

Dyson Limited
Annual report and financial statements
for the year ended 31 December 2018



Dyson Limited

Annual report and financial statements for the year ended 31 December 2018

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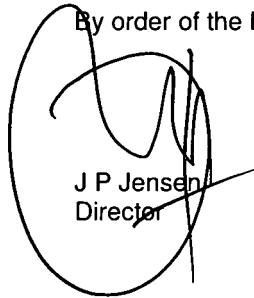
Dyson Limited

Strategic report for the year ended 31 December 2018

The results for Dyson Limited (the "Company") show turnover of £379m (2017: £374m) and a pre-tax profit of £265m (2017: £177m) for the year. The Company's total comprehensive income for the financial year was £263m (2017: £175m).

The Company's principal operational risks and uncertainties relate to the continuing supply of products with superior performance, reputation and reliance on key personnel. The Company's principal financial risks are those relating to the price it can achieve for its products in the marketplace. The aim of the Company's financial risk management policies is to optimise financial performance by managing and mitigating these risks.

By order of the Board on 8 April 2019



J P Jensen
Director

Dyson Limited

Directors' report for the year ended 31 December 2018

The directors present their annual report together with the audited financial statements of the Company for the year ended 31 December 2018.

Principal activities

The principal activity of the Company is the sale and service of domestic appliances and commercial hand dryers.

Dividends

Total dividends paid amounted to £247m (2017: £270m).

Employee involvement

The Group's aim, for all members of staff and applicants for employment, is to fit the qualifications, aptitude and ability of each individual to the appropriate job and to provide equal opportunity regardless of sex, religion or ethnic origin. The Group does all that is practicable to meet its responsibility towards the employment of disabled people. Where an employee becomes disabled, every effort is made to provide continuity of employment in the same job or a suitable alternative.

A well trained and motivated workforce is a high priority. Training is through both external courses and on the job training. It is Group policy that career development and promotion opportunities should be available to all employees. The Group ensures that all employees are kept up to date by regular meetings and newsletters with major developments and changes within the organisation.

Directors

The directors who held office during the year and up to the date of signing the financial statements were as follows:

M Bowen
J P Jensen
J Rowan

Directors' indemnities

During the year and up to the date of approval of the Directors' Report, the Group had in place qualifying third party indemnity provisions available for the benefit of the directors of the Company and of fellow Group companies.

Statement of directors' responsibilities

The directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Dyson Limited

Directors' report for the year ended 31 December 2018 (continued)

Statement of directors' responsibilities (continued)

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records which are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

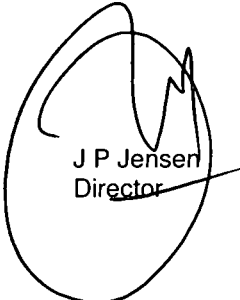
Disclosure of information to the auditors

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing its report, of which the auditor is unaware. Having made enquiries of fellow directors and the Company's auditor, each director has taken all the steps which he is obliged to take as a director in order to make himself aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditor, Ernst & Young LLP, has indicated its willingness to continue in office, and a resolution for reappointment will be proposed at the Annual General Meeting.

By order of the Board on 8 April 2019



J P Jensen
Director

Independent auditor's report to the members of Dyson Limited

Opinion

We have audited the financial statements of Dyson Limited (the "Company") for the year ended 31 December 2018 which comprise the Profit and loss account, the Balance sheet, Statement of changes in equity and the related notes 1 to 22, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the Company's affairs as at 31 December 2018 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report below. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

Independent auditor's report to the members of Dyson Limited (continued)

Other information (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic report or Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the Statement of directors' responsibilities set out on pages 2-3, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Independent auditor's report to the members of Dyson Limited (continued)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Ernst & Young LLP

Debbie O'Hanlon (Senior statutory auditor)
for and on behalf of Ernst & Young LLP, Statutory Auditor

