



2020 Japan Total Remuneration Survey
2020 マーサー給与・福利厚生に関する市場調査(TRS)

Salary Increase Report

昇給率レポート

Product Solutions
Mercer Japan Ltd.

welcome to brighter



Overview

概要

Data Source: 2020 Japan Total Remuneration Survey (TRS)

本レポートは、2020 給与・福利厚生に関する市場調査（TRS）の結果を使用している

Data Effective Date / データ基準日: 01 July 2020

Statistics / 統計用語

- 75th Percentile (75th %ile) / 75 パーセンタイル=第 3 四分位
The data point that is higher than 75% of all other data in the sample when ranked from low to high, also known as the third quartile.
全てのサンプルデータを昇順に並べたとき、小さい値から見て 75%（上位 25%）の位置にあるデータポイント
- Median / 中央値=中位数
The data point that is higher than 50% of all other data in the sample when ranked from low to high, also known as the 50th percentile.
全てのサンプルデータを昇順に並べたとき、小さい値から見て 50%の位置にあるデータポイント
- 25th Percentile (25th %ile) / 25 パーセンタイル=第 1 四分位
The data point that is higher than 25% of all other data in the sample when ranked from low to high, also known as the first quartile.
全てのサンプルデータを昇順に並べたとき、小さい値から見て 25%（下位 25%）の位置にあるデータポイント

Note: Overall analysis is based on companies that provided information on overall base salary increase and is not based on the calculation from the different employee categories.

注: 全体の昇給率と従業員カテゴリごとの昇給率は個別に取得・集計を行っている

Base Salary Increases (Excluding salary freeze) (1/3)

基本給昇給率（昇給凍結を除く）（1/3）

		All Industries				Automotive				Chemical			
		25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P
2019	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2020	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2021	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												

* Overall analysis is based on companies that provided information on overall base salary increase and is not based on the calculation from the different employee categories.

Base Salary Increases (Excluding salary freeze) (2/3)

基本給昇給率（昇給凍結を除く）（2/3）

		Consumer Goods				High Tech				Machinery			
		25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P
2019	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2020	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2021	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												

* Overall analysis is based on companies that provided information on overall base salary increase and is not based on the calculation from the different employee categories.

Base Salary Increases (Excluding salary freeze) (3/3)

基本給昇給率（昇給凍結を除く）（3/3）

		Mercer Life Sciences				Retail				Japanese Companies			
		25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P
2019	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2020	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2021	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												

* Overall analysis is based on companies that provided information on overall base salary increase and is not based on the calculation from the different employee categories.

Base Salary Increases (Including salary freeze) (1/3)

基本給昇給率（昇給凍結を含む）（1/3）

		All Industries				Automotive				Chemical			
		25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P
2019	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2020	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2021	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												

* Overall analysis is based on companies that provided information on overall base salary increase and is not based on the calculation from the different employee categories.

Base Salary Increases (Including salary freeze) (2/3)

基本給昇給率（昇給凍結を含む）（2/3）

		Consumer Goods				High Tech				Machinery			
		25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P
2019	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2020	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2021	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												

* Overall analysis is based on companies that provided information on overall base salary increase and is not based on the calculation from the different employee categories.

Base Salary Increases (Including salary freeze) (3/3)

基本給昇給率（昇給凍結を含む）（3/3）

		Mercer Life Sciences				Retail				Japanese Companies			
		25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P	25 th P	Avg.	Median	75 th P
2019	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2020	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												
2021	Head of Organization												
	Executives												
	Management – Sales												
	Management – Non-Sales												
	Professional – Sales												
	Professional – Non-Sales												
	Para-Professional – White Collar												
	Para-Professional – Blue Collar												
	Overall*												

* Overall analysis is based on companies that provided information on overall base salary increase and is not based on the calculation from the different employee categories.

Appendix

2020 Japan TRS Participant List

2020 Japan TRS Participant List

Automotive – 40 organizations

1. American Axle Manufacturing Japan
2. Aptiv Mobility Services Japan, Ltd.
3. Audi Japan KK
4. Autoliv Japan Ltd.
5. AVL JAPAN K.K.
6. BMW Japan Corp.
7. BMW Tokyo Corp.
8. Bosch Corporation
9. Bridgestone Corporation
10. Continental Automotive Japan K.K.
11. Cooper Standard Japan
12. Denso Corporation
13. dSPACE Japan K.K.
14. FCA Japan Ltd.
15. Garrett Motion Japan
16. GATES JAPAN KK
17. HELLA Japan Inc.
18. Hino Motors, Ltd.
19. Honda Motor Co., Ltd.
20. Jaguar Land Rover Japan Limited
21. Jost Japan Co., Ltd.
22. Kongsberg Automotive K.K.
23. Magna
24. MARELLI Corporation.
25. Mercedes-Benz Japan Co., Ltd. (Executive)
26. Mercedes-Benz Japan Co., Ltd. (Non-exec)
27. Meritor Japan K.K.
28. Mitsubishi Fuso Truck and Bus Corporation (Executive)
29. Mitsubishi Fuso Truck and Bus Corporation (Non-exec)
30. Mitsubishi Motors Corporation
31. Nissan Motor Co., Ltd
32. Piaggio Group Japan Corporation
33. STANLEY ELECTRIC CO., LTD.
34. TOYOTA MOTOR CORPORATION
35. UD Trucks Corporation
36. Veoneer Japan Ltd.
37. Visteon Japan, Ltd.
38. Volvo Car Japan Limited
39. Webasto Japan Co., Ltd.
40. YFAI Japan

