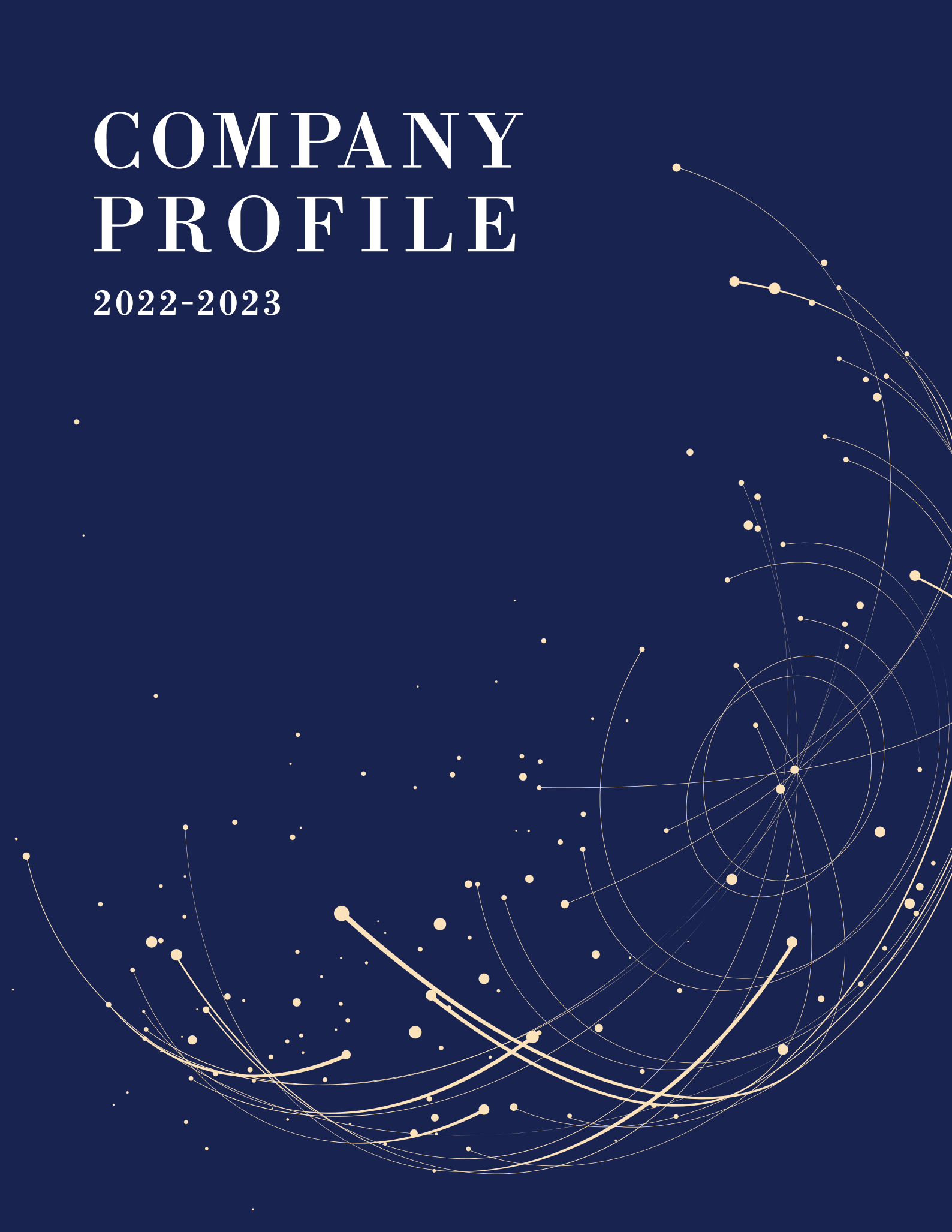


COMPANY PROFILE

2022-2023



Yakult

Foreword

from the President



Hiroshi Narita
President and Representative Director

Longevity through intestinal health



Recent years have seen growing recognition of the importance of the intestinal tract in human health, both in absorbing nutrients and in the regulation of the immune system. Further to this, research continues to shed light on the gut-brain axis, by which the brain and intestinal tract influence each other, leading to the intestinal tract being seen as an organ which affects the health of both body and mind. Yakult's founder, Dr. Minoru Shirota, believed in the link between a healthy intestinal tract and a long life, and it has been almost nine decades since that belief led to his discovery of a beneficial strain of lactic acid bacteria that reaches the intestines alive, and its subsequent incorporation into a fermented milk drink which would become known to the world as *Yakult*. The beliefs that led him then have been passed down over the years and are still alive and well at Yakult to this day.

As society evolves, the definition of health continues to diversify, but we believe that health from the intestines is fundamental. Putting the concept of "a healthy intestinal tract leads to a long life" into practice, we launched *Yakult 1000* and *Y1000*, products which have been well received by many customers in the Japanese market, and which were inspired by the relationship between the gut and the brain. Going forward we will continue to promote the importance of intestinal health, as well as the benefits of probiotics in order to deliver health to as many people as possible.

Meanwhile, last year we embarked upon a new challenge, with the aim to "evolve into a healthcare company that continues contributing to people's health around the world," as put forward in our long-term vision *Yakult Group Global Vision 2030*. Based on this vision, we will broaden the scope of our business portfolio by strengthening global expansion, providing new values to address individual needs, and responding to environmental issues, while keeping probiotics at our core.

While tackling challenges in new areas we will contribute to the health of people around the world through the time tested belief that "a healthy intestinal tract leads to a long life."

