

REVACS Corporation

# CSR REPORT 2011

Agricultural events were held in May and September, 2010.  
We enjoyed blessings of nature with our clients.



REVACS Corporation

Following the reader's opinion given in response to questionnaires in CSR report 2010,  
we publish English version only on our website.

## Corporate Information

Company Name : REVACS Corporation  
 Location : 2-1-16 Naruohama,  
 Nishinomiya-city, Hyogo,  
 JAPAN  
 Established : March 26, 1974  
 Representative : Kenichi AKAZAWA, CEO  
 Paid-in Capital : 81,000,000 yen  
 Employees : 34 (as of April 2010)  
 including 1 contractor  
 Annual Sales : 1.3 billion yen (in the fiscal  
 year ending March 2010)  
 URL : <http://www.revacs.com>  
 Main Business : Recycling of industrial waste  
 (shredding and drying)  
 Collection and  
 Transportation of industrial  
 waste Consultancy  
 Group Companies: Daiei Corporation  
<http://www.daiei.gr.jp/>  
 (Collection of general  
 waste in Nishinomiya City)  
 Daikyo Corporation  
<http://www.d-aikyo.co.jp/>  
 (Collection of general  
 waste in Itami City)

※ By the difference of the business domains , our group  
 companies are outside from this reporting area.  
 If you need some information, please refer to the  
 individual reports on their websites.

## Editorial Policy

**Policy:** This report is made by reference  
 to “Guidance on Social Responsibility  
 (ISO26000)” established by International  
 Organization for Standardization (ISO)  
 in November 2010. Core subjects of this  
 guidance are “Organizational governance”  
 “Human rights” “Labor practices” “The  
 environment” “Fair operating practices”  
 “Consumer issues” and “Community  
 involvement and development”. We deal  
 with these core subjects in the following  
 four sections “Organizational governance  
 and Fair operating practices” “Environment”  
 “Human rights and Labor practices”  
 and “Community involvement and  
 development and Consumer issues”.  
 In an internationalizing society, we publish  
 English version on our website for the readers  
 who understand a language other than  
 Japanese to inform of our activities widely.

**Scope** : REVACS Corporation  
**Period** : FY2010 (April 1, 2009 to March  
 31, 2011)

\*Some results and activities in FY2011 are also included.

**Date of issue** : October 2011  
 (Previous: October 2010,  
 Next: October 2012)

**Reporting area** : Environmental, Social and  
 Economic aspects

**Reference guideline:**  
 “Sustainable Reporting Guidelines 2011” GRI  
 “Environmental Reporting Guidelines 2007”  
 Ministry of the Environment

## Awards

Environmental Report Award 2006 : sponsored by  
Toyokeizai Inc. and Green Reporting Forum

Environmental Communication Awards 2006 :  
sponsored by Ministry of the Environment and  
Global Environment Forum (GEF)

Partnership Awards 2006: sponsored by NPO  
partnership support center

Environmental Report Award 2007 : sponsored by  
Toyokeizai Inc. and Green Reporting Forum

Japan Environmental Business Awards 2008:  
sponsored by MIE Prefecture, Japan Environmental  
Business Awards committee

Environmental Report Award 2009 : sponsored by  
Toyokeizai Inc. and Green Reporting Forum

Eco products awards 2009 : sponsored by  
promotion committee of Eco products awards

CO<sub>2</sub> Emission Project 2010 : Sponsored by Youth  
Association of National Federation of Industrial  
Waste Management

## Other

Placed in the environmental report excellence  
casebook of 2010 : Published by Ministry of the  
Environment

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# Top Commitment

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We express our heartfelt sympathy to everyone who was affected by the Great East Japan Earthquake.

We sincerely pray for your safety and the earliest reconstruction.

## “To begin with”

The Waste Disposer Evaluation System saw a substantial revision in FY 2011, and a certification system for “excellent waste disposer” was newly founded.

The new certification system includes “financial strength”. One of its benchmarks demands one to maintain minimum 10% of capital adequacy ratio in any of the latest 3 business years. REVACS fell short of being certified with its capital adequacy ratio at the end of term in March 2011 being 7.5%, which is attributable to the construction of a new plant in 2007, and operating loss in depreciation of the investment in FY2007 and FY2008. However we meet the rest of benchmarks, and we expect we shall be certified with an improved capital adequacy ratio of over 10% in March 2013.

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## Kenichi Akazawa

Chief Executive Officer  
REVACS Corporation



### “Introduction”

We have been engaged in the disposal of industrial waste since 1960s. Utilizing long experience, we provide appropriate service to “reduce”, “reuse”, “recycle” and “properly dispose of” the waste. Through our service, we contribute toward preservation of global environment and construction of recycle-oriented society. Wishing for understanding of our activities by wide range of people, we publish this “CSR Report 2011” (the tenth edition)

### “Responsibility of enterprise to the society”

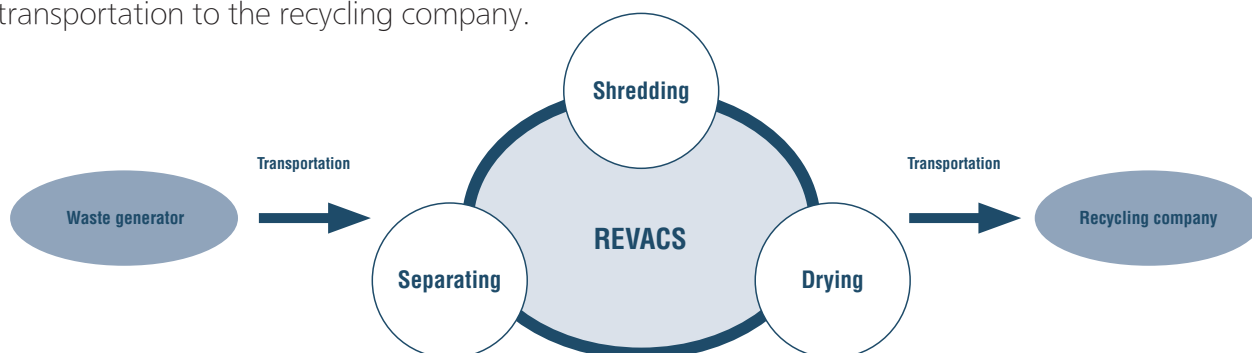
Industrial waste disposal facility is a social infrastructure. We have to realize that an enterprise has a responsibility to the society and bear a big responsibility to build a sustainable society. We think it is important to be an entity that can provide a sense of security and win a wide confidence of society through the contribution to the industry taking advantage of the characteristics of our “recycle oriented” business and, through the cooperation with stakeholders such as government institution, local community and NPO, or through disclosure of information with our “partners” who are the most important stakeholder.

On the other hand, a big environmental burden could be caused should an accident happen in the treatment facility. We must recognize ‘An accident is the biggest negative environmental impact or destruction’. And we endeavor to reduce environmental burden and continue an appropriate management and control of the facility as proactive measure against potential accident.

Any advice or comments you may have would be most appreciated. Your continued support and cooperation will be greatly appreciated.

## Business Flow Chart

REVACS conducts a series of waste management business such as transportation of industrial waste from waste generator, intermediate treatment (separating/shredding/ drying) and transportation to the recycling company.



## Transportation

The nature of industrial waste is various like liquid or solid. We choose appropriate vehicle according to the type and packing of the waste for safety and sanitary transportation.



▲Lorry truck with detachable container system



▲Vacuum car



▲Flat truck

Lorry truck with detachable container system	11
Vacuum car	3
Flat truck	1

## Transshipment and Storage

To process waste smoothly, we have the stock yards in two places.

### ◇ Reverse Management Center

Capacity	735 m <sup>3</sup>
Permission article	Sludge, Waste acid, Waste alkali, Waste plastics, Animal & vegetable remnants, Metal scrap, Glass concrete and ceramics
Date of installation	March 11, 2008



### ◇ Stock yards in shredding building

Capacity	221 m <sup>3</sup>
Permission article	Waste oil, Cinders, Sludge, Waste plastics, Waste paper, Chips and sawdust, Waste textile, Animal and vegetable remnants, Waste rubber, Metal scrap, Glass concrete and ceramics, Mining waste, Demolition debris, Soot and dust
Date of installation	February 10, 2006



## Shredding Treatment

Sort and shred the solid waste like waste plastics to reduce the volume.

Processing performance	50t/day (For eight hours). ※ Authorization processing performance 94t/day
Permission article	Waste plastics, Waste paper, Chips and sawdust, Waste textile, Waste rubber, Metal scrap, Glass concrete and ceramics, Demolition debris,
Date of installation	February 10, 2006



## Drying Treatment

Organic waste from food factory is dried and processed into the 'Biosolid fuel' or compost according to the demand of the clients. It can be utilized at paper mills and cement factories as an alternative fuel.

※ 'Bio solid fuel' is one of biomass fuel made from organic sludge. It is carbon-neutral that means CO<sub>2</sub> emission from its combustion can be counted out. (Calorie: 18.8MJ/kg)



▲ Organic waste



▲ Drying plant



### Bio solid fuel

Alternative fuel for paper mills and cement factories



### Compost

Using as a material of fertilizer

■ Hyogo prefecture set up a system called 'Hyogo biomass eco model' in which pioneering attempts to utilize biomass is registered as such. These attempts are actively introduced to the people to promote the use of biomass in the prefecture.



Processing performance	90.9 cubic meter/day (24hours)	Mode of processing	Dryness of decomposition of temperature of continuous oil
Permission article	Sludge, Waste oil, Waste acid, Waste alkali, Animal and vegetable remnants,	Date of installation	May 1, 2007



# Our Mission and Principle

While we go about business, the ideas that become a radical are Our Mission, Principle and Vision. And we set up the 'Action Guidelines' to achieve them by the partners.  
※the partners: employees, contractors, everyone who work for our clients.

## Our Mission

We strive to realize sustainable society through the waste disposal service that can be relied on with sense of security by the all stakeholders and to contribute to the benefit the partners, customers and society.

## Principle

### 1. Contribution to the partners

We return business profits to partners because we want them to enjoy quality lives through their work worthwhile and the work leads to fulfill their sense of value.

For the reason, manager provides opportunity of partner's activity with one's acquirement.

### 2. Contribution to the customers

We establish the most suitable business model by our Hard (institution having social needs) and Software (our partner) to offer plans that makes more benefit with fairness.

### 3. Contribution to the society

We always keep the activity that we are needed by social community, and are trusted by them in mind as a member of society. We take responsibility for the impact our business has on society and for contributing to our stakeholders, supporting a sustainable society.

## Vision

We aspire to be the best law-abiding and the most active information-disclosing corporation. After processing the waste, we strive to supply the marketplace with resources produced by processed waste.

## Action Guidelines

### 1. Professionalism pride and responsibility

At REVACS, we work seriously with an awareness of money compensation and complete pride in order to satisfy our customers with work done well.

### 2. Good balance: independence and cooperation

Independence: we strive to think independently and reflect such independent thinking in our work. Cooperation: we strive to think for everyone and work together. At REVACS, we value being flexible, and having good balance between the Independence to Cooperation.

### 3. Positive change and growth

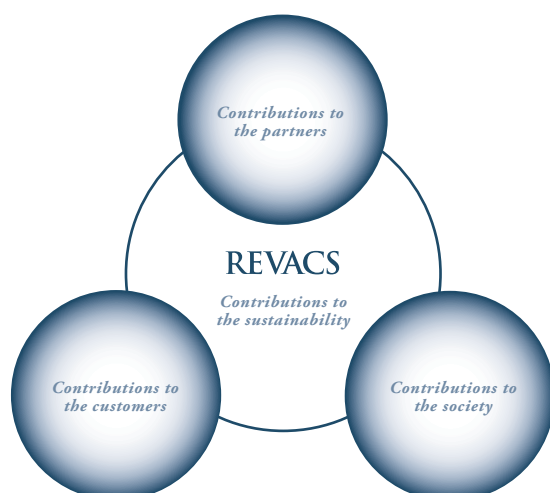
At REVACS, we are always working to improve and to grow. For us, a serious attitude toward our work keeps our spirits soaring.

### 4. Adaptability

We adapt to the demands of different situations while being sensitive to change. We are honest about our past successes and our past failures. We work hard to adapt, even in difficult circumstances.

### 5. Secure reasonable profit

We recognize it to meet the prospect of the people whom we take with us for responsibility when security of reasonable profit for sustained prosperity after business model was established is indispensable.





CSR (Corporate Social Responsibility) in our frame of mind is as shown in the following chart. We can say that the corporation has a social responsibility to become an entity necessary for the society, to have the society evaluate its activity and to operate in line with the sustainability of both the society and the business itself.

We draw up business plans and implement them based on its corporate principle, or basic philosophy of, say, mission while responding to the changes in social condition or needs.

In the business aspect, we are naturally responsible to pursue the profit, but mere pursuit of the profit can make the business difficult to survive. In this regard, our activity has to be efficiently proceeded through innovation on the one hand, and at the same time it needs to be fair, especially in view of compliance and transparency.

In the social aspect, we actively disclose

information through our website and other communication tool to introduce our business and philosophy to the public. Also, to avoid being self-righteousness, we have direct talks with stakeholders as well as the third-party committee to have our company evaluated. The various opinions given in the committee have been taken in our activities for further stepping up.

We believe we can contribute to the society through our primary business toward the realization of sustainable society through the synergic effect of our efforts in the business and the social aspects.

Also the succession of movement can be further expanded and reinforced as the individual or corporate entity grows up.



To achieve long-term plan to realize our vision, we set and implement medium-term management plan every three years.

Medium-term plan is executed in consideration of outer or inner environment and in conformity with our vision, environmental policy, and Occupational Health and Safety policy.

Under the 5th medium-term management plan (FY2007-2009), which aims “to become a fuel supplier”, we saw a certain result such as establishment of Bio Solid Fuel business and transmission or sharing of information.

In the 6th medium-term management plan (FY2010-2012), we set a theme “In pursuit of higher cost effectiveness” and work to upgrade our service and reduce greenhouse gas.



## Statement of the 6th Medium-term Management Plan

The 5th plan(FY2007~2009)

The 6th(FY2010~2012)

The 7th

Vision	<ul style="list-style-type: none"> <li>● We aspire to be the best law-abiding and the most active information-disclosing corporation.</li> <li>● After processing the waste, we strive to supply the marketplace with resources produced by processed waste.</li> </ul>	
Theme	<ul style="list-style-type: none"> <li>● Establishment of Bio Solid Fuel business</li> <li>● Enhanced accountability and disclosure</li> <li>● Activities for Occupational Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>● Improvement the value of money</li> <li>● Reduction of greenhouse gases</li> </ul>
Target	<ul style="list-style-type: none"> <li>● Sales 1,304 .62million yen</li> <li>● Operating profit 60.33 million yen</li> <li>● Operating profit ratio 4.6%(Results in FY2009)</li> </ul>	<ul style="list-style-type: none"> <li>● Sales 1,514 million yen</li> <li>● Operating profit 120 million yen</li> <li>● Operating profit ratio 7.9%(Target in FY2012)</li> </ul>
Activity	<ul style="list-style-type: none"> <li>● Construction &amp; starting-up newly intermediary treatment facility</li> <li>● Business evaluation by external institute</li> <li>● Built &amp; operating the Occupational Health and Safety management system</li> </ul>	<ul style="list-style-type: none"> <li>● Release the Bio Solid Fuel for commercial purposes</li> <li>● lowered energy costs (reduction of greenhouse gases)</li> <li>● Start to discuss new business for the next stage</li> </ul>

## Voice from our Consulting Accountant



**Mr. Shigeki Taenaka**  
 Certified Public Accountant  
 Licensed Tax Accountant  
 Taenaka CPA Office

In my 18 years of doing business with REVACS, I have always found something new in CEO Mr. Akazawa's thinking about financial aspects as shown in this CSR Report. Naturally manager himself has a responsibility to create a financial statement, but few of them in small and medium-sized business is conscious of it. For REVACS, the CEO's keen interest in financial aspects is clear, as shown by the incisive questions so often asked by the president.

REVCAS decided to introduce a consolidated taxation system in the period ending in March, 2012.

I suppose the decision is a proof of his high state of consciousness.

I greatly expect REVACS of a significant advance in finance and business through comprehensive management of REVACS group.

## 6th Medium-term Management Plan

REVACS, as well as our clients in manufacturing business, is required to be prepared for drastically changing circumstances such as rising consciousness of global warming, effect of the devastating Great East Japan Earthquake, and energy issue accelerated by the accidents of nuclear power plant.

In this regard we are reviewing the 6th medium-term management plan to include construction of a facility to create a new energy for our further growth. The 6th medium-term plan will be a basis of our activity to become a natural resources supplier, one of the targets to be included in the 7th mid-term plan.

