Atradius
Managing risk, enabling trade

Atradius Payment Practices Barometer

B2B payment practices trends Japan 2026

In this report

About the Atradius Payment Practices Barometer

The Atradius Payment Practices Barometer is an annual survey of business-to-business (B2B) payment practices in markets across the world.

Our survey gives you the opportunity to hear directly from businesses trading on credit with B2B customers about how they are coping with evolving trends in customer payment behaviour. Staying informed about these trends is vital because it helps to identify emerging shifts in customer payment habits, allowing businesses to address potential liquidity pressure and maintain smooth operations.

Businesses operating in – or planning to enter – the markets and industries covered by our survey can gain valuable insights from our reports, which also shed light on the challenges and risks companies anticipate in the coming months, as well as their expectations for future growth.

This report presents the survey results for **Japan**.

The survey was conducted during the second half of Q2 2026. Findings should therefore be viewed with this in mind.

All reports highlighting market-specific findings of the 2026 edition of the Atradius Payment Practices Barometer for Asia are available for download from the Atradius website Knowledge and research.

B2B payment practices trends

Japanese firms tighten payment risk management

Companies in Japan currently sell just over 40% of business-to-business (B2B) sales on credit, broadly in line with the regional average, with the rest paid upfront. Japan sits close to markets like Indonesia, while other markets in Asia show wider variation. Within Japan, large trading firms are more active in offering credit, reflecting stronger capacity to manage risk. While trade credit use is rising across Asia, Japan stands out for its stability, with most firms keeping policies unchanged.

B2B payment terms in Japan are tighter than in the region overall. Most payments are due within one month, and terms rarely extend beyond two months. This reflects a clear focus on fast cash conversion and limiting exposure to delays. SMEs in services tend to use shorter terms, while larger trading firms are more likely to offer longer ones. Unlike the rest of Asia, where firms have recently extended terms to support trade, Japanese companies have largely kept them stable.

Based on survey responses, the payment behaviour of business customers in Japan has remained steady in recent months, with some signs of improvement, creating a predictable environment focused on reliability and long-term trade relationships. Only around one quarter of firms report late payments, with delays affecting less than 10% of receivables, both the lowest shares in Asia. SMEs in trade are the most exposed. While across Asia, payment patterns are more mixed and more volatile, Japan remains consistent.

Reasons behind payment delays from business customers also differ between Japan and Asia. Cash flow issues remain the main driver in both, but Japan sees far fewer disputes or delivery-related problems. This suggests stronger alignment between business customers and suppliers. Internal approval processes are a more common source of delays in Japan, reflecting structured decision-making. Across Asia, the causes of late payments are more varied, making payment behaviour less predictable than in Japan.

Short payment terms and quick collections keep receivables under control. Most invoices are paid on time or with only short delays, and overdue payments are typically settled within a month. This limits ageing receivables and supports cash flow. As a result, more than four in five Japanese firms report write-offs below 0.5%, compared with only one in four in Asia, highlighting much lower exposure to bad debt. This translates into a stronger working capital position. Pressures on cash flow, funding or investment are far less widespread than across Asia, where firms face more financial constraints.

Continued on the next page

B2B payment practices trends

Japan also takes a different approach to managing payment risk. Companies rely less on tools such as credit insurance, advanced credit management or receivables financing, and more on tight terms, negotiation and relationship management. Legal action is used more often when needed, suggesting a firm but selective approach. In contrast, Asian firms use a broader mix of tools to manage a more volatile environment.

Overall, Japan offers a stable and predictable credit landscape, built on discipline. While this keeps risks low, it can leave firms exposed to customer payment risk when they seek growth. This is particularly relevant when trading with new customers, entering unfamiliar sectors where information is less complete, or operating beyond the domestic market. In this context, Japanese companies using credit insurance report that it complements internal credit management, improving visibility on customer risk, supporting trade credit decisions and protecting receivables against unexpected defaults. In their view, this becomes even more relevant as regional and global economic and trading conditions remain uneven and continue to evolve.

