



**3rd Quarter FY2021  
Financial Results**

**November 9, 2021  
Vision Inc.  
TSE 1st Section : 9416**



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# Performance Highlights and 3Q FY2021 Results



# Consolidated Profit and Loss Statement



(JPYmn, %)

Items	FY2021/3Q Result	FY2020/3Q Result	Change	YoY
Sales	13,392	13,108	+283	+2.2
Cost of sales	6,573	6,284	+289	+4.6
Gross profit	6,818	6,824	-5	-0.1
Gross profit margin	50.9	52.1	-1.1	-
SG&A expenses	5,804	6,765	-960	-14.2
SG&A-to-sales ratio	43.3	51.6	-8.3	-
Operating profit	1,013	58	+955	+1,641.8
Operating profit margin	7.6	0.4	+7.1	-
Recurring profit	1,042	167	+874	+521.0
Profit or loss (-) attributable to owners of parent	702	-1,226	+1,928	-

# Factors for Changes in Operating Profit

## Sales

**“GLOBAL WiFi” Business:** Including inbound and outbound sales from FY2020/1Q, sales are on the increase in 2021. Because the decrease in sales as there are few overseas travelers is offset by increase in sales through the acquisition of various domestic usage needs as well as doing contract work on verifying COVID-19 contact tracing applications (see p.41), part of infection prevention measures at airports carried out by the quarantine stations.

**Information and Communications Service Business:** Sales are on the rise due to increased purchasing of products (mobile communication equipment, OA equipment, etc.) which offset a decrease in sales due to lowered unit price of business consignment fees (agency fees) caused by a marked rise in electricity retail prices (January 2021). Increase in sales due to change in business composition (see P.23).

## Cost of sales

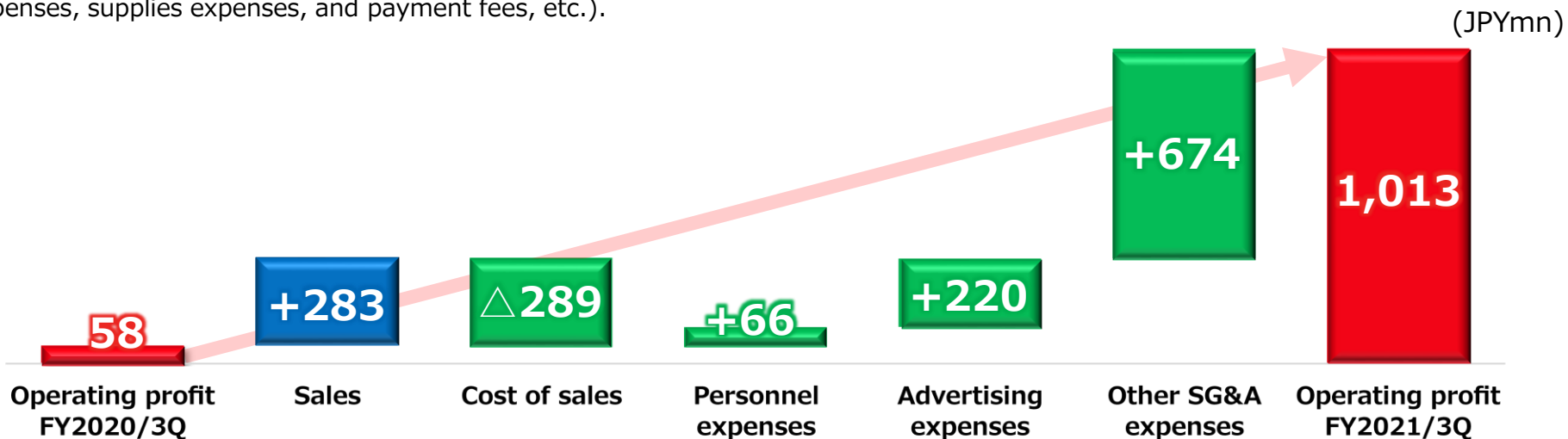
**“GLOBAL WiFi” Business:** Cost of sales increased because labor costs associated with the entrusted verification COVID-19 related app service increased. Overseas communication costs (pay-as-you-go contracts charged based on usage), depreciation costs for rental assets (Wi-Fi routers), and outsourcing costs to partners continue to decrease (see P.22).

## SG&A expenses

**Personnel expenses:** Personnel expenses decreased due to the sale of ProDrivers business, decreased number of new graduate hires (49 in 2020 → 13 in 2021) decreases, and termination of temporary staff contracts following the expiry of term of contract such as those for shipping center staff and airport counter staff due to significant decrease in the number of rentals.

**Advertising expenses:** Advertising expenses are reduced for websites tailored to demand (for listing, etc.).

**Other SG&A expenses:** Various costs are reviewed and reduced. Sales-linked expenses are reduced (shipping expenses, travel expenses, supplies expenses, and payment fees, etc.).



# Segment Result



(JPYmn, %)

Segment result		FY2021/3Q Result	FY2020/3Q Result	Change	YoY
<b>Sales</b>		<b>13,392</b>	<b>13,108</b>	<b>+283</b>	<b>+2.2</b>
	“GLOBAL WiFi”	6,493	5,906	+586	+9.9
	Information and Communications Service	6,724	6,666	+57	+0.9
	Subtotal	13,217	12,573	+644	+5.1
	Others	181	538	-356	-66.3
	Adjustments	-7	-3	-3	-
<b>Segment profit or loss (-)</b>		<b>1,013</b>	<b>58</b>	<b>+955</b>	<b>+1,641</b>
	“GLOBAL WiFi”	749	-48	+797	-
	Segment profit margin	11.5	-0.8	+12.4	-
	Information and Communications Service	1,024	1,184	-160	-13.5
	Segment profit margin	15.2	17.8	-2.5	-
	Subtotal	1,773	1,136	+637	+56.1
	Others	-62	-355	+293	-
	Adjustments	-698	-722	+24	-



# “GLOBAL WiFi” Business Performance Change



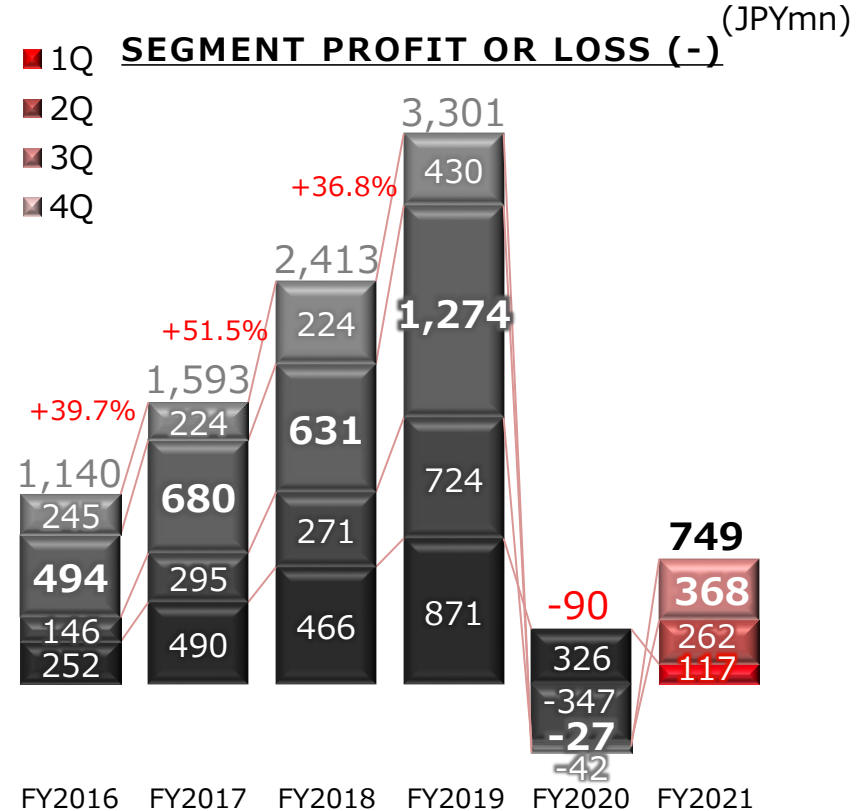
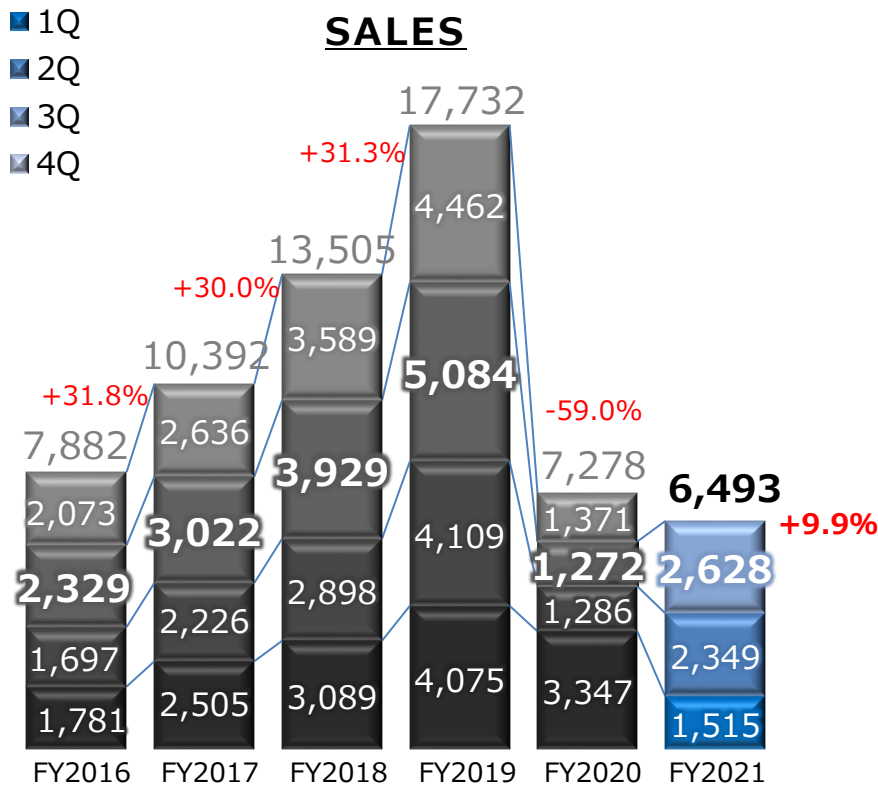
**Various domestic usage needs steadily acquired. Making efforts to focus on social environment with COVID-19 and post-corona world.**

