

2nd Quarter FY2020 Financial Results

August 17, 2020

Vision Inc.

(1st Section of the Tokyo Stock Exchange, code : 9416)

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Performance Highlights and 2Q FY2020 Results



Consolidated Profit and Loss Statement

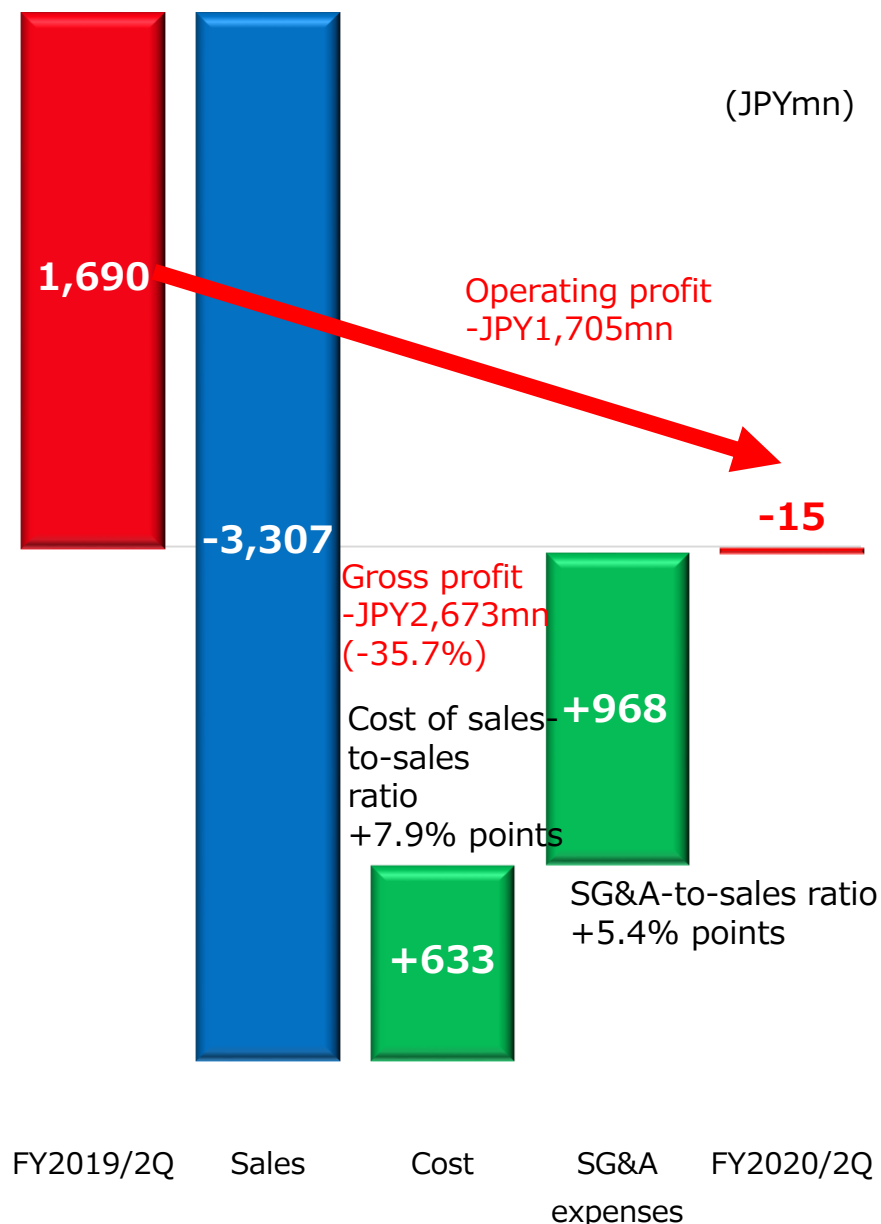


Sales: **-25.6%** YoY, and Operating loss: **-JPY15mn**

(JPYmn, %)

Items	FY2020/2Q Result		Change	
	Amount	Composition ratio	Amount	Percentage
Sales	9,630	100.0	-3,307	-25.6
FY2019/2Q Result	12,937	100.0	+3,081	+31.3
Gross profit	4,822	50.1	-2,673	-35.7
FY2019/2Q Result	7,496	57.9	+1,677	+28.8
EBITDA	290	3.0	-1,801	-86.1
FY2019/2Q Result	2,091	16.2	+455	+27.8
Operating profit or loss (-)	-15	-0.2	-1,705	—
FY2019/2Q Result	1,690	13.1	+454	+36.7
Recurring profit	66	0.7	-1,606	-96.0
FY2019/2Q Result	1,673	12.9	+428	+34.4
Profit or loss (-) attributable to owners of parent	-1,352	-14.0	-2,427	—
FY2019/2Q Result	1,075	8.3	+265	+32.9

Factors for Change in Operating Profit



Operating profit margin -0.2%
(Approx. -13.2% points YoY)

Sale

"GLOBAL WiFi" Business

Outbound and inbound rentals have been almost zero.

* Consolidated fiscal period (April to June)

Strengthen domestic Wi-Fi sales, domestic Wi-Fi rental sales only during this consolidated fiscal period.

Information and Communications Service Business

Sales of cost reduction products and mobile communication equipment (for teleworking, etc.) were strong.

Due to the suspension of leasing examinations in the sales of OA equipment (suspension of examination work due to new handling and self-restraint request, etc.), the timing of sales recording was delayed.

Cost of sales

"GLOBAL WiFi" Business

Increase cost of sales-to-sales ratio due to sales decrease.

Information and Communications Service Business

Increase cost of sales-to-sales ratio due to increased sales of mobile communication equipment such as cell phones (by increasing the ratio of products that generate purchased costs).

SG&A expenses

Decrease SG&A-to-sales ratio due to review and reduction of various expenses.

* Advertising expenses (listing, etc.), performance-linked bonus, shipping expenses, travel expenses, supplies expense, etc.

Segment Result

“GLOBAL WiFi” Business: Sales **-43.4%** and Segment loss **-JPY20mn**

Information and Communications Service Business: Sales **+0.2%** and Segment profit **-1.8%**

(JPYmn, %)

Segment result		FY2020/2Q Result	FY2019/2Q Result	Change	
		Amount	Amount	Amount	Percentage
Sales	“GLOBAL WiFi”	4,634	8,184	-3,550	-43.4
	Information and Communications Service	4,520	4,509	+11	+0.2
	Subtotal	9,154	12,694	-3,539	-27.9
	Others	478	247	+230	+93.2
	Adjustments	-2	-4	+2	—
	Total (Cons.)	9,630	12,937	-3,307	-25.6
Segment profit or loss (-)	“GLOBAL WiFi”	-20	1,596	-1,617	—
	Profit margin	-0.5	19.5	-20.0	—
	Information and Communications Service	817	832	-15	-1.8
	Profit margin	18.1	18.5	-0.4	—
	Subtotal	796	2,428	-1,632	-67.2
	Others	-306	-157	-148	—
	Adjustments	-504	-580	+75	—
	Total (Cons.)	-15	1,690	-1,705	—

"GLOBAL WiFi" Business Performance Change



Sales were domestic Wi-Fi rental only during the 2Q consolidated fiscal period (April to June).

