

Social Initiatives

Initiatives for Society

Human rights

Human rights policy and implementation structure

Based on the principles of the United Nations Global Compact, the Starzen Group has established a policy on respect for human rights and applied it to all employees.

Going forward, we will gradually apply this to our suppliers as well.

In implementing this policy, the Human Resources Department plays a central role in managing human rights risks. It works in cooperation with the Risk Management Committee, and together, they regularly inspect potential risks and address them.

Human-rights education

We have introduced a human-rights education curriculum that provides programs for higher-level employees, such as training sessions for managerial staff and those for selected employees, to teach about the importance of respecting human rights in companies and the need for such efforts.

This is intended to raise awareness of the company's basic human rights policy, as well as to promote the practice

of responsible business activities that respect human rights.

While our human rights efforts are still at their development stage, we will continue working, strengthen our efforts, and build an organizational structure to realize business activities that take human rights into consideration.



Initiatives in preparation for human rights risks

We identify human rights risks in our business activities, such as occupational safety, hygiene, excessive workload, and harassment, as matters of high priority for human rights and continuously manage and address them.

To prevent these risks from occurring, we launched a safety project at our meat cutting plants, and created and distributed a manual on the handling of knives in 2024.

In addition, to prevent excessive workload, we act at an early stage by issuing alerts to departments where signs of long working hours are observed and encouraging employees to take paid leave.

To prevent harassment, we conduct harassment prevention training and strive to create a

workplace where harassment is not tolerated.

In preparation for the occurrence of problems such as human rights violations, we have established a system for reporting and consultation by setting up one internal and two external support desks for employees.

We have also set up support desks that can be used by employees of our customers, and we accept anonymous consultations at either desk.

When there is a request for consultation, the Compliance Promotion Department acts as the point of contact, conducts an investigation, and takes corrective measures as necessary while protecting the whistleblower.

Respecting the cultural and religious backgrounds of foreign employees and their human rights

The Group is actively promoting the recruitment of foreign employees, primarily at its plants, with the number of employees having increased to approximately 1.5 times its level a year ago.

In addition to providing various manuals and consultation services in multiple languages, we also

provide a prayer room at the Akune Plant, taking their religious customs into consideration.

Through these initiatives, we are promoting practices showing respect for human rights in consideration of our employees' cultural and religious backgrounds.

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Working environments (D&I), safety, and hygiene

Initiatives for career opportunities for women

The Starzen Group has worked to promote career opportunities for women, aiming to increase female manager representation to 10% by the end of fiscal 2027.

We are working to promote the active participation of women by strengthening our support system for balancing childcare and work, with 100% of our female employees having taken maternity leave and childcare leave.

Under our childcare short working hour system, employees are allowed to reduce their scheduled working

hours by up to two hours per day until the end of March of the year in which their child finishes elementary school.

We have also made it possible for employees to take annual paid leave on an hourly basis, allowing them to find time for childcare more easily.

Going forward, we will work to support women's careers and strive to create a comfortable workplace, promoting the active participation of diverse human resources.

Maternity leave for spouses, paternity childcare leave (ratio of employees taking childcare leave)

We give careful consideration to each employee's life stage and work to expand our leave system to realize flexible working styles.

In addition to providing maternity leave and childcare leave, we encourage employees to take five-day special paid leave when their spouse gives birth.

Furthermore, by treating childcare leave at the time of birth (paternity childcare leave) as special

paid leave, we have created an environment that makes it easier to take leave.

The ratio of childcare leave and other leave for the purpose of childcare taken by eligible male employees was 50% in fiscal 2024, and we will continue to strive to create a workplace where all employees can balance their work and family lives with peace of mind.



Career-track based HR regime

The Group has introduced a career-track based HR regime that allows employees to choose a work style according to their career aspirations and life stages.

We have set up multiple courses that our employees can choose from depending on their work location and job content. We also provide options that allow employees to work in a specific area without relocation.