2020 Japan TRS Participant List

Chemical – 90 organizations (1/3)

1. 3M Japan Limited
2. Afton Chemical Japan Corporation
3. AHLSTROM Corporation Japan
4. Air Liquide Japan Ltd.
5. Air Products Japan K.K.
6. Akzo Nobel Coatings K.K.
7. Albemarle Japan Corporation
8. Allnex Japan Inc.
9. ASAHI KASEI CORPORATION
10. BASF Japan Ltd.
11. BHP Billiton Marketing
12. Borouge Ltd. Japan
13. BYK Japan KK
14. Chemours Kabushiki Kaisha
15. Chevron Phillips Chemical International Ltd.
16. Corteva Agriscience
17. COSMO ENERGY HOLDINGS COMPANY,LIMITED
18. Daicel Corporation
19. Dexerials Corporation
20. Dexerials Corporation(Executive)
21. DIC Corporation
22. DKSH Japan K.K. - Chemical
23. DSM Nutrition Japan KK
24. Dystar Japan Ltd.
25. Eastman Chemical Japan Ltd
26. Ecolab G.K.
27. Enel Japan
28. Evonik Japan Co., Ltd
29. FUJIFILM Corporation
30. Givaudan Japan K.K.
31. Gotemba Tetra Pak LLC
32. Henkel Japan Ltd. - Chemical
33. Hitachi Chemical Company, Ltd.
34. Honeywell Japan-PMT
35. Huntsman Japan KK
36. Idemitsu Kosan Co.,Ltd
37. INEOS Styrolution APAC Pte. Ltd. - Japan Branch
38. Infineum Japan Ltd.
39. INPEX CORPORATION
40. JFE Steel Corporation
41. JM New Business Development Battery Technologies
42. JM New Business Development Fuel Cells
43. JM Precious Metal Products Refining & Chemicals

2020 Japan TRS Participant List

Chemical – 90 organizations (2/3)

- | | | |
|--|---|---------------------------------------|
| 44. JM Process Technologies | 57. Mitsui Mining & Smelting Co.,Ltd. | 70. Owens Corning Japan Ltd. |
| 45. Johnson Matthey Emission Control Technologies Asia | 58. Mitsubishi Chemical Corporation | 71. Phenomenex & Agela |
| 46. JSR Corporation | 59. Momentive Performance Materials Japan LLC | 72. Plansee Japan |
| 47. JSR Corporation(Executive) | 60. Nihon Firmenich K.K. Japan | 73. PPG Japan Ltd. |
| 48. JX Nippon Mining & Metals Corporation | 61. Nihon Gore Kabushiki Kaisha | 74. SABIC Japan LLC |
| 49. Kao Corporation | 62. NIHON PARKERIZING CO.,LTD. | 75. Schlumberger K.K. Nagaoka Branch |
| 50. Kemira Japan Co., Ltd. | 63. NIPPON BRADY K.K. | 76. Shell Japan Limited |
| 51. Lanxess K.K. | 64. NIPPON PAINT AUTOMOTIVE COATINGS CO.,LTD. | 77. Solvay Group Japan |
| 52. Lonza Japan Ltd. | 65. Nippon Paint Holdings Co., Ltd | 78. Stora Enso Japan K.K. |
| 53. Lubrizol Japan Limited | 66. Nippon Paint Holdings Co., Ltd(Executive) | 79. Symrise K.K. |
| 54. Lyondell Japan, Inc. | 67. NIPPON STEEL CORPORATION * | 80. Syngenta Japan K.K. |
| 55. Merck Performance Materials Ltd., Japan | 68. Novozymes Japan Ltd. | 81. ThyssenKrupp K.K. |
| 56. Mitsui Chemicals Inc. | 69. Orsted Japan | 82. Tokyo Chemical Industry Co., Ltd. |
| | | 83. Toray Industries, Inc. |

2020 Japan TRS Participant List

Chemical – 90 organizations (3/3)

84. UPM-Kymmene Japan KK -
Biorefining
85. UPM-Kymmene Japan KK -
Raflatac
86. UPM-Kymmene Japan KK -
Specialty Papers
87. Vena Energy
88. Vilmorin MKS Japan
89. WestRock Asia K.K.
90. WestRock K.K.

