

Crisis Communication Plan

Fortune Brands, Inc.  
520 Lake Cook Road  
Deerfield, IL 60015

**P.** 847.484.4400

1. **Cover Page**
   1. Address of headquarters
      1. Fortune Brands, Inc.  
         520 Lake Cook Road  
         Deerfield, IL 60015

**P.** 847.484.4400

* 1. Date/contact information
     1. Last updated April 28, 2010
     2. Andrew Panneton, Chief Public Relations Officer
        1. Ext: #4324
        2. EMERGENCY contact: 555-345-9871

1. **Introduction**
   1. An organizational crisis is a specific, unexpected, non-routine event, or series of events, that create high levels of uncertainty and threaten or are perceived to threaten an organization’s high-priority goals and objectives. Having a firm understanding of the nature of crises, Fortune Brands Inc. has implemented this crisis communication plan in order to provide stability for Fortune Brands in times of uncertainty and crisis. The following plan will provide a basic blueprint from which the Fortune Brands Crisis Communication Team and Chief Crisis Communicator will be able to work from to successfully avoid possibly damaging situations and permanent damage being done to the outstanding reputation Fortune Brands and all of its affiliate subsidiary companies have worked so hard to achieve from the founding of this great company.
   2. A crisis plan will aid in the evaluation of the risks and dangers inherent in the operation of Fortune Brands, and also offer solutions for future prevention or swift response to these situations as they arise. Having a firm set of guidelines the Crisis Communication Team can access prior to, during, and after a crisis, is crucial for effective image management and restoration of Fortune Brands.
2. **Important things to remember**
   1. Immediately upon identifying prodromes for a crisis, Contact CEO Bruce Carbonari, and Clarkson Hine, Vice President of Media Relations.
   2. Leaders should be visible during a crisis.
   3. Develop true and equal partnerships with primary and secondary organizations and constituent groups prior to a crisis.
   4. If handled properly, any damage done by a crisis can be minimized.
   5. Tell the truth, tell it soon, and tell it often.
   6. If you believe Fortune Brands is not responsible, build a case for who is responsible and why.
   7. Be prepared to defend Fortune Brands’ interpretation of the evidence.
   8. Prepare for uncertainty through training and crisis simulations.
   9. NEVER purposely heighten the ambiguity of a situation or crisis to deceive or distract the general public.
   10. The public needs practical statements of self-efficacy during times of crisis.
   11. Positive factors and organization growth can develop from crises.
   12. Do not over reassure, under promise, over deliver.
   13. Effective crisis communication involves listening to stakeholders before, during, and after a crisis, and providing a means for feedback. Listening to those who disagree is equally, if not more important, than listening to your allies.
3. **Acknowledgements**
