REVACS Corporation CSR REPORT 2013









Business activity starts from, and bases on, what is called mission, principle or vision. In order to materialize such idea we have clarifi ed what is required of our partners* and expressed it in the code of practice. (* "Partners" means our staff, employees and all other people who work with us for the customers.)

Mission

REVACS strives to offer waste disposal service that can be relied on with sense of security by all stakeholders and to contribute to benefit and welfare of all our partners, customers and the society to eventually help form a sustainable society.

Vision

- We strive to be the best law-abiding and the most active company to disclose information.
- We strive to be an "energy maker" that turns waste into another energy source.

Management Principle

1. Contribution to the partners

We return the profits to the partners in order that they can find satisfaction in work, realize their value and enjoy quality life. We understand the merit of having employees of various characters with us and try to provide and manage a work place where everyone can work at ease. We recognize that the progress of our partners is needed before anything else, and provide them with "opportunities to learn" and "opportunities to participate in.

2. Contribution to the customers

To always provide customers with fair and profitable plan, we establish an appropriate business model consisted of facility (hardware) and partners (software) required by the society.

3. Contribution to the society

We are conscious of our responsibility for our impact on the society and the responsibility which we have to bear for the society. We always keep it in mind to perform what is needed by the society in reliable manners as a corporate citizen who plays a role in forming sustainable society.

REVACS ism

1. Do the job with pride and sense of responsibility

Do not forget that we are paid for our service, and always tackle the task earnestly with pride so that you can always meet the client's requirement.

2. Maintain self-initiative and yet maintain cooperativeness Remember that balanced self-initiative, or a mind to think about and practice what one has to do at this moment, and cooperativeness, or an attitude to think of others and tackle the task in cooperation with others, are required of us.

3. Positively challenge the task

Do not be contented with current conditions, but keep tackling a new task. Keep it in mind that "the more seriously you grapple with the task, the more rewarding the work will become."

4. Be ready to adapt to any circumstances ("survival of the fittest" is not a synonym of "jungle law") Be sensitive to the changes in circumstances, and keep on your effort to flexible adapt to various (or difficult) situations without being trapped in the past success and failure or custom.

5. Secure fair profit

Build an awareness that we have to secure fair profit so as to meet the expectation of the people whom we have to protect and thus establish our operational base for the prosperity in the future.

<Cover photos>

^{•(}left) Office meeting: for better performance, various matters are dealt with including daily balance, arrangement for the day, sharing of information and assignment.

Editorial Policy

This report is issued not only to inform our stakeholders of REVACS's various efforts but also to be one of important tools to receive your opinions.

Characteristics of CSR Report 2013

- The report is edited in reference to the core subjects in "Guidance on Social Responsibility, i.e. (1) Organizational governance, (2) Human rights, (3) Labor practices, (4) Environment, (5)Fair operating practices, (6) Consumer issues and (7) Community involvement and development.
- •In the report above seven core subjects are grouped in the following four sections: "'Business management (covering above (1) and (5))", "'Human rights/ Labor practices ((2) and (3))", "Communication ((6) and (7)) and "Environment ((4)).
- •To look back our efforts in 2012, major activities are introduced in an exclusive chapter.
- •The report is released also on the website. But the English version is available only on the website.

Object of the report: REVACS Corporation (across the board)

Period covered: FY2012 (April 2012-March 2013) %Part of 2013 activities is included

Date of issue: October 2013 (previous issue :October 2012/next issue :planned in October 2014)

Area covered: Environmental, social and economic aspects of our activities

Guidelines referred to: •GRI "Sustainability Reporting Guideline (G3.1) (2011 version)

•Ministry of Environment "Environmental Report Guideline" (2012 version)

CSR Report 2013 adopted internship

Present issue is a result of collaboration of a student. We brought in internship system to reflect viewpoints of general readers. We would be happy to hear from the stakeholders about the report for further improvement.



Takuya Yoshida third grader, Faculty of Business Administration Kyoto Sangyo University

《Internship student introduces himself》

I was given an opportunity of wide range of editorial work from page composition, selection of designs to writing manuscripts. I paid attention to comprehensibility from a viewpoint of a student. For that purpose I proposed several new contents and added complements to some technical words.

I appreciate that I could learn a lot interviewing various people.

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Chapter 1 Introduction CEO's Message



Internship student Takuya Yoshida had an interview with CEO Kenichi Akazawa to hear about the significance of REVACS' s effort in CSR activity, his ideas about partners and direction of the road ahead.

Q. How do you look back on FY2012?

FY2012 was the last year of the 6th Medium-term Management Plan (3-year plan) and also a preparatory year for the next three years. In terms of revenue, we saw increases both in sales amount and operating profit marking year on year 16% and 70%, respectively. I am grateful for the daily efforts of partners (employees and all other people who work with us for our customers) and the understanding of the customers and everyone concerned. As for service, we could initiate a new service "Organizing Service" in which we offer consecutive service centered around biomass recycling to complete the process from sorting, carrying out, collection and transportation of the wastes to the disposal. The service is yet to be used by many of our customers. We intend to make them more aware of this service.

We also held a seminar on practical waste management practice for the first time and made a presentation at Eco-Products 2012 as REVACS group. We had many participants and visitors in the both occasions.

Financially, we have at last resolved a pending question of our own capital ratio attaining 18%. So far we have fallen short of in one condition in "Good-standing waste disposer qualification system" (cf. page 9) which requires one's own capital to be 10 % and over.

In July 2013 we were awarded municipal qualification in Nishinomiya, and applying the same status in other municipalities one by one.

It was a fruitful year as a whole. Yet several problems remain such as increased energy cost in waste treatment, and development of biomass sales channel as well as promotion of new service. We intend to emphasize these issues in the coming 3-year plan, the 7th Medium-term Management Plan.

Q. How do you explain CSR (Corporate Social Responsibility)?

CSR is an essential concept for an enterprise. An enterprise is primarily required to have responsibilities to society and create value through production. It is not always a big problem. We are faced with a conflict between the need for the energy of electricity or gas in production and our responsibilities to society for recycling and energy saving. I take it that a role of a corporation is, for example, to change wastes into new environmentally friendly energy, not to waste limited resources or to provide the society with higher values than energy cost it consumes.

As a waste disposal company we also put emphasis on our contribution to the local community. A waste disposal





company which is often unnoticed must take into account the needs and opinions of local residents. As one of the activities to do this, we are providing opportunities to children

for environmental education in order to increase their understandings of REVACS and the growing role of waste disposal business.

Q. How do you define REVACS' s "sustainability"

In a single phrase it means to create energy out of the wastes. Our idea is to create a model process to properly recycle as new resource what may otherwise be disposed of (in production process). To this effect we must utilize our human resources and facilities. Needless to say we have to be careful not to consume resources uselessly in our own business operation. In addition to the contribution to society as a waste disposer we must undertake various activities to obtain the understanding and or sympathy of the partners and their families, local community and financial institutions and other stakeholders. We consider this to be especially important in our sustainable development as waste disposers.

Q. Do you have any devices to motivate partners or any requests to them in order to realize sustainability,?

I think the management of the company is created by all those who belong to REVACS, and we disclose all management information to them for that reason. Where problems arise they are shared with those concerned whenever possible. Then they are classified as problems of private level, organizational level or long term problems before they are given order of priority in the improvement of the company and the development of new business.

Just as I wish REVACS to be a company /organization esteemed by the partners who works in it. I wish the partners to be loved by the customers and people from the local community. To be loved by people, it is not enough to simply transmit the message "love me!" but we need to have our own solid idea and express it. Also good manners are important in appearance, language and behavior.

As for me, it is important to go forward having the same vector (or in the same frame of reference) as partners. I would like to step forward together.

Q. Lastly, let us know about your feelings with "CSR Report 2013".



From the first edition published in 2002 to the CSR Report 2012 the report has been prepared by our own staff. And its contents have been arranged in conformity with ISO26000 since 2007. I feel delighted as page composition has been improving edition by edition.

On the other hand I am afraid the contents tend to be technical. Adopting a slogan of "a communication tool with stakeholders", it seems the vision of partners and members of the public is not always enough. I also wish to incorporate new ideas and perceptions of our company from the community in order to expand its operation. With such a backdrop, we decided to employ a student, Mr. Yoshida in editing CSR Report. We expected the collaboration with people who are studying CSR or business management would be a good learning opportunity not only for them but also for ourselves. By presenting what we have learnt to the community we can expect their feedback from a different perspective as part of a new communication tool.

At the least please have fun reading "CSR Report 2013". I earnestly want to have responses from outside readers including hard criticism and advice. Won't it be nice to see the results of this new trial extend like a ripple?

Kenichi Akazawa

Chief Executive Officer REVACS Corporation

Z Corporate Profile/Perspective of CSR

Corporate Profile

Company name Address Date established Representative Paid-in capital Employees	: REVACS Corporation : 2-1-16, Naruohama, Nishinomiya, Hyogo, Japan : March 26, 1974 : Kenichi Akazawa, CEO : 81,000,000 yen : 41* (as of March 2013) *2 temporary workers included
Sales amount URL Business description	: 1,669,890,000yen (as of March 2013) : http://www.revacs.com/ : Collection/ transportation of industrial waste Intermediate treatment (Shredding & drying) Collection/ transportation of specially-controlled industrial waste Comprehensive recycling business of the waste Environmental consultancy

Group Companies**: Relief Corporation

http://www.relief.revacs.co.jp/ Personal mementos organizer Residential environmental developer Domestic waste disposer (Nishinomiya) Established in 2006 (initiation in 1960)

: Daikyo Corporation http://www.d-aikyo.co.jp/ Grease trap cleansing Domestic waste disposer (Itami) Established in 1976

**Being in the different business area from ours, group companies are not detailed in this report. For their information, please refer to their own report at the web address as stated above.

Corporate Social Responsibility (CSR)

The following chart shows our action in line with our perspective of CSR(Corporate Social Responsibility).

We believe that the social responsibility of a corporation is to become an entity necessary for the society, to have the society place much value on its activity and, to operate in line with the sustainability of both the society and the business.

We draw up business plans and implement them based on the 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 tools to introduce our business and philosophy to the public.

And, to avoid being self-righteousness, we have direct talks with stakeholders as well as holding the third-party committee to have our company evaluated. The various opinions given by the committee have been taken in our plans and activities for further stepping up.

We believe the synergistic effect of our efforts both in the business- and the social-aspects will result in our contribution to the society through our primary business toward the formation of sustainable society.

Also we believe such a sequential effect can be further increased and enriched as members in the corporation and corporate entity grow up.



Chapter 1

REVACS' s Role in Recycling-oriented Society



At REVACS sludge or animal and plant residues from food manufacturing/processing plants are made into biomass resource after a drying process. About a half of the biomass resource is now used by farmers as material for fertilizer. Then agricultural products are in turn processed by food manufacturer. Also waste food, which is reprocessed at an affiliate of ours, is used as animal fodder for cattle and pigs. We can see a recycling circuit here. While, the other half of the biomass resource is used as fuel at the cement plant. It is used as an alternative of oil or coal for boilers, and its ash is used as a material for cement production.

In FY2012, 1,663 tons of biomass resource produced by REVACS was used as fuel and thus contributed to the reduction of carbon-dioxide by 2,170 tons.*1) As a matter of course, use of the biomass fuel as an alternative to fossil fuel results in reduction of carbon-dioxide emission to realize carbon neutrality.

Likewise, waste container board sorted out and shredded in our facility revives as cardboard, while metal scrap such as steel or aluminum is reprocessed into new refined resource. As for waste plastics, whose 'material recycling' (i.e. reuse as material) is difficult, they are mainly utilized as heat energy (i.e. fuel) in paper manufacturing. Industrial waste which is recycled after intermediate processing amounts to as much as 90% in volume. As for the remaining unrecyclable wastes, we reclaim or incinerate them at our business partners'. Utilization of wastes as renewable resources plays an important role in forming recyclingoriented society. What we can do may be limited, but we faithfully continue tackling recycling business with foresight in order to be a company required by the society.

*1): The heat release value of biomass is converted to the crude oil quantity required to generate equivalent amount of heat.



Chapter 1IntroductionO4Business Activities

What is Industrial Waste?

Waste disposal and cleaning act classifies 'waste' into two major categories: 'general waste' i.e. general household garbage and general waste from business activities in restaurants or offices and 'industrial waste" from corporate industrial activities. All of the 21 types of industrial waste that REVACS deals with are specifically regulated by law.

Business Flow

REVACS mainly engages in a successive service from collection/transportation, transshipment/storage, intermediate treatment (drying/ shredding/sorting) of industrial wastes generated by manufacturing plants to their transportation to processing company or facility.



Description of Business

Collection and Transportation

We visit customer's site to collect and load the waste and transport it to REVACS or its business partner for processing. The physical form varies from liquid to solid. In transporting waste we choose appropriate vehicle according to the type of the waste or mode of packing. REVACS aims to offer safe and sure transportation service.



Lorry with detachable container system	11unit
High-pressure vacuum car	2 unit
Flat-bed truck	1 unit
Dump truck	1 unit







w w

▲ Flat-bed truck

Transshipment and Storage

We hold facilities for transshipment and storage for a smooth processing of the industrial waste. Accordingly to the volume of the waste or processing site's condition the waste is temporarily stored in the facility. And when a certain amount has been accumulated it is altogether transported to an intermediate processor or a final processing agent.

♦ Reverse management cente

Storage capacity	735m ³	Date of installation	March 11, 2008	
Licensed item	sludge, waste acid, waste plastics, plant and animal residue, waste metal, refuse glass, concrete waste, ceramic waste			
◇ Transshipment/storage facility in the shredding plant building				
Storage capacity	221m [*] Date of installation 10 February, 2006			
Licensed item	Oil waste, burnt residue, sludge, waste plastics, paper waste, wood chip, waste textile, plant and animal residue, waste rubber, waste metal, refuse glass, concrete waste, ceramic waste, slag, rubbles, soot and dust			







Drying Process

Wastes of organic nature from food manufacturing plant are dried in the drying plant and made into biomass resources. These biomass resources are used as fertilizer material or boiler fuel at the paper or cement manufacturing plant upon requests of the clients.

Yuki Yokoyama, Head, Recycling Center









Biomass fuel Used as boiler fuel for paper/cement manufacturing plant etc.

