



**Results for the fiscal year
ended March 31, 2024**
Future Management Outlook

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Yakult

May 14, 2024

Consolidated results for the fiscal year ended March 31, 2024



(billion yen)

	Results (of which, amounts resulting from exchange rates*)	Year-on-year	Compared to forecast (announced Nov. 14, 2023)
Net sales	503.0 (+16.9)	104.1%	98.1%
Operating profit	63.3 (+3.7)	96.0%	94.6%
Ordinary profit	79.3 (+4.9)	101.7%	98.5%
Profit attributable to owners of parent	51.0 (+2.7)	100.7%	98.1%

* Amounts resulting from exchange rates are year-on-year values

Consolidated forecasts for the fiscal year ending March 31, 2025



(billion yen)

Forecasts

Year-on-year

Management plan
ending Mar. 2025
(Goals announced
May 12, 2023)

Management plan
ending Mar. 2025
(% of goals)

Net sales

533.5

106.0%

575.0

92.8%

Operating profit

68.5

108.0%

86.0

79.7%

Ordinary profit

86.5

109.1%

—

—

Profit attributable
to owners of parent

55.5

108.8%

—

—

Basic earnings
per share

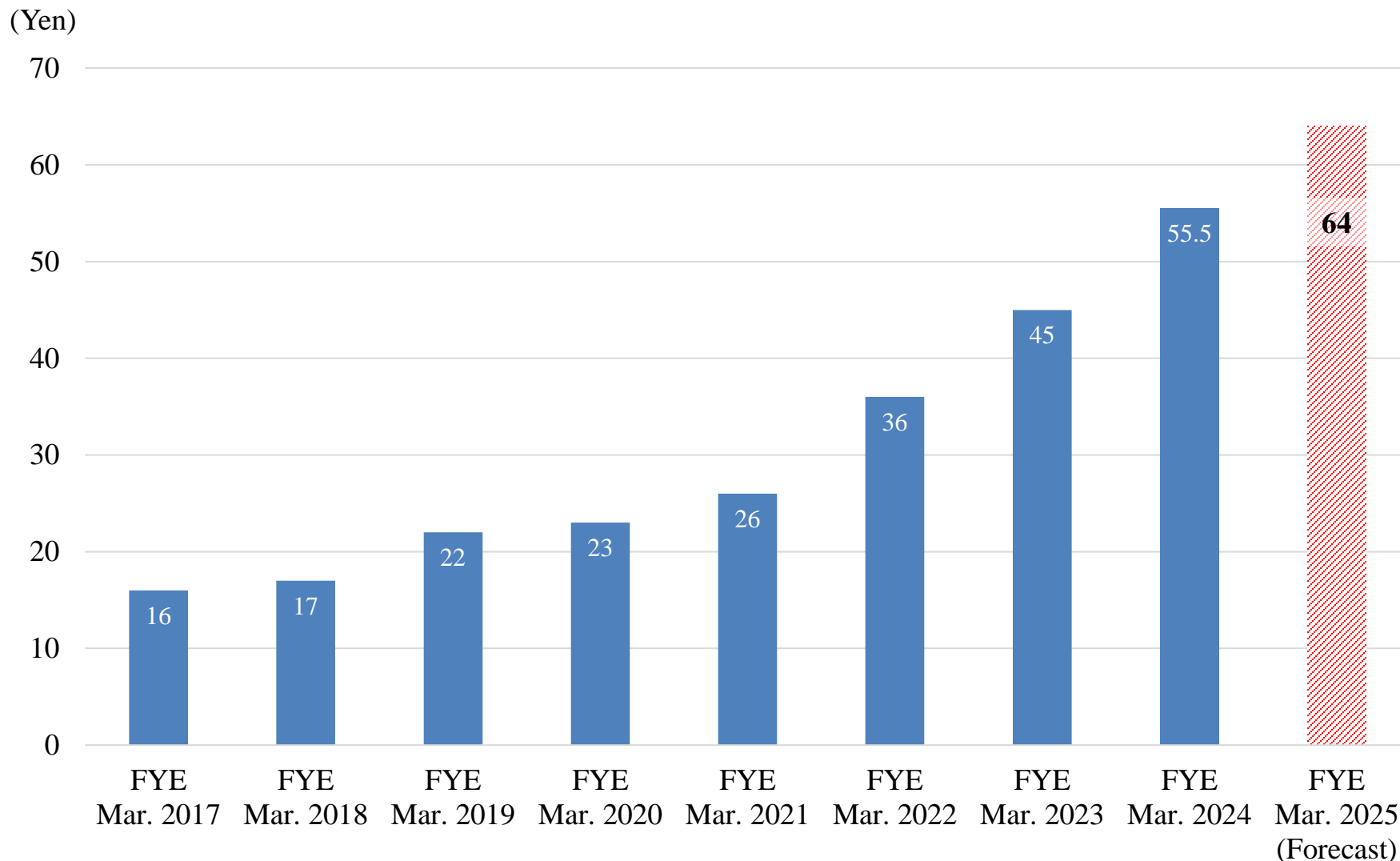
(Yen)
183.08

111.3%

(Yen)
205.00

89.3%

Dividends



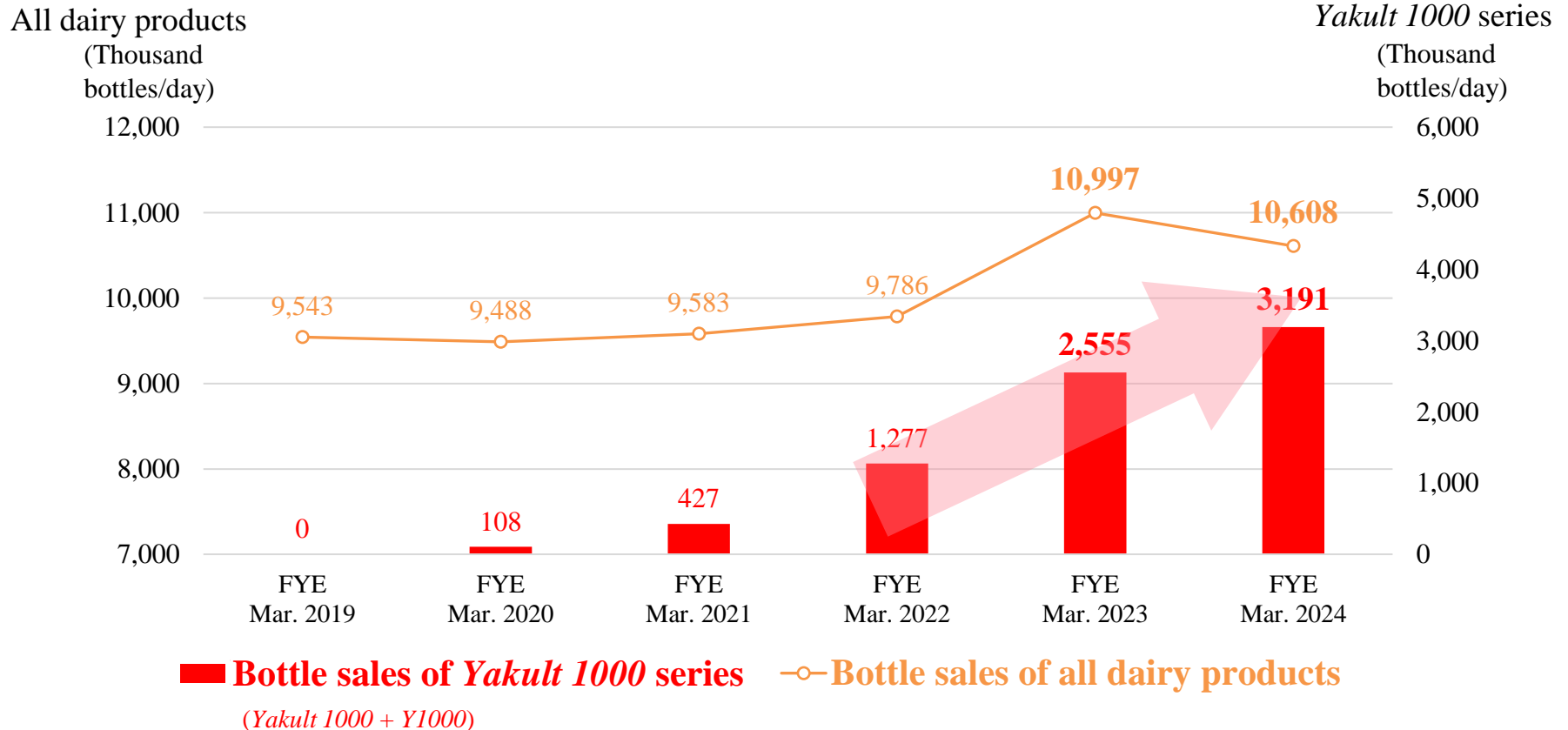
Note: On October 1, 2023, the Company carried out a 2-for-1 stock split of shares of common stock held by shareholders.

The amounts shown above for prior years reflect the impact of the stock split retroactively.

Food & beverage business (Japan)



Bottle sales of all dairy products and *Yakult 1000* series



Review of FYE March 2024 (FY2023)

- *Yakult 1000* series continued to drive **higher sales and profits in the Japanese business**
- Our inability to build an adequate production and supply system **required us to do more to maximize production capacity**

