Quarterly Report

1st Quarter / 2026

Additional Comments of SCM Experts

European Supply Chain Risk Indicator (ESCRI)

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01 Economic Risk *80.49*

- Labor shortages continue to pose a structural risk.
- High energy prices weaken cost competitiveness in Germany.
- Energy price increases remain a major cost driver.
- Energy, commodity, and labour volatility will raise economic risk.
- Energy dependency amplifies cost risk.
- Regulatory and fiscal pressures significantly increase costs.
- Economic slowdown lowers demand for logistics services.
- Input price volatility and labour scarcity increase economic risk.
- Economic uncertainty remains elevated.
- Structural volatility is an accepted industry condition.
- Cost inflation and competition erode margins and investment capacity.
- Cost pressure and overcapacity depress prices and performance.
- High costs threaten Austria’s industrial competitiveness.
- Economic volatility destabilizes markets.
- Accumulating risks increase overall economic exposure.
- Workforce scarcity remains unresolved.
- Multiple cost and risk factors occur simultaneously.
- Labor shortages vary regionally but persist overall.
- Material availability and price risks affect production.
- Inflation and semiconductor costs drive expenses.
- Labor scarcity continues to constrain operations.
- Cost increases and retention challenges persist.
- Global competition challenges Europe’s economic position.
- Combined cost and demand shocks heighten economic risk.
- Self-generation of energy and workforce strategies mitigate risk.

02 Cybersecurity and Data Risk

79.76

- Advancing technology and AI increase data security risks.
- The number of severe cyberattacks is rising sharply.
- Weak network architecture and supplier dependencies increase cyber risk.
- Cyber risk grows faster than the ability to offset it financially.
- Insufficient AI competence increases cybersecurity vulnerability.
- Awareness training and system hardening are key countermeasures
- Continuous digital updates support cybersecurity resilience.
- Cyber risk development is highly uncertain.
- No short-term change in cyber risk is expected.
- Rising awareness is offset by more sophisticated AI-based attacks.
- Regular IT audits improve cyber resilience.
- Phishing and cybercrime are increasing.
- Stronger protocols and access controls reduce cyber risk.
- Cybersecurity requires continuous operational attention.
- Despite investments, cyber risk remains difficult to control.
- Significant cybersecurity improvements have already been implemented.
- State-driven cybercrime is expected to intensify.
- The organization has already experienced severe cyber incidents.
- AI-enhanced attacks increase the effectiveness of hackers.
- Geopolitical escalation amplifies cyber threats.
- Cyber risk includes data loss, corruption, and system disruption.
- Cyber threats grow faster than defensive capabilities.
- Growing IT dependence amplifies the impact of cyber incidents.
- Underestimation of cyber threats weakens collective resilience.
- Even with strong controls, cyber risk continues to increase.
- Data theft remains a core cyber risk.

03 Government Intervention Risk

78.75

- Carbon-related border measures increase cost uncertainty.
- Policy instability undermines business confidence.
- Government intervention directly affects demand levels.
- Unpredictable political decisions increase planning uncertainty.
- Administrative interventions disrupt customer operations.
- Frequent regulatory changes increase operational complexity.
- Regulatory intervention poses a significant revenue risk.
- Regulatory risk is concentrated in major geopolitical regions.
- Political changes in key markets increase exposure.
- Compliance requirements significantly increase costs.
- Ongoing regulatory and geopolitical pressures persist.
- Tariff risks threaten production competitiveness.
- Geopolitical developments strongly influence business risk.
- Policy changes and geopolitics amplify uncertainty.
- Trade conflicts and strategic dependencies increase systemic risk.
- Customs policy volatility limits predictability.
- Regulatory density continues to rise.
- US policy remains a key uncertainty factor.
- Geopolitical instability affects regulatory risk.
- State intervention limits operational flexibility.
- Licensing dependencies create regulatory risk.
- Combined regulatory and geopolitical factors elevate risk.
- Government intervention risk stays consistently high.
- Climate regulation is a major intervention driver.
- Tariff and regulatory tightening increases risk.
- Sustainability policy enforcement raises regulatory exposure.
- EU policy and global conflicts shape intervention risk.
- Ongoing regulatory change remains a constant risk.

