1 Supplier Risk Comments
Supplier risk will increase due to tariffs, which will increase prices.
We expect an increase in risk, especially in industries like automotive, which are significantly impacted by new high tariffs being quickly rolled out (e.g., Mexico & Canada, 25%).
The unknown impact of tariffs (when finally implemented) are a risk to the economy, freight volumes, and cross border volumes. Prices may also be impacted from the threat of growing inflation.
Tariff issues may impact pricing and availability.
This risk is expected to increase due to tariffs on Chinese imports. The US makes fewer batteries, and is also heavily reliant on India for pharmaceutical ingredients.
We expect risk to increase, but this could change depending on what happens with tariffs.
Tariffs anyone?
Geopolitical issues and tariffs are likely to increase supplier risk.
Price volatility is going to skyrocket in Q2 as tariffs will impact the movement of material from foreign to domestic. Many stamped metals and fasteners are used in our products, and we will be challenged to find suppliers with better pricing.
We are sustaining capacity while other companies migrate to Southeast Asia.
Supplier risk will increase due to tariffs!!
The nationwide drive to onshore supply will lead to a very competitive market for the available supply, likely leading to pricing increases.
All of the political chaos being created will limit any and all opportunity for alternative sources over time. We now have multiple countries from which to get things, but as we anger other countries around the world that list will deteriorate quickly.
Tariffs are likely to increase supplier risk.
The threat of tariffs has suppliers in a tizzy. Hopefully, this will settle down quickly.
The tariffs, without a doubt, will impact our economy and our supply chain in both pricing and availability. It's a question of how much disruption they will cause.
We are concerned that multinational suppliers, with exposure to the USA, will suffer setbacks due to trade wars.
Counterfeit is major problem with China's theft of intellectual property.
Tariff discussions are leaving suppliers unable to project long terms costs. Uncertainty will drive CYA price increases.
Four years ago, we obtained 60% of our product from China. By the end of this year, that number will be less than 5% as a result of tariffs and geopolitical issues.
Warnings of price increases have already been received. Price increases as a result of tariffs will be passed through, sometimes at 100%.
The USA needs incentives for reshoring. Create factories in every time zone. Increase the capabilities of machinery builders, factory certified industrial automation & controls suppliers, and cyber savvy integrators who can modernize current operations. This will create market competition (good for pricing). Redundancy in supplies should a manufacturer have an issue. Steady deliveries. American standards and regulations. This should be geographical as well. The EU, Asia, and South America should all do the same. Smaller, smarter, automated manufacturing facilities. Local support, local workers, local pride.

We expect a decrease in supplier risk. More items are available in general with shorter lead times, although obsolete items are becoming a bigger concern.
Delivery Schedule and Single source suppliers are a continual risk.
We (USA) should not be dependent on any one supplier or single country for anything that is vital to our economy and our defenses. How did we let all of the chip industry move off-shore? Big mistake. All in the name of lower production costs.
We expect an increase in risk as many of our suppliers are in China and Europe.
I am fairly sure that price volatility will be a very big factor as we move forward throughout the year.
We do foresee pricing volatility. We buy a lot of apparel from China, so have been experimenting with alternate sources like Pakistan and Central America.
While we have largely addressed single source and supplier geographic concentration risk, there will be more risk ahead given that tariff / trade wars will make selected supply sources less certain and potentially volatile in terms or our ability to access these.
Contracting with partners and local suppliers will help reduce risk.
2 Economic Risk Comments
Raising our prices due to inflation.
There is increased economic risk due to the reckless policies of new presidential administration.
Inflation, due to idiocy.
Several economic risks are increasing with deportations, border delays, tariffs and severe cuts to many critical government departments as well as most inspectors general. Also, inflation ticked up in Feb and most experts expect this to continue if Trump continues with major broad tariffs.
Risk is increased with the unknown impacts of energy pricing versus the stated goal that prices will decline.
Risk will increase. This would tie back to tariff impacts.
Tariff risk and unknown impacts will lead to increased economic risk.
There will be some possible upward pressure on margins until everything settles out.
We expect a decrease in risk, as fuel is coming down in our market.
The shift from foreign to domestic may cause a labor shortage as raw materials plants (steel and aluminum) will have to be increased.
The consumer and the household bank account pressures will increase risk - along with dips in the stock market. This causes buyers to be squirrelly.
Risk will increase due to energy costs and commodity price volatility.
I expect that the tariffs will drive up prices and suppress growth. The uncertainty about the next move from the administration will also make business climate very cautious.
Proposed tariffs and uncertainty will only add cost that cannot be qualified at this point. Imagine if the 200% tariffs on all good which has been threatened goes into effect.
Tariffs, suppliers, and uncertainty are creating market fluctuations.
The Trump Trade War will increase economic risk.
Energy cost, because of restrictions on onshore drilling and trained labor shortages, will increase risk.
Inflation is still worrisome. Trump is unable, with this use of tariffs, to reduce inflation. You would have thought and wished his administration would have a better handle on the problem than the previous administration but, so far, this has not been the case and, in some cases, he clearly does not comprehend how to reduce it.

