Robert— —Walters

Monthly Market Update April 2025

Trend Summary

- Permanent market sales were 836.2 billion yen (+8.6% YoY), while the temp market sales were 9.05 trillion yen (+3.3% YoY).

- To support the analysis of gender wage gaps and their causes in companies, the ministry released the "Gender Wage Gap Analysis Tool".

- Hiring employees based on their potential rather than proficiency is more effective for closing skills gaps.

- Promoting employees during employer-friendly labour markets can reduce turnover when the job market shifts in favour of job seekers.

- WEC released a toolkit to help HR professionals implement AI responsibly, focusing on transparency, human oversight, inclusivity, and bias.

Highlights Overview

Market Data

- 1. <u>HRog reports: full-time job monthly salary on increase to 285,667 yen, temp job hourly</u> wage at 1,571 yen.
- 2. <u>Persol DODA job-to-applicant ratio decreased to 2.46 MoM.</u>
- 3. <u>The latest MHLW job-to-applicant ratio is 1.24, -0.02pt, Tokyo 1.74 & Osaka 1.21, full-</u> <u>time 1.03.</u>
- 4. <u>Association of Job Information of Japan reports the number of job ads increased</u> <u>MoM/YoY in February.</u>

Market Trend

- 1. <u>Perm and temp staffing market sizes: Perm market sales were 836.2 billion yen (+8.6%</u> YoY), while temp market sales were 9.05 trillion yen (+3.3% YoY).
- 2. <u>To support the analysis of gender wage gaps and their causes in companies, especially</u> <u>SMEs, MHLW released the "Gender Wage Gap Analysis Tool".</u>
- 3. <u>A Gartner survey reveals that hiring employees based on their potential rather than</u> proficiency is more effective for closing skills gaps.
- 4. <u>Research shows that promoting employees during employer-friendly labour markets</u> <u>can reduce turnover when the job market shifts in favour of job seekers.</u>
- 5. <u>The World Employment Confederation released a toolkit to help HR professionals</u> implement AI responsibly.

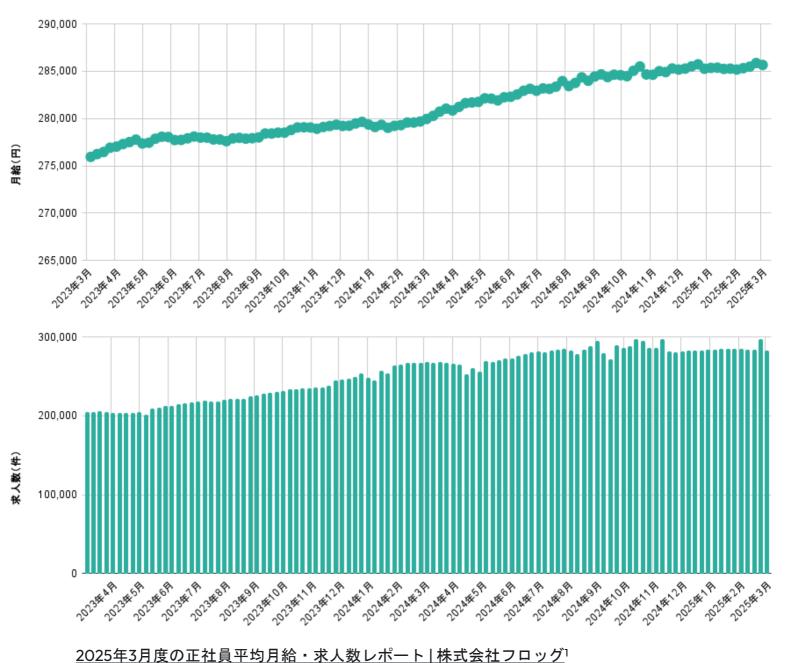
West Japan Expansion

- 1. DOSOFTPRO Japan established its office in Kobe.
- 2. <u>ALLEYPIN INTERACTIVE, a Taiwanese digital medical service, established its office in Kobe.</u>
- 3. <u>SBI Holdings will establish a fintech hub in Osaka in April 2025.</u>
- 4. <u>CMSC, a Taiwan-based semicon design/subsidiary of US Cadence Design Systems, set</u> <u>up a subsidiary in Fukuoka.</u>



