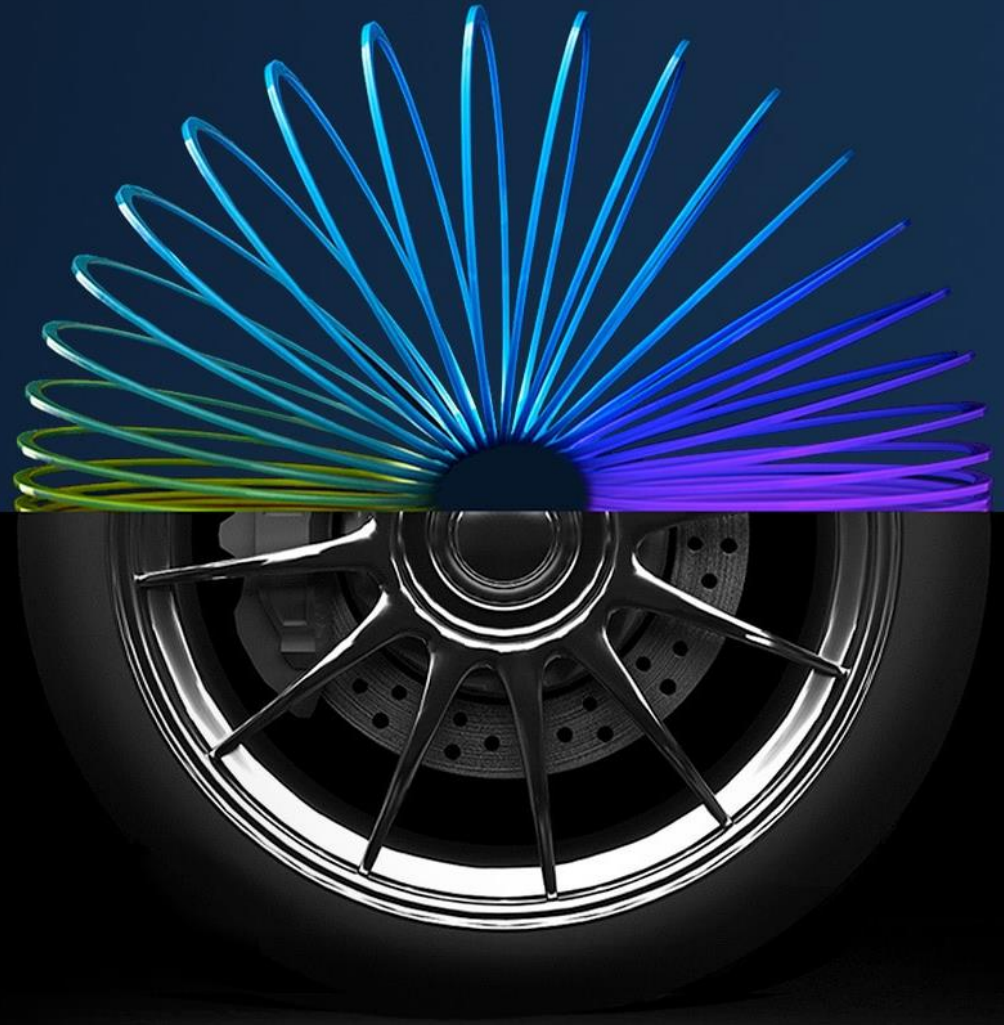


GOING HYBRID

2021 PARTNERSHIP OPPORTUNITY
1.8.2021

NBCUniversal

IBM



WE HEARD YOU

We have continued developing the Custom Content approaches through:

- ☁ Session with Eightbar to discuss meeting outcome and define action steps
- ☁ Session with Ogilvy Strategy team for deeper understanding of Hybrid Cloud messaging strategy
- ☁ Re-conceived concept to elevate metaphorical cues to demonstrate the benefits of Hybrid Cloud
- ☁ Ideated additional scenarios leveraging NBCU IP and talent
- ☁ Developed a visual representation to support each treatment



NBCU CUSTOM CONCEPTS

THE WORLD GONE HYBRID

Following **one of the conceptual directions below**, our custom content program will drive IBM's association with the concept of "hybrid," increasing its relevancy to a wider diversity of spaces and experiences to show audiences how the *world's gone hybrid*.

CONCEPT 1

HYBRID GETS IT DONE

(EXTEND AND CUSTOMIZE IBM'S CAMPAIGN)

With metaphorical scenarios **contextually relevant across NBCU's portfolio**, we explain how hybrid cloud solutions work in relatable terms for our audiences.

