STARZEN

STARZEN GROUP

INTEGRATED REPORT 2026

Starzen Management Philosophy

In 2024, we formulated a new Management Philosophy and Brand Vision.
To adapt to these rapidly changing times and enable employees to demonstrate their capabilities while respecting diverse values and abilities, we aim to be an autonomous, self-reliant organization.

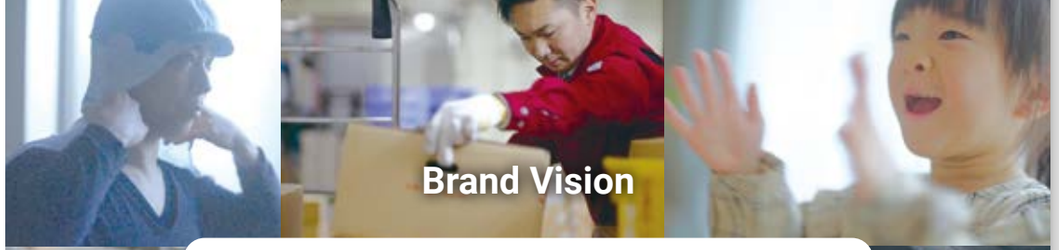
Management Philosophy

Connecting people and food around the world through inspirational experiences

Be a Company with Which Customers Feel Fortunate to Do Business

Become a Company Where Our Employees Are Happy to Work

Grow through Our Work



Itadakimasu—appreciate the food that gives you strength and energy;
Arigato—express appreciation to bring happiness

Since our founding, we have always valued efforts to make a difference in the world and to always give our best with honesty and integrity in all endeavors.

With the desire to make meat accessible, we have continued to take on unprecedented challenges and devoted ourselves to the development of the industry.

Believing in new possibilities, we have shifted our focus from meat to food.

Starzen desires to become a star that shines brilliantly in the world, like the stars that dazzle in the night sky.

Our mission and commitment to connecting food has brought us to where we are today through the support of our stakeholders.
- Our promise is to value the life of every human and animal
- Our responsibility is to create safe and secure products
- Our ability is to provide a stable farm-to-table approach

We believe that “food” has the power to inspire creativity in everyday life with:
- The power to bring well-being to our loved ones
- The power to heal and motivate us for tomorrow
- The power to connect people in the places where we gather
- The power to bring a smile to people’s faces

Appreciating food by expressing “Itadakimasu” and being thankful will lead to a brighter and more vibrant society that will bring smiles and happiness to the world.

Starzen will continue to inspire and create new possibilities through food.

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The Starzen Group’s medium- to long-term growth story

Initiatives to enhance corporate value across the Group

CEO Message ➤ P.4

In this CEO Message, the CEO discusses the need to continuously transform the Company while responding flexibly to changes in a rapidly evolving business environment, as well as the specific strategies for achieving this goal.

He also explains our approach to creating value based on the voices of the markets and our customers, leveraging our total supply chain as a competitive advantage. This supply chain is consistently managed across the Group, from the processing and production of meat and processed foods to logistics and sales.

In addition, as part of the Medium-Term Management Plan 2030, the CEO outlines not only the strategies and key priorities for the next stage of growth but also an active investment policy aimed at strengthening the Group’s future revenue base. He also shares, in his own words, how human capital management linked to business strategy will contribute to employee growth and enhanced organizational capabilities, leading to the enhancement of corporate value over the medium to long term.



The financial strategy supporting the Medium-Term Management Plan 2030

Message from Finance Officer ➤ P.19

In the Message from Finance Officer, our Finance Officer discusses the key points of the Medium-Term Management Plan 2030, emphasizing that its core theme is how to grow the business on the foundation established under the previous Medium-Term Management Plan, which concluded in fiscal 2025.

The Medium-Term Management Plan 2030, formulated in November 2025, is built around two mutually reinforcing drivers: maintaining and strengthening our stable revenue base in our domestic business, and allocating the cash generated to overseas markets as new areas for growth. The message also explains how this strategy will be executed, using illustrations of the Group’s five-year investment plan, cash allocation, and other visual materials.



Nurturing an organizational culture of autonomous action

Special Feature | Employee Roundtable Discussion ➤ P.35

In fiscal 2024, the Starzen Group overhauled its Management Philosophy and Brand Vision and started internal branding (IB) activities aimed at instilling its vision throughout the organization.

What kinds of changes are now taking place on the ground through these activities? In this roundtable discussion, five employees involved in these activities across different departments share their experiences and perspectives on the initiative.



A Board of Directors capable of making future-oriented decisions

External Directors’ Roundtable Discussion ➤ P.44

Under its medium-term management plan, the Starzen Group is expanding its overseas business, undertaking large-scale investments, and accelerating other initiatives toward sustainable growth. To achieve this, highly effective corporate governance that supports decision-making at the management level is absolutely essential. This roundtable discussion presents a dialogue among four external directors on topics including the effectiveness of the Board of Directors, the evaluation of the previous Medium-Term Management Plan, expectations for the current Medium-Term Management Plan, developing human resources and instilling the corporate philosophy, and other such issues.



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Reporting Period
Fiscal 2025 (April 1, 2025 to March 31, 2026)
Note: Contains some information from outside the reporting period.

Reporting Boundary
Starzen Co., Ltd. and its consolidated subsidiaries Note: Contains information on some non-consolidated subsidiaries and associates.

Guidelines Referenced
We referenced the International Integrated Reporting Framework of the International Financial Reporting Standards (IFRS) Foundation and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation 2.0 of Japan's Ministry of Economy, Trade and Industry.

Cautionary Note Regarding Forward-Looking Statements
This integrated report includes forward-looking statements about the future performance of the Starzen Group. These statements are based on assumptions and forecasts that were developed using information available at the time the report was published. As such, they involve risks and uncertainties related to economic trends, intensifying competition, laws and regulations, tax systems, and various other policies. Starzen therefore wishes to caution that actual results may differ materially from its expectations.

Information Disclosure System

Financial information	Non-financial information
INTEGRATED REPORT 2026	
IR Information	Sustainability
Securities Report	Corporate Governance Report
Financial Results	
Medium-Term Management Plan	

Others
Company Information | Product Information | Domestic and Overseas Network

About the Cover


The cover expresses the image of a leap to the next stage through dynamic lines of light extending straight toward the future. Going one step further than last year's theme of "a process of change," it shows the stance of a company that has set its direction and is striding forward.

CEO MESSAGE



Bringing inspirational food experiences to the world and opening the way to a new future

Representative Director, President & CEO

Kazuhiko Yokota

Continuously transforming ourselves in an age of change

The five years since I assumed the role of CEO in April 2021 have flown by, and looking back on this period, I feel that the business environment that Starzen finds itself in has undergone a 180-degree change. At that time, we faced significant challenges when it came to dealing with the drastic changes in our customer base and the behavior of consumers caused by COVID-19, which included a sudden decline in demand for food services alongside a growing demand for ready-to-eat food products. The Japanese yen stood at around 110 to the US dollar, and Japan was still facing a low interest rate environment. The environment changed completely as the global economy subsequently recovered, and now, the business environment has reached an even higher level of uncertainty due to factors including heightened geopolitical risks being compounded by an increasingly weak yen as well as rising interest rates and inflation in Japan and overseas. Japan is witnessing a declining and aging population, and consumer values and their needs regarding food are also becoming increasingly diverse.

These are not temporary changes. As I see it, achieving sustainable growth is not possible if we cling to past successes and simply operate as an extension of the status quo. If we fail to foresee changes and take it upon ourselves to transform the form our business takes, the Starzen Group will be unable to open the way to a new future.

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Based on this perception, in 2024 we overhauled our Management Philosophy and Brand Vision and, last year, set out a long-term vision of "Achieving a global supply chain that meets customer needs" as the state we wish to be in 10 years from now in order to realize our philosophy. What I particularly emphasized was a global perspective, one centered on customers around the world. As the domestic market in Japan matures, I believe that delivering the value we have nurtured in Japan to the rest of the world is what will lead to future growth.

The competitive advantage offered by our total supply chain

When it comes to achieving our long-term vision, our greatest strength lies in the fact that we possess something we call a "total supply chain" under which our Group handles everything in-house, from breeding, fattening, and procurement of livestock to the processing of meat, production, logistics, and sales. This comprehensive system that stretches from upstream to downstream is not something that can easily be emulated by other companies. Especially when it comes to the procurement of beef, we have built long-term trusting relationships and solid networks with large producers in Japan and major meatpackers overseas, and this is a significant asset for Starzen.

In addition, we possess processing plants with slaughterhouses, and have put in place a comprehensive management system for everything from raw materials to products. Against a backdrop of increasing demands for quality as well as safety and security, this system affords us a significant competitive advantage.

Furthermore, Starzen has many specialist staff members, including portioning Meisters who possess advanced processing skills. Across the company, we promote the acquisition of beef/pork portioning Meister Certification, which certifies advanced specialist knowledge and skills in the field of meat production, and our raw materials processed with the superb capabilities of our Meisters and other staff have won great praise from within the industry thanks to their consistency in terms of size and their excellent yield.

Into the field to understand market needs

Even before I became CEO, I always placed importance on seeing the changes taking place in the field with my own eyes. I can gain insights from customers' comments and changes in the market that I cannot get from numbers alone.

I still go on overseas business trips around once a month, and what I always feel is that overseas markets hold far greater untapped business opportunities than we had imagined.

Through my own experience and successes, I have learned the importance of a market-oriented approach, which involves

Meister Championship

Starzen encourages its staff to acquire beef/pork portioning Meister Certification as part of its development of human resources to support the stable supply of meat offering safety, security, and high quality, and currently almost 100 employees possess this qualification. In February 2026, we invited external experts to serve on a panel of judges and held the 1st Pork Meister Grand Championship at which representatives selected from five plants around Japan pitted their skills against each other. The event was aimed at improving employees' skills and increasing their motivation while developing the next generation of skilled professionals. The winners of the championship were presented with their awards by the CEO at the annual planning conference where leaders from the Starzen Group's main divisions come together, and their excellent skills and the daily efforts they make toward their development were showcased. Going forward, we will also hold a beef portioning Meister championship to further expand our initiatives to ensure skills are passed on.





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thinking about things from the customer's perspective and creating new value. When I was involved in direct dealings with major retailers as leader of a division responsible for mass retail sales, the meat industry was facing increasingly intense price competition and it was becoming harder and harder to achieve differentiation with our conventional business model. This made me keenly aware that staying focused on the customer's issues and having the capability to make proposals for sales floors and menus along with the customer were essential. As such, I launched a sales promotion team with a focus on menu proposals targeting the homemakers who made purchasing decisions, and put in place a system to feed consumers' real voices back to retailers and channel them directly into product development.

This is what led to the creation of the roast beef that has now developed into one of our mainstay products. By working on development alongside major distribution companies and making proposals for different ways to consume the product and for menus instead of just promoting its appeal, we successfully managed to develop a new market.



The challenge of new value creation and growth opportunities around the world

Just as we once built a market for roast beef in Japan, we have now started to tackle the challenge of enriching global food culture by taking Japan's delicious hamburg steaks out into the world. In Chinese-speaking markets such as Hong Kong, Taiwan, and mainland China, there was a general sense of uncertainty about what was contained in hamburg steaks as they are made from ground meat, and hamburg steaks were therefore largely rejected, leaving these markets untapped.

However, I believed that delicious, safe, and high-quality Japanese hamburg steaks had the potential to create new demand in these areas, and got to work on developing the market.

In this process, we focused on differences in the rate of ownership of household cooking appliances. While the easy preparation method of simply warming food up in a microwave oven is well-established in Japan, the aforementioned markets still have low ownership rates for microwave ovens, with almost 100% of households using a steamer instead. As such, we rethought our product design to bring it in line with local lifestyle habits, and worked to optimize all aspects of our products, including preparation method. The result of this was a very good reception for the products locally, and we are now working on ensuring these products take root in the market.

Toward the next growth stage with Medium-Term Management Plan 2030

The basic policy of our Medium-Term Management Plan 2025, the final fiscal year of which was fiscal 2025, was to transform the earnings structure and engage in sustainable business operations, and we have worked to build a robust corporate structure that is not at the mercy of market fluctuations and increase the added value of the products that we offer. As a result, we achieved record net sales, gross profit, and ordinary profit in fiscal 2025, and also successfully achieved all of our quantitative targets that we set out in the Medium-Term Management Plan.

Toward the achievement of our long-term vision that represents the state we wish to be in 10 years from now, last year we formulated our Medium-Term Management Plan 2030 as a roadmap for the next five years. The fact that we set the period of this plan to five years incorporates a clear management decision and resolute determination. The next stage that we are aiming for lies in drastically shifting the weight of our business into overseas markets and completing a full-fledged global supply chain. However, our mainstay Wagyu beef and Australian Wagyu beef businesses require our involvement not only in purchasing livestock but also in breeding and fattening. While this approach leads to the construction of a stable revenue structure, it also requires a commensurate amount of time until the results of this are seen. Our recent acquisition of an Australian Wagyu beef feedlot as a subsidiary is one example of a strategic investment made with this timeframe in mind. In order to ensure we enjoy the fruits of these future-oriented investments, we determined that meticulous preparations and committed initiatives would be required.

Starzen is currently standing at an extremely important turning point that will greatly influence our future as a company. Firstly, we have to break into the ¥500.0 billion range in terms of net sales from our current position in the ¥400.0 billion range as quickly as possible. Once we have overcome this ¥500.0 billion barrier, I firmly believe that our outlook as a company and the targets we need to aim for will change greatly.

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Proactive investment for a robust future revenue base

In order to break into the ¥500.0 billion range in terms of net sales and achieve sustained growth beyond that, our top priority is to carry out medium- to long-term strategic upfront investment as planned. We will undertake investments totaling ¥70.0 billion over the five years of our new medium-term management plan, an unprecedented amount for Starzen. In the Japanese market, we are making strong progress in building robustness into our infrastructure in order to streamline logistics. Aspects of this progress include our completion of the relocation of Itami Sales Branch, our core sales base in western Japan, into a new building in January 2026, and our establishment and commencement of operations at the Higashi Ogishima Center as a hub for nationwide logistics in August.



Furthermore, in order to secure a decisive competitive edge in our hamburg steak business that constitutes one of our strengths, we have completed the acquisition of Osabe Foods, which boasts a large share of the domestic frozen hamburg steak market, as a wholly-owned subsidiary.

In parallel with these investments in facilities, we also place great importance on investment in DX to transform our business processes. In the overhaul of core IT systems under the Zeus Project that commenced in 2019, our IT staff, who are well versed in the notoriously complex systems of the meat industry, are currently working on the construction of a new core system in close cooperation with staff members involved in the actual work of production, sales, and logistics. I firmly believe that this core system, built in-house by meat professionals, will be more practical and more efficient than any other meat-industry system, and will contribute greatly to our business performance going forward.

The new core system is being incrementally put into practical use, and the results of its introduction are steadily being seen.

Overhauling our organization and structure to maximize sales capabilities overseas

The key to Starzen achieving swift growth in global markets lies in a complete overhaul of our sales structure and organization overseas. What is demanded in these overseas businesses is not merely proficiency in foreign languages or practical import and export abilities. I believe that being hands-on and having the ability to deliver customized solutions to customers is essential, meaning one must have a deep understanding of each beef cut and be able to propose optimal cutting styles and menu items tailored to local culinary traditions and needs.

To address this, I pushed through a major organizational overhaul, breaking down existing silos and fully putting all overseas sales functions other than procurement under the direct responsibility of the Sales Division. This has led to the creation of a structure under which sales professionals who have long operated on the front lines serving domestic Japanese retailers and restaurant chains are directly involved in our overseas sales task force. Furthermore, we have acquired the Singaporean sales and processing company ADiRECT as a strategic base in Southeast Asia, and have dispatched top-level talent from Japan to the company.

Future-oriented human capital management linked to management strategy

It goes without saying that the driving force for this growth strategy is human resources. With the belief that it is people who are the source of our corporate value, we are devoting all of our energy to future-oriented human capital management under which our human resource initiatives are fully linked to our management strategy. I proposed a full-fledged selection and training program to raise the next generation of leaders, and this program is now underway. In specific terms, with the cooperation of Professor Kunio Ito (Professor Emeritus at Hitotsubashi University), who is a leading figure in human capital management, we are running a year-long training course for candidates for executive management. And as a result of incorporating the GLOBIS curriculum and providing an opportunity for acquiring practical management knowledge, those who have taken the course are now able to transcend departmental and seniority barriers to engage in lively discussions, and to consider solutions for issues they have discovered themselves. Through presentations of research results and dialogue with management, the Board of Directors and I have received a great many concrete and high-quality proposals, and this has shown me that the people who will drive our transformation are steadily developing.

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An organizational culture that respects diversity and enables anyone to act autonomously

What I hope to see, more than anything, is a transition to an organization where each individual employee can think for themselves and take autonomous action. Under the Internal Recruitment Challenge System that we introduced several years ago, we have put in place a mechanism that lets employees make a direct application to the Human Resources Department for a transfer to an overseas office or any other department that they want to challenge themselves in without going through their immediate superior, thus encouraging employees to positively take on challenges. With regard to ensuring diversity in human resources, we are working to establish an environment where everyone can comfortably balance work and family life, particularly at sales offices and plants where a higher ratio of our workforce is employed.

Osabe Foods, which we recently welcomed into our group, overcame tremendous difficulty after its plant was destroyed by the tsunami resulting from the Great East Japan Earthquake and has achieved a miraculous recovery thanks to the combined efforts of its 250 employees. When I went to meet the employees after the company joined the group, each and every one had a sparkle in their eyes, and I saw the way that they proactively talked to me, the CEO, without any nerves or hesitation. This embodied the idea of an autonomous, self-reliant organization that we are aiming for, and the fact that these people who have the same lofty ambitions as us have joined our ranks as cherished colleagues with whom we can go forward gives me great confidence in our future together.

Toward a sustainable future and enhanced corporate value

For a company to sustain its development, it must position not only the creation of economic added value but also the pursuit of social value, in areas such as the environment, human rights, and harmony with society, as the two pillars of its management, and address both with sincerity. In terms of our meat and meat products, Scope 1 (direct greenhouse gas emissions) and Scope 2 (indirect greenhouse gas emissions) emissions from our plants account for a relatively small proportion of our total emissions, and we are structuring our operations to minimize economic impact as much as possible. However, Scope 3 (greenhouse gas emissions across the entire supply chain) presents the challenge of mitigating emissions from cattle belching alongside other significant challenges, and we will continue to tackle these over the long term.

In order to steadily implement this kind of sustainability management, we are also focusing our efforts on building a governance structure to increase effectiveness. We have established a Sustainability Committee as an advisory body directly under the Board of Directors. Committee members include external directors, and each quarter it deliberates on the status of progress and issues, and undertakes monitoring.

At the same time, we recognize that improving our evaluation in capital markets is also an important management issue. Currently, our PBR remains below 1.0, and as someone at the top level of management, the fact that we have not received an adequate evaluation from the market is something I take very seriously. We have set a target for the swift achievement of a 3.0% DOE, while simultaneously driving stronger shareholder returns through flexible share repurchases and the enhancement of our shareholder benefit program. We will continue to implement a transparent equity policy that takes the cost of capital into account and strive to further enhance our corporate value.

Our determination to go forward together with all of our stakeholders

The Starzen Group aims not merely for an expansion in its scale or a short-term improvement in business performance. More importantly, it aims to be a company that never stops connecting people through food and inspiring. Embedded in our Management Philosophy of “Connecting people and food around the world through inspirational experiences” and in our Brand Vision of “Itadakimasu—appreciate the food that gives you strength and energy; Arigato—express appreciation to bring happiness” are the role we must play for society and our determination for the future.

Toward the achievement of our long-term vision, which represents the state we wish to be in 10 years from now, we will accelerate our push into global markets while further evolving the strengths we have nurtured in Japan.

Our mission is to carry the business foundation built by those who came before us into the next stage of growth and to lay a solid foundation for becoming a 100-year company. The entire Group will continue to take on challenges as one so that we may meet the expectations of all of our stakeholders. I humbly ask for your continued support as we move forward.



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Starzen's Journey

1948 -

Taking on the challenge of being "the first in Japan" in a range of areas and building a foundation in the meat industry

The Company began its business in 1948 by buying and selling livestock and entered the meat wholesale business the following year. The Company then attracted attention in the industry with a bold bid to supply beef carcasses to the U.S. military stationed in Japan (a special procurement of the U.S. military) and started deliveries in 1952. Doing business with the U.S. military led to increased sales and a solid business foundation. The Company became a pioneer in Japan's meat industry after becoming the first domestic company to transport pork carcasses over long distances using ice-cooled railway freight cars and to import frozen beef from Australia on a trial basis.





1948 Zenkoku-Chikusan Co., Ltd. established
1955 Start of frozen beef imports from Australia
1957 Start of Japan's first ever long-distance pork shipments using ice-cooled railway freight cars
1958 Start of pork carcass shipments using refrigerator trucks
1962 Listed on Second Section of the Tokyo Stock Exchange

1970 -

Expanding our business by meeting growing demand for Western-style food during Japan's period of rapid economic growth

In 1971, Starzen began supplying imported hamburger beef patties to McDonald's Japan, which had opened its first restaurant. The Company dispatched engineers to the United States to acquire production techniques, and opened Japan's first plant dedicated to 100% beef hamburger patties. Around the same time, the Company established Zenchiku Australia and started exporting beef to Japan, becoming the top company in Japan in terms of volume of imported beef handled.





1970 Renamed Zenchiku Co., Ltd.
1971 Commencement of patty deliveries to McDonald's Japan
1972 Chiba Frozen Foods Plant established (beef patty plant) Zenchiku Australia established
1977 Listed on First Section of the Tokyo Stock Exchange
1984 Akune Zenchiku Co., Ltd. established (now Starzen Meat Processor Co., Ltd. Akune Plant)

1990 -

Construction of an industry-leading quality control system and a production system in line with the needs of the times

After the liberalization of beef imports in 1991, distribution channels became increasingly diversified in the meat industry, and interest in food safety heightened. In 2003, Starzen became the first company in the industry to introduce a traceability system that can track the production history of domestic cattle. In 2004, Starzen became the first in the industry to be certified under the international SQF (Safe Quality Food) standard for food safety, and led the way in building the kind of quality management system found in the plants and business offices of today.

1995 Expansion of prepackaging business
1999 Renamed Starzen Co., Ltd.
2001 Start of operations at the Akune Plant Beef Center, which complies with the Hazard Analysis and Critical Control Point (HACCP) system
2004 Became the first SQF-certified operator in the distribution business

2010 -

From development of overseas markets to construction of a global supply chain

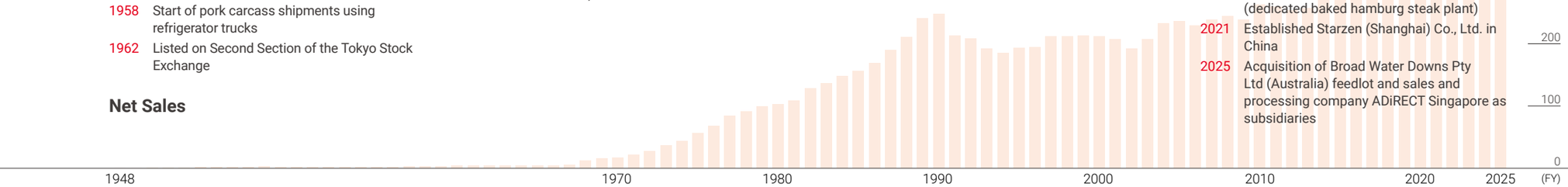
In anticipation of a future contraction of the Japanese market caused by a declining population, in 2009 we started working to obtain certification as an export handling facility, and in 2010, the first exports were shipped from the Akune Plant to Singapore, Macau, and Thailand.
Our acquisition of an Australian Wagyu beef feedlot in April 2025 and a Singaporean sales and processing company in October bolstered our overseas infrastructure, and we are undertaking sales in Southeast Asia and China.





