



AMERICAN EAGLE OUTFITTERS

CRISIS COMMUNICATION PLAN

We are an American jeans brand rooted in authenticity and self-expression. We stand for individuality, freedom and difference. Our jeans and apparel empower our customers to reveal their true selves to the world – their style, their creativity, their stories, their strengths. Our brand celebrates those who won't be contained by someone else's labels. Real individuals with passion and purpose. AE proudly operates over 900 stores across the globe and at AE.com, in addition to operating Tailgate, the ultimate destination for graphic tees and more.

CRISIS COMMUNICATION TEAM

NAME & TITLE	ROLE & RESPONSIBILITY	CONTACT INFORMATION
Jay Schottenstein Executive Chairman to the Board and Chief Executive Officer	-Act as the spokesperson related to all crises and will release official statements.	(412) 432-4500 SchottensteinJ@ae.com
Rachel DiCarlo Vice President of Public Relations	-Responsible for handling media inquiries as well as monitoring social media channels.	(412) 432-4500 DiCarloR@ae.com
Syma Raza Manager of Public Relations	-Responsible for handling media inquiries as well as monitoring social media channels.	(412) 423-4868 RazaS@ae.com
Olivia Messina Public Relations	-Responsible for handling media inquiries as well as monitoring social media channels.	(412) 423-4868 MessinaO@ae.com
Stacy Siegal General Counsel	-To handle all litigation and all legal components related to crisis..	(412) 432-4500 SiegalS@ae.com

CRISIS COMMUNICATION PLAN

IDENTIFY POTENTIAL CRISES AND A PLAN

ADVANCE CRISIS PLANNING	
POTENTIAL SCENARIOS	
Security Breach, Product/Technology Failure, Natural Disaster, Financial Crisis, Workplace Violence, Environmental Crisis	
SCENARIO 1	A video goes viral on social media of an employee making a disparaging remark about a customer's appearance, size, race, religion or other discrimination.
SCENARIO 2	A security breach takes place with our Credit Card Merchant System.
SCENARIO 3	A disgruntled employee speaks negatively about work life at American Eagle on their personal social media page which then gains attraction by the public.

CRISIS COMMUNICATION PLAN
IDENTIFY POTENTIAL CRISES AND A PLAN continued

EVENT NAME	Viral Social Media Video	Credit Card Security Breach	Disgruntled Employee
COMMUNICATION GOAL	To emphasize that discrimination has no place within the American Eagle Brand and that we work hard on inclusivity and diversity.	To assure customers and shareholders that we are proactive and will take all necessary measures to keep our customers and shareholder's information as secure as possible.	To communicate our commitment to an ethical and positive work environment to both our current and former employees as well as American Eagle customers and shareholders.
TARGET AUDIENCES	-American Eagle Customers -Social Media Outlets -Shareholders -American Eagle Employees	-American Eagle Customers -Shareholders	-American Eagle Customers -Social Media Outlets -Shareholders -American Eagle Employees
ISSUE ANALYSIS AND VERIFICATION			
WHAT HAPPENED?	A video goes viral on social media of an employee making a disparaging remark about a customer's appearance, size, race, religion or other discrimination.	A security breach takes place with our Credit Card Merchant System.	A disgruntled employee speaks negatively about work life at American Eagle on their personal social media page which then gains attraction by the public.
WHAT ADDITIONAL FACTS ARE NEEDED TO PUT THE EVENT INTO PERSPECTIVE?	-Who is involved? -How did it happen? -What is currently being done?	-How did it happen? -What is currently being done? -How will this be prevented in the future?	-Who is involved? -How did it happen? -What is currently being done?

CRISIS COMMUNICATION PLAN

IDENTIFY SYSTEMS

NOTIFICATION SYSTEMS DESCRIPTION

PagerDuty has transformed AEO's incident management processes in several key ways, enabling the company to successfully handle everything from the smallest customer complaint to the biggest, system-wide catastrophe. Specific benefits include:

Intelligent Alert Notification: PagerDuty enables AEO to get alerts into the right hands so staff can respond quickly.