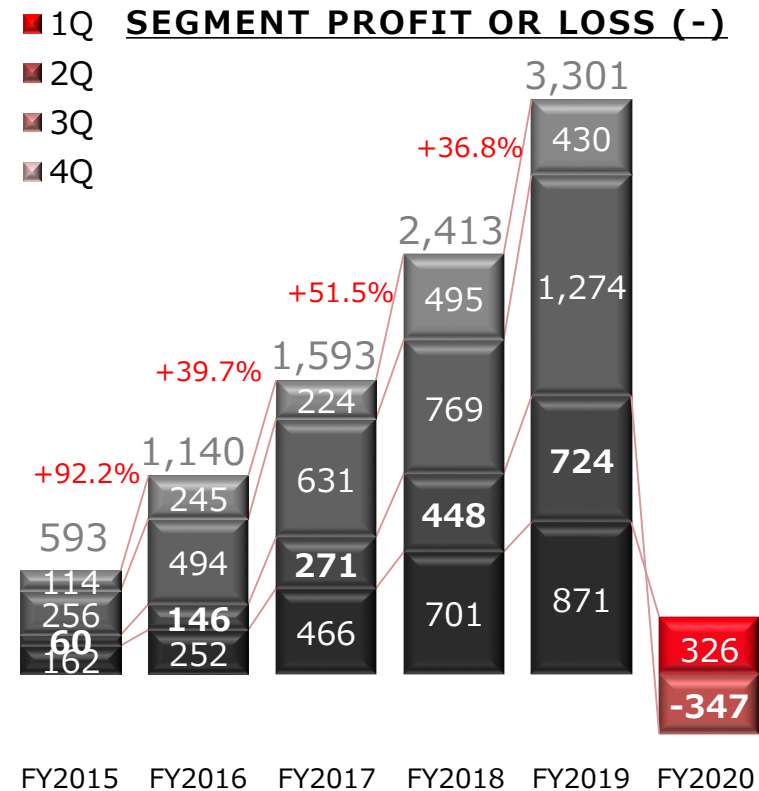
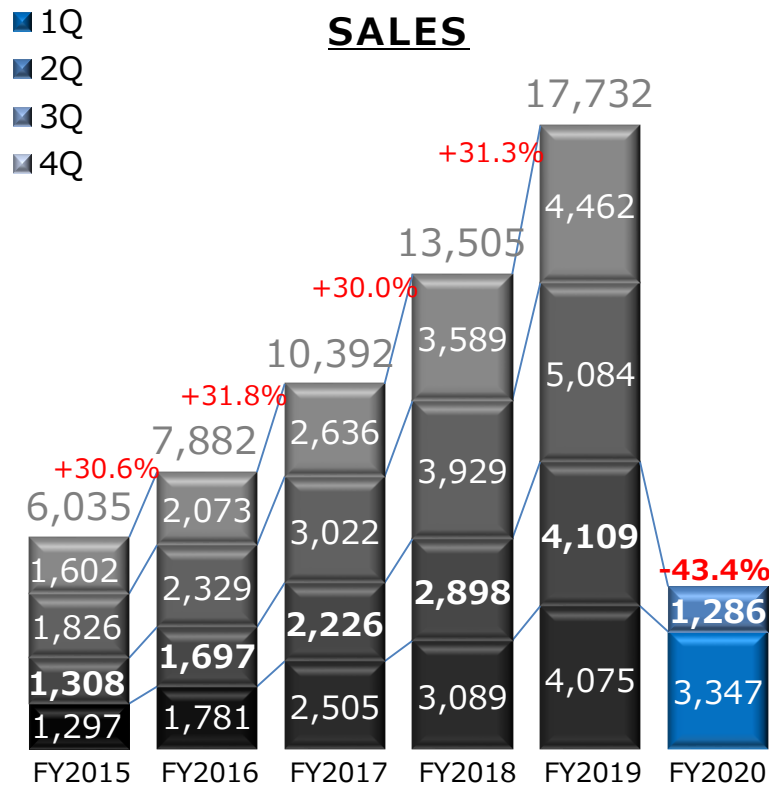
Strengthen domestic Wi-Fi sales:

In response to the growing needs for teleworking and online classes, increase orders due to our high-quality, abundant lineup, and product inventory (companies, universities, government offices, etc.).

Rapid overall cost reductions:

Personnel costs (including job rotation), rent, sales promotion expenses, advertising expenses, employment adjustment (leave), suspension of some shops, etc.

(JPYmn)



(Note) Regarding the quarterly results in FY2015, the year-on-year ratio is for reference, because the quarterly financial statements have not been prepared.

Information and Communications Service Business

Performance Change



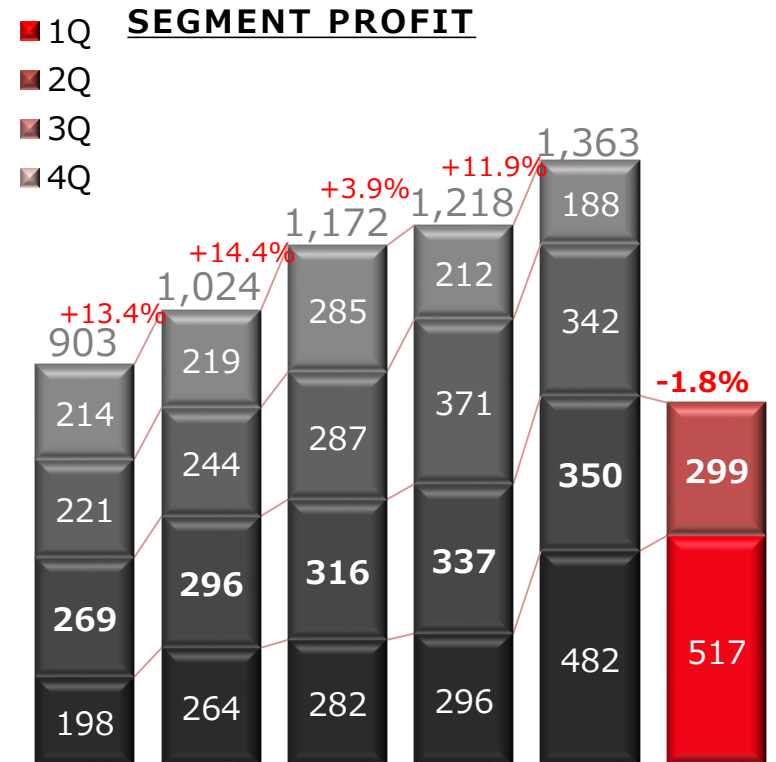
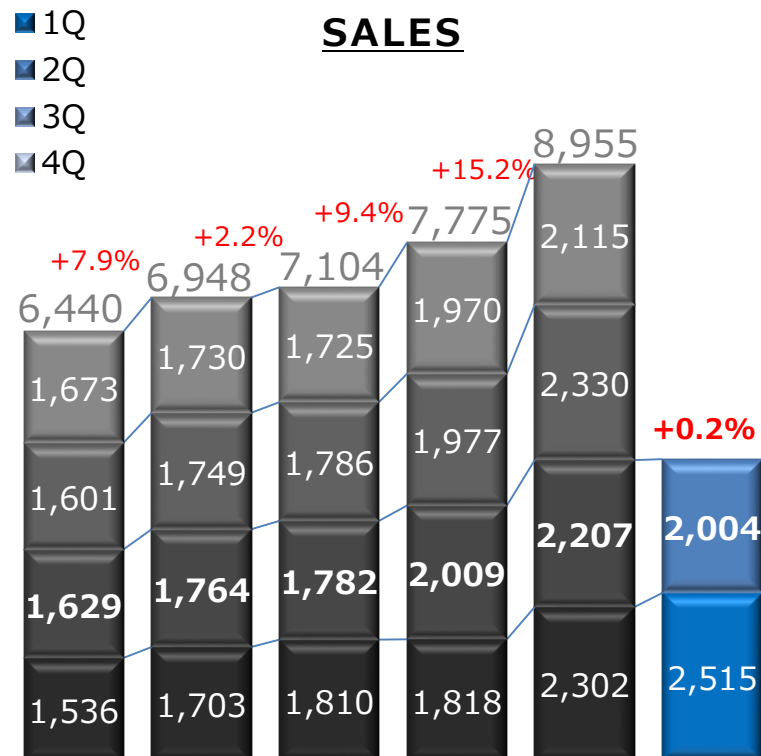
Sales of cost reduction products and mobile communication equipment (for teleworking, etc.) were strong.

Develop sales activities that accurately capture the companies' needs to reduce costs and support teleworking due to the spread of COVID-19.

Strengthen sales of VWS (Vision Web Service), online products and services.

* Efforts to increase stock earnings by deploying SaaS model services that reduce initial installation costs.

(JPYmn)



FY2015 FY2016 FY2017 FY2018 FY2019 FY2020

FY2015 FY2016 FY2017 FY2018 FY2019 FY2020

(Note) Regarding the quarterly results in FY2015, the year-on-year ratio is for reference, because the quarterly financial statements have not been prepared.

Consolidated Balance Sheet



Equity ratio: **78.4%** (Approx. **+2.1% points** from the previous quarter)

Cash and deposits decreased due to a significant decrease in sales in “GLOBAL WiFi” Business, securing inventory in the mobile communications business, purchasing hygiene products for sale, and other factors.

(JPYmn, %)

	As of Jun. 30, 2020	As of Mar. 31, 2020	Change		As of Dec. 31, 2019	Change	
	Amount	Amount	Amount	Percentage	Amount	Amount	Percentage
Current assets	8,580	9,965	-1,384	-13.9%	11,792	-3,211	-27.2%
Cash and deposits	5,738	6,864	-1,125	-16.4%	8,485	-2,746	-32.4%
Non-current assets	2,313	3,173	-859	-27.1%	3,381	-1,067	-31.6%
Total assets	10,894	13,138	-2,243	-17.1%	15,173	-4,278	-28.2%
Current liabilities	2,304	3,058	-753	-24.7%	4,222	-1,918	-45.4%
Non-current liabilities	24	36	-11	31.5%	46	-21	-46.1%
Total liabilities	2,329	3,094	-765	-24.7%	4,268	-1,939	-45.4%
Total net assets	8,565	10,044	-1,478	-14.7%	10,905	-2,339	-21.5%
Total liabilities and net assets	10,894	13,138	-2,243	-17.1%	15,173	-4,278	28.2%
Equity ratio	78.4%	76.3%	2.1%	-	71.7%	+6.7%	-

Take financial measures to execute a flexible financial strategy.
Possible to conduct investments and take various measures according to changes in the environment.

