ncc innovating for industry 15 YEARS



Innovation that delivers industrial impact

Proud to be part of | University of BRISTOL | CATAPULT High Value Manufacturing

We are NCC





Overview

A world-leading innovation organisation that turns cutting-edge research and technology into industrial impact.

We bridge the gap between academia and industry, helping companies of all sizes to capitalise on cutting-edge innovations to deliver more. We do this at every stage of their journey and across the entire product lifecycle, from the earliest concept to end-of-life.

Part of the **High Value Manufacturing (HVM) Catapult** and the **University of Bristol**, we've evolved from our origins as the **National Centre of Excellence in composite technology**.

We provide a gateway to world-class expertise, advanced facilities, and industrial collaboration. A not-for-profit organisation, we complement our customers' capabilities, helping them to develop their people, grow, compete, and succeed through technology and product leadership.

As well as working with industrial partners, we help create the conditions that enable UK innovators and industry to thrive. This includes providing national and local decision-makers with insight and evidence to inform strategy, policy, and investment decisions.



Our mission, vision & values

Vision

An innovation partner to industry, we help create a sustainable, productive, and resilient future.

Mission

Transforming today's industries and creating tomorrow's.

Values

- We make a difference.
- We push the boundaries.
- We deliver excellence together.
- We care about our future.



What we do

As an extension of our customers' capabilities, we demonstrate and de-risk new product development and manufacturing to validate technologies at rate and scale.

We pull through a broad portfolio of science and engineering research to scale technologies into next generation products, anchor product and technology leadership in the UK, secure the competitiveness of sectors we serve and shape future markets.

With a national footprint spanning five locations and three main sites, we are home to strategic national capabilities, deliver on industrial missions, and support companies at every stage of their growth journey.



NCC Delivery Model





How we help

We provide businesses access to state-of-the-art innovation facilities, engineering expertise, and leading research.

A key partner in globally significant innovation programmes, we work with businesses of every size to get new technologies, products and processes to market fast. In parallel, we support companies to develop their people and understand the skills their future workforce will need. By doing so, we create jobs, anchor supply chains and ensure UK industries stay at the forefront of global innovation.