2010 Start of Wagyu beef exports
2012 Acquisition of LOHMEYER CORPORATION as a wholly-owned subsidiary
2016 Capital and business alliance with Mitsui & Co., Ltd.
2017 Became the first in Japan to introduce the HAMDAS-RX automated pork ham deboning machine
2018 Establishment of the Motomiya Plant (dedicated baked hamburg steak plant)
2021 Established Starzen (Shanghai) Co., Ltd. in China
2025 Acquisition of Broad Water Downs Pty Ltd (Australia) feedlot and sales and processing company ADiRECT Singapore as subsidiaries

Net Sales



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At a Glance - The Starzen Group Today -

Meat specialists & know-how

Employees (consolidated)

2,807

Female manager representation

6.0%

* Permanent employees of Starzen Co., Ltd. (including employees seconded to associates)

Beef/pork portioning Meisters

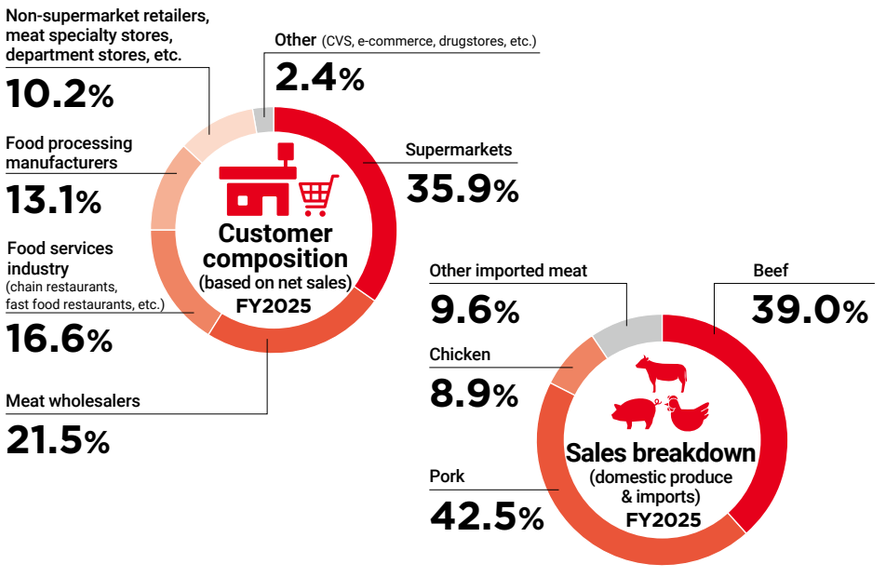
98

Training costs per employee

¥118,898

* The calculation criteria have been changed as of this fiscal year and retrospectively applied to figures from past years.

Business activities



Business foundation

Domestic sites

Sales offices

50 (approx.)

Processing and production sites

24

Overseas offices

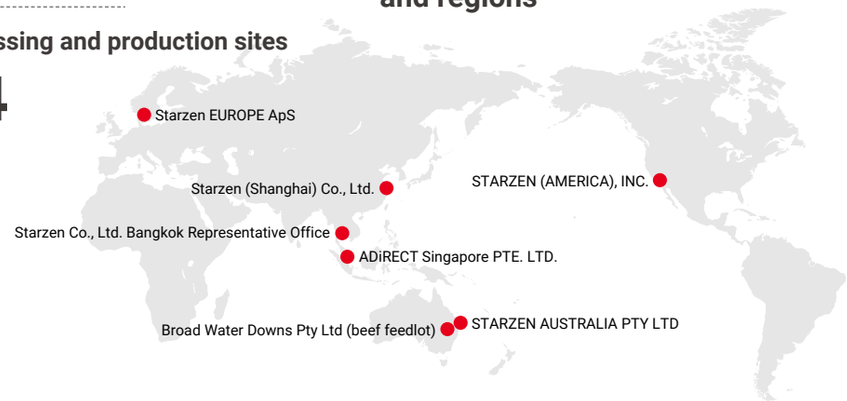
7

Export destinations

52 countries and regions

Import sources

22 countries



Financial results

Net sales

¥448.2 billion

EBITDA

¥13.0 billion

ROE

9.0%

ROIC

5.7%

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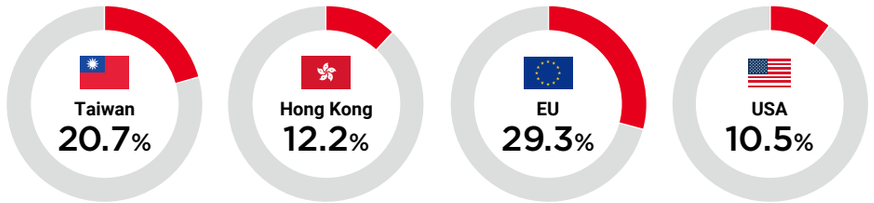
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At a Glance - Starzen's Strengths and Competitive Advantage -

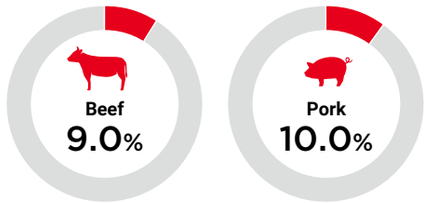
Starzen's position in the domestic and overseas markets

Beef export market share by destination country/region (volume basis) (FY2025)



* According to our research

Sales share in the domestic market (FY2025)

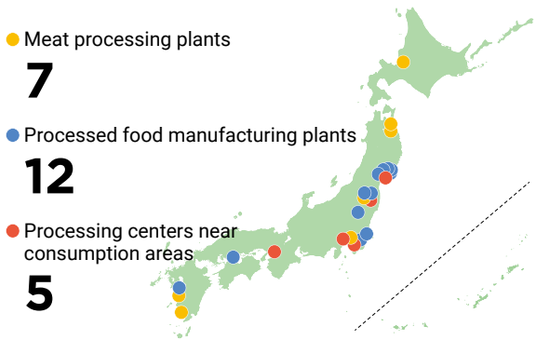


* According to our research

Powered by our knowledge of meat and the infrastructure in Japan we have built up since our establishment, over recent years we have accelerated our global expansion. Starzen's brand Wagyu won the top prize in a global steak contest held in Europe, and this increased brand recognition. The Company now accounts for nearly 30% of Japan's beef exports to the EU.

Rigorous hygiene standards and advanced meat processing technology

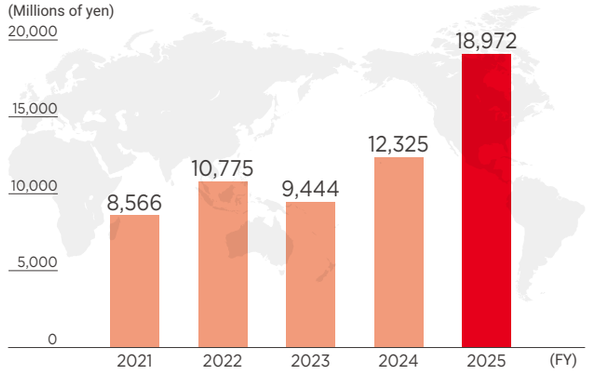
Domestic plants with export licenses, etc.



We are working to increase the number of our facilities with SQF certification, and produce safe and secure food under a rigorous system of hygiene controls. Our processing plants adjacent to slaughterhouses have a great number of highly-skilled Meisters, and enjoy a high level of trust both in Japan and overseas thanks to their excellent hygiene controls and technological capabilities.

Growth in overseas business leveraging our global network

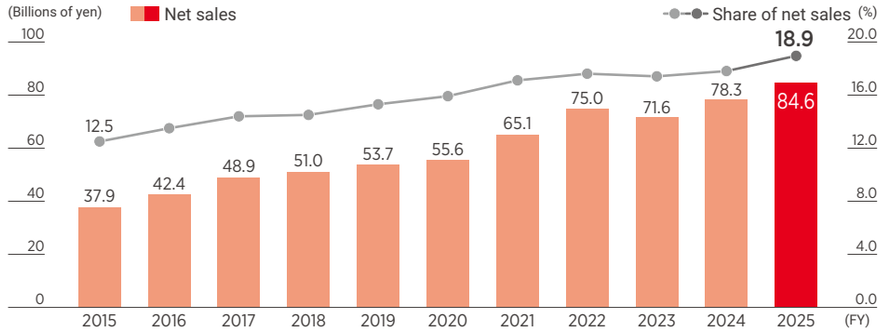
Net sales from overseas business



Driven by the increase in demand for meat in Southeast Asia, North America, and other areas, we are working to strengthen our supply capabilities for products including Japanese and Australian Wagyu beef. We are also working on the export of hamburg steaks and other processed products, and we are seeing steady growth in net sales in our overseas business.

Expansion of sales for high-value-added products

Net sales of processed foods



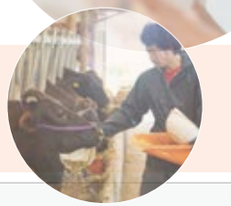
In order to deal with diversifying consumer needs and a high-cost environment, we undertake product development and branding from the consumer's perspective. We are working to increase the ratio of processed foods and other high-value-added products among the products we sell by enhancing sales, and thus building a revenue base that is resilient to market fluctuations.

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Value Creation Process






Management Philosophy

Connecting people and food around the world through inspirational experiences

Long-Term Vision

"Achieving a global supply chain that meets customer needs"

Materiality Theme ➤ P.26-27

- E: 1 Environmental sustainability
- S: 2 Creating an attractive workplace where employees are happy to work
- S: 3 Pursuing safe, secure, and healthy food
- S: 4 Maintaining and improving a stable and sustainable sourcing and supply chain system
- G: 5 Realizing highly effective corporate governance

INPUT

Financial capital
Robust financial base and investments in growth for value creation

Manufacturing capital
Facilities and development capabilities for producing products unique to Starzen

Intellectual capital
Know-how and advanced processing and production technologies amassed over the years

Human capital
Utilization of human resources to support value creation

Social and relationship capital
A supply chain built on trust, connecting everything from production to sales

Natural capital
Initiatives for environmental conservation

STARZEN GROUP BUSINESS

Medium-Term Management Plan 2030 ➤ P.16-17

"Further enhancing our strengths and expanding into global markets"

- Approach to expanding market share
- Strengthening the business foundation
- Strengthening corporate functions supporting sustainable growth

Business Model ➤ P.13

Always deliver safe and secure products tailored to customer needs using the Group's supply chain.

Breeding and Fattening/ Procurement → Meat Processing → Production → Prepackaging → Sales

- Nationwide logistics network
- Quality assurance system resulting in customer confidence
- ICT Infrastructure linking the Group

Systems to Promote Sustainability

OUTCOME

Social Value (Targets)

E Environment

1. Reduction rate of greenhouse gas (GHG) emissions by FY2030 (from FY2022 levels)
   Scope 1 and 2: 42% reduction Scope 3: 25% reduction
   Reduction of water intensity
   Extension of shelf life and best-before dates

S Society

2. Development/utilization of diverse human resources
   Establishment of comfortable working environments
   Maintenance and improvement of employee health
   Improvement of employee engagement
3. Establishment of a value chain that connects everything from production to sales via Safe Quality Food (SQF)
   Provision of various proteins through expansion of plant-based product sales
4. Creation of a robust supply chain
   Realization of five freedoms that are the basis of animal welfare
   Establishment of a comfortable and healthy farming environment

Economic Value

Medium-term management plan targets for management figures (2030)

Net sales: ¥550.0 billion
Ordinary profit: ¥16.0 billion (15% from overseas business)
EBITDA ¥21.0 billion
ROIC 6.0% or higher
ROE 10.0% or higher

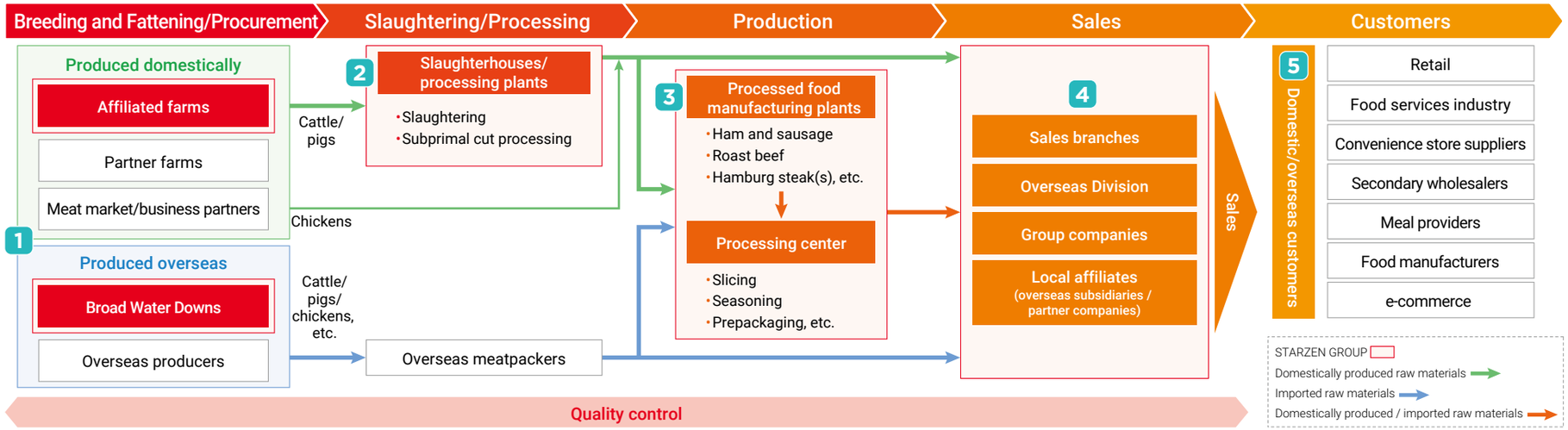
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Starzen's Business Model and Strengths

The Starzen Group has grown its business footprint from meat wholesaling, transforming its distribution format from livestock to carcasses, subprimal cuts, and retail cuts, while also expanding its functions as a leader in the industry. Today, we have created a system that allows us to resolve customer issues and make proposals that meet the diversifying needs of consumers, with the Group handling everything from breeding and fattening/procurement, and processing to production, sales, and quality control of processed products and prepackaging.

Supply chain for main products



Strength 1 Group-owned farms located in Japan's major livestock production regions



We have affiliated farms in the livestock production areas of Kyushu, Tohoku, and Hokkaido, and have constructed the infrastructure for a stable supply. In addition, we possess an Australian feedlot, and are working on breeding and fattening Australian Wagyu cattle for the Chinese and Southeast Asian markets.

Strength 2 The advanced skills of beef/pork portioning Meisters



We are encouraging the acquisition of portioning Meister Certification, which is an advanced meat processing qualification, and are working to improve skills that lead directly to product value and profit. At present, around 25% of all persons with this qualification in Japan work at Starzen Group plants.

Strength 3 Manufacturing know-how built through business relationships with major restaurant chains and mass retailers



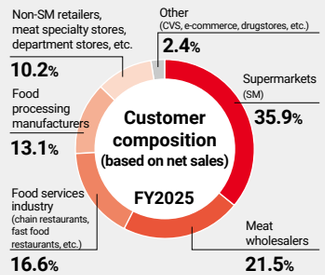
We have long-term business relationships with major restaurant chains, mass retailers, and a wide variety of other customers. We have refined our production technologies through continuously meeting the challenging and widely varied demands of customers, and have accumulated know-how through this process.

Strength 4 Around 50 sales offices nationwide



We have put in place a structure that enables us to directly deliver products from around 50 sales offices around Japan, and to work with flexibility in our delivery operations. By interacting directly with customers, we are able to provide meticulous service and make sales proposals that accurately suit their needs.

Strength 5 A customer base resilient in the face of change



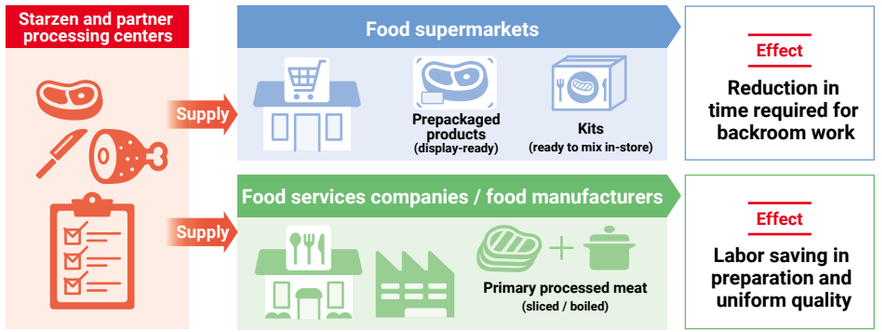
We distribute risk with our varied customer base, and have achieved sustainable growth.

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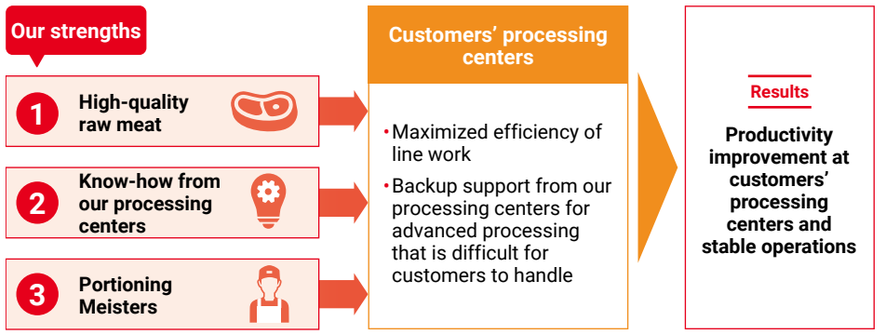
Solutions for social issues through our business: Example 1

Processing Center (PC) Business

Process for on-site workload reduction through Starzen and partner processing centers



Process for supplying and supporting customers' processing centers by leveraging our strengths





Social issue

• Worker shortages in food services industry / food retail industry

The food services industry / food retail industry is facing increasingly severe worker shortages due to the declining birth rate and aging population. There is an ongoing, chronic shortage of specialized human resources, particularly in supermarket raw meat and delicatessen departments, as well as in the kitchens of restaurants. This makes labor saving and productivity improvements on the ground an urgent, industry-wide priority.

Initiatives to provide a solution

By leveraging our own processing centers and partner processing centers, we contribute to reducing the workload of those working in places suffering worker shortages. For food supermarkets, we offer display-ready prepackaged products and ready-to-mix kits, thus contributing to a reduced workload in the store. For food services companies and food manufacturers, we offer meat materials that have undergone primary processing such as slicing and boiling, thus supporting labor saving efforts in the preparation process and uniform quality.

We have also taken the growing move toward operation of processing centers by major companies as an opportunity and are working to expand the supply of raw materials to customers' processing centers by leveraging the strengths that we have developed over the course of many years. In specific terms, we undertake processing in plants with rigorous hygiene standards to offer high-quality meat materials with a long shelf life and resilience to discoloration, and propose specifications that make work easier and improve operational efficiency, leveraging the know-how of our own processing centers. With advanced technological capabilities that include our portioning Meisters, we achieve a stable supply of products.

Future outlook

Processing center demand is expected to continue to increase as worker shortages worsen. Starzen is currently handling the situation with its five processing centers in the Tokyo metropolitan area, Tohoku, and Kansai and with the processing centers of partner companies, but we will strategically undertake the establishment of new sites and form new alliances with companies that offer processing center functionality in response to customer trends and the regional environment. Furthermore, by handling labor-intensive product processing operations for our customers' processing centers, we roll out these products as high-value-added products. We will grow our processing center business through an expansion of our supply structure, and contribute to the construction of sustainable infrastructure for food as an indispensable partner that supports the production function of our customers.

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Solutions for social issues through our business: Example 2

Food Ingredients for Healthcare and Long-Term Care

Starzen care food development process and strengths

Requests from a contract meal providing company

- In addition to delicious and safe meals, we want you to provide a sustainable food service to solve social issues such as a dwindling workforce and increasing wages
- We want you to provide food products that are lower in salt and highly nutritious while still delivering the taste and aroma of freshly prepared meals

Planning / development

Development capabilities

In accordance with customer demands, the Product Development Division develops products with a particular focus on original seasonings and the heating and preparation processes

Variations

Total of 14 variations planned and developed (of which 8 are fully prepared products)

(As of August 2026)

Production / processing

Production capabilities

Contract out the seasoning and heating processes to specialized partner companies, and chop the product as the final process at a Starzen plant

Preparation and use (medical / care)

Ease of preparation

Can be served by simply putting the product on a dedicated plate the day before and reheating it in a rethermalization cart on the day, thus reducing the workload on frontline staff

Consumer comments

- Tender and easy to eat
- Well-seasoned and delicious

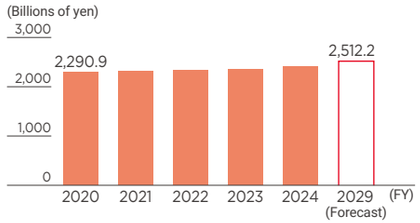


Social issue

- **Malnutrition among elderly persons**
- **Preparation workload and worker shortages in care settings**

As the population ages, an increasing number of older adults in hospitals and long-term care facilities are finding it difficult to eat adequately due to a decline in their chewing and swallowing abilities. Since a decrease in food intake can lead to malnutrition and weight loss, it is important to provide meals that are not only easy to eat but also tasty and appealing. At the same time, worker shortages are becoming increasingly severe in the healthcare and long-term care sectors, creating a need for systems that can provide meals of consistent quality while reducing the burden of food preparation.

Trends and forecast for the medical and healthy meal service market in Japan



Source: Yano Research Institute [Medical and Healthy Meal Service Market 2025]

Initiatives to provide a solution

Starzen has partnered with a major meal providing company and is working to strengthen its product development and supply structure in the field of care food and hospital meals with a main focus on meat. We offer a diverse lineup of products, including soft foods and chopped foods, designed with swallowing ability and nutritional balance in mind, striving to achieve both safety and deliciousness. Leveraging the expertise in raw material selection, processing, and production, cultivated through meat processing, for chopped foods, we do not simply chop ingredients into small pieces; we carefully assess each cut of meat and its fat content, and continuously refine our methods to minimize any graininess or tendency for food to stick in the mouth or throat.

We also pay particular attention to grilling and other processes, and are working on creating products without compromising flavor or satisfaction. Furthermore, through our production capabilities that enable us to reproduce menus planned by our business partners at a uniform quality on a mass-production line, we contribute to both reducing the workload on frontline staff and preserving the pleasure of eating for consumers.

Future outlook

In addition to ease of consumption and nutrition, going forward we will work on product development that also takes appearance and color into account. By carefully considering the colors of each ingredient and the presentation of the dishes, we aim to provide appetizing meals for people receiving long-term care. We are also exploring the use of devices that quantify softness and ease of swallowing to make quality evaluation more advanced. We aim to further expand our food ingredients business for healthcare and long-term care, a business that contributes to solving issues faced by those on the ground in medical settings and care facilities.

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Long-Term Vision & Medium-Term Management Plan

Through its medium-term management plans, Starzen has steadily strengthened its earnings base and transformed its business, while laying the groundwork for new growth through overseas expansion, the development of its high-value-added businesses, and other initiatives. Building on the results we have achieved and the challenges we have identified, we will further accelerate our growth strategy toward the realization of our long-term vision of achieving a global supply chain that meets customer needs.

