Allianz Risk Pulse

Allianz Risk Barometer 2016 Appendix

Top Business Risks 2016

The fifth annual Allianz Risk Barometer was conducted among both global businesses and risk consultants, underwriters, senior managers and claims experts in the corporate insurance segment of both Allianz Global Corporate & Specialty (AGCS) and local Allianz entities.

Figures represent the number of responses as a percentage of all survey responses (1,146). More than one risk could be selected by respondents.

| | | | 2015 Rank | Trend |
|----|--|-----|-----------|-------|
| 1 | Business interruption (incl. supply chain disruption) | 38% | 1 (46%) | - |
| 2 | Market developments (volatility, intensified competition, market stagnation) | 34% | NEW | _ |
| 3 | Cyber incidents (cyber crime, data breaches, IT failures) | 28% | 5 (17%) | _ |
| 4 | Natural catastrophes (storm, flood, earthquake) | 24% | 2 (30%) | • |
| 5 | Changes in legislation and regulation (economic sanctions, protectionism) | 24% | 4 (18%) | • |
| 6 | ${\it Macroeconomic developments (austerity programs, commodity price increase, inflation)}$ | 22% | NEW | |
| 7 | Loss of reputation or brand value | 18% | 6 (16%) | • |
| 8 | Fire, explosion | 16% | 3 (27%) | • |
| 9 | Political risks (war, terrorism, upheaval) | 11% | 9 (11%) | - |
| 10 | Theft, fraud, corruption | 11% | 10 (9%) | - |
| 11 | New technologies (impact of increasing interconnectivity and innovation) | 10% | 19 (3%) | _ |
| 12 | Human error | 9% | NEW | _ |
| 13 | Talent shortage, aging workforce | 8% | 13 (7%) | - |
| 14 | Quality deficiencies, serial defects | 7% | 11 (8%) | • |
| 15 | Environmental risks (pollution) | 5% | 18 (4%) | _ |
| 16 | Climate change/increasing volatility of weather | 4% | 15 (6%) | • |
| 17 | Power blackouts | 3% | 22 (2%) | _ |
| 18 | Eurozone disintegration | 2% | 25 (2%) | _ |
| 19 | Health issues (pandemics) | 1% | 23 (2%) | _ |
| 20 | Machinery breakdown | 1% | NEW | |



The most important risks for businesses by region

NEW Top 10 business risks by region in 2016: Africa & Middle East



Top 10 business risks

| 1 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 44% |
|----|--|-----|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 44% |
| 3 | Changes in legislation and regulation (economic sanctions, protectionism) | 32% |
| 3 | Natural catastrophes (storm, flood, earthquake) | 32% |
| 5 | Business interruption (incl. supply chain disruption) | 30% |
| 5 | Cyber incidents (cyber crime, data breaches, IT failures) | 30% |
| 7 | Political risks (war, terrorism, upheaval) | 27% |
| 8 | Fire, explosion | 25% |
| 9 | Theft, fraud, corruption | 20% |
| 10 | Power blackouts | 14% |

Top 10 business risks appearing for the first time. Last year's Africa & Middle East responses were included as part of the Europe, Middle East and Africa region.

Top 10 business risks by region in 2016: Americas



| Тор | 10 business risks | | 2015 Rank | Trend |
|-----|--|-----|-----------|-------|
| 1 | Business interruption (incl. supply chain disruption) | 58% | 1 (55%) | - |
| 2 | Cyber incidents (cyber crime, data breaches, IT failures) | 46% | 4 (25%) | |
| 3 | Natural catastrophes (storm, flood, earthquake) | 37% | 2 (35%) | • |
| 4 | Market developments (volatility, intensified competition, market stagnation) | 35% | NEW | _ |
| 5 | Changes in legislation and regulation (economic sanctions, protectionism) | 28% | 5 (17%) | - |
| 6 | Fire, explosion | 25% | 3 (27%) | • |
| 6 | Loss of reputation or brand value | 25% | 6 (16%) | - |
| 8 | $Macroeconomic \ developments \ (austerity \ programs, commodity \ price \ increase, inflation/deflation)$ | 20% | NEW | |
| 9 | Theft, fraud, corruption | 20% | NEW | _ |
| 10 | Human error | 14% | NEW | |



