4) Hazard risk

Risk factors	Description of risks/opportunities	Impacts when risks occur	Group's measures
1) Severe disasters and global expansion of infectious disease (pandemic) [Priority risk]	<Risks> ・Damage to employees ・Disruption of logistics network ・Damage to the Group's assets (e.g. buildings and facilities) and customers' products	・Decrease in revenues and profit due to a shutdown, disruption of logistics network or soaring fuel costs ・Restoration cost and impairment of assets	[Domestic/Overseas] ・Assess business interruption risk in each region ・Develop business continuity plan (BCP) for early business recovery (including prior consultation with customers and business partners) ・Establish rules for information collection and work regulations as a global organization in case of pandemic ・Carry out business continuity management (BCM) ・Promote automation/labor- saving ・Execution of operations remotely using online tools ・Introduce a disaster and infection reporting system
2) Loss/leakage of information [Priority risk]	<Risks> ・Loss or leakage of data such as customer information due to an information security incident, cyberattack or large-scale system failure	・Impairment of corporate value due to decline in social trust ・Decrease in revenues and profit due to decline in customer and social trust ・Restoration cost ・Claims for compensation damages from customers	[Domestic/Overseas] ・Strengthen the information asset management through internal audit and in-house trainings, etc. ・Establish and disseminate information security rules ・Build a system to deal with cyberattacks and regularly update the technology ・Increase frequency of monitoring including audit ・Risk hedging through liability insurance (cyber insurance)
3) War, terrorism, unstable political situation (geopolitical risk) [Priority risk]	<Risks> ・Damage to employees ・Impact on business (Disruption of logistics network) ・Damage to the Group's assets (e.g. buildings and facilities) and customers' products	・Decrease in revenues and profit due to a shutdown, disruption of logistics network or soaring fuel costs ・Restoration cost and impairment of assets	[Domestic/Overseas] ・Conduct routine situation analyses and monitoring ・Accelerate decision-making in case of emergency ・Develop BCP
4) Economic Stagnation in business regions [Priority risk]	<Risks> ・Slowdown in customers' business due to deterioration of the real economy ・Capital outflow due to weak currency, onset of financial crisis	・Decreases in revenues and profit due to a decline in volume resulting from the deterioration of customers' businesses	[Domestic/Overseas] ・Carefully observe and analyze impacts of changes in the macroenvironment on customers and partners ・Diversify customer portfolio and regional portfolio ・Optimize business scale in economically stagnant countries (regions) (including base closures and workforce adjustments)
5) Threat to capital	<Risks> ・Changes in capital policies of major shareholders ・Change of control as a result of acquisition of large number of the Company's shares by a specific Investor ・Impairment losses on goodwill <Opportunities> ・Create new value through capital and business alliances	・Decline of initiative of the current management ・Impact on corporate value of material changes in capital structure ・Recognition of impairment losses	[Domestic/Overseas] ・Increase corporate value to increase stock value ・Active communication with shareholders ・Invest in growth opportunities ・Build a strong relationship as a strategic partner through the capital and business alliance with Japan Post Co. Ltd.