



REVACS GROUP  
CSR REPORT

2015



# Group Profile

REVACS group will actively tackle various social problems without confining ourselves to the field of waste disposal

## Holding Company

### REVACS Holdings Corporation

Address : 2-1-16, Naruohama, Nishinomiya, Hyogo, Japan  
 Representative : Kenichi Akazawa, President and CEO  
 Paid-in capital : 50,000,000 yen  
 Business description: Management assistance of the group companies; publicity and integrated strategic planning of the group

## Collection of household rubbish and business-related garbage / Okatazuke Service / Overseas Reuse

### Relief Corporation

Address : 2-1-26, Naruohama, Nishinomiya, Hyogo, Japan  
 Representative : Haruaki Terasaki, President and representative director  
 Paid-in capital : 10,000,000 yen  
 Employees : 105 (as of March 2015)  
 Annual sales : 1,188,910,000yen (as of March 2015)  
 URL : <http://www.relief.revacs.co.jp/>  
 Business description: Collection/transportation of domestic waste (Nishinomiya City); collection / transportation of industrial waste; Okatazuke Service (personal mementos arrangement / residential environment arrangement); Overseas Reuse



## History of REVACS Group

- REVACS
- Relief
- Daikyo

- 1960 ● Daiei Eisei Inc. (present Relief) established Collection business of household rubbish and business-related garbage started
- 1974 ● Daiei Service Co., Ltd (present REVACS) established Industrial waste disposal business started
- 1976 ● Daikyo Kogyosho Inc. (present Daikyo) established Collection business of household rubbish and business-related garbage started
- 1984 ● Recycling Center transferred to Naruohama, Nishinomiya, Hyogo

- 1993 ● Facilities at Recycling Center expanded
- 1998 ● Withdrawal from construction-related waste disposal business
- 1999 ● Collaboration system with shareholders established
- 2006 ● Shredding facility renewed; Garbage collection truck equipped with a scale introduced
- 2007 ● Drying plant completed; Biomass fuel business started
- 2008 ● Reverse Management Center construction completed Beverage products recycling business started

1984



Naruohama Head Office of Daiei group (present REVACS group)

1993



Shredding facility was expanded

2006



Shredding facility was renovated

2007



Drying facility was completed

2008



Reverse Management Center was completed

# business

**Industrial waste disposal / Beverage products recycling / Cleansing and maintenance of waste water treatment facility ('swell' project)**

## REVACS Corporation

Address : 2-1-16, Naruohama, Nishinomiya, Hyogo, Japan  
 Representative : Masato Akazawa, President and representative director  
 Paid-in capital : 81,000,000yen  
 Employees : 42 (as of March 2015)  
 Sales amount : 1,831,730,000yen(as of March 2015)  
 URL : <http://www.revacs.com/>  
 Business description: Collection / transportation of industrial waste and specially controlled industrial waste; Intermediate treatment (shredding / drying); Recycling of unwanted beverages; Cleansing and maintenance of waste water treatment facility



**Collection of household rubbish and business-related garbage / Grease trap cleansing**

## Daikyo Corporation

Address : 5-3-31, Kitagawara, Itami, Hyogo, Japan  
 Representative : Kazuhisa Morishita, President and representative director  
 Paid-in capital : 6,000,000 yen  
 Employees : 49 (as of March 2015)  
 Annual sales : 605,970,000yen(as of March 2015)  
 URL : <http://www.d-aikyo.co.jp/>  
 Business description: Collection/transportation of general waste (Itami City); collection / transportation of industrial waste; grease trap cleansing

- 2010 ● Grease trap cleansing business started
- 2011 ● Okatazuke Service business started
- 2013 ● Overseas Reuse business started
- 2014 ● 'swell' business (cleansing and maintenance of waste water treatment facility) started;  
● Completion and inauguration of the biomass boiler
- 2015 ● REVACS group transferred to the holding company system

2010



Grease trap cleansing service was inaugurated

2011



Okatazuke Service was inaugurated

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## Editorial Policy

REVACS Corporation, Relief Corporation and Daikyo Corporation transferred to the holding company system in April 2015 in order that the three may achieve continued growth and development as a united business group. Accordingly, various reports which had been issued by respective companies prior to 2014 will be integrated and published by the REVACS Holdings Corporation hereafter.

This report marks the first issue by the group, so we have aimed to introduce the approaches of each member company to every stakeholder hoping that it may result in defining the important tasks for the overall group. The report is edited in reference to the ISO26000 'Guidance on Social Responsibility': the activities of REVACS group are presented in four sections as in the CSR Report, each of which can be referred to specific articles in ISO26000.: 'Business Management (related to ISO26000 (1) Organizational Governance, and (5) Fair Operating Practices)'; 'Environment((4) Environment)'; 'Human Rights/Labor Practices ((2) Human Rights and (3) Labor Practices)'; 'Communication ((6) Consumer Issues and (7) Community Involvement and Development)'.

**Object entity:** REVACS Corporation, Relief Corporation and Daikyo Corporation. (The report is released also on the website. But the English version is published only on the website.)

**Period covered:** FY2014 (April 2014-March 2015) \*:Part of FY2015 activities is included

**Date of issue:** October 2015 (The next issue planned in October 2016)

**Area covered:** Environmental, social and economic aspects of business activities

**Guide lines referred to:** International standards on the social responsibility 'ISO26000'; GRI 'Sustainability Reporting Guide line (G3.)' (2011 version); Ministry of Environment 'Environmental Report Guideline' (2012 version)

## Top Message

*CSR corresponds to an intention of good management. Upon this idea we focus on bringing up of human resources who will lead the next.*

### A year of success which enjoyed the growth of new business in smooth water

2014 was a successful year in a word. To be specific, *Okatazuke Service* (clear-out) by Relief Corporation and Grease Trap Cleansing by Daikyo Corporation have enjoyed a smooth expansion respectively with 21% and 22% increase in the number of orders over the previous year. These two businesses now in their fourth year have grown sufficiently to form independent sections among the businesses of our group.

Overseas Reuse, or export and sale of the unwanted items generated in the above *Okatazuke Service* etc., is steadily proceeding. This two year old business needs to be closely managed for some time before it is established as a steady project.

REVACS's own business has also steadily progressed with the biomass boiler having been completed and started operation in December 2014 after a three years' effort. Before the completion of the biomass boiler the drying facility had been unable to control costs because of the ever-rising fuel price for the city gas burnt in it. This was overcome by the biomass boiler, which uses woodchip in place of fossil fuels. Besides, biomass fuel is of carbon neutral nature with the merit of virtually no CO<sub>2</sub> emission. The biomass boiler, which supports sustainable growth and the prevention of global warming, must be what society needs.

I may say that business performance has reached a passing mark in spite of its having been a little short of the target. I see it was a result of positive approaches, in which we have found our challenges for further progress.



Kenichi Akazawa, President and Chief Executive Officer  
REVACS Holdings Corporation

## REVACS Holdings Corporation was founded to function as a platform for the group companies to bring about *goho-yoshi* (good for all five sides)

REVACS transferred to the holdings corporation system in April 2015 in order to create a new environment in which the group companies be further concentrated in their business on the platform prepared by the holdings company.

For the new system we held up the statement of concept and mission of our business group under the title of *goho-yoshi* (good for all five sides) after the conventional motto of *Ohmi* merchant, *sanpo-yoshi* (good for all three sides), which means that the best way of business is to bring about the benefits for seller, customer and society (*urite yoshi, kaite yoshi and seken yoshi*) at the same time. We added the benefit to the employee and to future generations (*tedai yoshi and mago-ko yoshi*), which means that all the employees and relevant people in the group can realize their own growth and fullness of life, and that we approach the construction of a sustainable society with the awareness of the responsibility on the next generation. We have once again stated our stance to continuously grow as a group tackling the solution of various social challenges through new businesses which may have synergy with existing businesses of ours without confining ourselves to the waste disposal field.

In the new vision under the new system we specified that we will establish twenty *goho-yoshi* companies and that we aim to be a 10 billion yen business group by 2026.

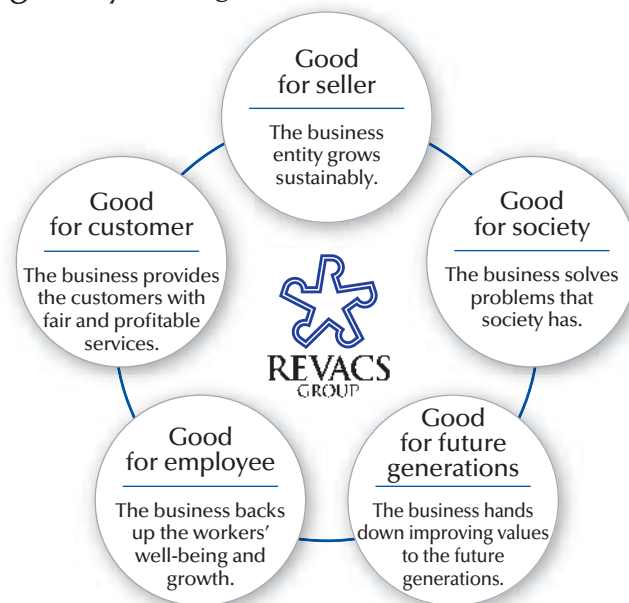
The three companies in our group clearly defined the business between *what has to be maintained* and *what has to be fostered* and have worked on it, and the number of business has increased to eleven. For the time being we will focus on the establishment of the system of the present businesses so that they steadily provide profits as pillars of business. To this end, the Holdings Corporation plans a business strategy across the whole company that includes finance, human resource, information etc. Then the Holdings Corporation requires the companies to undertake the improvement of business operation, new business creation or maximization of synergy effect in order to bring about *goho-yoshi*. We aim to maximize the potential of our group as a whole in this way.

The report which has so far been prepared by the each company will be comprehensively created by the Holdings Corporation, as a platform for the group, to introduce the orientation and approaches of the whole group hereafter.

## Management concept

Management concept / mission

*goho-yoshi* (good for all five sides)



## Vision

REVACS aims to found twenty *goho-yoshi* companies by 2026 to be a 10 billion yen business group

## Action guideline

1. We have to work with pride and sense of responsibility.  
We should take the job seriously with the awareness that we are paid for our services and with the pride that we would always repay customers with satisfactory results.
2. We should balance both self-initiative and cooperativeness.  
Self-initiative means one's attitude to think about what one has to do now and to put it into practice. Cooperativeness means to think about others and work in cooperation with them. We should balance the both.
3. We have to actively address the work.  
We should keep on actively challenging new themes with a posture that the work is interesting when we tackle it seriously.
4. We have to adapt to any circumstances. Survival of the fittest is not the same as the law of the jungle.  
We should be sensitive to a change and free from the past successes, failures and habits of mind continuing our efforts to cope with any difficult conditions.
5. We have to secure proper profits.  
We should realize that the generation of proper profits is indispensable in discharging our duty to those for whom we are responsible in order to build a firm base for future prosperity.

## Top Message

*CSR corresponds to an intention of good management. Upon this idea we focus on bringing up of human resources who will lead the next.*

### Focusing on human resource cultivation for organizational fortification

REVACS has so far promoted mainly development of facilities and expansion of business area. Consequently we have come to foresee a new picture of REVACS group. At the same time certain changes in the role and required capacity of the workers have occurred. And some employees find it difficult to adapt to them. A change or a growth which the workers do not take it as meaningful would end up in failure. Therefore, the company decided that we have to share the common view (here we call it *vector*) between the company and the workers to strengthen the foundation.

First of all it is important to support each employee so that he can get hold of his place of work and meaning of work. And then, on top of such recognition of the workers, it is important to provide environment where they can work at ease or business opportunities to those who seek their own growth.

To be specific, the company gave an induction course targeting at eighty people including officers and managing positions of the group companies, staff in the important or new projects, through coaching methods, according to the results of temperamental diagnosis of each member. It was an in-depth course. The process focused on each person's looking back on himself and breaking down his idea on how he would like to lead his life, what he expects of the work, and what he should do to that end.

The biggest point of the course is to let the participants have basic mind-set that he would like to lead a better life. With this in mind, he will be able to recognize anew how he should work or what he can do for clients or stakeholders.

In FY2015, we are going to give hard-core induction course of higher level verifying the effectiveness of the present program. With the present expansion of project range, members' perspectives are expected to become diverse. If the worker can work upon



Coaching exercise by the management-level participants

understanding that one's way of life, working style and relationships differ from that of the superiors' or the colleagues' in-house communications will be further activated and the organizational strength will be improved.

### In order to live up to an intention of good management

I believe the basic idea of CSR (Corporate Social Responsibility) is the stance to seriously face a stakeholder, with a reverence to a *person*. In that sense one's feeling that "I would like to help someone to grow", "I want to



Biomass boiler, at REVACS Corporation

provide good work environment", "I want to deliver various values to the society or clients" or "In order to realize my desire I would like to build-up a firm enough basis to continue the business" is synonymous to CSR. CSR is an intention of good management. We have incorporated the concept of CSR in the management strategy in the conviction that the business will be acknowledged by the society only when it lives up to its social responsibility.

In other words, a social contribution without substantial cause does not mean a fulfilment of CSR. I believe that it is important for the employees or for the company to participate in and contribute to the society with an intention that we are going to do what we think is *meaningful* in a proper manner.

Waste treatment is an important business, a social mission. At the time I entered the company, however, its image was not a favorable one at all. We have tried to make the business acknowledged by the society through active information disclosure and have reflected our *intention of good management* into business model to bring up the status of the business. And yet we have to be conscious that unless the employees who meet the clients tell them about our idea or orientation and have them understand it the business would fail before long however good it may be. For this reason we actively tackle the in-house information disclosure and human resource development as one of the important social responsibilities.

## **We seek sustainable growth of the society and the business from global view point**

■ ■ ■ ■ ■ ■ ■ ■ ■ ■ ■

In our efforts to realize our new vision, the task we have to tackle first is to strengthen the foundation of ongoing eleven business projects and put them on track. When the task is successfully carried out the group's combined sales will reach five billion yen in the near future. We eye possible institutionalization of successful projects among them.

And our next generation is required, in addition to the strengthening of business foundation, to timely create new projects considering the request of the society and the synergistic effect of the business operation of the member companies in REVACS group.

Naturally, human resource cultivation continues to be the most important issue. In FY2015 we have given induction courses under the theme of 'individual growth' or 'job satisfaction' in order to modulate the vectors of 'corporate growth' and 'individual growth and job satisfaction'. Activation of communication in a group through on the job training and eventual creation of climate in our group which features good communication are ground work to create a basis which will capacitate the group companies which are expected to increase in the future to exert synergistic effect each other.

Mid-and-long term perspectives of business climate in ASEAN area is another essential element to be considered. In the area various infrastructures are being built in local communities, industries or legislation, which

means we will be required to provide services of high level as in Japan in the not-so-distant future. It is time we studied how to utilize our accumulated know-hows and resources in overseas business. As for our Overseas Reuse business project, we already have moved into Cambodia, Thailand, Philippines, and Malaysia having assigned a staff in charge since April 2015. We will develop the business in global scale in cooperation with overseas partners while seeking the possibility of sustainable growth of the society and the business.

We will continue our efforts with the idea that *CSR corresponds to an intention of good management* for better job satisfaction of the employees, solution of problems with clients and the society, contribution to local society in cooperation with NPO and NGO, thorough consciousness of compliance and active information disclosure. We sincerely wish that as many people possible to read the report and let us hear the feeling or advice from various point of view.

October 2015



**Kenichi Akazawa**

President and Chief Executive Officer  
REVACS Holding Corporation



# REVACS contributes to the clients' business through safe and reliable waste treatment service

## Collection, Transportation and Intermediate Treatment of Industrial Waste

REVACS mainly conducts a sequence of waste disposal service from *collection and transportation* of industrial waste generated by manufacturing companies to *transshipment and storage, intermediate treatment (drying/shredding)* and *transportation to the treatment site*.

### Drying Facility

Biomass fuel is produced from organic waste

Capacity: 90.9m<sup>3</sup>/day (24hr)

Licensed item: Sludge, waste oil, waste acid, waste alkali, animal and plant residues

Date of installation: May 1, 2007

\*Calorie of the biomass fuel is two thirds of the coal (4,500kcal/kg)



Biomass fuel

### Shredding Facility

Shredding/sorting and volume reduction of solid waste

Capacity: 50t/day (8hr) \*Licensed capacity: 94t/day

Licensed item: Waste plastics, metal scrap, glass waste, concrete waste, pottery waste etc. (total 8 items)

Date of installation: February 10, 2006

### Transshipment and storage Facility

Waste is temporarily stored before treatment

●Reverse Management Center

Capacity: 735m<sup>3</sup>

Licensed item: Sludge, waste acid, waste alkali, waste plastics, plant and animal residue etc. (total 7 items)

Installation date: March 11, 2008

●Stock yards in shredding facility building

Capacity: 221m<sup>3</sup>

Licensed item: Sludge, waste plastics, plant and animal residue, scrap metal etc. (total 14 items)

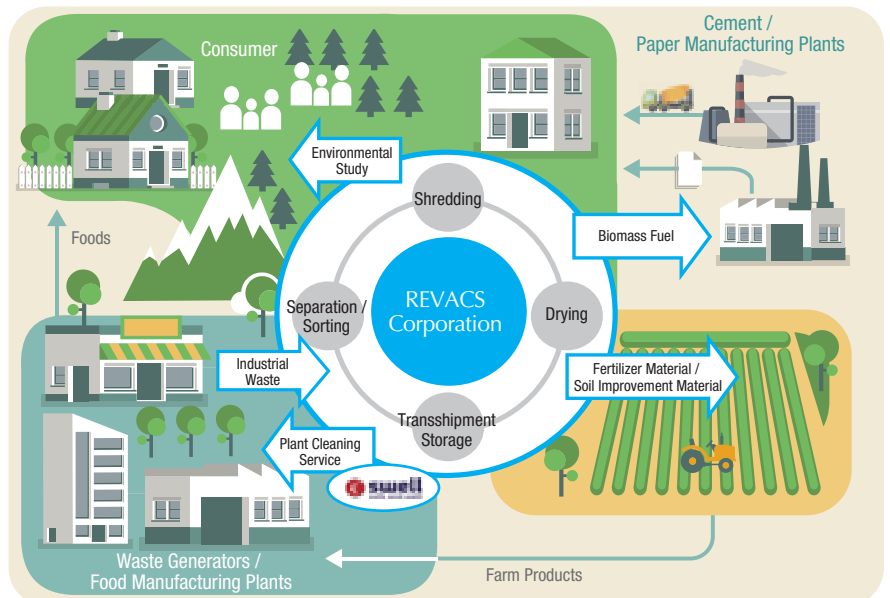
Installation date: February 10, 2006



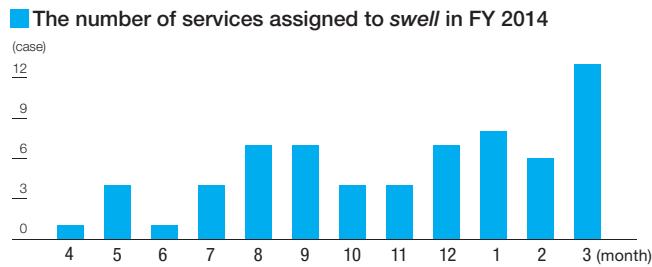
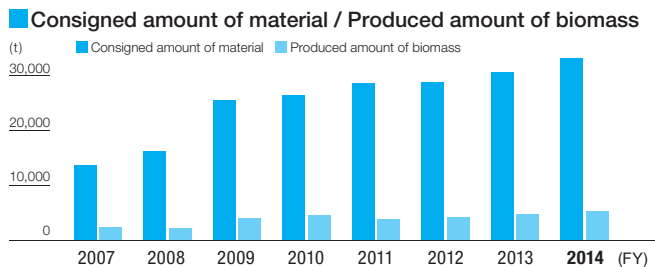
## REVACS's Role in Recycling-oriented Society

At REVACS sludge or plant and animal residues from food manufacturing plant or food processing plant are made into biomass resource after a drying process. About half of the biomass resource is used by farmers as material for fertilizer. Then farm products are in turn processed by food manufacturers or directly sent to the consumers' table. Also waste food, which is reprocessed at an affiliate of ours, is used as animal fodder as part of a circle of recycling.

While, the other half of the biomass resource is incinerated in the boiler at the cement plant as an alternative of the oil or coal. And its ash is used as a material for cement production.







## Recycling of Beverage Products

Disposed beverage, such as outdated or inferior products, are brought to Reverse Management Center. Then they are unpacked before the solid containers and the liquid contents are separated. The liquid is made into biomass resource at the Drying Facility, and containers are treated at our affiliates' to be recycled.



## Cleansing and Maintenance of Waste Water Treatment Facility



We cleanse various tanks and piping at the waste water treatment facility and dissolve malfunction and eliminate foul odor caused by clog dirt. We have introduced one of the most powerful ultra-high strength vacuum trucks in Japan to offer low-cost and rapid service.

<Major services>

- Cleaning/cleansing of waste water treatment facility
- In-pipe cleansing and inspection of the plumbing
- Cleaning/cleansing of various tanks
- Cleaning of side ditches and catch basins in the factory



### TOP MESSAGE



REVACS has been engaged in the disposal of industrial waste for over forty years since our foundation. We have developed the recycling business to meet the customers' needs to improve their recycling rate with the principle that we contribute to the recycling-oriented society through our service to turn unwanted wastes to resources once again. We are going to provide the customers with really profitable services also in the areas other than waste treatment utilizing the know-how we have so far acquired.

FY2014 was a year of changes for us to be prepared for further continued growth. In April our cleaning/cleansing service *swell*, which specializes in the service on infrastructures in factories, started its full-scale operation. In December biomass boiler began operating.

With the business growing, we have to pay further attention to the work environment. We would like to develop an environment where everyone can work with secured feeling always transmitting a message that safety is the top priority.

