

SALARY SURVEY
2017
JAPAN

2016 INSIGHT

The talent shortage in the Japanese labour market intensified in 2016 as unemployment rates continued to decline and the jobs-to-applicants ratio rose, leading to a sustained lack of specialists across a broad range of sectors.

As the globalisation of both foreign-affiliated and Japanese companies progressed, the demand for skilled, bilingual professionals continued to rise irrespective of industry or job title, making it challenging to attract talent.

2017 EXPECTATIONS

The candidate short market seen throughout 2016 looks set to continue in the year ahead as companies compete for scarce talent – especially bilingual professionals. Against a backdrop of a declining birth rate and ageing population, coupled with a younger generation placing less importance on career progression, the challenge of securing sought-after professionals will continue.

With the 2020 Tokyo Olympics drawing closer, we anticipate increased demand for professionals in the entertainment, travel and hospitality sectors. In retail, demand for

sales staff will increase as a result of business expansion, with stronger demand for specialists with English and/or Chinese language skills. As online sales channels become an increasingly important tool to boost sales, the demand for digital marketing and IT professionals specialising in SNS and website development will also increase as companies invest in online marketing.

Demand for IT professionals will remain steady across a wide variety of related job roles. In particular, we anticipate an overwhelming shortage of data scientists, engineers and other data specialists, so competition to acquire these professionals is almost certain to intensify. In addition, the rise in demand for cyber security-related specialists, along with the rapid introduction of cloud systems will result in high, ongoing demand for cloud technology engineers and consultants.

Across financial services, we expect to see demand for accounting skills grow, with an increase in the number of vacancies for bilingual junior candidates. Overall, the market for bilingual finance professionals remains candidate short, so to secure the best talent companies will need to offer attractive salaries and additional benefits.

There will be strong demand for bilingual sales and engineering professionals in 2017 across commerce and industry, accompanied by salary increases of up to 20% for the highest calibre job movers. In addition, the chemical industry will see high demand for R&D, technical, and sales specialists, where a shortage of talent will drive salaries up.

Across legal and compliance, a shortage of bilingual lawyers will persist, leading to increased competition in the market with salary increases reaching up to 10% when candidates change roles. Across IT, particularly in the IT finance sector, job movers will be able to command salary increases of 15-25%.

In this candidate short market hiring managers will need to offer both competitive salaries and non-financial benefits, such as career progression, in order to secure the best talent.



Japan's candidate led market looks set to continue in 2017 as companies compete for scarce talent, especially bilingual professionals.



TOP 4 IN-DEMAND SKILL SETS IN JAPAN

- | | |
|-----------------------|--------------------|
| ① Sales professionals | ② Engineers |
| ③ IT professionals | ④ HR professionals |





Demand for **bilingual professionals** outstripped supply



KEY FINDINGS

Hiring the best professionals will continue to be a challenge in 2017 as Japan's declining birth rate and ageing population place further pressure on an already limited talent pool. In this candidate short market, companies will need to offer competitive salaries and career development opportunities to attract interest from jobseekers.

OVER 20% SALARY INCREASES EXPECTED FOR THESE JOB MOVERS:

-  Security and risk IT professionals
-  Senior sales professionals and account managers

UP TO 20% SALARY INCREASES EXPECTED FOR THESE JOB MOVERS:

-  Factory/Plant managers
-  Sales managers – Chemical industry

UP TO 10% SALARY INCREASES EXPECTED FOR THESE JOB MOVERS:

-  HR managers and directors
-  Fund managers

Salary Survey 2017

OVERVIEW

ACCOUNTING & FINANCE

FINANCIAL SERVICES

Bilingual junior professionals with finance experience were in high demand in 2016 as firms looked to invest in their longer term future. The CPA qualification (Japan and US) remained highly desirable with increasing competition to secure these candidates. The Zeirishi, or certified public tax accountant qualification, was also in high demand with new tax positions created in both the consulting and industry sectors.

The consulting, insurance and real estate investment industries experienced significant growth, while banking and securities hiring was mainly focused on replacement hires.

Whilst we saw a general drop in the number of vacancies for non-Japanese speaking candidates, there remained a number of areas, such as product control and valuations, where Japanese language skills were not a requirement and as a result some non-Japanese speaking candidates still found roles. Overall, the candidate shortage for bilingual finance professionals will continue.

Hiring managers able to demonstrate agility during the hiring process will reap the rewards in 2017 – as will those who can effectively sell their business to candidates at the interview stage.

COMMERCE

In 2016 we saw a busy job market for finance and accounting professionals, with the highest

demand for FP&A professionals. The shortage of qualified jobseekers led companies to offer competitive salaries and packages to attract and retain top talent. The talent shortage also meant that candidates who previously worked for major audit firms and financial services companies were also considered for roles within commercial companies.

During 2017 we expect continued demand across all areas of commerce, competitive hiring activity and companies changing their expectations to match the available talent pool.

In Osaka, there was ongoing demand for bilingual cost accountants and finance professionals with manufacturing industry experience to fill permanent roles. As demand for accounting skills grew, hiring managers became increasingly flexible about candidates' experience in order to secure talent. We recommend that other companies take this approach in 2017.

In the contract market, there was a noticeable shortage of candidates, especially accountants in 2016. Salaries for the most part remained steady, although the minimum went up slightly for junior positions. We saw an increased demand for candidates with knowledge of tax accounting.

FINANCIAL SERVICES

OPERATIONS

Operations recruitment remained steady throughout 2016 and we saw an increase in demand for professionals with management experience.

There was movement amongst junior candidates as they changed from operations to compliance and anti-money-laundering roles due to ongoing demand in those areas. Additionally, top-tier operations professionals continued to receive multiple job offers when they moved roles. This candidate led market is expected to continue throughout 2017.

FRONT OFFICE

In 2016, we saw steady demand from buy side businesses. In particular, institutional sales professionals were highly sought after in the pension fund and fixed income areas. While US/European investment banks experienced lower levels of hiring activity, particularly within equity divisions, Japanese financial institutions have been aggressively hiring those from foreign institutions to expand their businesses overseas.

