

Human Capital: Individuals and organizations that anticipate change and embrace challenges

◎ Human Capital

Anticipating Change — A Culture and Organization that Embrace Challenge

At HOGY MEDICAL, we believe that the determination and growth of each individual employee forms the foundation of corporate development. In an era of rapid change and increasing uncertainties, our human capital strategy centers on cultivating “individuals and organizations that anticipate change and take on challenges.” We are committed to developing talent who recognizes their social mission and contribute to the realization of our management and business strategies.

Ideal Talent Profile

- Individuals who proactively anticipate change and take initiative with passion and a sense of ownership
- Individuals who understand, respect, and embrace diversity, and are capable of creating new value
- Individuals who make autonomous career decisions and contribute to society through continuous personal growth



Human Capital Strategy

Revamping Our HR System to Support Challenge and Growth — Toward Greater Engagement and Workability —

At HOGY MEDICAL, we are implementing a human resources system that supports each employee's willingness to take on challenges and grow, with the goal of developing talent that contributes to the execution of our management and business strategies. We are clarifying individual roles and evaluation criteria to create an environment in which employees can maximize their performance, while enhancing training programs that support autonomous career development. We are also advancing a range of initiatives to support diverse workstyles tailored to employees' life stages.



Toward a Workplace That Fosters Engagement and Unity

- ◆ Promote work-life balance through measures (staggered work hours, remote work, and encouragement of paternity leave)
- ◆ Clarify career paths
- ◆ Facilitate internal communication through tools such as the company intranet and informal roundtable discussions
- ◆ Provide open, cross-functional forums such as HOGYcamp to foster free and open dialogue across departments



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Internal Job Posting System

To provide opportunities for employees with a strong desire to take on new challenges, we have implemented an internal job posting system. Open to all employees regardless of years of service, this system broadens access to internal advancement. As of April 1, 2025, a total of 34 applications were received for 14 positions across eight departments. The program is designed to connect the skill sets sought by departments engaged in new business development or function expansion with the motivation of employees who proactively raise their hands for new challenges.

Idea Proposal Exchange Program

On the frontlines of departments such as sales and production, latent needs and insights often emerge—statements like “this could work better” or “I’d like to try this” are common. To give shape to such ideas, we regularly conduct the Idea Proposal Exchange Program, a platform for employees to present improvement suggestions and new concepts. In FY2024, around 100 proposals were submitted, and the top 10 outstanding ideas were formally recognized. A project led by the employee who proposed the top-ranked idea has already been launched to bring it to implementation.

Outstanding Employee Recognition

We conduct an annual company-wide recognition to honor employees who have achieved outstanding results by fulfilling their individual missions. Stories of these employees’ challenges and achievements are widely shared through internal communication channels, fostering passion for work and the horizontal sharing of success cases. These efforts contribute to enhancing engagement across the entire organization.



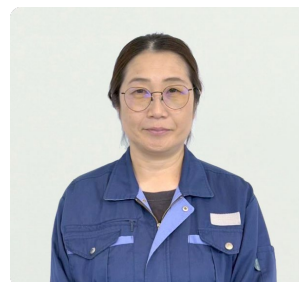
Trust from Our Customers Drives Us Forward

East Japan Sales Dept. Tokyo Branch Manager

Akira Uchida

The medical field is one where lives are at stake every day. The trust I have built over many years through sincere engagement with our customers is my greatest asset—and that trust gives me the confidence to take on new challenges.

I believe it is the mission of HOGY MEDICAL employees to continue taking on challenges together with healthcare professionals, working to solve issues in the medical field, and contributing to its advancement.



Building My Career by Valuing What I Love and Embracing New Challenges

Manufacturing Dept., Miho Plant Manager

Rie Matsui

I always enjoyed working on the production floor, assembling and packaging surgical kits. Spending the day immersed in work I loved, and sharing a sense of accomplishment with trusted colleagues, remains one of the most valuable experiences in my career. Now, as the first female plant manager at HOGY MEDICAL, I strive to drive improvement by applying perspectives I have gained after stepping away from frontline operations, along with subtle insights through a female point of view. I hope that my challenge will help open the door for greater representation of women in management—and that I can lead by example with confidence and positivity. I will continue to approach manufacturing with care and sincerity.