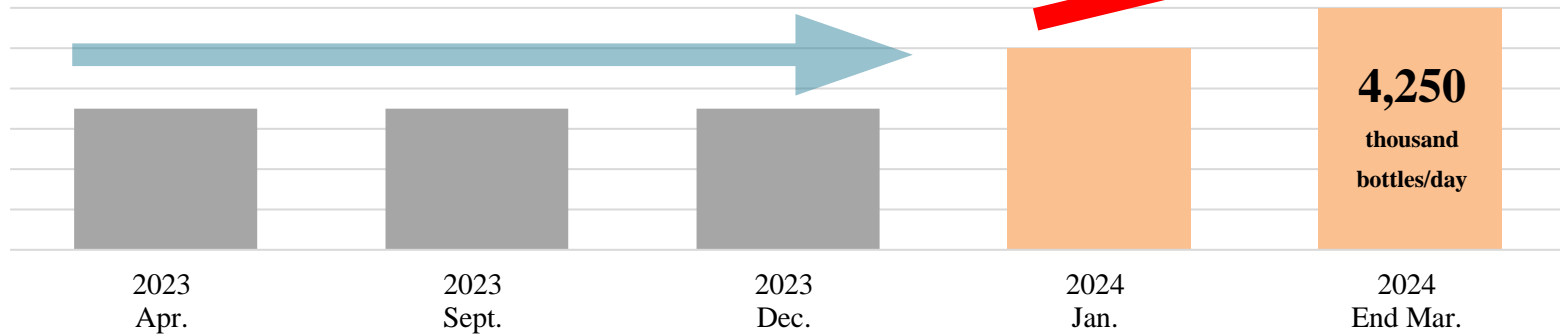
Food & beverage business (Japan)



Production capacity for *Yakult 1000* series

For most of FY2023, production capacity remained unchanged

Production capacity expanded



In FYE March 2025 (FY2024), intensive sales promotion activities will be possible

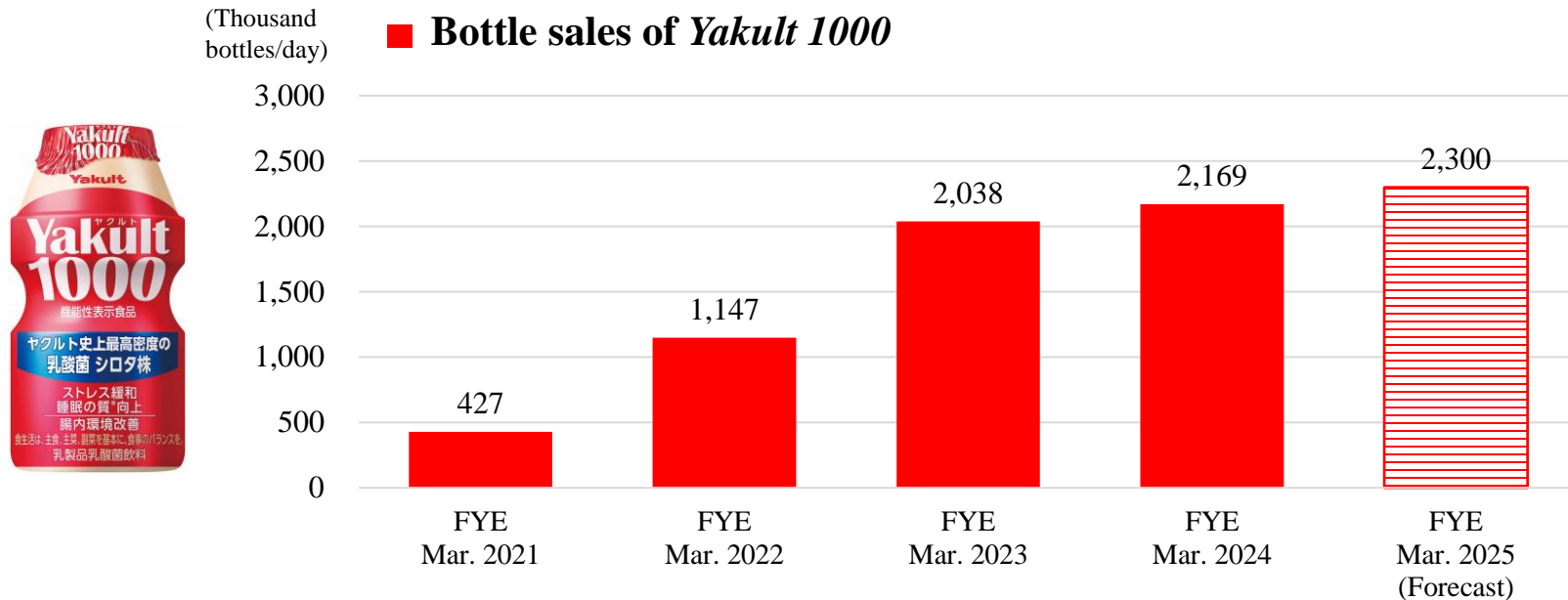


Sales promotion activities + advertising = further increased sales

Food & beverage business (Japan)



Home delivery channel



Initiatives for *Yakult 1000*

- Gradually boost Yakult Ladies' **activities to increase no. of new customers**
- Increase the no. of customers and bottles sold by also conducting campaigns in **Yakult Delivery Net**

Food & beverage business (Japan)

