



GOOD  
HOLDINGS

SUSTAINABILITY REPORT 2024

# Challenging The Future



Since its founding, the Good Holdings Group has continued to evolve by addressing current societal issues. At all times, we monitor social trends and future prospects, work diligently and earnestly on societal issues that require solutions, and maintain our focus on achieving progress. This has been our business trajectory since our founding in 1953.

Now, 70 years later, we have entered an era in which environmental businesses play a more important role than ever. For the future of our planet and the children who live on it, these businesses are essential.

Our mission is to create environmental businesses that support the lives of these children and improve the society in which they live. We remain committed to meeting the challenges of the future without turning a blind eye to the pressing societal issues that require urgent solutions.

# Challenging The



# Our Corporate Commitment

Every day, we do our best by seizing opportunities, responding to needs, and exceeding expectations.

Little by little, we are innovative in whatever work we take on, no matter where we may be.

Whether taking our first step or our last along our journey, we believe we are achieving progress for individuals, for the region, and for society at large by moving a little earlier and a travelling a little farther.

With our own unique perspective, we are seizing opportunities by devising solutions to problems only we can see.

What's more, we are responding to needs in a manner that is ours alone, and we continue to exceed expectations with a sense of immediacy.

# Future

## Editorial Policies

We publish our annual Sustainability Report in order to provide our customers, local residents, employees, their families, and all other stakeholders with a better understanding of the objectives of the Good Holdings Group, our focus on sustainable growth, and our efforts to enhance our corporate value.

In fiscal 2023, following the long-term vision project we formulated last year, our entire group is working toward a new project with the theme of "Challenging the Future."

## Scope of this Report

Good Holdings Corporation, REVACS Corporation, Relief Corporation, Daikyo Clean Corporation, Daieieisei Corporation, and Daikyo Corporation (The Japanese-language edition of this report is also available on the respective websites of each company; the English-language edition is available only on the respective websites of each company.)

## Target Period

Fiscal year 2023 (April 1, 2023 to March 31, 2024).

※Please note that this report contains information on some activities that extended into fiscal 2024.

## Publication Date (Japanese-language edition)

The publication date is September 2024.

## Subject Matter

This report encompasses the environmental, societal, and economic aspects of the business operations of the Good Holdings Group.

## Reference Guidelines

This report adheres to ISO 26000, the international standard for Guidance on Social Responsibility; GRI Sustainability Reporting Guidelines Version 4.0; and the Environmental Reporting Guidelines published by Japan's Ministry of the Environment.

The report addresses the seven core subjects of ISO 26000, the international standard for Guidance on Social Responsibility under the respective section headings of Corporate governance (organizational governance and fair operating practice); Environmental Initiatives (environment); Together with our Employees (human rights and labor practices); and Together with the Community (consumer issues, participation in community and development of community)

# TOP MESSAGE

## Continuing to take on the challenge of our environmental businesses with the mission of solving societal issues

### Developing a variety of businesses since our founding, focused on solving societal issues

We have confronted the societal issues of the times ever since our company was founded, and in order to meet the needs of society, we have built and developed environmental businesses for solving these issues.

The Good Holdings Group was originally founded during a period of rapid economic growth, and we launched our business for collecting household waste at a time when the amount produced by ordinary households had begun to increase. We began our industrial waste treatment business in the 1970s, when there was a demand for the appropriate disposal of such waste. Subsequently, we started our Okatazuke service in response to issues relating to Japan's aging society, for example, senior citizens living alone who pass away, and the accompanying problem of fraudulent billing by the contractors who handle their estates.

We are also tackling the issue of food waste with our food recycling business, contributing to restaurant hygiene with our grease trap cleaning business, and helping to alleviate the serious problem of personnel shortages in the environmental business industry with our staffing and recruitment business, which specializes in essential workers.

### Establishing the Sustainability Committee in 2023 and working on TCFD recommendations

In addition to the aforementioned businesses, the Group perceives the problem-solving involved in societal and corporate sustainability as a business opportunity, for example, with our consideration for global environmental issues such as climate change, our respect for human rights, and business activities which are fair and appropriate for all stakeholders, including our employees. We established our Sustainability Committee in November 2023 to promote initiatives that will take advantage of such opportunities.

The committee will continue to work on management that fulfills our social responsibilities, among other things, by formulating basic sustainability policy and, as a response to climate change, disclosing information

in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD).

### Entering a growth phase for several new businesses in fiscal 2023

We transitioned to a holding company structure in 2015 and at present, we are developing our business with five operating companies. During fiscal 2023, there was a noticeable sense that the new businesses we have worked on since fiscal 2010—including Relief Corporation, Daikyo Clean Corporation, the “swell” business of REVACS Corporation, and the “G career” business of Daikyo Corporation—had entered a more vigorous growth phase. I feel that each of our operating companies has forged its own unique direction and made significant progress while retaining a distinctive image.

I can state with confidence this is the ideal form I had envisaged for the Group when we changed our structure in 2015. Now that nearly a decade has passed, I am very glad that each operating company has its own individuality and is evolving in a characteristic way, while at the same time sharing the theme of solving societal issues. It can also be said that another distinctive feature of the Group is that the presidents who launched these businesses and lead them are from a younger generation between their thirties and their fifties, and include those who were recruited to the company as full-time employees when they were new graduates.

### From now on, each operating company will transcend the holding corporation framework to evolve independently

In terms of the future for the Group as a whole, each of our operating companies is sure to reliably accomplish the three-year medium-term plan, and by steadily accumulating results, to transcend the holding corporation framework and evolve independently. At the moment, the Good Holdings Corporation exists as a platform for supporting growth at

each of our operating companies, but going forward, we will need unique management structures and working environments tailored to each of their specialisms. By that point, they may have exceeded the scope within which we can provide support. Then I believe we will need to question once again the implications of our holding corporation structure.

**We want to be a corporation that also enables working people to be affluent**

I believe it is the role of companies to enable working people to become more affluent. In other words, our task is to grow as a company, thereby responding to our employees' desire to become more financially prosperous while also growing as individuals.

Another important concept is that of employees being able to work with safety and security. This is because I believe an environment in which they can do so also acts as a foundation that allows them to grow. For this reason, in our management, we respect thorough transparency and continually endeavor to improving working environments.

The Group has now resumed its efforts to recruit new graduates, with a view to each operational company making greater progress. Working for a company means placing ourselves at the heart of that company's growth. To become affluent through our work, we must grow together with the company. In the Good Holdings Group, we want to be the kind of corporation that enables each and every employee to confront the prospect of their working life, and by growing in themselves, to live in a way that makes them both financially and psychologically prosperous.

President & Representative Director  
Good Holdings Corporation

*K. Akazawa*

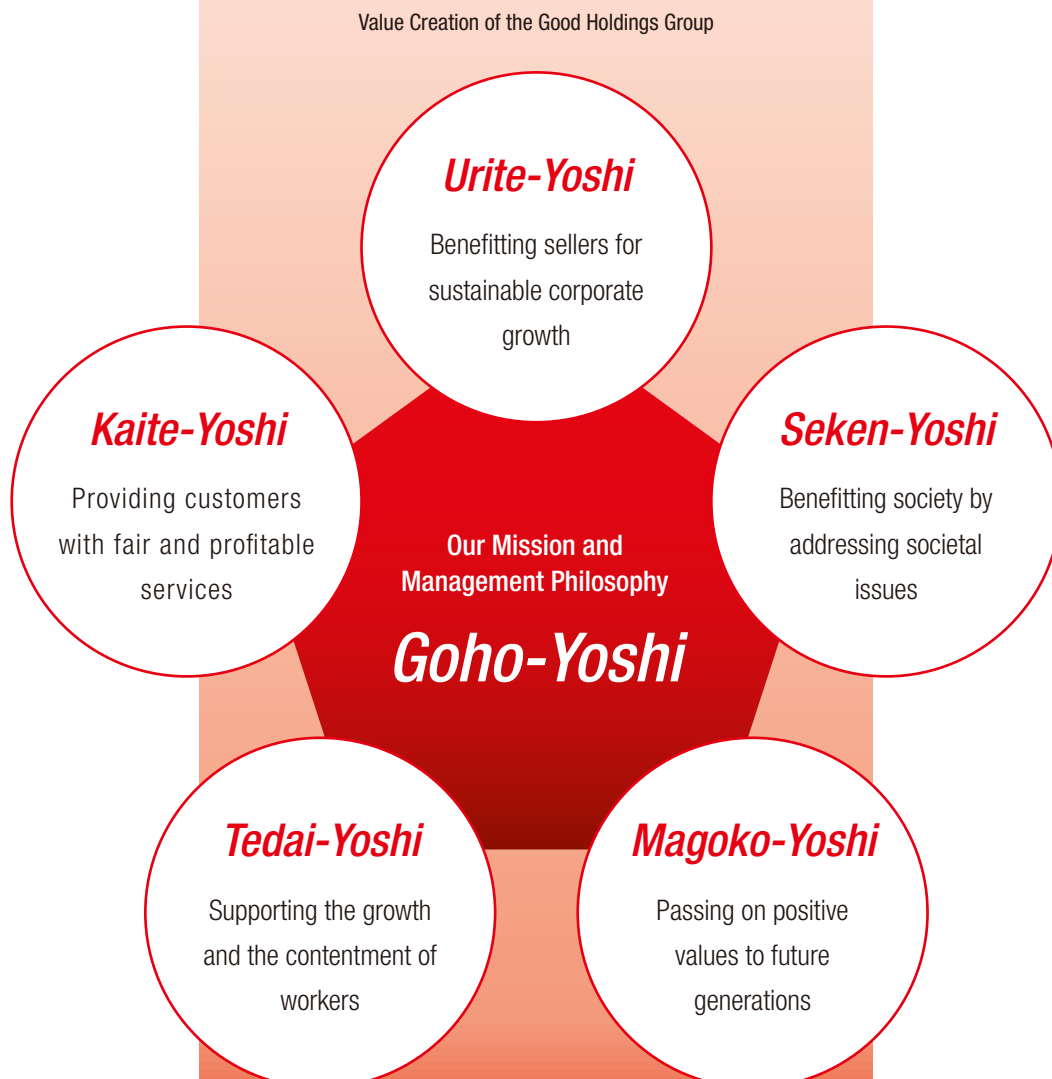


Management Philosophy

## Contributing to the emergence of a more dynamic society through environmental businesses grounded in the management philosophy of *Goho-Yoshi*

The management philosophy we refer to as Goho-Yoshi (beneficial to all five parties) is based on the traditional philosophy of the local O-mi merchants, who adopted business practices intended to benefit all three parties to a transaction: sellers, customers, and society at large. Our approach entails two additional concepts as well: Tedai-Yoshi (beneficial to employees), which ensures that all involved, including employees engaged in the business, get to experience growth and greater affluence; and Magoko-Yoshi (beneficial to future generations), which represents our dedication to a society committed to sustainability as well as our responsibility to the next generation, who will be the leaders of the future.

As we value our relationships with our various stakeholders, who include local residents, business partners, government agencies, employees and their families, we will always look past the current era as we continue to evolve toward the future. Our mission is to respond to societal issues as we remain aware of what our communities hold dear and the kind of business we should engage in for the future benefit of society.



## Our Code of Conduct fosters positive attitudes that continue to evolve.

The environmental businesses we have developed form an important part of the foundation of society. Establishing a relationship of trust with our local communities is one of our top priorities. Toward that end, all our employees approach their work with pride and a solid sense of responsibility demonstrated through their commitment to excellence. This dedication enables us to develop new services that meet the needs of the times.

### 1 Approach your work with pride and a sense of responsibility.

Be aware that you are paid by your customers; work diligently and with pride so that you always make the customer satisfied.

### 2 Strike a balance between autonomy and collaboration.

Strike a balance between the autonomous approach of taking the initiative of determining and performing what should be done at any given moment and the collaborative approach of considering others and working with them hand-in-hand to address issues.

### 3 Take on challenges with a positive attitude.

Do not be satisfied with the status quo; instead, continue to take on new challenges with a positive approach and adopt the attitude that work is enjoyable and interesting because we take it seriously.

### 4 Adapt to any situation. (Survival of the fittest does not equate to the law of the jungle.)

Remain sensitive to change; do not be bound by past successes, failures, or habits; and remain adaptable to challenging situations.

### 5 Maintain a reasonable level of profitability.

We recognize the necessity of accruing reasonable profits in order to establish a business foundation and ensure future prosperity, thereby meeting the expectations of those for whom we are responsible.

## We believe that the ability to sustain our business represents our best contribution to the SDGs.

Those of us involved in environmental businesses must remain focused on the future of society. We recognize the sustainable development goals (SDGs) as a process leading to an even brighter and more secure future. We continue to implement initiatives targeting the SDGs in the areas of corporate governance, human rights, labor practices, and communication.

### SUSTAINABLE DEVELOPMENT GOALS



#### Initiatives of the Good Holdings Group

##### Corporate Governance

- Organizational governance
- Compliance with laws and regulations
- Information disclosure and accountability



##### Environmental Initiatives

- Material balance
- Goals and achievements of initiatives
- Efforts to reduce environmental impact
- Environmental performance data



##### With Employees

- Goals and achievements of initiatives
- Occupational health and safety initiatives
- Human resource initiatives
- Creating an environment in which people can work with confidence



##### With the Community

- Goals and achievements of initiatives
- Communicating with customers
- Addressing consumer issues
- Responding to complaints and accidents



## Outline of Good Holdings Group

# Contributing to a better future by identifying and addressing societal issues

Throughout our history, we have constantly evolved by maintaining a policy of facing the societal issues of the era and focusing on devising solutions.

The business, which was established in 1960 as a residential and commercial waste collection business, evolved into an industrial waste treatment business in 1970. We then began devising commercial solutions to address the societal problems of the times, such as food waste and Japan's aging population.

As a company that stands together with society, we will continue to evolve with our eye on a better future.

We have succeeded at these initiatives; we have completed our biogas power plant on Jan 2023, thereby transforming our food recycling business into a renewable energy business.



## Good Holdings Corporation

Location: 2-1-16 Naruohama, Nishinomiya, Hyogo  
President & Representative Director: Kenichi Akazawa  
Established: 1960  
Capital: 96 million yen  
Number of employees: 12

### Main Business Activities

Group financial affairs, accounting; labor relations and human resource management; public relations; information systems: management support; group strategic planning

**Annual Group Net Sales 5,274 million yen** ※1

※1 Fractions are omitted  
(same throughout document unless otherwise stated).

**Number of Group Employees 350** ※2

※2 Denotes full-time employees.

## Chronology of Good Holdings Group and Historical Events

### Chronology of Good Holdings Group

- 1953** The Company founder establishes a waste collection and recovery business.
- 1968** Daiei Eisei Inc. is established.
- 1974** Daiei Service Co. (currently REVACS Corporation) is established.
- 1976** Daikyo Kougyosyo Inc. (currently Daikyo Corporation) is established.

- 1984** Daiei Service Co. opens a waste treatment center in Naruohama, Nishinomiya, Hyogo.
- 1999** Daiei Service Co. establishes a business alliance with other companies in the field.

- 2002** Publishing of Annual Reports (currently Sustainability Reports) begins.
- 2006** Daiei Service Co. renovates its industrial waste crushing facility. Daikyo Kougyosyo Inc. is reorganized as Daikyo Corporation. Daieieisei Inc. and Daikyo Corporation introduced Scale Packers, waste collection vehicles with a scale.
- 2007** Daiei Service Co. constructs a drying plant for organic industrial waste and launches its biomass fuel business.
- 2008** Daiei Service Co. opens a Reverse Management Center as a recycling business for beverage products.  
Daiei Service Co. starts the Kabutoyama Agricultural Land Project (now the Kodomo Nogyo-juku).  
Daiei Service Co. starts accepting JICA training.  
Daiei Service Co. starts accepting facility tours of Kansai University Daiichi Junior High School.
- 2009** Daiei Service Co. is reorganized as REVACS Corporation.

### Historical Events

- 1960s** Emergence of Japan's period of high economic growth.
- 1970** The revision of Japan's Waste Management Law gives rise to the concepts of general waste and industrial waste.

- 1980s** Emergence of Japan's so-called bubble economy.
- Around 1985** The volume of household waste begins to increase rapidly.
- 1990** Japan's "bubble economy" bursts.
- 1995** Japan's Containers and Packaging Recycling Law is enacted.
- 1997** With the signing of the Kyoto Protocol, reduction targets are adopted for CO<sub>2</sub>, which is suspected of contributing to global warming.

- 2000** The dawn of a new era focused on reducing, reusing, and recycling all types of waste. Per capita emissions of household waste (general waste) begin to decrease.
- 2001** Japan's Waste Management Law is amended, further strengthening the waste treatment manifest system. This introduces a new era in which compliance takes precedence.
- 2007** Full-fledged enactment of Japan's Revised Containers and Packaging Recycling Law further raises public awareness of the need for waste reduction.



