

Willmott Dixon Delivering Excellence in Retail



STANDING OUT FROM THE CROWD

Our vision is to continue to add value to our clients and our shareholders and build upon our history and reputation by continuing to contribute to society as a whole. We are committed to undertake our activities in a sustainable and responsible manner and take a leadership role in the built environment.



M&S, Bournemouth



Willmott Dixon

*Focused delivery for the sector
through exemplary time, cost
and quality standards*

Introduction to Willmott Dixon Limited

by
John Frankiewicz
CEO



As a national construction business, our strong family values, long-term approach, partnering style and commitment to sustainable development sets us apart. Along with detailed sector knowledge and considerable resourcefulness, we add the kind of value that makes our services genuinely stand out from the crowd.

Our differentiators strengthen the projects and clients we work with as well as the individual sectors and industry as a whole. They are central to our brand values and recognition in the market place, and define the areas where we continue to invest efforts and resources, as well as those we wish to develop.

We are a business that embraces innovation, invests in our people and delivers both excellent service and practical solutions for our clients, all within a systematic, controlled and consistent framework across all aspects of our operations. We are also committed to taking a leadership role in the built environment and to carrying out our activities in a highly sustainable and responsible manner.

Over the last two years we have considerably increased our profile in the retail sector, with our strength of delivery and ability to engage and collaborate with our clients and their customers driving our success. The result is top quality, cost-effective, time-focused projects, and stores that are a joy for customers to visit and staff to work in, and provide an enduring asset that is commercially rewarding and environmentally sustainable.

Our approach to the retail sector

Outstanding delivery for the retail sector



“Having worked in the retail sector for over 15 years, I understand the importance of delivery excellence and am proud to lead the retail sector team within Willmott Dixon. Our innovative approach and highly effective cost model has allowed new and existing relationships to flourish”

Clive Pople,
Director WDI
and Group Head of Retail

Delivered by a dedicated Retail team within Willmott Dixon Limited, our integrated cradle-to-cradle services for the sector encompass sustainability, planning, design, construction, fit-out and facilities management, informed and complemented by the specialist skills within the Group.

With new clients introduced over the last three years in Sainsbury's, M&S and Waitrose, this has complemented our long-term and valued relationship with clients such as Wm Morrison.

Optimum cost, time and quality delivery

Outstanding quality and safety, robust systems and processes, and engagement and collaboration with clients and their consultants create greater delivery certainty, with our competitive and controlled cost base meeting the sector's needs for lower and tightly managed costs. Our proven ability to work closely with the public during live refurbishments ensures business stability and minimum disruption.

Sustainability expertise

Sustainable development is our key differentiator and is embedded across our retail offering. Informed by our Group's specialist sustainable development consultancy, our expert design and construction guidance helps clients meet their ambitious energy consumption and CO₂ reduction targets and achieve legislative compliance. Our proven 'sustainable stores' capability includes delivering M&S first 'green' store.

Continual innovation

Innovation underpins all aspects of our projects. We are continuously developing and integrating new project management, planning, phasing and communication tools and techniques to ensure best possible delivery, as well as managing and improving the construction process, including the supply chain, to shorten completion times, minimise waste and maximise value.

...Top listed contractor, Sunday Times Best Green Companies...



*Our sector focused model allows us to be extremely competitive
on all project types, with costs tightly controlled and our
supply chain driven to demonstrate real effectiveness*



Waitrose, Cardiff

Retail sector evolution

Learning through experience

- » Commencement of relationship with Wm Morrison



- » Major store extension projects for Morrisons at Coventry and Diss
- » Develop new relationships with Marks and Spencer and Sainsbury's



2003

2004-5

2006

2007



- » Safeway to Morrisons conversion programme begins delivering 50 stores



- » Deliver first 'sustainable store' for Marks and Spencer in Bournemouth
- » Join Marks and Spencer framework programme and advisory board
- » Complete two Sainsbury's refurbishments in London

Our solid, delivery focused experience has positioned us as a leading retail contractor with an innovative and sustainable culture

- » Develop new relationship with Waitrose
- » Deliver new innovative store in Cardiff