Secure approx. JPY8.98bn in real cash on hand through financial measures.

【Real cash on hand】

Cash and deposits as of Jun. 30, 2020	5.73
Commitment line set in May 2020	3.00
Other overdraft lines	0.25
Total real cash on hand	8.98

**Possible to maintain stability of BS;
Shareholders' equity ratio would be around 60%*, even if executing all commitment lines.**

(Ref.: Equity ratio 78.4%, as of Jun. 30, 2020)

* The equity ratio when all commitment lines and overdraft lines are executed, based on the consolidated balance sheet as of June 30, 2020.

In “GLOBAL WiFi” Business, assuming that overseas travel (outbound and inbound) will not recover even after the end of FY2020, reduce the book value to the recoverable amount for assets for which profitability has declined and investment cannot be expected to be recovered, and record an impairment loss of approx. JPY1.2bn.

Impairment Loss

Impair approx. JPY1.2bn of fixed assets in “GLOBAL WiFi” Business (record as extraordinary loss), considering the uncertain situation regarding the future outlook, despite the deterioration of business performance due to the special factor of COVID-19.



* Wi-Fi router, options, software, equipment, etc.

From the second half of FY2020, the depreciation of our Group will be reduced for these assets.
FY2020 3Q-4Q (cumulative):
Approx. JPY372mn
FY2021 1Q-4Q (cumulative):
Approx. JPY414mn

FY2020 Forecast of Financial Results



FY2020 Forecast of Financial Results



Sales: **-38.9%** YoY, and Operating loss: **-JPY320mn**

(JPYmn, %)

Items	FY2020 Forecast		Change	
	Amount	Composition ratio	Amount	Percentage
Sales	16,700	100.0	-10,618	-38.9
FY2019 Result	27,318	100.0	+5,814	+27.0
Gross profit	8,883	53.2	-6,806	-43.4
FY2019 Result	15,690	57.4	+3,040	+24.0
Operating profit or loss (-)	-320	-1.9	-3,645	—
FY2019 Result	3,325	12.2	+840	+33.8
Recurring profit or loss (-)	-213	-1.3	-3,572	—
FY2019 Result	3,358	12.3	+859	+34.4
Profit or loss (-) attributable to owners of parent	-1,601	-9.6	-3,828	—
FY2019 Result	2,226	8.1	+696	+45.6

Segment Forecast



“GLOBAL WiFi” Business: Sales **-60.7%** and Segment loss **-JPY234mn**

Information and Communications Service Business: Sales **+1.4%** and Segment profit **+2.7%**

(JPYmn, %)

Segment forecast		FY2020 Forecast	FY2019 Result	Change	
		Amount	Amount	Amount	Percentage
Sales	“GLOBAL WiFi”	6,971	17,732	-10,761	-60.7
	Information and Communications Service	9,079	8,955	+123	+1.4
	Subtotal	16,050	26,688	-10,638	-39.9
	Others	661	637	+23	+3.8
	Adjustments	-11	-7	-4	—
	Total (Cons.)	16,700	27,318	-10,618	-38.9
Segment profit or loss (-)	“GLOBAL WiFi”	-234	3,301	-3,536	—
	Profit margin	-3.4	18.6	-22.0	—
	Information and Communications Service	1,400	1,363	+37	+2.7
	Profit margin	15.4	15.2	+0.2	—
	Subtotal	1,165	4,665	-3,499	-75.0
	Others	-413	-266	-147	—
	Adjustments	-1,072	-1,073	+1	—
	Total (Cons.)	-320	3,325	-3,645	—

Performance for the Full Year (Quarterly Change)



(JPYmn, %)

		1Q	2Q	3Q	4Q	FY
FY2017	Sales	4,326	4,024	4,827	4,377	17,554
	Composition ratio (vs. FY)	24.6	22.9	27.5	24.9	—
	Operating profit	513	336	688	249	1,788
	Composition ratio (vs. FY)	28.7	18.8	38.5	13.9	—
	Operating profit margin	11.9	8.4	14.3	5.7	10.2
FY2018	Sales	4,922	4,933	5,961	5,686	21,503
	Composition ratio (vs. FY)	22.9	22.9	27.7	26.4	—
	Operating profit	736	499	900	348	2,484
	Composition ratio (vs. FY)	29.6	20.1	36.2	14.0	—
	Operating profit margin	15.0	10.1	15.1	6.1	11.6
FY2019	Sales	6,470	6,467	7,610	6,770	27,318
	Composition ratio (vs. FY)	23.7	23.7	27.9	24.8	—
	Operating profit	980	710	1,280	354	3,325
	Composition ratio (vs. FY)	29.5	21.4	38.5	10.7	—
	Operating profit margin	15.1	11.0	16.8	5.2	12.2
FY2020	Sales	5,989	3,641			16,700
	Composition ratio (vs. FY)	—	—			—
	Operating profit or loss (-)	488	-503			-320
	Composition ratio (vs. FY)	—	—			—
	Operating profit margin	8.1	-13.8			-1.9

Efforts to Make in FY2020

(Growth Strategy Focusing on with COVID-19 and after COVID-19)



Policy on Growth Strategy (for Entire Group)



Current situation

“GLOBAL WiFi” Business:

The monthly loss has improved to less than -JPY100mn.

Information and Communications Service Business:

The same level as last year although it has been affected by COVID-19.

Policy

Turn “GLOBAL WiFi” Business into a profitable early on a monthly basis.

Actively sell domestic Wi-Fi, and develop Information and Communications Service Business and any new business, other than resources ensuring quality and operations that maintain competitive advantages after recovery of travel.

Accelerate the growth of Information and Communications Service Business.

Accelerate the growth of the business, which is one of our growth businesses and generates stable returns.

Develop businesses and services that leverage our strength of capturing newly established companies.

Actively engage in new businesses, new products and services.

Make the most of corporate culture, organizational structure, business partners, and customer assets.

Provide products and services that meet the high needs of existing customers in “GLOBAL WiFi” Business and Information and Communications Service Business through cross selling.

By the end of 2Q, measures to improve loss (defense) had been roughly completed.

After 3Q, make the most of the experience and know-how cultivated as a compilation of 25 anniversary of its foundation, while making various investments to earn profits (offense).

"GLOBAL WiFi" Business

Current Situation and Future Policy



Current situation

The number of overseas travelers is almost zero.

Number of overseas travelers from April to June*: Both outbound and inbound decreased by 99% YoY.

*Refer to the materials released by the Japan National Tourism Organization (JNTO).

Policy

Turn profitable by operating the business at the lowest cost, assuming that overseas travel will not recover even within 2020 or 2021.
After the recovery of overseas travel, aim to maximize profit margin and increase market share by organizing to operate with the minimum personnel, improving operational efficiency, and improving convenience.

Strengthen Domestic Wi-Fi Sales

Strengthen sales expansion of a mobile Wi-Fi for teleworking.
Strengthen sales expansion of a mobile Wi-Fi for educational institutions and local governments.
Actively expand domestic plan options of "Global WiFi for Biz" for corporate customers.

Personnel

Focus on expanding domestic Wi-Fi sales.
Employees other than those who engage in the development of new technology will be transferred to Information and Communications Service Business etc.
Use employment adjustment subsidy (for businesses affected by the COVID-19 pandemic), and employment adjustment (leave) for some personnel.

Shipping center

Utilize as a shipping center for other businesses such as Information and Communications Service Business (reduce outsourcing costs for the entire group).

Airport counter

Close some counters and shorten business hours.
Advance Smart Strategy (Expand unmanned shops, Smart Pickup + SIM vending machine, etc.).
Add new delivery method (convenience store).
Significantly streamline the system (reduce fixed cost).

Cost reduction

Suspend and cancel SIMs with fixed costs.
No fixed cost for a pay-as-you-go SIM (approx. 80% of all SIMs).
Reduce advertising expenses.
Reduce travel expenses and travel time by switching to business negotiation with Zoom.

New services

Plan and develop new services for corporate and individual customers traveling overseas.
Business tie-ups with domestic and overseas business partners other than "GLOBAL WiFi" Business.

Strengthen Domestic Wi-Fi Sales

Set up special pages on each sales website to maximize domestic Wi-Fi rental demand.

Strengthen sales expansion of a mobile Wi-Fi for teleworking.

Strengthen sales expansion of a mobile Wi-Fi for educational institutions and local governments.