Category	Activities of 6th management plan (FY2010~2012)
Project	<ul style="list-style-type: none"> <li>● Stable operation of Bio Solid Fuel facility</li> <li>● Cost reduction by means of higher efficiency and operation ratio.</li> <li>● Release of the Bio Solid Fuel for commercial purposes</li> <li>● Expansion of sales area and product line</li> <li>● Discussion on new energy business</li> </ul>
Disclosure / ccountability	<ul style="list-style-type: none"> <li>● Continued information disclosure and evaluation by external institute</li> </ul>
Foundation of operation	<ul style="list-style-type: none"> <li>● Reduction of potential risk through continual improvement in management system</li> <li>● Productive education of various subjects</li> <li>● Recruitment of new graduates</li> </ul>

## Activities in 6th Medium-term Management Plan

	Activities in FY2010	Activities in FY2011
Contents	<ul style="list-style-type: none"> <li>● Expansion of sales area and product line</li> <li>● Efforts of energy cost reduction</li> <li>● Upgrading of pollution control equipment</li> <li>● Being a host to internship</li> <li>● Implementation of various courses</li> </ul>	<ul style="list-style-type: none"> <li>● Activity to launch the Bio Solid Fuel for commercial purposes</li> <li>● Further efforts of energy cost reduction</li> <li>● Enhanced Occupational Health and Safety activities</li> <li>● Opening of the 2nd term Business School</li> </ul>

## Voice from our consulting lawyer



**Mr. Ken Ueda**  
Attorney at Law,  
Sakura Law Office

Among various clients of ours, a waste disposer like REVACS is more strictly regulated than any other type of business. In other words, waste disposal business is thought to have many aspects where malicious deed or injustice may be invited in its process such as transportation, storage and disposal.

And as a result, it could damage consumer's comforts and local environment.

I see in REVACS their posture to always strive to achieve higher targets which they voluntarily set up, to say nothing of compliance with the law.

For example, REVACS's rich compliance is illustrated by a WEB monitoring camera set on the site to positively disclose the scene of waste treatment.

REVACS's corporate attitude in pursuing legality and fairness in operations through positive disclosure is what I would like to give a high credit of it.

I ask you to continue positively disclosing your corporate information and to operate taking in stakeholder's opinion or criticism.

## Outline of FY2010

The charts and a graph below show our business performance during FY2007-2010 and a forecast for FY2011. Sales in March 2011 increased by 20% over the previous year. It was attributable to an acceptance of a huge project, without which the sales increase would have been marginal. Our major drying plant saw 4th anniversary enjoying 88.5% of operating ratio (up 3% over the previous year).

Operating profit slightly decreased over the previous year mainly due to a thin margin of above-mentioned huge project and less demand than expected for disposition of waste beverage in extraordinary hot summer. Our FY2011 forecast is of a slight decrease in sales and profit being on the safe side because of unforeseeable impacts of the Great East Japan Earthquake. And yet, we will study specific factors to find a way for its upward revision.



## Modification of Accounting Policy

REVACS changed its accounting policy on and after March 2011. The Small and Medium Enterprise Agency issued "Guideline for the accounting of medium and small-sized business" to encourage the companies to improve their quality of accounting.

Introduction of the guideline is not obligatory but recommendable. This year REVACS introduced part of the guideline, i.e. "retirement benefits accounting" and "tax effect accounting", for the sake of winning trust of the clients and financial institutions through disclosing further accurate composition of finance. We aim at further appropriate accounting report.

## Adaptability for the Certification System of Excellent Disposer

The Waste Disposer Evaluation System saw a substantial revision in FY 2011, and a certification system for "excellent waste disposer" was newly founded.

The new certification system includes "financial strength". One of its benchmarks demands one to maintain minimum 10% of capital adequacy ratio in any of the latest 3 business years. REVACS fell short of being certified with its capital adequacy ratio at the end of term in March 2011 being 7.5%, which is attributable to the construction of a new plant in 2007, and operating loss in depreciation of the investment in FY2007 and FY2008. However we meet the rest of benchmarks, and we expect we shall be certified with an improved capital adequacy ratio of over 10% in March 2013.

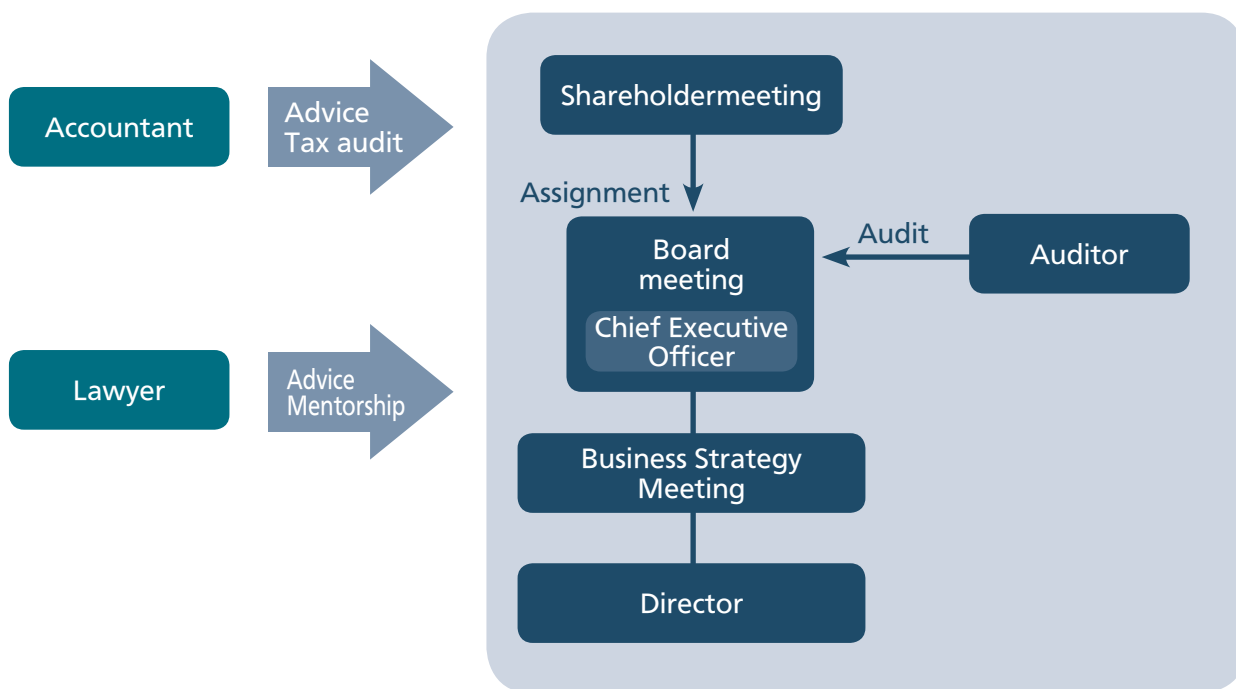
For further details, please refer to the website ("Sanpai Net"\*) : balance sheets, profit-and-loss statements, statements of changes in net assets, and notes to financial statements for the last three years.

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

## Process of Corporate Governance

Business strategy meeting, a main decision-making body, is held weekly. Matters of especial importance are executed upon approval of board meeting.

For properly disclose tax payment and litigation acts from home and abroad we have made advisory contract with an accountant and a lawyer, who audit, advice and counsel us.



## Compliance with the Law

We conduct in-house review whether the environment- and OH&S-related regulations are properly observed. In FY2010, no serious violations were pointed out. However upon an inspection by the Labor Standards Supervision Office, we received an advice for remedial action as well as guidance as follows.

### <Advice for remedial action>

- Failed to report a minor changes in working regulation(postscript of designated wage )
- Failed to post the health and safety promoter's name.
- Failed to ask for the doctor's opinion about the employees whom any comments were made in the physical examination.

### <Advice>

- Setting up of scheduled working hours is advised.  
Although labor-management agreement is based on irregular working hour, a complete five-day-week is actually practiced.
- The application form for paid leave requires a reason for it.

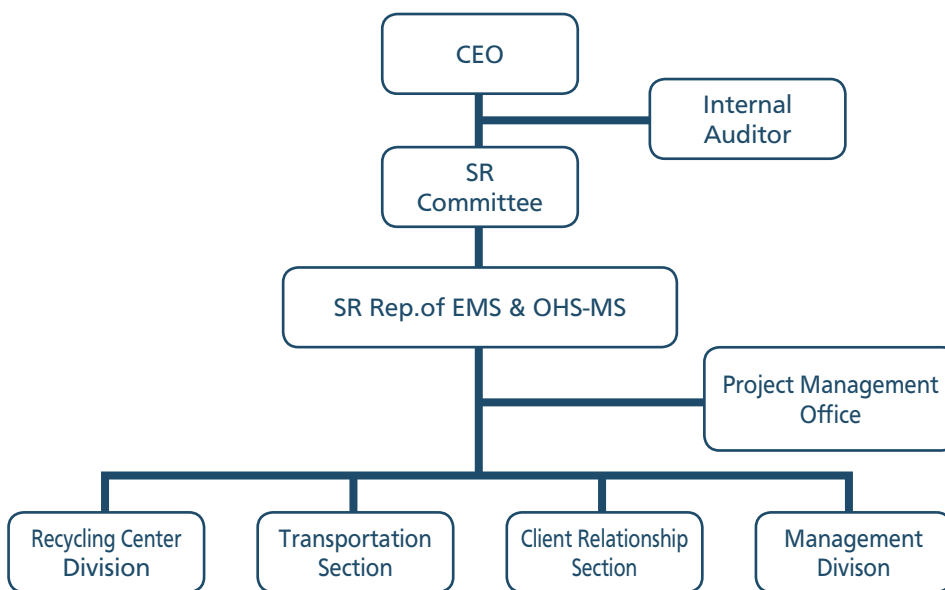
We reported the corrective action for of every advice to the Labor Standards Supervision Office.



## Framework of the Management System

In September 2002, REVACS acquired certification of ISO14001 (Environmental Management System). In October 2007, we put together the Environmental Management (ISO14001) and labor health management (OHSAS18001) as one system, and thus acquired an integrated certification because industrial accidents or disasters can pose the most serious negative environmental impacts upon us. It is an active integrated management system of our business. Our Plan-Do-See-Action cycle concludes in each one year. At the end of the fiscal year, we evaluate the environmental impact and labor's risk and set objectives & targets for the next year. Every division or section sets its own objectives & targets which are associated with the company's common targets or goals. Then annual program(Plan), which includes "What, When, Who and How" to meet targets, is made.

Every section operates(Do) in the program and undergoes the check in monthly SR committee and semiannual internal audit and external audit(Check). In the management review meeting held in December, various elements including the policy, objectives and targets, need for changes to the integrated management system etc., are reviewed(Action).



▲ Certification of ISO14001



▲ Certification of OHSAS18001

## SR(Social Responsibility) Committee

In order to properly run the management system, monthly SR committee is held to grasp the proceeding of the program (plan) and its performance. The monthly SR committee makes it possible for us to review the adequacy of means, or, to find and adjust, as needed, any causes or conditions which hinder the achievement.

The committee consists of CEO, executives, managers and a representative of labor union. Through the SR committee, all the necessary information is shared by the participants and then by the whole employee through section meetings.



## CEO Patrol

Monthly CEO patrol is stipulated in the management system. It checks and records whether procedure manuals are properly followed or whether the workplace is kept neat and tidy enough to work efficiently. The patrol is done without an advance notice. In FY 2010, there were 48 items of indications and advices.



## Internal and External Audit

Two biannual internal audits and one annual external audit are conducted to check integrated management system and its performance. The results of FY 2010 audits are shown in the table below. We invited Mr. Sasa, an expert environmental auditor, to our internal audit team for objectivity.

	Internal auditing in June	Internal auditing in February	External auditing in September
Major nonconformity	0	0	0
Minor nonconformity	2	3	0
Observation	4	0	2
Opportunity for Improvement	0	4	1
Noteworthy effort	7	2	0



▲Internal audit in June



▲Internal audit in February



▲External audit in September

## Voice of the Main Bank



**Mr. Toshio Benzaki**

President of Nishinomiya brunch  
Bank of Tokyo-Mitsubishi UFJ,Ltd.

Our relationship with REVCS began with your fund procurement for the drying plant. In spite of the initial problems at the start-up, the drying plant's now provides a constant income with its operating ratio of nearly 90%.

And REVACS values a transparency of the business, and are disclosing its composition of finance properly by introducing tax effect account or retirement benefits accounting. At REVACS daily balance of payments by divisions is grasped making it possible to improve the divisions' profitability or to promptly adapt to changes in business climate. The environment-related business draws increasing attention of the society. We look forward to the continued growth of REVACS.



# Target and Achievement

## Environmental and Occupational Health and Safety Management: FY2010 results

	Objective (FY 2010- 2012)	Target (FY 2010)	Achievement (FY 2010)	Result	For reference
Environment	Reduction of CO <sub>2</sub> emission for each unit Requirement	<ul style="list-style-type: none"> <li>Reduction of CO<sub>2</sub> emission for each unit requirement in energy utilization</li> <li>CO<sub>2</sub> generated by city gas: -8%</li> <li>CO<sub>2</sub> generated by electricity: -10%</li> </ul>	<ul style="list-style-type: none"> <li>Year on year reduction: 4% (breakdown)</li> <li>City gas: +4%</li> <li>Electricity: -15%</li> </ul>	○ × ○	P.21 P.22 P.22
	Safe and reliable waste management service	<ul style="list-style-type: none"> <li>No complaint from customer and surrounding area.</li> <li>Voluntary water pollution control using water treatment facility</li> </ul>	<ul style="list-style-type: none"> <li>1 complaint</li> <li>Voluntary standards were observed</li> </ul>	△ ○	P.44 P.29
Occupational Health and Safety	Creation of secured and safe work environment with no injury or accidents.	<ul style="list-style-type: none"> <li>No accident</li> <li>No accident to suspend operation</li> <li>No accident that doesn't call for suspension of operation</li> <li>Year-on-year reduction of property damage: below 50% (or 7 cases) of FY2009 result.</li> </ul>	<ul style="list-style-type: none"> <li>The number of accidents</li> <li>1 accident to suspend operation</li> <li>3 accidents called for no suspension of operation</li> <li>9 cases of property damage</li> </ul>	× × ×	P.44
Social contribution / Communication	Continual efforts to gain trust of every stake-holder and sense of security toward us	<ul style="list-style-type: none"> <li>Continued evaluation by an external auditor</li> <li>Strengthened relationships with stake-holders</li> </ul>	<ul style="list-style-type: none"> <li>Outside auditor was implemented in in-house audits</li> <li>Third-party panel meeting was held</li> <li>Agricultural event was held inviting customers</li> <li>Environmental class held in cooperation with customers.</li> </ul>	○	P.14 P.48 P.37 P.40

## FY2011 target

	Objective and medium-term target (FY 2010-2012)	Target (FY2011)
Environment	Reduction of CO <sub>2</sub> emission for each unit requirement	<ul style="list-style-type: none"> <li>Reduction of CO<sub>2</sub> emission for each unit requirement in energy utilization &lt;&lt;Departmental targets&gt;&gt;</li> <li>Recycling center...Amount of annual consumption: Electricity 88.0kWh/t, City gas 70.0m<sup>3</sup>/t</li> <li>Transportation...Standard mileage over 3.82km/l</li> <li>Office...Annual consumption of electricity: 45,270kWh/ year</li> </ul>
	Safe and reliable waste management service	<ul style="list-style-type: none"> <li>No complaint from customer and surrounding area.</li> <li>Voluntary water pollution control using water treatment facility</li> </ul>
Occupational Health and Safety	Creation of secured and safe work environment with no injury or accidents. (No occupational injury or accident)	<ul style="list-style-type: none"> <li>No accident</li> <li>No accident to suspend operation</li> <li>No accident that doesn't call for suspension of operation</li> <li>Year-on-year reduction of property damage: below 50% (or 4 cases) of FY2010 result.</li> </ul>
Social contribution	Continual efforts to gain trust of every stake-holder and sense of security toward us	<ul style="list-style-type: none"> <li>Continued evaluation by an external auditor</li> <li>Strengthened relationships with stake-holders</li> </ul>

## Voice of Outside Auditor



**Mr. Toru Sasa**

Representative Director of  
SASA environment examination  
office Ltd.  
CEAR registration  
environmental lead auditor

The internal audit of on REVCAS' s Environmental / Occupational Health and Safety management system was held twice in June 2010 and Feb. 2011, where we found 5 minor nonconformities, 8 observations (opportunities for improvement), and 9 noteworthy efforts through a year period, which we reported to executives and persons in charge for further promotion and improvement.

