Dear colleagues,

“Enhancing the driving experience” is our vision. We aim for this target everyday by delivering world class products to the global vehicle industry. Products that make driving safer, more comfortable and sustainable.

To help us fulfill the vision, we need our teams to live by our company values; be passionate, accountable and prepared in their daily work.

To emphasize that we stand behind this vision and these values as one company – ONE KA, it’s important that we further streamline our visual profile and how we present and brand ourselves externally. During the last year I’ve asked that we improve and make our visual appearance as a company even more professional than it is today. This updated design manual is one of the initiatives that we will launch to achieve this. I invite you to read it, become familiar with it and use it.

Hans Peter Havdal | CEO
We aim to make our business grow and to strengthen our reputation externally. A strong, dynamic and coherent corporate brand is a part of this goal. The quality of our communication reflects the quality of our products and services. Branding is a strategic tool to create, maintain and control our identity.

A central element in branding is our visual profile. By visual means, we express and emphasize our values and character. The Design Manual aims to ensure a tangible and clear profile. The manual contains practical guidelines for the use of our company’s visual profile. The logo, graphic patterns, colors and typography constitute the main elements of our visual identity. The guidelines are valid for all business units.

Each employee is responsible for following the principles described in this manual for the benefit of ensuring a consistent development of our corporate brand. Elements such as our logo are legally protected and will remain so, if used correctly. It is therefore the responsibility of every employee to respect and protect our branding investment.

A common platform ensures a credible branding. This substantiates the importance of employing the same identity all over the world. A distinct and coherent corporate brand gives a strong visual impact.

The Corporate Communication Department is responsible for branding strategy and development, but it is management’s responsibility at local, divisional and regional levels to implement and maintain our common communication platform.

Hans Jørgen Mørland | Director Corporate Communications
Therese Skurdal | Corporate Brand Manager
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Kongsberg Automotive (KA) is now an established brand globally. The logo symbolizes solid rock and the silver found in the mines in Kongsberg, Norway (lit.: "The King’s Mountain") where the company was established. It symbolizes the coming together of units, making a strong brand. The logo has a 3D shape in front perspective and is rendered in matt metallic, to communicate the link to the auto-motive/industrial business.

The symbol is based on a triangle shape and the letter “K” from the font style Klavika (mentioned in the Basic Element paragraph), which splits the triangle in three shapes.

The “K” becomes an invert form and is presented in the typography beneath the symbol as well as the “A”.

The rendering (gradients and material) are used to make the symbol more distinct and expressive.
The KA basic elements represent the cornerstones of our visual identity. The usage of the basic elements should always be in accordance with the rules outlined in the Design Manual. Keep in mind that each communication material strengthens or weakens KA’s public image. Therefore, it is essential that we control our corporate design elements in order not to compromise our corporate identity. Always include it in all corporate communications.
The Kongsberg Automotive logo consists of the symbol and the signature. These two elements should always be used in unison. Their proportions and dimensions should always remain the same.

The symbol is a four colored picture. For optimal results, the printing office should receive a proof of how the logo looks. The proof print needs to be approved by the person responsible for the printed material. Since the logo is a picture, it is important to never use the logo bigger then the image size. Increasing its size creates pixilation and produces a poor quality image. The logo exists in different sizes for various media.

The font used for the Kongsberg signature is Klavika Medium and the Automotive font is Klavika Regular. The negative K in the symbol is also based on Klavika.
The Kongsberg Automotive logo may be used in a flat (one color) version. This version should not be used unless it is absolutely required. However, on some occasions, such as co-branding, it may be required. The flat version of the logo may be used in black or white.

The horizontal version of the logo should only be used on flags and building facade sign.

The logo consists of the symbol and the lettering and should always be used together. As the logo becomes more established, the possibility of using the symbol alone will be considered.

The flat version of the logo should not be used unless it is absolutely required. Try always to use the color version.
**PROTECTIVE AREA**

On printed material, always surround the logo with white space. The illustration to the right shows the minimum of free space required around the logo. The symbol is used to measure out the space. These rules do not apply on signage.

**LOGO ON BACKGROUNDS**

Place the logo on a white background. However, a light grey background may be used if needed.

The colored KA logo should never appear on a colored background or over a picture. These rules are concurrent in printed and electronic media.

**Background color PMS 288**
A special logo for clothing in PMS 288. All typography is white. The logo is printed with transfer print on transparent background.

**Background color white**
On white clothing, the logo is the main logo, as presented early in the design manual. The logo is printed with transfer print on transparent background.

