

Connect Through Life
SARAYA

SUSTAINABILITY REPORT 2025



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Editorial Policy

Reporting Period

Data is compiled for the period from November 2023 to October 2024, our fiscal year.

The activities reported are based on the same period but include content and photographs from earlier and later periods.

Referenced Guidelines

- The Japanese Ministry of the Environment's Environmental Reporting Guidelines 2018
- GRI (Global Reporting Initiative) Sustainably Reporting Standards

Website

<https://saraya.world/images/sections/sustainability/SustainabilityReport2024.pdf>



SUSTAINABLE DEVELOPMENT GOALS

At SARAYA, we work towards creating a prosperous and fruitful global society based on our three pillars, **Sanitation** **Environment** and **Health**



At SARAYA, we've built a culture where employees actively engage with social challenges and seek to solve them through business, driving sustainability.

We continually ask ourselves what role we must play in realizing a truly sustainable world.

About Sustainability

SARAYA's Basic Approach to Sustainability

The existing TQM Promotion Division Policy, TQM Activity Policy, and Environmental Policy will be re-established as SARAYA's Sustainability Promotion Policy, taking into account the Sustainable Development Goals (SDGs) and our Environmental, Social, and Governance-based investing framework (ESG), stating how we will promote sustainability based on SARAYA's basic philosophy. Based on it, we will work to make sustainable contributions to society and enhance our corporate value by resolving social issues through our business activities.

Sustainability Promotion Policy

SARAYA's business objective is to improve the sanitation, the environment, and health of the world. Nowadays, there are concerns about sustainability in the world, and through SARAYA's actions, we would like to contribute to finding solutions. We will develop our business by building a global network to achieve our objectives and providing unique products and services both domestically and internationally. Through our business activities, SARAYA will address global environmental and social issues, one of the key points in our management policy, to contribute to the realization of a sustainable society through our environmental value proposition to our customers.

Action Guidelines

SARAYA Group's Action Guidelines for Promoting Sustainability are set Forth Below.

1. Identifying materiality and resolving social issues through our business activities

We will identify materialities that lead to sustainable growth for the SARAYA Group and society, aiming to enhance corporate value through our business activities. We will also discover new market needs, propose and implement solutions to meet them, and thereby resolve social issues and revitalize our organization.

2. Building a relationship of trust with society

Through communication with all stakeholders, we will engage in responsible dialogues, accept the needs and expectations of society, and build strong relationships of trust through our practices.

3. Achieving a truly global and sustainable company by strengthening governance

We will establish a global production and sales structure in niche fields while strengthening global governance through a variety of means of communication. We will achieve sustainable management with fairness and transparency.

4. Developing new products and businesses while enhancing value chains and business management, aiming for global environmental conservation and sustainable use of resources

We will conduct business activities to conserve the global environment, including measures against global warming and protecting biodiversity and ecosystems. To achieve this, we are developing new products and businesses in conjunction with the promotion of the SDGs, aiming for sustainable development and the realization of a prosperous society. We also intend to build a sustainable value chain by monitoring the use of resources in the supply chain of our products. We will strengthen our business management and disclose detailed governance by effectively utilizing our management system, our framework for managing these operations.

5. Educating employees on sustainability promotion

Each and every employee who is a member of the group puts sustainability promotion into practice, being educated to understand the SDGs and foster awareness of the need to solve social issues. Based on our Sustainability Promotion Policy, each division achieves its own goals within the TQM framework.

May 1, 2019

President and CEO
Saraya Co., Ltd.

Yusuke Saraya



Top Message



President and CEO
Saraya Co., Ltd.
Yusuke Saraya

Post-Expo Sustainable Development Goals and Business

SARAYA is supporting and collaborating with the activities of the Blue Ocean Dome pavilion, exhibited by the NPO ZERI JAPAN at the Expo 2025 Osaka, Kansai, held from April 13 to October 13, 2025, as a pavilion partner. We are also participating in other events, greatly contributing to the excitement of the EXPO. This report details our efforts toward realizing the Expo's theme, "Designing Future Society for Our Lives", and achieving sustainable development through business.



Expo Osaka, Kansai. Blue Ocean Dome.

1 Beyond Conflict, Division, and War

Today, the world is plagued by frequent conflicts, divisions, and wars. Moreover, many political leaders appeal to "country-first" or "me-first" ideologies to gain support. This may be a result of growing economic division and increasing dissatisfaction, together with social media posts that incite conflict, division, and widespread confusion. Excessive "me-ism" tends to encourage selfish behavior and discourage altruistic actions. Issues concerning the Earth's sustainability—such as global warming, loss of biodiversity, environmental destruction, plastic pollution in the oceans, widening wealth gaps, and an excessive monopolization of resources and wealth—require altruistic responses. To be able to tackle these challenges, nations, corporations, and organizations must cooperate and overcome conflict, division, and war. Considering the irreversible nature of these issues and the relentless passage of time before reaching critical tipping points, urgent action is imperative.

2 Global Citizenship Declaration and Business

In 2023, I published a book titled "The Global Citizen Declaration: Changing the World Through Business" (Published by NIKKEI BP). While we live our daily lives rooted in our homes, communities, and nations, we are sustained by global resources like water, air, and the environment. This declaration calls for businesses and citizens alike to embrace the mindset of "global citizens," applying this awareness to their daily corporate and personal lives, to protect and sustainably utilize our environment. SARAYA embraces this spirit as our guiding motto, developing business in concrete ways that contribute to improving the global environment while pursuing growth.

For us engaged in business, it is vital to deliver better services and products to society and the environment through practical action.

Even if these actions are small, we believe that by deepening solidarity and collaboration, we can contribute to realizing a sustainable world. We will strive to put pioneering examples into practice for this purpose.



Global citizenship declaration

3 Blue Ocean Projects

At the Expo 2025 Osaka, Kansai, NPO ZERI JAPAN is operating the Blue Ocean Dome exhibit. SARAYA supports this initiative and collaborates to raise awareness about marine conservation and sustainable use. The Blue Ocean Dome welcomes individuals passionate about protecting the oceans, sharing ocean-related projects and lectures with them. Utilizing this network, SARAYA will advance the Blue Ocean Projects moving forward into the future.



Tsushima Week, an educational ocean event held at Blue Ocean Dome.



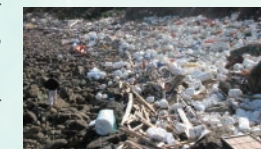
Peter Thomson, UN Secretary-General's Special Envoy for the Ocean (right).

► Details on P7-8

Now, oceans cover 70% of Earth's surface and profoundly impact our daily lives. While we can directly observe land-based matters with our own eyes, we still don't fully understand the ocean. Therefore, we need to learn more about it for its careful utilization. Ocean and land are linked through various cyclical mechanisms. However, greenhouse gases emitted on land and by shipping cause global warming. Oceans accumulating significant thermal energy due to global warming led to abnormal weather events like typhoons, heavy rains, and droughts. Rising sea temperatures and ocean acidification are impacting marine ecosystems, causing various problems such as declining fish catches, accelerated coral bleaching, and disappearing seaweed. Furthermore, vast amounts of plastic used on land flow into the ocean, which, combined with an influx of fishing nets and gear, causes plastic marine pollution. To fight this, SARAYA will continue implementing the Tsushima and Mauritania projects, even post-Expo.

4 Tsushima Project

The Tsushima Project aims to process drifting debris and plastic waste, promote material recycling and energy utilization, and simultaneously foster island energy creation and industrial development. In collaboration with the Nagasaki Prefecture and the city of Tsushima, we will ①collect, recycle, and utilize marine debris, ②utilize island waste, and achieve energy self-sufficiency, and ③foster island industries. We will promote this as the Tsushima Model to island nations and regions with marine plastic pollution, aiming to prevent it through business initiatives. To this end, we established our subsidiary, Blue Ocean Tsushima Co., Ltd., in February 2024. We will progressively advance marine sustainability projects centered around this company.



Coastal conditions in Tsushima City

5 Mauritania Project

Mauritania is a West African nation with a population of 4 million, much of whose land is covered by the Sahara Desert. Conversely, its waters are extremely rich due to the Atlantic Ocean's upwelling

currents. Since 1984, Mr. Masaaki Nakamura, dispatched by JICA and others, has taught octopus pot fishing to the locals. This has now grown into a major industry yielding an annual catch of 60,000 to 80,000 tons. Recently, large vessels from other countries have been fishing in local waters and transporting their catches back in freezer ships, making local industry development a challenge. SARAYA is partnering with its French affiliate to implement sustainable anchovy fishing. We will create jobs by canning locally and conducting sustainable fishing experiments, like using net-free methods of capture. Through ①Blue Innovation, ②job creation, and ③value-added creation, we aim to realize the so-called Blue Economy.



Bubble fishing: a fishing method that avoids fishing nets.

6 SARAYA's Vision for Business, Sanitation, Environment, and Health

SARAYA's business purpose is to improve the sanitation, the environment, and the health of the world. To this end, we have established more than 20 manufacturing and 35 sales bases in countries and regions around the world. Our focus is on increasing local primary industries and employment, networking with our bases to create added value. To this end, we will develop our business toward establishing and operating platforms for said purpose, as well as advancing our digital transformation (DX).

7 Addressing the Sustainable Development Goals (SDGs)

The SDGs are international goals aiming for a sustainable and better world by 2030. As part of our response to the post Expo 2025 Osaka, Kansai, we will specifically promote ①biodiversity conservation in Malaysian Borneo, ②the improvement of sanitation in Africa, and ③the Blue Ocean Projects, among others. Furthermore, we will strengthen our communication capabilities to convey local information to our customers and strive to incorporate the feedback we receive into better products and services.



Endangered wildlife. From left: orangutan, Borneo elephant, proboscis monkey.

8 Changes in the Global Economic Environment

The U.S. tariff increases implemented in the summer of 2025 have significantly impacted the global economy. While it is expected to become more fragmented and confrontational, we will continue to explore flexible positions within the supply chain in response to these environmental changes. We hope the global economy will operate as an open marketplace, while realistically pursuing the necessary adaptations. We sincerely ask for the continued cooperation and support of our customers and stakeholders.

SARAYA's Materiality

SARAYA Group's Sustainability Key Issues

SARAYA's business purpose is to improve **the sanitation, the environment, and the health** of the world. Leveraging our unique technological capabilities and strengths, we strive to solve social issues, contribute to societal development, and promote our corporate values.

To ensure the continuous enhancement of our group's economic value and our contribution to solving societal challenges, we have identified key issues requiring our particular focus to confirm materiality. We have reorganized the environmental, social, and governance (ESG) issues the group should address as sustainability challenges and are advancing their management through an integrated management aligned with our policies.