<p><b>REVACS Corporation</b></p> <ul style="list-style-type: none"> <li>Collection, transportation and intermediate treatment of industrial waste</li> <li>Cleaning and management of various facilities</li> </ul>	<p>Location: 2-1-16 Naruohama, Nishinomiya, Hyogo                      President &amp; Representative Director: Eiji Yamamoto                      Capital: 81 million yen Number of employees: 75                      Annual sales: 2,426 million yen</p>	<p>[Main Business Activities]</p> <ul style="list-style-type: none"> <li>Collection and transportation of industrial waste and specially controlled industrial waste</li> <li>Intermediate treatment (shredding and drying) of industrial waste</li> <li>Recycling of beverage products</li> <li>Cleaning and management of wastewater treatment facilities</li> </ul>
<p><b>Relief Corporation</b></p> <ul style="list-style-type: none"> <li>Okatazuke Service</li> <li>Overseas Reuse Service</li> </ul>	<p>Location: 2-1-26 Naruohama Nishinomiya, Hyogo                      President &amp; Representative Director: Tomonori Akazawa                      Capital: 50 million yen Number of employees: 55                      Annual sales: 715 million yen</p>	<p>[Main Business Activities]</p> <ul style="list-style-type: none"> <li>Okatazuke Service (Disposition of personal effects before and after death, and recycling of personal effects)</li> <li>Overseas Reuse Service</li> </ul>
<p><b>Daikyo Clean Corporation</b></p> <ul style="list-style-type: none"> <li>Grease trap cleansing</li> </ul>	<p>Location: 2-1-16 Naruohama Nishinomiya, Hyogo                      President &amp; Representative Director: Masafusa Tsuda                      Capital: 80 million yen Number of employees: 42                      Annual sales: 536 million yen</p>	<p>[Main Business Activities]</p> <p>Cleansing of commercial grease traps and maintenance of grease interceptors</p>
<p><b>Daieisei Corporation</b></p> <ul style="list-style-type: none"> <li>Waste collection in Nishinomiya</li> </ul>	<p>Location: 2-1-26 Naruohama Nishinomiya, Hyogo                      President &amp; Representative Director: Kenichi Akazawa                      Capital: 10 million yen Number of employees: 74                      Annual sales: 907 million yen</p>	<p>[Main Business Activities]</p> <ul style="list-style-type: none"> <li>Collection and transportation of general waste in Nishinomiya</li> <li>Collection and transportation of industrial waste</li> </ul>
<p><b>Daikyo Corporation</b></p> <ul style="list-style-type: none"> <li>Waste collection in Itami</li> <li>Staffing and recruitment</li> </ul>	<p>Location: 5-3-31 Kitagawara, Itami, Hyogo                      President &amp; Representative Director: Satomi Hirai                      Capital: 10 million yen Number of employees: 92                      Annual sales: 702 million yen</p>	<p>[Main Business Activities]</p> <ul style="list-style-type: none"> <li>Collection and transportation of general waste in Itami</li> <li>Collection and transportation of industrial waste</li> <li>Staffing and recruitment business</li> </ul>

**2010** Daikyo Corporation (currently Daikyo Clean Corporation) launches a grease trap cleansing business.

**2011** Daiei Corporation (currently Relief Corporation) launches its Okatazuke Service business.

**2013** Relief Corporation launches its overseas reuse business.

**2014** Relief Corporation opens its Kanto business office in Adachi, Tokyo.

REVACS Corporation launches its "swell" business.

REVACS Corporation constructs a biomass boiler and begins in-house production.

**2015** First donation made to the Child's Dream NPO.

Relief Corporation and Daikyo Clean Corporation open their Kanto offices in Misato, Saitama.

**2016** The Group transitions to a holding company structure.

Goho-Yoshi management philosophy is formulated.

REVACS Holdings Corporation is renamed Good Holdings Corporation.

**2017** The Group opens its Tokyo office in Chiyoda-ku, Tokyo.

Daieisei Corporation introduces its Sakura Team.

Daikyo Corporation launches G career, its temporary staffing and recruitment business.

**2018** Relief Corporation opens its Nagoya Office in Nagoya, Aichi.

The personnel system undergoes a review.

**2020** REVACS Corporation provides donations to food banks.

**2022** Daikyo Clean Corporation opens its Keihin Office in Yokohama, Kanagawa.

**2023** REVACS Corporation completes the Nishinomiya Biogas Power Plant.

## 2010—

**2010** The Cancun Agreement includes Japan's pledge to "reduce its greenhouse gas emissions by 3.8% from 2005 levels by 2020."  
 The number of people dying alone in Japan increases sharply to become a societal problem.

**2015** The Paris Agreement includes Japan's pledge to reduce greenhouse gas emissions by 26% from 2013 levels by 2030.  
 The UN's sustainable development goals (SDGs) are formulated.

**2018** The issue of food waste comes to the fore.

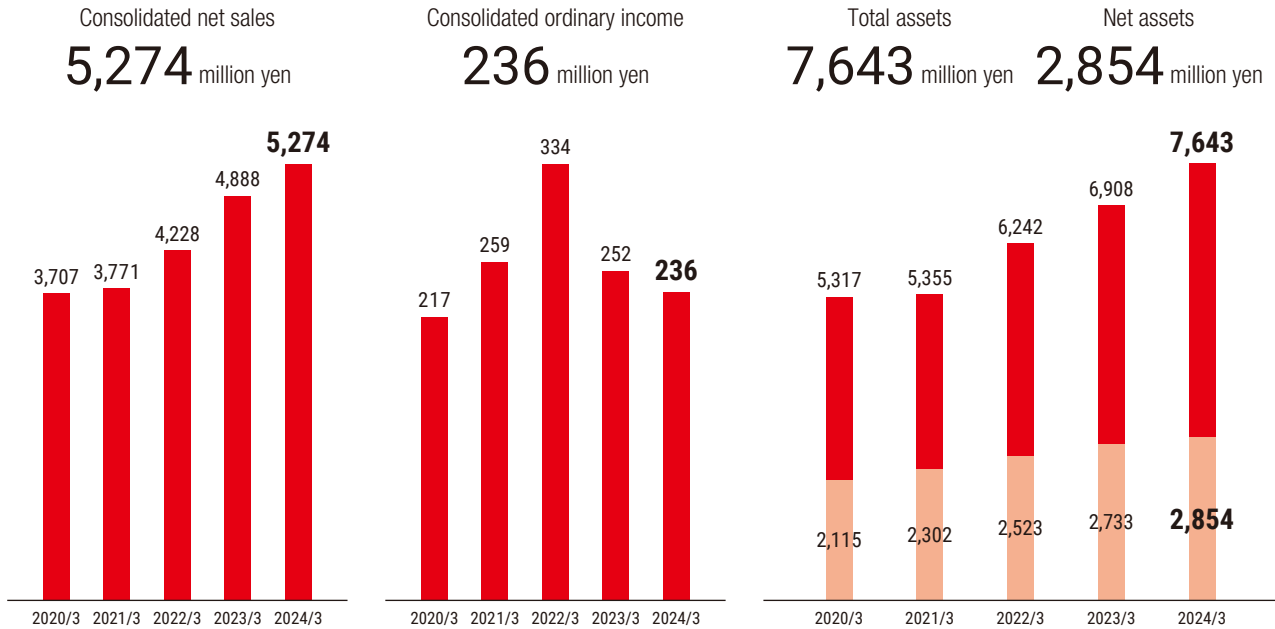
## 2020—

**2020** Japanese Prime Minister Yoshihide Suga declares his commitment to "a carbon-neutral 2050 by realizing a carbon-free society."

**2021** At the Climate Summit, Japan pledges to reduce its greenhouse gas emissions by 46% from 2013 levels by 2030.

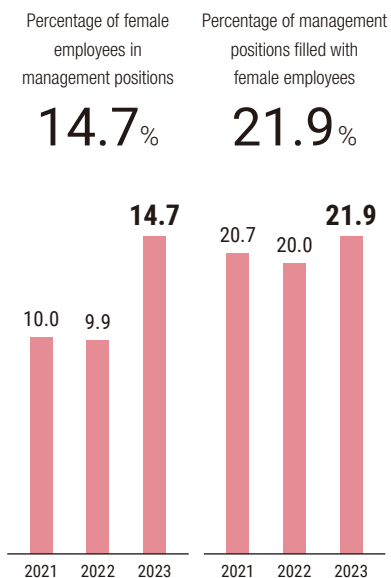
# Financial information & Non-financial information

## Financial information

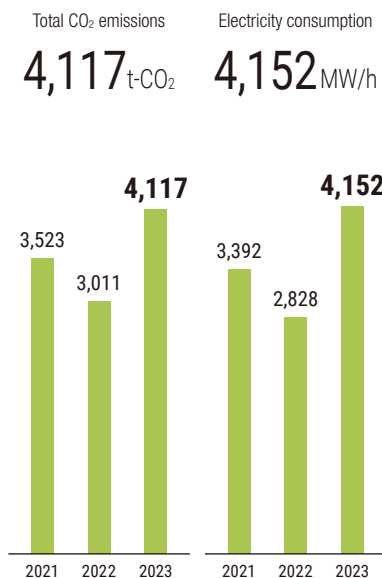


## Non-financial information

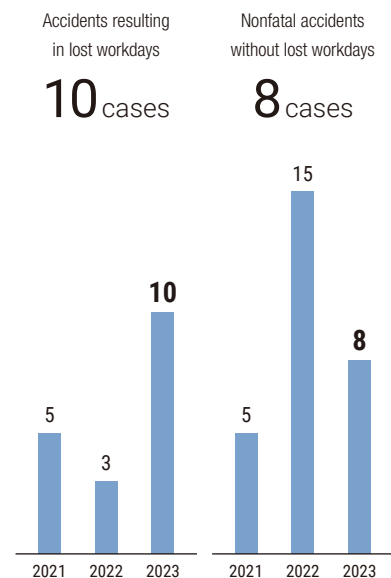
### Diversity



### Environmental data



### Safety



## Good Holdings Group Highlights for 2023

### Entering a comprehensive partnership agreement with Mukogawa Women's University

While seeking to utilize societal and cultural resources and to foster interaction between human resources, in February 2024, the Good Holdings Group entered into a comprehensive partnership agreement with Mukogawa Women's University. By cooperating in a wide range of fields, the purpose of this agreement is to promote SDGs, develop local communities, and contribute to the cultivation of human resources.



### Entering a working agreement with the Osaka City Fire Department

On October 26, 2023, REVACS entered into a working agreement with the Osaka City Fire Department.

With the objective of creating a system that facilitates a rapid response to incidents in which people have been buried by landslides or similar disasters, if a request is received from Osaka City Fire Department when such an incident occurs, REVACS will dispatch vacuum trucks and take responsibility for the work of suctioning and carrying away earth and sand.



### Obtaining the EcoVadis Silver Medal

In fiscal 2023, REVACS entered the EcoVadis (Headquarters: Paris, France) Sustainability Rating for the first time, and was awarded the Silver Medal.

This sustainability rating is undertaken as a comprehensive assessment of four themes: environment, ethics, labor and human rights, and sustainable procurement. The Silver Medal recognizes the top 25% among companies from around the world to have entered the process and reached the appropriate standard (according to scorecard criteria published in 2023).

### Company Sailing Team Participates in the National Corporate Championship.

Our sailing team achieved the impressive feat of winning the Kansai Industrial Yacht Championship held in July 2023 for the 7th consecutive year. Our team also participated in the All Japan Industrial Yacht Championship held in Saga Prefecture in September of the same year.



### Recycling project for airborne droplet infection prevention screens implemented in collaboration with Kwansai Gakuin University

Together with students from Kwansai Gakuin University, Daieieisei collected around 950 screens for preventing airborne droplet infection that were no longer needed. The purpose of this project was to have the students understand the significance of separating materials and the recycling process, thereby raising awareness about recycling and interest in SDGs.



### Certified as a Hyogo Kobe Women's Empowerment Business (Mimoza Company)

In February 2024, Relief Corporation was certified as a Hyogo Kobe Women's Empowerment Business (Mimoza Company) for taking positive action in creating workplaces and facilitating career development to enable the active participation of women.



### "Stress-free Company" Certification Granted.

Following annual stress checks conducted by the Joint Health and Safety Committee of Good Holdings Corporation, Relief Corporation, and Daikyo Clean Corporation, the "Stress-free Company" certification was awarded to these companies for fiscal 2023.



### AED introduced at Naruohama business office

With the intention of being prepared if an emergency arises involving an employee at a neighboring business or a local resident, an automated external defibrillator (AED) has been put in place at the Naruohama business office. To coincide with this, an in-house training session was held at the office, during which employees learned how to use the AED and how to respond in the event of an emergency.





**Company outline**

Capital: 81 million yen  
Number of employees: 75

President &  
Representative Director

Eiji Yamamoto

# REVACS Corporation

Collection, transportation and intermediate treatment of industrial waste

Cleaning and management of various facilities

## Exploring the potential applications of industrial waste and contributing to the emergence of a society committed to recycling

### Approach

REVACS Corporation aims to recycle resources by building on the recycling of industrial waste. It is our mission to reduce waste, the generation of which is a societal issue. Even with waste that is difficult to process and recycle, we will persevere in taking on this challenge with our ingenuity and technological expertise, with the aim of returning waste items to society in the form of useful resources. Moreover, through management that emphasizes legal compliance and transparency, in order to earn the trust of stakeholders, REVACS sees its corporate mission as that of pioneering the creation of a higher-quality recycling flow.

### Toward the next fiscal year

The Nishinomiya Biogas Power Plant was completed in January 2023 and officially began selling electricity in July of the same year, thereby enabling us to launch our biogas power generation business as planned. This waste-to-energy initiative is a pioneering project for the company in the Hanshin area.

It is our mission to recycle industrial waste, although the process of methane fermentation is also essential as a way of recycling organic waste in the form of a resource that is useful for society. Through the company having its own biogas power plant, we can now accumulate data and conduct analysis in that field. We are committed to becoming a model for the region by generating electricity from food waste and by recycling resources using the residue as fertilizer.

In our business for the recycling of organic waste as biomass, we have undertaken extensive repairs at our drying plant, which was reopened in March 2024. Our "swell" business has built an impressive track record since it was launched in 2015, and continues to grow by responding to customer needs with its superior technological expertise and ability to propose solutions.

With our internal organization, we have embarked on creating a structure that foresees developments five to ten years into the future, including those relating to recruitment. I believe the current fiscal year will truly mark our entry into the second stage of our evolution as a company.

### The Businesses of REVACS Corporation

## A Comprehensive Recycling Business for Industrial Waste

We recycle all kinds of industrial waste as well as resources across four related businesses: generating biomass from organic waste, food recycling, the Alliance Network, and our new renewable energy business to be launched during this fiscal year.

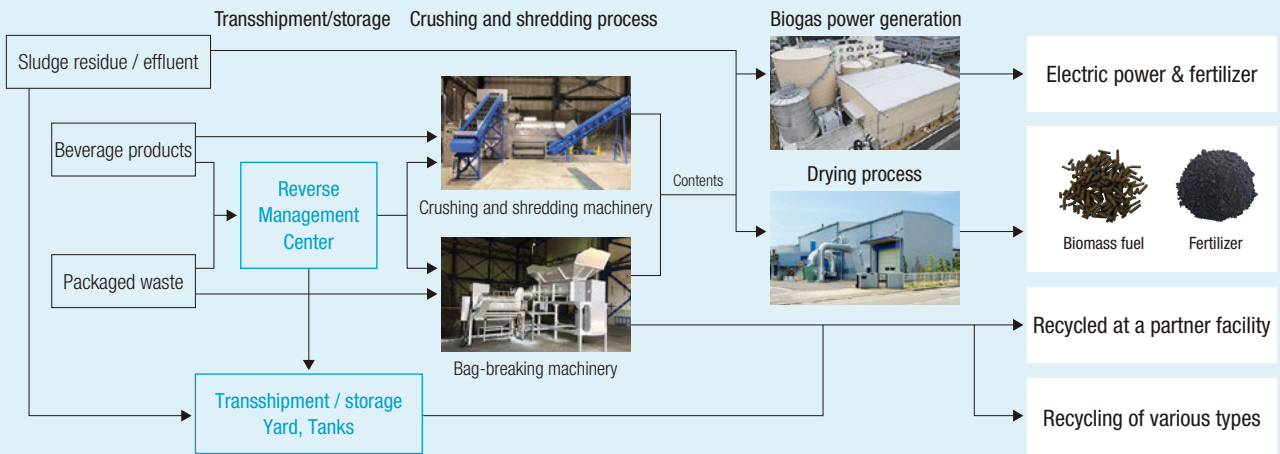
### Recycling of Organic Waste as Biomass

Our plant dries organic waste such as activated sludge and animal and vegetable residues discharged from business sites. This is 100% recycled into biomass fuel and fertilizer and other biomass resources.