Teleworking (The number of extension of the rental period is increasing because the state of emergency is newly declared, etc.).

Sales of standby type “GLOBAL WiFi for Biz” for corporate customers are favorable by making a proposal for teleworking (The number of contracts and communication usage increases).

Acquire various usage needs (teleworking, moving, hospitalization, business trip, combined use with home internet, various events, etc.).

Sales and segment profit increases by entrusting the app confirmation work, which is part of quarantine measures work carried out by the airport quarantine station (see p.41).



# Information and Communications Service Business Performance Change



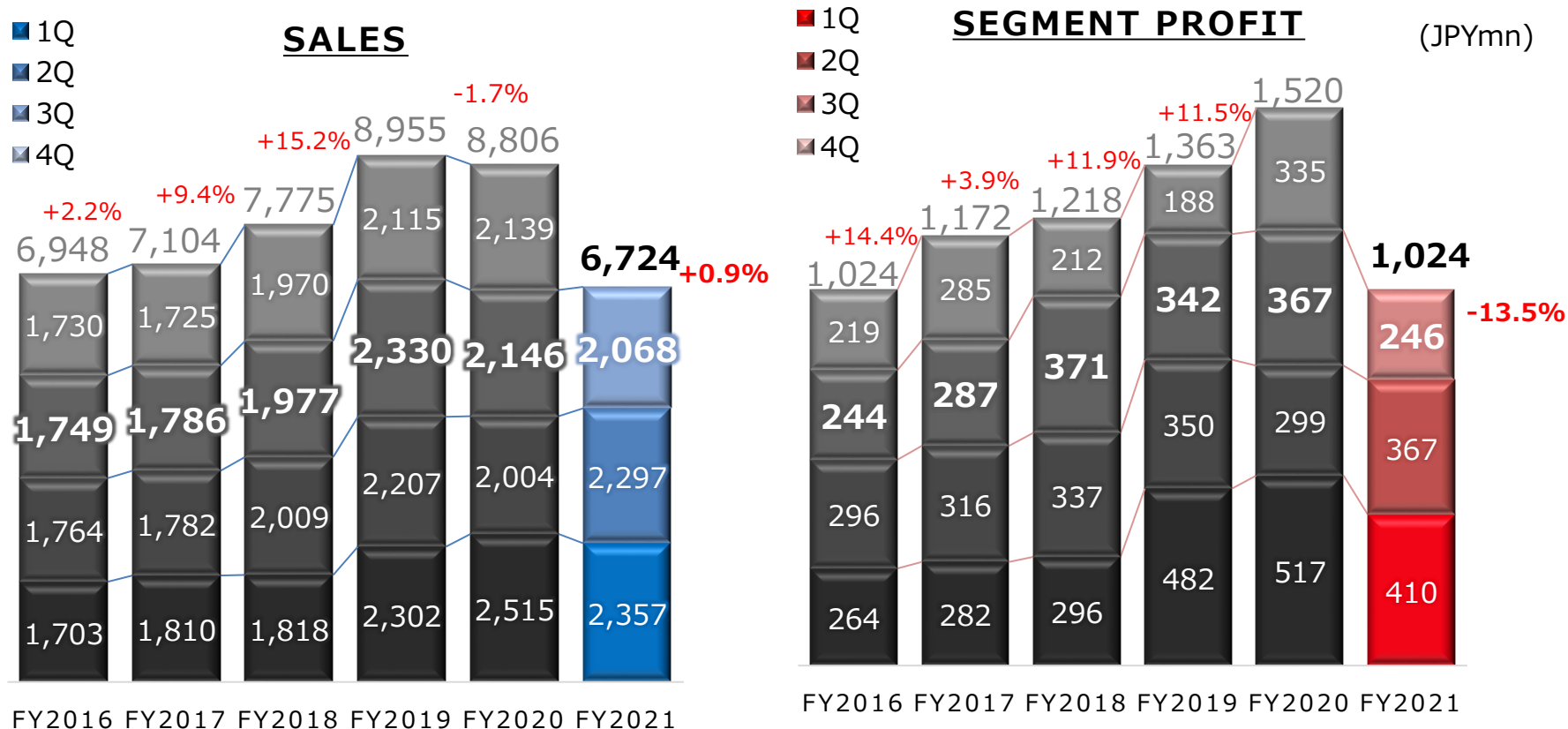
**Utilizing the strength of having multiple businesses (products/services) and sales channels, strong sales have been recorded by responding flexibly to changes in the external environment.**

Sales increase due to changes in business composition (products for product sales business: mobile communication equipment, OA equipment, etc.).

While the semi-conductor chip shortage has affected the stock of OA equipment, we have purchased chips from multiple manufacturers (the increase in unit price covers the decrease in units sold).

Segment profit is on the decrease due to a decrease in the unit price of business consignment fee (agency fee) associated with the rise in electricity retail prices, strengthened sales of in-house services (monthly fee), and launch of Vision Denki.

Stock earnings and in-house services (monthly fee) as the revenue base (recurring revenues) are on the increase.





# FY2021 Financial Forecast



# FY2021 Financial Forecast



(JPYmn, %)

Items	FY2021 Forecast	FY2020 Result	Change	Ratio of change
Sales	17,468	16,654	+814	+4.9
Cost of sales	8,260	7,860	+399	+5.1
Gross profit	9,207	8,793	+414	+4.7
Gross profit margin	52.7	52.8	-0.1	-
SG&A expenses	8,200	8,689	-489	-5.6
SG&A-to-sales ratio	46.9	52.2	-5.2	-
Operating profit	1,007	103	+903	+869.6
Operating profit margin	5.8	0.6	+5.1	-
Recurring profit	1,028	227	+800	+351.1
Profit or loss (-) attributable to owners of parent	685	-1,183	+1,869	-

# FY2021 Segment Forecast



(JPYmn, %)

Segment Forecast		FY2021 Forecast	FY2020 Result	Change	Ratio of change
<b>Sales</b>		<b>17,468</b>	<b>16,654</b>	<b>+814</b>	<b>+4.9</b>
	“GLOBAL WiFi”	8,319	7,278	+1,040	+14.3
	Information and Communications Service	8,882	8,806	+75	+0.9
	Subtotal	17,201	16,084	+1,116	+6.9
	Others	271	580	-308	-53.2
	Adjustments	-4	-10	+6	-
<b>Segment profit or loss (-)</b>		<b>1,007</b>	<b>103</b>	<b>+903</b>	<b>+869.6</b>
	“GLOBAL WiFi”	803	-90	+894	-
	Segment profit margin	9.7	-1.2	+10.9	-
	Information and Communications Service	1,242	1,520	-277	-18.2
	Segment profit margin	14.0	17.3	-3.3	-
	Subtotal	2,046	1,429	+616	+43.1
	Others	-50	-392	+341	-
	Adjustments	-988	-933	-55	-

# Full Year Performance Change (Quarterly)



(JPYmn, %)

