

FY 2021 Financial Results

**February 14, 2022
Vision Inc. Stock Code : 9416**

**Performance Highlights and
FY 2021 Financial Results**

P.3~

**FY 2022 Forecast of
Financial Results**

P.9~

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

P.14~

**Sustainability including ESG
Factors**

P.30~



Performance Highlights and FY 2021 Financial Results

Consolidated Profit and Loss Statement



(million yen, %)

Items	FY 2021 Result	FY 2020 Result	Change	YoY
Sales	18,100	16,654	+1,446	+8.7
Cost of sales	9,092	7,860	+1,231	+15.7
Gross profit	9,008	8,793	+214	+2.4
Gross profit margin	49.8	52.8	-3.0	-
SG&A expenses	7,903	8,689	-786	-9.1
SG&A-to-sales ratio	43.7	52.2	-8.5	-
Operating profit	1,105	103	+1,001	+963.6
Operating profit margin	6.1	0.6	+5.5	-
Recurring profit	1,143	227	+915	+401.8
Profit or loss (-) attributable to owners of parent	729	-1,183	+1,913	-

Factors for Changes in Operating Profit

Sales

“GLOBAL WiFi” Business: Sales increased as the decrease in the number of overseas travelers (See P.22,23 of the Supplementary Report for Financial Results) was offset by the acquisition of various domestic usage needs as well as doing contract work on verifying COVID-19 contact tracing applications (see p.38), part of infection prevention measures at airports carried out by the quarantine stations.

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

Achieved the same level of sales as in the fiscal year ended December 31, 2020 while expanding stock revenue and in-house services (monthly subscriptions).

Reached 1 billion yen in annual gross profit from stock revenue and in-house services (monthly subscriptions).

Cost of sales

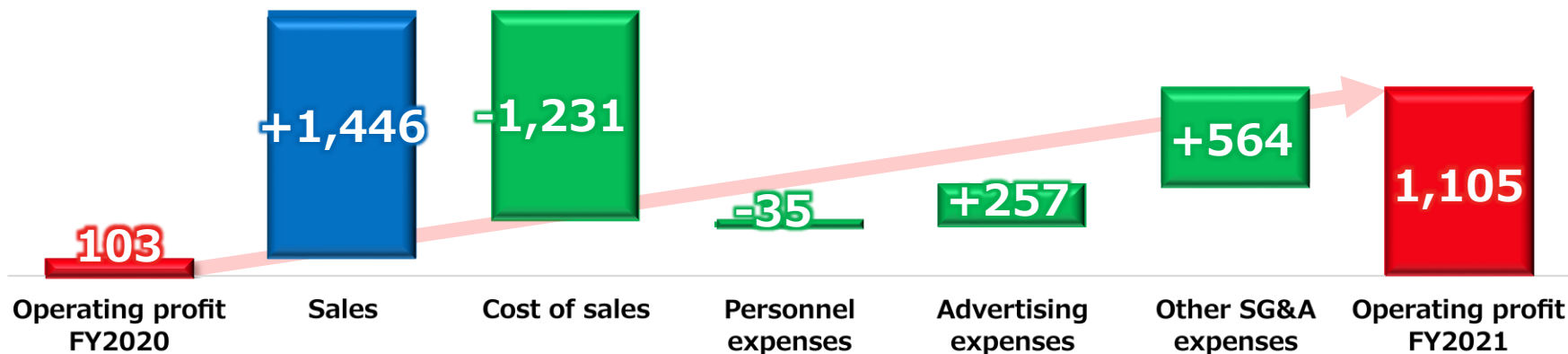
“GLOBAL WiFi” Business: Cost of sales increased because labor costs associated with the entrusted verification COVID-19 related app service increased. Overseas communication costs (pay-as-you-go contracts charged based on usage), depreciation costs for rental assets (Wi-Fi routers), and costs of outsourcing to partners continue to decrease (see P.21).

SG&A expenses

Personnel expenses: Increase in employee bonuses (Bonuses and performance linked bonuses at December 2019 levels)

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

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



Segment Result



(JPYmn, %)

Segment result		FY2021 Result	FY2020 Result	Change	YoY
Sales		18,100	16,654	+1,446	+8.7
	“GLOBAL WiFi”	9,070	7,278	+1,792	+24.6
	Information and Communications Service	8,804	8,806	-1	-0.0
	Subtotal	17,875	16,084	+1,790	+11.1
	Others	235	580	-345	-59.5
	Adjustments	-10	-10	0	-
Segment profit or loss (-)		1,105	103	+1,001	+963.6
	“GLOBAL WiFi”	1,033	-90	+1,124	-
	Segment profit margin	11.4	-1.2	+12.6	-
	Information and Communications Service	1,116	1,520	-403	-26.6
	Segment profit margin	12.7	17.3	-4.6	-
	Subtotal	2,149	1,429	+720	+50.4
	Others	-94	-392	+298	-
	Adjustments	-950	-933	-17	-

