



November 10, 2025

Company Name: HARD OFF CORPORATION Co., Ltd.
Representative: Taro Yamamoto, Representative Director and President
(Securities code: 2674 ; Prime Market)
Contact: Tsuyoshi Nagahashi, Senior Managing Director, General Manager of president's office, and General Manager of Management Administration Headquarters
(Telephone: +81-254-24-4344)

Notice Regarding the Establishment of a new company in Thailand

HARD OFF CORPORATION Co., Ltd. (The “Company”) hereby announces that at the meeting of the Board of Directors held on November 10, 2025, a resolution was passed to establish a new company in Thailand, as detailed below.

1. Purpose of establishment of a new company

The company aims to have 1,300 stores in FY 2030 as its medium-term vision and 3,000 stores in the future (2,000 stores in Japan and 1,000 stores in Overseas) as its long-term vision.

As of today, the company has 1,045 stores in 47 prefectures in Japan and 23 stores in Overseas (United States, Taiwan, Cambodia, Thailand). In Cambodia and Thailand, the company only sell Merchandise imported from Japan without purchasing locally. The company plans to continue to actively develop reuse business in Overseas, mainly in the United States and other Asian countries.

The company has decided to establish a new company in Thailand for the purpose of developing reuse business by purchasing and selling in Thailand.

2. Outline of a new company to be established

- (1) Company Name : HARD OFF (THAILAND)Co.,Ltd. (scheduled)
- (2) Representative : Futoshi Watanabe
- (3) Establishment : March 2026 (scheduled)
- (4) Location : Bangkok, Thailand (scheduled)
- (5) Business Description : Purchase and sale of secondhand products
- (6) Capital : 2 million Thai Baht (Approximately 9.4 million yen)
- (7) Ownership ratio : 49% owned by the Company, 51% owned by local company in Thailand

3. Impact on financial results

The impact on the Company’s consolidated financial results for the fiscal year ending March 31, 2026 will be immaterial. When any matters requiring disclosure arise in the future, the Company will promptly disclose them.