We, at Yakult, will continue to work hard to meet and exceed the expectations placed upon us.

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.

Yakult Group Global Vision 2030

In June 2021, we announced our long-term *Yakult Group Global Vision 2030* as a guide to achieving sustainable growth and adapting to change. The basic policy of our medium-term management plan through fiscal 2024 calls upon us to take on “the challenge of innovation”, and so we will proactively seek to create new values that address changes in society.

For more information on *Yakult Group Global Vision 2030*: >>



We aspire to:

Evolve into a healthcare company that continues contributing to people’s health around the world

Qualitative goals

Deliver good health to as many people as possible around the world

Offer customers new values which match their needs

Realize a society in which people and the planet co-exist

By the Numbers

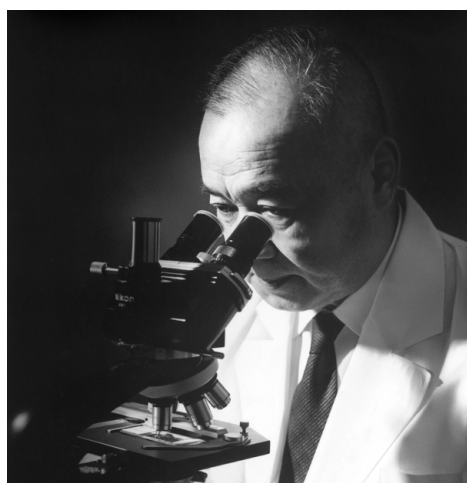
For good health, every day.

We aim to meet our customers' expectations and achieve sustainable growth.

For healthy intestines and long life

1935

The year the fermented milk drink *Yakult* was born. Loved for nearly 90 years, its success still stems from the two things that led to its creation, *Lactobacillus casei* strain Shirota* and the spirit of our founder.



Minoru Shirota, M.D., Ph.D.

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

“Shirota-ism” is at the core of our business. A commitment to health that is as strong today as at our founding.

In the early 20th century, many people lost their lives to infectious diseases. Seeking to change this, Yakult's founder, Minoru Shirota, M.D., Ph.D., began researching microorganisms with a focus on preventive medicine. In 1930, he succeeded in strengthening and culturing a strain of lactic acid bacteria that reaches the intestines alive and improves intestinal health. The fermented milk drink *Yakult* was then created in 1935 to enable as many

people as possible to benefit from this strain, now known as *Lactobacillus casei* strain Shirota. Today, we operate in the fields of foods and beverages, cosmetics, pharmaceuticals, and an international business based on the three tenets of Shirota-ism, which constitute the core of our business: “preventive medicine,” “a healthy intestinal tract leads to a long life,” and “a price anyone can afford.”