04 Transportation Disruption Risk

74.80

- Visa restrictions are worsening the driver shortage.
- Rail infrastructure constraints in Germany disrupt transport reliability.
- Driver availability, fuel costs, and infrastructure remain key risk drivers.
- Poor infrastructure increasingly causes transport delays.
- Fiscal measures, labour actions and infrastructure works increase transport risk.
- Fuel price and severe driver shortages significantly increase operating costs.
- Diversified transport solutions are needed to stabilize services.
- Visa policies directly affect transport capacity.
- Regulatory constraints and higher volumes increase transport costs.
- Trade policy volatility quickly affects supply chains.
- Maritime risk may ease with improved Suez Canal access.
- Geopolitical instability has immediate transport impacts.
- German rail infrastructure remains a critical bottleneck.
- Transport risks vary by mode but remain generally manageable.
- Stable carrier partnerships mitigate transport risk.
- The Ukraine war continues to create customer and transport risks.
- Construction activity reduces punctuality in transport networks.
- Combined labor and regulatory issues constrain transport capacity.
- Geopolitical risks must be integrated into transport decisions.
- Labor scarcity and decarbonization raise medium-term transport costs.
- Social disruptions and complexity increase logistics risk.
- Road transport capacity has recently stabilized.
- Capacity shortages affect both road and rail transport.
- Cost, infrastructure and demand volatility drive transport risk.
- Freight market volatility is rising in both directions.
- Improved job design is needed to address labor shortages.
- Labor scarcity and missing secure facilities persist as key risks.
- Driver scarcity remains unresolved.
- Demand reduction could temporarily stabilize transport markets.
- Structural driver scarcity requires new transport and energy solutions.
- Transport risk is expected to remain stable.
- Labor scarcity and fluctuating demand define transport risk.

05 Customer and Demand Risk

73.37

- Intensified competition and shorter cycles reduce customer loyalty.
- Forecast accuracy remains a key challenge.
- Customer insolvency risk is rising.
- Delayed or failed payments increase customer risk.
- Competitive intensity drives pricing pressure.
- Macroeconomic cycles create demand uncertainty.
- Price-driven purchasing behaviour has replaced long-term loyalty.
- Customers demand shorter lead times and faster fulfillment.
- Customer feedback and service improvements support retention.
- Market volatility complicates demand planning.
- Better channel integration improves customer insight.
- Rapidly shifting requirements increase demand uncertainty.
- Excess capacity intensifies price competition and switching behavior.
- Trade policy affects customer demand.
- Margin pressure and poor forecastability increase demand risk.
- Market consolidation and platforms alter customer behavior.
- Sector-specific growth increases order complexity.
- Customer-side sales problems reduce demand visibility.
- Changing consumption patterns raise customer expectations.
- Relationship stability depends on individuals and is volatile.
- Aggressive sourcing and insolvency increase customer risk.
- Macroeconomic decline influences customer purchasing behavior.
- Customer demand is volatile and loyalty is fragile.
- Short-term contracting dominates under price pressure.
- Decision quality declines under pressure.
- External shocks strongly influence demand fluctuations.
- Market restructuring does not alter customer risk.
- Post-pandemic demand forecasting remains highly uncertain.

06 Supplier Risk *72.83*

- Lack of strategic direction among supply chain actors increases risk.
- Vertical integration reduces dependency on external suppliers.
- High prices and capacity bottlenecks strain supplier performance.
- Supplier insolvency risk is rising significantly.
- Ongoing price volatility affects sourcing decisions.
- Strategic and bureaucratic decisions slow down supply chain reactions.
- Supplier evaluation and diversification reduce supply risk.
- Organizational instability at suppliers increases supply risk.
- Macroeconomic and geopolitical tensions threaten supply stability.
- Supplier risk stays elevated without improvement.
- Financial stress increases supplier default risk.
- Fluctuating prices increase sourcing uncertainty.
- Trade and customs policy volatility affects suppliers.
- Production shifts increase single-source dependencies.
- Bankruptcies and geopolitical shocks increase supplier insolvency risk.
- Weak economic conditions threaten supplier viability.
- Structural disruptions and resource constraints increase supply risk.
- Geopolitical exposure increases supplier risk.
- Multiple operational and geopolitical factors destabilize suppliers.
- Supplier concentration reduces competition and increases dependency risk.
- Portfolio expansion and diversification mitigate dependency risk.
- Regulatory changes create supplier-related risk.
- Supplier internal weaknesses amplify price and supply risk.
- Capacity shortages affect supplier logistics.
- Geopolitics and financial constraints weaken suppliers.
- Governance reduces supplier risk, while geopolitics remain difficult to manage.
- International political developments influence supplier risk.

