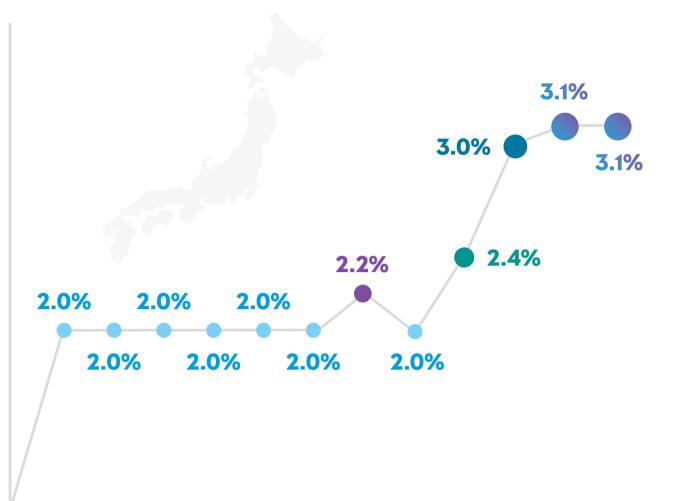


Current reported salary increases budgets are the highest in almost 30 years.

In recent years, the median salary increase budget for all employees in Japan has increased by approximately **50%** and currently stands at **3.1%**. This is the highest amount reported since Mercer began collecting these data in 1995. The previous high was in 2000, when salary increases were reported at 3.0%. Median salary increase budget for all employees



2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025



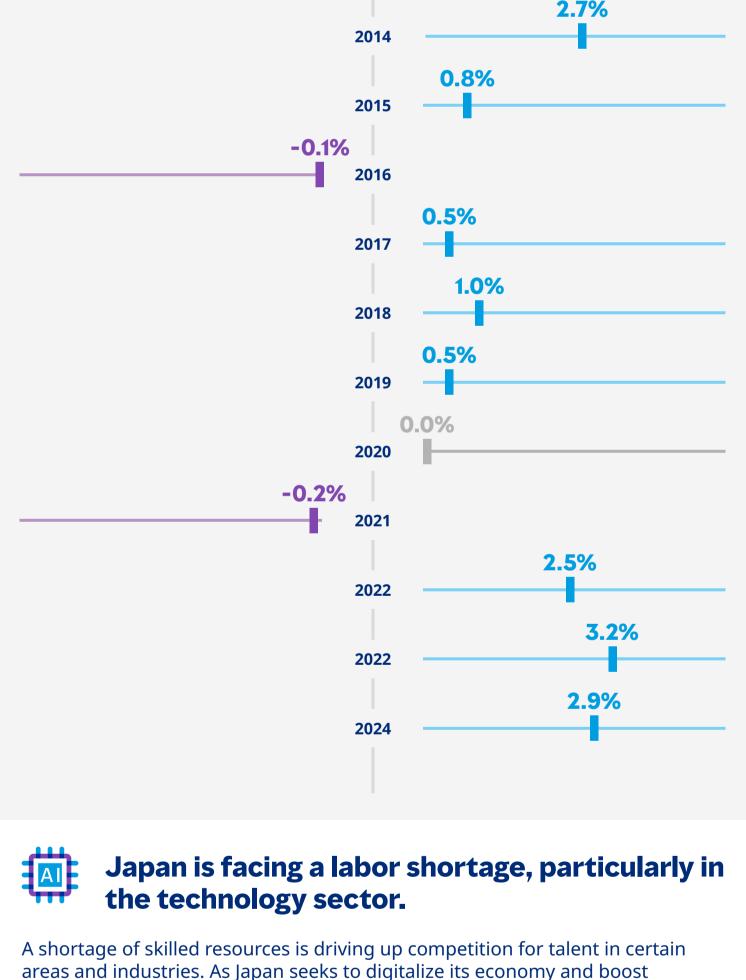
a decade. Rising inflation appears to be the catalyst for companies to make significant

Inflation in Japan is at the highest level in over

(forecast)

for decades, even facing deflation at times. As the cost of living continues to rise, companies have adjusted their salary budgets to help employees keep up with increasing expenses. Inflation rate over the last 10 years

changes to their salary increase budgets. Japan has experienced low inflation

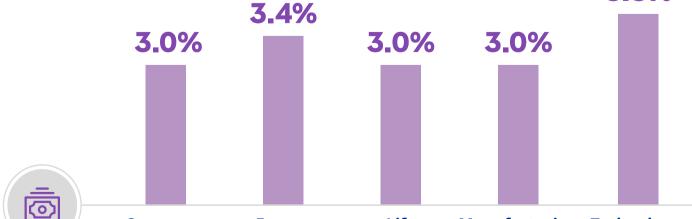




2024

professionals, which is creating a tight labor market and increased competition Median salary increase budget by industry for all employees in

3.5%



its semiconductor industry, tech firms are actively searching for skilled



Consumer Manufacturing Technology Energy Life goods sciences The situation in Japan regarding salary increase budgets, inflation and the labor shortage is globally significant. The rise in salary budgets reflects the changing labor market and the need for companies worldwide to attract and retain talent. Rising inflation's impact on salary adjustments highlights the challenges businesses face in adapting to economic conditions. Finally, the labor shortage, especially in the technology sector, mirrors the global demand for skilled

professionals. These developments in Japan serve as a valuable case study for businesses worldwide, emphasizing the importance of talent

management strategies and navigating economic fluctuations.

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