- » Controlled growth to a £100m retail specialist unit with national coverage
- » Build upon intrinsic relationships with leading retailers
- » Continuing to lead the way in sustainable development

2008

2009

2010-12



- » New positioning of retail sector focused teams and launch 3 year sector plan
- » Complete projects with Morrisons in Yiewsley, Brentford and Worthing
- » Complete project with Waitrose in Sidmouth



Sustainability as standard

A holistic approach to sustainability

Sustainability in practice

Sustainable development is increasingly becoming part of our everyday language, but it can mean different things to different people. For us, sustainable development is about striking the right balance when making decisions so that we achieve our economic goals whilst being socially aware and environmentally responsible. In this respect we will provide sustainable development leadership to provide a truly sustainable solution for our clients and ensure we operate in a sustainable manner.

Willmott Dixon has sustainability at the very centre of the company and as such, all projects are measured against a 10 Point Plan Sustainable Project Criteria. By working in partnership with our internal sustainability consultants, Re-Thinking, and closely with our clients from an early stage, we provide a truly sustainable solution throughout delivery and at the post-occupancy stage.

Sustainable Project Criteria	2009	2010	2011	2012
1 Client commitment to making it a sustainable project	Yes	Yes	Yes	Yes
2 BREEAM Fit-Out	Good	Good	Very Good	Excellent
3 Sustainability workshop	Yes	Yes	Yes	Yes
4 Energy Performance Certificate	Yes	Yes	% Improv.	% Improv.
5 Recycled content by value	>20%	>20%	>25%	>30%
6 Waste - % diverted from landfill	>70%	>80%	>90%	>100%
7 Building Occupancy Studies	Yes	Yes	Yes	Yes
8 WLC & LCA undertaken	Yes	Yes	Yes	Yes
9 Considerate Constructor Scheme - Score	>32	>32	>34	>34
10 Directly associated community project	Yes	Yes	Yes	Yes

Sustainability leadership

Our sustainability leadership role is spearheaded by a number of key figures:



Jonathon Porritt

Jonathon Porritt, *Non-Executive Director Willmott Dixon Ltd, one of the country's most influential sustainable development campaigners.*

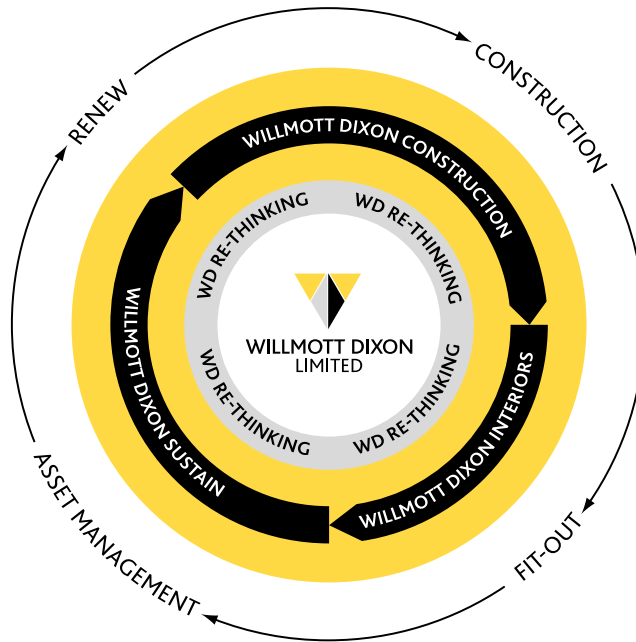
John Frankiewicz, *CEO Willmott Dixon Ltd, Core Task Group member, UK Green Building Council (UKGBC) Code for Sustainable Buildings.*

George Martin, *Head of Sustainable Development Willmott Dixon Ltd, member of the Department for Children, Schools and Families Zero Carbon Task Force and UKGBC Board member.*

Rob Lambe, *Managing Director Willmott Dixon Dartford, Chair, WD Sustainability Steering Group and Chair, UK Contractors Group Environment Group.*

...We are committed to achieve zero waste to landfill and be carbon neutral by 2012...

