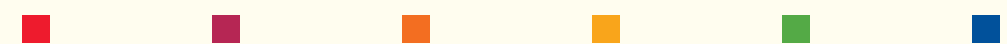


Yakult

COMPANY PROFILE



Yakult



2008-2009

●Please visit Yakult's Website at
<http://www.yakult.co.jp>
for more information on our company.



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報0809RV3500 (凸)
Printed in Japan



Yakult

Continuously Evolving Yakult

Over more than 70 years of enormous changes in its business environment, Yakult has continuously adopted new perspectives and evolved while never forgetting its corporate roots.

That adaptability has been a constant in everything we, as a company that contributes to human health, have accomplished since our earliest lactobacilli R&D and through the development of our food, cosmetics, and pharmaceutical businesses, and is fundamental to our current commitment to help solve global and social environmental problems.

Our mission at Yakult is to determine what must be preserved, what must give way to something new amid changing times, and continue evolving step by step to protect human health throughout the world, the goal of Minoru Shirota, our founder.

Our corporate slogan, “In order for people to be healthy, everything around them must also be healthy.” incorporates the idea of considering the health of the global environment while contributing to the health and happiness of people throughout the world in all of our business activities.

Good health for as many people as possible

Dr. Minoru Shirota, Yakult's founder, focused his career on preventive medicine as a way to protect human health. After the investment of significant time and effort, he succeeded in strengthening and culturing a lactobacillus that was beneficial for human health.



Yakult's beginnings

Minoru Shirota, a Doctor of Medicine, began his medical studies in 1921 at Kyoto Imperial University (now Kyoto University). At the time, Japan had yet to achieve economic prosperity, and unsanitary conditions caused large numbers of children to die of infectious diseases.

Disturbed by that reality, Dr. Shirota, while still a medical student set his sights on the field of preventive medicine, which aims to help people avoid sickness, and started down the path of microorganism research.

In his research, Dr. Shirota discovered that lactobacilli were effective in suppressing harmful bacteria within the intestines. He later became the first to successfully strengthen and culture a strain of lactobacilli, which is now known as *Lactobacillus casei* strain Shirota.

Dr. Shirota, together with volunteers, then developed an inexpensive, good-tasting beverage so that as many people as possible could benefit from *Lactobacillus casei* strain Shirota, which reaches the intestines alive.

That product, launched in 1935, was Yakult.

Shirota-ism—The root of our business

Dr. Shirota believed that practicing preventive medicine was better than treating illness, that a healthy intestinal tract leads to a long life, and that as many people as



Minoru Shirota, M.D.

Former Chairman of Yakult Honsha Co., Ltd. and
Director of the Yakult Central Institute for
Microbiology Research

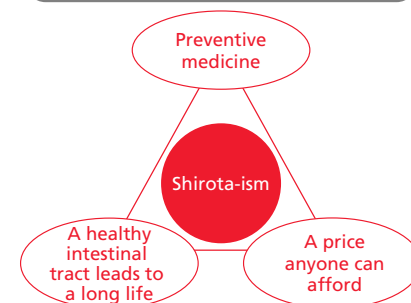
1899 Born in Iida, Nagano Prefecture
1921 Entered the Medical School of Kyoto
Imperial University
1930 Received the degree of Doctor of Medicine
1931 Received license to practice medicine

Dedicating his life to the study of beneficial lactic acid
bacteria and the promotion of preventive medicine,
Dr. Shirota died in 1982 at the age of 82.

possible should have easy access to *Lactobacillus casei* strain Shirota, which strengthens the intestines. He, therefore, advocated delivering good health, which everyone wants, at a price anyone could afford.

At Yakult, these ideas of Dr. Shirota are referred to as Shirota-ism and serve as the root of all of our business activities.

SHIROTA-ISM



1. Preventive medicine

Emphasis should be placed on medicine that prevents illness, rather than on treating illness once it develops.

2. A healthy intestinal tract leads to a long life

Human beings take in nutrition through their intestines.

Making the intestines strong leads to healthy and long lives.

3. A price anyone can afford

The goal of providing as many people as possible with easy access to *Lactobacillus casei* strain Shirota, which protects the intestines.

Shirota-ism also includes the concepts of "broadening acceptance," "home delivery," "harmony among people," and "sincerity" as timeless and fundamental aspects of our business activities.

Legacies

With the sincerity embodied in person-to-person contact, we have traditionally hand delivered our products to customers. That approach is rooted in Dr. Shirota's principles, which emphasize propagation of the preventive medicine approach and the idea that a healthy intestinal tract leads to a healthy, long life, and stress sincerity and harmony among people. These concepts—home delivery, broadening acceptance, sincerity, and harmony among people—have remained constant over the years and are still a touchstone for Yakult today.

Contributing to the health and happiness of people throughout the world

Development of Yakult's business based on a corporate philosophy underpinned by Shirota-ism



With Shirota-ism at its heart, Yakult is gaining recognition throughout the world

Yakult is developing its business based on its corporate philosophy. Expressed as, "We contribute to the health and happiness of people around the world through pursuit of excellence in life science in general and our research and experience in microorganisms in particular," this philosophy is based on Shirota-ism.

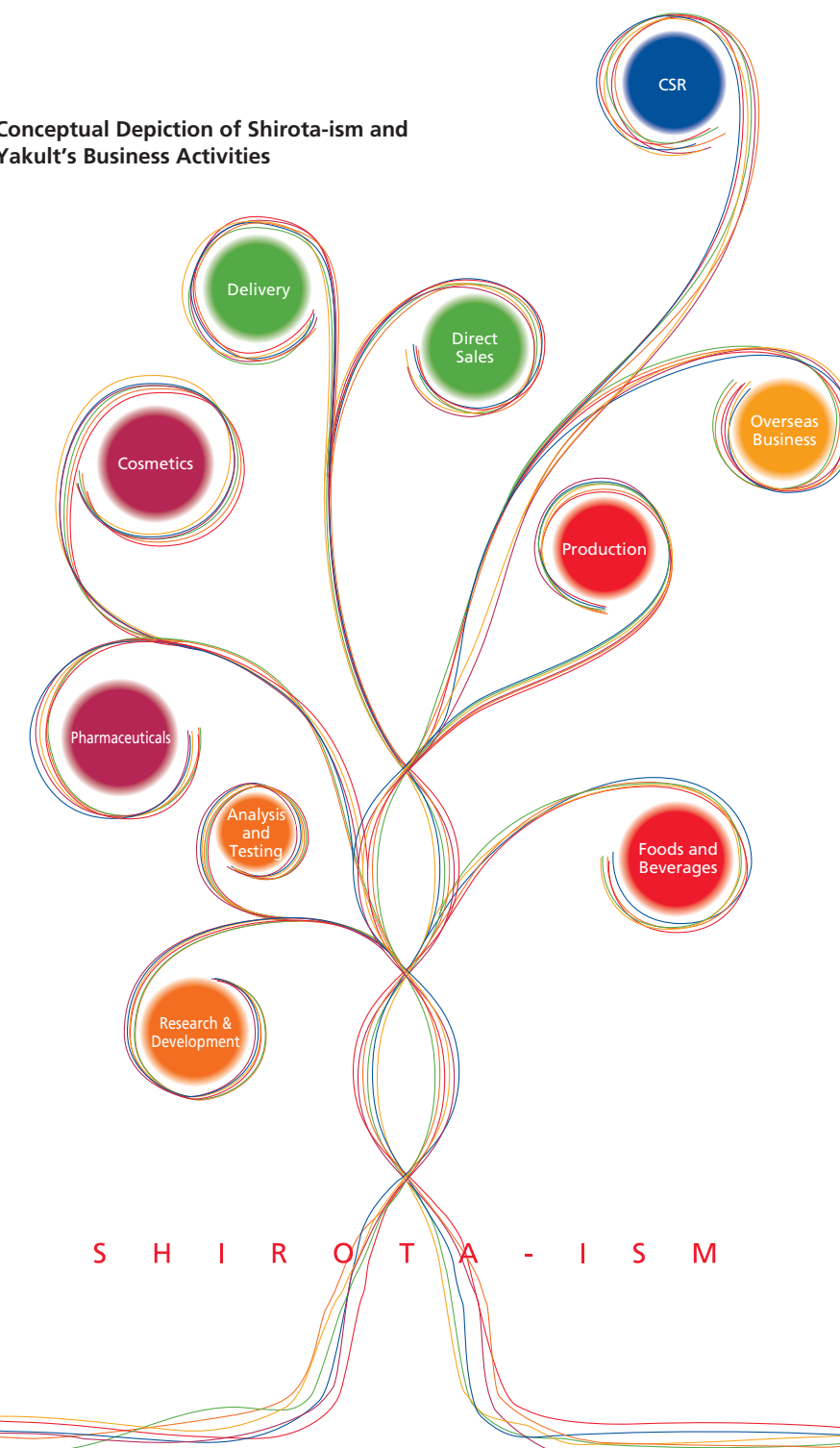
Our corporate philosophy addresses everything from R&D to production, the delivery of good health to people throughout the world, and contributions to the health of the planet and society.

Working in close cooperation with each other, our individual businesses have all fully inherited the concept of Shirota-ism, and are infused with the passionate desire to contribute to the health and happiness of people around the world. That desire has reached around the world, making Yakult a familiar name across the globe.

Moving forward, in order to maintain the trust we have earned throughout the world, we at Yakult will continue to honor Shirota-ism and the ideas it encompasses.



Conceptual Depiction of Shirota-ism and Yakult's Business Activities



Evolving with a firm sense of our origins

Looking to the future, we at Yakult remember our origins as we continue to break new ground.

- Development of new materials for protecting health and the pursuit of R&D focused on the possibilities of probiotics.
- Advanced quality assurance and the manufacturing of products that protect the environment, and propagation activities that promote understanding of Yakult products.

A tireless spirit of inquiry aimed at protecting human health

With eyes firmly fixed on the future, Yakult is steadfastly pursuing R&D aimed at protecting human health.

As one example, we are researching not only microorganisms that thrive in the intestines but also those that live in the stomach wall. We are discovering materials that are beneficial for human health, and are working to unlock the genomes for intestinal bacteria, of which there are several hundred. Furthermore, there is no end to the pursuit of future-oriented life sciences like synbiotics therapy, which applies the possibilities of probiotics in a clinical setting.

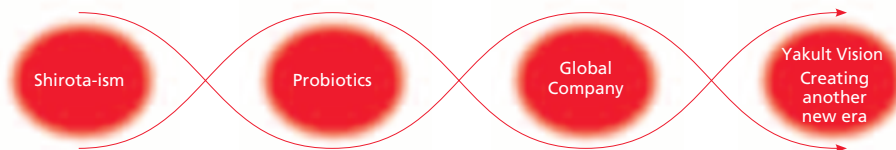
Product manufacturing underpinning Yakult across the globe

Yakult products are manufactured throughout the world in plants that comply with multiple international standards and follow demanding hygiene management practices that work to assure quality. In addition, strict internal audits help to ensure that high-quality, safe products are turned out by environmentally friendly production systems.

A company with the slogan, “In order for people to be healthy, everything around them must also be healthy,” can accept nothing less.



Handed Down from Generation to Generation, Yakult's Corporate Philosophy



Yakult's Corporate Philosophy

We contribute to the health and happiness of people around the world through pursuit of excellence in life science in general and our research and experience in microorganisms in particular.



Propagating the idea of contributing to good health

We at Yakult constantly ask ourselves what we can do to counter the things that threaten the health of people throughout the world.

We respond to that question through not only R&D and the introduction of new products but also by having Yakult Ladies distribute health information to customers and taking other small steps, as well.



At a higher level, we are expanding our pharmaceutical business and, as a company globally recognized for its contributions in the field of oncology, are forging ahead with initiatives aimed at developing drugs and promoting the adoption of standard treatments. Yakult's globalization will have expanded our sales coverage to include countries and regions accounting for approximately 70% of the world's population in 2010. Given that, our desire to contribute to the health of people throughout the world, which we have held on to since our very founding, is steadily approaching realization in conjunction with the growing adoption of probiotics.

Product

- Foods and Beverages ■
- Dairy Products ●
- Beverages ●
- Cosmetics ■
- Pharmaceuticals ■
- Production ■
- Research & Development ■

Pursuit of life sciences to further the health of people throughout the world.



Yakult dairy products broadening the possibilities of probiotics

As a probiotics pioneer, Yakult will continue to broaden appreciation for the value of good health, from the perspective of preventive medicine.



Born of the concept of preventive medicine and the idea that a healthy intestinal tract leads to a long life

Yakult’s founder, Dr. Minoru Shirota, advocated preventive medicine and the idea that a healthy intestinal tract leads to a long life. Yakult and our other lactobacillus-based dairy products and fermented milk drinks all originated from these concepts. Over the years, numerous dairy products have resulted from our probiotics research and come to be included in the regular diets of people around the world.

The power of Yakult dairy products

L. casei strain Shirota and *B. breve* strain Yakult are unaffected by gastric and other digestive juices, and reach the intestines alive. These microorganisms improve conditions in the intestines and play an important role in maintaining a healthy intestinal tract.

Yakult dairy products include large numbers of these lactobacilli, which are exceptional for their ability to promote good health. Indeed, with one bottle of Yakult 400, which includes the greatest number of lactobacilli, one can take in a phenomenal 40 billion *L. casei* strain Shirota. Presently, approximately 20 Yakult lactobacilli beverages and food

products have been recognized by Japan’s Ministry of Health, Labour, and Welfare as having beneficial health effects and been approved to bear the “Food for Specified Health Uses” label.