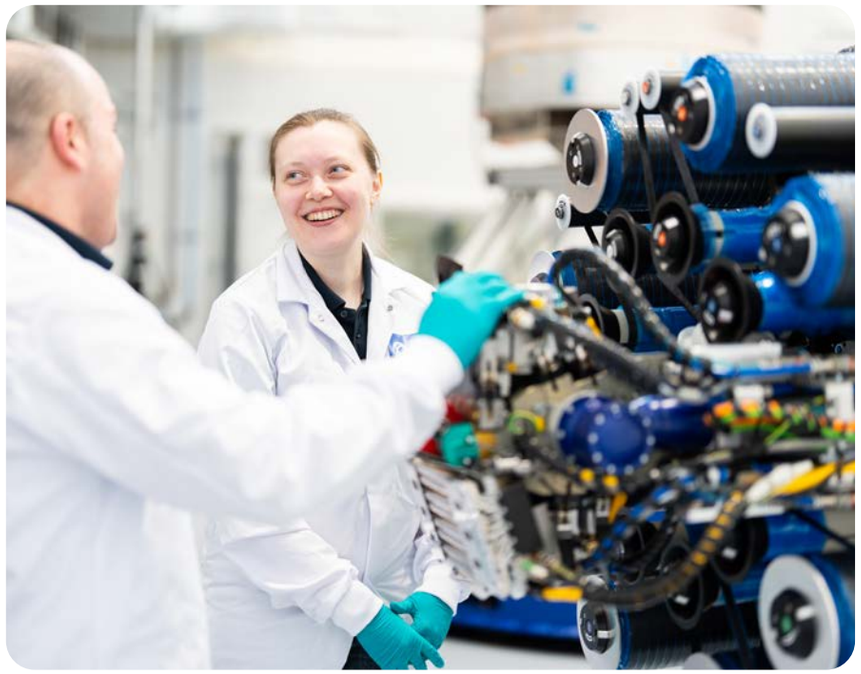


Our strategy



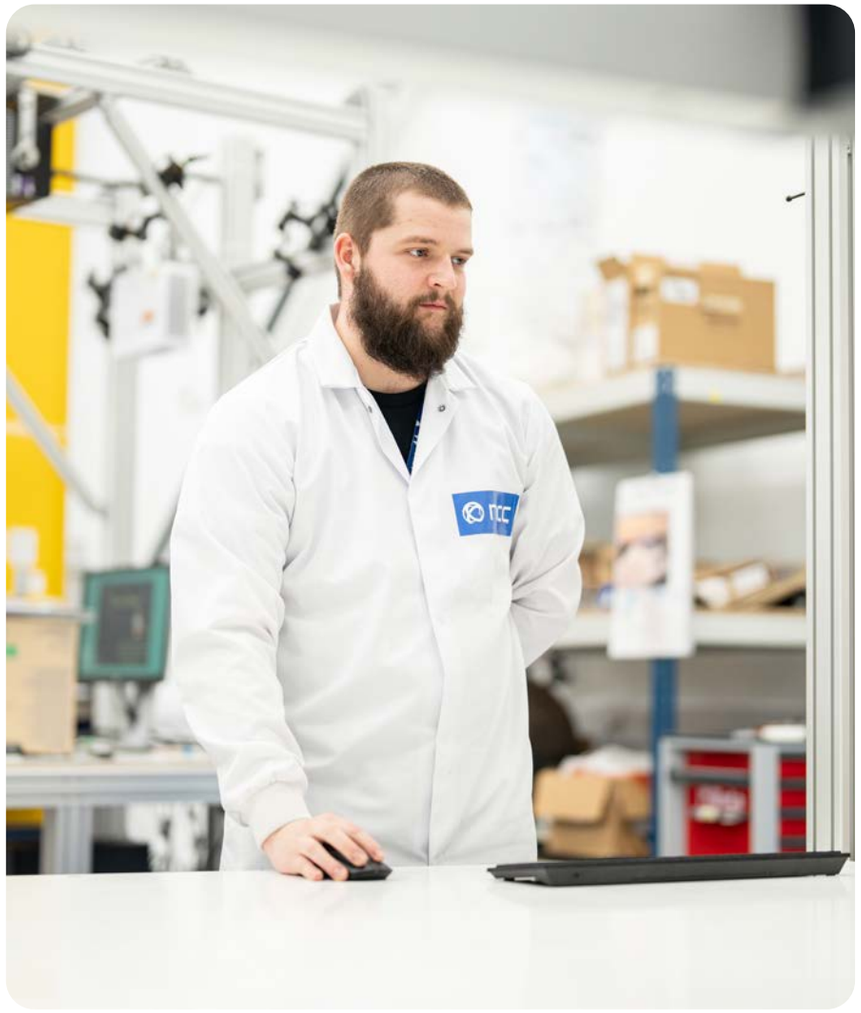
Maximising impact for the companies we support:

- Driving industrial impact.
- De-risking innovation.
- Enabling product & technology leadership.
- Shaping future industries.









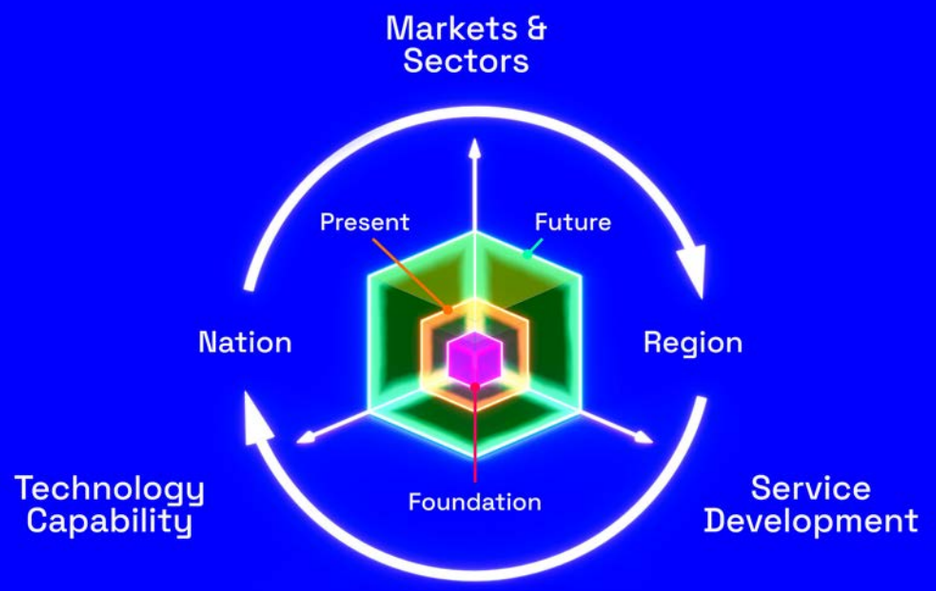








Our strategy in action



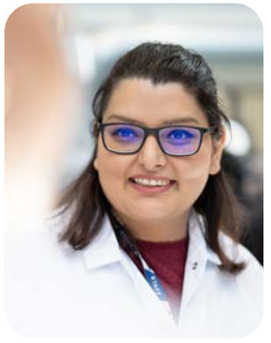
Our strategic priorities define our direction and reflect our purpose:

- Expanding our capabilities to create more impact for industry today.
- Exploring how to keep future industries at the forefront of innovation.
- Shaping tomorrow's industries by developing technologies, products, and people.

















Our structure



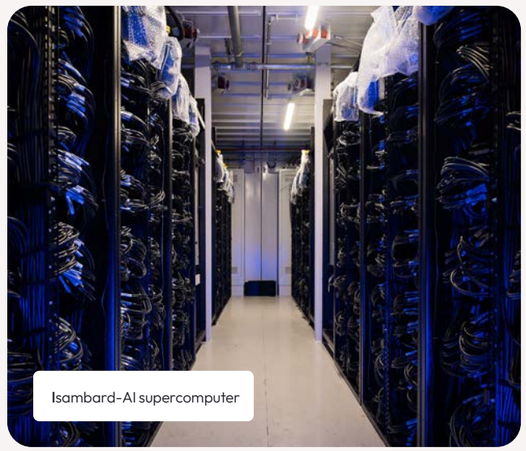


NCC's 'best of both worlds' structure underpins our success. A wholly owned, but independently operated subsidiary of the University of Bristol, we translate science and engineering research into industrial impact. Part of the UK Catapult Network, we provide researchers and innovators with insights to overcome industrial challenges.

