

# Sustainable Typography

An approach to document production that is environmentally friendly using Message-based Design & Writing

Martin Ashley  
2011

# Virtuous Circle

*Virtuous circle indicating the relationship between professional practice, practice-based research and teaching*



# Martin Ashley

## *Design Associates*

### GLOBAL DESIGN

Specialists in re-branding  
financial products with related  
global literature systems



# Definitions

- ▶ Document

refers to text-rich outputs by offices of large organisations

- ▶ Sustainable

refers not only to excess hard-copy outputs but also stress & time wasted on reader in dealing with this overload

# Components of information overload



## Vienna Data deluge

- ▶ Output from electronic printers, scanners, fax machines & copiers will exceed 6 trillion pages
- 
- ▶ Global paper production will exceed 41 trillion pages
- ▶ IBM predict that digital information will double every 11 hours
- ▶ More than 40% of digital documents (apart from emails) get printed!

# Observations

- ▶ We browse/forage (71%) then read (11%)
- ▶ People have different time tolerances and requirements for detail
- ▶ People require media choice (paper - screen)
- ▶ Cognitive principles

# Message-based Design & Writing

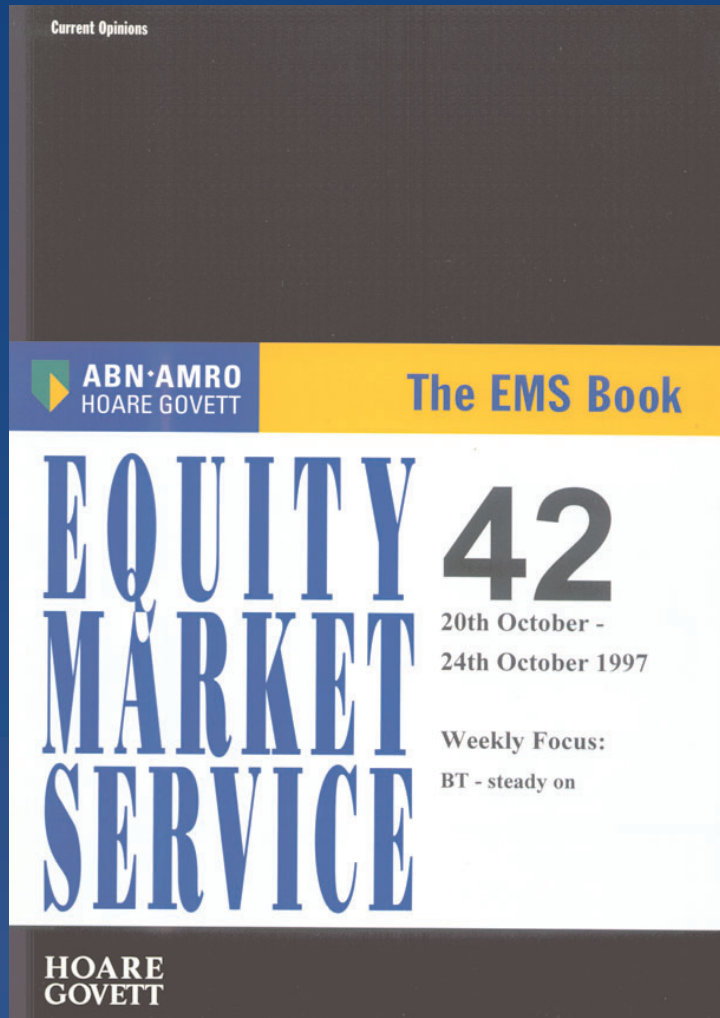
- ▶ Resolves these four observations
- ▶ *ensures by just gleaning that reader obtains essence by simply browsing headings, sub-headings, fast-lane side comments, bullet points, graphs etc*



