ENTERPRISE RISK MANAGEMENT AT A2A

Model of risks and uncertainties

Risk by driver
Risk by category
Risk by type

External

Natural events

- Climate Change – Physical
- Climate Change - Transition
- Other natural events

Financial

- Commodity
- Interest rate
- Liquidity
- Counterparty
- Default and covenants

Competitive environment - regulatory

- Changes in laws and regulations
- Macroeconomic situation
- Social and environmental context
- Fiscal and tax-related
- Legal disputes

Strategic

Direction

- Strategic and business plan initiatives
- Investments and divestments

Internal

Operational

- Environmental
- Business interruption
- Customer service level
- Credit collection processes
- Procurement
- Security
- Compliance

Human resources

- Internal skills
- Health and safety

Information Technology

- Infrastructure
- Cybersecurity

a2a LIFE COMPANY