
CRISIS MANAGEMENT PLAN



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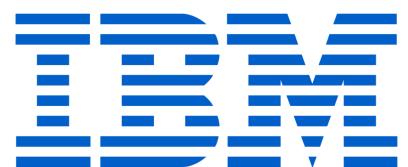


Table of Contents

3	Introduction
4	Crisis Inventory
5	List of Prodromes
6	Rehearsal Procedure
7	Acknowledgements
8	Purpose and Objectives
9	Key Messages
10-11	List of Key Publics
12-14	Notification of Publics
15-16	Identification of Crisis Communications Team
17	Crisis Directory
18	Identification of Media Spokespersons
19	Trick Questions
20-21	Websites & Blogs/Social Media
22	Spokespersons for Related Organizations & List of Related Internet URLs
23	List of Key Media
24	Emergency Personnel and Local Officials
25-26	Crisis Communication Control Center & Equipment and Supplies
27-28	Pregathered Information
29-30	Evaluation Form
31	Crisis Appendix



Introduction

Dear IBM Colleagues,

In today's interconnected world, a single incident can rapidly escalate into a situation affecting IBM's global operations and reputation. This crisis communication plan serves as our critical foundation for protecting decades of client trust and market leadership. Understanding and implementing these protocols is essential for every team member, as our response in crucial moments directly shapes our future relationships with internal and external stakeholders.

For over a century, IBM has been synonymous with innovation and trust. From developing the first personal computers to pioneering artificial intelligence, our journey has been guided by an unwavering commitment to ethical leadership and technological advancement. Our global research facilities and diverse portfolio of breakthrough technologies reflect our responsibility to shape the future of technology responsibly and ethically.

Our technologies now power critical infrastructure, manage sensitive data, and drive business transformation worldwide. This expanded scope means the potential impact of any crisis has grown exponentially. Our clients entrust us with their most valuable assets and strategic initiatives, making crisis preparedness a fundamental business imperative.

While we cannot prevent or predict every crisis, we can monitor warning signs and control our response through preparation and coordinated action. This plan equips you with the proven protocols and clear guidelines to address challenges effectively and maintain stakeholder confidence. Your commitment to understanding and following these procedures ensures we continue to uphold IBM's standard of excellence and strengthen our position as the world's trusted technology partner.

Sincerely,

Arvind Krishna

Arvind Krishna
Chairman and Chief Executive Officer



Crisis Inventory

As a global technology leader, IBM faces various potential crises that could significantly impact our operations, reputation, and stakeholder relationships. Through a comprehensive risk assessment that included consulting with key stakeholders and aggregating the top risks from our 2023 10-K SEC filing, we have identified four primary crisis categories that warrant heightened monitoring, preparation, and response protocols:

- Cybersecurity/Privacy Breach
- International Legal/Compliance Penalty
- Brand Safety Crisis
- Economic Downturn/Client Loss

Figure 1 uses a standardized 5-point scale for both financial/reputational damage and the probability of occurring. The damage scale ranks crises as follows—no damage (0), little damage with no media coverage (1), some damage with slight potential for media coverage (2), considerable damage but no major media coverage (3), considerable damage with major media coverage (4), devastating damage and front-page news (5). The probability scale ranks crises as follows—impossible (0), nearly impossible (1), remotely possible (2), possible (3), somewhat probable; has happened to similar companies (4), highly probable; has occurred (5).

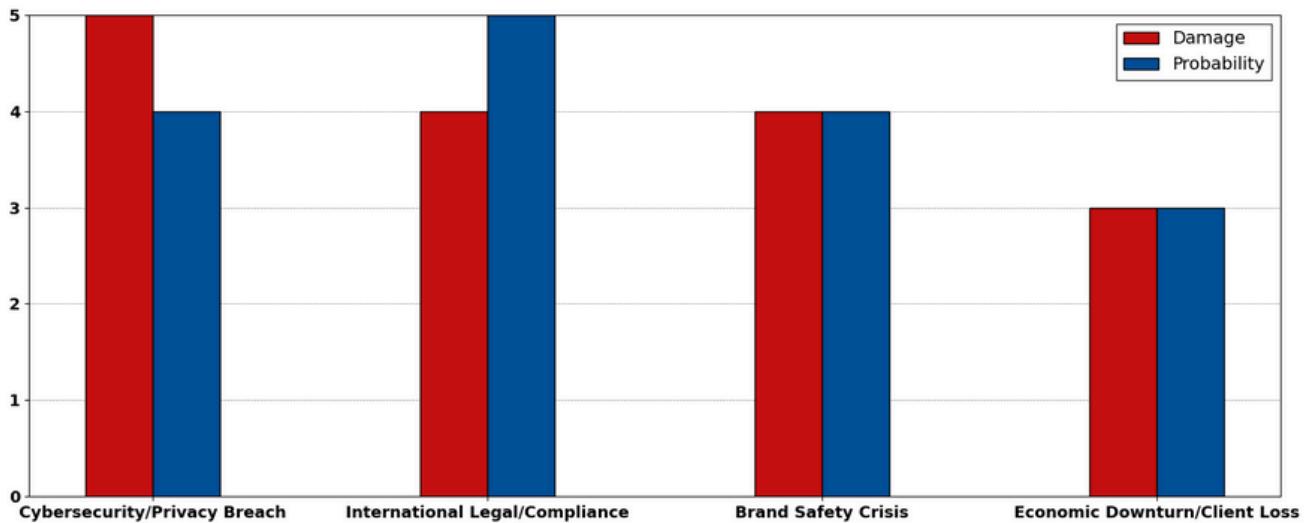


Figure 1: Crisis Inventory Bar Chart

While these four categories represent our primary focus areas and guide resource allocation, our crisis response framework maintains the flexibility to address crises with a low probability of occurring and even unforeseen crises. The crisis inventory further undergoes quarterly reviews to ensure alignment with emerging industry threats and changing business conditions.

List of Prodromes

Early detection of potential crises is crucial for effective crisis prevention, preparation, and in turn, mitigation. Prodromes are warning signs or precursors that, when properly monitored, can inform the appropriate corrective action. Just like with the Crisis Inventory, this should be updated after each rehearsal at minimum.