   1. Fortune Brands would like to acknowledge our stakeholder and partner organizations that we continuously work together with to strive for a better, brighter future. Without the help of these organizations, Fortune Brands would have nothing to show for all of our hard work. It is important for Fortune Brands to maintain sterling reputations with all of our constituents and partner organizations, and it is for this reason that we thank them here, before considering the more pertinent aspects of this Crisis Communication Plan.
4. **Rehearsal Dates**
   1. The Fortune Brands Crisis Communication Plan is to be addressed, and reviewed bi-monthly to update company contact information, media contact lists, procedural tasks, and protocol for different crisis situations.
   2. Remaining Crisis Communication Plan review dates for 2010:
      1. May 1, 2010
      2. May 15, 2010
      3. June 1, 2010
      4. June 15, 2010
      5. July 1, 2010
      6. July 15, 2010
      7. August 1, 2010
      8. August 15, 2010
      9. September 1, 2010
      10. September 15, 2010
      11. October 1, 2010
      12. October 15, 2010
      13. November 1, 2010
      14. November 15, 2010
      15. December 1, 2010
      16. December 15, 2010
5. **Purpose**
   1. It is our firm and clear intention here at Fortune Brands to provide exceptional products to the public, through all of our affiliate subsidiary companies; products that we can proudly stand behind. In order to truly fulfill this reputation, it is of paramount importance for this organization to have a purpose and set list of objectives for this crisis plan so that ambiguity may be avoided, and so that the plan is explicitly delineated.
   2. The purpose for this crisis communication plan is to provide a clear protocol and order of operations for Fortune Brands employees to follow in times of uncertainty and crisis.
6. **Objectives** 
   1. Fortune Brands Crisis Communication Plan Objectives include:
      1. Maintain a safe and healthy environment for all workers, staff, customers, and upper levels of management.
      2. To communicate safely and effectively with employees and the public through appropriate channels and mediums.
      3. To have a clear and tangible resource that may provide a sense of stability in otherwise ambiguous and uncertain situations.
      4. To provide a clear plan of action that can be followed, to the letter, every time a crisis arises.
7. **Crisis Communication Center**
   1. Location
      1. Fortune Brands, Inc.  
         525 Lake Cook Road  
         Deerfield, IL 60015
   2. Contact number
      1. **P.** 847.484.0911
8. **Chain of Command**
   1. Other members may be assigned to the Crisis Communication team as deemed necessary at each bi-monthly meeting. This shall only be accomplished if a majority vote is attained by sitting members of the Crisis Communication Team, with all members votes equaling one, albeit the CEO who will command two votes.
   2. The Chain of command for crisis situations is explicitly detailed below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | **Name** | **Phone Ext.** | **Emergency Contact** |
| Chief Executive Officer | Bruce Carbonari | # 4321 | 555-234-3456 |
| V.P. – Investor Relations | Anthony Diaz | #4322 | 555-867-9087 |
| V.P. – Media Relations | Clarkson Hine | #4323 | 555-482-8913 |
| Chief P.R. Officer | Andrew Panneton | #4324 | 555-345-9871 |