CONCEPT 2

HYBRID EXPERIENCE

(DRIVE BROADER RELEVANCY)

We showcase trusted NBCU talent who **illuminate the value of a hybrid approach** in various disciplines, underscoring the significance of IBM's approach to the hybrid cloud.



HYBRID GETS IT DONE

(EXTEND AND CUSTOMIZE IBM'S CAMPAIGN)

Building on IBM hybrid cloud's current campaign, we answer the question "*Why should your business go hybrid?*" through the lens of **NBCU talent** in a **series of video vignettes**. In each installment, a relatable NBCU personality communicates the value of hybrid solutions through conceptual metaphors of everyday scenarios.

These scenarios, endemic to the world of NBCU, help **translate a hybrid approach to audiences** with approachable language, while illuminating **how IBM hybrid cloud solutions enable businesses to work smarter**. We **make technical solutions more understandable for our audiences** - from *RedHat OpenShift's* greater freedom to operate across silos, to "Ready-to-go" Software efficiently centralizing data for analytics and new insight.

Important Note: These scenarios are for ILLUSTRATIVE PURPOSES ONLY. NBCU and IBM to discuss hybrid cloud capabilities in more detail to determine which apps, experiences, services, or interactions to highlight within story.

Following examples are NOT indicative of talent being available or interested. Additional program recommendations on talent, programming, and creative forthcoming. Further NBCU vetting will be required. ***Pending Talent Interest and Availability; Additional NBCU vetting required.*



HYBRID GETS IT DONE

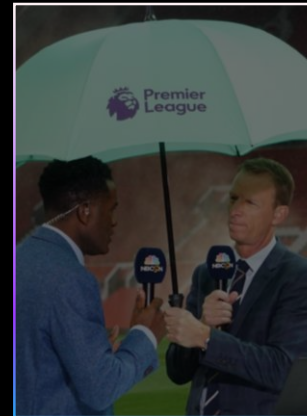
(EXTEND AND CUSTOMIZE IBM'S CAMPAIGN)

Talent speaks direct-to-camera and walks us through a scenario that **relates specific hybrid cloud capabilities to solutions they use in their own personal or professional world**. The journey is brought to life on-screen with new visual elements, techniques, graphics, etc. that set a dynamic stage for the story.

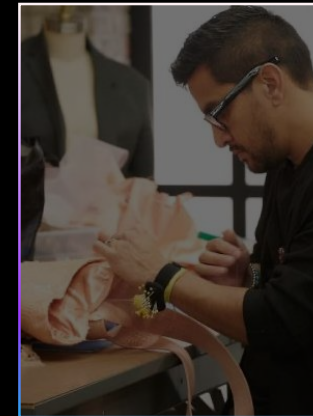
Each of these scenarios contextualize hybrid cloud solutions within passion points deeply relevant to NBCU audiences such as sports, fashion, and food.

Example scenarios FOR ILLUSTRATION ONLY

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Robbie Earle + Robbie Mustoe break down the benefits of a hybrid cloud approach for expert insight on the pitch



Sebastian Grey explains how a hybrid cloud approach can inspire innovation in design



Melissa King describes the power of a hybrid cloud approach in building a new recipe



ROBBIE + ROBBIE BREAK DOWN THE BENEFITS OF A HYBRID CLOUD APPROACH **FOR EXPERT INSIGHT ON THE PITCH**

Robbie Earle and Robbie Mustoe, NBC Sports analysts and former Premier League players, are seated in the studio taking notes on a key matchup between two rival teams. We hear a referee's whistle and Earle kicks off a behind-the-scenes look at how they analyze the game. Alongside Earle's written notes he watches a replay on a tablet, pulling up an array of digital calculations like the player's season stats and the goalie's save percentage. With each calculation coming to their desk, we hear Mustoe explain how **data is quickly connected and analyzed** from different sources to create new insight about the match. Earle's narration comes back in to talk about how insight gets shared and debated between them as two **experts**. This journey embodies how IBM hybrid cloud integrates data from multiple inputs, backed by the service and expertise of industry professionals, all to enable businesses to gain better insight.

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SEBASTIAN GREY EXPLAINS HOW A HYBRID CLOUD APPROACH CAN INSPIRE INNOVATION IN DESIGN

We enter a makeshift design studio in the home of Sebastian Grey, the winner of Bravo's Project Runway, and peek over his shoulder while he sketches a new dress that looks unlike any traditional garment. His narration introduces his approach to design - how every construction pulls from different skills he's mastered over his career. Intercut with footage of Sebastian in the studio, we see him walking the streets and taking photos of various objects and colors from street life that inspire his designs. He shares how he values finding inspiration freely, moving and working seamlessly between different styles. He then starts quickly flipping through a swatch of multiple fabric samples, and he expands on his point of **openness** - sharing how innovation comes from being flexible to draw on different techniques and inspirations. His process presents a conceptual metaphor to emphasize how IBM hybrid cloud empowers businesses to operate freely across their own environments for faster, better innovation.

