

November 18, 2003

To whom it may concern

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Creed Corporation  
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### **An Announcement Regarding Organizational and Structural Reform**

At a meeting of the Board of Directors held on October 28, 2003, Creed Corporation resolved to institute organizational and structural reforms and make changes in personnel. The details are given below. These reforms were put into effect on November 17, 2003.

#### 1. Organizational reform

##### 1) Purpose

Business opportunities within the integrated field of real estate and finance, which is this Group's field of business, are increasing. It is thought that these opportunities will increase supply to the profit-earning real estate market and heighten domestic investors' motivation to invest in profit-earning real estate. In response to this external environment, this group has continued to devote its energies to an array of initiatives including reinforcing strategic business and positioned funds business.

As part of these initiatives, this Group has decided to carry out organizational and structural reforms with the aims of reassessing decision-making capabilities and optimizing workload, to further strengthen this group's promotion system, improve governance and promote the delegation of authority. This will help the Group deal with the increased scale of operations.

## 2) Details

### Execution system reform

As a result of these organizational and structural reforms, the Group system will be phased out. From now on business management functions will be handled concentrating on a Chief Management Executive Officer, business and marketing functions will be handled concentrating on a Chief Business Executive Officer and planning functions will be focused on the newly established Corporate Planning Office. Further, the Investment Committee, which carried out investment investigations, and the Management Committee, which carried out general management discussions, have been reorganized and a Management Meeting established. This will be a meeting where important executive decision-making will take place.

### Improvements to auditing and risk management capabilities

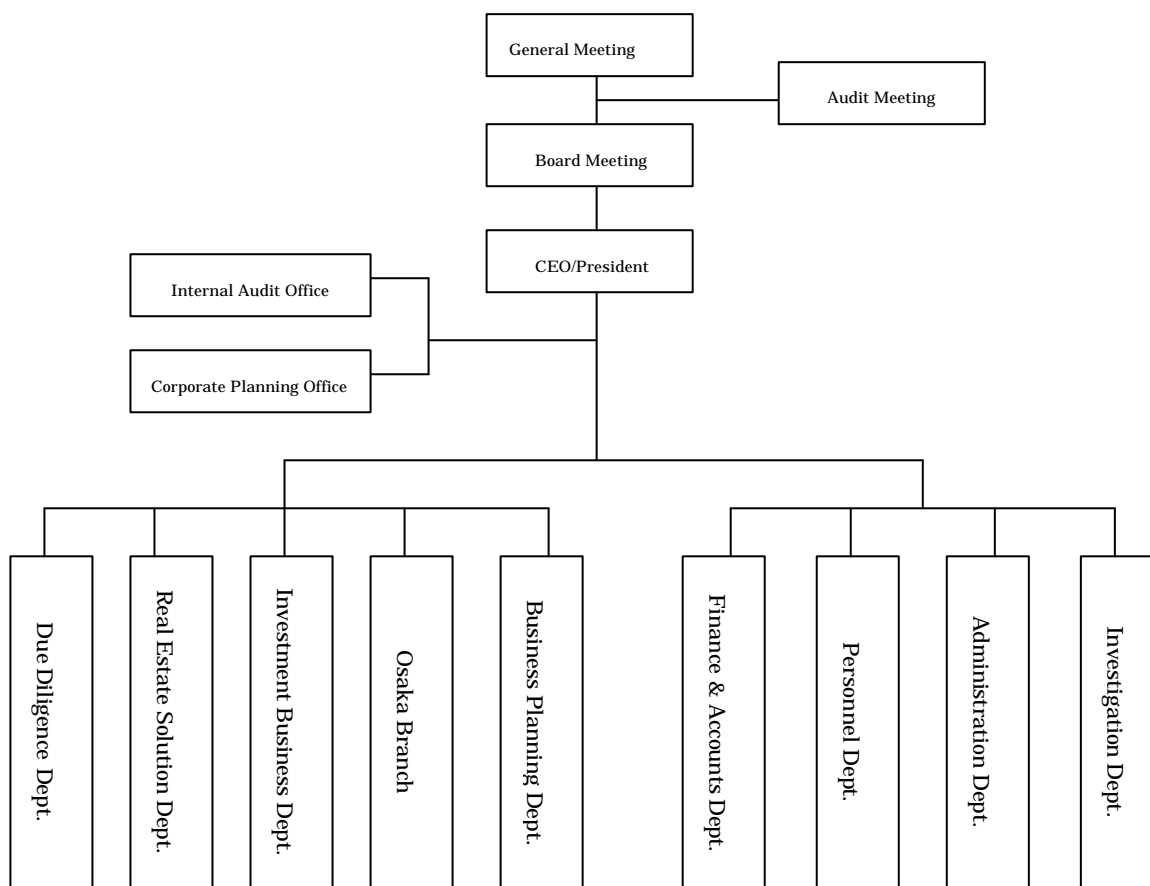
To improve auditing and risk management capabilities, internal auditing functions and compliance functions, which were formerly part of the Risk Management Office, have been transferred to the Internal Audit Office, a newly established department under the direct control of the President, and investigation functions have been transferred to the Investigation Department, a newly established business management department.

### Reorganization of investment business departments

We have established a new Investment Business Department, which will handle investment in areas such as real estate, credit and companies excluding strategic acquisition of companies. The Investment Business Department will improve investment decision-making and portfolio management capabilities and, in principle, delegate the acquisition, management and sale of real estate to subsidiary company Creed Real Estate Investment Advisors.

The reformed organizational structure is as follows:

【Organizational chart (November 17, 2003)】



## 2. Personnel

In accordance with the above reforms, the following changes in managerial staff have been implemented. The managerial staff listed below will also be members of the newly established Management Meeting.

Rank	Name	Position
Representative Director	Toshihiko Muneyoshi	Chief Business Executive Officer
Assistant Representative Director	Kohei Matsuki	Chief Management Executive Officer
Director	Masayoshi Kawame	Representative Director, Creed Real Estate Investment Advisors

Director	Kazuhiro Okabe	Director, Osaka Branch (no change)
Director	Teiji Higuchi	Assistant to the President / Supervisor for special matters
Executive Officer	Hideki Miyamoto	Director, Internal Audit Office
Executive Officer	Takahiro Nakayama	Director, Corporate Planning Office