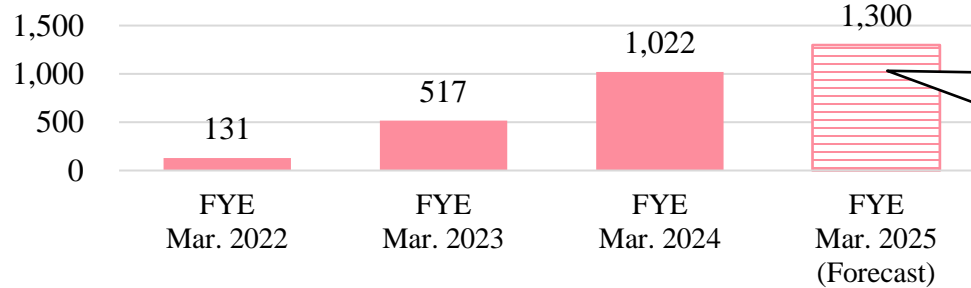


Retail store channel

(Thousand bottles/day)



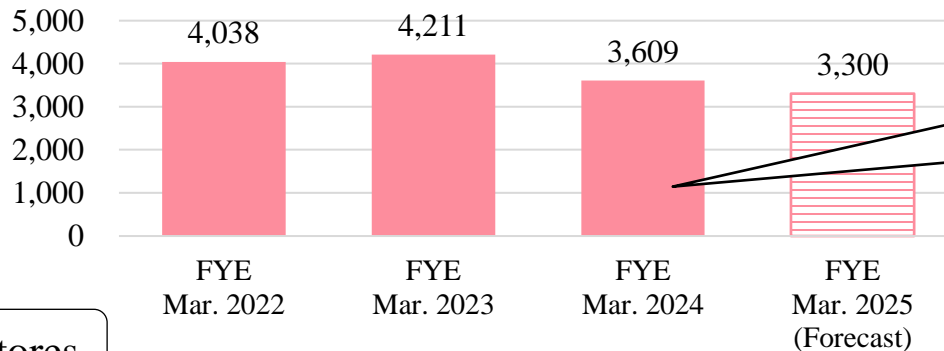
■ Bottle sales of Y1000



Intensive sales promotion activities possible in FYE March 2025



■ Bottle sales of New Yakult series



Price revision in Sept. 2023 reduced no. of bottles sold

Initiatives in retail stores

- Uncover latent demand for Y1000 to **expand this channel** and increase **no. of bottles sold per store**
- Recover no. of New Yakult series bottles sold by **strengthening market-based sales promotion** and **proposing effective sales spaces** to retail stores

Food & beverage business (Overseas)



Operating environment for overseas business during FY2023

Economic recovery and improved consumer sentiment were expected, but recovery of the global economy was slow

A year of large disparities among regions

Stable growth

Major companies
Yakult Vietnam Co., Ltd.,
Yakult Australia Pty. Ltd.,
Yakult S.A. De C.V. (Mexico),
Yakult U.S.A. Inc.

YoY decline

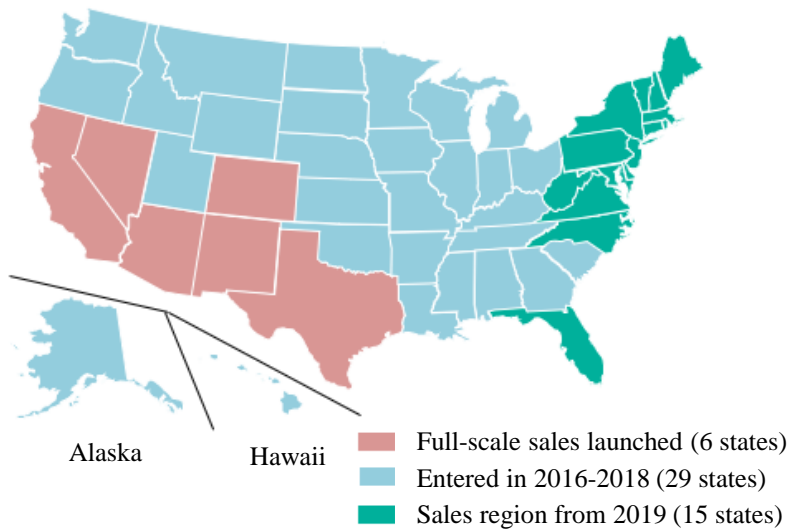
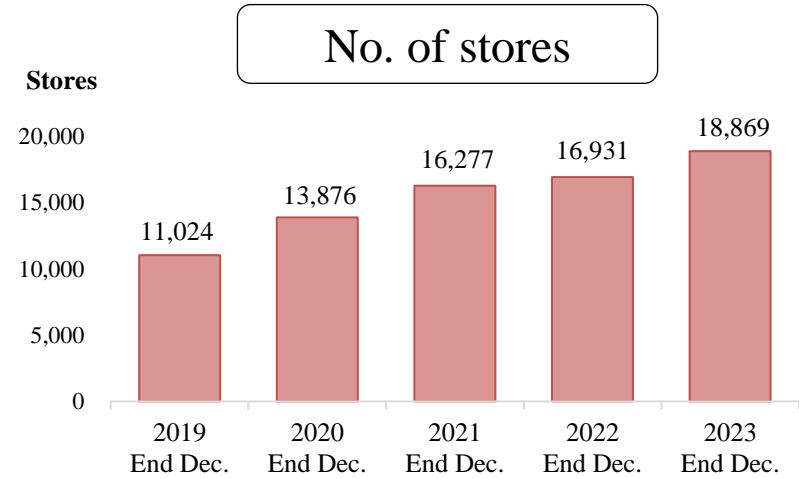
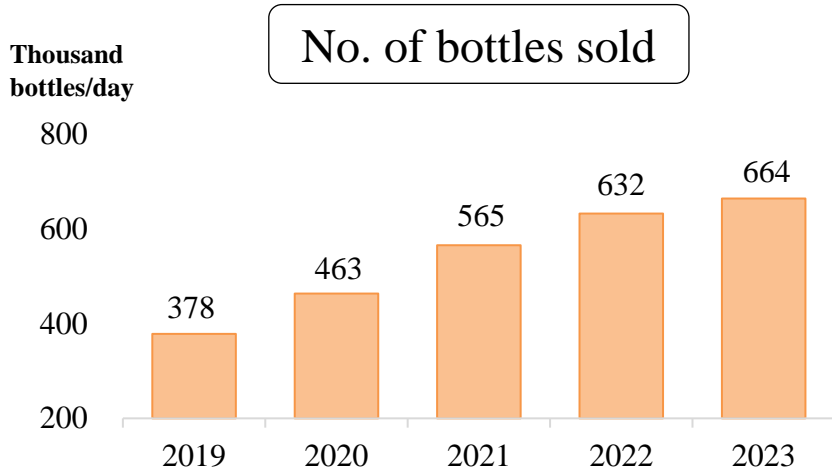
Major companies
Yakult (China) Corporation,
Guangzhou Yakult Co., Ltd.,
Shanghai Yakult Co., Ltd.,
PT. Yakult Indonesia Persada