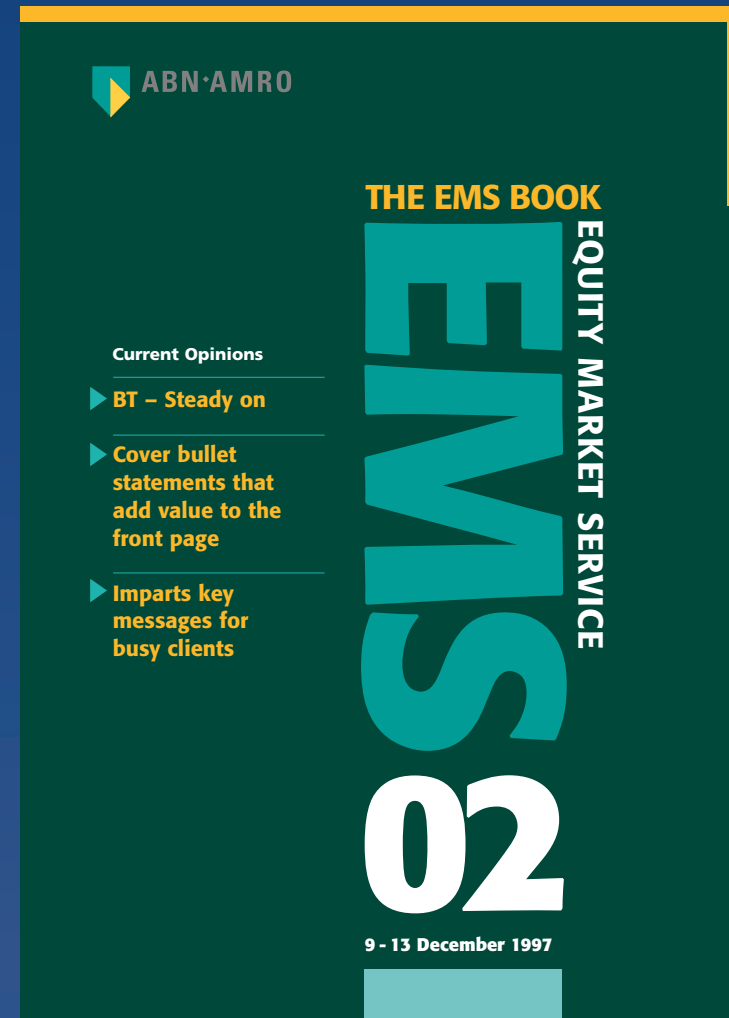
# Browse & Forage



# ABN AMRO EMS cover

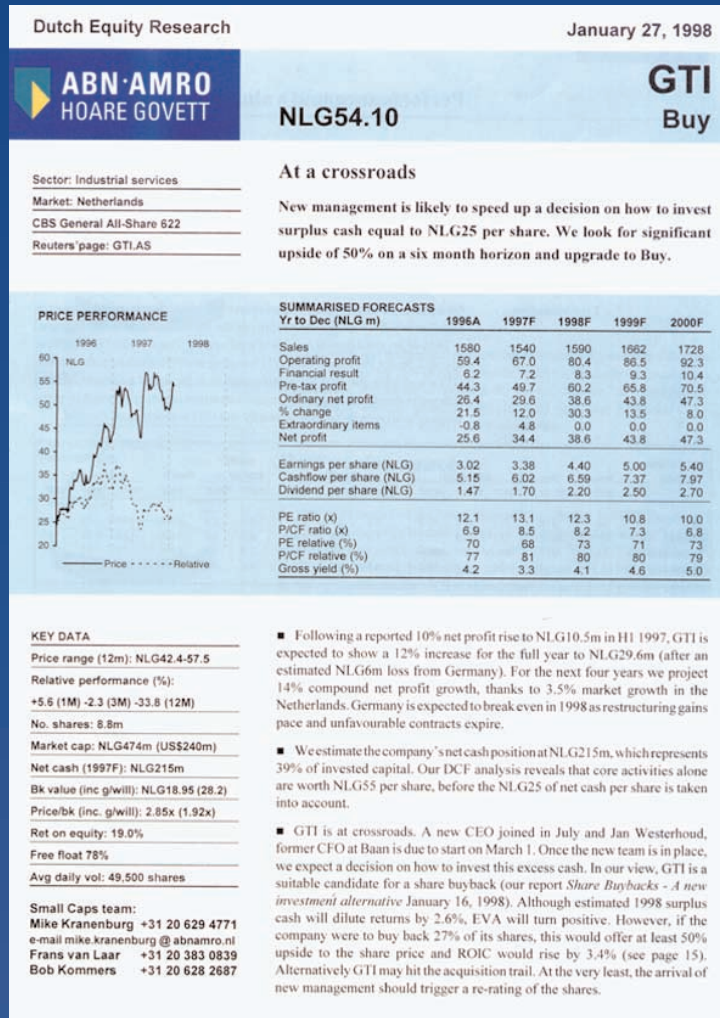


before



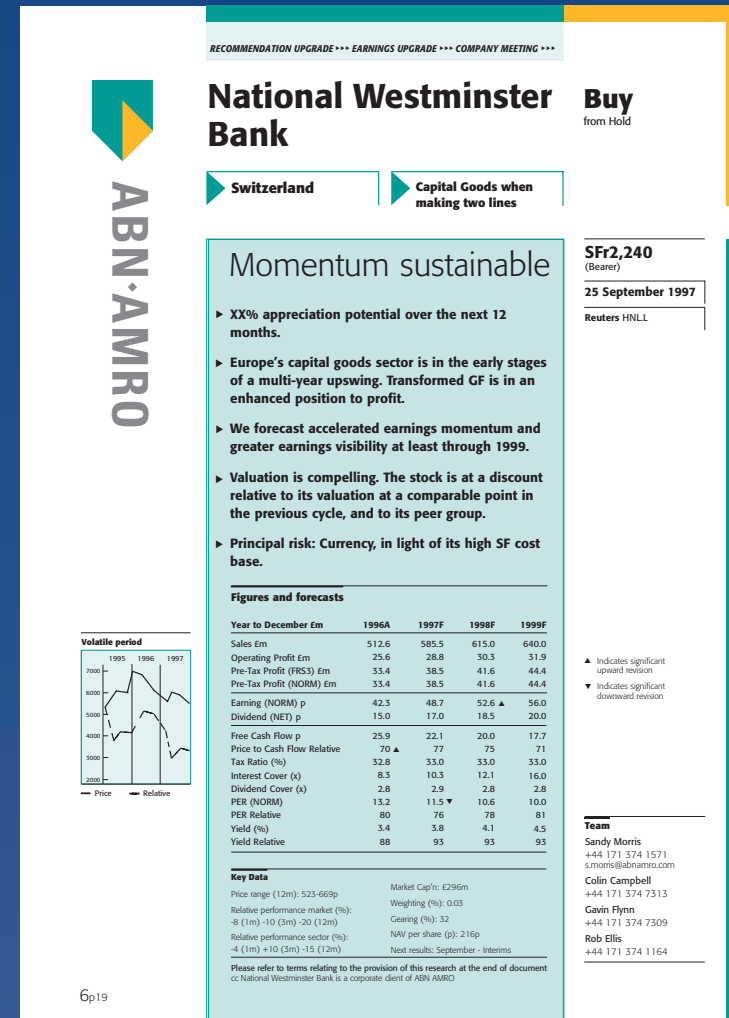
after

# ABN AMRO Front page of company report



before

Martin Ashley Design Associates



after



# ING Barings Front page

UNITED STATES

**Burlington Resources Inc.** (NYSE: BR-41 5/16)

Strong Buy

*Upgrading to Strong Buy from Hold with \$52-55 Price Target*

Michael Schmitz (212) 409-5612
 

Sector: Exploration & Production

52-Week Range:	\$47-29				
Avg. Daily Volume (000s):	923				
Avg. Shares O/S (mil.):	216.7				
Market Cap. (mil.):	\$8,952	Mar	0.27		
Debt/Capital:	42%	Jun	0.13		
Book Value/Share:	\$17.42	Sep	0.08		
Ind. Dividend/Yield:	\$0.55/1.3%	Dec	0.00		
Insider Holdings:	1%	Year	0.48	0.54	0.73
NAV per Share (E):	\$43.50	P/E	86.1 x	76.5 x	56.6 x
Price/NAV per Share (E):	95%			1.15	1.50
				35.9 x	27.5 x

Note: Numbers may not add because of rounding.  
Numbers assume pending Poco acquisition closes on 12/31/99

- We recently upgraded our rating on the shares of Burlington Resources to Strong Buy from Hold, with a 12-month price target of \$52-55.
- Burlington possesses a well-balanced low-risk development/exploitation program complemented by a portfolio of higher-potential exploration opportunities, which positions it to grow production and reserves over the next 3-5 years. This includes a number of near-term exploratory prospects: *Spoon*, *Fiesta* and *Showboat* (deepwater Gulf of Mexico); *C* and *E* prospects (Algeria) and *Bighorn* #5-6 and #6 wells (Madden field), which could act as potential stock price catalysts.
- We believe that the recently announced Poco acquisition is a positive and that the market has not appreciated the acquisition's long-term strategic importance (entry into western and northern Canada) and the exploratory upside associated with the acquisition.
- Strong financial standing (both a solid balance sheet and significant long-lived domestic reserve base that generates excess cash flow) positions Burlington to pursue higher-potential exploratory opportunities, including accelerating exploration activities on Poco's underexplored asset base.

mschmitz@furnanselz.com  
 www.ingbarings.com

September 1, 1999

before

Global Research

Company Visit

United States

**Burlington Resources Inc.**  
 Upgrading to Strong Buy from Hold with \$52-55 Price Target  
 Exploration & Production **\$52-55**

NYSE  
 BR-41 5/16  
 Target price  
 \$52-55

Previous: Hold  
**Strong Buy**  
 1 September 1999

**Burlington possesses a well-balanced low-risk development/exploitation program complemented by a portfolio of higher-potential exploration opportunities, which positions it to grow production and reserves over the next 3-5 years.**

We recently upgraded our rating on the shares of Burlington Resources to Strong Buy from Hold, with a 12-month price target of \$52-55.