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MELISSA KING DESCRIBES THE POWER OF A HYBRID CLOUD APPROACH IN BUILDING A NEW RECIPE

We enter the home kitchen of Melissa King, the most recent winner of Top Chef (Bravo), as she searches her fridge and pantry for ingredients. She's armed with a notebook of scribbled bullets and sketches on a possible recipe for a new homemade sauce. Her narration starts with a dive into her creative process in the kitchen. She explains how every ingredient has its own flavor, character, culture, and history but bringing them all together through one recipe is how we really connect with food. A dish can even be reinvented with an approach that brings its components together with new influences, flavors, or techniques. Like hybrid cloud **enables one access point to a complex network** across data and app silos, a new recipe creates the architecture to bring together different ingredients into an entirely new experience for diners. The narration resolves when we see Melissa delicately topping an elegant dish with her finished sauce, excited to share her original creation.

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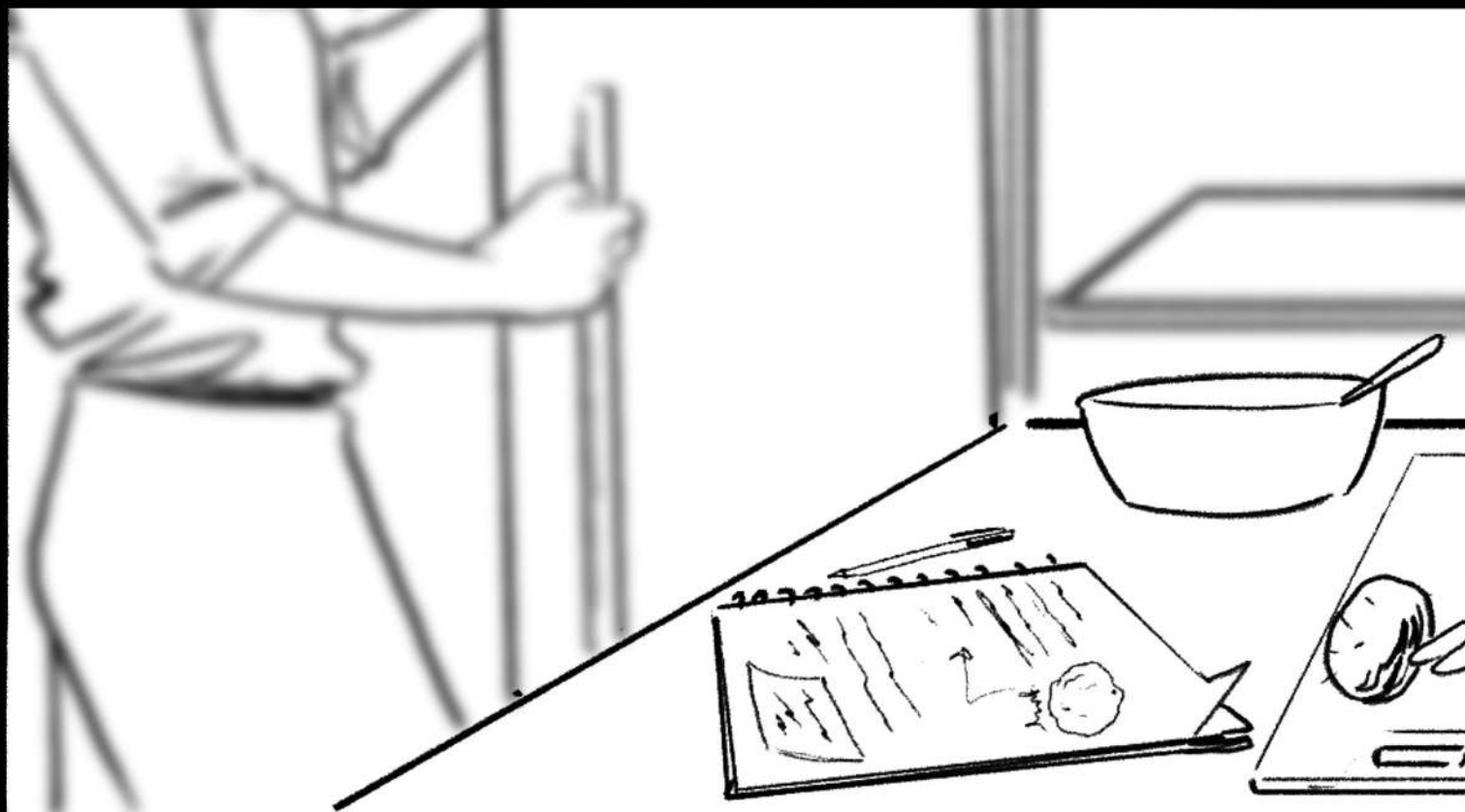


STORYBOARDS

We enter the home kitchen of Melissa King, the most recent winner of Top Chef (Bravo), as she searches her fridge and pantry for ingredients.

