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November 10, 2026

To whom it may concern

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Representative: Yoshiaki Fukushima, President,Representative Director
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Notice Concerning Formulation of TRV Vision500 Medium-Term Management Plan

Toranvia Co.,Ltd. (the "Company") announces the following details of its Medium-Term Management Plan, covering the period from FY 2026 to FY 2030, which was approved at a meeting of the Board of Directors held today.

1. Basic policy

Under the Medium-Term Management Plan, our group will promote the following initiatives to achieve its goal of becoming a value-creating producer, with “changing its position” and “transforming its business structure and earnings model” as the axes for growth.

(1) Shift to a consulting-led approach
(2) Creation of value-added businesses
(3) Company-wide AI-native transformation
(4) Creation of synergies through integration
(5) Promotion of M&A and alliances
(6) Enhancement of human resource development
(7) Fortification of the management foundation
(8) Promotion of sustainability

At the same time, the Company aims to achieve sustainable growth and increase corporate value by enhancing group governance and optimizing resource allocation.

2. Management targets

The main management targets for FY 2030 are as follows.

Indicator	Targets for FY 2030
Net sales	50 billion yen
Adjusted operating profit	6.5 billion yen or more
ROE	16% or more

Please refer to the attachment for details of this Medium-Term Management Plan.

[Attachment]

TRV Vision500 Medium-Term Management Plan

TRV Vision500

Becoming a “Value Creation Producer”

Medium-Term Management Plan 2026–2030

Toranvia Co., Ltd. | 2026.11.10

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Introduction	MVV（Mission, Vision, Value）
Ⅰ	Environment Analysis
Ⅱ	Long-Term Vision and MTP Overview
Ⅲ	Management Targets and Resource Allocation Policy
Ⅳ	Growth and Functional Strategies
Ⅴ	Execution Structure and Governance

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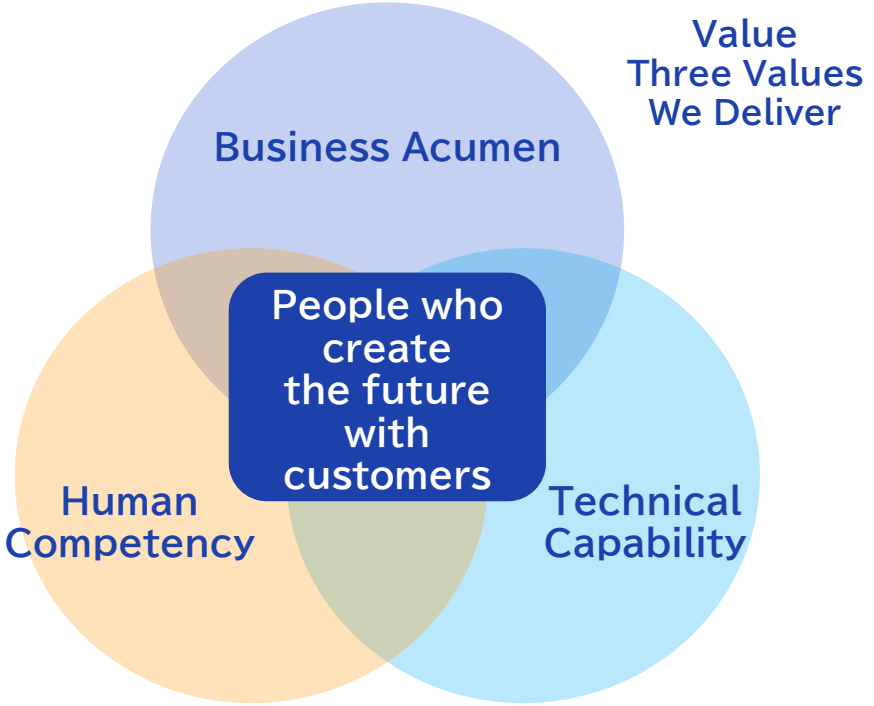
MVV (Mission, Vision, Value)