“GLOBAL WiFi” Business Performance Change



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

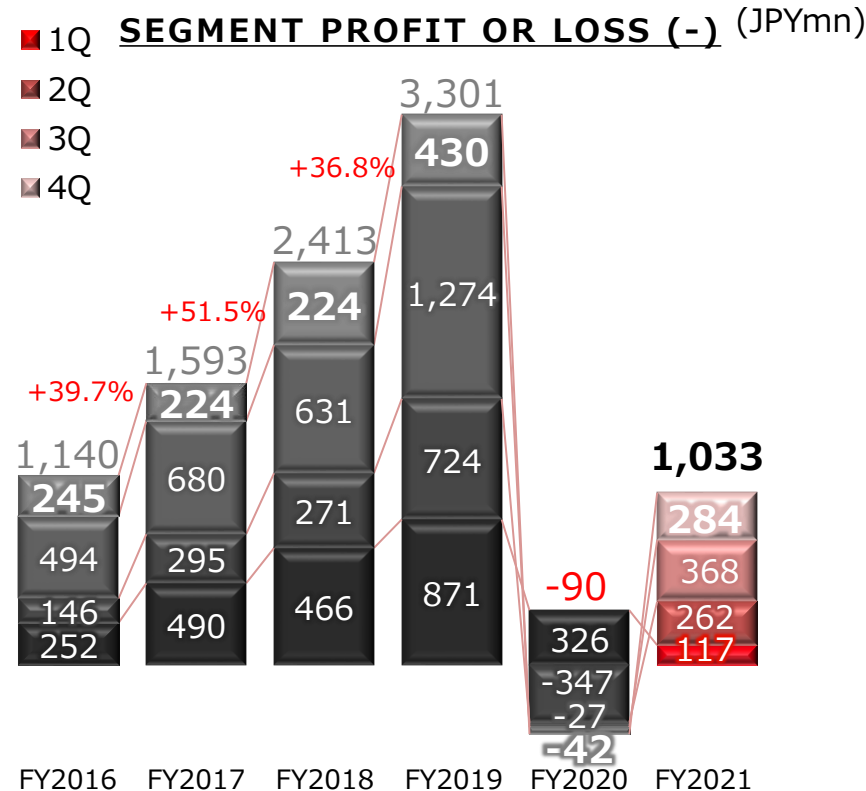
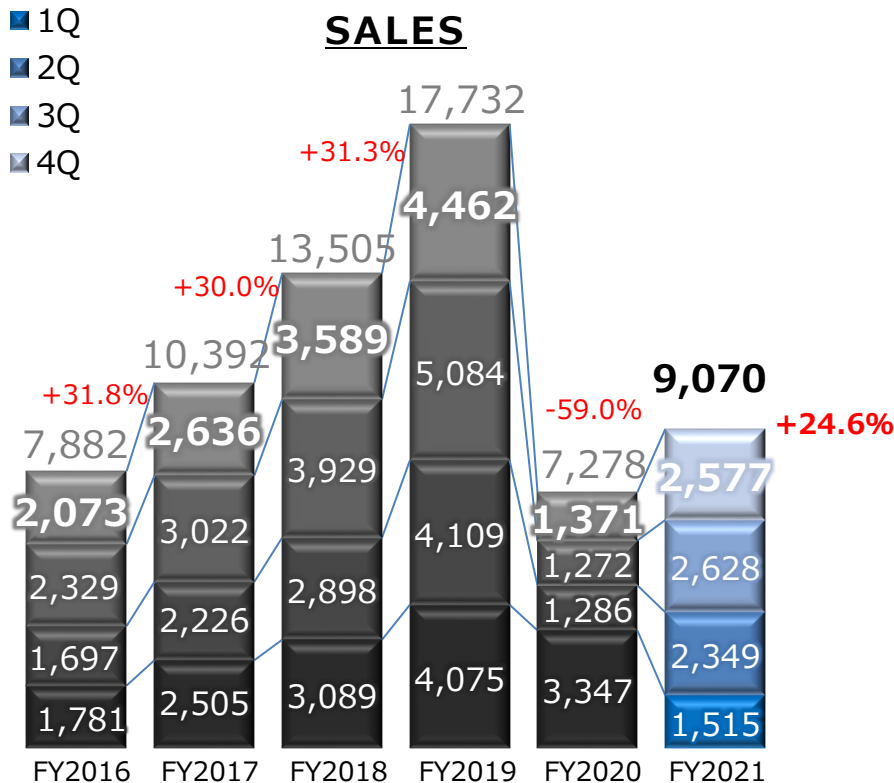
Used for telework, there was an increase in the number of extensions on rental periods partially due to the reissuance of the state of emergency declaration.

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

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

Sales and segment profit increased due to entrusted app confirmation work (from March 2021), which is part of quarantine measures work carried out by the airport quarantine station (see p.38).

Investments (purchase of devices and plans) were made in the fourth quarter for growth in the next fiscal year and beyond.



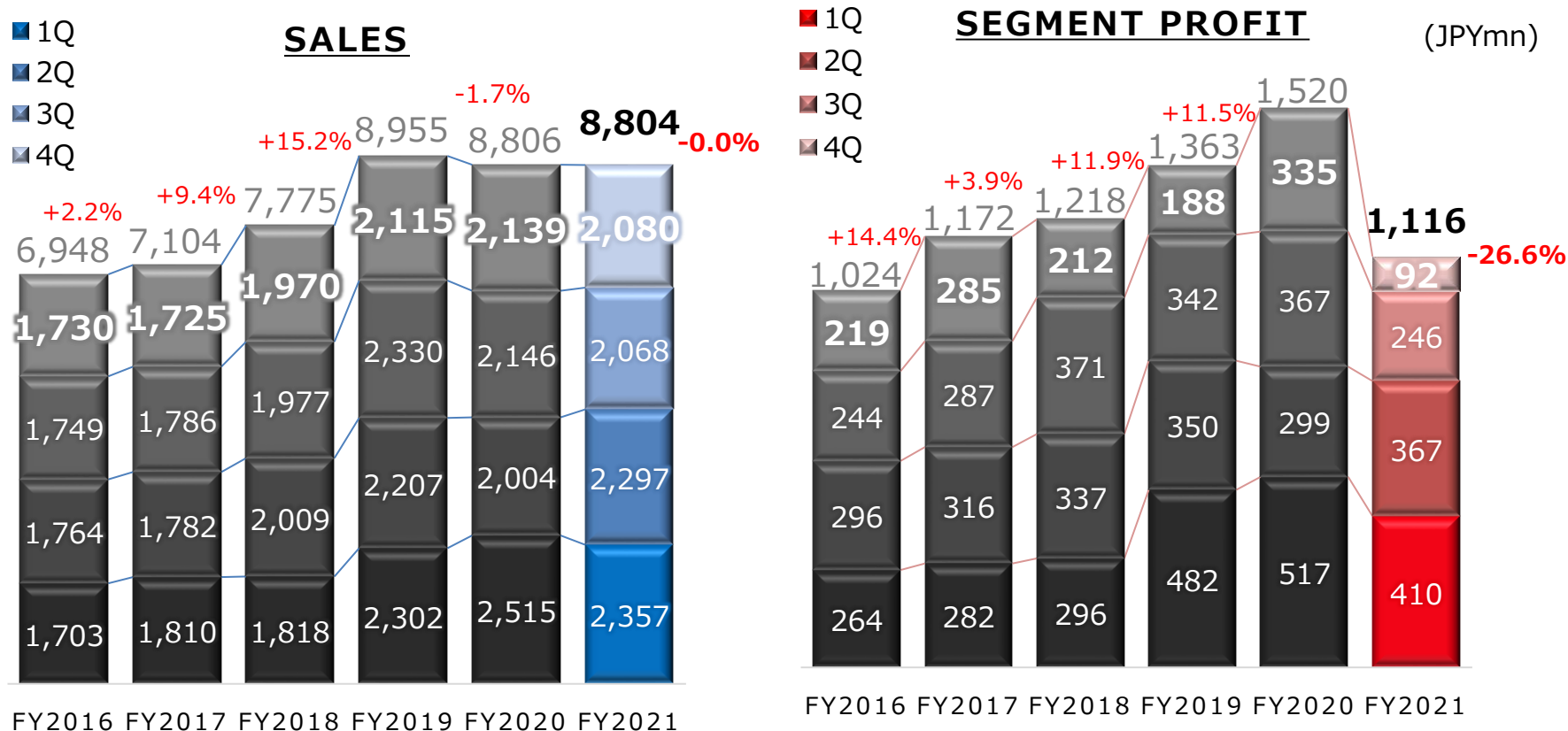
Information and Communications Service Business Performance Change



