

STRONGER TOGETHER

MPM



2025 SUMMARY REPORT

...a UK leader in composite
manufacture and supply

[#strongertogether](#)

INTRODUCTION

In 2025, our focus was “The Year of Mastery,” ensuring every process, product, and service met the high standards our customers expect. While growth in sales and new client wins was selective, we retained our valued customer portfolio and welcomed new accounts, including Victory Leisure Homes, Jo Bird, Exallot, John Bradshaw’s, and SPI Global. Although some projects did not progress as initially anticipated, we strengthened operational performance, improving our on-time, right first time, and in-full delivery, reducing waste while maintaining a supportive and efficient working environment for all.

The year also saw significant milestones for the business. The Lamplas acquisition strengthened our capabilities, ISO 14001 accreditation was achieved, and ongoing improvements in Health & Safety and 5S practices reinforced our operational excellence. Four new apprentices joined the team, contributing positively across the business and supporting long-term growth.

Looking ahead, 2026 will be “The Year of Productivity.” As we continue integrating MPM Durham and sharing knowledge across sites, we will build on our strong foundations in people, process, and quality with a renewed focus on efficiency and delivering value to our customers. Three core pillars we work on internally, Teamwork, Happiness, and Results will continue to guide how we grow, innovate, and succeed.

Thank you to all our customers, partners, and team members for supporting MPM through another year of progress.

Happy reading,




Ben Wilson
Director



FINANCE REVIEW

It's an honour to report on group finance for the first time in MPM's nearly 50-year history. What a difference a positive restructuring and an acquisition have made not only to our financial environment, but also to the company.

It is indeed exciting times, and what a year 2025 has been:

- Instead of writing about turnover of £4m, we are reporting that of nearly £9m
- Gross profits are double at £2.5m, and
- Retained profits are triple at £600k

The increase in strength within the group is exponential. In real terms, this means we have the capacity to fulfil greater customer requirements, superior buying power, borrowing power and a standing in the GRP manufacturer sector that has caused people to sit up and take note.

This power translates into the measures on the balance sheet as follows:

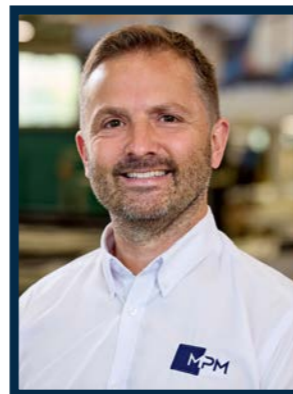
- Fixed assets have doubled to £4.4m
- Working capital has nearly tripled to £1.7m
- Net assets are nearly double at £4.5m

In amongst these numbers, we have maintained our current ratio that for every £1 going out, we have £2 coming in. This puts us in a position to react quickly to opportunities and challenges alike.

The future, therefore, looks bright. We have a lot to continue doing in blending our subsidiaries, to drive productivity, efficiency and performance across the group. We have more stakeholders now, and with it greater responsibility, and the wider manufacturing community is keen to see what we do next.

Bring on 2026...

Thank you.



Paul Wintersgill
Finance Director



You can't manage what you don't measure

Innovate

OUR VISION AND MISSION



Our Vision

To be the No.1 team of choice for the manufacture and supply of composite/fibreglass tooling and products; enhancing supply chains around the world.

Our Mission

To be the most efficient manufacturing facility in our field through teamwork, innovation, and continuous development of the business, people and products; Creating opportunities for all stakeholders whilst

exceeding expectations, wherever and whenever possible in everything we do. To understand our customer development plans, being an integral part of their design, planning and supply chain.

Mission is action with intention

YEAR OF MASTERY

Building Stability Across Our Operations

2025, the Year of Mastery, has laid a strong foundation for 2026, with a focus on refining processes, upskilling the team, and embedding a culture of quality across the shop floor. Operational improvements, training, and

clear accountability have all contributed to measurable progress, setting the stage for the Year of Productivity.



