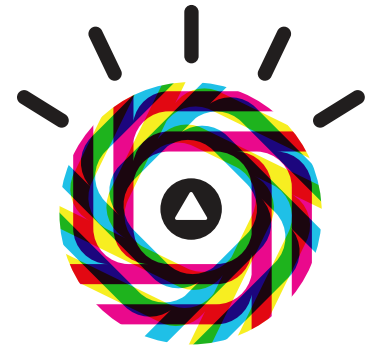


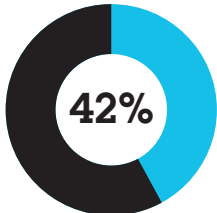
How are companies planning for risk in 2012?



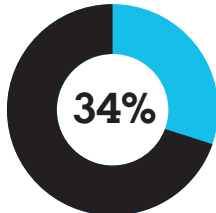
As the global risk environment becomes more complex, it's become more important to mitigate that risk. Smart companies know that a good risk management plan doesn't just reduce hazard—it lays a plan for profitability. Planning for **Business Resiliency**—not just risk management—allows businesses to seize opportunities created by unexpected events.

Risk is on everyone's radar

Fewer companies are without a formal risk management plan than in past years.



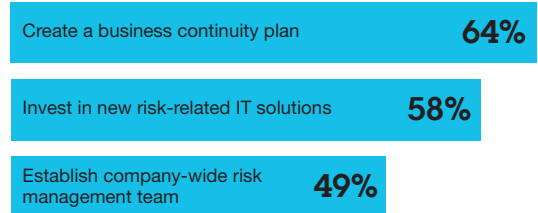
Last year



This year

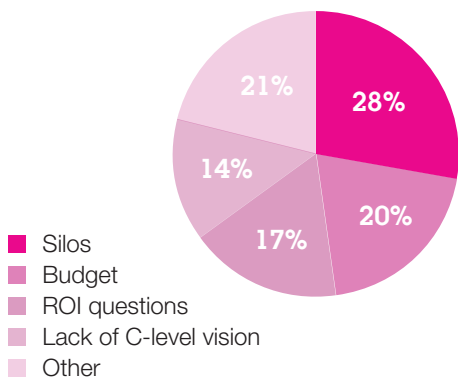
The plan is in place

Until recently, companies have been developing resiliency plans and putting supporting technologies in place.



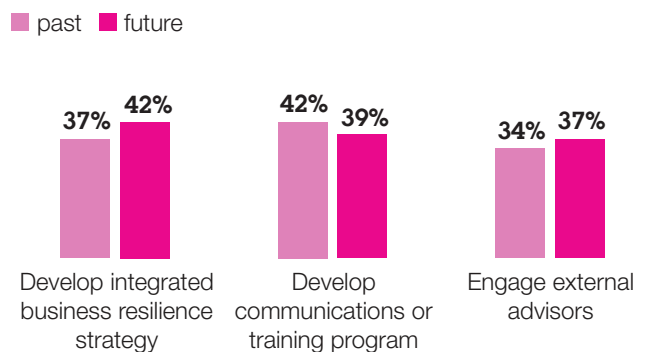
Barriers ahead

A number of financial and organizational barriers could slow adoption.



Now it's time to act

Over the next few years, the focus will shift—from development to implementation.



A plan for risk is a plan for profit

Large firms have led the shift towards holistic risk management, and this in turn drives their profitability. But not only large companies can develop robust business resiliency plans—many small and medium businesses are developing comprehensive plans, laying the groundwork for strong performance.

Four types of organizations were identified based on business resilience and self-reported financial performance:



Resilient giants

- \$1+ Billion (USD) in annual revenue
- Have adopted many holistic risk management practices
- Have engaged a wide variety of players in their resilience strategies
- High revenue growth, profitability, and market share



Nimble innovators

- Less than \$1 Billion (USD) in annual revenue
- Have adopted many holistic risk management practices
- Rank high on all indicators of success, but with room to grow



Big traditionalists

- \$1+ Billion (USD) in annual revenue
- Average business resilience and financial performance
- Most have developed basic risk management plans, including disaster recovery
- Many lack a formal risk management function, but may develop in the future



Late bloomers

- Less than \$1 Billion (USD) in annual revenue
- Not well prepared for managing business risks
- Modest financial performance to match their poor resiliency planning