Demand for candidates from management and strategic consulting companies steadily increased through 2016. We also observed movement of financial service professionals who were changing roles in the areas of M&A cross border consulting, strategic planning and business development. We anticipate these trends will continue in 2017.

In addition, experienced sell side contractors increasingly moved to the buy side in 2016; attracted by more competitive daily rates, and with a wider selection of jobs to choose from, more contractors found permanent roles.

KEY TRENDS

- ▶ In retail, demand for sales staff will increase, with stronger demand for specialists with English and/or Chinese language ability. Digital marketing and IT specialists will also be in high demand.
- ▶ Demand in IT will remain steady, and competition to acquire data scientists, engineers, and other data specialists is certain to intensify, coupled with a demand for cyber security specialists.
- ▶ Across financial services, we expect to see demand for accounting skills grow, while the market for bilingual finance professionals remains candidate short.
- ▶ There will be strong demand for bilingual sales and engineering professionals across the commerce and industrial sectors; likewise, the chemical industry will see high demand for technical and sales specialists.

GENERAL AFFAIRS & ADMINISTRATION

We saw a continued need for accomplished, bilingual office managers with the ability to oversee multiple general affairs, administration and HR support tasks. In addition, there was an ongoing shortage of bilingual specialists in facilities management and vendor management – we expect these trends to continue in 2017.

Demand for short-term contract positions (e.g. maternity cover) increased; however, there was a lack of candidates willing to accept such short-term roles. There was also a shortage of junior candidates with financial services backgrounds, leading clients to consider bilingual professionals from other industries.

Companies were increasingly open to temporary contract solutions while looking to fill permanent roles. There was a continuous need for bilingual staff across all financial service positions, with a 5% increase in average salaries for job movers owing to a shortage of junior bilingual candidates. Due to the increase in the number of positions, candidates were able to find jobs quickly.

HUMAN RESOURCES

There was an ongoing shortage of bilingual talent acquisition specialists, with highest demand for junior to mid-level candidates. This trend was particularly strong in the professional services, IT and healthcare sectors where a

shortage of internal recruiters will continue in 2017. There were many job openings for HR business partners, HR generalists, junior payroll specialists and mid to senior level compensation and benefit managers, driving salary increases of 5-15% for those who moved jobs in 2016. The demand for bilingual HR professionals caused a severe talent shortage in all specialisms, which is anticipated to continue throughout 2017. Likewise, in Osaka we saw a rise in back office hiring activity, including HR.

In the contract market, there was an abundance of roles in payroll, compensation and benefits and recruiting, but there were fewer candidates to fill these roles. Consequently, hiring managers were willing to be flexible with their salary packages for recruiting roles.

INFORMATION TECHNOLOGY

IT COMMERCE

Recruitment activity across commerce was very active in 2016 with a spike in hiring, particularly among pharmaceutical and manufacturing employers. However, the majority of hires were for replacement positions so jobseekers sought new challenges for the same salary or a minimal increase.

We anticipate further job increases from 2017 onwards due to the upcoming 2020 Olympics, especially for business application, customer

relationship management and enterprise resource planning positions in the leisure and hospitality industry.

IT FINANCE

During 2016, hiring across securities was limited to replacement hires for the first half of the year, particularly in business aligned functions such as application support. However, there was an increase in hiring related to regulatory driven requirements in risk and security. Overall, as the year progressed, hiring remained low.

The demand for senior project managers and program managers remained high due to a shortage of qualified bilingual candidates with insurance industry experience. Securities and insurance candidates who changed roles received an average 15-25% increase in compensation.

Hiring increased at many fintech start-ups, particularly those covering payments, investing and personal finance. Professionals with web and mobile development experience, especially User Interface (UI)/User Experience (UX) exposure, were most sought after. Hiring will remain quiet in securities, steady in insurance and healthy in fintech related positions.

IT ONLINE

There was consistent demand for web producers, UI/UX designers, Unity and Python developers, and front and back-end programmers in gaming, social media and e-commerce companies throughout 2016, as many businesses shifted their marketing and customer sales channels to web/online to maximise market potential and reduce the operation costs of running bricks and mortar shops.

Omnichannel, online-to-offline (O2O) and other online business demands continued to drive the hiring of engineers. In an extremely competitive market to secure top engineers, employers that are willing to prioritise strong technical skills over Japanese language capability will be most able to successfully meet their hiring requirements.



OVERVIEW

IT VENDOR & CONSULTING

The urgent need for data scientists, data analysts, business intelligence engineers and consultants continued in 2016. The trend of increasing compensation backed by demand for data related roles will continue in 2017. Consumer demand for security services was not as high as expected leading to reduced demand for security engineers.

In 2017 we expect engineers and consultants with cloud technology experience to continue to be in high demand. Many companies will continue to move from on-premises to cloud solutions, resulting in a substantial need for software (SaaS) and infra/platform engineers (IaaS/PaaS) for both vendors and user side. As a result, consulting companies will compete for experienced candidates who can both deliver and control projects to deploy and integrate products.

IT CONTRACT

In 2017, we expect to see steady demand for bilingual junior talent and first level escalation support with salaries increasing across all infrastructure positions.

Candidates with web-related technology and SAP experience, particularly in retail, e-commerce, gaming and manufacturing will continue to be in high demand in 2017. Salaries for experienced project managers and consultants have increased since more companies have been looking to standardise IT systems globally.

In Osaka, professionals with expertise in user support, help desk, and CAD operations were actively seeking new roles.

LEGAL & COMPLIANCE

We saw a decline of in-house legal roles in 2016 with replacement hires outnumbering new roles, with the exception of the technology and pharmaceutical industries which were actively hiring for mid-level professionals. We anticipate a similar pattern moving into 2017, where the shortage of bilingual qualified lawyers will continue to cause steep competition amongst hiring managers.

