

One Kuraray, One HR: Implementing THRIVE, an HR Transformation Project

Allow us to introduce THRIVE, an HR transformation project that is one of the key initiatives driving the Kuraray Group's evolution into a globally competitive and robust organization.



Tomohiro Ono
General Manager
of HR Division

What is the THRIVE Project?

THRIVE is a word that means "to grow strongly" or "to flourish." This project was launched in September 2025 after two years of preparation. With resolute commitment from senior management, we will establish a global framework that spans regions and bases and advance the transformation of our HR platform step-by-step to enhance corporate value over the medium to long term.

Our Diverse and Global Team Members



Tom Tonan
Global Program Lead



Tomoko Imamiya
Global Project Lead: HCM

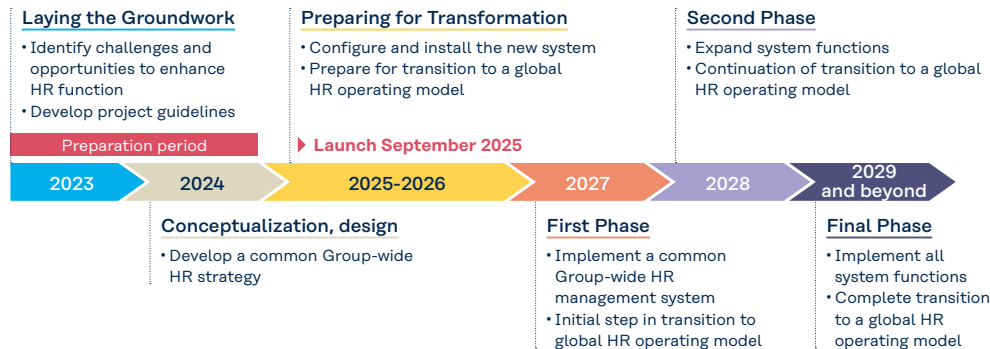


Johanna Krauthauf
Global Change &
Communication Lead



Sandra De Bock
Global Project Lead:
HR Operating Model

THRIVE Implementation Schedule



Background and Future Vision

The Kuraray Group currently operates bases in 32 countries and regions worldwide, with 40% of its employees located overseas and 80% of its revenue generated from outside Japan. To sustainably increase corporate value as a global company, we need to standardize the HR systems and policies that vary according to location, ensure governance, find the best placement for talent regardless of region, and strengthen collaboration among HR departments. To achieve this, we launched THRIVE, a project designed to leverage the unique strengths of our diverse global workforce and strengthen the organizational capabilities of the Group as a whole. In particular, the project sets forth three pillars: (1) Kuraray's Human Capital Management Strategy, (2) A New, Global HR Operating Model, and (3) A unified HCM system. Pursuing these pillars will enable us to visualize our talent pool and ensure proper placement, thereby building a highly effective organizational foundation capable of adapting to any changes in our operating environment.

Overview of THRIVE



The Values We Wish to Realize

- Bring business and personnel planning into alignment by managing organizations and positions using standardized global metrics, thereby improving governance of labor costs and personnel management.
- Realize optimal talent placement and succession planning across companies and bases.
- Minimize inconsistencies in HR policies and processes across companies and bases, and support optimized organizational and talent management.
- Clarify the duties, responsibilities, and required skills for each position, expand career development opportunities for employees, and support independent career planning and skill development.
- Support the achievement of business goals by streamlining administrative tasks in the HR department and strengthening the HR business partner function.