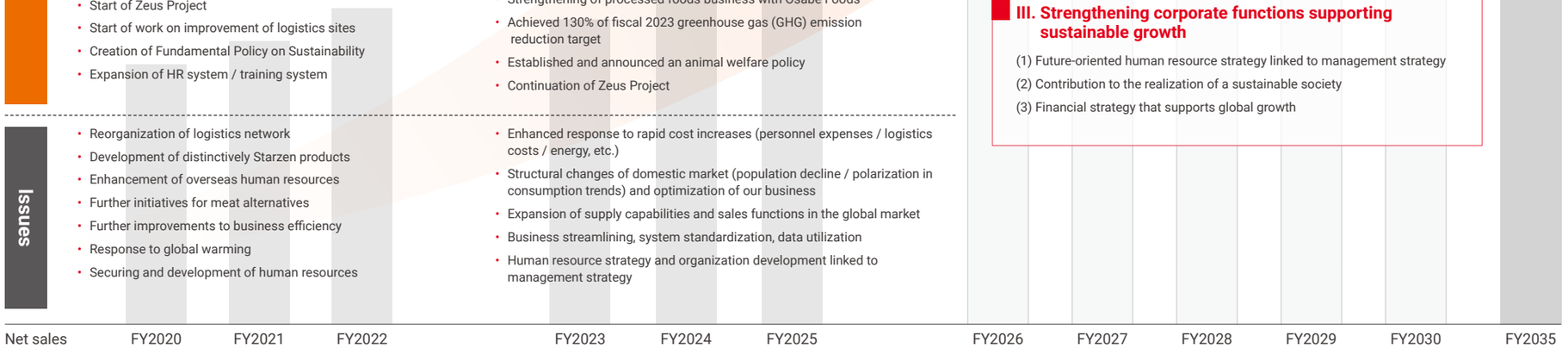
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Connecting people and food around the world through inspirational experiences

Long-Term Vision

“Achieving a global supply chain that meets customer needs”

	Medium-Term Management Plan 2022 Break away from an earnings structure vulnerable to market price fluctuations	Medium-Term Management Plan 2025 Transform earnings structure by strengthening high-value-added business	Medium-Term Management Plan 2030 Further enhancing our strengths and expanding into global markets
Basic strategy	**Enhancement of revenue base** • Maintenance / enhancement of foundation for core businesses • Enhancement of foundation as a meat processor and producer • Development into a global company, initiatives on meat alternatives **Construction of foundation for sustainable development**	**I. Taking on challenges in new domains** 1. Aggressive overseas business expansion 2. Capture business from domestic growth markets **II. Domestic business transformation** 1. Streamlining of domestic operations 2. Development of high-value-added products **III. Sustainability management and improvement in the management foundation** 1. Response to social issues 2. Digital transformation and business process reform	Toward achievement of our long-term vision **Key priorities** **I. Approach to expanding market share** (1) Construction of a global supply chain (overseas markets) (2) Sales structure optimization to reflect market trends (domestic market) **II. Strengthening the business foundation** (1) Fundamental reform of intra-Group logistics (2) Starzen-style DX evolution **III. Strengthening corporate functions supporting sustainable growth** (1) Future-oriented human resource strategy linked to management strategy (2) Contribution to the realization of a sustainable society (3) Financial strategy that supports global growth
Results	• Enhancement of sales capabilities through functional enhancement of the Sales Division • Expansion and mechanization of meat plants • New establishment of processing centers, formation of business alliances • Extended shelf life of products • Expansion of business at overseas sites • Production and sales of Zero Meat brand • Start of Zeus Project • Start of work on improvement of logistics sites • Creation of Fundamental Policy on Sustainability • Expansion of HR system / training system	• Acquisition of Broad Water Downs and ADiRECT Singapore as subsidiaries • Expansion of overseas sales with a focus on AKUNE GOLD beef brand exclusively for export • National brand product development linked to branding activities • Improvement of logistics and sales sites in east and west Japan (Higashi Ogishima, Itami) • Enhanced added value through rebranding of existing brands • Strengthening of processed foods business with Osabe Foods • Achieved 130% of fiscal 2023 greenhouse gas (GHG) emission reduction target • Established and announced an animal welfare policy • Continuation of Zeus Project	
Issues	• Reorganization of logistics network • Development of distinctively Starzen products • Enhancement of overseas human resources • Further initiatives for meat alternatives • Further improvements to business efficiency • Response to global warming • Securing and development of human resources	• Enhanced response to rapid cost increases (personnel expenses / logistics costs / energy, etc.) • Structural changes of domestic market (population decline / polarization in consumption trends) and optimization of our business • Expansion of supply capabilities and sales functions in the global market • Business streamlining, system standardization, data utilization • Human resource strategy and organization development linked to management strategy	



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Medium-Term Management Plan 2030

KPI

By fiscal 2030, we will aim to achieve net sales of ¥550.0 billion, ordinary profit of ¥16.0 billion, EBITDA of ¥21.0 billion, ROIC of at least 6.0%, and ROE of at least 10.0%. In particular, we plan to increase the share of ordinary profit from overseas operations from 5% in fiscal 2025 to 15% in order to increase its contribution to profit.

	2022 Plan Fiscal 2022	2025 Plan Fiscal 2025 (1)	New 2030 Plan Fiscal 2030 (2)	Change ((2)-(1))
Net sales	¥425.1 billion	¥448.2 billion	**¥550.0 billion**	+¥101.7 billion
Ordinary profit (% from overseas)	¥10.2 billion	¥11.0 billion (5%)	**¥16.0 billion (15%)**	+¥5.0 billion (+10pp)
EBITDA	¥11.0 billion	¥13.0 billion	**¥21.0 billion**	+¥8.0 billion
ROIC	6.4%	5.7%	**6.0% or higher**	+0.3pp or higher
ROE	11.1%	9.0%	**10.0% or higher**	+1.0pp or higher

Investment plan

Our investment plan calls for a total investment of ¥70.0 billion over five years. This comprises ¥24.0 billion for the domestic market, ¥26.0 billion for overseas markets, ¥6.0 billion for DX and operational efficiency improvements, and ¥14.0 billion for maintenance and upgrades. We have set a target for ROIC of 6.0% or more, and will undertake our investments with capital efficiency in mind.

Medium-Term Management Plan 2030 Investment Plan — **Total ¥70.0 billion**

Investment breakdown

Domestic market	• Strengthen collaboration with farms • Establish sales structure and sites to fit market trends • Bolster and expand production structure for processed foods	**¥24.0 billion**
Overseas markets	• Develop plants with Wagyu beef export licenses • Develop overseas meat production and processing function • Bolster and expand overseas sales structure	**¥26.0 billion**
DX and operational efficiency improvements	• Expansion and enhancement of logistics functions • System overhaul and business process reform	**¥6.0 billion**
Maintenance and upgrade investment	• Facility upgrades and other work at plants and sales offices, etc.	**¥14.0 billion**

With an ROIC target of 6.0% or more, we are undertaking investments that take capital efficiency into consideration

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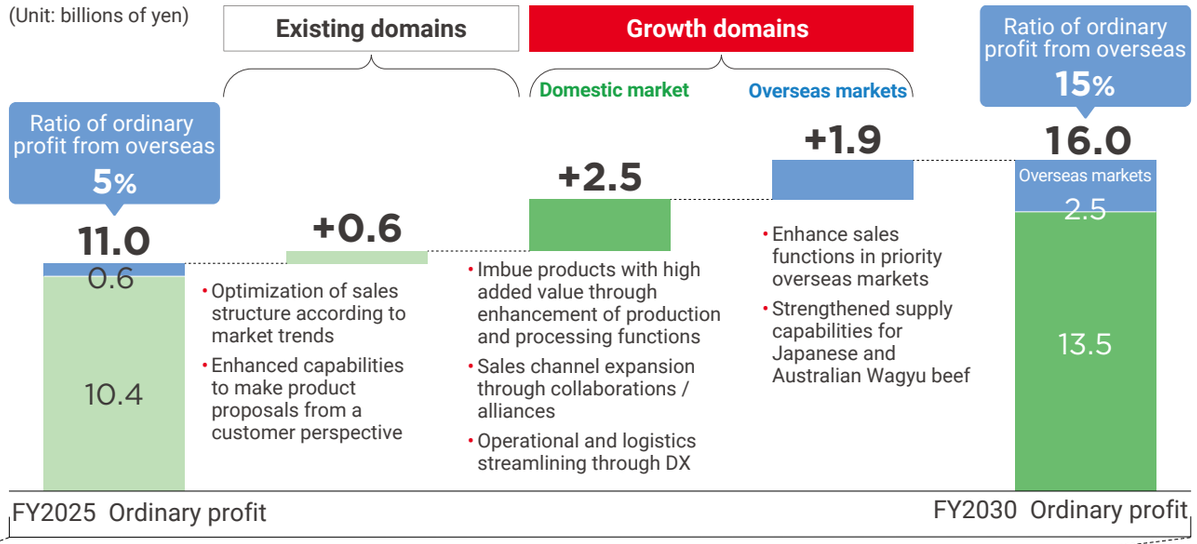
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Profit plan and envisioned investment impact

In our profit plan as a whole, we intend to increase ordinary profit from ¥11.0 billion in fiscal 2025 to ¥16.0 billion, an increase of ¥5.0 billion. In terms of the details, in growth domains we expect an increase of ¥2.5 billion from the domestic market and of ¥1.9 billion from overseas markets. In addition, we also plan to add ¥0.6 billion from existing domains through sales structure optimization and enhancement of product proposal capabilities.

In the domestic market, we will ensure products have a high level of added value by enhancing our production and processing functions, and expand sales channels through collaborations and alliances. We will also work to achieve sustainable logistics operations and hold down cost increases through operational and logistics streamlining based on DX. In overseas markets, we will achieve profit growth by strengthening sales functions for priority markets, strengthening supply capabilities for Japanese and Australian Wagyu beef, improving meatpacker functionality, and other such measures.

Through these measures, by fiscal 2030 we will increase the ratio of overseas ordinary profit in our total ordinary profit from 5% in fiscal 2025 to 15%.



		Medium-Term Management Plan 2025 ¥40.0 billion	Medium-Term Management Plan 2030 ¥70.0 billion	From 2031
Overseas markets	Enhancement of procurement infrastructure	Acquisition of Australian feedlot as a subsidiary	Expansion and enhancement of Wagyu beef procurement infrastructure and plants with export licenses	
	Processing and production function enhancement	Expansion and enhancement of meat processing and sales	Enhancement of meatpacker functionality	
	Bolster and expand sales structure	Acquisition of ADiRECT Singapore as a subsidiary	Bolster and expand processing and wholesale functions in Southeast Asia / Europe / United States	
Domestic market	Further evolution in product capabilities ・Ensure products are high-value-added ・Price competitiveness ・Sales promotions	Streamlining of domestic operations, development of high-value-added products	Acquisition of Osabe Foods Co., Ltd. as a subsidiary	
	Further enhancement of proposal capabilities ・Reorganization of sales offices	Completion of Itami Sales Branch	Construction and opening of Higashi Ogishima Center	
	Strengthening the business foundation	Digital transformation and business process reform		

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Message from Finance Officer



Setting ambitious targets to transform Starzen and reach a new stage of growth

Director
Supervisor of Finance and
Group Controller Division and
Administrative Division

Tsunehiro Sana

Building a platform for a new stage of growth

In the previous medium-term management plan, the final year of which was fiscal 2025, we worked on building a platform for moving into new fields. While we met most of the numerical targets set out in the plan, these were milestones along the way; our ultimate goal was to lay the foundation for a new stage of growth.

Up to this point, we have constructed a total supply chain for meat in the domestic market, and built a firm standing for ourselves. However, if we rest on the laurels of our success in Japan, we will be unable to weather future changes in the business environment. I believe we have actually been able to successfully bolster our network of sites with a focus on overseas expansion through actions such as our acquisition of the Singaporean processing and sales company ADiRECT as a subsidiary and our acquisition of an Australian Wagyu beef feedlot as part of our upstream business, thus establishing an overall framework for our business. We have reached an important point in our history, embarking on a new stage of growth that goes beyond a mere continuation of the path we have taken thus far. Building upon the platform established in our previous medium-term management plan, the core theme of our new plan up to 2030 will be working out how we go about breathing life into our business in new fields, and how to get it up and running.

On the other hand, we recognize that there are some obvious issues that we have to tackle. As our building of a new platform proceeds apace, we are faced with the pressing issue of developing and adding to our ranks the human resources to drive this effort and expand our business in the uncharted territory of overseas markets. The employees we send to these new frontiers must have the advanced skills needed to adapt Starzen's strengths, built on the business model and know-how we have developed in Japan, to local business practices abroad. Developing human resources is one of our top management priorities, and we will work to set out a future-focused career plan for each individual employee while doing our utmost to develop the talent needed to support our global expansion.

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KPIs that reflect the cost of capital

The KPIs set out in the medium-term management plan were calculated to take into account the cost of capital. Based on our current estimates of the cost of equity (approximately 9%) and the weighted average cost of capital (WACC; approximately 5.5%), we have set targets of ROE of 10.0% or higher and ROIC of 6.0% or higher to ensure that our returns consistently exceed our cost of capital. These are by no means easy figures to achieve, but from the perspective of continuously increasing our corporate value, we have firmly resolved not to let them fall below this level.

And again, our overseas strategy will be a core component along the path to achieving these targets. We envision a structure with two drivers: maintaining and strengthening our stable revenue base in our domestic business, and allocating the cash generated to the new growth market that is our overseas business. In our business, particularly cattle raising, it takes around 30 months from the birth of a Wagyu calf to its shipment. The same long-term perspective applies to our medium-term management plan: of its five years, we expect the first two to three years to be spent building systems and sowing the seeds for future growth, before we enter a phase in which we gradually recoup our investment through earnings.

Initiatives for improved capital efficiency

Improved profitability

- Steadily execute growth investments based on Medium-Term Management Plan 2030
- Step up development of high-value-added products

×

Improved asset efficiency

- Reconsider logistics sites in Japan
- Optimization of inventory levels according to demand
- Reduce cross-shareholdings
- Achieve operational streamlining through DX

×

Financial leverage

- Leverage interest-bearing liabilities strategically
- Stable and continuous dividends and shareholder returns
- Flexible share repurchases

Achieve ROE of at least 10% by FY2030

As a result, there will be a period in which the burden of depreciation expenses increases due to upfront investment, and this investment does not immediately translate into net profit. This lengthy lead time before monetization is unavoidable due to the characteristics of our business. Supported by stable revenue from our domestic operations, we plan to steadily reach our target levels during the latter half of the medium-term management plan and recoup our investment.

The challenge of overseas expansion to increase the value of Wagyu beef

In our medium-term management plan, we have set securing 15% (or ¥2.4 billion) of our total ordinary profit (of ¥16.0 billion) from overseas markets as our profit target for fiscal 2030. Considering that our overseas business currently makes up around 5% of our ordinary profit as a whole, this is an extremely ambitious target.

However, Starzen's CEO actively visits markets in Japan and overseas to see them firsthand, and has identified a clear rise in global demand for Wagyu beef, as well as markets where we have opportunities to enter and expand our presence. We are therefore confident that we can succeed.

We have already had many inquiries from companies including prominent overseas restaurants and fast food chains, and I firmly believe that if we respond by leveraging our capability to offer a stable supply and our high-quality processing function then we will definitely be able to seize major business opportunities.



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Cash allocation to achieve both growth and streamlining

In order to achieve these targets, we have set out a clear policy for cash allocation along the two lines of growth investment and asset streamlining. For growth investment, we will undertake comprehensive strategic investments that span the upstream and downstream parts of the supply chain. In terms of securing upstream supply sources, we plan to invest in a domestic feedlot to add to the Australian Wagyu beef feedlot we invested in under the previous medium-term management plan, and construct a system capable of raising and procuring cattle that meet overseas demand.

For midstream processing and infrastructure building, we intend to construct a new slaughterhouse and processing plant and acquire an export license for each country, thus making it a powerful base for overseas expansion.

Furthermore, we intend to get our Singaporean site ADiRECT on track as soon as possible, and we then envision a scenario where we leverage the knowledge we gain through this in expanding into the US market (the world's largest market) and other promising markets in addition to leveraging it in countries around Asia.

In terms of balance sheet management, we will strongly pursue maximum asset efficiency. In fiscal 2024, we recorded gains on sales of around ¥7.5 billion by selling off inefficient real estate, and undertook asset switching through measures including allocating the resultant funds to the establishment of a large-scale logistics site at Higashi Ogishima and the creation of the Itami Sales Branch.

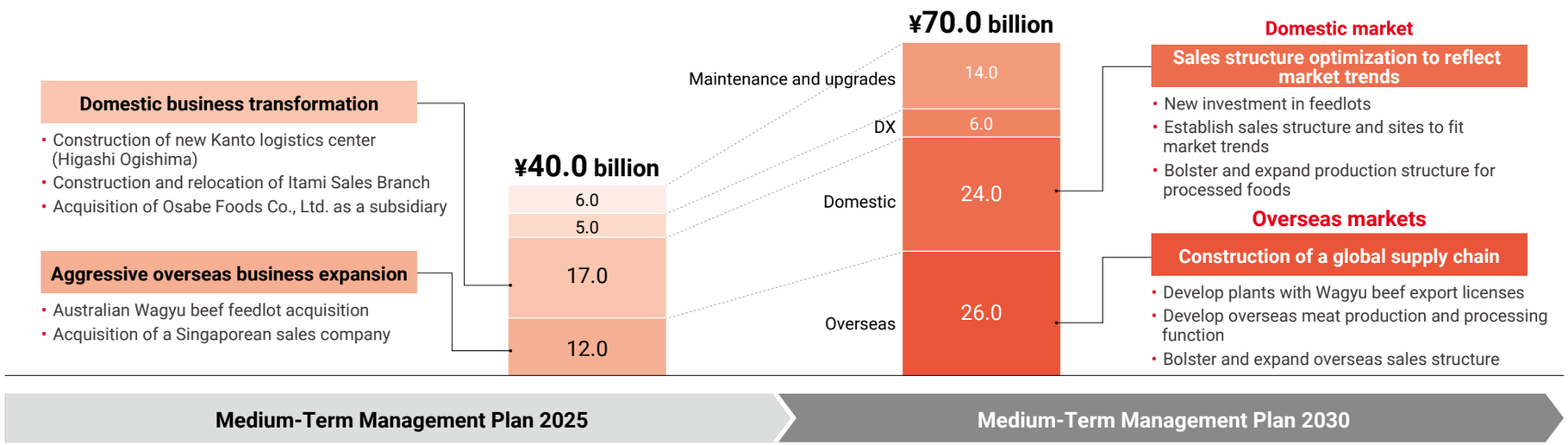
Going forward, we will make further efforts toward inventory optimization. While maintaining an inventory of products capable of meeting customer needs, we will work to speed up our inventory turnover as much as possible. Although this will require a change in mindset among our sales staff, we are determined to see it through.

We also consider our cross-shareholdings each year from the perspective of their significance and capital efficiency, and we intend to reduce those that we determine to be of low necessity in terms of dealings and business.

By bringing these measures to fruition, we aim to create a lean balance sheet while retaining a sound equity ratio of 40% or higher, and strategically utilize the cash generated and interest-bearing liabilities to accelerate our growth investments.

Medium-Term Management Plan 2030 Investment Plan

5-year advance investment plan for future revenue expansion



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Sustainable improvement of corporate value and realization of shareholder returns

Starzen's PBR currently stands at around 0.9 due to a recent increase in share price, but I do not believe this adequately reflects Starzen's growth potential and asset value. Factors behind this include low recognition of Starzen in the capital markets and sluggish trading volume due to our small free float.

To overcome these challenges, we are focusing on broadening our shareholder base, starting with stronger measures aimed at individual investors. As a result, the number of individual shareholders has risen by more than 10,000 over the past two years, from 15,000 to 25,000.

With regard to measures for shareholder returns, we have set a quantitative target of a DOE of 3.0%, and while striving to achieve a stable and sustainable increase in dividends, we are also considering actions including flexible share repurchases and aiming to swiftly achieve our target of a DOE of 3.0% in addition to a further expansion of shareholder returns.

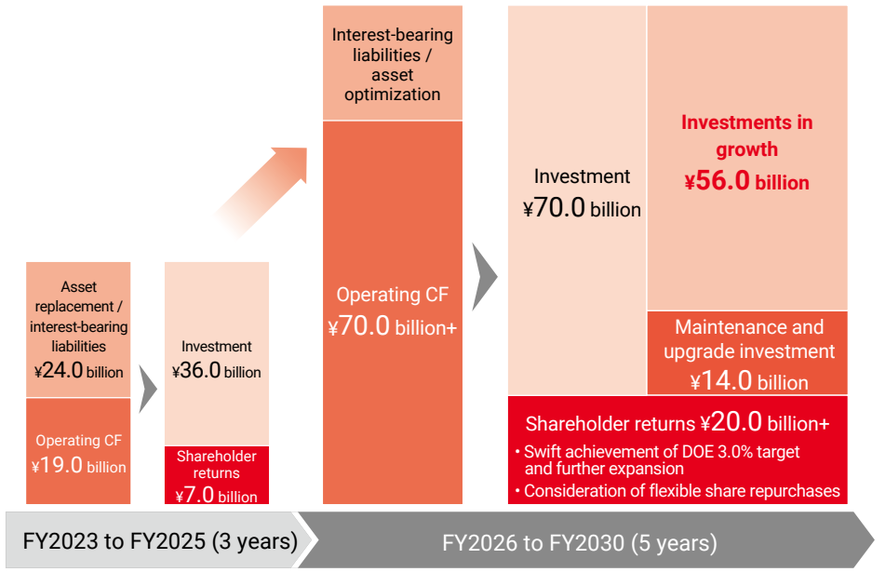
We are also working to expand shareholder benefits, and we are communicating the appeal of Starzen to shareholders registered as of the end of this September through actions including a commemorative benefit to mark 55 years since the commencement of our dealings with McDonald's Japan to express our gratitude.

Over the course of the five years of our medium-term management plan we intend to provide shareholder returns totaling at least ¥20.0 billion, and we will consider flexible share repurchases to cover any shortfall not reached through dividends alone.

Through these measures we will improve trading liquidity and market valuation, and first aim to achieve a PBR of 1.0 and a market capitalization of ¥100 billion.

Our business of reliably delivering safe and secure meat as well as processed foods to people around the world is an essential part of society's infrastructure. In this new growth stage we will not simply rest on our laurels and keep things as they are; we will boldly take on the challenge of expanding into new markets overseas and aim for even greater growth. I believe that it is our mission to thoroughly reward our shareholders, employees, and all stakeholders through sustainable growth. I humbly ask for your continued trust and support as we move forward.

Cash allocation

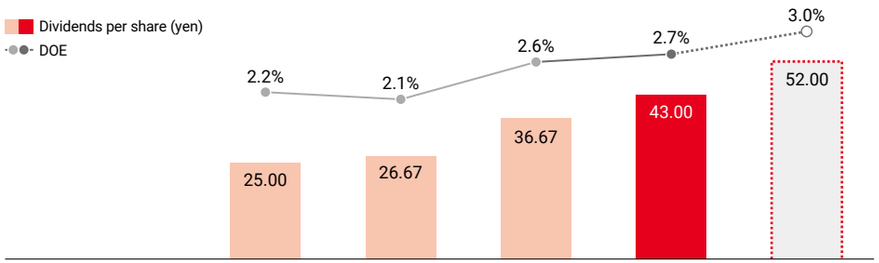


Trend in dividends

Dividend policy

Increase dividend in a stable and continuous manner and aim for a DOE of 3.0%

Introduction of interim dividend: Expanded opportunities to return profits to shareholders



	Fiscal 2022	Fiscal 2023	Fiscal 2024	Fiscal 2025	Fiscal 2026 (forecast)
Dividends per share (yen)*	25.00	26.67	36.67	43.00	52.00
Consolidated net assets (billions of yen)	70.1	78.0	88.7	95.7	98.8
DOE	2.2%	2.1%	2.6%	2.7%	3.0%

* The Company conducted a three-for-one stock split of its common stock effective on April 1, 2025, and the figures shown have been retrospectively adjusted for comparison purposes.

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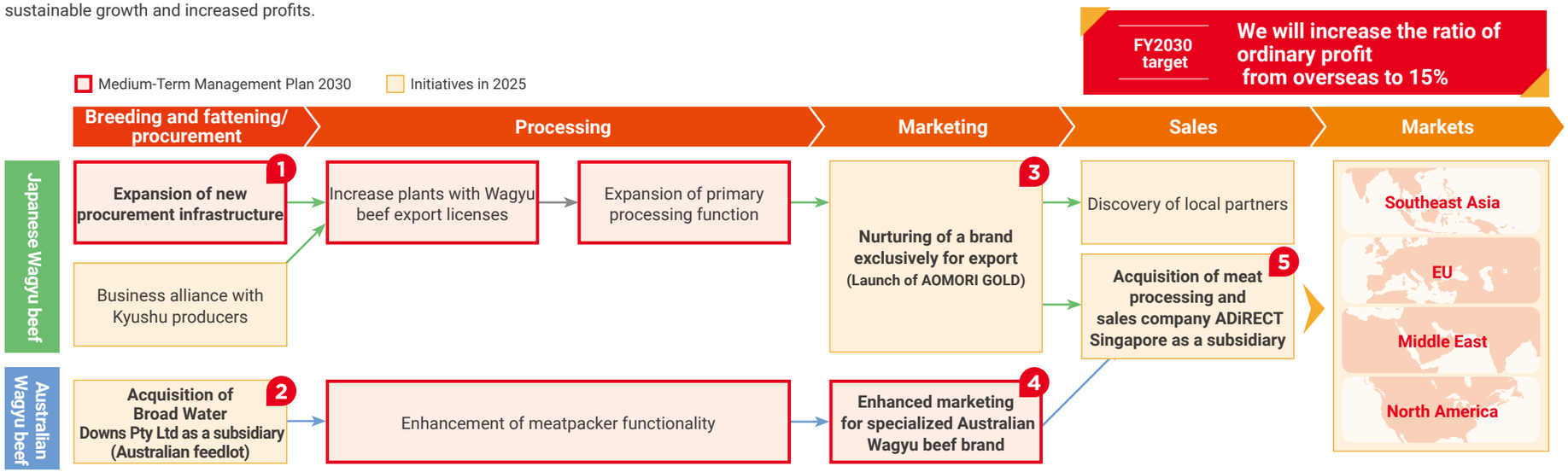
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Overseas markets

Expanding our supply chain globally with the two drivers of Japanese and Australian Wagyu beef

Under Medium-Term Management Plan 2030, our overseas business is at the core of our growth strategy, and we intend to invest ¥26.0 billion over the next five years to enhance our supply capabilities, our brand power, and our sales capabilities for the purpose of globally expanding our comprehensive supply chain that we have built up in Japan over the course of many years and that covers everything from production to sales. We will further strengthen two elements of our supply infrastructure, Japanese and Australian Wagyu beef, and expand into Southeast Asia and other growth markets to achieve sustainable growth and increased profits.



