ABENOMICS

For future growth, for future generations, and for a future Japan.

"I will break down any and all walls looming ahead of the Japanese economy and map out a new trajectory for growth. This is precisely the mission of Abenomics."

—Prime Minister Shinzo Abe

Published in September 2018

https://www.japan.go.jp/abenomics
About Abenomics

Since coming to power in late 2012, Prime Minister Shinzo Abe and his government unveiled a comprehensive policy package to revive the Japanese economy from two decades of deflation, all while maintaining fiscal discipline. This program became known as Abenomics.

While Abenomics started as a stimulus measure based on three arrows, over the years it has evolved into a broader blueprint for pro-growth socioeconomic change that aims to lead Japan in tackling today’s challenges head-on. The changes are designed to benefit all parts of Japan’s economy—the people, companies, investors, and the country as a whole.

Abenomics keeps boosting Japan’s economy

Setting the economy on course to overcome deflation and continue steady growth

Nominal GDP

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<tbody>
<tr>
<td>FY2011</td>
<td>494</td>
<td>494</td>
<td>600</td>
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<tr>
<td>FY2012</td>
<td>518</td>
<td>507</td>
<td>494</td>
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<td>FY2013</td>
<td>534</td>
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<td>FY2014</td>
<td>539</td>
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<tr>
<td>FY2015</td>
<td>564</td>
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</table>

Corporate Pre-Tax Profit

<table>
<thead>
<tr>
<th>Year</th>
<th>Corporate Pre-Tax Profit (JPY tn)</th>
<th>Before Abenomics (2012)</th>
<th>Target (2018)</th>
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<tbody>
<tr>
<td>FY2011</td>
<td>36.4</td>
<td>36.4</td>
<td>43.4</td>
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<tr>
<td>FY2012</td>
<td>67.8</td>
<td>67.8</td>
<td>70.8</td>
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Private Non-Residential Investment

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<tbody>
<tr>
<td>FY2011</td>
<td>71.9</td>
<td>71.9</td>
<td>87.0</td>
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<tr>
<td>FY2012</td>
<td>87.0</td>
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Number of Employed Persons (Female)

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Employed Persons (Female) (mn)</th>
<th>Before Abenomics (2012)</th>
<th>Target (2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2011</td>
<td>62.7</td>
<td>62.7</td>
<td>65.2</td>
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<tr>
<td>FY2012</td>
<td>65.2</td>
<td>65.2</td>
<td>65.2</td>
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</table>

Unemployment Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Unemployment Rate (%)</th>
<th>Before Abenomics (2012)</th>
<th>Target (2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2011</td>
<td>4.5</td>
<td>4.5</td>
<td>2.4</td>
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<tr>
<td>FY2012</td>
<td>2.4</td>
<td>2.4</td>
<td>2.4</td>
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Tax Revenue

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<tr>
<th></th>
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<tbody>
<tr>
<td>FY2011</td>
<td>42.3</td>
<td>42.3</td>
<td>59.1</td>
</tr>
<tr>
<td>FY2012</td>
<td>59.1</td>
<td>59.1</td>
<td>59.1</td>
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* Average exchange rate for July 2018: USD = JPY 111
** The Japanese fiscal year starts in April and concludes in March of the following year.
1. Pre-Abenomics vs. Post-Abenomics; nominal GDP = FY2012 vs. 1Q FY2018; seasonally adjusted series [Annualized]; corporate pre-tax profit = FY2012 vs. FY2016; private non-residential investment = FY2012 vs. FY2017; number of employed persons [detailed tabulation] = 2012 avg. vs. 2017 avg.; unemployment rate = January 2012 vs. June 2018; tax revenue = FY2012 vs. FY2018
2. Source: Cabinet Office “National Accounts;” “Fiscal 2018 Economic Outlook and Basic Stance for Economic and Fiscal Management”
### CORPORATE PERFORMANCE