Corporate Creed ”Kokoro de Kimaru” (It all comes down to the heart)

M Mission
Creating the Future Together with Our Customers

V Vision
“Value Creation Producer”

V Value | Three Values We Deliver
Business Acumen, Technical Capability, Human Competency



Medium-Term Management Plan ”TRV Vision500” (2026–2030) Five-year plan | Toward realizing our Vision

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I

Environment Analysis



1. Business Environment

Changing transaction structure

- Changing customer needs and transaction structures
- Diversifying pricing models
- Industry consolidation & M&A

Changing technology & revenue

- DX/AI demand growing & changing
- Development model & structure
- Spread of service-based revenue models
- Security & resilience

→ **Transformation 1**
Shift in Business Positioning

→ **Transformation 2**
Shift in Business Structure & Revenue Model

Common constraint
(Premise for both transformations)

Talent shortage & competition for talent

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2. Current State Analysis

FY25 Actual	¥30.9bn Net sales	¥2.98bn Operating profit	10.9% ROE

Strengths (leverage)	Issues (gaps vs. market change)	Room for change (growth potential)
Financial business know-how	Reliance on man-month contract work	Group-wide sales & talent deployment
Closeness to and trust on the front line	Limited upstream involvement	Standardizing AI-driven development
Track record of on-site improvement proposals	Service-based revenue not yet established	Turning know-how & components into assets
PM & quality on large projects	Unprofitable projects & partner management	Allocation mindful of cost of capital
		Corporate integration & cross-selling