#### A Biomass Boiler that Significantly Reduces Carbon Dioxide Emissions

In 2016, we introduced biomass fuel into our recycling facilities as part of our transition to carbon-neutral energy. By switching from conventional city gas to biomass fuel, we were able to reduce our annual carbon dioxide emissions by 62%.

## REVACS Recycling System



## Food recycling business

We crush and dry waste beverage products and packaged food-related commercial waste generated as a result of expiration or manufacturing losses.

These are recycled as biomass resources. Both the containers and contents of waste beverage products are 100% recycled. The Reverse Management Center (RMC) can safely store waste processed in product form and thus can accommodate large amounts of waste.

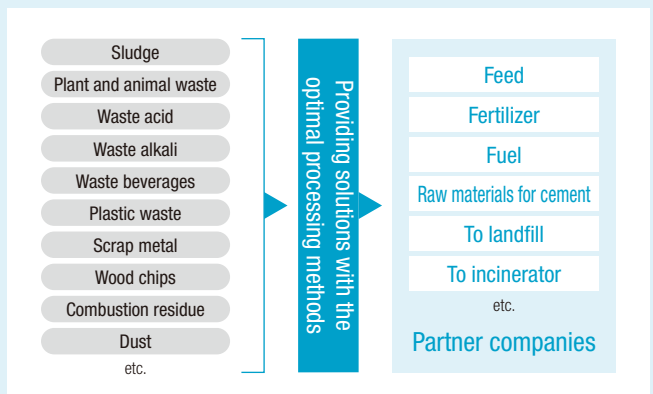
## Renewable Energy Business

The Nishinomiya Biogas Power Plant, one of the largest in the Keihanshin area, was completed in January 2023 as a facility to generate renewable energy from food waste. Most of the food waste generated by commercial food processors is reused as feed and as compost, but in recent years, biogasification of food waste has been attracting attention from the viewpoint of reducing CO2 emissions and meeting the growing demand for renewable energy. At REVACS Corporation, we generate biogas power using wastewater treatment sludge, which is a form of industrial waste, as well as food residues. The generated electricity is then sold under a feed-in tariff system.



## Alliance Network business

Although the types of industrial waste we handle differs depending on the supplier, we are responsible for providing a one-stop solution to treatment and recycling needs for all kinds of waste, including chemicals and other waste materials, by relying on our network of partner companies and by applying the expertise we have cultivated over many years in this industry.



## Infrastructure Cleaning Business

### swell business specializing in factory infrastructure

The swell business sprang from the need to provide customers with comprehensive services not only for waste treatment but also for factory cleaning. We provide cleaning services specialized for factory equipment such as wastewater treatment facilities, piping, and tanks. In response to customer demand, we are developing our business by using our strengths in contributing to improvements in terms of cost and efficiency by responding to particularly difficult technical issues with our technological capabilities. We offer high-performance vacuum trucks and washing vehicles and excel at planning and proposing enhanced cleaning services that accommodate our customers' unique worksites. With our technical expertise and ability to propose solutions, we are helping to maintain the functioning of a factory's environmental infrastructure.

#### Providing comprehensive cleaning services with the industry's most powerful vacuum trucks

We maintain a fleet of specialized vehicles, including the largest and most powerful ultra-high strength vacuum trucks in Japan. This technology enables us to reduce the time required for cleaning work while providing superior results. This approach meets the needs of all worksites by making possible tasks that were previously impossible, such as deep underground suction and suction capable of drawing up scrap bricks and other such large masses.



#### Multi-suction vacuum truck: Offering lower cost and shorter delivery times

Our multi-suction vehicle is a specialized unit used only for tasks involving materials in powder form. This single model of vehicle handles tasks that were previously handled by multiple units. These tasks include force feeding, container packing, and powder transport. The collected powder can then be reused or disposed of, greatly reducing labor and processing time.



### Offering a reliable support system that builds on our strengths in terms of solutions + high-quality services + legal compliance

#### 1 Solutions

We propose low-cost solutions that include streamlined processing for our customers operating manufacturing plants, plant workshops, and drainage system work sites.

#### 2 Operations

With our vacuum trucks and high-pressure washing vehicles, we can handle a variety of operations that include the removal of sediment from wastewater treatment facilities, pipes, and gutters including other difficult work involving high lift and high specific gravity.

#### 3 After-sales support

We properly dispose of industrial waste collected during cleaning, provide industrial waste management manifests as required by laws and regulations, and suggest follow-up tasks.

## STAFF INTERVIEW

### Good products cannot be manufactured unless factories are improved, and my job contributes to safety and the manufacturing environment

The clients in our "swell" business include the steel industry, the pulp and paper industry, incineration plants, chemical plants, and oil refineries. Using the company's ultra-high-power vacuum trucks makes it possible to clean the areas inside factories where cleaning used to be physically difficult. Thanks to this, as well as improving lead times and costs, we have been able to take preliminary measures to combat issues such as waste leakage, which can lead to accidents.

I joined the company in 2016 as one of the initial members of the "swell" business, and my own development has progressed with that of the business itself. Our ability to process industrial waste and clean factories, and our ultra-high-power vacuum trucks, which are a major asset that other companies do not possess, are key strengths of the "swell" business, which continues to grow each year. At present, our market share is centered around the Kansai region and extends as far as the Chugoku and Shikoku regions, but we aim to expand nationwide within three years and overseas within five years.

Chemistry was one of my favorite subjects when I was a student. Of course, research is important in the chemical industry, but I also became aware of the issue that good products cannot be manufactured unless factories are improved. Managing the facilities within a factory is also very important when it comes to preventing accidents and coping with disasters. Through my job, I would like to support the development and safety of chemical technologies in Japan.



**Kenjiro Murata**

Supervisor  
Joined in November 2016

## Mitigation initiatives targeting environmental burdens

### Recycling rate for industrial waste

#### Higher-quality recycling is our goal.

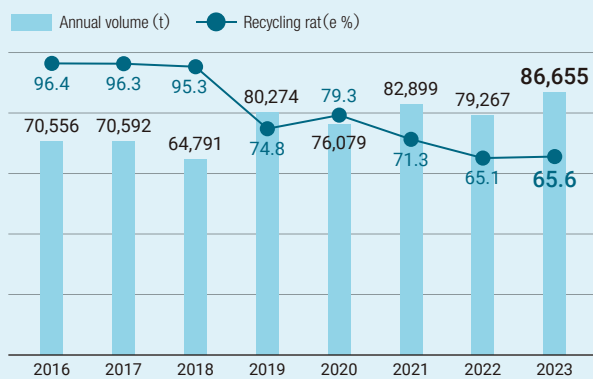
The recycling rate in fiscal 2023 was 65.6%.

We will continue to respond to our customers' recycling needs while contributing to the emergence of a society committed to recycling and prolonging the life of landfill sites.

※The recycling rate is calculated from the percentage of the annual volume handled that is diverted to recycling processes.

※Before fiscal 2018, thermal recycling (incineration) was classified as "recycling"; beginning in fiscal 2019, it was excluded from the recycling calculation.

#### Annual volume and recycling rate of industrial waste handled by REVACS



#### Waste handled by REVACS Corporation

Drying of sludge, residue and effluent	Largest recycling plant in the Hanshin area	▶	100t/day
	Stable performance	▶	36,000t/year
Crushing of packaged food containers and the like	Processing volume	▶	43t/day (including contents)
	Multiple permits · Waste plastics · Scrap metal · Glass, concrete and ceramic waste	▶	3types
Treatment of waste beverages	Largest beverage handling capacity in Japan	▶	8,000t/year
	Capacity	▶	585m <sup>3</sup> corresponding to the Japan Food Recycling Law

### Odor mitigation measures

#### Complying with regulatory requirements with a variety of mitigation measures

We have installed four activated carbon deodorizers in the crushing and transshipment/storage facility and have constructed shutters for the sludge and plant and animal residue storage yards. These shutters remain closed except when the waste is being delivered. High-concentration odors generated in the drying facilities are combustion-deodorized in the combustion chambers of the biomass boilers. As for various low-concentration odors, these are neutralized with chemicals by chemical cleaning equipment. In fiscal 2023, the results of odor measurements required under the Environmental Protection Agreement entered into with Nishinomiya City were all within regulatory values.

### Water pollution prevention measures

#### Maintaining water quality through regular analyses

Wastewater generated during the waste treatment process is released into the sewer system only after the total volume has been fully treated by our water treatment facility. We have installed a pH meter in our wastewater treatment facility to provide continuous monitoring as part of our regular analysis of the water we discharge. We have adopted voluntary standards that are even more stringent than the regulatory values, and we conduct voluntary testing for the monthly wastewater quality inspections undertaken by the competent authorities in an effort to prevent any problems from arising.

### Energy consumption of the Waste Treatment Center

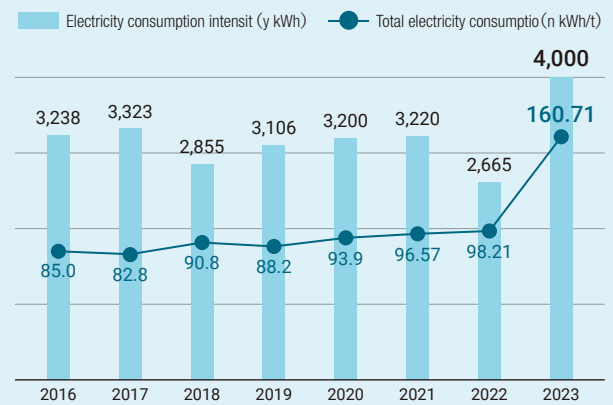
#### Our commitment to energy efficiency

The REVACS Waste Treatment Center, a crushing, drying, and methane fermentation facility, is powered by electricity and city gas.

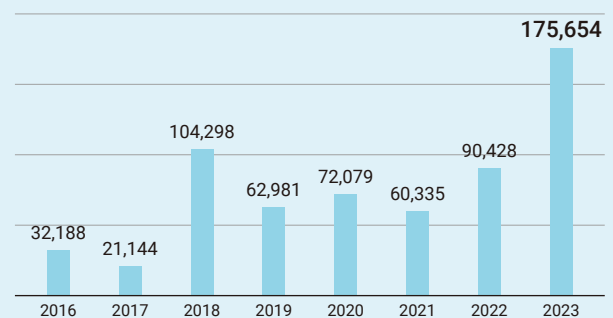
In this fiscal year, the amount of electricity we use has increased due to commencing full-scale operation of the methane fermentation facility, but we achieved zero CO2 emissions thanks to the introduction of a non-fossil certificate (NFC; aka non-fossil fuel energy certificate) with tracking of all power used at the center between July 2023 and March 2024.

We will continue to take steps to reduce our energy consumption while maintaining stable plant operation.

#### Electricity consumption of the Waste Treatment Center



#### City gas consumption of the Waste Treatment Center (m<sup>3</sup>)



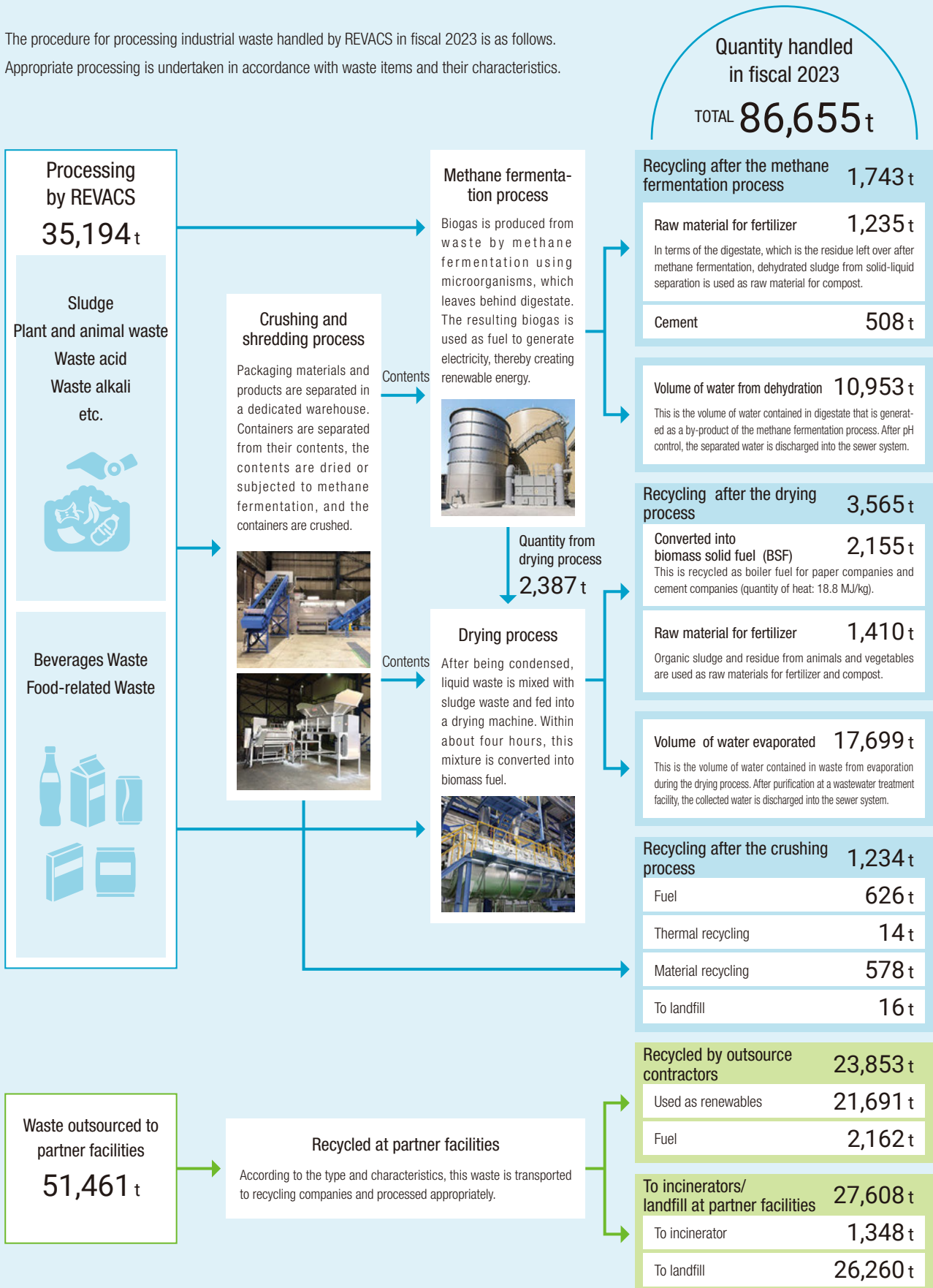
### Measures to prevent leakage and outflow from spills of waste beverages

#### Committed to preventing waste leakage and out flow

Our Reverse Management Center has installed gutters along its periphery and an 8-cubic-meter reservoir so that any spill or leakage due to collapse or unpacking of the waste beverages in containers located onsite does not escape the site. In addition, when collecting and transporting waste with a high water content, we use watertight containers with rubber gaskets to prevent leakage.

## Procedure for processing industrial waste

The procedure for processing industrial waste handled by REVACS in fiscal 2023 is as follows. Appropriate processing is undertaken in accordance with waste items and their characteristics.