**Corporate pre-tax profit**

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<thead>
<tr>
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<tbody>
<tr>
<td>(JPY tn)</td>
<td>36.4</td>
<td>39.7</td>
<td>56.5</td>
<td>60.3</td>
<td>60.6</td>
<td>67.8</td>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Female</th>
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<tbody>
<tr>
<td>2012</td>
<td>26.8</td>
<td>6.4</td>
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<tr>
<td>2013</td>
<td>42.8</td>
<td>27.2</td>
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<tr>
<td>2014</td>
<td>52.1</td>
<td>29.2</td>
</tr>
<tr>
<td>2015</td>
<td>66.3</td>
<td>29.2</td>
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### JOB MARKET

**Number of employed persons**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>(mn pers.)</td>
<td>34.4</td>
<td>35.3</td>
<td>35.6</td>
<td>36.9</td>
<td>38.3</td>
<td>41.3</td>
<td>43.0</td>
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**Tax revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>(JPY tn)</td>
<td>40.9</td>
<td>42.3</td>
<td>43.1</td>
<td>50.0</td>
<td>54.5</td>
<td>57.2</td>
<td>59.1</td>
<td>60.6</td>
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### FISCAL CONDITION

**Private non-residential investment**

<table>
<thead>
<tr>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>(JPY tn)</td>
<td>57.6</td>
<td>57.7</td>
<td>59.1</td>
<td>65.0</td>
<td>66.3</td>
<td>67.8</td>
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**Ratio of effective job offers and unemployment rate**

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Times)</td>
<td>1.00</td>
<td>0.74</td>
<td>0.76</td>
<td>1.00</td>
<td>1.42</td>
<td>1.13</td>
<td>1.13</td>
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</table>

**Dependency ratio on Japanese government bonds**

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>(%)</td>
<td>4.5</td>
<td>0.44</td>
<td>2.4</td>
<td>1.75</td>
<td>0.50</td>
<td>0.75</td>
<td>1.50</td>
<td>1.25</td>
</tr>
</tbody>
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4. Source: Cabinet Office “National Accounts,” private non-residential investment
5. Source: Ministry of International Affairs and Communications “Labour Force Survey,” seasonally adjusted figures
7. Source: Ministry of Finance “Public Finance Statistics Book,” initial budget
The greatest structural issue facing the Japanese economy is the aging of society and shrinking of the population. However, we see this challenge as an opportunity. Demographic change is a social challenge that will soon be shared by most developed countries. Japan is committed to achieving sustainable growth and becoming a pioneer in the establishment of a new social model. We call this Society 5.0, Japan’s vision for the next step in human evolution.

Goal 1: Achieving Sustainable Growth
Implement comprehensive reform to accelerate an economic virtuous cycle, which will help grow GDP to 600 trillion yen.
Goal 2: Realizing Society 5.0

Solve social problems by utilizing Japan’s vast volume of real data in tandem with cutting-edge industrial technologies.

Society 5.0 is Japan’s vision for the next step in human evolution after hunter-gather, agrarian, industrial and information society stages. It will enhance industrial competitiveness and help with the establishment of a society more attuned to individual needs. The focus is on the vast potential of accumulating data, and new technologies of the fourth industrial revolution, in order to find solutions to social issues such as the declining birth rate, an aging population, and environmental and energy issues.

Solutions in Progress

1. Productive Individuals & Society

Population may become smaller, yet it can also become smarter. Raising productivity will help us offset changes in the labor force.

2. Smart Regulations & Laws

As markets evolve to reflect changing social needs, we should move quickly, and with an open mind, to help create new businesses and new demand.

3. Attractive International Opportunities

Core issues, like growing sustainably, are faced by all nations. We believe in innovating together, opening our markets and offering our best products and services abroad.

4. More Competitive Business

Unlocking economic opportunities means opening up all of our potential, from strength in local regions and the SME sector, to creating an ever more friendly business environment.
PRODUCTIVE INDIVIDUALS & SOCIETY

HEALTHCARE

● Integrate and store Personal Health Records (PHR) using big data by 2020 to provide customized medical care [e.g.] medical checkup, treatment, and nursing care records

● Enhance remote medical care services combined with face-to-face medical examinations (effective care to be evaluated based on a FY2018 revision of medical service fees)

● Use AI and robots at long-term care facilities to maintain/improve users’ quality of life and reduce caregivers’ burden

MOBILITY

● Starting with mountainous regions, introduce drone delivery services to include urban regions by the 2020s