* Operating profit and ROE exclude goodwill amortization and one-time costs

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II

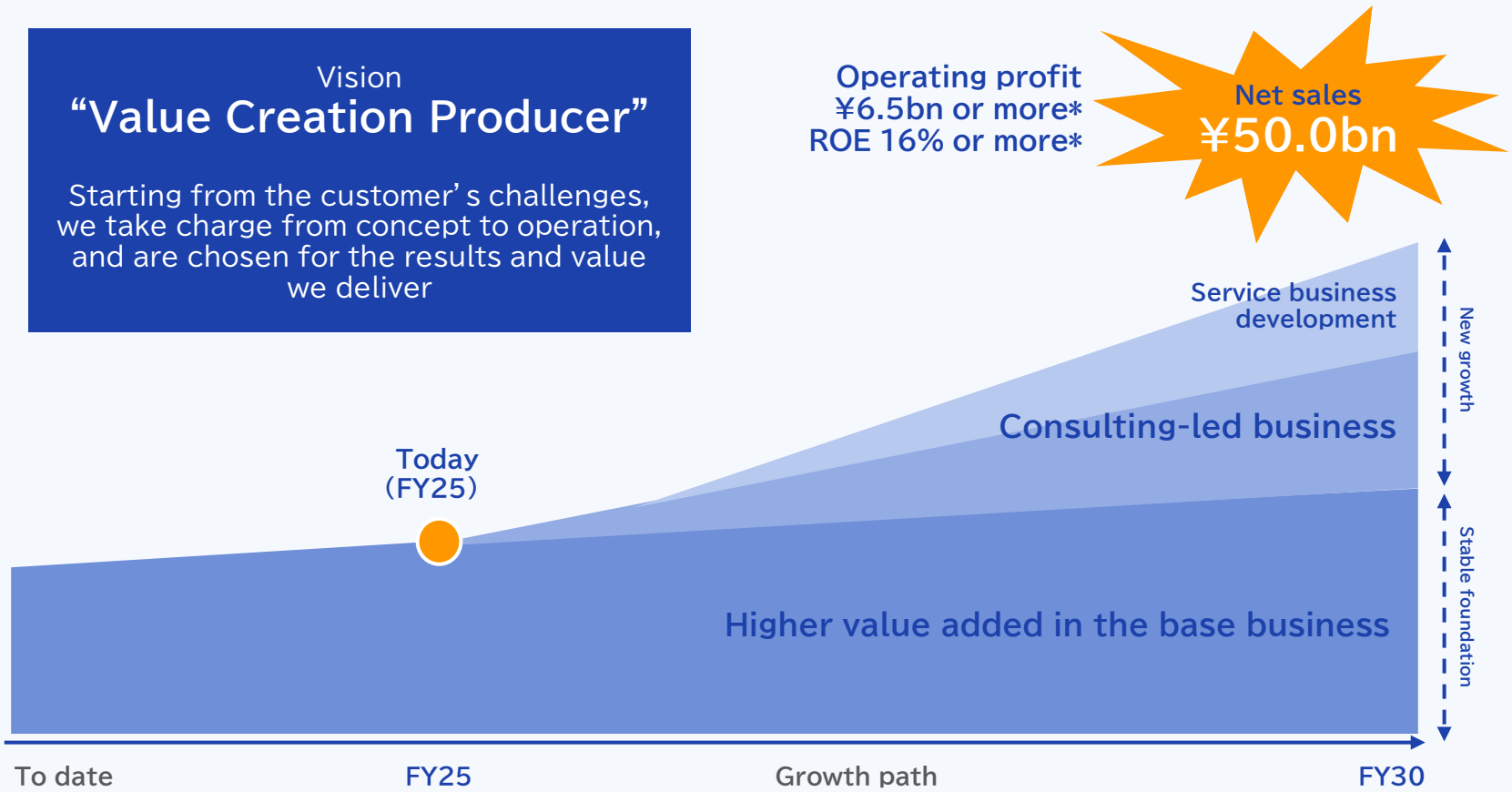
Long-Term Vision and MTP Overview



1. Long-Term Vision

Vision
“Value Creation Producer”

Starting from the customer’s challenges, we take charge from concept to operation, and are chosen for the results and value we deliver



Pillars of change

Two Major Transformations
Business Positioning / Business Structure & Revenue Model

Growth and Functional Strategies
Executed through eight strategies

Corporate integration
Site consolidation targeted by 2028;
full integration targeted by 2030

* Profit and ROE on an organic basis (excl. goodwill amortization)

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2. MTP Overview

Vision | TRV Vision500 "Value Creation Producer" — Creating the Future Together with Our Customers

Issues we see

Issue 1
Changing transaction structure

Issue 2
Changing technology & revenue

Foundations for Transformation
Talent, management foundation, sustainability

Two Major Transformations

Transformation 1
Shift in Business Positioning

Transformation 2
Shift in Business Structure & Revenue Model

Growth and Functional Strategies

Strategy 1
Shift to Consulting-Led Business

Strategy 2
Creating Value-Added Businesses

Strategy 3
Company-wide

AI-Native Shift

Strategy 4
Integration Synergies

Strategy 5
M&A & Alliances

Strategy 6
Strengthening Talent Development

Strategy 7
Strengthening the Management Foundation

Strategy 8
Sustainability

2030 Targets

2030 Targets

Net sales
¥50.0bn
(incl. M&A ¥3.0bn)

Operating profit
**¥6.5bn or more*

ROE
16% or more*

Productivity
5% or more per year

* Profit & ROE on an organic basis (excl. M&A and goodwill amortization). Productivity = gross profit per employee

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III

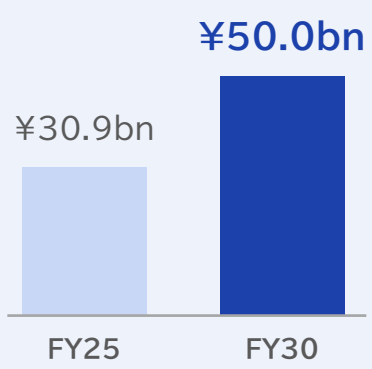
Management Targets and Resource Allocation Policy



