Suncor
Brand and visual identity guidelines
April 2017
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### Branded materials – specifications and guidelines

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### Brand support

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These guidelines contain everything you need for the clear and consistent implementation of our brand and visual identity.

**Inspiration**
This document will help you understand our brand and inspire you to explore its potential.

**Information**
It contains all of the information you need to create and maintain a strong brand identity.

**Instruction**
Every brand and visual identity has rules, and this guideline contains detailed instructions on how to implement our identity effectively.

Our brand guidelines are presented in sections that provide details on application and use. This first section and section 2 provide a good overview of the brand and its identity elements.

**Examples and templates**
Throughout these guidelines, examples of communication materials are used to illustrate the application of the identity. In addition, design templates have been created for items such as stationery and PowerPoint.
A strong brand is important to our business. It creates value, enhances understanding and helps build a positive reputation.

1.1.1 Creating value

**Recognition**
Consistency in presentation and communication will help people to recognize Suncor and what we stand for.

**Motivation and direction**
Our brand is based on a clear and motivating purpose. This directs our decisions and helps us to achieve our strategic goals.

**Consistent experience**
A strong brand will help ensure that every time someone comes in contact with our company, either literally or virtually, they have the same positive experience.

**Differentiation**
Standing out from the crowd is important. We are proud of our brand and how it is different.

**Connection**
A successful brand connects with people on an emotional level, which helps them to understand, support and believe in our company.

*Everyone in our company is an ambassador of the brand. These guidelines will help you to understand our brand promise and how to express it.*
1.2 Brand assets

“If you are not a brand, you are a commodity.”

Philip Kotler

We have a clearly defined mission, a vision for our future and a set of values that define our behaviour. These are the foundation of our brand.
When we talk about energy, we mean the valuable resource that the world needs. As an integrated energy company, we explore, develop, refine and deliver. We also create human energy, in our company and through our influence, to change our world for the better. This is our mission and our promise. It is distinctive, emotive and unique to us.

Our mission defines the core purpose and focus of our business.

When we talk about energy, we mean the valuable resource that the world needs. As an integrated energy company, we explore, develop, refine and deliver. We also create human energy, in our company and through our influence, to change our world for the better. This is our mission and our promise. It is distinctive, emotive and unique to us.
To be trusted stewards of valuable natural resources. Guided by our values, we will lead the way to deliver economic prosperity, improved social well-being and a healthy environment for today and tomorrow.

Our vision defines where the company sees itself in the future and its place in the world. It is expressed as a set of aspirations. It speaks of being trusted stewards because we recognize our responsibilities to the environment and to the communities in which we operate. We are proud of how we manage our business and the contribution we make today and for tomorrow. We will express this view of the future through our written messages and visual imagery.
Our values are based on a constant set of beliefs, and describe “the way we do things around here.” We expect every Suncor employee to live by these values every day and we look to express them in our communications.
Our brand has a distinctive personality which when expressed, brings the business to life.

Our personality traits are:

- genuine
- committed
- collaborative
- progressive
- human
Suncor provides the energy we need to create a better world.

As a leader, we raise the bar by looking at the whole picture, building bridges and finding solutions to complex problems.

We value people and stand by our commitments.

We are trusted to deliver economic prosperity, social well-being and a healthy environment for today and tomorrow.
The aim of the brand strategy is to set direction and deliver real value to the company, both in terms of financial worth and positive reputation. It does this by helping to deliver our business goals; acts as a compass that aligns the organization in everything we do and say; and creates understanding and confidence amongst all stakeholders. And these are the measures against which we evaluate the success of our strategy. Specifically, the brand strategy is focused on:

- Understanding and living our mission, vision and values in everything we do
- Aligning all of our communications efforts to achieve coordinated goals
- Measuring the impact of our activity against our specific objectives

Our brand is one of our most valuable assets. It reflects our business strategy, and helps to guide policies, culture and behavior.

Where does the brand sit in an organization?

Strong brands articulate brand strategy in a clear and compelling manner and are an extension of the business strategy. Moving from “saying” what your brand represents to “saying and doing” requires effort, but it’s what builds a strong brand and business. Companies that can operate in the say and do space are strong brands.
Our brand architecture

Suncor is our corporate brand. Within that brand, we have a number of business initiatives and campaigns and, although some of these may have their own names, they must follow the Suncor brand and visual identity guidelines.

There are two sub-brands, Petro-Canada and the Suncor Energy Foundation. These brands have their own names and visual identities, but they are aligned to the Suncor brand as they share our mission, vision and values.

Petro-Canada is our consumer-facing brand. It has its own brand promise and proposition and a number of ‘product brands.’ The relationship between the brands is one of corporate endorsement, called an endorsement brand model.

The Suncor Energy Foundation brand shares a number of the visual attributes of the Suncor brand, but it is independent of the commercial activities of our business.
Expressing our brand

“Be yourself. Everyone else is taken.”

Oscar Wilde

Having defined the brand, we now need to bring it to life.
Energy is at the core of our brand story.

It is the reason we exist and it permeates everything we do. It is a physical fuel for the world and, in the abstract it powers our ideas, ambitions and actions.

In practice, we should express energy in all of our communication. Images should have an energy of their own, using light and a sense of movement. Our language should have impact, and be active and expressive.

**Principle 1**
**Illumination and ideas**
We have energy to inspire, to see new ideas and find solutions.

**Principle 2**
**Vision and development**
We look beyond today, seeing the big picture, working responsibly, to achieve what is needed tomorrow.

**Principle 3**
**Realization and delivery**
We use our energy to help improve the world around us.
1.3.2 Our visual approach

We seek to inspire, inform or instruct in our communication.