Materiality of Initiatives Concerning Sustainability Issues

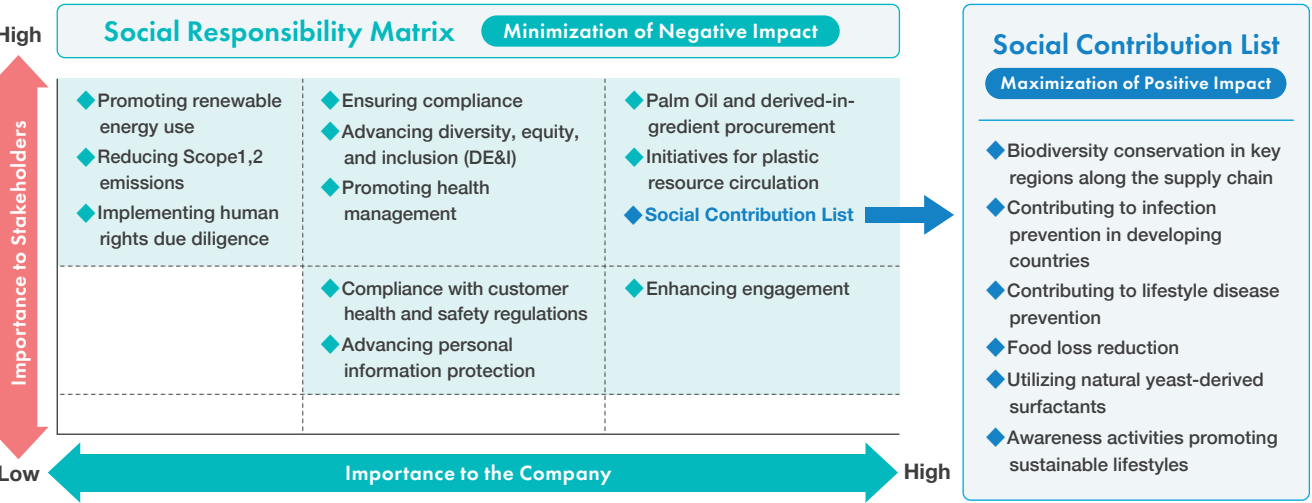
Assessment Process

▼ We confirm materiality through the following five steps



SARAYA's Materiality

▼ SARAYA's Materiality



Establishment of the Sustainability Committee

Sustainability Committee

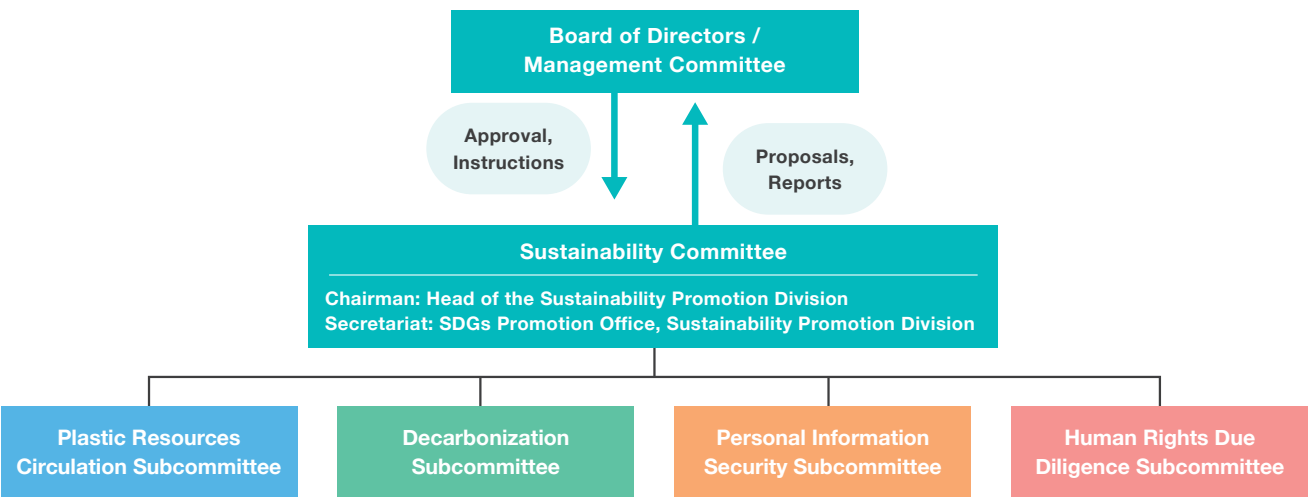
The Sustainability Committee is chaired by the Head of the Sustainability Promotion Division. To promote a sustainability-focused management, the committee discusses matters from a company-wide perspective, establishes policy directions, and examines and implements specific measures. Additionally, it works to embed and communicate sustainability throughout the company and externally. The committee's discussions are reported to the Board of Directors for approval.

Advancing Key Initiatives

Establishment of Subcommittees

To encourage company-wide initiatives, themes where the responsible department can formulate mid-to-long-term goals and manage progress are overseen within the company-wide KPI management framework. Additionally, to promote cross-departmental activities in specific areas, four subcommittees have been established. Department heads participate as owners in discussions, overseeing and advancing the overall initiatives.

Sustainability Committee Structure



Plastic Resources Circulation Subcommittee

To realize a resource-circulating society, we will promote the sustainable use of materials, waste reduction, and recycling. This involves evaluating and defining the procurement and quality standards for environmentally conscious materials, reducing plastic usage in production and procurement, and promoting the use of environmentally conscious materials.

Personal Information Security Subcommittee

We handle personal information appropriately in accordance with the Personal Information Protection Act. We ensure all employees and relevant parties are fully aware of and implement our internal management system for personal information protection, a system that is maintained, periodically reviewed, and continuously improved.

Decarbonization Subcommittee

We implement greenhouse gas (GHG) emission reduction activities through energy conservation initiatives at our facilities and the utilization of renewable electricity within our business operations. We also monitor progress related to decarbonization.

Human Rights Due Diligence Subcommittee

To ensure business operations are conducted appropriately based on the Human Rights Policy, we evaluate and advise on the continuous implementation of education and awareness activities, as well as human rights due diligence.

SARAYA's History and SOFORO, our Technology of the Future

Director, General Manager of Product Development Division,
and Chief of Saraya Research Institute

Yoshihiko Hirata

The Expo 2025 Osaka, Kansai, opened on April 13, 2025.

SARAYA supports the efforts of the NPO ZERI JAPAN at its Blue Ocean Dome exhibit. This initiative aims to deepen understanding of the ocean and communicate globally about preventing plastic marine pollution, sustainable development of marine industries, and promoting understanding of ocean climate change, all while establishing a network hub. In late May, we held "SARAYA Week" at the Blue Ocean Dome, welcoming nearly 2,000 visitors. This section introduces the content that was shared at the stage during said event.



Blue Ocean Dome

SARAYA's Roots

SARAYA was founded 73 years ago in 1952. It was established by Shota Saraya, born into a family with generations of forestry experience in Kumano, Mie prefecture, a UNESCO World Heritage site. Kumano is a precious place that preserves the history of a unique faith culture blending nature worship, Shinto-Buddhist syncretism, and Shugendo. This distinctive worldview resonates with the foundation of SARAYA's product development: manufacturing that is kind to both people and the environment.

Taking on the Challenge of Solving Social Issues

At the time of our founding, post-war Japan faced poor sanitation and a terrifying epidemic of infectious and deadly bacterial dysentery. To address this societal challenge, we developed Japan's first medicated liquid soap that cleanses hands while simultaneously sterilizing and disinfecting. This green liquid soap, remembered by many, uses oil derived



from coconut, is gentle on the skin, and its wastewater does not pollute the earth. In 1971, amidst worsening environmental pollution during Japan's period of rapid economic growth, SARAYA boldly challenged the petroleum-based detergent era by pioneering plant-derived detergents, marking the birth of the detergent Yashinomi. In 1982, SARAYA also introduced the industry's first refill pouch for dishwashing detergent. Turning sustainable ideas into action through social implementation—this is the spirit of SARAYA.



Polluted Tama River.



Yashinomi detergent refill pouch launched in 1982.

What is SOFORO?

SOFORO is the cleaning ingredient of the future developed by SARAYA. A type of natural biosurfactant produced by microorganisms, we began researching them 30 years ago. To this day, we are filled with wonder and amazement at the creation process, where living organisms create detergent. Since its discovery in the 1970s, many researchers and developers have pursued the practical application of biosurfactants. However, in an era dominated by inexpensive petroleum-based synthetic detergents, they couldn't overcome the barriers of stable supply and economic viability. It was truly a valley of death... which SARAYA successfully crossed, becoming the first in the world to achieve implementation of a biosurfactant, SOFORO, as a cleaning agent for the future.

Its manufacturing method is fermentation, a traditional technique long used in Japan. Yeast ferments palm oil and sugar, creating the natural surfactant SOFORO, a unique ingredient combining excellent cleaning power, high safety, and outstanding environmental performance. Currently, SOFORO is produced from palm oil certified by the Roundtable on Sustainable Palm Oil (RSPO), which ensures environmental and

human rights. SARAYA was also the first to socially implement RSPO-certified oil* in detergents using the segregation method.



Furthermore, it has recently been discovered that SOFORO fermentation can be achieved using seaweed, previously considered difficult to utilize as a fermentation raw material. We are advancing research towards the day in the near future when seaweed-derived SOFORO can be used in our daily lives, creating detergents from seaweed, a gift from the ocean. SOFORO, which began its social implementation as a household detergent, is expanding its application to different fields, such as in the Japan Maritime Self-Defense Force's mess halls and for cleaning medical instruments. In addition, it has successfully achieved social implementation beyond the realm of cleaning agents in various fields, as listed below.

The Diverse Applications of SOFORO

- 1**
Removal of radioactive substances following the Great East Japan Earthquake
- 2**
Remediation of soils contaminated with volatile organic components (VOCs) and other pollutants
- 3**
SOFORO Ultra-Fine Bubbles, requiring no medical force, promote wound healing for conditions like pressure ulcers
- 4**
Organic cosmetics and foods

SOFORO Opens the Door into Regenerative Medicine

In 2019, SOFORO opened the door into regenerative medicine, which holds great promise in designing a future where we can overcome previously incurable diseases. At the ongoing Expo 2025 Osaka, Kansai, numerous future technologies related to regenerative medicine are on display, with iPS cell-derived cardiac muscle sheets serving as a prime example. To establish generative medicine as a commonplace medical practice in society, it is essential to develop scaffold materials that support

the stable proliferation of cells, including iPS cells, and to establish technologies that enable cryopreservation of proliferated cells without damaging them. Innovation in these peripheral technologies holds the key to accelerating the practical application and widespread adoption of regenerative medicine. SOFORO has been found to suppress damage during cell cryopreservation by acting on the structure and behavior of water during freezing storage, enabling preservation in a high-quality state. Applying this technology holds potential for preserving and maintaining the diverse life forms the Earth has nurtured over 3.8 billion years. In our current era, where endangered species increase and lives vanish daily, it is hoped that animal and plant cells can be placed into suspended animation using SOFORO preservation solution—a veritable cradle of life—and entrusted to the future.

A High Cell-Survival Rate Cryopreservation Solution SOFORO Cryo

Leveraging SOFORO's high biocompatibility, it can be applied as a cryopreservation medium for cells. Incorporating SOFORO reduces issues inherent in conventional media, such as cytotoxicity and antigenic changes, thereby enhancing cell survival rates after thawing.



Toward the Future

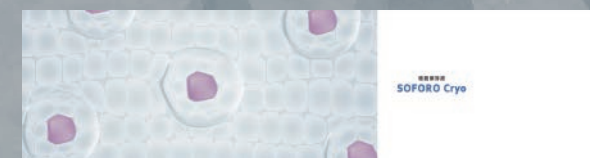
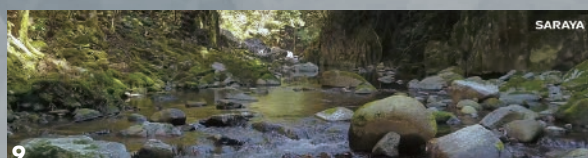
By 2050, SARAYA aims to replace all cleaning ingredients with SOFORO. The reason is not based only on environmental friendliness. Petroleum-based surfactants in the world today flow from rivers into the sea, and unlike plastic, these water-soluble surfactants are invisible and impossible to recover. Their volume is estimated to be nearly double that of plastic, reaching 15 million tons. We should not allow invisible detergent pollution to spread further into our oceans. We will not turn a blind eye to this social challenge. We will boldly confront it and give back to society through practical implementation.

The world is full of challenges. At the EXPO 2025, we are trialing our proprietary earphones that, using cartilage conduction—often called the third auditory pathway—function as sound collectors. Hearing loss can lead to community isolation and increased dementia risk. These earphones embody our commitment to supporting independence without isolation.