To be used as fertilizer material

▲ Waste of organic nature

▲ Drying facility

*Biomass fuel: It has about two thirds as much calories(4,500kcal/kg) as that of the coal and it can be used as an alternative energy source of fossil fuel. When incinerated, the biomass fuel is not regarded as a source of an additional CO2 emission because the amount emitted by the biomass fuel is offset according to the nature of carbon neutrality. It serves as an energy saver and prevention measures against global warming.

Treatment capacity	90.9m³/day (24hrs)	Treatment method	low-pressure oil temperature continuous drying method
Authorized item	Sludge, waste oil, waste acid, waste alkali, plant and animal residue	Installation date of the plant	May 1, 2007

Shredding process

Waste plastics and other solid wastes are reduced in volume by shredding and sorting out.

Treatment capacity	50t/day (8hrs)
Authorized	waste plastics, paper waste, wood chips, fiber waste, rubber
item	waste, metal waste, glass/concrete/ceramic wastes, rubbles
Installation date of the plant	February 10, 2006



Separation process

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











Container



To be recycled as resource at the affiliates'

▲Waste beverage product

▲Shredding facility

Outline of FY2012

FY2012 sales recorded 1,669 million yen (or 16.5% yearon-year), increasing 236 million yen over the previous year as the results of the increased amount of consigned waste dealt with in our drying plant, shredding plant and other sections as well as increased spot orders. Above all, the sale at the collection and transportation division was up 196 million yen from the previous year.

The drying plant, our major facility, maintains high rate of operation at 96% as in the previous year (i.e. 95%).

Operating profit was 59 million yen, increasing 25million



yen over the previous year (or 72% year-on-year). The cost of the drying plant operation increased by 13 million yen due to the raise of the unit price of city gas. The increased cost, however, was successfully covered by an increase in the amount of treatment (sales amount).

Coming FY2013 is the first year of the 7th Medium-term Management Plan. We will study our new service plan and take a drastic measure to cope with the increasing energy cost for further development.



▲Transition of annual operating profit

Conformation to the requirement of "Good-standing waste disposer qualification system"

We have fallen short of the only one of the requirements in the "Good-standing waste disposer qualification system" founded in FY2011(%1). One's own capital ratio was required to be 10% and over. Our own capital having been increased to 18.3% in FY2012 we finally met the requirement and REVACS was qualified as such in July 2013. For the detailed information please refer to the financial statements for the most recent three years published on the web (Sanpai Joho Net %2)

%1 Good-standing waste disposer qualification system: a system for prefectural authorities and ordinance designated cities to accredit the waste disposers who fill all of the 5 qualification standards. The five standards are ①actual performance and compliance②transparency of business ③efforts in environmental consideration④electronic manifest, and ⑤sound financial strength. %2 Sanpai Joho Net : http://www.sanpainet.or.jp/

Comment of the Consulting Accountant

CEO Akazawa and I are of an age and I feel sympathy for his thinking about business management. His thought is conspicuously reflected on this report. He is conscious of the responsibility of the business manager to create financial statement himself, which is rare among the proprietors of small and medium-sized companies. One can also perceive it from the high level of consciousness of the financial manager at REVACS. REVACS adopted consolidated taxation system since March 2012 which I take as a proof of CEO's high state of consciousness. I expect the company will include combined REVACS group in the consolidated accounting system to promote group management also in the financial aspect and make further leap ahead.



Mr.Shigeki Taenaka President, Taenaka CPA Office Certified Public Accountant Licensed Tax Accountant

Awards

Chapter 2

Awards in FY2012

August: Environmental Management Special Award

In commemoration of the 70th anniversary of Nishinomiya Chamber of Commerce REVACS was awarded the above prize as a business proprietor who has made great contribution to the local economic development for its excellent performance in environmental preservation and for creative activities to lead environmentally conscious management in the community.



November: Ministry of Environment Industrial Waste Section Manager Award , Compliance Section in "CSR2 Project"

CSR2 project of Waste Management Associations appraises and awards the prizes to excellent business activities which have promoted CSR and public awareness of CSR in 9 sections such as "Environmental contribution" and "Social contribution".

Among 1,115 entries our "publication of CSR Report and organization of the third party committee meeting" was awarded with the above prize in the Compliance Award section.



Major Awards Received (before FY2011)

●FY2011:	Sustainability Report Excellence Award of "15th Environmental Report Awards/ Sustainability Report Awards/ 2011", sponsored by Toyo Keizai Inc. and Green Reporting Forum
●FY2011:	Nishinomiya Tech Prize sponsored by Nishinomiya City.
●FY2010:	CO ₂ Minus Project Award, Special Prize in Livelihood Section, sponsored by the Young Entrepreneurs Group of National Federation of Waste Management Associations
●FY2009:	Chairperson's Special Award (incentive award) of "6th Eco-Products Awards 2009", sponsored by Eco-Products Awards Steering Committee
●FY2009:	Sustainability Report Award (excellence award) of "13th Sustainability Report Awards/ 2009", sponsored by Toyo Keizai Inc. and Green Reporting Forum
●FY2008:	Outstanding Performance Award in Environmental Business Section of "7th Japan Environmental Business Awards /2008", sponsored by Mie Prefecture and Japan Environmental Business Awards Committee
●FY2007:	Incentive Award in Environmental Report Section of "11th Environmental Communication Awards/2007", sponsored by Ministry of Environment and Global Environment Forum (GEF)
●FY2006:	Grand prix of "4th Partnership Awards/2006", sponsored by NPO partnership support center
●FY2006:	Incentive Award in Environmental Report Section of "10th Environmental Communication Awards/ 2006 , sponsored by Ministry of Environment and Global Environment Forum (GEF)
●FY2006	Environmental Report Award, Small and Medium-sized Business Award of "10th Environmental Report Awards/ 2006, sponsored by Toyo Keizai Inc. and Green Reporting Forum



Applying more elaborate sorting system and developing new partners to cooperate with we continue promoting further recycling.



We have established a system to enable smooth responses to external complaints and requests. We capitalize the opportunity of having complaints to improve our business management or service. (for more information refer to p.15, and p19)



«Seminar participants»

197

Seminars were held at three occasions targeting at the personnel in charge of waste disposal management. (for more information refer to p. 12)

《Plant tour participants》

530

We open our facility to clients (waste generators), students and local residents. (for the detail see p.43)



▲Visitors from local community



We produce biomass resource out of organic waste generated by food manufacturing plants. The biomass resource is used as materials for fertilizer, or as boiler fuel in paper mills and cement plants. When the biomass fuel is used in place of fossil fuel, it results in the reduction of carbon dioxide emission as a result we contribute to environmental protection. (for more information refer to p.6)

Holding of seminars

We held seminars inviting lecturers from outside on the themes frequently inquired of by the clients such as handling and management of consignment contract/ manifest or how to write in forms or how to prepare various reports/documents targeting at the person in charge of waste management. Each of the seminars had almost 100 participants and all the time it ended with an active question and answer session. We received many generous comments from the participants such as "It was a very informative seminar with highly comprehensible explanation" or "It was a very good opportunity to learn the waste management. We hope you continue to hold such seminars." We will keep it in mind to contribute to the benefit of clients and continue the efforts to provide useful service and information.

Date	Name of the seminar	Theme and lecturer
June 8, 2012	1st seminar for personnel in charge of waste disposal	"Practice of consigning industrial waste disposal" Lecturer:Koichi Tatsuno, Secretary-Deputy General, Osaka Pref. Industrial Waste Association.
January 16/23, 2013	Basic seminar on industrial waste treatment	"What is industrial waste?; On manifest/ contract/ penalty etc. " Lecturer: Takashi Itoh, Manager, Corprate Planning Section , REVACS Corporation
February 4, 2013	2nd seminar for personnel in charge of waste disposal	"Important points to be kept in mind as a discharging proprietor- -from the viewpoint of compliance and risk management Lecturer: Izumi Sato, Lawyer



Presentation at Eco-Product Exhibition

We made a presentation at Eco-Product 2012 (organized by: Japan Environmental Management Association for Industry and Nikkei Inc.) held on December 13-15, 2012 jointly with our group companies (Relief Corporation and Daikyo Corporation).

The exhibition, which marked 14th anniversary, introduced mostadvanced environmental products, techniques, services and environmental efforts with the concept of "The site of information transmission toward 'materialization of sustainable society' where parties from various sectors meet." We introduced a recycling system of wastes of organic nature, environmental education, communication activity with local society such as reception of plant tour and "organizing service" which REVACS group is promoting now. During the 3-day exhibition we were given encouraging words by clients of ours who came over to our booth. Also we were

able to exchange information with those whom we would not have otherwise no opportunity to meet each other. It was a fruitful occasion.



Promotion of 3S activity

As part of Occupational Health and Safety measures we put up 3S activity program in FY2011, and the office division started practicing it. (3S: Seiri(arrangement) Seiton(order) and Seiso(clearing) Then, the program spread across the board in FY2012. Each section set an action program beforehand and members practiced it to improve productivity or to make the workplace a comfortable one. To be more precise, some kept equipment and tools in the regular place and others processed documents into electronic data or went on a 3S patrol.



▲Layout of the office (before a change)



▲Layout of the office (after a change)



▲Document storage(before the change)



▲Document storage (after the change)



▲Equipment storage site



▲Tool storage board

Voice of Environmental & Occupational Health/Safety Management Representative

Since FY2011 we have been working on improvement of 3S, i.e. Seiri(arrangement) Seiton(order) and Seiso(clearing), not only as part of continuing improvement of our management system but also as a tool for efficient production. The 3S activity aims to avoid vain actions, e.g. to search around missing tools or equipment at work. Major goals of 3S efforts are to create an efficient workplace and improve productivity and thus enabling employees to work in a profitable way enrich their personal lives. To be more precise, we evaluated tools and equipment in terms of frequency of use and determined whether they are necessary or not. We determined the amount of equipment that was required and specified where it should be stored in places visible to everyone. (We call it "mieru-ka"). We assigned a person to be in charge of each area in the compound as well as the frequency of clearing in 3S activity and partly standardized procedures.

Meanwhile we sometimes hear generous words of praise from the visitors including representatives of waste generators. Some say "Now that I have seen such a neat workplace, I have no doubt that we can consign the work to you with confidence."

We are going to maintain and keep on our efforts to build a workplace where the partners can work comfortably and a company which can be implicitly trusted by the customers and the local community.



Masato Akazawa Executive Vice President, Director of Recycling Center

Actual achievement of the objectives and targets in the management system in FY 2012 is as follows.

	Objective (FY2010-2012)	Target (2012)	Achievement (FY2012)	Result	For reference
Envir	Reduction of CO ² emission by basic unit	Reduction of CO2 emission by work unit Recycling center… Electricity 88.1kWh/t City gas 65.4m ³ /t Transportation section… Mileage 3.66km/ l Office… Electricity 45,270kWh/year	 Recycling center Electricity 76.6kWh/t City gas…68.4m²/t Traspotation section Mileage…3.67km/l Office 	0 × 0	P.28 P.28 P.28
onm			• Electricity…45,096kWh/year	0	P.31
ent	Pursuit of Safe and reliable waste	 No complaint from customers and surrounding areas 	• The number of complaints:0	0	P.15
	management service	 Compliance with voluntarily set water quality standard at the waste water treatment facility 	 Voluntary standard was complied with 	0	P.30
Occupational Health and Safety	Creation of safe and secure work environment for the partners (no labor accident/no accident)	 No accident No accident to suspend operation No accident that does not call for suspension of operation Year-on-year reduction of property damage by 50% (or 4 cases) of FY2011 result 	 The number of accidents: 0 Accident with suspension of operation 2 Accident without suspension of operation 2 Property damage 14 	× × ×	P.15
Social Comm	Continued efforts	• Continued evaluation by an external authority	 External auditor was implemented in in-house audits Third-party committee was held Student stakeholders' meeting was held 		P.20 P.48 P.45
unication	confidence of every stakeholder	• Upgrading and expanding the relationships with stakeholders in communication activities	We consented to hold "Try-Yaru Week" Agricultural event was held inviting customers Environmental study session was held in collaboration with clients	0	P.45 P.43 P.44

The objectives and targets for FY2013 are as follows

	Objective (FY2013-2015)	Target (FY2013)
Enviro	Reduction of energy consumption by basic unit	 Reduction of energy consumption for treatment and transportation by work unit Recycling center… Electricity 75.9kWh/t City gas 67.7m3/t Traspotation section… Mileage 4.01km/l
nment	Pursuit of safe and reliable waste management service	 No complaint from customers and surrounding areas Compliance with voluntarily set water quality standard at the waste water treatment facility Transmission of information to the customers
Occupational Health and Safety	Creation of safe and secure work environment for the partners (with no occurrence of labor accident and other accident)	• No accident No accident to suspend operation No accident that does not call for suspension of operation Reduction of property damage accident:year on year reduction by 50%(7cases) of FY2012 result
Social	Continued efforts to gain trust and confidence of every stakeholder	•Continued evaluation by an external auditor

Complaints and Accidents in FY2012

The number of complaints and accidents for FY2012 was 18 (no complaint, 1 environmental contamination and 17 accidents). We saw an increase in the number of accidents compared with that of the previous year was 15(no complaint, 2 environmental contamination and 13 accidents). The total number of the cases has seemingly increased after FY2007 when OHS management system was introduced because reports of minor accidents were counted in. Since FY2010 (or four years after the completion of draying facility) safety operation has become established in general.

%For the record of complaints and accidents from FY2008 to FY2011 please refer to P.51-53.



Complaints: None

Environmental contamination: 1 case

Description	Cause	Measures taken
While transporting wastes loaded on a flat- bed truck a part of it collapsed to drop.	The waste loaded had not been fastened strong enough to the truck.	The process in using flat-bed truck was checked in detail and checked if any problems are involve, and called for attentions of all section members.

Physical injury: 4 cases

Description	Cause	Measures taken
The worker was stabbed on the back with a blade fixed near him while doing maintenance of the hopper.	The worker was at work near a sharp blade	It was notified that one has to remove all the blade while doing maintenance work, and practice KY(Kiken yochi or risk prediction) procedure prior to the work
The worker sprained lower back while loading a drum of paper (about 100kg) at the client's site.	The worker lifted up the drum holding it sidewise in order to get it in the space of the container to accommodate all the load at once.	It was notified that heavy load has to be loaded using heavy equipment, and relevant clients implemented as such in their safety precaution rules upon our request.
The worker had a lacerate wound on the right knee with a flipped rotating blade while cutting a pipe using a grinder.	As scaffoldings was not available, the worker was using grinder one-handed.	It was notified that the scaffoldings has to be prepared if any risks of losing one's balance is expected. Also we gave a safety education.
The worker had a dislocation on the right shoulder when he mounted on the rear deck of a truck.	The worker was not aware of his declining physical ability with age.	The worker was advised to call for his attention to that matter.