It is important to identify our primary goal to ensure we achieve the desired level of understanding or action.

**Inspire**

We need to build an emotional connection with our audience if we wish to inspire. This calls for a creative approach, where thought-provoking ideas are communicated with imaginative imagery, intelligent copy and an interesting visual layout.

**Inform**

A structured approach is necessary when our aim is to inform. Layout and design should be inviting and engaging. Clarity and accessibility are of equal importance.

**Instruct**

Documentation that aims to instruct needs to have clarity of purpose and content. It will feel more controlled than when inspiring or informing, and is likely to be more concise. Layout and design are formal, but still need to be interesting to read and inviting.

**Anti-corruption information guide**

Understanding Suncor’s expectations...
1.3.3 Our tone of voice

Our tone of voice is the language we use or the way we deliver it, whether it’s spoken or written, when we are representing Suncor.

How we communicate verbally is as important as how we communicate visually. Our communication should engage with readers and listeners in an energetic and enthusiastic style that has a ‘human’ feel to it. It reflects an honest, confident personality. The tone of our communication should never be pretentious or false; it is natural, unaffected and intelligent.

We maintain a conversational manner, using simple explanations rather than jargon, and wherever possible avoid technical terms unless we define them.

When writing, think of it as real people talking to real people, face-to-face, and often one-on-one. It is about real stories and shared experiences told in a meaningful, honest and engaging way.

Economy has value; using long words in complicated sentences will make it harder to get the meaning across. Above all, we avoid ‘corporate-speak’ and using too many internal terms, phrases and acronyms that can feel excluding to others.
1.3.4 Our written style

Corporate-speak – with its self-important feel and tired, dull phrases – is the opposite of real and readable. Engaging language has an attractive simplicity and an authentic manner that respects the way people speak.

Infuse energy into your sentences by choosing verbs rather than nouns.

Do write like this…
Suncor is creating and sustaining…

But not like this…
Suncor is committed to the establishment and sustainment of…

Do write like this…
Suncor invests heavily in environmental protection.

But not like this…
Significant funds are being invested in the protection of the environment.

Be conversational. Use contractions. Ask questions. It’s OK to begin the odd sentence with “And”

Do write like this…
Let’s talk about how this helps Suncor. It isn’t simple, but we’ll try to make simple sense of it…

But not like this…
The positive impacts on Suncor’s business are potentially significant. [Insert complex and highly technical explanation here].

Don’t use a lot of cumbersome words that are technical when a few simple straightforward ones will do.

Do write like this…
We use new technologies to cut costs…

But not like this…
Suncor utilizes innovative technological developments to minimize expenditures…

Use the opportunity to inject copy with life, transforming lazy sentences into active calls to action.

Do write like this…
Get involved! Send us your story today.

But not like this…
You can participate by submitting a story you would like to share.

Write like a leader, not a follower. Craft each sentence with purpose and energy.

Do write like this…
Forging strong and lasting relationships – that’s how we do it.

But not like this…
Suncor is committed to developing and maintaining positive, meaningful relationships with stakeholders in all of its operating areas.
1.3.4 Our written style

We have specific guidelines about our writing style, allowing all of us to communicate in a way that reflects our culture and our personality in our writing.

Be bold. Take risks. Innovate rather than imitate. And seek to inspire.

Do write like this…
In the words of Steve Williams, “Innovation and human ingenuity are part of our DNA.” As writers (and speakers), we share that DNA...and must let the creative genes express themselves.

Choose personally empowering statements over platitudes that speak to the masses.

Do write like this…
You have the power to make our workplace safer.

But not like this…
Each and every one of you can contribute to the enhancement of safety in the workplace.

Don’t use words and clichés – instead write clear and energetic copy that will engage the reader.

Do write like this…
In our quest to create energy for a better world, Suncor never loses sight of the people and communities our business touches. Isn’t that what sustainability is all about?

But not like this…
Suncor is a unique and sustainable energy company dedicated to meeting or exceeding the changing expectations of our current and future stakeholders.

Respect the fact that time is precious, so don’t waste yours or your readers. Get to the point. And quickly!

Do write like this…
This element defines the requirements for a risk management system.

But not like this…
The intent of this element is to establish clear requirements for the implementation of a systematic approach to identify and manage risk.

Don’t assume people have the same knowledge to decipher industry jargon as you do.

Do write like this…
Upgrading flexibility allows Suncor to tailor blends to our customers’ needs…and get higher prices for our products.

But not like this…
Suncor’s flexible upgrading configuration helps to optimize realizations by allowing the company to blend synthetic crude oil to specifications desired by its refining customers…

Reinforce your reader’s personal connection to Suncor’s goals and values by addressing the individual.

Do write like this…
You are crucial to Suncor’s success.

But not like this…
Every employee plays an important role in the attainment of Suncor’s corporate goals.

It is important to ensure that you are writing to our style – a consistent written style will help us deliver the best brand experience.

For more information about our written copy style contact brandmgmt@suncor.com.
Photography is a key tool in conveying the world of our brand and our business. Photos help present our stories, promote ideas and show our activities. They should be expressive, feeling both natural and approachable.

Our photography is about capturing and reflecting the energy we bring to creating a better world. It is presented visually through the use of light and in the spirit of the people and subject matter.

We use a journalistic style that captures the important moments, the movement, and the light. Images should convey ideas, support our vision and present reality in an open and honest way.

We do not always reflect this in a single image – sometimes we use a collection of images, each of which presents a different moment or aspect of our story.