2020 Japan TRS Participant List

Consumer Goods – 84 organizations (1/2)

1. Ajinomoto Co., Inc.
2. Amway Japan G.K.
3. Asahi Group Holdings., Ltd
4. Bel Japon K.K.
5. BRF Brasil Foods Japan
6. British American Tobacco Japan, Ltd.
7. Calbee, Inc.
8. Campbell Japan Inc.
9. Coca-Cola (Japan) Company, Limited
10. Coca-Cola Bottlers Japan Inc.
11. Cosmelor Ltd.
12. CT Spirits Japan
13. Danone Japan Co., Ltd.
14. Darling Ingredients Japan
15. Diageo Japan
16. Diageo Kirin Company Limited
17. DKSH Japan K.K. - Consumer Goods
18. Dyson K.K.
19. Electrolux(JAPAN)Ltd
20. ELGC K.K.
21. E'QUIPE,LTD
22. Ezaki Glico Co., Ltd.
23. Fiskars Japan
24. Fonterra (Japan) Limited
25. GlaxoSmithKline K.K. - Consumer Goods
26. Guerlain K.K.
27. Häagen-Dazs Japan,Inc.
28. Hasbro Japan G.K.
29. Heineken Kirin K.K.
30. Henkel Japan Ltd. - Consumer Goods
31. Herbalife of Japan K.K.
32. Hershey Japan Co. Ltd
33. HFC Prestige Japan G.K.
34. Hill's-Colgate (Japan) Ltd.
35. Imperial Tobacco Japan K.K.
36. Ingredion Japan K.K.
37. International Flavors & Fragrances (Japan)
38. istyle Inc.
39. Japan Tobacco Inc. - Consumer Goods
40. Johnson & Johnson K.K. Consumer Company
41. Johnson Co., Ltd.

2020 Japan TRS Participant List

Consumer Goods – 84 organizations (2/2)

- | | | |
|--|---------------------------------------|--|
| 42. Kao Group Customer Marketing Co., Ltd. | 57. Molson Coors Japan Co., Ltd. | 72. Red Bull Japan K.K. |
| 43. Kellogg Japan G.K. | 58. Mondelez Japan Limited | 73. SAVENCIA FROMAGE & DAIRY JAPON K.K. |
| 44. KIKKOMAN CORPORATION | 59. MORINAGA MILK INDUSTRY CO., LTD | 74. Schick Japan K.K. |
| 45. KOKUYO Co.,Ltd. | 60. Nestle Japan Ltd. | 75. Shiseido Company, Limited |
| 46. Kraft Heinz Japan | 61. Newell Brands Japan G.K. | 76. Shiseido Company, Limited(Executive) |
| 47. Lacto Japan Co., Ltd. | 62. Nihon L'Oreal K.K. | 77. Spectrum Brands Japan K.K. |
| 48. LEGO Japan Ltd. | 63. NISHIMOTO CO., LTD. | 78. Steelcase Inc. |
| 49. LVMH Cosmetics K.K. | 64. Parfums Christian Dior Japon K.K. | 79. Suntory Holdings Ltd |
| 50. LVMH Fragrance Brands K.K. | 65. PepsiCo Japan | 80. The Proactive Company K.K. |
| 51. Mars Multisales Japan | 66. Perfetti Van Melle Japan Services | 81. The Walt Disney Company (Japan) Ltd. |
| 52. Mattel International K.K. | 67. Pernod Ricard Japan K.K. | 82. Unicharm Corporation |
| 53. McCain Foods (Japan) Limited | 68. Philip Morris Japan K.K. | 83. Unilever Japan |
| 54. McDonald's Company, Ltd. | 69. Procter & Gamble Japan | 84. UPL Japan |
| 55. MHD Moet Hennessy Diageo K.K. | 70. Puratos Japan Co., Ltd. | |
| 56. Miele Japan Corp. | 71. Reckitt Benckiser Japan Ltd. | |

2020 Japan TRS Participant List

High Tech – 163 organizations (1/4)