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**Strong financial standing** (both a solid balance sheet and significant long-lived domestic reserve base that generates excess cash flow) positions Burlington to pursue a higher-potential exploratory opportunities, including accelerating exploitation activities on Poco's underexplored asset base.

Yr to	1998	1999E		2000	
		Prior	New	Prior	New
Mar	0.27	(0.05)A	(0.05)A	na	na
Jun	0.13	0.08A	0.08A	na	na
Sep	0.08	0.17	0.33	na	na
Dec	0.00	0.34	0.37	na	na
Year	0.48	0.54	0.73	1.15	1.50
P/E	86.1x	76.5x	56.6x	35.9x	27.5x

Note: Numbers may not add because of rounding. Numbers assume pending Poco acquisition closes on 12/31/99

**Capitalisation**

52-week range	\$47-29
Avg Daily Volume (000s)	923
Avg. Shares O/S (mil.)	216.7
Market cap. (mil.)	\$8,952
Debt/Capital	42%
Book Value/Share	\$17.42
Ind. Dividend/Yield	\$0.55/1.3%
Insider Holdings	1%
NAV per Share (E)	\$43.50
Price/NAV per Share (E)	95%

**Stock Performance**

Source: Datastream  
 Absolute Relative to shares

Michael Schmitz US +212 409 5612 mschmitz@ing-barings.com www.ingbarings.com

after

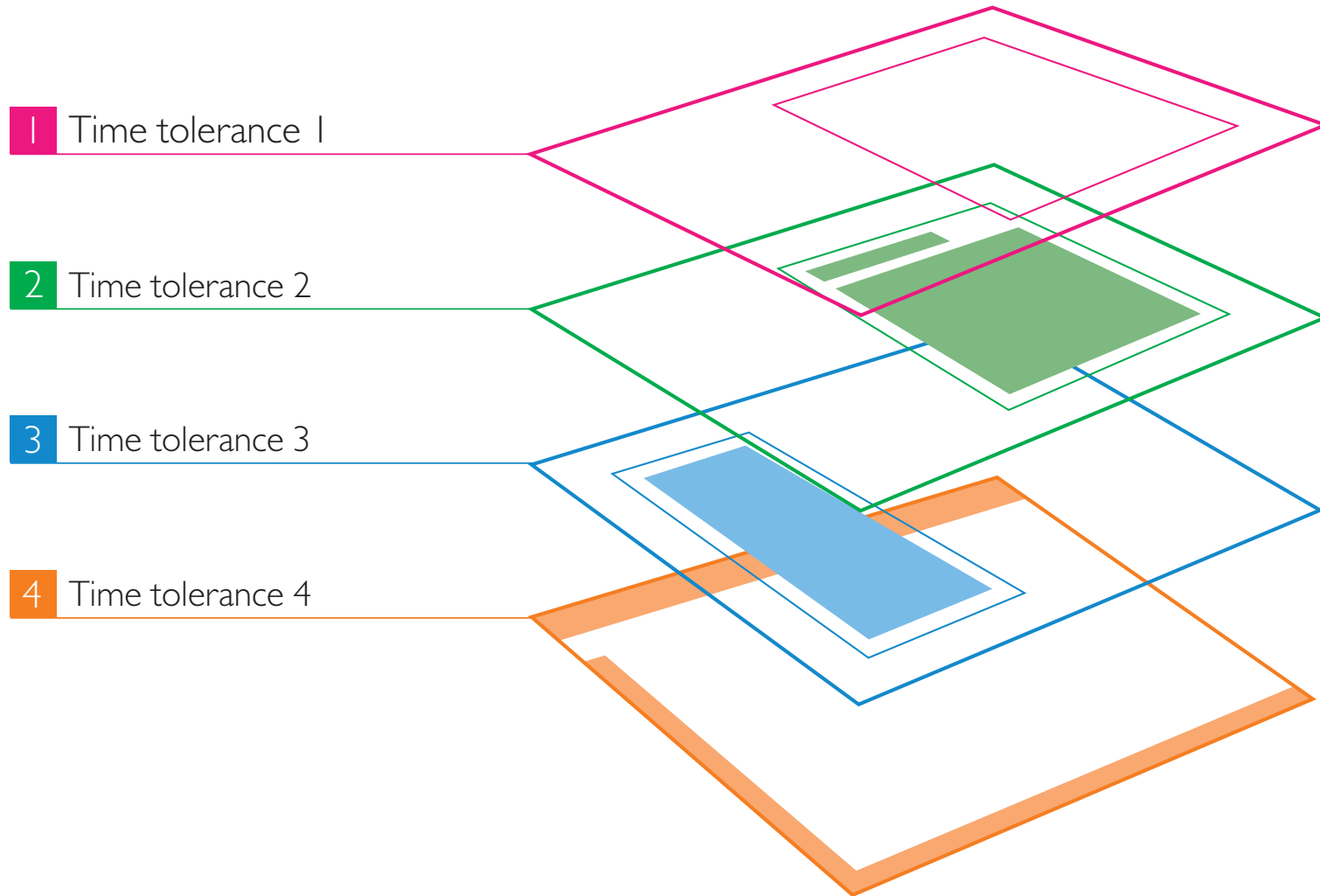
Martin Ashley Design Associates

## Varying time-tolerances

- ▶ Individuals require different amounts of time for the same information
- ▶ It begins with browsing leading to varying levels of detail on offer
- ▶ Up to four time-tolerances accommodated

I

# Four time tolerances



# Detail of keypages: Front & Executive Summary

Interims

157p

▲▲ Buy

Up from undervalued

# Typographic Design Ltd

## Future potential in long term

Non-core

Price  
Euro 22.8m  
(US\$3.6bn)

Reuters  
MAP.D

SEAG  
MAP.D

Key data

Relative 1m 3m 12m

% -11.6 -18.5 -14.9

Stock performance

17 March 2005

Typographic Design continues to succeed in its quest for European expansion with potential mergers almost agreed. North American markets reveal strong partnership possibilities.

Year end	PBET	Tax rate	EPS	Net div.	P/E	Yield
May	£m	%	p	p	x	%
2002A	1.5	4	11.3	4.6	12.6	5.0
2003E	1.2	15	12.5	9.3	5.0	6.0
2004E	5.8	17	17.6	3.6	71.3	7.8
2005E	6.3	23	19.4	7.3	8.4	8.9

Source: Zx Bank

Market cap

£1.5m

Next event

Finals (August)

12month price range

104p - 155p

FTA All share

3,889

No. shares in issue

17.1m

Media/Advertising

NAV per share

146p

Smaller Companies

4.760

**Dominance of large groups** The number of large, global consultancies remains static due to the prohibitive costs of premises, design staff and a shrinking revenue stream. As a result, their size is probably 30-50 staff from their peak of 100-150 including admin support personnel.

