



# Japan

OPENING NEW DOORS FOR GLOBAL INVESTORS IN A RAPIDLY EVOLVING ECONOMY

**J**apan stands as one of the world's most sophisticated and resilient economies—an advanced industrial nation that combines technological leadership, institutional stability, and deep capital markets. For foreign investors, it offers a distinctive proposition: the reliability of a mature economy alongside ongoing structural transformation. Policy direction under Prime Minister Sanae Takaichi has focused on strengthening growth through corporate investment, innovation, and deeper global integration.

In recent years, Japan has stepped up efforts to position itself as a leading destination for foreign capital. The government has set ambitious targets to expand inward foreign direct investment (FDI), aiming for levels approaching ¥150 trillion (around \$1 trillion) by the mid-2030s. This reflects a clear policy shift recognizing the role of foreign investors in revitalizing regional economies, strengthening productivity, and accelerating innovation. As Prime Minister Sanae Takaichi said at a February 2026 press conference, Japan will “boldly promote investment through public-private collaboration,” underscoring a policy framework that places capital formation at the center of growth.

From a macroeconomic standpoint, Japan remains the world's third-largest economy, with GDP of roughly \$4.4 trillion. Growth is projected at around 1.1% in 2025 and 0.7% in 2026—modest by emerging market standards, but consistent with a mature, high-income economy defined by stability and low volatility. More importantly, the composition of growth is shifting. Rising wages, stronger corporate spending, and ongoing digital transformation are creating a more balanced and sustainable expansion model.

Japan's investment appeal lies in the quality of its fundamentals. The country offers a highly skilled workforce, world-class infrastructure, and a robust rule-of-law framework that ensures contract enforcement and intellectual property protection. These factors materially reduce operational risk for foreign companies. Corporate governance reforms over the past decade have also improved transparency and capital efficiency, encouraging stronger shareholder returns and increasing engagement with global investors.

The business environment has become more accessible. Regulatory processes are more transparent, administrative procedures more streamlined, and digitalization has reduced bureaucratic friction. English-language support for foreign companies has expanded, particularly in major urban centers. At the same time, government initiatives to position Japan as a global asset management hub are attracting international financial institutions and deepening capital markets.

Growth potential is increasingly tied to structural shifts across the economy. Investment is accelerating in areas such as artificial intelligence, robotics, semiconductors, and decarbonization—



**Sanae Takaichi**  
Prime Minister of Japan

sectors where Japan already has competitive advantages. In her October 2025 policy speech to the National Diet, Takaichi emphasized that “strategic investments that enhance resilience against potential crises are the core focus of the government's growth strategy,” highlighting sectors including AI, semiconductors, quantum technology, and cybersecurity.

Domestic demand is also gaining traction. Rising wages and a tight labor market are supporting household consumption, marking a shift from the deflationary dynamics that defined much of the past two decades. Inflation and income growth are normalizing gradually, contributing to a more sustainable economic cycle. As consumption and private investment play a larger role, Japan's growth profile is becoming less dependent on external demand alone.

At the same time, Japan's external position remains a source of strength. The country maintains a substantial current account surplus, supported by income from overseas investments and high-value exports. Export performance continues to benefit from regional demand across Asia, particularly in advanced manufacturing and high-precision equipment. This external stability reinforces Japan's resilience to global economic shocks.

Fiscal and monetary policy continue to support the outlook. Government spending on infrastructure, technology, and energy transition is designed to stimulate demand while enhancing long-term productivity. At the same time, gradual monetary normalization signals confidence in the durability of the recovery without undermining financial stability.

For foreign investors, Japan offers a combination that is increasingly rare: scale, stability, and transformation. Opportunities are particularly strong in advanced manufacturing, digital services, renewable energy, healthcare, and financial services. Its strategic position in Asia, combined with an extensive network of trade agreements and supply chains, reinforces its role as a gateway to regional markets.

Japan's economic trajectory is defined less by rapid expansion and more by durable, high-quality growth. Structural reforms, rising wages, and sustained corporate investment are reshaping the investment landscape. As Prime Minister Sanae Takaichi stated in her 2025 policy address to the National Diet, “this will give rise to a virtuous cycle in which capital from around the world flows into Japan.”

Japan is unlikely to market itself as the fastest-growing economy in Asia, and it does not need to. Its case rests on something more durable: scale, credibility, policy alignment, and the capacity to convert structural reform into investable opportunity. That is why the country's message to foreign investors has become sharper. As Takaichi said in her October 24, 2025 policy speech to the National Diet, “This will give rise to a virtuous cycle in which capital from around the world flows into Japan.”



# Rohto Pharmaceutical

FROM HERITAGE TO HIGH-GROW TH GLOBAL HEALTHCARE

**J**apan's economy and healthcare sector continue to offer a compelling backdrop for long-term growth. With steady GDP expansion, strong corporate balance sheets, and rising investment in innovation-driven industries, global institutions consistently point to healthcare as one of Japan's most resilient and attractive segments. An aging population, high consumer trust in science-based products, and global demand for preventive care have positioned Japanese healthcare companies to expand well beyond their domestic market, blending medical rigor with consumer relevance. Within this competitive landscape, Rohto Pharmaceutical stands out: founded over a century ago, one of Rohto's defining strengths is its ability to align product development with what society needs. President Hidetoshi Segi emphasizes that the company's roots are inseparable from problemsolving: “We started our business in 1899 with a stomach remedy because many Japanese people were suffering from gastrointestinal issues at the time. Our products have always matched social needs.” This philosophy remains central today, guiding Rohto's expansion beyond the treatment of acute conditions with OTC medicines into preventive care, self-medication, and wellness solutions that enhance everyday quality of life. Rohto's history offers clear examples of how this philosophy translates into market creation. At the turn of the 20th century, changes in Japanese dietary habits led to widespread gastrointestinal illness. In response, Rohto launched its first product, Ikatsu, a stomach medicine designed to address a pressing social health issue. Just a decade later, the company responded again to a national challenge—this time an outbreak of trachoma following the Russo-Japanese War—by introducing Rohto Eye Drops in 1909, laying the foundation for what would become one of the world's most trusted eye-care franchises. This pattern of anticipating social needs and reshaping markets continued throughout the company's evolution. In 1985, Rohto became the first company in Japan to sell pregnancy test kits through pharmacies and drugstores, challenging existing medical distribution norms. The move eventually led to full OTC approval in 1992 and today lives on through the “Do Test” brand, which supports self-care and early diagnosis. More recently, Rohto has extended this same mindset into regenerative medicine, beginning research in 2013 to address diseases with limited treatment options. One of Rohto's most notable achievements has been its ability to create new value by combining science-based expertise with insights gained from diverse business domains, leading to the creation of new consumer healthcare markets. Its skincare business, now a global growth engine, began as an extension of dermatological expertise gained through Mentholatum products. A particularly powerful example of Rohto's cross-disciplinary innovation lies in its use of hyaluronic acid. Originally used within Rohto's core eye-care business, the ingredient was later applied to skincare through Hada Labo and then expanded through continued scientific research and functional evaluation within the skincare field, it has been further developed and incorporated into product development, including nano-sized, fermented, penetrating, and three-dimensional structures. Rohto has applied the same logic to functional foods and supplements. Drawing on decades of expertise in eye care, the company entered the eye-health supplement market with products targeting blurred and tired eyes, culminating in the successful ROHTO V5 brand. Diversification is another cornerstone of Rohto's strategy. Unlike pharmaceutical companies that build their pipelines around a limited number of therapeutic areas, Rohto diversifies across product categories and geographies, not only to spread risk but also to generate innovation by combining the strengths of its businesses. The company actively pursued domestic and international growth through M&A. Strategic acquisitions include Qualitech Pharma in Japan (2007), DAX Cosmetics in Poland (2014), and Ophthalmos in Brazil (2016). Notably, DAX Cosmetics achieved