Step by step improvement is seen in both divisions in line and staff in overall operations in the EMS & OHS management system.

However, we must not oversee certain types of nonconformity that can cause a serious disaster like negligence in calibration check of a portable gas detector.

I apprised last year improved pH management of wastewater (linked to municipal sewage line) but it become clear that BOD (biochemical oxygen demand) data fluctuates widely. .

Meanwhile, we hear of a lot of tragedy caused by the Great East Japan Earthquake every day. It could be translated into your management system as it will be applicable to “4.4.7 Emergency preparedness and response” that is required by EMS and OHSAS. I figure we could focus on this area to avoid any potential problems in the next audit.

### REVCAS's VOICE

### Representative of Environmental & Occupational Health / Safety Management System



**Masato Akazawa**

Representative of  
management system  
REVCAS Corporation

Among the reports of the Great East Japan Earthquake there was an episode of a certain Junior high school student' s evacuation behavior in Iwate prefecture, which impressed me. In Sanriku area there has been a precept which says “Tsunami tendenko” (when in tsunami situation set priority on the security of each one), which had been formed in the long history of tsunami in the area. And children have been given hot education on tsunami and emergency drill as well. Junior high school students are educated from the stance of being evacuees, but also they are taught to act as seniors that look after the pupils at the primary school next them in a disaster, and many were witnessed to evacuate taking hands of the pupils in the incident. To be sure there may be some unlucky people who were killed even though they evacuated with otherwise proper manner, but the news report taught us how important it is for us the everyday education or preparedness for a risk.

There are many discussions about BCP, Business Continuity Plan for company were triggered by this disaster of an earthquake. Emergency drill aimed at the protection of the employees at work from disaster seems to be fundamental in BCP.

※Business continuity planning (BCP) is a plan to be prepared with procedures, and means to keep the business running, while minimizing damages of business property and making it possible to continue core business or early recovery.

## Disclosure for stakeholders

We use following communication tools to have REVACS better understood. We actively transmit information to external stakeholders. We expect such communication may in turn provide us with hint to improve our business.

### Website

On our website you can find not only information on company or on license but also visual information, where the sight of waste processing at our facility, let alone carry-in entrance and interior of the treatment center, can be monitored real time through the web camera (refer to P.42).

Needless to say, the web site is open to everybody. Interior of the other facilities of ours is also introduced in moving image on the same website.



▲Web site



▲Animation on the website

### CSR Report

To have local community and our customers better understand our company, we have issued the annual report since 2002. The title of the report was changed reflecting the aspects of 'environment', 'society' and 'economy', which goes as follows: "Environmental Report" in 2002-2005, "Environmental and Social Report" in 2006 and "CSR Report" since 2007. We present accurate and comprehensive description of our activities and relevant information.



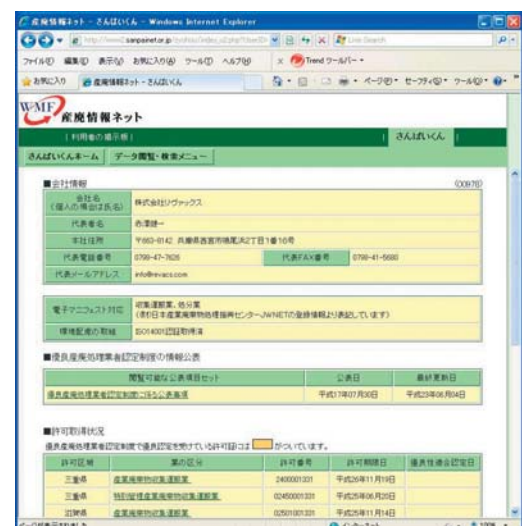
### "Sanpai-Net"

REVACS has been uploading its information as a member of "Sanpai-Net", which is structured in conformity with transparency standard of "certification system for excellent waste disposer", since 2005.

The information to be disclosed in the certification system is classified into 13 categories as follows, all of which we are disclosing: copy of license, amount of disposed waste, details of facility, organization chart and financial statements and so on.

For the details of the state of certification system, please see Page10.

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

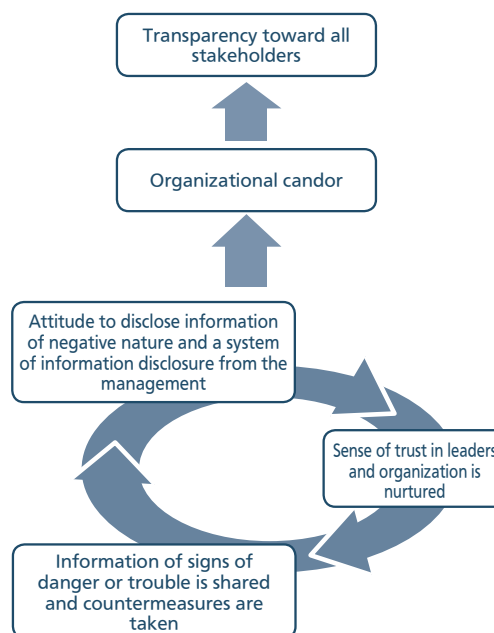


## In-house Information Sharing

Generally, transparency means an act of properly disclose financial information to exterior stakeholders but at REVACS it also means information disclosure within the company regarding it an important corporate social responsibility. It is said, when the management discloses information without keeping it in their domain, the management will gain employees' trust and an organization with good candor where employees find it easier to speak out precursors of danger or problem, if any, will be formed making it possible to solve problems through communication across the organization.

We believe this good organizational candor of ours will create transparency.

Needless to say, the leaders' consciousness to create such organizational candor, appropriate approach for better information flow is also essential. Given this factor we implement following scheme of information sharing.



## Briefing Meeting

CEO holds a monthly briefing. Not only managers but also employees and contractors participate in the meeting, where total or departmental balance of payments or actual conditions in the previous month are reported. The meeting is not a mere occasion of one-way information provision by the management. In the meeting, discussion across the departments and posts is held, e.g. CEO or a head of department responds to a question or an opinion of an employee.



## Daily Meeting

To prevent human errors in operations we hold a daily meeting in confirmation of the following day's work.

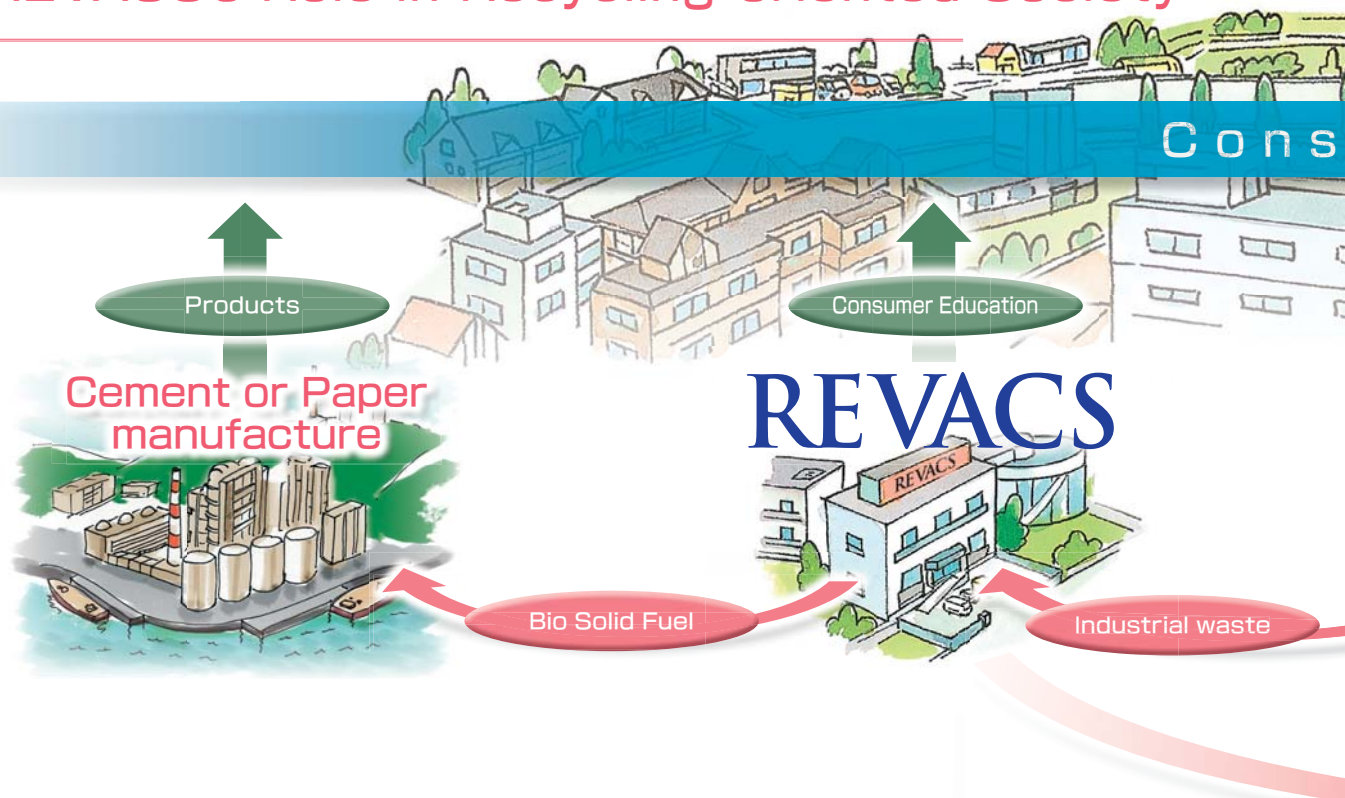
The work descriptions and notes are checking by Chief Operating Officer, heads of transportation, client relations and recycling center.

This meeting also deals with items related to the daily work or daily profits, solutions of which are sought through the communication across the departments and posts.





# REVACS's Role in Recycling-oriented Society

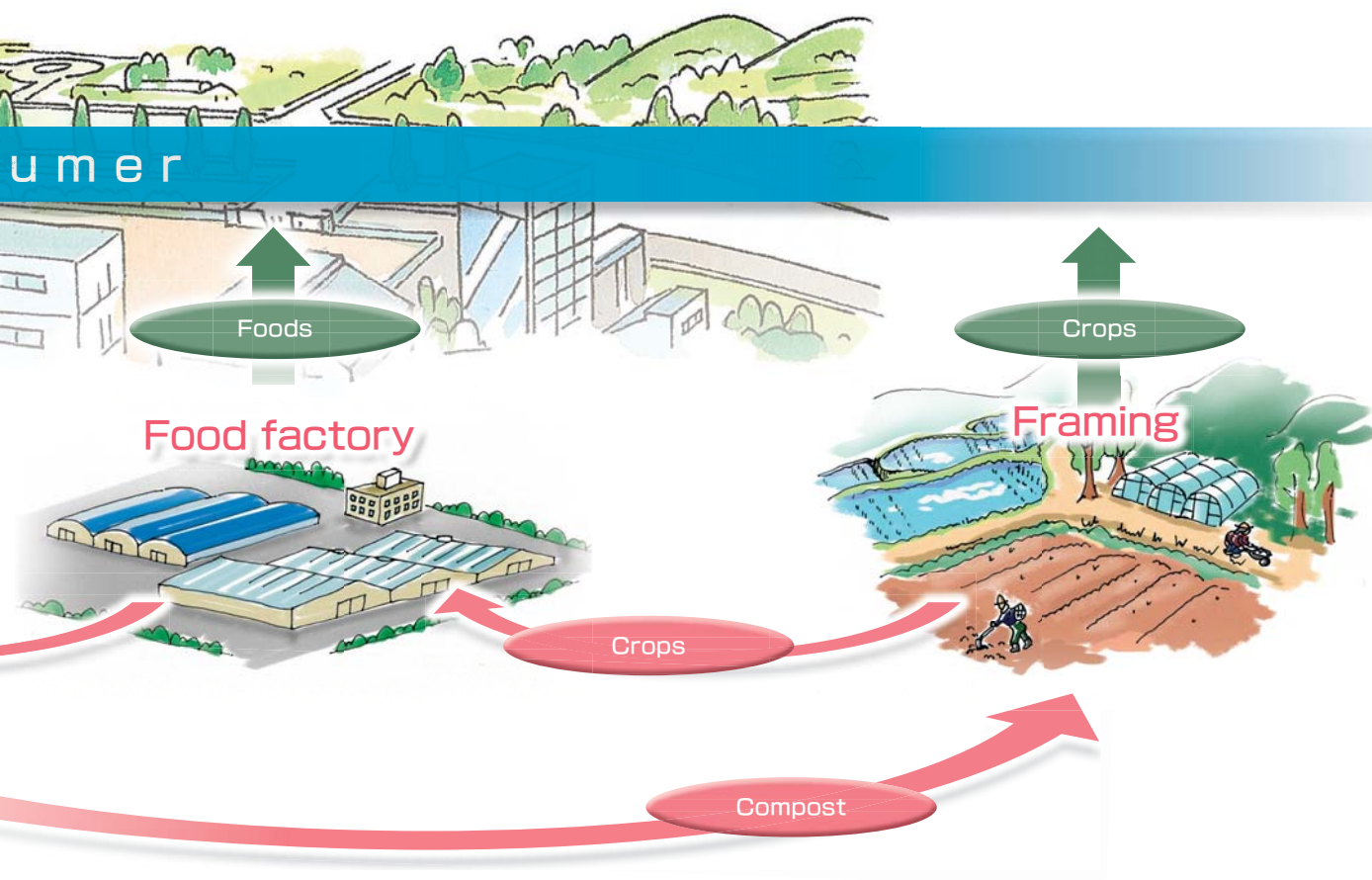


REVACS recycles 90% of wastes entrusted. We collect unwanted industrial or trade wastes, reprocess them, and send out as new resource.

For example, sludge or animal and plant residues from food factory are collected and after a drying process made into a biomass resource at REVACS. Half of the biomass is made into fertilizer for cultivation of vegetable, fruit etc. and the agricultural produce is in turn processed in the food factories to complete a course of material recycling. In other case, cardboard box, steel or aluminum scraps are sorted out and shredded before being reprocessed. As for certain types of plastics which are difficult to recycle are used as heat source (i.e. fuel) mainly in paper manufacturing. Also, scrap food is utilized as animal fodder for cattle and pigs. And the rest of the biomass is used as an

alternative of the oil or coal for boilers, and the ash is used as a material for cement production. (Regrettably, this biomass fuel is not commercialized for now.) Plants take in carbon-dioxide in photosynthesis when they grow up. For this reason the total amount of carbon-dioxide in nature does not increase when organic substance is burned elsewhere. This concept is called carbon neutrality. As a matter of course, use of this biomass fuel as an alternative to fossil fuel will result in reduction of carbon-dioxide emission. In FY2010, 2,120 tons of biomass resource was used as fuel and reduced carbon-dioxide emission by 2,767 tons.

Figure shows an amount of CO<sub>2</sub> which would have been generated by crude oil required to obtain a heat value equivalent to that generated by burning 2,120 tons of biomass fuel.



After the Great East Japan Earthquake, solar energy and wind power energy is drawing attention as renewable energy. REVACS would like to further improve our technique hoping a value of our biomass fuel as new energy source will also be acknowledged.

Utilization of wastes as renewable resources plays an important role in constructing recycling-oriented society. What we can do may be limited, but we continue to run our business with a prospective thinking to be a company required by the society.

## User's Voice

### Mr. Sumihiro Kozeni



I have used bark compost<sup>(※)</sup>, made from biomass resource, since 10 years, as peach manure.

Every year, we manure 1,35l bark compost and 60l chaff to one peach tree, and put up a net on ground for weed less. I'm safety to use it because I had business relations to fertilizer company where is using REVACS' s biomass resource.

The peach tree can keep healthy by use to bark compost if the peach absorb the nutrition for ripe. And peach tree wasn't given water just before a crop term to increase sweetness of the fruit, if bark manure is used, acidity can be absorbed and the peach will become only the original sweet taste.

I would like to make a delicious peach from now on with the appreciation to the person who was usually taken care of and encouragement about the word of the person who had the peach eaten "it is delicious."

※Bio soil conditioner which fermented bark

## Environmental Policy

At REVACS, we conduct our business in the environmental industry. We are committed to preserving our global environment and creating a recycling society through our business of waste reuse, recycling and disposal.

