

Allianz Risk Barometer 2015 Appendix

Top Business Risks 2015

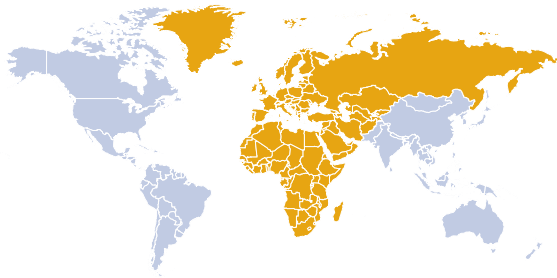
The fourth annual Allianz Risk Barometer was conducted among both global businesses and risk consultants, underwriters, senior managers and claims experts in the corporate insurance segment of both Allianz Global Corporate & Specialty (AGCS) and local Allianz entities.

Figures represent the number of responses as a percentage of all survey responses (709). More than one risk could be selected by respondents.

			2014 Rank	Trend
1	Business interruption and supply chain	46%	1 (43%)	-
2	Natural catastrophes	30%	2 (33%)	-
3	Fire/explosion	27%	3 (24%)	-
4	Changes in legislation and regulation	18%	4 (21%)	-
5	Cyber crime, IT failures, espionage, data breaches	17%	8 (12%)	▲
6	Loss of reputation or brand value (e.g. from social media)	16%	6 (15%)	-
7	Market stagnation or decline	15%	5 (19%)	▼
8	Intensified competition	13%	7 (14%)	▼
9	Political/social upheaval, war	11%	18 (4%)	▲
10	Theft, fraud, corruption	9%	9 (10%)	▼
11	Quality deficiencies, serial defects	8%	10 (10%)	▼
12	Market fluctuations (e.g. foreign exchange rates or interest rates)	7%	11 (8%)	▼
13	Talent shortage, aging workforce	7%	16 (6%)	▲
14	Commodity price increases	6%	13 (7%)	▼
15	Climate change/increasing volatility of weather	6%	23 (3%)	▲
16	Credit availability	6%	15 (6%)	▼
17	Austerity programs	5%	12 (7%)	▼
18	Pollution	4%	17 (5%)	▼
19	Technological innovation (e.g. 3D printing, nanotechnology)	3%	14 (7%)	▼
20	Terrorism	3%	22 (3%)	▲
21	Inflation	3%	24 (2%)	▲
22	Power blackouts	2%	19 (3%)	▼
23	Health issues (e.g. pandemics)	2%	20 (3%)	▼
24	Protectionism	2%	25 (1%)	▲
25	Euro-zone disintegration	2%	21 (3%)	▼
26	Deflation	1%	26 (1%)	-

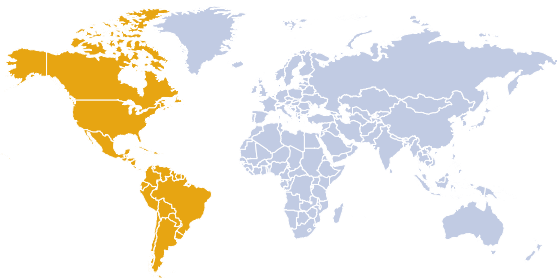
The most important risks for businesses by region

Top 10 business risks by region in 2015: Europe, Middle East and Africa (EMEA)



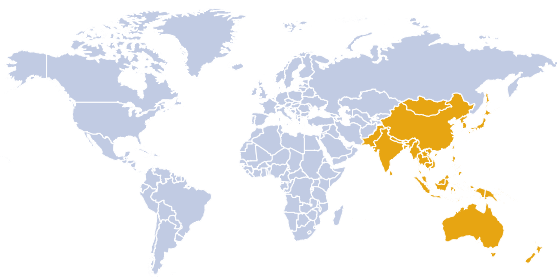
Top 10 business risks			2014 Rank	Trend
1	Business interruption and supply chain	44%	39% (1)	-
2	Natural catastrophes	28%	29% (2)	-
3	Fire/explosion	27%	24% (3)	-
4	Changes in legislation and regulation	20%	22% (5)	▲
5	Cyber crime, IT failures, espionage, data breaches	17%	11% (9)	▲
6	Market stagnation or decline	17%	22% (4)	▼
7	Loss of reputation or brand value	15%	14% (7)	-
8	Political/social upheaval, war	13%	NEW	▲
9	Intensified competition	13%	16% (6)	▼
10	Theft, fraud and corruption	11%	12% (8)	▼