The future of probiotics Creating new value in dairy products

In its many years of probiotics research, Yakult has discovered a host of previously unknown functions of lactobacilli. Our *Pretio* fermented milk drink, for example, is produced from *L. casei* strain Shirota and helps to maintain and promote good health through the use of GABA (γ -aminobutyric acid), which acts to lower

blood pressure and improve conditions within the intestines. Meanwhile, our *BF-1* fermented milk drink includes *Bifidobacterium* BF-1, a newly discovered bacterium for which there are growing expectations for its ability to protect the stomach. And for women particularly interested in health and beauty, *Yakult SHEs* has gained attention as a product that includes *L. casei* strain Shirota, vitamin C, and collagen.

As a leader in the field of probiotics, Yakult will continue to pursue the preventive medicine possibilities of lactobacilli, in support of its objective to contribute to human health.

B. breve strain Yakult Products

(fermented milk drinks)



Bifiene S
Contains bifidobacteria, dietary fiber, iron, and folic acid.

Bifiene M
Contains bifidobacteria, calcium and vitamin D, which enhances absorption.

(Lactobacillus-based dairy products)



Bifidobacterium BF-1
Contains over 10 billion bifidobacteria and galactooligosaccharide.

BF-1
Lactobacillus drink that contains *Bifidobacterium* BF-1 and is easy on the stomach. <sold in limited locations>

Products containing L. casei strain Shirota (Lactobacillus-based dairy products)



Yakult 400
Contains 40 billion *L. casei* strain Shirota per bottle. Potent protection for intestinal health.

Yakult 400LT
Yakult 400 with reduced sweetness and fewer calories. Contains 40 billion *L. casei* strain Shirota per bottle.

Yakult A Probiotics
A Probiotics pioneer. For people of all ages, including children and the elderly.

Yakult 300V
Contains 30 billion *L. casei* strain Shirota per bottle. Also includes vitamins C and E.

Yakult SHEs
Offers iron and calcium, in addition to collagen. Recommended for women in particular.

Pretio
Contains at least 10 mg of GABA per pack. A fermented milk drink recommended for people with high blood pressure.

Products containing L. casei strain Shirota (fermented milk drinks)



Joie
Yogurt drink containing live *L. casei* strain Shirota and calcium. Plain and fruit-flavored varieties.

Sofuhl LCS100
Plain yogurt made entirely with milk-derived ingredients and featuring a mild flavor. Contains 10 billion *L. casei* strain Shirota.

Sofuhl
Dessert yogurt containing *L. casei* strain Shirota.

Purela
Soft yogurt containing *L. casei* strain Shirota and Aloe Vera pulp.

Benefits of Lactobacillus casei strain Shirota and Bifidobacterium breve strain Yakult

1) Promotion of Healthier Intestinal Activity to Improve Bowel Movements

Lactobacillus casei strain Shirota produces lactic acid, while *Bifidobacterium breve* strain Yakult produces lactic acid and acetic acid. Both types of acid stimulate the intestines and improve bowel movements.

2) Prevention of the Intraintestinal Growth of Harmful Bacteria

The lactic and acetic acids that *Lactobacillus casei* strain Shirota and *Bifidobacterium breve* strain Yakult produce prevent the growth of harmful bacteria inside the intestines.

3) Prevention of Intestinal Putrefaction by Inhibiting Production of Harmful Substances

By preventing the growth of harmful bacteria, *Lactobacillus casei* strain Shirota and *Bifidobacterium breve* strain Yakult also prevent the production of substances that they create, and that lead to intraintestinal putrefaction.



Lactobacillus casei strain Shirota (*L. casei* strain Shirota)
Lactobacilli



Bifidobacterium breve strain Yakult (*B. breve* strain Yakult)
Bifidobacteria

Food with Health Claims (Food for Specified Health Uses)

There are two types of food with health claims, “Food for Specified Health Uses” and “Food with Nutrient Function Claims.”

A “Food for Specified Health Uses” is intended to provide certain health benefits and includes substances (active ingredients) that have beneficial effects on the body’s physiology. A food can display the “Food for Specified Health Uses” label only after its effectiveness, safety, and quality have been scientifically tested by the Japanese government and authorization is received. A “Food with Nutrient Function Claims” is intended for use as a nutritional supplement. As long as it includes specified substances (vitamins, minerals, etc.) and meets designated standards, a food may be labeled as a



“Food with Nutrient Function Claims,” without applying for permission from, or notifying, the government.

Food with Health Claims			
Pharmaceuticals (including quasi-pharmaceuticals)	Food with Nutrient Function Claims (Defined by manufacturers according to rules and regulations)	Food for Specified Health Uses (Approval required for individual products)	Ordinary Foods (Includes products marketed as “health foods”)
Labeling			
	•Amount of nutrient content •Benefits of nutrient content •Precautions	•Amount of nutrient content •Amounts of ingredients •Health benefits •Precautions	•(Information on nutrient content)

Outstanding functional beverages for better health

In addition to dairy products that are beneficial for intestinal health, Yakult is developing beverages with functions that address lifestyle diseases, stress, and other afflictions of people living in modern societies.



Protecting the health of people in modern societies

Addressing a broad range of issues

Health concerns have diversified to include a whole host of lifestyle diseases, allergies, and stress. Since introducing the *Toughman* nutritional drink in 1980, Yakult has devel-

oped and brought to market beverages with outstanding functionality in protecting human health, paying careful attention to the needs of men, women, and the times.

Line of beverages with exceptional health benefits

Yakult's functional beverages include not only nutritional drinks but also sports drinks, beverages for refreshment, and products that can be expected to provide various health benefits.

Yakult offers vinegar drinks loaded with amino acids required by the body, beverages that make taking in polyphenols as easy as enjoying a fruit-juice drink, beverages that inhibit rapid increases in blood sugar and increases in serum triglyceride after meals, and a beverage that is very effective in lowering cholesterol. Our product line addresses a broad range of modern health needs.

Yakult currently offers four products—*Bansoreicha*, *Hiline*, *Globin ONE*, and *Chosei Tonyu Kokusandaizu Shiyo*—authorized to carry the “Food with Specified Health Uses” label. Products meeting requirements for bearing the “Food with Nutrient Function Claims” label include the *Toughman* series and others.

Protecting the Health of People in Modern Societies

To continue protecting the health of people susceptible to lifestyle and other modern diseases, Yakult is working to broaden appreciation for the value of health from the perspective of preventive medicine, aggressively pursuing R&D on beverages with health maintenance benefits, and constantly employing new perspectives in delivering products that help to ensure healthy lives to customers.



Bansoreicha
Sugar-free tea made with guava leaves. Recommended for people concerned about their blood sugar level. 2-liter plastic bottles.

Bansoreicha
400 ml plastic bottles.

Bansoreicha
Aseptic bricks 200 ml paper containers.



Toughman
Health drink containing three types of ginseng extract.



Toughman V
Health drink containing Korean ginseng, royal jelly, and vitamin B-complex.



Toughman G1000
Contains 1000 mg of Korean ginseng.



THORPEDO
Low-Glycemic-Index (GI) sports drink.



Lemorea
Relaxation beverage containing Theanine and 7 types of herb extracts.



Hiline
Functional drink containing galacto-oligosaccharide.

Globin ONE
Drink containing globin proteolytic agent, which checks the rise in serum triglyceride following a meal.



Kurozu Drink
Genuine kurozu beverage that is easy to drink and refreshes.



Murasakino Oishi Osu
Vinegar drink made from purple yam vinegar and grape juice, and containing polyphenols.



Avamurasaki
Health beverage containing anthocyanin. Recommended for those who enjoy alcoholic beverages.



Chosei Tonyu Kokusandaizu Shiyo
Contains soy protein, which helps to lower cholesterol. Made with Japanese soybeans.



Kininaru Yasai 100
100% fruit and vegetable juice made from 15 types of vegetables and three kinds of fruit juice.

For more beautiful skin—Cosmetics born of research on lactobacilli

Yakult cosmetics are developed under the slogan, “Putting the Power of Lactobacilli to Work for the Skin.”



Advanced Parabio Series Skincare

Cosmetics inspired by the dermatological benefits of lactobacilli

Yakult cosmetics are based on the idea that while lactobacillus-based beverages protect the inside of the body and the health of the digestive tract, lactobacillus-based cosmetics protect the outside of the body and the health of the skin. This can be summed up with the phrase, “Intestinal health is a direct factor in producing beautiful, healthy skin.”

Lactobacilli that are good for the body are also good for the skin. Using the results of years of concerted research based on that concept, Yakult developed a fermented lactobacilli extract for skincare (moisturizing agent) in 1955. We next developed a high molecular weight hyaluronic acid (moisturizing agent) derived from lactic acid bacteria and other cosmetic ingredients and have continuously pursued dermatological research.



Advanced Parabio Series Base Makeup

Recommending cosmetics for individual customers

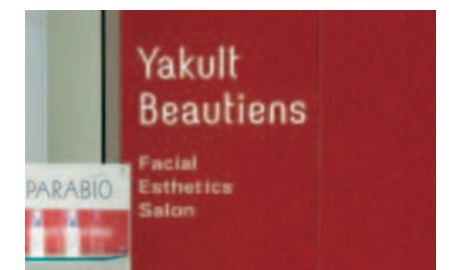
Yakult cosmetics are delivered to customers throughout Japan by Yakult Beauty Advisers and Yakult Ladies. This approach is taken so that we can recommend the cosmetics that are best for individual customers. Yakult Beauty Advisers number approximately 7,700 in total and are based in 571 salons.

Anti-aging benefits of the *Parabio Series*

Focusing on the functions and structure of the skin, Yakult developed lamellar particles, which function as a moisturizing agent and are incorporated in our *Parabio Series* products. After their introduction in 1995, these products quickly became a favorite of customers interested in genuine anti-aging benefits. In March 2007, we introduced the *Advanced Parabio Series* containing advanced lamellar particles with enhanced moisturizing functions and penetrating properties for even greater anti-aging benefits. We supplemented this product series with our first makeup base in March 2008 and have received positive customer feedback for this product.

Experiencing “Intestinal health is a direct factor in producing beautiful, healthy skin”

Yakult Beauty Advisers provide customers with guidance to help them understand proper application amounts and techniques, as well as the benefits of daily use, all of which are regarded as key points by *Yakult Beautiens*. We want customers to learn firsthand the meaning of the words, “Intestinal health is a direct factor in producing beautiful, healthy skin” by following a recommended skincare regimen, and to have Yakult Beauty Advisers share in their happiness.



Yakult Beautiens is the name of Yakult's cosmetic operations. “Beautiens” was coined from the words “beauty” and “essence (ens)” and expresses the fundamental objective of pursuing the essential beauty of the skin.



Moving cancer treatment forward as an important contributor in the field of oncology

Yakult's pharmaceutical business, which grew out of applied research on lactobacilli, is expanding into therapeutic medicine.

From beginnings in the development of pharmaceuticals utilizing lactobacilli

Yakult's pharmaceutical business came into being in 1961 when we began developing enzyme products for use in food and pharmaceuticals. Yakult, which had until then focused on contributing to health from the perspective of preventive medicine, undertook to supplement its preventive medicine research with therapeutic initiatives aimed at protecting the health of people suffering the misfortune of illness. We embarked on prescription drug sales in 1975 and have now expanded our business to include over-the-counter drugs, medical devices, reagents, and other products, as well.

We launched our over-the-counter drug operations with the introduction of *Yakult Seichoyaku*, a lactobacillus-based drug, in 1979, came out with *Yakult BL Seichoyaku*, which employs both *L. casei* strain Shirota

and *B. breve* strain Yakult, in 1995, and introduced *Yakult BL Seichoyaku S Tablets*, in 2006.

Yakult has also developed *Campto I.V. Infusion* as its main anticancer drug, and is presently moving forward with medical and pharmaceutical initiatives based primarily on a two-drug combination of *Campto I.V. Infusion* and *Elplat*. Through its track record and ongoing activities, Yakult has come to be recognized the world over as an important contributor in the field of oncology.



Contributing to medicine through the development of anticancer drugs

Campto I.V. Infusion (Irinotecan hydrochloride trihydrate), developed by Yakult, is synthesized from anticancer substances found in the *Camptotheca* tree of China and other sources, and has gained significant attention as an anticancer drug with unique efficacy. In Japan, *Campto I.V. Infusion* is being used to treat colorectal, lung, gynecological, stomach, and other cancers. Furthermore, based on the results of large-scale overseas clinical studies, it has become a first line treatment for colorectal cancer and is now approved for use in over 100 countries.



Elplat (Oxaliplatin) is an anticancer drug synthesized in Japan in 1976 and developed in Europe. Based on the results of clinical studies performed mainly in Europe and the US, *Elplat* has become the gold standard for the treatment of colorectal cancer and, since 1999, has been approved for use in over 60 countries.

Yakult performed development work in Japan, gained import approval in March 2005, and began domestic sales in April 2005.



Presently, colorectal cancer is the deadliest cancer among Japanese women and the fourth deadliest cancer among Japanese men. With predictions that it will overtake stomach cancer to become the most prevalent cancer among Japanese by 2015, the challenge to discover additional treatments and cures for this disease will continue. *Campto I.V. Infusion* and *Elplat* will likely be at the center of such research activities.

