

Governance Data Book

- Symbols for the period covered are as follows: ○ : As of May 27, 2026 ■ : March 1, 2025–February 28, 2026
- Display of units: Figures for percentage displays, rounded down to the first decimal place

			Period covered	Units	
Regarding Directors					
Number of Directors	In-house	Women	○	0	—
		Men	○	5	
		Total	○	5	
	Independent and outside	Women	○	2	
		Men	○	6	
		Total	○	8	
Overall total		○	13		
Number of executive officers also serving as Director (including Representative Director)			○	5	—
Ratio of executive officers also serving as Director (Number of executive officers also serving as Director/Total number of Directors)			○	38.4	%
Ratio of Independent Outside Directors (Number of Independent Outside Directors/ Total number of Directors)			○	61.5	%
Ratio of female Directors (Number of female Directors/Total number of Directors)			○	15.3	%
Director's term of office			○	1	Year
Number of Board of Directors' meetings held			■	15	Times
Attendance ratio of Outside Directors at Board of Directors' meetings			■	100	%
Regarding Audit & Supervisory Board Members					
Number of Audit & Supervisory Board Members	In-house	Women	○	0	—
		Men	○	2	
		Total	○	2	
	Independent and outside	Women	○	2	
		Men	○	1	
		Total	○	3	
Overall total		○	5		
Ratio of Independent Outside Audit & Supervisory Board Members (Number of Independent Outside Audit & Supervisory Board Members/Total number of Audit & Supervisory Board Members)			○	60.0	%
Ratio of female Audit & Supervisory Board Members (Number of female Audit & Supervisory Board Members/Total number of Audit & Supervisory Board Members)			○	40.0	%
Audit & Supervisory Board Member's term of office			○	4	Year
Number of Audit & Supervisory Board meetings held			■	22	Times
Attendance ratio of Outside Audit & Supervisory Board Members at Audit & Supervisory Board meetings			■	100.0	%
Attendance ratio of Outside Audit & Supervisory Board Members at Board of Directors' meetings			■	97.7	%
Regarding the Nomination Committee and Compensation Committee					
Number of Nomination Committee members	In-house	Women	○	0	—
		Men	○	2	
		Total	○	2	
	Independent and outside	Women	○	1	
		Men	○	2	
		Total	○	3	
Overall total		○	5		
Number of Compensation Committee members	In-house	Women	○	0	—
		Men	○	2	
		Total	○	2	
	Independent and outside	Women	○	1	
		Men	○	2	
		Total	○	3	
Overall total		○	5		
Regarding executive officers					
Number of executive officers	Women	○	3	—	
	Men	○	17		
	Total	○	20		
Ratio of female executive officers (Number of female executive officers/Total number of executive officers)			○	15.0	%
Executive officer's term of office			○	1	Year

			Period covered	Units	
Regarding the Committees					
Number of Sustainability Committee meetings held			■	2	Times
Number of Information Management Committee meetings held			■	2	Times
Number of Risk Management Committee meetings held			■	2	Times
Regarding compensation^{*1}					
Compensation of Directors (Total amount) (excluding Outside Directors)	Fixed compensation		■	399	Millions of yen
	Performance-based compensation	Bonus	■	538	
		Stock-based compensation (BIP Trust)	■	185	
		Compensation under the stock plan whereby units are converted into shares after vesting (RSU)	■	900	
	Total		■	2,022	
Compensation for Outside Directors (Total amount)	Fixed compensation		■	259	Millions of yen
	Performance-based compensation	Bonus	■	—	
		Stock-based compensation (BIP Trust)	■	—	
Total		■	259		
Compensation for Audit & Supervisory Board Members (Total amount) (excluding Outside Audit & Supervisory Board Members)	Fixed compensation		■	84	Millions of yen
	Performance-based compensation	Bonus	■	—	
		Stock-based compensation (BIP Trust)	■	—	
Total		■	84		
Compensation for Outside Audit & Supervisory Board Members (Total amount)	Fixed compensation		■	71	Millions of yen
	Performance-based compensation	Bonus	■	—	
		Stock-based compensation (BIP Trust)	■	—	
Total		■	71		
Regarding accounting auditor compensation^{*2}					
Compensation for the accounting auditor (Total amount)	Amount of compensation, etc., for services as accounting auditor for the 21st fiscal year		■	675	Millions of yen
	Total amount of monies and other financial benefits to be paid to the accounting auditor by the Company and its subsidiaries		■	713	

