1

3840 x 1800 pixels

	Total
	3

: 10880 x 1800 pixels

2

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3

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PERPOMANCE GROUE

OpenAI ChatGPT (2026)

Mellt

Abhishek, A

Performance Group Ltd

Group 2

nandu, Ben, Hassan, Koa

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OpenAI ChatGPT (2026)

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Prov
sustai

Vision

ide everyone with
nable performance

Mission

Supply people globally with excitement and sustainability

Philosophy

Performance should never be sacrificed for sustainability, they should work hand in hand

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Strengths

- ICE infrastructure
- Race heritage
- Motorcycle division (40% of profits)
- Pre-existing brand image
- Existing industry ties

Weak

- Lack of EV tech
- Lower motorsp
- Difficulty keepi employees
- Limited market

Internal

knesses

nology
ort budget
ng and attracting

focus

Opportunities

- Alternative fuels
- Expanding market (beyond Europe)
- Motorsports marketing campaign
- Company sustainability rebrands (marketing)
- Sub-brand → collaboration
- Buy in parts (such as batteries) (large availability reduces supplier power)
- Company merger
- Sale of motorsports parts

Threats

- ICE becoming obsolete (due to regulations/laws)
- Declining profit margins (automotive)
- High cost of innovation
- Time requirements for improvements
- Low-cost EV competitors
- Bigger competitor

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Consur

Division
Motorcycle
Automotive
Motorsport

- Strong brand loyalty an motorcycles.
- Customers compare pe automotive brands.
- EV competition and ma
- Motorsport relies heavil customers strong influe
- ESG and sustainability

mers bargaining power

	Current Power	Future Power
	Low–Medium	Medium
	Medium–High	High
	High	High

d enthusiast appeal reduce customer power in

rformance, technology, and sustainability across

rket transparency are increasing buyer influence.
y on sponsors and partner teams, giving
nce.
pressures are increasing across all divisions.

External

External analysis (porters 5 forces)

Suppliers bargaining p

- MPG depends on specialised suppliers for key materials and automotive components.
- Rising aluminium and material costs increase supplier power.
- Few specialised manufacturers are available for high-performance parts.
- Testing and certification make switching suppliers costly and risky.
- Sustainability pressures and recycled material demand are increasing costs.
- Overall supplier power is moderate to high.

ower

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Department
Motorcycle
Automotive
Motorsport

- Consumer deman
alternatives.
- Regulation pressu
- ICE and hybrid ve
- Brand heritage an
high-performance
- Electric racing ser
significantly more
- Motorsport is expe
electric vehicles

Threat of substitution

	Threat
	Current – Low, Future-Medium
	Current – Medium, Future-High
	Low

d currently still favours ICE motorcycles over electric

ures may increase EV substitution in the future.

hicles still dominate most passenger vehicle sales.

d product quality reduce substitution risk in automotive markets.

ies are growing, but traditional motorsport remains popular.

ected to shift toward sustainable fuels rather than fully

External

Rivalry of competitors

- Rivalry is intense due to strong brand identities, rapid innovation, and high investment.
- The motorcycle market is highly competitive with established brands and i pressure from electric entrants.
- Automotive rivalry is driven by electrification, price competition, rapid techn change, and shrinking profit margins.
- Motorsport rivalry is driven by sponsorship competition, broadcasting, and technological innovation.
- Sustainability pressures, hybrid systems, and synthetic fuels further intensi motorsport rivalry.
- Overall rivalry among competitors is high.

capital

ncreasing

ological

fy

Threat of new en

- New entrants have historically been a low threat due
  entry barriers.
- High R&D costs, specialist manufacturing, and certific
  requirements make entry difficult.
- Brand heritage and customer loyalty protect MPG, es
  in motorsport and premium motorcycles.
- Strict environmental regulations add further cost and
  complexity for new firms.
- The automotive division faces the highest threat, whil
  motorsport remains the most protected.
- Overall threat of new entrants is medium to high.