Whether it is presenting an aspect of our operations, a business support function or our view of the world, there are three key themes from our brand story that guide our imagery:

- **illumination and ideas**
- **vision and development**
- **realization and delivery**
2.1 Bringing our brand to life

The first section of these guidelines focused on the thinking behind our brand and how it acts as a set of guiding principles for the company. In this section, we demonstrate how the brand is expressed and the rules that guide its usage.
2.1.1 Representing our brand

Our brand is Suncor. This is the name and logo that we use in all communications about our activities and operations. When using the logo, it must appear as seen here.

1. **Suncor logo is the simple form.** It’s how we talk about our company and how others refer to us. It represents the essence of our company. It does not require translation.

   For internal use, refer to Suncor on first reference, unless the full name is required for legal reasons.

   For external use, the first reference to the company name in an external document should always be the full name of the company (Suncor Energy). The company can then be referenced as Suncor.

   Exception. In cases where an external sponsorship or event is branded ‘Suncor’ the ‘Energy’ is not required in the first instance. ie. Suncor is a proud supporter of the 2015 Western Canada Summer Games.

2. **Suncor Energy logo is the complete form.** The complete form of the logo is used on financial and corporate documents, stationery, and building signage enterprise-wide. This version of the logo does require translation. It is the logo that is used with subsidiaries (e.g. Suncor Energy Services Inc.). Suncor Energy Inc. is the legal entity used for our stock exchange listing and on legal documents.

3. **Suncor has a number of sub-brands.** The Suncor Energy Foundation sub-brand is a private, non-profit, charitable foundation.

   Petro-Canada is a sub-brand that is used in our retail, wholesale and lubricants business. Suncor and Petro-Canada logos are rarely used together. Instead, a subtle, three-level endorsement system identifies Petro-Canada as a Suncor business:
   1. A Suncor business
   2. Petro-Canada is a Suncor business
   3. Suncor is the proud owner of Petro-Canada

   The endorsements communicate ownership and transfer strengths from one brand to another.
2.1.2 Suncor endorsement guidelines

**Level 1 endorsement**
Level 1 endorsement appears on customer-facing Petro-Canada touch points where it appears on the same page or plane as the Petro-Canada logo.

*English version*

*A Suncor business*

*French version*

*Une entreprise de Suncor*

**Level 2 endorsement**
Level 2 endorsement appears on Petro-Canada wholesale, partner, distributor and product touch points where the endorsement is placed away from the Petro-Canada logo.

*English version*

*Petro-Canada is a Suncor business*

*French version*

*Petro-Canada est une entreprise de Suncor*

**Level 3 endorsement**
Level 3 endorsement is for Petro-Canada community investments and sponsorships. It appears on Petro-Canada community partnership touch points.

*English version*

*Suncor is the proud owner of Petro-Canada*

*French version*

*Suncor est fière propriétaire de Petro-Canada*

For more information about the Petro-Canada brand, visit the Petro-Canada Brand Centre at http://brand.petro-canada.ca (site registration is required).
2.1.3 Our logo

The Suncor logo is the symbol that represents our brand. It is made up of elements that reflect different aspects of our brand and acts as a signature to all our communication.

The Suncor logo is a fixed element of our identity and it must never be altered or recreated in any way. Its application is carefully controlled by the guidance provided in these guidelines. The logo consists of two graphic features – the logotype and the energy arc. They always appear together in the relationship you see here.

The blue logotype is strong, confident, and reassuring, while the yellow to warm red of the energy arc represents the energy we bring, and the enthusiasm we have for a better world.
2.1.4 Our logo – clear space

As the main identifier of our business, the logo plays a critical part of our visual identity. For maximum visual impact, always position the logo within a clear area.

We always maintain a clear space around the Suncor logo, free from text and graphics. The minimum clear space is equal to the capital ‘S’ of Suncor.

It is also acceptable to superimpose the logo onto a photograph. Place it in an undisturbed area of the photo where there is adequate contrast between the logo and the background.
Ensuring the appropriate colour is used for our logo is important in maintaining our brand’s visual integrity.

The Suncor logo is made up of colours from the primary colour palette (see section 2.3.5). Wherever possible, use the full colour logo on a white background. This is the preferred version of our logo.

Other colour options for the Suncor logo are acceptable. These colour variations can be used when the full colour version is not appropriate:

- when reproduction process limits the use of full colour
- when budget restricts the use of full colour

Suncor’s logo files can be downloaded at www.suncor.com/en/newsroom/584.aspx.
2.1.6 Our logo – sizing

A minimum size for the use of our logo ensures that we retain clarity across all communication formats.

<table>
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<th>Minimum size for print</th>
<th>Minimum size for digital</th>
<th>Minimum size for embroidery</th>
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<tbody>
<tr>
<td>15 mm</td>
<td>110 px</td>
<td>51 mm</td>
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</table>

The minimum size for print is 15 millimetres / 0.6 inches.
The minimum size for digital reproduction is 110 pixels. This ensures reproduction of the logo when supplied at 72 dots per inch (dpi).
The minimum size for embroidery is 51 millimetres / 2.0 inches. Only the single colour version of the logo should be used for embroidery. For Suncor blue use Madeira 1934 thread.
2.1.7 Our logo – misuse

Controlling the appearance of our logo and its application is important in maintaining consistency and recognition.

The examples opposite show various ways the Suncor logo should not be used, changed or modified. Our logo should never be:

- distorted
- expanded
- placed in a box
- created in any other colour other than those specified
- placed on backgrounds that impair clarity
- have effects applied.

The logotype and energy arc should never be:

- separated
- replaced with a different typeface
- used independent of each other.

Always use electronic files provided by Suncor to reproduce our corporate logos. Suncor’s logo files can be downloaded at www.suncor.com/en/newsroom/584.aspx.

