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Corporate Governance Report

CORPORATE GOVERNANCE

VISION INC.

Last Update: March 31, 2026

Vision Inc.

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Stock Code: 9416

https://www.vision-net.co.jp/en/ir_information.html

The corporate governance of Vision Inc. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

The Group always strives to improve ourselves, to realize our ideals, to take on the challenge of change without hesitation, and to always be grateful for the support of our many stakeholders as we conduct our business activities with a sense of humility in order to go above and beyond our customers’ expectations. We strive to comply with laws, regulations, internal rules, and policies, work with integrity, and build optimal corporate governance in accordance with this code of conduct.

Disclosure Based on the Principles of the Corporate Governance Code **Updated**

Principle 1-4 Cross-shareholdings

The Company's basic policy is not to hold any strategic stock holdings in principle, except in cases where it is recognized that such holdings will contribute to medium to long term improvement in corporate value. In cases where listed stocks are held as strategic stockholdings, the Board of Directors will review all stocks on a quarterly basis and sell stocks of companies that the Board of Directors determines cannot be expected to increase corporate value over the medium to long term, taking into consideration factors such as stock price and market trends. With respect to the exercise of voting rights, we will make decisions on a case-by-case basis, taking into consideration whether the exercise of voting rights will contribute to the enhancement of our corporate value over the medium to long term.

The Company does not disclose the results of verifying the purpose of holding strategic stocks, as it is related to its business strategy and disclosure may damage the interests of the Company and its shareholders.

Principle 1-7 Related party transactions

From the standpoint of sound corporate management, the Company recognizes that there is a high need for caution when entering into transactions with related parties, and therefore, we ask ourselves whether the transaction will not impair the soundness of the Group's management, whether the transaction is valid in light of our rational judgment, and whether the terms of the transaction are appropriate compared to other outside transactions. The Company pays particular attention to whether the approval of the Board of Directors is appropriate, such as by a resolution of the Board of Directors, in accordance with the Company's internal rules for approval and rules on administrative authority. In order to identify related party transactions, the Company requires all Directors and Officers to submit a list of related parties and a survey sheet regarding the existence of such transactions at the time of their appointment and at the end of the fiscal year.

Principle 2-4-1 Ensuring diversity

The Company actively employs a diverse range of human resources regardless of educational background, work experience, gender, nationality, or disability. We believe that making the most of each employee's individuality will lead to the creation of diverse products and services and the growth of the Company. We are working to create a fulfilling work environment in which all people working for the Group can grow.

As of December 31, 2025, 87.1% of the Group's managers were mid-career hires, 12.1% were female managers, and 4.3% were non-Japanese. Although we have not set numerical targets for the appointment of mid-career hires and non-Japanese to managerial positions, we intend to continue promoting their appointments to appropriate positions based on the principle of placing the right person in the right role.

The policies regarding human resource development and internal environmental improvement are described in the Annual Securities Report "Item 2: Business Overview, 2. Approach to Sustainability and Initiatives."

FY2025 Annual Securities Report:

<https://contents.xj-storage.jp/xcontents/AS80392/98050bc2/eadc/43c4/ba0f/251eb90ae777/140120260330592966.pdf>

Our website (Diversity Promotion): <https://www.vision-net.co.jp/company/diversity.html>

Principle 2-6 Demonstration of functions as asset owner of corporate pension plan

The Company does not have a corporate pension fund plan.

Principle 3-1 Full disclosure

- (1) The Company discloses its management philosophy and management strategies on our website.
- (2) The Company discloses its basic philosophy and policies on corporate governance in this Corporate Governance Report "I. 1. Basic Views," etc.
- (3) The amount of remuneration for each Director is determined within the limit of remuneration approved by the General Meeting of Shareholders. After consultation with the Nomination and Compensation Committee, the Board of Directors

determines the amount of remuneration based on the report of the Committee.

(4) The Company's basic policy is that the Board of Directors shall be composed of the necessary and appropriate number of members to ensure constructive discussions, while giving due consideration to the balance of each person's knowledge, experience, and abilities.

In determining candidates for Directors, the Board of Directors consults the Nomination and Compensation Committee and selects candidates based on its report. With respect to candidates for Audit and Supervisory Board Members proposed by Directors, the Board of Directors passes a resolution after deliberation and consent by the Board of Audit and Supervisory Board Members, of which more than half are Outside Audit and Supervisory Board Members, and submits the resolution to the General Meeting of Shareholders for deliberation and approval. In addition to the external qualification requirements of the Companies Act, Outside Directors are selected based on criteria that satisfy the qualifications for independent officers as stipulated by the Tokyo Stock Exchange and that are deemed not to pose a risk of conflict of interest with general shareholders.

Regarding the dismissal of Directors, the Board of Directors makes a comprehensive decision, taking into consideration the opinions of Outside Officers, when there is a violation of laws and regulations or the Articles of Incorporation, or when it becomes difficult for Directors to perform their duties.

(5) The reasons for the appointment of each candidate for Outside Director are disclosed in the reference documents of the Notice of the Ordinary General Meeting of Shareholders and this Corporate Governance Report.