● Introduce driverless transportation services with the aim of making them commercial by 2020

*Road tests ongoing in the capital and in mountains

● Autonomous truck platoons for mass transportation to address the shortage of truck drivers (commercialization by 2022)

● City planning will include new mobility options so that model cities include autonomous driving, shopping support, and Mobility as a Service (MaaS) from the start

● Transport data dissemination via Apps will be introduced from this fiscal year to ease congestion, especially during peak times and major events

FINTECH

● Drive FinTech innovation by facilitating experimentation with blockchain technology

*This technology allows faster and deeper online transactions while providing security by recording transactions in a chronological order within a chain of encrypted, interlocking blocks. After creation, falsification of any part of the chain is extremely difficult, creating a trusted and secure record.

● Install open application programming interface (API) systems in more than 80 banks by 2020 to further drive innovation

*API is a software interface within which an application and other operations provide separate applications with a common function. In software development, a function provided by an API does not require further programming, which makes the process more efficient.

● Achieve a 40% cashless payment rate by 2027

DECARBONIZATION

● By 2030, between 50% and other non-gasoline cars will use electric and hydrogen

● Promote a hydrogen economy, where the lightest element of the table ushers in carbon-free technology

*Establish 160 companies operating hydrogen systems

● Utilize AI and IoT for management with the commercialization of the Power Plant system to offer more efficient distribution

Changing societal structures is a chance to unlock new market opportunities. An aging society stimulates demand for care & wellness products and services, which in turn pushes innovation in robotics, AI, and IoT.

A smaller workforce will also motivate business efficiencies, as well as more demand for higher skills to best use technological advances, as per the Society 5.0 vision. Many believe economies only grow because of population growth. However, history shows us that growth actually happens when the skills of society reflect its economic opportunities.
FOR A DATA-DRIVEN SOCIETY

**OPEN DATA**
Open up government data to promote innovative products and services, particularly in eight selected areas that include healthcare, agriculture and mobility.

**5G / CYBER SECURITY**
Move our telecommunications standard to 5G by 2020 to cope with increasing data volumes, while strengthening cyber security.

**INDUSTRY-ACADEMIA COLLABORATION**
Set up an operating system in universities to accept private investments, and set up an incentive system to encourage universities to collaborate with industry.

**ECOSYSTEM FOR STARTUPS**
Supply the foundation for people that have inside them a venture spirit by creating an agile environment where startups can continuously create and drive innovation.

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**DECARBONIZATION**
- By 2030, between 50% and 70% of new autos will use electric, fuel cell or other non-gasoline engines
- Promote a hydrogen society where the lightest element in the periodic table ushers in carbon-free technology
- Utilize AI and IoT for energy use management with the commercialization of VPP (Virtual Power Plant) systems by 2021 that offer more efficient resource distribution
- By 2030, between 50% and 70% of new autos will use electric, fuel cell or other non-gasoline engines
- Promote a hydrogen society where the lightest element in the periodic table ushers in carbon-free technology
- Utilize AI and IoT for energy use management with the commercialization of VPP (Virtual Power Plant) systems by 2021 that offer more efficient resource distribution

**AND MORE**

**DIGITAL GOVERNMENT**
- Change “administration” by making all services and procedures digital
- Eliminate attachments required in various procedures, and modify the personal identification method such as affixing a seal.

**NEXT-GENERATION INFRASTRUCTURE**
- Use robotics and sensors to repair and improve productivity of infrastructure, also cutting costs
- Introduce data-driven operations to improve precision of construction, renewal and maintenance processes
- Infrastructure Efficiency roadmap for next five years being prepared

**PPP & PFI**
- Operating performance of airports, water supply and sewage systems, roads, education facilities and harbors can be bolstered further with private business know-how
- Government considering ways to bring private initiative into public utilities to generate long-term revenue and better cost-performance returns

**SMART CITY**
- Bring together town-planning with new mobility services and private data capacities to develop the “Compact · Plus · Network,” ensuring that efficient and clean transport is built into cities with aging population needs

**SMART AGRICULTURE**
- Agriculture of tomorrow means utilizing sensors, big data analysis and AI to help farmers develop larger-scale, less labor-intensive spaces, and integrate their work into the modern farm-gate-to-store supply chain at minimal cost. The approach will be expanded to forestry and fishery industries.
Productive Individuals & Society

When speaking about economics, everything starts with people. They are the country’s top asset and this is where we are focused to make the biggest difference.