With over 3.8 billion years of harboring life, Earth is the only planet in the solar system that we know of to do so, making SOFORO, a life-derived ingredient cultivated on it, even more special. We entrust our future to SOFORO, born from this cradle of life. Protecting the ocean, the source of life, and connecting the future of people and living creatures. SARAYA continues to challenge itself toward a sustainable new world, centered on SOFORO.



Cartilage-conducting earphones



01

Sanitation

Contributing to the reduction of infection risks to ensure safe, clean living.

SARAYA aims to become the world's No. 1 handwashing company by providing products and services that meet the hygiene needs of countries around the world.

Handwashing has been the starting point of SARAYA's business since its establishment. We have been involved in activities that contribute to the improvement of sanitation situation in developing countries, expanding our African businesses from Uganda to Kenya, Egypt, and Tunisia.

Going forward, we will expand our activities to West Africa and South Africa, continuing our efforts to achieve Universal Health Coverage (UHC*) worldwide, incorporating advanced technologies into our know-how cultivated in the field of infection prevention.

*UHC means that everyone can receive health, prevention, treatment, and functional recovery services at an affordable cost.



01 Hygiene Improvement Projects in East Africa

► Developing human resources to become key players in hand hygiene promotion

We are committed to promoting infection prevention, infection control, and patient safety measures at medical facilities in Uganda.



The First TTT (Train the Trainers) in Uganda

~WHO Hand Hygiene Multilateral Strategy-Based Hand Hygiene Leadership Development Program~

In the 2000s, WHO recognized patient safety and health-care-associated infections as major issues, promoting the implementation of international measures to address them. Nowadays, hand hygiene is recognized as a central and first-to-take step for infection prevention in healthcare facilities, vital for patient safety. One of the pioneers in the field of infection control and hand hygiene is the Infection Prevention and Control Division at the University of Geneva, a collaborating

site that has contributed to the WHO hand hygiene promotion campaign. In addition to awareness-raising activities, the team has also been involved in the development of Train the Trainers (TTT) project, a leadership training program, to put hand hygiene improvements into practice. Program participants are awarded qualifications as leaders after three days of practical training and are then expected to play a central role in the promotion of hand hygiene at their facility and region.

In December 2023, Saraya Uganda invited the University of Geneva Infection Control (HUG-IPC) team to Uganda, and together with the Ministry of Health and the JICA Uganda office, a training session on hand hygiene was conducted. This is just the second time, with the first being in South Africa, that such an event is held in Africa, a sign of confidence and hope for the Ugandan public-private partnership of WHO and HUG-IPC teams. The training program included classroom lectures, role-playing, and information exchange at each site. A total of 52 people participated, mainly from regional hospitals, relevant departments of the Ministry of Health, and the Institute for Infectious Diseases at the University of Makerere. An Instructor later commented that "participants were very active and training was very interactive", while participants mentioned that "receiving a world-class training and certificate motivated me to go back to my facility and work confidently on hand hygiene and infection prevention and control" and that "the training also provided a good opportunity for networking with other facilities in Uganda." We look forward to continuing to work with participants to further contribute to the development of infection prevention and control, and patient safety in Uganda's healthcare facilities.



Prof. Didier Pittet (University of Geneva)



Scene of training



► Kenya: Jigger Disease Control Project

SARAYA has developed a simple and effective treatment for jigger disease (tungiasis) by making full use of its formulation technology.

Responding to a Neglected Tropical Disease, Tungiasis

What is Tungiasis?

Tungiasis, most commonly known as jigger disease, is a parasitic skin infection caused by the flea *Tunga* penetrans. It is a serious problem in more than 20 countries around the world, including Africa, Latin America, and India, with an estimated 2 million cases in Kenya alone. Once infected, the disease can progress without symptoms, over time leading to systemic necrosis, lymphangitis, and secondary infections such as sepsis, tetanus, and HIV/AIDs due to unsanitary conditions and inadequate treatment. The Kenyan Ministry of Health is the only governmental department in the world that has established guidelines to combat jigger infection and has designated March 3rd as National Jigger Awareness Day in an effort to eradicate it. However, because of the limited area and scale of the disease, like many other neglected tropical diseases, no effective treatment had been developed to that date.



Leg infected by Tunga (top left) and jigger group treatments in Kenya (top right and bottom)

Case of treatment with Jigger Lotion



Development of a Jigger Treatment

In response to this situation, SARAYA has identified an effective insecticidal ingredient that, combined with our skincare technology cultivated through the years in the development of hand hygiene products, has allowed us to develop a simpler and more effective treatment—a lotion that can be spread over the entire affected area with a small amount, to be applied twice a week for two weeks. This lotion received regulatory approval as a medical device by the Kenyan Pharmacy and Poisons Boards in 2021, while the Saraya Uganda plant received ISO 13485 certification in January 2024, paving the way for its production and sales in Africa.



ISO 13485 certificate

Product Presentation in Kenya

On August 5, 2025, SARAYA held a product presentation event for Jigger Lotion in collaboration with Kenya's Ministry of Health. Deputy Permanent Secretary Mutoni, who attended, emphasized the importance of public-private partnerships and called for efforts toward the eradication of jigger disease and reducing stigma. Additionally, Kamau, CEO of the NGO Ahdi Trust Kenya, praised the new treatment as a major milestone toward eradication. Eliminating jigger disease, like other neglected tropical diseases, presents numerous challenges. However, the Ministry of Health's announcement of enhanced surveillance and support as a national policy represents significant progress. SARAYA aims to expand partnerships and accumulate treatment outcomes in Kenya, with plans to extend the treatment to East Africa, Sub-Saharan Africa, India, and South America.



Product presentation event for the treatment of jigger disease



Deputy Permanent Secretary Mutoni (left) and mass treatment with Jigger Lotion at the venue (right)

02

Environment

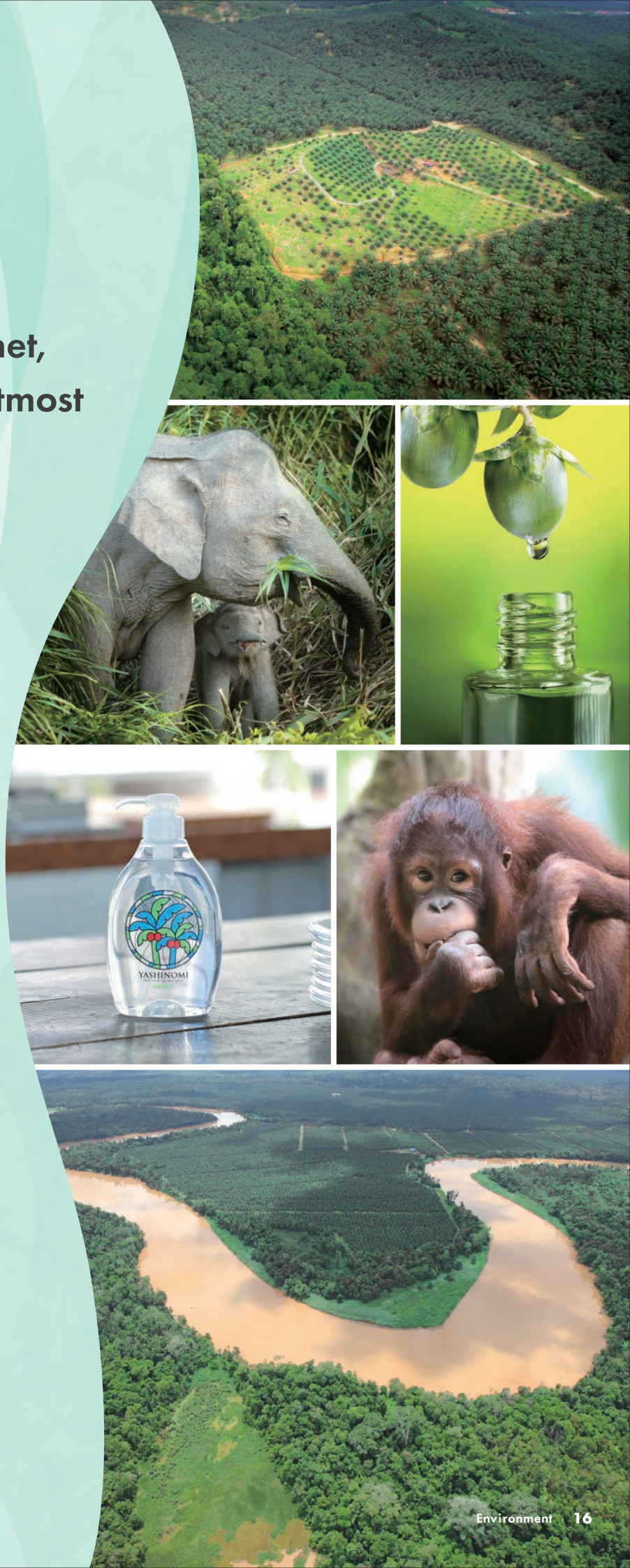
Creating Sustainable products at all stages, from development to disposal.



For a sustainable planet, SARAYA is doing its utmost as a global citizen.

Since its founding in 1952, SARAYA has solidified its business foundation by introducing products that contribute to solving the social problems of each generation, focusing in particular on addressing the environmental degradation of water and air.

This approach to global environmental issues continues to be our approach even today, with our commitment to tackling the problems of global warming, biodiversity loss, and marine pollution caused by environmental destruction.



01 For a Sustainable Use of Palm Oil

► Borneo's Biodiversity Conservation Activities and Dissemination of RSPO Certifications

To make the use of palm oil sustainable, SARAYA is engaged in the conservation of local biodiversity and the dissemination of RSPO certifications.



Background to our Biodiversity Conservation Activities in Borneo

The Tears of a Baby Elephant

SARAYA's initiative to conserve biodiversity on Borneo Island began with a TV program on nature and the environment aired in August 2004. The topic for that day's broadcast was animals in the Borneo rainforest. However, what was introduced was not wild animals living happily in the forests, but creatures whose habitats had disappeared and were on the verge of extinction. Among them, the Borneo elephant, an endemic species, was a particularly tragic case. The elephants, whose habitats had shrunk, had no choice but to enter plantations, where they suffered from injuries caused by nylon rope traps called "snare traps" set by humans. The tropical rainforests in Borneo have been rapidly deforested over the past 50 years due to the expansion of oil palm plantations. With the fruits of the oil palm tree yielding palm oil, and the seeds yielding palm kernel oil, they have become an indispensable part of our lives, being used mainly for food. The producers of the show asked food companies that use palm oil for interviews to see what they thought about the current situation. While these food companies refused the request for interviews, SARAYA, due to the connections the TV producers had, was the only company that participated. At that time, palm kernel oil was used, albeit in very small quantities, in our signature product Yashinomi.



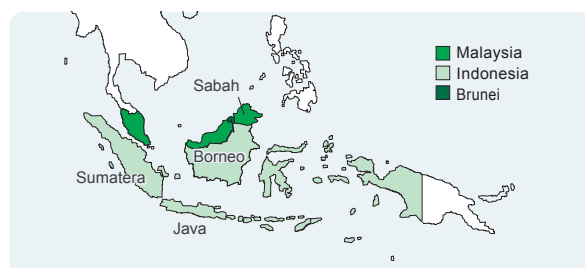
Foot of an elephant in a nylon rope trap



Oil palm

Palm kernel oil

Palm oil



Borneo island and surrounding countries map



Mr. Saraya's Field Trip to Borneo (2006)

The Interview and its Afterward

When President Saraya was interviewed, he frankly stated that he had not known of such problems in the procurement of the raw material. At the same time, he stated that action will be taken. First, we hired personnel with expertise in international cooperation, dispatched them to the site, and began researching how to deal with the situation. Then, with the help of information from the program production company, we joined the Roundtable on Sustainable Palm Oil (RSPO), which was just being established at the time, to help reform the industry and support ongoing activities to conserve biodiversity.