1. Management Targets

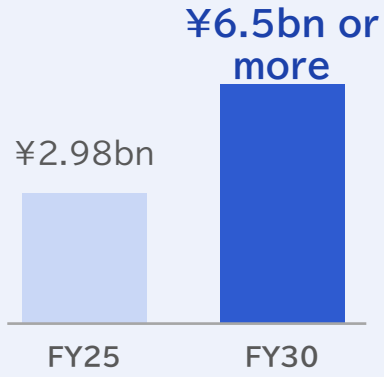
Scale & growth

Net sales



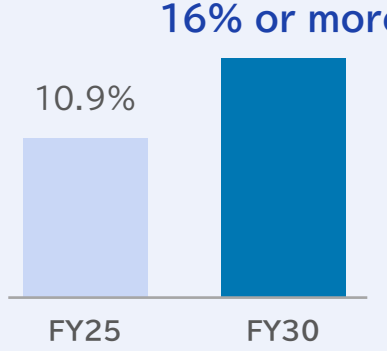
Profitability

Operating profit



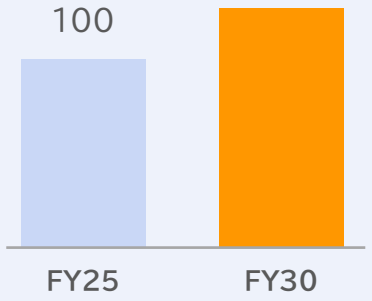
Capital efficiency

ROE



Productivity

Gross profit per employee



Returns

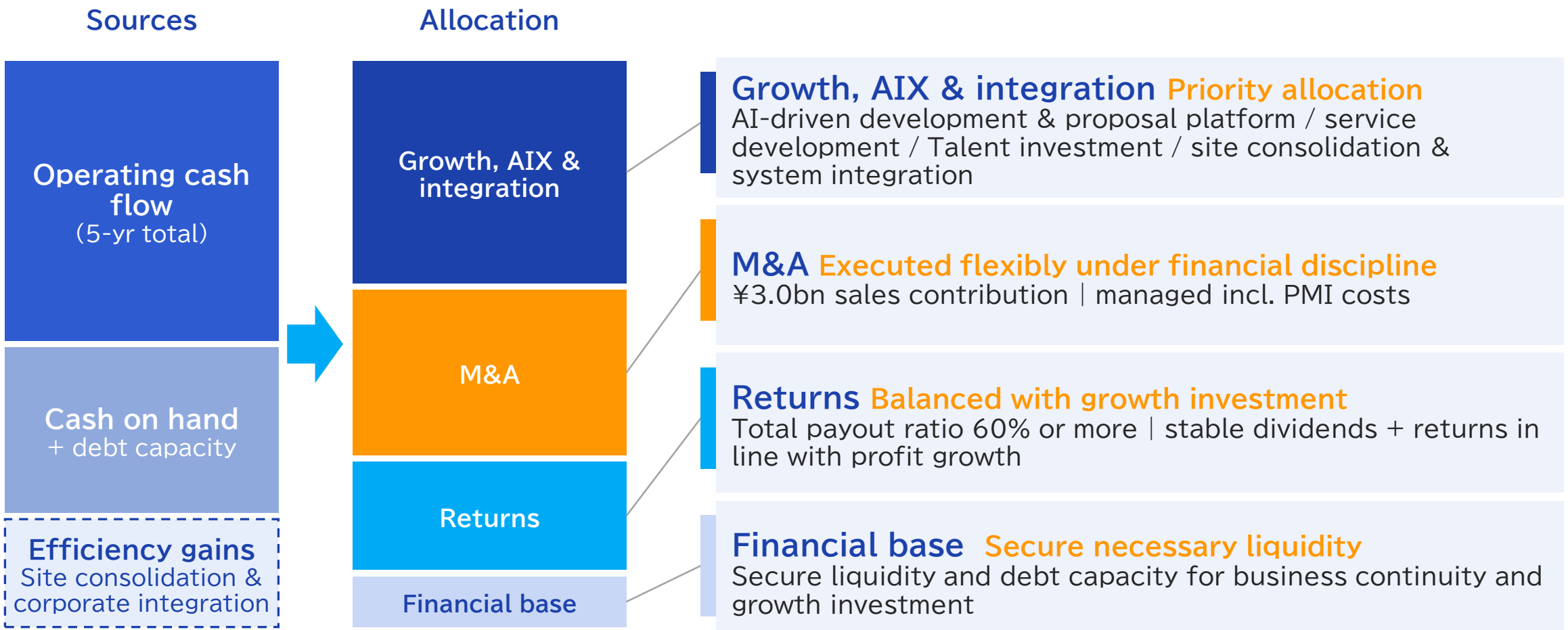
Total payout ratio

60% or more
maintained

＊Profit & ROE on an organic basis (excl. M&A and goodwill amortization). Net sales of ¥50.0bn include ¥3.0bn from M&A (organic ¥47.0bn)
Gross profit per employee of 130 is an index with FY2025 = 100

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2. Resource Allocation Policy



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IV

Growth and Functional Strategies



1. Sales Strategy: Shift to Consulting-Led Business

To date
Sales that responds to customer requirements

Reform

Going forward (= our consulting)
Sales that grasps customer issues together and shapes solutions

Toranvia's own FDE-style model | Issue discovery → next deal development

Issue discovery & concept proposal	PoC & validation	Build & implement	Ops support & improvement	Next deal development
Sales	Sales + SE (as one team)	SE	Sales + SE (hands-on support)	Sales + SE
Through concept & proposal	Support value validation & investment decisions	AI-driven development: quality × speed	Continue improvement proposals (evolving into FDE-style support)	On to the next issue & deal

Keep the cycle turning to develop deals continuously

Path to FDE

Now | Advancing hands-on support → Next | Building our own services & products → Future | Full-scale FDE (built on our own services)

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2. Business Growth Strategy: Creating Value-Added Businesses

To date
Man-month / contract model

Shift

Going forward
Expanding into a service & solution model

Three Steps to Service Business

Step1 | Standardize & build assets	Step2 | Service development & roll-out	Step3 | Recurring revenue