Market Data

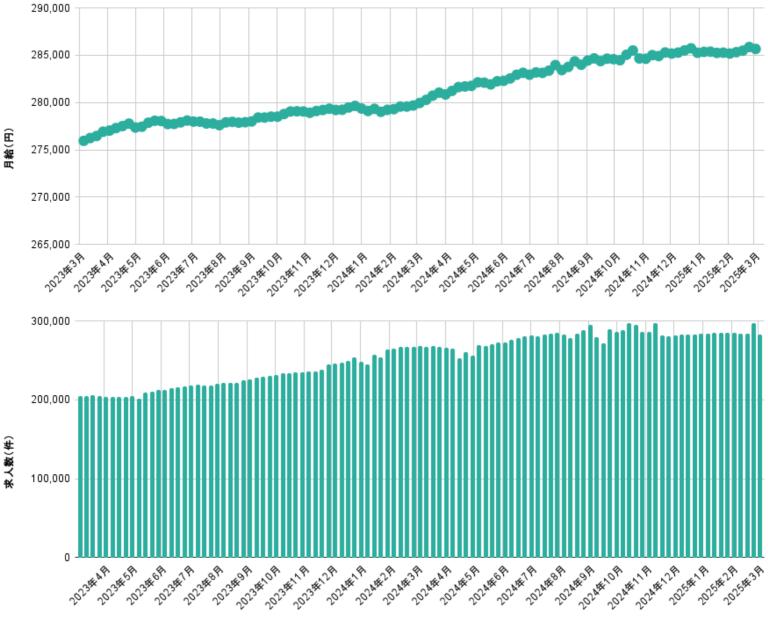
<u>HRog (HRog Co., Ltd.)</u> reports March 2025 full-time employee averages salary & vacancies. The average salary is 285,667 yen, +0.17% (+484 yen) MoM, +2.04% (+5,704) YoY, with 283,169 vacancies, which is -0.80 % (-2,290 jobs) MoM/ +5.62% (+15,059 jobs) YoY.





Market Data

HRog (HRog Co., Ltd.) reports March 2025 temp staff average wage & vacancies. The average wage is 1,571 yen, -0.38% (-6 yen) MoM, +1.22% (+19 yen) YoY with 362,312 vacancies, which is +5.92% (+20,234 jobs) MoM/ +11.28% (+36,725 jobs) YoY.



2025年3月度の派遣平均時給・求人数レポート|株式会社フロッグ²



February <u>Persol DODA</u> job-to-applicant ratio is 2.46, -0.29 pt MoM / -0.21 pt YoY. Vacancies at 99.0% MoM and 101.0% YoY, job seekers at 110.6% MoM / 109.7% YoY. Job openings increased in retail & distribution and administrative and assistant roles.



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)