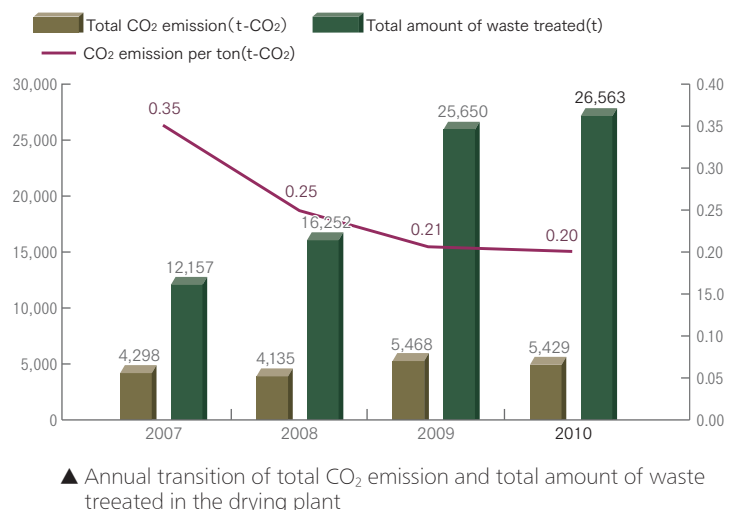
1. We properly dispose of waste in compliance with environmental regulations and other requirements, following them closely with our deep awareness of our social responsibility.
2. We strive to conserve resources and energy in carrying out our business.
3. We contribute to industry through effective use of limited material resources by reusing and recycling waste, and also to extending the use of a valuable industrial resource, landfill.
4. We, as a corporate citizen of Environmental Learning City Nishinomiya, practice environmental sustainability through communication based on our spirit of partnership with the local community.
5. We understand the Environmental Policy, and we are constantly working to improve our environmental management system and prevent pollution. We set objectives and targets, reviewing them regularly for continuous improvement.
6. Our environmental Policy is available to everyone who works at/for our company. We also disclose this information upon request.

October 1, 2009

**Kenichi Akazawa**  
CEO, REVACS Corporation

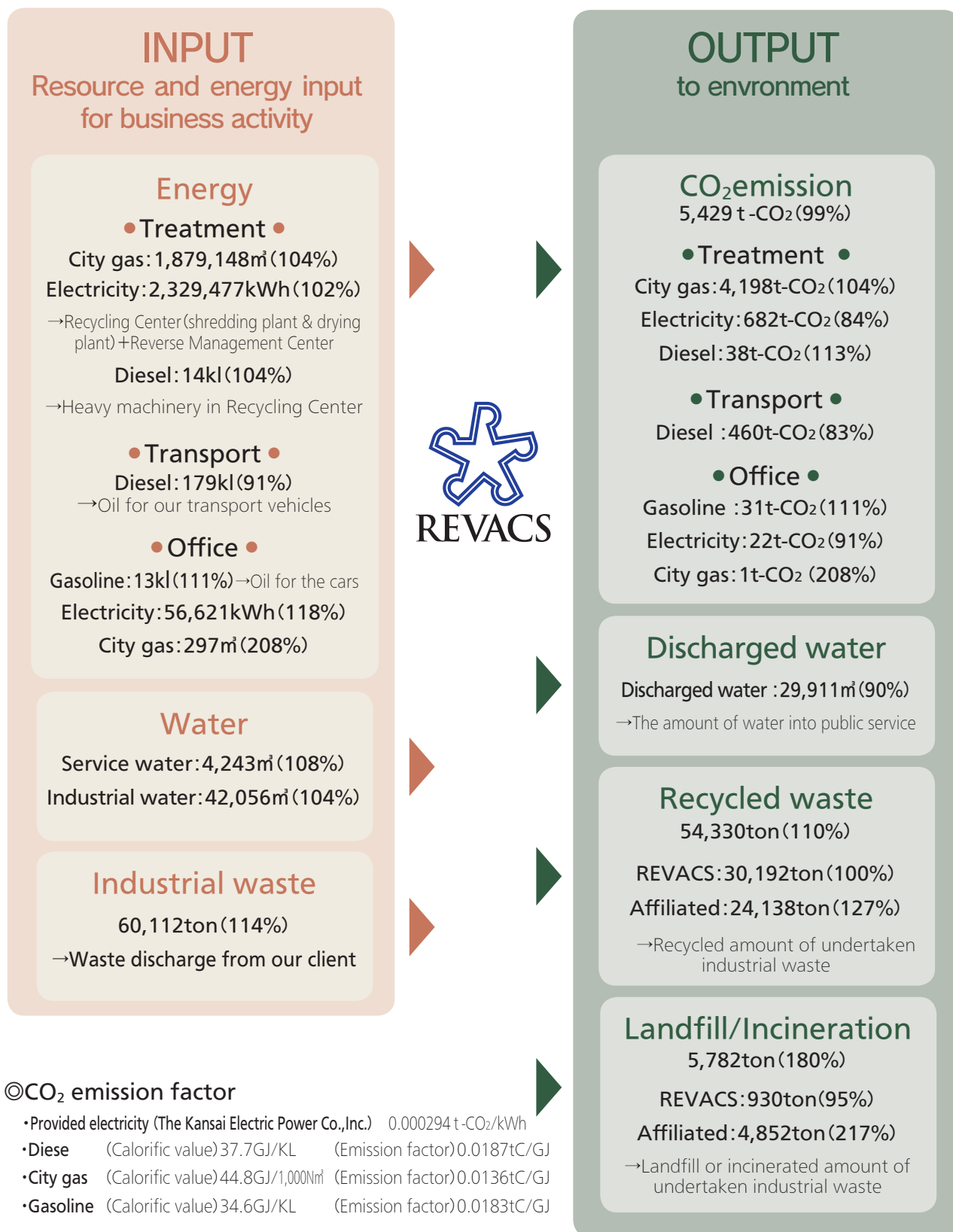
## CO<sub>2</sub> Emission

Graphs show annual transition of total CO<sub>2</sub> emission and total amount of waste treated in the drying plant and CO<sub>2</sub> emission per ton (calculated value) since 2007, when the drying plant began operation. In 2010, total CO<sub>2</sub> emission and per basic unit emission registered 5,429t (a year-on-year drop by 1.0%) and 0.20t (a drop by 4%), respectively. REVACS successfully reduced CO<sub>2</sub> emission despite increase in treated amount. We continue to provide services to further reduce greenhouse gas.





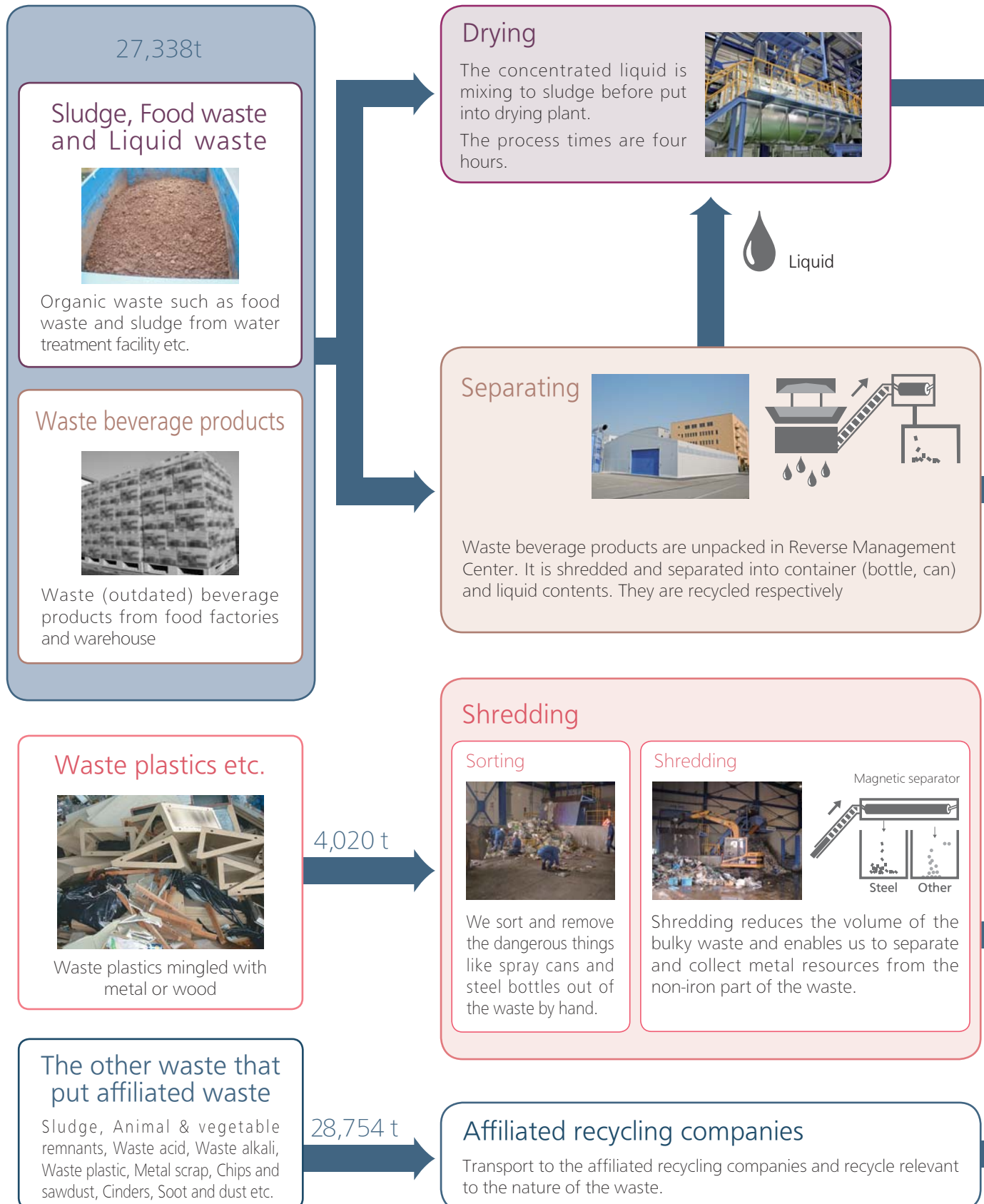
The following chart shows the input and output of resource and energy generated in our operation of transport and disposal of industrial waste. To conserve resource, we tackle effective use of resource both in the aspects of input and output. ※Inside of ( ) are comparison ratio of previous year.



(Source) •Act on Promotion of Global Warming Countermeasures  
•About making of the emission factor etc. real and adjusted emission factor in FY 2009 according to the electricity supplier', Ministry of Environment, December 27, 2010  
•Order for act on Promotion of Global Warming Countermeasures, the first table related article 3

It is a flow chart of the waste that REVACS handled in FY2010 as follows.

## Total amount 60,112t (previous 114%)



## Usage of after drying

### Bio Solid Fuel (BSF) .....2,120t

Dried organic waste is recycled into one of biomass fuel used as boiler fuel for cement or paper factory



BSF

### Material of Compost .....2,659t

Organic sludge and food waste are recycled into fertilizer for crops and plants

### Thermal Recycling (foreign body) .....83t

The heat and steam from the incineration of waste is used for energy.

## Recycling at Affiliated

### Compost .....14,141t

Organic sludge and food waste are recycled into fertilizer for crops and plants



Sludge

### Fuel .....4,181t

Waste plastics, oil and liquid is recycled into supplemental fuel for cement or paper factory.

### Subgrade .....3,956t

Dried inorganic sludge is recycled into road bed material.



Compost

### Thermal Recycling .....2,784t

The heat and steam from the incineration of waste is used for energy.

### Material Recycling .....1,653t

Recycle as raw materials

### Feed .....244t

Food waste used for livestock's feed

### Other Recycling .....812t

### Incineration .....347t



### Landfill .....5,435t

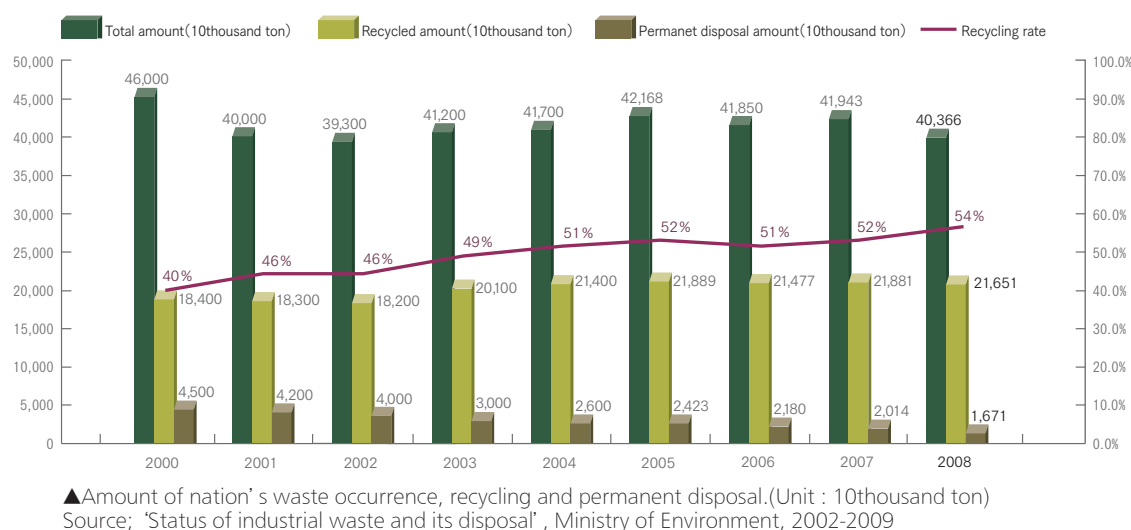
Waste is transported to relevant landfill site according to its kind.



Containers  
(bottle, can and carton)

## Status of Industrial Waste in Japan

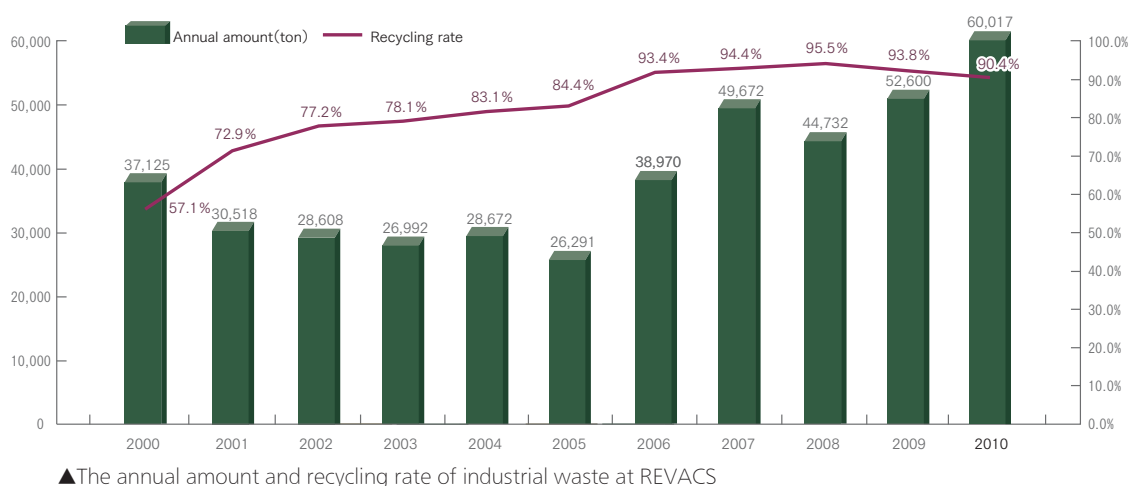
Nation's total waste occurrence is staying flat at around 400 million ton according to Ministry of the Environment. While, the amount of permanent disposal is on a decline, and that of recycled waste is increasing. We may well say that a practice of recycling is gaining ground in the industrial sector.



## Our Recycling Activity

The following chart shows transition of industrial waste amount handled by REAVCS and its recycling rate.

Since introduction of shredding plant (2006), or drying plant (2007) the recycling rate had exceeded 90%. But, to our regret the rate in FY2010 fell below the previous year. We are committed to further promote the sorting at our facility as well as at the affiliated recycling companies and contribute to the sustenance of reclaiming space, and try to meet customers' requests who tackle recycling of industrial wastes.



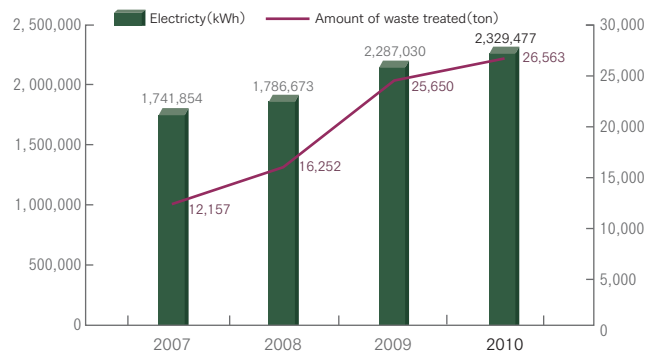
## Energy Consumption at Recycling Center

At the recycling center, i.e. shredding plant and drying plant, we use electricity, industrial water and city gas.