Supporting the Activities of the Borneo Conservation Trust

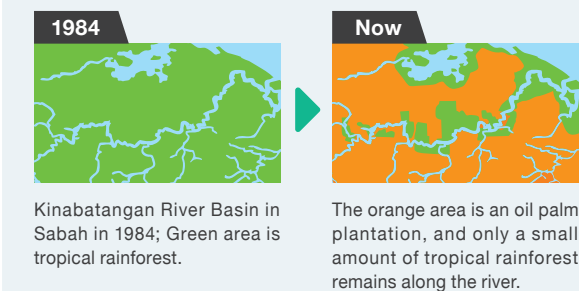
At the end of 2004, we began our research in biodiversity conservation in Borneo; our first response was to rescue injured elephants. However, this alone would not solve the fundamental problem. So, with the cooperation of biodiversity conservation experts and the

Wildlife Department of the state of Sabah, Malaysia, we began the Green Corridor Project. Borneo's rainforests are rapidly shrinking, and oil palm plantations are spreading as far as the eye can see. The only forests that remain are small, fragmented islands, leaving animals no choice but to pass through plantations and human settlements when migrating to other places. This is where conflicts with humans occur.



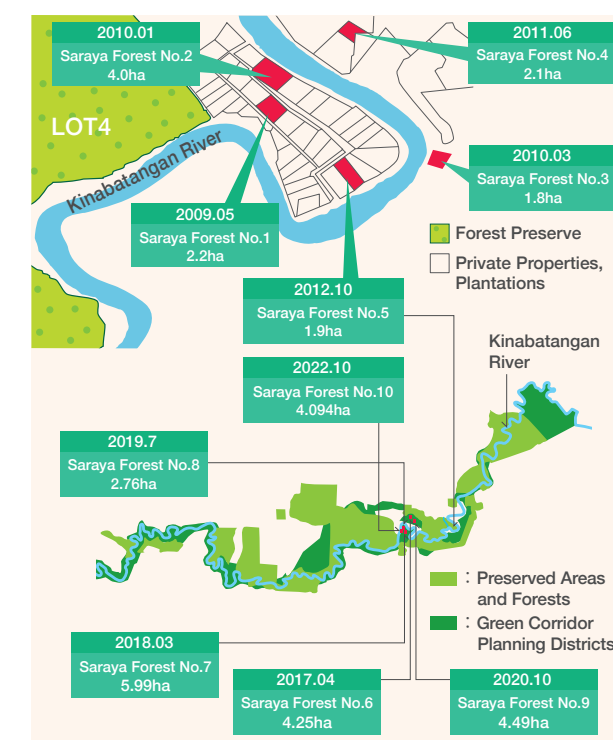
Elephants entering an oil palm plantation

► Oil Palm Plantation Expansion



Oil Palm Plantations Expanding Along the Kinabatangan River, the Largest River in Borneo

The Green Corridor Project aims to recover the land between these forests—creating a single, large, connected one—by buying it from farms and other entities. For this purpose, a non-profit organization called the Borneo Conservation Trust was created in Sabah, Malaysia, while the Borneo Conservation Trust Japan was established to support these activities from Japan. Through the collaboration of these two organizations, approximately 100 hectares of land have been acquired between 2008 and October 2022. Although it will be difficult to achieve the goal through the purchase of land through this campaign alone, we expect that these efforts will influence local government policies and the hearts and minds of residents, leading to a significant change in the way Borneo's forests are protected. SARAYA donates 1% of sales of the Yashinomi series and other eligible products (based on the manufacturer's shipping sales), while "SARAYA Forests" acquired with these funds has expanded to 12 locations, totaling 36.1 hectares (as of April 2025).

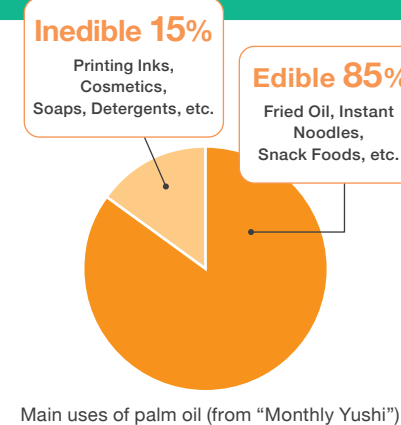


"Green Corridor Project" to save wild animals

Sustainable Procurement of Palm Oil

Palm Oil that Supports People's Lives

Japan also imports large volumes of palm oil. Approximately 85% is used for edible purposes such as fried foods, instant noodles, and snacks, while the remaining 15% is used for non-edible purposes, such as soap and detergent, making it a widespread part of our lives. The reason why demand has spread so widely around the world is that it is inexpensive compared to other oils. Palm oil has a high yield per unit area, greatly outperforming other major vegetable oils, such as soybean oil. Unfortunately, inherent in the environment surrounding inexpensive palm oil are a variety of problems, such as child labor, forced labor, and illegal logging. To improve the situation as much as possible, SARAYA is committed to environmental conservation and sustainable raw material procurement.



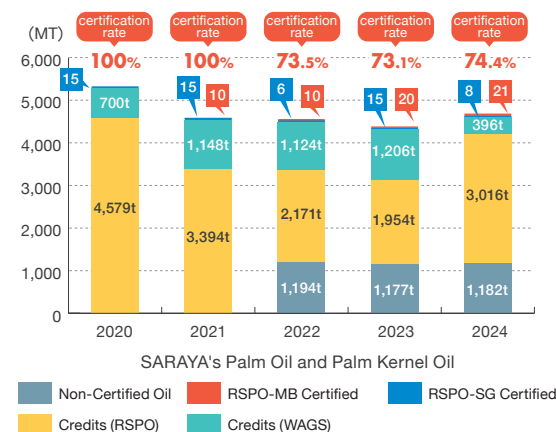
Main uses of palm oil (from "Monthly Yushi")

RSPO Certified Raw Material Procurement Status and Future Policies

RSPO Promotion Structure and Procurement Results

SARAYA became the first company registered in Japan to join the Roundtable on Sustainable Palm Oil (RSPO) in 2005. In 2010, we became the first Japanese company to obtain RSPO supply chain certification, and launched certified products (segregation mark), following standards that we have continued to operate on. We have established a cross-functional promotion system within the company that implements various measures, such as the preparation of documents, education and training, internal audits, and external certification audits. As for derivative raw materials derived from palm kernel oil, widely used as raw materials for soaps and detergents, RSPO certification has not been introduced throughout the entire supply chain, making it difficult to procure raw materials based on the physical certification models. Therefore, we support sustainable palm oil production by purchasing credits issued by producers under a certification model called Book and Claims (book-based assertion type). However, since June 2020, the price of credits has soared, forcing us to limit the number of credits purchased. Currently, we maintain a 100% certification rate for consumer products from the standpoint of raising consumer awareness, and we purchase credits for corporate products at the request of our customers. Since it is difficult for a single company

to solve this price hike alone, we will seek solutions by closely exchanging information with relevant companies and organizations. In addition, to spread RSPO certifications, their acquisition by smallholders, who account for about 40% of total production, is necessary. To support this, SARAYA has been actively purchasing Independent Smallholder (IS) certified credits issued by smallholders since 2017, up to 396 tons for the year 2024.



RT2024 keynote address

Introduction of SARAYA's Initiatives at the RT2024 Keynote Address

At the RSPO Annual Conference RT2025 held in Bangkok, Thailand, in November 2024, Mr. Teo Cheng Hai, then 1st Secretary-General of the RSPO, delivered a keynote speech to stakeholders gathered from around the world. He reviewed the RSPO's 20-year history, during which he also introduced SARAYA's environmental conservation activities in Borneo, such as the Green Corridor Project, as one of the outstanding initiatives by RSPO members.

Future Procurement Policy for RSPO Certified Raw Materials

Toward 2030, we will again aim for a 100% certification rate, including the Book and Claim method, and promote the purchase of physically certified raw materials, such as segregation and mass balance, to increase the procurement ratio. We will also expand the use of RSPO-certified oils group-wide, including our branches abroad.

► Segregation



It refers to palm oil that has been certified by the RSPO as having been produced with proper consideration for the environment and workers, from cultivation to processing to distribution, and managed without mixing with other non-certified oils. It is used in some of the products in the Happy Elephant series. In the case of Identity Preserved certified products, it delimits its origin to a single identifiable certified source.

► Book and Claim (Credits)



These are RSPO-certified credits based on the amount of palm oil produced by sustainable growers, crushers, and independent smallholders, which can then be purchased by manufacturers to contribute to the spread of sustainable palm oil. Until 2016, this trading system was outsourced to private companies, but since January 2017, it's operated directly under the RSPO certification system.

Toward Further Dissemination of RSPO Certification in the Japanese Market

As of April 2025, Japan's membership in the RSPO now stands at more than 300 organizations, making it the fourth largest in the world. In 2019, 18 organizations, including Japanese retailers, consumer goods manufacturers, and NGOs, established the Japan Sustainable Palm Oil Network (JaSPON) to disseminate RSPO-certified oil in the Japanese market, with SARAYA participating from its establishment as a board member company,

amounting now to 51 organizations as of April 2025. Since the fiscal year 2025, we have also served as the Vice Chair. The promotion of RSPO-certified palm oil requires not only individual companies but also organizations such as JaSPON to collaborate with their member organizations. As a member of JaSPON, we will continue to contribute to the promotion of RSPO-certified palm oil in the Japanese market.

Supporting Wild Asia's SPIRAL Project

An agricultural model that takes biodiversity and climate change into account

Wild Asia is a social enterprise founded in 2003 and based in Malaysia that promotes the Wild Asia Group Scheme (WAGS) as a support initiative to promote rainforest conservation and RSPO certification for smallholders. Through the WAGS, SARAYA has been purchasing RSPO-certified palm oil and palm kernel oil credits from smallholders to support their activities since 2017.

Wild Asia points out that RSPO certification alone is not a sufficient incentive for smallholders, and that conventional farming relies on expensive chemical fertilizers that also undermine the biodiversity of the plantations. Therefore, the Small Producer Inclusivity & Resilience Alliance (SPIRAL) program, which supports farmers to improve productivity, farmland biodiversity, and climate-friendly agriculture through new farming methods, was launched in 2020. SARAYA visited the site (Sabah, Malaysia), endorsed the program in December 2022, and has been making regular visits to monitor its progress. Currently, oil palm leaves have no use and are left in the soil after being cut, where they decompose by microorganisms, producing greenhouse gases. In this program, unused leaves are carbonized and mixed with organic fertilizer before being applied to the soil, as part of efforts to fix carbon and improve soil quality. Biochar is gaining increasing global attention, including in Japan, as an effective method for carbon storage in soil.



Smallholder and Wild Asia team participating in Spiral



Carbonized oil palm leaves (left photo) and bio-charcoal mixture (right photo)



Visiting a drying facility for empty fruit bunches



Comparison of soil before and after application (1 year)
(Left: currently, right: before application)

By the time SARAYA employees inspected at the end of 2024, drying equipment for emptied palm fruit bunches had been introduced. By drying the empty fruit bunches transferred from the oil mill and converting them into biochar, production expansion is being advanced. Approximately one year after the program's launch, we received reports indicating soil improvement: the mixed soil has darkened from yellowish-brown to black, and earthworm populations have increased. (see image to the left). While current soil improvement data is primarily qualitative, various analyses are underway, and we plan to further validate the effectiveness of the SPIRAL program going forward. Currently, we are supporting this program indirectly through endorsement, but we aim to explore integrating raw materials produced through it into our own products by connecting the supply chain in the future. Furthermore, as this initiative serves as a highly beneficial role model for both producers and the environment, we intend to share these efforts to expand the circle of supporting companies and contribute to enhancing the sustainability of the palm oil industry.