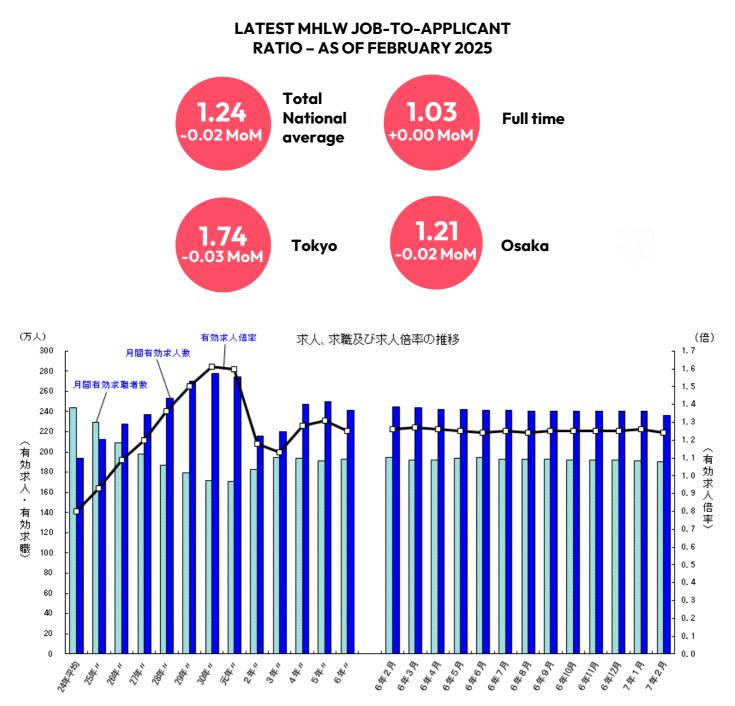
	転職求人 倍率	前月差	前年 同月差	求人数 前月比	転職 希望者数 前月比		転職求人 倍率	前月臺	前年 同月差	求人数 前月比	転職 希望者数 前月比
全体	2.46	↓ -0.29	↓ -0.21	99.0%	110.6%	全体	2.46	↓-0.29	↓-0.21	99.0%	110.6%
IT・通信	7.10	↓-0.49	↓-0.45	99.8%	106.7%	宮業	2.88	↓-0.26	↓-0.20	100.8%	109.9%
メディア	3.64	↓-0.30	↓-0.33	100.7%	109.1%	企画・管理	3.31	↓ -0.33	↓-0.18	98.8%	108.6%
金融	2.58	↓-0.20	1 0.08	100.8%	108.8%	エンジニア(IT・通信)	11.41	↓ -1.36	↓-0.56	95.3%	106.6%
メディカル	1.01	↓ -0.11	↓ -0.19	100.2%	110.9%	エンジニア(機械・電気)	5.64	↓ -0.68	↓-0.07	99.2%	111.2%
メーカー	3.01	↓-0.32	↓-0.02	99.8%	110.2%	専門職 (メディカル)	0.68	↓ -0.07	↓ -0.16	99.9%	109.8%
商社	1.62	↓-0.15	↓-0.16	99.9%	109.0%		2025	2.55576	10000		1.
小売・流通	0.64	↓-0.06	- 0.00	102.4%	111.5%	専門職(化学・食品)	1.57	↓ -0.15	↓ -0.02	100.6%	110.3%
レジャー・外食	0.74	↓-0.07	↓-0.11	102.3%	111.9%	専門職(建設・不動産)	5.19	↓-0.52	↓ -0.50	100.8%	110.8%
エネルギー	2.49	↓-0.31	↓-0.01	100.9%	113.3%	専門職(コンサル・金融)	5.99	↓ -0.65	↓ -1.06	99.1%	109.8%
建設・不動産	4.95	↓ -0.54	l-0.46	100.3%	111.2%	クリエイター	1.13	↓-0.10	↓ -0.20	100.2%	108.8%
コンサルティング	7.04	↓-2.64	↓-0.92	78.9%	108.5%	販売・サービス	0.67	↓ -0.07	↓ -0.08	101.1%	111.5%
人材サービス	7.86	↓ -1.02	l -0.26	101.1%	114.2%	事務・アシスタント	0.45	↓-0.04	↓ -0.03	104.4%	113.3%
その他	0.26	↓-0.03	↓-0.07	99.0%	111.0%	その他	0.05	- 0.00	† <mark>0.01</mark>	103.4%	108.1%

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, and others.





