

FINDEX Inc. Vision for 2025

5th July 2021
FINDEX. Inc



On March 23, 2011, right after the Great East Japan Earthquake, FINDEX was listed on JASDAQ.

After experiencing this catastrophe, we realized how difficult it is to live a healthy life, and for the past 10 years, we have sought ways to contribute to everyone's health.

Our mission is to accelerate our challenges in the medical field with valuable technologies, and to support the health of the people. We have developed and accumulated various new technologies through R&D together with many university hospitals and national centers.

In 2021, our 10th year since listed, the world is in the middle of Covid-19 crisis, and our social responsibility has become even greater. FINDEX is already playing a significant role in supporting the healthcare of medical institutions and their patients. We believe that it is our responsibility to thoroughly review our corporate governance system and to ensure the stability and growth of our business in perpetuity.

By 2025, FINDEX is committed to establishing sales of own new product Gaze Analyzing Perimeter worldwide and to completing conversions of all hospital information system packages from on-premises to cloud services.

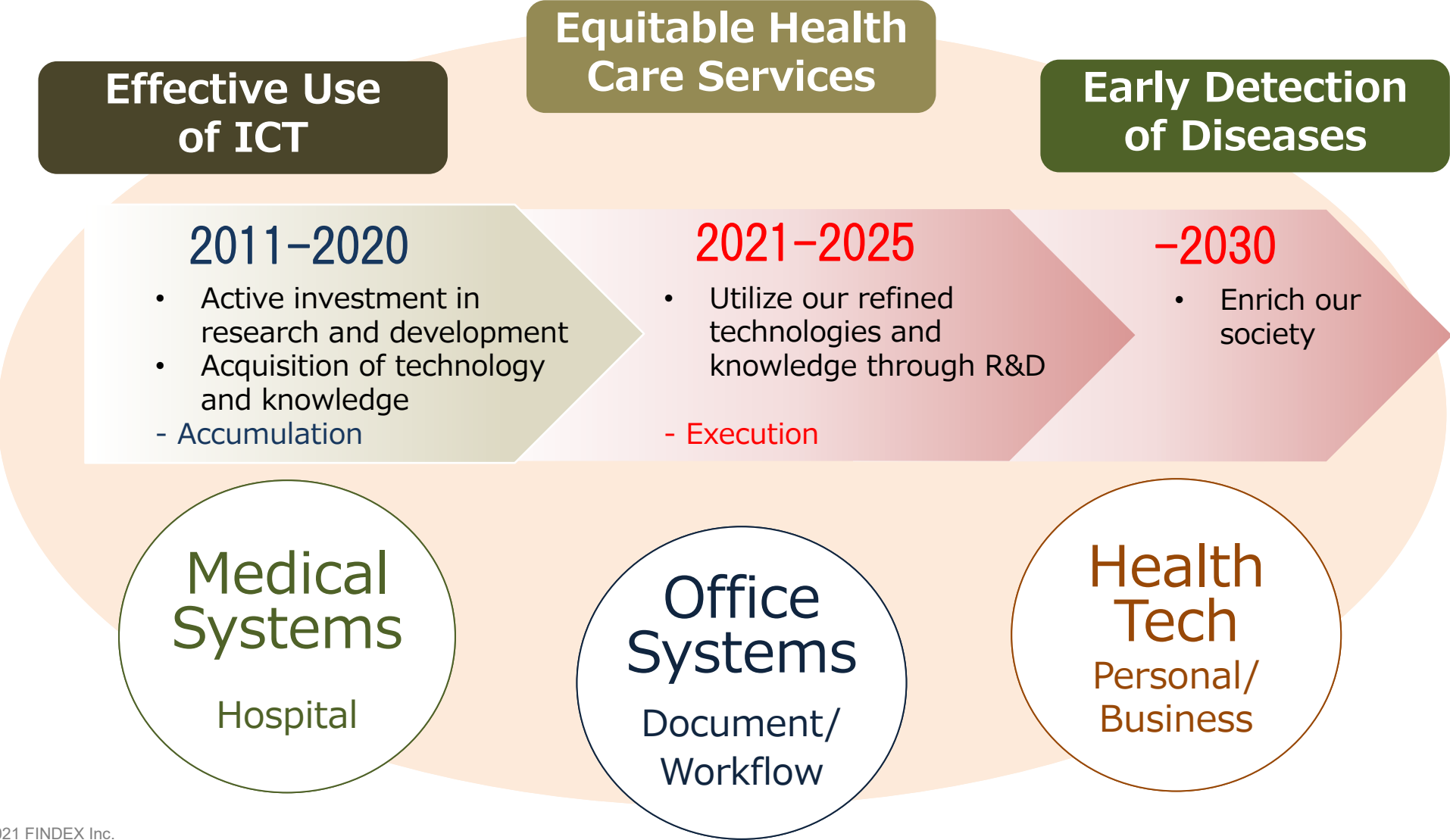
Under the advanced networks and systems, each person receives equal medical services, detect diseases at early stages, and lead a healthy life. Our goal is to realize such a society, and to contribute to the building of a sustainable community.