物損事故 13件

Description	Cause	Measures taken
The vehicle had a minor collision with the wall while moving in backward at a waste generator's site.	Backward safety confirmation was not enough.	Got across the detail of the accident and called for attention.
The vehicle had a contact with the flower bed while moving backward in the parking yard of a customer's.	Failed to confirm safety behind the vehicle	Got across the detail of the accident and called for attention.
When the driver opened the canopy of container, it hit the web-camera in front of the treatment facility to damage it.	It was early in the morning and no one was seen in front of the facility, so the driver paid no special attention as to where to park.	It was notified that opening/closing check before departure has to be done in the designated place
The vehicle had a minor collision with the parked car at the parking lot of the client's.	Inexperienced in driving, the driver was pressed in turning the wheel. Besides, wearing high-heeled shoes she could not put on the brake in time.	It was notified that the female employees must not drive wearing high-heeled shoes (3cm and above)
While loading biomass fuel a piece of lump fell on the vehicle's cabin and damaged the sheet storage	The biomass fuel coagulated in the steel tank came off in a large lump.	It was notified that if lumps are found they have to be taken out and crushed before loading.
While compressing iron scrap inside the container using a heavy machine, a part of scrap fell off to chap the machine's window glass.	The container was loaded with steel scrap beyond its height.	Got across the detail of the accident and called for attention.
The driver started the vehicle whose canopy had not been completely shut. The canopy hit the shutter rail of the treatment facility.	The driver failed to confirm whether canopy is closed or not.	Got across the detail of the accident and called for attention.
While entering the parking lot, the vehicle collided with the gate post.	Safety confirmation on the left side of the vehicle was incomplete.	Got across the detail of the accident and called for attention.
While unloading a dump truck raising the rear deck, the container door had a minor collision with the enclosure of crushing machine.	Safety confirmation of both the driver and the approach guide was incomplete.	Got across the detail of the accident and called for attention.
While driving on the express highway, the driver steered the wheel in the wrong direction and hit the road divider to have the vehicle fell on its side.	The driver being a temporary worker had little experience of driving loaded vehicle.	It was decided to educate drivers regardless of experience of driving and assign only the skilled ones.
While unloading using a lift, claws of the lift hit the business partner's vehicle.	Confirmation of the claw's end of the lift was not enough.	Got across the detail of the accident and called for attention.
The driver had a minor collision with a parked car while parking in the parking lot.	Distracted by the other cars the driver could not fully confirm the right side of vehicle.	Got across the detail of the accident and called for attention.
While arranging pallets using a lift in the yard the operator had a minor collision with a parked car.	The pallets piled up on the fork lift disturbed the operator's sight. But he did not .confirm the safety beyond the pallets	The operator was given a driving guidance by a senior employee for one month.

Management Plan

To realize our mission and principle or vision we set and implement medium-term management plan every three years. Medium-term plan is reflected on the activity of each section in consideration of exterior or internal environment in conformity with our principle or vision and various other policies. In the 5th Medium-term Management Plan (FY2007-2009) we made our efforts to upgrade existing services and tackled the reduction of the greenhouse effect gas occurrence under the themes of establishment of biomass fuel business and accountability to the stakeholders. In the 6th Medium-term Management Plan we continued the same efforts as in the 6th Medium-term Plan under the theme of improvement of cost performance.



The 7th Medium-term Management Plan and a brief look back on the 5th and the 6th Medium-term Management Plans

FY2012, the last year of the 6th Medium-term Management Plan (2010-2012) saw a certain success with increased revenue and profit thanks to the high rate of operation and energy saving of the drying plant for biomass fuel production as well as continued communicational effort with local community and promotion of 3S activity.

On the other hand we have problems yet to be solved such as rising energy cost, reduction of greenhouse gas, sales of biomass fuel. In the 7th Medium-term Management Plan (2013-2015) we are going to tackle these problems. We will make further efforts to provide new services for the next growth.

The 5th Medium-term Management Plan

The 6th Medium-term Management Plan

The 7th Medium-term Management Plan (FY2013-2015)

- We strive to be the best law-abiding and the most active company to disclose information.
- We strive to be an "energy maker" that turns waste into another energy source.

Theme	 Establishment of the biomass-fuel business Beef up the information disclosure and accountability Promotion of occupational safety activity 	 Improvement of cost performance Reduction of greenhouse effect gas emission Exploration of new business for further growth 	 Efforts to cope with rising energy costs Provision of new services Productivity improvement… (business efficiency; transportation efficiency; processing efficiency)
Management target	FY2009 (actual performance)	FY2012 (actual performance)	FY2015 (target)
	• Sales amount ¥1,304,620,000	• Sales amount ¥1,669,890,000	• Sales amount ¥1,776,000,000
	• Business profit ¥60,330,000	• Business profit ¥59,590,000	• Business profit ¥60,000,000
	• Operating profit ratio 4.6%	• Operating profit ratio 3.5%	• Operating profit ratio 3.3%

Management Plan /Look Back the 6th Medium-term Management Plan and the 7th Medium-term Management Plan

Торіс

Stakeholder Interview

For several years REVACS has been taking advice from Mitsubishi UFJ Research and Consulting in working out mediumterm management plan or studying ideas of new business to reflect it in our business. We interviewed Mr.Yamamoto, who is participating in our monthly business management meeting and is familiar with our business conditions.



Mr. Eiji Yamamoto, Chief consultant, Change Management Consulting Dept.(Osaka), Consulting & International Business Division Mitsubishi UFJ Research and Consulting

What is your impression of REVACS?

Yamamoto: I am not actually familiar with so many waste disposal companies, but I regard you as unusual in inviting consideration of how the company is managed. It is rare to find a company that is seriously tackling the issues of transparency and social responsibilities. The style of management of REVACS is always 'future-oriented' having a clear idea that 'we have to act this way because we want to be such and such a company in future.' And I am often surprised at the speed at which an idea materializes. This may be only possible where there is a strong basis in the idea of CEO Akazawa which have penetrated in the whole company.

What is your opinion of CSR activity by a business entity?

Yamamoto: A company cannot live by itself. Needless to say it can only exist having relations with buyers, suppliers and various parties concerned. And those relations should be based on the principle of 'credit' and 'trust'. We regard CSR activities as one of the motive powers to create a credit and not as something irrelevant to the main business. Over-concentration on CSR, however, would have a different outcome. It must be important to continue with a purpose not beating a head against the wall.

The contribution to the local community in which

Company profile

Company: Mitsubishi UFJ Research and Consulting		
Representatives:	Hidenobu Fujii, President	
	Masao Hasegawa, Deputy President	
	Yasushi Marumori, Deputy President	
Paid-in capital:	2.06 billion yen	
Employees:	Approx. 700	
Description of business: Consulting & International business policy		
research, Human resources development, Membership business,		
Macroeconomic res	search	

you are engaged in is very important indeed. We would like you to maintain your stance to support groups or efforts which you find worth helping.

Finally, will you tell us what you expect of REVACS?

Yamamoto: You have introduced a large plant. For a small and medium-sized waste disposal business

making such a largescaled investment must have required a major decision because of the energy costs involved. Even so, your business has become stable after trials and errors in your 'f ut ure-oriented' corporate culture that also values 'speediness'. Despite the limitations



imposed by operating hours and treatment capacity, we anticipate that you will achieve the new identity for which you are seeking for your next core business. Your central mission must be to recycle the waste materials that are generated in the course of production and business activities, and not simply discard them. I have confidence that you will be able to do that.

(Interviewer: Takuya Yoshida, internship student)

<u>Compliance</u>

Rule in the management system specifies the relevant laws to be observed including environmentrelated laws and Occupational health and safety-related laws and which we actually abide by. We annually check whether the reports have been submitted to the relevant authorities in time or whether the business has been properly run according to law. In FY2012 none of serious violation was found successively from the previous FY.

Environment-/occupational health and safety-related laws(in part)

Legal imperatives (in part)	Content
Waste disposal and cleaning act	Waste disposal standard, manifest, waste consignment contract etc.
Air Pollution control act	Emission standard of NOx, dust etc.
Sewerage law	Discharging standard of water to sewerage etc.
Noise regulation act, Vibration regulation act, Offensive odor control act	Noise, vibration and odor standards
Environmental conservation agreement	Methods and frequency of measurement of air pollution and odor
Act on the rational use of energy	Requirement of energy consumption report; appointment of a person in charge
Act on promotion of global warming countermeasure	Assessment of greenhouse gas and reporting
Industrial safety and health act	Measures to secure safety; appointment of safety and health promoter and its dissemination; cleansing practice
Ordinance on prevention of anoxia	Measurement of oxygen concentration; regular stock of protective equipment; and escaping tool and their checkup etc.
Fire service act	Preparation of a firefighting plan; training and checkup of the fire prevention equipment

Comment of the External Auditor on Internal Audit

FY2012 internal audit on Environmental/Occupational Health and Safety management system was held twice in July 2012 and January 2013. I took part in the internal audit as an external auditor on neutral ground the same as last year. Audit result was … Major nonconformance: 0 item, Minor nonconformance: 1 item, Observation: 3 items, Opportunity for improvement: 7 items. Incidentally, the result of the audit by an external accredited certification body was… Major nonconformance: 0 item, Minor nonconformance: 0 item, Observation: 0 item, Opportunity for improvement: 6.

I conclude from these statistics that there is a high level of EMS (environmental management system) and management. The targets which were set concerning the emission of atmospheric contaminant, the discharge of wastewater and the reduction of complaints of foul smells have been achieved in each section thanks to improved facilities and accumulated operation expertise.

However not a few latent problems are involved in the operation. Accidents involved in the collection and transportation of the wastes are examples of this including environmental contamination, physical injury and property damage. I expect that in addition to efforts in identification/evaluation and elimination of the source of danger, continuous steady efforts of Hiyari-hatto (case or incident which could have caused accidents or injuries) improvement activity as well as 3S activity will bring about a successful solution.



Mr. Toru Sasa CEAR Registered environmental lead auditor Representative director, Sasa Environment Examination Office., Ltd

Management System

Our business is directly involved in the environmental issue. In this regard we acquired ISO14001 certification of environmental management system in September 2000. Further, regarding disasters or accidents as the largest of environmental destruction, we obtained integrated certification of OHSAS18001 in occupational health and safety management system and ISO14001 in October 2008. We operate this management system as our own system of management. We operate so that a cycle of PDCA is completed in one year. At the end of a fiscal year, all employees give evaluation of environmental effect and risk assessment in preparation for the operation in the next FY and set the objectives and targets for it. The objectives are drawn up by sections, and the annual program (i.e. 'PLAN') is made as an answer to the questions "What has to be done? by whom? when and how?" to achieve the objectives. Each section carries out the plan (i.e. 'DO'), and the operation is reviewed in the monthly SR committee, in-house audit or external audit to see whether it is properly done (i.e. 'Check'). In December, the annual operation is reviewed ('management review') where the policy, objectives, target and other elements are examined whether they need to be modified or not (i.e. 'ACTION'). In this way we are continuously improving the management system.)



[▲]OHSAS18001 certificate

How to Cope with Emergency

In the management system a procedure to cope in emergency such as accidents or fire is laid down as a system so that one can take an appropriate measure to cope with, or to prevent disaster by following it. Every piece of incoming information may it be a complaint of the client, not to speak of a report on accident, is transmitted to the management representative and the CEO, and we judge whether or not any corrective or preventive actions is required according to its cause or content. After the fact, we check whether such actions were effective or not.







SR (Social Responsibility) Committee

In operating management system SR committee is held monthly to follow-up progress and check the performance. The monthly briefing meeting makes it possible for us, even in the middle of a fiscal year, to check whether the measure taken for a target is appropriate and find the cause if the achievement has been hindered so that we can take a reform measure when necessary. SR Committee is attended by all board members, managerial staff and a representative from the labor union on behalf of all employees. At the meeting information is shared by all the representatives from all sections, and necessary information is taken back to each section meeting to be shared by all employees.



Top Patrol

As one of the rules in the management system, monthly patrol by CEO is held. In the patrol it is checked whether or not the procedures set up in each section is duly observed, or whether arrangement and clearing, which is a basic requirement for work efficiency, is well-performed etc. The results are recorded pro memoria. The patrol is done without advance notice once every month. In FY2012 patrol, 22 items were pointed out including objects of guidance and advice.



Internal Audit and External Audit

In operating consolidated management system of ISO and OHSAS, half-yearly audits by internal auditors and a yearly audit by external auditors are conducted to inspect the performance and its effectiveness. The number of items pointed out was as shown in the following .

In the internal (in-house) audit, we have had Mr. Toru Sasa, a specialist in environmental assessment (CEAR) as a member of the auditors to take on an objective view.

	The 1st internal audit (July 2012)	The 2nd internal audit (January 2013)	Exterior audit (September 2012)
Major nonconformance	Ocase	Ocase	Ocase
Minor nonconformance	1case	Ocase	Ocase
Observation	2case	1 case	Ocase
Opportunity for improvement	2case	5 case	6case
Significant activity (good activity)	4case	2 case	2case



▲ Internal audit (July 2012)



▲Internal audit (January 2013)



▲External audit (September 2012)

Disclosure for Stakeholders/ Accountability

We utilize various communication tools to have exterior stakeholders understand us. To execute accountability, and in part, to brush up our ways of operation and activities through the communication with stakeholders we actively send out information.