Make the most of the know-how and resources provided by our company for the internet communication environment, which has been an issue for inbound measures, through the partnership with local governments.

*Osaka introduced 3,300 units, and we are also currently in negotiation with the Board of Education etc. in other regions.

“GLOBAL WiFi for Biz” for corporate customers

Actively expand sales of domestic plan options.

< Wi-Fi rental for corporate teleworking >



Over 100 units available

Zero office fee

Corporate plan available

Very popular!

Available in Japan / For online classes
Wi-Fi rental for teleworking

For details

< Wi-Fi rental for educational institutions & local governments >



Online class

GIGA
School Concept


Dedicated dial for local governments and educational organizations



For school and educators
Wi-Fi rental for online classes

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

Introduction record: Used by many schools for online class.

Tokyo University, Waseda University, Seijo University, Hokkaido University of Education, Aichi Shukutoku University, Shizuoka Sangyo University, Shizuoka Prefectural University, Osaka University of Economics, Hyogo Prefectural University, Okayama Prefectural University, Nagoya Medical and Health Sports College, Tokyo Design Technology Center

"GLOBAL WiFi" Business Profit Structure



Items	Summary
Sales	<p>Overseas</p> <p>Regular rental :</p> <p>Rental price per day × number of days used</p> <p>Average: JPY1,000/day, Average number of days used: 7 days</p> <p>Options such as insurance, mobile battery, etc.</p> <p>GLOBAL WiFi for Biz :</p> <p>Monthly charge (JPY1,970) + data communication fee (plan) × number of days used</p> <p>Domestic</p> <p>Rental price per month (available for rental from 1 day)</p> <p>Average: Approx. JPY5,000/month, Average days used: 1.5 months (45 days)</p>
Cost of sales	<p>Data communication (telecom carriers in the world)</p> <p>Terminal price (mobile Wi-Fi routers)</p> <p>Recorded as rental asset (recorded by 2-year depreciation)</p> <p>Outsourcing (commission paid to sales agents), etc.</p>
SG&A expenses	<p>Personnel, advertising, shipping delivery, business consignment, credit card payment, etc.</p> <p>Operation and rent of shipping centers, airport counters, customer centers, etc.</p> <p>Other SG&A expenses, etc.</p>

Changes in Monthly Cost and Segment Profit

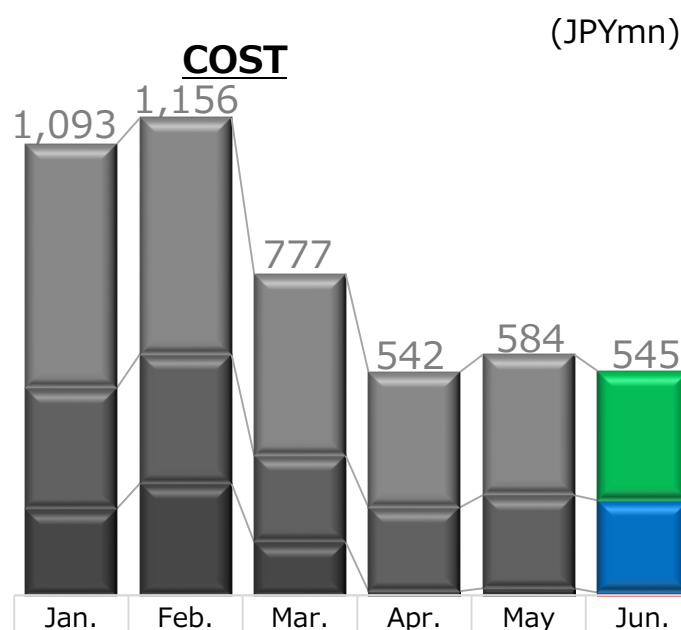
"GLOBAL WiFi" Business



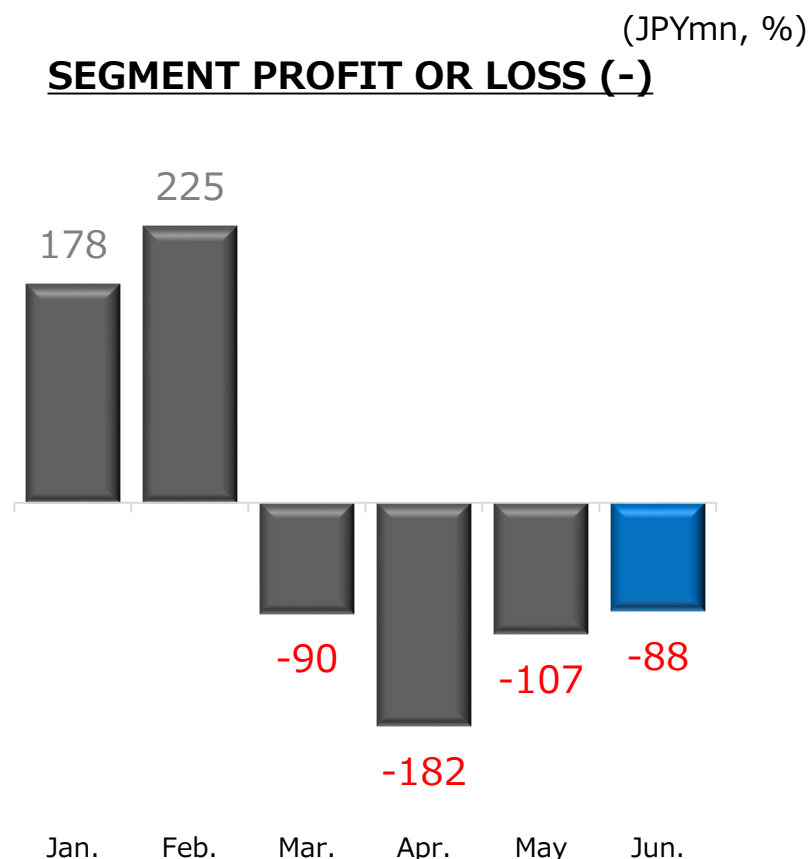
Make costs variable (efforts from before) and further reduce costs.

Reduce costs by pay-as-you-go purchase contract with no communication costs unless communication occurs.

For most of the SIMs for overseas use with some fixed charge, no communication cost is incurred because of suspension, and for those with fixed charge, communication cost has been reduced to around 4 million yen per month. Cost structure that changes depending on the number of rentals: communication costs, shipping delivery costs, credit card payment fees, etc.



SG&A expenses	591	572	439	328	340	314
Cost of sales	292	313	209	203	226	223
Overseas telecom cost	210	271	129	10	17	7



(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.

Utilize "CLOUD Wi-Fi Router"

A Wi-Fi router with next-generation communication technology that manages SIM on the cloud

No need to insert/change SIM physically.

Telecommunication lines all over the world can be used with only one terminal.

Make the most of the characteristics of the CLOUD Wi-Fi router.

Convert the Cloud Wi-Fi router used for overseas communication service to the domestic Wi-Fi terminal.

Since a physical SIM is not inserted in the router, it can be assigned to other routers depending on the communication status.

* It can be operated even in the case that the number of rentals is more than the number of SIMs (efficient operation of communication costs).



Pick-up at Convenience Store Started

Based on user's convenience, start a service you can pick-up a Wi-Fi router at Seven-Eleven throughout Japan (excluding Okinawa) near your workplace or home.

You can pick it up at midnight if the store is open.

Offer options to avoid crowded places where people gather, such as airport counters.



You can pick-up
at **Seven-Eleven** near
you.



**At Seven-Eleven
near you**



You can pick it up at
Seven-Eleven near you.

At anytime



You can pick it up even at
midnight if the store is open.

**Ready-to-go
in advance**



You don't need to wait at the
airport counter.

Pick-up at Airport Counter and Smart Pickup

Receive and return at domestic 18 airports, 39 counters, 36 Smart Pickup units, and return BOX.

Newly installed automatic pick-up lockers at 11 airports.

Newly installed Smart Pickup: 4 units *During this FY2020/2Q period

Narita Airport Terminal 3, Kita-kyushu Airport, Chubu Centrair International Airport Terminal 2, Kagoshima Airport

The service level is optimized according to customer.

Eliminate waiting time for customers who do not need explanation such as repeaters (Utilize Smart Pickups).

Airport staffs respond to customers who need explanation (Utilize airport counters).

**The highest number of airport counters
in the industry**

**Receive and Return according to
customers' needs**



At the airport



By delivery



At a convenience store



Overseas destination



**Airport and other places to receive/return
in Japan**

Hokuriku/Koshinetsu

Hokkaido/Tohoku

Niigata Airport

New Chitose Airport★

Komatsu Airport★

Asahikawa Airport

Kyushu/Okinawa

Sendai Airport

Fukuoka Airport★

Kanto

Kita-kyushu Airport★

Narita Airport★

Oita Airport

Haneda Airport★

Miyazaki Airport

SHIBUYA"CHIKAMICHI"

JR Miyazaki Sta.