1. Accenture Japan Ltd.
2. Activision Blizzard Japan Ltd.
3. Adobe Systems Co., Ltd.
4. Advantest Corporation
5. Advantest Corporation (Executive)
6. Akatsuki Inc.
7. ALPSALPINE CO.,LTD
8. Amadeus Japan K.K.
9. Amazon Japan K.K.
10. AMD Japan, Ltd.
11. Amdocs Japan, Ltd.
12. Analog Devices KK
13. ANRITSU CORPORATION
14. Apple Japan, Inc.
15. Applied Materials Japan, Inc.
16. Arrow Electronics Japan
17. ASM JAPAN K.K.
18. ASML Japan Co., Ltd.
19. Asurion Japan Holdings GK
20. AT&T Japan LLC
21. Autodesk Japan
22. Avaya Japan
23. AXA General Insurance Company Limited
24. BANDAI NAMCO Entertainment Inc.
25. BANDAI NAMCO Entertainment Inc.(Executive)
26. BANDAI NAMCO Holdings Inc.
27. BANDAI NAMCO Holdings Inc.(Executive)
28. Barco Japan
29. bellFace Inc.
30. Booking.com - Japan
31. BRIGHT STAR CO., LTD.
32. Broadcom (formerly Avago Technologies) Japan Limited
33. BT Japan Corporation
34. Bytedance KK
35. Canon Inc.
36. Celestica Japan K.K.
37. Cisco Systems G.K.
38. Citrix Systems Japan K.K.
39. Cognex-Japan
40. Concur Japan, Ltd.
41. CoorsTek KK
42. Criteo K.K.
43. Cybereason Japan Corp.
44. Cymer Japan, Inc

2020 Japan TRS Participant List

High Tech – 163 organizations (2/4)

- | | | |
|------------------------------|---|--|
| 45. Dassault Systemes K.K. | 61. HENNGE K.K | 76. KPMG Ignition Tokyo, Inc. |
| 46. Dell Japan Inc. | 62. Hewlett Packard Enterprise Japan | 77. Kulicke & Soffa Japan Ltd. |
| 47. Dimension Data Japan Inc | 63. Hewlett-Packard Japan, Ltd. | 78. KYOCERA Corporation |
| 48. DXC Japan Ltd. | 64. HID Japan | 79. Lam Research Co. Ltd. |
| 49. EmberPoint Co., Ltd. | 65. Hitachi Systems, Ltd. | 80. Lenovo Japan Ltd. |
| 50. Equinix Japan, KK | 66. HITACHI,LTD. | 81. LINE Corporation |
| 51. Ericsson Japan K.K. | 67. IBM Japan Ltd. | 82. LinkedIn Japan Ltd. |
| 52. Ernst & Young Shinnihon | 68. Infineon Technologies Japan K.K. | 83. MACROMILL, INC. |
| 53. ETAS K.K. | 69. INTAGE TECHNOSPHERE Inc. | 84. Mastercard |
| 54. Expedia - Japan | 70. Intel K.K. | 85. MEGACHIPS CORPORATION |
| 55. Facebook Japan K.K. | 71. Juniper Networks, K.K. | 86. MEGACHIPS CORPORATION
(Executive) |
| 56. F-Secure Japan | 72. Jupiter Telecommunications Co.,
Ltd(Executive) | 87. Micron Japan Ltd. |
| 57. Fujitsu Japan | 73. KDDI CORPORATION | 88. MITSUBISHI CHEMICAL SYSTEMS,
Inc. |
| 58. GE Japan Digital | 74. KIOXIA Corporation | 89. MOL Information Systems, Ltd. |
| 59. Google Japan Inc. | 75. KOEI TECMO HOLDINGS CO., LTD. | |
| 60. GREE, Inc. | | |

2020 Japan TRS Participant List

High Tech – 163 organizations (3/4)

- | | | |
|--|--|--|
| 90. Motorola Solutions Japan Ltd. | 104. NXP Semiconductors Japan Ltd. | 120. Rockwell Automation Japan Co, Ltd. |
| 91. Mott MacDonald Japan KK | 105. ON Semiconductor Japan | 121. Rohm Co., Ltd |
| 92. Murata Manufacturing Co., Ltd | 106. Oracle Corporation Japan | 122. SAISON INFORMATION SYSTEMS CO.,LTD. |
| 93. National Instruments Japan Corporation | 107. OSIsoft Japan | 123. Sansan, Inc. |
| 94. NCR Japan, Ltd. | 108. Panasonic Avionics Corporation | 124. SAP Japan Co., Ltd. |
| 95. NEC Corporation | 109. Panasonic i-PRO Sensing Solutions | 125. SAS Institute Japan |
| 96. NEC Corporation(Executive) | 110. Panduit Corporation | 126. Schneider Electric (IT) Process Systems Japan, Inc. |
| 97. NetApp Japan K.K. | 111. PIONEER CORPORATION | 127. SCREEN Holdings Co., Ltd. |
| 98. Nippon Seagate Inc. | 112. Polycom Japan K.K. | 128. SEIKO EPSON CORPORATION |
| 99. NIPPON TELEGRAPH AND TELEPHONE CORPORATION | 113. Qualcomm | 129. Sensata Technologies Japan Limited |
| 100. Nokia Japan Corp. | 114. Quoine Corporation (Japan) | 130. Shure Japan Limited |
| 101. NTT Communications Corporation | 115. Rakuten, Inc. | 131. Singapore Telecom Japan Co., Ltd. |
| 102. NTT DATA Corporation | 116. Rakuten, Inc. (Executive) | 132. SITA Japan |
| 103. NVIDIA Japan | 117. Refinitiv Japan K.K. | |
| | 118. Renesas Electronics Corporation | |
| | 119. Ricoh Company, Ltd. | |