Size the logo files proportionately using the corner handles of the digital file, while holding down the shift key.
2.1.8 Our logo – using the trademark symbol

The trademark symbol and notice serves to educate the public that the Suncor logo is a registered trademark of Suncor Energy Inc.

The trademark symbol and notice must be used properly to protect Suncor's trademark rights.

The symbol is aligned as shown. All other logo guidelines (see sections 2.1.3-2.1.7) apply to the trademark version of the Suncor logo.

Always use electronic files provided by Suncor to reproduce our corporate logos with the trademark symbol and use the appropriate notice. There is an English, French and bilingual version of the logo with the trademark symbol. The bilingual version is provided for third party use. Select the correct logo and notice for the language of the application.

Contact brandmgmt@suncor.com if you require these files and have questions about use of the trademark symbol and notice.

Logo with the trademark symbol

Trademark notice used on other materials and under licence
Placed away from the signature as a footnote on the page. Text is set in Frutiger Light or in the typeface of the application.

Trademark notice for Suncor web properties, annual reports, quarterly reports, other investor relation materials, and Report on Sustainability
Text is set is the typeface used on each web property or report.

<table>
<thead>
<tr>
<th>English Suncor Energy Inc. materials:</th>
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<tbody>
<tr>
<td><strong>TM</strong> Trademark of Suncor Energy Inc.</td>
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<tr>
<th>French Suncor Energy Inc. materials:</th>
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<tr>
<td><strong>MC</strong> Marque de commerce de Suncor Énergie Inc.</td>
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<tr>
<th>English and French bilingual Suncor Energy Inc. materials:</th>
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<tr>
<td><strong>TM/MC</strong> Marque de commerce de Suncor Énergie Inc. – Trademark</td>
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<th>English third-party materials:</th>
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<td><strong>TM</strong> Trademark of Suncor Energy Inc. Under licence.</td>
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<td><strong>MC</strong> Marque de commerce de Suncor Énergie Inc. Utilisée sous licence</td>
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<tr>
<td>Suncor and the Suncor logo are trademarks of Suncor Energy Inc.</td>
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<tr>
<td>Suncor et le logo Suncor sont des marques de commerce de Suncor Energy Inc.</td>
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2.1.8 Our logo – using the trademark symbol

When to use the trademark symbol and notice

1 There are materials on which it is important that the trademark symbol and notice appear.
   These include:
   - All displays and advertising materials relating to the provision of products and services when the logo is used by a third-party licensee (and in that case the notice must also indicate that the mark is used under licence)
   - All external advertising materials (digital, print and TV) relating to the provision of products or services
   - All trade show and event displays, including booths, panel and pop-up banners relating to the provision of products and services
   - Consumer and business-to-business (i.e. Lubricants) websites and social media channels
   - All invoices and bills of lading for products sold in bulk

   Only employees, approved suppliers and third-party licensees, such as partners, dealers, distributors and agents, may use our Suncor, Petro-Canada and Sunoco logos, word marks and design marks.

2 There are materials on which the trademark symbol and notice do not appear.
   These include:
   - social media graphics
   - ‘logo soup’ sponsorship pages, advertising or banners
   - stationery, including letterheads, business cards, envelopes and forms
   - Corporate web interfaces
   - PowerPoint presentations
   - Facility signage
   - Apparel
   - Promotional merchandise
   - Vehicle signage
   - On printed or manufactured materials less than 75 millimetres / 3 inches square

3 There are materials on which the trademark symbol does not appear, but the notice is required.
   These include:
   - website suncor.com
   - microsite sustainability.suncor.com
   - microsite connections.suncor.com
   - microsite together.suncor.com
   - other Suncor web properties
   - annual and quarterly reports and other investor relations materials
   - Report on Sustainability

   Although the Suncor logo with the trademark symbol is not required on the suite of Suncor web properties owned by Suncor, a trademark notice must be added to the legal notice on each site. Similarly, the notice should appear at the end of or in the legal notice of our annual reports, quarterly reports, other investor relation materials, and Report on Sustainability.

Application of the trademark symbol and notice in documents

On simple one-page documents, a single use of the logo with the trademark symbol and notice is sufficient. The notice is typically placed at the bottom of the page or in the footer, away from the logo. The notice is set in the font of the document. For details on typefaces, see section 2.3.2.

If there is more than one trademark referenced in a one-page document, add the trademark symbol to the first instance of each mark.

Lengthier, more complex, commercial documents will require multiple applications of the trademark symbol and notice. Some commercial documents include multiple trademarks references by more than one company. Contact brandmgmt@suncor.com for more information and guidance.
2.2 Using our logo with other logos and titles

Our logo will often need to appear with other logos in shared communication and co-branded environments.

In certain situations we need to demonstrate our relationship with other brands or partners. We also have to consider the relationships between the Suncor logo and the sub-brands and initiatives we have within Suncor. This could include other brands owned by Suncor such as Petro-Canada, internal projects or the logos of our external partners.

We have an approach to each type of relationship explained on the following pages. Ensure only original master artwork is used. Suncor’s logo files can be downloaded at www.suncor.com/en/newsroom/584.aspx.
2.2.1 Suncor Energy Foundation

The Suncor Energy Foundation sub-brand is a private, non-profit, charitable foundation established by Suncor Energy Inc.

The Suncor Energy Foundation logo is used for charitable support or funded initiatives.
2.2.2 Logo clear space, colour usage and sizing

For maximum visual impact, always position the Suncor Energy Foundation logo within a clear area, free from other text or graphics. The minimum clear space is equal to two times the height of the letters “FOUNDATION” of the Suncor Energy Foundation logotype. The logo is made up of colours from the Suncor primary colour palette with the addition of a secondary grey. Wherever possible, use the full colour logo on a white background.