Quality

OPERATIONS OVERVIEW

Driving Process Improvements

Several targeted initiatives this year have strengthened the way we operate. Daily audits from section leaders ensured early identification of quality issues and provided immediate support to operators. Enhanced handover meetings and improved project documentation have made onboarding new projects smoother and reduced ambiguity between Sales, Design, and Production teams. Logging internal rejects in finishing allowed the team to pinpoint areas for improvement, directly contributing to our Right-First-Time performance, which improved by £52,000 year-on-year while maintaining production volumes of approx. 17,000 products at our Leeds site.

Structured weekly meetings with clear focus areas and actionable plans increased team accountability. Operators are now routinely tracked against daily plans, ensuring everyone executes to standard and reinforcing the consistent delivery of high-quality components. The integration of the 5S tablet across the site has further helped maintain operational benchmarks and improved communication within individual teams.

Pattern Making Process Improvement

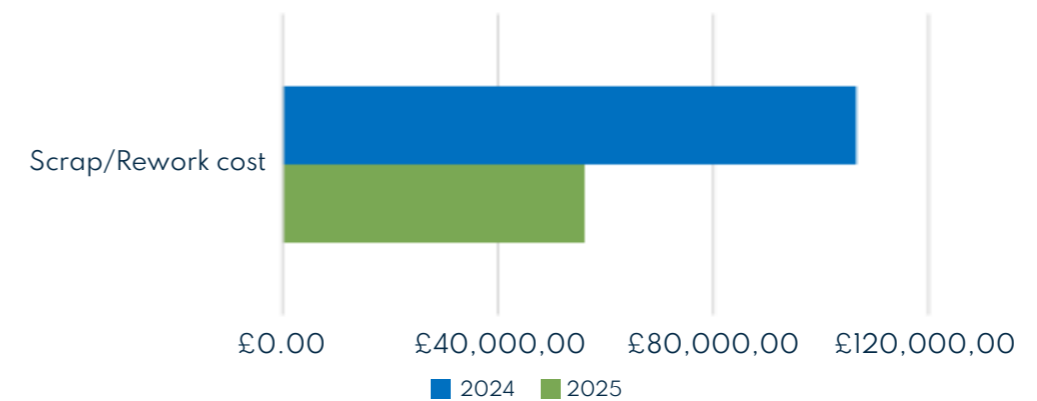
In 2025, MPM implemented an enhanced in-house pattern-making process, combining our internally CNC-cut patterns with internal spraying, glossing, and final preparation. This capability added approximately £130,000 to turnover by

bringing more pattern work in-house while improving control over quality, cost, and lead times. The process has also supported skills development across the team, creating progression pathways for Harry Clark and Kaylie Mitchell in pattern finishing, and enabling Nick Robinson to expand his CAD and project onboarding expertise. For customers, this end-to-end approach allows MPM to control projects from the outset, delivering greater certainty on timelines and outcomes.

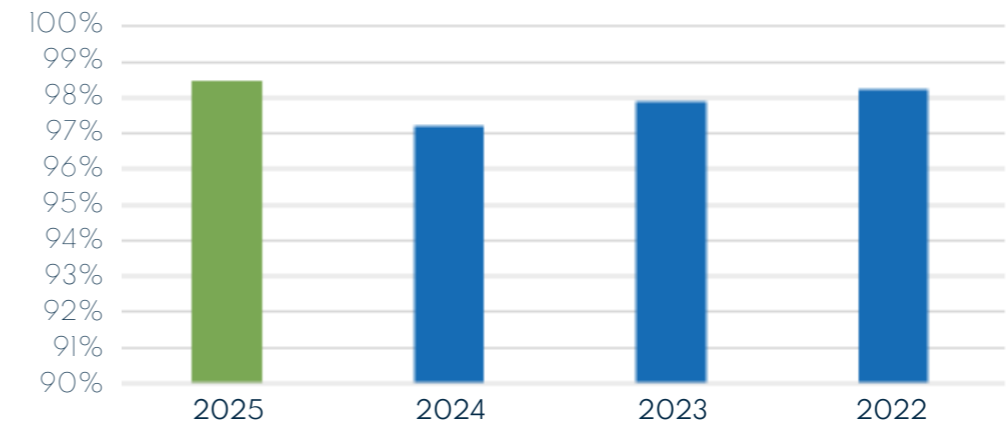
Bio-Based Resins Supporting More MPM Projects

In 2025, MPM introduced bio-based resins across all eligible standard product ranges, supporting our ESG and Net Zero ambitions. Working with Gazechim and Composites UK, materials such as Norsodyne H 13212 BTAE (23% plant-based content) were adopted with no impact on performance, curing behaviour, or quality. This enables lower-carbon composite manufacture while maintaining the quality and reliability our customers expect.