**Masato Akazawa**

President and Representative Director  
REVACS Corporation

Relief Corporation

# We promote 3R through our service and propose a life-style in the recycling-oriented society

**Okatazuke Service**

We offer the best suited plan for a full-scale tidying up and serve as a partner of clients' creation of a comfortable living space.

**Memento disposal service**

We tidy up the room and sort out the memento in it. We also take on recovery of the original condition which includes house cleaning, odor elimination and disinfection.

**Living space clearing out service**

We offer clearing out service of the room in preparation of home care or on occasion of moving to the care facility. We also tidy up the room or a whole house overwhelmed with garbage, which may have been caused for some reason, and remove unwanted articles.







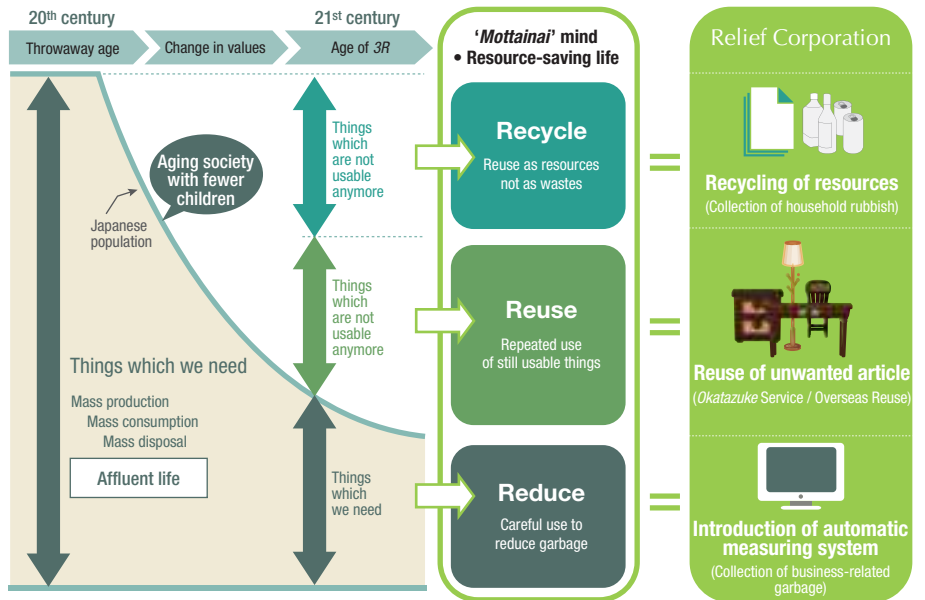
**Overseas Reuse**

It is an approach to deliver the disused articles collected in the Okatazuke Service to someone who needs and reuses them somewhere in the world. We mainly export to Southeast Asian countries (Thailand, Cambodia, Philippines, and Malaysia) and sell them at local recycling shops or at auctions. Thanks to the Overseas Reuse project, we have successfully abated the charge of Relief's service for the clients.

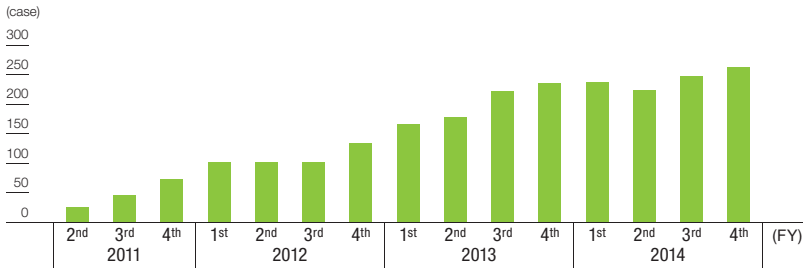
## Approach toward 3R (Reuse, Reduce and Recycle) service as a business

Since the high-growth period of 1960s Japan has become a mass-production/ mass-consumption society and people have enjoyed bountiful life. But, on the other hand, many environmental problems have arisen such as massive amount of waste, global warming, air and water contamination etc.

After year 2000, in the trend of transferring toward environmentally friendly recycling-oriented society, Relief Corporation has implemented 3R as a business. We know it is one of our missions to propose a life style which highly esteems resources and energy toward the construction of a sustainable society, and introduce it into the local citizen and customers.

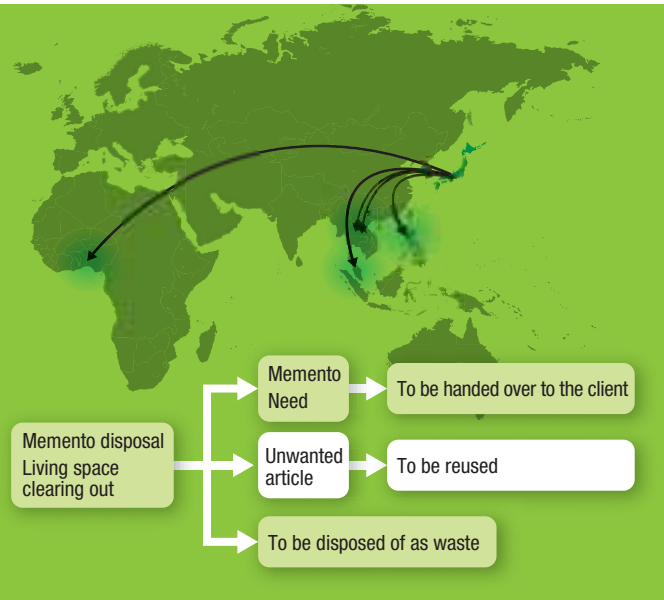


■ Transition of the *Okatazuke* Service performance (by quarter)



### Collection of household rubbish / business-related garbage

We collect household rubbish in Nishinomiya City in commission of the city. We also collect business-related garbage from offices, restaurants, supermarkets etc. in Nishinomiya and bring it into the municipal disposal center. In addition, we collect and transport industrial waste and infectious waste generated by the factories and hospitals in Nishinomiya and in other cities.



TOP MESSAGE



We have been engaged in collection and transportation of domestic waste in Nishinomiya City over fifty years. In response to the surge of attention to the environmental problems as well as a trend toward the recycling-oriented society, we have made a shift in policy toward social contribution-oriented business with the principle of *solution of social challenges* at the base of operation.

'Okatazuke Service', which started in FY2011 to meet the requirement of the aging society, has turned out to be a nationwide franchise business thanks to the support by the clients because of the clear fare structure and speedy and careful work. In addition, an overseas business model to reuse the unwanted articles which were collected in the *Okatazuke* Service is steadily proceeding, on which we continue our efforts in FY2015 too.

We are growing fast, but we have many things to learn yet. We appreciate your further support and guidance.

**Haruaki Terasaki**  
President and Representative Director  
Relief Corporation

# We aim to support the citizens' life and the local business as an indispensable social infrastructure

## Grease trap cleansing

We offer various hygienic-related services such as sanitary management which includes cleansing of grease trap (oily water separating tank)\*, cleaning of the plumbing such as drainage pipe installed in the kitchen at restaurants, hospitals or schools.

Recovered sludge is recycled in the treatment facility at REVACS or the affiliates'. We have a vehicle with a high-pressure washer as well as portable washer and are prepared for regular cleaning of the drain pipe to prevent it from clogging and for emergent trouble cases.

\*Grease trap (oily water separating tank): a device to prevent oil or dirt from directly flowing in the sewage system

<Major services>

- Grease trap cleansing
- Waste water drain pipe cleaning
- Cleaning of miscellaneous waste water drain pipes
- Duct cleaning
- Insect and rodent control



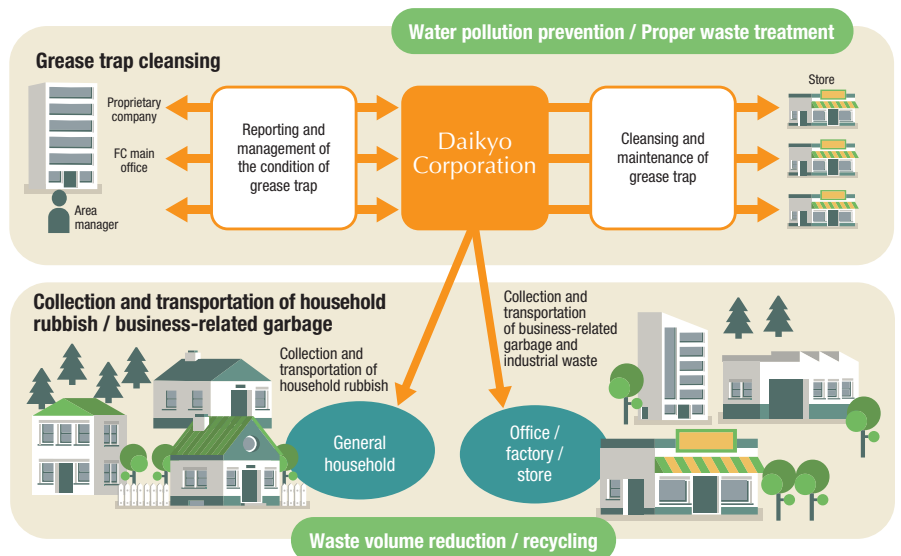
## Contribution to the maintenance of clean environment of the town and the restaurants

Garbage collection and transportation is an indispensable service to keep the town clean and neat.

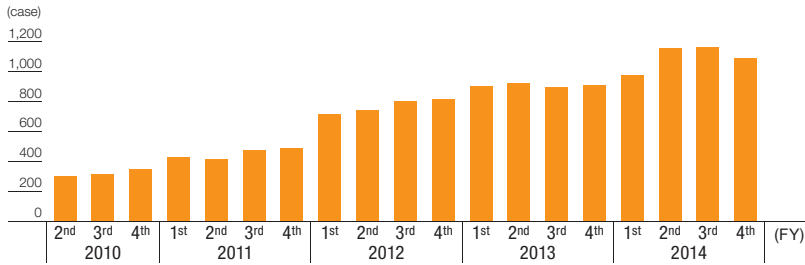
Periodical cleaning of the grease trap at the restaurants' kitchen can also improve the sanitary condition, and it eventually prevents water pollution from occurring.

Amount of discharged sludge as well can be reduced.

This is the way Daikyo Corporation contributes to the maintenance of clean environmental condition for the community and the clients.



■ Transition of the grease trap cleansing service performance (by quarter)



**Collection of household rubbish / business-related garbage**

We collect household rubbish in commission of the Itami City, Hyogo. We also collect business-related garbage from offices, restaurants, supermarkets etc. in Itami (and partially in Nishinomiya) and bring it into the municipal disposal center. In addition, we collect and transport industrial waste and infectious waste generated by the factories and hospitals in Itami and other cities.



TOP MESSAGE



Since our inaugural year 1962 we have collected house hold rubbish and business-related garbage from restaurants etc. in Itami City and surrounding areas supporting citizen’s efforts in proper disposal, volume reduction and effective use of the waste. We are operating with awareness and pride that our job is indispensable in maintaining a living environment where citizen can enjoy a comfortable life.

In the grease trap cleansing service we focus on the thorough sanitary management and proper waste disposal. Our business is steadily growing with a reliable service system for the clients. We are going to gain ground in Kanto Region in FY2015. We would like to rapidly and steadily answer the request and expectation of as many clients as possible.

We would like to be a reliable partner of the stakeholders. We would like to fulfill the corporate social responsibility contributing to environmental conservation and social welfare.

**Kazuhisa Morishita**  
President and Representative Director  
Daikyo Corporation

# REVACS group seeks economic and social development promptly responding to various external changes.

## Management Planning

### Formulation of medium-term management plan

**We have a group-wide management strategy, which we reflect upon the measures and policies of each one of the group companies and sections.**

To cope with changes in the external or internal environment we formulate a medium-term management plan every three

years and reflect it upon the measures and policies of each one of the group companies and sections

The key objectives and actual achievement in the 7<sup>th</sup> medium-term management plan are as follows.

Objectives in the 7 <sup>th</sup> medium-term Plan (FY2013-2015)	Achievement in FY2014	Major policies in FY2015
<p><b>Group-wide</b></p> <ul style="list-style-type: none"> <li>• Shift to the holding company system</li> <li>• Movement to maintain the trust and confidence of every stakeholder</li> <li>• Optimum human resources management</li> </ul>	<ul style="list-style-type: none"> <li>• The holding company was established</li> <li>• Coaching system was introduced in human resource development</li> <li>• Group's CSR activity : Kodomo Nogyo-juku was held</li> </ul>	<ul style="list-style-type: none"> <li>• Formulation of the 8<sup>th</sup> medium-term management plan</li> <li>• Introduction of coaching system in human resource development by job type and workers' rank</li> <li>• Publication of 'CSR Report' by REVACS group</li> </ul>
<p><b>REVACS</b></p> <ul style="list-style-type: none"> <li>• Countermeasure against the rising energy cost</li> <li>• Development of new businesses</li> <li>• Productivity improvement (Efficiencies in sales, transportation and treatment of wastes)</li> </ul>	<ul style="list-style-type: none"> <li>• Personnel management system was revised</li> <li>• New graduates and mid-careers were hired to secure human resources</li> <li>• Biomass boiler was inaugurated</li> <li>• 'swell' project (cleaning/ cleansing and maintenance of waste water treatment facilities ) was inaugurated</li> </ul>	<ul style="list-style-type: none"> <li>• Stable operation of the biomass boiler</li> <li>• Further development of the 'swell' project</li> </ul>
<p><b>Relief</b></p> <ul style="list-style-type: none"> <li>• Securement of profitability of new projects</li> <li>• Expansion of Overseas Reuse business</li> <li>• Productivity improvement of collection/transportation service</li> </ul>	<ul style="list-style-type: none"> <li>• The personnel management system was revised in response to new projects</li> <li>• New graduates and mid-careers were hired</li> <li>• Provision/franchise operation of <i>Okatazuke</i> Service started in Kanto region</li> <li>• The market of Overseas Reuse business was extended</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement of the profitability of <i>Okatazuke</i> Service and development of its franchise system</li> <li>• Development of supplier and market of Overseas Reuse business</li> </ul>
<p><b>Daikyo</b></p> <ul style="list-style-type: none"> <li>• Securement of profitability of new projects</li> <li>• Productivity improvement of collection/transportation service</li> </ul>	<ul style="list-style-type: none"> <li>• The personnel management system was revised in response to new projects</li> </ul>	<ul style="list-style-type: none"> <li>• Profitability improvement and service area expansion of grease trap cleansing service</li> </ul>

# Financial Information

## Outline of FY2014

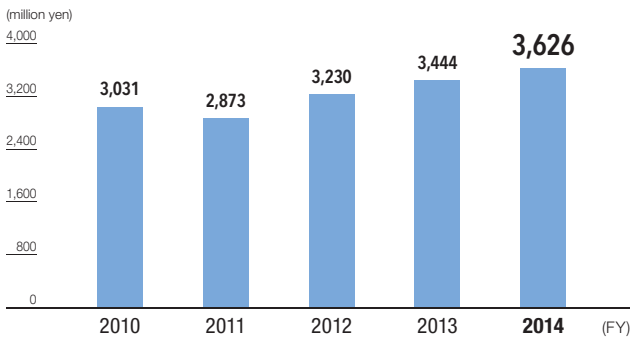
### REVACS group saw increase in revenues and fall in profits

The group's sales in FY2014 totaled 3,626,000,000 yen, increasing by 182,000,000 yen (or, 5.3% year-on-year) over the previous year. REVACS Corporation recorded the sales of 1,831,000,000yen, increasing by 82,000,000yen (or 4.7% year-on-year) over the previous year thanks to steady operation of its main project 'biomass fuel' project and the new cleaning service 'swell'. Relief Corporation recorded sales of 1,188,000,000yen, increasing by 7,000,000yen (or 6.3% year-on-year) over the previous year thanks to the start of full-scale operation of *Okatazuke* Service in Kanto region and a successful development of suppliers and markets of the Overseas Reuse project. Daikyo Corporation saw sales of 605,000,000yen (or 5.1% year-on-year) over the previous year with its grease trap cleansing project having progressed steadily.

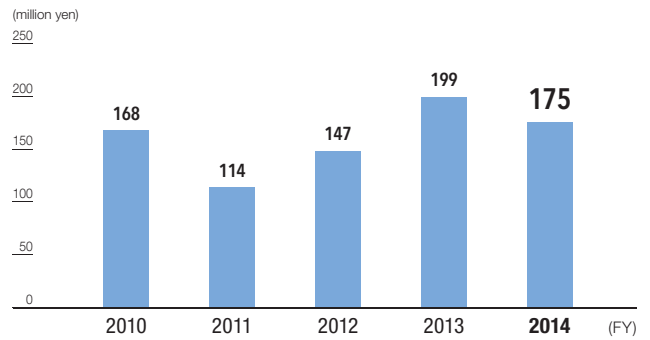
The total operating profit of the REVACS group was 175,000,000yen, decreasing by 23,000,000yen (12% year-on-year) over the previous year. The decrease is attributable to various elements as stated below: At REVACS, although the energy cost was successfully reduced thanks to the installation of the biomass boiler, capital investment to introduce multipurpose vehicle for cleaning service project and increase in the personnel cost to beef up the sales section have pushed down the profit by 7,000,000yen (or 10% year-on-year) over the previous year. At Relief, the profit decreased by 25,000,000yen (or 33% year-on-year) due to the increased cost for the publicity and operation of the new projects. At Daikyo, which did not need specific capital investment, the profit increased by 8,000,000yen (or 16% year-on-year increase).

In FY2015, the third year of the 7<sup>th</sup> medium-term management plan, we will focus on the steady operation of the mass boiler and improvement of the profitability of new projects seeking further growth.

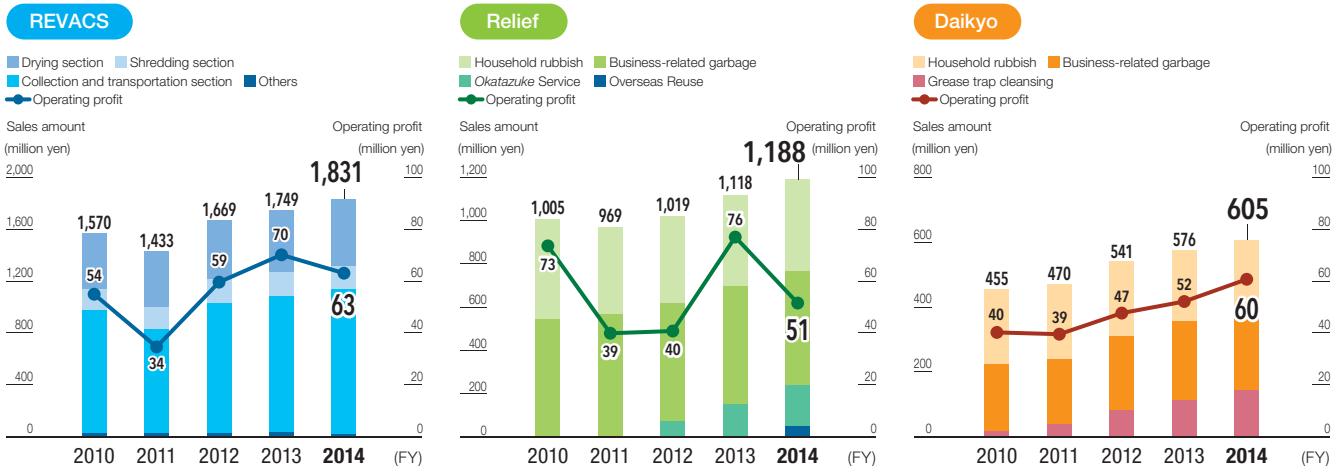
### Sales in group



### Operating profit in group



### Sales amount/Operating profit



## Organizational Governance

### Organizational management system

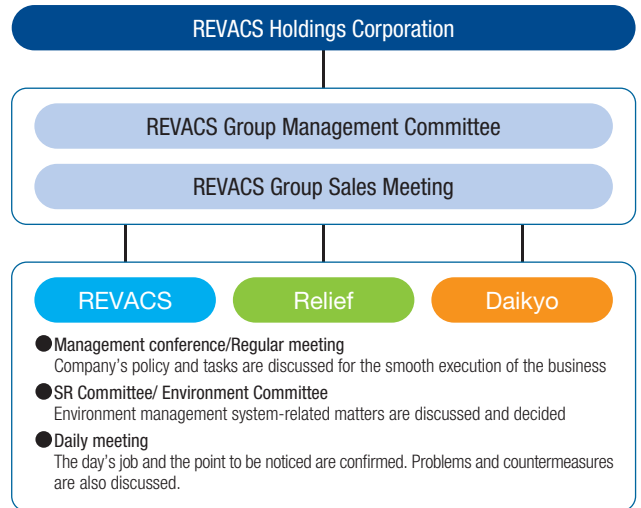
#### We put emphasis on ‘Securing transparency’ and ‘Smooth execution of the business’

REVACS group strives to operate the business with transparency to continue to be trusted at ease by all the stakeholders.

REVACS group’s management committee comprised of staff above assistant manager level is held monthly to follow up and discuss sales performance and progress of major projects of each company and to take necessary measures. The group’s sales meeting attended by all the sales staff and the supporting staff is held to share the sales-related information such as sales performance, successful case examples and promising ideas of sales promotion.

This system enables us to identify strength and drawbacks with our members, to review our business activity and propose ideas for further improvement.

#### Business Management System



### Implementation of Management System

#### Utilization of environmental management system and occupational safety and health management system

Because our business has direct impact on environmental condition, each one of REVACS group members has acquired accreditation of the relevant environmental management system. To be more precise, REVACS and Daikyo have implemented a system based on specific requirements of ‘ISO14001’ and so has Relief based on ‘Eco-Action 21’, which they utilize in their operation.

Promotion of these systems is administered by the secretariat in each member company. Each sets annual program (Plan), operates (DO) and reviews in the monthly committee, external or internal audit to check whether it is properly operated (Check). At the end of the FY activities are summarized and reviewed for the following FY (Action). We continuously improve our management system in such a cycle of PDCA.