**Growth of smaller, networked groups** The collapse of stockmarkets following the bursting of the dotcom bubble and 9/11 resulted in a reduction of large, global projects as design and marketing spend fell. The consequent redundancies from large consultancies led to smaller groups forming.

**Impact of technology on design commissions** These new design units were able to exploit technology and undertake projects previously requiring large numbers of design staff.

**The ease of delivering global, multi-national projects** By networking with overseas, specialist consultancies, smaller groups found they could additionally deliver large projects requiring local knowledge without having to set up expensive new offices manned by extra staff.

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Typographic Design Ltd

March 2005

# In 30 seconds...

Buy

Up from undervalued

Price  
Euro 22.8m  
(US\$3.6bn)

Reuters  
MAP.D

SEAG  
MAP.D

The success of medium-sized groups is due to a mixture of factors: the constant enhancement of technological developments coupled with the facility to deliver large projects with fewer staff. Additionally, the ability to use local expertise in overseas projects.

**Increased competition**

The growth of small, lean consultancies headed by highly talented and driven personnel results in large projects being won away from previously larger consultancies. Moreover these are costing considerably less as overheads & related costs are lower.

**The advantages of using niche specialists**

The increasing fragmentation of the design & media industry has led to the growth of highly specialist niche disciplines that are commissioned on a project-by-project basis.

**Global solutions**

The rapid development of technology has allowed the buying in of staff who possess expertise on the latest software developments. Also, the growing preference for local staff to be involved in multi-national projects by clients has favoured smaller consultancies.

**Revenue prediction difficult**

The turbulence of global markets following the dotcom crash and 9/11 has meant reduced design spend with unpredictable bursts of growth followed by rapid decline. This discourages hiring permanent staff and favours the use of freelancers.

Stock performance

Share price relative

Sector/ code	Rec	Price (£)	31-Mar	03	04E	05E	Typo Des EPS (£)	Typo Des EPS Growth
Media/Adv								
BANPU	Hold	230.00	1604	24.30	46.33	51.53	90.6	
BCP	Hold	11.00	195	0.22	1.02	(88.79)	365.8	
COCO	Hold	28.50	271	2.54	2.83	(6.14)	11.1	
EGCOMP	Hold	72.50	341	4.51	5.69	32.51	26.1	
LAWNIA	Hold	145.00	291	10.01	11.98	243.85	19.7	
PTTEP	Hold	398.00	491	7.01	16.32	42.77	132.9	
Media Stocks								
EGCOMP	Hold	92.00	341	4.51	5.69	32.51	26.1	
PTTEP	Hold	446.00	491	7.01	16.32	42.77	132.9	

Key Points

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# Chapter summaries



## Chapter summaries

- ▶ Begin chapter with summary bullet statements second message placed here
- ▶ Over the next five years, we expect turnover to grow at a steady pace
- ▶ There is a lack of precise data and detail about the stock

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# Chapter opening page

Typographic Design Ltd		March 2005	
			
<h2>Chapter opening</h2>			
		<div><div>► <b>Begin chapter with summary bullet statements that summarise whole chapter</b></div><div>► <b>Over the next five years, we expect turnover to grow at a steady pace</b></div><div>► <b>There is a lack of precise data and detail about the stock</b></div></div>	
<i>Outperformed the Milan index by 10% this year</i>	Over the last six months the stock has outperformed the Milan index by 10%, partially recovering the ground it had lost over the previous year. We believe the market is beginning to realise the growth opportunities provided by Typographic. The lack of precise data and degree of scepticism about the company's strategy in this sector have probably limited the upside of the stock.	<i>Outperformed the Milan index by 10% this year</i>	Over the last six months the stock has outperformed the Milan index by 10%, partially recovering the ground it had lost over the previous year. We believe the market is beginning to realise the growth opportunities provided by Sportsystem. The lack of precise data and degree of scepticism about the company's strategy in this sector have probably limited the upside of the stock.
<i>Company has potential</i>	<b>Improving customer demand</b> We believe a rerating is likely to occur once the market fully realises the true potential of Typographic following this acquisition. Hence, despite its recent performance, we believe the stock continues to be undervalued. We therefore reiterate our BUY recommendation with a 12-month target price of ITL 42,000 (+17%). Our view is based on the following:	<i>This has potential</i>	We believe a rerating is likely to occur once the market fully realises the true potential of Slug following this acquisition. Hence, despite its recent performance, we believe the stock continues to be undervalued. We therefore reiterate our BUY recommendation with a 12-month target price of ITL 42,000 (+17%). Our view is based on the following:
<i>It is recovering worldwide and so is providing access to growth distribution</i>	<b>Re-rating in light of true potential</b> Management confirmed that demand for Typographic products is recovering worldwide. After a record year in Italy in 1997, turnover should continue to grow in 1998 (+8%) and 1999 (+5%). European countries are also recovering, whereas the US should see a modest rise (+4/5%). The sole exception is the Far East, Where the restructuring of the Japanese operations will not be enough to offset a drop in other areas. We believe this positive trend is due to a recovery in consumer confidence, as well as a better perception of Media products among customers who place a higher emphasis on quality and value.	<i>This is recovering worldwide and so is providing access to a distribution of growth</i>	Over the last six months the stock has outperformed the Milan index by 10%, partially recovering the ground it had lost over the previous year. We believe the market is beginning to realise the growth opportunities provided by Typographic Design. The lack of precise data and degree of scepticism about the company's strategy in this sector have probably limited the upside of the stock.
<i>Providing access to a distribution of growth across three lines</i>	<b>Strong growth potential in the longer term</b> Concerns about the maturity of the brand are likely to fade, as the acquisition of Typographic provides further scope for the future growth of the group. After a phase of restructuring, Typographic which will become a medium-term turnover and EBIT growth in the range of 10% p.a. which will become a medium-term turnover and EBIT.	<i>Further scope for growth</i>	We believe a rerating is likely to occur once the market fully realises the true potential of Slug following this acquisition. Hence, despite its recent performance, we believe the stock continues to be undervalued. We therefore reiterate our BUY recommendation with a 12-month target price of ITL 42,000 (+17%). Our view is based on the following:
<i>Typographic Design will increase its focus on the media sector</i>	<b>Greater diversification and wider product mix</b> The purchase of Typographic will lower the overall business risk, enriching the existing portfolio of products with new items while providing access to a new distribution channel and customer segments. This operation will also provide greater exposure and critical mass in the US market, a notoriously problematic area for the group in the past.	<i>Providing access to a distribution of growth across three lines</i>	<b>Reward growth in the forthcoming years</b> Management confirmed that demand for Typographic Design products is recovering worldwide. After a record year in Italy in 1997, turnover should continue to grow in 1998 (+8%) and 1999 (+5%). European countries are also recovering, whereas the US should see a modest rise (+4/5%). The sole exception is the Far East, Where the restructuring of the Japanese operations will not be enough to offset a drop in other areas. We believe this positive trend is due to a recovery in consumer confidence, as well as a better perception of Typographic Design products among customers who place a higher emphasis on quality and value.
	<b>Better positioning than some foreign competitors</b> Typographic will progressively increase its focus on the clothing segment from the current 10% to an expected 40% of turnover by 2000. Typographic high level of expertise in this field, coupled with a lack of exposure to the shoe segment, should allow Typographic to	<i>Typographic Design will increase its focus</i>	<b>Quickly responding to client needs</b> Concerns about the maturity of the brand are likely to fade, as the acquisition of Typographic Design provides further scope for the future growth of the group. After a phase of restructuring, Typographic Design (which will become a medium-term turnover and EBIT growth in the range of 10% p.a. which will become a medium-term turnover and EBIT. Management confirmed that demand for Typographic Designproducts is recovering worldwide.
			<b>Low fixed costs increase competitive edge</b> The purchase of Typographic Design will lower the overall business risk, enriching the existing portfolio of products with new items while providing access to a new distribution channel and customer segments. This operation will also provide greater exposure and critical mass in the US market, a notoriously problematic area for the group in the past. Typographic Design Ltd will progressively increase its focus on the clothing segment from the current 10% to an expected 40% of turnover by 2000. Typographic Design's high level of expertise in this field, coupled with a lack of exposure to the shoe segment,
4		5	

