



Q1 FY2026 Financial Results

Vision Inc.

Stock Code : 9416

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Q1 FY2026 Financial Results

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- 03** Shareholder Returns
- 04** Sustainability – ESG + SDGs –

01

Performance Highlights and Q1 FY2026 Financial Results

Sales

Record High
¥**9,308**mn

2025
1Q
YoY

¥**9,237**mn

+0.8%

Operating profit

¥**1,496**mn

2025
1Q
YoY

¥**1,501**mn

-0.3%

GLOBAL WiFi

Sales

¥**4,660**mn

2025
1Q
YoY

¥**4,881**mn

-4.5%

Segment profit

¥**1,440**mn

2025
1Q
YoY

¥**1,413**mn

+1.9%

Information and Communications Service

Sales

Record High
¥**4,266**mn

2025
1Q
YoY

¥**4,013**mn

+6.3%

Segment profit

¥**513**mn

2025
1Q
YoY

¥**517**mn

-0.6%

Glamping and Tourism

Sales

Record High
¥**378**mn

2025
1Q
YoY

¥**340**mn

+11.1%

Segment profit

Record High
¥**32**mn

2025
1Q
YoY

¥**29**mn

+12.5%

- ## Promoting the establishment of a solid revenue base for the next stage of growth



* FY2025 results are presented excluding “World eSIM®.”
[Ref.] 1Q results: Investment ¥65mn / Sales ¥245mn

Consolidated

Driving the optimization of our business portfolio
to build a solid foundation for the next growth phase

GLOBAL WiFi

◆ Driving the shift from “quantity to quality” (Responding to temporary shifts in demand amid Middle East tensions)

- External factors: [Corporate] Stagnation in business travel demand due to the situation in China and the Middle East. [Individual] Decrease in sales due to destination shifts (e.g., to neighboring countries like South Korea) amid Middle East tensions, leading to shorter stays and lower ARPU.
- Profitability improvement: Secured an increase in profit through the optimization of promotional expenses, prioritizing profitability above all else.

Information and Communications Service

◆ Accumulating recurring revenue and upfront investment

- Growth investment in focus areas: Executed human resource investments and structural enhancements in Accounting BPO and subsidiaries as planned.
- Strengthening stable earnings: In addition to expanding sales of in-house developed recurring-revenue services, the consolidation of AiWish Rental Guarantee Inc. (from May) strengthened a recurring revenue base less susceptible to external market conditions.

Glamping and Tourism

◆ Business expansion for inbound tourism

- Tourism: Expanded the scale of the inbound travel business through the business acquisition of FREEPLUS Inc. in April.
- Glamping: Existing facilities remained solid. The “Awajishima” facility scheduled to open in 2027 is progressing as planned.

Outlook from Q2

◆ Making 2026 a year of “foundation-building” for the next stage of acceleration

- Prioritizing PMI: Rapidly establishing customer referral channels and management frameworks with group companies in inbound travel and rent guarantee services. (P. 33)
- Global expansion: Driving the multilingual operations initiative centered in Cebu, Philippines, starting in Q2. (P. 37)
- Building a “multi-layered earnings structure” to adapt to change and support sustainable growth.

Consolidated Profit and Loss Statement

- ◆ Sales increased year-on-year: The Information and Communications Service Business and the Glamping and Tourism Business drove growth, offsetting a partial revenue decline in the GLOBAL WiFi Business caused by external factors like the Middle East situation.
- ◆ Profit performance reflected planned upfront investments: Executed ¥200mn in upfront investments as planned for future growth and organizational strengthening, resulting in a slight year-on-year decline.
- ◆ Building a solid earnings structure: Continuing management that balances investment and profit growth by steadily allocating profits from existing businesses to future growth areas.

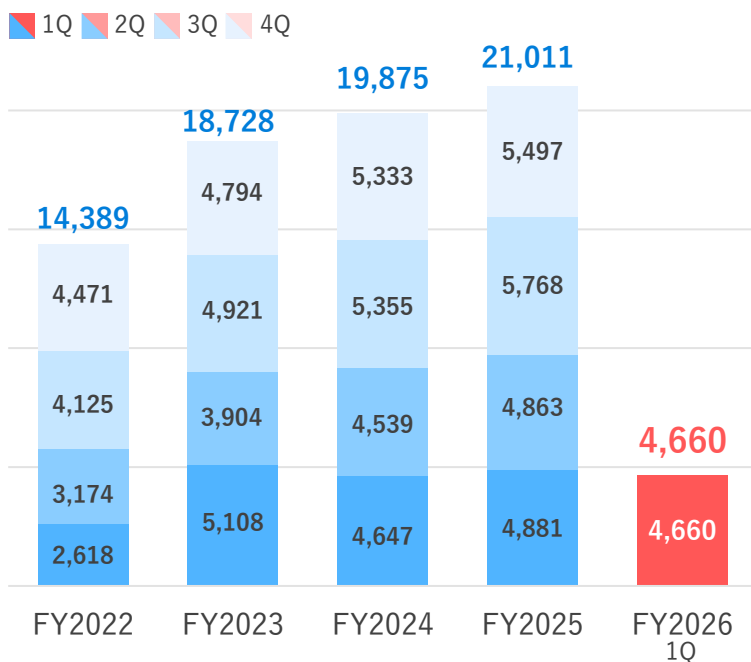
	1Q FY2025		1Q FY2026		YoY		FY2026 Forecast		2Q FY2026 Forecast	
	Result	Ratio	Result	Ratio	Change	Rate of Change	Forecast	Progress rate	Forecast	Progress rate
Sales	9,237	100.0%	9,308	100.0%	70	0.8%	42,000	22.2%	19,974	46.6%
Cost of sales	4,066	44.0%	4,156	44.7%	89	2.2%	18,421	22.6%	-	-
Gross profit	5,170	56.0%	5,151	55.3%	(18)	(0.4)%	23,578	21.9%	-	-
SG&A expenses	3,668	39.7%	3,655	39.3%	(13)	(0.4)%	16,078	22.7%	-	-
Operating profit	1,501	16.3%	1,496	16.1%	(4)	(0.3)%	7,500	20.0%	3,238	46.2%
Recurring profit	1,514	16.4%	1,509	16.2%	(5)	(0.4)%	7,497	20.1%	3,237	46.6%
EBITDA	1,729	18.7%	1,771	19.0%	42	2.4%	8,448	21.0%	-	-
Profit attributable to Owners of parent	1,047	11.3%	999	10.7%	(47)	(4.5)%	5,100	19.6%	2,202	45.4%

Segment Result

Sales (¥mn)	1Q FY2025		1Q FY2026		YoY		FY2026 Forecast	
	Result	Ratio	Result	Ratio	Change	Ratio of change	Forecast	Progress rate
GLOBAL WiFi	4,881	52.8%	4,660	50.1%	(220)	(4.5)%	21,698	21.5%
Information and Communications Service	4,013	43.5%	4,266	45.8%	252	6.3%	18,188	23.5%
Glamping and Tourism	340	3.7%	378	4.1%	37	11.1%	2,090	18.1%
Subtotal	9,236	100.0%	9,305	100.0%	69	0.8%	41,976	22.2%
Others	2	0.0%	3	0.0%	1	59.9%	23	16.4%
Adjustments	(1)	(0.0)%	(1)	(0.0)%	0	-	0	-
Segment profit (¥mn)	1Q FY2025		1Q FY2026		YoY		FY2026 Forecast	
	Result	Ratio	Result	Ratio	Change	Ratio of change	Forecast	Progress rate
GLOBAL WiFi	1,413	28.9%	1,440	30.9%	27	1.9%	7,055	20.4%
Information and Communications Service	517	12.9%	513	12.0%	(3)	(0.6)%	2,330	22.0%
Glamping and Tourism	29	8.6%	32	8.7%	3	12.5%	203	16.2%
Subtotal	1,959	21.2%	1,986	21.4%	27	1.4%	9,589	20.7%
Others	(18)	-	(14)	-	4	-	(99)	-
Adjustments	(438)	-	(475)	-	(36)	-	(1,989)	-

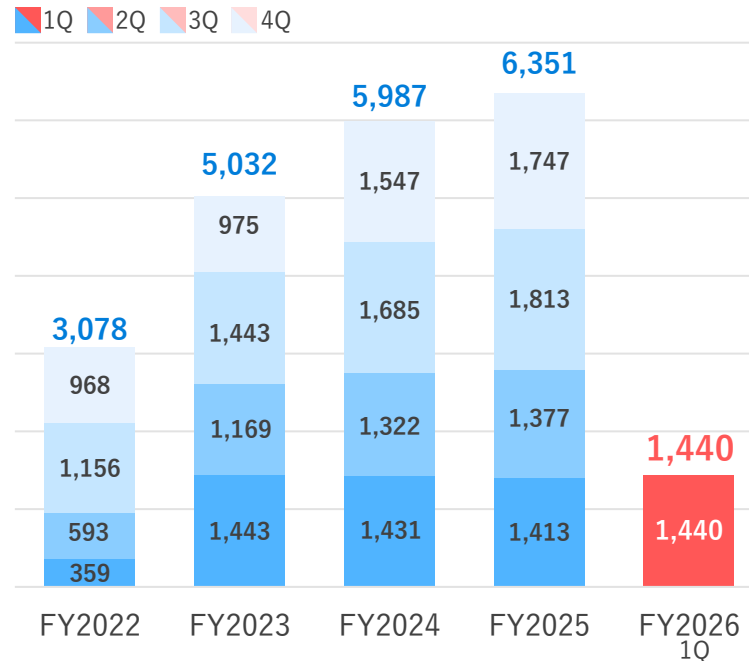
- ◆ Profit-focused operations: Prioritizing efficiency and profitability to accelerate “GLOBAL WiFi for Biz” (for Corporate) and “World eSIM®” (for Individual) expansion. Advancing the optimization of revenue models based on specific customer characteristics.
- ◆ Absorbing external risks: [Corporate] Stagnation in business travel demand due to the situation in China and the Middle East. [Individual] Decrease in sales due to destination shifts (e.g., to neighboring countries like South Korea) amid Middle East tensions, leading to shorter stays and lower ARPU. Prioritizing profitability through optimized promotional spending, segment profit increased year-on-year, despite a decline in sales.

Sales



Segment profit

(¥mn)



GLOBAL WiFi - Comparison of “GLOBAL WiFi®” and “World eSIM®” -



Provide stable communication quality to each region.



Wi-Fi can be used by multiple people and devices, making it reasonable per person!



Receive and return available at the industry's largest number of airport counters!



With wide variety of plans, including 5G and unlimited, you can find the perfect plan for your usage scenario!

For users who share connections among multiple people or devices, such as PCs and tablets, and require large data volume for video viewing or business trips



No need to change SIM cards



No need to pick up or return in advance



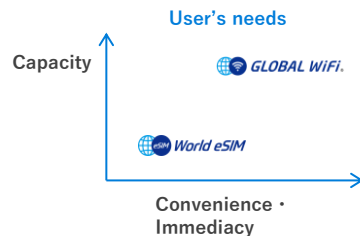
Easy to setup and ready to use



Purchase anytime, anywhere

For solo travelers, users who only need to check emails and social media, and those who prefer to travel light

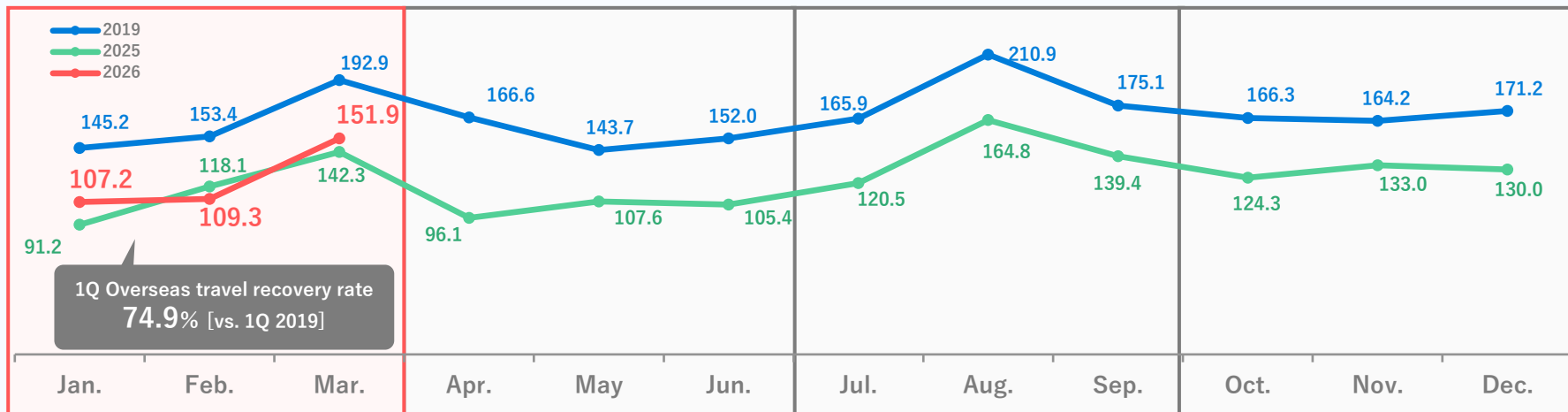
Corporate (Corporate share : about 63%) · Business trip · Family · Group tourism (Age composition : over 40 years, about 60%)	Target	Individual · Young generation · Oversea travel repeater (age composition : under 39 years, about 70%)
Across Japan and overseas(wide-area · high-capacity communication · one device supports multiple countries)	Main usage area	Urban areas (light data usage)
Can be shared among multiple devices	Number of connected devices	1 device in principle (tethering supported)
Rental, pick up and return procedures available	How to setup	No need a SIM card · Same day available
Carrier aggregation (technology that utilizes multiple frequency bands simultaneously) enhances communication speed and ensures stable high-speed connectivity.	Quality	As service is contracted with a single carrier in each country, quality depends on the local carrier. In urban areas, delays are minimal and connectivity is stable.
Maintaining a stable revenue base (recurring revenue), expanding corporate client ratio, and promoting cross-selling	Growth strategy	Expanding online sales and develop into a global market because all procedures can be done entirely online.