The most important risks for businesses by region

Top 10 business risks by region in 2016: Asia Pacific



| Тор | 10 business risks | | 2015 Rank | Trend |
|-----|--|-----|-----------|-------|
| 1 | Business interruption (incl. supply chain disruption) | 56% | 1 (42%) | - |
| 2 | Market developments (volatility, intensified competition, market stagnation) | 55% | NEW | _ |
| 3 | Natural catastrophes (storm, flood, earthquake) | 36% | 2 (34%) | • |
| 4 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 35% | NEW | |
| 5 | Cyber incidents (cyber crime, data breaches, IT failures) | 32% | NEW | _ |
| 6 | Loss of reputation or brand value | 26% | 4 (23%) | • |
| 7 | Changes in legislation and regulation (economic sanctions, protectionism) | 25% | 9 (10%) | _ |
| 8 | Fire, explosion | 20% | 3 (25%) | • |
| 9 | Talent shortage, aging workforce | 14% | 8 (13%) | • |
| 10 | Political risks (war, terrorism, upheaval) | 12% | NEW | _ |

Top 10 business risks by region in 2016: Europe



| Тор | 10 business risks | | 2015 Rank | Trend |
|-----|--|-------------|-----------|-------|
| 1 | Business interruption (incl. supply chain disruption) | 53% | 1 (44%) | - |
| 2 | Market developments (volatility, intensified competition, market stagnation) | 52 % | NEW | |
| 3 | Cyber incidents (cyber crime, data breaches, IT failures) | 40% | 5 (17%) | |
| 4 | Changes in legislation and regulation (economic sanctions, protectionism) | 39% | 4 (20%) | - |
| 5 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 31% | NEW | _ |
| 6 | Natural catastrophes (storm, flood, earthquake) | 31% | 2 (28%) | • |
| 7 | Loss of reputation or brand value | 29% | 7 (15%) | - |
| 8 | Fire, explosion | 22% | 3 (27%) | • |
| 9 | New technologies (impact of increasing interconnectivity and innovation) | 19% | NEW | _ |
| 10 | Political risks (war, terrorism, upheaval) | 17% | 8 (13%) | _ |

2015 Europe figures included responses from Middle East and Africa, as part of the Europe, Middle East and Africa region.

Top business risks in 2016 by industry

Natural catastrophes (storm, flood, earthquake)

Political risks (war, terrorism, upheaval)

Industry sector did not appear in Risk Barometer Appendix last year

Chemicals, Pharmaceuticals, Biopharma

| 1 | Business interruption (incl. supply chain disruption) | 57% |
|---|--|-----|
| 2 | Market developments (volatility, intensified competition, market stagnation) | 35% |
| 3 | Loss of reputation or brand value | 33% |
| 4 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 24% |
| 5 | Changes in legislation and regulation (economic sanctions, protectionism) | 17% |
| | | |

| Engine | Engineering, Construction, Real Estate | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 39% | NEW | _ |
| 2 | Natural catastrophes (storm, flood, earthquake) | 34% | 1 (42%) | • |
| 3 | Business interruption (incl. supply chain disruption) | 32% | 2 (39%) | _ |
| 4 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 27% | NEW | _ |
| 5 | Fire, explosion | 24% | | - |

| Financial Services | | | 2015 Rank | Trend |
|--------------------|--|-----|-----------|-------|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 44% | NEW | _ |
| 2 | Cyber incidents (cyber crime, data breaches, IT failures) | 44% | 2 (31%) | - |
| 3 | Changes in legislation and regulation (economic sanctions, protectionism) | 37% | 1 (33%) | • |
| 4 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 29% | NEW | _ |
| 5 | Loss of reputation or brand value | 20% | NEW | _ |