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STORYBOARDS

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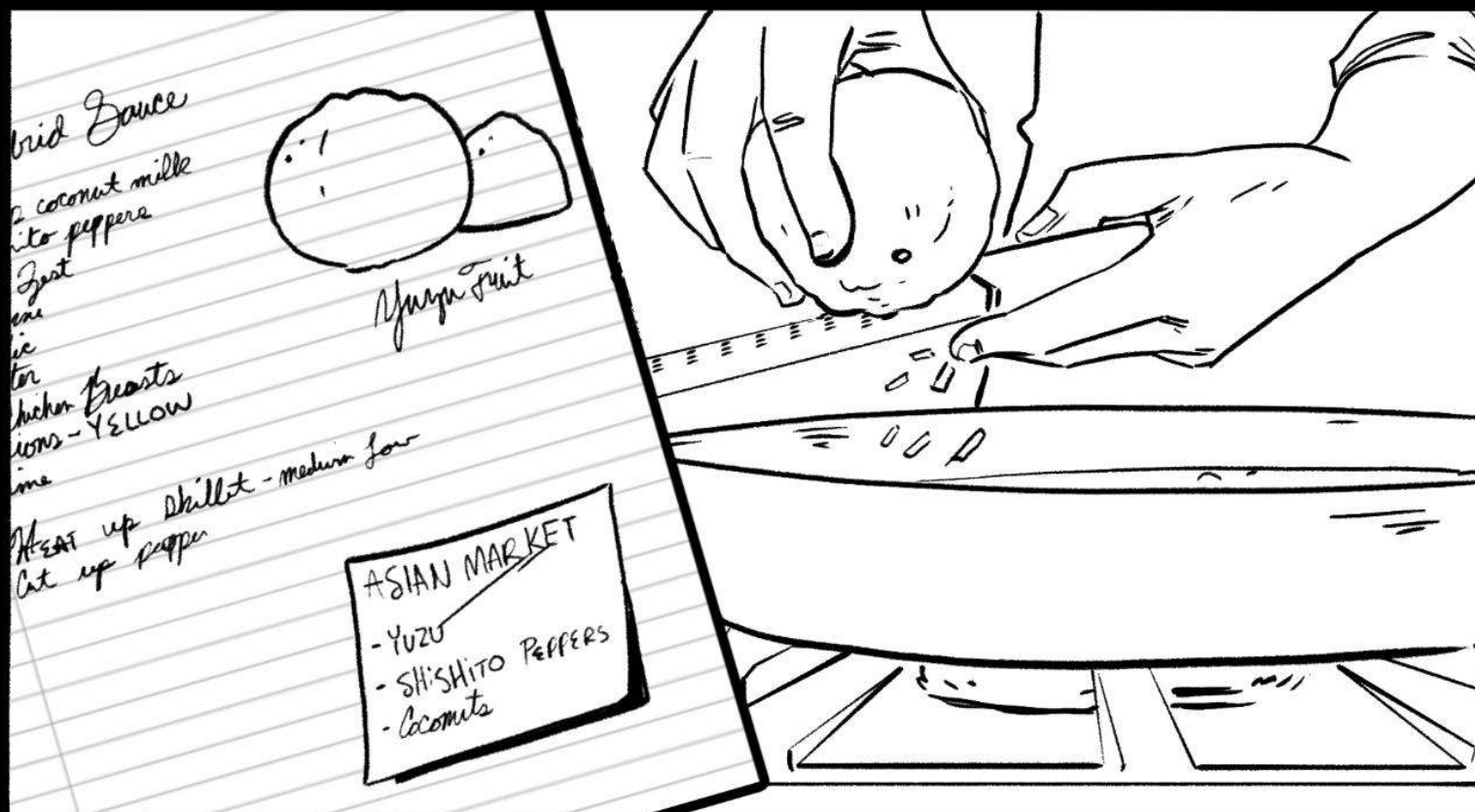




STORYBOARDS

Her narration starts with a dive into her creative process in the kitchen.

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STORYBOARDS

She explains how every ingredient has its own flavor, character, culture, and history but bringing them all together through one recipe is how we really connect with food.

