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Cybersecurity Governance

Rosa Kariger
Global Cybersecurity Director
Cybersecurity Governance

01 Cybersecurity Challenges
- Key Cybersecurity Challenges
- Cybersecurity Goals

02 Cybersecurity Strategy and Governance Model
- Global Cybersecurity Strategy
- Cybersecurity Governance Model

03 Cybersecurity Pillars
- Pervasive Cybersecurity Culture
- Independent Challenge and Assurance
- Collaboration to enhance Systemic Resilience
Cybersecurity Challenges

INCREASINGLY COMPLEX ECOSYSTEM AND THREAT LANDSCAPE

KEY CYBERSECURITY CHALLENGES

- Changing energy ecosystem & Legacy
  Decarbonization, Decentralization, Digitization

- Evolving attack surface
  M&A, New assets, Remote Working, Cloud, OT Digitization

- Rise of Cyberattacks worldwide
  Ransomware, Digital Fraud, Geopolitics

- Supply Chain attacks
  Solarwinds, Kaseya, Log4j

- Incipient and heterogeneous Regulation
  GDPR, NERC, NIS 2.0, CER, etc.

CYBERSECURITY GOALS

- Protecting our Critical Infrastructures
- Ensuring reliability and quality of energy supply
- Protecting our customer’s, employee’s and third parties’ personal data
- Ensuring integrity and confidentiality of financial and business information
- Protecting the company’s brand and reputation
- Enhancing systemic resilience
Enabling secure operations, innovation, and digitization in an increasingly complex ecosystem and threat landscape by embedding Cybersecurity within Business’ decisions and operations.

CYBERSECURITY IS INTRINSIC TO INNOVATION AND DIGITAL TRANSFORMATION

Governance
Cybersecurity Culture
Collaboration
Oversight & Assurance
Cyber Resilience
Proactive Risk Management

CYBERSECURITY STRATEGIC PILLARS
Cybersecurity Strategy and Governance Model

BUSINESS ACCOUNTABILITY, GLOBAL INTELLIGENCE AND INDEPENDENT OVERSIGHT

Board of Directors/ Audit & Risk Supervision Committee

Senior Management Committees

Cyber Security Committee

1st Line of Defence
- Digital Planning & IT
- Businesses
- Corporate Areas

2nd Line of Defence
- Risk & Assurance
- Corporate Cyber Security

3rd Line of Defence
- Internal Audit

Regulators
- Risk Ownership
- Implementation of Cyber Security Controls
- Incident Management & Business Continuity

External Audits
- Independent compliance assurance
- Assessment of framework effectiveness

Internal Use
Cybersecurity Strategy and Governance Model

INCREASING BUSINESS COMMITMENT AND DEDICATION OF RESOURCES

- BISOs nominated in each Business Area
- Cybersecurity risks and plans included in the Agenda of all Governance Bodies
- First Line of Defence Cybersecurity Office to coordinate technical projects globally
- Strengthened global incident coordination and threat intelligence by the CISO

Bar charts showing:
- **Budget**: 1.8x increase from 2020 to 2022
- **FTE**: 2x increase from 2020 to 2022
Cybersecurity Pillars

STRONG LEADERSHIP BY THE BUSINESSES AND CONTINUOUS INDEPENDENT CHALLENGE

<table>
<thead>
<tr>
<th>CYBERSECURITY CULTURE</th>
<th>INDEPENDENT CHALLENGE AND ASSURANCE</th>
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</thead>
<tbody>
<tr>
<td><strong>Annual Hours of Cybersecurity Training</strong></td>
<td><strong>Annual Number of Cybersecurity Assessments</strong></td>
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<tr>
<td>2020: 11,350</td>
<td>2020: 1200</td>
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<tr>
<td>2021: 57,090</td>
<td>2021: 1,540</td>
</tr>
<tr>
<td>2025e: 63,000</td>
<td>2025e: 2,000</td>
</tr>
</tbody>
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- STRONG LEADERSHIP BY THE BUSINESSES AND CONTINUOUS INDEPENDENT CHALLENGE
  - **5.6x** increase in Annual Hours of Cybersecurity Training from 2020 to 2025e
  - **1.7x** increase in Annual Number of Cybersecurity Assessments from 2020 to 2025e
Cybersecurity Pillars

ENHANCING SYSTEMIC CYBER RESILIENCE IN A HIGHLY INTERDEPENENT ECOSYSTEM

- Exchange of information and best practices
- Collective situational awareness and mutual aid
- Standardization and Security by Design
- Enhanced regulatory approaches