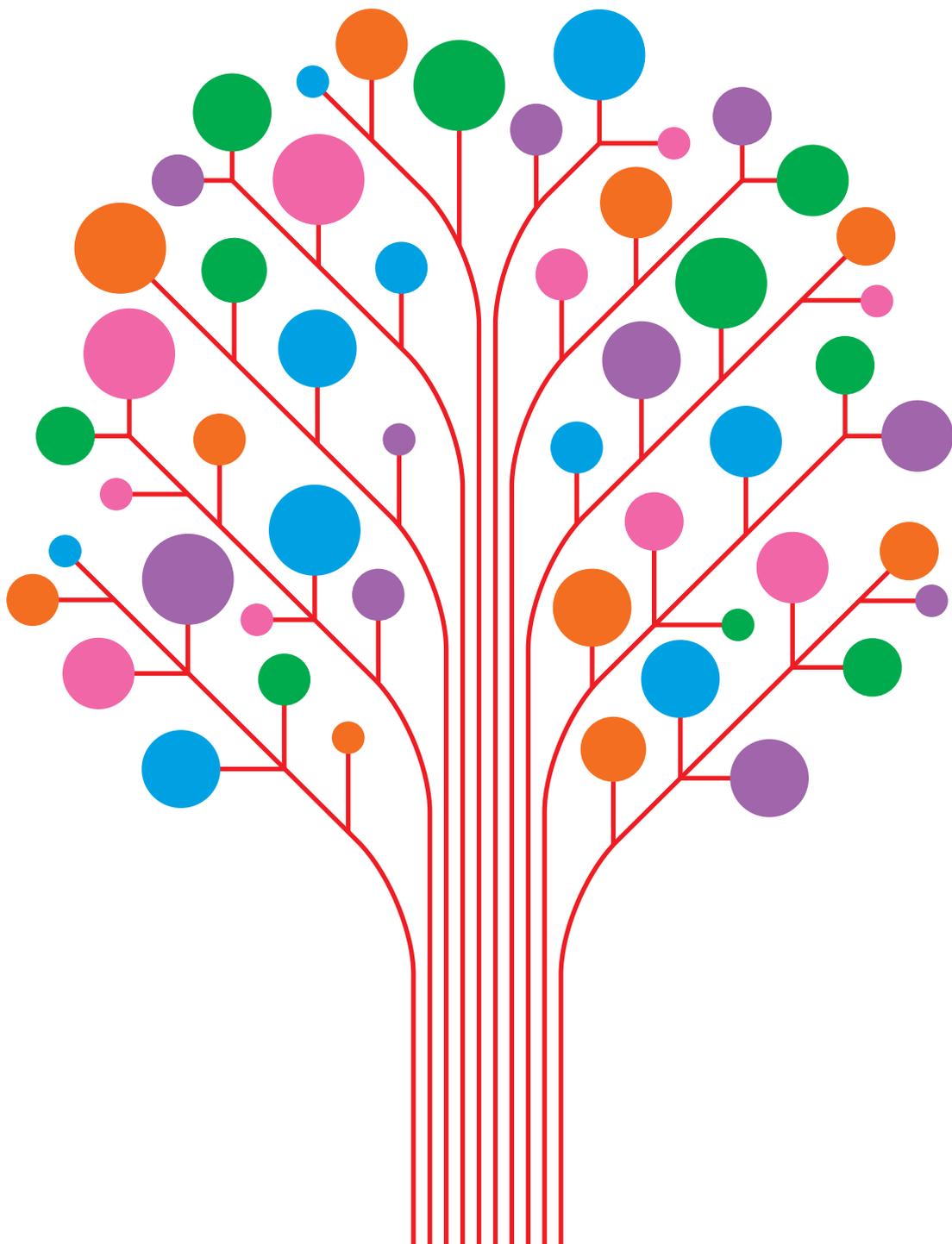


# NEW NORMAL EVOLUTION



# NEW NORMAL EVOLUTION

## The Evolution of the New Normal at the Good Holdings Group

At the Good Holdings Group, our ongoing efforts to address the societal challenges of the times have contributed to our evolution as a company.

Refusing to ignore the issues that arise in front of us, we continue to determine what it is that we can contribute. We also devise solutions and ask, “Is this the right way forward for the good of society?”

Looking at society and what lies ahead for all of us, we work with honesty and a forthright attitude to face head-on the societal issues that need to be addressed.

Through this effort, we have discovered that we also evolve in the process. This is the trajectory our business has taken since our founding in 1953.

We are confident that our evolution will create a better world for our children and their children as we work together for a better future.

We will continue to take on the challenges facing society while seeking the evolution of our environmental business, all the while contributing to humanity as we envision a more prosperous future.

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## Our Corporate Commitment

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

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

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

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

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

## Editorial Policies

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

As we entered the era of the “new normal” in 2020, we believed that our efforts to continue pursuing our business objectives would themselves contribute to achieving the sustainable development goals (SDGs). Toward that end, we considered it important to adapt to a new social and business environment. Under the theme of “Evolution,” we adopted a perspective through which we continued to inform all about the trajectory of our growth.

## Scope of this Report

This report covers the following enterprises: Good Holdings Corporation, REVACS Corporation, Relief Corporation, Daikyo Clean Corporation, Daiei Corporation, and Daikyo Corporation.

## Report Spans

The report spans fiscal year 2020 (April 1, 2020 to March 31, 2021).  
※ Please note that this report contains information on some activities that extended into fiscal 2021.

## Publication Date

The publication date is September 2021. (The next scheduled publication date is September 2022.)

## Subject Matter

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

## Reference Guidelines

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

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



## Taking Pride in Meeting Our Prime Responsibility: Consistently Managing Our Business as Part of the Foundation of Society



### Recognizing anew our responsibilities as essential workers

The COVID-19 epidemic is still having a major impact on our lives and on the economy. I extend my deepest condolences to the families and friends of those who succumbed to the virus; to all others affected by the disease, I express my heartfelt sympathies.

It is expected that the economic impact of the COVID-19 pandemic will continue to be felt for some time. At the Good Holdings Group, we are resolved to overcome this difficult situation through new work methods and a new approach to our work while giving top priority to the prevention of infection and the continued safety of our employees.

Since our founding, we at the Good Holdings Group have developed our environmental business by addressing and responding to social challenges. After making the transition to a holding company structure in 2015, we have established six companies — Good Holdings Corporation, REVACS Corporation, Relief Corporation, Daikyo Clean Corporation, Daiei Corporation, and Daikyo Corporation — each of which continues to operate with its sights set on growth across different markets.

Against this background, the COVID-19 pandemic reminded us that “our work is social infrastructure.” We have noted that, following the declaration of a state of emergency in Japan, the volume of household waste increased sharply. While fighting the risk of infection, all employees of our Group remained committed to carrying out their daily tasks, fulfilling the responsibility of essential workers in good faith while contributing to the healthy lives of local residents. They demonstrated a clear commitment to protecting the lives of citizens.

We will continue to manage our business by meeting our responsibilities and taking pride in our work in order to continue maintaining the social infrastructure.

### Acknowledging the strength of our business portfolio in the midst of an emergency

In fiscal 2020, operating income declined in the first quarter due to the spread of the COVID-19 pandemic, but beginning in the second quarter, it rose suddenly and eventually exceeded the profit for the same period in the preceding year.

REVACS Corporation, which processes industrial waste, faced difficult struggles in the first quarter due to the COVID-19 pandemic; likewise, Daikyo Clean Corporation, which is involved in the food and beverage industry, halted its operations in April and May when Japan’s emergency declaration was issued. On the other hand, Relief Corporation saw a significant increase in sales of disused items to our roving buyers due to “nesting demand” (the desire to create secure and comfortable home surroundings) during the period of self-isolation. Sales to our roving buyers had

been showing signs of booming for several years, but the COVID-19 pandemic triggered a big wave with encouraging results.

Fiscal 2020 was also a year in which we felt the strength of the Group’s business portfolio. Businesses that exhibited rising performance renewed their strategies for devising a future growth path. Even businesses that had struggled are now regarded as having entered “a period of strengthening of their business foundation.” I am therefore confident that we are making positive efforts toward a future leap forward.

### Entering the renewable energy business with the construction of a biogas power plant in 2023

REVACS Corporation is starting construction of a biogas power plant in fiscal 2021 and is launching a business to produce renewable energy from organic waste in 2023. Recycling, a business on which we have been focusing for some time, will finally be linked to the generation of renewable energy, thus adding to the value of the generated power. I believe that we will be contributing to the region in the near future by devising mechanisms for recirculating local waste into energy.