2020 Japan TRS Participant List

High Tech – 163 organizations (4/4)

- | | | |
|--|--|---|
| 133. SoftBank Corp. | 146. Toshiba Corporation | 161. Yahoo Japan Corporation(Executive) |
| 134. Softbank Corporation(Executive) | 147. TOSHIBA LIFESTYLE PRODUCTS & SERVICES CORPORATION | 162. Zebra Technologies Japan K.K. incorporated |
| 135. SoftBank Robotics Corp. | 148. Trend Micro Inc. | 163. Zendesk Japan |
| 136. Sony Corporation | 149. Uber Japan | |
| 137. Sony Network Communications Inc. | 150. UiPath K.K. | |
| 138. SQUARE ENIX HOLDINGS CO., LTD.(Executive) | 151. Unisys (Japan) | |
| 139. Sumitomo Electric Industries Ltd | 152. Uzabase, Inc. | |
| 140. Supercell - Japan | 153. Verint Systems Japan K.K. | |
| 141. Tata Consultancy Services Japan, Ltd. | 154. Veritas Software K.K. | |
| 142. TDK Corporation | 155. Verizon Media | |
| 143. Telstra International Limited | 156. Visa Worldwide (Japan) | |
| 144. Tokyo Electron Limited | 157. VMWare K.K. | |
| 145. Tokyo Electron Limited (Executive) | 158. Western Digital Japan | |
| | 159. Workday Japan KK | |
| | 160. Yahoo Japan Corporation | |

2020 Japan TRS Participant List

Machinery – 101 organizations (1/3)

1. AB Sciex KK
2. Aggreko Japan Limited
3. Alfa Laval K.K.
4. ASCO Japan Co., Ltd.
5. ASSA ABLOY Japan Co.,Ltd.
6. Atlas Copco KK
7. Bobst Japan Ltd
8. Bombardier Transportation & Aerospace Japan
9. Clarios Japan
10. Cummins Japan Ltd.
11. DeLaval K.K.
12. DKSH Japan K.K. - Machinery
13. Eaton Industries (Japan) Ltd.
14. Eaton Japan G.K.
15. Emerson Automation Solutions Final Control Japan
16. Emerson Japan, Ltd.
17. Emerson Process Management Japan Ltd.
18. Epiroc Japan KK
19. Esko-Graphics Co., Ltd.
20. Everpure Japan, Inc
21. Fanuc Corporation
22. First Solar Japan G.K.
23. FUJI INDUSTRIAL TECHNIQUE CO., LTD.
24. Fujikura Ltd(Executive)
25. FUJIKURA LTD.
26. GE Japan Aviation
27. GE Japan Corporate
28. GE Japan Global Growth Organization
29. GE Japan Global Operations
30. GE Japan Power - FieldCore
31. GE Japan Renewable Energy
32. GEA Japan KK
33. GF Machining Solutions
34. GF Piping Systems
35. Grundfos Pumps K.K.
36. HACH ULTRA JAPAN KK
37. Honeywell Japan-AERO
38. Honeywell Japan-CORP
39. Honeywell Japan-HBT
40. Honeywell Japan-HCE
41. Honeywell Japan-SPS
42. IHI Corporation

2020 Japan TRS Participant List

Machinery – 101 organizations (2/3)

