

**THE GLOBAL STANDARD:
A TOOLKIT FOR INVESTOR RELATIONS OFFICERS**

Crisis Communication

*Presented By
Breakwater Capital Markets*



Overview

Best-in-class crisis communication in investor relations is grounded in preserving trust through speed, accuracy, and transparent governance. The objective is not to “spin” events, but reduce uncertainty by communicating clearly what is known, what remains unknown, and how the company is responding, enabling the market to underwrite recovery based on facts rather than speculation.

Effective crisis communication relies on process discipline: rapid coordination across teams, consistent messaging across all channels, and structured public statements that provide interpretive anchors for investors. The approach emphasizes fairness, broad disclosure, and scenario-based guidance, while balancing legal and regulatory requirements. Leadership visibility is managed to signal competence without improvisation, and all updates are routed through accessible, version-controlled platforms, especially the IR website.

Throughout a crisis, tone remains calm and accountable, selective disclosure is avoided, and misinformation is countered with clear, factual updates. The goal is to stabilize the information environment, protect long-term narrative, and demonstrate governance maturity, so that credibility is preserved not just through the crisis, but in the company’s ongoing relationship with the market.

1

What is the objective of crisis communication in investor relations?

The objective is to preserve trust by reducing uncertainty quickly and fairly, while maintaining credibility through facts and governance.

The global standard

Not to “spin” a crisis; it is to explain what is known, what is unknown, what is being done, and when the next update will occur.

Investors punish silence and punish inconsistency even more.

Operationally, crisis communication should stabilize the information environment so the market can underwrite recovery through milestones rather than speculate through rumors.

2

What are the first principles of best-in-class crisis communication?

Speed, accuracy, fairness, and calm.

The global standard

Communicate early with verified facts, avoid speculation, and maintain one coherent narrative across all channels. Investors evaluate competence through process quality.

Operationally, activate a cross-functional response team, establish message discipline, and publish a clear statement that sets the cadence for updates. The goal is to replace rumor with governed information and to protect the company from credibility damage that outlasts the crisis itself.

3 What should the first public statement include?

The first statement should include the nature of the issue, confirmed facts, immediate actions taken, potential impact framing if knowable, and the timeline for next updates.

The global standard

Clarity without overreach: do not guess; do not over-reassure. Investors want a governance signal that leadership is in control of process.

Operationally, use plain language, avoid jargon, and align the statement with legal requirements and Reg FD fairness, ensuring all investors receive the same initial fact base.

4 How do we handle uncertainty when we don't yet know full impact?

Acknowledge uncertainty, explain the process to resolve it, and provide a timeline for updates.

The global standard

“Confidence in process, humility in outcomes,” because false certainty destroys credibility when facts evolve. Investors accept uncertainty if it is governed.

Operationally, describe what is being investigated, who is involved, what data is being gathered, and what milestones will clarify impact.

This gives investors a framework to probability-weight outcomes rather than assume worst-case narratives.

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How do we prevent selective disclosure during crisis engagement?

Use broad-access channels and consistent public materials.

The global standard

Avoid 1:1 incremental updates that create fairness risk and rumor escalation, because crises increase investor pressure for private clarity.

Investors compare notes aggressively in these moments.

Operationally, route updates through press releases, webcasts, and the IR website, keep talking points stable, and train spokespeople to bridge back to public statements. If new material information emerges, disclose it broadly first.

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What role should the CEO and CFO play in crisis communication?

The CEO should own accountability and governance, and the CFO should own financial framing and modeling implications, when available.

The global standard

Visible leadership that signals competence without improvisation. Investors want to see who is in control and how decisions are made.

Operationally, define who speaks, how often, and with what boundaries, and avoid overexposing leaders in unstructured settings where fatigue and repetition increase the risk of inconsistent messaging.

7

How do we manage investor and analyst calls during a crisis?

Calls should be structured, disciplined, and anchored to the latest public statement.

The global standard

Provide a clear update, then answer questions within established red lines, prioritizing decision-relevant topics and clarifying misconceptions. Investors need interpretive anchors.

Operationally, prepare a crisis Q&A bank, rehearse bridging language, and keep the focus on facts, actions, and milestones. The goal is to reduce noise and maintain fairness while demonstrating control and accountability.

8

How do we address financial impact without creating fragile commitments?

Use ranges, scenarios, and assumptions with clear caveats tied to evolving facts.

The global standard

Avoid precise point estimates early, because crises are dynamic and premature precision often leads to credibility loss. Investors prefer governed uncertainty.

Operationally, provide scenario bands, explain key drivers, and define what conditions would shift outcomes.

As visibility improves, tighten ranges through disciplined updates so the market sees progress in understanding rather than shifting narratives.

9

How do we handle legal constraints and litigation risk while still being transparent?

Be transparent about process and facts that can be disclosed, without speculating or making admissions beyond what is verified.

The global standard

Balance legal prudence with investor need for clarity, using consistent language that signals accountability without risking misinformation.

Investors punish “no comment” when it appears evasive.