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to high

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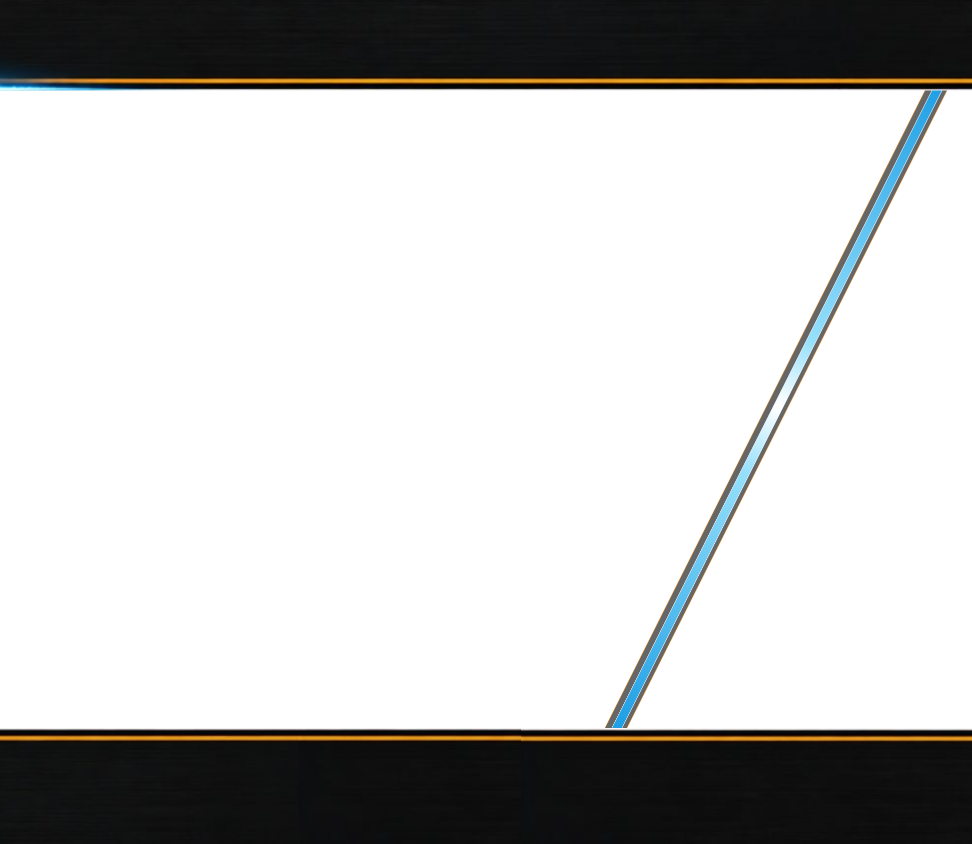

The Board has identified the following critical issues:

- Accelerating electrification and zero-emission regulation in the UK and EU
- Entry of technologically advanced and lower-cost EV competitors
- Increasing ESG scrutiny and sustainability reporting requirements
- Supply chain volatility, including rare-earth material dependency
- Continued financial underperformance of the Motorsport Division
- Sponsor and stakeholder demands for measurable sustainability commitmer
- Difficulty attracting and retaining software, electrification, and engineering tal

Provide a robust five-year strategy for the period 2026–2031.

nts

ent.

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St

rategy 1 - medium risk

3 Strategies

Strategy 2 - high risk

Strategy 3 - low risk

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Hybrid

Transition & Cost-Optimised Electrification

(Anandu)

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Hybrid

- Use
- Avoi
- Red

Transition Strategy

-Based Transition

hybrids as bridge between ICE and EV

d sudden shift to full electrification

uce risk and investment pressure

Strategy Overview

MPG faces pressure to electrify, but a full EV transition is costly and risky for a performance-focused brand

- Gradual transition from ICE → Hybrid → EV
- Reduce cost through standardised platform
- Use alternative fuels for ICE motorcycles
- Support strategy with strong marketing approach

(Anandu)

Google Gemini AI (2026)

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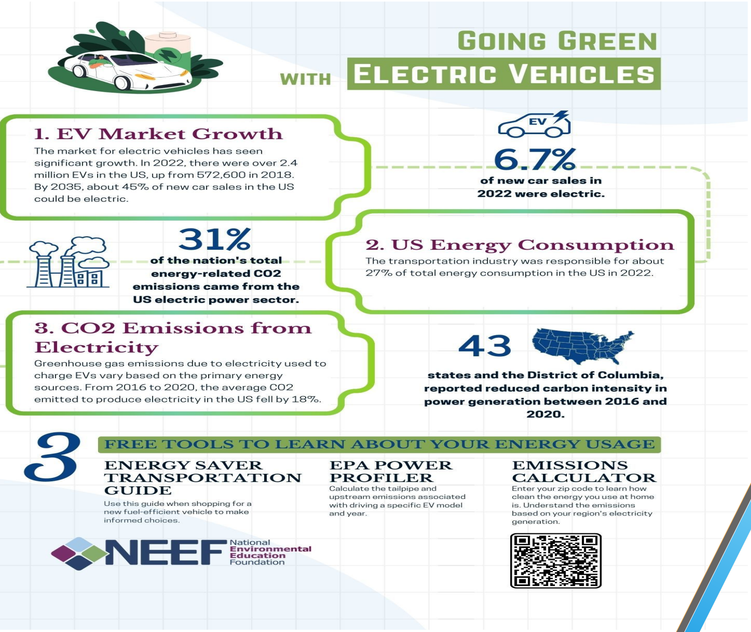
NEEF (2024)



