

## Health and Productivity Management

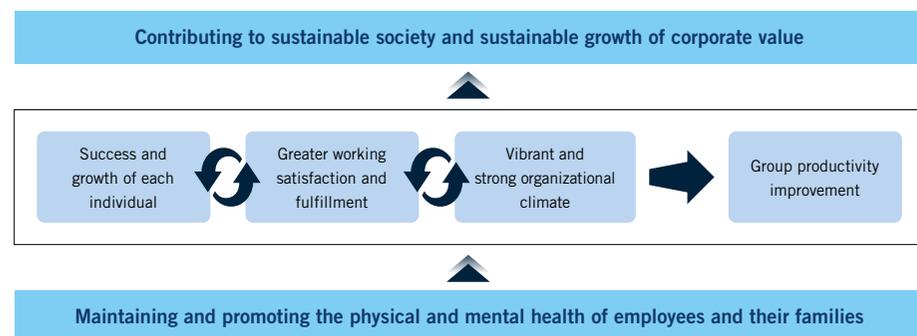
### Overview of Health and Productivity Management Initiatives

Efforts to maintain and promote the physical and mental health of our employees and their families are at the core of the Asahi Kasei Group's health and productivity management activities. Based on the Statement on Management for Health issued in October 2020, and the Group Health and Productivity Management Vision set forth in the statement, the Corporate Health Care Promotion Center—an organization reporting to the Chief Health and Productivity Officer (CHO)—takes the lead in promoting initiatives for health and productivity management.

In recent years, the total number of leave days taken by employees has been increasing, causing both the amount of lost working time and healthcare costs to increase. In response, we have been promoting measures to address mental health issues, metabolic syndrome, cancer, and smoking, which are factors behind the increase in leave days. In April 2022, we added the enhancement of sleep quality and quantity—which are said to be largely related to presenteeism<sup>1</sup>—to our health and productivity management targets, and relevant initiatives are advancing. Among such measures, we especially consider company-wide self-care<sup>2</sup> training to address mental health issues to be essential for maintaining and promoting physical and mental health through health and productivity management initiatives in order to achieve sustainable increases in corporate value.

At the same time, we are also focusing on individual and organizational revitalization that supports the success and growth of each individual, fosters greater working satisfaction and fulfillment, and creates a vibrant and strong organizational climate. For this purpose, we will improve our productivity and development by enhancing work engagement and advancing the comprehensive utilization of KSA engagement surveys<sup>3</sup> and stress checks, enabling us to pursue the two mutually reinforcing aspects of sustainability of “contributing to sustainable society” and “the sustainable growth of corporate value,” which the Asahi Kasei Group aims for.

<sup>1</sup> The practice of going to work while suffering from an illness or symptoms of some kind, lowering work performance and productivity.  
<sup>2</sup> In mental health promotion, self-care is the practice of employees being aware of their own stress levels and applying the knowledge and methods they have acquired to cope with such stress.  
<sup>3</sup> Engagement surveys that ascertain the state of individuals and organizations using three indicators: (1) Supervisor-subordinate relationships, workplace environments; (2) Employee empowerment; and (3) Action driving growth.



### Initiatives and Medium- to Long-Term Approach to Health and Productivity Management

In April 2021, the Asahi Kasei Group transferred responsibility for the health and productivity management functions at its major domestic sites to the Corporate Health Care Promotion Center, and commenced health and productivity management initiatives within a framework to promote health and productivity management on an integrated, group-wide basis. In April 2022, we also began a variety of health and productivity management activities at smaller offices and subsidiaries in Japan.

Our focus from fiscal 2022 to fiscal 2024 will be to generate concrete benefits through the activities of major domestic sites and to ensure that the benefits of such activities are tangible for as many employees as possible. We also plan to expand the activities to smaller offices and subsidiaries in Japan as well as to overseas sites during this period. In addition, we will introduce health management tools through the digital transformation of health information with the goal of quantitatively ascertaining conditions at each workplace and verifying the effectiveness of various measures.

From fiscal 2025, we will further enhance various health and productivity management activities by evaluating and inspecting prior activities. We will take on new challenges, disseminating and entrenching health and productivity management on a group-wide and global basis as we seek to undertake well-being management.<sup>4</sup>

<sup>4</sup> Well-being management is a management approach that goes beyond promoting physical and mental health to emphasize the development of organizations in which employees feel happiness, sense tangible growth, and go about their work with a high degree of autonomy and motivation.