As people’s average life span expands, and our society grows more diverse, we want to help people remain productive, learn new skills, and re-invest that knowledge in their work.

Our initiatives include the Council for Designing 100-Year Life Society and measures to boost the workforce through higher female and senior engagement, as well as overseas talent.

WORK-STYLE REFORM

- Legislative rules and guidelines of “equal pay for equal work”: Eliminate the irrational gaps in the working conditions between regular and non-regular workers in order to enable non-regular workers to be fairly evaluated and to work with higher motivation.
- Promote a flexible work style: Promote teleworking, side jobs and those who wish to take on multiple jobs with a variety of policy measures, including the renewal of guidelines.

☑ Law passed in June 2018

HUMAN RESOURCES DEVELOPMENT

- Move toward free education for infants (from low income households), all pre-school children, and higher-education (university) students (from low income households)
- Support further education and mid-life career change for:
  - Individuals who seek to advance their skills
  - Those wishing to switch jobs
  - Mothers returning to work after child-care leave, who wish to boost skills or change employment
- Make education more practical:
  - Reform higher education curriculum and facilities to better meet the needs of today’s professions, especially in terms of technical skills such as in IT
  - Introduce programming as mandatory study from elementary school to bolster societal IT knowledge in the future

WOMEN

- Bolster health support
- Offer greater assistance of gender
- Make available further education and mid-life career change for:
  - Individuals who seek to advance their skills
  - Those wishing to switch jobs
  - Mothers returning to work after child-care leave, who wish to boost skills or change employment
- Make education more practical:
  - Reform higher education curriculum and facilities to better meet the needs of today’s professions, especially in terms of technical skills such as in IT
  - Introduce programming as mandatory study from elementary school to bolster societal IT knowledge in the future

Achievement

- From 2012 to 2017, workforce increased 2.0 m

Source: Ministry of Interna

Women in manager sector approaches 10%
DEVELOPMENT

from low income higher-education households

career change for skills

are leave, who wish to

facilities to better meet technically in terms of

study from elementary in the future

WOMEN

- Bolster health support for women at various life stages
- Offer greater assistance to single parents, irrespective of gender
- Make available further and recurrent education for women returning to work after child-care leave
- Provide female candidates with executive leadership training programs from the world’s leading business scholars
- Eliminate all forms of violence against women including spousal violence, sex crimes, prostitution, people trafficking, sexual harassment, and stalking
- Promote men taking child-care leave and being more active with domestic tasks

Achievements

- From 2012 to 2017, the number of women joining the workforce increased by about 2.0 million
- Women in management positions in the private sector approaches 10%

Source: Ministry of Internal Affairs and Communications “Labour Force Survey”

SENIORS

- Provide a choice to work beyond the official retirement age for those who want to do so, as well as support companies that retain retiree-age staff
- Provide support in matching job openings and applications
- Consider raising the retirement age of civil servants gradually from 60 to 65 years old

Achievements

- From 2012 to 2017, employment rate of people over the age of 65 increased by 3.5%
- 71% of seniors report that they would like to continue to work past retirement age

Source: Ministry of Internal Affairs and Communications “Labour Force Survey”

EXPATRIATES

- Actively attract overseas professionals who have expertise or experience in certain areas through easier visa procedures
- Fast-track visa screenings to 10 days
- Established a new residence status for foreign human resources who have a certain level of professional and technical skill, and Japanese language proficiency
- Set up the world’s fastest Japanese Green Card program for Highly-Skilled Foreign Professionals in select fields
- Online applications accepted from 2018
- Ease quality-of-life with more non-Japanese signage, international schools, English-speaking hospitals
- Option to invite housekeeping staff from overseas
- Support more international students and entrepreneurs

Achievements

- The number of workers from abroad reached 1.3 million

Many say nothing ever changes in Japan. This section more than others demonstrates that this is simply not the case. In recent years, changes have drilled down into the bedrock of some of the oldest and most traditional industries in Japan. A revolution in efficiency and innovation is taking place in the energy, agriculture, medicine, and telecommunications industries. And this is only the beginning.