1. **List of Corporate Officers**
   1. **Craig P. Omtvedt**  
      Senior Vice President and Chief Financial Officer
   2. **Mark Hausberg**  
      Senior Vice President, Finance and Treasurer
   3. **Patrick J. Koley**  
      Senior Vice President, Strategy & Corporate Development
   4. **Mark A. Roche**  
      Senior Vice President, General Counsel and Secretary
   5. **Tony Diaz**  
      Vice President, Investor Relations
   6. **C. Clarkson Hine**  
      Vice President, Corporate Communications and Public Affairs
   7. **Elizabeth R. Lane**  
      Vice President, Human Resources
   8. **Charlie Ryan**  
      Vice President, Taxes
   9. **Allan J. Snape**  
      Vice President, Business Development
   10. **Matt Stanton**  
       Vice President, Public Affairs
   11. **Lauren S. Tashma**  
       Vice President, Associate General Counsel and Assistant Secretary
   12. **Gary L. Tobison**  
       Vice President and Chief Internal Auditor
   13. **Edward Wiertel**  
       Vice President and Corporate Controller
2. **List of Board of Directors**
   1. **Bruce A. Carbonari**  
      Chairman and Chief Executive Officer
   2. **Richard A. Goldstein**  
      Former Chairman and Chief Executive Officer  
      International Flavors and Fragrances, Inc.
   3. **Ann Fritz Hackett**  
      President  
      Horizon Consulting Group
   4. **Pierre E. Leroy**  
      Former President  
      Worldwide Construction & Forestry Division and Worldwide Parts Division  
      Deere & Company
   5. **A.D. David Mackay**  
      Chief Executive Officer   
      Kellogg Company
   6. **Anne M. Tatlock**  
      Former Chairman and Chief Executive Officer  
      Fiduciary Trust Company International
   7. **David M. Thomas**  
      (Lead Director)  
      Former Chairman   
      IMS Health Incorporated
   8. **Ronald V. Waters III**  
      President and Chief Operating Officer  
      LoJack Corporation
   9. **Norman H. Wesley**  
      Former Chairman and Chief Executive Officer  
      Fortune Brands Inc.
   10. **Peter M. Wilson**  
       Former Chairman  
       Gallaher Group
3. **Key Publics**
   1. To be updated at each bimonthly meeting.
   2. Procedures for notification and communication
      1. To be determined by crisis communication team at each bimonthly meeting and as crises arise.
4. **Media Contact List**
   1. Local media
      1. Pioneer Press
         1. Ronald Dumpkin
            1. 555-784-7893
      2. Deerfield Review
         1. Jonathon Miller
            1. 555-879-7834
   2. Regional media
      1. The Daily Ledger
         1. Brittany Mueller
            1. 555-811-9134
      2. Souther Illinoisan
         1. Michael Strichton
            1. 555-324-7645
   3. Statewide media
      1. Chicago Sun Times
         1. Brian Albrecht
            1. 555-324-7857
      2. Chicago Tribune
         1. Tanya Ramichan
            1. 555-333-0980
   4. National and international media
      1. NBC
         1. Station number: 555-325-1234
      2. ABC
         1. Station number: 555-891-8111
      3. FOX
         1. Station number: 555-781-0001
      4. CBS
         1. Station number: 555-987-1098
5. **Key Messages**
   1. Determined by the Crisis Communication Team on an *individual crisis* basis.
   2. (SEE ATTACHED CRISIS OUTLINE AND PRESS CONFERENCE)
      1. We have a plan to deal with…
      2. Our hearts and prayers go out to those…
      3. We immediately began our own investigation into…to make sure that we…
   3. Apologia Techniques
      1. Reformative Strategies
         1. Denial
         2. Bolstering
      2. Transformative Strategies
         1. Differentiation
         2. Transcendence
   4. Postures of Self Defense
      1. Absolution (denial and differentiation)
      2. Vindication (denial and transcendence)
      3. Explanation (bolstering and differentiation)
      4. Justification (bolstering and transcendence)
6. **Prodromes**
   1. Multiple customer service complaint calls in a small period of time.
   2. Media scans report higher than usual complaints in blogs and through different media outlets.
   3. Stock prices per share fall drastically.
   4. Unusual or detrimental activity in the housing market.
   5. Tobacco lawsuits at higher than average levels.
   6. High prevalence of sickness from consuming any liquor or spirits made by Fortune Brands or any of its affiliate subsidiary companies.
7. **Post-crisis evaluation**
   1. At fortune brands, we have strong belief that times of crisis are also times of growth and development: a time where we can learn from our mistakes. It is for this reason that post crisis evaluation forms will be filled out by all members of the crisis communication response team.
8. **Media Contact Log**
   1. During times of crisis, members of the crisis response team will keep a log of all interactions with media practitioners in order to ensure all interaction and communication with this constituent group is conducted properly and efficiently. All logs will be detailed with date, name of caller, questions asked, network affiliation or source, time of call, duration of call, personal responsible for response, and whether follow up is needed.
   2. Format will be as follows:
      1. Date:
      2. Name of caller/contact:
      3. Questions asked:
      4. Network affiliation:
      5. Time of call (received):
      6. Duration:
      7. Person responsible for response:
      8. Additional follow up needs?:
9. **Sample Crisis Outline and Press Conference**