Food & Beverages

4

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Industry sector did not appear in Risk Barometer Appendix last year

| 1 | Loss of reputation or brand value | | | 61% |
|-------|--|-----|-----------|-------|
| 2 | Business interruption (incl. supply chain disruption) | | | 49% |
| 3 | Fire, explosion | | | 29% |
| 4 | Natural catastrophes (storm, flood, earthquake) | | | 24% |
| 5 | Market developments (volatility, intensified competition, market stagnation) | | | 22% |
| | | | | |
| Manu | facturing (incl. automotive) | | 2015 Rank | Trend |
| 1 | Business interruption (incl. supply chain disruption) | 65% | 1 (68%) | - |
| 2 | Market developments (volatility, intensified competition, market stagnation) | 38% | NEW | _ |
| 3 | Natural catastrophes (storm, flood, earthquake) | 29% | 3 (41%) | - |
| 4 | Loss of reputation or brand value | 24% | NEW | _ |
| 5 | Cyber incidents (cyber crime, data breaches, IT failures) | 21% | NEW | _ |
| | | | | |
| Marin | e & Shipping | | 2015 Rank | Trend |
| 1 | Market developments (volatility, intensified competition, market stagnation) | 46% | NEW | _ |
| 2 | Theft, fraud, corruption | 33% | 4 (27%) | _ |
| 3 | Business interruption (incl. supply chain disruption) | 31% | NEW | _ |

Source: Allianz Global Corporate & Specialty. Figures represent the number of responses as a percentage of all responses (between 40 and 149 responses per industry). More than one risk selected.

30%

20%

3 (27%)



Top business risks in 2016 by industry

| Powe | r & Utilities | | 2015 Rank | Trend |
|------|---|-----|-----------|-------|
| 1 | Changes in legislation and regulation (economic sanctions, protectionism) | 48% | 2 (34%) | _ |
| 2 | Business interruption (incl. supply chain disruption) | 42% | 1 (47%) | • |
| 3 | Natural catastrophes (storm, flood, earthquake) | 35% | 5 (18%) | _ |
| 4 | Fire, explosion | 31% | 4 (18%) | - |
| 5 | Cyber incidents (cyber crime, data breaches, IT failures) | 27% | NEW | _ |

Industry sector did not appear in Risk Barometer Appendix last year

Telecommunications, Technology, IT

| 1 | Cyber incidents (cyber crime, data breaches, IT failures) | 72% |
|---|--|-----|
| 2 | New technologies (impact of increasing interconnectivity and innovation) | 33% |
| 3 | Business interruption (incl. supply chain disruption) | 28% |
| 3 | Changes in legislation and regulation (economic sanctions, protectionism) | 28% |
| 5 | Market developments (volatility, intensified competition, market stagnation) | 25% |

| Transportation | | | 2015 Rank | Trend |
|----------------|--|-----|-----------|-------|
| 1 | Theft, fraud, corruption | 48% | 1 (47%) | - |
| 2 | Natural catastrophes (storm, flood, earthquake) | 33% | 2 (37%) | - |
| 3 | Market developments (volatility, intensified competition, market stagnation) | 30% | NEW | _ |
| 4 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 24% | NEW | _ |
| 5 | Cyber incidents (cyber crime, data breaches, IT failures) | 22% | NEW | _ |

Source: Allianz Global Corporate & Specialty. Figures represent the number of responses as a percentage of all responses (between 40 and 149 responses per industry). More than one risk selected.



The most important risks for businesses in Australia

Figures represent a percentage of all relevant responses for Australia (61).

Respondents for Asia Pacific: 138.

More than one risk selected.

| Top 10 | business risks for Australia | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 52% | NEW | _ |
| 2 | Business interruption (incl. supply chain disruption) | 41% | 1 (47%) | • |
| 3 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 33% | NEW | _ |
| 4 | Cyber incidents (cyber crime, data breaches, IT failures) | 30% | NEW | |
| 5 | Loss of reputation or brand value | 26% | 2 (35%) | • |
| 5 | Natural catastrophes (storm, flood, earthquake) | 26% | 5 (24%) | - |
| 7 | Changes in legislation and regulation (economic sanctions, protectionism) | 21% | 9 (12%) | _ |
| 8 | Fire, explosion | 13% | NEW | |
| 9 | New technologies (impact of increasing interconnectivity and innovation) | 11% | NEW | _ |
| 10 | Talent shortage, aging workforce | 8% | 4 (24%) | • |

The most important risks for businesses in Austria

Figures represent a percentage of all relevant responses for Austria (18). Respondents for Europe: 403.