We have broad and deep academic networks with over 100 universities and numerous Research and Technology Organisations (RTOs). As part of the **HVM Catapult**, we reach across industry to both 'pull through' research and set industry-led research challenges to keep the UK at the cutting edge.

The High Value Manufacturing (HVM) Catapult is a strategic research and innovation hub for UK manufacturing, helping academia, industry and government solve the world's toughest engineering challenges. Established and supported by Innovate UK, its network of centres work together to accelerate industrial transformation, tackling key objectives in support of net zero, healthy living and national security.

The University of Bristol is ranked within the top 10 universities in the UK and 57th in the world (QS World University Rankings 2024); it is also ranked among the top five institutions in the UK for its research, according to analysis of the Research Excellence Framework (REF) 2021; and is the fourth most targeted university by top UK employers. The University was founded in 1876 and was granted its Royal Charter in 1909. It was the first university in England to admit women on the same basis as men.



Isambard-AI supercomputer

Isambard-AI

NCC is host to the UK's most powerful supercomputer, Isambard-AI. Awarded to the University of Bristol, this £225m government investment expands the opportunity for academia and industry to harness the power of artificial intelligence (AI) in fields such as robotics, climate research, and drug discovery.

Building on our deep strengths in digital engineering, NCC is investing to 'pull-through' Isambard-AI research into industrial application. This complements our ambition to harness advanced digitalisation technologies to position the UK at the forefront of digitally-enabled and high-value engineering, manufacturing, and beyond.

[1]Times Higher Education REF analysis [2]QS World University Rankings 2027

Our evolution



We believe in continuous innovation, investing year-on-year to expand our capabilities. Committed to supporting businesses, pushing boundaries, and creating market-leading products and processes, we've evolved from a specialist technology centre into an organisation that drives innovation across multiple technologies and growth-driving sectors.

Our expanded portfolio of capabilities is matched by growth in the number of companies we support. In 2011, we had five founding members. Today, we have over 70 member organisations and support around 300 businesses each year. These range from multinational companies to micro, small and medium-sized enterprises (SMEs). All of them benefit from our end-to-end engineering expertise.

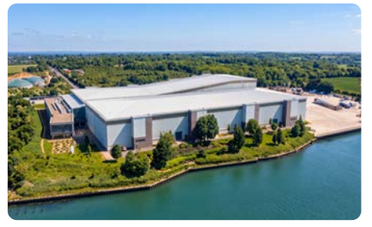












November 2009

Government announces £16m investment to establish a National Centre of Excellence for Composites.

March 2010

Bristol & Bath Science Park is announced as NCC's home.

June 2010

Airbus, AgustaWestland, GKN Aerospace, Rolls-Royce and Vestas become NCC's five founding members.

November 2011

NCC is formally opened by the then-Secretary of State for Business.

February 2012

NCC becomes part of the High Value Manufacturing Catapult.

CATAPULT High Value Manufacturing

May 2016

UK Composites Strategy reinforces NCC's leadership role.

November 2018

Official opening of a new NCC satellite site based in Filton.

December 2018

NCC announces a £36.7m UK government investment in 10 new cutting-edge digital manufacturing technologies for composites.

March 2019

NCC launches a dedicated service supporting small and medium-sized enterprises.

February 2023

NCC becomes a Knowledge Transfer Partnership (KTP), a 'Knowledge Base' to help businesses innovate for growth.

October 2024

Vestas selects NCC and Bristol Composites Institute as one of its three global technology partners, focusing on future blade and turbine technologies.

June 2025

NCC's High-Rate Manufacture Capability (HRM Cap) receives government investment to expand technologies for ultra-efficient next-generation platforms.

December 2025

NCC announces UK's first Large Structures Innovation Centre.

2027

March 2023

NCC becomes home to the West of England Space Hub - 'Space West'.

2025

New NCC Secure Innovation Centre under development.

July 2025

NCC is announced as the future home of Isambard AI, a new TOP500-class supercomputer service for AI and high-performance computing (HPC).

2026

National footprint and capability of 3 main sites, presence at 5 locations.









Technology leadership

Home of national innovation capabilities

Pushing the boundaries of technology is core to what we do. NCC is the national Centre of Excellence for composite technologies, underpinned by a proven track record of innovation, world-leading capabilities and deep expertise.

We're further expanding our technology expertise by developing leading capabilities in advanced materials and digital and AI technologies for application across the product lifecycle in multiple sectors.

Collaborating with global academic partners to identify breakthrough technologies, through to demonstrating technologies at full industrial scale with leading companies from around the world, we work across the technology spectrum to deliver step changes in technology development.



Our technology portfolio

Materials

Advanced Materials: Developing and applying novel materials to enhance performance, durability, and sustainability across demanding applications.

Process

Composite Processes: Advancing the manufacture and assembly of composite structures to deliver lightweight, high-performance, and cost-effective solutions.

Metallic Processes: Improving the forming, joining, and processing of metallic materials to meet evolving demands in strength, precision, and sustainability.

Production Systems: Designing and optimising manufacturing systems that are flexible, scalable, and digitally enabled for modern industrial needs.

Assurance: Applying advanced inspection, monitoring, and measurement techniques to ensure manufacturing processes consistently meet quality and performance requirements.

Product

Systems Engineering: Integrating complex technologies through a structured, whole-system approach to ensure functionality, efficiency, and reliability.

Design & Test: Accelerating innovation through advanced design methods, simulation, and physical testing to validate performance and reduce risk.