## Environmental measurement results

### Odor measurement results

Name of odorous substance	Unit	Regulation value	Drying Plant (Oct. 2, 2023)				Biogas Power Plant (Dec. 8, 2023)			
			North side	East side	South side	West side	North side	East side	South side	West side
Ammonia	ppm	1	0.09	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05	0.05
Methyl mercaptan	ppm	0.002	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Hydrogen sulfide	ppm	0.02	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Methyl sulfide	ppm	0.01	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Methyl disulfide	ppm	0.009	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Trimethylamine	ppm	0.005	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008
Acetaldehyde	ppm	0.05	<0.004	<0.004	<0.004	<0.004	<0.004	<0.004	<0.004	<0.004
Propionaldehyde	ppm	0.05	<0.004	<0.004	<0.004	<0.004	<0.004	<0.004	<0.004	<0.004
Normal butyraldehyde	ppm	0.009	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008
Isobutyraldehyde	ppm	0.02	<0.002	<0.002	<0.002	<0.002	<0.002	<0.002	<0.002	<0.002
Normal valeraldehyde	ppm	0.009	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008	<0.0008
Isovaleraldehyde	ppm	0.003	<0.0004	<0.0004	<0.0004	<0.0004	<0.0004	<0.0004	<0.0004	<0.0004
Isobutanol	ppm	0.9	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05
Ethyl acetate	ppm	3	<0.1	<0.1	<0.1	<0.1	<0.1	<0.1	<0.1	<0.1
Methyl isobutyl ketone	ppm	1	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05
Toluene	ppm	10	<0.5	<0.5	<0.5	<0.5	<0.5	<0.5	<0.5	<0.5
Styrene	ppm	0.4	<0.01	<0.01	<0.01	<0.01	<0.01	<0.01	<0.01	<0.01
Xylene	ppm	1	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05	<0.05
Propionic acid	ppm	0.03	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Normal butyric acid	ppm	0.001	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Normal valeric acid	ppm	0.0009	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Isovaleric acid	ppm	0.001	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005	<0.0005
Odor index	-	30	-	-	-	-	<10	<10	<10	<10
Odor concentration	-	30	<10	<10	<10	<10	<10	<10	<10	<10

### Air pollutant measurement results

Measurement items	Unit	Regulation value	Drying Plant (Oct. 2, 2023 / Mar. 18, 2024)		Biogas Power Plant (Jul. 26, 2023 / Feb. 6, 2024)			
			1st test	2nd test	Regulation value	1st test	2nd test	
Nitrogen oxides (Nox)	Emission standards	ppm	350	77	90	600	335	360
	Emissions per hour	㎎/N	0.53	0.42	0.47	-	-	-
	Annual emissions	ton	8.5	6.9	7.6	-	-	-
Sulfur oxides (SOx)	Emission standards	ppm	-	6	5	-	-	-
	K-value regulation	㎎/N	1.58	0.04	0.039	0.14	0.07	0.0009
	Total quantity regulation	㎎/N	0.381	0.04	0.047	0.137	0.14	0.0018
Soot	Emission standards	g/ ㎎N	0.2	<0.001	<0.001	0.05	<0.001	<0.001

### Water quality inspection results for heavy metals, etc. (May 16, 2023)

Measurement items	Unit	Regulatory Standards	Drying Plant	Satellite office
Water temperature	°C	≦45	19.9	19.6
pH	-	5.0 ~ 9.0	7	7.1
Cadmium	mg/ℓ	≦0.03	<0.003	<0.003
Cyanide	mg/ℓ	≦0.3	<0.1	<0.1
Lead	mg/ℓ	≦0.1	<0.01	<0.01
Hexavalent chromium	mg/ℓ	≦0.1	<0.02	<0.02
Arsenic	mg/ℓ	≦0.05	<0.01	<0.01
Total mercury	mg/ℓ	≦0.005	<0.0005	<0.0005
Total chromium	mg/ℓ	≦2	<0.02	<0.02
Copper	mg/ℓ	≦3	<0.1	<0.1
Zinc	mg/ℓ	≦2	0.34	0.04
Soluble iron	mg/ℓ	≦10	4	<1
Soluble manganese	mg/ℓ	≦10	0.2	<0.1
Norhex animal and vegetable oil content	mg/ℓ	≦30	<1	12
Norhex mineral oil content	mg/ℓ	≦5	<1	3

### Water quality measurement results

#### Drying Plant

Measurement items	Regulatory Standards	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Water temperature	-	31	40	37	38	42	41	32	33	30	19	26	29
pH	5.5 ~ 8.6	7	8.1	7.4	6.0	7.0	7.2	7.6	7.7	6.7	7.0	6.6	7.5
BOD	≦500 mg/ℓ	34	<1	21	<1	2	32	20	3	1	10	10	7.0
SS	≦300 mg/ℓ	27	<1	25	<1	<1	3.2	<1	<1	<1	<1	<1	7.0

#### Biogas Power Plant

Measurement items	Regulatory Standards	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Water temperature	-	-	-	-	34	34	34	32	28	28	27	26	21
pH	5.5 ~ 8.6	-	-	-	6.4	7.6	7.7	7.8	7.9	7.9	8.2	8.0	8.0
BOD	≦3000 mg/ℓ	-	-	-	49	29	280	59	152	<1	72	72	106
SS	≦2000 mg/ℓ	-	-	-	212	305	100	248	152	132	118	118	148



#### Company outline

Capital: 50 million yen  
Number of employees: 55

President &  
Representative Director

Tomonori Akazawa

## Relief Corporation

Okatazuke Service

Overseas Reuse Service



ひようご SDGs



ひようご女性活躍推進認定  
ミモザ企業

### Okatazuke Service and Reuse Service

### Developing businesses that avoid the discarding of disused items

#### Approach

Relief Corporation was founded in 2011 as a company that addresses current societal issues while providing employees with a new opportunity to play an active role under the Group management philosophy of Goho-Yoshi (beneficial to all five parties). We have developed an Okatazuke Business (cleaning and organizing service) that brings together a number of services, including disposition of personal effects and mementoes before death, restoration of the residences of solitary individuals and so-called hoarders after death, and removal of disused items.

We have also developed a Reuse Business outside Japan that reuses and recycles items collected and discarded through the Okatazuke Service as well as items collected from our partners.

With its focus on reuse, our system suppresses the generation of waste for disposal through cleaning. By enhancing this system, we are contributing to the emergence of a society committed to recycling.

#### Toward the next fiscal year

Our theme for this fiscal year is the creation of relief. Up to now, we have manifested an attitude that each of our employees is proactive in building the company, but in order to promote that attitude more unambiguously, since last year, we have introduced various training systems and sought to make working at the company even more pleasant for our employees. As a result, we have been registered as a Hyogo Industry SDGs Promotion Declaration business and certified as a Hyogo Kobe Women's Empowerment Business (Mimosa Company).

Our Job Rotation initiative, which aims to invigorate communication between divisions, involves internally recruiting for employees who wish to transfer between departments, and after they have undergone interviews, supporting them in taking on the challenge of new fields. As well as broadening their career outlook, communication with other departments gives them the chance to understand each other's jobs and helps to improve productivity at the company.

Since the previous fiscal year, we also have held an in-house awards ceremony at the employees' general meeting. Brilliance Awards are chosen in a vote by all employees, and provide an opportunity to acknowledge hard work, care, and consideration that previously went unnoticed and could not be measured with existing assessment criteria. This helps to generate solidarity and improve motivation in the organization as a whole.

In the coming fiscal year, while focusing on the creation of a people-oriented organizational foundation, our goal is also to expand the region in which we do business. In our Okatazuke Business, we will open up new areas and develop the franchises this brings about, and in our Reuse Business, we will expand into the Kanto region and enter into partnerships and agreements with other companies. Our services provide confidence and reassurance, and expanding them nationwide will lead to resource recycling. We would like to develop our businesses with this as our vision.

### The Businesses of Relief Corporation

#### Okatazuke Business

While communicating closely with our customers, we are building a system that enables us to respond with a variety of optional services, thereby providing those customers with peace of mind. During the year to March 31, 2024, we provided our services at more than 6,100 residences.

Our Okatazuke Service is not concerned simply with disposal; our employees use their specialized knowledge to separate items with reuse potential from waste items in order to reduce the overall volume of waste.

This results in a reduced environmental impact. Another major feature is that out-of-use items collected by this business are reused instead of being discarded. Ensuring the reuse of household items that have been important to our customers not only reduces emotional burdens, but minimizes the overall cost of disposal by 20% to 40%. This improvement in the reuse ratio is one of our most important selling points.

#### Nationwide franchises

We operate mainly from our two locations in Nishinomiya City and in Tokyo. Since 2015, we have used the franchising system to increase the number of locations we operate. As of March 31, 2024, we had 20 locations nationwide.

#### Strengthening cooperation with our corporate customers

We have established a call center with dedicated representatives for our corporate customers to ensure smooth engagement with our business partners.

In addition, having established a focused management system and having strengthened our governance, we have succeeded in expanding the number of alliances to more than 500 companies.

## Reuse Business

Instead of discarding disused items that are still usable, we focus on ensuring that our Okatazuke Business and Reuse Business serve as mechanisms for reusing such items.

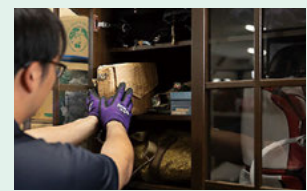
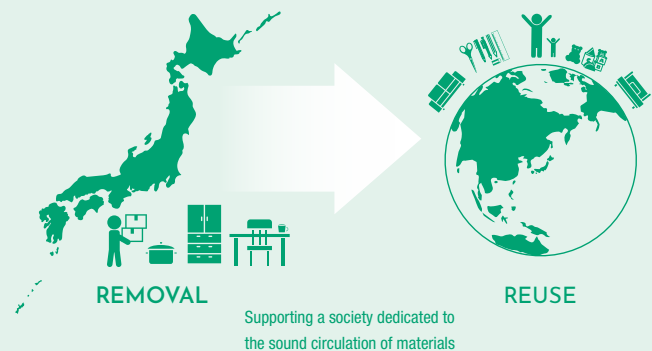
In Asia, second-hand items from Japan are commonly known as “Used in Japan” items and are quite popular. We operate our own warehouses and sales facilities, and our strength is our ability to quickly respond to changes in the economic environment.

After determining what kinds of products are needed in which locations, we sort the items properly in order to export them to the locations where they are most needed.

Currently, we ship about 160 containers a year mainly to Southeast Asia, which has led to a reduction of about 1,400 metric tons of waste.

As a future project, we are preparing to export clothing and futons, and we intend to further expand the range of items offered for reuse.

Our Reuse Service is contributing to the emergence of a society committed to recycling, and we are building a business model that embodies our management philosophy of Goho-Yoshi.



## STAFF INTERVIEW



**Hisatoshi Takashima**

President's Award  
Section Head, Reuse Division  
Joined in September 2022

### Proposing mechanisms for operational efficiency with approaches that go beyond common practice in the company

Having joined the company in September 2022, I transferred away from home to the Kanto office in Tokyo, where I was appointed as a section manager in the operations department. The first thing I did was to create a mechanism for generating income. Until then, individual members of staff handled everything from providing a quote to the work itself, but with this new mechanism, the division of labor increased efficiency, which in turn led to greater profit margins. As a consequence, we were able to improve profits by about 10% in just six months. As well as this rise in profits, another significant benefit was the fact that as an organization, we were able to experience success through the realization that if you take on a challenge without being afraid of change, your results will also change.

I have been fortunate enough to receive the President's Award, but I don't think the mechanism for which I was responsible would have worked without the cooperation of my colleagues. Particular strengths of the Relief Corporation are the sincere mentalities and equal perspectives of our employees, which motivate our desire to improve the company and its services. I am extremely grateful to the colleagues who helped me create and implement this mechanism.

### Recipient of the Brilliance Award decided in a vote by all employees

The most interesting aspect of this job is that I have developed the ability to consider how to optimize work that typically involves four or five concurrent projects. Realizing new proposals in house—for example, contributing to profits by finding a contractor who can recycle items that we used to spend money disposing of—is another thing that makes the job rewarding. Right now, something I am working on personally is studying laws relating to industrial waste. If their superiors acquire professional expertise, I think the skill levels of staff in the workplace also improve, which is why I participate in training sessions and seminars.

This year I have been fortunate enough to receive the Brilliance Award after a vote by all employees. I am the first person to arrive at work every morning. I spend time preparing because I do not want to make simple mistakes, but it makes me very happy to sense that all my colleagues have noticed this.

In the future, I would like to launch new businesses, become a president at the company, and continue working here until I retire. In the past, I talked with President Akazawa about my ideas, and his advice was, “If you want to launch new businesses, come up with about thirty business ideas a month!” so that is the challenge I want to take on.



**Yusuke Yamada**

Kagayaki Award (Special Award)  
Supervisor, Okatazuke Division  
Joined in September 2018



#### Company outline

Capital: 80 million yen  
Number of employees: 42

President &  
Representative Director

Masafusa Tsuda

## Daikyo Clean Corporation

### Grease Trap Business

### Environmental Management of Buildings and Facilities Addressing the Field of Facility Management

#### Approach

Our company undertakes hygiene-related plumbing maintenance and management services such as the cleaning of grease traps (oil-water separation interceptor devices) in commercial kitchens, and of drainage pipes and wastewater tanks in buildings and other facilities. We are based in the Kansai and Kanto regions and provide our services across a large part of the country. We have also established a one-stop support system for nationwide chain stores. In recent years, we have leveraged our experience and track record to enter the field of facility management, which involves comprehensively managing the environments of buildings and large-scale facilities. Going forward, we would like to contribute to reducing environmental impact at a global level and to hygiene preservation.

#### Toward the next fiscal year

It has been eight years since the company was established. We can now boast a track record at the highest level in the industry, and one of our greatest strengths is the technical expertise of our employees on the ground, which has been accumulated through extensive business experience. Thanks to our ability to respond across a wide area from our bases in Kanto and Kansai, and by thoroughly adhering to compliance that is appropriate to individual facilities, in recent years, we have been receiving an increasingly large number of requests from large-scale commercial facilities such as shopping malls.

For some time, the company has aimed to provide facility management that involves comprehensively managing the environments of buildings and larger facilities, and we have now taken our first steps toward significant growth for the company. For example, in the previous fiscal year, we launched a team that is dedicated to large-scale commercial facilities in Kanto and Kansai.

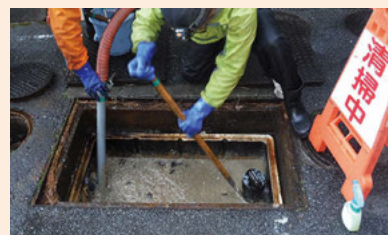
Particularly for major corporations, initiatives related to SDGs have become commonplace, and in our industry, an increasing number of clients are paying attention to the issue of waste. As a group company whose approach involves the goal of a society committed to recycling, we would like to be the first choice for businesses with a particular interest in SDGs.

We are also cultivating personnel, especially our younger members, and have established our organizational foundations. Going forward and based on our motto of never staying the same for more than three years, we will capitalize on the power of these employees to uncover customer needs, ascertain the fields in which we are most in demand, and continue to take on challenges.

### The Businesses of Daikyo Clean Corporation

#### Grease Trap Cleaning Service

A grease trap is a device that collects vegetable waste and surplus food from the wastewater in commercial kitchens by means of a wire mesh basket, which separates out the grease and prevents it from flowing into the sewer system. By regularly removing dirt from grease traps, we are contributing to the prevention of foul odors, pest infestations, and water pollution, to improving environmental hygiene, and to reducing the amount of sludge discharged by commercial kitchens.



#### Cleaning drainpipes and restoring clogged drainpipes

Clogged drainage pipes present a variety of risks such as damage to neighboring facilities, business interruptions, and compensation for damages. We maintain a fleet of dedicated high-pressure washing vehicles and portable washing machines. We also offer periodic cleaning services to prevent clogging as well as emergency cleaning of drainage pipes.

#### Cleaning water tanks and drainage tanks

We undertake the cleaning and treatment of sludge (industrial waste) accumulating in water tanks located in buildings and commercial facilities as well as drainage tanks (rain tanks, spring water tanks, miscellaneous wastewater tanks) installed in below-ground and in factories. Qualified personnel perform this work using measuring instruments and blowers, and thorough checks are performed to ensure safety.

#### Facility hygiene management

We provide comprehensive hygiene management for facilities, including duct cleaning of buildings and commercial facilities as well as cleaning of stores, floors, and air conditioning systems. We also provide support for large-scale facilities, contributing to facility maintenance by performing regular maintenance and offering solutions for efficient facility management.

## The Five Advantages of Daikyo Clean Corporation

1

### Providing services for both the uppermost and below-ground floors of large complexes

We can handle buildings, complexes, and the like in which cleaning work is difficult. With our fleet of high-pressure cleaning vehicles, vacuum trucks, and portable cleaning equipment, we provide a comprehensive response to customer requests.

2

### One-stop support for nationwide chain stores

Daikyo Clean Corporation is currently expanding the area in which we provide our services to cover the whole country. From our bases in the Kansai and Kanto regions, the territory that we serve encompasses a total of 14 prefectures. We are also contributing to operational efficiency by establishing a single point of contact that is capable of accommodating major national chains and companies with multiple stores, and through the centralized management of information.

3

### A commitment to zero complaints

All our employees engaged in cleaning work have undergone comprehensive in-house training. They are attentive and do their jobs diligently and carefully in all aspects, from the carrying in and carrying out of equipment to the cleaning work itself and the issuing of manifest slips.

4

### Comprehensive and appropriate processing through legal compliance

All oil and food residues collected as part of our cleaning processes are appropriately treated as industrial waste, and manifest slips are issued to verify this after all work has been completed.

5

### A track record of more than 20,000 in-house service calls

We can respond to the needs of all kinds of facilities with the technical capabilities and expertise we have accumulated through a wealth of business experience. In addition to cleaning grease traps, we are extending the scope of our services to include cleaning and repairing drainage pipes and water tanks in facilities such as large shopping malls, airports, and hospitals.