Seamless Integration: The first thing AEO did with PagerDuty was integrate all of its different tools. In doing so, the company can meet its service level agreements while offering employees flexibility in how they work.

Engagement: Using PagerDuty, AEO now addresses incidents more quickly than before.

Improved Business Communications: AEO's executives are very hands-on and want to stay informed during customer-impacting incidents.

MONITORING SYSTEMS DESCRIPTION

PagerDuty has enabled AEO to gain valuable insights and quickly identify issues that warrant further attention. With PagerDuty used as a notification aggregator, it allows us to better react to large issues that need immediate attention.

CRISIS VERIFICATION SYSTEM DESCRIPTION

An internal investigation will begin to determine what happened and has the situation been confirmed by credible information sources. American Eagle will then determine what additional facts are needed to put the event into perspective such as when did the event happen, who is involved, as well as how it happened. After such investigation is complete, action will be taken to correct whatever the situation is and will be

CRISIS COMMUNICATION PLAN

IDENTIFY MESSAGING

STATEMENT SAMPLES	DELIVERY MODALITY/MODALITIES
<p>“As a brand who has dedicated itself to inclusion and body positivity, we are shocked and saddened to hear of recent events that took place at one of our stores. Six years ago we launched a commitment to promote body positivity and diversity and to encourage the competitor to do the same. While we continue to investigate this incident, we want you to know that our community is diverse so it’s important that we be representative of the different backgrounds and beliefs of our customers to ensure they feel their voices heard in everything we do.”</p>	<p>A letter from our CEO to be e-mailed to our customers, as well as linked to on all of our social media platforms.</p>
<p>“It has come to our attention that American Eagle experienced unauthorized access to payment card data from American Eagle Outfitters and Aerie stores. We take this crime seriously. It was a crime against AEO, our team members and most importantly you - our valued guest.</p> <p>We understand that a situation like this creates stress and anxiety about the safety of your payment card data at American Eagle. Our brand has been built on a foundation of trust with our customers and we want to assure you that the cause of this issue has been addressed and you can shop with confidence at American Eagle Outfitters.</p> <p>We want you to know a few important things:</p> <ul style="list-style-type: none"> -Just because you shopped at American Eagle Outfitters in the past, it doesn’t mean you are a victim of fraud. In fact, in other similar situations, there are typically low levels of actual fraud. -There is no indication that PIN numbers have been compromised on affected bank issued PIN debit cards or American Eagle store cards. Someone cannot visit an ATM with a fraudulent debit card and withdraw cash. -You will not be responsible for fraudulent charges—either your bank or American Eagle Outfitters have that responsibility. -We’re working as fast as we can to get you the information you need. Our guests are always the first priority. -For extra assurance, we will offer free credit monitoring services for everyone impacted. We’ll be in touch with you soon on how and where to access the service. <p>Over the coming days and weeks we will be relying on www.AE.com and our various social channels to answer questions and keep you up to date.”</p>	<p>A letter from our CEO to be e-mailed to our customers, as well as linked to on all of our social media platforms.</p>
<p>“At American Eagle Outfitters, our people come first. We employ more than 30,000 associates throughout the world and we believe that a truly diverse workplace is the result of an inclusive culture. It’s about more than simply bringing together people who are different, it’s about celebrating what makes us real. It has come to our attention that a former employee of the company has had an experience that does not reflect the values of our company. We are saddened to hear of this and are taking all necessary actions to investigate this matter and are committed to doing better in the future.”</p>	<p>A letter from our CEO to be e-mailed to be linked to on all of our social media platforms.</p>

CRISIS COMMUNICATION PLAN

IDENTIFY KEY LEARNINGS

Post-Crisis Review

Once the crisis has passed, implement the following best practice: The full crisis communication team should meet to conduct a formal analysis of its work. The team should review what worked, what failed, and what could be improved prior to the next event. Then, the team should use these results to update the crisis communication response plan.

CRISIS REVIEW FORM

STRATEGY / TACTIC	DESCRIPTION	RESULT	POSSIBLE IMPROVEMENTS
SUCCESSFUL			
SUCCESSFUL			
PROBLEMATIC			
PROBLEMATIC			