Operationally, coordinate tightly with legal, use pre-approved phrases, and provide clear update cadence so investors feel informed and respected even when certain details cannot yet be shared.

10 How should we coordinate messaging across investors, employees, customers, and media?

Use one truth with audience-appropriate packaging.

The global standard

Consistency across stakeholder groups, because contradictions will be discovered and will damage credibility.

Investors watch how you treat employees and customers as signals of governance quality.

Operationally, align IR, communications, legal, and leadership on a master narrative, then translate it without changing substance.

Ensure the IR website hosts the canonical investor-facing materials, so the market sees a stable source of truth.

11

How do we manage misinformation and rumors during a crisis?

Counter with public facts and clarity, not emotional rebuttal.

The global standard

Correct materially false narratives through updated statements, FAQs, and webcasts, and to avoid engaging in debates that amplify rumors. Investors respond to calm authority.

Operationally, monitor misinformation themes, update the IR website FAQ rapidly, and use consistent repeat lines that reinforce the known facts and update cadence.

Speed matters, but accuracy matters more, because retractions damage trust.

12 What does best practice look like for update cadence?

Cadence should be predictable and condition-based.

The global standard

Set expectations for when the next update will occur and to deliver on that commitment, because predictability reduces uncertainty. Investors punish missed update promises.

Operationally, provide scheduled updates when possible, and use event-driven updates when material facts change.

Even when there is no new information, a brief confirmation of ongoing process can reduce rumor pressure if done carefully and consistently.

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How do we handle executive tone under pressure?

Tone must be calm, factual, and accountable.

The global standard

Avoid defensiveness, blame-shifting, or overconfidence, because investors read emotional tone as loss of control.

Credibility during crises comes from process maturity.

Operationally, rehearse key spokespeople, use concise scripts, and keep answers anchored to facts, actions, and milestones. A disciplined tone can prevent a crisis from becoming a long-term credibility impairment.

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How do we protect long-term narrative while addressing urgent issues?

Separate the crisis facts from the long-term thesis while showing how management is protecting the value creation algorithm.

The global standard

Avoid pretending the crisis is irrelevant, but also avoid letting it rewrite the entire story unnecessarily.

Investors need to know what changes and what remains true.

Operationally, explain near-term actions and impacts, then reaffirm the long-term strategy with updated milestones and governance measures so investors can underwrite continuity through disciplined adaptation.

15

How should we handle guidance in a crisis?

Guidance should be governed, not forced.

The global standard

Update guidance if facts materially change and visibility supports an update, or to withdraw guidance if uncertainty is too high, replacing it with scenario framing and key monitoring indicators. Investors prefer honest uncertainty to false precision.

Operationally, coordinate with legal and finance, communicate the rationale clearly, and define what signals would enable reintroducing guidance or tightening ranges as the situation stabilizes.

16 What should the IR website do during a crisis?

The IR website should become the central hub for facts, updates, and resources.

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A dedicated crisis page with statements, FAQs, webcasts, and timelines, clearly date-stamped and updated promptly.

Investors need a single place to verify truth.

Operationally, post materials quickly, maintain version control, and ensure global accessibility. A well-run crisis hub reduces inbound pressure, limits misinformation, and supports fairness by giving all investors equal access to the same information.

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How do we manage stakeholder trust if the crisis involves governance failures?

Acknowledge accountability, explain remediation, and demonstrate governance upgrades.

The global standard

Show how systems will change to reduce recurrence risk, because investors price governance failures as long-term risk.

Investors will look for credible oversight and structural fixes.

Operationally, communicate board involvement, independent reviews where appropriate, policy changes, and measurable remediation milestones. Trust rebuilds when investors see durable system improvement, not just explanations.

18 How do we conduct post-crisis communication to rebuild credibility?

Post-crisis communication should convert resolution into learning and strengthened systems.

The global standard

Explain what happened, what changed, and how governance and controls are improved, with metrics and milestones that show progress. Investors reward companies that emerge stronger.

Operationally, provide a clear after-action narrative, update risk disclosures and monitoring KPIs where relevant, and ensure the long-term thesis is reinforced with evidence and accountability rather than simply declared.

19 How do we measure crisis communication effectiveness?

Measure information stability and trust, not just coverage volume.

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Indicators include reduced rumor prevalence, improved investor question quality, lower post-update volatility relative to uncertainty, and consistent narrative repetition by analysts and holders.

Investors reflect trust through behavior and language.

Operationally, track misinformation themes, monitor estimate dispersion, capture investor feedback, and evaluate whether your update cadence reduced confusion. Use lessons learned to improve playbooks and disclosure systems.

20 What does “global standard” crisis communication look like?

It is fast, factual, fair, and governed, with clear accountability and predictable update cadence.

The global standard

Reduces uncertainty by providing the market with an interpretable framework: what is known, what is being done, what milestones matter, and when the next information will arrive.

Operationally, it is enabled by cross-functional coordination, disciplined scripts, Reg FD-safe practices, and a strong IR website hub, turning crisis response into a demonstration of competence that preserves long-term credibility

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