1 Expansion of new procurement infrastructure

To increase exports of Japanese Wagyu beef, we will strengthen our supply capacity by extending our procurement and export network beyond Kyushu to the Tohoku area.



2 Acquisition of Broad Water Downs Pty Ltd as a subsidiary

Building on the foundation for Australian Wagyu beef provided by the feedlot in Queensland, Australia, which became our subsidiary in 2025, we will establish an integrated management system covering everything from breeding and fattening to processing and sales. As fattening cattle takes at least 20 months, it will take some time before this business starts generating earnings. In the future, however, we will develop local meat-packing capabilities and work to secure stable production volumes and improve quality.

3 Nurturing of a brand exclusively for export

In addition to our AKUNE GOLD Wagyu beef brand exclusively for export, we also launched AOMORI GOLD. We will aim to improve our brand power by promoting the quality and added value of these brands.

4 Enhanced marketing for specialized Australian Wagyu beef brand

In the Australian Wagyu beef contest that was held in April 2026, our Imperial Blossom Beef brand won the gold prize, and our Eight Blossom Beef brand won the silver prize.



5 Acquisition of meat processing and sales company ADiRECT Singapore as a subsidiary

ADiRECT, which we acquired as a subsidiary in October 2025, serves as a strategic base for bringing both Japanese and Australian Wagyu beef to Southeast Asia and other high-growth markets. Leveraging the knowledge we have gained in Japan and utilizing ADiRECT's sales, processing, and logistics functions while maintaining direct points of contact with customers, we will efficiently identify local needs and make use of this in product development.

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The domestic market continues to face an environment in which it is difficult to secure profits due to factors such as a declining population, inflation, and rising costs. Consumer purchasing behavior is becoming increasingly polarized between those who prioritize price and those who prioritize quality and value, and consumer needs are becoming increasingly diverse. While we plan to strengthen our overseas sales operations under Medium-Term Management Plan 2030, the majority of our revenue comes from the domestic market. We will continue to generate stable profits in the domestic market and use those profits to proactively invest in overseas markets.

Policy in the domestic market

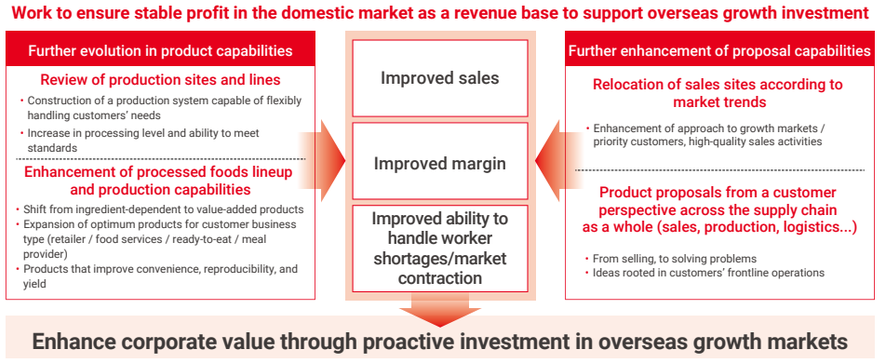
Further evolution in product capabilities

We will review our production sites and production lines, and put in place a structure to flexibly handle customers' needs. We will also enhance our lineup of processed foods and our production capabilities, and develop products that fit with our customers' business sectors and address issues faced in actual operations.

Further enhancement of proposal capabilities

We will proceed with the relocation of our sales offices in response to market trends and conduct highly specialized sales activities near growing markets and priority customers. Furthermore, we will evolve beyond simply selling products to offering solutions that address issues faced by our customers. Our strength lies in our ability to propose products and services through the integrated efforts of our sales, production, and logistics functions, drawing on our employees' extensive knowledge of meat and other ingredients and taking the perspective of frontline operations, customers, and consumers.

Through these initiatives, we aim to increase net sales and improve our rate of return, while also addressing issues faced by customers, such as worker shortages at stores, declining visit frequency, and a decrease in the number of items purchased.



Topics

(1) Acquisition of food processing company Osabe Foods as a wholly-owned subsidiary

In April 2026, we acquired Osabe Foods Co., Ltd., a manufacturer and seller of hamburg steaks and other processed foods, as a subsidiary. This acquisition is a strategic investment that forms the foundation for our key measure of the enhancement of processed foods lineup and production capabilities under Medium-Term Management Plan 2030. The company has been in a business alliance with Starzen since before the acquisition, and as well as incorporating the high-efficiency, low-cost production of hamburg steaks that Osabe Foods counts among its strengths to complement our existing products and expand our product lineup, we will leverage our broad-ranging sales channels that include the food services industry and retailers and our nationwide sales network to boost our competitiveness and expand our sales.

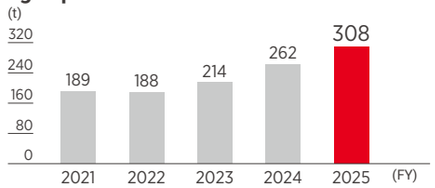


Osabe Foods

(2) Step up development and sales of high-value-added products

Amid ongoing high prices in the meat market, our hyokan cold storage aged pork, which differentiates itself through taste and quality, has been very well received by the market, and we have boosted our supply capacity by expanding our hyokan cold storage aging facilities. Going forward we will grow the number of our customers, and further advance our added-value proposals.

Sales volumes of hyokan cold storage aged pork



(3) Brand value improvement

To clearly communicate the value of our products to consumers, we are undertaking a rebranding initiative that encompasses everything from product specifications and store displays to menus and sales methods. Following the overhaul of our national-brand hamburg steaks in fiscal 2024, we are strengthening our efforts to build brands that are chosen not only for their price but also for their value, including the rebranding of LOHMEYER and the launch of "Genki no Baton," a new brand of domestically produced pork.



New LOHMEYER brand logo

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Domestic market

Construction of a sustainable supply chain in terms of both logistics network and DX

Every day, Starzen works with many transport companies to operate trunk-line transportation linking our approximately 70 production, supply, and sales sites across Japan, as well as last-mile delivery of products to our customers.

For Starzen, whose strength lies in a comprehensive supply chain that spans everything from meat procurement to sales, the impact of recent logistics issues, including rising transportation costs and driver shortages, has been significant. This means that strengthening our logistics functions is essential for ensuring a stable supply and maintaining our competitiveness in the future.

Continuing on from Medium-Term Management Plan 2025, we are working on putting in place logistics sites and promoting DX as part of strengthening the business foundation under Medium-Term Management Plan 2030.

Enhancement of sales and logistics infrastructure

As a reform initiative for domestic business under Medium-Term Management Plan 2025, we worked to streamline logistics and enhance our system for stable supply. In light of domestic demand and supply trends and changes in the market, we reexamined the sales office locations and functions, and moved the Itami Sales Branch to a newly constructed location in January 2026. The new sales branch, with more than three times the site area and approximately five times the storage capacity of its predecessor, is the largest in the Starzen Group. As a core hub for western Japan, it strengthens our sales and logistics foundation in the Kansai area, and will expand the Group's business.

In August 2026, we also began operating a new logistics hub in Kawasaki, Kanagawa Prefecture, that includes a meat processing center. With 2.5 times the storage capacity of its predecessor, the new distribution center will serve as a key hub in our nationwide trunk-line transportation network, playing a central role in the Group's logistics.



Itami Sales Branch


Higashi Ogishima Center

DX project in the logistics domain

Toward overcoming the management challenges of improving decision-making speed, strengthening competitiveness, and improving productivity, we are undertaking the Zeus Project to overhaul our core IT systems and implement DX. This project goes beyond a mere system upgrade; it is an initiative that combines business process reform, which involves rethinking our operations, with system reform through an overhaul of our core IT systems.

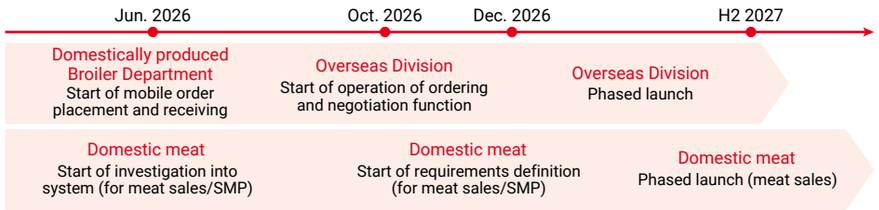
In the logistics domain, by centrally administering and utilizing information related to everything from order receiving and placing to shipment/delivery and inventory management, we are aiming to improve business efficiency across the supply chain as a whole. At the same time, we are putting in place a mechanism that allows us to gain a precise picture of management metrics and data, and working to construct a system that supports swift decision making on the part of management.

Phased introduction of new core IT system

Under the Zeus Project, a new core IT system in the domain of domestically produced broilers commenced operation in June 2025, and we have seen improvements in operations and systems related to everything from order placing and receiving to transportation.

Before the introduction of the system, much work was done manually using Excel, which led to numerous issues that included duplication of effort across departments and a reliance on specific individuals for certain tasks. However, the introduction of the new core IT system has resolved these issues and has led to progress on operational standardization. Around 200 hours per month have been saved in the relevant departments, and we are beginning to see an effect that exceeds our initial expectations.

Going forward, we will roll out the functionality we established in the domain of domestically produced broilers to the Overseas Division and other domains, and translate the time created through our streamlining successes to the strategic deployment of personnel, and work to enhance productivity and competitiveness across the Group as a whole.



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The Starzen Group's Materiality and the Identification Process

Review of materiality

In February 2022, we identified issues of materiality that we must address over the medium to long term. In light of the publication of new international sustainability standards and guidance, as well as changes in the social environment surrounding the Company and its supply chain, we have been reviewing our materiality since fiscal 2026. In conducting this review, based on the issues of materiality currently disclosed, we plan to proceed by organizing our current supply chain, examining the associated risks and opportunities, and conducting interviews with relevant departments and external experts.

Identification process

STEP 1 Identification of social issues

We identified social issues related to our business operations referring to international standards and guidelines such as the Global Reporting Initiative (GRI) Standards, ISO 26000, the Ten Principles of the United Nations Global Compact, and the SDGs. In addition, we categorized these issues according to the perspectives of the environment, society, and management.

STEP 2 Materiality assessment and prioritization

We assessed and prioritized the identified social issues based on the two axes of "importance to stakeholders" and "importance to our business."

STEP 3 Discussions involving stakeholders

The heads of each of the relevant business divisions held discussions on each of the issues raised, and we also asked the opinions of an expert (Professor Eiji Hosoda of Tokai University, an outside member of the Company's Sustainability Committee*) and consultants who specialize in ESG management.

* Job titles are those held at the time of the identification of materiality.

STEP 4 Officer interviews

Taking into account how these social issues will affect the Company's medium- to long-term management strategy, we conducted interviews with officers on issues that should be addressed as a priority.

STEP 5 Finalization of materiality

Material issues to be addressed were approved by the Company's Board of Directors following a meeting of the Sustainability Committee held in February 2022.

Climate change
- Global warming
- Rising sea levels
- Extreme weather, natural disasters
- Opposition to fossil fuels
- Introduction of clean energy
- Shift to renewable energy
- Introduction of carbon taxes
- Increasing regulation of greenhouse gases (GHG)
- Initiatives to reduce greenhouse gas (GHG) emissions
- Reduction in energy usage

Global environment, resources
- Reduced breeding and fattening of livestock
- Feed shortages, soaring prices
- Depletion of water resources
- Reduction in plastic usage (review of packaging materials)
- Soaring prices for logistics resources
- Stricter laws and regulations on industrial waste
- Reduction in industrial waste
- Greater recycling of resources
- Consideration for the surrounding environment
- Stricter laws and regulations on industrial wastewater
- Initiatives to reduce food loss and waste
- Greater use of eco-friendly feed

Human resources
- Aging population
- Declining population
- Inflow of talent
- Shortage of human resources
- Increased employment opportunities for people with disabilities
- More dynamic workforce of mid-career professionals
- Greater employment of foreign workers
- Appropriate implementation of the Technical Intern Training Program
- Diversity in the workforce
- Collective bargaining

Employment
- Promoting employee health and safety
- Consideration for working environments and hygiene
- Improved work-life balance
- Addressing wage disparities
- Reducing workloads
- Enhancing employee benefits

Women's empowerment
- Recruiting more female employees
- Increasing female manager representation

Quality and safety
- Increasing demands for quality and taste
- Reducing agrochemical and antibiotic use
- Pursuing food safety
- Growing awareness of healthy foods
- Importance of nutritional balance

Stable supplies
- Livestock resource shortages, soaring prices
- Raw material shortages, soaring prices
- Risk of supply chain interruption
- Concerns over food shortages
- Emergence and spread of infectious diseases in livestock
- Reduced business from customers due to slow responses to social issues

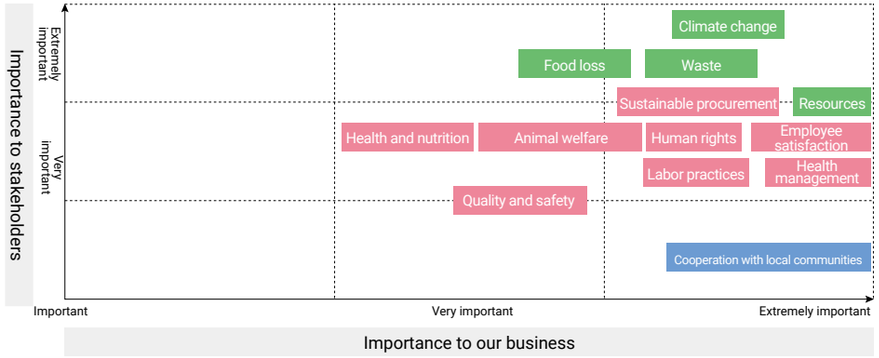
Animal welfare
- Increasing awareness of animal welfare

Business model
- Business model becoming obsolete

Market changes
- Rising demand for meat substitutes
- Growth of vegetarian and flexitarian segments
- Shift to ethical consumption
- Market entry by companies from different industries

Research and development
- Importance of research and development
- Addressing relatively low productivity
- Obtaining, utilizing patents, dealing with infringements

Governance
- Legal and regulatory compliance, preventing compliance violations
- Preventing organizational corruption
- Ensuring diversity in the Board of Directors
- Measures to combat personal information leaks
- Loss of brand power or trust
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The Starzen Group's Materiality and the Identification Process Thereof

Materiality and progress on initiatives

	Item	Target	Policy	Results from recent initiatives
E Environment	Climate change	• GHGs by fiscal 2030 Scope 1 and 2: 42% reduction Scope 3: 25% reduction (compared to FY2022) • Reduction of water intensity	The Company will work to suppress and reduce CO_2 and other greenhouse gas (GHG) emissions in all areas of its business, including livestock breeding and fattening, meat processing, and logistics. We will also review methods of raising livestock and pursue ways to conserve water resources and reduce GHGs produced by livestock.	• In 2025, replaced the boiler at the Akune Meat Distribution Center with an LNG-fueled unit • From January 2026, began feeding AjiPro® at Hamanaka Cattle Farm to reduce greenhouse gas emissions derived from cattle • In August 2025, introduced the meat industry's first hydrogen-powered truck at the Koriyama Sales Branch • Received scores of "B" for Climate, "C" for Forests, and "B-" for Water in the CDP Climate Change Report 2025 • In January 2026, a newly installed solar power generation system began operation at the Itami Sales Branch
	Reducing food loss	• Extension of shelf life and best-before dates	Reaffirming that our business exists thanks to the blessings that come from the precious lives of livestock, we will utilize new technologies to extend the shelf life and best-before dates. In addition, we will promote pig farming using eco-friendly feed, work on effective use of food resources, and reduce food loss throughout the supply chain.	• In 2025, revised the best-before dates of primal beef cuts at the Sannohe Beef Center, extending them to 85 days • Introduced a bio-composter at the Matsuo Plant to convert animal and plant residues generated during the food manufacturing process into raw materials for compost
S Society	Labor practices	• Development/utilization of diverse human resources • Establishment of a comfortable working environment	One of the tenets of our Management Philosophy is to make Starzen a company that our employees are happy to work for. Putting the health and safety of our employees first, we will prepare a comfortable and attractive working environment where employees can work for a long time with peace of mind. We will also foster a corporate culture in which everyone respects each other's thoughts and opinions and will work to create a workplace where each individual is enthusiastic about their job and can be proactive and autonomous in their work.	• In fiscal 2025, introduced a referral recruitment system • In fiscal 2025, introduced a new "Banked Leave System" that can be used to care for family members who are sick, injured, or in need of nursing care • In fiscal 2025, introduced a "Return-to-Work Support Program" to help employees balance work with medical treatment
	Occupational health and safety	• Maintenance and improvement of employee health		• From 2020, held a Silver Certificate under the Excellent Enterprise of Health and Productivity Management Certification System until 2025, when it was upgraded to a Gold Certificate • In fiscal 2025, began providing mental health training for managers
	Employee satisfaction	• Improvement of employee engagement		• From fiscal 2024, started promoting "internal branding" campaign to instill the Management Philosophy across the Company • Granted restricted shares to Group employees who are members of the Starzen Employee Shareholding Association, and doubled its incentive contribution rate (from 5% to 10%) • Held family day at the Matsuo Plant, the Chiba Plant and LOHMEYER
	Quality and safety	• Establishment of a value chain that connects everything from production to sales via Safe Quality Food (SQF)	Since the Company's founding, we have wanted to always deliver safe, secure, healthy, and tasty food to our customers. Based on this desire, we will continue striving to become a company that brings happiness to our customers through food as an integrated food supplier.	• Introduced a system that further subdivides the evaluation categories of the ranking system used to assess quality control conditions at sales branches, enabling a more accurate understanding of the situation at each location
	Health and nutrition	• Provision of various proteins through expansion of plant-based product sales		• Continued participating as one of the founding companies of the Japan Soy Meat Association
	Strengthening the supply chain	• Creation of a robust supply chain	To realize sustainable sourcing and supply, the Company will pursue the procurement of raw materials while considering social issues such as the global environment and animal welfare. In addition, we will work to train and cultivate raw material suppliers who will work with us to tackle climate change issues facing the livestock industry and accompanying challenges. We will also work to diversify our suppliers and build long-term, stable relationships with them to prepare for the risk of supply chain interruptions caused by natural disasters and other events.	• Installed sunshades to protect cattle from direct sunlight to reduce their stress at feedlot in Australia • Launched initiative to reduce GHG emissions (Scope 3) with major overseas packers • Joined the NZ Roundtable for Sustainable Beef, a multistakeholder forum focused on the production of sustainable beef in New Zealand, and participated in meetings
	Promoting animal welfare	• Realization of the Five Freedoms that are the basis of animal welfare • Establishment of a comfortable and healthy farming environment	Reaffirming that our business exists thanks to the precious lives of livestock, we will pursue the Five Freedoms prescribed for animal welfare while taking the lead in improving the livestock farming environment together with veterinarians and universities and other research institutes so that livestock can live their lives in safety and comfort. As a first step, we will gradually shift to gestation-stall-free housing in our pig barns and work to improve the breeding environment so that sows have a safe and healthy gestation period.	• In June 2025, established an animal welfare policy • Began considering a partial switch to cage-free eggs
G Governance	Enhancing corporate governance	• Lasting improvement of corporate value	To realize sustainable growth and enhance corporate value in the medium to long term, we will sincerely engage with all stakeholders, including our shareholders, and build a robust organization befitting of a company that is listed on the Tokyo Stock Exchange Prime Market and is capable of swift, bold, transparent, and fair decision-making.	• Surveyed directors and Audit & Supervisory Board members on the Board of Directors • Introduced a system of open discussions from broad perspectives to promote active discussions at Board of Directors' meetings

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Risk management system

In accordance with the Risk Management Regulations, the Risk Management Committee deliberates on and evaluates group-wide risks including sustainability-related risks quarterly. The committee analyzes each risk from the perspective of frequency of occurrence and scale of damage, extracts issues, and then considers measures to strengthen risk management and implements such measures at each division level. Particularly important matters are reported to the Board of Directors. Additionally, risks discussed and identified by the Sustainability Committee are shared with the Risk Management Committee, where they are discussed and evaluated in the same way as other risks, and then reported to the Board of Directors.

Scenario analysis definitions

Referring to the climate change scenarios published by the International Energy Agency (IEA) and others, we selected two scenarios in which the average global temperature is assumed to rise by 1.5/2°C or by 4°C by 2100 compared to preindustrial levels. Recognizing that the effects of climate change are likely to materialize over a medium- to long-term time horizon, we have set 2050 as the time horizon for our analysis. The assumptions used for each scenario are described below.

1.5/2°C

The impact of physical risks will remain limited, but responding to transition risks, such as various regulations and customer requests, will be necessary.

4°C

Governments' low-carbon policies are also limited, the transition to a low-carbon society is restricted to a limited extent, and physical risks will increase due to rising average temperature.

Risks/opportunities in scenario analysis

Type	Risk/opportunity items		Impacts on business		Time horizon *1	Degree of impact*2	Response
	Category	Item	Risks/opportunities	Impacts due to risks/opportunities			
Transition risks/possible opportunities	Policy/ regulations	Rising carbon tax prices	Risks	・Increased carbon tax burden or rising purchasing costs in response to increased carbon tax burden of suppliers	Short term	Large	Adoption of renewable energy, energy-saving measures, and extension of product shelf life using skin-packing with gas barrier and vacuum-seal packaging
		Regulations on feed, water, and land	Risks	・Rising purchasing costs for beef and pork due to suppliers passing on regulatory compliance costs to product prices	Medium term	Medium	
		Regulations to control livestock excrement	Risks	・Increasing costs for investigations and response	Medium term	Small	
		Stricter regulations on plastics	Risks	・Increasing manufacturing costs (higher costs to purchase and recycle containers and packaging materials) due to the implementation of the Act on Promotion of Resource Circulation for Plastics	Short term	Small	
	Markets	Changes in consumer tastes	Risks	・Declining demand for products with large environmental impacts	Medium term	Medium	Sales of Zero Meat brand
			Opportunities	・Growing demand for development of products with low environmental impacts and for alternative sources of protein			
		Rising fuel and electricity prices	Risks	・Increasing transportation and storage costs due to rising fuel prices, etc.	Short term	Medium	Trial introduction of a hydrogen-powered truck, appropriate inventory management, introduction of modal shifts, and formulation of a renewable energy procurement plan
			Opportunities	・Lower production costs from the utilization of solar, geothermal, or other forms of renewable energy			
		Declining demand for fossil resources	Risks	・Rising costs for packaging materials and additives, and rising costs due to changes in demand for fossil resources	Short term	Small	Promoting the lightweighting (thinning) of packaging materials
	Technologies	Development of new low-carbon production technologies	Risks	・Growing capital investments to expand adoption of energy-efficient equipment and declining asset value of existing facilities due to the faster pace of technological innovation	Short to medium term	Medium	Verification of energy-saving effects through energy visualization systems at each plant, and horizontal deployment of effective measures through committee meetings
			Opportunities	・Growing demand for compost made from livestock excrement due to reduced access to petroleum-derived fertilizer			
		Development of low-carbon products	Opportunities	・Increasing sales through the certification and sale of sustainable beef products	Medium term	Medium	Trial use of methane-reducing feed; acquisition of sustainable beef certification and other initiatives to develop low-carbon products; and establishment of production systems and sales channels in preparation for growing demand
Physical risks/possible opportunities	Chronic	Increase in average temperature	Risks	・Adverse impacts on livestock as well as on feed and raw materials procurement, and rising electricity costs related to refrigeration, freezing, and HVAC	Medium term	Large	Animal welfare, introduction of cooling equipment in livestock housing, and adoption of and transition to energy-saving, high-efficiency industrial and business equipment
		Long-term changes in rainfall and weather patterns	Risks	・Rising prices for feed commodities because of poor crop yields caused by water stress	Long term	Medium	Diversification and decentralization of procurement methods In-house production of feed
				・Rising cost to restructure supply chains following the shift in areas suited for production			
				・Difficulty sourcing groundwater due to saline intrusion in areas where groundwater is used for irrigation or industrial purposes			
	Acute	Increasing frequency and severity of extreme weather	Risks	・Declining productivity and damage to farms or livestock caused by the increasing frequency and severity of storm and flood damage	Short term	Medium	BCP measures, diversification of procurement channels and establishment of stable relationships, and support for flood/water disaster countermeasures at suppliers
				・Suspension of operations due to plant collapse or production equipment damages			
				・Suspension of transportation due to disruptions in logistics networks or warehouse damage, etc.			

