

Monthly Market Update

February 2026

Trend Summary

- Japan's labour shortage has intensified, the worst in 34 years, driving wage pressures and signalling further strain, especially for SMEs.
- Japan expects record mid-career job changes in 2026, driven by older workers' mobility, corporate restructuring, and rising demand for experienced specialists and managers amid persistent talent shortages.
- AI adoption is accelerating, but workforce confidence is eroding. Skills anxiety, burnout, and limited training are driving job-hugging - especially among Gen Z - with sentiment strongest in India and weakest in Japan.

Highlights Overview

Market Data

1. HRog reports: full-time job, monthly salary on increase to 291,704 yen.
2. En Inc: average temp hourly wage for Tokyo/Nagoya/Osaka: a record high of 1,714 yen.
3. Persol DODA job-to-applicant ratio was 2.96, +0.26 pt MoM.
4. The latest MHLW job-to-applicant ratio is 1.19, Tokyo 1.75 & Osaka 1.16, full time 0.99.
5. Association of Job Information of Japan reports that job ads in December totalled 2,177,854, 2.5% down from the previous month and down 15.7% YoY.

Market Trend

1. Japan's labour shortage has intensified, with the employment DI at -38, the worst in 34 years.
2. Japan is projected to see record mid-career job changes in 2026.
3. Demand will rise for experienced, immediately productive talent, especially in specialist, technical, and management roles.
4. ManpowerGroup's Global Talent Barometer 2026 shows AI adoption accelerating, with 45% of workers using AI regularly, but confidence in technology falling sharply.

West Japan Expansion

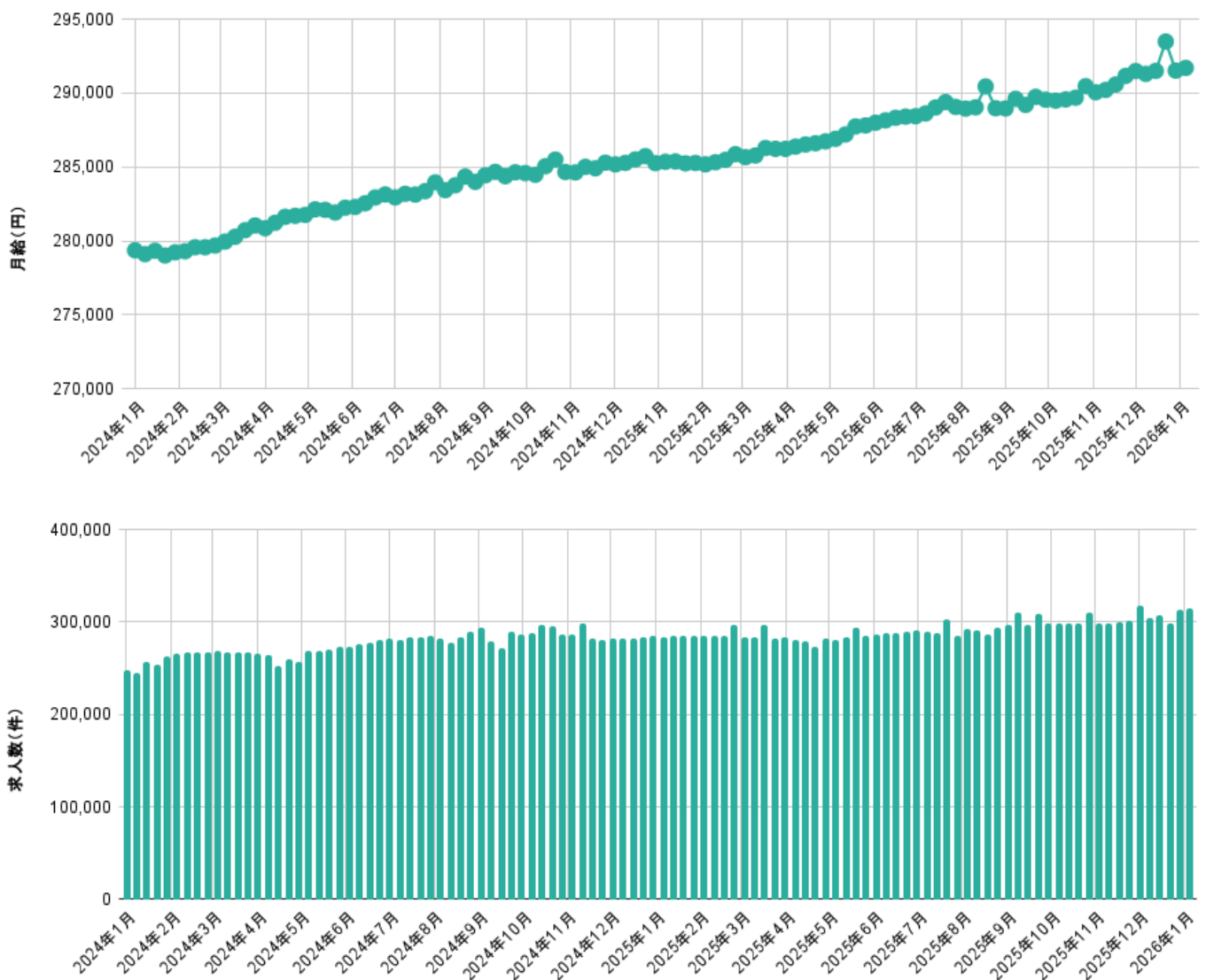
1. Wall Street Education Industrial Group opens Japan office in Kobe.
2. Colt Technology is expanding Japan's network - especially Western regions - and partnering with NTT.
3. A study by Statista and Booking.com offers insights into the sector's economic development, industry sentiment, and investment plans related to digital transformation and the hospitality workforce.

Market Highlights

February 2026

Market Data

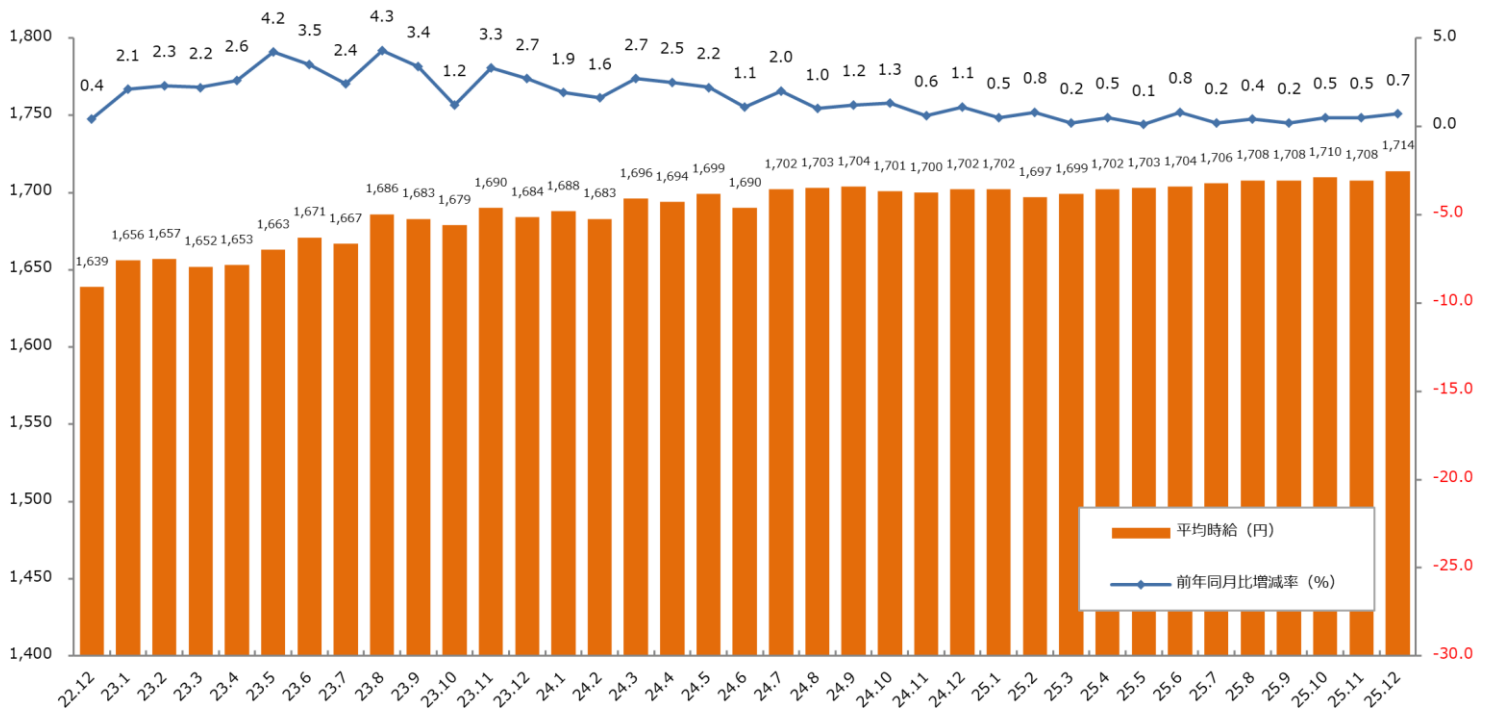
HRog (HRog Co., Ltd.) reports January 2026 full-time employee average salary & vacancies. Average salary is 291,704 yen, +0.07% (+214 yen) MoM, +2.22% (+6,344 yen) YoY, with 314,640 vacancies, which is -0.82% (-2,591 jobs) MoM/ +10.76% (+30,565 jobs) YoY.