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

Sales and segment profit decreased due to a decrease in the unit price of business consignment fee (agency fee) associated with the rise in electricity retail prices, strengthened sales of in-house services (monthly fee), and launch of Vision Denki, investments for growth in the next fiscal year and beyond, and prolonged order-to completion period due to customers' and suppliers' year-end and New Year's operations.

We reached 1 billion yen in annual gross profit from stock revenue and in-house (monthly) services.



FY 2022 Financial Forecast

FY2022 Financial Forecast



(JPYmn, %)

Items	FY2022 Forecast	FY2021 Result	Change	Ratio of change
Sales	22,736	18,100	+4,636	+25.6
Cost of sales	12,033	9,092	+2,941	+32.3
Gross profit	10,703	9,008	+1,695	+18.8
Gross profit margin	47.1	49.8	-2.7	-
SG&A expenses	9,295	7,903	+1,392	+17.6
SG&A-to-sales ratio	40.9	43.7	-2.8	-
Operating profit	1,407	1,105	+302	+27.4
Operating profit margin	6.2	6.1	+0.1	-
Recurring profit	1,404	1,143	+260	+22.8
Profit attributable to owners of parent	921	729	+191	-

FY2022 Segment Forecast



(JPYmn, %)

Segment Forecast		FY2022 Forecast	FY2021 Result	Change	Ratio of change
Sales		22,736	18,100	+4,636	+25.6
	“GLOBAL WiFi”	10,815	9,070	+1,744	+19.2
	Information and Communications Service	11,137	8,804	+2,332	+26.5
	Subtotal	21,952	17,875	+4,077	+22.8
	Others	784	235	+548	+233.2
	Adjustments	–	-10	+10	–
Segment profit		1,407	1,105	+302	+27.4
	“GLOBAL WiFi”	1,021	1,033	-11	-1.1
	Segment profit margin	9.4	11.4	-1.9	–
	Information and Communications Service	1,426	1,116	+309	+27.8
	Segment profit margin	12.8	12.7	+0.1	–
	Subtotal	2,448	2,149	+298	+13.9
	Others	127	-94	+221	–
	Adjustments	-1,167	-950	-217	–

Full Year Performance Change (Quarterly)



(JPYmn, %)

		1Q	2Q	3Q	4Q	FY
FY2019	Sales	6,470	6,467	7,610	6,770	27,318
	Composition ratio (vs. FY)	23.7	23.7	27.9	24.8	–
	Operating profit	980	710	1,280	354	3,325
	Composition ratio (vs. FY)	29.5	21.4	38.5	10.7	–
	Operating profit margin	15.1	11.0	16.8	5.2	12.2
FY2020	Sales	5,989	3,641	3,477	3,546	16,654
	Composition ratio (vs. FY)	36.0	21.9	20.9	21.3	–
	Operating profit or loss (-)	488	-503	73	45	103
	Composition ratio (vs. FY)	–	–	–	–	–
	Operating profit margin	8.1	-13.8	2.1	1.3	0.6
FY2021	Sales	3,938	4,706	4,747	4,708	18,100
	Composition ratio (vs. FY)	21.8	26.0	26.2	26.0	–
	Operating profit	285	368	359	91	1,105
	Composition ratio (vs. FY)	25.9	33.3	32.5	8.3	–
	Operating profit margin	7.3	7.8	7.6	1.9	6.1
FY2022 (Forecast)	Sales		10,537		12,199	22,736
	Composition ratio (vs. FY)		46.3		53.7	–
	Operating profit		488		918	1,407
	Composition ratio (vs. FY)		34.7		65.3	–
	Operating profit margin		4.6		7.5	6.2

Assumptions for full-year earnings forecasts

External environment and business policies (overall)

There is a great deal of uncertainty about the impact of COVID-19, and it is difficult to foresee the future. While aiming to improve profitability and profit margin through flexible business operations co-existing with COVID-19, we will aggressively develop new businesses and new services (including those for improved convenience) in anticipation of the post-pandemic world and carry out business activities to achieve growth that exceeds the growth potential before the spread of COVID-19.