**Background color PMS 2915**
A special logo for clothing in PMS 2915. All typography is white. The logo is printed with transfer print on transparent background.
The vision “Enhancing the driving experience” should always be written in Klavika, either on one line, two or three lines. All the colors from the color program can be used.

Enhancing the driving experience

The vision should not appear very close to the logo, and not as a part of the logo element.

Example of logo and vision on the back of a brochure
Kongsberg Automotive utilizes two primary colors, dark blue and dark grey. The blue color appears on “Kongsberg” and the gray color on “Automotive” and creates the base for the visual profile.

Four secondary colors support the main colors. The blue tones are based on colors found in the symbol of the KA logo.

Two additional effect colors provide strong contrast to the primary and secondary colors. These colors should not be used on large surfaces or in a large quantity. Use them to highlight something or to add a small amount of color.

Use a gradient between the blue and grey tones to match the shading in the logo.

The colors may appear different depending on the print media, printing method and the material it is printed on. Therefore, it is important to always have a correct color sample before printing. For comparison and verification, refer to the PMS color code.

**Primary Colors:**

<table>
<thead>
<tr>
<th>Color Code</th>
<th>CMYK Values</th>
<th>RGB Values</th>
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</thead>
<tbody>
<tr>
<td>PMS 288</td>
<td>c 100/m 80/k 20</td>
<td>r 2/g 63/b 136</td>
</tr>
<tr>
<td>PMS Cool Gray 9</td>
<td>k 60</td>
<td>r 128/g 130/b 133</td>
</tr>
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</table>

**Secondary Colors:**

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<tr>
<th>Color Code</th>
<th>CMYK Values</th>
<th>RGB Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>PMS 2935</td>
<td>c 100/m 55</td>
<td>r 0/g 108/b 183</td>
</tr>
<tr>
<td>PMS 2915</td>
<td>c 60/m 10</td>
<td>r 83/g 183/b 232</td>
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</tbody>
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**Effect Colors:**

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<th>Color Code</th>
<th>CMYK Values</th>
<th>RGB Values</th>
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</thead>
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<tr>
<td>PMS 166</td>
<td>m 75/y 100</td>
<td>r 242/g 101/b 34</td>
</tr>
<tr>
<td>PMS 377</td>
<td>c 55/y 100/k 25</td>
<td>r 98/g 155/b 51</td>
</tr>
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**Gradient:**

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<td>Gradient</td>
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</table>
**BASIC ELEMENTS**  
**TYPOGRAPHY**

1.07 **TYPOGRAPHY**

**PROFESSIONAL USE**

The use of harmonious fonts for lettering is critical. Using only a few selected sets of fonts produces a visual belonging and a strong identity. It is very important to be consistent in the use of fonts in all KA material.

Klavika is Kongsberg Automotive’s main font and should always be a part of the design. The font is mainly for professional use by graphic designers and is not installed in the basic font range. In all stationary printed material, most publications and all signage, Klavika is used for all text.

```
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅabcdefghijklmnopqrstuvwxyzæøå
12345678910!%&/?@
```

**Klavika Light**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅabcdefghijklmnopqrstuvwxyzæøå
12345678910!%&/?@
```

**Klavika Regular**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅabcdefghijklmnopqrstuvwxyzæøå
12345678910!%&/?@
```

**Klavika Medium**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅabcdefghijklmnopqrstuvwxyzæøå
12345678910!%&/?@
```

**DAILY USE**

*Arial* is a standard type face on most computers and work well for the web, Power Point presentations and all exported internally produced documents. Klavika may not be used in these media, because it’s not a standard font. If the recipient opens a document with Klavika the computer will switch to another font and make the text change proportions and style.

```
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅabcdefghijklmnopqrstuvwxyzæøå
12345678910!%&/?@
```

**Arial Regular**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅabcdefghijklmnopqrstuvwxyzæøå
12345678910!%&/?@
```