STORYBOARDS



A dish can even be reinvented with an approach that brings its components together with new influences, flavors, or techniques.

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STORYBOARDS

Like hybrid cloud enables **one access point to a complex network** across data and app silos, a new recipe creates the architecture to bring together different ingredients into an entirely new experience for diners.

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Scenarios with talent from across NBCU's One Platform can explore how hybrid solutions apply to challenges in a diversity of spaces. Other examples may include, but are not limited to:



Real Estate

Ready-to-go
platforms enabling
continued
productivity



Theater

Mobility for working
seamlessly real-time
between
environments



Entrepreneurship

Expert integration of
new workflows

Examples
FOR ILLUSTRATION ONLY

Important Note: Examples are for illustrative purposes only and NOT indicative of talent being available or interested. Additional program recommendations on talent, programming, and creative forthcoming. Further NBCU vetting will be required. **Pending Talent Interest and Availability; Additional NBCU vetting required. Refer to appendix for COVID19 Caveats. Due to COVID production protocols, activating NBC Entertainment show talent during production of their show requires approvals from NBCUniversal Studio Operations, NBC Programming and the respective production companies. Content captured with show talent may have to be produced inside of the talent's existing show bubble, which could incur additional production and show IP fees.

HYBRID EXPERIENCE

DRIVE BROADER RELEVANCY

An **IBM-exclusive series** of personal profiles tells inspiring stories of how they've "gone hybrid" in their personal and professional lives. We'll show how they **draw on their hybrid perspective in real-time** to help them to tackle and succeed in their current challenges. Beautifully shot, cinematic doc-style videos follow talent through slice-of-life moments outside of the context of their show, and we hear talent's voiceover demonstrating how a hybrid of solutions is essential to the end game.

Released in themed phases, these talent profiles premiere in alignment with key cultural moments and programming tentpoles for NBCU's audiences. These releases drive broader audience conversation on 'hybrid', while also engaging audiences across platforms with extension content that drives clickthrough to relevant IBM solutions.

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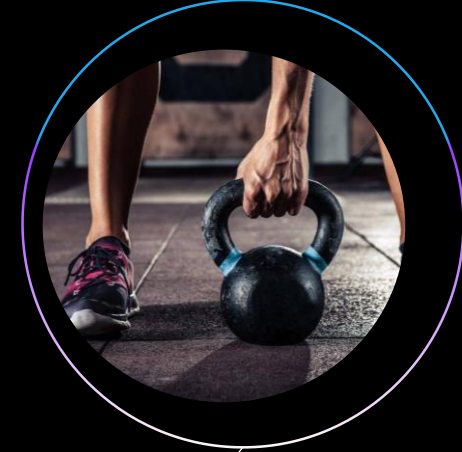
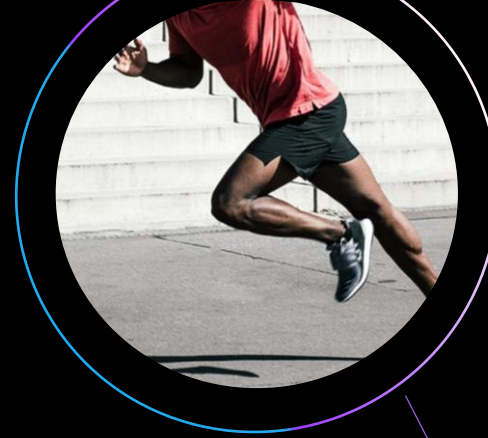


AKBAR GBAJA-BIAMILA

We open on Akbar Gbaja-Biamila, former NFL player and current host of American Ninja Warrior (NBC), as he warms up for an outdoor workout with intense cardio. He then switches through a diverse routine of exercises, from strength training to dynamic stretching to a variety of sports drills. Akbar's voiceover narration touches on key points in his life when he took a hybrid approach, such as when he applied multiple training techniques to challenges on the field, or he drew on his in-game experience when transitioning to broadcast and journalism school after the NFL. We learn how personal development across different environments and challenges establishes a hybrid foundation, and that in turn creates new opportunities. We expand the relevancy of "hybrid" to personal and professional experiences, associating IBM hybrid cloud with a broader value of transformation.