Standardize PoCs & assets	Turn into services & AI agents	OEM, licensing & subscriptions

Hands-on support
Ongoing support for implementation & operation
Improvement proposals based on usage data
Continuously raise customer value

Toward full-scale FDE
Deploy to customer sites, built on our own services
End-to-end support from issue exploration to implementation & improvement

FY30 target: service sales ¥5.0bn

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3. AIX Strategy: Company-wide AI-Native Shift

Management Strategy planning using AI	Business & development Higher earning power through AI	Corporate functions Transforming indirect work through AI
● AI virtual strategy office	● Wider use of AI-driven development	● AI in indirect work
● Data-driven management decisions	● AI proposals & PoC	● Use of shared data
	● Turn PoC results into services	

AI in our business | From productivity gains to value creation

Advancing development capability	Creating customer value	Expanding the service business
Higher quality & productivity	Upstream involvement & value validation	Service & license roll-out

Enablers | AI talent development, AI governance

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4. Integration Strategy: Creating Integration Synergies

Toho System Science × Rand Computer | Combining strengths

Toho System Science
Industry & business know-how

Rand Computer
System building & AI technology

Broader customer base

- Deeper in finance & roll-out
- Stronger sales organization
- Non-finance push & new customers
- Stronger consulting

×

Assetization (knowledge base)

- Industry & client analysis (agent)
- Offerings
- PoC templates
- Value proposition

New services & products

- Industry-specific services
- AI agent-based solutions
- Joint offerings

Results become the base for value-added business & FDE

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5. M&A and Alliance Strategy

Expanding customer base and business domains

Targets: deeper finance; non-financial domains (public sector, manufacturing, etc.)

