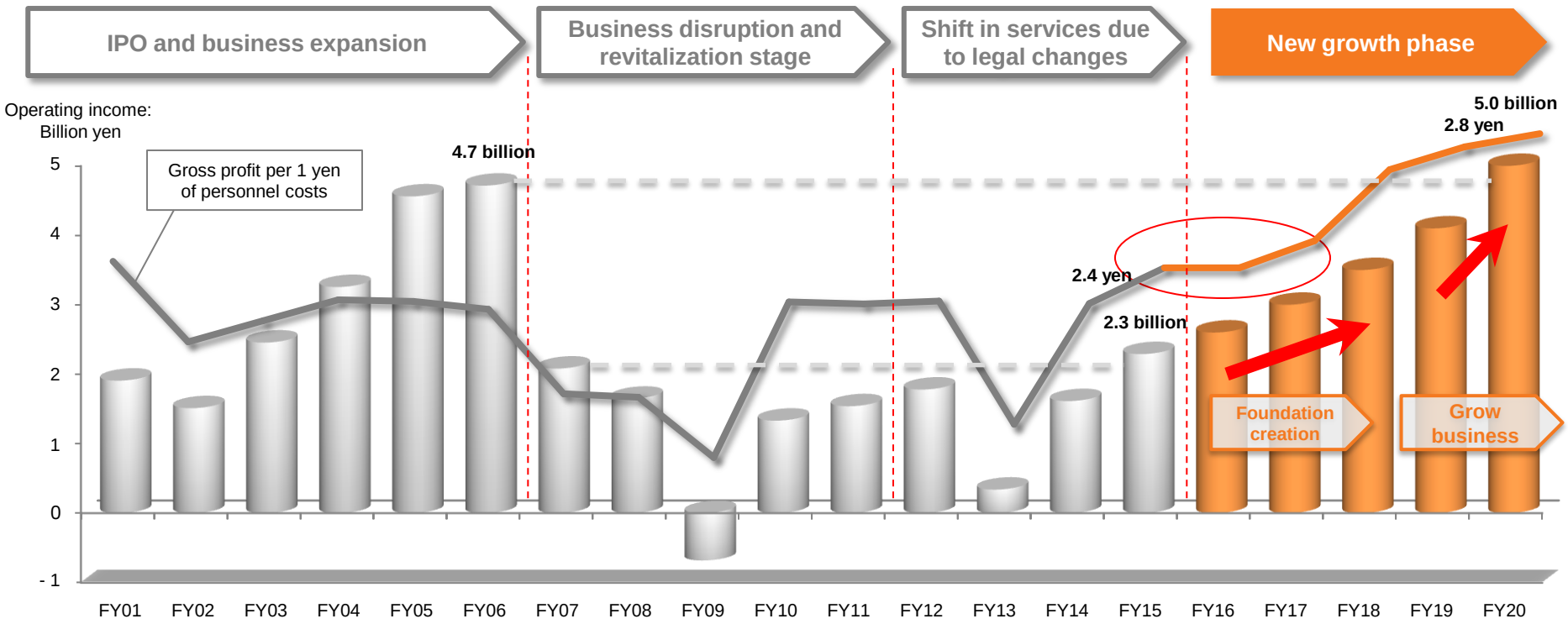
Targets — Approach to New Growth Phase —

New growth phase

FY16 to FY18: Business foundation creation to ensure business expansion

FY19 to FY20: Business expansion realized upon this foundation



Regard the construction period of the business foundation as investment period necessary to realize business growth from FY19

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I. Short-term Operational Support Business

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Market Environment

External environment

Staff

- Labor population we target is declining slightly
- Unit price of jobs has been increasing since H2 2015
- Government promoting diversity in work styles

Customers

- Market demand set to increase ahead of Olympics
- Key for each sector to achieve growth is securing of manpower
- Promote business efficiencies and use of outsourcing

Competitors

- Very few companies cover all of Japan
- Need to comply with frequent legal changes

Internal environment

- Precise matching and hiring capability is our competitive advantage
- Shortage of management to expand business
- Automation and efficiency by utilizing IT are potential opportunities

Our Strategy

Staff (Strengthen ability to hire)

- Need to increase utilization rates due to declining labor population
- Need to have more contact points with staff
- **Strengthen our ability to hire** numerous targets we have yet to approach