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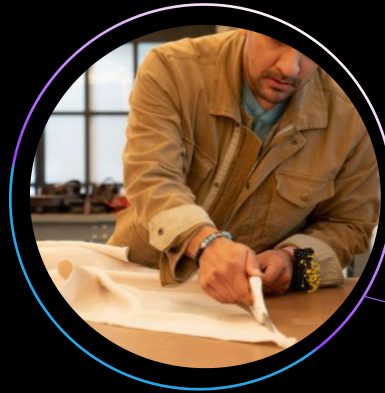


SEBASTIAN GREY

We enter a makeshift design studio in the home of Sebastian Grey, the winner of Bravo's Project Runway. We peek over Sebastian's shoulder as he sketches a design for a new dress. His voiceover narration begins as a reflection on his lifelong journey as a designer – from his challenged store ownership in Colombia to moving to the US and picking up a number of jobs to make ends meet. He then starts pulling together more sketches and fabric samples, planning how they can play a part in his design. He explains how he draws inspiration from his varied life experiences, and these experiences come together in an entirely new creation. His creative professional journey presents a personal story to emphasize how IBM hybrid cloud draws upon and works seamlessly across different environments.



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Hybrid Experience profiles can draw from talent across NBCU's One Platform. Other examples may include, but are not limited to:

Name	Show	Network	Name	Show	Network
MELISSA KING	TOP CHEF	BRAVO	MIKE "THE MIZ" MIZANIN	CANNONBALL + MIZ & MRS	USA
KEVIN GILLESPIE	TOP CHEF	BRAVO	SEBASTIAN GREY	PROJECT RUNWAY	BRAVO
BRIE BELLA	TOTAL BELLAS	E!	AKBAR GBAJABIAMILA	ANW	NBC
NIKKI BELLA	TOTAL BELLAS	E!	MATT ISEMAN	ANW	NBC
RYAN SERHANT	MILLION DOLLAR LISTING	BRAVO	ROBBIE MUSTOE	PREMIER LEAGUE	NBC SPORTS
SKYLAR ASTIN	ZOEY'S EXTRAORDINARY PLAYLIST	NBC	ROBBIE EARLE	PREMIER LEAGUE	NBC SPORTS
ALEX NEWELL	ZOEY'S EXTRAORDINARY PLAYLIST	NBC	MARCUS LEMONIS	THE PROFIT	CNBC
GABY ESPINO	LA SUERTA DE LOLI	TELEMUNDO			
JORGE BERNAL	LA VOZ & SUELTA LA SOPA & RED-CARPET HOST	TELEMUNDO			

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FULL FUNNEL STRATEGY



PREMIUM EXPERIENCES

Augmenting reach for IBM hybrid cloud messaging by aligning with Sports and CNBC properties where the brand is already present



Strategies and innovations defining the future of work

March
@WORK



Apr-Jun
Stanley
Cup Playoffs



5/30
Indy
500



6/17-6/20
U.S.
Open



7/15-7/18
The
Open



9/9
NFL
Kickoff



WHISTLING
STRAITS

9/24-9/26
Ryder
Cup



CNBC convenes disruptive leaders from annual ranking

September
CNBC
Disruptor 50

Jan
2 Wild Cards &
1 Divisional



6x Events in 2021
Technology
Executive Council



How companies can best
deploy new technologies

5/1, 5/15, 6/5
Triple
Crown



6/16-6/19
U.S. Open



6/16
CNBC
Evolve



How best-in-class companies
are transforming for the future

9/12
SNF
Begins



9/27
Delivering
Alpha



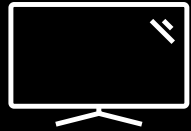
Annual investor conference
offering market-moving intel

11/25
Thanksgiving
NFL Game



CUSTOM CONTENT

Drives awareness for IBM as champion of hybrid thinking & approaches



LINEAR

Includes IBM closing tagline



DIGITAL & SOCIAL

includes branded end card, CTA links

DIGITAL & AUDIO

Capabilities generate hybrid awareness for the broad IBM target



BRANDED ARTICLES

Launched by NBCU digital O&Os offers insight into the value of hybrid as it relates to audience passion points. Includes IBM closing CTA, digital banners, branding.



BRANDED AUDIO

via :15 custom reads and/or extended interviews in relevant podcasts that examines “hybrid” approaches and their benefits. Includes IBM tagline or URL reads, CTA links in episode notes.

DIGITAL BRANDED CONTENT

Showcase technical & business insights on IBM Hybrid Cloud



12X SYNDICATED IBM WHITEPAPERS

Monthly



4X IBM-EXCLUSIVE CUSTOM CONTENT

Shareable infographics developed quarterly



1X DIGITAL SECTION DEVELOPMENT

Aggregates all program content

DISTRIBUTION

Across our most innovative platforms & ad units highly targeted manner



SOCIAL SYNCH

Distributes content to targeted audiences on the most effective social platforms



BRAND CHANNEL

Curates the most engaging content produced for the Hybrid Cloud campaign



NATIVE TOUTS

Promotional touts throughout editorial optimized to fuel engagement

LIGHTBOX

Dynamic custom digital ad experience. Expands to showcase multiple content pieces.