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

<u>一般職業紹介状況(令和7年1月分)について|厚生労働省|厚生労働省(mhlw.go.jp)</u>⁴



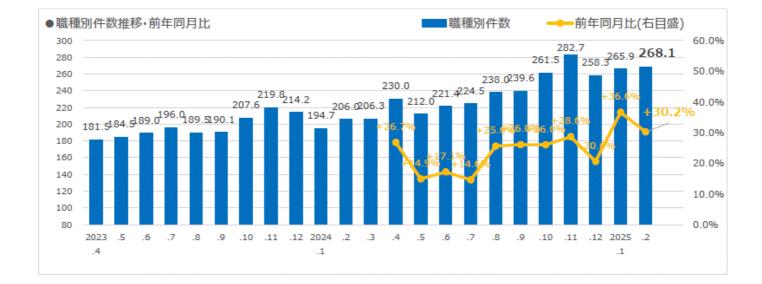
全国計

Breakdown by jobs (regular jobs excluding part-time jobs) ^{常用 (除パート)} ^{[7年2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	474, 236	1, 402, 853	219, 180	1, 103, 209	204, 001	44, 724	2.16	1.27
管理的職業従事者	1, 908	5, 773	1, 052	5, 321	1, 077	121	1. 81	1.08
専門的・技術的職業従事者	126, 997	370, 721	35, 939	177, 940	29, 218	7, 291	3. 53	2.08
製造技術者(開発)	5, 356	15, 579	1, 098	6, 213	1,002	162	4.88	2. 51
製造技術者(開発を除く)	3, 674	11, 169	2, 468	12, 362	1,062	207	1.49	0.90
建築・土木・測量技術者	19, 481	58, 101	1, 736	8, 117	1, 922	488	11.22	7.16
情報処理・通信技術者	17, 182	53, 495	4, 430	30, 268	5, 336	356	3.88	1.77
その他の技術者	4, 501	11,071	281	1, 523	526	95	16.02	7.27
医師、歯科医師、獣医師、薬剤師	2, 174	6, 413	435	1,943	172	50	5.00	3.30
保健師,助産師,看護師 医療技術者	22, 294	65, 348	6, 853	26, 103	4, 988	2, 071	3. 25	2.50
	9,916	28, 535	2,070	8, 643	1, 176	490 370	4.79	3.30
その他の保健医療従事者 社会福祉専門職業従事者	7, 421 28, 217	18, 095 82, 568	1, 580 6, 289	8, 410 26, 729	1, 091 6, 156	2, 302	4. 70 4. 49	2.15 3.09
私云価祉母门戦未徙争名 美術家,デザイナー,写真家,映像撮影者	1, 139	3, 454	2, 884		1, 925	2, 302	4.49	0.16
その他の専門的職業	5, 642	16, 893	5, 815	21, 330 26, 299	3, 862	564	0.39	0.10
事務従事者	48, 478	139,905	59, 761	307, 942	90, 322	12, 219	0. 97	0. 64
● 一般事務従事者	32, 434	92, 883	49, 824	255, 310	90, 322 70, 697	9, 653	0. 65	0.45
一 版 新 历 低 新 石 会計 事 務 従 事 者	4, 417	13,065	49, 824	235, 310	7, 709	1,000	1. 01	0.58
上 五 前 争 伤 從 争 有 生 産 関 連 事 務 従 事 者	3, 644	11, 333	1, 339	6, 840	3, 140	543	2. 72	1.66
生産関連事務促事有 営業・販売事務従事者	5,008	14, 625	2, 806	13, 867	6, 755	709	1. 78	1.00
呂未・販売争務促争る 外勤事務従事者	5,008	14, 625	2, 800	13, 807	6, 755 109	23	5. 64	3. 73
	2,060	5, 465	337	1, 683	910	23	5. 64 6. 11	3. 73
連刊・ 単 使 争 彷 促 争 有 事務用機器操作員	2,000	2, 150	1,071	7, 708	1,002	89	0. 11	0.28
販売従事者	47, 838	141, 536	11, 989	61, 827	12, 520	2, 081	3, 99	2.29
商品販売従事者	20, 928	59, 502	5, 275	28, 310	3, 883	946	3, 97	2.10
販売類似職業従事者	1, 121	3, 686	282	1, 531	258	59	3. 98	2. 10
営業職業従事者	25, 789	78, 348	6, 432	31, 986	8, 379	1,076	4. 01	2.45
サービス職業従事者	80, 755	235, 739	19, 598	89,655	16, 662	5, 919	4. 12	2.63
家庭生活支援サービス職業従事者	100	200,700	37	150	20	12	2. 70	1. 33
介護サービス職業従事者	36, 987	108, 312	6, 536	29, 575	5, 618	2, 690	5, 66	3, 66