CYBERSECURITY/PRIVACY BREACH

- Unusually repetitive patterns in network traffic or system access logs
- Employee reports of suspicious emails or phishing attempts
- Similar companies reporting security incidents
- Discussion of IBM's security vulnerabilities on social media

INTERNATIONAL LEGAL/COMPLIANCE

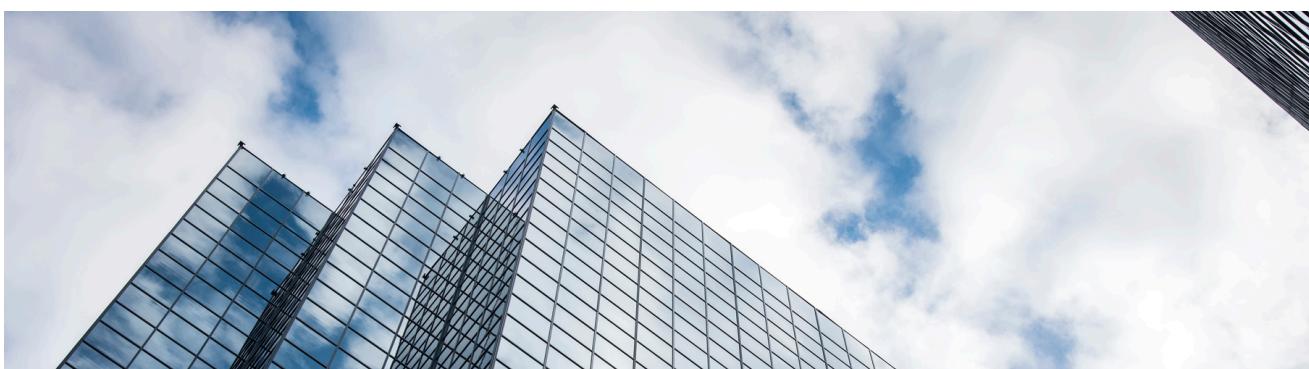
- Requests for information from regulatory authorities (e.g., subpoenas)
- Whistleblower reports in traditional/social media or similar internal complaints
- Unusual patterns in internal compliance audit results/supplier recalls
- Partner companies facing regulatory action
- “Intent to Sue” letters

BRAND SAFETY CRISIS

- IBM advertisements appearing alongside controversial content
- Business partners or clients becoming involved in public scandals
- Rising public criticism of technology industry practices that could implicate IBM
- Sudden spike in negative sentiment on social media platforms

ECONOMIC DOWNTURN/CLIENT LOSS

- Declining renewal rates in key accounts
- Industry-wide budget cuts/market shifts
- Supply chain partners reporting operational/financial difficulties



Rehearsal Procedure

IBM's global crisis management rehearsals are scheduled quarterly to ensure comprehensive preparation for our four identified critical scenarios. Each quarter will focus on one specific crisis type, with mandatory participation from all regional offices and relevant stakeholders.

Q1: Brand Safety Crisis

- Primary Date: Monday, March 17, 2025
- Backup Date: Monday, March 24, 2025
- Lead: Chief Communications Officer
- Focus: Social media escalation and brand reputation management
- Follow-up: Debrief with executives, update CMP, & inform social media team

Q2: Cybersecurity/Privacy Breach

- Primary Date: Monday, June 16, 2025
- Backup Date: Monday, June 22, 2025
- Lead: Chief Privacy & Trust Officer
- Focus: Data breach containment and technical information communication
- Follow-up: Debrief with executives, update CMP, & inform cybersecurity team

Q3: Economic Downturn/Client Loss

- Primary Date: Monday, September 15, 2025
- Backup Date: Monday, September 22, 2025
- Lead: Chief Executive Officer
- Focus: Financial communication and client retention strategies
- Follow-up: Debrief with executives, update CMP, & inform finance team

Q4: International Legal/Compliance Penalty

- Primary Date: Monday, December 8, 2025
- Backup Date: Monday, December 15, 2025
- Lead: Chief Legal Officer
- Focus: Regulatory response across multiple countries
- Follow-up: Debrief with executives, update CMP, & inform legal team



Acknowledgements

AFFIDAVIT

I, _____ (print full name), serving as _____ (job title) at International Business Machines Corporation (IBM), hereby affirm the following:

- (1) I have reviewed and understand IBM's Crisis Management Plan in its entirety.
- (2) I acknowledge my role and responsibilities as outlined in the appropriate section of this document.
- (3) I commit to maintaining the confidentiality of sensitive information contained within this document.
- (4) I will keep this plan readily accessible (including a printed copy) and implement its protocols when required.
- (5) I understand the importance of coordinated communication efforts during crisis events.

Primary Work Location: _____

Signature: _____ Date of Review (MM/DD/YY): _____

EXECUTIVE ACKNOWLEDGMENT

Chief Executive Officer

Signature: _____ Date of Review (MM/DD/YY): _____

Chief Communications Officer

Signature: _____ Date of Review (MM/DD/YY): _____

Chief Privacy & Trust Officer

Signature: _____ Date of Review (MM/DD/YY): _____

Chief Legal Officer

Signature: _____ Date of Review (MM/DD/YY): _____

Chief Financial Officer

Signature: _____ Date of Review (MM/DD/YY): _____

Purpose and Objectives

This Crisis Management Plan (CMP) provides comprehensive guidelines for IBM's global response to crises, which are defined as unexpected events characterized by surprise, threat, and short response time (Hermann, 1963) that can significantly threaten relationships between our organization and its key publics. The document serves as a practical framework ensuring swift, coordinated actions across all IBM operations worldwide during crises.

This plan recognizes that while crises present immediate challenges, they also offer opportunities for organizational growth, learning, and strengthening stakeholder relationships—aligning with the Organizational Renewal Theory (Ulmer et al., 2022). We maintain an unwavering commitment to honest but controlled disclosure with all key publics, both internal and external.

While the plan provides significant support to US-based operations, including physical accommodations at our Armonk, New York headquarters, it also encompasses suggestions for all IBM entities worldwide. It provides actionable guidelines for the precrisis, crisis, and postcrisis phases of the three-stage model of crisis management (Coombs, 2023).

Its primary objectives are:

- (1) To provide clear, actionable guidance that empowers employees with confidence and direction before and during crisis response.
- (2) To ensure a consistent crisis response across IBM's global operations.
- (3) To maintain stakeholder trust through transparent, accurate, and timely communication.
- (4) To expedite a return to normal operations while reinforcing IBM's position as a catalyst for positive change and uphold its commitment to responsible innovation.
- (5) To transform crisis situations into an opportunity for organizational learning and growth.