**Hidetoshi Segi**  
President

more than eightfold sales growth within ten years of acquisition. Looking ahead, by leveraging the expertise of Eu Yan Sang International (2024), Rohto aims to advance its efforts in preventive healthcare and the nutrition and food space.

With FY2025 net Sales ¥308.63 billion and a 14.0% increase year-on-year, Rohto has reported strong growth for FY2025, and has released optimistic projections for FY2026. The company increased its annual dividend to ¥41.00 per share for FY2025. Net Profit also increased to ¥31.01 billion. By global regional segment, average annual sales growth over the past ten years has been +6.1% in Japan, +7.7% in Asia, +10.6% in the Americas, and +10.2% in Europe—resulting in more than double overall growth during this period. As Segi explains, “If we only had one product in one country, it would be a big risk. By diversifying categories and geography, we have achieved very steady growth over the past 20 to 30 years.” Today, Rohto's business spans eye care, skin care, pharmaceuticals, and nutrition as a growing strategic pillar, supported by a global distribution network covering more than 120 countries and nearly all of ASEAN. Its revenues are now evenly split between Japan and overseas markets, underscoring its transformation into a truly global healthcare company. With strong R&D, a proven ability to create markets through cross-disciplinary innovation, and a clear focus on long-term partnerships, Rohto Pharmaceutical continues to redefine what a modern Japanese healthcare company can be—one that delivers well-being not through a single breakthrough, but through decades of thoughtful, science-based evolution. For international partners and investors, Rohto's message is clear: the company is open, but selective. It seeks long-term strategic partners who bring complementary technologies, ideas, or market access, rather than short-term financial investors. “Creating new value requires partners to bring complementary strengths and support one another.” Segi says. “We prefer long-term relationships with investors and strategic partners who can share expertise and grow together with us.” This emphasis on alignment and patience reflects both Japanese corporate culture and Rohto's confidence in its long-term trajectory.





# UBE Corporation

FROM INDUSTRIAL ROOTS TO GLOBAL INNOVATION

**J**apan's economic outlook has strengthened notably over the past year, supported by corporate reforms, rising investment, and steady export performance. The International Monetary Fund recently projected Japan's GDP growth at around 1-1.2% annually in the near term, highlighting resilient consumption and renewed business confidence despite global volatility. Major consultancies such as Deloitte and McKinsey also point to improved corporate governance, shareholder returns, and inbound investment as signals that Japan is entering a more expansionary phase after decades of caution. This improving macroeconomic climate is encouraging domestic companies to accelerate transformation strategies and deepen their global presence.

Within this context, Japan's specialty chemicals sector has emerged as one of the country's most competitive industrial pillars. The World Bank and industry analysts consistently highlight Japanese chemical producers for their advanced materials, battery technologies, and high-performance polymers, all of which are essential for electric vehicles, electronics, and energy transition industries. Demand for specialty chemicals continues to grow globally as manufacturers seek higher-value inputs rather than commodity materials, giving technologically sophisticated firms in Japan a strong export advantage and a central role in emerging supply chains.

Among these players, UBE Corporation stands out as a company undergoing profound transformation. Originally rooted in mining and heavy industry, the group has repositioned itself as a focused specialty chemicals producer with an expanding global footprint. More than half of its chemical revenues now come from overseas markets, supported by production facilities in Japan, Spain, and Thailand, while new investments are targeting North America. This strategic shift reflects a broader effort to stabilize earnings, increase transparency for investors, and align the business with high-growth sectors such as advanced materials and battery components.

The company's leadership describes recent years as a decisive turning point. President Yuki Nishida explained: "We launched a six-year mid-term business plan last year, in 2025, and I also became president in April of that year. Everything truly started then. Over the past three years, we have been reorganizing our business structure, exiting businesses that had become heavy or negative assets. By streamlining the portfolio and withdrawing from volatile basic chemicals, we aim to stabilize the business and achieve sustainable growth through specialty chemicals." This restructuring has included closures of certain legacy operations, reinforcing the pivot toward higher-margin activities.

A central USP for UBE is its commitment to vertical integration and technological specialization. The group is positioning itself as a global specialty chemical group with deep expertise across the value chain, from raw materials to advanced applications. Its Vision 2030 strategy underscores this ambition, including expansion into LIB-related chemicals in the United States to support battery manufacturing. The approach combines operational focus with geographic diversification, reducing exposure to commodity price swings while tapping into fast-growing markets linked to electrification and advanced manufacturing.

Investment openness is another key sales argument the company is keen to emphasize. Nishida noted that attracting international institutional investors is a strategic priority: "We are actively trying to attract overseas institutional investors, which is why I personally travel to London and New York for investor relations activities. We have changed our structure significantly so our business is clearer



Yuki Nishida  
President

and more transparent, positioning ourselves as a highly specialized chemical company that global investors can easily understand." This reflects a broader trend among Japanese corporates seeking stronger engagement with global capital markets.

