



THE RESILIENCE OF THE FUTURE

#1



AI, THE SUPERPOWER OF CYBERSPACE

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PETRA JENNER

**SENIOR VICE PRESIDENT
AND GENERAL MANAGER EMEA, SPLUNK**



**DREAM SUPERPOWER:
THE GIFT OF UBIQUITY**

“THE RESILIENCE OF THE FUTURE STARTS WITH ARTIFICIAL INTELLIGENCE.”

The resilience of the future starts with artificial intelligence. This topic is simultaneously thrilling and paradoxical.

On the one hand, considering the massive adoption of generative AI in companies without well-defined usage policies, there is a legitimate fear of an upsurge in cyberattacks and data leaks. AI will also enable increasingly sophisticated phishing attacks, with emails using natural language models or true-to-life audio and video deepfakes. Europe has reacted quickly with the AI Act, a regulation that aims to better frame and regulate the use of AI.

On the other hand, it is naive to think that employees are not going to use this technology. Worse, there could be real economic disadvantages in preventing them from doing so. **For companies, AI represents a real opportunity to develop new ways of working.**

At a time of cybersecurity talent shortages, AI could automate certain repetitive tasks or enable less technical users to code or create queries in natural language.

However, to truly benefit from AI, companies must not only master the development of reliable AI, but also convince their partners, customers, and regulators of its reliability. **Fostering digital trust is essential** to ensure customer loyalty, inspire investor confidence, and enable organizations to continue to innovate, grow, and maintain resilience.

A HISTORY OF CYBER RESILIENCE

1626. IN THE LONDON FOG, THE VOICE OF PHILOSOPHER FRANCIS BACON RESONATES AND PRONOUNCES THE WORD "RESILIENCE" FOR THE FIRST TIME, MEANING AN ABILITY TO "BOUNCE BACK" IN A DIFFICULT SITUATION.



1824. THOMAS TREDGOLD, AN ENGLISH ENGINEER, USES IT TO DESCRIBE THE ELASTICITY AND RESISTANCE... OF MATERIALS. A TOTALLY DIFFERENT WORLD FROM PSYCHOLOGY.



1906. THE TERM CROSSES THE CHANNEL AND LANDS IN FRANCE. TAKEN FROM THE LATIN "RESILIRE" (TO REBOUND), IT TAKES THE FORM "RÉSÉLIENCE" IN THE CNRS' TRÉSOR DE LA LANGUE FRANÇAISE AND REMAINS RESTRICTED TO THE RESISTANCE OF MATERIALS.

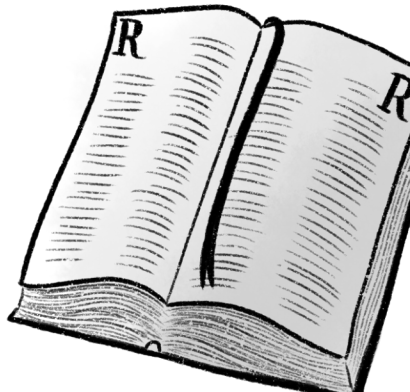
BAMM!

1911. THE WORD FINALLY TAKES ITS CURRENT FORM. "RESILIENT" NOW MEANS A CERTAIN RESISTANCE TO SHOCK.

1932. THE ADJECTIVE "RESILIENT" APPEARS FOR THE FIRST TIME IN THE LAROUSSE DICTIONARY. RESILIENCE IS DEFINED AS THE ABILITY OF A "SYSTEM" TO CONTINUE TO OPERATE, IF POSSIBLE NORMALLY, AFTER AN INCIDENT, SHOCK, DISRUPTION OR BREAKDOWN.

WE'RE GETTING CLOSER...

THE CONCEPT OF RESILIENCE WAS ALREADY BEING APPLIED TO SOCIAL SCIENCES. SIGMUND FREUD USED IT TO STUDY THE TRAUMA OF SOLDIERS IN THE AFTERMATH OF WWI. IN THE 1930S, HIS DAUGHTER, ANNA, ALSO USED THE TERM WHEN CONSIDERING CHILDREN'S POTENTIAL FOR RESISTANCE.





1982. AMERICAN PSYCHOLOGIST EMMY WERNER FOLLOWS CHILDREN WHO EXPERIENCE TRAGEDIES ON A DAILY BASIS IN HAWAII. THIRTY YEARS LATER, SHE SHOWS THAT SOME LEAD A FULFILLING LIFE, WITHOUT HAVING BEEN TRAUMATIZED BY THE DIFFICULTIES OF THEIR CHILDHOOD. THIS IS THE REAL BIRTH OF THE CONCEPT OF RESILIENCE.



BUT IT IS ONLY IN 2001 THAT THE DOCTOR, NEURO-PSYCHIATRIST AND PSYCHOANALYST BORIS CYRULNIK TURNS THE SPOTLIGHT ON THIS CONCEPT AND POPULARIZES IT IN FRANCE. HE SAYS, "RESILIENCE IS THE ART OF NAVIGATING THROUGH TORRENTS." HE DESCRIBES THIS PARADOX IN A BOOK ENTITLED "A WONDERFUL MISFORTUNE."

2012. NESTLED IN THE SPLENDID SWISS MOUNTAINS OF DAVOS, THE WORLD ECONOMIC FORUM TAKES UP THE ISSUE OF CYBER RESILIENCE. IT IS USED TO COVER SUCH ISSUES AS HYPER-CONNECTIVITY, CYBERCRIME AND DATA PROTECTION.