- | | | |
|--|---|--|
| 43. IMI Japan K.K. Precision Engineering | 57. Nihon Entegris K.K. | 71. Oerlikon Nihon Balzers Coating Co., Ltd. |
| 44. Ingersoll-Rand Japan, Ltd. | 58. Nihon Hilti KK | 72. Omron Corporation |
| 45. Integrated DNA Technologies, KK | 59. Nihon Pall Ltd. | 73. Panasonic Corporation |
| 46. Kautex Japan Corporation | 60. Nihon Tetra Pak K.K. | 74. Panasonic Corporation(Executive) |
| 47. KITZ Corporation | 61. Nihon Waters K.K. | 75. Parker Hannifin Japan Ltd. |
| 48. Knorr-Bremse Commercial Vehicle Systems Japan Ltd. | 62. NIPPON DONALDSON, Ltd. | 76. PEPPERL+FUCHS |
| 49. Knorr-Bremse Rail Systems Japan Ltd. | 63. Nippon Fisher Co., Ltd. | 77. Primetals Technologies Japan(Executive) |
| 50. Komatsu Ltd. | 64. Nippon Otis Elevator Company | 78. Primetals Technologies Japan, Ltd. |
| 51. Leica Microsystems KK | 65. Nippon Pop Rivets and Fasteners Black & Decker Division | 79. Raytheon Company Japan |
| 52. Mabuchi Motor Co., Ltd | 66. Nippon Swagelok FST, Inc. | 80. Roland Corporation(Executive) |
| 53. Markem-Image Corporation | 67. NKK Tubes K.K. | 81. Sandvik K.K. |
| 54. Metso Japan Co., Ltd. | 68. NSK Ltd. | 82. SATO HOLDINGS CORPORATION |
| 55. MISUMI Group Inc. | 69. NSK Ltd. (Executive) | 83. Schlumberger K.K. |
| 56. MTS Japan Ltd. | 70. OC Oerlikon (Japan) Surface Solutions (OSS) | |

2020 Japan TRS Participant List

Machinery – 101 organizations (3/3)

- | | |
|---|---|
| 84. Sensitech Inc. | 99. Westinghouse Electric Japan Limited |
| 85. SHOWA DENKO K.K. | 100. Woodward Japan Ltd. |
| 86. Sidel Japan K.K | 101. X-Rite |
| 87. Siemens KK | |
| 88. Signify Japan GK | |
| 89. SKF Japan Ltd. | |
| 90. Sulzer Japan Ltd. | |
| 91. TAIYO,LTD. | |
| 92. TLV CO.,LTD. | |
| 93. Toyo Engineering Corporation | |
| 94. Trane Japan, Ltd. | |
| 95. UTC Corporate | |
| 96. Valmet | |
| 97. Vestas Wind Technology Japan Co. Ltd. | |
| 98. Videojet | |

2020 Japan TRS Participant List

Mercer Life Sciences – 114 organizations (1/3)

1. ABBOTT JAPAN CO., LTD.
2. AbbVie GK
3. Accuray Japan K.K.
4. Alcon Japan Ltd.
5. Alere Medical Co., Ltd.
6. Align Technology Japan, Inc
7. Amgen Astellas BioPharma K.K.
8. AstraZeneca K.K.
9. Avanos Medical Japan, Inc.
10. Baxter Limited
11. Bayer - Japan - Bayer Yakuhin Ltd.
BHC PH Japan
12. Bayer Holding Ltd.
13. Bayer Yakuhin Consumer Health
14. Beckman Coulter K.K. - Diagnostics
15. Beckman Coulter K.K. - Life Sciences
16. Biogen Japan Ltd
17. bioMerieux Japan Ltd.
18. Bloom Hearing Co. Ltd
19. Boston Scientific Japan K.K.
20. Bristol-Myers Squibb K.K.
21. Cardinal Health Japan
22. Carl Zeiss - Japan
23. CHARLES RIVER LABORATORIES JAPAN, INC.
24. Chugai Pharmaceutical Co., Ltd
25. Cmic CMO Co., Ltd
26. Coloplast K.K.
27. Coopervision Japan Inc.
28. CSL Behring K.K.
29. Danaher Corporation
30. DH Dental
31. DKSH Japan K.K. - Pharmaceuticals
32. Edwards Lifesciences Limited
33. Eisai Co., Ltd.
34. Elekta K.K.
35. Eli Lilly Japan K.K.
36. Ferring Pharmaceuticals Co., Ltd.
37. Fresenius Medical Care Japan K.K.
38. GALDERMA K.K.
39. GE Japan Healthcare
40. Getinge Group Japan K.K.
41. Gilead Sciences K.K.
42. GlaxoSmithKline K.K. - Pharmaceutical

2020 Japan TRS Participant List

Mercer Life Sciences – 114 organizations (2/3)

