

Vision Integrated Report 2024

Vision Inc.

Fiscal Year ended December 31,
2023



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Editorial Policy

This report is issued to inform our shareholders, investors, and other stakeholders of our comprehensive value creation story, with a focus on improving our corporate value over the medium-and-long term.

Organization	Vision Inc. (As of December 31, 2023)
Period	Fiscal year ended December 31, 2023 (January 1, 2023 – December 31, 2023) *This includes a part of disclosures and business activities that began after January 2024.
Reference Guidelines	Guidance for Collaborative Value Creation by Ministry of Economy, Trade and Industry
Forward-Looking Statements	The forward-looking statements such as operational forecasts contained in this report are based in information currently available to the Company and certain assumptions which are regarded as legitimate.

Corporate Philosophy

To Contribute to the Global Information and Communications Revolution

Company Overview

Trade Name	Vision Inc.
Code	9416 (Tokyo Stock Exchange Prime Market)
Incorporated	December 4, 2001 (Founded June 1, 1995)
Head Office	8F Shinjuku Eastside Square, 6-27-30 Shinjuku, Shinjuku-ku, Tokyo 160-0022
Business	GLOBAL WiFi Information and Communications Service Glamping and Tourism
Number of Consolidated Employees (Average temporary employees)	944 (160) Domestic: 850 (154) Global: 94 (6)

Domestic

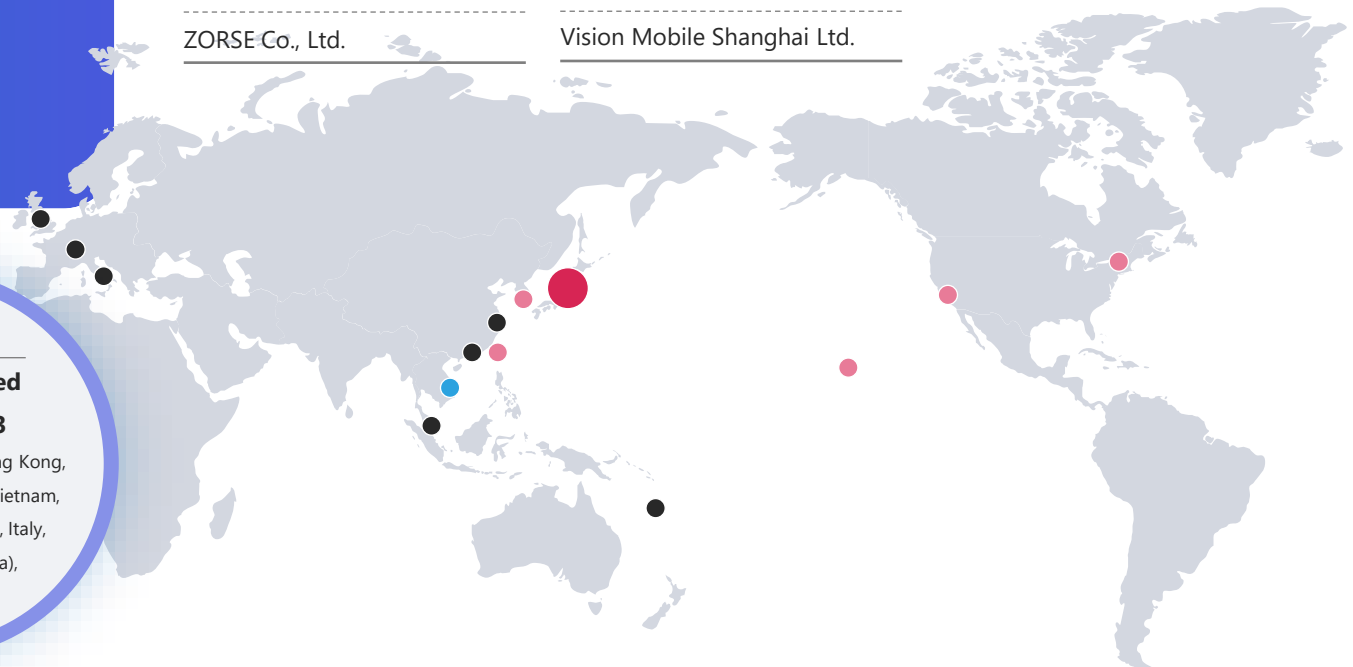
Vision Inc.
Best Link Inc.
Members Net Inc.
Alphatechno Inc.
BOS Inc.
Vision Ad Inc.
Vision Technologies Inc.
adval Corp.
Koshikano Onsen K.K.
ZORSE Co., Ltd.

Global

Vision Mobile Korea Inc.
Vision Mobile Hawaii Inc.
Vision Mobile Hong Kong
Limited
GLOBAL WIFI.COM PTE. LTD.
Vision Mobile Taiwan Co. Ltd.
GLOBAL WIFI.UK LTD
VISION VIETNAM ONE MEMBER
LIMITED LIABILITY COMPANY
Vision Mobile Shanghai Ltd.

Global WiFi France SAS
Vision Mobile Italia S.r.l.
VISION MOBILE USA CORP.
VISION USA CORP.
VISION MOBILE NEW
CALEDONIA

- Affiliates, Purchasing / Operation Bases
- Purchasing / Operation Bases
- System Development Center (Offshore)



Domestic

Domestic Affiliated
Company : 9
Domestic Operation
Bases : 14

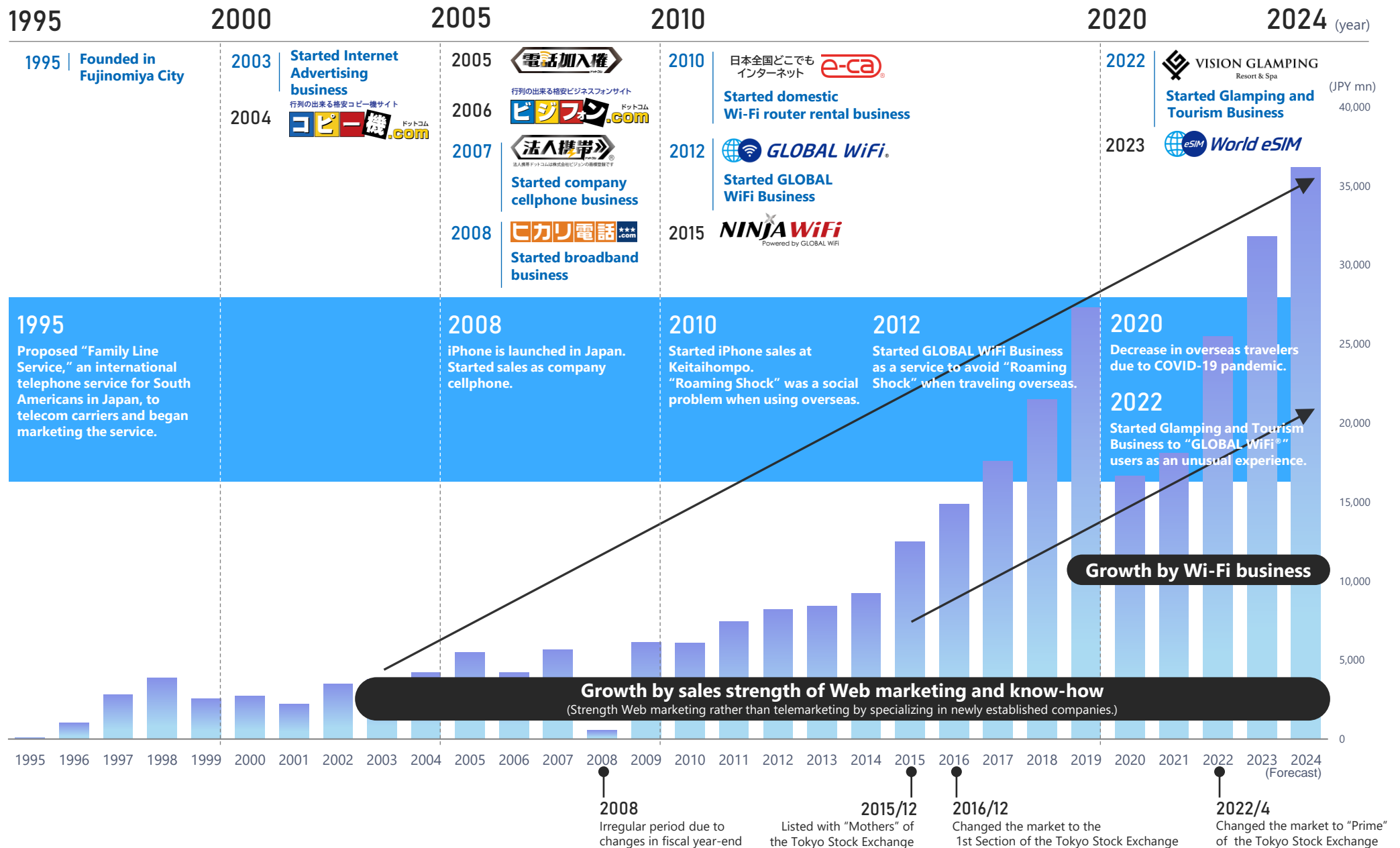
Global

Global Affiliated
Companies: 13

Korea, USA (Hawaii), Hong Kong,
Singapore, Taiwan, UK, Vietnam,
China (Shanghai), France, Italy,
USA (New York, California),
New Caledonia

* As of June 30, 2024

History and Sales Change



Business Portfolio

GLOBAL Wi-Fi

We provide a flat-rate overseas Wi-Fi router rental service that can be used in over 200 countries and regions around the world. We also provide a domestic Wi-Fi router rental service for foreigners visiting Japan, as well as those returning to Japan temporarily or on business trips.

58.9%

FY2023
Sales

JPY

31,807mn

Vision
More vision. More success.

For overseas
travelers

GLOBAL Wi-Fi.

For foreigners
visiting Japan

NINJA Wi-Fi
Powered by GLOBAL Wi-Fi

For overseas travelers
(corporate)

GLOBAL Wi-Fi. for Biz

For Japan
domestic use

WIFIレンタル
ととこ



STEP1



Order and payment

STEP2



Receive router

STEP3



Use overseas

STEP4



Return router

Information and Communications Service

We provide the communication infrastructure and office equipment necessary for corporate activities, such as fixed-line telecommunications service, mobile communications service, office automation equipment, business phone, and website production. We respond to the customers' needs at their growth stage.

38.1%

Have new dealing
with one in ten companies
that are newly established
within the year in Japan!



行先の出来る格安コピー機サイト
コピー機.com

法人携帯
法人携帯サービスは株式会社ビジョンの提供業務です

Vision
Crafts!

VWS

2.9%

Glamping and Tourism

Enjoy your own time in a private space. BBQ equipment, open-air bath, etc. are installed in the dome-shaped tent. Enjoy a fulfilling accommodation while feeling one with nature.



VISION GLAMPING
Resort & Spa 山中湖

Message from CEO

Message from CEO

Chairman and CEO

Kenichi Sano

Until Vision Inc. was founded

This will be the first integrated report of Vision Inc. (the Company), so I would like to start by explaining our company's history. I joined HIKARI TSUSHIN, INC. in 1991 and quickly became a top salesperson, responsible for a department of 15 to 20 people. Later, I became a manager of the Osaka Branch, and after launching the Nagoya Branch, I administered Western Japan and had overall responsibility for all divisions throughout Japan. I experienced all of the sales-related divisions, including the telecommunications division and the division for information and communications equipment such as copiers. Originally, I had wanted to be an entrepreneur, so after four and a half years at HIKARI TSUSHIN, I founded Vision. Starting a business with 4-5 years of working experience is about the same time axis I set out to achieve.

I thought it was important to create a company that would benefit customers in anyway regarding starting up my business. On the other hand, I also thought that even though I wanted to make this kind of company at that time, the vision of my company in the future would definitely be different. Therefore, we build the form while running the business, and improved the parts that did not fit through scrap-and-build to make the company better. It is based on the idea of fostering together what the company should be, and this concept hasn't changed to this day.

Times and society change, and people's needs change one after another. I believe it is important for the company itself to change and evolve accordingly.

Message from CEO

Aim to the best in Japan at the base of Mt. Fuji

I had the idea of starting a business while working at HIKARI TSUSHIN, but I had not decided where or what to start. At that time, Mt. Fuji was magnificent from the window of the Shinkansen “Kodama” train that I happened to be riding, and I felt to well up that if I started a business, I wanted to be the best in Japan, and then I got off at Shin-Fuji station and ran into a real estate agent. I founded the company alone in the land with which I had no ties or connection because I saw Mt. Fuji. I got energy every day by seeing Mt. Fuji, and the feelings I had that day when I got off at Shin-Fuji station are still my driving force.



Starting with the International telephone business

After founded Vision, we started with the international telephone business. The trigger is soccer. I had been working for HIKARI TSUSHIN at full capacity for four and a half years, so I decided to try a little soccer again, which I had played in club activities through high school and joined a soccer team that played at night. They were mainly Brazilians of Japanese, working in Japan with work visas. When I talked with them, they complained about the extremely high cost of international phone calls. This was a time when international calls were structurally expensive because of the use of satellites, undersea cables, and repeaters, for which access charges were paid. On the other hand, new telephone companies were emerging, and competition to reduce the cost of international calls was beginning. From experience in corporate sales for international calls at HIKARI TSUSHIN, I told my soccer teammates how to make international calls cheaper, and naturally they responded very well. The service itself exists, but it had not been able to reach the foreign people living in Japan. So, I hired people of South American descent as part-timers, made brochures in Spanish and Portuguese, and launched a discount service for international calls for individuals together with telecommunication carriers. At that time, the Internet didn't spread as it is today, and the telephone directory was also mainly used by Japanese people, so we were introduced by people and then by other people, and sales exceeded 1 billion yen in two years. This is our starting point for targeting market

needs and assigning appropriate personnel to those needs.

Transformation of the Information and Communications Service Business due to the spread of the Internet

From the second year of the company's foundation, I aimed to develop into the Information and Communications Service Business for domestic companies, and I focused the sales activities primarily in the Izu region and eastern Shizuoka Prefecture as the president and in charge of sales. Then, many of our customers requested us to provide not only for communication lines, but also for telephones, copiers, and other equipment necessary for their offices. Since that time, however, we have consistently adhered to our policy of adding products to our lineup that meet the needs of our customers based on marketing, rather than forcing sales by forcibly expanding our business and imposing sales.

The Internet has been a major factor in dramatically changing our business model of Information and Communications Service Business. The communication speed is increasing, contents are growing rapidly, and a culture of shopping on the Internet has created. We predicted that the Internet would eventually become the mainstream for corporate transactions, and we changed our approach from approaching corporate representatives by calling to having them compare the competitive advantage of our services on the Internet.

Message from CEO

With the changing world trend toward more openness and fairness, customers who are considering Vision for quotations have increased. Not only do we thoroughly understand our customers' needs and the specifications they require, but we also use the Internet to efficiently approach customers who have evident demand, and our sales stance is based on building long-term relationships, which has created a situation where we can offer low fees and good service. By streamlining the sales process, we are able to operate our management even if we set our rates low, and our customers are able to use our services at a lower price, making it a win-win situation exactly. The spread of the Internet has made it possible to approach aggressively on the apparent market rather than the latent market. Today, we're extending our services beyond telephones and copiers to cover all areas of the office, including bookkeeping.

Launch of the GLOBAL WiFi Business

I've become president of the Entrepreneurs' Organization (EO) Japan for its 14th term before. At the time I was traveling around the world with my 3GS iPhone, but the communication speed was so slow and the cost was extremely high when used overseas. The slow communication speed was caused by the fact that the communication was transmitted back to Japan by roaming, and the roaming fee itself was also expensive. To solve this issue, I decided to rent a Wi-Fi router only when I go abroad.

We understand their needs and how they increase revenue because we do business with Japanese telecommunications carriers. It is basically the same for telecommunications carriers around the world. When we rent Wi-Fi terminals for overseas travelers, revenue is generated for the telecommunications carrier from the moment the terminal is turned on overseas. Overseas telecommunications carriers can increase revenues without having to conduct their own sales, and overseas travelers can enjoy high communication speeds at low rates. This is another win-win relationship. We have promoted these advantages to telecommunications carriers such as AT&T Mobility and Verizon Wireless in the U.S., Orange in France, and Singtel in Singapore, and then proceeded to sign partnership agreements with them.

It isn't easy to notice when living in Japan, but overseas, the ease of communication differs obviously depending on the area, even within the same country. Since many famous tourist spots are located in rural areas, there were some issues at the beginning of the service, such as difficulty in connecting to the Wi-Fi. However, we now have contracts with multiple carriers in the same country, which the Wi-Fi terminal automatically connects to the best carrier in the area you are in and receives a stronger signal, greatly improving convenience. In addition, not only delivery service and in-person counters at airport, but we have also introduced a system called Smart Pickup, which allows customers to pick up terminals from dedicated lockers in airports via a QR code. We hope that many customers will use our GLOBAL WiFi® by repeatedly brushing up our service content while picking up the customer's need.



Message from CEO

Position of the Glamping and Tourism Business

We have started the Glamping and Tourism Business in 2022 as a part of the GLOBAL WiFi Business. There is one of the reasons, that members of the GLOBAL WiFi Business were transferred to the Information and Communications Service Business due to COVID-19 pandemic and we desperately needed a business that we could work on positively as a travel-related business. Then, while synergies to scale out of product lineups have been effective in the Information and Communications Services business, the GLOBAL WiFi Business had not been able to find a destination where it can leverage its customer assets. Therefore, another reason is that this is a business that allows us to connect with our customer assets of over 4 million active users who love traveling.

Accommodations in Japan are broadly divided into two categories: hotels and ryokans. On the other hand, there is no equivalent of ryokan in the world; hotels and villas are the mainstay. Glamping is applicable to the villa. It was starting to become popular around the world, partly because of its non-contact nature, and we thought that once the COVID-19 pandemic subsided, we could expect inbound travelers to use the facility. In addition to the initial assumptions, the Information and Communications Service Business also has corporate customers using the facility for training camps, for example.

Glamping and Tourism Business is sometimes referred to as our third business because of its large total assets and high occupancy rate. However, due to the large upfront investment burden, there are currently no plans to increase

the number of locations from the three in Kanto, Kansai, and Kyushu. As we want to prioritize funds for global growth investments, we are positioning the Glamping and Tourism Business as a touchpoint between both the GLOBAL WiFi and Information and Communications Services Businesses and inbound customers.

Management philosophy

Vision's management philosophy was initially "burning with ambition." This is included in the description of our current management philosophy, but we have reviewed it with a focus on what kind of company we want to be, and it has become the current "To contribute to the global information and communications revolution."

I believe that humanity has become richer as the world has transitioned a digital society and the way we communicate has changed. Information and communications technology is still in its revolutionary phase, including AI, and we would like to be a distributor that contributes to our customers' efficient and effective business development by delivering it to them. To exaggerate a bit more, our current management philosophy is to contribute to the progress and development of mankind and society through information and communications. The value of a product or service is in some respects determined by how well it is disseminated. No matter how good something is, if it doesn't sell, it's no use, and selling it further increases its value and reputation. From our position as a distributor, we believe that spreading good products and services is a way to contribute to society.

Management philosophy is one great cause. By Vision shows this philosophy, we believe that those who share our philosophy work hard at Vision to embody our contribution to society. For this reason, we don't force our management philosophy on our employees, nor have done we make any effort to instill it in them. However, looking at the day-to-day activities of our employees, I believe our management philosophy has been fully instilled in them.

Corporate culture built over 10 years

At the core of Vision's corporate culture is the concept of Team Management and Team Vision.



Message from CEO

In some companies, there are situations where neighbors are rivals, or neighboring departments are rivals. Neighboring departments in Vision are allies, not rivals. Not only do we increase productivity by having each department introduce products and services to each other, but we also believe that by working together as a team, we can do things that we would not normally be able to do. We have established a center for concierge services in Saga Prefecture with the aim of creating a thorough system to protect customers, but I don't think this would be fully functional without the concept and culture of Team Vision. In this way, we have spent 10 years building a corporate culture that contributes not only to our own department, but to other departments as well. However, I don't think that the current state is perfect, and I believe that there is room for further improvement and further evolution. Therefore, for example, the personnel system may be changed in about six months if it doesn't fit. There is no reason to continue doing something that is not working, and it is important that the change makes it better. In doing so, we don't simply adopt the best practices of other companies because we don't know the real motivations and issues that led to the introduction of that system. In Vision, we study, think, discuss by ourselves, and aim for a better fit form. Because of this corporate culture, there is little employee resistance to change.