Supplementary principle 3-1-3 Sustainability initiatives

< Sustainability initiatives >

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

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

< Investment in human capital and intellectual property, etc. >

The Group believes that "employees (human assets) are an important asset, and that increasing employee engagement leads to greater loyalty to the Company, which in turn drives the Company's sustainable growth" and has established an education policy to help each employee achieve self-fulfillment.

To achieve this, we provide training programs such as position-based training, task-based training, and e-learning training to strengthen the literacy required for employees of a listed company and support the development of individual skills.

< Disclosure on climate change impacts >

The Group's slogan (Vision's Slogan), "Vision for the future, created with the diverse societies as a member of the planet," is important guideline for our business activities.

Based on this slogan, in consideration of the SDGs (Sustainable Development Goals) adopted by the United Nations, we have formulated "Fundamental Activities" and "Value Creation" as issues that should be addressed as priorities.

Regarding Fundamental Activities, first of all, we are strengthening our efforts to realize a decarbonized society.

We have set greenhouse gas emission reduction targets and obtained SBT (Science Based Targets) certification, and have been working to calculate CO2 emissions since FY2023. Furthermore, we conducted a scenario analysis in accordance with the TCFD recommendations to identify climate change risks and opportunities. Based on these efforts, we will strive to reduce our environmental impact by taking concrete measures.

For more details, please refer to the Annual Securities Report "Item 2: Business Overview, 2. Approach to Sustainability and Initiatives."

FY2025 Annual Securities Report:

Supplementary principle 4-1-1 Roles and responsibilities of the Board of Directors (1) (Scope of delegation to management)

The Board of Directors makes decisions on the execution of business operations that are determined by law, the Articles of Incorporation, and the Rules of the Board of Directors as matters to be decided by the Board of Directors.

The Board of Directors approves investment projects that exceed a certain amount of money, key personnel matters, and other proposals that could have a significant impact on the Company's corporate governance and consolidated business results. Other proposals are approved by the Management Committee, which is the decision-making body at the business execution level.

Principle 4-1-3 Roles and responsibilities of the Board of Directors (1) (Supervision of succession planning for the CEO and others)

With the aim of developing and selecting future executive candidates, the Company provides opportunities for potential future leaders, such as executive officers, to supplement business reports and explain proposals at Board of Directors meetings. In addition, the promotion of future executive candidates is also subject to approval by the Board of Directors. This allows the Board to assess the qualities and suitability of the candidates and helps establish a framework that supports effective oversight of succession planning.

As part of our next-generation leadership development efforts, we have appointed a President, Representative Director and COO, and established a management structure in which multiple Representative Directors jointly oversee the Company's operations.

Supplementary principle 4-3-3 Roles and responsibilities of the Board of Directors

If a Director's performance or its outcomes are deemed insufficient, and the Board of Directors determines that it is inappropriate for the individual to continue serving, the Board may, based on the recommendation of the Nomination and Compensation Committee, propose that the Director resign. If the Director does not resign, they will be excluded from the list of Director candidates in the resolution for the election of Directors at the next General Meeting of Shareholders, in accordance with the Companies Act. Alternatively, an extraordinary General Meeting of Shareholders may be convened to present a resolution for dismissal.

Principle 4-9 Criteria for judging the independence of Independent Outside Directors and their qualifications

The Company selects its Directors with reference to the Companies Act and the standards established by the Tokyo Stock Exchange. In addition, the Company has selected individuals who can provide advice on all aspects of the Company's management based on their extensive experience and knowledge.

Supplementary principle 4-10-1 Involvement and advice of Independent Outside Directors on nomination, remuneration, and other matters through the establishment of voluntary advisory committees

The Company has established the Nomination and Compensation Committee as a voluntary advisory committee whose main members are Independent Outside Directors. The committee consists of at least 3 members, the majority of whom are Independent Outside Directors, and the members are appointed by the Board of Directors. The chairperson of the committee is selected by resolution of the Nomination and Compensation Committee from among the Independent Outside Directors. The Company strives to further strengthen corporate governance by ensuring rationality, objectivity, and transparency in the nomination of Director candidates and the determination of remuneration and other matters.

Supplementary principle 4-11-1 Prerequisites for ensuring the effectiveness of the Board of Directors and Board of Audit and Supervisory Board Members (Approach to diversity of the Board of Directors, etc.)

The Company's Board of Directors is composed of a diverse range of Directors with different backgrounds, including gender, expertise, and experience. In addition, half of the Company's Board of Directors consists of Outside Directors, who provide their

opinions from an independent and objective standpoint at meetings of the Board of Directors, thereby ensuring the Company's management oversight system.

The skill matrix of the Company's Directors is stated in the Notice of the Ordinary General Meeting of Shareholders.

Supplementary principle 4-11-2 Prerequisites for ensuring the effectiveness of the Board of Directors and Board of Audit and Supervisory Board Members (Concurrent positions of Directors and Audit and Supervisory Board Members)

In the event that Outside Directors and Outside Audit and Supervisory Board Members concurrently serve as Directors or Audit and Supervisory Board Members of other companies, the Company will disclose the status of their concurrent positions in the Notice of the Ordinary General Meeting of Shareholders, to the extent that it is possible to secure the time necessary for them to fulfill their duties for the Company.