ABOVE ALL, THERE IS A REALIZATION THAT CYBERSECURITY IS MORE THAN JUST THE ABILITY TO SURVIVE A CYBER INCIDENT AND CONTINUE TO OPERATE IN A FRAGILE, UNSTABLE AND POTENTIALLY HOSTILE CYBERSPACE. CYBER-RESILIENCE IS KNOWING HOW TO TAKE ADVANTAGE OF AN INCIDENT. AS MR. CYRULNIK WOULD SAY, IT'S WADING THROUGH TORRENTS (OF CYBERATTACKS) AND TURNING THEM INTO... WONDERFUL MISFORTUNES, FULL OF OPPORTUNITIES.

PATRICK PROSPER

CISO, GROUPAMA



***DREAM SUPERPOWER:
HAVE AN INFORMATION SYSTEM
THAT SELF-REPAIRS LIKE WOLVERINE***

“IN FIVE YEARS’ TIME, WE WILL BE ABLE TO RELY ON AI TO MAKE STRATEGIC DECISIONS.”

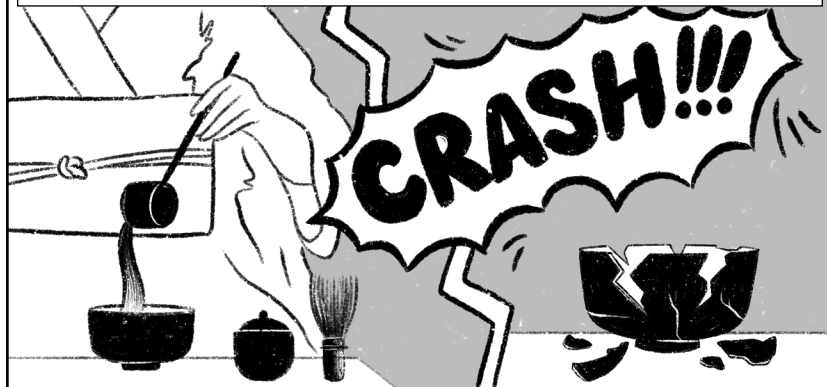
Resilience reflects our ability to withstand a major shock in a very schematic way. To achieve this, we must first and foremost create and test different scenarios that enable us to react in the most sensible and rapid way possible in the event of a disaster. However, humans remain at the heart of the process because things never go as planned. Teams must constantly make decisions to adjust previously defined actions to the reality on the ground.

As for the future, I’m not a fortune teller, but it seems to me that crisis teams will be able to rely more on AI to make strategic decisions. These tools are expected to undergo major changes over the next five years and be able to help IT professionals respond more appropriately to the situations they face.

Another area of concern is **the increase in regulation, which will necessarily make it more cumbersome to monitor and test resilience.** These rules have the advantage of putting all companies on an equal footing by imposing a minimum level of resilience, but we must avoid them becoming counterproductive.

A HISTORY OF RESILIENCE: JAPAN

JAPAN, 15TH CENTURY. GENERAL ASHIKAGA YOSHIMASA USES HIS FAVORITE BOWL FOR A TEA CEREMONY. EXCEPT THAT ON THAT DAY, IT BREAKS INTO 1,000 PIECES.



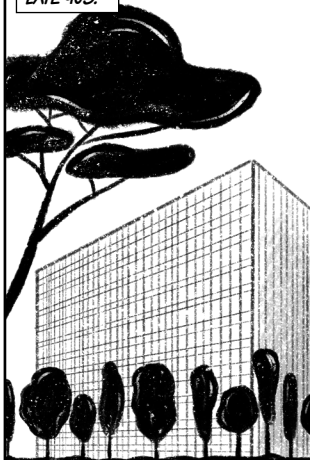
HE SENDS IT TO THE ORIGINAL DESIGNER, IN CHINA, TO HAVE IT REPAIRED. BUT HE IS DISAPPOINTED WITH THE RESULT AND COMMISSIONS THE BEST JAPANESE CRAFTSMEN TO FIND A MORE AESTHETIC SOLUTION. THE ART OF KINTSUGI IS BORN. FROM THE JAPANESE KIN (GOLD) AND TSUGI (JOINT), IT LITERALLY MEANS "TO MEND WITH GOLD." THE BROKEN OBJECT ASSUMES ITS PAST AND PARADOXICALLY BECOMES MORE RESISTANT, MORE BEAUTIFUL AND MORE PRECIOUS THAN BEFORE.

JANUARY 17, 1995. KOBE, JAPAN. 5:46 A.M. LOCAL TIME.
THE EARTH SHAKES AND DESTROYS EVERYTHING.



A MAGNITUDE 7 EARTHQUAKE KILLS MORE THAN 6,500 PEOPLE, INJURES 44,000 AND CAUSES PROPERTY DAMAGE AMOUNTING TO MORE THAN TEN TRILLION YEN. 120,000 BUILDINGS ARE DESTROYED OR DAMAGED AND MORE THAN 250,000 PEOPLE ARE DISPLACED. ELECTRICITY IS CUT OFF FOR A WEEK, AND GAS AND WATER SUPPLY IS DISRUPTED FOR SEVERAL MONTHS.

LATE 90S.



THE JAPANESE AUTHORITIES LAUNCH THE KOBE BIOMEDICAL INNOVATION HUB TO CREATE JOBS AND REVITALIZE THE REGION.