Management structure that doesn't depend on the founder

There was a time when we had a flat management structure since I was the founder, but we have declared inside and outside the company that we aim to create an organization that isn't dependent on the founder. We have established roles such as CEO, COO, CFO, CMO,



CTO, etc., and it is important that none of them is higher than the other and none of them is lower than the other, but that we all work together to continue to grow. Even if the founder were no longer with us, I believe it is still appropriate for us to function as a team. For this reason, I would never allow the creation of factions within the company. There are various initiatives in Vision, but I don't want to know everything about what they are doing in the field. I trust that they are developing it in an appropriate way.

I communicate closely with the two Internal Directors and three Executive Officers and focus on always sharing vision of how we want Vision's future to look like. The content is then communicated to 30 executive managers, who in turn communicate it to their 30 staff members, so that 900 people can share it. I believe this is the quickest way to make clear to everyone the direction Vision is headed. Ask anyone and the answer is the same, and we know why, not superficially. Whether there are 10,000 or 100,000 employees, I am fine with this style. It is important for us to correctly communicate the direction Vision is headed. On the other hand, we also emphasize one-on-one interviews because issues vary from person to person. Employees who can respond immediately to the direction Vision should be headed are not a problem, but some employees take time to figure out what to do and how to do it. For this reason, we let each manager create an environment in which it is easy to talk, such as through one-on-one interviews, and promote to work to resolve issues.

Division of roles between CEO and COO

Originally, I was in charge of the President and CEO, but I was named the Chairman and CEO, and Director Ota was named the President and COO in March 2023. President Ota has previously been in charge of human resource development and day-to-day sales management, and with this as a turning point, also to manage the management meetings that I had presided over.

Message from CEO

Because of that, I can communicate closely with members of the Executive Officers and above, and spend more time to consider new business and M&A. My role is to increase the overall value of Vision, including branding activities such as speaking at various business and management associations. Of course, the biggest mission of President Ota and myself is to grow our existing businesses, so it is not a matter of one of us doing the existing business, but both of us doing it. I believe that the division of roles between the CEO and COO is important, both in the areas that are properly determined and those that are not.

Approach to shareholder returns

We believe that shareholder returns are not limited to direct means such as dividends from surplus and special benefits, but also include share price appreciation as we continue to grow. Considering our stage of growth, our priority is basically how to use the cash we have now to maintain a high growth rate. Next, we consider dividends from surplus after considering M&A and risk preparedness. For the fiscal year ending December 31, 2024, we plan to pay an interim dividend of 13 yen per share at the end of the second quarter and a year-end dividend of 14 yen per share, for a total annual dividend of 27 yen per share. This is the first dividend payment for Vision. We have determined that paying dividends will not affect our future growth potential. The fact that the COVID-19 pandemic is calming down was also a factor in the decision to implement the first dividend. It is necessary to have a certain amount of cash to prepare for geopolitical risks and

pandemics and to prevent the company from becoming dysfunctional in case of emergency, but we felt that it would not be a problem to pay dividends in the current situation.

Vision intends to further speed-up our overseas expansion in the future. We will invest aggressively to make our services a global standard. If a large investment is needed, we might also consider reviewing the dividend payout ratio, but in that case, we hope you can expect the share price to rise in line with subsequent earnings growth.

Toward the future

Vision has always been aware of challenges and has continuously achieved growth by breaking through them. That will never change. We are never satisfied with the status quo but would like to raise the bar and continue to provide the services that our customers demand. To achieve results not only in Japan but also in the world, we will discuss with everyone and further strengthen our teamwork to achieve results as a Team Vision. All of our employees will continue to work together as one to ensure the continued support of investors and all other stakeholders. Please look forward to us.



Business Model and Competitive Advantages

GLOBAL WiFi Business

Vision negotiates with telecommunications carriers and other companies around the world to purchase local networks (cell phone data communication lines) used by local people with available telecommunication quantity and quality (speed, etc.). By renting mobile Wi-Fi routers and other devices that can connect to this network to people who travel to various regions, we provide a relieved flat-rate and comfortable Internet environment. Various price plans based on daily data volume are available in more than 200 countries and regions around the world. In addition to the large number of countries we handle, we also offer many plans, so customers can choose the one that best fits their needs. By obtaining a high level of customer satisfaction, the total number of users has exceeded 20 million and is steadily growing.

The background to service launch

"GLOBAL WiFi®" started in February 2012. At the time, smartphones and tablets were beginning to become popular, and taking one's own device overseas was becoming mainstream. At the same time, however, the "Roaming Shock" problem, in which users who made a mistake in connecting to the Internet would be charged a too expensive bill, was becoming an issue. Vision, as a telecommunications professional, felt strongly that this was a problem we needed to solve. There were overseas mobile Internet services provided by cell phone companies and others, but what was needed was a more essential solution, and we started what we consider "our customers really need" all on our own initiative. It was also a statement of our determination as a company "To Contribute to the Global Information and Communications Revolution" with even greater earnestness. At that time, when using a mobile device overseas, if the wrong settings are made and data communication is carried out through a carrier that is not designated by the fixed packet rate system, the communication charges amounted unexpectedly high, so-called "Roaming Shock" resulted in the bill several million yen in some cases. Fearing this risk, many people refrained from Internet access during their stay abroad. In an age when people all over the world conduct business across borders, they have no choice but to use mobile devices in extremely stressful environments, with risks such as "Roaming Shock" and slow communication speeds. This is why we created "GLOBAL WiFi®" which contracts with telecommunications carriers around the world to rent Wi-Fi routers to customers for a flat-rate fee that allows direct access to local networks in the area. Traditionally, we used international roaming communications when we connected to the Internet overseas. This is a method the carrier uses the facilities of a local affiliated partner through

a communications carrier with which the user has a contract in the country. This system did not provide sufficient communication speed for people from overseas and resulted in higher charges. On the other hand, "GLOBAL WiFi®" connected directly to a local line in the country where the service was provided, resulting in higher speeds compared to international roaming communications. Furthermore, it was less expensive than the flat-rate overseas packet services offered by Japanese cell phone companies, and there was no risk of "Roaming Shock" due to misconfiguration.

Foundation of the "GLOBAL WiFi®" brand

The coverage area extends to more than 200 countries and regions, one of the largest in the industry, but this is not simply a boast of a large contract area. What we value most is to make sure we "CONNECT" there. When "GLOBAL WiFi®" expands its network, our employees go to the site. Each employee becomes a pioneer, has full knowledge about telecommunications environment each country, negotiates carefully, and opens up new area.

Some of our employees have even spent time in Europe themselves to ensure the success of the business. Others quietly surveyed the signal conditions in extremely cold regions, while others traveled around Asia in extremely hot weather to continuously check the telecommunications environment. Through the accumulation of these individual actions, we have created an original world map.

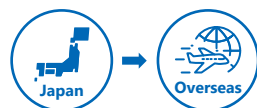
In addition, we have established our operational system to be able to respond as much as possible to sudden orders at the last minute before departure, strengthened our overseas bases to solve the common global issue of telecommunications, further collaborated with telecommunications carriers in each country, and developed an even stronger security environment. The foundation created by such thorough self-initiated efforts is the foundation of the "GLOBAL WiFi®" brand.

Business Model and Competitive Advantages

Customer target

Vision's GLOBAL WiFi Business customers are categorized as Japanese corporations who frequently make overseas and domestic business trips and individual travelers (outbound), foreign visitors to Japan (inbound), and foreigners who use the service overseas (global).

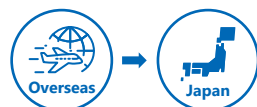
1st stage | Outbound



The number of Japanese departing Japan (outbound) had increased rapidly since the late 1980s, partly due to the strong yen, reaching 17.8 million in 2000. Since the beginning of the 2000s, the number had fluctuated around the 17 million level, but in 2019 it exceeded 20 million for the first time. Due to the impact of COVID-19 pandemic, it dropped significantly to 510,000 in 2021, but has recovered moderately to 9.62 million in 2023 and 5.79 million from January to June 2024 due to the easing or removal of entry restrictions in countries around the world.

(Source: Japan National Tourism Organization (JNTO))

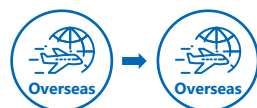
2nd stage | Inbound



The number of foreign visitors to Japan from overseas (inbound) exceeded 10 million in 2013 as the yen had weakened due to Abenomics from the end of 2012. Two years later, in 2015, the annual number of visitors reached 19.74 million, just short of the 20 million marks, and the number of foreign visitors to Japan exceeded the number of outbound Japanese travelers for the first time in 45 years. In response, the Japanese government (the third Abe cabinet) revised the existing target for the number of foreign visitors to Japan in 2016, aiming for 40 million per year in 2020 and 60 million per year in 2030. In 2019, the number of foreign visitors to Japan reached a record high of 31.88 million, but it dropped significantly to 210,000 in 2021 due to the impact of COVID-19 pandemic. However, it has recovered moderately to 20.56 million in 2023 and 17.77 million in January to June 2024, exceeding the 2019 levels.

(Source: Japan National Tourism Organization (JNTO))

3rd stage | Global



According to the United Nations World Tourism Organization (UNWTO), the number of international tourist arrivals crossing borders between countries (global) reached approximately 1.5 billion in 2019, but has declined significantly, especially in Asia, due to the COVID-19. However, it is expected to recover to approximately 1.3 billion by 2023, and is a large market that is expected to reach 1.8 billion by 2030.

In order to promote the development of the markets listed on the left, we will strengthen cooperation with telecommunications carriers in various countries and establish new terminal delivery locations and airport counters. In addition, we will promote business development to increase the number of users at all stages by improving convenience and quality, with M&A in mind.

Customer base

Expansion: Expand existing businesses, expand into overseas markets, and strengthen M&A.

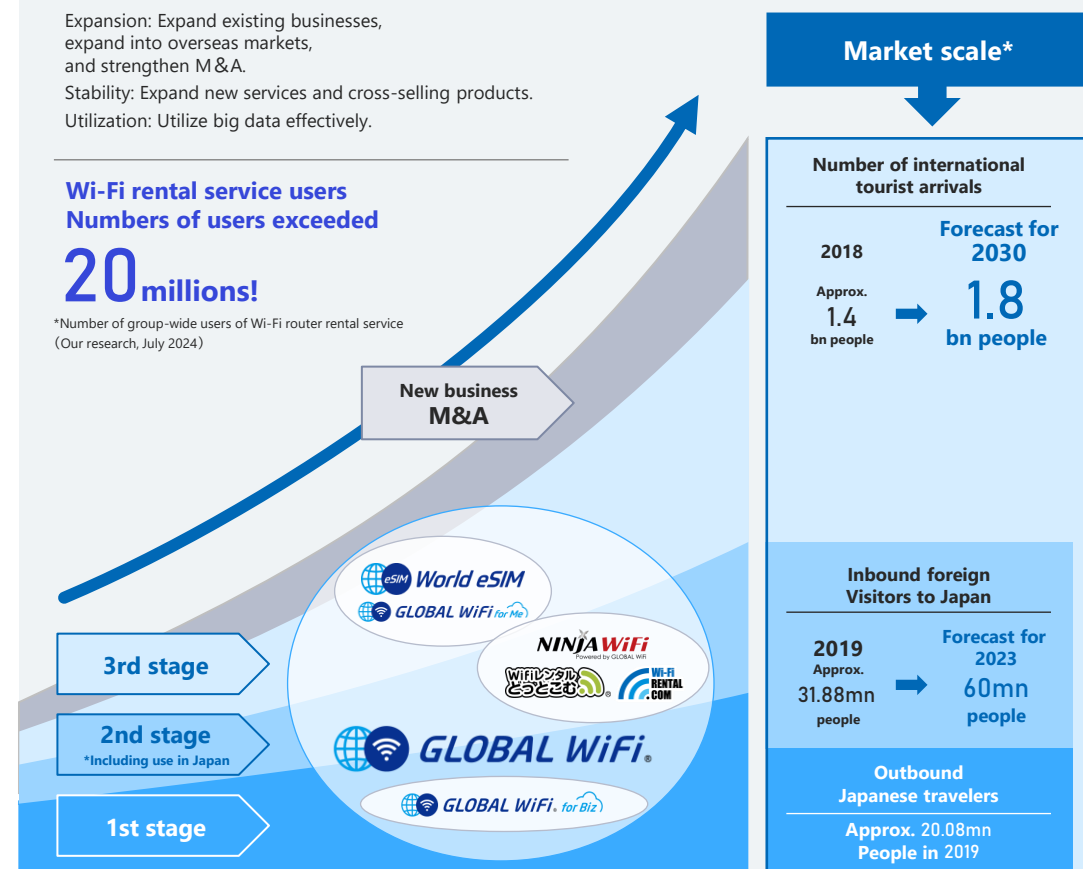
Stability: Expand new services and cross-selling products.

Utilization: Utilize big data effectively.

Wi-Fi rental service users Numbers of users exceeded

20 millions!

*Number of group-wide users of Wi-Fi router rental service
(Our research, July 2024)

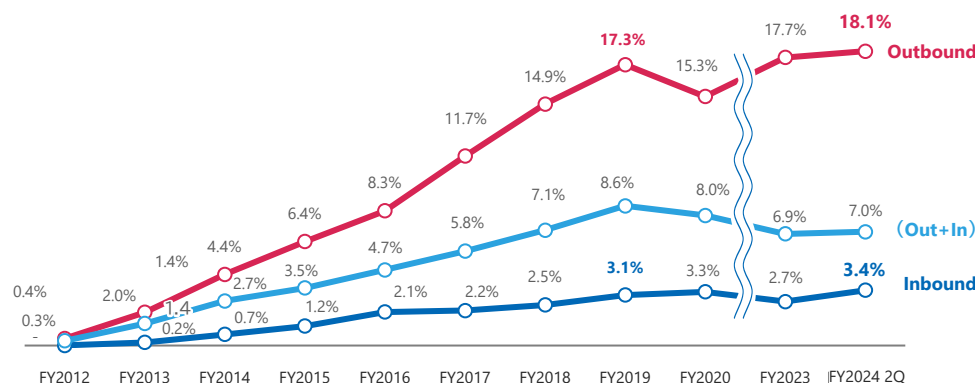


*Source: JNTO materials, Reiwa 1 (2019) edition tourism white paper, and the materials released by UNWTO

Business Model and Competitive Advantages

Wi-Fi rental service penetration ratio (based on Vision research)

Outbound (Japan⇒Overseas) accounted for 17.3% in 2019 due to a steady increase in the number of users since the service was launched. Although the impact of COVID-19 pandemic was significant, the ratio remained steady at 18.1% as of the half of the fiscal year ending 2024. On the other hand, Inbound (Overseas⇒Japan *including Japanese users) accounted for 3.1% in 2019 and 3.4% as of the half of the fiscal year ending 2024, making it a market with significant potential for growth, including Global (Overseas⇒Overseas).

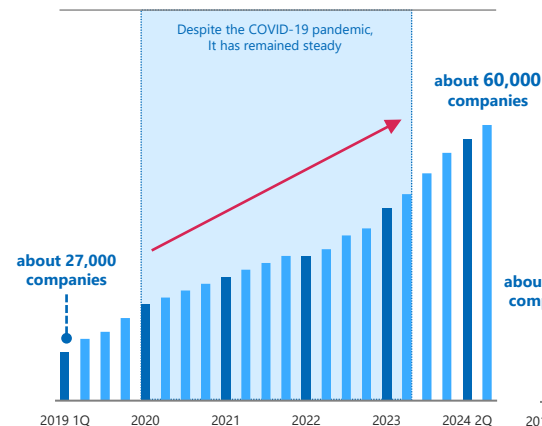


* FY2021-FY2022: As the number of domestic and overseas travelers was very small and rentals were mostly for domestic use, information is not shown in the table above.

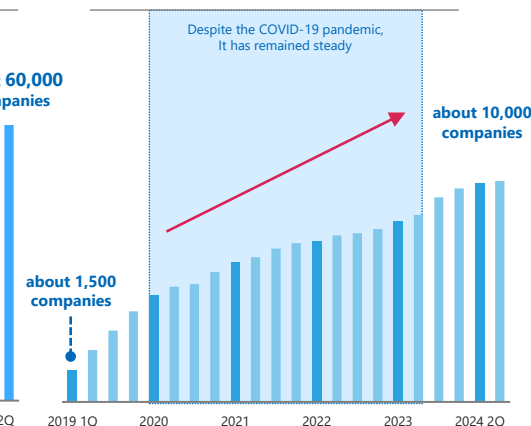
Capture corporate demand

Since the service was launched, we have focused on corporate sales. To reflect customer feedback and reduce accounting reimbursement process costs through individual contracts, we encourage corporate customers to apply for bulk corporate billing. As a result, the number of registered companies (number of corporate dedicated forms used) was approximately 60,000 as of the half of the fiscal year ending 2024. Of these, we rent "GLOBAL WiFi for Biz," an in-house permanent type of mobile Wi-Fi system, to companies that frequently travel overseas. This eliminates the need to apply for, receive, and return the terminal each time, and is highly valued for its convenience, as it can be used both domestically and internationally, and is automatically billed according to the status of overseas usage. We continued sales activities even during the COVID-19 pandemic, and more than 10,000 companies have installed the system, leading to stable earnings.

Corporations using the corporate-only form
Number of registered applicants for bulk billing



GLOBAL WiFi for Biz
Number of registered

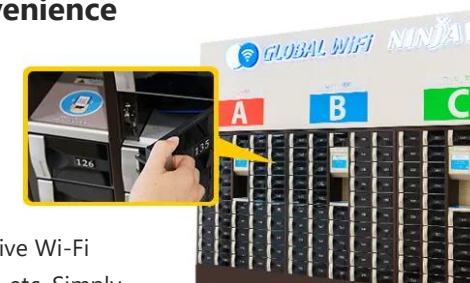


Introduction of Smart Pickups and development of unmanned stores to improve customer convenience

The Wi-Fi routers are delivered at the airport counter, but there are long lines during the busy season, and shortening the waiting time has been a challenge.

Smart pickup is a system that allows you to receive Wi-Fi routers directly from lockers installed at airports, etc. Simply hold up the QR code obtained when applying online in advance, and the locker door can be easily opened.

Customers who don't need explanations can pick up their Wi-Fi routers in as little as 10 seconds. Compared with counter service, this system reduces both operating costs and improves customer satisfaction, and allows airport staffs to be assigned to handle customers who need explanations or who apply on the same day.



Pickup Locker

Business Model and Competitive Advantages

Unmanned stores that allow non-personal pickup are also effective for repeat customers who don't need to wait in line at airport counters even during busy periods and don't need explanations. They are available 24 hours a day, including early mornings and late nights, allow us to respond to needs during hours when it is difficult to secure personnel. This mechanism saves space and cost, and allows for additional touch points. Furthermore, we plan to add more prepaid SIM vending machines for foreign visitors to Japan and Japanese temporarily returning to Japan, as they will improve convenience and increase revenues.

Expanding coverage area for Unlimited Plan and Ultra-High-Speed data communication "5G Plan"

In response to customer requests for unlimited data capacity, we have introduced an "Unlimited Plan" with no limit on the amount of data capacity used starting in 2019. As of the end of July 2024, this plan is available in 94 countries. The Ultra-High-Speed data communication "5G Plan" is also available in 35 countries and regions with the addition of 23 new countries and regions starting March 26, 2024. We will continue to expand the coverage area as soon as it is ready.

Wi-Fi communication speed depends mainly on signal conditions, such as distance from the base station and area, but also on the performance of the Wi-Fi equipment. Since 5G compatible devices are the latest models released after 2020, they can be used faster than conventional communication speeds even when 4G communication is used. As a result, we are attempting to improve service quality and average ARPU (Average Revenue Per User).

Improved convenience and profitability through lower telecommunications costs and improved operations

With the expansion of the business scale, we have improved our purchasing conditions through volume discounts with telecommunications carriers around the world and changed to pay-as-you-go contracts. At the beginning of the service, multiple SIM cards had to be replaced in order to use the service in multiple countries. However, after 2017, we have eliminated SIM replacement costs and significantly reduced shipping costs by utilizing a cloud Wi-Fi router that manages SIMs on a cloud server. As a result, we have both increased profit margins and improved customer convenience.

