

Resources and relationships

THE RESOURCES WE RELY ON

Here, we look at the resources and relationships we rely on to provide solutions to our customers' challenges – as summarised in the left hand 'inputs' column of our business model on pages 18 and 19.

Our people

Our business depends on the skills, experience and commitment of over 2,827 employees at 22 locations. We're careful to maintain a blend of 'home grown' talent and people from outside our industry – as the external hires bring a range of skills and perspectives that can add a new dimension to our business.

We take on talented people and reward them through a performance based incentive scheme.

We also offer every employee the opportunity to develop their knowledge and ability through a range of training and development programmes. We encourage people to care about both our company and our local communities – an approach we hope will flourish in our supportive, open and collaborative working environment. We have high ethical standards alongside extensive health, safety and wellbeing programmes.

→ Find out more about our business
www.delarue.com/ar2019



Intellectual property and shared knowledge

Innovation is the driving force behind De La Rue. Over 200 years, we've amassed a huge store of expertise in how to stay ahead of the counterfeiter, which now includes digital security solutions. We add to that resource every day, and have doubled our R&D spend in the last four years. We have more than 1,000 current patents, with another 600 pending. With our increased investment in, and focus on, R&D, we're launching more products and services, faster and more regularly. We also accelerate product development through partnerships and, where appropriate, mergers and acquisitions.

Our aim is to develop once but use many times, by sharing technology across our three segments using a platform based approach. This means all our customers can benefit from our innovation. We also provide our expertise to customers, regulators and policymakers, through forums such as the International Civil Aviation Organisation, World Customs Organisation and the Global Compact for Migration, as well as through industry affiliations such as the Secure Identity Alliance, and collaborations such as our Joint Charter with the Bank of England. In doing so, we create a more secure world for everyone.

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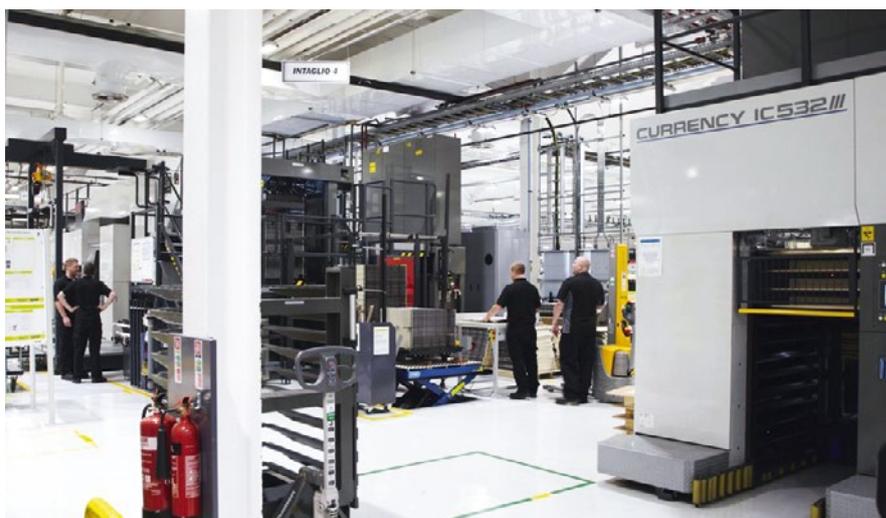
Manufacturing excellence

We manufacture at seven centres of excellence on four continents. Here we aim to maintain stable and flexible operations, to manage fluctuations in demand or product mix.

We continue to invest in these manufacturing capabilities, with more than half of our capital expenditure being spent on new machinery and equipment. We also work closely with our manufacturing partners to ensure high quality products and efficient delivery.

Each site maintains strict international standards – with all our main manufacturing sites having OHSAS18001 certification for their health and safety management systems.

We assure quality through ISO standards and common working practices across all operations. These have established De La Rue as a beacon of manufacturing excellence. Our plant in Kenya is the only site in Africa to have achieved ISO14298 – the highest possible level of secure printing accreditation.



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Suppliers and partners

We depend on our suppliers for timely and cost effective delivery of high quality components for banknotes, ID documents and authentication labels. We secure these supplies through strong and long-lasting relationships with trusted suppliers, all of whom we expect to comply with our ethical and environmental standards and our Code of Business Principles.

We recognise the value of close partnerships, and work with our industry's leading suppliers to encourage innovation that leads to benefits for society at large.

For example, we operate technical partnerships with ink suppliers and manufacturers of printing equipment to develop secure print features and identify efficiency savings.

We also work with our manufacturing and commercial partners to ensure we provide the best quality products and services to our customers. Just as suppliers and partners support our aims, so we support theirs – sharing best practice in order to boost efficiency and achieve common goals.



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