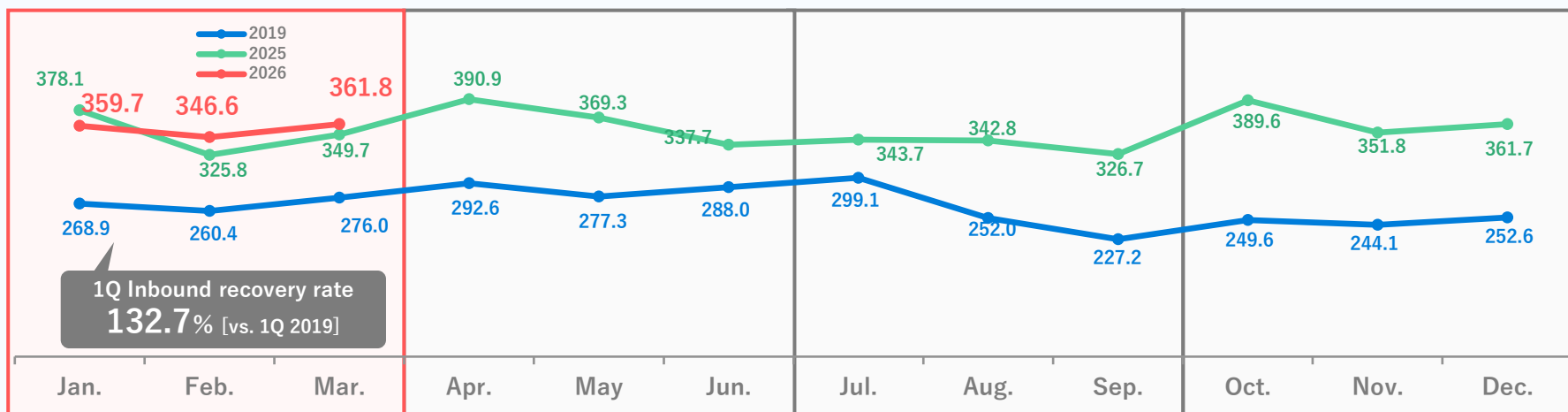
“World eSIM®” and “GLOBAL WiFi®” are not competing services, but rather complementary solutions that meet different user needs. Going forward, we will position “World eSIM®” as a growth driver while sustaining corporate demand for “GLOBAL WiFi®,” aiming to expand our market share through a two-pronged strategy.

GLOBAL WiFi Business Changes in the Number of Travelers

Outbound (Japanese outbound travelers) (10K people)

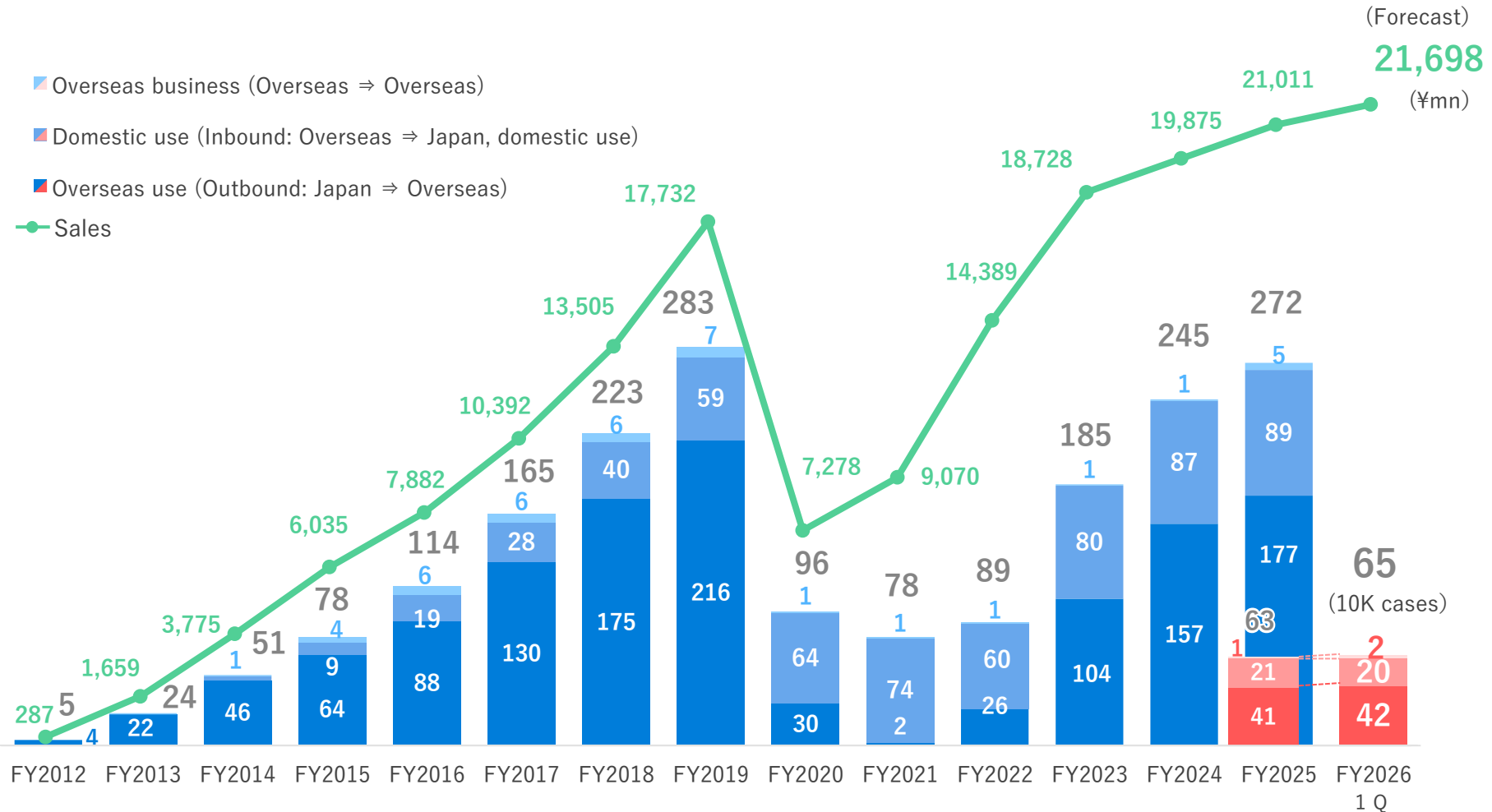


Inbound (inbound foreign visitors) (10K people)



Created by our company based on materials from the Japan National Tourism Organization (JNTO).

Number of annual usage



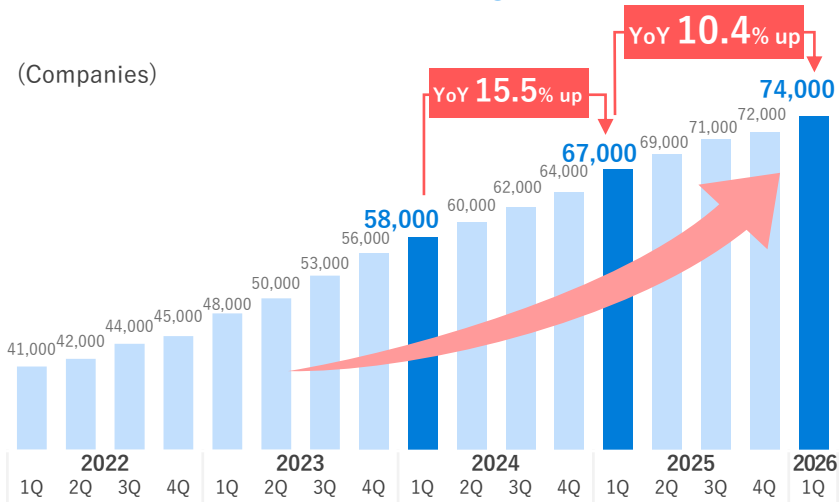
◆ Corporate “infrastructure” status

Numbers of bulk corporate billing applications **Over 74,000** companies

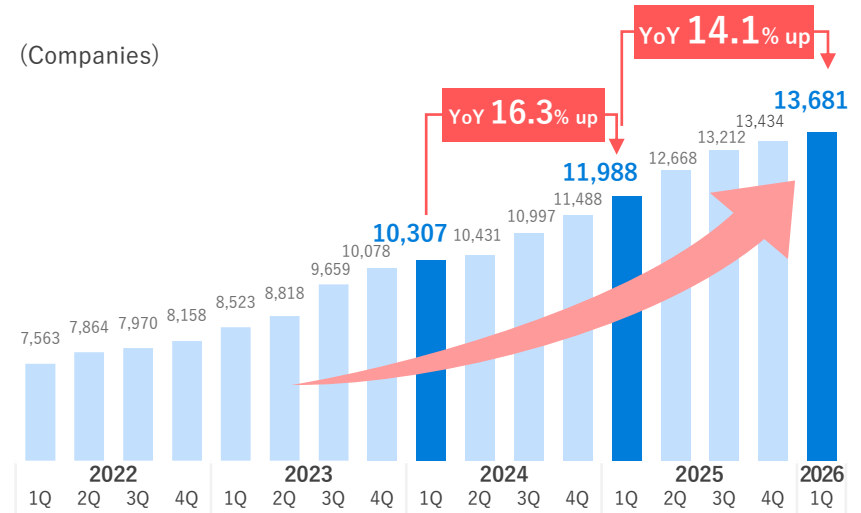
Usage rate of domestic listed companies **Approx. 30%**

- ◆ The number of Japanese outbound travelers remains at 74.9% compared to 2019, but corporate contracts are increasing steadily.
- ◆ ARPU remains at a high level, driven by an increase in the number of corporate contracts and a higher selection rate of Unlimited Plans.

Number of registered companies using the corporate-specific form for bulk corporate billing applications



Number of “GLOBAL WiFi for Biz” registered companies



【 Comprehensive comparison with eSIM The advantages of GLOBAL WiFi for Biz 】



Application

Un-
necessary

Simply take the Wi-Fi device stored in-house with you overseas when needed. There is no need to apply, pick up or return the item each time.

Nece-
ssary

It is necessary to **purchase a dedicated data plan** for each business trip destination **every time**.

Settlement operations

Complete
at once

Charges based on actual usage are finalized **by the fifth business day of the month following use**, eliminating estimated accruals and preventing the need for subsequent recalculations. As no employee expense reimbursement is required, **accounting can be handled once a month—similar to a corporate mobile phone—enabling streamlined and hands-off operations.**

Necessary
every time

When travelers make purchases themselves, **they must obtain receipts and file expense reimbursement claims**, which not only creates extra work for the travelers but also adds to the workload of the accounting department. If overseas business trips increase, it will not only increase the amount of work travelers have to do to settle their own accounts, **but it could also strain the resources of the accounting division.**

Setting

Easy

The Wi-Fi environment is set up simply by turning on the power, so **anyone can easily connect to Wi-Fi and there is almost no need to contact the administrator.** Once you return home, **you can simply disconnect from Wi-Fi and resume using your smartphone as normal without any hassle.**

Cumber-
some

After setting up the APN and scanning the 2D code, **you will need to manually turn off the line you have contracted with in Japan.** If you do not set it up correctly, **you may incur double charges for overseas roaming and the eSIM.** After returning to Japan, **communication services will not be available unless the settings are reset.** As the configuration process varies by device model and OS version, **providing guidance to each business traveler would require significant resources from the administrative department.**

Simultaneous connection of multiple devices

Possible

Because **Wi-Fi devices allow multiple devices to connect simultaneously**, a single unit can be shared by two travelers or used to connect laptops, smartphones, and other devices at the same time.

Im-
possible

Tethering, which enables internet sharing with other devices, **consumes battery power at a high rate, raising concerns about battery depletion while on the go** (based on the Company's research).



Reuse

Possible

If two employees are traveling on different dates, they can share the same Wi-Fi device within the company.

Impossible

Because each device requires configuration, even a single business trip requires a dedicated line for each traveler.

Domestic / Transit destination use

Possible

The same Wi-Fi device can be used to access connectivity at Japanese airports prior to departure as well as at overseas transit airports, making it highly versatile.

Impossible

To access connectivity before departing Japan or at transit airports, users are required to purchase and configure separate eSIMs for each country.