Tokai/Kansai

Kagoshima Airport★

Kansai Airport★

Naha Airport

Chubu Airport★

Miyako Shimojishima
Airport★

Shizuoka Airport
Itami Airport★

Accelerate to Expand Unmanned Shops

Accelerate to expand unmanned shops with vending machines, one year ahead of schedule.

Target airports

Kita-kyushu airport, Miyako Shimojishima Airport

* Plan to add more in the future.

What units are installed?

Smart Pickup + Return BOX

(Available for pick-up and return)

Features

Non-face-to-face receipt even during busy seasons without waiting at the airport counter (for repeaters who do not need explanation).

Respond to customers early in the morning and late at night, when there are needs, but it is difficult to secure human resources.

Also install vending machines for pre-paid SIM for domestic use mainly for foreign travelers visiting Japan and those who are temporarily back to Japan. Available to add touch points with space-saving and low-cost (improve convenience and increase profits).



Expand Service Areas for Unlimited Plan

Recently we tend to consume large amounts of data communication capacity, such as diversified smartphone apps, transmission and reception of large-volume images and videos, and SNS posting.

Popular to share with multiple people such as friends and family members, and to use multiple devices (smartphones, tablets, laptops, etc.) for business.

⇒ Expand the service areas responding to a request for the plan that can be used without worrying about data capacity.

Choice ratio of unlimited plan increased in both corporate and individual users (over 30%). ⇒ Improve ARPU.



Data
capacity

Start offering an unlimited plan

Further expanded
the coverage area.

Available in **91 countries**

What's an unlimited plan?

“Unlimited plan” with unlimited data capacity was born from the voice of customers who want to use without worrying about the data capacity.

Changes in the number of service countries

Feb. 2019	4
Jun. 2019	71
Sep. 2019	72
Dec. 2019	73
Mar. 2020	74
Jun. 2020	91

Information and Communications Service Business

Current Situation and Future Policy



Current situation

A sudden change in work style associated with the spread of COVID-19.

Respond to teleworking (improve infrastructure environment), improve operational efficiency, reduce costs, etc.

In this consolidated fiscal period, there was an impact (delay) due to the suspension of leasing examinations coming from the spread of COVID-19, however the situation became normal after the state of emergency was lifted.

Policy

Provide products and services responding to changes in work styles (Plan and sell teleworking support products).

Establish a sales style that is not tied to working place. Maximize productivity per person.

Increase stock revenue, which underpins stable growth.

Plan and sell teleworking support products

Vision Web Service: VWS series
SNS for business: JANDI
Web meeting and online business negotiation system: meet in
Telephone agency service: te-le-re
Plan and sell in-house operated and renovated services at any time.

Sales style that is not tied to working place

Promote teleworking actively.
Strengthen online sales.
Strengthen inside sales.
Minimize visiting sales.
Expand sales area.
Reduce operating costs (travel expenses, overtime pay, etc.)

Maximize productivity per person

Maximize number of negotiations (no travel time).
Acquire negotiation appointments using Web marketing know-how with over 15 years experience.
Improve productivity through uniform training.
Thoroughly analyze customer attributes.
Strengthen retention CRM.

Expand sales of cost reduction products

Provide various telecommunication discount services.
Website low price production and maintenance service.
Provide products and services with less initial installation costs.

Hybrid Synergy model

Web marketing + CLT (customer center) + sales
Cross-function organizational structure.
Make the most of our customers' assets.
Escalation (cooperation between divisions, customer introduction)

Increase stock revenue

In addition to existing stock revenue, expand profits by developing in-house services including online services, corporate mobile maintenance service "Garasapo," website maintenance service, strengthen sales such as LED sales, etc.
Increase customers by business alliance.

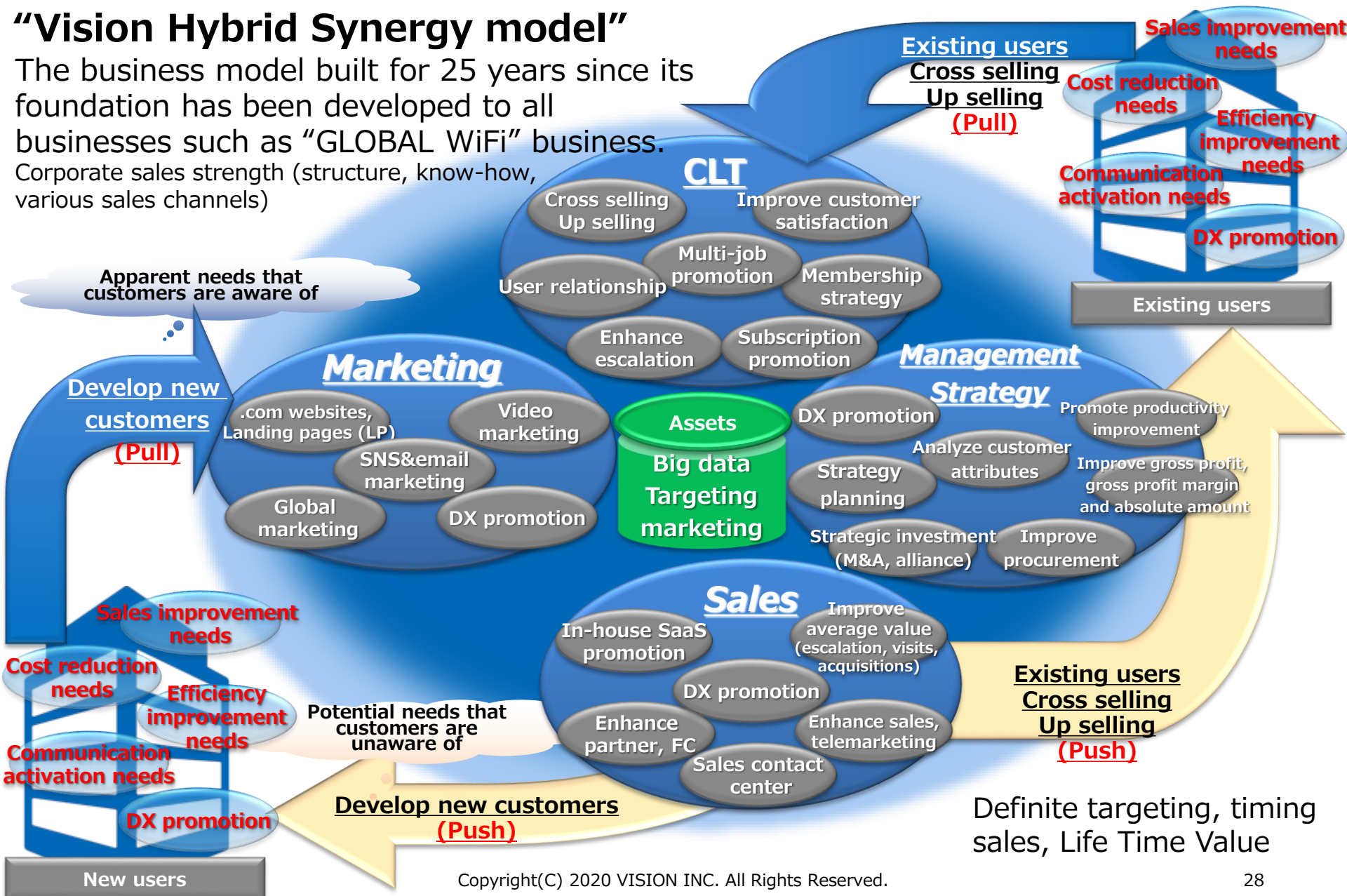
Information and Communications Service Business Business Model



“Vision Hybrid Synergy model”

The business model built for 25 years since its foundation has been developed to all businesses such as “GLOBAL WiFi” business.