Supplementary principle 4-11-3 Prerequisites for ensuring the effectiveness of the Board of Directors and Board of Audit and Supervisory Board Members (Analysis and evaluation related to the effectiveness of the Board of Directors)

The Company conducts an annual evaluation of the effectiveness of the Board of Directors with the aim of enhancing its effectiveness and corporate value.

We conducted a survey of all Directors and Audit and Supervisory Board Members, and the results confirmed that the Board of Directors was functioning properly in general and that the effectiveness of the Board of Directors was ensured.

In the future, the Company's Board of Directors will continue to engage in thorough discussions to resolve issues, thereby enhancing the effectiveness of the Board of Directors and further improving the corporate value.

For details, please refer to the "Summary of the assessment of the effectiveness of the Company's Board of Directors" disclosed on March,25, 2026.

Supplementary principle 4-14-2 Training for Directors and Audit and Supervisory Board Members (Training policy for Directors and Audit and Supervisory Board Members)

Directors and Audit and Supervisory Board Members continuously acquire the knowledge necessary for their respective positions and businesses by participating in seminars, study groups, and social gatherings of their affiliated organizations at their own discretion, and the Company provides financial support as necessary.

Principle 5-1 Policy for constructive dialogue with shareholders

In response to requests for dialogue from shareholders and investors, the Company's management and IR personnel respond sincerely within a reasonable range, with the aim of contributing to sustainable growth and the enhancement of medium to long-term corporate value.

Specifically, we hold financial results briefings 4 times a year and regularly conduct one-on-one meetings with institutional investors in Japan and overseas, as well as briefings for individual investors. In particular, regarding individual meetings with institutional investors, the CFO (Chief Financial Officer), who is the director in charge of IR, attends all meetings as a general rule, placing emphasis on direct dialogue concerning management strategies and financial conditions.

Shareholder opinions and concerns obtained through these dialogue are appropriately reported and shared with the Board of Directors and other relevant bodies by the CFO, and a system is in place to utilize such feedback for management improvement. In addition, in conducting such dialogue, the Company strictly manages and prevents the leakage of undisclosed material information (insider information) in accordance with its Disclosure Policy.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Details Updated	Disclosure of actions (update)
English Disclosure, if applicable Updated	Yes
Update Date	March 31, 2026

Explanation of the Relevant Item **Updated**

The Group resolved to partially revise its current Business Strategy (2025-2028) (hereinafter the “Plan”), which was announced on February 13, 2025, entitled “Establishment of the Business Strategy (2025-2028) and Future Dividend Policy,” and to update its shareholder return policy.

During the period of the Plan, the Company positions this period as a “focus period for shareholder return” and will pay dividends targeting the higher of either a dividend payout ratio of 50% or a DOE of 8%. As a standard dividend policy, the Company maintains a payout ratio in the range of 30% to 40%.

The Company recognizes that its cost of equity for FY2025 is 6.91%, as calculated using the CAPM (Capital Asset Pricing Model). In comparison, the Company’s ROE is 23.6%, and, as in FY2024, it has achieved a level of capital profitability that exceeds its cost of equity.

For details on the Company’s future initiatives and its approach to capital allocation, please refer to the following.

https://www.vision-net.co.jp/en/ir_capital_management.html

2. Capital Structure

Foreign Shareholding Ratio Updated	More than 20% but less than 30%
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Major Shareholders **Updated**

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Investment Trust)	6,581,300	13.02
Mizuho Trust and Banking Co., Ltd. Investment Trust (Kenichi Sano Account No. 0730078)	4,051,001	8.01
Custody Bank of Japan, Ltd. (Investment Trust)	2,877,600	5.69
SBI SECURITIES Co., Ltd.	2,814,730	5.57
Kenichi Sano	2,727,400	5.40
NORTHERN TRUST CO. (AVFC) RE WS WALES PENSION PARTNERSHIP (WALES PP) ASSET POOLING ACS UMBRELLA	1,674,500	3.31
Mizuho Trust and Banking Co., Ltd. Investment Trust (Kenichi Sano Account No. 0730079)	1,350,333	2.67
Mizuho Trust and Banking Co., Ltd. Investment Trust (Kenichi Sano Account No. 0730080)	1,350,333	2.67
Mizuho Trust and Banking Co., Ltd. Investment Trust (Kenichi Sano Account No. 0730081)	1,350,333	2.67
Custody Bank of Japan, Ltd. (Investment Trust E)	1,340,100	2.65

Name of Controlling Shareholder, if applicable (excluding Parent Company)	_____
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Name of Parent Company, if applicable	None
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Supplementary Explanation **Updated**

- The above list of major shareholders is based on the shareholder register as of December 31, 2025.
- The Company holds 389,336 shares of treasury shares but is excluded from the above list of major shareholders (Top 10). Shareholding ratio is calculated excluding treasury shares.