By contracting with multiple carriers in a single country, we have introduced a system that automatically switches to a SIM of telecommunications carriers with a strong signal depending on the area, always providing a comfortable communication environment. The automatic switching also makes it possible to use up data capacity without wasting, resulting in higher profit margins.

Reduced call center costs by inquiry measures, and enhanced support

Since the launch of the service, the use of GLOBAL WiFi has expanded rapidly among overseas travelers, business travelers, and foreign visitors to Japan. Accordingly, in order to respond to the ever-increasing number of inquiries, we have enhanced our web-based response such as chat, and improved user satisfaction while reducing the burden of telephone inquiries. Currently, inquiries via LINE and Skype are also available, and we provide full support 24 hours a day, 7 days a week, 365 days a year with safety and reliability.

Launched "World eSIM" next generation communication

We will focus on global sales of "World eSIM," which is the service available in more than 180 countries and regions worldwide. This eliminates the need for additional luggage for travel and allows for local application overseas via the Internet. It mainly targets individual travelers who travel with a single smartphone and those who purchase a SIM card at the airport. We believe that it can be segregated from "GLOBAL WiFi®" service, which targets those who use a single Wi-Fi router for multiple people and corporate customers. And we will expand our earnings in the future by proactively tapping into the needs of foreigners who travel across national borders.



Business Model and Competitive Advantages



Business Model

Receive & Return

It is available at 19 domestic airports, 36 locations, and 48 Smart Pickups (automatic delivery lockers). Automatic delivery lockers have already been installed at 17 airports, and users can return their terminals to the return box when returning them. Users who are unable to pick up their terminals at the airport can use the home delivery service or pick them up at convenience stores nationwide at Seven-Eleven (except Okinawa).

For Corporate

To reflect customer feedback and reduce accounting reimbursement process costs through individual contracts, we encourage corporate customers to apply for bulk corporate billing. It is used by approximately 60,000 companies.

We rent "GLOBAL WiFi for Biz," an in-house permanent type of mobile Wi-Fi system, to companies that frequently travel overseas. This eliminates the need to apply for, receive, and return the terminal each time, and it can be used both domestically and internationally. It is automatically billed according to the status of overseas usage.

We continued sales activities even during the COVID-19 pandemic, and more than 10,000 companies have installed "GLOBAL WiFi for Biz."

Area covered

It covers more than
200 countries and regions.

Fee

1 GLOBAL WiFi.

Average: Approx. JPY 1,700/day × Average days used: 7 days
(regular rental)

+ [Optional fees such as insurance,
mobile battery, etc.]

2 GLOBAL WiFi for Biz

Monthly basic charge

4G plan 2,167 yen

5G plan 3,728 yen

+ [Data communication fee (by plan)
× number of days used]

Services for domestic customers can be rented by the day.

Rental fee per month

Average: Approx. JPY 5,000/month

(Average days used: 1.5 months (45 days))

Business Model and Competitive Advantages

Cost structure

1 Cost of sales

Approx. 65% is data communication fee to telecommunications carriers in the world, and the remainder is the depreciation of Wi-Fi terminals and outsourcing costs (commission paid to sales agents, etc.).

2 SG&A expenses

These are personnel, advertising, shipping delivery, business consignment, and operation and rent of shipping centers, airport counters, etc.

Efforts to reduce costs

- Improved conditions for purchasing telecommunications data due to business expansion. (volume discounts)
- Using CLOUD Wi-Fi router has eliminated the need to switch SIM cards, significantly reducing shipping costs.
- Order forecasting reduces excess inventory.
- Reduce call center costs by automating some customer inquiries through the use of AI.
- Unmanned stores with only Smart Pickups (automatic delivery lockers) and SIM card vending machines to improve convenience for travelers and reduce operational costs.

Sales channel

You can apply for the service through the following channels.



1 Direct website

Application through "GLOBAL WiFi®" and other websites. Utilizing Web marketing to direct end-users to the application page.



2 Apps

Application through the app downloaded from a smartphone by end-users.



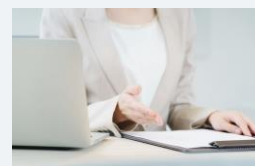
3 Affiliates

Application through a website operated by an affiliate, etc. We will direct you to our direct website.



4 Corporate sales

Continuous service applications through corporate registration for government agencies, companies with frequent overseas business trips, and corporate users of other sales channels.



5 Partners

Application through partner companies (airlines, travel agencies, insurance agencies, credit card companies, etc.), agents, and franchise partners.



6 Airport counter

Application in person at the airport counter.

Business Model and Competitive Advantages

Vision's Competitive Advantages


5G plan

Max 2.5Gbps

Communication quality Expansion of 5G coverage area

"5G" coverage is newly available in 23 countries and regions starting March 26, 2024, bringing the total to 35 countries and regions.

Expansion of 4G Unlimited Plan coverage area

"4G" Unlimited Plan coverage is newly available in 3 countries starting July 4, 2024, bringing the total to 94 countries and regions.

*We will continue to expand the coverage area as soon as it is ready.

CLOUD Wi-Fi router

By storing a large number of SIMs on a cloud server, a single Wi-Fi router can be used in more than 200 countries and regions, increasing user convenience.

Multi-carrier support

We have contracts with multiple telecommunications carriers in one country. Depending on the area, the SIM is automatically switched to another SIM from a carrier with a strong signal, always ensuring a comfortable communication environment.

Next generation communications abroad

We have started to provide the "World eSIM," which is the service available in more than 180 countries and regions worldwide. This eliminates the need for additional luggage for travel and allows for local application overseas via the Internet. Since it is suitable for use by a single person with a single smartphone, it can be expected to be used by foreigners as well as Japanese.

Airport counter

This is an important touchpoint because of the convenience of receiving and returning Wi-Fi terminals from Japanese departures mentioned above, as well as the installation of SIM vending machines and the increasing number of SIM purchase by foreign visitors to Japan.

Expansion of Tabi-naka services (services during travel)

We support our customers to make their travel safe, secure, and comfortable by providing various services such as insurance against damage, submersion, lost, theft of Wi-Fi routers, mobile batteries, translation devices (pocketalk), GoPro, 360° cameras, etc., according to customer requests.

Corporate users

Since the service was launched, we have focused on corporate sales. The number of registered companies for the bulk corporate billing form has steadily increased to approximately 60,000 companies, and the number of companies applying for "GLOBAL WiFi for Biz," an in-house permanent type of mobile Wi-Fi system, has also steadily increased to approximately 10,000 companies.

Overseas expansion

In addition to South Korea, Taiwan, and Hawaii, we have expanded into New York, U.S., to accelerate "3rd stage: Global (overseas to overseas) expansion." We will aggressively expand sales through GLOBAL WiFi terminal sales and "World eSIM."

Business Model and Competitive Advantages

Information and Communications Service

Vision provides various Information and Communications services, such as cell phones and Internet access, as well as sales of office automation equipment and in-house developed services, mainly to corporate customers. We continue to accompany the growth of our client companies and suggest optimal solutions that take into account their scale and needs according to their stage of growth. This has enabled us to achieve a high level of customer satisfaction, build long-term relationships with our customers, and achieve stable growth.

Customer target

Almost 100% of the customers of our Information and Communications Service Business are corporate customers. They include not only large and medium-sized companies, but also startups (newly established corporations) and deemed corporations. The number of newly established corporations in Japan per year was 141,452 in 2023, a continuously high level due to the government's aggressive support for startups and new businesses. We do business with approximately 1 in 10 of these newly established corporations.

While many of our competitors believe that startups are at risk of bankruptcy, we see them as having potential for growth. We support the growth of client companies by offering a large selection of office automation equipment at prices that can be introduced without difficulty depending on the growth stage of the client company, as well as in-house developed services to promote DX in corporations.

In addition, we have been able to achieve long-lasting transactions with our client companies by providing a high level of satisfaction to them. As a result, the bankruptcy rate of them tends to be lower than the market.

We continue to pursue services that offer the best value and an easy-to-implement price point from a thorough customer perspective. We have been supporting many startups and venture companies through our business activities. In May 2023, we decided to participate in the "J-Startup" program promoted by METI (the Ministry of Economy, Trade and Industry), which supports the development of startup companies, and we were certified as a supporter company.

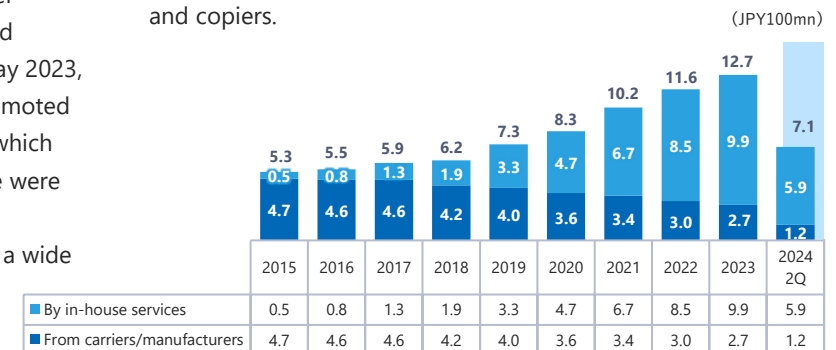
Our services are chosen not only by startups but also by a wide range of cost-conscious corporate customers.

Earnings structure

Revenues in this business are categorized into flow revenues from sales of OA equipment such as copiers and UTMs, stock revenues from providing in-house developed services, brokerage commission (primary and monthly commissions) from telecom carriers and electric power companies, and support service fees for OA equipment. Currently, we are strengthening our efforts to increase the ratio of stock revenues from providing in-house developed services. In-house development allows us to control prices more easily by increasing the speed of our business.

Recurring revenue-type business model while keeping initial costs low

We offer a discount on the initial cost of equipment sales and other services to reduce the costs required to start or open a new business for a newly established corporation. We expand revenue per client by increasing the number and types of services offered to suit the business environment in accordance with the growth stage of the client company. We provide not only new products but also used products to realize easy-to-introduce prices for OA equipment such as business phones and copiers.



Business Model and Competitive Advantages

Furthermore, we emphasize the weight of in-house developed services that provide continuous monthly income in order to strengthen stock earnings, which will provide a stable earnings base over the long term.

In-house developed services accounted for 30.6% of stock earnings in the fiscal year ended December 31, 2018. We began strengthening the acquisition of in-house developed services from the fiscal year ended December 31, 2019, and had increased the ratio of in-house developed services to 65.6% by the fiscal year ended December 31, 2021, with total stock earnings reaching 1 billion yen for the full year. In the fiscal year ended December 31, 2023, it reached 1.27 billion yen and is steadily growing. The recurring revenue-type business model, which enables stable management, has contributed to building a strong financial base.

Features in sales style

Our Information and Communications Service Business is based on the close collaboration of “Web Marketing” x “Sales Rep.” x “CLT (Customer Loyalty Team)” to achieve highly efficient marketing. “Web Marketing,” which makes full use of advanced IT tools such as AI, efficiently picks up highly accurate and apparent needs, while “CLT,” a key element of service provision, discovers latent needs and issues of client companies through communication. For promising customers and needs acquired through these two channels, we provide optimal solutions through the solid proposal capabilities of our “Sales Rep.” Rather than tying client companies to “Sales Rep.,” we position them as clients of the Company and respond to their needs with a company-wide response. In order to provide optimal solutions, we emphasize the expertise of “Sales Rep.” and call it “Escalation,” in which “Sales Reps.” introduce each other to client companies for each service. This “escalation” promotes internal collaboration and instills an organizational culture in which employees always work seamlessly from a company-wide perspective, while remaining focused on their own department’s interests, leading to improved performance for Vision as a whole.

“High efficiency” marketing with combined three factors



—1. Web Marketing

When Vision was first established, “Sales Rep.” were mainly conducted by visiting customers via telemarketing. However, this method was not necessarily efficient. Therefore, in 2003, we began focusing our marketing efforts on the use of websites in anticipation of information gathering via the Internet becoming more common. In 2004, we launched “COPY-KI.COM” (website), a media to attract customers for the purpose of selling copiers, and introduced a method of receiving inquiries and requests for quotations through this website, followed by sales visits. This approach has improved the closing rate because client companies via the website are highly motivated to purchase.

Utilizing the success of “COPY-KI.COM,” in 2005 we applied the same method to other Information and Communications Services and launched a series of media to attract customers, such as “Denwa-Kanyuken.com,” “BIZIPHONE.COM,” “Houjin-keitai.com,” and “Denwa-hikari.com.” The most appropriate search keywords are assigned to each website to attract a wide range of customers.

Business Model and Competitive Advantages

The website is managed by a dedicated team, which results in a high customer attraction rate (SEO performance). Users are searching not only for words, but also for multiple words that combine their needs. We cover a wide range of keywords to meet a wide variety of needs, and have succeeded in increasing the inflow of users through repeated trial and error, including cost-benefit analysis.

As a result, the ratio of telemarketing sales to the current number of contracts has fallen to 24.9%, and operational improvements are underway. As part of our organization's response to inquiries via the website, we also operate the "Vision Group Customer Support Website," a consultation service for any problems that may arise. This website introduces support services not only for starting or opening a business, but also for office and store operations, relocation, and other services. It also has a function that allows customers to search for services by issue or purpose, drawing out the latent needs of them.

In addition to brokering, renting, and selling copiers, telephone lines, communication terminals, Wi-Fi routers, and other equipment, we also develop our own cloud-based sales support systems, and brand them as in-house developed services (VWS series; see below), and provide them to our client companies. The "CLT (Customer Loyalty Team (CLT, see below)" handles all inquiries from corporate customers on the "Vision Group Customer Support Website," which is operated by a dedicated "Web Marketing" team.

—2. Sales Rep

In the Information and Communications Service Business, which deals with client companies, contracts are generally concluded in person. Therefore, it is important to reduce "Sales Rep." personnel and transportation costs, as well as how efficiently door-to-door sales can be conducted within a limited number of personnel and time. We promote website-based marketing through "Web Marketing" and conduct door-to-door sales focused on customers with high potential needs. Customers who already have a need flow into our website through search, so the ratio of inquiries leading to contracts is extremely high. As for the in-house developed services, as part of our "Decarbonized Society and Environmental Protection Initiatives," which we have set as a Materiality (Fundamental Initiative), we have introduced forms that allow contracts to be completed on the web and are promoting a paperless system. This has significantly reduced the time and cost required for visits, and has resulted in high sales efficiency.

Based on the needs that "CLT" has elicited through communication with client companies, "Sales Rep." proposes services that match the growth stage of the client companies and encourage "up-selling (additional purchases)." In addition, through "cross-selling," in which "Sales Rep." introduces other services to client companies through an "escalation system" to maximize business synergies and increase sales through synergistic effects. By enabling more efficient sales, business efficiency has improved dramatically, creating a virtuous cycle that also leads to the accumulation of sales know-how.

—3. CLT(Customer Loyalty Team)

In our pursuit of customer satisfaction, we have established "CLT (Customer Loyalty Team)" to provide services and operations that satisfy our client companies. We aim to raise the quality of our service level to an unrivaled level by always being close to our client companies, listening sincerely to their requests, and making improvements to develop the structure of our business.

"CLT," which has expanded the functions of the customer center, is in charge of after-sales support while maintaining close communication with client companies, thereby creating a system in which client companies are not tied to "Sales Rep," but rather are treated as customers of the Company and the needs of client companies are addressed by the entire company.

"CLT" plays the role of a concierge for client companies, enabling prompt response and appropriate action to raise the level of service, while sharing needs and issues heard from client companies with "Sales Rep." to increase opportunities for proposals. Furthermore, "CLT" is not only functioning as a department that indirectly contributes to our sales, but is also performing well as a department directly linked to sales. With the expansion of in-house developed services, the number of services that can be applied for online instead of face-to-face has increased, and we can now complete the entire process from interviews to service implementation procedures through "CLT," which has improved productivity. "CLT" plays an important role as the engine of the Company.

In addition, through "Web Marketing" and strategic use of IT tools by the department specializing in system construction, we have built a system that allows us to respond to the accelerating increase in the number of client companies and the volume of work with a small number of elite employees. The effect of this is reflected in our price competitiveness.

Business Model and Competitive Advantages

Our pursuit of customer satisfaction from the customer's perspective has earned us external recognition, including a total of 12 "CRM Best Practices Awards."

Proprietary services developed in-house

Many of the in-house developed services we provide to our client companies are systems that we actually use in-house. We aim to provide highly convenient services at low prices by reflecting the know-how and improvements that we have accumulated over the years. The VWS series, launched as our own brand, is based on the concept of "More comfortable working environment for all companies." We provide cloud services such as business support systems, attendance management, workflow, business chat, sales management (CRM and SFA), tele-appointment support systems with lists, network cameras, and electronic contract systems. By providing a variety of tools tailored to the industries and environments of our client companies, we help them reduce costs, improve operational efficiency, and support diverse work styles such as teleworking. We have accurately grasped the needs of the market and the times, and have been introduced to more than 400,000 companies. The number of users is increasing every year in line with the growth of client companies.



1. VWS Application (Sales support system)

We also provide our client companies with a sales support system specializing in internal approvals and applications, which we have developed and use in-house.

2. Voicle (Sales management system)

This is a sales management system developed in-house that allows client companies to centrally manage appointment and customer information, as well as call and visit histories, with a cloud service and an environment optimized for telemarketing operations that we have accumulated over the years. We provide our client companies with the same system that we use every day in our own sales activities.

3. RPA (Robotic Process Automation)

We have accumulated know-how on RPA, which we use in our own call centers, and provide this technology to our client companies.

4. VWS Attendance (Robotic Process Automation)

This is a cloud attendance management system developed and used in-house. We provide client companies with a system that is reasonably priced and designed for convenience so that both managers and employees can use it easily.

5. JANDI (SNS tool for business)

This is a SNS tool for business developed jointly with another company. It is not a mere business chat tool, but a tool that makes it seem as if colleagues who are active in various locations, such as at various offices, on the road, and at home, are working together in the same place. We are actually using this tool, and it has been improved by reflecting feedback from employees, evolving into a tool that is even easier to use. A cloud communication tool that improves employee engagement has many of the features that our client companies need. This business-focused tool is used by more than 2.5 million users, from startups to large enterprises.

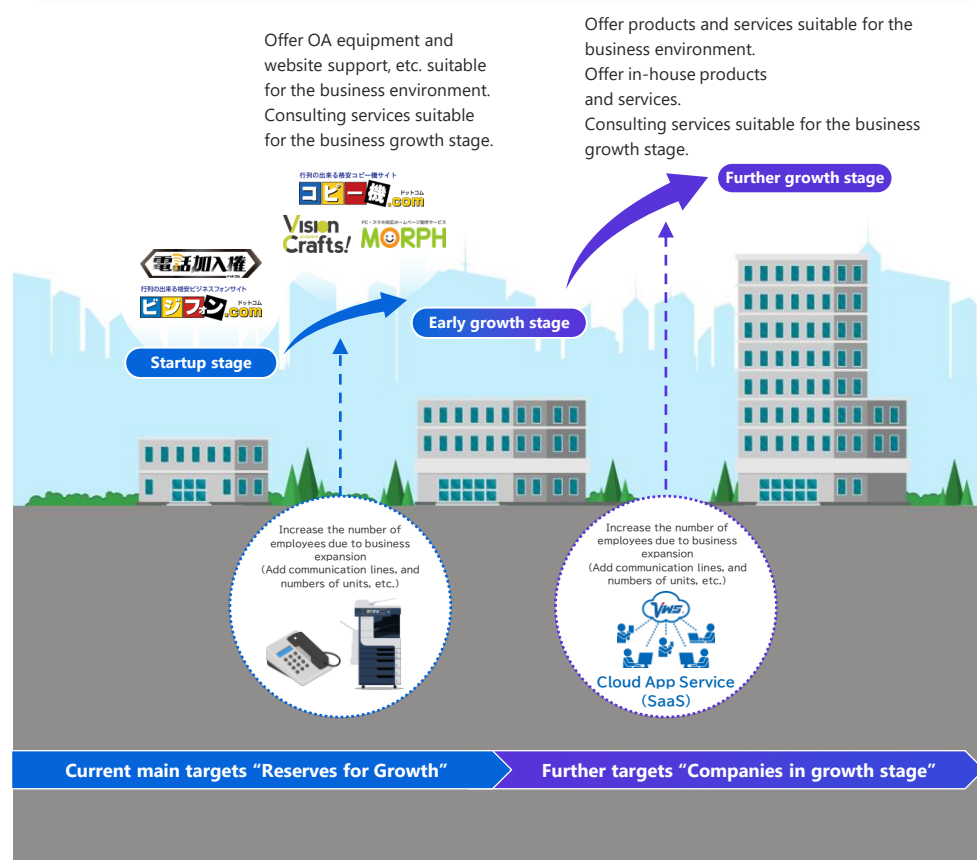
Business Model and Competitive Advantages

Many of these proprietary services developed in-house do not require an initial fee, enabling us to expand sales through upstream strategies targeting newly established companies and venture companies, as well as through upselling and cross-selling as our client companies grow by introducing these services at reasonable prices.