02 Our Efforts to Reduce Plastic Containers

SARAYA has been thinking about the environment since its establishment, developing and selling products based on natural materials, and actively working on addressing the plastic problem.



Efforts to Reduce Plastics through Various Measures

Resource Conservation Since Our Founding Stage

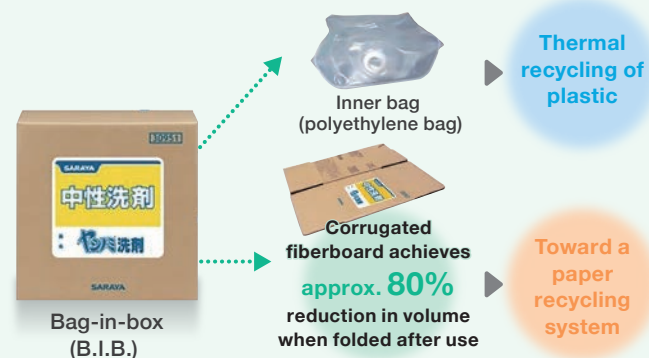
In 1952, SARAYA developed and commercialized Japan's first medicated handwashing soap solution, Pearl Palm Liquid Soap, and a soap dispenser. This resource-saving product, which is diluted 7 to 10 times with water at the time of use, was a revolutionary product made with the environment in mind.



Other Initiatives to Reduce Plastic Use

Bag-in-box (B.I.B.) system that integrates packaging and container

Instead of plastic bottles, we are shifting to a B.I.B. system, where the inner bag containing the solution is placed in a cardboard box.



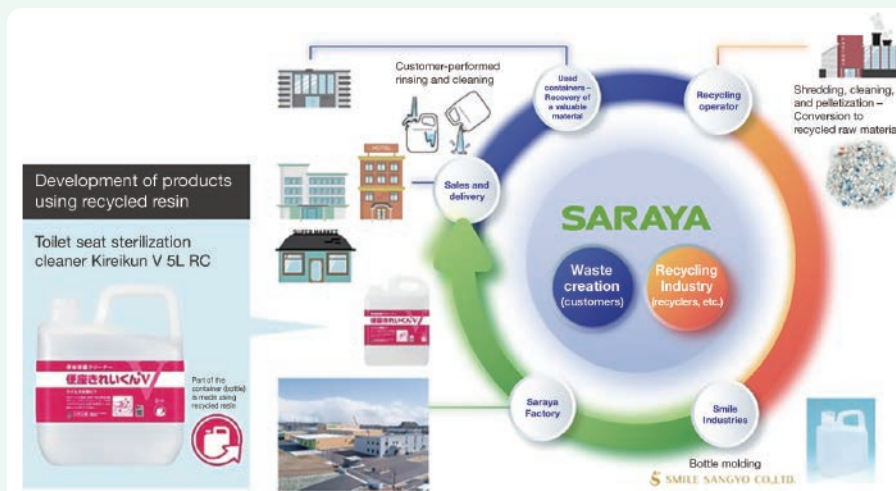
Reducing the Volume of Bottles

In response to customers in the medical field who wanted to reduce the volume of waste, we improved our hand soap containers. With an innovative shape and a thinner container, our new foldable bottles reduce the volume of waste by approximately 70%, while reducing the use of plastic by approximately 50% when compared with conventional bottles.



Horizontal Recycling of Used Bottles

To realize a resource-recycling society, we have achieved horizontal recycling, where used commercial bottles are transformed into new bottles thanks to the establishment of a production system that collects used bottles previously discarded by customers and reuses them as resources.



PE Bottle Recycling Cycle

Development of Carton Refill Products

We currently use plastic pouch refill containers. In response to the increasing demand for ethical packaging in recent years, we have changed some products, such as the arau.baby Foam Body Soap 800mL Refill, to carton.



PROTEGATE EXPO 2025: The Automatic Hand-Sanitizing Dispenser of the Future

Developed to raise awareness for marine conservation, this automatic hand-sanitizing dispenser utilizes marine plastic washed ashore on Tsushima Island, Nagasaki Prefecture, for its exterior. Installed at the rest area of the Expo 2025 Osaka, Kansai, and in the Blue Ocean Dome pavilion by the NPO ZERI JAPAN, this dispenser features pictograms that make its purpose instantly clear to anyone and offers two height settings for use by both adults and children. It also incorporates IoT technology to monitor liquid and battery levels, streamlining maintenance tasks.



PROTEGATE EXPO2025



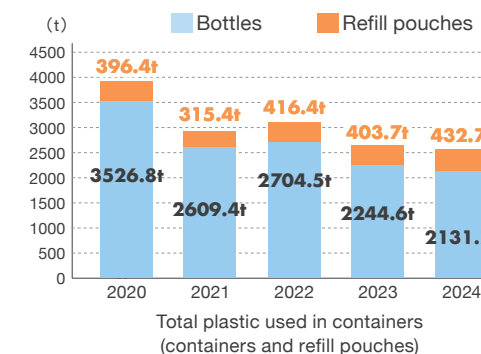
◀ Ocean Plastics
Waste collected on the coasts of Tsushima City, Nagasaki Prefecture, was sorted, washed, dried, crushed and processed into pellets for use as a raw material.



Coastal conditions in Tsushima City

Situation and Future Targets on Container Material Flows

We are monitoring the total amount of plastic used in our bottles and refill pouches as well as the amount of plastic collected jointly, including our own refill pouches, through our participation in the Kobe Plastic Next, a plastic refill and recycle project. We have established a system that enables us to monitor material flow in even greater detail, and we are moving forward with the implementation of various measures to achieve our medium-term targets by FY2025 and our long-term ones by FY2030.



► Medium-to long-term policy up to 2030

Up to fiscal 2025

Medium-term targets

- By using thinner containers and replacing them with refilled pouches, the company aims to reduce plastic consumption by a **cumulative total of 25% or more (on a weight basis)** compared with the previous production of bottles (2019 basis).
- More than 70% of containers** used on the production lines **(on a weight basis)** shall be **reusable or recyclable**. Even when it is difficult to recycle, heat recoverability is secured.

Up to fiscal 2030

Long-term targets

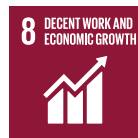
- Double the use of recycled materials** compared to 2019.
- Develop and commercialize new materials through **industry-university collaboration**.
- Establish a framework for the collection of waste plastics**, including in-house products, through collaboration within the company group.
- Participate in platforms** that transcend industry boundaries and work to recycle plastic resources in **collaboration with diverse stakeholders**.
- Consider evaluating methods in which **CO₂ emissions from the entire lifecycle is evaluated as indices** as part of a variety of measures for resource recycling.

*The base year is 2019, when the Osaka Blue Ocean Vision was presented. *Based on the results as of fiscal year 2025, the medium-and long-term policies for 2030 and beyond will be reviewed, and new quantitative targets will be set.

03 Initiatives in Egypt and Tunisia

► Sustainable Business Development Using Plant-derived Materials

We aim for a sustainable society together with our customers by creating a system in which the purchase and use of products equally contribute to environmental conservation activities.



Solving Social Issues through Jojoba Oil

The Potential of Jojoba Oil

Within the Ain Sokhna Special Economic Zone, along the Suez Canal in Egypt, Saraya Middle East Co., Ltd.'s factory, equipped with facilities capable of pressing jojoba oil, began production in 2023. Through the sale of jojoba oil as a raw material for cosmetics, SARAYA aims to link the planting of jojoba, a plant that can grow even in harsh environments, to the greening of deserts. In collaboration with Simmond Co, Ltd., an Osaka University venture company that has been leading research on jojoba since 2017, we have been improving the productivity of jojoba so we could use this raw material not only for cosmetics but also for a variety of possibilities such as insect repellents for agriculture, machine oil, or other applications that are currently not explored due to its current elevated cost. Specific research on the development of these applications began in 2021 at the Egypt-Japan University of Science and Technology, in Cairo, with the support of SARAYA, with the Ain Sokhna plant beginning to produce raw materials for jojoba oil and enzyme detergents for medical reprocessing for the Egyptian market by November 2023. In February 2024, we also began production of Lakanto, supplying products to Egypt and Dubai through our branches Saraya Egypt Co., Ltd., and Saraya Middle East Trading Co., Ltd. Additionally, in June 2024, we signed a Memorandum of Understanding (MOU) with Egypt's Unified Procurement Authority (UPA) for the supply of medical nitrile gloves, which started providing to Egyptian public hospitals from January 2025.



Saraya Middle East, Egypt



Jojoba production area (top) and jojoba seeds (bottom)



Jojoba orchards planted by Simmond Co., Ltd.

Developing Tunisian Industry Through Olive Oil

Expanding sales of Tunisian Products by 2024

Tunisia, one of the Maghreb countries in northwestern Africa, has long been a major producer of olive oil. Grown in a mild and favorable climate, olive oil produced in this region, which faces the Mediterranean Sea and exceeds 300 clear days per year, contains 10 to 20 times more polyphenols than European oil. However, due to its still lacking processing and bottling technology, Tunisian olive oil is exported in bulk (unpackaged and unbottled), and after being blended with European olive oil is released into the market. As a result, Tunisian olive oil is generally sold at a low price, accordingly, keeping the income of Tunisian farmers low. SARAYA contributes to the development of a sustainable industry, the correction of regional disparities, the human resource development of the domestic industry, and measures against unemployment through sharing techniques and know-how that optimally manage olive oil from harvesting to pressing, to bottling, to the development of high-value-added products.

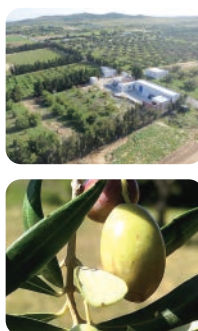
Saraya Natural Products Tunisia Co., Ltd., has established a plant in the Elfija Industrial Park, located about 30km southeast of the capital Tunis. In addition to bottling Tunisian olive oil, the company also manufactures perfumes and cosmetics using various essential oils extracted by its affiliated company, Saraya Beauté et Santé. During "SARAYA Week" held inside the Blue Ocean Dome exhibited by the NPO ZERI JAPAN at EXPO 2025 Osaka, Kansai guests were given eau de cologne made with high-quality Tunisian neroli essential oil distilled by Saraya Beauté et Santé.



Saraya Natural Products Tunisia Co., Ltd.



Oil tank



Olive grove and fruit

04 Future Products Created with SOFORO

In Saraya, we pursue the unknown possibilities hidden in SOFORO and continue to create products that are friendly to people and the environment.



Saraya's proprietary sophorolipid, SOFORO, produced through fermentation

What is SOFORO?

Biosurfactants (BSs) are amphiphilic substances produced by microorganisms, such as bacteria and yeasts, which have excellent environmental compatibility and high surfactant activity. Furthermore, since BSs are produced by fermentation, in other words, a bioprocess, they have attracted more attention from the Life Cycle Assessment (LCA) perspective than synthetic surfactants, which are produced by chemical synthesis.

Sophorolipid (SL) is a type of BS that have a structure with a carbohydrate (sophorose) in the hydrophilic part and a lipid (fatty acid) in the hydrophobic part (Figure 1). As a result of our research on the fermentation production of SL, we discovered a unique fermentation production technology and established it for the stable production of

SL at the industrial level (Figure 2). This is a highly efficient production method that enables fermentation and production under normal temperature and pressure, allowing complete consumption of the hydrophobic substrate (oil), which is the carbon source, for SL production. In addition, this method also allows separation and purification without the use of organic solvents, hence, the entire SL production process has a low environmental impact. At present, we are using RSPO-certified palm oil, which is environmentally and human rights friendly, as our main raw material, for the fermentation and production of SLs.