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Prime Market
Fiscal Year-End	December
Business Sector	Information and Communication
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	More than 500 but less than 1,000
Net Sales (Consolidated) in the Previous Fiscal Year	¥10 billion or more but less than ¥100 billion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	More than 10 but less than 50

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

5. Other Special Circumstances which may have Significant Impact on Corporate Governance

II. Business Management Organization and Other Corporate Governance Structure regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organizational Structure	Company with Audit and Supervisory Board
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Directors

Number of Directors Stipulated in Articles of Incorporation	8
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Chairman (except when concurrently serving as President)
Number of Directors	7
Election of Outside Directors	Elected
Number of Outside Directors	4
Number of Independent Directors	4

Outside Directors' Relationship with the Company (1)

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Shinichiro Naito	From another company											
Shiori Harada	From another company											
Michimasa Naka	From another company											
Shieri Mori	From another company											

* Categories for "Relationship with the Company."

* Use "○" when the Director presently falls or has recently fallen under the category; "△" when the Director fell under the category in the past.

* Use "●" when a close relative of the Director presently falls or has recently fallen under the category; "▲" when a close relative of the Director fell under the category in the past.

- Person who executes business of listed companies or its subsidiary
- Person who executes business or a non-executive director of a parent company of listed companies
- Person who executes business of a fellow subsidiary of listed companies
- Person whose main business partner is a listed company or person who executes the business of the listed company
- Major business partner of listed companies or person who executes business for such business partner
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets other than officer's remuneration from listed companies
- Major shareholder of listed companies (in cases where the shareholder is a corporation, person who executes business of the corporation)
- Person who executes business of a business partner of listed companies (excluding persons categorized as any of d, e, or f)

- above) (applies to self only)
- i. Person who executes business of the party with whom the outside officers have a relationship of mutual appointment (applies to self only)
 - j. Person who executes business of the party to which the listed company has made a donation (applies to self only)
 - k. Other

Outside Directors' Relationship with the Company (2)

Name	Independent Officer	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Shinichiro Naito	○	_____	Shinichiro Naito has a wealth of experience from web marketing, advanced knowledge from many years as a corporate manager, as well as a vast range of insight. We hope to make use of these experiences and knowledge to monitor management and contribute to the strengthening of corporate governance by receiving advice on the overall management of the Company. There is no special interest between the Company and him, and he has been designated as an independent officer as a neutral and impartial person.
Shiori Harada	○	_____	Shiori Harada has a wealth of experience in the inbound travel business, advanced knowledge from many years as a corporate manager, and a vast range of insight. We hope to make use of these experiences and knowledge to monitor management and contribute to the strengthening of corporate governance by receiving advice on the overall management of the Company. There is no special interest between the Company and her, and she has been designated as an independent officer as a neutral and impartial person.
Michimasa Naka	○	_____	Michimasa Naka has a wealth of experience in the financial industry and global business, advanced knowledge from many years as a corporate manager, and a vast range of insight. We hope to make use of these experiences and knowledge to monitor management and contribute to the strengthening of corporate governance by receiving advice on the overall management of the Company. There is no special interest between the Company and him, and he has been designated as an independent officer as a neutral and impartial person.
Shieri Mori	○	_____	Shieri Mori has a wealth of experience and deep insight as a lawyer. We hope to make use of the expertise to monitor management and contribute to the strengthening of corporate governance by receiving advice on the overall management of the Company. There is no special interest between the Company and her, and she has been designated as an independent officer as a neutral and impartial person.

Voluntary Establishment of Committee(s) equivalent to Nomination Committee or Compensation Committee	Established
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Status of Establishment of Voluntary Committees, Composition of Committee Members, and Attributes of the Chairperson

	Title of the Committee	All Members	Full-time Members	Internal Directors	Outside Directors	Outside Experts	Others	Chairperson
Voluntary Committee equivalent to the Nomination Committee	Nomination and Compensation Committee	4	1	1	3	0	0	Outside Director
Voluntary Committee equivalent to the Compensation Committee	Nomination and Compensation Committee	4	1	1	3	0	0	Outside Director

Supplementary Explanation

The Nomination and Compensation Committee is composed of 3 or more members who are Directors selected by a resolution of the Board of Directors, the majority of whom are Independent Outside Directors. The chairman of the Committee is determined by a resolution of the Committee from among the members who are Outside Directors. The Committee was established by a resolution of the Board of Directors on December 21, 2023 to ensure rationality, objectivity, and transparency in nominating and determining remuneration for Director candidates and to further strengthen corporate governance. Directors are appointed and dismissed, and remuneration is deliberated as needed, and reports are submitted to the Board of Directors.

Audit and Supervisory Board Member

Establishment of Board of Audit and Supervisory Board Members	Established
Number of Audit and Supervisory Board Members Stipulated in Articles of Incorporation	4
Number of Audit and Supervisory Board Members	4

Cooperation among Audit and Supervisory Board Members, Accounting Auditor, and Internal Audit Office

Audit and Supervisory Board Members, the Internal Audit Office, and the Accounting Auditor share the audit environment and problems specific to the Company by mutually sharing audit plans, explaining, and reporting on them, and conducting periodic interviews.