Key Messages

IBM aspires to be the catalyst that makes the world work better, driven by our unwavering commitment to create lasting, positive impact and drive responsible innovation. When facing adversity, we don't just manage crises; we demonstrate our core values in action. Every challenge is an opportunity to prove that technology with trust and responsibility isn't just our business model—it's our promise to the world. The following key messages serve as our guiding light during crisis events:

IBM is taking swift and decisive action to protect the safety and well-being of those impacted by the crisis.

Responding quickly and concretely is the crux of IBM's containment efforts. Global response teams are immediately mobilized with comprehensive support resources, since every decision prioritizes the immediate safety and security of IBM's publics.

IBM is addressing this situation with utmost seriousness and sincere concern.

Taking situations seriously and explicitly showing genuine concern is the basis of maintaining the trust of IBM's publics and demonstrating integrity. As a catalyst for advancement, IBM remains steadfast in its mission to enhance, not hinder human progress—any threat to this mission should be thoroughly addressed.

IBM apologizes and takes accountability in scenarios which could have been prevented.

Rather than denying or evading, publicly apologizing demonstrates IBM's maturity and commitment to continuous improvement so that this will not repeat. Leaders of IBM will be heavily involved in reviewing what went wrong and in accommodations.

IBM pledges complete transparency and steady communication as it works to reach a resolution with all affected publics.

Regular, honest, and detailed updates will be provided about the situation's development including how/why it happened and response efforts. Communication channels will be monitored 24/7 to address stakeholder concerns and questions.



**"IBM is the catalyst
that makes the world work better"**

List of Key Publics

This section outlines IBM's key stakeholders categorized by their relationship to an influence on our organization. While not every stakeholder requires notification in every crisis, this comprehensive framework ensures thorough consideration of all potentially affected publics.

ENABLING

- **Board of Directors:** A 12-member governing body consisting of Arvind Krishna (Chairman and CEO), Alex Gorsky (Lead Independent Director), Marianne C. Brown, Thomas Buberl, David N. Farr, Michelle J. Howard, Andrew N. Liveris, D. William McNabb III, Martha E. Pollack, Joseph R. Swedish, Frederick H. Waddell, and Alfred W. Zollar brings diverse experience while representing shareholder interests in major company decisions.
- **Major Institutional Investors:** The top three shareholders—Vanguard Group (9.59%), BlackRock (8.3%), and State Street Corporation (6.03%)—collectively own nearly 24% of IBM shares, significantly influence company decisions through their voting power and investment strategies.
- **Key Financial Partners:** JPMorgan Chase, Morgan Stanley, and Goldman Sachs serve as IBM's primary financial advisors and underwriters, managing debt offerings and facilitating major financial transactions.
- **Regulatory Bodies:** Organizations like the SEC, FTC, and EU Commission oversee IBM's compliance with securities laws, fair competition, and data protection regulations. Their oversight is critical for maintaining IBM's legal operations and public trust.

FUNCTIONAL

- **Global Workforce:** IBM employs over 282,200 professionals across 175+ countries. From software developers and researchers to sales professionals and consultants, these internal publics form the backbone of its operations.
- **Enterprise Clients:** With a B2B model, IBM serves 47 of the Fortune 50 companies and thousands of other organizations worldwide. Major clients include CVS Health, Walmart, AT&T, JPMorgan Chase, and Deutsche Bank.
- **Strategic Technology Partners:** Key partnerships include Amazon Web Services (for hybrid cloud solutions), Microsoft Azure (for cloud services integration), SAP (for enterprise software solutions), Samsung (for semiconductor development), and Red Hat (for open-source solutions).

- **Suppliers:** Hardware suppliers (including Taiwan Semiconductor Manufacturing Company Samsung Electronics, Flex Ltd., and Celestica) and software suppliers (including VMware, Adobe, and ServiceNow) form critical links in IBM's supply chain, and the company's ability to deliver solutions across its \$64 billion annual revenue stream.
- **Distributors:** Essential channel partners enable IBM's global market research such as Redington (Asia-Pacific), Also Holding HG (Europe), and Avnet Technology Solutions (US).



NORMATIVE

- **AI Alliance Members:** This coalition includes IBM, Meta, Intel, AMD, and Dell and works together to establish responsible AI industry standards.
- **Competitors:** Companies like Microsoft, Oracle, Accenture, and Salesforce compete with IBM to drive innovation while also occasionally collaborating on industry initiatives.
- **Industry Standards Bodies:** Organizations such as ISO and NSIT develop and maintain technical standards that ensure interoperability and quality across the technology industry.
- **Academic Research Partners:** Institutions like MIT, Stanford, and Oxford collaborate with IBM on advanced research projects. These partnerships drive innovation and help develop future talent.

DIFFUSED

- **Global Media Outlets:** Key technology and business media outlets relevant to IBM include Bloomberg, CNBC, Reuters, Wall Street Journal, TechCrunch, and Forbes. Additional global media reach is achieved through international news organizations such as BBC World News (UK), Al Jazeera (Middle East), NHK (Japan), China Global Television Network, Times of India, South China Morning Post, Africa News Network, Deutsche Welle (Germany), and Radio Television Hong Kong, ensuring comprehensive worldwide coverage.
- **Local Communities:** Major IBM operational hubs/offices impact communities in Armonk (NY), Research Triangle Park (NC), Austin (TX), Bangalore (India), and Dublin (Ireland), where the company significantly influences local employment, real estate markets, and economic development.

Notification of Publics

The effectiveness of crisis response fundamentally depends on precise, timely, and relevant stakeholder communication. This section outlines IBM's comprehensive (precrisis, crisis, and postcrisis) notification protocols for our four key publics categories, including determining which stakeholders require notification, the timing of communications, and the most effective channels for message delivery.

PRECRISIS NOTIFICATIONS

ENABLING PUBLICS

Early notification applies only to Board members and relevant regulatory bodies, excluding investors (unless a financial prodrome is identified), to prevent unnecessary market concerns. Board members receive immediate briefings through the IBM Secure Board Portal within 24 hours of prodrome identification (see page 5). Regulatory bodies are engaged only when compliance-related prodromes emerge, receiving updates through digital compliance reports on a quarterly basis.

FUNCTIONAL PUBLICS

Regional managers of the global workforce access color-coded alert levels through IBM's internal dashboard, with specific action items clearly outlined by the crisis team. All relevant employees receive detailed emergency procedure updates through internal communications (e.g., the entire cybersecurity department if a privacy prodrome is identified), with step-by-step response protocols. Enterprise clients' dedicated support teams maintain updated contact lists and escalation procedures through IBM's Client Portal, and distributors/suppliers participate in mandatory monthly readiness checks with documented verification.