保健医療サービス職業従事者	5, 348	15, 727	1, 237	4, 815	2, 102	744	4. 32	3. 27
生活衛生サービス職業従事者	6, 559	19, 782	1, 185	6, 449	503	176	5, 54	3.07
飲食物調理従事者	15, 815	46, 758	4, 480	20, 133	3, 212	1, 131	3. 53	2. 32
接客・給仕職業従事者	10, 982	30,074	3, 218	15,058	2, 209	522	3. 41	2.00
居住施設・ビル等管理人	1,051	3,016	1,049	4, 648	1, 296	224	1,00	0.65
その他のサービス職業従事者	3, 913	11,870	1,856	8,827	1, 702	420	2.11	1, 34
保安職業従事者	17,614	54, 415	1, 772	7, 569	3,006	940	9.94	7.19
農林漁業従事者	3, 406	9,954	1,858	8, 785	1, 578	603	1.83	1.13
生産工程従事者	52, 906	160, 969	18, 981	91, 831	21,405	6, 304	2. 79	1.75
生産設備制御・監視従事者(金属製品)	1,073	3, 355	727	3,068	484	129	1.48	1.09
生産設備制御・監視従事者(金属製品を除く)	2,061	6, 133	653	2, 796	1, 115	312	3.16	2.19
機械組立設備制御・監視従事者	474	1, 754	383	1, 894	226	60	1. 24	0.93
製品製造・加工処理従事者(金属製品)	11, 890	35, 618	3, 395	15, 380	4, 340	1, 407	3.50	2.32
製品製造・加工処理従事者(金属製品を除く)	13, 150	39, 884	4, 676	22, 697	7, 530	2, 390	2. 81	1.76
機械組立従事者	5, 170	16, 012	4, 252	20, 682	2, 510	638	1. 22	0. 77
機械整備・修理従事者	11, 977	36, 781	1, 586	7, 769	1, 971	580	7.55	4. 73
製品検査従事者(金属製品)	943	2,890	457	2, 196	581	146	2.06	1.32
製品検査従事者(金属製品を除く)	1, 247	3, 523	426	1, 878	754	231	2. 93	1.88
機械検査従事者	865	2, 505	408	1, 819	445	97	2. 12	1.38
生産関連・生産類似作業従事者	4, 056	12, 514	2, 018	11, 652	1, 449	314	2. 01	1.07
輸送・機械運転従事者	34, 531	103, 218	9, 838	42, 117	10, 210	3, 643	3. 51	2.45
鉄道運転従事者	31	93	21	117	5	1	1.48	0.79
自動車運転従事者	26, 341	79,636	6, 669	27, 183	7, 191	2, 813	3.95	2.93
船舶・航空機運転従事者	27	104	25	136	9	4	1.08	0.76
その他の輸送従事者	1, 989	6,048	1, 427	6, 582	1,054	271	1.39	0.92
定置・建設機械運転従事者	6, 143	17, 337	1,696	8,099	1, 951	554	3. 62	2.14
建設・採掘従事者	35, 855	110,009	4, 259	18, 848	3, 893	1, 660	8. 42	5.84
建設躯体工事従事者	6, 392	19, 280	525	2, 217	412	181	12.18	8.70
建設従事者(建設躯体工事従事者を除く)	9, 512	30, 305	1, 274	5, 761	1, 146	446	7.47	5.26
電気工事従事者	6,475	19, 719	984	5,084	869	346	6.58	3.88
土木作業従事者	13, 366	40, 380	1, 456	5, 721	1, 440	678	9.18	7.06
探掘従事者	110	325	20	65	26	9	5.50	5.00
運搬・清掃・包装等従事者	23, 948	70, 614	16, 469	97, 777	14, 110	3, 943	1.45	0.72
運搬従事者	12,966	38, 241	7,149	34,064	7,002	1,865	1.81	1.12
清掃従事者	5,020	14, 936	2, 107	13, 766	2,857	899	2.38	1.08
包装従事者	860	2, 567	449	2, 397	730	213	1.92	1.07
その他の運搬・清掃・包装等従事者 分類不能の職業	5, 102	14, 870	6, 764	47,550	3, 521	966	0.75	0.31
		. –	37, 664	193, 597			0.00	0.00



