RUBICON
BRAND
STANDARDS

2008

RUBICON®

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I

OVERVIEW OF THE BRAND

RUBICON®

I.   OVERVIEW OF THE BRAND

A successful brand clearly represents a company's essence and message. A brand is far more than mere visual identification or even a unique client benefit. It is a lifestyle. A culture. The brand is an internally and externally sustainable personality. It <u>is</u> the company.

The brand position (what the brand stands for) is the foundation of corporate identity. Business decisions, marketing and communications and relationships with customers should reflect and support the brand position. Adherence to the brand ultimately builds a powerful corporate identity.

As employees of Rubicon, you are ambassadors of the company's brand and messaging. It is therefore critical that all employees understand and embrace the company brand. This brand standards document not only explains the brand but also offers ways to communicate the brand and messaging, so that everyone will be *effective* ambassadors of the Rubicon brand.

The essence of the brand is clearly explained in language that can be incorporated into marketing materials, new business or client conversations, and interviews with the media. Messages are clearly defined so that they may be used (spoken, written, understood) by the entire Rubicon staff.

Expressions of the brand, represented in visual format, are also explained in this document. This visual representation is part of the brand implementation. All employees must adhere to these visual guidelines.

Schroder PR has prepared this brand standards document to help guide Rubicon through understanding and implementing the brand in real, tangible ways. These standards clearly illustrate the "dos and don'ts" of implementing and using the brand. Careful consideration and acceptance of these guidelines will ensure consistent communication of the Rubicon brand and ensure brand integrity. Most importantly, this will build the reputation of Rubicon's corporate identity, resulting in greater successes for the firm.

II

BRAND
FUNDAMENTALS

RUBICON®

II.   BRAND FUNDAMENTALS

A. Brand Position – the essence

Transformative insight.

Rubicon embodies transformative insight. Rubicon brings smart, understandable and useful knowledge to its customers in a way that will positively influence their revenue performance and market position.

Whether exemplified through market intelligence, customer service, innovative products or industry expertise, Rubicon's insight helps customers see and affect the world differently. This insight empowers customers to gain an edge over competition.

This insight is uniquely Rubicon's; that is, Rubicon collects, packages and applies it in a way that no other company can.

Transformative insight is knowledge and power that changes the way companies do business.

At its core, Rubicon *is* transformative insight.

Unparalleled performance.

Rubicon is committed, above all else, to enabling its customers to achieve exceptional results. Each and every time Rubicon comes into contact with its customers, the result is the same: unparalleled performance. Its customers choose Rubicon because they know they can depend on this same experience, delivered every time. Superior service. Responsive solutions. Increased revenue performance. Regardless of the type of experience, customers know Rubicon consistently delivers unparalleled performance.

C. Brand Differentiators – the unique qualities

Rubicon sets itself apart from its competitors in several key ways:

Relationship-driven knowledge

Rubicon's superior market intelligence is a result of the relationships it has cultivated over time. Rubicon has built a powerful network that allows Rubicon, and consequently its customers, to access knowledge that is otherwise unattainable.

Anticipatory

Rubicon is first and foremost oriented toward the future. It helps customers to identify opportunities in the future, when there is still time to act, rather than rely solely on historical information.

Innovation

Rubicon's vision yields a powerful industry influence. Rubicon has a history of being an innovator and a leader. Its solutions represent a breakthrough in the information available to its customers, and in the use of technology to deliver that information. Rubicon consistently makes a strong impact on the industry by improving the state of the art and raising the competitive standard.

Expertise

Rubicon has the expertise to understand industry problems. It has the ability to gather and manage massive amounts of industry data and leverage it into clear, concise and actionable information. Rubicon is committed to growing its expertise and enhancing its solutions.

Flexibility

Rubicon thrives on taking on challenges that meet the client's specific needs. It does not force customers to conform to its own structure or way of doing things. Rubicon is flexible enough to adapt its products to the process of its customers, and meet them where their needs are.

Scalability

Rubicon's ability to scale has won a dominant position in the industry. Rubicon has the capacity to meet the needs of large corporate enterprises without overlooking the needs of its smallest customer. It is able to meet the growth of its customers and the growth of the industry.

D. Brand Personality – the inherent characteristics

Rubicon is defined by several key characteristics that support its position of *transformative insight*. Elements of the brand personality include:

Analytical

Rubicon's technology, attention to detail and exceptional precision enable the company to deliver a superior product. A disciplined, analytical, thorough process is required to transform market intelligence into actionable information.

Intelligent

Achieving top market position requires a sharp intellect, curious mind and deep industry knowledge. Years of experience coupled with natural intuition form the foundation of Rubicon. Those qualities are built into Rubicon's products and services, allowing the company to consistently deliver with insight, speed and accuracy.

Ethical

Rubicon is honest and trustworthy. It prides itself on working with integrity and holding the customer's best interests in mind at all times.

Resourceful

Rubicon skillfully tackles new opportunities and embraces new challenges. It is poised to find solutions and yield remarkable results.

Reliable

Rubicon is dependable and trustworthy. Its proven track record is a testament to the company's reliability in all situations, in good times and in bad. It offers secure, high-quality solutions time and time again.

E. Brand Voice – the tone

Rubicon's voice is intelligent, analytical, resourceful and approachable.

The brand's voice speaks with intelligence, confidence and authority. It is honest, perceptive and succinct. Its thoughtful and deliberate delivery results in a welcoming approachability.

F. Brand Messages – the language

Master message:

Rubicon harnesses industry knowledge, technological expertise and a storehouse of data to deliver innovative solutions and incomparable services in a way that transforms the way its customers do business.

Core messages:

Technology

Rubicon creates and utilizes high quality technology and applies it in practical and creative ways, yielding superior solutions. Its reputation depends on efficient, high-performance technology that delivers every time.

Relationships

Rubicon's strong business relationships with customers and suppliers provide a sound and stable platform for sustained performance.

Customer service

Rubicon strives to adapt to customer needs and offer individualized solutions. It carefully listens to its customers, thoughtfully contemplates responses and replies with relevant and useful answers.

Leadership

The team at Rubicon delivers the industry expertise and innovation to raise industry standards and set new trends. Rubicon commands respect through its industry-leading experts, solutions-oriented products and actionable information.

Integrity

Rubicon works with integrity through everything it does. Its steadfast commitment to honest, ethical, hard work is exemplified in the solutions it provides customers.

Competitive edge

Rubicon offers customers a superior edge by providing solutions not found anywhere else. Rubicon's insight enables customers to reach their goals and hit their targets.