Japan is introducing more measures, such as a regulatory sandbox, to help stimulate new business, opening the door to smart ideas with smart regulation.

A fledging business idea or technology needs support and understanding. In the case of government, we are introducing a sandbox approach that seeks to help new ideas develop by limiting administrative barriers and regulations on a case by case basis without being subject to existing regulations.

- Early stage business models or technologies are proposed to the government and evaluated on their merit
- Rules are relaxed to test these innovations within a certain contained "sandbox" (e.g. within an approved company or project). Businesses are able to conduct demonstration tests and pilot projects that are not envisaged under existing regulations inside of their "sandbox."
- The testing environment allows businesses to conduct pilot projects quickly, building up data that can lead to change in regulations
- If pilot demonstrations of new technologies/business models are successful, government considers extending the same deregulation to the rest of the country
- A dedicated office for this is set up to ease with the application process

☑ Law took effect in June 2018

Selected regions have the privilege of carrying out advanced structural reform in the hope of turning successful test cases into touchstones for nationwide implementation.

- 10 areas have been selected since 2013
- 296 reforms were undertaken (as of June 2018)

NATIONAL STRATEGIC SPECIAL ZONES

Selected regions have the privilege of carrying out advanced structural reform in the hope of turning successful test cases into touchstones for nationwide implementation.
HEALTHCARE

Adopt flexible regulatory frameworks to make Japan a central hub for regenerative medicine and grow the market to 26 trillion yen by 2020

- Create a faster R&D process in innovative medicine
  - Implement faster approval system for pharmaceuticals, medical devices and regenerative medicine
- Create a global hub for regenerative medicine
  - Make National Strategic Special Zones into hubs for cardiac, neurologic and ophthalmic treatments
  - Promote market entry from overseas
- Expand and popularize the use of online medical treatment

**Achievements**

- World’s fastest approval process in regenerative medicine
  - Before 2014: Clinical Study → Clinical Trial
  - After 2014: Clinical Study → Clinical Trial
  - Shorter period for approval

Agriculture

First major structural reform and deregulation in 60 years to turn agriculture into a growth industry

- Reform the Agricultural Cooperative system to encourage entrepreneurship
  - Law took effect in 2016
- Decrease production costs and promote structural reform in distribution and processing
  - Law took effect in August 2017
- Increase exports to one trillion yen by 2019
  - Strengthen export promotion through the Japan Food Product Overseas Promotion Center (JFOODO)
  - Introduce similar approaches to modernize forestry and fisheries industries

**Achievements**

- Exports of agricultural, forestry, and fishery products
  - Source: Ministry of Finance “Trade Statistics of Japan”

Energy

Undertake comprehensive reform, for the first time in 60 years, to increase competitiveness for current energy sources while exploring new energy sources to create an eco-friendly and growing industry

- Increase competitiveness in the electricity and gas market

**Achievements**

- Full liberalization of the retail market
  - (Electricity: Since April 2016)
  - (Gas: Since April 2017)
  - Market size (JPY)
  - New market entry
  - Users switched to a different retailer
  - Establishment of a negawatt trading market
  - Successful bid quantity

Radio Frequency

Efficient frequency utilization is key to accelerating innovation in next-generation fields such as IoT, digital media and mobile entertainment.

- Provide more transparency to frequency assignment
- Ensure unlicensed frequency bands for Internet of Things (IoT)
- Consider auctions for radio spectrum distribution in the future
- Promote and support business models that go beyond traditional television or telecom operations
By signing a trade deal with the EU this July, Japan did not simply enter into a business deal. It was the biggest evidence to date of Japan’s commitment to lead and be a champion of free trade, to encourage global cooperation both economically and politically, and to seek ways in which to support business, innovation, and growth.

Abenomics has always aimed to create prosperity in Japan and share that globally as part of a virtuous business cycle based on free, fair, rule-based markets. While opening its markets to investors from overseas, Japan is also exporting infrastructure and providing financial aid so as to affect a win-win global relationship.