Companies with **stable growth** will make up for companies with **YoY decline**

Potential of overseas business remains high, although it may take some time.

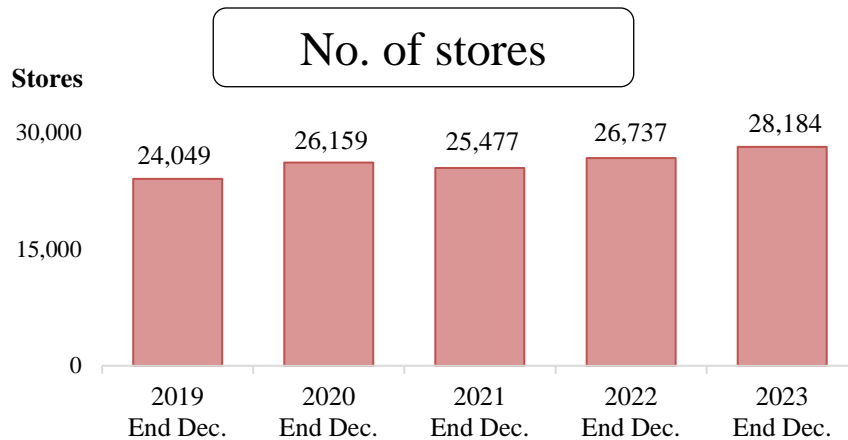
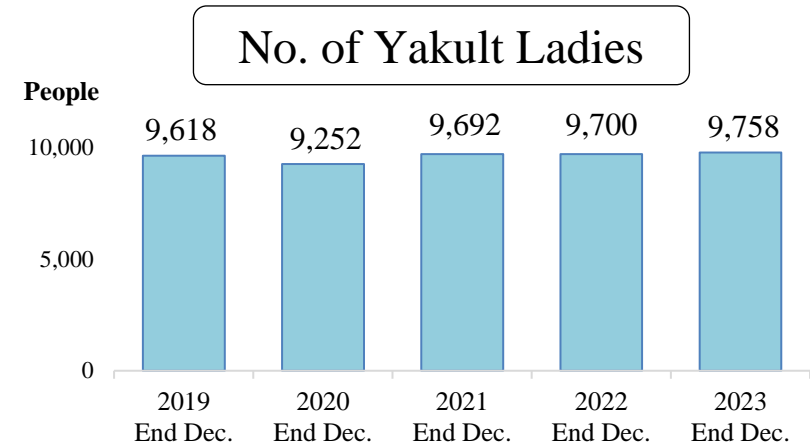
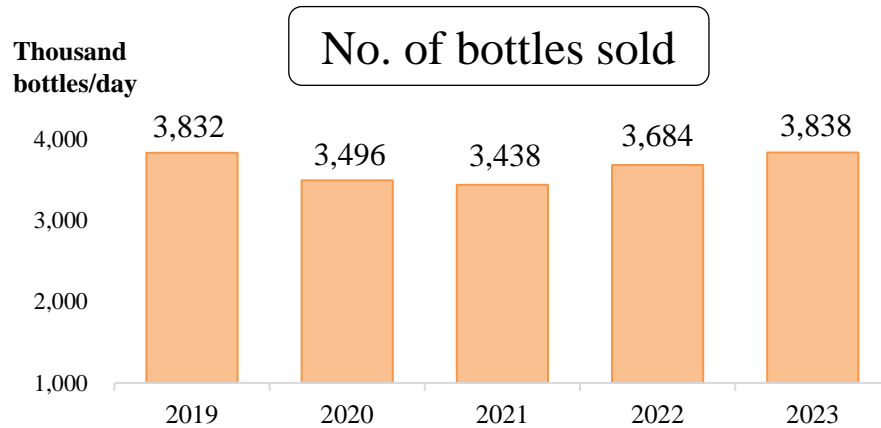
If our efforts are successful, overseas business as a whole will gradually improve. 8

