

Risks				Opportunities		Response Measures
Transition Risks	Policies/ Regulations	Increase in CO ₂ emissions costs due to introduction of carbon taxes and carbon emissions restrictions	Convert to opportunity	Energy	Develop a competitive advantage by reducing CO ₂ emissions	<ul style="list-style-type: none"> Reduce CO₂ emissions by further promoting energy-saving and resource-saving efforts, introducing renewable energy, and implementing fuel conversion that are already in place
	Technology/ Market	Respond decarbonization upstream in the supply chain and materials shortage	Risk Reduction Measures	Resilience	Create competitive advantage with appropriate management of materials or suppliers	<ul style="list-style-type: none"> Develop framework and systems for supplier management, such as creating Purchasing Guidelines Promote efficient use of resources with resource recycling measures that are already in place
	Technology/ Market	Decrease in product market due to decarbonization downstream in the supply chain/Late development of environment-friendly products	Convert to opportunity	Products/ Services	Tap into decarbonization demand by developing and selling environment-friendly products	<ul style="list-style-type: none"> Accelerate development and sales of environment-friendly products and new products Sell electronic components capable of reducing CO₂ emissions when using products, and ceramic cores designed for use with hydrogen-ammonia combustion turbines Promote sales of energy-saving devices and development of facilities like hydrogen-ammonia combustion furnaces Promote sales of products that use materials with a low environmental impact, or products capable of reducing CO₂ emissions by increasing grinding efficiency Sell tableware made with less virgin material, such as those using recycled materials Research and development of fuel cell-related materials and hydrogen production-related materials Research and development of CCUS*-related products
				Market	Tap into decarbonization demand by developing and selling new products in new environment- friendly markets	
	Market	Rising energy costs	Convert to opportunity	Resource Efficiency/ Energy	Limit operating costs by responding to rising energy costs	<ul style="list-style-type: none"> Promote energy conservation by revising production efficiency In addition to increasing the use of existing solar power generation equipment, accelerate the use of renewable energy sources by installing more solar power generation equipment
	Market	Decrease in demand for internal combustion engine-related demand	Occurs simultaneously	Products/ Services	Increase in demand for related products as ZEVs become more widespread	<ul style="list-style-type: none"> Expand businesses related to semiconductors, electronic components and batteries, as the market for associated products increases as ZEVs become more widespread
	Reputation	Impact on the “Noritake” brand due to a late environmental response	Convert to opportunity	Products/ Services	Enhance “Noritake” brand power based on environmentally conscious image	<ul style="list-style-type: none"> Set environmental targets and clarify initiatives that are easy-to-understand for investors and the market, such as disclosing information based on TCFD Recommendations or developing and selling environment-friendly products
Physical Risks	Acute	Suspended operations due to natural disasters	Risk Reduction Measures	Resilience	Supply chain resilience	<ul style="list-style-type: none"> Hold training for safety verifications and evacuations as necessary, as the extent of damage at Noritake Group sites is expected to be limited due to their locations Continue to enhance the Risk Management System throughout the Noritake Group
	Chronic	Suspended operations caused by high tides as sea levels rise				
	Chronic	Increase in heatstroke	Risk Reduction Measures	Resilience	Increase in health and safety standards	<ul style="list-style-type: none"> Promote risk management throughout the entire Noritake Group, such as controlling office temperatures or encouraging rehydration efforts from the perspective of health and safety

* CCUS: Carbon dioxide Capture, Utilization, and Storage