



# Company Profile

## 2025–2026

# OUR PHILOSOPHY

## 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.

Minoru Shirota, Yakult founder and a medical doctor, set his sights on the field of preventive medicine, which aims to help people avoid sickness rather than treating them after illness occurs, and started down the path of microorganism research.

Dr. Shirota focused on how lactic acid bacteria function to suppress harmful bacteria in the gut.

In 1930, he succeeded in strengthening and culturing a strain of lactic acid bacteria that could reach the gut alive and produce beneficial effects. This was *Lacticaseibacillus paracasei* strain Shirota.\* Together

with volunteers, Dr. Shirota subsequently developed an inexpensive and tasty beverage so that as many people as possible could benefit from the positive effects of *Lacticaseibacillus paracasei* strain Shirota, and in 1935, the fermented milk drink Yakult was born.

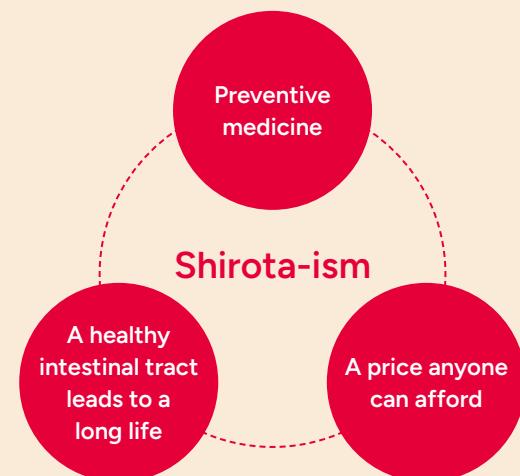
With the intention of contributing to the health and happiness of people around the world, Yakult maintains Minoru Shirota's passion, ideas, and insatiable curiosity to the present day.

\* Classified as *Lactobacillus casei* strain Shirota prior to March 2020

## Corporate Slogan

In order for people to be healthy, everything around them must also be healthy.

Yakult believes that everything on the Earth must be healthy—from the water, soil, air, plants and animals to humans—in order for people to be able to live healthily and to build a sound society.



## Shirota-ism: The Origins of Yakult

The ideas of our founder, Minoru Shirota, which we refer to as "Shirota-ism," are what lie at the heart of Yakult and which today form the very foundation for all our operations.

### Preventive medicine

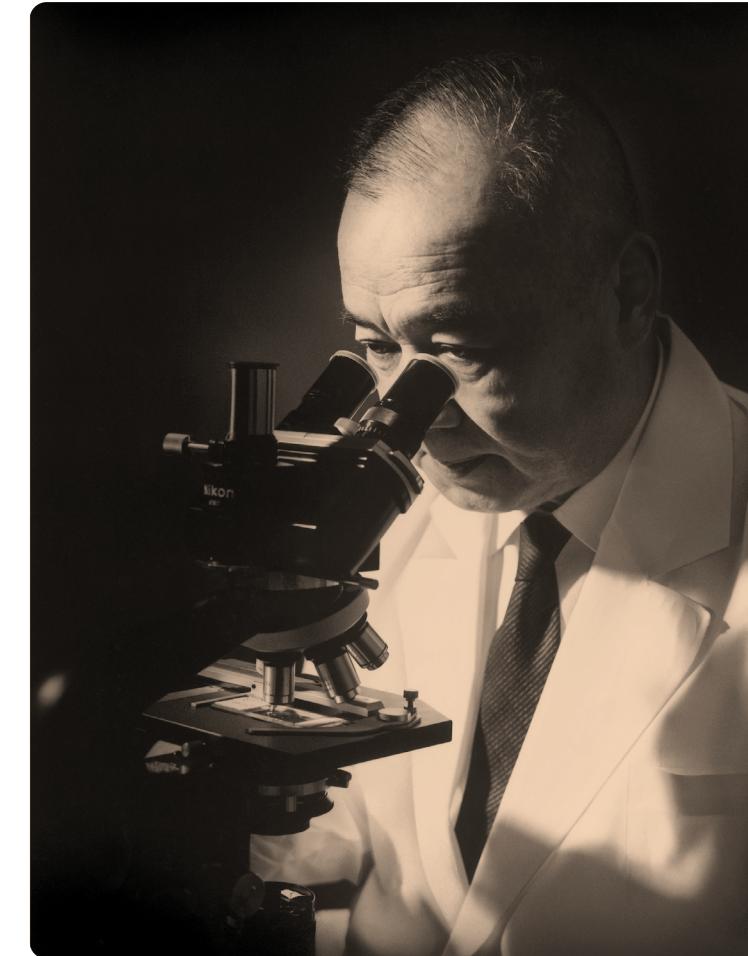
Emphasis should be placed on preventing illness, rather than on treating illness once it develops.