### Clear space
- Minimum clear space

### Sizing
- Minimum size for printed applications
- Minimum size for online applications

### Colour usage
- Full-colour positive on white or light coloured background
- One-colour blue positive on a white or light coloured background
- One-colour black positive on a white or light coloured background
- Full colour reverse on Suncor Blue background
- One-colour white reverse on Suncor Blue background
- Full colour reverse on black background (for merchandise only)
Suncor’s partnership with the Olympic and Paralympic Games follows a specific set of guidelines.

We have created Olympic and Paralympic logo ‘lock-ups’ to reflect our relationship. The lock-ups are used for internal communication materials including email signatures, presentations, the Core and elevator lobby signage. The lock-ups are used externally for media releases, websites and advertising.

Suncor Olympic and Paralympic logo lock-ups are available in English, French and bilingual versions.

Approvals
Always use electronic files provided by Suncor to reproduce the Olympic and Paralympic lock-ups. And use of the lock-ups must be approved in advance. Contact the Sr. Advisor, Olympic and Paralympic Sponsorship for approvals and additional information.
2.2.4 Suncor sponsorship

Suncor’s logo often appears with other logos, most commonly when we sponsor an event. These examples show ways to position our logo with others.

**Sizing**
When possible the Suncor logo and the partner logo should be of equal width and height to each other, or should be equal in visual weight.

**Side-by-side identities**
When the full-colour Suncor logo and partner logo are placed the minimum distance apart, a vertical rule coloured Cool Grey 8 (see section 2.2), is used to visually separate them.

When the Suncor logo and the partner logo are reversed out of a coloured background, the rule is also reversed out white. When the distance between logos is greater than the minimum, no rule is required.

**Spacing**
The distance between the Suncor logo and the partner logo is equal to twice the width of the ‘S’ in our logo.

**Alignment**
The two logos may be base-aligned or centre-aligned in a horizontal arrangement, and left-aligned or centre-aligned in a vertical arrangement. Choose the alignment best suited to the communication.
2.2.5 Internal project titling

There are rules governing the relationship of Suncor business unit and project names to our logo.

Business unit or project names only ever appear as text and must be constructed in the following way:

- **set in Frutiger**
- **set in sentence case**
- the height of the name should be half the height of the letter ‘R’ in our logo.

They may sit to the right or below the Suncor logo, provided the business unit or project name sits outside the logo’s defined clear space. It should be aligned as shown in the examples on this page. No other elements should be added.
2.3 Our visual identity elements
2.3.1 Our typefaces and how we use them

Different typefaces have different visual characteristics and these can be used to convey our personality and purpose.

The typefaces (or font families) we use have been chosen because they say something about who we are and enable us to communicate in different ways.

Our typefaces also provide visual consistency across all types of communication, and enable our audiences to recognize us through their consistent use.

Our primary and secondary typefaces used across our brand are Frutiger and Sabon. Visually they are quite different but work well together to help bring different characteristics of our brand to life.

An integrated approach to climate change

Q: Could even a low dollar value gift be viewed as a bribe?

A: Yes. There is no monetary threshold on what may be a bribe. To be clear, any gift, entertainment or other benefit that could influence a business decision or create even a perception of influence must never be offered or accepted, regardless of value.

A proven integrated model

I work in a function where the only asset we have is our people; we ‘sell’ our skills and knowledge to the rest of Suncor. We invest heavily in ensuring our people are the best in the business. From training and on-boarding to the various programs, tools and support initiatives, I see strong support for this value in Finance.

Crystal Doering, Finance, Calgary

Open house

You’re invited to the Suncor open house.

1. Our mission and vision
   Why we are here and where we are going.

2. I know what my job is, so why do I need goals?

In the course of your business relationship with Suncor, you may be authorized to engage third parties such as subcontractors or sub-distributors.

Suncor GOALS

and value drivers

Do the right thing

The right way, with integrity.

Commitments matter

We are all connected and part of something bigger.

Help your team through change

• Be a change leader – help your team members learn, adjust and work through new or changing business situations

• Build your change competence as a leader – check Learning and Development on the Core

Our 2014 Targets

How we will get there

Change your perspective

Suncor is a world-class energy company with a history of innovation and excellence.

Crystal Doering, Finance, Calgary

For more information on our reserves and resources base refer to our Annual Information Form dated February 28, 2014.

Leaders refine their goals based on feedback, share final goals with employees.

Share goals with peers or other key partners that you work with.

For more information on our reserves and resources base refer to our Annual Information Form dated February 28, 2014.

Suncor 37
Frutiger
46 Light, 55 Roman, 65 Bold, 75 Black

Frutiger is our primary typeface and comes in a number of weights that enable us to vary the level and strength of voice.

Frutiger is a modern, clean and legible typeface. It brings qualities of precision, confidence, reassurance, clarity and structure to our brand.

For body copy, Frutiger 45 Light and Frutiger 55 Roman are preferred. Frutiger 65 Bold can be used to create visual impact for introductory paragraphs and sub headings. 75 Black is a heavy version and its use should be restricted to places where additional strength is needed.

The italicized versions of these weights of Frutiger are allowed but should only be applied where additional definition is required, such as for quotes or call-outs.

We do not use Frutiger 95 Ultra Black as it is too heavy and lacks the sense of precision we want to express.

Sabon
Roman, Italic, Bold, Bold Italic

Sabon is our secondary typeface. It supports our primary typeface, Frutiger, by bringing additional visual character to our brand.

As a serif typeface, Sabon expresses intelligence, humanity, depth, character and heritage. It allows us to promote an additional or more human voice within our communication.