PARTNERSHIP **BENEFITS**

Bring the IBM Hybrid Cloud message to life through:

-  A full funnel strategy that amplifies current branding efforts and illuminates the value of a Hybrid Cloud approach
-  Storytelling that features relevant and relatable NBCU talent, increasing Hybrid Cloud's relevancy to broader audiences
-  Programming and content that reaches the IBM core at scale, delivering the brand's message in an authentic and credible voice

「 LET'S FUEL THE
FUTURE TOGETHER 」

NBCUniversal

IBM





APPENDIX

COVID19 CAVEATS

IMPORTANT:

For any Covid19 related shoot postponements or cancellations the full shoot day budget will need to be reimbursed to the production company.

Before greenlighting any shoot, please, let us know who will be covering the postponement or cancellation costs, NBCU or Client.

- Creative Concepts, schedules and budgets could fluctuate or change to accommodate government, EHS, CDC or additional internal guidance for safety
- All shoots to follow strict internal guidelines for safety of cast and crew based on CDC & government guidelines
- Shoots involving SAG talent may require additional processes/protocols.
- No client on set during shoot production – restricted access to video village
- Any production where workers are leaving their homes for work, even if just delivering equipment will need to be vetted through legal and government affairs and EHS, and anticipated timelines should factor extra days for this vetting.
- The more complicated a shoot (i.e., closed on location set, larger crew, multiple talent), the more likely additional production days will need to be factored in to ensure the safety of cast and crew
- Production guidelines will be changing on regular, even daily, basis and will need to be evaluated case by case, **and there is a possibility that any planned production can be postponed or cancelled at any time for legal, safety or health reasons. Clients may be responsible for production costs incurred up to the date of postponement/cancellation.**





ROBBIE EARLE & ROBBIE MUSTOE

Studio analysts of NBC Sports Group's Premier League

Robert Fitzgerald Earle MBE is an English-born Jamaican former international footballer.

Played 578 league games in senior club football, scoring 136 goals.

Awarded MBC (Member Of The Most Excellent Order Of The British Empire) in 1999.

Served as an Honorary Patron of Show Racism the Red Card.

Robert Mustoe is an Oxford, England born former international footballer.

Played 433 league games, including 12 seasons in the championship league with Middlesbrough, competing in 3 Wembley Cup Finals.

Successfully transitioned to collegiate coaching in the US post football career.

Relevancy with IBM Hybrid Cloud

Trusted experts for proper football analysis, bringing together powerful collections of tools, data, and experiences to provide audiences with professional insight





SEBASTIAN GREY

Winner of Bravo's Project Runway 17th Season

Currently leads his own high end fashion brand, Jhoan Sebastian Grey

Made his debut to Fashion Week in New York, 2020.

Colombian-born, first working in father's leather business. Later owned and operated stores in Cali and Medellin.

Moved to United States with vision and hope to take fashion world by storm with his sophisticated concepts, unconventional construction methods, and attention to high-end detail.

Relevancy with IBM Hybrid Cloud:

Draws freely from different spaces - his industry expertise, techniques, and personal inspiration - in building new innovative designs



MELISSA KING

Winner of Bravo's Top Chef All-Stars: Los Angeles Season 17 and All-Star's Fan Favorite, and finalist on Top Chef: Boston Season 12.

Rotating judge on Top Chef Season 18 Portland and Top Chef Amateurs (airing in 2021).

Holds more challenge wins than any other competitor in the history of Top Chef.

Recognized as "one of the best female chefs in San Francisco" and "40 under 40: Rising Star".

Sold out entire launch of homemade sauces in 3 minutes online.

Relevancy with IBM Hybrid Cloud
Fusion influences and complex grouping of ingredients in her dishes align with hybrid cloud's enablement of unified access points

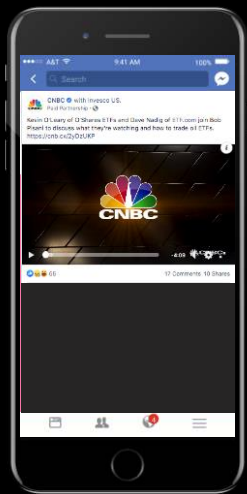


DRIVING ENGAGEMENT

The IBM hybrid story will be distributed across our most innovative platforms and ad units in a highly targeted manner.