**Arial Bold**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZÆØÅabcdefghijklmnopqrstuvwxyzæøå
12345678910!%&/?@
```
In many cases it is necessary to incorporate another graphic element in conjunction with the logo. The arrow shape originates from the logo symbol. The arrow shape is half a square and is a secondary element to the logo. The arrow may also be used in a line or as a frame.

Another graphic element is the missing arrow in the corner area. This is a 45° cut that can be used in all corners, but only one cut per photo/color box.

Examples are shown in the publication section.
Images are an important part of the visual profile. They strengthen the identity and communicate the company’s identity. Here are a few guidelines and examples of what story the KA photos should illustrate and radiate.

Use dynamic images that radiate our values, passion, accountability and preparedness. Incorporate images of KA workers that show multicultural diversity, team work and pride. Images of KA products should radiate quality. Make sure that quality shines through in all product photos. Remember the old adage: “one picture is worth a thousand words”.

Illustrations render well on white backgrounds with the right surface texture. Utilize our blue and grey colors in photos whenever possible to help further strengthen the KA identity. Be sure to use only high resolution photos.

The image bank will be updated periodically with photos and illustrations from Kongsberg Automotive.

For questions regarding images; design@ka-group.com

Examples:
All office stationary – business cards, letterhead, envelopes, reports and press releases – provide an important opportunity to communicate and solidify the KA identity. Use the set templates, provided on the next pages, on all internal and external correspondence.

All ready-to-use templates are available for downloading on Kongsberg Automotive’s Intranet.
BUSINESS CARD

The logo has a designated spot in the upper right corner. The grey arrow points directly at the cardholder’s name which is emphasized in primary blue, 8.5 pt size. The rest of the text follows is set in Klavika Regular 7 pt on 9. The position and department follow the cardholder’s name and use primary grey.

One line break before the next paragraph. It starts with the company name, also emphasized in primary blue. The rest of the text follows in primary grey.

One line break over the vision. The vision is in secondary blue: PMS 2915

Business cards are printed on Arctic The Matt, by Arctic Paper, 300 g/m².

E-MAIL SIGNATURE

The name of employee is set in Arial Bold 10 pt size, color PMS 288 (RGB: 2/63/136) The contact details are set in Arial Regular 10 pt size, color PMS Cool Gray 9 (RGB: 128/130/133) The vision “Enhancing the driving experience” is set in Arial Regular 10 pt size color PMS 2935 (RGB: 0/108/183)
The letter-paper is not pre-printed, but there is a constant template for all letters. The logo is placed in the upper right corner with a 20 mm margin to the right that all text should follow.

All correspondence text is in Arial 10 to 13 pt size, black. Normal text is in Arial Regular while the heading in the letter-paper is in Arial Bold.

KA company name and contact information is placed in the bottom right corner. For daily use the recommended font is Arial (or Klavika if installed on your computer). The text is 7.5 to 10 pt size, the company name is in primary blue, and the rest of the text is in primary grey.

On the first page of the letter the correspondence text should start after 40 mm. On the second page the text should not start before 55 mm so that it does not overlap the logo.

On the second page we have removed the KA company name and contact information.
Reports and press releases use the same template and design as the letter-paper. The heading is Arial Bold and the rest of the text is in Arial Regular, 10 to 13 pt size, black.

Other documents again have the same layout as the letter-paper, but the company name and contact information is replaced by a page numbering.

The logo is in the same size and in the same place on all documents.
Envelopes are pre-printed.
Publications are important tools in promoting Kongsberg Automotive’s identity and product range. Therefore, in order to convey a unified and professional impression, it’s important that all publications follow the guidelines provided in this Design Manual.

Kongsberg Automotive should express itself clearly and recognizably and the basic elements should consequently be used at all times. Variation is important, but always within a unified context. The consumers’ impression of all Kongsberg Automotive publications should be one of high quality and expertise. Always place the logo clearly at the top of every front cover. Photos must be sharp and of a high quality.

KA publications should be applicable in all media formats. This manual therefore gives directions for both electronic and printed use.
The cover on all manuals and brochures follow the same rules for placing the different elements. The logo has a defined spot, followed by an area with a 45° cut corner in the upper left area. The main title of the document is followed by a sub-title and should always be placed in this area.

The next element is an image box, which should describe the content of the report. A date, report number or short title can be placed under the image.

The color on the title area and all text can switch between the colors of the primary and secondary colors from the color program to match the image and content. The color on the title area is 75% transparent, and the image is placed behind the transparent title area.

The inside design should follow the Design Manual in regards to the basic elements and adapt to the content. This template may also be used on reports and other publications. All manuals and brochures should have a grid with an overall margin of 5 mm that contains no color, image or text.