GOING GREEN WITH ELECTRIC VEHICLES

1. EV Market Growth

The market for electric vehicles has seen significant growth. In 2022, there were over 2.4 million EVs in the US, up from 572,600 in 2018. By 2035, about 45% of new car sales in the US could be electric.

6.7%

of new car sales in 2022 were electric.

31%

of the nation's total energy-related CO2 emissions came from the US electric power sector.

2. US Energy Consumption

The transportation industry was responsible for about 27% of total energy consumption in the US in 2022.

3. CO2 Emissions from Electricity

Greenhouse gas emissions due to electricity used to charge EVs vary based on the primary energy sources. From 2016 to 2020, the average CO2 emitted to produce electricity in the US fell by 18%.

43

states and the District of Columbia, reported reduced carbon intensity in power generation between 2016 and 2020.

3 FREE TOOLS TO LEARN ABOUT YOUR ENERGY USAGE

ENERGY SAVER TRANSPORTATION GUIDE

Use this guide when shopping for a new fuel-efficient vehicle to make informed choices.

EPA POWER PROFILER

Calculate the tailpipe and upstream emissions associated with driving a specific EV model and year.

EMISSIONS CALCULATOR

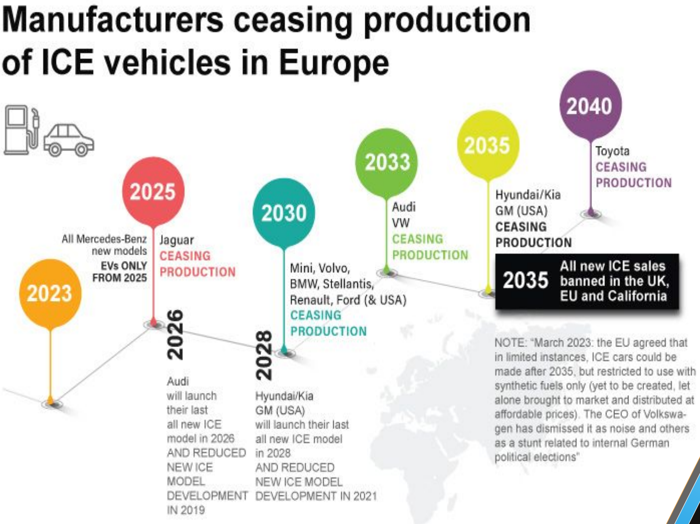
Enter your zip code to learn how clean the energy you use at home is. Understand the emissions based on your region's electricity generation.

NEEF National Environmental Education Foundation

Sustainability Goals

- UK government plans to ban new petrol and diesel cars by **2035**
- EU introducing stricter emission standards (Euro7)
- Strong push towards **net- zero emissions by 2050**
- Increasing pressure from investors and stakeholders

(Anandu)



Manufacturers ceasing production of ICE vehicles in Europe

2023

2025

All Mercedes-Benz new models
EVs ONLY FROM 2025

Jaguar
CEASING PRODUCTION

2026

Audi
will launch
their last
all new ICE
model in 2026
AND REDUCED
NEW ICE
MODEL
DEVELOPMENT
IN 2019

2028

Hyundai/Kia
GM (USA)
will launch their last
all new ICE model
in 2028
AND REDUCED
NEW ICE MODEL
DEVELOPMENT IN 2021

2030

Mini, Volvo,
BMW, Stellantis,
Renault, Ford (& USA)
CEASING PRODUCTION

2033

Audi
VW
CEASING PRODUCTION

2035

Hyundai/Kia
GM (USA)
CEASING PRODUCTION

2040

Toyota
CEASING PRODUCTION

2035 All new ICE sales banned in the UK, EU and California

NOTE: "March 2023: the EU agreed that in limited instances, ICE cars could be made after 2035, but restricted to use with synthetic fuels only (yet to be created, let alone brought to market and distributed at affordable prices). The CEO of Volkswagen has dismissed it as noise and others as a stunt related to internal German political elections"

Automotive News Europe (2025)

