Top Ten Risks

<table>
<thead>
<tr>
<th></th>
<th>% of Respondents Indicating as Top 10 Risk</th>
<th>% with Loss</th>
<th>% with Plans in Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Damage to reputation/brand</td>
<td>51%</td>
<td>14%</td>
<td>49%</td>
</tr>
<tr>
<td>Increasing competition</td>
<td>51%</td>
<td>51%</td>
<td>40%</td>
</tr>
<tr>
<td>Economic slowdown/slow recovery</td>
<td>45%</td>
<td>48%</td>
<td>29%</td>
</tr>
<tr>
<td>Cyber crime/hacking/viruses/malicious codes</td>
<td>45%</td>
<td>3%</td>
<td>65%</td>
</tr>
<tr>
<td>Regulatory/legislative changes</td>
<td>39%</td>
<td>15%</td>
<td>44%</td>
</tr>
<tr>
<td>Failure to attract or retain top talent</td>
<td>38%</td>
<td>19%</td>
<td>58%</td>
</tr>
<tr>
<td>Failure to innovate/meet customer needs</td>
<td>35%</td>
<td>38%</td>
<td>46%</td>
</tr>
<tr>
<td>Business interruption</td>
<td>33%</td>
<td>22%</td>
<td>61%</td>
</tr>
<tr>
<td>Cash flow/liquidity risk</td>
<td>33%</td>
<td>22%</td>
<td>57%</td>
</tr>
<tr>
<td>Property damage</td>
<td>33%</td>
<td>65%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Today's Transportation companies are facing complex and interconnected risks.

We live in an era of unprecedented volatility. Trends on three major dimensions — economics, demographics, and geopolitics — combined with the exponential pace of technology change, are converging to create a challenging new reality for organizations. These forces create opportunities that we cannot even imagine, but also present new frontiers to be explored.

About Aon

Aon plc (NYSE:AON) is a leading global provider of risk management, insurance brokerage and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than 72,000 colleagues worldwide, Aon unites to empower results for clients in over 120 countries via innovative risk and people solutions.

For further information on our capabilities and to learn how we empower results for clients, please visit: http://aon.mediaroom.com.

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For full insights from the survey, visit us at aon.com/2017GlobalRisk

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2017 Transportation Industry Report Highlights

Data consists of Non-Aviation Transportation Services
Top Five Emerging Risks in 2020

1. Increased competition
2. Economic downturn/ slow recovery
3. Failure to innovate/ meet customer needs
4. Workforce shortage
5. Regulatory/legislative changes

Presence of a Formal Risk Management Department

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Companies &lt;$1 Billion</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Companies &gt;$1 Billion</td>
<td>70%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Risk Departments Cultivate a Comprehensive Process to Identify and Assess Current and Emerging Risks

Identification of Major Risks

- Senior management judgment and experience: 55%
- Risk information from other function-led processes (e.g., internal audit, disclosure, compliance, etc.): 52%
- Board and/or management discussion of risk during annual planning, risk assessment or other processes: 51%
- Structured enterprise-wide risk identification process judgment and experience: 27%
- Industry analysis, external reports: 27%
- No formalized process: 12%

Assessment of Major Risks

- Senior management judgment and experience: 60%
- Board and/or management discussion of risk during annual planning, risk assessment or other processes: 48%
- Consult with external service provider/advisor: 34%
- Risk modeling/risk quantification analysis: 31%
- Structured enterprise-wide risk assessment process supported by a standard toolkit and methodology: 25%
- No formalized process: 9%

Cyber Purchasing Patterns

- 8% Not purchased and no plans to purchase
- 24% Plan to purchase
- 32% Insurance currently purchased

Cyber Risk – Completed Assessment

- 7% Yes, both quantitative & qualitative
- 32% No
- 24% Not sure
- 21% Yes, not sure what type of assessment
- 19% Yes, quantitative
- 15% Yes, qualitative

To keep pace with the pervasive and fast evolving cyber threats that go hand in hand with the dizzying speed of technological innovation, much more progress is needed in the area of cyber risk control and mitigation.

Data Source: Aon's 2017 Global Risk Management Survey

Transportation Companies with a Captive or Protected Cell Company (PCC)

- 46% Currently have an active captive or PCC
- 8% Have a captive that is dormant / run-off

What top 3 methods do you utilize to evaluate the effectiveness of your risk management program?

1. Compare historical results of safety and loss control programs: 33%
2. Compare historical results from risk events against effectiveness of risk management programs: 32%
3. Evaluate the extent to which risk concepts are integrated into business investments and strategic decisions: 27%

What are the 3 most important drivers in your choice of insurers?

1. Coverage terms and conditions
2. Claims service & settlement
3. Financial stability/rating