Customers (Strengthen business contacts and organizational functions)

- Build dominant contact points with customers by expanding our coverage area nationwide through ongoing expansion
- **Strengthen improvement of added value, product proposals and organizational functions** with a focus on BPO

Systems (Increase matching efficiency)

- Our systems reflect two decades of experience
- **Need to increase matching efficiencies** by shifting from labor-intensive to automated matching systems that reflect the knowhow of our employees

Increase market share while maintaining strict compliance

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Short-Term Operational Support Business — Specific Measures —

Staff

Strengthen ability to hire

- Strengthen hiring channels

Online registration	In-person registration
Draw traffic to site, Encourage registration to immediate job assignment	Open registration centers in areas without an office

Candidate Sites

Primary		Secondary		New sites
46	+	53	Select ➡	35

- Increase selection opportunities using different brands
- Reach new targets with online marketing
- Branding activities to enhance visibility and appeal

Systems

Increase matching efficiencies

- System-based automated matching
- More precise matching conditions
- Optimization through data analysis

Customers

Strengthen business contacts, organizational functions

- Expand business contacts by opening new offices in regions without a presence
  * 35 locations selected as candidates for new offices
- Optimize marketing to new customers and focus primarily on sales competencies by consolidating customer information management
- Develop management talent in-house
- Improve sales activities by creating standards
- Establish infrastructure business for BPO services and strengthen skill sets of sales staff
- Support sales by increasing corporate recognition through branding activities

Strengthen staff hiring, systems, and customer contact points to expand market share

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Short duration

1-day job tomorrow

Even shorter duration

1-hour only job starting now

Otetsudai Networks Inc.
(Job referral service using location info)

おてつだい networks

Quickly matching people to nearby jobs available now

+

FullCast Style
(Work from home)

FULLCAST STYLE

Effective use of free time

Expand service line-up to achieve “*even shorter work durations*”

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Short-Term Operational Support Business — Expand Outsourcing —

Strengthen logistics outsourcing	• **Providing outsourcing services for logistics centers in addition to worker placement services in the field of logistics and manufacturing lines.**
Expand stadium staffing business	• **Capture sales vendor business outsourcing needs of new stadiums with a focus on baseball**
Capture major outsourcing projects	• **Expand scale of outsourcing for public institutions** • **Capture major outsourcing projects through alliances**

Expand business domains by taking proactive steps to market outsourcing services

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II. Security Business

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Security Business —Strategy of the Fullcast Group to the Market Environment—

Market Environment

■ Market size

- Market valued at 3.5 trillion yen, slight growth expected until 2020
- Two largest companies account for 20% of market, with remainder covered by some 9,000 smaller operators

■ Sector trends

- Needs for temporary (Short-term) projects increasing more than ever because of Olympics related demand
- Two largest companies have moved into nursing care and childcare services leveraging their contact points with individual households

Our Strategy

■ Capture special demand from the 2020 Tokyo Olympics

- Security and guides for the Olympics
- Proactively cultivate promotional event demand for the Olympics

■ Expand business opportunities through alliances

- Increase project volume and service capabilities by strengthening partnerships with other security companies to conduct mutual sales and hiring

■ Step up hiring by leveraging Fullcast Group's collective strengths

- Simultaneous registration of staff across all subsidiaries to enhance contact points
- Capture short-term projects by leveraging dominant hiring capabilities of our corporate group

Increase sales through business partnerships and proactive efforts to capture orders for short-term projects

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III. New Business Ventures and Global Business
(FY19 – FY20)