In October 2020, the Japanese Diet issued “the 2050 Carbon Neutral Declaration” but the construction of our biogas power plant stands as a first step for our business in realizing our future vision as a company in the field of renewable energy.

### Handing down the management philosophy of Goho-Yoshi (beneficial to all five parties) to the next generation in the 100-year lifespan

With the aging of Japan’s population, the current period has become known as “the 100-year lifespan.” Currently, our Group has a number of active young presidents and executives in their late 30s and 40s. These young leaders will be appearing at the forefront for the next 20 years and will likely achieve a measure of self-fulfillment.

For this reason, I ask that they take on the challenge of improving our society by making connections not only among ourselves but also through our children and grandchildren. To that end, how do we make the most of our Group’s corporate culture of “actively taking advantage of business opportunities”? Our special feature on page 11 provides an opportunity for young leaders to freely discuss their thoughts on our environmental businesses as well as their dreams and visions for the future.

Our environmental businesses are enterprises that contribute to a better future. I want the Good Holdings Group to be a company in which young and talented people remain passionate about creating such a future while boldly taking on new challenges.

## Outline of Good Holdings Group

# We evolve not only by addressing challenges as they arise, but also by developing the ability to identify all such issues.

Our strength lies not simply in our ability to take on all challenges. While continuing our business as part of the social infrastructure, we are also evolving by constantly identifying new challenges and making efforts to address them.

That is why our business of collecting household waste and commercial waste in 1960 expanded to include an industrial waste treatment business in 1970. We also started addressing the various social problems of that era, such as Japan's aging society and food waste, eventually moving on to the commercialization phase. Moreover, construction of our new biogas power plant began in 2021, and the Group's recycling business, which has been addressing the issue of resource recycling for some time now, is about to expand into the new field of renewable energy in the near future. We remain committed to our continued evolution as a company that underpins society at large.



### Good Holdings Corporation

Location : 2-1-16 Naruohama, Nishinomiya, Hyogo  
President & Representative Director : Kenichi Akazawa  
Capital : 92 million yen  
Number of employees : 12

#### Main Business Activities

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

Annual Group Net Sales **3,771 million yen** ※1

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

Number of Group Employees **267** ※2

※2 Denotes full-time employees.

### REVACS Corporation

• Collection, transportation and intermediate treatment of industrial waste  
• Cleaning and management of various facilities

Location : 2-1-16 Naruohama, Nishinomiya, Hyogo  
President & Representative Director : Eiji Yamamoto  
Capital : 81 million yen  
Number of employees : 54  
Annual sales : 1,475 million yen

【 Main Business Activities 】  
• Collection and transportation of industrial waste and specially controlled industrial waste  
• Intermediate treatment (shredding and drying) of industrial waste  
• Recycling of beverage products  
• Cleaning and management of wastewater treatment facilities

### Relief Corporation

• Okatazuke Service  
• Overseas Reuse Service

Location : 2-1-26 Naruohama Nishinomiya, Hyogo  
President & Representative Director : Kenichi Akazawa  
Capital : 50 million yen  
Number of employees : 32  
Annual sales : 406 million yen

【 Main Business Activities 】  
• Okatazuke Service (Disposition of personal effects before and after death, and recycling of personal effects)  
• Overseas Reuse Service

### Daikyo Clean Corporation

• Grease trap cleansing

Location : 2-1-16 Naruohama Nishinomiya, Hyogo  
President & Representative Director : Masafusa Tsuda  
Capital : 80 million yen  
Number of employees : 36  
Annual sales : 409 million yen

【 Main Business Activities 】  
• Cleansing of commercial grease traps and maintenance of grease interceptors

### Daiei Corporation

• Waste collection in Nishinomiya

Location : 2-1-26 Naruohama Nishinomiya, Hyogo  
President & Representative Director : Hiroyuki Kimura  
Capital : 10 million yen  
Number of employees : 70  
Annual sales : 916 million yen

【 Main Business Activities 】  
• Collection and transportation of general waste in Nishinomiya  
• Collection and transportation of industrial waste

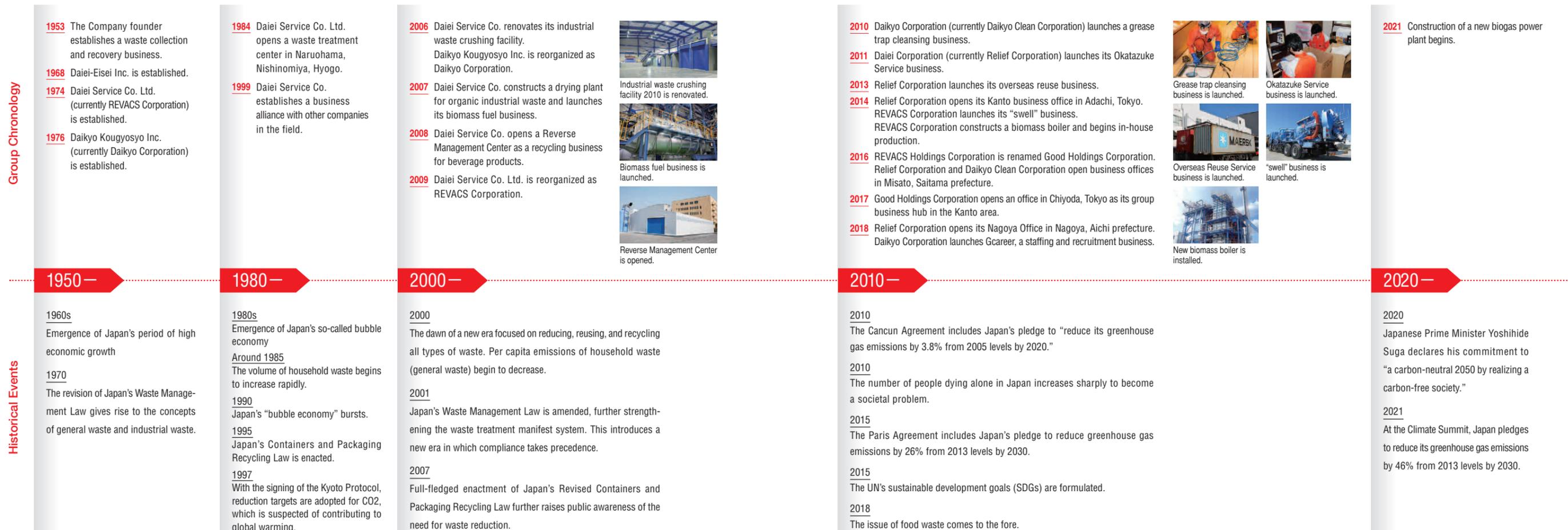
### Daikyo Corporation

• Waste collection in Itami  
• Staffing and recruitment

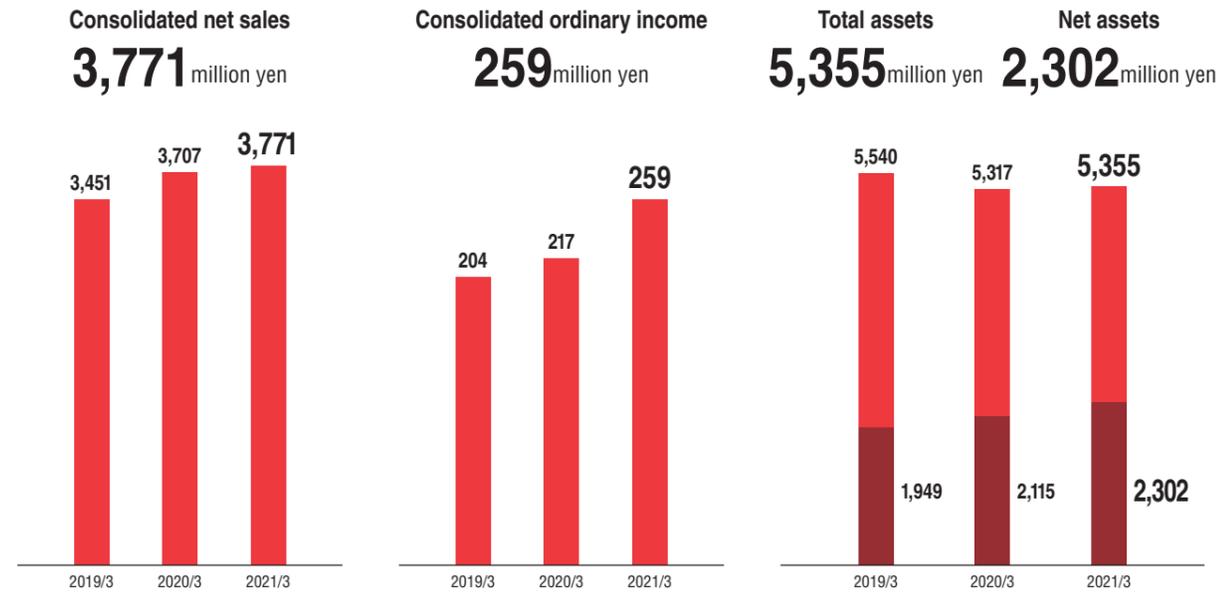
Location : 5-3-31 Kitagawara, Itami, Hyogo  
President & Representative Director : Kazuhisa Morishita  
Capital : 6 million yen  
Number of employees : 58  
Annual sales : 587 million yen