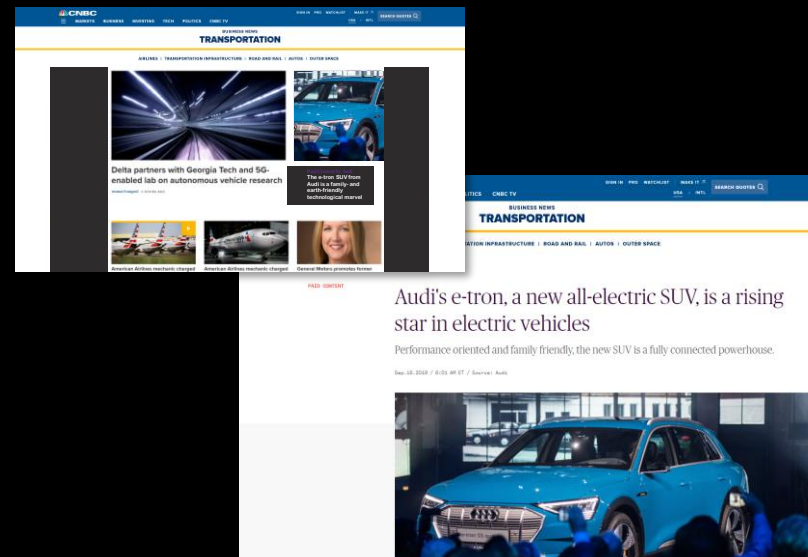
SOCIAL SYNCH

Distribute the content to targeted audiences on the most effective social platforms



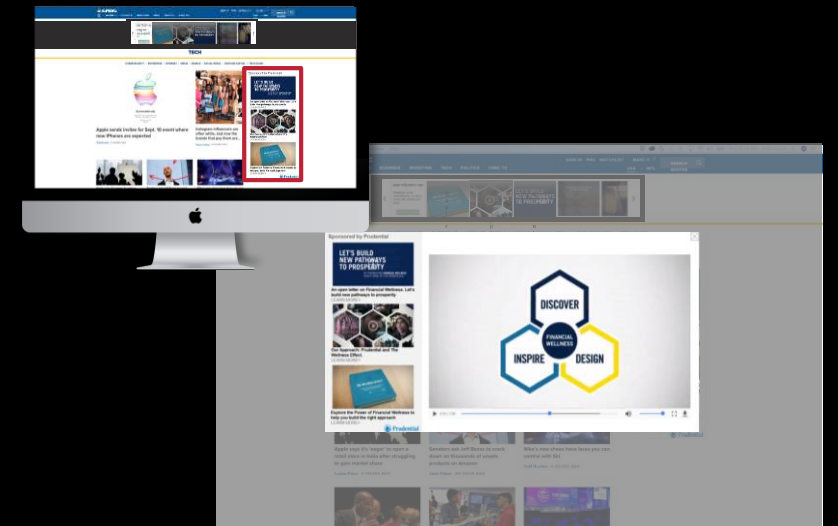
NATIVE TOUTS

Promotional touts throughout editorial optimized to fuel engagement



LIGHTBOX

A dynamic, custom digital ad experience which expands to showcase multiple content pieces.



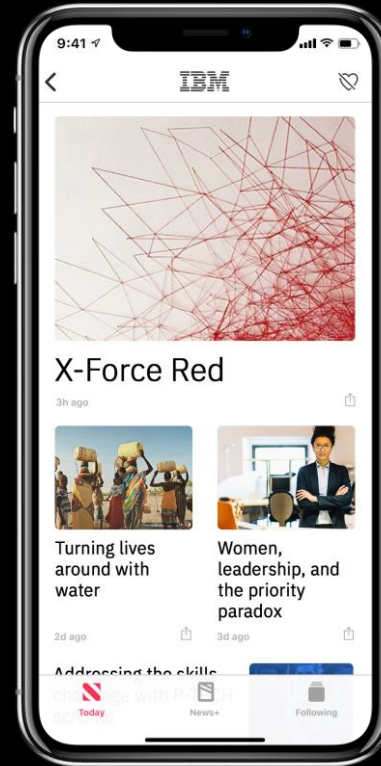
APPLE NEWS BRAND CHANNEL

Aggregate IBM Hybrid Cloud content in a custom destination reaching a highly qualified audience.

APPLE NEWS

The #1 iOS News App.

- 100% Brand-safe
- Higher net-worth audience: \$100K (i139)
- Generate stronger recall through 1.3X brand awareness
- Users act with 6X lift in intent/consideration



IBM HYBRID CLOUD BRAND CHANNEL

A brand channel that curates the most engaging content produced for the Hybrid Cloud campaign. Assets can include:

- Articles
- Videos/Photos
- Product exploration
- Links to other IBM content
- Signup or meeting request