Appointment of Outside Audit and Supervisory Board Members	Appointed
Number of Outside Audit and Supervisory Board Members	3
Number of Independent Audit and Supervisory Board Members	3

Outside Audit and Supervisory Board Members' Relationship with the Company (1) **Updated**

Name	Attributes	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Junichi Motai	Certified Public Accountant													
Kazuhiko Umehara	From another company													
Jun Hozumi	Certified Public Accountant													

* Categories for "Relationship with the Company."

* Use "○" when the Director presently falls or has recently fallen under the category; "△" when the Director fell under the category in the past.

* Use "●" when a close relative of the Director presently falls or has recently fallen under the category; "▲" when a close relative of the Director fell under the category in the past.

- Person who executes business of listed companies or its subsidiary
- Person who executes business or a non-executive director or accounting advisor of the listed company or its subsidiaries
- Person who executes business or a non-executive director of a parent company of listed companies
- Auditor of the parent company of listed companies
- Person who executes business of a fellow subsidiary of listed companies
- Person whose main business partner is a listed company or person who executes the business of the listed company
- Major business partner of listed companies or person who executes business for such business partner
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets other than officer's remuneration from listed companies
- Major shareholder of listed companies (in cases where the shareholder is a corporation, person who executes business of the corporation)
- Person who executes business of a business partner of listed companies (excluding persons categorized as any of f, g, or h above) (applies to self only)
- Person who executes business of the party with whom the outside officers have a relationship of mutual appointment (applies to self only)
- Person who executes business of the party to which the listed company has made a donation (applies to self only)
- Other

Outside Audit and Supervisory Board Members' Relationship with the Company (2) **Updated**

Name	Independent Officer	Supplementary Explanation of the Applicable Relationship	Reasons for Appointment
Junichi Motai	○	_____	Junichi Motai has appropriate knowledge of finance and accounting through his expertise and extensive experience as a certified public accountant, and is expected to perform objective and neutral auditing duties for the Company based on his experience as a corporate manager. There is no special interest between the Company and him, and he has been designated as an independent officer as a neutral and impartial person.
Kazuhiko Umehara	○	_____	Kazuhiko Umehara has a wealth of experience and high level of insight at financial institutions, and is expected to provide objective and neutral auditing duties for the Company based on his experience as a corporate manager. There is no special interest between the Company and him, and he has been designated as an independent officer as a neutral and impartial person.

Jun Hozumi	○	_____	Jun Hozumi has appropriate knowledge of finance and accounting through his expertise and extensive experience as a certified public accountant, and is expected to perform objective and neutral auditing duties for the Company based on his experience as a corporate manager. There is no special interest between the Company and him, and he has been designated as an independent officer as a neutral and impartial person.
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Independent Officers

Number of Independent Directors and Independent Audit and Supervisory Board Members

7

Other Matters Concerning Independent Officers

The Company designates as Independent Officers all persons who meet the qualifications of Independent Officers.

Incentives

Measures related to Incentives Granted to Directors

Introduction of Performance-linked Stock Compensation Plan,
Introduction of Stock Options System

Supplementary Explanation for Applicable Items **Updated**

As incentives for improving business performance and increasing corporate value, the Company has introduced a stock benefit trust plan and paid stock options as medium- and long-term incentives, in addition to basic compensation.

At the 23rd Ordinary General Meeting of Shareholders held on March 28, 2024, the Company resolved to introduce a performance-linked share-based compensation plan, the “Board Benefit Trust-Restricted Stock (BBT-RS),” for Directors (excluding Outside Directors). This plan is intended to further clarify the linkage between Directors’ remuneration and the Company’s performance and share value. The purpose of this plan is to foster a sense of commitment among Directors to contributing to the improvement of medium- to long-term performance and the enhancement of corporate value, by enabling them to share with shareholders not only the benefits of share price increases but also the risks of share price declines.

Persons Eligible for Stock Options

Internal Directors, Employees, Subsidiaries’ Directors, Subsidiaries’ Employees, Others

Supplementary Explanation for Applicable Items

The purpose of this system is to motivate and encourage Internal Directors and Employees to improve their performance. Others are former employees of the Company.

Director Remuneration

Status of Disclosure of Individual Directors' Remuneration	No Disclosure for any Directors
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Supplementary Explanation for Applicable Items

Individual remuneration is not disclosed because there are no persons whose total amount of remuneration is 100 million yen or more. The total amount of remuneration for Directors is disclosed.

Policy on Determining Remuneration Amounts and the Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and the Calculation Methods

The Board of Directors held on February 21, 2024 resolved and decided on the policy for determining remuneration for individual Directors. Our basic policy is to establish a remuneration system that is appropriate for the roles and responsibilities of Directors, motivates Directors to improve their performance and corporate value, and is linked to shareholder interests.

Basic remuneration is determined by resolution of the Board of Directors based on the deliberations and reports of the Nomination and Compensation Committee, which is chaired by the Outside Director and comprises a majority of the Board of Directors.

Stock remuneration is determined in accordance with the number of points granted in accordance with the Share Benefit Regulations for Officers established by the Board of Directors. Revisions to the Share Benefit Regulations for Officers are determined by resolution of the Board of Directors, based on consultation and report to the Nomination and Compensation Committee.