- | | | |
|--|---|--|
| 43. Hologic Japan Inc. | 54. Kyowa Pharmaceutical Industry Co., Ltd. | 68. Molecular Devices |
| 44. HOYA Corporation Medical Division | 55. Leica Biosystems | 69. Molnlycke Health Care Asia-Pacific Pte Ltd |
| 45. Idorsia Pharmaceuticals Japan Ltd. | 56. LEO Pharma K.K. | 70. MSD Animal Health K.K. |
| 46. Illumina K.K. | 57. LifeScan Japan | 71. MSD K.K. |
| 47. Intuitive Surgical GK | 58. Lundbeck Japan K.K. | 72. MUNDIPHARMA K.K. |
| 48. IQVIA Solutions Japan K.K. | 59. Mammotome | 73. Mylan Seiyaku Ltd. |
| 49. Janssen Pharmaceutical K.K. | 60. MANI, INC. | 74. Nihon Cochlear Co., Ltd |
| 50. Japan Tobacco Inc. - Pharmaceutical | 61. Marken Japan Kabushiki Kaisha | 75. Nihon Pharmaceutical Co., Ltd. |
| 51. Johnson & Johnson K.K. Medical Company | 62. Maruho Co.,Ltd. | 76. NIHON SERVIER Co., Ltd. |
| 52. Johnson & Johnson Vision Care Company | 63. Medicon, Inc | 77. Nippon Becton Dickinson Company, Ltd. |
| 53. Kobayashi Pharmaceutical Co., Ltd. | 64. Medline JP | 78. Novartis Pharma K.K. |
| | 65. Medtronic Japan Co., Ltd. | 79. Novo Nordisk Pharma Ltd. |
| | 66. Merck Ltd. Japan | 80. O&M Halyard Japan, G.K. |
| | 67. Merck Serono – Japan | |

2020 Japan TRS Participant List

Mercer Life Sciences – 114 organizations (3/3)

- | | | |
|---------------------------------------|--|------------------------------------|
| 81. Olympus Corporation | 96. Sandoz K.K. | 110. Thermo Fisher Scientific K.K. |
| 82. Olympus Corporation(Executive) | 97. Sanofi K.K. | 111. UCB Japan Co.,Ltd. |
| 83. Olympus Terumo Biomaterials Corp. | 98. Shire Japan KK | 112. Varian Medical Systems K.K. |
| 84. Omron Healthcare Co., Ltd | 99. Siemens Healthcare Diagnostics K.K. | 113. Widex Co., Ltd |
| 85. ORIGIO Japan K.K. | 100. Siemens Healthcare K.K. | 114. Zimmer Biomet G.K. |
| 86. Ortho Clinical Diagnostics | 101. Sigma-Aldrich Japan G.K., Japan | |
| 87. Otsuka Pharmaceutical Co., Ltd. | 102. Sivantos K.K. | |
| 88. PerkinElmer Japan Co., Ltd. | 103. Stryker Japan K.K. | |
| 89. Pfizer Japan Inc. | 104. SymBio Pharmaceuticals Limited | |
| 90. PHC Corporation | 105. Sysmex Corporation | |
| 91. PHC Corporation (Executive) | 106. Taiko Pharmaceutical Co., Ltd. | |
| 92. Philips Electronics Japan, Ltd. | 107. Takeda Pharmaceutical Company Limited | |
| 93. Radiometer K.K. | 108. TERUMO CORPORATION | |
| 94. Roche Diagnostics K.K. | 109. Teva Takeda Pharma Ltd. | |
| 95. SanBio Company Limited | | |

2020 Japan TRS Participant List

Retail – 53 organizations (1/2)

1. ASICS Corporation
2. Asics Japan KK
3. Asics Japan KK(Shop Staff)
4. ASKUL Corporation
5. Berluti Japan K.K.
6. Bose G.K.
7. Bulgari Japan
8. Burberry Japan K.K.
9. Callaway Golf K.K.
10. Christian Dior K.K.
11. Clarks Japan Ltd.
12. Columbia Sportswear Japan, Inc.
13. Crocs Japan GK
14. DFS Okinawa K.K.
15. DOME Corporation
16. DOME UNITED CO.,LTD
17. FAST RETAILING CO., LTD.
18. FENDI Japan K.K.
19. Gap Japan K.K.
20. GN Netcom Japan Ltd
21. IKEA Japan K.K.
22. Levi Strauss Japan
23. Loro Piana Japan Co. Ltd.
24. Louis Vuitton Japan K.K.
25. lululemon athletica JP LLC
26. LVMH Fashion Group Japan - Celine Japan
27. LVMH Fashion Group Japan - Givenchy Japan
28. LVMH Fashion Group Japan - Loewe Japan
29. LVMH Watch & Jewelry Japan K.K. - ASS
30. LVMH Watch & Jewelry Japan K.K. - CHAUMET Division
31. LVMH Watch & Jewelry Japan K.K. - FRED Division
32. LVMH Watch & Jewelry Japan K.K. - Hublot Division
33. LVMH Watch & Jewelry Japan K.K. - SSC
34. LVMH Watch & Jewelry Japan K.K. - TAG Heuer Division
35. LVMH Watch & Jewelry Japan K.K. - ZENITH Division
36. Marc Jacobs Japan K.K.
37. METRO Cash & Carry Japan K.K.
38. Nike, Inc.
39. QVC Japan
40. Ralph Lauren Corporation Japan

2020 Japan TRS Participant List

Retail – 53 organizations (2/2)

41. Richemont Japan Ltd.
42. Rimowa Japan K.K.
43. Seiyo Food-Compass Group, Inc
44. Seiyu G.K.
45. Solasto Corporation
46. Starbucks Coffee Japan
47. Swarovski Japan Ltd
48. Taylormade Golf Company
49. Tod's Japan K.K.
50. Toridoll Holdings Corporation
51. Toridoll Holdings
Corporation(Executive)
52. VF Japan Limited
53. Wacoal Corp.