- *1 • The above includes three (3) Directors (including one (1) Outside Director) and one (1) Audit & Supervisory Board Member who retired at the conclusion of the 20th Annual Shareholders' Meeting held on May 27, 2025, one (1) internal Director who resigned on March 9, 2025, and two (2) Outside Directors who resigned on March 11, 2025.
- With regard to the individual whose appointment was changed from Outside Director to Representative Director and President on May 27, 2025, the portion of his term served as Outside Director is classified under Outside Directors, and the portion of his term served as Representative Director and President is classified under Directors (excluding Outside Directors).
- The aggregate amounts of compensation, etc. of Directors shown above do not include amounts paid as salaries for employees to Directors who serve concurrently as employees.
- At the 20th Annual Shareholders' Meeting held on May 27, 2025, it was resolved that compensation for Directors would be not more than ¥2.0 billion per year (including not more than ¥0.5 billion per year for Outside Directors; and not including salaries paid to Directors who serve concurrently as employees). The number of Directors was thirteen (13) in accordance with the resolution of this Shareholders' Meeting.
- The 17th Annual Shareholders' Meeting held on May 26, 2022 resolved as follows regarding compensation amounts for Directors' stock-based compensation (BIP Trust). The number of Directors is four (4) in accordance with the resolution of this Shareholders' Meeting. 3 fiscal years / ¥1.2 billion or less (not more than ¥0.4 billion per fiscal year) The upper limit of the total points to be granted per fiscal year: 80,000 points (1 point = 1 share of common stock) Following a share split with an effective date of March 1, 2024, whereby each share of common stock was split into 3 shares, the limit on the number of points granted per fiscal year was adjusted to 240,000 points.
- At the 20th Annual Shareholders' Meeting held on May 27, 2025, compensation amounts for Directors' compensation under the stock plan whereby units are converted into shares after vesting (RSU) were resolved as follows. The number of Directors related to said resolution of the Annual Shareholders' Meeting is thirteen (13). 500,000 shares per fiscal year (however, after the end of the Service Period, the Company may deliver the total number of common shares corresponding to that period in a lump sum) In the case of (1) delivery of shares, etc. without consideration, the maximum amount will be calculated by multiplying the closing price of the common shares in the Company ("Common Shares") on the Tokyo Stock Exchange on the business day immediately preceding the date of the Board of Directors' resolution concerning this system to issue or dispose of Common Shares ("Company Stock Closing Price"), or another fairly appraised per-share value, by the number of Common Shares to be allocated to eligible Directors. In the case of (2) a contribution in kind, the maximum amount will be calculated by multiplying the per-share payment amount, which is to be determined by the Company's Board of Directors based on the Company Stock Closing Price and within a range that is not particularly advantageous to the eligible Directors receiving the Common Shares, by the number of Common Shares to be allocated to eligible Directors.
- It was resolved at the 14th Annual Shareholders' Meeting held on May 23, 2019 that the annual amount of compensation paid to Audit & Supervisory Board Members shall not exceed ¥200 million. The number of Audit & Supervisory Board Members is five (5) in accordance with the resolution of this Shareholders' Meeting.
- The amount of compensation under the stock plan whereby units are converted into shares after vesting (RSU) in the fiscal year under review is based on the number of units granted during the period of eligibility that consists of the three fiscal years from the fiscal year under review to the fiscal year ending February 29, 2028, and calculated by multiplying the total number of shares of the Company's common stock that would be issued if all of said units vested by the fair price at the time said units were delivered. The amount of the expense for compensation under the stock plan whereby units are converted into shares after vesting in the fiscal year under review was ¥225 million.
- The amount of performance-based compensation above includes the amount of provision for bonuses to Directors and Audit & Supervisory Board Members, the amount of provision for the allowance for stock payments, and the amount of the expense for compensation under the stock plan whereby units are converted into shares after vesting in the fiscal year under review
- Stock-based compensation (BIP Trust) was granted to five (5) individuals, including one (1) internal Director who retired. Compensation under the stock plan whereby units are converted into shares after vesting (RSU), is for one Director (excluding Outside Directors).
- *2 • Under the audit contract concluded between the Company and the accounting auditor, the amounts of compensation, etc. for audits as per the Companies Act and the amounts of compensation, etc. for audits as per the Financial Instruments and Exchange Act are not clearly separated, and those amounts cannot practically be separated; therefore, the aggregate of those amounts is shown as the amount of compensation, etc. for services as an accounting auditor for the 21st fiscal year.
- The Audit & Supervisory Board performed necessary verification to see whether the audit plan prepared by the accounting auditor, the status of the performance of their duties during the accounting audit, and the basis for calculating the estimated amount of compensation and the like were appropriate; thereafter, it decided to consent to the amount of compensation, etc. for services as an accounting auditor, as stipulated in Article 399, Paragraph 1 of the Companies Act.
- Among the major subsidiaries of the Company, 7-Eleven, Inc. is audited by an audit corporation other than the Company's accounting auditor.