【 Main Business Activities 】  
• Collection and transportation of general waste in Itami  
• Collection and transportation of industrial waste  
• Staffing and recruitment business

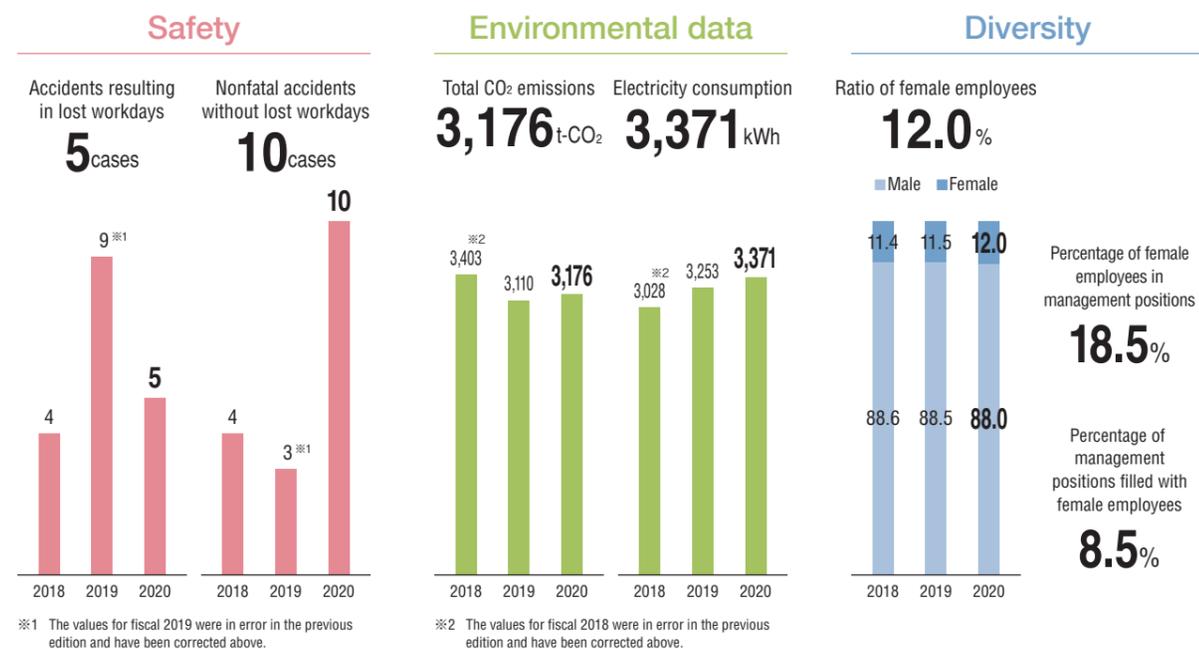
## Chronology of Good Holdings Group and Historical Events



Financial information



Non-financial information



※1 The values for fiscal 2019 were in error in the previous edition and have been corrected above.

※2 The values for fiscal 2018 were in error in the previous edition and have been corrected above.

Good Holdings Group Highlights for 2020

Recipient of the Award of Excellence from the 23rd Environmental Communication Awards

The Good Holdings Group Sustainability Report 2020 was the recipient of the Award of Excellence under the Environmental Report Section of the 24th Environmental Communication Awards (hosted by the Global Environmental Forum and Ministry of the Environment).



Recipient of the Encouragement Award, SME Section, under the 2020 Awards for Companies Promoting Experience-based Learning Activities for Youth

At the 2020 Awards for Companies Promoting Experience-based Learning Activities for Youth, sponsored by the Ministry of Education, Culture, Sports, Science and Technology, the Good Holdings Group received the Encouragement Award, SME Section, for its efforts in support of "Kodomo Nogyo-juku".



Alternative event to Kodomo Nogyo-juku held in 2020.

A "Rice and Potato Harvesting Experience" was held on October 18, as an alternative event to Kodomo Nogyo-juku. The Kodomo Nogyo-juku event was canceled due to the COVID-19 pandemic, and only employees of our group companies and their families were invited to participate in the harvesting experience.



Construction of the new REVACS plant enters the planning stage.

On January 25, REVACS Corporation announced its intention to construct a biogas power plant in Naruohama, Nishinomiya, Hyogo prefecture, capable of processing up to 70 metric tons per day. Large-scale biogas power plants are rarely located in the suburbs of a city, so this will be the largest such facility planned for the Keihanshin area.



Media appearance

The unique businesses of our various Group companies received the following media coverage.

- REVACS Corporation
  - Kobe Shimbun (June 17, 2020 issue)
  - Mega Solar Business (February 12, 2021 issue)
  - The Recycling Economy Times (February 22, 2021 issue)

- Relief Corporation (Okatazuke Service)
  - The Recycling Economy Times (August 31, 2020 issue)
  - Monthly the Waste (April 1, 2020 issue)

- Daiei Corporation (SAKURA team)
  - Broadcast on "Nazetoki" on the information program "Mint!" (Broadcast on March 9, 2020)
  - Sankei Shimbun: "Living a New Daily Life" (June 20, 2020 issue)

- Daikyo Clean Corporation
  - The Recycling Economy Times (September 14, 2020 issue)

A portion of the proceeds from the REVACS food waste treatment business is donated to a food bank.

On June 10, REVACS donated a portion of its previous year's profits from its industrial waste treatment business to Food Bank Kansai (Kobe, Hyogo prefecture; Representative Director: Megumi Asaba\*), a certified non-profit organization.

Company sailing team wins 3rd place at the Kansai Championship.

The Good Holdings Sailing Team earned a 3rd-place finish at the International Snipe Class Kansai Championship held at Shin Nishinomiya Yacht Harbor in Hyogo prefecture on September 20 and 21.





Addressing the SDGs Through Our Business Operations



## REVACS Corporation

Exploring the potential applications of industrial waste to contribute to the emergence of a society committed to recycling

REVACS Corporation aims to recycle resources by expanding the recycling of industrial waste. Earning the trust of stakeholders through a management approach that emphasizes legal compliance and transparency, REVACS sees its corporate mission as contributing to the emergence of a society committed to sound recycling by taking the lead in creating a higher-quality recycling flow.



**Eiji Yamamoto**  
President & Representative Director

### Expanding the business scope from recycling of industrial waste to the generation of renewable energy

REVACS Corporation has taken on the societal mission of reducing waste and has sought to recycle all industrial waste and recycle resources across its three business areas: Organic Biomass Recycling, Food Recycling, and the Alliance Network.

REVACS has been developing its recycling business with the theme of addressing the societal issue of food waste. The most important step in eliminating food waste is simply to stop wasting food; however, as long as we remain committed to food choice practices around the world that enable us to eat whatever we want at any given time, eliminating food waste will remain a difficult objective. Given this situation, REVACS believes that its mission is to recycle the food that has been lost by means of higher-quality recycling.

While searching for a new approach to recycling that provides higher added value, REVACS proceeded with a plan to construct a biogas power plant that produces renewable energy from food waste as a new treatment method. A plant construction permit was granted in December 2020, and construction started in 2021. The plant is scheduled to start full-scale operation in 2023.

The development of this biogas power plant will add the value of power generation to the recycling portfolio of REVACS. While this also presents a challenge for those working in the new field of renewable energy, at the same time it will contribute to the achievement of the 2030 targets for the SDGs as well as the carbon neutral declaration for 2050.