		1Q	2Q	3Q	4Q	FY
FY2018	Sales	4,922	4,933	5,961	5,686	21,503
	Composition ratio (vs. FY)	22.9	22.9	27.7	26.4	–
	Operating profit	736	499	900	348	2,484
	Composition ratio (vs. FY)	29.6	20.1	36.2	14.0	–
	Operating profit margin	15.0	10.1	15.1	6.1	11.6
FY2019	Sales	6,470	6,467	7,610	6,770	27,318
	Composition ratio (vs. FY)	23.7	23.7	27.9	24.8	–
	Operating profit	980	710	1,280	354	3,325
	Composition ratio (vs. FY)	29.5	21.4	38.5	10.7	–
	Operating profit margin	15.1	11.0	16.8	5.2	12.2
FY2020	Sales	5,989	3,641	3,477	3,546	16,654
	Composition ratio (vs. FY)	36.0	21.9	20.9	21.3	–
	Operating profit or loss (-)	488	-503	73	45	103
	Composition ratio (vs. FY)	–	–	–	–	–
	Operating profit margin	8.1	-13.8	2.1	1.3	0.6
FY2021	Sales	3,938	4,706	4,747		17,468
	Composition ratio (vs. FY)	–	–	–		–
	Operating profit	285	368	359		1,007
	Composition ratio (vs. FY)	–	–	–		–
	Operating profit margin	7.3	7.8	7.6		5.8

## Assumptions of FY2021 forecast, progress, and business policies

### External environment and business policies (overall)

The spread of COVID-19 (including its variants) in each country, vaccination and its effects, the impact on business activities of companies and shops, and overseas travel with a vaccination certificate, and other uncertainties are expected to be continued. While aiming to improve profitability and profit margin through flexible business operations co-existing with COVID-19, we will aggressively develop new businesses and new services (including those for improved convenience) in the post-corona world, and carry out business activities to achieve growth that exceeds the growth potential before the spread of COVID-19.

### Explanation for future forecast information

**We achieved operating profit and other profits in the full-year consolidated earnings forecast for the fiscal year in FY2021/3Q (announced on August 10, 2021). For FY2021/4Q, due to the uncertain impact of COVID-19 (including its variants) on the Group's business activities as well as aggressive investments for business growth in the next fiscal year and beyond (new businesses, new services, promotion expenses for the rebuilding of the "Global WiFi" business, purchase of various equipment, etc.), the Company plans to leave its full-year forecast for 2021 unchanged.**

### "GLOBAL WiFi" Business

Reflecting steady domestic demand "GLOBAL WiFi for Biz." ⇒ **New contracts and communication service usage are on the increase.** The increase reflects the assumption of FY2021 forecast as announced on February 15, 2021, "After October 2021, overseas travelers (outbound, inbound) are expected to recover by about 25% compared to that in 2019." On the other hand, the continuation of temporary contract work during the COVID-19 pandemic is still uncertain and thus has been excluded from the 4Q forecast. ⇒ **The number of overseas travelers in September 2021 is expected to decrease by 97.0% for outbound and 99.2% for inbound compared to in 2019 (estimate based on published data by JNTO). As of the time of publication of this report, temporarily contracted work relating to COVID-19 efforts are still ongoing.**

### Information and Communications Service Business

Reflecting the current strong situation and the increase in in-house service contracts (earn monthly fee). ⇒ **Recurring revenue (stock revenue and in-house services) increases steadily.** The FY2021 business performance is impacted by the launch of "Vision Denki" service (sales: -JPY26mn, operating profit: -JPY166mn). ⇒ **The number of Vision Denki contracts is steadily increasing. The business is expanding while preparing for a sharp rise in electricity prices (procurement costs).**

## Initial Assessment Result in Conformity of Continued Listing Standards for New Market Segments

### Result

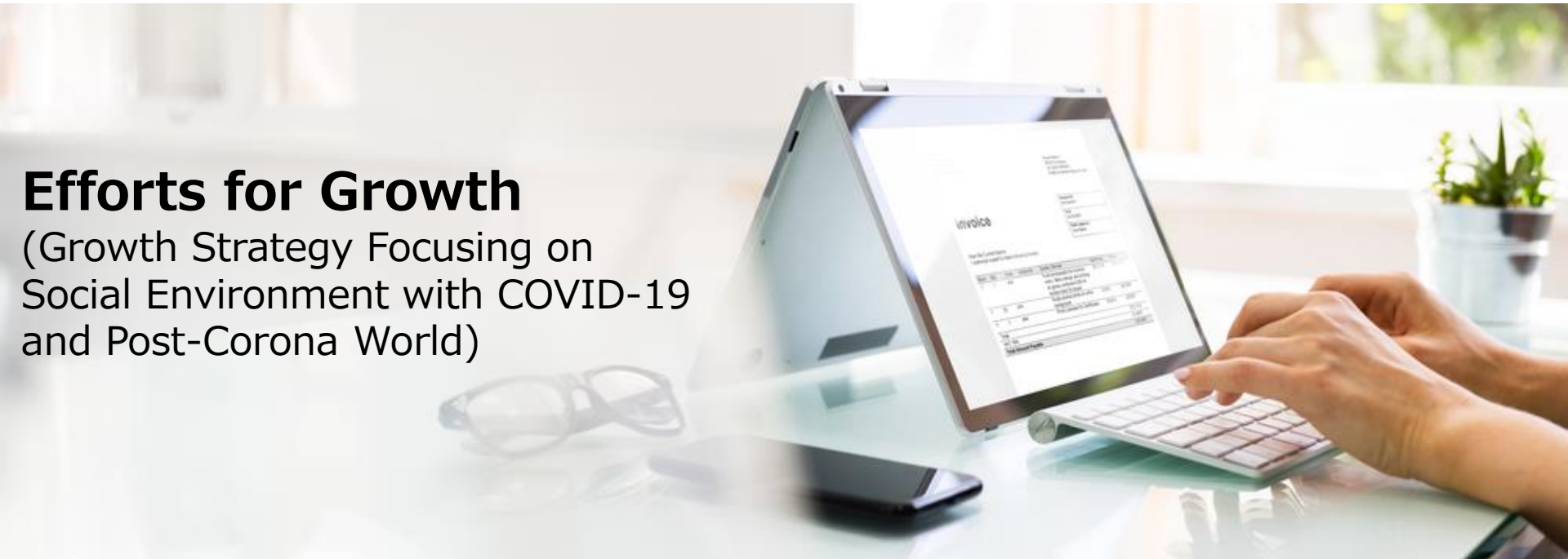
Vision Inc. received “the Initial Assessment Result in Conformity of Continued Listing Standards for New Market Segments,” specified June 30, 2021 as the transition reference date. We confirmed that each of the “number of shares outstanding,” “market capitalization of shares outstanding,” “ratio of shares outstanding,” and “trading value” **complies with the listing standards of the prime market.**

### Future

Selection procedure to be listed on a new market segment will be decided after careful discussions at the Board of Directors’ meeting. We will proceed with the prescribed procedures for applying to select a new market segment.

**To receive your support also in the future, we will continue to strive to disclose information in a timely and appropriate manner, and pursue sincere IR to improve corporate value over the medium to long term.**





# Efforts for Growth

(Growth Strategy Focusing on Social Environment with COVID-19 and Post-Corona World)

# Active Sales Expansion of "GLOBAL WiFi for Biz"

- Gaining Competitive Advantage When Travel Recovers -



**Sales of standby type "GLOBAL WiFi for Biz" for corporate customers are favorable by making a proposal for teleworking (increase in the number of contracts and the communication usage).**

Income from the basic monthly charge is on the increase (recurring revenue).

Domestic communication (for teleworking) increases.

Overseas communication increases (long-term use by local expatriates, etc.).

⇒ Utilization rates in China, the United States, South Korea, Vietnam, and Thailand, etc. are gradually recovering.



Connect Internet anywhere in the world with one digital device

## "Global WiFi for Biz"

**No need to**



apply



receive



return

If you have one "GLOBAL WiFi for Biz" in your company, you can use it immediately for teleworking and sudden overseas business trips, and no application required. You will no longer use overseas roaming services because a rented Wi-Fi router is not delivered in time!

# Strengthening of Domestic Wi-Fi Sales

## “GLOBAL WiFi” Business



**Acquire usage needs by leveraging our marketing power, brand strength (GLOBAL WiFi), the pricing plans, various communication plans that meet customer needs, remote support in the event of disasters, and customer base.**

Usage needs for:

Business (teleworking, online training and meetings), online classes, hospitalization, moving, combined use with home internet, etc.

Convenience that you can rent it in various places for the required period (on a daily basis) is popular with the users in various scenes.

Increase use for hospitalization and moving (temporary use until fixed line opening) by strengthening the promotion. The extension of the COVID-19 state of emergency increased demand for companies already in contracts with us and the churn rate was lower than expected.

### Teleworking



### New employee training



### Online meeting



### For school and educators Wi-Fi rental for online classes



- Provides quotes the same day, and delivers the next day at the earliest
- Laptops and tablet devices available
- Easy to set up

Essential item during hospitalization!

Let's have a pocket Wi-Fi router.

**“WiFi rental.com” is useful for you at such times!**



Wi-Fi rental is recommended when moving!  
You can use the internet immediately and comfortably.

