

De La Rue at a glance

De La Rue is the world's largest integrated commercial banknote printer and is a trusted partner of governments, central banks, issuing authorities and commercial organisations around the world.

In recent years, the Group has been involved in the design or production of over 150 national currencies and a wide range of security documents including passports, driving licences, authentication labels and tax stamps. In addition, the Group manufactures sophisticated, high speed cash sorting and inspection equipment.

De La Rue also offers a range of specialist services and software solutions including government identity schemes, product authentication systems and cash management processing solutions.

De La Rue employs approximately 4,000 people worldwide and is listed on the London Stock Exchange.

2013 Revenue

£483.7m

2012: £528.3m

2013 Operating profit (before exceptional items)

£63.2m

2012: £63.1m

2013 Profit before tax

£51.5m

2012: £32.9m

2013 Headline earnings per share (before exceptional items)

44.4p

2012: 43.5p

2013 Operating cash inflow

£40.4m

2012: £78.4m

De La Rue at a glance

Continued

Currency

Provides market leading printed banknotes, banknote paper and a comprehensive portfolio of banknote security features. Working in partnership with its customers to provide effective currency solutions, the business also advises on critical issues of currency strategy such as design, demand forecasting, denominational structure and protection against counterfeiting.

2013 share of Group revenue

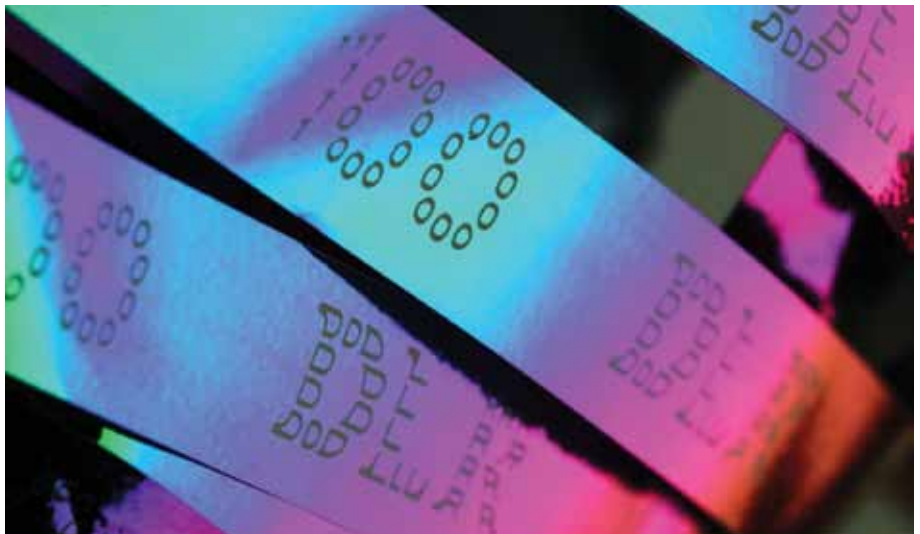
61.2%

2012: 64.2%

2013 share of Group operating profit
(before exceptional items)

60.1%

2012: 72.1%



Solutions

Provides specialist physical and digital products and services, including cash processing, revenue and brand protection, identity solutions, and financial and secure documents.

2013 share of Group revenue

38.8%

2012: 35.8%

2013 share of Group operating profit
(before exceptional items)

39.9%

2012: 27.9%



Cash Processing Solutions

Provides bulk cash handling organisations with a range of sophisticated high speed cash sorting and authentication systems as well as software solutions, consultancy, service and support. These solutions enhance the productivity, performance and security of cash processing operations. The business also manufactures inspection equipment for banknote printing facilities, enabling new notes to be quality assured prior to issue.



Security Products

Delivers solutions critical to the authentication of products and documents to protect revenues for governments, commercial organisations and financial institutions around the world. It supplies authentication labels, brand licensing products and government and financial documents, along with the associated software and systems.



Identity Systems

Develops and delivers sophisticated identity management solutions. As a specialist systems integrator, it works with governments around the world to secure personal identities, focusing on the provision of passport, ePassport, national ID and eID, driving licence and voter registration schemes.

Our vision

De La Rue's vision is to be the leading provider of secure products and services, touching the lives of everyone, everyday.

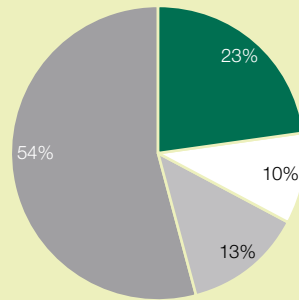
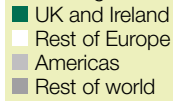
We will achieve this by building long term, mutually beneficial partnerships through a sustained focus on customers, innovation, professionalism and operational excellence.

The values and behaviours that will enable us to realise this vision are understood across the business.

Where we operate

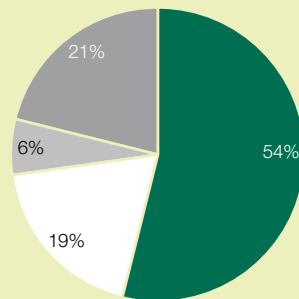
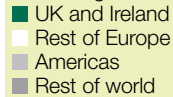
Geographic revenue

Percentage



Employees by location

Percentage



How we create value

Central banks, issuing authorities and commercial organisations rely on our products and solutions to deliver security and confidence when conducting their everyday transactions. With an increasingly mobile society and technological developments, 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 in innovation, sophisticated design capabilities and in the production and delivery of high quality products and services in an industry with high barriers to entry. 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, enabled by our cash generative business model. This ensures we have the technology and capacity to meet customer needs, maintain an industry leading position and deliver sustainable growth while providing attractive returns for investors.