Risk will increase; a shake up is in the works.
Disruptions at the Federal level, cascading down to the state and local level, have an unknown impact, but the risk is greater for more disruption.
The general cost of doing business will increase risk.
Despite new actions of the current administration, inflationary pressure has not decreased.
Everything the US administration is doing will drive costs up.
Our business is already soft due to economic uncertainty. There is only one direction for us to go!
It seems quite likely that we will be entering a recession. This will likely force us to rethink much of our existing investment plans, recruiting and staffing model and, of course, we will continue our current cost takeout plans, albeit with even greater organizational urgency.
3 Government Intervention Risk Comments
Deregulation will decrease risk.
Risk will increase due to the unpredictable and ignorant trade policy of new presidential administration.
Tariffs, tariffs, tariffs - and idiocy will increase risk.
The administration has created a situation, with big tariffs underway and counter-tariffs expected, which may develop into a global trade war.
This is the largest single threat to our forecast for Q2 and 2025. There are too many unknowns due to the pace of changes without all impacts being studied. Tariffs and relationships globally will potentially have short-term impacts on the US economy.
Tariffs would crush and possibly eliminate export business to Canada and also close off opportunities in Mexico.
Tariffs signal an increase in government intervention risk.
On the whole, government intervention will create new opportunities but with higher inflation.
Deregulation is in the strategy of the new administration. Overreaction and turmoil is in the playbook of the previous. We expect risk to decrease.
With the exception of tariffs, we are seeing government intervention receding - finally! Keep up the DOGE.
Major world powers are in direct conflict. This will mean more production and trade risk.
Tariffs will cause much long-term disruption, as suppliers and customers alike will have to navigate these new price structures.
Government intervention risk is constant.
Risk will increase - not just the risk of the tariffs, but the uncertainty of amounts, locations and classifications. This is compounded with the general volatility of the decision maker.
Risk increases with increased tariffs globally due to US interactions.
Tariffs, geopolitics, and the White House will lead to increased risk.
The volatile situation regarding the on/off tariffs is creating chaos.
Does this really need to be identified? Breaking NAFTA, tariffs, destroying supply chains, pissing off Allies, threatening military actions against friendly nations, and so much more…
Tariffs and trade war will lead to increased risk.
Regulations are easing, leading to a decrease in risk.
This goes without saying; just listen to news daily to understand that risk is expected to increase.
The Trump Trade War will increase government intervention risk.

Government restrictions on source material and technologies will increase risk.
There will be a significant increase in government intervention risk.
The scope and level of increases is unpredictable. Fear is great, given the actions of the administration in the first month. Not much thought or planning behind the actions being taken.
Large sums of money will steer intervention, just as they have for years. Most politicians make deals that take care of number 1, themselves and their buddies, no matter who else is hurt. The vision of having local thriving economies should incentivize governments globally. Your people working to support their country and become self sustaining. The trading of knowledge, raw goods and materials would become less volatile.
Significant and constant changes in messaging are making it difficult to plan. There are too many uncertainties.
Everything is up in the air right now. Some business regulations may be eased, but the government appears to be gaining more power than ever. There is great risk that our government will not continue to operate within the current framework of laws and justice.
Tariffs will increase risk!
Tariffs are idiotic and will kill our economy.
Not a large increase in concern, but it's there. Tariffs are, of course, a concern, but we feel like we're ahead of the ball. We are also trying to get ahead of any potential disruptions with China sourcing, though believe it's very unlikely that will be an issue in Q2.
Dropping regulations will help us operate more unencumbered. Still, I am worried about our scrapping of all regulations related to customer and employee safety. The main risk stem from tariffs and trade wars. So far, there seems to be a on-again, off-again posturing regarding which tariffs take effect with which partners, on what commodities, and when would these take effect. It would be better for our business if there were some clear ground rules to follow and we stuck with them. At least then, we would know clearly how to adapt our supply chains to address the global trade environment.
4 Cybersecurity and Data Risk Comments
Because of the U.S. Presidency, uncertainty, (that is non-measurable risk), is becoming more prevalent. Also, because of the U.S. Presidency and reliance on non-elected individuals with access to data security this risk is becoming more top of mind.
Risk is increased as the evolution of Artificial Intelligence increases exposure.
We expect a slight increase in risk due to criminals use of AI and heightened geopolitical tensions as USA's "America First" policy creates more dissatisfaction globally, including with allies.
State sponsored data attacks, and multiple forms of attack, will increase risk.
AI is disrupting operations, and providing more and less protected points of entry to systems. Bad guys are leveraging the technology.
We remain in the midst of total war and these risks will continue to be high.
AI is going to be the biggest risk; it is untested.
Geopolitical turmoil has emboldened the bad guys to accelerate and increase their attacks.
We expect these risks to remain the same; we trust out IT provider and have a company wide awareness programme.
China, North Korea, Russia, and Islamic terrorist groups will increase risk.

