



Sicurezza: Nuovi scenari per gli operatori di Infrastrutture Critiche

CorradinoCorradi

Forum PA
15 may 2017

C2 – Vodafone Internal



What we are facing in Vodafone across the world

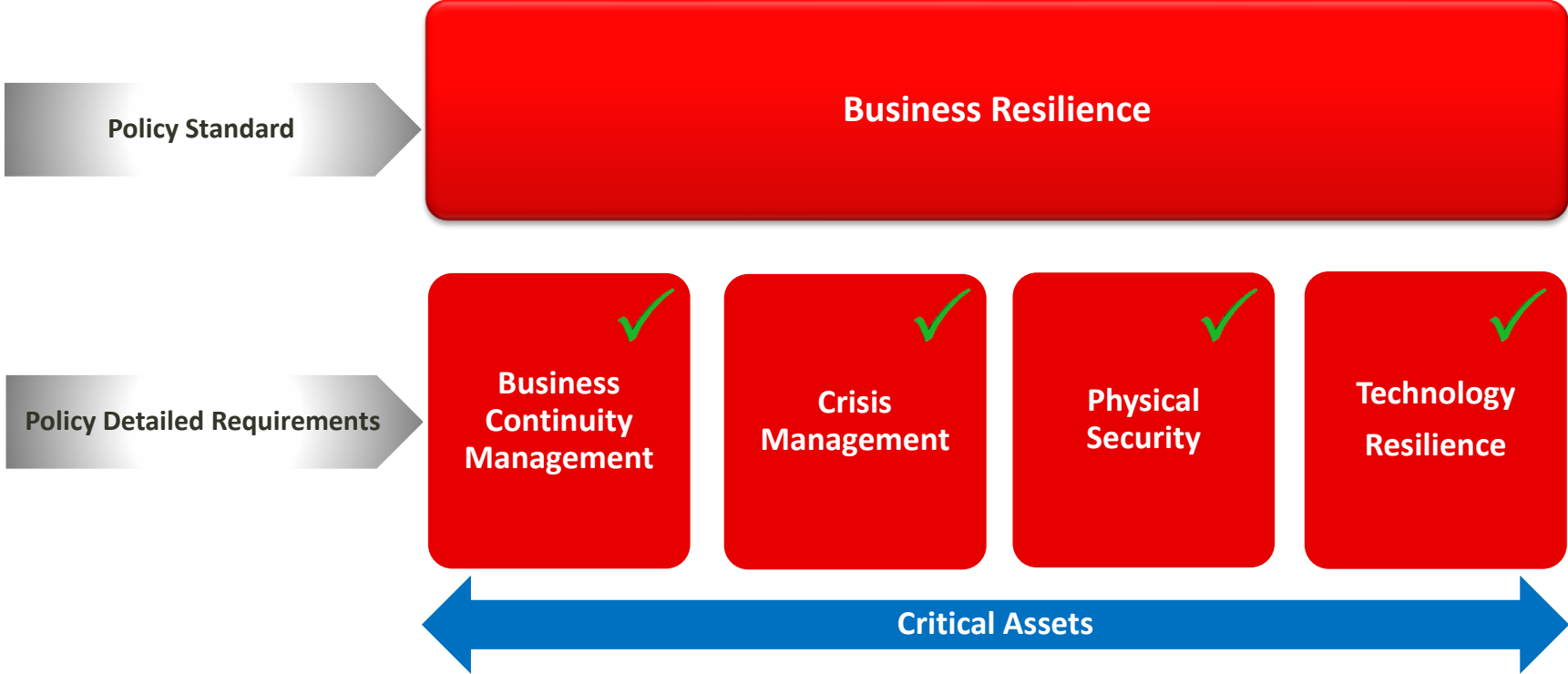


The evolution of Business Resilience

- The extent and size of our footprint means that our business environment may be affected by **volatility, uncertainty, complexity and ambiguity**.
- Current threat level is concerning, preparedness is crucial to react to crisis in order to stay on the edge and not fall into the cliff.
- **Business Resilience is no longer about recovery**
- **We adopted an integrated approach in order to better manage risks and improve our business continuity capability**
- The approach bridges the gap between the following:
 - Business Continuity and **the protection of critical assets**
 - Crisis Management
 - Physical Security
 - Technology Resilience

