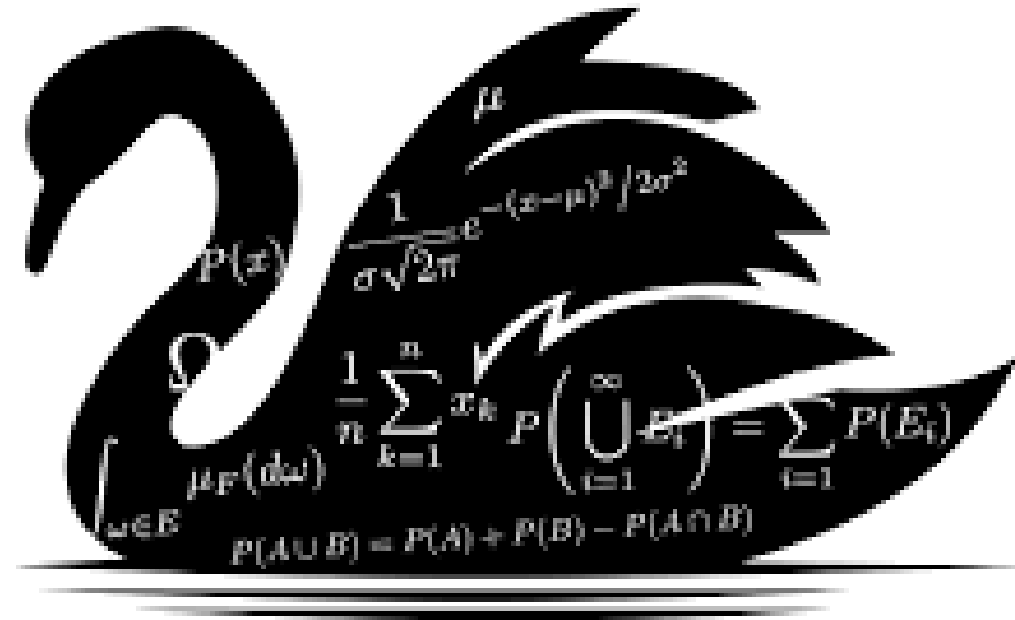


Black Swan Events



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1

“Known
Risks”

Companies identify and plan for in an effort to avoid or mitigate them.



2

“Emerging
Risks”

Risks that have come onto radar, but whose full extent and implications are not yet clear.



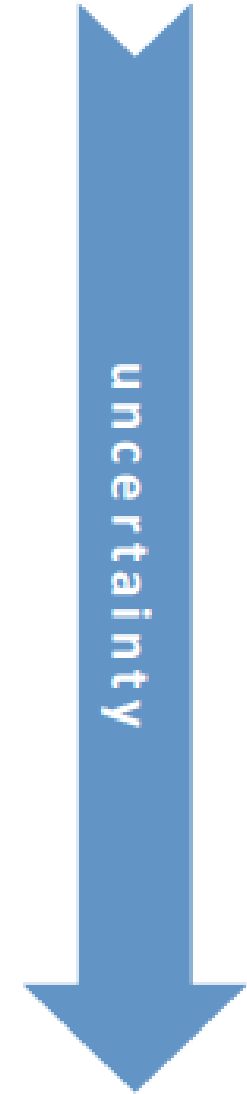
3

“Black
Swans”

Events which are highly unlikely to happen but would have severe consequences if they did.