**“WiFi rental.com” is useful for you at such times!**



# The Launch of an Ultra-High-Speed 5G Plan

- Gaining Competitive Advantage When Travel Recovers -



## The launch of an ultra-high-speed 5G plan, a first in the Wi-Fi router rental industry.

The country and region where the service is offered first are Hawaii and the mainland USA, the most popular destinations ever.

We will expand the service area to South Korea, China and other countries and regions when we are fully prepared.

Striving to provide quality services and networks and expand service areas continuously, we offer easy-to-use mobile Internet connectivity around the world in order to contribute to business and sightseeing in the post-corona/with-corona world.

**5G** Ultra-high-speed communication plan  
Finally available!

Next-generation communication "5G" that enables ultra-high-speed communication is now available on GLOBAL WiFi.

© US/Hawaii model MIFI M2100

**More comfortable to use with 5G!**  
The 5G plan is ultra-high-speed communication with a maximum downlink speed of 2.5Gbps!  
More comfortable for travelers, Work efficiency is improved for business people.

Plan	Max Speed	Icon
3G Plan	Max 42Mbps	Person
4G Plan	Max 150Mbps	Motorcycle
5G Plan	Max 2.5Gbps	Rocket



# Launch of "World eSIM"

- Gaining Competitive Advantage When Travel Recovers -



## Launch of an eSIM service, "World eSIM", that can be used in over 120 countries around the world.

You don't have to carry your bulky Wi-Fi router device.

Like for rental Wi-Fi routers, there is no need to stop at an airport counter to return or pick up.

Application for "World eSim" is available online, so you can do it both from home and abroad.

### Can be used for an assortment of needs.

When multiple users are using multiple kinds of devices (smartphones, tablets, laptops, etc.): Mobile Wi-Fi Router Rental

When a single user is using their smartphone: World eSIM

Since SIM-free mobile phones have long been in Europe and the United States, we plan to actively acquire customers from these areas, as they have a strong tendency to purchase SIM cards on the spot while traveling due to phone SIM cards being unlocked which has only been the case in Japan in the recent past.

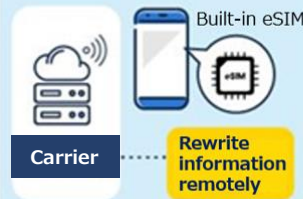
Provided by GLOBAL WiFi, number of overseas Wi-Fi rental users is the largest

### Next-generation communication overseas



- You can use your smartphone in more than 120 countries!
- You can choose the price plan that suits you!
- No more luggage, no pick-up or return!

#### World eSIM



No need to replace SIM. Since it is written directly in your smartphone, your luggage does not increase. You can also apply from overseas.  
*\* If you apply from overseas, it will take about 3 days.*

#### Wi-Fi rental



You need to pick up and return the Wi-Fi device. Since you connect to the internet through a Wi-Fi device, you need to carry your Wi-Fi with you.

#### Overseas SIM



After purchasing an overseas SIM, you need to replace the SIM card and set it yourself. When you return to Japan, you will need to replace the SIM card again.

# Vision WiMAX

- New Service Making the Most of Our Customer Base -



## New service that responds to customer feedback.

In our survey, many customers use the Wi-Fi router for “trial before purchasing”.

Wi-Fi router sales service for customers who are considering purchasing.

Customers can use it as a trial for rent (special limited discount provided).

After checking the communication environment of customers' home etc., they can purchase it that meets customers needs.

Customer will take it as a trade-in when terminating the contract

(Vision WiMAX original service).

Vision WiMAX is a service that meets all of customers needs.





# “Tsuyaku-fukikae.com”

- New Service Making the Most of Our Customer Base -



**The service for online/offline business negotiations and conference interpretation, video translation/dubbing, and translation.**

**“Overcoming the language barrier, make your business more global.”**

Provide interpretation, translation, and dubbing services that can be available in various business situations at reasonable prices.

Emphasize communication with overseas investors and support the enhancement of the English-language disclosure. Also support dubbing and subtitles of financial summary video, translation and other services of financial statements, financial results presentation materials, and convocation notices of general shareholders' meeting.

**Video translation/dubbing** (Japanese → English)  
Financial summary video (Vision, Inc.)



**Example of interpretation** (English ⇄ Japanese)  
Special talk with Mr. Audrey Tang, Digital Minister of Taiwan



**Overcoming the language barrier,  
make your business more global.**



# Changes in Monthly Cost and Segment Profit

## “GLOBAL WiFi” Business



**Profits are gradually recovered by continuing low-cost operation and acquiring various usage needs.**

Acquires actively various needs for using mobile Wi-Fi router (“GLOBAL WiFi for Biz”, etc.).

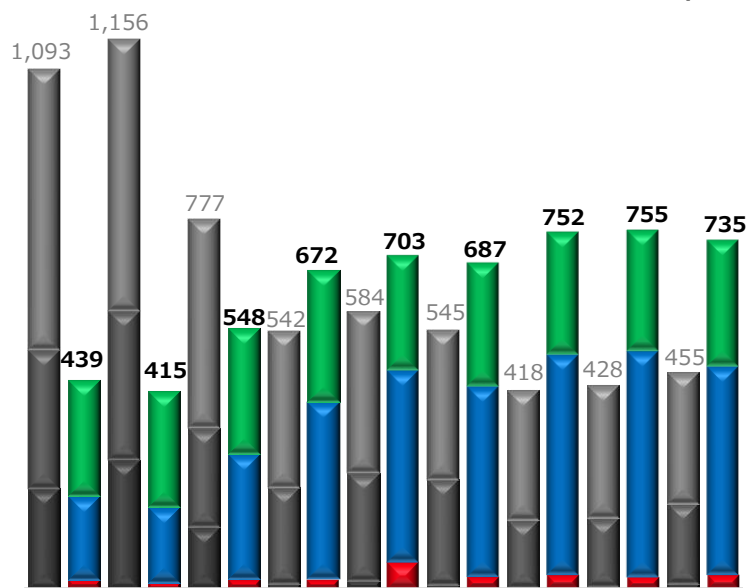
Build a business structure that will generate higher profits and profit margins after overseas travel recovery than those before the spread of COVID-19 (FY2019) by reviewing various costs and expenses, and improving operational efficiency.

Although various domestic usage needs are expected to decrease in the post-corona world, a certain number of needs seems to remain thanks to the work style reform such as the introduction of teleworking, etc. (by combining office work and teleworking, etc.). It will be a factor for increasing profits compared to those in the period before the spread of COVID-19.

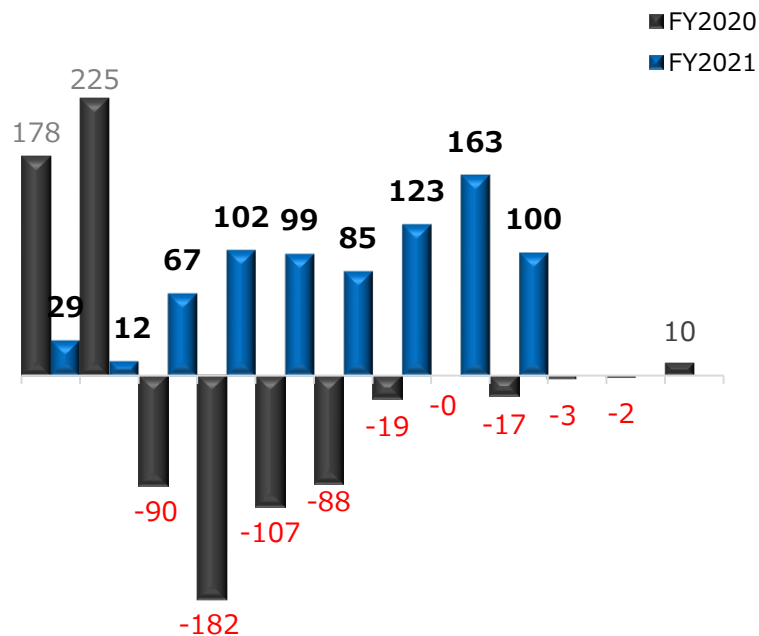
### COST

(JPYmn)

### SEGMENT PROFIT OR LOSS (-) (JPYmn)



	Jan 20	Jan 21	Feb 20	Feb 21	Mar 20	Mar 21	Apr 20	Apr 21	May 20	May 21	Jun 20	Jun 21	Jul 20	Jul 21	Aug 20	Aug 21	Sept 20	Sept 21
SG&A expenses	591	244	572	243	439	264	328	278	340	242	314	260	273	258	279	255	276	266
Cost of sales	292	176	313	158	209	263	203	373	226	404	223	400	143	463	146	475	168	438
Overseas telecom cast	210	19	271	13	129	20	10	20	17	56	7	26	2	30	3	25	11	30



(Note) The figures are different from those of the segment results because they are monthly changes in profit and loss which do not include closing.