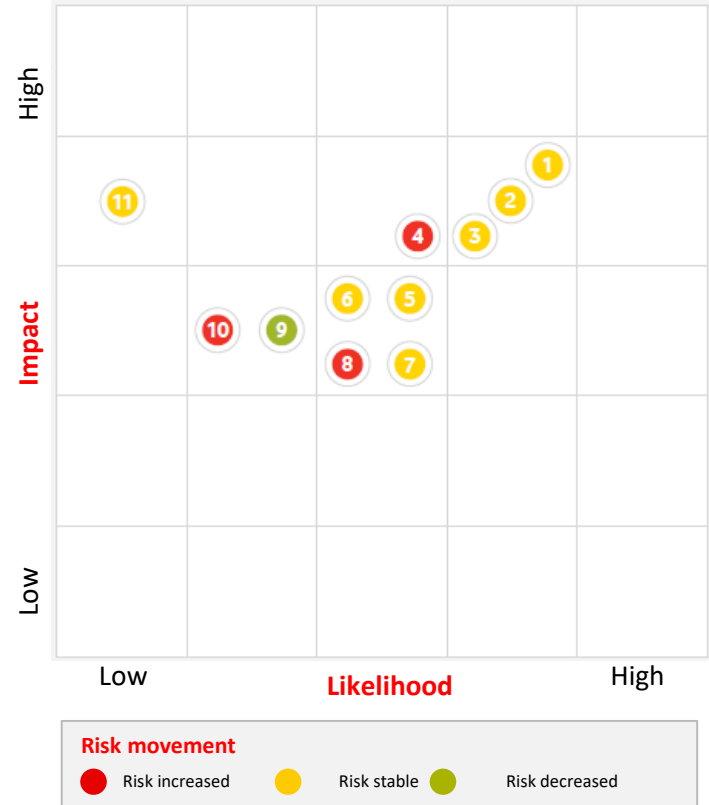


Business Resilience Policy Framework



Vodafone principal risks

1. **Cyber threat and information security**
External or internal attack resulting in service unavailability or data breach
2. **Adverse political and regulatory measures**
Excessive pricing of 5G licences, tax authority challenges, incumbent re-monopolization
3. **Market disruption**
New telco entrants with lean & agile models and unlimited offers creating increased competitive pressure
4. **Effective digital and technological transformation**
Failure to create an agile, digital telco able to deliver a differentiated customer experience
5. **Disintermediation**
Tech players gaining customer relevance through emerging technology
6. **Global economic disruption/adequate liquidity**
Economic disruption and uncertainty reducing consumer spending and our ability to refinance
7. **Technology resilience**
Failure of critical IT, fixed or mobile assets causing service disruption
8. **Effective data management**
Data management failures leading to missed commercial opportunities or a GDPR breach
9. **Legal and regulatory compliance**
Non compliance with laws and regulations including customer registration, anti-bribery, competition law, antimony laundering, sanctions and intellectual property rights requirements
10. **Allocation of the Group's capital**
Failure to maximise returns to shareholders due to inefficient use of capital
11. **EMF health related risks**
EMF found to pose health risks causing reduction

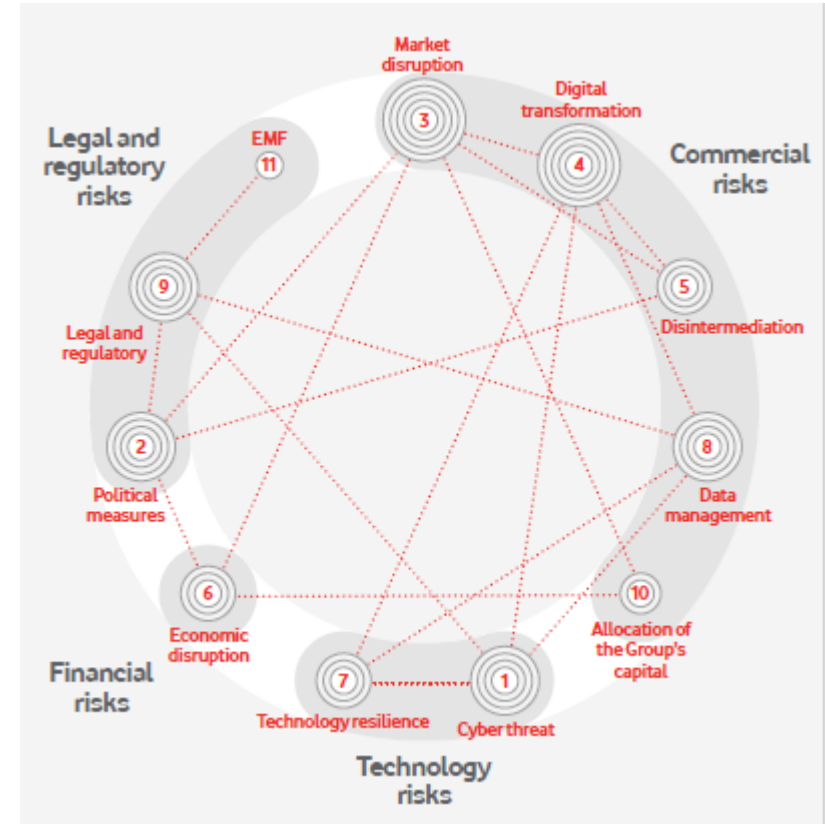


Source: Vodafone Group Plc Annual Report 2018



The new challenge is to manage the interconnected nature of risk (especially cyber-security)

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Thank you