This allows for flexible work styles that take into

consideration individual circumstances such as childcare or elderly care and supports a balance between long-term career development and job retention.

We have also established a new specialist course for human resources specialized in IT, in which employees can deepen their specialized knowledge and skills in a specific field and work while aiming to build a career as a specialist in that field.



Health and productivity management declaration

The Group has endorsed the Health and Productivity Management Declaration and is actively working to maintain and improve the health of our employees.

In September 2020, we received a Silver Certificate under the Certified Health & Productivity Management Outstanding Organizations Recognition Program.

This certification is a program administered by the Tokyo Promotion Council for Healthy Company Declaration, and it is granted to companies that have achieved certain results in health and productivity management.

Since fiscal 2023, we have aimed to receive a Gold Certificate and been working to further improve the working environment where employees can work with confidence and a sense of security over the long term.



We received a Silver Certificate under the Certified Health & Productivity Management Outstanding Organizations Recognition Program in September 2020.

Expansion of eligibility criteria for full subsidies to receive comprehensive medical checkups

With the aim of maintaining and improving employee health, we have introduced a subsidy program to cover the costs of comprehensive health checkups.

Since fiscal 2024, we have expanded our eligibility criteria, providing full subsidies to employees in their 40s in even-numbered years and to employees in their 50s every year.

Additionally, in order to increase the rate of re-

examinations and complete examinations taken by employees with comments on health checkup findings, we have introduced an online health checkup system to further strengthen employee health management.

This initiative is part of our efforts for the creation of a work environment where employees can work with confidence and a sense of security over the long term.

Enhancement of support programs for recovery from illness and reinstatement

In the event in which an employee becomes unable to work due to illness, the company covers the costs of medical insurance, cancer insurance, and group long-term disability (GLTD) insurance to cover loss of income due to illness, so that employees can

receive adequate medical treatment easily.

We have also introduced a return-to-work support program to provide support tailored to individual employee's circumstances, helping them to return to work with a sense of security.

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Employee satisfaction, enhancement of the supply chain

Family Day

The Starzen Group holds Family Day as part of its efforts to improve employee engagement and value connections with their families.

The first Family Day was held at our Headquarters in Shinagawa in July 2024, attended by around 150 employees and their families, where they deepened their understanding of the workplace through a sticker rally, exhibitions for dietary education, and hamburger-making experience.

We also held Family Day at the Kaseda Plant in Kagoshima Prefecture in November.

The event was attended by around 230 people, where they enjoyed various activities, such as a workplace tour, meat-cutting demonstrations, and shopping at pop-up stores.

Through holding such events, we are working to reduce distances between families and the workplace and create an environment where employees can work with a greater sense of security.

We will continue to work on measures to increase the satisfaction of our employees and their families.



Internal Recruitment Challenge System

With the aim of supporting each employee's proactive career development, we have introduced the Internal Recruitment Challenge System.

This system matches departments that want to strengthen their human resource development with employees who wish to be transferred, providing such

employees with the opportunity to take on challenges at their own initiative, thereby stimulating their desire to grow.

In addition to increasing mobility within the organization, this system also contributes to the improvement of employee engagement and the placement of the right person in the right position.

Supporting employees' asset building

With the aim of raising employee awareness of business performance and stock prices as well as encouraging employees to share value with shareholders, we implemented the granting of restricted shares (RS) through the employee shareholding association in fiscal 2025.

In addition, we have increased the incentive contribution rate for members of the employee shareholding association from 5% to 10% since April 2025, bringing the participation rate in the employee shareholding association across the Group to over 60%.

Through these efforts, we have not only supported employees' asset building but also improved their awareness of business performance and

stock prices, as well as financial literacy.



Providing stable supplies of meat to people around the world

Identifying "aggressive overseas business expansion" as one of its key strategies in the medium-term management plan, the Group aims to grow in the global market.