Top 10 business risks by region in 2015: Americas



Top 10 business risks			2014 Rank	Trend
1	Business interruption and supply chain	55%	56% (1)	-
2	Natural catastrophes	35%	53% (2)	-
3	Fire/explosion	27%	26% (3)	-
4	Cyber crime, IT failures, espionage, data breaches	25%	11% (8)	▲
5	Changes in legislation and regulation	17%	15% (5)	-
6	Loss of reputation or brand value	16%	16% (4)	▼
7	Talent shortage/aging workforce	10%	9% (9)	▲
8	Intensified competition	10%	9% (10)	▲
9	Commodity price increases	9%	NEW	▲
10	Quality deficiencies, serial defects	8%	NEW	▲

Top 10 business risks by region in 2015: Asia Pacific



Top 10 business risks			2014 Rank	Trend
1	Business interruption and supply chain	42%	46% (1)	-
2	Natural catastrophes	34%	30% (2)	-
3	Fire/explosion	25%	25% (3)	-
4	Loss of reputation or brand value	23%	21% (5)	▲
5	Intensified competition	22%	12% (9)	▲
6	Market stagnation or decline	17%	NEW	▲
7	Market fluctuations (eg, foreign exchange rates)	14%	13% (8)	▲
8	Talent shortage/aging workforce	13%	9% (10)	▲
9	Changes in legislation and regulation	10%	22% (4)	▼
10	Quality deficiencies, serial defects	9%	NEW	▲

Source: Allianz Global Corporate & Specialty. Figures represent a percentage of all relevant responses. Responses for Europe, Middle East and Africa: 491; Americas 139; Asia Pacific 79. More than one risk selected.

The most important risks for businesses in Australia

Figures represent a percentage of all relevant responses for Australia (17).

Responses for Asia Pacific (79).

More than one risk selected.

Top 10 business risks for Australia

			2014 Rank	Trend
1	Business interruption and supply chain	47%	1 (44%)	-
2	Loss of reputation or brand value (e.g from social media)	35%	3 (24%)	▲
3	Intensified competition	35%	8 (13%)	▲
4	Talent shortage, aging workforce	24%	9 (11%)	▲
5	Natural catastrophes	24%	5 (18%)	-
6	Market stagnation or decline	18%	NEW	▲
7	Market fluctuations (e.g foreign exchanges rates or interest rates)	18%	6 (16%)	▼
8	Commodity price increases	18%	7 (16%)	▼
9	Changes in legislation or regulation	12%	2 (29%)	▼
10	Credit availability	12%	10 (11%)	-

The most important risks for businesses in Austria

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

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks for Austria

			2014 Rank	Trend
1	Natural catastrophes	63%	1 (43%)	-
2	Cyber crime, IT failures, espionage, data breaches	44%	6 (21%)	▲
3	Business interruption and supply chain	44%	2 (36%)	▼
4	Market stagnation or decline	19%	9 (14%)	▲
5	Fire/explosion	19%	3 (29%)	▼
6	Theft, fraud and corruption	13%	7 (14%)	▲
7	Commodity price increases	13%	10 (7%)	▲
8	Technological innovation (e.g 3D printing, nanotechnology)	6%	NEW	▲
9	Power blackouts	6%	NEW	▲
10	Political/social upheaval, war	6%	NEW	▲

The most important risks for businesses in Brazil

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

Responses for Americas (139).

More than one risk selected.

Top 10 business risks for Brazil

			2014 Rank	Trend
1	Business interruption and supply chain	44%	1 (50%)	-
2	Fire/explosion	38%	3 (40%)	▲
3	Natural catastrophes	25%	2 (40%)	▼
4	Changes in legislation and regulation	25%	7 (20%)	▲
5	Loss of reputation or brand value	19%	NEW	▲
6	Pollution	13%	6 (20%)	-
7	Political/social upheaval, war	13%	NEW	▲
8	Cyber crime, IT failures, espionage, data breaches	13%	NEW	▲
9	Market stagnation or decline	13%	10 (10%)	▲
10	Protectionism	6%	NEW	▲

The most important risks for businesses in China

Figures represent a percentage of all relevant responses for China (21).

Responses for Asia Pacific (79).

More than one risk selected.

Top 10 business risks appearing for the first time.

Top 10 business risks for China

1	Fire/explosion	33%
2	Natural catastrophes	29%
3	Market stagnation or decline	24%
4	Business interruption and supply chain	24%
5	Loss of reputation or brand value (e.g from social media)	19%
6	Credit availability	19%
7	Intensified competition	19%
8	Quality deficiencies and serial defects	14%
9	Changes in legislation and regulation	10%
10	Austerity programs	10%

The most important risks for businesses in Croatia

Figures represent a percentage of all relevant responses for Croatia (32).

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks appearing for the first time.