NORMATIVE PUBLICS

IBM Institute for Business Value (IBV) maintains continuous communication channels with research partners and standards organizations through dedicated secure portals. Technical specifications and compliance requirements are updated weekly, with automated notifications outlining changes. Working groups receive structured agendas for monthly risk assessment meetings with clear documentation requirements.

DIFFUSED PUBLICS

While active communication is minimal, the senior leaders from the Crisis Team delegate relevant pre-approved statement templates and update media lists.

CRISIS UPDATES

ENABLING PUBLICS

Within 15 minutes of crisis confirmation, automated alerts are deployed by the Internal Communications Lead through IBM's Executive Portal, which triggers emergency response protocols. The system sends notifications through multiple channels: secure email, SMS, and direct calls until acknowledged. Virtual board meeting links are automatically generated with secure access codes, and financial stakeholders receive detailed impact assessments via email. The Crisis Response Commander and Strategic Change Communications Lead work to provide situation updates every 2 hours through the Executive Portal.

FUNCTIONAL PUBLICS

The Internal Communications Lead deploys internal notifications and mobile alerts to notify all relevant employees. The Security/Systems Response Lead oversees enterprise client communications through account teams, establishing clear escalation paths. The CSR Lead maintains regular email with suppliers/distributors.

NORMATIVE PUBLICS

IBV reports are temporarily controlled by the Legal and Compliance Director and Data Privacy and Trust Director to frequently document impact analysis, compliance implications, and specific, actionable, measurable, realistic, and timely (S.M.A.R.T.) recommendations and deadlines.

DIFFUSED PUBLICS

IBM Newsroom activates crisis communication protocols, with pre-approved statements deploying across all digital channels. The External Communications Director, alongside the Regional Communications Experts, initiates 24/7 monitoring using web scraping technologies. IBM Newsroom issues official updates in the form of press releases and media briefings on an as-needed basis, consulting with Executive Leadership before issuing any statement. *See page 28 for sample email templates for both initial notification and crisis updates.*



POSTCRISIS NOTIFICATIONS

ENABLING PUBLICS

Comprehensive impact reports are distributed through the IBM Execute Portal, including detailed timelines, actions taken, and future prevention measures (identified prodromes). Financial stakeholders receive a thorough analysis of business impact from the Chief Financial Officer and recovery plans through secure channels. Regulatory bodies receive all required documentation with supporting evidence through official filing systems, verified by the Chief Legal Officer. Evaluation forms (see pages 28-29) are distributed to all but the regulatory bodies.

FUNCTIONAL PUBLICS

Employees receive detailed resolution notifications and evaluation forms through internal channels to assess crisis response effectiveness and gather feedback. Enterprise clients receive comprehensive incident reports through account teams and similar evaluation forms. Suppliers/distributors receive mandatory re-training or training on new protocols as part of the postcrisis risk assessment.

NORMATIVE PUBLICS

IBV publishes detailed technical analyses, including root cause analyses and prevention recommendations. Standards organizations receive updated compliance documentation with specific protocol improvements. Third-party auditors receive comprehensive reports for independent verification of corrective measures.

DIFFUSED PUBLICS

IBM Newsroom and social media teams advance a narrative that IBM is in a better shape than it was precrisis, moving beyond recovery messaging. Social/traditional media is continually monitored via web scraping to ensure proper resolution. Local communities receive community feedback forms, while regular progress reports are disseminated to the media in a media relations building effort.



Identification of Crisis Communications Team

The IBM Crisis Communications Team consists of executives, senior leaders, and regional communications experts who manage crisis response across IBM's global operations. This structure ensures 24/7 crisis management capability, including communication with all relevant key publics across all time zones and regions.

EXECUTIVE LEADERSHIP



Arvind Krishna – Crisis Response Commander: Leads high-level crisis strategy and decision-making through the IBM Executive Portal, chairs twice-daily executive briefings, holds ultimate authority on resource allocation, and is the primary public face in all crises.

- **Backup:** James Whitehurst – Ex-President, Senior Advisor



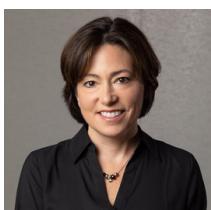
Jonathan Adashek – External Communications Director: Directs global media relations, crafts crisis narrative frameworks, and ensures consistency across traditional media, digital platforms, and external publics with a focus on reputation management.

- **Backup:** Edward Barbini – VP of External Relations



Anne E. Robinson – Legal and Compliance Director: Evaluates legal exposure, interfaces with regulatory bodies, and develops response strategies to minimize corporate liability while ensuring all crisis communications reflect global compliance requirements.

- **Backup:** Michelle Browdy – Ex-CLO, Senior Advisor



Christina Montgomery – Data Privacy and Trust Director: Leads crisis response for cybersecurity/data privacy matters, coordinates with relevant data protection government agencies, ensures privacy-compliant communications, and manages trust-restoration strategies.

- **Backup:** Stephen LaFleche – General Manager, Security

SENIOR LEADERSHIP



Adam R. Pratt – Strategic Change Communications Lead: Through the Policy Communication Hub and M&A platforms, manages sensitive communications around organizational changes, policy shifts, and acquisitions by coordinating with investors and government officials.

- **Backup:** Jennifer Crozier – Government Relations Deputy



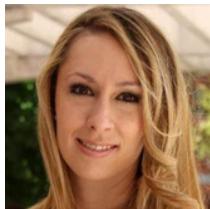
Jessica Peterson — Internal Communications Lead: Manages all internal crisis communications by sending frequent emails, making announcements via digital workforce channels, and scheduling all meetings for relevant employees, ensuring consistent information flow.

- **Backup:** Nickle LaMoreaux — Chief Human Resources Officer



Michael Rowinsky — Security/Systems Response Lead: Works closely with the Data Privacy Director to translate technical information regarding client updates and security advisories into clear, actionable messages that maintain the confidence of internal and external publics.

- **Backup:** David Cohen — Security Communications Lead



Carmen San Segundo Gámez — Environmental/CSR Lead: Manages communications around environmental incidents, sustainability challenges, and corporate responsibility crises through mass email, secure NGO engagement, and consistent ESG reporting to suppliers.

- **Backup:** Sarah Minick — Director, Corporate Communications

REGIONAL COMMUNICATIONS EXPERTS



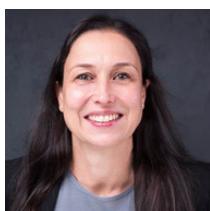
Luisa Fernanda Henao Castano — Latin America Relations: Coordinates crisis communications across Latin American markets through local/national media engagement and cultural adaptation of global messages while serving as the primary media contact for LatAm.