More than one risk selected.

| Top 10 | business risks for Austria | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 56% | NEW | _ |
| 2 | Market developments (volatility, intensified competition, market stagnation) | 39% | NEW | |
| 3 | Business interruption (incl. supply chain disruption) | 33% | 3 (44%) | - |
| 3 | Natural catastrophes (storm, flood, earthquake) | 33% | 1 (63%) | • |
| 5 | Cyber incidents (cyber crime, data breaches, IT failures) | 22% | 2 (44%) | • |
| 5 | Human error | 22% | NEW | _ |
| 5 | New technologies (impact of increasing interconnectivity and innovation) | 22% | 8 (6%) | _ |
| 5 | Political risks (war, terrorism, upheaval) | 22% | 10 (6%) | |
| 9 | Talent shortage, aging workforce | 11% | NEW | _ |
| 10 | Fire, explosion | 6% | 5 (19%) | • |

NEW The most important risks for businesses in Belgium

Figures represent a percentage of all relevant responses for Belgium (16).

Respondents for Europe: 403.

More than one risk selected.

Top 10 business risks appearing for the first time.

| Top 10 bu | siness risks for Belgium | |
|-----------|--|-----|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 44% |
| 2 | Changes in legislation and regulation (economic sanctions, protectionism) | 38% |
| 2 | Cyber incidents (cyber crime, data breaches, IT failures) | 38% |
| 2 | Loss of reputation or brand value | 38% |
| 2 | New technologies (impact of increasing interconnectivity and innovation) | 38% |
| 6 | Business interruption (incl. supply chain disruption) | 31% |
| 7 | Fire, explosion | 13% |
| 7 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 13% |
| 7 | Theft, fraud, corruption | 13% |
| 10 | Health issues (pandemics) | 6% |



The most important risks for businesses in Canada

Figures represent a percentage of all relevant responses for Canada (30). Respondents for Americas: 204

More than one risk selected.

| Top 10 | business risks for Canada | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Cyber incidents (cyber crime, data breaches, IT failures) | 57% | 2 (33%) | _ |
| 2 | Business interruption (incl. supply chain disruption) | 37% | 1 (42%) | • |
| 3 | Changes in legislation and regulation (economic sanctions, protectionism) | 23% | 7 (17%) | _ |
| 3 | Loss of reputation or brand value | 23% | 3 (33%) | - |
| 3 | Natural catastrophes (storm, flood, earthquake) | 23% | 5 (17%) | _ |
| 6 | Fire, explosion | 20% | NEW | |
| 6 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 20% | NEW | _ |
| 6 | Market developments (volatility, intensified competition, market stagnation) | 20% | NEW | |
| 9 | Environmental risks (pollution) | 17% | NEW | _ |
| 10 | Human error | 10% | NEW | _ |

The most important risks for businesses in China

Figures represent a percentage of all relevant responses for China (24). Respondents for Asia-Pacific: 138.

More than one risk selected.

| Top 10 | business risks for China | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 42% | NEW | _ |
| 2 | Business interruption (incl. supply chain disruption) | 38% | 4 (24%) | _ |
| 3 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 33% | NEW | _ |
| 4 | Natural catastrophes (storm, flood, earthquake) | 29% | 2 (29%) | • |
| 5 | Cyber incidents (cyber crime, data breaches, IT failures) | 25% | NEW | _ |
| 6 | Changes in legislation and regulation (economic sanctions, protectionism) | 21% | 9 (10%) | _ |
| 6 | Fire, explosion | 21% | 1 (33%) | • |
| 8 | Environmental risks (pollution) | 13% | NEW | _ |
| 8 | New technologies (impact of increasing interconnectivity and innovation) | 13% | NEW | _ |
| 10 | Political risks (war, terrorism, upheaval) | 8% | NEW | _ |