Overseas food & beverage business —Status of major companies (United States)—



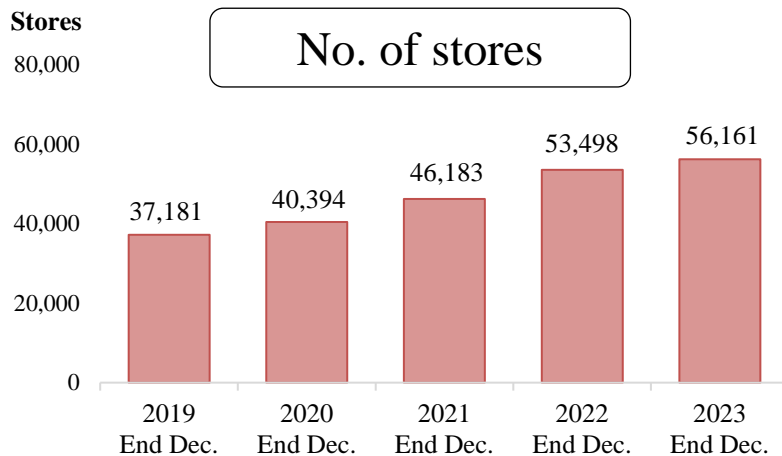
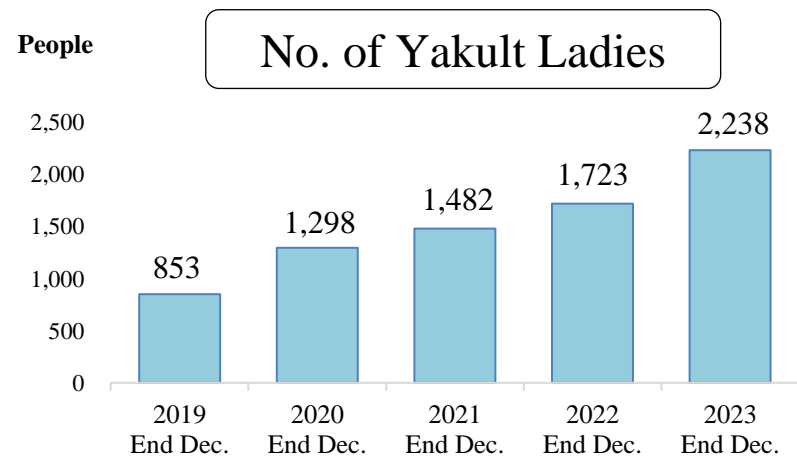
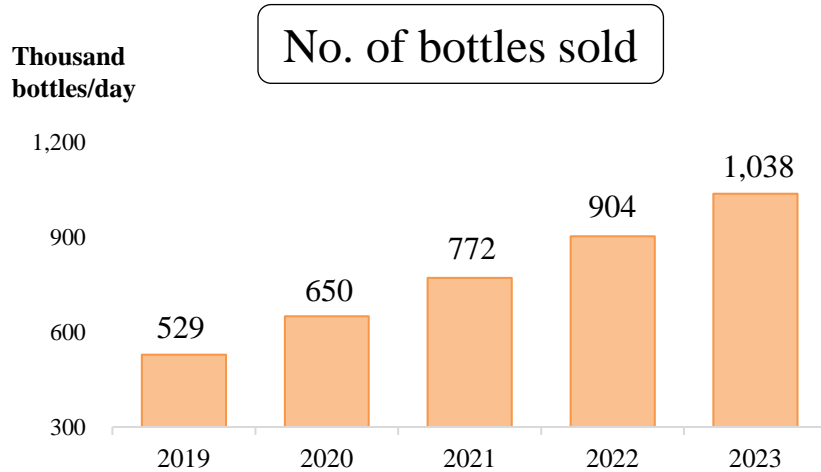
- Sales growth boosted by a combination of market cultivation in six southwestern states and expansion of sales regions to central and eastern areas
- Construction of a plant in the southeast planned to meet future increases in demand and improve distribution efficiency

Overseas food & beverage business—Status of major companies (Mexico)—



- No. of bottles sold has recovered to pre-COVID-19 pandemic (FY2019) levels, while no. of Yakult Ladies and no. of stores are also increasing steadily.
- Mexico has returned to its previous pace of growth through annual price revisions combined with year-on-year increases in no. of bottles sold, contributing greatly to higher sales and profits in our Americas region.