Web Site

On our web site you can find not only information on the company or on license etc. but also visual information. Images of operation monitored by the web camera set in our processing site can be seen real time, which allows everyone to look inside our facility (cf. p45..) Inside view of the facility is displayed also in flash (moving) image on the web and a person in a remote place can observe the structure and conditions in the facility.



e-mail News

e-mail News is one of the tools to present our activities. Latest news on our activities is transmitted twice a month to those whom we exchanged business cards with. (4,000 copies)

株式会社リジァックス (infolDirevacs.	com) 7凡以離に適加
いつもたいへんお世話にな	っております。
平素は格別のこ高配を賜り)、厚くお礼申し上げます。
さて、この度当社では、大変	にご好評いただきました6月開催セミナーに
引き続き、来年2月に第2回	目となる廃棄物管理実務者向け無料セミナー
を開催致しますので、以下の	の通りご案内申し上げます。
今回は、講師に環境問題や	≥廃棄物問題で著名な佐藤泉弁護士をお招答し、
コンプライアンスやリスクマ	ネジズナルの観点から、摂出事業者として
留意するポイントをテーマに	こ、事例を交えてご講演いただく予定です。
http://www.revacs.com/se	minac2012.2 html
セミナー終了後は、懇親会	を用意しており、講師の佐藤先生も参加。。た
します。皆様の日頃の鍋間	や課題を解決いただく場になればと思ってお
りますので、ぜひ併せてごす	めかください。
皆様のこ参加をお待ちして	おります。
第2回廃棄物管理実務	====================================
■詳細はコチラ■ 当社特	設サイト-
http://www.revacs.com/se	minar2012_2.html
◇タイトル:廃棄物管理に	おけるコンプライアンスとリスクマネジメント
◇日 時:2013年2月4日	(月)158時〜 受付開始148時30分

CSR Report

Since FY2002 the report has been compiled by our staff and distributed to the stakeholders. The title of the report changed reflecting the contents to be reported, which goes as follows; "Environmental Report" (2002-2005), "Environmental and Social Report" (2006) and "CSR Report" (2007-). We will continue presenting our activities and relevant information in a comprehensible manner.

The report has been awarded 5 prizes so far including the latest ""Prize of excellence" in 15th Environmental Report Awards/Sustainability Report Awards, which was given to "CSR Report 2011."



"Sanpai-Net"

"Sanpai-Net" (Industrial waste information net) run by Industrial Waste Management Enterprise Development Foundation is so structured as to conform to the transparency standard of "Goodstanding waste disposer qualification system", in which REVACS has been uploading its information since 2005. The information disclosed is classified in roughly 8 categories including license, details of facilities, financial statements, etc. We are disclosing information in all the categories.

%Sanpai-Net:http://www.sanpainet.or.jp/

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UNIVERTA F	SMIR-BRISEs-			
■会社情報				(00978
(国人の地名)	株式会社リヴァックス			
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化水電話編号	8798-47-7828	代表FAX番号	8790-41-5680	
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In-house Information Sharing/Accountability

We believe information disclosure and accountability to the employees is also an important social responsibility besides disclosure to outside stakeholders. We disclose information and give it an explanation so that the employees have proper understandings of the vision and orientation of the company or the position it is in, which will in turn breed a feeling of participation or responsibility to the company in them. In this way, we aim at creation of a climate where everyone can find it easy to raise questions or make proposals.

Monthly Briefing Meeting

Briefing meeting to report sales and profit performance, which is meant for not only managers but all employees including staff and temporary workers, is held monthly.

In the meeting entire or section-by-section earnings performance or problems, if any, are reported. The meeting is not a mere occasion of one-way communication but an occasion of discussion across the sections and posts where CEO or a section leader responds to an opinion or a question of an employee.



Daily Meeting

To prevent human errors in operation from occurring we hold a daily meeting to confirm the following day's work. Representatives from the transportation section, which is responsible for collection and transportation, recycling center for intermediate treatment, and client relationship section meet to verify the detail of the work and the point to notice. The meeting is also an opportunity to discuss the problems with daily work or daily account and seek their solutions across the sections concerned.



Daily Information Sharing

Information in the daily sales report, recycling center report and daily accounting report is shared by the managements and the whole staff. The two daily reports contain include request or needs and complaints from the clients, and the latter, daily sales and cost performances or their predicted figures. Daily accounting report is updated every working day to make it possible to grasp the transaction of the sales or ups and downs of the cost real time. Sharing such information we can immediately detect risks or problems to find out solution to work out and take a new countermeasures. Environment

Environmental Policy

We are committed to the preservation of our global environment and formation of a recycling-oriented society through our services upon the recognition that we work in an environmental business area to reuse, recycle and process and dispose of the wastes.

- 1. We are aware of our social responsibility and properly dispose of waste in compliance with environmental regulations and other requirements which we regard as relevant.
- 2. We strive to carefully use resources and energy sources in carrying out our business thinking great deal of sustainability.
- 3. We contribute to the industrial world through effective use of limited material resources by reusing and recycling waste, and also to a prolonged use of landfill of solid waste as an important industrial resource.
- 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. Based on the understanding of this Environmental Policy, we construct environmental management system and endeavor to reduce pollution. We set objectives and targets and regularly review them to continuously improve our work.
- 6. We have our environmental policy publicized to each and every one of the employees of ours and affiliates' who works for us. We also disclose this policy upon request.

October 1, 2009 Kenichi Akazawa CEO, REVACS Corporation

Transition of CO₂ Emission

Graphs show transition of annual total CO₂ emission and total amount of waste treated in the drying plant and CO₂ emissions intensity (CO₂ emission per basic unit) since 2007, the year the drying plant began its operation. In 2012, total CO₂ emission was 5,997t (8.6% increase over the previous year), and the amount of treated waste was 28,948t (1.2% increase) while CO₂ emissions intensity was 0.21t-CO₂ (11% increase). Although total CO₂ emission and CO₂emissions intensity have increased, we continue our efforts to reduce greenhouse gas emission striving for efficient plant operation.



▲ Transition of annual total CO2 emission and total amount of waste treated at the drying plant

Material Balance

Following chart shows results of the input of natural resources and energy in the collection, transportation and intermediate treatment of the waste (INPUT) in FY2012 and environmental emission (OUTPUT). We address the issue of the limited natural resources from both sides of INPUT and OUTPUT.

% Figure with % sign in the parenthesis represents a comparison with FY2011 result



·Act on Promotion of Global Warming Countermeasures

(Press release material, November 6, 2011, Ministry of the Environment): On disclosure to public of actual- and adjusted-emission factors by individual electric power company in FY2011

·Enforcement regulation of Act on Promotion of Global Warming Countermeasures Appendix 1 (article 3-related)

consigned wastes

Material Flow of the Waste

Overview of Material Flow of the Waste Treated by REVACS in Chart (FY2012)

30,451t

Sludge, Plant and animal residue, Waste acid, Waste alkali, etc.



Wastes of organic nature such as food scraps and muddy waste discharged from water treatment plant

Beverage products wastes



Outdated beverage, etc. from food factories/shipping storages



Packaging material (cardboard) and beverage waste are sorted out at the Revers Management Center. Beverage is sorted by the package type (bottles, drink boxes) and content (juice etc.). The content is dried, and the package is recycled at the affiliates' facilities.

Shredding process

Sorting



Shredding



Mingled spray cans,

steel cylinders and other

hazardous substances in the

waste are carefully deleted one-by-one by hand.





Stee Nonmetal

By shredding the waste the bulky waste is reduced in volume and the metal attachment can be recovered as resource.

Recycling at the affiliates

The waste is transported to the relevant recycling company to be recycled according to its type, form and property.

Waste plastics, etc.



Waste plastics, waste metal

Wastes treated or disposed by our affiliates

Sludge, plant and animal residue, waste acid, waste alkali, waste plastics, metal waste, wood chips, burnt residue, soot and dust, etc.

3,376 t

33,357 t



Amount of waste dealt with: 67,185t (±0% on a year-on-year comparison)



Evaporation •••• 24,558t

The amount of water contents evaporated in drying process of waste. Recovered water is purified in our purification system before it is discharged into sewerage.

4,366t Recycle after the drying process

Biomass fuel (BSF) · · · · · 1,663t

Biomass fuel made of dried organic wastes. It is recycled as fuel for boilers in the manufacturing plants of cement or paper. (Calories: 18.8MJ/kg)

Fertilizer material •••••••2,658t

Organic sludge and plant and animal residue are used as fertilizer or compost material Thermal recycle (Foreign object)

Thermal recycle (Foreign object)••••45t Waste is incinerated and its heat energy is utilized.





Container (bottles and drink boxes etc.)

Recycling at the affiliates

Fertilizer ·····18,735t Organic sludge and plant and animal residue are used as fertilizer or compost.

Fuel •••••6,178t Plastics, waste oil, waste liquid are used as fuel for the cement or paper manufacturers.

Roadbed material •••••5,629t Inorganic sludge is dried and used as roadbed material.

Thermal recycle · · · · · · · · · · · · 2,548t Waste is incinerated and its heat energy is utilized.

Material recycle ••••••1,697t Some are recycled as the material.

Fodder •••••635t

Food residue is used as fodder.

Other recycling ••••••895t

Incineration and reclamation by the affiliates Incineration ••••••721t

Reclamation •••••••••••••••••1.223t

Waste is reclaimed in the least controlled landfill site or in the controlled landfill site according to its type.

36,317t













Recycling Rate at REVACS

The amount and the recycling rate of the industrial waste handled by REVACS in FY2012 were as shown in the following graphs. We have been achieving the recycling rate of 90% and over since our renewal of the shredding plant in 2006 and the installation of drying plant in 2007. facility and coordination with the affiliates for the utilization of earth's limited material resources and also for the sustainable use of the landfill site, a precious resource itself, to eventually meet the clients' needs who are tackling the recycling of industrial waste.

We will further promote separation of the waste in our

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



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

Nation's Industrial Waste Generation

Nation's total amount of generated industrial waste is hovering at 400million ton level according to Ministry of Environment. The amount of recycled waste is on the increase while that of the permanent disposal is on the decrease, which shows a practice of recycling is gaining ground in the industrial sector.



▲Transition of amount of nation's industrial waste occurrence, recycling and permanent disposal (ten thousand ton) (Source: "Status of industrial waste and its disposal" Ministry of Environment.) (Data processed by CSR report)

Chapter 4 Environment

Reduction of Environmental Load

Energy Consumption at the Recycling Center

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

The graph shows transition of annual electricity consumption since the completion of the drying plant. Power consumption is increasing as the amount of waste increases, but electricity required to treat a ton of waste has successfully decreased by 40% compared with that of the first year of its operation.

In FY2012, our electricity consumption decreased compared with that of the previous year in spite of the increased amount of waste treatment, which can be attributable to a careful use of electricity through monitoring the power demand and other efforts.

Industrial water and city gas consumption in FY2012 were 45,981m3 and 1,977,443mm3, respectively. q







A Power demand monitoring device

Energy Consumption by Vehicles

Diesel oil is used as fuel for vehicles which are used to collect and transport the waste and for heavy equipment such as forklifts and scrapers for use in the intermediate treatment. The total diesel oil consumption was 204,186 ℓ in FY2012. We practice eco-driving and periodical checkup of the vehicle to improve the mileage.



▲Transition of annual fuel consumption and total distance covered (vehicles and heavy equipment)

Leakage Prevention of the Waste

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

When transporting waste of high moisture content watertight container equipped with rubber gaskets is used. The rubber gaskets are regularly renewed to prevent leakage from occurring.



REVACS takes various measures to reduce environmental load, and practices periodical measurement of odor, water quality or air pollution in compliance with laws and environmental preservation agreement. In FY2012, we could clear the regulation standard in every measurement item the same as last year.

Odor Prevention Measures

In various places we take steps to prevent bad smell of wastes. In the shredding plant, four units of activated carbon-based deodorizers are installed. The yard to hold sludge or plant and animal residues is equipped with shutters which are normally closed except when the waste is brought in or brought out. The drying plant has a deodorizing furnace to incinerate concentrated odor, and, a cleaning equipment to neutralize the odor of low concentration with chemicals. The result of our odor measurement conducted on the REVACS-Nishinomiya Environmental Preservation Agreement is as follows. Every item cleared the regulation standard.



▲Deodorizing equipment



▲Deodorizing furnace



▲Chemical cleaning equipment



▲Holding yard with shutters

Odor measurement (Measurement date: Oct. 25, 2012 Sampled at four points on the border of the premise)

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



Water Pollution Control Measures

Whole the waste water originated in the waste treatment process at the recycling center is discharged into public sewerage after being treated in our water treatment facility. To prevent an occurrence of water pollution we installed pH meter with continuous monitoring device. And we weekly inspect the water to be discharged from the treatment facility. We also conduct voluntary inspection of water quality concurrently with the municipal monthly inspection. The result is as follows. Every item cleared the regulation standard.

			· · ·
Measurement item	Unit	Regulation standard	Result
Water temperature	°C	≦45	21.2
рН	—	5.0~9.0	7.4
Cadmium	mg/l	≦ 0.03	<0.005
Cyanide	mg/l	≦ 0.3	<0.1
Lead	mg/l	≦ 0.1	<0.01
Hexavalent chromium	mg/l	≦ 0.1	<0.02
Arsenic	mg/l	≦ 0.05	<0.01
Total mercury	mg/l	≦ 0.005	<0.0005
Total chromium	mg/l	≦ 2	<0.02
Copper	mg/l	≦ 3	<0.01
Zinc	mg/l	≦ 2	0.01
Soluble iron	mg/l	≦ 10	<0.1
Soluble manganese	mg/l	≦ 10	<0.1
Animal and plant oil concentration	mg/l	≦ 30	1
Mineral oil concentration	mg/l	≦ 5	<1

	Analysis of heavy metal	content in water	(Sampling	date: May	17, 2012)
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▲Water treatment facility



▲Consecutive pH monitor

Water quality inspection by Nishinomiya City (FY2012)

	Regulation Standard	Apr.	May.	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Water temperature	—	18	21	25	26	31	27	25	17	14	11	11	14
рΗ	5.0~9.0	6.8	6.9	7.4	7.0	7.8	7.3	7.6	7.1	7.6	6.7	7.0	6.9
BOD	≦ 600mg/l	390	13	24	40	10	13	13	1	12	12	19	31
Suspended solids	≦ 600mg/l	23	19	50	7	<1	13	10	1	<1	<1	1	3

Air Pollution Control Measures

Under the environmental agreement between Nishinomiya City and us, we measure air pollutant in the exhaust gas released from the chimneys of deodorizing furnace and the boiler biannually. In FY2012 we could meet the regulation as follows.