In addition to *Campto I.V. Infusion* and *Elplat*, Yakult, as part of its wide-reaching efforts in the field of oncology, is pursuing sales of the anticancer drugs cisplatin *Malco*, *Flutamide Tablets 125KN*, and *Levofolinate for I.V. infusion Yakult*, and drugs aimed at relieving nausea, vomiting, and other symptoms experienced by cancer patients.

Note: As of July 2008, the product name "*Campto Injection*" and the ingredient name "*Irinotecan*" were changed to "*Campto I.V. Infusion*" and "*Irinotecan hydrochloride trihydrate*," respectively.

Information provision activities of MRs specializing in oncology

Evidence Based Medicine (EBM) has gained importance in recent years and it is now considered imperative to promote the adoption of the resulting treatments, referred to as "standard treatments," in order to raise the level of medical care.

Yakult MRs (medical representatives) have highly specialized knowledge of oncology and provide timely, accurate information for various needs in medical environments. One goal of these information activities is to promote the adoption of standard treatments. Yakult MRs not only promote Yakult products; they also work to increase awareness of the importance of standard treatments and must provide a broad range of information on the roles Yakult products play in medical treatment as a whole.

There are currently approximately 160 Yakult MRs throughout Japan. This number, however, is being increased and steps like enhancing training to improve the quality of MRs are being taken in order to broaden awareness of the importance of standard treatments.

Aiming to become Japan's leading company in the field of oncology

Yakult's pharmaceutical business, which began with lactobacillus R&D and has capitalized on the success of *Campto I.V. Infusion* and *Elplat* to establish a firm position in the field of oncology, will continue to focus on development work in oncology and related areas. At the present time, most of the anticancer drugs used, or expected to be used, in Japan are the products of overseas companies. Yakult, however, is concentrating on developing its own drugs and striving to develop products with overseas potential.

Toward that end, we are performing research aimed at identifying the seeds of future pharmaceuticals that could achieve success similar to that of Yakult's *Campto I.V. Infusion*.

Yakult's pharmaceutical business is pursuing three themes—Drug development primarily in the field of oncology, information dissemination aimed at promoting the adoption of standard treatments, and organizational enhancements for promoting these activities. The goal of endeavors in these three areas is to make Yakult Japan's leading company in the field of oncology.



Global Adoption of Campto I.V. Infusion

Countries where manufacturing authorization has been given



Global Adoption of Campto I.V. Infusion

Countries and regions where manufacturing authorization has been given (Sold)

Japan	Columbia	Panama	Dominican Republic	Belgium	Greece	Malaysia
Argentina	Costa Rica	Peru	Jamaica	Bulgaria	Hong Kong	Philippines
Australia	Ecuador	USA	Puerto Rico	Czech Republic	Israel	Poland
Brazil	Guatemala	Venezuela	Trinidad and Tobago	Finland	Italy	Portugal
Canada	Honduras	New Zealand	El Salvador	France	Lebanon	And 60 other countries
Chile	Mexico	Aruba	Austria	Germany	Luxembourg	

Environmentally friendly, safe products of the highest quality

Yakult makes safe products under exacting quality management measures with the latest, most advanced, and optimal production systems.

Food Production Plants



Making products of the highest quality in an environmentally friendly way

To consistently make products of impeccable safety day in and day out, Yakult's dairy product plants employ integrated production systems that start with the addition of ingredients and include every phase from culturing, to blending, container manufacturing, filling, and shipping.

HACCP food hygiene management systems in production processes are used to ensure exacting quality management and meticulous hygiene management at the 8 plants of Yakult Honsha and 6 plants of its subsidiaries. In addition, we have created



At present, our production unit is moving ahead with efforts to restructure our plants and update them with the most advanced, state-of-the-art facilities and environmental measures.

The photograph above is of the Yakult Iwate Plant completed in March 2007.

our own quality management standards, which are stricter than those employed by outside auditors, and conduct internal audits to ensure they are followed. Inspections by public institutions and other measures guarantee that Yakult quality management measures meet both internal and external standards.

All Yakult Honsha and subsidiary plants (16 in total, 14 of which manufacture dairy products) have acquired the ISO14001 international environmental management system certification and constantly work to remain in compliance.

Furthermore, Yakult's flagship Fuji Susono Plant has acquired the ISO9001 international quality management and assurance

certification. And we have taken the further step of developing our own rigorous quality management system based on a combination of HACCP and ISO9001 standards. In so doing, we have created a new model for ultimate quality assurance, as we continue to manufacture high-quality, safe products that are also environmentally friendly.

To deliver products of even higher quality

In recent years, consumers have developed an even stronger interest in food safety, and Yakult is moving ahead with efforts to introduce production equipment and product inspection facilities incorporating



The Yakult Group is engaged in ongoing activities aimed at producing high quality and protecting the environment.

Domestic and Overseas Certifications

- ISO9001: International product quality management system certification.
- ISO14001: International certification for systems aimed at continuous improvement in environmental performance.
- HACCP: Hazard Analysis Critical Control Point international standard for food and pharmaceutical safety management.

*Information on the acquisition of these certifications by Yakult Honsha and the Yakult Group is presented on P33.



Pretio production line

the latest technology, so that it can reliably deliver high-quality products. The integration of product inspection facilities directly into our production lines makes it possible to instantly check every product we make.

Pharmaceutical Plant



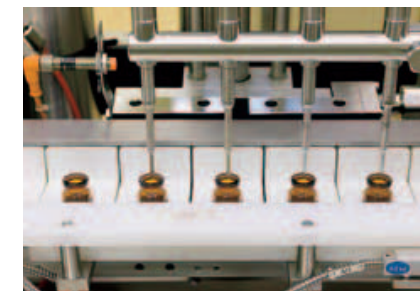
Fulfilling their responsibilities of manufacturing life-saving pharmaceuticals

Yakult's pharmaceutical plant is located next to its Fuji Susono dairy product plant, which sits in full view of Mt. Fuji. It is there, within an environment characterized by pure water and an abundance of

Welcoming visitors to plants that epitomize safety and peace of mind

Every one of our plants welcomes visitors and has taken steps to give as many people as possible a chance to experience our manufacturing facilities firsthand. Going forward, we are redoubling efforts

aimed at giving customers a real sense of the high degree of safety incorporated in our products, as we strive to ensure that everything we do in our plants enhances faith in them.



natural greenery, that we produce safe, high-quality pharmaceuticals with advanced manufacturing technologies that comply with the Good Manufacturing Practices (GMP = Manufacturing and quality management standards for pharmaceuticals and other products) of Japan, America and Europe. Meeting GMP standards is an imperative for the manufacturing of life-

saving pharmaceuticals, and we supplement these with our own internal quality management system, which we employ to constantly and strictly monitor quality.



Cosmetics Plant



Yakult's cosmetics plant—Manufacturing safe products in line with exacting standards

Yakult's Shonan Cosmetics Plant was refitted in March 2008.

In updating that plant, we took steps not only for the purpose of making cosmetics under strict safety standards, and ensuring quality and hygiene management, but also to add a Beautiens Salon and a gallery (for plant tours) to help

visitors better understand our product safety practices. At the Beautiens Salon, visitors can relax on a sofa, receive skin analysis and counseling services, and try Yakult's high-quality products. Filling and packaging processes can be observed from the gallery and visitors can use a microphone to talk directly with employees working on the production line. We have taken these and other innovative steps to satisfy customer desires for information on our cosmetic production process.



Beautiens salon



Production line



Gallery walkway

Tireless pursuit of life sciences

Over more than 70 years, Yakult's research on how to apply the extraordinary powers of microorganisms for the benefit of human health has extended into foods, pharmaceuticals, cosmetics, and various other fields.



Yakult's R&D initiatives

As heir to the passion and spirit of inquiry of Dr. Minoru Shirota, our first research director, Yakult's research lab develops food, pharmaceutical, and cosmetic ingredients that are useful for maintaining and promoting human health, and performs research on their applications.

In the area of food products, our research lab has devoted significant effort to R&D aimed at putting the extraordinary powers of microorganisms to work for the benefit of human health. It is also pursuing R&D on anticancer and related drugs in the field of pharmaceuticals, and dermatology-based R&D focused on safe, highly effective materials in the area of cosmetics.

Establishment of a European research lab

In May 2005, Yakult Honsha established its first overseas research facility in Ghent, Belgium. The Yakult Honsha European Research Center for Microbiology ESV (YHER) applies Yakult's technologies for analyzing intestinal flora, which are among the best in the world, to shed light on the intestinal flora of Europeans and research the effects of probiotics on intestinal func-

tions, as one step toward improving health for all people.

*Intestinal flora: Several hundred types of bacteria, numbering approximately 100 trillion in all, live in the human intestines. These intestinal bacteria gather in groups resembling fields of flowers and, therefore, are referred to as intestinal flora.

Yakult Central Institute for Microbiological Research

The research activities of the Yakult Central Institute for Microbiological Research fall into three levels—Basic research; screening of food, pharmaceutical, and cosmetic ingredients; and product testing.

Basic research is indispensable for all R&D activities. As its primary mission, the

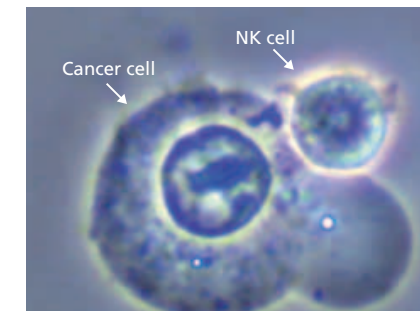
Yakult Central Institute for Microbiological Research works to elucidate the relationship between human health and intestinal flora, and, as a key Yakult basic research center, examines the structures and functions of intestinal flora. The research initiatives and accomplishments of the Yakult Central Institute for Microbiological Research have drawn significant attention from academia and industry throughout the world.

Newly discovered effects of lactobacilli

Through years of research, it has been discovered that drinking beverages with *L. casei* strain Shirota works to restore NK

activity* that has been diminished by factors like smoking, physical inactivity, and a lack of sleep. In addition, it has also been learned that *L. casei* strain Shirota, by helping the body rid itself of mutagenic substances (substances that encourage the development of cancer) and enhancing the immune system, reduces the risk of cancer. The prevention of cancer and its recurrence is closely related to the immune system, and Yakult is moving ahead with efforts to learn more about this relationship.

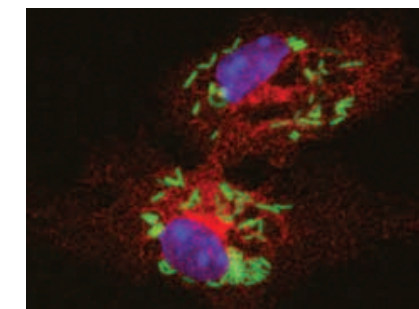
*NK activity: The immune system protects our bodies from harmful bacteria, viruses, and cancer and other maladies. Spearheading the immune system are natural killer (NK) cells. "NK activity" refers to the ability of NK cells to perform their roles and has recently come to be recognized as an indicator of immune system strength.



An NK cell destroying a cancer cell

Post-genome discoveries regarding lactobacillus functionality

In recent years, significant advances have been achieved with regard to analytical technologies that use molecular biology techniques to analyze microorganisms, and genome sequence information is now being used to study the characteristics and functions of microorganisms. This type of work is referred to as post-genome research and has been useful in analyzing gene expressions relevant to the particular characteristics of *L. casei* strain Shirota. Detailed studies of the mechanism for *L. casei* strain Shirota's immunoregulatory impact on the host and the interaction (crosstalk) with the intestinal tract are also being pursued.



Macrophages that have taken in *L. casei* strain Shirota (green color)



Gene expression analysis using DNA microarrays

YIF-SCAN drawing attention from throughout the world

Approximately 100 trillion bacteria of several hundred types live in the intestines, and there is still much to learn about them.

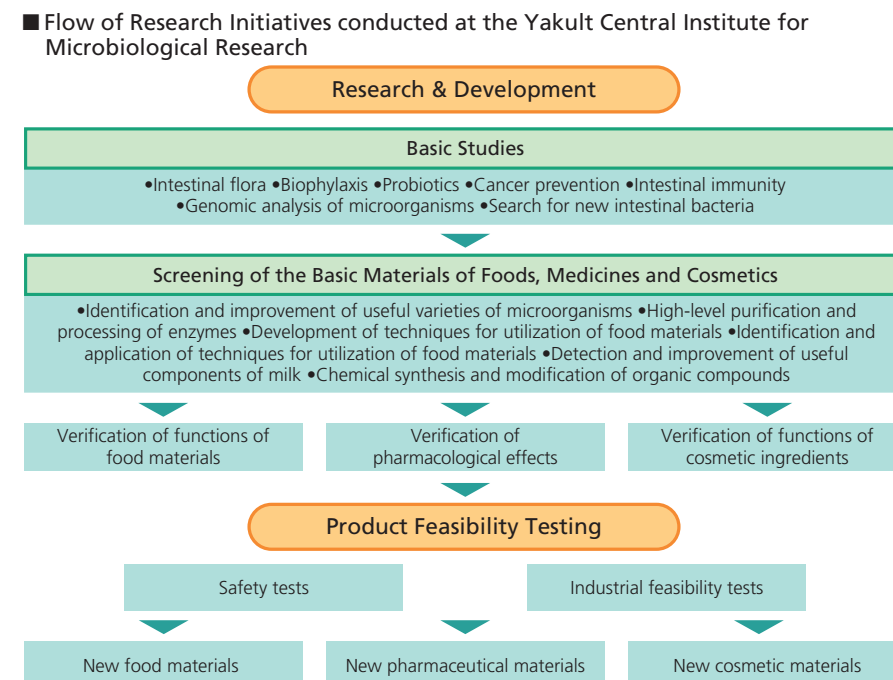
In the past, intestinal flora were studied predominately through an approach known as the "culture method*." The culture method requires time and advanced skills and is limited by factors like the existence of many types of bacteria that cannot be cultured.