In the coming years, FINDEX will use the technologies and knowledge accumulated through R&D to bring new products and services to the market. With strategic alliances with other corporations and organizations, FINDEX will also launch products and services worldwide, structuring new sales models and growing our revenue.

Enrich society with our refined technologies 2021-2025

1.	Our Vision	3
2.	Our Past and Future - Review and Planning	4-5
3.	Key Strategies 2021-2025	6
4.	Management Efficiency and Growth Strategies 2021-2025	7
5.	Segment Strategies (Medical System / Office System / HealthTech)	8-13
6.	Notes Regarding Forward-Looking Statements	14

We will contribute to build a society in which all people around the world can lead healthy lives



Active investment in research and development and acquisition of technology and knowledge 2011-2020

(¥ Millions)

Initiatives over the past 10 years 2011~2020	2017* ₁	2020	Growth Rate	
<ul style="list-style-type: none"> ● Establishing a de facto standard for hospital information systems (HIS) 	Sales	3,311	4,004	20.9%
<ul style="list-style-type: none"> ● Advanced research and development of the entire medical system together with university hospitals 	Ordinary Profit	547	643	17.6%
<ul style="list-style-type: none"> ● Research and development of medical devices and its application to clinical data analysis 	Ordinary Profit Margin	16.5%	16.1%	-0.4%
<ul style="list-style-type: none"> ● Development of DocuMakerOffice to develop the non-medical market *Implementing functions for local governments 	ROE (Return on Equity)	13.0%	14.0%	+1.0%
	Research Progress on GAP* ₂	40%	95%	
	Research progress on DMO* ₃ (For local Governments)	15%	95%	

*1 Consolidated in 2017, the table above the comparison of growth with the year ending December 2020, which is four years after the start of consolidation.

