

Corporate Governance

The Board is collectively accountable to its shareholders for good corporate governance and all Directors are responsible for complying with their legal and fiduciary obligations.

The Board is committed to complying with the highest standards of corporate governance, which is the system of internal principles, controls and processes it approves and by which the De La Rue Group is run in order to achieve its objectives while complying with the required standards of accountability and probity.

The Company's corporate governance arrangements are described in the following sections:

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Corporate Governance Framework

The Company's corporate governance procedures, which are approved by the Board, define the matters reserved to the Board, the terms of reference of various Committees of the Board and the functions delegated to these Committees as well as defining the jobs of the Chairman, Chief Executive, Finance Director and non-executive Directors. The Company reviews and amends its corporate governance policies to reflect changes to the Combined Code, legislation or good practice. Revisions were last made in March 2007.

The Board also approves the Company's Business Code of Conduct ('Code of Conduct') which defines the Company's business principles and which was updated in June 2005. This is discussed further in the Corporate Responsibility Report on page 28. These documents are set out on the Company's website www.delarue.com

In accordance with the Turnbull Guidance on internal control, the Board confirms that there is an ongoing process for identifying, evaluating and managing the key risks including financial, operational and compliance controls and risk management systems. This process has been in place throughout the year and up to the date of approval by the Board of the Annual Report and Accounts. The Board's governance policies include a process for the Board to review regularly the effectiveness of the system of internal control and risk management systems, and the Board has conducted such a review during the year. Details are set out on pages 21 to 24. This does not extend to associated companies or joint ventures such as Camelot Group plc where we do not have management control.

Compliance with Section 1 of the Combined Code on Corporate Governance

In the year to 31 March 2007 the Company has complied throughout with the provisions and applied the principles of the Combined Code issued by the Financial Reporting Council in June 2006 (the 'Code') as detailed in this Report, and which made minor changes to the Combined Code 2003.

Board of Directors

Composition of the Board

Throughout the year to June 2006 there were four independent non-executive Directors compared to the non-executive Chairman and two executive Directors. Gill Rider and Warren East were appointed non-executive Directors on 22 June 2006 and 9 January 2007 respectively. Both are considered to be independent non-executive Directors. The Board has concluded that its composition throughout the year was and remains appropriately balanced.

There is a clear division between the management of the Board and the executive Directors' responsibility for managing the Company's business. However no individual or small group can dominate decision taking. The roles of the Chairman and Chief Executive are separated and clearly defined. The Chairman is primarily responsible for the working of the Board. The Chief Executive is responsible for running the business and implementing Board strategy and policy.

The Directors' biographies appear on pages 32 and 33. The Board's policy is that the Chairman and executive Directors should accept appointments to the boards of other companies only with the prior approval of the Board and that non-executive Directors must seek the agreement of the Chairman and confirmation by the Board before accepting additional commitments that may affect the time they devote to their role.

The existing commitments of Directors appear on pages 32 and 33 and the Board is satisfied that these commitments do not conflict with their ability to carry out effectively their duties as Directors of the Company.

Succession Planning

The Board has in place an orderly process to refresh the composition of the Board regularly without compromising its continued effectiveness, as demonstrated by the appointment of Gill Rider and Warren East. As well as assessing the skills profile, type and number of non-executive Directors required to enhance the Board's composition, the Company follows a rigorous internal talent review process which is used in planning executive Director and senior management succession.

Objectives of the Board

The Board reviewed its objectives during 2006/2007 and confirmed them as:

- delivering value to shareholders and other stakeholders;
- maintaining the Company's reputation for integrity as the foundation of its relationship with stakeholders; and
- building long term success through innovation, quality and sound management.

Role and Operation of the Board

The Board's core procedures are:

- set out in the terms of reference for the Board, its Committees and Directors;
- the control of risk through agreed evaluation and control procedures reviewed and revised annually; and
- monitoring the composition of the Board through the Nomination Committee.