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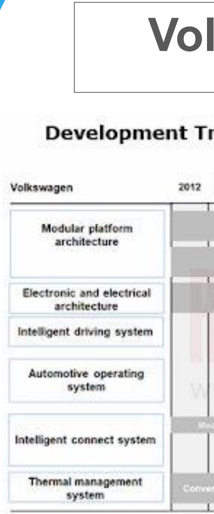


Vol

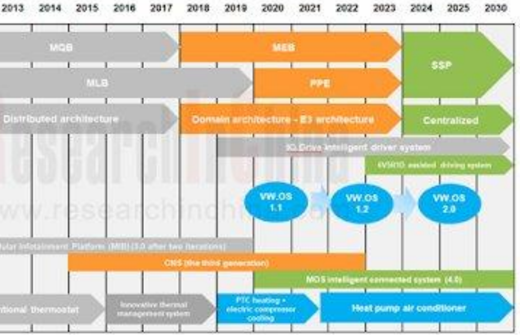
Development Tr

Volkswagen	2012
Modular platform architecture	
Electronic and electrical architecture	
Intelligent driving system	
Automotive operating system	
Intelligent connect system	
Thermal management system	

ResearchInChina

kswagen’s Modular Platform

rends of Volkswagen’s Modular Platform and Technology


2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2030
MQB
MEB
SSP
MLB
PPE
Distributed architecture
Domain architecture - E3 architecture
Centralized
IQ.Drive intelligent driver system
assisted driving system
VW.OS 1.1
VW.OS 1.2
VW.OS 2.0
ular Infotainment Platform (MIB) (3.0 after two iterations)
CNS (the third generation)
MOS intelligent connected system (4.0)
tional thermostat
Innovative thermal management system
PTC heating + electric compressor cooling
Heat pump air conditioner

Source: ResearchInChina

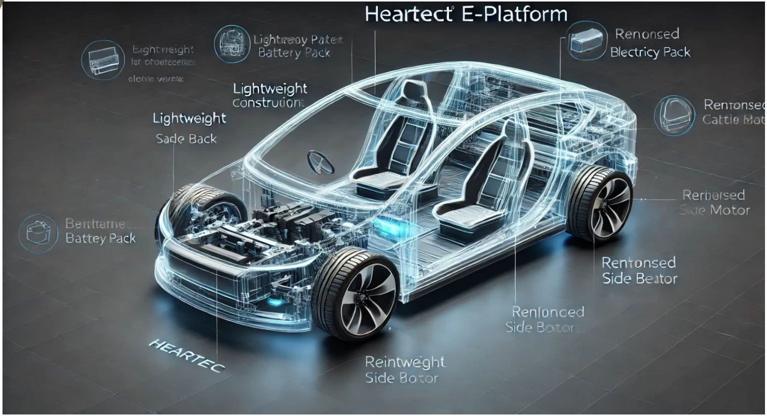
(2025)

Cost Reduction Strategy

1 - Standardised Platform
2 - Develop one modular platform
3 - Use across Cars
4 - Reduce: Production cost
:Development time

(Anandu)

Suzuki’s E Modular Platform


Heartect E-Platform
Eightreight
far oroetecerice
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Lightreoy Pater
Battery Pack
Renonsed
Blectricy Pack
Lightweight
Construtioni
Lightweight
Sade Back
Rentonsed
Cattie Mot
Benttame
Battey Pack
Rerborsed
Side Motor
Rentonsed
Side Beator
Renlonced
Side Botor
HEARTEC
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Side Botor

Google Gemini AI (2026)

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Google Gemin

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MOTORSPORT DIVISION
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MOTORSPORT DIVISION
TELEMETRY

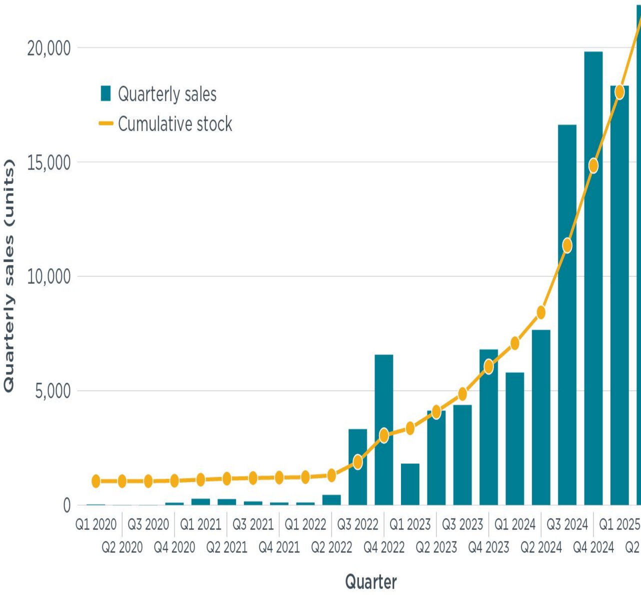
ni AI (2026)

