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.

**OVERVIEW**

- Ticker: DLAR:LN
- Founded: 1813
- Employee: 3,200
- Market cap: GBP 653.9m
- Share issued: 101.6m
- Annual dividend: 25 pence

**KEY FACTS**

1. **#1**
   - Commercial designer and producer of banknotes and passports worldwide

2. **1000+**
   - Granted patents and 500+ applications pending

3. **140**
   - Countries to which we provide products and services in the last three years

4. **60%**
   - Of new denominations issued globally in 2016/17 were designed by us

5. **100%**
   - Volume increase in our polymer banknote substrate Safeguard®

**GROUP PERFORMANCE**

<table>
<thead>
<tr>
<th></th>
<th>Revenue (£m)</th>
<th>Adjusted EBIT (£m)</th>
<th>Adjusted EPS (p)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>461.7</td>
<td>70.7</td>
<td>47.1</td>
</tr>
<tr>
<td>2016</td>
<td>454.5</td>
<td>70.4</td>
<td>48.1</td>
</tr>
<tr>
<td>2015</td>
<td>422.8</td>
<td>69.1</td>
<td>46.1</td>
</tr>
<tr>
<td>2014</td>
<td>460.1</td>
<td>93.4</td>
<td>65.2</td>
</tr>
<tr>
<td>2013</td>
<td>422.5</td>
<td>61.5</td>
<td>44.2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>EBITDA (£m)</th>
<th>Cash conversion (%)</th>
<th>ROCE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>97.0</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>93.0</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>77.0</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>100.1</td>
<td>56</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>80.2</td>
<td>44</td>
<td></td>
</tr>
</tbody>
</table>

**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 and former Chairman of Aggreko plc and Carillion plc

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

- **Jitesh Sodha** – Chief Financial Officer
  - Former CFO of Greenergy International and Mobilestreams Plc

- **Edward Peppiatt** – General Counsel & Company Secretary

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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 a 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 financial position
- Drive dynamic, high performing culture

KEY DATES

31 Mar 2018: Financial year end
30 May 2018: Full year results
26 Jul 2018: AGM
27 Nov 2018: Half year results

BUSINESS SEGMENTS

Currency Revenue £350.6m, EBIT £50.3m

Identity Solutions Revenue £80.6m EBIT £8.3m

Product Authentication Revenue £34.6m EBIT £7.0m

WHERE WE OPERATE

Gateshead, UK – Banknote and security printing
Westhoughton, UK – Polymer substrate and security features
Debden, UK – Banknote printing managed service
Overton, UK – Banknote paper and R&D Centre
Basingstoke, UK – Head offices and Design Centre

Wilmington, Delaware, US
Research & development

Logan, Utah, US
Security features and printing

Malta
Banknote and security printing

Nairobi, Kenya
Banknote printing

Malwana, Sri Lanka
Banknote printing

Revenue by region

- UK 35%
- Rest of Europe 16%
- Americas 20%
- Middle East & Africa 6%
- Asia 21%
- Rest of world 1%

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

Investor Relations       ir@delarue.com       +44 (0) 1256 605 322