Measurement item	Regulation stand	lard	Unit	(I)	(II)	Average
Nitrogon ovido	Emission standard	150	ppm	51	51	51
(NOv)	Emission per hour	0.42	Nm ³	0.33	0.38	0.35
(INOX)	Emission per year	6.2	ton	4.8	5.6	5.2
Soot and dust	Emission standard	0.05	g/m³N	<0.001	<0.001	<0.001

Air pollutant measurement result ((I):Oct. 25. 2012; (II):Mar.14, 2012)

Reduction of Environmental Load

Electricity Consumption in the Office

In the office 45,096kWh was used in FY2012. In the office section light was frequently turned off whenever lighting is not needed according to area-by-are circumstances. During the period between early May and end of October staff was encouraged to wear light attire (no-tie, nojacket) while a cooling temperature being set higher, we call 'Cool Biz 'Campaign', in an effort to reduce electricity consumption.



Office Work Waste

We proceed with recycling classifying office work waste in 8 types by the standard to discriminate recyclable from non-recyclable. In FY2011 we introduced 3S activity and disposed mass of unwanted objects all at once, and the amount of the waste sharply increased. In FY2012, as a result of recycling-conscious efforts in 3S activity the waste from the office amounted to 3,431kg with a recycling rate being 69%.

ORecyclable

Paper (OA paper both sides of which were printed (duplex), corrugated cardboard, newspaper and magazines); bottles, cans (aluminum /steel); PET bottles

ONon-recyclable

Coated paper and plastics



▲Instruction sheet for sorting the waste





▲Trash boxes for sorting

Occupational Health and Safety

Occupational Health and Safety Policy

Our management principle consists of "Contribution to the Partners", "Contribution to the Customers" and "Contribution to the Society". In other words we realize that our corporate social responsibility is to enable all the employees to enjoy amenities of life in good health and safety. Also, occupational accidents and injuries are "the biggest environmental destruction". With these in mind we promote Occupational Health and Safety (OH&S) activity.

- 1. We comply with OH&S regulations and respect such requirement of 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 or other sites.
- 4. We strive to secure, maintain and improve trust and security of customers through communication in good partnership.
- 5. We understand OH&S Policy and constantly work to improve our OH&S management system as a proactive measure to prevent occupational injury, accidents and illness identifying possible sources of hazard in overall service activities. We set objectives and targets of activities, and review them regularly for continual improvement.
- 6. We have our OH&S policy publicized to each and every one of the employees of ours and affiliates' who works for us. We also disclose this policy 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" of overall work process once a year. In FY2012, we picked up 373 items as possible sources of hazard, and 44 of them with higher risk-point were designated as objects of our specific risk countermeasure.

In risk management, we put priority in the removal of the work or action itself. We also put emphasis on other

measures in the ascending order such as a physical means to keep away from risk source (e.g. installation of safety rack), educational training, and use of protective equipment at work.

We also practice interviews regularly to detect "Hiyari-Hatto" cases i.e. incidents which could have caused accidents or injuries. In FY2012 we found 103 Hiyari-Hatto cases and assessed them.

Chapter 5Human Rights/Labor PracticesEducation / Training

General Education / Specialized Education

At the beginning of every fiscal year, we give general education common to all partners in the whole sections as well as specialized education in each section. The former aims to get across the information of our environmental policy, occupational health and safety policy, our objectives and targets and relevant regal stipulations to all. While, the latter concerns the assessment of a potential effect the sections have on environment, risk assessment and specific educational program for the section, which is prepared basing on such assessments.



We also give the educational and training courses as shown below.

List of the educational / training courses (the general or the specialized education excluded)

Content	Venue	Intended section	Time (month)
Use of protective equipment	In-house	Drying plant	Monthly
Safety driving	In-house	Transportation	June
Oxygen starvation/hydrogen sulfide risks: OJT for licensed workers	External venue	; Drying plan	April
Industrial waste administrator course	External venue	Client Relationship	October
Oxygen starvation prevention training	In-house	Shredding/Drying plant	January
Safety	In-house	Client Relationship /Administration	une/October
Eco-driving	External venue	Transportation	October
Eco-driving	In-house	Transportation	October

Emergency Drills

Since the occurrence of the Great East Japan Earthquake, we included 'Tsunami triggered by earthquake' in 'emergency' category and revised the emergency procedure accordingly. We implemented how to react in the emergency in the specific cases, e.g. when one is in the office building, outside the office or on a wheel, and how to contact the company when the disaster has calmed down.

In the regular emergency drill, we got the employees familiarized with above-mentioned procedure to be taken in the tsunami situation as well as the measures against fire.



Drills for Prevention of Oxygen Starvation and Hydrogen Sulfide Intoxication

We regard hydrogen sulfide generated by organic industrial wastes a great potential hazard source as it can cause intoxication and oxygen starvation to workers when in the sludge storage tank. And at our recycling center which practices maintenance of the storage tank, monthly drills to put on protective instruments such as air-line respirators etc. are conducted. At the transportation section whose staff cleans the tank at the client's yard, and also at the client relationship section whose representative engages in a pre-work inspection, we conduct a drill to prevent oxygen starvation or hydrogen sulfide intoxication from occurring.



Human Rights/Labor Practices

Human Resources Management

Personnel Management System

In line with one of the management principle "Contribution to Partners", we are striving for a realization of personnel management system where our partners can work with a sense of security and fully show their talent and where one's endeavor is properly valued. The personnel management system, as well as the business plan, has been revised so far depending on changes in external or internal environment.

Before 2004 Seniority-based personnel system Regular pay raise Lifetime employment 2004 and after Performance-based personnel system Performance-based pay raise 2006 and after Seniority-based personnel system + Performancebased personnel system A blend of seniority-wage and performance-based wage systems 2007 Profile of ideal human resources" was implemented

2008年 Personnel evaluation benchmark was revised

Work-Life Balance & Diversity

REVACS aims to create an environment where various human resources can use their abilities to full extent through systems of gender-free recruitment, promotion to managerial or executive positions and equal payment. We also put an emphasis on realization of harmonious balance of work and private life of employees (work-life balance) and has systems to meet the events in life such as childbirth, child-care, family-care etc.

In FY2012 an employee took child-care leave and returned to work in May 2013.

In addition to child-care/family-care leave, the company implements supporting systems such as reduction of working hours for child-care/family-care and a leave for nursing care of a child to strike a work-life balance of partners.

We are not hiring non-Japanese nor physically challenged.



Voice of a Female Board Member

I am a mother of two boys, a 2nd grade pupil and an eighteen-month old baby. In December 2011, I had my second maternity leave and returned to work after eighteen months' paid vacation. On returning, I have had my working hour reduced by two hours arriving/ leaving 1 hour later/earlier. Thanks to this arrangement I can afford to spend with children to strike a work-live balance. Sometimes it happens that I am untimely called away to take care of my feverish child causing other members inconvenience, but thanks to their understandings I can manage to cope with such situation.(At the workplace , there are people who are raising child or experienced it.) To me the sense of mission to foster the next generation who will support the society and the responsibility to achieve the assignment are both important. I would like to contribute to creation of work environment where individual sense of value is respected and everyone can work at ease.



Satomi Hirai Auditing officer

MVP Employee and Length-of-Service Awards

We biannually select employees who have contributed to the company and honor them with "MVP Employee" awards. It is an opportunity to appraising employee's aspect that cannot always be estimated in a regular personnel evaluation system. It helps to increase employees' motivation.

We also award employees by their years of service by decade. In FY2012 two people were commended for their decade-long service.





▲MVP employees

▲Length-of-Service awardees

Major Programs in Personnel Management System

System of maternal leave before and after childbirth	During a certain period before and after childbirth one can get a leave
System of child-care leave	In order to engage in full-time child-care one can take a leave until the child becomes 1 year old (maximum length 18 months) irrespective of gender
Family-care leave system	For the care of a family member one can take a leave during a certain period
Retiree reemployment system	We employ everyone over 60 who is willing to work and fulfills certain conditions
Self-development support system	Employees' attendance to courses at business schools which the company has granted or acquisition of such qualification is subsidized.
Volunteer leave system	One is granted special leave for volunteer activity not exceeding 2 days.
Congratulatory or condolence payment system	Special payment for marriage/ child-birth/ accident and sickness/disaster/ death

Personnel affairs-related data

	2008	2009	2010	2011	2012
Number of payrolls (person)	38	35	37	37	37
Female employees ratio (%)	16.0	17.1	14.8	14.8	19.1
Female managerial staff ratio (%)	25.0	25.0	20.0	18.8	23.5
Average age (years)	33.1	33.5	37.8	37.1	36.1
Average length of service (year)	8.3	8.1	8.4	9.2	8.9
Job turnover rate (%)	5.1	10.8	8.3	15.8	2.7





Voice of a Partner's Family

My husband doesn't tell me much about his work. So, when I knew, thanks to CSR report, that the company practices good labor and safety policy and giving appropriate education and training I was very much assured as a family. My husband is a good sympathizer and gentle father for us. I am happy to see the sight of my daughter and her brother keenly watching a Web camera image of the operation on the REVACS' s web page saying "Look! That's dad's workplace", because they will be familiarized with their father's occupation.

We respect him who commutes over three hours' distance every day to work for us. I will continue to support him physically and mentally as far as I can so as he can dedicate himself to work.



Ms. Hiromi Kojima Husband: Takeshi Kojima, Chief manager, Recycling Center

Comment of the Corporate Lawyer

As a corporate lawyer I operate an external helpline for several companies on workrelated issues. Increasingly I have been concerned with the emotional distress and consequent depression caused by harassment, sometimes sexual, by people in power. Most of the cases seem to be caused by human relationships such as between a boss and a subordinate. When mutual relationships have collapsed power harassment can develop with one or both parties aggrieved and no longer communicating. There are many cases where the differences between power harassment and guidance/warning are subtle. After all we have to make a judgment as to whether behavior is normal in a business situation bearing in mind its location, repetition and continuity. As mentioned above, there are many companies which recognize the response to power harassment as an important issue. Few of them, however, especially when it comes to medium and small sized companies, have actually taken prevention/solution measures.

If power harassment is left to take its own course, it will not only damage the mental health of employees but spoil the morale of the workplace leading to decreased productivity and situations in which the company is accused of failing in its legal responsibilities for health and safety. In REVACS, as introduced in the CSR report, you are making various efforts. It is important to cultivate the awareness of power harassment and continuously draw attention to keep it more than ever enriching employee education to infiltrate the principle and posture of the top which says "Power harassment / You never do it and never have it done"

I sincerely hope your goal of "contribution to the partners" will be achieved.



Mr. Ken Ueda Lawyer Sakura Law Office

Chapter 5 Human Rights/Labor Practices Round-table Talk by the employees

REVACS aims at a company which enables those who continue their serious efforts can work without worries, and encourage those who tackle challenging task to live up to our business principle which includes "Contribution to the partners".(cf. p.1)

Round-table Talk by the Junior Employees in Their Second Year in REVACS

Client Relationship Section

(Joined in April 2012)



Saya Ishida (Ms.) Client Relationship Section (Joined in April 2012) Keita Yamauchi (Mr.) Recycling Center (Joined in April 2012)

\odot First of all, please describe your work.

Yamauchi: In the first year I engaged in sales activity as a sales representative. And since March, I have been engaged in the operation and inspection and maintenance of the drying facility. My experience as a sales representative was short, but I was acquainted, over time, with a sequential flow of business from sales approach, entering into a contract, collection and transportation to processing at the plant. I keep it in mind in daily maintenance work that there to be no occurrence of troubles or accidents during the process of waste treatment so as not to cause clients troubles. It is what I learned as a sales rep through the contact with the personnel from the waste generating businesses.

Kodaniguchi: First six months after joining the company I accompanied a client relationship section staff on OJT. Now I assist representatives. I answer the clients' referral as much as I can and I report to the sales representative when I can't answer on my own.

Ishida: Alike Ms. Kodaniguchi I am engaged in office work. I write contracts or estimate sheets, do the dispatch control of the waste and prepare reports to administrative authorities. So as the sales representatives can achieve as many contracts as possible, we see to it that the section members can save their time of doing chores and thus dedicate themselves to sales activity.

In your second year at REVACS do you think you have made some progress in yourselves?

Kodaniguchi: Compared with shortly after I joined the company, I feel I have made much progress in knowledge and in the capability to properly respond. Yet I have a lot that I can't judge on my own. In such a case I make it a rule to ask either senior staff or the boss. I expect I will be able to increase what I can deal with by myself through further experience.

Yamauchi: I'm just in my second year. So, I find it difficult to tell what conspicuous or visible progress I have made.

But internally, I see responsibility and consciousness as a member of society has grown. I find a lot to learn in the positive work attitude of coworkers'. Having such an idea could be a progress in a way.

Ishida: I have had nothing to do with waste disposal business until I joined REVACS. So I am sure I have become definitely knowledgeable about wastes.

At the same time, having communicated with internal or external people in various positions, I came to be conscious of importance of conveying matters briefly and comprehensibly for the other party to understand well, though I was quite indifferent to such an attitude in communication during my school days.

What kind of company is REVACS to you? How do you see the company from the aspect of 'worthwhileness to work' or 'easy-to-work environment'?





For that purpose we implement various systems and schemes.

The following article introduces talks by junior- and mid-level-employees on a thought on REVACS and tasks and growth of themselves.



Ishida: Because it is not a large-scaled organization wide-ranging work is assigned to each. I was given various opportunities since right after entering the company. I responded clients, gave lectures to junior high school students in an environmental learning

class, etc. The more assignments you have, the more liability you have to bear. At the same you have a feeling of worthwhileness.

In the biannual occasion of "Personnel evaluation" I can review what lacks with me. And through an interview with the superior I can perceive what the company requires of me. It is a system which helps me to further step up myself. **Kodaniguchi:** As Ms. Ishida says each one has a specific assignment and a freshman can function himself as personnel in charge. As to the range of work I agree with Ms.Ishida. To be concrete, we have occasions of being involved in the communicational activity with local society aside our main job of waste recycling.

The preparation of it is sometimes challenging, but once completed it rewards us with a sense of achievement.

Yamauchi: There is a sense of close distance between the employees, we can ask questions at ease, and share

what necessary information well. It is an environment to help you learn to deepen your understandings of the work.

Unlike an office work, operation on the site is accompanied by the risk of accident or injury. We have an occasion to report any small sign of risk and discuss its cause and take countermeasure



to reduce possible risk. We may as well say it is a company where we can work at ease.

