

# ITFOR's Strengths Leveraged for Sustainable Growth



## Recognition in Line with Social Contribution

I joined ITFOR as an outside director in 2021. Initially, I found myself overwhelmed, as I considered myself a novice in IT and system development. When, however, I learned that the management team already consisted of IT experts and was instead seeking an unbiased perspective from someone without a specialized IT or system development background, I relaxed and embraced the position.

My impression from early on is that ITFOR possesses high corporate value. It contributes to fostering a sustainable society through a number of business sectors and displays robust potential for financial growth. Nevertheless, its visibility is modest, and its standing in capital markets is not particularly favorable.

As the company's outside director, I highlight ITFOR's technological strengths and significance to society wherever I can leverage my expertise. I believe, meanwhile, that ITFOR should emphasize public relations.

## Promotion of a Unique Form of Globalization

In my view, one of ITFOR's challenges is globalization. The company did originally import some

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products, such as communication equipment and contact center systems, from companies in the United States, Israel, and Taiwan, reflecting a degree of global expansion in product offerings.

But I feel that ITFOR would benefit from a more distinctive approach to globalization. It should employ the expertise and the technology that it has developed in Japan to tap markets abroad. To that end, I intend to exploit the network that I've established in my role as a director overseeing new business ventures at SK-Electronics to facilitate ITFOR's globalization. It's my intention to introduce ITFOR to foreign companies with which it can generate synergies.

## Cultivation, Development, and Retention of Diverse Human Resources

A full 30.3% of ITFOR's new hires are female, bolstering the company's already large pool of talented female employees. There is, however, room for growth, in ITFOR's development of its female workforce and in its cultivation of a more diverse workforce overall.

For the former, I suggest motivational initiatives based on career development models that offer women more opportunities to excel within the company. And for the latter, it is critical that ITFOR nurture a pool of talent whose diversity extends beyond mere gender.

ITFOR's involvement with ESG, meanwhile, should be less comprehensive than focused on the company's most vital constituents: its human resources. Because ITFOR has no production facilities, it has minimal direct impact on the environment. It should, therefore, prioritize the social and governance aspects of ESG and target those aspects at developing its current and at cultivating its future human resources. The company must invest capital intensively to ensure that it has in place, now and later, the kind of talented employees whose intellects and skills will raise the company's productivity and profitability.

Viable ideas in this regard include the following. ITFOR should consider recruiting engineers from overseas; establishing university courses and ties to universities, domestic and foreign; and implementing scholarship programs at academic institutions.

Ensuring a rich pool of human resources requires numerous steps. ITFOR, as an open and change-driven company, is eminently capable of developing and cultivating human resources that benefit ITFOR and that benefit from employment at ITFOR.