Demand for compliance professionals continued within advisory, control room and surveillance. There were fewer new roles and more replacement hires than the previous year, but extensive movement of candidates between firms created an active job market. This is a trend we expect to continue in 2017, with anticipated demand from buy side financial services firms due to new and stricter regulations in this sector.

MANUFACTURING

AUTOMOTIVE

High demand for engineering professionals continued to drive salaries up in 2016. While salaries for most positions were generous, hiring managers also focused on drawing attention to benefits and career prospects.

There was a significant shortage of hardware and software engineers who could handle applications such as automated driving and connected cars, leading companies to seek out talent in industries such as telecommunications, industrial electronics and robotics. Increasing numbers of companies are relaxing their language requirements, with many dropping the requirement for bilingual proficiency as long as the candidate has strong technical acumen.

INDUSTRIAL

The need for bilingual sales, marketing and engineering professionals will further outstrip supply in 2017. As a result, salaries for job movers with the best talent will continue to grow by up to 20%. We expect the number of foreign manufacturing companies entering the Japan market to continue to increase in 2017.

In Osaka, bilingual sales engineers, as well as sales professionals will be highly sought after throughout 2017.

ENERGY & INFRASTRUCTURE

We continued to see further salary increases in 2016. On-site electrical engineers and civil engineers with licences were consistently in high demand across the renewables industry. We anticipate candidate shortages and increased

salaries will continue for other commercial roles and project financing functions in 2017. The emerging renewable energy market, along with the traditional energy sector, will show robust demand.

CHEMICAL

The global rise of electronics in vehicles has led to an increase in demand for highend electronic materials, including battery materials, and Japan is positioned as a leader in this space. Therefore, hiring activity remained buoyant in this area throughout 2016. Additionally, we observed growth in the life science chemicals sector as well as more traditional chemical manufacturing areas. We expect this trend to continue in 2017, with highest demand for R&D, technical services, sales, marketing and business development professionals, especially those with English language skills. The shortage of talent will drive salary levels up.

RISK

Risk hiring remained relatively static in 2016, with most businesses hiring on a replacement basis only. In the credit risk space, firms trimmed their respective teams as most businesses focused on increasing headcount in lower cost centres. Nonetheless, both foreign and domestic organisations were keen to hire Japanese and non-Japanese bilingual junior candidates to develop their talent pipelines, a trend we expect to continue in 2017.

On the market risk side, hiring activity stayed static. However, more technical and specialised groups within banking businesses increased headcount in areas such as risk analytics and model validation.

SALES & MARKETING

MEDICAL

With the growing number of foreign companies entering the Japanese medical device market, the demand for general manager level talent and professionals with start-up, regulatory affairs and quality assurance experience remained high. Additionally, employers increasingly made

requests for strategic-minded candidates with English proficiency.

We also witnessed a shift in product popularity. As patient needs are continuously evolving, the market followed suit and an increasing number of candidates preferred to work for companies producing innovative, high-end products. This resulted in more candidates applying to foreign start-up companies just entering the Japanese market with their cutting edge products.

PHARMACEUTICAL

Hiring needs remained high in CNS (Central Nervous System), oncology, immunology, and rare diseases, as well as in medical affairs. The trend in both pharmaceutical and CSO (contract sales organisation) to hire inexperienced MSL (medical science liaison) candidates will continue in 2017. Medical roles that require a solid science background will help drive salary increases for medical doctors and medical affairs professionals.

In Osaka, medical outsourcing companies (CRO, CSO) will have a strong demand for technical candidates, MR and sales representatives. Generic drug companies and pharmaceutical companies will also be looking for high quality candidates.

CONSUMER & FMCG

The need for bilingual sales and marketing talent will continue to grow at all levels as organisations seek to grow their market share in 2017. Global retailers and manufacturers entering the Japanese market will be seeking commercial talent for country manager roles.

In addition, the need to develop closer retailer relationships is leading manufacturers to appoint new shopper marketing teams.

RETAIL & HOSPITALITY

Although tourist numbers remained consistently high in 2016, the slowdown in tourist spending affected retailers. In particular, luxury retailers suffered a decline in sales, while Japanese consumer spending remained stable. Nevertheless, the demand for English and Chinese speaking retail and sales staff remained high with an increase in demand for retail professionals across all levels due to expansion and new store openings.

DIGITAL & ONLINE

The expansion of global brands, travel and hospitality industries led to a greater need for automated services including online payment technology and optimised websites with robust e-commerce platforms. Additionally, advertising agencies have increasingly diversified services to keep up with their clients' needs and actively sought talented professionals. We anticipate that 2017 will be a big year for fintech and online/mobile payment solutions. In Western Japan, lower rates of pay have continued to attract web businesses to the region.

IT SOFTWARE

Marketing and direct sales professionals were highly sought after in 2016, with companies willing to pay a premium to secure quality talent. With cloud-based software becoming the de facto standard in enterprise

applications, recruitment demand was driven by the need to deliver an updated message and customer approach to the market. Companies will further boost investment in new talent to support market growth throughout 2017, whilst new consulting and business development roles are created to support the software as a service distribution model.

IT INFRASTRUCTURE & SERVICES

Competition remained intense for bilingual sales and marketing talent in 2016. Candidates received multiple offers and large salary increases, in particular those with cloud, cyber security and fintech sales skills.

We also saw companies hiring bilingual sales and marketing professionals outside of their technology vertical, for example business intelligence specialists were hired by hardware companies. This shows that companies are willing to train new staff instead of waiting for a candidate who perfectly matches the job description.

SUPPLY CHAIN

We saw a moderate increase in hiring, especially for supply chain, logistics, procurement, customer service and call centres in 2016. The demand for QA/QC remained steady, with a shift to more junior candidates at companies willing to invest for the long term. We also observed movement of FMCG and healthcare/pharmaceutical candidates between their respective industries.

Across healthcare, businesses have taken a cautious approach to hiring, whereas FMCG companies sought call centre professionals, most notably during the start of 2016. Purchasing and procurement hiring grew more than any other function.