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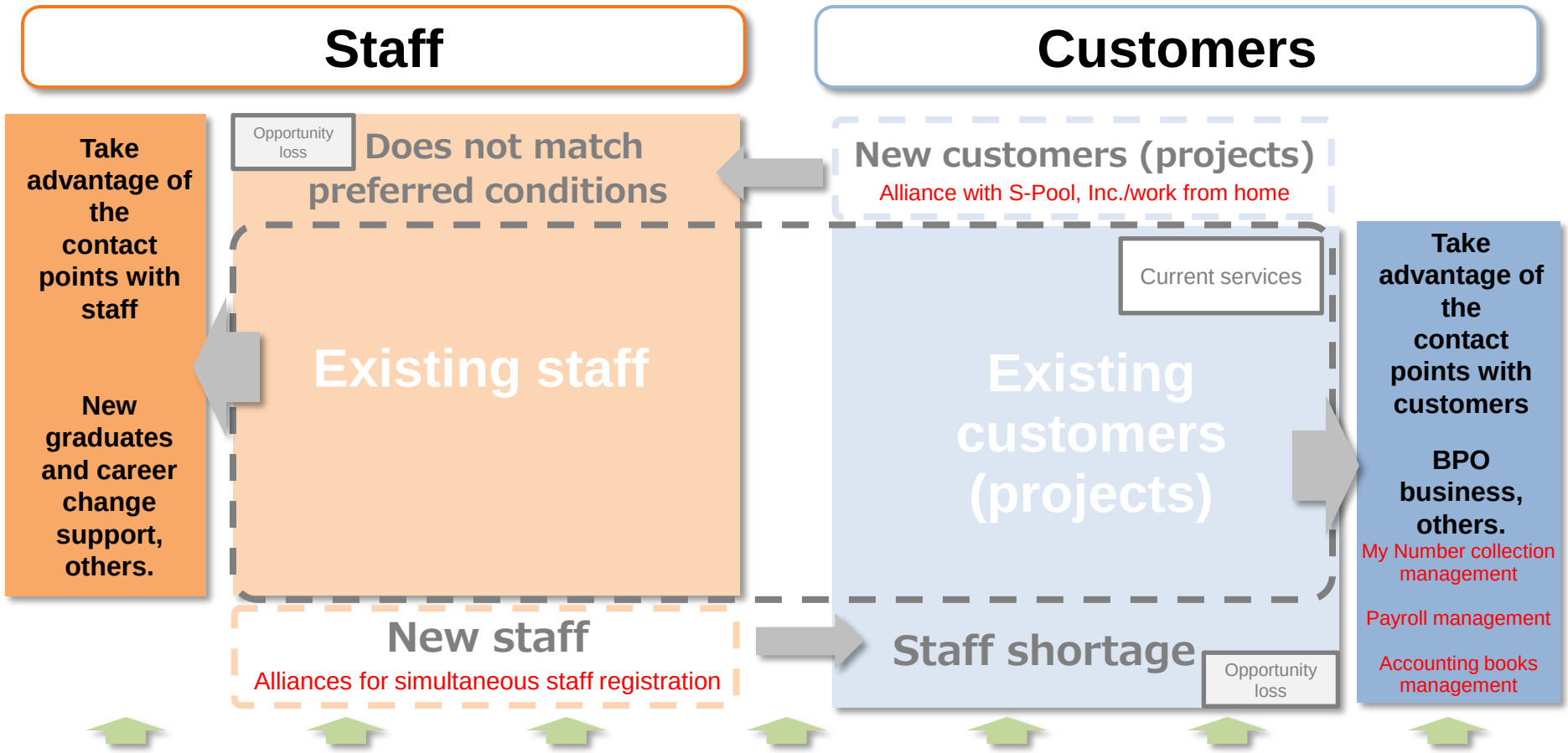

Utilize contact points with customers/staff to cultivate new businesses

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Overseas ➡ Japan

■ Government

- Efforts to leverage global human resources called for by the Japan Revitalization Strategy
- Diet deliberating extension of placement period and lifting ban on placements for nursing care, housekeeping services as part of revisions to the skills, training systems

■ Market

- Expand employment of foreign nationals in manufacturing, construction, restaurants where labor shortage is pronounced
- Number of international students continues to rise each year

- Accommodate needs of existing customers through acceptance of global human resources including technical intern program participants and international students
- Utilize acceptance systems to enter into new sectors (Nursing care, system engineer dispatching, others)

Japan ➡ Overseas

First encourage active utilization of global resources as a foothold to future global expansion

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Main Management Indicators

Indicators used to realize our vision of "*enhancing sustainable corporate value*"

ROE *	20% or more

Indicator for shareholder returns

Total Return Ratio *	50%

Indicator underpinning our "*Basic Policy on Capital*"

D/E Ratio	0.5x or less

We seek to achieve the above target indicators to realize our vision of "*enhancing sustainable corporate value*"

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We seek to surpass our previous record high profit* in the final year of the MTP