Alternative Fuels For Motorcycle

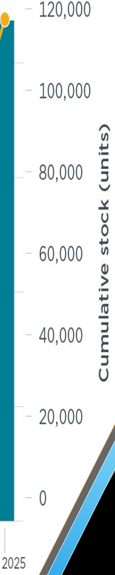
Instead of removing ICE engines completely, MPG can improve sustainability using alternative fuels(Biofuels, Synthetic fuels)

- Continue using ICE expertise
- Introduce alternative fuels (biofuel / e-fuel)
- Reduce emissions without full electrification

(Anandu)



IEA Global EV Reports



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Google Gemini AI

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MOTORSPORT DIVISION

(2026)

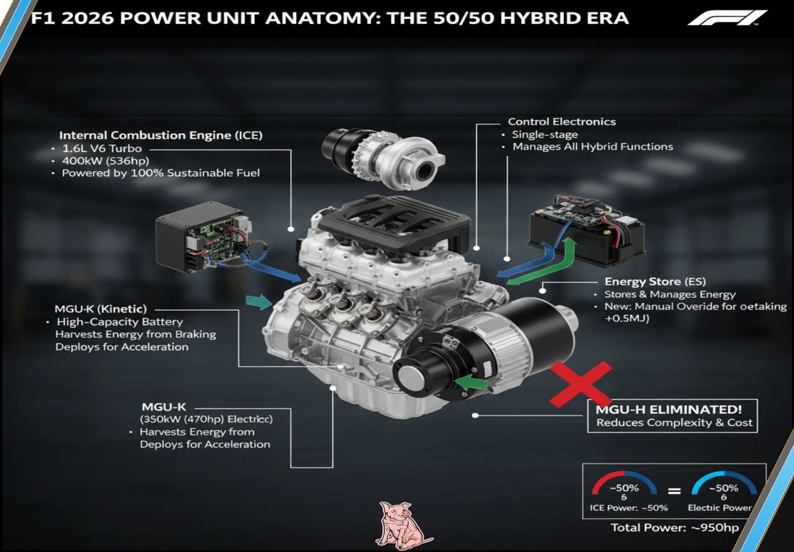
Motorsport Application

- Formula 1 → hybrid engines + sustainable fuels (2026)
- FIA World Endurance Championship (WEC) → 100% renewable fuels
- Porsche and Ferrari competing in endurance racing by sustainable fuels

Endurance racing such as Le Mans already uses sustainable fuels, proving their reliability in extreme performance conditions

Motorsport acts as a proving ground for alternative fuel and hybrid technologies

(Anandu)



F1 2026 POWER UNIT ANATOMY: THE 50/50 HYBRID ERA

Internal Combustion Engine (ICE)
- 1.6L V6 Turbo
- 400kW (536hp)
- Powered by 100% Sustainable Fuel

Control Electronics
- Single-stage
- Manages All Hybrid Functions

MGU-K (Kinetic)
- High-Capacity Battery
Harvests Energy from Braking
Deploys for Acceleration

Energy Store (ES)
- Stores & Manages Energy
- New: Manual Overide for oetaking +0.5MJ)

MGU-K
(350kW (470hp) Electricc)
- Harvests Energy from
Deploys for Acceleration

MGU-H ELIMINATED!
Reduces Complexity & Cost

ICE Power: ~50%
Electic Power

Total Power: ~950hp

More Power, more electric and more sustainable

FIA Formula One Regulations (2026)

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- EVs pr
- battery
  (lithium,
- Alterna
- Hybrid

This strat
approach

ENVIRONMENTAL

oduce zero tailpipe emissions
production has environmental impact
,cobalt mining)
tive fuels reduce lifecycle emissions
systems reduce overall fuel consumption
egy provides a more practical and balanced
to sustainability.

MARKETING

- Strong emotional connection to ICE
- Sound, feel, driving experience
- EV lacks emotional engagement

Performance customers buy emotion, not just technology.