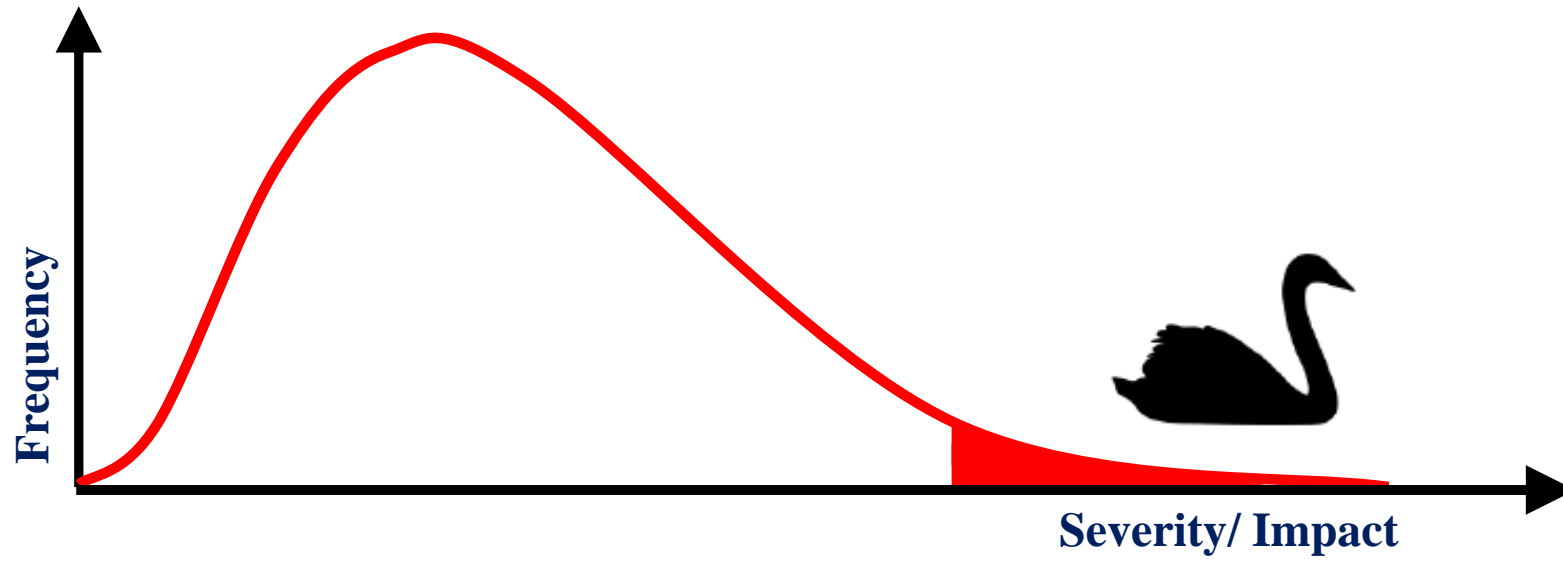


uncertainty



Geopolitical risk

will increasingly confront banks in the coming years

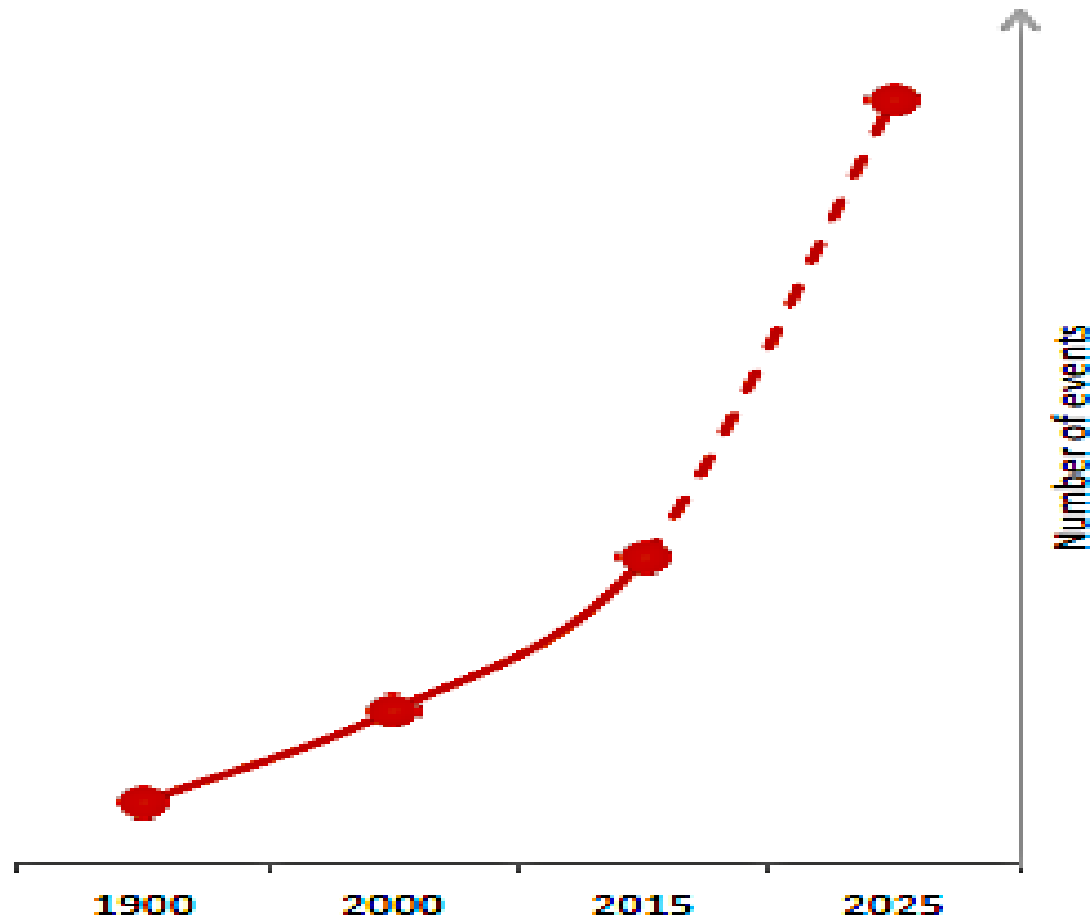


Expectations

Increasing Number of Black Swan Events



Are Black Swans Actually Turning Grey?



Future Black Swan Events

- Economic
- Cyberattacks
- Natural Events

Stress Testing & Reverse Stress Testing

Reverse Stress Testing

- Is one of the most powerful scenario analysis tools available to risk managers and regulators.
- There are key differences in the process and the scenarios between the two approaches for stress testing.

Thank You