* Operating income of 4.72 billion yen in FY16

ADR (American Depositary Receipts) Program:

Program Type: Sponsored Level 1

Exchange Ratio with Underlying Stock: 1ADR = 1 Underlying Stock
CUSIP Code: 35968P100

Symbol: FULCY
Depositary: The Bank of New York Mellon

BNY MELLON
DEPOSITARY RECEIPTS

101 Barclay Street, New York, NY 10286, U.S.A.
TEL : (212) 815-2077
U.S. Toll Free : (888) 269-2377 (888-BNY-ADRS)
Web Site：http://www.adrbny.com/dr_profile.jsp?cusip=35968P100

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e-mail : IR@fullcast.co.jp

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Medium-Term Management Plan (MTP)
FY16 – FY20

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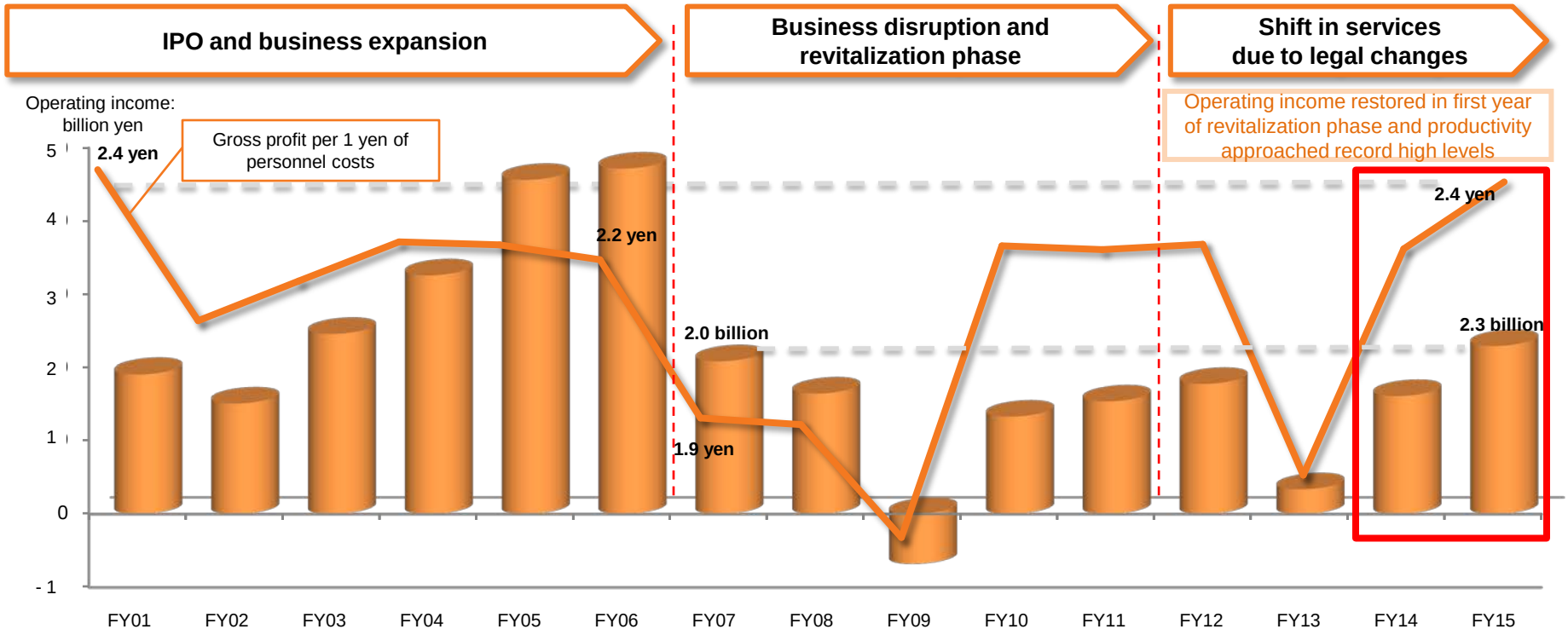

FY16 marks the start of a new growth phase

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Japan faces the urgent task of creating a new labor force that underpins the growth and competitiveness of its companies. Yet those who can be the main participants in this new labor force are students, homemakers, and other adults who already have commitments that make it difficult to make long-term commitments to employment.

