## Value creation process

With the diversification of business and personal consumer needs amid changes in the social environment, the ITFOR Group aims to be a company that generates excitement and smiles with "A Spirit To Be Close" to people by addresses various social issues through businesses that leverage our strengths.

Management Philosophy

### Generating excitement and smiles with "A Spirit To Be Close" to people

**Purpose** 

Realizing a sustainable future by supporting regional societies and the life stages of residents through innovation, and providing surprises

institution

(P.40)

(P.44)



resources 204 million yen

**HIGH FIVE 2033** 

**Providing B2B2C** total services

System (IT) / Business (BPO)

Contact centers (P.42)

9%

**50**%

6%

#### Financial KPI (target for fiscal 2026)

28.0 billion yen ROIC 15.0% 4.8 billion yen Operating profit ROE **15.0**%

#### Non-financial KPI (target for fiscal 2026)

Rate of male parental leave uptake Employment rate of disabled people Voluntary employee turnover rate

Percentage of female managers 2.7%

# **FLY ON 2026**

Enhance existing businesses, and achieve a drastic growth with new business





External environment

Outcome

Output

International situation

**Declining** birthrate and aging population

Human resources shortage

Diversification systems

**Technology** innovation

DX promotion