## STAFF INTERVIEW



**Kenichi Ogawa**

Section Head  
Joined in May 2021

### Helping to maintain safety on site with the knowledge of safety management cultivated in my previous job

In my previous job, I worked for 15 years with a major railway company maintaining railway tracks. My job with Daikyo Clean also involves protecting safety on site, but I have moved from an environment in which employees acted in accordance with set rules to one in which we make the rules ourselves, and this has updated my way of thinking. The first thing I sensed at Daikyo Clean was that on-site safety is protected not just by rules but also by trusting relationships with fellow employees and customers. Everyday communication is also properly leveraged in regards to safety. At my previous employer, there were some situations in which I was restricted by rules, although this gave me the chance to consider the true meaning of an organization in which rules exist.

Eighteen months ago, my general manager said, "I want you to think about what needs to be improved." When I had made a list of as many points as I could think of, the manager was very positive and said, "Let's do them all!" So that list is what I am working on right now. So far, there have been no significant incidents. I worry that expressing my opinions in an uncompromising way will simply put more pressure on my colleagues, but I have also been able to share my doubts and concerns at meetings, and to discuss them. By sharing the perspectives on safety management that I cultivated in my previous job, I hope that I can contribute to further improvements in maintaining on-site safety at Daikyo Clean.

### I want to create proposals that are considerate toward the environment while also satisfying customer needs

I used to work in sales at a personnel dispatch company, and found out about Daikyo Clean when I was apprehensive about the future and thinking of changing jobs. I decided to join Daikyo Clean because I was interested in the fact that it tackles societal problems. Currently, my job involves developing new sales opportunities.

In order to generate orders, I look at things from customers' viewpoints and I am conscious of creating proposals that are tailored to their needs. The interesting thing about the job is that taking into account the strengths and opportunities of our company can lead to proposals.

Recently, we have been receiving orders from larger-scale facilities. There are dozens of grease traps in just one of these facilities, so we can work without having to move from place to place, our productivity increases, and we are more environmentally friendly because less moving around means that we generate less CO2. In order to generate profit for the company and help the global environment, I intend to actively target this market in the future.

At Daikyo Clean, we are often interacting with other departments and I get a real sense of working as part of a team. It is very pleasant to be in this kind of environment. Going forward, I would also like to get involved in building the workplace and the organization. With a view to solving various issues, I hope to take the initiative in my job while capitalizing on my experience.



**Takuya Uehara**

Chief  
Joined in December 2023



#### Company outline

Capital: 10 million yen  
Number of employees: 74

President &  
Representative Director

Kenichi Akazawa

## Daieisei Corporation

Waste collection in Nishinomiya

We contribute to local communities while regarding our business as an essential public service

#### Approach

In addition to handling the collection of domestic waste in the city of Nishinomiya, as a suitable contractor that is licensed to collect and transport general waste, the Daieisei Corporation also undertakes the work of collecting and transporting household, commercial, and bulk waste. Since the company was founded, we have considered customers and the global environment as our number one priorities, and developed our business based on the themes of reducing waste and of methods for disposing of waste that lessen environmental impact. We regard our business as providing services that support comfortable lifestyles for members of the community, and with the goal of making those services even better, we would like to be a business that upholds social infrastructure and contributes to local communities.

#### Toward the next fiscal year

Recently, we have returned to being a people-oriented business, undertaken a major review of our organizational foundation, and built a new management structure. We have also increased the number of employees, and I believe these initiatives have enabled us to reach an even higher level as an organization.

While continuing to be aware of this organizational structure with people at its heart, we will also work to implement DX. Our role as essential workers will become increasingly important in society, although at the same time, we are also affected by the issue of personnel shortages. As one solution to this, we are introducing a system called SmartDrive, which collectively manages vehicle-related information in a vehicle management system and in the cloud, with the aim of creating a more conducive working environment.

While enabling younger employees to grow, as a company, we also need to provide contexts in which all our employees can flourish. We are considering how to link the growth of our people with the growth of our business, and our idea is to search for future potential by taking on the various challenges involved in developing that business.

### The Businesses of Daieisei Corporation

## Waste Collection and Transportation Business

#### Corporate services

##### Collection and transportation of general commercial waste

Every day we collect general waste produced by various business establishments in Nishinomiya. We take this waste to municipal treatment facilities and dispose of it appropriately.

##### Collection and transportation of industrial waste

We quickly and safely collect all kinds of industrial waste and transport it to intermediate treatment facilities and final disposal sites. We have introduced electronic manifests to improve operational efficiency, and we maintain a wide variety of vehicles and dedicated containers to meet specific needs.

#### Services for individual customers

##### Collection of bulk household waste

Our professionals respond to a variety of needs, including difficult and dangerous tasks such as carrying out waste through narrow entrances and stairways, and can dispose of large quantities of unwanted items that arise when people move house in one go.

#### Municipal consignment services

##### Handling municipal waste collection

We collect and transport household waste in the city of Nishinomiya. We regard this business as a necessary public service, and we intend to contribute to society through such community-based services.

#### Initiatives

##### Pay-as-you-go waste weighing system

We have introduced Scale Packers, waste collection vehicles with a scale that weighs the waste as it is loaded into the vehicle, as well as waste weighing system that monitors the amount of waste collected from each customer. By offering a metered rate system that provides visual indication of the amount of waste collected and issues invoices according to the amount collected, they are contributing to increased customer awareness of how a reduced quantity of waste results in reduced processing costs.

#### Committed to Implementing Our Business Continuity Plans

Daieisei Corporation has focused on formulating and implementing business continuity plans in response to recent natural disasters, the COVID-19 pandemic, and other factors that hinder the implementation of services. In this way, we have established a system that maintains our public services whatever the circumstances.

### Elementary schools in Nishinomiya host class presentations on waste and resources

We conducted presentations at elementary schools and high schools in the city of Nishinomiya. By showing students actual waste collection vehicles up close, explaining their functions, and providing them with the experience of throwing in waste bags, the company offers students the opportunity to expand their sphere of interest and learn proper methods of disposing of and sorting household waste, recycling, and handling environmental issues.



## STAFF INTERVIEW



**Yuka Adachi**

Management Division  
Joined in September 2022

### Committed to my job in an environment that is blessed with mechanisms for preventing mistakes

I used to work in the customer service industry, but considering the fact that my working life would continue for a long time to come, I decided to try one more change of occupation, and took on the challenge of an administrative position in which I had no previous experience. Initially, there were so many things that I didn't know, but I was able to learn about the job thanks to help from my superiors and colleagues.

At the moment, my work mainly involves sending invoices to customers. This is an important responsibility because if I make a mistake, it doesn't just inconvenience the customer, it also affects the trusting relationship we have developed. When I did make a mistake in the past, my boss thought about why this had happened and introduced a system for double-checking. I was very impressed with the fact that as a company, we were creating mechanisms to prevent mistakes. As such, I am blessed with an environment in which I can focus on my job. Even though the work that I do is essentially the same every month, managing the money that is involved is not easy. The job feels very rewarding when I have fulfilled my responsibilities properly.

### Pushing the boundaries of my knowledge as an expert in industrial waste and taking on the challenge of obtaining new qualifications

I have worked in waste management for 14 years since I was 18 years old, but it is a field that I still find interesting, with many things to learn and remember.

When I was promoted to a managerial position, I was really happy when the company president referred to myself and a colleague who was promoted at the same time as "Our 2030 twosome!" Having expectations placed upon me as a leader who will uphold the future of the company gave me inspiration and motivated me in my work. It also stimulated my desire to learn more about industrial waste. Just recently, I passed a national test in operational management and my studies are becoming even more interesting. When I was a student, I didn't study at all, but my next challenge will be to attempt the Ministry of the Environment test for the appropriate management of industrial waste. There are three levels to the test, and I would like to become enough of an expert in waste management that I can answer anything our customers ask, so I am aiming for level one.

In two years' time, Nishinomiya is also going to start separating paper waste. In this industry, the environment changes with the times, so it can be hard to keep up, and there are various different methods for dealing with waste materials. You can never have too much expertise or experience, and while always aiming for personal development, I want to continue enjoying my job.



**Tsuyoshi Setoguchi**

Manager, Environmental Division  
Joined in June 2021

### This year our organizational foundation has become stronger and now our goal is to cultivate human resources

I joined the company as a part-time employee when I was 19 years old, and I have gained experience in both our commercial and household waste businesses. The best thing about the job of collecting commercial waste is the ability to increase profits for the company with an awareness of efficiency, in the sense that we work in the safest possible way with teams of a few members, while at the same time increasing customer satisfaction. In the job of collecting household waste, I think I have become more conscious of work safety and the fact that we provide a public service.

During the past year, the structure of the company has changed a great deal. Because there are more people working in management, I think this has given us greater flexibility as an organization. There are more opportunities for employees to communicate, we are exchanging our views about reviewing safety measures and courses, and it has become possible to discuss potential solutions. Everybody perceives issues as concerning them directly, and as employees, I think we can proceed with our work while moving together in the same direction.

Because our organizational foundation has been established, I would like to invest my efforts in cultivating human resources. While increasing the number of personnel with experience and knowledge of both our environmental and consignment businesses, my goal is for the company to reach an even higher level.



**Hironobu Otsu**

Section Head,  
Consignment Division  
Joined in November 1999



**Company outline**

Capital: 10 million yen  
Number of employees: 92

President &  
Representative Director

Satomi Hirai

# Daikyo Corporation

Waste collection in Itami

Staffing and recruitment

## Contributing to communities and the industry with a combination of our environmental and human resources businesses

### Approach

Daikyo Corporation is simultaneously developing two businesses: our existing business for collecting waste, which is centered around the city of Itami, and our newly launched staffing and recruitment business.

Our waste collection and transportation business fulfills the role of indispensable social infrastructure in local communities, with the aim of improving services while also endeavoring to provide quality work that is safe, secure, and conscientious.

By dispatching personnel to the environmental business industry, as well as alleviating the problem of worker shortages, we also want our staffing and recruitment business to assist in creating better working environments and elevating the industry as a whole.

### Toward the next fiscal year

In order to capitalize on our long years of experience in the environmental business, which is an important part of social infrastructure, we launched our staffing and recruitment business in the hope of being able to support other companies in the same industry who are troubled by staff shortages, and this business has continued to grow steadily since it began in 2017. Even when you have recruited personnel, educating them takes time and effort, so we have established a training system at Daikyo Corporation, and one of our key strengths is the ability to dispatch personnel who have undergone training and are already highly capable. With a view to further growth, along with internal improvements and expansion of the organization, through proposals for improving working environments, we will also endeavor to create workplaces that enable an even larger number of temporary staff to be employed long term and with peace of mind.

Furthermore, employees who actually work for the company on site are responsible for staff training in our recruitment business, and in the context of developing drivers and workers with no previous experience in the industry, we hope this will lead to improved skills and motivation for employees on the ground. By further increasing the number of on-site staff who can implement education, we anticipate a synergistic effect at the company that will contribute to improvements in both work quality and the public service we provide, and going forward, we will accelerate growth with a combination of existing and new businesses.

### The Businesses of Daikyo Corporation

## Collection and Transportation of Industrial Waste Business

### Corporate Services

#### Collection and transportation of general commercial waste and industrial waste

General commercial waste transported from business establishments is regularly collected and transported to municipal treatment facilities. We also collect and transport industrial waste from factories and biohazardous waste from medical institutions. In addition, we quickly and safely collect all kinds of industrial waste and transport it to intermediate treatment facilities and final disposal sites. We have introduced electronic manifests to improve operational efficiency, and we maintain a wide variety of vehicles and dedicated containers to meet specific needs.

#### Services for individual customers

**Collection of bulk household waste**  
Our professionals respond to a variety of needs, including difficult and dangerous tasks such as carrying out waste through narrow entrances and stairways, and can dispose of large quantities of unwanted items at once.

#### Municipal consignment services

**Handling municipal waste collection**  
We collect and transport everyday waste in the city of Itami. We regard this business as a necessary public service, and we intend to contribute to society through such community-based services.

### Initiatives

#### Pay-as-you-go waste weighing system

We have introduced Scale Packers, waste collection vehicles with a scale that weighs the waste as it is loaded into the vehicle, as well as waste weighing system that monitors the amount of waste collected from each customer. By offering a metered rate system that provides visual indication of the amount of waste collected and issues invoices according to the amount collected, they are contributing to increased customer awareness of how a reduced quantity of waste results in reduced processing costs.

#### Committed to Implementing Our Business Continuity Plans

Daikyo Corporation has focused on formulating and implementing business continuity plans in response to incidents that hinder the implementation of services. In this way, we have established a system that maintains our public services whatever the circumstances.

#### Sorting, tidying, and cleaning

Our goal is to improve operational productivity, safety, and quality by maintaining attractive working environments.



## Staffing and recruitment business



Our staffing and recruitment business, G career, which is specialized toward the environmental business industry, supports everything from the training of essential workers to contract business and dispatching and recruiting personnel. By providing a wide range of assistance—for example, solving the problem of personnel shortages in the environmental business industry, hiring and training personnel, improving employee retention rates, and improving work environments—we hope to contribute to human resources and labor management in the industry as a whole.

### G career training curriculum for developing personnel with no previous industry experience

A distinctive feature of our company is that personnel with no previous experience in the industry can be dispatched in a state in which they are already highly capable, having undergone the ten-day driver's course or the five-day assistant's course in our training curriculum. As well as safety education and driving skills directly relating to operations, this curriculum incorporates training in manners and attitude toward the job, with the aim of cultivating personnel who contribute to the environmental business industry and to local communities.



### Expanding the areas and industries in which we can respond

We are expanding the geographical territory in which we provide our services, from our focal point of the Hanshin area to Osaka, Kobe, Nara, Kyoto and Wakayama. By entering the industrial waste, building maintenance, and general commercial waste industries, we are also increasing the number of industries and occupations that we handle.

## STAFF INTERVIEW



**Yuichi Terao**

Manager, Environmental Division  
Joined in September 2017

### A job in which I can sense my growth as an individual while leading a fulfilling personal life

The opportunity to join Daikyo Corporation was provided by an invitation from a senior who was already employed here. I used to work in nursing care, but was looking for a job that would allow me to have weekends off. The same senior had previously told me that the holidays, salary, and employee benefits at the company are very good. I arrive at work at 8 a.m. and finish work at 5:30 or 6 p.m., which allows me to maintain my ideal daily routine.

It has now been seven years since I joined the company. Some of the things that make the job rewarding are that local residents express their gratitude, children wave when they see our waste collection vehicles, and we interact with residents on a daily basis. Because I used to work in nursing care, I enjoy communicating with people.

Two years ago I was promoted to a supervisory role, so I am now in a position in which I have to convey both positive and negative things to my junior colleagues. In the past, I had a passive personality and an aversion to conveying information to other people, but now I have overcome this and feel as if I have grown as a person.

There are two of my superiors in particular that I hope to emulate. At the moment, I am lacking in the knowledge that will enable me to do so. Particularly with industrial waste, there are a lot of things that can only be learned in a practical context. Whenever possible, I am making time for myself to learn, for example, by asking questions on site. By acquiring knowledge, I would like to be someone who can impart a sense of reassurance to my colleagues while they work.

### I want to help remedy personnel shortages while conveying the appeal and potential of the environmental industry

In my previous job, I worked for 20 years at a company that provided personnel dispatch and recruitment services. I first thought of changing jobs during the COVID-19 pandemic, and I was searching for a specialized company within the human resources industry because I wanted to leverage and improve my career in that kind of environment.

Another key point when it came to choosing a company was its corporate culture. I had several interviews at Daikyo Corporation and including the President, Satomi Hirai, was very impressed with the employees' pride in their work, their attitude, and their friendly personalities. I thought to myself, "I'd like to work with these people" and resolved to join the company. Daikyo's career business began as a recruitment company specializing in the environmental business, and has since grown steadily. The role that is demanded of me right now involves guiding the career business to the next level. I aim to expand our sales area, and to develop more industries and occupations among the client companies to which we dispatch personnel. Alongside this, I plan to increase employee numbers and to help us grow as an organization.

Including Daikyo Corporation, the environmental business industry is one of many in which personnel shortages are becoming very apparent. To those people who are looking for work, I will continue to enthusiastically convey the appeal and potential of the industry that I have sensed since joining it, and the fact that if you work in this industry, you can be proud of your usefulness to society. I also intend to cultivate as many personnel as possible who can flourish in the industry, and to contribute to business development for our clients and to stability in the everyday lives of those who are seeking work.



**Go Onosaka**

Section Head, Career Division  
Joined in November 2022

# ESG initiatives

Since its founding, our Group has developed its business with a singular mission of responding honestly to the challenges faced by local residents and nearby industries. We also strive to fulfill our social responsibilities as a corporate group integrated with society. In addition to strengthening our corporate governance, we have been addressing environmental and social management issues for many years and have continued to take gradual steps forward. We will continue to focus on solving emerging social issues and industrial challenges by building on the management foundation we have established to date.