◎ Lastly tell us your goals hereafter

Yamauchi: I am afraid I am not knowledgeable enough with the present work at the recycling center as I have only experienced it for less than 6 months. So, my goal at the moment is to be able to speak out my own idea after accumulating experience and relevant knowledge. I mean, I would like to be able to explain rationally the reason why I think such and such, not to simply claim my own idea.

In order to operate the plant steadily, you have to consider the balanced composition of the wastes material to produce bio-mass fuel. To be concrete, you have to properly arrange such materials as sludge, plant and animal residues and waste liquid. And communication with personnel in the client relationship section is also necessary. I would like to make a significant contribution in it.

Ishida: In the waste disposal business lot of expertise is required such as properties of wastes, relevant laws and regulations, etc. I would like to have accurate knowledge of them. I would like to give explanation in a comprehensible manner which will be received by the clients with a sense of confidence in us.

Kodaniguchi: I want to read out the daily report of

sales personnel to obtain various information and grasp present conditions of each member, and I would like to widen the range of matters which I can respond by myself. It would be best if I could be able to respond to every referral call to the office. I know that clients



is anxious about whether the consigned waste is properly treated as contracted, so I would like to assure them with accurate replies to gain trust of them.

(Questioner : Takuya Yoshida, Internship student with REVACS)

Round-table Talk by the Mid-Level Employees

Rie Nitta (Ms.) (Joined in December, 2007) Senior staff, Corporate Planning Office and CSR Promotion Office

Kazuma Hata (Mr.) (Joined in May 2007) Client Relationship Section



Ryotaro Miyamoto (Mr.) (Joined in May 2007) Head, Recycling Center Kazuhumi Kobayakawa (Mr.) (Joined in May 2007) Recycling Center

Strength of REVACS and attraction with REVACS

Nitta: It is the 6th or 7th year since we entered the company. What is the strength of REVACS? What attracts you to work in this company?

Miyamoto: Partly because REVACS is a company with 40 members, it has relatively good overall communications. And every one is encouraged to speak out. Unlike in my previous company, I can work without too much restraint here.

Kobayakawa: It is strength of REVACS that it can promptly respond to a clients' urgent request, or an unexpected occurrence such as troubles with facilities or vehicles thanks to the strong coordination system between the sections which has been fostered in daily operation.

Nitta: In view of 'prompt response', the company itself develops very fast. Not being content with present conditions, it is always challenging new tasks one after another. And we can also perceive change and growth in ourselves. It is an attractive point with working in REVACS.

Miyamoto: Besides, REVACS is disclosing information about claims and accidents which could be unfavorable. Its transparency seems to be in the foremost rank.

Hata: One of the examples of transparency to the employees

is that figures for the whole company are disclosed in the monthly briefing meeting to review business results. We can learn how much gain or loss we have had as well as its cause, which helps us in our sales activity.

Worthwhileness of working and employee's role

Nitta: Management regards making a "Contribution to the partners" as an important principle. From the view point of 'worthwhileness' and 'easy-to-work in it' how do you think of the company's system/working conditions, efforts and position?

Miyamoto: As a result of risk assessments or the analysis of accidents we ask the company for improvements. The company responds properly in virtually every case. Its



posture toward reduction of occurrences of accidents and injuries is well regarded.

Kobayakawa: I work at the shredding facility. If you are working for a company which strives to realize an incident- and injury-free workplace, I'm sure your wife can feel at ease.

When targets were achieved in 2012 an extra bonus was paid in addition to summer and winter bonuses. From this we realized that our efforts in the previous year were indeed worthwhile.

Hata: Unlike my previous workplace, I sense an atmosphere where all members are striving to achieve the target figures for the whole sales section. Sales personnel compete with each other but everyone extends helping hands in the event a member is likely to fall short of target figure or someone is in trouble. It is impressive.





Nitta: When after I changed jobs to REVACS I happened to tell several friends about various allowances. "It's an unusual company indeed" they said. In December I was assigned to personnel administration. As I tried to understand the company's system, I realized that we can be proud of the quality of our treatment. Some employees may not know there are various systems which can be useful for them. And I believe it is one of my roles to encourage everyone to utilize such systems.

And you, what do you think your role or requirement of the company is?

Miyamoto: It has passed 7 years since the drying plant started its operation. Meanwhile members of our section have acquired the skill thanks to accumulated expertise we can do ourselves some part of maintenance work rather than call in the manufacturer of the plant. My role is to build up our skill further and widen the range of capacity, in addition contributing to cost reduction through an efficient operation to reduce electricity/gas consumption.

Kobayakawa: The role for me is to continue the 3S activity, which resulted in improved work efficiency in FY2012 maintaining consciousness for improvement.

Hata: Once you are engaged in sales activity, it is natural you are expected to achieve certain levels of sales and profit. It won't change hereafter. Unlike you I haven't had a big change in work environment. So I do not feel the required role has changed from that in the 1st or 2nd year after joining the company.

◎ Toward formation of 'easier-to- work-environment'

Nitta: Finally tell us your request for improvement or your expectation to the company.

Hata: Most of what I cannot accept at the moment I was told turns out to have not been really a great problem as time go on. So I do not have a specific complaint.

Kobayakawa: I agree with him.

Nitta: Mr.Miyamoto, your position seems to me very strenuous because you have night-shifts every month and you have to report to work during consecutive holidays in August (bon) and around New Year's Day for sending-in/out of the waste and maintenance

work. How do you feel about it?

Miyamoto: I chose to join the company taking such condition into consideration. Besides I receive appropriate allowances, and I don't feel awkward about it. However I hesitate to take holidays other than the ones arranged in the work shift because it would cause inconvenience to other members. I do not deny that there are times when I wish I could take a long vacation. I find no problem with work shift itself. My family understands it well.

Kobayakawa: It is undesirable that in some sections there is difficulty in taking paid-holidays. It would be nice if it were possible to take leave for a week or so in turn.

Hata: At Mr. Miyamoto's section someone is always at work unless the plant is halted. Somebody may miss an occasion of 'nomi-kai' or get-together of all members. I feel sorry for that.

Miyamoto: For that matter I feel we have little occasion for the whole company to gather. I wish we have at least one occasion when whole company members got together by reviving a closing session, or holding a year-end party or New-Year's party. If such occasion is realized atmosphere in the company will be better than it is now and it will add to employees' motivation.

Nitta: In REVACS the workload for an individual is quite heavy and at a fairly high level. Under such circumstance, each member approaches his work seriously and responsibility. There are members who complain about company or work, but I believe



if we lend them a sympathetic ear we would find that they would like to improve the company by making their work easier and more enjoyable.

I do not regard it as a matter of course that a sales representative successfully secures a big order, or that collection and transportation and the recycling center are free from accidents. If a boss would say nice things about his subordinate's work even if it is a small matter, he would be happy, which will encourage him and result in an incentive to work. On the other hand we have to make efforts to extend our thought not only requesting to the company but also pay attention to usual behavior or remarks.

It was nice we could talk on unusual topics. It has been a pleasant occasion. Thank you very much.

Sound Management-Labor Relations

REVACS's Labor Union is under union shop contracts consisted of managerial staff of the company (manager and the equivalents) and other employees than the staff of labor management and accounting sections. Labor-management negotiations are held as needed with both parties striving to improve working environment in cooperation. Occupational health and safety management system is effectively implemented with labor-management cooperating through briefing and discussions at the monthly SR committee meeting.

Comment of Labor Union

REVACS Corporation Labor Union aims at formation of working environment where all partners can work without worry. Integrated Environmental/ Occupational Health and Safety management system was introduced in 2007 when the draying plant started its operation. Today, 7 years after the inauguration, the drying plant is the safest workplace with lowest record of annual accident despite half of its operators being in their 3rd or less in REVACS. This may be attributable to the introduction of OHSAS18001 and relevant efforts by labor and management to implement it, which makes an example of "contribution to the partners".



Riho Taniguchi

We will strive to construct good labor-management relations by actively proposing ideas for improvement from us not passively waiting for Executive Chairperson REVACS Corporation Labor Union suggestions of the company.

Voice of partner's family

Reading the CSR report I learned that REVACS is contributing to the society and the local community through various activities. I felt admiration for the company. I also felt it is a place where every employee works seriously.

We are a two-income family with two children (a three-year-old and a six-year-old).

My husband is a reliable and respectable good partner to me, who helps me with house work and child care and a good father for the children who chats well and plays a lot with them on holidays. Our family is always grateful to see my husband working earnestly. We back him up so that he can play an actively role in REVACS. And, I earnestly hope the work place continue to be where everyone can work at ease. May the working condition continue to allow the worker to place importance on both work and family life.



Ms. Kei Iwashiro Husband: Mr. Shingo Iwashiro, Accounting Section

Chapter 6 Communication

Communication

Kabutoyama Agricultural Project

As we have many clients in the food manufacturing and processing business and often deal with wastes of plant and animal origin. We recycle annually 20 thousand tons of waste as compost. Meantime we came up with an idea of offering an opportunity to learn about and experience food and its base farming, which we regarded as a part of our social responsibility. To materialize the idea, we have been taking part, as a sponsor, in "Kabutoyama Agricultural Project" organized by Learning and Ecological Activities Foundation (LEAF). As we have not had any opportunities of being involved in the agricultural scene, the participation in this project provides us with a precious occasion to be acquainted with an agricultural scene.

Kabutoyama Nogyo-juku

Under the title of Nogyo-juku (literally, cramming school of farming), this project aims to draw attentions of consumers to "food", "farming" and "environment" and to eventually support in the formation of sustainable community through promotion of conservation of suburban sato-yama, or undeveloped woodland near populated area, and through agricultural education.

Nogyo-juku offers two courses: one is "basic experience course", which allows a solo participation, and the other, "family/group course". Participants can experience various activities through the year such as plantation of rice seedling or vegetables, compost making, harvesting of rice or vegetables.

Some participants say that they learned both difficulty and joy of farming and they came to think about importance of self-sufficiency of food or safety of the food product. We heard their comment with delight and feel we have made a step forward in contribution to the society though it may be a small one.



Agricultural Experience

In the farm land of Kabutoyama Nogyo-juku, we sponsor an event to experience farming and sato-yama. We also invited people from our clients company. In the event held in May 2012, we received 37 (27 from outside, 10 from REVACS group.) Participants practiced rice plant transplantation and harvested summer vegetables to cook curry and rice using the day's harvest. It turned out to be a day to appreciate prodigality of nature and realize the importance of food through various experiences.



Chapter 6 Communication Communication

Participants in Satoyama Agricultural Event

The farmland was situated in Kabutoyama, Nishinomiya City along prefectural load 82 past a famous café known as drive-and-date spot where you can overlook the sight of Osaka Bay. I had been interested in REVACS Corporation's agricultural experience. This year as my children has grown up old enough we (four family members) participated in the event. Children experienced rice transplanting for the first time. They were surprised to learn that rice seedlings grow up in slimy paddy soil to bear rice grain. Contrary to our expectation that our 3 years old daughter and 6 years old son would hate to wade in the paddy, they enjoyed the planting wearing swim suits in a sort of mud bath. And the best souvenir was vegetables. My son ate sliced onion with katsuobushi (pieces of sliced dried bonito) and soy sauce as he was told by a farmer, which became his favorite. And now he eats other fresh vegetables actively. I found an experience is an excellent tutor.



Mr.Kei Tomoda BIZ-DESIGN Co.,Ltd.

This event of freer atmosphere by REVACS is best for a visit with family.

Reception of Plant Tour

Our plant receives visit of stakeholders who do not have a deal with us yet not to mention our clients. In FY2012 we had 530 visitors in 87 groups including 10 of such groups.

In March 2012, members of Kyoto Employers' Association visited us as the 22nd workshop on SR practice for business enterprise. After the tour of facilities, we made a presentation on the specific feature of our business, relations with stake holders and issuance of CSR report to introduce our idea of CSR.

Reception of JICA Induction Course

Japan International Cooperation Agency Kansai International Center (JICA Kansai) gives induction courses directing at municipal employees relevant to waste issues in Asian countries to improve their administrative capability. As part of the course 12 people from 7 countries (Sri Lanka, Bhutan etc.,) visited us. We explained about the business of turning the waste of organic nature into biomass fuel and efforts on CSR before conducting a plant tour.





Consumer Education

REVACS gives environmental education to pupils and junior high school students in the neighboring districts regarding them as future consumers. Since 2008 we have given an environmental class to the 2nd graders at Kansai University Dai-ichi Junior High School to motivate them for environmentally friendly consumption behavior.

In June, prior to the visit to our plant, we gave them two lecture. First by Mr.Ito, from Environment/Public Relations Section, CSR Division of Coca Cola West Co., Ltd. on Coca Cola West's efforts in environmental preservation such as recycling of empty bottles and general aspect of waste disposal. A lecturer from REVACS introduced our recycling process of waste beverages under the tile of "Where does beverage that passed use-by date go?" as well as several examples of environmentally friendly efforts we can.

In July 260 students visited our recycling site in groups of classes visited our waste recycling site and observed each stage of treatment process.

We wish they began to deepen their understandings of environmental issues after having seen a mass of waste and smelled its order in an environment they would not have otherwise visited.



▲Preparatory lecture



▲Plant tour

Responses to Questionnaires and Requests

We receive various questionnaires and requests of relevant administrations and clients. We file them in our "Record of Communication" as exterior information and see to it that they are not lost or we do not fail to reply them.

We responded 23 items which we decided require our reply out of 54 items received in FY2012. We regard it not only as an execution of a code of our management system (communication), but also as a significant approach to meet our stakeholders' needs.

TRY •YARU• WEEK

In 1998, triggered by the Great Hanshin Awaji Earthquake, Hyogo prefecture started one-week internship program all over the prefecture directed to the second graders of junior high school to have them experience working or to have other social experiences. The program aims to foster children's physical and intellectual ability.

REVACS has been accepting this TRY •YARU• WEEK (literally, attempt-and-act-it-out week, a pun for 'trial week') since FY2010. In FY2012, 2 boys from the local Naruo Minami Junior High School experienced reception of visitors or the office work for 5 days from May 21.

We expect this experience of doing unfamiliar work in a different environment from their usual daily school life will have some positive impact for their growth in future.



Dialogue with Stakeholders

We had a dialogue with students in the lecture of environmental accounting at the faculty of commerce in Doshisha University in June 2012.