While we can use Frutiger on its own, we never use Sabon by itself. It is always presented in conjunction with Frutiger, even if it is the dominant feature.

This ensures that our use of this more expressive typeface is always controlled with the confidence and reassurance of Frutiger.

We do not use Frutiger or Sabon for Word, PowerPoint or other word processing applications. See section 2.3.3 for more information.
2.3.3 Digital typefaces

For digital communication such as PowerPoint, Word and websites, we use equivalent typefaces to Frutiger and Sabon. These are, Arial and Times New Roman. This ensures visual consistency of typefaces when viewed digitally.

Arial
Regular, *Italic*, **Bold**, **Bold Italic**

**Arial (Frutiger)**
Arial is the replacement for Frutiger when it is unavailable.

Times New Roman
Roman, *Italic*, **Bold**, **Bold Italic**

**Times New Roman (Sabon)**
Times New Roman is the replacement for Sabon when it is unavailable.

Use these substitute typefaces for correspondence, internal documents, newsletters and PowerPoint presentations when Sabon and Frutiger are unavailable on your system.

Frutiger and Sabon can be used for online communications where the delivery of the font is not dependent on the viewer’s system, as in the case of digital banners.

Please note that there are a number of digital and online applications where Frutiger and Sabon cannot be used. In these cases we use Arial and Times New Roman as equivalent typefaces to aid accessibility.

We do not use Frutiger or Sabon for Word, PowerPoint or other word processing applications.
2.3.4 Using capitalization, sentence case and colour

Use of capitalization

WE CREATE ENERGY FOR A BETTER WORLD

The use of capitalization creates a forceful and functional voice. It is appropriate to use when a strong, direct and determined tone is needed. We only use capitalization for short statements of a few lines to ensure legibility.

This example balances the more direct tone of voice when capitalization is used, with the warmth and vitality of the energy gradient. The use of colour in this instance softens the capitals.

Use of sentence case

We create energy for a better world

The majority of copy, whether headline or text, should be set in sentence case. This provides a more accessible and human voice to our communications. We can use different weights of our typefaces to increase tone.

This example combines the use of capitalization and sentence case to help organize the hierarchy of content and achieve the appropriate tone of voice for the piece.

BOARD APPOINTMENT

John D. Gass
Appointed to board of directors of Suncor Energy

Mr. Gass is former vice president, Chevron Corporation and former president, Chevron Gas and Midstream. He has extensive international experience, having served in a diverse series of operations positions in the oil and gas industry with increasing responsibility throughout his career.

Mr. Gass holds bachelor’s and master’s degrees in civil engineering and serves on a variety of business and community boards. He is a member of the American Society of Civil Engineers and the Society of Petroleum Engineers.

Mr. Gass’ significant experience as a leader in business and in the resource industry, as well as in the community will help guide Suncor, Canada’s leading integrated energy company, as it builds on its resource base and production assets to responsibly develop petroleum resources.

For a detailed biography of Mr. Gass, as well as the company’s entire Board of Directors, visit www.suncor.com.

This example combines the use of capitalization and sentence case to help organize the hierarchy of content and achieve the appropriate tone of voice for the piece.
Our primary colours are used in our logo and also are a key asset in our identity. When used consistently, these colours, along with our secondary and tertiary colour palettes, will be recognized as Suncor colours.

Use of red
While red is part of our colour palette and energy gradient (see section 2.3.9), it is a forceful colour and should not be used as a dominant feature in any communication.

The importance of white
White is a key colour in our identity as it brings freshness and modernity.

The use of our primary palette – blue, red/orange/yellow and white – delivers a visual consistency through all our communication materials. Our primary colours can be used as a ‘signature,’ i.e., they do not always need to be dominant, but should always be present to provide a visual link to how we express our brand.

By blending the warm colours together we create a gradient that we call the Suncor energy gradient. This a key visual feature of our brand, reflecting the energy we create for a better world. More details on our energy gradient and assets can be found in section 2.3.9.
Our secondary and tertiary colour palettes have been selected for how they work with the primary palette, as well as the need for differentiation across our communication.

The secondary palette has been created to reflect the cool and warm colours in the primary palette. It supports our overall approach to colour while enabling greater variety in our communication.

As with all our colour applications, different colours are used to create the right balance as described in section 2.3.8.

Whatever the communication or its goal, aspects of the primary palette should always be used in some way when using the secondary or tertiary palettes.