Internal Scrap and Rework Cost



Production Right First Time



Investing in Skills and Development

Training and development have been a central pillar of our production strategy. Apprentices Will, Vincent, Tim, and Ceiran joined the business in 2025, dedicating 10 hours per week to NVQ learning while gaining hands-on experience on the shop floor. Senior team members also led in-house training initiatives: Beka enhanced knowledge on despatch and delivery notes, Nick advanced skills in SolidWorks and CNC

operations, and Kaylie developed CNC expertise. Jonny has been instrumental in mentoring colleagues, helping spread knowledge and strengthen capability across the site.

This deliberate investment in skills, alongside maintaining slightly higher staffing levels, allowed the team to focus on learning, growth, and future capacity without compromising current production efficiency.

Efficiency is doing things right; effectiveness is doing the right things

Reliable

MEASURING SUCCESS, BUILDING THE FUTURE

Looking Ahead to 2026: A Strong Platform for Productivity

2025 was defined as the Year of Mastery, and while the journey brought its challenges, it also delivered meaningful progress across quality, control and operational discipline. The improvements made throughout the year now create a strong platform as we move into 2026 – The Year of Productivity.

A Step Change in RFT Performance

Quality remained a central focus throughout 2025, and the results speak for themselves.

- RFT in 2024: £108,740 of rework across 17,800 products
- RFT in 2025: £58,696 of rework across approximately 17,500 products

This represents a £50,000 year-on-year improvement, achieved while formally recording internal issues as rework. This more transparent approach strengthens accountability and supports continuous, measurable improvement.

Reducing rework at this scale demonstrates the impact of clearer handovers, more structured auditing, strengthened operator training, and better collaboration between departments. It also sets a new benchmark for what “Mastery” looks like in practice.

Efficiency Remains Steady – Even While Investing in People

Efficiency levels have remained consistent with last year, even as MPM deliberately invested in the team. By operating with slightly more staff, the business created time for structured training, cross-skilling, and developing new apprentices. This approach allows MPM to maintain flexibility, protect consistency during demand peaks, and build capability for future growth demonstrating that efficiency and people investment can go hand in hand.

Production Right First Time



Setting the Tone for 2026

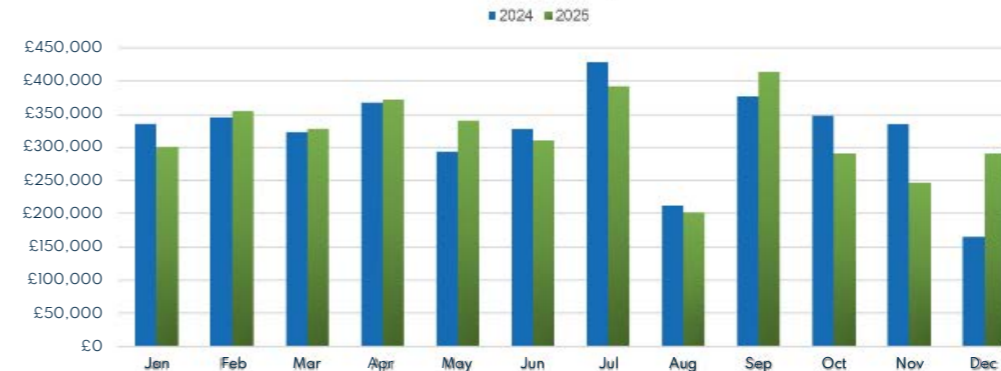
With stronger systems, clearer communication pathways, and a maturing skill base, 2026 will focus on productivity across all areas of the business, taking the foundations established during the Year of Mastery and turning them into measurable output gains. Knowledge transfer between the Leeds and Durham sites will continue to play a key role, creating a

single, integrated MPM standard across both operations.