After an explanation of our business description and CSR activities, we had the 80 students give it a thought and discuss on the themes "The reason why a business corporation tackles CSR activity" and "Social role of waste disposer in recycling-oriented society" in groups.

Some expressed sympathetic opinion of REVACS's approach in reducing the occurrence of the wastes even though it is a waste disposer. And some said they hope REVACS give good impacts on society at large further popularizing CSR activities in the business world.

It was an occasion to learn and deepen understanding about CSR for each other.



Approaches to Consumer Issues

Installation of Web Cameras

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

The web cameras are set on the following points: ① Where the waste is brought in 2 Where the full-view of the shredding facility is seen 3 The opening of shredding machine* ④ Where the yard in front of the drying facility is seen.

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



Bringing in the waste



The opening of shredding machine (exclusive access)



Shredding facility



Drying facility

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

Prevention of Items which is Outside the Contract

We ask the client to separate treatable items in the consigned waste from non-treatable ones according to our standards. Mingled items which are not contracted can make proper processing difficult. Especially, should the dangerous objects be contained, it can cause an accident or a fire.

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



Notice on the container

Prevention of Overloading in Collecting and Transporting the Waste

To prevent overloading, we compare the figure (weight) of the waste consigned by the client written in the manifest, which we routinely receive, with the loading capacity of our vehicle. Whenever the weight of the waste overruns the loading capacity, we contact the client to check up the fact and examine its cause and devise a countermeasure in cooperation with the client.

Contract and Manifest

In consigning and accepting the disposal of industrial wastes, a consignment contract is required by law. We have a strict rule of pre-contract (i.e. a contract signed prior to actual acceptance of the specific waste) in conformity with the law. Prior to the deal we input the client's data, and verify that we have already concluded the contract.

As for the manifest, we have introduced an electronicmanifest, which will be available upon request of the client.

(Subscriber's number of Electronic-Manifest: Collector/transporter

2005941/ Disposer 3005863)



▲Certificate of Electronic-Manifest subscription(Collector/transporter; Disposer)

Data Provision in our Cloud Data Sharing Service

REVACS launched a waste management data sharing system, "E.Manager.neo", on December 2010. (Free of charge for one account per one company.)

"E.Manager.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 daily or monthly total sums. REVACS computerizes the data and updates it every business day. It saves clients' cost, time and lessen the troubles of formality with waste management.

"E.Manager.neo" was awarded with NISHINOMIIYA

APPLIED PRIZE in "NISHINOMIYA TECH AWARDS 2011" as a highly applicable technical service.







Stakeholder Interview



Q: Please tell us your impression of **REVACS** and your business relation with it.

Kurihara: I was assigned to the present job 3 years ago. We already had a deal with REVACS. We trust REVACS with various arrangements and coordination as a contact between other disposers. I sometimes hear my counterparts in other plants speak of REVACS at the Suntory Group' s meeting held several times annually, which adds to my feeling of security. It is a great relief to us when coping with sudden changes at our production site to be able to rely on your staff working exclusively with us, not merely sales representatives but also dispatch controllers. It is often the case with our production line that a schedule has to be amended or changed due to unexpected troubles. We are very much obliged to your organization and responsiveness.

Q: Do you have any troubles in waste treatment? Are you making any approaches for it?

Kurihara: After all the biggest challenge is a conversion



of waste to a valuable resource. Although this may not be a simple question to solve as various factors and conditions, for example, characteristics of the waste are involved in, we are actively making efforts toward creation of value out of wastes. My responsibility is to

Mr. Jun Kurihara

Administration Division, Ujigawa Plant, Suntory Food Industries Co., Ltd.

Corporate profile

Company : Suntory Food Industries Co., Ltd. Representative : Chief Exective Offcer, president , Kei Furutani Pai-in-Capital : 100 million yen

Description of Business : Beverage production (Suntory brand)

visit over 20 contractors for inspection in a year. Frankly speaking it is difficult to grasp information behind the scene through a single annual visit to the site, and so I regard the visit as a restraining power against illegal conduct. In that regard, it is very important to choose a reliable waste disposer, and I am aware of the difficulty and responsibility in making a decision.

Q: What is your opinion of REVACS' s efforts of information disclosure and social action programs?

Kurihara: I do not know of any waste disposers who are actively tackling such activities. I have an impression that REVACS is a company who does a good turn. It will not simply result in making a contract on its own, but it is an element to get trusted.

Q: Finally what do you expect of REVACS?

Kurihara: As for myself, I am in charge of various jobs besides waste disposal, I find it difficult to always pay attention on disposal affairs. While your company makes proposals from the view point of the waste generator through the sales representative and provides detailed information about such things as changes to the law through 'mail news.' Incidentally, we classify such information into groups of "Quick action to be taken", "To be judged according to the conditions" and "To be approached over the years". Such information is useful to us in planning new operations. We value your information service highly and consider it to be superior to that of other waste disposers. We look forward to your continued service. (Interviewer: Yoshida Takuya, Internship student)

Third-party Committee

The Third-party Committee was held on August 27, 2012to seek opinions and advices of stakeholders on our business methods and activities.

[Committee member]



Academic sector Ph.D.. Kimitaka Nishitani

Associate professor, Research Institute for Economics & Business Administration, Kobe University



Industrial sector Mr.Hiromi Yamamoto

Senior manager, Environmental Promotion Bureau Corporate Planning Division, Kao Customer Marketing Co., Ltd.



Consumer Ms.lkuko Fujihara Administration Officer, Head of Nishi-Nippon Branch

Nippon Association of Consumer Specialists (NACS)



Internship student with REVACS Mr. Takuya Yoshida Third grader student, Faculty of business administration, Kyoto Sangyo University



Labor union Riho Taniguchi Executive Chairperson, REVACS Labor Union



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



REVACS Corp. Kenichi Akazawa,





REVACS Corp. Masato Akazawa

Executive vice president and director of Recycling Center



REVACS Corp. Takashi Itoh Manager of Corporate Planning and CSR Promotion Section

Theme1>

Opinions on REVACS' s Efforts and CSR Report

\bigcirc On CSR activity

Over the years, REVACS has opened its facility to schools in the neighboring area for field trips as part of environmental study and given 'consumer education'. Above all, the environmental learning program for Kansai University Daiichi Junior High School reached its 7th year and is even included in the school prospectus. In the Act on Promotion of Consumer Education (A law on Promotion of Consumer Education), which was put in force last year, there is an expectation that a private consumer should not merely make a passive decision on whether to buy or not but should consider the implication of the decision on the company and the market.

Let us suppose consumers take initiative in buying product near expiration date at supermarkets.

If a person buy a bottle of such product it will turn out to be consumption of tens of thousands bottles in total and it means that much quantity of product close to use-by date are utilized. There will be a room by taking such an action we can cooperate in solving a problem of waste disposal. Your efforts to show consumers how the products they bought end, which gives a comprehensible case example in waste disposal, is highly admirable approach in terms of your "continuous effort to be trusted at ease by all stakeholders". Electrical home appliance industry is actively promoting such efforts. Would not consumer's awareness of consumption society be enhanced if other companies in the sector together were to follow the leadership of REVACS in providing education about food waste for an understanding of a flow of consumable products?

The reception of visitors for tours of the plant is only briefly dealt with in the 2013 report through a few photographs



and statistics. Emphasis on the fact that the plant is open to local residents and the general public would make the report more useful to general readers. CSR activity of a company has to be based on the assumption that the company is actually contributing through its main business. A waste disposal business must address how its activities contribute to the reservation of the environment. The extent to which the company benefits from its CSR activity is also important. The CSR report reveals to us that efforts at environmental preservation in the treatment facility and in the local environment are a matter of course for REVACS. The company is also engaged in various other activities which can be compared with those large corporations. One has an impression that REVACS is going rapidly ahead of the same trade. The value of these efforts will also be reflected in the company's revenue.

○ On CSR Report 2013

The report has become more reader-friendly than before. You introduced interviews and easy-to-understand graphs





outgrowing from 'data-based article only' style. It is clearly conceived that you are trying to make the report comprehensible so as the readers who are not familiar with REVACS find it interesting to read.

The extent and variety of the contents, however, may have obscured the strength of REVACS. The report is compiled in conformity with GRI guidelines, but flexibility might be allowed aside the guidelines, to present the strength of the company in being open about where and how recycling and the provision of biomass fuel is taking place. In the 4th edition of GRI guideline (G4) issued in May, it is required to further clarify "materiality", an idea first appeared in G3. This requires the company to accurately quantify and date its actual performance before deriving from the statistics the



central strengths of the company and how it would like to be seen. It is also desirable to introduce activities performed in collaboration with the other entities or REVACS' s unique techniques, if any.

REVACS has presented itself as a company active in disclosing information, such as its waste treatment process monitored online by cameras and its procedure for communicating changes to the law through mail news.

Having read the CSR Report 2012, we have to add that REVACS is a corporation with a steady idea of CSR activity and willingness and capacity to be a sustainable and long-lasting business company. The 2012 report contains "voice of employee' s family" and discussion by the employees, and so, it includes the use of in-house public relations magazine.

It is difficult for general consumers to envisage what an industrial waste disposal business is, and, it is important for a disposer to appeal step-by-step about himself. In that sense information disclosure via such a report will become more and more important.

《Theme 2》

Corporate Image of REVACS Corporation A role expected of an 'energy maker

OActive assignment of female employees to managerial posts

Image of 3D (Dirty, Dangerous and Demanding) hangs around the waste disposal business. REVACS, however, seems to be a company where female workers



can achieve their potential, as shown by the number of women holding responsible positions. Women have strong understanding of consumer issues and it is important to introduce women' s points of view in business operations. There are no differences in ability



or productivity at work between the sexes and it will be a sheer waste if an able female worker should quit for family or other reasons. Creating a workplace suited to the way women work will help the company to make a profit. Coincidentally the Abe Cabinet plans to increase the ratio of female management posts. It is advisable that REVACS should further publicize the position of its female workers in the company. It seems special that a company with 40 employees has a labor union and calls its employees 'partner', which we haven' t heard of in the other cases. The interviews show an admirable equality between management and labor.

It was desired that an objective information and sentiment of user's was included in the article about the



company's scheme of supporting employees' efforts. Because it will help convey the company's profile such as "warm company" or "company where everybody is encouraged to speak out", which mere figures cannot achieve.

OSpecific approach as an 'energy maker'

For a waste generating company which does not have its own means of waste disposal needs a close partnership with a waste disposal company. It will always make a deal with such a company that offers good disposal services, practices appropriate investment on plant and equipment and conducts good business management. If REVACS uses 'energy maker' as its slogan, its vision and the contents of the report has to be a little more

concrete. For example they have to refer to the means of energy source procurement, plant investment, the economic effect of reducing energy consumption and decision making on how to utilize the energy thus created. This must be an essential point for an 'energy maker' who recycles waste as a new energy source.

We were told by CEO Akazawa that the construction of a biomass boiler was decided for the FY2014 (to be completed in autumn) and learned that the company has already started to prepare for a future in which REVACS takes off as an 'energy maker'

As a new boiler is planned to burn wood chips as heat source not burning any fossil fuel the concept of carbon neutrality applies here and CO2 generation will be virtually zero. This may correspond to a next investment as an 'energy maker'. In that event, the cost of fuel will be reduced and the profits increased.



We envisage REVACS approaching new projects ten or twenty years from now as an 'energy maker' not a 'waste disposer.'

As the company has various ideas, it is expected to

In Appreciation of the Third-party Committee

We are grateful to the Third-party Committee for valuable advice.

Today, we had many suggestions that we should express the results of our activities and our unique approach more confidently. With more editorial staff the report could have included more details about investment and costs and procedures. This will remain as a task for the next year.

As you have noticed it, this report is prepared by the hands of employees.

The use of consultants/planning companies might have lead to a fuller account of our situation but we did not wish to present material that employees did not know about, which could make them ask "Is our company doing such a thing?!" We think it the primary accountability that employees themselves tell about the business activity of their company. Some poor explanations or defective parts might be found in the report, but we would like to continue to tackle the report maintaining our characteristic style of editing.

We have cherished an idea of making report with a student, which was realized having Mr.Yoshida, an internship student with us, who has made useful and original suggestions on which we have not noticed. The report has become easier to read, and we are very much thankful for his participation.

A new biomass boiler is planned to start operation in autumn next year. Its realization of complete safety operation and the longterm use will make the biggest theme in the next Medium-term Business Plan.

We will continue our effort so that we can present good news at this time next year, and we can hear further suggestions from the committee.



be active as an energy maker and a consultant in environment- and waste-related areas even if the occurrence of the waste decreases in the future.

Past Complaints and Accidents

Complaints and Accidents in FY2011

Complaint: None

Environmental contamination : 2 cases

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

Physical injury: 4 cases

Description	Cause	Measure taken
A scald caused by hot water spewed out of an inspection cylinder while clearing the clog	A manual to regularly clear the clog was lacking. A proper means of inspecting the interior of the facility was lacking.	Regular clearance of the clog was implemented. An aperture was created for viewing the interior.
A worker had a hand pinched with the door while directing the vehicle. The vehicle moved with the door unlocked during the unloading of the waste.	The worker's direction was not well received by the driver and vice versa.	The gesture of directing the vehicle was standardized between the directing and the driving sections, which everyone was familiarized with.
A worker bumped into the desorb equipment of a parking truck from behind while moving on the premises.	The truck was parked with the desorb equipment being set in a risky position.	It was notified that a vehicle has to be parked after resuming the desorb equipment to the regular position.
An operator tried to get off the heavy machine, when he stepped on the steel rail and slipped to fall down.	A piece of unnecessary rail was equipped with the heavy machine.	The rail was deleted and everyone concerned was familiarized with the modification.