Over 40 million bottles per day

In Japan alone about 10 million bottles of this beloved dairy product are consumed every day (average for the fiscal year ended March 31, 2022). When we include overseas customers, this total rises to more than 40 million bottles per day. We aim to reach 52.5 million bottles worldwide by 2030.

*Classified as *Lactocaseibacillus paracasei* strain Shirota since April 2020.

40 countries and regions worldwide

We work to share the power of lactic acid bacteria with the world, selling our products in 40 countries and regions across Asia, Oceania, the Americas, and Europe.

Approx. 2.4 billion people

Our marketing population (the number of people to whom we can deliver *Yakult*) covers about 1/3 of the world's population.

To co-exist with local communities

Approx. **80,000** ladies

The 80,000 Yakult Ladies active around the world do not simply deliver products, but they also play an invaluable role in looking after their communities. (As of March 2022)

932 locations

In Japan we cooperate with 932 local governments, police and fire departments in neighborhood watch activities. Yakult's local contribution activities mobilize communities and local governments, and have grown into a nationwide initiative.

(As of March 2022)

Approx. **8.48** million participants

Approximately 8.48 million people participated in guest lectures and health classes held around the world in fiscal 2021. Yakult Group employees visit elementary schools and public facilities to explain the importance of the intestines and a healthy lifestyle in easy-to-understand lectures.

Targets for the planet and achieving a sustainable society

For the three material themes related to the environment, we set the *Environmental Targets 2030* as medium-term milestones en route to achieving our *Environmental Vision 2050*.

30 Greenhouse gas emissions (in Japan, scopes 1 & 2)
% reduction

We will reduce greenhouse gas emissions by 30% compared to fiscal 2018 levels by promoting energy conservation and shifting to renewable energy.

30 Plastic containers and packaging (in Japan)
% reduction or recyclability

We will reduce the volume of plastic containers and packaging used (in Japan) by 30% compared to fiscal 2018 levels, or make them recyclable by transitioning to recyclable materials.

Yakult Group Environmental Vision
 — *Environmental Vision 2050* —
 “To realize a society where people and the planet co-exist as one through a value chain that has zero environmental impact”
 Our goal is to achieve Net Zero Carbon by 2050 (in scopes 1, 2, and 3’).
 *Areas of greenhouse gas (GHG) emissions monitoring
 Greenhouse gas scopes (summary based on GHG Protocol)
 Scope 1: Direct emissions resulting from fuel used in a company's own business activities
 Scope 2: Indirect emissions linked to electricity, steam, and heat purchased from an external company
 Scope 3: Indirect emissions occurring in the supply chain linked to a company's business activities

10 Water consumption
% reduction

We will reduce water consumption (per production unit) at dairy product plants in Japan by 10% compared to fiscal 2018 levels by promoting the sustainable use of water resources.

Yakult's involvement in SDGs

Yakult has been developing products that benefit health and contributing to the creation of a sustainable society under the slogan “in order for people to be healthy, everything around them must also be healthy.” Thus, the company's corporate activities themselves could be called CSR activities. Currently, the Yakult Group is deeply involved in eight SDGs. We will continue contributing to the achievement of the SDGs going forward.

SUSTAINABLE DEVELOPMENT GOALS



For more information



Business Areas

We deliver innovative products to the world through unique R&D and production systems as well as four business areas.



Foods and Beverages



International Business



Cosmetics

Making Yakult's proprietary probiotics delicious and affordable. In addition to dairy products such as *New Yakult*, which delivers live and active *Lactobacillus casei* strain Shirota to the intestines, and *Mil-Mil*, which contains a strain called *Bifidobacterium breve* strain Yakult that works in the large intestine, we offer a diverse selection of products to meet various health needs, such as *Yakult Bansoreicha*, suitable for those concerned about blood sugar levels, and the energy drink *Toughman*.