### Working toward a future in which food waste is recycled as a resource

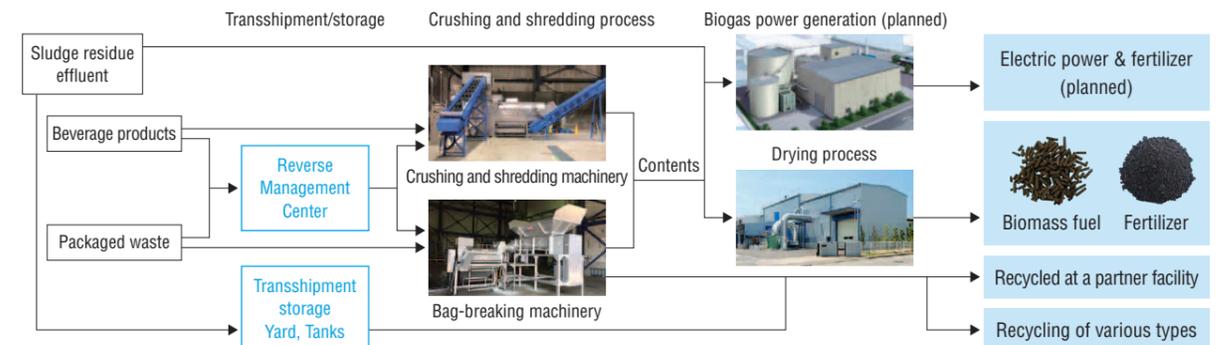
As a company aiming to contribute to the emergence of a society committed to recycling, REVACS envisions a future in which organic waste is recycled as a resource in urban areas. Food waste generated in urban areas is converted into a biomass resource and recycled at the company's own urban facilities. Beyond that, the company envisions a future in which resource circulation follows a loop within the company itself, by allowing for farming utilizing biomass fertilizer, for example.

REVACS also engages in value-adding activities such as supporting food banks, providing environmental education for children, and engaging in other educational activities. Also planned are collaborations with educational institutions in the suburbs through a transformation into a familiar facility where one can learn about renewable energy at the biomass gas power plant that is scheduled to open soon.

In the current fiscal term, REVACS has been able to take a further step toward the circular society of the future, despite the setbacks suffered by the emergence of the COVID-19 pandemic.

The current goal is to aim for 100% operation of the biogas power plant for the time being. REVACS is pursuing the recycling of industrial waste resource in its recycling business through the organic biomass resource recycling business, food recycling business, alliance network business, and renewable energy business. In this way, REVACS is contributing to the emergence of a society committed to recycling.

### REVACS Recycling System



#### Topics

### Construction of the largest biogas power plant in the Keihanshin area: Generating renewable energy from food waste

Biogas power generation entails the generation of biogas from organic waste such as food waste by means of microbial fermentation and the generation of power by means of gas engine generators. The plant under construction will generate electricity by consuming the 70 metric tons/day of industrial waste produced in the Kinki region, predominately in the Hanshin area.

Raw material input will begin in July 2022 ; the plant is scheduled to begin full-scale operation in January 2023.

Large-scale biogas power plants located in a suburb are rare, and this is the largest such attempt in Keihanshin area. In addition to contributing to the convenience of waste collection operators and reducing transportation costs, REVACS plans to collaborate with local governments, NPOs, educational institutions, and environmental companies as a facility that enables the public to become familiar with the link between food recycling and renewable energy.



Interview with the Business Manager

### Takeshi Kojima

Director of Treatment Center

Contributing to the achievement of SDGs goals and the emergence of a carbon-free society

As the world moves toward decarbonization and meeting the objectives of the SDGs, we are pleased to make it possible to use food-based organic waste, which we have handled for many years, as a contributor to renewable energy.

We conducted numerous simulations of everything from component analysis and sample tests to determine how effectively organic waste handled by our company can generate electricity in a limited space on a Group site. Every step took a significant amount of time, from selection of a manufacturer to the formulation of the current plan.

In biogas power generation, raw waste materials containing a variety of components are fermented by microorganisms. This presents the problem of how to stabilize the waste in a steady state. We will also use the construction period to collect more information on the types of raw materials expected and will accumulate scenarios for simulations of load fluctuations.

Effective use of the digestive juice generated as a fermentation residue is a future challenge to be addressed. In our current plan, after the digestive juice is dehydrated, the filtrate is aerated and discharged into the public sewer system and the dehydrated cake is accumulated for use as a raw material in fertilizer. If the digestive juice can be used in its original state, it can be used with less environmental impact and without any wasteful consumption of energy.

We believe that, five years into the future, the new plant will be firmly on track as it enters its fourth year of operation. We are therefore confident that we will be contributing to the achievement of the SDG goals before 2030. Furthermore, we believe we can contribute to the emergence of a carbon-free society by utilizing the expertise thus accumulated.

## A Comprehensive Recycling Business for Industrial Waste

### The business of generating biomass from organic waste

#### Recycling organic waste as a biomass resource

Our plant dries organic waste such as activated sludge and animal and plant residues generated by business establishments. This waste is 100% recycled into biomass resources such as biomass fuel and fertilizer.

### Food recycling business

#### Targeting 100% recycling of food waste

We crush and dry waste beverage products and packaged food-related commercial waste generated as a result of expiration or manufacturing losses. These are recycled as biomass resources. Both the containers and contents of waste beverage products are 100% recycled.

### Alliance Network business

#### One-stop support for all types of recycling

Because waste-processing contractors each specialize in treating different types of industrial waste, we can position ourselves as a one-stop service provider capable of handling all types of waste. We offer the optimal waste treatment processes by making full use of the expertise we have cultivated over many years along with our network of partner companies.

## Infrastructure Cleaning Business

### “swell” business

#### A cleaning service specializing in factory infrastructure

Our “swell” business we established in 2018 in response to those customers who requested not only waste treatment but also comprehensive factory cleaning. The company provides specialized cleaning services for factory equipment. We are also developing the business to devise the ability to respond to issues that are technically difficult and that advanced technology has not yet addressed. At the same time, we are planning and offering improved cleaning services suited to the customer’s worksite while contributing improvements in terms of cost and efficiency. With our technical expertise and ability to propose solutions, we are helping to maintain the functioning of a factory’s environmental infrastructure.

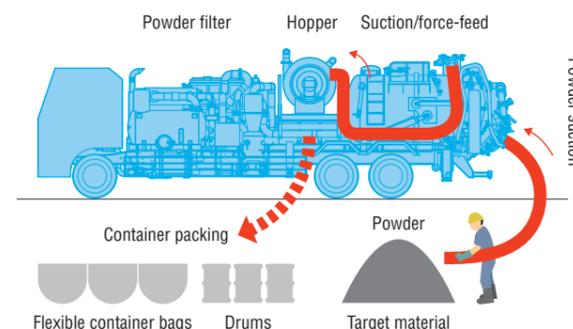
### Providing comprehensive cleaning services with the industry’s most powerful vacuum trucks

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



### Introducing our new multi-suction vacuum trucks

The multi-suction vehicle is a specialized vehicle used only for powder work. This single vehicle performs tasks that were previously handled by multiple units, including suction and force-feeding, container packing, and powder transport. This innovative vehicle saves a great deal of time and effort. Trade show appearances and other promotional activities were launched in fiscal 2020, with product sales beginning in fiscal 2021.



## Mitigation initiatives targeting environmental burdens Total electricity consumption (kWh)

### Recycling rate for industrial waste

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

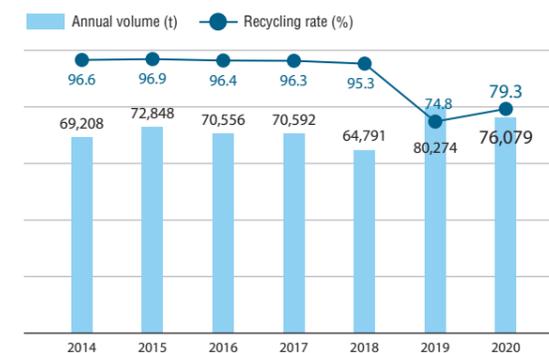
The recycling rate in fiscal 2020 was 79.3%. This represents a year-on-year increase due to our development of new recycling destinations for waste containers that were previously incinerated.

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

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

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

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



※ The values previously posted for the past year were in error. The correct values appear above.