Benefits of implementation



Business traveler

- ✓ Easy setup and process
- ✓ Usable during transit with support for multiple device connections



Administrative division

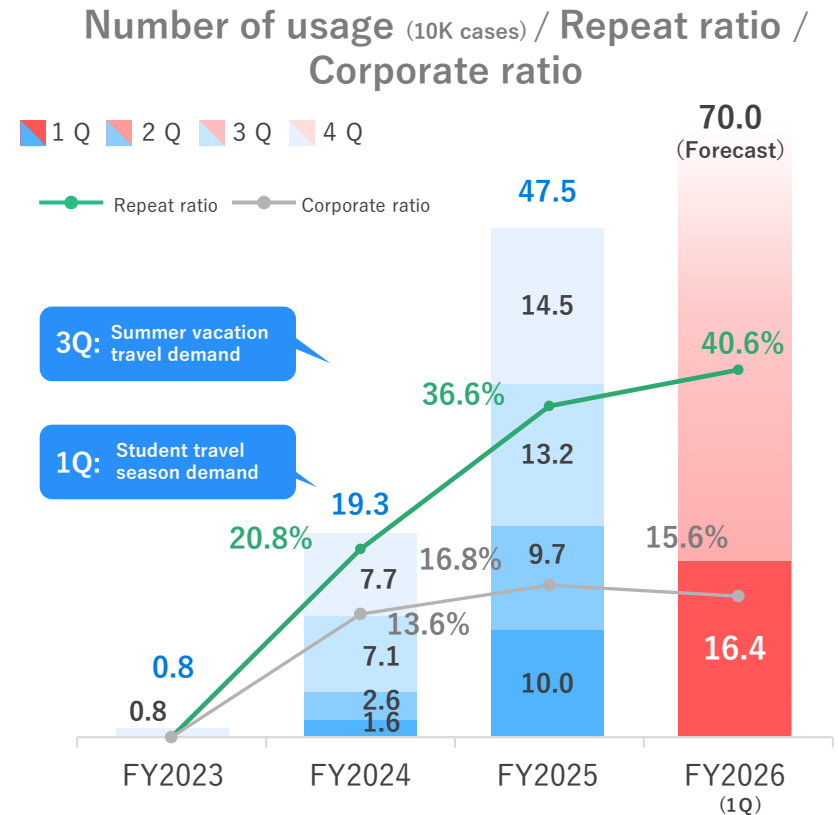
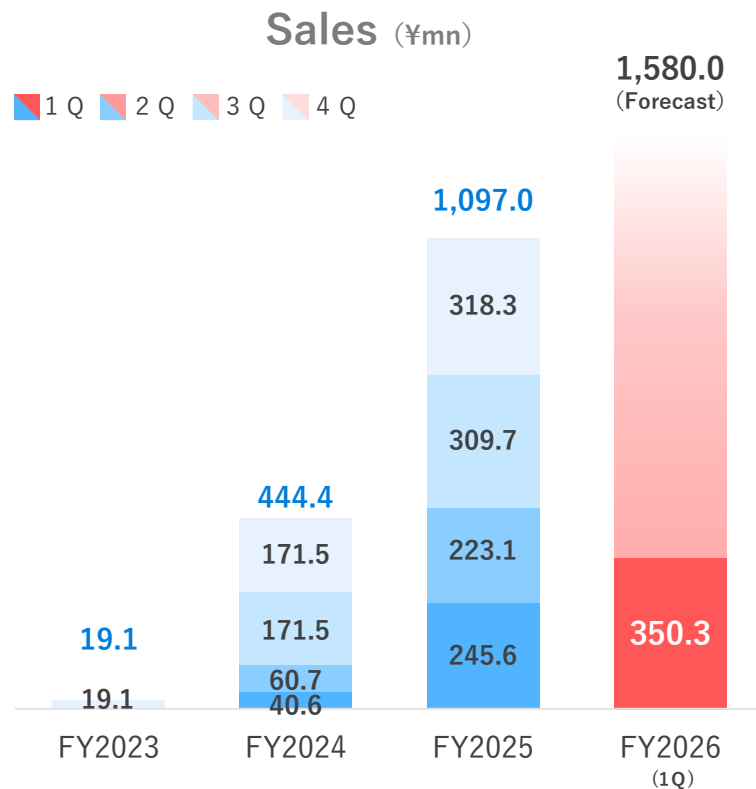
- ✓ Easy setup with minimal operational effort
- ✓ Easy settlement process

Supported by many companies, the number of companies using our service has exceeded 13,000!※

※Based on Vision Inc. as of January 2026

- ◆ Sales reached ¥350.3mn, up significantly year-on-year.
- ◆ The repeat ratio reached 40.6%, 4.0 points higher than the 2025 full-year average (36.6%).

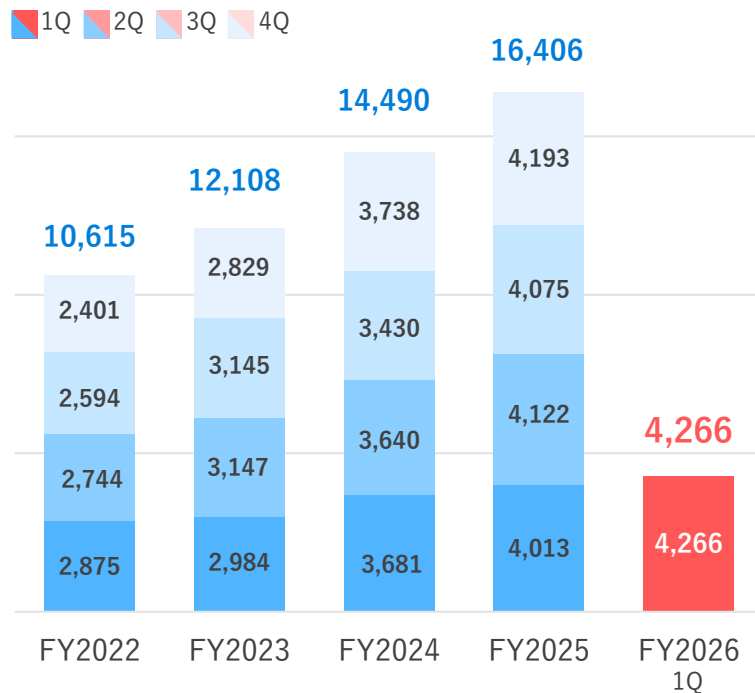
Sales/ Number of usage / Repeat ratio / Corporate ratio of “World eSIM®”



Information and Communications Service Business Performance Change

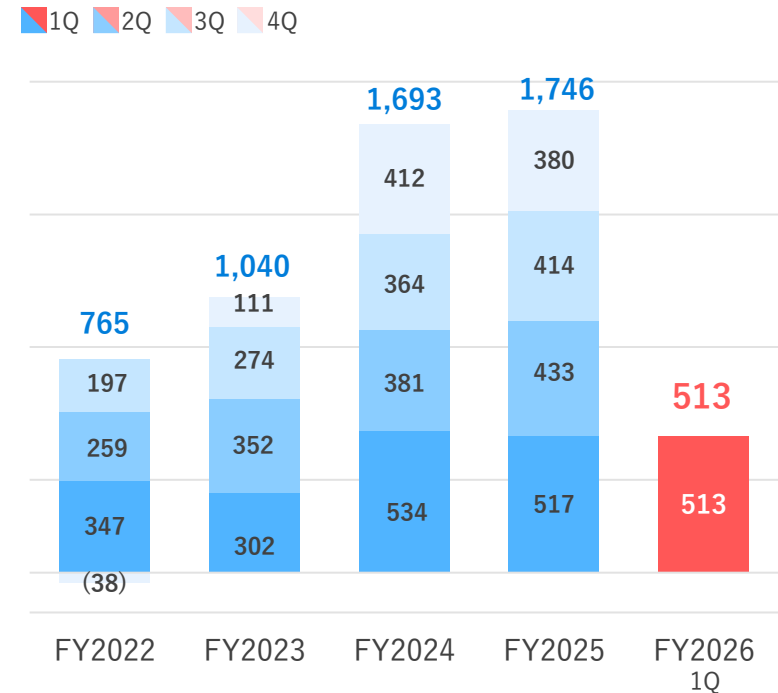
- ◆ Growth investments in strategic areas: OA equipment sales remained solid. Strengthening our growth engine in accounting BPO while executing planned human resource investments and organizational reinforcement across the Group to capture future demand.
- ◆ Maximizing LTV: Focusing on reducing long-term churn and building recurring revenue through expanded sales of in-house developed recurring-revenue services. Sales exceeded the previous year's level, while profit decreased slightly due to strategic investments in focus areas.
- ◆ Building a stable revenue base (M&A): With the aim of sustainable growth, AiWish Rental Guarantee becomes a wholly owned subsidiary in May 2026. Continuing to make proactive M&A investments to create a robust revenue structure that is less susceptible to external factors.

Sales



Segment profit (loss)

(¥mn)

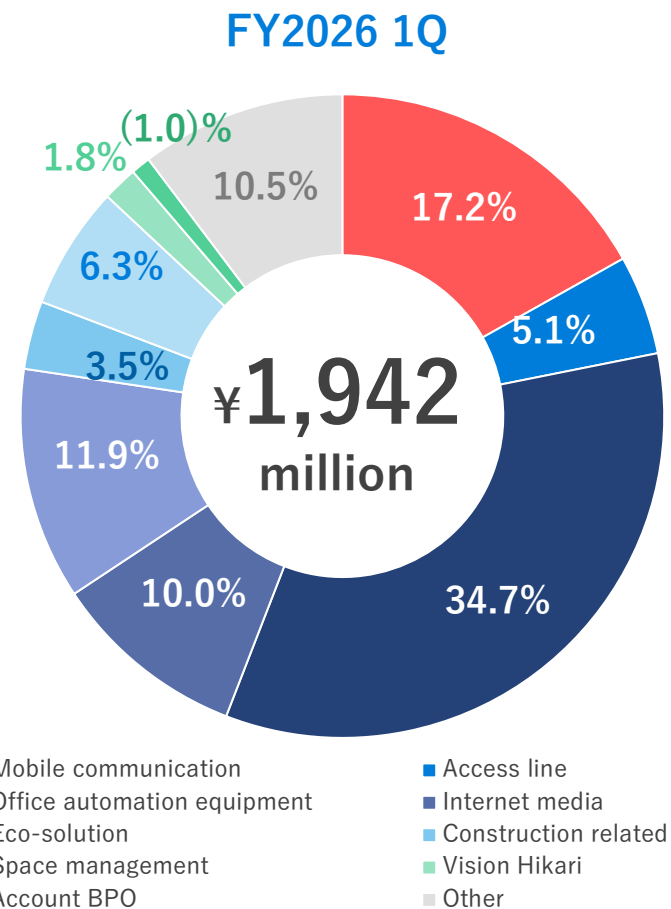
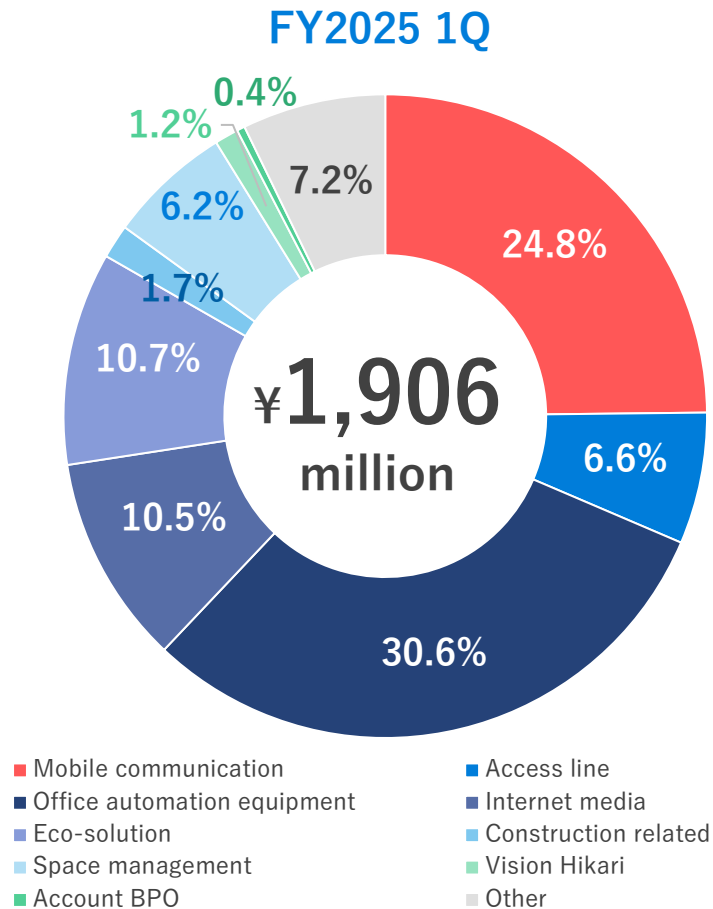


Information and Communications Service Business

Gross Profit Composition

Sales remained strong by flexibly responding to changes in the external environment by utilizing effectively the multiple businesses (products and services) and sales channels.

Especially, sales of OA equipment performed well.