Industry innovation

There is no other Rubicon. Rubicon is able to collect and synthesize both premium and commonly available market information. Rubicon packages this information in a unique and powerful way so that its customers can immediately act on its insights. Rubicon elevates industry standards through its innovations.

III

VISUAL ELEMENTS OF THE BRAND

RUBICON®

III. Visual Elements of the Brand

A. Corporate Name and Logo

Name. The Rubicon name is a valuable asset. Its integrity must be protected and kept consistent. The following standards of use ensure that any and all appearances of the Rubicon name and logo will facilitate its messages and enhance the Rubicon corporate image.

The official company name is Rubicon. The only appropriate use of the name Rubicon Group is in the website URL www.RubiconGroup.com. Use of the name The Rubicon Group is prohibited.

Logo. Corporate image supports a wealth of public opinion and expectations about a company. Product quality, industry achievements, human and financial resources, and public image all ride on this corporate identity.

The logo is the starting point of our customer's recognition of our company, products and services. In all printed or electronically-produced pieces, the Rubicon logo should appear at least once. It is the hallmark of our identity and the first and primary point of contact for our clients and external audiences. It should only be applied in the colors and technique outlined in this guidebook.

The use of standardized formats is mandatory for a reason: the more consistent and uniform the presentation of corporate materials, the greater the effect. Repetition of a consistent and uniform message is a key component of human recognition. Therefore, it is important to treat the logo designs in a consistent manner in each and every application. The logo should never be recreated or altered in any way, shape or form.

RUBICON®

The corporate logo is the stylized word RUBICON accompanied by wave shapes. Trajan, a classic Roman inscriptional font, is used with widened character spacing projecting confidence and strength. The word Rubicon contains and defines – as would a vessel – the fluid waves that represent direction and transformation.

The logo should never be combined with any other logo nor have letters or images added to it. The position of the letters and the wave shapes should never be altered in relationship to each other, nor should the composite proportions be condensed or expanded.

Rubicon is a registered trademark and therefore the registered trademark symbol must be used after the word RUBICON in the logo. When Rubicon® is used within the text of a document, use the trademark with the first reference of Rubicon. The trademark symbol is always placed at the end of Rubicon, top right of the n, as shown in the logo.

In print and web development, always use the appropriate pre-approved digital format of the logo.

Logo with tagline. A second and preferred option for usage of the logo is the logo accompanied by the tagline. Rubicon's tagline is "Transform Your Performance" in caps and lower case with no punctuation. The tagline should always be set in the typeface shown, which is Gill Sans Regular (or Gill Sans MT). Do not use the tagline alone except quoted in text.

When placing the logo in conjunction with other graphic and literal elements, space equal to the height from the baseline of the Rubicon "R" to the bottom of the left side of the wave should be reserved around the tie up.

When used with the tagline and web address in the tie-up, these proportions should remain consistent. Use of the logo and tagline in any other position or proportion is prohibited.

Logo with tagline and website. The third and final option for usage of the logo is the logo accompanied by the tagline and Rubicon website address. If using the website, the URL should read www.RubiconGroup.com, with the "R" and "G" capitalized.

Rubicon logo color. As a key element of the Rubicon brand identity, the logo color helps build and reinforce brand recognition. Please use the color version of the logo as much as possible. For print impressions the logo is PMS287 blue. The logo used in any other color or shade is expressly prohibited.

The logo must be reproduced at 100% in PMS287 blue, with the following exceptions (as shown below):

1. Reversed in white foreground on a PMS287 blue or formula-equivalent background.

2. Printed in 100% black foreground on white background (if color printing is not an option).

3. Printed atop a flat or continuous tone background color, the logo should be white or black.

Note: The logo is not intended to be in a box, these are merely examples of how the logo would look on top of various color backgrounds.

Symbol. The Rubicon wave is a secondary element of the brand identity that can be used to stand for the Rubicon identity in a broad and symbolic way.

The wave stands for Rubicon's transformative, flexible and fluid nature. The course of action Rubicon takes for its customers is never completely straight and rigid. There are twists and turns, navigation of new courses and adjustments made to best meet the needs of each customer. Rubicon is always moving - never standing still, it is always learning more about the industry, its clients, and the latest technology. It seizes opportunities based on this ever-changing knowledge. Transformative insight is about always changing, getting better, gaining power.

The wave should not be distorted or skewed in any way and should always be represented in PMS287 blue. The wave symbol may be used independently but only in a meaningful and purposeful way. The wave may only be used if the word Rubicon already appears somewhere on the material. The wave should not be used decoratively (as bullets, for example) to express any other concept or idea.

MarketVision is Rubicon's premier market intelligence product designed to help customers gain knowledge of the market and a vision for their future. Through its suite of services, MarketVision offers the broadest and deepest collection of market intelligence available across the hotel and rental car industries. By aggregating past, current and forward-looking market information, it enables customers to **See with clarity.**

MarketVision's tagline is – See with clarity. The MarketVision logo and tagline must be used together, as the tagline is part of the MarketVision logo; they are not separate elements.

The word MarketVision in the logo is always followed by a registered symbol. "See with clarity." is always followed by a period and only the first letter "S" is capitalized. The words "See with clarity." are used in black with the typeface Gill Sans Regular (or Gill Sans MT).

The logo should never be combined with any other logo outside of the MarketVision Suite of Services nor have letters or images added to it. The position of the letters and the words should never be altered in relationship to each other, nor should the composite proportions be condensed or expanded.

For print impressions the logo is PMS287 blue and PMS124 gold. It must be reproduced at 100% in this color, with the following exceptions:

1. The word Market shall be reversed in white foreground on a PMS287 blue or formula equivalent background and the word Vision will remain PMS124 gold. The tagline shall be solid white.

2. In cases where color printing is not an option, the word Market shall be in solid black and the word Vision shall be in 50% black. The tagline shall be in solid black. Alternatively, the entire logo shall be solid black.

3. Printed atop a flat color or continuous tone background image, the word Market shall be solid black, the word Vision solid white. The tagline shall be in solid white. Alternatively, both words and the tagline shall be solid white or solid black.

The logos used in any other color or shade is expressly prohibited.

Note: The logo is not intended to be in a box, these are merely examples of how the logo would look on top of various color backgrounds.

MarketVision's solutions were created around the guiding principle that the most valuable future market intelligence is composed of three primary components – pricing knowledge, demand knowledge and channel knowledge.