Property damage: 9 cases

Description	Cause	Measure taken
A minor collision with a tree on the left while turning left to drive the car out of the garage	The driver noticed an incoming vehicle and tried to go out as quickly as possible to let it in.	Sections concerned were informed of the incident to call their attention.
Minor collision caused by a vehicle of another company while we were parked at the client's site.	The driver was distracted by another parking car and failed to notice our vehicle.	Sections concerned were informed of the incident to call their attention.
The floor sheet (steel plate) of the storage yard was caused to turn up	The scraper was being operated with the bucket's edge raised.	The work procedure was once again got across the section concerned.
The rear end of the vehicle hit a jutted structure at the client's while entering the site in reverse.	The driver was concentrated in deciding the right position to stop the vehicle and was not aware of the jutted structure.	We asked for an observer to look after us when we work. We installed a pole in front of the jutted structure.
Collision from behind caused by our vehicle, as the car in front stopped suddenly to let an emergency vehicle pass.	The distance between the cars was not long	A training session was held concerning the
Collision from behind caused by our vehicle, as the car in front stopped at the yellow light.	enough	drivers.
Collision from behind caused by the other car while parking outside the company.	The other car's driver lost his way and steered in the wrong direction.	The location was notified to the sections concerned as an accident-prone point.
A repairing instrument (ladder) which we were transporting on a truck hit a utility pole.	It was a small distance to carry. And so, the ladder was not fastened neither with a rope nor the like.	Sections concerned were informed of the incident to call their attention.
A minor collision with a post box while installing a container box.	Trying to be quick so as not to disturb the traffic, the worker failed to confirm the safe conditions.	Sections concerned were informed of the incident to call their attention.

Complaints and Accidents in FY2010

Complaint: 1 case

Description	Cause	Measure taken
Neighborhood nuisance (Offensive odor)	Accumulated sludge in the drainage caused the odor.	Regular cleaning up of the drainage was implemented.

Environmental contamination: 3 cases

Description	Cause	Measure taken
Smoldering in the drying plant	Our ignorance of the possible occurrence of smoldering when the waste of high sugar content is treated along easy-to-dry wastes.	A procedure for the waste liquid whose 'sugar content has reached 15% and over' was implemented in the manual.
Leakage of waste liquid at the client's yard during the loading work of consigned waste in liquid form to our vehicle	Suction hose was deteriorated and broken.	Marking tape of different colors was put on the hose to tell the years of use. The use beyond a certain period was prohibited.
Fuel leakage from a vacuum car at the client' s site.	We had checked the vehicle beforehand following the procedure recommended by the maker. But a leakage occurred in the other part than checked.	Checkup procedure was reviewed and new check points were added including the one in question.

Physical injury: 3 cases

Description	Cause	Measure taken
A finger was injured when the hand was tucked in the coiled waste while loading.	An unaccustomed and solo work was assigned to a newcomer, who was temporarily dispatched from a group company.	It was decided to give all the necessary education and OJT for a certain period to the temporary or loaned worker before confirming their capability and assigning them to the work.
Toppled down on the rainy street while commuting on a bicycle	Braked suddenly on the wet tiled road to avoid collision.	The information was shared by the employees.
A worker was injured on the leg with a piece of waste flipped by a heavy machine.	The worker stayed in a risky point to assist the heavy machine work.	Safe point to assist heavy machine works was designated and notified as such to all workers at the meeting.



Property damage: 12 cases

Description	Cause	Measure taken
A waste container at the client' s yard came off the hook and fell while being slung up.	The waste container was slung up without having been properly hooked.	A new process was added to the manual for the operator to exit the cabin and visually confirm the hook is firmly set before lifting.
The ceiling of our storage pit was hit by the rear deck of the dump truck when the deck was lifted in the dumping maneuver for unloading.	Lack of communication between the instructor and the driver	The information was shared by all the workers at the section meeting.
Our vehicle had a minor collision with a parked car in the parking space.	The driver failed to pay attention to that most unlikely sport for a car to park.	The information was shared by all the workers at the section meeting.
Affiliate's truck had a minor collision with a facility in the building which housed a waste storage (container) while slinging up the container to load and take away the consigned 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.
The left front tire of our vehicle hit a curb stone to break the wheel cap while drawing in to park.	Being pressed for time the driver was not attentive enough.	The information was shared by all the workers at the section meeting.
Minor collision with a parked car while lifting a container in the parking space.	The flow planning of the parking space did not allow our vehicle to pass safely.	The layout of the parking space was changed to allow freer flow planning.
Our vehicle collided with a moving car while exiting a parking lot of a convenience store. Both cars were going in reverse.	The other car happened to be in blind corner and our driver assumed there was no car in the way.	The information was shared by all the workers at the section meeting.
The shutter to prevent odor from proliferating was broken at the sludge pit of the drying plant while unloading sludge. The sludge was poured in the pit before the shutter had completely opened, and the load of the sludge caused the breakage.	The driver failed to confirm that the shutter had fully opened, and the instructor assumed it would have fully opened before the sludge was poured in the pit.	A new rule to halt the vehicle at the limit line until the shutter comes to a complete aperture was implemented. It was notified to the sections and contractors concerned.
Our vehicle collided from behind with a car which was about to turn left on the open road.	The driver assumed the car in front of us would keep turning without stopping.	The information was shared by all the workers at the section meeting. Safe driving course by a guest instructor was added to our educational program.
Our vehicle collided from behind with a car which was about to turn left on the open road.	The driver assumed the car in front of us would keep turning without stopping.	The information was shared by all the workers at the section 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 the shutter had a blind corner.	The setting of the sensor was so changed as it can catch an incoming car without fail, which was notifi ed to the sections concerned.
Roof of the building on the premise was broken during the lifting up of the container in the parking space. While lifting a loaded container in the parking space, it was half turned due to incomplete connection of the container.	The allocation of the parking space in the premise was narrow and it hindered safe operation. The rail at the connecting part is difficult to clearly realize.	The allocation of parking space on the premise was revised, and vehicles were physically kept off the space under the roof. The rail was painted in light colors to be easily recognized. A new process to get out of the vehicle to visually confirm the connection when the container is implemented.

Complaints and Accidents in FY2009

Complaint: 8 cases

Description	Cause	Measure taken
	A sudden blockage of the heat exchanger of the deodorizing combustion equipment to release offensive odor.	To prevent blockage from occurring fortnightly cleaning of the exchanger was implemented.
	The filling material of the chemical liquid cleansing equipment (neutralizer) was being washed and was not available at that time. And the atmospheric air in the drying plant was released without being neutralized.	We explained overall about the plant's regular maintenance. And we responded the complaints putting the top priority on the maintenance of neutralizing equipment.
Neighborhood nuisance (Offensive odor from recycling center)	Insufficient suction force for septic tank caused odor leakage.	Additional unit of suction blower was installed to complement insufficient suction force.
	Accumulated precipitates in the catch basin of conduits for rainwater caused offensive odor.	The basin was cleaned, and a regular (monthly) cleaning was implemented.
	The chemical used in odor control was emitting a foul odor.	We invited the party concerned to explain the odor was attributable to the chemicals for odor control and had them understand.
Offensive odor in the neighborhood of Reverse Management Center	Vehicle's load bed after sludge discharging was washed in the Reverse's facility several meters away from the neighboring factory.	The cleansing of the load bed was decided to be done in the recycling center.
Rough-mannered driving at the client's site. Complaint by a client's staff.	Inadequate education of the driver	We shared the information at the section meeting and worked to improve driver's manner.
Driver's ignorance of the gatekeeper's instruction to stop on leaving the client's site.	The driver, who was following the preceding car, did not notice the instruction.	We made the case known to our group company whom we entrusted collecting and transporting waste, and asked for the safety awareness of its workers.

Environmental contamination: 2 cases

Description	Cause	Measure taken
Waste leakage from the desorb container placed in	Weld area of the degraded container was broken.	The crack was repaired. Vehicles were provided with absorption sheet to prepare for a leakage.
the client's yard as a storage tank	Rubber packing (leakage stopper) was deteriorated.	The packing was replaced with the thicker type. Clamps at the rear door (two-piece type) was replaced by the three-piece type.

Physical injury: 4 cases

Description	Cause	Measure taken
Scalded by hot water remained in the high pressure/ warm water deaning equipment which had been used to dean the plant. The worker was washing the equipment.	It was a rental equipment.Risk assessment of its use had not been made beforehand.	It was decided that risk assessment has to be made when renting a new machine.
Right arm fracture after sliding and falling down on a snowy slope while working	The worker wore ordinary boots on a slippery slope.	A pair of safety shoes with slip stopper for icy ground was provided.
Fell in the waste storage pit while unloading at the intermediate treatment facility of a certain company.	The driver tried to open the rear door of the loading bed in unstable posture in front of the storage pit.	Specific tool to open the rear door of the loading bed was equipped with every vehicle.
Foot fracture taking a false step on the stairs in the office.	Climbed up the stairs without switching on the light.	The information was shared at the section meeting.

Chapter 7ArchivePast Complaints and Accidents

Property damage: 10 cases

Description	Cause	Measure taken
Waste storage container had a minor collision with another container while being handled with a fork lift.	The operator failed to confirm safety.	The information was shared at the section meeting.
Our vehicle caused a minor collision with the facility while delivering waste in the disposal site of a certain company.	The vehicle was going in reverse and the driver was attentive only to that direction.	The information was shared at the section meeting.
An operator damaged the client's forklift while using it on site.	The operator failed to confirm safety.	The information was shared at the section meeting.
An operator broke a gutter cover (grating) while setting a removable container at the client's site.	The operator moved the container on the grating not noticing its protector (iron plate) was out of alignment.	Rubber strips were placed between the iron plate and the grating to prevent the plate from relocating.
A driver damaged the shutter of client's waste storage yard.	The driver was not aware that the removable container was coming closer to the shutter to contact it.	The yard was designated a risky site. The information was shared at the section meeting.
Our vehicle was hit from behind while parking.	The other party was not looking ahead carefully.	The information was shared at the section meeting
Our vehicle bumped against guard rail while turning left.	The driver failed to confirm the safety.	The information was shared at the section meeting.
An operator broke the curtain rail while loading powdery waste using a heavy machine in the client's yard.	As the waste intensively sprayed particles in the air the visibility was very low.	It was decided to sprinkle the area with water when loading the said waste. We asked the client to attach a protective covering to the loading machine.
A vehicle of the other company damaged our storage tank while discharging sludge.	The instructor's direction to move forward or backward was not clear enough.	Distance marks were drawn in the discharging site: And vehicle-by-vehicle allowable distance ahead was decided to be instructed to each driver.
A forklift caused a minor collision with a parking vehicle.	The operator was working pressed in time in a narrow storehouse.	An operating zone for forklift was specified and marked with lines to keep it clear of man or objects. And it was notified as such to every section.

Complaints and Accidents in FY2008

Complaint: 3 cases

Description	Measure taken
Bad driving manner of the employee	The fact was confirmed. Employees were driven home to good driving manner to prevent reoccurrence of the accident.
Offensive odor from the product room of recycling center	The vent of the product room was blocked to prevent the diffusion by the wind.
Complaint of neighborhood nuisance (offensive odor) via Nishinomiya municipal office	It was instructed not to leave the shutter open during the waste processing.

Environmental contamination: 2 cases

Description	Measure taken
Infectious waste was mingled in the waste plastics.	Asked the transporter of the waste for preventive measures and kept track of it.
A leak of fluid while replacing a container	Checking of the container deficiency was included in the pre-departure checking items of the vehicles for waste collection.

Physical injury: 1 case

Description	Measure taken
Left arm fracture while walking on the premise	We could not specify the cause, but the information was shared at the section meeting.

Property damage: 11 cases

Description	Measure taken
Minor collision with a parking car at the waste generator's yard	The information was shared at the section meeting.
Minor collision with a pole in front of the sludge pit by the vehicle which entered the site before an instruction was given	Collection/transportation procedure was so amended that in-coming vehicle has to wait for the instruction to enter, and it was notified to all who are concerned.
While being relocated a storage container had a minor collision with the shutter.	The information was shared at the section meeting
While relocating a storage container with a forklift it had a minor collision with the fence of the pit.	Wheels were attached to the container to reduce the use of forklift.
A worker damaged the fluorescent light near the storage container site at the client's yard.	The cause could not be specified. It was decided a witness has to be present on occasion of replacement of the storage container, which was notified as such.
A forklift collided with the fender of high-pressure suction car.	The information was shared at the section meeting.
While reversing a high-pressure suction car, it had a minor collision with a heavy machine and its backup light was broken.	The information was shared at the section meeting.
While reversing a 4t-truck, it had a minor collision with a container.	The driver was banned from driving the 4-t trucks.
While replacing containers, the steel plate covering the floor came riding up.	Section members were familiarized with the circumstance of the accident. The instruction to follow the direction of the client's staff was reiterated to all.
While reversing a car, it contacted the rain water gutter of the building.	The information was shared at the section meeting.
While settling the container, it contacted the rain water gutter of the building.	The information was shared at the section meeting.

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Summary of Questionnaire (CSR Report 2012)

Thank you for answering the questionnaire with valuable advice and letting know of your impression of "CSR Report 2012" issued in October 2012, which we will reflect on the future editions and our business activities. We are pleased to report the results as follows.



- Editor' s Note

Comment and Impression of the report

- It is a highly comprehensible and easy-to-read CSR Report indeed. I could get an overall picture of the flow of waste treatment as the process following the intermediate treatment was described with concrete data. Having read the article on complaints and accidents, I learned you are disclosing them in detail and are dealing with every case with appropriate measures.
- Compliance implies not only conformance to laws but also conformance to internal standards. It is advisable to include in-house rules and normative ethics in the object of compliance. It is great that you have the third party committee as well as in-house SR committee.
- Reading the report I could see an active in-house information sharing is taking place (good news and bad news as well). Staff's motivation seems to be high in a good work climate. Holding of the third party committee is really a good approach.
- The article "Consumer education" made me think over my buying behavior. I



- Reading the articles I learned that REVACS is tackling and seeking solution with environmental, waste, recycling and educational problems and that .you not only produce material resources but also foster human resources. I can safely say it is an excellent company from global perspective.
- I can well perceive earnest posture of the top management to have learned the company positively accepts stakeholders' ideas in business and also disclose detailed information of accidents/complaints (an action which might not be desirable for a company in ordinary practice).

*Circulation 9,000 copies

Thank you very much for reading "CSR Report 2013". I would like to express my hearty thanks to internship student Mr.Yoshida, people who accepted being interviewed, who gave their comments, members of thirdparty committee and other people who helped us with making this annual report. In editing present 12th edition, we kept it in mind to introduce viewpoints of partners and general readers as it is referred to in the CEO' s message, and we exerted especial effort to create the pages which will help our customer understand our company. We aim at a report that can answer your interest. Finally, please answer the attached questionnaire and let us know of your candid opinion or impression of the report.



October 2013 CSR Promotion Section REVACS Corporation **Rie Nitta**

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