Reading

Date: 9/4/19

Dyson Limited**Profit and loss account**

For the year ended 31 December		2018	2017
	Note	£m	£m
Turnover		378.9	374.0
Cost of sales		(346.3)	(340.9)
Gross profit		32.6	33.1
Distribution expenses		(0.2)	(0.0)
Administrative expenses		(21.3)	(27.2)
Operating profit	1	11.1	5.9
Income from fixed asset investments	4	257.0	172.8
Profit on ordinary activities before interest and taxation		268.1	178.7
Finance income	5	0.0	0.2
Finance costs	6	(2.9)	(1.9)
Profit on ordinary activities before taxation		265.2	177.0
Tax on profit on ordinary activities	7	(2.0)	(1.9)
Total comprehensive income		263.2	175.1

All of the Company's operations are continuing.

There is no material difference between the profit on ordinary activities before taxation and the total comprehensive income for the financial years stated above and their historical cost equivalents. The Company has no recognised gains and losses other than those included above.

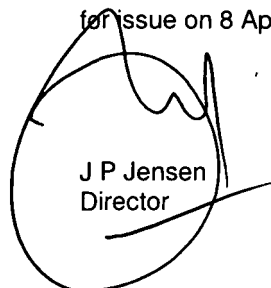
The notes and accounting policies on pages 10 to 26 form an integral part of these financial statements.

Dyson Limited**Balance sheet**

At 31 December		2018	2018	2017	2017
	Note	£m	£m	£m	£m
Fixed assets					
Intangible assets	8	0.2		0.0	
Tangible assets	9	2.4		2.9	
Investments	10	199.0		203.9	
			201.6		206.8
Current assets					
Investments	10	4.9		-	
Stock	11	3.2		3.2	
Debtors	12	102.9		94.6	
Cash at bank and in hand		-		0.7	
			111.0		98.5
Creditors: Amounts falling due within one year	13		(84.0)		(90.9)
Net current assets			27.0		7.6
Total assets less current liabilities			228.6		214.4
Creditors: Amounts falling due after one year	14		(170.0)		(170.3)
Provisions for liabilities	15		(1.4)		(3.1)
Net assets			57.2		41.0
Capital and reserves					
Called up share capital	16		0.0		0.0
Profit and loss reserve			57.2		41.0
Total shareholders' funds			57.2		41.0

The notes and accounting policies on pages 10 to 26 form an integral part of these financial statements.

The financial statements on pages 7 to 26 were approved by the board of directors and authorised for issue on 8 April 2019 and were signed on its behalf by:



J P Jensen
Director

Dyson Limited**Statement of changes in equity**

	Share capital	Profit and loss reserve	Total equity
	£m	£m	£m
At 1 January 2017	0.0	135.9	135.9
Total comprehensive income	-	175.1	175.1
Dividends paid (see note 17)	-	(270.0)	(270.0)
At 31 December 2017	0.0	41.0	41.0
Total comprehensive income	-	263.2	263.2
Dividends paid (see note 17)	-	(247.0)	(247.0)
At 31 December 2018	0.0	57.2	57.2

The notes and accounting policies on pages 10 to 26 form an integral part of these financial statements.

Dyson Limited

Statement of accounting policies

Basis of accounting

The Company is a private company limited by share capital incorporated in the United Kingdom under the Companies Act.

The registered office is Tetbury Hill, Malmesbury, United Kingdom, SN16 0RP. The nature of the Company's operations and its principal activities are set out in the Directors' Report.

These financial statements have been prepared on the going concern basis, under the historical cost convention, in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland'.

The functional currency of the Company is considered to be sterling because that is the currency of the primary economic environment in which the Company operates.

Qualifying entity disclosure exemptions

The Company is a wholly-owned subsidiary of Dyson James Group Limited. The results of the Company are included in the consolidated financial statements of Dyson James Group Limited, which are publicly available. Consequently, the Company meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it. Exemptions have been taken in relation to financial instruments, the presentation of a cash flow statement and remuneration of key management personnel.