As a proprietor of waste treatment facilities, REVACS regards disasters or accidents as the greatest environmental damage. We also obtained integrated certification of OHSAS18001 (occupational health and safety management system) and ISO14001 in 2008.

### Internal and External Audits

#### In internal audit we adopt the specialist’s opinion from outside

To check the effectiveness of the integrated management system and its performance we conduct annual internal and external audits every year.

We have invited Mr. Sasa, an expert environmental auditor to our internal audit team for objectivity.





## Top Patrol

REVACS

Relief

### CEO patrols in person to observe the operation of management system

At REVACS monthly patrol by CEO is held as one of the rules in the management system. In the patrol it is checked whether or not the procedures are duly observed, or whether arrangement and cleaning is well performed. The results are recorded pro memoria. The patrol is done without advance notice. In FY2014 patrol 60 items were pointed out including objects of guidance and advice.

In addition to above patrol, patrols by the president and executives are also held at REVACS and Relief.

## Personal Information to be Strictly Controlled

Relief

### We obtained Privacy Mark and implemented strict information security measures.

Relief Corporation, which deals with clients' personal information in its *Okatazuke* Service, has obtained Privacy Mark. It implements strict information control.

Relief has set up rules and directions on handling of personal information. It annually holds a course for employees on information handling as well as the basic knowledge such as the purpose of using personal information or the risk of information leaks.



## Compliance

### State of Compliance

#### No grave violation in FY 2014 also

We have specified the relevant laws to be observed company-by-company and see to it that they are duly observed. We ad libitum check whether the reports have been submitted to the relevant authorities in time or whether the business has been properly run according to law.

No grave violation was observed in FY2014 alike in the previous FY.

#### Relevant laws (in part)

Legal imperatives	Major contents
Waste disposal and cleaning act	Waste disposal standard, manifest management, making contract and its management, requirement with collecting/transporting trucks (a sign or a mark to be displayed and holding of the documents)
Clean Air Act	Emission standard of NOx, dust etc.
Sewage Water Law	Discharging standard of water to sewerage, etc.
Noise Control Law, Vibration Control Law, Offensive Odor Control Law	Noise, vibration and odor standard
Road Traffic Law	Running speed, no stopping/no parking, overloading ban
Road Trucking Vehicle Law	Obligation of checkup and maintenance of the car
Act on the rational use of energy	Requirement of energy consumption report, appointment of a person in charge etc.
Act on promotion of global warming countermeasure	Assessment of greenhouse gas and reporting
Occupational Health and Safety Law	Measures to secure safety, appointment of safety and health promoter and its publicity, cleaning practice etc.
Ordinance on Prevention of Anoxia	Measurement of oxygen concentration, regular stock of protective equipment and escaping tool and their checkup etc.
Fire Service Law	Formulation of firefighting plan, training and checkup of the fire prevention facility etc.
Environmental preservation agreement between Nishinomiya City	Method of measuring air pollution /foul odor etc., and its frequency

### Implementation of Compliance Evaluation

#### We are ready to rapidly adapt to a legal change utilizing 'Records of compliance evaluation'

We manage the records of laws applicable to REVACS group as a tabulated list of legal requirement in our 'Records of compliance evaluation'. We have established a procedure to evaluate whether the laws are duly observed and take corrective action if any violation should be found.

In case of a legal change relevant to our business, we revise the corresponding article. Then we inform the relevant sections of the legal change and actions they need to take.

Records of compliance evaluation

## Information Disclosure/ Accountability

### Publication of CSR Report/ Environmental Report

#### Reports being utilized by the group companies as communication tools

Out of our desire to keep many people informed, REVACS Corporation published a report in FY2002. Relief Corporation and Daikyo Corporation followed suit in FY2008. The report has been published every year edited by the employees. The contents of the reports have been enriched year by year, and REVACS's 'CSR Report 2014' received Excellence Award of '18th Environmental Communication Awards' last year.

On occasion of the shift to the holding company system, respective CSR reports and Environmental Reports of each company are going to be integrated into one edition. We will continue to further improve the report as one of the important communication tools to unite us with you stakeholders.



### Information Disclosure on Sanpai Net

#### We disclose information conforming to 'Good-standing waste disposer qualification' standard'

Upon a significant revision of the evaluation system of excellent waste disposer, "Good-standing waste disposer qualification system\*" was newly founded in 2011. REVACS and Daikyo have been accredited as such by the Prefectural government of Hyogo, Osaka and other municipalities.

'Sanpai-Net' (Industrial waste information net) run by Industrial Waste Management Enterprise Development Foundation is so structured as to conform to the transparency standard of 'Good-standing waste disposer qualification system', in which each of REVACS group companies has been uploading the information including license, financial statements etc.

\* Good-standing waste disposer qualification system: a system run by prefectural authorities and ordinance-designated cities. It accredits the waste disposers who fill all of the 5 qualification standards. The five standards are: (1) actual performance and compliance (2) transparency of business (3) efforts in environmental consideration (4) electronic manifest, and (5) sound financial strength.



Sanpai Joho Net:  
<http://www.sanpainet.or.jp/>

### Briefing Meeting

#### Business performance is open to all employees

Briefing meeting to report sales and profit performance, which is meant for not only managers but all employees including staff and temporary workers, is held monthly at each of the group company. Entire or section-by-section profit and its analysis are reported.

Disclosure of the company's business performance to the employees has helped them properly understand the state of business and given them a feeling of participation in the business operation, which in turn reflects on solution of problems or improvement in performance.



### Management Policy Briefing Session

#### All employees share the policy and the objectives of the company

A briefing meeting of REVACS group's business management principle was held in March 2015 in the presence of the whole employees. CEO Akazawa of REVACS Holdings Corporation announced the corporate structural change to the holding company and gave an account of its background and the group's principle first. And the presidents of each group company introduced respective management principle for FY2015.

It turned out to be an occasion for the employees not only to have in common the ideas of top managements and objectives of entire group but also to have mutual exchange with the counterparts in other group companies.



# As a Company that Supports Recycling-oriented Society REVACS is Operating with Consideration for the Environment

## Targets and Achievement of Operation

Theme (Objective)	Plan Target for FY2014	DO Performance for FY2014	Check Result	Action Targets for FY2015
<b>REVACS</b>				
Reduction of energy consumption in the treatment/transportation of waste (per basic unit)	<ul style="list-style-type: none"> <li>Electricity: not to exceed 77.1kWh/t</li> <li>City gas: not to exceed 61.7m<sup>3</sup>/t</li> <li>Gasoline mileage: minimum 3.94km/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>→ 82.8kWh/t</li> <li>→ 38.5m<sup>3</sup>/t</li> <li>→ 3.94km/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Electricity: 88.5kWh/t</li> <li>Gasoline mileage: minimum 3.94km/ℓ</li> </ul>
Reduction of energy consumption in the office work	<ul style="list-style-type: none"> <li>Electricity: not to exceed 48,184kWh</li> <li>Gasoline mileage: minimum 15.2km/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>→ 48,717kWh</li> <li>→ 17.97km/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Electricity: not to exceed 18,713kWh*<sup>1</sup></li> <li>Mileage: minimum 17.97km/ℓ</li> </ul>
Pursuit of safe and reliable waste treatment service	<ul style="list-style-type: none"> <li>No complaint from customers and surrounding areas</li> <li>Observation of voluntary standard at water treatment facility and bad odor</li> <li>Transmission of information to clients</li> <li>- Issuance of the mail magazines: twelve times a year</li> <li>- Holding of the seminars: five times</li> <li>- Opening of the free seminars on the web</li> </ul>	<ul style="list-style-type: none"> <li>→ Zero</li> <li>→ No violation</li> <li>→ Twelve issues</li> <li>→ Three times</li> <li>→ A Web seminar was opened in April</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>No complaint from customers and surrounding areas</li> <li>Observation of voluntary standards at water treatment facility and bad odor</li> <li>Transmission of information to the clients</li> <li>- Issuance of the mail magazines: twelve times a year</li> <li>- Holding of the seminars: twice</li> </ul>
<b>Relief</b>				
Reduction of energy consumption	<ul style="list-style-type: none"> <li>Electricity: not to exceed 39,564kWh</li> <li>City gas: not to exceed 413m<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>→ 42,894kWh</li> <li>→ 291m<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of electricity consumption*<sup>2</sup></li> <li>City gas: not to exceed 413m<sup>3</sup></li> </ul>
Efficient use of resources	<ul style="list-style-type: none"> <li>Maintenance of mileage level</li> <li>- Gasoline: minimum 13.6km/ℓ</li> <li>- Diesel oil: minimum 2.61km/ℓ</li> <li>- Natural gas: minimum 4.37km/Nm<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>→ 13.0km/ℓ</li> <li>→ 2.97km/ℓ</li> <li>→ 4.47km/Nm<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of gasoline mileage level</li> <li>- Gasoline: minimum 13.6km/ℓ</li> <li>- Diesel oil: 2.61km/ℓ</li> <li>- Natural gas: minimum 4.37km/Nm<sup>3</sup></li> </ul>
Reduction of environmental load	<ul style="list-style-type: none"> <li>Water consumption: not to exceed 2,483m<sup>3</sup></li> <li>Waste generation from office: not to exceed 695.5kg</li> <li>CO<sub>2</sub> emission: not to exceed 696,129kg-CO<sub>2</sub></li> <li>Promotion of green purchase</li> </ul>	<ul style="list-style-type: none"> <li>→ 2,718m<sup>3</sup></li> <li>→ 707kg</li> <li>→ 678,024kg-CO<sub>2</sub></li> <li>→ Executing rate with subject items (copying paper etc.): 100%</li> </ul>	<ul style="list-style-type: none"> <li>×</li> <li>×</li> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of water consumption*<sup>2</sup></li> <li>Waste generation from office: not to exceed 695.5kg</li> <li>CO<sub>2</sub> emission: 765,742kg-CO<sub>2</sub>*<sup>3</sup></li> <li>Promotion of green purchase with increased object items</li> </ul>
<b>Daikyo</b>				
Reduction of energy consumption	<ul style="list-style-type: none"> <li>Electricity consumption: not to exceed 6.83kWh</li> <li>Reduction of gasoline consumption*<sup>4</sup></li> <li>Reduction of city gas consumption*<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>→ 5.32kWh</li> <li>Gasoline consumption: → 10,200ℓ</li> <li>City gas consumption: → 279.1m<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>—</li> <li>—</li> </ul>	<ul style="list-style-type: none"> <li>Electricity (per hour): not to exceed 6.83kWh</li> <li>Reduction of gasoline consumption*<sup>4</sup></li> <li>Reduction of city gas consumption*<sup>4</sup></li> </ul>
Efficient use of resources	<ul style="list-style-type: none"> <li>Maintenance of mileage level</li> <li>- Division 1(Waste treatment): minimum 3.13km/ℓ</li> <li>- Division 2(Grease trap cleansing):</li> <li>Big-size cars: minimum 4.58km/ℓ</li> <li>Small-size cars: minimum 5.99km/ℓ</li> <li>High-pressure cars: minimum 5.40km/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>→ 3.23km/ℓ</li> <li>→ 4.54km/ℓ</li> <li>→ 5.94km/ℓ</li> <li>→ 5.13km/ℓ</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>×</li> <li>×</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance of gasoline mileage level</li> <li>- Division 1(Waste treatment): minimum 3.13km/ℓ</li> <li>- Division 2(Grease trap cleansing):</li> <li>Big-size cars: minimum 4.54km/ℓ</li> <li>Small-size cars: minimum 5.94km/ℓ</li> <li>High-pressure cars: minimum 5.13km/ℓ</li> </ul>
Reduction of environmental load	<ul style="list-style-type: none"> <li>Reduction of water consumption*<sup>4</sup></li> <li>Reduction of paper consumption*<sup>4</sup></li> <li>Reduction of waste generation from office*<sup>4</sup></li> </ul>	<ul style="list-style-type: none"> <li>→ Water consumption: 1,588m<sup>3</sup></li> <li>→ Paper consumption: 220.5kg</li> <li>→ Generated waste amount: 484.5kg</li> </ul>	<ul style="list-style-type: none"> <li>—</li> <li>—</li> <li>—</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of water consumption*<sup>4</sup></li> <li>Reduction of paper consumption*<sup>4</sup></li> <li>Reduction of waste generation from office*<sup>4</sup></li> </ul>

Note

\*1: Due to the office movement in March 2015, target figure was set only for Nishinomiya Office.

\*2: Due to the move to new premises in March 2015, target figures for electricity and water consumption have not been set. They will be set in 2016 or later after grasping the actual figure for a year.

\*3: Figures have been set based on the prospective choices of fuel types.

\*4: Excepting for electricity and diesel oil, target figures of reduction has not been set because the rest items have already reached the attainable limits.

○ Attained

× Unattained

## Reduction of Environmental Load

### Recycling Rate of Industrial Waste REVACS

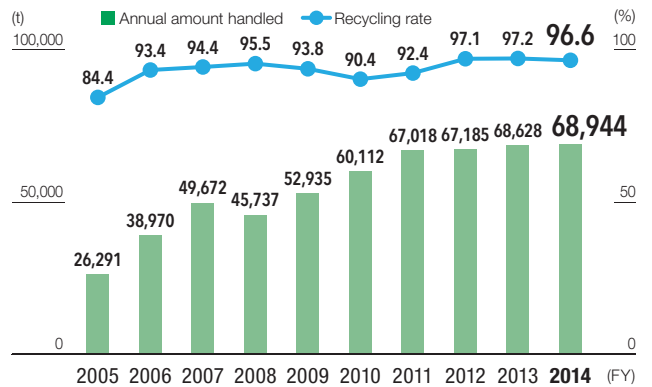
#### We maintain the recycling rate at above 90% level.

The amount and the recycling rate of industrial waste handled by REVACS in FY2014 were as shown in the graph. We have been achieving the recycling rate of 90% and over since our renewal of the shredding plant in 2006 and the installation of drying plant in 2007.

We will further promote separation of the waste in our facility and a coordination with the affiliates for the utilization of earth's limited material resources and also for the sustainable use of the landfill site, a precious resource itself, to eventually meet the clients' needs who are tackling the recycling of industrial waste.

\* Recycling rate: proportion of the amount which was allocated for recycling treatment in the total waste annually handled.

#### Annual transition of amount and recycling rate of the industrial waste handled by REVACS



### Energy Consumption at the Recycling Center REVACS

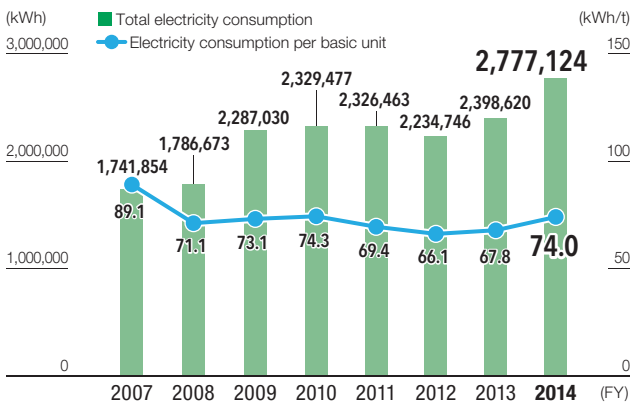
#### Present electricity consumption per basic unit has decreased by 20% compared with that of FY2007

At the Recycling Center (shredding plant/drying plant) we use electric energy, industrial water and city gas energy.

In FY2014, our electricity consumption was 2,777,124kWh. We are striving to reduce the power consumption using demand supervising device to monitor the electrical demand.

Industrial water and city gas consumption in FY2014 were 54,949m<sup>3</sup> and 1,282,777m<sup>3</sup>, respectively (cf. P.44).

#### Electricity consumption at the Recycling Center



### Offensive Odor Control Measures REVACS

#### We meet the regulation standard taking various measures

At Revacs we take steps to prevent offensive odor of the waste in various places. In the shredding plant, four units of activated carbon-based deodorizers are installed. The yard to hold sludge or plant and animal residues is equipped with shutters which are normally closed except when the waste is brought in or brought out. The drying plant has a deodorizing furnace to incinerate concentrated odor, and, a cleaning equipment to neutralize the odor of low concentration with chemicals.

The result of our odor measurement conducted on the REVACS-Nishinomiya Environmental Preservation Agreement all cleared the regulation standard (cf. P.45).



Chemical cleaning equipment



Deodorizing furnace

## Water Pollution Control Measures REVACS

### Water quality is properly controlled with regular monitoring and analysis

Whole the waste water originated in the waste treatment process in our facility is discharged into public sewerage after being treated in our water treatment facility. To prevent an occurrence of water pollution, we periodically analyze the

water to be discharged from the treatment facility using pH meter with continuous monitoring device. We also conduct voluntary inspection of water quality applying more strict standards than the legal rule concurrently with the municipal monthly inspection. The FY2014 results cleared the regulation standards (cf. P.45).

#### TOPICS

#### REVACS

### Introduction of the Biomass Boiler Reduced CO<sub>2</sub> Emission and City Gas Consumption

At REVACS the biomass boiler was completed and was inaugurated as a new heat source for the drying plant in December 2014.

At the drying facility city gas was conventionally used, while, wood chips recycled from the construction waste are used as fuel for the biomass boiler. As the incineration of wood chips is regarded to be of carbon-neutral nature, its CO<sub>2</sub> emission is virtually zero, and energy cost can also be reduced.

#### Outline of the Biomass Boiler

Type: Fluidized bed boiler

Fuel: Wood fuel chips

Generation: Screw type steam power generator

Capacity: Max. 92kW

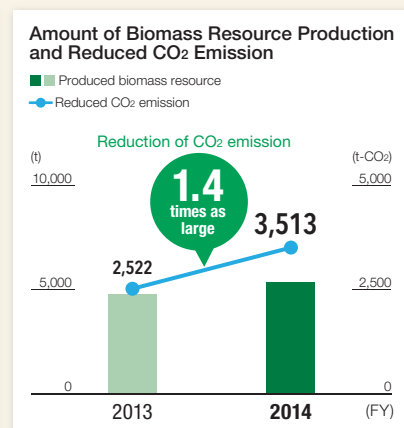
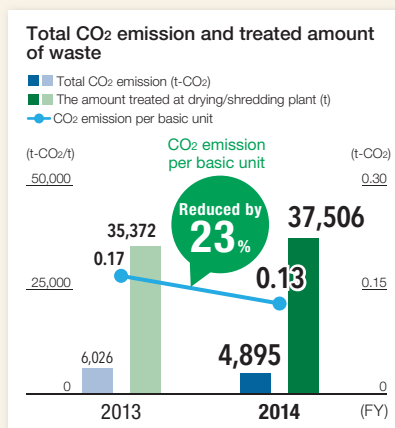
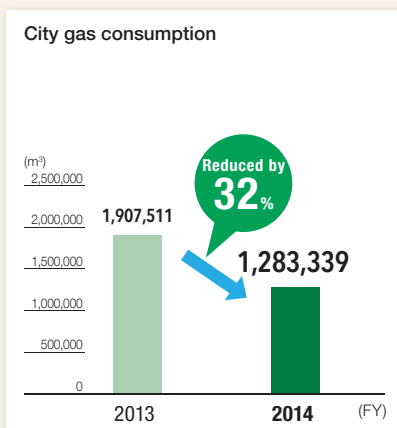
Reference

- Concentrated odor generated by the drying facility is used as combustion air.
- Being subsidized by Ministry of Economy, Trade and Industry for energetics rationalization projects.



#### Effect of Biomass Boiler Installation

1. Reduced city gas consumption
2. Reduced CO<sub>2</sub> emission
3. Lower electrical consumption thanks to the use of power source of its own generation



#### Reduction of CO<sub>2</sub> Emission

At REVACS 5,366 tons of biomass resource was produced, out of which 2,692 tons were used as fuel to contribute to the reduction of 3,513 tons\* of CO<sub>2</sub> emission.

Biomass resource can reduce CO<sub>2</sub> emission as an alternative to the fossil fuel contributing to realization of the low carbon society.

\* Amount of CO<sub>2</sub> expected to be emitted by the diesel oil which would be required to produce the equivalent heat energy produced by the biomass fuel. (The figure bases on the conversion using heat values of biomass fuel and diesel oil.)

## Waste Leakage/Outflow Prevention Measures

REVACS

### Thorough leakage/outflow prevention measures are taken utilizing watertight containers etc.

The concrete floor of the shredding plant building is entirely covered with iron plate to prevent waste from leaking. We have a permanent stock pile of sand bags ready to stuff up the sewage discharge point should the leakage occur in a natural disaster.

When transporting waste of high moisture content, watertight container equipped with rubber gaskets is used. The rubber gaskets and other accessories are regularly inspected and replaced before they are deteriorated.



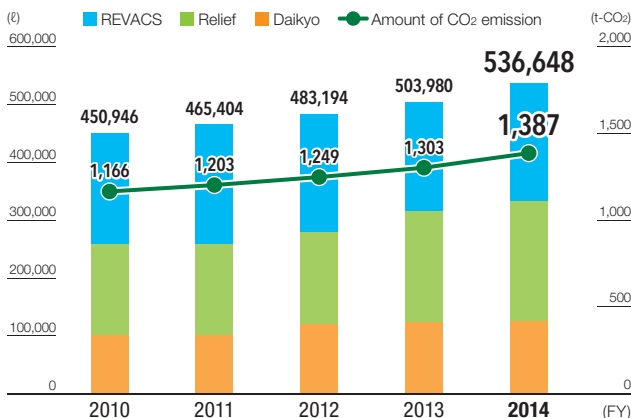
## Diesel Oil Consumption

### We Strive for Eco-driving

Diesel oil is used as fuel for vehicles used to collect and transport the waste, and for heavy equipment such as forklifts and scrapers for use on the premises. We boost drivers' awareness of through eco-driving and practice periodical checkup of the vehicle to improve the mileage.

The diesel oil consumption was 536,648ℓ in FY2014 increasing by 6.5% over the previous fiscal year, which is attributable to the overall increase of the workload (partially due to the start of new business ('swell') at REVACS) and concurrent longer mileage.