Zenkyukyo (the Association of Job Information of Japan) reports the number of job ads in February totalled 2,681,486 jobs +0.8% MoM, and +30.2% YoY. With notable MoM increases in agriculture, forestry, and fisheries, and services (cooking), and YoY increases in transport/machine operations and IT/technology.

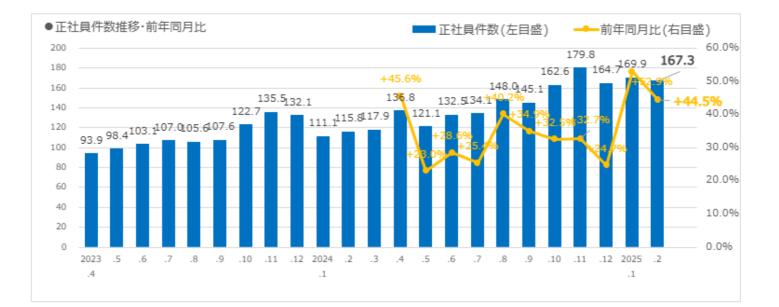


●職種別件数(占有率TOP10)								
	件数	前月比	前年同月比					
全体計	2,681,486	+0.8%	+30.2%					
事務	411,714	-4.1%	+26.2%					
専門 (IT技術者)	349,692	-1.1%	+90.1%					
販売(販売)	269,752	-0.2%	+0.5%					
輸送·機械運転	237,245	+2.7%	+129.8%					
販売(営業)	189,285	-1.3%	+29.1%					
サービス(給仕)	143,157	+7.6%	+7.4%					
運搬·清掃·包装等	142,517	+6.2%	+11.9%					
專門 (技術者·研究者)	136,655	-8.3%	+69.6%					
生産工程	135,738	+2.6%	+6.5%					
專門 (医療·福祉専門職)	119,151	+3.3%	+0.0%					

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



Full-time job ads



●職種別×雇用形態別件数(占有率TOP10)							
正社員	件数	前月比	前年同月比				
全体計	1,673,157	-1.5%	+44.5%				
専門(IT技術者)	339,280	-1.2%	+96.6%				
事務	331,175	-5.4%	+28.1%				
輸送·機械運転	188,214	+3.9%	+183.7%				
販売(営業)	163,398	-1.8%	+32.2%				
專門 (技術者·研究者)	116,356	-9.0%	+64.4%				
販売(販売)	108,487	+0.6%	+11.8%				
建設·採掘	89,161	+0.1%	+38.5%				
生産工程	69,216	-0.4%	+6.9%				
專門 (医療·福祉専門職)	67,671	+2.4%	-8.4%				
運搬·清掃·包装等	39,188	-0.1%	+33.6%				

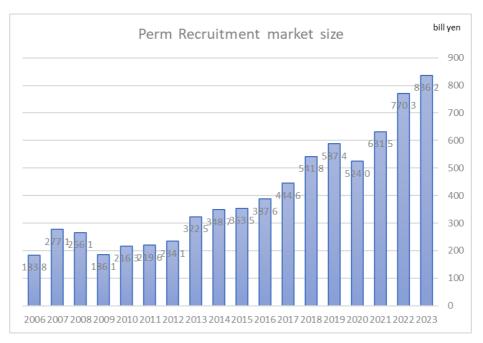
From top: total, IT tech, admin, transport/machine operation, sales, technical/research, shop sales, construction, production process, medical/welfare, transport/cleaning/packing.

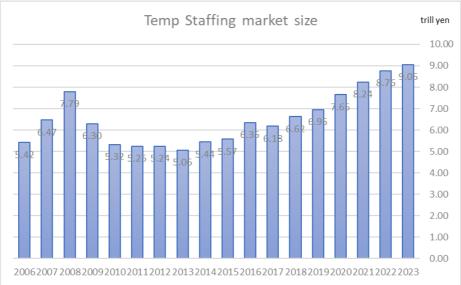
調查発表/求人広告掲載件数-全国求人情報協会(zenkyukyo.or.jp)5



Market trend

Perm and temp staffing market sizes: The gov released the latest statistics on permanent placement and temporary staffing business. Perm market sales were 836.2 billion yen (+8.6% YoY), while temp market sales were 9.05 trillion yen (+3.3% YoY).





<u>職業紹介事業の事業報告の集計結果について</u> 労働者派遣事業の事業報告の集計結果について | 厚生労働省⁷



To support the analysis of gender wage gaps and their causes in companies, especially SMEs, MHLW released the "Gender Wage Gap Analysis Tool".