These solutions make up the MarketVision® suite of services, and they include: Demand Position, Price Position and Channel Position. These titles should never be used in acronym form. The following are logo treatments for the MarketVision services:

Demand *Position*
A MARKETVISION SERVICE

Price *Position*
A MARKETVISION SERVICE

Channel *Position*
A MARKETVISION SERVICE

The words "A MarketVision Service" are to be used only when the logo or product titles appear without the MarketVision logo or without MarketVision being referenced within text. Additional logo treatments without "A MarketVision Service" are available on the server.

The MarketVision suite of services logos should never be combined with any other logo outside of the MarketVision suite of services nor have letters or images added to it. The position of the letters and the words should never be altered in relationship to each other, nor should the composite proportions be condensed or expanded.

For print impressions the logos are PMS287 blue. They must be reproduced at 100% in this color, with the following exceptions:

1. The logos shall be reversed in white foreground on a black, PMS1788 red or PMS287 blue or formula equivalent background.

Rubicon's publishing arm, IndustryIntel®, offers a collection of published reviews that provide insights from the world's largest repository of future demand and cross-channel pricing data. Rubicon gathers and analyzes the market information and identifies emerging trends within the industry. Through Rubicon's analysis of forward-looking, current and historical market information, IndustryIntel publications **Empower with insight**.

IndustryIntel reports can be customized according to geography, industry segment, brand and/or market scope. The naming of individual reports is to follow the format described below:

1. IndustryIntel + Geography + Segment + Review

    Ex. IndustryIntel North American Lodging Review

2. IndustryIntel + Geography + Segment + Scope + Review

    Ex. IndustryIntel North American Lodging Distribution Review

3. IndustryIntel + Geography + Brand + Review

    Ex. IndustryIntel North American Hilton Review

4. IndustryIntel + Geography + Brand + Scope + Review

    Ex. IndustryIntel North American Hilton Distribution Review

IndustryIntel's tagline is – Empower with insight. The IndustryIntel logo and tagline must be used together, as the tagline is a part of the IndustryIntel logo; they are not separate elements.

The word IndustryIntel is the logo. "Empower with insight." is followed by a period and only the first letter "E" is capitalized. The words "Empower with insight." are used in black.

The logo should never be combined with any other logo nor have letters or images added to it. The position of the letters and the words should never be altered in relationship to each other, nor should the composite proportions be condensed or expanded.

For print impressions the logo is PMS287 blue and PMS1788 red. It must be reproduced at 100% in this color, with the following exceptions:

1. The word Industry shall be reversed in white foreground on a PMS287 blue or formula equivalent background, and the word Intel will remain PMS1788 red. The tagline shall be in solid black.

2. In cases where color printing is not an option, the word Industry shall be in solid black and the word Intel shall be in 50% black. The tagline shall be in solid black. Alternatively, the entire logo shall be solid black.

3. Printed atop a flat color or continuous tone background image, the word Industry shall be solid white, the word Intel solid PMS1788 red or a formula equivalent. The tagline shall be in solid white. Alternatively, both words and the tagline shall be solid white or solid black.

The logo used in any other color or shade is expressly prohibited.
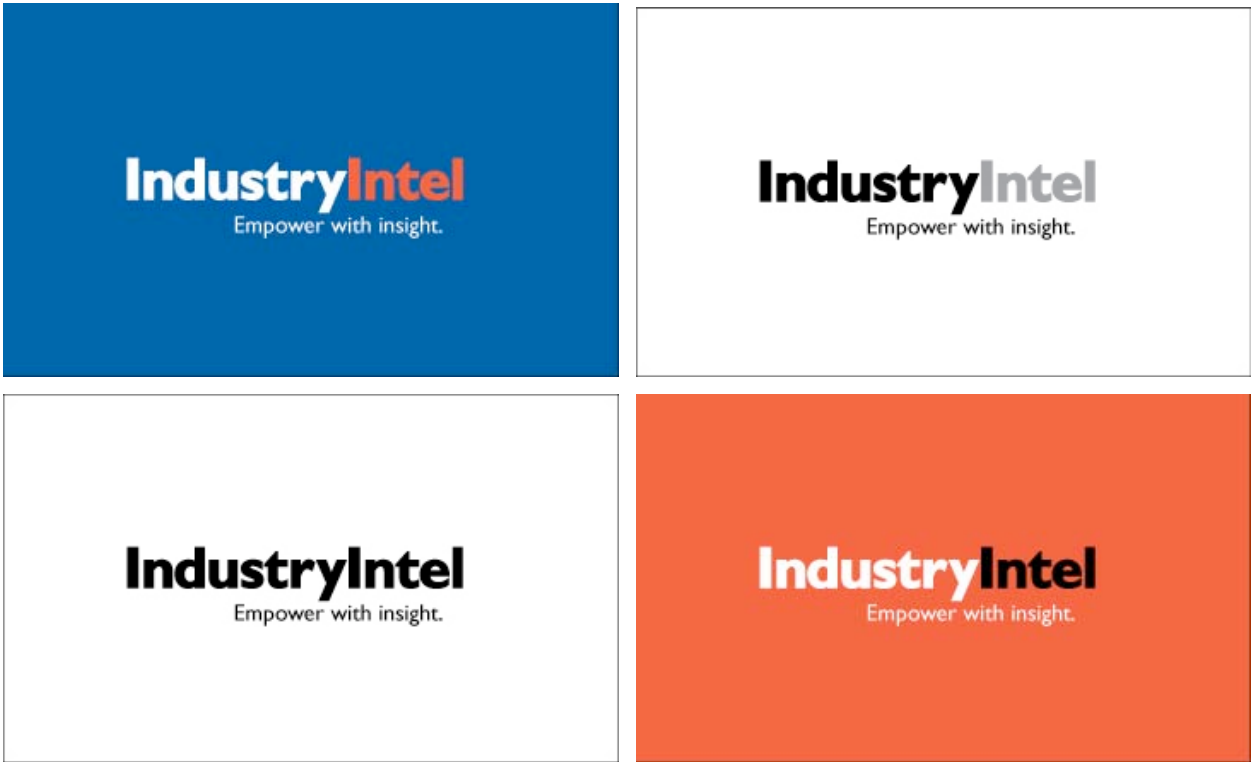
Note: The logo is not intended to be in a box, these are merely examples of how the logo would look on top of various color backgrounds.

Spacing and Clear Space

The Rubicon and MarketVision logos must always be positioned on a horizontal axis, never angled or skewed. The diagrams below indicate proper proportions and clear space within which no other graphic elements, type or surface area edges may encroach or reside. This ensures maximum visibility and legibility of the brand identification.