Too many C-level management people do nothing to mitigate cyber security risks for many reasons - costs, unaware of the risks, do not understand that it is more than the PC on their desk. Initiatives must be instated to drive proper policies and procedures from the manufacturing floor through to the C-Level.
1) AI is making it easier for hackers to be more successful, efficient and effective. Ransomware attacks and IP theft will be ripe targets with these new tools at hackers' disposals. 2) The new postures taken by the current US Administration seems to be opening up US businesses for more attacks. The tactics that are worrying to me include: a) The cavalier approach to cybersecurity that the US is undertaking to this area - a target for DOGE that has already put some key experts on leave. b) The apparent complete flipping of our approach to foreign affairs (e.g., spurning traditional allegiances like G7, Canada and other democratic societies etc. and favoring authoritarian regimes, in particular, Russia). Russia, Iran and China have been known to be among the most prolific of foreign governments who have infiltrated our US government and business data systems. Question I have - Will these new "friendships" entice them to take more or less advantage of our systems?
Customer service response time is increasing, and the number of issues is increasing.
The Cyber Threat Level will increase and continue to be high.
The number of greedy people who want to get rich without working at legitimate jobs continues to increase. Any opening into hardware and software systems will be exploited.
We have already had problems with Russian sabotage, and our government will make it worse.
We should take accountability for data protection by compliance with GDPR regulations.
5 Customer Risk Comments
Tariffs, tariffs, tariffs - will increase customer risk.
Risk will increase due to large, near-term USA tariffs and expected counter-tariffs.
Again, tariffs will increase risk.
Increased pricing throughout the finished good of our product will have customers considering a lower cost solution in the low to middle income residential market. Commercial and high end residential should not be as affected.
We are uncertain about the finances, especially of our retail customers. Freight companies are at risk and asking for cash payment in advance.
Increasing customer discomfort with an ambiguous market will lead to increased risk.
Tariffs will increase customer risk!
Skittishness about the economy will lead to increased risk.
Consumer confidence has pulled back; until the situations settles there will be risk on this attribute.
The possibility of a USA vs. EU trade war may downgrade our customers' business environment.
Large OEM's will have a difficult time accurately forecasting demand.