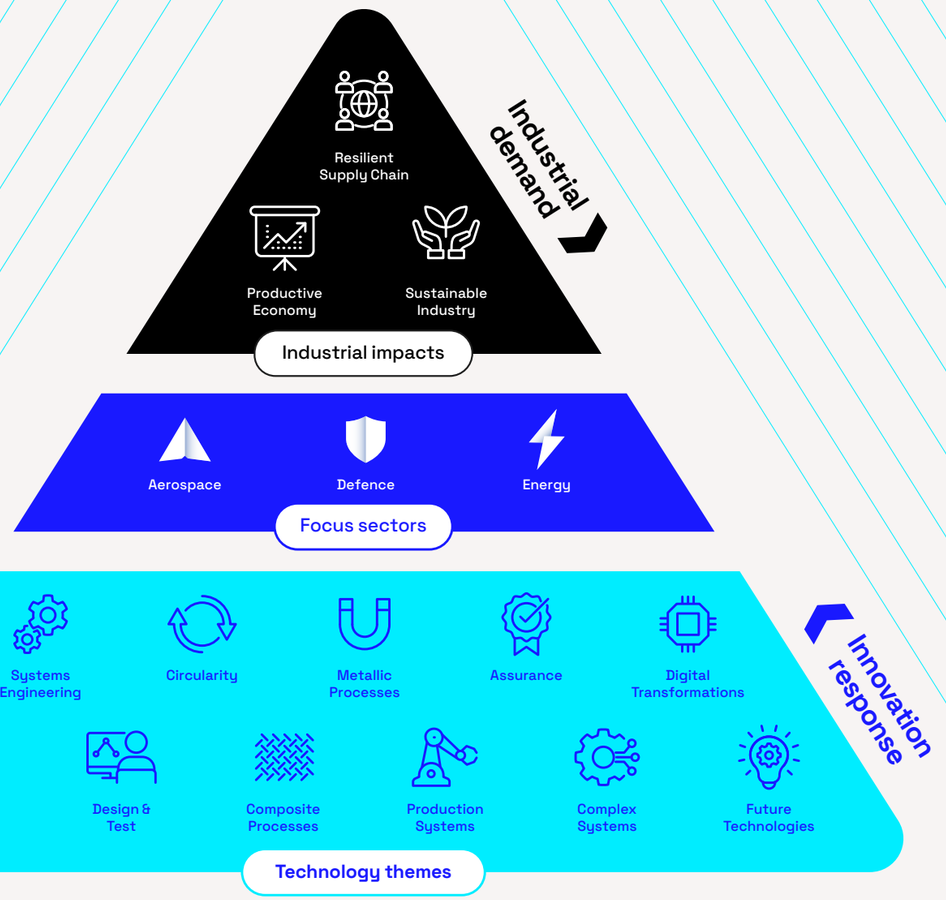
Circularity: Enabling efficient and sustainable product lifecycles through design for repair, maintenance, reuse, and end-of-life recovery — reducing waste and extending asset value.

Growth initiatives

Complex Systems: Understanding and managing highly interconnected systems, from multi-domain products to infrastructure and supply networks.

Digital Transformation: Harnessing data, automation, and digital tools to revolutionise design, manufacturing, and decision-making processes.

Future Technologies: Exploring emerging and disruptive technologies to unlock new capabilities and prepare for long-term industrial evolution.





Advanced materials

Advanced materials are a critical enabler for the sectors driving the UK's growth agenda, including energy, aerospace, and defence.

We're working with industry, RTOs and government to identify and develop the strategic materials capabilities needed to enhance the UK's global competitiveness and build long-term industrial resilience.

Our focus spans advanced fibres and Ceramic Matrix Composites for extreme environments, alongside circular technologies and supply chains that enable the recovery and reuse of critical materials.



Advanced materials partnership

NCC and fellow HVM Catapult centre **CPI** are combining complementary expertise to accelerate the scale-up of critical new materials in the UK. Spanning process chemistry, materials manufacturing and product development, the partnership creates a connected pathway from lab to production line, helping turn materials innovation into industrial capability.





A new facility for carbon fibre innovation

NCC's **Carbon Fibre Development Facility** will provide the UK with a unique research and innovation capability for carbon fibre, supporting the development and scale-up of new formulations and processing techniques. Together with CPI's complementary process chemistry expertise, this creates an end-to-end UK innovation pathway for this strategically important material, accelerating innovation and strengthening the UK supply chain.

Proving the value of recycled material

NCC and the **Centre of Expertise in Advanced Materials and Sustainability (CEAMS)** worked with UK industry to demonstrate the world-first use of reclaimed continuous carbon fibre (rCCF) in a prepreg aerospace product. By retaining the continuous fibre needed for high-performance applications, the breakthrough opens new opportunities for recycled carbon fibre in sectors such as aerospace and energy.



Digital & AI

We combine deep engineering expertise with digital and AI capabilities to transform how products are designed, developed and manufactured, helping businesses adopt and scale technologies that deliver real industrial value.

Our capabilities span three areas:

Digital engineering

Transforming design, development and certification to deliver better products, faster and at lower cost.

Digital manufacturing and in-service

Applying digital technologies to improve productivity, resource efficiency and manufacturing performance, while enabling greater circularity and enhancing products through life.

