

Brand Transition Guide

International Specialist Leader (ISL)

Brand Architecture

COWI is incorporating acquired companies into the COWI Brand Architecture, as outlined by the COWI Strategy. This Brand Transition Guide is an illustrative overview of the transitions which acquired companies defined as an International Specialist Leader (ISL) will go through in the brand transition process. For a specified plan of all the activities in the brand transition process, see the 'Brand Transition Checklist for International Specialist Leader (ISL)'.

Brand transition for ISL companies

The duration of the ISL brand transition to a Mother-Daughter brand is max. 12 months. Within the 12 months, the acquired company will transit twice in the Brand architecture map and become a Mother-Daughter brand and the company will carry out a PR campaign to announce the acquisition to the market.

Re-evaluation

Three years after the acquisition, a re-evaluation of the Mother-Daughter brand is initiated. The re-evaluation is called a Brand Audit. Based on the re-evaluation, the company will either stay as a Mother-Daughter brand or transit to the COWI Mother brand and a full COWI Mother visual identity. If the company transits to the COWI Mother brand, the transit will last three months.

Brand Architecture Map

The Brand Architecture Map is divided into four levels:

- Mother
- Mother-Daughter
- Daughter-Mother
- Daughter

The ISL company start as a Daughter brand and moves through the Brand Architecture Map as illustrated below.

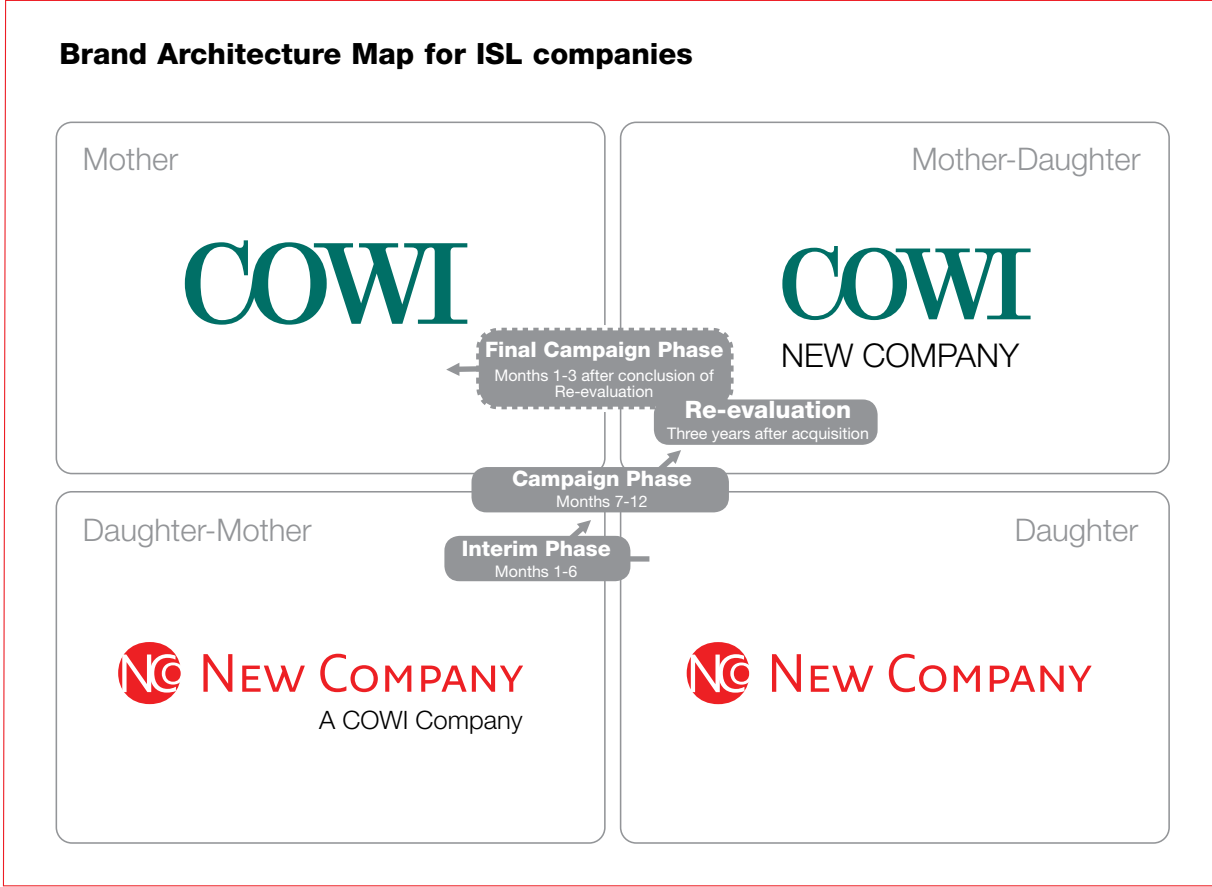
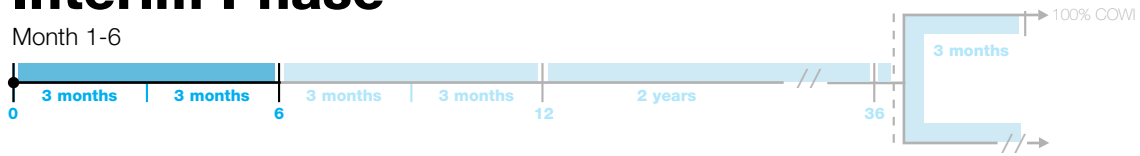