One key advantage of this strategy is that it keeps the emotional connection customers have with performance vehicles. Many customers still value engine sound and driving experience, which EVs don’t fully provide. So this allows MPG to stay true to its brand while still becoming more sustainable

(Anandu)

FINANCIAL

- EV development = very high investment
- Battery = 40–50% of overall cost of manufacturing a car
- Modular platform reduces development and production cost

This creates a more financially stable andlower-risk transition
compared to full electrification suddenly

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- Uncertainty in al
- High production
- Changing gover
- Risk of market s
- Technology com
- Higher maintena
- Consumer confu
- Dependence on

Risk

ternative fuel availability and long-term supply
cost of synthetic fuels compared to petrol
nment regulations favouring full EV adoption
hift towards fully electric vehicles
plexity (ICE + hybrid + alternative fuel systems)
nce and development requirements
sion due to mixed technology approach
future fuel policy and investment support

Strategic Negatives & Limitations

- Strategy may slow down full EV transition
- Hybrid systems increase engineering complexity
- Higher vehicle weight due to dual systems (ICE + battery)
- Alternative fuels are still expensive and not widely available
- Dependence on future government fuel policies
- Synthetic fuel production requires high energy input
- Long-term competitiveness against dedicated EV brands may be limited
- Risk of becoming a “middle-ground” solution with unclear identity

(Anandu)

- Additional maintenance and servicing complexity
- Customers may eventually prefer fully electric platforms
- Continuous investment needed for both ICE and EV technologies
- Hybrid systems may provide lower efficiency compared to full EVs
- Infrastructure for alternative fuels is still under development globally
- Regulatory pressure may eventually phase out ICE-based systems completely
- Rapid EV technological advancements could reduce relevance of this strategy

Although the strategy provides a practical transition pathway, it may struggle to remain competitive in a future market dominated by fully electric vehicles.

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Strategy 2

Alternative fuel and fuel cell

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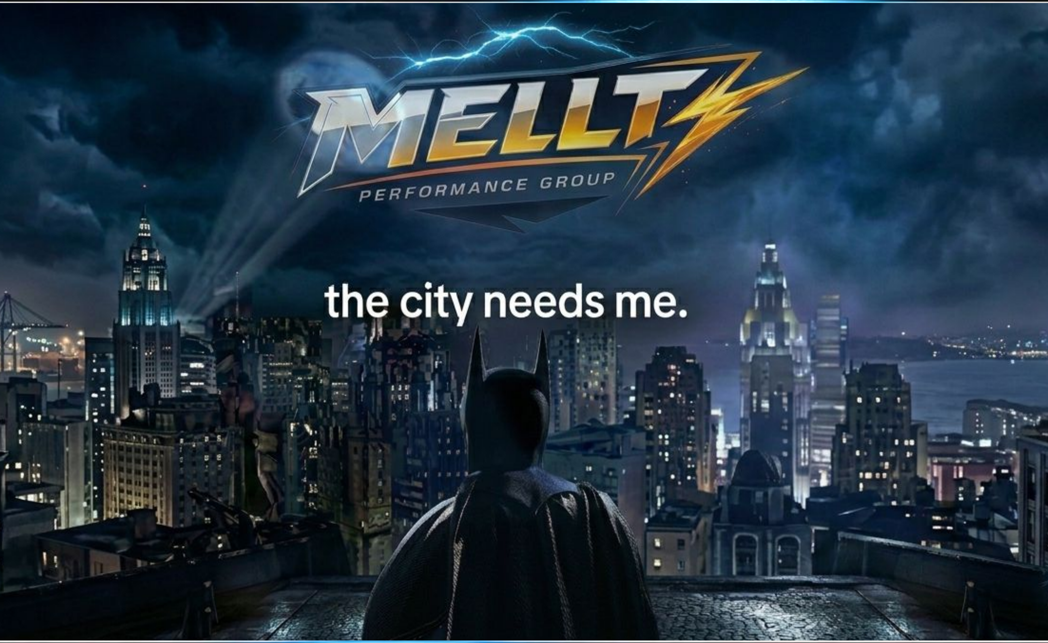
BUILT FOR POWER.


MELLT
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the city needs me.

(Abhishek)

Image created with Gemin

MELLT
PERFORMANCE GROU
DRIVEN BY PER
MELLT
PERTORNANEE GRCUR

i (2026)

Why is a fu

- Designed to support a zero-emi environment.
- Refuelling is a quick and straigh everyday use.
- With an impressive long range, vehicles (EVs), ensuring you ca recharging.
- The vehicle operates efficiently performance and reliability ever
- Fuel cells are largely made of m and cheaper to recycle at the er
- Fuel cells require expensive cat material sourcing.

el cell better than EVs and ICEs?

