



February 27, 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 new group executive officer structure

We have decided on our new group executive officer structure, concerning which we would like to inform you as follows.

1. New group executive officer structure <effective March 1, 2026>

New position	Name	Previous position
Representative Director of the Board President and Executive Officer Senior Manager of the Corporate Strategy Division of World Co., Ltd.	Nobuteru Suzuki	Same as new position
Member of the Board Executive Vice President and Executive Officer	Keiichi Nakabayashi	Same as new position
Group Managing Executive Officer President of World•Solutions Co., Ltd. (*1) Executive General Manager of Lifestyle Division at World•Brands Co., Ltd. Chairman of MC Fashion Co., Ltd. Chairman of Life Gear Co., Ltd. Chairman of World Style Labels Co., Ltd. Chairman of World Fashion (Shanghai) Co., Ltd. Chairman of ASPLUND Co., Ltd.	Shinichi Nishikawa	Group Managing Executive Officer President of World Platform Service Co., Ltd. Chairman of MC Fashion Co., Ltd. President of ASPLUND Co., Ltd. Chairman of World Fashion (Shanghai) Co., Ltd. President of World Lifestyle Creation Co., Ltd.

<p>Group Managing Executive Officer Senior Manager of the Corporate Investment Division of World Co., Ltd.</p>	<p>Ushio Ogawa</p>	<p>Group Managing Executive Officer Senior Manager of the Corporate Investment Division of World Co., Ltd. President of Fashion-Co-Lab Co., Ltd.</p>
<p>Group Managing Executive Officer Joint Representative of World • Brands Co., Ltd. President of Arcus International Co., Ltd. President of World Franchise Systems Co., Ltd.</p>	<p>Seiichi Uchiyama</p>	<p>Group Managing Executive Officer Executive General Manager of Middle Lower Brand Headquarters of World Co., Ltd. President of Arcus International Co., Ltd. President of World Franchise Systems Co., Ltd.</p>
<p>Group Managing Executive Officer Joint Representative of World • Brands Co., Ltd. Senior Manager of the Creative Management Center of World Co., Ltd. President of Feels International Co., Ltd. President of Explorers Tokyo Co., Ltd.</p>	<p>Hiroyuki Kaku</p>	<p>Group Managing Executive Officer Executive General Manager of Middle Upper Brand Headquarters of World Co., Ltd. Senior Manager of the Creative Management Center of World Co., Ltd. President of Feels International Co., Ltd. President of Explorers Tokyo Co., Ltd.</p>
<p>Group Managing Executive Officer (Newly Appointed) Executive General Manager of the Corporate Operations Headquarters (*2) of World Co., Ltd. Deputy Senior Manager of the Corporate Strategy Division of World Co., Ltd.</p>	<p>Yoichiro Ono</p>	<p>Group Executive Officer Executive General Manager of Group Management Headquarters of World Co., Ltd. Senior Manager of Corporate Governance Division of World Co., Ltd. Chairman of World Taiwan Fashion Co., Ltd.</p>
<p>Group Managing Executive Officer (Newly Appointed) Senior Manager of Corporate IP and Alliance Division (*3) at World Co., Ltd. Chairman of Narumiya International Co., Ltd.</p>	<p>Hiroataka Kunikyō</p>	<p>President of Narumiya International Co., Ltd.</p>
<p>Group Executive Officer Senior Manager of the SDG s Promotion Division of World Co., Ltd. Deputy Executive General Manager of Corporate Operations Headquarters (*2) at World Co., Ltd. Senior Manager of Corporate Human Resources Division (*4) at World Co., Ltd.</p>	<p>Emiko Yagi</p>	<p>Group Executive Officer Senior Manager of the SDG s Promotion Division of World Co., Ltd. Deputy General Manager of Group Management Headquarters of World Co., Ltd. Senior Manager of Group Human Resources Management Division of World Co., Ltd.</p>