Share of total B2B sales by payment type and average payment term in days

Market - Sector

	Trade Credit	Avg. payment term (days)
Industry	48%	32
Construction	45%	33
Wholesale	46%	33
Services	36%	30

Market - Business size

	Trade Credit	Avg. payment term (days)
Micro <10 employees	41%	30
SME 10-49 employees	44%	39
SME 50-249 employees	55%	41
Large 250 or more employees	49%	45

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Japan – 2026

Key insights on the next page

Key insights

Japan

Payment behaviour of B2B customers (12 months)

Exposure clusters: reported level of B2B invoices paid late by percentage of respondents

0% B2B invoices paid late
75% Respondents

1% - 30% B2B invoices paid late
16% Respondents

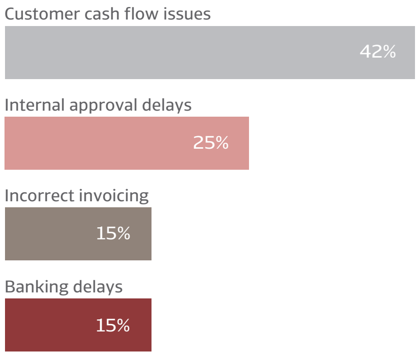
31% - 60% B2B invoices paid late
6% Respondents

61% - 100% B2B invoices paid late
3% Respondents

Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Japan – 2026

Top 4 reasons B2B customers pay invoices late

% of respondents - multiple response



Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Japan – 2026

Breakdown of past due payments

% of past due invoices by payment timing

<30 days
74% Respondents

31-60 days
19% Respondents

61-90 days
4% Respondents

> 90 days
3% Respondents

Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Japan – 2026

Reported bad debts

% of respondents - bad debts levels

<1% bad debts
90% Respondents

1% - 2% bad debts
5% Respondents

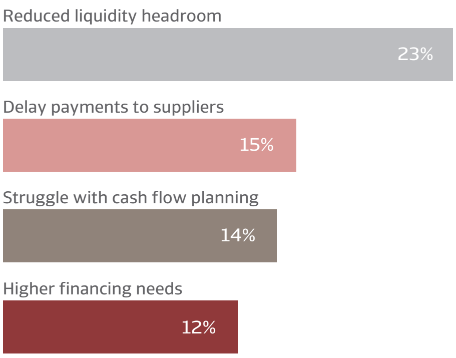
2% - 5% bad debts
2% Respondents

> 5% bad debts
3% Respondents

Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Japan – 2026

Top 4 impacts of customer payment risk on working capital

% of respondents - multiple response



Sample: all respondents in the surveyed market
Source: Atradius Payment Practices Barometer Japan – 2026

Looking ahead

Domestic economic outlook set to shape B2B payment risk

When asked about their expectations regarding the outlook for B2B payment behaviour in the months ahead, almost all businesses interviewed in Japan anticipate no significant change. This suggests very low volatility, with fewer risks of sudden shifts in payment behaviour, but also less upside from improving payment performance. In contrast, Asia is likely to see more active shifts in payment behaviour, reflecting a more volatile credit risk environment.

In Japan, insolvencies have climbed to their highest level in more than a decade, after rising gradually over several years. More recently, the pace of increase has slowed, but higher costs and labour shortages are still putting pressure on weaker firms. Against this backdrop, most Japanese businesses expect insolvency levels to stay high but broadly unchanged. This suggests a steady environment, without signs of sharp deterioration. In contrast, companies across Asia are more likely to expect a further rise, pointing to a more cautious outlook. At the same time, fewer firms in Asia are uncertain. Rather than highlighting concern, the higher uncertainty in Japan likely reflects the greater difficulty in anticipating future changes.

Profit expectations in Japan point to a cautious but stable outlook. Most companies expect no change, suggesting limited momentum for growth but also no sharp deterioration. In contrast, businesses across Asia are more optimistic overall. A much larger share expects profits to increase, although a similar proportion also anticipates decreases. This reflects a more unpredictable environment. In Japan, the balance is different. Improvement expectations are very low, while the share of businesses expecting decreases is slightly higher than in Asia. This suggests that while stability dominates, downside risks remain present, likely linked to ongoing cost pressures and structural challenges.