Demand **Position**

A MARKETVISION SERVICE

Price **Position**

A MARKETVISION SERVICE

Channel **Position**

A MARKETVISION SERVICE

IndustryIntel

Empower with insight.

Logo Placement on a Background

In situations where the logos must be used on a background other than a solid PMS287 blue or 100% black background, there must be sufficient contrast and legibility. Busy patterns, texture, faint colors and drop shadows must be avoided. The logos should always be legible, clear, not obstructed and have appropriate contrast.

Reversing the Logos

Reversing the logos requires that the logo and components reverse out to white or paper color. To ensure sufficient contrast, do not lighten the background color.

Distortion

Distorted, stretched or disproportionate versions of the logo may not be used. If the logo needs to be resized, constrain its proportions by holding down the "shift" key while resizing.

Building the Logos

Do not attempt to build any of Rubicon or MarketVision's logos by typing the name in any typeface. The graphics have been provided in multiple formats and should be used to avoid inconsistencies in the brand.

F. Color Palette

PMS287 blue is the main color to be used with Rubicon materials.

The only contrast colors allowed for use with any Rubicon documents or materials are:

| PMS287 | PMS124 | PMS298 | PMS362 | PMS1788 |
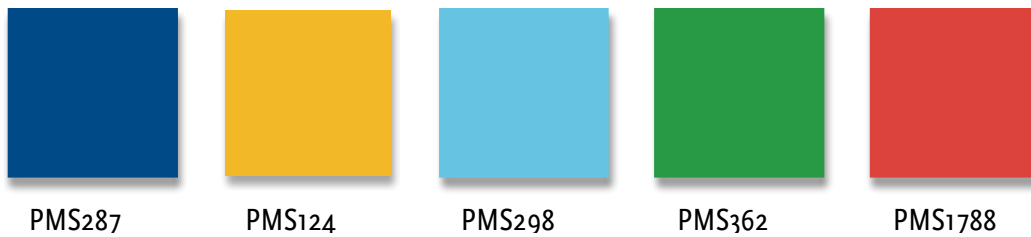
Use is strictly limited to design elements as shown on the correspondence templates throughout this document.

An equivalency chart formulated for reflective as well as projected color models is shown below. For consistency, it is crucial to use the correct PMS colors or their formula equivalents.

Dark blue (PMS287) communicates traits of importance, confidence, intelligence, and stability. Light blue (PMS298) communicates understanding. Used together, dark blue and light blue convey truthfulness and a conservative, but sophisticated look. Yellow (PMS124) symbolizes vision, insight, warmth and richness. The color yellow stimulates mental activity and attracts attention, especially when used with blue. Green (PMS362) represents growth, profitability, stability and endurance. Green is an actionable, healing color. Red (PMS178) symbolizes energy, strength, power and determination. Red also suggests speed combined with confidence.

Color Model	PMS	CMYK	RGB	HEX
Dark Blue	287	100% 68% 0% 12%	0 83 155	01428C
Yellow	124	0% 27% 100% 0%	234 171 0	EAAB00
Light Blue	298	53% 2% 1% 0%	81 182 230	51B6E6
Green	362	78% 2% 98% 9%	63 156 53	3F9C35
Red	1788	0% 88% 80% 0%	234 40 57	EA2839

Images and messages are expressed through type. Consistent use of Rubicon's designated font is a fundamental component of the identity that further strengthens the overall integrity of the brand.

The Gill Sans Family is the official typeface and primary font used for body copy, headlines and subheads in all printed and PowerPoint presentation materials. Styles set up in provided templates dictate the version and size of font to be used for different purposes such as headers, lists, etc.

In Word documents, the font size for regular text should be 12 point. Titles within documents should be at 14 point.

Gill Sans Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Gill Sans MT
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Gill Sans Light
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Gill Sans Bold
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Programmer's Note: So that when people view documents on the web they will be able to view the text in the way that Rubicon has arranged it, the font Verdana is to be used for online text. Verdana font allows for the arrangement to appear uniform across web browsers.

H. Imagery

Imagery in communications materials must be consistent with the brand. Careful selection of appropriate imagery is crucial to successful communication of the brand.

Schroder PR has created an image catalog that reflects the Rubicon brand. It can be found in Appendix A of this document. All images used must come from this catalog or be approved by Tim Hart or a member of the Schroder PR team. If a member of the Rubicon team wishes to use an image in this catalog, please inform Tim Hart or Schroder PR so that it may be purchased and/or delivered.

No clip art or cartoons are to be used.

IV

EXPRESSIONS OF THE BRAND LANGUAGE

RUBICON®

IV. Expressions of the Brand – Language

A. Mission Statement

A mission statement is a brief statement of the purpose of a company. The intention of a mission statement is to keep the company's leadership, staff and customers aware of the organization's purpose. Business decisions, products and services that do not fall in line with the company's mission should be avoided.

A mission statement should:

- Define what the company is
- Define what the company aspires to be
- Distinguish the company from all others
- Serve as a framework to evaluate current activities
- Be limited enough to exclude some ventures
- Be broad enough to allow for creative growth
- Be stated clearly so that it is understood by all

The following represents Rubicon's mission statement:

Our Mission

Rubicon is a leading provider of competitive market intelligence and market analysis to the global travel industry. Our mission is to convert extensive industry knowledge, technological expertise and a storehouse of market intelligence into innovative solutions and incomparable services that transform the way our customers do business. We will accomplish this by orienting first and foremost toward the future, helping our customers identify new opportunities in a timely, anticipatory manner. We will consistently impact the industry by unveiling and shaping trends, raising the competitive standard and sharing insight that no one else can.

B. Rubicon Stock Paragraph

The following stock paragraph should be used to describe the firm on marketing collateral and press releases. The stock paragraph summarizes who and what Rubicon represents.

About Rubicon

Rubicon (www.RubiconGroup.com) offers the broadest and deepest collection of market insight in the travel industry today. A leading provider of competitive market intelligence and market analysis to the global travel industry, Rubicon integrates competitive market information into the business planning and revenue management practices of its customers, including the top global hotel and rental car companies. Its flagship product, MarketVision®, offers a comprehensive suite of services that addresses market positioning in terms of price, demand and channel. Rubicon's publishing arm, IndustryIntel®, provides insights from the world's largest repository of future demand and cross-channel pricing data.