Beyond investors, UBE continues to pursue partnerships, clients, and joint ventures where they add strategic value. The company already operates several joint ventures and evaluates new collaborations case by case, balancing internal technological strength with the need for market access. Its willingness to consider partnerships, combined with a sharpened specialty focus, positions UBE as an attractive collaborator for companies seeking advanced materials expertise, especially in sectors such as batteries, electronics, and sustainable industrial solutions.

Nishida also expressed strong optimism about Japan's broader economic trajectory, sending a message to global investors: "We see a very bright future for Japan. Policies encouraging expansion and openness to overseas investment are very promising. Japan is now more willing to welcome foreign capital and highlight the strengths of its companies, which allows us to visualize a more fruitful future and reinvest those results into further expansion." This confidence aligns with the government's push to revitalize corporate competitiveness and strengthen international ties.

As UBE Corporation advances toward its 2030 vision, its story reflects both corporate reinvention and Japan's evolving economic narrative. A legacy industrial group has reshaped itself into a focused specialty chemicals player with global ambitions, technological depth, and a clear message to investors and partners. In a world increasingly driven by advanced materials and energy transition technologies, UBE's transformation suggests it intends not merely to adapt to change, but to help shape the next phase of industrial innovation.



# Kura Sushi

A HIGH-TRUST RESTAURANT MODEL BUILT FOR GLOBAL SCALE

**J**apan's economy enters 2026 with a steadier and more confident outlook than many global investors expected just a few years ago. After decades of deflation-era caution, Japan has been showing clearer signs of momentum: improving corporate governance, strong inbound tourism, and policy support that encourages investment. Large international institutions have pointed to stronger wage dynamics and healthier corporate profitability as reasons Japan remains a stable, attractive market in an uncertain world.

This macro stability is translating directly into performance in the consumer and food service sector, an industry where Japan's standards are among the highest globally. The country's restaurant market is intensely competitive, forcing brands to operate with rigorous quality control, efficiency, and consistency. Meanwhile, global demand for Japanese cuisine continues to grow—supported by health trends, premium dining interest, and rising appreciation for authenticity—creating an export opportunity for companies that can scale without diluting their identity.

Kura Sushi is one of the strongest examples of a Japanese food brand built for that kind of global scalability. Well known for its conveyor-belt sushi format and dependable dining experience, Kura has grown into a major publicly listed company in both Japan and the United States, with operations spanning multiple international markets. While it maintains strong domestic roots, the company's biggest growth story is increasingly tied to international expansion—especially in the United States.

Kura's unique selling point is that it behaves less like a typical restaurant chain and more like an operations-driven system company—combining tight process management with a clear product philosophy. President Kunihiko Tanaka summarized recent challenges plainly: "In Japan, one of the biggest challenges in 2025 was the sharp increase in commodity prices — everything became significantly more expensive." Despite these pressures, the company continued expanding domestically, opening six new restaurants in Japan in 2025.

That same year, Kura used Expo 2025 in Osaka as a global brand accelerator. It invested approximately 1.5 billion yen to operate restaurants at the Expo, not merely for revenue but for visibility. The goal was simple: introduce Kura Sushi to the world. Tanaka said the results were a "great success," raising international awareness and creating momentum and opportunities for the company.

Beyond marketing, Kura's brand competitiveness rests heavily on trust, food safety, and a clean approach to ingredients—attributes that increasingly matter to consumers worldwide. Tanaka highlighted a defining point of differentiation: "First, Kura Sushi does not use chemicals or artificial additives." This "clean sushi" message travels particularly well in developed markets where customers are more informed and selective. The company reinforces this with costly but deliberate infrastructure choices, including stainless steel kitchen equipment, which it considers safer and more durable.

Another important part of Kura's identity is cultural legitimacy. The company actively ties itself to Washoku, traditional Japanese cuisine, which UNESCO registered as an Intangible Cultural Heritage. Kura is not simply selling sushi as a trend; it is presenting Japanese dining standards and values in a format designed for scale. In Tanaka's



Kunihiko Tanaka  
CEO

words: "We want to expand the quality and philosophy of Kura Sushi throughout Japan and across the world."

For readers of a business magazine, the most direct sales argument is expansion. Kura's management has stated a concrete, ambitious U.S. goal: "In the United States, we want to increase the number of restaurants to 100. At the moment, our pace is more than ten restaurants per year." That kind of target matters because restaurant growth is not just about capital—it requires repeatable site selection, consistent training, supply chain precision, and a brand strong enough to win new customers city by city.

Taiwan already provides proof that the model can travel and scale. Kura currently operates 62 restaurants there and continues to see further potential, even if the market has natural size limits. While the company closed its Shanghai locations, it frames global strategy with discipline—leaning into markets where its service philosophy and operational structure can succeed.

Kura is also explicit about the kind of investors and partners it wants. The company is open to collaboration and welcomes long-term investors, but it prioritizes shared values and the protection of its international brand. That values-first positioning is consistent with Tanaka's broader belief that business should contribute beyond profit: "The ultimate purpose of business should not be profit alone." It is a message likely to resonate in an era when ESG scrutiny, sustainability expectations, and stakeholder capitalism increasingly shape public market narratives.

Tanaka's most direct endorsement of Japan as an investment destination centers on fundamentals—stability, human capital, and safety. Looking beyond Kura Sushi, he said: "Security and safety are the most important factors. Japan's natural environment is wonderful, and the quality of employees is extremely high." For global investors weighing geopolitical risk and social volatility, Japan offers a uniquely stable foundation—and Kura Sushi aims to turn that foundation into global growth, one carefully engineered restaurant at a time.





# JR Kyushu

CONNECTING KYUSHU TO THE WORLD

Japan's economic narrative has shifted noticeably in recent years. After decades marked by deflation, slow wage growth and cautious corporate investment, the country is experiencing a more confident phase of expansion. The International Monetary Fund has projected steady growth supported by domestic demand, record inbound tourism and corporate reform, while major consultancies such as McKinsey and Deloitte have pointed to improving corporate governance, stronger shareholder returns and rising profitability across listed Japanese companies. Inflation has returned in a moderate form, encouraging spending and investment without destabilizing the broader economy. For global investors and businesses, Japan is increasingly seen not as a mature market in decline but as one entering a renewed cycle of transformation and opportunity.