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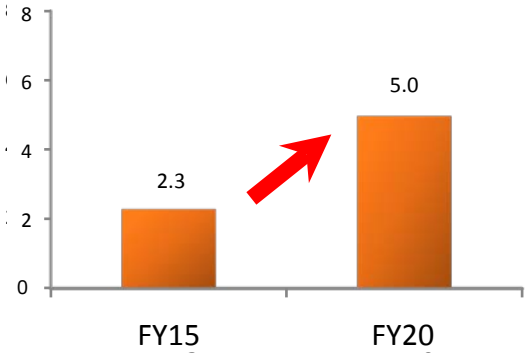
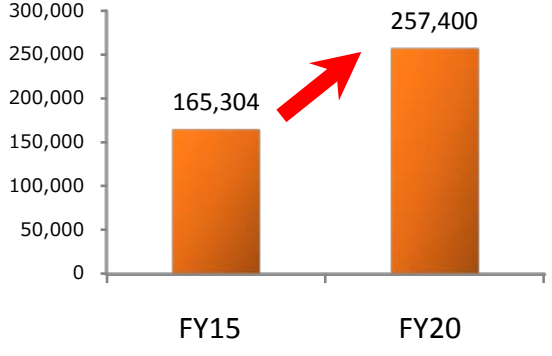
We seek to surpass our previous record high profit* in the final year of the MTP

* Operating income of 4.72 billion yen in FY06

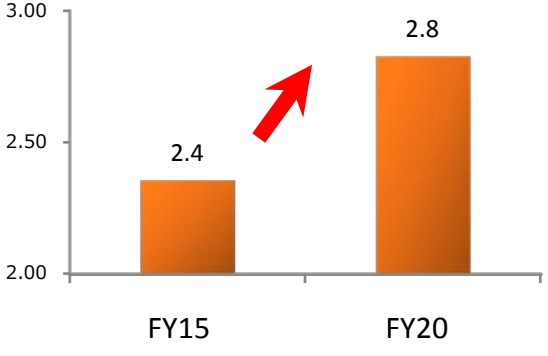
Operating income 5.0 billion yen
+116%



Number of operating workers(persons)
+56%



Gross profit per 1 yen of personnel costs
+20%



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Targets — Targets by Business Segment and Service Category —

Priority initiative: Increase depth of existing services

Further bolster short-term operational support business
Expand security businesses

Secondary initiative

Consider new business ventures and prepare for global expansion

*Billion yen		FY15	FY16	FY17	FY18	FY19	FY20
Net sales	**Consolidated**	**22.7**	**24.6**	**26.2**	**28.4**	**30.8**	**34.3**
	I. Short-term Operational Support Business * 1	20.7	22.5	24.0	26.1	28.1	30.3
	(Placement)	3.5	4.2	4.4	4.9	5.3	5.7
	(Management)	2.0	2.5	2.7	2.9	3.1	3.4
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	II. Security Business	2.0	2.1	2.2	2.3	2.4	2.5
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Targets	**Operating income**	**2.3**	**2.6**	**3.0**	**3.5**	**4.1**	**5.0**
	Number of operating workers (persons)	**165,304**	**191,900**	**205,800**	**222,500**	**239,300**	**257,400**
	Gross profit per 1 yen of personnel cost	**¥2.4**	**¥2.4**	**¥2.5**	**¥2.7**	**¥2.8**	**¥2.8**
	Net income * 2	**1.8**	**2.1**	**2.1**	**2.3**	**2.6**	**3.2**
	Adjusted net income *3	**1.5**	**2.2**	**2.3**	**2.3**	**2.7**	**3.2**
	Offices	**111**	**121**	**131**	**140**	**145**	**150**