- **Backup:** Flávia Freitas — Latin America CSR Lead



Jumana Akkawi — Middle East & Africa Relations: Coordinates crisis communications across MEA markets through local/national media engagement and cultural adaptation of global messages while serving as the primary media contact for the Middle East & Africa.

- **Backup:** Tineke Mertens — EMEA Communications Manager



Marie-Ann Maushart — Europe Relations: Coordinates crisis communications across European American markets through local/national media engagement and cultural adaptation of global messages while serving as the primary media contact for Europe.

- **Backup:** Stephanie Glemot — France Communications Director



Prashanth Balarama — Asia Pacific Relations: Coordinates crisis communications across Asian and Pacific markets through local/national media engagement and cultural adaptation of global messages while serving as the primary media contact for Asia.

- **Backup:** Yuko Tsuchiya — APAC Deputy Comms Director

Crisis Directory

[FOR OFFICIAL USE ONLY] The following directory contains essential contact information for IBM's Global Crisis Communications Team members. Consult with the preceding section for when each team leader should be contacted.

Name	Position	Phone Number	Email
Arvind Krishna	Chairman & CEO	(+1) 209-903-4643	arvind.krishna@ibm.com
Jonathan Adashek	Chief Communications Officer	(+1) 209-608-1204	jonathan.adashek@ibm.com
Anne Robinson	Chief Legal Officer	(+1) 909-435-9065	anne.robinson@ibm.com
Christina Montgomery	Chief Privacy & Trust Officer	(+1) 805-546-9078	christina.montgomery@ibm.com
Adam Pratt	Director, Policy and M&A Communications	(+1) 202-551-9625	apratt@us.ibm.com
Jessica Peterson	Director of Corporate Communications	(+1) 661-365-9743	jessica.paterson@us.ibm.com
Micheal Rowinsky	Director of Marketing & Communications, Security	(+1) 720-395-8497	rowinski@us.ibm.com
Carmen San Segundo Gámez	Global Communications & Marketing Director	(+1) 209-154-8232	carmenssg@ibm.com
Luisa Fernanda Henao Castano	Cross Brand External Relations, Latin America	(+57) 300-132-4765	luisa.henao@co.ibm.com
Jumana Akkawi	Marketing & Communications Director, MEA	(+971) 56-676-6618	jumannak@ae.ibm.com
Marie-Ann Maushart	Marketing & Communications Director, Germany	(+49) 7034-15-1852	marie.ann.maushart@de.ibm.com
Prashanth Balarama	External Communications Lead, Asia Pacific	(+91) 98450-45121	pbalaram@in.ibm.com

Identification of Media Spokespersons

IBM's media spokespersons serve as the voice and face of our organization. Their role is fundamental in notifying diffused publics, maintaining their trust, and ensuring accurate information dissemination aligned with IBM's key messages. All spokespersons should thoroughly review briefing materials before any media interaction, understand the technical aspects relevant to the crisis but avoid jargon, speak clearly and concisely, and remain calm, confident, and empathetic.



Arvind Krishna — Primary Spokesperson: As the CEO, Arvind serves as an authentic leadership voice, especially during the early unfolding of a crisis. He is knowledgeable on a wide variety of issues including strategy, finances, and governance, and thus should be the first choice.

- **Backup:** James Whitehurst — Ex-President, Senior Advisor



Jonathan Adashek — Secondary Spokesperson: In the rare case that Arvind and James are unavailable, Jonathan, with his extensive media training and PR expertise, steps in as the primary voice. The reason why Arvind is unavailable should be disclosed to the media proactively.

- **Backup:** Edward Barbini — VP of External Relations

REGIONAL CRISES SPOKESPERSONS



Luisa Fernanda Henao Castano — Spokesperson for Latin America:

With an understanding of cultural sensitivities, Luisa manages relationships with regional media, appropriately translates key messages, and holds multilingual press conferences when applicable.

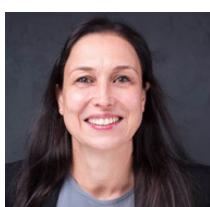
- **Backup:** Flávia Freitas — Latin America CSR Lead



Tineke Mertens — Spokesperson for Middle East & Africa:

With an understanding of cultural sensitivities, Tineke manages relationships with regional media, appropriately translates key messages, and holds multilingual press conferences when applicable.

- **Backup:** Tineke Mertens — EMEA Communications Manager



Marie-Ann Maushart — Spokesperson for Europe:

With an understanding of cultural sensitivities, Marie-Ann manages relationships with regional media, appropriately translates key messages, and holds multilingual press conferences when applicable.

- **Backup:** Stephanie Glemot — France Communications Director



Prashanth Balarama — Spokesperson for Asia Pacific:

With an understanding of cultural sensitivities, Prashanth manages relationships with regional media, appropriately translates key messages, and holds multilingual press conferences when applicable.

- **Backup:** Yuko Tsuchiya — APAC Deputy Communications Director

Trick Questions

Media interactions during crises require careful navigation, particularly when facing questions designed to provoke unintended responses. IBM spokespersons must be especially vigilant as our industry leadership in technology, AI, and enterprise solutions makes us a frequent target for probing media inquiries. It's important to note that the media is not an enemy and should never be antagonized, even if a reporter asks a trick question. A positive IBM-media relationship is crucial.

SPECULATIVE QUESTIONS

"If the breach affected federal clients, what would happen to national security?"

Response Strategy: Redirect to current facts and established safeguards. Never engage in hypotheticals, and do not speculate.

TECHNICAL/JARGONISTIC QUESTIONS

"Was this caused by a zero-day exploit in your quantum-safe encryption protocols?"

Response Strategy: Translate complex concepts into clear, accessible language while maintaining accuracy. Avoid jargon that could create confusion or panic.

LEADING QUESTIONS

"Given the recent layoffs at your Austin facility, this workplace incident was bound to happen due to understaffing, right?"

Response Strategy: Challenge incorrect assumptions without becoming defensive. Redirect to current response efforts, key messages, and preventative measures.

MULTIPLE-PART QUESTIONS

"How many clients are affected, what customer data was compromised, and why weren't your AI security systems able to prevent this?"

Response Strategy: Break down complex questions, address one issue at a time, and focus on verified information. A multiple-part question may include a trick question buried among seemingly normal questions, so remain vigilant and calm.