Yoji Furumiya  
President & CEO

Transportation and tourism sit at the center of that transformation. Japan's rail sector has long been globally admired for safety, punctuality and technological sophistication, but its role today extends well beyond moving passengers. Railway operators have become developers of urban ecosystems, hospitality providers, technology innovators and regional economic catalysts. Tourism has amplified this shift. Japan has experienced a dramatic rebound in international arrivals, with visitor spending reaching record levels and secondary regions benefiting alongside major cities. Rail companies that integrate transportation with real estate, hotels and regional branding are especially well positioned to capture this momentum, creating diversified revenue streams while supporting sustainable regional growth.

One of the clearest examples of this integrated model is JR Kyushu, the railway operator serving Japan's southernmost main island. Since President and CEO Yoji Furumiya assumed leadership in 2022, the company has not only restored performance following the pandemic but also redefined its strategic direction. JR Kyushu today positions itself as a multi-sector mobility and community-development group, combining rail operations with urban development, tourism promotion, hospitality services and technological innovation. Its trajectory reflects both Japan's broader economic revival and the growing importance of regional infrastructure players in shaping sustainable growth.

"When I assumed the presidency in 2022, our immediate priority was recovery from the pandemic," Furumiya explained. "Over the following three years, through 2024, we focused on restoring our revenues to pre-COVID levels, and we successfully achieved that goal. Our current three-year plan for 2025-2027 represents a true restart for JR Kyushu. It is not only about growth, but also about structural transformation." The company's new Mid-Term Business Plan reflects a shift from recovery to reinvention. Within its railway operations, JR Kyushu is introducing automated train operation systems that allow trains to be run by conductors who have received

specialized training, rather than requiring a licensed driver in the traditional sense. This new model helps address Japan's labor constraints while maintaining high safety standards. At the same time, the company is deploying cameras and sensors that enable mechanical inspection of train equipment, replacing the need for manual visual inspections by staff walking around the train. These innovations are designed to improve efficiency while preserving the reliability for which Japan's railways are renowned.

Beyond technology, JR Kyushu has increasingly focused on community engagement and regional development as part of its broader sustainability strategy. The company works closely with local governments, businesses and residents to design station-centered developments that foster economic vitality while respecting local culture and environmental considerations. Rather than simply constructing infrastructure, JR Kyushu aims to create integrated communities where transportation, housing, retail and public spaces coexist. This approach reflects a broader shift among Japanese corporations toward ESG-oriented management, emphasizing long-term value creation for both shareholders and society.

Tourism plays a significant role in that ecosystem. JR Kyushu actively promotes travel to the region via its Shinkansen services and local rail network while supporting tourism through its hotel portfolio. The company operates hotels across Kyushu as well as properties in Tokyo and Kyoto, and today roughly 90 percent of guests at JR Kyushu hotels are inbound travelers. This international orientation helps distribute tourism benefits beyond Japan's largest metropolitan areas and supports regional economies. By integrating transportation with hospitality, JR Kyushu ensures that the economic value created by tourism circulates throughout the local communities connected by its railway network.

The company's most visible global ambassador is the luxury sleeper train Seven Stars in Kyushu. Widely regarded as one of the world's most prestigious rail travel experiences, the train showcases Kyushu's craftsmanship, cuisine and landscapes while delivering a premium hospitality experience. It has received top recognition for three consecutive years from Condé Nast Traveler in the United States and a prestigious hospitality award in France. Around 20 percent of passengers are international travelers, and there are occasions when overseas clients charter the entire train. Beyond its commercial success, the train acts as a cultural ambassador for the region, highlighting local artisans, culinary traditions and natural attractions.

Despite such achievements, Furumiya acknowledges that Japanese companies often under-promote themselves internationally. "Modesty is a virtue in Japanese culture, but it can also be a limitation," he said. "When I reviewed our customer data, I was surprised to discover that our customers come from more than 100 countries. I had not fully realized the global reach of our

services. As international tourism to Japan continues to grow, it becomes increasingly important to communicate our brand more actively abroad." Strengthening international branding has therefore become a strategic priority, not only for JR Kyushu but for Kyushu as a destination.

Partnerships represent another avenue for expanding that reach. JR Kyushu collaborates with airlines and travel organizations to promote rail passes and regional tourism, particularly in markets such as Taiwan and Hong Kong. Such partnerships help diversify visitor sources while strengthening resilience against fluctuations in any single market. They also align with Japan's broader national strategy of using tourism as a driver of regional economic revitalization.

From an investor perspective, JR Kyushu is equally focused on globalization. Approximately 30 percent of its shareholders are international investors, and Furumiya regularly travels abroad to meet institutional investors in financial centers such as London, Zurich and Milan. The company's improving financial performance, rising dividends and diversified business model present a compelling investment proposition. Infrastructure stability combined with growth potential in hospitality and real estate makes JR Kyushu particularly attractive to long-term institutional investors seeking exposure to Japan's economic resurgence.

Operational agility also differentiates the company within Japan's traditionally consensus-driven corporate culture. Furumiya addressed concerns about slow decision-making directly: "We hold



ESG-oriented efforts include encouraging sustainable tourism, collaborating with local businesses and ensuring that transportation networks remain accessible for aging populations. In Japan, where demographic shifts present both social and economic challenges, infrastructure companies such as JR Kyushu play an important role in maintaining vibrant local economies.

Furumiya sees Kyushu itself as a compelling proposition for investors and travelers alike. "Kyushu consists of seven prefectures, each with its own distinct identity," he said. "Our railway network connects these regions and forms an important economic backbone. Meanwhile, major cities in Kyushu are experiencing population growth, which supports the expansion of related businesses, including commercial and mixed-use developments around stations. What makes Kyushu unique is this combination: a well-integrated transportation infrastructure alongside diverse, independent regional cultures. That balance is one of Kyushu's greatest strengths."

As Japan continues its economic revival, JR Kyushu's trajectory illustrates how regional infrastructure companies can play a national and even global role. By integrating advanced rail technology, hospitality, tourism promotion, urban development and sustainability initiatives, the company has crafted a diversified model suited to contemporary economic realities. Its emphasis on partnerships, ESG-oriented management and international outreach reflects the evolving priorities of both investors and travelers.

For global audiences, the message is increasingly clear. Japan's growth story is no longer confined to Tokyo or Osaka; regions like Kyushu are emerging as dynamic centers of investment, tourism and innovation. Through its railways, hotels, partnerships and community initiatives, JR Kyushu is helping shape that narrative—demonstrating how infrastructure, when aligned with regional development and long-term sustainability, can become a powerful engine of growth.



board meetings once a month and regular management meetings, with information shared in advance to streamline discussions. This enables faster decision-making. Within the JR group, we are known for being particularly agile. In some situations, I make swift decisions during on-the-spot conversations. I believe this decisiveness has been one of the key factors behind our rapid recovery and renewed growth."