Significant judgements and estimates

The preparation of financial statements requires management to make judgements, estimates and assumptions which affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements have had the most significant effect on amounts recognised in the financial statements:

- **Rebate accruals**
The Company is required to estimate the level of growth in sales to customers when calculating the level of rebates payable at the year end.
- **Promotional accruals**
The Company is required to make a judgement when estimating the variable element of promotional accruals. The estimate is based upon sales made to retailers.

Turnover

Turnover is derived solely from the sale and service of domestic appliances and connected hand dryers and originated in the United Kingdom. Turnover is recognised on delivery of the product to the customer or the completion of service for the customer and represents the invoiced value of goods and services derived from the Company's principal activities net of Value Added Tax, discounts and promotional expenditure.

Provisions

A provision is recognised in the financial statements when an obligation exists at the balance sheet date, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the obligation can be made.

Dyson Limited

Statement of accounting policies (continued)

Foreign currencies

Trading items in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at mid-market rates of exchange ruling at the balance sheet date. Exchange differences arising on transactions are taken to the profit and loss account.

Operating leases

Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the life of the lease.

Intangible fixed assets and amortisation

Intangible assets are stated at cost less accumulated amortisation. Amortisation is provided from the date of acquisition to write off the cost less estimated residual value of each asset on a straight line basis over their useful economic life, as follows:

Software	3 years
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Tangible fixed assets and depreciation

Tangible fixed assets are stated at historical purchase cost less accumulated depreciation. Historical purchase cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for its intended use.

Depreciation is provided on tangible fixed assets at rates calculated so as to write off the cost, less estimated residual value, of each asset on a straight line basis, over its useful economic life, as follows:

Freehold buildings	50 years
Plant, equipment, fixtures and fittings:	
Information Technology	3-8 years
Motor vehicles	4 years
Other	3 years

The useful economic lives of assets are reviewed at the end of each reporting period and, where necessary, revised. The net book value is then written off over the remaining useful economic life. Assets in the course of construction are not depreciated until they are ready for use. No depreciation is provided against freehold land.

Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which an asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's net realisable value and the value in use.

Stock

Stock is stated at the lower of cost and net realisable value. Cost includes all direct expenditure and, where applicable, manufacturing overheads and is calculated using weighted average cost based on production volumes. Where necessary, provision is made for obsolete, slow moving and defective stock.

Fixed asset investments

Investments in subsidiary undertakings are recorded at cost less provision for any impairment.

Pensions

Contributions in respect of defined contribution pension schemes are charged to the profit and loss account as they fall due.

Dyson Limited

Statement of accounting policies (continued)

Financial instruments

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into.

- Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price, unless the arrangement constitutes a financing transaction.

In a financing transaction, the financial asset or liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the balance sheet when there exists a legally enforceable right to set off the recognised amounts and the Company intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when the contractual rights to cash flows from the asset expire or are settled, or substantially all of the risks and rewards of ownership or control of the financial asset are transferred.

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled or expires.

- Short-term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the profit and loss account in other operating expenses.

- Interest-bearing loans and borrowings

All interest-bearing loans and borrowings which are basic financial instruments are initially recognised at the present value of cash payable to the counterparty (including interest). After initial recognition they are measured at amortised cost using the effective interest rate method, less impairment. The effective interest rate amortisation is included in finance costs in the profit and loss account.

Deferred taxation

Deferred tax is recognised in respect of all timing differences which have originated but not reversed at the balance sheet date, where transactions or events which result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date. Unless disclosed separately, the deferred tax asset will crystallise after more than one year.

A net deferred tax asset is recognised only when, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits against which to recover carried forward tax losses and/or from which the future reversal of underlying timing differences can be deducted.

Deferred tax is measured at the tax rates which are expected to apply in the periods in which the timing differences are expected to reverse based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****1. Operating profit**

	2018	2017
	£m	£m
Operating profit is stated after charging / (crediting):		
Staff costs (see note 3)	25.2	25.5
Amortisation of intangible assets (see note 8)	0.0	0.1
Depreciation of tangible fixed assets (see note 9)	0.5	0.5
Operating leases – plant, machinery & equipment	1.1	1.0
Operating leases – land and buildings	1.5	1.3
Operating leases - other	0.0	0.1
Loss on foreign exchange for the year	(0.0)	0.1

Fees payable for the audit of the Company's financial statements were £60k (2017: £19k).

