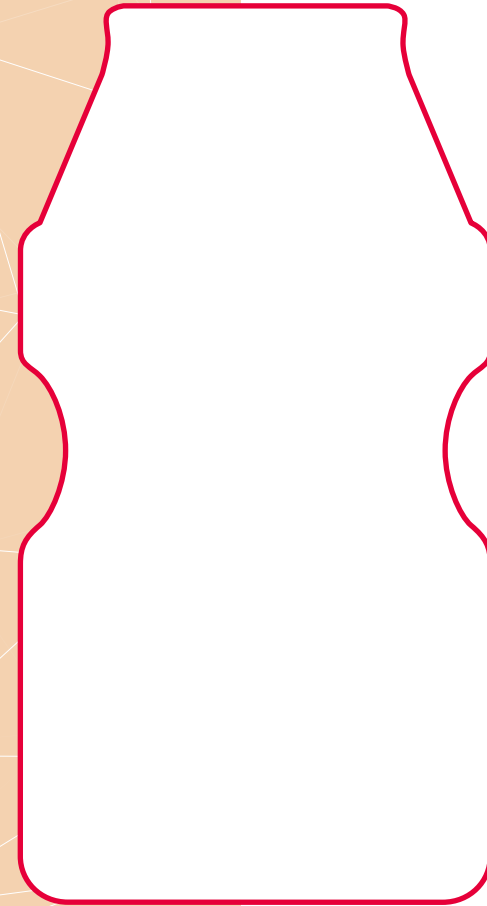


Yakult

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

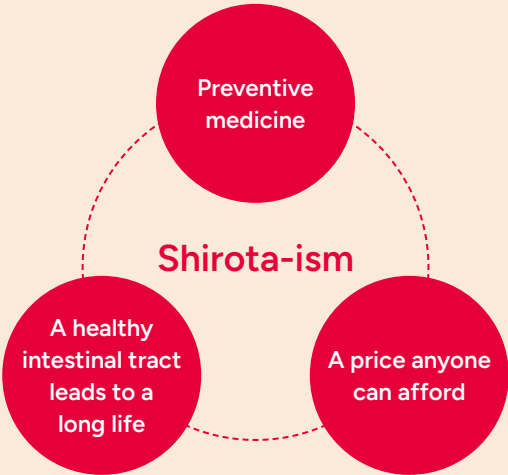


Minoru Shirota (1899–1982)

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.

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.



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

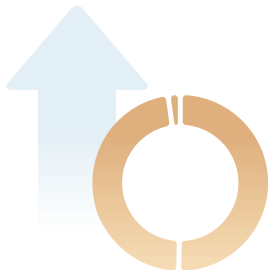


Note: Other + adjustments: ¥17.9 billion

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*1

38.24 million per day

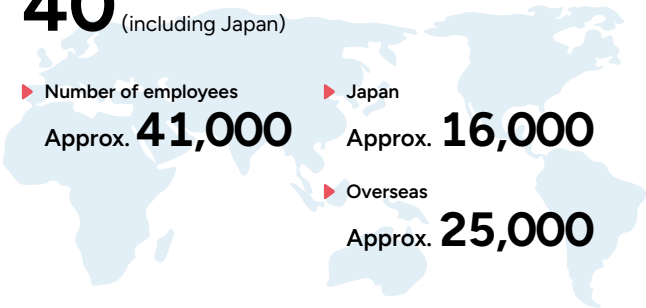
- ▶ Japan
9.68 million per day
- ▶ Overseas
28.56 million per day



Countries and Regions Where We Operate*1

40 (including Japan)

- ▶ Number of employees
Approx. 41,000
- ▶ Japan
Approx. 16,000
- ▶ Overseas
Approx. 25,000



Yakult Ladies*1

81,288

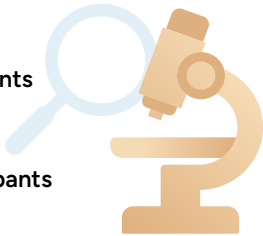
- ▶ Japan
31,341
- ▶ Overseas
49,947



Dispatching Lecturers and Health-Related Lectures*2

Approx. 18.38 million participants

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



Note: Japan: April 2024 to March 2025; Overseas: January 2024 to December 2024 *1 Japan: As of March 31, 2025; Overseas: As of December 31, 2024 *2 Lectures for disseminating health information to local community residents