FREE TRADE

- Strive to bring free trade agreements into force
  - Comprehensive and Progressive Agreement for Trans-Pacific Partnership by 11 nations (TPP11)
  - Japan-EU Economic Partnership Agreement (Japan-EU EPA)
- Promote negotiations of other EPAs such as RCEP and Japan-China-ROK FTA

Achievements

- FTA coverage ratio has reached 50%
  - Trade value base, in force or signed

Target: 70% by 2018

- 34.2% Under negotiation
- 51.6% in force or signed

EXPORT OF QUALITY INFRASTRUCTURE

For more information: https://www.japan.go.jp/infrastructure

- Provide financing to infrastructure projects across the world of approximately USD 200 billion by 2021
- Strengthen competitiveness through public-private cooperation
- Expand infrastructure investment, taking advantage of Japanese technologies and expertise

Achievements

- Decided with Prime Minister Modi of India to develop the Mumbai-Ahmedabad High Speed Rail Corridor (MAHSR) based on the Japanese Shinkansen system, aiming to start operation in 2023
  - A groundbreaking ceremony was held on September 14, 2017
- Infrastructure project orders received

Source: Cabinet Office “37th Meeting of the Management Council for Infrastructure Strategy”

*Approximate figure
In addition to Narita International Airport, Tokyo is served by the more centrally located Haneda International Airport. Providing domestic connections to 48 cities, Haneda is now offering a wider choice of international routes.

Japan is not that expensive anymore. In fact, The Economist’s Big Mac Index—a broad indicator of price points—ranks Japan 36th out of 57 countries. (January 2018) (USD)

Pave the way for the creation of Integrated Resorts [IR], facilities that “integrate” hotels, dining, entertainment, business conference space, and casino options, in order to broaden Japan’s hospitality and tourism offering.

- Create world’s first comprehensive legal framework for the IR industry
- Outline vision to build facilities that promote diverse attractions all across Japan
- Invite private sector to operate IR facilities
- Closely regulate casino activities through additional legal measures that squarely address gambling addiction

Law passed in July 2018

Source: Japan Tourism Agency “Consumption Trend Survey for Foreigners Visiting Japan,” “Overnight Travel Statistics Survey

Inbound tourists in 2017

<table>
<thead>
<tr>
<th>Year</th>
<th>Tourists (mn)</th>
<th>Expenditure (JPY tn)</th>
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<tbody>
<tr>
<td>2012</td>
<td>24</td>
<td>8</td>
</tr>
<tr>
<td>2016</td>
<td>29</td>
<td>4.4 trillion yen</td>
</tr>
<tr>
<td>2017</td>
<td>29</td>
<td>6.0 trillion yen</td>
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<tr>
<td>2020</td>
<td>15</td>
<td>4.4 trillion yen</td>
</tr>
<tr>
<td>2030</td>
<td>60</td>
<td>4.4 trillion yen</td>
</tr>
</tbody>
</table>

Law passed in July 2018

New York 258
London 230
Paris 184
Tokyo 184
Madrid 138

The Hotels.com Hotel Price Index (2016) shows that Tokyo has a lower average price point compared to other iconic cities.

2016 USD yearly average currency exchange rate: 1 GBP = 1.28 USD, 1 EUR = 1.13 USD, 1 JPY = 0.0089 USD

Japan is not that expensive anymore. In fact, The Economist’s Big Mac Index—a broad indicator of price points—ranks Japan 36th out of 57 countries. (January 2018) (USD)

1. MICE: Meeting, Incentive Travel, Convention, and Exhibition

According to The Michelin Guide (2017), Tokyo has the most Michelin-starred restaurants globally.

TOP DESTINATION FOR FINE DINING

<table>
<thead>
<tr>
<th>City</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tokyo</td>
<td>227</td>
</tr>
<tr>
<td>Paris</td>
<td>97</td>
</tr>
<tr>
<td>Kyoto</td>
<td>96</td>
</tr>
<tr>
<td>Osaka</td>
<td>91</td>
</tr>
</tbody>
</table>
SMEs provide 70% of all employment and more than 50% of all added value in Japan’s manufacturing. As such, the potential to boost the economy via raising SME productivity with new technology is enormous.