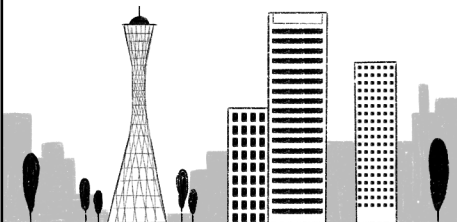
MARCH 11, 2011. 5:46 A.M. LOCAL TIME. THE EARTH SHAKES AGAIN. THIS IS THE LARGEST EARTHQUAKE EVER MEASURED IN JAPAN. 51 MINUTES LATER, IT CAUSES A TSUNAMI THAT QUICKLY REACHES THE CITY OF FUKUSHIMA, RESULTING IN THE THIRD NUCLEAR POWER PLANT DISASTER IN HISTORY. THE TSUNAMI KILLS 22,500 PEOPLE.

JULY 5, 2012. AN INQUIRY SET UP BY PARLIAMENT CONCLUDES THAT THE FUKUSHIMA NUCLEAR ACCIDENT WAS NOT ONLY CAUSED BY THE EARTHQUAKE AND TSUNAMI, BUT THAT IT WAS A "MAN-MADE DISASTER."



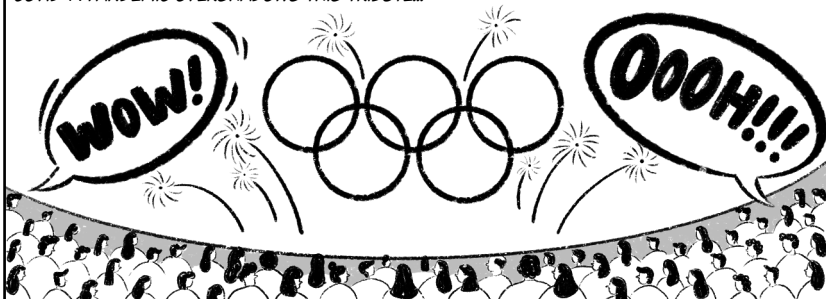
STILL IN 2012. SHINZO ABE IS APPOINTED MINISTER OF "BUILDING NATIONAL RESILIENCE." HE WANTS TO REBUILD QUICKLY BEFORE THE 2020 TOKYO OLYMPICS.

FEBRUARY 22, 2019. THE KOBE HUB IS HOME TO 350 COMPANIES, WHICH EMPLOY NEARLY 10,000 PEOPLE AND GENERATE MORE THAN ONE BILLION EUROS PER YEAR.



KOBE WAS ABLE TO RISE FROM THE ASHES THANKS TO THE DETERMINATION OF ITS INHABITANTS. THE JAPANESE GOVERNMENT DEDICATES THE KANSAI FORUM TO THEM, ON THE THEME OF RESILIENCE.

MARCH 25, 2021. THE OLYMPICS OPENING CEREMONY TAKES PLACE ALMOST TEN YEARS TO THE DAY AFTER THE FUKUSHIMA DISASTER. AN OPPORTUNITY TO CELEBRATE RECONSTRUCTION? BUT THE COVID-19 PANDEMIC OVERSHADOWS THIS TRIBUTE...



KATIA STATUTO

CISO, CARREFOUR



*DREAM SUPERPOWER:
ALWAYS BE 15 MINUTES AHEAD*

“RESILIENCE MEANS ANTICIPATING IN ORDER TO STOP ENDURING.”

At Carrefour, we've often barely made deadlines, but now we strive to always be 15 minutes ahead of events. In this sense, Covid has been a real opportunity for us. **The pandemic forced us to accelerate our digital transformation and take a more proactive stance on cybersecurity.**

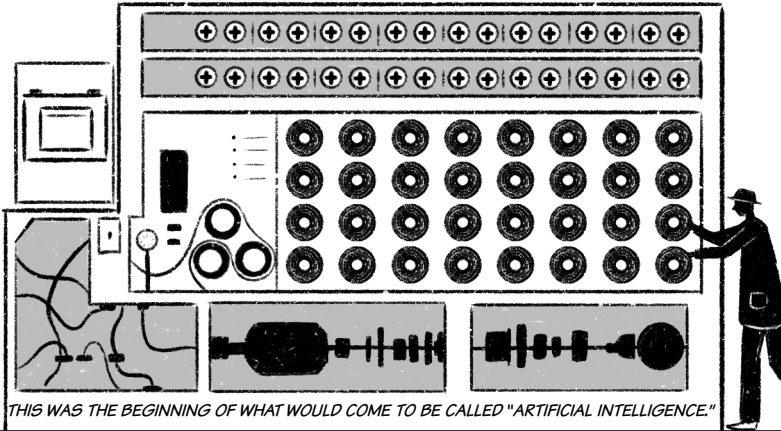
In a short period of time, we developed our click and collect and e-commerce services, protected access and links with our partners, and implemented a security insurance plan that enabled us to maintain continuity in all circumstances. **We also switched to a cloud solution** in order to increase our bandwidth during periods of high activity, which was completely impossible with a traditional architecture.

For me, resilience refers above all to the idea of anticipation. IT players must stop reacting to issues and strive to project themselves into the future. But for this to happen, we need to change our approach. In cy-

bersecurity, attention has long been focused on compliance issues, but today the notion of anticipating risks must take precedence. This is the only way we can regain control of the situation.

A HISTORY OF RESILIENCE: AI

1950. SOMEWHERE IN ENGLAND. ALAN TURING ASKS HIMSELF AN EXISTENTIAL QUESTION: "CAN A MACHINE THINK?" AND WHY NOT CREATE A TEST THAT ENABLES US TO JUDGE ITS ABILITY TO IMITATE HUMAN LANGUAGE?



