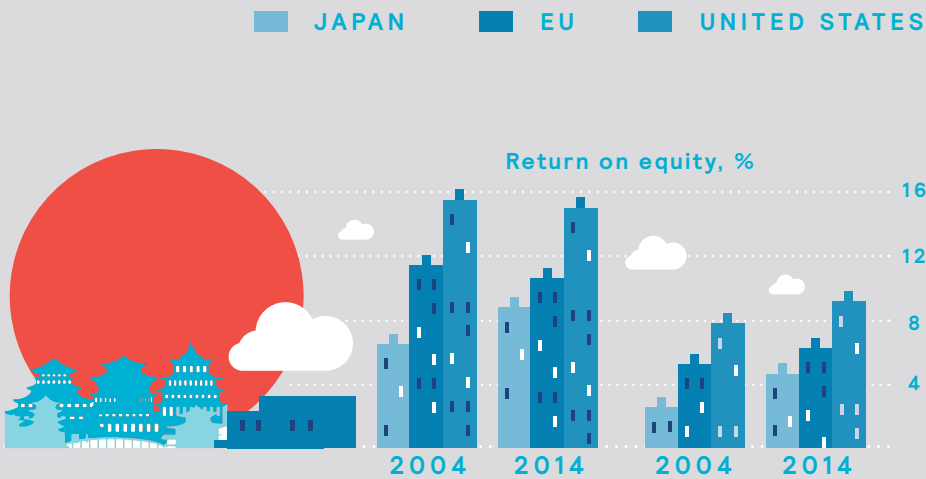


HR ROADMAP FOR JAPANESE COMPANIES IN ASIA

HOW JAPAN STACKS UP AGAINST COMPETITORS



KEY CHALLENGES

WEAK BUSINESS PERFORMANCE AND ↓ MARKET SHARE.

NEED FOR GLOBALIZATION AND INTEGRATION OF OPERATIONAL SYSTEM AND TALENT.

GAP BETWEEN TRADITIONAL JAPANESE SYSTEM AND GLOBAL STANDARD.

CEOS: HOW IMPORTANT IS GLOBALIZATION TO YOUR AGENDA?



GLOBAL — 7TH



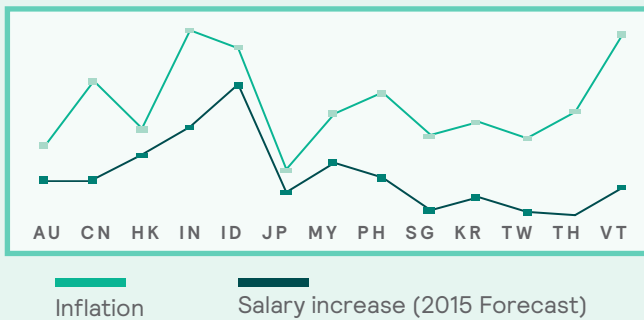
JAPAN — 3RD

LABOR MARKET TRENDS IN ASIA

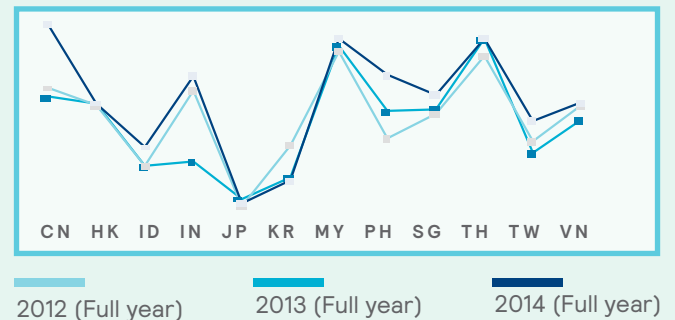
SALARY INCREASE AND ATTRITION RATES HIGHER THAN IN JAPAN, INDICATING A TALENT WAR.

SHORT-TERM INCENTIVES MORE PREVALENT IN ASIA TO MOTIVATE AND RETAIN TOP TALENT.

EMPLOYEES DESIRE NOT ONLY HIGHER INCOME OPPORTUNITY BUT ALSO CAREER PROGRESSION.



VOLUNTARY ATTRITION PERCENTAGE (AVERAGE)



HR ROADMAP FOR JAPANESE COMPANIES IN ASIA

Stage 1

BUILD A STRONG FOUNDATION



- Job sizing and grade structure.
- Salary range and reward management.
- Competency and career scheme.
- Executive rewards.

Stage 2

DRIVE PERFORMANCE



- Sales incentives.
- Linking performance with variable bonus.
- Executive short- and long-term incentives.
- Development of high-potential talent.

Stage 3

OPTIMIZE THE HR SYSTEM



- Workforce and organizational structure.
- Total rewards, including compensation, benefits, and employee value proposition.
- Leadership pipeline: succession planning and leadership development.