Effect: broader customer base & more proposal opportunities

Specialist tech

Targets: security, cloud & AI companies

Effect: wider proposals & higher value added

Business solutions

Targets: package & SaaS companies

Effect: service development & more recurring revenue

Talent & delivery capacity

Targets: IT companies with technical talent & delivery capability

Effect: secure engineers & strengthen delivery

Alliances: Three growth routes

Co-creation with collaboration partners

Jointly develop consulting & AI projects

Vendor & tech alliances

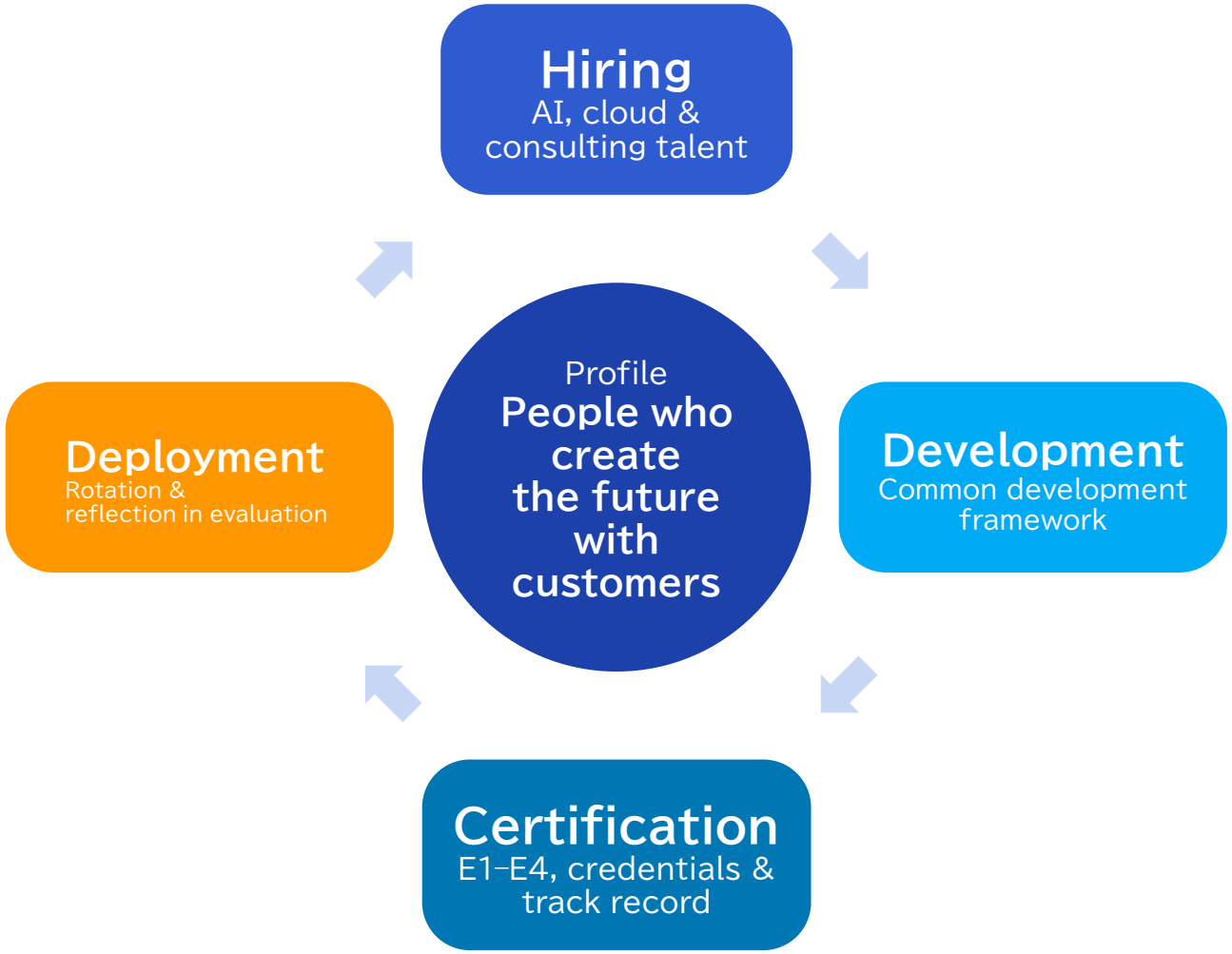
Expand solutions & certified engineers

Partner network

Secure quality & delivery capacity

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6. Human Capital Strategy: Strengthening Talent Development