Willmott Dixon provides sustainable solutions as every stage of a project's life, from initial design, construction and maintenance and refurbishment through to creating a new vision and brand



WILLMOTT DIXON CONSTRUCTION

As the one of the UK's most recognisable brands behind major construction projects, our expertise starts at the pre-construction stage and continues beyond completion, including post occupancy evaluations. We are proud of the recognition and awards that our projects receive, reflecting the sustainable quality of our work, the success and strength of our relationships and the professionalism of our people.

WILLMOTT DIXON INTERIORS

Willmott Dixon Interiors manages fit-out projects with a design-led approach, delivering sustainable solutions from the initial design stage through to fit-out, specification of furniture, relocation management and after care. Along with project management, we also provide supporting services including workplace consultancy, furniture and relocation management, with sustainability central to all our activities.

WILLMOTT DIXON SUSTAIN

Willmott Dixon Sustain provides a proactive facilities management service around the clock for clients nationwide. Efficiently managed through our UK-wide network of offices, a team of directly employed engineers delivers reactive and planned services and carries out minor works and roll-out programmes, helping clients run their businesses with minimal time-critical disruption to their building assets.



Re-Thinking is our specialist sustainable development consultancy. Operating across the entire built environment, we provide our clients with realistic and practical solutions to complex sustainability problems. Our focus is on embedding comprehensive sustainability into projects to achieve high quality, energy-efficient buildings with lower operating costs, reduced whole-life impacts and environments that are healthy, comfortable and productive for their occupants.

M&S *Bournemouth*

First for sustainability

The Bournemouth Store was the first of a number of trial projects delivered as part of M & S' sustainable initiative - Plan A. This five year programme has set the sustainability benchmark for High Street retailing and Willmott Dixon played a pivotal role transforming this 1970s store into a highly energy efficient and revolutionary design both in terms of performance and aesthetics.

Our design team worked closely with the client to deliver an innovative and sustainable design for the store. Key elements of the design included a CO² refrigeration system, a highly advanced ventilation system to help reduce heat loss, a green roof and flooring made from recycled motorway cones. All work was carried out within a live trading environment.

Our leadership of the project developed at pre contract stage with a number of sustainability workshops led by our specialist sustainability consultancy, Re-Thinking. These sessions allowed detailed planning and design to progress and a team culture to develop firmly focused on the key deliverables for the Project.

Once on site we continuously led the sustainable agenda with regular sustainability awards to our supply chain for new ideas and ways of working and a 'Sustainability Week' aimed at raising the awareness of sustainability within the construction team.

The store, upon completion, achieved a BREEAM Very Good rating and much improved energy performance thanks to its green renewable energy source, air tightness and highly efficient lighting. Water saving initiatives have saved over 30% compared with other stores and, with over 90% of construction waste diverted to landfill, the Bournemouth Project has been a huge success to all concerned.

£9M
value

28
week duration

Live
store works

First
sustainable store

BREEAM
very good

90%
waste diverted
from landfill

30% reduction
in energy usage

...We are on the M&S advisory board for Plan A and helping with its strategic implementation...

Collaborating with M&S on design, the project set a benchmark for future refurbishments for both design and delivery



M&S, Bournemouth

Waitrose Cardiff

Fast-paced transformation

Our first Project for Waitrose was the conversion of a former 30,000 sq ft DIY store in Pontprennau near Cardiff, South Wales.

The first ten weeks involved the removal and replacement of the existing building envelope creating a vastly improved building both in terms of aesthetics and air tightness. The following eight weeks involved round the clock working to fit out an impressive new store incorporating new design initiatives and retail offers.

By developing an integrated team of consultants and sub-contractors, Willmott Dixon created a 'One Team' approach with everyone focused on the common goal of delivering excellence to our client. This was facilitated by pre contract and post contract workshops and a relentless focus on quality and programme.

With 87% of waste diverted from landfill we were able to help Waitrose on their journey to create a more sustainable environment - the result has been the delivery of an excellent product and the start of a very strong partnership.

£5.1m
value

22
week duration

87%
waste diverted
from landfill

...87% of waste diverted from landfill on this project...