While businesses across Asia anticipate a broader and more mixed risk landscape shaping B2B payment behaviour as the year unfolds, Japan shows a more focused risk profile. Concerns centre on domestic macroeconomic conditions and sector-specific weaknesses. The very high share citing economic slowdown, alongside strong concern about sector downturns, suggests that risks are seen as internally driven.

In contrast, businesses across Asia report a wider range of risks. Alongside economic and cost pressures, they highlight geopolitical instability, cybersecurity and fraud, indicating a more complex and multi-layered risk environment. Financial risks also play a different role. While interest rates are a bigger concern across Asia, Japanese firms appear less exposed. Currency risk remains relatively contained in both cases, although it is slightly more relevant for Japanese businesses, reflecting greater sensitivity to exchange rate shifts.

Key insights on the next page

Key insights

Japan

Top 3 risks businesses expect to shape B2B payments (next 12 months)

% of respondents - multiple response

#1 | Economic slowdown

#2 | Inflation and cost pressures

#3 | Sector-specific downturns

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Japan – 2026

Expected insolvency risk outlook (next 12 months)

% of respondents

Stay elevated	Rise further	Not sure
58%	16%	26%

Sample: all respondents in the surveyed market

Source: Atradius Payment Practices Barometer Japan – 2026

Survey findings show that Japanese firms are highly effective at controlling customer payment risk in familiar conditions, but this discipline does not fully carry over when conditions change. While companies operate safely at home, they may need more strategic credit management to grow with the same confidence abroad or in more uncertain markets

Survey design

Sample overview – Total interviews = 240

Business sector	% of respondents
Industry	20%
Construction	20%
Trade	20%
Services	40%
TOTAL	**100%**

Business size	% of respondents
Micro <10 employees	45%
SME 10-49 employees	22%
SME 50-249 employees	15%
Large 250 or more employees	18%
TOTAL	**100%**

Survey methodology

We updated our panel to better reflect the market structure across activities and size classes. Additional details on the survey sample design can be found in the statistical appendix. For this edition, comparisons with previous reports are not possible, with annual variation captured only through respondent feedback.

Survey scope

Population: Companies from Japan were surveyed, with interviews conducted with the appropriate contacts responsible for accounts receivable management.

Sample design: The Strategic Sampling Plan enabled analysis of Japan data by sector and company size. Across Asia, a total of 2,145 businesses participated, with quotas maintained across four company size categories. The sample covers businesses where trade credit is actively used, by business sectors and size. Results are reported as weighted percentages to reflect the economic weight of each sector and size class, and market.

Selection process: Companies were contacted via an international internet panel, and respondents were screened for role and quota control at the start of the interview.

Interview method: Computer-Assisted Web Interviews (CAWI), each lasting approximately 15 minutes.

Timing: The survey was conducted during the second half of Q2 2026.

This is part of the 2026 edition of the Atradius Payment Practices Barometer for Asia available at Knowledge and research.

Interested in finding out more?

Please visit the Atradius website to access our latest publications. Click here to access our analysis of individual industry performance, detailed focus on country-specific and global economic concerns, insights into credit management issues, and information about protecting your receivables against payment default by customers.

To find out more about B2B receivables collection practices in Japan and worldwide, please visit atradiuscollections.com.

Our solutions

Credit Insurance
Solutions for Multinationals
Credit Specialties
Debt collections
Surety
Reinsurance

Our presence across the globe

Africa
Asia
Europe
Middle East
North America
Oceania
South America

For Japan please visit:

atradius.jp
Email: info.jp@atradius.com
On LinkedIn follow Atradius Asia

Connect with Atradius on social media
youtube.com/user/atradiusgroup
linkedin.com/company/atradius

Atradius
David Ricardostraat 1
1066 JS Amsterdam
Postbus 8982
1006 JD Amsterdam
Nederland
Phone: +31 20 553 9111

info@atradius.com
atradius.com