

DELTA CRISIS MANAGEMENT

CYBER-ERPRESSUNG
AUS ERSTER HAND

Michael Sjøberg, Founder & Chief Negotiator


DELTA CRISIS
MANAGEMENT
RANSOMWARE
IS NOT
A CRISIS OF IT!

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The New Reality

Cyber Attacks have doubled. Executive readiness has not.



+ 55%

increase in ATTACKS

2026 Q1

< 2%

of C-suite teams

TRAIN

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The Cost of Inaction

No Leadership – losses multiply. Money, trust, and time.



12%

of Total Equity
demanded as
Ransom

€1.4M

average direct cost
in 2026

21 days

average
DOWNTIME

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Who We Are

Built by Crisis Negotiators – Trusted by Leaders.



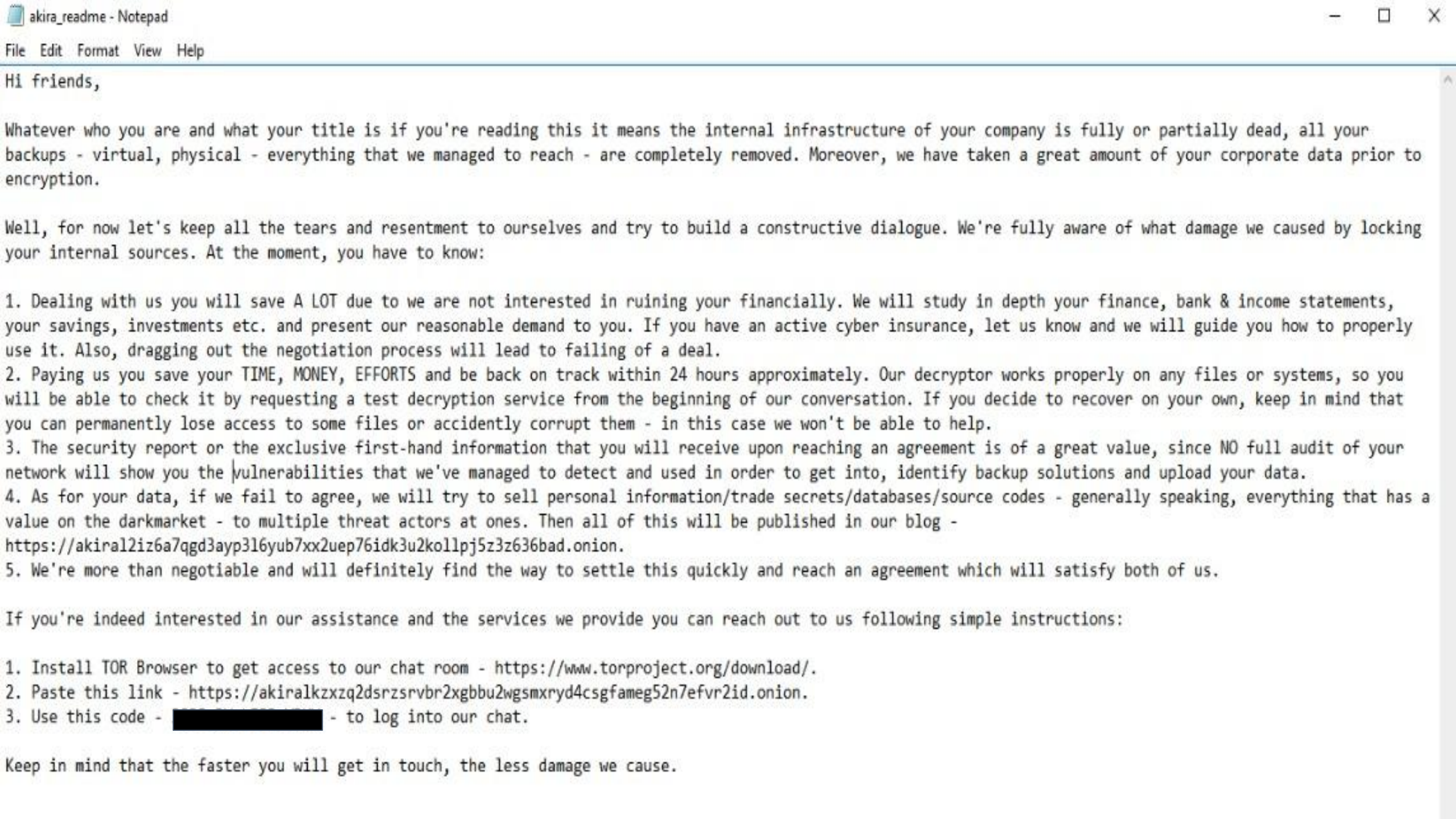
Est. 2011 by Hostage Negotiator Michael Sjøberg