Market Highlights

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En Inc reports the average hourly wage of three major metropolitan areas reached a record 1,714 yen in December, up 0.7% YoY. Clerical roles hit new highs, IT wages jumped 44-yen YoY, and AI-driven declines in low-wage jobs pushed average higher.

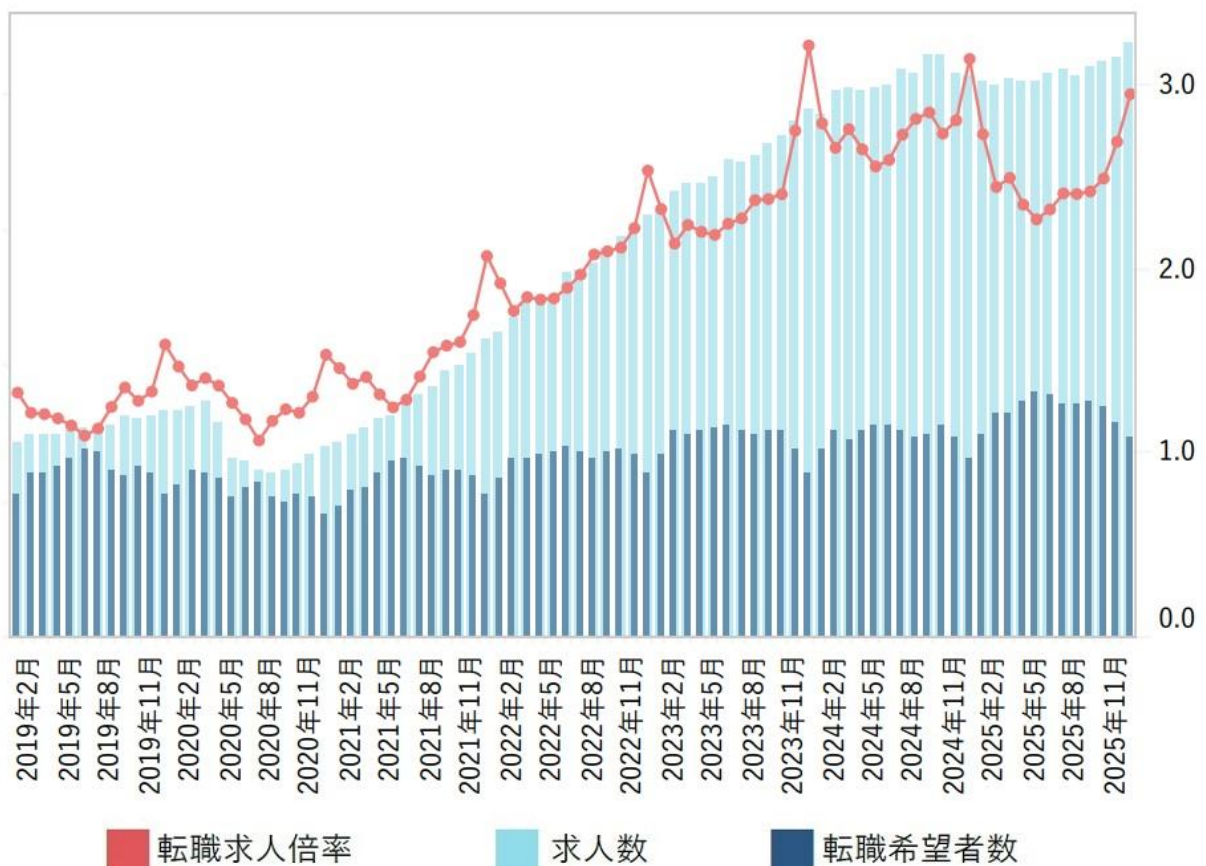


Market Highlights

February 2026

Persol DODA December Job-to-Applicant ratio is 2.96, +0.26 pt MoM/-0.19 pt YoY. Vacancies +2.6% MoM/+6.1% YoY, job seekers -6.4% MoM/+12.9% YoY. Hiring expanded across nearly all industries and roles, led by retail, staffing services, clerical, and professional jobs.

doda転職求人倍率・求人数・転職希望者数



(Red: job-to-applicant ratio, pale blue: number of vacancies, blue: number of job seekers)

Market Highlights

February 2026

| | 転職求人 倍率 | 前月差 | 前年 同月差 | 求人数 前月比 | 転職 希望者数 前月比 |
|----------|------------|-------|-----------|------------|-------------------|
| 全体 | 2.96 | ↑0.26 | ↓-0.19 | 102.6% | 93.6% |
| IT・通信 | 7.74 | ↑0.59 | ↓-0.59 | 103.0% | 95.2% |
| メディア | 4.22 | ↑0.33 | ↓-0.29 | 102.1% | 94.2% |
| 金融 | 3.21 | ↑0.29 | ↓-0.09 | 99.9% | 91.1% |
| メディカル | 1.13 | ↑0.09 | ↓-0.13 | 104.2% | 95.9% |
| メーカー | 3.48 | ↑0.25 | ↓-0.35 | 101.0% | 93.8% |
| 商社 | 1.99 | ↑0.15 | ↓-0.04 | 101.5% | 94.0% |
| 小売・流通 | 0.89 | ↑0.12 | ↑0.07 | 105.9% | 91.5% |
| レジャー・外食 | 0.90 | ↑0.07 | ↓-0.06 | 102.9% | 94.5% |
| エネルギー | 3.17 | ↑0.16 | -0.00 | 100.4% | 95.3% |
| 建設・不動産 | 6.05 | ↑0.49 | ↓-0.20 | 101.9% | 93.6% |
| コンサルティング | 10.31 | ↑0.76 | ↓-0.22 | 102.9% | 95.4% |
| 人材サービス | 10.05 | ↑1.01 | ↓-0.31 | 104.6% | 94.1% |
| その他 | 0.29 | ↑0.02 | ↓-0.05 | 101.7% | 93.3% |

| | 転職求人 倍率 | 前月差 | 前年 同月差 | 求人数 前月比 | 転職 希望者数 前月比 |
|--------------|------------|-------|-----------|------------|-------------------|
| 全体 | 2.96 | ↑0.26 | ↓-0.19 | 102.6% | 93.6% |
| 営業 | 3.31 | ↑0.23 | ↓-0.22 | 100.8% | 93.7% |
| 企画・管理 | 3.67 | ↑0.17 | ↓-0.44 | 101.9% | 97.2% |
| エンジニア（IT・通信） | 13.36 | ↑1.08 | ↓-0.79 | 103.5% | 95.1% |
| エンジニア（機械・電気） | 6.76 | ↑0.62 | ↓-0.48 | 102.6% | 93.1% |
| 専門職（メディカル） | 0.70 | ↑0.04 | ↓-0.16 | 102.7% | 96.7% |
| 専門職（化学・食品） | 1.83 | ↑0.13 | ↓-0.16 | 102.3% | 94.8% |
| 専門職（建設・不動産） | 6.76 | ↑0.47 | ↑0.16 | 102.1% | 95.0% |
| 専門職（コンサル・金融） | 7.31 | ↑0.52 | ↑0.06 | 104.2% | 96.9% |
| クリエイター | 1.35 | ↑0.10 | ↓-0.03 | 101.3% | 93.9% |
| 販売・サービス | 0.86 | ↑0.09 | ↑0.01 | 104.0% | 92.7% |
| 事務・アシスタント | 0.60 | ↑0.07 | ↑0.03 | 104.8% | 91.8% |
| その他 | 0.06 | ↑0.01 | -0.00 | 103.3% | 90.2% |

Top items from left: Job to applicant, MoM, YoY, number of vacancies MoM, number of job seekers MoM.