Sustainability considerations remain closely tied to JR Kyushu's long-term strategy. The company emphasizes environmentally efficient train operations, responsible urban development around stations and initiatives that support regional communities. These





# New Art Holdings

A JAPANESE MULTI-SECTOR BRAND ENTERPRISE IS PREPARING TO ENTER THE U.S. MARKET

Japan is back on the radar of global business leaders as a stable, reforming economy where premium consumption continues to show unusual strength. Wage growth, inbound tourism, and corporate profitability have combined to give the domestic market more momentum than it has had in years. In its latest Economic Outlook, the OECD reported Japan grew 1.3% in 2025 and forecasts growth of roughly 0.9% per year in 2026-27, driven primarily by domestic demand. That macro environment is especially supportive for high-value sectors built on trust and reputation—luxury retail, bridal purchases, and culture-linked experiences—where customers are paying for craftsmanship and credibility as much as for product.



Yukio Shiraishi  
Chairman

Within this high value-added field, the NEW ART Group—led by NEW ART HOLDINGS—occupies a uniquely distinctive position in Japan. The group is led by Chairman Yukio Shiraishi, who is both an entrepreneur and a gallerist. Its philosophy captures the spirit behind the company's development: "A corporate group of everyone's dreams; NEW ART will guide you to beauty, health, and happiness with all the power that art can possess." Despite this philosophy, the core business of the NEW ART Group is not an "art business" in the conventional sense, such as operating galleries. Instead, the foundation of the company lies in the manufacturing and retailing of bridal jewelry—engagement rings and wedding rings in particular. According to Mr. Shiraishi, the company positions itself clearly in this field as "number one in Asia and among the top five in the world."

For more than thirty years, the company's flagship store has competed successfully on Ginza's main street, standing shoulder to shoulder with internationally renowned brands such as Tiffany and Harry Winston. Underlying this success is the "art-like thinking" advocated by Mr. Shiraishi—particularly the spirit of contemporary art. In simple terms, the spirit of contemporary art can be summarized in one principle: do not imitate others. Translated into business practice, this philosophy has shaped many of the company's pioneering initiatives. At the time of its founding, the idea of a jewelry store specializing exclusively in bridal jewelry did not yet exist. The company also introduced a

semi-order system in which customers select loose diamonds and ring designs separately rather than choosing from finished jewelry displayed in showcases. In addition, the company realized direct procurement of diamonds by establishing a subsidiary in Israel, then the global center of the diamond trade.

The company also incorporates what might be called the "power of art to make people happy" throughout its concept of *omotenashi*, or hospitality. Since its founding, this spirit has been carefully refined in every aspect of the customer experience—from store architecture and interior

design to furnishings and the service skills of staff.

Another indispensable aspect of the NEW ART Group is its partner alliance system. Rather than traditional management integration such as mergers and acquisitions, this model is built on close collaboration among independent companies that grow together while maintaining their autonomy. Through these alliances, the group has built partnerships with wedding venues, mutual-aid associations, and matchmaking services, strengthening the foundation of its business.

At the root of these partnerships lies the same spirit of art—a philosophy that stands in contrast to domination or confrontation.

With this spirit as its foundation, the NEW ART Group is now looking toward the United States, the world's largest diamond-consuming market. NEW ART Co., Ltd., the company responsible for developing the group's two flagship brands, has begun preparations for opening stores in major U.S. cities. The first brand, Ginza Diamond Shiraishi, offers diamond jewelry to a broad range of customers while emphasizing the refined *omotenashi* spirit cultivated in Japan. The second, EXELCO DIAMOND, originated in Belgium and provides exceptional diamonds—many of which have been supplied to royal households—to a more premium segment of the market.

Mr. Shiraishi expresses strong confidence in the future development of the company's brands in the United States—brands that have been refined and perfected in Ginza. The day when the Japan-born, multi-sector brand enterprise known as the NEW ART Group captures attention in the U.S. market may not be far away.

IN KARUIZAWA, NEW ART IS BUILDING A LUXURY DESTINATION WHERE CULTURE AND REAL ESTATE CONVERGE



Up to this point, we have discussed the NEW ART Group primarily as a jewelry company—but that description alone does not fully capture the scope of its activities. As Mr. Shiraishi explains, the company aims to become an "international conglomerate." In fact, the group operates across a remarkably diverse range of businesses, including real estate development, art auctions, aesthetics, sporting goods, and meat wholesale—all connected by the same underlying spirit of art. Among these ventures, one particularly notable project is the resort development in Karuizawa, led by NEW ART Resort Co., Ltd.

Karuizawa, originally a post town along a historic highway, began attracting foreign missionaries as a summer retreat from the late nineteenth century onward and gradually developed into one of Japan's most renowned international resort destinations. Its unique landscape—a blend of Japan's natural beauty and Western cultural influence—continues to attract both Japanese and international visitors, securing Karuizawa's position as both a prestigious resort area and a popular tourist destination. Along Karuizawa Hon-dori, the main street extending north from Karuizawa Station, the NEW ART Group is constructing a luxury residential project known as "Sampen House of Art."

Designed by internationally acclaimed architect Kengo Kuma, the residence integrates art throughout its design—both inside and outside—embodying the concept of "the fusion of life and art." The project consists of nine units with a total sales value of approximately 10 billion yen. Sales are expected to resume soon, with deliveries scheduled to begin sequentially in fiscal year 2027, which will be reflected in the company's future performance.

Across Karuizawa Hon-dori from Sampen House of Art, the NEW ART Group also owns a vast site of more than 8,000 square meters. On this land, the company plans to develop a hotel condominium project called "Sampen Hotel and Museum." This

major development—being undertaken in collaboration with several leading Japanese developers—is expected to be five to six times larger than the Sampen House of Art project.

The concept behind these projects is expressed in the word "Sampen." In Japanese, *sampen* literally means "the three sides of a triangle," symbolizing the elements of nature, humanity, and art. The NEW ART Group values a world in which these three elements exist in harmony, and the concept of "Sampen" represents this philosophy. The word also carries an additional layer of meaning: while buildings and spaces are normally defined by four sides, the idea of three sides reflects a uniquely Japanese aesthetic of openness and negative space—suggesting that new possibilities can emerge when one element is intentionally removed.

