VISION / 9416

COVERAGE INITIATED ON: 2016.09.01
LAST UPDATE: 2021.01.21

Shared Research Inc. has produced this report by request from the company discussed in the report. The aim is to provide an "owner's manual" to investors. We at Shared Research Inc. make every effort to provide an accurate, objective, and neutral analysis. In order to highlight any biases, we clearly attribute our data and findings. We will always present opinions from company management as such. Our views are ours where stated. We do not try to convince or influence, only inform. We appreciate your suggestions and feedback. Write to us at sr_inquiries@sharedresearch.jp or find us on Bloomberg.

Research Coverage Report by Shared Research Inc.

INDEX

How to read a Shared Research report: This report begins with the trends and outlook section, which discusses the company's most recent earnings. First-time readers should start at the business section later in the report.

Executive Summary

Business overview

- Vision has two main businesses: Global WiFi (65% of sales and 75% of operating profit), in which it rents out mobile WiFi routers, and Information and Communications Service (33% of sales, 31% of operating profit), in which it provides telecommunications services and sells office equipment. Since its launch in 2012, the Global WiFi business has been increasing its share of both sales and operating profit. (figures as of FY12/19)
- In the Global WiFi business, Vision rents out mobile WiFi routers* to both outbound (Japanese travelers going overseas) and inbound (people visiting Japan) travelers. The company procures mobile network access directly from telecommunications companies in Japan and abroad, enabling it to offer high-quality internet services at low prices. In FY12/19, roughly 63% of rental customers were individuals, and 37% were companies (by number of rentals). In FY12/19 the company rented out approximately 2,830,000 routers, of which 45% were to new customers and 55% to repeat customers.

*Wireless LAN (WiFi) routers enable direct connection to mobile networks on the go via smartphones, tablets, laptops, or game consoles.

- In the Information and Communications Service business, the company mainly targets new businesses (startups). It arranges telephone lines and other information and communication services, and sells office equipment. Main sources of revenue: equipment sales, commissions from telecommunications companies, and revenue from office equipment maintenance. The company initially provides equipment at low prices, aiming to grow revenue per customer by expanding the number of services provided in line with customers' growth. Under this business model, most revenues are recurring monthly revenues. The company's marketing activities focus on customers who have demonstrated interest by reaching out to the company, and leverage customer referrals from other divisions as well as web marketing, call centers, and a Customer Loyalty Team (CLT; supporting existing customers). Marketing can be seen as effective: for example, sales of copiers per salesperson were roughly four times the industry average.

Trends and outlook

- In FY12/19, sales were JPY27.3bn (+27.0% YoY), operating profit was JPY3.3bn (+33.8% YoY), recurring profit was JPY3.4bn (+34.4% YoY), and net income attributable to owners of the parent was JPY2.2bn (+45.6% YoY). The company posted record sales and profits at all levels in FY12/19.
- The company forecast announced on November 9, 2020 calls for full-year consolidated sales of JPY16.7bn (-38.9% YoY), operating profit of JPY58mn (-98.3% YoY), recurring profit of JPY167mn (-95.0% YoY), and a net loss attributable to owners of the parent of JPY1.2bn (net income of JPY2.2bn in FY12/19). Based on a comprehensive review of the impact of the COVID-19 pandemic on its business activities and performance in Q3 FY12/20, the company now expects profits to exceed the previous forecast due to various cost efficiency efforts. The revised forecast assumes that the sharp drop in international travelers (both outbound and inbound) will continue even after end-FY12/20 despite the phased lifting of restrictions on business travel, but not tourism, and that there will be no further emergency declarations or other social restrictions within Japan. The previous company forecast for FY12/20 (announced August 17, 2020) called for sales of JPY16.7bn (-38.9% YoY), an operating loss of JPY320mn (operating profit of JPY3.3bn in FY12/19), a recurring loss of JPY213mn (recurring profit of JPY3.4bn), and a net loss attributable to owners of the parent of JPY1.6bn (net income of JPY2.2bn).
- With the number of overseas travelers down sharply, rentals to both inbound and outbound travelers at the company's Global WiFi business have been severely depressed. Vision has worked to minimize the hit to earnings on this front by temporarily shrinking its rental business directed at international travelers and focused instead on expanding its domestic WiFi rental business. At the same time, it is working to reduce costs, by cutting communications costs by switching to pay-as-you-go contracts, reducing the use of contractors at airports and for logistics functions, and relocating excess staff to areas where demand is expected to grow in the future. These efforts to bring the Global WiFi business back into the black as quickly as possible have thus far reduced monthly operating losses from the peak of JPY182mn in April 2020 to JPY88mn in June, with the company expecting its depreciation burden to be lower in the months ahead following the impairment losses booked in Q2 FY12/20. The company aims to accelerate growth at its Information and Communications Service business, a growing

business that has been a stable source of earnings. Having largely finished putting in place the loss-reduction measures by the end of Q2, Vision is switching from playing defense and to playing offense in Q3 by returning its focus to new earnings growth opportunities. Toward this end, the company is planning various new investments and intends to make maximum use of the experience and the expertise it has built up over the 25 years since its founding, including its three-legged team approach to winning new customers (online marketing, sales, and customer loyalty team), cross-marketing between its businesses, and pursuing business models designed to create recurring revenue streams.

- Vision has not released a medium-term plan, but it aims for sharp expansion in profit alongside sustained investment in future growth. To this end, it has positioned the Global WiFi business as the growth driver and the Information and Communications Service business as a source of stable growth, and is pursuing expansion in its operations accordingly. To prepare for future business development in its group, the company will partially change its Articles of Incorporation and plans to develop services for travelers, who are its primary customers. It will expand into business fields it can pursue independently, and increase its ratio of in-house development including for services. The company envisions three growth stages in the mainstay Global WiFi business: targeting the outbound market, then the inbound market, followed by the overseas-to-overseas (non-Japanese travelers going to countries other than Japan) markets. In the outbound market, the company aims to increase the number of regions where it operates. In the inbound market, it plans to increase the number of locations in Japan where customers can pick up routers to capture more demand.

Strengths and weaknesses

Shared Research believes that Vision has three strengths: a niche market focus, an efficient marketing model using web marketing, and direct network access from major telecom carriers that allows it to provide high-quality internet service at low prices. Weaknesses: little technological differentiation, limited time to prove itself to clients, and relationships with telecom carriers in the Information and Communications Service business. (See Strengths and Weaknesses section for details.)

Key financial data

Income statement (JPYmn)	FY12/11 Par.	FY12/12 Par.	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.	FY12/20 Est.
Sales	**6,999**	**6,527**	**9,204**	**10,185**	**12,485**	**14,844**	**17,555**	**21,504**	**27,318**	**16,700**
YoY	8.3%	-6.7%	41.0%	10.7%	22.6%	18.9%	18.3%	22.5%	27.0%	-38.9%
Gross profit			**5,199**	**5,652**	**6,910**	**8,622**	**10,161**	**12,650**	**15,690**	**8,888**
YoY			-	8.7%	22.3%	24.8%	17.8%	24.5%	24.0%	-43.4%
GPM			56.5%	55.5%	55.3%	58.1%	57.9%	58.8%	57.4%	53.2%
Operating profit			**10**	**286**	**805**	**1,290**	**1,789**	**2,484**	**3,325**	**58**
YoY			-	2742.1%	181.2%	60.3%	38.6%	38.9%	33.8%	-98.3%
OPM			0.1%	2.8%	6.4%	8.7%	10.2%	11.6%	12.2%	0.3%
Recurring profit	**57**	**285**	**30**	**324**	**808**	**1,298**	**1,795**	**2,500**	**3,359**	**167**
YoY	-83.5%	399.6%	-89.5%	987.9%	149.3%	60.8%	38.3%	39.3%	34.4%	-95.0%
RPM	0.8%	4.4%	0.3%	3.2%	6.5%	8.7%	10.2%	11.6%	12.3%	1.0%
Net income attributable to owners of the parent	**1**	**-216**	**75**	**275**	**585**	**814**	**1,209**	**1,529**	**2,226**	**-1,226**
YoY	-99.1%	-	-	264.9%	112.6%	39.0%	48.5%	26.5%	45.6%	-
Net margin	0.0%	-3.3%	0.8%	2.7%	4.7%	5.5%	6.9%	7.1%	8.1%	-
Per-share data (split-adjusted; JPY)										
Shares issued (year-end; '000)	16,929.0	17,713.5	17,713.5	17,713.5	24,356.1	24,356.1	48,834.0	48,834.0	49,027.2	
EPS	0.08	-12.40	4.26	15.55	32.63	33.41	24.77	31.40	46.05	-26.05
EPS (fully diluted)	-	-	-	-	31.96	32.96	24.21	24.21	44.49	
Dividend per share	-	-	-	-	-	-	-	-	-	-
Book value per share	87.27	86.03	44.56	53.62	133.36	150.11	175.40	200.95	226.80	
Balance sheet (JPYmn)										
Cash and cash equivalents	-	-	1,328	1,546	5,774	6,242	6,256	7,563	8,485	
Total current assets	**-**	**-**	**2,835**	**2,777**	**7,404**	**8,130**	**8,995**	**10,455**	**11,792**	
Tangible fixed assets	-	-	70	229	282	481	859	1,072	1,200	
Investments and other assets	-	-	458	626	516	901	1,038	1,541	1,515	
Intangible fixed assets	-	-	319	286	327	423	591	677	667	
Total assets	**2,962**	**3,283**	**3,683**	**3,917**	**8,528**	**9,935**	**11,484**	**13,552**	**15,174**	
Short-term debt	-	-	328	313	27	37	22	2	40	
Total current liabilities	**-**	**-**	**1,879**	**1,904**	**2,019**	**2,600**	**2,895**	**3,749**	**4,222**	
Long-term debt	-	-	213	100	13	23	2	0	38	
Total fixed liabilities	**-**	**-**	**225**	**113**	**13**	**23**	**2**	**0**	**46**	
Total liabilities	**-**	**-**	**2,104**	**2,017**	**2,032**	**2,623**	**2,897**	**3,749**	**4,268**	
Net assets	**1,477**	**1,524**	**1,579**	**1,899**	**6,496**	**7,312**	**8,586**	**9,803**	**10,905**	
Total interest-bearing debt	-	-	541	413	40	60	25	2	78	
Statement of cash flows (JPYmn)										
Cash flows from operating activities	-	-	317	553	799	1,493	1,617	2,889	3,550	
Cash flows from investing activities	-	-	83	-312	-629	-473	-1,416	-1,458	-1,436	
Cash flows from financing activities	-	-	26	-128	3,667	-38	-8	-312	-1,165	
Financial ratios										
ROA (RP-based)	2.0%	9.1%	0.9%	8.5%	13.0%	14.1%	16.8%	20.0%	23.4%	
ROE	0.1%	-	5.0%	15.8%	13.9%	11.8%	15.2%	16.7%	21.5%	
Equity ratio	49.9%	46.4%	42.9%	48.5%	76.2%	73.6%	73.6%	72.2%	71.7%	

Source: Shared Research based on company data
Note: Figures may differ from company materials due to differences in rounding methods.
Note: Consolidated data from FY12/13
Note: The company issued a 100-for-1 stock split in December 2014, a 2-for-1 stock split in July 2017 and a 3-for-1 stock split on October 1, 2019. Per share data have been retroactively restated.

Segment earnings

Performance by segment (JPYmn)	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.	FY12/20 Est.
Sales	9,204	10,185	12,485	14,844	17,555	21,504	27,318	16,700
Global WiFi	1,887	3,756	6,035	7,882	10,392	13,506	17,733	7,293
Information and Communications Service	7,312	6,411	6,440	6,948	7,104	7,774	8,955	8,812
Other	5	18	10	13	58	224	631	594
YoY		10.7%	22.6%	18.9%	18.3%	22.5%	27.0%	-38.9%
Global WiFi		99.0%	60.7%	30.6%	31.8%	30.0%	31.3%	-58.9%
Information and Communications Service		-12.3%	0.5%	7.9%	2.2%	9.4%	15.2%	-1.6%
Other		278.7%	-46.9%	33.5%	345.8%	283.8%	181.5%	-5.8%
% of sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Global WiFi	20.5%	36.9%	48.3%	53.1%	59.2%	62.8%	64.9%	43.7%
Information and Communications Service	79.4%	62.9%	51.6%	46.8%	40.5%	36.2%	32.8%	52.8%
Other	0.1%	0.2%	0.1%	0.1%	0.3%	1.0%	2.3%	3.6%
Operating profit	10	286	805	1,290	1,789	2,484	3,325	58
Global WiFi	-184	180	594	1,141	1,593	2,414	3,302	-54
Information and Communications Service	566	724	904	1,025	1,173	1,219	1,363	1,511
Other	-8	8	-12	-54	-103	-194	-267	-405
Adjustment	-364	-626	-681	-821	-874	-954	-1,073	-994
YoY		2,741.8%	181.2%	60.3%	38.6%	38.9%	33.8%	-98.3%
Global WiFi		-197.8%	230.5%	92.2%	39.7%	51.5%	36.8%	-
Information and Communications Service		27.9%	24.8%	13.4%	14.4%	3.9%	11.9%	10.8%
Other		-	-	-	-	-	-	-
Operating profit (excl. adjustments)	0.1%	2.8%	6.4%	8.7%	10.2%	11.6%	12.2%	0.3%
Global WiFi	-9.7%	4.8%	9.8%	14.5%	15.3%	17.9%	18.6%	-0.7%
Information and Communications Service	7.7%	11.3%	14.0%	14.7%	16.5%	15.7%	15.2%	17.1%
Other	-	45.8%	-	-	-	-	-	-
% of OP (incl. adjustments)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Global WiFi	-49.1%	19.7%	40.0%	54.0%	59.8%	70.2%	75.1%	-5.1%
Information and Communications Service	151.3%	79.4%	60.8%	48.5%	44.0%	35.4%	31.0%	143.6%
Other	-2.2%	0.9%	-0.8%	-2.6%	-3.9%	-5.6%	-6.1%	-38.5%
Global WiFi usage (units)	**FY12/13 Cons.**	**FY12/14 Cons.**	**FY12/15 Cons.**	**FY12/16 Cons.**	**FY12/17 Cons.**	**FY12/18 Cons.**	**FY12/19 Cons.**	**FY12/20 Est.**
Total	241,737	516,199	783,050	1,144,045	1,650,969	2,231,775	2,830,000	-
Overseas use	223,706	462,953	648,475	886,824	1,302,646	1,759,514	2,160,000	-
Domestic use	7,511	35,512	90,906	190,665	285,708	407,517	590,000	-
Overseas business (excl. domestic use)	10,520	17,734	43,669	66,556	62,615	64,744	70,000	-

Source: Shared Research based on company data
Note: Figures may differ from company materials due to differences in rounding methods.

Recent updates

Highlights

On January 21, 2021, Shared Research updated the report following interviews with Vision Inc.

On November 9, 2020, the company announced earnings results for Q3 FY12/20 and a revision to its full-year forecast; see the results section for details.

On October 6, 2020, the company announced the transfer of HORIZON WiFi businesses to its subsidiary Vision Taiwan.

Vision Taiwan (Vision Mobile Taiwan Inc.), a subsidiary of the company, acquired the Wi-Fi rental and prepaid SIM sales businesses of HORIZON WiFi (HORIZON International Enterprises, head office: Taiwan).

Background of the business transfer

- ▷ The company started offering Global WiFi®, its Wi-Fi router rental service for overseas use, in 2012, and in the same year established Vision Taiwan (Vision Mobile Taiwan Inc.) as an overseas subsidiary. The subsidiary provides rental mobile Wi-Fi routers for use all over the world, mainly to travelers from Taiwan to Japan. HORIZON WiFi, meanwhile, was established in March 2013 in accordance with the provisions of the Companies Act of the People's Republic of China, and mainly provides rental Wi-Fi routers for use in Japan, South Korea, Europe, the US, and Southeast Asia, along with selling SIM cards. It occupies the top position in Taiwan in terms of sales among peers in the industry.
- ▷ The company expects this business transfer to contribute to business growth and corporate development due to Vision Taiwan further expanding services and sales through the operation of HORIZON WiFi.

For previous releases and developments, please refer to the News and topics section.

Trends and outlook

Quarterly trends and results

Quarterly (JPYmn)	FY12/18				FY12/19				FY12/20				FY12/20	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Sales	4,922	4,933	5,962	5,687	6,470	6,467	7,610	6,771	5,989	3,641	3,478			
YoY	13.8%	22.6%	23.5%	29.9%	31.4%	31.1%	27.7%	19.1%	-7.4%	-43.7%	-54.3%			
Gross profit	2,931	2,889	3,579	3,251	3,798	3,699	4,474	3,720	3,253	1,570	2,002			
YoY	16.2%	23.9%	28.3%	29.0%	29.6%	28.0%	25.0%	14.4%	-14.4%	-57.6%	-55.3%			
GPM	59.5%	58.6%	60.0%	57.2%	58.7%	57.2%	58.8%	54.9%	54.3%	43.1%	57.6%			
SG&A expenses	2,194	2,389	2,679	2,903	2,818	2,988	3,194	3,365	2,765	2,073	1,928			
YoY	9.3%	19.8%	27.5%	27.9%	28.4%	25.1%	19.2%	15.9%	-1.9%	-30.6%	-39.6%			
SG&A ratio	44.6%	48.4%	44.9%	51.1%	43.6%	46.2%	42.0%	49.7%	46.2%	56.9%	55.4%			
Operating profit	736	500	900	348	980	710	1,280	355	488	-503	73			
YoY	43.4%	48.4%	30.7%	39.6%	33.1%	42.0%	42.2%	1.9%	-50.2%	-	-94.3%			
OPM	15.0%	10.1%	15.1%	6.1%	15.1%	11.0%	16.8%	5.2%	8.1%	-	2.1%			
Recurring profit	746	500	901	354	981	693	1,338	347	496	-430	101			
YoY	47.8%	44.6%	30.5%	39.0%	31.6%	38.6%	48.6%	-1.9%	-49.4%	-	-92.4%			
RPM	15.1%	10.1%	15.1%	6.2%	15.2%	10.7%	17.6%	5.1%	8.3%	-	2.9%			
Net income attributable to owners of the parent	514	295	623	97	669	406	911	240	116	-1,468	126			
YoY	50.4%	28.6%	33.2%	-42.8%	30.2%	37.5%	46.3%	147.1%	-82.6%	-	-86.2%			
Net margin	10.4%	6.0%	10.5%	1.7%	10.3%	6.3%	12.0%	3.5%	1.9%	-	3.6%			
Cumulative	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	% of Est.	FY Est.
Sales	4,922	9,856	15,817	21,504	6,470	12,937	20,547	27,318	5,989	9,630	13,108		78.5%	16,700
YoY	13.8%	18.0%	20.0%	22.5%	31.4%	31.3%	29.9%	27.0%	-7.4%	-25.6%	-36.2%			-38.9%
Gross profit	2,931	5,819	9,399	12,650	3,798	7,496	11,971	15,690	3,253	4,822	6,824			
YoY	16.2%	19.9%	23.0%	24.5%	29.6%	28.8%	27.4%	24.0%	-14.4%	-35.7%	-43.0%			
GPM	59.5%	59.0%	59.4%	58.8%	58.7%	57.9%	58.3%	57.4%	54.3%	50.1%	52.1%			
SG&A expenses	2,194	4,583	7,262	10,166	2,818	5,806	9,000	12,365	2,765	4,838	6,766			
YoY	9.3%	14.5%	19.0%	21.4%	28.4%	26.7%	23.9%	21.6%	-1.9%	-16.7%	-24.8%			
SG&A ratio	44.6%	46.5%	45.9%	47.3%	43.6%	44.9%	43.8%	45.3%	46.2%	50.2%	51.6%			
Operating profit	736	1,236	2,136	2,484	980	1,690	2,970	3,325	488	-15	58		100.3%	58
YoY	43.4%	45.4%	38.8%	38.9%	33.1%	36.7%	39.0%	33.8%	-50.2%	-	-98.0%			-98.3%
OPM	15.0%	12.5%	13.5%	11.6%	15.1%	13.1%	14.5%	12.2%	8.1%	-	0.4%			0.3%
Recurring profit	746	1,246	2,146	2,500	981	1,674	3,012	3,359	496	67	168		100.5%	167
YoY	47.8%	46.5%	39.3%	39.3%	31.6%	34.4%	40.3%	34.4%	-49.4%	-96.0%	-94.4%			-95.0%
RPM	15.1%	12.6%	13.6%	11.6%	15.2%	12.9%	14.7%	12.3%	8.3%	0.7%	1.3%			1.0%
Net income attributable to owners of the parent	514	809	1,433	1,529	669	1,075	1,987	2,226	116	-1,352	-1,226		-	-1,226
YoY	50.4%	41.6%	37.9%	26.5%	30.2%	32.9%	38.7%	45.6%	-82.6%	-	-			-
Net margin	10.4%	8.2%	9.1%	7.1%	10.3%	8.3%	9.7%	8.1%	1.9%	-	-			-

Quarterly (JPYmn)	FY12/18				FY12/19				FY12/20				FY12/20	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Sales	4,922	4,933	5,962	5,687	6,470	6,467	7,610	6,771	5,989	3,641	3,478			
Global WiFi	3,090	2,898	3,929	3,589	4,076	4,109	5,085	4,463	3,348	1,286	1,273			
Information and Communications Service	1,818	2,009	1,976	1,970	2,302	2,207	2,330	2,116	2,515	2,004	2,145			
Other	15	26	57	127	92	151	195	193	127	352	60			
Operating profit	736	500	900	348	980	710	1,280	355	488	-503	73			
Global WiFi	701	448	769	495	871	725	1,275	431	326	-347	-28			
Information and Communications Service	296	338	372	213	482	350	342	189	517	300	368			
Other, adjustments	-262	-286	-241	-360	-374	-365	-337	-265	-356	-456	-267			
OPM	15.0%	10.1%	15.1%	6.1%	15.1%	11.0%	16.8%	5.2%	8.1%	-	2.1%			
Global WiFi	22.7%	15.5%	19.6%	13.8%	21.4%	17.6%	25.1%	9.7%	9.8%	-	-			
Information and Communications Service	16.3%	16.8%	18.8%	10.8%	20.9%	15.9%	14.7%	8.9%	20.6%	15.0%	17.1%			
Cumulative	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	% of Est.	FY Est.
Sales	4,922	9,856	15,817	21,504	6,470	12,937	20,547	27,318	5,989	9,630	13,108		78%	16,700
Global WiFi	3,090	5,988	9,917	13,506	4,076	8,185	13,270	17,733	3,348	4,634	5,907		81%	7,293
Information and Communications Service	1,818	3,827	5,803	7,774	2,302	4,509	6,839	8,955	2,515	4,518	6,664		76%	8,812
Other	15	41	97	224	92	243	438	631	127	478	538		91%	594
Operating profit	736	1,236	2,136	2,484	980	1,690	2,970	3,325	488	-15	58		100%	58
Global WiFi	701	1,149	1,919	2,414	871	1,596	2,871	3,302	326	-21	-48		-	-54
Information and Communications Service	296	634	1,006	1,219	482	832	1,175	1,363	517	817	1,185		78%	1,511
Other, adjustments	-262	-547	-789	-1,149	-374	-738	-1,075	-1,340	-356	-811	-1,078		-	-1,399
OPM	15.0%	12.5%	13.5%	11.6%	15.1%	13.1%	14.5%	12.2%	8.1%	-	0.4%		-	0.3%
Global WiFi	22.7%	19.2%	19.3%	17.9%	21.4%	19.5%	21.6%	18.6%	9.8%	-	-		-	-0.7%
Information and Communications Service	16.3%	16.6%	17.3%	15.7%	20.9%	18.5%	17.2%	15.2%	20.6%	18.1%	17.8%		-	17.1%

Source: Shared Research based on company data
Note: Figures may differ from company materials due to differences in rounding methods.
Note: Quarterly earnings data for FY12/15 are for reference purposes only; the company has not officially compiled quarterly data for the period.
Note: Company estimates are latest figures.