Left table: By sector breakdown: total, ICT, Media, FS, Medical, Manufacturing, Trading firm, retail/distribution, leisure/dining, energy, construction/real estate, Consulting, HR services, others.

Right table: by job type breakdown: total, sales, planning/management, engineer (ICT), engineer (mechatronics), specialist (medical), specialist (chemical/food), specialist (construction/real estate), specialist (consulting/FS), creator, sales/services, administration/assistant, others.

Market Highlights

February 2026

LATEST MHLW JOB-TO-APPLICANT RATIO - AS OF DECEMBER 2025

1.19
+0.01 MoM

Total National average

0.98
0.00 MoM

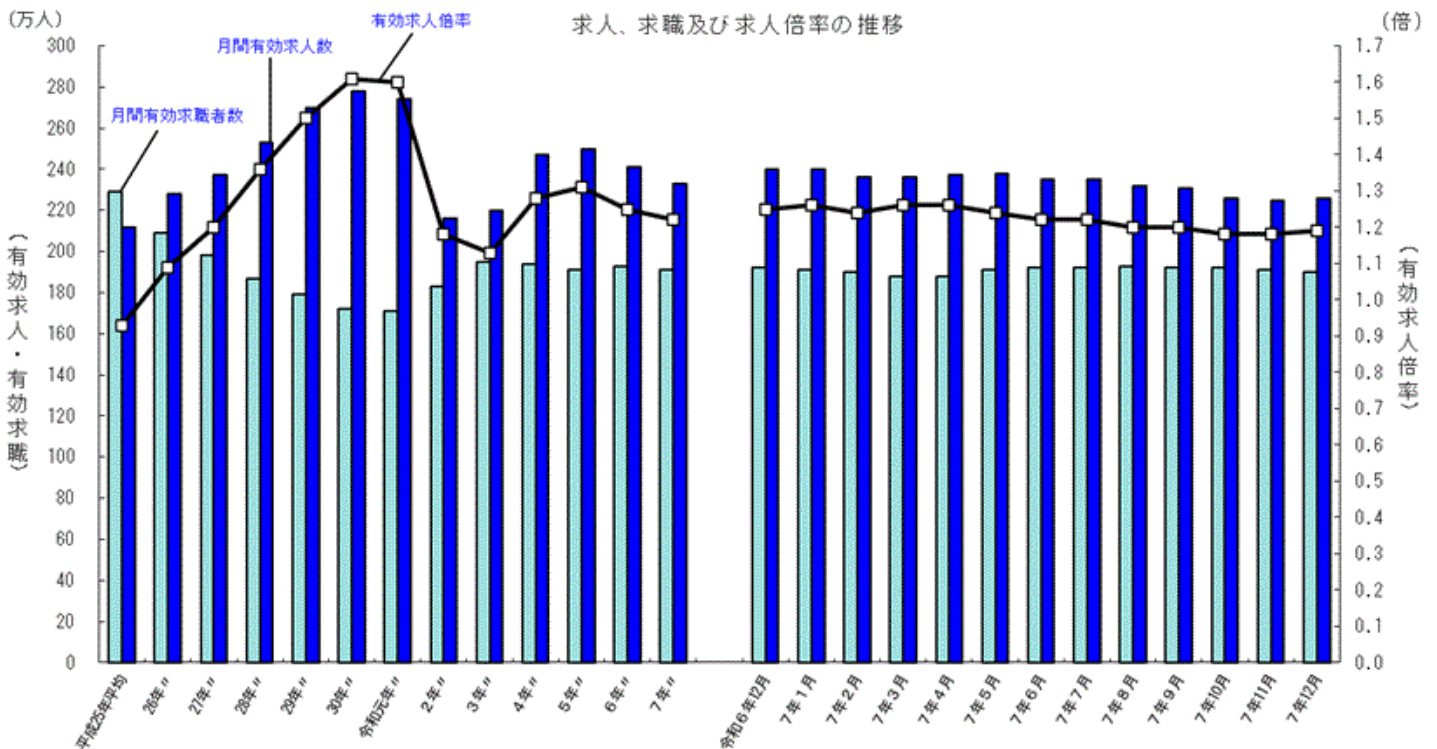
Full time

1.75
+0.02 MoM

Tokyo

1.16
-0.01 MoM

Osaka



Line: job-to-applicant ratio, blue: number of vacancies, pale blue: number of job seekers, Left: annual trend, right: monthly trend for the latest 12 months, Unit: 10,000 people.

Market Highlights

February 2026

全国計

Breakdown by jobs (regular jobs excluding part-time jobs)

常用(除パート)

