April 3, 2026

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(Securities code: 3612; Prime Market of TSE)
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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)

At the Meeting of Board of Directors held today, we passed a resolution on the introduction of performance restricted share unit plan (hereinafter referred to as "PSU plan") for senior management employees of our company and our company's subsidiaries (hereinafter referred to as "our company group") including our company's Members of the Board (excluding Members of the Audit and Supervisory Committee and Outside Members of the Board. Hereinafter referred to as "applicable Members of the Board") and our company's group executive officers (hereinafter referred to as "those applicable to the plan" by combining with "applicable Members of the Board"), and decided to propose related matters to the 68th Ordinary General Meeting of Shareholders scheduled for May 28, 2026 (hereinafter referred to as "this General Meeting") and in addition, we are scheduled to have a request for voluntary waiver of stock acquisition rights issued as stock option to our company's applicable Members of the Board, etc. following the introduction of the PSU plan, concerning which we would like to inform you as follows:

1. Introduction of PSU plan

(1) Purpose, etc. of PSU plan

a. Purpose of introduction

We introduce the PSU plan to strengthen the structure in which the executive officers and the senior management responsible for business execution work together to achieve the Medium-Term Management Plan "VISION-W" publicly disclosed today.

Through the introduction of this plan, we aim to pursue further value sharing (alignment) with our shareholders by making our commitment to achievement of business objectives stronger, in addition to granting those applicable to the plan an attractive incentive contributing to sustainable improvement of our company's corporate value and shareholder value.

b. Conditions, etc. for introduction

As the PSU plan is to offer a monetary claim to grant our company's common shares to those applicable to the plan as remuneration (including offer of monetary claims to grant our company's common shares and payments to secure tax payment funds), the introduction of the PSU plan is subject to approval of our shareholders at this General Meeting in relation to the payment of such remuneration to those applicable to the plan.

The amount of remuneration, etc. for our company's Members of the Board (excluding Outside Members of the Board and Members of the Audit & Supervisory Committee) has been approved as 400 million yen or less per annum (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) at the 57th General Meeting of Shareholders held on June 9, 2015. In addition, for Members of the Board (excluding Outside Members of the Board and Members of the Audit & Supervisory Committee), it has been approved at the 60th General Meeting of Shareholders held on June 15, 2018 that the remuneration for granting restricted share was 40 million yen or less per annum within the limit of the above-mentioned 400 million yen per annum. At this General Meeting, we are scheduled to seek for approval from our shareholders to set the total amount of the monetary claims offered to grant our company's common shares and the payment to secure tax payment funds for the applicable Members of the Board as 450 million yen or less per annum (excluding employees' compensation for a director-employee), as remuneration framework for the PSU plan, apart from the afore-mentioned remuneration framework.

As for such remuneration, in principle, by setting the 3 fiscal years in the Medium-Term Management Plan "VISION-W" as the period subject to performance appraisal (hereinafter referred to as "performance appraisal period"), we assume that we are to pay the amount corresponding to the execution of duties during the performance appraisal period in a lump sum after the closing of the final fiscal year of such performance appraisal period, and as the above-mentioned remuneration of 450 million yen or less (excluding employees' compensation for a director-employee) corresponds to the remuneration for the 3 fiscal years, we assume that the remuneration, in practice, is 150 million yen or less per each fiscal year.

We believe that the details of the PSU plan are appropriate, as they have been resolved at the Meeting of Board of Directors after discussions at the voluntary nominations and compensation committee comprehensively considering our company's business volume, the directors' remuneration structure and its remuneration level, the number of Members of the Board at present and its future prospects, etc.

(2) Overview of the PSU plan

a. Overview of the PSU plan

The PSU is a plan to grant our company's common shares and monetary compensation to those applicable to the plan after the closing of the performance appraisal period, in accordance with the performance achievement level based on our company's Medium-Term Management Plan "VISION-W". Our company's Meeting of Board of Directors decides the number of shares issued to those applicable to our company's plan in accordance with the achievement level (refer to c. mentioned later) of the performance KPI (hereinafter referred to as "performance appraisal KPI") pre-determined by our company's Meeting of Board of Directors for the performance appraisal period, and those applicable to the plan pay the whole monetary claims paid as contributions in kind after such a amount is determined according to such number of shares and are to subject to issuance or disposition of our company's common shares. In addition, the above-mentioned monetary claims shall be paid on such conditions that those applicable for the plan consent with the above-mentioned contribution in kind and that those applicable for the plan (our company's Members of the Board and those who are in such positions as group executive officers and those selected by our company's nominations and compensation committee at the time of receiving the payment of monetary claims) conclude a share allotment agreement defined in the following e.

The practical performance appraisal period shall be 3 fiscal years being the applicable period of the Medium-Term Management Plan, and the performance appraisal KPI shall be one of plural performance KPI adopted in the Medium-Term Management Plan "VISION-W" as well as other KPI pre-determined at our company's Meeting of Board of Directors.