Cumulative Q3 FY12/20 results (out November 9, 2020)

Summary

- Sales: JPY13.1bn (-36.2% YoY)
- Operating profit: JPY58mn (-98.0% YoY)
- Recurring profit: JPY168mn (-94.4% YoY)
- Net loss*: JPY1.2bn (net income of JPY2.0bn in cumulative Q3 FY12/19)

*Net income/loss attributable to owners of the parent

- Against its revised full-year FY12/20 forecast* (announced November 9, 2020 with upward adjustments to profit projections), progress rates in cumulative Q3 were 78.5% for sales (versus 75.2% of full-year FY12/19 results in cumulative Q3 FY12/19), 100.3% for operating profit (89.3%), and 100.5% for recurring profit (89.7%).
  - After previously recording operating loss, the company reported operating profit of JPY73mn in Q3 (July–September 2020). Improvement was significant in comparison to Q2 (April–June 2020), when the company incurred an operating loss of JPY503mn. The company revised its FY12/20 profit projections upward as various measures and cost control efforts proved successful.
  - The company does not expect to record operating profit in Q4 (October–December 2020) after subtracting cumulative Q3 results from the full-year FY12/20 earnings forecasts. This view is based on a conservative outlook regarding uncertainties caused by the COVID-19 pandemic and anticipated spending on new businesses and other investments in the runup to FY12/21.
- Sales down 36.2% YoY: Sales declined 55.5% YoY in the Global WiFi business. Due to the COVID-19 outbreak, as in Q2, there were basically no outbound or inbound rentals in Q3 (July–September 2020), but the business nearly moved back into the black on a monthly basis on aggressive efforts to capture domestic WiFi demand. Segment sales (external sales) in the Information and Communications Service business decreased 2.6% YoY. Sales were favorable in cost-saving products and mobile communications equipment, including equipment used for teleworking, but declined YoY on a drop in the number of leasing contracts for office equipment as leasing volume declined nine months in a row (according to the Japan Leasing Association).
- Operating profit down 98.0%: The Global WiFi business posted a segment loss of JPY48mn (versus segment profit of JPY2.9bn in cumulative Q3 FY12/19). Operating profit rose 0.9% YoY in the Information and Communications Service business. GPM declined 6.2pp YoY to 52.1% while the SG&A-to-sales ratio rose 7.8pp YoY to 51.6%, causing OPM to fall 14.1pp YoY to 0.4%. Despite lower SG&A expenses on the review and reduction of various expenses, reduced sales resulted in the SG&A-to-sales ratio moving higher. However, the business posted operating profit of JPY73mn in Q3 (July–September 2020), putting it back in the black (the company reported profit on a monthly basis beginning in July 2020).
  - In the Global WiFi business, the company curtailed communication costs through pay-as-you-go contracts, and overseas communication costs fell as a result (more details below).
  - The cost ratio also increased in the Information and Communications Service business, where the increase in mobile phone sales contributed to a higher sales ratio of products incurring purchasing costs.
- Recurring profit down 94.4% YoY: The company booked JPY106mn in subsidy income (versus JPY67mn in cumulative Q3 FY12/19). It booked JPY20mn in share buyback expenses in cumulative Q3 FY12/19 but just JPY1mn in cumulative Q3 FY12/20.

- ▷ Net loss attributable to owners of the parent of JPY1.2bn: In Q2, the company booked an impairment loss of JPY1.4bn on rental assets and other assets related to the Global WiFi business (detailed discussion follows). It also booked JPY188mn in loss on valuation of investment securities in certain investee companies.
- ▷ COVID-19 impact and countermeasures: The decrease in overseas travelers contributed to a sharp decline in the number of rentals in the Global WiFi business. While suffering from sluggish volume in the outbound and inbound rentals business, the company made efforts to minimize the impact by temporarily shrinking the business and reducing costs, including by restraining communications costs through the use of pay-as-you-go contracts and reducing airport and logistics outsourcing. The company has also relocated excess staff to areas expected to show favorable demand going forward. Sales in the Information and Communications Service business were affected by a temporary halt to office equipment customer leasing assessments.

Revised FY12/20 full-year forecast (announced November 9, 2020)

- ▷ Sales: JPY16.7bn (previous forecast was JPY16.7bn)
- ▷ Operating profit: JPY58mn (operating loss of JPY320mn)
- ▷ Recurring profit: JPY167mn (recurring loss of JPY213mn)
- ▷ Net loss*: JPY1.2bn (net loss of JPY1.6bn)

*Net loss attributable to owners of the parent

Reasons for the revision

Based on a comprehensive review of the impact of the COVID-19 pandemic on its business activities and performance in Q3 FY12/20, the company now expects profits to exceed the previous forecast due to various cost efficiency efforts.

The revised forecast assumes that the sharp drop in international travelers (both outbound and inbound) will continue even after end-FY12/20 despite the phased lifting of restrictions on business travel, but not tourism, and that there will be no further emergency declarations or other social restrictions within Japan.

Impairment loss

- ▷ In Q2, the company booked an extraordinary impairment loss of JPY1.4bn as it reduced the recoverable amount of assets (including goodwill) where it was unlikely to recoup its investment due to lower margins to their recoverable value on its books. Segment impairment losses booked are as shown below.
  - Global WiFi: JPY1.2bn (WiFi routers, options, software, equipment)
  - Chauffeur-driven car sharing service included in Other segment: JPY186mn

Trends by segment

Global WiFi

- ▷ Cumulative Q3 FY12/20 segment sales were JPY5.9bn (-55.5% YoY) and segment loss was JPY48mn (segment profit of JPY2.9bn in cumulative Q3 FY12/19).
- ▷ The increase in COVID-19 infections resulted in many countries, including Japan, issuing restrictions on overseas travel as well as stay-at-home directives, which contributed to a global slump in travel-related demand. According to the Japan National Tourism Organization (JNTO) data, the number of Japanese travelling abroad fell 79.6% YoY in cumulative Q3, while the number of overseas visitors to Japan fell 83.7% YoY.
- ▷ Amid such an environment, new applications dropped sharply from February 2020, majority of existing applications were cancelled, and overseas subsidiaries were forced to suspend operations by local governments, all of which contributed to both sales and profit in the business declining. Due to the COVID-19 outbreak, as in Q2 (April–June 2020), there were basically no outbound or inbound rentals in Q3 (July–September 2020).

- The company made efforts to minimize the impact by temporarily shrinking the outbound and inbound rentals business and reducing costs, including by restraining communications costs through the use of pay-as-you-go contracts, reducing airport and logistics outsourcing, and reassigning some employees to other businesses where demand was anticipated.
  - The company reported JPY271mn in monthly overseas communication costs in February 2020, but this figure plummeted to JPY2–3mn in July and August of the same year.
  - Depreciation costs began decreasing in Q3 due to the recording of impairment loss (JPY1.2bn reported in the Global WiFi business) associated with rental assets and other fixed assets attributed to the business.
- On the other hand, there are an increasing number of companies heeding government requests and introducing telework in order to ensure the safety of their employees and prevent the further spread of COVID-19. At the same time, online learning is taking hold with the progress of the government's GIGA school program. This has contributed to an increase in telecommunications-related demand in Japan and a sharp expansion in sales in the domestic WiFi rental business, which posted record cumulative Q3 sales.
  - Demand associated with remote work expanded in response to the state of emergency declaration issued by the Japanese government in Q2. However, the state of emergency was lifted in Q3, and the company expressed concern that Wi-Fi contract cancellations might increase as employees resumed commuting to work in higher numbers. Despite this concern, the company did not encounter as many cancellations as it had anticipated.
  - Rentals of the company's Wi-Fi units are expanding in a varied range of municipalities (currently rented out at a rate of several thousand units per municipality), including Osaka (3,300 units), and these units are being provided at a wider range of clients, including companies and educational corporations. When the state of emergency was in effect, remote work was being pushed primarily by large companies, but recently, an increasing number of small- to medium-sized companies are implementing remote work. The company indicates that, as a result, results generated by its domestic Wi-Fi rental business continue to rise on a net basis.
- Due to these circumstances, operating loss reported in the Global WiFi business shrank from JPY347mn in Q2 (April–June 2020) to JPY28mn in Q3 (July–September 2020) as results recovered to the point at which the business was just shy of generating monthly operating profit.
- Although outbound demand is gradually increasing as business and resident travel has resumed between some countries, the company aims to remain flexible in its approach as it carefully watches market trends and the impact of the pandemic.

Information and Communications Service

- Segment sales (external sales) were JPY6.7bn (-2.6% YoY) and segment profit was JPY1.2bn (+0.9% YoY).
- The main activities in this business are for arranging landline, mobile, and broadband telecommunications services, selling and leasing office equipment, and building websites for startups and SMEs.
- Vision makes cross-selling and upselling proposals suited to the growth stages and needs of its key target customers (startups and venture firms). The company worked to offset business opportunity losses caused by stay-at-home requests by shifting to video conferencing instead of visiting clients and gradually incorporating teleworking into its marketing activities and responses to web-based inquiries.
- Amid an increase in the number of companies embracing telework, sales of mobile communications equipment have been robust, as have orders for Vision Crafts!, a simple website production service that allows users to reduce their initial costs. However, there was a drop in the number of leasing contracts for office equipment as leasing volume declined nine months in a row (according to the Japan Leasing Association). As a result, segment sales were down 2.6% YoY. Nevertheless, segment

operating profit was up 0.9% YoY as the company reduced costs by moving equipment installation work and website production in-house and curtailing non-urgent and unnecessary spending.

- In addition to the website production service (HomePage.com) it offered previously, the company introduced Vision Crafts!, a simplified website production service, in June 2020 for monthly fees starting at JPY3,980. The Vision Crafts! subscription service offers lower introductory costs and is therefore gaining support from client startup companies. Having produced websites at rate of 100 or more sites per month, Vision has accumulated a wealth of relevant expertise, which it uses to meet the needs of its customers.

For details on previous quarterly and annual results, see the Historical financial statements section.

FY12/20 company forecast

Consolidated	FY12/19			FY12/20		
(JPYmn)	1H	2H	FY	1H	2H Est.	FY Est.
Sales	**12,937**	**14,381**	**27,318**	**9,630**	**7,070**	**16,700**
YoY	31.3%	23.5%	27.0%	-25.6%	-50.8%	-38.9%
Gross profit	**7,496**	**8,194**	**15,690**	**4,822**	**4,066**	**8,888**
YoY	28.8%	20.0%	24.0%	-35.7%	-50.4%	-43.4%
GPM	57.9%	57.0%	57.4%	50.1%	57.5%	53.2%
SG&A expenses	7,262	5,103	12,365	5,806	3,024	8,830
SG&A-to-sales ratio	56.1%	35.5%	45.3%	60.3%	42.8%	52.9%
Operating profit	**1,690**	**1,635**	**3,325**	**-15**	**73**	**58**
YoY	36.7%	31.0%	33.8%	-	-95.5%	-98.3%
OPM	13.1%	11.4%	12.2%	-0.2%	1.0%	0.3%
Recurring profit	**1,674**	**1,685**	**3,359**	**67**	**100**	**167**
YoY	34.4%	34.4%	34.4%	-96.0%	-94.0%	-95.0%
RPM	12.9%	11.7%	12.3%	0.7%	1.4%	1.0%
Net income	**1,075**	**1,151**	**2,226**	**-1,352**	**126**	**-1,226**
YoY	32.9%	59.8%	45.6%	-	-89.0%	-

Source: Shared Research based on company data
Note: Figures may differ from company materials due to differences in rounding methods.
Note: Quarterly earnings data for FY12/15 are for information purpose only; the company has not officially compiled quarterly data for the period.

Overview of FY12/20 forecast (out November 9, 2020)

▷ The company forecast, announced on November 9, 2020* with upward revisions to profit projections, calls for full-year consolidated sales of JPY16.7bn (-38.9% YoY), operating profit of JPY58mn (-98.3% YoY), recurring profit of JPY167mn (-95.0% YoY), and a net loss attributable to owners of the parent of JPY1.2bn (net income of JPY2.2bn in FY12/19).

- ➢ The company does not expect to record operating profit in Q4 (October–December 2020) after subtracting cumulative Q3 results from the full-year FY12/20 earnings forecasts. This view is based on a conservative outlook regarding uncertainties caused by the COVID-19 pandemic and anticipated spending on new businesses and other investments in the runup to FY12/21.

Revised FY12/20 full-year forecast (announced November 9, 2020)

▷ Sales: JPY16.7bn (previous forecast was JPY16.7bn)
▷ Operating profit: JPY58mn (operating loss of JPY320mn)
▷ Recurring profit: JPY167mn (recurring loss of JPY213mn)
▷ Net loss*: JPY1.2bn (net loss of JPY1.6bn)

*Net income/loss attributable to owners of the parent

Reasons for the revision

Based on a comprehensive review of the impact of the COVID-19 pandemic on its business activities and performance in Q3 FY12/20, the company now expects profits to exceed the previous forecast due to various cost efficiency efforts.

The revised forecast assumes that the sharp drop in international travelers (both outbound and inbound) will continue even after end-FY12/20 despite the phased lifting of restrictions on business travel, but not tourism, and that there will be no further emergency declarations or other social restrictions within Japan.

▷ Companywide policy on growth strategy: The company aims to establish profitability by thoroughly examining and expanding its existing businesses. The company will monetize new businesses (services) and establish a system that facilitates low-cost operations as it seeks to form businesses and an organizational framework through which it can achieve higher profitability than it did in past financial years.

- ➢ Achieve monthly profitability in the Global WiFI business: The company will proactively market its WiFi service in Japan, establish a system that facilitates low-cost operations as overseas travel demand gradually recovers, and provide support for next-generation communication standards and technologies (5G, e-sim, etc.).
- ➢ Accelerate growth of the Information and Communications Service business: The company will develop businesses and services that leverage its aptitude for acquiring newly established companies and strengthen sales of SaaS model products, which will serve as a revenue base starting in FY12/21.

- Engage in efforts aimed at developing new businesses, products, and services: The company will strive to achieve the maximum possible benefit from its corporate culture, organizational framework, business partners, and customer assets while cross-selling products and services that meet the needs of existing customers through the Global WiFi and Information and Communications Service businesses.

Segment outlook

Global WiFi

- The company forecasts sales of JPY7.3bn (-58.9% YoY) and an operating loss of JPY54mn (operating profit of JPY3.3bn in FY12/19). These projections are higher than those in the company's previous forecast, which called for sales of JPY7.0bn (-60.7% YoY) and operating loss of JPY234mn.
  - The company revised its projections upward in response to expansion in domestic WiFi rentals, cost-of-sale reduction achieved through pay-as-you-go purchase contracts, and lower depreciation costs.
  - In the Global WiFi business, monthly losses narrowed from JPY182mn in April 2020 to JPY17mn in September 2020. Depreciation will decline going forward due to the impairment losses booked in Q2. The company is looking to quickly achieve monthly profitability.
- Assuming no recovery in the number of overseas travelers in FY12/20 and beyond, the company aims at turning a profit by operating the business with minimal costs.
- When overseas travel numbers recover, the company aims to operate with minimal headcount by arranging its organizational structure, streamlining operations, and improving convenience with the aim of maximizing margins and increasing share of use.

Information and Communications Service

The company forecasts sales of JPY8.8bn (-1.6% YoY) and operating profit of JPY1.5bn (+10.8% YoY). It projects lower sales than in its previous forecast, through which it called for sales of JPY9.1bn (+1.4% YoY). At the same time, it forecasts higher operating profit when compared to its previous estimation of JPY1.4bn (+2.7% YoY).

  - The slight downward adjustment to sales projections was made primarily in response to lease contract delays associated with customers. Meanwhile, the upward revision to the operating profit forecast was made due mainly to a decline in the ratio of equipment sales to overall sales, higher results from telework-compatible products, and expansion in recurring revenue.
  - The company is looking to accelerate growth at its Information and Communications Service business, a growing business that has been a stable source of earnings.
- The company plans to focus on providing products and services tailored to changes in work styles (planning and sales of products to support teleworking).
- It plans to establish marketing methods that do not depend on location, maximizing productivity per employee, and boosting the share of recurring revenue that will underpin steady growth.

Growth strategy to address mid-pandemic and post-pandemic challenges

With the number of overseas travelers down sharply, rentals to both inbound and outbound travelers at the company's Global WiFi business have been severely depressed. Vision has worked to minimize the hit to earnings on this front by temporarily shrinking its rental business directed at international travelers and focused instead on expanding its domestic WiFi rental business. At the same time, it is working to reduce costs, by cutting communications costs by switching to pay-as-you-go contracts, reducing the use of contractors at airports and for logistics functions, and relocating excess staff to areas where demand is expected to grow in the future. These efforts to bring the Global WiFi business back into the black as quickly as possible have thus far reduced monthly operating losses from the peak of JPY182mn in April 2020 to JPY17mn in September, with the company expecting its depreciation burden to be lower in the months ahead following the impairment losses booked in Q2 FY12/20.

Meanwhile, the company aims to accelerate growth at its Information and Communications Service business, a growing business that has been a stable source of earnings. Having largely finished putting in place the loss-reduction measures by the end of Q2, Vision is switching from playing defense and to playing offense in Q3 by returning its focus to new earnings growth opportunities. Toward this end, the company is planning various new investments and intends to make maximum use of the experience and the expertise it has built up over the 25 years since its founding, including its three-legged team approach to winning new customers (online marketing, sales, and customer loyalty team), cross-marketing between its businesses, and pursuing business models designed to create recurring revenue streams.

The Vision group is taking measures to minimize the impact of the COVID-19 pandemic by utilizing internal social media and video conferencing systems to facilitate prompt information sharing and decision making without being restrained by time or location.

- **Securing employee safety**: The company is rigorously working to ensure the health of its employees and prevent infection. Specific measures include: daily health management, the placement and use of alcohol disinfectant and hypochlorous acid water at entrances to all offices, use of humidifiers, wearing of masks, hand washing and gargling, not coming to work when employees have colds or are otherwise unwell, disinfecting conference rooms, and the use of video conferencing systems for meetings both internal and external. It also communicates its viral infection countermeasures to its entire group, and is promoting off-peak commuting and restricting non-vital, non-emergency business trips in Japan and overseas.
- **Business operation/other:** The company has procured notebook PCs for telecommuting, and configured itself for telework-based sales and marketing (i.e. promoting remote sales and marketing). It is also implementing remote training for newly hired employees. It is taking measures in anticipation of maximum risks, developing and marketing merchandise to support telecommuting, and taking action in prediction of business activity after the pandemic has settled down. It is also revising its various budgets.

Impact on the Global WiFi business and response

Owing to the drop in overseas travel*, the Global WiFi business has seen a sharp decline in mobile device rentals both outbound and inbound**.

*According to the Japan National Tourist Organization (JNTO), overseas travelers in March 2020 were down 85.9% YoY for outbound travel and 93.0% YoY for inbound travel.
**The company's outbound and inbound rentals have been struggling since mid-February 2020 when the number of rentals declined.

Against this backdrop, the company has responded as follows:

- **Focus on domestic WiFi (allocating global WiFi business resources to domestic WiFi):** Vision has made "telework" its key word in its focus on domestic WiFi service, and has begun offering teleworking plans under its three brands: "Global WiFi for Biz Telework Plan," "WiFi Rental.com," and "e-ca." The company says it has received high-volume requests from major corporations as well as for WiFi for online courses at universities. In June 2020, the company supplied 3,300 routers to public high schools in Osaka Prefecture, and has sold or rented several thousand routers per agreement with boards of education and similar groups in other areas. One challenge has been securing sufficient inventories of domestic SIMs. The company has secured domestic SIMs through its own procurement route. More than 60% of its devices are global WiFi devices, and it is taking the cloud WiFi routers currently used overseas and re-tasking them for domestic use. Cloud WiFi routers do not have physical SIMs built in. They are able to allocate cloud-based SIMs to other routers to suit telecommunications conditions, meaning the service can be operated with fewer SIMs than rental devices (in other words, the company can efficiently manage telecommunications costs).

- ▷ **Shift in personnel:** Vision is directing most of its staff toward expanding sales of domestic WiFi services. While the company will continue to develop new technologies, it is temporarily rotating excess staff to jobs in the Information and Communication Service business (and will reassemble those original teams once overseas travel bounces back). The company says it has currently reassigned around 20 employees to Information and Communication Service. According to the company, those employees all have previous experience conducting Information and Communication Service sales, and have hit the ground running.
- ▷ **Shipping centers:** Since Vision initially launched its service in 2012, the company has been thoroughly disinfecting all rental equipment with alcohol. It continues to disinfect devices and other shipped items, meaning sterilization does not require any additional duties. It has also begun to use its Global WiFi shipping centers as shipping centers for the Information and Communication Service and other businesses, thereby working to reduce outsourcing costs.
- ▷ **Airport counters:** The company is temporarily closing some of its airport counters or shortening their business hours. Staff wear masks and disinfecting alcohol is made available to customers and staff. It is working to accomplish its strategy to make stores smarter one year ahead of schedule. Specifically, it is adding more unmanned kiosks using Smart Pickup lockers and SIM card vending machines. Vision's non-face-to-face pickup service for rental devices was originally intended to provide more convenience, but now it plays a significant role in reducing the risk of COVID-19 infection, which is why the company is accelerating its smart store strategy.
- ▷ **Cost cutting:** The company has been working to cut communications costs by switching over to pay-as-you-go contracts with no base charges, reducing costs in other areas by reducing the use of contractors at airports and for logistics functions, and relocating excess staff to areas where demand is expected to grow in the future. Through these efforts, in the Global WiFi business the company managed to reduce its cost of sales and SG&A expenses from a combined total of JPY1.2bn in the peak month of February 2020 to JPY545mn in June 2020. (The February figure of JPY1.2bn is the sum of JPY313mn in cost of sales, JPY271mn in international communications costs, and JPY572mn in SG&A expenses. The September figure of JPY455mn is the sum of JPY168mn in cost of sales, JPY11mn in international communications costs, and JPY276mn in SG&A expenses.) Some of the international communications costs incurred are fixed, such as SIM cards, but the company managed to get the fixed costs associated with overseas SIM cards down to around JPY4mn a month by eliminating fixed costs for SIM cards that were temporarily suspended. As a result, monthly international communications costs fell from JPY271mn in February 2020 to JPY11mn in September 2020. Depreciation in the Global WiFi business will decline in Q3 and the following quarters due to the aforementioned impairment losses booked in Q2.
  - ➢ In October 2020, the company launched "Interpretation and Dubbing.com," interpretation for online and offline business negotiations and conferences, as well as video translation and dubbing services.

Impact on the Information and Communications Service business and response

The Information and Communications Service business was not particularly affected by the COVID-19 pandemic during Q1 FY12/20. Vision's key customers are newly established companies, and since preparations to establish new companies or open stores were already in progress, it seems likely that such new company and store launches went off as planned. However, the picture changed after moving into Q2 FY12/20. On the plus side, the business saw a pickup in sales of mobile communications equipment and products that help companies reduce costs in the wake of the state of emergency declaration by the Japanese government and restrictions placed on business activities by the national and local governments. On the minus side, due to a temporary halt to potential leasing customer assessments for office equipment sales, the booking of sales anticipated in Q2 slipped into the next quarter. For more details regarding the situation during Q3, please see the section entitled "Cumulative Q3 FY12/20 results".

Against this backdrop, Vision has responded as follows:

- **Focus on teleworking and cost-cutting merchandise:** The company has started to sell meet in, Inc.'s "meet in" web conference and online sales meeting system. The system enables online business negotiations. The only requirement is an internet connection. Conducting business negotiations and meetings online makes the reduction of travel time and expenses possible. The main features are document and screen sharing, contract signing, connection of multiple people, exchange of business cards, recording, and questionnaires.
- **Focus on monthly fee merchandise and original services:** Vision is stepping up measures to raise its ratio of recurring revenue business that generates monthly earnings, rather than one-time revenue business. It is marketing in-house developed services or services used in house to its customers. Targeting primarily startup companies, the company provides cloud-based environments that allow users to use just the function they need in just the amount they need it at lower cost. It also supplied its Vision Workflow System (VWS) series and JANDI services to new customers free of charge through June 30, 2020. The VWS series manages working hours and workflow, and JANDI is a social media tool for businesses. Vision has also begun providing its own "tele receptionist" telephone answering service. The service's light plan answers up to 50 calls a month for a basic monthly fee of JPY5,000 (excluding tax) and JPY300 per call (excluding tax). The middle plan answers up to 100 calls a month for a JPY10,000 basic monthly fee (excluding tax) and JPY200 per call (excluding tax). The company offered 50% off the fees per call for both plans through May 31, 2020. Telephone calls to offices and departments are answered by Vision's call center staff. The company launched this service in anticipation of use by companies adopting teleworking, as well as to prevent missing important calls when out of the office on sales visits. The content of calls received are communicated via chat or email. Furthermore, in addition to the website production service (HomePage.com) it offered previously, the company introduced Vision Crafts!, a simplified website production service, in June 2020 for monthly fees starting at JPY3,980. The Vision Crafts! subscription service offers lower introductory costs and is therefore gaining support from client startup companies. Having produced websites at rate of 100 or more sites per month, Vision has accumulated a wealth of relevant expertise, which it uses to meet the needs of its customers.
- **Reduction of supply chain risks:** To reduce supply chain risks caused by the COVID-19 pandemic, the company has stockpiled certain items such as mobile devices (phone) and office equipment (copiers and business phones) and secured storage space for them.
- **Sale of antiviral merchandise:** Vision is working to boost sales of hypochlorous acid water, equipment (special atomizers), and other antiviral merchandise to corporations (it began taking applications on May 28, 2020 and offered the service free of charge for up to four months to the first 1,000 units). It offers antiviral services on a subscription basis to stores, facilities, and other corporate needs (three two-liter bottles of hypochlorous acid solution for a basic monthly fee of JPY9,900 [excluding tax]). The solution is a 6.5ph mildly acidic with a concentration of 200ppm, which is diluted for use. The service also provides rental spray atomizers for free). The company says it uses the very same hypochlorous acid water itself, which it sources form a supplier in China that it has been using for some time.
- **Working on an approach to sales that is unrestricted by location:** The company conducts sales using online business negotiation systems. It is intensifying efforts to minimize on-site sales visits, and it says it is also encouraging its customers to go digital as well.

Initiatives for the post-COVID-19 era

- **Convenience store pickup for devices:** Vision has a new service that allows customers to pick up devices at 7-Eleven convenience stores near their work places or homes. It introduced the service in Kanto ahead of other regions of Japan, and it allows customers to pick up their devices during 7-Eleven store hours, even late at night. This offers customers' greater convenience by eliminating the need to stand in line at airport counters on their departure date.