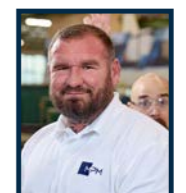
As we enter the new year, the message is clear: the groundwork has been laid, the capability is in place, and the opportunity is ahead.

2026 will be a year of focused execution, smarter output, and building momentum toward long-term growth.

Production Output



Dylan Wilson
Director



Jonny Haley
Production Leader

What gets measured gets improved

Team

SALES OVERVIEW

Strengthening the Sales Function Through Alignment & Integration

2025 marked a defining year for the sales function, driven by the strategic integration of Lamplas into the MPM Group in Q4. With Michael Gallagher joining the team as the former Head of Sales at Lamplas, a key priority was aligning processes, messaging, and customer experience across both sites. This unification created a clearer, more consistent sales flow from first enquiry through to project delivery and ensured both sites operated with the same expectations, the same quality benchmarks, and the same rhythm.

Refining the lead stages, opportunity criteria, and handover requirements was essential to improving conversion rates, speeding up quoting, and supporting production with clearer information. This alignment directly supported several of the year's major customer wins and strategic projects.

Key New Customers, Projects & Partnerships

Despite wider market uncertainty, MPM secured several significant projects and welcomed several new customers across multiple sectors:

- **Victory Leisure Homes** – A long, trust-building sales process resulted in VLH transitioning away from vacuum-formed pods to GRP with support from our design team, CNC pattern-making, and the development of a bespoke removable access panel. Their adoption of

both plain and brickwork versions has enabled model differentiation, and numbers continue to rise as more models transition to GRP.

- **Balmoral** – Building on years of offshore capability, we delivered our fourth and fifth monolithic bellmouth projects using heavy-grade bagged infusion. Over 100 parts have now been supplied to North Sea wind turbine installations.
- **Harrison Bathrooms** – Entering the sanitaryware market through a new customer bringing tooling back from China. Patterns, masters and moulds were produced in-house, strengthening our position beside Trojan.
- **MSP** – MSP returns to MPM and U.K. based manufacturing with a new 14-part unit Maxi model. Its modular design solves major site installation challenges and represents a win for British manufacturing.
- **Zapp Electric Motorcycles** – Following a collapse in their supply chain, MPM were recommended by Composites UK to rapidly convert and manufacture tooling for a UK built electric bike due to launch in 2026.



Existing customers also showed resilience: Stackright, Newspace, and Elta all saw steady growth, with around 10% year-on-year uplift.

Market Trends & Commercial Landscape

The market saw significant turbulence in late 2025, with many companies pausing capital projects and seeking benchmarking quotes ahead of economic tightening. MPM experienced a large influx of enquiries and leads, many from businesses affected by composite manufacturers closing down, leading to major re-homing of work.

Pattern-making remained extremely strong, with demand pushing prices to their highest levels yet. Upskilling more operators to run Alan, our in-house CNC machine, helped MPM maintain throughput during periods of boom-and-bust enquiry volume.

Growth sectors include construction welfare units, vandal-resistant sanitaryware, solid surface products and renewable energy infrastructure.

Challenges & Lessons Learned

Several projects highlighted the need for better information flow: changing requirements, missing details, or complex customer expectations impacted handovers and timelines. Key projects throughout the year reinforced the importance of stronger internal communication, which led to improved project handover packs, more frequent cross-department meetings, and tighter customer briefing standards.

A standout technical challenge was the design and development of the elevating roof for the new Ford VW T7 model, which pushed the boundaries of engineering but showcased MPM's growing capability in the automotive and leisure sectors.



Tim King
Technical Engineer
Leader



Michael Gallagher
Business Development
Leader

Progress is impossible without change

Leaders

MARKETING AND BRAND

Brand, Positioning & Messaging

2025 focused on strengthening MPM's position as a reliable, strategic composites partner.