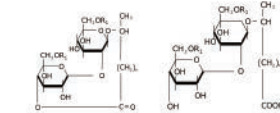


Figure 1. Structures of sophorolipids (A: lactonic type, B: acidic type)

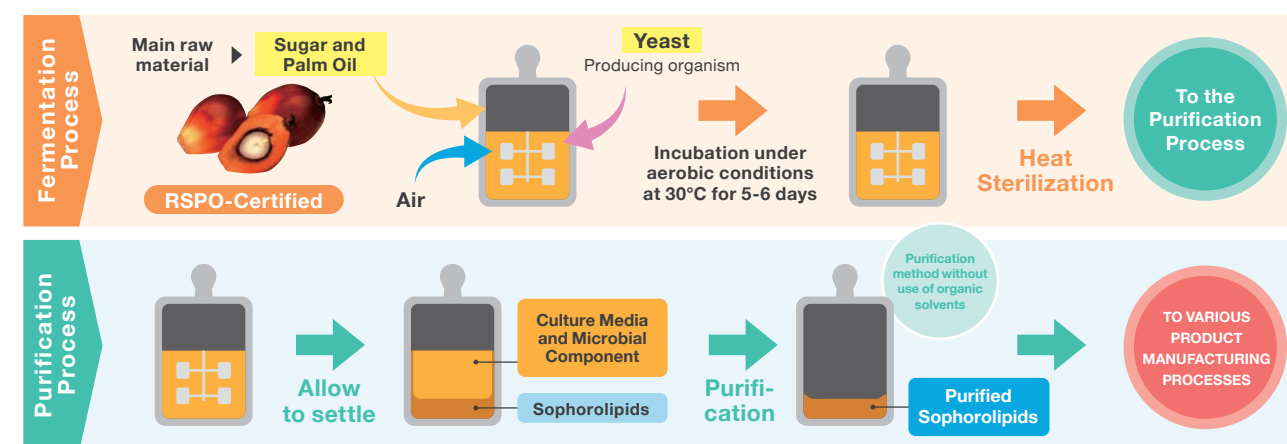


Figure 2. Fermentation and Purification Process of Sophorolipids

*The manufacturing process uses a traditional biotechnology, the fermentation technology, at room temperature, under normal pressure, without the use of organic solvents. The process is carefully considered with the environment in mind from the raw material procurement to the manufacturing process.

Product development utilizing SOFORO's properties

SLs are a mixture of the lactonic type and the acidic type of SLs, which complex structures are expected to have performance not present in synthetic surfactants. In 2001, we launched SOPHON, the first dishwashing product utilizing SLs in Japan. This was the result of product development and research that took advantage of the low foaming, high detergency, easy biodegradability, and extremely low toxicity to aquatic organisms of SLs. Subsequently, we developed acidic SL, which improved the stability of SL in aqueous solutions, making it possible to use SL in liquid type products, such as our household detergent brand Happy Elephant product line-up and medical device reprocessing brand Power Quick detergents. Furthermore, we succeeded in developing high purity acidic SL with a higher degree of purification, achieving diversification and sophistication of SL raw materials. At the same time, we also obtained additional evidence of the multifunctional properties of SLs,

such as their adsorption and inhibition effect, high biocompatibility, and ability to promote transdermal absorption; hence, expanded to applications such as leave-on cosmetics (Lactoferrin Lab), and regenerative medicine (SOFORO Cryo).

For further expansion of its applications

SARAYA found an environmentally friendly and unique SL production method, and at the same time, confirmed various interfacial chemical properties of SLs and their compatibility with humans and the environment. SOFORO is not only incorporated into our own products but also widely utilized in other applications, such as road cleaning as part of decontamination work and in bioremediation. Recently, we have been researching technologies for the production and application of SOFORO derived from waste cooking oil and seaweed. Going forward, we will continue to advance research on SOFORO and its formulation, contributing to a sustainable society.

03

Health

Supporting healthy
and thriving lives
through our products
and services.

**We will contribute to
the health of the world.**

SARAYA, which started as a developer of infection-prevention products, has evolved its philosophy of prevention that had continued since its establishment into the prevention of lifestyle-related diseases, taking its first steps in healthy food with the development of natural sweeteners for the improvement of dietary habits.

We have been steadily promoting research and development of healthy foods by thoroughly using raw materials, functions, and effects that are friendly to humans and the earth.

For the next generation, as a natural company, we will continue exploring new proposals in food and health.



01 Farm to Table

SARAYA's Contribution to the Prevention of Lifestyle-Related Diseases.



The Founder's Thoughts on Monk Fruit

Encountering Monk Fruit (Luo Han Guo)

Monk fruit, the main ingredient of the Lakanto series, is a cucurbitaceous plant that grows wild near Yongfu County, Guilin City, in the Zhuang Autonomous Region of China and is mainly cultivated in Guilin City. SARAYA began researching monk fruit in the 1990s, and in 1998, the company signed a joint business agreement (memorandum of understanding signing ceremony for monk fruit sweetener development project) with Guilin City, China. Although China is now an economic powerhouse, the living conditions of farmers in Guilin at that time were much harsher than imagined. Seeing this situation, SARAYA's founder stated that, "Monk fruit is a plant grown in Guilin. A Japanese company should not enter and monopolize this. Let's launch a monk fruit project to eliminate the harsh poverty of the farmer's life and revitalize the city of Guilin." (SDGs Development Goals 3 and 8). SARAYA subsequently opened its technology, without registering it internationally, only registering the patent on the monk fruit extract and manufacturing process in Japan. In recent years, the need for natural, zero-calorie sweeteners has expanded worldwide; however, this was just the beginning. Especially in the United States, where "sugar-free" is the key-word for foods, interest in safe sweeteners is high.



Signing Ceremony with Guilin City



Shota Saraya, SARAYA's founder (Middle) and Yusuke Saraya, current president (Second from Right) (Picture Taken in 1998)



Monk Fruit Cultivation Site of SARAYA's Farmer Agreement (left)
Monk Fruit Flower and its Pollination (right)

Quality Control for Safe and Reliable Food



Guilin Saraya Biotech Co., Ltd. The building on the right is the production building, while on the left is the administration one



Members of the Food Safety Team at the Osaka Factory

FSSC 22000 Certification

From the process of growing monk fruit, SARAYA contracts with many farmers to grow them under strict pesticide control. The Guilin factory (Guilin Saraya Biotech Co., Ltd), which SARAYA established in 2015, produces high-quality, safe, reliable monk fruit extract, with the entire process from monk fruit cultivation and extraction to the final Lakanto-branded products carried out under a strict traceability system. In recent years, demand for Lakanto products has increased from the U.S. and other countries around the world, so in 2022, the Guilin plant underwent expansion, doubling its production volume. The Guilin and Osaka plants acquired FSSC22000 certification, an international standard for food safety certification, in September 2020 and June 2021, respectively. By acquiring them, we have strengthened our food safety management system, ensuring safe, secure food products for our consumers both in Japan and overseas.

Japan's First Plant-Based, Zero Calorie Sweetener

The Reason for the Development of Lakanto

SARAYA, a manufacturer of cleaning and disinfecting agents, developed its zero-calorie sweetener based on its philosophy about prevention, which has been in place since the company's founding. At that time, to prevent the spread of infectious diseases, SARAYA developed Shabonet, a medicated liquid soap solution that simultaneously sterilizes and disinfects hands. Similarly, during Japan's period of rapid economic growth, when lifestyle-related illnesses such as diabetes increased, the plant-based, zero-calorie sweetener "Lakanto" was developed to meet dietary needs and prevent such diseases. Today, zero-calorie sweeteners are commonplace, but Lakanto was actually the first zero-calorie sweetener to be commercialized in the world. The development concept was based on the following points: plant-derived, zero sugar, zero calories, no need to make conversions of the amount used, and it can be used for cooking, all for the safety and convenience of users. Furthermore, to meet further diversifying sweetener needs, Lakanto launched the premium calorie-free sweetener Lakanto Allulose Blend in 2024, considered a Foods with Functional Claims (FFC). Made from high-purity monk fruit extract and the rare sugar allulose, this product can be classified as a FFC with double functionality, as



Lakanto Allulose Blend

it has been reported to enhance fat burning in energy metabolism during daily life (at rest and during activities) and to moderate the rise in blood glucose levels after meals.

Delivering Peace of Mind, from Raw Material Procurement till your Table

Lakanto has spread to a wide range of people who care about their diet, beauty, and health, as well as those with calorie and sugar intake restrictions. Furthermore, in recent years, as chemically synthesized sweeteners have come to be shunned worldwide, the need for plant-based, zero-calorie sweeteners is expanding. In the U.S. in particular, many alternative sweeteners have been used in place of sugar, but there is growing interest in safe plant-derived sweeteners, and demand for Lakanto, made from monk fruit, which has long been popular in Chinese medicine as a sacred fruit for longevity, has grown significantly. Against this backdrop, the SARAYA USA Lakanto factory, constructed in Utah, opened in March 2023. The plant has an area of approximately 12,000 square meters and consists of a front office, manufacturing facilities (from mixing to packaging), raw material and finished product warehouses, and a quality assurance room.



Saraya USA Lakanto factory

Healthy Food Solutions to Reduce Sugar Intake

Expanding the Development, Sales, and Community Involvement of Lakanto

According to a study by the U.S. Centers for Disease Control and Prevention (CDC), many people are considered obese or experience difficulties in maintaining a healthy diet and regular exercise, increasing their risk of developing heart disease, stroke, diabetes, cancer, and other life-threatening conditions. Therefore, meal solutions to obtain a healthy body are in demand. In the United States, where people consume more than two to three times the recommended daily intake of sugar, Saraya USA, Inc. continues to develop over 80 different products (sweeteners, syrups, snacks, granola, muffin and pancake mixes, chocolate, etc.) to support people's healthy lifestyles. Lakanto has grown to become a top brand with about 31,000 retail stores carrying its products in the US. In 2023, the SARAYA Group opened its first large-scale food plant and will continue to propose solutions to reduce sugar intake in North and South America through a wide variety of products. In addition, Saraya USA, Inc., has received numerous awards, including Business of the Month and Women in Manufacturing Award, and will further grow as a leading company that contributes to the regional economy.



Employee family photo during the SARAYA USA Lakanto plant opening



Lakanto-sweetened confectionery (brownies, granola, chocolate almonds, etc.)



The organic supermarket Erewhon holds a large number of products using Lakanto sweeteners that are very popular.

02 Development of the Food Value Chain in East Africa

► Toward the Creation of a Food Sanitation Market in East Africa

In Africa, where the cold chain is still underdeveloped, SARAYA is establishing a value-added food processing and distributing system using sanitation technology that it has cultivated in Japan.



Food Business Development in Kenya

The Saraya Nairobi Kitchen Lab (the Shared Kitchen)

Opened in March 2021, the Shared Kitchen is a food business incubation facility that has supported many new businesses in Nairobi, Kenya. To date, three new businesses have graduated and have grown to establish their own restaurants. It also acts as

a continuous base for disseminating information on the food business, including food processing machinery exhibitions by the Ministry of Economy, Trade and Industry, food hygiene training, cooking classes, and Lakanto café bars.