The most important risks for businesses in Croatia

Figures represent a percentage of all relevant responses for Croatia (36). Respondents for Europe:

| Top 10 |) business risks for Croatia | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 47% | NEW | _ |
| 2 | Changes in legislation and regulation (economic sanctions, protectionism) | 42% | 3 (25%) | _ |
| 3 | Theft, fraud, corruption | 25% | 8 (16%) | _ |
| 4 | Natural catastrophes (storm, flood, earthquake) | 22% | 4 (22%) | - |
| 5 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 19% | NEW | _ |
| 6 | Business interruption (incl. supply chain disruption) | 17% | 2 (38%) | • |
| 6 | Fire, explosion | 17% | 5 (22%) | • |
| 8 | Cyber incidents (cyber crime, data breaches, IT failures) | 14% | NEW | _ |
| 8 | Human error | 14% | NEW | _ |
| 8 | Loss of reputation or brand value | 14% | NEW | _ |



The most important risks for businesses in France

Figures represent a percentage of all relevant responses for France (19). Respondents for Europe:

More than one risk selected.

| Top 10 | business risks for France | | 2015 Rank | Trend |
|--------|---|-------------|-----------|----------|
| 1 | Loss of reputation or brand value | 42% | 4 (30%) | _ |
| 2 | Business interruption (incl. supply chain disruption) | 37 % | 1 (46%) | • |
| 3 | Cyber incidents (cyber crime, data breaches, IT failures) | 32% | 10 (9%) | _ |
| 4 | Quality deficiencies, serial defects | 26% | 3 (30%) | • |
| 5 | Market developments (volatility, intensified competition, stagnation) | 21% | NEW | _ |
| 5 | Natural catastrophes (storm, flood, earthquake) | 21% | 2 (33%) | • |
| 7 | Environmental risks (pollution) | 16% | NEW | _ |
| 7 | Fire, explosion | 16% | 5 (21%) | — |
| 7 | Political risks (war, terrorism, upheaval) | 16% | 9 (9%) | _ |
| 7 | Theft, fraud, corruption | 16% | 8 (12%) | _ |

The most important risks for businesses in Germany

Figures represent a percentage of all relevant responses for Germany (120).

Respondents for Europe: 403

More than one risk selected.

| Top 10 | business risks for Germany | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 40% | NEW | _ |
| 2 | Business interruption (incl. supply chain disruption) | 36% | 1 (55%) | • |
| 3 | Cyber incidents (cyber crime, data breaches, IT failures) | 32% | 2 (32%) | • |
| 4 | Changes in legislation and regulation (economic sanctions, protectionism) | 26% | 3 (28%) | • |
| 5 | Loss of reputation or brand value | 24% | 5 (16%) | - |
| 6 | Natural catastrophes (storm, flood, earthquake) | 21% | 4 (23%) | • |
| 7 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 20% | NEW | _ |
| 8 | Quality deficiencies, serial defects | 18% | 10 (9%) | _ |
| 9 | New technologies (impact of increasing interconnectivity and innovation) | 16% | NEW | _ |
| 10 | Fire, explosion | 13% | 8 (13%) | • |

The most important risks for businesses in Hungary

Figures represent a percentage of all relevant responses for Hungary (26).