The Yakult Central Institute for Microbiological Research, therefore, set about looking for a new research approach and succeeded in developing "YIF-SCAN," Yakult's state-of-the-art intestinal flora analysis system. YIF-SCAN selectively quantifies bacteria based on the unique gene sequences (RNA and DNA) of individual intestinal flora. It opens the door to analyses that can be performed more rapidly than possible with the culture method and does not require a high level of skill. Applicable to bacteria existing in high numbers or low numbers, YIF-SCAN is also capable of a wide range of high-sensitivity analyses, and the possibilities for illuminating the close relationship between intestinal flora and human health have drawn attention from around the world. Yakult has made YIF-SCAN available to Groupe Danone and is promoting joint research with an eye toward establishing YIF-SCAN as the global standard for intestinal flora analysis.

*Culture method: In the culture method, a dilute test sample is applied onto a culture medium and colonies created by the bacteria in the sample are counted.



Intestinal Flora Analysis System—"YIF-SCAN"
Capable of rapidly analyzing intestinal microflora in a simple, highly precise method without the need for cultivation.



Yakult Honsha European Research Center for Microbiology, ESV (YHER)
Exterior view, of bio-incubator facility located in the Technologiepark
*The YHER is located on the first floor of this building



Culturing work on a clean bench

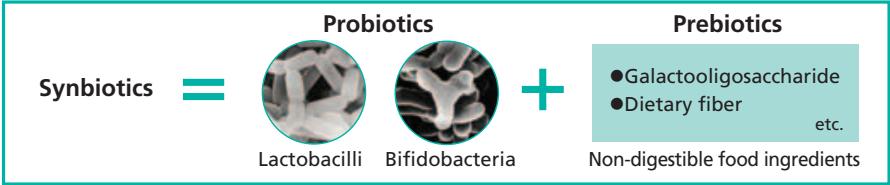


Synbiotics—a focus of attention in medical settings

Over the past few years, synbiotics, a research focus of Yakult, has gained attention in medical settings. Synbiotics combine probiotics and prebiotics (substances that promote the growth of beneficial bacteria in the stomach). Many are hoping to employ synbiotics as a substitute for antibiotics that have been used to control postoperative and other

infections. Synbiotic treatments have already been shown in clinical settings to enhance recuperative powers by promoting the recovery of immune functions and

preventing septic complication by benefiting intestinal flora, and by promoting the absorption of digested food to improve nutritional status.

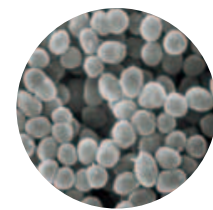


Yakult’s Analysis Laboratories

Putting the power of microorganisms to work for the environment

The Yakult Central Institute for Microbiological Research performs chemical analyses, which provide a foundation for R&D, and develops technologies like microorganism analytical methods with environmental applications. It also helps to ensure consistent quality, so that Yakult can always provide safe products. Since 1976, the Yakult Central Institute for Microbiological Research has been registered with the national and local governments in Japan as an analysis and inspection institution and has performed analysis and testing work in response to government, business, and consumer requests. Joint research from these under-

takings resulted in the development of a reagent kit for use in measuring nitrifying bacteria and rapidly assessing water quality. In 2006, this kit received the Technology Prize from the Japan Society on Water Environment, Japan’s largest organization in the field of water environment chemistry, and it is now widely used by universities



Nitrosomonas—a type of nitrifying bacteria. Helps to remove nitrogen compounds from wastewater.

throughout Japan and water treatment equipment manufacturers.



Heavy-metal analysis using an atomic absorption photometer.

Determination kit for nitrifying bacteria



Left: Immunolateral “Kenshutsukun”
Right: Immunolateral “Supirakun”
Listed in the Wastewater Examination Methods (1997 ed) as a quantitative method based on the nitrifying bacteria antibody method, and now used in wastewater treatment plants throughout Japan.

Biotechnology

- Antibody work
- Development of measurement kits

Certification Work

- Environmental measurement
- Work environment measurement
- Drinking water testing

Microorganism Testing

- Microorganism testing
- Applied microorganism testing
- Fermentation testing

Chemical Analysis

- Ingredient/product analysis
- Food analysis
- Special analysis

Studies, Planning, Development

- Information searches, and analysis and evaluation
- Development of analytical methods
- Product development

Environmental Protection

- Popularizing a water treatment system using Yakult containers
- Using microorganisms to clean up the environment

- Measurement certification business
 - Concentration: Registration number — Tokyo, No. 520
 - Sound-pressure level: Registration number — Tokyo, No. 871
 - Vibrational acceleration level: Registration number — Tokyo, No. 961
- Water quality inspection for drinking water in buildings: Registration number — Tokyo 57, Sui No. 40
- Measurement of air quality in buildings: Registration number — Tokyo 63, Ku No. 2136
- Measurement of work environment: Registration number — Tokyo Ro No. 13-42
- Class II olfactory testing and certification: No. 222 (03)

Distribution

- Overseas Business
- Home Delivery
- Direct Sales

Propagating Yakult’s desire
To deliver good health to as many people as possible



Yakult throughout the world

Until the day when we can deliver Yakult to all the people of the world, our propagation activities will not cease.



Every day, 25 million people throughout the world drink Yakult
Because of Dr. Minoru Shirota's desire to protect the health of people throughout the world, it was only natural that Yakult expand overseas. In 1964, Yakult Co., Ltd.

(Taiwan) began operations, as the first step in the expansion of our network to Asia, Oceania, the Americas, and Europe. Based on the belief that all people desire good health, we pushed ahead with efforts aimed at deepening understanding of lactobacilli, and due to these efforts Yakult products are today sold through 27 overseas operations and consumed in 31 countries and regions by over 25 million people every day.

Locally based activities

Yakult, in order to win the acceptance of local communities, makes it a point to manufacture and sell its products on a local basis. Deepening understanding of the ideas of preventive medicine and a

healthy intestinal tract leads to a long life, and encouraging regular consumption of Yakult products, requires the creation of an appropriate environment and the development of people to get the job done.

Our aim is to create business operations that are integrated into, and fully accepted by, local communities by providing health information appropriate for the daily life-style and dietary practices, respecting local traditions and cultures, and taking other actions tailored to individual countries or regions.

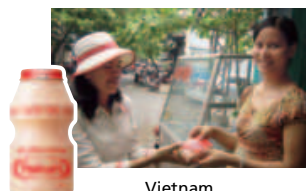
As in Japan, deliveries of Yakult products in many countries and regions are made by Yakult Ladies, who presently number approximately 36,000 outside of Japan.



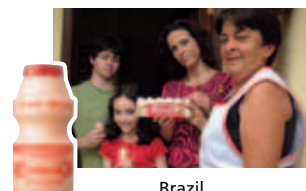
Taiwan



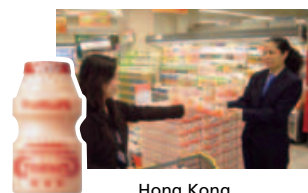
Singapore



Vietnam



Brazil



Hong Kong



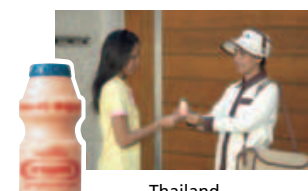
Indonesia



India



Mexico



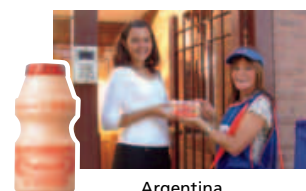
Thailand



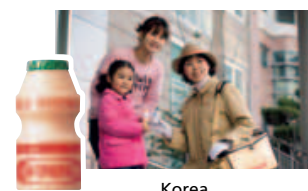
Australia



Guangzhou



Argentina



Korea



New Zealand



Shanghai



USA



Philippines



Malaysia



Beijing



Netherlands

From single points to whole new markets

From countries in which we have production facilities to neighboring countries, we are further expanding delivery areas for not only the Yakult fermented milk drink but also our other products and, thereby, propagating the use of our dairy products among an even greater number of people, and expanding our base of loyal customers.

Steadily working toward the goal of 45 countries and regions in 2010

In countries and regions where Yakult products are already available, we continue to pursue activities aimed at promoting understanding of preventive medicine and the idea that a healthy intestinal tract

leads to good health and long life. We are also increasing the number of our loyal customers as we move into new countries and regions. Our goal is to make our products available in 45 countries and regions by 2010.

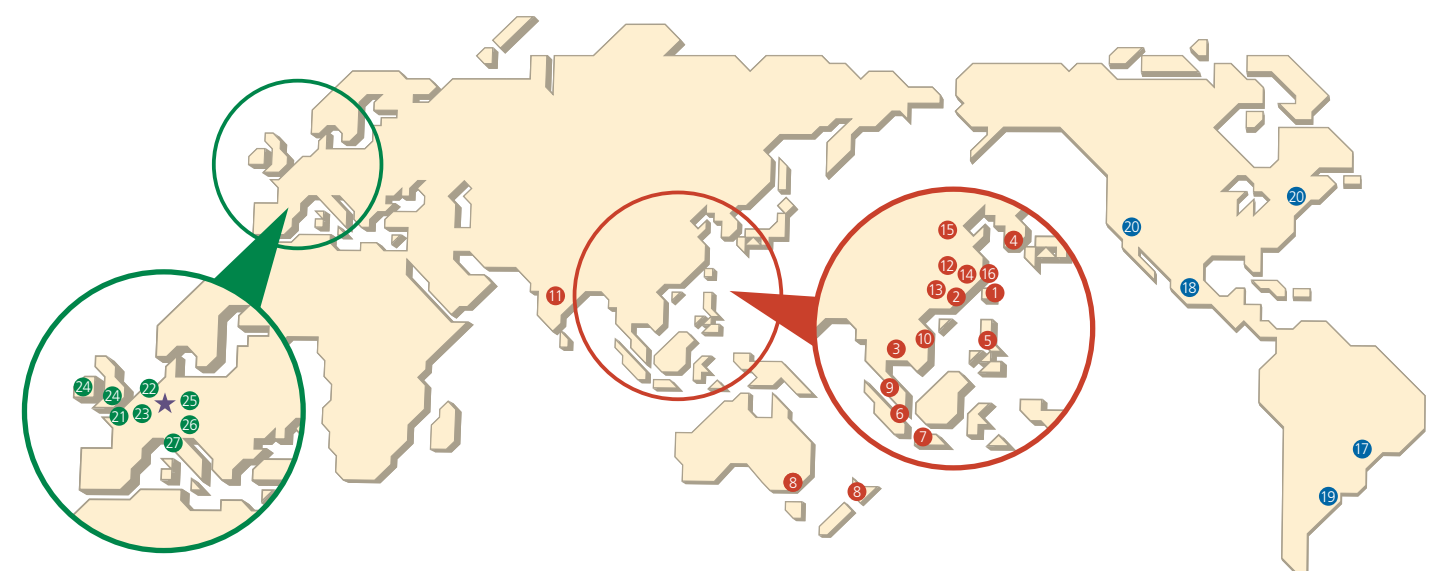
As a bonus, the trust we have won through our overseas activities is benefiting our activities in Japan. From Japan to overseas, and from overseas to Japan, we are universally applying what we have experienced and learned as we work to earn even greater goodwill from our customers.

Yakult's Overseas Network

- 1 Yakult Co., Ltd. (Taiwan)
- 2 Hong Kong Yakult Co., Ltd.
- 3 Yakult (Thailand) Co., Ltd.
- 4 Korea Yakult Co., Ltd.
- 5 Yakult Philippines, Inc.
- 6 Yakult (Singapore) Pte. Ltd.
- 7 P.T. Yakult Indonesia Persada
- 8 Yakult Australia Pty. Ltd.
(New Zealand Branch)
- 9 Yakult (Malaysia) Sdn. Bhd.
- 10 Yakult Vietnam Co., Ltd.
- 11 Yakult Danone India Pvt. Ltd.
- 12 Yakult (China) Co., Ltd.
- 13 Guangzhou Yakult Co., Ltd.
- 14 Shanghai Yakult Co., Ltd.
- 15 Beijing Yakult Co., Ltd.
- 16 Shanghai Yakult Marketing Co., Ltd.
- 17 Yakult S/A Ind. E. Com. (Brazil)
- 18 Yakult S.A. De C.V. (Mexico)
- 19 Yakult Argentina S.A.
- 20 Yakult U.S.A. Inc.
- 21 Yakult Europe B.V.
- 22 Yakult Nederland B.V.
- 23 Yakult Belgium S.A./N.V.
- 24 Yakult UK Ltd.
(Ireland Branch)
- 25 Yakult Deutschland GmbH
- 26 Yakult Oesterreich GmbH
- 27 Yakult Italia S.r.l.

★ Yakult Honsha European Center for Microbiology ESV (YHER)

• Countries where products are also sold (excluding test sales in Luxembourg, France, Spain, Brunei, Uruguay, and Canada)



Yakult Ladies making deliveries with sincerity and a smile

Anytime, anywhere and even single bottles. Reliably delivering products to the hands of customers. Yakult Ladies play a key role in the propagation of Yakult products.



