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.

			ZUTJ KUTIK	nenu
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	Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation)	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	

2015 Rank

Trend

The most important risks for businesses by region

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



Top 10 business risks

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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

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%

			2015 Rank	Trend
1 Mark	ket developments (volatility, intensified competition, market stagnation)	39%	NEW	
2 Natu	ıral catastrophes (storm, flood, earthquake)	34%	1 (42%)	•
3 Busir	ness interruption (incl. supply chain disruption)	32%	2 (39%)	•
4 Macr	roeconomic developments (austerity programs, commodity price increase, inflation/deflation)	27%	NEW	
5 Fire,	explosion	24%		•

Financia	al Services		2015 Rank	Trend
1	Market developments (volatility, intensified competition, market stagnation)	44%	2 (31%)	
2	Cyber incidents (cyber crime, data breaches, IT failures)	44%	NEW	\bigcirc
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

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%

Manufa	cturing (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	
Marine	& 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	
4	Natural catastrophes (storm, flood, earthquake)	30%	3 (27%)	-

5 Political risks (war, terrorism, upheaval)

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.

20%

Top business risks in 2016 by industry

Power	& 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	

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%
9	market developments (voldandy, intensined competition, market stagnation)	20/0

Transpo	ortation		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.

Figures represent a percentage of all relevant responses for Australia (61). Respondents for Asia Pacific: 138. More than one risk selected.

The most important risks for businesses in Australia

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	ousiness 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

Top 10 business risks for Belgium

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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%

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.* Figures represent a percentage of all relevant responses for Canada (30). Respondents for Americas: 204. More than one risk selected.

The most important risks for businesses in Canada

Top 10 b	business risks for Canada		2015 Rank	Trend
1	Cyber incidents (cyber crime, data breaches, IT failures)	57%	2 (33%)	A
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	A
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

Top 10	business risks for Croatia		2015 Rank	Trend
1	Market developments (volatility, intensified competition, market stagnation)	47%	NEW	\mathcal{O}
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	

Figures represent a percentage of all relevant responses for Croatia (36). Respondents for Europe: 403. More than one risk selected. Figures represent a percentage of all relevant responses for France (19). Respondents for Europe: 403. More than one risk selected.

The most important risks for businesses in France

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 b	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

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	

Figures represent a percentage of all relevant responses for Hungary (26). Respondents for Europe: 403. More than one risk selected. Figures represent a percentage of all relevant responses for Russia (28). Respondents for Europe: 403. More than one risk selected.

The most important risks for businesses in Russia

Top 10 l	pusiness 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*.

Top 10 business risks for South Africa

Top To bush	icis fisks 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	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

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	

Figures represent a percentage of all relevant responses for Spain (48). Respondents for Europe: 403. More than one risk selected. Figures represent a percentage of all relevant responses for Switzerland (18). Respondents for Europe: 403. More than one risk selected.

The most important risks for businesses in Switzerland

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	Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation)	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

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	

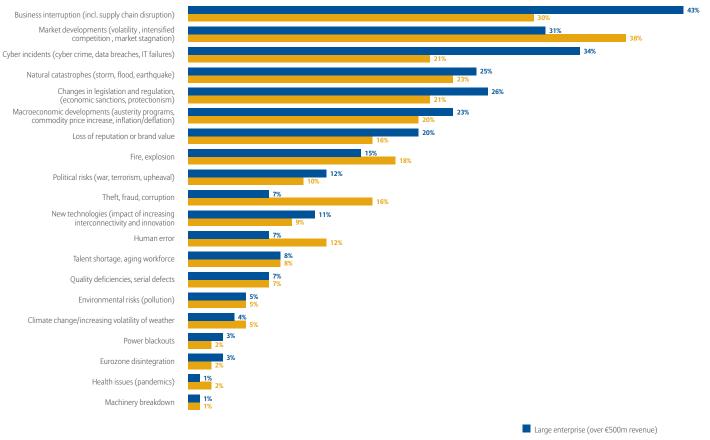
Figures represent a percentage of all relevant responses for the United Kingdom (34). Respondents for Europe: 403. More than one risk selected.

Figures represent a percentage of all releva responses for the Unite States (69).	
Respondents for Ameri 204.	cas:
More than one risk selected.	

The most important risks for businesses in the USA

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	A
8	Changes in legislation and regulation (economic sanctions, protectionism)	16%	5 (14%)	•
9	Macroeconomic developments (austerity programs, commodity price increase, inflation/deflation)	10%	NEW	A
10	New technologies (impact of increasing interconnectivity and innovation)	9 %	NEW	

Differences in risks by enterprise size



Small and mid-size enterprise (up to €500m revenue)