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May 13, 2025

To whom it may concern:

Company name: Yakult Honsha Co., Ltd.
Representative: Hiroshi Narita,
President and Representative Director
(Securities code: 2267, TSE Prime Market)

Notice Concerning Medium-term Management Plan (2025-2030)

We are pleased to announce that we have formulated the following medium-term management plan for the six years from FY2025 to FY2030, part of the "Yakult Group Global Vision 2030."

Under the slogan of “Shape Our Own Future,” we will proactively take on the challenge of creating new value in response to changes in the social environment.

Key Themes and Strategies
1. Expand business domains and evolve business model (1) Enhance core domain and expand peripheral domains (2) Establish R&D structure tailored to countries and regions (3) Improve business models with optimal channel mix 2. Pursue co-creation with local societies and evolution of our global expansion (1) Build a Healthcare Platform (2) Implement DX by leveraging Yakult's strengths (3) Optimize strategies tailored to each country/region 3. Evolve management foundation that supports growth (1) Financial and capital strategy “From capital enhancement to capital-efficiency improvement" (2) Organizational strategy “Invigorate the organization to maximize utilization of its strengths" (3) Non-financial strategy “Refining Yakult’s unique business model and accelerating our business strategy through digital transformation (DX) and foundational innovation strategies"

Targets and Guidelines (FY2030)	
＜Profit and Loss / Quantitative Indicators＞	
Consolidated net sales	700 billion yen
Consolidated operating profit	90 billion yen
＜Financial Indicators＞	
ROE	10%
Equity to asset ratio	60%
Total payout ratio	70%

For details, please refer to the following URL.

< https://www.yakult.co.jp/english/ir/library/pdf/Medium-term_Management_Plan_2025_2030_en.pdf >

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