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Company Name: Syuppin Co., Ltd.  
Representative: Naohiko Ono,  
CEO and Representative Director  
(Code: 3179, Tokyo Stock Exchange PRIME)  
Inquiries: Risa Okabe,  
CFO, CHRO and Director  
(Phone +81-3-3342-2944)

## Notice of Update Medium-Term Management Plan

Syuppin Co., Ltd. (“the Company”) hereby announces that its board of directors meeting held today updated the Medium-Term Management Plan for the three years.

### 1. Management Plan

	(Million Yen)				
	FY03/2025(A)	FY03/2026(A)	FY03/2027(P)	FY03/2028(P)	FY03/2029(P)
Net Sales	52,658	51,924	55,098	59,027	63,250
Operating Profit	3,396	2,537	2,754	3,179	3,740
Ordinary Profit	3,368	2,491	2,703	3,129	3,690
Net Income	2,020	1,685	1,851	2,143	2,528

Note: (A)Actual, (P) Plan

\*The forward-looking statements, including earnings forecasts, contained in this document are based on information currently available to the Company and certain assumptions that the Company considers reasonable. Actual results may differ significantly due to various factors.

### 2. Reasons of Updated Plan

For the previous period (fiscal year ended March 2026), in the camera business, we focused on expanding customer touchpoints through “One-to-One Marketing” and improving active customer rates and creating loyal customers through point-based initiatives. However, due to the rebound from the launch of major new products in the previous fiscal year, our strength in facilitating the “trade-in cycle” did not function sufficiently, resulting in both revenue and profit falling below the levels of the previous year.

In the watch business, sales exceeded the previous year’s level as the second half progressed steadily through the revision of selling and purchasing prices and the strengthening of sales activities aimed at improving inventory liquidity. However, profits fell below the previous year’s level, as the delay in the first half could not be fully offset.

As a result, although profits were secured on a company-wide basis, net sales declined, and each profit category decreased year on year due to factors including increased personnel expenses associated with base

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salary increases and higher shipping costs driven by strong cross-border e-commerce sales.

Under the medium-term management plan formulated this time, approximately 1.8 billion yen was invested in system development during the previous fiscal year, and following the core system replacement implemented on April 1, 2026, annual depreciation expenses of approximately 350 million yen are expected to be recorded over the next five years.

However, leveraging this robust digital foundation, we aim to transform into an Emotionally Inspiring Company (EIC) and achieve sustainable growth with increases in both sales and profits by continuing and accelerating the utilization of AI for both revenue growth and cost optimization, thereby absorbing these costs.

In the camera business, centered on our business model of “creating a marketplace where valuable new and pre-owned items can be traded safely and securely via the Internet,” we will further strengthen the “One-to-One Marketing” and “AIMD” frameworks we have developed to date. At the same time, leveraging the branding power of Map Camera, we will expand into new business domains such as apparel under the concept of “Camera is Fashion,” aiming to further increase market share.

In the watch business, we will maximize the utilization of the “EC platform” and “One-to-One Marketing” expertise accumulated through the camera business. At the same time, we will accelerate merchandise investments to expand our lineup of “valuable products,” while optimizing inventory levels by closely monitoring price trends and market conditions and enhancing sales methods utilizing video content, thereby strengthening sales capabilities and improving profitability.