# Close up

## Chapter opening

- ▶ **Begin chapter with summary bullet statements that summarise whole chapter**
- ▶ **Over the next five years, we expect turnover to grow at a steady pace**
- ▶ **There is a lack of precise data and detail about the stock**

*Outperformed the Milan Index by 10% this year*

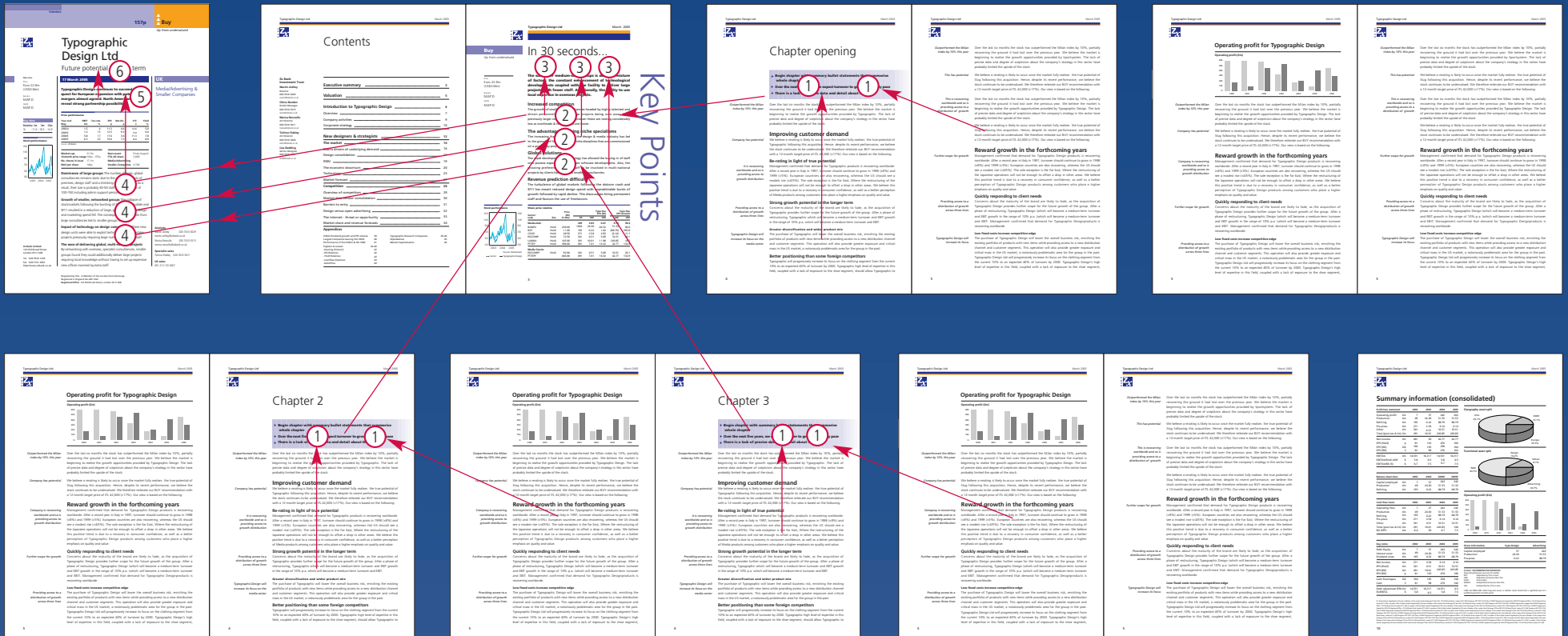
Over the last six months the stock has outperformed the Milan index by 10%, partially recovering the ground it had lost over the previous year. We believe the market is beginning to realise the growth opportunities provided by Typographic. The lack of precise data and degree of scepticism about the company's strategy in this sector have probably limited the upside of the stock.

*Company has potential*

### **Improving customer demand**

We believe a rerating is likely to occur once the market fully realises the true potential of Typographic following this acquisition. Hence, despite its recent performance, we believe the stock continues to be undervalued. We therefore reiterate our BUY recommendation with a 12-month target price of ITL 42,000 (+17%). Our view is based on the following:

# Information flow



## Media choice

- ▶ Individuals require different forms of presentation depending on audience size
- ▶ Implies need for documents to morph from paper to screen
- ▶ Word document to PowerPoint, web, i-phones, blackberries, i-pads

