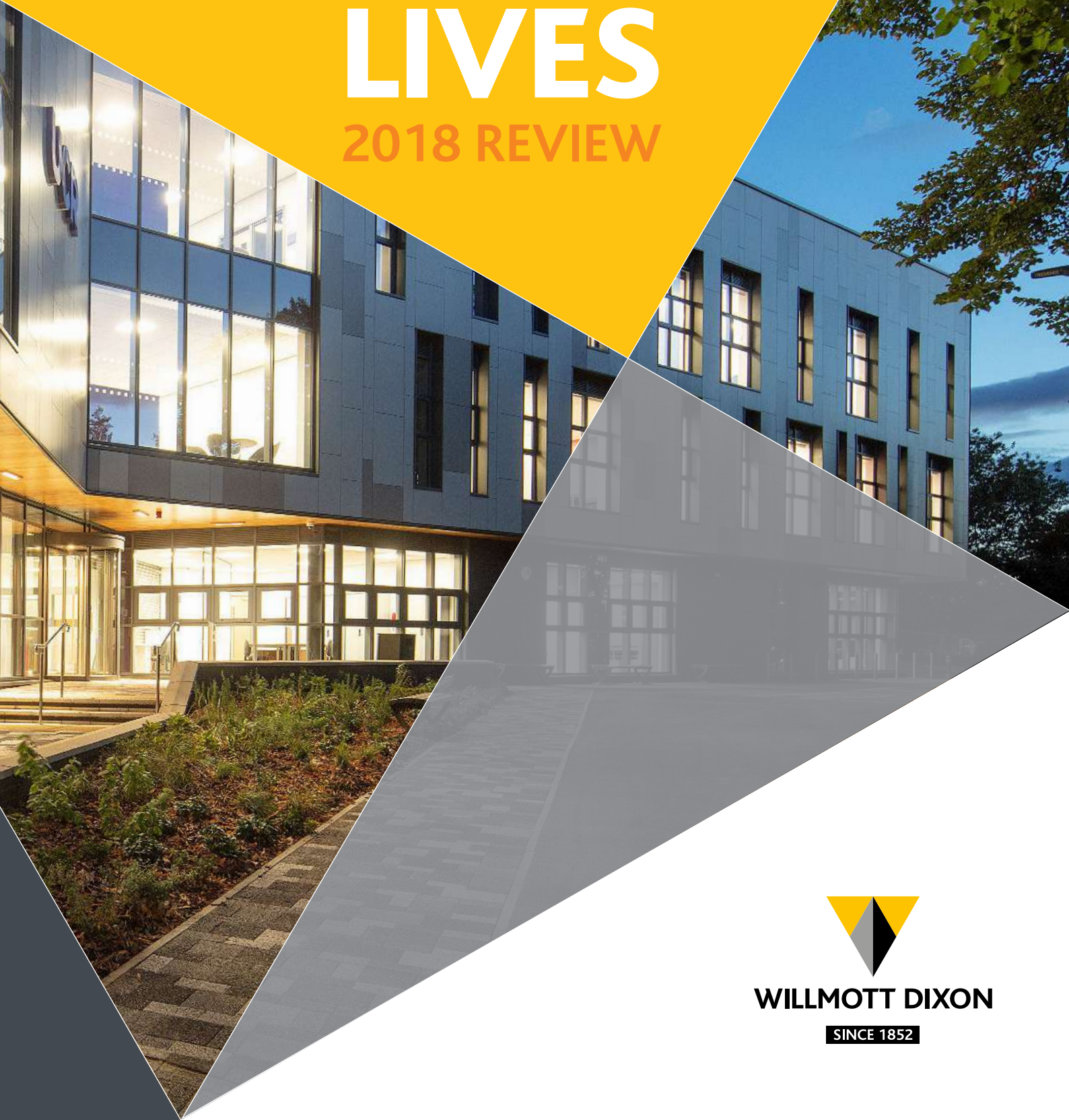


# BUILDING PLACES, BUILDING LIVES

2018 REVIEW



**WILLMOTT DIXON**

SINCE 1852

# BUILT ON / SOLID GROUND

“

**I am immensely proud of how we make a lasting impact on society's wellbeing and prosperity through our work at Willmott Dixon.**

Everything we do strengthens and improves the living environment for hundreds of thousands of people across the country, creating a positive legacy that will last many decades.

Our teams have delivered an excellent performance in 2018, committing themselves with huge energy to delivering for our customers with characteristic devotion, enthusiasm, pride and skill.