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The Board has also reserved certain matters to itself to reinforce its control of the Group. These include:

- establishing Committees of the Board and their terms of reference;
- determining the responsibilities of Directors, in particular those of the Chairman and Chief Executive;
- approving internal control processes;
- (in conjunction with the Audit Committee) approving the announcement of interim and final results;
- approving any interim dividend and recommending the final dividend to shareholders;
- approving the annual report, remuneration report and financial statements;
- approving the Group's strategy;
- approving the Group's annual budget;
- approving significant matters relating to capital expenditure, acquisitions and disposals or joint ventures by any Group Company;
- approving changes to the capital structure of the Company or other matters relevant to its status as a listed Company; and
- being informed about and taking any necessary decision on any matter which would have a material effect on the Company's financial position, liabilities, future strategy or reputation.

The Board delegates authority to run the business to the Chief Executive, except where certain matters are reserved to it or to the Committees of the Board. The Chief Executive in turn delegates responsibility to senior executives, in particular to divisional managing directors. Operational control is exercised by the Operating Board which functions as a board of directors. The Finance Director's role and responsibilities are also clearly defined.

A matrix of delegated authorities is reviewed and approved by the Board annually.

The Board provides leadership of the Company within a framework of prudent and effective internal controls, including financial, operational and compliance controls and risk management systems. These are required to identify and manage the risks and their potential effect whilst ensuring that material changes are reported to the Board in a timely fashion. The Board reviews the effectiveness of those controls and systems and is assisted by the Audit and Risk Committees.

The controls by their nature are designed to manage, rather than eliminate, risk and can only provide reasonable but not absolute assurance against material misstatement or loss. Details of the processes and controls are set out below. The Board reviews matters reserved to itself and the performance of management in achieving agreed goals and objectives at its meetings. The Board timetable ensures that the Board receives regular reports or presentations from the executive Directors, operational managing directors and key functions. Directors receive agendas and Board papers generally five days before each Board meeting; minutes are

circulated as soon as possible thereafter. The Board reviews progress on implementing actions arising from the Board and its Committee meetings each month.

There is also a defined procedure for dealing with urgent matters between Board meetings.

All Directors can request additional information from management at any time. All Directors have direct access to the advice and services of the Company Secretary who is responsible for ensuring that Board procedures are followed. The Board decides the appointment and removal of the Company Secretary.

Board Evaluation and Effectiveness Review

The Board and each of the Nomination, Remuneration and Audit Committees carried out an evaluation of their performance during the year. The Risk Committee was evaluated by the Board. The process involved completion of questionnaires which focused on process, structure, behaviours and key issues, such as strategy and succession, against delivery of the Board's objectives and implementation of any issues identified during the previous review or which became relevant during the year.

The Chairman and each Committee Chairman had discussions with each Director or Committee member based on the responses and each Director's own views regarding effectiveness of the Board or Committee as a whole and the individual Director's performance. The senior independent non-executive Director was responsible for appraising the Chairman's performance in meetings or discussions with the non-executive Directors in the absence of the Chairman. The Chairman and the non-executive Directors also met in the absence of the executive Directors. The results were discussed by the Board or individual Committees which then produced an implementation plan to address any issues raised.

The chairman of the Audit Committee is also responsible for ensuring that the effectiveness of the external audit process and internal audit function is reviewed following a similar procedure. The Audit Committee agreed that the evaluation of the external audit process should be performed when KPMG Audit Plc has completed a full cycle.

As the result of the review of 2006/2007 the Board will devote more time to strategic issues, customer feedback and progress in outsourcing.

Details of Attendance at Board and Committee Meetings

The number of full scheduled Board meetings and Committee meetings attended by each Director during the year was as follows:

Directors' Attendance 2006/2007	Board	Audit Committee	Remuneration Committee	Nomination Committee
Number of meetings held	15	3	9	4
Dr P M G Nolan	14	3	8	4
Mr K H Hodgkinson	13	3	9	4
Mr M M Jeffries	14	3	9	4
Mr N K Brookes (Chairman)	15	–	†4	4
Mr S A King	15	–	–	–
Mr L M Quinn (Chief Executive)	15	–	–	4
Sir Jeremy Greenstock	12	–	9	4
Ms G Rider (appointed 22 June 2006)	9	*1	*5	–
Mr D W A East (appointed 9 January 2007)	4	**–	–	–

† Appointed to the Remuneration Committee on 28 September 2006.

* Appointed to Audit and Remuneration Committees 27 July 2006.