THIS WAS THE BEGINNING OF WHAT WOULD COME TO BE CALLED "ARTIFICIAL INTELLIGENCE."

1956. ALSO IN ENGLAND, THE VERY FIRST CONFERENCE ON AI WAS HELD IN THE CHARMING TOWN OF DARTMOUTH.



1997. MORE THAN 40 YEARS LATER, ALL EYES ARE ON DEEP BLUE, IBM'S SUPERCOMPUTER THAT MANAGES TO BEAT THE RUSSIAN GRANDMASTER GARRY KASPAROV IN CHESS.



OK GOOGLE

ALEXA

HEY SIRI

2010. GAFA FIRMS ARE STARTING TO MARKET AI-POWERED VOICE PERSONAL ASSISTANTS.



2017. A STANFORD TEAM DEMONSTRATES THE RELEVANCE OF AI IN THE FIELD OF MEDICINE: AN ALGORITHM DETECTS A MALIGNANT MELANOMA NEARLY AS ACCURATELY AS THE BEST DERMATOLOGIST!

NOVEMBER 2022. CHATGPT IS ALL ANYONE TALKS ABOUT. FROM A TECHNOLOGICAL POINT OF VIEW, IT'S NOT PARTICULARLY IMPRESSIVE. AFTER ALL, IT'S JUST A THREE-YEAR-OLD GENERATIVE AI-BASED CHATBOT MODEL!



THE REAL TURNING POINT IS ITS ADOPTION RATE: 1 MILLION USERS IN FIVE DAYS! TWO MONTHS LATER, THAT FIGURE HAD RISEN TO 100 MILLION.

MAY 2, 2023. A SCREENWRITERS' STRIKE BRINGS HOLLYWOOD TO A STANDSTILL. MOVIE RELEASES ARE POSTPONED, OR EVEN CANCELLED. ONE OF THE REASONS? THE FEAR OF BEING REPLACED BY AI.



AFTER A 148-DAY STRIKE, AN AGREEMENT IS FINALLY REACHED, RESOLVING THE ISSUE OF THE USE OF AI WAS KEY.

OCTOBER 2023. FRANCE



1,000 PUBLIC SERVICE EMPLOYEES THAT ANSWER USERS' QUESTIONS ON A DEDICATED WEBSITE TAKE PART IN AN EXPERIMENT:

AN AI GENERATES RESPONSES THAT ARE THEN REFINED AND VALIDATED BY THE AGENT BEFORE SENDING. A KIND OF ASSISTANT TO COMPENSATE FOR THE LACK OF STAFF.

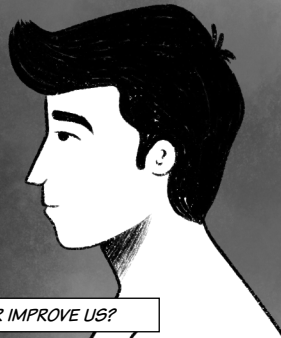


DECEMBER 2023. THE EU GRAPPLES WITH AI.



THIERRY BRETON ANNOUNCES AN AGREEMENT, THE AI ACT, WHICH AIMS TO REGULATE HIGH-RISK AI SYSTEMS, WHILE ALLOWING FOR INNOVATION. THE REGULATION ALSO GUARANTEES THE QUALITY OF DATA USED, COPYRIGHT, AND PRIVACY. A WORLD FIRST.

2050. THERE IS A 50% CHANCE THAT AI WILL OUTPERFORM HUMAN INTELLIGENCE IN ALL PROFESSIONAL AND PERSONAL TASKS.



SO, WILL AI REPLACE US OR IMPROVE US?

FOUAD LATRECH

GLOBAL CTO, DECATHLON



*DREAM SUPERPOWER:
HAVE AN ENDLESS ENERGY SUPPLY
SO THAT I NEVER STOP LEARNING*

“THE EVOLUTION OF AI WILL HELP US ACT MORE PROACTIVELY.”

Today, the way we approach the security and resilience of our information systems is intimately linked to our past experiences. Covid-19 is a striking example: this event pushed us to lay the foundations of the crisis-management procedures that we still use today.

To adapt to the reality on the ground, **we have also moved from monitoring to observability based on the incredible volume of data now at our disposal.** We have also gradually automated our response capabilities based on models or risks that we had already faced.

In the future, however, it seems to me that we will have to rely more on AI. Several solutions already incorporate this technology, but I think the trend will increase significantly over the next five years. In my opinion, **the future will therefore revolve around artificial intelligence tools,** which will automatically and increasingly auton-

omously control our systems in order to protect them and react more effectively and quickly to incidents.

In short, **the future of IT and cybersecurity will be closely linked to the evolution of AI, which will help us act more proactively.**

A HISTORY OF RESILIENCE: THE BANK OF ENGLAND

SEPTEMBER 2007. ENDLESS QUEUES SWARM THE STREETS OF THE UNITED KINGDOM. WITH HEAVY FACES, MEN AND WOMEN SOMETIMES WAIT FOR HOURS IN THE RAIN. SOME WILL EVEN SPEND THE NIGHT THERE, BECAUSE THEY ARE DETERMINED TO GET THEIR MONEY BACK.