- **Airport counters and Smart Pickup lockers:** As of the end of Q3, Vision had 39 service counters and 36 Smart Pickup lockers and return boxes at 18 airports in Japan. It has also installed automated pickup lockers at 11 of those airports. The company is working to optimize service levels to customer needs, by encouraging repeat customers to make use of its Smart Pickup lockers while its airport staff attend to customers who require more explanation.
- **"Ultra" short-notice online ordering:** The combination of Vision's smart store strategy, cloud WiFi, and database makes it possible to provide instant service to same-day departure customers, such as by allowing customers to apply online right in front of Vision's airport counters.
- **Accelerating the use of unmanned stores:** As described earlier in this report.
- **Expansion of unlimited plan areas:** In response to customers expressing the desire for plans that they can use without being concerned about telecom volume, Vision is expanding the areas where it offers its unlimited plans (as of June 30, 2020, it covered 91 countries). The ratio of customers, both corporate and individual, selecting unlimited plans is rising (over 30%), which contributes to improve ARPU.
- **Development of mid-travel service and travel-related service platform**

(Reference) Previous FY12/20 forecast (out August 17, 2020)

- On May 12, 2020, when it announced Q1 FY12/20 results, Vision left its 1H and full-year FY12/20 forecasts undetermined*, citing mounting difficulty in forecasting the future business environment. It, however, announced full-year forecast with the 1H results announcement on August 17, 2020.
- The company forecast announced on August 17 calls for full-year consolidated sales of JPY16.7bn (-38.9% YoY), an operating loss of JPY320mn (operating profit of JPY3.3bn in FY12/19), a recurring loss of JPY213mn (recurring profit of JPY3.4bn), and a net loss attributable to owners of the parent of JPY1.6bn (net income of JPY2.2bn).
  - The company feels confident it will meet new forecast because the forecast does not include any boost to sales resulting from the pandemic, such as the increase in demand it has seen for its teleworking-related products and services.
  - The company says its focus now is not so much on cutting costs, because there are no areas left where it can cut costs much more than it already has, but rather on growing profits by bringing in its top-line ahead of current projections.
- Vision assumes that due to the COVID-19 pandemic, the steep decline in overseas travel numbers (both outbound and inbound) is likely to persist beyond FY12/20, and that there will not be social restrictions such as a second emergency declaration in Japan.
- Established in June 1995, the Vision group has conducted its business under the principle of contributing to the world's information communication industry revolution. Given the circumstances it faces on its 25th anniversary, the company says its management and work force will maximize the experience and expertise it has accumulated so far, and accurately ascertain today's needs (including how people work and what form companies take now and after the COVID-19 pandemic is overcome). It also aims to contribute to the progress and development of humanity and society by providing the right products and services at the right time.

*Revised 1H FY12/20 forecast (out May 12, 2020)

Sales:	Undetermined (previous forecast was JPY15.1bn)
Operating profit:	Undetermined (JPY1.9bn)
Recurring profit:	Undetermined (JPY1.9bn)
Net income*:	Undetermined (JPY1.3bn)

*Net income attributable to owners of the parent

*Revised FY12/20 full-year forecast (out May 12, 2020)

Sales:	Undetermined (previous target was JPY31.4bn)
Operating profit:	Undetermined (JPY4.0bn)
Recurring profit:	Undetermined (JPY4.0bn)
Net income*:	Undetermined (JPY2.7bn)

*Net income attributable to owners of the parent

Note: The company's initial forecast for FY12/20 did not include any impact from the COVID-19 pandemic because it was put together by the company in December 2019, before the COVID-19 started spreading around late-January 2020.

(Reference) FY12/20 initial company forecast that did not factor in the impact of the COVID-19 pandemic

The FY12/20 initial forecast that did not factor in the impact of the COVID-19 pandemic called for full-year sales of JPY31.4bn (+14.9% YoY), operating profit of JPY4.0bn (+20.4% YoY), recurring profit of JPY4.0bn (+19.2% YoY), and net income attributable to owners of the parent of JPY2.7bn (+20.1% YoY). The company expected sales and profits to reach record highs.

▷ Forecast by segment: For Global WiFi, the company initially targeted segment sales of JPY21.1bn (+18.9% YoY) and segment profit of JPY3.7bn (+13.2% YoY); for Information and Communications Service, it expected segment sales of JPY9.2bn (+2.8% YoY) and segment profit of JPY1.5bn (+9.8% YoY). For other businesses, it anticipated full-year sales of JPY1.1bn (+75.7% YoY) and a segment loss of JPY35mn (segment loss of JPY266mn in FY12/19).

The FY12/20 initial company forecast was prepared in December 2019 and did not factor in the impact of the COVID-19 pandemic. The increase in COVID-19 infections resulted in many countries, including Japan, issuing restrictions on overseas travel as well as stay-at-home directives, which contributed to a global slump in travel-related demand. According to the Japan National Tourism Organization (JNTO) data, the number of Japanese in Q1 travelling abroad fell 39.6% YoY, while the number of overseas visitors to Japan fell 51.1% YoY.

To strengthen its ability to respond to changes in the business environment, the company had planned to continue growing by improving its existing services. It was working to expand its services by supplying big data cultivated in the Global WiFi business, while developing overseas franchises and software as a service (SaaS; software provided through the cloud). Through these initiatives, the company had hoped to open up new markets while increasing customer lifetime value and recurring revenues.

In FY12/20, in addition to developing unmanned airport stores, the company had aimed to leverage the latest technology to free itself of labor-intensive practices. In addition to its strategy to make stores smarter, it had planned to promote the automation of its call centers using AI (bots) and the use of RPA for administrative tasks. Vision had aimed to open Vision Kids nursery schools on the premises of its call centers, with the aim of providing an environment accommodating of employee needs.

(Reference) The following was Vision's FY12/20 initial forecast by segment (before factoring in the impact of the COVID-19 pandemic):

Global WiFi business

- ▷ The company expected Global WiFi segment sales of JPY21.1bn (+18.9% YoY) and segment profit of JPY3.7bn (+13.2% YoY).
- ▷ Vision will focus on expanding sales of Global WiFi for Biz, increasing sales of unlimited plans, expanding its mid-travel services, and expanding overseas.
- ▷ The company had planned to further improve convenience by expanding the number of pickup locations, as well as distribution methods for its services, including direct store openings, franchise development, and tie-ups with local competitors (line provision) in line with the characteristics of each market.
- ▷ Vision had aimed to raise public awareness through various promotions.

Information and Communications Service business

- ▷ The company forecast segment sales of JPY9.2bn (+2.8% YoY) and segment profit of JPY1.5bn (+9.8% YoY).
- ▷ In addition to the growth of its existing businesses (telephone lines, office equipment, website production, etc.), it had aimed to strengthen sales of its proprietary services, and invest in SaaS (including organic growth, corporate acquisitions, and capital alliances) to expand its range of services to increase profits.

Other

- ▷ The company expected sales of JPY1.1 (+74.0% YoY) and a segment loss of JPY35mn (versus a loss of JPY266mn in FY12/19).
- ▷ The company had been looking to quickly get this business area into the black with the creation of its ProDrivers chauffeur-driven car sharing service and frontloaded spending in personnel.
- ▷ ProDrivers provides comfortable chauffeured car service for traveling to and from airports, picking up executive staff, and general use. The company had looked to draw new customers from the companies that use its Global WiFi service (this includes domestic private and corporate users, as well as overseas visitors to Japan) and its Information and Communications Service.
- ▷ After starting in Tokyo, the company had planned to link up with partner companies and gradually expand its ProDrivers service to all major cities in Japan.
- ▷ Overseas, the company had planned to expand the ProDrivers service in conjunction with the SmartRyde service operated by DLGB, Inc., with which it has a capital and business alliance.

Medium-term outlook

Focusing upfront spending and growth

Vision has not released a detailed medium-term business plan. However, the exercise conditions for the share subscription rights (paid-in stock options) offered to its directors (excluding external directors), employees, and subsidiary employees (163 people in total) on December 29, 2017, show the company is committed to sustaining strong profit growth (for details, see comments in the box below.) The conditions are as follows.

- Exercise of 30% of the rights: If operating profit exceeds JPY2.1bn in FY12/18 and JPY2.6bn in FY12/19. (Note: The company reported operating profit of JPY2.5bn in FY12/18 and operating profit of JPY3.3bn for FY12/19, fulfilling the conditions for exercise of 30% of the rights).
- Exercise of 30% of the rights: If operating profit exceeds JPY3.1bn in FY12/20. (Note: The initial FY12/20 company forecast is operating profit of JPY4.0bn)
- Exercise of 100% of the rights: If operating profit exceeds JPY3.6bn in any of the financial years from FY12/18 to FY12/21. (Note: The initial FY12/20 company forecast is operating profit of JPY4.0bn)

Vision looks to achieve substantial profit expansion while continuing to invest in future growth. To this end, it has positioned the Global WiFi business as the growth driver and the Information and Communications Service business as a source of stable growth. The company also partially revised its Articles of Incorporation to prepare for further business development in its group (as discussed below).

In order to enhance cohesion, motivation and morale for the purpose of increasing the company's earnings and enterprise value over the long term, Vision has resolved to issue stock options to directors and employees of the company, and employees of the company's subsidiaries at the Board of Directors meeting to be held on November 13, 2017.

The total number of the company's common stock that will increase when all options are exercised is equivalent to 8.3% of outstanding shares. The announcement stated that it will be possible to exercise 30% of the stock options if FY12/18 operating profit exceeds JPY2.1bn and FY12/19 operating profit exceeds JPY2.6bn, or if FY12/20 operating profit exceeds JPY3.1bn: It will also be possible to exercise 100% of all stock options if operating profit exceeds JPY3.6bn in any financial year from FY12/18 to FY12/21.

Since there are exercise conditions that prevent the exercise of all stock options in the event that Vision does not achieve operating profit of JPY3.6bn, which is regarded as a high level in light of past earnings, the company views achieving the target as a commitment to enhancing enterprise and shareholder value. The company believes that the dilution impact on shares will be reasonable.

Number of stock options: 13,560 units
Payment amount in exchange for stock options: 1 unit per JPY1,600 issued (1 unit per 100 Vision common shares)
Payment date for amount paid in exchange for stock options: December 29, 2017
Application date: November 28, 2017
Persons to be allotted stock options and number of such persons: directors and employees of the company, and employees of the company's subsidiaries (190 persons and 13,560 units)

Expanding in-house services

Vision plans to expand into business fields it can pursue independently, while increasing its ratio of in-house development including for services. In-house development is expected to accelerate its business and facilitate price control. Services the company is already operating will be used and improved internally, and provided as services to customers. We understand Vision is also actively pursuing external sales of its expertise in sales force automation (SFA), which was developed in-house and is presently used for its own sales. Having also built up in-house expertise and completed optimization of its RPA currently deployed for in-house call centers, the company intends to provide such solutions to other companies and monetize them accordingly.

Changing Articles of Incorporation

17th General Shareholders Meeting

In preparation for further business development in the Vision Group, a proposal to revise the company's Articles of Incorporation was approved by a resolution at the 17th annual general meeting of shareholders on March 29, 2018.

The operation of accommodation facilities for foreigners outside of National Strategic Special Zones and automobile transportation business were added as new items under business purposes (refer to the following table). Management has indicated it plans to expand into such businesses in the future. In the past, the company developed many new businesses via partnerships, but it now also looks to move into new fields independently. In addition, Vision is examining areas in which it could create mechanisms to enhance the satisfaction of its customers such as private room rentals (commonly referred to as *minpaku*), a field that opened up after the lifting of existing restrictions in June 2018, and services related to transportation of inbound and outbound travelers, who are the company's primary customers. Vision has many customers who use Haneda Airport or Narita Airport. Although it has no intention of creating its own restaurants or sightseeing spots, it plans to develop businesses that allow customers to enjoy Japan and the world through travel and tourism.

Business purposes to be newly added as part of changes to Articles of Incorporation (effective on March 29, 2018)

Current Article of Incorporation	New
(Purpose)	(Purpose)
Article 2 The purpose of the Company shall be to engage in the following businesses:	Article 2 The purpose of the Company shall be to engage in the following businesses:
(New addition)	2. Supporting other companies engaged in on-demand transportation business based on requests via mobile devices and the internet
(New addition)	10. Planning, design, undertaking, contracting and supervising construction work, carpentry, plastering, scaffolding, earthwork, concrete work, stonemasonry, roofing, electrical, plumbing, plating, glass work, painting, interior construction, telecommunication work, joinery, water and drainage, and sanitary facilities work
(New addition)	11. Extension, reconstruction, rebuilding and renovation of buildings and structures
(New addition)	12. Planning, designing, undertaking, sales, maintenance, supervising, contracting of solar power system
(New addition)	15. Management of accommodation facilities for foreigners in the National Strategic Special Zones
(New addition)	16. Management of and brokerage of vacation rentals
(New addition)	17. Support of day care centers for handicapped children, in line with the Child Welfare Law
(New addition)	18. Support of consultation for handicapped children, in line with the Child Welfare Law
(New addition)	19. Home nursing services in line with the Care Insurance Law
(New addition)	20. Preventive care services in line with the Care Insurance Law
(New addition)	21. General passenger care transportation business
(New addition)	22. General chartered passenger car transportation business
(New addition)	23. Motor truck transportation business
(New addition)	24. Consigned freight forwarding business
(New addition)	25. Car maintenance business
(New addition)	39. Job placement business
(New addition)	41. Brokerage related to leasing of idle assets

Source: Shared research based on news releases by the company

18th General Shareholdings Meeting

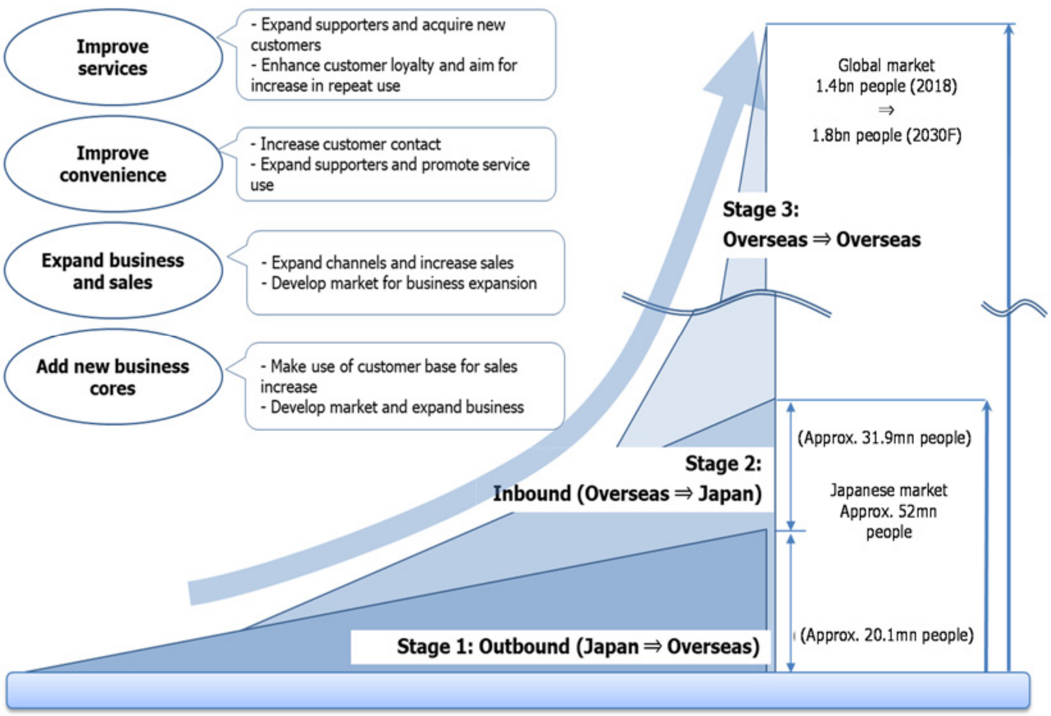
At the company's 18th general shareholders meetings held on March 26, 2019, the following matters were added for discussion:

- ▷ Childcare service business
- ▷ Small-truck delivery business
- ▷ Warehousing and contract warehousing business

Global WiFi as growth driver

The company sees growth potential in the market where the Global WiFi business operates. Vision divided the segment into three areas, and plans to expand operations in stages. In addition, the company plans to offer media services (through a media service platform) providing information on various countries and creating more value for customers.

Global WiFi business - growth model



Source: Shared Research based on data released by the company, the United Nations World Tourism Organization (UNWTO), and the Japan National Tourism Organization (JNTO)

In the first growth stage the company aims to target the outbound market (travelers from Japan going abroad). The number of Japanese traveling abroad is roughly 17–19mn per annum and smartphone uptake is growing rapidly. In 2019, the number reached about 20.08mn (+5.9% YoY). Assuming a unit price of JPY7,000 per user puts the potential market size at roughly JPY140.6bn (JPY7,000 in unit price x 20.08mn users).

The target of the second growth stage is the inbound market (overseas visitors to Japan). In 2015, the number of travelers to Japan exceeded 19.7mn thanks to a series of measures by the government to encourage tourism (such as a relaxation of visa requirements and an expansion of the duty-free system). It reached a record 31.9mn (+2.2% YoY) in 2019. The government wants to increase the number of visitors to Japan to 40mn by 2020 and 60mn by 2030. Vision, which estimates that the size of the potential market is now roughly JPY220.0bn (JPY7,000 in unit price x 31.9mn), expects that the market will continue to expand.

The target of the third stage is the overseas market (travelers going from one overseas country to another). According to the United Nations World Tourism Organization (UNWTO), on a global basis, the number of such travelers now exceeds 1.3bn travelers per annum. Assuming a unit price of JPY7,000 per user puts the potential market size at over JPY9tn (JPY7,000 X 1.4bn users). The company has overseas subsidiaries for developing the business and procuring network access in regions with strong travel demand including in popular tourist destinations such as South Korea, Hawaii, Hong Kong, Singapore, Taiwan, the UK, Vietnam, Shanghai, France, and Italy. It also began operations in New Caledonia and the US (California) from 2016. Vision noted that presently Verizon Communications, Inc., a major US mobile carrier, has not rolled out overseas roaming services at a low flat-rate. Therefore, Vision believes that if customers become increasingly aware that they can use Vision’s flat-rate service overseas, it could see an uptick in user numbers.

The company said that going forward it wants to tap into demand in Asian markets and major cities in the US and Europe by expanding its network of subsidiaries and franchises at various locations overseas. Vision expects that gaining even a small portion of this market could substantially contribute to earnings.

While these markets are enormous, the company's Global WiFi business only rented out 2,830,000 routers in FY12/19 (2,160,000 for customers traveling overseas; 590,000 for visitors to Japan; and 70,000 for those traveling from one foreign country to another). Thus, the company sees ample room for growth in each of these markets.

As part of an effort to expand into these markets (inbound, outbound, and overseas markets) and increase the number of end-users, in the Global WiFi business the company aims to strengthen ties with telcos in each country, increasing locations at airport counters where customers can rent Vision's equipment to increase convenience and improve quality.

Specific measures that the company is implementing are as follows.

Introduction of "Smart Pickup" lockers and "Smart Entry" kiosks to improve customer convenience

The company has "Smart Pickup" points where customers receive mobile WiFi routers from lockers installed at airports and other locations. Users can easily unlock the lockers by tapping their smartphones—registered on the web beforehand. This service is more cost-effective and efficient (no waiting time for customers) than the company's conventional face-to-face services. The new service also allows the company to dedicate service counters to walk-in customers, along with other benefits.

According to Vision, Smart Pickup lockers at Haneda Airport counters can service a maximum of 184 pickups per day (as of end December 2017, total 92 boxes with each box allowing for a morning and evening pickup; two rotations a day), with a pick up taking less than ten seconds. The company initially set up Smart Pickup points only at Haneda Airport but has since expanded to Narita Airport, Haneda Airport, Chubu Centrair International Airport, Kansai International Airport, Itami Airport, New Chitose Airport, Fukuoka Airport, Kitakyushu Airport, Kagoshima Airport, and Miyako Shimojishima Airport for a total of 10 airports and 31 pickup points (as of end December 2019) and is looking to continue expanding the number of Smart Pickup points going forward.

Vision stated that Smart Pickup had resulted in shorter lines at staffed counters, and increased the number of walk-in contracts it processes by improving the utilization rate at counters. In light of the results, the company stated that it planned to install additional Smart Pickup lockers going forward.

Further, the company said that it was continuing to introduce "Smart Entry" (self-service kiosks that allow tourists wishing to rent WiFi routers to process applications and make payments themselves; services available in six languages). The kiosks are initially for renting NINJA WiFi® and are installed at counters in Haneda Airport, but going forward Vision plans to add GLOBAL WiFi® rentals and install additional terminals, with increased functions. In conjunction with Smart Pickup, the service enables Vision to utilize vending machines to further automate service counter services

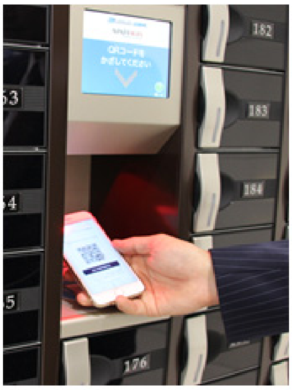
Counters and Smart Pickup points /Smart Entry/Smart Check

Haneda Airport counter

Smart Pickup points (automated lockers for WiFi router pickup and return)

Smart Entry (self-service kiosks: multi-lingual/includes payment features)

Smart Pickup user guide 1
(unlock with your smartphone after preregistering)



Smart Pickup user guide 2
(Retrieve device)

Smart Check (instant customer recognition counter: QR code reception counter)

Source: Shared Research based on company data

Increasing customer contact points to attract more inbound customers (visitors to Japan)

As of the end of December 2019, in Japan, Vision had a total of 38 contact points (pickup/drop-off counters), including those at 18 major airports (New Chitose Airport, Asahikawa Airport, Sendai Airport, Narita Airport, Haneda Airport, Niigata Airport, Komatsu Airport, Kansai International Airport, Chubu Centrair Airport, Itami Airport, Mt. Fuji Shizuoka Airport, Fukuoka Airport, Kitakyushu Airport, Oita Airport, Miyazaki Airport, Kagoshima Airport, Naha Airport, and Miyako Shimojishima Airport) and other locations (counters at Shibuya Chikamichi and JR Miyazaki Station and automated lockers for WiFi router pickup and return). There are three counters in Narita Airport and two in Haneda Airport. Already possessing such counters in the limited space of an airport not only improves the convenience for customers, but also impedes entry by competitors, serving as a strength for the company.

Going forward, the company plans to expand the number of domestic contact points and strengthen initiatives to attract inbound customers (visitors to Japan) and initiatives with local governments and municipalities.

Travel-related services platform

In addition to the three growth stages in the Global WiFi business, the company aims to develop a new business area as it targets future opportunities: a travel-related service platform that will provide useful information (media service) and offer useful services for travelers.

In FY12/19, users of the company's Global WiFi® and NINJA WiFi® totaled roughly 4.5mn (outbound roughly 3.5mn and inbound roughly 1.0mn), and the total number of stays was 31.2mn (outbound 24.3mn and inbound 6.9mn). Generating an additional JPY100 per day in ARPU from such users through a travel-related service platform would have boosted annual revenue by

JPY3.1bn (31.2mn stays multiplied by JPY100/stay). This would have raised FY12/19 sales (JPY17.7bn) in the Global WiFi business by about 18%.

The company said a media business would provide information tailored to travelers' destinations. For example, according to the company, many travelers visiting Japan are high net worth individuals (with plenty of purchasing power) that are not on group tours. Most Japanese companies, tourist areas and facilities have not worked out how to approach these individuals. Because Vision rents mobile WiFi routers (NINJA WiFi®) to those visiting Japan, it can reach out directly to such individuals. Further, this allows the company to collect information directly from the travelers and in turn supply information to shops, companies, and regional tourism destinations to draw travelers to these spots.

Being able to obtain accurate information is critical in order to take full advantage of one's travel destination. As such, Vision continues to roll out several services that are useful for travelers, including ili and Pocketalk, a new wearable translation device (the company plans to gradually improve sophistication as a travel-assistance device) and an overseas restaurant reservation service capable of handling several languages, including Japanese. By combining these services, Vision will continue to provide services to tourists before, during and after their travels.

Travel-related service platform

Source: Company data

Information and Communications Service as a source of stable growth

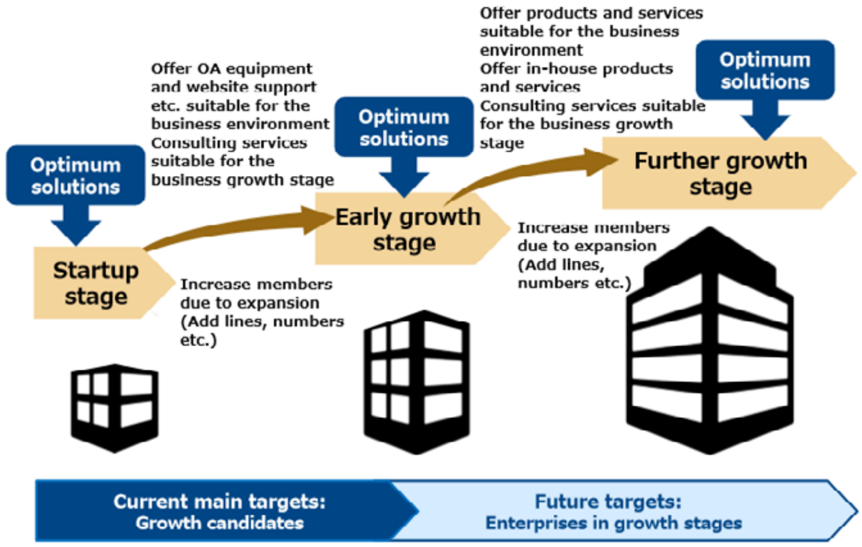
Recurring-revenue business model

In the Information and Communications Service segment, the company aims to continue its strategy of targeting startups. As these client companies grow, it will be able to offer the appropriate additional or expanded (solutions) services in line with their growth.