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

### Energy consumption of the Waste Treatment Center

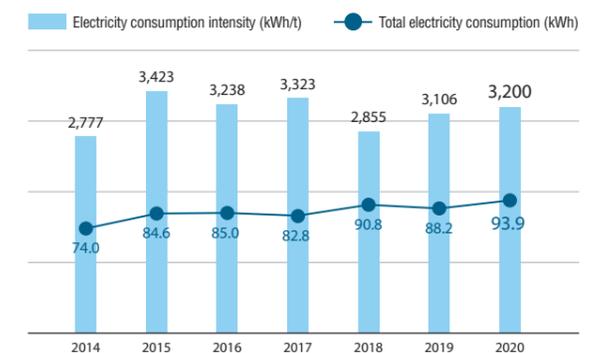
#### Our commitment to energy efficiency

The REVACS Waste Treatment Center, a crushing and drying facility, is powered by electricity and city gas. In fiscal 2020, our electricity consumption increased to 3,199,896 kWh due to the addition of a stirring blower in the waste liquid receiving pit. This was adopted in order to make the properties of the raw material more consistent.

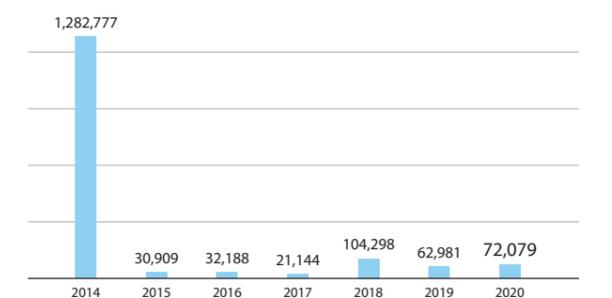
In addition, with our wood chip boilers out of service due to a maintenance issue, our consumption of city gas increased due to our use of city gas boilers on several more days than was the case in the previous year.

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

#### Electricity consumption of the Waste Treatment Center



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



### Odor mitigation measures

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

We have installed five activated carbon deodorizers in the crushing and transshipment/storage facility and have constructed shutters for the sludge and plant and animal residue storage yards. These shutters remain closed except when the waste is being delivered. High-concentration odors generated in the drying facilities are combustion-deodorized in the combustion chambers of the biomass boilers. As for various low-concentration odors, these are neutralized with chemicals by chemical cleaning equipment. In fiscal 2020, the results of odor measurements required under the Environmental Protection Agreement entered into with Nishinomiya City were all within regulatory values.

### Water pollution prevention measures

#### Maintaining water quality through regular analyses

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

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

#### Committed to preventing waste leakage and outflow

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



## Relief Corporation

### Contributing to the emergence of a sustainable society through two ventures: Our Okatazuke Service and Overseas Reuse Business

In 2011, Relief Corporation launched the Okatazuke Service to address social issues that had arisen against the backdrop of Japan's aging population. In addition, we established the Overseas Reuse Business as a mechanism for recycling disused personal items collected as part of the Okatazuke Service. These businesses are clearly contributing to conservation of the global environment.



**Kenichi Akazawa**  
President & Representative Director

### Okatazuke Service launched to address the problems of an aging society

We launched our Okatazuke Service in 2011. Against the backdrop of Japan's declining birthrate and aging population, the public became aware of a new social problem around 2008 and 2009, specifically, the number of elderly in one-person households who were dying alone. As a result, we received a growing number of consultations from individual customers and representatives of local governments.

At that time, the business of disposing of people's personal possessions after death, had a rather low reputation among the public, as the nature of the services offered was vague and the pricing system was opaque. We engaged in a great deal of deliberation before making the commitment to enter this business, but we decided to do so after many members of the public admitted that they didn't know where to go to resolve their situations, and they were being charged unreasonably high amounts of money for these services. In response to the lack of appropriate services available, we started our business as a division of Daiei Corporation with a commitment to responding to this need. We were also determined to offer our Okatazuke Service to meet the clear public need for such a service.



### Creating a trusted industry by adopting a policy of transparency regarding all charges and services offered

Our first step in building a healthy industry was to clarify the scope of services offered and the accompanying charges and to publicize them for all to see. By presenting a visual record of our charges on the company website and verifying that "no additional charges apply," we established a de facto industry price standard and enabled prospective customers to easily understand our charges and readily compare services.

Moreover, by ensuring the same team members assume responsibility for everything from providing the initial quotation to performing the actual work, we have built a service system that encourages customers to contract us with complete peace of mind while maintaining close communication with our teams.



Addressing the SDGs Through Our Business Operations



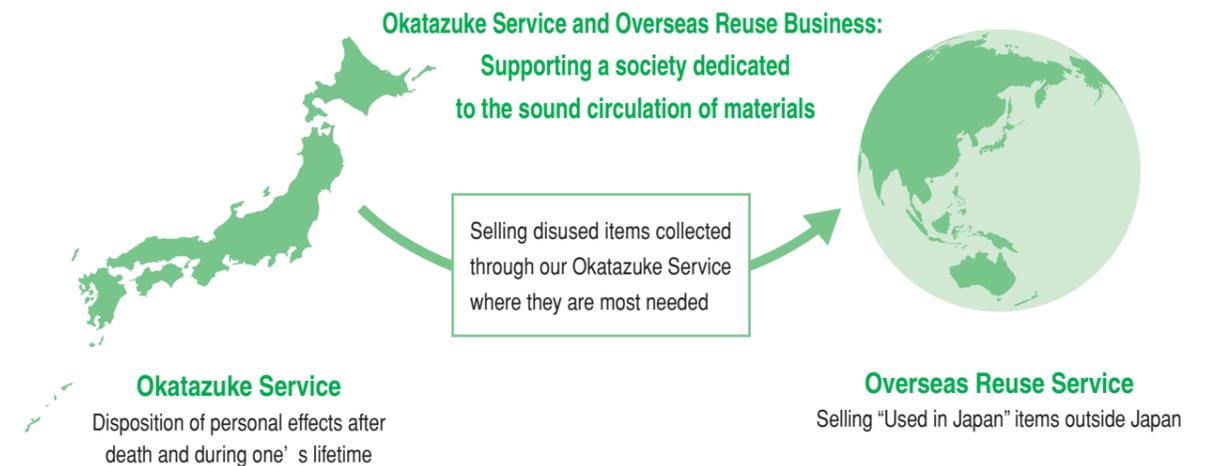
### Contributing to the emergence of a society committed to recycling through every phase from waste collection to reuse

Since launching our Okatazuke Service, we have been seeking sales channels for the unneeded items we have collected. The first step was to determine whether reuse was a feasible alternative to disposal. It took time to establish the mechanism, but in the process, we discovered that second-hand goods from Japan are actually in demand in Asia, where they are known as "Used in Japan" items. We immediately conducted a field survey and were able to launch our Overseas Reuse Business in 2013 as a joint venture with a Cambodian company.

The mechanism for offering the disused items collected by our

Okatazuke Service overseas as "Used in Japan" not only addressed our society's commitment to recycling, but also reduces processing costs for our customers.

To date, we have delivered these disused items to local recycling shops in more than 10 countries mainly in Southeast Asia. We have determined, however, that the important strategy is to deliver items to the locations where they are most needed. In order to implement our management philosophy of Goho-Yoshi (beneficial for all five parties), we deliver needed products only after conducting thorough field surveys to determine the optimal locations.



"Used in Japan" items on display in recycling shops outside Japan. These items are so popular that crowds form whenever a container arrives.



Field surveys ensure that we ship disused items to the locations where the greatest need exists.



Addressing the SDGs Through Our Business Operations



## Daikyo Clean Corporation

### Becoming a desirable business by contributing to global environmental conservation

Daikyo Clean Corporation offers a range of cleaning services that include cleaning of grease traps (oil-water separation interceptor device) installed in commercial kitchens, drainage pipes in buildings and large facilities, and water storage tanks. As an enterprise that supports the infrastructure of the food and beverage industry, Daikyo Clean is helping to reduce the burden on the global environment while maintaining high levels of hygiene.



**Masafusa Tsuda**  
President & Representative Director

### Improving our customers' work environments while helping to conserve the global environment

Daikyo Clean Corporation specializes in grease trap cleaning for the food and beverage industry and the cleaning of drainage pipes and water storage tanks for buildings and large facilities. A grease trap is an oil-water separation interceptor device, which collects vegetable waste and surplus food from commercial kitchens by means of a wire mesh basket that separates out the grease and prevents it from flowing into the sewer system. Restaurants are required to separate oils so that waste containing oil does not damage piping; grease traps function to separate out the oil by causing it to float on water, thus preventing the oil from flowing out into the sewer system. The oil suspended on water requires regular cleaning services to remove it, and failure to do so can result in foul odors and pest infestations.

Daikyo Clean consistently performs all steps from grease trap cleaning to the oil separation process in addition to cleaning the drainage pipes and water tanks. By providing comprehensive support for our customers' work environments, Daikyo Clean helps to reduce the load on the global environment while maintaining the required degree of hygiene.