Delivering Yakult products in the best condition possible to protect the health of customers

Delivery by Yakult Ladies has been a constant since this system, which is unique to Yakult, was introduced in 1963. Home delivery by Yakult Ladies was born of the desire to protect human health and encourage people to have one bottle a day.

Deliveries to every corner of the country, with sincerity

Yakult Ladies, who deliver Yakult products directly to customers, are the smiling faces of Yakult. Most of the approximately 42,000 Yakult Ladies are housewives and are based out of approximately 2,650 "centers," or marketing companies, located throughout Japan. With the spirit of, "Anytime, anywhere and even single bottles," Yakult Ladies deliver our products to customers in every corner of the country, with sincerity.

For Yakult Ladies customers are like family, and they want to do whatever they can to help them remain healthy

Yakult Ladies treat their customers like family members and, as such, want them always to be happy. Yakult Ladies share both the ups and downs of their customers, and want to do whatever they can to help customers live with peace of mind.

One thing they do along these lines is to play the role of a health adviser in regularly providing health information and advice on Yakult products.

Promoting the benefits of lactobacilli

Since its founding, Yakult has been meeting directly with customers, providing information on the extraordinary benefits of lactobacilli and encouraging customers to make Yakult products a part of their daily routine. Revisiting our roots, Yakult Ladies are now redoubling their efforts to communicate to customers information on the powers of lactobacilli and promoting the daily use of our products in an effort to help as many people as possible live long, healthy lives.

Environmentally friendly delivery

At Yakult, we want the delivery of our products to be environmentally friendly. To help make that a reality, we have begun to use electric vehicles, which have an extremely low environmental burden, to make daily deliveries. As of March 31, 2008, we were operating 239 electric vehicles in Japan.



Anytime, anywhere—To have as many people as possible use our products

Yakult is creating retail points aimed at providing customers with accurate product information, and working to enhance customer service.



Direct sales born of the desire to propagate understanding and use of Yakult products

Based on the desire to give customers access to Yakult products anytime and anywhere, we began direct sales to give even people we cannot reach through home delivery a chance to enjoy our products.

On the street or in an office, delivering good health anytime, anywhere

Defining all sales modes, other than home delivery, as direct sales, Yakult makes its products available to customers through supermarkets, convenience stores, and other high-volume retailers; vending machines;

factories, offices, and other business settings; recreational facilities; and other channels.

In addition, because they offer health benefits, we go to particular lengths to make Yakult dairy products available at places like schools, hospitals, and facilities serving the health needs of the elderly.

To improve understanding of Yakult products at the retail level

We want customers to use our products only after they have a clear understanding of their health benefits. Toward that end, we perform live demonstrations aimed at providing information primarily on the health benefits of lactobacilli in major retail stores and other locations, strive to provide as much information as possible at product displays, and actively take other steps to help customers develop a detailed understanding of our products.

Use of vending machines to make access to Yakult products as convenient as possible

In addition to retail stores, Yakult sells its products through vending machines in an effort to give customers access to Yakult

products wherever and whenever they want them. We operate approximately 70,000 vending machines throughout Japan and go to great lengths to not only ensure that products are fresh and machines are operating properly, but also present customers with product choices that meet their needs. In addition, we have taken measures to help improve the global environment and contribute to society by, for example, using non-CFC refrigeration systems and equipping vending machines with Automatic External Defibrillators (AEDs).

To help even more people enjoy the benefits of Yakult products

Yakult has enhanced its product line through a collaboration with Kirin Beverage Co., Ltd. As part of our relationship with Kirin Beverage, we are also moving forward with the installation of vending machines that offer selections of each company's best-selling products. This initiative is making it possible to provide customers with product choices for both better health and relaxation in a single vending machine.



Corporate Social Responsibility (CSR)

Coexisting with people, communities, and the environment
Aiming to be the best partner possible



We fulfill our social responsibilities as a company that contributes to good health

The Yakult Group aims to be a good corporate citizen of the earth.
We will continue contributing to the health of people around the world.

■ CSR as a key management concern

As a company that contributes to good health, Yakult believes that it has a duty to promote corporate social responsibility (CSR) and, thereby, help to build a healthy society in which people can lead healthy lives. The Yakult Group sees companies as members of society and pursues environmental initiatives, social contribution activities, and other things that companies must do, and also those things that only Yakult can do.

Under our corporate philosophy ("We contribute to the health and happiness of people around the world through pursuit of excellence in life science in general and our research and experience in micro-organisms in particular.") and our corporate slogan ("In order for people to be healthy, everything around them must also be healthy"), we are implementing CSR activities as management cornerstones.

■ Actively advancing compliance

The Yakult Group considers compliance (compliance with the law and establishing a corporate philosophy) as one of the most important responsibilities of a corporation, and actively advances compliance initiatives.

■ Yakult Ethical Principles and Code of Conduct

In 2000, we established the Yakult Ethical Principles and Code of Conduct as guidelines for proper corporate activities. We later improved the effectiveness of both and widened the scope of their implementation to include not only Yakult Honsha, but also subsidiaries and marketing companies—the entire Yakult Group.

■ Compliance Committee

In 2000, we also established our Compliance Committee, which is composed of independent expert (attorneys and Certified Public Accountants) from outside the company. The Compliance Committee regularly meets with Yakult Honsha executives and provides us with a wide range of opinions and recommendations on the full range of our corporate activities, from the perspective of compliance.

■ Compliance Promotion System

Yakult has established its Compliance Promotion Team to actively and effectively promote compliance, and appointed Compliance Managers in individual departments and groups to ensure that daily activities are being properly pursued.

■ Training Activities

Yakult regularly holds position-specific training for employees newly appointed to department heads and management posts, and conducts training focused on topics like the Company Law, the Antimonopoly Law, and the Personal Information Protection Law for executives, as well as departments and other organization units.

■ Detailed, accurate IR information disclosure

At Yakult, we vigorously pursue investor relations (IR) activities, and actively work to disclose financial and other information to shareholders and other investors in a manner that is fair and timely.

More specifically, we regularly gather information for disclosure through meetings of our IR Liaison Committee and from related departments in order to allow smooth internal collaboration.

We have also created an IR page within our website to permit timely access to important information and, in the current fiscal year, completed the English-language versions of our website and IR page, making it possible to provide information to an even wider range of investors. As an additional step to promote understanding of our business operations, we hold

results briefings and business briefings for securities analysts and institutional investors. We also accept their requests for individual interviews and invite them on tours of our facilities.

■ Training and personal development

Fostering the development of training and awareness that promote initiative

Companies are made up of people and the dynamism of companies originates from the activities of their employees.

In 2002, Yakult introduced its Corporate Coach Program as part of its human resources development activities. Every year, this program turns out about 30 internal coaches whose mission is to firmly integrate coaching skills into marketing companies and other organizations within the Yakult Group to invigorate organizational climate and improve their productivity.

Coaching is a skill aimed at boosting motivation and enhancing communication by encouraging people to act on their own initiative.

This and other human resources development approaches taken by Yakult are being used to foster a corporate culture that is vibrant and imports strong job satisfaction.



Annual Report



Yakult Social & Environmental Report



Healthist magazine

Environmental activities

Environmentally Conscious Corporate Activities

Yakult created an organization for protecting the environment in 1991, and formulated Yakult's Basic Policy on the Environment for the entire Yakult Group in 1997. We have also set forth our environmental philosophy, which reads, "Yakult understands that protecting the earth's environment is one of the most important aspects of coexistence with society and it is committed to considering the need to protect the environment in all of its corporate activities."

Our environmental policy includes requirements like the following:

- Reduce usage of containers and packaging, reduce waste, and design and use containers and packaging that utilize recycled resources.
 - Take strict measures to prevent environmental pollution in manufacturing, and reduce waste and greenhouse gas emissions by using resources and energy more efficiently.
 - Reduce vehicular and other types of environmental burdens in product shipping and marketing, recycle containers and packaging, and reuse marketing-related resources.
 - In all Yakult Group offices, reduce waste and greenhouse gas emissions by using resources and energy more efficiently, and promote recycling and green purchasing to help build a recycling-oriented society.
- Every year, we report on the details of activities like these and the status of our environmental management initiatives in the Yakult Social & Environmental Report.

Advanced water treatment system that uses Yakult containers

Yakult is working to promote a water treatment system that uses 65 ml *Yakult* containers with the bottoms removed as tools for culturing microorganisms that break down contaminants. In this system, bottomless *Yakult* containers are randomly added to wastewater treatment tanks where various types of microorganisms take up residence on both the insides and outsides of the *Yakult* containers. These microorganisms thoroughly break down and digest the organic substances that contribute to water pollution, achieving very high levels of treatment with industrial and residential wastewater. Compared to traditional activated sludge treatment methods, this system produces significantly better treatment results, and, with both the national and local governments adopting it, Yakult is helping to improve water quality.

Participation in Team Minus 6%

Yakult Honsha, as part of its efforts to reduce greenhouse gas emissions, is participating in the Team Minus 6% movement to help prevent the emission of greenhouse gases. Key initiatives we are undertaking as part of this movement, which is being promoted by the Ministry of the Environment, are:

- 1) Promotion of the Cool Biz and Warm Biz initiatives and active pursuit of energy conservation within Yakult's business facilities to reduce electricity consumption.
- 2) Separation of waste from Yakult Honsha's headquarters into nine classes of materials and recycling of 100% of these materials.

- 3) Gradual replacement of all vehicles (excluding 4WD vehicles) used in pharmaceutical operations, with hybrid vehicles to reduce greenhouse gas emissions.
- 4) Initiatives aimed at reducing shipping-related energy consumption by at least 1% annually.
- 5) Introduction of renewable energy in the form of solar power (Fuji Susono Plant) and wind power (Fukushima Plant).

In the future, our participation in Team Minus 6% will extend beyond Yakult Honsha to include the entire Yakult Group.

Advancing science and technology

Contributing to research on intestinal flora

Yakult Bioscience Research Foundation was established in 1992 to actively promote and support research on the relationships between intestinal flora and human health. Its activities consist mainly of intestinal flora research, support for international research exchanges, and sponsorship of an annual symposium on intestinal flora. Intestinal flora research is pursued not only in the field of microbiology but also in areas like nutrition science, immunology, and genetics.

Yakult Honsha has created and operates the Association for Research on Lactic Acid Bacteria, an organization that supports research on lactobacilli and intestinal bacteria, and assists member universities and research institutes from throughout Japan with their research endeavors.



Symposium on Intestinal Flora

Providing health information

Yakult provides health information based on lactobacillus research

Yakult provides health information through various channels including its *Healthist* and *Probiotics* information magazines, both of which began publication in 1976, educa-

tional videos, and other publications.

We also provide information on the benefits of lactobacilli and other health-related topics through our website in an effort to disseminate accurate knowledge.



Yakult's Website

Relations with local communities

Courtesy Visits born of the sympathy of one person

Since 1972, Yakult Ladies have been visiting single elderly people, as they make their deliveries, to confirm that they are safe and spend some time chatting them.

This activity began when a single Yakult Lady in the Japanese city of Koriyama, Fukushima Prefecture took it upon herself to provide Yakult products to single elderly people, at her own expense, after hearing the sad news of one such person whose death went unnoticed. Her initiative resonated with both the local Yakult marketing company and social workers, and moved local governments throughout Japan to take action. The resulting courtesy visits, known as "*Ai no Homon Katsudo*," have been highly praised by both people involved in volunteer activities and government. We were recognized for our efforts and received the Japan Institute for Social and Economic Affairs' Special Community Relations Award for Excellence as a Corporation in 1991 and the Minister for



Health and Welfare Award in 1994.

Presently, approximately 3,900 Yakult Ladies are paying regular visits to over 52,000 elderly citizens, in response to requests from 163 local governments in Japan.

In addition, Yakult Ladies, who have a chance to observe every corner of their sales areas during daily deliveries, contribute to community safety and security through crime watch and other such activities undertaken in coordination with local police.



Yakult's regular visitation program for senior citizens has received high praise as a corporate volunteer activity.

- 1991 — Received the 7th Special Community Relations Award for Excellence as a Corporation, sponsored by the Japan Institute for Social and Economic Affairs
- 1992 — Received the First Japan Life and Culture Grand Prize sponsored by the Japan Fashion Association
- 1994 — Received the Minister for Health and Welfare Award for distinguished volunteer service

Contributing to Sports and Culture

Communicating the fun of sports and preciousness of good health

The Yakult Group, through its professional baseball team, the Tokyo Yakult Swallows, and other means, actively pursues social and cultural activities that convey the



Tokyo Yakult Swallows Baseball Clinic

enjoyment found in sports and cultural events, and the preciousness of good health. In the area of sports, the Swallows entertain fans during the season and, since 1976, have been holding baseball clinics for children's (primary and junior high school aged children) baseball teams during the off-season. In fiscal 2007, clinics were held in 24 locations, with participation by approximately 3,400 kids.

On other fronts, we are working to promote lifelong sports participation through our support for bound tennis, and, since 2005, have sponsored the FINA World Swimming Championships and the FINA World Short Course Championships as an official FINA partner.

In the area of cultural activities, we support the arts through our operation of Yakult Hall. Moving ahead, we will continue to actively promote sporting and cultural activities as a company whose interests lie in advancing the cause of good health.



Bound Tennis



Yakult is an Official Partner of the Federation Internationale de Natation (FINA).