2020 Japan TRS Participant List

Other – 92 organizations (1/3)

1. A.D.Works Co.,Ltd.(Executive)
2. Accor Japan
3. American Bureau of Shipping - Japan
4. APM Terminals Japan K.K.
5. Assurant Japan
6. AVT
7. Baker & McKenzie (Gaikokuho Joint Enterprise)
8. BANDAI CO.,LTD
9. BANDAI CO.,LTD(Executive)
10. BANDAI SPIRITS CO., LTD.
11. BANDAI SPIRITS CO., LTD.(Executive)
12. Benesse Corporation
13. bitFlyer, Inc.
14. BMW Japan Finance Corp.
15. Bollore Logistics Japan K.K.
16. Booking.com Customer Service Center (Japan) KK
17. CapitaLand Mall Japan KK
18. Cargill Japan Limited
19. Carnival Corporation Japan
20. CMA CGM JAPAN K.K.
21. Coincheck, Inc.
22. Coincheck, inc.(Executive)
23. CSA Group Japan
24. DAMCO JAPAN K.K.
25. Dentsu Isobar
26. DHL Executives Japan (Corporate)
27. DHL Express Japan (Corporate)
28. DHL Global Business Services Japan (Corporate)
29. DHL Global Forwarding Japan K.K.
30. DHL Global Forwarding, Freight Japan
31. DHL Japan, Inc.
32. DHL Supply Chain Japan (Corporate)
33. DHL Supply Chain Ltd.
34. Dowa Holdings Co., Ltd
35. Euroclear Japan
36. Federal Express Japan GK
37. Fukuoka Financial Group, Inc.
38. Gate Gourmet Japan YK
39. GE Japan Gas Power
40. GE Japan Power Portfolio
41. GfK Marketing Services Japan K.K.
42. GMO Aozora Net Bank,LTD.

2020 Japan TRS Participant List

Other – 92 organizations (2/3)

- | | | |
|--|---|--|
| 43. HAVI Supply Chain Solutions Japan G.K. | 54. Kuehne and Nagel Japan
Japan branch | |
| 44. HAVI Supply Chain Solutions Japan G.K. - The Marketing Store Worldwide | 55. Lloyd's Register Japan | 65. Nohara Holdings, Inc. |
| 45. IKEA Distribution Services K.K. | 56. Lloyd's Register Quality Assurance Limited | 66. Ocean Network Express Pte. Ltd. |
| 46. "Industrial and Commercial Bank of China Tokyo Branch" | 57. Maersk Line - Japan | 67. Osaka Metro Co., Ltd. |
| 47. Institution for a Global Society Corporation | 58. Mapletree Investments Japan Kabushiki Kaisha & Mapletree Management Services Japan Kabushiki Kaisha | 68. Outsourcing SR Corp. |
| 48. International Committee of the Red Cross Japan | 59. Mars Food Inc. Japan | 69. Oxford University Press Japan |
| 49. ispace, inc. | 60. MCC Transport (Japan) | 70. Peach Aviation Limited |
| 50. Itochu Corporation(Executive) | 61. Mercedes-Benz Finance (Non-exec) | 71. Penta-Ocean Construction Co., Ltd |
| 51. JAL Engineering Co., Ltd. | 62. MONEY SQUARE, INC. | 72. Quantum Solutions (Japan) Inc. |
| 52. Japan Airlines Co., Ltd. | 63. MS&AD InterRisk Research & Consulting, Inc. | 73. R/GA |
| 53. KOKUYO Co.,Ltd.(Executive) | 64. Neovia Logistics Services LLC | 74. Recruit Holdings Co., Ltd |
| | | 75. Recruit Holdings Co., Ltd. (Executive) |
| | | 76. Safmarine (Japan) |
| | | 77. Schenker-Seino Co.,Ltd |
| | | 78. Slalom Tokyo |

2020 Japan TRS Participant List

Other – 92 organizations (3/3)

79. SOLIZE Corporation
80. Sompo Holdings, Inc.
81. SWIFT JAPAN LTD.
82. The Church of Jesus Christ of Latter-day Saints
83. Thomson Reuters Japan KK
84. Tokyo Electric Power Company Holdings Inc.
85. TÜV SÜD Japan
86. UPS Japan Co., Ltd.
87. WeWork Japan G.K.
88. WLT Japan
89. World Bank Japan
90. World Courier
91. Yusen Logistics Co., Ltd
92. ZIM Japan Ltd.