*2 GAP: Gaze Analyzing Perimeter

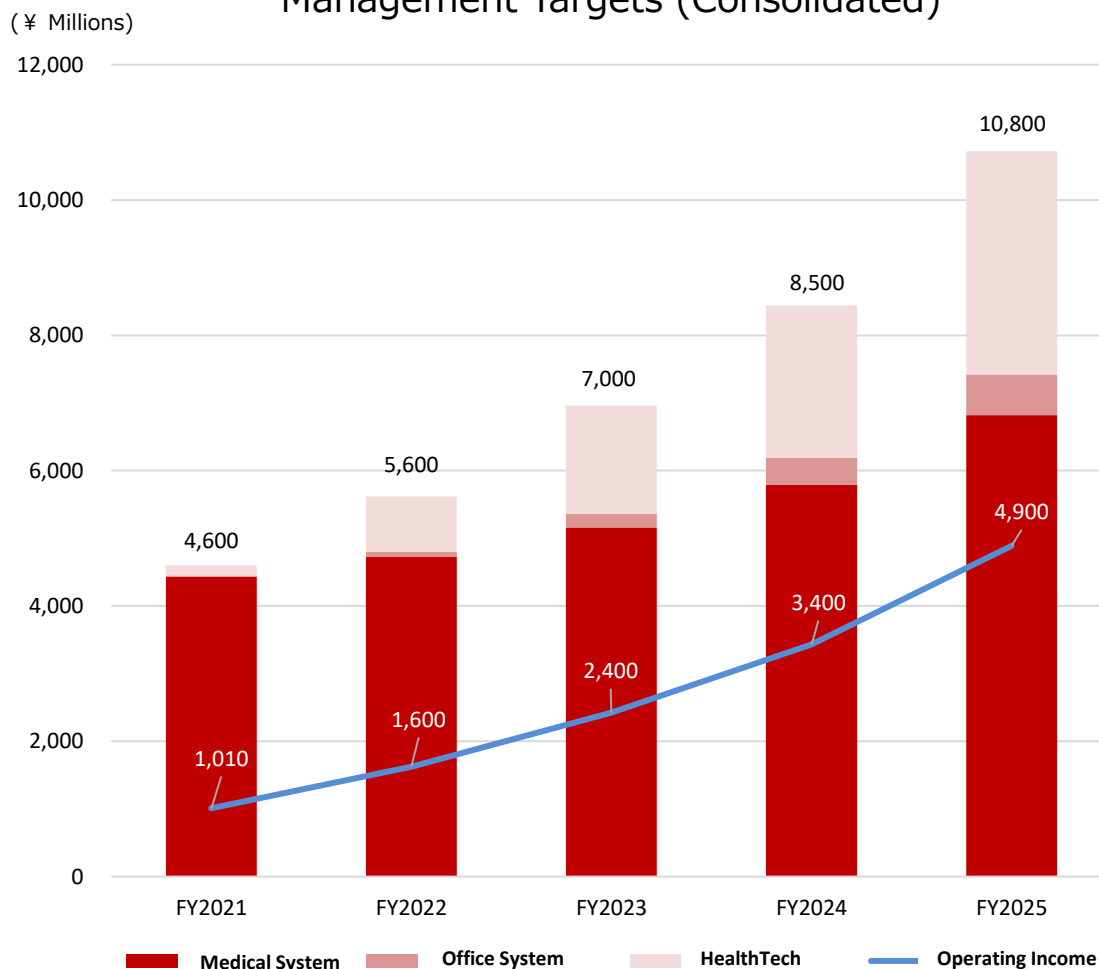
*3 DMO: DocuMakerOffice

Utilize our refined technologies and knowledge through R&D 2021-2025

- Initiatives for the next five years: 2021~2025**
- Connecting medical data from each hospital as a part of the collaborated infrastructure
 - Development of technologies that enable safe and effective use of patient information
 - Establishing a global market with innovative medical devices and data utilization
 - Building our presence as an innovative software creators for local governments and public corporations

**Target:
Shareholder payout ratio of 35%
by 2025**

Management Targets (Consolidated)



Build a service supply chain to rapidly penetrate new markets with competitive R&D assets across all business segments

Medical Systems

Hospital

- ❑ Promptly roll out cloud-based hospital information systems to existing users and provide a new billing model to small and mid-sized hospitals.
- ❑ Developing a "medical support cloud service" that connects hospitals with existing systems and patients.
- ❑ Securely manage the accumulation of medical data in compliance with the Next Generation Medical Infrastructure Act and the Personal Information Protection Act - Building a data business to support drug discovery and therapeutic development.

Office Systems

Document/
Workflow

- ❑ Selectively devote all DocuMaker Office resources on local governments and public corporations.
- ❑ Invest maximum amount of marketing resources in " Approval and Document Management Systems" to raise market awareness.
- ❑ Targeting early market leadership through multifaceted development with major manufacturers having sales channels to local governments and mid-sized system vendors having networks in each local area as partners.