# Gross Profit Composition

Information and Communications Service Business

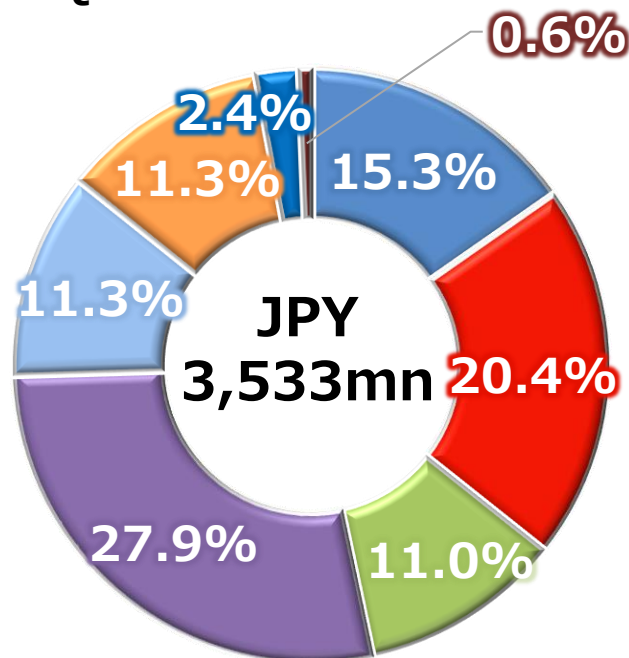


Utilizing the strength of having multiple businesses (products/services) and sales channels, we have responded flexibly to changes in the external environment to record strong sales.

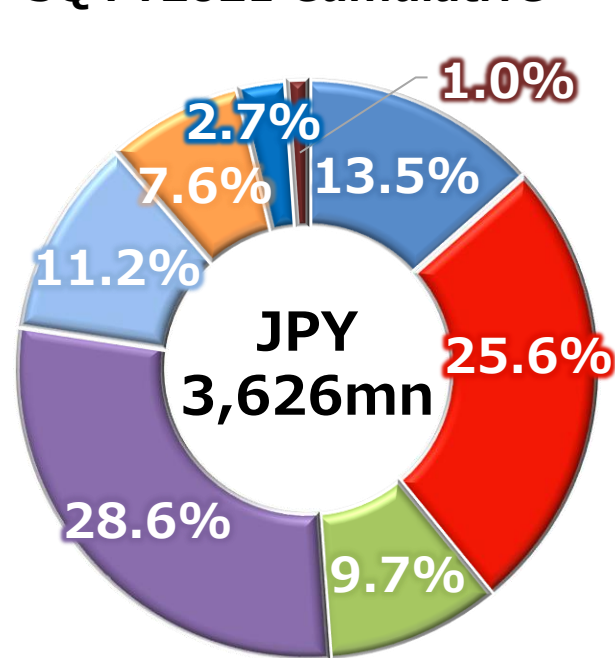
Sales of mobile communication devices (for telework or switching over to smartphones, etc.) are strong.

The composition ratio of eco-solution business decreased because the unit consignment fees (agency fee) went down following the temporary rise in electricity prices and the launch of our electricity service "Vision Denki" (stock earnings).

3Q FY2020 Cumulative



3Q FY2021 Cumulative



(Note) The figures are different from those of the segment results because they are monthly changes in profit and loss which do not include closing.

# Sales of In-house Services (Monthly Fee) are Strong

- Provide Products/Services Responding to Customer Needs and the Times -



## Sales of in-house services (monthly fee) "VWS series" are strong.

Services developed and used in-house are expanded to users (DX promotion). Provide users who need our services with required features of our service in a cloud environment on a monthly payment basis.

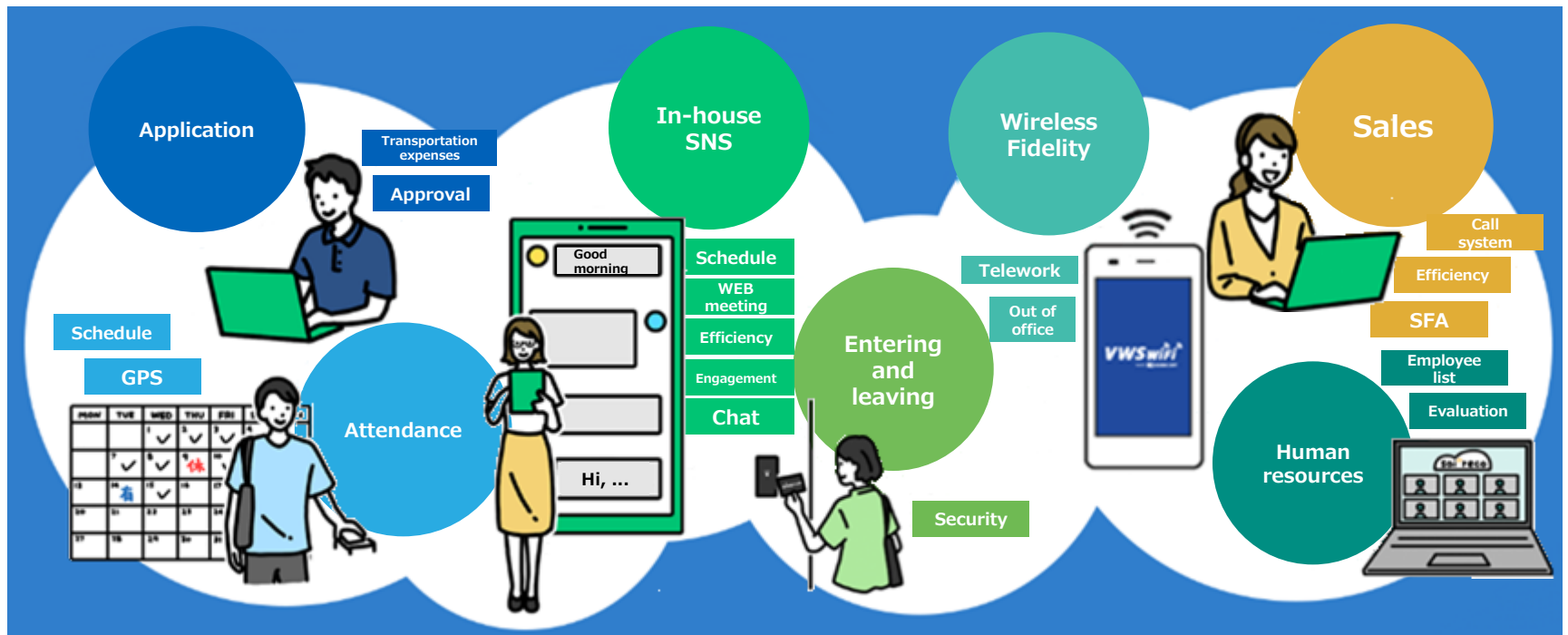


### CONCEPT

Providing a more comfortable working environment for all companies

### For a successful "Cloud migration" with "VWS"

Streamline daily operations with cloud tools and support various working styles such as teleworking.



- Provide Products/Services Responding to Customer Needs and the Times -

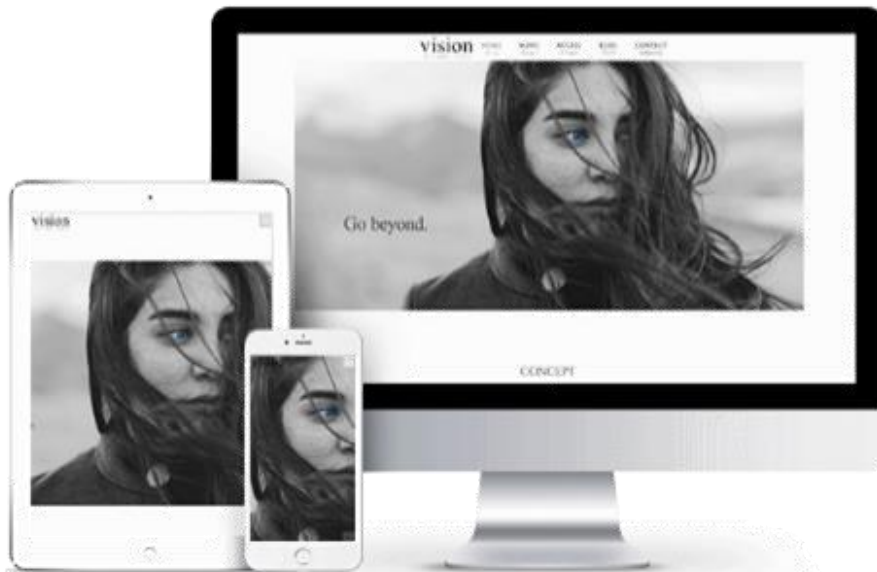
## Sales of website production service (monthly fee) “Vision Crafts!” are strong.

Website production service provided at a low price (from JPY4,048/month).

Respond to the growing appeal needs for online products and services (websites, etc.), looking at the social environment with-corona/in the post-corona world.

Popular with customers in various industries, including restaurants and retail shops, thanks to the low initial cost.

\* Also popular with customers who have difficulty passing credit screening, because they have just established and opened.