Support System for Outside Directors and Outside Audit and Supervisory Board Members

The Director in charge and the secretariat of the Board of Directors provide advance notice of agenda items and advance explanations as necessary prior to the Board of Directors' meetings. In addition, when Outside Directors and Outside Audit and Supervisory Board Members request information, the secretariat of the Board of Directors serves as a contact point and collects and reports necessary information.

2. Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance Structure) **Updated**

The Company's corporate governance structure is outlined below. Please refer to the attached for a diagram of these systems.

a. Board of Directors

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

b. Nomination and Compensation Committee

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

c. Management Committee

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

d. Board of Audit and Supervisory Board Members

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

e. Internal Audit Office

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

f. Accounting Auditor

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

g. Compliance Committee

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

h. Risk Management Committee

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

i. Sustainability Committee

The Company has established the Sustainability Committee to promote the enhancement of medium- to long-term corporate value by addressing ESG (Environmental, Social, and Governance) issues.

j. Investment Committee

The Investment Committee is composed of three or more Directors and Audit and Supervisory Board Members appointed by a resolution of the Board of Directors, a majority of whom are Independent Outside Officers. In principle, the Chairperson of the

Committee is selected from among the members who are Outside Directors by a resolution of the Committee. Matters that significantly impact management are to be submitted to the Board of Directors for deliberation.

k. Policy for Determining the Amount of Remuneration, etc. for Officers

Details of the policy for determining the amount of remuneration, etc. for officers and the calculation method and the decision policy

The Board of Directors held on February 21, 2024 resolved and decided on the policy for determining remuneration for individual Directors. Our basic policy is to establish a remuneration system that is appropriate for the roles and responsibilities of Directors, motivates Directors to improve their performance and corporate value, and is linked to shareholder interests.

Basic remuneration is determined by resolution of the Board of Directors based on the deliberations and reports of the Nomination and Compensation Committee, which is chaired by the Outside Director and comprises a majority of the Board of Directors.

Stock remuneration is determined in accordance with the number of points granted in accordance with the Share Benefit Regulations for Officers established by the Board of Directors. Revisions to the Share Benefit Regulations for Officers are determined by resolution of the Board of Directors, based on consultation and report to the Nomination and Compensation Committee.

3. Reasons for Adoption of Current Corporate Governance Structure

The Company has introduced an executive officer system to strengthen its management structure by separating the business execution function from the management decision-making function to increase the efficiency and speed of each, and has appointed Outside Directors to enhance the function of management supervision. In addition, in order to ensure the effectiveness of audits, Audit and Supervisory Board Members, the Internal Audit Office, and the Accounting Auditor actively exchange information through such means as holding regular reporting meetings in order to maintain close mutual cooperation, thereby enhancing the effectiveness and efficiency of audits. We believe that the fairness and transparency of management are sufficiently ensured by this current structure.

III. Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Meeting of Shareholders and Facilitate Exercise of Voting Rights

Updated

	Supplementary Explanation
Early Posting of Notice of the General Meeting of Shareholders	The Company will make every effort to send out the Notice of the Ordinary General Meeting of Shareholders as early as possible so that shareholders will have sufficient time to consider the proposals necessary for exercising their voting rights.
Scheduling of the General Meeting of Shareholders during Non-peak Days	The Company's fiscal year ends on December 31 and the Ordinary General Meeting of Shareholders is held in March. To ensure opportunities for dialogue with our shareholders, we recognize that the meeting is scheduled on a date that avoids the so-called "peak days" when many other companies hold their shareholder meetings.
Electronic Exercise of Voting Rights	The Company allows shareholders to exercise their voting rights via the Internet.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	The Company participates in an electronic voting platform.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	The full English translation of the Notice of the Ordinary General Meeting of Shareholders is available on our Investor Relations website.

2. IR-related Activities **Updated**

	Supplementary Explanation	Explanation by a Representative Director
Formulation and Publication of Disclosure Policies	The Company's disclosure policy is posted on its IR website. Please refer to the following URL: https://www.vision-net.co.jp/ir/guide/policy.html	
Regular Investor Briefings held for Individual Investors	The Company actively participates in company briefings for individual investors hosted by securities firms and IR support firms, providing opportunities to directly explain its management policies and business performance. FY2025 Result: 6 times	Held
Regular Investor Briefings held for Analysts and Institutional Investors	The Company holds financial results briefings on the same day as the announcement of quarterly financial results to provide opportunities for explaining the results and conducting Q&A sessions by the Chairman CEO. The Company also holds small group and one-on-one sessions, both in-person and online, in order to deepen institutional investors' understanding of its business through active dialogue with them. FY2025 Result: Financial results briefings: 4 times (quarterly) The total number of meetings: 195 (including one-on-one and small meeting)	Held
Regular Investor Briefings held for Overseas Investors	The Company holds quarterly meetings with overseas investors, both in-person and online. In addition, we regularly visit major regions such as North America and Asia, and engage in initiatives to deepen understanding of its management policies and business performance through proactive dialogue. FY2025 Result: The Company conducted overseas investor roadshow in the following regions. Hong Kong: February, August Taiwan: March North America: September Singapore: December	Held
Online Disclosure of IR Information	The Company discloses various IR materials on its website. Japanese: https://www.vision-net.co.jp/ir/ English: https://www.vision-net.co.jp/en/ir_information.html	
Establishment of Department and Placement of a Manager in Charge of IR	The IR Department has been established as a dedicated department. Director and CFO is the officer in charge, and the IR Department Manager serves as the administrative contact.	