Recurring Revenue-type Business Model

Provide optimum solutions according to the growth stage, continuing to stay close to the growth of customer companies.

Structure that accumulates profits by our original know-how CRM(customer relations/continuous dealings).



DX strategy and regional revitalization initiatives

Since our founding in 1995, we have been providing our client companies with optimal solutions tailored to their stage of growth. As economic globalization progresses, companies are constantly required to operate efficiently and create new value using digital technology in order to maintain and strengthen their competitiveness in the international market.

The recent progress in digitalization has been driven by the rapid development of technology due to the COVID-19 spread that occurred in December 2019. Driven by the change in work styles, digitalization is being promoted in all industries and sectors, and technologies such as AI, cloud computing, and big data are rapidly evolving, changing the business environment. Under these circumstances, the promotion of digital transformation has become indispensable for companies.

In May 2023, we were certified as a "Digital Transformation Certified Company" under the Digital Transformation (hereinafter referred to as "DX") certification system established by the Ministry of Economy, Trade and Industry (METI).

We provide systems that we have been using for many years, and many of the services we have developed in-house to listen to our customers and solve their problems can be used anywhere with an Internet connection by using cloud computing. We are not only promoting DX for us, but also for those of our client companies by designing cost-effective products that provide just the right functionality at a low price.

Initiatives to promote DX are important from the perspective of social sustainability and environmental considerations, such as the SDGs. The use of digital technology is considered essential to achieve the Sustainable Development Goals, and DX enables the promotion of environmentally friendly practices such as energy management and efficient use of resources. DX has become an important theme in today's society and is recognized as an issue that many companies and organizations need to address.

We are not limiting the regions to promote DX, but rather is promoting our business activities throughout Japan. Compared to urban areas, many rural areas tend to lack human resources, making it difficult to promote DX. However, regions have valuable local cultures and networks that are rooted in the local community. We believe that we can contribute to the revitalization of Japan by increasing regional and urban mobility while at the same time contributing to the revitalization of local economies. Therefore, we are actively pursuing "business alliances" with partner companies active in each region to strengthen our competitiveness in the market.

We will continue to actively promote DX in order to help solve issues that anyone can address, regardless of region or company size.

Business Model and Competitive Advantages

Website-related services

As part of our Internet media business, we provide “Vision Crafts!” and “MORPH,” two smartphone-compatible website creation services. These services are designed to support our client companies’ businesses by leveraging the know-how we have accumulated through the operation of our own websites. “Vision Crafts!” which provides easy-to-use, visually appealing websites at reasonable prices, has been well received by client companies in a wide range of industries, including restaurants and retail stores, as well as by first-time website owners.

“Vision Crafts!” allows users to easily update their websites by simply filling in the predetermined content. “MORPH” provides a high-quality, well-designed website creation service that can be customized to meet the needs of clients who have outgrown “Vision Crafts!” With proposals tailored to the growth of client companies, the Internet media business creates more than 100 websites per month. Although sales of website creation services do not contribute significantly to our business performance, they contribute to the stabilization of our client companies’ businesses and the enhancement of their corporate value. By supporting their growth, we promote our “escalation system” and contribute to the expansion of sales of other products and services.

Space management business

adval Corp. is a company we made a subsidiary in December 2021 through a share delivery (a simple form share delivery); it was founded in 2008 and provides more than 300 rental spaces nationwide for BtoB (including “Office Ticket,” the industry’s first meeting room with a fixed monthly fee).

We aim for mutual cooperation and growth by leveraging adval’s planning capabilities, such as its fixed monthly fee system in providing rental meeting rooms and telework space, and our sales capabilities. We expect to increase sales, improve purchasing efficiency, and reduce costs by maximizing the use of those customer bases and know-how and by creating synergies between their businesses. Through cooperation between the two companies, we aim to further expand our business areas and maximize our corporate value.



Business Model and Competitive Advantages

Glamping and Tourism Business

The Glamping and Tourism Business is a new business that started in 2022 as part of the travel-related business of the GLOBAL WiFi Business. Currently, we run glamping facilities at two place: “VISION GLAMPING Resort & Spa Koshikano Onsen” (Kirishima City, Kagoshima Prefecture) and “VISION GLAMPING Resort & Spa Yamanakako”

(Yamanakako Village, Yamanashi Prefecture).

“VISION GLAMPING Resort & Spa” combines a freestanding dome tent with a private open-air bath and a container house to create an all-weather private space. We are approaching the domestic travel market of over 17 trillion yen by developing glamping facilities based on our unique concept.

According to the Environment Agency’s “Survey on Trends in inbound consumption in Japan,” it is estimated that foreign visitors to Japan will spend 1,750.5 billion yen from January to March 2024 (a 52.0% increase over the same period in 2019). Looking at the composition of inbound travel spending by expense category, lodging spending accounts for the largest share at 32.1%, a 3.5% increase compared to the same period in 2019.

In this business environment, we opened “VISION GLAMPING Resort & Spa Yamanakako” (Yamanakako Village, Yamanashi Prefecture) in December 2022, and also opened “Onsen Ryokan Glamping,” which mixes the customer experience elements of onsen ryokan and glamping, on the grounds of “VISION GLAMPING Resort & Spa Koshikano Onsen” (Kirishima City, Kagoshima Prefecture) in September 2023. Both facilities have high occupancy rates. In addition, we are currently considering building a third glamping facility in the Kansai region.

In this business, we aim to effectively utilize the sales channels, business structure, and customer base we have cultivated to date to capture inbound demand as well as domestic demand, and to establish glamping as the third resort lodging category following hotels and inns.



Koshikano Onsen became a subsidiary of Vision

In December 2021, we made Koshikano Onsen K.K. a wholly owned subsidiary as a foot in the door in the Glamping and Tourism Business.

“Onsen for Beautiful skin” Koshikano Onsen is a hot spring inn facility in Kirishima City, Kagoshima Prefecture that was privately managed by Vision’s Chairman Sano. It won four awards (departments of smooth skin, private Onsen, sauna, and pet) in the “General Election 2023 for Hot Spring Inns and Hotels.” In starting our Glamping and Tourism Business, we are taking advantage of the know-how that Chairman Sano has gained here.

Sano, aiming for the continued growth of Koshikano Onsen and differentiating itself from other ryokan, pondered whether to incorporate villas or glamping, and decided to use glamping facilities that take advantage of the hot springs and the river that flows in front of the ryokan. Shortly after the glamping facility opened in January 2020, the COVID-19 pandemic broke out. However, the fact that the glamping facility had an occupancy rate of over 90% with no end in sight to the number of users also encouraged us to launch Vision’s Glamping and Tourism Business.

Business Model and Competitive Advantages

A new form of glamping

We had the idea of a glamping facility in mind for some time. One of the reasons for commercializing Glamping and Tourism in 2022 was the historical background that the glamping, which can ensure non-contact, has begun to attract attention due to the spread of COVID-19 infections, and the resulting growth in global demand. Japan has an amazing culture called “ryokan” that is not found anywhere else in the world. On the other hand, there are many independent accommodations abroad called “villas,” which are like private vacation homes with luxurious facilities and privacy.

Villas originally exist in Japan, but they began to attract attention because of the spread of infectious diseases and the recommendation for non-contact. In response to the rapidly growing demand overseas for villas and glamping where people can enjoy a sense of openness, get in touch with nature, and enjoy themselves as much as they want in a non-contact setting overseas, we decided to enter the market as part of the travel-related business of our GLOBAL WiFi Business, in anticipation of the growing demand in Japan. Our facility is designed as an all-weather facility, not only a private space that is completely separated from its surroundings and people spend their time freely, but also enjoying the sense of freedom that only the outdoors can offer and the luxury of a hotel at the same time. All guest rooms are equipped with private outdoor bath, tent sauna and water bath, and you can use as often as you like at any time during staying. We focus on customer privacy, such as IoT-based check-in, and enhance contactless and convenience, which is a measure against infectious diseases.

Effective utilization of business system and customer base

We believe that the Glamping and Tourism Business is necessary to effectively utilize the customer base of the GLOBAL WiFi Business to achieve stable growth.

The time when we decided to launch this business was also the time when the GLOBAL WiFi Business, which had become the growth engine of Vision, was in danger of collapsing due to the global outbreak of COVID-19 infection.

Both outbound and inbound demand had been nearly destroyed, with the number of Japanese departing Japan in February 2021 down 98.4% compared to 2019 (Immigration Control Statistics, Immigration Services Agency of Japan) and the number of foreign visitors to Japan in March 2021 down 99.4% (JNTO, Japan National Tourism Organization estimate). The “GLOBAL WiFi®” suffered heavy losses

and lost 60% of its sales. This was a crisis that not only resulted in the loss of use of “GLOBAL WiFi®”, but also in the loss of contact with our more than 4 million active users.

We have seen the contact with active users and the utilization of the customer base as a challenge for our company since before. The GLOBAL WiFi Business has a business model that develop vertically, providing customers with optional services with being established product of “GLOBAL WiFi®”.

On the other hand, the Information and Communications Service Business, our original business, has a business model that develop horizontally, providing client companies with optimal solutions tailored to them. By listening to our client companies, we continue to stay close to their growth and provide optimal solutions that consider their size and needs according to their stage of growth. This has enabled us to achieve a high level of customer satisfaction, build long-term business relationships with our client companies, and achieve stable growth.

The Glamping and Tourism Business will effectively utilize its customer base as one of our horizontally expanding businesses, taking advantage of its high affinity with our growth engine, the GLOBAL WiFi Business, to achieve synergistic growth.

Contributing to the local economy through community revitalization

Vision has promised its stakeholders with sustainable growth and committed to deal with a lot of business activities for sustainable global environment and society. “VISION GLAMPING Resort & Spa” is committed to reducing food loss as a glamping resort that harmonizes and coexists with nature by using locally produced, locally consumed, and environmentally friendly organic food products. In addition, we are creating jobs by hiring locally and contributing to the revitalization of the local economy.



Message from COO



President, Representative
Director and COO

Kenji Ota

Message from COO

Growth strategy for the GLOBAL WiFi Business

The current revenue stream for the GLOBAL WiFi Business is outbound demand from Japan to overseas travel. It is still recovering from the effects of the COVID-19 pandemic today, but about 20 million people traveled abroad annually before the pandemic. Only about 30% of people still rent a mobile Wi-Fi router when going abroad. Other people use roaming or SIM cards for the Internet. Therefore, there is room to increase the utilization rate from 30% to 40% or even 50% through domestic promotions and by creating a culture of renting Wi-Fi routers. Considering that the ARPU (Average Revenue Per User) can be increased by increasing the usage of 5G and unlimited plans, or by expanding corporate transactions, we believe that there is still potential in the Japanese market.

The strength of Vision's GLOBAL WiFi Business lies in corporate transactions, what is called B to B business. Individual customer usage peaks during certain times of the year, such as Golden Week and Obon summer vacations, so a lot of off-season periods throughout the year. It may seem like a low barrier to entry since all you have to do is rent Wi-Fi terminals, but if you cannot run the terminals during period of demand low, you will not keep going in the business. Corporate transactions are which have a regular demand for overseas travel throughout the year fill the low period of individual demand.

Since corporate customers generally avoid peak season of individual overseas travel, the more corporate demand increases, the smaller the gap between the up and down of Wi-Fi terminals utilization. In this B to B business, we are demonstrating the sales capabilities we have developed in our Information and Communications Services business. The Japanese government has announced a policy to increase the number of foreign visitors to Japan to 60 million per year by 2030, supporting the expansion of inbound demand. On the other hand, I can't expect a subsidiary aid to overseas travel from Japanese government, for example. Therefore, in order to achieve 10 billion yen in operating profit as soon as possible, we believe it is necessary to expand our global business rather than just waiting for the number of annual travelers from Japan to return to 20 million and then to 30 million. That is also the reason why we decided to expand to New York. Although the number of overseas travelers from Japan has recovered to about 60% of pre-COVID-19 pandemic level, both sales and operating profit of our GLOBAL WiFi Business have reached record highs mainly due to the rise in ARPU. We believe that simply returning the number of overseas travelers to pre-COVID-19 pandemic level will raise our performance, but we aim to make a further leap forward by strengthening our overseas expansion.

The three major New York airports in the United States are John F. Kennedy Airport, Newark Liberty Airport, and LaGuardia Airport, which together handle nearly 50 million outbound and inbound overseas travelers annually. Wi-Fi terminals can be connected to the Internet as soon as the power is turned on and the password is entered, and they can be shared by multiple people such as family members and used on multiple devices.

Message from COO

The convenience is steadily gaining recognition overseas. In the United States, SIM-free handsets have been the mainstream, but the recent increase in the number of SIM-locked handsets against the backdrop of rising handset prices is also a tailwind. I believe that we can compete adequately by utilizing our know-how as it is.

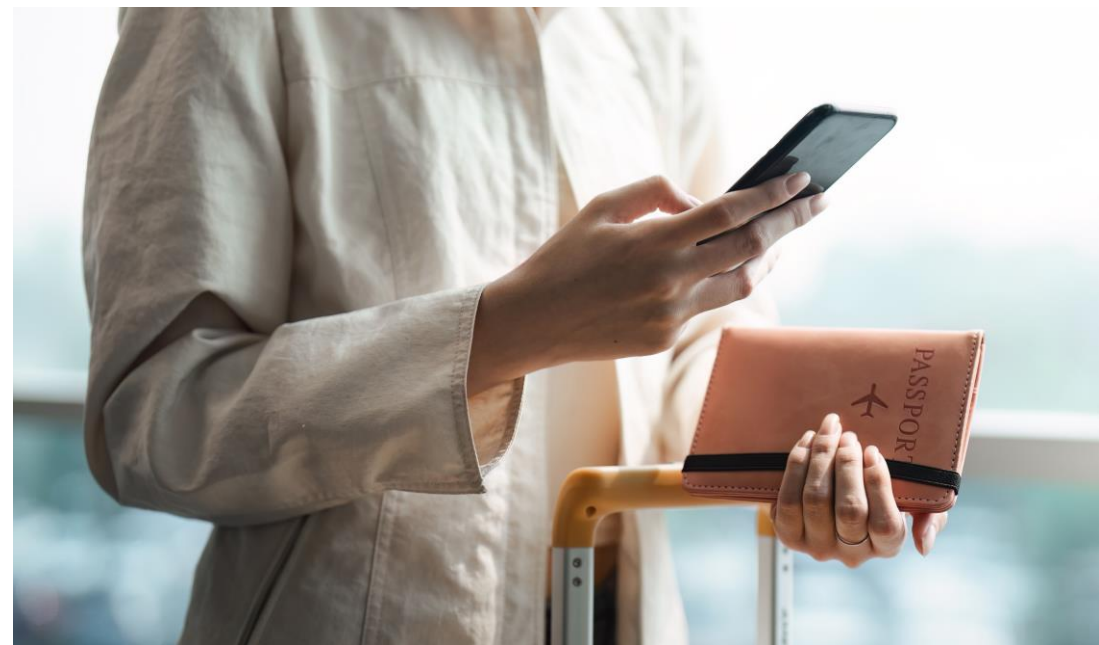
Because we are good at starting small and growing a business, our strategy for the time being is to steadily develop corporate demand in the United States as well. Therefore, as in Japan, we don't assume to conduct large-scale advertising through TV commercials and other promotional activities. In addition to sales by local staffs, we will also develop a system to proactively approach customers through Japanese employees who speak English, despite the time difference.

At the same time, we will strengthen its response to inbound demand coming to Japan from overseas. The number of inbound travelers is returning to pre-COVID-19 pandemic 2019 levels, but is not yet at a point where it can be said to be capturing sufficient market share. As is the case with travel from Japan, they may feel uneasy about finding and renting a Wi-Fi terminal after immigration at an overseas airport. It is necessary to make local promotions to meet the need to receive a Wi-Fi terminal in one's home country before going abroad and to leave the country with peace of mind. We have also established offices in South Korea and Taiwan to provide services for local overseas travelers as there is a culture of using Wi-Fi in Asia. However, people coming to Japan from other Asian countries tend to stay for relatively short periods of time, and their ARPU tends also not to be high.

On the other hand, many travelers coming to Japan from Europe and the United States tend to stay for a long time, so we would like to reach out to this market well. To this end, we will achieve results at our U.S. locations and increase awareness of Vision and Wi-Fi rental services, and then form a cycle that will lead to inbound demand.

Growth strategy for the Information and Communications Service Business

Vision's Information and Communications Services business has a unique strength in helping customers overcome challenges and developing up-sells and cross-sells based on ongoing relationships. The GLOBAL WiFi Business, which is our current revenue stream, is also a service



derived from this process. Since our growth engine is the GLOBAL WiFi Business, some investors have suggested that it would be better to consolidate the human resources of the Information and Communications Service Business into the GLOBAL WiFi Business. Certainly, the GLOBAL WiFi Business tends to get attention of our businesses, but I believe that the Information and Communications Service Business is also an important pillar of Vision Group. When the GLOBAL WiFi Business fell into the red due to the COVID-19 pandemic, we were able to minimize our losses and quickly return to profitability because we have another pillar of our businesses, the Information and Communications Service Business. And the GLOBAL WiFi Business was also born from the voice of customers in the Information and Communications Service Business. While the Information and Communications Service Business is now still creating various services to solve customers' problems, aiming to form new second and third big services such as the GLOBAL WiFi Business from niche demand.

The number of newly established corporations in Japan has been increasing every year, exceeding 140,000 companies in 2023. Since young people and, more recently, senior citizens are starting businesses, I don't think that the number of newly established corporations in Japan would decrease significantly.

Message from COO

On the other hand, few people who start their own businesses can suddenly run a perfect company while possessing advanced technical and sales skills in a particular field. For example, there are many people who don't know how to manage payroll and Digital Transformation. Of course, they don't have abundant funds. We offer competitive prices and service to these companies, and they become our customers. After that, the Customer Loyalty Team, which is separated from the sales team, acts as a concierge for each customer. As our customers grow, they will purchase what they need from us, or if there is a cycle to use our services, they can count on us as a business partner of their first call when they need something.

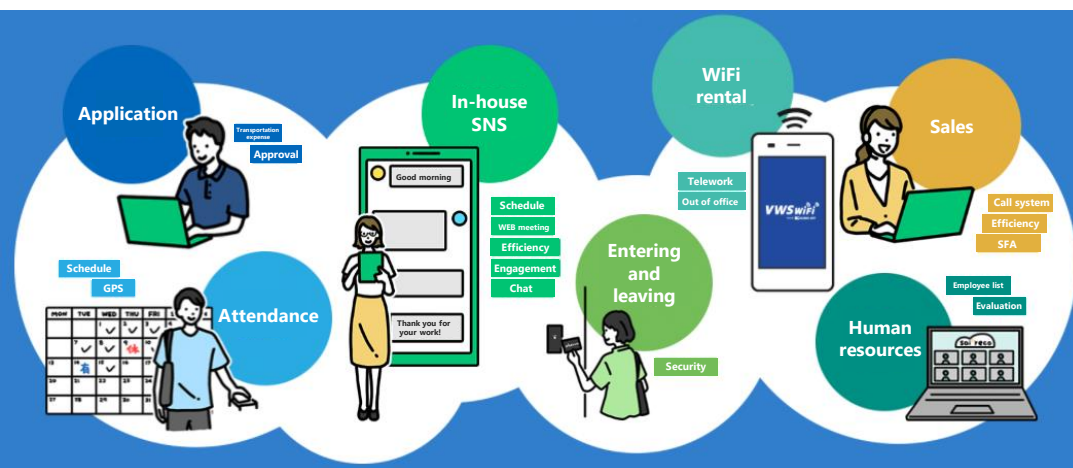
It is also commonly said that productivity of existing companies with relatively small business scale, called small and medium-sized business, is not increasing. I believe that the main reason for the lack of productivity is due to the lack of digitalization, and the challenge is that they don't have a system in place that will increase productivity. There are many ways that they can dramatically improve the efficiency of their operations by these products and services. Our services can often solve problems that would be too expensive for a consulting firm, so we will contribute to improving the productivity of companies with such issues.