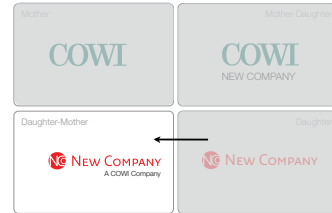
Illustration of how a ISL company moves through the Brand Architecture Map.

Interim Phase

Month 1-6

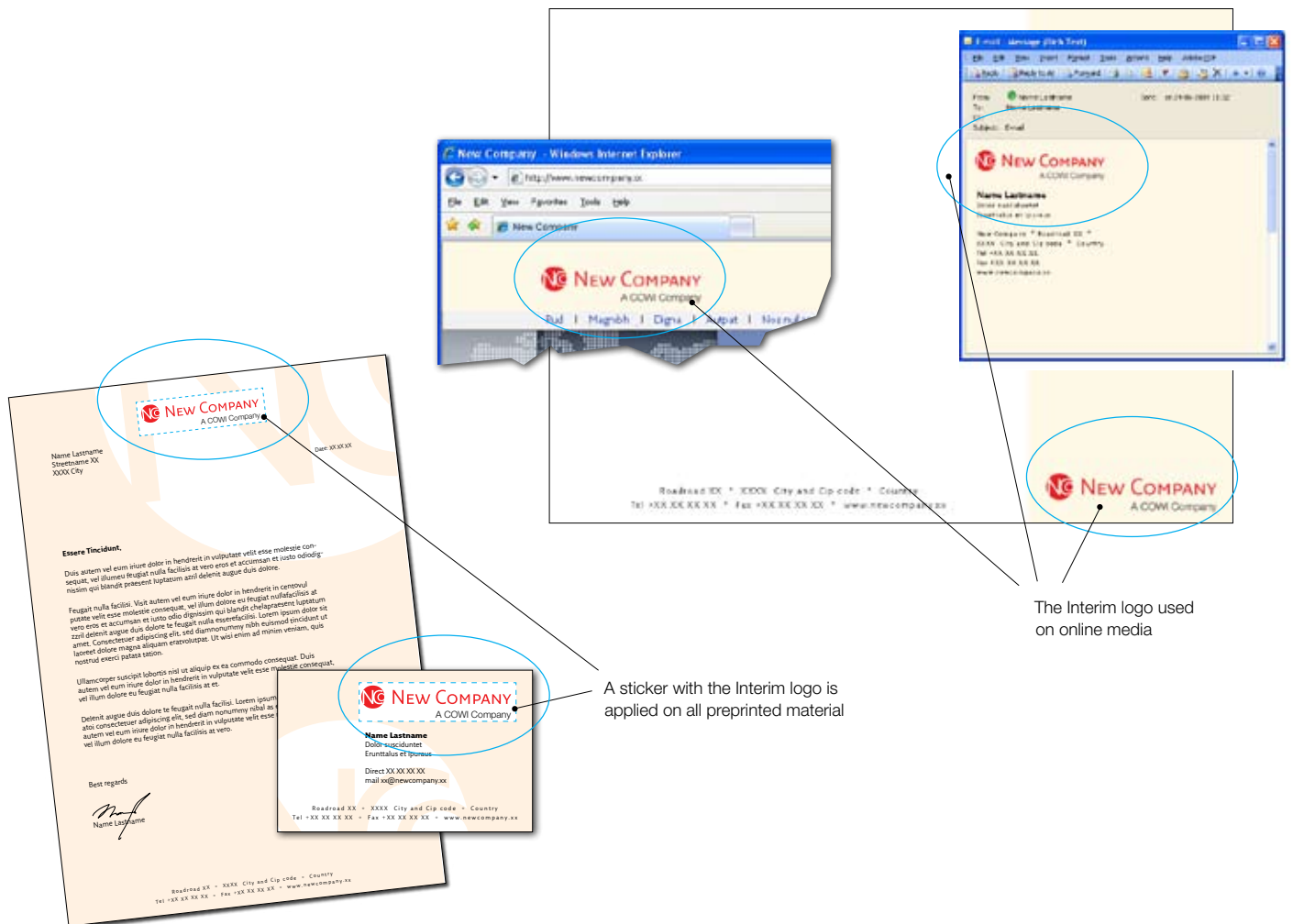


On the first day of the acquisition, the company transit from the Daughter level to the Daughter-Mother level, as illustrated in the Brand architecture map and begins an Interim Phase (see timeline above). For a specified plan of the activities in the Interim Phase, see the 'Brand Transition Checklist for International Specialist Leader (ISL)'.