**Rick Willmott**  
Group Chief Executive

”





TURNOVER

**£1.323BN**

(2017: £1.269BN)

PROFIT BEFORE TAX\*

**UP 55% TO £37.5M**

(2017: £24.2M)



**2018**

# PERFORMANCE

2018 saw a solid performance from our team, with increases in turnover and profit. What is particularly pleasing was the high percentage of repeat business from our customers who want to work with our teams again and again - our determination is that we'll never let them down.

PROFIT BEFORE TAX:  
**MARGIN\*** **2.8%**  
(2017: 1.9%)

REPEAT  
BUSINESS  
ACCOUNTS FOR

**67%**

OF ORDERS  
**IN 2018**

**73%** OF **TURNOVER**  
PRODUCED  
VIA FRAMEWORKS

\*excluding amortisation of goodwill and profit on sale of subsidiary in 2017

# A POSITION OF / **STRENGTH**

With a strong history, a clear strategic plan for the future, a tremendous team of people and a valued group of supply chain partners, **we have a solid foundation to deliver fantastic results for our customers.**

---

**NO** DEBT  
**NO** PENSION LIABILITIES  
**NO** OVERSEAS CONTRACTS



## PRIVATE SINCE **1852**



ACCESS TO UNUSED BUT COMMITTED  
BANK FACILITIES TO **2021**

**100% FOCUSED**  
ON CONSTRUCTION  
AND FIT-OUT





AVERAGE  
DAILY CASH  
**£99.9M**

CASH AT BANK  
**£90.5M**  
(2017: £82.8M)

NET ASSETS  
**£170.2M**  
(2017: £142.2M)

NET CURRENT  
ASSETS  
**£159.7M**  
(2017: £130.9M)

**32 DAYS**  
AVERAGE  
PAYMENT  
TERMS\*

**92%** OF ALL PAYMENTS  
MADE ON TIME\*

**99%** OF ALL INVOICES PAID  
IN UNDER 60 DAYS\*

\*Willmott Dixon Construction





# PRIDE IN WHAT WE DO

# HIGHLIGHTS 2018

We are constantly striving for better ways to serve our customers; 2018 continued this with sustained strategic growth and on-going development of people, ideas and technology to improve our service offering.

## QUEEN'S AWARDS FOR ENTERPRISE

- ▶ Promoting Opportunity through social mobility
- ▶ Sustainable Development (awarded in early 2019)



## GROWTH

- ▶ **New** offices in **Birmingham** to grow market share in the Midlands
- ▶ Expanding into Essex with the **Chelmsford office**
- ▶ Focus on the South West with bigger offices in **Exeter and Bristol**
- ▶ Targeting Sussex growth with a **new Crawley office**
- ▶ **The launch of Cura** strengthens our range of pre-designed products for customers

## A COMPANY TO BUILD A CAREER WITH

- ▶ **Fourth** in the Sunday Times Top 100 Best Companies to Work For awards - the best placed contractor
- ▶ Included in **The Times Top 50 Employers for Women 2019**



## FOCUS ON TECHNOLOGY

- ▶ Unique Eureka funding used to develop **10 new ideas** to improve productivity and processes





## FAIR PAY

- ▶ We maintained our position as the **leading main contractor** in BuildUK's list of payment times, published in February

## ALL SAFE

- ▶ One of the first construction companies to achieve **ISO 45001 Certification** - new international standard for occupational health and safety



## GOOD NEIGHBOUR

- ▶ Considerate Constructors scores us **14% above industry average**
- ▶ **Winner in two of the six** national CCS awards for most considerate sites

## PROMOTING FROM WITHIN

- ▶ Board strengthened by **four internal promotions**, underlining one of our key values



## MEETING THE SKILLS CHALLENGE

- ▶ Jointly launching the **'Inspire Me' campaign** with Construction News to help improve gender diversity in the industry
- ▶ Aiming for gender neutrality in our team by **2030**





# RESPONSIBLE BUSINESS

Our aim is to protect, preserve and nurture our living environment so it can be enjoyed by the future generations that follow us. That's why we are determined to cut carbon emissions year-on-year and work in harmony with the ecology surrounding our sites.

REDUCED OUR CARBON EMISSIONS  
RELATIVE TO TURNOVER BY

**59%**  
SINCE 2010

REDUCED CONSTRUCTION  
WASTE INTENSITY BY

**57%**  
SINCE 2012

**100%**

NATURAL RENEWABLE ELECTRICITY  
SUPPLYING SITES AND OFFICES

CARBON NEUTRAL

**6<sup>th</sup>**  
YEAR  
RUNNING

**LEVEL 2**

OF THE CARBON TRUST'S SUPPLY CHAIN  
STANDARD – THE ONLY COMPANY IN  
THE SECTOR TO ACHIEVE THIS

THE **ONLY** CONTRACTOR TO HOLD THE CARBON TRUST STANDARD



# PURPOSE

# BEYOND PROFIT

## STRENGTHENING SOCIETY'S WELLBEING

We are passionate about improving society's well-being. Whether it's our people making an impact through our volunteering programme, or giving young people a positive start to their careers with a Building Lives academy, we are committed to leaving a positive legacy in our communities.