### Secondary Palette

<table>
<thead>
<tr>
<th>Secondary Colour</th>
<th>CMYK</th>
<th>RGB</th>
</tr>
</thead>
<tbody>
<tr>
<td>P 7546</td>
<td>73 / 45 / 24 / 66</td>
<td>37 / 55 / 70</td>
</tr>
<tr>
<td>P 534</td>
<td>95 / 74 / 7 / 44</td>
<td>27 / 54 / 93</td>
</tr>
<tr>
<td>P 646</td>
<td>60 / 40 / 5 / 25</td>
<td>124 / 138 / 180</td>
</tr>
<tr>
<td>P 541Sc</td>
<td>66 / 28 / 11</td>
<td>104 / 125 / 147</td>
</tr>
<tr>
<td>P 5295</td>
<td>30 / 9 / 9 / 9</td>
<td>179 / 176 / 196</td>
</tr>
<tr>
<td>P 3005</td>
<td>100 / 0 / 10 / 0</td>
<td>45 / 143 / 208</td>
</tr>
<tr>
<td>P 305</td>
<td>54 / 10 / 0</td>
<td>133 / 198 / 210</td>
</tr>
<tr>
<td>P 543</td>
<td>35 / 9 / 9 / 9</td>
<td>164 / 200 / 225</td>
</tr>
<tr>
<td>P 528</td>
<td>12 / 2 / 4</td>
<td>197 / 207 / 218</td>
</tr>
<tr>
<td>P 340</td>
<td>99 / 0 / 84 / 0</td>
<td>67 / 138 / 61</td>
</tr>
<tr>
<td>P 361</td>
<td>55 / 0 / 90 / 0</td>
<td>149 / 186 / 58</td>
</tr>
<tr>
<td>P 5565</td>
<td>40 / 11 / 45 / 13</td>
<td>127 / 156 / 144</td>
</tr>
<tr>
<td>P 208</td>
<td>11 / 4 / 35 / 31</td>
<td>134 / 31 / 65</td>
</tr>
<tr>
<td>P 715</td>
<td>0 / 61 / 99 / 10</td>
<td>246 / 141 / 46</td>
</tr>
<tr>
<td>P 130</td>
<td>0 / 90 / 0</td>
<td>242 / 169 / 0</td>
</tr>
<tr>
<td>P 115</td>
<td>0 / 4 / 80 / 0</td>
<td>255 / 224 / 79</td>
</tr>
<tr>
<td>P Cool Grey 11</td>
<td>15 / 8 / 88 / 88</td>
<td>83 / 86 / 90</td>
</tr>
<tr>
<td>P Cool Grey 8</td>
<td>15 / 0 / 50</td>
<td>136 / 139 / 141</td>
</tr>
<tr>
<td>P Cool Grey 3</td>
<td>8 / 0 / 20</td>
<td>200 / 201 / 199</td>
</tr>
</tbody>
</table>
Use of the tertiary colour palette should be limited to where more differentiation is required between content, such as sections within reports or highlight pages.

The Report on Sustainability is a good example of tertiary colour use. These colours can also be used to highlight detailed content and areas of specific interest where differentiation from the primary and secondary palette is required.

If the tertiary colour is too heavy and affects clarity of content, a lighter tint can be used.

**Tertiary palette** – colours used where additional differentiation of content may be required

<table>
<thead>
<tr>
<th>Colour Code</th>
<th>CMYK Values</th>
<th>RGB Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>66 / 16 / 38 / 0</td>
<td>118 / 166 / 164</td>
</tr>
<tr>
<td>1.2</td>
<td>41 / 0 / 23 / 0</td>
<td>178 / 212 / 206</td>
</tr>
<tr>
<td>1.3</td>
<td>70 / 21 / 13 / 29</td>
<td>84 / 127 / 153</td>
</tr>
<tr>
<td>1.4</td>
<td>26 / 0 / 0 / 17</td>
<td>164 / 193 / 216</td>
</tr>
<tr>
<td>1.5</td>
<td>70 / 60 / 14 / 0</td>
<td>101 / 105 / 156</td>
</tr>
<tr>
<td>1.6</td>
<td>30 / 24 / 10 / 0</td>
<td>188 / 188 / 208</td>
</tr>
<tr>
<td>1.7</td>
<td>22 / 44 / 63 / 0</td>
<td>192 / 151 / 106</td>
</tr>
<tr>
<td>1.8</td>
<td>10 / 23 / 51 / 3</td>
<td>219 / 194 / 140</td>
</tr>
<tr>
<td>1.9</td>
<td>8 / 40 / 80 / 0</td>
<td>216 / 163 / 76</td>
</tr>
<tr>
<td>1.10</td>
<td>3 / 20 / 46 / 0</td>
<td>237 / 210 / 155</td>
</tr>
<tr>
<td>1.11</td>
<td>0 / 0 / 65 / 40</td>
<td>174 / 167 / 90</td>
</tr>
<tr>
<td>1.12</td>
<td>0 / 0 / 45 / 20</td>
<td>216 / 209 / 146</td>
</tr>
<tr>
<td>1.13</td>
<td>65 / 31 / 63 / 0</td>
<td>119 / 145 / 114</td>
</tr>
<tr>
<td>1.14</td>
<td>40 / 0 / 46 / 0</td>
<td>181 / 209 / 163</td>
</tr>
<tr>
<td>1.15</td>
<td>0 / 0 / 0 / 80</td>
<td>88 / 88 / 87</td>
</tr>
<tr>
<td>1.16</td>
<td>0 / 0 / 0 / 40</td>
<td>177 / 177 / 176</td>
</tr>
<tr>
<td>1.17</td>
<td>0 / 0 / 0 / 20</td>
<td>217 / 217 / 217</td>
</tr>
<tr>
<td>1.18</td>
<td>0 / 0 / 0 / 60</td>
<td>134 / 134 / 134</td>
</tr>
</tbody>
</table>
2.3.8 Achieving the right colour balance

The primary palette covers the cool and warm elements of the colour spectrum, so we need to make choices with colour to create the right balance for our brand.

We are always looking to create the right balance between coolness and warmth, control and energy. Delivering this balance is a key visual signature for Suncor. Our logo is a good example of this balance – the sense of calm, control and reassurance of the logotype, coupled with the warmth, energy and vitality of the energy arc.

However, balance does not mean equal. Sometimes we will want to lead with a strong sense of energy by focusing on the warmer colours in our palette. For control and reassurance we may turn to the cooler colours.

Remember that white has a key role as part of the colour mix in our identity.
One of our key identity elements is the energy gradient, presented as our energy arc in our logo. It symbolizes the physical energy we produce as well as the drive and determination we have for helping create a better world.

In its transition from yellow to warm red, the energy gradient conveys the idea of integration; an important aspect of Suncor’s energy story, and a key part of our brand story (see section 1.3.1 for more details).