Technology translation

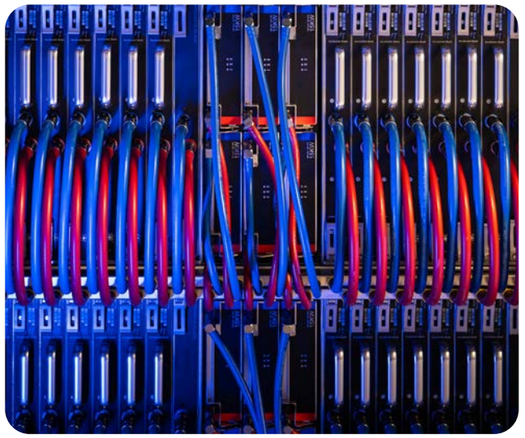
Turning emerging digital and AI technologies into practical industrial solutions through testbeds, learning factories and real-world demonstration.

We're already putting AI and machine learning to the test in live environments. From reducing waste in composite manufacturing, to automating inspection and improving certification processes.

With open access digital testbeds, NCC is a place where businesses can come to define, test and progress their digital transformation projects.

A national AI innovation asset

NCC hosts **Isambard-AI,** the UK's fastest and most powerful AI supercomputer, built and operated by the University of Bristol. We use its computing power to develop and test AI models for advanced engineering and manufacturing, validating solutions through our digital and physical testbeds.





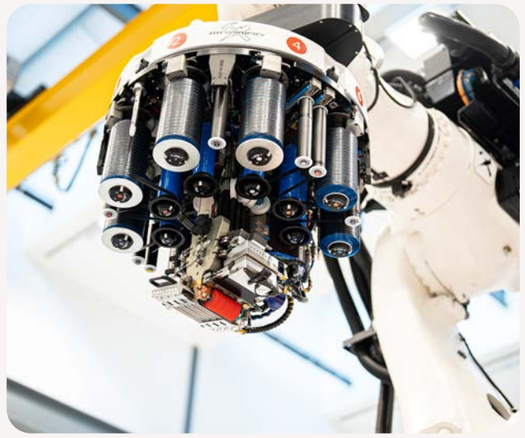
TURBO programme

AI-controlled resin infusion

NCC has used Isambard-AI to develop a digital system that monitors and adapts wind turbine blade resin infusion in real time. Developed as part of the European research project Towards Turbine Blade Production with Zero Waste **(TURBO)**, the technology has the potential to cut rework, scrap and repair by up to 80%, making blade production more efficient and sustainable.

Technology Pull-Through

On top of delivering innovation programmes with industry partners, NCC is unique in having a **Technology Pull-Through Programme**. This programme de-risks, scales up and facilitates the industrialisation of proven low-TRL technologies by transferring them from the lab environment into our semi-industrial set-up for further testing.



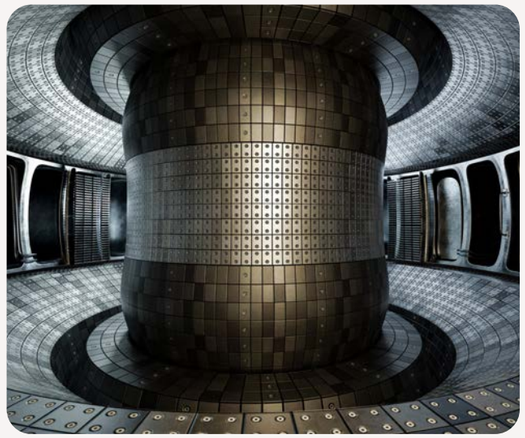


Transforming high-rate manufacturing

The £39.6m cross-sector ASCEND programme led by **GKN Aerospace** and **McLaren Automotive** has significantly advanced the UK's high-rate manufacturing capabilities. As part of the consortium, NCC's systems engineering expertise developed a Sustainability Maturity Level framework to foster transparent and informed supply chain discussions on sustainability, while safeguarding sensitive information. Our latest advances in high-temperature thermoplastic braiding also offer lightweight, high rate alternatives for automotive crash structures.

Doubling energy from fusion-generated heat

NCC is collaborating with the **UK Atomic Energy Authority (UKAEA)** to develop fusion-grade silicon carbide ceramic matrix composites (SiC/SiC). The innovations reduce manufacturing costs to one-fifth and shorten cycle times. These advances enable complex shapes and thicker sections, enhancing design flexibility. SiC/SiC components can double electricity generation efficiency compared to steel designs, supporting the UK's net-zero energy goals. Unlocking high-volume materials will drive a major transformation in sectors requiring extreme temperatures, such as nuclear, defence, space, and aerospace.





Our impact



Growth-driving sectors

NCC is an innovation partner to the UK's growth-driving industries, from aerospace to defence and energy.



- Aerospace
- Energy
- Defence

Aerospace

As a long-term innovation partner to aerospace primes like **Airbus** and their supply chain, we're advancing next-generation composite structures and wing technologies. Our work sets the foundation for what's next. Deploying expertise from material characterisation to flying parts manufacturing, we deliver industrialised, certifiable solutions for future flight.

Businesses across the global aerospace industry draw on our capabilities, from supporting **Rolls-Royce** on its next-generation UltraFan engine, to working with **Vertical Aerospace** to deliver lightweight, safety-critical components.