** Appointed to Audit Committee 22 February 2007.

Role of Non-Executive Directors

The non-executive Directors, all of whom are considered by the Board to be independent, have an appropriate range of business, financial and international experience which is relevant to the Company's activities. None of the non-executive Directors holds a material shareholding in the Company. Nicholas Brookes ceased to be independent after his appointment on 22 July 2004 as Chairman under the Code but the Board considers that his contribution and objectivity in Board and Committee discussions were fully consistent with those of an independent Director.

Michael Jeffries succeeded Nicholas Brookes as the Company's senior independent non-executive Director and shareholders may contact him if they feel their concerns are not being addressed through normal channels. He is also responsible for reviewing the performance of the Chairman. Keith Hodgkinson will succeed Michael Jeffries as senior independent non-executive Director when he resigns as a non-executive Director with effect from the end of the Annual General Meeting. Non-executive Directors confirm on appointment, and annually, and have done so this year, that they are able to allocate sufficient time to enable them to properly discharge their duties. In the very few instances when a Director has not been able to attend Board or Committee meetings, he has made known his views on pertinent matters to the Board.

Induction and Training

All new Directors receive an induction on joining the Company, for which the Chairman is responsible. This covers such matters as the strategy, operation and activities of the Group (including key financial data, business, social and environmental risks to the Group's activities), corporate governance matters such as the role of the Board and individual Committees, and the Company's corporate governance procedures as outlined in this report. They are advised on the duties and obligations of directors of a listed company. Site visits and meetings with senior management are also arranged. Any newly appointed Director, who has not previously been a director of a listed company is required to attend an external course covering such duties and responsibilities. During the year Gill Rider and Warren East had an induction programme covering strategy, corporate governance and remuneration and HR issues with the executive Directors, the Company Secretary and other senior staff, as well as visiting a

number of sites. Directors are briefed, where appropriate, by the Company's external advisers, on changes to legislation, regulation or market practice, as well as receiving briefings from individual businesses throughout the year. In particular this year the Board received specific briefing on the implementation of the Companies Act 2006 and changes made to the Disclosure and Transparency Rules in January 2007. Directors, especially Committee chairmen, have the opportunity of attending appropriate training sessions.

At least once a year the Board generally visits an operational site (Gateshead this year) and Directors are encouraged to visit other sites and staff. The Company Secretary in conjunction with the Chairman ensures that there is proper communication between the Board and its Committees and senior management and that non-executive Directors receive appropriate information. The Chairman reviews and the Company Secretary facilitates induction and other professional development as required.

Directors may take independent professional advice at the Company's expense, although no such advice was sought during the year.

Appointments

All Directors are required to submit themselves for re-election at least every three years. New Directors are subject to election by shareholders at the first opportunity after their appointment, as are directors whose role has changed since their previous election or who are subject to particular conditions, such as Nicholas Brookes who, since March 2006, is required to submit himself for re-election annually after serving nine years on the Board. Non-executive Directors are appointed for an initial period of three years with the expectation of a further three years subject to satisfactory performance. Additionally, any non-executive Director who has completed two three year terms is required to submit himself for re-election annually thereafter. Keith Hodgkinson will offer himself for re-election at this year's Annual General Meeting. The Board may invite a non-executive Director to serve a third three year term after a detailed review at the end of the second term. Non-executive Directors' letters of appointment are available for inspection at the Company's registered office and at the Annual General Meeting, together with executive Directors' service contracts.

The Board, having carried out the effectiveness and evaluation process, considers the performance of each of the Directors standing for re-election at this year's Annual General Meeting to be fully satisfactory and is of the opinion that they have demonstrated continued commitment to the role. The Board strongly supports their re-election and recommends that shareholders vote in favour of the resolutions at the Annual General Meeting.

Committees of the Board

The Board has established Audit, Remuneration, Nomination, General Business and Risk Committees with appointed Chairmen and fixed terms of reference which are reviewed annually. The terms of reference and duties of the Audit, Nomination, Remuneration and Risk Committees appear on the Company's website and are also available on request. Membership of these Committees is given in the Directors' biographies on pages 32 and 33. Further details of Committees are given below.

Nomination Committee

The Committee meets at least once a year and otherwise as necessary and makes recommendations to the Board with regard to any vacancies for executive or non-executive Directors or changes that are considered necessary. The Committee also reviews the

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time commitment required of non-executive Directors at least once a year. The Board, as a whole, approves the appointment and removal of Directors. The Committee has the power to employ the services of such advisers as it deems necessary in order to carry out its responsibilities. It generally retains appropriate executive search consultants, having prepared a job specification for the particular role to be filled. The principal activity of the Committee during 2006/2007 has been to conduct a search for two new non-executive Directors using The Zygos Partnership.