We use specific gradients of colour to convey ideas such as inspiration and vision, positivity and the literal expression of energy in nature – sunrise and sunset.

We apply the gradient to shapes and forms, such as lines and panels. The following pages illustrate the application of the energy gradient in our communication materials.

For details on the colour makeup of the energy gradient, see section 2.3.5.
Our energy assets – the energy line and frame

The energy line and energy frame are key visual components of our communication. These elements help bring structure to a layout.

The energy line can be used to underline important information and separate ideas. The gradient in the energy line can be applied in either direction to effect movement. The line weight can be thin to express precision, or can be thick and bold to express confidence.

The energy frame is another way to use the gradient. The energy frame has been created for our advertising, both digital and print.

For detailed information on how to create the energy frame contact brandmgmt@suncor.com.

Suncor Energy aims higher.
We're proud to be the long-term source of refined energy products for Colorado. The energy we bring also helps sustain and grow the communities we live and work in, aiming higher to provide support through our partnerships. Find out more at www.suncor.com.

The Suncor Energy Edmonton Refinery would like to notify local residents of the potential for increased flaring or steam emissions during a scheduled maintenance outage of the operations from early April to the end of May. There may also be some additional noise present as a result of the flaring. Alberta Environment and municipal stakeholders have been informed.

Suncor Energy will work diligently during the shutdown and start-up to minimize any impact to the community and our neighbours. If you have concerns, please call 780-410-5642.

The Strathcona Industrial Association (SIA) 24 hour telephone message board called UPDATEline provides information for the public regarding unusual or non-routine activities at heavy industry operations in east Edmonton and Strathcona County.

For more information, call 1-866-653-9959.

www.connections.suncor.com
2.3.11 Our energy assets – the energy panel

As with our energy arc and line, our energy panel is a bold visual statement used to showcase important content.

The energy panel can be applied in a variety of ways to accommodate different layouts and graphics.

The energy colours (as with the energy line) can run in different directions to ensure clarity of content and integration with the background, and colour references can start at different points on the energy gradient.

Details on the energy gradient colours can be found in section 2.3.5.
3.1 Branded merchandise

Branded merchandise that is well-done and carefully selected will be worn with pride by employees and gratefully received as gifts by our many stakeholders. These guidelines will help you get it right by applying the logo in an optimal way on quality clothing and gift items.
3.1.1 Our clothing

Wearing our logo when it’s reproduced well on quality clothing reflects the pride of associating with Suncor and makes a strong impression at work and in the community.

**Placement**
In most instances, the best place for the logo on clothing is the left breast or on the front of a hat. If subtle branding is more appropriate or if Suncor is a secondary brand, you can place it elsewhere, for example on a sleeve or back of a hat.

**Embroidery**
The logo should be embroidered on fabric merchandise whenever possible. Embroidery is not suited to some fabrics though, so in these cases, it’s best to screen print the logo. There are different size requirements for each, so be sure to check the section noted below as well as the section for logo colours.

See section 3.1.3 for logo clear space and minimum size, and section 3.1.4 for logo colours.

**Garment colours**
Choose colours that reflect Suncor’s corporate colours or are neutral (black, grey, dark blue). You can use colours from the secondary colour palette for trim.
3.1.2 Our gift items

In addition to clothing, quality gift items with our logo are enjoyed at work and in day-to-day life outside of work. They are a great way to say thanks.

These are only a few examples of quality products that may be selected to carry our logo. They demonstrate where the logo is optimally placed and the size of logo in the available space. These are important considerations when ordering new branded items, as is clear space around the logo and the colour of logo. Check out the sections noted below for size and colour guidelines.

See section 3.1.3 for logo clear space and minimum size, and section 3.1.4 for logo colours.

Gift colours
Choose colours that reflect Suncor’s corporate colours or are neutral (black, grey, silver, dark blue). You can use colours from the secondary colour palette for appropriate items, such as pens, and for trim elements.
3.1.3 Our logo – use on merchandise

The way the logo is used on merchandise is as important as the way it’s used on our website, ads and signs. Always follow these guidelines for correct use.

Clear space
We always maintain a clear space around the Suncor logo, free from text and graphics. The preferred clear space is equal to the capital ‘S’ of Suncor. The minimum clear space is equal to 1/2 the ‘S’ of Suncor.

Minimum size
The minimum size of the logo on non-clothing items or where it is silkscreened is 15 millimetres / 0.6 inches. The minimum size for embroidery is 51 millimetres / 2.0 inches.

Secondary text
You can add secondary text to identify an event, award or team. Whenever possible place the secondary text away from the logo, e.g., on the sleeve of a shirt, the back of a mug, or lower down on a backpack if the logo is at the top. If this is not possible, place the text a minimum distance away from the logo that is equal to the capital ‘S’ of Suncor.

Set secondary text in Frutiger Roman, upper and lower case.

See section 3.1.4 for logo colours. Secondary text should be the same colour as the Suncor logotype.
The correct logo colour is critical on merchandise. While embroidery poses some limitations, there’s flexibility for one-colour and tone-on-tone applications.

The logo may be reproduced in any of the colour options shown. Embroidered logos must be one-colour due to the difficulty of reproducing the energy arc.

**Tone-on-tone**
The logo may be tone-on-tone or it may match trim elements, provided the appearance is tone-on-tone.
Brand support

These guidelines should provide you with basic information on our brand and how we express it. If you have questions on how to implement any aspect of our identity, you can get help from Suncor’s Brand and Reputation team.

We appreciate your help in following these guidelines to develop a strong and consistent look and voice for our brand.

For more information and guidance, please email brandmgmt@suncor.com.