We continued refining our core message around removing the complexity of GRP production so our customers can focus on their core business. Brand consistency improved across digital channels, customer communications, case studies and internal messaging.

The acquisition of Lamplas and their alignment, now known as MPM Durham, created the opportunity to bring both sites together under one brand narrative while still respecting their individual strengths. Integration of messaging, tone and customer communication was a key part of this transition.



Outbound & Lead Generation

This year saw the biggest improvement in MPM's front-end activity to date.

A more structured outbound process, supported by AI-driven research, tailored prospect journeys and revised value-led messaging, produced over three times the number of leads compared to 2024.

A refined outreach mix, combining email, calls, personalised content and physical media such as our video brochure, strengthened early engagement and improved lead quality.



Events & Industry Engagement

This year marked MPM's first formal appearance as an exhibitor at Advanced Engineering, the UK's largest composites and engineering event. Our stand attracted strong footfall, high-quality interest from manufacturers across multiple sectors, and valuable exposure alongside

Year	Leads	New Customers	Cost Per Lead	Customer Acquisition Cost
2024	20	5	£2,680	£5,956
2025	125	13	£439	£5,495

partners and industry leaders. The show also generated a significant volume of new enquiries, many of which have already fed into the early stages of our 2026 pipeline.

We also strengthened our presence within the wider UK manufacturing and composites community through targeted industry engagement, including:

- Attendance at JEC 2025, one of the world's largest international composites exhibitions, supports our visibility on a global stage.
- Ongoing participation in regional careers events and industry networking, further enabled through partnerships with the likes of Leeds Manufacturing Festival and West Yorkshire Manufacturing Services, helping to raise brand awareness, share opportunities, and continue attracting future talent into composites manufacturing.

Looking Ahead to 2026

Marketing priorities for 2026 centre on depth, clarity and reach:

- Stronger digital presence, with improved storytelling, more video content and a greater focus on real project impacts and behind the scenes.

- Focusing on our sector-specific content and ensuring we match the needs, pain points and subtleties of the industries we target
- Enhanced outreach plan, integrating email, phone, physical assets and long-term nurturing sequences.
- Further refinement of CRM and pipeline visibility to support the combined MPM Leeds and MPM Durham sales process.
- Continued expansion of employer brand content to attract specialist skills and highlight the value of our people.
- Increasing visibility in high-potential markets through event attendances, network groups activity and personalised outreach.



Ceejay Green
Marketing Leader

Quality is not an end product, but an endless process

Innovate

OUR VALUES

INNOVATE

- Audacious in the pursuit of progress
- Grow and help customers, suppliers and the team grow with us
- Do more with less
- Embrace and drive change

QUALITY

- Deliver 'WOW' to our customers, suppliers and team through quality, service and partnerships
- Persistent in our pursuit of ultimate performance

RELIABLE

- Build trust with honest and open communication
- Build a friendly and supportive team spirit
- Pursue growth and learning, including qualifications, as part of our succession planning

TEAM

- Treat people how THEY would like to be treated
- Allow others to be different to ourselves and have the courage to do things differently
- Make it fun
- Recognise that we are all important and unique in our own way

LEADERS

- Be adventurous, creative and open-minded
- Not accepting second best of ourselves or others
- Work to our best abilities; with determination and pride
- Humility

Manufacturing Excellence from Enquiry to Despatch Through People, Processes and Standards



Learn more about the Customer Journey with MPM



You cannot produce a perfect part or job, in an imperfect environment

Quality

TEAM REVIEW 2025 WINNERS

Why We Vote at MPM

At MPM, our values are lived every day on the shop floor and in the office. Each year, we ask the team to vote for colleagues who best represent those values in action. These votes matter because they come directly from peers and recognise the behaviours, effort, and attitudes that make a real difference to our culture and performance.

INNOVATE – Harry Clark

Harry worked hard to bring a new service offering into the MPM portfolio. He showed patience and persistence in improving both his own and the wider team’s knowledge of pattern coatings and preparation to a high-gloss finish.