The company aims to deepen ties between its websites, which attract customers, and its Customer Loyalty Team (CLT), which supports existing customers, to further improve marketing efficiency and boost revenue per customer by expanding the lineup of products that it handles and proprietary products.

The Information and Communications Service is distinguished by its stable, recurring-revenue business model, which depends on the closely coordinated efforts of its web marketing, sales team, and CLT to win orders by providing the optimal solutions (products and services) for companies at their particular growth stage.

Continuous stock model for Information and Communications Service business



Source: Company data

Business

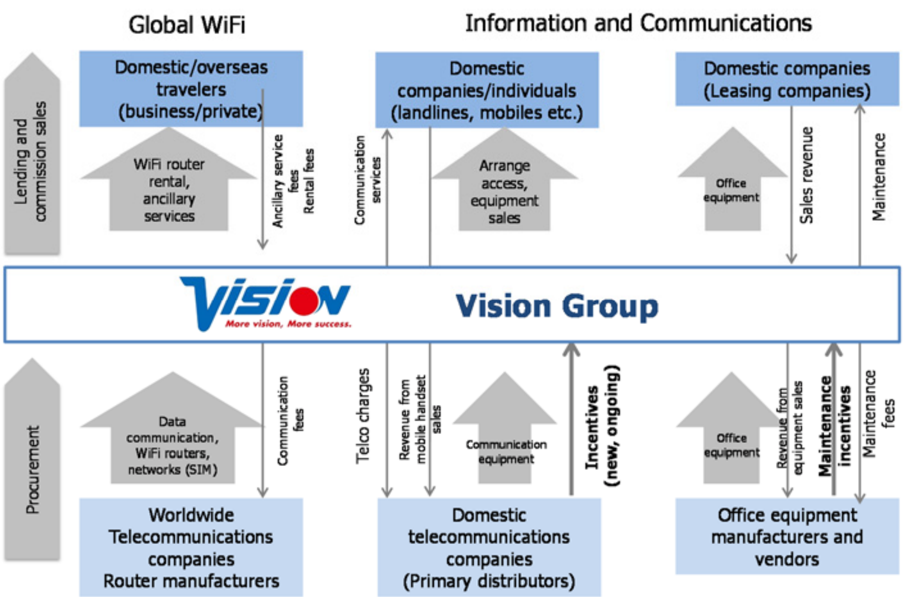
Business overview

- The company has two main businesses: the Global WiFi business, and the Information and Communications Service business.
- In the Global WiFi business it rents out mobile WiFi routers*, targeting the outbound (travelers from Japan to overseas) and inbound (travelers to Japan from overseas) markets. Vision is the largest of the three major Japanese companies that rent out mobile WiFi routers for use overseas, with a market share (sales basis) of more than 50% (as of FY12/19, Shared Research survey).
- In the Information and Communications Service business it targets mainly startups, and arranges telephone lines and other telecommunications services, sells office equipment, and builds websites. The main source of revenue is sales commissions from telecoms and office equipment manufacturers.

* Refers to wireless LAN (WiFi) routers able to connect to mobile networks. Using these mobile WiFi routers, it is possible to connect to the internet via smartphones, tablets, notebook computers and game consoles that have WiFi capability while on the move.

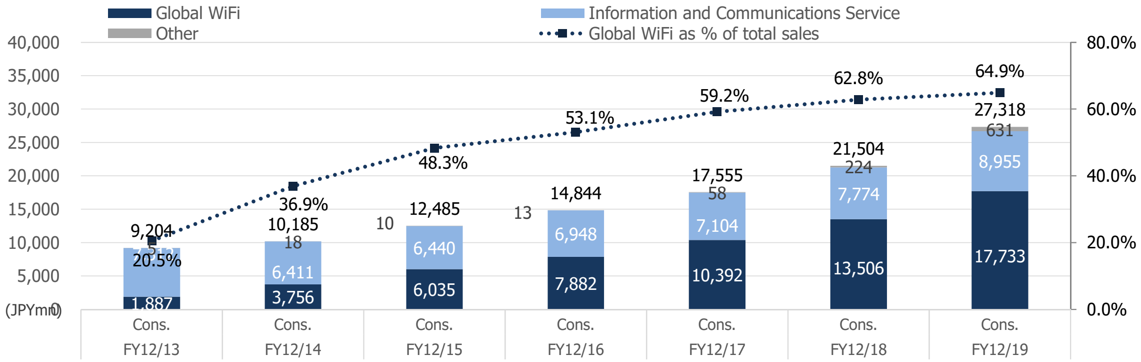
- For its primary two business segments in FY12/19, Global WiFi accounted for 65% (previous year: 63%) of sales, and Information and Communications Service 33% (previous year: 36%) of sales, with the former accounting for 75% of profits. Since its launch in 2012, the Global WiFi business has been accounting for a rising share of both sales and profits (refer to figure below).

Business model



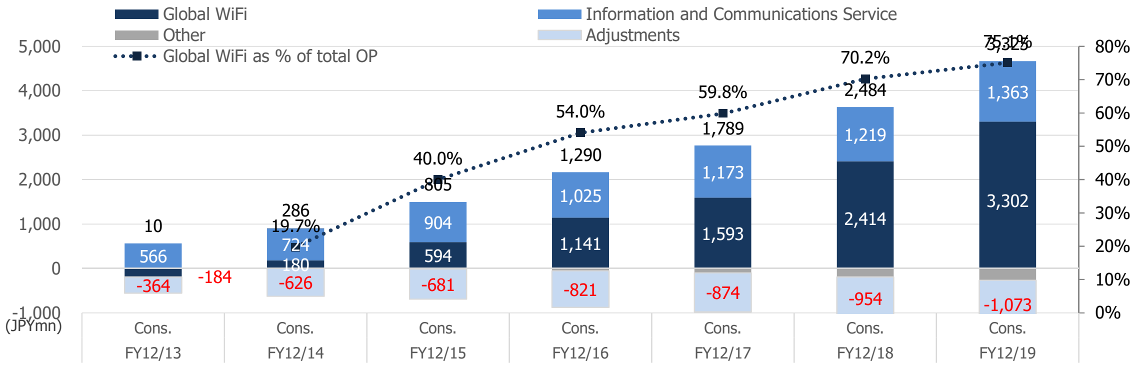
Source: Shared Research based on company data

Sales by segment



Source: Shared Research based on company data

Operating profit by segment



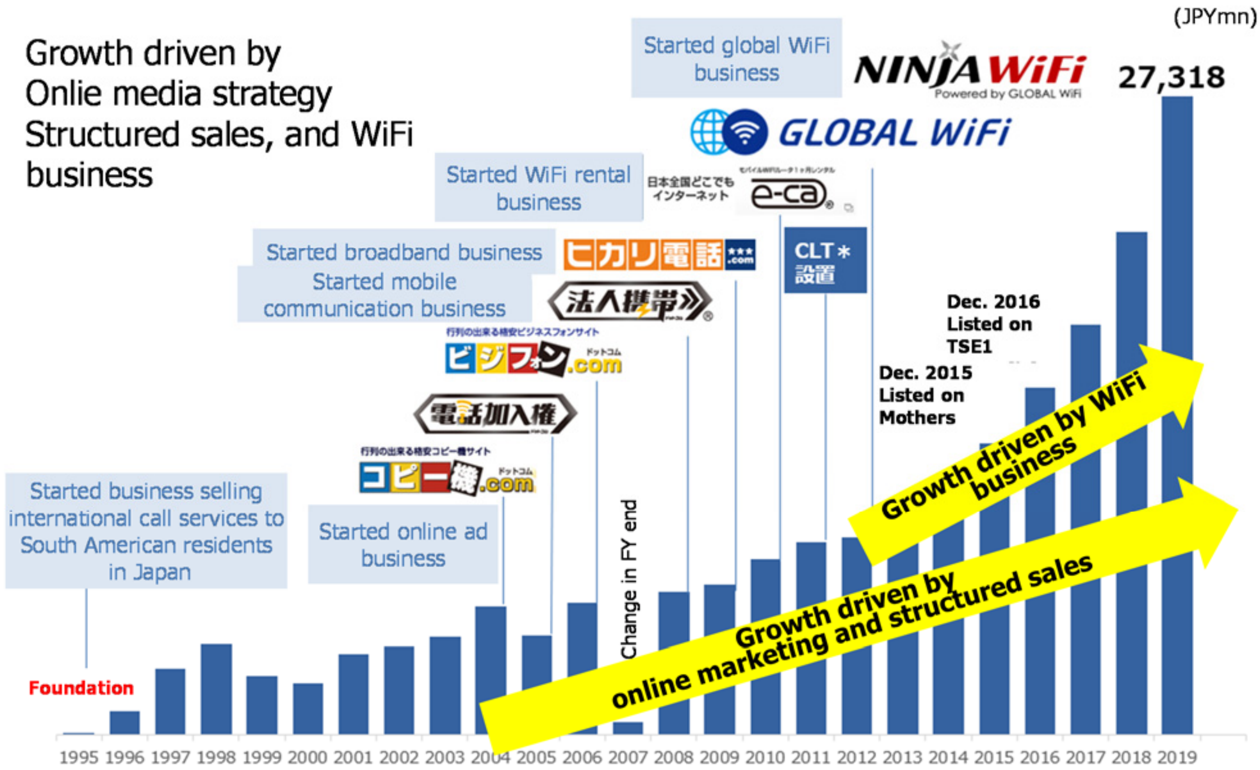
Source: Shared Research based on company data
Note: The Global WiFi business ratio reflects the share of total segment profit before adjustments.

Business development

Origins: understanding customer needs

The company's origins lie in discovering and meeting customer needs. After current company CEO Sano worked for Hikari Tsushin (TSE1: 9435) for four years, he set up Vision LLC in Fujinomiya, Shizuoka, in April 1996. He discovered from some Brazilian people that international calls were expensive, and started arranging and selling low-priced international telephone services to South American residents in Japan. Global WiFi® was launched in February 2012 in response to demand for affordable and easy-to-use internet environments for people traveling overseas. The company has been renting out mobile WiFi routers in Japan since 2010, and used the expertise gained in this business to launch the Global WiFi service just six months after the idea was born.

Evolution of sales and service lineup



Source: Shared Research based on company data

Corporate services: improvements in marketing efficiency using websites

As the internet became more widespread from 2000, the focus of this business shifted to the corporate sector, and now almost all customers in the Information and Communications Service business are corporate clients. An issue in providing services to the corporate sector was improving selling efficiency, and the company has responded by adopting a new marketing strategy, including the use of websites such as copyki.com.

Previously the company's marketing strategy primarily involved telemarketing, which would then lead to in-person sales, which was inefficient, and so many salespeople became frustrated and quit. Aware that the internet would become a commonplace means to gather information, Vision started to use websites in marketing activities from 2003. In 2004, the company launched a website called copyki.com to attract customers by selling copiers. It started making appointments and meeting with potential customers who sent enquiries and requested quotes through the website, and because these web customers have a high propensity to purchase products, contract rates were improving.

Creates a number of websites following the success of copyki.com

Reflecting the success of copyki.com, the company launched a number of websites offering telephone line subscription (denwa-kanyuken.com), business phones (bizphone.com), corporate mobile phones (houjinkeitai.com) and phone lines (denwa-hikari.com) (in 2008). In addition to sites such as these (named after products), the company also created satellite sites specifically related to demand for related search keywords to reach even more customers.

As a result, the ratio of telemarketing-based appointments is dropping (before the launch of these websites, these accounted for all contracts won). Now, over half of contracts come from concierge operations for handling website enquiries and continuing business with existing customers (CLT, explained later), add-ons from existing customers introduced by the sales team (upselling), and additional purchases of other products (cross-selling). According to the company, more efficient marketing also means that marketing staff turnover has declined dramatically, leading to accumulated sales expertise among staff.

Core strategy

The three main strategies the company is following are outlined below.

- Focused, niche market strategy:
  - Target: Overseas travelers and startup companies
  - Develop new markets by finding and serving the needs of those left behind by advances in information and communications technology
  - Focus management resources and services on carefully selected target markets
- Price and quality leadership strategy:
  - Emphasize productivity, superior pricing, and reputation for service quality
  - Relentlessly pursue increases in productivity by increase speed of organization and operations
  - Demonstrate superior price competitiveness while maintaining high quality service
- Up-selling and cross-selling strategy:
  - Focus on in-house CRM as recurring-revenue business
  - Find new needs in information and communications services and consistently provide the right services at the right price at the right time
  - Establish long-term relationships with customers

Key characteristics of two businesses

Global WiFi

The key feature of the company's Global WiFi business is the ability to offer low-price and high-quality service, as Vision has direct negotiations and contracts with overseas telcos.

Information and Communications Service

There are three key features of the Information and Communications Service business.

Mainly targeting startups

The main targets of the Information and Communications Service business are startups. According to Vision, this is because they have more growth potential than major corporations. It is difficult for major corporations to double the number of employees, but if a startup's business goes well, there is plenty of scope for employee numbers to double or even grow by 10x. The company said that the number and variety of services it can offer these startups can also grow.

Initial prices held low; recurring revenue model entails offering multiple services to each customer

In order to lighten the burden on startups, Vision sets low initial prices for equipment and other products. It aims to boost revenue per customer by providing an increasing number and variety of services in line with the growth of its startup clients. This business model means a relatively high proportion of ongoing monthly revenues in addition to one-time sales. The company supplies pre-owned as well as new phones to startups. Although there are concerns about bankruptcy for startups, according to Vision, its customers are highly cost-conscious, so the percentage that goes bankrupt is extremely low compared to the average for startups.

Leveraging web marketing and Customer Loyalty Team (CLT) to boost marketing productivity

The Information and Communications Service business targets corporate customers. In general, contracts are entered through face-to-face marketing, so a challenge is how to reduce marketing staff costs. The company made sales activities more efficient by promoting website-based marketing and conducting in-person sales focused on clients with high latent needs. The company has an extremely high success rate of gaining contracts from inquiring clients who came from the company's websites after searching for a service to fulfill their needs. For example, average copier sales per marketing employee for Vision are roughly 3x the industry average.

The call center is another important marketing channel: the Customer Loyalty Team is involved in after-sales support for existing clients, and follows up with client companies as they reach certain growth stages.

* In addition to sites named after products, the company also created satellite sites specifically related to demand for search keywords relevant to the products, to spread its customer acquisition net. Per the company, its websites are operated by teams, which has resulted in powerful customer attraction through SEO** results. The keywords that the users input in their searches are not just single words, but mostly strings of words that combine various needs. As a result, the company is able to tap into demand across a wide front and increase the number of users.
** SEO (Search Engine Optimization) refers to technology that positions a website in the upper rankings of search results on search engines such as Yahoo! and Google.

Company's major marketing channels and overview

Web channels	The company attracts customers by developing websites specific to certain products, such as copyki.com, Denwakanyuken.com, Houjinkeitai.com, Bizphone.com, and SEOTaisaku.com. Information regarding customers who have requested an estimate via the website is transferred to the call center.
Call center	Makes phone calls to customers with information obtained from the websites. Also uses telemarketing using client lists to tap into customers with a high propensity to purchase products. Arranges sales visits by marketing staff responsible for relevant product.
Customer Loyalty Team (CLT)	Responsible for after-sales support for existing clients. Taps into product purchasing needs through regular telephone calls with existing customers. If a certain item is in high demand, the team makes an appointment for the marketing person in charge to make a sales call. When marketing staff learn on a visit that the customer wishes to purchase products from another division, they telephone the CLT, which makes an appointment for the responsible staff to make a sales call. The CLT is in charge of after-sales support for existing customers. This lowers marketing staff turnover and avoids missed business opportunities in case of telephone calls from customers when the marketing staff are unavailable. It also becomes possible to have marketing staff dedicated to customer acquisition activities. It appears that telephone calls from customers are responsible for more sales than the company initially anticipated.
Marketing staff	Based on appointments set up by the call center or CLT, sales staff visit clients and conduct marketing activities.

Source: Shared Research based on company data

Business segments

Global WiFi segment

Global WiFi (JPYmn)	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.	FY12/20 Est.
No. of rental contracts	241,737	516,199	783,050	1,144,045	1,650,969	2,231,775	2,830,000	n.a.
YoY	335.5%	113.5%	51.7%	46.1%	44.3%	35.2%	26.8%	n.a.
Overseas use	223,706	462,953	648,475	886,824	1,302,646	1,759,514	2,160,000	n.a.
Domestic use	7,511	35,512	90,906	190,665	285,708	407,517	590,000	n.a.
Overseas business (excl. domestic use)	10,520	17,734	43,669	66,556	62,615	64,744	70,000	n.a.
Customer breakdown (% of Global WiFi)								
Companies	-	-	-	50.8%	43.6%	37.4%	36.9%	n.a.
Individuals	-	-	-	49.2%	56.4%	62.6%	63.1%	n.a.
Sales	1,887	3,756	6,035	7,882	10,392	13,506	17,733	21,076
YoY	-	99.0%	60.7%	30.6%	31.8%	30.0%	31.3%	18.9%
% of total sales	20.5%	36.9%	48.3%	53.1%	59.2%	62.8%	64.9%	67.1%
Customer breakdown (% of Global WiFi)								
Companies	-	-	-	54.4%	50.4%	46.4%	45.8%	n.a
Individuals	-	-	-	45.6%	49.6%	53.6%	54.2%	n.a.
Customer spend per unit (JPY)	12,697	9,911	9,290	8,181	7,436	6,957	7,006	n.a.
YoY	-	-21.9%	-6.3%	-11.9%	-9.1%	-6.4%	0.7%	n.a.
Companies	-	-	-	-	8,052	8,063	8,645	n.a.
YoY	-	-	-	-	-	0.1%	7.2%	n.a.
Individuals	-	-	-	-	6,900	6,219	6,039	n.a.
YoY	-	-	-	-	-	-9.9%	-2.9%	n.a.
Operating profit	-184	180	594	1,141	1,593	2,414	3,302	3,736
YoY	-	-	230.5%	92.2%	39.7%	51.5%	36.8%	13.2%
OPM (excl. adjustments)	-9.7%	4.8%	9.8%	14.5%	15.3%	17.9%	18.6%	17.7%
% of total OP (incl. adjustments)	-	19.7%	40.0%	54.0%	59.8%	70.2%	75.1%	71.9%

Source: Shared Research based on company data

Segment overview

The Global WiFi business accounted for 64.9% of consolidated sales and 75.1% of operating profit (FY12/19). Total number of contracts during FY12/19 was 2,830,000, an increase of 26.8% YoY (among overseas rental contracts, companies accounted for 36.9% and individuals 63.1%).

In this segment, the company procures local network access (mobile phone data access) by negotiating with telcos in countries around the world in order to develop its usable data volume, connection quality (speed, etc.), and other proprietary services, and rents out mobile WiFi routers and other devices that provide access for people traveling to these countries. In addition to Vision (parent company), consolidated subsidiaries Best Link, Vision Mobile Korea Inc., Vision Mobile Hawaii Inc., and Vision Mobile Taiwan Ltd. carry out this business.

The company is expanding its service offerings rapidly in line with burgeoning demand for mobile access from travelers. Despite only starting in FY12/12, the Global WiFi business has grown to account for over half of the company's sales. In FY12/19, segment profit accounted for roughly 75% of total segment profit before adjustments, and the company has positioned the segment as a growth driver.

Services

Classifications

The Global WiFi segment can be broadly broken down into overseas business (travelers from Japan to overseas and overseas-to-overseas travelers) and domestic business (overseas visitors to Japan and domestic travelers). Services are provided under the Global WiFi® brand overseas, and primarily under the NINJA WiFi® brand in Japan. With the help of partner companies, the company provided overseas coverage in more than 200 different countries and regions (as of the end of December 2019).

Global WiFi service overview

	Overseas (Global WiFi®)	Domestic (mainly NINJA WiFi®)
Target	Travelers from Japan overseas and overseas-to-overseas	Travelers from overseas visiting Japan (inbound)
Services	Mobile WiFi router rental (connected to the telco network at the destination) Ancillary services (repairs, batteries and accessories)	Mobile WiFi router rental (connected to domestic telco network) Ancillary services (repairs, batteries and accessories)
Charges (fixed)	<4G High-speed plan (standard pricing)> JPY770-2,570/day (single country plan). * Maximum price is for unlimited plan * JPY1,380-3,180/day (multi-country plan)	JPY800–1,200/day
Procurement method	Usage of data telecommunications services in each country (usage limits apply) Routers purchased from manufacturers or as a set with network access	Usage of data telecommunications services in domestic market (usage limits apply) Routers as a set with network access
Sales channels	Direct websites, smartphone apps, airport counters, corporate sales, partners, affiliates	Direct websites, airport counters, partners, affiliates
Operations	Procurement optimized by region, based on demand forecasts. Total procurement of telco data managed based on individual data usage volumes Inventory optimized at individual shipping centers (collection ⇒setup ⇒shipping)	

Source: Shared Research based on company data

Overseas (Global WiFi®) business features

The company has direct contracts with telcos worldwide. This enables it to provide a low-price, high-quality internet environment for the mobile WiFi rental service it offers to outbound travelers (going from Japan to overseas). Per the company, in order to boost customer satisfaction and capture repeat customer demand, it is important to pay attention not only to price, but also to quality. As a result, Vision mainly obtains internet access overseas from major telcos, as it places importance on communication speed and breadth of coverage.

The company has subsidiaries in regions with strong travel demand including South Korea, Hawaii, Hong Kong, Singapore, Taiwan, the UK, Vietnam, Shanghai, France, and Italy. These overseas subsidiaries primarily work to procure network access for each respective region, but the subsidiaries in South Korea, Hawaii, and Taiwan—like in Japan—provide the Global WiFi® service to both outbound and inbound customers. The company also opened offices in New Caledonia and the US (California) in 2016.

There are four steps in the process to rent a mobile WiFi router: web application/payment (credit card payment), device handover, usage, and device return.

Devices may be picked up and returned at counters at 53 major airports around the world. In Japan, the company has pickup/drop-off counters at 18 major airports. There is a home courier service for customers who cannot pick up or return the device to the airport. Local pickup is available in some areas (Hawaii, Korea, and Taiwan). Further, the company has a 24-hour/365-day support system via AI chat support, telephone, email, and social media. In certain overseas countries, it has help desks with Japanese-speaking staff.

According to the company, it offers the lowest prices in the industry. It also said that it operates in the most countries with access to high-speed 4G-LTE communications and large data volumes (unlimited plan was available in 91 countries as of June 30, 2020). Further, Vision said that it offers the most pickup points in the industry. As such, over 50% of the company's contracts are from repeat clients, although there is some seasonal variation.

Domestic (NINJA WiFi®) business features

The domestic and overseas operations are similar. The company procures domestic telecommunications access from three companies: NTT DoCoMo (TSE1: 9437), KDDI (TSE1: 9433), and Softbank, a unit of Softbank Group (TSE1: 9984). The service flows are similar both in Japan and overseas (web registration and credit card payment) and is available in five languages: Japanese, English, traditional Chinese, simplified Chinese, and Korean. The pickup and drop-off points are 18 airports in Japan, with courier services to clients' hotels as well as the company's Shinjuku office and partner hotels and tourist information centers.

Competition

Telco companies' roaming services* compete with Vision's services. Compared to roaming services, Vision said it had several advantages: lower prices (up to 89.9% lower than fixed price international roaming plans), faster speeds (contracts and collaboration with high-quality local telcos), ease of connection (merely requires switching power on), multi-device connectivity (possible to connect simultaneously with multiple people/devices). Compared with WiFi hot spots**, the company argues that it has a wider coverage area (usable even on the move), faster speeds, ease of connectivity, and increased security. In particular, corporations have strong security needs and this is a major factor in customer acquisition.

*Roaming service: refers to ability to access infrastructure of another telecommunications company that partners with a telco service provider outside the contracted service provider's service area.
**A WiFi hotspot is a shop or other public space where it is possible to connect to the internet using a wireless LAN (WiFi).

Future developments

The company aims to capture demand from increasing numbers of overseas visitors to Japan and Japanese travelers going overseas. It plans to leverage its customer data to expand media services (ads linked to the destination, local information for inbound travelers) and data supply services (offer retail operators big data analysis based on location data). Through such initiatives, the company aims to increase user convenience and boost revenues. The company also said that it is putting a great deal of effort into developing ancillary services (such as tablet services, 360° camera services, translation device, and suitcase rentals) to boost ARPU.

Business model

The revenue of this business is a function of the number of mobile WiFi routers shipped multiplied by average revenue per user (ARPU)*. Costs are the sum of data telecommunications charges in individual countries + the cost of procuring mobile WiFi routers + ancillary equipment procurement costs.