Our members include many of the world's leading OEMs and manufacturers, such as **GKN Aerospace** and **Dowty, a GE Aerospace company,** alongside companies like **Safran Seats,** where we support the development of next-generation sustainable aircraft interiors. Our teams work as an extension of their innovation functions, helping turn new ideas into industrial reality.

We also work with materials suppliers and SMEs across the aerospace supply chain, developing the technologies and capabilities industry needs for the future.



©Rolls-Royce 2025



Accelerating innovation in high-rate manufacture capability

HRMCap is a £15.8m investment, funded by the Aerospace Technology Institute, securing the UK's best high-rate composite deposition capability. Building on NCC's already world-class equipment and facilities, this underpins the UK's leadership in future wing technology and supports development of next-generation platforms. We're accelerating innovation in large composite structure manufacturing and unlocking impact for sectors beyond aerospace, including energy and defence.

Landmark flight turns innovation into reality for electric aircraft prototype

Vertical Aerospace first approached NCC as a UK SME seeking support to develop critical components for its VX4 electric aircraft prototype. With safety, reliability and commercial certification at the forefront, our design-for-manufacture expertise helped improve the structural performance of lightweight propeller blades and the crashworthiness of the cockpit, enhancing pilot safety. We also helped identify potential supply chain partners, supporting Vertical Aerospace's rapid growth and the development of its electric aircraft technology.



© Vertical Aerospace

Energy

Wind energy is central to the UK's future energy system. We're driving the development of the next generation of wind technology, from composite towers for future 20MW floating turbines **(Joule Challenge)** and sustainable composite blades **(SusWIND),** to digital tools that can cut manufacturing waste by up to 80% through Towards Turbine Blade Production with Zero Waste **(TURBO).**

We're also developing solutions to grid and energy storage constraints, including new materials for electricity pylons and breakthrough storage technologies.

Across the wider energy system, we're delivering a UK first in recovering and reusing continuous carbon fibre from hydrogen pressure vessels. We have also supported **Rux Energy** to develop a novel hydrogen storage tank capable of storing three times more hydrogen by volume than conventional methods.



TURBO programme





Hydrogen storage and distribution

In collaboration with Australian SME **Rux Energy,** NCC has developed a lightweight composite tank for cryogenic temperatures that contains Rux's novel nanoporous metal-organic framework (MOF) material, enabling three times more hydrogen storage in a given volume compared to conventional methods. This innovation combines lightweight composite structures with advanced hydrogen storage materials to improve hydrogen storage and distribution efficiency. The work was completed as part of the Hydrogen Zero Emission Maritime (HyZEM) project, an international green hydrogen initiative to drive decarbonisation in the maritime sector, funded by Innovate UK and Australia's Department of Climate Change, Energy, the Environment and Water.

De-risking energy at scale

In 2025, NCC announced the UK's first **Large Structures Innovation Centre** on the Isle of Wight – a dedicated, open-access facility where companies can design, develop and de-risk the next generation of high-performance large structures at full industrial scale. Drawing on our engineering, digital and manufacturing expertise, LSIC will enable companies to trial and refine new technologies and processes in a production-representative environment.

LSIC will support sectors including wind, construction and maritime. One of the first projects to use the Centre, **SAMBA** (Semi-Automated Blade Manufacturing), will advance wind turbine blade manufacturing through automation and digital engineering. This aligns with UK's strategic priority to expand manufacturing and technology leadership in blades.



Defence

Innovation in defence is vital to UK national security. Since opening our doors, NCC has worked closely with defence customers to deliver cutting-edge products and technologies that address mission-critical challenges. We've contributed deep technical engineering expertise to collaborative R&D programmes, developed leading advanced manufacturing capabilities, and have a track record of collaborative problem solving to address complex challenges. Our enduring customer partnerships are built on trust, engineering excellence, and a shared commitment to global security.



While composites remain a foundational strength, our capability has significantly evolved. Today, we're a **centre of excellence for defence innovation** across advanced materials, digital engineering, process innovation, and systems integration. NCC is establishing a new secure innovation centre to offer further integrated solutions to accelerate programme delivery and enhance operational effectiveness.

As part of the HVM Catapult, we collaborate with the **Ministry of Defence**, defence industry primes, and SMEs to turn research into real-world impact, supporting industrial growth and increasing resilience in the UK supply chain.

Supporting UK Defence programmes

NCC plays a leading role in the **MOD–HVM Catapult Alliance,** providing strategic advice, enabling collaboration across government, industry and SMEs, delivering specialist technical support.

We also lead the HVM Catapult **STRONG (Supply Chain Transformation for Resilience, Operational Excellence and National Growth)** Programme, giving SMEs targeted guidance to build capability and prepare for future defence opportunities.





Strengthening UK Defence Innovation

We support industry through our open-access innovation facilities in Bristol and two new facilities coming online: a **Secure Innovation Centre** and a **Large Structures Innovation Centre.**

The Secure Innovation Centre will help defence organisations de-risk technology earlier, integrate systems more effectively and accelerate the path from concept to deployable capability. The Large Structures Innovation Centre will extend this support to the development, testing and scale-up of innovative technologies for large, complex defence structures.

Applied Research and Technology Forum for UK Defence

NCC is a regional leader with a national voice, convening the **Applied Research and Technology Forum for UK Defence.** It brings together industry, academia and government to identify common challenges, share expertise and unlock new opportunities for innovation. The forum focuses on taking innovative technologies through the mid Technology Readiness Levels (TRL 4–7), exploring themes including advanced materials, digital technology and sustainability. NCC shapes these themes through regular consultation with industry and government.