Overseas food & beverage business—Status of major companies (Vietnam)—

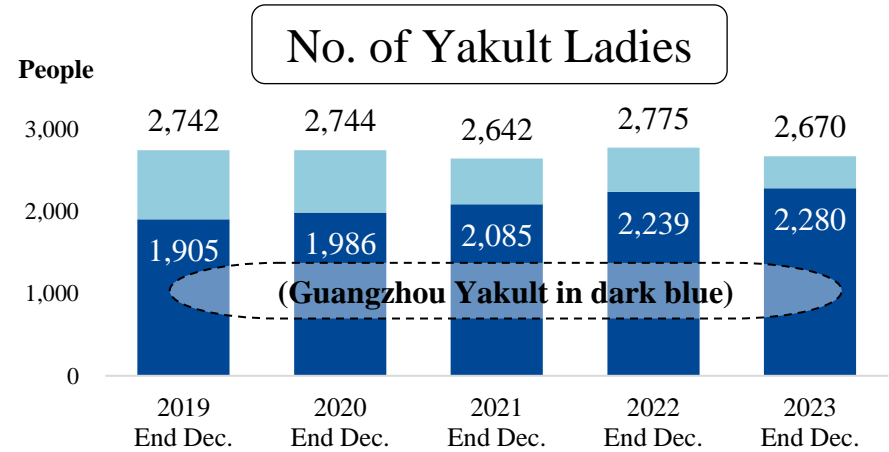
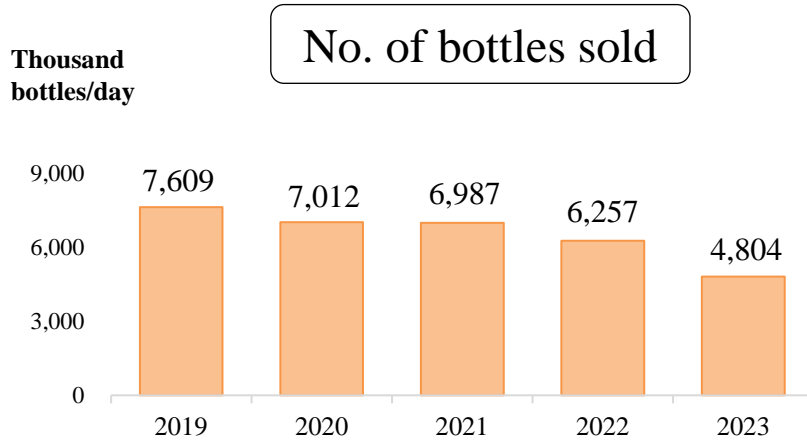


Yakult Light
(Launched on April 1, 2024)

- No. of bottles sold per day exceeded 1 million for the first times.
- Both home delivery and in-store channels are in an expansion phase; continued growth can be expected from Yakult Vietnam Co., Ltd.

Overseas food & beverage business—Status of major companies (China*)—

*There are 3 companies in China:
Guangzhou Yakult, Shanghai
Yakult, and Yakult (China)



Revision of sales strategies

- ◆ Review delivery route network
⇒ Increased delivery routes to small and medium-sized stores; introduced “mini” (motorbike) routes

- ◆ Reinforced efforts to address the e-commerce market
⇒ Opened flagship stores on major e-commerce platforms (Tmall, JD.com (Jingdong), etc.)