To make brochures more distinct, a different format can be used besides A4.
Code of Conduct
For Kongsberg Automotive employees
The vision “Enhancing the driving experience” is set in Klavika Regular 14 pt. size color PMS 2935

Contact details: Klavika 9 pt. Color PMS 2935 and Cool grey 9
All advertisements follow a common mold. There should be no doubt that the communicator is Kongsberg Automotive. The logo stands in the upper right corner with an area for KA information.

The type font Klavika is used on all text. Use Klavika Regular for general text and Klavika Medium for more important text that needs to be highlighted. All general information about the job is put in a light grey box, PMS Cool Gray 1, the lightest color in the secondary color program. The color on the title area can switch between the colors of the primary and secondary colors from the color program to match the image and content. The color on the title area is 75% transparent, and the image is placed behind the transparent title area.

Regular advertisement

Teaser advertisement

Enhancing the driving experience

CNC operator/maskinarbeidere

Maximizérer innretning til produksjon i fabrikkt Hvittingfoss. Anvend for drift av produksjoner, inkludert regulerings og kvalitetkontroll.

Merk for informasjon på å prøve inn på www.kongsbergautomotive.com/Career/Jobes

Enhancing the driving experience

Processingenjør

Kongsberg Automotive år inn i en expansiv fase og søker innretning til produksjon mellom det en kontinuerlig prosessingenjør er nøkt for fabrikkt Hvittingfoss.

Merk for informasjon på å prøve inn på www.kongsbergautomotive.com/Career/Jobes

We think you have a higher academic education and relevant experience, preferably from an international business. It would be considered an advantage if you have experience in establishing efficient recruitment processes for large companies and the ability to manage those processes.

As our new HR Specialist, you will have the opportunity to develop your skills and experience by leading projects and other initiatives in the HR area.

The position report to General Counsel and is located in Mullsjö, Sweden.

We offer: an interesting and challenging job, where you will work independently to service our business units around the globe.

The position also includes responsibility for the administration of KA performance system, including training of managers and employees, and performance appraisals in Sweden; plus other initiatives. An important task will be to direct and follow-up our performance system, including the induction programs.

For more information, visit www.kongsbergautomotive.com/Career/Jobes, where you also can apply to the position before Sept 25, 2011, or contact Magnus Johansson, ph: +46 392 380000.

www.kongsbergautomotive.com/Career/Jobes...
It is important for any international and significant business to be visible on the Internet.

The web banners presented have different guidelines than the advertisements intended for print. The web banners also have a common and concise layout. The logo stands alone in a defined spot to the right. An image box covers the remainder of the banner, with lettering on top. The web banners also have 3 mm white margins. No other elements should appear in this area. The image should amplify the text and support our identity.

The banner has a 45° cut corner on the left side. The banner box has a grey thin outline to mark the advertisement and make it stand out from the white background on the Internet.
The Power Point template comes in two different designs:

a) A light standard version for normal presentations and for presentations that require printing
b) A dark version for presentations held in very light environments.

Templates are installed in the active directory in your computers so that the correct templates should appear under “My templates” in Power-Point. Please contact IT-support if this is not working. Some template functionality may be working better in Microsoft 07 version of Power-Point than in the 97-03 versions.

To preserve an overall visual profile, it’s important to follow every aspect of the template guides.

All charts and diagrams should use the primary and secondary colors from the color program in this manual. If necessary, the effect colors may be used, but only in small amounts or for highlights.

For graphs, it is recommended to use a gradient between the dark grey and light grey colors from the color program.

The examples here in the Design Manual show how to use the template(s) and how to place images and text separately and together.
The Internet is an important medium and plays a central role to create the Kongsberg Automotive identity.

As in printed media, to create recognition and strengthen visual identity, the web pages are built with distinctive graphic elements, colors and typography. However, in this particular media, the visitor’s experience of functionality, user interface and quality of information is equally important.

In order to create a dynamic communication tool for KA, the website is built on a publishing system that enables KA to update the website easily and effectively. The publishing system, EPI-server, is used by many international companies today and is under constant development. The website must not only be user functional for the visitor, it must be user functional for the editors. The website has a structure that’s easy to work with and understand. It’s possible for KA to have editors with limited access to parts of the site. In this way, the main editor can divide responsibility among the staff. All editors must master the system. EPI-server provides courses.

www.kongsbergautomotive.com
Recognition and visibility are the key elements in signage. In addition, they should embellish and improve the space they occupy. In this Design Manual we offer a guideline to how signposts should look at any Kongsberg Automotive location.