We have been concentrating expansion of recurring revenue-type services that customers continue to use our services for the past five to six years. Until then, a large percentage of the business depended on one-shot type services such as sales of copiers, telephone lines, and cell phones, but with the growth of revenue from the GLOBAL WiFi Business, we now have the capacity to shift to a recurring revenue-type business.

The increase in recurring revenue-type business will stabilize revenue itself, and above all, it will allow us to have continuous contact with our customers. A typical example is "Vision Crafts!," a service that produces a website for a small initial fee and provides updates, domain management, and other services for a reasonable monthly fee. Other services include attendance management services, bookkeeping services, and a subscription model service for a tele-appointment system developed by us to develop new business. Today, about 80% of the stock earnings of the Information and Communications Service Business comes from in-house developed services. In addition to increasing the number of customers, we will continue to create a menu of in-house developed services one after another in order to offer our customers a complex proposal and find the seeds for a big business such as the GLOBAL WiFi Business.

Glamping and Tourism Business concept

The Glamping and Tourism Business is positioned as an optional service for the GLOBAL WiFi Business. Customers who use Wi-Fi rentals are often people who love to travel. In the COVID-19 pandemic, we started the Glamping and Tourism Business as a service that we could offer to such people in Japan. Glamping secures a private space that allow you to avoid "Three Cs" of people such as Closed spaces, Crowded places, Close-contact settings, and you can also soak up the sense of freedom because it is a development of camping. Since about 20% of the users of "VISION GLAMPING Resort & Spa Yamanakako" are "GLOBAL WiFi®" users, we believe that we have been able to expand the service in line with our initial expectations. However, due to the model, which is inevitably funded first, we are not currently considering increasing the number of locations after the opening of the third location in 2025. Although our facility occupancy rate is high and the number of inbound travelers from abroad is likely to increase, we would like to prioritize more accelerated growth of the GLOBAL WiFi Business and the Information and Communications Service Business.



Message from COO

Toward to the long-term growth

Naturally, I am always aware of the generational change that is necessary for the long-term growth of Vision. Since I am not that much older than Chairman Sano, I don't envision myself as president for a few more decades. Suppose that in my generation as president, we achieved an operating profit of 10 billion yen. In that case, I think that 20 billion yen and 30 billion yen will be the next targets to be considered. However, when the next generation aims to reach that point, I don't think the discussion of who will be president will mean much to Vision. Because I don't want one individual to drive 20 billion yen in operating profit or even beyond, but rather I believe to promote the transfer of authority and have 20 people in charge who can create 1 billion yen in a single business by viewing each business as a single corporate entity. The question is who among those responsible will assume the role of president.

Even if the scale of business is 100 or 200 million yen now, there is sure to be a 500 million yen or 1 billion yen business ahead. With this, we will build a structure that aims for an operating profit of 20 billion yen.

We have grown our business through leadership until now, but from now on, we don't want to lead Vision solely by our individual characters. This is because I also have inherited the importance of the concept of team Vision from Chairman Sano.

It is not a system of diversified management or group management, but rather a system in which business managers are empowered to provide training and support to increase the scale of the business, and the aggregate of these efforts becomes the Company's business performance. It's the concept of so-called "Team Vision Management."

The GLOBAL WiFi Business is only possible with the Information and Communications Service Business, and within each of these businesses, there are various other categories of businesses. I would like to grow several managers who can be responsible for growing each of these businesses. I believe that the results of these efforts will lead to development to a level of 20 billion yen in operating profit, or even higher.



Tripartite Discussion between the Three Outside Directors

Contribution to the Board of Directors based on their career

Naito : More than 25 years have passed since I started my own business from zero to one, a year or two behind Chairman Sano. Like Vision, I have created many new businesses at my company. In the process, I have gained a lot of experience, both successes and failures. Therefore, I share my experiences with new businesses or businesses in development if they are applicable. And my company is also involved in M&A and investments in venture companies. Although I cannot boast that I have a high success rate, I also provide advice on important points and risk intuition based on the experience I have learned from failures. My company's business is centered on Web marketing, so naturally I also give advice on the Vision's Web marketing.

Harada : Before I started my own company, I was the president of Tripadvisor, Inc. At that time, Vision's "GLOBAL WiFi®" won first place in the "Personal belongings for travelers" awards, and I met Chairman Sano for the first time at that awards ceremony. It has been about 10 years since I left and retired from Tripadvisor, Inc. and started my own company. Although still in the growth stage, I have launched three companies in the past 10 years. My expertise is in my knowledge of inbound and outbound tourism, particularly in East Asia. I also believe that being from China requires me to have a global perspective although I have lived in Japan for a long time. Then, there is the fact that I am a woman. Since I am the first female director, I am very conscious of what I can do to make the company a place where women can actively work.



In addition, since I have more than seven years of experience working on government-related projects and many of the companies we consider for M&A and venture investment are inbound-related, I use the information and knowledge I have to give advice regarding the actual business model and future potential of the company.

Naka : For about 21 years of my career, I was in charge of global markets at a U.S.-based investment bank. Nowadays, more and more people from investment banks are going to venture companies. But back then there were very few, and I remember being asked why I was going to the venture industry.

Tripartite Discussion between the Three Outside Directors

It has been about 14 years since I left investment banks and started my own business. I believe I understand the perspectives of both investment banks and venture companies. My company itself focuses on venture investment and venture support, so when Vision is considering M&A or venture investment, I actively share my opinions about companies and industries that I know. Another thing that is expected of me is to have a global perspective, just like Director Harada. She has extremely an advantage of information from Asia, but I have worked in the U.S. and European markets for a long time, so I have an advantage of information from the U.S. and Europe. Most recently, I provided various opinions and advice when we established our New York branch.



In addition, there is diversity in terms of being able to utilize my experience at investment banks. Compared to Japanese companies, foreign-affiliated companies place much more importance on diversity. For instance, female employees, age, nationality, and so on. Vision has many foreign nationals in the employees. I believe that diversity is certainly necessary for further globalization, so I am sharing my experience about it to you.

About the CEO Sano and COO Ota structure

Naito : I get the impression that Chairman Sano is truly a natural born entrepreneur. Vision is launching various new businesses. Not all ideas are implemented in full, but I am amazed at how he comes up with so many ideas. It is as if the “0 to 1 (build from the ground up)” ideas never stop coming. His business planning and creativity are truly outstanding.

On the other hand, I think President Ota is more of a “1 to 10 (Expanding and growing the business)” person. President Ota has done a great job in organizing such a large sales organization. For example, the launch of the GLOBAL WiFi Business started with Chairman Sano’s idea, and he and President Ota worked together to bring it to scale. In that sense, it is a very good combination. I believe that Chairman Sano has an ability to go from “0 to 1” and “1 to 10,” and it is because he has both that the scale of the business has reached this point. I feel that Chairman Sano and President Ota have different abilities that they possess in a good way.

Harada : My comments are like those of Director Naito, but Chairman Sano, in addition to his ability as a manager,

is skilled in execution and control, and has an excellent sense of balance. President Ota has been the head of sales for a long time and plays an important role in terms of customer relations and internal communication, while maintaining stable performance. Chairman Sano can now entrust President Ota with the time he used to spend in these areas and can redirect that power to new businesses and other initiatives for the next step. In this sense, I believe that this is change of roles at the right time and the best formation for the Company.

Naka : Chairman Sano is a very well-known manager in the venture industry and is respected by the management of various companies. Therefore, I knew Chairman Sano before I became an Outside Director. I feel more like Vision with Chairman Sano, rather than Chairman Sano of Vision. Since assuming the position of Outside Director of Vision, I have once more been impressed by Chairman Sano’s leadership and the speed at which Chairman Sano makes decisions. As I will explain later, his implemented decisiveness with choice and focus, even considering the worst-case scenario, was outstanding, while many people thought that the situation would quickly settle down in the early days of the COVID-19 pandemic.

President Ota was in the position of head of sales when I became an Outside Director, and even then he was a powerful as a salesperson. I think he is the best salesperson in terms of his commitment to the performance. I feel confident that he has worked hard to grow the various departments. I think that President Ota understands of the activities in the field, and that he has been established a strong relationship with business partners. Therefore, I agree with Directors Naito and Harada that Chairman Sano and President Ota are a very good combination.

Tripartite Discussion between the Three Outside Directors



About CEO Sano's decision making in the COVID-19 pandemic

Naka : If anything, I am optimistic person, so when the first state of emergency was declared in April 2020, I thought COVID-19 would be over in about the same amount of time as the flu. Perhaps, the majority of people thought so. On the other hand, Chairman Sano had mentioned that the pandemic was a risk to the Company before COVID-19 pandemic, so we considered the worst-case scenario and based on the assumption that it would not recover quickly (which would be greatly affected by the restrictions being implemented on international traffic/coming and going), we put a proposal before the Board of Directors to transfer many personnel from the GLOBAL WiFi Business to the Information and Communications Service business.

Originally, human resources of the GLOBAL WiFi Business were experienced in the Information and Communication Service business, so I think it is genius that he has promoted a management style that is painless as a result.

Naito : As Director Naka said, Chairman Sano mentioned the risk of a pandemic about two years before the COVID-19 disaster as a risk to the GLOBAL WiFi Business, and we regularly talk about geopolitical risks, such as the risk of travel being stopped when there is a terrorist attack in France.

Harada : At that time, I was relatively optimistic. However, I remember very well that Chairman Sano and the other Internal Directors and Executive Officers gathered tremendous information and told us that there was a possibility of a prolonged period, and that we would have to assume a worst-case scenario or risk serious damage. Chairman Sano then presented his own information and numerical analysis, and the Board of Directors spent a lot of time discussing the issue. In the end, we all agreed to shift human resources from the GLOBAL WiFi Business to the Information and Communications Service business. Looking back, I think it was the best decision.

Board atmosphere and involvement of Outside Directors in agenda items

Naka : I feel Chairman Sano is also good at chairing a meeting. When it comes to proposals involving decisions, each of the three Outside Directors has his or her own area of expertise, so he always asks them a question like "What is Director Naito's opinion on this matter?" or "Do you have any opinions on this matter, Director Harada?"

We also devote sufficient time for discussion when necessary, but not in a way that drags on.

Harada : Proposals regarding M&A and investment are rarely voted down, and sometimes they are carried over to the next meeting to be discussed until an agreement is reached. If someone expresses a concern, we thoroughly discuss it until everyone is satisfied, so there is no majority vote. Even if someone rejects a proposal, he will explain why he rejects it with reasons, and the proposal will be rejected if everyone finally agrees with that opinion.

Naito : If objections are raised and there is not enough discussion, it may not be possible to decide or judge this stage today, so it may be carried over to the next meeting.

Harada : I focus on risk in M&A and investment deals. There is a high risk, but I also consider what kind of risk is involved. If there is a 100% benefit to Vison, I am quick to agree.



Tripartite Discussion between the Three Outside Directors

If there are risks involved, I reveal them. If I understand that there are various risks and we can't avoid them, then I deny them.

Naito : If objections are raised and there is not enough discussion, it may not be possible to decide or judge this stage today, so it may be carried over to the next meeting.

Naka : I consider how meaningful a minority investment is, and whether it is possible to get 51% of the voting rights. Unless it is an Early-Stage venture investment, it is sometimes difficult to know how long it will take to see the effect of the investment if it is halfway around 20%. With many M&A and investment proposals for growth, Vision is still in the growth stage. We are also aiming for 20-30% growth in sales. Therefore, there is still debate about whether we should prioritize growth over dividends, and we also need to manage the risk of another pandemic. On the other hand, I don't think I have ever heard the Tokyo Stock Exchange (TSE) speak so strongly, if not directly, about shareholder returns. In addition, while the demand for dividends from individual investors has strongly urged since before, the stance of institutional investors was much more divided until 2023. I have the impression that it has changed considerably in 2024. Because of that, we proposed and passed an agenda item with a view of paying dividends twice a year rather than once a year. Accordingly, for the current fiscal year, we plan to pay a dividend of 13 yen at the end of the second quarter and 14 yen at the end of the fiscal year, for a total of 27 yen per share for the full year.

For a further leap forward in Vision

Naito : Most of Vision's Internal Directors and Executive Officers have a sales background. I have an awareness of issues to increase the diversity of our workforce, including women and, since we are an IT company, people with expertise in engineering. And I don't think what is expected of Vision is growth in the 10% range; we need to create another major foundation for 30% or 40% growth.

The segment operating profit for the GLOBAL WiFi Business in the previous fiscal year was 5 billion yen. Aiming for the same level of profit in the Glamping and Tourism Business is difficult because of investment issues. I think it is important to establish another large-scale foundation that can generate as much profit as the GLOBAL WiFi Business. We are currently working on a business, but we are still in the process of developing a business that will be on par with "GLOBAL WiFi".

Naka : We went through a very difficult period with the COVID-19 pandemic, so I think we are always considering that risk in our management. "GLOBAL WiFi" itself is doing well, as you know, "GLOBAL WiFi for Biz *1" is growing and the number of companies traveling on business is increasing. On the other hand, it is also susceptible to exchange rate fluctuations, and the yen is currently weakening. When we look at the figures, which are still about 60% of the peak number of overseas travelers, I feel the need to strengthen the inbound business a bit more. Specifically, we can make "NINJA WiFi *2" more recognized around the world and strengthen the Glamping and Tourism Business for foreign

users. I believe there is still room for improvement in these businesses. Then, related to the opening of New York branch mentioned earlier, as I expected, U.S. and European markets are important. I believe that global market strategy can grow more.

Harada : I believe that we should not only look at numbers regarding personnel evaluations, but also evaluate them in total, including people management perspectives, objective feedback within the company, or even future management skills; and have been saying them. This point has improved considerably, and the evaluation is now based not only on numbers, but also on the overall assessment of individual personalities and the skillsets they possess.

In terms of diversity, the Outside Directors and female employees had dinner once and they had the opportunity to talk about their perceptions of the current situation and career ideas. They all are work hard and making good grades. Unexpectedly, I have the impression they were satisfied with them, like they have no complaints, and they have a fulfilling work now. For instance, if they are not being evaluated properly or not being promoted, I'm able to give my opinion to the executive side as an Outside Director. However, it seems that female employees feel that working in their current position is the most balanced and comfortable. In this sense, the hiring of female managers from outside the company has been a topic of discussion at board meetings.

Naito : I completely agree. Especially, there are no women above the rank of department head now. Looking at these numbers alone, we are still in the early stages of development.

Tripartite Discussion between the Three Outside Directors

If we do not start thinking about how to address this issue at an early stage, we are concerned that talented women will stop joining us. Now that we are running under this structure, there may be less of a sense of danger. But looking ahead to the future aging of society with a declining birthrate, I think it is important how many talented women works at Vision. In this sense, it still makes a big difference whether there is a role model or not. We must change the circumstances everyone above the rank of department head is male when they join the company. So, I really related to the promotion of diversity, and role models are important.

Naka : I feel once again that we have a strong management team that drives Vision. From the standpoint of working under that management team, there is probably a good deal of pressure for women to become department heads or board members. And again, diversity in terms of age and nationality is also important as Vision becomes even more global.

Harada : The Director and Executive Officers are working together to make the company a place where women can play an active role. We are making improvements one by one to the opinions expressed at the Board of Directors meetings.

What you should look out for from us in the future

Naito : That is the power of business creation. I am excited that Chairman Sano has many ideas in his mind that he hasn't published, and he also brings various business ideas one after another. And the employees in the field are also a group of businessmen so that they always

have new business ideas. In this sense, I am sure that various businesses will start in the future, so please keep an eye on them.

Harada : The greatest strength in Vision is the good balance of our management team and our ability to execute as a team. We have sales skills and are equipped with the ability to take action and make decisions. Governance is also functioning very well, and we won't let our feelings end in silence. I feel a strong desire to speak up and make the company a better place to work, no matter what position we hold, so please keep eye on them certainly.

Naka : We have been doing our best to conduct IR activities, but I would like to let investors know more about Vision. There may be a gap between what Vision looks like from the outside and what it looks like from the inside. I think the publication of this Integrated Report is one big step. I hope that more users will understand the advantages of Vision, and of course, I hope that investors will as well.

ESG and Sustainability

ESG and Sustainability

Vision Group Sustainability Basic Policy

Our management philosophy is “To Contribute to the Global Information and Communications Revolution.” Based on this philosophy, the Group regards sustainability initiatives as an important management issue and conducts management with an emphasis on sustainability.

Specifically, we will contribute to the universal philosophy of “sustainable growth” through our business, with the aim of contributing to the global environment and realizing a sustainable society and economic growth.

(1) Governance

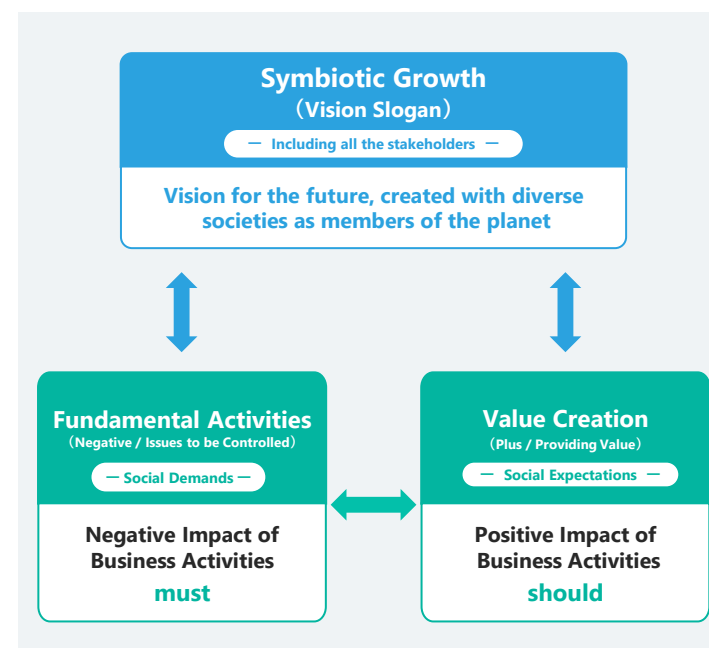
The Group has established a “Sustainability Committee” to promote sustainability management. The Committee identifies issues related to sustainability, including climate change, considers countermeasures, and grasps and analyzes the status of initiatives, and the Representative Director and President reports to the Board of Directors on a regular basis. “Sustainability Committee” is chaired by the Representative Director and President and is made up of senior management and department managers, with Outside Directors and Audit and Supervisory Board Members participating as observers. Furthermore, we endeavor to incorporate advice from outside experts as necessary to ensure fair and accurate consideration.

(2) Strategy

The Group’s slogan (Vision’s Slogan), “Vision for the future, created with the diverse societies as a member of the planet,” is the most important guideline for all of our business activities. Based on this vision, we have established “Fundamental Activities” and “Value Creation,” each of which describes its specific initiatives.

In addition, in consideration of the Sustainable Development Goals (SDGs) adopted by the United Nations, we are promoting

sustainability management by identifying materiality (key issues).



ESG and Sustainability

Four Materialities

Fundamental Activities (Negative / Issues to be Controlled)

— Social Demands —

Value Creation (Plus / Providing Value)

— Social Expectations —

Environmental Conservation

Contributing to the prevention of global warming and environmental conservation, and working to realize a carbon-free society

Regional Revitalization

Contributing to the economic activities of local communities as a whole by creating jobs

Workstyle Reform

Becoming a company that enables all employees to work in diverse ways and with peace of mind

Creating the Future

Contributing to society through educational and medical support to eliminate educational and medical disparities for children, the future leaders of our society

ESG and Sustainability

Strategy on Climate Change

As a company that contributes to the realization of a sustainable society, the Group regards climate change as an important management issue and is working to mitigate it. Of the materialities identified by the Group, the one that we consider particularly important is “Environmental Conservation: Contributing to the prevention of global warming and environmental conservation, and working to realize a carbon-free society,” which is one of the “Fundamental Activities.”

