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## **Business reform team DIO gets to work**

### **~Debut of team comprising young, cross-division and Groupwide representation~**

Tokyo, June 24, 2009--Aderans Holdings (hereafter, “the Company”) welcomes the establishment of a business reform team dubbed DIO. This team comprises young employees whose fresh perspectives will underpin steady progress toward realizing the goals of the business reform plan currently being drafted by management and further improve corporate value.

Under the new management structure, the Aderans Group will deepen its customer-first commitment and strive to overcome whatever obstacles lie in its corporate path to improve corporate value.

It is essential for management and employees to work together to facilitate quicker decision-making while gaining a workable balance between defense strategies, designed to eliminate waste through such measures as cost structure reform, and attack strategies, promoting greater investment of management resources in growth fields. The existence of the newly established business reform team, with representation transcending job title, division assignment and even Group company boundaries, is indispensable to this goal.

Solutions to issues that concern companies can be found in-house, and it is employees who are close enough to discover them first.

The business reform team will play an integral role in management’s efforts to draft measures aimed at ameliorating various problems within the Group. Indeed, management will actively incorporate the opinions of the team into management strategies.

**DIO** stands for “Do It Ourselves”. The team is a collection of men and women, mainly in their 30s and 40s, and all have come from within the Group, either answering the call for participation on their own or encouraged to participate through the recommendation of a workplace superior. Everyone shares a strong desire “to accomplish business reform by ourselves”--hence, the name DIO.

Through this team, the Company and the Group as a whole will eradicate obstacles that lead to sacred ground, taboo subjects, unwarranted practices and overly restrictive limitations. Ultimately, the team will put forward constructive, innovative ideas and support the creation of highly transparent, effective and attainable reform proposals.

DIO will cover 16 business themes, including marketing-oriented issues, such as boosting customer satisfaction and revitalizing the women’s market, as well as cost reduction measures, such as personnel strategies and effective supply chain responses.

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