People change behaviors. This has been a simple fact for centuries. People buy from people. Trust is hard to build, but easy to lose. Keep the people happy with a good work / life balance; management must make an effort to do quarterly team building events and open interactions, so everyone feels they are a part of something greater. Keep the team engaged and educated. Smart Adaptive Manufacturing is not a new concept. Modernizing the plant is key to adapting to the needs of the population (locally).
Price pressures from customer Purchasing organizations are persistent, and there is little to no loyalty to the supply chain for performance outside of price.
The US customer base is fickle and driven by price over quality.
Bad foreign policy will ruin our demand from customers who are mostly in Europe.
We are also a relatively new fulfillment operation serving a captive market of nationwide franchise locations with about 2 years of history to draw from. We have no direct parallel businesses to imitate, so our forecasts involve some "liquor and guessing" at this point. And while we do have a captive market, if we miss our forecast the impact is huge - it means a gap in security uniform supply for our patrol officers in the field (we have ~9,000 officers), brand compliance breakdown and loss of integrity. Due to business softening we are cutting inventory as much as possible, which in turn places more importance on forecast accuracy. It's stressful.
Risk will be the same unless there are some strategic objectives in expanding to emerging markets.
6 Technological or Competitive Risk Comments
Artificial Intelligence will increase risk.
There will be a slight increase in risk as AI accelerates new technical innovations, adding more competition or replacement products.
Risk is increased by excess capacity that a competitor is trying to fill in front of an even greater increase in capacity late this year, against a market that is NOT growing rapidly.
As Mike Dastoor, CEO of Jabil said: "AI is not a fad."
More competition will increase risk.
Some AI tools are becoming a commodity and being cheaply duplicated by China.
The risk will remain the same. We are always mindful of potential disruptive technologies.
Until there is an awakening to the need for a re-shoring modernization, it will be the same ol' thing. The big box companies will eat up the smaller ones until they are the only option available. You will only have one choice and like it. Stay on your mobile devices, sit in your chair and never look up. Eventually it will play out like the Pixar movie WALL-E.
Customer use of AI to model and compare pricing to market is creating a new challenge.
No notable changes here.
Our ability to adapt to the rapid and accelerating developments of Generative AI is adding to our risks. The problems we face include: * How do we ensure our data is adequate / ready to take advantage of the full potential of Gen AI? * Will we make the right decisions addressing what Gen AI strategy, transformation roadmap and technology selection will best position us for the future? * Will our workforce adapt quickly enough to the pace of Gen AI development and change?

Using AI as a disruptive technology and transformative business models can increase the competitive risk.
7 Transportation Disruption Risk Comments
Due to climate change and the U.S. Presidency, uncertainty, (that is non-measurable risk), is becoming more prevalent.
The driver shortage due to immigrant deportations will increase risk.
Some increased risk is expected with major border tightening efforts and USA tariffs on Mexico and Canada (and counter-tariffs).
The expectation is that fuel prices will decline with the administration's expected drilling goals. However, the impact of tariffs is a wildcard. We expect shipment volumes to increase modestly.
Logistics companies will need to find a way to offset tariffs.
We are seeing things settle down now that we have a president in the White House, and Mayor Pete is out.
The tariffs will have a definite impact on transportation, as the shift from peak overseas transport to domestic will cause a disruption in the availability and price of transportation.
Threats on the Panama canal by the current political regime is creating an environment of impending doom on the supply chains importing through the canal, Mexico, or Canada. It is causing an isolationist view of the USA around the globe.
This risk remains the same as we outsource our transport operations.
Retiring boomer drivers and immigration enforcement will leave the trucking industry unable to provide timely services.
Transportation disruption risk is expected to increase.
Fuel prices fluctuate violently. Professional drivers are a dying breed. Our infrastructure is in desperate need of modernization. The just in time delivery / manufacturing idea on a whole needs to be re-engineered. Yes, we all want fresh / just made but having it delivered from thousands of miles away at a facility that makes over 50% of the world's demand is not acceptable. Does anyone remember the shortages of toilet paper, medicines, etc. during the "lock downs"??? These failures are life threatening and simply unacceptable in a modern sophisticated society.
Uncertainty of the timing of tariffs and increased probability of adverse geopolitical events lead to the expectation that risk will increase.
Fuel prices as well as Commercial Auto Insurance cost increases are impactful.
Risk is expected to increase; HOS rules, fuel prices and Safe parking areas are big issues for the trucking industry.
Republicans are ruining the country with their economic policies.
We rely on UPS primarily for all outbound shipping. Inbound can be anything, including dedicated international loads, but I don't foresee changes as early as Q2. Longer term? Yes.
Uncertainty with the new Administration will lead to increased risk.

