Changes in the external environment in		Impact on business (risks and opportunities)		Financial Im	Financial Impact as of 2030	
	2030	Risks	Opportunities	Parameter	Financial impact	
ment etc.	Disaster preparedness planning outlook	Increased investment in goods and people necessary for disaster preparedness		Capital investment costs Number of disaster response personnel	Increase in disaster preparedness costs	
Government	Fossil fuel subsidies are set		Expanded usage scope for fossil fuel subsidies	Oil price	Decrease in fuel costs	
	Rise in oil prices	Rise in fuel prices		Oil price	Increase in fuel costs	
Supplier	Shortage of personnel due to deteriorating labor environment	Loss of opportunity due to labor shortages		Shortage of human resources	Decrease in sales due to labor shortages	
		Increased work costs due to staff shortages		Labor costs	Increase in labor costs	
Society & Reputation	Deterioration of image of work environment	Driver shortages		Number of insufficient drivers	Increase in recruitment costs	
Physical (acute)	Intensifying natural disasters such as torrential rains causing floods and typhoons causing strong winds and storm surges	Increase in overtime due to increased emergency work		Number of overtime hours worked	Increase in labor costs	
		Temporary suspension of operations due to problems such as road failures Employees unable to go to work due to problems such as traffic disruptions		Flood frequency	Decrease in sales due to business shutdown	
		Damage to warehouse facilities due to disasters			Increase in repair costs	
	Increasing number and severity of natural disasters make shippers more inland-oriented, while domestic transportation costs increase for shippers who handle import/export cargo		Increased demand for disaster-resistant warehouses in harbor districts			
Physical (chronic)	Average temperature rises	Air conditioning and other systems required due to rising temperatures in warehouses		Air conditioning electricity		
	Extreme fluctuations in weather patterns	Increased operating costs for temperature-controlled warehouses and other facilities		consumption	Increase in operating costs	
	Rise in sea level	Cargo water damage and equipment damage due to rising sea levels		Range of sea level rise	Damage to assets due to cargo and equipment damage	
	Disaster risk is increasingly reflected in non-life insurance premium rates	Rising facility premiums due to increased disaster risk		Insurance rate	Increase in insurance premiums paid	

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Review of disaster prevention and mitigation plans

Introduction and expansion of fuel-efficient vehicles Implementation of relay transportation and cooperative delivery

Strengthening of public relations and branding

Improved efficiency of operations

Improvement of working environment

Establishment of a support system

Expansion of operations that can be handled remotely

Collaboration with other sales offices and partner companies Securing of alternative routes and alternative means of transportation

Thorough disaster mitigation measures Renovation of aging facilities

Development of disaster-resistant warehouses in harbor districts

Enhancement of building insulation performance (thermal barrier coating) Switch to high-efficiency air conditioners

Installation of critical facilities such as power substations at high locations

Optimization through review of insurance coverage