



April 21, 2026

Company name: World Co., Ltd.
Representative: Nobuteru Suzuki
Representative Director of the Board, President and
Executive Officer
(Securities code: 3612; Prime Market of TSE)
Contact: Keiichi Nakabayashi
Member of the Board, Executive Vice President and
Executive Officer
(Phone: +81-3-6887-1300)

Notice about the revision of the restricted share unit plan

At the Meeting of Board of Directors held today, we passed a resolution on the revision (hereinafter referred to as “this revision”) of the share unit plan relating to restricted shares as share-based remuneration (hereinafter referred to as “this plan”) to review the remuneration plan for directors and to improve the medium- and long-term corporate value, aiming to further enhance value sharing between our company’s Members of the Board and our shareholders, and decided to propose matters relating to the revision of this plan to the 68th Ordinary General Meeting of Shareholders scheduled for May 28, 2026 (hereinafter referred to as “this General Meeting”), concerning which we would like to inform you as follows:

1. Summary of the revision of this plan

The amount of remuneration and the details for granting restricted share units for our company’s Members of the Board (excluding the Board and Members of the Audit & Supervisory Committee. Hereinafter referred to as “applicable Members of the Board”) were approved at the 60th General Meeting of Shareholders held on June 15, 2018, and we introduced this plan to grant applicable Members of the Board an incentive to ensure sustainable improvement of our company group’s corporate value and to aim at further value sharing between our company’s applicable members of the Board and our company’s shareholders.

As stated in “Notice about the introduction of performance restricted share unit plan and the schedule for voluntary waiver of a stock compensation-type stock option (stock acquisition rights)” dated April 3, 2026, we decided to make a partial revision to the details of this plan in order to enable the applicable Members of the Board to share the benefits and risks of fluctuations in our company’s stock price with our shareholders over the medium to long term, and to ensure unified implementation of the transfer restriction period and to clarify the timing for the lifting of transfer restrictions, following the introduction of the performance restricted share unit plan, subject to approval by our shareholders at this General Meeting.

In more detail, we revise the transfer restriction period from “a period between 3 years and 5 years determined by our company’s Meeting of Board of Directors” to “a period up to such a date just after our company’s executive officers retire from such positions pre-determined by our company’s Meeting of Board of Directors among their positions or leave the company, inclusive of such moments, or such a date when the securities report for our company’s fiscal year including the day they receive the allotments of such restricted share units are submitted (in case such allotment date falls on any day within 6 months after the start of the fiscal year, it shall be the semi-annual report for the applicable fiscal year), whichever is the latter”.

As for the terms of office for applicable Members of the Board on cancellation of restriction on transfer (hereinafter referred to as “terms of office”), we revise the applicable position from “a position of our company’s Members of the Board” to “a position pre-determined by our company’s Meeting of Board of Directors among positions for our company’s executive officers”. In addition, we make necessary revisions on cancellation of restriction on transfer and treatments at the time of retirement or leaving the company following such changes in the transfer restriction period and the terms of office.

Moreover, if we obtain approval for the above-mentioned matters as per our proposal, we revise the transfer restriction period for restricted shares already granted to the applicable Members of the Board (limited to shares of which the restriction on transfer won’t be cancelled as of May 28, 2026) and the terms of office in a similar manner based on this plan before the revision, subject to obtention of consent with the applicable Members of the Board.

As for the amount of remuneration for granting restricted shares, we make it 40 million yen or less per annum as approved at the 60th General Meeting of Shareholders held on June 15, 2018, and we pay it within the range of the remuneration of 400 million yen or less per annum in combination with other remunerations (of which the amount for Outside Members of the Board is 30 million yen or less per annum. However, it does not include employees’ compensation for a director-employee) approved at the General Meeting of Shareholders held on June 9, 2015.

2. Summary of this plan after this revision

The summary of this plan after this revision is as follows.

The total amount of monetary remunerations paid to the applicable Members of the Board to grant restricted share units shall be 40 million yen or less per annum and shall be paid within the range of the remuneration of 400 million yen per annum in combination with other remunerations. The concrete allocation to each Member of the Board shall be decided at the Meeting of Board of Directors, respecting the opinion of the nomination and compensation committee following its discussion.