### 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.

### A price anyone can afford

The goal of providing *Lacticaseibacillus paracasei* strain Shirota, which protects the intestines, to as many people as possible at an affordable price.



Minoru Shirota (1899–1982)

# Overview of Yakult's Operations

Building on a foundation in the life sciences, Yakult is expanding its food and beverages business, which handles fermented milk drinks, from Japan to overseas markets. The company is also engaged in other businesses, including cosmetics.

## Food and Beverages (Japan)

In 1930, Dr. Minoru Shirota, the founder of Yakult, successfully strengthened and cultured a strain of lactic acid bacteria, and in 1935, *Yakult*, a beverage containing *Lacticaseibacillus paracasei* strain Shirota, was born. In 1963, the Yakult Lady home delivery system was launched throughout Japan to disseminate the value of *Yakult*. Products in the food and beverages business include fermented milk drinks such as *Yakult* and fermented milk products such as *Joie*, as well as other soft beverages.



## Food and Beverages (Overseas)

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. Starting with Taiwan in 1964, we have expanded our network across Asia, Oceania, the Americas, and Europe, and we currently have sales operations in 40 countries and regions, including Japan.

For International Business



## Others

This segment encompasses Yakult's cosmetics manufacturing and sales, and professional baseball team operations. In our cosmetics operations, we focus on initiatives that disseminate the value of our proprietary moisturizing agent S.E. (Shirota Essence) and strive to increase our user base. Meanwhile, in our professional baseball operations, we endeavor to meet fans' expectations by building up the strength of the team and making efforts to improve our various fan engagement services.



## Expansion of Business Domains

To achieve our long-term vision of evolving into a healthcare company that continuously contributes to people's health worldwide, as outlined in Yakult Group Global Vision 2030, we are expanding our business domains—centered on probiotics—into areas such as health and beauty, medical nutrition, and animal health.



## Yakult by the Numbers (FY2024)

## Net Sales

**¥499.6** billion

- ▶ Japan **¥242.9** billion
- ▶ Overseas **¥238.7** billion

Note: Other + adjustments: ¥17.9 billion

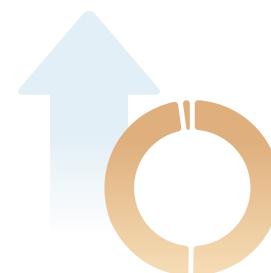


## Operating Profit

**¥55.3** billion

- ▶ Japan **¥37.4** billion
- ▶ Overseas **¥36.7** billion

Note: Other + adjustments: (¥18.7 billion)

Number of Bottles of Dairy products Sold Worldwide\*<sup>1</sup>**38.24** million per day

- ▶ Japan **9.68** million per day
- ▶ Overseas **28.56** million per day

Countries and Regions Where We Operate\*<sup>1</sup>**40**

(including Japan)

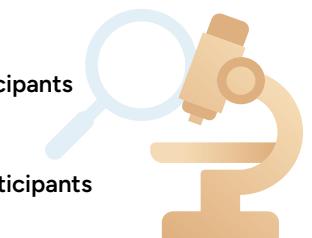
- ▶ Number of employees  
Approx. 41,000

Yakult Ladies\*<sup>1</sup>**81,288**

- ▶ Japan **31,341**
- ▶ Overseas **49,947**

Dispatching Lecturers and Health-Related Lectures\*<sup>2</sup>**Approx. 18.38** million participants

- ▶ Japan  
Approx. 640,000 participants
- ▶ Overseas  
Approx. 17.74 million participants



# Long-term Vision: Yakult Group Global Vision 2030

Yakult formulated its long-term vision, "Yakult Group Global Vision 2030," in 2021, which describes how Yakult aims to evolve into a healthcare company that continues contributing to people's health around the world. Leveraging the management resources cultivated to date, we will create value that supports the health of each individual while coexisting with local communities, thereby contributing to the realization of a sustainable society.