<p>Group Executive Officer Deputy Executive General Manager of Corporate Operations Headquarters (*2) at World Co., Ltd. Senior Manager of Business Management Division (*5) of World Co., Ltd. Senior Manager of Corporate Administration Division at World•Brands Co., Ltd.</p>	<p>Toshinori Muranishi</p>	<p>Group Executive Officer Deputy General Manager of Group Management Headquarters of World Co., Ltd. Senior Manager of Business Management Division of World Co., Ltd. Senior Manager of Group Operations Management Division of World Co., Ltd.</p>
<p>Group Executive Officer Senior Manager of Overseas Business Development Division of World Co., Ltd. Chairman of World Taiwan Fashion Co., Ltd. President of World Fashion Hongkong Co., Ltd.</p>	<p>Reiko Yoshida</p>	<p>Group Executive Officer Senior Manager of Overseas Business Development Division of World Co., Ltd.</p>
<p>Group Executive Officer Senior Manager of the Circular Business Promotion Division (*6) at World Co., Ltd. President of Tinpanalley Co., Ltd. President of &Bridge Co., Ltd.</p>	<p>Daisuke Hirano</p>	<p>Group Executive Officer Executive General Manager of the Circular Business Headquarters of World Co., Ltd. President of Tinpanalley Co., Ltd. President of &Bridge Co., Ltd.</p>
<p>Group Executive Officer Vice President of Feels International Co., Ltd.</p>	<p>Noriyuki Maruyama</p>	<p>Same as new position</p>
<p>Group Executive Officer Managing Partner of World•Solutions Co., Ltd. (*1) President of World Store Partners Co., Ltd. Senior Manager of Sales Division at World•Brands Co., Ltd.</p>	<p>Shuji Ozeki</p>	<p>Group Executive Officer Vice President of World Platform Service Co., Ltd. President of World Store Partners Co., Ltd. Vice President of Fashion-Co-Lab Co., Ltd. Senior Manager of Digital Retail Promotion Office, Brand Division of World Co., Ltd.</p>
<p>Group Executive Officer Managing Partner of World•Solutions Co., Ltd. (*1) Senior Manager of Production Division at World•Brands Co., Ltd. Chairman of WP2 (Shanghai) Trading Co., Ltd.</p>	<p>Hideki Tsuchiya</p>	<p>Group Executive Officer Vice President of World Platform Service Co., Ltd. President of World Production Partners Co., Ltd. President of Idiom Co., Ltd. Chairman of WP2 (Shanghai) Trading Co., Ltd.</p>

Group Executive Officer President of Lifestyle Innovation Co., Ltd.	Hideyuki Kizu	Group Executive Officer Vice President of World Lifestyle Creation Co., Ltd. Vice President of Lifestyle Innovation Co., Ltd.
Group Executive Officer President of Hirofu Co., Ltd.	Yoshiko Sasaki	Same as new position
Group Executive Officer (Newly Appointed) President of Narumiya International Co., Ltd.	Daisuke Hosaka	Managing Executive Officer of Narumiya International Co., Ltd.

(*1) The trade name of World Platform Service Co., Ltd. will be changed to World•Solutions Co., Ltd.

(*2) At World Co., Ltd., the name of “Group Management Headquarters” will be changed to “Corporate Operations Headquarters”.

(*3) At World Co., Ltd., “Corporate IP and Alliance Division” will be newly established.

(*4) At World Co., Ltd., the name of “Group Human Resources Management Division” will be changed to “Corporate Human Resources Division”.

(*5) At World Co., Ltd., the name of “Business Management Division” will be changed to “Corporate Management Division”.

(*6) At World Co., Ltd., the name of “Circular Business Headquarters” will be changed to “Circular Business Promotion Division”.

Please refer to “Notice about the change in reportable segments” publicly announced today for the background of this organizational change.

2. Retirement from group executive officer (effective February 28, 2026)

Group Executive Officer Yoshihiko Fujiwara
(to be appointed as Senior Advisor, effective March 1, 2026)