## Corporate Governance

- Organizational governance
- Compliance with laws and regulations
- Information disclosure and accountability



## Environmental Initiatives

- Material balance
- Goals and achievements of initiatives
- Efforts to reduce environmental impact
- Environmental performance data



## With Employees

- Goals and achievements of initiatives
- Occupational health and safety initiatives
- Human resource initiatives
- Creating an environment in which people can work with confidence



## With the Community

- Goals and achievements of initiatives
- Communicating with customers
- Addressing consumer issues
- Responding to complaints and accidents



# Corporate Governance

We will strengthen our efforts to implement sound and highly transparent management while validating the trust of our stakeholders.



## Our Approach

The Good Holdings Group contributes to the development of society by providing outstanding products and services through businesses committed to sound and transparent corporate management while observing all relevant laws and regulations. Our basic approach is to meet the expectations of our stakeholders while validating their trust in us.

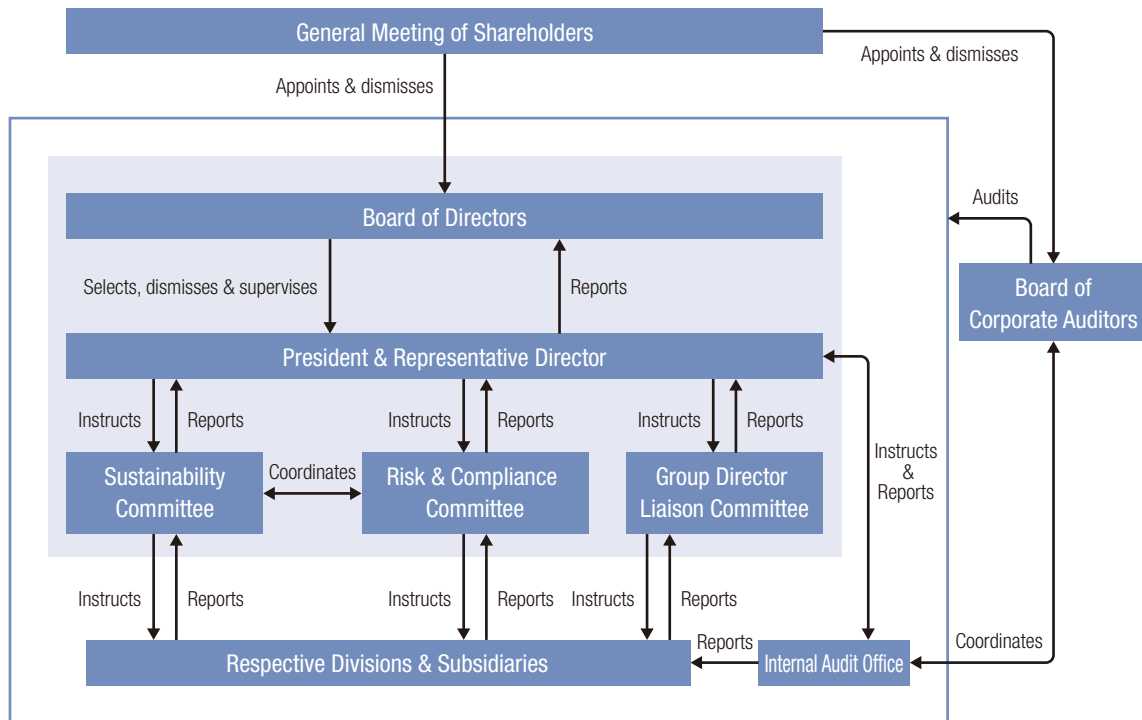
## Organizational Governance

### Management system

Emphasizing assured transparency and seamless execution of operations

To remain a trustworthy corporate group capable of validating the trust all stakeholders place in us, we strive for sound and highly transparent management and execution of operations. We also strive to establish sound corporate governance with the aim of ensuring sustainable growth for the entire group while enhancing corporate value over the medium and long terms.

### Our Corporate Governance System



### Other Bodies

**Business Meetings/Regular Meetings of Each Company** Discuss and issue corporate policies to ensure smooth business operations.

## Risk & Compliance Committee

### Working on comprehensive risk management and thorough compliance

The committee convenes once a month with the Group's President & Representative Director as chairperson. It comprises Auditors, Presidents and Representative Directors of our subsidiaries, Directors, and other members designated by the chairperson. At meetings of the committee, latent and tangible risks, breaches of compliance, and so on are discussed and scrutinized, and while striving for comprehensive risk management, we implement training education and work on corporate social responsibility and thorough compliance.

In fiscal 2023, the Risk & Compliance Committee reported on and discussed the following topics.

Checking for antisocial forces	Reporting on the status of checks as to whether sales clients or business partners are involved with antisocial forces and discussing the issues involved.
Labor management	Reporting on the status of recorded overtime hours (monthly and cumulative), the number of employees joining and leaving the company, amounts of paid leave taken, and so on, and discussing the issues involved.
Reporting on internal audits and the status of improvements	Reporting on the content of audits undertaken and the status of improvements.
Education training	<p>Training plans and implementation</p> <ul style="list-style-type: none"> <li>• Fundamental information security, points regarding revisions to the Act on the Protection of Personal Information (aimed at all employees)</li> <li>• Power harassment (aimed at all employees)</li> <li>• Harassment by superiors (aimed at those in management positions)</li> <li>• Basic knowledge and examples of the Act against Unjustifiable Premiums and Misleading Representations (aimed at the relevant representatives and those in management positions)</li> <li>• Understanding work consignment contracts and the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (aimed at the relevant representatives and those in management positions)</li> <li>• Act on Prohibition of Private Monopolization and Maintenance of Fair Trade (bid rigging and the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors; aimed at the relevant representatives and those in management positions)</li> <li>• Labor management (aimed at those in management)</li> </ul>
Incident reports	Reporting summaries, preventive measures, etc. for incidents (including accidents involving vehicles, equipment, etc., information system faults, and security incidents) to have occurred at each company.
Others	Sharing the status of revisions to laws and regulations relating to human resources and labor.

## Sustainability Committee

### Working on sustainability


In addition to formulating policy, targets, and action plans relating to sustainability, promoting initiatives in response to sustainability issues, and disclosing information relating to TCFD recommendations, the committee conducts monitoring and identifies materialities (priority issues). The content of committee meetings is decided via the President and in principle, is reported to the Board of Directors twice a year.

## Board of Corporate Auditors

### Monitoring and supervising business execution

The company's Board of Corporate Auditors comprises one full-time auditor and two external auditors. Based on official regulations, in principle, the Board of Corporate Auditors convenes once a month to report on, discuss, and pass resolutions on important matters. The two external auditors are a lawyer and a certified public accountant who monitor based on their professional viewpoints and from positions of independence. They attend important meetings such as those of the Board of Directors and the Group Director Liaison Committee, and as well working to understand important decision-making processes and the status of operational execution, as occasion demands, they advise directors and seek rectifications.

### VOICE



Good Holdings Corporation Fulltime Auditor      Good Holdings Corporation Outside Auditor      Good Holdings Corporation Outside Auditor

**Naoshi Hattori      Ken Ueda      Tokuo Minakata**

**“Are you accomplishing your everyday duties as you always do?”**

The scope of the work that you do is governed by rules. The organizational structure of the Good Holdings Group as a whole is established in our organizational regulations, our horizontal work parameters involve regulations for establishing roles and the division of duties in divisions, and our vertical work parameters involve regulations for establishing administrative authority granted to those in management positions. Aside from articles of incorporation, which are determined at the General Meeting of Shareholders, internal regulations are determined by those in positions of authority under the Board of Directors.

As auditors, we audit the decision-making process for rules and whether work is being undertaken in accordance with those rules. If you conform with these regulations when you do your job, your actions are regarded as those of the company, not of you as an individual.

**“What should you do if you notice that something is different from usual?”**

We believe you should consider what is most beneficial for customers, plan a new strategy, and begin working on it. This is what we recommend within the Group. There are also rules for considering what should be done in light of our management philosophy and laws and regulations. These ensure that new business is conducted in a standard way and does not lead to inappropriate consequences, and represent the Group's desire to be an organization that embraces new business.

The content of your everyday work differs in relation to each customer, while the needs of those customers change as time passes. During the course of your work, unexpected challenges and incidents also arise. We would like you all to be aware of changes and of anything unexpected. Although this may not be easy, it gives you the chance to discover potential risks, so we very much hope you will put it into practice.

**“How do you react to changes?”**

One of the inherent qualities of our Group is that we embrace change. Be aware of changes, and if you do not know of a method for coping with one when it happens, consult your superiors. We believe it is possible for us to think together about what we should do as a company.

Not just auditors but also management are monitoring whether rules for coping with changes such as these have been sufficiently established, and whether incidences have arisen of individual responsibility being assigned unfairly. Do please notify us if you have any concerns.

## Compliance Status

### No record of serious violations of laws in fiscal 2023

We have specified the relevant laws to be observed on a company-by-company basis and ensure that they are duly observed.

We verify that the required reports are submitted to the relevant authorities on schedule and that the business has been properly run according to the law.

We observed no record of any serious violations of laws in fiscal 2023.

#### Relevant laws (in part)

Legislation	Contents
Waste Management and Public Cleansing Act	Waste disposal standards, manifest management, contract-making and management, requirements for collection/transport vehicles (display of signage and markings)
Air Pollution Control Act	Emission standards for NOx, soot, dust and other substances
Sewerage Act	Effluent standard for sewage water and associated facilities
Noise Regulation Act, Vibration Regulation Act, Offensive Odor Control Act	Noise, vibration and odor standards
Road Traffic Act	Running speed, stopping and parking restrictions, prohibition against excessive loads
Road Transport Vehicle Act	Requirements for vehicle maintenance and inspection
Act on the Rational Use of Energy	Requirements for energy consumption reports, appointment of administrators, and other requirements
Act on Promotion of Global Warming Countermeasures	Reporting of CO2-equivalent greenhouse gas emissions
Industrial Safety and Health Act	Safety assurance; appointment and publicizing of health and safety monitors; cleaning up; and other tasks
Ordinance on Prevention of Anoxia	Measurement of oxygen concentrations; regular stocking and monitoring of protective equipment and escape tools; and other tasks
Fire Service Act	Provision of fire defense plan training; fire monitoring; and other tasks
Environmental Protection Agreement with Nishinomiya City	Determining a method of measuring air pollution and foul odors and the like and their frequency of occurrence

## Publication of Annual Sustainability Report

Published annually as a communication tool that conveys our progress on social and environmental initiatives as well as our business activities

In an effort to inform the public about our industrial waste disposal business and the principal activities of the Good Holdings Group, REVACS Corporation has been publishing an annual sustainability report since fiscal 2002. Daieieisei Corporation and Daikyo Corporation followed suit in fiscal 2008.

In fiscal 2015, following the Group's shift to a holding company system, the Good Holdings Group integrated these various company specific reports into a single edition. We will continue to improve the Sustainability Report, as it represents an important method of communicating with our stakeholders.

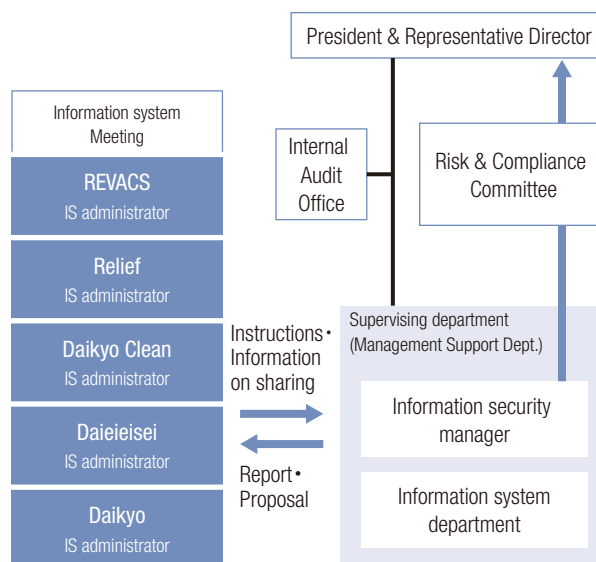


## Information systems security structure

We regard it as our duty to protect the information assets handled in our business activities, and we strive for the ongoing provision of our services and the healthy development of our businesses.

In order to avoid and reduce risks such as the leaking, falsification, or loss of the various information assets handled by the Group, we have established information security and safety management regulations and IT management regulations for managing the risks involved in information security. Information systems representatives at each company are responsible for the management and operation of these regulations, we continuously review the information security structure of the organization as a whole at regular meetings such as those of our Risk & Compliance Committee, and we endeavor to comprehensively protect and manage information assets.

### Information systems security structure



# Environmental Initiatives

The Group as a whole strives to reduce the environmental impact of its business activities

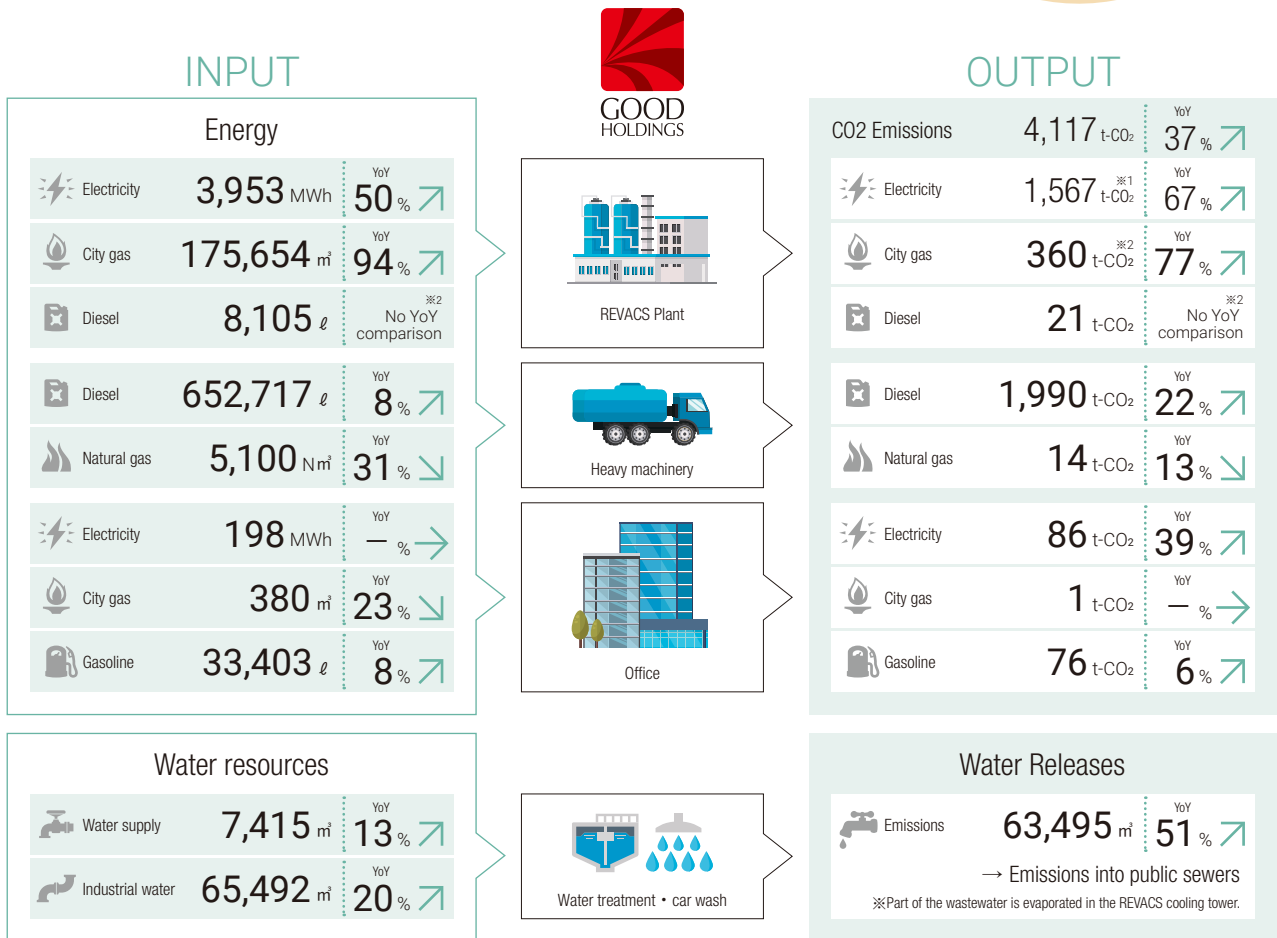


## Basic Approach

It is our duty to protect the global environment and contribute to the sustainable development of society. The Good Holdings Group is continuing its initiatives for conservation of the global environment and compliance with laws and regulations, and strives to reduce the environmental impact of its business activities.