TEAM – Daz Whiteley

Daz is an extremely reliable team member and a representative for the team in Health & Safety meetings. He is also a Mental Health First Aider and led the recently introduced Mental Wellbeing team meeting.



QUALITY – Kieran Galvin

Kieran is a long-standing member of the team who always strives to do a great job. His quality record in 2025 was excellent, with only three scrapped products, totalling £410.



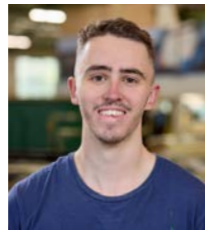
LEADERS – Beka Haley

Beka has drawn on her experience, knowledge, and leadership to support despatch and key account management, while also supporting the finishing team and leading that area during James’ paternity leave.



RELIABLE – Lewis Blythe

Lewis started his career at MPM as an apprentice and has consistently been a reliable team member. In 2025, he achieved an attendance rate of 99.6% and delivered more consistent performance throughout the year.



OUTSTANDING CONTRIBUTION – Paul Williams

Without Paul Williams’ support and counsel since 2010, life at MPM would look very different. His long-standing contribution has helped shape the strong team and business we are today.



OUTSTANDING CONTRIBUTION – Paul Wintersgill

In the words of Roy Keane, “He was just doing his job,” but much of Paul’s work goes unseen. In 2025, he completed a tremendous amount of work to get the Lamplas acquisition over the line, strengthening MPM’s future and creating further opportunities aligned with our Vision and Mission.



FUNNIEST – Jake Menzies

Jake has become a solid member of the team and is never short of a funny line to help lighten the pressures of the day, often described as having a “weird sense of humour.”



MOST IMPROVED – Harry Clark

Harry was given clear feedback on areas to improve, particularly around consistency and attitude. He took this on board and made strong progress during the year. In the words of Nike, “Just Do It” - and he did.



MOST HELPFUL – Beka Haley

Beka can sometimes struggle to say “no,” which can lead to frustration, but in 2025, she went above and beyond to support the team across multiple areas of the business.



BEST WORK ETHIC – Mick Skitt

Mick has a fantastic attendance record and is often the go-to person when additional work comes in, pressure points arise, or overtime is required in production.



HAPPIEST – Jade Haley

Jade always has a smile, brings happiness to the office, and is always willing to help anyone who needs support.



If everyone is moving forward together, then success takes care of itself

Reliable

TEAM, EVENTS AND PARTNERS

15% of the Team are now Apprentices

Around 15% of the MPM team are apprentices, bringing energy, curiosity, and fresh thinking through NVQ pathways, on-the-job training, and cross-department involvement. In 2025, MPM strengthened engagement with the next generation, partnering with WYMS and continuing our support of Leeds Manufacturing Festival. Our Managing Director, Ben Wilson, returned to the Composites UK Board, reinforcing MPM's influence on sector skills, supply chain resilience, and policy priorities. We recognise that inspiring the next generation is not optional; it's essential to play our part in shaping the future workforce.



Award-Winning People and Leadership

In 2025, MPM was named Employer of the Year at the Leeds Manufacturing Festival Awards, while Nick Robinson received the inaugural Manufacturing Leader of the Year award for his role in product development and mentoring talent. With 15% of the workforce now apprentices, structured progression, upskilling, and outreach, with over 20 career events and school visits, MPM continues to inspire the next generation. These awards reflect our

culture of trust, teamwork, and transparency, reinforcing MPM's commitment to people, technical excellence, and shaping the future of UK composites.



Technical Capability and Innovation

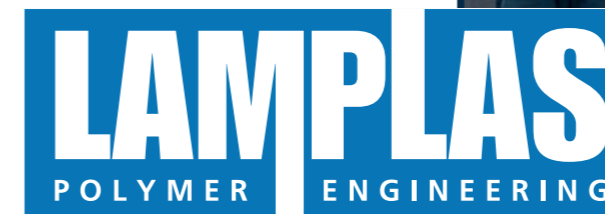
Peter Occardi joined MPM in December 2024, elevating new product development with advanced CAD expertise and technical guidance. His contribution maximised the use of our in-house CNC "Alan", enabling faster pattern turnaround, improved accuracy, and greater design-for-manufacture consistency.