2. Directors' remuneration

The directors' remuneration in respect of qualifying services to the Company was borne by a fellow Group company and it is not practical to allocate the amount for services in respect of the Company. The total amount of directors' remuneration is included in the Dyson James Group Limited financial statements.

3. Staff costs

	2018	2017
	£m	£m
Wages and salaries	21.8	22.3
Social security costs	2.0	2.1
Other pension costs	1.4	1.1
	25.2	25.5

The Company operates a defined contribution pension scheme. The assets are held and managed independently of the finances of the Company.

The average monthly number of staff employed was:

	2018	2017
	Number	Number
Sales and administration	877	873

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****4. Income from fixed asset investments**

	2018	2017
	£m	£m
Dividends received	257.0	172.8

5. Finance income

	2018	2017
	£m	£m
Interest receivable on intra-Group loans	0.0	0.0
Other interest receivable	-	0.2
Finance income	0.0	0.2

Interest was receivable on intra-Group variable rate deposits at 0.2% below LIBOR rates (2017: 0.2%).

6. Finance costs

	2018	2017
	£m	£m
Interest payable on intra-Group loans	2.9	1.9
Other interest payable	0.0	0.0
Finance costs	2.9	1.9

Interest was payable on intra-Group variable rate loans at margins between 0.75% and 1.40% above the sterling LIBOR rate (2017: between 1.3% and 1.4%).

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****7. Tax on profit on ordinary activities**

	2018 £m	2017 £m
Current tax:		
- UK corporation tax on profits for the period	1.7	0.9
- Adjustments in respect of previous periods	(0.1)	0.0
Total current tax	1.6	0.9
Deferred tax:		
- Origination and reversal of timing differences	0.5	1.0
- Adjustments in respect of previous periods	(0.1)	0.0
Total deferred tax (notes 12 and 15)	0.4	1.0
Tax on profit on ordinary activities	2.0	1.9

The tax assessed for the year is lower (2017: lower) than the standard rate of corporation tax in the UK of 19% (2017: 19.25%). The differences are explained below:

	2018 £m	2017 £m
Profit on ordinary activities before tax	265.2	177.0
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 19% (2017: 19.25%)	50.4	34.1
Effects of:		
Non-taxable income	(48.8)	(33.2)
Expenses not deductible for tax	0.0	0.0
Adjustments in respect of previous periods	(0.2)	0.0
Overseas withholding tax	0.7	0.6
Changes in tax rates	(0.1)	(0.0)
Other	-	0.4
Tax on profit on ordinary activities	2.0	1.9

A reduction in the United Kingdom's corporation tax rate from 19% to 17% to take effect on 1 April 2020 was substantively enacted on 6 September 2016.

Deferred tax assets and liabilities have been calculated using the average tax rates which are expected to apply upon reversal of these amounts and include the effect of the above rate changes.

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****7. Tax on profit on ordinary activities (continued)**

The deferred tax included in the balance sheet is as follows:	2018	2017
	£m	£m
Included in debtors (see note 12)	0.2	0.0
Included in provisions for liabilities (see note 15)	(1.4)	(0.8)
Net deferred tax liability	(1.2)	(0.8)
Net deferred tax liability comprises:		
Decelerated/(accelerated) capital allowances	0.2	(0.0)
Short term timing differences	(1.4)	(0.8)
Net deferred tax liability	(1.2)	(0.8)

	2018	2017
	£m	£m
At 1 January	(0.8)	0.2
Deferred tax (charged) to profit and loss account	(0.4)	(1.0)
At 31 December	(1.2)	(0.8)