“GLOBAL WiFi” Business

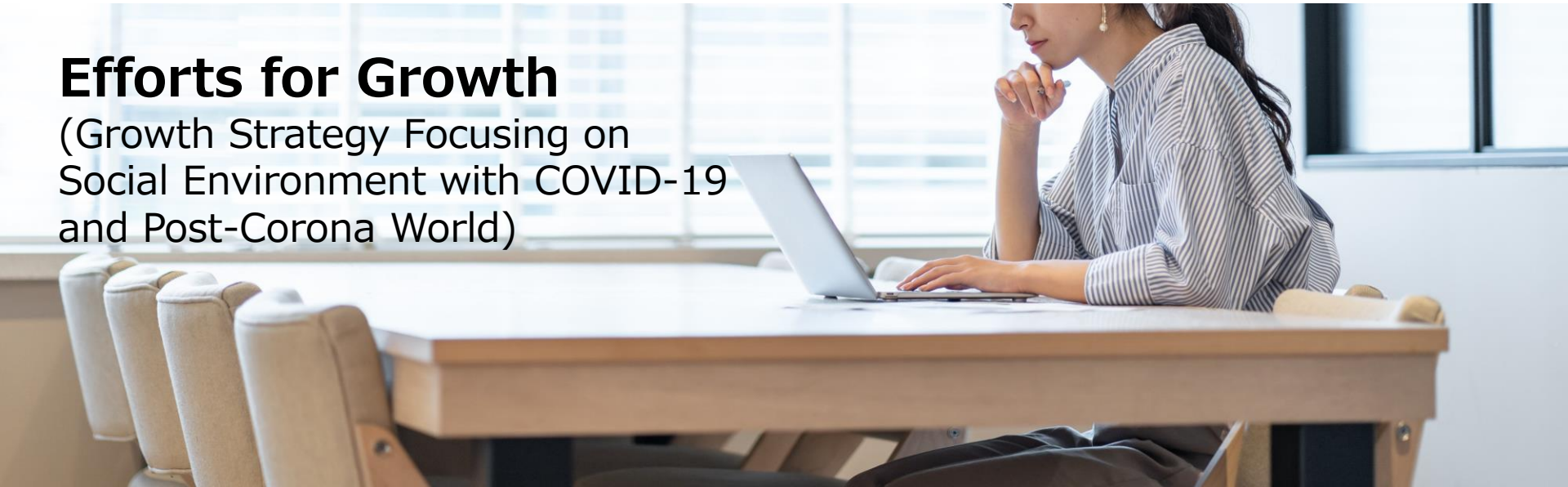
The following can be assumed for overseas travelers (outbound and inbound) and other matters.
January-September: Same level as each month in 2021; October-December: 25% recovery compared to the same period in 2019.
Contracted application verification work, which is part of the countermeasures conducted by airport quarantine offices, will continue through December.
Domestic and "Global WiFi for Biz" demand continued to be strong.

Information and Communications Service Business

Although the impact on the purchase of goods-related products (e.g., office automation equipment due to the shortage of semiconductors) is expected to continue, we can flexibly respond to changes in the external environment by taking advantage of our strength in multiple businesses (products and services) and sales channels that do not depend on a single business or sales channel, and business will remain strong. In view of the sharp rise in wholesale electricity prices, we have suspended the acquisition of new customers for "Vision Denki" (launched in August 2021) and shifted to existing subscription agency services. We are strengthening sales of in-house services (monthly fee) and continue to build a stable revenue base over the long term.

Efforts for Growth

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



Active Sales Expansion of "GLOBAL WiFi for Biz"

- Gaining Competitive Advantage When Travel Recovers -



Sales of standby type "GLOBAL WiFi for Biz" for corporate customers are favorable by continuing to be used for teleworking (increase in the number of contracts and the communication usage).

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

Domestic communication (for teleworking) increases.

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

⇒ Used in China, the United States, Thailand, South Korea, Indonesia, and Vietnam.



Connect Internet anywhere in the world with one digital device

"Global WiFi for Biz"

No need to



apply



receive



return

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

Strengthening of Domestic Wi-Fi Sales

“GLOBAL WiFi” Business



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

Usage needs for:

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

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

Increase use for hospitalization and moving (temporary use until fixed line opening) by strengthening the promotion.

Even after the state of emergency was lifted, the cancellation rate was lower than expected and sales remained steady, due in part to extension and additional demand from companies that had already installed the service.

Teleworking



New employee training



Online meeting



For school and educators Wi-Fi rental for online classes



- Provides quotes the same day, and delivers the next day at the earliest
- Can be used with laptops and tablet devices
- Easy to set up

Essential item during hospitalization!

Let's have a pocket Wi-Fi router.
“WiFi rental.com” is useful for you at such times!



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

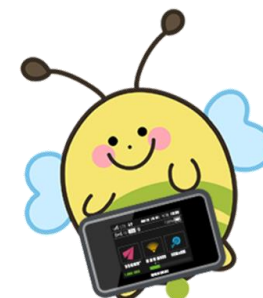
“WiFi rental.com” is useful for you at such times!



#1 in Domestic Wi-Fi Rentals for 4 years straight

According to TOKYO SHOKO RESEARCH, LTD.

*December 2021 According to TOKYO SHOKO RESEARCH, LTD. Research: Domestic WiFi Rental “Number of Users”



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

- Gaining Competitive Advantage When Travel Recovers -



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

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

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

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

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

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

© US/Hawaii model MIFI M2100

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

3G Plan Max 42Mbps

4G Plan Max 150Mbps

5G Plan Max 2.5Gbps

Launch of "World eSIM"

- Gaining Competitive Advantage When Travel Recovers -



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

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

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

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

Can be used for an assortment of needs.

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

When a single user is using their smartphone: World eSIM

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

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

Next-generation communication overseas



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

World eSIM



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

Wi-Fi rental



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

Overseas SIM



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

Vision WiMAX

- New Service Making the Most of Our Customer Base -



New service that responds to customer feedback.

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

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

Customers can use it as a trial for rent (special limited discount provided). After checking the communication environment of customers' home etc., they can purchase it that meets customers needs.

We will take it as a trade-in when customers terminate their contracts.

(Vision WiMAX original service).



Speed Wi-Fi HOME 5G L11



Speed Wi-Fi 5G X11



At home



While outside



Teleworking



Online classes



Moving homes

“Tsuyaku-fukikae.com”

- New Service Making the Most of Our Customer Base -



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

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

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

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

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



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



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



Changes in Monthly Cost and Segment Profit

"GLOBAL WiFi" Business



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

Acquires actively various needs for using mobile Wi-Fi routers (Domestic Wi-Fi and "GLOBAL WiFi for Biz", etc.).