Corporate sales strength (structure, know-how, various sales channels)

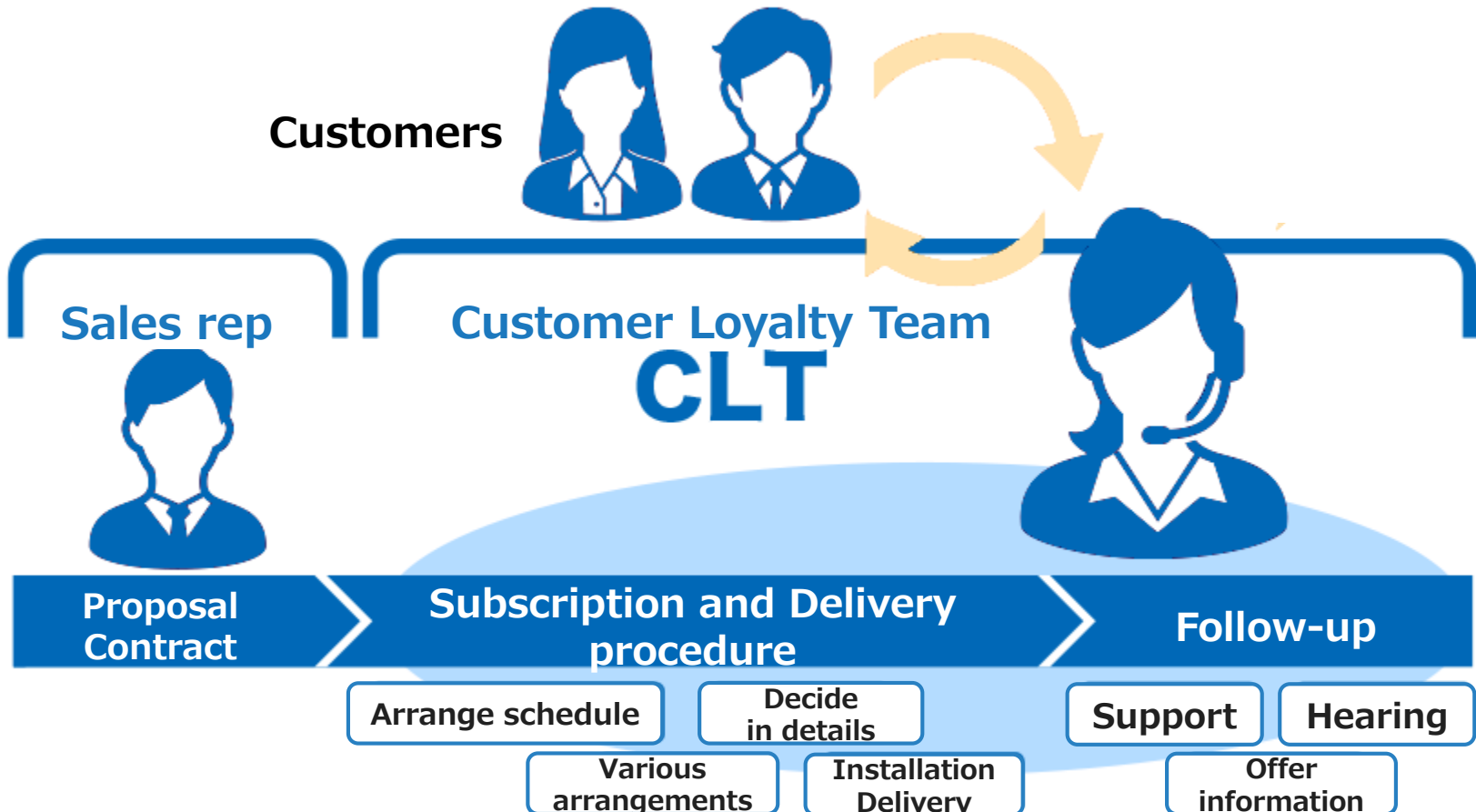


Create values with advanced operations

Customer Loyalty Team (CLT)

From delivery procedure to follow-up

Covers a wide range of operations



“High Efficiency” Marketing

“High efficiency” marketing with combined three factors:
web marketing × sales rep × CLT



Escalation

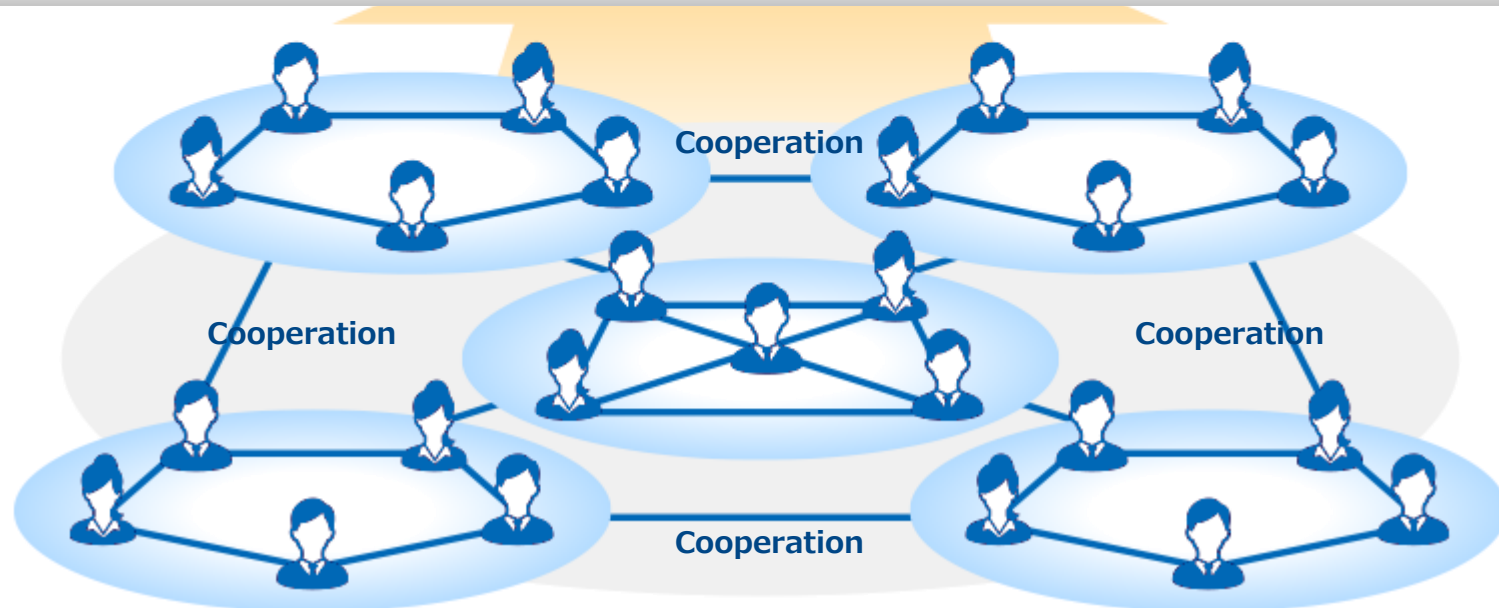
(Cooperation among Divisions, Customer Referral)

Organization culture that creates continuous evolution

High productivity created by escalation system (cooperation among divisions and customer referral)



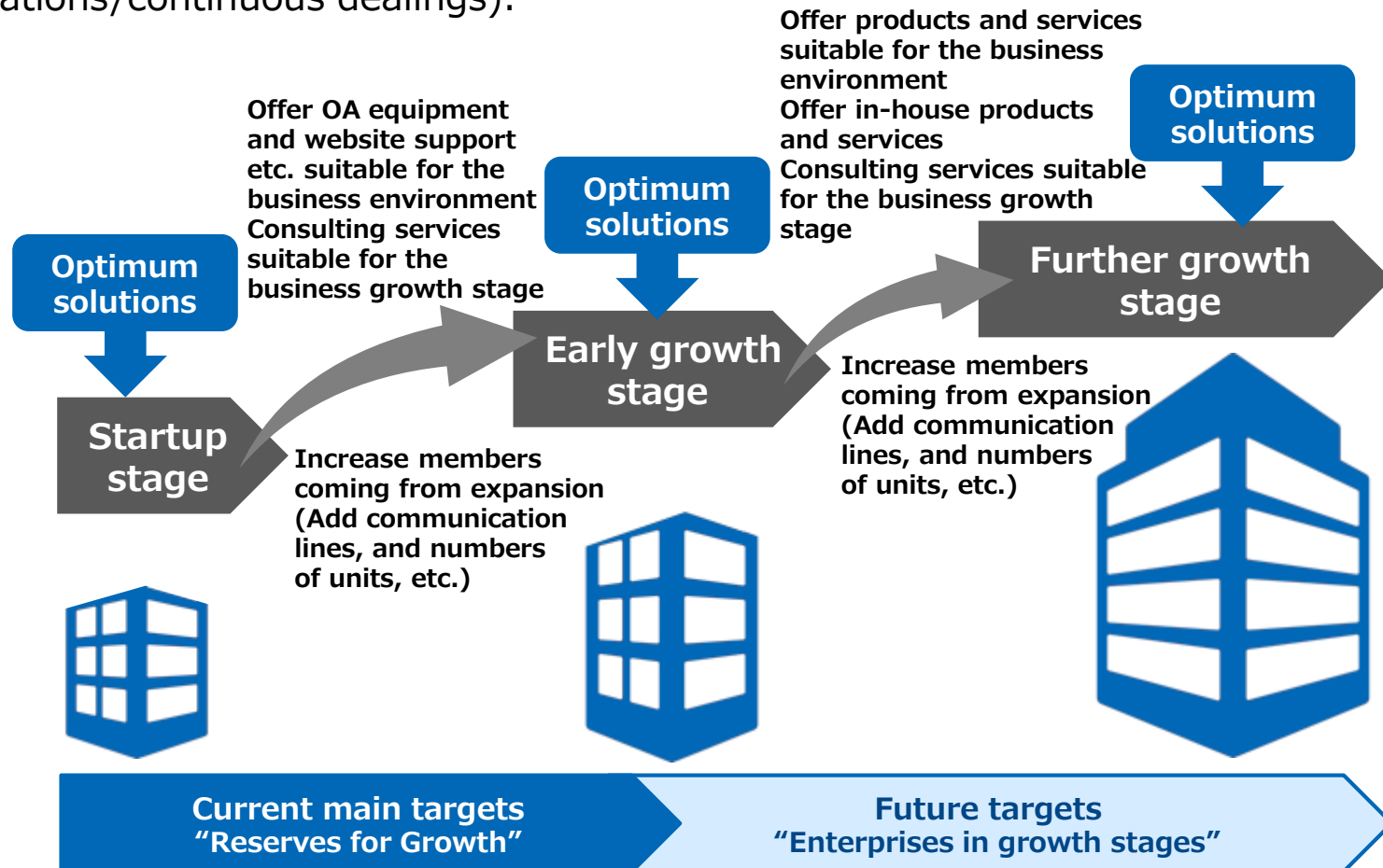
**Improve productivity through flat and open culture,
and the “escalation system” promoting cooperation among divisions**