# £1.4m

INVESTED IN TIME, SKILLS AND DONATIONS THROUGH THE WILLMOTT DIXON FOUNDATION

ENHANCING THE LIVES OF

# 10,000

 YOUNG PEOPLE  
BY 2020

**THREE** BUILDING LIVES ACADEMIES NOW LAUNCHED TO PROVIDE SKILLS FOR UNEMPLOYED YOUNG PEOPLE

ALMOST

# 99,000

LIVES TOUCHED BY OUR COMMUNITY ACTIVITIES

# £13.0m

SOCIAL RETURN ON INVESTMENT

OVER

# 34,000

HOURS OF OUR PEOPLE'S TIME VOLUNTEERED ON COMMUNITY ACTIVITIES

**FOUR OUT OF FIVE** OF OUR PEOPLE UNDERTAKE AN ACTIVITY AS PART OF OUR VOLUNTEERING PROGRAMME TO IMPROVE THEIR COMMUNITY

OVER 

# 130

 DIRECTLY EMPLOYED TRAINEES AND APPRENTICES

# PROFIT & LOSS

Year ended 31 December 2018

## SUMMARY

	2018 £000	2017 £000
<b>Turnover</b>	1,323,226	1,269,494
Cost of sales	(1,192,363)	(1,155,070)
<b>Gross profit</b>	130,863	114,424
Administrative expenses	(94,860)	(91,330)
Share of profit of joint ventures	36,003	23,094
	29	8
<b>Operating profit*</b>	36,032	23,102
Interest payable and similar charges	(429)	(295)
Interest receivable	1,930	1,406
<b>Profit before tax*</b>	37,533	24,213
Taxation	(7,516)	(3,896)
<b>Profit after tax*</b>	30,017	20,317

\* excluding amortisation of goodwill and 2017 profit on sale of subsidiary

The financial statements included in this document are derived from the Company's full audited statutory accounts for the year end 31 December 2018.

# BALANCE SHEET

As at 31 December 2018

## SUMMARY

	2018 £000	2017 £000
<b>Fixed assets</b>	27,562	27,881
<b>Current assets</b>		
Stocks and debtors	387,729	375,371
Cash at bank and in hand	90,520	82,819
<b>Creditors: due within one year</b>	478,249 (318,531)	458,190 (327,324)
<b>Net current assets</b>	159,718	130,866
<b>Total assets less current liabilities</b>	187,280	158,747
<b>Creditors: due after one year</b>	(17,114)	(16,580)
	170,166	142,167
<b>Capital and reserves</b>		
Share capital and premium	102,083	102,083
Profit and loss account	68,083	40,084
	170,166	142,167

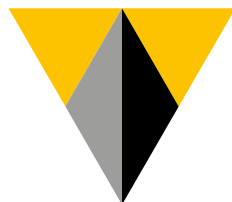


# CASH FLOW

Year ended 31 December 2018

# SUMMARY

	2018 £000	2017 £000
<b>Cash flow from operating activities</b>		
Operating profit before goodwill amortisation and sale of subsidiary	36,032	23,102
Depreciation and amortisation of fixed assets	2,608	2,058
Movements in working capital	(10,017)	23,076
Other movements	30	76
	<b>28,653</b>	<b>48,312</b>
<b>Cash flow from investing activities</b>		
Net cash disposed of with subsidiary	-	(8,351)
Purchases of fixed assets	(4,339)	(2,368)
Interest received	1,930	1,406
	<b>(2,409)</b>	<b>(9,313)</b>
<b>Cash flow from financing activities</b>		
Finance lease capital repayments	-	(23)
Advances to group companies	(18,114)	(37,031)
Interest paid	(429)	(295)
	<b>(18,543)</b>	<b>(37,349)</b>
<b>Increase in cash and cash equivalents</b>	<b>7,701</b>	<b>1,650</b>
<b>Cash and cash equivalents 1 January</b>	<b>82,819</b>	<b>81,169</b>
<b>Cash and cash equivalents 31 December</b>	<b>90,520</b>	<b>82,819</b>



**WILLMOTT DIXON**

**SINCE 1852**

