

Our business model

We create value by providing solutions to our customers' unique challenges. This is driven by our focus on innovation, our expertise and our manufacturing skills.

The resources we rely on

2,763 skilled employees

Our people

We have 2,763 dedicated and passionate employees across four continents and we are moving to be closer to our customers.

1,000+ patents

Intellectual property and shared knowledge

Our knowledge is underpinned by over 200 years of continuous innovation. Ideas that derive from our R&D are patented and applied across the various services and products we offer.

7 centres of excellence

Manufacturing excellence

Our seven centres of excellence give us a global presence with consistent operating experience at the highest quality, health, safety, security and management standards.

1 global supply chain

Suppliers and partners

We work with suppliers and partners all over the world to ensure sustainability and reliable delivery to our customers. We hold these suppliers and partners to the same high ethical standards that we adopt ourselves.

£73.5m cash flow

Financial strength

We generated cash flows from operating activities of £73.5m in 2017/18. This allows us to invest in new technology and machines, fund potential strategic acquisitions and support business operations to secure long term value for shareholders.

Our customers and what they buy from us



Central and commercial banks
need a supplier they can trust to provide data-driven insights and to design and manufacture secure currency

Our products and services



Currency

Banknote printing
Paper and polymer substrate
Security features
Cash cycle analytics

Our solutions

Intellectual property

We have invented over 100 security features for currency and register around 30 patents per year. Our security features are embedded in more than 25% of the world's circulating denominations.

Digital solutions

Our end-to-end digital solutions for identity management and product track and trace give our customers strong infrastructure, governance frameworks and flexibility to meet their individual needs.

Training

We provide our customers and their stakeholders with supporting services such as counterfeit analysis, public education and awareness campaigns, technical workshops and training courses.

Our values



drive change
and innovate



act with
integrity





Governments

increasingly need to monitor, validate and control identity to improve security, social inclusion and domestic and international trade



**Brand owners/
governments/
tax authorities**

need to protect tax revenues and brands from illicit trade and counterfeit and harmful goods



Identity Solutions

Physical identity documents
Software systems



Product Authentication Solutions

Tax revenue protection
Brand protection
Software systems

Data analytics

We use analytics and intelligence derived from our award winning software to deliver insight to support customers' decision-making.

Design

Our 50-strong design team is recognised as the best in class. Its banknote and passport designs have won 14 international awards since 2007. We work with over 140 countries on designing and producing banknotes and passports.

Consulting

We help countries with our expertise in cash cycle management, physical and digital security, and operational excellence.

The value we create

The world around us



Enabling everyone's secure participation in the economy



Helping deliver confidence in the economy by ensuring a secure cash cycle



Supporting social and financial inclusion by securing legal identities and providing currency



Contributing to economic growth and stability by protecting tax revenues and tackling illicit trade

Our people



Engaging and developing a world class workforce



Building local skills and capabilities with strong partnerships in key countries

Our business

£62.8m

Adjusted operating profit*

42.9p

Adjusted basic earnings per share*

25.0p

Full year dividend

* This is a non-IFRS measure. See further explanations and reconciliation to the comparable IFRS measure on page 157.



take responsibility



excel in what we do



work together