## CONCEPT

**“Strong in visual appeal!”**

**We support website production.**

Customers are confident in their products and services, but they don't know how to communicate the appeal of these products and services ...

They want to convey their thoughts more on their website!

Making use of our experience of producing more than 100 websites a month, we have developed a website production service that “communicate visually!” with simple operations. This is “Vision Crafts!”.



# The Launch of Our New Power Service “Vision Denki”

- Provide Products/Services Responding to Customer Needs and the Times -



## The Launch of “Vision Denki,” a new power service that contributes to the reduction of electricity bills for all business partners.

Electricity is the lifeline for businesses. To use stable electricity with peace of mind because it is such an era. Make their wishes of such business partners a reality, not a fantasy.

**“Energize Japanese companies.” “And energize all over Japan.”**

Even after the electricity liberalization, we have cooperated with Power Producer and Suppliers (PPS) to support the reduction of electricity rate as a subscription agency, responding to the voices that “the rate system is difficult to understand and the rate remains high after all.”

We can expect that our Group will grow significantly in the future in asking for requests of many companies, shops and stores. So, **we become a new Power Producer and Supplier (PPS) and launch “Vision Denki” as a retailer.**

From the perspective of SDGs, we contribute to decarbonization (carbon neutral) with Vision Denki + power saving by replacing the air conditioner + LED cross-selling.

Revenue model will change from **shot earnings (sales commission) through a subscription agency to stock earnings (monthly electricity charge) associated with the use of electricity by end users. We make efforts to increase future profits while covering these temporary negative impact (see p.27) on our Group’s profits with those of other businesses.**



**“Vision Denki”  
covers all over Japan.**

\* Excluding Okinawa and remote islands.





# Impact on Earnings due to the Launch of Our New Power Service “Vision Denki”



**The earnings of the business will decrease compared to the current shot earnings (sales commission) through the subscription agency until the number of “Vision Denki” contracts are accumulated.**

Expand the business in order to build a stable earnings base in the future, while covering the impact of this business on the entire Vision Group.

Assuming that the sales/business profit change and the number of contracts (acquisitions) of “Vision Denki” are the same, see the table below for comparison of business profits between the current subscription agency and “Vision Denki” and cumulative profit or loss (difference) change.

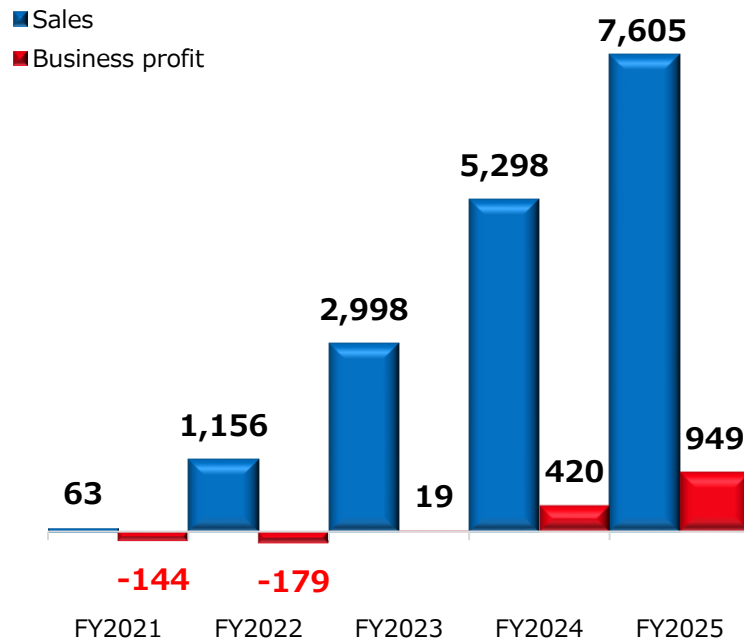
It is expected to be profitable in a single month in February 2023 and to be completely profitable from FY2024.

When electricity demand increases, such as in the summer, electricity charges (purchase costs) are expected to increase, and the business profit fluctuates seasonally.

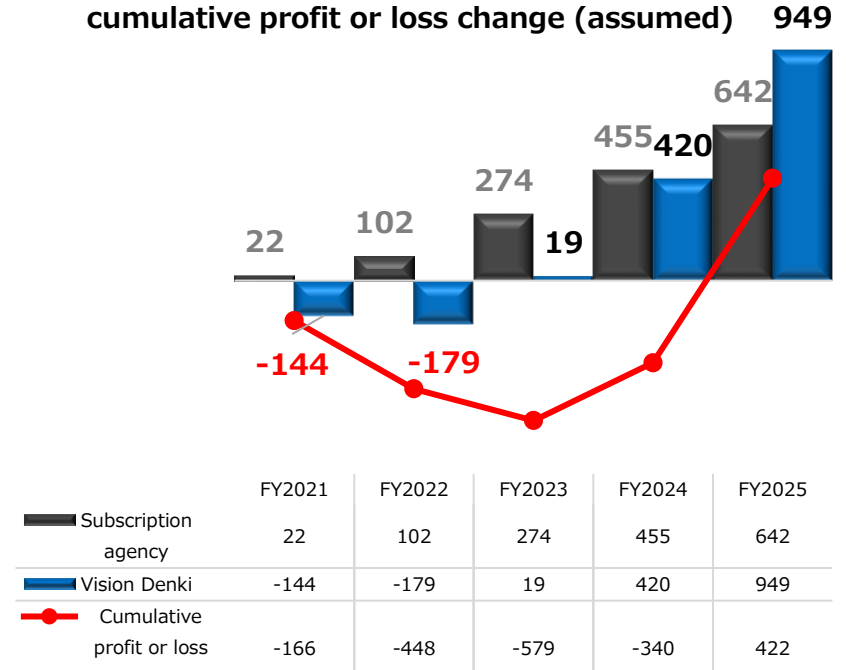


(JPYmn)

**Sales/business profit change (assumed)**



**Comparison of business profits and cumulative profit or loss change (assumed)**



# New Power Service “Vision Denki” ARR (Annual Recurring Revenue) Change



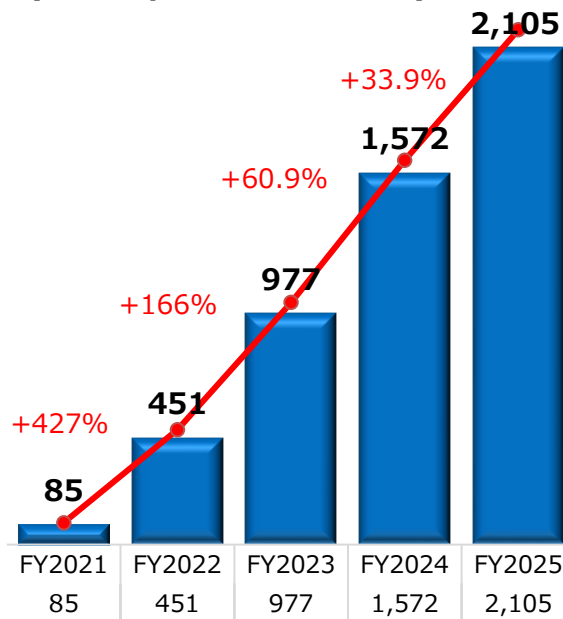
## Build a stable revenue base that is resistant to the effects of the external environment.

Build a long-term stable revenue base (number of contracts x end-user electricity bills – electricity cost) by changing the revenue model from a subscription agency (number of contracts x agency fee unit price) to an in-house service (become a PPS and offer electricity).

ARR: Annual Recurring Revenue. Calculated by multiplying MRR (Monthly Recurring Revenue) as of each term-end by 12.

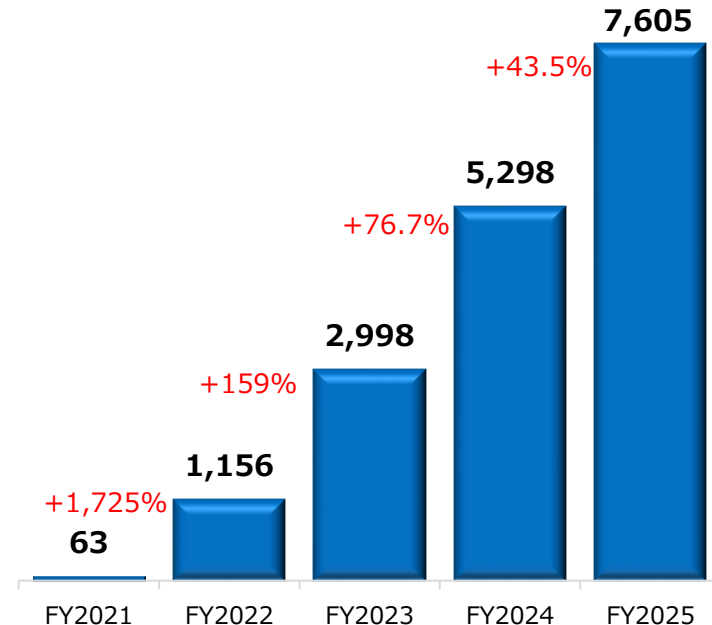
MRR shows stable profits that a company can repeatedly earn every month, and the table below (left) shows the gross profit change.