Strategy on Human Capital

In addition, the Group has identified “Workstyle Reform: Becoming a company that enables all employees to work in diverse ways and with peace of mind” as one of its materiality

a. Policy on human resource development, including securing diversity in human resources

The Group’s business philosophy is to become a corporate group that emphasizes “human resources,” “databases,” and “mechanisms” and devotes themselves to customer intention efficiently and effectively.

In particular, with regard to “human resources,” we value conducting business activities in good faith, understanding our management philosophy and management policies, rather than placing emphasis on academic background, background, gender, nationality, race, disability, and sexual orientation.

Diversity is promoted by appointing the right person to the right position, and the diversity required in terms of merit and ability is secured.

b. Policy on in-house environmental improvement

The Group sees all employees as important stakeholders, recognizes diverse ways of working, and aims to create an environment in which employees can work with peace of mind.

Specifically, in addition to reducing long working hours and working on days off, we are strengthening efforts to encourage employees to take annual paid leave, as well as promoting the use of the flex system and paid leave by the hour to create a flexible work environment for employees. Furthermore, we also focus on support measures for childcare and nursing care in order to help employees balance life and work.

In addition, we have established a career design office within the company where we provide a variety of support, including assistance with work-related concerns, career development, and returning to work.

ESG and Sustainability

(3) Risk Management


Climate change brings various “risks” and “opportunities” for the Group’s business activities, and we recognize that it is important to respond to them. Specifically, we began calculating CO₂ emissions in FY2022, and have set indicators and targets for FY2030.

Furthermore, as a medium-term target, we will work to acquire the certification of SBT (Science Based Targets), an initiative on reducing CO₂ emissions, in our efforts to reduce CO₂ emissions.

Within our Group, the Sustainability Committee, with the cooperation of each internal department and group company, identifies and evaluates sustainability-related risks and reports to the Board of Directors on a regular basis.

(4) Indicators and Targets





Climate Change

Classification 	FY 2022 (Result)	FY2030 (Target)
Scope1	91.64	At 1.5°C level, 4.2% reduction per year
Scope2 (Location-based)	857	
Scope2 (Market-based)	808	
Scope3	6,264.77	2.5% reduction per year for 2/3 at the Well Below 2°C level
(Unit: tons of CO ₂ equivalent)		

Standards used to calculate emissions

- CO₂ emissions from IEA burning
- Global Warming Prevention Law (Japan)

Human Capital

Classification	Target	FY2023 (Result)	FY2026 (Target)
 Percentage of female managers	8.0%	8.5%	12.0% or more
 Male childcare leave rate	10% or more	61.5%	Maintain 40% or more
 Percentage of annual paid leave taken	Promotion of leave taking	66.8%	Continued promotion
 Average monthly overtime	Time reduction	19.58 hours	Continued reduction

ESG and Sustainability

ESG and Sustainability

Chairman and CEO
Kenichi Sano



Concept of sustainability management

We are members of the planet, so we believe it is important to do what needs to be done, whether the word “sustainability” is used or not. It is important to have as many people as possible who have the mindset to actively engage in what is necessary for the survival of our planet, not only in our company, but also in our activities within society.

We have always been based on this concept, but I see it as easier to do now that concepts such as SDGs and ESG have emerged. We are now actively discussing what we can specifically do and what we can do in each of our businesses in response to the SDGs and ESG requirements, and we are taking steps forward and acting to realize these goals.

Contributing to the prevention of global warming and environmental conservation, and working to realize a carbon-free society

Due to the characteristic of our business, we recognize that there are no significant risks related to climate change that would directly affect our activities, earnings, etc. However, we believe that it is important to realize a decarbonized society and to work toward environmental protection, both for the sake of the survival of our planet and because we all are members of the planet. Compared to Scope 1 and 2 (emissions generated from energy directly used by our company), our CO₂ emissions are overwhelmingly from Scope 3 (emissions generated from areas outside our company's direct control, such as the procurement of raw materials, use and disposal of products throughout the supply chain), which accounts for approximately 85% of the total amount of Scope 1 to 3. We don't own factories or items that can be traded. Therefore, it is

very difficult area to address Scope 3. However, we don't give up, and we think it is important to tackle what we can do.

For example, we are promoting a paperless office environment. We are contributing to the reduction of CO₂ emissions and deforestation by going paperless (digitization such as the use of CloudSign) for internal and external documents and utilizing dedicated recycling boxes for internal document disposal, thereby maintaining confidentiality and recycling at the same time. In addition, since we have set a target to 2030 (CO₂ Emissions Reduction Target), we will discuss, think and pull out, and clear one issue at a time to move on to the next one. I also believe that the approach itself needs to be constantly updated, as it is a matter that can't possibly be achieved overnight.

Becoming a company that enables all employees to work in diverse ways and with peace of mind

This is based on my formative experience. As I explained at the beginning, when I first started my business, all of my employees were foreigners except for me. As I came into contact with their values and the rhythm of their lives, I was able to see the strengths and areas for improvement of Japanese and foreigners, as well as the differences in fit that arise due to cultural differences. Therefore, I think that it was very significant to have experienced what we now call diversity from an early stage.

The same applies to the employment of people with disabilities. When I was in the upper grades of elementary school, I had a friend with a disability in the same class. He was good at studying very well, but had to use a wheelchair and constant use of medical equipment. I believe that sharing my school life with him and our close elementary school days gave me respect for people with disabilities.

These experiences are one of the bases of Vision today. We have many foreigners working for us, and we are also expanding our business overseas. Since the values that respect diversity have existed from the stage of origin, we are constantly brushing up on them and hope to continue to be a company where all employees can work with confidence.

ESG and Sustainability

Contributing to the economic activities of local communities as a whole by creating jobs

Although the local economy must be revitalized, it is difficult for Japan to find a way out of the difficulty. One of the reliance on regional revitalization is inbound demand. Since we rent Wi-Fi terminals to travelers coming from all over the world (inbound travelers), we are able to deliver information that contributes to regional revitalization. If we can come into contact with foreigners through inbound travel, we can create globalization in local regions. Unfortunately, there are not that many young people from rural areas who study abroad, but they can experience more of the world in Japan without having to go to the world. I also support entrepreneurs in Kagoshima Prefecture. In that case, I feel that they perceive less information and fewer opportunities than people in Tokyo. By communicating and teaching that this is not the case, more companies will grow, more jobs will be created, and the value of the regions will be further enhanced if people recognize that they can compete globally even if their headquarters are located in the regions. Although supporting entrepreneurs is not an activity we do as a company, I believe it is connected to the future of Vision.

Furthermore, in the Glamping and Tourism Business as well, we use local ingredients for local production for local consumption, and by making people aware of the benefits of such ingredients, we increase the number of repeat visitors and contribute to tourism income. We also contribute to the local economy by hiring local builders to build something. I believe that the biggest plus of all is that our employees are aware that our efforts are contributing to the revitalization of the local economy in this way.

Contributing to society through educational and medical support to eliminate educational and medical disparities for children, the future leaders of our society

In terms of future children, I believe that their development depends on whether or not their parents enjoy working for them. This is also based on my experience. I believe that having a nursery school near the workplace where they work hard gives both parents and children a

sense of security, and also fosters awareness of future work for the children from an early stage. With this in mind, we have established a “Vision Kids Nursery School” in the building where our call center in Saga Prefecture is located. In terms of business continuity, Japan will face an aging society with a declining birthrate. For this reason, we have been discussing the need to create a facility or community that would support employees with elderly parents, such as in the form of Vision Kids Nursery School, as a management issue for more than 10 years.

Regarding medical assistance, we have long supported the activities of “Japan Heart,” which provides free medical treatment and surgery to children in Myanmar, Cambodia, and Laos. We donate a portion of the proceeds from the GLOBAL WiFi Business because closing the healthcare gap is also part of creating the future. As we are expanding our business globally, we want to be a company that contributes to solving social issues not only in Japan but also overseas.



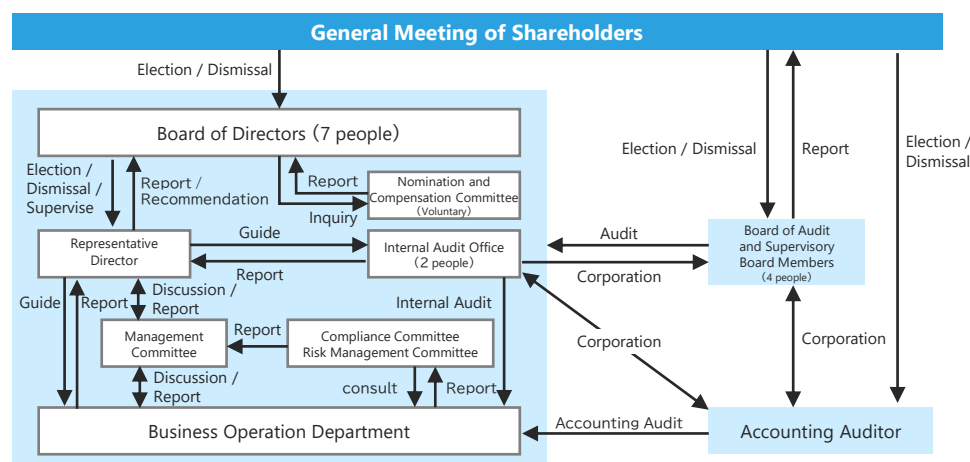
Corporate Governance

Structure of Corporate Governance and Summary

Basic stance on corporate governance

To turn customers' expectations into impressions, the Group constantly refines itself and continues to take on the challenge of change without hesitation to realize its ideals, and always conducts its business activities with a sense of humility and gratitude for the support of many people (stakeholders). In accordance with this code of conduct, we comply with laws, regulations, internal rules, and policies and work in good faith to build optimal corporate governance.

Structure of corporate governance



Summary

Board of Directors

The Board of Directors consists of 7 Directors (including 4 Outside Directors), and in addition to the regular monthly meetings, extraordinary meetings of the Board of Directors are held flexibly as necessary to make decisions on important matters concerning overall management and to supervise the execution of operations.

Nomination and Compensation Committee

The Nomination and Compensation Committee consists of at least 3 members who are Directors selected by a resolution of the Board of Directors, and the majority of these members shall be independent Outside Directors. In addition, the chairperson is to be selected from members who are Outside Directors by resolution of the Committee. It was established by resolution of the Board of Directors on December 21, 2023, for the purpose of further strengthening corporate governance by ensuring rationality, objectivity and transparency in nominating candidates for Directors and determining their compensation. The Committee holds meetings as necessary to deliberate on the appointment and dismissal of Directors and their remuneration, and reports back to the Board of Directors.

Management Committee

The Management Committee consists of internal Directors, full-time Audit & Supervisory Board Members, Executive Officers, divisional managers and other executives, and meets at least once a month to discuss matters to be submitted to the Board of Directors, to confirm day-to-day business execution, and to make decisions promptly in order to improve the efficiency of management activities.

Board of Audit & Supervisory Board Members

The Board of Audit & Supervisory Board Members consists of 4 Audit & Supervisory Board Members (including 3 Outside Audit & Supervisory Board Members), and audits the daily activities of the Directors, including the execution of their duties, in order to enhance the effectiveness of corporate governance in accordance with the audit policy and plan.

Internal Audit Office

The Internal Audit Office consists of 2 members who verify, evaluate, and advise on whether the organization, systems, and operations of the Group are operating efficiently and in compliance with management policies, laws and regulations, and various rules. In this way, we strive to prevent violations of laws and regulations, fraud, and errors, provide accurate management information, protect assets, and improve business activities.

Accounting Auditor

The Company has a contract with KPMG AZSA LLC for the appropriate audits to be conducted.

Compliance Committee

The Compliance Committee has been set up as an organization to carry out efforts toward compliance, and is composed of the Representative Director, Director in charge of the administrative department, full-time Audit & Supervisory Board Members, and other general managers, and is held twice a year on a regular basis. In addition, we will hold it as needed.

Risk Management Committee

The Risk Management Committee, chaired by the Representative Director and vice-chaired by the Director in charge of administration, is established to discuss risk prevention measures and to take measures to minimize damage in the event that a serious management risk materializes.

Details of the policy for determining the amount of remuneration, etc. for officers

Details of the policy for determining the amount of remuneration, etc. for officers and the calculation method and the decision policy The Board of Directors held on February 21, 2024 resolved and decided on the policy for determining remuneration for individual Directors. Our basic policy is to establish a remuneration system that is appropriate for the roles and responsibilities of Directors, motivates Directors to improve their performance and corporate value, and is linked to shareholder interests. Basic remuneration is determined by resolution of the Board of Directors based on the deliberations and reports of the Nomination and Compensation Committee, which is chaired by a majority of Outside Directors. Stock-based compensation is determined in accordance with the number of points granted to them in accordance with the Share Benefit Regulations for Officers established by the Board of Directors. Revisions to the Share Benefit Regulations for Officers shall be determined by a resolution of the Board of Directors based on the consultation and report of the Nomination and Compensation Committee.

Corporate Governance



Chairman and CEO
Kenichi Sano

1995: Founded Vision LLC, President and CEO
1996: Founded Vision Co., Ltd., President and CEO
2001: Founded Vision Inc., Director
2004: Vision Inc., President and CEO
2023: Vision Inc., Chairman and CEO (current)



President, Representative
Director and COO
Kenji Ota

1997: Joined Vision Co., Ltd.
2008: Vision Inc., Director and Executive Officer
2015: Vision Inc., Director and General Manager
of Sales Dept.
2019: Vision Inc., Director and Managing
Executive Officer
2023: Vision Inc., President, Representative
Director and COO (current)



Director and CFO
Shinichi Nakamoto

1995: Joined Vision LLC
1996: Vision Co., Ltd., Director
2004: Vision Inc., Director
2015: Vision Inc., Director and General Manager
of Administration Dept.
2023: Vision Inc., Director and CFO (current)



Independent Outside

Outside Director
Shinichiro Naito

1991: Joined Recruit Human Resource
Center Co., Ltd. (current Recruit
Co., Ltd.)
1994: Joined Japan Remodel, Inc.
1995: Founded PERSONNE and
PERSONNE Entertainment Co, Ltd.
(current PERSONNE, Inc.), Director
1996: Founded Allest Inc. (current
Findstar Co., Ltd.), Director
1998: Allest Inc., Representative Director
(current)
2009: Target Media Inc. (current TMH),
Director
2009: MDK Inc., Representative Director
(current)
2010: D-POPS Co., Ltd. (current D-POPS
Group Co., Ltd.), Director (current)
2011: Startrise Co., Ltd., Director
2011: STARX Inc., Director (current)
2012: Shift Inc., Director (current)
2015: onestar Co., Ltd., Auditor
2015: Star Asset Consulting, Inc.,
Representative Director
2015: Founded Findstar GROUP Co., Ltd.,
Representative Director (current)
2016: Vision Inc., Director (current)
2018: TEMONA. Inc., Director (current)



Independent Outside

Outside Director
Shiori Harada

2001: Joined SoftBank Commerce Corp.
(current Softbank Corp.)
2003: Joined Dell Inc., Business
Development Manager
2006: Trend Micro Inc., Global
Marketing Director
2013: Tripadvisor, Inc., Representative
Director
2015: Founded LandReam Inc.,
Representative Director (current)
2016: WILLER, Inc., Director
2017: Vision Inc., Director (current)
2019: Shanghai Town Check Culture &
Service Co., Authorized
Representative (current)
2020: TOUCH GROUP Co., Ltd.,
Representative Director (current)



Independent Outside

Outside Director
Michimasa Naka

1989: Joined Salomon Brothers Asia Ltd.
(current Citigroup Global Markets
Japan Inc.)
2004: Nikko Citigroup Securities Co.,
Ltd. (current Citigroup Global
Markets Japan Inc.), Managing
Executive Officer and Joint
General Manager of the Debt
Capital Markets Division
2008: Nikko Citigroup Securities Co., Ltd.,
Managing Executive Officer and
General Manager of the Markets and
Sales Division
2009: Citigroup Global Markets Japan Inc.,
Director
2009: Citigroup Global Markets Japan Inc.,
Director and Deputy President
2010: Founded StormHarbour Japan Ltd.,
CEO and Representative Director
2011: GLM. Co., Ltd., Auditor
2014: Asuka Asset Management Co., Ltd., Director
2014: eWell Inc., Director
2014: istyle Inc., Director (current)
2014: StormHarbour Japan Ltd., Chairman and Director
2014: Geniee, Inc., Director
2015: Prevent SAST Insurance Co., Ltd. (current Mikata SAST Insurance Co., Ltd), Director (current)
2016: Founded Boardwalk Capital Inc., Representative Director and President (current)
2017: Founded Accelerator Inc., Representative Director and President (current)
2018: Boardwalk Trading Co., Ltd., Director (current)
2019: Vision Inc., Director (current)
2020: VECTOR INC., Director (current)
2021: Houyou Inc., Director (current)
2022: HR Cloud Co., Ltd., Director (current)



Independent Outside

Outside Director
Shieri Mori

2015: Registered as a practicing
attorney (Tokyo Bar
Association)
2015: Joined Baba & Sawada Law
Office
2017: Joined K&L Gates LLP
2018: Integral Law Office, Partner
attorney (current)
2024: Vision Inc., Director (current)

Corporate Governance



Independent Outside

Full-time Audit and
Supervisory Board Member
Kazuhiko Umehara

- 1975:** Joined Toyo Trust and Banking (current Mitsubishi UFJ Trust and Banking Corporation)
- 2006:** M.U. Trust Liquidation Service, Managing director
- 2008:** Mitsubishi UFJ Capital Co., Ltd., Full-time Auditor
- 2015:** Mitsubishi UFJ Capital Co., Ltd., Corporate Advisor
- 2016:** Vision Inc., Full-time Audit and Supervisory Board Member (current)



Full-time Audit and
Supervisory Board Member
Tetsuya Niwa

- 1996:** Joined Fullcast Co., Ltd. (Current Fullcast Holdings Co., Ltd.)
- 2004:** Fullcast Co., Ltd., Legal Department General Manager
- 2007:** Fullcast Co., Ltd., Compliance Department General Manager
- 2010:** Fullcast Co., Ltd., Director
- 2011:** Joined Kadokawa Haruki Corporation
- 2014:** Joined Vision Inc., Legal Department General Manager
- 2016:** Vision Inc., Legal Department Executive Manager
- 2019:** Vision Inc., Executive Officer of Human Resources, General Affairs and Legal Affairs
- 2022:** Joined Musashi Seimitsu Industry Co., Ltd.
- 2022:** Vision Inc., Corporate Advisor
- 2023:** Vision Inc., Full-time Audit and Supervisory Board Member (current)



Independent Outside

Audit and Supervisory
Board Member
Junichi Motai

- 1996:** Joined Asahi Audit Corporation (current KPMG AZSA LLC)
- 2005:** Joined Clifix certified public tax accountant's corporation
- 2006:** Start Today Co., Ltd. (current ZOZO, Inc.), Auditor (current)
- 2008:** Founded Accounting Assist Co., Ltd., Representative Director (current)
- 2009:** EC Navi Inc. (current CARTA HOLDINGS, INC.), Auditor (current)
- 2015:** Vision Inc., Audit and Supervisory Board Member (current)
- 2016:** Cyber Area Research, Inc. (current Geolocation Technology, Inc.), Auditor (current)
- 2017:** ONGAKUKAN Co., Ltd., Auditor (current)
- 2018:** Spocale, Inc., Auditor (current)
- 2020:** REX ADVISORS Co., Ltd., Auditor (current)
- 2020:** JUNTEN BIO Co., Ltd., Auditor (current)
- 2021:** gooddays holdings, Inc., Director (current)
- 2024:** Cookpad Inc., Director and Audit Committee Member (current)



Independent Outside

Audit and Supervisory
Board Member
Jun Hozumi

- 2004:** Joined Tohmatsu & Co. (current Deloitte Touche Tohmatsu LLC)
- 2007:** Joined Ligaya Partners, Inc.
- 2010:** STREAM Co., Ltd. Representative Director and Vice President (current)
- 2012:** Shell Partners Accounting Firm, Representative Partner
- 2014:** FIRSTLOGIC, INC., Auditor (current)
- 2014:** TriFort, Inc., Auditor
- 2018:** Vision Inc. Audit and Supervisory Board Member (current)



Executive Officer
General Manager,
Sales Division
Yohei Watabe

- 2003:** Joined Vision Inc.
- 2006:** General Manager of Sales Department
- 2013:** Executive Manager of Sales Department
- 2019:** Executive Officer, GLOBAL WiFi & Production Group
- 2023:** Executive Officer and General Manager, GLOBAL WiFi and Glamping & Tourism Business
- 2024:** Executive Officer and General Manager, Sales Division (current)



Executive Officer
General Manager,
Administration Division
Yosuke Hori

- 2003:** Joined Vision Inc.
- 2006:** General Manager of Sales Department
- 2013:** Executive Manager of Sales Department
- 2019:** Executive Officer, Office Solutions & Sales Group
- 2023:** Executive Officer and General Manager, Information and Communications Service Business
- 2024:** Executive Officer and General Manager, Administration Division (current)



Executive Officer
General Manager,
Marketing Division
Satoru Shijo

- 2005:** Joined Vision Inc.
- 2008:** General Manager of Sales Department
- 2015:** Executive Manager of Sales Department
- 2019:** Executive Officer, Communications & Marketing Group
- 2023:** Executive Officer and General Manager, Marketing Division (current)

Corporate Governance

Skills Matrix for Directors and Audit and Supervisory Board Member

		Business Management	Sales Marketing	Finance	IT Digital DX	Human Resources	Legal Risk Management	Global Experience Diversity	ESG Sustainable	Investment M&A
Chairman and CEO	Kenichi Sano	●	●	●	●				●	●
President, Representative Director and COO	Kenji Ota	●	●		●				●	●
Director and CFO	Shinichi Nakamoto	●	●	●		●	●			
Outside Director	Shinichi Nakamoto Independent Outside	●	●		●	●				●
Outside Director	Shiori Harada Independent Outside	●	●		●			●	●	
Outside Director	Michimasa Naka Independent Outside	●	●	●				●		●
Outside Director	Shieri Mori Independent Outside					●	●	●	●	●
Full-time Audit and Supervisory Board Member	Kazuhiko Umehara Independent Outside	●		●			●	●		●
Full-time Audit and Supervisory Board Member	Tetsuya Niwa					●	●			●
Audit and Supervisory Board Member	Junichi Motai Independent Outside	●		●	●		●			●
Audit and Supervisory Board Member	Jun Hozumi Independent Outside	●		●	●		●			●

(Note) The above list is based on each person's experience and other factors and indicates areas in which he or she can demonstrate greater expertise and does not represent all the knowledge he or she possesses.