Respondents for Europe: 403.

| Top 10 | business risks for Hungary | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Fire, explosion | 42% | 1 (65%) | - |
| 1 | Natural catastrophes (storm, flood, earthquake) | 42% | 3 (48%) | _ |
| 3 | Business interruption (incl. supply chain disruption) | 31% | 2 (52%) | • |
| 4 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 27% | NEW | _ |
| 5 | Market developments (volatility, intensified competition, market stagnation) | 23% | NEW | _ |
| 6 | Changes in legislation and regulation (economic sanctions, protectionism) | 12% | NEW | _ |
| 6 | Climate change/increasing volatility of weather | 12% | NEW | _ |
| 6 | Human error | 12% | NEW | |
| 9 | Political risks (war, terrorism, upheaval) | 8% | 9 (9%) | - |
| 9 | Quality deficiencies, serial defects | 8% | NEW | _ |



The most important risks for businesses in Russia

Figures represent a percentage of all relevant responses for Russia (28).
Respondents for Europe:

More than one risk selected.

| Top 10 | business risks for Russia | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Changes in legislation and regulation (economic sanctions, protectionism) | 54% | 9 (10%) | _ |
| 2 | Market developments (volatility, intensified competition, market stagnation) | 50% | NEW | _ |
| 3 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 39% | NEW | _ |
| 3 | Theft, fraud, corruption | 39% | 4 (24%) | |
| 5 | Fire, explosion | 25% | 1 (57%) | • |
| 6 | Business interruption (incl. supply chain disruption) | 21% | 7 (10%) | _ |
| 7 | Political risks (war, terrorism, upheaval) | 14% | 3 (29%) | • |
| 8 | Cyber incidents (cyber crime, data breaches, IT failures) | 11% | NEW | _ |
| 9 | Human error | 7% | NEW | _ |
| 9 | Natural catastrophes (storm, flood, earthquake) | 7% | 5 (14%) | • |

NEW The most important risks for businesses in South Africa

Figures represent a percentage of all relevant responses for South Africa (19).

Respondents for Africa & Middle East: 79.

More than one risk selected.

Top 10 business risks appearing for the first time.

The most important risks for businesses in South Afric

| lop IU b | usiness risks for South Africa | |
|----------|--|-----|
| 1 | Cyber incidents (cyber crime, data breaches, IT failures) | 42% |
| 2 | Business interruption (incl. supply chain disruption) | 32% |
| 3 | Changes in legislation and regulation (economic sanctions, protectionism) | 26% |
| 3 | ${\it Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation)}$ | 26% |
| 5 | Market developments (volatility, intensified competition, market stagnation) | 21% |
| 5 | Power blackouts | 21% |
| 7 | Fire, explosion | 16% |
| 7 | New technologies (impact of interconnectivity and innovation) | 16% |
| 7 | Political risks (war, terrorism, upheaval) | 16% |
| 7 | Theft, fraud, corruption | 16% |
| | | |

The most important risks for businesses in Spain

Figures represent a percentage of all relevant responses for Spain (48). Respondents for Europe:

| Top 10 | business risks for Spain | | 2015 Rank | Trend |
|---------------|--|-----|-----------|-------|
| 1 | Business interruption (incl. supply chain disruption) | 56% | 1 (41%) | - |
| 2 | Fire, explosion | 38% | 3 (27%) | _ |
| 3 | Natural catastrophes (storm, flood, earthquake) | 29% | 6 (19%) | _ |
| 4 | Cyber incidents (cyber crime, data breaches, IT failures) | 23% | 8 (14%) | _ |
| 4 | Theft, fraud, corruption | 23% | 9 (11%) | _ |
| 6 | Human error | 19% | NEW | _ |
| 7 | Market developments (volatility, intensified competition, market stagnation) | 17% | NEW | _ |
| 8 | Changes in legislation and regulation (economic sanctions, protectionism) | 15% | 5 (22%) | • |
| 9 | Loss of reputation or brand value | 13% | 10 (11%) | _ |
| 9 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 13% | NEW | _ |



The most important risks for businesses in Switzerland

Figures represent a percentage of all relevant responses for Switzerland (18).

