

## *Appendix: Outline of Companies at Time of Split*

As of March, 2009

Company Name	Human Resource Management Service & Consulting Co., Ltd. (succeeding company through absorption)	Human Link Corporation (split company through absorption)
Date Established	May 20, 2002	July 10, 1996
Head Office	Tokyo-To, Chuo-Ku, Ginza, 7-13-8	Tokyo-To, Minato-Ku, Shiba Koen, 2-4-1
Head Officer	President and CEO Kei Takeya	President and CEO Toyohiko Matsuzawa
Capital (mil. Yen)	519	200
Total Assets (mil. Yen)	1,918	1,466
Net Assets (mil. Yen)	508	643
Accounting Term	March 31	March 31
Number of Employees	156	252 (approx. 195 involved in payroll and benefits outsourcing)
Main Shareholders	The Sumitomo Trust and Banking Co., Ltd. (38.9%) Panasonic (27.8%) Kao (16.7%) Others	Mitsubishi Corporation (100%)

### **About Human Resource Management Service & Consulting Co., Ltd.:**

HRMSC was established in May, 2002, with STB, Panasonic, and Kao as its main shareholders. The company aimed to increase the efficiency of HR operations for its parent companies, and to be the infrastructure company of HR administration by offering the best practice developed in the company broadly to the society. HRMSC is particularly adept at handling HR administration and systems for large corporations, which require large-scale HR systems. In recent years, the company has increased its clients, primarily listed companies, and its operations currently cover 105 companies and approximately 130,000 people.

\* Please see the company website for more details: <http://www.hrmsc.co.jp/>

### **About Human Link Corporation:**

MC established Human Link by spinning off a section of its Personnel Department in July, 1996, its core business being HR outsourcing. As a shared services company in HR, Human Link was a pioneer in Japan. The company has a strong line up of HR professionals, including certified social insurance labor consultants (unregistered), and boasts a customer-oriented services for small and medium sized enterprises (101 companies, approximately 190,000 people).

\* Please see the company website for more details: <http://www.humanlink.co.jp/>