Andrew (AJ) Panneton

Crisis Comm 481

April 6, 2010

**Fortune Brands Press Conference**

Presentation Outline

1. **Benoit’s image restoration techniques**
   1. Denial
      1. Shift Blame
         1. As it stands, there is no conclusive information regarding what has actually caused these symptoms, however the ABC store owner, a Mrs. Eyeknowyourfakeidwheniseeit has been in close contact with us and, I directly quote from her, *“we (the Farmville ABC liquor store) recently let go an employee who had been caught repeatedly tampering with merchandise.”* Local law enforcement is reviewing the security tapes from the ABC store currently, and has reported that they will make a statement to the public regarding the initial toxicology reports from all nine victims affected by this outbreak, as well as to any possible leads that the security videos may produce.
   2. Defeasibility
      1. Lack of information
         1. As it stands, there is no conclusive information regarding what has actually caused these symptoms.
   3. Bolster
      1. Stress good traits
         1. Although we have thus far had a flawless safety record in our liquors division at Fortune Brands, and up to this point Fortune Brands has never had to issue a hold on any of our products in the liquors division, we acknowledge that crises develop for a reason.
   4. Corrective Action
      1. Plan to prevent recurrence
         1. Regardless of whether Fortune Brands is absolved of responsibility for this outbreak, whether it is through security video footage from the ABC store, or from interviews conducted with the recently released employee, we have decided to create a committee whose sole purpose is to further distinguish ourselves from our competitors in preventative product tampering measures. We believe that times of uncertainty should be times of re-evaluation, and this is certainly a step in the right direction in future prevention of product tampering
2. **Lessons for leadership in a crisis**
   1. Leaders should be visible during a crisis
      1. Bruce Carbonari, President and CEO is conducting press conference.
   2. Leaders should be as open and honest as possible during times of crisis.
      1. Presently, there have been nine confirmed reports of stomach/flu like symptoms, hallucinations, and uncontrollable erratic behavior, within the Farmville Area; two in Cumberland, four at Longwood University, two more at Hampden Sydney, and one from Prince Edward County High School, directly as a result of drinking Knob Creek; a liquor from our small batch bourbon collection. (admitting to direct correlation between symptoms and product)
   3. Leaders can create opportunities for renewal during times of crisis. Leaders should listen to stakeholders during a crisis and seek to build consensus.
      1. …we have decided to create a committee whose sole purpose is to further distinguish ourselves from our competitors in preventative product tampering measures.
3. **Lessons for effective crisis management**
   1. Communicate early and often, and acknowledge uncertainty
      1. As it stands, there is no conclusive information regarding what has actually caused these symptoms…
   2. Identify what you and others are doing to identify the causes.
      1. Local law enforcement is reviewing the security tapes from the ABC store currently, and has reported that they will make a statement to the public regarding the initial toxicology reports from all nine victims affected by this outbreak, as well as to any possible leads that the security videos may produce.
      2. Upon being notified of the reports, we here at Fortune Brands enacted our Emergency Action Plan. As such, we immediately began our own investigation into the cause and origin of this outbreak of symptoms.
   3. Assure public how and when you will maintain contact about current and future risks.
      1. Moving forward, we will continue to provide live updates on the situation through our website FortuneBrands.com, in addition to making a statement following the release of the toxicology reports.
   4. Be prepared to defend your interpretation of the evidence surrounding the crisis.
      1. Here at Fortune brands and all of its affiliated subsidiary companies, including Knob Creek and the entire small batch bourbon collection, ensuring the safety and well being of our customers is of paramount importance. Without the trust of the consumer, and their confidence in the quality of our products, we would quite literally have nothing to show for all of our hard work. Having said this, the current situation in Farmville, VA is as stands….
      2. As it stands, there is no conclusive information regarding what has actually caused these symptoms, however the ABC store owner, a Mrs. Eyeknowyourfakeidwheniseeit has been in close contact with us and, I directly quote from her, “we (the Farmville ABC liquor store) recently let go an employee who had been caught repeatedly tampering with merchandise.”
   5. If you do not believe you are responsible for a crisis, you must build a case for who is responsible and why.
      1. “..We (the Farmville ABC liquor store) recently let go an employee who had been caught repeatedly tampering with merchandise.”
   6. Crisis should challenge the ways organizations think about their business
      1. Although we have thus far had a flawless safety record in our liquors division at Fortune Brands, and up to this point, Fortune Brands has never had to issue a hold on any of our products in the liquors division, we acknowledge that crises develop for a reason. Regardless of whether Fortune Brands is absolved of responsibility for this outbreak, whether it is through security video footage from the ABC store, or from interviews conducted with the recently released employee, we have decided to create a committee whose sole purpose is to further distinguish ourselves from our competitors in preventative product tampering measures. We believe that times of uncertainty should be times of re-evaluation, and this is certainly a step in the right direction in future prevention of product tampering
   7. Acknowledge and thank stakeholders, including media during times of crisis.
      1. We’d like to thank Virginia’s ABC stores for their cooperation, as well as the Prince Edward and Farmville Police Departments, Southside Community Hospital, and once again you all for being here on such short notice. Finally, I will open up the floor to questions….