The Committee consists of four independent non-executive Directors together with the Chairman and the Chief Executive.

Remuneration Committee

Gill Rider was appointed to the Remuneration Committee in July 2006. Details of the Committee and of the remuneration policy can be found in the Remuneration Report on pages 42 to 49. Nicholas Brookes was appointed in September 2006 in anticipation of the changes to the Combined Code 2006.

General Business Committee

The Committee meets when necessary to deal with routine matters arising between scheduled Board meetings. Only independent non-executive Directors may decide matters relating to the administration or the implementation of the Company's share schemes (other than for the purpose of allotting shares on exercise).

Risk Committee

The Committee chaired by the Company Secretary, meets and reports to the Board at least four times a year. Other members include the Chief Executive, Finance Director, heads of key functions and representatives from each division. Any Director is entitled to attend any meeting.

The core responsibilities are to:

- identify and evaluate key risks (excluding matters relating to financial reporting and systems which are the remit of the Audit Committee);
- assist the Board by providing a framework for managing risk throughout the Company;
- provide an appropriate level of reporting on the status of risk management to the Board including insurance, health and safety, fire, environment, business continuity, security and legal;
- ensure any corrective actions are taken;
- promote awareness of risk management;
- review the management processes and systems to monitor and manage key risks; and
- investigate and manage such matters as the Audit Committee may from time to time request.

The Committee is assisted by other Group-wide committees which deal with managing specific areas of risk such as:

- Environmental, Health and Safety Steering Group;
- Group Security Committee; and
- Human Resources.

Risk Management

Details of risk management and particular risks within the Group are set out on pages 21 to 24.

Audit Committee of the Board

All members of the Audit Committee are independent non-executive Directors. The Board considers that at least one member of the Audit Committee, namely the Committee Chairman, has sufficient recent and relevant financial experience for it to discharge its functions effectively. The external auditor, Chairman, Chief Executive, Finance Director, General Counsel and Company Secretary, Group Financial Controller and Head of Internal Audit attend each meeting at the invitation of the Committee Chairman. The internal auditor and KPMG Audit Plc each meet the Committee without executive Directors or employees of the Company being present.

The Committee receives comprehensive reports from senior management and the internal and external auditors. Its key responsibilities are to:

- approve and review the appointment of the external auditor which it did so during the year;
- monitor the effectiveness of and receive regular reports from the internal audit function;
- ensure the adequacy of the systems and standards of internal financial control within the Group; and
- review reports on actions taken to address financial risk identified by management and/or the internal audit process.

During the year principal activities of the Committee included:

- recommending to the Board the appointment of the external auditor;
- reviewing the interim and full year financial results;
- reviewing and approving the audit plans for the following year for the external and internal auditors;
- reviewing and monitoring the external auditor's independence and objectivity;
- reviewing the effectiveness of the external audit process;
- reviewing and approving the external auditor's audit fees and letter of engagement; and
- reviewing reports on the effectiveness of the Group's Whistleblowing Policy, details of which are set out on page 28.

Internal Audit

The Board through the Audit Committee monitors the internal financial control systems through reports received from the Group internal audit function during the year. The internal audit function reviews internal financial controls in all key activities of the Group, typically over a three year cycle. It acts as a service to businesses by assisting with the continuous improvement of controls and procedures. There is a system of internal control reviews which includes a self-assessment programme covering both financial and IT controls. Actions are agreed in response to its recommendations and these are followed up to ensure that satisfactory control is maintained. The internal audit programme is centrally co-ordinated. This is set and reviewed by the Audit Committee, together with reports from the external auditors on internal control matters noted as part of their audit work.

During the year the Company continued to raise the profile of good internal financial controls. A training programme aimed at increasing the awareness and early detection of fraud was implemented and this will be cascaded down the organisation in specific risk areas. As part of this programme businesses completed fraud risk profiling for key accounting processes. A number of unannounced special audits was carried out during the year to test the internal financial control processes.