KNOW-IT ALL QUESTIONS

"Our sources indicate that environmental violations at your semiconductor facility were covered up. Just need you to confirm the details."

Response Strategy: Avoid confirming or denying unverified information. Stick to approved facts and emphasize the ongoing investigation process.

★ Always assume you're on the record when talking to media representatives.

Websites

IBM maintains several official websites that serve as crucial communication channels and sources of pregathered information. These platforms must be consistently updated with accurate information before, during, and after crises.



www.ibm.com

Primary website—exhibits products, services, and company-wide notices.

www.ibm.com/investor

Financial information, shareholder resources, and regulatory filings.

www.ibm.com/ibv

Research insights and thought leadership targeting normative publics.



www.newsroom.ibm.com

Central hub for media releases, statements, and latest company news.

www.ibm.com/annualreport

Comprehensive yearly performance report and ESG/CSR initiatives.

www.thealliance.ai

Collaborate trust and safety platform advancing responsible AI innovation.

Blogs/Social Media

Social media and blog monitoring are essential components of IBM's crisis detection and response strategy, including during the postcrisis stage. Early identification of emerging issues through digital channels can help prevent potential crises—namely Brand Safety crises, a guilt by association paracrisis (Coombs, 2023) as identified in the Crisis Inventory—and enable rapid response when incidents occur. IBM firstly monitors risks from engagement on its social media accounts:



[LinkedIn](#)

@IBM

17.8M Followers



[X \(Formerly Twitter\)](#)

@IBM

712.3K Followers



[YouTube](#)

@IBM

341K Subscribers



[Facebook](#)

@IBM

2.9M Followers



[Instagram](#)

@IBM

652K Followers



[TikTok](#)

@IBM

47.8K Followers

This monitoring employs a dual approach, combining artificial and human intelligence for comprehensive crisis detection and sentiment analysis.

IBM x Avira Social Media Listening Platform (<https://www.ibm.com/partnerplus/directory/solution/0508>)

IBM's partnership with Avira Digital LLC entails that IBM uses an in-house proprietary web scraping service, which leverages Watson's natural language processing capabilities to process millions of mentions in real-time across multiple channels, track sentiment shifts and public opinion trends, and automatically notify the crisis management team with current prodromes. This, alongside human review and manual monitoring, ensures IBM thoroughly identifies risks before, during, and after crises. The scope of its external blogs/social media monitoring includes:

INDUSTRY NEWS

- TechCrunch (www.techcrunch.com)
- TheRegister (www.theregister.com)
- ZDNet (www.zdnet.com)
- MIT Technology Review (www.technologyreview.com)
- VentureBeat (www.venturebeat.com)

ONLINE FORUMS

- Reddit – r/tech (www.reddit.com/r/tech)
- Reddit – r/techindustry (www.reddit.com/r/techindustry)
- Reddit – r/whistleblowers (www.reddit.com/r/whistleblowers)
- Glassdoor (www.glassdoor.com/Reviews/IBM-Reviews-E354.htm)
- LinkedIn – AI, ML, DS, & Robotics (www.linkedin.com/groups/3990648/)

COMPETITOR SOCIAL MEDIA

- Microsoft (Facebook, Instagram, X @Microsoft)
- Google (Facebook, Instagram, X @Google)
- Accenture (Facebook, Instagram, X @Accenture)
- Oracle (Facebook, Instagram, X @Oracle)
- Hewlett-Packard (Facebook, Instagram, X @HP)



Spokespersons for Related Organizations



Revathi Advaithi – CEO, Flex Ltd: As CEO of Flex, a key supplier to IBM, Advathi oversees the company's critical manufacturing of IBM hardware products including System x Servers, making her an essential point of contact during supply chain disruptions.

- **Contact:** (+1) 408-577-4000 | revathi.advaithi@flex.com



Jinman Han – President of Foundry Semiconductors, Samsung: As Samsung's foundry operations head, Jinman oversees the production of IBM Telum ® II processors and IBM Spyre accelerators and is therefore an essential point of contact during supply chain disruptions.

- **Contact:** (+82) 2-2255-0114 | jinman.han@samsung.com



Krish Prasad – General Manager of Cloud Foundation, VMWare: As a leader of VMWare's enterprise solutions, Krish manages the supply of crucial software solutions that enable IBM's hybrid cloud, making him essential to contact during cloud service disruptions or breaches.

- **Contact:** (+1) 877-486-9273 | krish.prasad@vmware.com



Philip Gallagher – CEO, Avnet: As CEO of one of IBM's primary North American distributors, Philip directs Avnet's 25-year partnership with IBM, making him a key stakeholder during distribution or logistics crises that could affect IBM's product availability across the US.

- **Contact:** (+1) 480-642-2000 | phil.gallagher@avnet.com

List of Related Internet URLs



www.ready.gov

Comprehensive natural disaster and public health crisis preparation guides.



www.training.fema.gov

Federal emergency response training for man-made/natural disasters.



www.drii.org

Business continuity standards during operational disruptions.



www.disasterassistance.gov

Federal financial aid applications for natural disaster recovery.



[www\(fdic.gov/resources](http://www(fdic.gov/resources)

Banking system stability guidance during economic downturns.



www.sec.gov/compliance

Market emergency protocols/protection during financial crises.

List of Key Media

[FOR OFFICIAL USE ONLY] The list below contains key media contacts across global markets that may request information from IBM during crisis situations. These contacts represent trusted channels through which IBM can effectively communicate with relevant publics. Again, we stress that media organizations are valuable partners in crisis communication, not adversaries.

Organization	Representative	Phone Number	Email
Bloomberg	Ed Hammond	(+1) 212-318-2000	ehammond6@bloomberg.net
CNBC	Steve Kovach	(+1) 201-735-2622	steve.kovach@nbcuni.com
CNN	Clare Duffy	(+1) 404-827-1500	clare.duffy@cnn.com
Forbes	Alex Konrad	(+1) 212-620-2200	akonrad@forbes.com
Reuters	Stephen Nellis	(+1) 415-677-2500	stephen.nellis@reuters.com
Wall Street Journal	Karen Langley	(+1) 212-416-2000	karen.langley@wsj.com
The New York Times	Steve Lohr	(+1) 844-698-6397	steve.lohr@nytimes.com
TechCrunch	Ingrid Lunden	(+1) 415-251-8200	ingrid@techcrunch.com
BBC World News	Zoe Kleinman	(+44) 20-7580-4468	zoe.kleinman@bbc.co.uk
Al Jazeera	Amjad Atallah	(+974) 4489-7446	pressoffice@aljazeera.net
NHK	Yuichiro Hanazawa	(+81) 2-3465-1111	int@nhk.or.jp
Times of India	Jaideep Bose	(+91) 22-6757-8888	toireporter@timesgroup.com
South China Morning Post	Bien Perez	(+852) 2565-2222	bien.perez@scmp.com
Africa News Network	Akin Jimoh	(+27) 11-484-3456	newsroom@ann.com
Deutsche Well	Manuela Kasper-Claridge	(+49) 228-429-0	business@dw.com

Emergency Personnel and Local Officials

[FOR OFFICIAL USE ONLY] The following directory contains essential contact information for local officials for the Armonk, NY, HQ, and key federal/international authorities involved in disaster relief, investigations, and technology regulation.