Health Tech

Personal/
Business

- ❑ Invest 80% of R&D resources in GAP (Gaze Analyzing Perimeter) and expand product value and sales channels by adding functions and localizing the product for overseas markets.
- ❑ In addition to the early penetration into ophthalmic medical institutions via domestic ophthalmic medical device dealers, we will create a new market for medical examinations.
- ❑ Establish a market in EU, USA, ASEAN, CHINA, and INDIA by collaborating with companies having strong connections to overseas markets.

Concentrate management resources and promote further R&D
Create new markets by hiring/promoting those who drive business efficiency and globalization

Concentration of Management Resources

- Reconceptualization of our presence as a R&D-oriented company
- Focus on key products in each business segment to improve product capabilities and brand recognition
- Narrow down the number of ongoing direct sales users and strengthen the partner sales sector

Advanced R&D

- Proactively conduct joint research with industry, academia and government to develop innovative products
- Enhance the internal education system and promote graduate schools and MBA programs for employees.
- Flexible transfer of employees from the system development division to the R&D unit

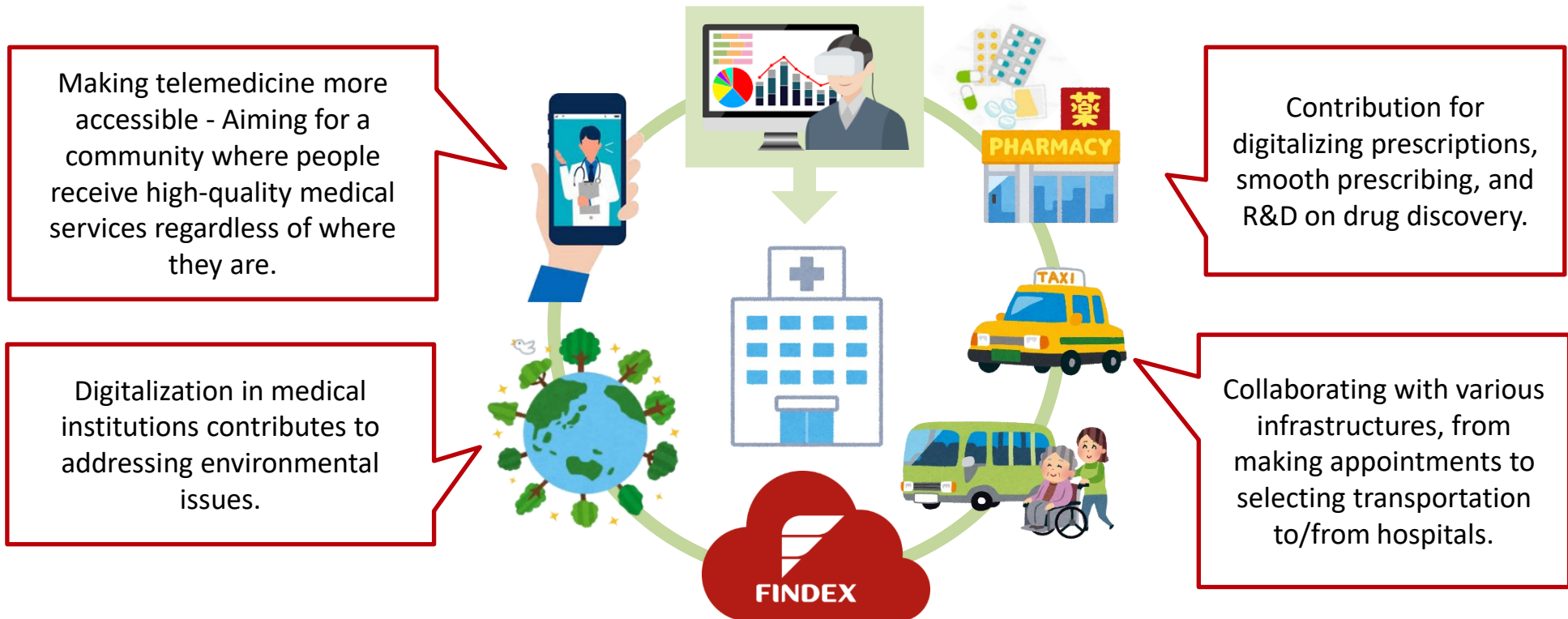
Management Optimization

- More Hiring at regional offices and consolidating back-office operations
- Enable flexible staffing, including management levels