Through this concept, the NEW ART Group hopes to create a Japanese art experience that will inspire people from around the world to visit. Despite the scale of these projects, Mr. Shiraishi emphasizes that the company's goal is not simply to engage in resort development. Rather, the NEW ART Group seeks to create spaces where art, architecture, and hospitality converge—places that leave behind not only buildings, but something meaningful and lasting for future generations. The Karuizawa project reflects this philosophy by prioritizing assets with enduring value over short-term profits and creating a destination where visitors and residents can experience Japan's rich natural environment and culture alongside modern comforts. In many ways, the project points toward the future direction of the NEW ART Group's business development.





# The Shiga Bank

DRIVING INVESTMENT AND INNOVATION FROM SHIGA

Japan's economy is showing renewed stability and moderate growth as it moves further away from decades of deflation and ultra-low interest rates. According to the Organisation for Economic Co-operation and Development, Japan's real GDP expanded by around 1.3% in 2025, supported by stronger domestic demand and business investment, while growth is projected to remain positive at roughly 0.9% annually through 2026–2027. Nominal GDP has reached approximately ¥663.8 trillion (about \$4.2 trillion), keeping Japan among the world's largest economies, while wage growth and corporate investment are gradually strengthening domestic consumption. Inflation has also stabilized close to the Bank of Japan's long-standing 2% target, marking a structural shift in the country's economic environment and creating a more favorable landscape for businesses, investors, and financial institutions operating across the country.



Shinya Kubota  
President

Within this changing landscape, Japan's banking sector is also undergoing a quiet transformation. For years, near-zero or negative interest rates compressed margins and limited growth opportunities. As monetary conditions gradually normalize, banks are reassessing their strategies and expanding beyond traditional lending models. Regional financial institutions in particular are redefining their role—moving toward a model that emphasizes regional revitalization, support for small and medium-sized enterprises, and closer collaboration with local industries.

Among the institutions embracing this shift is The Shiga Bank, headquartered in Shiga Prefecture near the historic city of Otsu and the shores of Lake Biwa. With a strong regional presence and significant market share, the bank has long been a key financial partner for businesses across the region. Today, however, it is broadening that role, positioning itself not only as a stable financial institution but also as a driver of sustainable regional development.

The bank's strategy reflects a broader evolution in how regional institutions contribute to their local economies. Rather than simply financing existing businesses, Shiga Bank increasingly works alongside companies, municipalities, and universities to help develop new ventures and strengthen regional industries. By combining financial expertise with local knowledge, the bank aims to act as a hub that connects businesses, capital, and innovation within the region.

Japan's shifting financial environment has also created new opportunities for such initiatives. With interest rates gradually returning to more normal levels after decades of ultra-low borrowing costs, banks are gaining greater flexibility to expand their business models. "Looking back at 2025, we have finally emerged from a financial environment that was virtually interest-free," said Shinya Kubota, president of the bank. "Currently, we are returning to a more normal situation with a prime rate, and with the government's policies aimed at revitalizing the regional economy, we are moving forward in step with efforts toward sustainable regional development."

A defining element of the bank's strategy is its emphasis on sustainability and long-term regional value creation. Rather than treating environmental or social initiatives as peripheral activities, the institution has embedded them directly into its business model. Leadership describes this evolution as a shift toward becoming a "sustainability design company," reflecting a broader mission that includes supporting innovation, strengthening local industries, and contribute to solving the social and structural challenges faced by rural areas.

This philosophy is also changing how the bank works with its clients. Instead of simply being a financial institution that handles deposits and loans, they are strengthening their commitment to co-creating with companies as partners in the creation of new businesses. "We are changing from a traditional bank into a sustainability design company," Kubota explained. "Our mission is not simply to provide loans but also to help solve regional issues and support the development of local businesses."

The identity of the bank is closely tied to Shiga Prefecture itself, a region with a long commercial history and a strong sense of place. At the heart of that identity is Lake Biwa, Japan's largest freshwater lake and one of the oldest lakes in the world. For the bank, the lake represents both the region's natural wealth and the responsibility to balance economic growth with environmental stewardship.

Shiga's business traditions also continue to shape the institution's philosophy. The region was historically home to the Ohmi merchants, whose approach to commerce emphasized fairness, trust, and mutual benefit. "In Shiga we have a tradition known as 'Sampo Yoshi,' which means three sides are satisfied," Kubota said. "The company benefits, the customer benefits, and society benefits as well. That philosophy is deeply rooted in our region and it guides how we do business."

For Kubota, promoting the region itself is inseparable from promoting the bank. He believes Shiga's location, cultural heritage, and entrepreneurial spirit provide a strong foundation for attracting new investment and economic activity. As international interest in Japan grows again, he sees an opportunity for both the region and its financial institutions to strengthen their global connections.

"In the past, when people overseas asked where we were from, we would say Shiga next to Kyoto," Kubota noted. "Now we want to say proudly that we are from Shiga. By representing the region and its businesses, we can create new opportunities and attract attention from investors around the world."

「三方よし」で地域を幸せにする

Sustainability Design Company

SHIGA BANK



# Amiyaki Tei

A GROWTH STORY IN JAPAN'S RESURGENT RESTAURANT INDUSTRY

Japan's economy has entered a period of renewed momentum after decades often described as the country's "lost years." According to the International Monetary Fund, Japan remains the world's third-largest economy, supported by resilient domestic consumption, rising corporate profitability, and a gradual shift toward moderate inflation. Major consultancies including McKinsey and Deloitte note that structural reforms, digital transformation, and stronger corporate governance are helping unlock productivity and investment opportunities across the country. While demographic challenges remain, Japan's stable institutions, sophisticated infrastructure, and high-income consumer base continue to make it one of the most reliable markets for long-term business expansion.

Within this broader economic revival, Japan's food service industry has emerged as a dynamic sector adapting to changing consumer habits. After the disruption of the pandemic, the restaurant market has steadily recovered as tourism rebounds and domestic dining resumes. Japan's sophisticated food culture, high quality standards, and strong urban consumer demand create a fertile environment for innovative restaurant concepts. At the same time, operators are responding to structural pressures such as labor shortages, rising costs, and evolving dining patterns by investing in digital ordering systems, operational efficiency, and differentiated culinary experiences.

Among the companies navigating this transformation is Amiyaki Tei, a restaurant group that has built a reputation as a specialist in high-quality meat dining. Founded by Chairman and President Keisuke Sato, the company has grown into a publicly listed enterprise known for its yakiniku barbecue restaurants and steak concepts that focus on premium Japanese beef while maintaining accessible prices. With roots in the Nagoya region, Amiyaki Tei has steadily expanded from central Japan into the Kanto and Kansai regions and is now preparing for a broader nationwide footprint as it positions itself for its next phase of growth.