In Osaka, we anticipate ongoing demand for bilingual supply chain and procurement professionals, especially at mid-manager level. A shortage of candidates for contract roles led to a slight 5-7% increase in salaries for job movers. We also saw growing numbers of roles for assistants within the supply chain/logistics space.



TOKYO

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Investment Banking/Securities						
Product Control	6 - 10m	7 - 10m	10 - 18m	10 - 16m	18 - 20m	17 - 25m
Internal Audit	6 - 9m	7 - 10m	10 - 18m	10 - 16m	17 - 20m	16 - 25m
Financial/Mgt Accounting	6 - 8m	6 - 9m	8 - 15m	10 - 18m	15 - 20m	18 - 21m
Tax	6.5 - 8m	6.5 - 8m	8 - 18m	10 - 18m	14 - 18m	18 - 23m

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Investment Banking/Securities						
Product Control	3000 - 5000	3000 - 5000	4200 - 8100	4200 - 8100	5300 - 10100	5300 - 10100
Internal Audit	2800 - 5000	2800 - 5000	3500 - 9200	3500 - 9200	6300 - 12000	6300 - 12000
Financial/Mgt Accounting	2800 - 3800	2800 - 4000	3000 - 8100	3000 - 8100	5000 - 11000	5000 - 11000
Tax	2800 - 4300	2900 - 4300	3000 - 6100	3000 - 6100	5000 - 8100	5000 - 8100

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Large Organisation				
Chief Financial Officer	25 - 50m	25 - 50m	8000 - 12000	8000 - 12000
Financial Controller	15 - 20m	15 - 21m	5000 - 9000	5000 - 9000
SME				
Chief Financial Officer	15 - 25m	15 - 25m	6000 - 10000	6000 - 10000
Financial Controller	11 - 16m	11 - 16m	4000 - 8000	4000 - 8000
Accounting				
Internal Audit Manager	11 - 15m	11 - 16m	4000 - 8000	4000 - 8000
Tax Manager	12 - 16m	12 - 16m	4500 - 8500	4500 - 8500
Financial Accounting Manager	10 - 14m	10 - 15m	4000 - 8000	4000 - 8000
Treasury Manager	8 - 12m	8 - 12m	4000 - 7000	4000 - 7000
Credit Manager	8 - 12m	8 - 12m	4000 - 7000	4000 - 7000
Senior Financial Accountant	8 - 10m	7 - 10m	4100 - 7600	4100 - 7600
Tax Accountant	8 - 11m	7 - 11m	3000 - 5700	3000 - 5700
Internal Auditor	8 - 10m	8 - 11m	4000 - 6100	4000 - 6100
Cost Accountant	7 - 9m	7 - 10m	2400 - 3200	2500 - 3200
Financial Accountant	6 - 8m	6 - 9m	2700 - 3600	2700 - 3600
Treasury Accountant	5 - 8m	5 - 8m	2700 - 3600	2700 - 3600
AP/AR Staff	4 - 6m	4 - 6m	2400 - 3200	2500 - 3200
Financial Planning & Analysis				
Financial Planning Manager	12 - 16m	12 - 16m	5000 - 8000	5000 - 8000
Business Controller	10 - 13m	10 - 14m	3000 - 6500	3000 - 6500
Senior Financial Analyst	10 - 13m	10 - 13m	3500 - 6300	3500 - 6300
Financial Analyst	7 - 10m	7 - 10m	2400 - 5200	2600 - 5200

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TOKYO

FINANCIAL SERVICES

PERMANENT

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Project Management	7.5 - 12m	7.5 - 12m	11 - 17m	11 - 17m	15 - 20m	15 - 20m
Middle Office	6 - 11m	6 - 11m	10 - 16.5m	10 - 16.5m	15 - 20m	15 - 20m
Settlements	6 - 10m	6 - 10m	9 - 14m	9 - 14m	15 - 18m	15 - 18m
Head of Marketing	6 - 11m	6 - 11m	10 - 16.5m	10 - 16.5m	15 - 23m	15 - 23m
Media/Press Relations	5 - 7.5m	5 - 7.5m	7 - 11m	7 - 11m	15 - 21m	15 - 21m
Corporate Communications	6 - 8.5m	6 - 8.5m	8 - 12m	8 - 12m	13 - 21m	13 - 21m
Investor Relations/Events	4.5 - 6.5m	4.5 - 6.5m	6 - 9.5m	6 - 9.8m	10 - 15m	10 - 15m

CONTRACT

ROLE	CONTRACT RATE PER HOUR JPY (¥)					
	0 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10 YRS' EXP	
	2016	2017	2016	2017	2016	2017
Project Management	3100 - 5300	3200 - 5300	5200 - 13100	5200 - 13100	6500 - 13100	3500 - 13100
Middle Office	2700 - 3100	2800 - 3700	3300 - 6700	3300 - 6700	5000 - 10200	5000 - 10200
Settlements	2700 - 3100	2800 - 3200	2900 - 6700	2900 - 6700	5000 - 10200	5000 - 10200

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TOKYO

GENERAL AFFAIRS & ADMINISTRATION

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Financial Services				
Administration Manager	8 - 11m	8 - 11m		
Executive Secretary	6 - 9m	6 - 9m	3000 - 5000	3200 - 5000
Translator/Interpreter	5.5 - 9.5m	5.5 - 9.5m	3500 - 10000	3500 - 11000
General Affairs Administrator	5 - 7.5m	5 - 7.5m	2800 - 4500	2900 - 4500
Office Administrator	5 - 7.5m	5 - 7.5m	2750 - 4000	2800 - 4000
Group Secretary	5 - 8m	5 - 8m	2900 - 4700	2900 - 4700
Receptionist	3.5 - 5.5m	3.5 - 5.5m	2600 - 3500	2600 - 3500
Commerce & Industry				
General Affairs Manager	7.5 - 14m	7.5 - 14.5m		
General Affairs Administrator	4 - 6.5m	4 - 7m	2500 - 4000	2600 - 4000
Office Manager	7 - 11m	7 - 11m	3000 - 4000	3000 - 4000
Administration Manager	6 - 10m	6 - 10m		
Administrative Assistant	4.5 - 6.5m	4.5 - 6.5m	2500 - 3300	2600 - 3500
Executive Secretary	5.5 - 8.5m	5.5 - 8.5m	2500 - 4000	2600 - 4000
Translator/Interpreter	5 - 9.5m	5 - 9.5m	2800 - 7000	2800 - 7000