C. MarketVision Stock Paragraph

The following stock paragraph should be used to describe MarketVision® on marketing collateral and press release. The MarketVision stock paragraph summarizes what its services provide.

About MarketVision®

MarketVision is Rubicon's premier market intelligence product designed to help customers gain knowledge of the market and a vision for their future. Through its suite of services, it offers the broadest and deepest collection of market intelligence available across the hotel and rental car industries. By aggregating past, current and forward-looking market information, MarketVision's solutions better position users to compete effectively. Simply put, this translates into enabling customers to **See with clarity.**

D. Elevator Speech

An elevator speech (or pitch) is an overview of a company or of an idea for a product, service or project that can be quickly and easily communicated. The name reflects the fact that the overview should be short enough so that it can be delivered in the time span of an elevator ride (for example, thirty seconds or 100-150 words). An elevator speech includes the following:

- Who you are
- What you do
- What the benefit (or value proposition) is for the customer

If your pitch is successful and you become engaged in a conversation, you should then be prepared to discuss how you provide the benefit.

Because everyone who works for Rubicon is a brand ambassador, it is important for each team member to be able to articulate who Rubicon is, what Rubicon does and how it benefits its customers in a clear and concise manner. An example of an elevator speech for Rubicon is:

Rubicon provides market intelligence and market analysis to the global travel industry to improve our customers' revenue performance.

What really makes us unique is that no one else aggregates current and forward-looking market data like we do. We can provide you with what your market is going to look like up to a year in advance.

We do this through our MarketVision suite of services to help the travel industry and even investors transform the way they do business.

V

EXPRESSIONS
OF THE
BRAND
IN PRINT

RUBICON®

V. Expressions of the Brand – In Print

All print documents and templates mentioned below can be found on the company wiki or shared drive on the server.

A. Business Cards

Rubicon business cards are often the first point of contact for the Rubicon brand. In order to maintain brand consistency, all business cards must be consistently designed for all members of the Rubicon staff.

Print specifications

Size: This is a standard size business card (3.5" x 2")

Color: White background and PMS287 blue for all lettering and the logo

Typography: Gill Sans Regular (Gill Sans MT)

Paper: 80# Solutions Cover, Carerra white, smooth finish

Print and usage specifications

Size: This is a standard size letterhead (8 ½" x 11")

Color: The letterhead is printed with PMS287 blue as the header and footer

Letterhead and text topography: all text should be in Gill Sans Regular (Gill Sans MT) font. The font size for regular text should be 12 point. Titles within documents should be at 14 points.

Paper: 70# Solutions text, Carerra white, smooth finish

Margins: Margins are set by the Microsoft Word first- and second-page templates and should not be reduced or expanded. Margins are: 1" left and right, 1" from top and 1.5" from bottom.
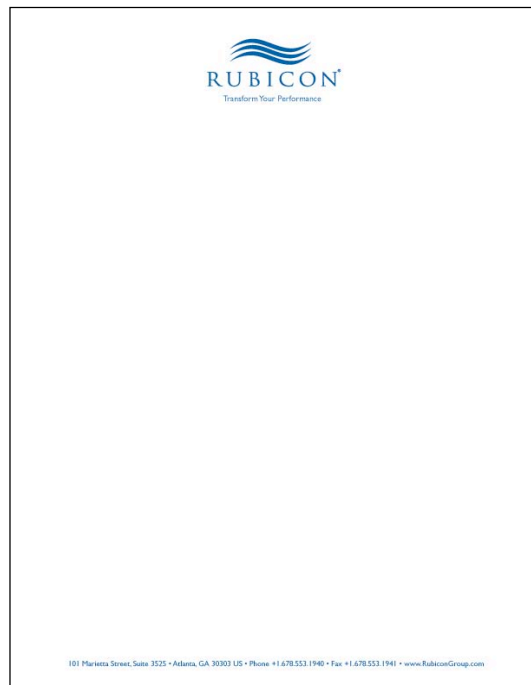
Print and usage specifications

Size: This is a standard triangle-flap #10 size business envelope

Color: The Rubicon return address is printed in PMS287 blue

Typography: The return address is Gill Sans Regular (Gill Sans MT), and the addressee should be printed in Gill Sans Regular as well. The font size for regular text should be 12 point

Paper: 70# Solutions text, Carerra white, smooth finish

Template specifications
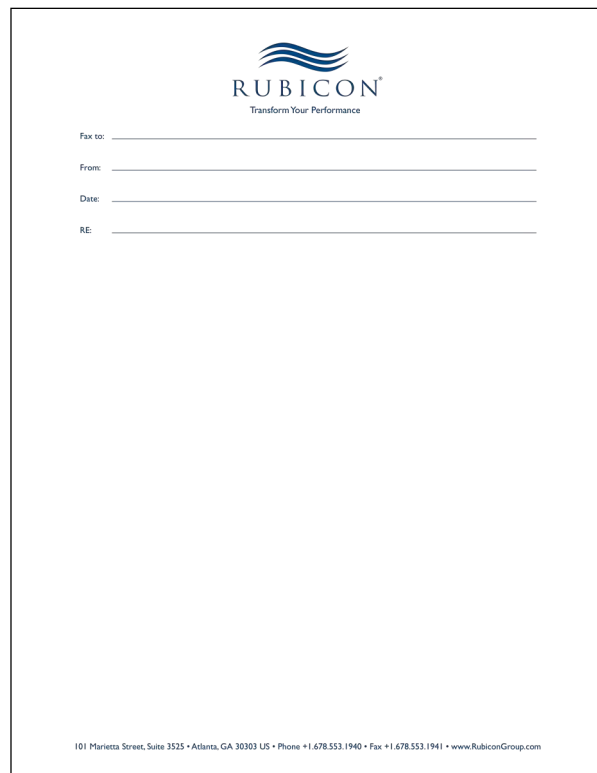
Format: This template is provided for use in Microsoft Word

Size: This is a standard size letter form (8 ½" x 11")

Color: Black – because this form will be faxed, it is important that all of the components on this form remain 100% black

Typography: Gill Sans Regular (Gill Sans MT). The font size for regular text should be 12 point. Titles within documents should be at 14 points.

Margins: Margins are determined by the Microsoft Word template and should not be reduced or expanded. The margins are 1" left and right, 1" from top and 1.5" from bottom. A sample is below.

