



May 20, 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 of Retirement of the Senior Chairman

At the Meeting of the Board of Directors held on May 20, 2026, it was resolved that our Senior Chairman, Hidezo Terai, would retire as follows:

1. Reason for retirement

Mr. Hidezo Terai has been involved in developing numerous brands including the Company's first men's brand since joining the Company in 1969. He created and announced the SPARCS * vision in 1992 and after being appointed President and Representative Director in 1997, he successfully transformed our company from an apparel wholesaler to the SPA (Specialty store retailer of Private label Apparel) business as one of the industry's leading visionaries. He then proactively worked to build a platform for the fashion industry as a medium and long-term vision for further business expansion. After having been appointed Chairman in 2015, he devoted himself to developing next generation leaders through tangible and intangible advice to our management team taking advantage of abundant knowledge and wide network, while clearly remaining separate from day-to-day operations.

After having been appointed Senior Chairman in June 2020, Mr. Terai devoted himself to ensuring a smooth succession to the next generation and the development of the fashion industry as a whole, and the current management team has recently disclosed the Medium-Term Management Plan "VISION-W" and there is now a clear prospect of transforming our company into a business structure that contributes to the fashion industry as a whole and supports succession to the next generation. Accordingly, we have determined that the objectives set at the time of his appointment as Senior Chairman have been achieved, and Mr. Terai will retire on May 28, 2026. The Company has already abolished its directors' retirement allowance plan.

*Abbreviation of Super Production Apparel Retail Customer Satisfaction. A business model that seeks to convert losses into value and optimize the entire value chain from a customer-centric perspective.

2. Summary of retirement (as of May 28, 2026)

Name	New position	Current position
Hidezo Terai	—	Senior Chairman

3. Scheduled date of retirement: May 28, 2026

4. Future structure

Following his retirement, the position of Senior Chairman will not be filled, and we will work to speed up decision-making, further strengthen corporate governance, and enhance sustainable corporate value under the current management structure.