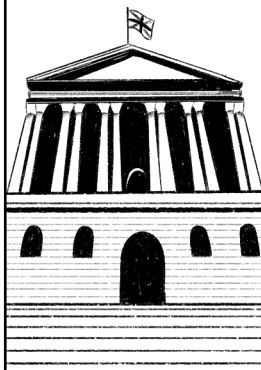


THESE NORTHERN ROCK BANK CUSTOMERS ARE THE COLLATERAL VICTIMS OF THE SUBPRIME CRISIS THAT SHOOK AMERICA. IN THE FACE OF A GOLD RUSH, THE BANK'S STOCK PRICE COLLAPSED.

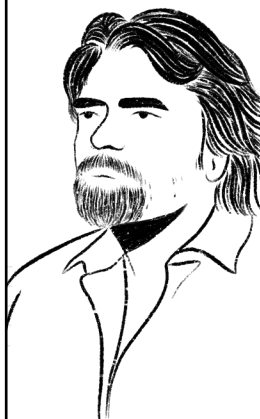
FEBRUARY 19, 2008. BAD DAY FOR BRIAN PEART, A SMALL INVESTOR WHO INVESTED MORE THAN 100,000 EUROS IN NORTHERN ROCK SHARES. AFTER A BAILOUT BY THE BANK OF ENGLAND, THE INSTITUTION IS FINALLY NATION-ALIZED. BRIAN PEART LOSES EVERYTHING.



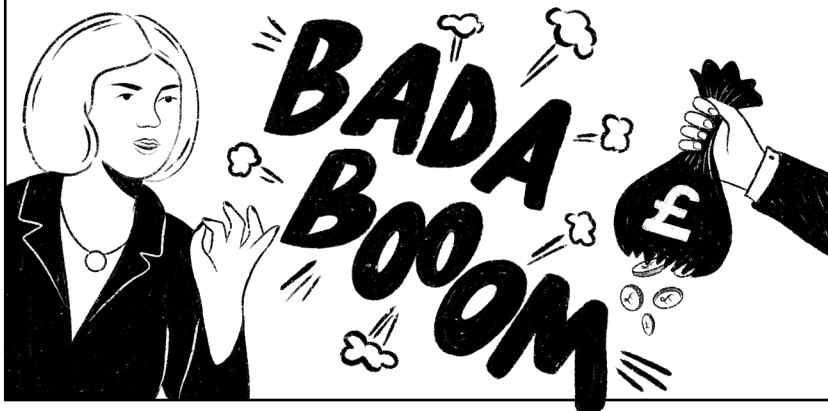
2019. THE BANK OF ENGLAND DECIDES TO CREATE A RESILIENCE GROUP, THE CROSS MARKET OPERATIONAL RESILIENCE GROUP. ITS PURPOSE? TO HELP THE UK FINANCIAL SECTOR BETTER WITHSTAND SHOCKS THAT COULD UNDERMINE ITS ACTIVITIES.



NOVEMBER 18, 2011. BILLIONAIRE RICHARD BRANSON BUYS NORTHERN ROCK FOR £747 MILLION. THE BANK RECEIVES A MAKEOVER AND BECOMES VIRGIN MONEY.



SEPTEMBER 23, 2022. BRITISH PARLIAMENT. PRIME MINISTER LIZ TRUSS ANNOUNCES A FISCAL PLAN THAT SHAKES THE MARKETS: IT WAS WHISPERED THAT IT WOULD CAUSE PUBLIC DEBT TO EXPLODE. INVESTORS PANIC. THE POUND IMMEDIATELY FALLS BY 2%, WHILE THE 10-YEAR BORROWING RATE ON BRITISH DEBT SOARS.



THEN THE BANK OF ENGLAND MAKES A SPECTACULAR DECISION. IT BUYS GOVERNMENT BONDS IN ORDER TO LOWER THE LONG-TERM BORROWING RATE. IT IS A RISKY STRATEGY, AS IT CAUSED THE POUND TO PLUMMET AT THE SAME TIME.

IMF CHIEF KRISTALINA GEORGIEVA PRAISES THE BANK OF ENGLAND FOR REACTING "QUICKLY AND APPROPRIATELY." THE BANK DECLARES THAT IT TOOK THIS DECISION BECAUSE THE FINANCIAL STABILITY OF THE UNITED KINGDOM AS A WHOLE WAS THREATENED.



OCTOBER 20, 2022. 10 DOWNING STREET. 45 DAYS AFTER HER ELECTION, LIZ TRUSS RESIGNS, DISGRUNTLED, UNABLE TO RECOVER FROM THIS CRISIS.

YOUSSEF KILANY

DIRECTOR OF ARCHITECTURE
AND PRODUCTION, NET-ENTERPRISES



*DREAM SUPERPOWER:
RECEIVE ALERTS WITH A HEAD START*

“THE EVOLUTION OF AI WILL ENABLE US TO PUSH INNOVATION EVEN FURTHER.”

Like many others, we've long taken a reactive approach to IT monitoring and resilience, but things are shifting toward more proactivity. For example, **we've developed a hypervision system that allows us to detect problems before they affect the companies we work with**, whereas we used to depend on alerts from our partners.

We've also boosted our deterministic algorithms with a layer of AI and machine learning to identify false positives and anomalous behaviors in our ecosystem. **This not only enables our employees to focus on higher value-added tasks, but also strengthens our resilience by helping us anticipate incidents.**

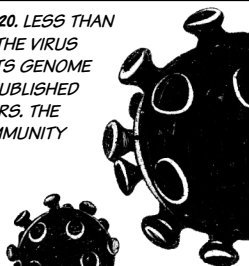
I think the trend will only increase in the years to come. **Developments in AI, IoT, and other tools will enable us to push innovation even further.** These new intelligent systems will certainly be complex, but they will also strengthen our resilience, especially when it comes to anticipating incidents and cyberattacks. To achieve this, **we need to overcome reluctance towards AI** by further explaining the positive impact of these tools to our various partners.