Interim visual identity

Within the first six months from the acquisition, an Interim logo must replace the original company logo on all materials including online and offline media. An Interim logo is the combination of the original company logo and the tagline 'A COWI Company' (see illustration to the right). If the materials are preprinted, a sticker with the Interim logo is applied (see the illustrations below).

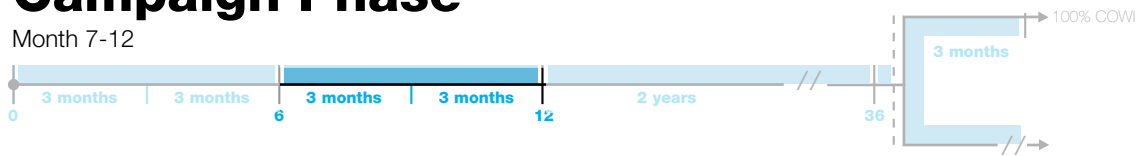


A sticker with the Interim logo is applied on all preprinted material

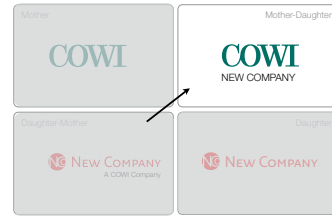
The Interim logo used on online media

Campaign Phase

Month 7-12



The company transits from the Daughter-Mother level to the Mother-Daughter level and becomes a COWI Mother-Daughter brand, and begins a Campaign Phase (see timeline above). Within 12 months of the acquisition, a PR campaign launch is mandatory. The campaign is carried out to secure the information about the acquisition to the market. For a specified plan of the different activities that has to be carried out during the campaign, see the 'Brand Transition Checklist for International Specialist Leader (ISL)'.



COWI

NEW COMPANY

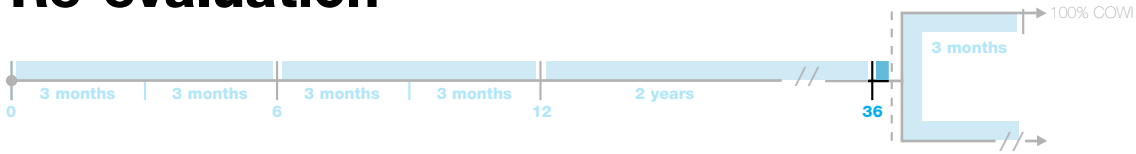
Mother-Daughter visual identity

Within 12 months from the acquisition, a COWI Mother-Daughter logo must replace the original company logo on all materials including online and offline media. Stickers are no longer an option (see illustrations below).

A COWI Group company logo used on online media

A COWI Group company logo is printed on all offline material

Re-evaluation

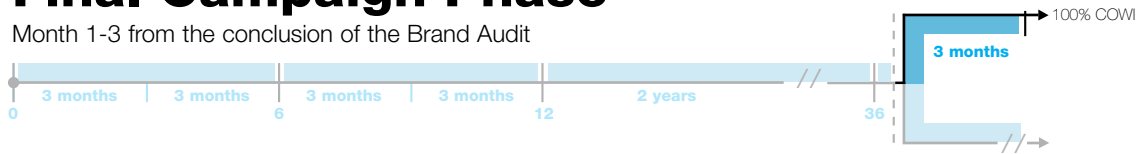


Three years after the acquisition, a re-evaluation is carried out (see timeline above). The Brand Audit is used to decide whether the company should transit to become a COWI Mother brand or stay at the Mother-Daughter level for one more year before a new re-evaluation is carried out.

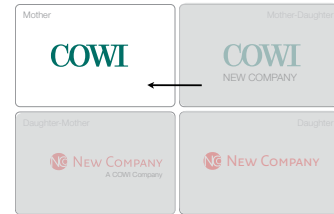


Final Campaign Phase

Month 1-3 from the conclusion of the Brand Audit



If the conclusion of the Brand Audit is that the company is ready to transit to become a Mother brand, it is mandatory to transit from the Mother-Daughter level to the COWI Mother brand within three months (see timeline above). For a specified plan of the activities in the Campaign Phase, see the 'Brand Transition Checklist for International Specialist Leader (ISL)'.



Full COWI visual identity

Within three months from the conclusion, a full COWI visual identity is mandatory, and an external PR campaign must be launched. Stickers are not an option in this phase. See illustrations below.



A collection of illustrations showing the COWI visual identity applied to various media:

- Online media:** A screenshot of a web browser showing the COWI website with the logo and tagline 'Consultancy within Engineering, Environment, Science and Economics'. Next to it is an email client window showing an email header with 'From: Marco Lovström', 'To: Hans-Joachim', and 'Subject: / test'. Below these is a green and white banner with the COWI logo.
- Offline material:** A document with the COWI logo and contact information. The contact info includes 'Name Lastname', 'Jobtitle', 'Departmentname', 'Direct', 'E-mail', 'Legal Name', 'Streetname XX', 'XXXX City', 'Country', 'Tel', and 'Fax'. A signature and name are also present.
- Van:** A white van with a green stripe and the COWI logo on the side.