### Diesel Oil Consumption



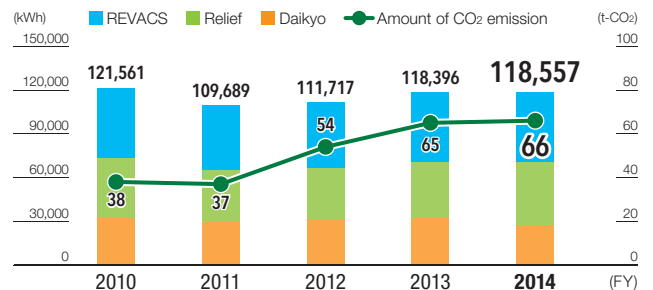
## Electricity Consumption in the Office

### Energy saving efforts include shortened lighting-up time and proper heating level control of air conditioners

In the office 118,557kWh was used in FY2014 slightly increasing over the previous fiscal year. Our energy saving practice in the office includes the shortened lighting-up time utilizing daylight, air conditioner's level control (minimum 28°C and maximum 22°C for cooling and heating).

The increased use by Relief is attributable to the longer working time and concurrent longer use of lighting and air conditioner. While Daikyo saw a drastic decrease after the renewal of air conditioners.

### Electricity Consumption in the Office



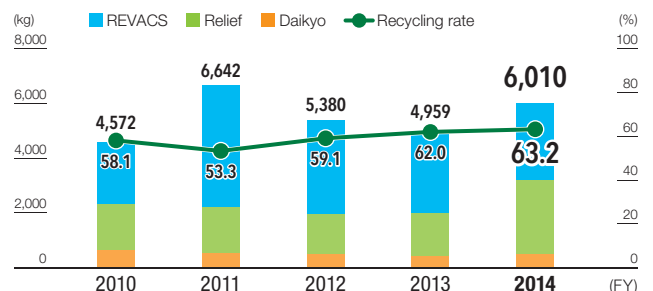
## Amount of Office Work Waste

### Recycling rate increased over the previous fiscal year

We proceed with recycling classifying office work waste by the standard to discriminate recyclable from non-recyclable.

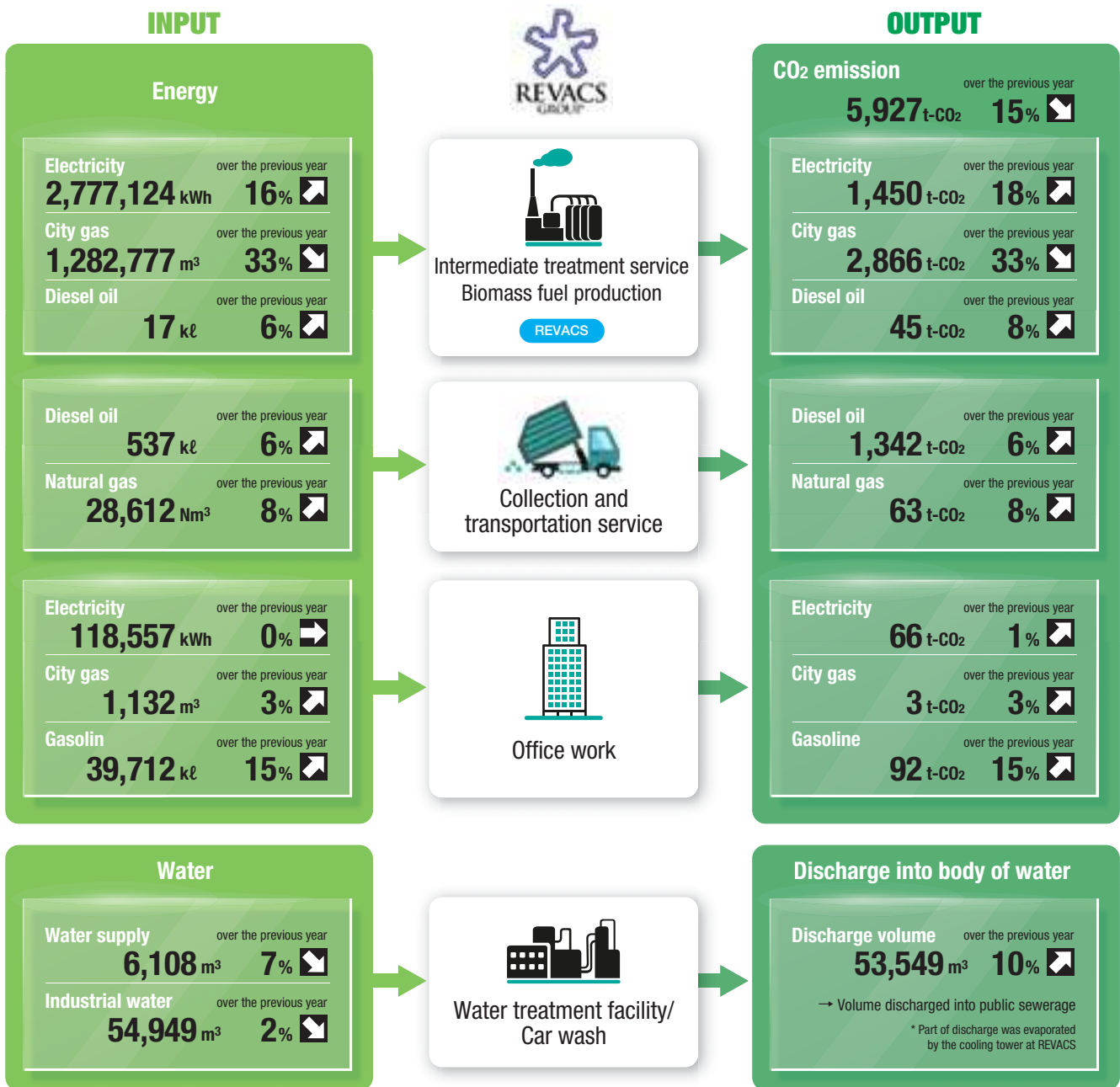
Total amount and its recycling rate in 2014 were 6,010kg and 63.2%. Due to the large amount of unwanted articles caused by the movement of Relief Corporation to the new office, the total waste amount has largely increase while the recycling rate was improved over the previous fiscal year.

### Amount of Office Work Waste



# Material Balance

The results of the input of natural resources and energy in the business operation (INPUT) in FY2014 and environmental emission (OUTPUT) are as shown below. We address the efficient use of natural resources and reduction of environmental load from both sides of INPUT and OUTPUT.



- ©CO<sub>2</sub> emission factor
- Supplied electricity (Kansai Electric Power Co.) 0.000522t-CO<sub>2</sub>/kWh
  - Diesel oil (Unit caloric value) 37.3GJ/kℓ (Emission factor) 0.0187tC/GJ
  - City gas (Unit caloric value) 44.8GJ/thousand Nm<sup>3</sup> (Emission factor) 0.0136tC/GJ
  - Natural gas (Unit caloric value) 43.5GJ/thousand Nm<sup>3</sup> (Emission factor) 0.0139tC/GJ
  - Gasoline (Unit caloric value) 34.6GJ/kℓ (Emission factor) 0.0183tC/GJ

- (Source)
- Act on Promotion of Global Warming Countermeasures
- Press release material, December 5, 2014, Minister of Environment): On disclosure to public of actual-and adjusted-emission factors by individual electric power company in FY2013)
  - Enforcement regulation of Act on Promotion of Global Warming Countermeasures Appendix 1 (article 3-related)

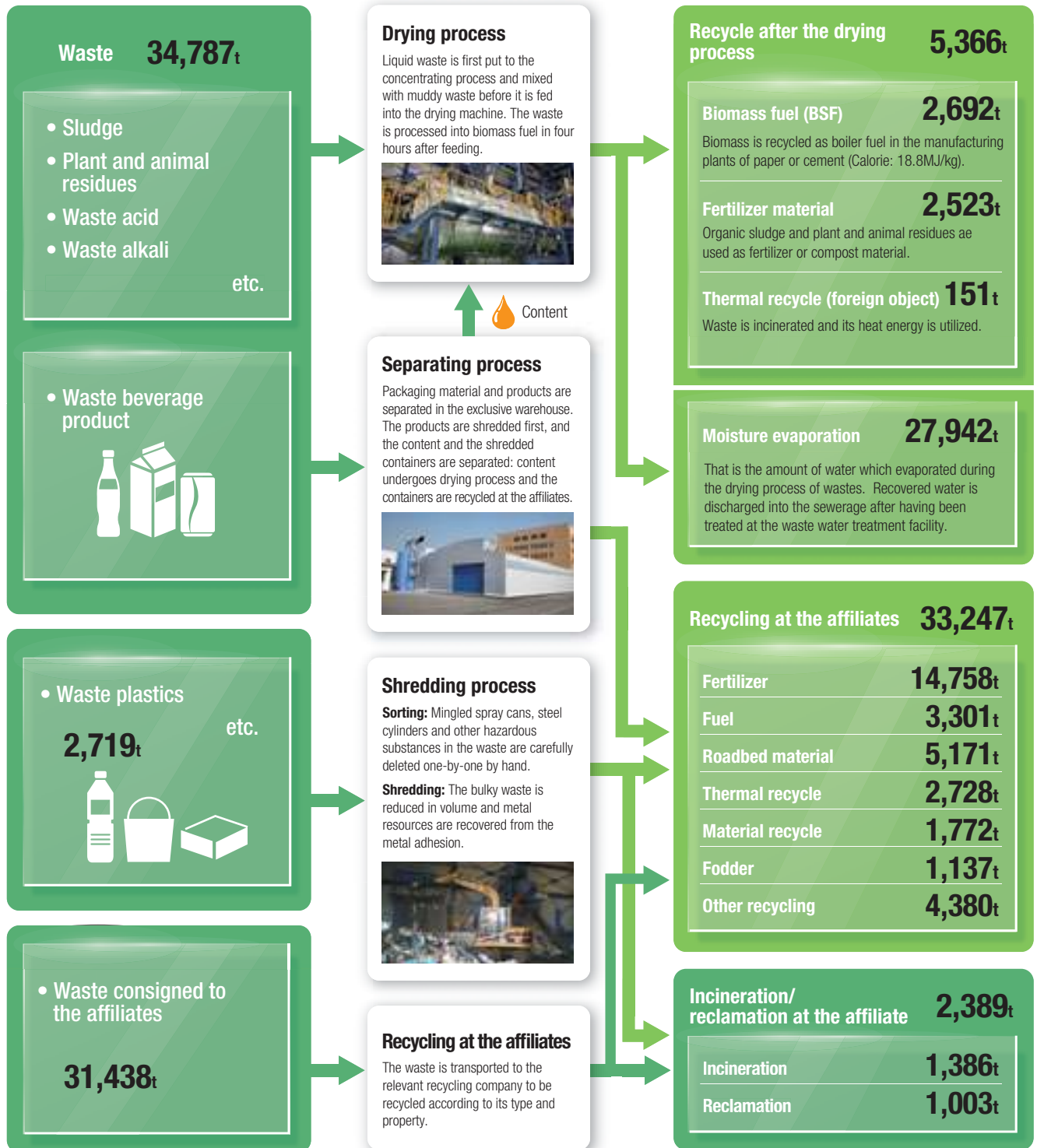
## Flow of Industrial Waste Treatment

REVACS

The flow of the industrial waste undertaken by REVACS in FY2014 is as shown below. We treated the waste properly according to its category and properties.

**FY2014 Total Amount**

**Total 68,944t**





# We Strive for Human Resource Cultivation and Development of Working Environment that Allows Employees to Work without Undue Worries

## Target and Achievement of Activities

Theme of activity	Plan FY2014 target	Do FY2014 achievement	Check Result	Action FY2015 Target
<b>REVACS</b>				
Comfortable work environment where partners* can work at ease	<ul style="list-style-type: none"> <li>No accident</li> <li>- Accident to suspend operation: 0 case</li> <li>- Accident that doesn't call for suspension of operation: 0 case</li> <li>- Property damage: not to exceed 4 cases (50% year-on-year decrease over FY2013 results)</li> </ul>	<ul style="list-style-type: none"> <li>→ 0 case</li> <li>→ 3 cases</li> <li>→ 23 cases</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>×</li> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>No accident</li> <li>- Accident to suspend operation: 0 case</li> <li>- Accident that doesn't call for suspension of operation: 0 case</li> <li>- Property damage: not to exceed 11 cases (50% year-on-year decrease over FY2014 results)</li> </ul>
	<ul style="list-style-type: none"> <li>Prevention of accident</li> <li>- Safety patrol: monthly patrol</li> <li>Creation of comfortable working environment</li> <li>- Company-wide cleanout: 3 times</li> </ul>	<ul style="list-style-type: none"> <li>→ Practiced monthly</li> <li>→ Practiced three times</li> </ul>	<ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul>	<ul style="list-style-type: none"> <li>Prevention of accident</li> <li>- Safety patrol: monthly patrol</li> <li>Creation of comfortable working environment</li> <li>- Company-wide cleanout: twice</li> </ul>
<b>Daikyo</b>				
Comfortable work environment where partners* can work at ease	<ul style="list-style-type: none"> <li>Reduction of accident cases</li> <li>- Occurrence not to exceed 5 cases (FY2013 results)</li> </ul>	<ul style="list-style-type: none"> <li>→ Accident to suspend operation: 2 cases</li> <li>→ Accident called for no suspension of operation: 1 case</li> <li>→ Property damage: 8 cases</li> </ul>	<ul style="list-style-type: none"> <li>×</li> </ul>	<ul style="list-style-type: none"> <li>Prevention of accident</li> <li>- Occurrence not to exceed 5 cases (FY2013 results)</li> </ul>

**Relief** **FY2014 Achievement** Accident to suspend operation: 4 cases, Accident called for no suspension of operation: 4 cases, Property damage: 8 cases

\* Partners: staff, workers and all those who work for the client

## Occupational Health and Safety

### Risk Assessment and *Hiyari-Hatto* **REVACS**

#### We identify possible risk in every working process every year to be prepared with countermeasures

As part of OHSAS18001 (Occupational Health and Safety Management System), all employees participate in 'Risk Assessment' once a year. In FY2014, we picked up 392 items as possible sources of hazard, and took preventive measures on the 41 designated items with higher risk points.

In risk management, we put priority in the removal of the work or action itself. We also put emphasis on other measures in the ascending order such as a physical means to keep away from risk source (e.g. installation of safety rack), visualization of possible risk source, and improvement of procedures, educational training, and use of protective equipment at work.

We also practice interviews regularly to detect *Hiyari-Hatto* cases i.e. incidents which could have caused accidents or injuries. In FY 2014 we picked up 47 *Hiyari-Hatto* cases and assessed them.

### Use of Driving Recorder **Relief** **Daikyo**

#### Whole vehicles are equipped with driving recorders to promote safety driving

At Relief and Daikyo, whole vehicles for collection/transportation service are equipped with driving recorders to administrate driving work.

The use of the recorder aims to have drivers to know their own driving patterns and to improve their technique upon the awareness for safety driving. It is also useful for us to find and record the *Hiyari-Hatto* cases occurred in driving and to use them in the safety education or guidance.



Image display of a driving recorder

### Utilization of Procedure Manual

#### We utilize manuals to improve employees' safety awareness

To prevent accidents or disasters from occurring we formulate procedure manuals for the work which required risk management and utilize them in the employee education. We revise the manual in need and get it across the workers to maintain their awareness.

At Relief, a safety manual for collection/transportation work of household rubbish, part of which uses a moving image. The manual is focused on the risk sources for each process and the points to be kept in mind which had been identified by analyzing the past complaints and accidents in order to disseminate the awareness of risk management.

program for the current year to make the awareness disseminate and take root. We also have various programs for professional education for the sections which operate in the area where specific qualification or higher risk managing capacity is required in order to encourage the employees' acquisition of qualifications.



### Traffic Safety Education

#### We invite staff from the district police station for safety education

Safety is the top priority for our group, which has eighty vehicles in operation to collect and transport waste from the clients' site to the treatment/disposal site. We make all-out efforts to prevent traffic accidents.

As part of safe driving education we give a lecture inviting a lecturer from the local police station.



### Emergency Drills

#### Drills are given on how to react in emergency such as fires or car accidents

We have set up a procedure to be taken in case of a fire or a car accident and exercise it once a year.

Practicing the reporting to the fire station, evacuation or fire control process, we check whether we can duly behave in case of emergency or if the procedure has any faults.



### Education on Environment and Safety

#### Partners are educated based on the safety management system

For the environmental preservation and prevention of accidents/industrial accident an awareness of each one of the employees is important. To nurture the awareness periodical education and training are being given based on the management system of each company.

We give general education to all partners to explain the management system including its objectives, necessity, and

### Prevention of Oxygen Starvation and Hydrogen Sulfide Poisoning

REVACS

#### Monthly protective gear drills are given to prevent accidents

Hydrogen sulfide poisoning by the organic waste and oxygen starvation which is expected when the worker goes inside the sludge storage tank are the great hazard sources for the disposer of the waste of organic nature like REVACS.

At the Recycling Center, which engages in the maintenance of storage tanks, monthly drills to put on protective gears such as air-line respirator etc. are held to prevent accidents from occurring.



## Personnel Affairs

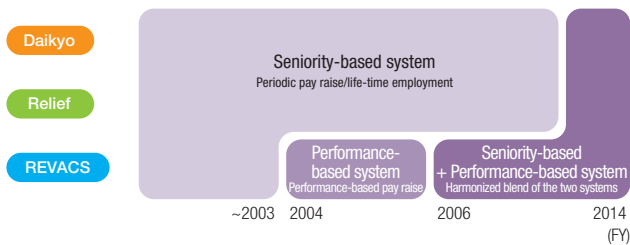
### Personnel Management System

#### Our personnel management system adopts a blend of seniority-based system and performance-based system

REVACS group aims at a personnel management system where our partners can work with a sense of security and one's endeavor is properly valued. We believe that the management system has to be flexibly changed in response to the current changes in interior or exterior environment.

At Relief and Daikyo, in FY2014, the personnel management system was reviewed and shifted to the blend of system of seniority- and performance-based systems. It was the first revision of the system in the past twenty years, the purpose of which was to support those who make serious efforts or tackle themes. The revision was made against a background of inauguration of Okatazuke Service and Grease trap cleansing. REVACS have had this system since FY2006. Since 2014, it has become a common system of the group companies.

#### Transition of personnel management system



### Fair Evaluation and Proper Treatment

#### We focus on proper and convincing treatment based on employees' self-evaluation

We evaluate employees in reference to their capability, stance for the job and performances and properly treat them in our system. The employee evaluates oneself looking back the semiannual period for the superior to rate them. Then they discuss in an interview the current problems and expectations for the next period etc.

This process aims to motivate employees to set the target for the next half period and endeavor for its achievement, and to make clearly realize what is required of them to eventually give proper treatment based on evaluation. In a word we aim at convincing way to evaluate and treat the workers.

In FY2014, upon revision of personnel management system at Relief and Daikyo, we had an induction course for all managerial staff to study the purpose of the system as well as the points to be kept in mind in an ability rating process taking up some case examples.



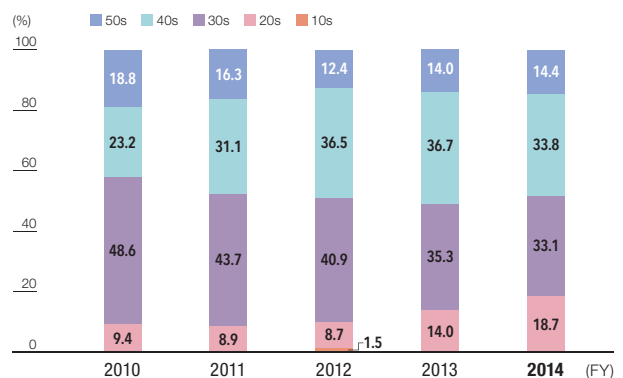
Ability rating course

#### Personnel affairs-related data

	2010	2011	2012	2013	2014
Number of payrolls (person)	175	219	241	240	252
Staff	156	176	188	189	197
Part-timer	19	43	53	51	55
Female employee's ratio (%)	6.1	5.3	6.5	6.7	9.6
Female managerial staff ratio (%)	7.9	7.7	9.8	7.9	8.3
Average age of staff (year)	39.8	40.2	40.3	40.0	39.3
Average length of service (year)	12.5	13.2	13.1	13.0	12.6
Job turnover rate (%)	2.9	5.1	2.2	5.7	4.2

\* Job turnover rate excludes retired person  
\* No hiring of non-Japanese

#### Age composition of staff



TOPICS

**In the staff education we introduced *coaching system* and endeavor to have the common values or orientation to proceed the business between the company and the employees (which we call it *Vector awase*)**

We have an in-house induction course for the new recruit to give basic knowledge of waste materials or awareness of environmental preservation and occupational health and safety. We also promote the staff's participation to exterior educational courses or workshops etc. according to one's job type or the post.

We focused on the individual workers in 2014. In order that everyone think about the meaning of working and the way of life and can have closer values and common orientation with the corporate values and orientation toward achievement of the objectives (i.e. *Vector awase*), we introduced the coaching staff in the induction course.

**Group Coaching**

About seventy members of REVACS were divided into 10 groups by post or job type from general level to section chief level and induction courses were held on four occasions in total. For the directors or executives, after the initial courses in group on five occasions, a monthly individual tuition has been given since October 2014.