I see Transportation Disruption risk increasing for the following reasons: 1) Tariff wars and tariff uncertainty will hinder the typical fluidity of transport flows cross borders. 2) Tariff wars will also create new demand / supply imbalances in ocean and international air shipping. 3) More emphasis on reshoring and nearshoring will open up new pockets of transport demand and force some re-allocation of carrier capacity / supply to other areas / regions. While this may work out smoothly over time, there changes may put some temporary shortages of capacity in needed areas that will put pressure on shipping and rates in some regions.
The continued reduction in fuel costs will lower our transportation costs and risks. Stability with our fleet and transportation workers has been improving since mid-January.
The demand for domestic fuel is going to decrease in warm weather, so the industrial fuel is much more available for logistics demands.
8 Operational Risk Comments
Because of climate change and the U.S. Presidency, uncertainty, (that is non-measurable risk), is becoming more prevalent.
Tariffs, tariffs, tariffs - will increase operational risk.
Weather related problems seem to be growing, thereby increasing risk.
Operations have settled. If there is any disruption, it is being underwritten by employees who have been instructed to return to work at the office and they don't because they want to continue working from home.
The threat of the tariffs and the international issues being created by the current political leadership is already starting to make it more difficult and costly to get repair parts and machinery.
Nothing to report. Everyone is busy burning Teslas and giving Elon "the business."
We are conducting a site renovation, so the risk of a disruption has therefore increased.
Lack of talented maintenance techs to work on complex equipment will increase risk.
Operational risks will rise exponentially due to the availability of spare parts and disruptions to the supply chain given how integrated we are from a global standpoint. In addition, with the unrest in Eastern Europe and the Middle East at this time, there is a chance that a spike in geopolitical issues will increase lead times as well.
The supply chain disruption expected with tariffs will result in deferred maintenance and subsequently higher operational risk.
Aging infrastructure and production machinery are increasing the risk of all stated above. The USA needs incentives for reshoring machinery builders, factory certified industrial automation & controls suppliers, and cyber savvy integrators that can modernize current operations.
We are a small operation and therefore very nimble. If something happens to our site, we can relocate or reconfigure with relative ease.
Operational risk will increase largely due to tariff wars, geopolitical issues and unrest, and potentially more disruptions from climate change.
Supply chain issues.
AI implementing for predicting potential risks and proposing possible solutions has a paradigm in eliminating operational risks.
9 Quality Risk Comments
This risk is expected to decrease as onshoring manufacturing, due to tariffs, will drive increased testing and quality control. These testing costs will be passed on to the consumer.

Quality risk will increase based on the reactions to the threats of import duties increasing BOM costs. Seeking less expensive sources or pressuring suppliers to reduce price will impact quality or reliability. It always does.
Personnel challenges will increase the risk.
We've added a resource for in-process inspection.
We are implementing FSSC 22000 (Food Safety Standard Certification) and expect quality risk to commensurably decrease.
A major area of quality risk is in the lack of skilled workers.
Let's face it, as demands for production are increased, no matter if it's true demand or the fact that supplies arrived late and the back log is pressuring the delivery, short cuts are made. Too many facilities are not automated enough to do 100% "inline" quality inspections with audit requirements. Adjustments are made to production and not documented as to what, when, why or who authorized it.
There is continued erosion of industry knowledge in quality inspection resulting in higher amounts of products rejected when they are conforming to requirements.
My company does not invest well in Quality.
Assuming our demand increases, that will place additional burden on processes that are currently inadequate. Business is soft right now, so while we are optimistic about Q2, recent softening resulted in a shrink in headcount. That always impacts quality when things turn around since we can't ramp resources back up as quickly.
The scaling back of US government regulatory bodies and regulations like those at the CDC, FDA, FAA, FCPA, etc. have the potential for some unanticipated consequences in 1 or more of the following areas: * employee or customer safety, * product safety issues and recalls, * greater potential for bribery, corruption and other scandals that will harm corporate reputation.
10 Environmental Risk Comments
There is a slight increase in risk each quarter. Global warming continues, and may be accelerating, so weather extremes will grow year over year. The USA pulled out of the Paris climate accord and is no longer a global leader in this area.
Weather is becoming more of a factor than ever in our lifetimes. Some of it is caused by humans, but the earth is also going through a chilling cycle.
 Hope to see less terrorism and warfare being incorrectly labeled as "global warming".
Extreme weather events continue to disrupt our supply chains. I don't see this changing anytime soon.
Environmental risk is always a factor.
The current political leadership has said they are going to remove all environmental regulations impeding business, but this will have long lasting effects on society that may have irrevocable
Given the climate change and increase in violent storms in the last five years, environmental risks are becoming a much larger risk than in the past.
The impact of environmental threats becomes unpredictable because of dissolving FEMA and handicapping response. This will have a wider and more lasting impact.
Over the last two years, these risks have increased. Natural disasters are almost impossible to predict. Year-over-year I anticipate an increase.

Nah. Not a worry.
I selected "remain the same" as ideally we do not see any environmental risks in Q2. That said, the effects of climate change are now more evident, dramatic and can seem quite random, so I am not entirely certain about my choice.