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TOKYO

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Banking & Financial Services				
Generalist				
HR Director	18.5 - 35.5m	18.5 - 35.5m		
HR Manager/Generalist (6+ yrs' exp)	8 - 21m	8 - 21m	4000 - 6000	4000 - 6000
HR Business Partner	10 - 21m	10 - 21m		
HR Generalist (0 - 6 yrs' exp)	5.5 - 9.5m	5.5 - 9.5m	3000 - 4000	3000 - 4000
Recruitment				
Recruitment/Staffing Manager	12 - 22m	12 - 22m	4000 - 6000	4000 - 6200
Recruitment/Staffing Coordinator	5.5 - 10m	5.5 - 10m	2500 - 4000	2700 - 4200
Learning & Development				
Learning & Development Head	14 - 20m	14 - 20m		
Training Specialist	5 - 16.5m	5 - 16.5m	2800 - 4000	2800 - 4000
Compensation & Benefits/Payroll				
Compensation & Benefits Mgr/Dir	12.5 - 22m	12.5 - 22m		
Compensation & Benefits Specialist	6 - 13m	6 - 13m	3000 - 4000	3000 - 4000
Payroll Specialist	5 - 7.5m	5 - 8m	2500 - 3500	2500 - 3500
Commerce & Industry				
HR Director/Head	13.5 - 35m	13.5 - 35m		
Head of Training/L&D/OD	10 - 22m	10 - 22m		
HR Manager	10 - 16.5m	10 - 16.5m	4000 - 6000	4000 - 6000
Recruitment/Staffing Manager	10 - 15m	10 - 15m		
Compensation & Benefits Manager	9.5 - 15.5m	9.5 - 16m		
HR Generalist	6.5 - 13.5m	6.5 - 13.5m	3000 - 4000	3000 - 4000
HR Specialist	5.5 - 10m	5.5 - 10m	3000 - 4000	3000 - 4000
HR Administrator	5 - 9m	5 - 9m	2500 - 3300	2500 - 3300

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TOKYO

INFORMATION TECHNOLOGY FINANCE

BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Chief Information Officer	30 - 50m	30 - 50m	10000 - 12000	10000 - 12000
Head of Development/Support	22 - 30m	22 - 30m		
Head of Infrastructure	20 - 25m	20 - 25m	9000 - 10000	9000 - 10000
Program Manager	15 - 20m	15 - 20m	8000 - 9000	8000 - 9200
UNIX Manager	15 - 20m	15 - 20m	8000 - 9000	8000 - 9000
Senior Developer	13 - 19m	13 - 19m	8000 - 10000	8000 - 10000
Project Manager	10 - 16m	10 - 16m	8000 - 9000	8000 - 9000
Information Security Officer	15 - 20m	15 - 20m	7600 - 8200	7600 - 9000
Business Analyst	10 - 15m	10 - 15m	7500 - 9000	7500 - 9000
Database Administrator	8 - 12m	8 - 12m	7500 - 8500	7500 - 8500
UNIX Systems Administrator	8 - 15m	8 - 15m	6500 - 8000	7500 - 8200
Wintel Systems Administrator	8 - 12m	8 - 12m	7500 - 8500	7500 - 8500
FIX Specialist	8 - 15m	8 - 15m		
Applications Support	8 - 15m	8 - 15m	6500 - 7500	6500 - 7500
Market Data Engineer	8 - 13m	8 - 13m	6500 - 7500	6500 - 7500
Network Engineer	8 - 13m	8 - 13m	4800 - 7500	5500 - 7550

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INFORMATION TECHNOLOGY FINANCE

NON-BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Chief Information Officer	20 - 30m	20 - 30m	10000 - 12000	10000 - 12000
Head of Development	15 - 18m	15 - 18m		
Program Manager	10 - 15m	10 - 15m	9000 - 10000	9000 - 10000
BPR	8 - 12m	8 - 12m		
Information Security Officer	10 - 16m	10 - 16m	9000 - 10000	9000 - 10000
Infrastructure Manager	8 - 12m	8 - 12m	9000 - 10000	9000 - 10000
UNIX Systems Administrator	6 - 10m	6 - 10m	7500 - 8500	7500 - 8500
Systems Integration	5 - 10m	5 - 10m	7500 - 8500	7500 - 8500
Developer - Java	6 - 10m	6 - 10m	3500 - 6500	4000 - 7000
Business Analyst	6 - 10m	6 - 10m	4000 - 7000	4000 - 7000
Market Data Engineer	6 - 8m	6 - 8m	7500 - 8500	7500 - 8500
Database Administrator	6 - 8m	6 - 8m	7500 - 8500	7500 - 8500
Systems Analyst	6 - 9m	6 - 9m	7500 - 8500	7500 - 8500
Wintel System Administrator	5 - 8m	5 - 8m	7500 - 8500	7500 - 8500
Application Support	5 - 7m	5 - 7m	3500 - 7000	4000 - 8000
Associate Developer	4 - 5m	4 - 5m	3000 - 5000	3000 - 5000