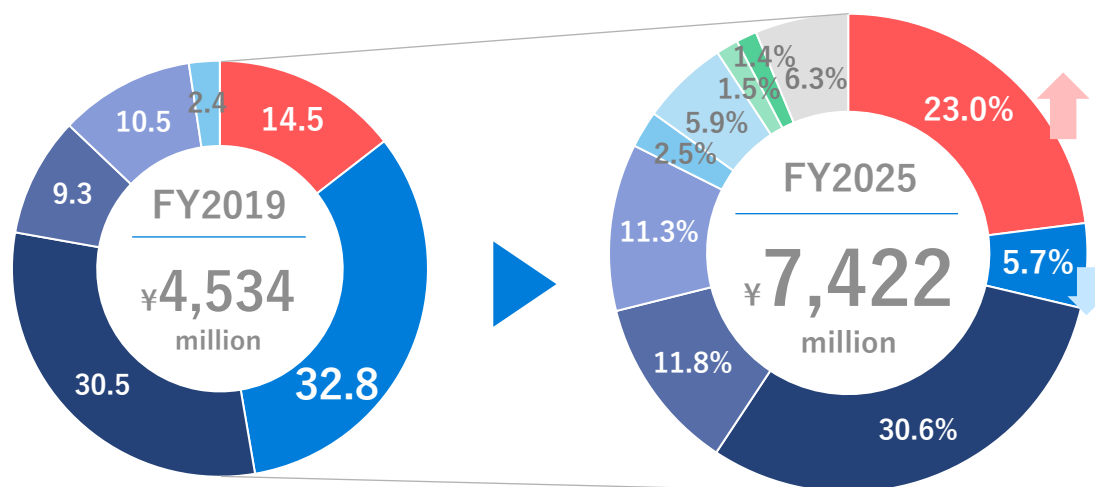


* The figures are different from those of the segment results because they are monthly changes in profit and loss which do not include closing.

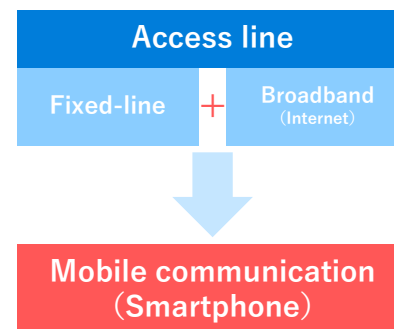
Information and Communications Service Business: Growth through Evolving Hook Products

- ◆ “Mobile communication products (smartphone sales)” are effective as hook products. From “fixed-line” and “internet services” to “smartphone sales”

Change in gross profit (%)



Evolution in hook product



Companies that adopt smartphones have **more than double** the subsequent cross-selling rate compared to those using only fixed-line services.

In response to the rapid change of ICT, Vision offers a wide range of proposals centered around smartphones, and this cross-selling capability has been a strong driver of our growth.

Service proposals tailored to each customer's growth stage and needs



An LTV maximization model based on accounting BPO services



Operating through two companies, Vision Works Inc. and Vision Link Inc., across three locations



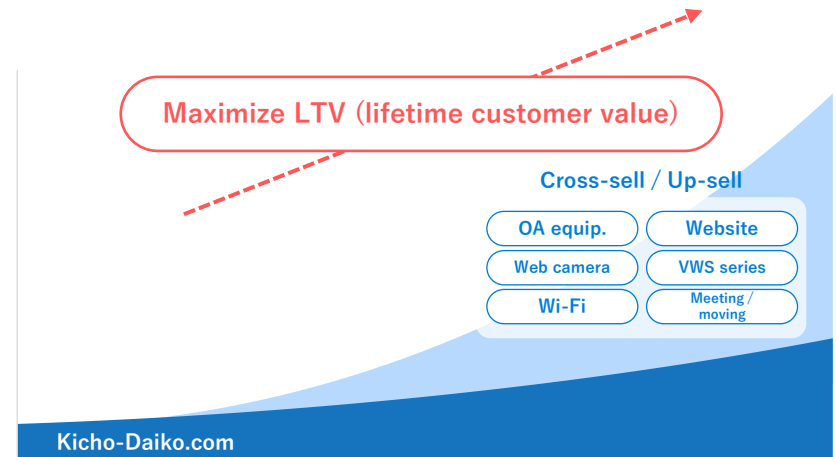
Affordable, high-quality Back-office support

Industry-leading low pricing designed to ease the burden on startups



Cross-selling through Data-Driven Sales

Through giving and receiving data monthly, we are able to maintain continuous contact with customers, enabling us to propose the resources required for each growth phase at the most appropriate timing.



*Cross-selling products aligned with each customer's growth stage

For more details, please visit <https://kicho-daikou.com/>

Vision's Services

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



We offer a wide range of services that contribute to “increasing sales,” “reducing costs,” “improving operational efficiency,” “enhancing communication,” and “promoting digital transformation (DX).”



Based on the Digital Transformation certification system established by the Ministry of Economy, Trade and Industry, we have been certified as a “Digital Transformation Certified Company.”

Creating a comfortable environment while reducing costs

 Incredibly cheap Copier & MFP	 Corporate mobile phone / device upgrade	 Corporate mobile phone warranty & repair service	 Special electricity plan for business operators
 Overseas Wi-Fi rental for business	 Domestic Wi-Fi rental for individual	 Domestic Wi-Fi rental service	 Introduce the latest models at virtually ¥0

“Useful” for offices and stores

 Comprehensive office solutions	 High-speed, reliable fiber internet	 Phone, mobile & cloud business lines	 All-in-one security management	 0 downtime with backup router
 Accounting BPO Service	 New type of hiring support	 LED rental (Vision users only)	 Lowest-cost restoration service	 Office relocation & partition setup



Want to increase sales, profits, and customers!

 Website creation & management from ¥4,400/month	 Corporate logo design – no fee if unsatisfied	 Simplify client acquisition with telemarketing system	 Social media management & posting support
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Boost efficiency through digitalization!

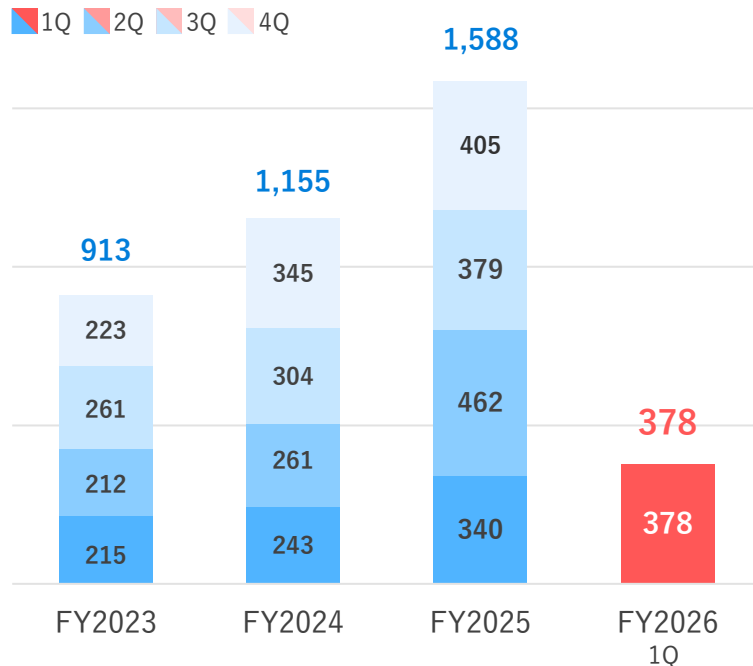
 Attendance management, calendar sharing & approval app	 Electronic contract service	 Affordable rental network cameras	 All-in-one meeting board	 Ultimate business chat
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Facilitate smoother communication!

[Click here](#) for the list of services (Japanese only)

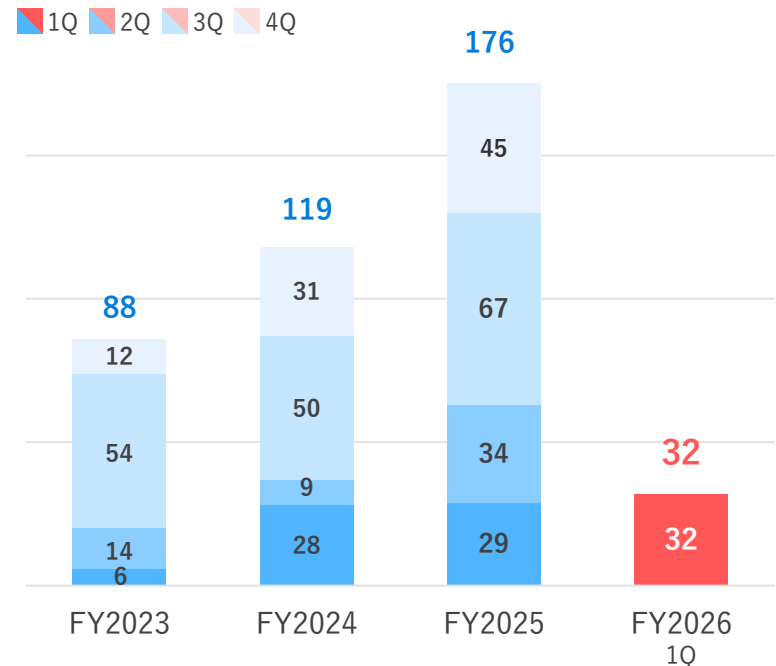
- ◆ Two-pronged expansion in the tourism segment: Existing glamping facilities in Yamanashi and Kagoshima continued to perform steadily. The Awajishima facility scheduled to open in early 2027 is progressing as planned. Implementing agile countermeasures to address itinerary suspensions caused by the Middle East situation, including strengthening our marketing efforts in stable countries and regions.
- ◆ DMC model: Shifting from simple arrangements to high value-added experiential offerings. Building a business structure resilient to external factors by taking proactive measures, such as providing continuous follow-up to customers who have rescheduled their travels.
- ◆ Laying the groundwork for future growth: Expanding the scale of our inbound travel business through the business succession from FREEPLUS Inc. in April.

Sales



Segment profit

(¥mn)



New Glamping Proposed by Vision



Koshikano Onsen



Koshikano Onsen GLAMPING is the first glamping facility in Japan to offer all rooms with private space and an open-air hot spring bath. Enjoy not only the advantages of camping in the rich natural environment of Kirishima, but also the comforts of a hotel-like setting.



VISION GLAMPING Resort & Spa 山中湖



We offer an extraordinary experience of staying at Yamanakako, surrounded by nature and Mt. Fuji, a World Heritage Site.

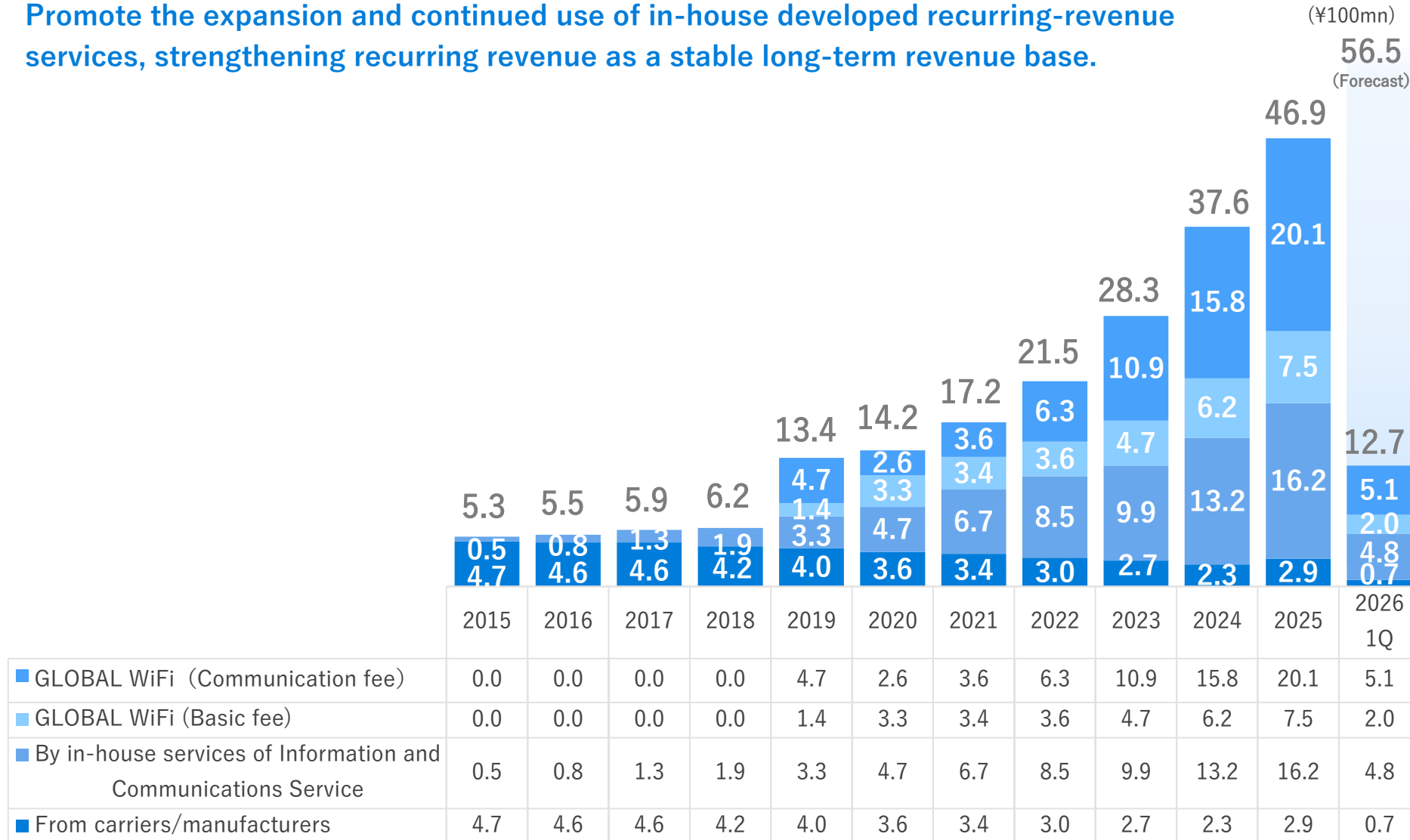
Completely private glamping with all rooms equipped with everything, including open-air baths and saunas.