**Major Induction Courses in FY 2014**

Category	Target staff	Attendee (person)	Record
Director induction course	Director, Auditor	8	Courses in group were held on 5 occasions; Monthly private tuition being held since October
Group coaching induction course	Managerial post, General worker, New recruit	66	4 times
Management induction course	Section chief, Senior staff	10	6 times
Leader induction course	Senior staff, Foreperson	9	5 times
Temperament analysis	Director, Auditor, Managerial post, General worker, New graduate	About 80	Briefing sessions before and after the analysis were held

- The 1<sup>st</sup> session** Theme: 'To know oneself' 'What does it mean to work?'
- The 2<sup>nd</sup> session** Theme: 'Problem solving', 'Alternatives and decision making'
- The 3<sup>rd</sup> session** Theme: 'Target setting'
- The 4<sup>th</sup> session** Theme: 'To level up oneself'



Coaching session for sales/ service staff



Coaching session for new recruit



Coaching session for clerical staff

**Support for career development**

As the next step to the group coaching we started a monthly 'Management induction course' targeting at the ten staff members in the section chief and the senior staff positions as candidates for future management personnel. We also started a monthly 'Leader induction course' for ten members in the senior staff and the foreperson positions as candidates for future administrative positions.

Through preparation of homework report and group discussion the participants learn what is missing in them as well as the requirement with a leader, responsibility for organization, matters to be kept in mind in educating junior staff.



Management induction course

## Temperament analysis was conducted

Temperament analysis was conducted targeting at about eighty persons including attendants to group coaching session and FY2014 new recruits. The analysis was planned as part of an effort to assimilate the orientation between the company and individuals expecting that each one becomes aware of his own personality and behavior trait and utilize it for the communication on the job.

Grasping each worker's temperamental feature we will be able to appoint right person to the right job where one can exert himself and thus promote the human resource development.

## Major Induction Course Programs Planned for FY2015

Category	Target staff	Attendee (person)	Frequency (time)	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Management induction course	Section chief, Senior staff	10	Once a month	[Bar chart showing monthly sessions from Apr. to Mar.]											
Leader induction course	Foreperson	5	Once a month	[Bar chart showing monthly sessions from Apr. to Mar.]											
Sales staff induction course	Sales staff	21	Six times a year	[Bar chart showing sessions in Apr., May, June, Sept., Oct., Nov.]											
	Service staff (Okatazuke Service)	6	Six times a year	[Bar chart showing sessions in Apr., May, June, Sept., Oct., Nov.]											
Regular employee induction course (for brush up)	Service staff	18	Three times a year	[Bar chart showing sessions in June, Sept., Feb.]											
	Staff in Kanto area	3	Three times a year	[Bar chart showing sessions in June, Sept., Feb.]											
New recruit induction course	New recruit (new graduate)	4	Three times a year	[Bar chart showing sessions in Apr., July, Sept.]											
Female staff induction course	Female staff (regular staff)	14	Three times a year	[Bar chart showing sessions in June, Sept., Feb.]											
Director/executive induction course (individual tuition)	Director, Auditor	8	Once a month	[Bar chart showing monthly sessions from Apr. to Mar.]											
Personnel management induction course	Personnel management staff	3	Once a month	[Bar chart showing monthly sessions from Apr. to Mar.]											

## Work-Life Balance

### We support worker work-life balance with a system to meet events in life

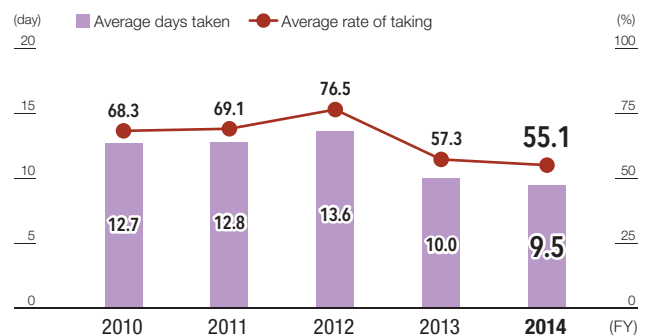
We strive to create an environment where various human resources can use their abilities to full extent through systems of recruitment, promotion to managerial or executive positions and equal payment irrespectively of gender or age etc.

It is our important theme to realize work-life balance, and we have systems to meet the events in life such as child birth, child-care, family-care to support employees. In addition to 3-day childbirth leave for prospective fathers, REVACS grants a half-day leave for visiting hospital, for attending patients or to present at child's event.

In FY2014 the rate of taking paid holiday decreased

from the previous FY due to the increased working hour per worker, which was attributable to increased quantity of work and expanded business.

### Paid holiday taken



## Major Supporting System

Appellation	Content	FY2014 beneficiary (person)
System of maternal leave before and after childbirth	During a certain period before and after childbirth one can get a leave	No applicable case
System of child-care leave	In order to engage in full-time child-care one can take a leave until the child becomes 1 year old (maximum length 18 months) irrespectively of gender.	0
Family-care leave system	For the care of a family member one can take a leave during a certain period.	0
Short working hour system	Employee who has a child less than 3 years old or who takes care of a family member can work short time contracting a certain portion of working hour.	0
Retiree reemployment system	We reemploy everyone over 60 who are willing to work and fulfill certain conditions as non-regular staff.	2 (out of 3 applicable cases)
Self-development support system	Employees' attendance to courses at business schools which the company has granted or acquisition of such qualification is subsidized.	0
Volunteer leave system	One is granted special leave for volunteer activity not exceeding 2 days.	0
Congratulatory or condolence payment system	Special payment for marriage/ childbirth/ accident and sickness/ disaster/ death	23 (in total)

## Creation of Comfortable Working Environment

### Length-of-Service Awards

#### Thirteen people were commended

We commend the length-of-service award in honor of employees on occasion of their 10<sup>th</sup>, 20<sup>th</sup> or 30<sup>th</sup> anniversary of service.

In FY2014 total 13 people were commended: 5 for 10 years' service and 7 for 20 years' and 1 for 30 years' service.



Length-of-service awardees at Relief Corporation

### Recruiting Activity

#### Seven mid-career recruits have joined us

In FY2014 we hired seven mid-careers as the staff who can hit the ground running for the new projects and for vacant positions: namely, 1 for sales, 1 for service and 5 for office job, respectively. In April 2015, 5 new graduates were recruited for sales job.

We positively support temporary workers: we hired one of them as regular employee in 2014, and six in 2015.



FY2015 initiation ceremony

### Health Checkup

#### The results of health checkup are reflected on the job and working condition

We give every employee an annual health examination (a biannual examination for those in midnight shift). For those who fall on the rating C and E, the company consults the doctor for instruction on necessary precaution at work or for a health advice.

We provide the employees with such information to call for the employees' awareness of the health control. Meanwhile, if necessary, we make due consideration of the types of work or working hours to support their healthy work life.

### Sound Management-Labor Relations

#### Management and Labor cooperate for the better working condition

Labor unions of REVACS and Daikyo are under union shop contracts consisted of the whole employees other than managerial staff (section chief or higher) and the staff of labor management and accounting sections. Labor-management negotiations are held as needed. At Relief Corporation a regular management-labor negotiation directed to all workers including temporary staff is held monthly.

At the management-labor negotiation various matters are placed on the agenda such as bonus amount, revision of transportation allowance or taking of paid leave etc. with both parties striving to improve working environment.

### Promotion of 3S Activity

#### 'Sorting out, setting-in-order and sweeping (cleaning)' movement is promoted across the group

Based on the idea that keeping the workplace clean will result in safe working condition, we promote 3 S movement (sorting out, setting-in-order and sweeping). Various devices have been made such as 'visualizing effort' of tools in which the number and inventory locations of the fixture or tools were identified based on the prior checking of their frequency of use, or to discard the documents by storing the contents as digital record.

These activities not only contribute to safe operation but also help improve productivity by saving wasteful efforts made in seeking fixture or tools for the job.

# As a corporate citizen REVACS is concerned to an interaction with local community and supports raising next-generation children

## Objectives and Achievement

Theme of activity	Plan FY2104 objective	Do FY2014 achievement	Check Results	Action FY2015 objective
<b>REVACS</b>				
We aim to be a reliable company which gives a sense of security to the society	• Implementation of exterior audit	→ Holding of Top Dialogue	○	• Implementation of external audit
	• Continued efforts to be relied on with a sense of security by every stakeholder	→ Issuance of CSR report → Application for reports awards → Holding of environmental learning session	○	• Continued activity
<b>Relief</b>				
We aim to be a reliable company which gives a sense of security to the society	• Contribution to local society	→ Issuance of CSR report → Holding of Kodomo Nogyo-juku → Cleanliness activity in vicinity	○	• Continued activity
<b>Daikyo</b>				
We aim to be a reliable company which gives a sense of security to the society	• Contribution to local society	→ Issuance of CSR report → Participation in a local cleaning → Donation of the sweet potato seedlings to primary schools in Itami	○	• Continued activity

Business Operation

Environment

Human Rights/Labor Practices

Communication

Documents

## Social Contribution Activity

### Reception of Plant Tour **REVACS**

#### Our plant is open to various stakeholders to promote public understandings of waste disposal service

REVACS's treatment facility is open to students and local people not to mention waste generators.

In FY2014, 498 people visited us in 62 groups including 7 groups that hadn't had a deal with us.



### Reception of JICA Induction Course **REVACS** **Relief**

#### We help attendees to solve overseas waste-related problems

Japan International Cooperation Agency Kansai international center (JICA Kansai) gives induction courses directing at municipal employees relevant to waste issues in Asian countries to improve their administrative capability. REVACS and Relief are accepting the attendees in cooperation with JICA.

At REVACS, biomass fuel project and the flow of waste treatment were explained. At Relief, they visited the site of collecting waste and listened to the explanation about the risk factor involved in the treatment service as well as the outline of Overseas Reuse project.



## Environmental Education

### We give children opportunities to learn about waste material and agriculture

REVACS group gives environmental education to pupils in the local schools in order to help educate future consumers. The environmental class has been given by REVACS to the 2nd graders at Kansai University Dai-ichi Junior High School since FY2008. We made students think about environmental issues taking up soft drinks, a product familiar to them as course material. In the preparatory lecture meeting held in June with the cooperation of Coca Cola West Co., Ltd. we explained how to recycle beverage products. In July, students visited our recycling facility.

In October Nishinomiya Imazu Senior High School students visited us in their off-campus learning class.



Visit to the facility, Kansai Dai-ichi Junior High school students



Off-campus learning, Nishinomiya Imazu Senior High School students

Relief Corporation gives visiting lectures at primary schools and senior high schools in Nishinomiya. In FY2014 we visited a primary school twice (in May and September) and explained the types of waste and their separation as well as how the garbage collecting vehicle work using a real car.



Visiting lecture at Hiraki Municipal Primary School

Since FY2010, Daikyo has been offering seedlings of sweet potato to primary schools in Itami for children's environmental and food education through sweet potato cultivation.

REVACS group has been taking part, as a sponsor, in 'Kabutoyama Agricultural Project' organized by Learning and Ecological Activities Foundation (LEAF). Above sweet potato seedlings had been grown using the compost that LEAF made from fallen leaves.

1,801 seedlings were offered to 17 schools.



Donation of sweet potato seedlings

## Reception of Internship Students

Relief

### We provide opportunities of work experience for senior high school and university students

REVACS group implements internship program directed to senior high school and university students expecting that they learn about the society through the work experience and think of how to proceed for the future.

In FY 2014 Relief Corporation received three students from Kinki University. Students had 2 weeks' job experience accompanying sales representatives or doing office work.





## Communication between Employees and Families

Daikyo

### We promoted understanding of food and agriculture through agricultural experience

Daikyo conducts agricultural experience activity directed to the employees and families at the Kabutoyama farm land in Nishinomiya, a property of LEAF. Participants experienced vegetables and rice seedling planting in spring and early summer and harvested rice and vegetables in autumn.

Considering changing food habit with fast food, commercial food and instant food prevailing, we will continue our efforts to offer the opportunity for people to know how rice and vegetables are produced.



Planting rice seedlings



Harvesting vegetables

## Sporting Activity by REVACS Team

### Our sailing team takes part in the race *Sailing experience* was held.

A sailing team Team REVACS was formed in FY2013. It participated in various races. A sailing experience event held by the REVACS group turned out a success with 50 participating employees and family members.

The team received two new graduates in April 2015. Members are practicing hard aiming to be qualified in the international races.

#### Results of FY2014 races

##### June 7-8, 2014

Hyogo sailing federation 1<sup>st</sup> point race Came in 1<sup>st</sup>

##### June 13-15, 2014

Hiroshima sailing federation Sail Hiroshima Came in 4<sup>th</sup>

##### July 12-13, 2014

Kansai Jitsugyo-dan Yacht Championship Came in 1<sup>st</sup>

##### August 2-3, 2014

Hyogo sailing federation Snipe class Kansai Championship Came in 1<sup>st</sup>

##### September 12-15, 2014

Rehearsal event for the 70th national sports festival (2015, Wakayama)  
Came in 1<sup>st</sup>

##### March 28/ 29, 2015

World Championship qualifying race Came in 14<sup>th</sup>/ 16<sup>th</sup>



Sail Hiroshima racing



Sailing experience held by the REVACS group

## Communications with Clients

### Presentation at the exhibitions

#### We enlarge the interface between the clients

Our group companies take part in various exhibitions to introduce our business and CSR activities.

#### Major FY 2014 exhibitions in which REVACS participated

Month	Displayed by	Names of exhibitions
April	Relief	Barrier Free 2014/ Post-acute Medical Fair 2014
May	Daikyo	[Kansai] Gaishoku Business Week 2014
June	Relief	Funeral Business Fair 2014
July	REVACS	Sewage Works Exhibition'14 Osaka
	Relief	Koureisha-jutaku Fair in Tokyo
August	Relief	Shukatsu Festa 2014 in Tokyo
October	REVACS	Biwako Kankyo Business Messe 2014
	Relief	Rental Housing Fair 2014 in Osaka
November	REVACS	38th Maintenance/Techno Show
	Daikyo	Clean EXPO 2014
February	Daikyo	15th Japan Food Service Equipment Show HCJ2015
March	Relief	CareTEX2015/Franchise Show2015



Sewage Works Exhibition'14 Osaka (REVACS)



Barrier Free 2014 / Post-acute Medical Fair 2014 (Relief)

inviting Mr. Izumi Sato, lawyer. The lectures acquired favorable reputation with each having about 60 attendees.



6th Seminar for the personnel in charge of waste management

Relief gives briefings at exhibitions or at the events organized by the clients. In FY2014 the company participated in 51 seminars. Our staff spoke about the importance of putting one's belongings in order while in life from the view point of prevention of domestic accidents introducing the cases of the clients'.



### Holding of Seminars

REVACS

Relief

#### We go for educational activity directed to clients and consumers

REVACS holds seminars for the personnel in charge of waste disposal management.

In July and in December 2014 we held basic seminars on the most frequently inquired subjects from the clients concerning waste disposal, i.e. the consignment contract, and the operation and management of the manifest system. In May we held a lecture meeting on the technical aspects of the Waste Management Law inviting Mr. Fumiaki Nagaoka, president, BUN Environmental Issue Training Center. We held a similar lecture meeting in November

### Joint Service for the Deceased

Relief

#### We respect the deceased and their mementos

Relief biannually holds the joint service in spring and autumn for the deceased and their mementos left. The event to dedicate the mementos was born out of the feelings of our staff who realized what a large sentiment it arises in the sorrowful bereaved families.

We will continue cordial and careful service keeping in mind the sympathy for the deceased person and the bereaved family.



## Approaches to Consumer Issues

### Overseas Reuse Relief

#### We deliver domestic disused items to those who need them in other countries

Relief Corporation, which offers *Okatauzke Service*, came up with an idea to reuse the collected articles in the service. It is going on with an approach to sell the disused items to people who need them overseas.

Some items which have little domestic demand can be exported to the countries which need them. Also, exportation of such items can compensate the feelings of the clients who hesitate to dispose of unspoiled things. In addition, by reusing them, the charge of *Okatauzke Service* can be less as they won't require the cost of disposal.

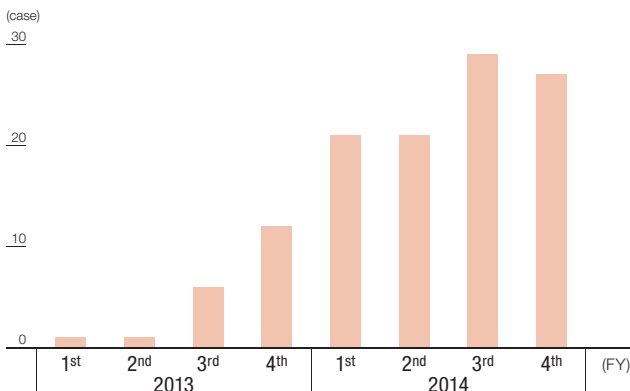
Thanks to the clients who favor such an approach we have been increasing the amount of collected items. Meanwhile, we are steadily expanding a market constructing a network centering on South East Asian countries such as Cambodia and Thailand.

We are going to assign full time personnel in charge on the scene by April 2015 to boost marketing activity and to support the buyers for better services for the overseas customers.



Containerizing

#### Amount of the Container Exported (by quarter)



### Installation of Web Cameras REVACS

#### Real time image of waste treatment is open to public

In order to grasp the process of bringing in or treatment of the waste real time, web cameras were installed in the plant, and the images of which are released on our website.

The web cameras are set on the following four points;  
 (1) Where the waste is brought in and weighed out  
 (2) Where the full-view of the shredding facility is seen  
 (3) The opening of shredding machine\* (4) Yard of the drying facility where the waste is brought in.

The web cameras met with a favorable reception of not only the clients but also people in the community because you can monitor the work anytime and anywhere.

\* For the protection of client's information, image from the number 3 camera is protected by password from being accessed by other people than clients who consigned the waste treatment.



(1) Bringing in the waste



(2) Shredding facility



(3) The opening of shredding machine (exclusive access)



(4) Drying facility

### Prevention of Overloading REVACS

#### The weight of the waste and maximum loading weight of our vehicle is checked up for every consignment

REVACS is engaged in collection and transportation of industrial waste. To prevent overloading, we compare the client's data (weight of the waste) which we routinely receive, with the loading capacity of our vehicle.

Whenever the weight of the waste overruns the loading capacity, we contact the client to check up the fact and examine its cause and devise a countermeasure in cooperation with the client.

### Thorough Execution of Pre-contract

#### We have a strict rule of pre-contract with clients

In consigning and accepting the disposal of industrial waste, a consignment contract is required by law. We have a strict rule to conclude a pre-contract to prevent us from committing an offense against the law.

Especially at REVACS whose waste disposal service is confined to industrial waste, we strive to make a pre-contract by imputing the client's data, and regularly verifying that we have already concluded the contract.

### Waste Measurement System

Relief

Daikyo

#### We visualize the amount of consigned waste as a means of grasping treatment fee and as a tool to realize reduction of waste.

Relief and Daikyo introduced a Scale Packer system (a garbage truck), which can directly weigh loaded waste, and consolidate the data of each client's consignment (waste amount).

Thanks to introduction of Scale Packer, we can show the clients an objective amount of waste treatment. Thanks to its introduction, we came up with some proposals on inhibition or reduction of client's waste occurrence. The visualizing of the waste as digital figure proved to be useful. Client's motivation toward reduction of waste was boosted and we saw better-than expected actual reduction as a whole.

We have also adopted an accounting system to charge a fee at a meter rate, in which reduced waste occurrence results in reduced waste treatment cost. The system grew more and more popular among clients. When the collected amount of waste decreases our group's sales naturally decreases. Yet, we successfully increased our sales in the event thanks to the sale to the new clients we acquired by proposing our waste reduction scheme. We believe that the result is not only the proof of our business efforts but also a confidence of clients in our group.

### Prevention of Items which Are Outside the Contract

REVACS

#### We strive to prevent foreign items from mingling by putting up a notice, for example.

We ask clients to separate treatable items in the consigned waste from non-treatable ones according to our standards.

Mingled items which are not contracted can make proper processing difficult. Especially, should the dangerous objects be contained, it can cause an accident or a fire.

In the event of such a mingling we immediately notify the client for recurrence prevention. To the same effect, we post a list of unacceptable items on the container at the client's yard.



Notice on the container

### Flow in the waste measurement system



Weight of the collected waste is measured.



The client-by-client data are transmitted to the office hitting the send button.



The data of weight measured on site and positional information are displayed real time on the PC monitor and the data is consolidated.

Total figure is reported

Charging by weight



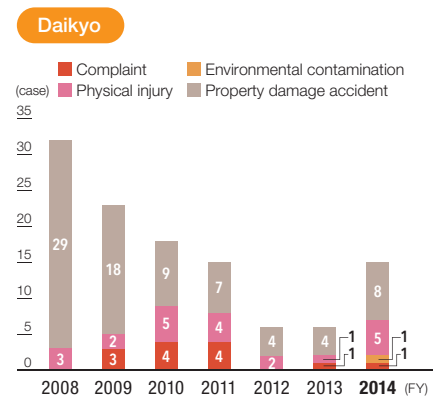
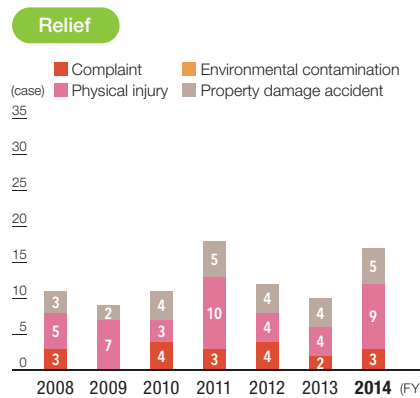
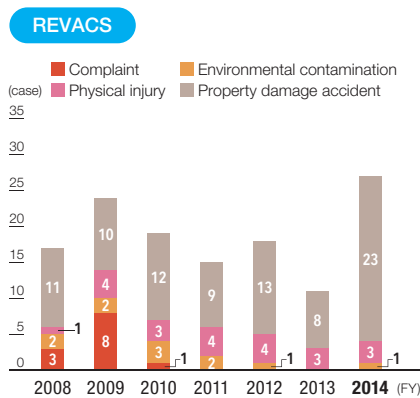
Waste amount, i.e. an equivalent of cost, is grasped, which results in the boosted motivation toward waste reduction.