7年12月

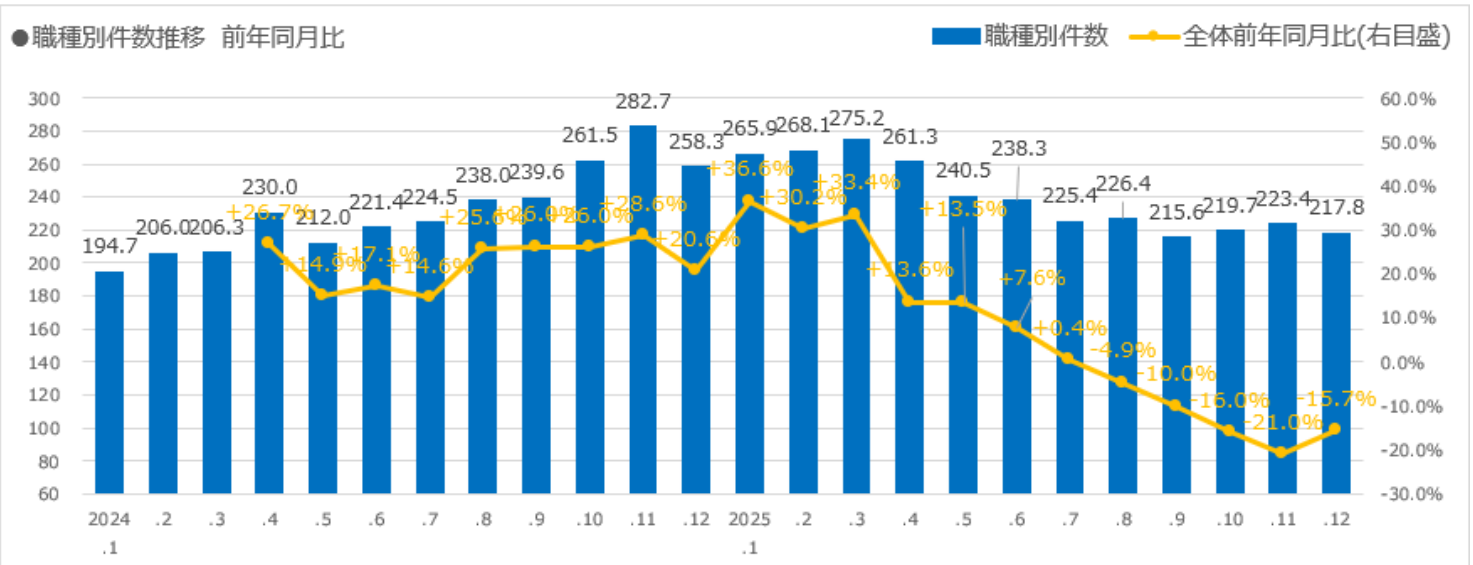
| | 新規求人 | 有効求人 | 新規求職 | 有効求職 | 紹介件数 | 就職件数 | 新規求人倍率 | 有効求人倍率 |
|-----------------------|---------|-----------|---------|-----------|---------|--------|--------|--------|
| 職業計 | 443,318 | 1,329,012 | 179,178 | 1,055,573 | 154,303 | 37,747 | 2.47 | 1.26 |
| 管理的職業従事者 | 1,939 | 5,539 | 896 | 5,152 | 867 | 105 | 2.16 | 1.08 |
| 専門的・技術的職業従事者 | 121,489 | 357,167 | 29,119 | 169,652 | 22,452 | 6,184 | 4.17 | 2.11 |
| 製造技術者(開発) | 4,881 | 14,610 | 979 | 6,174 | 950 | 153 | 4.99 | 2.37 |
| 製造技術者(開発を除く) | 3,855 | 11,603 | 2,076 | 11,903 | 921 | 214 | 1.86 | 0.97 |
| 建築・土木・測量技術者 | 19,653 | 57,585 | 1,453 | 7,677 | 1,579 | 422 | 13.53 | 7.50 |
| 情報処理・通信技術者 | 16,060 | 51,525 | 4,095 | 31,188 | 4,490 | 422 | 3.92 | 1.65 |
| その他の技術者 | 4,069 | 10,416 | 236 | 1,481 | 417 | 91 | 17.24 | 7.03 |
| 医師、歯科医師、獣医師、薬剤師 | 1,893 | 5,587 | 359 | 2,063 | 147 | 47 | 5.27 | 2.71 |
| 保健師、助産師、看護師 | 21,422 | 61,747 | 5,289 | 23,868 | 3,657 | 1,761 | 4.05 | 2.59 |
| 医療技術者 | 9,423 | 27,725 | 1,666 | 8,242 | 910 | 457 | 5.66 | 3.36 |
| その他の保健医療従事者 | 5,491 | 16,685 | 1,264 | 7,413 | 772 | 288 | 4.34 | 2.25 |
| 社会福祉専門職業従事者 | 28,375 | 80,758 | 4,937 | 24,880 | 4,622 | 1,862 | 5.75 | 3.25 |
| 美術家、デザイナー、写真家、映像撮影者 | 914 | 3,144 | 2,332 | 20,321 | 1,502 | 110 | 0.39 | 0.15 |
| その他の専門的職業 | 5,453 | 15,782 | 4,433 | 24,442 | 2,485 | 357 | 1.23 | 0.65 |
| 事務従事者 | 44,385 | 123,027 | 46,703 | 288,742 | 62,557 | 8,432 | 0.95 | 0.43 |
| 一般事務従事者 | 29,743 | 78,631 | 38,143 | 236,816 | 46,316 | 5,914 | 0.78 | 0.33 |
| 会計事務従事者 | 4,104 | 12,360 | 3,721 | 21,676 | 6,157 | 895 | 1.10 | 0.57 |
| 生産関連事務従事者 | 3,773 | 10,959 | 1,242 | 6,939 | 2,642 | 524 | 3.04 | 1.58 |
| 営業・販売事務従事者 | 4,445 | 13,244 | 2,300 | 13,281 | 5,871 | 738 | 1.93 | 1.00 |
| 外勤事務従事者 | 197 | 689 | 30 | 138 | 130 | 19 | 6.57 | 4.99 |
| 運輸・郵便事務従事者 | 1,534 | 5,148 | 304 | 1,663 | 699 | 215 | 5.05 | 3.10 |
| 事務用機器操作員 | 589 | 1,996 | 963 | 8,229 | 742 | 127 | 0.61 | 0.24 |
| 販売従事者 | 42,450 | 131,195 | 10,182 | 60,245 | 10,468 | 1,848 | 4.17 | 2.18 |
| 商品販売従事者 | 17,397 | 54,864 | 4,417 | 27,493 | 3,063 | 769 | 3.94 | 2.00 |
| 販売類似職業従事者 | 932 | 3,093 | 280 | 1,593 | 249 | 49 | 3.33 | 1.94 |
| 営業職業従事者 | 24,121 | 73,238 | 5,485 | 31,159 | 7,156 | 1,030 | 4.40 | 2.35 |
| サービス職業従事者 | 72,749 | 222,115 | 16,277 | 88,736 | 13,686 | 5,401 | 4.47 | 2.50 |
| 家庭生活支援サービス職業従事者 | 55 | 157 | 25 | 157 | 18 | 8 | 2.20 | 1.00 |
| 介護サービス職業従事者 | 34,741 | 106,882 | 5,402 | 29,354 | 4,977 | 2,644 | 6.43 | 3.64 |
| 保健医療サービス職業従事者 | 4,695 | 13,866 | 858 | 4,329 | 1,460 | 634 | 5.47 | 3.20 |
| 生活衛生サービス職業従事者 | 6,922 | 19,166 | 940 | 6,193 | 452 | 147 | 7.36 | 3.09 |
| 飲食物調理従事者 | 12,523 | 40,286 | 3,725 | 19,601 | 2,488 | 943 | 3.36 | 2.06 |
| 接客・給仕職業従事者 | 9,164 | 27,763 | 2,976 | 16,196 | 2,050 | 493 | 3.08 | 1.71 |
| 居住施設・ビル等管理人 | 912 | 2,510 | 816 | 4,326 | 917 | 179 | 1.12 | 0.58 |
| その他のサービス職業従事者 | 3,737 | 11,485 | 1,535 | 8,580 | 1,324 | 353 | 2.43 | 1.34 |
| 保安職業従事者 | 16,572 | 53,941 | 1,534 | 7,593 | 2,712 | 1,065 | 10.80 | 7.10 |
| 農林漁業従事者 | 2,912 | 8,993 | 1,614 | 8,319 | 954 | 451 | 1.80 | 1.08 |
| 生産工程従事者 | 51,525 | 155,278 | 16,087 | 88,796 | 17,689 | 5,895 | 3.20 | 1.75 |
| 生産設備制御・監視従事者(金属製品) | 1,281 | 3,498 | 672 | 3,223 | 410 | 126 | 1.91 | 1.09 |
| 生産設備制御・監視従事者(金属製品を除く) | 1,906 | 5,873 | 597 | 2,867 | 849 | 295 | 3.19 | 2.05 |
| 機械組立設備制御・監視従事者 | 634 | 2,048 | 335 | 1,817 | 202 | 57 | 1.89 | 1.13 |
| 製品製造・加工処理従事者(金属製品) | 11,328 | 33,939 | 2,893 | 14,774 | 3,692 | 1,253 | 3.92 | 2.30 |
| 製品製造・加工処理従事者(金属製品を除く) | 12,594 | 37,783 | 4,091 | 22,469 | 6,205 | 2,267 | 3.08 | 1.68 |
| 機械組立従事者 | 5,388 | 16,042 | 3,299 | 19,039 | 2,045 | 633 | 1.63 | 0.84 |
| 機械整備・修理従事者 | 11,601 | 35,769 | 1,322 | 7,517 | 1,672 | 553 | 8.78 | 4.76 |
| 製品検査従事者(金属製品) | 934 | 2,896 | 417 | 2,191 | 462 | 128 | 2.24 | 1.32 |
| 製品検査従事者(金属製品を除く) | 1,204 | 3,389 | 344 | 1,815 | 579 | 190 | 3.50 | 1.87 |
| 機械検査従事者 | 848 | 2,313 | 306 | 1,644 | 359 | 97 | 2.77 | 1.41 |
| 生産関連・生産類似作業従事者 | 3,807 | 11,728 | 1,811 | 11,440 | 1,214 | 296 | 2.10 | 1.03 |
| 輸送・機械運転従事者 | 31,666 | 98,798 | 8,331 | 40,820 | 8,373 | 3,296 | 3.80 | 2.42 |
| 鉄道運転従事者 | 29 | 91 | 22 | 108 | 5 | 2 | 1.32 | 0.84 |
| 自動車運転従事者 | 24,370 | 76,421 | 5,597 | 26,221 | 5,972 | 2,593 | 4.35 | 2.91 |
| 船舶・航空機運転従事者 | 27 | 87 | 25 | 124 | 2 | 1 | 1.08 | 0.70 |
| その他の輸送従事者 | 1,816 | 5,501 | 1,285 | 6,740 | 787 | 240 | 1.41 | 0.82 |
| 定置・建設機械運転従事者 | 5,424 | 16,698 | 1,402 | 7,627 | 1,607 | 460 | 3.87 | 2.19 |
| 建設・探掘従事者 | 35,539 | 105,996 | 3,631 | 17,656 | 3,308 | 1,561 | 9.79 | 6.00 |
| 建設躯体工事従事者 | 6,167 | 17,949 | 473 | 2,075 | 324 | 169 | 13.04 | 8.65 |
| 建設従事者(建設躯体工事従事者を除く) | 9,616 | 28,513 | 1,121 | 5,353 | 953 | 404 | 8.58 | 5.33 |
| 電気工事従事者 | 6,558 | 19,435 | 843 | 4,953 | 841 | 341 | 7.78 | 3.92 |
| 土木作業従事者 | 13,089 | 39,789 | 1,178 | 5,216 | 1,168 | 639 | 11.11 | 7.63 |
| 探掘従事者 | 109 | 310 | 16 | 59 | 22 | 8 | 6.81 | 5.25 |
| 運搬・清掃・包装等従事者 | 22,092 | 66,963 | 14,150 | 95,574 | 11,237 | 3,509 | 1.56 | 0.70 |
| 運搬従事者 | 11,946 | 37,465 | 6,297 | 34,149 | 5,992 | 1,754 | 1.90 | 1.10 |
| 清掃従事者 | 4,591 | 13,373 | 1,832 | 14,030 | 2,205 | 829 | 2.51 | 0.95 |
| 包装従事者 | 826 | 2,631 | 360 | 2,557 | 517 | 172 | 2.29 | 1.03 |
| その他の運搬・清掃・包装等従事者 | 4,729 | 13,494 | 5,661 | 44,838 | 2,523 | 754 | 0.84 | 0.30 |
| 分類不能の職業 | - | - | 30,654 | 184,288 | - | - | 0.00 | 0.00 |