The graph shows transition of electricity consumption since FY2007, when the drying plant inaugurated.

Power consumption is on the increase as in the amount of waste increases, but electricity required to dispose of a ton of waste has decreased by 39% compared with that of 2007.

In FY2010, following new approaches to reduce consumption of utility were made.



▲Electric consumption at the recycling center

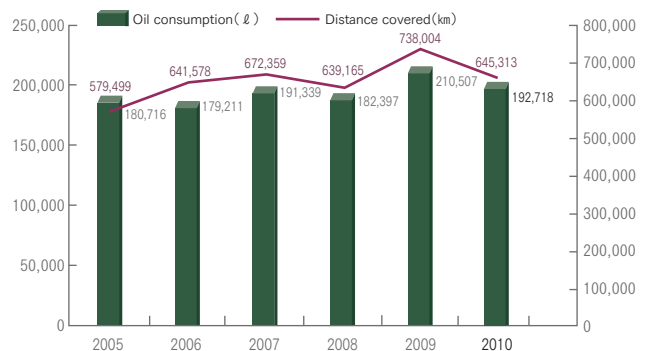
- 1) Introduction of drain recovery system: condensate (drain) originated from vapor used as heat source is recovered and reused as boiler water while it is warm. Whereby consumption of city gas to heat water is expected to be reduced
- 2) Pipes were covered with jackets as thermal insulator to prevent generated heat from being discharged into atmosphere.
- 3) Energy saving V-belt with high conductivity was introduced.



▲Thermal insulator ( jacket)

## Fuel Consumption (Trucks and Heavy equipment)

Diesel oil is used as fuel for vehicles and heavy equipment. In FY2010 total consumption of diesel oil was 192,718, a lower figure compared with the previous year. To be sure distance covered was lower, reduced consumption may be attributable to the improved mileage thanks to eco-friendly driving practice or regular maintenance.



▲Fuel consumption and distance covered

## Leakage Prevention

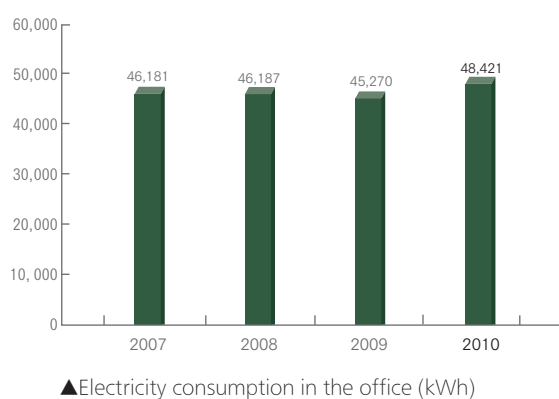
The floor of shredding plant is entirely covered with iron plate to prevent contents of shredded waste materials from leaking. We always have sandbags ready to stuff up the sewage discharge point should the leakage be expected in a natural disaster.

When transporting waste of high moisture content watertight container equipped with gaskets. We practice renewal of gaskets regularly to prevent leakage from occurring.



## Electricity Consumption in the Office

In the office 48,421kWh was consumed in FY2010. We switched off the lights whenever we leave the areas. We also reduced electricity consumption during the period of early May and end of September encouraging employees to wear light attire ( no-tie or no-jacket) while setting a cooling temperature higher, which we call 'Cool Biz campaign'.



## Office Work Waste

As for office work waste, we discriminate recyclable wastes from the other. Total amount of office waste was 2,244kg in FY 2010 with 75.7% of which were recycled. The recyclable wastes were sorted into 8 categories.

- Recyclable: Paper (unusable paper; corrugated cardboard; newspaper and magazines), bottles, cans (steel, aluminum) and PET bottles
- Not recyclable: Coated paper and plastics etc.





## Odor Control

REVACS take thorough measures to prevent odor from being generated from organic waste.

At the shredding plant, four units of activated carbon-based deodorizers have been installed. We usually keep organic sludge or food waste in storage with separately shutters.

The drying plant has a deodorizing furnace and chemical cleaning equipment.

The odor measurement results that are requested by Nishinomiya City are as follows.



▲Deodorizing equipment



▲Deodorizing furnace



▲Chemical cleaning equipment



▲Storages with separately shutters

### Odor measurements on Oct.6, 2010 and March 30 2011

Item	Regulation	On the Boundary Line			
		East	West	North	South
Ammonia	1	<0.1	<0.1	0.17	0.21
Methyl mercaptan	0.002	0.0005	0.0010	<0.0005	<0.0005
Hydrogen sulfide	0.02	<0.002	<0.002	<0.0005	<0.0005
Methyl sulfate	0.01	<0.001	<0.001	<0.0005	<0.0005
Dimethyl disulfide	0.009	<0.0009	<0.0009	<0.0005	<0.0005
Trimethylamine	0.005	<0.0005	<0.0005	<0.0008	<0.0008
Acetaldehyde	0.05	<0.005	<0.005	<0.004	<0.004
Propionaldehyde	0.05	<0.005	<0.005	<0.004	<0.004
N-butyraldehyde	0.009	<0.0009	<0.0009	<0.0008	<0.0008
Isobutyl aldehyde	0.02	<0.002	<0.002	<0.0002	<0.0002
N-valeraldehyde	0.009	<0.0009	<0.0009	<0.0008	<0.0008
Isovaleraldehyde	0.003	0.0006	0.0006	<0.0004	<0.0004
Isobutanol	0.9	<0.09	<0.09	<0.05	<0.05
Ethyl acetate	3	<0.3	<0.3	<0.1	<0.1
Methyl isobutyl ketone	1	<0.1	<0.1	<0.05	<0.05
Toluene	10	<1	<1	<0.5	<0.5
Styrene	0.4	<0.04	<0.04	<0.01	<0.01
Xylene	1	<0.1	<0.1	<0.05	<0.05
Propionic acid	0.03	<0.003	<0.003	<0.0005	<0.0005
N-butyric acid	0.001	<0.0005	<0.0005	<0.0005	<0.0005
N-valeric acid	0.0009	<0.0005	<0.0005	<0.0005	<0.0005
Isovaleric acid	0.001	<0.0005	<0.0005	<0.0005	<0.0005
Bromide density	30	<10	<10	<10	<10



## Water Pollution Control

Water used in the process at recycling center is discharged into public sewage after being treated in our water treatment facility. To prevent pollution we implement follow measures;

- 1) Control of the pH of water to be discharged using pH meter with continuous monitoring device
- 2) Inspection of the water which is treated in the treatment facility once a week.
- 3) Voluntary inspection of water quality around the same time as the municipal monthly inspection.

### Heavy metal analysis on May 21, 2010

Item	Unit	Regulation	Result
Water temperature	°C	≤ 45	29.7
pH	—	5.0 ~ 9.0	7.4
Cadmium	mg/ℓ	≤ 0.03	<0.005
Cyanogen	mg/ℓ	≤ 0.3	<0.1
Lead	mg/ℓ	≤ 0.1	<0.01
Hexavalent chromium	mg/ℓ	≤ 0.1	<0.02
Arsenic	mg/ℓ	≤ 0.05	<0.01
Total mercury	mg/ℓ	≤ 0.005	<0.0005
Total chromium	mg/ℓ	≤ 2	<0.02
Copper	mg/ℓ	≤ 3	<0.01
Zinc	mg/ℓ	≤ 5	0.04
Soluble iron	mg/ℓ	≤ 10	2.7
Soluble manganese	mg/ℓ	≤ 10	<0.1
Oil of animal and plant origin	mg/ℓ	≤ 30	<1
Mineral oil content	mg/ℓ	≤ 5	<1



▲Water treatment facility



▲Consecutive pH monitor

### Water inspection by Nishinomiya City, FY2010

	Regulation	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Water temperature	—	17	24	25	30	32	34	27	20	14	12	13	14
pH	5.0 ~ 9.0	7.1	7.4	7.5	7.6	8.1	7.7	6.4	7.2	6.1	6.6	6.5	6.7
BOD	Under 600mg/l	110	31	61	270	90	180	210	82	120	21	18	37
SS	Under 600mg/l	<1	10	19	15	19	22	10	7	7	37	8	19

## Air Pollution Control

Exhaust gas chimney exits of the deodorization furnace and boiler is measured twice yearly under an environmental agreement with Nishinomiya City. We observed standards with the following results for FY2010:

### Air measurement on October 6, 2010 and March 30, 2011

Item	Regulation		Unit	First	Second
Nitrogen oxide	Exhaust standard	150	ppm	36.6	25
	Exhaust amount per hour	0.42	Nm <sup>3</sup>	0.254	0.4
	Exhaust amount per year	6.20	ton	3.75	5.5
Soot particle	Exhaust standard	0.05	g/m <sup>3</sup> N	0.001	0

## Occupational Health and Safety Policy

Our management principle consists of "Contribution to Partners ", "Contribution to Customers" and "Contribution to Community". In other words we realize that our corporate social responsibility is to enable all the employees to work for REVACS Corporation enjoying quality lives healthily and safely. Also, occupational accidents and injuries are "the biggest environmental destruction". With these things in mind we promote OH&S activity.

1. We comply with OH&S regulations and respect such requirement from customers, community and public organizations as we accepted as reasonable.
2. We strive to ensure the safety in all our business activities done on our own responsibilities.
3. We are aware that the waste management business has big potential risk, and strive to ensure the safety of transportation and to cause no occupational accidents at the recycling center and other sites.
4. We strive to secure, maintain and improve trust and security of customers, community and public organizations through communication in good partnership.
5. We understand the OH&S Policy and constantly work to improve our OH&S management system as proactive measure to prevent occupational injury, accidents and illness identifying possible sources of hazard in general business activity. We set objectives and targets, and review them regularly for continual improvement.
6. Our OH&S policy is available to everyone who works at/for our company. We also disclose this information upon request.

October 1, 2009  
**Kenichi Akazawa**  
CEO, REVACS Corporation

## Risk Assessment and Hiyari-Hatto

As part of Occupational Health and Safety Management System (OHS-MS), all employees participate in "Risk Assessment" once a year. In FY2010, we picked up 253 items as possible sources of hazard, and reduced the number of problematic sources to 18 from conventional 26.

We are regularly watching "Hiyari-Hatto", an incident which could have caused an accident or injury, and assess its risk. Among those sources with higher risk points was a case of an alliance partner's yard, which was rather dark and there was a possible risk of accident. In this case, we had the alliance partner install a sensor light after asking them to understand.

## Emergency Drills

Upon the occurrence of the Great East Japan Earthquake of March 11, 2011, tsunami was newly included in the category of emergency.

REVACS stands on a reclaimed land on Osaka bay with the tide embankment built along the shore against an assumed occurrence of Nankai earthquake. However, assuming unexpectedly large scaled tsunami, or extraordinary case where tide embankment does not properly functions for some reasons, we revised the emergency procedures and gave an emergency drill of following it. There is no telling when tsunami or earthquake should hit us. Therefore we worked out procedures for several cases, e.g. when one is in the office, or out of office, or when one is driving a car, as well as the means of contact with the company when a disaster calmed down.



## Regularly Education

At the beginning of the fiscal year, we give general education to all partners and specific education provide by each sections. The general education informs Environmental and Occupational Health and Safety Policies, our objectives and targets, and related laws. The specific education informs environmental aspects, risk assessments and programs.



## Prevention of Oxygen Starvation and Hydrogen Sulfide Poisoning

We regard hydrogen sulfide poisoning by the organic waste and oxygen starvation, which are expected when we put into sludge storage tank, as great hazard sources. And, at our recycling center where maintenance of the tank is practiced, we have monthly drill to put on air-line respirator. At the sections which engage in the cleaning or pre-work inspection of the tank at the customers' yard, efforts are made to increase and train qualified operation chiefs for oxygen deficit or hydro-sulfuric occurrence.



## The 2nd REVACS Business School

With a slogan of “Bringing up 10 % of employees to be entrepreneurs!” , the 2nd REVACS business school (BRAIN 2011) was opened. It aims at cultivating basic abilities of participants so that they can be active in the future as specialists and leaders in waste disposal business.

Incidentally, 26 employees from REVACS group participated in the 1st business school held in 2006. BRAIN 2011, where “Critical Thinking”, “Business Strategy”, “Marketing”, and “Business Presentation” are taught through short examinations and case studies, is held with the cooperation of GLOBIS Corporation, the largest of the business school planning companies in Japan.



## Business Manner and Strategic Communication Training

The training was held on four occasions between November 2010 and March 2011. Twenty-seven employees from the marketing group, who directly communicate with clients, participated in it.

In the business manner class, not only basic manners of greeting, business-card exchanging but also polite manners of dining and communication at table were taught. In the strategic communication class, a skill to fill in communication gaps was taught through lectures and skill training with advices based on each participant's specific pattern of thinking, which had been diagnosed prior to the class.



REVACS's Voice

## Voice of an Employee hired in Mid-career Recruiting



**Shinya Tatsumi**

Recycling Center  
REVACS Corporation

Upon joining REVACS I was very impressed by the company's stance on ISO/OHSAS. It made a distinct difference from that in the company I had worked for. The former workplace seemed accident-prone. And partly because of it I began to consider changing jobs. When I learned REVACS was planning a mid-career recruiting, and when I learned the company's policy and stance of business on the web etc., I was assured that it is a safe and worthwhile company, I applied for the job.

The work in the previous company included the ones conducted on unstable scaffolding places or dealing with heavy load, which made me think it cannot be helped but accidents accompany such works. But as soon as I joined REVACS I learned I was wrong to have thought that way. In REVACS they gave general or special education on ISO/OHSAS to every employee, and they have practices of clarifying the possible cases of accident occurrence ( “Hiyari-Hatto” cases), communicating by radio prior to step on the hazardous places, or, discussing always how to eliminate accidents and injuries at work.

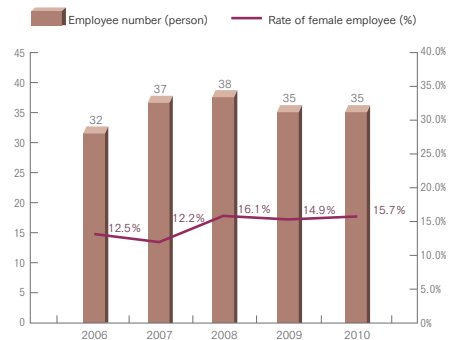
I think it is very important that all members make seriously efforts, and that it will make a comfortable workplace which in turn bring about employee's good motivation and efficiency.



## Work-Life Balance & Diversity

We aim at improvement of benefit programs to create a working environment where one can work without worries. To achieve this we set benefit programs as follows; child-care leave, shorter working hours for child-care, volunteer leave, family-care leave, half-day leave with payments, career development system, congratulatory or condolence payments and reemployment of retired person.

And we aim to utilize various human resources by gender-free recruitment, promotion to managerial post and equal payment system throughout different job types. We strive for a better system that enables people to work undue worries and use their ability to the full extent.



## MVP Commendation and Length of Service Awards

To improve employees' motivation, we give MVP awards biannually for great acts which are not always duly evaluated in regular personnel management system. In the first half of 2010 one person was honored with none in the latter half. We also award employees by their years of service by decades. Year 2010 saw one person commended for his 20-year's service.



▲Length-of- service Award



▲MVP Employee

REVACS's Voice

## Voice of a Rehired Employee



**Chohji Hasegawa**

Recycling Center  
REVACS Corporation

I have experienced various types of work. And it was at REVACS that I have worked the longest period --- 26 years. It may be because a work to operate heavy machines at the treatment center is enjoyable to me. To tell the truth, I was wondering what I should do when my reemployment term expired last year, when I was asked by Mr.Akazawa, head of recycling center, " Mr. Hasegawa, do you mind working again as a part timer for another year?". And I decided to continue. My son is very grateful to the company saying "It is quite unusual in the days of difficult hiring conditions. You can still have something to life for. Why don't you try as long as you can?" As an early bird, I am enjoying lording work in the morning with fresh sense of responsibility. I could support my family thanks to the work at REVSCS, and I feel I have to repay the company.

## Positive Management-Labor Relations

REVACS labor union is under union-shop contracts consisted of managerial staff of the company (managers or the equivalents) and other employees than the staff of labor management. Labor-management negotiations are held as needed. Representatives of the union attend monthly SR Committee meeting to regularly extend requests of the employees to the management. Through exchanges and reporting at the SR Committee meeting the Environmental & Occupational Health and Safety management is effectively operated with the labor-management cooperation.