### Strengthening business capabilities with a strong organizational foundation

In fiscal 2020, the economic environment in which we operate changed significantly. The spread of COVID-19 had a profound impact on the food and beverage industry, and our grease trap cleaning business had to be temporarily suspended. However, even under these circumstances, the continued patronage of customers and continued requests for the company's services were a great boost to our confidence.

For more than a decade since its founding in 2010, Daikyo Clean has been promoting market growth. We believe that the preceding fiscal year provided an excellent opportunity for us to catch our breath and gain a fresh perspective on our current pace of growth.

From the next fiscal year onward, we will continue to expand the market as part of the infrastructure of the food and beverage industry. We intend to review market needs again and actively enter new markets. We also plan to strengthen the drainage pipe and water tank cleaning business for stores and commercial facilities such as hospitals, large shopping malls, and retail stores.

Moreover, during the current fiscal term, all employees were able to reaffirm their corporate value and share their awareness of how to increase it in the future. As a company, we believe that our raison d'être is to become a company that can contribute to our customers and society at large, but toward that end we must first be a company that is good to our employees. In order to remain a company that our employees can take pride in, we intend to use our strong organizational foundation as a new source of vigor as we strengthen our business capabilities beginning in the next fiscal year.

## Five Reasons for Choosing Daikyo Clean

In fiscal 2020, the food and beverage industry was severely affected by the spread of the COVID-19 pandemic. Even under these circumstances, many clients continued to choose us to clean their grease traps and drainage pipes on a regular basis. This gave us great encouragement and was a boost to our confidence. We will continue to contribute to society as our customers' first choice.

### Reason 1 Daikyo Clean has performed more than 20,000 service visits annually.

With more than 20,000 service visits annually, Daikyo Clean has demonstrated the strength to respond to the requirements of all facilities with the technical skills and expertise gained from extensive business experience. In addition to handling grease trap cleaning for the food and beverage industry, Daikyo Clean has undertaken the cleaning and repair of drainage pipes and water tanks at large shopping malls, airports and hospitals.

### Reason 2 Comprehensive and appropriate processing through legal compliance

Companies are required to take into account the proper transportation and disposal of waste; at the same time, they must consider environmental conservation and reduction of environmental impacts. All oil and food residues collected as part of Daikyo Clean's cleaning processes are properly treated as industrial waste, and a manifest is issued to confirm this processing after all tasks are completed. As a result, Daikyo Clean has been identified as a company that carefully manages risk.

### Reason 3 A commitment to zero complaints

In fiscal 2020, Daikyo Clean was able to maintain a record of zero customer complaints. All employees who engage in cleaning tasks are fully qualified as "industrial waste professionals" who adhere to stringent work practices in all steps including carry-in of cleaning equipment, cleaning tasks, issuance of manifests, and carry-out.

### Reason 4 Providing services for both the uppermost and below-ground floors of large complexes

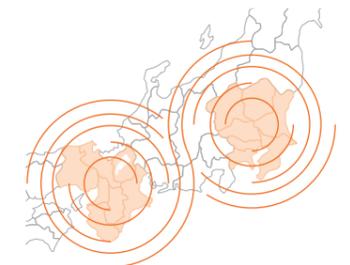
Daikyo Clean accommodates the needs of customers located on both the uppermost and below-ground floors of buildings and large complexes that are considered difficult to service. In order to meet a wide range of needs, the company maintains a fleet of high-pressure cleaning vehicles, vacuum trucks, and portable cleaning equipment in order to respond to customer requests without exception.



Daikyo Clean operates a fleet of work vehicles, including eight 3-ton vacuum trucks, two 7-ton vacuumtrucks, two high-pressure cleaning vehicles, and two 2-ton flatbed trucks.

### Reason 5 One-stop support for nationwide chain stores

Daikyo Clean expanded into the Kanto region in 2016 and is steadily expanding its service area across the country. Currently based in Kansai and Kanto, Daikyo Clean covers a service area encompassing a total of 14 prefectures. By expanding the scale of its business nationwide, Daikyo Clean is establishing a system capable of accommodating major national chain stores through one point of contact.





## Daiei Corporation

**Hiroyuki Kimura**  
President & Representative Director



## Daikyo Corporation

**Kazuhisa Morishita**  
President & Representative Director



### By providing an essential service that helps to maintain the functioning of society, these businesses are committed to upholding our mission of ensuring business continuity.

As approved contractors licensed to collect and transport general waste, Daiei Corporation of Nishinomiya city and Daikyo Corporation of Itami city are focused on the collection and transport of household waste, commercial waste, and oversized household waste. As part of the social infrastructure, they contribute to their communities while remaining committed to the continuing and uninterrupted operation of their respective businesses at all times.

### Fulfilling our responsibilities as an integral component of social infrastructure while maintaining uninterrupted service even in the event of an emergency

Daiei Corporation and Daikyo Corporation collect and transport household and commercial waste and collect oversized household waste in the cities of Nishinomiya and Itami, respectively. They regard their businesses as a service industry that contributes to a more comfortable life on a daily basis and always aim to provide better services. In light of the situation caused by the recent COVID-19 pandemic, they have reaffirmed that their business is an integral component of social infrastructure that must continue under all circumstances for the benefit of all citizens. All employees have renewed their determination to support the social infrastructure as essential workers and have taken all possible measures to fulfill their responsibilities and prevent the spread of the virus.

### A commitment to formulating and implementing the BCP (business continuity plan) in anticipation of natural disasters and epidemics of infectious diseases

Daiei Corporation and Daikyo Corporation are focusing on formulating and implementing their BCP for eventualities that could hinder the performance of services. These events include natural disasters caused by global warming in recent years and the spread of the COVID-19 pandemic.

Since March 2020, when COVID-19 began to spread, thorough infection control measures have been implemented according to the BCP, and the safety of all employees involved in this work has been assured. Specifically, the companies established and reviewed a system requiring all employees to thoroughly wash their hands and wear masks, disinfect vehicles after work, and reduce contact with others by maintaining distinct teams of drivers and assistants.

They also reduced the number of internal meetings and devised ways to hold morning meetings and end-of-day meetings out of doors. All employees worked together to combat the spread of the infection, and although some operations were affected, they were able to fulfill the mission of maintaining the reliability of all waste collection operations.

Addressing the SDGs Through Our Business Operations



### A BCP that includes an operations management system for waste collection vehicles

As part of the BCP, an operations management system for household waste collection vehicles has been introduced. Drivers involved in environmental operations require familiarity with the locations and the roads along their assigned waste collection routes. It is a job that depends on the experience and intuition of individual drivers. The acquisition and systemization of this information through AI has enabled drivers and workers to collect the waste efficiently even along routes they are unfamiliar with. Therefore, in the unlikely event of a vacancy or absence, support can be provided among contractors and within the group.

In Itami city, the Itami Environmental Business Cooperative has already introduced an operations management system for household waste collection vehicles on a trial basis, with the goal of a full-fledged introduction during the next fiscal year. As a result, by implementing a cooperative system that goes beyond a single company, these companies are helping to establish a system that protects the lives of local citizens. In addition, Daiei Corporation is planning to introduce this system in Nishinomiya city, and it is already in effect on a trial basis along some routes.

By carefully preparing a BCP, they have put in place a comprehensive system to continue providing services to local residents even in the event of an emergency.

### Fulfilling all responsibilities with pride while protecting the local community

During the COVID-19 pandemic, the workers received many letters of thanks as well as supportive comments from residents of the local communities. These sentiments were highly encouraging to all workers as they labored amid concerns about the risk of infection. The letters and message cards that were handed directly to the employees as well as the message cards that were affixed to garbage bags were all taken back to the company and posted across the walls of the company's offices in order to share the positive messages with all employees.



While this work remains basic and necessary, the warm encouragement of local residents left each and every employee feeling quite grateful that members of the public clearly recognized the importance of their work to society at large. They will continue to perform their tasks with pride in the recognition that they are part of the societal infrastructure that supports the prosperous way of life enjoyed in the region.