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

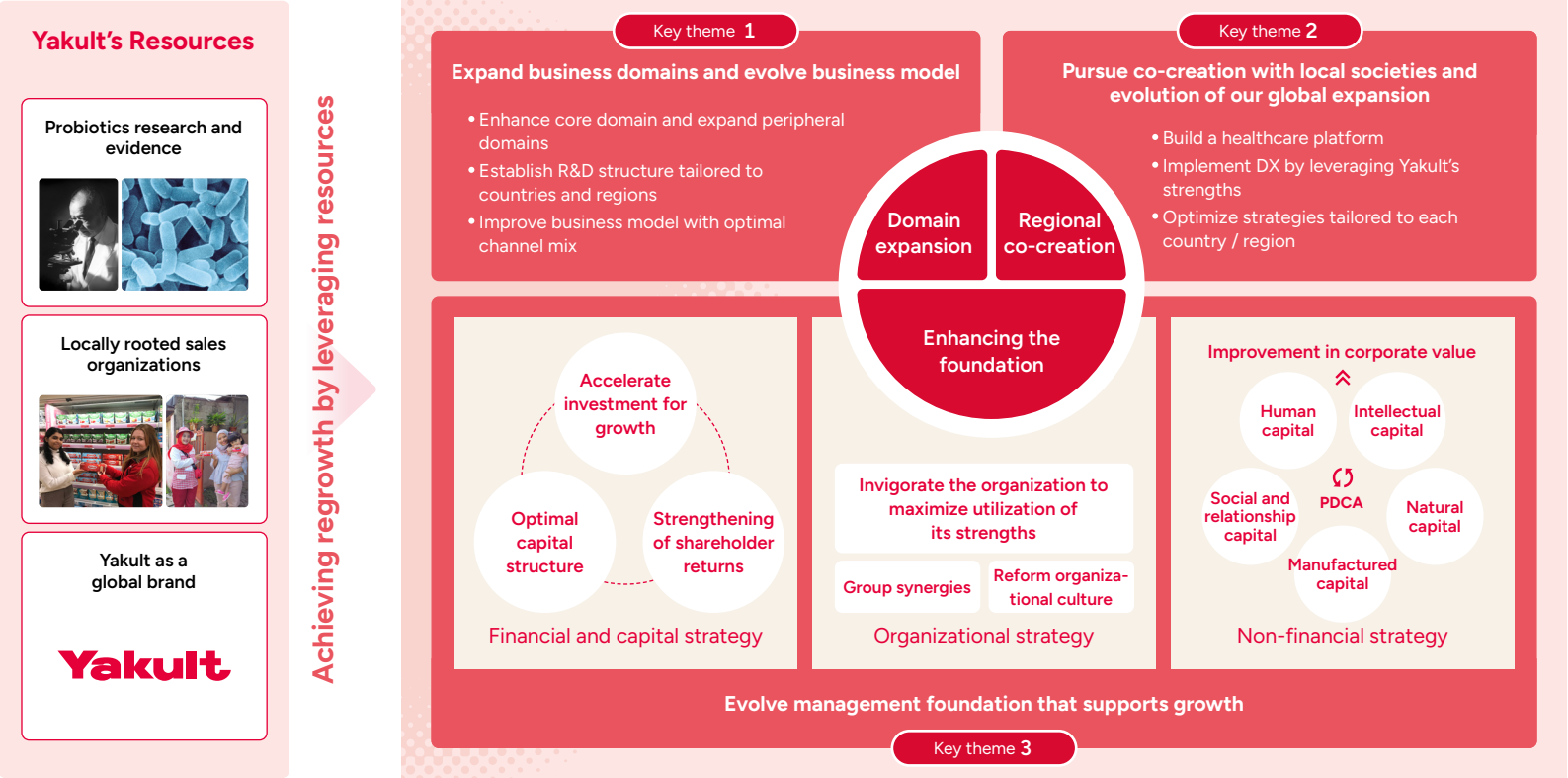
Yakult has formulated a new Medium-term Management Plan covering the six-year period from 2025 to 2030, and it has set three key themes with the aim of achieving renewed growth leveraging Company resources. We will achieve our long-term vision, Yakult Group Global Vision 2030, while also continuing to 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