Top 10 business risks for Croatia

1	Market stagnation or decline	41%
2	Business interruption and supply chain	38%
3	Changes in legislation and regulation	25%
4	Natural catastrophes	22%
5	Fire/explosion	22%
6	Credit availability	19%
7	Quality deficiencies and serial defects	16%
8	Theft, fraud and corruption	16%
9	Commodity price increases	13%
10	Intensified competition	13%

The most important risks for businesses in France

Figures represent a percentage of all relevant responses for France (33).

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks for France

			2014 Rank	Trend
1	Business interruption and supply chain	46%	1 (44%)	-
2	Natural catastrophes	33%	2 (37%)	-
3	Quality deficiencies, serial defects	30%	4 (26%)	▲
4	Loss of reputation or brand value (e.g from social media)	30%	8 (19%)	▲
5	Fire/explosion	21%	NEW	▲
6	Changes in legislation and regulation	15%	5 (26%)	▼
7	Market stagnation or decline	15%	6 (22%)	▼
8	Theft, fraud and corruption	12%	10 (7%)	▲
9	Political/social upheaval, war	9%	NEW	▲
10	Cyber crime, IT failures, espionage, data breaches	9%	NEW	▲

The most important risks for businesses in Germany

Figures represent a percentage of all relevant responses for Germany (108).
Responses for Europe, Middle East and Africa (491).
More than one risk selected.

Top 10 business risks for Germany			2014 Rank	Trend
1	Business interruption and supply chain	55%	1 (52%)	-
2	Cyber crime, IT failures, espionage, data breaches	32%	6 (18%)	▲
3	Changes in legislation and regulation	28%	3 (27%)	-
4	Natural catastrophes	23%	2 (34%)	▼
5	Loss of reputation or brand value (e.g from social media)	16%	4 (20%)	▼
6	Intensified competition	15%	7 (17%)	▲
7	Market stagnation or decline	15%	8 (17%)	▲
8	Fire/explosion	13%	10 (13%)	▲
9	Political/social upheaval, war	13%	NEW	▲
10	Quality deficiencies and serial defects	9%	5 (18%)	▼

The most important risks for businesses in Hungary

Figures represent a percentage of all relevant responses for Hungary (23).
Responses for Europe, Middle East and Africa (491).
More than one risk selected.

Top 10 business risks for Hungary			2014 Rank	Trend
1	Fire/explosion	65%	1 (41%)	-
2	Business interruption and supply chain	52%	3 (28%)	▲
3	Natural catastrophes	48%	6 (21%)	▲
4	Cyber crime, IT failures, espionage, data breaches	13%	NEW	▲
5	Theft, fraud and corruption	13%	4 (23%)	▼
6	Loss of reputation or brand value (e.g from social media)	13%	9 (10%)	▲
7	Terrorism	9%	10 (8%)	▲
8	Pollution	9%	NEW	▲
9	Political/social upheaval, war	9%	NEW	▲
10	Credit availability	9%	NEW	▲

The most important risks for businesses in Italy

Figures represent a percentage of all relevant responses for Italy (79).
Responses for Europe, Middle East and Africa (491).
More than one risk selected.

Top 10 business risks for Italy			2014 Rank	Trend
1	Business interruption and supply chain	69%	2 (39%)	▲
2	Natural catastrophes	44%	5 (22%)	▲
3	Market stagnation or decline	25%	1 (56%)	▼
4	Fire/explosion	25%	9 (11%)	▲
5	Quality deficiencies and serial defects	13%	7 (11%)	▲
6	Changes in legislation and regulation	13%	NEW	▲
7	Loss of reputation or brand value (e.g from social media)	13%	3 (33%)	▼
8	Deflation	13%	NEW	▲
9	Commodity price increases	13%	4 (28%)	▼
10	Health issues (e.g pandemics)	13%	NEW	▲

The most important risks for businesses in Russia

Figures represent a percentage of all relevant responses for Russia (21)

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks for Russia			2014 Rank	Trend
1	Fire/explosion	57%	1 (56%)	-
2	Market stagnation or decline	33%	9 (13%)	▲
3	Political/social upheaval, war	29%	7 (13%)	▲
4	Theft, fraud and corruption	24%	NEW	▲
5	Natural catastrophes	14%	2 (28%)	▼
6	Market fluctuations (e.g foreign exchanges rates or interest rates)	14%	NEW	▲
7	Business interruption and supply chain	10%	3 (25%)	▼
8	Pollution	10%	NEW	▲
9	Changes in legislation and regulation	10%	8 (13%)	▼
10	Protectionism	10%	NEW	▲

The most important risks for businesses in Spain

Figures represent a percentage of all relevant responses for Spain (37)