8. Intangible assets

	Software
	£m
Cost	
At 1 January 2018	0.9
Additions	0.2
At 31 December 2018	1.1
Amortisation	
At 1 January 2018	0.9
Charge for the year	0.0
At 31 December 2018	0.9
Net book amount	
At 31 December 2018	0.2
At 31 December 2017	0.0

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****8. Intangible assets (continued)**

The cost and net book value amounts include assets in the course of construction as follows:

	Software £m
At 31 December 2018	0.1
At 31 December 2017	-

9. Tangible assets

	Freehold land and buildings £m	Leasehold land and buildings £m	Plant, equipment, fixtures and fittings £m	Total £m
Cost				
At 1 January 2018	0.2	1.7	4.7	6.6
Additions	-	0.0	0.1	0.1
Disposals	-	-	(0.0)	(0.0)
Inter-group transfers	-	-	(0.1)	(0.1)
At 31 December 2018	0.2	1.7	4.7	6.6
Accumulated depreciation				
At 1 January 2018	0.1	0.1	3.5	3.7
Charge for year	0.1	-	0.4	0.5
At 31 December 2018	0.2	0.1	3.9	4.2
Net book amount				
At 31 December 2018	0.0	1.6	0.8	2.4
At 31 December 2017	0.1	1.6	1.2	2.9

The cost and net book value amounts include assets in the course of construction as follows:

At 31 December 2018	-	-	0.0	0.0
At 31 December 2017	0.0	0.1	0.1	0.2

Capital expenditure contracted but not provided for at the year end was £0.0m (2017: £0.0m).

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****10. Investments**

	2018	2017
	£m	£m
Unlisted investments at cost		
At 1 January	203.9	203.5
Additions	-	0.4
Transfer to current assets	(4.9)	-
At 31 December	199.0	203.9

On 20 March 2019 the Company sold its investments in direct subsidiaries Dyson Technology (Shanghai) Ltd and Dyson Research and Development (Shanghai) Ltd to a fellow Group company.

The only subsidiaries held directly by the Company are:

Company name	Country of incorporation	Registered address	Principal activity
Dyson International Limited	UK	Tetbury Hill, Malmesbury, Wiltshire, SN16 0RP	Intermediate holding company
Dyson Technology (Shanghai) Ltd	China	Room 1M + 103, No 63 Runan Street, Huangpu District, Shanghai, China	Sale and service of domestic and commercial appliances
Dyson Research and Development (Shanghai) Ltd	China	12F – 15F China Overseas International Centre, Building A, 838 South Huang Pi Road, Hangpu District, Shanghai 2000025	Research and development

The subsidiaries held indirectly by the Company are as follows:

Company name	Country of incorporation	Registered address	Principal activity
Dyson Appliances (Australia) Pty Ltd	Australia	8-10 Mangrove Lane, Tarn Point, New South Wales 2229	Sale and service of domestic and commercial appliances
Dyson Canada Ltd	Canada	312 Adelaide Street West, 7 th Floor, Toronto, Ontario, M5V 1R2	Sale and service of domestic and commercial appliances
Dyson SAS	France	9 Villa Pierre Ginier, 75018 Paris	Sale and service of domestic and commercial appliances
Dyson GmbH	Germany	Dyson GmbH, Lichtstrasse 43e, 50825 Koln	Sale and service of domestic and commercial appliances

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****10. Investments (continued)**