# Paper to PowerPoint - overview

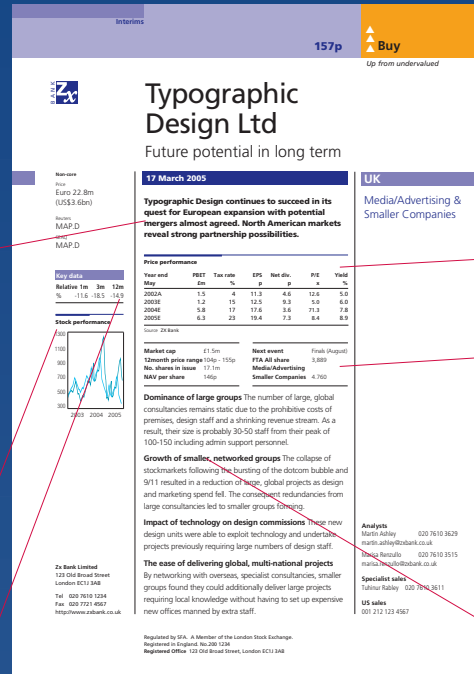
## Typographic Design Limited

Future potential concluding strapline

- ▶ Typographic Design continues to succeed in its quest for European expansion
- ▶ Potential mergers almost agreed with space to add more text if this is required to a maximum length of three lines
- ▶ North American markets reveal strong partnership possibilities with space to expand message

Zx

March 2005



## Typographic Design Limited

Future potential concluding strapline

Price performance						
Year end	May	PBET (£m)	Tax rate%	EPS (p)	Net div. (p)	P/E (x)
2002A	1.5	4	11.3	4.6	12.6	5.0
2003E	1.2	15	12.5	9.3	5.0	5.0
2004E	5.8	17	17.6	3.6	71.3	7.8
2005E	6.3	23	19.4	7.3	8.4	8.9

Market cap	£1.5m	Next event	Finals (August)
12 month price range	104p - 155p	FTA all shares	3,889
No. shares in issue	17.1m	Media/advertising & Smaller Companies	4,760
NAV per share	146p		

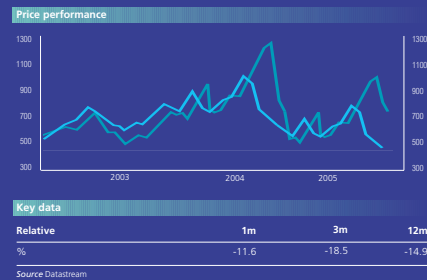
Source: Zx Bank

Zx

March 2005

## Typographic Design Limited

Future potential concluding strapline



Zx

March 2005

## Typographic Design Limited

Future potential concluding strapline

- ▶ Dominance of large groups
- ▶ Growth of smaller, networked groups
- ▶ Impact of technology on design commissions
- ▶ The ease of delivering global, multi-national projects

Zx

March 2005

# Portrait hardcopy morphing: overview

## Typographic Design Limited

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Source: Zx Bank

Zx

March 2005

Interims

157p

Buy

Up from undervalued

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Analyst

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Typographic Design Ltd

Future potential in long term

UK

Media/Advertising & Smaller Companies

17 March 2005

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Dominance of large groups

The number of large, global consultancies remains static due to the prohibitive costs of premises, design staff and a shrinking revenue stream. As a result, their size is probably 30-50 staff from their peak of 100-150 including design support personnel.

Growth of smaller, networked groups

The collapse of stockmarkets following the bursting of the dotcom bubble and 9/11 resulted in a reduction of large, global projects as design and marketing spend fell. The consequent redundancies from large consultancies led to smaller groups forming.

Impact of technology on design commissions

These new design units were able to exploit technology and undertake projects previously requiring large numbers of design staff.

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By networking with overseas, specialist consultancies, smaller groups found they could additionally deliver large projects requiring local knowledge without having to set up expensive new offices manned by extra staff.

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UK Index

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Registered in England. No 200 1234

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Zx Bank Research

Typographic Design Ltd

Future potential

Buy 161p

Up from undervalued

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Zx Bank Research

Typographic Design Ltd

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The ease of delivering global, multi-national projects

By networking, smaller companies can deliver large projects.

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UK Index

001 212 123 4567

Registered by SFA. A Member of the London Stock Exchange.

Registered in England. No 200 1234

Registered Office: 123 Old Broad Street, London EC1A 3AB

17 March 2005

Interims

157p

Buy

Up from undervalued

Zx Bank plc

123 Old Broad Street

London EC1A 3AB

www.zxbank.co.uk

Analyst

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Typographic Design Ltd

Future potential in long term

UK

Media/Advertising & Smaller Companies

17 March 2005

Typographic Design continues to succeed in its quest for European expansion with potential mergers almost agreed. North American markets reveal partnership possibilities.

Price performance

Year End May	PBET (£m)	Tax rate%	EPS (p)	Net div. (p)	P/E (x)	Yield (%)
2002A	1.5	4	11.3	4.6	12.6	5.0
2003E	1.2	15	12.5	9.3	5.0	5.0
2004E	5.8	17	17.6	3.6	71.3	7.8
2005E	6.3	23	19.4	7.3	8.4	8.9

Market Cap £1.5m

12 month price range 104p - 155p

No. shares in issue 17.1m

NAV per share 146p

Next event

Finals (August)

FTA all shares

3,889

Media/advertising & smaller companies

4,760

Dominance of large groups

The number of large, global consultancies remains static due to the prohibitive costs of premises, design staff and a shrinking revenue stream. As a result, their size is probably 30-50 staff.

Growth of smaller, networked groups

The collapse of stockmarkets following the bursting of the dotcom bubble and 9/11 resulted in a reduction of large, global projects as design and marketing spend fell.

Impact of technology on design commissions

These new design units were able to exploit technology and undertake projects previously requiring large numbers of design staff.

The ease of delivering global, multi-national projects

By networking, smaller companies can deliver large projects.

Analysts

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Specialist sales

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## Cognitive principles

- ▶ Designers need to be aware of how we are 'wired' to decode visual signals
- ▶ 'The spirit is willing but the mind is weak'



# Professor Stephen Kosslyn

- ▶ ‘ Spirit is willing but mind is weak’
- ▶ ‘ *It is a psychological, not a moral, fact that people do not like to expend effort and often will not bother to do so, particularly if they are not sure in advance that the effort will be rewarded*’

*Former Head of Cognitive Science at Harvard University*

# theme a

## scientific/technical diagrams

client: *Ministry of Agriculture, Livestock, Fisheries and Food (Argentina).*

5th Biosafety Conference  
comission: **Poster/diagram** of the evaluation and monitoring of the Genetically Modified Organisms (GMOs)

audience: Expert public, from 35 to 65 years old.

technical specifications: Print medium. Free size/format. Free colours.

d(a)b 01

## Agricultural Biosafety

[http://www.sagpya.gov.ar/new/o-o/programas/conabia/bioseguridad\\_agropecuaria2.php#eventos](http://www.sagpya.gov.ar/new/o-o/programas/conabia/bioseguridad_agropecuaria2.php#eventos)  
Ministry of Agriculture, Livestock, Fisheries and Food, Argentina

Argentina established a regulatory framework for Genetically Modified Organisms (GMOs) in 1991. By that time, several companies and research organizations in the public sector began their developments in this area. The need to regulate these activities led to the creation of the National Advisory Committee on Agricultural Biotechnology (CONABIA), a place of evaluation and consultation, and the source of advice to the Ministry of Agriculture, Livestock, Fisheries and Food who is the authority for implementing the mentioned regulation. Shortly after that, CONABIA developed the first regulations for the experimental introduction and environmental field release of GMOs.

