Business review

Financial statements

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

The Group is involved in the design and 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 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. For further information visit De La Rue's website at www.delarue.com

Results summary

Revenue 2011: £463.9m

2011: £463.9m 2010: £561.1m

Operating profit

Operating profit before exceptional items 2011: £40.4m 2010: £109.2m

Profit

Profit before tax and exceptional items 2011: £33.3m 2010: £104.1m

Cash

Operating cash flow 2011: £14.7m* 2010: £116.1m

*Operating cash flow before one off special pension contribution

Earnings per share (EPS)

Headline EPS (before exceptional items) 2011: 24.0p 2010: 76.2p

Dividend

Total dividend for the year 2011: 42.3p 2010: 42.3p

De La Rue at a glance

We have manufactured banknote paper for nearly 300 years and printed banknotes for 150 years.

Our DLR 7000 large sorter processes, sorts and authenticates at a speed of up to 33 banknotes per second.

De La Rue has partnered with Microsoft since 1996 to protect consumers from software piracy.

We are involved in the issue of 27 million secure identity documents each year.



Currency

De La Rue Currency provides market leading printed banknotes, banknote paper and an unparalleled portfolio of banknote security features. Working in partnership with its customers to provide effective currency solutions, the business can also advise on critical issues of currency strategy such as design, demand forecasting, denominational structure and protection against counterfeiting.

See page 16 for more information.

Cash Processing Solutions (CPS)

De La Rue Cash Processing Solutions is integral to the Currency offering with shared central bank customers. The business provides bulk cash handling organisations - central banks, commercial banks and cash-in-transit companies - with a range of sophisticated high speed cash sorting and authentication systems as well as software solutions, consultancy, service and support to enhance the productivity, performance and security of cash processing operations.

See page 17 for more information.

Security Products

De La Rue Security Products consists of specialist businesses whose solutions are critical to authenticating products and documents as well as protecting revenues for governments, global corporations and financial institutions around the world. It produces authentication labels, brand licensing products, government documents, cheques and postage stamps as well as vital components for Currency and Identity Systems.

See page 18 for more information.





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Identity Systems (IDS)

De La Rue Identity Systems is a world expert in the delivery and management of secure government identity programmes, systems and solutions. A reliable and trusted partner of governments worldwide, IDS has implemented over 100 projects in 65 countries focusing on the provision of passport, ePassport, national ID and eID, driving licence and voter registration schemes.

See page 19 for more information.



- 1 Detail of intaglio (raised) print from a States of Jersey £50
- 2 Stacker wheel from DLR 7000 cash sorter
- **3 Paper for Dutch passport**
- 4 Data page from the new UK passport