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

INFORMATION TECHNOLOGY COMMERCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
IT Director	15 - 20m	15 - 20m	7000 - 9000	7200 - 10500
Business Partner	10 - 15m	10 - 15m		
Service Delivery Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 8100
IT Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 8200
Application Manager	8 - 15m	8 - 15m		
Infrastructure Manager	8 - 12m	8 - 12m	7000 - 7500	7000 - 8200
Project Manager	8 - 12m	8 - 12m	7000 - 7500	7000 - 8000
ERP Engineer	6 - 10m	6 - 10m	3000 - 5000	3500 - 6000
CRM Engineer	6 - 10m	6 - 10m	4000 - 6000	4000 - 6000
Database Administrator	6 - 10m	6 - 10m	4500 - 6000	4500 - 7000
Network Engineer	5 - 8m	5 - 8m	4000 - 6500	4000 - 6500
Infrastructure Engineer	5 - 8m	5 - 8m	6000 - 6500	6000 - 6500
Systems Engineer	5 - 8m	5 - 8m	6000 - 6500	6000 - 6500
Systems Administrator	4 - 6m	4 - 6m	4500 - 7000	5000 - 7000
Help Desk	4 - 6m	4 - 6m	2800 - 3400	3000 - 4100
POS Engineer	4 - 8m	4 - 8m	3000 - 4500	3000 - 4500
E-commerce Engineer	6 - 10m	6 - 10m	4000 - 6000	4500 - 6500

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TOKYO

INFORMATION TECHNOLOGY ONLINE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
IT Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 7500
Infrastructure Manager	8 - 12m	8 - 12m	7000 - 7500	7000 - 7500
Product Manager	8 - 12m	8 - 12m	6000 - 9000	6000 - 9000
Project Manager	9 - 14m	9 - 14m	7000 - 7500	7000 - 7500
Database Administrator	6 - 10m	6 - 10m	6000 - 6500	6000 - 6500
Network Engineer	6 - 8m	6 - 8m	6000 - 6500	6000 - 6500
Infrastructure Engineer	4 - 7m	4 - 7m	6000 - 6500	6000 - 6500
Systems Engineer	5 - 10m	5 - 10m	6000 - 6500	6000 - 6500
Software Developer	5 - 10m	5 - 10m	4000 - 8000	4000 - 8000
Mobile Application Developer	5 - 9m	5 - 9m	4500 - 6500	4500 - 7000
Web Producer	5 - 8m	5 - 8m	3000 - 6000	3500 - 6500
Web Developer	5 - 10m	5 - 10m	3500 - 6500	3500 - 6500
Web Director	5 - 8m	5 - 8m	3000 - 5500	3000 - 6000
Web Designer	5 - 9m	5 - 9m	2500 - 5000	2800 - 5500
Front-End Developer	4 - 8m	4 - 8m	3500 - 6500	4000 - 7000
Back End/Server Side Developer	5 - 10m	5 - 10m	4500 - 7000	5000 - 8000
Game Producer	5 - 18m	5 - 18m	3500 - 9000	3500 - 9000
Graphic Designer	4 - 6m	4 - 6m	3500 - 6500	3500 - 6500
UI/UX Designer	4 - 6m	4 - 6m	3000 - 6000	3000 - 6000

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

INFORMATION TECHNOLOGY VENDOR & CONSULTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Solution Architect	12 - 18m	12 - 18m	9000 - 10000	9000 - 10000
Service Delivery Director	16 - 22m	16 - 22m	9000 - 10000	9000 - 10000
Program Manager	13 - 17m	13 - 17m	9000 - 10000	9000 - 10000
Project Manager	10 - 15m	10 - 15m	7000 - 7500	7000 - 7500
Storage Engineer	9 - 13m	9 - 13m	6500 - 7000	6500 - 7000
IT Consultant	9 - 14m	9 - 14m	6500 - 7000	6500 - 7000
Pre-sales Engineer	9 - 16m	9 - 16m	6500 - 8200	6500 - 8300
Field Application Engineer	9 - 13m	9 - 13m	6000 - 8000	6500 - 9000
Senior ERP Consultant	9 - 13m	9 - 15m	7000 - 10000	7500 - 11000
Database Administrator	7 - 10m	7 - 10m	5500 - 7000	5500 - 7200
Data Analyst	8 - 11m	8 - 12m	6000 - 8000	6500 - 8500
ERP Consultant	7 - 10m	7 - 10m	7000 - 10000	7000 - 11000
Telephony Engineer	8 - 10m	8 - 10m	4000 - 5500	4500 - 6200
Network Engineer	7 - 14m	7 - 14m	4200 - 6500	4500 - 6500
System Engineer	6 - 10m	6 - 10m	4000 - 6500	4500 - 6500
Software Developer	6 - 12m	6 - 12m	6000 - 10000	6500 - 11000
Embedded Developer	6 - 11m	6 - 11m	6000 - 8000	6000 - 8000
CAD Engineer	6 - 9m	6 - 9m	6500 - 9000	6500 - 9000
Systems Administrator	6 - 9m	6 - 9m	4000 - 5500	4700 - 6200
Post-sales Engineer	5 - 11m	5 - 14m	4000 - 7200	4200 - 7800
Technical Support Engineer	5 - 11m	5 - 13m	3000 - 3500	3200 - 4200
Quality Assurance Engineer	5 - 8m	5 - 8m	5000 - 7500	5500 - 8000
Localisation Engineer	5 - 8m	5 - 8m	4500 - 7000	4750 - 7000
Project Coordinator	5 - 7m	5 - 7m	4000 - 4500	4000 - 4500
Security Engineer	8 - 17m	8 - 17m	6000 - 6500	6000 - 6500

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

SALARIES

LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Private Practice						
Qualified Lawyer	9 - 16m	10 - 22m	12 - 22m	12 - 23m	21 - 30m	22 - 35m
Paralegal	4.5 - 5.5m	4.5 - 6m	5 - 7m	5 - 7m	7 - 9.5m	7 - 10m
Financial Services						
Legal Counsel	10 - 17m	11 - 17m	15 - 23m	15 - 22m	19 - 28m	20 - 28m
Compliance Manager	7 - 10m	8 - 12m	9 - 18m	10 - 18m	19 - 23m	19 - 23m
Commerce & Industry						
Lawyer	8 - 14m	9 - 15m	11 - 20m	11 - 20m	21 - 28m	21 - 28m
Legal Counsel	7 - 15m	7 - 15m	8 - 16m	8 - 16m	13 - 25m	14 - 25m
Contract Manager	4 - 7m	4 - 7m	8 - 16m	8 - 16m	11 - 13m	11 - 13m
Legal Staff	4 - 5.5m	4 - 6m	7 - 9m	7 - 9m	9 - 10m	9 - 10m
Legal Secretary	4 - 7m	4 - 7m	4.5 - 7.5m	5 - 8m	7 - 8m	7 - 8m