The ministry's 2023 survey found that women's wages were 74.8% of men's, mainly due to fewer women in managerial roles and shorter tenure. By inputting basic labour management data, including the company's gender wage gap, users can compare their data with the average data of companies in the same industry and of similar employee size. Additionally, the tool provides advice on revising employment management practices based on the identified causes and issues related to the gender wage gap.

<u>女性活躍推進法特集ページ(えるぼし認定・プラチナえるぼし認定)|厚生労働省</u>8

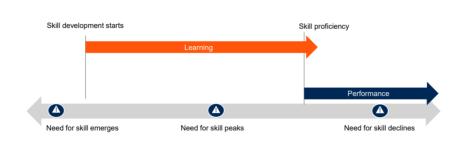
<u>男女間賃金差異分析ツール (Gender wage gap analysis tool)</u>9

<u>男女間賃金差異分析ツール活用マニュアル (Gender wage gap analysis tool manual)</u>¹⁰ by the "Act on Promotion of Women's Participation and Advancement in the Workplace."

A Gartner survey reveals that hiring employees based on their potential rather than proficiency is more effective for closing skills gaps.

Employees hired for their promise are 1.9 times more likely to perform effectively. The survey, conducted in October 2024, found that 48% of HR leaders believe the demand for new skills is evolving faster than current talent structures can support. To address this, organizations should focus on building skills internally and adopt a network support approach, which nearly doubles the impact on skills preparedness compared to traditional 1:1 support methods. This strategy can help organizations adapt to rapidly changing skill requirements.

Building Proficiency Delays Performance



Typical Approach to Learning and Using a New Skill in Relation to the Skills Life Cycle

Gartner HR Survey Reveals Hiring for Promise Instead of Proficiency is More Effective and Efficient for Closing Skills Gaps¹¹

Gartner



Research shows that promoting employees during employer-friendly labour markets can reduce turnover when the job market shifts in favour of job seekers. Promoted employees feel more secure and supported, leading to long-term loyalty. For example, during the Great Resignation, the risk of managers quitting increased by 102% at the 30-day mark, but internally promoted managers were 47% less likely to quit than externally hired ones. Companies should prioritize internal promotions to enhance retention and build a resilient workforce amid economic cycles.

Recommendations for Leaders:

- 1. Adopt a promotion-first approach to filling positions.
- 2. Promote employees when external hiring is most tempting.
- 3. Take a long-term view on talent management strategy.
- 4. Don't overweigh the employability paradox.

Research: To Retain Employees, Promote Them Before the Job Market Heats Up¹²

The World Employment Confederation released a toolkit to help HR professionals implement AI responsibly, focusing on transparency, human oversight, inclusivity, and bias. It provides guidance on complying with international regulations, including the International AI Treaty and EU laws, to ensure the ethical and effective use of AI in HR processes.

AI Toolkit 2025¹³

<u>WEC Releases Toolkit to Help HR Companies Navigate AI Regulation - World Employment</u> <u>Confederation</u>¹⁴



West Japan expansion

DOSOFTPRO Japan established its office in Kobe, offering comprehensive DX support and focusing on manufacturing industry solutions. 兵庫県/外国・外資系企業が県内に進出(DOSOFTPRO Japan 株式会社)¹⁵

ALLEYPIN INTERACTIVE, a Taiwanese digital medical service, established its office in **Kobe**, providing digital medical services to optimize healthcare processes and boost the local industry.

<u>兵庫県/外国・外資系企業が県内に進出(アリピン株式会社)</u>¹⁶

SBI Holdings will establish a fintech hub in Osaka in April 2025, focusing on innovation and business matching, and will plan to organise blockchain startup/entrepreneur business contests and events. SBIHD、グラングリーン大阪にフィンテック関連の拠点 4月に設立 - 日本経済新聞¹⁷

Takara Standard, **kitchen equipment**, **will invest 3.5 billion yen to establish a new R&D centre in Osaka**, enhancing product development and consumer feedback, with plans to expand abroad due to domestic market shrinkage caused by population decline. タカラスタンダード、大阪府八尾市に開発拠点新設 35億円投じ集約 - 日本経済新聞¹⁸

CMSC, a Taiwan-based semicon design/subsidiary of US Cadence Design Systems, set up a subsidiary in Fukuoka. 益芯科SSB, to focus on semiconductor design for various industries, aiming to expand its workforce. 台湾の半導体設計CMSC、九州で人材採用 福岡に子会社 - 日本経済新聞¹⁹

Taiwan's Tsukuba Technology opens Japan branch in Izumi City, Kagoshima, focusing on Wi-Fi testing and semiconductor inspection, aiming to expand operations and establish a research centre within five years.