FBI, Scotland Yard, Danish Intel Services trained

160+ Ransomware Attacks

12-person team

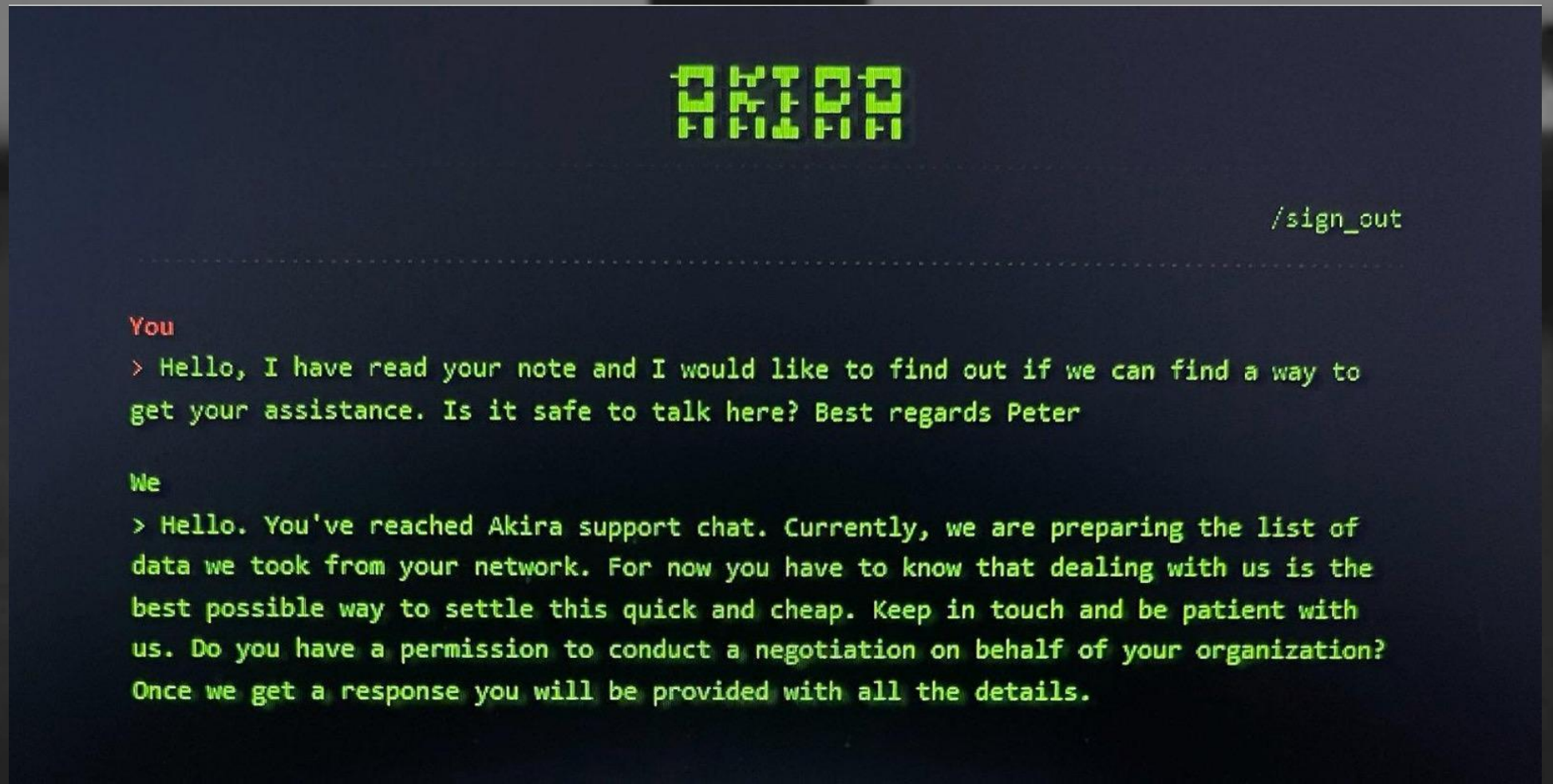
Trusted by NC3, Europol & FBI


akira_readme - Notepad
File Edit Format View Help
Hi friends,
Whatever who you are and what your title is if you're reading this it means the internal infrastructure of your company is fully or partially dead, all your backups - virtual, physical - everything that we managed to reach - are completely removed. Moreover, we have taken a great amount of your corporate data prior to encryption.
Well, for now let's keep all the tears and resentment to ourselves and try to build a constructive dialogue. We're fully aware of what damage we caused by locking your internal sources. At the moment, you have to know:
1. Dealing with us you will save A LOT due to we are not interested in ruining your financially. We will study in depth your finance, bank & income statements, your savings, investments etc. and present our reasonable demand to you. If you have an active cyber insurance, let us know and we will guide you how to properly use it. Also, dragging out the negotiation process will lead to failing of a deal.
2. Paying us you save your TIME, MONEY, EFFORTS and be back on track within 24 hours approximately. Our decryptor works properly on any files or systems, so you will be able to check it by requesting a test decryption service from the beginning of our conversation. If you decide to recover on your own, keep in mind that you can permanently lose access to some files or accidently corrupt them - in this case we won't be able to help.
3. The security report or the exclusive first-hand information that you will receive upon reaching an agreement is of a great value, since NO full audit of your network will show you the vulnerabilities that we've managed to detect and used in order to get into, identify backup solutions and upload your data.