(注) 上記の数値は、平成21年12月改定の「日本標準職業分類」に基づく区分である。

Market Highlights

February 2026

Zenkyukyo (the Association of Job Information of Japan) reports that job ads in December totalled 2,177,854, -2.5% MoM and -15.7% YoY. Japan job ads still falling but slowdown eases; clerical hiring collapses, wages keep rising amid shortages, especially logistics roles nationwide.



●職種別件数 (占有率TOP10)

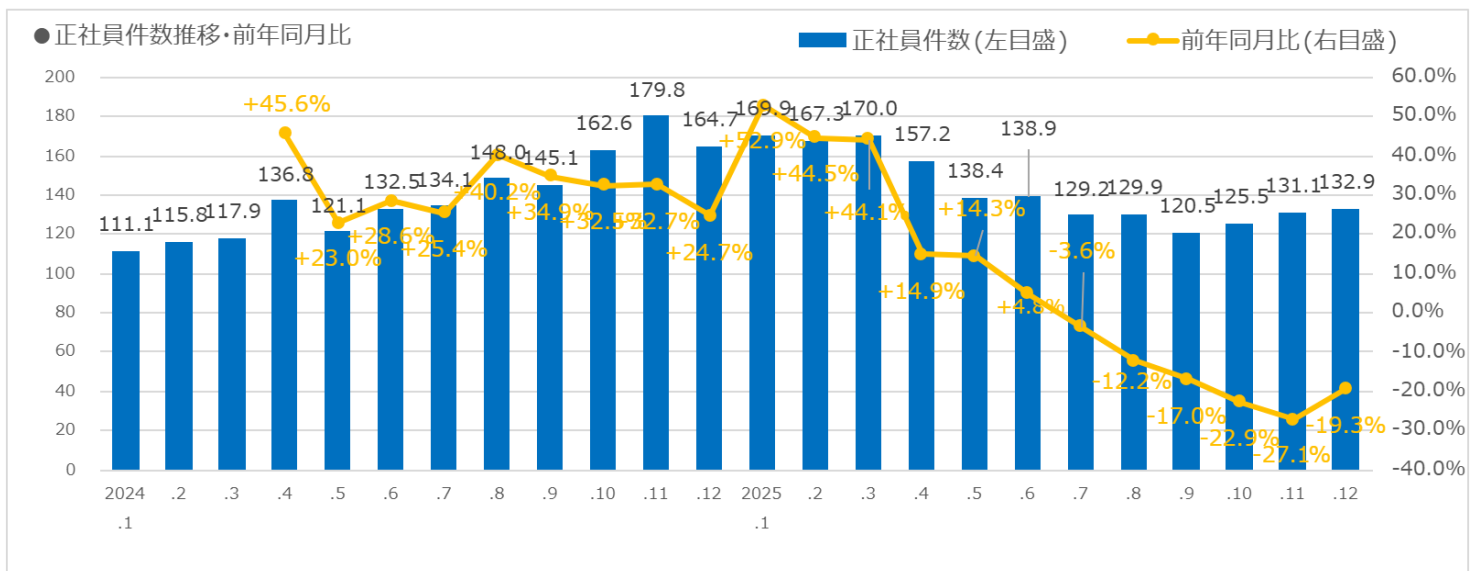
| | 件数 | 前月比 | 前年同月比 |
|---------------|-----------|--------|--------|
| 全体計 | 2,177,854 | -2.5% | -15.7% |
| 専門 (IT技術者) | 309,895 | +12.2% | -9.2% |
| 販売 (販売) | 240,842 | -8.4% | -10.1% |
| 事務 | 222,216 | -1.9% | -47.8% |
| 輸送・機械運転 | 184,679 | +3.7% | -9.5% |
| 販売 (営業) | 146,741 | -6.1% | -21.5% |
| 建設・採掘 | 129,037 | -0.3% | +21.4% |
| 運搬・清掃・包装等 | 128,961 | -1.1% | -7.4% |
| サービス (給仕) | 118,376 | -11.1% | -5.5% |
| 専門 (医療・福祉専門職) | 108,830 | -5.9% | -3.4% |
| 生産工程 | 103,562 | -4.4% | -20.0% |

From top: total, IT engineer, shop sales, admin, transport/machine operation, sales, services (waitering), transport/cleaning/packing, construction/mining, specialist (medical/welfare), production process.

Market Highlights

February 2026

Full-time job ads



● 職種別×雇用形態別件数 (占有率TOP10)

| 職種別 | 件数 | 前月比 | 前年同月比 |
|---------------|-----------|--------|--------|
| 正社員 | | | |
| 全体計 | 1,328,763 | +1.4% | -19.3% |
| 専門 (IT技術者) | 295,799 | +13.5% | -10.4% |
| 事務 | 161,860 | -2.2% | -53.3% |
| 輸送・機械運転 | 146,998 | +2.8% | -5.2% |
| 販売 (営業) | 131,757 | -6.6% | -18.0% |
| 建設・採掘 | 112,246 | -0.5% | +26.6% |
| 販売 (販売) | 94,769 | +1.0% | -12.8% |
| 専門 (技術者・研究者) | 86,449 | -2.7% | -32.3% |
| 専門 (医療・福祉専門職) | 63,013 | -6.0% | -1.1% |
| 生産工程 | 52,186 | -2.3% | -24.6% |
| サービス (給仕) | 37,949 | -0.2% | +9.4% |

From top: total, IT engineer, admin, transport/machine operation, sales, construction/mining, shop sales, specialist (technical/research), specialist (medical/welfare), production process, services (waitering).