07 Technological or Competitive Risk

69.43

- Failure to adopt digital and AI technologies threatens competitiveness.
- AI will disrupt markets, but economic benefits may be limited.
- AI adoption is becoming a competitive necessity.
- AI-driven change will reshape market structures.
- AI adoption speed will determine future competitiveness.
- AI-enabled services emerge as new competitive offerings.
- Unequal regulation creates competitive distortions.
- Structural inertia and global competition increase strategic risk.
- Excess capacity intensifies competitive pressure.
- Service excellence is used as a competitive differentiator.
- Continuous technology adoption is essential for competitiveness.
- Innovative low-carbon solutions create competitive advantage.
- Exposure to China increases competitive intensity.
- Disruptive technologies and new competitors raise market risk.
- Regulatory asymmetries favour non-EU competitors.
- The business implications of AI remain uncertain.
- Lack of subsidies constrains innovation capacity.
- Asian competition drives aggressive price pressure.
- Market restructuring may improve relative competitive positioning.
- Competition increasingly takes the form of price wars.
- Regulatory costs exclude smaller competitors from the market.
- Rapid technological evolution reshapes competitive landscapes.
- Technology disruption and weak regulation increase competition risk.
- Industry restructuring affects competitive dynamics.
- Continuous adaptation reduces but does not eliminate competitive risk.
- Fast technology cycles increase uncertainty.
- Market commoditization and regulation intensify competition.
- Innovation investment levels are expected to remain stable.

08 Environmental Risk *60.98*

- Climate change will increase the frequency and severity of natural disasters.
- Pollution and climate change represent ongoing environmental risks.
- Certified and regularly reviewed processes help mitigate environmental risks.
- Environmental risk is stable but requires preparedness for extreme weather.
- The frequency of environmental disasters is increasing.
- Climate change effects like flooding are increasingly evident.
- Site location limits exposure to environmental risks.
- Stricter environmental regulation increases compliance risk.
- Technology supports better management of environmental risks.
- Extreme weather and disasters are key environmental risk factors.
- Rising climate volatility increases environmental risk over time.
- No significant environmental risks are anticipated.
- Mitigation plans reduce environmental impact.
- Environmental risk is considered negligible.
- Extreme weather remains a core environmental risk.

09 Operational Risk *56.60*

- Weak project governance and growing bureaucracy increase operational risk.
- The food sector currently shows no elevated operational risk.
- Trucks face higher operational risk due to visas, permits and border delays.
- Safety investments and machinery modernisation reduce operational risk.
- Border delays, technical failures, planning errors, documentation gaps, and IT disruptions are key operational risk drivers.
- Internal procedures, training and awareness initiatives systematically strengthen operational risk management.
- Sector-specific disruptions, incl. the Nexperia crisis, increase operational risk.
- Machine data and machine learning lower process risk but increase dependence on IT and cybersecurity.
- Geopolitical, regulatory, and sectoral uncertainty is increasing operational complexity.
- Outdated infrastructure, economic downturns and potential labour disputes heighten operational risk.
- Product availability and cyber resilience are critical operational risk factors.
- Preventive maintenance and training reduce technical downtime risk.
- Ageing equipment and limited maintainability increase failure risk.
- Rising market concentration in procurement poses operational risks for SMEs.
- Capacity expansion depends on investment availability, China-linked supply chains and financial flexibility.
- No short-term change is expected, but medium-term risk growth requires contingency and business continuity planning.
- Long spare-part lead times increase operational vulnerability
- Companies must anticipate risks early and implement appropriate mitigation and contingency measures.

10 Quality Risk *56.06*

- Regulatory requirements are increasing administrative workload.
- Insufficient data quality, product quality, and incomplete documentation increase risk.
- Planned project launches will increase operational risk during ramp-up phases.
- Quality improvements require additional investments that raise efficiency but reduce profitability.
- New standards and competitive pressure will likely increase quality risk.
- Increasing complexity and better methods currently offset each other.
- Market quality expectations are rising, and current performance exceeds them.
- Quality risks mainly arise from documentation, communication, scheduling, and subcontractor issues.
- Dedicated quality governance ensures continuous improvement.
- Product complexity drives higher and ongoing quality requirements.
- Cost pressure threatens investments in quality assurance.
- Production ramp-up phases increase quality and operational risk.
- Economic pressure can lead to over-optimization that negatively affects quality.
- Rising customer expectations increase quality pressure.
- Regulatory changes significantly increase quality-related effort and costs.
- Workforce shortages and turnover increase quality risk.
- Supplier quality problems stem mainly from insufficient qualification.
- External quality requirements are continuously rising.
- Customer complaint reduction is the main quality objective.
- Standardized procedures and controls are being strengthened.
- Supplier diversification reduces quality risk.
- Contractual and awareness measures are used to manage quality risk.
- Market concentration in public tenders increases operational and quality risk.
- Unpredictable regulation increases compliance and quality risk.
- Ongoing initiatives are expected to reduce quality risk.
- Uncontrolled use of generative AI may create quality risks.
- Customer expectations remain difficult to fully meet.
- Current quality level is stable and sufficient.
- Changing standards continuously affect quality management.

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