We plan to apply the initial performance appraisal period and the performance appraisal KPI as per the following table, and after the initial performance appraisal period ends, we assume that we are able to continue implementing the PSU plan within such a scope as being approved at this General Meeting for matters relating to the PSU plan.

<Reference: Initial performance appraisal period and performance appraisal KPI>

Performance appraisal period	Three years from FY02/27 to FY02/29
Performance appraisal KPI	Consolidated ROE, business segment ROIC, TSR and performance of divisions in charge

b. The total number of performance restricted share units

The total number of our company's common shares that those applicable to the plan are issued by our company against contribution in kind based on the PSU plan shall be 900,000 shares or less per annum. However, in case 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 it is necessary to adjust the total number of our company's common shares issued or disposed of based on the PSU plan after the day when matters relating to the PSU plan are approved and resolved at this General Meeting, we shall adjust such total number within a reasonable range and hereinafter the same.

However, as stated in the above-mentioned (1) b, we assume that we are to pay the amount corresponding to the execution of duties during the performance appraisal period in a lump sum after the closing of the final fiscal year of the 3 fiscal years, which are the performance appraisal period, and for the total number of the above-mentioned common shares, we assume that the total number of common shares, in practice, is 300,000 shares or less per each fiscal year, as it is determined assuming such a case.

c. Calculation method for monetary claim amount

Our company calculates the number of our company's common shares issued to each of those applicable to the plan based on the following calculation formula ①, and calculates the amount of monetary claims paid to each of those applicable to the plan for contribution in kind based on the following calculation formula ②.

① The number of our company's common shares issued to each of those applicable to the plan (*1)
Standard number of issued common shares (*2) x Performance target achievement level (*3) x Adjustment ratio by position (*4) x Share issuance ratio (*5)

② The amount of monetary claims paid to each of those applicable to the plan for contribution in kind
Number of our company's common shares offered to each of those applicable to the plan x Stock price at the time of issuance (*6)

(*1) In case there is a fractional share smaller than one share as a result of the calculation, such a fractional share shall be rounded down. However, in case the monetary claims are to be offered to each of those applicable to the plan base on the results calculated by the calculation formulas ① and ②, and if there is a risk of exceeding the upper limit for the amount of the monetary claims offered based on the PSU plan, we shall proportionally adjust the number of shares issued or disposed of for each of those applicable to the plan through proportional distribution method in a range not exceeding such upper limit.

(*2) It shall be pre-determined at our company's Meeting of Board of Directors.

(*3) It shall be pre-determined at our company's Meeting of Board of Directors in the range of 50% ~150% in accordance with the achievement level of each performance appraisal KPI during the performance appraisal period.

(*4) In case there is a change in positions, it shall be pre-determined at our company's Meeting of Board of

Director to adjust the number of shares offered to the number of shares corresponding to such position change.

(*5) The issuance ratio of our company's shares in the remuneration based on the PSU plan shall be 50%.

(*6) Based on the closing price of our company's common shares at Tokyo Stock Exchange on a working day preceding the day of the resolution at our company's Meeting of Board of Directors relating to the issuance or disposition of our company's common shares made after the closing of the performance appraisal period (hereinafter referred to as "resolution for issuance 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 working day preceding such a day), it shall be determined by the resolution for issuance at the Meeting of Board of Directors to such an extent that it shall not be particularly favorable price for those applicable to the plan in our company, who receive our company's common shares.

d. Issuance conditions for those applicable to the plan

We, in principle, issue or dispose of the number of our company's common shares calculated based on the above-mentioned a. to Members of the Board applicable to the plan after the closing of the performance appraisal period in case those applicable to the plan fulfill the following conditions.

① Those applicable to the plan are continuously in such positions as our company's members of the Board, group executive officers and positions selected by our company's nominations and compensation committee during the performance appraisal period.

② There are no certain illegal acts defined by our company's Meeting of Board of Directors.

③ Those applicable to the plan shall fulfill other conditions that our company's Meeting of Board of Directors deem necessary to achieve the purpose of the PSU plan.

e. Details of the share allotment agreement for performance restricted share units

For the allotment of our company's common shares based on the PSU plan, the share allotment agreement (hereinafter referred to as "this allotment agreement") concluded between our company and those applicable to the plan who receive the allotment of such common shares based on the resolution of our company's Meeting of Board of Directors for allotment of our company's common shares shall include the following details.

① The details of restriction on transfer

Those applicable to the plan shall not transfer, place collateral or make other dispositions relating to such allotted shares during the period up to such a date just after they retire from such positions pre-determined by our company's Meeting of Board of Directors among our company group's executive positions or leave the company, inclusive of such moments, or such a date when the securities report (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) for our company's fiscal year including the day they receive such allotments are submitted, whichever is the latter, (hereinafter referred to as "transfer restriction period"), from the payment date of our company's common shares subject to allotment based on this allotment agreement (hereinafter referred to as "this allotted share").