A HISTORY OF RESILIENCE: COVID-19

DECEMBER 11, 2019. IN THE HUMID HEAT OF WUHAN, THE SPRAWLING CAPITAL OF HUBEI PROVINCE, CHINA. IN A CROWDED MARKET, A SEA-FOOD SELLER FEELS THE FIRST SYMPTOMS OF WHAT WOULD COME TO BE CALLED COVID-19.



JANUARY 05, 2020. LESS THAN A WEEK AFTER THE VIRUS IS IDENTIFIED, ITS GENOME SEQUENCE IS PUBLISHED BY RESEARCHERS. THE SCIENTIFIC COMMUNITY UNITES.



JANUARY 30. THE WORLD HEALTH ORGANIZATION SOUNDS THE ALARM. FOR ONLY THE 5th TIME IN ITS HISTORY, IT DECLARES A STATE OF PUBLIC HEALTH EMERGENCY OF INTERNATIONAL CONCERN, WHILE 10,000 CONTAMINATIONS AND 213 DEATHS ARE RECORDED IN CHINA.



MARCH 11. THE EPIDEMIC IS DECLARED A PANDEMIC BY THE WHO. CANCELED EVENTS, FORCED QUARANTINES... THE WORLD HITS THE PAUSE BUTTON.

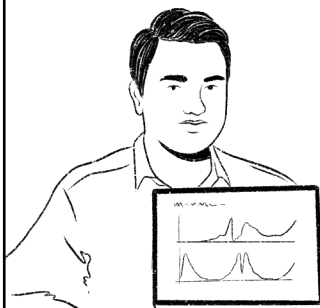


MARCH 16. AT THE END OF A MEETING WITH OTHER EUROPEAN LEADERS, EMMANUEL MACRON ANNOUNCES THAT HE WILL TAKE "DIFFICULT DECISIONS WITHIN THE NEXT FEW HOURS." AT 8 P.M., ALL FRENCH PEOPLE ARE GLUED TO THEIR TVS. THE PRESIDENT DECLARES THAT "FRANCE IS AT WAR," A HEALTH WAR. THE NEXT DAY, LOCKDOWN BEGINS.

WE WERE SHORT ON MASKS, TESTS... AND ABOVE ALL, CLEAR INFORMATION. TEMPER FLARE, THE PANGOLIN IS TARGETED AS THE IDEAL CULPRIT, CONSPIRACY THEORISTS RUB THEIR HANDS WITH GLEE.



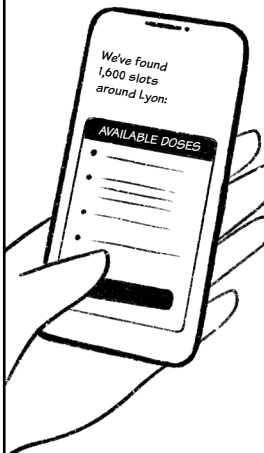
SLIGHTLY EARLIER, ON MARCH 6, GUILLAUME ROZIER, A 26-YEAR-OLD DATA SCIENTIST, DECIDES TO USE HIS SKILLS TO INFORM HIS FELLOW CITIZENS. USING OPEN DATA, HE CREATES THE COVIDTRACKER APP, WHICH LISTS ALL THE INFORMATION ON THE PANDEMIC IN FRANCE. BY THE END OF THE YEAR, 700,000 FRENCH PEOPLE WERE CHECKING THE APP'S MAPS AND GRAPHS TRYING TO BRING ORDER TO THE CHAOS.



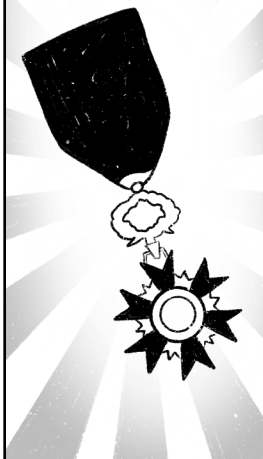
DECEMBER 27, 2020. HÔPITAL DE SEVRAN. IN FRANCE, ALL EYES ARE ON MAURICETTE. SHE IS THE VERY FIRST PERSON TO BE VACCINATED IN FRANCE. WIDESPREAD RELIEF. EVERYONE BEGAN TO HOPE FOR A RETURN TO NORMAL LIFE, BUT THE PRECIOUS LIQUID IS EXPENSIVE...



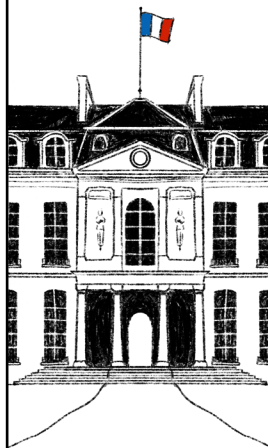
APRIL 1st, 2021. GUILLAUME ROZIER LAUNCHES VITE MA DOSE ON THE COVIDTRACKER WEBSITE. WITH 82 VOLUNTEERS, IT FINALLY OFFERS A TOOL FOR PEOPLE TO MONITOR AVAILABLE VACCINATION SLOTS.



MAY, 2021. THE PRESIDENT DECORATES GUILLAUME WITH THE NATIONAL ORDER OF MERIT WITH THE RANK OF KNIGHT.



