



DeLaRue

Investor Fact Sheet

July 2018

Ticker: DLAR:LN
Founded: 1813
Employee: 2,760
Market cap: GBP 570.0m
Share issued: 101.9m
Annual dividend: 25 pence

OVERVIEW

De La Rue is the world's leading anti-counterfeiting and security specialist for currency, identity and brand protection. We provide a fully integrated range of security products, software solutions and specialist services to government, central bank and commercial customers.

KEY FACTS

#1

Commercial designer and producer of banknotes and passports worldwide

1000+

Granted patents and 500+ applications pending

140

Countries to which we provide products and services in the last three years

36%

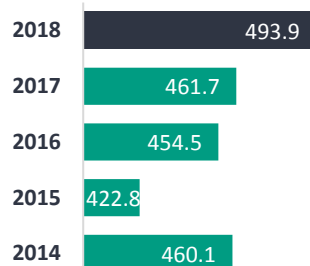
Of all denominations in circulation globally were designed by us

100%

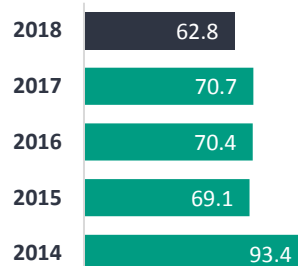
Volume increase in our polymer banknote substrate Safeguard®

GROUP PERFORMANCE

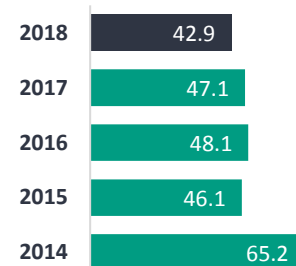
Revenue (£m)



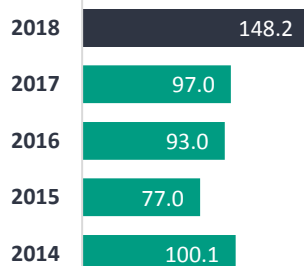
Adjusted EBIT (£m)



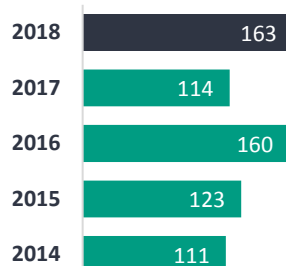
Adjusted EPS (p)



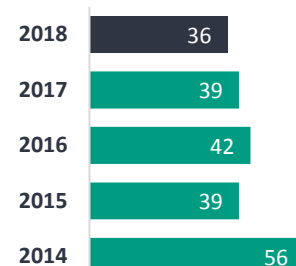
EBITDA (£m)



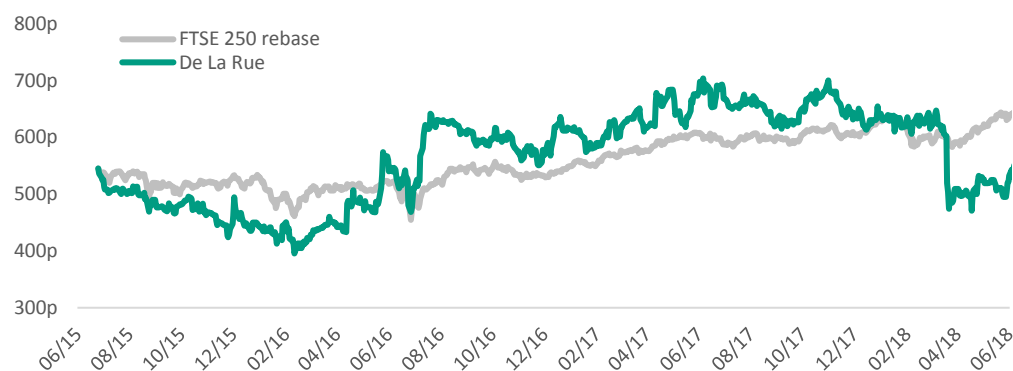
Cash conversion (%)



ROCE (%)



Share price performance



OUR MISSION & PURPOSE

Our mission is to provide governments and commercial organisations with products and services that underpin the integrity of trade, personal identity and the movement of goods.

Our purpose is to enable every citizen to participate securely in the global economy.

OUR PEOPLE

Philip Rogerson – Chairman
Chairman of Bunzl plc

Martin Sutherland – Chief Executive Officer
Former Managing Director of BAE Systems Applied Intelligence (formerly Detica)

Helen Willis – Interims Chief Financial Officer

Former CFO of Premier Farnell Plc

Edward Peppiatt – General Counsel & Company Secretary



A SOUND INVESTMENT CASE



A trusted brand

We have built longstanding relationships with our customers based on trust, discretion and loyalty, creating a significant barrier to entry



Leading market positions

As the world's largest commercial supplier in the highly specialised banknote and passport markets, we have the competitive advantage of economies of scale



A clear strategy

To transform the business from a banknote and passport manufacturer into an asset-light technology-led security product and service provider



Continuous innovation

We have a strong track record of innovation. We invest in R&D in material science and software development to provide future growth drivers

OUR STRATEGY

- Deliver operational excellence
- Invest for growth
- Strengthen balance sheet
- Drive dynamic, high performing culture

KEY DATES

26 Jul 2018:	AGM
29 Sep 2018:	Half year end
27 Nov 2018:	Half year results

BUSINESS SEGMENTS

Currency Revenue* £312.0m, EBIT £40.5m



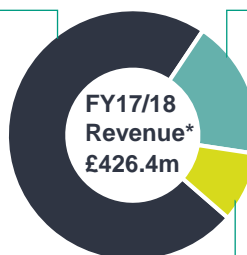
Banknote Print



Polymer Substrate



Security Features



Identity Solutions

Revenue* £76.4m
EBIT £7.1m



Product Authentication

Revenue* £38.0m
EBIT £9.3m



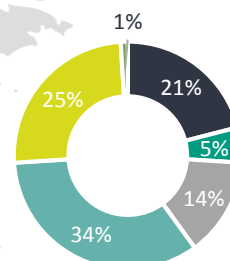
*excluding the £67.5m revenue from the paper business which was sold on 29 March 2018

WHERE WE OPERATE

- Gateshead, UK** – Banknote and security printing
- Westhoughton, UK** – Polymer substrate and security features
- Debden, UK** – Banknote printing managed service
- Overton, UK** – Research & development Centre
- Basingstoke, UK** – Head offices and Design Centre

Malta
Banknote and security printing

Revenue by region



- UK
- Rest of Europe
- Americas
- Middle East & Africa
- Asia
- Rest of world

Wilmington, Delaware, US
Research & development

Logan, Utah, US
Security features and printing

Nairobi, Kenya
Banknote and security printing

Malwana, Sri Lanka
Banknote printing

● Regional hubs & sales offices

If you would like more information, please visit www.delarue.com or contact

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