

Press Release

Efforts to Enhance Corporate Value at Aderans Holdings

The Board of Directors at Aderans Holdings (hereafter, “the Company”) approved on this date the items described below to facilitate progress on the planning of business reforms currently being fine-tuned and to further enhance corporate value.

Based on the results of voting at the 40th Annual General Shareholders’ Meeting on May 28, 2009, the Aderans Group embarked on the next chapter of its corporate history with a new management structure. Under this structure, which hinges on new directors and executive officers, employees and the new management team will strive to work as a cohesive unit to address day-to-day business issues and thereby enable the Group to fully realize the expectations of all stakeholders.

Particulars

1. Formation of Advisory Committees (as of June 18, 2009)

The Company will establish four committees, with most seats filled by outside directors, to function in an advisory capacity, using specific areas of expertise to closely examine issues discussed by the Board of Directors and offer possible responses from their expert perspectives. The Company will also work to enhance corporate value and reinforce governance.

Of note, the Marketing Committee, which will be headed up by two outside directors--Hiroko Wada and Tadao Otsuki--who are authorities in the area of consumer goods marketing in Japan, will carefully select proposals from the newly established Corporate Marketing Office to build a new Aderans corporate image.

	Primary Function
Personnel/Compensation Committee	Convey opinion on personnel system and compensation for executives and managers at Aderans Holdings and its subsidiaries.
Finance/Capital Committee	Offer advice on efficient application of Group capital to elicit higher corporate/shareholder value.
Marketing Committee	Discuss and suggest annual marketing budgets for principal operating companies, based on strategic priority ranking.
Compliance/Governance Committee	Present approaches grounded in the corporate code of conduct of the Aderans Group to make compliance more thorough, enhance corporate/shareholder value and maintain optimum corporate governance.

2. Establishment of Corporate Marketing Office (as of June 4, 2009)

To put business results back on track, the Company will invest more resources in business areas with growth potential, particularly the domestic women's segment, while accelerating business reforms in the domestic men's segment. The Corporate Marketing Office has been given the duty of drawing up a master plan for marketing activities in Japan and making advertising and promotional activities more effective. The drivers of success in this effort are executive officers Yuji Hirahara, who has a rich background and proven results in consumer goods brand management, and Yoshihiro Tsumura and Junko Miwa, both of whom have honed their marketing skills at Aderans, the subsidiary responsible for domestic core operations.

3. Cancellation of Treasury Stock

The Board of Directors has resolved to retire treasury stock as part of the Company's shareholder return policy. One use of the unretired portion will be as an incentive to directors and employees. For more details, please refer to the press release "Announcement of Cancellation of Treasury Stock," dated June 18, 2009.

4. End to Takeover Defense Measures

The Board of Directors is of the opinion that maximizing corporate value is the most effective way to avert a takeover and has therefore decided to terminate the Company's takeover defense measures. Background to this decision can be found in the press release "Notice Regarding End to Measures for Countering Large-Scale Acquisitions of Aderans' Shares (Takeover Defense Measures)," dated June 18, 2009.

The business and administrative reforms planned for the Aderans Group have only just begun. Stakeholders should know that management will not take the easy way out but resolutely execute the reforms needed to ensure the Group's status as the world's No. 1 provider of total hair-related solutions. Everyone under the Group umbrella will contribute to this new chapter in an already admirable corporate history, and the support and encouragement of stakeholders will be integral to overall success.

For more information, please contact Corporate Communications Office, at +81-3-3350-3268.