4. As for your data, if we fail to agree, we will try to sell personal information/trade secrets/databases/source codes - generally speaking, everything that has a value on the darkmarket - to multiple threat actors at ones. Then all of this will be published in our blog - https://akiral2iz6a7qgd3ayp3l6yub7xx2uep76idk3u2kollpj5z3z636bad.onion.
5. We're more than negotiable and will definitely find the way to settle this quickly and reach an agreement which will satisfy both of us.
If you're indeed interested in our assistance and the services we provide you can reach out to us following simple instructions:
1. Install TOR Browser to get access to our chat room - https://www.torproject.org/download/.
2. Paste this link - https://akiralkzxzq2dsrzsrvbr2xgbbu2wgsmxryd4csgfameg52n7efvr2id.onion.
3. Use this code - [redacted] - to log into our chat.
Keep in mind that the faster you will get in touch, the less damage we cause.

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Our Philosophy

Crisis Negotiations are risk and cost management.



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We

> We're preparing the list of files currently and will be done in an hour. We offer:

1) full decryption assistance;

2) evidence of data removal;

3) security report on vulnerabilities we found;

4) guarantees not to publish or sell your data;

5) guarantees not to attack you in the future.

Let me know whether you're interested in a whole deal or in parts. This will affect the final price.

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PRINCIPLES

How to do Excellent Crisis Management



GPS: GOAL – PURPOSE – STRATEGY

ACTIVE, RATIONAL DECISIONS

THE RIGHT ADVISORS: IR, LEGAL, COMMS, NEGOTIATORS

CLEAR LEADERSHIP

OVERDOING STRUCTURE

DOCUMENTS USED IN PRACTICE

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AGENDA

Steal this for your crisis meetings

TECHNICAL

- FORENSICS
- CONTAINMENT
- RECOVERY

COMMS

- MEDIA & PRESS
- CUSTOMERS
- EMPLOYEES

LEGAL

- DATA PROTECTION
- POLICE
- INSURANCE
- LAWSUITS

PERPETRATORS

- INTELLIGENCE
- RISK MITIGATION
- DECRYPTION
- TIME

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THE HIDDEN ENEMY

Ransomware Gangs are Run like Companies. Sort of.