**Scheduled to Open
in Early 2027 on Awajishima**



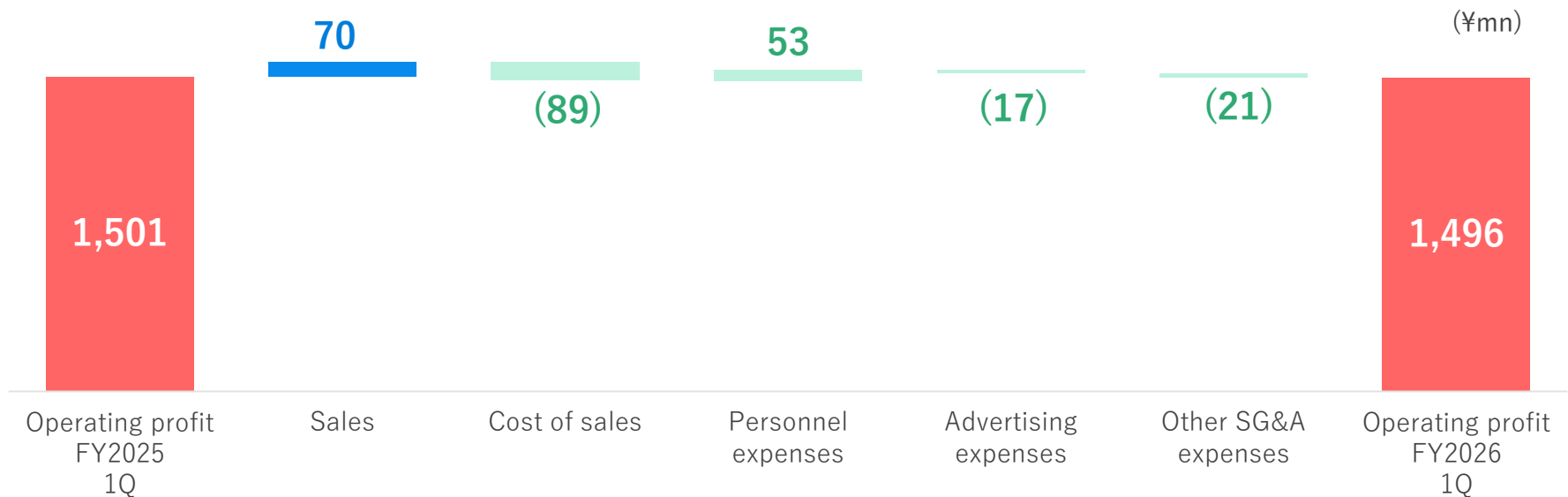
Building a long-term stable revenue base

Promote the expansion and continued use of in-house developed recurring-revenue services, strengthening recurring revenue as a stable long-term revenue base.



Factors for Changes in Operating Profit YoY

- **Sales change:**
Despite being partially affected by external factors such as the situation in the Middle East, sales growth was achieved, driven by the Information and Communications Service Business and the Glamping and Tourism Business.
- **Optimization of SG&A expenses:**
As part of organizational reinforcement for future growth, upfront investments of ¥206mn were executed as planned. Meanwhile, portfolio optimization and other measures reduced overall SG&A expenses by ¥13mn year-on-year (down 0.4%).
- **Operating profit margin:**
A decrease of 0.2% points, from 16.3% in the same period last year to 16.1%.



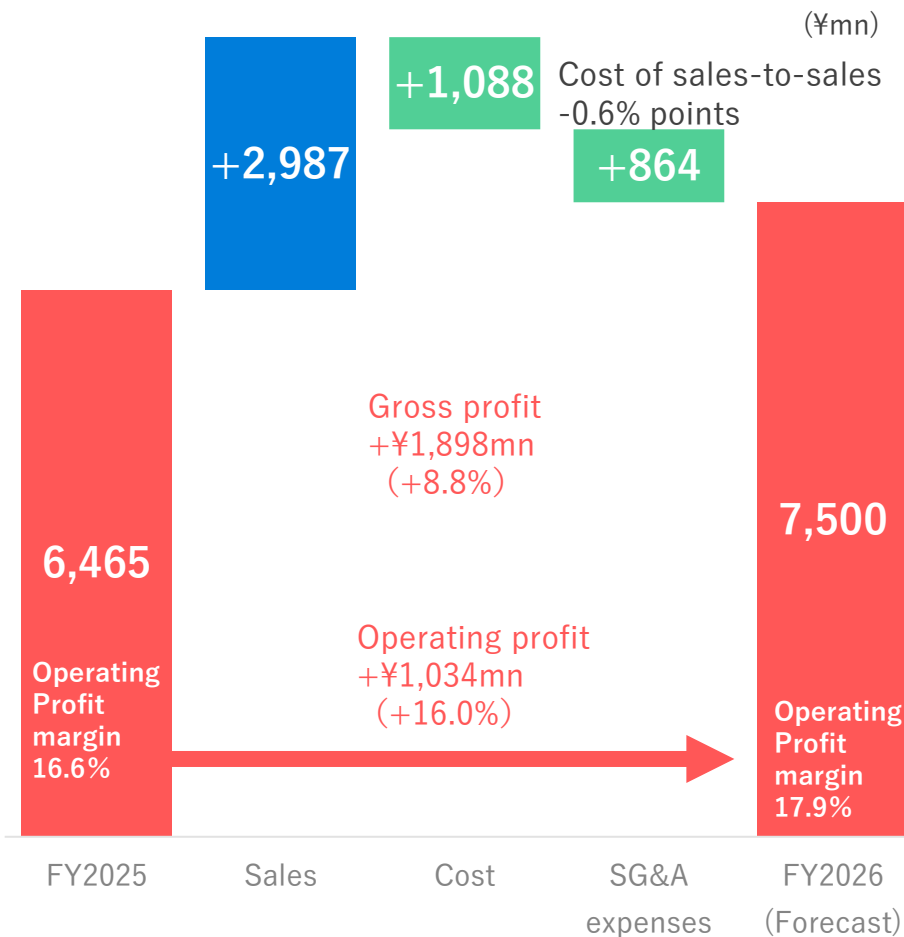
Full Year Performance Change (Quarterly)

		1 Q		2 Q		3 Q		4 Q		FY
(¥mn)		Ratio	[vs. FY]	Ratio	[vs. FY]	Ratio	[vs. FY]	Ratio	[vs. FY]	
FY2022	Sales	5,609	(22.0%)	6,019	(23.6%)	6,849	(26.9%)	7,009	(27.5%)	25,487
	Operating profit	403	(16.7%)	517	(21.5%)	1,027	(42.6%)	464	(19.2%)	2,414
	Operating profit margin	7.2		8.6		15.0		6.6		9.5
FY2023	Sales	8,347	(26.2%)	7,272	(22.9%)	8,333	(26.2%)	7,853	(24.7%)	31,807
	Operating profit	1,382	(32.3%)	1,045	(24.4%)	1,289	(30.1%)	563	(13.2%)	4,280
	Operating profit margin	16.6		14.4		15.5		7.2		13.5
FY2024	Sales	8,581	(24.2%)	8,439	(23.8%)	9,090	(25.6%)	9,417	(26.5%)	35,528
	Operating profit	1,524	(28.4%)	1,196	(22.3%)	1,596	(29.8%)	* 1,047	(19.5%)	5,365
	Operating profit margin	17.8		14.2		17.6		11.1		15.1
FY2025	Sales	9,237	(23.7%)	9,449	(24.2%)	10,226	(26.2%)	10,099	(25.9%)	39,012
	Operating profit	1,501	(23.2%)	1,401	(21.7%)	1,845	(28.5%)	1,716	(26.6%)	6,465
	Operating profit margin	16.3		14.8		18.0		17.0		16.6
FY2026	Sales	9,308								
	Operating profit	1,496								
	Operating profit margin	16.1								

* Including shareholder benefit program expense of ¥410mn

Factors for Changes in Operating Profit (Forecast) FY2026

Operating profit margin 17.9%
(Up approx. 1.3% points YoY)



◆ Assumptions for FY2026 financial forecasts

Major KPI

Exchange rate
1 \$ = ¥155

Overseas travel
recovery rate
vs. 2019 : 75%
※The Company's goal : 80%

Recruitment Plan
40 people

GLOBAL WiFi

- Raise awareness by strengthening promotions.
- Strengthen corporate services.
- Strengthen overseas sales of "World eSIM®."
- Continued investment in New York subsidiary.

Information and Communications Service

- Maximize cross-selling through Data-Driven Sales.
- Utilize BPO to improve business efficiency and profit margins.
- Build a stable revenue base through recurring-revenue product.

Glamping and Tourism

- Strong occupancy rates at existing glamping facilities.
- Strengthen cooperation with overseas travel agents.

Outside of the above assumptions

Maximize business synergies through proactive M&A.

02

Efforts for Growth

Target Value

Consolidated Financial Result / Return on equity		FY2024	FY2025	FY2026	FY2027	FY2028
	(¥mn)	Result	Result	Forecast	Plan	Plan
	Sales	35,528	39,012	42,000	45,500	50,000
	Operating profit	5,365	6,465	7,500	8,700	10,000
	Operating profit margin	15.1%	16.6%	17.9%	19.1%	20.0%
	Net income	3,375	4,522	5,100	5,900	6,800
Shareholder returns	ROE	21.2%	23.6%	23.0%	23.6%	23.9%
		FY2024	FY2025	FY2026	FY2027	FY2028
		Result	Result	Forecast	Plan	Plan
	Dividend Payout ratio	38.7%	54.3%* * Incl. ¥5.0 commem. dividend	50%	50%	50%
	DOE	-	-	8%	8%	8%

During the period of the Business Strategy, we will pay dividends with a target of either a 50% dividend payout ratio or a DOE of 8%, whichever is higher.

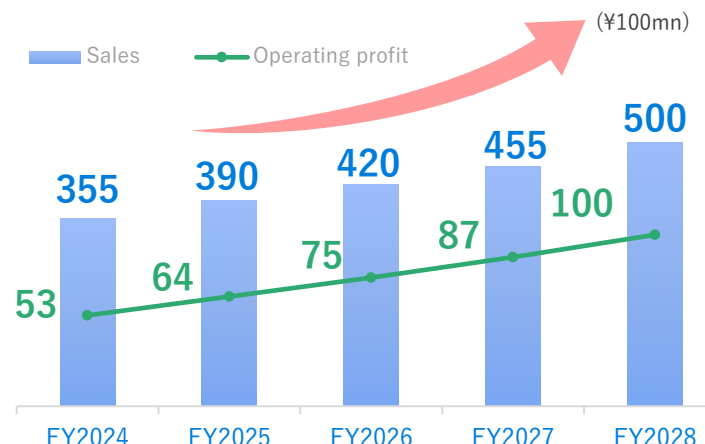
We will improve profitability and operate our business with an awareness of the Cost of Capital, maintaining an ROE of at least 20% and continuously generating returns in excess of the Cost of Capital.

Business Strategy : Consolidated and Segment Performance Plans

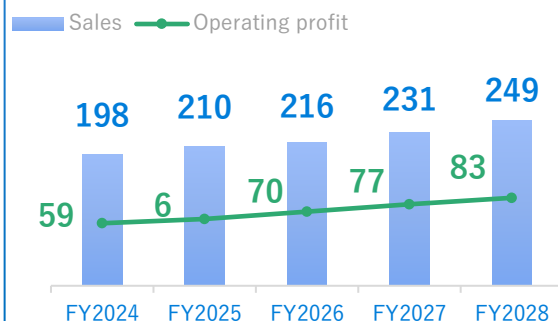
Strategic Data-Driven Sales

We will promote strategic Data-Driven Sales to improve the efficiency of sales activities and maximize results in all of our businesses, which will contribute to strengthening relationships with existing customers, acquiring new customers, and expanding recurring revenue, thereby achieving sustainable growth.

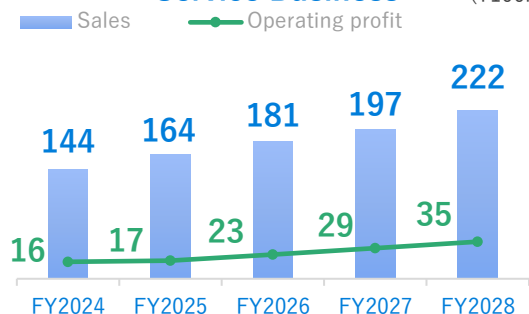
Consolidated



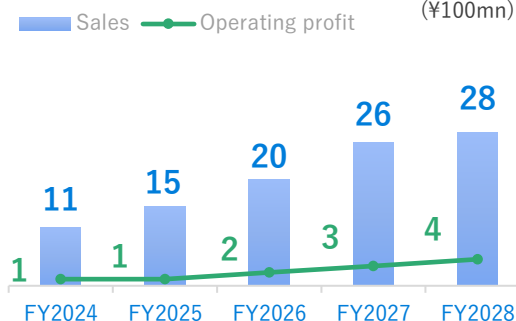
GLOBAL WiFi Business (¥100mn)



Information and Communications Service Business (¥100mn)



Glamping and Tourism Business (¥100mn)



FY2026-FY2028 Cumulative Outlook

Cash-In (Fund Generation)

Operating Cash Flow
(Cumulative 3-year Net Income)
approx. ¥17.8bn

Cash on Hand
(Post-tax & dividend payments for FY2025)

approx. ¥10bn

Cash-Out (Investment & Maintenance)

Growth Investment / Shareholder return
M&A / Human capital / Acquisition of treasury shares

M & A result: ¥1.38bn

*** Investment approx. ¥8.9bn**

Base: Shareholder Returns
(Payout ratio 50%)

approx. ¥8.9bn

Strategic Cash Reserve
(Targeting approx. 2-3 months of monthly sales by FY2028)

approx. ¥10bn

While maintaining stable dividends based on the higher of a **50% dividend payout ratio** or a **DOE of 8%**, the ¥8.9 billion secured as a growth investment allocation will be flexibly utilized for the acquisition and cancellation of treasury stocks, depending on the execution status of M&A investments.