HR Retention

- Build a diverse workforce and actively promote women to managerial positions
- Maximize the growth potential of employees by allowing them to change divisions in a flexible manner based on their preferences
- Efficiently open regional and overseas offices to expand work possibilities and encourage flexible work styles

Realize a seamless society by linking external services associated with medical services by utilizing our in-hospital information systems



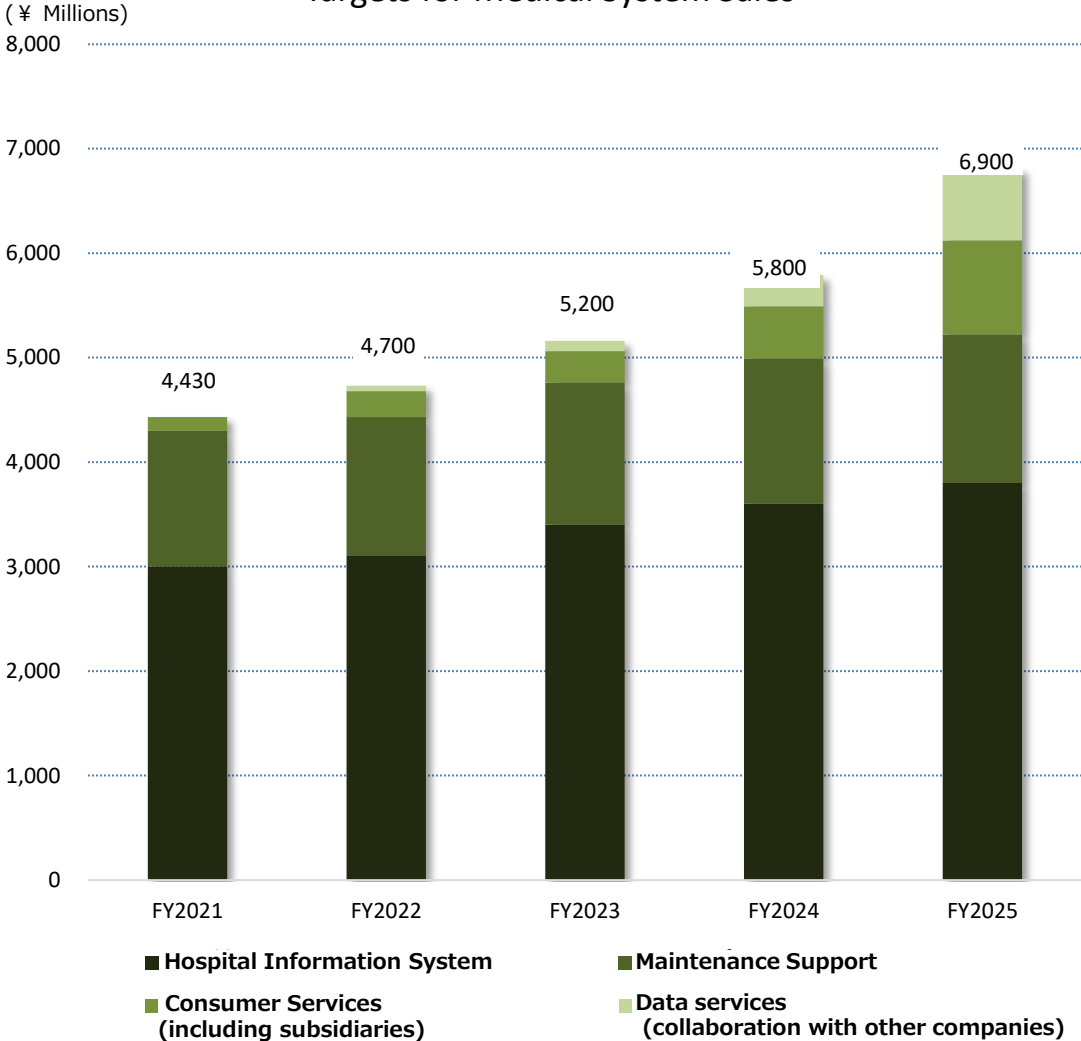
FINDEX provides patient consultation support via cloud computing system. Alliances with various companies to support hospitals and patient care cycles