Stock-type Business Model

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

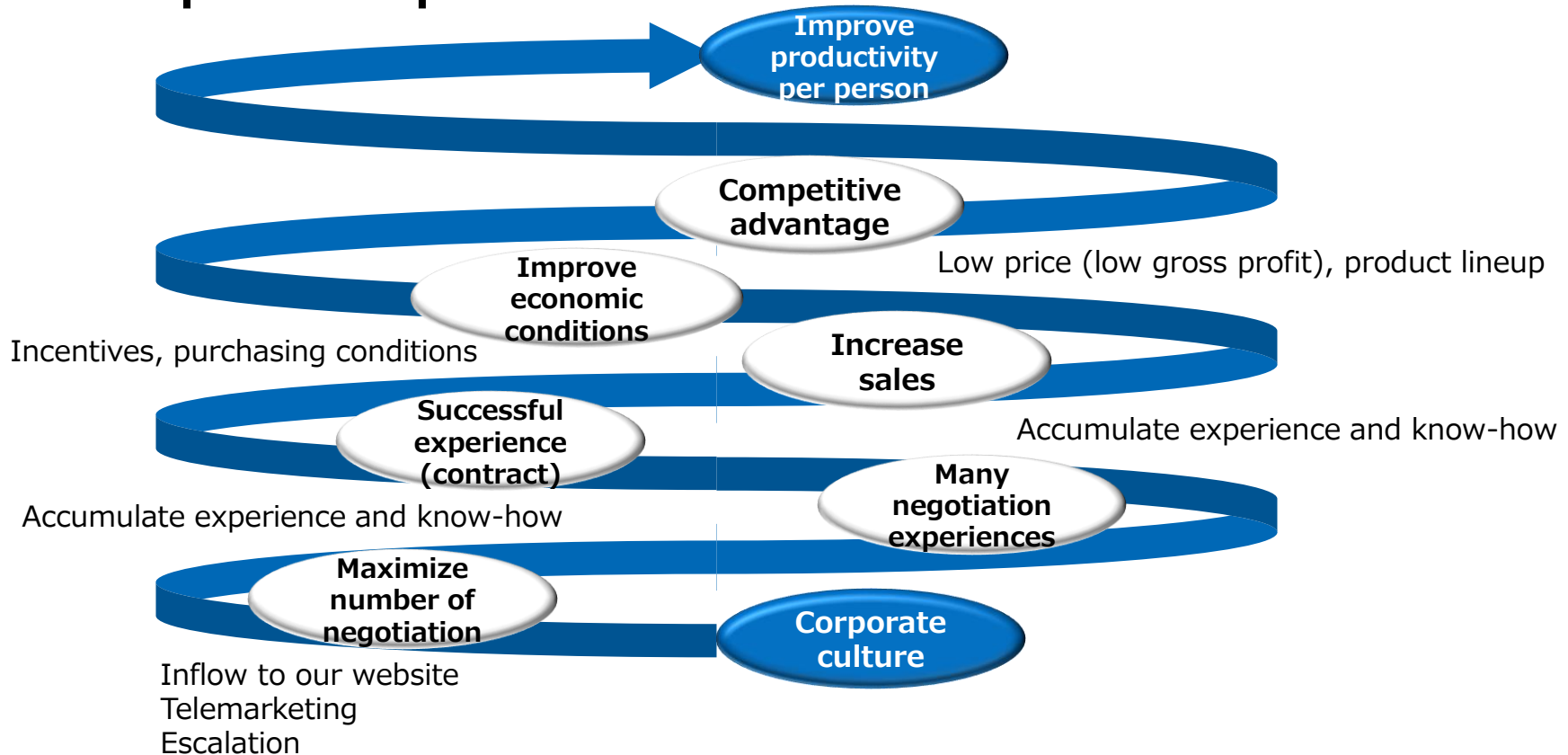
Structure that accumulates profits by our original know-how CRM (customer relations/continuous dealings).



Maximize Productivity per Person

Maximize productivity per person by creating a success spiral of corporate culture (escalation culture, cross-function organizational structure), business model, and sales structure.

Success spiral components



Provide Products and Services Responding to Changes in Work Styles



In-house developed or used services are expanded to users.

Provide the required functionality in the cloud as needed.

Reduce users' costs (installation and running).

Expand the VWS (Vision Web Service) series.



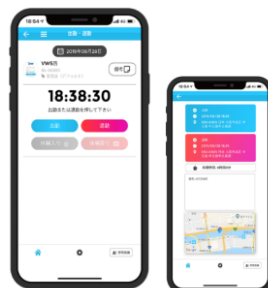
VWS series (Attendance, workflow)

＜月額利用料金＞

VWS勤怠
低価格で安心！
導入しやすい
クラウド勤怠システム

初期費用 & サポート費用
0円

200円/人
最低5AC～(1,000円～)



しかも、VWS勤怠は、
無料のチャット機能付き！

- ストレージ 5GB
- トークチャット 検索可能
- メッセージ検索 15,000通まで検索可能
- チームメンバー 最大500名
- 管理者 1名
- 準会員加入数 10名まで
- To-Doリスト 100件まで
- 外部連携 Googleなど可能

VWS クラウド

申請 承認 承認 保管

社内稟議・経費計算システム

SNS for business (JANDI)

ビジネス向けSNSの「決定版」

JANDI

クラウドコミュニケーションによる、
意思決定の加速。

FREE!
¥0

新規登録無料!!

詳しくはこちら >



不要なミーティング 社内メールコミュニケーション

29% DOWN **82% DOWN**

業務の生産性

56% UP



Start sales of “meet in,” a web meeting and online business negotiation system.

A system that allows online negotiations if you are online.

Travel time and transportation costs can be reduced through online negotiations and meetings.

Main features:

Material/screen sharing, contract signing and sealing, multi-person connection, business card exchange, recording, questionnaire



Web meeting and online
business negotiation system

If you are online, you can
always have online
business negotiation,
wherever you are in the
world.



Start providing “tele receptionist (te-le-re),” a telephone agency service.

Start providing a telephone agency service, responding to the voice of “Teleworking companies are worried just by setting up an answering machine,” “Companies don’t want to miss phone calls when they are out of the office.”



No need to answer the phone at your office!