Press Briefing: Knob Creek incident

Date: April 6, 2010

Good afternoon ladies and gentlemen of the press, my name is Bruce Carbonari, president and CEO of Fortune Brands. Thank you for being here on such short notice. First, let me just say on behalf of the entire Fortune brands family that our thoughts and prayers are certainly with those who have been affected by this unfortunate situation.

Here at Fortune brands and all of its affiliated subsidiary companies, including Knob Creek and the entire small batch bourbon collection, ensuring the safety and well being of our customers is of paramount importance. Without the trust of the consumer, and their confidence in the quality of our products, we would quite literally have nothing to show for all of our hard work. Having said this, the current situation in Farmville, VA is as stands.

Presently, there have been nine confirmed reports of stomach/flu like symptoms, hallucinations, and uncontrollable erratic behavior, within the Farmville Area; two in Cumberland, four at Longwood University, two more at Hampden Sydney, and one from Prince Edward County High School, directly as a result of drinking Knob Creek; a liquor from our small batch bourbon collection.

It is important to note that all reported cases have been within a small geographic area of twenty five (25) square miles in Prince Edward County, however as our emergency action plan delineates, we have pulled ALL of the liquors from the small batch bourbon collection off the shelves, nationwide, until the cause and underlying reason for this peculiar outbreak of symptoms is found.

Upon being notified of the reports, we here at Fortune Brands enacted our Emergency Action Plan. As such, we immediately began our own investigation into the cause and origin of this outbreak of symptoms. As it stands, there is no conclusive information regarding what has actually caused these symptoms; however the ABC store owner, a Mrs. Eyeknowyourfakeidwheniseeit has been in close contact with us and, I directly quote from her, “we (ABC liquor store) recently let go an employee who had been caught repeatedly tampering with merchandise.”

Local law enforcement is currently reviewing the security tapes from the ABC store, and has reported that they will make a statement to the public regarding the initial toxicology reports from all nine victims affected by this outbreak, as well as to any possible leads that the security videos may produce. This conference will be conducted by Chief of Police Beech at 4 PM Eastern Time from the Nance Room located in the Dorrill Dining Hall at Longwood University.

Moving forward, we will continue to provide live updates on the situation through our website FortuneBrands.com, in addition to making a statement following the release of the toxicology reports.

Although we have thus far had a flawless safety record in our liquors division at Fortune Brands, and up to this point, Fortune Brands has never had to issue a hold on any of our products in the liquors division, we acknowledge that crises develop for a reason.

Regardless of whether Fortune Brands is absolved of responsibility for this outbreak, whether it is through security video footage from the ABC store, or from interviews conducted with the recently released employee, we have decided to create a committee whose sole purpose is to further distinguish ourselves from our competitors in preventative product tampering measures. We believe that times of uncertainty should be times of re-evaluation, and this is certainly a step in the right direction in future prevention of product tampering.

If you or a loved one is experiencing flu-like symptoms, hallucinations, or uncontrollable erratic behavior as a result of drinking Knob Creek bourbon purchased from the Farmville ABC store, call this number and we will have one of our on call emergency response teams in the area come to you to perform a primary assessment to determine if further medical treatment is needed. That number is 434-555-4292. Again, that number is 434-555-4292.

If you are not located in the Central Virginia Area, and have the above symptoms as a result of drinking Knob Creek, please call 911 to seek medical help immediately. We’d like to thank Virginia’s ABC stores for their cooperation, as well as the Prince Edward and Farmville Police Departments, Southside Community Hospital, and once again you all for being here on such short notice. Finally, I will open up the floor to questions….