② Cancellation, etc. of restriction on transfer

We shall cancel restriction on transfer for those applicable to the plan for the whole of this allotted share at the time of completion of the transfer restriction period.

③ Reason for gratuitous acquisition of this allotted share

In case those applicable to the plan retire from positions pre-determined by our company's Meeting of Board of Directors among our company group's executive positions or leave the company not due to such justifiable reasons as expiration of the term of office, death or other justifiable reasons, we shall naturally acquire this allotted share free of charge.

④ Treatment relating to reorganization, etc.

Regardless of the above-mentioned condition ①, in case our company's General Meeting of Shareholders (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) 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, we shall cancel transfer on restriction for the whole of this allotted share by the resolution of our company's
Meeting of Board of Shareholders, prior to the effective date of such reorganization, etc.

⑤ Other details

Other details relating to this allotment agreement shall be determined by our company's Meeting of Board of Directors.

f. Treatment relating to reorganization, etc.

In case our company's General Meeting of Shareholders (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) approves a merger agreement under which our company becomes a dissolved company, a share exchange agreement under which our company becomes wholly owned company or matters relating to share transfer plan or other reorganization, etc. during the transfer restriction period (however, it shall be only for such a case that the effective date of such reorganization, etc. is scheduled to fall on any day preceding the date of issuance or disposition of our company's common shares based on the PSU plan), we shall pay the amount of money obtained by multiplying the standard number of issued shares reasonably adjusted according to the period, etc. from the starting date of the performance appraisal period to the approval date of such reorganization, etc. by the closing price of our company's common shares at Tokyo Stock Exchange on the working day preceding the approval date of such reorganization, etc., instead of our company's common shares.

2. The schedule for voluntary waiver of a stock compensation-type stock option (stock acquisition rights)

In case we obtain approval for the introduction of the PSU plan by our shareholders at this General Meeting of Shareholders, for the stock acquisition rights issued as stock option to our company's Members of the Board, group executive officers and directors (excluding Outside Members of the Board and Members of the Board being Members of the Audit & Supervisory Committee for any of the afore-mentioned members. Hereinafter referred to as "applicable Members of the Board, etc."), we are scheduled to have a request for waiver of such stock acquisition rights from the applicable directors, etc., and in case such a waiver is requested, such stock acquisition rights shall be extinguished as follows.

(1) Details of the stock acquisition rights scheduled to have a request for waiver

The 4th stock acquisition rights of WORLD CO., LTD. (*)

Resolution date at the Meeting of Board of Directors	August 21, 2025
Number of stock acquisition rights issued (number of stocks)	3,525 rights (705,000 stocks)
Total assets paid for exercising stock acquisition rights	324,600 yen per stock acquisition right (1,623 yen per stock)
Number of stock acquisition rights to be waivered (number of stocks)	3,525 rights (705,000 stocks)

Number of stock acquisition rights after waiver (number of stocks)	0 (0 stock)
Allotees (Those applicable to allotment of stock acquisition rights, the number of those applicable and the number of stock acquisition rights allotted)	Our company's Members of the Board: 2, 850 rights Our company group executive officers: 15, 2,250 rights Our company's directors (*1): 11, 425 rights *1 A director shall mean a managing partner having a high expertise, who is responsible for our company group's mission, taking advantage of internal and external knowledge and experience accumulated

(*) The number of stocks subject to stock acquisition rights and the excise price for stock acquisition rights have been adjusted following the stock split, dividing one common stock into two common stocks, as of March 1, 2026.

(2) Reason for having a request for waiver

Such stock acquisition rights (stock option) have been issued to increase motivation to contribute to shareholder value improvement, to share the advantage due to stock price increase and the disadvantage due to stock price decrease with our shareholders by setting the criteria for our company's stock price as condition to execute stock acquisition rights. However, there has been an issue that the management efforts to execute businesses may not have been directly reflected in the remuneration, with the incentive design only depending on the stock price condition.

Therefore, at the start of the Medium-Term Management Plan "VISION-W", we made a drastic review of the directors' remuneration structure. As a result, we judged that it would be strong motivation (commitment) for performance target achievement in "VISION-W" to shift to the PSU plan incorporating such KPI as performance KPI represented by the normalized operating profit and such KPI for capital efficiency as ROE and ROIC, not only with such KPI as the stock price, improving the linkage between the remuneration for applicable Members of the Board, etc. and our company's business performance.

As TSR (Total Shareholder Return) is one of the important KPI for performance appraisal for the PSU plan, we believe the PSU plan sufficiently functions as commitment to shareholder value improvement instead of such stock acquisition rights. Therefore, to make our governance more sophisticated, moving to the remuneration structure more strongly linked to both the performance achievement and the shareholder value, we are scheduled to have a request for waiver of such stock acquisition rights from applicable Members of the Board, etc. after obtaining approval by our shareholders on the introduction of the PSU plan.

(3) Date scheduled to have a request for waiver

It is scheduled after this General Meeting.

(4) Future prospects

The impact of this matter on the company's business performance is expected to be immaterial.