In order to deliver good health to people around the world, we have been globalizing the Yakult brand with a local focus, based on local production and local sales, and currently have sales in 39 countries and regions outside of Japan. Starting with Taiwan, we have expanded our network across Asia, Oceania, the Americas, and Europe. In fiscal 2021, overseas sales of dairy products reached an average of 31.64 million bottles per day. We are aiming for further growth going forward.



We conduct extensive research on the effects of lactic acid bacteria on the skin, and have developed cosmetic compounds such as the moisturizing ingredient S.E. (Shirota Essence)* using carefully selected lactic acid bacteria. Our cosmetic products are produced under strict safety standards in order to provide our customers with products which protect healthy skin.

*Extract from the fermentation of lactic acid bacteria and milk.
Ingredient name: whey (2).

Our Values

Over the years, Yakult has built on the ideas of “preventive medicine,” “a healthy intestinal tract leads to a long life,” and “a price anyone can afford” to create a diverse range of businesses in foods and beverages, international business, pharmaceuticals, and cosmetics. These businesses are supported by our cutting-edge research and development and production lines, in addition to the Yakult Ladies, a unique community-based

distribution system, which are the driving force behind *Yakult's* timeless, global popularity. Our values stem from our history, beginning with the discovery of *Lactobacillus casei* strain Shirota. Based on our singular mission to contribute to the health and happiness of people around the world, Yakult's quest to create new value continues.



Pharmaceuticals

Our pharmaceuticals business started with the development of enzymes, used as ingredients in foods and pharmaceuticals, but has since expanded into the fields of prescription drugs, OTC drugs, and specified quasi-drug products. Currently, we are advancing our business activities as a world-class oncology company focused on two anticancer drugs: *Campto Infusion Solution*, developed in-house, and *Elplat I.V. Infusion*, in addition to a range of related drugs.



Research and Development

Since its founding, Yakult has conducted basic research on intestinal bacteria and beneficial microorganisms, and today boasts world-class research and development capabilities. In addition to working to further expand the potential of intestinal bacteria, we continue to pursue excellence in life science as a pioneer of probiotics, developing new ingredients and products in order to deliver good health and disseminate the concept of preventive medicine to as many people as possible.



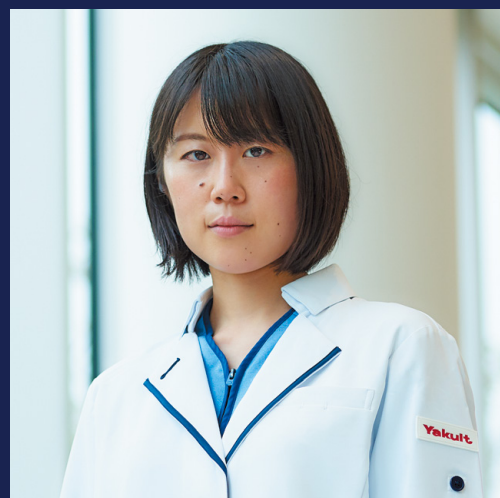
Production

Dedicated to consistently delivering products that benefit health every day, Yakult has developed its own quality control system for its dairy product plants and manufactures products under the strictest hygiene and quality standards. The same exacting standards are also present in our cosmetic and pharmaceutical plants, where we pursue manufacturing practices that offer safety and peace of mind.

Research & Development

Preventive medicine, and beyond.
Tackling new frontiers with an
insatiable spirit of inquiry.

Intestinal bacteria play a profound role in human health. Recently, the term “gut-brain axis” has gained wider recognition, and research has shown that intestinal bacteria not only play a role in infections, cancers, diabetes, and other illnesses, but also influence stress levels and quality of sleep, which can aid with mental health. Currently, I work in the Analytical Science Department, which is responsible for the development of microbiological analysis technologies, fundamental and clinical research on intestinal bacteria, and product quality and safety assurance at the Yakult Central Institute, our R&D center. I am primarily involved in research utilizing probiotics and synbiotics* in medicine. Specifically, our synbiotics have been shown to be useful in controlling infection in a number of situations including during the perioperative period of gastrointestinal surgery, emergency medicine, and chemotherapy. We are conducting research to reveal the mechanism behind their usefulness, to explore new functions of synbiotics, and to use specific bacteria as biomarkers for the early detection of diseases and assessing prognosis. The study of intestinal bacteria, which play a major role in human health, has the potential to uncover solutions to a variety of diseases. Further research is expected to result in additional contributions to the medical field.