This segment is the origin of FINDEX's strength and maintains steady growth and stability

- Based on our delivery record to most university hospitals, steady growth will be maintained in the future
- Stable profits from maintenance support as a stock business
- With the launch of the cloud service, the service will have an even higher retention rate
- Use of medical data for the development of pharmaceuticals and medical devices
- Make the Medical Cloud Network a part of our lives

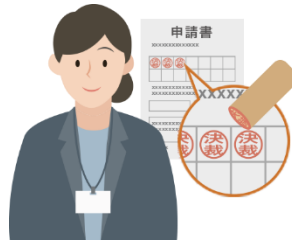
Targets for Medical System Sales



Document management systems with a proven track record in large hospitals -
Delivering great usability and reliability to a variety of industries



Provide one-stop service for approval process and document management, which most of the mid/small sized municipalities have been a hurdle for efficient and continuous operation.



Paperless and stamp less work environment leads to more efficient day-to-day operations (telecommuting is also available)

Local Government Digital Transformation Promotion Plan (Jan. 2021 - Mar. 2026)

The Ministry of Internal Affairs and Communications (MIC) has allocated a budget of approximately 3.8 billion yen for local government Digital Transformation (DX) in 2021

This is about five times more than the initial budget for 2020.

The government encourages electronic approval and paperless management of administrative documents

Actively promoting implementation and sales through partners

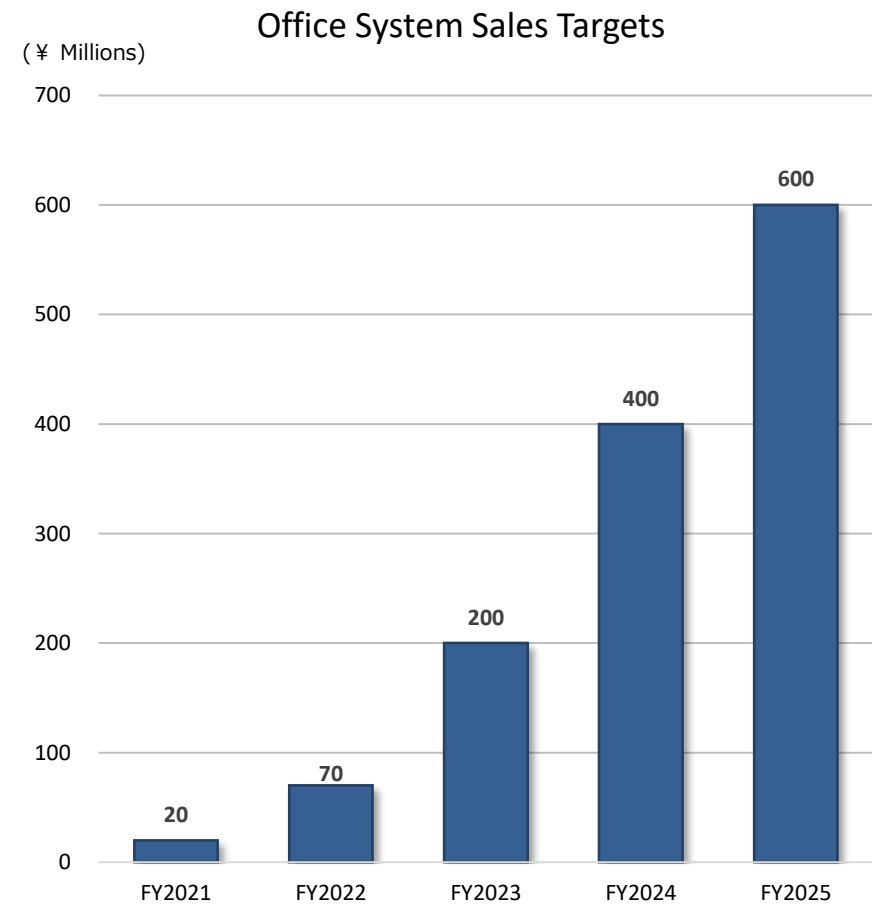
In addition to the medical field, which is experiencing stable growth,