MARCH 2023. GUILLAUME ROZIER JOINS THE ÉLYSÉE PALACE AS A DIGITAL STRATEGY ADVISOR. HIS STORY IS ALSO THAT OF AN INNOVATOR WHO NAVIGATED THROUGH CHAOS TO CREATE A PUBLIC DATA SERVICE.



SÉBASTIEN OLAÏZOLA

CISO, FRANCE MÉDIAS MONDE



*DREAM SUPERPOWER:
TO BE INFORMED OF EMPLOYEES' HIGH RISK BEHAVIORS
IN REAL TIME*

“RESILIENCE IS OUR ABILITY TO CONTINUE AND MAINTAIN BUSINESS ACTIVITIES.”

Resilience is our ability to continue and maintain business activities, especially in the field of media production and distribution. In a context where cyberattacks are increasingly frequent and sophisticated, this issue is intrinsically linked to the organization of our defensive stance.

To ensure business continuity, it's not enough to have a coherent global vision of our security system. **We also need to instill a real culture of risk, even in business practices.** It's definitely in this area that future AI developments are expected to have the greatest impact.

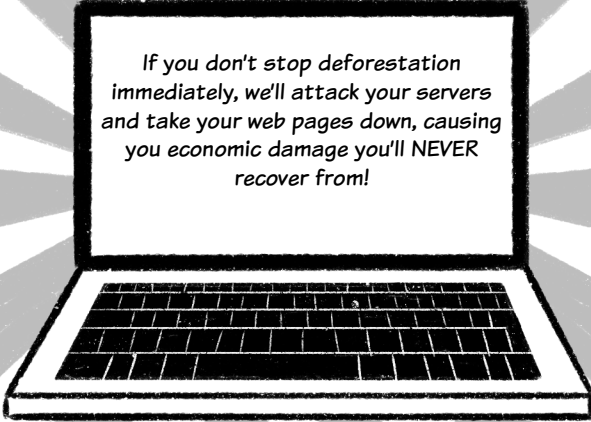
Over the next five years, the use of artificial intelligence is expected to become more widespread in the cybersecurity sector. First of all, because the detection and incident response algorithms will be perfected over time, but, in my opinion, **the most profound impacts will actually result from the very pronounced development of conversational AI.**

Conversing in natural language with machines and equipment will become the norm. This trend is likely to have a strong impact on providers, because it will no longer be necessary to be an expert in formulating queries to obtain answers and apply solutions.

A HISTORY OF RESILIENCE: CYBERATTACKS

SEPTEMBER 2018. HAMBACH FOREST, GERMANY. POLICE EVACUATE THE CROWD PROTESTING AGAINST THE ENERGY COMPANY RWE, WHICH PLANS TO EXTRACT COAL ON THE SITE. SOON AFTER, HACKERS BOMBARD THE COMPANY WITH DISTRIBUTED DENIAL-OF-SERVICE (DDOS) ATTACKS.

WARNiiiiing!!

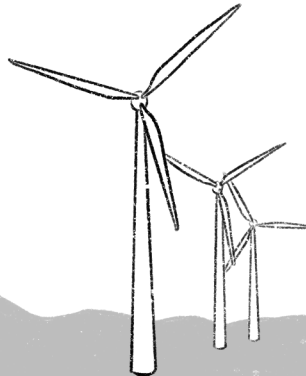


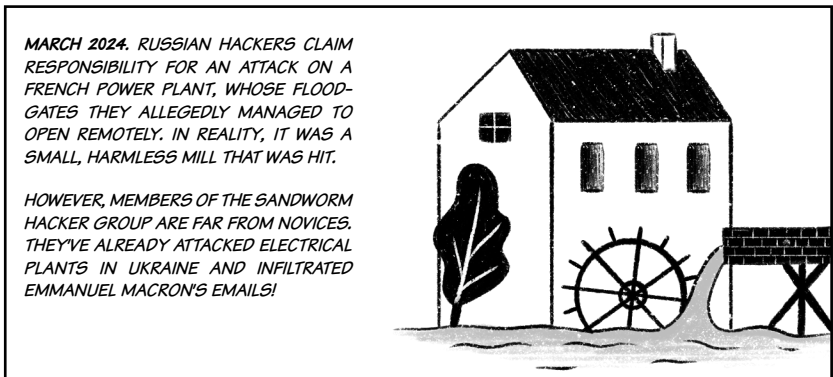
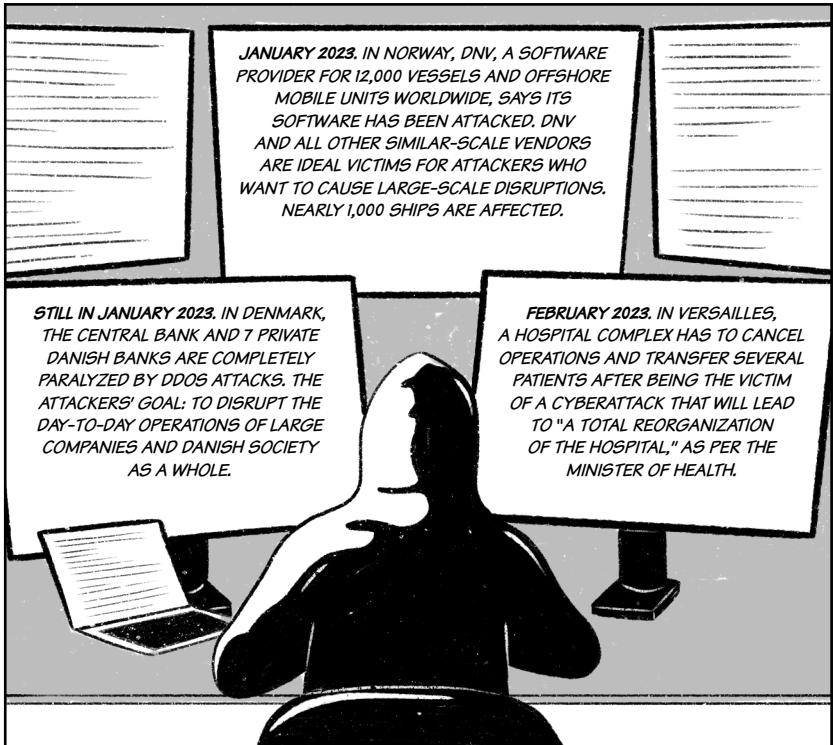
If you don't stop deforestation
immediately, we'll attack your servers
and take your web pages down, causing
you economic damage you'll NEVER
recover from!