Mai Hane

Yakult Central Institute
Analytical Science Department



Yakult Central Institute Center for research and development

The hub for Yakult's research and development where researchers from a variety of fields come together to engage in fundamental research on intestinal bacteria and beneficial microorganisms and develop foods and beverages, cosmetics, and pharmaceutical products.

How can we discover as-yet-unknown benefits of probiotics and apply them to people's health and medicine? The Yakult Central Institute, where Yakult's research and development is based, is staffed by researchers from a variety of fields and thus has the advantage of being able to conduct multifaceted research. We are also looking beyond Japan and focusing on research addressing issues which affect health across a variety of living environments, such as the effects of differing dietary habits across countries. I personally have many opportunities to speak at academic conferences and conduct joint research with university hospitals in the course of my day-to-day research, and being involved in research that touches people's lives gives me a sense of purpose and great satisfaction. Looking ahead, I want to continue to explore new possibilities for probiotics through the development of advanced microbiological analysis technologies and cutting-edge research on intestinal bacteria, and to use this information to develop products that help to benefit the health of as many people as possible.

*Probiotics are defined as “live microorganisms that, when administered in adequate amounts, confer a health benefit on the host” (ISAPP modified FAO/WHO definition, 2013). The combination of probiotics and substances that support the proliferation of beneficial bacteria in the intestines (prebiotics) is called synbiotics.

Our mission is to deliver the value of probiotics with fresh ideas with time-tested values.

Foods & Beverages

Yakult founder Minoru Shirota's belief in the power of lactic acid bacteria to resolve various health issues and contribute to the quality of people's lives was the starting point for Yakult, and this remains unchanged to this day. This spirit lives on in our first food with function claims, *Yakult 1000*, which enjoys wide support from many people today.

The Planning & Marketing Section, where I work, serves to connect our products to two markets: face-to-face home delivery, which is a unique sales channel of our company, and direct sales through supermarkets and other channels. *Yakult 1000* features a high number and high concentration of *Lactobacillus casei* strain Shirota, which has been reported to improve the intestinal environment, and makes the two function claims of relieves stress and improves sleep quality under conditions of temporary mental stress. It is targeted at businesspeople between their 30s to 50s, a demographic that our company tends to have fewer opportunities for interaction with. For us, not only did it provide new health value, but it was also a significant challenge. To promote this product as a new and different kind of *Yakult*, we focused on emphasizing its function claims via the Yakult Ladies. We also tailored our TV commercials to convey the product's functionality to the target market. The response was substantial—the function claims regarding to stress and sleep aligned with the needs of society, and customers shared their experiences and impressions of the product by word of mouth, which resulted in sales that exceeded our initial target.

Our strength lies in our ability to conduct fundamental research on the relationship between the human body and the intestines, and to develop evidence-based products. Precisely because each product is the culmination of exhaustive research, we feel a great sense of accomplishment and satisfaction when we are able to deliver a product to as many people as possible and receive positive feedback. Throughout its history, Yakult has remained attuned to people's health needs while adapting to the ever-changing social environment and evolving lifestyles, with the same time-tested mission over the decades. Following *Yakult 1000*, we have already begun tackling new challenges. We will strive to meet our customer's expectations regarding the health issues we will address next and what kinds of products we will bring to the market.



Yosuke Kudo

Planning & Marketing Section
Food & Beverage Sales Management Department
Food & Beverages Business Division



Yakult 1000 and Y1000: providing the highest concentration of *Lactobacillus casei* strain Shirota in Yakult's history

Contains one billion *Lactobacillus casei* strain Shirota per 1 ml. Care was also taken to create a refreshing taste that appeals to adults.