REVACS's Voice

### Voice of an Employee hired in Mid-career Recruiting



**Sayaka Yoshii**

Client Relationship Section  
REVACS Corporation

I had been working as sales person in a quite different segment. And in meantime I began to think that there would be such a work where I could better contribute to the society. When I learned about REVACS, I felt I could do it in this company. That is why I am here. The first impression at REVACS was that it is a company that buckles down to work. It was surprising to see whole company was eager in CSR activities.

I am engaged in office work and assist sales activity with the help of senior staff. Though I am not experienced yet, I will do my best. I hope to gain reliability of the staff and clients and thus contribute to the society through the service. I will keep this in mind and try to advance every day if it is little by little.

REVACS's Voice

### Voice from REVACS Labor Union



**Takeshi Kojima**

Vice-chairman  
REVACS Labor Union

In a meeting of REVACS labor union a motion was proposed by the chairman asking if we could do something to help the people in the region affected by the Great East Japan earthquake. The proposal was approved and after discussing how to help them, it was decided right away to send donation money out of the trade union contributions which had been deposited by the union members.

The union had not seemed too active in ordinary situation, but this time it proved to have a strong solidarity within it.

In the coming fiscal year in-house 3S campaign is going to be held. We will positively take part in it in order to realize further comfortable work environment.

# CSR Report Compiled by Internship Students

REVACS had two internship students, for six months since April 2010. They mainly engaged in edition of CSR report. They tell about their experience in REVACS.

Interview date : June 18, 2011



**Interviewee :**  
**Yun Yamanaka,**  
third-year students, Department  
of international public policy,  
Osaka University



**Interviewee :**  
**Lisa Katagiri,**  
third-year students, Department  
of international public policy,  
Osaka University



**Interviewer :**  
**Masato Akazawa,**  
Executive vice president,  
REVACS Corporation

**Akazawa (A):**

Why did you apply for the internship program?

**Yamanaka(Y):**

I have been interested in environmental protection and wanted to see industry's approach toward it. Besides, I did not want to confine myself in the study of Danish, my major, while I am a student.

**Katagiri(K):**

Internship program seemed to be not only an opportunity to find a job but also an occasion to think of my vague anxiety for the future. Besides, I wanted to experience an environment-related business.

**A:** What do you mean by 'vague anxiety for the future'? Are you unsure of the work you will be engaged in?

**K:** I had anxiety about the work in the future and I was not sure if my present study will help me in the future. I was wondering if I can survive the job hunting race. The internship seemed to give me an answer.

**A:** Were you anxious about working in internship when you were assigned to it?

**Y:** I was anxious about meeting strangers, and was more anxious about my PC skill.

**K:** I was anxious about communication with people from different generations and how to get along with them.

**Y:** In the internship activity did the anxiety remain with you?

**K:** Not at all. Everyone was friendly. Especially, I had really enjoyable time at the agricultural event talking with people from all generations.



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**Y:** As for me I realized I should communicate more actively with people around me.

**A:** Did you find any difficulties in editing CSR report?

**Y:** I had concentration problems as I had never had a lengthy work on PC.

**K:** Interviewing for a CSR article was difficult, especially in finding and properly responding to what the interviewee had to say.

**Y:** Interviews with outside people turned up to be smooth because they talked before the prepared questions were made.

**K:** I agree. They were also very informative and I could learn a lot.

**A:** You two seem to be lucky. You were assigned to interview on your own. Did you have any anxiety or uncomfortable feeling?

**Y:** No! It was the last thing I had thought of.

**A:** As a matter of fact, we decided to make you interview on your own to live it up to you as an independent worker to make use of an opportunity of the internship. Although I wondered at first whether or not to do so it turned out to be a success. How did you find yourself changed after the internship program?

**K:** I realized how difficult it is to tell what I have to say and how to make the others understood. I rediscovered this is what is insufficient with me.

**A:** Do you have any questions you had during the internship.

**K:** Was it difficult to coordinate and run the program and solve the problems with it?

**A:** I thought it could have been harder. But it turned out to be a vain anxiety after you were engaged in interviews with outside people. An objective target of editing CSR report, as well as your competence, might have worked. Now, at half a year after the completion of the program, what is your plan for the future?

**Y:** I had further concrete plan for the future through the program. I had been interested in environmental policy, and in the program I could find an objective field of 'environmental policy in developing countries'. This summer I am going to participate in an internship program in Global Environment Division, Ministry of Foreign Affairs of Japan, where I will learn about environmental policy in Japan.

**A:** How about you, Katagiri-san?

**K:** I learned what it is like to work in a company. I learn political approach, and am interested in the public or private institute engaged in working out public policy. In CSR-related field, I would like to interview the people from the industries which are culturally contributing to the society with the help of the professors of the university.

**A:** It's great. You have clear outlook. It seems you two have gained a lot and the company is also happy with it. Thank you very much.

## Social Participation

REVACS is located in Naruohama, in an industrial area formed on the reclaimed land on Osaka Bay. The area has Naruohama liaison committee consisted of 89 companies and organizations. The liaison committee seeks for a safe and secured industrial area. The committee is planning to set up an autonomous disaster-preventing organization in cooperation with Nishinomiya City and fire department in order that members can keep the area from the likely damage by helping each other in case of a disaster like the Great East Japan Earthquake. Conventionally, the voluntary members of the industrial area joined an organization called Nishinomiya Shobo Kyoryokutai aiming at the recovery activity in case of an emergency. While, the planned organization has its scope of activity in an emergency from escape-guiding and rescuing to recovery works. This organization is also eyeing the cooperation not only within the industrial area but also with residents' associations in the surrounding areas. REVACS is actively participating in the plan as a board member.

## Kabutoyama Agricultural Project

Many clients of ours have some part in “food” industry. And we believe it will be a way of repaying them to offer an opportunity to learn about (and experience) food and agriculture. It is for this reason that REVACS have sponsored the “Kabutoyama Agricultural Project” organized by Non Profit Organization, Learning and Ecological Activities Foundation for Children (LEAF) since 2008.

We processed 14,141 tons of organic waste into fertilizer or manure annually. Yet it was not until we began sponsoring the project that we were directly involved in the agricultural scene. Thanks to sponsorship we had a good opportunity of visiting a site of agriculture.

“Kabutoyama Agriculture Project” sponsors Kabutoyama Nogyojuku, where members experience farming in a 1-year program. In the workshop, which are held 24 times a year, members engage in collaborative works including farming in the rice paddy or the field, rice-cake making etc., under a guidance of an experienced instructor.

In FY2010, REVACS held “Agriculture/Satoyama (rural natural area) Event” using above-mentioned paddy field in May (rice transplanting) and in September (rice harvesting and hulling).

We invited our clients too, and 40 people from 13 companies visited the event. Participants learned a course of rice cultivation listening to an explanation by the owner of the paddy.

The event also includes classes such as vegetable harvesting, curry and rice cooking, and observation of creatures in the nearby stream to feel the affluence of satoyama.



## Voice of a Participant in the Nogyojuku



**Ms. Tomoko Koyago**

Participant in  
Kabutoyama Nogyojuku

Nowadays, unless parents make a conscious effort, it is difficult for children to find opportunity to have nature-based experience like we did in our childhood. That is why I joined Nogyojuku. In bimonthly agricultural experience, I myself learned about a long and laborious course of rice or vegetable cultivation. As for a five-year boy and a three-year girl of mine, they enjoyed playing with creatures in the field. I had a good experience of collaborative work, which is quite different from a solo work in my vegetable garden. I wish this experience make us care about every living thing and resource on earth contriving and thinking flexibly of it.

I talked with employees of REVACS at a gathering and came to think about the relation between waste and environment. I expect children will become more aware of the waste if you take it up in Nogyojuku.

## Voice of a Participant in the Agricultural Event



**Hada family**

from our client  
Participation:  
in 2009 and 2010

Our family first joined in rice harvesting in 2009. We knew If the event in REVACS' s E-mail news. I would like our children to have various experiences, including a close contact with nature. In fact, I take them to a park close to a farmland. On the day of rice transplanting in May, I plunged my feet, up to the knee, in the paddy field for the first time in my life. Working in a paddy must have been hard for small children, but it was a nice experience for us all.

We had a fulfilling day. Everything was fun, and yet it seemed to tell us something useful in life. I am looking forward to the next event indeed.

## Factory Tour

To have visitors with us and exchange with them through a factory tour is one of the important CSR activities for REVACS. In FY 2010 we had 587 visitors in 85 groups. (11 out of 85 were not business acquaintances).

On November 10, 2010, Eco Community Committee of Kohto area in Nishinomiya City visited our facilities to observe the recycling operation. At the Kohto area in Nishinomiya City, they assiduously tackle the reduction of household wastes, for instance, by weighing them.



## JICA Training Program for Young Leaders

A training program of Japan International Cooperation Agency (JICA), "Urban Solid Waste Management course", was practiced sponsored by Osaka City Environment Bureau. And a part of the training was entrusted to REVACS. This course aims to help developing countries to improve their environmental sanitation by transferring the knowledge and expertise of the waste treatment accumulated by Osaka City.



On October 14, 2010, 9 trainees from 7 countries in Southeast Asia visited us. We gave a lecture about our recycling business and CSR activities under the titles of "Recycling of the industrial waste" and "Environmental education and social enlightenment".

## Lectures

Following five lectures were held in FY2010.

We introduced our activities and efforts to the audiences of various backgrounds.



▲symposium

Date	Lecture title	Theme	Organizer
2010/5/20	Environmental Seminar	Treatment of waste beverage generated in the processes of manufacturing and transportation.	Manufacture and distribution system 2010 (an exhibition)
2010/9/2	The 7th management school for waste disposer	REVACS' s activities	Industrial waste management enterprise development foundation
2010/11/20	"Shiga-gin" Eco Business Forum 2010 "Saturday School for Entrepreneurs"	Best practice in Environmental business	The Shiga Bank, Ltd.
2010/12/10	11th symposium	Publicized ISO 26000 : A Guidance on Social Responsibility and CSR for the future	Forster a human rights culture association
2011/1/21	Lecture for Kyoto industrial waste management enterprise development foundation	CSR activities and report on REVACS	Kyoto industrial waste management enterprise development foundation

## Voice of client



**Mr. Tadashi Kirai**

Manager  
Administration Department  
Otsuka Pharmaceutical Co., Ltd.

We manufacture and sell pharmaceuticals, beverage and food product. We contribute to the world with our corporate philosophy "Otsuka- people creating new products for better health worldwide."

Our factory and research divisions have been asking REVACS for waste disposal service. In FY2010 beverage waste from the office was newly included in the item of disposal.

Food Recycling Law (revised in 2007) requires food manufacturers to aim at recycling of 85 % of food wastes they deal with. When it comes to recycling of food waste from the office, the disposer whom we can entrust the beverage waste treatment is nationally few because such waste occurs at odd intervals and tends to be small in quantity. In business relations, both of us have unwillingness to compromise, but we communicate each other well. I hope we can continue our relations for the development of recycling-oriented society.



## Consumer Education

REVACS gives environmental education to pupils and junior high school students, i.e. future consumers. Since 2008, we have been giving an environmental class to the 2nd graders at Kansai University Dai-ichi Junior High School to motivate students for environmentally friendly consumption. On November 16, 2010, a preparatory class was held inviting our client, Mr. Tamaki, Manager of Environment Promotion Section of Coca-Cola West Company, Ltd., as lecturer. After Mr. Tamaki's lecture titled "Waste problems in Japan and recycling of empty bottles", CEO Akazawa explained our beverage recycling system under the title of "Where does beverage that passed use-by date go?" "Let us suppose you are in a supermarket", he said, "and, if you choose to buy a product displayed the nearest at hand (i.e. a product of shorter use-by date) it is environmentally friendly buying behavior."

On December 17, 2010, about 260 2nd graders visited our plant, and observed the process of waste treatment as had been taught at the preparatory class. Using five senses they got a first hand knowledge of waste treatment to learn there are so many types of waste and what it is like to deal with the wastes with odors.



▲Preparatory class



▲Factory tour

## Presentation at the "Eco-Products Exhibition"

We made a presentation at the "Eco-Products Exhibition" held on Dec. 9, 2010 sponsored by Japan Environmental Management Association for Industry and Nihon Keizai Shimbun Inc.

The exhibit included the latest eco-products, introduction of environmental technology, solution service and CSR activities presented by companies and organizations. REVACS introduced its recycling system of organic waste using a model to show a flow of disposal treatment, panels, videos or verbal account.

The exhibition attracted 183,149 visitors. Our booth was visited by pupils, students, researchers from various countries, staffs from client's environmental section. It was a worthwhile occasion for us to exchange in person with so many people.



## Responses to Various Questionnaires

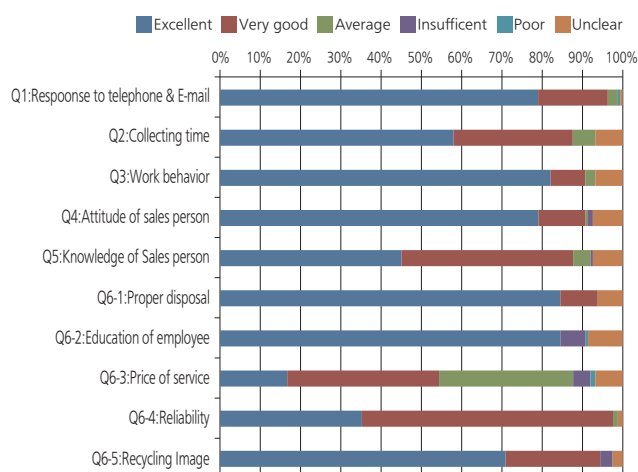
REVACS has received questionnaires or requests from clients or supervisory authority. In FY2010, we duly answered all the 81 items that required our response out of total 148 items. Making responses to such questionnaires is not only a means of communication but also a way for us to fulfill client's needs.



## Customer Satisfaction Survey

In May 2011 we asked Environment Business Consultants Co., Ltd. for a customer satisfaction survey. They sent 300 copies of questionnaires to the clients of ours, and 163 of which were answered.

The result was as follows.



(%)	Excellent	Very good	Average	Insufficient	Poor	Unclear
Q1:Response to telephone & E-mail	79.0	17.3	2.5	0.0	0.6	0.6
Q2:Collecting time	58.0	29.6	5.6	0.0	0.0	6.8
Q3:Work behavior	82.1	8.6	2.5	0.0	0.0	6.8
Q4:Attitude of sales person	79.0	11.7	0.6	1.2	0.0	7.4
Q5:Knowledge of Sales person	45.1	42.6	4.3	0.6	0.0	7.4
Q6-1:Proper disposal	84.6	9.3	0.0	0.0	0.0	6.2
Q6-2:Education of employee	84.6	—	—	6.2	0.6	8.6
Q6-3:Price of service	16.7	37.7	33.3	4.3	1.2	6.8
Q6-4:Reliability	35.2	62.3	1.2	0.0	0.0	1.2
Q6-5:Recycling Image	71.0	23.5	—	3.1	—	2.5

We received high mark with every item. REVACS was categorized as a company understood and supported by its clients. On the other hand, we received several harsh opinions of our service. We accept such opinions with sincerity and will reflect it on the business operation.

## Voice of a Client



**Mr. Naofumi Suzuki**  
Manger, Environment Section  
ITO EN, LTD.

When we were looking for a waste disposer in Kansai or Chugoku area who can recycle outdated or damaged products without causing environmental load, we learned of your positive stance toward environmental protection and social contribution and it eventually lead us to a business relation with REVACS. We, ITO EN, put priority in delivering palatable, healthful, safe and reliable product as a manufacturer of tea and other types of beverages. To ensure this we need to have a reliable and high quality company to cooperate with. When it comes to waste disposal and recycling-related matters a relationship of trust is essential. We thought REVACS was highly reliable in that you are positive in disclosing business activity through CSR report etc., in compliance with law and training of personnel.

When we visited REVACS factory, we could see energy-saving devices, signs of consideration of environment and working condition all over the plant. Naturally, recycling process was up-to-date and efficient one, which proved REVACS to be a disposer to whom one can entrust the job at ease. We would like to aim the higher level of environmental and social activities with REVACS' s cooperation.

## Web Camera

Four web cameras were installed to show real-time image of the work on our web site. Cameras are located on the following site: ①Above the truck scale at the entrance, ②Above the shredding plant, ③At the opening of the shredding machine※, ④Along the carrying-in route to the drying plant.

※ To protect client's information, image from the No.3 camera can be accessed on the web only by the client who entrusted the waste treatment using password.



▲①The truck scale at the entrance



▲②Shredding plant



▲③Shredding machine input (password-protected)



▲④Drying plant

## Prevention of Items Outside the Contract

We ask the client for distinction of treatable items in the entrusted waste from non-treatable ones according to our standards. Mingled items outside the prior contract can make proper processing difficult. Especially, should the dangerous objects be contained, it can cause an accident or a fire.