# Complaints and Accidents

The number of the cases of complaint and accident totaled 59 in FY2014 with 4 complaints, 2 environmental contaminations and 53 other accidents. In comparison with the previous year's results (i. e. 27 cases with 3 complaints, no environmental contaminations and 24 other accidents) the number of accidents increased with each group company.

At REVACS about a half of the accidents were caused by the employees with an experience of less than three years due to the lack of attention and judgment resulted from want of experience. As for Relief and Daikyo, the increase in the cases seems to be attributable to an order increase.

\* For the record of FY2011-2013 please refer to page 46-49



### REVACS

**Complaint: None**  
**Environmental contamination: 1 case**

Description	Cause	Measure taken
While operating vacuum pump at the client's site, waste in liquid form spurted out of the upper part of the truck. The waste flew out over the floor face and into the side ditch.	When the tank has come to fully filled, the suction ordinarily comes to a halt. In this case, the liquid has filled beyond that level.	<ul style="list-style-type: none"> <li>• Discussing with the client we decided to limit the volume of the waste in a single consignment to half the capacity of the tank.</li> <li>• Antifoaming agent was equipped with the tank.</li> </ul>

**Physical injury: 3 cases**

Description	Cause	Measure taken
On the way home by motor cycle, the employee slipped on the wet road when turning left at the crossing and toppled over to burst on the left knee.	Although the road was wet he ran at an ordinary speed.	The information of the accident was shared to call for attention.
While loading wood waste of pallet aboard the truck's rear deck, the worker injured the waist.	In spite of an uncomfortable feeling since a few days before, he engaged in the work and twisted the body at the waist.	<ul style="list-style-type: none"> <li>• A brochure about the types of work that can cause a backache and the ways of coping with it was distributed to call for attention.</li> <li>• Corsets were given out to the section members for backache prevention with an instruction to put it on when engaged in the loading work or suctioning work. It was notified as such.</li> </ul>
On leaving the office for home the staff fell down on the step near the entrance and sprained her right ankle.	It was dark with no outdoor light. Being in a hurry the staff did not mind her step.	<ul style="list-style-type: none"> <li>• A light was decided to be installed in FY2015.</li> <li>• It was instructed that the staff must use the gate to passageway until the outdoor light is installed.</li> </ul>

**Property damage accident: 23 cases**

Description	Cause	Measure taken
While downloading at the Reverse Management Center the load collapsed to hit the surrounding walls.	The operator laded the load in double tier not noticing that the pallet was not of a regular size, and the load lost its balance.	Every worker was requested to check up the type and size of pallet when lading it in plural tiers.
While installing a unit of container at the client's site, the rear end of the container contacted with the piping and damaged it.	Though the container size was different from the ordinary one, the worker followed usual procedure.	It was requested that the containers of proper width and height have to be used.
While turning right a 7t truck in the premises the right rear end of the truck contacted with a pole.	A large-size truck was unloading on the left and a unit of garbage can ahead of the truck. The driver could not afford a wide turn and turned the wheel too quickly.	The passage for the vehicles was cleared prohibiting the allocation of garbage cans in a certain area.
While discharging the waste at the affiliate's treatment site the container hit the piping on the facility's ceiling.	The driver dumped the waste without noticing that the piping aside the passenger's seat was set lower.	The information of the accident was shared to call for attention.
While evacuating from the drying plant the driver halted the vehicle to wait for the shutter to open, when the engine stalled and a fender-mounted side under-mirror had a contact with the shutter.	<ul style="list-style-type: none"> <li>• The car had been halted close to the shutter sheet.</li> <li>• The driver had not anticipated an engine stall.</li> </ul>	The following two points were instructed to the section staff and a notice was duly exhibited at the exit of the drying plant. <ul style="list-style-type: none"> <li>• When stopping the engine in front of the shutter you have to shift the gear to neutral and wait for the shutter to open.</li> <li>• Stop just where the under-mirror comes to the stop line.</li> </ul>
While driving a company vehicle the driver looked off and collided with a parked car.	To confirm the location of the destination the driver tried to pick up a mobile phone and steered in the wrong direction.	The driver was severely reprimanded that he should stop the car to secure safety before manipulating the mobile phone to check the location.

Description	Cause	Measure taken
The undertaker's staff who was engaged in welding to repair the cooker disk of our drying plant. When trying to exit the body of cooker he touched the switch of the welder by mistake. The welder caused sparks between the PT spray can and the cooker's body, and the spray can was broken and caught fire.	<ul style="list-style-type: none"> <li>The staff had placed the spray can close to the cooker disk for efficiency.</li> <li>He had left the torch of the welder on the foothold without thinking much about it, and the switch was on by accident.</li> </ul>	It was decided to apply KY (risk prevision) activity even if it was the work by the undertakers.
When leaving the Reverse Management Center the car hit against the left wall.	Being distracted by the forklift parked on the right, the driver came too close to the left wall.	The information of the accident was shared to call for attention.
2-tiered pallets (crates) collapsed on a parked in the strong wind.	<ul style="list-style-type: none"> <li>The pallets had not been stored at the regular site.</li> <li>Anti-typhoon measures had not been taken.</li> </ul>	<ul style="list-style-type: none"> <li>The procedure manual of recovering the pallet was formulated to secure its storage space.</li> <li>It was affirmed to take a thorough precaution in case a strong wind is expected.</li> </ul>
The driver cross cut the wheel going back into the parking lot, when the vehicle hit against a pole on the left.	The driver easily drove backward not paying due attention to the width and the angle of the vehicle.	The information of the accident was shared to call for attention.
While standing to enter the drying plant the car was hit by the lowering shutter.	As there was not the guiding person, the driver went forward without guidance.	It was notified that the driver has to wait short of the entrance and wait for the instruction of a guide.
While installing a container at a client's site, the rear part of the container contacted with the fire extinguisher box and damaged it.	As it was raining, the driver did not open the car window and guessed the distance solely by the side mirror.	At the meeting aspects of the accident was introduced. The importance to confirm safety in reversing the vehicle, desorption of container, hooking work and in case of derailment were explained.
While moving backward, the vehicle hit against the utility pole.	Distracted by a parked small-size car the driver failed to confirm safety.	The information of the accident was shared to call for attention.
While driving in search of the destination, the driver reversed the car to confirm the address and hit against the utility pole.	Being in a hurry the driver failed to confirm the backward safety.	Driving aptitude test was conducted by the third party institute for the driver.
At the waste storage building while dumping waste, the container box contacted with the fixture attached to the shutter.	The driver stopped the car at an inappropriate position.	The information of the accident was shared to call for attention.
While transferring the burnt residue into the garbage can, claws of the forklift contacted with the shutter of the junk room.	The staff obliged to work in a narrow space of the junk room.	The information of the accident was shared to call for attention.
A lamp on the right side mirror was broken a hit-and-run motor cycle.	The driver could not predict the move of the motor cycle driver.	The information of the accident was introduced to the staff.
While cleansing the pit at the client's facility, the fixed suction hose came off and sprang to break the valve on the piping.	The suction hose had not been fastened fast enough.	<ul style="list-style-type: none"> <li>When fixing a hose it has to be fastened using sino (wrench) avoiding any allowance.</li> <li>All the vacuum cars were provided with sino as a regular item.</li> </ul>
While moving a unit of container at the client's yard using a forklift the container contacted with the fence by accident.	In order to clear out the work place as much as possible, the container was being temporarily placed close to the fence.	The information of the accident was shared to call for attention.
While temporarily placing a 10t container at the car wash the container contacted with the plumbing and broke the piping.	The container was placed too close to the facility without confirming the space.	The information of the accident was shared to call for attention.
While going backward into the parking lot the vehicle crashed into the rear fence with the driver pressing on the gas pedal by mistake.	<ul style="list-style-type: none"> <li>The drivers driving ability and powers of attention were insufficient.</li> <li>The car was not equipped with a rear view monitor.</li> </ul>	It was notified that a car with no rear view monitor must not be driven by a driver who had not obtained the license more than a year before.
While parking the vehicle moving backward on the premises of a group company, it contacted with a business car, which was parked on the right rearward.	<ul style="list-style-type: none"> <li>Being distracted to left side, the driver could not pay due attention on the right.</li> <li>The driver was not used to that vehicle and could not well manipulate it.</li> </ul>	<p>Following points were confirmed.</p> <ul style="list-style-type: none"> <li>Practice a thorough 3- point check when you park a vehicle: rear view mirror, side mirror and a visual check.</li> <li>When parking in a narrow space, get out of the car once and check the rear space (except for the car with a rear view monitor).</li> <li>When you use an unaccustomed vehicle check the equipment and the operating instruction manual in advance.</li> </ul>
When moving the vehicle backward to exit the parking lot moving backward it contacted with a neighboring car with the driver not knowing it was moving.	<ul style="list-style-type: none"> <li>The driver's incompetency</li> <li>The driver checked the condition behind the car merely by the rear view monitor.</li> </ul>	Driving aptitude test was conducted by the third party institute for the driver. He was prohibited to drive until he completes the relevant course.

Relief

Complaint: 3 cases

Description	Cause	Measure taken
We received a report that the waste collecting work on a narrow road had been disturbing the passage of other cars.	Being in a hurry the staff could not care for the other cars.	The driver was instructed to give priority to other cars in any circumstances.
A citizen pointed us that a certain amount of garbage had been left uncollected after the work.	The waste left in the crow-proof net was invisible was overlooked.	Staff members were instructed to be sure to complete the final check at the end of collection work for each collecting point.
A citizen pointed out a poor attitude of the collecting staff.	The staff members were having a break on a parked collecting truck smoking and talking loudly.	Staff members were instructed to pay careful attention to citizens and refrain from an action which can discomfort them even during recess.

Environmental contamination: None

Physical injury: 9 cases

Description	Cause	Measure taken
Collecting garbage the worker ran a nail into the sole of his foot.	He failed to mind his step.	The information of the accident was shared to call for attention.
Arriving at the collection spot, the staff member got off the truck, when he tipped the balance to sprain his left foot.	He inadvertently lost his balance.	The staff was advised to pay attention not to tip balance when getting off the vehicle.
While bringing the load out of the building, the staff member hard hit his right foot and broke the little finger.	Being disturbed the sight of his step by the load he failed to notice a difference in level.	Instruction was given to examine the circumstances in advance and grasp a source of hazard or obstacles if any.
A staff member held a heavy load one-handed and injured his right hand.	He did not follow proper procedure stated in the safety manual.	It was instructed to follow the safety manual.
A staff member was injured his foot with a fraction of the bottle not knowing that it was sticking out of the bottom of a bag.	Insufficient checking of the load.	The information of the accident was shared to call for attention.
While taking out the piled up furniture two-handed starting from the top, the furniture laid in the middle came collapsing and one of the staffs fractured his toe.	Insufficient prevision of danger and absence of proper protective gear.	Staffs were provided with safety shoes.

Description	Cause	Measure taken
When turning right the load packer the right side mirror contacted with a pedestrian.	The driver neglected a confirmation of safe conditions.	A strict reprimand was given to the driver. And instructed all the employees to practice thorough confirmation of safe conditions.
Not noticing a difference in level between garbage collection spot and the street gutter, the staff hit his left foot and fractured the middle finger.	Concentrating on the work the staff failed to mind his step.	It was instructed to firmly grasp the working environment.
On moving to the next garbage collection spot, a staff member fell over a steel platform and got bruise on the right knee.	He failed to carefully watch his step.	The information of the accident was shared to call for attention.

**Property damage accident: 5 cases**

Description	Cause	Measure taken
Our vehicle contacted with a car while driving backward to skirt around a parked car in the way.	Confirmation of a rear safe condition was not enough.	It was instructed that the collection should be postponed or the staff should ask our office for instruction in case it is difficult for the truck to pass by the parked cars.
Our truck collided with the walls of garbage collection spot while reversing it to make way for an approaching car on a narrow road.	The driver failed to confirm the rear safe condition in a hurry.	The information of the accident was shared to call for attention.
The driver parked the truck on a sloping road using a hand brake. When he left the truck it started moving to collide with the utility pole.	The side brake did not work well due to an incomplete parking measure.	<ul style="list-style-type: none"> <li>In case of a small quantity of rubbish, the driver should stay in the car.</li> <li>It was instructed to use wheel stoppers when parking on a sloped road.</li> </ul>
When turning left at the intersection, our vehicle had a collision with a motor cycle which was coming from left rear.	The driver was not carefully watching the side mirror.	Driving aptitude test was conducted by the third party institute for the driver.
Our vehicle collided with a parked car from behind.	It was caused by an inattentive driving.	The information of the accident was shared to call for attention.

**Daikyo**

**Complaint: 1 case**

Description	Cause	Measure taken
A client pointed out that our garbage collecting truck often runs the premises exceeding the speed limit (15km/h).	Being accustomed to the routine, the driver had forgotten to strictly observe the rule.	We called for the compliance with the rules on the premises of the clients.

**Environmental contamination: 1 case**

Description	Cause	Measure taken
Drain pipe had not been completely cleansed. Sludge was still accumulated in clusters and the waste water flowed out into the kitchen.	On-site preliminary inspection was insufficient.	Points to be kept in mind with the preliminary inspection were explained at the sales section meeting.

**Physical injury: 5 cases**

Description	Cause	Measure taken
A staff member had left a utility hole opened to cleanse it later. While he was doing other work he fell into the hole on his left foot forgetting he had opened it. He got a broken rib-bone.	He had not put up a sign board required for the work and left the utility hole opened.	The rule was reconfirmed and a supplementary description was added to the procedure manual.
On turning right at an intersection, the car had a minor collision with a bicycle coming straight.	Insufficient attention to forward safe condition.	<ul style="list-style-type: none"> <li>Special safety course was held.</li> <li>The procedure manual was read once again.</li> </ul>
Our staff member was cleansing a utility hole with the lid opened, when a motor cycle passed by the hole. The motor cycle's wheel hit against the edge of the opening, and the driver injured his wrist with the shock of it.	<ul style="list-style-type: none"> <li>The staff member had not put up the sign on ground that it was a short-time work.</li> <li>He neglected to shut up the hole.</li> </ul>	It was instructed again to work following the safety manual.
The staff member got off the truck to collect the rubbish, when he sprained his left ankle due to a difference in level.	Safety of step was not well confirmed.	It was instructed to confirm the surrounding conditions in advance.
During waste collecting work the staff member suddenly fell down when he held on tight, losing strength of the both ankles, and hit against the wall on the head.	<ul style="list-style-type: none"> <li>Carelessness with doing usual work</li> <li>Overconfidence in own physical strength</li> </ul>	The information of accident was introduced including the importance of grasping the work environment of the collection spot. The importance of not being over confident in own physical strength was confirmed.

**Property damage accident: 8 cases**

Description	Cause	Measure taken
While reversing the car at the garbage collection spot on a narrow road the left end of the car contacted with the gate post.	Distracted by the right side the checking of the left side was delayed.	It was instructed that the car has to be guided by the assistant on the road with little view and that the driver must not move the car until the assistant's direction.
While driving the truck loaded with waste the driver noticed smoke was going up. The smoke was put out at the nearby fire station.	Steel cylinders and spray cans were mingled in the load.	It was instructed to confirm the content of the waste.
With the driver steering in the wrong direction the left side mirror contacted with the signboard.	It was caused by a slip of hand.	We called for this driver's attention.
When trying to park the car moving backward at the collection spot the left safety bar contacted with the right front of a parked car.	Insufficient check on the left.	It was instructed that the assistant should guide the driver in a poor road condition such as a narrow passage.
When collecting incombustibles a vehicle fire occurred.	Steel cylinders and spray cans were mingled in the garbage.	<ul style="list-style-type: none"> <li>We confirmed not to take in the material that can cause fire.</li> <li>We requested the city office to have the citizen strictly conform to the rules of separating waste materials.</li> </ul>
At the collection spot the truck contacted with the gate while moving backward.	The driver was not watching the rear view monitor.	We instructed the driver to get off the truck to check the circumstance when it is difficult to correctly grasp it on board.
While trying to pass by a parked car on one-way street our car contacted with it.	Distracted by the left side the check on the right was insufficient.	The information of the accident was shared to call for attention.
While running a bumpy road in the school compound, the swaying vehicle contacted with a parked car.	The compound was under working and was filled with parked cars. The driver assumed that there would not be any danger.	The information of the accident was shared to call for attention.

## Expectation and Tasks for the New REVACS Group

A dialogue with experts was held on July 27, 2015 inviting Ms. Makiko Akabane, Country Director, Japan, CSR Asia, Prof. Nobuyoshi Ohmuro, Faculty of Business Administration, Kyoto Sangyo University and Mr. Eiji Yamamoto, Mitsubishi UFJ Research & Consulting Co., Ltd. In the dialogue, REVACS received various ideas and suggestions for the group such as the importance of the dissemination of the business principle into the group and our stance to operate the business under the holding company system.



### Further devices for the dissemination of the new business principle required of REVACS group

● **Akazawa** I believe what matters the most for business management is consistency that is sustainable. I have operated the business cherishing the idea that our business should coexist with society and local residents and that we have to make the workers to have feelings of comfort and worthwhileness at home and at their place of work.

REVACS group consists of the three companies with different business fields and different characteristics, i.e. REVACS, Relief and Daikyo Corporations. Each company had independently operated business and CSR activities before April 2015, when the holding company was formed. It seemed to be the right time when we had thought about the way of operation and the role of the member companies in REVACS group from the view point of the group's sustainability in cooperation of the three companies instead of making company-by-company effort.

● **Akabane** What triggered you to decide the transfer to the holding company system?

● **Akazawa** First, I found that the range of work in which a worker should decide on his own responsibility had become too wide as the business area became wider. Whereas, my belief is that a business has to be operated by the experts of each company on their own responsibility. I expect that, by doing so there would be employees who want to achieve their own growth and goals through the job

and the ones who want to be in a responsible position of a new project. Then I sought the way to realize an organization or a company that can support persons with such capability and orientation for work, and I got the idea to form a holding company. I thought the holding company system could serve as a stage on which every employee can act a role, that is, a *platform* for the overall group.

At present, I am seeking, with the presidents of the three companies, how we should proceed as a group and how the Holdings Corporation should cooperate with each company.

● **Yamamoto** The largest change for REVACS group in FY2014 was that CEO Akazawa left the position of the representative executive of the three companies. Mr. Akazawa, who had been a playing manager is able to keep his mind solely on the management of the Holdings Corporation now.

● **Akazawa** At the shift to the holding company system, we newly laid out the group's principles and mission *goho-yoshi*. It is not a new concept, but it is only an extension of our conventional management principle. We simplified it as '*goho-yoshi*' as the previous management principle was a little long. In order that the business is accepted by society with the employees being able to work with a pride and keep growing for the future, the company is required to incorporate the values of all stakeholders. For this reason, we put our desire in one word *goho-yoshi* (*good for all five sides*). i.e. *urite yoshi* (good for seller) *kaite yoshi* (good for buyer), *seken yoshi* (good for society), *tedai yoshi*





Ms. Makiko Akabane  
Country Director, Japan, CSR Asia

She has been involved in various CSR projects all over the world such as Starbucks Japan and many other multinational businesses of various kinds. She also serves as advisor of the NGOs and Companies Partnership Promotion Network of Japan (NGO Center for International Cooperation).



Professor  
Nobuyoshi Ohmuro  
Faculty of Business Administration,  
Kyoto Sangyo University

Professor Ohmuro specializes in Social Business, which aims to solve social problems applying the techniques of business management. He is active in a wide area being chairperson of Kyoto Social Business Support Executive Committee, General Director of Kinki Social Business Networking etc.



Mr. Eiji Yamamoto  
Chief Consultant, Change Management  
Consulting Dept., Consulting &  
International Business Division, Mitsubishi  
UFJ Research & Consulting Co., Ltd.

Mr. Yamamoto has engaged in over 200 consulting works in wide ranging business corporations including steel, chemicals machinery, food, textiles manufacturers, distributors and those in service industries. He actively proposes aggressive business strategies and transmits messages to society.



Kenichi Akazawa  
President and Chief Executive Officer  
REVACS Holdings Corporation

(good for employee) and mago-ko yoshi (good for future generations)

● **Ohmuro** The word *goho-yoshi* sounds nice. The company has to think about how to explain it to the employees. It would be preferable if there were criteria by which employees could judge their behavior in terms of the principles, such as further detailed action guidelines.

● **Akabane** I agree. It compactly expresses a management principle. In my experience as a person in charge of CSR in multinational enterprises, they had short mission statements, that is, business concepts, which had been transmitted to the employees. On the other hand, they had detailed action guidelines, where behaviors were defined in detail saying that one is allowed to do this or that one cannot do that, which workers often used as a benchmark.

In addition, in the multinational enterprise, their management principle has a device to enable the employees whom the proprietor had never seen in person to correctly understand his intentions. Naturally as the company grows larger, the number of employees whom Mr. Akazawa can talk with becomes smaller. It will therefore become more and more important to have methods to make the principle comprehensible to anyone reading it.

● **Ohmuro** The *ideal type* of management is successful when it is able to express its principle intelligibly to employees. In other words, it depends on how far Mr. Akazawa can communicate with the employees.

● **Yamamoto** I have been presenting the group's monthly management meeting, but I am not confident that employees could explain such matters by saying "The business principle of our company is such and such" or "My opinion of CSR is such and such".

● **Ohmuro** Once you have seen an overview, you will see the whole picture. As Mr. Yamamoto has said, the employees have not seen the whole picture yet.

The company must make daily efforts to have them see it. It will be the next big theme how to extend philosophy of Mr. Akazawa to them.

● **Akabane** Company of the *ideal type* management makes efforts not only in accurately extending their management principles or judgment standards to the employees through induction course etc., but also in nurturing the personnel who receive their message. In that sense it is important to bring up a *missionary* who can convey the thoughts of Mr. Akazawa.

● **Waste disposer's CSR activity diminishes waste generation— creation of new businesses is essential to cope with such a contradiction**

● **Akazawa** The vision of our group states that we aim to found twenty *goho-yoshi* companies by 2026 to be a 10 billion yen business group.