Medium-Term Growth Image

◆GLOBAL WiFi Business

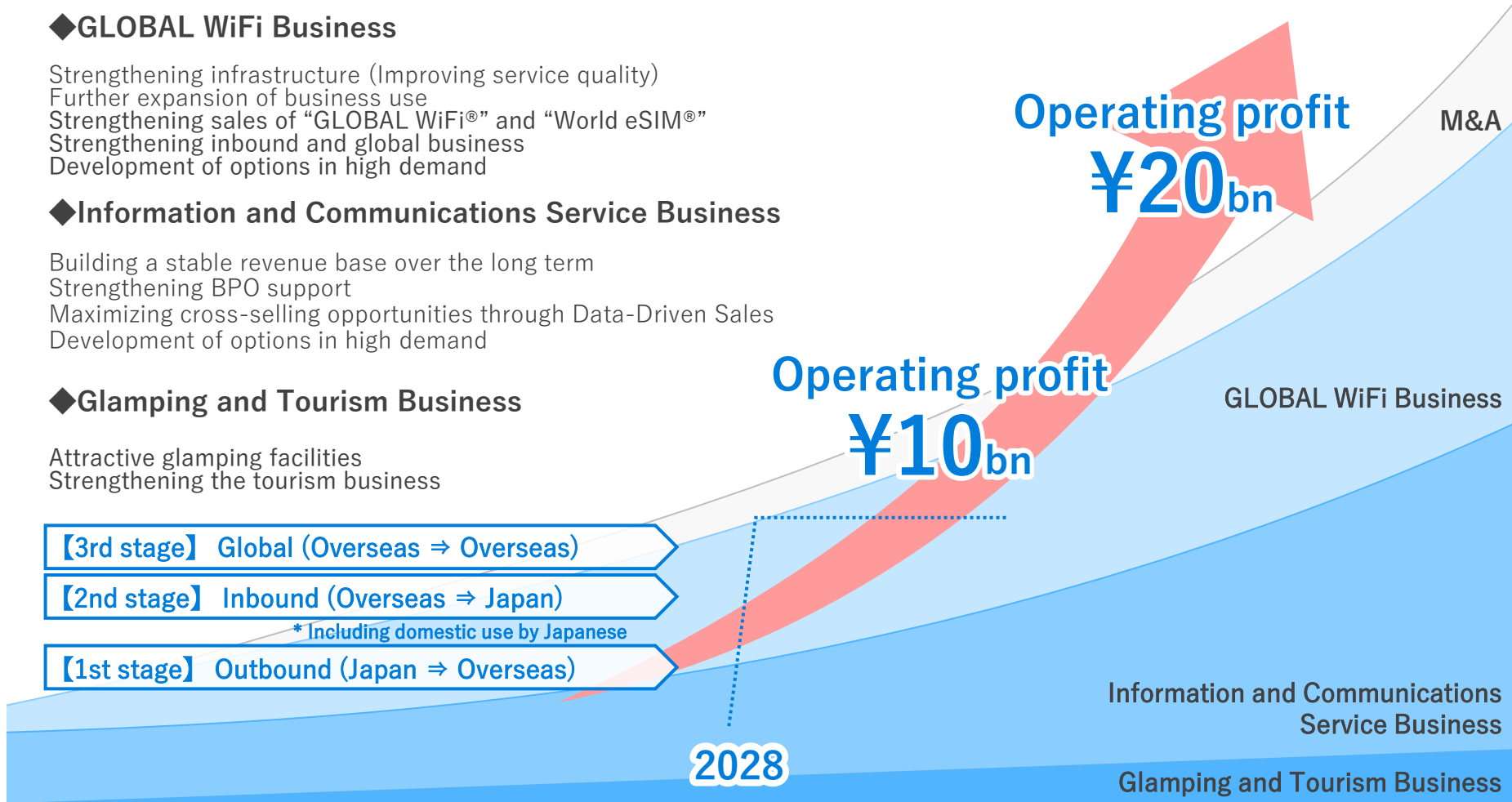
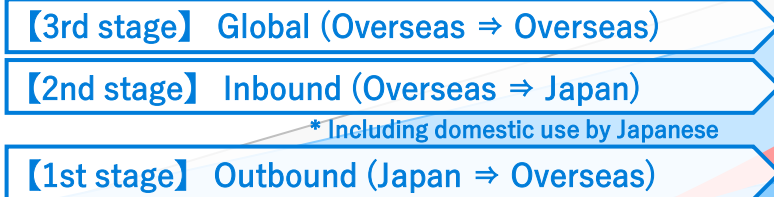
Strengthening infrastructure (Improving service quality)
Further expansion of business use
Strengthening sales of “GLOBAL WiFi®” and “World eSIM®”
Strengthening inbound and global business
Development of options in high demand

◆Information and Communications Service Business

Building a stable revenue base over the long term
Strengthening BPO support
Maximizing cross-selling opportunities through Data-Driven Sales
Development of options in high demand

◆Glamping and Tourism Business

Attractive glamping facilities
Strengthening the tourism business



Sales channels	Web marketing	Sales Online / Offline	CLT Customer Loyalty Team	Shops Airport counters, etc.	Partner Including travel agencies and OTA	Global affiliated companies
Customer base	Corporate customers such as startups, general companies, listed companies, etc.	Corporate customers working with overseas companies	Domestic and international travelers * Including inbound travelers	Individual customers		

Diversifying revenue streams and maximizing LTV through M&A integration

Roles and Impact of each M&A company

Information and
Communications
Service Business

B2B foundation

Sales (FY2025)

AiWish Rental Guarantee

¥**570**_{mn}

■ Roles: Strengthening revenue base and Capturing project

Securing high-retention recurring revenue through rent guarantees while capturing infrastructure demand early at the office screening stage. Establishing strong entry pathways to group offerings.

• New pillar of recurring revenue (Guarantee fees)

• Seamless customer pipelines for B2B infrastructure (Interior design, Communications)

Glamping and
Tourism Business

Land operator/
International liaison

Sales (FY2025)

FREEPLUS

¥**910**_{mn}

■ Role: Enhancing customer pipelines

Deliver high-value-added travel experiences by utilizing our powerful procurement network of travel agencies in over 50 countries, particularly in Australia, alongside deep partnerships with DMO.

• Expansion of revenue-scale by a DMC model

• Maximizing the utilization of premium destinations

B2B / A dual-engine vertical integration model for inbound business

B2B LTV Maximization Model

- ① Securing recurring revenue through guarantee fees and leads
- ② Interior construction and telecommunications infrastructure contracting
- ③ Building multi-layered recurring revenue streams



Deeping of the Inbound DMC Model

- ① Business expansion through premium destinations
- ② Contribution to communication revenue through "World eSIM®"
- ③ Creating continuous revenue opportunities

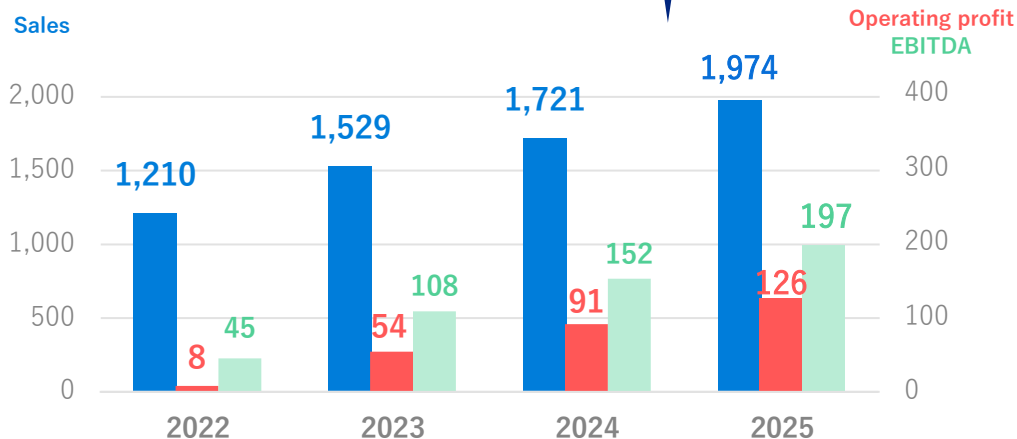




Trade Name	adval Corp.
Representative	Kunihito Nakano
Founded	August 2008
Business	Space-sharing, Real Estate

Performance Change (¥mn)

Strong demand for Glade Park Series' Large-Scale Event Spaces leads to high profitability.



History

- **2008** Jul.: adval Corp. founded in Akasaka, Minato-ku, Tokyo.
- **2016** Aug.: Expanded the number of managed rental spaces to **30 locations**.
- **2021** Dec.: **Joined the Vision Group.**
Launched "Sukima Rental," a service that monetizes vacant space time.
- **2022** Aug.: Expanded the number of Sukima Rental to **50 locations**.
Nov.: Expanded the number of managed rental spaces to **80 locations**.
- **2024** May: **Opened Large Event Spaces "Glade Park Shibuya" and "Glade Park Omotesando."**


- **2025** Sep.: **Opened "Glade Park Shinjuku Ekimae."**

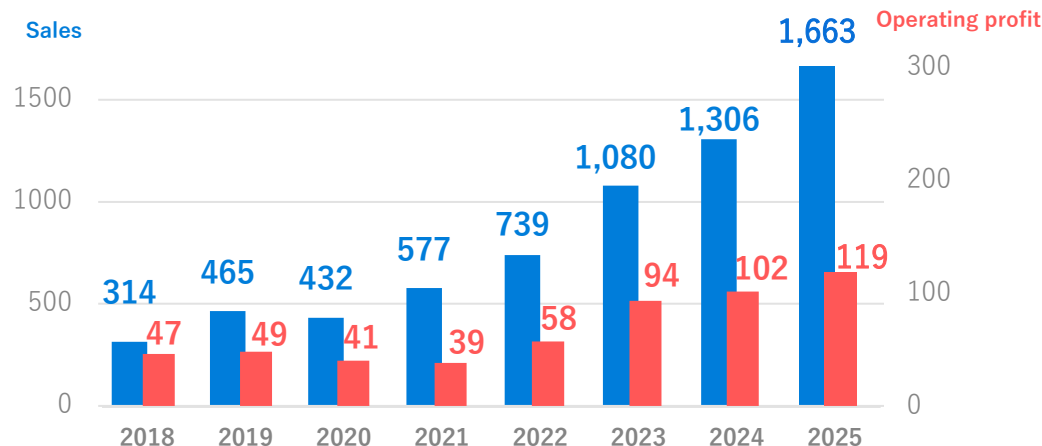

- Dec.: **Opened "Glade Park Shinbashi."**





Trade Name	Alpha Techno Inc.
Representative Director	Kenji Takano
Founded	May 2005 *Re-established in 2018 following a change in trade name and business transfer
Business	Office design/ Interior construction / Restoration service

Performance Change (¥mn)



History

2005 May: Alpha Techno Inc. founded in Yokohama, Kanagawa Prefecture, with the sale and installation of used OA equipment as its core business.

2016 Launched our office interior business, focusing primarily on interior construction for new openings.

2018 Feb: **Joined the Vision group**

By 2019, launched “GENJO-KAIFUKU OMAKASE.COM” and “OFFICE-ITEN OMAKASE.COM,” which provide relocation-related construction services.



2020 Apr: **Business transformation in response to the new normal**

In line with the growing demand for withdrawals and downsizing/relocations, we are focusing on restoration services and office relocations. Expanded core business from new store openings to general relocations.

2021 **Website expansion addressing niche demand**

Between 2021 and 2024, we launched “PARTITION OMAKASE.COM” “FLOOR-KOJI OMAKASE.COM” “DENKI-KOJI OMAKASE.COM” “ENTRANCE-KOJI OMAKASE.COM.”

Aim to increase customer LTV by using niche services as an entry point to cross-sell related construction work and OA equipment, while generating repeat orders.