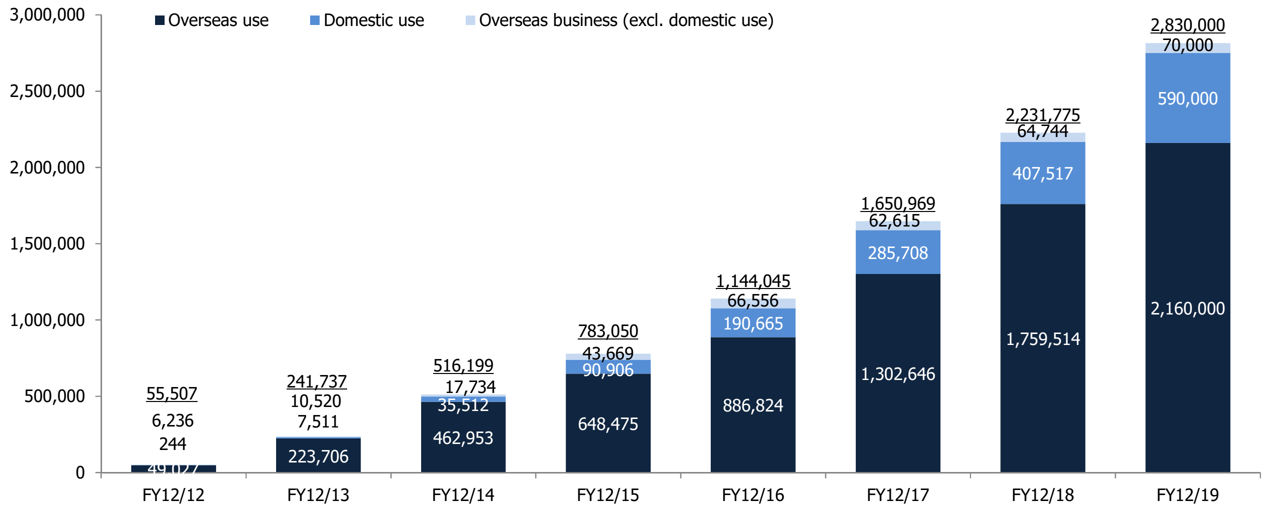
The company is focused on increasing customer numbers and improving procurement volumes, terms and conditions based on regional or seasonal demand forecasts. It also aims to increase turnover rates (utilization rates) for its mobile WiFi router rentals.

*ARPU: (telecommunications charges/day + ancillary service charges) times number of days

Number of contracts

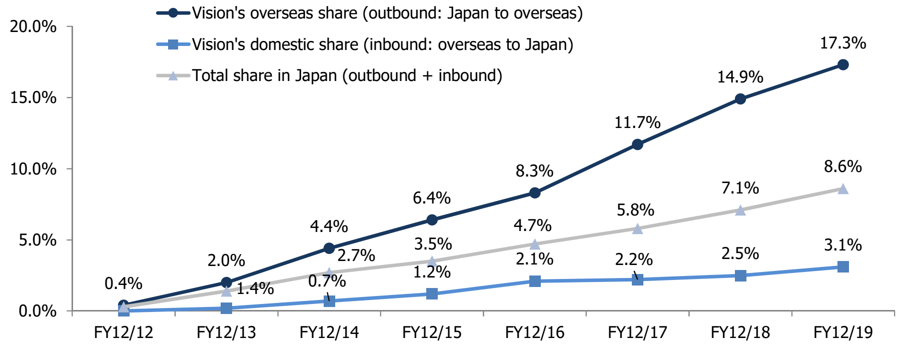
In FY12/19, the business had 2,830,000 contracts (total rental deals), increasing 26.8% YoY. Of these, roughly 76% were overseas (travelers from Japan going overseas). According to the company, 63.1% of its customers (rental contract basis) are individuals and 36.9% companies.

Global WiFi business rental contracts



Source: Shared Research based on company data

Vision's global WiFi usage rate by overseas travelers



Source: Shared Research based on company data

ARPU

ARPU averages approximately JPY7,000 (daily charge is roughly JPY1,000, and average rental period is around seven days). ARPU for individuals is lower than that for businesses. Sales to individuals tend to be concentrated in the spring and summer holidays. Corporate demand is somewhat slow in the July–September quarter, but relatively stable throughout the year. Q3 is the busiest period as it benefits from overlapping demand from both summer vacations and business trips.

ARPU tends to increase with distance and number of days users travel. ARPU is high in Europe and the US, lower in Southeast Asia, with inbound users in Japan somewhere in the middle. Sales from Japanese people traveling abroad are highest in the US, Korea, and China, followed by Taiwan. Business expansion in the relatively low ARPU regions of Asia is a factor in the falling average ARPU. However, from 2019, the company introduced an unlimited traffic plan in response to customer feedback that they did not want to worry about daily usage caps, available in 91 countries as of end-June 2020. This is making average ARPU rise. ARPU had been on a downward trend through FY12/18 due to an increase in individual users, but turned up YoY in FY12/19.

The company aims to improve ARPU by expanding its plans and enhancing its optional services.

Cost structure

Around two thirds of cost of sales are network-usage payments to telcos, with the remainder being device depreciation. The company said that it was able to keep network utilization rates at nearly 100% through effective management. Devices are expensed on a two-year depreciation schedule. Note that the company is able to maintain its profit levels by controlling the cost of sales, since it utilizes a system that adjusts network usage in line with busy or quiet periods, which in turn affects the cost of using those networks. The company created this system by developing a proprietary management system and negotiating with telcos.

The company aims to reduce costs by improving operations and reducing procurement costs by expanding its business scale.

Reducing telecommunications CoGS

- ▷ Improve procurement contract terms by securing volume discounts*[1] (lower rates as well as terms unique to Vision)
- ▷ Utilize next-generation telecommunications technology that utilizes SIMs in the cloud*[2]
- ▷ Reduce surplus inventory (including line accounts) with more accurate order forecasting*[3]

*[1] According to the company, Vision is the largest procurer of network access in the world. Through successful negotiations with network providers around the world, it has worked to lower its network procurement costs.
*[2, 3] The company has indicated that as of end FY12/19, roughly 94% of its total rental contracts made use of cloud WiFi routers. Conventional WiFi routers need different SIM cards for each country in which WiFi service is used (in other words, a WiFi router with a maximum of nine SIM-card slots, can only be used in nine countries). Conversely, server-based management of SIM cards ensures SIM cards are switched automatically to the appropriate country as users travel around. This not only improves the efficiency of shipping operations, but also contributes to an increase in network usage (while reducing surplus inventory). Vision presently operates a global IoT platform that allows it to monitor usage conditions for its customers across virtually the entire world. This in turn allows the company to take various types of action in response to customer usage conditions.

Improving operational efficiency

- ▷ Use AI systems to help reduce call centers' operating costs
- ▷ Increase use of automated systems, such as "Smart Pickup" (automated lockers for WiFi router pickup and return)*[4] and "Smart Entry" (self-service kiosks)*[5] in some locations as well as install additional terminals (reduce service counter operation costs) Increase operational efficiency of manned service counters to improve sales ratio for optional services

*[4] Within a matter of seconds, users can pick up and drop off a router from a locker that is automatically assigned to them online. The locker is opened by tapping a QR code displayed on the screen of a user's smartphone.
*[5] The self-service kiosks feature multi-language support that is developed by the company. They have access to customers' usage patterns and requests (e.g., first time or tenth time using the service, previous requests made to call centers), which contributes to superior service.

Sales channels

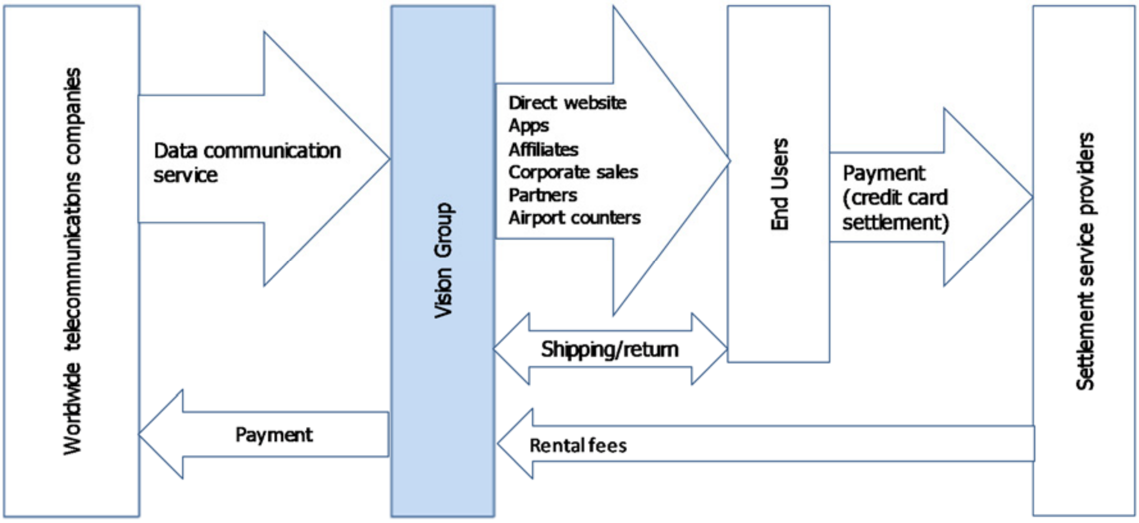
End users can apply to use the services through websites, apps, corporate sales, partners (companies that have concluded sales agent contracts or franchise contracts), and airport counters.

Global WiFi (NINJA WiFi®) sales channels

Sales channel	Overview
Direct websites	Apply for Global WiFi® on the internet. The application website attracts users through the company's homepage and web marketing through product specialist websites
Apps	Apply via the company's smartphone app downloaded by the end-user
Affiliates	Applications via websites operated by affiliates
Corporate sales	Ongoing applications for services by registered corporate users, such as government agencies, companies with frequent overseas travel and other corporate users. (Price discounts and corporate billing services available.)
Partners	Apply via partner companies (travel agents, insurance agents, credit card companies etc.), agents and franchisees
Airport counters	Apply at airport counters

Source: Shared Research based on company data

Service flows



Source: Shared Research based on company data

Information and Communications Service segment

Information and Communications Service (JPYmn)	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.	FY12/20 Est.
Sales	7,312	6,411	6,440	6,948	7,104	7,774	8,955	9,210
YoY	-	-12.3%	0.5%	7.9%	2.2%	9.4%	15.2%	2.8%
% of total sales	79.4%	62.9%	51.6%	46.8%	40.5%	36.2%	32.8%	29.3%
Operating profit	566	724	904	1,025	1,173	1,219	1,363	1,497
YoY	-	27.9%	24.8%	13.4%	14.4%	3.9%	11.9%	9.8%
OPM (excl. adjustments)	7.7%	11.3%	14.0%	14.7%	16.5%	15.7%	15.2%	16.3%
% of total OP (incl. adjustments)	151.3%	79.4%	60.8%	48.5%	44.0%	35.4%	31.0%	28.8%

Source: Shared Research based on company data

Segment overview

The Information and Communications Service segment accounts for 32.8% of sales and 31.0% of operating profit (FY12/19). It targets mainly startups and ventures as well as SMEs, and arranges telephone lines and other types of telecommunications services, mobile communication device sales, office equipment sales, and builds websites for its customers. The company and consolidated subsidiary Best Link are involved in this business.

Sales in the segment fell temporarily in FY12/14 as the company changed the weightings of products it handled. Due to a rising share of highly profitable products and increased productivity, profits have continued to rise.

Services and business model

Sales structure

As information and telecommunications technology continues to evolve, the segment makes use of web marketing activities as a tool to target startups and general corporations. The idea is to grasp customer needs to offer the best products and services at the optimal timing. The company also conducts door-to-door sales leveraging its headquarters, 12 sales offices across the country, and numerous partner corporations, which have given it a nationwide marketing presence.

Customers

Almost all of the segment’s customers are corporate clients. There are roughly over 30,000 new signups per year. Around 60% of these new contracts are with startups, which numbered 16,000 in FY12/19. According to Ministry of Justice statistics, 118,532 new companies were established in 2019. This means Vision does business with one out of every ten of the newly created companies every year. The company is focusing on capturing more startup clients. The aim is to increase the number and type of services it provides them as their business grows. Per the company, bankruptcies amongst startups are declining, and its clients tend to be particularly cost-conscious, so bankruptcy rates are lower than in the general market.

Revenue

Revenues in this segment can be broadly divided into sales revenue from selling devices and office equipment, fees from telcos and power companies for arranging services (one-time commissions, and monthly commissions or "stock incentives"), and revenue from office equipment maintenance services. When contracts are signed, revenue from devices and office equipment and one-time commissions are booked as sales; subsequent monthly revenues comprise the monthly stock incentives and office equipment maintenance revenues.

The company's business model entails setting low prices for devices and office equipment and collecting monthly revenues, to lighten the burden on startups. While the company has not disclosed details, we understand that monthly revenues such as monthly commissions ("stock incentives") and office equipment maintenance revenue significantly contribute to profits as the company's business model emphasizes continued business with its clients.

CoGS

Costs for signing up mobile phone subscribers include handset cost (no CoGS related to fixed-line telecommunications and electric power businesses). Costs for office equipment and security businesses include hardware and software, and outsourcing costs (commissions paid to sales agencies, etc.).

SG&A expenses

Typical SG&A expenses are personnel expenses, advertising and promotional spending, and rent for call centers and other facilities.

Subsegments

The revenue breakdown for subsegments in the Information and Communications Service segment are high for office equipment sales, mobile (cell phone) communications, and fixed telecommunications (landline) businesses, followed by the broadband (internet) business, and the internet media business (website development, etc.). Recently, the company has been adding new products to meet customer needs, such as the electric power service Haluene Denki (power sales agent).

Telecommunications access intermediary services

In this market, the company operates mobile, landline, and broadband businesses. It involves the sale of devices and obtaining network access (from telcos) for mobile phone, landline, and internet connections, as well as installations. Revenue comes from handset sales of landline and mobile phones (one-time revenue) and commissions for arranging network access (either one-time commissions when contracts are signed or monthly commissions*).

*Monthly commissions: Payable by the telco, and based on monthly payments made by the customer to telcos. When handsets are upgraded, the payment period is extended. When the customer cancels the contract, payments stop.

Office equipment sales and after-sales support

The office equipment sales business's main source of selling copy machines (one-time revenue), and providing after-sales services (monthly revenues). The company procures copiers from manufacturers, which it sells to customers. While some sales involve a single payment, they are typically five-year leases. For leasing sales, the company sells the copier to a leasing company and receives revenue. The customer signs a contract with the leasing company, as well as an after-sales service contract for the copier with Vision.

In addition to monthly base fees for using after-sales services, customers pay additional fees depending on frequency of use. The company sets copier prices low to reduce the burden on customers, and recoups revenues through after-sales service fees. As a result, revenue from copier sales comprises a substantial share of sales, but after-sales service revenues are a big contributor to profits.

Website services

The internet media business provides MORPH, a service which develops PC and smartphone compatible websites as its mainstay business. The company provides clients with the expertise it has built up operating its own websites to support their businesses. While the contribution to profits is small, this business helps stabilize customers' businesses, and contributes to expanding sales of Vision's other products. Initial fees for creating a website start from JPY100,000, with monthly charges starting from JPY50,000 (both as of December 2019 and excluding tax).

Key group companies

Group companies and business areas

Vision and group companies	Reporting segment	Sub segment	Business description
Vision Best Link Inc. Vision Mobile Korea Inc. Vision Mobile Hawaii Inc. Vision Mobile Taiwan Ltd. Vision Mobile Hong Kong Limited GLOBAL WIFI.COM PTE. LTD. GLOBAL WIFI.UK LTD Vision Mobile Shanghai Ltd. Global WiFi France SAS Vision Mobile Italia S.r.l. Vision Mobile USA CORP. (US; incorporated in California) Vision Mobile New Caledonia SAS	Global WiFi	Overseas business	Mobile WiFi router rental business. Access to overseas telco networks aimed at travelers from Japan to overseas and overseas-to-overseas travelers.
		Domestic business	Mobile WiFi router rental business. Access to domestic telco networks aimed at travelers from overseas to Japan and domestic tourists and business travelers.
Vision Members Net Inc.	Information and Communications Service	Fixed telecommunications business	Arranges access to Softbank's Otoku Line landline services
Vision		Mobile telecommunications business	Arranges sale of Softbank's mobile handsets and access to mobile phone services
Vision Best Link Inc. Member Net Inc.		Broadband business	Arranges access to broadband services such as FLET'S, offered by Nippon Telegraph and Telephone East Corporation (NTT East) and Nippon Telegraph and Telephone West Corporation (NTT West).
Vision Alpha Techno Inc. BOS Inc.		Office equipment sales	Sales of MFPs*, business phones and UTM** devices primarily from Canon
Vision		Internet media business	Sales of advertising materials (website development) on the internet
Vision Vision Ad Inc. Vision Digital Marketing Inc.	Other		Media business. Agent for ASKUL Corp.'s ASKUL telecommunication sales business

Source: Shared Research based on company data
Note: Vision Vietnam One Member Limited Liability Company is involved in systems development and database construction for the company.
Note: Sales from other segments comprise less than 1% of the total, so are not included above.

*MFP (multifunction printer): umbrella term for digital copier or laser facsimile, with several functions such as copying, printing, facsimile and scanning
** UTM (Unified Threat Management): security measure available to companies, whereby one security device has multiple functions and whose use enables all-inclusive, integrated solutions. Security devices used for these purposes are known as UTM devices

Profitability analysis

Profit margins (JPYmn)	FY12/11 Par.	FY12/12 Par.	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.
Sales	6,999	6,527	9,204	10,185	12,485	14,844	17,555	21,504	27,318
Cost of sales			4,005	4,533	5,575	6,221	7,394	8,854	11,628
Cost ratio			43.5%	44.5%	44.7%	41.9%	42.1%	41.2%	42.6%
Gross profit			5,199	5,652	6,910	8,622	10,161	12,650	15,690
GPM			56.5%	55.5%	55.3%	58.1%	57.9%	58.8%	57.4%
SG&A expenses			5,189	5,366	6,105	7,332	8,372	10,166	12,365
SG&A ratio			56.4%	52.7%	48.9%	49.4%	47.7%	47.3%	45.3%
Operating profit			10	286	805	1,290	1,789	2,484	3,325
OPM			0.1%	2.8%	6.4%	8.7%	10.2%	11.6%	12.2%
EBITDA			117	423	984	1,608	2,267	2,491	3,325
EBITDA margin			1.3%	4.2%	7.9%	10.8%	12.9%	11.6%	12.2%
Net margin	0.0%	-	0.8%	2.7%	4.7%	5.5%	6.9%	7.1%	8.1%
Financial ratios									
ROA (RP-based)	2.0%	9.1%	0.9%	8.5%	13.0%	14.1%	16.8%	20.0%	23.4%
ROE	0.1%	-	5.0%	15.8%	13.9%	11.8%	15.2%	16.7%	21.5%
Total asset turnover	2.45	2.09	2.64	2.68	2.01	1.61	1.64	1.72	1.90
Working capital (JPY'000)			555	470	649	704	745	1,167	1,156
Current ratio			150.9%	145.8%	366.7%	312.7%	310.7%	278.9%	279.3%
Quick ratio			120.7%	129.9%	344.6%	289.5%	268.3%	255.0%	255.3%
OCF / Current liabilities			0.17	0.29	0.41	0.65	0.59	0.00	0.00
Net debt / Equity			-	-	-	-	-	-	-
OCF / Total liabilities			0.15	0.27	0.39	0.57	0.56	0.00	0.00
Change in working capital			555	-85	179	55	41	422	-10

Source: Shared Research based on company data
Note: Figures may not match company numbers due to differences in rounding methods.
Note: Debt ratios calculated based on net debt.

Cost structure

The company has been posting double-digit sales increases since FY12/13 after launching the Global WiFi business (mobile WiFi router rental services). The CoGS ratio rose slowly between FY12/13 and FY12/15, but has been stable at around 42% since FY12/16. The SG&A expense ratio has also been declining steadily due in part to implementation of web-based efficient marketing and improved operations as it improves the efficiency of device delivery (Smart Pickup, Smart Entry, Smart Check) and establishes a system that manages SIMs in the cloud in its Global WiFi business. The SG&A expense ratio was 45.3% in FY12/19, 11.1pp lower than in FY12/13.

Cost structure (JPYmn)	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.
Sales	9,204	10,185	12,485	14,844	17,555	21,504	27,318
Cost of sales	4,005	4,533	5,575	6,221	7,394	8,854	11,628
Cost ratio	43.5%	44.5%	44.7%	41.9%	42.1%	41.2%	42.6%
SG&A expenses	5,189	5,366	6,105	7,332	8,372	10,166	12,365
SG&A ratio	56.4%	52.7%	48.9%	49.4%	47.7%	47.3%	45.3%
Personnel expenses	1,300	1,436	1,577	1,810	1,999	2,196	
Promotion expenses	1,150	782	873	983	1,131	1,681	
Commission fee	-	498	673	839	1,062	1,625	
Provisions for doubtful accounts	47	27	21	22	34	51	
Provision for bonuses	19	21	77	161	210	225	
Others	2,673	2,602	2,884	3,518	3,937	4,389	
Operating profit	10	286	805	1,290	1,789	2,484	3,325
OPM	0.1%	2.8%	6.4%	8.7%	10.2%	11.6%	12.2%

Source: Shared Research based on company data
Note: Figures may not match company numbers due to differences in rounding methods.

Market and value chain

Market overview

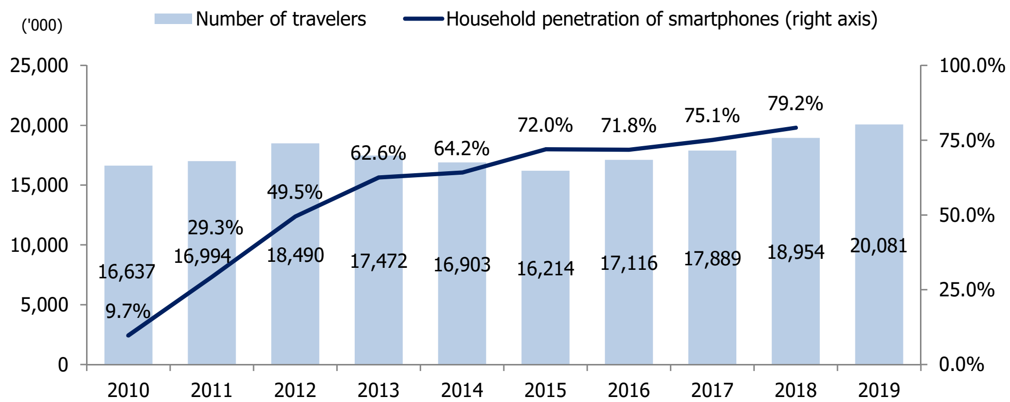
The company receives fees from outbound (from Japan to overseas), inbound (from overseas to Japan) and overseas-to-overseas (travelers from a region where the company has an office to other countries abroad) travelers in its Global WiFi business. Startups are the main target of the Information and Communications Service business.

The company said that in the Global WiFi business the key indicators are foreign and domestic traveler numbers, and in the Information and Communications Service business, the number of companies established.

Japanese travelers abroad

- From 2010 through 2015, the number of Japanese travelers abroad was influenced by various external factors: the Tohoku earthquake in 2011, yen strength in 2012, and yen weakness in 2013. Since bottoming out at 16.2mn in 2015, the number of Japanese travelers going overseas has been rising.
- According to statistics compiled by the Japan National Tourist Organization (JNTO), the number of Japanese travelers going overseas hit 20,081,000 in 2019, up 5.9% over the previous year and the highest figure recorded for two years running since record-keeping began back in 1964. The previous record was 18,490,000 set in 2012, when the number of overseas travelers jumped sharply. The rise in overseas travel is attributed to a number of factors, including strong corporate earnings that permitted more overseas business travel and promotion of work style reform that increased the amount of leisure time and led to more individuals traveling overseas as well.
- Notwithstanding, the rate of smartphone ownership is expected to continue rising steadily in 2018. As shown in the graph below, the household penetration rate for smartphone in Japan was stuck around 72% through 2016 then jumped to 79.2% in 2018.

Japanese travelers abroad and smartphone penetration



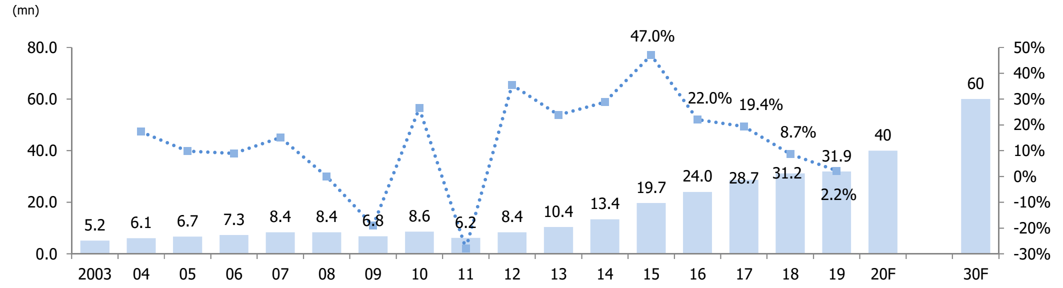
Source: Shared Research based on JNTO materials, and Ministry of Internal Affairs and Communications, 2016 Communications Usage Trend Survey (released June 8, 2017)

Number of overseas travelers to Japan

- The number of foreign visitors to Japan in 2019 was 31.9mn (+2.2% YoY). The increase comes even as a series of natural disasters worked to hold down the number of travelers coming to Japan during part of the year, as by the end of the year the numbers had bounced back. The number of foreign visitors has now increased for eight consecutive years starting in 2011, and in 2019 reached the highest level it has ever been since the Japan National Tourist Organization (JNTO) started tracking foreign visitor numbers in 1964.
- With the Summer Olympics due to be held in Tokyo in 2020, both the public and private sector have been expanding measures to attract overseas visitors to Japan.

▷ The government has stated a goal of attracting 40mn overseas travelers to Japan in 2020 and 60mn in 2030.