Respondents for Europe: 403

More than one risk selected.

| Top 10 | business risks for Switzerland | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Market developments (volatility, intensified competition, market stagnation) | 44% | NEW | _ |
| 2 | Business interruption (incl. supply chain disruption) | 39% | 2 (26%) | - |
| 3 | Cyber incidents (cyber crime, data breaches, IT failures) | 28% | 6 (21%) | _ |
| 3 | ${\it Macroeconomic developments (austerity programs, commodity price increase, inflation)}$ | 28% | NEW | |
| 5 | Changes in legislation and regulation (economic sanctions, protectionism) | 22% | 1 (42%) | • |
| 6 | Political risks (war, terrorism, upheaval) | 17% | 3 (26%) | • |
| 7 | Fire, explosion | 11% | NEW | _ |
| 7 | Human error | 11% | NEW | _ |
| 7 | Natural catastrophes (storm, flood, earthquake) | 11% | NEW | _ |
| 7 | Talent shortage, aging workforce | 11% | NEW | |

The most important risks for businesses in Turkey

Figures represent a percentage of all relevant responses for Turkey (33). Respondents for Africa & Middle East 79.

More than one risk selected.

| Top 10 | business risks for Turkey | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Natural catastrophes (storm, flood, earthquake) | 55% | 1 (69%) | - |
| 2 | Political risks (war, terrorism, upheaval) | 39% | 7 (45%) | _ |
| 3 | Business interruption (incl. supply chain disruption) | 30% | 2 (58%) | • |
| 3 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 30% | NEW | _ |
| 5 | Fire, explosion | 27% | 3 (46%) | _ |
| 6 | Market developments (volatility, intensified competition, market stagnation) | 21% | NEW | _ |
| 7 | Changes in legislation and regulation (economic sanctions, protectionism) | 18% | NEW | _ |
| 7 | Cyber incidents (cyber crime, data breaches, IT failures) | 18% | NEW | _ |
| 9 | Theft, fraud, corruption | 15% | 5 (12%) | _ |
| 10 | Loss of reputation or brand value | 9% | NEW | _ |

The most important risks for businesses in the United Kingdom

Figures represent a percentage of all relevant responses for the United Kingdom (34).

Respondents for Europe: 403.

| Top 10 | business risks for the United Kingdom | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Cyber incidents (cyber crime, data breaches, IT failures) | 65% | | _ |
| 2 | Changes in legislation and regulation (economic sanctions, protectionism) | 41% | 4 (28%) | _ |
| 3 | Loss of reputation or brand value | 38% | 2 (30%) | _ |
| 4 | Business interruption (incl. supply chain disruption) | 32% | 1 (39%) | • |
| 5 | Market developments (volatility, intensified competition, market stagnation) | 24% | NEW | _ |
| 6 | Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation) | 21% | NEW | _ |
| 6 | Political risks (war, terrorism, upheaval) | 21% | 7 (15%) | _ |
| 8 | New technologies (impact of increasing interconnectivity and innovation) | 15% | NEW | _ |
| 9 | Talent shortage, aging workforce | 9% | NEW | _ |
| 10 | Eurozone disintegration | 6% | NEW | _ |



The most important risks for businesses in the USA

Figures represent a percentage of all relevant responses for the United States (69).

Respondents for Americas: 204.

More than one risk selected.

| Top 10 | business risks for the USA | | 2015 Rank | Trend |
|--------|--|-----|-----------|-------|
| 1 | Business interruption (incl. supply chain disruption) | 39% | 1 (58%) | - |
| 2 | Natural catastrophes (storm, flood, earthquake) | 33% | 2 (36%) | - |
| 3 | Cyber incidents (cyber crime, data breaches, IT failures) | 32% | 3 (26%) | - |
| 4 | Market developments (volatility, intensified competition, market stagnation) | 23% | NEW | |
| 5 | Loss of reputation or brand value | 20% | 6 (14%) | _ |
| 6 | Fire, explosion | 19% | 4 (26%) | • |
| 7 | Theft, fraud, corruption | 17% | NEW | _ |
| 8 | Changes in legislation and regulation (economic sanctions, protectionism) | 16% | 5 (14%) | • |
| 9 | ${\it Macroeconomic developments (austerity programs, commodity price increase, inflation)}$ | 10% | NEW | _ |
| 10 | New technologies (impact of increasing interconnectivity and innovation) | 9% | NEW | |

Differences in risks by enterprise size