Friday, 25 December 2020, 17.00

You will have nothing. Merry Christmas.

Sent with ProtonMail Secure Email.

2/15

gizm0@tutanota.com

Re: Reply, new mailbox

Fri, 5 Jun 2020 • 10:15

SHOW MORE

Well we've shown you working process of decrypting, and we don't will continue talk without payment.

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Безопасно отправлено с помощью Tutanota. Получите Ваш собственный зашифрованный, свободный от рекламы почтовый ящик: https://tutanota.com



In Monday we start to find customer to your data, and price will be doubled, stop fuck my brain

09.09.2022 15:15:16 UTC

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PERPETRATORS

Hello Peter,
Yes, I don't have any of your files. The threat to leak them to to
various data leak sites was a bluff.
But I guarantee that all .aes files can be decrypted.

I can also assist you in recovering lost files if it's possible.
To know if it's possible may I know some details of what happened during
the shutdown?:
1) How this files looks now? Did they just disappear?
2) What exactly was the problem with the file server?
3) Do you use your own server or rent someone's server?
4) Were the files on HDDs or SSDs?
5) What operating system is currently used to access the files?
Please answer these questions as soon as possible, as the possibility of
recovery may depend on it.

Best Regards,
N

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BLACK BASTA

Timeline of an attack



DAY 1 (morning)
Spear phishing email received containing malicious JavaScript file

DAY 5 (night)
Ransomware deployment, but blocked by the AV first

DAY 6 (morning)
Delta contacted for assistance with crisis negotiations

DAY 6 (noon)
Negotiations begin. Exfil server found by IR-team and suspended

DAY 8 (morning)
File list received. 2+ TB stolen. Separate team starts risk analysis

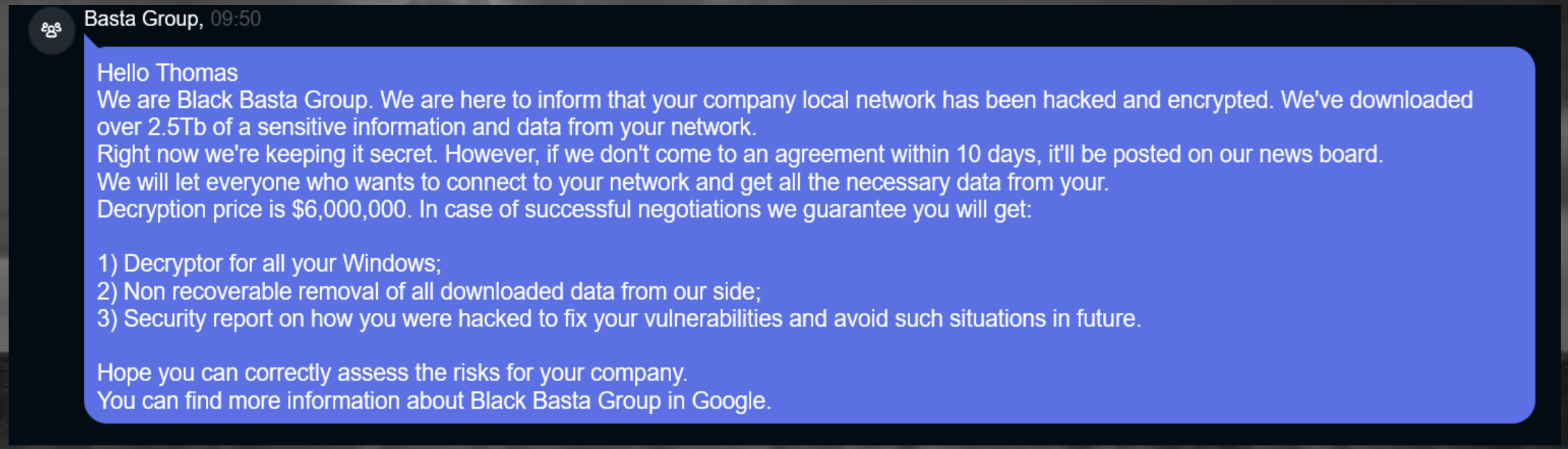
DAY 30
Plan for shutting down; Board will not pay. Scheduling leak to ensure communications are ready

DAY 34
Data is leaked. TA says goodbye and take care.