Out of the eleven business projects being undertaken

by the group, two or three are expected to be independent companies in five years or so. I would like to support staff members who aspire to be the presidents of these companies. I have a picture of making twenty such entities by 2026 to achieve a sale of 10 billion yen level.

● **Ohmuro** REVACS group is actively practicing CSR, yet it faces a problem in that the more it promotes the reduction of waste in the environment the less there is for it to process, making steady business difficult. Finding projects to compensate for this loss is a very important task. The inauguration of a memento disposition service was a most sensible approach.

● **Akazawa** The business principle and mission were expressed so far with the context of a waste disposal and environmental business. This time the term *waste* has been deleted in the statement because of such contradictions as you have just stated. Naturally no occurrence of waste is ideal economically and environmentally. It is correct that we are a group of people who started in the waste disposal business and have engaged in it for many years. We cannot deny that waste occurrence is steadily decreasing even if it never becomes zero. In order to adapt to such a change in social conditions we need to shift to services which do not simply dispose of the waste materials and prevent them from occurring.

● **Ohmuro** Is the biomass fuel business one of such businesses?

● **Akazawa** Yes, it is. And so is the memento disposition service and grease trap cleansing. 'swell', the cleaning/cleansing service of the waste water treatment facility, is targeted at the one step ahead of waste generation. For those who have regarded their job to dispose of the wastes, it is not easy to shift themselves to other service than waste disposal. I am also thinking of expanding the business field gradually. I would not abruptly transfer the business to the one in the quite different field, but want to move to one stage before the waste disposal.

● **Ohmuro** You mean some independent business will emerge out of them, don't you?

● **Akazawa** Yes. But loss-making projects are not acceptable. It is important for a business to be set up as a profit-making entity. Suppose present three companies are waste disposers, the fourth or fifth company will be in the business close to the three. To take the case of fuel production from the waste by REVACS Corporation, it is not anymore a waste disposal business but an energy creating business.

● **Ohmuro** The time to rebuild the incineration system built in the high-growth period will come in the near future. I would like to suggest that the REVACS group be prepared to make a proposition with it which includes not only technical aspect but also effect on environment, costs and an operating system to utilize it.

### In order to break out of the shell and create a new culture

● **Akazawa** As I first said, a business has to keep growing making profits persistently. In its process it is necessary to actively communicate with the people from NPO and NGO to understand the social challenges and find new sources of business. It will eventually result in an innovation. When the business companies bring it up balancing its social and economic aspects considering the current of age, timing, exterior and interior environment to launch it as a business, I believe that it will make a realization of *an intention of good management* which corresponds to the corporate social responsibility (CSR).

● **Ohmuro** A business grows larger when the business has social and economic merits with their multiplier effect. And the employees grow together. So, the company needs to devise in order to have its employees understand that CSR has a direct effect on their main business.

● **Akazawa** I agree with you. As for myself, I have put forward the social contribution activity with clear idea, purpose and intention on my side, however, as the range of activity grows larger I have come to have a sense of out-of-focus. I would like the employees share the original intention of our CSR activity and together enjoy the opportunity of participating in it. I think the participants to the 2015 Kodomo Nogyo Juku had a chance to have such an opportunity.

● **Ohmuro** The purpose of any activity not just CSR will lose its focus when it becomes routine. This need not be the case if changes are gradual and new members are given the tasks of planning and organization of activities instead of



## Concept of CSR for REVACS Group



mere repetition. It will also be important to build a system which enables the employees to create a new program on their own initiative.

● **Akabane** Social contribution activity with the participation of the employees will be an effective tool to enable people who have different values share a common viewpoint especially when a company has seen a rapid growth or an organizational change. There are several points that need to be paid attention. First, the purpose and principle of the activity —for what reason the activity is made. Second, it must be an opportunity that the employees cannot otherwise experience. Third, it has to be something which adds to development of employees' capability. And the last, it should be something, if possible, that can be accepted with appreciation by the local community.

● **Yamamoto** REVACS management has just started to change to a holding company system with the concept that CSR corresponds to *an intention of good management*. The company will face many new challenges with business and CSR activities as well. At this time, I can well understand the REVACS's present efforts focused on the human resource development including a coaching system.

● **Ohmuro** From the stand point to regard a holding company system to be a *platform*, I would like to bring up a question of how to practice *goho-yoshi* in the management. The concept of *goho-yoshi* needs to bear an objective sense on that *platform*. The *platform* with abstract motto could lead to the state of 'anything goes' and the group could lose focus. I suggest that the function of the *platform* itself needs to have some clear characterization.

● **Yamamoto** REVACS has so far adopted the strategy specialized in the waste treatment, which you may call it a mono-cultural strategy. In order to get away from it and achieve a new vision, it is required to recruit workers of a different type which the group has never had before and create a new culture with them.

● **Ohmuro** When you hear frank opinions of your closely related stakeholders including your employees, local citizens, clients etc. you will find a new dimension or ideas. When you can reflect them on your business operation or CSR activity, the group can come closer to realizing its vision. I suggest the company will consider having such a public opportunity to hear from wide range of stakeholders.

### In Appreciation of the Dialogue

I very much appreciated your valuable opinions and advices.

I regard FY2015 as a year for us to seek how the holdings company should play its role in its inaugural year to support each company to grow smoothly. Some of the opinions and indications coincided with the problem we have, and it has made our tasks for the next year clearer. We will go ahead steadily. We appreciate your further assistance.



TOPICS

**Employees support children's agricultural experience and study, as regular staff**

We hold 6-month 'Kodomo Nogyo Juku' (Children's agricultural school) directed to the fourth to sixth graders in primary schools in Nishinomiya at the farm land near Kabutoyama to have them experience rice cultivation. It aims to teach children pleasures and difficulties of growing crops as well as the meaning of the cycle of natural resources through agricultural experience. The event has been held since 2011 organized by Relief in cooperation of the secretariat LEAF.

The event marked the fourth year in FY2014, and was held as part of educational course for our new recruits with whole group's participation.



List of activities

**The 1st session (May 31)**

Compost-making; Onion harvesting; Planting seedlings of sweet potato and tomato; Rice seedling planting.

**The 2nd session (July 26)**

Living nature observation; Weeding in the paddy; Broccoli seedling planting; Sweet corn harvesting

**The 3rd session (September 18/19)**

Rice harvesting/Grain threshing; Sweet potato harvesting; Curry and rice cooking

**The 4th session (December 6)**

Radish harvesting; Shimenawa making; Report writing

**■ Rice growing**

The rice seedling which was transplanted in May had born rich grains in September. We harvested rice following the traditional way as follows: first, we cut the rice plant with a sickle and hang them on the rack called *hasa* to dry in the sun, then threshed the grain using a traditional foot thresher and removed the hull of the grain in a motar or a bowl.

**■ Planting and harvesting vegetables**

We planted seedlings of sweet potato and tomato in May, and broccoli in July. We harvested tomato in July and sweet potato in September. In addition, we reaped sweet corn in July and radish in December and appreciated the tastes of seasonal vegetables.

**■ Preparing the soil for cultivation**

We began compost making in May mixing fallen leaves from Mt. Kabutoyama with rice bran, hen down and lime, which we repeated several times. In July we turned over the soil to find it to have become a littler darker. And in October it had become a matured soil with larvae of beetles and Japanese drone beetles living in it. The soil is used for the vegetable field at Kabutoyama farm land.

**■ Living nature watching**

We caught living matters which were found in the field, paddy field or rivers at Kabutoyama farm land and observe them. We learned about the circulation of water in natural environment as well as about food chain.

**■ Curry and rice cooking**

We challenged curry and rice cooking and rice boiling with camping pots using vegetables harvested in the Kabutoyama farm land. Families of the children and us enjoyed the curry and rice cooked by the children. The curry and rice shared with many people under the blue sky tasted especially good and filled all of us with smiles.

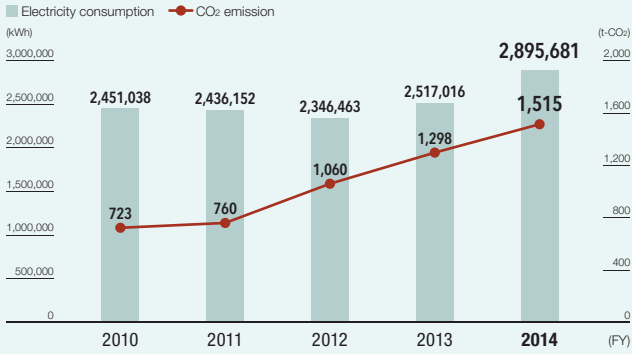
**■ Shimenawa making**

In December we made *shimenawa* with the rice straws which we have reaped. Having tough time of making it for the first time children and the parents have completed fine *shimenawa* ornaments for the New Year's Day.

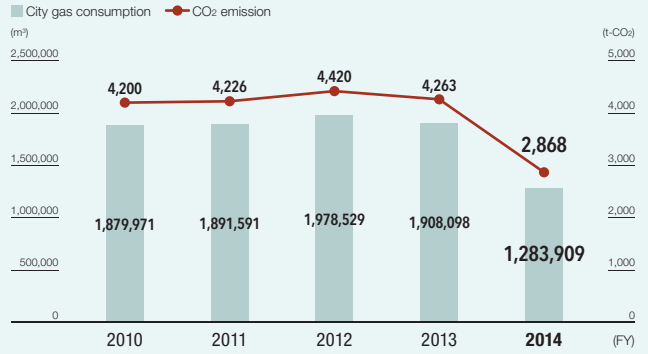


The graphs show transition in the environmental performance by REVACS group for the past five years. The INPUT and OUTPUT data are useful indices for us to improve our environmental approach.

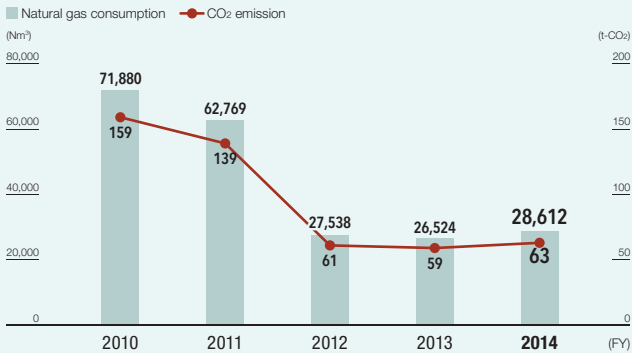
### Electricity consumption



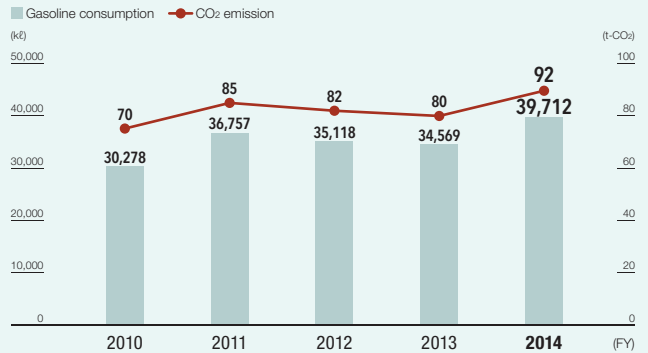
### City gas consumption



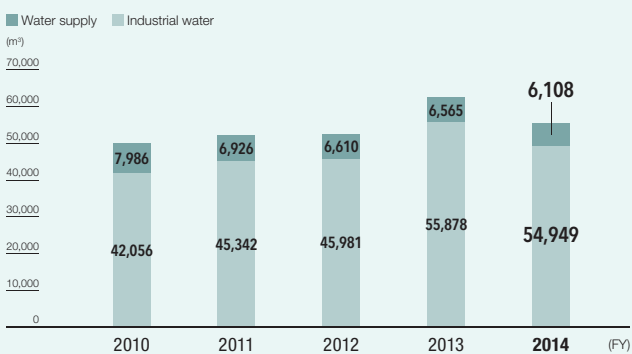
### Natural gas consumption



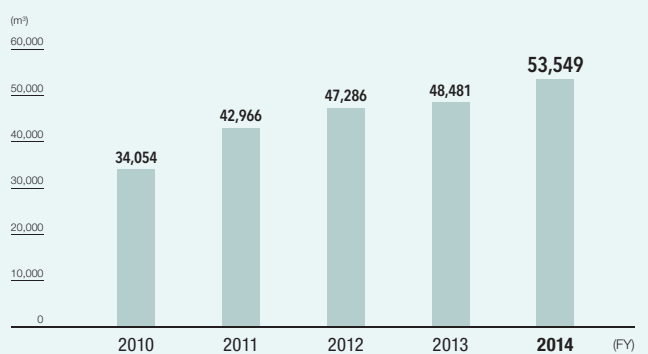
### Gasoline consumption



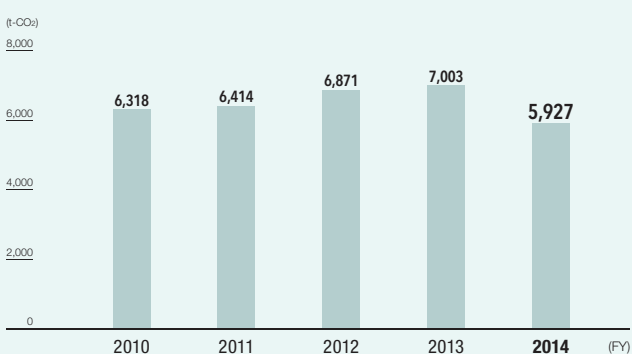
### Water consumption



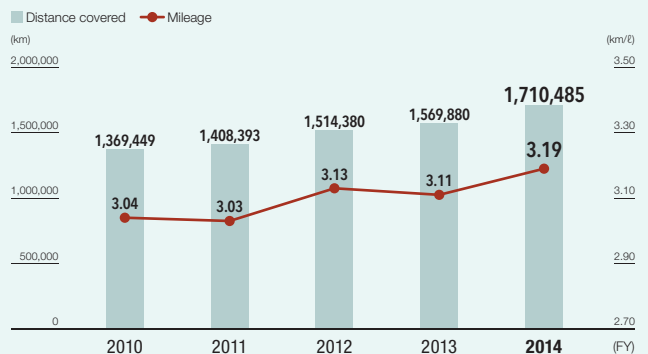
### Discharge into a body of water



### CO2 total emission



### Mileage of diesel oil



REVACS practices periodical measurement of odor, water quality or air pollutants in compliance with laws and environmental preservation agreement. In FY2014, we could clear the regulation standard in every measurement item the same as the previous FY.

#### Odor measurement results (Measured at four points on the border of the premises on October 27, 2014)

Offensive odor substance	Regulation standard	East side	West side	North side	South side
Ammonia	1	<0.05	<0.05	<0.05	<0.05
Methy mercaptan	0.002	<0.0005	<0.0005	<0.0005	<0.0005
Hydrogen sulfide	0.02	<0.0005	<0.0005	<0.0005	<0.0005
Methyl sulfide	0.01	<0.0005	<0.0005	<0.0005	<0.0005
Dimethyl disulfide	0.009	<0.0005	<0.0005	<0.0005	<0.0005
Trimethylamine	0.005	<0.0008	<0.0008	<0.0008	<0.0008
Acetaldehyde	0.05	<0.004	<0.004	<0.004	<0.004
Propionaldehyde	0.05	<0.004	<0.004	<0.004	<0.004
N-butylaldehyde	0.009	<0.0008	<0.0008	<0.0008	<0.0008
Isobutylaldehyde	0.02	<0.002	<0.002	<0.002	<0.002
N-valeraldehyde	0.009	<0.0008	<0.0008	<0.0008	<0.0008
Isovaleraldehyde	0.003	<0.0004	<0.0004	<0.0004	<0.0004
Isobutanol	0.9	<0.05	<0.05	<0.05	<0.05
Ethyl acetate	3	<0.1	<0.1	<0.1	<0.1
Methyl isobutyl ketone	1	<0.05	<0.05	<0.05	<0.05
Toluene	10	<0.5	<0.5	<0.5	<0.5
Stylene	0.4	<0.01	<0.01	<0.01	<0.01
Xylene	1	<0.05	<0.05	<0.05	<0.05
Propionic acid	0.03	<0.0005	<0.0005	<0.0005	<0.0005
N-butyric acid	0.001	<0.0005	<0.0005	<0.0005	<0.0005
N-valeric acid	0.0009	<0.0005	<0.0005	<0.0005	<0.0005
Isovaleric acid	0.001	<0.0005	<0.0005	<0.0005	<0.0005
Odor concentration	30	<10	<10	<10	<10

#### Air pollutant measurement results (Measured on October 27, 2014 [I] and March 12, 2015[II])

Measurement item	Emission standard	Unit	[I]	[II]	Average	
NOx	Emission standard	150	ppm	44	62	53
	Emission per hour	0.42	m <sup>3</sup> N	0.35	0.31	0.33
	Emission per year	6.20	t	5.2	5.4	5.3
Soot and dust	Emission standard	0.05	g/m <sup>3</sup> N	<0.001	<0.001	<0.001

#### Water-quality inspection result (heavy metal etc.) (Sampling on June 16, 2014)

Measurement item	Unit	Regulation standard	Result
Water temperature	°C	≤45	24.3
pH	—	5.0 - 9.0	7.7
Cadmium	mg/l	≤0.03	<0.005
Cyanide	mg/l	≤0.3	<0.1
Lead	mg/l	≤0.1	<0.01
Hexavalent chromium	mg/l	≤0.1	<0.02
Arsenic	mg/l	≤0.05	<0.01
Total mercury	mg/l	≤0.005	<0.0005
Total chromium	mg/l	≤2	<0.02
Copper	mg/l	≤3	<0.1
Zinc	mg/l	≤2	<0.01
Soluble iron	mg/l	≤10	0.3
Soluble manganese	mg/l	≤10	<0.1
Animal and plant oil concentration	mg/l	≤30	<1
Mineral oil concentration	mg/l	≤5	<1

#### Water-quality inspection by Nishinomiya city (FY2014)

Measurement item	Regulation standard	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Water temperature	—	18	23	28	30	31	28	22	16	14	12	12	13
pH	5.0 - 9.0	6.5	6.9	6.7	7.0	6.8	6.5	6.5	7.0	6.6	7.0	7.1	6.4
BOD	≤600mg/l	220	4	8	3	10	1	<1	84	230	270	7	8
SS	≤600mg/l	250	4	2	1	<1	1	1	40	5	88	<1	<1

FY2013

## REVACS

Complaint: 0 case

Environmental contamination: 0 case

Physical injury: 3 cases

Description	Cause	Measure taken
While picking up a flexible container in the storeroom, the worker fell down into the pit to cause costal bone fracture. He didn't notice the border of the floor and the pit.	Though the worker knew there was an opening he failed to watch his step having been distracted by the flexible container.	The opening was closed up. We checked up if there were other similar spots.
While working on (and inside) the tank at the treatment facility under the scorching sun, the worker developed heat disorder-like symptom. We sent him to the hospital.	The work being behind the schedule, the lunch break was delayed by two hours. The worker could not rest well.	<ul style="list-style-type: none"> <li>It was instructed to wear a vest with cold insulator when working in hot environment.</li> <li>It was instructed to have the worker take the regular rest break.</li> </ul>
While sorting the waste at the foot of a pile of waste, a large piece fell down upon the worker to cause a fracture of little finger.	To save labor the worker had not made the pile flat in advance.	When a pile of waste includes heavy object, it has to be spread before sorting.

Property damage: 8 cases

Description	Cause	Measure taken
While reversing the vehicle to dump the load at the affiliate's treatment facility the vehicle collided with the pillar.	The worker presumed it was safe enough and failed to pay due attention to rear safety.	The information of the accident was shared to call for attention.
At the client's site while entering backwards, the driver tried to cut back, when the rear corner on the front passenger seat side hit the shutter rail and damaged it.	Wrong angle of backward approach required a cut back. The driver was distracted by the front area and could not pay due attention to rear safety.	The information of the accident was shared to call for attention.
The driver of the commercial vehicle hit the utility pole behind while turning the wheel to reverse the car.	Being distracted by a baggage which dropped close to the foot, the driver failed to pay due attention.	A rule to tidy up the car's interior once a month was added anew to the format for monthly driving report.
The vehicle hit the rail at the loading site of the treatment facility when it moved forward with the retractable canopy opened.	The driver failed to check on the canopy.	It was instructed that drivers have to inspect the state of the automatic retractable canopy from outside the vehicle. The procedure manual was duly revised.
In the parking lot the commercial vehicle had a minor collision with a pole on the left front. The driver was reversing the car turning the wheel.	The driver was distracted by the parking fee adjustment machine and failed to confirm surrounding conditions.	The information of the accident was shared to call for attention.
The sheet rail at the transshipment/storage site had been distorted with the rail's welded point being broken apart.	It was caused by a heavy machine which had driven close by the pillar in an attempt to push back the jutting waste.	A tape with reflecting coating was attached on the sheet rail so as the heavy machine operator can see it.
The driver hit and damaged the overhead iron structure of the client's with attached arm of the vehicle. He had just unloaded the container in the client's yard and started the vehicle while lifting up the attached arm.	He had been there many times to receive the waste and was accustomed to the site. He presumed the arm would not hit the overhead structure.	The information of the accident was shared to call for attention.
While unloading the waste using the shovel, the waste which was pushed by the shovel pressed the partition on the vehicle to deform it.	The shovel operator had not been told that the vehicle had the partition.	The information of the accident was shared to call for attention.

## Relief

Complaint: 2 cases

Description	Cause	Measure taken
A citizen informed us that our garbage truck is going off the regular course.	The staff member had not confirmed the course well.	The work procedure was reconfirmed at the section concerned.
Untreatable items were mingled in the waste consigned to an affiliate's treatment site.	Check of the waste content was incomplete.	It was instructed to ensure the checking of the waste when collecting it.