Make the business for local governments a segment with growth potential



Leveraging our experience in medical systems to create a new market for municipalities and public corporations

- Targeting medium-sized municipalities and public corporations
- Using Cloud to achieve effective system implementation (Reduction of implementation time & efficient management of human capital)
- Strategic collaboration with sales partners of leading manufacturers
- The market environment is favorable with less competition in this field, where systematization will proceed in the future
- Since the platform is shared with the medical version, it can be sold at a low price, but at the same time, it has a lot of experience in terms of functionality and stability, so smooth implementation can be expected
- Conduct effective marketing to increase market awareness



*Business Market
 1,718 cities, towns and villages in Japan
 (Cities: 792 Towns: 743 Villages: 183)
 Source: Ministry of Internal Affairs and Communications



Improve access to healthcare on a global scale and contribute to the development of preventive medicine through our unique and latest technology

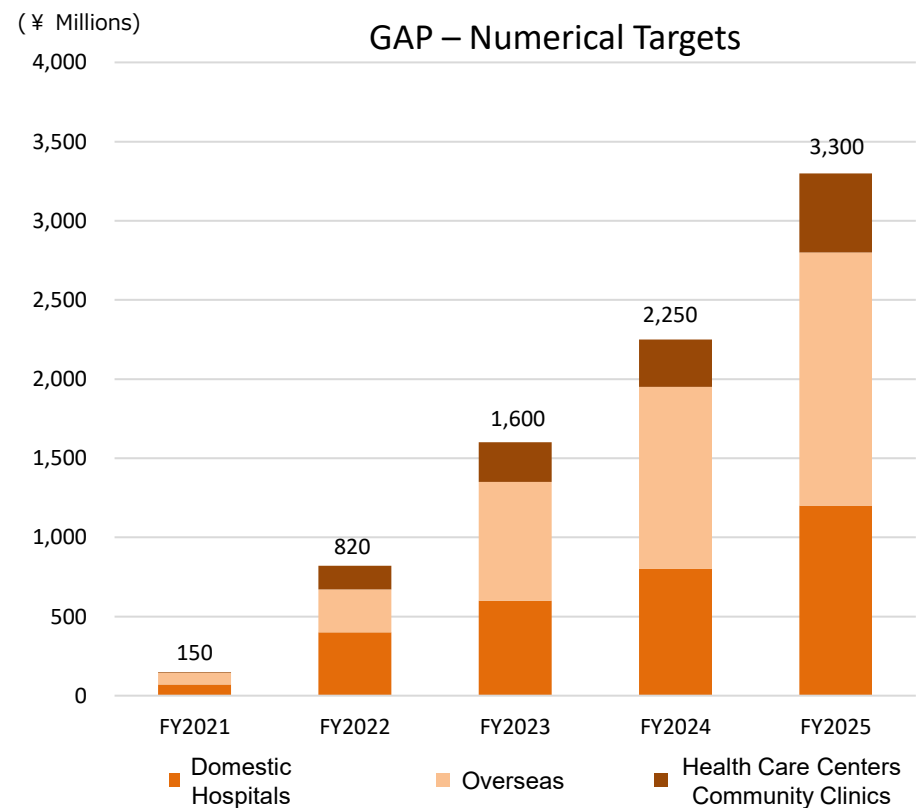
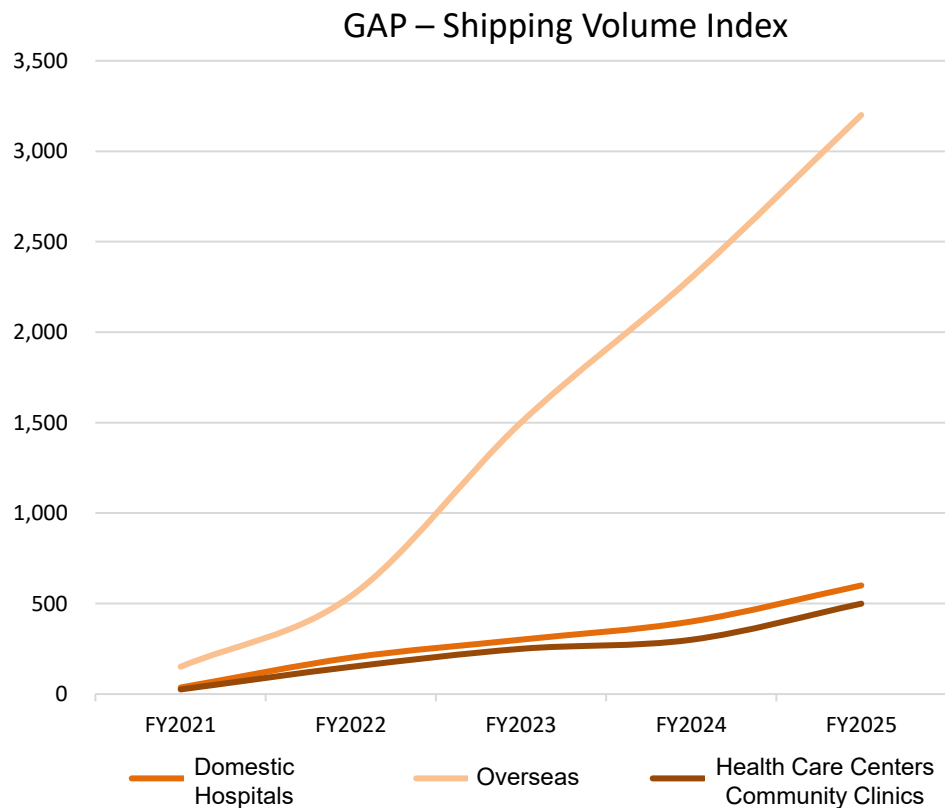
- Joint research with Kyoto University for over 5 years - Implemented a new method for easy and quick perimetry
- Completed medical device registration and earned positive reputations at both domestic and international conferences
- Comparing to existing perimetry - Smaller and more affordable, takes less time
⇒ Boosts the number of screening and improves early detection rate
- Aim to set a new standard of perimetry that can diagnose various diseases with a single test