3. Measures to Ensure Respect for Stakeholders

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	The Company has established and adhere to standards of conduct to respect the position of each stakeholder in accordance with compliance regulations.
Environmental Preservation Activities and CSR Activities, etc.	The Company is committed to sustainable growth for the sake of a sustainable global environment and society, and is engaged in many business activities with a commitment to its stakeholders. Our environmental preservation activities, CSR activities, and other initiatives are posted on our website. Please refer to the following URL: https://www.vision-net.co.jp/en/esg.html
Formulation of Policies on Provision of Information to Stakeholders	The Company's basic policy is to provide all stakeholders, including shareholders and investors, with information on its management policies, business activities, and financial information in an easy-to-understand, fair, timely, and appropriate manner.

IV. Internal Control System

1. Basic Views on Internal Control System and its Development

As a system to ensure the appropriateness of operations, the Company has established and resolved the “Basic Policy for Establishment of Internal Control System” at the Board of Directors’ meeting. The outline is as follows.

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

- (ii) Minutes of Board of Directors' meetings and related materials
 - (iii) Minutes of Management Committee's meetings and related materials
 - (iv) Minutes and related materials of other important meetings held by Directors
 - (v) Other important documents relating to the execution of duties by Directors
- (b) In addition to the above, documents relating to the Company's business operations shall be properly stored and managed in accordance with the "Document Management Regulations" and the "Document Storage Period Table."
- (c) For electromagnetic records stored or managed by the Company, security shall be ensured in accordance with the "Information Security Regulations," the "Information Security Operation Regulations," and the "Information Security Management Regulations" to prevent damage to information and its leakage to external parties.
- (d) Directors and Audit and Supervisory Board Members shall be able to directly inspect, copy or reproduce the information stored and managed by each business execution division at any time.
- c. Regulations and other systems for managing the risk of loss
- (a) With respect to risk management, the Company shall establish "Risk Management Regulations," designate the President as the chief risk management officer and establish a Risk Management Committee to implement risk management effectively and efficiently.
- (b) Policies for dealing with major management risks and other important matters from the viewpoint of risk management shall be fully deliberated at the Management Committee, and particularly important matters shall be reported to the Board of Directors.
- d. System to ensure the efficient execution of duties by Directors
- (a) The Board of Directors shall, in principle, hold regular meetings once a month, and extraordinary meetings shall be held as necessary to ensure flexible decision-making.
- (b) The status of execution of duties by Directors shall be reported to the Board of Directors as appropriate.
- (c) Directors and employees shall exercise their authority in an appropriate and efficient manner in accordance with the "Regulations on Authority of Duties."
- e. System to ensure the appropriateness of operations of the Group consisting of the Company and its subsidiaries
- (a) With respect to the management of the affiliated companies, while respecting the autonomy of each company, the Company shall require compliance with the "Affiliated Company Management Regulations" established by the Company.
- (b) The Internal Audit Office shall conduct internal audits and monitor the proper execution of business by the affiliated companies as appropriate.
- f. Matters relating to employees who are requested by Audit and Supervisory Board Members to assist them in their duties and matters relating to the independence of such employees from Directors
- (a) The appointment of employees to assist Audit and Supervisory Board Members in their duties, and the number of employees to be appointed, shall be decided upon consultation between Audit and Supervisory Board Members and the Board of Directors.
- (b) The employees set forth in the preceding paragraph, when assisting the duties of the Audit and Supervisory Board Members, shall not receive instructions or orders from the Directors.
- g. System for reporting to Audit and Supervisory Board Members by Directors and employees and other systems for reporting to Audit and Supervisory Board Members
- (a) Directors and employees shall report on the status of execution of their duties and other matters as needed in response to requests from Audit and Supervisory Board Members.
- (b) The General Manager of the Accounting Department, etc. shall periodically make reports to the Audit and Supervisory Board

Members in accordance with the nature of their duties.

(c) In addition to attending meetings of the Board of Directors, the Audit and Supervisory Board Members appointed by the Board of Audit and Supervisory Board Members shall attend important meetings such as the Management Committee.

h. Other systems to ensure the effective conduct of audits by Audit and Supervisory Board Members

Audit and Supervisory Board Members shall hold regular meetings of the Board of Audit and Supervisory Board Members once a month and extraordinary meetings as necessary to exchange information and discuss the status of audits, etc., as well as to receive reports on audits from the Internal Audit Office and the Accounting Auditor on a regular basis and exchange opinions.

i. Basic policy for eliminating transactions with antisocial forces and its development

(a) The Company has established a compliance policy to have no relationship with antisocial forces and will take a resolute stance in response.

(b) In the event of a case of unreasonable demands by antisocial forces, the Legal Affairs Department will be the department that responds, in cooperation with the police and other relevant organizations.

(c) When entering a contract related to business, the Company shall confirm that the business partner is not an antisocial force or an individual or corporation having a relationship with such a force.