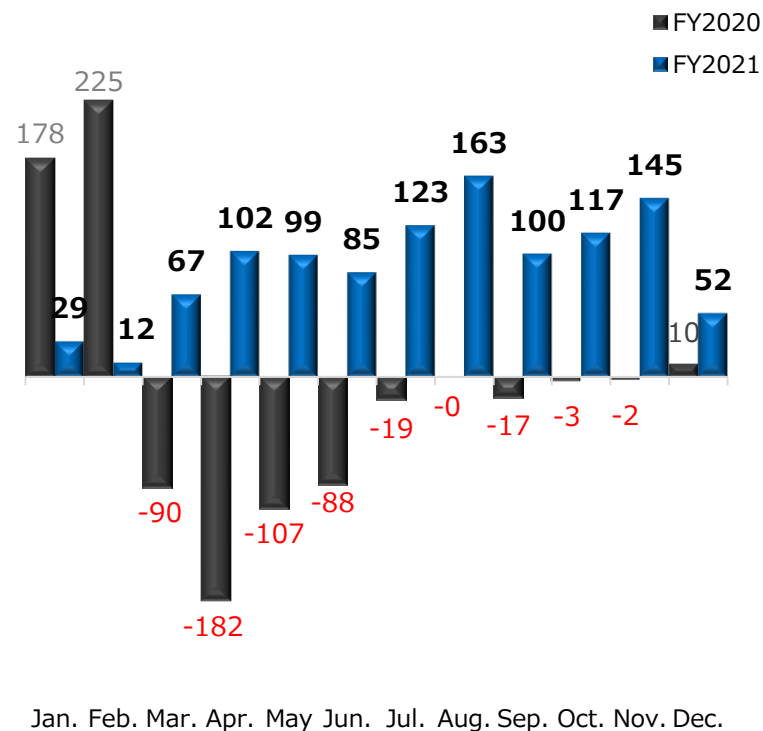
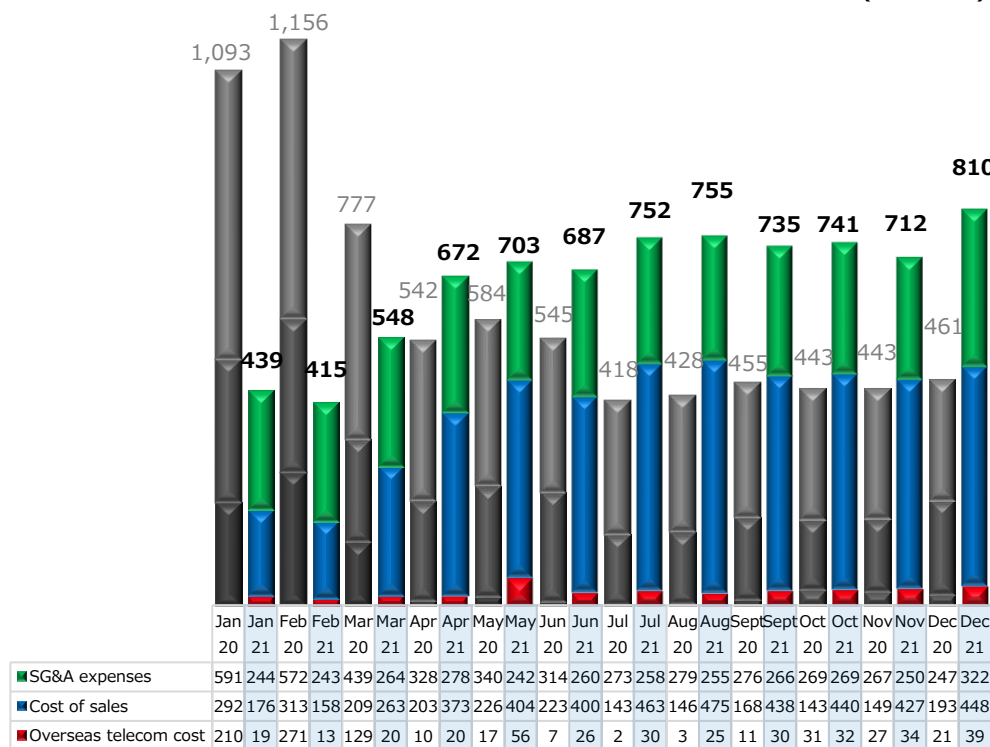
Build a business structure that will generate higher profits and profit margins after overseas travel recovery than those before the spread of COVID-19 (FY2019) by reviewing various costs and expenses and improving operational efficiency.

Investments (purchase of devices and plans) were made in the fourth quarter for growth in the next fiscal year and beyond.

COST

(JPYmn)

SEGMENT PROFIT OR LOSS (-) (JPYmn)



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

Gross Profit Composition

Information and Communications Service Business

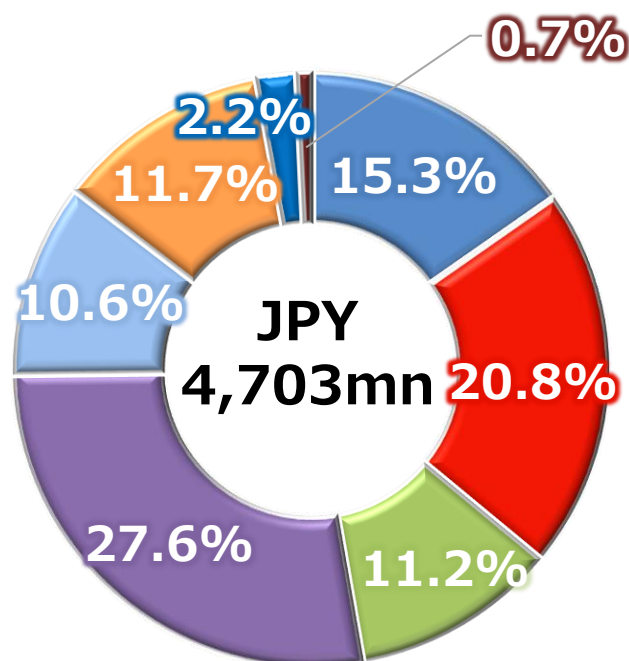


Utilizing the strength of having multiple businesses (products/services) and sales channels, we have responded flexibly to changes in the external environment to record strong sales.