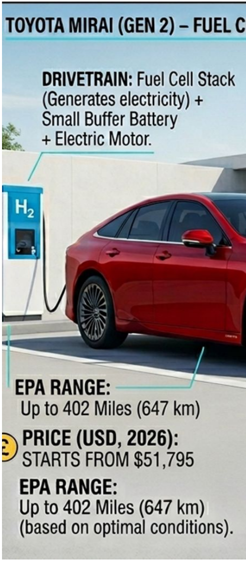
ssions tailpipe, contributing to a cleaner

ntforward process, making it convenient for

this vehicle easily competes with electric
n travel further without worrying about frequent

in cold weather conditions, maintaining optimal
n in lower temperatures.
netal and plastic, which are significantly easier
nd of their life cycle. More sustainability
alysts (like platinum), which leads to less

MODE



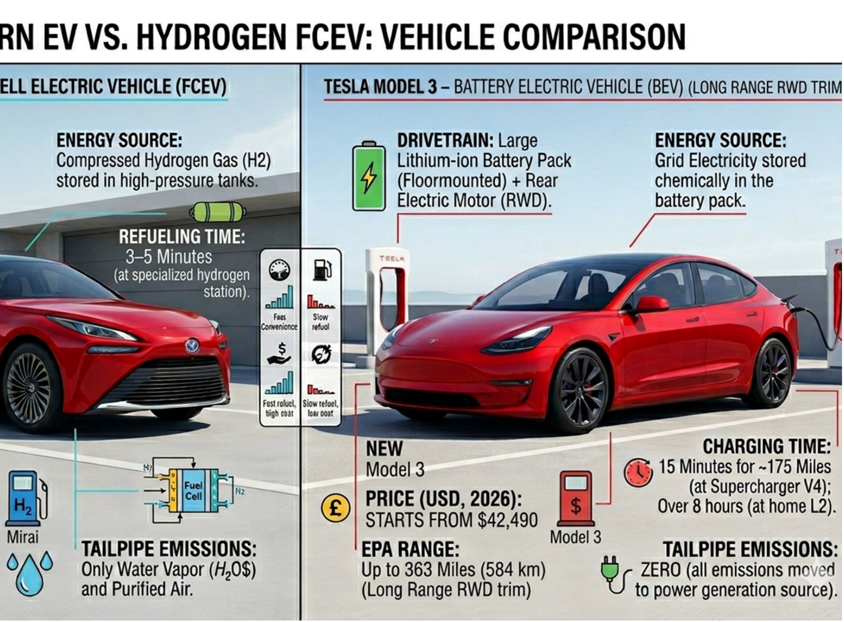
TOYOTA MIRAI (GEN 2) – FUEL C

DRIVETRAIN: Fuel Cell Stack (Generates electricity) + Small Buffer Battery + Electric Motor.

EPA RANGE: Up to 402 Miles (647 km)

PRICE (USD, 2026): STARTS FROM $51,795

EPA RANGE: Up to 402 Miles (647 km) (based on optimal conditions).



RN EV VS. HYDROGEN FCEV: VEHICLE COMPARISON

ELL ELECTRIC VEHICLE (FCEV)

ENERGY SOURCE:
Compressed Hydrogen Gas (H2) stored in high-pressure tanks.

REFUELING TIME:
3–5 Minutes
(at specialized hydrogen station).

TAILPIPE EMISSIONS:
Only Water Vapor ($H_2O\$$) and Purified Air.

TESLA MODEL 3 – BATTERY ELECTRIC VEHICLE (BEV) (LONG RANGE RWD TRIM

DRIVETRAIN: Large Lithium-ion Battery Pack (Floormounted) + Rear Electric Motor (RWD).

ENERGY SOURCE:
Grid Electricity stored chemically in the battery pack.

NEW
Model 3

PRICE (USD, 2026):
STARTS FROM $42,490

CHARGING TIME:
15 Minutes for ~175 Miles (at Supercharger V4);
Over 8 hours (at home L2).

EPA RANGE:
Up to 363 Miles (584 km)
(Long Range RWD trim)

TAILPIPE EMISSIONS:
ZERO (all emissions moved to power generation source).

(Abhishek)

Image created with Gemini (2026)

Current market

- The fuel cell market significantly increased to invest in the USA by $59.51 billion because of efficient and clean energy from 2025 to 2030. (Technavio 2026) And Japan is the leader in the fuel cell market.
- In the UK, the government is investing 1.5 billion GBP in clean energy. (Gov. UK 2024)
- Since the fuel cell markets are growing in the state of California in the USA and Japan, we are entering the USA first by targeting states like California.
- Due to the immediate capital and infrastructure growth available, it ensures a quicker return on investment before expanding into the UK, where fuel cell infrastructure will be developed at that time.