2025 Oct: **Fully renewed corporate website**

As part of a rebranding initiative aimed at targeting large corporations

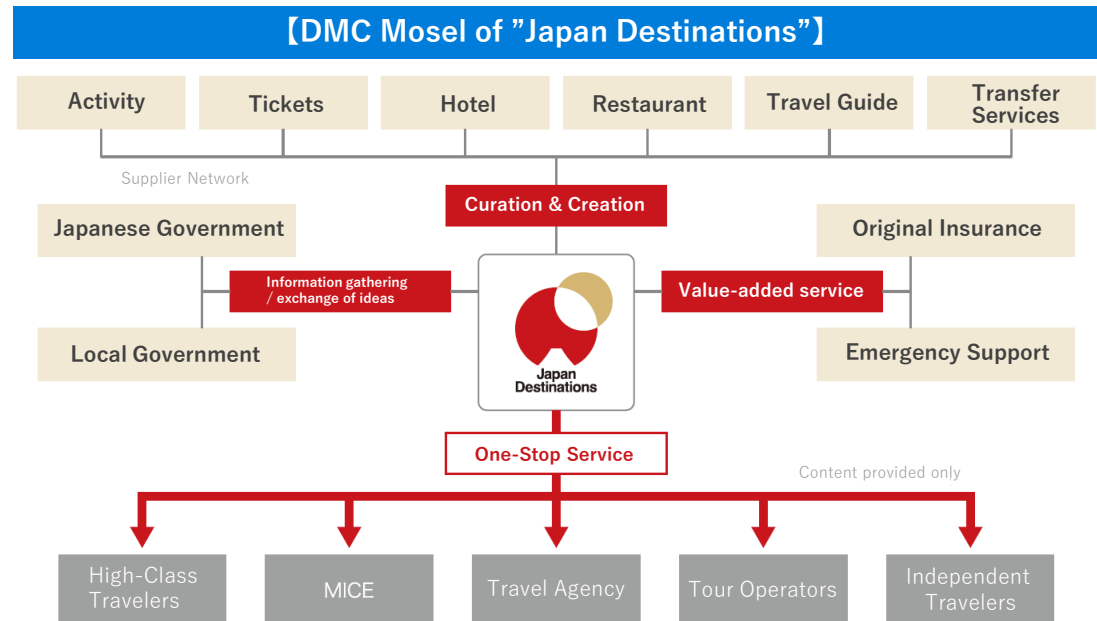
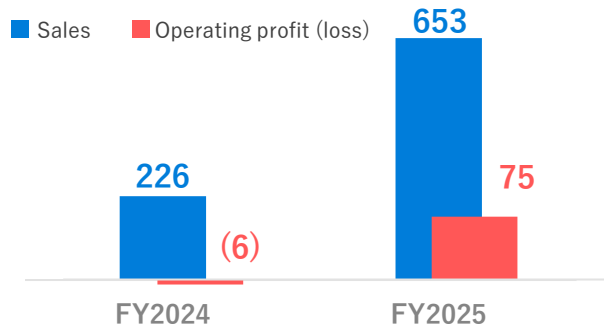


“Japan Destinations,” a DMC service with expanded Land Operating Service

Leveraging partnerships with travel agencies in over 30 countries and our global network of overseas offices, we have expanded an extensive international network.



Tourism Business (¥mn)



Tour Results (FY2025)

	Planned tours	Package tours
Number of tours offered	More than 200 tours	More than 20 tours
Number of participants	More than 1,400 people	More than 600 people

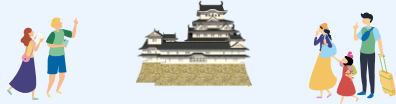
<https://japan-destinations.com/>

Driving the Multilingual Operations Initiative

We will establish a multilingual operation structure in Cebu, Philippines, to serve as a “Cross-selling Engine” that extends inbound demand across all business segments. This will accelerate our platform strategy to capture a global market of 1.8 billion travelers.

Government target for inbound tourism
(foreign visitors to Japan) by 2030

60mn people*



Tour offering



Offer travel to Japan as a powerful
customer acquisition hook

Offer Wi-Fi and eSIM as bundled
services with Japan package tours



Repeat usage

By installing the smartphone app, users
are encouraged to continue using the
service in their home country after
returning from Japan, driving repeat
usage on future trips

Clarification of roles



Multilingual Inside sales expansion

Leveraging our 24/7 multilingual capabilities, we directly approach travel agencies worldwide. Using inbound travel and accommodation as a strategic entry point, we drive the entire process from new lead generation to cross-selling, thereby accelerating market growth.



Promoting global operations

We provide unified, multilingual support from initial booking to post-trip follow-up. By triggering cross-selling opportunities at every customer touchpoint, we enhance the customer experience and maximize Lifetime Value (LTV).

A huge potential market
targeting travelers worldwide

Number of international travelers in 2030

1.8bn people*



* Based on data by the Japan National Tourism Organization (JNTO), Tourism White Paper, and the United Nations World Tourism Organization (UNWTO)



FY2030 Sales targets for foreigners

(Inbound / Global)

approx. ¥ **3.6bn** → **¥15bn**

FY2025 (Result)

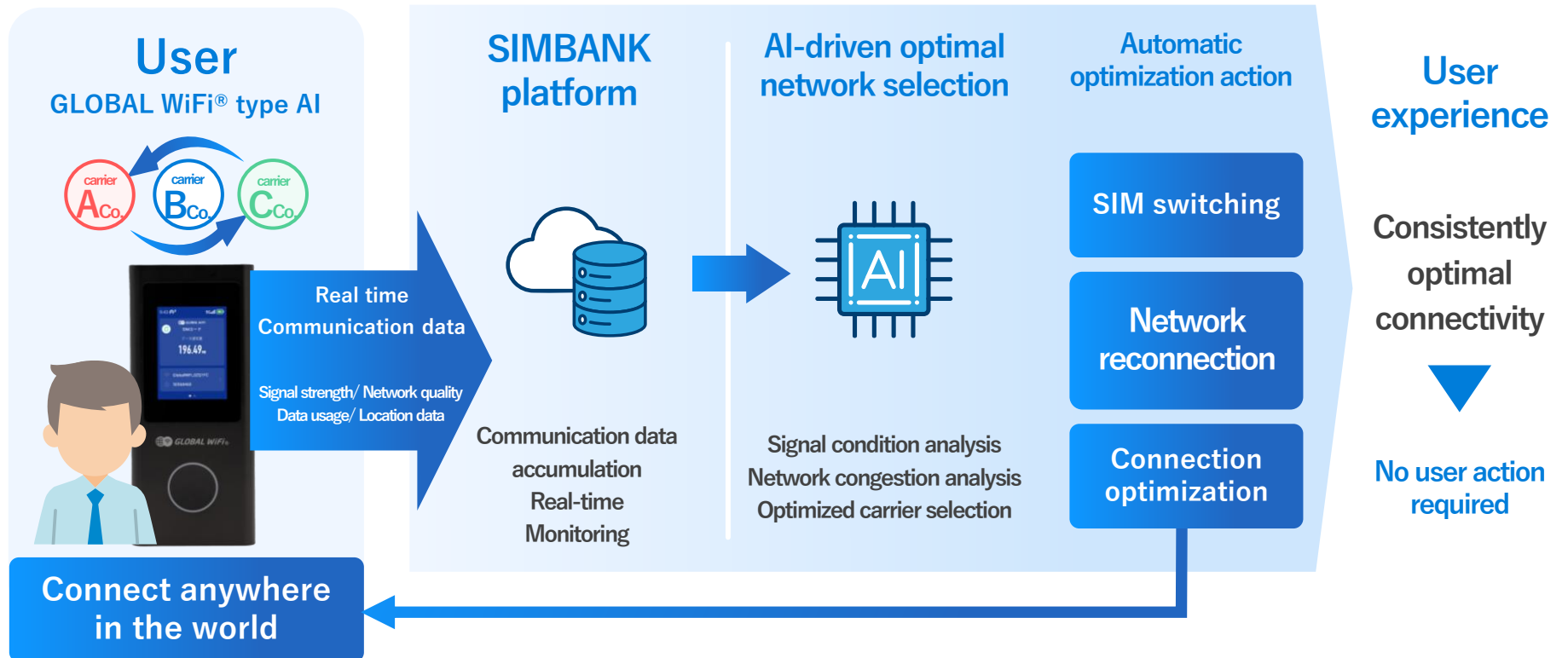
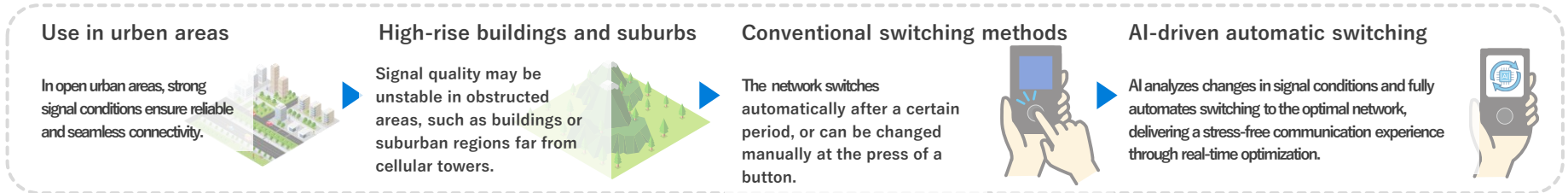
FY2030 (Target)

*The breakdown includes sales from the Wi-Fi, tourism, and accommodation

New Plan “GLOBAL WiFi® type AI” (Scheduled for introduction in August 2026)

A next-generation service that leverages “GLOBAL WiFi® type AI” to enable **automated connectivity optimization** (SIMBANK) and **enhance QoE** (Quality of Experience)

This system uses AI to select the optimal network for each location in real time, automatically maintaining a stable, uninterrupted connection without any user intervention.



Accelerating DX: Driving productivity gains through AI and RPA

AI expansion across sales and back-office departments



AI Call Center

Building next-generation CX solutions. Leveraging training-focused AI to upskill all operators and standardize service quality.



Development of a specialized AI environment

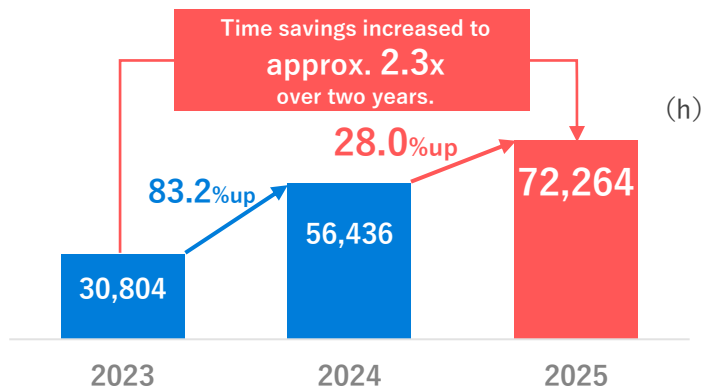
Enable AI to learn internal knowledge, allowing for summarization and Q&A. Transform individual knowledge into organizational assets.



Automation of document creation

By improving efficiency in research, analysis, and document creation, frees up time for employees to engage in higher value-added “proposal work.”

Changes in time reduction through AI and RPA utilization



Results of AI-driven development in the IT department

Implementing generative AI throughout the development lifecycle, including design, coding, and testing.

Compared to FY2023 (as of the end of FY2025)

System development scale	Approx. 2.3x
Workforce size	Approx. 1.7x
Productivity per employee	Approx. 1.3x

Achieved expansion in development scale exceeding headcount growth. Leveraging AI, we generated approximately 30% net gains in system development productivity.

Future outlook: Shifting from “internal efficiency” to “customer value creation”

Expands 4G Unlimited Plan coverage to 134 countries and regions and also begin offering 5G Unlimited Plan in Japan.



"GLOBAL WiFi®" expanded the "Unlimited Plan" to 134 countries and regions and launched a 5G Unlimited Plan in Japan, now available in 56 countries and regions.

[Click here for the release dated February 16, 2026](#)

Keikyu, ecco, and Vision collaborate to expand same-day luggage delivery service for inbound travelers to Japan.



We expanded same-day luggage delivery service for inbound travelers to Japan and launch a trial of two-way luggage delivery connecting Haneda Airport and central Tokyo

[Click here for the release dated March 9, 2026](#)

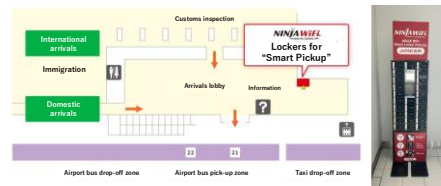
Installs new "GLOBAL WiFi® Rental Stations" at Narita Airport.



In response to the recovery in inbound and outbound travel demand, we installed 6 "GLOBAL WiFi® Rental Stations" at Narita Airport to enhance convenience.

[Click here for the release dated March 11, 2026](#)

Installs a new "Smart Pickup" Locker for "NINJA Wi-Fi®" on the arrival lobby of Terminal 2 at Chubu Centrair International Airport.



We installed a new "Smart Pickup" Locker on the arrival lobby of Chubu Centrair International Airport Terminal 2, allowing foreign visitors to Japan to pick up their "NINJA Wi-Fi®" without waiting in line at the counter.

[Click here for the release dated April 9, 2026](#)

Launches 5G Unlimited Plan in Puerto Rico.



In response to growing demand in recent years, we launched 5G Unlimited Plan across Puerto Rico

[Click here for the release dated April 15, 2026](#)

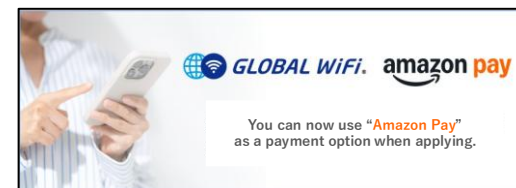
Installs "GLOBAL WiFi® Rental Station" at Haneda Airport Terminal 2. Further expands "Smart Pickup" services to enhance convenience.



We installed a "GLOBAL WiFi® Rental Station" on the B1 floor of Haneda Airport Terminal 2 and added two "Smart Pickup" unmanned lockers, bringing the nationwide total to 59 units.

[Click here for the release dated April 17, 2026](#)

Introduces "Amazon Pay" as a new payment option for "GLOBAL WiFi®" applications.



We introduced "Amazon Pay" on Thursday, April 23, enabling smoother "GLOBAL WiFi®" applications without the need to enter card information.