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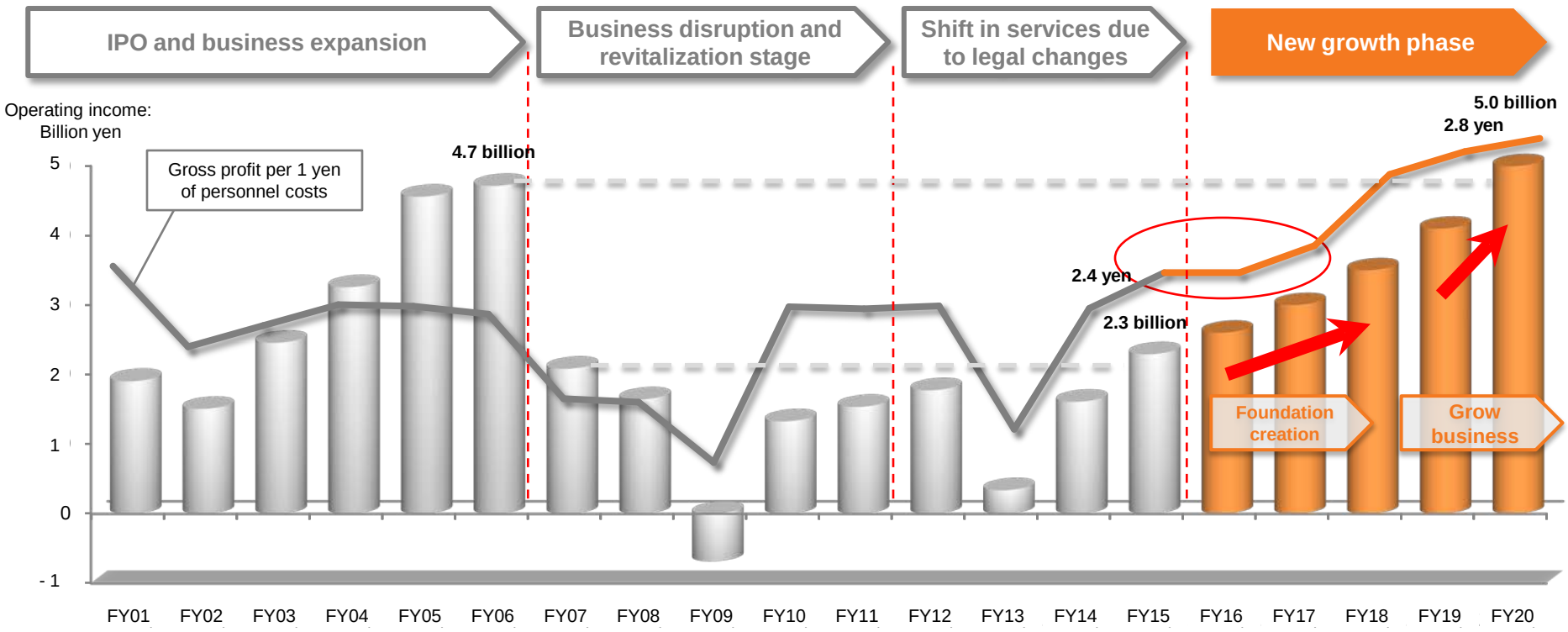
Targets — Approach to New Growth Phase —

New growth phase

FY16 to FY18: Business foundation creation to ensure business expansion

FY19 to FY20: Business expansion realized upon this foundation



Regard the construction period of the business foundation as investment period necessary to realize business growth from FY19

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Market Environment

External environment

Staff

- Labor population we target is declining slightly
- Unit price of jobs has been increasing since H2 2015
- Government promoting diversity in work styles

Customers

- Market demand set to increase ahead of Olympics
- Key for each sector to achieve growth is securing of manpower
- Promote business efficiencies and use of outsourcing

Competitors

- Very few companies cover all of Japan
- Need to comply with frequent legal changes

Internal environment

- Precise matching and hiring capability is our competitive advantage
- Shortage of management to expand business
- Automation and efficiency by utilizing IT are potential opportunities

Our Strategy

Staff (Strengthen ability to hire)

- Need to increase utilization rates due to declining labor population
- Need to have more contact points with staff
- **Strengthen our ability to hire** numerous targets we have yet to approach

Customers (Strengthen business contacts and organizational functions)

- Build dominant contact points with customers by expanding our coverage area nationwide through ongoing expansion
- **Strengthen improvement of added value, product proposals and organizational functions** with a focus on BPO

Systems (Increase matching efficiency)

- Our systems reflect two decades of experience
- **Need to increase matching efficiencies** by shifting from labor-intensive to automated matching systems that reflect the knowhow of our employees

Increase market share while maintaining strict compliance

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Short-Term Operational Support Business — Specific Measures —