In order to achieve a immediate identification of Kongsberg Automotive, the signage need to be consistent with the overall corporate design. All signs, both outdoors and indoors, must contain the key elements of the design program such as logo, color and typography.

When planning the production of signs it is important to consider the individual buildings as well as their environment. Clarity and visibility are only achieved when all environmental parameters are taken into account.
Kongsberg Automotive’s main pylon is meant to adorn the entrance by the main road. The signs main purpose is welcome visitors and employees alike. The pylon strengthens the corporate identity and makes the company more visible in the local environment.

The sign is designed to be seen from a great distance and easily read by pedestrians and drivers.

- **Material**
  The pylon is constructed from the same materials as all the signs for Kongsberg Automotive. The pylons are made up of the combination of blue and silver treated plates, which follows the design of all Kongsberg Automotive signs.

- **Logo**
  Here you can choose between two versions:

  1. Printed-out logo mounted on a sculpted 3D background. The 3D shape creates a glow of light through the logo as well as around the logo.
  2. Flat print of logo on a laminate directly mounted on the silver background.

Kongsberg Automotive’s signs can also be the logo in color on white background. Logo is set at maximum size following the layout rules outlined on page 8.
The navigation pylon can be used in areas where navigation and information about places and functions are needed.

The full size of the sign is: W: 87 cm and H: 220 cm. The sign is made of two separate front plates. The 90 cm area at the bottom of the sign is most exposed to wear and tear. Therefore, it’s made easy to replace when needed.

Shown here is the maximum size. Smaller sizes are achieved by shrinking it proportionally.

The text is measured by the height of the caps. The width of the arrow’s base follows the height of text. The width of the arrow base is used as the radius for a circle. The diameter of the circle is used as the distance from the left of blue plate to the text. Use the height of the text to measure in from the right side of the blue plate. The text can not go beyond this point.
Facade signage’s main purpose is to identify, inform and adorn.

As an international corporation with over 50 factories, it’s important to keep a consistent appearance so that any Kongsberg Automotive location is easily identified. The sign also needs to communicate effectively from a distance, so each approach to the building needs to be taken into consideration.

Signs are custom made for each building. Size of the building, location, light or dark background and other factors all play an integral part in the signage planning.

All Kongsberg Automotive facade signs consist only of the silver material used in the main pylon and the navigation pylon.

The symbol and the lettering are made into 3D shapes and mounted directly on the wall. Lights mounted on the back of the sign give it an outer glow.

The door signs consists of blue laminate letters mounted on silver plate – same material used on all Kongsberg Automotive signs. The sign is placed directly on the door.

![Kongsberg Automotive Signage](image)
**KA flags can be** used as permanent fixtures at any Kongsberg Automotive location. The flags symbolize pride, activity and prosperity.

Logo is set at maximum size following the layout rules outlined on page 8.
Strong brands are created from the inside; an overall internal identity is therefore as important as external communications.

All uniforms should be similar and follow the guidelines presented in the Design Manual. Each plant should assign one person with responsibility for the uniforms. The color, quality and functionality of the fabric are important.

- **Background color PMS 288**
  A special logo for clothing in PMS 288; All typography is white. The logo is printed with transfer print on transparent background.

- **Background color white**
  On white clothing, the logo is the main logo, as presented early in the design manual. The logo is printed with transfer print on transparent background.

- **Background color PMS 2915**
  A special logo for clothing in PMS 2915; All typography is white. The logo is printed with transfer print on transparent background.
Enhancing the driving experience

Klavika 72 pt 82
UNIFORMS

I am passionate, accountable and prepared.

**Background color:**
- PMS 288

**Text colors:**
- PMS Cool Gray 1 CMYK: K 30
- PMS Cool Gray 4 CMYK: K 10
- White

**Background color:**
- White

**Text colors:**
- PMS Cool Gray 9 CMYK: K 60
- PMS 2935 CMYK: C 100/M 55
- PMS 2915 CMYK: C 60/M 10
- PMS 288 CMYK: C100/M80/K20

Font:
Klavika regular

65 pt size
Leading 107

115 pt size
Leading 107

65 pt
Baseline shift 16

20 cm
Each facility is responsible for ordering work clothes according to the recommendations in this manual. The color should be as similar as possible to the dark blue in the primary color program. It’s also important to make sure that the symbol in the logo matches the clothing color.

The logo should stand out and not disappear on the background. Always place the logo on the left side of the chest.
We prefer if you use the primary logo, but if it’s necessary you can also use the flat logo.

Trousers don’t need a logo, but the color should match the rest of the uniform.
WALL PAPER/DESKTOP
On the desktop is a black and white photo of a road and the vision; “Enhancing the driving experience” is written in a blue rectangle.

SCREENSAVER
The screen saver consists of different KA images and the values “passionate, prepared, accountable” written in rectangles in different colors form the color program.