[Click here for the release dated April 24, 2026](#)

Notice Regarding the Acquisition of Shares of AiWish Rental Guarantee



AiWish Rental Guarantee provides rent guarantee and rent collection agency services primarily in Tokyo and has established a strong partnership network with real estate management companies. Through this share acquisition, we will add credit guarantee functions in the real estate domain to our service lineup, thereby establishing a framework to provide more comprehensive support to meet our clients' needs. In addition, by combining the company's customer base with our sales platform, we aim to expand services and maximize our Group value.

[Click here](#) for the release dated March 31, 2026

Officially launches “Inkan-Sakusei.com,” a high-quality seal creation platform supporting startups and business expansion



Vision has supported business startups and operations through office infrastructure and a wide range of related services, contributing to the establishment and growth of numerous companies. With the launch of “Inkan-Sakusei.com,” we will deliver high-quality seals—a symbolic “first step” in starting a business—that customers can rely on and use for years to come.

[Click here](#) for the release dated April 1, 2026

Notice Regarding Business Acquisition and the Establishment of a Subsidiary



By succeeding to the “FREEPLUS” brand, which enjoys strong recognition and trust among international travel agency networks, we will expand customer acquisition channels in our Group's Inbound and Tourism Business. In addition, by welcoming a team of multinational professionals, we will establish a service operational system that meets global standards. We will optimize procurement by leveraging our existing supplier network to enhance service quality and strengthen profitability.

[Click here](#) for the release dated April 8, 2026

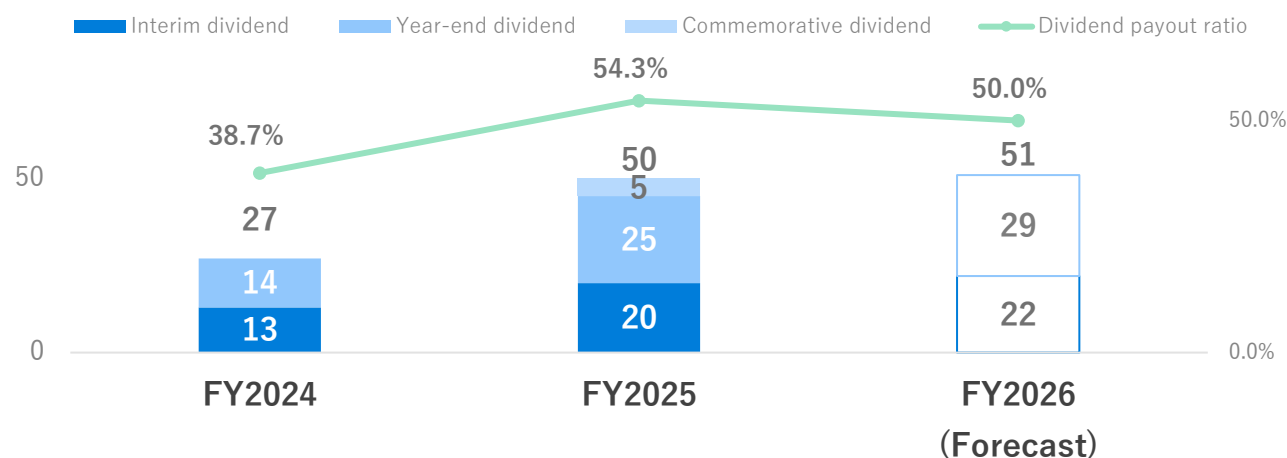
03

Shareholder Returns

Dividends Policy : Balancing growth investment and stable shareholder returns

- Implement strategic investment while maintaining financial soundness.
- Aim to enhance sustainable corporate value through management conscious of the cost of capital.
- For the period of the Business Strategy through 2028, we will **target a dividend payout ratio of 50% or a DOE of 8%, whichever is higher.**

Dividend per share



(¥)

Interim dividend	13.00	20.00	22.00
Year-end dividend	14.00	25.00	29.00
Commemorative dividend	—	5.00	—
Total	27.00	50.00	51.00

Shareholder Benefit Program

- The Company presents shareholders with coupons for “GLOBAL WiFi,” a Wi-Fi router rental service for mobile Internet communication in Japan and overseas, coupons to stay at its facilities “VISION GLAMPING Resort & Spa,” and coupons for “KO SHI KA” assortment of 3 skincare products.
Holders of 1,000 shares or more will receive two 10,000 yen coupons in addition to the number of coupons for 300 shares or more.

Number of shares held	Recorded Date: Every June 30 (Time of sending: Every September)	Recorded Date: Every December 31 (Time of sending: Every March)
100 to less than 200 shares	3,000 yen x 2 coupons	3,000 yen x 2 coupons
200 to less than 300 shares	3,000 yen x 3 coupons	3,000 yen x 2 coupons
300 to less than 1,000 shares	3,000 yen x 3 coupons	3,000 yen x 3 coupons
1,000 shares or more	3,000 yen x 3 coupons 10,000 yen x 2 coupons	3,000 yen x 3 coupons 10,000 yen x 2 coupons

Benefit items



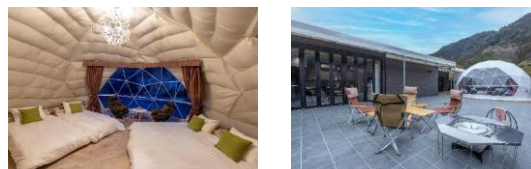
Up to 29,000 yen worth of coupons can be used per Wi-Fi rental application.

When you choose an overseas-use Wi-Fi, “POCKETALK S” wearable translation device and “GoPro” action camera are available free of charge.

* Up to one device per application



Up to 29,000 yen worth of coupons can be used to apply for accommodations.



Up to 6,000 yen worth of coupons can be used to order “KO SHI KA” assortment of 3 skincare products.



Lotion (ローション) 150ml. Milk (ミルク) 100ml. Gel (ジェル) 50g

04

Sustainability

- ESG + SDGs -

Basic Policy on Sustainability

Vision Group's management philosophy is "To Contribute to the Global Information and Communications Revolution." Based on this philosophy, we will position sustainability initiatives as an important management issue. Specifically, we aim to contribute to the global environment, realize a sustainable society and economic growth, and will contribute to the universal human philosophy of "sustainable growth" through our business.

Sustainability Committee

To promote management from a sustainability perspective, we established the Sustainability Committee in April 2024. It is responsible for overall planning of sustainability activities, formulation and revision of strategies, identification of important issues, etc. By engaging in corporate activities to solve environmental and social issues in accordance with the Committee's regulations, we will contribute to the creation of a sustainable society while achieving sustainable growth and increasing corporate value over the medium to long term.

Symbiotic Growth (Vision's Slogan) Vision for the future, created with the diverse societies as a member of the planet



Promising sustainable growth to our stakeholders, engaging in various business activities, whilst working towards a sustainable global environment and society.

The slogan “Symbiotic Growth” is the highest priority of the materiality and the guideline for all business-related activities.

Fundamental Activities

— Social Demands —

Negative Impact of Business Activities

must

ESG	Topic	Materiality
E	Environmental Conservation	Commitment to a decarbonized society and environmental protection
G	Workstyle Reform	Becoming a company in which all employees can work in a secure and diverse environment

Value Creation

— Social Expectations —

Positive Impact of Business Activities

should

ESG	Topic	Materiality
S	Regional Revitalization	Contributing to local economies by regional revitalization and creating employment
S	Creating a Future	Contributing to society by supporting families and medical care for future generations

Materiality (Fundamental Initiative)

Fundamental Activities (Negative/Issues to be Controlled)

Efforts towards creating a decarbonized society and to protect the environment (E)

Environmental Conservation



Actions - Current Initiatives -

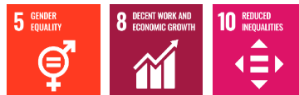
1. VWS Attendance Management / Legal Signature to be paperless contracts
2. Promotion of CO2 reduction through proposals to reduce electricity costs (LED, air conditioning, renewable energy)
3. CO2 reduction efforts using carbon offset products such as MFPs
4. Information disclosure through CDP and SBTi certification
5. Installation of EV stations at glamping facilities

Actions - Future Initiatives -

1. Private power generators at glamping facilities (Solar energy, etc.)
2. Shifting from cans and bottles to "My Bottle" (Removal of vending machines)
3. In-house power generation and storage/development

Becoming a company in which all employees can work in a secure and diverse environment (G)

Workstyle Reform



Actions - Current Initiatives -

1. Establishment of rules for shorter and more flexible working hours
2. Proactive efforts to promote women in the workforce (Eruboshi Certification 2-star approval)
3. Active promotion of maternity leave and implementation of paternity leave
4. Establishment of the Career Design Office and career support for employees

Actions - Future Initiatives -

1. Establishment of employment support for families in need of nursing care, single-mother, and single-father families
2. Establishment of sales departments and products that enable women to play more active roles
3. Skill improvement by supporting the acquisition of qualifications
4. Introducing and operating a company-wide unified personnel evaluation system

Value Creation (Positive/Providing Value)

Contributing to local economies by regional revitalization and creating employment (S)

Regional Revitalization



Actions - Current Initiatives -

1. Job creation through regional recruitment and remote working using telework
2. Reducing food waste at glamping business
3. Promoting local products and tourism resources through glamping business
4. Actively employing people with disabilities, both in the Tokyo metropolitan area and rural areas

Actions - Future Initiatives -

1. Expand local employment by introducing workcations and enforcing local hiring
2. Actively utilize local governments' initiatives to attract new companies
3. Support the growth of local companies by strengthening cooperation and alliance
4. One-stop service to train local entrepreneurs

Contributing to society by supporting families and medical care for future generations (S)

Creating a Future



Actions - Current Initiatives -

1. Creating a stable working environment for parents by providing Vision Kids nursery school
2. Providing GLOBAL WiFi to local governments (GIGA school program) to promote the establishment of online classes
3. Supporting Japan Heart (Japan-originated medical NGO) with GLOBAL WiFi devices and donating a portion of sales
4. Supporting the activities of the Peace Piece Project

Actions - Future Initiatives -

1. Support students and young people by expanding the free rental of GLOBAL WiFi
2. Operation/support of childcare and child welfare facilities
3. Operation of facilities for children with developmental disabilities, cooperation with local facilities
4. Support for customer-integrated NGOs

Consistent with our ideals to “create the future of information and communication for the future of all people,” Vision Group aims for continuous growth and improvement of corporate value through adherence to the areas of ESG in our management and business strategies. In addition, through commitment to social issues outlined in the SDGs, we will contribute to the harmonious and sustainable development of society and the planet.



Environmental 環境



RQ Disaster Education Center



Michinoku Trail Club



Ecology Cafe



IT Global warming prevention “Green Site License”



Social 社会



Certified “Eruboshi (Level 2)”



KENKO Investment for Health 2025, under the large enterprise category



International Medical Volunteers Japan Heart



Vision Kids Nursery School



Governance コーポレート・ガバナンス



Compliance and Internal Control



IS 650094 / ISO 27001 :2013



PrivacyMark (P Mark)

As part of our employee benefits program, we have implemented [an Employee Stock Ownership Plan \(ESOP\)](#).

- Promote a sense of ownership and involvement in company management.
- Support employees in building personal assets.
- Enhance employee motivation.

Our ESOP participation rate is well above the average for listed companies.

	Vision's employees in Japan (As of November 2025)	Average for listed companies (FY2024)
ESOP participation rate	77.9%	40.1%

Selected for the First Time as a CDP “Supplier Engagement Leader”

Selected for the first time as a “Supplier Engagement Leader,”
the highest rating in CDP’s Supplier Engagement Rating.



Vision Inc. has been selected as a “Supplier Engagement Leader” in the 2024 disclosure cycle.

This recognition is separate from CDP’s standard scoring system, and only a select group of top-performing companies from among all disclosing organizations worldwide are included in the list.

**Received a “B score” for the second consecutive year
in the CDP 2025 “Climate Change” survey.**



In this survey, the Company was highly evaluated for the following three points, continuing the positive assessment received in 2024. 1) Enhanced information disclosure: Improvement in the quality and quantity of information disclosure, including provision of detailed data on greenhouse gas emissions and clarification of risk management strategies. 2) Improved internal processes: Improvement in internal processes, including identification and management of environmental risks and enhancement of governance structure. 3) Strengthened communication with stakeholders: Effective communication of environmental strategies and initiatives through dialogue with investors, business partners, employees, and other stakeholders.

Vision Group certified by SBTi with GHG emission reduction targets as a company in compliance with international standards in December 2024



SBTi (Science Based Targets initiative) is an international initiative in which companies set greenhouse gas (GHG) emission reduction targets based on scientific evidence and certify whether they are consistent with the 1.5°C and 2°C targets of the Paris Agreement. SBTi accreditation allows companies to demonstrate that their climate change measures comply with international standards.



Vision Group has set forth “Vision for the future, created with the diverse societies as a member of the planet” as its Symbiotic Growth (Vision’s Slogan), and is promoting “Environmental Conservation: Efforts towards creating a decarbonized society and to protect the environment” as one of its Materiality (Fundamental Initiative).

We are currently distributing IR information and release information to stakeholders through our official IR account.

New X (formerly Twitter) account launched

@Vision_IR_9416



New Official IR note account launched

https://note.com/vision_ir



Facebook

@morevision.2018



Now distributing IR E-newsletter

The IR e-newsletter provides in-depth reports addressing the most frequently asked questions following our financial results announcements.



Integrated Report 2025

We published the “Integrated Report 2025” and made it available on our website.



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

They are estimated at the present and 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

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