#### Topics

### Contributing to the reduction of waste and the preservation of the global environment through the waste weighing system and a metered rate system

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



### Donating sweet potato seedlings to elementary schools as part of environmental education and food education initiatives

As part of its commitment to CSR (corporate social responsibility), Daikyo Corporation greatly values its ties to its local communities. Every year since fiscal 2010, it has donated sweet potato seedlings to elementary schools, special needs schools, kindergartens, and other such institutions in Itami. Through this effort, they are contributing to the environmental education and dietary education of children by encouraging them to cultivate these seedlings. The seedlings are germinated in leaf compost under the Kabutoyama Farmland Project, which is presided over by the Learning and Ecological Activities Foundation for Children (LEAF), an NPO in which our Group also participates. In fiscal 2020, a total of 2,031 seedlings were donated to 33 facilities comprising 15 elementary schools, one special needs school, eight kindergartens, six nursery schools, and three certified child centers. All involved remain dedicated to developing such initiatives in cooperation with like-minded local residents.



### Promoting the participation of women through the Sakura Team, an all-female waste collection team

In 2017, Daiei Corporation launched the "Sakura Team," the Kansai area's first all-female waste collection team. Currently, two of these Sakura units are collecting household waste in Nishinomiya. The retention rate of employees in this assignment is high because no overtime work is required, making it easy to balance housework and child care. What's more, communication with local residents is an enjoyable aspect of the job, and the outdoor work is healthy and fulfills the need for exercise. The brightness of the Sakura team also adds a lively spirit to the company. Daiei Corporation believes it can create an environment in which women work in good spirits while contributing to the cleanliness of the region.



# ESG initiatives

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



## Corporate Governance

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



## Environmental Initiatives

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



## With Employees

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



## With the Community

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



# Corporate Governance

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



### Our Approach

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

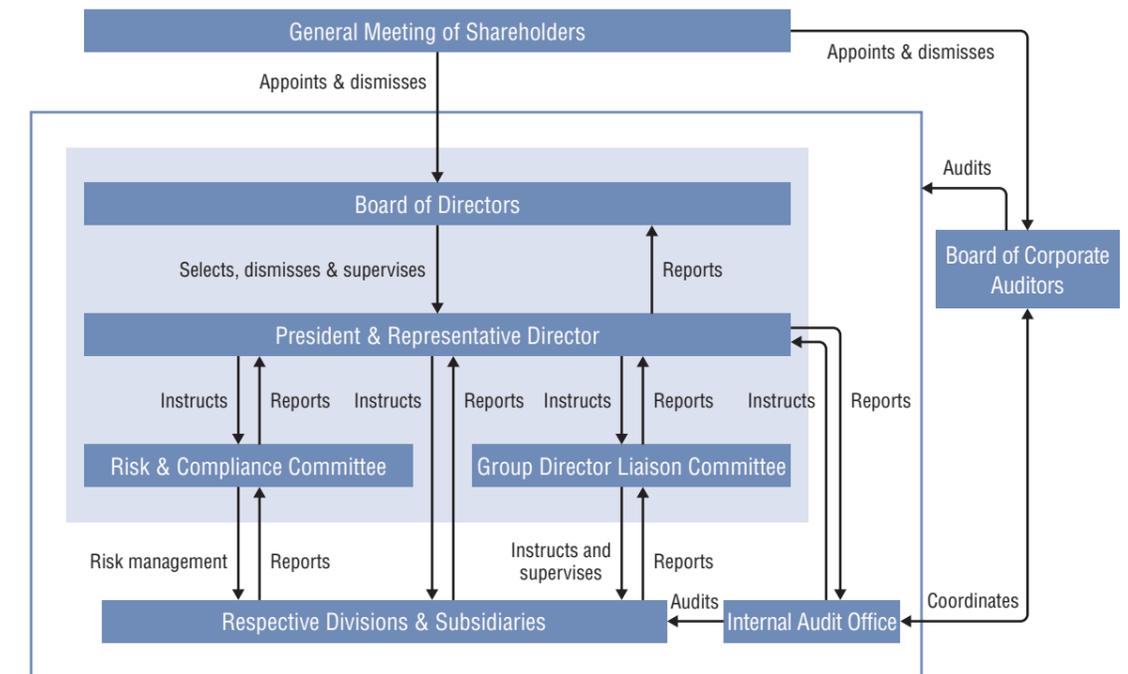
### Organizational Governance

### Management system

### Emphasizing assured transparency and seamless execution of operations

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

### Our Corporate Governance System



### Other Bodies

**Board of Group Department Managers** This assembly of all group executives convenes for the purpose of information-sharing as well as reviewing and improving the activities of the various companies. The financial results and activities of each company are reported, and the useful initiatives and challenges of the respective parties are identified and recognized.

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

## Compliance Status

### No record of serious violations of laws in fiscal 2020

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

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

We observed no record of any serious violations of laws in fiscal 2020.

#### Relevant laws (in part)

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

## Publication of Annual Sustainability Report

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

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

In fiscal 2015, following the Group's shift to a holding company system, the Good Holdings Group integrated these various company-specific reports into a single edition.

Our Sustainability Report 2020, published last year, was recognized for the second year in a row with an Award of Excellence from the Environmental Communication Awards.

We will continue to improve the Sustainability Report, as it represents an important method of communicating with our stakeholders.



## Together with the Community

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



#### Basic Approach

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

#### Objective and Achievement

[ Theme ] To be a secure and trustworthy company

	Target for 2020	Achievement in 2020	Target for 2021
<b>REVACS Corporation</b>	<ul style="list-style-type: none"> <li>Offering safe and reliable waste treatment services</li> <li>Reducing food wastage worldwide</li> </ul>	<ul style="list-style-type: none"> <li>Donations to the Kansai Food Bank</li> <li>Providing facility tours</li> <li>Issuing an email magazine</li> <li>Holding seminars</li> </ul>	<ul style="list-style-type: none"> <li>Offering safe and reliable waste treatment services</li> <li>Reducing food wastage worldwide</li> </ul>
<b>Relief Corporation</b>	<ul style="list-style-type: none"> <li>To contribute to the local community</li> <li>Presentation of the lifetime disposition seminar</li> <li>Holding of a joint memorial service</li> </ul>	<ul style="list-style-type: none"> <li>Participation in Kodomo Nogyo-juku</li> <li>Issuance of the annual Sustainability Report</li> <li>Presentation of the lifetime disposition seminar</li> <li>Holding of a joint memorial service</li> </ul>	<ul style="list-style-type: none"> <li>To contribute to the local community</li> <li>Participation in Kodomo Nogyo-juku</li> <li>Issuance of the annual Sustainability Report</li> </ul>
<b>Daikyo Clean Corporation</b>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Participation in Kodomo Nogyo-juku</li> <li>Issuance of the annual Sustainability Report</li> </ul>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>
<b>Daiei Corporation</b>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Issuance of the annual Sustainability Report</li> <li>Participation in Kodomo Nogyo-juku</li> </ul>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> </ul>
<b>Daikyo Corporation</b>	<ul style="list-style-type: none"> <li>To interact with the local community</li> <li>Participation in social contribution initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Participation in local cleaning events</li> <li>Issuance of the annual Sustainability Report</li> <li>Cleaning activity (weekly)</li> <li>Donation of sweet potato seedlings to primary schools</li> </ul>	<ul style="list-style-type: none"> <li>To interact with the local community</li> <li>Participation in social contribution initiatives</li> </ul>
<b>Good Holdings Group</b>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> <li>Donations to charities</li> <li>Issuance of the annual Sustainability Report</li> <li>Submission of applications for awards</li> </ul>	<ul style="list-style-type: none"> <li>Participation in the Kodomo Nogyo-juku</li> <li>Donation to Child's Dream, an NPO</li> <li>Issuance of the annual Sustainability Report</li> <li>Submission of applications for awards</li> </ul>	<ul style="list-style-type: none"> <li>Participation in social contribution initiatives</li> <li>Donations to charities</li> <li>Issuance of the annual Sustainability Report</li> <li>Submission of applications for awards</li> </ul>

## Participation in Kodomo Nogyo-juku

### Holding alternative events to Kodomo Nogyo-juku

In fiscal 2020, the "Rice and Potato Harvesting Experience" was held on October 18, 2020 as an alternative event to Kodomo Nogyo-juku. In order to minimize the spread of Covid-19 and promote safety, the participation of urban elementary school students was halted and only employees of our Group companies and their families participated in the event.

In addition, the Good Holdings Group's initiative at the Kodomo Nogyo-juku received the Encouragement Award under the 2020 Awards for Companies Promoting Experience-based Learning Activities for Youth from the Judging Committee of the Ministry of Education, Culture, Sports, Science and Technology.



## Hosting of JICA Trainees

### Helping participants from other countries solve problems related to waste

The Kansai Center of the Japan International Cooperation Agency (JICA Kansai) provides training to improve the administrative capabilities of municipal employees involved in waste treatment in various countries. In fiscal 2020, this training was not offered due to the impact of the COVID-19 pandemic, but in February 2020, just prior to the outbreak, REVACS Corporation hosted trainees from JICA Kansai.