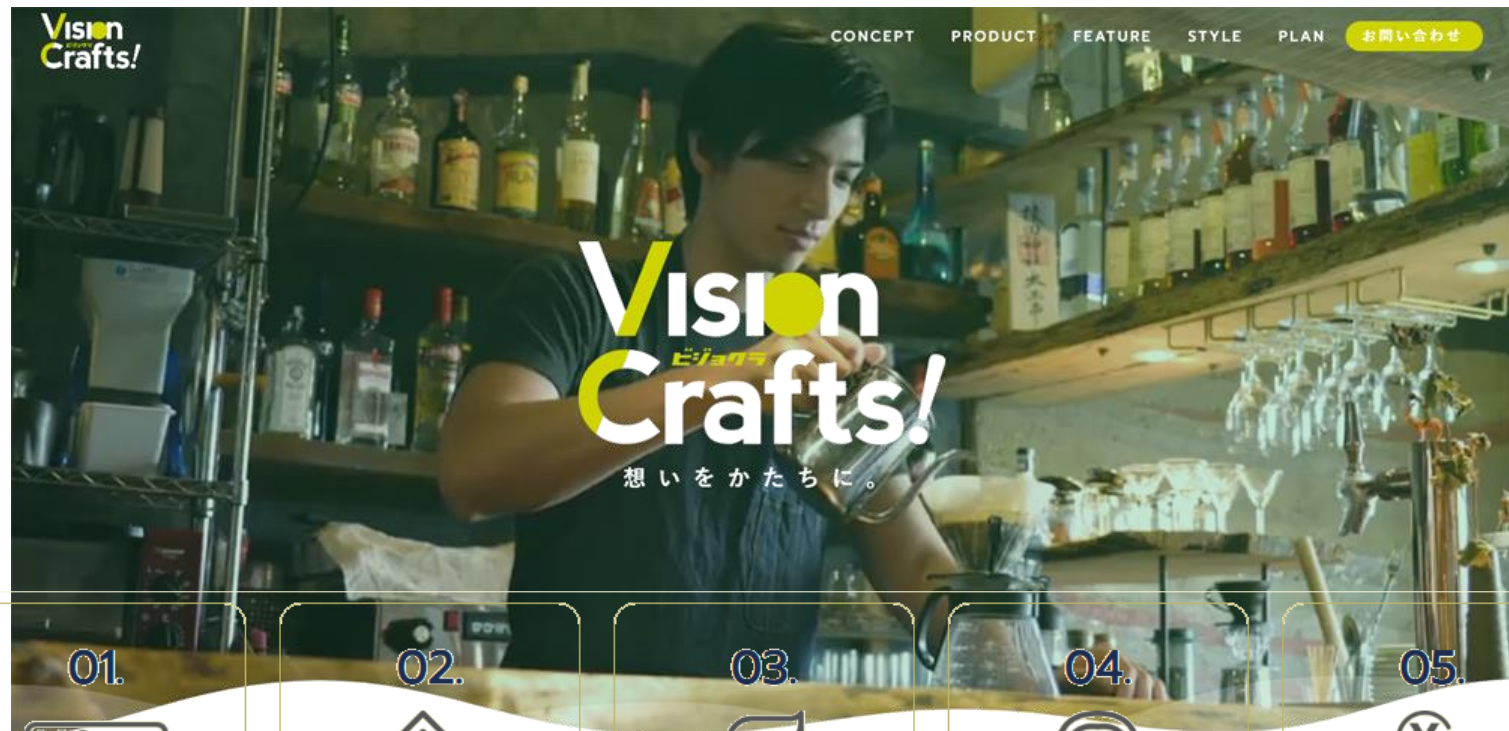
Free for 10 days

Telephone agency service

“tele receptionist (te-le-re)”

Start providing in earnest a new website production service, “Vision Crafts!”

Utilizing over 100 website production experiences per month, we provide production service of website that customers can easily create and “visually convey!” at a low price (from JPY3,980/month).



01.



Simple!
Website update

02.



Abundant
design materials

03.



Reliable staff
before opening

04.



How to use!
Support desk

05.



All from 3,980
yen/month

Sustainable Growth and Corporate Value Improvement

- ESG Activities -



Sustainable Growth and Corporate Value Improvement - ESG Activities

Environment

Measures against global warming
Promote ECO and recycling
Activities to support disaster areas

Corporate Governance

Strengthen corporate governance
Promote risk management
Strengthen compliance

Related main SDG items



E

Environment

G

Governance

S

Social

Recruitment/Employment

Various recruitment channels
Recruitment advantages

Work-style Reform

Personnel system suitable for the times
Unique benefits

Environmental Activities



Environmental

環境



GSLを通じて環境貢献に取り組んでいます。

震災リデザイン



Provide iPad



Video conference



Electronic form (workflow)
Utilize internal SNS



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

* **Support the environment with “Green Electricity”** for our website's CO2 reduction.

Support and cooperate with the organization which provides information, supports activities in disaster areas, and provides assistance to various activities to “realize a society where people can support each other in times of earthquake disasters.”

Offer reasonable LED by rental.

Paperless efforts

Provide iPad to sales staff, etc.

Utilize video conference (reduce unnecessary traveling).

Utilize electronic forms and internal SNS actively.

Select recyclable suppliers.



Social
社会

Various recruitment channels

Fair recruitment, referral recruitment, active female recruitment (Female employee ratio: 32%).

Hire multinational employees (Foreign nationals: 15.3% (full-time)).

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



Introduced personnel system suitable to the times and unique benefits.

Shorter working hours, shift and flextime systems

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

Drink benefit (for summer season), influenza vaccination subsidy



Average annual income continues to increase.

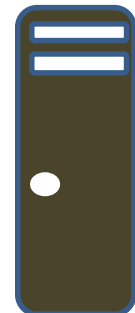
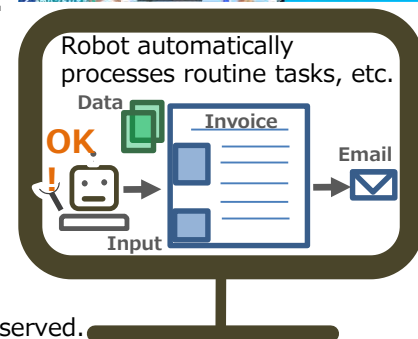
Improve work efficiency.

* Utilize AI chatbot, RPA, etc., actively.

Improve productivity.

Shift to high-value-added works.

Make payments of commission, achievement allowance, and performance-linked bonus.



“Vision Kids Nursery” run as company-led childcare business

For childbirth and childcare, which are both big events in employees' lives, implement measures to make rules of employment more flexible, expand leave systems, and promote taking leave (current status)

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

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

It is easy to return to work, so 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.

Many medical workers and volunteers from Japan have supported the organization, more than 4,500 volunteers have participated in the activities, and more than 200,000 treatments have been conducted 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

Agreeing with the activities of Mr. Yoshioka and Japan Heart, our Company supports them



**by offering GLOBAL
WiFi for free,
and by donating a part
of our sales.**



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)

⇒ Business owners with rich experiences in web marketing, inbound business, and the financial industry/global business.

Total number of Audit & Supervisory Board Members: 4

(Independent outside auditors: 4)

⇒ CPAs, prosecutors/lawyers, and business owners.



Strengthen information security

ISMS (Information Security Management System) certification

Certified under the international standard "ISO/IES 27001."

Established and has operated the Information Security Committee.



Compliance, risk management, and internal control activities

Conduct training sessions regularly.

Treasury Share Acquisition

(Resolved by the Board of Directors' Meeting on February 21, 2020)



* Excerpt from "Notice Regarding Decision to Acquire Treasury Shares" on Feb. 21, 2020, and "Notice regarding the status and completion of treasury share acquisition"

Purpose

Taking into cash on hand, share price, and other factors comprehensively, conduct acquisition of treasury shares flexibly to improve capital efficiency.

Items

Details

Class of shares acquired	Common stock of the Company
Total number of shares acquired	909,000 shares Percentage of issued shares (excluding treasury shares): 1.89%
Total acquisition price of shares	JPY985,974,100
Acquisition period	February 25, 2020 to February 28, 2020

Ownership status

Number of shares

Total number of issued shares	49,027,800 shares
Number of treasury shares held	1,948,044 shares

Overview of Stock Options with Charge Issuance

(Resolved by the Board of Directors' Meeting on November 13, 2017)



* Excerpt from "Determination of Details of Issuance of Stock Acquisition Rights" on Nov. 30, 2017

Items	Details
Name	Vision Inc. Third Series Stock Acquisition Rights
Number of issues	13,560 units (100 shares per stock acquisition right, 1,356,000 shares of common stock)
Issue price	JPY1,600 per stock acquisition right
Total issue price	JPY3,510,684,000
Target	Directors (excluding outside directors), employees, and employees of the subsidiaries: 163 people, 13,560 units
Conditions for exercising stock acquisition rights ※ See the table below	If the operating profit for any fiscal year from FY2018 to FY2021 falls below JPY1.6bn, the subsequent stock acquisition rights cannot be exercised, except for these rights that have been already exercisable.

Operating profit in any fiscal year from FY2018 to FY2021 exceeds JPY3.6bn	➡ Exercisable ratio : 100%
Operating profit in FY2020 exceeds JPY3.1bn	➡ Exercisable ratio : 30%
Operating profit in FY2018 exceeds JPY2.1bn and operating profit in FY2019 exceeds JPY2.6bn ⇒ Achieved	➡ Exercisable ratio : 30%



To Contribute to the Global Information and
Communications Revolution

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

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

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

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

Vision Inc.

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