External Auditors

During the year KPMG Audit Plc was appointed external auditor to the Company and prior to its appointment the firm performed certain internal audit services. Following the appointment of KPMG Audit Plc as the Company's external auditor the Company has appointed Ernst & Young to perform the internal audit services previously undertaken by KPMG Audit Plc. The Directors agreed to a period of overlap for the remainder of the financial year by KPMG Audit Plc for internal and external services to the Company having received assurances from KPMG Audit Plc that there would be sufficient checks and procedures in place to ensure that there was no conflict of interest.

Independence of Auditors

The Committee has a detailed policy specifying which services the external auditor is either allowed to or prohibited from performing on behalf of the Group and the relevant procedures to be followed by the Group.

The procedures relate to:

- selecting the statutory auditor and approving the audit fee;
- being satisfied that there are no relationships between the auditor and the Company (other than in the ordinary course of business);
- agreeing a policy on the employment of former employees of the auditor, then monitoring the implementation of this policy;
- commissioning non-audit work; and
- circumstances in which it is appropriate or inappropriate for incumbent auditors to be allowed to, or prohibited from, providing non-audit work.

De La Rue's procedures for procuring audit and consulting services from external sources are:

- **Audit-related services:** this covers regulatory and statutory reporting and formalities relating to shareholder and other circulars. In addition to the annual appointment of auditors by the shareholders, the Audit Committee reviews the auditors' performance, the extent to which the auditors keep the Audit Committee and management of the Company informed about material issues affecting the Company and any significant developments in accounting policies and standards which may have a material effect on the Company's financial position.
- **Non-audit related services:** the Audit Committee regularly reviews the nature and extent of non-audit services seeking to balance the maintenance of objectivity and value for money.

Incumbent auditors are prohibited from performing certain non audit related services including remuneration consultancy and advice, the design, development or implementation of financial information or internal control systems. Certain other non-audit services interrelate closely with the auditing work because of the significant knowledge the incumbent auditors may possess of the particular area of the business or issue. Therefore a total ban on use of incumbent auditors might lead to loss of business knowledge that could adversely affect audit quality.

Whilst it may be cost effective for incumbent auditors to provide services, as a general principle all must be subject to competitive tender. The Finance Director determines how this applies. Non-audit related services may include:

- work related to disposals by the external auditors because of their knowledge of the business concerned; and
- corporation tax compliance work assessed on a case by case basis, depending on who is best suited to perform the work.

Incumbent auditors may, but only with the prior approval of the Chairman of the Audit Committee, provide some non-audit related services such as acquisition work where the selection criteria include detailed proposals, timescales, local resource and cost. During 2006/2007 the amount of consulting related non-audit fees paid to KPMG Audit Plc was £0.2m and was principally related to procurement and supply chain management advisory work.

The external auditors have safeguards in place to avoid their objectivity and independence being compromised. They report to the Audit Committee on how they comply with the professional and regulatory requirements and best practice designed to ensure their independence. Thus key members of the KPMG Audit Plc audit team rotate and the firm ensures, where appropriate, that confidentiality is maintained between different parts of the firm who may be providing services to De La Rue.

Relationship with Shareholders

The Company places a high priority on communications with and accountability to shareholders. A general interim statement and a fully audited annual report and accounts are sent to shareholders and posted on the Company's website as are presentations to institutional investors. Announcements are also regularly made by Regulatory News Service to the London Stock Exchange. The Chairman and Senior Independent non-executive Director are available to meet key shareholders to discuss strategy, governance and other matters. Nicholas Brookes met a key shareholder during the year and communicated its views to the Board.

All shareholders are entitled to attend the Annual General Meeting and receive a Notice of Meeting which is posted at least 20 working days before the Annual General Meeting. Shareholders can also vote and appoint proxies electronically. At the Annual General Meeting the Chairman announces details of proxy voting after each item of business. Proxy votes are also available to shareholders at the Annual General Meeting and on the Company's website. The Chairman also provides a trading update. The Chairmen of the Board Committees are also present. Shareholders may question the Board on these and other matters relating to the Group's business. Directors also have an opportunity to meet shareholders informally after the meeting. The share register is actively monitored.

During the year meetings take place with individual institutional shareholders and analysts and presentations are made at the time of major events. The views of shareholders and analysts' and brokers' reports are reported to the Board and from time to time a survey of institutional shareholders' views is carried out by an external consultant.

By order of the Board



Louise Fluker
Company Secretary
21 May 2007