Staff

Strengthen ability to hire

- Strengthen hiring channels

Online registration	In-person registration
Draw traffic to site, Encourage registration to immediate job assignment	Open registration centers in areas without an office

Candidate Sites

Primary 46 + Secondary 53 → Select New sites 35

- Increase selection opportunities using different brands
- Reach new targets with online marketing
- Branding activities to enhance visibility and appeal

Systems

Increase matching efficiencies

- System-based automated matching
- More precise matching conditions
- Optimization through data analysis

Customers

Strengthen business contacts, organizational functions

- Expand business contacts by opening new offices in regions without a presence
  * 35 locations selected as candidates for new offices
- Optimize marketing to new customers and focus primarily on sales competencies by consolidating customer information management
- Develop management talent in-house
- Improve sales activities by creating standards
- Establish infrastructure business for BPO services and strengthen skill sets of sales staff
- Support sales by increasing corporate recognition through branding activities

Strengthen staff hiring, systems, and customer contact points to expand market share

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Short duration

1-day job tomorrow

Even shorter duration

1-hour only job starting now

Otetsudai Networks Inc.
(Job referral service using location info)

おてつだい networks

Quickly matching people to nearby jobs available now

+

FullCast Style
(Work from home)

FULLCAST STYLE

Effective use of free time

Expand service line-up to achieve “*even shorter work durations*”

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Short-Term Operational Support Business — Expand Outsourcing —

Strengthen logistics outsourcing	• Providing outsourcing services for logistics centers in addition to worker placement services in the field of logistics and manufacturing lines.
Expand stadium staffing business	• Capture sales vendor business outsourcing needs of new stadiums with a focus on baseball
Capture major outsourcing projects	• Expand scale of outsourcing for public institutions • Capture major outsourcing projects through alliances

Expand business domains by taking proactive steps to market outsourcing services

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II. Security Business

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Security Business —Strategy of the Fullcast Group to the Market Environment—

Market Environment

■ Market size

- Market valued at 3.5 trillion yen, slight growth expected until 2020
- Two largest companies account for 20% of market, with remainder covered by some 9,000 smaller operators

■ Sector trends

- Needs for temporary (Short-term) projects increasing more than ever because of Olympics related demand
- Two largest companies have moved into nursing care and childcare services leveraging their contact points with individual households

Our Strategy

■ Capture special demand from the 2020 Tokyo Olympics

- Security and guides for the Olympics
- Proactively cultivate promotional event demand for the Olympics

■ Expand business opportunities through alliances

- Increase project volume and service capabilities by strengthening partnerships with other security companies to conduct mutual sales and hiring

■ Step up hiring by leveraging Fullcast Group's collective strengths

- Simultaneous registration of staff across all subsidiaries to enhance contact points
- Capture short-term projects by leveraging dominant hiring capabilities of our corporate group

Increase sales through business partnerships and proactive efforts to capture orders for short-term projects

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III. New Business Ventures and Global Business
(FY19 – FY20)