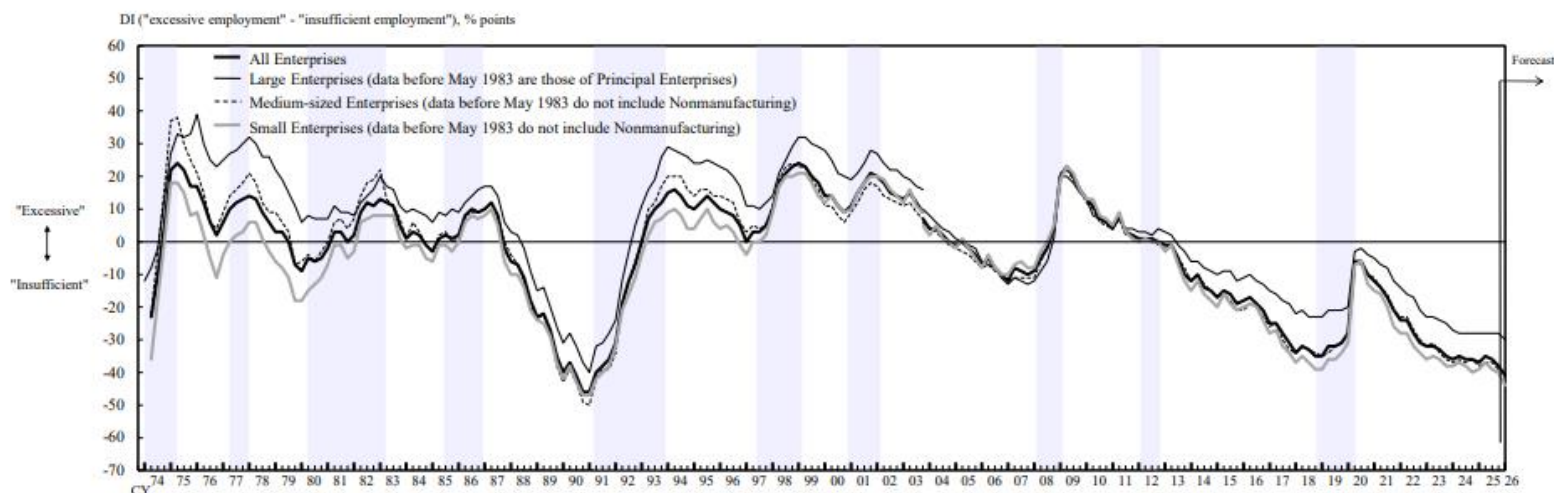
Market Highlights

February 2026

Market trend

Japan's labour shortage has intensified, with the employment DI at -38, the worst in 34 years, driving wage pressures and signalling further strain, especially for SMEs.

[Employment Conditions (All industries)]

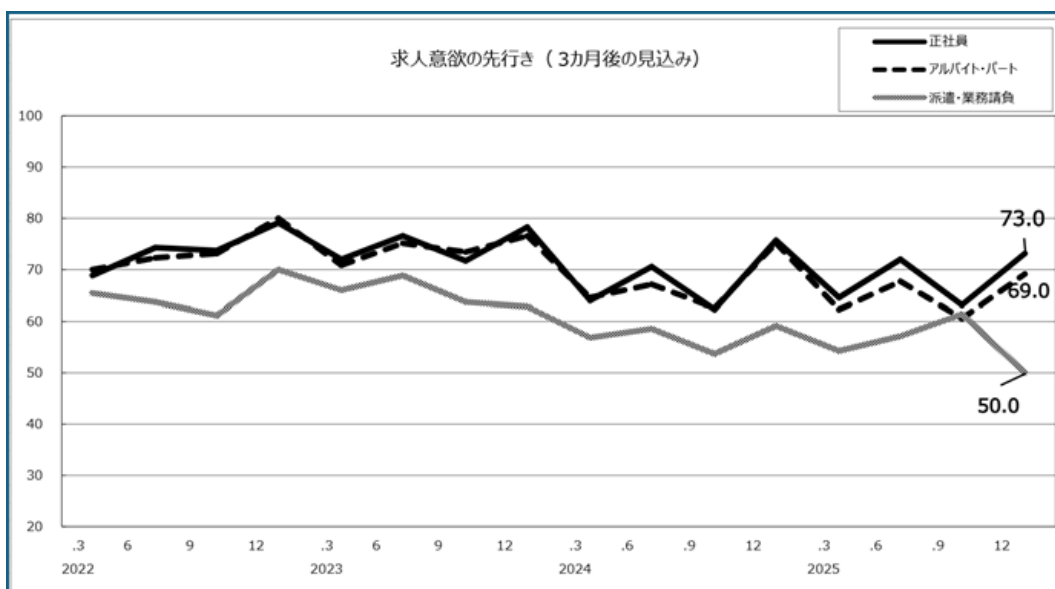
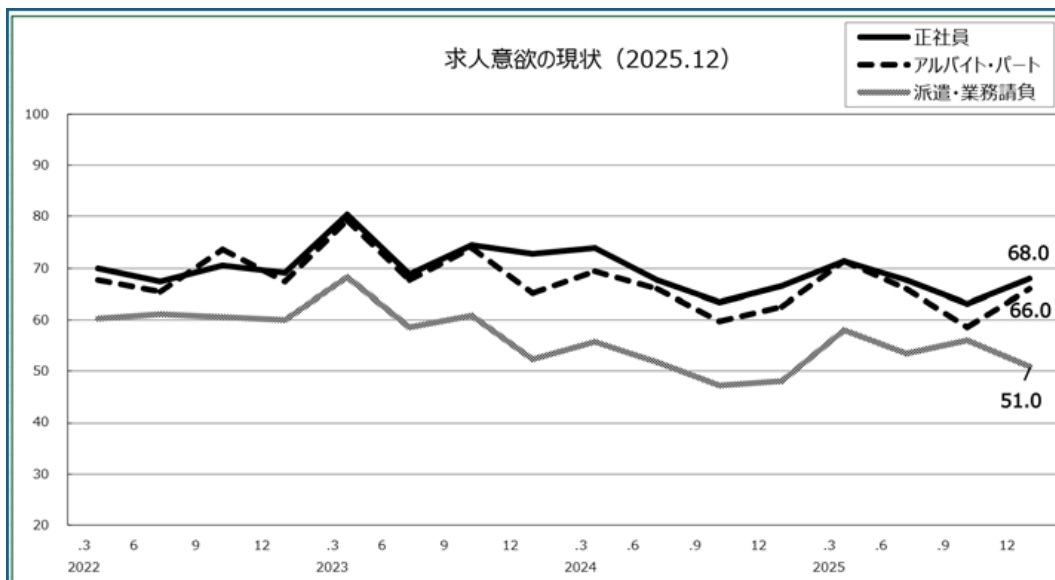


Market Highlights

February 2026

Hiring sentiment

December hiring sentiment improved for full-time and part-time roles and is expected to rise further by March, while demand for temporary and contract staffing continues to weaken.



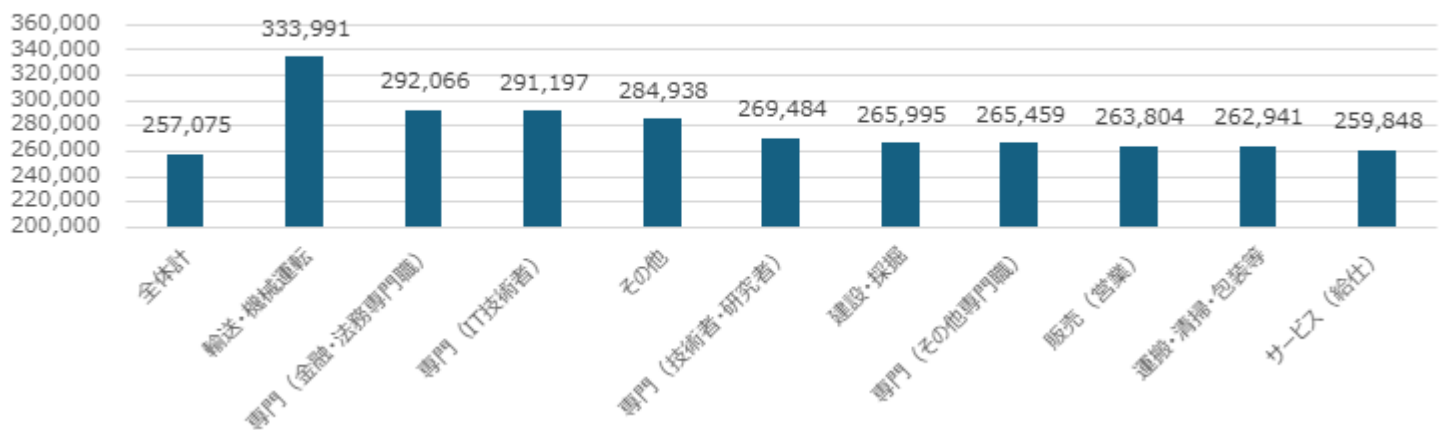
Bold line: full time, dotted line: Arubaito/part-time, grey line: temp/outsourcing