Team Dragonboat Event for Charity

MPM celebrated its third consecutive win at the Bradford Dragon Boat Festival, reflecting the teamwork, energy, and collaborative spirit that underpin success across the business.



CONTINUED GROWTH THROUGH LAMPLAS ACQUISITION



MPM Acquires Long-standing Partner Lamplas (Durham) Limited

In 2025, MPM Group strengthened its position as a leader in UK advanced composite manufacturing through the acquisition of Lamplas, a long-established specialist in fibreglass and composite mouldings. This strategic move expands MPM's product portfolio, reinforces technical expertise, and secures skilled jobs in the sector, supporting the long-term growth of high-quality British manufacturing.

The alignment of the two businesses enhances

manufacturing capability, broadens market reach, and enables both teams - now over 90 skilled colleagues across combined facilities spanning more than 100,000 sq. ft., providing more space to collaborate on larger, more complex projects. Customers benefit from faster turnaround times, deeper technical expertise, and access to innovative, high-quality composites, while operations at Lamplas continue as normal, ensuring continuity and stability for the team and clients.

You build people, and people build the business

Team

Keith Siddle, the Previous Managing Director of Lamplas, said:

"Lampas has always been proud of its family roots, quality focus, and skilled workforce. Joining the MPM Group ensures our legacy continues with a partner that shares our values, creating exciting opportunities for our team and customers."

Ben Wilson, Managing Director of MPM Group, added:

"We've admired Lamplas' commitment to quality for over 20 years. Bringing our businesses together combines our strengths and values, delivering even greater value to customers' supply chains. We're excited to welcome Lamplas into the MPM family."



ONTO 2026 - THE YEAR OF PRODUCTIVITY

Looking ahead

As we close 2025, we would like to thank our team, customers, suppliers, and partners for their continued trust and support. Everything we have achieved this year has been driven by strong relationships and a shared commitment to doing things the right way.

As we move into 2026 - The Year of Productivity, our focus will be on building further momentum through our people, processes, and the continued integration of our two MPM sites. With clear direction and a resilient team, we are well-positioned to deliver even greater value across our customers' supply chains.

The following introduces the key contacts who will be supporting you as we move into 2026.

Ben Wilson

Managing Director
New business development & sales
ben@mpmgroup.co.uk - 07791 737017

Paul Wintersgill

Finance Director
Group finance & strategy
paulw@mpmgroup.co.uk - 07713 656468

Tim King

Technical Engineer Leader
Technical sales & projects
tim@mpmgroup.co.uk - 07778 738379



Michael Gallagher

Business Development Leader
New business development & sales
michael.gallagher@mpmgroup.co.uk - 07790 581423



Dylan Wilson

Production Director
New product implementation & customer relations
dylan@mpmgroup.co.uk - 07500 111652



Ceejay Green

Marketing Leader
PR & media, events & brand
ceejay@mpmgroup.co.uk



Leeds Site

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Jonny Haley

Production Leader
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John Dobbin

Key Account Leader
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Beka Haley

Despatch Leader
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Lorna Wilson

Finance Co-Ordinator
Contact for accounts
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Peter Occardi

Principal Engineer
Design, engineering & product development
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Wayne Collins

Production Leader
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Laura Mcreesh

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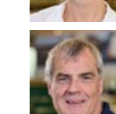
Stephen Collins

Despatch Leader
Orders & delivery, collections
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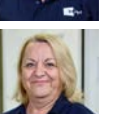
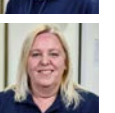
Lisa Carr

Accounts Manager
Contact for finance & accounts
lisa.carr@mpmgroup.co.uk



Jayne Chipchase

Financial Controller
Contact for finance & accounts
jayne.chipchase@mpmgroup.co.uk



Partnership is built on reliability, transparency, and delivery

Team

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STRONGER TOGETHER

MPM

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