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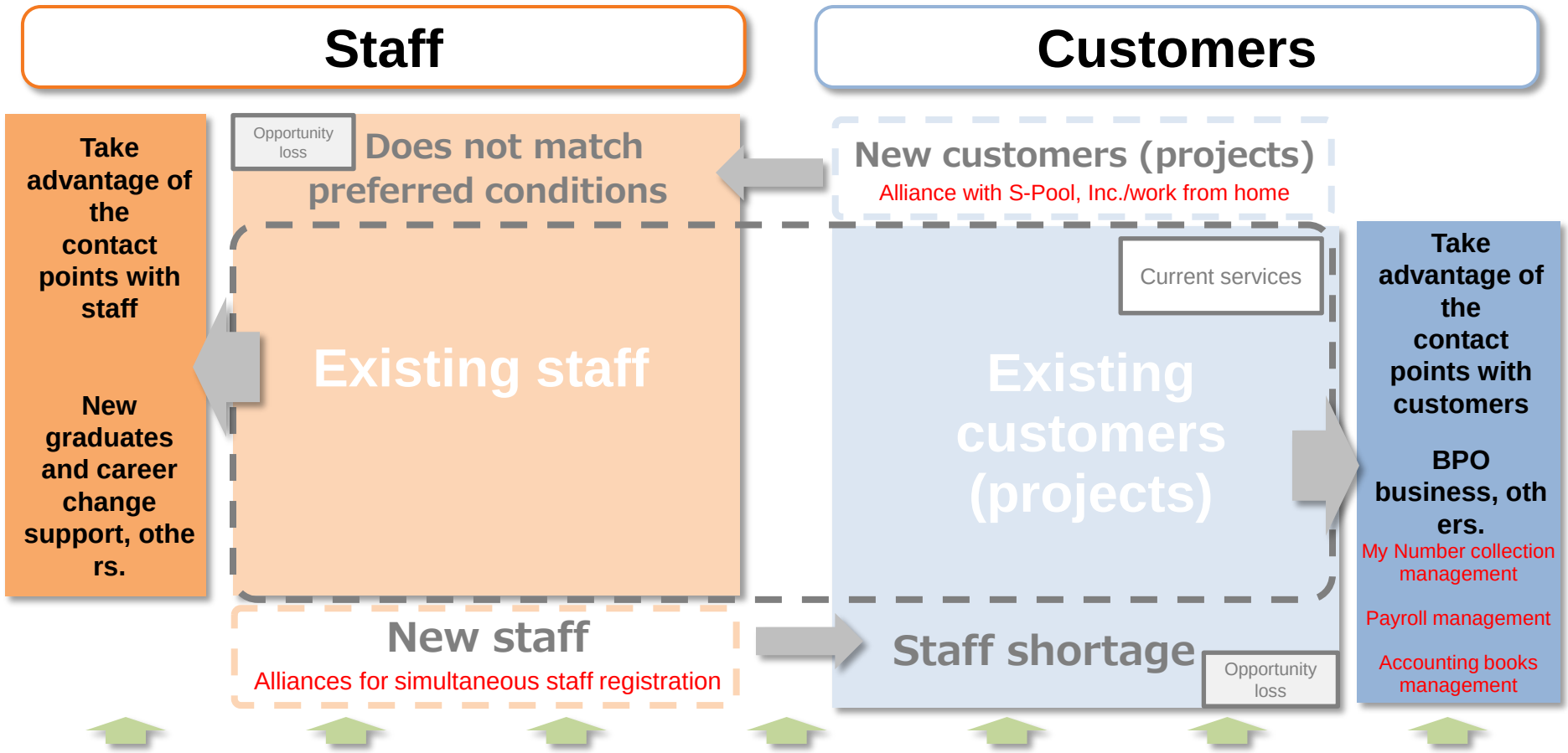

Utilize contact points with customers/staff to cultivate new businesses

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Overseas ➡ Japan

■ Government

- Efforts to leverage global human resources called for by the Japan Revitalization Strategy
- Diet deliberating extension of placement period and lifting ban on placements for nursing care, housekeeping services as part of revisions to the skills, training systems

■ Market

- Expand employment of foreign nationals in manufacturing, construction, restaurants where labor shortage is pronounced
- Number of international students continues to rise each year

- Accommodate needs of existing customers through acceptance of global human resources including technical intern program participants and international students
- Utilize acceptance systems to enter into new sectors (Nursing care, system engineer dispatching, others)

Japan ➡ Overseas

First encourage active utilization of global resources as a foothold to future global expansion

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Agenda

1. Background

2. Targets

3. Core Segments Today and the MTP Strategies Targeting the Plan’s Goals

4. Main Management Indicators

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Main Management Indicators

Indicators used to realize our vision of "*enhancing sustainable corporate value*"

ROE *

20% or more

Indicator for shareholder returns

Total Return Ratio *

50%

Indicator underpinning our "*Basic Policy on Capital*"

D/E Ratio

0.5x or less

We seek to achieve the above target indicators to realize our vision of "*enhancing sustainable corporate value*"

*The net income (net income after adjustments) used for *ROE* and *Total Return Ratio* excludes income taxes – deferred from the posting of deferred tax assets on losses carried forward.

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We seek to surpass our previous record high profit* in the final year of the MTP

* Operating income of 4.72 billion yen in FY06

ADR (American Depositary Receipts) Program:

Program Type: Sponsored Level 1

Exchange Ratio with Underlying Stock: 1ADR = 1 Underlying Stock
CUSIP Code: 35968P100

Symbol: FULCY
Depositary: The Bank of New York Mellon

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