GAP :
Gaze Analyzing Perimetry
**Medical Device Manufacturing
and Sales Authorization
Number : 38B2X10003000002**

FINDEX is the owner of the patent for technologies applied to GAP
Aiming to launch worldwide with competitive advantages

- More partnerships with companies with domestic and global sales networks to accelerate our growth
- Global rollout of innovative medical devices utilizing eye tracking data (Perimetry/Screening of early-stage dementia)
- Leveraging original data from our medical devices to launch business for drug discovery and treatment developments
- Affordable, easy and quick perimetry – Boosts the number of screening and improves profitability of hospitals and clinics



Cautionary Statements Regarding Forward-Looking Statements



This material is provided for informational purposes only and does not constitute a solicitation of any action based on this material.

This document (including the business plan) has been prepared by the Company based on reliable information available at the time of preparation, but it contains risks and uncertainties, and the Company assumes no responsibility for its accuracy or completeness. The Company assumes no responsibility for the accuracy or completeness of the information contained in this material, even if it is desirable to update or revise forecasts or plans.

The Company assumes no responsibility whatsoever for any losses that may arise from investment decisions based on the forecasts and target figures contained in this document.

The copyright of this material belongs to Findex Inc.

No part of this report may be reproduced or distributed in any form or by any means without the prior written permission of the Company.

