

Winning in a growing market

Our strategy remains consistent: to be the leading value producer of everyday cleaning products, leveraging scale and unrivalled product expertise to deliver a segmented product and customer proposition supported by a cost-aware sustainability agenda.

Through the Compass operating model, we have established clear divisional focus, specialism and accountability, all underpinned by shared services that provide Group-wide economies of scale. This framework directly supports our ambition to strengthen our position as the leading value label producer of everyday cleaning products and the preferred partner for our customers.

We are advancing this ambition through our strategic priorities. We continue to win across all laundry categories, while maintaining category leadership with the largest retailers in Europe's top five economies. Looking ahead, we aim to expand our number one status in the UK, France and Italy to Germany and Spain, while scaling contract manufacturing to reach 25% of Group revenue, both organically and through strategic partnership with Vestacy.

Delivering on these targets relies on deepening our customer centricity – ranging from joint value creation to service and quality excellence – alongside maintaining the sector's most competitive product portfolio. Our Transformation initiatives are driving operational excellence across core activities, on track to generate £50 million in benefits by 2028, while our focused, accountable and expert divisional teams lead a cost-aware, innovation-led sustainability agenda.

Clear strategic pillars and targets

- Expand private label market share
- Focus on key growth opportunities:
 - Laundry
 - Germany
 - Spain
- Increase contract manufacturing share of revenue to 25%
- Deliver Transformation programme, enhancing excellence in core activities
- Explore additional opportunities, including 'Core Plus' and 'Buy and Build' initiatives

McBride in action

Transforming HR through digitalisation

Over the past five years, McBride has transformed its HR function through a major digitalisation programme designed to simplify processes, improve the employee experience and enhance strategic workforce insights.

The programme successfully retired 26 legacy systems by introducing a modern Human Capital Management (HCM) platform, establishing a single source of truth for employee data. Employees and managers now benefit from enhanced self-service capabilities, while leaders have greater access to workforce reporting and analytics.

The transformation has modernised payroll and time management processes, standardising ways of working across multiple locations and reducing operational complexity.

While this journey presented challenges, the team demonstrated agility and adaptability in refining requirements, selecting appropriate partners and ensuring long-term business needs were met.

Since 2020, McBride's HR landscape has been fundamentally transformed. The programme has established a more connected, data-driven and efficient HR operating model, providing a strong foundation for future innovation and continuous improvement.

Five years on, the transformation has delivered greater efficiency, enhanced employee experiences and stronger business insight, positioning McBride for the future of work.

Our Transformation programme

Operating Systems Excellence

- Deployment of SAP S/4HANA Enterprise Resource Planning platform across Europe
- Successful first deployment in the UK in the autumn of 2025

HR Digital Excellence

- Modernisation of core HR platform
- Digitisation of payroll operations

Commercial Excellence

- Sales and marketing training and development
- Commercial processes, new tools and insights

Contract Manufacturing Excellence

- Thought leadership in packaging and product innovation
- Moving from 'fast follower' to 'innovation leader'

Service Excellence

- Reliable, high-quality and timely service
- Demand planning, supply chain planning and inventory optimisation
- Logistics network evolution

Operational Excellence

- Production process re-engineering
- Aligning overheads to volume growth

McBride operating model

We support divisional success by leveraging the scale of the Group through effective central teams for purchasing, talent management and other shared services.

One McBride



Shared services

Divisional strategies and Group strategy

Building on initial three-year phase

Focus and accountability

Resource optimisation

Scale benefits from shared services

Unified capability frameworks

Consolidated procurement synergies

McBride in action

Aerosols: building momentum and long-term value

The Aerosols business has delivered a step change in performance, with volumes increasing by a further 10.8% and annualised output reaching 100 million cans. This momentum has been underpinned by targeted business wins, disciplined customer onboarding and successful product launches, demonstrating the strength of our commercial pipeline and the resilience of our operating model.

The market presents strong growth potential, reinforcing the case for ongoing investment. To support this growth and respond to increasing customer demand, the Group has realised a major investment in the division, reinforcing confidence in its long-term potential and enabling the business to build the capacity, capability and resilience required to meet demand.

Recent wins and launches demonstrate that the platform is increasingly trusted by customers for both execution and innovation. A key strength of the division is its ability to innovate, develop differentiated solutions and create barriers to entry, protecting customer relationships while positioning Aerosols as a partner of choice in a competitive market. Underpinning this commercial agility is an entrepreneurial yet disciplined approach, operating seamlessly within our PLC governance structure.

The successful onboarding of new business has strengthened asset utilisation, reinforced confidence in future demand and created a solid base for continued investment in people, capability and operational excellence.

As the site marks close to 100 years of industrial heritage and 30 years within McBride, the Aerosols business is celebrating its legacy while continuing to build on its strong commercial momentum.



One McBride



Five divisions

Each division benefits from dedicated, specialist teams embedded in their markets, delivering deep sector knowledge and expertise.

