

Our business model, strategy and values

We use our unique capabilities and relationships to maintain a leading market position.

Central banks, governments and commercial organisations rely on our products and solutions to deliver security and confidence when conducting their everyday transactions. As society becomes increasingly globalised and technology develops, the ability to buy things securely, to protect identity, revenues and brands, and to fight counterfeiting and illicit trade are of increasing importance.

De La Rue offers a proven track record of innovation, sophisticated design, and the production and delivery of high quality products and services. We seek to build long term relationships with our customers and form trusted partnerships where our experience and the quality of our products and services add value.

We are investing in our people, assets, processes and innovation to ensure we have the technology, capability and capacity to meet customer needs, maintain an industry leading position and deliver sustainable growth.



Strengths



Delivering



Outcomes

- Proven track record in innovation
- Integrated competitive position
- Enduring relationships with central banks, governments and specialist commercial organisations
- Industry recognised creative flair
- Brand and reputation
- Highly skilled and dedicated workforce

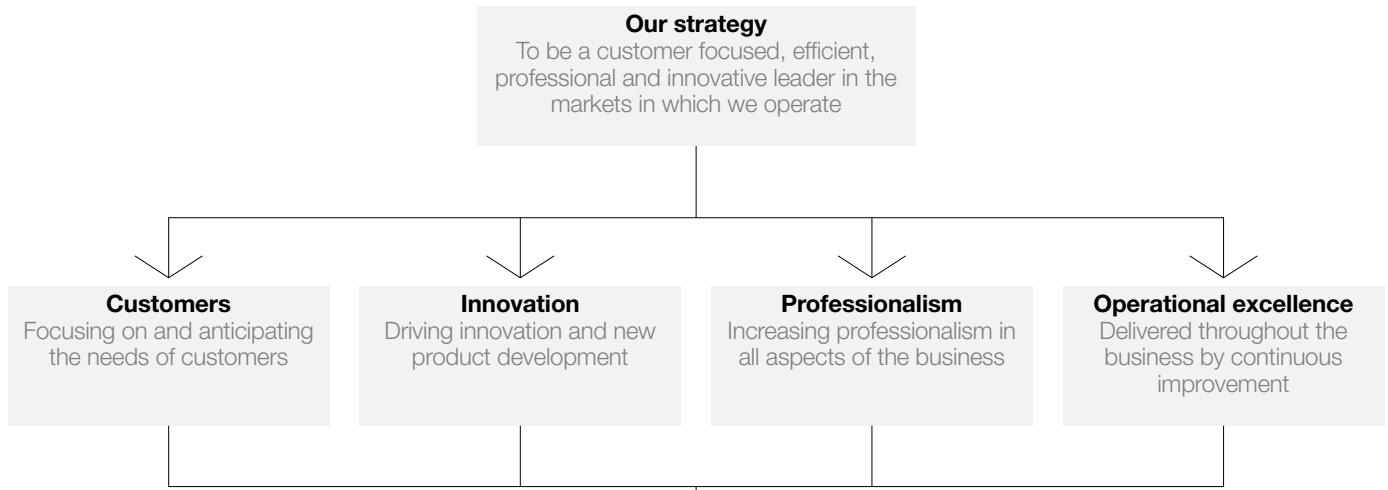
- Sophisticated and award winning designs
- High quality products and services which add value
- Long term trusted partnerships
- Efficient and flexible manufacturing supply chain
- Motivated and professional employees respected and valued by customers

- We have the technology and capability to meet customer needs
- We maintain an industry leading position
- We deliver long term sustainable growth
- We provide attractive returns to investors
- We enjoy a high performance culture

Our vision is to be the leading provider of secure products and services, touching the lives of everyone, every day.

We will achieve our vision by building long term mutually beneficial partnerships through a sustained focus on customers, innovation, professionalism and operational excellence.

The successful execution of our strategy will provide customers with innovative products and solutions to meet their needs, employees with a rewarding environment in which to develop and shareholders with long term sustainable growth.



Currency

In our Currency business we will:

- Continue to invest in technology
- Grow Safeguard™, our polymer substrate offering
- Address opportunities across the whole market from state print works to central banks, with particular focus on the sale of security components such as threads and holographic stripes and patches
- Improve lead times through investing in continuous improvement and capability
- Deliver operational excellence in our supply chain by focusing on quality, cost and delivery

The successful execution of our strategy will provide shareholders with increasing value from each of our businesses and from the Group as a whole by delivering:

- Sustainable revenue growth over the longer term
- Improved profitability through continuous improvement
- Strong cash flows
- Increased returns to shareholders

Solutions

In our Solutions business we will:

- Build on our position as the world's largest commercial producer of passports and address the growing market demand for ePassports
- Support governments in their efforts to collect tax revenues through the introduction of the latest product authentication software solutions
- Continue to support bulk cash handling organisations by offering a range of sophisticated products and services