*1 Short term (0–5 years), Medium term (5–10 years), Long term (10–30 years)
*2 Small (up to ¥500 million), Medium (¥500 million–¥1 billion), Large (¥1 billion or more)

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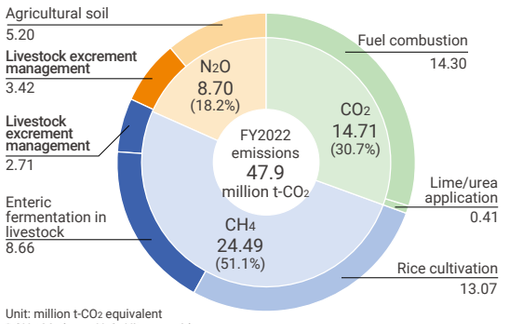
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Initiatives aimed at achieving both the reduction of greenhouse gas (GHG) emissions derived from livestock farming and improved productivity

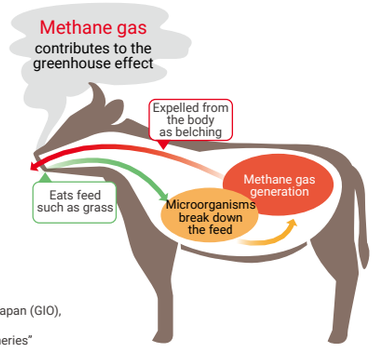
The livestock sector is considered one of the sources of GHG emissions, primarily due to methane generated during cattle digestion, and its impact on climate change has been pointed out. Methane in particular has a higher greenhouse effect than CO_2, and as reducing its emissions has become a global challenge, efforts to reduce environmental impact while maintaining productivity are growing in importance.

GHG emissions in Japan's agriculture, forestry, and fisheries sector



Unit: million t-CO_2 equivalent
* CH_4: Methane, N_2O: Nitrous oxide
Source: National Institute for Environmental Studies, Greenhouse Gas Inventory Office of Japan (GIO), the Ministry of Agriculture, Forestry and Fisheries (2024), "Plan for Global Warming Countermeasures of the Ministry of Agriculture, Forestry and Fisheries"

Mechanism of methane gas generation in cattle digestion



We have launched a new initiative at Hamanaka Cattle Farm in Hokkaido, aimed at achieving both the reduction of GHG emissions derived from livestock farming and improved productivity. We have introduced Ajinomoto Co., Inc.'s amino acid lysine formulation for cattle, "AjiPro®-L," into Wagyu fattening with the aim of improving weight gain efficiency and reducing GHG emissions per unit weight.

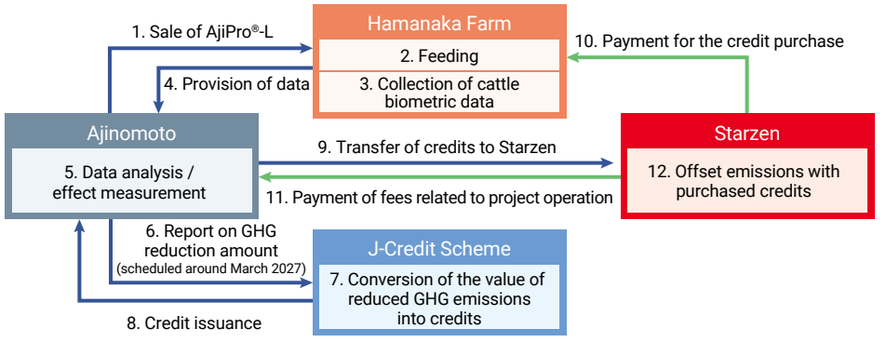
Furthermore, by converting the reduction amount into J-Credits and returning economic value to the farm, we will continue to support sustainable livestock management. Behind this initiative is the worsening impact of climate change on livestock rearing environments, and we position GHG reduction across the entire supply chain as an issue of materiality.

In trials conducted earlier with crossbred cattle, an annual GHG reduction effect of approximately 100 tons was confirmed in addition to an approximately 10% increase in daily weight gain and an approximately 23 kg increase in carcass weight.





Business model (conceptual diagram)

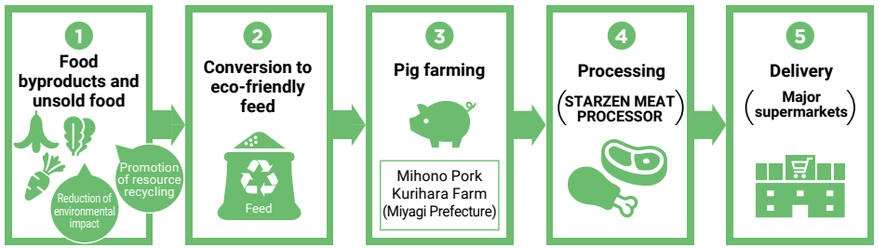


Going forward, through continuous verification at Hamanaka Cattle Farm in Hokkaido, we will quantitatively evaluate the GHG reduction effects along with impacts on productivity, meat quality, and cattle health. Furthermore, we aim to establish a globally competitive Wagyu brand by leveraging this to develop branded beef that is environmentally conscious and serves as a differentiating factor in export markets.

Eco-friendly feed

We use eco-friendly feed made from byproducts generated during the food production process and unsold foods. The Group's Mihono Pork uses eco-friendly feed as pig feed, and delivers products processed by Starzen Meat Processor to major supermarkets, thereby contributing to the promotion of resource recycling and the reduction of environmental impact.

Eco-friendly feed flow



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Shift to energy efficiency and renewable energy

Our plants account for the majority of the Group's Scope 1 and Scope 2 GHG emissions. Accordingly, we are proactively implementing measures to reduce them, such as installing high-efficiency equipment at each plant. We are also pushing ahead with the introduction of renewable energy, and in addition to promoting the installation of solar power generation systems, we are switching to electricity generated without the use of fossil fuels.

At the end of 2025, the Akune Meat Distribution Center converted its boiler fuel from heavy oil to LNG and introduced high-efficiency equipment. As a result, we expect to reduce CO_2 emissions by approximately 500 tons annually (roughly 10% of the plant's total emissions). LNG produces lower CO_2 emissions than conventional fuels, contributing to a reduction in environmental impact. This initiative is one of the key measures toward achieving our GHG reduction targets, and going forward, we will continue to pursue the use of energy-saving equipment and renewable energy in aiming to realize a sustainable society and enhance corporate value.

In addition, at the newly established Itami Sales Branch, solar panels were installed on the rooftop. This has allowed us to build a system in which 20% of the sales branch's electricity consumption is covered by renewable energy. This contributes to a reduction in CO_2 emissions while achieving both reduced environmental impact and more efficient business operations. Together with a significant expansion of logistics functions, we are strengthening our sustainable business foundation, with the Itami Sales Branch serving as a core hub for the western Japan area.



LNG boiler at the Akune Meat Distribution Center



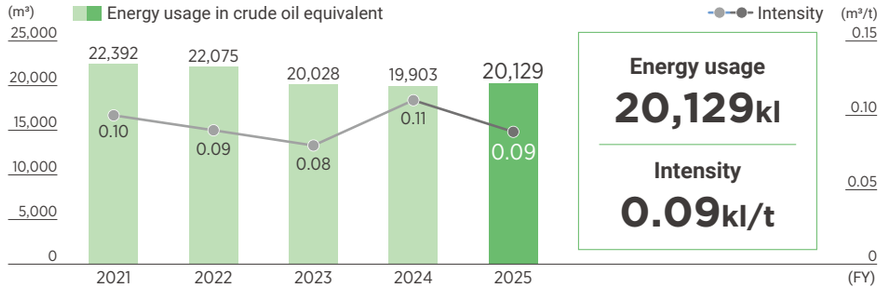
Solar panels at the Itami Sales Branch

Promotion of decarbonization and resource circulation

As part of our efforts to address the issues of climate change, the Starzen Group endorsed the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in December 2021 and has been reporting climate-related information based on the TCFD framework since June 2023. The Group has set a target of a 42% reduction in Scope 1 and 2 GHG emissions and a 25% reduction in Scope 3 emissions by fiscal 2030. These targets were certified as science-based targets (SBTs) in June 2024. The GHG Reduction Committee, comprising managers at each plant, is working to ramp up energy-saving initiatives, and is progressively rolling out across the Group an energy management system that enables real-time tracking of energy consumption.

In addition, the Matsuo Plant has introduced a bio-composter that converts animal and plant residues unavoidably generated during the manufacturing process into raw material for compost, which promotes resource recycling for use in agriculture. Through this, we aim to reduce waste disposal costs and GHG emissions, while working toward the realization of a circular society in collaboration with local communities and contributing to sustainable food production.

Trends in energy usage



* Total for meat processing business (seven plants) and food processing business (seven plants)

Initiatives for food loss and waste

As a company that handles food, our Group is committed to addressing the societal issue of food loss. As a key measure, we are promoting the development of products with extended best-before dates. At plants at livestock production sites, meat with a low initial bacterial count is used under advanced hygiene controls, and the adoption of skin-packing and gas exchange packaging has extended best-before dates compared to standard sliced meat packaging.

Extension of product shelf life through gas exchange packaging

	Air-containing packaging		Gas exchange packaging
Domestic beef	4 days	→	7 days or longer
Domestic pork	4 days	→	7 days or longer
Domestic beef by-products	2–3 days	→	10 days
Domestic pork by-products	2–3 days	→	8–10 days

* When stored at 4°C or lower

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Initiative to introduce a hydrogen-powered truck aimed at zero CO_2 emission delivery

We have introduced the meat industry's first hydrogen-powered truck (fuel cell truck) at the sales office located in Koriyama City, Fukushima Prefecture. With this initiative, which is part of efforts promoted by Fukushima Prefecture and Commercial Japan Partnership Technologies Corporation to create a new future town through hydrogen utilization, we aim to contribute to the real-world adoption of hydrogen in the region. The hydrogen-powered truck we introduced is being used for delivery operations, aiming to reduce the environmental impact of regional logistics through zero CO_2 emissions during operation. Furthermore, by displaying our original "Ecostar" environmental logo, we also aim to convey our environmental initiatives in an approachable manner. Going forward, based on operational track record and the state of infrastructure development, we will continue to shift further towards environmentally conscious logistics.



Introduced hydrogen-powered truck

エコスタ
eco
スターゼン

Our original "Ecostar" environmental logo

Sustainability study sessions

We launched sustainability study sessions in August 2024, with the aim of further instilling our sustainability initiatives across the organization and realizing our new Management Philosophy and Brand Vision. This initiative aims to improve each employee's understanding and awareness of sustainability, and is held once a month. Members from a diverse range of departments participate, and through cross-departmental discussion, are deepening their understanding of issues and initiatives from multiple perspectives. Going forward, we will continue to promote awareness within the Company, leading to a stronger foundation for sustainable management.



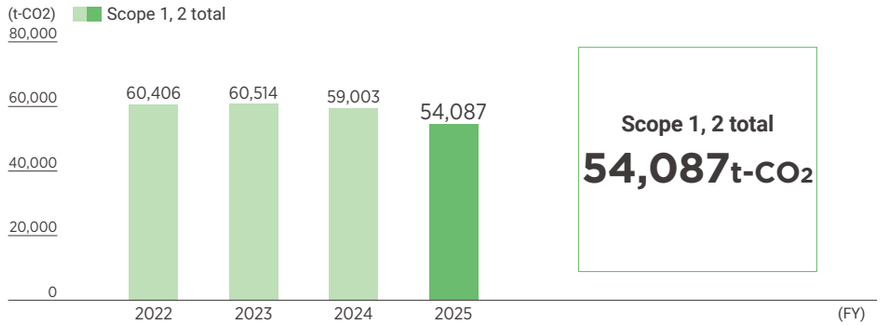
SBTi-certified 1.5°C-aligned targets

The Science Based Targets initiative (SBTi) is a partnership between the World Wide Fund for Nature (WWF), CDP, World Resources Institute (WRI), and the United Nations Global Compact. The SBTi recognizes that companies should have an important role to play in combating climate change, provides support by promoting best practice in science-based target setting, and independently certifies companies' GHG reduction targets. We have joined this effort, and our GHG reduction targets toward fiscal 2030 have been certified as consistent with the 1.5°C target outlined by the Paris Agreement.

Obtaining SBT certification is a first step toward achieving our goal of becoming a company that is chosen by customers and can continue to grow.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

GHG emissions



"B" score rating from the CDP

We received a "B" score rating in CDP Climate Change Report 2025 published by the Carbon Disclosure Project (CDP). The CDP provides a global platform for companies or local governments to disclose environmental information on climate change, deforestation, and water security. A "B" score indicates environmental management. Companies with this score understand the environmental risks and impacts of their own business and take actions accordingly.

The score not only evaluates our information disclosure using the TCFD framework but also reflects our initiatives to combat climate change, such as the disclosure of Scope 1, 2, and 3 emissions.

CDP
Discloser
2025

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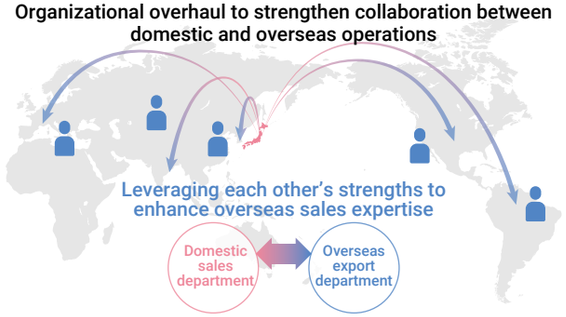
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Human capital

Aligning organizational structure with management strategy

Starzen is integrating its human capital strategy with its management strategy, and the Company is strengthening its organizational structure to respond flexibly to changes in both domestic and overseas markets. We integrated the export department of the Overseas Division into the Sales Division, reorganizing our sales structure into one that spans both domestic and overseas operations. This enables us to apply the knowledge and proposal capabilities we have cultivated over many years of domestic sales, including our ability to serve diverse business formats, to overseas sales as well. For example, amid the challenge of demand overseas tending to be concentrated on cuts such as loin, we will leverage personnel and expertise well-versed in Wagyu sales to enhance the value of all cuts and drive demand development. Through this organizational restructuring, we will further strengthen collaboration between domestic and overseas sales, and promote the mutual utilization of knowledge.

Organizational overhaul to strengthen collaboration between domestic and overseas operations



Internal preparations for securing diversity of human resources

We aim to achieve a female manager ratio of 10% by the end of fiscal 2027, while also maintaining a ratio of 40% or more for mid-career hires promoted to managerial positions, thereby promoting the utilization of diverse talent. Furthermore, as the number of employees of foreign nationality has grown to 275, approximately 1.7 times last year's figure, we are making our Code of Conduct and Guidelines for Conduct, as well as our support desks, available in multiple languages. In addition, as part of our support for balancing work and caregiving, we have increased the number of caregiving leave days and introduced a new program allowing unused paid leave that would otherwise be forfeited to be accumulated for future use. This promotes an environment where everyone can continue working with peace of mind over the long term.

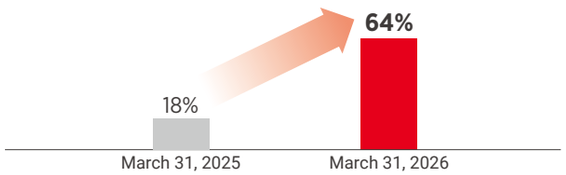
Ratio of mid-career hires	Employees of foreign nationality	Childcare leave uptake rate (male employees)
(management positions)	YoY comparison	
40.0%	x1.7 (275)	67.7%

Target for women in management positions by end of FY2027 10%

Raising employee engagement through stock remuneration and shareholding initiatives

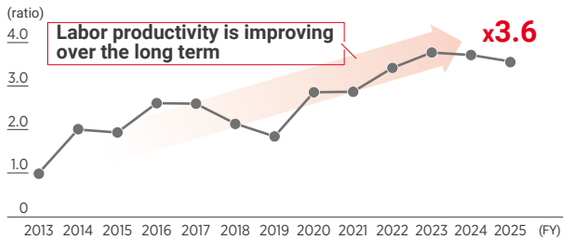
With the aim of raising employee awareness of business performance and stock prices, fostering a sense of ownership, and encouraging employees to share value with shareholders, we implemented the granting of restricted shares (RS) through the Starzen Employee Shareholding Association in fiscal 2025. In addition, as a result of increasing the incentive contribution rate for members of the Starzen Employee Shareholding Association from 5% to 10% starting April 2025, the participation rate in the employee shareholding association across the Group has risen to over 60%. Through these initiatives, we support employees' asset building and improve their financial literacy, while also raising each employee's sense of engagement, with the aim of enhancing corporate value over the medium to long term.

Starzen Employee Shareholding Association participation rate



Promoting autonomous learning and strengthening next-generation leader development

We promote autonomous learning among employees and the development of next-generation leaders through e-learning courses selectable from more than 3,000 offerings, rank-specific training programs, and training programs for selected executive candidates. Through this investment in human capital, we have enhanced the capabilities of each employee and the strength of the organization as a whole and promoted more sophisticated and efficient operations. As a result, labor productivity has steadily improved over the long term. Through active investment in human capital, we will create a virtuous cycle with business results, striving to further strengthen our business foundation.



* Operating income per consolidated employee (2013 = 1)

Obtained a Gold Certificate as an Excellent Enterprise of Health and Productivity Management

Starzen regards employee health as a critical foundation for human capital management, and actively promotes health and productivity management. We continuously implement a range of measures addressing both physical and mental well-being, including achieving a 100% rate of regular health checkup attendance, preventing lifestyle-related diseases from becoming severe, mental health measures, prevention of excessive workload, and support for balancing treatment and work. In recognition of these efforts, we received a Gold Certificate as an Excellent Enterprise of Health and Productivity Management in 2025. Going forward, we will continue to support the maintenance and improvement of health for employees and their families, and work to develop a vibrant workplace environment where each individual can perform to their fullest potential.

健康優良企業

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Quality assurance

Overhaul of the quality policy

We have renewed our quality policy in order to continue delivering safe and secure products to our customers. Positioning the new quality policy as a compass for quality activities, we are promoting education and awareness activities so that every single employee can raise their awareness and knowledge of quality.

We are sincerely committed to delivering safe and secure food, and aim to make many people smile.

1 Our Promise to Customers

The Starzen Group earnestly listens to customer feedback, works to develop products and improve its services, and strives to deliver 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.

Education and awareness activities

Implementation of group training sessions

We believe that raising the knowledge level of Quality Control Managers is key to improving quality capabilities across the Group as a whole. To this end, we conducted group training sessions aimed at strengthening specialized knowledge related to food safety and quality control for Quality Control Managers within the Group. Quality Control Managers bring the knowledge gained through these training sessions back to their respective sites and take on leadership roles there, helping us build a safer and more secure supply chain.

Implementation of hand-washing week

In conjunction with the renewal of the quality policy, we implemented a company-wide hand-washing week with the aim of returning to the fundamentals of quality control and further fostering a culture of food safety. Employees across all functions, from production to sales, reaffirmed basic food safety actions, promoting greater quality awareness throughout the Company. Through these initiatives, we strive to raise quality awareness among each employee and strengthen the foundation for providing safe and secure products.

Review of hygiene controls and audit systems at Group offices

In FY2024, we introduced a ranking system to evaluate the status of quality control at all sales branches, and in fiscal 2026, we further subdivided the evaluation categories to enable a more accurate understanding of the situation at each location. Rankings are determined through a comprehensive evaluation that combines the results of quality control inspections with the state of management in day-to-day operations, and the frequency of training and internal audits is optimized according to the results. In addition, we have outsourced unannounced hygiene inspections at our plants to an external specialist firm, introducing objective evaluation from a third-party perspective. We are advancing continuous improvement in hygiene controls and the sophistication of our audit systems.

Advancing quality management through strengthened collaboration with SQFI

Through strengthened collaboration with the Safe Quality Food Institute (SQFI), we are actively incorporating the latest insights and advanced practices related to international food safety and quality control. SQFI is the organization that operates the globally recognized SQF food safety certification program. By leveraging its expertise, we are advancing the sophistication and effectiveness of our quality assurance system. Through this, we aim to reduce food safety risks and strengthen our quality assurance capabilities, leading to greater customer trust and enhanced corporate value.



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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

Through training sessions for managerial staff and those for selected employees, we provide human rights education to deepen employees' understanding of the importance of respecting human rights and the responsibilities expected of companies. We strive to instill our Fundamental Policy on Human Rights and promote business activities that respect human rights. Going forward, we will continue working to further strengthen our organizational structure that supports business activities that give due consideration to human rights.

Initiatives in preparation for human rights risks

From the perspective of respect for human rights, our Group has identified occupational health and safety, excessive workload, and harassment as priority issues related to human rights, and we are committed to managing and addressing these issues continuously.

Regarding occupational health and safety, we are strengthening initiatives to prevent occupational accidents. In 2024, we launched a safety project at our meat cutting plants and created a manual on the safe handling of knives, which has been distributed to and implemented at each plant. In addition, to step up efforts to prevent occupational accidents across the Group, we established an Occupational Accident Prevention Committee in February 2026, consisting of the managers of manufacturing sites, and the committee has now begun its activities.

To prevent excessive workload, we work toward early correction and improvement by issuing alerts to departments where signs of long working hours are observed, along with promoting the use of annual paid leave.

Regarding harassment countermeasures, we continuously conduct training for employees and strive to foster a corporate culture that does not tolerate harassment.

In addition, in preparation for the occurrence of problems such as human rights violations or compliance issues, we have set 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 all desks accept anonymous consultations and reports. When there is a request for consultation, the Compliance Promotion Department acts as the point of contact, conducts an investigation while thoroughly protecting the whistleblower, and takes corrective measures as necessary.

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 1.7 times its level over the past year.

To create an environment where employees of foreign nationality can work with peace of mind and fully demonstrate their abilities, we are promoting multilingual support for various manuals and support desks. In addition, we conduct training through Vietnamese and Indonesian interpreters to promote understanding of our Management Philosophy and Code of Conduct, and of Japanese lifestyle customs and traffic rules. Furthermore, we are working to accommodate different cultural and religious backgrounds, such as by setting up a prayer room at the Akune Plant. Moving forward, we will continue working to build an inclusive workplace environment where diverse talent can thrive with peace of mind based on respect for human rights.

Animal welfare

Efforts to ensure animal welfare

The Starzen Group has identified "promoting animal welfare" as a material issue 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 on affiliated farms, 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, at some of our farms, we continue to raise pigs without tail docking by improving the breeding environment. Furthermore, we are replacing some of the liquid eggs used as ingredients for processed foods with cage-free eggs. Moving forward, we will continue to collaborate with suppliers and consider our response based on the supply situation. 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.



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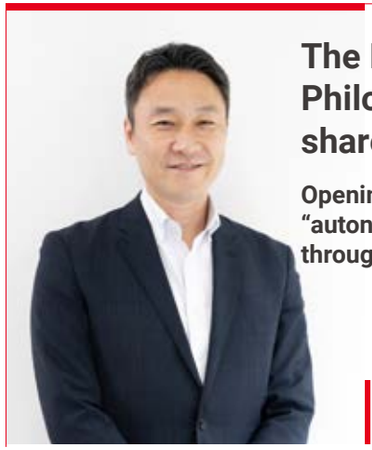
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The Management Philosophy as a shared foundation

Opening a new path to “autonomous value creation” through internal branding

IB Project Manager
Yukinaga Ishigami

In 2024, we overhauled our Management Philosophy system, which we had upheld for over 30 years. Amid significant changes in the market environment and consumer needs, and as our Group continues to grow, the expansion of our organization and diversification of values are also progressing. To achieve sustainable growth in this environment, it is essential for diverse individuals to demonstrate their capabilities while respecting one another and work toward a common goal. As such, we are engaged in internal branding (IB) activities that connect our Management Philosophy to the actions of each individual employee. What we are aiming for with IB activities is not to make everyone think the same way but rather to nurture an organizational culture in which, with the Management Philosophy as a shared foundation, each individual considers the ideal state of their organization and their own role and acts autonomously. To this end, we are creating opportunities for employees to understand one another’s ideas and values through dialogue while also connecting their own work to the Management Philosophy.

Furthermore, corporate branding is not merely an internal matter. The thoughts and actions of each individual employee are conveyed externally through sales activities for products and services, public relations activities, and other means, leading to evaluation from customers and society. By advancing both internal branding, which instills the Management Philosophy among employees, and external branding, which communicates our philosophy and the value we provide to external stakeholders, we believe that the thoughts and actions of each individual employee will lead to the creation of value that is uniquely ours. We hope this roundtable discussion offers a glimpse into some of that change.

The actions of each and every employee build the brand

Internal branding that nurtures distinctively Starzen traits

In fiscal 2024, the Starzen Group overhauled its Management Philosophy and Brand Vision. What we aimed for was to ensure that the Management Philosophy would not remain a mere slogan, but would become something each and every employee embraces as their own and translates into their daily actions. To this end, since 2024, we have been engaged in internal branding (IB) activities aimed at instilling our vision throughout the organization. What kind of change is now taking place on the ground through the activities of the ambassadors selected from each division? Through dialogue among five participants, we explore the changes brought about in the Company through IB, and the future that lies beyond.