Message from the Chairman of the Nomination and Compensation Committee

Toward strengthening corporate governance

We hired one more Outside Director in this General Meeting of Shareholders and the majority of the Board of Directors was made up of Independent Outside Directors. The purpose of this is to strengthen the monitoring function by Independent Outside Directors, and I'm sure it's a corporate governance based on global standard. As I expected, I feel Chairman Sano who is the company founder has a great influence. Even before the increase in the number of directors, discussions were held until all members were satisfied, so governance was effective, but we cannot say that there is no possibility that Chairman Sano will take arbitrary action. Of course, we would like to add that there has been no case of Chairman Sano taking such action to date. Chairman Sano himself seems to have felt the need to strengthen the restraining function given the extent of his influence, and the Nomination and Compensation Committee also proposed that Independent Outside Directors be made the majority from the perspective of strengthening corporate governance. I also understand from running my own company, and there is a strong corporate culture that is unique to that company. As a result, discussions among only those who have grown up in the same corporate culture are unlikely to generate new ideas, and in some respects, they will result in a homogeneous way of thinking. In the past, our Board of Directors has sometimes rejected or carried over proposals. I sense from Chairman Sano's will that he doesn't want Outside Directors to be just yes-man.

The term of directors also changed the usual way of two years to one year to strengthen corporate governance. There are two reasons; the first is to be easier to have a board composition with the optimal skill matrix each year as a company that continues to grow. The second is to create more tension in a positive sense than ever before, because we are judged annually by shareholders on whether or not they have confidence in the execution of business strategies, performance results, and the medium- to long-term outlook based on these results.

Expertise and experience sought in new Outside Directors and skill matrix of the Board of Directors

Ms. Mori, who has an attorney's license, has joined us as a new Independent Outside

Director. Our Board of Directors' agenda often includes consideration of venture capital investments and alliances. At that time, it would be effective to have someone with legal profession on the Board of Directors involved in decision-making regarding what legal risks are present in the target company's business or what recent precedents exist. In addition, hypothetically, it is important and sound to have a member of the Board of Directors who is objective and has knowledge of corporate legal affairs in the event that labor-related issues arise in Vision in the future.

Additionally, men and women may have different perspectives. As most of our management positions are still held by men, I think having more female directors is a positive thing in terms of incorporating more diverse opinions and perspectives. In terms of diversity on the board, Ms. Harada is a corporate executive and has a multifaced perspective as a woman from China. For example, the other day, she said, "there are some good points China got rid of GAFA." From our Japanese point of view, China's response seems unnormal, but she pointed out that "if China accepts GAFA, the whole world will become GAFA, which is also a

problem." Although not directly related to Vision's business, we realize that diverse ways of thinking are important in corporate management by these interactions. Mr. Naka is familiar with the situation in Europe and the U.S. and has also perspective as an investor. I also expect Ms. Mori's wisdom of the outdoor. Considering these points, I believe that we have a very balanced skills matrix.



Outside Director
Chairman of the Nomination and
Compensation Committee

Shinichiro Naito

Message from the Chairman of the Nomination and Compensation Committee

About executive compensation

Chairman Sano had been entrusted with the individual compensation of board members before the establishment of the Nomination and Compensation Committee. The Committee has changed to prepare individual compensation plans for board members and consult with the Board of Directors since the establishment. In addition, we have introduced a performance-linked stock compensation plan for Inside Directors called the Board Benefit Trust-Restricted Stock (BBT-RS) (hereinafter referred to as the “Plan”). The introduction of the Plan will increase the number of shares held by Internal Directors. They will share not only the benefits of a rising share price, but also the risks of a falling share price with shareholder. That’s why we introduced it to make decisions with an awareness of increasing corporate value over the medium- to long-term even more than now. Outside Directors get only fixed compensation, but we can use an Executive Stock Ownership Plan. Also, we can contribute all of our fixed compensation. We share our values with stockholders because we use the Plan, including other Outside Directors.

About successor management

Currently, it’s for sure the three-top system of Chairman Sano, President Ota, Director Nakamoto has been in place for a long time. All of them still do well, so we think they are not at the stage of specific succession management program. On the other hand, we think we need to be aware of the candidates for the next Internal Directors. I had had some contact with the next tier of Internal Directors, but basically had no idea what kind of they were in some aspects. Therefore, the Nomination and Compensation Committee discussed the issue and asked the business managers to report on their respective businesses at the Board of Directors’ meeting. Until then, President Ota reported to the Board of Directors. By making that change, we are deepening our perception of the next tier of Internal Directors members. In the future, we will consider developing a succession program.

To our shareholders and investors

In terms of corporate governance, I think Vision is really an advanced company. It’s one of the closest forms of global standards among Japanese companies. However, what it is the most important is not to formalized but to improve corporate value. As I was saying earlier about successor management and compensation, we steadily would like to continue to discuss what type of the compensation plans for executives would lead to higher corporate value. We will continue to work on various issues and evolve both the system and Vision.



Message from Newly Appointed Outside Director

Background to the appointment of the new Outside Director

In the legal profession, the focus is on corporate advisory services, so in many cases I look at contracts, provide legal advice, and respond to consultations when something goes wrong. It is a lot of responsibility and I feel rewarding, but I can only be involved with a company through legal-related work and only look at one part of the company. I have been interested in the position of Outside Director because it is not only the ability of a lawyer, but also I will be involved in all aspects of company management. My friend was in the business of introducing executives to listed companies, so I registered in the summer of 2023. I was introduced to Vision for an interview through that executive introduction business. Therefore, I had never met Chairman Sano, President Ota, and Director Nakamoto before



Outside Director **Shieri Mori**

the interview. As a career, in addition to the ability to be a lawyer, I think it was probably a prerequisite that I have no problem with English because of my experience with foreign law firms. Not only that, but I also think they looked at my resume and thought that my qualifications as an onsen sommelier and sauna-spa health advisor would be highly compatible with the Glamping and Tourism Business. I was pleased that Chairman Sano told me during the interview that although he was finding for a woman Outside Director, it was not just about being a woman, but also about her career and compatibility for Vision.

The impression of the Board of Directors, including the period of participation as an observer

I have been asked to sit on the Board of Directors starting in September 2023 as an observer to get to know Vision better. Since I can't give proper advice without knowing about Vision properly, I also asked to know more about it. I was struck by how we both used the term "rocket start" to describe the rocket start we would have when I was appointed Outside Director in March.

To put the impression of Vision's Board of Director in one word, it would be that it is well governed. All Outside Directors often speak up. Of course, there are shallow and deep depending on the agenda, but they are really active, asking questions and giving their opinions. And the executive team including Chairman Sano, responds to them sincerely or expresses the executive side's opinions. That takes time, but I was shocked that all Outside Directors would disagree with others as a matter of course. Director Harada has advised me, "It is not easy to find a company with such effective governance."

I have known the three Internal Directors since the interview process, and I feel that all three have great personalities, care about people, and have a flexible way of thinking. I don't think many companies would ask me to "sit in on the Board of Directors" before I was elected at the General Meeting of Shareholders in the first place. Regarding delegating work to Executive Officers and those one level below them, three Internal Directors look at their personalities and the way they normally work, and they delegate what they think is appropriate. I get the impression that they look at each person very carefully, value each person, and provide the right position for that person.

Message from Newly Appointed Outside Director

What I would like to accomplish as an Outside Director on the Board of Directors

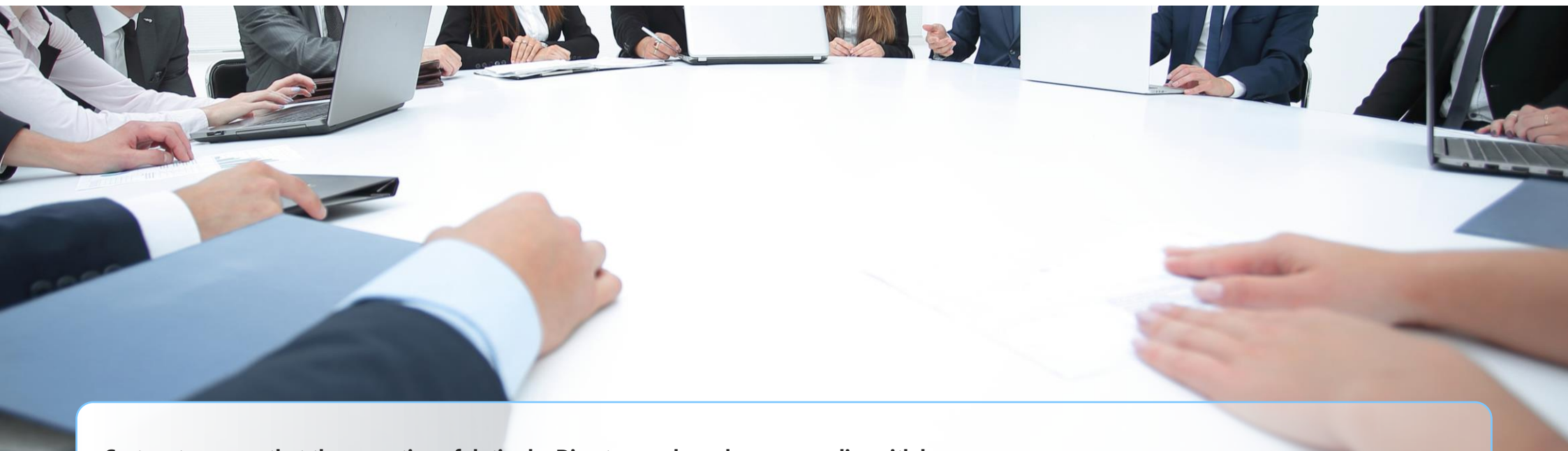
Since I am the only one on the Board of Directors who is qualified as a lawyer, I will naturally provide advice and monitoring from a legal perspective. Since I became a Director, the majority of the Board of Directors is made up of Independent Outside Directors, which strengthens our governance even further. Because of this, one vote held by Independent Outside Directors carries a great deal of responsibility. Even though there are Limited Liability Contracts, responsibility for claims by shareholders can be very high. As an Independent Outside Director, I intend to contribute to enhance the corporate value from fair, objective, and legal perspective.

In terms of female perspectives, Vision is still in a situation where the majority of managers are male. It is not a company that specializes in making something for women, so it may not be a business where women's opinions should be absolutely valued. However, I believe that there are differences in usability between men and women in terms of flow lines at glamping facilities and functions required by the GLOBAL WiFi Business. I would like to contribute to such awarenesses as well.

Also, by having more female Board members, I hope to provide an environment where employees feel more comfortable discussing any issues they may have, although now this doesn't mean that there are any particular problems at the moment. Or, if women can become a director if they work hard, or if they have such a hopeful view, I think it would be good for the future of Vision. Of course, as an Outside Director, I may not be a perfect role model for female employees. However, I believe that having female directors will make it easier for female employees to work in the environment.



Compliance



System to ensure that the execution of duties by Directors and employees complies with laws, regulations, and the Articles of Incorporation

- (a) The Company has established the “Compliance Regulations” to ensure that the execution of duties by Directors and employees complies with laws, regulations, the Articles of Incorporation, and the Company’s management philosophy as the highest priority in corporate management.
- (b) To ensure that compliance activities are carried out thoroughly, the Compliance Committee, with the President as the officer in charge, shall be established to carry out company-wide efforts.
- (c) The Company shall establish the Internal Audit Office, which shall conduct internal audits of the overall activities of the business execution divisions in accordance with the audit plan approved by the Representative Director and shall report the audit results to the Representative Director as well as to the Audit & Supervisory Board Members.
- (d) The Company shall ensure that there is a means by which officers and employees can directly report violations or suspicious activities, etc. One such means is the Company shall establish and operate a compliance reporting and consultation service that allows officers and employees to directly report outside the Company. The Company shall ensure that the name of the informant is not disclosed without the consent of the informant (guarantee of anonymity) and that the informant is not disadvantaged.
- (e) The Board of Directors recognizes that the preparation of appropriate financial reports is extremely important for the maintenance and improvement of social credibility, and to ensure the appropriateness of financial reports, the Board of Directors shall establish effective internal controls to prevent misstatements and errors from occurring in the process of preparing financial reports.

Business Risk



Director and CFO
Shinichi Nakamoto

Risk management, etc.

As for risk management, as I will describe later, Vision has been working on “systematizing” various failures, natural disasters that we have no choice but to accept, and learning from other companies in its 30-year history since its foundation.

Specifically, the second headquarters function as a BCP (Business Continuity Plan) has been in place since before Vision was listed on the stock exchange. Just in case that a major earthquake in the Kanto region, headquarters would not be able to function if it could not move money, for

example, so we have a second headquarters function at Vision Future Business Center in Saga Prefecture. Our entry into Saga Prefecture was triggered by an invitation from Saga Prefecture, but one of the reasons we chose is that it has relatively few earthquakes, and the risk of disasters is low in Japan. However, we don’t know what will happen in the future, so we will place the function in Vietnam next. The Saga Center functions as a so-called customer center in normal times. We sent an ace level person in the hole to head customer center, and I myself was the first center manager. The current center manager is someone who has successfully launched overseas offices in Hawaii and Los Angeles. Successive heads of the Saga Center have been given the authority to move Vision’s money in some cases, when the Tokyo headquarters function can’t work. In addition, since we have grown by listening to the Voice of Customers, we have decided not to outsource our customer centers, but to do them internal. This is why we decided to locate customer center in Saga Prefecture. Voice of Customers is reported directly to the Management Committee, which is composed of General Managers and above, Full-time Audit and Supervisory Board Members, as well as to the Representative Director. We don’t raise any customer comments to the management board through discovery. The Saga Center is responsible for the function of ensuring follow-up and management of customers. There is a system that the center manager participates in weekly Management Committee under the direct control of President and can report directly to him. This is another feature of our risk management. Please let me take a short break from risk management and talk about how the Saga Center was established. Vision is only a sales company, so it has many inquiries from its

clients. Some inquiries are positive, and conversely, others are honestly negative, such as that there was a problem with the machine, or that the sales rep. has not fulfilled a promise.

Before we established the Saga Center, all inquiries came into each operation base. We stopped all of them in 2012. In addition, we removed the phone number from each sales rep.’s business card. The only thing we put on their business cards is the phone number of the Saga Center. This means that the role of the sales rep. is only to acquire customers. After acquiring customers, Saga’s customer center takes care of all customer care and next proposals. Normally, customer centers mainly wait for customers’ inquiries, but at Vision, we contact them from here. Customers may use phone, e-mail, or chat, but the Saga Center analyzes all of them to determine when and which means of contact should be used, depending on the product and type of business.

Furthermore, the Saga Center introduces tens of millions of yen in deals to the sales department each month on a gross profit basis. In fact, other companies in the same industry are interested in why we can do and come to the Saga Center to see what we can do. Despite being a customer center, it is not a cost center but a profit center, and has been recognized by the CRM Association Japan a total of 12 times since FY2009.

Business Risk

Compliance system

Regarding compliance initiatives, Vision has established the Risk Management Committee, the Compliance Committee, and other committees, which meet regularly.

I would like to explain some of the compliance initiatives in which I am primarily involved.

First, at Vision, we have established a whistleblower system to ensure that employees can safely and securely report actions that violate laws or corporate ethics, or actions that may pose such risks, through channels other than their direct supervisory routes. And all reportable matters to the Whistleblower Office are reported to the Ethics Committee. Since we have a growing number of employees, we are putting a lot of effort into whistleblowing. The members of Ethics Committee consist of myself, the heads of Human Resources, Legal, and two Full-time Audit and Supervisory Board Members, and is chaired by me.

All employees are notified to “immediately report any problems,” and in honest, we receive several whistleblower reports a year. For example, if we receive a whistleblower report such as harassment, we try to respond to it immediately. Upon receipt of a report, whether anonymous or with a real name, a hearing or other investigation is immediately conducted. And, as a result of the investigation, it is usually possible to resolve the issue through discussion. Recently, a young employee reported that he felt his supervisor’s one word was too harsh. To address this, I circulated the following notice in my name

to all section managers. Thus, we are especially peering to harassment.

Again, for whistleblowing, most cases can be resolved by discussing to them. If it is found to be harassment-related, disciplinary action will be imposed in accordance with the work rules. I am moving swiftly as chairman of the Ethics Committee by ordering an immediate investigation and promptly drawing conclusions and reporting them to the President Ota. I believe that our prompt response has led to trust from our employees. By I act first as the Director in charge of the administrative division, it connects to check employees and prevent risks from occurring.

Next, we are held two plenary meetings in Japan and overseas by the managers of each operation base, etc. We have started test operation in 2021 and institutionalized in 2022 as an operation base manager’s meeting. We have a divisional structure, with several divisions located in our domestic and overseas operation bases. Even though the employees were working in the same operation base, they were managed and supervised by their respective division managers, and there was no one in charge of organizing the entire operation at each location. Therefore, I have decided to appoint a responsible person for each domestic and overseas operation base under the operation base manager’s meeting system. Specifically, I appoint the person with the highest position among the managers of each division as the operation base manager after taking into account my overall considerations.