Foreign visitors to Japan



Source: Shared Research based on Japan National Tourist Organization (JNTO) materials and the Japanese government's Council for the Development of a Tourism Vision to Support the Future of Japan meeting (held in March 2016)

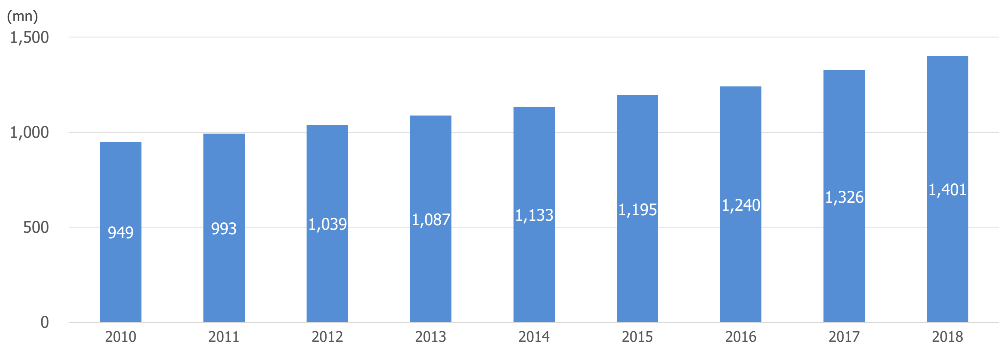
Global tourism numbers

▷ According to the United Nations World Tourism Organization (UNWTO), the number of travelers between countries is rising globally, and in 2018 represented a substantial market of over 11.4bn persons. The UNWTO forecasts that this figure will increase to 18.0bn persons in 2030.

▷ Although it currently does not cover parts of Africa, the company's Global WiFi service can be used in over 200 regions worldwide, so if it opens an office in a given region, it already has the base to meet demand of that area.

▷ In addition to its current market expansion in Asia (Taiwan and South Korea), Vision aims to continue expanding its presence by increasing the number of local bases beyond North America and other locations with many overseas travelers, to capture burgeoning demand.

International tourist arrivals



Source: Shared Research based on UNWTO and other materials

Number of registered companies

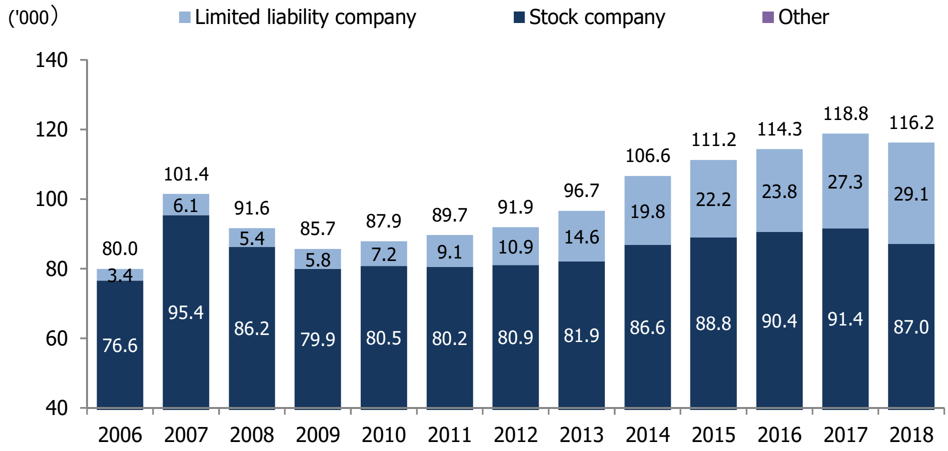
▷ According to Ministry of Justice figures, the number of companies being established in Japan has been on a rising trend since 2009. In 2018, 116,208 companies were established (86,993 joint stock companies and 29,076 limited lability* companies). Compared to 2009, when the number bottomed, the number of registered companies increased 1.36x (1.09x for joint stock companies and 5.04x for limited liability and other types of companies).

▷ Vision said that its main targets in the Information and Communications Service business are startup companies, because startups need more information and communications services as their business grows. Vision aims to maximize profits by offering low-priced telecommunications services including pre-owned equipment in the initial stages, and subsequently providing various additional services as the startup grows.

▷ The company figures that it does business with one out of every ten of the new companies started each year.

*A new company format established in the 2006 corporate law revisions. The key advantages versus joint stock companies and individually owned businesses are low setup costs and limited liability. As a result, the number of small startups and SMEs has been on a rising trend.

Company registrations



Source: Shared Research based on Ministry of Justice materials

Competition

Global WiFi

Operators involved in mobile WiFi router services for the outbound market similar to Vision include Telecom Square, Inc. (not listed) and XCom Global (formerly Inter Communications, not listed). In the past, competitors oftentimes procured networks through intermediaries. In contrast, Vision has been—and prioritizes—directly negotiating with local telcos to procure network access since it first started its business. The company says that this gives it an advantage over its two competitors, as it purchases network access based on its own terms, allowing the company to control costs and develop original services such as large-volume plans. Vision's sales are higher despite being a late entrant. In FY12/15, Vision's Global WiFi segment sales were over 1.6x sales of its two main competitors, giving it clout to negotiate prices. Other competition is primarily roaming services offered by major telcos, but Vision's prices are roughly one third of these services.

Free WiFi hotspots also compete, but Vision's advantages are broad coverage and connectivity on the go. Further, there is no hacking risk due to the way it is set up, and having highly secure connections helps capture the corporate user market.

Comparison of major mobile internet services

Connection methodology	Price	Service area	Communication speed	Management	Security
Free WiFi hotspots	Good	Poor	Average	Good	Poor
	Security concerns. Usable in limited areas, and slow speeds in some places.				
International roaming (overseas packet)	Poor	Average	Average	Good	Good
	Pricey (JPY980–2,980) and quality can be patchy. Risk of usurious charges.				
SIM (local procurement)	Average	Average	Good	Poor	Good
	Knowledge needed to purchase locally. Operation complex with regular recharges necessary on cheap plans.				
Global WiFi® (NINJA WiFi®)	Good	Good	Good	Good	Good
	Procures quality network access in collaboration with local telcos as a rule. This means low prices and fastest local service speeds. Mobile WiFi routers already set up, so use is simple and no trouble to operate.				

Source: Shared Research based on company data

Information and Communications Service

There are many companies involved in selling telecommunications access and office equipment. Some of the majors are Otsuka Corp. (TSE1: 4768) and Hikari Tsushin (TSE1: 9435). However, Otsuka Corp. targets major corporations while Hikari Tsushin covers a broad range of customers including individuals. Vision differentiates itself by targeting startups.

Strengths and weaknesses

Strengths

- **Niche market focus:** The company operates two key businesses: the Global WiFi business, which rents WiFi routers, and the Information and Communication Service business, which sells office equipment and provides IT and communications services. In the Global WiFi business, the company possesses more than 50% share of the market, boasting an advantage by procuring communication lines with the support of scale merit. In the Information and Communication Service business, the company is cultivating its key customer base among newly established companies and SMEs. This is a distinctly different segment than the large corporations targeted by major competitors. Because Vision's customers are startups and SMEs, sales of a single product to any one customer are low. However, by selling multiple additional services to customers as they grow, Vision has been able to increase revenue per customer. Startups and SMEs are attracted by the low initial setup costs, enabling Vision to expand its customer base and achieve stable growth.
- **Highly efficient sales model using Web marketing:** The company conducts sales visits focusing on customers that have demonstrated interest. In 2003, it gradually shifted from telemarketing-focused sales to utilization of web marketing, and has been able to conduct efficient sales activities to potential customers who make enquiries from the website. Customers acquired from websites tend to be more active and have a strong propensity to contract, which has increased the contract rate. (For example, copier sales per employee are roughly 3x the industry average). This leads to a virtuous cycle of reduced employee turnover and accumulated sales knowledge by marketing staff. The company's concierge operations (CLT) for continuing business with existing customers and the sales team's ability to create demand for other products lead to effective upselling and cross-selling.
- **Direct network access allows provision of high-quality internet service at low prices:** In the Global WiFi business, the company offers unique low cost and high quality (faster and more data) telecommunications services compared to competitors. This is because Vision has been procuring mobile network access directly from major telcos in Japan and abroad since the inception of its business, while competitors often purchased networks through intermediaries. In order to distinguish itself from companies who entered the business before it, Vision negotiates directly with telcos to expand its services and lower costs. To achieve this, the company has been establishing local subsidiaries to acquire telecom business permits in different countries. The company also benefits from having the leading market share and purchasing clout. This is partly because Vision used cash flow from its Information and Communications Service business to help it get the Global WiFi business up and running in a short period of time.

Weaknesses

- **Limited time to prove itself to clients:** The company is cultivating its key customer base among startups and SMEs. This is a distinctly different segment than customers targeted by major competitors (large corporations). The company's core strategy in the Information and Communications Service business is to focus on startups, and as these companies grow, increase the number of provided services. However, Vision will ultimately have to compete in the same arena as major rivals as startups grow into medium and large companies. The company aims to maintain continuous customer contact through CRM initiatives, primarily through the efforts of its Customer Loyalty Team (CLT), a concierge for customers.
- **Relationships with telcos in the Information and Communications Service business:** Vision receives commissions as compensation for its work as an agent arranging telecoms services provided by telcos. However, commission terms are changing as this market matures. Telcos' management policies could change, and they may make major changes to their terms. In such a case, the company would be unable to avoid an impact on its earnings and finances. For this reason, Vision is working to expand its range of products, including proprietary products, and improve marketing efficiency.

Historical performance and financial statements

Historical performance

1H FY12/20 results (out August 17, 2020)

Summary

- ▷ Sales: JPY9.6bn (-25.6% YoY)
- ▷ Operating loss: JPY15mn (versus operating profit of JPY1.7bn in 1H FY12/19)
- ▷ Recurring profit: JPY67mn (-96.0% YoY)
- ▷ Net loss*: JPY1.4bn (versus net income of JPY1.1bn in 1H FY12/19)

*Net income/loss attributable to owners of the parent

- ▷ Sales down 25.6% YoY: Sales declined 43.3% YoY in the Global WiFi business. Due to the COVID-19 outbreak there were basically no outbound or inbound rentals in Q2 (April–June), but the number of domestic rentals increased on an improvement in WiFi demand. Sales in the Information and Communications Service business increased 0.2% YoY. Sales were favorable in cost-saving products and mobile communications equipment, including equipment used for teleworking. However, office equipment sales were up just slightly YoY, due to a temporary halt to new contracts and potential leasing customer assessments (the company ceased conducting customer assessments amid calls for self-restraint).
- ▷ Operating loss of JPY15mn: The Global WiFi business posted a segment loss of JPY21mn (versus segment profit of JPY1.6bn in 1H FY12/19). Operating profit fell 1.8% YoY in the Information and Communications Service business. GPM declined 7.8pp YoY to 50.1% while the SG&A-to-sales ratio rose 5.3pp YoY to 50.2%, resulting in an operating loss of JPY15mn (OPM of 13.1% in 1H FY12/19). In the Global WiFi business, the cost ratio increased as sales fell. The cost ratio also increased in the Information and Communications Service business, where the increase in mobile phone sales contributed to a higher sales ratio of products incurring purchasing costs. Despite lower SG&A expenses on the review and reduction of various costs, lower sales resulted in the SG&A-to-sales ratio moving higher. Still, in the Global WiFi business the company managed to reduce its cost of sales and SG&A expenses from a combined total of JPY1.2bn in the month of February 2020 to JPY545mn in June 2020. As detailed below, depreciation will decline going forward due to the impairment losses booked in Q2.
- ▷ Recurring profit down 96.0% YoY: The company booked JPY74mn in subsidy income. It booked JPY20mn in share buyback expenses in 1H FY12/19 but just JPY1mn in 1H FY12/20.
- ▷ Net loss attributable to owners of the parent of JPY1.4bn: The company booked impairment losses of JPY1.4bn as it reduced the recoverable amount on assets where it was unlikely to recoup its investment due to lower margins to their recoverable value on its books (detailed discussion follows).
- ▷ Full-year company forecast: On May 12, 2020, when it announced Q1 FY12/20 results, Vision left its 1H and full-year FY12/20 forecasts “undetermined,” citing mounting difficulty in forecasting the future business environment. It, however, announced full-year forecast with the 1H results announcement on August 17, 2020. The company forecast for FY12/20 calls for sales of JPY16.7bn (-38.9% YoY), an operating loss of JPY320mn (operating profit of JPY3.3bn in FY12/19), a recurring loss of JPY213mn (recurring profit of JPY3.4bn), and a net loss attributable to owners of the parent of JPY1.6bn (net income of JPY2.2bn). The company assumes that due to the COVID-19 pandemic, the steep decline in overseas travel numbers (both outbound and inbound) is likely to persist beyond FY12/20, and that there will not be social restrictions such as a second emergency declaration in Japan.

▷ Company growth strategy to address mid-pandemic and post-pandemic challenges: With the number of overseas travelers down sharply, rentals to both inbound and outbound travelers at the company's Global WiFi business were severely depressed. Vision has worked to minimize the hit to earnings on this front by temporarily shrinking its rental business directed at international travelers and focused instead on expanding its domestic WiFi rental business. At the same time, it is working to reduce costs, by cutting communications costs by switching to pay-as-you-go contracts, reducing the use of contractors at airports and for logistics functions, and relocating excess staff to areas where demand is expected to grow in the future. These efforts to bring the Global WiFi business back into the black as quickly as possible have thus far reduced monthly operating losses from the peak of JPY182mn in April 2020 to JPY88mn in June, with the company expecting its depreciation burden to be lower in the months ahead following the impairment losses booked in Q2 FY12/20. The company aims to accelerate growth at its Information and Communications Service business, a growing business that has been a stable source of earnings. Having largely finished putting in place the loss-reduction measures by the end of Q2, Vision is switching from playing defense and to playing offense in Q3 by returning its focus to new earnings growth opportunities. Toward this end, the company is planning various new investments and intends to make maximum use of the experience and the expertise it has built up over the 25 years since its founding, including its three-legged team approach to winning new customers (online marketing, sales, and customer loyalty team), cross-marketing between its businesses, and pursuing business models designed to create recurring revenue streams.

Impairment losses

▷ In Q2, the company booked an extraordinary loss of JPY1.4bn to cover impairment losses booked in connection with reductions in its estimates for the recoverable amount of assets (including goodwill) in those cases where it determined that it was unlikely to recoup the value of assets carried on its books. Impairment losses by segment are as shown below.
- ➢ Global WiFi: JPY1.2bn for WiFi routers, options, software, and equipment. The routers used by the Global WiFi business are normally depreciated over two years, but the company decided to write off all the remaining depreciation in a single charge; this did not result in any cash outflow.
- ➢ Other segment: JPY186mn for write-down of assets related to its chauffeur-driven car sharing service

Solid financial position

▷ After some financing initiatives, the company effectively had cash on hand of about JPY9.0bn (cash and deposits of JPY5.7bn at end-June 2020, established commitment lines of JPY3.0bn as of May 2020, and overdraft facility of JPY250mn).

▷ Assuming the company did draw down the entire amount of its commitment lines and overdraft, it would still be in a sound financial position, with an equity ratio of about 60% (based on consolidated balance sheet as of end-1H FY12/20). The equity ratio as of end-1H FY12/20 was 78.4%.

Global WiFi

▷ 1H FY12/20 segment sales were JPY4.6bn (-43.4% YoY) and segment loss was JPY20mn (segment profit of JPY1.6bn in 1H FY12/19).

▷ The increase in COVID-19 infections resulted in many countries, including Japan, issuing restrictions on overseas travel as well as stay-at-home directives, which contributed to a global slump in travel-related demand. According to the Japan National Tourism Organization (JNTO) data, the number of Japanese travelling abroad fell 68.7% YoY in the January–June 2020 period (corresponding to the company's 1H FY12/20), while the number of overseas visitors to Japan fell 76.3% YoY.

- Amid such an environment, new applications dropped sharply in February 2020, majority of existing applications were cancelled, and overseas subsidiaries were forced to suspend operations by local governments, all of which contributed to both sales and profit in the business declining.
- The company worked to minimize the hit to earnings by temporarily shrinking its rental business directed at outbound and inbound travelers and focusing instead on expanding its domestic WiFi rental business. At the same time, it worked to reduce costs, by cutting communications costs by switching to pay-as-you-go contracts with no base charges, reducing the use of contractors at airports and for logistics functions, and relocating excess staff to areas where demand is expected to grow in the future.
  - In the Global WiFi business, the company managed to reduce its cost of sales and SG&A expenses from a combined total of JPY1.2bn in the peak month of February 2020 to JPY545mn in June 2020. (The February figure of JPY1.2bn represents the sum of JPY313mn in cost of sales, JPY271mn in international communications costs, and JPY572mn in SG&A expenses. The June figure of JPY545mn represents the sum of JPY223mn in cost of sales, JPY7mn in international communications costs, and JPY314mn in SG&A expenses.)
  - Although some of the communications costs the Global WiFi business incurs are fixed, such as SIM cards, the company managed to get the fixed costs associated with overseas SIM cards down to around JPY4mn a month (having eliminated fixed costs for SIM cards that were temporarily suspended). As a result, monthly international communications costs fell from JPY271mn in February 2020 to JPY7mn in June 2020.
  - In the Global WiFi business, monthly operating losses narrowed from JPY182mn in April 2020 to JPY88mn in June 2020. Depreciation will decline going forward due to the impairment losses booked in Q2.
- The domestic WiFi rental business saw 1H sales set a new record high. The sales growth was aided by growing demand for communications in Japan as more companies moved to remote-work arrangements to ensure the health and safety of their employees due in part to government guidelines, as well as a pickup in use of online learning at schools in conjunction with the rollout of the government's GIGA school program.

Attributes of outbound customers in 1H FY12/20

- Individuals vs. corporate users: In 1H FY12/20, individual users accounted for 67.3% of rentals (versus 65.9% in 1H FY12/19) and corporate users 32.7% (34.1%). In terms of revenue generated, individual users accounted for 58.7% (57.1%) and corporate users 41.3% (42.9%). In Q2 FY12/20 (April–June 2020), individual users accounted for 13.4% of rentals (versus 62.8% in Q2 FY12/19) and corporate users 86.6% (37.2%). In terms of revenue generated, in Q2 individual users accounted for 23.0% (53.5%) and corporate users 77.0% (46.5%). In Q2, the percentage of corporate users grew both in rentals and revenue generated.
- New users vs. repeat users: In 1H FY12/20, new users accounted for 46.9% of rentals (versus 53.9% in 1H FY12/19) and repeat users 53.1% (46.1%). In terms of revenue generated, new users accounted for 49.2% (52.6%) and repeat users 50.8% (47.4%). In Q2 FY12/20 (April–June 2020), new users accounted for 21.6% of rentals (versus 56.8% in Q2 FY12/19) and repeat users 78.4% (43.2%). In terms of revenue generated, in Q2 new users accounted for 41.2% (55.4%) and repeat users 58.8% (44.6%). In Q2, the percentage of repeat users increased both in rentals and revenue generated.

Information and Communications Service

- Segment sales (external sales) were JPY4.5bn (+0.2 YoY) and segment profit was JPY817mn (-1.8% YoY).
- The main activities in this business are for arranging landline, mobile, and broadband telecommunications services, selling and leasing office equipment, and building websites for startups and SMEs.

- Vision makes cross-selling and upselling proposals suited to the growth stages and needs of its key target customers (startups and venture firms). The company worked to offset business opportunity losses caused by stay-at-home requests by shifting to video conferencing instead of visiting clients and gradually incorporating teleworking into its marketing activities and responses to web-based inquiries.
- Amid an increase in the number of companies embracing telework, there were strong sales of cost-cutting and teleworking merchandise driven by higher demand for mobile communications equipment and broadband. Earnings were also underpinned by increases in SaaS products, including its Vision Workflow System (VWS) series, its JANDI social media tool for businesses, its “meet in” online conferencing and online sales meeting service, and its “tele receptionist” telephone answering service. However, segment sales were up only 0.2% YoY, due to a temporary halt to new contracts and potential leasing customer assessments for office equipment sales (the company ceased conducting customer assessments amid calls for self-restraint).
- Segment profit finished down 1.8% YoY. The company managed to lower cost of sales by moving more equipment installation and website production work in-house and curtailed non-urgent and unnecessary spending. However, this was not enough to offset the impact of rising cost ratio caused by a growth in mobile phone sales (as purchases of products, which incur purchasing costs, increased as a percent of sales).

Q1 FY12/20 results (out May 12, 2020)

Overview

- Sales: JPY6.0bn (-7.4% YoY)
- Operating profit: JPY448mn (-50.2% YoY)
- Recurring profit: JPY496mn (-49.4% YoY)
- Net income*: JPY116mn (-82.6% YoY)

*Net income attributable to owners of the parent

- Sales down 7.4% YoY: Sales decline 17.9% YoY in the Global WiFi business. While the COVID-19 outbreak contributed to a sharp drop in the number of outbound and inbound rentals from mid-February, the number of domestic rentals increased on an improvement in WiFi demand. Sales in the Information and Communications Service business increased 9.3% YoY. Cross-selling and upselling remained firm. Sales were also favorable in cost-saving materials and mobile communications equipment, including equipment used for teleworking.
- Operating profit down 50.2% YoY: Operating profit fell 62.5% YoY in the Global WiFi business, but improved 7.3% YoY in the Information and Communications Service business. GPM declined 4.4pp YoY to 54.3% while the SG&A-to-sales ratio rose 2.6pp YoY to 46.2%, resulting in OPM falling 7.0% YoY to 8.1%. In the Global WiFi business, the cost ratio increased as sales fell. The cost ratio also increased in the Information and Communications Service business, where the increase in mobile phone sales contributed to an increased sales ratio for products incurring purchasing costs. Despite lower SG&A expenses on the review and reduction of various costs, reduced sales resulted in the SG&A-to-sales ratio moving higher.
- Revision to earnings forecast: When announcing Q1 FY12/20 results on May 12, 2020, the company revised its 1H and full-year forecasts to “undetermined” in light of the increased difficulty of reasonably forecasting operating conditions moving forward*.
- COVID-19 impact and countermeasures: The decrease in overseas travelers contributed to a sharp decline in the number of rentals in the Global WiFi business. While suffering from sluggish volume in the outbound and inbound rentals business, the company is seeking to minimize the impact by temporarily shrinking the business and reducing costs, including by restraining

communications costs through the use of pay-as-you-go contracts and reducing airport and logistics outsourcing. The company is also relocating excess staff to areas expected to show favorable demand going forward. Nevertheless, it appears possible that the impact of Japanese government's declaration of a state of emergency on business activity could extend through and beyond Q2 (the company's response to the COVID-19 pandemic is detailed in the FY12/20 company forecast section).

Revised 1H FY12/20 forecast (out May 12, 2020)

Sales:	Undetermined (previous forecast was JPY15.1bn)
Operating profit:	Undetermined (JPY1.9bn)
Recurring profit:	Undetermined (JPY1.9bn)
Net income*:	Undetermined (JPY1.3bn)

*Net income attributable to owners of the parent

Revised FY12/20 full-year forecast (out May 12, 2020)

Sales:	Undetermined (previous target was JPY31.4bn)
Operating profit:	Undetermined (JPY4.0bn)
Recurring profit:	Undetermined (JPY4.0bn)
Net income*:	Undetermined (JPY2.7bn)

*Net income attributable to owners of the parent

Reasons for the revisions

- When announcing its earnings forecast on February 12, 2020, Vision did not include the expected impact from the spread of COVID-19, as uncertainty over when domestic and overseas infections would slow made it difficult for the company to reasonably calculate the impact on earnings.
- The company believes the spread of the COVID-19 is likely to continue to have an impact its businesses throughout FY12/20. Moreover, amid ongoing uncertainty over when the number of infections will decline in Japan, the company believes the impact on corporate operations and the number of overseas travelers is likely to extend beyond FY12/20.
- With the goal of minimizing the impact from such an environment, the company is implementing a variety of measures, including promoting the flexible transfer of personnel, converting fixed costs to variable costs, and reducing costs. That said, the company revised its earnings forecast to “undetermined” in light of the increased difficulty of forecasting operating conditions moving forward. The company indicated that it would announce earnings forecast once there were signs that conditions were settling and reasonable forecast could be made.

Global WiFi

- Q1 FY12/20 segment sales were JPY3.3bn (-17.9% YoY) and segment profit was JPY326mn (-62.5% YoY).
- The increase in COVID-19 infections resulted in many countries, including Japan, issuing restrictions on overseas travel as well as stay-at-home directives, which contributed to a global slump in travel-related demand. According to the Japan National Tourism Organization (JNTO) data, the number of Japanese in Q1 travelling abroad fell 39.6% YoY, while the number of overseas visitors to Japan fell 51.1% YoY.
- Amid such an environment, new applications dropped sharply in February 2020, majority of existing applications were cancelled, and overseas subsidiaries were forced to suspend operations by local governments, all of which contributed to both sales and profit in the business declining.
- The company is seeking to minimize the impact by temporarily shrinking the outbound and inbound rentals business and reducing costs, including by restraining communications costs through the use of pay-as-you-go contracts and reducing airport and logistics outsourcing. The company is also relocating excess staff to areas expected to show favorable demand moving forward.
- On the other hand, there are an increasing number of companies heeding government requests and introducing telework in order to ensure the safety of their employees and prevent the further spread of COVID-19. This has contributed to an increase in telecommunications-related demand in Japan and a sharp expansion in sales in the domestic WiFi rental business.

Information and Communications Service

- Segment sales were JPY2.5bn (+9.3% YoY) and segment profit was JPY517mn (+7.3% YoY).
- The main activities in this business are for arranging landline, mobile, and broadband telecommunications services, selling and leasing office equipment, and building websites for startups and SMEs.