# Medium-term Management Plan 2025–2030

## Shape Our Own Future Achieve results by actively taking on challenges and seize the future with our own hands as we embrace our 100th anniversary

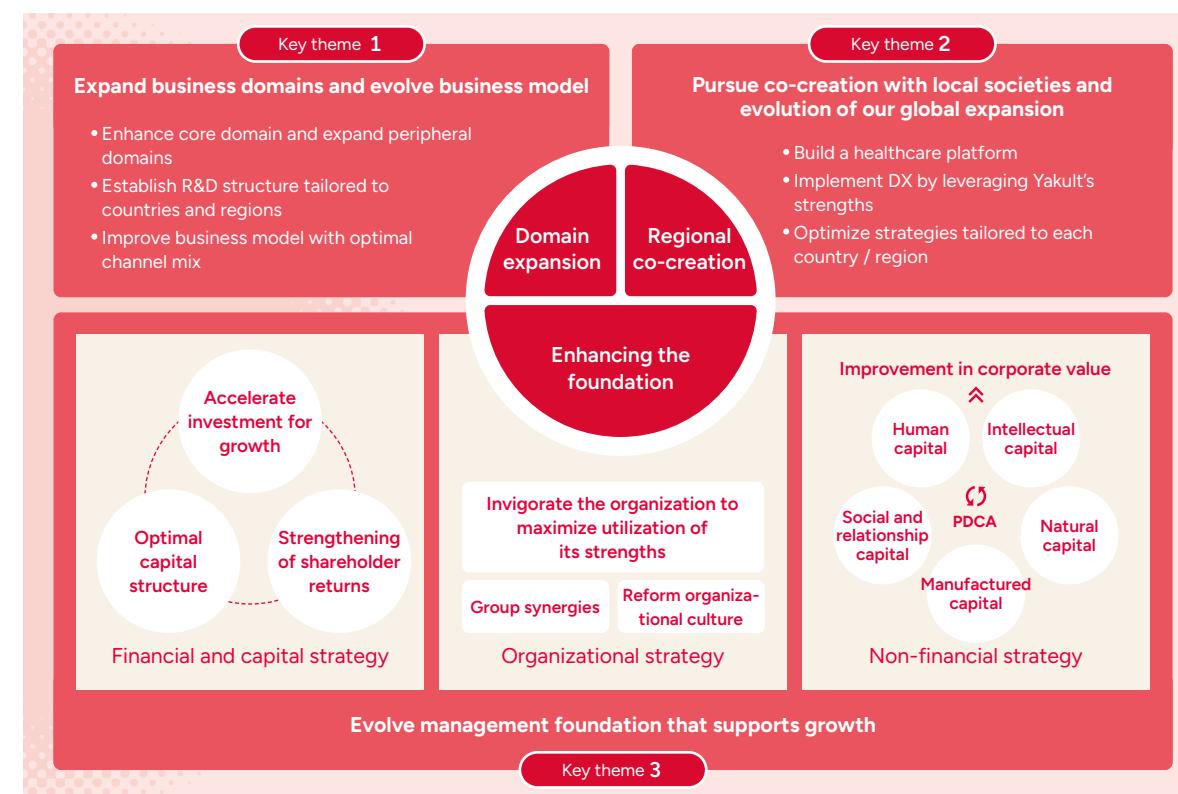
Yakult has formulated a new Medium-term Management Plan covering the six-year period from 2025 to 2030, and it has set three key themes with the aim of achieving renewed growth leveraging Company resources. We will achieve our long-term vision, Yakult Group Global Vision 2030, while also continuing to proactively take on challenges and adapting appropriately to changes in both internal and external environments as we approach our 100th anniversary in 2035.

### External Environment

- Rising health consciousness
- Advancement of digital technology and AI
- Diversification of consumption trends
- Change in demographic dynamics
- Rapid change in world affairs

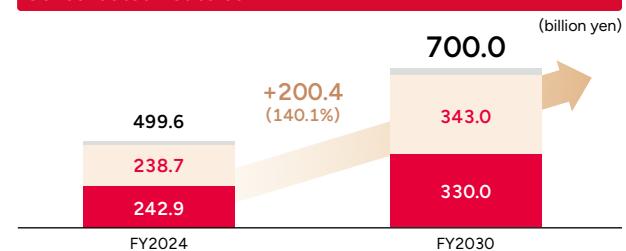
### Internal Environment

- Growing results through creation of markets
- Regional disparity in results
- Expansion of new initiatives
- Advancement of environmental actions
- Implementation of DX, utilization of external resources