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Dialogue begins to change the workplace

Seki: As part of our IB activities, at the Yokohama Sales Branch, we have set aside time during our weekly morning meeting for each person to take turns sharing things like something good that happened recently, food recommendations, or personal concerns. Conversation within the office has naturally increased as this allows us to see sides of each other we don't usually see. Our workplace already had strong cohesion to begin with, but I think it's become easier for people to speak up with comments like, "This would make working easier."

What stood out to me was that opinions started coming not just from younger employees, but from veteran staff as well. Conversations that used to end with "Because that's the way it is" now continue with questions such as "Why was it decided that way?" or "Isn't there a better way to do this?"

Suga: We're seeing that at the plant as well. Perhaps the psychological hurdle to speaking up has been lowered. I think there used to be quite a few people who had their own opinions but found it hard to voice them.

Actually, there are a lot of members at the plant who aren't naturally good at talking to begin with. But by creating time for people to speak freely once a week during the midday briefing, the distance between us has gradually narrowed. Starting with casual chatter like "I like this anime" or "I recently started a diet," it gradually leads into work-related discussions as well. Previously, employees only focused on their own departments, but now people naturally say things like "Let's help out if they're struggling over there." A spirit of mutual support has emerged within the same building, and that's a significant change.

Suzuki: What we seem to have in common is that we now have more opportunities to learn about each person's values and ways of thinking, which you can't see just by talking about work. In the Sales Promotion Department as well, we've set aside time to share daily observations.

During one of these sessions, there was a moment when everyone was moved by a veteran employee's talk. Holding a vegetable juice carton, the employee began by saying "This is the only thing I ever buy."

Komori: What was the reason?

Suzuki: Apparently, it's because when you fold the carton to throw it away, you see a message that says, "Thank you for folding this." And the veteran employee went on to passionately say, "Let's become a company that moves people, even in small ways." Everyone in the room found themselves intently listening. I feel that as each person's thoughts and values, which are normally hard to see, are shared, we're coming to understand one another better. I think that this is starting to have a positive effect on our work as well.

Yoshida: I really relate to that story. Even when you work together every day, it's surprising how little you actually know about what your colleagues value. Having a space for dialogue creates opportunities to encounter values and feelings that aren't normally visible.

As an ambassador, I support awareness-building activities across various locations, and in these sessions, everyone, regardless of age or position, thinks about the state they wish to be in together. At first everyone's a bit nervous, but as members who don't normally talk to each other engage in dialogue, new discoveries emerge, like "I didn't know they thought that way." In the end, people leave saying things like "that was fun" or "I'd like to talk again."

Komori: The fact that they find it "fun" is significant.

Yoshida: That's right. So the first step is having people view it as an enjoyable experience. I think it's the accumulation of dialogue starting from there that gradually changes the atmosphere of the workplace.

Komori: At LOHMEYER as well, IB activities have increased opportunities for us to think about why we make our products.



Previously, the focus was mainly on the tasks directly in front of us within each process, like manufacturing, shipping and packaging. However, as we've engaged in more dialogue, I feel there are more moments now where we're conscious of who our products reach, and what value they create.

The products we manufacture are passed directly to our sales teams. Recently, though, more of us have started to work with the customers beyond them in mind.

Suzuki: The initiatives differ by department, but I feel that dialogue lies at the root of all of them.

Seki: That may be true. In the end, there's a part of human nature where people can't bring themselves to help someone they don't know. But through casual dialogue, once you realize "oh, this person was thinking about something like that," you naturally start to look out for them. As a result, I think the atmosphere of the team improves too.

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New value born from dialogue

Suga: What I particularly feel on the plant side is that we've come to imagine what lies beyond what we're making more than we used to. Employees at our plants don't have many opportunities to actually see our customers' faces.

But the products we work so hard to make end up on store shelves, reach people's dining tables, and make them smile. We've become more conscious of that story than we used to be.

That said, if I'm the only one saying this, there may be a part of it that lacks a sense of reality. That's precisely why I think the raw voices coming from the sales teams, such as "customers were pleased" or "this product was featured in a display like this," are essential for boosting motivation at our plants. Going forward, I'd like to strengthen collaboration with the sales teams so that we can pick up more of those voices.



Suzuki: That reminds me of something. I once visited a manufacturer's plant where digital signage at the entrance showed where their products were being used and how they were reaching customers.

The sales staff would share information about the sales floor and customer reactions, and people at the plant could see it. I felt this created a sense of solidarity that crossed departmental boundaries. At Starzen as well, information from the sales staff and customer feedback is shared in various forms. However, I think if it could be delivered in a more timely and relatable way, that sense of solidarity across departments would grow even further.

Suga: I'd really like to see initiatives like that developed further. For those of us working at our plants, being able to feel that the products we make are reaching people's dining tables and making them smile is a great source of encouragement.

Komori: That's the kind of story where you can feel the warmth of people. It's something that numbers alone can't convey. At LOHMEYER, we collaborate daily with sales teams on product development, but the consumers who actually pick up our products exist beyond that. Through IB activities, I feel we've become more aware of those customers' presence than before.

Previously, we naturally tended to focus on the process right in front of us or our own assigned tasks, but now there are more moments where we work while imagining the customers beyond all of that, thinking that there's someone looking forward to the products or that the products might make someone smile.

I hope this will help everyone at LOHMEYER work with a shared desire to deliver our products and make people happy. Taking pride in our own products should also lead to nurturing the brand.

Yoshida: What you just described really overlaps with the very idea the Brand Vision aims for. Not just looking at your own tasks, but thinking about who your work delivers value to, and



what kind of value that is. I think as that awareness spreads, the sense of solidarity across the whole organization will grow stronger too.

Suzuki: Actually, before coming here, I was discussing with members of my department what underpins Starzen's value and brand.

Seki: That's an interesting theme. What conclusion did you reach?

Suzuki: We all agreed that, in the end, it was the people. If that's the case, I once again feel that IB activities, which unite the hearts of people who work across departments and positions, are extremely meaningful. In fact, we're seeing more moments where neighboring departments naturally share information, and younger employees speak up proactively, giving me a real sense that we're moving closer to becoming an organization that is both self-directed and self-driven.

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Every company has departments, but I believe what should exist between them isn't barriers but bridges that connect people and bring their respective strengths together.

Seki: I agree. I have a real sense that the distance between departments is gradually narrowing through IB activities.

Yoshida: Changes are gradually appearing on the recruitment front, as well. There are increasing opportunities to hear students resonate with our brand movie and Brand Vision. They tell us that they found the power of food appealing or that they want to make people smile through food. As someone in charge of recruitment, every time I hear things like that, I feel that what we aspire to be and what we stand for are gradually beginning to reach outside the Company as well.

In addition, the brand engagement survey conducted last fiscal year also showed quantitative improvement.

Of course, there are differences in engagement levels across departments, and trial and error continues, but I feel that people who have changed are having a positive influence on those around them, and that circle is gradually expanding.

Connecting internal branding to the growth of the Company

Seki: I think what matters is that each individual employee truly internalizes the Management Philosophy and Brand Vision, and translates that into their own action. If that accumulates, the sense of solidarity across Starzen as a whole should grow stronger, and we should be able to become an even stronger company.

Suga: I feel the same way. Things that can't be done alone become possible when everyone pools their knowledge together. If that kind of atmosphere spreads, I think both the way we work and the way we make products will keep getting better.

Komori: Actually, I used to feel uncomfortable engaging with people. But through repeated dialogue, I really think that I've gradually changed as well.

That's precisely why I feel there is great potential in the change of individual employees. Organizational change may ultimately be nothing more than the accumulation of change in each individual.

Yoshida: Through my interactions with students who seriously consider the kind of company that they want to work for, I've come to realize that they place importance not only on the appeal of the business or products when choosing a company, but also on the people who work there and the corporate culture. That's precisely why I feel that, in order to continue being a company that is chosen by people going forward, it's important for Starzen to remain a company where employees can work with pride and a sense of fulfillment.

Going forward, I'd like to continue communicating Starzen's distinctive culture and the appeal of working here, both internally and externally, and to expand the circle of empathy it creates.

Suzuki: I feel that a brand isn't something created by any one person, but something that grows through the accumulation of each employee's daily actions.

That accumulation becomes what makes Starzen distinctively itself, and it leads to brand value as seen not only internally, but also by customers and society. I think that by advancing not just internal branding, but external branding as well, as two wheels moving together, corporate value will be further enhanced.

Yoshida: IB activities are still only halfway along, but that's precisely why there's potential. Going forward, I'd like to continue building on dialogue and aiming for an organization where each individual can embody the brand in their own way.



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Corporate Governance

Starzen continues to work on strengthening its corporate governance in order to achieve sustainable growth and enhanced corporate value over the medium to long term while fulfilling its social responsibilities to shareholders and all other stakeholders, including customers, suppliers, debtholders, local communities, and employees. The Board of Directors will continue its efforts to further enhance its effective corporate governance system in accordance with Japan's Corporate Governance Code. By doing so, it aims to strike a proper balance between management oversight functions and business execution, while ensuring decisions are made with transparency, fairness, and promptness.

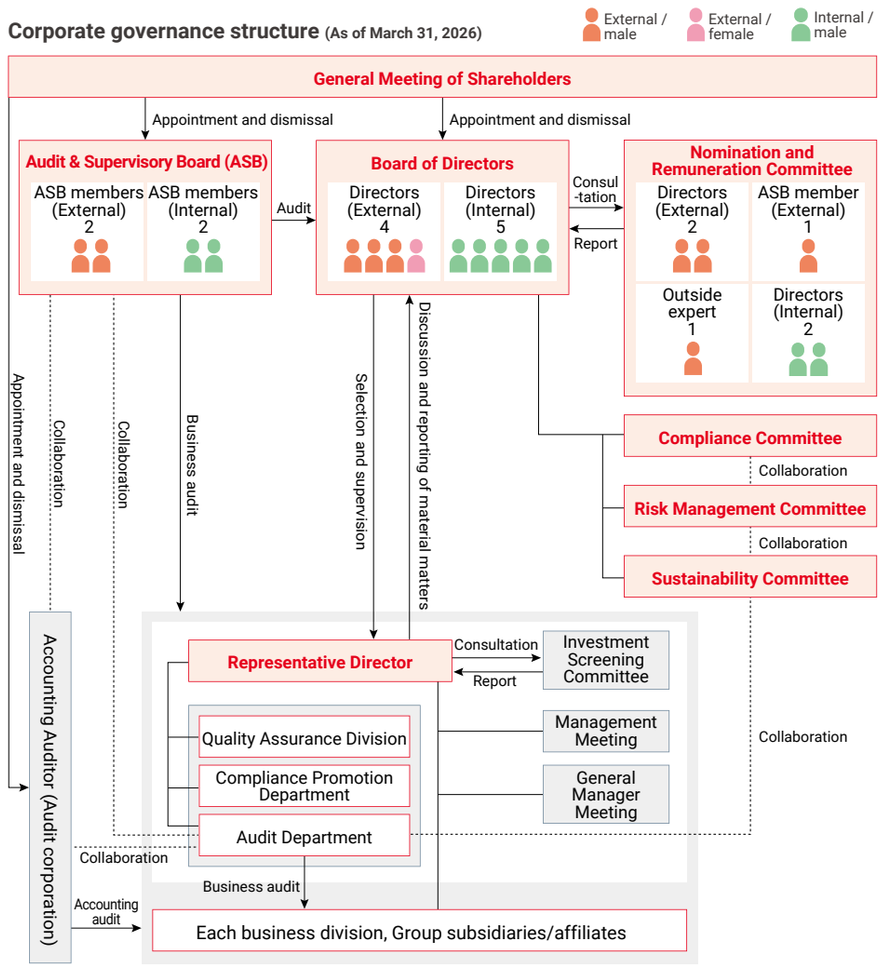
Corporate governance structure

The Company adopts the governance structure of a company with an Audit & Supervisory Board. The Board of Directors makes important decisions pertaining to management and oversees the execution of business, while the Audit & Supervisory Board and Audit & Supervisory Board members independent from the Board of Directors audit the execution of duties by the Board of Directors and other matters. To facilitate swift decision-making related to the execution of business, the Company has adopted the executive officer system, which separates management decision-making and oversight from business execution. Furthermore, to complement and enhance governance functions, the Company's Management Meeting and General Manager Meeting convene monthly to discuss and share essential matters, and the Company has also established the Nomination and Remuneration Committee as an advisory committee to the Board of Directors, as well as the Investment Screening Committee as an advisory body to the Representative Director.

Organizational structure	Company with an Audit & Supervisory Board
Number of directors	9
Of which, number of external directors	4
Directors' term of office under Articles of Incorporation	1 year
Number of Audit & Supervisory Board members	4
Of which, number of external Audit & Supervisory Board members	2
Accounting auditor	Ernst & Young ShinNihon LLC

(As of March 31, 2026)

Corporate governance structure (As of March 31, 2026)



Explanation of structure and organizational design

Board of Directors and directors

Role of the Board of Directors

The Board of Directors formulates business strategies and plans and is also responsible for important management decision-making and the supervision of business execution as required by laws and regulations, the Articles of Incorporation, and Company rules.

Overall composition

The Board of Directors comprises a maximum of 20 directors, in accordance with the Articles of Incorporation. Directors are required to possess a wide range of knowledge, experience, and skills, and they are appointed from among candidates capable of fulfilling the responsibilities required of directors. The Company appoints multiple external directors and selects independent external directors to comply with the provisions of Japan's Corporate Governance Code.

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Role of external directors

External directors participate in important decision-making by the Board of Directors and monitor the decision-making process. They also offer advice based on their own experience and insight regarding reports on management progress at Board meetings. In particular, independent external directors, using their independent standpoint, ensure that there are no conflicts of interest between the Company's management and its shareholders. At the same time, they oversee management from the perspective of general shareholders, to protect general shareholders and the common interests of shareholders as a whole.

Discussions by the Board of Directors

The main discussions undertaken by the Board of Directors at meetings held in FY2025 were as set out below.

In FY2025, many strategic discussions were held on matters including the formulation of Medium-Term Management Plan 2030, M&As, financial strategy, and equity policy with an ultimate focus on medium- to long-term enhancement of corporate value, and we are working toward more concise briefings and reports at meetings of the Board of Directors as well as smooth operations and livelier discussions by enhancing prior briefings for all agenda items.

Main agenda items at meetings of the Board of Directors in FY2025

Main agenda items	Category	Count
• Formulation and initiatives of Medium-Term Management Plan 2030 • M&A / alliance strategy • New system introduction / business DX project • Financial results • Financial strategy / equity policy	Policy / management strategy / business strategy	23
	Financial results / financial matters	14
• Evaluation of Board of Directors' effectiveness • Corporate governance • Enhancement and evaluation of internal control system • Officer appointments, remuneration for directors (and other officers), organizational changes	Governance / risk management	11
	Human resources	8
• General Meeting of Shareholders, Board of Directors • IR activity reports and future initiatives	Individual	8

Audit & Supervisory Board (ASB)

Role of the Audit & Supervisory Board and its members

Assuming responsibility on behalf of the shareholders, the Audit & Supervisory Board functions as an institution independent from the Board of Directors. In such capacity, the Audit & Supervisory Board has the statutory authority to request business reports from the Company or its subsidiaries. In addition, through audits of business and financial performance and the appointment and dismissal of accounting auditors, the Audit & Supervisory Board audits the execution of duties by the Board of Directors, as well as the internal control system, performance, and financial positions of the Company and its subsidiaries. The Company endeavors to provide sufficient staffing to ensure effective oversight by Audit & Supervisory Board members. Audit & Supervisory Board members include individuals with appropriate expertise in finance and accounting. Members are limited by the Articles of Incorporation to a maximum of six. At least half of the members must be external members.

Nomination and Remuneration Committee

Role of the Nomination and Remuneration Committee

Serving as an advisory body for the Board of Directors, the Nomination and Remuneration Committee deliberates and reports to the Board of Directors regarding the following matters.

1. Appointment and dismissal of directors and executive officers, and management succession plans
2. Remuneration systems for directors and executive officers
3. Appointment, dismissal, and remuneration of corporate advisors and counselors if appointed after the retirement of the Representative Director and President & CEO

Overall composition

The Nomination and Remuneration Committee is chaired by an external member. As a general rule, the Nomination and Remuneration Committee is made up of a majority of external members in order to ensure the independence of the committee itself.

Comment from the Chair of the Nomination and Remuneration Committee



Chair of the Nomination and Remuneration Committee

Wataru Ohara

In this committee, we have discussed the remuneration system and the development of candidates to become senior executives for the medium- to long-term development of Starzen.

In terms of the remuneration system, with regard to the remuneration scheme for directors and executive officers, we are engaged in ongoing discussions with the aim of designing a system to encourage directors and other officers to contribute to a medium- to long-term increase in corporate value on the premise of ensuring transparency, fairness, and objectivity.

In terms of candidates to become senior executives, we are paying particular attention to how we can put a plan in place for the development not only of candidates to become senior executives, but also of potential future candidates.

Going forward, we will provide opportunities for external directors and candidates for executive management to engage in discussions with each other and share their awareness of issues, and take other such actions to gain an overview of the status of development of future management from perspectives including external ones.

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Compliance Committee

Roles, etc.

The Compliance Committee was set up to build a compliance structure at the Group. In principle, it meets four times per year. The committee deliberates on the details of the compliance program defining the establishment of the compliance structure, confirms the program's implementation, and submits its findings and recommendations to the Board of Directors.

Composition

The Compliance Committee is chaired by the Representative Director, President & CEO and comprises two external officers, four internal directors, and three executive officers, as well as two full-time Audit & Supervisory Board members who act as observers.

Risk Management Committee

Roles, etc.

The Risk Management Committee was established in order to examine and assess various risks facing the entire Group. In principle, it meets four times per year. The Risk Management Committee assesses and analyzes all types of risk in terms of the expected scale of damages and frequency of occurrence. Based on this, the committee examines measures for improving response levels across the Group and submits its findings to the Board of Directors.

Composition

The Risk Management Committee is chaired by the director in charge of the Corporate Division and comprises two external officers, three internal directors, and four executive officers, as well as two full-time Audit & Supervisory Board members who act as observers.

Sustainability Committee

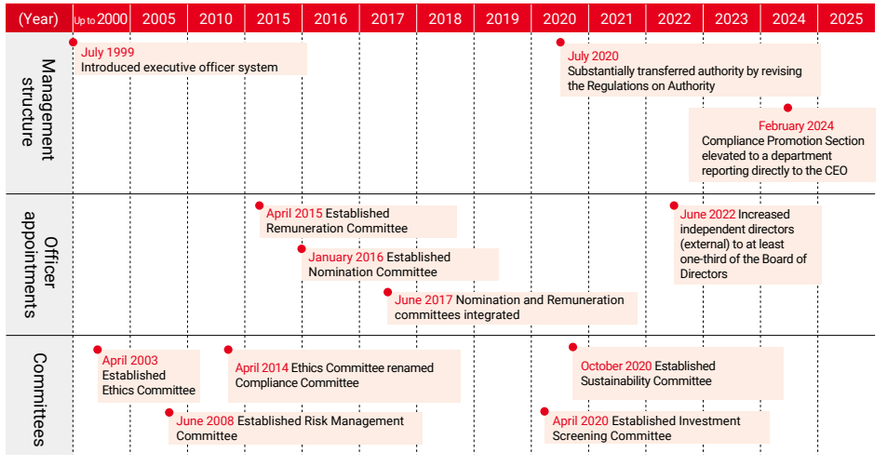
Roles, etc.

The Sustainability Committee was established to promote sustainability management. In principle, it meets four times per year. The committee deliberates on the status of reviews on policies for sustainability management covering the entire Group and the progress of actual measures and submits its findings and recommendations to the Board of Directors.

Composition

The Sustainability Committee is chaired by the director in charge of the Corporate Division and comprises two external officers, three internal directors, two general managers, and two full-time Audit & Supervisory Board members who act as observers.

Strengthening of corporate governance structure



In addition to the Nomination and Remuneration Committee, external officers joined the Compliance Committee, the Risk Management Committee, and the Sustainability Committee as external members in April 2023, and with the Compliance Promotion Section being elevated to a Compliance Promotion Department that reports directly to the CEO in February 2024, governance functions have been further strengthened. We will strive to further strengthen corporate governance by fulfilling the items listed below.

Revitalization of the Board of Directors	• Ensure thorough prior review by the Investment Screening Committee • Promote understanding of agenda items through prior explanation to external officers • Provide more opportunities for external officers to understand operations, such as on-site visits
Strengthening of risk management and internal control	• Identify and share risk governance situations • Strengthen on-site accounting operations and improve effectiveness of checks and balances • Strengthen collaboration among committees
Enhanced Group governance	• Reports from various committees to the Board of Directors • Establish mechanism for sharing information between head office corporate departments and departments in charge of subsidiaries/associates

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Evaluation of effectiveness

Evaluation of Board of Directors' effectiveness

In accordance with the Basic Policy on Corporate Governance, the Company annually analyzes and evaluates the efficiency of Board of Directors' meetings and the effectiveness and feasibility of Board decisions through self-checks in order to ensure effective decision-making by the Board. The method and results of these evaluations in fiscal 2025 are as follows.

Evaluation method

The Company held a survey of all directors and Audit & Supervisory Board members. Based on survey answers, an analysis and evaluation of the effectiveness of the Board of Directors was conducted. In addition, issues to be addressed going forward were identified and reported to the Board of Directors.

Questions

(1) Composition of the Board of Directors
(2) Operational status of the Board of Directors
(3) Support structure for external directors
(4) Roles and expectations for Audit & Supervisory Board members
(5) Relationship with shareholders and other investors
(6) Training
(7) Governance structure and overall effectiveness of the Board of Directors
(8) Others

Evaluation results

The results of the survey conducted in June 2026 indicated that discussions at the Board of Directors had become more robust as a result of supplementary briefings and follow-up on important matters, visits to sales sites, and other initiatives. Overall, we have concluded that the effectiveness of the Board of Directors is ensured.

On the other hand, it was pointed out that in terms of (5) Relationship with shareholders and other investors and (6) Training in the questions above, there is room for improvement. The Company has already started to make efforts in response to these findings and is working to further increase the effectiveness of the Board of Directors.

Cross-shareholdings

The Company may hold equity stakes in business partners only when it deems such investments to be conducive to medium- to long-term growth in the Starzen Group's corporate value by, for example, helping to build stable, long-term relationships with such business partners or strengthen existing relationships through business alliances.

The Company assesses whether cross-shareholdings are owned for appropriate objectives and whether the benefits and risks of owning them are commensurate with its cost of capital. The Board of Directors checks this during its first meeting of every fiscal year and discloses the results. Based on the review, the Company is reducing its equity stake in companies for which it determines ownership is of limited value.

Training of external directors

At Starzen, we regularly organize on-site visits to our business sites so that external directors can deepen their understanding of our operations and perform their supervisory duties more effectively. In fiscal 2025, we arranged on-site visits to the Chiba Plant that produces beef patties for McDonald's, and to the Matsuo Plant that is a critical site for hamburg steak production. Through these on-site visits, the external directors gained a deeper understanding of the strengths of our processed products business, including the highly automated production system and rigorous quality control at the Chiba Plant, as well as the flexible production system at the Matsuo Plant that enables high-mix production and meets diverse customer needs. In addition, in discussions with frontline staff, the external directors confirmed the ongoing efforts to further improve efficiency, as well as the sites' quality and hygiene control systems and strong product development capabilities. At the same time, they shared an understanding of the issues that need to be addressed in the future, such as securing and developing human resources and improving organizational productivity in shift-based working environments. Starzen will ensure that the knowledge gained through these site visits and dialogues is appropriately incorporated into Board of Directors discussions and will continue to utilize it to further enhance its business strategy and governance.

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Officer remuneration

Remuneration for directors and executive officers

Fundamental policy

The Company determines directors' and executive officers' remuneration according to the following basic policy.

Ensure the transparency, fairness, and objectivity of officer remuneration.
Design a remuneration scheme that incentivizes improvement in operating performance.
When setting individual remuneration amounts, determine the appropriateness in light of remuneration levels at suitably comparable companies. Also take into account the Company's other officers' and employees' remuneration level.

Determination process

The Nomination and Remuneration Committee deliberates on the remuneration scheme for directors and executive officers, discusses methods of setting their individual remuneration, and reports to the Board of Directors. Remuneration for each director is determined by the Board of Directors within the total amount of remuneration approved in advance by the General Meeting of Shareholders. When approving remuneration, the Board of Directors emphasizes a decision-making process that is transparent, fair, and objective, respecting the reports by the Nomination and Remuneration Committee. A resolution on the remuneration amount for each executive officer is reached by the Board of Directors, emphasizing a decision-making process that is transparent, fair, and objective, and that respects the reports by the Nomination and Remuneration Committee.