Rubicon staff may need to create marketing materials about specific products tailored to a certain audience or client. The MarketVision template shown below is to be used for all marketing materials pertaining to MarketVision and its suite of services. Text should be written in the Gill Sans Regular (Gill Sans MT) font, size 12 point for regular text and size 14 for headings.
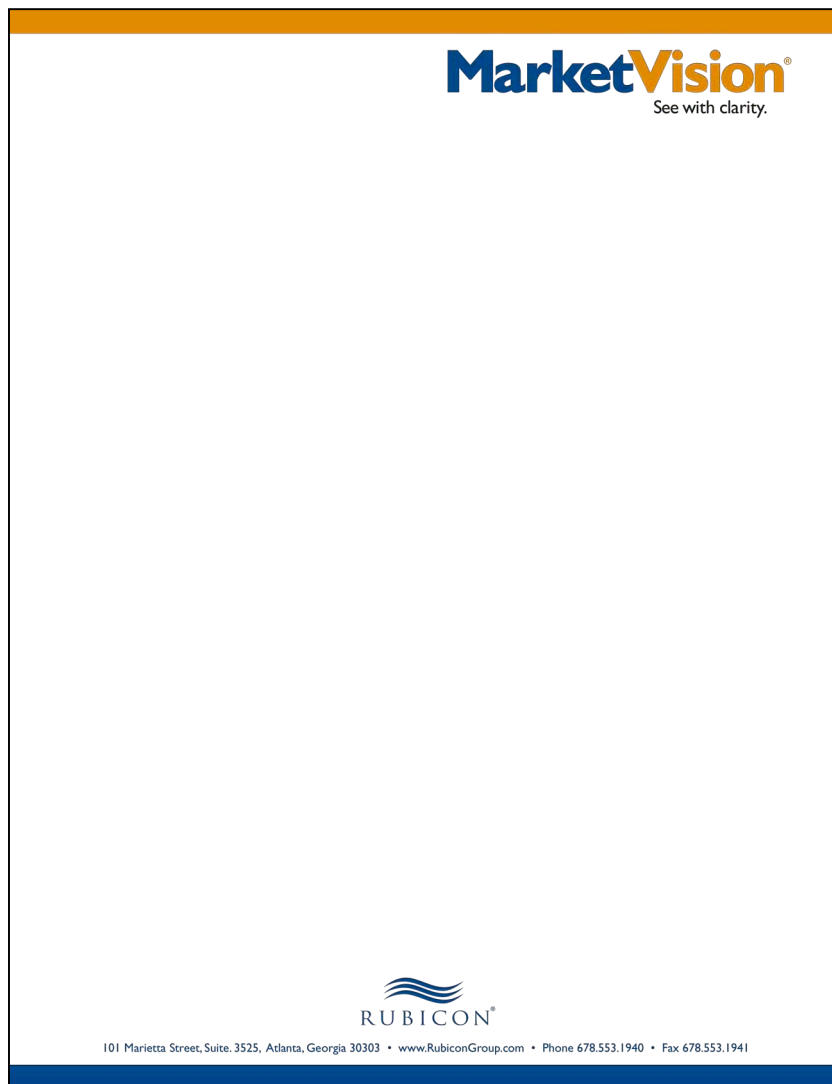
Biographies should be consistent for members of the Rubicon team. Below is an example of a biography for President and Chief Operating Officer Tim Hart. Biographies should not exceed one page in length. They should be written on Rubicon letterhead. A photo the size of 1" high x 1.5" wide should be placed at the top left. Margins of all text and inline photos should be consistent with the letterhead and fax sheets at 1" left and right, 1" from top and 1.5" from bottom. The name of the Rubicon team member is on the first line, followed by his or her title on the second line. Both lines are in bold. The descriptive text follows (unbolded). The font is Gill Sans Regular (Gill Sans MT) and the font size is 12 point.

RUBICON®

101 Marietta Street, Suite 3525
Atlanta, GA 30303 US

Transform Your Performance

H. Note Card

The note card should be used when sending personalized notes to clients, potential clients, business partners and vendors. Be sure to use your own handwriting, preferably in black or blue ink. Note cards are less formal than correspondence on letterhead and should be treated with a personal touch.

note card front

note card back

J. PowerPoint Templates

It is very important for presentations to reflect the brand visually, in copy content and in tone. Presentations are opportunities for the Rubicon brand to be in the spotlight. PowerPoint presentations must be created on the approved templates. Careful consideration to graphic elements must be made utilizing the official image catalog. The following are examples of the cover page template as well as two options for the main presentation slide format. The first main slide option includes navigation buttons along the bottom to let your audience know what part of the presentation you are covering and what is ahead. The second main slide option is without this navigation.
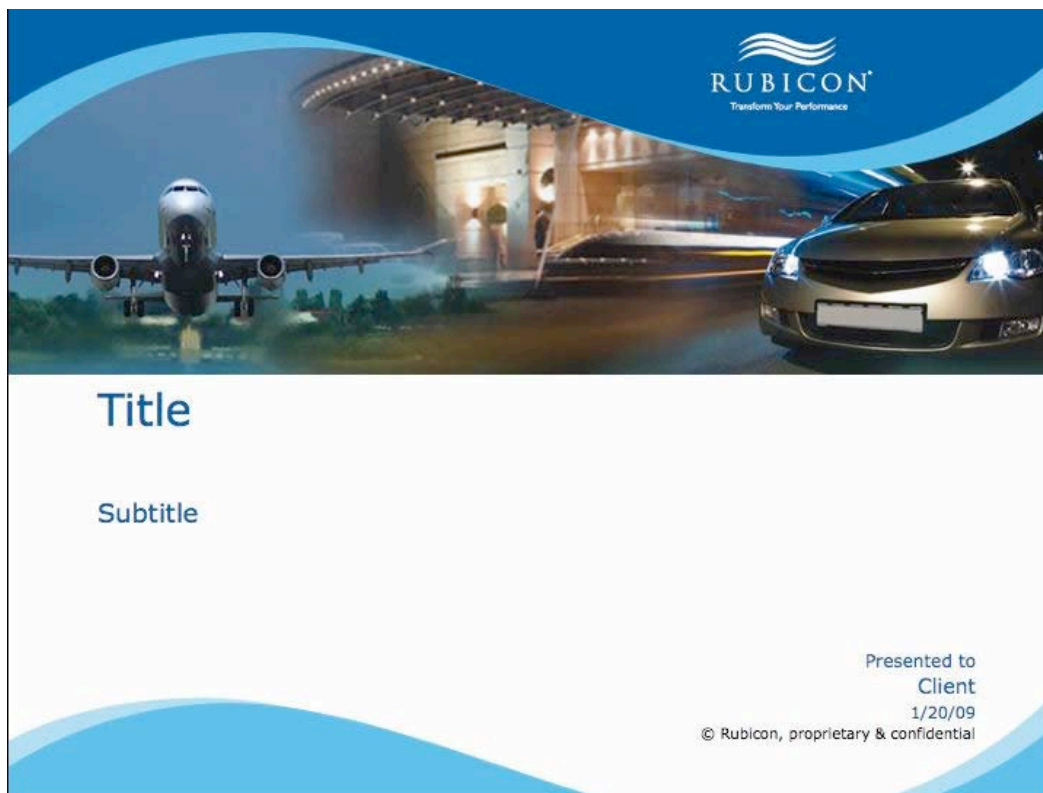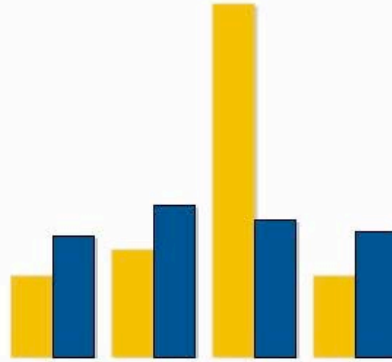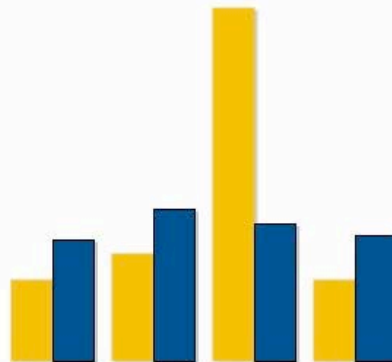
Press release ideas should be communicated to Rubicon executive staff. Ideally, Rubicon's public relations firm will primarily draft press releases on behalf of the company. Rubicon executive staff will approve all releases. Press releases should be prepared on Rubicon letterhead. Spelling and grammar should comply with the AP Style Guide. All press releases should follow this format:

