## Improvement Plan

Our three year Improvement Plan was launched in May 2011 to deliver revenue growth and cost reduction. The Plan leverages De La Rue's fundamental strengths of brand, reputation, customer relationships and innovation.

We have made good progress during the first two years of the Plan and enter the third year with considerable momentum.

The Improvement Plan will provide a strong foundation on which to build the Group's future strategy.

## **Target 2013/14 operating profit** (excluding the impact of IAS 19)



	Revenue growth		Cost reduction	
	Customer focus	Innovation	Professionalism	Operational excellence
Vision	To be a valued partner to our customers by understanding and delivering their increasingly complex needs and requirements	Market leading innovators developing and adopting technology to provide differentiation and competitive advantage	Continued improvement of the processes and systems deployed in the business	Creation of industry leading manufacturing, quality, design and procurement functions to maximise efficiency, reduce costs and provide a competitive advantage
Initiatives	<ul> <li>Integrated customer relationship management across Currency and Solutions</li> <li>Implemented</li> <li>Shared marketing and pipeline management processes</li> <li>Adopted</li> <li>Bespoke country plans identifying customer needs</li> <li>Established</li> </ul>	<ul> <li>Group wide R&amp;D function to drive innovation</li> <li>Established</li> <li>Investment in industry leading technology centre</li> <li>Ongoing</li> <li>Relationships with academic institutions to access early stage technologies</li> <li>Established</li> </ul>	<ul> <li>Programme to standardise best practice across the business</li> <li>Well advanced</li> <li>Goals and objectives communicated to all employees</li> <li>Ongoing</li> <li>Process definition review prior to upgrading IT systems</li> <li>Completed</li> </ul>	<ul> <li>Upgrading of our manufacturing methodology and facilities</li> <li>Well advanced</li> <li>Centralised procuremer and quality assurance teams</li> <li>Established</li> <li>Consolidation of manufacturing footprint</li> <li>Completed</li> </ul>
	Reinforce existing and	Product differentiation	<ul> <li>Integrated systems to</li> </ul>	Greater operational
Outcomes	<ul> <li>Heinforce existing and establish new long term customer partnerships</li> <li>Meet and exceed customer expectations</li> <li>Maximise market development opportunities</li> </ul>	<ul> <li>Product differentiation delivering competitive advantage</li> <li>At the forefront of developments in technology to meet customer needs</li> </ul>	<ul> <li>Integrated systems to ensure greater efficiency</li> <li>Best practice processes deployed across the Group</li> </ul>	<ul> <li>Greater operational and cost efficiencies</li> <li>Improved quality and lower waste</li> </ul>