Lakanto Café Bar



Saraya Nairobi Kitchen Lab in Kenya



Contributing to the Development of the Food Industry with Processed Foods under the SARAYA Brand

Initiatives to Improve Nutrition and Reduce Food Loss

Kenya, as an agricultural nation, has achieved a food self-sufficiency rate of 97.4%. However, due to underdeveloped distribution networks, a significant amount of food is discarded, making food loss a serious problem. Approximately 46% of the population is classified as poor, with about 8.9 million people living in extreme poverty. This situation stems from inadequate intermediate processes, such as processing, preservation, and transportation of fresh products, as well as underdeveloped food manufacturing. Against this backdrop, the Kenyan government is promoting fisheries and fish consumption, including aquaculture, to improve national nutrition, aiming for food security and diversification of protein sources. In response, SARAYA established a processing plant in Nairobi, a facility that complies with local food processing regulations while building a cold chain that leverages hygiene techniques and frozen processing expertise cultivated in Japan. Here, rapid freezing technology is used to process Nile perch, tilapia, and catfish into high-quality frozen fillets, primarily sold in supermarkets.

Despite the local perception that “fish equals smelly”, our products are well-received for their reduced fishy odor. By the end of 2024, sales were achieved in 26 supermarkets across Kenya. Plans are in place to expand the product range to 10 varieties by 2025 and increase the number of retail outlets by 50 by June. Through these initiatives, SARAYA contributes to promoting fish consumption culture, improving nutrition, and developing the food industry, guided by a philosophy of “Delicious, Enjoyable, and Healthy”.



Quick-frozen fillets of Nile perch (left), tilapia (center), and catfish (right)

03 SARAYA's Initiatives to Ensure Future Health

► Considering Future Health Through Cardiovascular Diseases

SARAYA has undertaken various initiatives focused on cardiovascular disease, aiming to develop equipment and promote health information to prevent future illnesses.



SARAYA Digital Healthcare's Challenge to Healthily Extend Lifespans

From Hospital Testing to Self-Monitoring for your Future

SARAYA has long focused on preventing cardiovascular disease. Once it progresses, it is said to be difficult to cure completely. Therefore, SARAYA has concentrated on detecting cardiovascular disease risk early, developing devices that test for atherosclerosis risk, a cause of cardiovascular disease. We developed and launched ViewWave, a device enabling individuals to easily assess their cardiovascular disease risk on their own, moving away from traditional tests requiring manual procedures by medical professionals. Furthermore, integrating AI-based disease analysis technology, we developed the Time Machine for Health, a device predicting future cardiovascular disease onset risk, and showcased it with hands-on experience at the EXPO 2025 Osaka, Kansai.



Time Machine for Health



Time Machine for Health exhibit at the EXPO 2025 Osaka, Kansai



ViewWave, which allows individuals to measure their own vascular flexibility

04

Society

As a member of society, we will strive to build and deepen ties with our stakeholders and people around the company.

We will strive to solve issues through business to realize a sustainable society worldwide.

Amidst concerns about global sustainability, we will contribute to resolving these issues through our business activities.

We will develop our business by building a global network and providing unique products and services domestically and internationally.

Through our activities, SARAYA will regard global environmental and social issues as one of the key issues in our management policy and contribute to the realization of a sustainable society through our environmental value proposition to our customers.



01 Human Rights Due Diligence

► Human Rights Due Diligence Initiatives

SARAYA has identified the implementation of human rights due diligence as one of its material issues. We are advancing our efforts by organizing a Human Rights Due Diligence Subcommittee as part of the Sustainability Committee, composed of cross-departmental members.

Human Rights Due Diligence

We established a human rights due diligence process based on the “Guiding Principles on Business and Human Rights” and the “Guidelines on Respecting Human Rights in Responsible Supply Chains”, among other frameworks.



Identification and Assessment of Human Rights Violation Risks

SARAYA identifies potential human rights violation risks arising from our business activities. We identify human rights violation risks within our company and supply chain as outlined in the table below. We prioritize issues based on severity and likelihood of occurrence and are committed to preventing and mitigating human rights violation risks.

Stakeholders	Human rights violation risks	Current measures	Improvement measures
Supply chain	<ul style="list-style-type: none">Child or forced laborOccupational health and safetyExploitation of scarce raw material resources	<ul style="list-style-type: none">Large-scale resettlement of residentsIndigenous peoples' rights	<ul style="list-style-type: none">Procurement of certified raw materials (RSPO/FSC)
Employees	<ul style="list-style-type: none">Discrimination in recruitment activitiesTreatment of non-regular employeesTreatment of foreign workersOccupational health and safetyLong working hoursEqual pay for equal work	<ul style="list-style-type: none">Low wagesVarious forms of harassment and discriminationPrivacy rights	<ul style="list-style-type: none">Publication of human rights policiesPublication of diversity promotion policiesImplementation of tiered training programsImplementation of e-learning programsImplementation of stress checkupsImplementation of engagement surveysEstablishment of employee counseling and whistleblowing hotlines
Customers and local communities	<ul style="list-style-type: none">Product quality and safetyHealth risks from product testingHealth risks from waste disposalResponsible marketingPrivacy rights	<ul style="list-style-type: none">Access to products at fair pricesAccess to water and sanitation	<ul style="list-style-type: none">Establishment of complaint-handling proceduresAppointment of workers' representativesSupport for diverse work arrangements (telework, work-life balance, promotion of employment of persons with disabilities, etc.)Establishment of regulationsImplementation of regular personnel surveys on working hours, etc.Publication of personal information protection policies

*Items in red text indicate human rights violation risks considered to be of high severity and likelihood, along with current countermeasures and improvement plans. *As of October 2024

Prevention and Migration of Human Rights Violation Risks

SARAYA will develop a human rights due diligence promotion plan to address priority issues in advancing human rights due diligence and will work to prevent and mitigate human rights violation risks.

	2024	2025	2026~
Goals	<ul style="list-style-type: none">Measures for introducing human rights due diligenceImplementation of high-priority itemsPublication of initiatives	<ul style="list-style-type: none">Implementation of high-priority itemsImplementation and review of human rights due diligencePublication of initiatives	<ul style="list-style-type: none">Expansion to affiliates and overseas locationsPublication of initiatives
Human rights policy	<ul style="list-style-type: none">Revision and publication of human rights policies		
Human rights due diligence & remediation	Supply chain <ul style="list-style-type: none">Development of a supplier code of conduct	Supply chain <ul style="list-style-type: none">Development of a supplier code of conductConducting questionnaire surveys	Supply chain <ul style="list-style-type: none">Establishment of a consultation service for suppliers
	Employees <ul style="list-style-type: none">Thorough understanding of human rights policy, etc.Basic policy on customer harassment	Employees <ul style="list-style-type: none">Implementation of human rights training	Employees <ul style="list-style-type: none">Multilingual support for consultation services
	Customers & local communities <ul style="list-style-type: none">Evaluation and improvement of current measures and improved measures		

Human rights due diligence promotion plan (as of October 2024)

Effectiveness Evaluation of Initiatives

In 2024, we revised and published our human rights policy and announced our basic policy on customer harassment. Initiatives implemented will be monitored by various committees, questionnaires, engagement surveys, and other means, to evaluate their effectiveness.

Information Disclosure

We regularly report on the status of human rights due diligence implementation through various committees and disclose information in a timely and appropriate manner via our corporate website, sustainability reports, and other channels.

Dialogue with stakeholders

SARAYA engages in dialogue with stakeholders throughout all processes of human rights due diligence and utilizes these discussions to enhance our human rights due diligence initiatives.

02 Optimizing Human Resources to Harness Diverse Talents and Skills

► Creating value through diversity

The SARAYA Group has established a diversity promotion policy to drive initiatives that effectively leverage human resources.



Diversity and Inclusion Initiatives

From the viewpoint of sustainable growth of the company and its human resources, SARAYA promotes organizational management that respects a diverse workforce so that women, the elderly, non-Japanese, and people with disabilities can play an active role in our company. We consider human resources to be our most important management resource and hope to promote our business by actively utilizing it.

SARAYA's Diversity Promotion Policy

- We aim to foster curiosity and excitement among employees by embracing diverse talents and values, enhancing expertise, broadening perspectives across industries, and cultivating teamwork to deliver innovative value to customers and elevate satisfaction levels.
- We promote an understanding of diversity among employees, enhance the work environment, and develop systems that embrace and utilize diverse talents and values, fostering autonomous individuals who can fully realize their potential.
- We strive to be a company where diverse employees and the organization grow, thriving together through business and our Corporate Social Responsibility (CSR), making significant contributions to the sustainable development of the planet, its nations, and their communities.

Employing Foreign Employees

At SARAYA, including our Overseas Business Division, we employ many multinational employees in various roles. This diversity helps us effectively grow our business worldwide by adapting to different cultures and customs.

03 SARAYA's Health Management

We aim to further raise awareness of well-being by promoting the health of our valued employees and their families, contributing to the world as leaders in the fields of hygiene, environment, and health.



SARAYA's Health Management Initiatives

Realization of the well-being of every employee

SARAYA's mission is to contribute to the hygiene, environment, and health of the world, fields that we have become a leader in, supported by the confidence entrusted by our customers. Indeed, health is the root of SARAYA, the main theme in the development of our products and services. At the same time, the health of our employees and their families is an important foundation that supports the sound growth of the company. Furthermore, we believe that health is not only about not being sick but also about being able to live a healthy life even if suffering from an illness, and that everyone can aim for a healthier mind and body and ultimately realize one's own rich abilities and individuality as a human being. Through our commitment to health management, we believe that each and every employee can reach a state of well-being, and become a driving force behind SARAYA's growth, contributing to the health of the who we are involved with.

SARAYA Group Health Management Declaration

SARAYA's corporate philosophy is to contribute to the hygiene, environment, and health of the world. We hereby declare our commitment to health management by contributing to the health of our employees by utilizing our various know-how and working to further improve global health throughout our future developments as a company.

04 Social Contribution

► Domestic and international initiatives

Amid concerns about global sustainability, SARAYA is actively advancing projects aimed at improving the hygiene, the environment, and the health of the world —the 3 pillars of our organization. These goals are only achievable through collaboration among nations, companies, communities, and experts. To address social issues and support the Sustainable Development Goals (SDGs), SARAYA partners with NGOs, NPOs, government bodies, and local governments.

Hygiene and environmental education for Thai children

Since 2013, Saraya MFG (Thailand) has continuously conducted activities teaching proper handwashing techniques to children at public elementary schools and orphanages near its factory. We aim to help them understand the importance of handwashing and its role in preventing infectious diseases by conveying the correct handwashing steps in an easy-to-understand way through dance. Furthermore, with the hope that children will understand waste sorting methods and play a part in protecting the global environment, we conduct activities using a fun “card game” to deepen their knowledge of correctly sorting plastics, paper, cans, and other materials.



Wash a Million Hands! Project

Since 2010, SARAYA has been running the Wash a Million Hands! Project, created in cooperation with the Japan Committee for UNICEF in Uganda, a country where access to proper handwashing is still limited. This initiative provides handwashing facilities alongside education and awareness programs to encourage handwashing practices. Additionally, SARAYA donates 1% of product sales (based on the manufacturer shipments) to the Japan Committee for UNICEF, supporting their handwashing promotion programs in Uganda.



Safe Motherhood Project

According to the World Health Organization (WHO), cervical cancer deaths are projected to increase from 311,000 to 400,00 between 2018 and 2030 worldwide. Cervical cancer is also the leading cause of death among women in Uganda, Africa. SARAYA has been supporting the White Ribbon Campaign to protect expectant mothers in East Africa through the Japan Organization for International Cooperation in Family Planning (JOICFP) since 2012, and since 2018, the SARAYA Safe Motherhood Project has been protecting pregnant and nursing mothers in Uganda from infection and encouraging cervical cancer testing, as well as launching a vocational training service to help them become self-reliant. With a portion of the proceeds from sales of the skincare brand Lactoferrin Lab., we are working to protect women's lives worldwide, helping them live safe and fruitful lives.