Environmental contamination: 0 case

Physical injury: 4 cases

Description	Cause	Measure taken
When getting off the vehicle the driver stumbled not noticing a difference in level and injured his ankle.	The staff member did not watch his step well.	It was instructed to check the surrounding before the work whether there is any hazard source or obstacle.
While moving the used pallets from the container to a storage site, the staff member got his hand caught between the piled up pallets and got injured.	The work was done by hand instead of using a forklift.	The work procedure was reconfirmed at the section concerned.
While collecting non-burnable waste, the staff member turned the rolling plate of the garbage truck (packer), when a bottle busted and hit and injured him on the right eyelid.	He covered the waste using a box not with a sheet.	The procedure was reconfirmed at the section concerned.
Driver's assistant was run over his left foot by the front wheel and had a bruise, as the driver tried to move forward after he got off.	The driver neglected to confirm the safe conditions and wasn't aware that the assistant stayed close to the truck.	The information of the accident was shared to call for attention.

Property damage: 4 cases

Description	Cause	Measure taken
The driver parked the car on a sloping road using a hand brake to collect the waste. The truck started moving and collided with a car behind.	The hand brake did not work well due to an incomplete setting.	Strict reprimand was given to the staff member concerned. It was instructed to all the staff to practice a thorough confirmation of safety.
Our car ran off the road in the gutter and toppled sideways on the opposite traffic line when the driver hurriedly turned the wheel at the sight of oncoming car which crossed the center line.	In a prompt action the driver failed to avert the coming car.	Strict reprimand was given to the staff member concerned. It was instructed to all the staff to practice a thorough confirmation of safety.
While passing by a parked car, the rear door of the car contacted with the counterpart's mirror.	Though it was a narrow road, the driver dared to pass by the car.	The information of the accident was shared to call for attention.
When vehicle car slowed down and pulled over to turn left, a motor cycle which was trying to pass by contacted with our vehicle.	The driver failed to confirm the rearward safety.	Strict reprimand was given to the staff concerned. It was instructed to all the staff to practice a thorough confirmation of safety.

## Daikyo

Complaint: 1 case

Description	Cause	Measure taken
A motor bike rider informed us that he felt threatened by the rough driving of a garbage truck.	The driving recorder was checked. It turned out the truck had been running within the speed limit. A care for the pedestrians or bike riders was not enough.	We made all the staff aware of the fact that truck's large body tends to give a threatening impression to others.

Environmental contamination: 0 case

Physical injury: 1 case

Description	Cause	Measure taken
A staff member hit against the wall on the head and had a lacerate wound when he looked back after picking up the waste laid in the innermost recess of the collection spot.	The staff member focused on the speedy work and couldn't well perceive the surrounding conditions.	The collection spots which may have similar hazard source were checked out. We called for attention of all the staff.

**Property damage: 4 cases**

Description	Cause	Measure taken
The left side of our vehicle contacted with and damaged edge of the eaves while running through a narrow road in the residential area.	As the staff member was driving a larger truck than he is accustomed to, he was not sure of its width and the height and neither confirmed the safety well.	<ul style="list-style-type: none"> <li>It was instructed that the driver should know of an obstacle on the road, if any.</li> <li>Thorough check of the width and height is required when it comes to an unaccustomed vehicle.</li> </ul>
Our vehicle bumped into a car which had halted to cede ground to the bus which was leaving the bus stop.	The flow of traffic being smooth, the driver unwarily failed to confirm the safe conditions in front.	It was instructed to keep a safe distance from the car in front and to anticipate possible happenings with driving.
While reversing the truck into the collection spot it contacted with a car.	The check through rear view monitor was not good enough.	It was instructed to all the staff that the truck has to be guided in the place with a poor view.
Going in the intersection, our vehicle contacted with a car which ignored the stop sign.	Being on the priority road, the driver assumed that it would be safe.	It was instructed to drive more carefully than usual under a bad weather condition.

**FY2012****REVACS****Complaint: 0 case****Environmental contamination: 1 case**

Description	Cause	Measure taken
While transporting waste material on a flat-bed truck a part of it collapsed to drop.	The load was not fastened fast enough to the truck.	The process in using flat-bed truck was re checked to call for attentions of all section members.

**Physical injury: 4 cases**

Description	Cause	Measure taken
The worker was stabbed on the back with a hopper blade while engaged in a maintenance job at the drying plant.	He was at work near a sharp blade.	It was instructed that one has to remove all the blades off the hopper before the maintenance work, and, to practice KY ( <i>Kiken yochi</i> or risk prediction) procedure in advance.
The worker sprained lower back while loading a unit of paper tube (about 100kg) at the client's site.	He lifted up the drum holding it sidewise in order to get it in the space of the container to accommodate whole load at once.	It was instructed that a heavy load has to be loaded using heavy equipment, and we asked the relevant clients to implement as such in their safety precaution rules.
The worker had a lacerate wound on the right knee with a flipped rotating blade while cutting a pipe using a grinder.	As scaffoldings were not available, the worker was using grinder one-handed.	It was instructed that the scaffoldings have to be prepared if any risks of losing balance is expected. The staff was given an outside safety education course.
While collecting garbage the staff had a dislocation on the right shoulder when he mounted the rear deck of the truck.	He was not aware of his declining physical ability with age.	The worker was advised to call his attention.

**Property damage: 13 cases**

Description	Cause	Measure taken
The vehicle had a minor collision with the wall while going in reverse in the waste generator's site.	The driver failed to fully confirm rear safe condition.	The information of the accident was shared to call for attention.
The vehicle had a contact with the flower bed while reversing the car in the client's parking lot.	The driver failed to confirm rear safe condition.	The information of the accident was shared to call for attention.
When the driver opened the canopy of container, it hit the web-camera in front of the treatment facility to damage it.	It was early in the morning and no one was seen in front of the facility, so the driver did not pay special attention choosing a parking spot.	It was instructed that the canopy's opening/closing check before departure has to be done in the designated location.
The vehicle had a minor collision with a parked car at the parking lot of the client's.	Inexperienced in driving, the driver felt pressed in turning the wheel. Besides, wearing high-heeled shoes she could not quickly put on the brake.	It was instructed that the female employees must not drive wearing high-heeled shoes (3cm and above.)
While loading biomass fuel a piece of lump fell on the vehicle's cabin and damaged the sheet storage site.	The biomass fuel had been coagulated in the steel tank to come off in a large piece of lump.	It was instructed that if lumps are found they have to be taken out and crushed before loading.
While compressing iron scrap inside the container using a heavy machine, a part of scrap fell off to chap the machine's window glass.	The container was loaded with steel scrap beyond its upper limit in height.	The information of the accident was shared to call for attention.
The driver started the vehicle whose canopy was not completely shut. The canopy hit the shutter rail of the treatment facility.	The driver failed to confirm closure of the canopy.	The information of the accident was shared to call for attention.
While entering the parking lot, the vehicle collided with the gate post.	Safe condition on the left was not well confirmed.	The information of the accident was shared to call for attention.
While unloading the dump truck raising the rear deck, the container door contacted with the enclosure of shredding plant.	Safety confirmation between the driver and the approach guide was incomplete.	The information of the accident was shared to call for attention.
On the expressway, the driver steered in the wrong direction and hit the road divider. The vehicle fell on its side.	The driver was a temporary worker with little experience of driving that type of loaded vehicle.	It was decided to educate the staff regardless of driving experience and to assign the skilled drivers only.
While unloading using a forklift, the claws hit the affiliate's vehicle.	Confirmation of the claw's end was not enough.	The information of the accident was shared to call for attention.
The driver had a minor collision with a parked commercial car in the parking lot on our premises when parking his car.	Distractions by the other cars the driver failed to confirm the right side view.	The information of the accident was shared to call for attention.
While arranging pallets using a forklift in the yard the operator had a minor collision with a parked car.	Despite the pallets piled up on the fork lift disturbed the operator's sight, he did not fully confirm the safety.	The operator was given a driving guidance by the senior employee for one month.

**Relief****Complaint: 4 cases**

Description	Cause	Measure taken
We had a complaint that our collecting work near the railroad crossing had blocked the passage.	Being in a hurry a consideration of other cars was lacking.	It was instructed that the staff has to observe the surrounding conditions first so as not to block the passage of men or cars during the collecting work.
We had a complaint that our staff broke the block wall in the area by a rough treatment of a folding container.	The staff has his hand slip and fell the container.	It was instructed that a container has to be properly folded and left where it had been so as not to block the car's passage.
A citizen pointed out that the collection vehicle was passing the no thoroughfare private road.	A change in collecting route had not been well informed to the staff concerned.	It was instructed that the staff has to confirm the collecting route before starting for the site.
A citizen complained that the garbage was left after the collecting work.	Pieces on the corner of the container had been overlooked.	It was instructed to reconfirm after the work whether any garbage be still left uncollected.

**Environmental contamination: 0 case****Physical injury: 4 cases**

Description	Cause	Measure taken
When taking a load out of the house, the staff member slipped his hand and dropped it on the stairs. He was stuck between the load and the wall to injure his neck and head.	With no electricity, it was dark in the house. The staff member put his hand on a wrong position and was thrown off balance.	It was instructed that everyone call to each other when working in the dark.
While collecting medical waste, a needle-like object stuck in the staff member's finger of the right hand.	He wore a thin pair of gloves.	The supply of equipment was reviewed.
While loading the glass plate on the garbage truck, the staff member was injured his left arm with the broken glass.	Lack of safety mind.	The information of the accident was shared to call for attention.
While collecting garbage at the intersection, the worker contacted with an approaching bicycle and had a fall.	The bicycle having appeared all of a sudden, the staff member had no time to dodge.	It was instructed that one should pay due attention to surrounding safe condition when working in a place on busy street such, e.g. an intersection.



**Property damage: 4 cases**

Description	Cause	Measure taken
When trying to turn left on an alley with a poor view, the truck contacted with a bicycle which came running.	The driver failed to confirm safe conditions.	It was instructed to stop and look to the left and right on the spot with a poor view.
While changing lane a motor cycle came sliding to hit our vehicle. And our car hit a car on the right turn lane with its momentum.	The driver failed to confirm safe conditions.	Strict reprimand was given to the staff member concerned. The information of the accident was shared to call for attention.
On turning right on an intersection, the truck contacted with an oncoming bicycle.	The driver failed to confirm safe conditions.	Driving aptitude test and counselling was given by the third party institute for the staff member concerned.
Our truck collided with a car parked in front of the collection spot.	On a narrow road, while the assistant was asking for making way, the driver tried to pull up the truck closer to the collection spot.	Strict reprimand was given to the staff member concerned. It was instructed to follow the assistant's approach guide.

**Daikyo**

**Complaint: 0 case**

**Environmental contamination: 0 case**

**Physical injury: 2 cases**

Description	Cause	Measure taken
Our collecting truck contacted with a pupil's school bag on his way from school.	Running dead slow, the driver assumed it would not happen.	It was instructed that the truck must stop instead of running dead slow when on a busy street and to pay special attention on the left side, where visual observation is more difficult.
While collecting un-burnable garbage, the staff injured his foot with a piece of glass stuck out of the bag.	The staff member had not checked whether glass or metal was mingled in hazardous condition.	The information of the accident was shared to call for attention.

**Property damage: 4 cases**

Description	Cause	Measure taken
When entering the collection sport in reverse, the truck had a minor collision with a car approaching from the other direction.	The staff member failed to confirm surrounding conditions.	The information of the accident was shared to call for attention.
The driver parked on a sloping road using a hand brake. When he got off, the truck started moving and collided with the wall in front.	The hand brake did not work due to an incomplete setting.	It was instructed that both a hand brake and a wheel stopper have to be applied when parking on the slope.
While collecting un-burnable waste the load caught fire on board.	Some steel cylinder and spray cans were mingled.	<ul style="list-style-type: none"> <li>It was instructed to confirm the content of the waste collected.</li> <li>We asked the municipal office for citizen's through separation of the waste following the rule.</li> </ul>
When turning left, truck's side guard contacted with the curb stone.	As there were many cars after him, the driver hurriedly made a sharp turn.	It was instructed that the driver has to be aware of the difference between the fronts and back inner wheels when turning, and that the assistant has to visually confirm safe conditions.

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**Complaint: 0 case**

**Environmental contamination: 2 cases**

Description	Cause	Measure taken
Leakage of the waste while picking up the waste at the client's site.	The driver visited the site and picked up the waste not knowing the cap of the container was broken.	'Checking up of normal function of waste container's lid' was included in pre-departure checking item.
While loading powdery waste material, fine particle scattered about.	The driver temporarily went out of the site without covering the load.	It was implemented that even in a temporary leave the load has to be covered with a sheet etc.

**Physical injury: 4 cases**

Description	Cause	Measure taken
The worker had a scald caused by hot water spewed out of the inspection cylinder while clearing the clog.	A procedure to regularly clear the clog had not been set up. A proper means to inspect the interior of the facility was lacking.	Regular clearance of the clog was implemented in the work procedure. An aperture was created to watch the interior.
The worker had a hand pinched with the door while guiding the vehicle. The vehicle had moved with the door unlocked during the unloading of the waste.	The worker's guiding sign was not well received by the driver and vice versa.	The gesture in guiding the vehicle was standardized between the directing and the driving sections and it was explained to everyone.
The vehicle bumped into the desorb equipment of a parked truck while moving on our premises.	The truck was parked with the desorb equipment set in a risky position.	It was instructed that a vehicle has to be parked after resetting the desorb equipment to the regular position.
The operator tried to get off the heavy machine, when he stepped on the steel rail and slipped to fall down.	A piece of unnecessary rail was equipped with the heavy machine.	The rail was removed and the modification was informed to all the staff.

**Property damage: 9 cases**

Description	Cause	Measure taken
The car had a contact with a tree when it turned left to exit the parking lot.	The driver noticed an incoming vehicle and tried to give way in a hurry.	The information of the accident was shared to call for attention.
While parking at the client's site our car had a minor collision caused by a third party's car.	The other driver was distracted by the other parked car and failed to notice our car.	The information of the accident was shared to call for attention.
The floor sheet (steel plate) of our storage yard was turned by the scraper.	The scraper operator worked with the bucket's edge raised.	The work procedure was once again got across to the section concerned.
Our truck hit a juttred structure at the client's site while entering the site in reverse to load the consigned waste.	The driver was concentrated in finding a right position to stop the vehicle and was not aware of the juttred structure.	We asked for an observer who looks after us when we work. Also, we installed a pole in front of the juttred structure.
Our vehicle bumped into a car in front when it stopped suddenly to let an emergency vehicle pass.	The distance between the cars was not long enough.	A training session directed to all our drivers was held concerning a distance between the cars.
Our vehicle bumped into a car in front as it stopped at the yellow traffic light.		
Collision from behind caused by the other car while our car was parked outside.	The other driver lost his way and steered in a wrong direction.	The location was instructed to the sections concerned as an accident-prone point to call for attention.
A repairing instrument (a ladder), which we were transporting on a truck, hit the utility pole.	The ladder was not fastened with a rope as it was a small distance to carry.	The information of the accident was shared to call for attention.
A minor collision with a post box while settling a container box.	Trying to be quick so as not to disturb the traffic, the staff failed to confirm the safe conditions.	Sections concerned were informed of the incident to call for attention.

**Relief**

**Complaint: 3 cases**

Description	Cause	Measure taken
A citizen informed us the garbage was scattering around the collection spot.	The garbage had already been scattered before the collection work. A part of the waste was still remaining after our collection and cleaning.	It was instructed to carefully clean and confirm the cleanliness as much as we can.
We had a complaint that our truck had kept other cars waiting fairly long time while we were working on a narrow road.	Being in a hurry the staff could not afford to consider other passengers.	It was instructed not to disrupt other cars while collecting rubbish.
A citizen informed us that uncollected rubbish still remained after the collection.	Some pieces remained in a corner of crow proof net.	It was instructed that the crow proof net be spread to check whether no waste is left.

**Environmental contamination: 0 case****Physical injury: 10 cases**

Description	Cause	Measure taken
While cleaning the space under the stage, the dust box tumbled down to hit the staff on the back of the head to injure him.	A safety catcher had not been installed.	The stopper was installed on the stage.
While sorting the construction waste material the staff member stepped on a piece with nails sticking out and injured his left foot.	The staff member was working amidst the scattered wood materials.	It was instructed to take away the possible hazard source in advance and to work assuring safe conditions.
When jumped off the heavy vehicle, the staff member hit against the bumper of a parked small-size car to have an injury.	The staff member was careless enough to have jumped off without confirming safety.	It was instructed to check the surrounding conditions in advance.
When moved left trying to dodge an approaching motor cycle, the staff member stepped on the side gutter lid and had his left foot injured with the loosened lid. He was running to the next collection spot.	The staff member did not watch his step well.	The information of the accident was shared to call for attention.
When stepping on the ground on his right foot to get off the truck, the staff member twisted the ankle and had a bone broken.	The staff member lost his balance due to carelessness.	We called for an attention not to get off the car giving too much weight on the body.
While taking out big refuse, the staff member was hit by a fire extinguisher which fell down and injured his foot.	The staff member had not moved obstacles on the passage beforehand.	It was instructed that surrounding conditions including possible hazard source and obstacle have to be checked and grasped before the work.
While collecting un-burnable waste, the staff member had his right thumb caught and injured between the container box and the rotary table.	The staff member was distracted by the rear conditions and was not fully attentive.	The information of the accident was shared to call for attention.
While carrying a piece of waste which weighed 10 kg, the staff member tumbled entwined by a vinyl string on the floor.	Insufficient risk prediction.	The information of the accident was shared to call for attention.
The staff member injured his right mid finger with a sheet of glass stuck out of the storage box for un-burnable waste.	Insufficient confirmation of surrounding conditions.	It was instructed to start the work after confirming surrounding conditions.
When changing lane in order to skirt the car which had stopped at the yellow light, our truck collided with a parked fellow vehicle injuring two persons.	The driver had assumed that the car in front would keep on going.	Driving aptitude test and counselling was given by the third party institute for the staff concerned.

**Property damage: 5 cases**

Description	Cause	Measure taken
While reversing the truck into the collection spot it contacted with the tail light of a parked car.	The driver did not confirm the assistant's approach guide.	Thorough instruction was given that (1) while backing up, the assistant has to guide until the car stops (2) the assistant has to stand before an obstacle and give the sign to halt when needed, and (3) the driver must not reverse the car before confirming the sight of the assistant in the side-view mirror.
While receiving the load on the client's premises, our vehicle passed over the water meter and broke its cover.	The driver had not confirmed the surrounding conditions.	It was instructed to thoroughly confirm the surrounding conditions.
Our vehicle bumped into a car waiting at stoplights.	The driver assumed the car in front would go forward as the flow of the cars going across has been disrupted.	Strict reprimand was given to the staff concerned. It was thoroughly instructed to all the staff to confirm safety.
The driver opened the door to get off, when the door was hit by a motor cycle which was approaching straight from behind.	The staff member failed to confirm safe conditions behind.	The information of the accident was shared to call for attention.
While reversing a car to make a U-turn, the car contacted with the railing of a house.	The driver assumed that there was still a room between the railings and the car.	Driving aptitude test and counselling was given by the third party institute for the driver.

**Daikyo****Complaint: 4 cases**

Description	Cause	Measure taken
We received a complaint that garbage dropped by the collection truck was scattering about.	The staff member failed to check the closure of the truck's rear door.	The information of the accident was shared to call for attention.
A citizen informed us that raw garbage was left scattered on the wall.	The staff member failed to confirm the conditions of the site after collection work.	<ul style="list-style-type: none"> <li>It was instructed that thorough cleaning has to be done after the work especially when the garbage is scattered about.</li> <li>Staff once again read the procedure manual.</li> </ul>
We received a complaint that a parked garbage truck's engine noise was annoying.	The driver assumed a short parking time would be acceptable.	It was instructed to use extra care when parking in the residential area and stop idling as far as possible.
We received a complaint that that a vehicle is idling away in front of the apartment.		

**Environmental contamination: 0 case****Physical injury: 4 cases**

Description	Cause	Measure taken
While collecting discarded bottles, the staff touched a broken edge to injure his right hand.	The staff member failed to confirm safe conditions.	It was instructed to try to prevent physical accidents when dealing with hazardous waste materials by using a thick pair of gloves, for example.
While bringing down a television stand from upstairs, the staff took a tumble on the stairs and injured beneath the nose.	The rain made the stairs wet, and the staff missed his footing.	The information of the accident was shared to call for attention.
Having installed a unit of container on the premises of an apartment house, the staff got behind to check the container's location, when he lost his footing due to difference in level and sprained the left foot.	He was not aware of the difference in level.	The information of the accident was shared to call for attention.
While collecting waste the staff had his foot stuck in the gutter and fell to injure the foot.	Being focused on the work the staff member failed to care for his step.	It was instructed to grasp one's work environment.

**Property damage: 7 cases**

Description	Cause	Measure taken
While reversing the truck, it had a contact with a wall. (2 cases)	Confirmation of the rear safe conditions was not good enough.	It was instructed to all the staff that the assistant guide the approach aloud, and without fail (when reversing a car).
When starting the truck, it contacted with a car. (2 cases)	The staff member failed to confirm safe conditions.	It was instructed to all the staff to always start the car after confirming the surrounding conditions with mirrors and by visual observation.
While driving, the staff got clamp in his leg and collided with a car in front.	In a panic he could not react properly.	It was instructed to all the staff not to push oneself too hard when in bad shape, and to promptly pull up a car to a safe place.
Our car collided with an oncoming car which had turned the corner at speed.	Our driver could not predict such a dangerous happening.	It was instructed to practice safety driving assuming we can face risks of some kind or another when we drive.
While passing the intersection, our vehicle contacted with a car coming from left.	The driver assumed that no car would enter into the intersection.	

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## Editor's Note

Thank you very much for reading our 'REVACS group CSR Report 2015'.

In this report, the first issue by the group, we put an emphasis on introducing readers selected information on various approaches by our group companies.

We will continue our effort to further improve the report as an important communication tool between the stakeholders and REVACS group. We appreciate your candid opinion and impression of the report.



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