CONABIA is composed of public and private sector representatives involved in Agricultural Biotechnology. This Commission is an interdisciplinary and interagency group where its technical coordination is situated in the Ministry of Agriculture, Livestock, Fisheries and Food.

The Argentinean legislation is based on the identification of characteristics and risks of biotechnology products and not on the process by which the products were originated. These rules define the necessary conditions to permit the commercial grow of such materials, which are implemented by CONABIA that evaluates each application submitted.

The regulations are integrated into the overall regulatory system for the agricultural sector: existing regulations in Argentina for vegetal protection under the Law on Health Protection of Agricultural Production No. 6.704/63 and its amendments, Seeds and Phytogenetic, and Animal Health.

1 Resolution No. 656/92 of SAGPy.

2 Resolutions No 656/92 of SAGPy, No. 39/03 of SAGPyA n° 57/03 of SAGPyA..

3 Law on Health Protection of Agricultural Production No. 6.704/63.

4 Law of Seeds and Phytogenetic Creations No 20.247/73 and its regulatory decree.

5 Law of Veterinary Products, Supervision of production and marketing No. 13.636/49 and regulatory framework for veterinary products Mercosur Resolution No. 345/94.

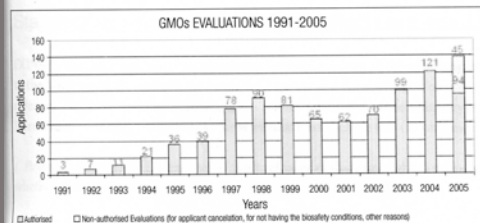
Genetically modified organisms (GMOs) in Argentina:  
some aspects to take into account

The applications evaluation and subsequent monitoring tests are responsibility of the Ministry of Agriculture, Livestock, Fisheries and Food. The characteristics of the organism, the agro-ecological characteristics of the field release site and the use of appropriate experimental conditions determine the field releases biosafety. Field release authorizations are granted following a number of precautionary measures, which are defined depending on each case.

The subsequent monitoring trials, done by the National Seed Institute (INASE) and the National Health Service and Food Quality (SENASA), have to evaluate in-situ the fulfilment of regulations for the applications and implement the appropriate measures to avoid adverse effects on the environment besides the necessities produced by the test. In addition, after the harvest, lots are checked with the aim of limiting a possible transfer of new genetic information contained in the genetically modified material to other organisms.

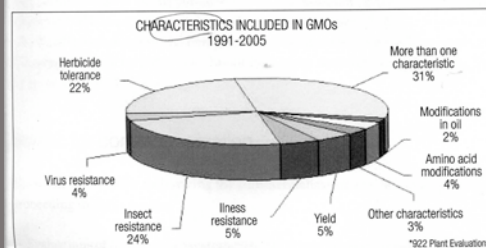
During 1991-2005, the number of evaluations for field releases to the environment of GMOs was 922.

d(a)b 02

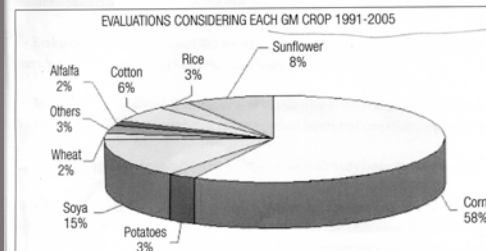


922 applications for field release

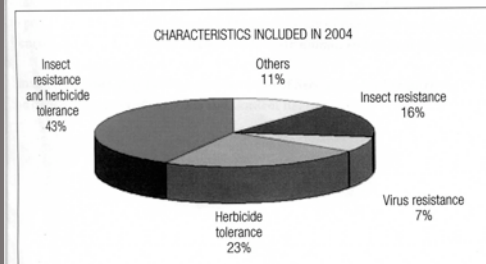
Crops that had the biggest number of authorised trials in the field were corn, soya and sunflowers.  
The main features introduced were herbicide tolerance and insect resistance.



what characteristics?



Corn  
Soya  
Sunflower



d(a)b 03

## Stages of approval for genetically modified plant materials

CONABIA evaluates all GMOs applications for field releases to the environment, and recommends to the Ministry of Agriculture, Livestock, Fisheries and Food whether or not to authorize such field releases. As established by Resolution No. 39 of the SAGPyA since 1 January 2004 and that replaces Resolution No. 289/97 of SAGPyA, these evaluations include two (2) phases:

1. *First evaluation stage:* Experimental field releases evaluations, which purpose is to determine whether the effects on the environment are significant or not, and
2. *Second evaluation stage:* Extensive field releases evaluations, which purpose is to determine if such GMOs field releases can generate an impact on the environment that significantly differs from the one produced for non-GM equivalent organisms.

This second phase of evaluation involves the examination of documented information of the concerned GMOs organism. If this evaluation is favourable, CONABIA issues a Decision Document, which states that the material being evaluated is approved to be field release to the environment. However, it should be noted that this authorization does not mean that these GMOs organisms can be commercialised.

## Stages for commercialization

The whole process for authorizing the commercialization of GMOs consists of an administrative proceeding in three stages:

- 1- Evaluations of the agro-ecosystem risk that is produced by commercial-scale crops of genetically modified material. Stage done by CONABIA that takes at least 2 (two) years of evaluation.
- 2 - Evaluations of material used for food by animals and humans. Stage done by the National Health Service and Food Quality (SENASA), that takes at least 1 (one) year.
- 3 - Analysis of the benefits and impacts of marketing genetically modified material. Stage done by the National Bureau of Markets, in order to avoid potential negative impacts on Argentine exports.

The following materials and derived products have already been authorised for commercialization.

According to SENASA Resolution No. 412 of 10 May 2002. The evaluations of genetically modified organisms for eating habits includes, among others, the following points: (1) Natural toxicants, (2) Toxics of new expression, (3) Homology of the transgenic product with known allergens, (4) Nutritional modifications, (5) Nutritional modification and nutritional characterization assignable to processing methods, (6) Change of bioavailability of micronutrients and/or nutrients, (7) Genetically modified food characterised for safe human and animal consumption.