This operational structure enables our divisions to target different opportunities, navigate challenges and execute performance improvements tailored to their specific market dynamics.

Accordingly, the Group continues to be managed as a series of portfolio businesses, with each maintaining its own identity, strategy, operating model and role within the Group.

These focused and accountable divisional teams reinforce our market-leading position while driving greater operational speed and agility across all of our activities.



[See more online](#)



Our market

- All categories supplied in liquid form
- Regional business
- Innovation focus driven by sustainability
- Private label share gain

Compass priorities

1. Simplified portfolio, increasing competitiveness
2. Lower cost
3. Enhanced customer proposition
4. Focused growth

Compass next phase

- Product sustainability to drive value growth
- Generate value at competitive price
- Build valuable customer relationships
- Strategic partnerships to accelerate contract manufacturing growth

Cost leadership

[See more online](#) →



Our market

- Convenient and sustainable format
- Pan-European business with a growing footprint
- High pace of innovation

Compass priorities

1. Become specialist supplier
2. Be embedded in the industry
3. Accelerate efficient innovation
4. Invest behind right asset base
5. Be more cost competitive

Compass next phase

- Lead as the specialist supplier
- Be ever closer to customers and suppliers
- High-paced innovation – sustainable and compact
- 'Flexellence' – ability to produce a diverse portfolio while achieving operational efficiencies

Product leadership

[See more online](#) →



Our market

- Declining market overall in Europe
- Private label gaining share over brands
- Germany and UK still heavy powder users
- Surplus industry capacity

Compass priorities

1. Low cost
2. Asset utilisation
3. Technical capability upgrade
4. Targeted market opportunities

Compass next phase

- Be the clear low-cost leader
- Improved utilisation for cost and capacity
- Continued technical capability upgrade, sustainability-led
- Targeted geography and channel opportunities

Cost leadership

[See more online](#) →



Our market

- A growing market
- Strong manufacturers in key markets
- Sustainability a top priority

Compass priorities

1. Expand horizons beyond France
2. Build on operational excellence
3. Capitalise on innovation and eco credentials

Compass next phase

- Innovation remains key
- Collaborate with customers to grow market reach
- Expand into new territories
- Invest in additional capacity and capabilities

Product leadership

[See more online](#) →



Our market

- The fastest-growing economy worldwide
- Growing middle class prioritising health and wellness
- Increased awareness of environmental issues
- Fragmented, localised supply base

Compass priorities

1. Invest in flexible manufacturing capacity
2. Develop household and regional format capability
3. R&D drive behind sustainability
4. Wider relationships for new growth
5. Keen cost focus

Compass next phase

- Leveraging capacity
- Developing relationships for contract manufacturing
- Lead through innovation and superior service
- Extend regional reach for private label

Cost and value leadership

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Beyond the headline numbers, what excites me is the operational discipline our teams have built midway through this five-year journey. Outperforming our original £50 million target is the direct result of people taking true ownership of change. It gives us deep confidence in our long-term financial delivery.

Mark Strickland
CFO

“

Our project management software solution provides the real-time visibility required to manage site capacity effectively, while empowering our teams with the project and change management skills needed for sustainable execution.

David Cockram
Group Transformation Director

McBride in action

Delivering real change through our Transformation programme

Turning strategy into real momentum

Launched in 2023 as a five-year initiative, our Transformation programme reached a key turning point in 2026. With foundational workstreams across Commercial Excellence, Service Excellence, Productivity Excellence and HR Digitalisation now successfully completed, what started as a strategic vision is now delivering a tangible, everyday impact across our business. Originally set to deliver £50 million in benefits by 2028, the commitment of our teams has pushed us ahead of pace and we are now tracking to deliver c.£52 million, with completed workstreams fully embedded into daily operations through clear KPIs.

Smarter governance and data-driven delivery

This initiative provides greater visibility across McBride's overall portfolio by classifying projects into three tiers to match them with the right level of management expertise. Central to this is our project management software solution, which enables consistent execution across task, decision and risk management, while tracking capacity constraints and location data to avoid site overload, protecting local teams.

Resource management and change capability

Looking ahead, our focus is pivoting towards enhanced resource management and upskilling our teams in project and change management, ensuring sustainable transformation capabilities are built across the organisation.

SAP S/4HANA implementation

During the first half of the financial year, the business successfully implemented SAP S/4HANA across all UK operations, marking the first important milestone in the ongoing transformation of the Group's ERP systems and processes. The implementation was a major step towards providing a strong operational platform that supports consistency, transparency and efficiency across the organisation and enables the further development of digital processes.

While some supply chain challenges were experienced during this period, they were identified and addressed quickly. The response demonstrated the resilience of the organisation and the strength of relationships with employees, customers and suppliers, whose continued commitment remains central to operational delivery.

Planning, including learnings from the UK implementation, continues for the next wave. Wave 2 is scheduled within the coming financial year, with a rollout of the global template to the Belgian operations set for 2027.