► Participation in External Organizations

English Name	Purpose and Activities	Logo
Green Purchasing Network (GPN)	In 1996, we joined the Green Purchasing Network, which was established as a loose network of companies, governments, and private organizations, that take the initiative in green purchasing.	
ECO DESIGN NETWORK	In 2001, we joined the Eco-Design Network, a nonprofit organization established to address global environmental issues from the standpoints of manufacturing, community-building, and regional environmental development.	
NPO ZERI JAPAN	In 2001, ZERI JAPAN was established and our president, Yusuke Saraya, was appointed chairman of the board of directors. This initiative, based on the Zero Emissions Initiative which, through recycling and reusing resources and energy, aims to bring waste to near zero, has the goal of raising awareness and providing environmental education in Japan, building industrial clusters (alliances), and realizing a recycling-oriented society.	
Save the Children Japan	Save the Children is an international NGO with a 100-year history in children's rights, specializing in supporting children. In Japan, Save the Children Japan was established in 1986, and we have been supporting them since 2004. A portion of the sales of the arau. and arau.baby series is donated to their activities.	
Japan IDDM network	In 2006, we joined the Japan IDDM Network, a non-profit organization that aims to create a society in which patients who need insulin replenishment and their families can live with hope. We support these activities through Lakanto.	
Borneo Conservation Trust Japan	In 2008, we joined the Borneo Conservation Trust Japan, a certified non-profit organization that conducts activities to conserve biodiversity and tropical rainforests on Borneo Island, Malaysia. We donate 1%* of the sales of palm oil-related brands, such as Yashinomi, Happy Elephant, and Cocopalm, for environmental conservation in Borneo through the Borneo Conservation Trust (BCT). (* Manufacturer's shipment amount)	
Japan Business Initiative for Biodiversity	In 2008, we became a full member of the Japan Business Initiative for Biodiversity (JBIB), a group of companies actively working to conserve biodiversity.	
Japan Committee for UNICEF	The SARAYA Wash a Million Hands Project was launched in 2010 as a joint project with UNICEF Japan, with 1%* of the sales of hygiene-related brands donated to support UNICEF's handwashing promotion activities in Uganda and Eastern Africa. (* Manufacturer's shipment amount)	
Japanese Organization for International Cooperation in Family Planning (JOICFP)	Since 2012, a portion of the sales of Lactoferrin Lab. have been used in the White Ribbon Campaign promoted by JOICFP, a Japan-born international NGO that is active in protecting the lives, health, and well-being of women.	
WHO Association of Japan	In 2012, we joined “Friends of WHO Japan”, a public interest incorporated association that promotes the activities and useful information of the World Health Organization (WHO), the United Nations agency specialized in the field of health and medical care, among the population.	
Japan Sustainable Palm Oil Network	In 2019, we joined the Japan Sustainable Palm Oil Network (JaSPON), which was established to accelerate the procurement and consumption of sustainable palm oil in the Japanese marketplace, to resolve problems in palm oil production, including environmental aspects.	
World Wide Fund for Nature Japan	Since 2021, we have supported the activities of WWF Japan as a corporate member. WWF Japan is an environmental conservation organization active in over 100 countries, working to restore the richness of biodiversity that is being lost and prevent global warming.	
Climate Emergency Network	As a founder representative, SARAYA is a member of the Climate Emergency Network, which was established as a platform for free exchange among municipalities that have declared or are seeking to declare a climate emergency, municipalities aiming for net zero emissions by 2050, youth, citizens, experts, NGOs, companies, and governments.	
Japan Clean Ocean Material Alliance	In 2021, we joined the Japan Clean Ocean Materials Alliance (CLOMA), a platform made to accelerate innovation by strengthening cooperation among a wide range of stakeholders across industries in the public and private sectors, to solve the problem of marine plastic waste.	
Global Environmental Action	In 2022, we joined the Global Environmental Action (GEA), an NGO established to contribute to the resolution of global environmental issues and sustainable development.	
BLUE OCEAN INITIATIVE	The Blue Ocean Initiative is a collaborative platform uniting companies committed to addressing social issues related to the ocean, seeking sustainable and effective solutions to protect and enhance its health through diverse exchanges and co-creation with stakeholders. Since its founding in 2022, we have served as a secretariat company, supporting and coordinating the initiative's mission.	

Basic Approach to Customer Communications

Customer Communications

Our toll-free telephone line, website, and social media departments are focused on building relationships of trust with customers by quickly providing appropriate and easy-to-understand information and support. In addition, to respond to customers' requests and needs, we collect and sincerely analyze customer feedback from the customer's perspective to continuously improve our products and services. Furthermore, on our website, we provide useful information for daily life such as "Home Infection and Prevention" or "Hygiene Handwashing", while at the "School for Learning about Live" we value interactive communication with our customers by providing video materials that can be used in classes, and providing the chance to organize on-site lessons.

Initiatives Policy

1. Commitment by top management

- SARAYA is committed to raising awareness among all employees about our core business goal: contributing to the hygiene, the environment, and health of the world. Through our operations, we strive to protect the environment, sustainably use resources, promote sustainable development, and achieve a truly affluent society. To ensure effective execution, we define organizational goals and roles clearly, delegating responsibilities and authority appropriately.

2. Corporate governance

- We value the opinions of our customers by gathering and analyzing input, identifying issues, and implementing prompt solutions. We work closely with stakeholders to refine our systems to meet both expectations and regulatory requirements. We also comply with national and local laws, including those concerning quality and the environment, as well as international conventions.
- To strengthen communication, we have established a customer service center to receive and address feedback from customers and external stakeholders. Critical issues are reported and discussed at board meetings, ensuring customer insights shape our management decisions.

3. Top management leadership and internal engagement

- The weekly "President's Message" column, with messages from top management to all employees, fosters a corporate culture focused on sustainability and customers, influencing our conduct and decision-making. This commitment is reinforced through our use of internal posters and slogan panels to raise awareness of our goals among employees.

4. Providing consumers with transparent, two-way information

- SARAYA continuously strengthens its governance system, from product development to manufacturing and service provision, to ensure the safety and quality of our products. Customer feedback is delivered at every stage—planning, design, production, and sales—allowing us to create superior, reliable products. Additionally, a dedicated system is in place to handle customer inquiries about quality, ensuring timely and appropriate responses.

5. Product development guided by customer and social needs

- We are committed to developing and improving products that contribute to a sustainable society by addressing hygiene, environmental, and health concerns. SARAYA strives to meet customers' and stakeholders' expectations by creating ethical products and acting as a philanthropic company dedicated to the betterment of society.

Governance

Participation in the United Nations Global Compact

The United Nations Global Compact (UNGC) is a framework for companies and organizations to act as good members of society and achieve sustainable growth worldwide by exercising responsible and creative leadership. There are 25,493 member organizations (as of the end of April 2025) in 167 countries and regions around the world. SARAYA signed and became a member in June 2009, endorsing the 10 principles related to the protection of human rights, the elimination of unfair labor practices, environmental responsibility, and anti-corruption, working in close cooperation with our stakeholders to realize these principles.

Governance of SARAYA

SARAYA has established an internal compliance system based on the 10 principles of the Global Compact as a guideline to promote legal compliance and ethical activities. The Board of Directors meets once a month and reports to management on current situations. Customer complaints are handled promptly and appropriately following internal regulations. We also reflect the valuable opinions of our customers in our product development and other aspects of our corporate management. In addition, we also strive to strengthen our compliance system by providing education and training to our employees at least once a year on information security, legal compliance, and other issues.

Product Safety and Quality Assurance

Quality Assurance Headquarters Basic Policy

We aim to create a system that adheres to a customer-oriented quality-first philosophy, a vibrant culture, and the continuous development of quality-related personnel.

Quality Assurance Initiatives

We discuss and consider safety and reliability management for quality assurance issues in each major process across the entire company. Furthermore, by identifying quality risks, we make improvements to prevent quality issues from occurring. To this end, under our ISO-based quality management system, we collaborate with related departments to implement the quality assurance promotion structure showcased below to improve customer satisfaction and prevent the recurrence of quality issues (complaints, quality problems, etc.).

Improving Customer Satisfaction

We collect and analyze customer feedback, identify problems, and promptly resolve them. We also respond appropriately to requests from stakeholders, aiming to provide safe and secure products, improve customer satisfaction, and comply with regulatory requirements.

Developing a Quality Management System

ISO and MDR Certifications

In 1999, our Osaka factory achieved ISO 9002 certification, the first of its kind. Subsequently, we expanded the scope of certification, achieving company-wide ISO 14001 certification in 2001 and ISO 9001 certification in 2002. Additionally, since the 1970s, we have provided hygiene and management support through food hygiene instructors, and in 2008, we became the first service provider in Japan to achieve ISO 22000 certification. Currently, we have obtained the following certifications, including the medical device standard ISO 13485 and the European Medical Device Regulation MDR, and are working to improve customer satisfaction and address quality issues.

Certifications and date of acquisition

- ISO 9002: 1999
→ ISO 9001: December 2002
- ISO 13485: December 2006
- ISO 22000: December 2008
- MDD: May 2020
- FSSC 22000: June 2021
- ISO 14001: November 2021 (self-certification)
- MDR: August 2024

SARAYA Company Information

Company Information

Company Name	Saraya Co., Ltd.	Tokyo Saraya Co., Ltd.
Year of Establishment	1952	1969
Headquarters	2-2-8 Yuzato, Higashisumiyoshi-ku, Osaka Japan 546-0013	1-25-8 Higashishinagawa, Shinagawa-ku, Tokyo Japan 140-0002
Telephone	+81-6-6797-3111	+81-3-5461-8101
Capital	45 million yen	60 million yen

Access SARAYA's website

Website <https://saraya.world>



Read our company profile

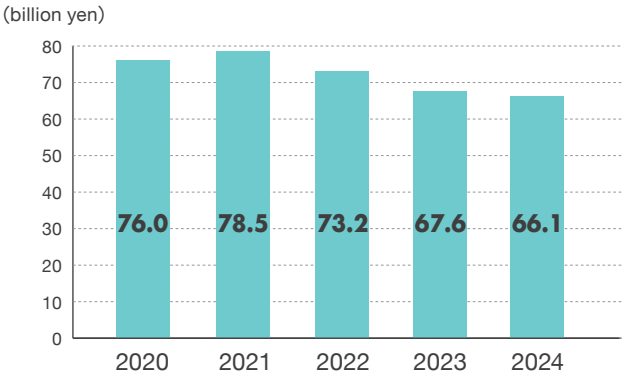
Company Profile <https://saraya.world/who-we-are>



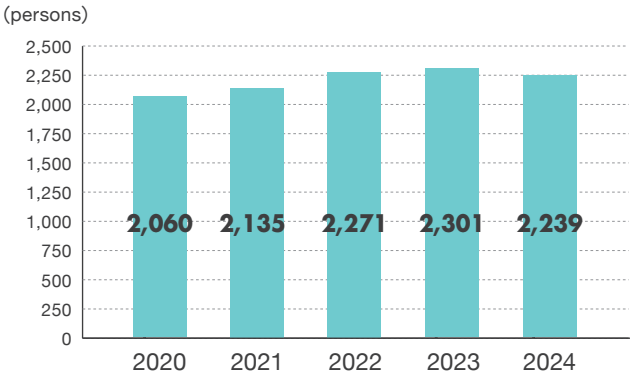
Annual Sales and Number of Employees (as of October 31, 2024)

[Saraya Co., Ltd.] •57.4 billion yen •1,834 employees

[Two consolidated companies] •66.1 billion yen •2,239 employees



Consolidated Net Sales for the Past Five Years



Consolidated Number of Employees in the Past Five Years