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



▲Notice on the container

## Prevention of Overloading

To prevent overloading, we compare the manifested weight of entrusted waste routinely given by the client with maximum loading capacity of our vehicles.

Whenever we find overloading, we inform the clients of the fact, follow up the cause, and implement a countermeasure to observe the maximum loading capacity.

## Management of the Contract and Manifest

In entrusting and accepting the trust of the disposal of industrial wastes, a consignment contract is required by law.

We have a strict rule of concluding advance contract (a contract signed prior to acceptance of the specific waste each time) to avoid the illegal acceptance. In case of a transaction without advance contract, we take it up at the weekly sales meeting, where contract is regularly checked), and see to it that the contract be signed without fail.

An 'Electronic-Manifest' is available upon the request of the client.

(Subscriber number of Electronic-Manifest / Collection and transportation : 2005941 , Disposal : 3005863 )



▲Certification of Electronic-Manifest  
(Collection and transportation / Disposal)

## Explanatory Meeting on Revised Regulation

Prior to the drastic change of the Waste Disposal and Public Cleaning Law in May 2010, an explanatory meeting was held at REVACS on May 10, 2010.

Our Legal manager gave a lecture on the points of changed law and specific requirements with it. We reviewed how to operate and how to respond to the clients. Members from marketing, transport sections or treatment center joined the meeting so that they can offer clients proper information of it or in order to lawfully transport or dispose of the wastes.

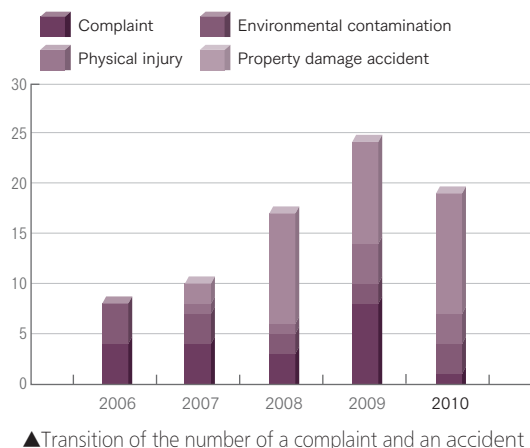


## Data Provision in our Cloud Computing Service

REVACS launched a waste management data sharing system, "E. Manger. neo", on December 2010. (In this service one account is given free to one company). "E. Manger. neo" is a system of sharing the data of the manifest (a waste management form) or waste disposal cost. After user registration, waste generators can access the exclusive web site to check and down load the monthly or annual totals. REVACS computerizes and updates the data every business day. The service saves clients' cost, time and burden of waste management.



The number of cases of complaints and accidents in the past five years (FY2006-2010) is as follows. In FY2010 we had 19 cases, i.e. 1 complaint, 18 accidents including three of environmental contamination. In comparison with that of the previous year, i.e. total 24, including 8 complaints, 16 accidents with 2 environmental contaminations, we had virtually the same number of accidents in FY2010 for all the decreased complaints. Increase in the number of accidents since FY2007 may be attributable to the introduction of OHSAS 18001 system where even a minor property damage was reported.



## Complaints and Accidents in FY 2010

### Complaint (1 case)

Description	Cause	Measure taken
Offensive odor to neighborhood	Accumulated sludge in the drainage caused the odor	Regular cleaning up of the drainage is implemented.

### Environmental contamination (3 cases)

Description	Cause	Measure taken
Smoldering occurred in the drying plant.	We were ignorant of the possible occurrence of smoldering when wastes of high sugar content were treated together with the wastes which are easy to get dry.	A procedure for the waste whose sugar content exceeds 15% was included in the procedure manual.
Leakage of waste in liquid form occurred at client's yard while taking the entrusted waste into our vehicle.	Suction hose was broken with age	Marking tape of different colors was put on the hose to know the years of use. The use beyond a certain period is going to be prohibited.
Fuel leakage from a vacuum car occurred at client's site	We had checked it beforehand following the procedure recommended by the car maker. But a leakage occurred from the other part than checked.	A checking of the point in question is going to be included in the manual.

### Physical injury (3 cases)

Description	Cause	Measure taken
A finger was injured from a hand having been pinched while loading a rolled waste.	An unaccustomed and solo work had been assigned to a newcomer (temporarily dispatched from a group company).	It was decided to give all the necessary education and OJT of a certain period to loan workers or temporary workers. And when we are assured of their capacity, we will assign them to work.
Toppled down on a rainy street while commuting by bike.	Slammed on the brakes on wet tiled road to avoid from collision.	The information was shared at the group meeting
A worker's leg was injured with a piece of waste flipped by a heavy machine.	The worker stayed in a risky point to assist the heavy machine work.	Safe place to assist heavy machine works was designated and notified as such at the group meeting

### Property damage accident(12 cases)

Description	Cause	Measure taken
A waste container at the client's yard came off the hook to come down while being slung.	The container was lifted without confirming the hook is properly set.	A new process was added to the procedure manual for an operator to exit the cabin and visually confirm that the hook is firmly set.
Our storage pit was damaged after a dumping move during unloading.	Lack of communication between an instructor and the driver	The information was shared at the section meeting
An operator had a minor collision with a parked car in our parking space.	The operator did not notice the car parked in an unusual location.	The information was shared at the group meeting.

Description	Cause	Measure taken
Affiliated company's truck hit a client's facility when lifting a container of waste.	Initial instruction given by our staff to the driver prior to the first picking up of the waste lacked in the description of the height of the facility etc.	The points to be checked prior to the new transaction were re-examined.
When drawing in the car, the left front wheel hit a curb stone to break a wheel cover.	Being pressed for time the driver was not attentive enough.	The information was shared at the group meeting
Collided with a parked car while lifting a container in the parking space.	The layout of the parking space did not provide vehicle operator with enough pass.	The layout was changed so as the operator can afford enough pass.
Collided with a moving car while exiting from a parking lot of a convenience store with the both being driven backward.	The car happened to be in blind corner and the driver assumed there was no car in the way.	The information was shared at the group meeting.
The shutter to prevent odor from proliferation was broken at the sludge pit of the drying plant while unloading the sludge. Because the sludge was poured out before the shutter completely opened, and the load caused the shutter to break.	The driver failed to confirm the shutter's complete aperture. And an instructor assumed the shutter would have completely opened before the sludge came pouring in.	A new procedure of halting the vehicle at the limit line until the shutter comes to a complete aperture. It was notified to related sections and contractors.
Collided with a car which was turning left before the driver on the local road.	The driver assumed the car in front of his will continue to turn without stopping.	The information was shared at the group meeting. Safe driving course by a guest instructor was added to our educational program.
An automatic shutter came down, due to time out, onto a car that had halted at the stop line. The shutter was broken with the shock of collision.	The sensor of shutter had dead area.	The setting of the sensor was changed so as to catch an incoming car without fail, which was notified to the related sections. .

## Complaints and Accidents in FY 2009

### Complaint (8 cases)

Description	Cause	Measure taken
Offensive odor from recycling center	An urgent trouble by the heat exchanger confinement of the deodorization burner apparatus occurred, and a offensive odor has appeared outside	The cleaning of the heat exchanger is executed once every two weeks, for don't blockade
	The atmosphere smell in a dry plant has gone out outside while washing the neutralization facilities.	Explained the state of plant regular maintenance, and made the neutralization facility maintenance top priority.
	Leaked a offensive odor by decreasing the absorption power of waste water treatment facilities adjustment tank	Added a blower to the adjustment tank, for improve the absorption power
	The sludge accumulated in the rainwater drain	Clean up the drain .We added the procedure to cleaning there once a month after then
	The cause of the offensive odor was the smell of the neutralizer which treated a offensive odor	We invited him in our recycling center and explained that it was the smell of the neutralizer which treated a offensive odor and had him understand
Offensive odor from Reverse Management Center	Washing the vehicle load bed after sludge discharge at the Reverse Management Center several meters away from the factory	Change the procedure for washing the vehicle load bed after sludge discharge at the Recycling Center.
Driving is poor at the customer's site	Driver instruction insufficient	We shared this information and worked to improve driver manners.
Guard's stop instructions when leaving the customer's site	Following the vehicle went ahead, and could not noticed the guard	We asked the group company consigning collection to share this information and work to improve safety awareness.



## Environmental contamination (2 cases)

Description	Cause	Measure taken
Waste leakage from container at customer site	Welding crack due to container aging	The crack was repaired. All vehicle are provided with sheets to protect against leakage.
	Deterioration in rubber leak-proofing packing	Change the rubber to more ticker and add a screwdriver

## Physical injury (4 cases)

Description	Cause	Measure taken
Scaled by hot water leaked from a high pressure warm water washing machine for washing plant	Risk assessment not done due to rental equipment	Change the procedure for risk assessment before renting equipment.
Bone in right arm broken on a frozen slope	Working wearing ordinary boots	Provide all drivers with nonslip boots for frozen roads.
Fall in underground tank at other disposal site	Tried to open back door using hands only	Provide all vehicles with a bow for opening the back door alone.
Bone broken in slip on office stairs	Climbing unlit stairs	Share information at the section meeting.

## Property damage accident (10 cases)

Description	Cause	Measure taken
Crashing a box using a forklift at the recycling center	Working without confirming safety	Share information at the section meeting.
Bumping a car at another disposal site facility	Backyard weighs on mind	Share information on danger spots at the section meeting.
Breaking a customer's forklift on site	Working without safety awareness	Share information at the section meeting.
Breaking a gutter cover when setting down a container at a customer site	Not noticing the cover had slid	Put a rubber to protect the cover.
Breaking a customer's waste yard shutter	No awareness of surroundings	Share information on danger points.
Hitting a vehicle from behind	Carelessness of the other party	Share information at the section meeting.
Bumping a guardrail with a car	Driving without safety awareness	Share information at the section meeting.
Breaking a customer's curtain rail while using industrial machinery	Spread of fine-particle was from load clouding the view	Sprinkle area with water before loading this type of waste. Put a cover to keep the view
Breaking a tank while discharging sludge	Other worker's instructions unclear in vehicle's forward/backward movement	Differentiate vehicle size by lines on pavement and tell individual drivers.
Bumping into a vehicle with a forklift	Speeding in narrow areas of the warehouse	Drawing lines on pavement for forklifts and divided them from places for loads.

## Complaints and accidents in FY2008

### Complaint (3 cases)

Description	Measure taken
A complaint of employee's driving manners from a person.	Explained driving manners to drivers to prevent recurrence.
Odor from product room of Recycling Center	Blocked a product room vent to prevented the leakage by the wind
Reporting from Nishinomiya City on a complaint of odor from a person	Made a rule to not work while the shutter was open.

### Environmental contamination (2 cases)

Description	Measure taken
Medical industrial waste was mixed in plastic waste	Asked the transport company to take preventive measures and confirmed them.
Liquid waste leaked from container	Added confirmation points of the un-useful container checking before leaves.

## Physical injury (1 case)

Description	Measure taken
Broken the left arm when slipped and fell on site	We could not specify the cause and shared information about this injury.

## Property damage accident (11 cases)

Description	Measure taken
Our truck hitting a car from behind	Shared accident details at the section meeting.
Truck entering a site without permission, bumping into a pole	Changed the procedure to not enter a disposal site before getting a permission
Shutter crushed when a box was moved	Shared information at the section meeting.
Fence broken while a box was being moved by a forklift	Installed wheels on boxes to decrease time for forklift use.
A light broken at the client's container yard	We could not specify the cause, so we changed the rules to require a client's presence.
High-pressure vacuum fender crushed while a forklift was being driven	Shared accident details at the section meeting.
Left back light of high-pressure vacuum broken by industrial machine	Shared accident details at the section meeting.
Container knocked while a vehicle was backing	We forbade driving the same type of vehicle.
Steel plate was turned up while a container was changed	Shared accident details and instructed section member to obey guidance.
Eave trough crushed by a backing truck	Shared accident details at the section meeting.
Eave trough crushed when a container was set	Shared accident details at the section meeting.

## Complaints and Accidents in FY 2007

### Complaint (4 cases)

Description	Measure taken
The final disposer on manifest E	The format was revised to check the final waste disposers.
Factory's address on manifest E	We confirmed the community integration had caused this change. We requested the waste disposer to give notice when the permit changes in future.
Employee's driving manner	After an investigation, the driving manners were comprehended to prevent recurrences.
Odor from the vacuum	The cause of a bad smell was steam from the vacuum. We made sure that we discharged the steam after going through the deodorizer.

### Environmental contamination (3 cases)

Description	Measure taken
Excess of water quality standard	pH controlling facility was installed.
Oil leakage at the disposal site	We made sure that we use the drum after checking its condition. This was added to the manual and everyone understood it.
Small fire in the drying plant	We took action to prevent similar accidents in future with reequipping and adding procedures. Our preventive measures were submitted to Nishinomiya-city.

### Physical injury (1 case)

Description	Measure taken
Stepped on a nail	We made sure that we use protective shoes or iron inner sole which prevent running a nail.

### Property damage accident (2 cases)

Description	Measure taken
Impact accident with car behind	Re-routing. We made sure that we detour the road to enter the disposal site without changing in direction.
Collapse of the waste while transporting	Alternative car and cleaners were sent. We took action to prevent similar accidents in future with setting the clamps and the manual of preventing the collapse.

## Complaints and accidents in FY2006 ※Basis environment only before FY 2006

Description	Measure taken
Drop of the sludge at the collection site	Added the manual a checking process of pointing a finger
Irritating odor and smoke at the disposal site	The transport company and the waste generator went through measures and responses.
Leakage at the disposal site	Added the manual a checking process of pointing a finger.
Transport to the unconfirmed disposer	It is decided to have a daily meeting so that all the people involved confirm the schedule and disposal site.
Mingled waste	Posted a notice on the container and checked the contents in the container at throwing in.
Bad smell from the container	A measure was set for the future to check the stain and smell of the containers before delivery.
Loss of manifests	We improved the method to return a manifest when our group company transports the waste.
Fire breakout at disposal site	The cause of the fire was gasoline of a motorcycle. All employees were made to comprehend the procedure to collect gasoline prior to discharge of such waste.

## 【 Member 】



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REVACS Labor Union



**Facilitator**  
**Ms. Eriko Nashioka**  
Director, Institute for  
Environmental Management  
Accounting

Third-party Committee was held on June 17, 2009. It is a significant occasion for us to have our activities evaluated by the stakeholders and to hear relevant suggestions from them. Composition of the member has not virtually changed since last year. In the meeting we could hear opinions of our performance in the last FY from medium- or long term perspective.



## 《Theme1》

Evaluation of REVACS as an industrial waste disposer in recycling-oriented society from the point of view of social role

### ○A role of industrial waste disposer

Here is a remark heard in the student stakeholder dialogue held in July 2011 at the Doshisha University: “An industrial waste disposer can be likened to the anchor in a relay. When it comes to REVACS, it seems to be taking the role of the first and last runner at the same time because the company is creating energy out of the wastes. Society where the last runner keep running as the first runner, you can call it a recycling-oriented society.”

Industrial waste disposer is an indispensable member in constructing a recycling-oriented society for the future. In order to increase recycling-oriented waste disposer like REVACS, it has to keep on gaining profit. When other disposers try to follow REVACS’ lead disposal industry will play a further important role in recycling-oriented society.

### ○Transmission of information

In recent years, there is a global trend among manufactures to opt for waste disposers who are capable of recycling disposed materials rather than mere disposers. The problem is that it is rather difficult to find such ones. Although waste disposal is categorically included in a universal issue across industry, useful information of finding appropriate disposers is hard to find. We would like REVACS to further transmit relevant information as a disposer of industrial waste who can offer a recycling service.

As a matter of course recycling-oriented society



is very important. Yet, infrastructure is not conspicuous in the daily life and it is important to show its overhead view. In this regard, REVACS provided comprehensible illustration of its role in the report (Feature; ‘REVACS’ s role in recycling-oriented society’ ).

In addition, the description REVACS ‘contributed to the reduction of 2,767 ton of CO<sub>2</sub> emission’ is very much treasured.

These days major companies in home appliances or other industries has come to say that they have significance of existence in terms of CO<sub>2</sub> reduction as they make far larger contribution through the product they sell than through their own reduction of CO<sub>2</sub> emission attained in their manufacturing process. We expect REVACS also publicly transmits concerning its social significance in a persuasive manner.

### ○Task of a manufacturer

REVACS is a manufacture in that it adds value to materials and sends them over to the next market. REVACS is matured as a waste disposer with its practical achievement of high quality. The next task is to find how to sell its product. You may find it through an approach to the aspect of improvement of productivity per basic energy

units which is the most essential in the makers’ profitability. Also a provision of service to have client efficiently use energy may be a possible choice.