Supporting growth

Helping businesses grow, technologies scale and embedding new industrial capability in the UK.

Our Supporting Growth portfolio connects innovation with the business capabilities, skills, finance and customers needed to translate into economic and industrial impact.

We work with ambitious early-stage businesses through to high-growth and scaling companies, helping them overcome the barriers to commercialisation and industrialisation. Alongside this, we develop capabilities in emerging sectors and markets with the potential to shape the UK's future industrial economy.

Our work spans three connected areas: **Business Growth** – helping businesses innovate, grow and scale; **Building Future Industrial Capability** – advancing Digital Tech, Space and Deep Tech; and **Skills** – strengthening workforce capability.

Business Growth

Helping businesses innovate, grow and scale.



Working with businesses across the UK, we help to turn innovation into commercial opportunity, improving productivity, accelerating commercial and industrial readiness and preparing businesses to scale.

Combining technical expertise with industry connections and practical support, we help businesses identify barriers, find the right solutions and turn ideas into action and measurable business improvement.



I-CAGE

Working with Furrer+Frey, NCC developed I-CAGE, an innovative composite cantilever designed to transform rail electrification. From concept through to full-scale prototype, NCC supported design, manufacture and scalability, helping demonstrate a lighter, self-insulating alternative to traditional steel systems. The prototype achieved a 53% cost saving, 64% reduction in structural mass and 60% lower carbon footprint, providing a practical route to faster installation, lower whole-life costs and more sustainable rail infrastructure.

Building Future Industrial Capability

Supporting growth sectors and technologies

NCC helps emerging growth sectors and technologies mature, develop new markets, and accelerate the adoption of innovative technologies across UK industries.

Growing the UK's space economy

We work across the space sector, applying technology and engineering expertise to develop and demonstrate the technologies needed for launch, in-orbit and other demanding space applications. We combine advanced materials, manufacturing and digital technologies to deliver high-performance structures and strengthen UK sovereign capability.

NCC also hosts **Space West,** a regional partnership bringing together industry, academia and government to drive sector growth and innovation, alongside a national focus on space security.

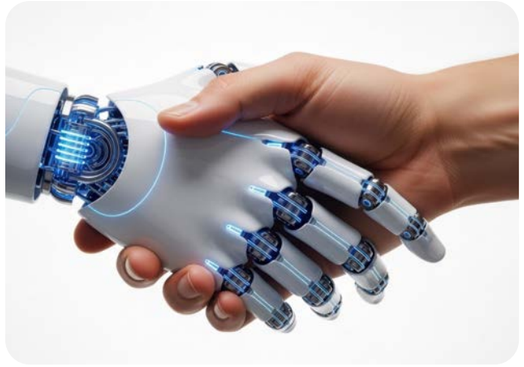
Working with **HyImpulse,** NCC manufactured the UK's largest-diameter Type V carbon tank for its SL1 launch vehicle. Using our advanced Automated Fibre Placement capability, we are helping develop both flight-ready hardware and the repeatable manufacturing processes and knowledge HyImpulse needs to build its own future capability. This has accelerated the business while strengthening a critical area of the UK's sovereign launch supply chain.

Digital Tech and Deep Tech:

Enabling businesses to grow through innovation and technology adoption.

We support digital technology companies to bring innovative solutions into major industrial sectors, creating new commercial opportunities and supporting industrial transformation. Through initiatives including the **Robotics Adoption Hub and Agentic AI,** NCC connects emerging digital technologies with industrial demand and accelerates their route to market.

Working with the **University of Bristol** and regional innovation partners, NCC helps deep tech companies scale by connecting research excellence with industrial capability, facilities and commercial opportunities. Through our partnership with **Science Creates,** we support engineering biology ventures to commercialise innovations, build manufacturing capability.



Greater South West Robotics Adoption Hub

NCC, in partnership with the **Bristol Robotics Laboratory (BRL), Oxford Innovation Advice** and other regional partners, is helping businesses across the Greater South West unlock the productivity benefits of robotics and automation. Through tailored one-to-one support, businesses can identify adoption opportunities, build and de-risk investment cases, and access the funding and expertise needed to implement robotic solutions successfully.

Agentic AI and Advanced Manufacturing

NCC helped shape and deliver the **Innovate UK Agentic AI Pioneers Prize,** connecting AI innovators with advanced manufacturing challenges. Working with digital technology businesses to identify, test and validate practical AI solutions, the programme demonstrated how a challenge-led approach can accelerate innovation, with one winning solution reducing industrial robot design time from weeks to minutes.



Skills

Strengthening workforce capability

- **Defining future workforce needs** – Using people roadmapping and industry insight to anticipate how roles, skills and workforce requirements need to evolve alongside new technologies.
- **Delivering industry-ready skills** – Translating these needs into practical, industry led training, from established programmes to bespoke solutions across advanced materials, digital, manufacturing and sustainability.
- **Building teams and talent pipelines** – Helping businesses develop high performing teams and sustainable talent pipelines, from upskilling existing employees to supporting early-career talent.