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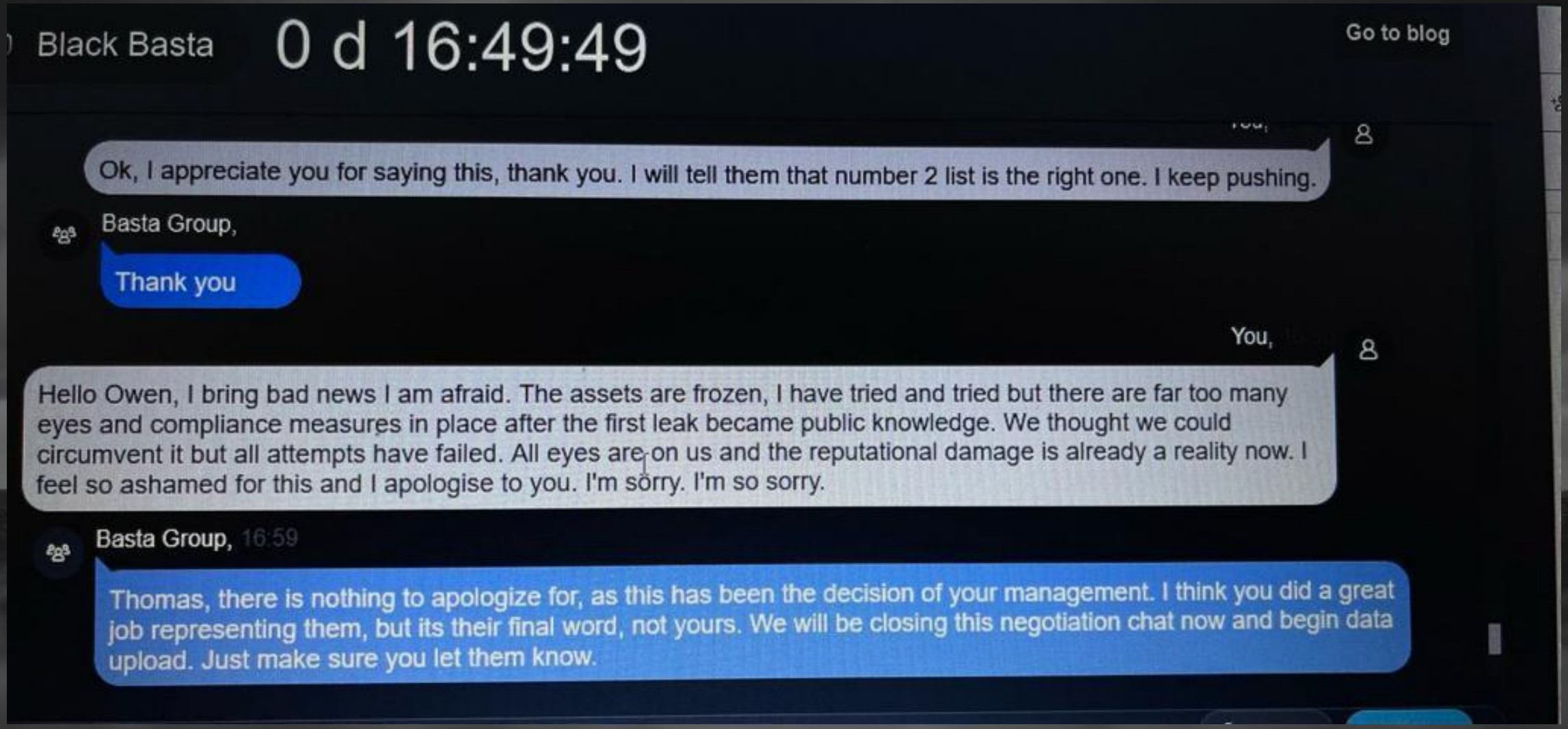
12% EQUITY