RISK

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)					
	0 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Credit Risk						
Credit Risk Specialist	7 - 11.5m	7 - 12m	11 - 19m	11 - 19m	19 - 22m	19 - 22m
Credit Risk Manager	9 - 12m	9 - 12m	13 - 18m	13 - 18m	19 - 22m	19 - 22m
Market Risk						
Market Risk Specialist	7.5 - 11.5m	8 - 12m	13 - 19m	13 - 20m	20 - 24m	20 - 24m
Quantitative Analyst	6.5 - 9m	7 - 10m	10 - 18.5m	10 - 19m	19 - 24m	19 - 24m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Industrial		
President/CEO	17 - 35m	17 - 35m
Sales Director	12 - 19m	12 - 19m
Sales Manager	9 - 15m	9 - 15m
Marketing Manager	8 - 12.5m	8 - 12.5m
Sales & Marketing Executive	5.5 - 7.5m	5.5 - 7.5m
Sales Engineer	6.5 - 12.5m	6.5 - 12.5m
Project/Program Manager	9 - 15m	9 - 15m
Application/Design Engineer	6.5 - 12.5m	6.5 - 12.5m
Process/Industrial Engineer	6 - 9.5m	6 - 9.5m
Field Service Engineer	5.5 - 8.5m	5.5 - 8.5m
Chemical		
President/CEO	15 - 30m	15 - 30m
Sales & Marketing Director	12 - 20m	12 - 20m
Sales & Marketing Manager	8 - 14m	8 - 15m
Sales & Marketing Executive	6 - 13m	6 - 13m
Product Manager	7 - 13m	7 - 14m
Marketing Communications Manager	7 - 12m	8 - 14m
Business Development Manager	8 - 15m	8 - 15m
R&D Director	12 - 18m	12 - 18m
R&D Manager	8 - 14m	8 - 15m
Technical Services	5 - 10m	5 - 10m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

MANUFACTURING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Energy & Infrastructure		
President/CEO	15 - 30m	18 - 30m
Marketing Director	13 - 18m	12 - 19m
Marketing Manager	8 - 15m	8 - 15m
Sales Director	12 - 18m	13 - 20m
Project Manager	8 - 15m	8 - 14m
Field Service Engineer	6 - 8m	5 - 8.5m
Business Development Manager	10 - 15m	10 - 15.5m
Automotive		
Sales Director/Engineering Director	13 - 18m	13 - 18m
Sales Manager/Engineering Manager	8 - 13m	8 - 13.5m
Account Manager/Sales Engineer	6 - 11m	6.5 - 11m
Project Manager/Program Manager	8 - 12m	8 - 12m
Application Engineer/Design Engineer	6 - 9.5m	6.5 - 10m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Medical		
President/Country Manager	16 - 30m	18 - 30m
Business Unit Head	18 - 25m	18 - 25m
Sales Manager/Director	10 - 20m	10 - 20m
Marketing Manager/Director	10 - 20m	10 - 20m
Pharmacovigilance Manager/Director	10 - 14m	10 - 14m
RA/QA Head	12 - 18m	12 - 18m
RA/QA Manager	10 - 15m	10 - 15m
Product Manager	6 - 10m	6 - 10m
Pharmaceutical		
President/Country Manager	16 - 30m	16 - 30m
Business Unit Head	18 - 25m	18 - 25m
Marketing Manager/Director	12 - 20m	12 - 20m
Medical Affairs Manager/Director	12 - 20m	12 - 22m
Clinical Research Manager/Director	10 - 18m	10 - 18m
Business Development Manager/Director	12 - 18m	12 - 18m
Clinical Research Associate	6 - 9m	6 - 9m
Product Manager	7 - 10m	7 - 10m
Consumer/FMCG		
President/Country Manager	20 - 35m	20 - 35m
Sales Manager/Director	10 - 20m	10 - 20m
Marketing Manager/Director	12 - 20m	12 - 20m
Commercial Manager/Director	10 - 20m	10 - 20m
Brand/Product Manager	7 - 12m	7 - 12m
Market Research Manager	8 - 12m	8 - 12m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TOKYO

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Retail & Hospitality		
General Manager	15 - 30m	15 - 30m
Retail Manager/Director	9 - 20m	9 - 20m
Merchandising Manager/Director	8 - 17m	8 - 17m
Communications Manager/Director	7 - 13m	7 - 13m
Store Manager	6 - 10m	6 - 10m
Visual Merchandising Manager	7 - 12m	7 - 12m
Digital & Online		
Country Manager	18 - 30m	18 - 30m
E-commerce Manager/Director	8 - 17m	8 - 17m
Online Marketing Manager/Director	8 - 17m	8 - 17m
Digital/Adtech Sales Manager	8 - 14m	8 - 14m
Web Director	6 - 9m	6 - 9m
IT Software		
Country Manager	20 - 35m	20 - 35m
Sales Manager/Director	10 - 23m	12 - 23m
Marketing Manager/Director	10 - 22m	10 - 22m
Channel Sales Manager	9 - 15m	10 - 16m
Sales Account Manager	7 - 14m	8 - 15m
IT Infrastructure & Services		
Country Manager	20 - 35m	20 - 40m
Marketing Manager/Director	10 - 22m	10 - 22m
Sales Manager/Director	10 - 23m	10 - 28m
Product Marketing Manager	8 - 14m	8 - 15m
Sales Account Manager	7 - 14m	8 - 16m