Market Highlights

February 2026

Average salary on ads

■ 正社員 職種別平均賃金(賃金TOP10)



● 職種別平均賃金 (賃金TOP10)

| 職種 | 正社員 | 平均賃金 | 前回比 | 前年同月比 |
|---------------|-----|---------|--------|--------|
| 全体計 | | 257,075 | +1.7% | +4.8% |
| 輸送・機械運転 | | 333,991 | +18.2% | +26.3% |
| 専門 (金融・法務専門職) | | 292,066 | -0.3% | +2.8% |
| 専門 (IT技術者) | | 291,197 | -0.7% | +2.5% |
| その他 | | 284,938 | +5.7% | +12.7% |
| 専門 (技術者・研究者) | | 269,484 | +1.2% | +3.7% |
| 建設・採掘 | | 265,995 | +0.7% | +1.9% |
| 専門 (その他専門職) | | 265,459 | -1.8% | +4.8% |
| 販売 (営業) | | 263,804 | +0.0% | +2.4% |
| 運搬・清掃・包装等 | | 262,941 | +2.2% | +3.3% |
| サービス (給仕) | | 259,848 | +0.3% | +0.6% |

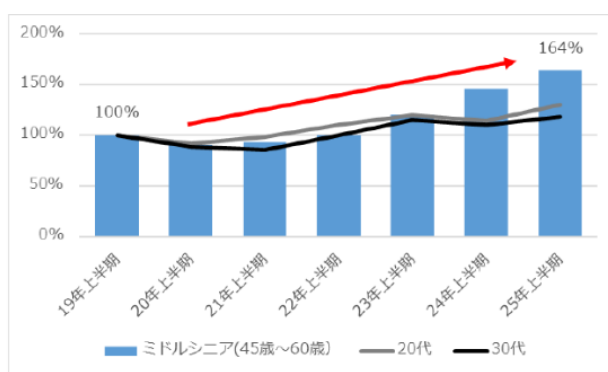
Market Highlights

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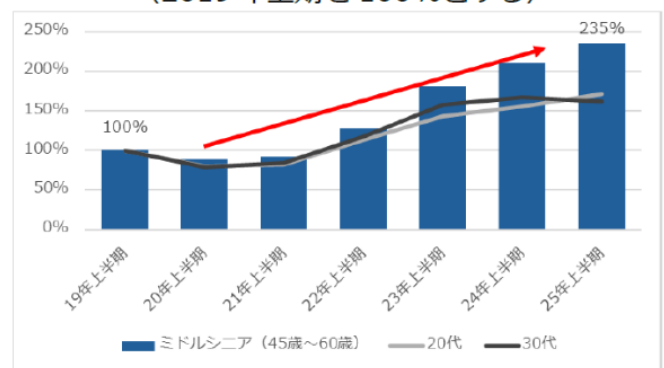
Japan is projected to see record mid-career job changes in 2026, driven by growing mobility among workers in their late 40s to 50s and rising corporate openness to hiring experienced talent. Registrations and successful job changes among older workers have surged since 2019, reflecting labor shortages and the immediate productivity of senior hires. Corporate restructuring, voluntary and early retirements, and SME consolidation are expected to accelerate movement, while demand rises for specialist, technical, and management roles across large firms and SMEs. Unprecedented number of job changes predicted among Japan's middle-aged and higher for 2026 - The Mainichi⁸

In 2026, job mobility among mid-senior professionals (ages 45–60) will accelerate, with the number of job changers expected to reach a record high.

図① 「doda」におけるミドルシニア新規登録者数の推移（2019年上期を100%とする）



図② 「doda」エージェントサービス経由で転職したミドルシニアの転職決定者数の推移（2019年上期を100%とする）

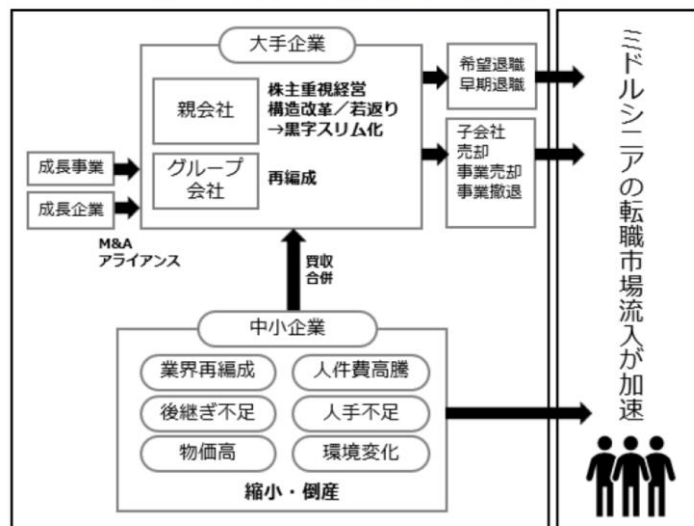


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Candidate trends: Corporate restructuring at large firms and M&A or consolidation among SMEs will push more mid-senior professionals into the job market.

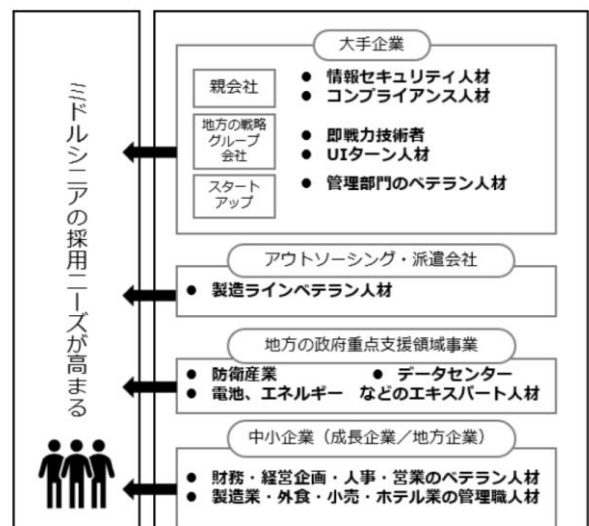
図③2026年 個人の転職動向予測



Hiring trends: Demand will rise for experienced, immediately productive talent, especially in specialist, technical, and management roles. Key demand areas include:

- Large firms are hiring **information security and compliance** experts.
- Outsourcing and staffing firms seeking **veteran manufacturing talent**.
- Government-priority sectors (defence, energy, data centres) are recruiting **technical experts**.
- Growing SMEs hiring **finance, strategy, HR, and sales veterans**.
- Regional SMEs need **experienced managers** in manufacturing, retail, food service, and hospitality.