Company name	Country of incorporation	Registered address	Principal activity
Dyson BV	Netherlands	Dyson BV, Fred Roeskestraat 109, 1076 EE Amsterdam	Sale and service of domestic and commercial appliances
Dyson SA	Switzerland	Dyson SA, Hardturmstrasse 253, 8005 Zurich	Sale and service of domestic and commercial appliances
Dyson KK	Japan	Ichibancho FS Bldg. 6F, 8 Ichibancho, Chiyodaku, Toyoko, 102-0082	Sale and service of domestic and commercial appliances
Dyson Spain SLU	Spain	Calle Velazquez 140, 3 planta, 28006, Madrid	Sale and service of domestic and commercial appliances
Dyson Austria GmbH	Austria	Dyson Austria GmbH, Engerthstrasse 151, 1020 Wien	Sale and service of domestic and commercial appliances
Dyson LLC	Russia	Usacheva 35a, 119048, Russia, Moscow	Sale and service of domestic and commercial appliances
Dyson Srl	Italy	Dyson Italia S.R.L, Via Tazzoli Enrico 6, 20154, Milano	Sale and service of domestic and commercial appliances
Dyson Ireland Ltd	Ireland	Unit 2, Building 4, Vantage Central, Central Park, Leopardstown, Dublin 18	Sale and service of domestic and commercial appliances
Dyson Singapore Pte. Ltd	Singapore	1 Fusionopolis Link, 01-01 Nexus @ One-North, Singapore 138542	Sale and service of domestic and commercial appliances
Dyson Asia Holdings Pte. Ltd	Singapore	2 Science Park Drive, 03-13/26, Ascent, Singapore 118222	Intermediate holding company
Dyson Inc.	USA	1330 West Fulton Street, 5th Floor, Chicago, IL60607	Sale and service of domestic appliances
Dyson Direct Inc.	USA	1330 West Fulton Street, 5th Floor, Chicago, IL60607	Sale and service of domestic appliances

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****10. Investments (continued)**

Company name	Country of incorporation	Registered address	Principal activity
Dyson Tech. Services Inc.	USA	1330 West Fulton Street, 5th Floor, Chicago, IL60607	Provision of marketing support
Dyson B2B Inc.	USA	1330 West Fulton Street, 5th Floor, Chicago, IL60607	Sale and service of commercial appliances
Dyson B2B Tech. Services Inc.	USA	1330 West Fulton Street, 5th Floor, Chicago, IL60607	Provision of marketing support
Dyson Technology Inc.	USA	1330 West Fulton Street, 5th Floor, Chicago, IL60607	Intermediate holding company
Dyson Manufacturing Sdn Bhd	Malaysia	Suite 13.02, 13th Floor, Menara Tan & Tan, 2017 Jalan Tun Razak, 50400 Kuala Lumpur, Malaysia	R&D contract services & manufacturing
Dyson Operations Pte. Ltd	Singapore	1 Fusionopolis #01-01, Nexcus@One-North, 13854 Singapore	Managing the Group's global manufacturing activities
Dyson Overseas Distribution Ltd	UK	Tetbury Hill, Malmesbury, Wiltshire, SN16 0RP	Provision of marketing support
Dyson Electrical Engineering (Nanjing) Co. Ltd	China	Block B, Building 19, No.9 Gaoke No 2 Street, Nanjing New and High Technology Industry Development Zone, Jiangsu, China	Dormant
Dyson Electrical Technology (Foshan) Ltd	China	4F Research Building A, Information Avenue, Nanhai Information Technology Park, Shishan Town, Nanhai District, Foshan City, China	Dormant
Dyson sp zoo Poland	Poland	22 Aleja Jana Pawła II Street, 00-133, Warsaw	Provision of marketing support
Dyson Electrical Trading (Beijing) Co. Ltd	China	Unit 1701/1702, 17F, Xinhua Insurance Plaza, No.12, Jianguo Menwai Street, Chaoyang District, Beijing	Dormant

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****10. Investments (continued)**