Black Basta's Standard Demand



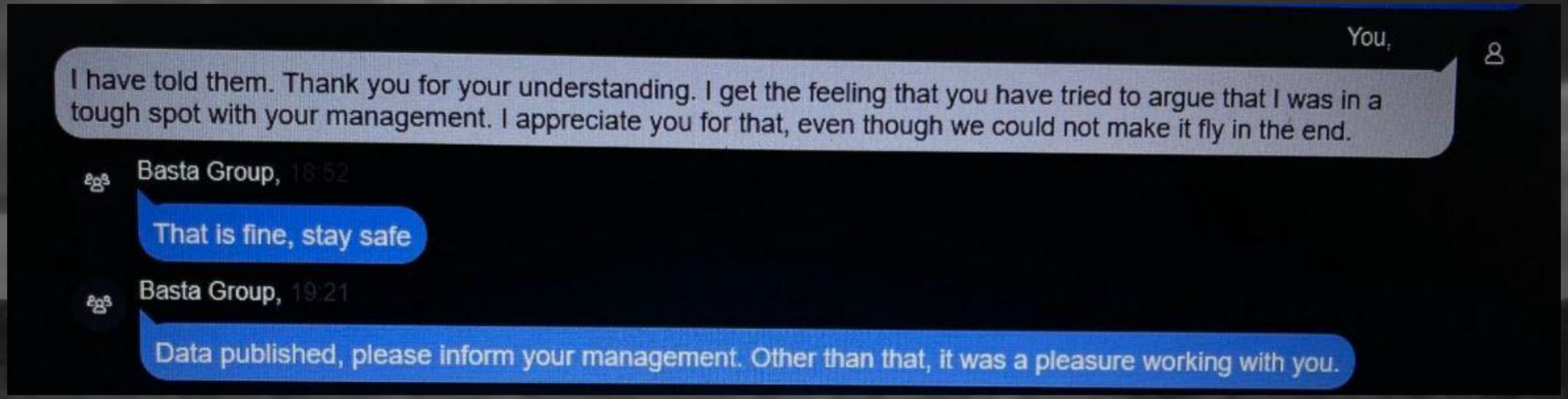
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Leaking on Purpose



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”Stay Safe”



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AKIRA & LARS
”But how am I to do this?”

You

> I don't know how to come up with more money for the wallet. I am sorry.

> It has been the worst weekend ever. Ever. I feel like I am the only one still fighting for this to succeed. All by myself. Even the few people earlier with me seem like they have just given up. I am abandoned by everyone. It is no fun. If something is to happen I have to do it myself, so I have decided to sell my car - just to get a little more for you. We shall see. You need to help me. Please. Lars

We

> I don't know how to help you. You have the amount you need to reach.

You

> But how am I to do this?

We

> Lars, are you here?

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FROM AKIRA WITH LOVE

We

> _ars, are you here?

> for_dear_Lars.zip // 2.05 MB

> Take it and be happy friend. From Akira with love. Manual on how to use it:

```
unlocker.exe -p="path_to_unlock"

unlocker.exe -s="C:\paths.txt"

where "paths.txt" is a list of paths for the decryptor, each path on a new line

same arguments works with esxi decryptor
```

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The Deal is over.

You

> Thank you so much. You have helped me a lot, I really, really appreciate it. Personally I think you saved me my job. I have never met people like that before, it is true generosity. Thanks. I wondered: what could happen with the data? Will you delete it? Please. I assure you that we will talk to absolutely noone about this (unless of course you ask me to). Br Lars