Yakult Hall

Profile & History

2008–2009

Carrying forward the enduring spirit of Yakult

Companies exist to do useful things for people and society.
That is what I believe.

To be useful to people and society, Yakult has steadfastly protected certain things.

Among these are the concept of preventive medicine, the idea that a healthy intestinal tract leads to good health and long life, and the conviction that everyone should have affordable access to good health. All three form the foundation upon which we have built our businesses and are collectively referred to by us as “Shirota-ism.”

They also represent the desire of Dr. Minoru Shirota, Yakult’s founder, to deliver good health to as many people as possible.

We regard Shirota-ism as a universal truth that has, is, and will continue contributing to human health.

We at Yakult promise that we will steadfastly carry forward the philosophy, dreams, ideals, and passionate will that have sustained us since our founding, even amid environmental crises, the chronic stresses of society, safety and credibility problems regarding food, and other forms of societal tumult.

In response to the enduring desire for good health, we will unflinchingly protect these universal truths, and, as a leading company in the field of probiotics, we will work to extend good health to even more people, farther reaches of our planet, and an even greater cross-section of society.



President Sumiya Hori

A handwritten signature in black ink that reads "Sumiya Hori".



Yakult Honsha: A Company Profile

- Corporate name: YAKULT HONSHA CO., LTD.
- Date founded: 1935
- Date incorporated: April 9, 1955
- Head office: 1-19 Higashi Shimbashi 1-chome, Minato-ku, Tokyo, Japan
Telephone: 03-3574-8960
- Paid-in capital: ¥31,117.65 million
- Annual account settlement date: March 31
- No. of employees: 2,854
including 441 employees temporarily assigned to other companies and contract employees (368 employees temporarily assigned and 73 contract employees) (as of March 31, 2008)
- Main banks: Mizuho Bank, Resona Bank, Bank of Tokyo-Mitsubishi UFJ

Principal Business Activities

- Yakult Honsha: Manufacturing and marketing of food and beverage products, cosmetics, pharmaceuticals, and others
- Marketing companies: Distribution of Yakult's products
- Bottling companies: Bottling, commercialization, and container production

Principal Subsidiaries

- | | | |
|------------------------------|--|--|
| Yakult Kyudan Co., Ltd. | Yakult Food Industry Co., Ltd. | Yakult Nishi Nihon Logistics Co., Ltd. |
| Yakult Corporation Co., Ltd. | Yakult Higashi Nihon Logistics Co., Ltd. | Yakult Pharmaceutical Industry Co., Ltd. |
| Yakult Materials Co., Ltd. | Yakult Chuo Logistics Co., Ltd. | Nihon Chlorella Co., Ltd. |

Business Performance

	March 2004	March 2005	March 2006	March 2007	March 2008
●Consolidated/Net Sales and Income					
Net Sales	238,847	247,506	267,707	273,099	317,335
Net Income	15,083*1	14,104*2	14,442	14,805	16,675
●Non-Consolidated/Net Sales and Income					
Net Sales	157,466	156,525	162,423	161,656	167,390
Net Income	8,997*1	8,643	7,401	8,250	8,166
●Non-Consolidated/Sales by Product					
Dairy products	79,307	78,011	77,765	75,839	75,132
Juices and soft drinks	43,779	46,069	44,273	44,490	40,997
Cosmetics	6,752	6,732	6,546	6,644	6,687
Pharmaceuticals	18,181	17,796	24,245	25,698	31,003
Others	9,446	7,916	9,592	8,982	13,570
Total	157,466	156,525	162,423	161,656	167,390

*1 Gain on the return of the managed portion of pension benefits to the government. (Unit: million yen)

*2 Extraordinary gains of 3,653 million yen were recorded in fiscal 2005 for reversal of retirement benefit past employment-service liabilities.

Branches

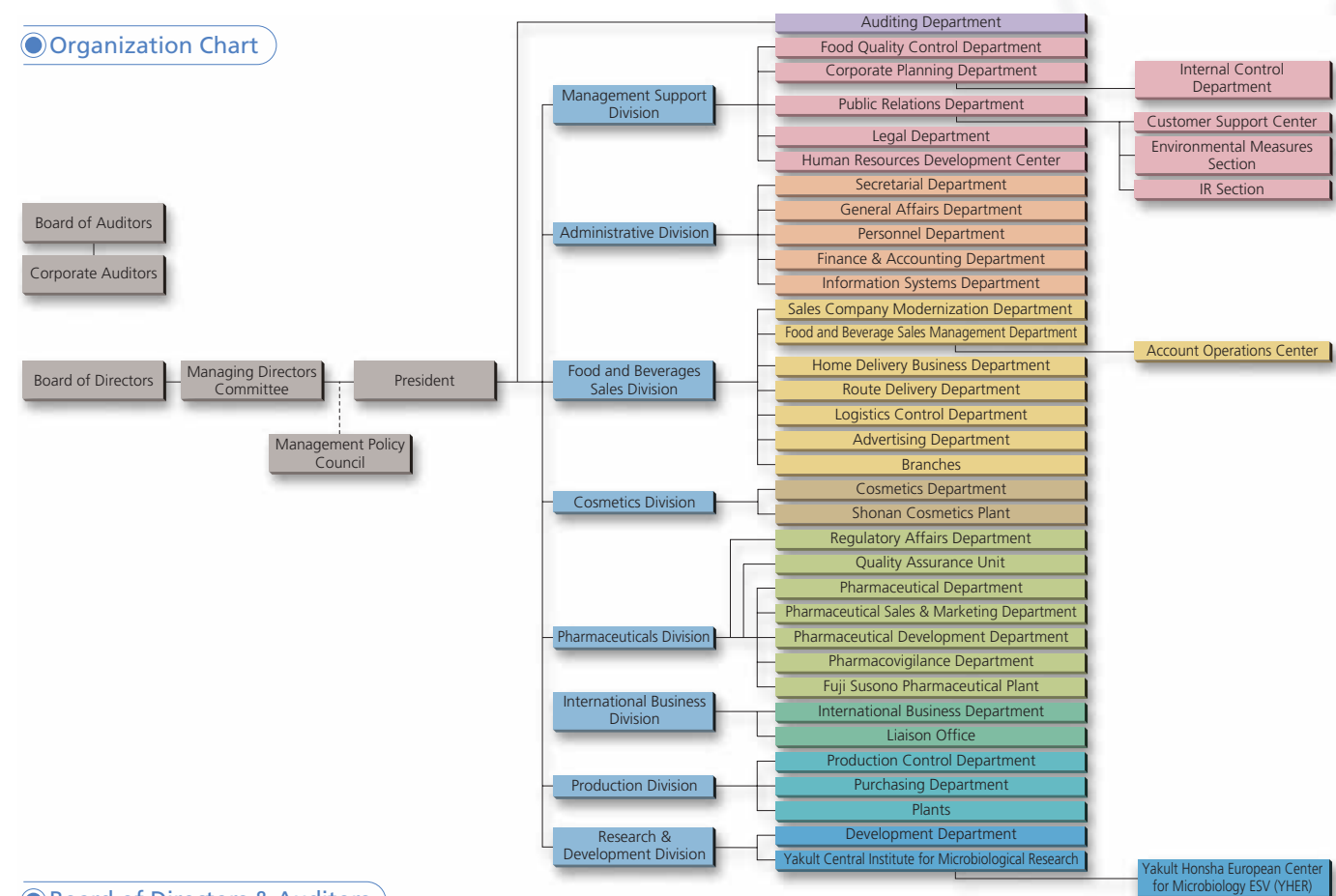
- Hokkaido Branch:** Odori Koen Bldg. 6F, 6-10-10, Odori Nishi, Chuo-ku, Sapporo-shi, Hokkaido 060-0042
Tohoku Branch: Daiwa Securities Sendai Bldg. 10F, 2-8-13, Chuo, Aoba-ku, Sendai-shi, Miyagi 980-0021
Kanto Branch: Shimbashi MCV Bldg. 6F, 5-13-5, Shimbashi, Minato-ku, Tokyo 105-0004
Tokyo Branch: 2-39-8, Hatagaya, Shibuya-ku, Tokyo 151-0072
Chubu Kanagawa Branch: 2-5-10, Kugenumashinmei, Fujisawa-shi, Kanagawa 251-0021
Tokai Branch: MANHYO Dai-ichi Bldg. 5F, 2-12-14, Nishiki, Naka-ku, Nagoya-shi, Aichi 460-0003
Kinki Branch: Uemura Nissei Bldg. 7F, 3-3-31, Miyahara, Yodogawa-ku, Osaka-shi, Osaka 532-0003
Chu-shikoku Branch: Okayama Symphony Bldg. 9F, 1-5-1, Omote-cho, Okayama-shi, Okayama 700-0822
Kyushu Branch: Denki Bldg. Honkan 2F, 2-1-82, Watanabe-dori, Chuo-ku, Fukuoka-shi, Fukuoka 810-0004

TEL: 011-231-8960
 TEL: 022-713-8960
 TEL: 03-5470-7561
 TEL: 03-3373-8960
 TEL: 0466-28-8960
 TEL: 052-201-8960
 TEL: 06-6392-8960
 TEL: 086-226-8960
 TEL: 092-711-8960

Research and Development Institute

Yakult Central Institute for Microbiological Research: 1796, Yaho, Kunitachi-shi, Tokyo 186-8650
 TEL: 042-577-8960

Organization Chart



Board of Directors & Auditors

- President**
Sumiya Hori
- Senior Managing Directors**
 Akira Katsumata (Divisional General Manager, Cosmetics Division)
 Naomasa Tsuritani (Divisional General Manager, Management Support Division)
 Ryuichiro Tanaka (Divisional General Manager, R&D Division and Director of the Yakult Central Institute for Microbiological Research)
 Tamotsu Tomibe (Divisional General Manager, Food & Beverages Sales Division)
 Ryuji Chino (Divisional General Manager, Production Division)
 Kiyoshi Terada (Divisional General Manager, Pharmaceuticals Division)
- Managing Directors**
Yoshihiro Kawabata (Divisional General Manager, International Business Division)
- Managing Directors**
 Tsuyoshi Kinugasa (Divisional General Manager, Administrative Division)
 Chizuka Kai
 Takashige Negishi
- Directors**
 Yasufumi Murata
 Masahiro Negishi
 Shigeyoshi Sakamoto
 Hiroshi Narita
 Haruji Sawada
 Akinori Abe
- Directors (Part-time)**
 Jacques Vincent (Outside)
 Emmanuel Faber (Outside)
 Sven Thormahlen (Outside)
 Marcel Bertaud (Outside)
- Directors (Part-time)**
 Shouji Ikegami
 Masayuki Takemura
 Toshihiro Araki
 Tetsuya Hoshino
 Yasuhisa Abe
- Senior Corporate Auditors**
 Katsumi Ohtsubo
 Takeyoshi Tanaka
- Corporate Auditors**
 Teruo Nakamura
 Akihiko Okudaira (Outside)
 Ryohei Sumiya (Outside)
 Masahiko Ikeda (Outside)
 Seijuro Tanigawa (Outside)
- (as of June 25, 2008)

Honsha Plants

- Fukushima Plant:** 10-1, Aza Tooki, Kuroiwa, Fukushima-shi, Fukushima 960-8520
Ibaraki Plant: 1232-2, Oaza Kawatsuma, Goka-machi, Sashima-gun, Ibaraki 306-0314
Shonan Cosmetics Plant: 2-5-10, Kugenumashinmei, Fujisawa-shi, Kanagawa 251-0021
Fuji Susono Plant: 653-1, Aza Juzaburo, Shimowada, Susono-shi, Shizuoka 410-1105
Fuji Susono Pharmaceutical Plant: 653-1, Aza Juzaburo, Shimowada, Susono-shi, Shizuoka 410-1105
Shizuoka Plant: 2-6-7, Kuniyoshida, Suruga-ku, Shizuoka-shi, Shizuoka 422-8004
Kyoto Plant: 38, Tohachi, Makishima-cho, Uji-shi, Kyoto 611-0041
Fukuyama Plant: 5253, Kamura-cho, Fukuyama-shi, Hiroshima 729-0112
Saga Plant: 2300, Tamichigari, Kanzaki-machi, Kanzaki-shi, Saga 842-0002
Kumamoto Plant: 3-24-1, Kamikumamoto, Kumamoto-shi, Kumamoto 860-0079

TEL: 024-546-8960
 TEL: 0280-84-2121
 TEL: 0466-25-8960
 TEL: 055-997-3311
 TEL: 055-997-4417
 TEL: 054-262-8960
 TEL: 0774-22-8960
 TEL: 084-934-8960
 TEL: 0952-52-3161
 TEL: 096-324-8960

1930s

- 1930 ● Dr. Minoru Shirota succeeds in culturing and utilizing lactic acid bacteria, useful for maintaining health (*L. casei* strain Shirota).
- 1935 ● Yakult is manufactured and introduced to the market.
- 1938 ● Yakult is registered as a trademark.

1940s

- 1940 ● Local offices of the Association for Promotion of Preventive Bacteria Strain Shirota are established in various parts of Japan for the purpose of marketing and distributing Yakult.

1950s

- 1955 ● Yakult Honsha Co., Ltd. is established. (Nishi Hatchobori, Chuo-ku, Tokyo)
- Research Institute is established in Kyoto.