Company name	Country of incorporation	Registered address	Principal activity
Dyson Electronics Pte Ltd	Singapore	1 Fusionopolis Link, 01-01 Nexus @ One-North, Singapore 138542	Manufacturing activities
Dyson Sweden AB	Sweden	c/o Covendum Vasagatan 16, 11 20 Stockholm, Sweden	Sale and service of domestic and commercial appliances
Dyson Technology Mexico Services	Mexico	Bosque de Ciruelos 180 – PP 101, Bosques DE LAS Lomas, Miguel Hidalgo, 11700, Mexico City, Mexico	Provision of marketing support
Dyson Technology Mexico	Mexico	Bosque de Ciruelos 180 – PP 101, Bosques DE LAS Lomas, Miguel Hidalgo, 11700, Mexico City, Mexico	Sale and service of domestic and commercial appliances
Dyson Korea Ltd	South Korea	342, Gangnam-daero, Gangnam-gu, Seoul, Republic of Korea (Yeoksam, Yeoksam Bldg)	Sale and service of domestic and commercial appliances
Dyson New Zealand Ltd	New Zealand	c/o PWC Legal, 188 Quay Street, Auckland Central, Auckland, 1010 New Zealand	Sale and service of domestic and commercial appliances
Dyson Denmark ApS	Denmark	c/o Mazanti-Andersen Korsø Jensen, Amaliegade 10, 1256 København K	Sale and service of domestic and commercial appliances
Dyson Norway AS	Norway	c/o KPMG Law Advokatfirma AS, Sorkedalsveien 6, 9292 Tromsø, Norway	Sale and service of domestic and commercial appliances
Dyson Finland Oy	Finland	c/o Krogeras Attorneys Ltd, Unioninkatu 22, 00130 Helsinki, Finland	Sale and service of domestic and commercial appliances
Dyson Technology India Pvt Ltd	India	Level 12, Two Horizon Center, Golf Course Road, Sector 43, DLF Phase V, Guragon, Haryana, India 122002	Sale and service of domestic and commercial appliances
Dyson Technology (Beijing) Ltd	China	12F – 15F China Overseas International Centre, Building A, 838 South Huang Pi Road, Hangpu District, Shanghai 2000025	Provision of marketing support

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****10. Investments (continued)**

Company name	Country of incorporation	Registered address	Principal activity
Dyson Turkey Sti	Turkey	Esentepe Mh. Buyukdere Cd. Tekfen Tower No:209 Kat:8 Levent, Sisli, Istanbul 34394	Sale and service of domestic and commercial appliances
Dyson Hong Kong Ltd	China	11/F The Centrium, 60 Wyndham Street Central, Hong Kong	Dormant

The Company has 100% holding in all the direct and indirect subsidiaries with the type of shares held being ordinary.

11. Stock

	2018	2017
	£m	£m
Raw materials and consumables	0.0	0.9
Finished goods and goods for resale	3.2	2.3
	3.2	3.2

12. Debtors

	2018	2017
	£m	£m
Trade debtors	55.5	65.5
Amounts owed by Group undertakings – non-interest bearing	7.4	27.3
Amounts owed by Group undertakings – interest bearing (see note 5)	22.5	-
Deferred tax asset	0.2	0.0
Other debtors	0.3	0.2
Prepayments and accrued income	0.8	0.4
Corporation tax receivable	10.6	1.1
VAT debtor	5.6	0.1
	102.9	94.6

Interest bearing amounts owed by Group undertakings are unsecured and repayable on demand.

Non-interest bearing amounts owed by Group undertakings are unsecured and subject to payment terms.

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****12. Debtors (continued)**

Deferred tax comprises:	2018	2017
	£m	£m
Decelerated capital allowances	0.2	-
Short term timing differences	0.0	0.0
At 31 December Deferred tax asset	0.2	0.0

There was no unrecognised deferred tax asset or liability at 31 December 2018 (2017: £nil).

Movement on deferred tax asset	2018	2017
	£m	£m
At 1 January	0.0	0.4
Credited to the profit and loss account	0.2	(0.4)
At 31 December	0.2	0.0

13. Creditors – Amounts falling due within one year

	2018	2017
	£m	£m
Bank overdrafts	0.2	-
Trade creditors	0.3	0.9
Amounts owed to Group undertakings – interest-bearing (see note 6)	-	10.6
Amounts owed to Group undertakings – non-interest bearing	42.3	7.0
Other tax and social security	0.6	5.3
Other creditors	0.3	0.1
Accruals and deferred income	40.3	67.0
	84.0	90.9

Non-interest bearing amounts owed to Group undertakings are unsecured and subject to payment terms.

