



## TOPICS

## Interview With an External Director

At YAMASHIN-FILTER CORP., we have always placed importance on the diversity of our Board of Directors, and in June 2023, we appointed our first female director. By bringing new values and perspectives into the core of our management, we will further increase our corporate value.

### External Director **Miyoko Yoshikawa**

In 1977, Ms. Yoshikawa joined the TBS Holdings Inc. (present company name) as an announcer and anchor, and served concurrently as director of the TBS Voice announcing school. Upon retiring in 2014, she became a visiting professor in the Faculty of Contemporary Society of Kyoto Sangyo University.

#### — Give us your candid impression of YAMASHIN-FILTER and your expectations for the company.

I am very disappointed that, although YAMASHIN-FILTER possesses world-class technologies like “YAMASHIN NANO FILTER®,” we have yet to establish name recognition commensurate with our technology.

This is a company that has something to contribute to society, and that can engage in environmental conservation with the high level of technology we have cultivated. What’s left is the question of whether we can publicize it broadly throughout society. This is probably going to be the key to further increasing our corporate value.

#### — As a company, what sort of governance should we exercise?

Since I was only appointed as an External Director of YAMASHIN-FILTER two months ago, my thoughts on governance for any organizations not specific to YAMASHIN-FILTER, but in recent years, whenever problems crop up in a company or organization, we immediately hear people blaming it on dysfunctional governance. Both the involved organization and its critics use “governance” as though it’s a magic word that solves the problem. However, an organization is a venue in which people gather, think, make decisions, and take action. Unless every individual employee is acting in the interest of the whole organization, its shareholders, and in the public interest, the problem will not be solved through management’s emphasis on “strengthening governance.” I think that governance begins with a clarification of the divisions between roles and responsibilities within the company, and elimination of ambiguity.

#### — Tell us your thoughts about the role required of you as External Director.

Through my work in broadcasting, in training the next generation at an announcing school, and from my current experience teaching at a university, I perceive a serious deterioration in communication skills among people, both young and old. While I will naturally be offering new perspectives on gender, compliance, governance, and other aspects, I want at the same time to convey the fact that communication skills are the foundation of everything having to do with our relationships with others.

#### — What are your thoughts on the current social trends involving active participation and advancement by women, and the current state of affairs at YAMASHIN-FILTER?

To achieve true equality, we should be using individuals’ capabilities and aptitudes as our evaluation standards, regardless of their gender. I get the sense, however, that active participation and advancement by women is being interpreted as an equality of outcome defined as numbers and percentages. The real necessity is for an equality of opportunity enabling individuals to fully demonstrate their abilities and aptitudes. I do not think it is true women’s active participation and advancement to put women with inadequate abilities in managerial positions because organizations or companies feel social pressure to do so and to make up the numbers.

One aspect of our company is that since we have originally been a company with a low ratio of female employees, it is inevitable that we now have few women in management positions. So I think what we need to do is to increase our number of female employees, to consider measures to eliminate turnover, and provide regular opportunities to listen to the opinions of female employees.