<u>"ツルがきっかけ" 台湾企業が日本初の営業拠点を出水市に|NHK 鹿児島県のニュース²⁰</u>



Sources

- 1. '2025年3月度の正社員平均月給・求人数レポート', HROG Co. Ltd, 19 Feb 2025, Feb 2025 average salary & vacancies for perm employees report 2025年3月度の正社員平均月給・求人数レポートを発表しました | 株 式会社フロッグ(HRog Co.,Ltd.)
- 2. '2025年3月度の派遣平均時給・求人数レポート', HROG Co. Ltd, 19 Feb 2025, Feb 2025 average wage & vacancies for temp staff report 2025年3月度の派遣平均時給・求人数レポートを発表しました | 株式会社フ ロッグ(HRog Co.,Ltd.)
- 3. '転職求人倍率レポート(2025年2月)', Doda by PersolCareer Co. Ltd., 19 Mar 2025, report on job to applicant rate in Feb 2025 【転職求人倍率】 doda (デューダ)
- 4. '一般職業紹介状況(令和7年2月分)について', Ministry of Health, Labour and Welfare, 1 Apr 2025, job to applicant rate for Feb 2025 <u>一般職業紹介状況(令和7年2月分)について | 厚生労働省|厚生労働省</u>
- 5. '求人広告揭載件数等集計結果(2025年2月分)', Zenkyukyo Association of Job Information of Japan, 25 Mar 2025, Number of job advertisements <u>調査発表/求人広告掲載件数 全国求人情報協会 (zenkyukyo.or.jp)</u>
- 6. Perm & staffing market sizes: MHLW, 31st Mar 2025, 職業紹介事業の事業報告の集計結果について
- 7. 労働者派遣事業の事業報告の集計結果について | 厚生労働省
- 8. MHLW Gender gap analysis tool, Mar 2025, <u>男女間賃金差異分析ツール</u>,
- 9. 男女間賃金差異分析ツール活用マニュアル,
- 10. <u>女性活躍推進法特集ページ(えるぼし認定・プラチナえるぼし認定) | 厚生労働省</u>
- 11. Gartner, 12 Mar 2025, <u>Gartner HR Survey Reveals Hiring for Promise Instead of Proficiency is More</u> <u>Effective and Efficient for Closing Skills Gaps</u>
- 12. Harvard Business Review, 20 Feb 2025, <u>Research: To Retain Employees, Promote Them Before the Job</u> <u>Market Heats Up</u>
- 13. World Economic Forum, 17 Mar 2025, <u>AI Toolkit 2025</u>
- 14. WEC Releases Toolkit to Help HR Companies Navigate AI Regulation World Employment Confederation

West Japan expansion

- 15. Hyogo Pref, 17 Mar 2025, <u>兵庫県/外国・外資系企業が県内に進出(DOSOFTPRO Japan 株式会社)</u>
- 16. Hyogo Pref, 28 Mar 2025, <u>兵庫県/外国・外資系企業が県内に進出(アリピン株式会社)</u>
- 17. Nikkei, 26 Mar 2025, <u>SBIHD、グラングリーン大阪にフィンテック関連の拠点 4月に設立 日本経済新聞</u>
- 18. Nikkei, 8 Apr 2025, タカラスタンダード、大阪府八尾市に開発拠点新設 35億円投じ集約 日本経済新聞
- 19. Nikkei, 27 Mar 2025, 台湾の半導体設計CMSC、九州で人材採用 福岡に子会社 日本経済新聞
- 20. NHK, 15 Apr 2025, "ツルがきっかけ" 台湾企業が日本初の営業拠点を出水市に | NHK 鹿児島県のニュース