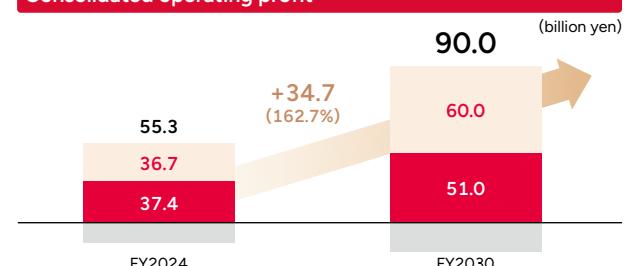


### Profit and Loss / Quantitative Indicators

#### Consolidated net sales



#### Consolidated operating profit



### Financial Indicators

ROE	Equity to asset ratio	Total payout ratio
10%	60%	70%

Note: All in FY2030

# Corporate Information (As of March 31, 2025)

## Yakult Honsha

Corporate name:	Yakult Honsha Co., Ltd.
Founded:	April 9, 1955
Head office:	1-10-30, Kaigan, Minato-ku, Tokyo, Japan
Business sites:	1 research institute, 5 branches, 7 plants, 12 logistics centers, 1 pharmaceutical distribution centers
Paid-in capital:	31.117 billion yen
Number of employees:	2,859

Note: Including 448 employees seconded to affiliated companies and 170 contract employees, of which 37 are also seconded.

## Yakult Group

### Japan

Marketing companies:	101 (including 17 consolidated subsidiaries)
	Note: Excluding four subsidiaries of Yakult Tokai Co., Ltd.
Bottling companies:	6 (Consolidated subsidiaries)
Marketing company employees:	12,712 (As of April 1, 2025)
Number of workers:	
Yakult Ladies:	31,341
Yakult Beauty Advisors:	2,992
Affiliated companies, etc.:	13 companies and 4 associations

### Overseas (As of December 31, 2024)

Companies:	27
Research center:	1
Number of workers:	
Employees: Yakult Ladies:	24,709 49,947
Marketing regions:	39 countries and regions

## Stock Information

Stock markets traded:	Prime Market in Tokyo Stock Exchange
Securities code:	2267
Fiscal Year:	April 1 to March 31 of following year
General Meeting of Shareholders:	Ordinary general meeting of shareholders; Every year during June
Extraordinary general meeting of shareholders:	As necessary
Shareholders register administrator:	Mizuho Trust & Banking Co., Ltd.
Total Number of Authorized Shares:	1,300,000,000
Total Number of Issued Shares:	342,090,836
Number of Shareholders:	134,918