Network

Contributing to the health of people around the world through our global network

Domestic

Domestic Operations

- Head Office 1
- Branches 5
- Research institute 1
- Honsha plants 7
- Marketing companies 101
- Bottling companies 5
- Yakult Ladies 32,680
- Yakult Beauty Advisors 3,837

As of June 30, 2022
(as of March 31, 2022 for Yakult Ladies and Yakult Beauty Advisors)

Honsha Organization

Head Office
Hokkaido Branch
East Japan Branch
Metropolitan Branch
Central Japan Branch
West Japan Branch
Yakult Central Institute
Fukushima Plant
Ibaraki Plant
Shonan Cosmetics Plant
Fuji Susono Plant
Fuji Susono Pharmaceutical Plant
Hyogo Miki Plant
Saga Plant

Marketing

Yakult Sapporo Sales Co., Ltd.
Yakult Minami Hokkaido Sales Co., Ltd.
Yakult Tomakomai Sales Co., Ltd.
Yakult Iwamizawa Sales Co., Ltd.
Yakult Kushiro Sales Co., Ltd.
Yakult Obihiro Sales Co., Ltd.
Yakult Kitami Sales Co., Ltd.
Yakult Muroran Sales Co., Ltd.
Yakult Kita Hokkaido Co., Ltd.
Yakult Aomori Sales Co., Ltd.
Yakult Iwate Sales Co., Ltd.
Yakult Miyako Sales Co., 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.
*The following marketing company is generalized.
- Yakult Ofunato 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.
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.
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 Chuo Sales Co., Ltd.
Yakult Shibata Sales Co., Ltd.
Yakult Joetsu Sales Co., Ltd.
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 Ken Sales Co., Ltd.
Yakult Johoku Sales Co., Ltd.
Yakult Katsushika Sales Co., Ltd.
Yakult Seito Sales Co., Ltd.
Yakult Tokyo Sales Co., Ltd.
Yakult Kanagawa Chuo Sales Co., Ltd.
Yakult Kanagawa Tobu Sales Co., Ltd.
Yakult Shonan Sales Co., Ltd.
Yakult Odawara Sales Co., Ltd.
Yakult Atsugi Sales Co., Ltd.
Yakult Tokai Co., Ltd.
*The following four marketing companies are generalized.



Profile

Overview of Yakult Honsha

Corporate name: Yakult Honsha Co., Ltd.
Date founded: 1935
Date incorporated: April 9, 1955
Head office: 10-30, Kaigan, 1-chome, Minato-ku, Tokyo, 105-8660, Japan
Telephone: +81-3-6625-8960

Paid-in capital: ¥31,117.65 million
Annual account settlement date: March 31
No. of employees: 2,836
Including 295 employees temporarily assigned and 171 contract employees (as of March 31, 2022)
Main banks: Mizuho Bank, Resona Bank, MUFG Bank

The Yakult Group has been expanding globally since 1964 in an effort to contribute to the health and happiness of people around the world. We aim to achieve sustainable growth by continuing to provide valuable products and services through our business network of approximately 160 companies spread across 40 countries and regions worldwide.

Overseas

Overseas Operations

- Yakult Ladies 49,511
- Employees 25,269

As of December 31, 2021

Yakult Taiwan Co., Ltd.	Shanghai Yakult Co., Ltd.
Hong Kong Yakult Co., Ltd.	Beijing Yakult Co., Ltd.
Yakult (Thailand) Co., Ltd.	Tianjin Yakult Co., Ltd.
Korea Yakult (hy Co., Ltd.)	Wuxi Yakult Co., Ltd.
Yakult Philippines, Inc.	Yakult S/A Ind. E Com. (Brazil)
Yakult (Singapore) Pte. Ltd.	Yakult S.A. De C.V. (Mexico)
P.T. Yakult Indonesia Persada	Yakult U.S.A. Inc.
Yakult Australia Pty. Ltd. (New Zealand Branch)	Yakult Europe B.V.
Yakult (Malaysia) Sdn. Bhd.	Yakult Nederland B.V.
Yakult Vietnam Co., Ltd.	Yakult Belgium N.V./S.A.
Yakult Danone India Pvt. Ltd.	Yakult UK Ltd. (Ireland Branch)
Yakult Middle East FZCO	Yakult Deutschland GmbH
Yakult Myanmar Co., Ltd.	Yakult Oesterreich GmbH
Yakult (China) Corporation	Yakult Italia S.r.l.
Guangzhou Yakult Co., Ltd.	