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks for Spain			2014 Rank	Trend
1	Business interruption and supply chain	41%	3 (29%)	▲
2	Intensified competition	38%	2 (29%)	-
3	Fire/explosion	27%	6 (23%)	▲
4	Austerity programs	22%	1 (35%)	▼
5	Changes in legislation and regulation	22%	5 (26%)	-
6	Natural catastrophes	19%	4 (26%)	▼
7	Quality deficiencies and serial defects	14%	NEW	▲
8	Cyber crime, IT failures, espionage, data breaches	14%	NEW	▲
9	Theft, fraud and corruption	11%	7 (16%)	▼
10	Loss of reputation or brand value (e.g from social media)	11%	NEW	▲

The most important risks for businesses in Switzerland

Figures represent a percentage of all relevant responses for Switzerland (19)

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks for Switzerland			2014 Rank	Trend
1	Changes in legislation and regulation	42%	4 (25%)	▲
2	Business interruption and supply chain	26%	1 (44%)	▼
3	Political/social upheaval, war	26%	NEW	▲
4	Market fluctuations (e.g foreign exchanges rates and interest rates)	21%	NEW	▲
5	Theft, fraud and corruption	21%	8 (13%)	▲
6	Cyber crime, IT failures, espionage, data breaches	21%	5 (25%)	▼
7	Commodity price increases	21%	NEW	▲
8	Market stagnation or decline	16%	NEW	▲
9	Intensified competition	16%	7 (19%)	▼
10	Protectionism	11%	NEW	▲

The most important risks for businesses in Turkey

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

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks appearing for the first time.

Top 10 business risks for Turkey

1	Natural catastrophes	69%
2	Business interruption and supply chain	58%
3	Fire/explosion	46%
4	Climate change/increasing volatility of weather	12%
5	Theft, fraud and corruption	12%
6	Pollution	8%
7	Terrorism	8%
8	Inflation	8%
9	Market fluctuations (e.g foreign exchange rates or interest rates)	8%
10	Intensified competition	8%

The most important risks for businesses in Ukraine

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

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks for Ukraine

			2014 Rank	Trend
1	Political/social upheaval, war	65%	NEW	▲
2	Theft, fraud and corruption	39%	1 (45%)	▼
3	Fire/explosion	35%	3 (41%)	-
4	Terrorism	27%	NEW	▲
5	Business interruption and supply chain	23%	2 (45%)	▼
6	Market stagnation or decline	15%	6 (23%)	-
7	Natural catastrophes	15%	5 (32%)	▼
8	Inflation	15%	NEW	▲
9	Market fluctuations (e.g foreign exchanges rates, interest rates etc)	15%	7 (14%)	▼
10	Changes in legislation and regulation	12%	4 (36%)	▼

The most important risks for businesses in the United Kingdom

Figures represent a percentage of all relevant responses for United Kingdom (46)

Responses for Europe, Middle East and Africa (491).

More than one risk selected.

Top 10 business risks for the United Kingdom

			2014 Rank	Trend
1	Business interruption and supply chain	39%	1 (44%)	-
2	Loss of reputation or brand value (e.g from social media)	30%	9 (15%)	▲
3	Cyber crime, IT failures, espionage, data breaches	30%	7 (18%)	▲
4	Changes in legislation and regulation	28%	6 (18%)	▲
5	Intensified competition	17%	4 (24%)	▼
6	Natural catastrophes	17%	2 (24%)	▼
7	Political/social upheaval, war	15%	5 (21%)	▼
8	Market stagnation or decline	13%	3 (24%)	▼
9	Market fluctuations (e.g foreign exchange rates or interest rates)	13%	NEW	▲
10	Austerity programs	11%	NEW	▲

The most important risks for businesses in the USA

Figures represent a percentage of all relevant responses for USA (106).

Responses for Americas (139).

More than one risk selected.

Top 10 business risks for the USA			2014 Rank	Trend
1	Business interruption and supply chain	58%	1 (61%)	-
2	Natural catastrophes	36%	2 (58%)	-
3	Cyber crime, IT failures, espionage, data breaches	26%	5 (15%)	▲
4	Fire/explosion	26%	3 (24%)	▼
5	Changes in legislation and regulation	14%	9 (10%)	▲
6	Loss of reputation or brand value (e.g from social media)	14%	4 (17%)	▼
7	Talent shortage, aging workforce	11%	NEW	▲
8	Commodity price increases	10%	NEW	▲
9	Intensified competition	10%	6 (12%)	▼
10	Quality deficiencies and serial defects	9%	7 (10%)	▼

Differences in risks by enterprise size