*Delivered to a high standard of quality and with sustainability
at the centre of all we did, this project has set a solid base for our
relationship with Waitrose*



Waitrose, Cardiff

Morrisons *Worthing*

More reasons to work with us

As part of our strong and ongoing relationship with Wm Morrison, the Worthing project involved the conversion of a former Co-op store in a twelve week period creating an outstanding new 35,000 sq ft store.

The works were extensive and involved the removal and replacement of all mechanical and electrical services, new sales floor ceiling, new terrazzo floor to a third of the store and back of house works. The demanding programme necessitated round the clock working with the added pressure of close adjoining neighbours - not one complaint was received. Likewise crane lifts needed to be carefully co-ordinated with British Rail due to the close proximity of railway lines.

The project was completed on time and to an exemplary standard of quality with plenty of praise from Morrison's and the design team.



£3.4M
value

12
week duration

One
team approach

Exemplary
completion
and feedback

...Our **XXth??** project for Morrisons since 2003...

“I would personally like to congratulate everyone on behalf of Morrison’s for an excellent job at Worthing. To transform this project in such a short span of time was a big achievement in itself, and a once again a big thank you to the team for making it happen.”

Shuaib Khan, Assistant Project Manager, Morrisons Worthing



Morrisons, Worthing

Waitrose *Sidmouth*

Commitment to business as usual

The Sidmouth store was our first project in a live trading environment with Waitrose and has been a tremendous journey for the store, the Sidmouth community and ourselves.

The complex phasing requirements resulted in a 36 week overall programme. The first phase involved the construction of a new public link road, thus allowing the car park to be extended in phase 2. We then continued with the construction of a 7,500 sq ft extension to the existing store creating a vastly improved sales environment with new offers and a new sales floor.

The store remained trading throughout and managing disruption and cleanliness within the existing store were key considerations from the outset. Our approach to these issues and innovative communication tools such as the 'WD Red Book' allowed sales to be unaffected throughout with the summer trading period actually increasing based on

figures from previous years. Sidmouth is a summer trading store and this result has ensured relationships have gone from strength to strength.

The delivery of a very difficult car park extension logistically was also greatly applauded with due attention being paid to local residents and the ever changing access availability.

As part of our commitment to Waitrose we made five pledges at the start of the project under the headings of 'Safety, Sustainability, Cost, Programme and Quality'. These have been a prevalent feature of the project throughout its duration with regular monitoring and reporting. Key deliverables included a sustainability workshop which was run by Re-Thinking and focused the whole team on delivering a sustainable project. Over 95% of waste was ultimately diverted from landfill.

£6M
value

36
week duration

Complex
phasing

Close
neighbours

24/7
working

Live
trading store

...Scored 'Exceptionally Good Site' rating (37)
by the Considerate Contractors Scheme...

*“There was nothing but praise from customers for Willmott Dixon.
Considering the scale of the work, the company was really considerate and
any negative comments were handled sensitively and dealt with promptly.”*

Mark Sheppard, Branch Manager, Waitrose Sidmouth



Waitrose, Sidmouth

Standing out from the crowd

Our vision is to continue to add value to our clients and our shareholders and build upon our history and reputation by continuing to contribute to society as a whole. We are committed to undertake our activities in a sustainable and responsible manner and take a leadership role in the built environment.

Willmott Dixon will stand out from the crowd by:

- Being our clients' first choice in our chosen sectors and delivering real satisfaction through the highest quality performance
- Putting people first and providing our staff with the opportunity to develop and reach their career potential
- Engaging our supply chain in a manner that reflects our values
- Making a positive difference in the community both at local and national level
- Tackling climate change and energy efficiency by aiming to be carbon neutral by 2012
- Smarter use of natural resources and our commitment to having zero waste to landfill by 2012
- Aiming to continue year upon year growth in profit
- Aiming to continue to protect our business against variable economic cycles



Waitrose, Cardiff

STANDING OUT FROM THE CROWD





**WILLMOTT DIXON
LIMITED**

www.willmottdixon.co.uk



INVESTOR IN PEOPLE



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