- Help over 1 million firms to introduce cutting-edge ICT, robotics and cloud tools over the next three years
- Reduce property tax as for SMEs that make certain capital investments in ICT, robotics and cloud tools
- Support ownership and business transitions for SMEs whose owners are retiring due to age
- Encourage more international expansion by SMEs, especially regional firms with “hidden champions” potential
- Motivate SMEs to grow their overseas assets by 50% by 2023, compared with 2015 standing

Achievements

- Pre-tax profit after tax of SMEs is at a record high

Source: Ministry of Finance “Financial Statements Statistics of Corporations by Industry”; all industries, enterprises with capital of at least 10 JPY mn but less than 100 JPY mn, seasonally adjusted figures

Corporation Governance

Strengthen investor confidence through transparency

- Drew up a Corporate Governance Code, to promote transparent, fair, timely and decisive decision-making by listed companies
- Formulated a Stewardship Code, to promote constructive engagement and a purposeful dialogue between institutional investors and investee companies
- Eliminate overlap in disclosure rules and expedite provision of information (relevant documents) to shareholders by electronic transfer
- Promote investment based on good environmental, social and governance (ESG) practices to encourage better corporate disclosure, as well as to stimulate more dialogue between investors and Japanese companies

Proportion of listed companies with two or more independent outside directors rose from 17% to 91%

- Corporate Governance Code - Applied to more than 2,000 companies
- Percentage of listed companies with two or more independent outside directors rose from 17% to 91%
- Stewardship Code - Accepted by more than 230 institutional investors

Source: Tokyo Stock Exchange
CORPORATE TAX REDUCTION

Reform corporate tax to be growth-oriented
- Reduce corporate tax rate below 30% mark in 2016

Source: Ministry of Finance

FOREIGN DIRECT INVESTMENT

For more information: https://www.jetro.go.jp/en/invest
- Optimize administrative processes
  - Reduce administrative costs by 20% by 2020 from 2017 levels in areas that are considered to have the heaviest burden, e.g., for “business approvals and licenses” and “social insurance”
  - Consolidate scattered registration outlets for different documents into one convenient outlet, e.g., Tokyo One-Stop Business Establishment Center
- Host FDI seminars to disseminate FDI information
- Support the matching of foreign companies with domestic SMEs by utilizing the J-GoodTech website: http://jgoodtech.smrj.go.jp

Regional Revitalization

To ensure Japan’s economic recovery reaches all corners of the country, the government is working in unison with all stakeholders to help create a more sustainable and self-reliant society, utilizing the unique characteristics of every region.
- Welcome foreign business and investment to areas outside of the major cities, highlighting the rich opportunities in local areas
- Create a stimulus for people to move outside of major cities to find more fulfillment
- Remove geographical constraints when living in regional areas through new technologies, such as IoT

Achievements

- Annual corporate tax revenue increased by close to 7 trillion yen compared to the previous administration, despite the reduced corporate tax rate
- 9,364 cases processed at the Tokyo One-Stop Business Establishment Center (as of July 2018)
- Net amount of inward foreign direct investment (FDI) in 2017 marked a record high of 28.6 trillion yen

Source: Ministry of Finance "International Investment Position of Japan" as of May 2018

\[37.00 \quad 32.11 \quad 29.97 \quad 29.74\]

\[30 \quad 31 \quad 32 \quad 33 \quad 34 \quad 35 \quad 36 \quad 37 \quad 38 \]

Source: Ministry of Finance
Invest in Japan, the Land of Rising Opportunities!

Japan is quickly transforming to become the most business-friendly nation in the world. Japan welcomes your investment.

Market Potential
Thanks to Abenomics, the world’s third largest economy keeps booming by increasing productivity and embracing highly skilled, diverse human resources.

Evolving Innovation
Backed by regulatory reforms, R&D activities are accelerating innovation, and creating new business opportunities, e.g., in digital and medical/healthcare industries.

Quality Business Environment
Sophisticated transportation network, expanding FTAs and growth-oriented policy measures are creating a favorable environment for global business.

https://www.japan.go.jp/investment/