1960s

- 1963 ● Yakult launches its unique Yakult Ladies system of door-to-door distribution.
- 1964 ● Yakult Co., Ltd. (Taiwan) begins operations as the company's first overseas operation base.
- 1967 ● Yakult Central Institute for Microbiology Research is established in Kunitachi, Tokyo.
- 1968 ● The company takes over the management of the Sankei Atoms baseball team (now the Yakult Swallows).
- Yakult S/A Ind. E. Com. (Brazil) begins operations.
- Yakult is introduced to the market in a new plastic container.
- 1969 ● Hong Kong Yakult Co., Ltd. begins operations.

1970s

- 1970 ● Joie fermented milk is introduced to the market.
- 1971 ● The company begins the full-scale sale of cosmetics.
- Yakult (Thailand) Co., Ltd. and Korea Yakult Co., Ltd. begin operations.
- 1972 ● New head office building is completed in Higashi Shimbashi, Minato-ku, Tokyo.
- Program of regular visits to senior citizens by Yakult Ladies begins.
- 1975 ● Biolactis Capsules ethical drug is introduced to the healthcare industry, thereby marking Yakult's entrance into the pharmaceutical business.
- Sofuhl fermented milk is introduced to the market.
- 1978 ● Yakult Philippines, Inc. is established.
- Mil-Mil fermented milk — developed through the direct culture of bifidobacteria — is introduced to the market.
- 1979 ● Yakult (Singapore) Pte. Ltd. begins operations.
- The company verifies the anticancer effect of lactobacillus YIT 9018 and begins the development of a lactobacilli-based anticancer drug.
- Yakult Seichoyaku intestinal regulator — an over-the-counter medicine — is introduced to the healthcare industry.

1980s

- 1980 ● Company stocks are listed on the Second Section of the Tokyo Stock Exchange.
- Toughman health drink is introduced to the market.
- 1981 ● Company stocks are listed on the First Section of the Tokyo Stock Exchange.
- Yakult S.A. De C.V. (Mexico) begins operations.
- Yakult 80 fermented milk drink is introduced to the market.
- 1982 ● Mil-Mil E fermented milk is introduced to the market.
- 1986 ● Fuji Susono Plant is completed for dairy-product manufacturing.

- 1987 ● Facilities for the manufacture of pharmaceuticals and beverages are completed at the Fuji Susono Plant.
- 1988 ● Calorian enriched nutritional liquid food product is introduced to the market.
- 1989 ● Revey S.E. series is introduced to the market.
- Bifiel, fermented milk containing *bifidobacteria*, is introduced to the market.

1990s

- 1990 ● The company files an application with the Ministry of Health and Welfare for the approval to manufacture LC9018 immunotherapeutic anticancer agent (product name, *Lemonal Injection*).
- 1991 ● P.T. Yakult Indonesia Persada begins operations.
- Representative office is opened in Amsterdam, Netherlands.
- Yakult 80 Ace fermented milk drink is introduced to the market.
- 1992 ● Bioscience Research Foundation is established.
- 1994 ● Yakult Australia Pty. Ltd. and Yakult Nederland B.V. begin operations.
- The manufacture of the CPT-11 chemotherapeutic anticancer drug is approved, and the drug is introduced to the healthcare industry under the brand name *Campto Injection*.
- The company receives the Minister for Health and Welfare Award for distinguished volunteer service on behalf of the program of regular visits to senior citizens.
- 1995 ● Yakult Belgium S.A./N.V. begins operations.
- The sale of the CPT-11 chemotherapeutic anticancer drug is approved in France as a therapeutic drug for progressive recurrent intractable colorectal cancer.
- Parabio Series premium-quality skincare product line is introduced to the market.
- Yakult BL Seichoyaku intestinal regulator — which combines bifidobacteria and lactobacilli — is introduced to the market.
- 1996 ● Yakult Europe B.V. is established.
- Yakult UK Ltd. and Yakult Deutschland GmbH begin operations.
- Yakult Distribution Center is completed. (currently 6 distribution centers)
- The sale of the CPT-11 chemotherapeutic anticancer drug is approved in the U.S. as a therapeutic drug for progressive recurrent intractable colorectal cancer.
- 1997 ● Fuji Susono Plant receives ISO9002 certification.
- (The ISO9002 standard, as a result of ISO standard revisions, was integrated into the ISO9001 standard as of October 2002.)
- Yakult Argentina S.A. begins operations.
- The company receives the Minister for Agriculture, Forestry, and Fisheries Award (in the Consumer Division) at the Excellent Corporations of Food Industry Awards.
- Revey-N Series skincare product line is introduced to the market.
- 1998 ● Ten Yakult plants and one subsidiary plant receive HACCP (Hazard Analysis Critical Control Point) approval for total hygienic control in their production processes.
- All the food plants (ten Yakult plants and nine subsidiary plants) had obtained approval as of October 2001.
- Yakult is approved by the Ministry of Health and Welfare for labeling as Foods for Specified Health Uses.
- Bansoreicha is introduced to the market.
- Spherex arterial embolization material is introduced to the healthcare industry.
- Yakult 80 Ace, Yakult LT, Joie, Mil-Mil, and Mil-Mil E are approved by the Ministry of Health and Welfare for labeling as Foods for Specified Health Uses.

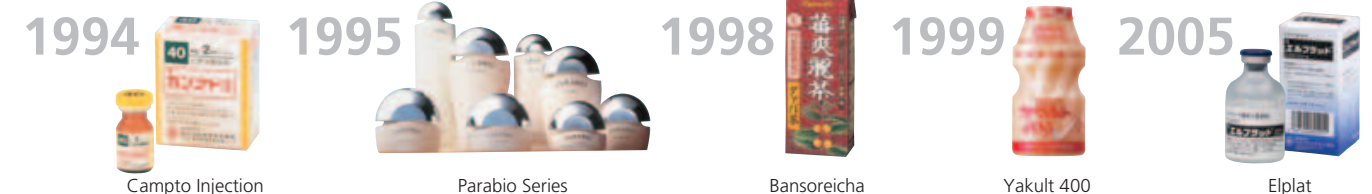
- 1999 ● Yakult 400 fermented milk drink is introduced to the market.
- Bifiel, Yakult 400, and Sofuhl are approved by the Ministry of Health and Welfare for labeling as Foods for Specified Health Uses.
- The cancer prevention efficacy of *L. casei* strain Shirota is announced at the 58th General Meeting of the Japan Cancer Society.
- Kyoto plant receives ISO14001 certification.
- Twelve Yakult plants, the Chemical and Microbiological Analysis Center, Nihon Chlorella, nine subsidiary plants, and one distribution company have obtained certification as of July 31, 2007.

2000s

- 2000 ● Bansoreicha is approved by the Ministry of Health and Welfare for labeling as Foods for Specified Health Uses.
- The company receives an award from the *Nihon Shokuryo Shimbun* (Japan Food Stuff Newspaper) for contributions to the development of the food industry during the 20th century.
- 2001 ● Fuji Susono Pharmaceutical Plant expansion completed.
- Purela soft yogurt is introduced to the market.
- 21st century Food and Health Forum is held. (subsequently held annually)
- Yakult Swallows win their sixth league championship and fifth Japan Series title.
- 2002 ● World's first Automatic Intestinal Flora Analysis System is developed.
- Guangzhou Yakult Co., Ltd. begins operations.
- 2003 ● Kurozu Drink is introduced to the market.
- Cosmetic brand *Posh Mama* is introduced to the market.
- *Campto Injection* wins the Chairman's Prize from Japan Institute of Invention and Innovation.
- Vending machine sales alliance is established with Kirin Beverage.
- Yakult (Malaysia) Sdn. Bhd. begins operations.
- 2004 ● New Toughman and Toughman V are introduced to the market.
- Entered into a strategic alliance with Groupe Danone.
- Sales of Yakult are begun in New Zealand.
- The Revey Series, a new foundation cosmetic line, is introduced to the market.
- Pretio (Food for Specified Health Uses), a fermented milk drink is introduced to the market.
- Shanghai Yakult Co., Ltd. begins operations.
- Sales of Yakult are begun in Ireland.
- Yakult 300V is introduced to the market.
- 2005 ● Research center is established in Europe (Belgium).
- Yakult (China) Co., Ltd. is established to oversee operations in China.
- Oxaliplatin, a drug for treating malignant tumors, is approved for import and introduced to the market under the name *Elplat*.
- Signed a memorandum of understanding with Kirin Brewery Co., Ltd. and Kirin Beverage Corporation to enter into a business partnership focusing on health and functional foods.
- Co-sponsored the FINA World Swimming Championships as an Official FINA Partner.
- Decision made to enter the Indian market in alliance with Groupe Danone.
- Three types of Bifiene, the new yogurt drink, are introduced to the market.
- Beijing Yakult Co., Ltd. begins operations.
- Yakult Oesterreich GmbH begins operations.
- 2006 ● Sofuhl LCS 100 is introduced to the market.
- The name of Yakult's line of beauty products was changed to Yakult Beautiens.

- 2006 ● Our new line of basic cosmetics, *Uruou Series*, is introduced to the market.
- The process of acquiring ISO9001 and ISO14001 certification of marketing companies begins (integrated certification).
- Our new corporate slogan is decided : Healthier People, a Healthier World.
- Yakult BL Seichoyaku S Tablets, containing *L. casei* strain Shirota and *B. breve* strain Yakult, are introduced to the market.
- Yakult acquires day care & education firm Petit Co., Ltd.
- Shanghai Yakult Marketing Co., Ltd. begins operations.
- Yakult 300VLT is introduced to the market.
- Yakult Science Research Lab pavilion opened at KidZania Tokyo.
- Kirin Yakult NextStage Co., Ltd. is established.
- The Yakult Crime and Disaster Prevention Council is established and a memorandum of understanding is concluded with the Tokyo Metropolitan Police Department regarding crime-prevention.
- 2007 ● Yakult Italia S.r.l. begins operations.
- Bifiene is introduced on the European market.
- Bifia, fermented dairy beverage containing bifidobacteria, is introduced to the market.
- Yakult's Bifiene M and Bifiene S are approved for labeling as Foods for Specified Health Uses.
- Local representative office of Yakult established in the United Arab Emirates (UAE).
- Yakult Seinyu Tappuri Yogurt (raw milk yogurt) (80g) is introduced to the market.
- Yakult Iwate Plant is completed.
- New plant building at Ibaragi Plant is completed.
- Sales of Yakult are begun in California, USA.
- Sales of Soful Drink Type are begun in Mexico.
- Advanced Parabio Series is introduced to the market.
- 2008 ● Yakult Danone India Pvt. Ltd. begins operations.
- Pan-industry social event is held with Toyota Central R&D Labs. of the Toyota group.
- Introduction of the eco-friendly cars (hybrid vehicles) as commercial vehicles for use in the pharmaceutical business.
- Soft type yogurt *Puara Peach* is introduced to the market.
- Advanced Parabio Series base make-up skincare product is introduced to the market.
- Shonan Cosmetics Plant is completed. Conducted tour begin.
- Yakult Vietnam Co., Ltd. begins operations.
- Yakult Aichi Plant is completed.
- BF-1, a new type fermented dairy beverage containing the bifidobacteria *B. Bifidam BF-1 Strain* is introduced to the market.
- Yakult participates in *Team minus 6%*, the global warming prevention national movement that the Ministry of the Environment promotes.
- Chosei Tonyu Kokusandaizu Shiyo is introduced to the market. Recognized as a Food for Specified Health Uses, it offers to improve the eating habits of those who are concerned about cholesterol.
- Yakult SHEs is introduced to the market.

● Corporate History
● History of Products



Overseas Operations

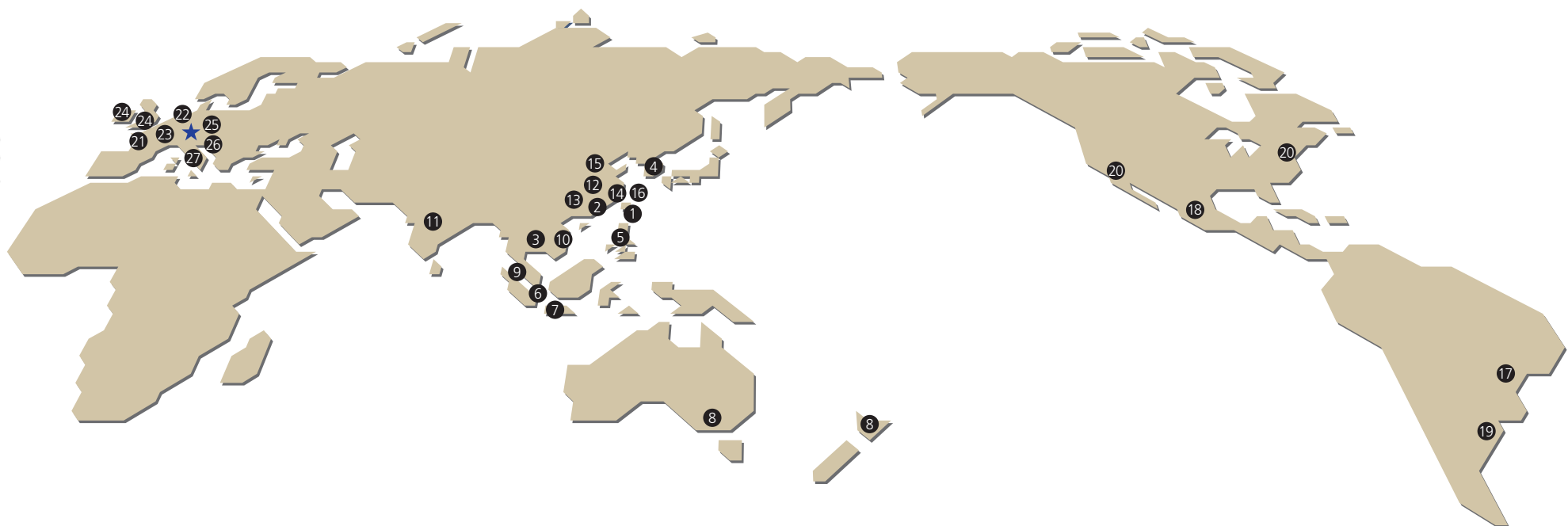
Employees approx. 36,000
 approx. 11,600
 (as of May 31, 2008)

Domestic Operations

Head Office	1
Branches	9
Research and Development institute	1
Honsha plants	10
Marketing companies	127
Bottling companies	6
Yakult Ladies	
approx. 42,000	
Yakult Beauty Advisors	
approx. 7,700	
(as of June 1, 2008)	

● ISO9001 ● ISO14001 ● HACCP ● GMP

*GMP: Good Manufacturing Practice. Facilities that employ GMPs for food.
 *Symbols are shown next to facilities when at least one of their offices or factories has gained the relevant certification.
 When multiple offices or factories have gained a particular certification, each will have done so under conditions unique to the office or factory.