At the core of the company's strategy is a simple but powerful philosophy: making high-quality meat accessible to everyday consumers. Sato founded the business with the conviction that exceptional Japanese beef should not be reserved only for luxury restaurants. "I founded this company 30 years ago with the mission of providing high-quality Japanese beef at reasonable prices for ordinary people," he explains. "My policy has always been simple: deliver delicious, high-quality Japanese beef to customers while maintaining a sustainable business."

This philosophy shapes everything from procurement to restaurant operations. Unlike many chains that rely heavily on imported beef, Amiyaki Tei prioritizes domestic wagyu sourcing to support Japanese farmers and ensure consistent quality. The company's purchasing model — including whole-animal procurement — allows it to manage costs while offering premium cuts at affordable prices. Supporting local producers is not simply a supply decision but part of the company's long-term ecosystem approach to the food industry.

Operational expertise is another differentiator. Amiyaki Tei considers itself not just a restaurant operator but a specialist in meat preparation and service. Over decades, its teams have refined techniques in cutting, preparation, and presentation that maximize flavor and texture. Even subtle details — such as the direction of muscle fibers or thickness of a slice — can influence the dining experience. This attention to craftsmanship, combined with disciplined cost control, enables the company to maintain a balance between quality and value that is difficult for competitors to replicate.

The group has also diversified its restaurant formats to capture different customer segments and dining occasions. Its suburban barbecue restaurants cater primarily to families, offering accessible wagyu experiences outside major urban centers. In city locations, meanwhile, the company operates steak concepts and casual meat-focused restaurants that appeal to office workers and after-work diners. By tailoring formats to specific locations and consumer behavior, Amiyaki Tei has built a flexible portfolio capable of adapting to



Keisuke Sato  
Chairman and President

Japan's diverse dining landscape.

Digital innovation is increasingly part of this strategy. The company has introduced tablet and mobile ordering systems designed to improve order accuracy, reduce food waste, and allow staff to focus more on hospitality. Rather than viewing technology purely as a labor-saving measure, Amiyaki Tei sees it as a way to strengthen the overall customer experience and operational efficiency. The approach reflects a broader trend in Japan's restaurant industry, where technology is being used to maintain service standards despite staffing constraints.

Looking ahead, the company has set ambitious growth targets. Management aims to reach ¥50 billion in sales within the next three years and eventually expand to ¥100 billion by 2035. For now, most of that growth will come from domestic expansion, but international markets are firmly on the horizon. "For the next three years, our growth will focus on Japan," Sato notes. "However, in the future, we must expand beyond Japan." Southeast Asia, where Japanese cuisine enjoys strong popularity, is expected to be among the first destinations when the company begins its overseas push.

The company is also working to raise its profile among international investors. As a listed firm with clear long-term ambitions, Amiyaki Tei believes that attracting global institutional capital will be essential to achieving its next stage of scale. Communicating its growth strategy, strengthening its brand recognition, and demonstrating disciplined execution are all part of the effort to build credibility beyond Japan's domestic investor base.

For Sato, however, the company's ambitions ultimately reflect a broader confidence in Japan itself. Despite demographic challenges and periodic economic cycles, he believes the country's stability and business culture remain powerful advantages. "The most important strengths are reliability and trust," he says. "Japanese management tends to value honesty, keep promises, avoid exaggeration, and work diligently. This cultural foundation makes Japanese companies dependable partners for foreign investors and businesses."





# COGIT

BUILT ON INTEGRITY, DRIVEN BY DESIGN

Japan's economy continues to demonstrate resilience and renewed momentum as it navigates global uncertainty. According to the International Monetary Fund, the country remains one of the world's largest and most technologically advanced economies, supported by strong exports, industrial innovation, and a steady recovery in domestic consumption. Major consulting firms such as Deloitte and McKinsey have also highlighted Japan's growing focus on productivity, digital transformation, and high-value manufacturing as key drivers of long-term growth. While demographic challenges persist, the country's sophisticated industrial base and reputation for quality continue to position Japan as a reliable hub for global business and investment.



**Shinichiro Kubo**  
President

Within this economic environment, Japan's consumer goods and lifestyle products sector remains a dynamic component of the economy. The industry benefits from a culture that values design, functionality, and quality, creating opportunities for companies that can combine innovation with everyday practicality. The rise of e-commerce, diversified retail channels, and the global popularity of Japanese lifestyle products have further strengthened the sector. Companies that successfully integrate design, distribution, and consumer insight are increasingly able to reach both domestic and international audiences.

One such company is COGIT, a privately held lifestyle and household goods firm headquartered in Osaka. Founded 56 years ago by Hiroichi Kubo during Japan's Showa era, the company emerged from a simple yet powerful idea: making everyday life easier. Today COGIT develops a wide range of household items, lifestyle products, and skincare goods, supported by a network of offices in Osaka, Tokyo, and Shanghai. Under the leadership of President Shinichiro Kubo, the company continues to build on its founding philosophy while adapting to modern consumer lifestyles and global supply chains.

COGIT's origins reflect the changing realities of Japanese society in the decades following World War II. As more women entered the workforce while continuing to manage household responsibilities, everyday life became increasingly demanding. The company's first products were created with the goal of reducing small but persistent burdens at home. As Shinichiro Kubo explains, "Many women were beginning to work outside the home while still managing household responsibilities. My father wanted to make their lives easier — and more enjoyable." One of the company's earliest innovations was a mechanism that automatically stopped the water flow when a bathtub became full, preventing overflow and saving time for busy households.

Over time, the company evolved alongside changing lifestyles and business models. What began as a textile manufacturing operation eventually transitioned into a modern fables structure focused on product planning, design, and quality control. Instead of operating its own factories, COGIT now collaborates with manufacturing partners across Asia while maintaining strict oversight of product development and standards. This flexible approach allows the company to introduce

approximately 200 new products every year while remaining faithful to the original concept that has guided the company since its founding: creating products that bring convenience, enjoyment, and small moments of satisfaction to everyday life.