The training was conducted to improve the administrative and management capabilities of government and municipal employees responsible for waste treatment. Six people visited the company from the countries of Bangladesh, Egypt, Georgia, Myanmar, Pakistan and Turkey. The trainers provided explanations of the recycling business, the treatment of industrial waste, and energy-efficiency measures. They also participated in tours of drying facilities as well as crushing and bag-breaking facilities.



## Participation in Industry Seminars

### Initiatives to raise awareness

We believe it is essential that both our customers and consumers alike develop an interest in and knowledge of environmental and social issues. Toward this end, our various companies distribute information on a regular basis and provide opportunities for encouraging consultation.

#### Major Industry Seminars in Fiscal 2020

##### Relief Corporation

Month	Event
Jul 2020	Mainichi Newspaper Online Seminar: "End-of-Life Disposal of Personal Effects"
Nov 2020	Welfare Funeral Life Arrangement Seminar: "Arranging Your Affairs: A Stitch in Time Saves Nine"
Dec 2020	Senior Life Yorozu Counseling Room: Trade fair offering services for seniors
Jan 2021	Odakyu Real Estate Setagaya: "Cleaning up a Parent's Home & Dealing with Vacant Housing"
Jan 2021	Odakyu Real Estate Shinyurigaoka: "Cleaning up a Parent's Home & Dealing with Vacant Housing"
Feb 2021	Kwansei Gakuin Realtors Club Study Group: "Basics of the Waste Disposal Law: Application to Real Estate Transactions"
Feb 2021	Nichiryoku "End of Life Seminar"

## Blood drive to raise public awareness of the importance of blood donations

### Providing support for blood drives

As part of its social contribution initiatives, Daiei Corporation supports the blood drives conducted by the Japanese Red Cross Society. In fiscal 2020, we encouraged the employees of all our operating companies to participate in our August Blood Drive. This effort was successful, as more than 32 people attended, with 26 donating blood. As concerns have arisen about a decline in the number of people who volunteer to donate blood, we will continue to cooperate proactively as a "blood donation supporter" that contributes to the effort to raise awareness of blood drives and the need to donate blood.



## Corporate Sports

### Our sailing team is an active participant in several competitions

Our group put together a sailing team in 2013. This team has a history of achieving excellent results in numerous competitions.

In October 2019, it racked up a series of achievements such as its participation in the world championships as a representative of Japan. In April 2020, one new employee joined the sailing team with the goal of playing an active role. Due to the COVID-19 pandemic, however, many national tournaments were canceled or postponed: as a result, only two tournaments were held. Against this background, the team competed diligently in September 2020 to finish third in the International Snipe Class Kansai Championship, thus qualifying for the All Japan Snipe Class Yacht Championship in November.



#### Activity Report & Results for 2020

- Sep International Snipe Class Kansai Championship: Yamamoto & Tanabe, 3rd place
- Nov All Japan Snipe Class Yacht Championship: Yamamoto & Kuwahara, 41st place

## Participation in Exhibitions

### Creating opportunities to meet many people

Our group companies are participating in various exhibitions to increase public awareness of our businesses and our corporate social responsibility initiatives. These also present opportunities for hearing about the various issues many are facing today.

#### Major Exhibitions in Fiscal 2020

Month	Organizer	Event
Jul	REVACS Corporation	Maintenance Resilience, OSAKA 2020
Nov	Daikyo Clean Corporation	Building Maintenance & Clean EXPO 2020



Exhibitions

## Business Continuity Planning (BCP)

### BCP Disaster-Response Headquarters established.

Our Group has identified the risks of damage from powerful earthquakes and typhoons as requiring a priority response in order to protect the health and safety of employees and their families. In order to expedite the recovery of the local community and provide assistance to sustain our customers' business operations, we have established a BCP Disaster Response Headquarters to ensure that our business operations can be maintained or resumed without delay.

In addition, in March 2020, in order to maintain the health and safety of employees and ensure the continuation of business with a social mission in response to the COVID-19 pandemic, the BCP Disaster-Response Headquarters established a COVID-19 countermeasures division. Discussions were held and information was shared on business risks, measures to protect against infectious diseases, and compensation for leave of absence to infected employees, among other topics.

### Outline of discussions of COVID-19 countermeasures held at the BCP Disaster-Response Headquarters

- Events** Three discussions held at the BCP Disaster-Response Headquarters from March to April 2020
- Overview** Discussions touched on the business impacts and risks to each Group company, response policies and issues, specific infection prevention measures, consideration of employee leave compensation and subsidies, information monitoring from the national and local governments, information sharing, and other topics.

## BCP Training

BCP training was conducted in July and October 2020. We carried out initial responses and safety checks in anticipation of typhoons and earthquakes.

## Media appearances and publicizing of achievements

### Initiatives of our various group companies as appearing in a variety of media

#### REVACS Corporation

Name	Interviewer / Publisher
June 17, 2020: Kobe Shimbun	issued by Kobe Shimbun
February 12, 2021: Mega Solar Business	issued by Nikkei BP
February 22, 2021: The Recycling Economy Times	issued by Nippo Internet

#### Relief Corporation

Name	Interviewer / Publisher
"Professional Handling of Personal Effects"	A commercial broadcast on various TV stations
April 1, 2020: Monthly the Waste	issued monthly by Nippo Internet
May 4, 2020: Japan Rental Housing Newspaper	issued by Zenkoku Chintai Jutaku Shimbun
August 17, 2020: Japan Rental Housing Newspaper	issued by Zenkoku Chintai Jutaku Shimbun
Autumn 2020: Japan Tax Journal No. 38	issued by Nichizei Business Service

#### Daikyo Clean Corporation

Name	Interviewer / Publisher
September 14, 2020: The Recycling Economy Times	issued by Nippo Internet

#### Daiei Corporation

Name	Interviewer / Publisher
June 10, 2020: Sankei Shimbun	issued by Sankei Shimbun

## Introduction of the Safety Status Confirmation System

In September 2020, we introduced a safety status confirmation system to ensure that employees (including regular employees as well as part-time employees and employees posted on assignment) could report their safety status quickly and reliably in the event of a disaster without relying on input from human resources. This has made it possible to confirm the safety status of employees and communicate necessary information in a short time.

## Revision of the BCP manual

In August 2020, in response to the COVID-19 pandemic, we added a COVID-19 response section to the BCP manual that includes specific details from the initial response, such as preventive measures to address infectious diseases, reporting the suspected presence of an infectious disease, cases where a person become a close contact and cases where a person becomes infected.

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



## About Child's Dream

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

Child's Dream, a charitable organization established in 2003,

is dedicated to providing unconditional help for underprivileged children who lack educational opportunities due to human rights violations.

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



## Our Support Efforts

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

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

In 2013, we launched our overseas reuse business, which ships disused articles collected through our Okatazuke Service to

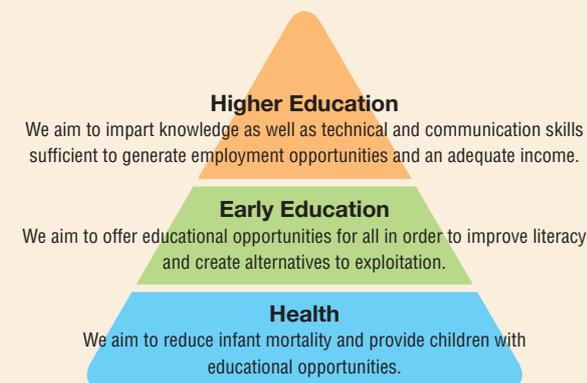
people in other countries who can make use of them. To date, most of these items have been exported to Southeast Asia. The more we visited the outlying areas of these various countries, the more we observed economic disparities and a variety of other social issues.

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

## Child's Dream Initiatives

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

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



## Achievements of Child's Dream in 2020

<b>Higher Education</b>	<ul style="list-style-type: none"> <li>• 8,163 students received vocational training for future employment.</li> <li>• 621 university scholarships were awarded.</li> </ul>
<b>Basic Education</b>	<ul style="list-style-type: none"> <li>• 344 school buildings were constructed.</li> <li>• We supported high school scholarships awarded to 2,302 students.</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>• 3,054 community members received drug prevention and awareness training.</li> <li>• 20,069 children were taught the basics of health and hygiene.</li> <li>• 1,950 children received life-saving operations and medical interventions.</li> </ul>