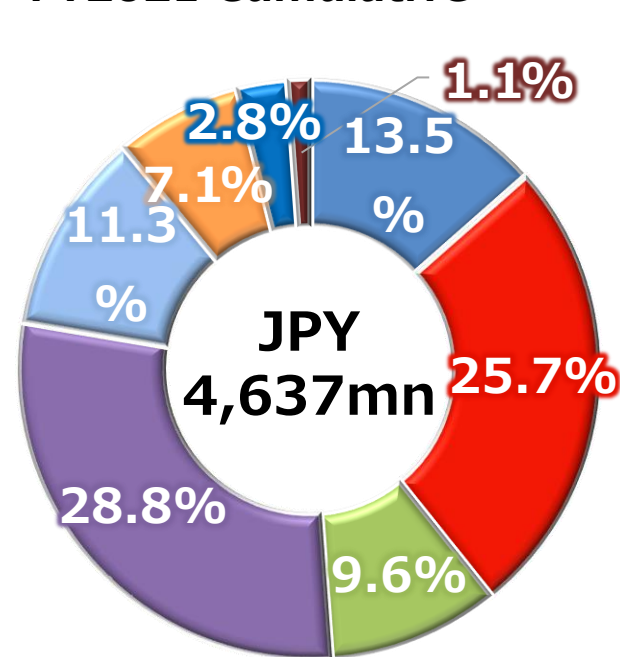
Sales of mobile communication devices (for telework or switching over to smartphones, etc.) are strong.

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

FY2020 Cumulative



FY2021 Cumulative



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

Mobile communication business

Providing products and services that meet the needs of customers/the times



Strong sales of mobile communication devices (corporate cell phones) and related services.

The spread of COVID-19 has led to a change in work styles.

Business growth by accurately grasping the needs of customers, markets, and the times, acquiring new customers, and increasing ongoing revenue by up-selling and cross-selling according to the growth stage of companies.

Various needs

Introduction of corporate cell phones

New and additional cell phones plans and upgrading from cell phones to smartphones

Introduction of related services

Special compensation plan for corporate customers available only at our company, "Gara Support" In-house service (monthly fee), "VWS series"

Introduction of other products and services

OA equipment, electricity, website creation, Wi-Fi routers



Now accepting customer inquiries!!

Special Telework Plan

リモートで通話が増えたので助かる!

Telework price 1,848 JPY/month

It's a waste to use your personal cell phone for work!

With a Corporate Plan Smartphones are **Highly Affordable too!**

Exclusive to Corporate Customers. Smartphones are **Only 2,728 JPY/month**

新機契約・乗り換えは「何台でも!」
初月 0円!

詳しくはこちら

法人携帯の故障修理 補償サービス「ガラサポ」

Exclusive to Corporate Customers
Exclusive to VISION

Damage Repair Warranty Service

Low monthly price!
440JPY/month per device

No liabilities!
Free exchanges/repairs

Usage rate:
74.8%



New customers! Transfer from a different company For telework!

Corporate Cellphone Campaign

Feature phones are **Only 1,848 JPY/month!**

おトクにガラケーをご利用できます!

詳しくはこちら

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

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



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

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

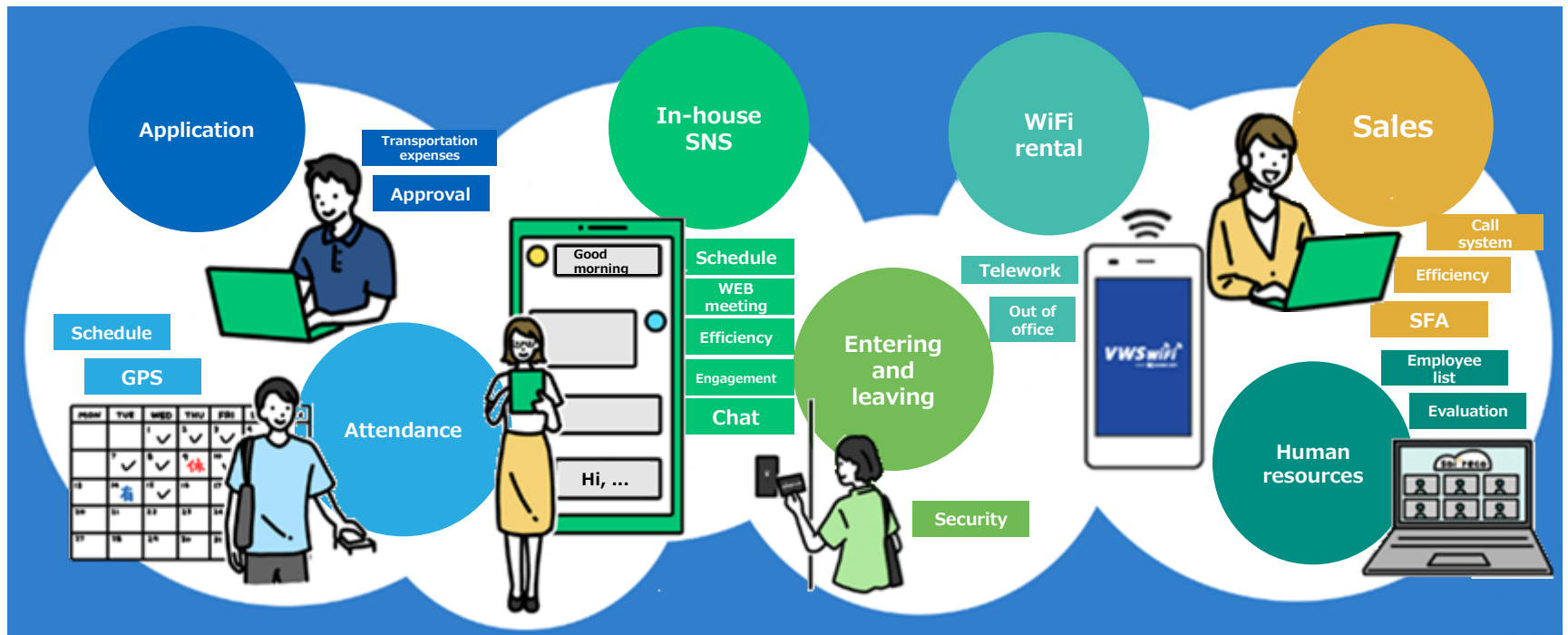


CONCEPT

Providing a more comfortable working environment for all companies

For a successful "Cloud migration" with "VWS"