Organization	Address	Phone Number	Email
Armonk, NY Police Dept.	15 Bedford Road, Armonk, NY 10504	(+1) 914-273-9500	info@northcastleny.com
Armonk, NY Fire Dept.	400 Bedford Road, Armonk, NY 10504	(+1) 914-273-3292	firedept@northcastleny.com
New York Governor's Office	NYS State Capitol Building, Albany NY 12224	(+1) 518-474-8390	governor.office@ny.gov
FTC	600 Pennsylvania Avenue, NW Washington, DC 20580	(+1) 202-326-2222	opa@ftc.gov
FEMA	500 C Street, SW Washington, DC 20472	(+1) 202-646-2500	ASKIA@fema.dhs.gov
EPA	1200 Pennsylvania Avenue, NW Washington, DC 20460	(+1) 202-566-5800	contact@epa.gov
DHS	2707 Martin Luther King Jr Ave, SE Washington, DC 20554	(+1) 202-282-8000	contact@dhs.gov
NTIA	1401 Constitution Ave, NW Washington, DC 20230	(+1) 202-482-2000	press@ntia.gov
FCC	45 L Street, NE Washington, DC 20554	(+1) 888-225-5322	fccinfo@fcc.gov
DOT	1200 New Jersey Avenue, SE Washington, DC 20590	(+1) 202-366-4000	dotinfo@dot.gov
EU Commision	Rue de la Loi / Wetstraat 200, 1040 Brussels, Belgium	(+32) 2-299-11-11	europe.direct@ec.europa.eu

Crisis Communication Control Center

IBM maintains dedicated control centers to serve as central command posts during crises, with secondary locations to ensure continuity if the primary location becomes inaccessible. To gain access to any physical control center, individuals must receive prior authorization from a Crisis Communication Team member.

PRIMARY LOCATION: IBM CORPORATE HEADQUARTERS

Address: 1 New Orchard Road, Armonk, NY, 10504



Room: Executive Briefing Room 202, Louis V. Gerstner Building, Floor 2

Directions: Enter through the main entrance of the Louis V. Gerstner building. A security clearance is required—present IBM and crisis team credentials. Upon exiting the elevator on the second floor, turn right and proceed 20 feet through the double doors with keycard access. The control center is the first room to your right.

SECONDARY LOCATION: IBM MANHATTAN OFFICE

Address: 1 Madison Avenue, New York, NY, 10010



Room: Innovation Center Room 1509, Floor 15

Directions: Enter through the Madison Avenue entrance with revolving doors. Check-in at the marble security desk with IBM and crisis team credentials. Take the express elevator to the 15th floor. Walk past the open collaboration area to the set of frosted glass doors with keycard access, and it will be the fifth room to your left.

VIRTUAL LOCATION: IBM CLOUD VIDEO

Secure Access: <https://www.video.ibm.com/employee/crisis-response>



Login: IBM employee ID and password

Utility: Used alongside the physical center or standalone, the virtual center serves to reach our regional communications experts and enable 24/7 communication.

Backup Platform: Cisco WebEx – <https://www.ibm.webex.com/crisis-response>

Equipment and Supplies

IBM provides comprehensive equipment and resources at each control center location to ensure seamless crisis communication operations and supplement team effectiveness. The working condition of all supplies are formally evaluated during quarterly rehearsals by the Internal Communications Lead, with immediate replacement of any items that do not meet operational standards.

TECHNOLOGY/COMMUNICATION

- 20 physical copies of IBM's CMP
- 15 ThinkPad X1 Gen 12 laptops with secure IBM configurations
- 15 USB-C laptop & phone chargers
- 6 pairs of headphones
- 4 desktop workstations
- 4 Blue Yeti X microphones
- 4 IBM Cloud printers/scanners
- 4 secure landline telephones
- 3 large-format displays with video conferencing capabilities
- 2 copies of all necessary cables & batteries
- 2 satellite phones
- 2 emergency power generators
- 2 high-speed internet backup systems

OFFICE/GENERAL

- 25 office chairs for conference setup
- 25 IBM letterhead packs (500 sheets)
- 25 IBM notepads
- 25 blue & black ink pens
- 12 dry erase markers
- 8 red ink pens
- 5 copies of IBM's 2024 annual report
- 5 cases of bottled water (24 count)
- 5 boxes of emergency food supplies
- 4 small circular tables
- 4 staplers with staples
- 4 first aid kits & fire extinguishers
- 2 large whiteboards
- 2 copies of building evacuation plans
- 1 large conference table
- 1 basic tool kit
- 1 box of post office stamps

Pregathered Information

The following metrics and templates serve to provide quick references that enable faster responses during crises by minimizing the need for additional research.

COMPANY METRICS & FACTS (IBM, 2023)

FINANCIAL PERFORMANCE

- Total revenue: \$61.86B
- Software revenue: \$26.308B
- Consulting revenue: \$19.985B
- Infrastructure revenue: \$14.593B
- Free cash flow: \$11.21B
- R&D investment: \$6.775B
- M&A investment: \$5.179B

GLOBAL PRESENCE

- Offices in 175+ countries
- 19 R&D labs on 6 continents
- Total employees: 282.2K
- 37.4% women employees
- 31.4% women management
- 100% pay equity worldwide
- 122.1K+ patents

2030 ESG COMMITMENTS

- Net zero greenhouse emissions
- 75% reduction in CO2 emissions (from 2010 baseline)
- 100% renewable electricity
- Train 30M people in digital skills
- Divert 90% of non-hazardous waste from landfills

QUICK FACTS FOR MEDIA

- Founded in 1911
- Headquarters in Armonk, NY
- 27-year streak of most US patents awarded per year
- Corporate values: Dedicated to every client's success, innovation that matters, trust and responsibility

QUALITY CONTROL PROCESS (IBM, 2021)

(1) The start of a receipt for an inbound shipment in the warehouse computes the QC quantity. QC computations are based on receiving preferences.