ARR (Gross profit, assumed)



Sales (assumed)

(JPYmn)



	FY2021	FY2022	FY2023	FY2024	FY2025
ARR	85	451	977	1,572	2,105
Number of contracts as of term-end	1,841	9,717	20,473	32,516	43,543

# Stock Earnings and In-house Services (Monthly Fee) Gross Profit Change

Information and Communications Service Business



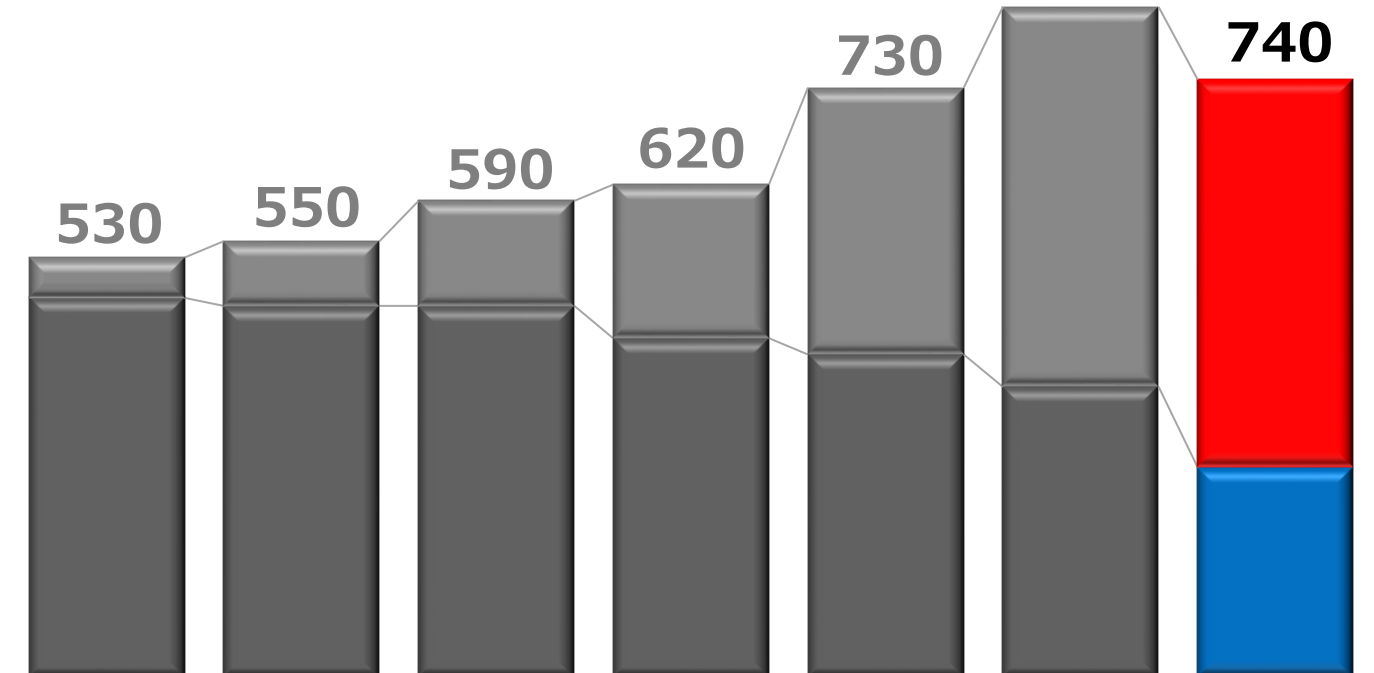
**Strengthen stock earnings and in-house services (monthly fee), which will become a stable earnings base in the long run.**

Strengthen sales of in-house services (monthly fee) since FY2019.

Strengthen sales and expand services to reach the profit of JPY1bn.

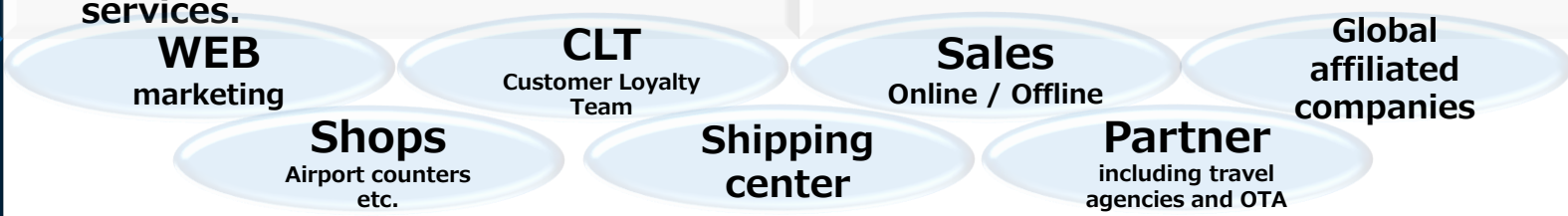
(JPYmn)

FY2021/3Q cumulative period is **JPY740mn**, which is progressing steadily. **830**



	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021/3Q cumulative
<span style="color: red;">■</span> In-house services (monthly fee)	50	80	130	190	330	470	480
<span style="color: blue;">■</span> Stock earnings	470	460	460	420	400	360	260

Stock earnings: Revenue from continuation fee associated with subscription agency contract in Information and Communications Service Business and maintenance fee in OA equipment sales business etc.

	Existing business	New business / Service building		
Policy	<p><b>Increase productivity.</b> Adapt to online environment, so-called the New Normal. Strengthen up-selling and cross-selling (including online negotiations).</p>	<p><b>Develop a new business as a third pillar.</b> Three-pillar business structure that responds to changes in the times.</p>		
Key phrase	<ul style="list-style-type: none"> <li>✓ Provide products and services meeting the needs of customers and the times.</li> <li>✓ Build and strengthen sales system (online).</li> <li>✓ Strengthen up-selling and cross-selling (including online negotiations).</li> <li>✓ Brush up the revenue structure.</li> <li>✓ Strengthen and expand in-house services.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Adapt to environment with COVID-19, so-called New Normal.</li> <li>✓ Utilize sales channels and business structure.</li> <li>✓ Utilize the customer base.</li> <li>✓ Service that responds to customer feedback.</li> <li>✓ Regional revitalization.</li> </ul>		
Sales channel Business structure				
Customer base	<p>Startups, growing corporate customers</p> <p>Individual users by corporate customers</p>	<p>Corporate customers working with overseas companies</p>	<p>Governments / local governments, Schools, etc.</p>	<p>Individual customers who like traveling *including inbound</p>



# Glamping Business

- Develop a New Business as a Third Pillar -

**Launch a “Glamping Business” as a business that will grow into the third pillar next to the Information and Communications Service Business and the “GLOBAL WiFi” Business.**

Launch the business in the first half of 2022 (planned).

Costs and expenses for acquisition of land for business use (including leasing) and the acquisition and installation of equipment such as dome-shaped tents: approx. JPY1,200mn

Selection of land, equipment, and service, etc. is progressing smoothly toward the launch of the business.

Release of teaser site (<https://www.vision-net.co.jp/glamping/>)

**Completely private space glamping fully equipped with air-conditioning, private toilet, and open-air bath for all weather.**



Images of glamping facilities, etc.

# Acquisition of adval Corp. to Make It a Subsidiary

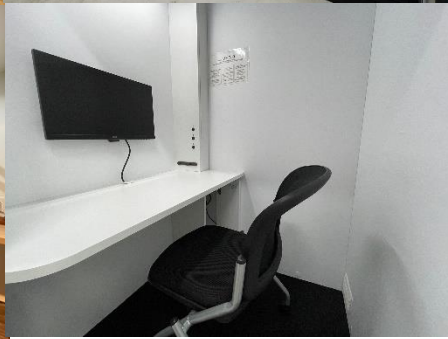
- Provide Products/Services Responding to Customer Needs and the Times -



**Acquire adval Corp., a company that offers its rental space (for conference room/teleworking space) for BtoB use at more than 200 locations throughout the country on a monthly flat-rate basis, as a subsidiary through simple share delivery.** Scheduled date of share delivery (effective date): December 1, 2021

**For BtoB use, sales strength (our Group) x planning strength (adval) “Promotion of rental conference rooms/teleworking space subscriptions”**

By maximizing the combined customer base, products and services, business partners, know-how, and more of both companies, we can expect sales improvement, input efficiency, and reduced costs, judging that they will lead to medium- to long-term improvement of corporate values. This is why we decided to make adval a subsidiary.







## **Sustainability including ESG Factors**

# Contribution toward Sustainable Development of Society and Earth

The Group's management philosophy is **“To contribute to the global information and communications revolution.”**

Information and communication technology and services have the potential to contribute significantly to solve social and environmental issues through **“the efficiency improvement (optimization, efficiency, automation, etc.)”** and **“the activation of communication”** in various fields.

