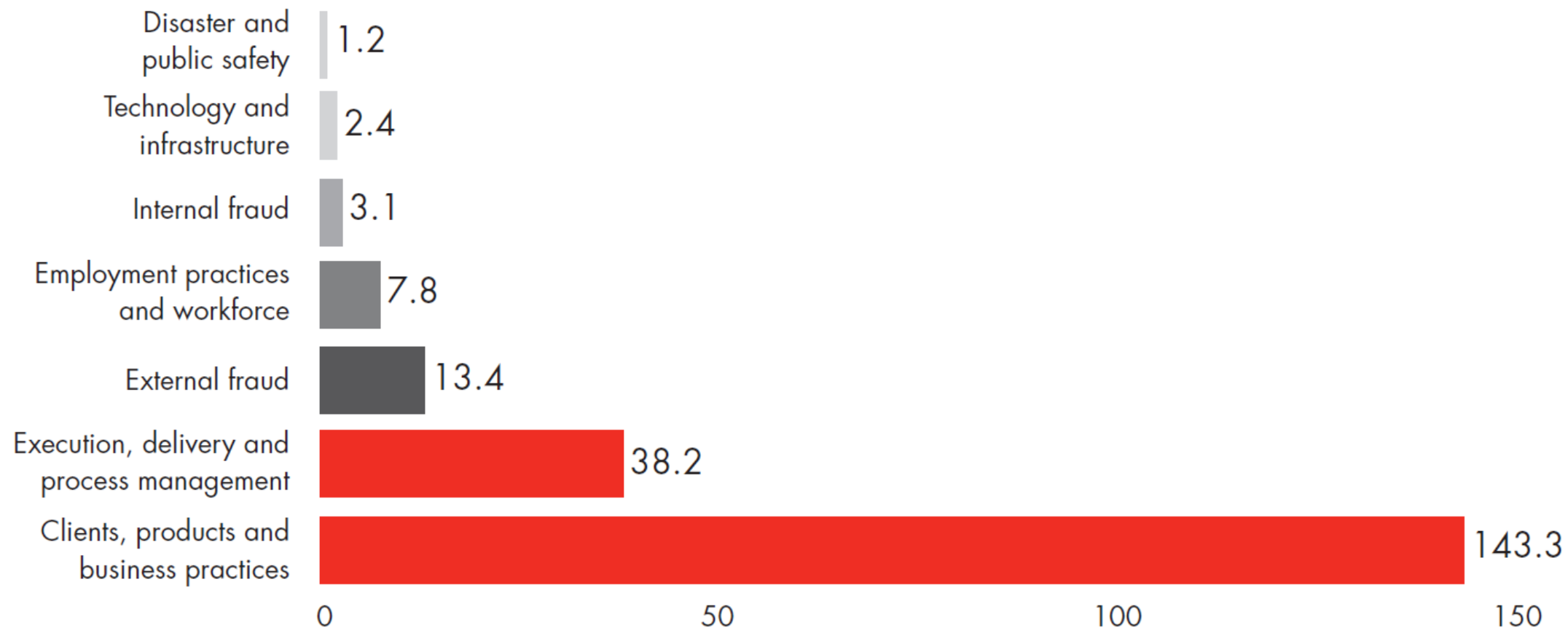


# Major banks lost nearly \$210 billion from operational risk events from 2011 to 2016, mostly from client interactions and process management

Operational loss by type, \$ billions



Note: Data from 96 banks includes all events of more than €20,000, January 2011 to December 2016

Sources: ORX; Bain & Company