- ◆ Conducted market research & developed new products

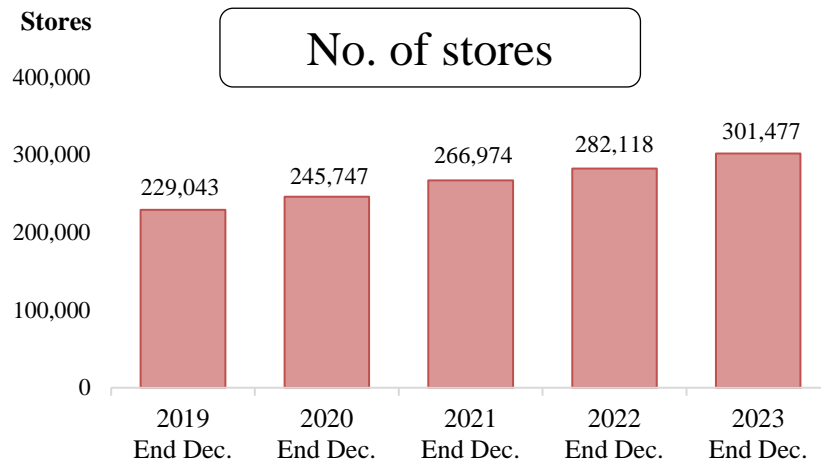
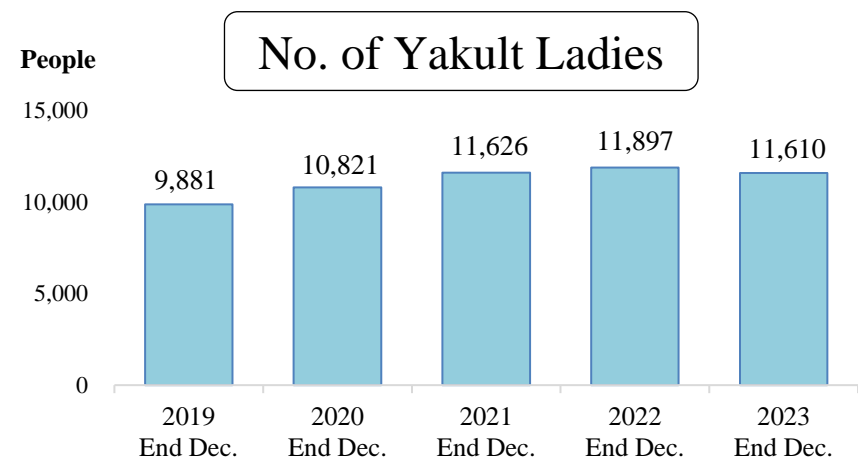
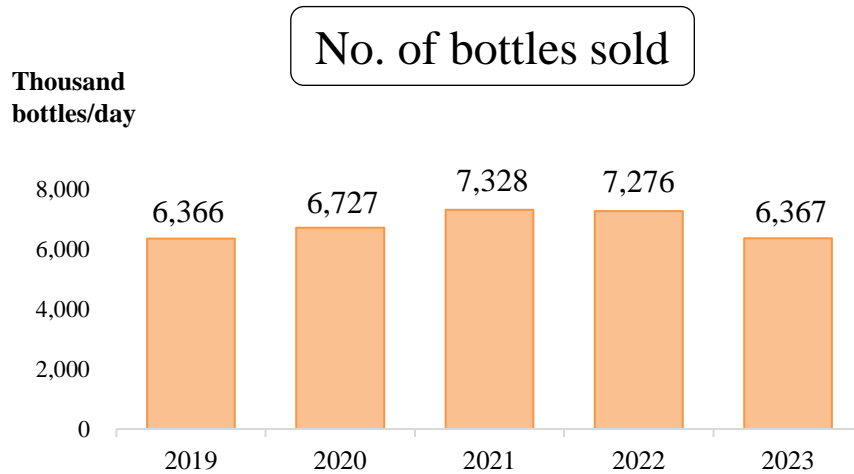


⇒ Launched *Yakult Peach Flavor (Iron Plus)* in May 2024

- ◆ Restructured home delivery operations (expanded the Yakult Ladies organization)
⇒ Rolled out sales offices that can serve as models to expand the organization

• We believe that deployment of a range of sales strategies will gradually produce results, bringing recovery from the second half onward

Overseas food & beverage business—Status of major companies (Indonesia)—



Recovery of Yakult Ladies' sales capabilities

Yakult Ladies' sales capabilities have recovered to their pre-COVID-19 pandemic levels due to renewed commitment to in-person training.

We are currently **focusing on restoring the no. of bottles sold per Yakult Lady to its former level.**



- Sluggish consumption persists.
- We will step up efforts to increase the no. of Yakult Ladies and rebuild a robust organization.

Expansion into new markets (Plant-based yogurt business)



We will acquire the plant-based yogurt business from Pokka Sapporo Food & Beverage Ltd. (announced Sept. 2023)

+

We will acquire the assets of **Pokka Sapporo Gunma Plant No. 2** (announced March 2024)

Reason for acquisition

Operation by Yakult of a business integrating manufacturing and sales was judged to be best for both companies' operational efficiency and for market expansion (planned date of acquisition: October 1, 2024)

Launching the manufacture of Yakult products in October will advance the roll-out of food products based on plant ingredients one step further

Initiatives to promote health-focused management



As a pioneer in the health industry, the Yakult Group regards the strength of human resources and the spirit of harmony it has emphasized since its founding as its greatest driving forces. Accordingly, we aim to create working environments in which human resources can work enjoyably and in good health for a long time.



Aiming to realize our corporate philosophy,
a dedicated department promotes health-focused management

- Our management initiatives to promote employee health have been recognized and we were **recognized as a Health & Productivity Brand for the first time.**
- We have been **certified for seven consecutive years** as a Health & Productivity Management Organization (White 500) under the large enterprise category.



Publication of Integrated Report



In March 2024, we published our first Integrated Report (in Japanese only)



<https://www.yakult.co.jp/company/ir/library/integrated.html>

- This report enables us to communicate Yakult's unique strengths, management vision, and progress in putting its key themes into practice.
- We will improve our integrated report each year to facilitate a more thorough and accurate understanding of our operations.

CAUTIONARY STATEMENT



Statements contained in these materials with respect to Yakult's plans, forecasts and other statements that are not historical facts but forward-looking statements involve risks and uncertainties that could result in actual results differing substantially from expectations.

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