Based on the idea that **“The future of information communication for the future of all people,”** the Group aims for the sustainable growth and the increase in our corporate value through ESG-friendly management and business strategies. In addition, we will take the lead in contributing to the harmonious and sustainable development of the society and the Earth by solving social issues represented by the SDGs set by the United Nations.



# Contribution toward Development of International Economy and Society



Various international exchanges (cooperation, support, business, tourism, etc.) are being carried out at the national, corporate, organizational and individual levels to resolve social, economic and environmental issues of sustainable development.

In the **“GLOBAL WiFi” Business**, we will contribute to develop the international economy and society by **providing a safe, secure, and comfortable mobile Internet connection environment** that is the same as the environment in which we communicate in our home country, to everyone who carries out various international exchanges around the world.

Striving to provide quality services and networks and expand service areas continuously, we support various activities in the post-corona/with-corona world.

## **Example of efforts**

Expand service areas for unlimited plan, offer an ultra-high-speed 5G plan, effective use of sales channels (airport counter), expand Tabi-naka service (optional services such as mobile battery, translator, interpreter service, etc.), emergency location information service, support the spread of the GIGA school concept, support people who are active overseas (including groups), etc.

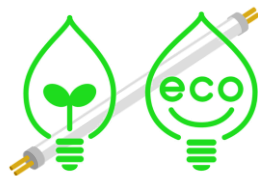


# Environmental Activities



Environment

環境



Acquire a “Green Site License” to offset the carbon footprint of our website.

**Provide an environmental support with “Green Electricity”** for our activity on the website for CO2 reduction.

**Support and cooperate with the organizations which** provide information, **support activities in disaster areas, and provide assistance to various activities** to “realize a society where people can support each other at the times of earthquake.”

**Activities to protect the natural environment** through the Ecology Cafe.

## Paperless efforts

Provide laptop, iPad, etc. to employees.

Utilize video (web) conference (to eliminate unnecessary traveling).

Utilize electronic forms and an enterprise SNS actively.

Select recyclers.

Operate the business **with our minimum required tangible fixed assets. Tangible fixed assets account for 3% of total assets** as of the end of September 2021.

Adapt to various environmental changes.

**Provide rental service of the LED lighting** that generates less heat and do not contain harmful substances **at a low initial cost.**

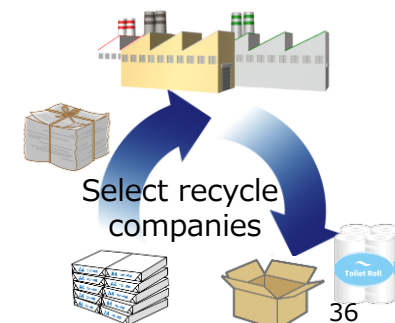
**Reduce carbon dioxide emissions by saving power and reduce environmental burden.**

We received high praise for our efforts to achieve the SDGs (environmental consideration through LED sales and installation work) and were registered as an “Okinawa SDGs Partner,” a company/organization that promotes SDGs.

Provision of laptop, iPad, etc.

Video (web) conference

Electronic forms (workflow)  
Utilizing of an enterprise SNS







Social  
社会

## Various recruitment channels

Fair recruiting, referral recruiting, and active recruiting of women (Female employee ratio: 33%).

Hire multinational people (Foreign nationals: 16.9% (permanent employees)).

Hire disabled people (“Meiro-juku,” local group to support disabled people; continuously awarded since 2015).

## How to develop human resources (training system/evaluation system)

Training for new graduates

Business etiquette, PC, knowledge, external, sales, follow-up, etc.

OJT after assignment

Product knowledge training, sales appointment calls, business accompaniment, role-playing.

Sales experience

WEB marketing, telemarketing, escalation.

A lot of business deals generated from sales appointment calls (Experience ⇒ Growth).

Four opportunities a year for salary increase and promotion based on performance appraisal every three months.

33% of the annual salary is variable salary (incentives such as commission, achievement, and profit dividend).

\* Average of all sales reps in 2019

## Introduced personnel system suitable to the times and unique benefit plan

Shorter working hours, shift and flextime systems.

Half-day leave/hour leave (paid leave) applied, spouse birthday leave (special leave).

Drink allowance (for summer season), influenza vaccination subsidy, teleworking allowance.

Occupational accident insurance (compensation for the excess of workers' accident insurance), insurance to cover the cost of illness/injury other than working hours (taking out a corresponding insurance is required).





## Real-time internal communication

Share information and communicate each other in real time, using the social media (JANDI).

Realize quick communication and decision-making by utilizing online communities with limited participants (communities for holding board meetings, and for reaching a decision by using a circular letter, etc.).

\* JANDI are utilized internally at first and the revised version will then be provided to our customers.



## Share management and business policies, using videos, etc.

Create videos on business policies and post on the intranet. Communicate throughout the group.

\* Create dubbed version of these videos for employees of overseas subsidiaries.



## Publish in-house booklet "Vision Tsushin"

Publish the in-house booklet "Vision Tsushin" quarterly (booklet, posted on the intranet).

The booklet contains:

Messages from executives;

Our new efforts;

Comments from the top sales representative;

Introduction of our Divisions; and

Various information on labor, and compliance, etc.

It has been published since 2012.



## “Vision Kids Nursery” as a company-led nursery school

Childbirth and childcare are both big events for employees’ lives. Therefore, we implement the more flexible working rules, expand the vacation system, and encourage employees to take a leave, etc.

⇒ Provide more comfortable work environment (a sense of security that their children are nearby) than ever before.

\* Establish a childcare facility within a site of CLT, where female employees account for more than 90%.

Create an environment where it is easy for employees to return to work, and hire employees who are motivated to work in a parenting generation.

⇒ **One of sources of sustainable growth**





## Support Japan Heart's activities "to deliver healthcare to medically-isolated areas."

Japan Heart is an International medical NGO originated in Japan, which was established by the founder Hideto Yoshioka (pediatrician) in order to improve the quality of medical support activities, based on his many years of medical experience in foreign countries.

The organization has been supported by many medical workers and volunteers. More than 4,500 volunteers have participated in the activities and conducted more than 200,000 treatments in developing countries.

### Japan Heart's activities

There are four areas where medical care is difficult to deliver.

One is developing countries suffering from poverty and shortage of doctors.

One is remote areas and isolated islands in Japan.

One is inside children's heart who fight diseases.

One is the large-scale disaster-stricken areas.

Japan Heart is working to deliver medical care to these four areas.

### Our support for Japan Heart

Provide free rental GLOBAL WiFi routers to Japan Heart

volunteers who are active around the world and the secretariat.

Donate a portion of company sales to the secretariat.

Through this support, we hope to be able to support in delivering medical care to as many children as possible.





Social  
社会

## Prevention of the spread of COVID-19 (quarantine measures)/ the Ministry of Health, Labour and Welfare

“New measures related to quarantine”

The following applies to all persons entering Japan from overseas (regardless of nationality):

All persons must present a negative COVID-19 PCR test certificate, submit a Written Pledge, carry a smartphone, register and use necessary apps, and submit a questionnaire.

### Our activities

Entrusted with app confirmation work, which is part of the above-mentioned quarantine measures work carried out by the airport quarantine station.

In addition to the above contract work, provide a smartphone rental service for those who do not have a smartphone or who have a smartphone that cannot install the specified app (implement based on the contract between each airport terminal building company and our company).

**Required apps** (as of September 30, 2021)

MySOS (Health and Location Monitoring App)

Location information record storage settings

COCOA (COVID-19 Contact-Confirming App)





## Governance

コーポレート・ガバナンス

### Independent officer system

Total number of Directors: 6

(including independent outside directors: 3 / Male: 5, Female: 1)

⇒ They have rich experience in business management including web marketing, business for foreign visitors in Japan, financial industry and other global businesses, and business owners.

⇒ We attach great importance to the constructive dialogue with investors. When receiving an offer for dialogue from any investor, not only the director in charge, but also an any outside director will engage in dialogue.

Total number of Audit & Supervisory Board Members: 4

(Independent outside auditors: 4)

⇒ CPAs, prosecutors/lawyers, and business owners.



### Strengthen information security

Acquired ISMS (Information Security Management System) certification

Acquired the certification for "ISO/IEC 27001."

Established and has run the Information Security Committee.



### Compliance, risk management, and internal control activities

Conduct education and training sessions regularly.



Materials and information provided in this announcement include so-called “forward-looking statements.”

They are estimated at the present and are based on the assumption that involves forecasts and risks, and substantially they include uncertainties which could cause different results from these statements.

These risks and uncertainties include general industry and market conditions, and general domestic and international economic conditions, such as interest rates and currency exchange fluctuations.

In the future, even if there is new information or future events etc., we shall not be obligated to update and revise the “forward-looking statements” included in this announcement.

Vision Inc.

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