- Vision makes cross-selling and upselling proposals suited to the growth stages and needs of its key target customers (startups and venture firms). The company worked to offset business opportunity losses caused by stay-at-home requests by shifting to video conferencing instead of visiting clients and gradually incorporating teleworking into its marketing activities and responses to web-based inquiries.
- Amid an increase in the number of companies embracing telework, the business saw sales and profit improve on enhanced mobile communications equipment and broadband demand, as well as cost reductions in line with the in-house handling of office equipment installation work and website production, and curtailment of non-urgent and unnecessary spending.

Topics

- Decision to sell off the ProDrivers business and the recording of impairment loss: In March 2020, the company decided to sell off the ProDrivers business by changing the way it runs the business from employing its own chauffeurs and owning its own vehicles, to sending customers to its tie-up partners. Vision says it has not yet transferred the business, nor has it decided to whom it will transfer the business (it says there are several interested parties). In Q1, the company recorded impairment losses of JPY186mn associated with its decision to transfer the ProDrivers business.
- Stock repurchase: Based on a resolution at a Board of Directors meeting held on February 21, 2020, the company bought back 909,000 shares of its stock via market tender offer. As a result, during Q1, treasury stock increased by JPY986mn and totaled JPY2.4bn at end-Q1.

Full-year FY12/19 results (out February 12, 2020)

Overview

- Sales: JPY27.3bn (+27.0% YoY)
- Operating profit: JPY3.3bn (+33.8% YoY)
- Recurring profit: JPY3.4bn (+34.4% YoY)
- Net income*: JPY2.2bn (+45.6% YoY)

*Net income attributable to owners of the parent

- The company posted record sales and profits at all levels in FY12/19.
- Against its full-year FY12/19 forecast, progress rates in FY12/19 were 105.9% for sales, 101.9% for operating profit, 103.4% for recurring profit and 105.2% for net income attributable to owners of the parent. Sales and profits were ahead of the company's plan.
- Sales up 27.0% YoY: The Global WiFi business generated 31.3% YoY sales growth on an increase in the number of rentals and higher ARPU due to rising demand for the Global WiFi Unlimited Plan. The Information and Communications Service business also posted a solid 15.2% sales increase with ongoing contributions from cross-selling and upselling.
- Operating profit up 33.8% YoY: Despite sustained efforts to improve cost efficiency, GPM declined 1.4 pp YoY to 57.4% reflecting changes in the service mix in Information and Communications and driver labor costs associated with the launch of ProDrivers. The SG&A-to-sales ratio fell 2.0pp YoY to 45.3% thanks to enhanced operational efficiency through the utilization of artificial intelligence (AI) and robot process automation (RPA). OPM rose 0.6pp YoY to 12.2%.

Global WiFi

- FY12/19 segment sales were JPY17.7bn (+31.3% YoY) and segment profit was JPY3.3bn (+36.8% YoY).

- In terms of the number of foreigners visiting Japan, there was strong growth in East Asia as airline seating capacity increased. The number of Japanese traveling overseas was up every month in 2019 apart from November, with the total for 2019 rising 5.9% to 20.1mn (over 20mn for the first time) (source: Japan National Tourism Organization [JNTO]). The number of foreign visitors to Japan also rose to a record high 31.9mn (+2.2%), marking the seventh consecutive record high since 2013. Visitors from China passed 9.5 million (a record number for a single country); UK visitors grew more than 80% in September and October 2019 during the Rugby World Cup and exceeded 400,000 for the first time.
- Orders grew steadily against the backdrop of the strong travel market (rentals were up 26.8% YoY to 2,830,000 in FY12/19). As well, the newly launched unlimited traffic plan sold well and boosted ARPU, resulting in higher sales and profits. The price of the unlimited traffic plan charges is 2–3x the price of standard plans, eliminating the pattern of the faster rate of increase of individual users (whose ARPU is lower than that of corporate users) lowering overall ARPU.

Customer attributes in FY12/19

- Individual users accounted for 63.1% of rentals (62.6% in FY12/18), and corporate users accounted for 36.9% (37.4%). In terms of monetary value generated, individual users accounted for 54.2% (53.6%), and corporate users accounted for 45.8% (46.4%).
    - On a cumulative basis, individual customers accounted for higher percentages of both rentals and monetary value generated YoY.
    - In Q4 (October–December 2019), corporate customers accounted for a higher percentage of both rentals and monetary value generated YoY (+3.0pp YoY in terms of rentals and +3.5pp YoY in terms of monetary value generated). The company encouraged continued corporate use through “GLOBAL WiFi for Biz,” a model through which devices are permanently kept at offices (enabling constant availability without the need for rental agreement procedures for each use). This has also led to a reduction in operational costs.
- New users accounted for 44.7% of rentals (45.6% in FY12/18) and repeat users accounted for 55.3% (54.4%). In terms of monetary value generated, new users accounted for 46.4% (46.4%) and repeat users for 53.6% (53.6%).

Details of initiatives and investment

- Vision boosted ARPU through the popularity of its unlimited data plan, especially among corporate users.
- The company began offering rentals and, on an OEM basis, supplying GW01, a cloud-compatible smartphone-type WiFi router (reduced thickness from previous models by 59%, weight by 25%). By integrating the Smart Check QR code reception counter system with Cloud WiFi and the customer database, the company has made it possible for customers to apply for routers right up to the departure of their aircraft.
- Unmanned shops using QR-code activated Smart Pickup lockers increase the accessibility of routers.
- The company selected Alice Hirose, an actress popular across all age groups, as the brand image character to convey the message that Global WiFi is simple and safe to use. The company ran a diverse promotional campaign with TV commercials, a dedicated website, giveaways, and instore panels.
- To improve back-end efficiency without raising personnel expenses, the company set up a handset return center in Ome, Tokyo in September 2019, which became fully operational in December 2019. As of end December 2019, the facility could process more than 10,000 returned devices to prepare for shipment and charge 1,800 WiFi routers. The company has planned and developed its own equipment and systems for the facility, such as conductivity testers for power cables and battery chargers. This has allowed the company to improve the capability to fulfill demand and quality of service by bulk processing of returned items without raising the overall operational cost.

- Orders for “Global WiFi for Biz”, a permanent mobile WiFi router that eliminates the need for rental for each use, showed steady growth and an improvement in shipments.

Global WiFi Unlimited Plan

- Vision offers a range of data plans tailored to customer needs. It has also responded to calls from customers seeking to break free from data usage limits by offering the Global WiFi Unlimited Plan, which offers unlimited usage volume, on a trial basis starting in February 2019. The company began gradually expanding the plan’s area of availability in March of the same year. As of June 30 2020, the company was offering this plan in 91 countries. Daily fees for the plan range from JPY2,070–3,170 (fees vary by country; the fee in Japan is JPY1,170). With early reservation discounts, these fees range from JPY1,870–2,970 (JPY970 in Japan). These fees are two to three times higher than those of normal plans with limited data usage (average daily fees of JPY1,000).
- Background: Recently, users have tended to consume large volumes of data due to the diversification of smartphone apps, the sending and receiving of large or high-resolution images and videos, and SNS posting. In some cases, several friends, family members or acquaintances will share the same device.
- According to the company, the Global WiFi Unlimited Plan contributes to higher ARPU (as it is offered at a price two to three times higher than normal plans) while also encouraging users of normal plans with limited data usage (daily limits of 300MB, 600MB, and 1.1GB) to step up to the next higher plan, which also raises ARPU.

Expansion of mid-travel services (optional services)

- In response to customer requests, the company expanded mid-travel services (optional services) in August 2019. Service details are as follows:
  - Addition of data volume during travel: When traveling, users have the option of adding additional data volume when they have reached their daily limit (this option is possible thanks to cloud-based SIM management).
  - Layover option: This option allows users to send and receive data during layovers at airports. The fee for this option is only an additional JPY1,500, regardless of the number of layovers or the number of days it is used.

Information and Communications Service

- Segment sales were JPY9.0bn (+15.2% YoY) and segment profit was JPY1.4bn (+11.9% YoY). Despite sluggish performance in infrastructure-related communication and lines and in orders the company receives as a new power sales agent, both sales and profit posted double-digit growth YoY thanks to an increase in revenue per order caused by the sale of sets packaging multiple products together, along with improved profitability through a reduction in office equipment installation and construction costs and website production costs.
- The main activities in this business are for arranging landline, mobile, and broadband telecommunications services, selling and leasing office equipment, and building websites for startups and SMEs.
- Vision makes cross-selling and upselling proposals suited to the growth stages and needs of its key target customers (startups and venture firms). The company aims for long-term customer interaction and stable growth by having customers sign up for its support and maintenance services. It saw sluggish growth in infrastructure-related communication lines and in orders as a new power sales agent, but sales and profit were up on an increase in revenue per order with the sale of sets of multiple products and on improved profitability attributed to in-house handling of office equipment installation work and website production.

- In response to diverse customer needs, Vision increased the number of products and services it handles, diversifying its monetization sources and enhancing its price competitiveness.
- With increased demand for its new labor consulting service (subsidies consulting service), the company steadily increased the number of contracts by promoting its proprietary cloud-based Vision Workflow System (VWS), which operates on a monthly fee basis.
- Vision says one of its strengths is improved business efficiency owing to a system in which coordination between divisions serves as a bridge in conveying customer needs to the relevant division.

ESG initiatives

- Environment: The company is taking action to counteract global warming, promote eco-friendly and recycling measures, and help disaster-stricken communities, as outlined below.
  - Green site license: An online environmental program for promoting "green electricity" to reduce CO2.
  - NPO Shinsai Regain: Support for, and cooperation with NPO Shinsai Regain, which gathers, stores, analyzes, and communicates information, and engages in research related to earthquake support and preparedness
  - Cut-price LED lighting rental
  - Paperless initiatives: Providing salespeople with iPads, use of video conferences to eliminate unnecessary travel, active use of electronic account books and internal SNS, and selecting suppliers that offer recycling services
- Social: The company uses diverse recruitment channels, tackles recruitment bias, and seeks to provide an HR system that matches current needs and a unique employee welfare program, as outlined below.
  - Use of diverse recruitment channels: The company ensures fairness in recruitment, considers referrals, and actively hires women. Foreigners account for 16.2% of full-time employees. The company has received an award every year since 2015 from Meiro-juku (a disability support organization) for its disability hiring program.
  - HR system that matches current needs and unique employee welfare program: The company offers reduced working hours, shiftwork, and flextime options. Employees can take paid leave by the hour or half day, and are allowed to take the day off on their spouse's birthday (special leave). Employees are also entitled to subsidies for drinking water in the summer and influenza vaccine in winter.
  - Sustained increase of average annual income: Improved productivity by aggressive use of AI chatbots and robot process automation (RPA) so that employees could be assigned to high value-added tasks. As a result, average annual income has continued to rise.
  - Vision Kids Nursery (daycare facility for employees): The company opened a nursery on the premises of its customer center (Vision Future Business Center, where the Customer Loyalty Team [CLT] is based) in April 2019. Over 90% of employees are women.
  - The company supports Japan Heart, an international medical NGO originating in Japan, which delivers healthcare to areas without access to medical services.
- Governance: The company is strengthening governance, promoting risk management, and enforcing compliance.
  - Independent directors: Three of the six directors are independent outside directors and one is a woman. All four auditors are independent outside auditors.
  - Strengthening information security: The company has attained Information Security Management System (ISMS) accreditation (international standard ISO/IEC 27001). It has established and runs an information security committee.
  - The company runs regular training programs on compliance, risk management, and internal control activities.

Cumulative Q3 FY12/19 results (out November 8, 2019)

- Sales: JPY20.5bn (+29.9% YoY)
- Operating profit: JPY3.0bn (+39.0% YoY)
- Recurring profit: JPY3.0bn (+40.3% YoY)
- Net income*: JPY2.0bn (+38.7% YoY)

*Net income attributable to owners of the parent

- The company posted record sales and profits at all levels in cumulative Q3.
- Against its full-year FY12/19 forecast, progress rates in cumulative Q3 were 79.7% for sales (versus 73.6% of full-year FY12/18 results in cumulative Q3 FY12/18), 91.0% for operating profit (86.0%), 92.7% for recurring profit (85.9%), and 93.9% for net income attributable to owners of the parent (93.7%).
- Sales up 29.9% YoY: The Global WiFi business generated 33.8% YoY sales growth on an increase in the number of rentals and higher ARPU due to rising demand for the Global WiFi Unlimited Plan. The Information and Communications Service business also posted a solid 17.8% sales increase with ongoing contributions from cross-selling and upselling.
- Operating profit up 39.0% YoY: Despite sustained efforts to improve cost efficiency, GPM declined 1.2pp YoY to 58.3% as a result of changes in the service mix (of the Information and Communications Service segment). The SG&A expense ratio fell 2.1pp YoY to 43.8% thanks to enhanced operational efficiency through the utilization of artificial intelligence (AI) and robot process automation (RPA). OPM rose 1.0pp YoY to 14.5%.
- Full-year forecast: No changes have been made to the full-year forecast that was revised upward on August 9, 2019. If we subtract cumulative Q3 results from the full-year company forecast, results in Q4 (October–December 2019) would be JPY5.2bn (-7.8% YoY), assuming performance exactly matches the forecast. However, the company does not expect any particular negative impact on results, nor does it project any significant changes to earnings trends. Vision may be capable of using any profit it generates in excess of its forecast for investment in anticipation of growth in FY12/20 and beyond (increased procurement of WiFi routers, etc.), but the extent to which this is possible may be limited. Adjustments to sales are not possible. It is natural to think that the company has the capacity to perform above projections.

Global WiFi

- Cumulative Q3 FY12/19 segment sales were JPY13.3bn (+33.8% YoY) and segment profit was JPY2.9bn (+49.6% YoY). Segment profit margin rose 2.3pp YoY to 21.6%.
  - Sales grew due in part to an increase in rentals and a rise in ARPU caused by higher demand for the Global WiFi Unlimited Plan (more details below). Contributing to the improved profit margin were reductions in CoGS and operational costs by utilizing cloud WiFi, improvement in procurement terms and conditions associated with an increase in the procurement of communication lines (volume discounts), and the application of artificial intelligence and robotic process automation.
  - Overall ARPU had been falling but now seems to be recovering as both corporate and private demand for the Global WiFi Unlimited Plan (fees per day are two to three times that of the normal plan) rise. The company broke out of a downward trend in ARPU that had been the result of growth in individual users outpacing that of corporate users, which bring higher ARPU (ARPU in cumulative Q3 was roughly level YoY).
- Despite uncertainties surrounding the Japanese economy, the travel market remained brisk. Both the number of Japanese traveling overseas and the number of foreigners visiting Japan, driven by travelers from East Asia led by China in particular, hit record highs during cumulative Q3 (source: Japan National Tourism Organization [JNTO]). The upward YoY trend in the

number of Japanese traveling overseas has continued for 19 consecutive months since March 2018, and the monthly number of foreign visitors to Japan from China exceeded one million for the first time in July 2019 and then again in August. The Rugby World Cup provided additional tailwind.

- The company estimates that the Rugby World Cup had a minimal positive impact on results.
- According to the company, the decline in tourists from South Korea and Hong Kong had a negligible negative impact on results, as they each accounted for only 2–3% of earnings.
- Results in Q3 FY12/18 were affected by the closing of Kansai International Airport due to a typhoon (Terminal One, one of its core terminals, did not open for 17 days). In contrast, several typhoons struck Japan in cumulative Q3 FY12/19, but no such airport closings occurred.

▷ Sales and profit were both up as a result of investment aimed at capturing significant travel demand and becoming the company of choice for users for the long term.

Customer profile in cumulative Q3 FY12/19

▷ Individual users accounted for 64.5% of rentals (60.7% in Q3 FY12/18), and corporate users accounted for 35.5% (39.3%). In terms of monetary value generated, individual users accounted for 55.8% (51.9%), and corporate users accounted for 44.2% (48.1%).

- On a cumulative basis, individual customers accounted for higher percentages of both rentals and monetary value generated YoY.
- In Q3 (July–September 2019), corporate customers accounted for a higher percentage of both rentals and monetary value generated YoY (+0.4pp YoY in terms of rentals and +0.7pp YoY in terms of monetary value generated). The company encouraged continued corporate use through “GLOBAL WiFi for Biz,” a model through which devices are permanently kept at offices (enabling constant availability without the need for rental agreement procedures for each use). This has also led to a reduction in operational costs.

▷ New users accounted for 45.6% of rentals (45.9% in Q3 FY12/18) and repeat users accounted for 54.4% (54.1%). In terms of monetary value generated, new users accounted for 47.3% (46.4%) and repeat users for 52.7% (53.6%).

Details of initiatives and investment

▷ Vision boosted ARPU through the popularity of its unlimited data plan, especially among corporate users.

▷ It responded to significant demand by increasing its procurement of WiFi routers and SIM cards. On August 1, 2019, the company began offering rentals and, on an OEM basis, supplying GW01, a cloud-compatible smartphone-type WiFi router (reduced thickness from previous models by 59%, weight by 25%). Shipments for “GLOBAL WiFi for Biz,” a permanent in-house mobile WiFi router for offices, increased as it gained a positive reputation. Up until Q3 FY12/19, cloud-compatible routers accounted for an average of 93.8% of routers rented out (These routers cannot be used in certain countries depending on the telecommunications operators involved, so the company does not expect rentals of routers of this type to account for much more than 90% of all rentals).

▷ It controlled the rise in cost ratio by improving procurement terms via volume discounts and reducing telecommunications CoGS by utilizing cloud WiFi.

▷ The company worked to relieve congestion and improve operational efficiency by making stores smarter through measures such as Smart Pickup automated lockers, Smart Entry self-service kiosks, and Smart Check QR code reception counters.

▷ At Kitakyushu Airport and Miyako Shimojishima Airport, Vision launched fully automated stores that can deliver devices to customers and accept returns from them, as well as vending machines for selling prepaid SIM cards for use in Japan.

- The company, through its strategy of making stores smarter, the use of cloud WiFi, and coordination of databases, has made possible on-the-spot (even at the counter) online applications to capture business from even customers who have been enticed by advertisement for the company's service on the way to the airport, thus improving the efficiency of procedures at airport sales counters.

Information and Communications Service

- Segment sales were JPY6.8bn (+17.8% YoY) and segment profit was JPY1.2bn (+16.7% YoY). Segment profit fell 0.1pp YoY to 17.2%.
  - Despite sluggish performance in infrastructure-related communication and lines and in orders the company receives as a new power sales agent, both sales and profit posted double-digit growth YoY thanks to an increase in revenue per order caused by the sale of sets packaging multiple products together and higher profitability due to in-house handling of office equipment installation work and website production. However, the segment profit margin fell somewhat due to an increase in the sales ratios of products that accompany procurement costs, such as office equipment (multifunction devices).
- The main activities in this business are for arranging landline, mobile, and broadband telecommunications services, selling and leasing office equipment, and building websites for startups and SMEs.
- Vision makes cross-selling and upselling proposals suited to the growth stages and needs of its key target customers (startups and venture firms). The company aims for long-term customer interaction and stable growth by having customers sign up for its support and maintenance services. It saw sluggish growth in infrastructure-related communication lines and in orders as a new power sales agent, but sales and profit were up on an increase in revenue per order with the sale of sets of multiple products and on improved profitability attributed to in-house handling of office equipment installation work and website production.
- In response to diverse customer needs, Vision increased the number of products and services it handles, diversifying its monetization sources and enhancing its price competitiveness.
- With increased demand for its new labor consulting service (subsidies consulting service), the company steadily increased the number of contracts by promoting its proprietary cloud-based Vision Workflow System (VWS), which operates on a monthly fee basis.
- Vision says one of its strengths is improved business efficiency owing to a system in which coordination between divisions serves as a bridge in conveying customer needs to the relevant division.

Other

- Sales in the Other segment were JPY438mn (x4.5 higher YoY), and segment loss was JPY219mn (segment loss of JPY96mn in Q3 FY12/18).
- The company indicates that ProDrivers, a chauffeur-driven car sharing service that it is prioritizing, began generating profit on a monthly basis in September–October 2019. This change occurred due to an increase in repeat users, which drove up the service's utilization rate, with the number of vehicles owned remaining unchanged and the number of drives increasing only slightly.

Enhancement of initiatives for the future

As countermeasures for lost opportunities and declining profitability caused by a shrinking workforce and increased recruitment costs, Vision is conducting the following initiatives to improve productivity.

- The company aims to leverage the latest technology to free itself of labor-intensive practices. In addition to its strategy to make stores smarter, it will promote the automation of its call centers using AI (bots) and the use of RPA for administrative operations.
- Vision will open Vision Kids nursery schools on the premises of its call centers to support employees who are also raising children, with the aim of providing an environment accommodating of employee needs. It aims to achieve a competitive advantage in the recruiting arena by improving the employment environment.

Income statement

Income statement (JPYmn)	FY12/11 Par.	FY12/12 Par.	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.
Sales	6,999	6,527	9,204	10,185	12,485	14,844	17,555	21,504	27,318
YoY	8.3%	-6.7%	41.0%	10.7%	22.6%	18.9%	18.3%	22.5%	27.0%
Cost of sales			4,005	4,533	5,575	6,221	7,394	8,854	11,628
Gross profit			5,199	5,652	6,910	8,622	10,161	12,650	15,690
YoY			-	8.7%	22.3%	24.8%	17.8%	24.5%	24.0%
GPM			56.5%	55.5%	55.3%	58.1%	57.9%	58.8%	57.4%
SG&A expenses			5,189	5,366	6,105	7,332	8,372	10,166	12,365
SG&A ratio			56.4%	52.7%	48.9%	49.4%	47.7%	47.3%	45.3%
Operating profit			**10**	**286**	**805**	**1,290**	**1,789**	**2,484**	**3,325**
YoY	-	-	-	-	181.2%	60.3%	38.6%	38.9%	33.8%
OPM	-	-	0.1%	2.8%	6.4%	8.7%	10.2%	11.6%	12.2%
Non-operating income			20	38	3	8	7	15	34
Financial income			-6	-4	-0	7	1	2	16
Subsidy income			33	42	48	5	4	-	67
Other			-7	0	-45	-4	1	14	-49
Recurring profit	**57**	**285**	**30**	**324**	**808**	**1,298**	**1,795**	**2,500**	**3,359**
YoY	-83.5%	399.6%	-89.5%	987.9%	149.3%	60.8%	38.3%	39.3%	34.4%
RPM	0.8%	4.4%	0.3%	3.2%	6.5%	8.7%	10.2%	11.6%	12.3%
Extraordinary gains (losses)			194	70	120	-53	-41	-308	161
Income taxes			148	119	343	432	546	667	973
Implied tax rate			66.3%	30.1%	36.9%	34.7%	31.1%	30.4%	27.6%
Net income attributable to non-controlling interests	-	-	-	-	-	-	-	-4	-
Net income attributable to parent company shareholders	**1**	**-216**	**75**	**275**	**585**	**814**	**1,209**	**1,529**	**2,226**
YoY	-	-	-	264.9%	112.6%	39.0%	48.5%	26.5%	45.6%
Net margin	0.0%	-	0.8%	2.7%	4.7%	5.5%	6.9%	7.1%	8.1%

Source: Shared Research based on company data
Note: Figures may not match company numbers due to differences in rounding methods.

Since the launch of the Global WiFi business in FY12/12, sales have been expanding steadily. Earnings dipped due to launching costs of the Global WiFi business, but since this segment became profitable from FY12/14, profits have been expanding steadily. Consolidated OPM rose from 0.1% in FY12/13 to 12.2% in FY12/19.

Subsidies booked as non-operating income mainly relate to subsidies from public authorities for the opening of the Vision Future Business Center in Saga. However, the subsidies were finished in FY12/15. There have also been receipts from public authorities relating to language training for employees, but the amount is negligible and this item is likely to shrink considerably from FY12/16. With the start of its day care facility for employees in FY12/19, the company received subsidies totaling JPY67mn, topping JPY40mn for the first time in four years.