IN FACT, THE SERVERS REMAIN ACTIVE, BUT THE PUBLIC WEBSITE
IS THROWN OFFLINE.

MARCH 2022. STILL IN GERMANY. FOLLOWING AN ATTACK, THE WIND TURBINE MANUFACTURER NORDEX GROUP DISABLED REMOTE ACCESS TO SOME OF ITS TURBINES TO PROTECT ITS CUSTOMERS. THIS INCIDENT CAME JUST A MONTH AFTER THE DDOS ATTACK ON A SATELLITE THAT DISRUPTED ANOTHER GERMAN MANUFACTURER'S CONTROL OF 5,800 TURBINES!

IT SEEMS THAT GREEN ENERGY IS AN INCREASINGLY
TEMPTING TARGET FOR CYBERCRIMINALS...

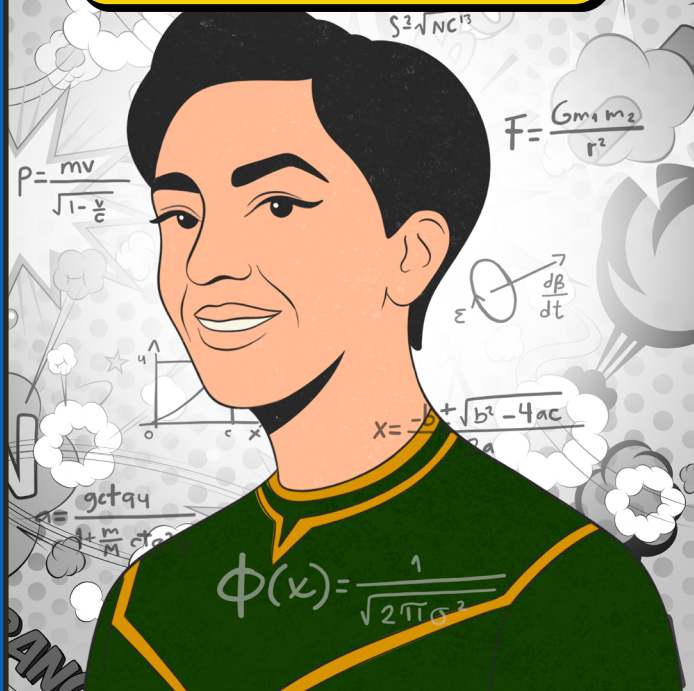




THE MORAL OF THESE STORIES? IN EUROPE AND AROUND THE WORLD, GOVERNMENTS, CRITICAL INFRASTRUCTURE, HEALTHCARE, FOOD SUPPLY, AND MANY OTHER ASPECTS OF OUR LIVES DEPEND ON DIGITAL SYSTEMS. THESE ARE NOW THE FOUNDATION OF OUR SOCIETY, AND CYBERATTACKS ARE ONLY GOING TO INTENSIFY. WE NO LONGER HAVE ANY CHOICE BUT TO INVENT, TOGETHER, THE RESILIENCE OF THE FUTURE.

IMANE DAHOU

MANAGER CYBERSECURITY, DATA PROTECTION
AND RESILIENCE SERVICES, SIA PARTNERS



DREAM SUPERPOWER:
INCREASING COMPUTING POWER TENFOLD, LIKE AN AI

“I SEE A FOUNDATION OF CYBER RESILIENCE THAT IS ROBUST, AGILE, AND RESPONSIBLE AT THE SAME TIME.”

Over the next five years, I see the emergence of a cyber resilience foundation that is robust, agile, and responsible at the same time. First, we'll need to continue our efforts to adapt to technological advances. I'm thinking in particular of the potential impact of quantum computing and its role in new attack methods. The use of artificial intelligence will also become central to automating both threat detection and incident response.

When it comes to compliance and resilience, **companies will also have to integrate security into the design of their products and services.** I also believe that we will see more and more regional strategies to respond to cyber threats. These will take the form of international and cross-sectoral cooperation based on the exchange of intelligence on risks and best practices.

Finally, organizations should be increasingly pushed to integrate responsibility into their cybersecurity program. Even though protecting critical infrastructure remains fundamental, **we must also demonstrate that cybersecurity can be managed in a way that minimizes its environmental impact.** This includes, for example, adopting more energy-efficient technologies and implementing more sustainable management and operating practices.

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Splunk, a Cisco company, helps **build a safer and more resilient digital world**. Organizations rely on Splunk to prevent security, infrastructure, and application issues from becoming major incidents, to withstand the adverse effects of **digital disruption**, and to **accelerate their transformation**.

