

Strategic Initiatives for Climate Change Mitigation			Business Impact Assessment	
Risk Category	Item	Outline	Results of Business Impact Assessment in 2030	
			2°C or 1.5°C scenario	4°C scenario
Opportunities Related to Transition Risk	Energy	Develop a competitive advantage by reducing CO <sub>2</sub> emissions	As taxes are incurred on fuel combustion and electricity use following the introduction of carbon taxes, reducing CO <sub>2</sub> emissions leads to a reduction in operating costs	Responding leads to a competitive advantage over competitor companies by limiting operating costs
	Resilience	Create competitive advantage with appropriate management of materials or suppliers	Create supply chain resilience by considering switching to materials with a low environmental impact, and appropriately managing the diversity of suppliers	Responding directly leads to a reduction in procurement costs or differentiation from competitors
	Products/ Services	Tap into decarbonization demand by developing and selling environment- friendly products	Increase in demand for products with lower CO <sub>2</sub> emissions than current	Increase sales by selling low environmental impact products to customers
	Market	Tap into decarbonization demand by developing and selling new products in new environment- friendly markets	Increase opportunities to provide new products with a higher demand in a low-carbon society	Increase sales with product development and sales as new environment-related markets open up
	Resource Efficiency/Energy	Limit operating costs by responding to rising energy costs	Limit operating costs with resource-saving and energy-saving initiatives, and effective use of renewable energy, despite rising energy costs	Responding leads to a competitive advantage over other companies by limiting operating costs by a certain amount
	Products/Services	Increase in associated products as ZEVs become more widespread	Increase in the market related to semiconductors, electronic components and batteries	Growth in sales following increased demand in products as ZEVs become widespread
	Products/Services	Enhance "Noritake" brand power based on environmentally conscious image	Increase in evaluation by stakeholders and brand power as a company through development and sales of environment-friendly products	Increase in corporate value with more environmentally conscious image
Physical Risk	Resilience	Supply chain resilience	Create supply chain resilience with appropriate measures and response, despite the increase in disasters	Responding leads to a competitive advantage over competitor companies by limiting losses in the event of disasters
	Resilience	Increase in health and safety standards	With temperatures continuing to rise, health and safety standards are increasing by advancing measures and responses for employees such as treatment for heatstroke	Responding leads to a competitive advantage over competitor companies by limiting the drop in health and safety standards