Balance sheet

Balance sheet	FY12/11	FY12/12	FY12/13	FY12/14	FY12/15	FY12/16	FY12/17	FY12/18	FY12/19
(JPYmn)	Par.	Par.	Cons.	Par.	Cons.	Cons.	Cons.	Cons.	Cons.
Assets				-	-	-	-	-	
Cash and deposits			1,328	1,546	5,774	6,242	6,256	7,563	8,485
Accounts receivable			896	875	1,144	1,229	1,485	1,967	2,219
Inventories			80	73	59	83	64	78	140
Other			567	303	446	602	1,228	895	1,015
Allowance for doubtful accounts			-36	-19	-19	-26	-38	-47	-67
Total current assets	**-**	**-**	**2,835**	**2,777**	**7,404**	**8,130**	**8,995**	**10,455**	**11,792**
Buildings (net)			42	67	63	71	214	259	337
Tools, furniture and fixtures (net)			28	36	32	45	52	83	90
Rental assets (net)			0	126	186	325	543	650	651
Lease assets (net)			0	0	0	39	13	2	64
Total tangible fixed assets	**-**	**-**	**70**	**229**	**282**	**481**	**859**	**1,072**	**1,200**
Software			187	206	327	423	591	563	488
Goodwill			132	80	-	-	-	113	178
Total intangible fixed assets	**-**	**-**	**319**	**286**	**327**	**423**	**591**	**677**	**667**
Investment securities			124	206	103	518	616	566	428
Long-term loans receivable			20	20	48	-	-	-	28
Deferred tax assets			33	87	31	26	35	448	477
Other			302	360	355	372	410	570	616
Allowance for doubtful accounts			-21	-47	-22	-16	-22	-42	-35
Investments and other assets	**-**	**-**	**458**	**626**	**516**	**901**	**1,038**	**1,541**	**1,515**
Total fixed assets	**-**	**-**	**847**	**1,140**	**1,124**	**1,805**	**2,488**	**3,290**	**3,381**
Total assets	**2,962**	**3,283**	**3,683**	**3,917**	**8,528**	**9,935**	**11,484**	**13,552**	**15,174**
Liabilities									
Accounts payable			420	478	554	608	805	877	1,203
Short-term debt			328	313	27	10	2	-	-
Lease obligations			-	-	-	27	20	2	40
Other			1,131	1,113	1,438	1,955	2,068	2,869	2,980
Total current liabilities	**-**	**-**	**1,879**	**1,904**	**2,019**	**2,600**	**2,895**	**3,749**	**4,222**
Long-term debt			213	100	13	2	-	-	-
Lease obligations			-	-	-	21	2	-	38
Other			12	14	-	-	-	0	8
Total fixed liabilities	**-**	**-**	**225**	**113**	**13**	**23**	**2**	**0**	**46**
Total interest-bearing debt			**541**	**413**	**40**	**60**	**25**	**2**	**78**
Total liabilities	**-**	**-**	**2,104**	**2,017**	**2,032**	**2,623**	**2,897**	**3,749**	**4,268**
Net assets									
Capital stock	150	300	300	300	2,337	2,337	2,347	2,360	2,364
Capital surplus			332	332	2,370	2,370	2,380	2,393	2,396
Retained earnings			882	1,157	1,765	2,579	3,788	5,317	7,543
Treasury stock			-	-	-	-	-2	-311	-1,431
Total shareholders' equity	-	-	1,514	1,790	6,472	7,285	8,513	9,759	10,872
Valuation difference on securities			64	110	25	-	-	-8	-8
Non-controlling interests			-	-	-	-	-	-	-
Total net assets	**1,477**	**1,524**	**1,579**	**1,899**	**6,496**	**7,312**	**8,586**	**9,803**	**10,905**
Working capital			555	470	649	704	745	1,167	1,156
Total interest-bearing debt			541	413	40	60	25	2	78
Net debt			-787	-1,133	-5,734	-6,182	-6,231	-7,561	-8,407

Source Shared Research based on company data
Note: Figures may not match company numbers due to differences in rounding methods.

Assets

The company's Information and Communications Service business is involved primarily in intermediary services and equipment purchase and sales, so tangible fixed assets form a small proportion of total assets. Rental assets booked as tangible fixed assets are mobile WiFi routers for rent in the Global WiFi business. Previously, the entire amount was expensed when mobile WiFi routers were rented out, but from FY12/13, in addition to being accounted for as rental assets in tangible fixed assets, depreciation was changed to the straight-line method over two years. In FY12/15, current assets grew rapidly year-over-year. This was due to an increase of JPY4.2bn in cash and deposits accompanying the issue of shares upon listing on the stock market. Since then the company's growing business has led to further increases in current assets, driven for the most part by increase in cash and deposits and trade accounts receivable.

Liabilities

Since consolidated reporting started in FY12/13, cash and deposits have exceeded interest-bearing liabilities (i.e. the company has been in a net cash position). In FY12/15 there was a large increase in cash and deposits due to the issue of shares accompanying the stock market listing. Meanwhile, a decline in corporate bonds and long-term borrowings meant that the net cash position grew by roughly 5x from the previous year to JPY5.7bn. In FY12/19, robust earnings contributed to net cash of JPY8.4bn.

Net assets

The share of valuation and translation adjustments in net assets is negligible, with shareholders' equity the main component. Shareholders' equity has been rising due to accumulated retained earnings. The dramatic increase in net assets in FY12/15 was due to the issuance of new shares accompanying Vision's stock market listing in December 2015. As a result of this fundraising, capital and capital reserves rose by JPY2.0bn each as of end December 2015. The funds raised were earmarked for investments related to the overseas expansion of the Global WiFi business, development expenses for databases and business systems, training of new recruits, debt repayments and working capital to support business expansion and to accelerate business growth. As of the end of FY12/19 net assets were up to JPY10.9bn, thanks in large part to additions to internal reserves and the resulting increase in shareholders equity.

Cash flow statement

Cash flow statement (JPYmn)	FY12/11 Par.	FY12/12 Par.	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.
Cash flows from operating activities (1)			317	553	799	1,493	1,617	2,889	3,550
Cash flows from investing activities (2)			83	-312	-629	-473	-1,416	-1,458	-1,436
Free cash flow (1+2)			**400**	**241**	**170**	**1,020**	**201**	**1,431**	**2,114**
Cash flows from financing activities			26	-128	3,667	-38	-8	-312	-1,165
Depreciation and amortization (A)			107	137	179	318	479	850	1,089
Capital expenditures (B)			-100	-251	-408	-572	-1,253	-863	
Working capital changes (C)			555	-85	179	55	41	422	-10
Simple FCF (NI + A - B - C)			**-273**	**749**	**994**	**1,649**	**2,899**	**2,821**	**3,325**

Source: Shared Research based on company data
Note: Figures may not match company numbers due to differences in rounding methods.

Cash flows from operating activities

The main components of operating cash flows are net income and depreciation. Operating cash flows are on a rising trend due to growth in net income and increased depreciation expenses on growing tangible fixed assets.

Cash flows from investing activities

The main elements affecting investing cash flows are the purchase of tangible fixed assets and inflows to term deposits. In FY12/14 and FY12/15, investing cash flows were negative (outflows) due to the acquisition of fixed assets in the Global WiFi business and term deposits. In FY12/16, despite revenue (JPY486mn) from funds recouped from term deposits, investing cash flows were negative due to cash outlays to acquire fixed assets and marketable securities. In three fiscal years from FY12/17 to FY12/19, investing activities (including the acquisition of fixed assets, purchases of investment securities) resulted in net outflows of more than JPY1.4bn.

Cash flows from financing activities

The key element in financing cash flows is increases and decreases in interest-bearing liabilities. In FY12/14, financing cash flows were negative (outflows), primarily due to the repayment of long-term loans and redemption of corporate bonds. In FY12/15, the company repaid long-term loans, but the issue of shares raised JPY4.1bn, so financing cash flows were positive (inflows). Note that as of the end of FY12/15, the shareholders' equity ratio had risen to 76.2% (from 48.5% previous year) due to fundraising. In FY12/16, though the shortfall was narrow due to the repayment of short and long-term loans (outflows), it turned negative. In FY12/17, outflows widened modestly, reflecting the exercise of stock options and proceeds from issuance of subscription rights to shares, alongside repayments of long-term loans, repayments of lease obligations, and listing related costs. In FY12/19, financing activities resulted in a net outflow of more than JPY1.1b n, most of which went to share buybacks.

Other information

History

June 1995	Current CEO Sano established Vision LLC, the backbone of the company
April 1996	Vision Co., Ltd. founded to act as an agency for international telephone subscription
December 2001	Established subsidiary Vision Business Solutions Inc. to sell office equipment
December 2003	Started Internet advertising business (Internet media business)
November 2004	Vision Business Solutions Inc. merged with Vision Co., Ltd. and trade name changed to Vision Inc.
February 2007	Started corporate cellphone business
January 2008	Established Members Net Inc., a subsidiary (now consolidated subsidiary)
July 2008	Established Best Communications (now consolidated subsidiary Best Link Inc.) Started agency service for broadband subscription
January 2010	Started "e-ca" mobile WiFi router rental service for inbound business travelers and tourists
June 2011	Started "Vision WiMAX" high-capacity mobile WiFi router rental service for domestic business travelers and inbound tourists
July 2011	Opened helpdesk/call center Saga Vision Future Business Center (VFBC) in Saga city, Saga
February 2012	Started "GLOBAL WiFi®" mobile WiFi router rental service for overseas travelers
December 2012	Started "WIFI-HIRE" short-term rental service for inbound business travelers and tourists
October 2013	Transferred consumer broadband business from Best Link
December 2013	Started MVNO (mobile virtual network operator) business for inbound business travelers and tourists
March 2015	Started "NINJA WiFi®" rental service for inbound business travelers and tourists (merged with WI-FI HIRE)
December 2015	Listed on Tokyo Stock Exchange Mothers Index
December 2016	Moved to the First Section of the Tokyo Stock Exchange
February 2018	Established subsidiary Alpha Techno Inc. in Shinjuku-ku, Tokyo
March 2018	Established subsidiary BOS Inc. in Shinjuku-ku, Tokyo
May 2018	Established Vision Ad Inc. (joint venture with Wiz Co., Ltd.) in Shinjuku-ku, Tokyo
August 2019	Made ProDrivers Inc. a subsidiary

Source: Shared Research based on company data

News and topics

July 2020

On July 31, 2020, the company announced that it had entered a business alliance with Chuco Co., Ltd.

Background for the alliance

- Vision Web Service (VWS) is a business management tool developed by Vision and provided mainly to startup companies. VWS provides users with all-in-one functions, including employee attendance management, internal company calendar sharing, internal document approval, and expense calculation.
- In addition, with the COVID-19 pandemic stimulating demand for faster business playback speeds and requiring significant changes in the way business negotiations and meeting are conducted, the company has expanded sales of its JANDI social media tool for businesses as a specialized communication tool for companies that enables smooth communication while teleworking or working remotely.

- Chuco is a general advertising company that began publishing and distributing to households its Happy Media® local lifestyle magazines in 1994, with the first edition distributed in Kani, Gifu Prefecture. With the cooperation of VC* member companies, it publishes and distributes these local magazines in all of Japan's prefectures. Seeking to publish magazines that are directly distributed to every home and provide local information and peace of mind for all generations and achieve a high response from readers, Chuco's magazines feature advertisements and sales promotions with close links to the local communities being served. Chuco aims to become a global company by developing and operating local businesses together with local residents and companies and expanding them nationwide.
- Through tie-ups, user referrals, and other joint efforts, the two companies will support the dissemination of various information throughout the community being served and comprehensively support optimal information and communication-related products and services, contributing to the further expansion of sales and services. At the same time, the two companies expect this alliance will contribute to business growth and corporate development.
- Vision and Chuco decided to form this business alliance with the objective of contributing to the digital transformation of local communities by combining their advertising, media, and information service businesses that are closely tied to local communities.

VC contract refers to a voluntary chain contract. Under this contract, Chuco publishes a free information magazine distributed to households under its Happy Media® trademark. The contract recognizes the freedom of Chuco and affiliate companies, and entitles Chuco to receive a trademark usage fee and a publishing site (C-side) usage fee from VC affiliate companies.

June 2020

On June 16, 2020, the company announced that Osaka Prefecture had decided to use mobile WiFi routers provided by the company as part of its online schooling program.

- To prepare for a second or third wave of COVID-19, Osaka Prefecture has committed itself to equipping its public high schools and other schools for online teaching by the end of June. As part of that effort, it solicited companies to provide mobile routers for loan to households that do not have telecommunications environments set up. Of the 20 companies who responded, Vision was selected. The deal consists of the purchase of 3,300 mobile routers equipped for 30 days of internet communications traffic (20GB).
- Vision has experience providing mobile WiFi routers to universities and vocational schools, and it has determined to engage in the spread of online education as a provider of mobile WiFi routers.
- The emergency economic measures that the government has compiled in response to COVID-19 include the fast-tracked implementation of the "GIGA School" concept, and the government announced the acceleration of infrastructure such as "one device for every student" and installing the communications environments required for at-home online learning (see "Guarantee of learning based on acceleration of the GIGA School concept").
- Vision has experience collaborating with regional municipalities to provide rental mobile WiFi routers as part of the efforts to meet inbound demand with proper internet communications environments for foreign tourists visiting Japan. Going forward, the company says that, by providing solutions to society's challenges, it will contribute to the development of a sustainable society as well as contribute to the world's information communication industry revolution.

May 2020

On May 12, 2020, the company revised its 1H and full-year FY12/20 earnings forecasts.

Revised 1H FY12/20 forecast

- Sales: Undetermined (previous forecast was JPY15.1bn)
- Operating profit: Undetermined (JPY1.9bn)
- Recurring profit: Undetermined (JPY1.9bn)
- Net income*: Undetermined (JPY1.3bn)

*Net income attributable to owners of the parent

Revised FY12/20 full-year forecast

- Sales: Undetermined (previous forecast was JPY31.4bn)
- Operating profit: Undetermined (JPY4.0bn)
- Recurring profit: Undetermined (JPY4.0bn)
- Net income*: Undetermined (JPY2.7bn)

*Net income attributable to owners of the parent

Reasons for the revisions

- When announcing its earnings forecast on February 12, 2020, Vision did not include the expected impact from the spread of COVID-19, as uncertainty over when domestic and overseas infections would slow made it difficult for the company to reasonably calculate the impact on earnings.
- The company believes the spread of the COVID-19 is likely to continue to impact its businesses throughout FY12/20. Moreover, amid ongoing uncertainty over when the number of infections will decline in Japan, the company believes the impact on corporate operations and the number of overseas travelers is likely to extend beyond FY12/20.
- With the goal of minimizing the impact from such an environment, the company is implementing a variety of measures, including promoting the flexible transfer of personnel, converting fixed costs to variable costs, and reducing costs. That said, the company revised its earnings forecast to “undetermined” in light of the increased difficulty of forecasting operating conditions moving forward. The company indicated that it would announce earnings forecast once there were signs that conditions were settling and reasonable forecast could be made.

March 2020

On March 27 2020, the company announced changes to the shareholder incentive plan.

At a meeting of the Board of Directors on March 27, 2020, the company resolved to change its shareholder incentive plan. The changes will go into effect on April 1, 2020.

Reason for the changes to the shareholder incentive plan

After careful deliberation, the company determined to divert management resources to other profitable businesses to increase corporate value and better serve the interests of shareholders, and thereby decided to sell ProDrivers (chauffeur-driven car sharing service).

Main changes to the shareholder incentive plan

- Before the change: Vision presented shareholders with tickets to use Global WiFi router rental service and its ProDrivers chauffeur-driven car sharing service.
- After the change: Vision will present shareholders with tickets to use Global WiFi router rental service, which provides mobile internet access in Japan and overseas.

February 2020

On February 21, 2020, the company announced the details of a share buyback program.

Details of share buyback program

- Type of shares to be purchased: Company's common stock
- No. of shares to be purchased: 909,000 (upper limit, 1.89% of outstanding shares)
- Maximum purchase amount: JPY1.0bn
- Purchase method: Market purchase on the Tokyo Stock Exchange
- Buyback period: February 25, 2020 to April 30, 2020

Major shareholders (as of June 30, 2019)

Top shareholders	Shares held ('000)	Shareholding ratio
Kenichi Sano	4,318	26.60%
Member's Mobile Inc.	2,610	16.08%
Japan Trustee Services Bank, Ltd. (Trust account)	2,067	12.74%
The Master Trust Bank of Japan, Ltd. (Trust account)	1,084	6.68%
Trust & Custody Services Bank, Ltd. (Securities investment trust account)	334	2.12%
Tokai Tokyo Securities Co., Ltd.	278	1.71%
The Nomura Trust and Banking Co., Ltd. (Trust account)	217	1.34%
Government of Norway	199	1.23%
Morgan Stanley MUFG Securities Co. Ltd.	192	1.18%
Credit Saison Co., Ltd.	180	1.11%
SUM	11,492	70.79%

Source: Shared Research based on Bloomberg and company data

Shareholder returns

The company is currently prioritizing strengthening its balance sheet and growing the business as it thinks that further improvement of corporate value will generate the most returns for shareholders. As a result, it has not paid a dividend yet but recognizes shareholder returns as a key management priority. The company intends to enact a stable and continuous program of returning profits to shareholders while retaining enough internal reserves to strengthen its financial structure and grow the business, with due consideration to the operating environment. Per the company, the possibility of paying a dividend and potential timing is still undetermined.

Corporate governance and top management

Top management

CEO Kenichi Sano (born in 1969) joined Hikari Tsushin (TSE1: 9435) in 1990 after graduating from Kagoshima Commercial High School. He became a leading salesperson and after heading the key sales division founded Vision LLC as CEO in 1995. The company was reorganized to its current status as Vision Co., Ltd. in 1996.

Corporate governance system (as of September 18, 2019)

Organization and capital structure	
Controlling interests	None
Parent company ticker	N/A
Directors	
Organizational type	Company with Audit & Supervisory Board
Number of directors under Articles of Incorporation	8
Directors' terms under Articles of Incorporation	2 years
Number of directors	6
Number of independent outside directors	3
Voluntary committee equivalent to Nomination Committee or Compensation Committee	None
Number of Audit & Supervisory Board members under Articles of Incorporation	4
Number of Audit & Supervisory Board members	4
Number of independent outside members of Audit & Supervisory Board	4
Independent officers (outside directors and Audit & Supervisory Board members)	7
Other	
Participation in electronic voting platform	None
Disclosure of directors' compensation	Total amount disclosed
Disclosure of executive officers' compensation	None
Policy on determining amount of compensation and calculation methodology	In place
Corporate takeover defenses	None

Source: Shared Research based on company data

Employees

Employees by segment

	FY12/11 Par.	FY12/12 Par.	FY12/13 Cons.	FY12/14 Cons.	FY12/15 Cons.	FY12/16 Cons.	FY12/17 Cons.	FY12/18 Cons.	FY12/19 Cons.
Employee count	209 (70)	229 (88)	325 (153)	356 (164)	388 (149)	452 (139)	497 (136)	563 (145)	649 (146)
Employees by segment									
GLOBAL WiFi Service	-	-	-	117 (72)	116 (72)	164 (74)	202 (73)	220 (75)	237 (74)
Information and Communications Service	-	-	-	196 (74)	198 (73)	196 (62)	202 (59)	231 (66)	259 (68)
Other	-	-	-	5 (-)	5 (-)	3 (-)	13 (1)	22 (1)	58 (-)
Company-wide	-	-	-	62 (4)	69 (4)	89 (3)	80 (3)	90 (3)	95 (4)

Source: Shared Research based on company data
Note: Numbers in brackets are average number of temporary employees.

Employees (unconsolidated, as of December 31, 2019)

Employee count	Avg. age	Avg. years employed	Avg. annual salary (JPY'000)
502 (128)	32.3	5.60	5,126

Source: Shared Research based on company data
Note: Numbers in brackets are average number of temporary employees.

By the way

The company name, VISION, was chosen for a sense of being future-oriented, and easy to remember. It also ties in with the company's current corporate slogan: More vision, More success.

Profile

Company	Head office
VISION INC.	5F Shinjuku i-Land Tower, 6-5-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
Phone	**Listed on**
+81-3-5325-0344	Tokyo Stock Exchange First Section
Established	**Exchange listing**
December 4, 2001	December 21, 2015
Website	**Financial year-end**
https://www.vision-net.co.jp/en/	December
IR Contact	**IR Web**
-	-

About Shared Research Inc.

We offer corporate clients comprehensive report coverage, a service that allows them to better inform investors and other stakeholders by presenting a continuously updated third-party view of business fundamentals, independent of investment biases. Shared Research can be found on the web at https://sharedresearch.jp.

Current Client Coverage of Shared Research Inc.

Advance Create Co., Ltd.
ADJUVANT COSME JAPAN CO., LTD.
Aeon Delight Co., Ltd.
Aeon Fantasy Co., Ltd.
Ai Holdings Corporation
AI inside Inc.
AirTrip Corp.
and factory, inc.
ANEST IWATA Corporation
AnGes Inc.
Anicom Holdings, Inc.
Anritsu Corporation
Apaman Co., Ltd.
ARATA CORPORATION
Artspark Holdings Inc.
AS ONE CORPORATION
Ateam Inc.
Aucfan Co., Ltd.
AVANT CORPORATION
Axell Corporation
Azbil Corporation
AZIA CO., LTD.
AZoom, Co., Ltd.
Base Co., Ltd
BEENOS Inc.
Bell-Park Co., Ltd.
Benefit One Inc.
B-lot Co.,Ltd.
Broadleaf Co., Ltd.
CanBas Co., Ltd.
Canon Marketing Japan Inc.
Career Design Center Co., Ltd.
Carna Biosciences, Inc.
CARTA HOLDINGS, INC
CERES INC.
Chiyoda Co., Ltd.
Chori Co., Ltd.
Chugoku Marine Paints, Ltd.
cocokara fine Inc.
COMSYS Holdings Corporation
COTA CO.,LTD.
CRE, Inc.
CREEK & RIVER Co., Ltd.
Daiichi Kigenso Kagaku Kogyo Co., Ltd.
Daiseki Co., Ltd.
Demae-Can CO., LTD
DIC Corporation
Digital Arts Inc.
Digital Garage Inc.
DIP Corporation
Doshisha Corporation
Dream Incubator Inc.
Earth Corporation
Edion Corporation
Elecom Co., Ltd.
en-Japan Inc.
Estore Corporation.
euglena Co., Ltd.
FaithNetwork Co., Ltd.
Ferrotec Holdings Corporation
FIELDS CORPORATION
Financial Products Group Co., Ltd.
First Brothers Col, Ltd.
FreeBit Co., Ltd.
Fujita Kanko Inc.
Gamecard-Joyco Holdings, Inc.
GameWith, Inc.
GCA Corporation
Good Com Asset Co., Ltd.
Grandy House Corporation
Hakuto Co., Ltd.
Hamee Corp.
Happinet Corporation
Harmonic Drive Systems Inc.
HENNGE K.K.
Hope, Inc.
HOUSEDO Co., Ltd.
H2O Retailing Corporation
IDOM Inc.
IGNIS LTD.
i-mobile Co.,Ltd.
Inabata & Co., Ltd.
Infocom Corporation
Infomart Corporation
Intelligent Wave, Inc.
ipet Insurance CO., Ltd.
Itochu Enex Co., Ltd.
JAFCO Co.,Ltd.
JMDC Inc.
JSB Co., Ltd.
JTEC Corporation
J Trust Co., Ltd
Japan Best Rescue System Co., Ltd.
JINS HOLDINGS Inc.
JP-HOLDINGS, INC.
KAMEDA SEIKA CO., LTD.
Kanamic Network Co.,LTD
Kawanishi Holdings, Inc.
KFC Holdings Japan, Ltd.
KI-Star Real Estate Co., Ltd.
KLab Inc.
Kondotec Inc.
Kumiai Chemical Industry Co., Ltd.
Lasertec Corporation
Locondo, Inc.
LUCKLAND CO., LTD.
MATSUI SECURITIES CO., LTD.
Media Do Co., Ltd.
Medical System Network Co., Ltd.
MEDINET Co., Ltd.
MedPeer,Inc.
Mercuria Investment Co., Ltd.
Micronics Japan Co., Ltd.
MIRAIT Holdings Corporation
Monex Goup Inc.
MORINAGA MILK INDUSTRY CO., LTD.
Mortgage Service Japan Limited.
NAGASE & CO., LTD
NAIGAI TRANS LINE LTD.
NanoCarrier Co., Ltd.
Net Marketing Co., Ltd.
Net One Systems Co.,Ltd.
Nichi-Iko Pharmaceutical Co., Ltd.
Nihon Denkei Co., Ltd.
Nippon Koei Co., Ltd.
NIPPON PARKING DEVELOPMENT Co., Ltd.
NIPRO CORPORATION
Nisshinbo Holdings Inc.
NS TOOL CO., LTD.
OHIZUMI MFG. CO., LTD.
Oisix ra daichi Inc.
Oki Electric Industry Co., Ltd
ONO SOKKI Co., Ltd.
ONWARD HOLDINGS CO.,LTD.
Pan Pacific International Holdings Corporation
PARIS MIKI HOLDINGS Inc.
PIGEON CORPORATION
QB Net Holdings Co., Ltd.
RACCOON HOLDINGS, Inc.
Raysum Co., Ltd.
RESORTTRUST, INC.
ROUND ONE Corporation
RYOHIN KEIKAKU CO., LTD.
SanBio Company Limited
SANIX INCORPORATED
Sanrio Company, Ltd.
SATO HOLDINGS CORPORATION
SBS Holdings, Inc.
Seikagaku Corporation
Seria Co.,Ltd.
Serverworks Co.,Ltd.
SHIFT Inc.
Shikigaku Co., Ltd
SHIP HEALTHCARE HOLDINGS, INC.
SIGMAXYZ Inc.
SMS Co., Ltd.
Snow Peak, Inc.
Solasia Pharma K.K.
SOURCENEXT Corporation
Star Mica Holdings Co., Ltd.
Strike Co., Ltd.
SymBio Pharmaceuticals Limited
Synchro Food Co., Ltd.
TAIYO HOLDINGS CO., LTD.
Takashimaya Company, Limited
Take and Give Needs Co., Ltd.
Takihyo Co., Ltd.
TEAR Corporation
Tenpo Innovation Inc.
3-D Matrix, Ltd.
The Hokkoku Bank,Ltd.
TKC Corporation
TKP Corporation
Tsuzuki Denki Co., Ltd.
TOCALO Co., Ltd.
TOKAI Holdings Corporation
Tokyu Construction Co., Ltd.
TOYOBO CO., LTD.
Toyo Ink SC Holdings Co., Ltd
Toyo Tanso Co., Ltd.
Tri-Stage Inc.
TSURUHA Holdings
VISION INC.
VISIONARY HOLDINGS CO., LTD.
World Holdings Co., Ltd.
YELLOW HAT LTD.
YOSHINOYA HOLDINGS CO., LTD.
YUMESHIN HOLDINGS CO., LTD.
ZAPPALLAS, INC.

Attention: If you would like to see companies you invest in on this list, ask them to become our client, or sponsor a report yourself.

Contact Details

Shared Research Inc.
3-31-12 Sendagi Bunkyo-ku Tokyo, Japan
https://sharedresearch.jp
Phone: +81 (0)3 5834-8787
Email: info@sharedresearch.jp