A time has passed when “thing of quality sold all by itself” . Commodity is difficult to sell without information of added value today. Now that bio-solid fuel of REVACS has ample added value, it will find further possibility in the market with an additional simple and persuasive story.

### ○Continuity of business

Conventionally, many of the BCPs (Business Continuity Plan) took up highly-virulent influenza and disasters confined to a certain area as the incidents that the business companies should be prepared. And now, alerted by the unexpected earthquake and damages caused by tsunami on March 11, 2011 many companies are reviewing its BCPs. In the manufacturing sector, one of the bottlenecks in BCP is found in the disposal of wastes generated during the production process. Manufacturers are working out BCPs in cooperation with their partner, i.e. a waste disposer, to avoid their production line from being stopped in an emergency. Suppose a waste disposal company comes up with a BCP and proposes or appeals to manufacturers saying “We are ready for emergency with such and such countermeasures” and actively discloses information, it will make a forte of that disposal company.





## 《Theme2》

What is the role expected of REVACS at the time when new value or change in the ways of society is sought triggered by the March 11 disaster?

The East Japan Great Earthquake has caused every kind unexpected effect. Everyone seems to be reviewing his life and bread-and-butter from his own viewpoint.

Conventionally, the issues of global warming or energy were regarded as the problems of industries, but after the disaster the every sort of problem including energy matters has been posed not only to industries but also to whole society including general consumers. Conventional value is largely changing with many people came to understand they are also the party concerned and began reviewing their ways of living.



A change of sense of value is illustrated by the cases where business society helped the disaster victims through their own line of business, which students pointed out during dialogues sponsored by a stake holder of REVACS. To cite some episodes : a convenience store chain provided damaged area with supplies; clothes, medicines and water were offered free by an apparel maker, a pharmaceutical company and a beverage maker respectively; industries in the other area supported their counter parts sending materials and their workforce. We realize students have a deep interest such a role of business. The idea that the significance of existence of a business does not rest in mere pursuit of profit came to be understood. Pursuit of profit and social contribution do not make antimony, but they are on the same vector which is required in an effort to continue one' s own business. It is the very idea of CSR, and essence of business lies



in securing proper profit through the business that can contribute to the society.

It is important for a waste disposer to be aware of its role and sense of value in his business, as a convenience store chain or an apparel maker in the above examples materialized it in their own line of business.

For REVCS it is important to cooperate with the company who produces wastes by proposing how to reduce waste and recycle it, which only a waste disposer can come up with, to reduce environmental burden.

Against the backdrop of possible changes in the way of society, the very act of a disposer to utilize wastes as untapped resources can be regarded as one of the social action models. It in turn means its (REVACS' s) conversion in the business domain from waste disposal to energy production, which suits a new sense of values. We would like to count on REVACS as a future energy producer.





## In appreciation of the Third-party Committee

We appreciate all committee members for fruitful discussions.

FY 2010 was the fourth year of the drying plant operation. As a result of improved facility and operational procedure, the plant's operation rate marked annual 88.5%, with operating profit and loss was in black. Regrettably Bio Solid Fuel remained yet to be commercialized.

Let me appreciate for the expectation toward us to adequately respond to the changing value and way of society. We have several points yet to be improved, as have been pointed out, such as insufficient quantitative analysis and verification in deciding the stance of business, or requirement for development of BCP (Business Continuity Plan) as marketing strategy etc. We continue to work on these problems as our action assignments.



While the social way and sense of values are changing, we feel that hot expectation to our company, but. We have several points yet to be improved, as have been pointed out, in analyzing or reviewing with data-based sufficient quantitative evaluation the business operation, insufficient the BCP (Business Continuing Plan) view in marketing strategy. We are considering these matters in future continuously.

We regard the CSR (Corporate Social Responsibility) is not what absolves us of the responsibility for negative effect or environmental load caused by the business activity, but it is a requirement for the business to objectively show the stance of contribution to the society through its primary business. We believe CSR rests in 'the very effort itself made in pursuit of sustainability of the business'.

We are going to have the partners and stakeholders understand through our positive communication and various activities.

## 【 Member of REVACS 】



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Chief Executive Officer



**Masato Akazawa**

Executive Vice President and  
Director of Recycling Center



**Masatoshi Shinoda**

Director of Management  
Division



**Kazuyuki Haraguchi**

General Manager of  
Sales Division



**Takashi Itoh**

Manager of Corporate  
Planning Section



**Satomi Hirai**

Manager of Accounting  
Section

# GRI Content Index

	Indicator	Pages
<b>1 Strategy and Analysis</b>		
1.1	Statement from the most senior decisionmaker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	P3
1.2	Description of key impacts, risks, and opportunities.	P4, P9-10
<b>2 Organizational Profile</b>		
2.1	Name of the organization.	P1
2.2	Primary brands, products, and/or services.	P1
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	—
2.4	Location of organization's headquarters.	P1
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	P1
2.6	Nature of ownership and legal form.	SN
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	P1
2.8	Scale of the reporting organization, including: • Number of employees; • Number of operations; • Net sales (for private sector organizations) or net revenues (for public sector organizations); • Total capitalization broken down in terms of debt and equity (for private sector organizations); and • Quantity of products or services provided.	P1
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: • The location of, or changes in operations, including facility openings, closings, and expansions; and • Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	P3
2.10	Awards received in the reporting period.	P2
<b>3 Report Parameters</b>		
Report Profile		
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	P1
3.2	Date of most recent previous report (if any).	P1
3.3	Reporting cycle (annual, biennial, etc.).	P1
3.4	Contact point for questions regarding the report or its contents.	Back cover
Report Scope and Boundary		
3.5	Process for defining report content.	P1
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	P1
3.7	State any specific limitations on the scope or boundary of the report.	P1
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	NC
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	P22
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	NC
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	P11
GRI Content Index		
3.12	Table identifying the location of the Standard Disclosures in the report.	P52-53
Assurance		
3.13	"Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)."	P48-51
<b>4 Governance, Commitments, and Engagement</b>		
Governance		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	P12
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	NC
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	P12
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	P12-13
4.5	"Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance)."	P12
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	P12-13
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	P7, P21, P30
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	P12-13
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	P12, P48-51
Commitments to External Initiatives		
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	P13-14, P26-31
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	P1, P13
4.13	"Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the	P37
Stakeholder Engagement		
4.14	List of stakeholder groups engaged by the organization.	P8
4.15	Basis for identification and selection of stakeholders with whom to engage.	—
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	P37-40, P48-51
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	P51
<b>5 Management Approach and Performance Indicators</b>		
Economic		
Disclosure on Management Approach		
	Goals and Performance	P9, P11
	Policy	P7, P9-10
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Aspect: Economic Performance		
EC1.	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	P11
EC2.	Financial implications and other risks and opportunities for the organization's activities due to climate change.	—
EC3.	Coverage of the organization's defined benefit plan obligations.	NC
EC4.	Significant financial assistance received from government.	NC
Aspect: Market Presence		
EC5.	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	NC
EC6.	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	NC
EC7.	"Procedures for local hiring and proportion of senior management hired from the local community at locations of significant	NC
Aspect: Indirect Economic Impacts		
EC8.	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	P37-40
EC9.	Understanding and describing significant indirect economic impacts, including the extent of impacts.	P22-24
Environmental		
Disclosure on Management Approach		
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	Goals and Performance	P15
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	Organizational responsibility	P12-13
	Training and awareness	P31
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EN1.	Materials used by weight or volume.	P22
EN2.	Percentage of materials used that are recycled input materials.	—
Aspect: Energy		
EN3.	Direct energy consumption by primary energy source.	P22
EN4.	Indirect energy consumption by primary source.	P22
EN5.	Energy saved due to conservation and efficiency improvements.	P26-27
EN6.	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	P19-20, P23-24
EN7.	Initiatives to reduce indirect energy consumption and reductions achieved.	P26-27
Aspect: Water		
EN8.	Total water withdrawal by source.	P22
EN9.	Water sources significantly affected by withdrawal of water.	NC
EN10.	Percentage and total volume of water recycled and reused.	—
Aspect: Biodiversity		
EN11.	"Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas."	NC
EN12.	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	NC
EN13.	Habitats protected or restored.	—
EN14.	Strategies, current actions, and future plans for managing impacts on biodiversity.	NC
Aspect: Emissions, Effluents, and Waste		
EN16.	Total direct and indirect greenhouse gas emissions by weight.	P21, P26-27
EN17.	Other relevant indirect greenhouse gas emissions by weight.	NC
EN18.	Initiatives to reduce greenhouse gas emissions and reductions achieved.	P21
EN19.	Emissions of ozone-depleting substances by weight.	P21
EN20.	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.	P29
EN21.	Total water discharge by quality and destination.	P28
EN22.	Total weight of waste by type and disposal method.	P23-24
EN23.	Total number and volume of significant spills.	P44-47
EN24.	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	NC
EN25.	"Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting	NC

## GRI Content Index

	Indicator	Pages
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EN26.	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	P21, P23-24, P26-27
EN27.	Percentage of products sold and their packaging materials that are reclaimed by category.	P23-24
Aspect : Compliance		
EN28.	"Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations."	NC
Aspect : Transport		
EN29.	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	P22
Aspect : Overall		
EN30.	Total environmental protection expenditures and investments by type.	—
<b>Social Performance Indicators</b>		
<b>Labor Practices and Decent Work</b>		
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LA1.	Total workforce by employment type, employment contract, and region, broken down by gender.	P.1
LA2.	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	P.33
LA3.	"Benefits provided to full-time employees that are not provided to temporary or parttime employees, by significant locations of operation."	P.33
LA15.	Return to work and retention rates after parental leave, by gender.	—
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LA4.	Percentage of employees covered by collective bargaining agreements.	P.34
LA5.	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	—
Aspect: Occupational Health and Safety		
LA6.	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	P.13
LA7.	"Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender."	P.15
LA8.	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	P.15
LA9.	Health and safety topics covered in formal agreements with trade unions.	P.15
Aspect: Training and Education		
LA10.	Average hours of training per year per employee by gender, and by employee category.	—
LA11.	"Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings."	P.33-34
LA12.	Percentage of employees receiving regular performance and career development reviews, by gender.	NC
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LA13.	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	P.33
LA14.	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	—
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	Impact assessment	—
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	Training and awareness	—
	Monitoring, Follow-Up AND REMEDIATION	P.12-14, P.48-51
	Additional Contextual Information	—
Aspect: Investment and Procurement Practices		
HR1.	"Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening."	—
HR2.	"Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken."	—
HR3.	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	—
Aspect: Non-discrimination		
HR4.	Total number of incidents of discrimination and corrective actions taken.	—
Aspect: Freedom of Association and Collective Bargaining		
HR5.	"Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights."	—
Aspect: Child Labor		
HR6.	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	NC
Aspect: Forced and Compulsory Labor Core		
HR7.	"Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor."	—
Aspect: Security Practices		
HR8.	"Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations."	—
Aspect: Indigenous Rights		
HR9.	Total number of incidents of violations involving rights of indigenous people and actions taken.	NC
HR10.	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	NC
HR11.	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	NC
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Disclosure on Management Approach		
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S01.	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	P.37-P.38
S09.	Operations with significant potential or actual negative impacts on local communities.	NC
S10.	"Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities."	NC
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S02.	Percentage and total number of business units analyzed for risks related to corruption.	P.12
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S04.	Actions taken in response to incidents of corruption.	—
Aspect : Public Policy		
S05.	Public policy positions and participation in public policy development and lobbying.	P.7-8
S06.	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	NC
Aspect: Anti-Competitive Behavior		
S07.	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	NC
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PR1.	"Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures"	—
PR2.	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	P.44-47
Aspect : Product and Service Labeling		
PR3.	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	—
PR4.	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	P.44~47
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PR6.	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	—
PR7.	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	—
Aspect : Customer Privacy		
PR8.	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	NC
Aspect: Compliance		
PR9.	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	NC

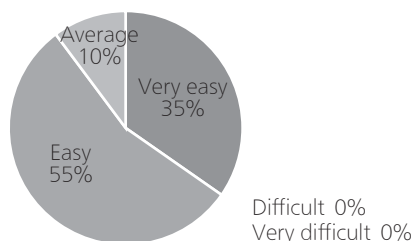
NC···Not Correspond, ····No description, ····http://sanpainet.or.jp

## Summary of Questionnaire ( 'CSR Report 2010' )

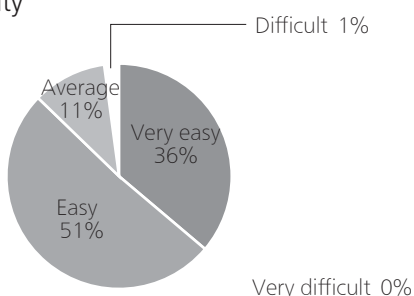
Thank you for returning your questionnaires with valuable comments about 'CSR Report 2010' issued October 2010. We are pleased to report the results as follows.

■ What is your overall impression of the report?

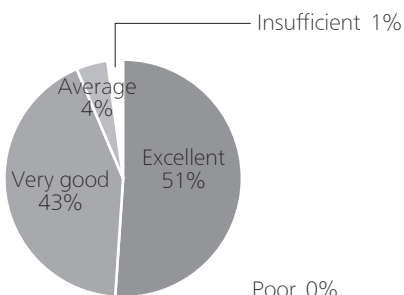
### Understandability



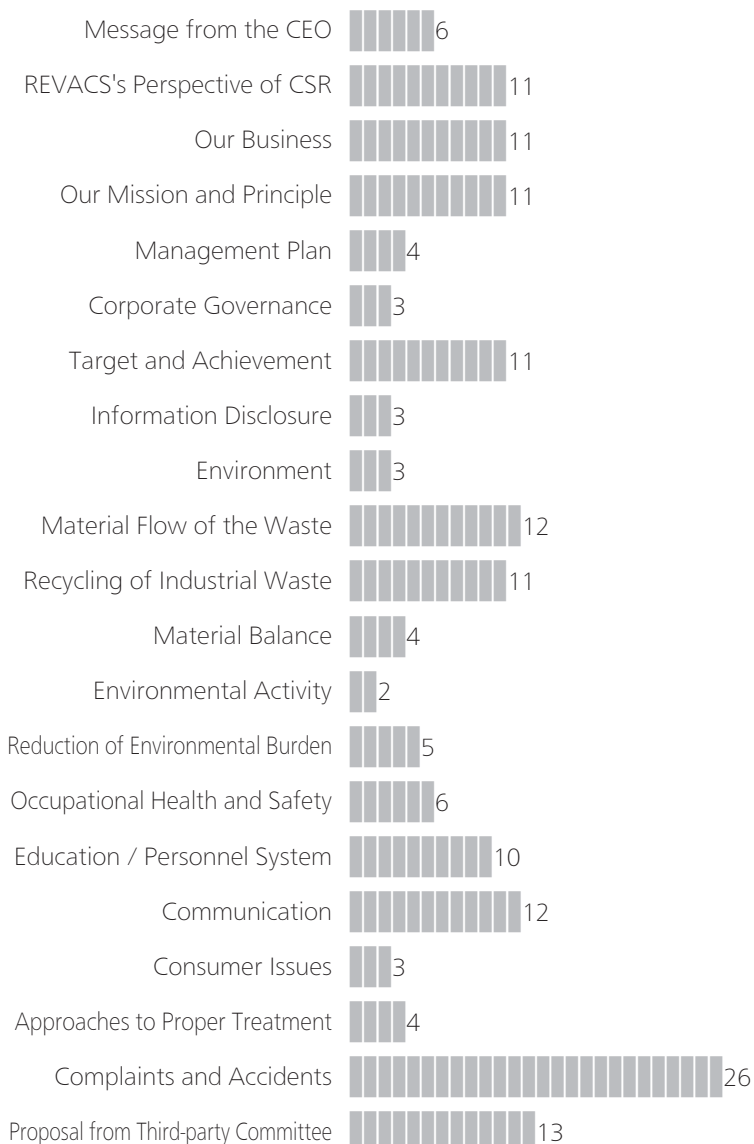
### Readability



### Contents



■ What information was impressive or interesting to you? (as many as it applies)



## Editor's Voice

Thank you very much for reading through the report.

We have so far edited this report groping for an answer to the proposition 'what the best form of CSR for REVACS is?' This 2011 report required us to give it a deeper thought than the past reports did.

The report was completed and published like this with the help of many people more than an ordinary year. We would like to express my hearty thanks to everyone.

We will continue our efforts to promote further sustainable society. Please answer the questionnaires attached and return it to us. We look forward to hearing readers' candid opinions.



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This report is available on our website (PDF version)

<http://www.revacs.com/e-download.html>