(2) While attempting to put away the inventory, these demands are honored before considering the diversion of products to storage.

(3) Put away tasks are suggested to warehouse operators for moving out products from the dock to QC, Storage, Cross dock, and so forth.

(4) Products brought for QC are inspected to determine their disposition including product class and inventory status (i.e., Awaiting Inspection, QC Hold, Good Inventory, Scrap). Inventory status has a direct relationship to the availability of the product, so it is more broadly categorized as available or not available.

(5) Based on the inspection outcome, the inspected products are either kept or scrapped/put away to storage, in which case additional inventory from storage may be called in manually for more inspection. QC is an ongoing process.

SKELETAL CRISIS EMAIL TEMPLATES

INITIAL CRISIS NOTIFICATION

Dear Valued [Stakeholder Group],

IBM is aware about and is actively responding to [specific crisis details] that occurred on [date] at [location/division]. As a technology leader committed to making the world work better, we are mobilizing our full resources to address this situation with the urgency and thoroughness it demands.

Our response teams have already:

- [Implemented immediate safety protocols]
- [Engaged relevant authorities/experts]
- [Deployed emergency response measures]

IBM acknowledges and deeply apologizes for the harm and distress this is causing those affected. [If applicable: IBM acknowledges our responsibility in this matter and the impact on (affected parties).]

Our next update will be provided by [specific time/date]. For immediate assistance, our 24/7 response team remains available at www.ibm.com/priority-support.

Sincerely,
[Executive Name]
[Title]
IBM Corporation

CRISIS UPDATE

Dear Valued [Stakeholder Group],

IBM continues to address the [crisis event] that occurred on [date]. As promised in our commitment to transparency, we are providing this update on our progress and next steps.

Actions completed since last update:

- [Major milestone achieved]
- [Response measure implemented]
- [Support services established]

We understand this situation continues to impact [stakeholder groups] in significant ways. Your operations, trust, and peace of mind matter deeply to us. Every member of our response team recognizes the disruption and concern this has caused, and we are working tirelessly to restore normalcy while ensuring such incidents are prevented in the future.

Our current focus involves:

- [Ongoing priority 1]
- [Ongoing priority 2]

Our next update will be provided by [specific time/date]. For immediate assistance, our 24/7 response team remains available at www.ibm.com/priority-support.

Sincerely,
[Executive Name]
[Title]
IBM Corporation

Evaluation Form

As part of IBM's commitment to continuous improvement in crisis management, we request your feedback to assess the utility, clarity, and effectiveness of the Crisis Management Plan with respect to the recent crisis response. Your input is vital in ensuring optimal response in future situations. Please complete this evaluation honestly and thoroughly—rest assured that your responses will remain confidential.

The rating scale is as follows: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5).

CRISIS NOTIFICATION AND RESPONSE

The channels used to notify key publics were appropriate and effective.

1

2

3

4

5

All relevant publics were notified.

1

2

3

4

5

Updates were provided before, during, and after the crisis event.

1

2

3

4

5

INFORMATION ACCESS AND CLARITY

Instructions and procedures were clearly defined and actionable.

1

2

3

4

5

I clearly understood my role and responsibilities during the crisis.

1

2

3

4

5

LEADERSHIP AND SUPPORT

The Crisis Communication Team was accessible, responsive, and cohesive.

1

2

3

4

5

I approve of the Executive Leadership's handling of the crisis.

1

2

3

4

5

Several changes to the Crisis Communication Team needs to be made.

1

2

3

4

5

OVERALL ASSESSMENT

The Crisis Management Plan was a valuable resource during the crisis.

1

2

3

4

5

A positive relationship was maintained with the media.

1

2

3

4

5

Key messages were accurately and consistently portrayed to all key publics.

1

2

3

4

5

Significant improvements are needed in IBM's crisis response procedures.

1

2

3

4

5

To leave more detailed feedback, please visit <https://www.ibm.com/contact>

Crisis Appendix

The following reference documentation has been consulted in the development of this Crisis Management Plan and serves as authoritative sources for IBM's crisis management background information, contacts, protocols, and procedures. Crisis Management Team members should reference these citations when updating contact information, organizational changes, or procedures identified during crisis rehearsals or actual response efforts:

Banks, K. (2016). *Crisis communications: A casebook approach* (5th ed.). Routledge. <https://doi.org/10.4324/9781315684857>

Coombs, W. T. (2023). Risk as the foundation for crisis management and crisis communication. In L. Gobell, T. Beatty, Vijayakumar (Eds.), *Ongoing crisis communication: Planning, managing, and responding*. (6th ed., pp. 21-40). SAGE Publications, Inc.

Hermann, C. F. (1963). Some consequences of crisis which limit the viability of organizations. *Administrative Science Quarterly*, 8(1), 61. <https://doi.org/10.2307/2390887>

IBM. (2021). *IBM sterling warehouse management system: Quality control process*. IBM Documentation. <https://www.ibm.com/docs/en/warehouse-management/9.4.0?topic=control-quality-process>

IBM. (2023a). *IBM annual report 2023*. IBM Investor Relations. https://www.ibm.com/annualreport/assets/downloads/IBM_Annual_Report_2023.pdf

IBM. (2023b). *IBM ESG report 2023*. IBM Impact. <https://www.ibm.com/downloads/documents/us-en/10a99803d62fd3a5>

IBM. (n.d.a). *IBM leadership: Executive bios*. IBM Newsroom. <https://www.newsroom.ibm.com/executive-bios>

IBM. (n.d.b). *Media contacts*. IBM Newsroom. <https://newsroom.ibm.com/contacts>

IBM. (n.d.c). *The origins of IBM*. IBM Heritage. <https://www.ibm.com/history/ctr-and-ibm>

Krishna, A. (2023). *IBM 2023 annual report: CEO's letter*. IBM. <https://www.ibm.com/downloads/documents/us-en/10a9980400afd120>

Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (2022). Defining crisis communication. In L. Gobell, E. Ogar, Vijayakumar (Eds.), *Effective crisis communication: Moving from crisis to opportunity*. (5th ed., pp. 2-24). SAGE Publications, Inc.

United States Securities and Exchange Commission. (2024). *Form 10-K annual report: International Business Machines Corporation*. SEC. <https://www.sec.gov/Archives/edgar/data/51143/00005114324000012/ibm-20231231.htm>



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