## Material Balance

In fiscal 2023, the amount of resources, energy, and so on necessary for our business activities—in other words, input—and the amount of CO<sub>2</sub> and so on emitted into the environment—in other words, output—were as described below. Having assessed our input and output, we are working on the effective utilization of resources and on reducing our environmental impact.



CO<sub>2</sub> emission factor reference data (Ministry of the Environment)

Electricity : 0.000434 t-CO<sub>2</sub>/kWh  
 Natural gas : 0.00279 t-CO<sub>2</sub>/m<sup>3</sup>

City gas : 0.00205 t-CO<sub>2</sub>/m<sup>3</sup>  
 Gasoline : 0.00229 t-CO<sub>2</sub>/ℓ

Diesel : 0.00262 t-CO<sub>2</sub>/ℓ

※1 We achieved zero CO<sub>2</sub> emissions at our methane plants between July 2023 and March 2024 thanks to the introduction of a non-fossil certificate (NFC; aka non-fossil fuel energy certificate) with tracking.  
 ※2 From fiscal 2023, plant diesel has been recorded as being used at our methane plants, and work vehicles and heavy machinery have been recorded as "work heavy machinery."

## Objective and Achievement

	Target for 2023	Achievement in 2023	Result	Target for 2024
<b>REVACS Corporation</b>				
Reductions in amounts of energy used in processing and transportation	Electricity : ≦165.07kWh/t	160.71kWh/t	×	≧ PFY
	Fuel efficiency : ≧4.14km/ℓ	4.2km/ℓ	○	≧ PFY
Reductions in amounts of energy used in offices	Electricity : ≦4,859kWh/month	4,996kWh	×	≧ PFY
	Fuel efficiency (sales dept.) : ≧22.77km/ℓ	23.64km/ℓ	○	≧ PFY
	Fuel efficiency (swell dept.) : ≧18.87km/ℓ	19.39km/ℓ	○	≧ PFY
Pursuit of secure and trusted waste treatment services	No incidents of complaints from customers or neighboring communities	10	×	No incidents of complaints from customers or neighboring communities
	Complied with voluntary standards for foul odors and wastewater	Foul odors: Within normal levels Wastewater: Exceeded voluntary levels (within standard levels for government water sampling)	×	Complied with voluntary standards for foul odors and wastewater
<b>Relief Corporation</b>				
Reduce energy usage	Electricity : ≦27,426.75kWh	27,867.25kWh	×	≧ PFY
Efficient use of resources (Maintaining fuel efficiency)	Gasoline : ≧13.54km/ℓ	15.02km/ℓ	○	≧ PFY
	Diesel : ≧6.71km/ℓ	6.59km/ℓ	×	≧ PFY
Environmental impact reduction	Waste amount in office : ≦800kg	793kg	○	≧ PFY
<b>Daikyo Clean Corporation</b>				
Reduce energy usage	Electricity : ≦27,426.75kWh	27,867.25kWh	×	≧ PFY
Efficient use of resources (Maintaining fuel efficiency)	Gasoline : ≧7.24km/ℓ	12.11km/ℓ	○	≧ PFY
	Diesel : ≧5.48km/ℓ	5.45km/ℓ	×	≧ PFY
Environmental impact reduction	Water usage : ≦798.1 m <sup>3</sup>	719 m <sup>3</sup>	○	≧ PFY
	Waste amount in office : ≦264kg	312.4kg	×	≧ PFY
<b>Daieisei Corporation</b>				
Reduce energy usage	Electricity : ≦27,426.75kWh	27,867.25kWh	×	≧ PFY
Efficient use of resources (Maintaining fuel efficiency)	Gasoline : ≧11.2km/ℓ	11.5km/ℓ	○	≧ PFY
	Diesel : ≧2.59km/ℓ	2.83km/ℓ	○	≧ PFY
	Natural gas : ≧8.27km/Nm <sup>3</sup>	5.35km/Nm <sup>3</sup>	×	≧ PFY
Environmental impact reduction	Water usage : ≦2,793 m <sup>3</sup>	2,354.8 m <sup>3</sup>	○	≧ PFY
	Waste amount in office : ≦470.1kg	508.2kg	×	≧ PFY
	CO2 emissions reduction : ≦602,685kg-CO2	621,063kg-CO2	×	≧ PFY
	Promote green procurement	Purchase eligible items such as copy paper	○	Continuous implementation
<b>Daikyo Corporation</b>				
Reduce energy usage (per hour)	Electricity : ≦30,344kWh	27,155kWh	○	≧ PFY
	Gasoline : ≧14.52km/ℓ	14.94km/ℓ	○	≧ PFY
	City gas : ≦ 113.2 m <sup>3</sup>	100.4 m <sup>3</sup>	○	≧ PFY
Efficient use of resources (Maintaining fuel efficiency)	Container truck : ±3% of 4.76km/ℓ	4.77km/ℓ	○	±3% compared to PFY
	Heavy vehicle : ±3% of 2.61km/ℓ	2.68km/ℓ	○	±3% compared to PFY
	Small special vehicle : ±3% of 3.40km/ℓ	3.55km/ℓ	×	±3% compared to PFY
	Flat body vehicle : ±3% of 5.31km/ℓ	5.49km/ℓ	×	±3% compared to PFY
Environmental impact reduction	Water usage : ≦1,796 m <sup>3</sup>	1,805 m <sup>3</sup>	×	≧ PFY
	Paper usage : ≦234kg	227.25kg	○	≧ PFY
	Waste amount in office : ≦435kg	423kg	○	≧ PFY
<b>Good Holdings Group</b>				
Reduce energy usage	Electricity : ≦27,426.75kWh	27,867.25kWh	×	≧ PFY

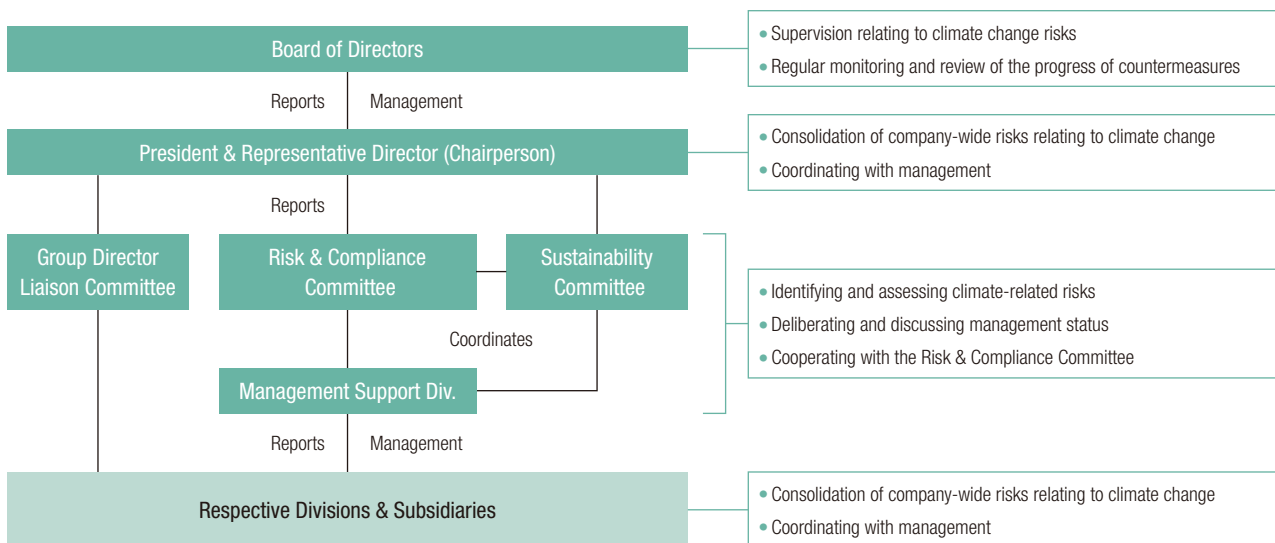
## Disclosing information in line with TCFD recommendations

Since the Group was founded in 1953, we have confronted the societal issues of the times and developed our environmental business by demonstrating solutions. As a new development in fiscal 2022, we began investing in start-up companies on the theme of environmental business and biogas power generation from methane fermentation. Going forward, our policy is to invest in and collaborate with companies engaged in environmental business, thereby broadening our horizons and helping to build a circular economy. We also anticipate new business and innovation to be generated by sincerely confronting societal issues, and in the next fiscal year, we hope to continue evolving with the aim of achieving SDGs and a sustainable society. Based on this policy and taking into account the content of the Corporate Governance Code, which was revised in June 2021, we are disclosing the following important information relating to climate change, as per TCFD recommendations.

### Governance

We regard the problem-solving involved in societal and corporate sustainability as a business opportunity, for example, as it relates to consideration for global environmental problems such as climate change, respect for human rights, and business activities that are fair and appropriate for all stakeholders, including our employees. In November 2023, we established our Sustainability Committee to promote efforts toward such problem-solving.

The committee is responsible for formulating sustainability policy, promoting and monitoring initiatives, and identifying materialities (priority issues). In principle, it reports on the details of these to the Board of Directors twice a year, and acts as a mechanism for conducting sustainability activities and monitoring KPIs.



### Strategy

While referring to risks and opportunities described in TCFD recommendations, based on the following four steps, we have scrutinized the risks and opportunities that climate change will bring about for the Group's businesses.

In order to consider risks and opportunities from changes to the external environment and under various conditions, we have analyzed transitions in policy and market trends (transition risks/opportunities) and physical changes such as those from disasters and accidents (physical risks/opportunities) under both the 1.5°C scenario and the 4°C scenario.





## Risk and opportunity impacts and countermeasures

In relation to risks and opportunities for the Group's business based on climate change scenarios, we are conducting qualitative and quantitative assessment of the impact on our businesses of identified risks and opportunities, devising countermeasures, and increasing our resilience.

We have undertaken overall assessment by setting timelines for climate change risks for the Group to short term (up to 3 years), medium term (3 to 6 years), and long term (6 to 27 years), and setting the extent of the impact on the Group of risks and opportunities to high risk (an impact of 500 million yen or more), moderate risk (an impact of 20 to 500 million yen), and low risk (an impact of less than 20 million yen). We have then undertaken additional assessment of the possibility that such risks and opportunities will occur and determined the extent of their impact.

Types of risks and opportunities		Primary causes	Impact on business	Impact	Duration	Countermeasures
Transition risks <i>(expected to be most tangible in the 1.5°C scenario)</i>	Policy · legislation	• Introduction of carbon tax • rise in carbon tax rate	Reduced earnings due to the carbon tax burden, rise in fossil fuel costs for collection and transportation	Middle	Middle ~ Long term	<ul style="list-style-type: none"> <li>Switch to energy-efficient equipment</li> <li>Strengthen and expand services that use less energy from fossil fuels</li> <li>Consider transitioning to EVs for operational and waste collection vehicles</li> <li>Introduce non-fossil certificates, purchase renewable energy</li> </ul>
		Rise in electricity prices	Increase in the cost of intermediate treatment operations due to rising electricity prices	Middle	Short ~ Middle term	<ul style="list-style-type: none"> <li>Switch to energy-efficient equipment</li> <li>Strengthen and expand services that use less energy from fossil fuels</li> <li>Consider introducing renewable energy facilities (off-site PPAs, etc.)</li> </ul>
	Markets	Rise in price of crude oil	Rise in fossil fuel costs for collection, transportation, and operation of existing facilities	Middle	Middle term	<ul style="list-style-type: none"> <li>Consider introducing EVs</li> </ul>
		Delayed response to climate change	Promoting the selection of business partners with emissions as a criterion	Small	Short ~ Long term	<ul style="list-style-type: none"> <li>Disclose emissions and progress of targets</li> </ul>
		Reduction in waste due to environmentally friendly initiatives	Declining sales as initiatives to reduce waste progress	Middle	Short ~ Long term	<ul style="list-style-type: none"> <li>Expand services such as consulting to control the generation of waste</li> </ul>
Physical risks <i>(expected to be most tangible in the 4°C scenario)</i>	Chronic	Deteriorating work environments, reduced employee productivity due to illnesses caused by climate change	Longer work hours due to reduced employee productivity	Middle	Long term	<ul style="list-style-type: none"> <li>Support improvements to working environments and operational efficiency</li> <li>Reduce peripheral operations through labor saving, automation, and DX</li> </ul>
	Acute	More extreme weather	Reduced treatment capacity from damage to intermediate treatment sites due to flooding, etc.	Middle	Short ~ Middle term	<ul style="list-style-type: none"> <li>Raise level of plant buildings during construction (partially implemented)</li> <li>Take out insurance (already implemented)</li> </ul>
Opportunities	Resource efficiency	Increase in value of untapped resources	Lower costs for using final disposal facilities due to use of untapped resources	Middle	Short term	<ul style="list-style-type: none"> <li>Operate intermediate treatment facilities using methane fermentation</li> <li>Enhance and upgrade our lineup of processes for resource recycling</li> </ul>
	Products and services	Greater demand for environmentally friendly products and services	Increased earnings from environmentally friendly products and services	Middle	Middle term	<ul style="list-style-type: none"> <li>Consider transitioning to EVs for waste collection and transportation vehicles</li> <li>Expand our range of options for waste resource recycling and strengthen consulting</li> </ul>
	Markets	More natural disasters due to rising temperatures	More requests for collection and transportation in the handling of waste arising from natural disasters, more requests for recovery work after natural disasters	Large	Short ~ Middle term	<ul style="list-style-type: none"> <li>Use special vehicles to improve the handling of work when assisting in recovery after natural disasters</li> </ul>
		Rise in price of organic waste	More opportunities to utilize organic waste in the circular economy	Middle	Short ~ Middle term	<ul style="list-style-type: none"> <li>Operate intermediate treatment facilities using methane fermentation</li> <li>Enhance and upgrade our lineup of processes for resource recycling</li> <li>Develop applications for turning organic waste into raw materials</li> </ul>
		Greater demand for waste treatment with lower CO2 emissions	Increased earnings due to greater demand for biogas power generation	Middle	Short ~ Middle term	<ul style="list-style-type: none"> <li>Generate business that utilizes our know-how in methane fermentation operations</li> <li>Intermediate treatment using methane fermentation facilities</li> </ul>

## Responding to risks

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In order to respond to the possibility of a carbon tax in the future, we are progressing with initiatives from a diversity of perspectives, for example, by switching the company's power sources to those from renewable energy and upgrading equipment, promoting measures for energy efficiency through greater optimization, shifting from fossil fuels to electrical power, and developing and providing products and processing technologies that contribute to energy efficiency.

### Initiative 1 Utilizing biomass boilers

In 2014, we introduced biomass boilers that use woodchips as fuel at our recycling facilities, thereby switching to carbon-neutral energy. By switching from conventional city gas to biomass fuel, we succeeded in reducing the company's annual CO2 emissions by 62%.

### Initiative 2 Promoting the switch to renewable energy

Electricity accounts for the majority of the Group's carbon emissions. In order to reduce these emissions, we will promote the switch to renewable energy, for example, by considering the installation of biomass and solar power generation facilities, and by utilizing electricity from renewable energy in the form of solar, wind, and water power.

### Initiative 3 Promoting measures for energy efficiency

We will accelerate measures for energy efficiency, including existing efforts such as air conditioning temperature settings, switching off lights when not needed, and the move toward paperless offices, as well as switching to LED lighting equipment, introducing demand control system, and greater efficiency in logistics.

### Initiative 4 Utilizing biomass boilers

At present, there are no hybrid or EV options for medium-sized trucks, which are our main vehicles, and even our smaller and larger vehicles are not equipped with power takeoff (PTO; a function for using engine power for purposes other than that of propelling the vehicle). Although hybrid, electric, and hydrogen-driven vehicles cannot currently be used as work vehicles for the company, we are monitoring market trends and the development of such technologies, and we will consider their introduction when we decide it is feasible for them to be put into practical use.

### Initiative 5 Switching from fossil fuels to electric power

We will contribute to society in a variety of ways, not just by reducing CO2 emissions from the company's intermediate treatment and provision of services, but also by enhancing and upgrading our lineup of processes for resource recycling, and providing services that contribute to energy efficiency.

### Initiative 6 Contributing to society through the provision of products and processing technologies

The Group's REVACS Corporation has constructed its Nishinomiya Biogas Power Plant, which uses food-derived organic waste as a raw material for generating electricity, and is working to build new energy generation systems with the goal of recycling and renewables. The following effects are anticipated from this power plant.

- 1 Supplying renewable energy enables an annual reduction in CO2 emissions of 1,800 metric tons compared with the equivalent amount of power generated from fossil fuels.
- 2 Utilizing food-derived waste—mainly from Nishinomiya and the Hanshin area—as an energy source generates enough renewable energy to power around 1,000 homes.