Going for Gold with Emma Wiggs

NCC early career engineers designed and manufactured an optimised paracanoe seat for Paralympic champion **Emma Wiggs MBE.** Using digital tools, including embedded sensor technology, it was possible to reduce material in low-stress areas and increase support where needed. The new seat was lighter, five times stiffer, and enhanced the power transferred from each paddle stroke to the boat. This boosted Emma's speed over 200 meters, contributing to her winning a Gold at Paris 2024. The capability to monitor structural health of the paracanoe seat over time has broader applications to deliver impact for the UK—be it smarter, more sustainable through-life wind turbines or hydrogen storage solutions.





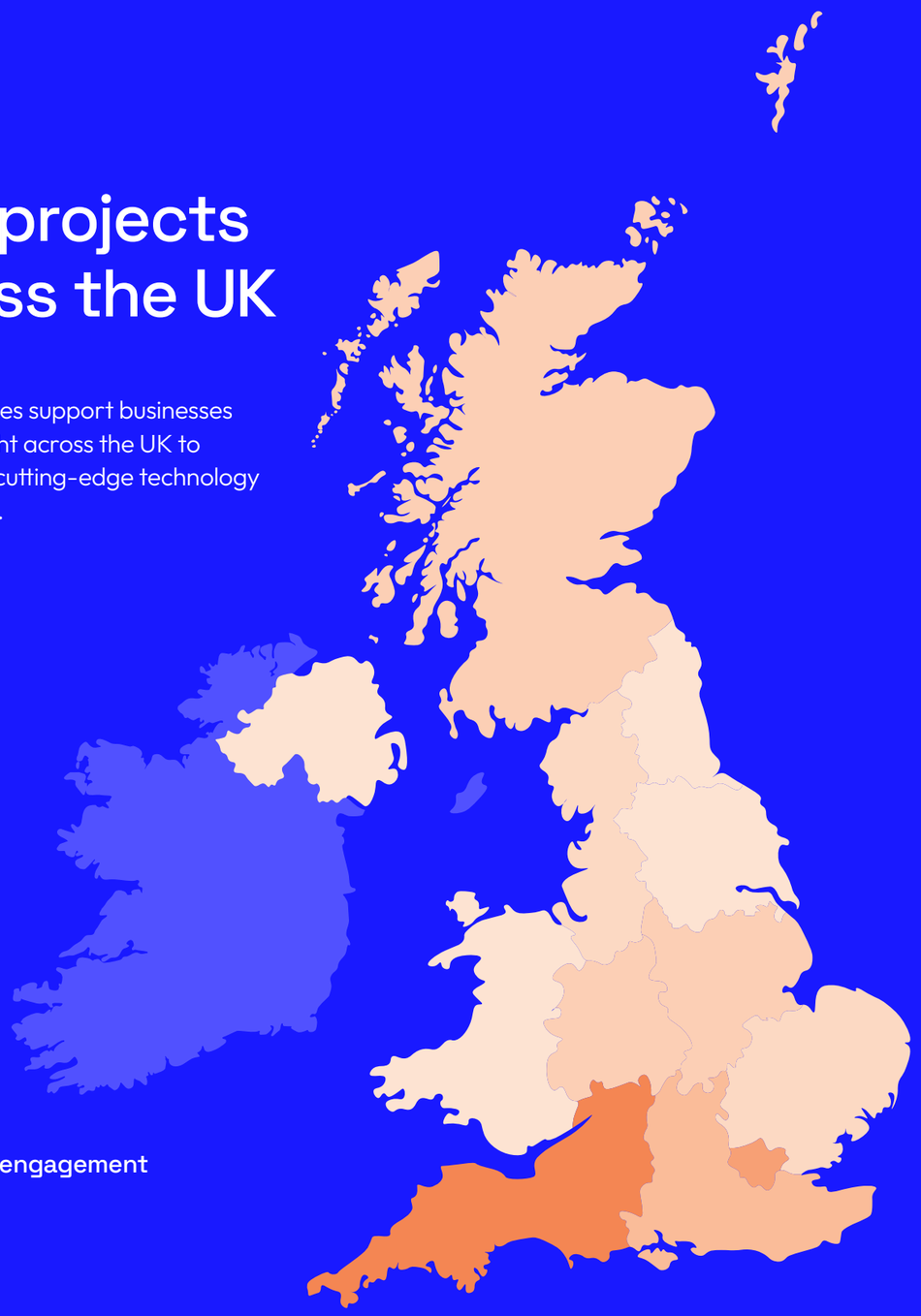


GE Aerospace

NCC partnered with **GE Aerospace** to develop a bespoke composite repair training programme tailored to the demands of safety-critical aerospace maintenance. Built around real repair scenarios, materials and equipment, the hands-on course equipped technicians with the practical skills to improve repair quality, reduce rework and build confidence. The programme established a foundation for long-term workforce development, helping GE Aerospace strengthen capability, consistency and operational performance across its repair teams.

NCC projects across the UK

Our capabilities support businesses of all sizes right across the UK to capitalise on cutting-edge technology and research.



High engagement

Low engagement

Impact overview

£59m
direct gross GVA a year*.

300
businesses supported a year.

800
new jobs created & sustained a year.

90%
of businesses supported have a footprint in West England.

400
jobs sustained in the wider economy.

33%
of the footprint in West England were SMEs.

16%
faster increase in SME's turnover.

c.50
enhanced products, processes and services a year.

1400+
learners.

30+
graduates and apprentices.

This is an initial estimate of NCC's annual average impact from 2017-2022.
* Scottish Enterprise Research on the impact of innovation on enterprises.

ncc innovating for industry 15 YEARS



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