Another defining strength of COGIT is its diversified distribution strategy. The company reaches consumers through a combination of retail and non-store channels, ranging from supermarkets and drugstores to catalog sales, television shopping, and online marketplaces. According to Kubo, this multi-channel network is one of the firm's most important advantages. "Our distribution strength is a major competitive advantage," he explains. "We operate across supermarkets, drugstores, variety stores, home centers, catalog sales, TV shopping, and e-commerce, allowing us to reach customers in many different ways." This balanced structure ensures that roughly half of the company's sales come from physical retail outlets while the rest come from digital

or non-store channels.

Despite its long history in Japan, COGIT is increasingly looking beyond its domestic market. Depending on the product category, the company already works with partners in the United States, Canada, Germany, and across Asia, and it remains open to new collaborations. Kubo emphasizes that integrity and reliability remain the foundation of the firm's relationships with partners. "First and foremost, honesty in manufacturing is our most important value," he says. "We take pride in producing reliable, well-designed products with integrity." For potential partners, COGIT offers a combination of creative product development, established distribution channels, and decades of experience in consumer goods.

Kubo also believes that Japan continues to offer unique opportunities for international investors and collaborators, even as the business environment evolves. "Japan is very attractive for tourism because of its culture, safety, and hospitality," he notes. "But for business, the key is creating balance by strengthening both the domestic and international sides of the economy so that foreign companies can also find good returns here." In his view, deeper cooperation between Japanese firms and overseas partners will play a vital role in sustaining long-term growth.

Looking ahead, COGIT's ambitions are both pragmatic and human-centered. The company plans to continue expanding its product portfolio while strengthening its global presence and corporate identity. At the same time, Kubo stresses that the well-being of employees remains central to the company's vision. He hopes that the next generation within the firm will gain international experience and bring new ideas back to the organization. By combining its founder's philosophy with a modern, globally connected approach to business, COGIT aims to continue delivering practical innovation — and a touch of everyday enjoyment — to households around the world.

 **COGIT CORPORATION**



official site



# Seilin & Co.

CRAFTSMANSHIP WITH GLOBAL AMBITION

Japan enters 2026 with renewed business confidence after years of muted growth. Rising nominal wages, stronger corporate results, and a more constructive investment climate have helped shift sentiment toward a healthier cycle. Japan's stability and high standards continue to attract long-term international interest, especially as global companies rethink supply chains and prioritize reliability. With renewed momentum across manufacturing, technology, and exports, Japan is positioning itself not only as a safe market, but as an increasingly competitive one.

That broader recovery is especially visible in Japan's premium consumer goods ecosystem. Around the world, shoppers are moving away from disposable fast fashion and toward products defined by authenticity, durability, and reputation. This shift has strengthened demand for premium apparel, particularly denim, where quality and craftsmanship matter as much as design. Japan has built a global advantage in this category through precision textiles and a culture that treats product-making as a serious craft rather than a high-volume output. For many international buyers, "Japanese-made" continues to signal credibility.

One company reflecting that strength is Seilin & Co., a Tokyo-based lifestyle and apparel company with 50 years of history and a strong following among denim and casualwear enthusiasts. Unlike brands that compete on trend speed and constant reinvention, Seilin has built its identity through consistency and long-term value. Its products are positioned as daily essentials with character—garments customers live in, repair, and keep. Now, with a half-century foundation behind it, Seilin is preparing for a more ambitious international chapter without compromising what made it trusted in the first place.

Rather than treating fashion as a seasonal chase, Seilin has built its reputation around permanence—products that last and a brand relationship that deepens over time. That philosophy begins with the customer. "At its core, our philosophy is trust—trust from our customers. Our most important job is never to betray that trust," says Sohkoh Tarumi, CEO of Seilin & Co. In premium denim, where the market is crowded with labels competing for attention, trust becomes a serious commercial asset: it reduces hesitation, creates loyalty, and makes the brand defensible even when trends shift.

That trust is reinforced through design decisions built around longevity. Seilin does not create garments meant to be replaced quickly; it expects customers to keep them, wear them hard, and allow them to evolve. "Our products are designed to be worn for a long time," Tarumi explains. Longevity doubles as a sustainability strategy without forcing the brand into performative messaging. If customers replace fewer items, waste is reduced automatically—and the product becomes less like a purchase and more like a companion.

The relationship does not end at checkout. Seilin offers repair services that encourage customers to preserve garments rather than discard them, treating repair as part of the product's life cycle rather than a special exception. In international markets where consumers often complain that premium brands charge luxury prices without long-term care, repair support becomes both a service advantage and a loyalty engine. It also



**Sohkoh Tarumi**  
CEO

reinforces Seilin's belief that products should carry emotional and practical value for years, not months.

Seilin also demonstrates transparency through operational choices. The company washes certain products before placing them on shelves, so customers experience the garment closer to real life rather than an artificially "new" version that changes after the first wash. The detail seems small, but it reflects confidence: Seilin is willing to show the product as it will truly live. For buyers, that reduces uncertainty, improves satisfaction, and strengthens trust—especially in denim, where shrinkage, fading, and texture matter.

While craftsmanship draws customers in, Seilin's retail experience helps keep them. In an era when global retail is becoming more automated and transactional, Seilin puts hospitality at the center of its identity. Stores are designed to feel personal, attentive, and culturally grounded, creating memory as much as merchandise. "We do not offer just a product. We offer an experience," Tarumi says. For premium shoppers in global cities who have endless choices but little emotional connection to most brands, that experience becomes differentiation competitors struggle to replicate.

Seilin's growth message to the market is direct: it is expanding internationally and open to partnership. The company is targeting North America and Western Europe while also looking toward South Korea and Southeast Asia, regions where Japanese craftsmanship and design credibility carry weight. For international distributors, retailers, and lifestyle groups, Seilin offers a rare proposition: a proven Japanese brand with heritage, product standards that justify premium positioning, and a philosophy that aligns with global premiumization trends.

The company is also realistic about the pressures ahead. Trend cycles are faster, consumer behavior shifts quickly, and technology—including AI—will reshape how brands compete for attention. Seilin's strategy is not to chase speed at any cost, but to strengthen what cannot be copied easily: disciplined quality, human service, and long-term trust. Those strengths also help the brand scale without losing its identity.

For Japan, this kind of business story carries broader significance. The country's edge increasingly lies in values that remain scarce globally: craftsmanship, hospitality, and consistency. Seilin sees its future in that same direction. "Seilin has a 50-year history, and we see this moment as an important turning point—the beginning of the next stage as we look ahead to the next 50 years," Tarumi says. For partners and premium consumers worldwide, it is an invitation to bet on a Japanese brand that is ready to grow—without abandoning what made it worth trusting.