As a concrete initiative, we decided to acquire shares of Broad Water Downs Pty Ltd, a Wagyu beef feedlot in Queensland, Australia, in December 2024, and this company joined the Group in April 2025.

This farm is responsible for fattening our Australian Wagyu brand "Imperial Blossom Beef" (93% or higher purebred Wagyu beef cattle)

Through the acquisition of this Australian farm, we have established a stable production and supply system for exports to third countries, primarily to China and Southeast Asia, marking a major step in the expansion of our overseas business.

Furthermore, we expect the establishment of a system that allows us to carry out all processes from raw material procurement to fattening, processing, and sales within the Group will lead to the toughening of our supply chain and the stabilization of quality.

Amid an increasingly challenging business environment due to factors such as the weak yen, rising raw material prices, and higher personnel expenses, we have acquired the Australian farm toward achieving sustainable growth and carrying out our mission of providing

safe and secure meat to people around the world.

This initiative has marked a milestone in our growth strategy, as well as constituting a new challenge to contribute to providing stable food supplies globally.

Going forward, we will continue to work to build a sustainable supply system with the aim of delivering "inspirational food experiences" to people all over the world.



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Animal welfare, health and nutrition

Efforts to ensure animal welfare

The Starzen Group has identified “promoting animal welfare” as a materiality and is making continuous efforts to realize the “Five Freedoms” representing international norms for animal welfare.

Since 2022, we have been working to raise awareness and change behavior on production sites by eliminating teeth clipping of piglets, installing drinking water facilities at all livestock processing plants within the Group, and making training videos, as well as by running short courses for employees.

We are also engaged in research into free-stall breeding through industry-academia collaboration with Ibaraki University and continue to arrange opportunities for regular discussions with external experts, thereby working to improve our rearing management based on scientific findings.

In December 2024, we began experimental pig

farming at an affiliated farm in Kyushu toward eliminating the practice of tail docking.

Since pigs can bite their tails under stressful conditions, tail docking has been commonly practiced from the standpoint of infection control. However, we aim to establish a breeding method that eliminates the need for tail docking by improving the breeding environment.

Furthermore, we are considering replacing some of the liquid eggs used as ingredients for processed foods with cage-free eggs. We will gradually expand their use while taking the supply situation of manufacturers into consideration.

Furthermore, we created the Animal Welfare Policy in June 2025 in order to implement these initiatives in a systematic and sustainable manner.

Going forward, we will further strengthen our efforts across the entire Group based on this policy.



Donation activities for children's cafeterias

Children's cafeterias provide local children with hot meals and opportunities to have meals with others, playing an important role in supporting children in an unstable dietary environment due to their family circumstances.

Supporting the activities of children's cafeterias, we have been donating food as part of our efforts to promote dietary education.

Since 2024, we have been donating hamburg steaks produced at our Matsuo Plant to Tokatsu Kusanone Food Bank, which operates children's cafeterias in northwestern Chiba Prefecture, throughout the year.

We will continue to carry out sustainable food support activities while deepening our ties with local communities.



Promoting the spread of soy meat through our Zero Meat series

The Starzen Group has partnered with Otsuka Foods Co., Ltd. to produce and market our Zero Meat series, soy meat food products made from soybeans without the use of animal ingredients, for commercial use.

The Zero Meat series, appreciated for its deliciousness, healthiness, and environmental friendliness, is starting to become established as a standard menu item at the restaurant chains it is sold to.

Recently, thanks to increasing demand from tourists visiting Japan, its sales have been stable.

Going forward, we will continue to work to further popularize soy meat and increase its visibility through creating products that meet

the diversifying needs of consumers.



Zero Meat hamburg steak for commercial use

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Quality and safety

Formulation of the new quality policy

With the establishment of our new Management Philosophy in 2024, the Starzen Group formulated a new quality policy, which came into operation in April 2025.