Business Risk

I ask operation base managers to manage and supervise employees in other divisions on a horizontal axis, taking responsibility for about seven major categories (items that are likely to be pointed out in internal audits), including information security and harassment, among others. Naturally, we also provide allowances to operation base managers in exchange for their responsibilities. Each division manager must follow the direction of the operation base manager, even if he or she is responsible for a different division than the operation base manager. It cannot be ruled out that if the division manager oversees compliance, there is a possibility that information that is not good will not come up. Therefore, we have thoroughly considered the selection of operation base managers, and have established the system in which checks and fair evaluations work from other than the managers of the division to be audited. In addition to this, the Internal Audit Office conducts actual inspections. This is a double check. I think that this operation base manager's meeting system is unique to Vision. The number of issues pointed out by the Internal Audit Office has been drastically reduced since we formulated this system. With the establishment of the Ethics Committee and the introduction of the operation base manager's meeting system, we have also seen a decrease in whistleblowing. I believe that we are now able to resolve problems before whistleblowing comes up. For example, if the manager of the adjacent department shouts at a subordinate's mistake, the operation base manager has the authority to say, "That's not the way to reprimand," and it is done.

inally, here is one more example of the effectiveness of the operation base manager's meeting system. The Internal Audit Office conducts unannounced inspections, but

recently there have been almost no cases where an improvement report is requested after an audit. Vision's GLOBAL WiFi counters at airports handle cash and keep an inventory of SIM cards. In the past, the inventory sometimes deviated from records and actual numbers, but that case is already gone. Each airport has an operation base manager as well. I jokingly say to each operation base manager, "You are like guard of the inner garden," and the operation base managers are doing a thorough job of risk management to protect the company on a horizontal axis.

Use failures as learning experiences to achieve success

The reasons for the establishment of the Ethics Committee, the Operation Base Manager System, the Saga Center, etc., as I have told, are all based on teachings learned from past failures. We have been thinking about how to avoid repeating the same mistakes and have turned my failures into experiences. I believe this culture is Vision's strength. I do this not because I am in charge, but because I learned it from Chairman Sano, and it has become Vision's culture. At Vision, speed is of the essence, so the worst thing we can do is to think only of risks on the desk and not try on new challenges. In the past, Chairman Sano has told me to "get on with it and fail fast." By making failure an experience, we can create a development that will lead to the next success. I believe this is the same for risk management. When something scandalous happens, it is because there is a problem with the company's system. That's why I believe that we are faster than any other company in formulating

systems, rules, and regulations to prevent it from happening again.

As the business grows rapidly, the number of employees increases, the industry changes dramatically. And if IT transformation is progressing, it is more likely to be hacked or have some other problems, and it is also more likely to fail. In this situation, we are building more and more dams before we become fatal. This is my policy on risk management and also the Vision's policy.

Business Risk

Business and Other Risks

The following is a list of major risks that management believes may have a significant impact on the consolidated company's financial position, business performance, and cash flow status, among other matters related to business and accounting conditions described in the Annual Securities Report.

However, this is not a complete list of all risks related to the Group, there are some risks that we have judged to be immaterial now, and there are also risks that are difficult to foresee.

Matters in concerning the future in this document based on the judgment of the Group as of the end of FY2023.

(1) Risks relating to the nature of our business

① Risk of outbreak and spread of COVID-19

The Group's business performance and financial position could be affected if new restrictions on activities or various regulations are implemented due to the respread of COVID-19 caused by the emergence of a new mutant strain or the spread of a new infectious disease with no cure.

② Risks in the GLOBAL WiFi Business

a. Purchase terms and conditions from telecommunications carriers, etc.

The Group purchases telecommunication services from telecommunication carriers around the world, but there is no guarantee that the Group will be able to renew these services under the same purchasing conditions as before. Furthermore, changes in the business policies of telecommunications carriers may force us to change our purchasing conditions to those that are less favorable than before. If the Group's purchasing conditions from carriers deteriorate, it may affect the Group's business performance and financial position.

b. Exchange rate fluctuations

The Group conducts transactions denominated in foreign currencies. As a result, income, expenses, assets, and liabilities are denominated in foreign currencies. Although the Group hedges risks through forward exchange contracts and other means to reduce the impact of exchange rate fluctuations, sharp fluctuations in exchange rates could affect the Group's business performance and financial position.

c. Impact of competitors

There are competing companies operating mobile Wi-Fi router rental businesses for both domestic and international travelers, like the Group. We are working to differentiate its services in terms of the number of areas served, service prices, transmission speed and quality, and additional services, and will continue to further improve its services and strengthen its brand power. However, the Group's business performance and financial position may be affected by a decline in profitability due to intensified competition from competitors, including new entrants from other industries, and an increase in advertising expenses.

d. Alliance and cooperative relationships

To strengthen its international competitiveness, the Group has formed various alliances and collaborations with business partners such as sales agents and partner companies, through which it develops products and services, and develops and expands its sales and service systems. As of the date this report is issued, the relationship with business partners is good, but if the expected effects are not achieved, or if the alliance or cooperative relationship is dissolved for some reason, the business results and financial position of the Group may be affected.

e. Wi-Fi routers

The Group purchases Wi-Fi routers from telecommunication carriers and manufacturers around the world. The average service life of Wi-Fi routers is about 2 years* due to battery and casing deterioration. They are recorded as rental assets and amortized. The Group's business performance and financial position may be affected if the deterioration rate of purchased Wi-Fi routers accelerates or the development cycle of Wi-Fi routers is shortened due to technological innovation.

In addition, we are increasing purchases in accordance with appropriate sales forecasts to prevent lost sales opportunities due to out-of-stocks and excess inventory. However, the increased complexity of management associated with increased inventory may hinder proper management.

*Although some Wi-Fi routers with replaceable batteries can be used for more than two years, they may become unsuitable as rental products due to scratches. Therefore, we limit their use to about two years.

f. Other risks surrounding the business

In addition to the above, other risks surrounding our business include changes in world affairs, such as terrorism and war, and damage to travel infrastructure due to natural disasters, such as earthquakes and typhoons, which could affect the Group's business performance and financial position if they cause a sharp decline in willingness to travel abroad.

In addition, we will pay particular attention to the rising geopolitical risks, such as the situation in Ukraine, the situation in the Middle East, political and economic conflicts between the U.S. and China, the Taiwan-China issue, and the test-firing of missiles by North Korea.

③ Risks in the Information and Communications Service Business

a. Commissions received from telecommunications carriers

The Group receives commissions from telecommunications carriers or primary agents for brokering subscription contracts for services provided by telecommunication carriers. The terms and conditions of the received commissions vary depending on the telecommunications carriers, and a significant change in the terms and conditions due to a change in the management policy of the carriers may affect the business performance and financial position of the Group.

b. Terms and conditions for purchasing information and communication equipment

The global shortage of semiconductors has made it difficult to purchase some information and communication equipment. We have diversified our procurement sources and leveraged the strength of handling multiple services, including alternative products, without depending on a single source, and have been flexibly responding to changes in the external environment. However, if delays in deliveries due to prolonged semiconductor shortages or increases in unit procurement costs due to intensified competition become worse than expected, the Group's business performance and financial position could be adversely affected. This could have a negative impact on the business.

Business Risk

④ Risks in the Glamping and Tourism Business

a. Damage and deterioration of facilities	<p>The Group has put in place a system to minimize the impact on its business activities of events that are deemed necessary to assume, but natural disasters such as typhoons and earthquakes may exceed the scope of our assumptions. Such events may affect the Group's business performance and financial position.</p>
b. Food poisoning	<p>If a food poisoning incident were to occur due to new pathogens or defects in food sanitation management, the Group's business performance and financial position could be affected due to a loss of brand image. In order to prevent such incidents from occurring, we regularly provide guidance and employee training to raise awareness of food management.</p>
⑤ Risk of bad debts such as trade receivables	<p>The Group provides services to many customers in Japan and overseas. Although trade receivables tend to increase with the expansion of business performance, we prepare for losses from bad debts by conducting adequate credit management and providing a certain amount of allowance for doubtful accounts for trade receivables and other receivables. However, the occurrence of bad debt losses or an increase in the allowance for doubtful accounts due to changes in the debtor's situation may affect the Group's business performance and financial position.</p>
⑥ Risks relating to business alliances and mergers and acquisitions	<p>The Group considers business alliances and mergers and acquisitions to be effective means of quickly expanding its business. When implementing these, we conduct meticulous due diligence on the financial, legal, and business aspects of the target companies or businesses, and strive to fully understand the investment ROI and risks. However, if the business does not proceed as planned due to changes in the business environment or other reasons, or if problems not recognized in the due diligence are uncovered, there is a possibility of impairment loss or loss on valuation of goodwill, which may affect the financial position and business performance of the Group.</p>
⑦ Risks relating to business alliances and mergers and acquisitions	<p>The Group considers business alliances and mergers and acquisitions to be effective means of quickly expanding its business. When implementing these, we conduct meticulous due diligence on the financial, legal, and business aspects of the target companies or businesses, and strive to fully understand the investment ROI and risks. However, if the business does not proceed as planned due to changes in the business environment or other reasons, or if problems not recognized in the due diligence are uncovered, there is a possibility of impairment loss or loss on valuation of goodwill, which may affect the financial position and business performance of the Group.</p>

⑧ Risks relating to securing and training human resources

To further strengthen our sales activities and expand our business, we will continue to focus on revitalizing our human resources by strengthening our recruiting activities for new graduates, people with specialized knowledge, and people with language skills to promote our global business, as well as by implementing training programs according to the level of employees. We have also strengthened our training system, worked to make evaluations more transparent and fairer, and established a reporting and consultation desk in cooperation with experts to prevent resignations. However, if the recruitment plan and human resource development based on the above policies do not proceed as planned, or if the number of retirees increases beyond expectations, the business performance and financial position of the Group may be affected.

⑨ Risk relating to legal regulations

The Group's business is subject to legal regulations such as "Act against Unjustifiable Premiums and Misleading Representations," "Act on Specified Commercial Transactions," "Telecommunications Business Act," "Food Sanitation Act," and "Hotel Business Act." In addition, in the GLOBAL WiFi Business, we purchase telecommunication services from local telecommunication carriers around the world and are subject to the laws and regulations of each country. In the future, unpredictable changes in these laws and regulations or new establishment of such laws and regulations may lead to restrictions on the Group's business activities or an increase in costs for compliance with legal regulations, which may have an impact on our business performance and financial position.

⑩ Protection of personal information

The Group holds personal information, and in addition to complying with laws and regulations regarding the protection of personal information about the prevention of leaks of personal information, we have established a personal information protection policy and take the utmost care in handling personal information. However, in the event of a large-scale leakage of personal information for any reason, the Group may lose credibility and incur compensation costs, which may affect the Group's business performance and financial position.

⑪ lawsuit

The Group has established a code of conduct and strives to conduct its business activities with integrity by promoting compliance. However, we believe that there is a risk of unforeseen problems and lawsuits with users, business partners, and other third parties, regardless of whether the Group's officers and employees violate laws and regulations. Depending on the nature and outcome of the lawsuits, the business performance and financial position of our group may be affected.

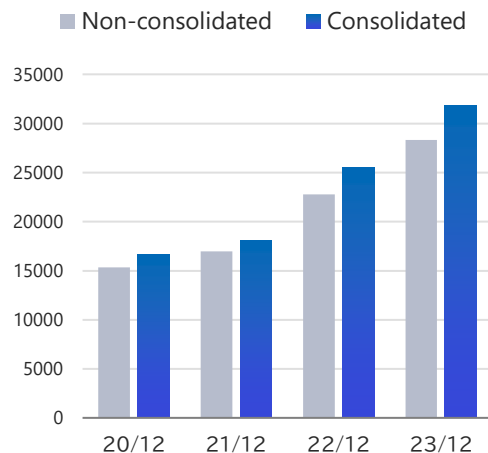
(2) Others

Dilution of share value due to exercise of stock acquisition rights

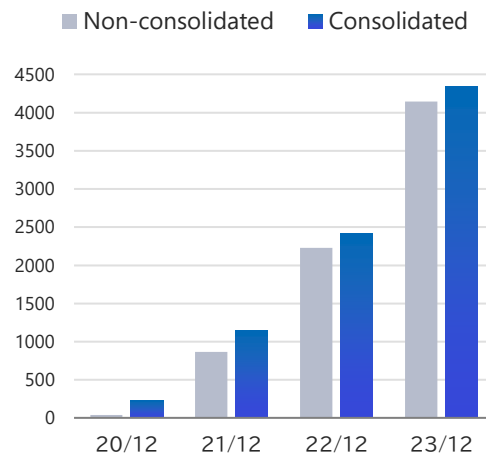
The Group issues stock acquisition rights through stock options to its directors and employees with the aim of motivating them to improve performance. As of December 31, 2023, the number of shares to be issued upon exercise of the stock acquisition rights is as follows: "Item 4: Status of the Company 1. Stocks, etc. (2) Stock acquisition rights, etc." in FY2023 Annual Securities Report. However, if these stock acquisition rights are exercised, the total number of outstanding shares may increase and the value per share may be diluted.

Performance Highlights

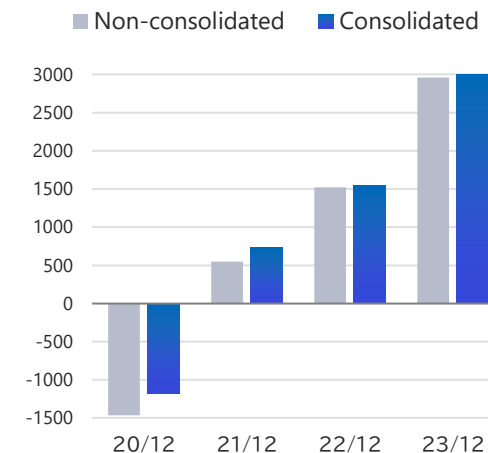
Net sales (JPYmn)



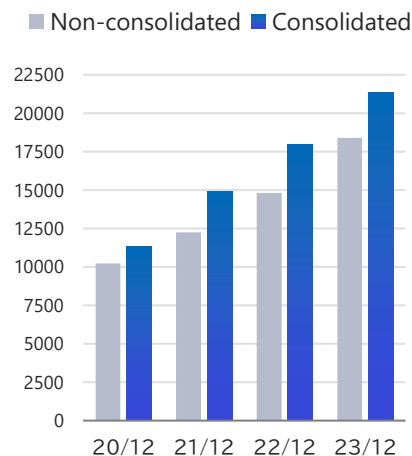
Ordinary profit (JPYmn)



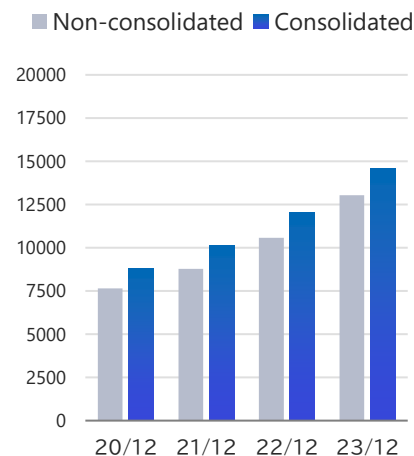
Net income (JPYmn)



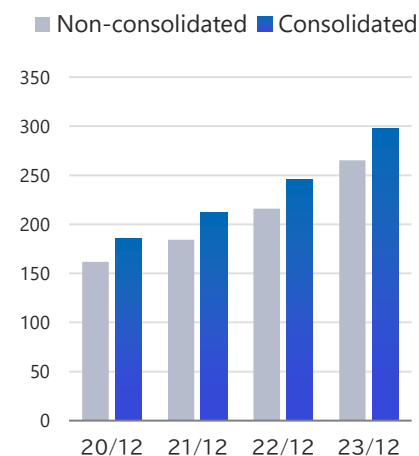
Total assets (JPYmn)



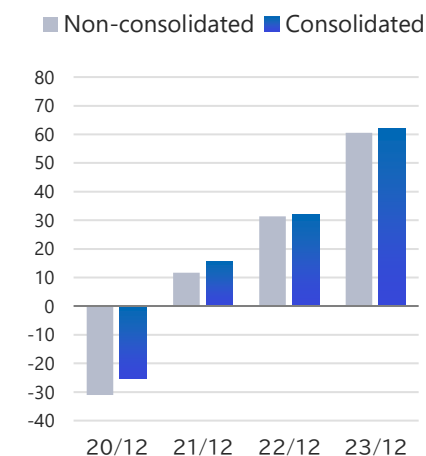
Net assets (JPYmn)



Net assets per share (JPY)



Basic earnings per share (JPY)



Performance Highlights

		2020/12	2021/12	2022/12	2023/12
Net sales	(Non-consolidated, JPYmn)	15,350	16,964	22,782	28,332
Net sales	(Consolidated, JPYmn)	16,654	18,100	25,487	31,807
Ordinary Profit	(Non-consolidated, JPYmn)	40	864	2,229	4,144
Ordinary Profit	(Consolidated, JPYmn)	227	1,143	2,422	4,337
Net income (loss)	(Non-consolidated, JPYmn)	-1,465	548	1,520	2,959
Net income (loss)	(Consolidated, JPYmn)	-1,183	729	1,548	3,025
Total assets	(Non-consolidated, JPYmn)	10,227	12,254	14,814	18,387
Total assets	(Consolidated, JPYmn)	11,313	14,932	17,951	21,366
Net assets	(Non-consolidated, JPYmn)	7,644	8,771	10,574	13,033
Net assets	(Consolidated, JPYmn)	8,769	10,122	12,039	14,607
Net assets per share	(Non-consolidated, JPY)	161.92	184.18	215.92	265.15
Net assets per share	(Consolidated, JPY)	185.79	212.52	245.75	297.72
Basic earnings per share	(Non-consolidated, JPY)	-31.03	11.63	31.39	60.51
Basic earnings per share	(Consolidated, JPY)	-25.07	15.47	31.96	61.87

Company Information

Stock Information (As of December 31, 2023)

Securities Code	9416
Stock Exchange Listing	Prime Market, Tokyo Stock Exchange
Fiscal Year	From January 1 to December 31
Ordinary General Meeting of Shareholders	Within 3 months from the day after the last day of the fiscal year
Reference Date	December 31
Shareholder Registry Administrator	Mizuho Trust & Banking Co., Ltd.
Securities Handling Location	Mizuho Trust & Banking Co., Ltd., Transfer Agent Department
Contact Information for the Above	Mizuho Trust & Banking Co., Ltd. Transfer Agent Department 2-8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-8507, Japan Tel: 0120-288-324
Authorized Service Provider	Mizuho Trust & Banking Co., Ltd., Head office and Branch offices Mizuho Securities Co., Ltd., Head office and Branch offices
Method of Public Notice	Electronic public notice will be used.
Public Notice URL	https://www.vision-net.co.jp/en If electronic public notice is not possible due to unavoidable circumstances, it will be published in the Nihon Keizai Shimbun.

Stock Status (As of December 31, 2023)

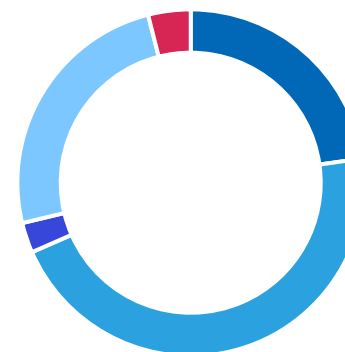
Number of Shares Authorized	123,000,000 shares
Number of Shares Issued	50,505,300 shares
Number of Shareholders	11,666 persons

Major Shareholders

Shareholder	Number of shares held (Thousands of share)	Ratio of shares held (%)
Custody Bank of Japan, Ltd. (Investment Trust)	8,035	16.62
The Master Trust Bank of Japan, Ltd. (Investment Trust)	5,902	12.21
Mizuho Trust & Banking Co., Ltd. Investment Trust (Kenichi Sano Account No. 0730078)	4,051	8.38
Kenichi Sano	2,611	5.40
INTERACTIVE BROKERS LLC	2,413	4.99

* Ratio of shares held is calculated excluding treasury stock.

Share Distribution



■ Individuals and others	11,496,500 shares 22.77%
■ Financial institutions	23,058,400 shares 45.66%
■ Other corporations	1,422,700 shares 2.82%
■ Foreign investors	12,517,100 shares 24.78%
■ Securities companies	2,000,000 shares 3.96%

*10,600 shares in shares of less than one unit are excluded from the above share distribution.

* "Individuals and others" are included 2,171,600 shares in treasury stock.

* Ratios of share: The ratios are rounded to the nearest third decimal place and may not add up to 100%.

More Information



IR Information

Investor relations information is
available here.



Contact

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