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



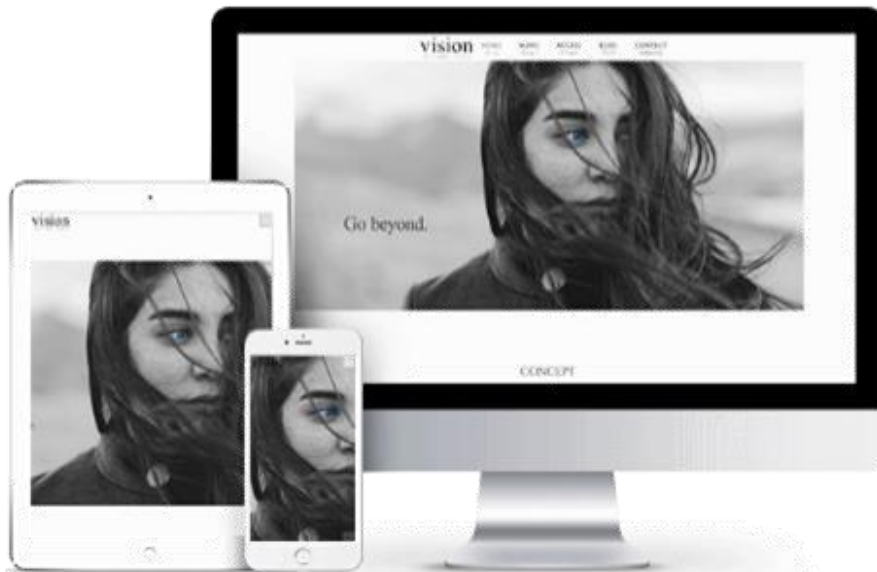
Sales of website production service (monthly fee) “Vision Crafts!” are strong.

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

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

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

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



CONCEPT

“Strong in visual appeal!”

We support website production.

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

They want to convey their thoughts more on their website!

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

Stock Earnings and In-house Services

Gross Profit Change

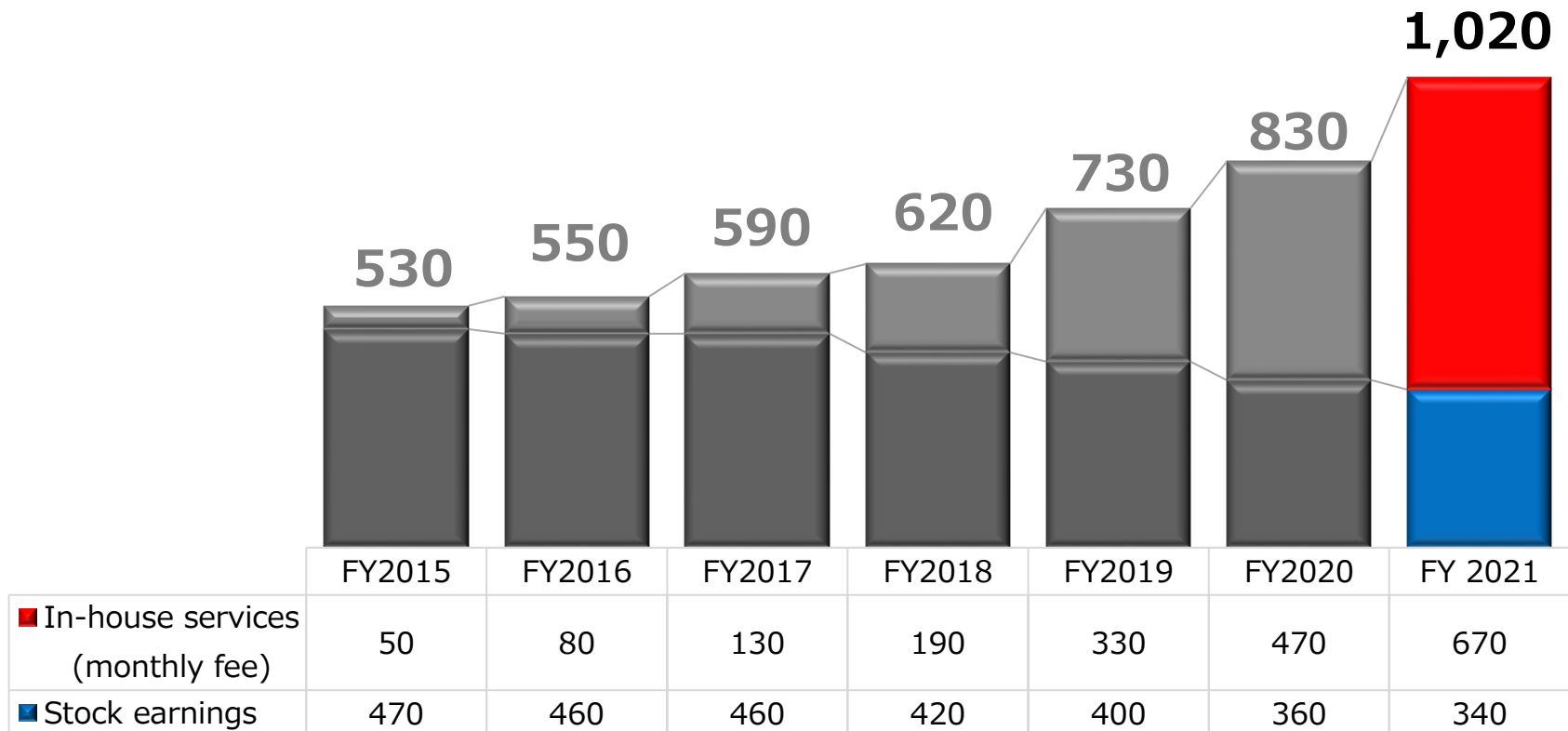
Information and Communications Service Business



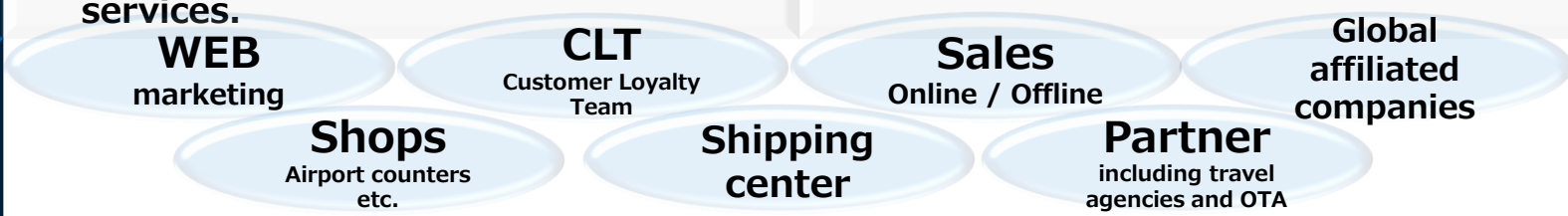
Strengthen stock earnings and in-house services (monthly fee), which will become a stable earnings base in the long run.