Remuneration for directors and executive officers

The remuneration for internal directors and executive officers consists of base remuneration, performance-based remuneration, and restricted share-based remuneration, the last of which is intended to incentivize its recipients to pursue sustained growth in the Company's corporate value. Remuneration for external directors consists solely of a fixed amount.

Base remuneration + **Performance-based remuneration** + **Restricted share-based remuneration**

Policy for setting individual remuneration

- Base remuneration comprises monthly monetary remuneration, and is set in accordance with rank and individual evaluations conducted each fiscal year in consideration of levels at other companies, performance, levels of employee pay, and other such factors.
- Performance-based remuneration uses a system that takes consolidated net sales, consolidated operating income, and ROE as metrics, and varies between 0.5 to 1.5 times the base amount depending on results in the previous fiscal year.
- Stock remuneration is provided by issuing uniform monetary remuneration claims for each rank, which are then used to grant restricted shares with the objective of aligning remuneration with medium- to long-term enhancement of corporate value. In principle, restrictions on stock transferability will be lifted when an individual leaves their position.

Composition of remuneration

- The remuneration structure is set up so that the higher the rank, the greater the ratio of performance-based remuneration and stock remuneration, with the combined ratio of both components accounting for 52% to 65% of total remuneration (at standard levels) depending on rank.

Remuneration for Audit & Supervisory Board members

Remuneration for Audit & Supervisory Board members consists solely of a fixed amount. Remuneration of each member is determined by the Audit & Supervisory Board within the limits set by a resolution reached in advance by the General Meeting of Shareholders.

Total remuneration paid to directors and Audit & Supervisory Board members in fiscal 2025

Classification	Number of recipients	Total amount by remuneration type, etc. (Millions of yen)			Total (Millions of yen)
		Base remuneration	Performance-based remuneration	Stock remuneration	
Directors	8	145	93	57	296
(of which, external directors)	(3)	(24)	—	—	(24)
Audit & Supervisory Board members	4	53	—	—	53
(of which, external Audit & Supervisory Board members)	(2)	(15)	—	—	(15)
Total	12	198	93	57	349

Notes:
1. Based on a resolution reached at the 80th General Meeting of Shareholders held on June 27, 2019, the amount of monetary remuneration for directors has been set at a maximum of ¥436 million annually (including a maximum of ¥40 million for external directors but excluding employee salaries for directors who concurrently serve as employees). The number of directors as of the conclusion of the aforementioned General Meeting of Shareholders was 13 (of which three are external directors).
2. Based on a resolution reached at the 81st General Meeting of Shareholders held on June 26, 2020, the amount of stock remuneration for directors has been set at a maximum of ¥100 million annually (external directors are not eligible to receive a grant of stock). The number of directors as of the conclusion of the aforementioned General Meeting of Shareholders was 8 (excluding external directors).
3. The total amount of stock remuneration shown in the table for fiscal 2025 represents the amount recognized as an expense in the consolidated fiscal year out of the expenses related to restricted shares granted to five directors.
4. The amount of monetary remuneration for Audit & Supervisory Board members has been set at a maximum of ¥72 million annually on the basis of a resolution of the 80th General Meeting of Shareholders held on June 27, 2019. The number of Audit & Supervisory Board members as of the conclusion of the aforementioned General Meeting of Shareholders was four.
5. The directors noted as recipients above exclude one director who is not remunerated.

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External Directors' Roundtable Discussion

Supporting the sustainable growth of Starzen through highly effective governance

Director (External)
Wataru Ohara

Director (External)
Mariko Eto

Director (External)
Kaku Yoshisato

Director (External)
Shingo Ogoshi



Under its medium-term management plan, the Starzen Group is expanding its overseas business, undertaking large-scale investments, and accelerating other initiatives toward sustainable growth. To achieve this, highly effective corporate governance that supports decision-making at the management level is absolutely essential. In this roundtable discussion, four external directors sat down to discuss the effectiveness of the Board of Directors, the evaluation of the previous medium-term management plan, expectations for the new medium-term management plan, developing human resources and instilling the corporate philosophy, and other such issues.

A Board of Directors where advice and oversight function effectively
Examining even large-scale projects from multiple perspectives

How do you rate the current corporate governance structure of the Starzen Group and its effectiveness?

Ohara: I see the effectiveness of the Board of Directors as being at a satisfactory level overall. All necessary information, including prior explanations, is fully shared, and lively discussions are taking place at board meetings. On the other hand, we view the balance between external and internal directors, the ratio of female directors, the appointment of foreign nationals in anticipation of the expansion of our overseas business, and other such issues as medium- to long-term challenges.

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Eto: I also think that the perspective of diversity will become increasingly important going forward. But on the other hand, I think the Board of Directors at the moment has this kind of healthy tension. The impropriety that was discovered in 2023 is something that the Board of Directors and executives both take extremely seriously. There is a common recognition that it should not be allowed to happen again, and I feel that this has been translated into an increase in the quality of discussions and effectiveness. And that's why it's important not to let this recognition be eroded.

Ogoshi: As Ms. Eto said, the Board of Directors has a kind of healthy tension that is greater than it has had in the past. In this environment, the cycle of prior explanations, discussions in actual meetings, and subsequent follow-up has firmly taken root. The mechanism by which the CEO and other executives take a serious approach to the questions and opinions of the external directors and undertake additional considerations as necessary is functioning properly. Going forward, as the number of overseas projects and large-scale investment projects increases, I think it will become even more important to carefully check everything in the decision-making process.



Yoshisato: As everyone has already said, I also feel the Board of Directors is exercising both its decision-making and supervisory functions, and its effectiveness is being ensured. And when it comes to large-scale investment projects as well, the discussions are very thorough and cover everything up to compatibility with the medium-term management plan and capital efficiency. The advice and oversight function of external directors is being amply exercised, but we still need to keep working on new issues that arise, such as how to handle PBR falling below 1.0 and the enhancement of governance in our overseas business.

Discussions on large-scale projects such as M&A and capital investment
A clearer commitment to our share price

In fiscal 2025, what were the agenda items that received particular attention, and which ones saw lively discussions?

Yoshisato: From fiscal 2025 into fiscal 2026, the main themes were domestic and overseas M&As and large-scale investment projects. For each of these, decision making was undertaken after multiple prior explanations and discussions while referring to our basic policy and receiving rolling progress updates. The medium-term management plan and action toward management that is conscious of the cost of capital and share price were also the subject of lively discussions.

Ohara: Yes, that's exactly right. Over the last one or two years, large-scale projects such as logistics sites, capital investments, and M&As have presented themselves one after another. However, rather than the sheer number of projects, I value the fact that we are taking sufficient time to engage in multifaceted discussions. External directors raise issues, and the company responds by setting out its perspective through explanations provided over multiple occasions. This is the kind of interaction that has been steadily taking place.

Ogoshi: We also engage in fairly in-depth financial discussions. In addition to our expected ROIC, we also check whether the assumptions for our business plan and cash flows are valid. Even



at the prior explanation stage, external officers ask demanding questions, and detailed, thorough explanations are provided in response. In addition, setting out specific numerical targets for our dividend policy was also a major advance. I think our commitment to addressing our share price has become clearer over the past year.

Eto: Yes, that's right. As a lawyer, even if I don't necessarily oppose a project itself, I often ask questions like, "Have you confirmed this point?" or "Wouldn't it be better to clarify this a bit more?" While those on the executive side are very eager to move forward, I believe that proceeding only after thoroughly assessing the risks and procedures ultimately leads to a project's success. In actual fact, the executive side takes this seriously and reports on the status of their action by the next meeting, so I feel we have very constructive discussions.

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Met the targets of the medium-term management plan in both qualitative and quantitative terms How to translate proactive investments into results

What are your thoughts looking back on the previous medium-term management plan? Please tell us about the accomplishments and challenges.

Ogoshi: In terms of quantitative results, I believe that achieving the targets set out in the medium-term management plan, such as those for sales and profits, was a major accomplishment. Furthermore, the groundwork for our overseas business is proceeding in places including Singapore and Australia, putting in place a platform from which we can embark on the next stage of our growth.

Yoshisato: While achieving the numerical targets is certainly important, what I value most is that these accomplishments have led us into the new medium-term management plan. The initiatives we embarked on under the previous medium-term management plan, such as overseas business, the reorganization of logistics sites, and capital alliances, are being carried forward as a consistent story into the next growth strategy.

Ohara: I also feel the same. However, I think the results of our investments will be truly tested as we go forward from here. Capital investments and M&As are meaningless if no action is taken after they have been completed. Just how we translate our investments in businesses into revenue is an issue that we now have to tackle. We need to take things forward while finding a balance between short-term profits and future growth.

Eto: I think there were achievements that might not be obvious from just looking at the figures. The fact that young employees were able to get involved in our M&As and new projects allowed them to build up their experience, and this has contributed to the development of our human resources. Even if there were projects that didn't come to fruition, I feel the knowledge and growth gained through the process has become a great asset for the company.

Strengthened collaboration with producers and overseas meatpackers is required A mechanism for systematic human resource development takes shape

What are the key points and crucial matters when it comes to achieving the targets of the new medium-term management plan?

Ogoshi: I think that our growth driver will be our overseas business. To expand our Wagyu exports and our processed foods business, investment will continue to be necessary. On the other hand, the raw material procurement environment may become increasingly challenging going forward. Strengthened collaboration with producers and overseas meatpackers is an extremely important theme.

Yoshisato: That is completely right. In addition, we need to steadily implement the growth strategy that we have launched, and ensure that it swiftly bears fruit. To this end, a financial strategy, a human resources strategy, and the construction of a risk management system for overseas projects are essential. I think that it is important not only to envision a plan, but also to undertake continuous verification of the execution process.

Ohara: Going forward, I expect growth investment to continue. But it takes time for investments to come to fruition. Development of the human resources to support this period is also extremely important. Recently, a mechanism for systematic human resource development has taken shape, and we are now seeing more instances of younger and mid-level employees presenting to the Board of Directors. I believe that it is this development of human resources that will lead to competitiveness over the medium to long term.

Eto: I also think that human resources are important. At the same time, there is no change in Starzen's mission to deliver safe and secure food to consumers no matter how much our business expands. I would like to see Starzen meet the targets of the new medium-term management plan while valuing both a spirit of challenge and its founding principles.



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Instilling our philosophy requires continuous effort
A bottom-up movement creating value from the front lines

What do you think of the Starzen Group's Management Philosophy and Brand Vision? And to what extent do you think the Management Philosophy has been instilled around the company?

Ohara: I've been involved with Starzen for many years, and I feel that our corporate culture has been gradually changing since we established our Brand Vision. Compared to before, it has become easier for staff on the ground to voice their opinions, and there is now a stronger culture of creating value through a bottom-up approach.

Eto: I also feel that change. The philosophy itself is extremely easy to understand, and it has a warmth to it. It's a message suitable for a company involved in food, and I get the impression that the employees are becoming able to talk about the direction the company wants to take in their own words.

Ogoshi: I think a significant factor here is that employees played a leading role in building the Brand Vision. It is precisely because it reflects the values cherished by those on the ground that it resonates particularly well with people. I myself also feel that the philosophy has been instilled in people when I see the serious and sincere way they approach their work.

Yoshisato: Instilling our philosophy is no good if it's only temporary. It is only when these efforts lead to proactive actions on the ground and management provides ongoing support for them that they become a source of competitive advantage. In that sense, I hope that going forward the philosophy will be even more deeply and broadly instilled.

Leaders must love their company and have a sense of responsibility
Hopes for mutual encouragement and growth among the human resources of the next generation

What kind of management talent do you think the Starzen Group will need going forward?

Eto: I think it is people who love Starzen. People who can take on new challenges while valuing the company's history, those working on site, employees, and customers. I have high expectations for people who motivate others and get those around them involved to create growth.

Ogoshi: On this point, I feel the same way. Going forward, we will need leaders who can not only provide top-down leadership but also empower bottom-up initiatives throughout the organization. I think it is important to be able to lead the organization while remaining flexible.

Ohara: Starzen's business domains are expanding, so what is required is the ability to understand its business from a broad perspective, from overseas markets to the domestic market, and from procurement to sales. It is desirable to have an environment where multiple individuals who lead the way in the next generation are nurtured and push each other to excel.



Young employees are promising talent for the future
Supporting increased corporate value with governance

Toward the medium- to long-term growth of the Starzen Group, what do you anticipate and what do you see your role as being?

Ogoshi: For medium- to long-term growth, overseas development is important. I want to see Starzen become the first company people around the world think of when it comes to Wagyu beef. Leveraging my financial and accounting expertise, I want to contribute from the perspectives of investment decisions and risk management.

Eto: I have great hopes pinned on the young people who will support our growth going forward. I hope our organization will be one where promising employees can fully unleash their potential, and I intend to keep learning as a director as well.

Yoshisato: The new medium-term management plan depicts our value creation story. To achieve this and enhance our earning power, the Board of Directors must exercise its oversight function while also supporting appropriate risk-taking. I myself hope to increase the depth of our discussions.

Ohara: I think it is just as everyone has said here. The role of external directors is not merely to provide oversight when it comes to risk. Supporting sustainable growth and increased corporate value for the company is also an important mission. We would like to leverage our respective expertise to support Starzen's next stage of growth.

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Directors (As of March 31, 2026)

Director



Representative Director, President & CEO

Kazuhiko Yokota

1986 Apr.Joined Zenchiku Co., Ltd. (currently, Starzen Co., Ltd.)
2013 Apr.Executive Officer, Starzen Co., Ltd.
2015 Apr.Managing Executive Officer
2016 Jun.Director
2018 Apr.Managing Director
2020 Apr.Senior Managing Director
2021 Apr.Representative Director, President & CEO (current position)

Shares held: 175,623



Managing Director

Masao Uzurahashi

2008 Sept.Joined Starzen Co., Ltd.
2014 Apr.Director, General Manager of Broad Area Sales Department, Starzen Broad Area Sales Co., Ltd.
2015 Apr.Managing Director, Starzen International Co., Ltd.
2016 Apr.Executive Officer, Starzen Co., Ltd. Executive Vice President, Starzen International Co., Ltd.
2017 Jun.Director, Starzen Co., Ltd.
2018 Apr.President & CEO, Starzen International Co., Ltd.
2021 Apr.Managing Director, Starzen Co., Ltd. (current position)

Supervisor of Sales Division, Overseas Division, and McDonald's Division

Shares held: 81,648



Managing Director

Masamichi Takahashi

1986 Apr.Joined Zenchiku Co., Ltd. (currently, Starzen Co., Ltd.)
2010 Apr.Director, STARZEN MEAT PROCESSOR Co., Ltd.
2016 Apr.Managing Director, Plant Manager of Aomori Plant, STARZEN MEAT PROCESSOR Co., Ltd.
2017 Apr.Executive Officer, Starzen Co., Ltd.
2018 Apr.Senior Managing Director, STARZEN MEAT PROCESSOR Co., Ltd.
2019 Jun.Director, Starzen Co., Ltd.
2020 Apr.President & CEO, STARZEN MEAT PROCESSOR Co., Ltd.
2023 Apr.Managing Director, Starzen Co., Ltd. (current position)

Supervisor of Production Division and STARZEN MEAT PROCESSOR Co., Ltd.

Shares held: 76,452



Director

Tsunehiro Sana

1985 Apr.Joined The Mitsubishi Bank, Ltd. (currently, MUFG Bank, Ltd.)
2013 Jan.General Manager of Kamakura Branch, MUFG Bank, Ltd.
2015 Nov.Joined Starzen Co., Ltd. General Manager of Group Human Resources Department, Planning and Administrative Division
2017 Oct.General Manager of Planning and Administrative Division
2020 Apr.Executive Officer, General Manager of Administrative Division
2022 Jun.Director (current position)

Supervisor of Finance and Group Controller Division and Administrative Division

Shares held: 76,278



Director

Ryoichi Takahama

1988 Apr.Joined Zenchiku Co., Ltd. (currently, Starzen Co., Ltd.)
2018 Apr.Executive Officer, Starzen Co., Ltd.
2019 Apr.Managing Director, General Manager of Sales Management Division, Starzen Sales Co., Ltd.
2019 Jun.Director, Deputy General Manager of Sales Division, Starzen Co., Ltd.
2021 Apr.Director, General Manager of Logistics Division
2023 Oct.Senior Executive Officer, General Manager of Corporate Division
2024 Jun.Director (current position)

Supervisor of Corporate Division, IT & Communication Division, and Logistics Division

Shares held: 49,411



Director (External)

Wataru Ohara

1975 Apr.Joined The Mitsui Bank Limited (currently, Sumitomo Mitsui Banking Corporation)
2010 Jun.Representative Director and Executive Vice President, Sumitomo Mitsui Financial Group, Inc.
2013 Apr.Representative Director and CEO, Teisoh Co., Ltd. (currently, Teikoku-Soko Co., Ltd.)
2017 Jun.Director (External), Starzen Co., Ltd. (current position)
2020 Jun.Representative Director, Chairman, Teikoku-Soko Co., Ltd.
2021 Jun.Chairman, Teikoku-Soko Co., Ltd.
2023 Jun.Senior Advisor, Teikoku-Soko Co., Ltd. (current position)

Shares held: 3,000



Director (External)

Kaku Yoshisato

1991 Apr.Joined Mitsui & Co., Ltd.
2019 Apr.General Manager of Oils & Fats, Staple Food Project Division, Food Business Unit, Mitsui & Co., Ltd.
2020 Jun.Director (External), Starzen Co., Ltd. (current position)
2021 Apr.General Manager, Livestock & Fisheries Project Division, Food Business Unit, Mitsui & Co., Ltd.
2024 Apr.Director, Deputy General Manager of Food Business Unit, Mitsui & Co., Ltd. (current position)
2024 Jun.Director (External), FEED ONE Co., Ltd. (current position)
2024 Jun.Director (External), J-OIL MILLS, Inc. (current position)

Shares held: 0



Director (External)

Mariko Eto

1994 Apr.Joined Mitsui & Co., Ltd.
2002 Apr.Enrolled in Legal Training and Research Institute of Japan
2003 Oct.Registered as attorney with Daini Tokyo Bar Association Joined New Tokyo International Law Office
2015 Apr.Joined TMI Associates
2017 Jan.Partner, TMI Associates (current position)
2020 Jun.Audit & Supervisory Board Member (External), Starzen Co., Ltd.
2022 Jun.Director (External), Starzen Co., Ltd. (current position)
2023 Jun.External Director, Nitto Denko Corporation (current position)
2024 Mar.Director (External), ASICS Corporation (Audit & Supervisory Committee Member) (current position)

Shares held: 0



Director (External)

Shingo Ogoshi

2005 Apr.Joined Chuo Aoyama PwC
2007 Jul.ShinNihon LLC (currently, Ernst & Young ShinNihon LLC)
2015 Jul.Ogoshi Nobuyoshi Accounting & Tax Corporation (currently, Ogoshi Accounting & Tax Corporation)
2015 Nov.Senior Partner of Ogoshi Accounting & Tax Corporation (current position)
2016 Jun.Audit & Supervisory Board Member (External), Starzen Co., Ltd.
2024 Jun.Director (External), Starzen Co., Ltd. (current position)

Shares held: 0

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Audit & Supervisory Board members



1980 Apr.Joined the Tokai Bank, Ltd. (currently, MUFG Bank, Ltd.)
2002 Jan.Deputy General Manager of Treasury Department, UFJ Bank Ltd. (currently, MUFG Bank, Ltd.)
2010 Jul.General Manager of General Affairs Department, Tokyo Bubunniku Meat Center Co., Ltd. (currently, Starzen Logistics Co., Ltd.)
2016 Apr.General Manager of Planning and Administrative Division, Starzen Co., Ltd.
2020 Jun.Full-time Audit & Supervisory Board Member (current position)

Shares held: 3,800

Full-time Audit & Supervisory Board Member
Kouhei Kanno



2003 Oct.Joined ShinNihon LLC (currently, Ernst & Young ShinNihon LLC)
2019 Oct.Representative Director, OCS Partners Co., Ltd. (current position)
2019 Dec.Director of Wakayama Michitaro Certified Public Accountant & Tax Accountant Office (current position)
2023 Jun.Audit & Supervisory Board Member (External), Central General Development Co., Ltd.
2024 Jun.Audit & Supervisory Board Member (External), Starzen Co., Ltd. (current position)

Shares held: 0

Audit & Supervisory Board Member (External)
Michitaro Wakayama



1981 Apr.Joined The Mitsui Bank Limited (currently, Sumitomo Mitsui Banking Corporation)
2006 Dec.Senior Vice President, Head Office, Sumitomo Mitsui Banking Corporation
2008 Jun.Joined Starzen Co., Ltd.
2013 Apr.Executive Officer, General Manager of Finance Department
2015 Apr.Executive Officer, General Manager of Finance and Group Controller Division
2021 Jun.Director
2024 Jun.Full-time Audit & Supervisory Board Member (current position)

Shares held: 38,343

Full-time Audit & Supervisory Board Member
Ryuso Sadanobu



1996 Apr.Registered as Attorney
1996 Dec.Joined Hibiya Sogo Law Offices
2001 Jul.Weil, Gotshal & Manges Law Firm New York Office
2002 Sep.Hibiya Sogo Law Offices
2008 Jun.Audit & Supervisory Board Member (External), Denki Kagaku Kogyo Co., Ltd. (currently, Denka Company Limited)
2012 Jun.Audit & Supervisory Board Member (External), Itochu Techno-Solutions Co., Ltd.
2020 Jun.Audit & Supervisory Board Member (External), Kurita Water Industries Ltd.
2024 Jan.Representative Attorney, Hibiya Sogo Law Offices (current position)
2024 Jun.Audit & Supervisory Board Member (External), Starzen Co., Ltd. (current position)

Shares held: 0

Audit & Supervisory Board Member (External)
Toshiaki Tada

Skills matrix for directors (expertise, knowledge, experience, etc.)

Note: The list below does not represent all of the knowledge possessed by each director.

Position	Name	Corporate management					
		Corporate management	Sales and marketing	Production	Global business	Finance and accounting	Legal affairs and risk management
Directors (Internal)	Kazuhiko Yokota	○	○	○			
	Masao Uzurahashi	○	○		○		
	Masamichi Takahashi	○		○			
	Tsunehiro Sana					○	○
	Ryoichi Takahama		○	○			
Directors (External)	Wataru Ohara	○				○	○
	Kaku Yoshisato	○			○		
	Mariko Eto						○
	Shingo Ogoshi					○	

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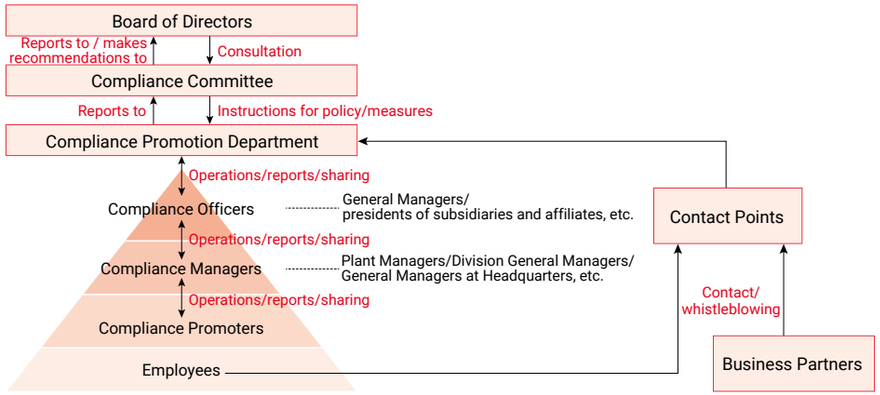
Compliance

Basic policy

The Starzen Group places its Management Philosophy at the root of its corporate activities and undertakes activities to ensure widespread understanding of these principles in order to help all employees of the Group to take action based on them. It has also defined a Code of Conduct and Guidelines for Conduct and is working to foster impeccable ethics in order to gain the trust of stakeholders including business partners and shareholders. At the same time, we undertake organized and ongoing compliance activities, having instituted the Compliance Rules, Fundamental Policy on Sustainability, Fundamental Policy on Human Rights, Fundamental Policy on Industrial Safety and Health, and Fundamental Policy on the Environment.

Compliance promotion system

We established the Compliance Committee, which meets four times a year in principle, as an advisory body to the Board of Directors, with the purpose of increasing social trust and establishing a spirit of compliance within the Group. General managers and presidents of subsidiaries/associates, who serve as compliance officers, are responsible for administering our compliance program based on deliberations of the Compliance Committee. Compliance managers, serving under compliance officers, operate the compliance program appropriately. In case of a compliance violation or possible violation, information is shared immediately according to the reporting line of manager, officer, and then the Compliance Promotion Department at Headquarters. Serious incidents are reported to the Compliance Committee and the Board of Directors to make improvements to the compliance promotion system and compliance program operations. When an incident of fraud came to light in 2023, we immediately responded by setting up an internal investigative committee and also set up a special investigative committee composed of experts, including lawyers and certified public accountants. To address the situation, we are also cooperating with the Audit Department to further strengthen compliance.