## Risk Management

### Process for identifying and assessing climate-related risks

Centered around our Risk & Compliance Committee, the Good Holdings Group is detecting, preventing, and rectifying the many potential risks involved in our business operations, maintaining a management structure for guarding against their recurrence, and responding to any risks that arise. Particularly in relation to the risks that accompany climate change, we have newly established our Sustainability Committee, which cooperates with the Management Support Division to identify and discuss such risks from each business division, and reports to the Board of Directors.

### Process for managing climate-related risks

Countermeasures for specific climate-related risks are deliberated and discussed by the Sustainability Committee, targets for fiscal 2030 are being established for each issue, and countermeasures for risks that are judged as having the potential to significantly impact the company's business activities are reported to the Board of Directors and subjected to management review.

### Unified processes for the company-wide management of climate-related risks

Our climate change risk management system involves summarizing risks at the Sustainability Committee and consolidating them as risks that concern the entire company by reporting to the Board of Directors. Having received reports regarding the status and response of this consolidated risk management, the Board of Directors instructs and supervises via each committee, thereby continually monitoring the status of responses and building a company-wide risk management system.

## Indexes and targets

In order to assess and manage climate-related problems that impact management, the Group regards greenhouse gas (GHG) emissions as an index, and makes calculations based on GHG protocols. Our goal for fiscal 2030 is to reduce standard GHG emissions (Scope 1 + 2) for the Group as a whole by at least 38% from the level in fiscal 2013 of 7,003 metric tons of CO<sub>2</sub>.

From fiscal 2023, we have also been calculating GHG emissions from the Group's entire supply chain. In addition, we have been calculating Scope 3 emissions in the relevant categories. Going forward, we will strengthen our initiatives for reducing emissions, with the aim of becoming carbon neutral by 2050.

### Good Holdings Group GHG Emissions Reduction Targets

Index	Target levels
GHG emissions Scope 1, 2	38% reduction in CO <sub>2</sub> emissions by fiscal 2030 (from fiscal 2013 levels) Net zero CO <sub>2</sub> emissions by fiscal 2050 (Scope 1 + 2)

### Good Holdings Group results and targets for reducing GHG emissions

	2023	2030 Target	2050 Target
Scope1	2,549	3,400	0
Scope2	1,677	930	0
Scope1+2	4,226	4,330	0
Scope3	10,094	-	-

GHG Emissions results for fiscal 2022 are posted on our website.

# Together with Our Employees

Developing a corporate group in which all employees benefit from a sense of purpose in their work



## Basic Approach

The Good Holdings Group respects the dignity and human rights of all and recognizes the importance and universality of these rights. Moreover, we are dedicated to creating a work environment in which all employees can express their individuality, feel comfortable and prosperous, and nurture a sense of purpose in life.

## Objective and Achievement

[Theme] Creating an environment in which all who work for the benefit of our customers, including our employees as well as their families, can work with peace of mind

	Target for 2023	Achievement in 2023	Result	Target for 2024	
<b>REVACS Corporation</b>	Zero accident	Occupational accidents: 0 case Property damage incidents: 16 cases or fewer (50% or less of previous year's result)	5 cases 27 cases	× ×	0 cases 0 cases or fewer
	Creating a work environment where employees can work with peace of mind	Patrols: Monthly In-house cleaning: Twice yearly	Monthly Twice yearly	○ ○	Patrols: Monthly In-house cleaning: Twice yearly
	Employee Health Promotion and Disease Prevention		<ul style="list-style-type: none"> <li>Conducting stress checks</li> <li>Providing periodic health checkups</li> <li>Preventing the spread of infectious diseases within the company</li> </ul>	○	Employee Health Promotion and Disease Prevention
<b>Relief Corporation</b>	Reduction in the number of accidents	7 cases or fewer	Occupational accidents : 3 cases Property damage incidents : 14 cases	×	15 cases or fewer (10% or less of previous year's result)
<b>Daikyo Clean Corporation</b>	Reduction in the number of accidents	4 cases or fewer	Occupational accidents : 1 cases Property damage incidents : 14 cases	×	13 cases or fewer (10% or less of previous year's result)
<b>Daiei Ise Corporation</b>	Reduction in the number of accidents	7 cases or fewer	Occupational accidents : 4 cases Property damage incidents : 22 cases Environmental accidents : 1 cases	×	24 cases or fewer (10% or less of previous year's result)
<b>Daikyo Corporation</b>	Reduction in the number of accidents	12 cases or fewer	Occupational accidents : 6 cases Property damage incidents : 9 cases Personal injuries : 1 cases	×	7 cases or fewer
<b>Good Holdings Group</b> ※Figures relate to the Group as a whole	Number of information security incidents	Serious incidents: 0 case Limited, minor incidents: 2 cases or fewer	0 case 2 cases	○ ○	Serious incidents: 0 case Limited, minor incidents: 2 cases or fewer
	Number of information system failures	Serious failures: 0 case Limited, minor failures: 6 cases or less	0 case 0 case	○ ○	Serious failures: 0 case Limited, minor failures: 6 cases or less
	Violations of Agreement 36 : 0 case		5 cases	×	0 case
	Paid leave of 5 days or more: 100%		Achievement rate: 100%	○	100%

## Occupational Health and Safety Initiatives

### Risk Assessments / Close Calls

Every year, we identify risks in all work processes and adopt countermeasures.

In line with ISO 45001, the international standard for Occupational Health and Safety Management Systems, all our employees conduct annual risk assessments for all processes. In fiscal 2023, we identified 1,188 hazards, of which 205 were associated with high risk points.

We then implemented a risk management response. Priority is given to eliminating any work or task that is itself a source of danger, followed by the implementation of measures in the following order: physical measures such as isolating hazards (such as installation of safety fences); visualization of hazards; development of procedures; education and training; and compulsory use of personal protective equipment. In addition, we constantly identify close calls even if they do not lead to accidents. In fiscal 2023, we conducted risk assessments in 168 cases.

# Together with the Community

Becoming a corporate group that seeks to contribute to the community and the planet as a whole



## Basic Approach

In an effort to contribute to the emergence of a sustainable society through our business operations, the Good Holdings Group promotes social initiatives intended to help resolve environment issues, promote community engagement, and contribute to the development of the communities in which we operate.

## Objective and Achievement

[Theme] To be a secure and trustworthy company

	Target for 2023	Achievement in 2023	Target for 2024	
<b>REVACS Corporation</b>	<ul style="list-style-type: none"> <li>Offering of safe and reliable waste treatment services</li> <li>Reduction of food wastage worldwide</li> </ul>	<ul style="list-style-type: none"> <li>Donations to the Food Bank Kansai</li> <li>Provision of facility tours</li> <li>Issuance of an email magazine</li> <li>Holding of seminars</li> <li>Hosting of a blood drive</li> </ul>	<ul style="list-style-type: none"> <li>Participation in community cleanup activities</li> <li>Donation of educational books about diet to environmental education facilities</li> </ul>	<ul style="list-style-type: none"> <li>Offering of safe and reliable waste treatment services</li> <li>Reduction of food wastage worldwide</li> </ul>
<b>Relief Corporation</b>	<ul style="list-style-type: none"> <li>Creation of a work environment in which partners can work with peace of mind</li> </ul>	<ul style="list-style-type: none"> <li>Zero accidents caused by alcohol consumption</li> <li>Monthly patrol</li> </ul>		<ul style="list-style-type: none"> <li>Creation of a work environment in which partners can work with peace of mind</li> </ul>
<b>Relief Corporation</b>	<ul style="list-style-type: none"> <li>Contribution to the local community</li> <li>Presentation of the lifetime disposition seminar</li> <li>Holding of a joint memorial service</li> </ul>	<ul style="list-style-type: none"> <li>Presentation of the lifetime disposition seminar</li> <li>Holding of a joint memorial service</li> <li>Participation in community cleanup activities</li> <li>Hosting of a blood drive</li> </ul>		<ul style="list-style-type: none"> <li>Contribution to the local community</li> <li>Presentation of the lifetime disposition seminar</li> <li>Holding of a joint memorial service</li> </ul>
<b>Daikyo Clean Corporation</b>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Participation in community cleanup activities</li> <li>Hosting of a blood drive</li> </ul>		<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>
<b>Daieisei Corporation</b>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Participation in community cleanup activities</li> <li>Hosting of a blood drive</li> </ul>		<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>
<b>Daikyo Corporation</b>	<ul style="list-style-type: none"> <li>Contribution to the local community</li> <li>Participation in social contribution initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Participation in local cleaning events</li> <li>Cleaning activity (weekly)</li> </ul>		<ul style="list-style-type: none"> <li>Cleaning activity (weekly)</li> <li>Registration as a supporter of the "Children 110" emergency assistance project</li> <li>Registration as a supporter of the Itami Elderly Community Monitoring Agreement Project</li> <li>Implementation and improvement of "3 S" patrols (monthly)</li> </ul>
<b>Good Holdings Group</b>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> <li>Donations to charities</li> <li>Issuance of the annual Sustainability Report</li> <li>Submission of applications for awards</li> </ul>	<ul style="list-style-type: none"> <li>Issuance of the annual Sustainability Report</li> <li>Participation in the Kodomo Nogyo-juku</li> <li>Donation to Child's Dream, an NPO</li> <li>Submission of applications for awards</li> </ul>		<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> <li>Donations to charities</li> <li>Issuance of the annual Sustainability Report</li> <li>Submission of applications for awards</li> </ul>

## Participation in Kodomo Nogyo-juku

### Introducing children to agricultural with hands-on learning

The Kodomo Nogyo-juku is held in Kabutoyama in the Hanshin area, known for its rich nature surroundings. This is an initiative for children to learn about the mechanisms of nature and about their own lives through hands-on experiences such as making soil (making compost from fallen leaves) and growing rice. We believe it is our social responsibility to provide children with opportunities to learn more about food and experience various aspects of agriculture, which is the source of our food. As a sponsor, we organized this opportunity in the belief that it will lead to the further development of the next generation.

We collaborated with the Learning and Ecological Activities Foundation for Children, an NPO that serves as the secretariat of the event. In 2023, a total of five events were held with the participation of 10 families with elementary school children.

### Kodomo Nogyo-juku Annual Schedule for 2023

- 1st event: Planting of rice seedlings and carrots
- 2nd event: Playing in the river, harvesting summer vegetables
- 3rd event: Observation of rice fields, sowing and planting winter vegetables
- 4th event: Rice harvest
- 5th event: Winter vegetable harvest, shimenawa straw rope making, closing ceremony



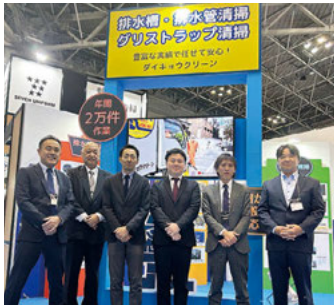
## Participation in Major Exhibitions

Creating opportunities to meet many prospective customers

Our Group companies participate in various exhibitions to increase public awareness of our businesses and our CSR (corporate social responsibility) initiatives. These events also present opportunities for our employees to collect information about the various issues facing many people today.

### Major Exhibitions in Fiscal 2023

Month	Organizer	Event
Nov	Daikyo Clean	Building Maintenance & Clean EXPO 2023



## Media Appearances and Publicizing of Achievements

Initiatives of our various group companies were reported in a variety of media.



### REVACS Corporation

Publication medium / Date of issue	Interview / publisher
Weekly Circulation Economy (January 22, 2024 issued)	NIPPO CO., LTD.
J-Rescue (March 2024 issue issued)	IKAROS PUBLICATIONS, LTD.

### Relief Corporation

Publication medium / Date of issue	Contents
Gendai Business Online	Excerpt from CEO Akazawa's book "Ihin ha Kataru"
Monthly Waste (March 2024 issue)	Relief initiatives published
Nara Coop's "Aogaki"	Relief service published
Nihon Keizai Shimbun (August 31, 2023 issue)	Interview with President Akazawa

## Corporate Sporting Activities

Our sailing team is an active participant in several competitions.

Our group put together a corporate sailing team in 2013. Since then, it has achieved good results in numerous competitions, becoming number one in Japan at the All Japan Industrial Yacht Championship in October 2018. It has posted a steady stream of achievements such as participating in world championships as a representative of Japan in 2016 and 2019.

At the Kansai Industrial Yacht Championship held in July 2023, we achieved the remarkable feat of winning seven consecutive championships, earning a ticket to the national tournament.



### Activity Report & Results for 2023

- May Kansai Snipe Class Yacht Championship  
Yamamoto/Kuwahara team : 3rd place  
Moritani/Iseki team : 4th place
- July Winner, Kansai Industrial Yacht Championship
- Aug All Japan Snipe Class Yacht Championship  
Yamamoto/Kuwahara team : 17th place  
Moritani/Iseki team : 34th place
- Sep 5th place, All Japan Industrial Yacht Championship
- Nov All Japan Snipe Class Mix Yacht Championship  
Moritani/Kodama(Univ) team : 10th place

## Messages from members of the public

### Letters Received from Local Citizens

As part of its educational activities for reducing food waste, in October 2023, REVACS Corporation donated around 30 books promoting food education to three environmental education facilities in Nishinomiya.

This initiative has been certified as a project in the Nishinomiya Partnership Program for an Environmental Learning City.



# The Good Holdings Group supports the Child's Dream charity.



## About Child's Dream

In the late 1990s, the Mekong Sub-Region countries of Cambodia, Vietnam, and Laos slowly transitioned from planned economies to market economies. As members of the Association of Southeast Asian Nations (ASEAN), these countries have succeeded in achieving remarkable economic development amid rapid change in their societies. On the other hand, the gap between urban and rural residents have widened significantly and serious humanitarian crises still arise. These are intertwined in a complex manner with issues such as economic inequality, civil war, and

political instability.

Child's Dream, a charitable organization established in 2003, is dedicated to providing unconditional help for underprivileged children who lack educational opportunities due to human rights violations.

This organization has been supporting such initiatives with the goal of improving the medical and educational environments for these children in cooperation with their communities.

## Our Support Efforts

Good Holdings Group adheres to a management policy known as Goho-Yoshi ( "beneficial for all five sides" ) with the aim of satisfying both the seller and the customer while contributing to society.

We are actively engaged in efforts to resolve various social issues so that employees can achieve personal growth and build wealth as we contribute to the emergence of a sustainable society for the next generation. Furthermore, we intend to contribute to the creation of affluent societies around the world.

In 2013, Relief Corporation launched our overseas reuse business,

which ships disused articles collected through our Okatazuke Service to people in other countries who can make use of them. To date, most of these items have been exported to Southeast Asia. The more we visited the outlying areas of these various countries, the more we observed economic disparities and a variety of other social issues.

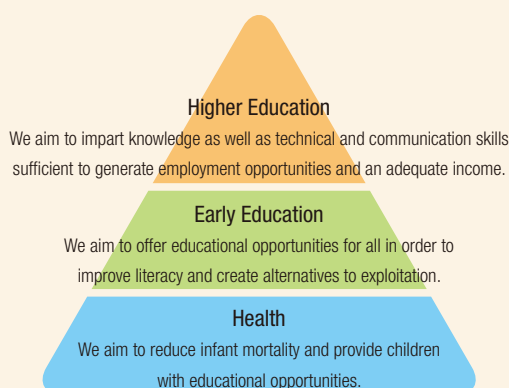
We concur with the objectives of the Child's Dream charity, which supports children's independence by providing them with educational opportunities so they can address future solutions. As a result, we decided to contribute a portion of our profits to this charity organization.

## Child's Dream Initiatives

The initiatives of Child's Dream are focused on three areas: health, early education, and higher education. Education is an especially powerful driver of poverty reduction and sustainable economic development. It is important to improve these children's skills with regard to understanding and judgment through education in order to construct a foundation for cultural peace and social cohesion. Moreover, education can contribute to

higher levels of income and high-quality employment opportunities.

However, many children do not receive adequate education due to health problems. Child's Dream has responded by providing children with health programs and life-saving treatments so that as many children as possible can take advantage of these educational opportunities.



## Achievements of Child's Dream in 2023

- |                         |  |
|-------------------------|--|
| <b>Higher Education</b> | <ul style="list-style-type: none"> <li>• 5,030 students received vocational training for future employment.</li> <li>• 887 university scholarships were awarded.</li> </ul>  |
| <b>Early Education</b>  | <ul style="list-style-type: none"> <li>• 451 school buildings were constructed.</li> <li>• We supported high school scholarships awarded to 3,475 students.</li> </ul>   |
| <b>Health</b>           | <ul style="list-style-type: none"> <li>• 2,066 community members received drug prevention and awareness training.</li> <li>• 16,835 children were taught the basics of health and hygiene.</li> <li>• 2,058 children received life-saving operations and medical interventions.</li> </ul> |