Finally, they must obey the National Institute of Seeds standard requirements for the inclusion in the National Register of Varieties and Control Regime.

d(a)b 04

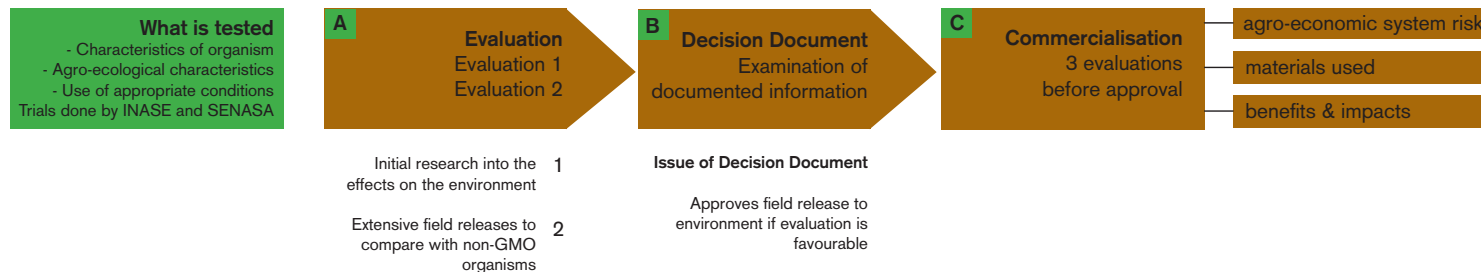
## 2009 ARGENTINA Concerns about Genetically Modified Organisms

### Context

<b>Background</b>	Concerns on Genetically Modified Organisms Argentinian Government establishes legislative structures: CONABIA (National Advisory Committee on Agricultural Biotechnology)
<b>CONABIA</b>	- Regulatory arm of Argentinian Government for Agriculture. - Inter-disciplinary / inter-agency situated within MALFF (Ministry of Agriculture, Livestock, Fisheries and Food)
<b>Legislative criteria for approval</b>	- Characteristics and risks of bio-technology <u>not</u> process (embedded in regulatory system)

### GMO's

#### Stages for approval Approving genetically modified plant material



March 2005



- ▶ Begin chapter with summary bullet statements that summarise whole chapter
- ▶ Over the next five years, we expect turnover to grow at a steady pace
- ▶ There is a lack of precise data and detail about the stock

Outperformed the Milan  
index by 10% this year

Over the last six months the stock has outperformed the Milan index by 10%, partially recovering the ground it had lost over the previous year. We believe the market is beginning to realise the growth opportunities provided by Typographic. The lack of precise data and degree of scepticism about the company's strategy in this sector have probably limited the upside of the stock.

*Company has potential*

We believe a rerating is likely to occur once the market fully realises the true potential of Typographic following this acquisition. Hence, despite its recent performance, we believe the stock continues to be undervalued. We therefore reiterate our BUY recommendation with a 12-month target price of ITL 42,000 (+17%). Our view is based on the following:

*It is recovering worldwide and so is providing access to growth distribution*

Management confirmed that demand for Typographic products is recovering worldwide. After a record year in Italy in 1997, turnover should continue to grow in 1998 (+8%) and 1999 (+5%). European countries are also recovering, whereas the US should see a modest rise (+4/5%). The sole exception is the Far East, Where the restructuring of the Japanese operations will not be enough to offset a drop in other areas. We believe this positive trend is due to a recovery in consumer confidence, as well as a better perception of Media products among customers who place a higher emphasis on quality and value.

Providing access to a  
distribution of growth  
across three lines

Concerns about the maturity of the brand are likely to fade, as the acquisition of Typographic provides further scope for the future growth of the group. After a phase of restructuring, Typographic which will become a medium-term turnover and EBIT growth in the range of 10% p.a. which will become a medium-term turnover and EBIT.

Typographic Design will increase its focus on the media sector

The purchase of Typographic will lower the overall business risk, enriching the existing portfolio of products with new items while providing access to a new distribution channel and customer segments. This operation will also provide greater exposure and critical mass in the US market, a notoriously problematic area for the group in the past.

Typographic will progressively increase its focus on the clothing segment from the current 10% to an expected 40% of turnover by 2000. Typographic high level of expertise in this field, coupled with a lack of exposure to the shoe segment, should allow Typographic to

4

Typographic Design Ltd

March 2005

Outperformed the Milan  
index by 10% this year

Over the last six months the stock has outperformed the Milan index by 10%, partially recovering the ground it had lost over the previous year. We believe the market is beginning to realise the growth opportunities provided by Sportssystem. The lack of precise data and degree of scepticism about the company's strategy in this sector have probably limited the upside of the stock.

*This has potential*

We believe a rerating is likely to occur once the market fully realises the true potential of Slug following this acquisition. Hence, despite its recent performance, we believe the stock continues to be undervalued. We therefore reiterate our BUY recommendation with a 12-month target price of ITL 42,000 (+17%). Our view is based on the following:

*This is recovering worldwide and so is providing access to a distribution of growth*

Over the last six months the stock has outperformed the Milan index by 10%, partially recovering the ground it had lost over the previous year. We believe the market is beginning to realise the growth opportunities provided by Typographic Design. The lack of precise data and degree of scepticism about the company's strategy in this sector have probably limited the upside of the stock.

We believe a rerating is likely to occur once the market fully realises the true potential of Slug following this acquisition. Hence, despite its recent performance, we believe the stock continues to be undervalued. We therefore reiterate our BUY recommendation with a 12-month target price of ITL 42,000 (+17%). Our view is based on the following:

### Further scope for growth

Management confirmed that demand for Typographic Design products is recovering worldwide. After a record year in Italy in 1997, turnover should continue to grow in 1998 (+8%) and 1999 (+5%). European countries are also recovering, whereas the US should see a modest rise (+4.5%). The sole exception is the Far East, Where the restructuring of the Japanese operations will not be enough to offset a drop in other areas. We believe this positive trend is due to a recovery in consumer confidence, as well as a better perception of Typographic Design products among customers who place a higher emphasis on quality and value.

Providing access to a distribution of growth across three lines

Concerns about the maturity of the brand are likely to fade, as the acquisition of Typographic Design provides further scope for the future growth of the group. After a phase of restructuring, Typographic Design (which will become a medium-term turnover and EBIT growth in the range of 10% p.a. (which will become a medium-term turnover and EBIT. Management confirmed that demand for Typographic Design products is recovering worldwide.

*Typographic Design will increase its focus*

### Low fixed costs increase competitive edge

The purchase of Typographic Design will lower the overall business risk, enriching the existing portfolio of products with new items while providing access to a new distribution channel and customer segments. This operation will also provide greater exposure and critical mass in the US market, a notoriously problematic area for the group in the past. Typographic Design Ltd will progressively increase its focus on the clothing segment from the current 10% to an expected 40% of turnover by 2000. Typographic Design's high level of expertise in this field, coupled with a lack of exposure to the shoe segment,

5

# MBD/MBW Message-based Design & Writing

- ▶ Information overload requires visual filters to extract key messages
- ▶ Guarantees key messages understood- browsing
- ▶ Caters for different time tolerances
- ▶ Facilitates morphing
- ▶ Quality control mechanism (discourages maintenance writing)
- ▶ Environmentally friendly- sustainable typography