RUBICON®
Transform Your Performance

HEADLINE ALL CAPS 14 PT FONT, GILL SANS

Sub-head Cap Each Word, 12 pt Font and Italicize

ATLANTA, October 22, 2007 – Dateline as indicated to the left and cities and states according to AP Style. First graph copy here. This is dummy text.

Subsequent graphs are single spaced and aligned left as shown below. Try to include a quote. Place hotlinks throughout text and think about key words for optimization.

"Great quote," Someone said. "And so on and so on."

More info on topic follows.

About Rubicon
Stock graph here. Include web link. The symbol below signifies the end of the release. Contact info goes after that.

-30-

Contact: Team member name, company, phone number, ext. ###, email

101 Marietta Street, Suite 3525 • Atlanta, GA 30303 • Phone +1.678.553.1940 • Fax +1.678.553.1941 • www.RubiconGroup.com

VI

EXPRESSIONS
## OF THE
BRAND
ONLINE

RUBICON®

VI. Expressions of the Brand -Online

A. Email Signature

Each employee's email signature should be formatted consistently. All text, both email signature and text within the email should be 10 point Verdana, black. The background color of the email is white only. No additional logos, slogans, personal quotes or text should appear in your company email. The Rubicon Confidential and Proprietary Information should be included on every email generated by a Rubicon employee, whether it is an internal or external email. Do not abbreviate your job title. The email signature should be single-spaced, in the following order:

Full Name
Title
Rubicon logo image (gif supplied by IT)
101 Marietta Street
Suite 3525
Atlanta GA 30303
+1 678.XXX.XXXX
+1 678.XXX.XXXX
Email address i.e., name@RubiconGroup.com

RUBICON CONFIDENTIAL AND PROPRIETARY INFORMATION. This communication and any attachment to this communication may contain proprietary or confidential information of Rubicon or its licensees or information that is legally privileged or otherwise exempt from disclosure. Except for personal use by the intended recipient, or as expressly authorized by the sender, any person who receives this information is prohibited from disclosing, copying, distributing, and/or using it. If you have received this communication in error, please immediately delete it and all copies, and promptly notify the sender. Nothing in this communication is intended to operate as an electronic signature under applicable law.
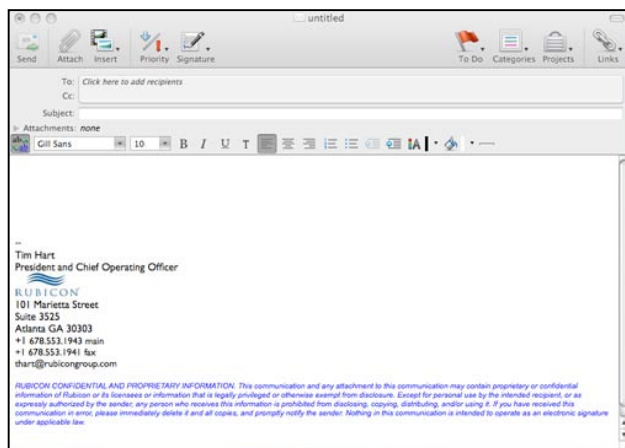
B. Website

An entity's website is often an audience's first impression of the entity's brand. Before talking with someone representing the organization, reading marketing materials or even seeing a business card, audiences navigate to websites to quickly gather information, get a "gut feeling" about the entity and develop a first impression.

The power of a website cannot be emphasized more strongly. This first impression needs to resonate and make a connection with the audience. The brand must be clearly communicated and make a lasting impact.

All images and text on the website need to be pre-approved by Tim Hart or Schroder PR. Only the official Rubicon and MarketVision suite of services logos can be used on the website. Images must be consistent with the brand and come from the official image catalog.

NOTE: Rubicon's website has not yet been updated to reflect the current brand. Schroder PR is currently working on a strategy and timeline for updating the website and, once approved, we will begin aligning the website with the Rubicon brand.