Subject to the resolution of our company’s Meeting of Board of Directors, the applicable Members of the Board pay the whole monetary claims paid by our company based on this plan as contributions in kind and receive our company’s common shares issued or disposed of, and the total number of our company’s common shares issued or disposed of through this plan shall be 80,000 shares or less per annum (within the number of shares adjusted in a reasonable range if there is a stock split (including allotment without contribution of our company’s common shares) or a reverse stock split of our company’s common shares or any circumstance where other adjustments are required). The such paid-in amount per share shall be determined by the Meeting of Board of Directors within such a range that it won’t be particularly advantageous to the applicable Members of the Board who receive such common shares, based on the closing price of our company’s common shares at Tokyo Stock Exchange on the work day preceding the day of each resolution at the Meeting of Board of Directors (in case there is no transaction on such a day, it shall be the closing price of the nearest transaction day preceding such a day).

For the issuance of disposition of our company’s common shares through this plan, our company and the applicable Members of the Board shall conclude a restricted share allotment agreement including the following details (hereinafter referred to as “this allotment agreement”).

(1) Transfer restriction period

The applicable Members of the Board who receive allotment of restricted shares shall not transfer, place collateral or make other dispositions (hereinafter referred to as “restriction on transfer”) relating to our company’s common shares allotted based on this allotment agreement (hereinafter referred to as “this allotted shares”) for a period up to such a date just after our company’s executive officers retire from such positions pre-determined by our company’s Meeting of Board of Directors among their positions or leave the company, inclusive of such moments, or such a date when the securities report for our company’s fiscal year including the day they receive

the allotments of such restricted share units are submitted (in case such allotment date falls on any day within 6 months after the start of the fiscal year, it shall be the semi-annual report for the applicable fiscal year), whichever is the latter” (hereinafter referred to as “transfer restriction period”).

(2) Treatment relating to retirement

In case the applicable Members of the Board retire from such positions pre-determined by our company’s Meeting of Board of Directors among our company’s executive officers’ positions before completing 1 year from the date they receive allotments based on this allotment agreement (hereinafter referred to as “term of service”), we shall naturally acquire this allotted share free of charge as a result of such retirement, except for such cases as expiration of the term of office, death or other cases that our company’s Meeting of Board of Directors acknowledges as justifiable.

(3) Conditions for cancellation of restriction on transfer

We shall cancel restriction on transfer of all of this allotted share at the time of completion of the transfer restriction period on condition that the applicable Members of the Board continuously resume such positions pre-determined by our company’s Meeting of Board of Directors during the term of service. However, in case the Members of the Board retire from such positions pre-determined by our company’s Meeting of Board of Directors among our company’s executive officers’ positions before completing the term of service due to such reasons defined in the above (2) as expiration of the term of office, death or other cases that our company’s Meeting of Board of Directors acknowledges as justifiable, we shall reasonably adjust the number of this allotted share for which the restriction on transfer is cancelled and the timing of such restriction on transfer as necessary.

(4) Gratuitous acquisition

We shall naturally acquire such allotted share, free of charge, for which the restriction on transfer is not cancelled based on the conditions stated in the above (3) at the time of completion of the transfer restriction period.

(5) Treatment relating to reorganization, etc.

In case our company’s General Meeting of Shareholders approves a merger agreement under which our company becomes a dissolved company, a share exchange agreement under which our company becomes a wholly owned company or matters relating to share transfer plan or other reorganization, etc. during the transfer restriction period, (however, in case an approval by our company’s General Meeting of Shareholders is not required for such reorganization, etc., it shall be our company’s Meeting of Board of Directors), we shall cancel transfer on restriction for such number of this allotted share reasonably determined by the resolution of our company’s Meeting of Board of Shareholders considering the period from the starting day of the term of service to the approval day of such reorganization, etc. prior to the effective date of such reorganization, etc. In such a case, we shall naturally acquire such allotted share, free of charge, for which the restriction on transfer is not yet cancelled just after the restriction on transfer has been cancelled.