Main initiatives in fiscal 2025

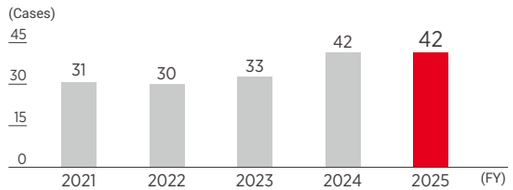
- To enable employees to act with awareness of compliance, we conducted rank-specific training to reaffirm basic knowledge, as well as e-learning for all employees, to raise compliance awareness.
- We promote mutual understanding among employees and build relationships of trust through regular one-on-one meetings held semiannually and compliance week held once a year.
- In order to ensure thorough compliance management, the Compliance Committee met four times over the course of the year with the Compliance Promotion Department as the secretariat.

Support Desk

With the aim of achieving an open workplace environment and preventing misconduct before it occurs, we have established various contact points (including a Whistleblower Hotline) that all officers and employees can use with peace of mind at any time, to ensure issues are detected early and addressed quickly. In an effort to enhance our consultation and reporting system, we have also established a dedicated whistleblower hotline to receive reports and consultations from our business partners. We appropriately investigate all consultations and reports received, take corrective measures as necessary, and work to prevent recurrence.

Example concern	Contact point
Workplace issue Harassment	• Compliance Support Desk (external: specialist service provider) • Internal Support Desk (Compliance Promotion Department)
Suspected violation of law	• Whistleblower Hotline (external: law office) • Whistleblower hotline for business partners (external: specialist service provider)

Trend in contact point use



* In fiscal 2024, we began counting reports received through channels other than the support desks and established a whistleblower hotline for business partners.

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Risk Management

Risk management system

To avoid operating risks and minimize damages should they materialize, we have established Risk Management Regulations and a Risk Management Committee, which deliberates on the issues and countermeasures related to group-wide risk management and promotion. The Risk Management Committee reviews the Group's risk management policy, system, and countermeasures. It also analyzes risks that have emerged and reviews risk assessments quarterly to examine and evaluate measures to prevent these risks and their recurrence. The committee's risk assessment results are reported to the Board of Directors.

Conduct security training for employees, establish, disseminate, and enforce regulations

As cyberattacks continue to grow more sophisticated and advanced, the Starzen Group is promoting information security measures, centered on its Information Management Meeting. We are working to strengthen security education, authentication and access management, monitoring systems, and governance to avoid serious business impacts such as operational shutdowns and information leaks caused by ransomware attacks or unauthorized intrusions that originate from the supply chain.

Risk category	Anticipated risk events	Measures
Compliance	• Violation of laws and regulations, or internal rules • Errors in financial reports or disclosure of erroneous information • Response to problems facing the logistics industry	• Spread messages from top management, expand employee training, thorough frontline coaching, utilize support desks • Strengthen internal controls, implement personnel rotations, conduct internal audits • Streamline logistics operations, restructure logistics bases
Food safety	• Contamination, shipment of defective products, health damages • Recalls (reputational damage, etc.) • Improper/falsified labeling	• Enhance quality control and quality assurance system • Maintain quality control level utilizing external certification regime (SQF) • Share information more swiftly, periodically review product standards (including raw materials)
Stable procurement of meat	• Outbreak of livestock/poultry disease causing production shutdown • Shipping delays, labor strikes at ports, or customs clearance problems • Rising costs due to soaring electricity, fuel, and feed prices along with personnel costs	• Diversify suppliers for stable supply, strengthen collaborative systems with partner farms • Gather information on import destinations, diversify suppliers (meatpackers and livestock production sites) • Implement energy-saving measures through the visualization of energy consumption, invest in facilities with high energy-saving effects
Fluctuating meat prices	• Decline of profitability due to negative spread between purchase price and selling price • Profitability squeezed by rising surplus inventory and slow-moving inventory • Impact of changes in import/export tariffs	• Strengthen management of net long and net short product positions • Monitor appropriate inventory levels • Strengthen earnings resilience through expansion of sales for high-value-added products
Overseas business/export transactions	• Damage claims due to contract violation • Unrecoverable debt from business partners • Geopolitical instability	• Clearly stipulate quality and other standards in contracts • Utilize external information and trade credit insurance, regularly review credit • Reduce the risk of dependence on specific markets through diversification of export destination countries and sales channels
SDGs/ESG	• Lack of initiatives to reduce greenhouse gas (GHG) emissions • Distrust from investors and reduced corporate value due to disclosure insufficiencies • Insufficient efforts to ensure animal welfare	• Strengthen GHG reduction initiatives by the Sustainability Committee and the GHG Reduction Working Group • Disclose proactively and appropriately • Regularly gather information from relevant organizations, repair facilities, train employees
Information security	• Information leakage (insider, confidential, customer, personal information, etc.) • Cyberattack or computer virus • System failure (network or power source)	• Conduct information management training for employees, periodically review and revise regulations, and ensure thorough dissemination • Continue to strengthen information system security, establish a crisis management system • Execute contracts with multiple network companies, carry out training for changing over to backup equipment
Human resources and labor matters	• Decline in competitiveness due to fragmented human resource data and personnel placement mismatches • Exodus of talent due to declining appeal of the Company or job duties • Worker shortages due to depopulation or aging population	• Utilize human resource talent management system • Create attractive workplaces (internal branding activities, internal recruitment system, course-specific systems, etc.) • Recruit, retain, and utilize diverse human resources

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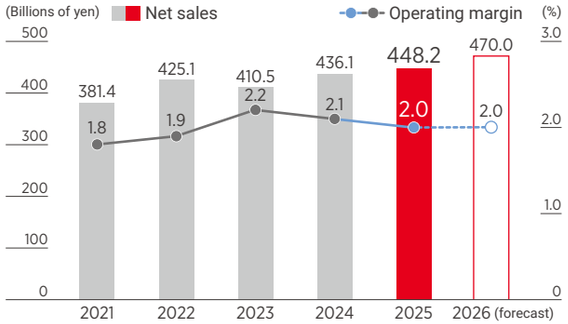
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Financial Highlights

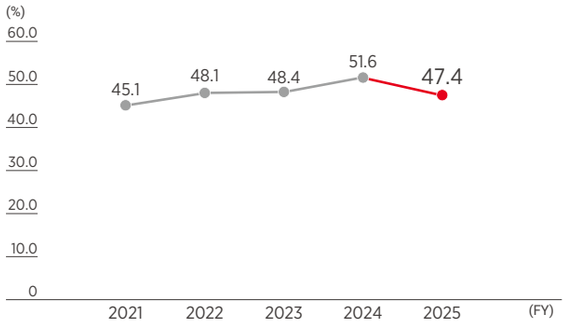
Net sales / Operating margin

¥448.2 billion | **2.0%**



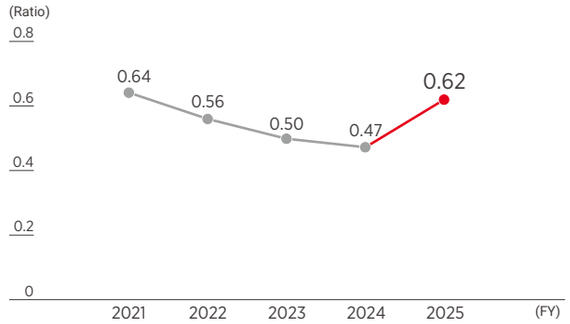
Equity ratio

47.4%



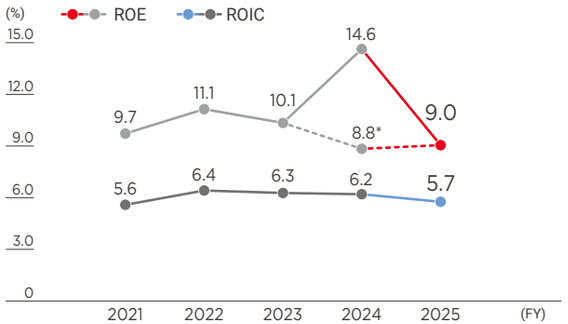
Debt-to-equity (D/E) ratio

0.62 times



ROE / ROIC

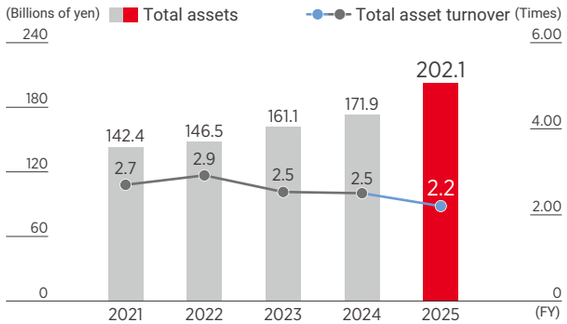
ROE 9.0% | **ROIC 5.7%**



* ROE excluding gains on sale of idle assets, FY2024

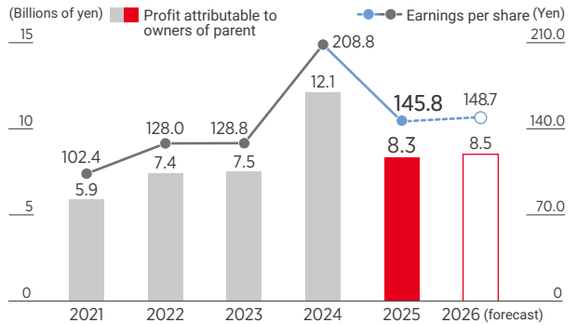
Total assets / Total asset turnover

¥202.1 billion | **2.2 times**



Profit attributable to owners of parent / Earnings per share

¥8.3 billion | **¥145.8**



* The Company split its stock three for one effective April 1, 2025. Accordingly, earnings per share are calculated assuming that the stock split was executed at the beginning of FY2021.

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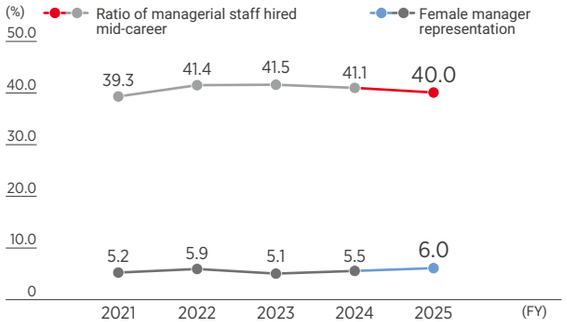
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Ratio of managerial staff hired mid-career / Female manager representation

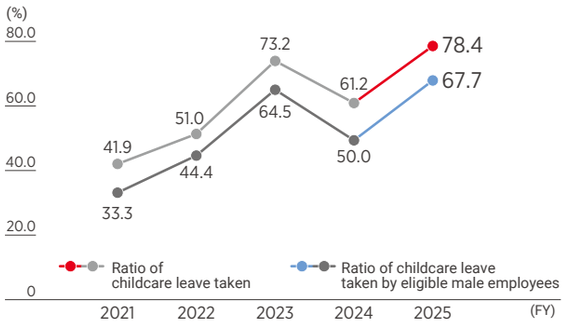
Ratio of managerial staff hired mid-career **40.0%** | **Female manager representation** **6.0%**



* Permanent employees of Starzen Co., Ltd. (including employees seconded to associates)

Ratio of childcare leave taken / Ratio of childcare leave taken by eligible male employees

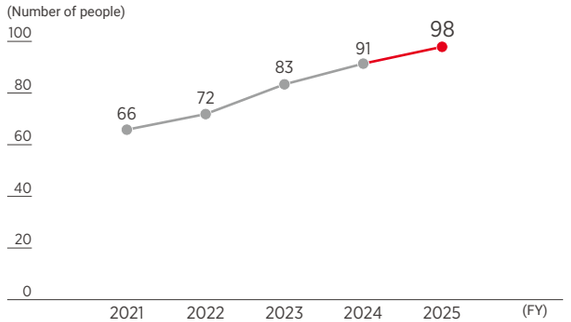
Ratio of childcare leave taken **78.4%** | **Ratio of childcare leave taken by eligible male employees** **67.7%**



* Permanent employees of Starzen Co., Ltd. (including employees seconded to associates)
* Childcare leave taken by men includes not only leave such as childcare leave but also other leave for the purpose of childcare taken

Number of employees with specialty certifications*

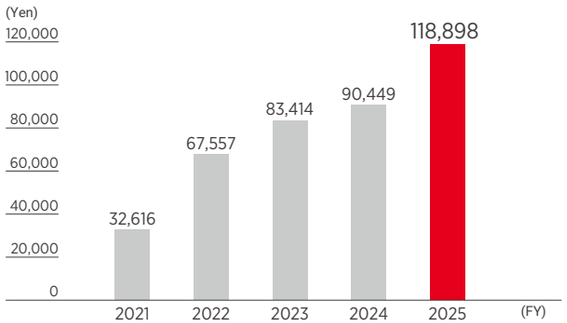
Beef/pork portioning Meister Certification **98**



* For entire Starzen Group (including permanent employees of consolidated subsidiaries)

Training costs per employee

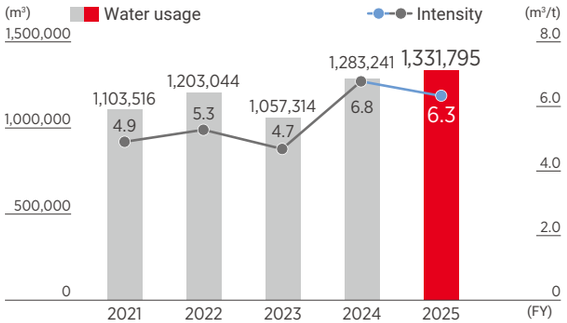
¥118,898



* Permanent employees of Starzen Co., Ltd. (including employees seconded to associates)
* The calculation criteria have been changed as of this fiscal year, and have been retrospectively applied to figures from past years.

Water usage / Intensity

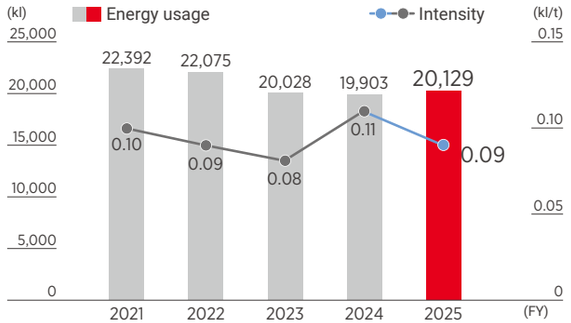
Water usage **1,331,795m³** | **Intensity** **6.3m³/t**



* Total for meat processing business (seven plants) and food processing business (seven plants)

Energy usage / Intensity

Energy usage **20,129kl** | **Intensity** **0.09kl/t**



* Total for meat processing business (seven plants) and food processing business (seven plants)

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	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Financial Performance (Millions of yen)											
Net sales	303,402	313,943	340,119	351,212	351,356	349,242	381,432	425,173	410,534	436,112	**448,213**
Cost of sales	278,462	285,468	309,525	320,639	320,089	314,880	345,981	386,603	369,658	394,230	**404,051**
Gross profit	24,940	28,475	30,593	30,572	31,266	34,361	35,451	38,569	40,875	41,882	**44,162**
Selling, general and administrative expenses	21,025	22,912	24,749	25,784	27,037	27,675	28,545	30,407	31,896	32,836	**35,400**
Operating income	3,914	5,562	5,844	4,788	4,229	6,686	6,905	8,162	8,978	9,046	**8,762**
Non-operating income	2,373	1,760	2,160	2,423	2,216	2,791	2,878	3,468	2,658	2,964	**3,759**
Non-operating expenses	726	723	734	793	650	870	617	1,346	854	1,349	**1,494**
Ordinary profit	5,561	6,599	7,270	6,418	5,795	8,607	9,165	10,284	10,782	10,661	**11,027**
Profit before income taxes	5,842	6,297	7,160	6,584	3,956	8,334	8,489	10,245	11,033	17,587	**11,560**
Profit attributable to owners of parent	3,796	4,578	5,120	4,565	1,743	6,921	5,984	7,483	7,512	12,197	**8,338**
Capital investment	2,109	2,007	3,743	4,062	2,924	3,440	3,195	3,101	6,302	8,916	**8,269**
Depreciation	2,744	2,650	2,433	2,615	2,809	2,765	2,949	2,916	3,040	3,315	**4,204**
R&D expenses	34	44	63	86	117	86	79	76	86	94	**97**
Cash Flows (Millions of yen)											
Cash flows from operating activities	13,365	1,876	1,163	7,000	1,459	11,084	1,420	7,214	12,776	(2,264)	**2,946**
Cash flows from investing activities	(1,349)	(1,761)	(4,464)	(4,091)	(3,412)	(3,445)	(3,451)	(4,192)	(4,847)	613	(**14,692**)
Cash flows from financing activities	(9,636)	3,338	(2,884)	(2,713)	890	(2,001)	(1,590)	(3,169)	(2,099)	811	**13,393**
Free cash flow (Operating cash flows + Investing cash flows)	12,016	115	(3,301)	2,909	(1,952)	7,638	(2,030)	3,022	7,929	(1,651)	(**11,746**)
Cash and cash equivalents at the end of year	12,462	15,885	9,793	9,969	8,896	14,530	10,952	10,876	16,823	16,081	**18,032**

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	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Financial Condition (End of fiscal year) (Millions of yen)											
Current assets	64,816	76,875	78,583	78,674	80,232	83,568	93,572	95,482	105,236	111,416	**125,440**
Current liabilities	40,637	48,181	46,500	45,713	44,695	42,900	55,119	49,456	54,412	50,268	**68,220**
Net assets	34,914	43,327	47,885	52,244	52,310	59,125	64,001	70,175	78,001	88,747	**95,733**
Total assets	104,446	117,386	123,000	125,938	125,932	131,726	142,428	146,520	161,180	171,916	**202,134**
Total liabilities	69,532	74,059	75,115	73,693	73,621	72,600	78,426	76,344	83,179	83,168	**106,400**
Interest-bearing liabilities	43,303	43,647	41,701	39,290	41,605	41,020	41,180	39,533	39,331	41,911	**59,541**
Shareholders' equity	34,897	43,327	47,885	52,238	52,310	59,122	64,179	70,409	77,999	88,744	**95,729**
Per Share Information (Yen)											
Earnings per share	78.75	82.2	90.41	78.67	29.82	118.3	102.46	128.01	128.88	208.87	**145.82**
Book value per share	722.85	767.81	841.85	893.91	893.33	1,010.48	1,098.47	1,203.65	1,337.37	1,518.58	**1,675.18**
Dividend per share	15	16.67	20	20	18.33	21.67	21.67	25	26.67	36.67	**43.00**
Main Indicators											
ROA (%)	5.1	5.9	6	5.2	4.6	6.7	6.7	7.1	7	6.4	**5.9**
ROE (%)	11.2	11.7	11.2	9.1	3.3	12.4	9.7	11.1	10.1	14.6	**9.0**
ROIC (%)	4.7	5.3	5.6	4.8	3.8	6	5.6	6.4	6.3	6.2	**5.7**
Operating margin (%)	1.3	1.8	1.7	1.4	1.2	1.9	1.8	1.9	2.2	2.1	**2.0**
EBITDA (Millions of yen)	6,671	8,288	8,416	7,542	7,177	9,463	9,860	11,079	12,018	12,362	**13,018**
Net worth/total assets (%)	33.4	36.9	38.9	41.5	41.5	44.9	45.1	48.1	48.4	51.6	**47.4**
Current ratio (%)	159.5	159.6	169	172.1	179.5	194.8	169.8	193.1	193.4	221.6	**183.9**
Debt-to-equity (D/E) ratio (Times)	1.24	1.01	0.87	0.75	0.8	0.69	0.64	0.56	0.5	0.47	**0.62**

* A share consolidation was implemented on common stock with a ratio of 10 shares to one share on October 1, 2015. In addition, a share split was implemented on common stock with a ratio of one share to two shares on April 1, 2021, and with a ratio of one share to three shares on April 1, 2025. Figures have been retroactively adjusted for comparison purposes.

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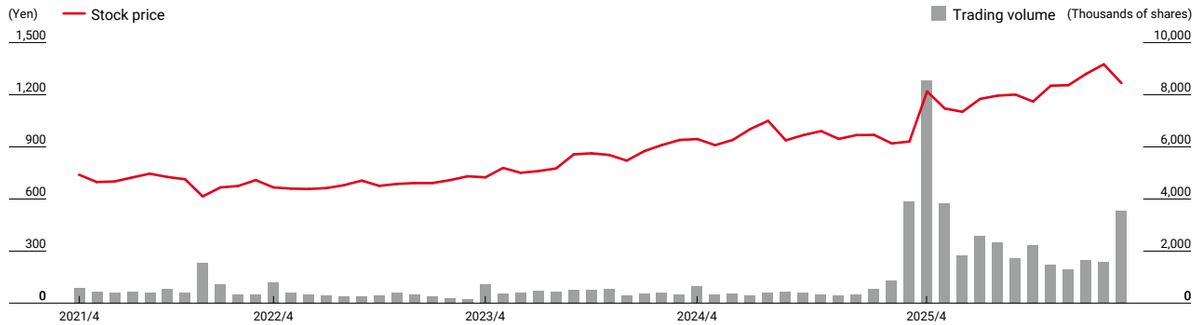
Corporate information

Company name	Starzen Co., Ltd.
Representative	Kazuhiko Yokota
Headquarters	Starzen Shinagawa Building, 4-13 Konan, 2-chome, Minato-ku, Tokyo 108-0075, Japan
Established	June 17, 1948
Capital	¥11,658.27 million
Main businesses	1. Processing and sale of meat 2. Production, processing, and trade of livestock products 3. Import and export of meat and livestock products 4. Manufacture, processing, and trade of food products
Customers	Supermarkets, meat specialty stores, department stores, restaurants, fast food chains, convenience stores, co-operatives, food processing manufacturers, meat wholesalers, and others
Employees	2,807 (Consolidated)

Share Information

Securities code	8043
Stock exchange listing	Tokyo Stock Exchange
Fiscal year	From April 1 to March 31 of the following year
General Meeting of Shareholders	Late June each year
Administrator of shareholders' registry	1-3-3 Marunouchi, Chiyoda-ku, Tokyo 100-8241, Japan Mizuho Trust & Banking Co., Ltd.
Unit share	100
Number of shares authorized	132,000,000
Number of shares issued	58,567,656 (including 1,421,928 treasury shares)
Number of shareholders	25,144
Contact information	8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-8507, Japan Mizuho Trust & Banking Co., Ltd. Stock Transfer Agency Business Planning Department Toll free in Japan: 0120-288-324 (9:00 am to 5:00 pm; closed Saturdays, Sundays, and national holidays)

Trend in stock price and trading volume



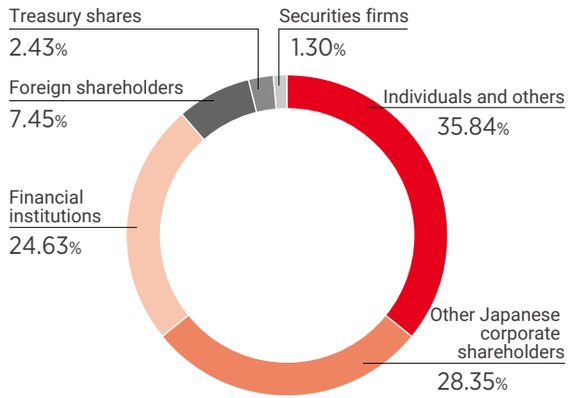
* The Company executed a three-for-one stock split of its common shares effective on April 1, 2025. The above graph of Starzen's stock price trends assumes that the stock split took place in April 2021.

Major shareholders

Name of shareholder	Number of shares held (Thousands of shares)	Shareholding ratio (%)
Mitsui & Co., Ltd.	9,329	16.32
The Master Trust Bank of Japan, Ltd. (Trust account)	5,288	9.25
Starzen Employee Shareholding Association	1,901	3.32
Uzurahashi Kosan Co., Ltd.	1,409	2.46
Custody Bank of Japan, Ltd. (Trust account)	1,214	2.12
Sumitomo Mitsui Banking Corporation	974	1.70
Jumonji Chicken Company Ltd.	930	1.62
Yokohama Reito Co., Ltd.	919	1.60
The Norinchukin Bank	913	1.59
Taiju Life Insurance Co., Ltd.	900	1.57
Futaba Corporation	900	1.57

Notes:
1. The shareholding ratio is calculated after subtracting treasury shares from the number of shares issued and outstanding.
2. The number of shares held is rounded down to the nearest one thousand.

Composition of Shareholders



We would like to ask for your assistance with our Integrated Report 2026 questionnaire.
Please let us know if you have any opinions or comments, and we will take them into consideration in our work going forward.

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