VII

CONTACT
INFORMATION

RUBICON®

VII. CONTACT INFORMATION

For information or questions about Rubicon brand standards contact:

Schroder PR

404.872.7289

Jennifer Sheran, Jennifer@SchroderPR.com

Ann Warren, Ann@SchroderPR.com

Rubicon

Tim Hart

678.916.4972

Thart@RubiconGroup.com

VIII

APPENDIX A
PHOTO
GALLERY

RUBICON®

People

1 ist1 5694405

2 ist2 4885430

3 ist2 4188391
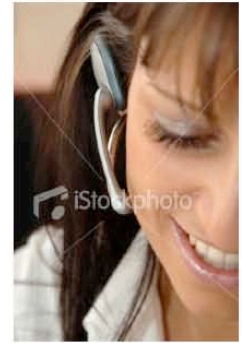
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5 ist2 4904116
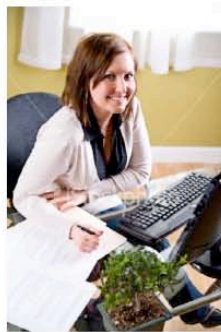
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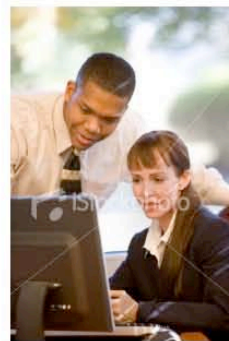
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8 ist1 2910017

9 ist1 4446361

10 ist1 4475783

11 ist1 5707864

People

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13 istl 2914019

14 istl 1787194

14 Rubicon 42-16853344

15 Rubicon 42-17127897

People

16 Rubicon 42-17504017
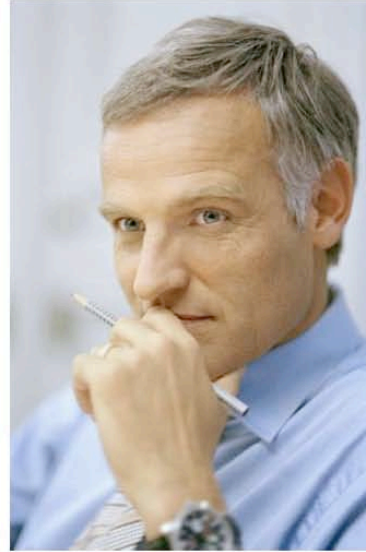
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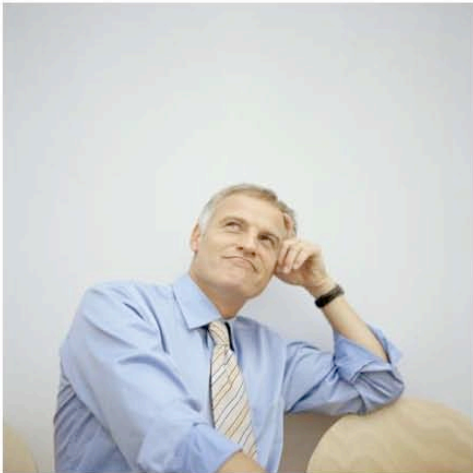
18 Rubicon 42-17721143

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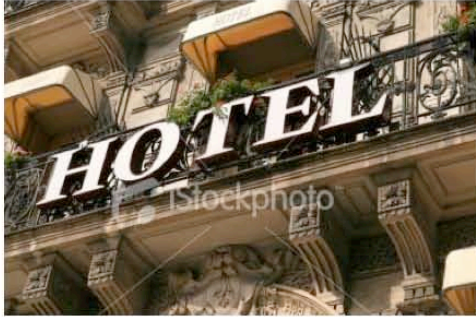
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20 ist2 3689848

21 ist2 1818210
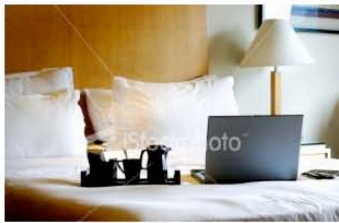
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23 ist1 4527548

24 ist1 479842

25 ist1 4495455

Air Travel

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28 istl 677863
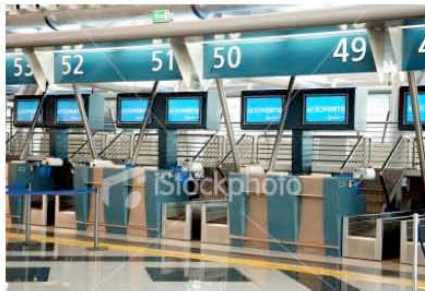
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30 istl 3387338

31 istl 5867917

Air Travel

32 ist1 4941515

33 ist1 450638
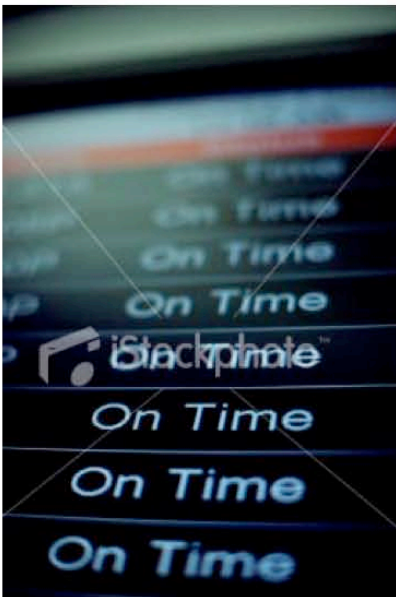
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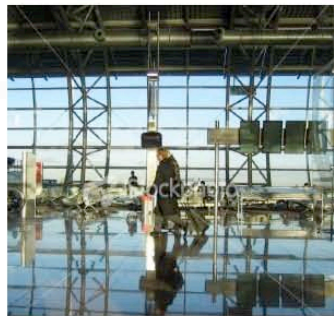
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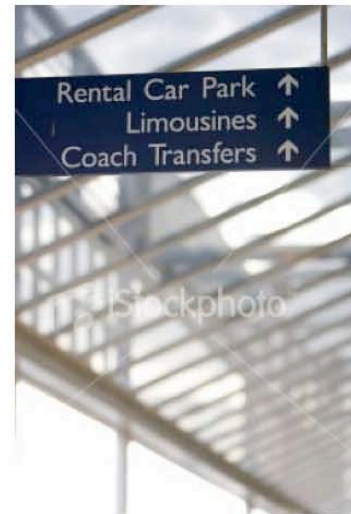
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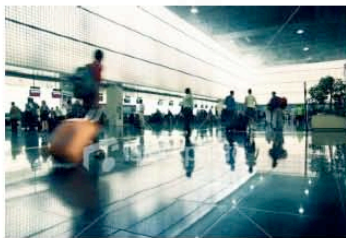
37 ist2 4364539

38 ist1 4715239

Road and Water Travel

39 istl 5451874

40 istl 3601764

41 istl 3849808

42 istl 5495905

General Travel

43 istl 509930c7

44 istl 5538517

45 istl 5524768

46 istl 4781723

47 istl 4990849

48 istl 5057518

49 istl 5242309

General Travel

50 ist1 5308008

51 ist2 2363368

52 ist2 2057723