• Other countries where sales are conducted: Brunei, Oman, Bahrain, Qatar, Kuwait, Uruguay, Canada, Belize, France, Luxembourg, Spain, Malta, Switzerland and Denmark

• Yakult Honsha European Research Center for Microbiology VOF (YHER)

Companies

- Yakult Nagoya Sales Co., Ltd.
- Yakult Aichi Chuo Sales Co., Ltd.
- Yakult Mie Sales Co., Ltd.
- Yakult Gifu Sales Co., Ltd.
- Yakult Higashi Mikawa Sales Co., Ltd.
- Yakult Toyama Sales Co., Ltd.
- Yakult Hokuriku Co., Ltd.
- Yakult Nanao Sales Co., Ltd.
- Yakult Keiji Sales Co., Ltd.
- Yakult Kinki Chuo Sales Co., Ltd.
- Yakult Osaka Hokubu Sales Co., Ltd.
- Yakult Sennari Sales Co., Ltd.
- Yakult Sakai Sales Co., Ltd.
- Yakult Osaka Tobu Sales Co., Ltd.
- Yakult Minami Osaka Sales Co., Ltd.
- Yakult Nara Sales Co., Ltd.
- Yakult Wakayama Sales Co., Ltd.
- Yakult Kobe Sales Co., Ltd.
- Yakult Hyogo Sales Co., Ltd.
- Yakult Himeji Sales Co., Ltd.
- Yakult Awaji Sales Co., Ltd.
- Yakult Tottori Sales Co., Ltd.
- Yakult Sanin Sales Co., Ltd.
- Yakult Okayama Sales Co., Ltd.
- Yakult Tsuyama Sales Co., Ltd.
- Yakult Okayama Ken Seibu Sales Co., Ltd.
- Yakult Sanyo Co., Ltd.
- Yakult Hiroshima Chuo Sales Co., Ltd.
- Yakult Yamaguchi Ken Tobu 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 Kitakyushu Sales Co., Ltd.
- Yakult Fukuoka Sales Co., Ltd.
- Yakult Chuo Fukuoka Sales Co., Ltd.
- Yakult Kurume Sales Co., Ltd.
- Yakult Oita Sales Co., Ltd.
- Yakult Saga Ken Sales Co., Ltd.
- Yakult Nagasaki Co., Ltd.
- Yakult Sasebo Co., Ltd.
- Yakult Goto 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

- Yakult Iwate Plant Co., Ltd.
- Yakult Chiba Plant Co., Ltd.
- Yakult Aichi Plant Co., Ltd.
- Yakult Okayama Wake Plant Co., Ltd.
- Yakult Fukuoka Plant Co., Ltd.

Principal Business Activities

Manufacturing and marketing of food and beverage products, cosmetics, pharmaceuticals, and others

Principal Subsidiaries

- Yakult Food Industry Co., Ltd.
- Yakult Health Foods Co., Ltd.
- Yakult Corporation Co., Ltd.
- Yakult Materials Co., Ltd.
- Yakult Pharmaceutical Industry Co., Ltd.
- Yakult Asset Management Co., Ltd.

- YBC Co., Ltd.
- Yakult Support Business Co., Ltd.
- Yakult Logistics Co., Ltd.
- Yakult Kyudan Co., Ltd.
- Yakult Management Service Co., Ltd.



Yakult Honsha Co., Ltd.

<https://www.yakult.co.jp/english/>



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