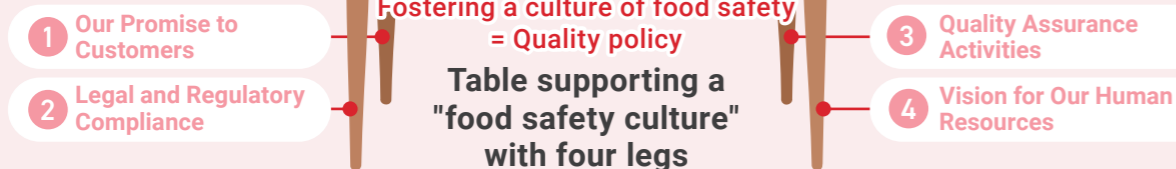
The previous quality policy was established in 2017 to show our sincere attitude toward customers and determination to continue providing safe and reliable products based on lessons learned from past scandals.

In formulating the new policy, we formed a team of members from the Quality Assurance Department with diverse positions and generations, and after about one year of discussion and consideration, we upheld it as our new policy.



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| 1 Our Promise to Customers | The Starzen Group will earnestly listen to customers, work to develop products and improve our services, and strive to provide better products. |
| 2 Legal and Regulatory Compliance | The Starzen Group complies with all food-related laws and regulatory requirements, and acts in accordance with internal rules and regulations. |
| 3 Quality Assurance Activities | All employees of the Starzen Group are committed to making safe and secure products by responsibly managing each process from production to sales so that we can provide high-quality products without waste and with respect for precious lives. |
| 4 Vision for Our Human Resources | All employees of the Starzen Group proactively work to improve their knowledge, skills, and expertise in food safety and security, and to enhance each other's knowledge and awareness, as the Starzen Group seeks to become a team of professionals who handle food products. |

Conceptual illustration of the quality policy



SQF certification

With "customer first" as a motto, the Starzen Group focuses first and foremost on making safe and secure products.

To achieve this, in addition to encouraging our applicable business sites to obtain SQF international food safety and quality standards under the Hazard Analysis and Critical Control Point (HACCP) system, we are encouraging even our allied livestock producers in the breeding and fattening business to obtain the certification.

Through this approach, we are working to build an integrated quality assurance system, spanning from

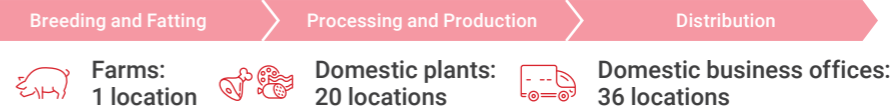
upstream to downstream meat distribution, and further increase the quality of raw meat, as well as promoting the first initiative in Japan to unify management spanning from production to distribution under SQF.

In addition, with the aim of fostering a culture of food safety and instilling awareness of hygiene management in each and every employee, the Quality Assurance Division, which operates under the direct control of President & CEO, regularly provides guidance to Quality Control Managers at each site. We also utilize the SQF system in these activities.

Integrated management structure under SQF spanning all processes from production to distribution

SQF certification obtained at **57** Group locations in Japan

Integrated management under SQF from production (farms) to distribution (business offices)



Hygiene guidance for Group offices

Since fiscal 2024, we have introduced a ranking system to evaluate quality control systems at all sales branches.

Annually, we conduct an evaluation of each sales site on a three-point scale (A, B, C) and provide hygiene guidance according to the results.

We also conduct unannounced hygiene inspections at individual business locations, including our plants which undergo annual inspections, in accordance with international certification requirements for unannounced audits.

Unlike an advance notice audit, this check is conducted with the aim of improving everyday hygiene levels.



Hygiene inspection

Development of human resources in quality control

We promote human resource development by conducting training programs and distributing educational videos to raise the group-wide quality control level.

We hold online training for quality control personnel at business offices nationwide on important topics related to food safety, such as food labeling and temperature control.

In addition, we provide tailored training to quality control personnel at our plants based on their career stage.

We also provide classroom training and on-the-job training not only for young employees and transferees but also for mid-career hires for the development of next-generation human resources.