We

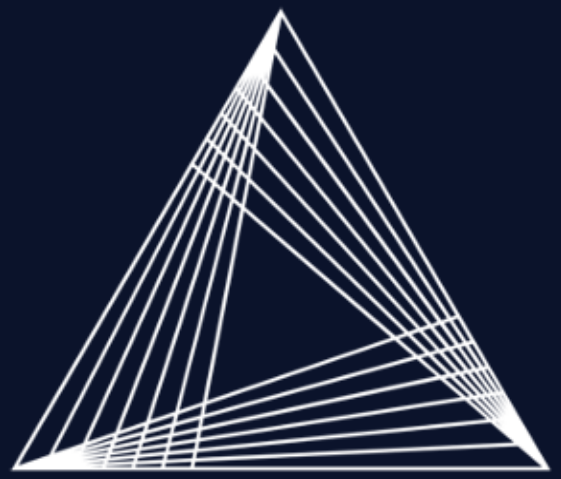
> Dear Lars, do not worry about the data. It has been deleted as we had no interest to work with it. The deal is over. We wish you all the best!

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Executive Crisis Readiness

From Chaos to Control – in Hours, not Weeks.

24/7
Crisis
Hotline

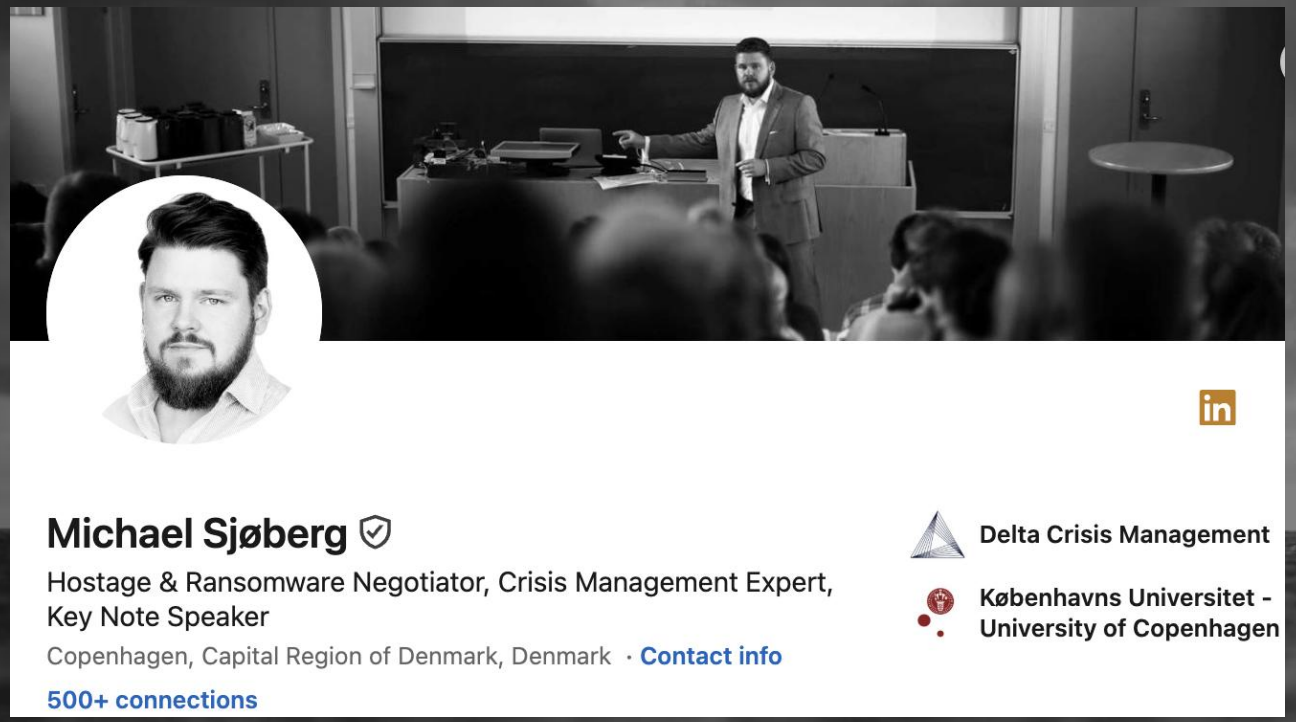


Executive
Ransomware
Crisis Plan

Crisis
Training
C-suite

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CONTACT



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500+ connections

Delta Crisis Management

Københavns Universitet - University of Copenhagen