

Business model

HOW WE CREATE VALUE

Our unique resources

7

Manufacturing footprint

Our seven centres of excellence give us a global presence.

1,000+

IP and shared knowledge

Our knowledge is underpinned by over 200 years of continuous innovation.

2,827

Our people

We have dedicated and passionate employees across four continents.

1

Global supply chain

We work with suppliers and partners all over the world to ensure sustainability and reliable delivery to our customers.

→ Find out more about our strategy on [page 22](#).

The value we create

The world around us



Enabling everyone's secure participation in the economy



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



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



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

£60.1m

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 153.

** Excluding the £48.2m revenue from the non-novated contracts related to the paper business sold in March 2018.

A focus on innovative solutions across all areas of the business

Revenue**
£516.6m

INNOVATION EVERYDAY

 Currency	 Identity Solutions	 Product Authentication Solutions
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Intellectual property Our 1,000+ patents with 600 pending are the result of our increased R&D spend.	Digital solutions Identity management and track and trace increasingly require robust and flexible online solutions.
Consulting We work with governments worldwide on all aspects of cash, identity and security solutions.	Data analytics We use our award winning software to provide intelligence to support customer decision making.
Design World class design of banknote and passports. Fourteen international awards since 2007.	Training and development We support our customers, by advising them on all aspects of best practice regarding security identity and fraud avoidance.

Today
We are focused on being a world class print manufacturer

Tomorrow
We have a vision to be a technology led security solutions provider

Revenue**
£398.9m
Resilient and stable currency revenue

Trust

Revenue
£117.7m
Innovative solutions from identity and product authentication