



January 28th 2026

Company name: FINDEX Inc.
Name of representative: Teruo Aibara, President & CEO
(Securities code: 3649; PRIME Market)
Inquiries: Keisuke Kakiuchi, Director
(Telephone: +81-3-6271-8958)

Notice Regarding Appointment of New Directors

FINDEX Inc., (the Company) hereby announces that, at a meeting of the Board of Directors held today, it resolved to nominate three candidates for new directors for the purpose of further enhancing management efficiency, and to submit the election of such candidates to the 41st Annual General Meeting of Shareholders scheduled to be held on March 26, 2026.

1 , New Candidates for Directors

Name	Title
Takahiro Yazawa	Director in charge of Finance and Investor Relations
Kyoko Matsuba	Outside Director

2 , New Candidate for Director (Audit & Supervisory Committee Member)

Name	Title
Akane Yui	Outside Director Audit & Supervisory Committee Member

3 , Career Summary of New Director Candidates

Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
Takahiro Yazawa (January 8, 1964)	<p>April 1988 Joined Sumitomo Bank</p> <p>January 1994 Deputy General Manager, Corporate Planning Department, Sumitomo Bank</p> <p>April 2001 Senior Deputy General Manager, Corporate Planning Department, Sumitomo Mitsui Banking Corporation</p> <p>December 2002 Senior Deputy General Manager, Investor Relations Office, Corporate Planning Department, Sumitomo Mitsui Financial Group, Inc.</p> <p>April 2004 General Manager, Investor Relations Office, Corporate Planning Department, Sumitomo Mitsui Financial Group, Inc.</p> <p>October 2007 General Manager, Investor Development Department, Sumitomo Mitsui Banking Corporation</p> <p>April 2009 General Manager, Product Strategy Office, Investment Banking Group, Sumitomo Mitsui Banking Corporation</p> <p>April 2013 Corporate Officer, Deputy Head of Overseas Business, SMBC Nikko Securities Inc.</p> <p>April 2014 Corporate Officer, Head of International Business, SMBC Nikko Securities Inc.</p> <p>May 2016 Corporate Officer, Deputy Head of International Business, SMBC Nikko Securities Inc.</p> <p>Adviser, SMBC Nikko Capital Markets Limited (UK)</p> <p>December 2016 Managing Corporate Officer, Deputy Head of International Business, SMBC Nikko Securities Inc.</p> <p>Chairman, SMBC Nikko Capital Markets Limited (UK)</p> <p>March 2022 Senior Managing Corporate Officer, Head of Global Planning, SMBC Nikko Securities Inc.</p> <p>*Concurrently served in the following position from April 2022</p> <p>April 2022 Managing Corporate Officer, Deputy Head of Global Business Unit, Sumitomo Mitsui Financial Group, Inc.</p> <p>April 2024 Senior Advisor, SMBC Nikko Securities Inc.</p> <p>January 2025 Executive Partner, Vision Consulting, Inc.</p>	

【Reason for nomination】

The candidate has held key positions over many years at Japanese banks and securities firms, where he has been extensively involved in corporate finance, international business, and investor relations activities. In the banking sector, he has been engaged in the planning and execution of management strategies as well as in new business development, leveraging his broad financial expertise. In the securities business, he has gained substantial experience at the forefront of global capital markets through dialogue with international investors and the handling of complex cross-border transactions.

As a Prime Market listed corporation, the Company regards the expansion of its investor base and the enhancement of management with a strong focus on capital efficiency as its top priorities. The Company has therefore determined that the candidate's deep insight into capital markets is indispensable for the formulation of its financial strategy and for strengthening trust in the capital markets.

In light of the above, the Company believes that the candidate's extensive experience and expertise will significantly contribute to the sustainable enhancement of the Company's corporate value and accordingly proposes his appointment as a Director.

Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
Kyoko Matsuba (April 6, 1974)	<p>April 1997 Joined the Ministry of Posts and Telecommunications (currently the Ministry of Internal Affairs and Communications)</p> <p>August 2002 Joined Capgemini U.S. LLC</p> <p>August 2004 Joined Navigant Consulting, Inc.</p> <p>March 2006 Joined Columbia University Medical Center (currently Columbia University Irving Medical Center)</p> <p>August 2008 Director, Office of the CEO, Columbia University Medical Center</p> <p>April 2010 Joined GE Healthcare Japan K.K.</p> <p>October 2015 General Manager, Healthcare Digital Business Unit, GE Healthcare Japan K.K.</p> <p>April 2018 General Manager, Academic Business Unit, GE Healthcare Japan K.K.</p> <p>January 2019 Corporate Officer, GE Healthcare Japan K.K.</p> <p>July 2020 General Manager, Edison Solutions Business Unit, GE Healthcare Japan K.K. (concurrently serving as General Manager, Academic Business Unit)</p> <p>January 2024 General Manager Strategic Business Unit, GE Healthcare Japan K.K.</p> <p>June 2025 Retired from GE Healthcare Japan K.K.</p>	

Note: This is a translation of the document originally prepared in Japanese for reference purpose only. In the event of any discrepancies in words, figures or the like between this document and the original, the original Japanese version shall govern

【Reason for nomination】

The candidate has held a number of key positions, including roles in hospital management consulting in both Japan and the United States, participation in the management of university hospitals, and serving as Head of Digital Business at a major global company. In addition to her extensive financial and management expertise, she possesses deep knowledge of the latest trends in healthcare transformation driven by digital technologies, such as the optimization of hospital operations through healthcare IT and the development of platforms for the utilization of medical data.

The Company has determined that her deep insight into the healthcare industry and her strong strategic execution capabilities are indispensable to the sustainable enhancement of the Company's corporate value. The Company therefore expects that she will provide appropriate advice and oversight from both governance and business execution perspectives, and accordingly proposes her appointment as an Outside Director.

Name (Date of birth)	Career summary, positions and responsibilities, and significant concurrent positions	
Akane Yui (September 6, 1980)	October 2003 October 2008 April 2009 August 2013 June 2019 January 2021 September 2025 September 2025	Joined JA amenity house Co., Ltd. Joined Masashi Senzaki Certified Tax Accountant Office Joined Yui Certified Tax Accountant Office Registered as a Certified Tax Accountant Outside Audit & Supervisory Committee Member, KYOWANISSEI Co., Ltd. (current position) Representative Partner, Yui Tax Accountant Corporation (current position) Audit & Supervisory Committee Member, Tokai Building Maintenance Co., Ltd. (current position) Audit & Supervisory Committee Member, Sun Tokai Building Maintenance Co., Ltd. (current position) (Significant Concurrent Positions) Outside Audit & Supervisory Committee Member, KYOWANISSEI Co., Ltd. Representative Partner, Yui Tax Accountant Corporation Audit & Supervisory Committee Member, Tokai Building Maintenance Co., Ltd. Audit & Supervisory Committee Member, Sun Tokai Building Maintenance Co., Ltd.
【Reason for nomination】 The candidate has accumulated extensive professional expertise in taxation and accounting through many years of service as a Certified Tax Accountant, and has also been involved in organizational management as a representative partner of a tax accountant corporation. In addition, she has served as an outside audit committee member at multiple companies, including listed companies, and possesses substantial experience in providing guidance on ensuring management transparency and compliance. In light of her professional career as a specialist and her experience in management oversight in her current positions, the Company expects that she will provide appropriate advice and supervision from a neutral and independent standpoint as the Company expands its business and further strengthens its governance framework. Accordingly, the Company proposes her appointment as an Outside Director serving as a member of the Audit Committee.		