Interest bearing amounts owed to Group undertakings are unsecured and repayable on demand.

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****14. Creditors – Amounts falling due after more than one year**

	2018 £m	2017 £m
Amounts owed to Group undertakings – interest-bearing (see note 6)	170.0	170.0
Long term contracts	-	0.3
	170.0	170.3

Interest bearing amounts owed to Group undertakings are unsecured and repayable on a rolling 2 year basis.

15. Provisions for liabilities

	Deferred tax £m	Other £m	Total £m
At 1 January 2018	0.8	2.3	3.1
Charged to the profit and loss account	0.6	-	0.6
Provisions released during the year	-	(2.3)	(2.3)
At 31 December 2018	1.4	-	1.4

Deferred tax liability comprises:

	2018 £m	2017 £m
Accelerated capital allowances	0.0	0.0
Short term timing differences	1.4	0.8
Deferred tax liability	1.4	0.8

16. Called up share capital

	2018 £m	2017 £m
Allotted and fully paid share capital		
2,222 Ordinary shares of £1	0.0	0.0

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****17. Dividends**

	2018	2017
	£m	£m
Equity shares		
Dividends paid of £111,161 per Ordinary share (2017: £121,512)	247.0	270.0

18. Ultimate parent undertaking and controlling party

At 31 December 2018 the immediate parent company was Dyson James Limited, a company incorporated in the United Kingdom. At that date Dyson James Limited was a wholly owned subsidiary of Weybourne Group Limited, a company incorporated in the United Kingdom.

The smallest group within which the financial statements of the Company will be consolidated in respect of the year ended 31 December 2018 is Dyson James Group Limited. Copies of the financial statements of Dyson James Group Limited will be available from the Company Secretary at Tetbury Hill, Malmesbury, Wiltshire, SN16 0RP.

The largest group within which the financial statements of the Company will be consolidated in respect of the year ended 31 December 2018 is Weybourne Group Limited. Copies of the financial statements of Weybourne Group Limited will be available from the Company Secretary at Winckworth Sherwood, Minerva House, 5 Montague Close, London, SE1 9BB.

The ultimate controlling party is Sir James Dyson by virtue of his controlling interest in the shares of Weybourne Group Limited.

19. Related party transactions

The Company is exempt under the terms of FRS 102 section 33.1A from disclosing related party transactions. This exemption allows the Company not to disclose details of transactions with other Group companies qualifying as related parties, as the consolidated financial statements of Dyson James Group Limited, in which the Company is included, are publicly available.

Other related party transactions during the year (all on normal commercial terms) were as follows:

During the year the Company provided services to and received services from connected companies in the ordinary course of business amounting to £0.0m (2017: £0.3m) and £0.0m (2017: £0.2m). Amounts owed by and to these related parties at the balance sheet date were £0.0m and £0.0m (2017: £0.0m and £0.0m). These amounts all relate to trading balances.

20. Pension costs

Pension costs of £1.4m (2017: £1.1m) were charged in the year in relation to Group defined contribution pension schemes. £0.8m (2017: £0.9m) was included in other creditors at the year end as amounts payable to the schemes.

Dyson Limited**Notes to the financial statements for the year ended 31 December 2018****21. Financial commitments**

The Company had future minimum commitments under non-cancellable operating leases as follows:

	2018	2017
	£m	£m
Within one year	2.5	2.4
Within two to five years	6.2	8.5
Within more than five years	7.6	7.6
	16.3	18.5

22. Contingent liabilities

At 31 December 2018, the Company and certain other Group companies have jointly and severally guaranteed the borrowings on £135m (2017: £135m), EUR 96m (2017: EUR £96m) and JPY 12bn (2017: JPY 12bn) of loan notes issued by Dyson Finance Limited under private placements and on US\$60m of loan notes (2017: US\$60m) issued by Dyson James Group Limited under a private placement.

The Group uses derivative instruments to manage foreign exchange and interest rate risk.