図④2026年 企業の採用動向予測

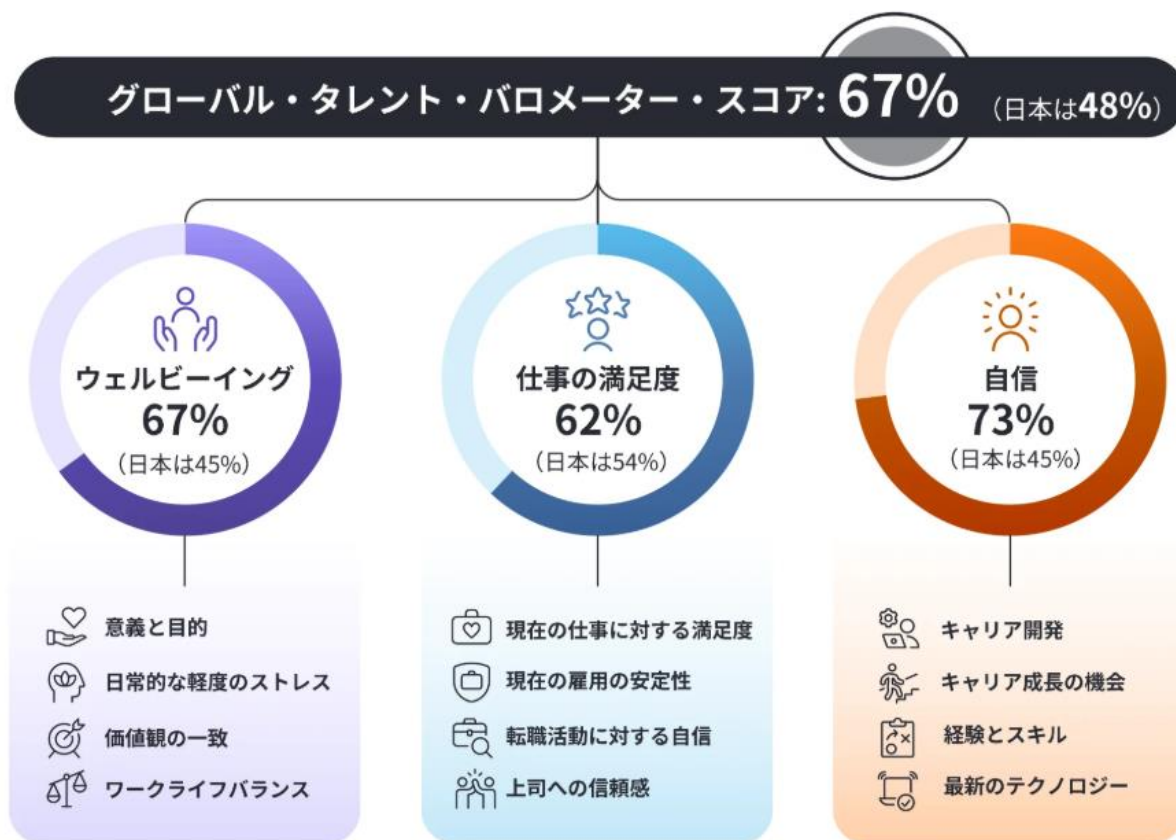


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ManpowerGroup’s Global Talent Barometer 2026 shows AI adoption accelerating, with 45% of workers using AI regularly, but confidence in technology falling sharply. While most workers feel capable in their current roles, anxiety about automation and future skills is rising. A lack of training and mentoring, high burnout levels, and financial pressure—especially among Gen Z—are causing “job hugging,” as workers prioritise stability. Sentiment varies widely by region, with India strongest and Japan weakest.

Global Talent Barometer 2026: AI Use Accelerates as Worker Confidence Falls and "Job Hugging" Takes Hold | ManpowerGroup Inc.¹⁰



Japanese workers report modest YoY improvements in well-being and job satisfaction, including lower stress, better work-life balance, and higher trust in managers. However, overall confidence remains low compared with global peers, particularly around personal skills and the ability to use AI and advanced technologies. The findings highlight a growing gap between AI adoption and workforce readiness, underscoring the need for stronger reskilling and people-centred leadership during digital transformation.

日本の労働者意識：仕事におけるAIとの関わり方が今後の焦点に | 人材派遣・人材紹介のマ
ンパワーグループ¹¹

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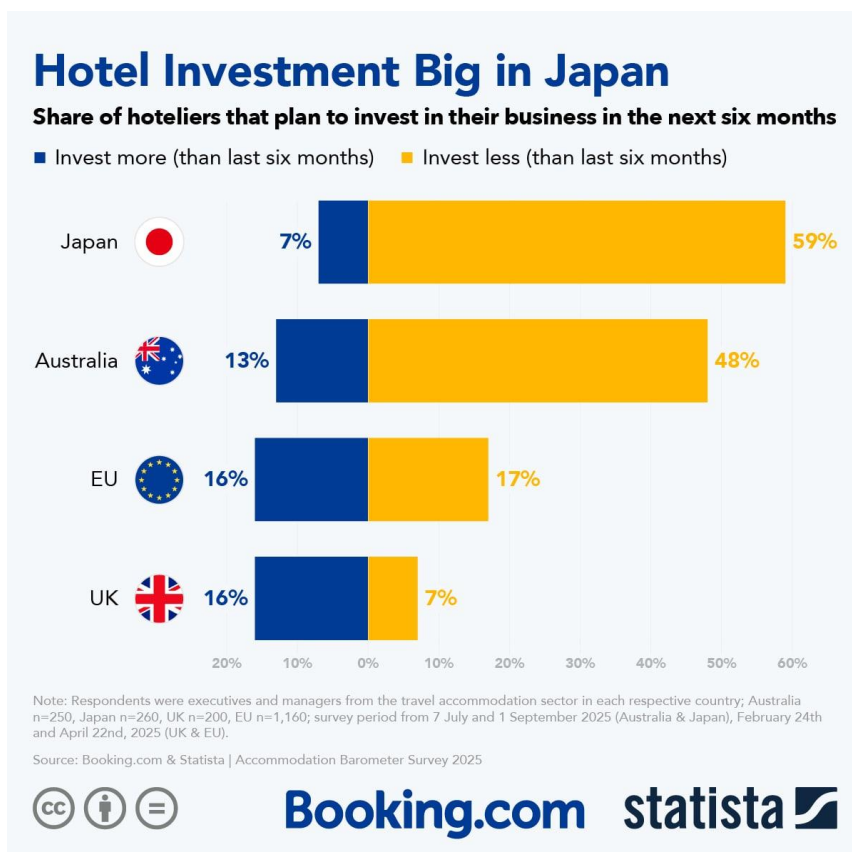
West Japan expansion

Wall Street Education Industrial Group opens Japan office in Kobe 兵庫県／外国・外資系企業の進出（博徳集団株式会社）¹²

Colt Technology is expanding Japan’s network—especially Western regions—and partnering with NTT to deliver resilient, end-to-end domestic and global connectivity supporting AI, Japanese expansion, and foreign market entry. 西日本ネットワーク増強とNTT東西との連携で、Coltが「日本／外資系企業のグローバル展開」を支援 | BUSINESS NETWORK¹³

Japan’s luxury hotel boom continues, with major 2025 openings and ambitious 2026 arrivals—global brands, adaptive reuse, and wellness-led design reshaping Tokyo, Osaka, Kyoto, and key resort markets. Japan’s Most Exciting New Hotels: 2025 Openings & 2026 Arrivals¹⁴

The study, by Statista and Booking.com, offers insights into the sector's economic development, industry sentiment, and investment plans related to digital transformation and the hospitality workforce. japanbarometer2025_final.pdf (JP)¹⁵



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What the Data Tells Us About Japan's Next Chapter in Hospitality | By Luiz Rodrigues De Paula¹⁶

Management Talent Scarce in Japanese Hotel Industry

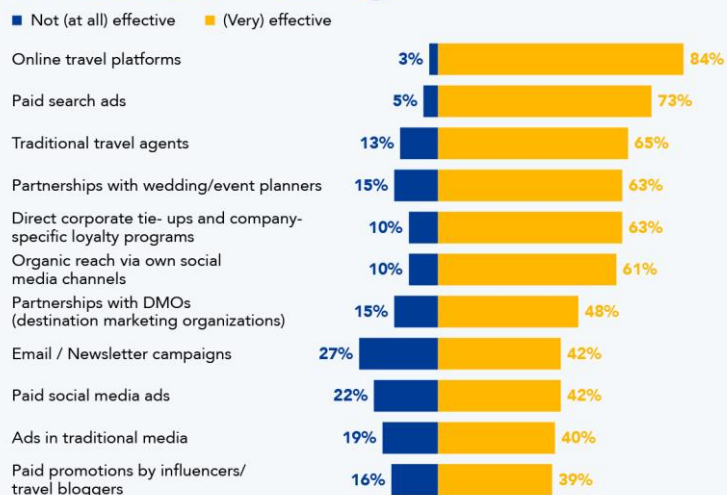


Note: N = 260 executives and managers from the travel accommodation sector in Japan
Source: Booking.com & Statista | Japan Accommodation Barometer 2025



Booking.com statista

How Japanese Hotels Increase Off-Season Bookings



Note: N = 260 executives and managers from the travel accommodation sector in Japan
Source: Booking.com & Statista | Japan Accommodation Barometer 2025



Booking.com statista

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