Professional talent roles (linked to business strategy)

Solution-oriented sales / FDE-style SEs	AI architects (E4) / AI implementation leaders (E3)	PM & business specialists

All roles: AI literacy talent (E1) to AI practitioners (E2)

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7. Foundation Strategy: Strengthening the Management Foundation

	2026	2027	2028	2029	2030
Site consolidation	Site consolidation targeted by 2028				
Corporate integration (single company)		Full integration targeted by 2030			
Integration of systems & rules	Integrate core & business systems / rules & data				

Efficiency through unified operation

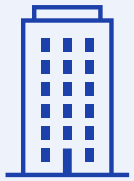
Integrating corporate & indirect functions

Eliminate duplication



Consolidating sites & systems

Lower fixed costs & data integration



Cross-deployment of talent & unified procurement

Higher utilization & procurement power



Efficiency gains fund growth investment

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8. Sustainability Strategy

Human capital & AI KPIs linked to materialities

Category	Key indicators	Related materialities
Business (DX & AI)	High-value-added domain sales ratio / co-creation & service sales / AI-driven development adoption rate	● DX supporting customer value & social change ● New value creation through AI & digital
Human capital	AI talent certification rate / skill holders / training hours / engagement	● Developing professional talent
Health mgmt. & diversity	Health & Productivity Management certification / paid leave rate / female manager ratio / male parental leave rate / turnover	● Challenge & collaboration of diverse talent
Environment (E)	GHG emissions / Renewable energy ratio	● Climate action & lower environmental impact
Governance (G)	Group management control, internal control & risk management	● Governance of integrity & trust

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V

Execution Structure and Governance



1. Execution Structure & Enhanced Governance

Structure & roles

Oversight

Board of Directors
Oversees MTP progress, investment, material risks & AI risk

Investment Committee | Fast, disciplined investment decisions

AI Committee | AI risk & use rules

Policy / capital allocation ↓ Reporting / proposals ↑

Decisions & reviews

Holding company / MTP PMO
Centrally manages strategy, capital allocation & KPIs

Cross-functional expertise
AI & data / Security / Internal audit

Policy / capital allocation ↓ Quarterly reports ↑

Execute

Operating companies
Executes initiatives; applies AI usage rules

Group-wide common platform
Toward corporate integration during the plan period, integrate rules & systems

Direction

- Enhanced group governance
- Establish management control, internal control & risk management with corporate integration in view
- AI governance

Approach

Quarterly | Operating cos.→PMO: KPIs & risks

Half-yearly | Board: MTP progress & material risks

Annual | Plan evaluation, rolling & disclosure

As needed | Flexible reviews in response to change

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2. Management Control and Risk Management

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Quarterly	KPI progress, variance analysis & actions / risk management (PMO)		◆ Q4 review			◆ Q1 review			◆ Q2 review			◆ Q3 review	
Semi-annual	MTP progress, capital allocation, material risks (Board)		◆ Annual / MTP review						◆ H1 review				
Annual	MTP evaluation, rolling & disclosure		Results evaluation							Next-year plan; rolling as needed			

Risk management: quarterly assessment of material risks → report to the Board

Quality & business risk

Curb unprofitable projects / reduce major incidents / partner collaboration & quality control

AI & information security

AI use rules & audits / Project risk tiers / Quality, security & IP / Human oversight

Investment & M&A risk

Downside scenario review / Investment cap, monetization deadline & exit criteria / Investment monitoring

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