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TOKYO

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Operations Director	14 - 20m	15 - 25m		
Factory/Plant Manager	15 - 20m	15 - 25m		
Supply Chain Manager	9 - 15m	10 - 15m	5000 - 8000	5000 - 8000
Logistics Manager	7 - 12m	8.5 - 13m	4000 - 7000	4000 - 7000
Warehouse Manager	8 - 10m	8.5 - 11m		
Procurement Manager	9 - 14m	9 - 14m	4000 - 8000	4000 - 8000
Indirect Procurement Manager	10 - 15m	10 - 15m		
Customer Service Manager	7 - 11m	8 - 12m	3500 - 6000	3500 - 6000
QA/QC Manager	9 - 15m	10 - 15m		
Facilities Manager	9 - 13m	9 - 13m		
Project Manager	8 - 14m	9 - 13m	5000 - 7000	5000 - 7000
Program Manager	9 - 15m	9 - 15m		
Production Control Manager	10 - 14m	10 - 14.5m		
Supply Chain Staff	5 - 8m	5.5 - 8m	2500 - 4000	2650 - 4000
Logistics Staff	4 - 6.5m	4.5 - 7m	2500 - 4000	2650 - 4000
Warehouse Coordinator	4 - 6.5m	4.5 - 7m	2600 - 4000	2600 - 4000
Import/Export Staff	3 - 5.5m	3.5 - 5.5m	2500 - 3700	2600 - 3700
Planner	6 - 9m	6.5 - 9m		
Procurement Staff	5 - 7.5m	5.5 - 8m	2500 - 3800	2600 - 3800
Customer Service Staff	4 - 6m	4 - 6m	2500 - 3500	2600 - 3500
QA/QC Specialist	5 - 9m	6 - 9m	2600 - 3500	2600 - 3500
Facilities Management Staff	4.5 - 6m	4.5 - 6m	2600 - 4000	2600 - 4000
Production Control Staff	5 - 7.5m	5 - 7.5m	2500 - 3800	2500 - 3800
Process Engineer	5 - 9m	5.5 - 9m		

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

OSAKA

SALARIES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Chief Financial Officer	18 - 26m	18 - 26m		
Financial Controller	12 - 18m	12 - 18m		
Finance Manager	8 - 11.5m	8 - 11.5m		
Financial Analyst	5 - 9.5m	5 - 9.5m	2800 - 5000	2800 - 5000
Senior Accountant	6 - 8.5m	6 - 8.5m	2850 - 5050	2850 - 5050

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
HR Director	12 - 20m	12 - 20m		
HR Manager	8 - 13m	8 - 13m		
Senior HR Generalist	6.5 - 9.5m	6.5 - 9.5m	2000 - 3500	2000 - 3500
Executive Secretary	4 - 7.5m	4 - 7.5m	1550 - 2550	1550 - 2600
HR Generalist/Staff	3.5 - 6.5m	3.5 - 6.5m	1700 - 3500	1700 - 3550
Translator	4 - 6m	4 - 6m	1750 - 3550	1750 - 3600

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
IT Director	14 - 21m	14 - 21m		
IT Manager	9 - 14m	9 - 14m		
Project Manager	7 - 10m	7 - 10m	2800 - 6500	2800 - 6500
System Engineer	6 - 9.5m	6 - 9.5m	1750 - 4050	1750 - 4050
Network Engineer	6 - 8.5m	6 - 8.5m	1750 - 4050	1750 - 4050

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

OSAKA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Industrial & Chemical		
President/CEO	15 - 25m	15 - 25m
General Manager/Divisional Head	12 - 20m	12 - 20m
Sales Director	10 - 15m	10 - 15m
Sales Engineering Manager	8 - 12m	8 - 12m
Business Development Manager	8 - 13m	8 - 13m
Sales Manager	7 - 12m	7 - 12m
Marketing Manager	7 - 11m	7 - 11m
Sales Executive	6 - 8m	6 - 8m
Sales Engineer	5 - 9m	5 - 9m
Design Engineer	5 - 9m	5 - 9m
Chemical Engineer	5 - 8m	5 - 8m
Consumer & Retail		
Marketing Manager	7 - 10m	7 - 10m
Area Manager	5 - 8m	5 - 8m
Store Manager	5 - 7.5m	5 - 7.5m
Visual Merchandise Manager	5 - 6.5m	5 - 6.5m
Marketing Executive	5 - 6.5m	5 - 6.5m
Sales Executive	4 - 7m	4 - 7m
Store Sales Associate	3 - 4.5m	3 - 4.5m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

OSAKA

SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM JPY (¥)	
	2016	2017
Information Technology & Online		
Branch Manager	10 - 15m	10 - 15m
Sales Manager	9 - 12m	9 - 12m
Sales Account Manager	7 - 10m	7 - 10m
Sales Executive	4 - 6m	4 - 6m
Healthcare		
General Manager/Country Manager	15 - 28m	15 - 28m
Marketing Director	12 - 25m	12 - 25m
Sales Manager	8 - 14m	8 - 14m
Clinical Development Manager	8 - 13m	8 - 13m
Regulatory Affairs Manager	6 - 15m	8 - 15m
Marketing/Product Manager	7 - 12m	7 - 12m
Clinical Scientist/Researcher	5 - 8m	5 - 8m
Clinical Research Associate (CRA)	5 - 8m	5 - 8m
Quality Assurance	5 - 8m	5 - 8m

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

OSAKA

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM JPY (¥)		RATE PER HOUR JPY (¥)	
	2016	2017	2016	2017
Operations Director	14 - 22m	14 - 22m		
Factory/Plant Manager	10 - 15m	10 - 15m		
Procurement Manager	8 - 12.5m	8 - 12.5m		
QA/QC Manager	7.5 - 13m	7.5 - 13m		
Supply Chain Manager	7 - 12m	7 - 12m		
Import/Export Staff	3.5 - 5.5m	3.5 - 5.5m	1450 - 2500	1450 - 2500
Supply Chain Staff	3.5 - 5.5m	3.5 - 5.5m	1450 - 2500	1450 - 2500

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