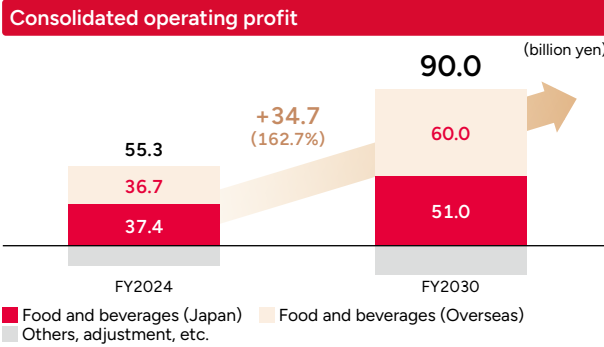
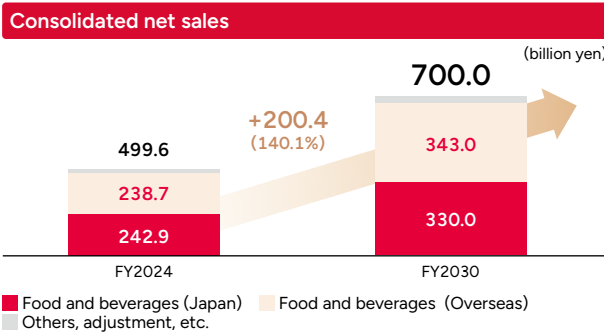
- Rising health consciousness
- Advancement of digital technology and AI
- Diversification of consumption trends
- Change in demographic dynamics
- Rapid change in world affairs

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



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		Stock Information	
Corporate name:	Yakult Honsha Co., Ltd.	Stock markets traded:	Prime Market in Tokyo Stock Exchange
Founded:	April 9, 1955	Securities code:	2267
Head office:	1-10-30, Kaigan, Minato-ku, Tokyo, Japan	Fiscal Year:	April 1 to March 31 of following year
Business sites:	1 research institute, 5 branches, 7 plants, 12 logistics centers, 1 pharmaceutical distribution centers	General Meeting of Shareholders:	Ordinary general meeting of shareholders; Every year during June
Paid-in capital:	31.117 billion yen	Extraordinary general meeting of shareholders:	As necessary
Number of employees:	2,859	Shareholders register administrator:	Mizuho Trust & Banking Co., Ltd.
Note: Including 448 employees seconded to affiliated companies and 170 contract employees, of which 37 are also seconded.		Total Number of Authorized Shares:	1,300,000,000
		Total Number of Issued Shares:	342,090,836
		Number of Shareholders:	134,918

Yakult Group

Japan			
Marketing companies:		101 (including 17 consolidated subsidiaries) Note: Excluding four subsidiaries of Yakult Tokai Co., Ltd.	
Bottling companies:		6 (Consolidated subsidiaries)	
Number of workers:	Marketing company employees:	12,712 (As of April 1, 2025)	
	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:	24,709
	Yakult Ladies:	49,947
Marketing regions:		39 countries and regions

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

Hokkaido	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.	Chugoku	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.	Overseas Operations	* Companies are organized in ascending order of business start date by region. Yakult Taiwan Co., Ltd. Yakult S/A Ind. E Com. (Brazil) Hong Kong Yakult Co., Ltd. Yakult (Thailand) Co., Ltd. Korea Yakult (hy Co., Ltd.) Yakult Philippines, Inc. Yakult (Singapore) Pte., Ltd. Yakult S.A. de C.V. (Mexico) PT. Yakult Indonesia Persada Yakult Australia Pty. Ltd. Yakult Nederland B.V. Yakult Belgium N.V./S.A. Yakult Europe B.V. Yakult UK Ltd. Yakult Deutschland GmbH Yakult U.S.A. Inc. Guangzhou Yakult Co., Ltd. Yakult (Malaysia) Sdn. Bhd. Yakult (China) Corporation Yakult Oesterreich GmbH Note: It was merged into Yakult Europe B.V. as of October 1, 2025. Yakult Italia S.r.l. Yakult Vietnam Co., Ltd. Yakult Danone India Pvt. Ltd. Tianjin Yakult Co., Ltd. Wuxi Yakult Co., Ltd. Yakult Middle East FZCO Yakult Myanmar Co., Ltd.
Chubu	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 Tokai Co., Ltd. ● (Yakult Tokai Co., Ltd. oversees the following four 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.	Shikoku	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.		
Tohoku	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. ● Yakult Ishinomaki Sales Co., Ltd. Yakult Fukushima Sales Co., Ltd. Yakult Aizu Sales Co., Ltd. Yakult Iwaki Sales Co., Ltd.	Kyushu	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.		
Kanto	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 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. ●	Kinki	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.		
		Okinawa	Yakult Okinawa Co., Ltd. ●		Overseas Research and Development Site Yakult Honsha European Research Center for Microbiology VOF Note: Yakult European R&D Center B.V. was established on September 19, 2025, in Gelderland, Kingdom of the Netherlands.

Yakult Honsha Company Profile 2025–2026

Yakult Honsha Co., Ltd.

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



Note : The original Japanese version is authoritative.
This English version is provided for reference only.