- 1 Yakult Co., Ltd. (Taiwan) ●
- 2 Hong Kong Yakult Co., Ltd. ●●
- 3 Yakult (Thailand) Co., Ltd. ●●●
- 4 Korea Yakult Co., Ltd. ●●●
- 5 Yakult Philippines, Inc.
- 6 Yakult (Singapore) Pte. Ltd. ●●●
- 7 P.T. Yakult Indonesia Persada ●●●●
- 8 Yakult Australia Pty. Ltd. ●●
(New Zealand Branch)
- 9 Yakult (Malaysia) Sdn. Bhd. ●●●
- 10 Yakult Vietnam Co., Ltd.
- 11 Yakult Danone India Pvt. Ltd.
- 12 Yakult (China) Co., Ltd.
- 13 Guangzhou Yakult Co., Ltd. ●●●●●●
- 14 Shanghai Yakult Co., Ltd. ●●●
- 15 Beijing Yakult Co., Ltd.
- 16 Shanghai Yakult Marketing Co., Ltd.
- 17 Yakult S/A Ind. E. Com. (Brazil) ●●●●
- 18 Yakult S.A. De C.V. (Mexico) ●●●●
- 19 Yakult Argentina S.A.
- 20 Yakult U.S.A. Inc.
- 21 Yakult Europe B.V. ●●●●●
- 22 Yakult Nederland B.V.
- 23 Yakult Belgium S.A./N.V.
- 24 Yakult UK Ltd. (Ireland Branch) ●●●●
- 25 Yakult Deutschland GmbH
- 26 Yakult Oesterreich GmbH
- 27 Yakult Italia S.r.l.
- ★ Yakult Honsha European Center for Microbiology ESV (YHER)

• Countries where products are also sold
(excluding test sales in Luxembourg, France, Spain, Brunei, Uruguay, and Canada)

Yakult Ladies	2,600
Yakult Beauty Advisors	1,460

- Honsha Organization**
 Hokkaido Branch

■ Marketing companies (13)
 Yakult Sapporo Sales Co., Ltd.
 Yakult Otaru Sales Co., Ltd.
 Yakult Muroran Sales Co., Ltd.
 Yakult Tomakomai Sales Co., Ltd.
 Yakult Iwamizawa Sales Co., Ltd.
 Yakult Hakodate Sales Co., Ltd.
 Yakult Kushiro Sales Co., Ltd.
 Yakult Obihiro Sales Co., Ltd.
 Yakult Kitami Sales Co., Ltd.
 Yakult Kita Hokkaido Sales Co., Ltd.
 Yakult Rumoi Sales Co., Ltd.
 Yakult Wakkanai Sales Co., Ltd.
 Yakult Monbetsu Sales Co., Ltd.

- **Bottling company (1)**
Yakult Iwate Plant
Co., Ltd. ●●

Yakult Ladies	4,150
Yakult Beauty Advisors	320

- Honsha Organization**
Tohoku Branch
Fukushima Plant ●●
- Marketing companies (16)**
Yakult Aomori Sales Co., Ltd.
Yakult Iwate Sales Co., Ltd. ●●
Yakult Miyako Sales Co., Ltd.
Yakult Ofunato Sales Ltd.
Yakult Akita Sales Co., Ltd.
Yakult Odate Sales Co., Ltd. ●●
Yakult Yokote Sales Co., Ltd.
Yakult Yamagata Sales Co., Ltd.
Yakult Yonezawa Sales Co., Ltd. ●
Yakult Shonai Sales Co., Ltd.
Yakult Miyagi Chuo Sales Co., Ltd.
Yakult Ishinomaki Sales Co., Ltd.
Yakult Fukushima Sales Co., Ltd.
Yakult Koriyama Sales Co., Ltd.
Yakult Aizu Sales Co., Ltd.
Yakult Iwaki Sales Co., Ltd.

- **Bottling company (1)**
Yakult Iwate Plant
Co., Ltd. ●●

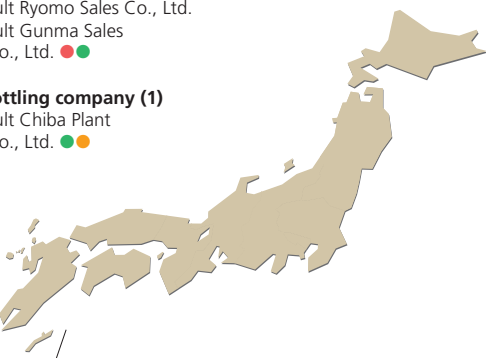
Yakult Ladies	6,300
Yakult Beauty Advisors	800

- Honsha Organization**
 Kanto Branch
 baraki Plant ●●
- Marketing companies (12)**
 Yakult Saitama Sales Co., Ltd.
 Yakult Saitama Tobu Sales Co., Ltd.
 Yakult Kazo Sales Co., Ltd.
 Yakult Saitama Nishi Sales Co., Ltd. ●
 Yakult Saitama Hokubu Sales Co., Ltd.
 Yakult Chiba Chuo Sales Co., Ltd.
 Yakult Boso Sales Co., Ltd.
 Yakult Mito Sales Co., Ltd. ●
 Yakult Koga Sales Co., Ltd.
 Yakult Utsunomiya Sales Co., Ltd.
 Yakult Ryomo Sales Co., Ltd.
 Yakult Gunma Sales Co., Ltd. ●●

- **Bottling company (1)**
Yakult Chiba Plant
Co., Ltd. ●●

Yakult Ladies	3,100
Yakult Beauty Advisors	170

- Honsha Organization**
Head Office
Tokyo Branch
Yakult Central Institute for
Microbiological Research ●
- Marketing companies (9)**
Yakult Sumida Sales Co., Ltd.
Yakult Johoku Sales Co., Ltd.
Yakult Katsushika Sales
Co., Ltd.
Yakult Toto Sales Co., Ltd. ●●
Yakult Seito Sales Co., Ltd.
Yakult Tama Sales Co., Ltd.
Yakult Musashino Sales
Co., Ltd.
Yakult Chuo Tokyo Sales
Co., Ltd. ●●
Yakult Keiuhoku Sales Co., Ltd.



Promoting Better Health through Domestic and International Networks

The Yakult Group comprises nearly 170 companies (approximately 190 counting overseas operations), including Yakult Honsha Co., Ltd., marketing companies that distribute Yakult's products to customers throughout Japan, bottling companies that manufacture containers and bottle Yakult's products, and other affiliates.

Yakult Ladies	5,450
Yakult Beauty Advisors	810

- Honsha Organization**
- Chubu Kanagawa Branch
 - Shonan Cosmetics Plant ●
 - Fuji Susono Plant ●●●
 - Fuji Susono Pharmaceutical Plant ●
 - Shizuoka Plant ●●

- Marketing companies (18)**
- Yakult Yokohama Chuo Sales Co., Ltd.
 - Yakult Kita Keihin Sales Co., Ltd.
 - Yakult Sagami Sales Co., Ltd.
 - Yakult Kawasaki Sales Co., Ltd.
 - Yakult Shonan Sales Co., Ltd.
 - Yakult Odawara Sales Co., Ltd.
 - Yakult Atsugui Sales Co., Ltd.
 - Yakult Sobu Sales Co., Ltd.
 - Yakult Higashi Shizuoka Sales Co., Ltd.
 - Yakult Chuo Shizuoka Sales Co., Ltd.
 - Yakult Nishi Shizuoka Sales Co., Ltd.
 - Yakult Yamanashi Sales Co., Ltd.
 - Yakult Nanshin Sales Co., Ltd.
 - Yakult Hokushin Sales Co., Ltd.
 - Yakult Niigata Sales Co., Ltd. ●●
 - Yakult Nagaoka Sales Co., Ltd.
 - Yakult Shibata Sales Co., Ltd.
 - Yakult Joetsu Sales Co., Ltd. ●●

Yakult Ladies	4,550
Yakult Beauty Advisors	700

- Honsha Organization**
Tokai Branch
- Marketing companies (9)**
Yakult Takayama Sales Co., Ltd.
Yakult Higashi Aichi Sales Co., Ltd.
Yakult Tokai Co., Ltd.
The following four marketing companies (Gifu, Nagoya, Nishi Mikawa, and Mie) are generalized.
Yakult Gifu Sales Co., Ltd.
Yakult Nagoya Sales Co., Ltd.
Yakult Nishi Mikawa Sales Co., Ltd.
Yakult Mie Sales Co., Ltd.
Yakult Owari Sales Co., Ltd.
Yakult Higashi Mikawa Sales Co., Ltd.
Yakult Toyama Sales Co., Ltd.
Yakult Ishikawa Sales Co., Ltd.
Yakult Nanao Sales Co., Ltd.
Yakult Fukui Sales Co., Ltd.

- **Bottling company (1)**
Yakult Aichi Plant
Co., Ltd. ●●

akult Ladies	5,550
akult Beauty Advisors	920

- Honsha Organization**
- Inki Branch
Kyoto Plant ●●
- Marketing companies (15)**
- akult Keiji Sales Co., Ltd.
akult Kyoraku Sales Co., Ltd.
akult Osaka Sales Co., Ltd.
akult Suita Sales Co., Ltd.
akult Sennari Sales Co., Ltd.
akult Sakai Sales Co., Ltd.
akult Osaka Tobu Sales Co., Ltd.
akult Minami Osaka Sales Co., Ltd.
akult Nara Sales Co., Ltd.
akult Wakayama Sales Co., Ltd.
akult Hanshin Sales Co., Ltd.
akult Kobe Sales Co., Ltd.
akult Hyogo Sales Co., Ltd.
akult Himeji Sales Co., Ltd.
akult Awaji Sales Co., Ltd.

- Bottling companies (2)**
- Asahi Breweries Co., Ltd. ●●
- Asahi Breweries Co., Ltd. ●●

Yakult Ladies	4,750
Yakult Beauty Advisors	1,820

- Honsha Organization**
 Chu-shikoku Branch
 Fukuyama Plant ●●
- Marketing companies (17)**
 Yakult Tottori Sales Co., Ltd.
 Yakult Sanin Chuo Sales Co., Ltd.
 Yakult Shimane Sales Co., Ltd.
 Yakult Okayama Sales Co., Ltd.
 Yakult Tsuyama Sales Co., Ltd.
 Yakult Okayama Seibu Sales Co., Ltd.
 Yakult Aki Sales Co., Ltd. ●●
 Yakult Hiroshima Chuo Sales Co., Ltd. ●●
 Yakult Hiroshima Hokubu Sales Co., Ltd. ●●
 Yakult Yamaguchi Tobu Sales Co., Ltd.
 Yakult Yamaguchi Sales Co., Ltd.
 Yakult Kagawa Sales Co., Ltd.
 Yakult Tokushima Sales Co., Ltd.
 Yakult Kochi Sales Co., Ltd.
 Yakult Matsuyama Sales Co., Ltd.
 Yakult Ehime Tobu Sales Co., Ltd.
 Yakult Ehime Nanbu Sales Co., Ltd.

Yakult Ladies	5,550
Yakult Beauty Advisors	700

- Honsha Organization**
Kyushu Branch
Saga Plant ●●
Kumamoto Plant ●●
- Marketing companies (18)**
Yakult Kitakyushu Sales Co., Ltd.
Yakult Tochiku Sales Co., Ltd.
Yakult Fukuoka Sales Co., Ltd.
Yakult Minami Fukuoka Sales Co., Ltd.
Yakult Kurume Sales Co., Ltd.
Yakult Oita Sales Co., Ltd.
Yakult Saga Sales Co., Ltd.
Yakult Nagasaki Co., Ltd.
Yakult Sasebo Co., Ltd.
Yakult Goto Sales Co., Ltd.
Yakult Iki Tsushima Sales Co., Ltd.
Yakult Kumamoto Co., Ltd.
Yakult Miyazaki Sales Co., Ltd. ●●
Yakult Miyakonojo Sales Co., Ltd. ●●
Yakult Sendai Sales Co., Ltd. ●●
Yakult Kagoshima Sales Co., Ltd. ●●
Yakult Kagoshima Tobu Sales Co., Ltd. ●●
Yakult Okinawa Co., Ltd.

- **Bottling companies (1)**
Yakult Fukuoka Plant
Co., Ltd. ●●