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

Achieved a profit of **JPY1bn** during FY 2021.



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

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

Glamping Business - Developing the New Business as a Third Pillar -

In addition to the GLOBAL WiFi and Information and Communications Services businesses, we will open the third pillar glamping business, “Vision Glamping Resort & SPA,”.

First, we will renovate and reopen the newly acquired “Koshikano Onsen” (Kirishima City, Kagoshima Prefecture), which is well regarded for its excellent hot springs. Koshikano Onsen, Japan's first glamping facility with outdoor hot spring baths in each room, has been renovated and will open sequentially from February onward and have a grand opening in April 2022 as a large-scale glamping facility.

Construction has started on a facility in Yamanakako Village (Yamanashi Prefecture), a location with a spectacular view of Mt. Fuji, and is expected to open in the summer of 2022.



Images of glamping facilities, etc.

Acquisition of adval Corp. to Make It a Subsidiary

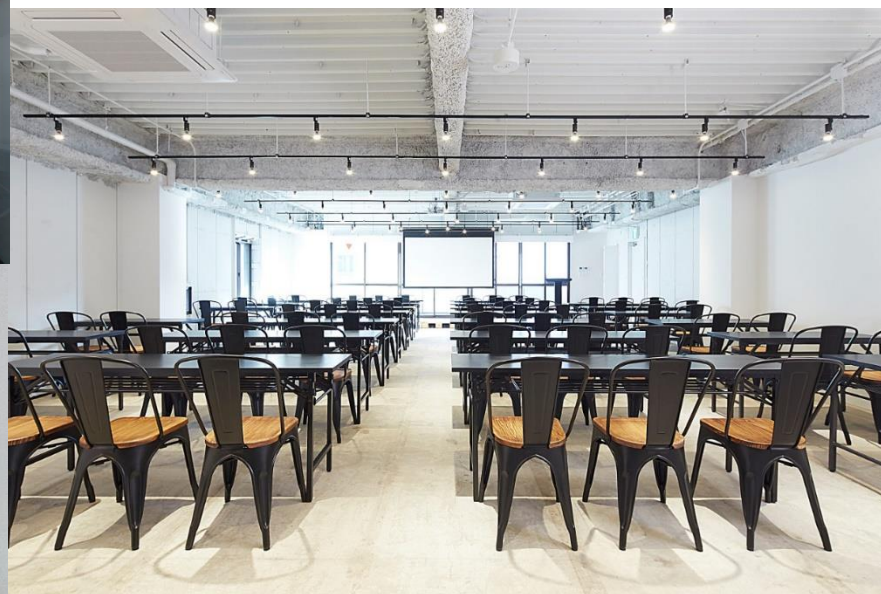
- Provide Products/Services Responding to Customer Needs and the Times -



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

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

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





Sustainability including ESG factors

Contribution toward Sustainable Development of Society and Earth

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

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

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



Contribution toward Development of International Economy and Society



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

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

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

Example of efforts

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



Environmental Activities



Environment

環境



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

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

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

Activities to protect the natural environment through the Ecology Cafe.

Paperless efforts

Provide laptop, iPad, etc. to employees.

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

Utilize electronic forms and an enterprise SNS actively.

Select recyclers.

Operate the business **with our minimum required tangible fixed assets. Tangible fixed assets account for 3.6% of total assets** as of the end of December 2021.

Adapt to various environmental changes.

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

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

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

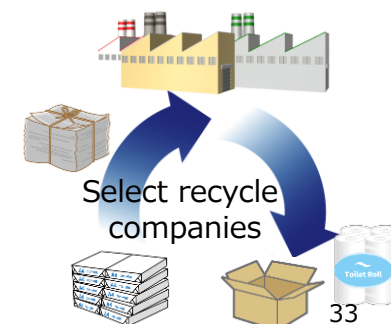
Provision of laptop, iPad, etc.



Video (web) conference



Electronic forms (workflow)
Utilizing of an enterprise SNS





Social
社会

Various recruitment channels

Fair recruiting, referral recruiting, and active recruiting of women (Female employee ratio: 34%).

Hire multinational people (Foreign nationals: 16.1% (permanent employees)).

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

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

Training for new graduates

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

OJT after assignment

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

Sales experience

WEB marketing, telemarketing, escalation.

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

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

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

* Average of all sales reps in 2019

Introduced personnel system suitable to the times and unique benefit plan

Shorter working hours, shift and flextime systems.

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

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

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



Real-time internal communication

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

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

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



Share management and business policies, using videos, etc.

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

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



Publish in-house booklet "Vision Tsushin"

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

The booklet contains:

Messages from executives;

Our new efforts;

Comments from the top sales representative;

Introduction of our Divisions; and

Various information on labor, and compliance, etc.

It has been published since 2012.



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

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

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

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

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

⇒ **One of sources of sustainable growth**



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

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

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

Japan Heart's activities

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

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

One is remote areas and isolated islands in Japan.

One is inside children's heart who fight diseases.

One is the large-scale disaster-stricken areas.

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

Our support for Japan Heart

Provide free rental GLOBAL WiFi routers to Japan Heart volunteers who are active around the world and the secretariat.
Donate a portion of company sales to the secretariat.

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





Social
社会

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

“New measures related to quarantine”

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

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

Our activities

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

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

Required apps (as of December 31, 2021)

MySOS (Health and Location Monitoring App)

Location information record storage settings (such as Google Maps)

COCOA (COVID-19 Contact-Confirming App)





Governance

コーポレート・ガバナンス

Independent officer system

Total number of Directors: 6

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

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

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

Total number of Audit & Supervisory Board Members: 4

(Independent outside auditors: 4)

⇒ CPAs, prosecutors/lawyers, and business owners.



Strengthen information security

Acquired ISMS (Information Security Management System) certification

Acquired the certification for "ISO/IEC 27001."

Established and has run the Information Security Committee.



Compliance, risk management, and internal control activities

Conduct education and training sessions regularly.

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

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

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

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

Vision Inc.

Contact : Investor Relations Dept.
ir@vision-net.co.jp