(d) When concluding contracts relating to business, both parties shall promise that they are not anti-social forces or individuals or corporations relating to anti-social forces, and the contract document should include “Provisions for Exclusion of Antisocial Forces,” such as the obligation to claim compensation for damages upon termination of the contract if any violation is later discovered.

2. Basic Policy for Eliminating Transactions with Antisocial Forces and its Development

a. Basic policy for eliminating transactions with antisocial forces

In our Compliance Regulations, the Company states that “compliance is our management policy and we will not have any relationship with antisocial forces.”

b. Development for eliminating antisocial forces

(a) Development of internal regulations

Each relevant regulation stipulates that no transactions with antisocial forces are permitted.

(b) Methods of eliminating antisocial forces

Based on the “Guidelines for Investigation of Antisocial Forces,” the Company confirms that new business partners have no relationship with antisocial forces by searching for articles in newspapers and other media from the past. For continuing business partners, periodic checks are conducted at least once a year. In addition, the Company includes a clause for elimination of organized crime groups in the basic contract when transactions are initiated.

(c) Cooperation with outside specialized agencies and collection of information

The Company is using the “Violence Hotline,” a consultation service under the jurisdiction of the Tokyo Metropolitan Police Department and has joined the “Metropolitan Center for the Elimination of Antisocial Forces (a public interest incorporated foundation)” to collect information.

(d) Training activities

Regular internal study sessions are held by outside lecturers.

V. Other

1. Adoption of Anti-takeover Measures

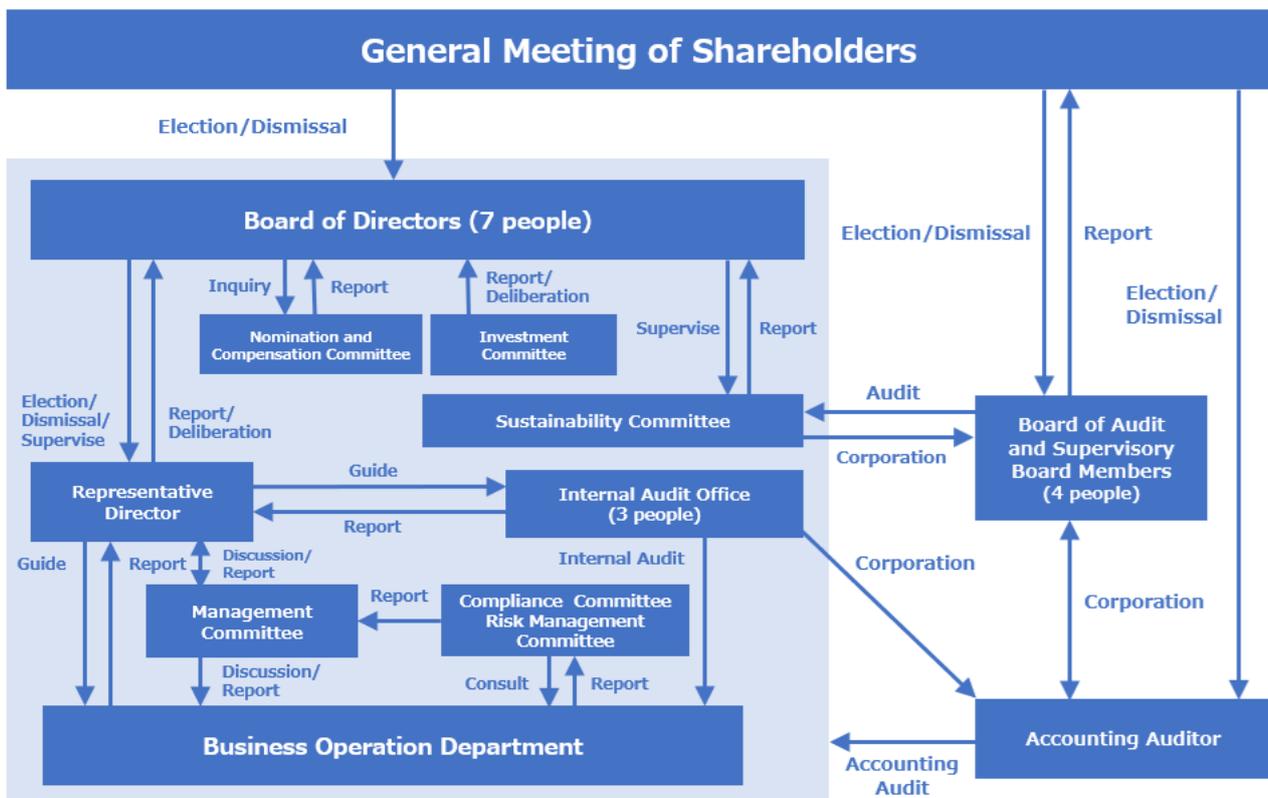
Adoption of Anti-takeover Measures

Not adopted

Supplementary Explanation for Applicable Items

The Company has no current plans to introduce anti-takeover measures, but this may become an issue requiring consideration in the future.

2. Corporate Governance Structure Updated



Internal System for Timely Information Disclosure (Organizational Chart)