## Marketing Companies in Japan, Overseas Operations and Overseas Research and Development Sites

Hokkaido	Kanagawa Chuo Sales Co., Ltd.	Chugoku	Overseas Operations
Yakult Sapporo Sales Co., Ltd.	Yakult Kanagawa Tobu Sales Co., Ltd.	Yakult Tottori Sales Co., Ltd.	* Companies are organized in ascending order of business start date by region.
Yakult Minami Hokkaido Sales Co., Ltd. ◎	Yakult Shonan Sales Co., Ltd. ◎	Yakult Sanin Sales Co., Ltd.	Yakult Taiwan Co., Ltd.
Yakult Tomakomai Sales Co., Ltd.	Yakult Odawara Sales Co., Ltd.	Yakult Okayama Sales Co., Ltd.	Yakult S/A Ind. E Com. (Brazil)
Yakult Iwamizawa Sales Co., Ltd.	Yakult Atsugi Sales Co., Ltd.	Yakult Tsuyama Sales Co., Ltd.	Hong Kong Yakult Co., Ltd.
Yakult Kushiro Sales Co., Ltd.	Yakult Kita Hokkaido Co., Ltd. ◎	Yakult Okayama Ken Seibu Sales Co., Ltd.	Yakult (Thailand) Co., Ltd.
Yakult Obihiro Sales Co., Ltd.	Yakult Higashi Shizuoka Sales Co., Ltd.	Yakult Sanyo Co., Ltd. ◎	Korea Yakult (hy Co., Ltd.)
Yakult Kitami Sales Co., Ltd.	Yakult Chuo Shizuoka Sales Co., Ltd.	Yakult Hiroshima Chuo Sales Co., Ltd.	Yakult Philippines, Inc.
Yakult Muroran Sales Co., Ltd.	Yakult Nishi Shizuoka Sales Co., Ltd.	Yakult Yamaguchi Ken Tobu Sales Co., Ltd.	Yakult (Singapore) Pte., Ltd.
Yakult Niigata Chuo Sales Co., Ltd. ◎	Yakult Aomori Sales Co., Ltd.	Yakult S/A de C.V. (Mexico)	Yakult S.A. de C.V. (Mexico)
Yakult Yokote Sales Co., Ltd.	Yakult Iwate Sales Co., Ltd.	PT. Yakult Indonesia Persada	PT. Yakult Indonesia Persada
Yakult Yamagata Sales Co., Ltd.	Yakult Miyoshi Sales Co., Ltd.	Yakult Australia Pty. Ltd.	Yakult Australia Pty. Ltd.
Yakult Yonezawa Sales Co., Ltd.	Yakult Akita Sales Co., Ltd.	Yakult Nederland B.V.	Yakult Nederland B.V.
Yakult Shonai Sales Co., Ltd.	Yakult Odate Sales Co., Ltd.	Yakult Belgium N.V./S.A.	Yakult Belgium N.V./S.A.
Yakult Miyagi Chuo Sales Co., Ltd. ◎	Yakult Yokote Sales Co., Ltd.	Yakult Europe B.V.	Yakult Europe B.V.
Yakult Ishinomaki Sales Co., Ltd.	Yakult Yamagata Sales Co., Ltd.	Yakult UK Ltd.	Yakult UK Ltd.
Yakult Fukushima Sales Co., Ltd.	Yakult Koriyama Sales Co., Ltd.	Yakult Deutschland GmbH	Yakult Deutschland GmbH
Yakult Mito Sales Co., Ltd.	Yakult Aizu Sales Co., Ltd.	Yakult U.S.A. Inc.	Yakult U.S.A. Inc.
Yakult Koga Sales Co., Ltd.	Yakult Iwaki Sales Co., Ltd.	Guangzhou Yakult Co., Ltd.	Guangzhou Yakult Co., Ltd.
Yakult Utsunomiya Sales Co., Ltd.	Yakult Gifu Sales Co., Ltd.	Yakult (Malaysia) Sdn. Bhd.	Yakult (Malaysia) Sdn. Bhd.
Yakult Ryomo Sales Co., Ltd.	Yakult Higashi Mikawa Sales Co., Ltd.	Yakult (China) Corporation	Yakult (China) Corporation
Yakult Gunma Sales Co., Ltd.	Yakult Toyama Sales Co., Ltd. ◎	Yakult Oesterreich GmbH	Yakult Oesterreich GmbH
Yakult Saitama Sales Co., Ltd.	Yakult Hokuriku Co., Ltd. ◎	Note: It was merged into Yakult Europe B.V. as of October 1, 2025.	
Yakult Saitama Tobu Sales Co., Ltd.	Yakult Nanao Sales Co., Ltd.	Yakult Italia S.r.l.	Yakult Italia S.r.l.
Yakult Kazo Sales Co., Ltd.	Yakult Keiji Sales Co., Ltd.	Yakult Vietnam Co., Ltd.	Yakult Vietnam Co., Ltd.
Yakult Saitama Nishi Sales Co., Ltd. ◎	Yakult Kinki Chuo Sales Co., Ltd. ◎	Yakult Danone India Pvt. Ltd.	Yakult Danone India Pvt. Ltd.
Yakult Saitama Hokubu Sales Co., Ltd.	Yakult Osaka Hokubu Sales Co., Ltd.	Tianjin Yakult Co., Ltd.	Tianjin Yakult Co., Ltd.
Yakult Chiba Ken Sales Co., Ltd. ◎	Yakult Saitama Tobu Sales Co., Ltd.	Wuxi Yakult Co., Ltd.	Wuxi Yakult Co., Ltd.
Yakult Johoku Sales Co., Ltd.	Yakult Kazo Sales Co., Ltd.	Yakult Middle East FZCO	Yakult Middle East FZCO
Yakult Katsushika Sales Co., Ltd.	Yakult Sennari Sales Co., Ltd.	Yakult Myanmar Co., Ltd.	Yakult Myanmar Co., Ltd.
Yakult Seito Sales Co., Ltd.	Yakult Sakai Sales Co., Ltd.	Overseas Research and Development Site	Overseas Research and Development Site
Yakult Tokyo Sales Co., Ltd. ◎	Yakult Osaka Tobu Sales Co., Ltd.	Yakult Honsha European Research Center for Microbiology VOF	Yakult Honsha European Research Center for Microbiology VOF
	Yakult Minami Osaka Sales Co., Ltd.	Note: Yakult European R&D Center B.V. was established on September 19, 2025, in Gelderland, Kingdom of the Netherlands.	
	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 Honsha Co., Ltd.**

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



Note : The original Japanese version is authoritative.  
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