Risks

- As mentioned, the i
  cell refilling stations
- Efficiency of energy
  comparable to EVs,
- While refuelling, so
  until it gets unfroze
- The refilling cost of
- 90% of hydrogen is
  amount of CO2 into
- Vehicle anatomy m

nfrastructure is limited, because of more costly to build fuel
, and requires more space for the tanks.
is greater than that of ICE cars up to 2x times, but not
which are up to 4x times.
metimes the nozzle gets cold, so you have to wait longer
n.
fuel cell vehicles compared to competitors.
still produced with natural gas, which is produce massive
the environment.
ore complex.

A

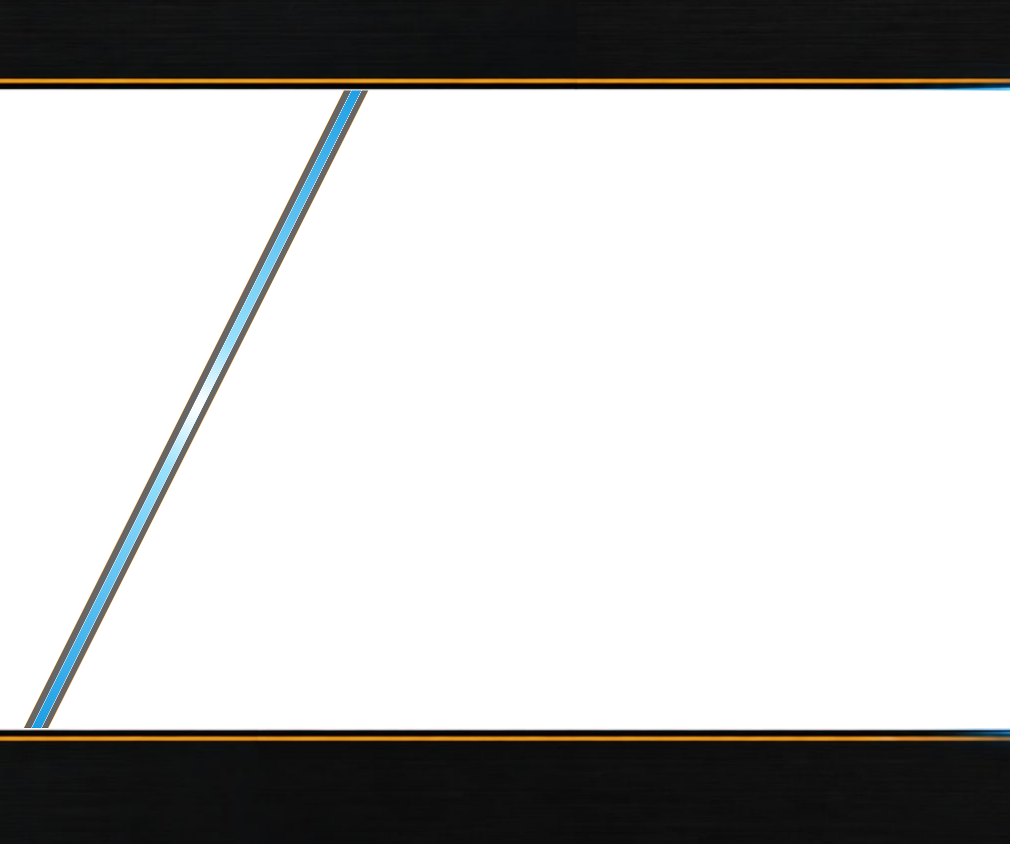
Survives Plans

LL THREE DIVISION PLANS

LONG-TERM PLANS

MARKETING PLANS

(Abhishek)



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Alt-Fuel

- The traditional engine modified to use hydrog
- The motorcycle will sti mechanical “thump” th tailpipe. (Topspeed 20
- In 2026, Kawasaki will enhance the performa

ICE Motorcycles

block will be retained, but the fuel injectors will be
gen gas instead of petrol.
ll feature a piston engine, producing the sounds and
at riders love, while emitting only water vapour from the
26)
lead the industry by demonstrating that hydrogen can
nce of motorcycles.

The Hybrid Bridge

- Infrastructure realism: solve "Range Anxiety" for customers while the charging network catches up.(Forbes 2026)
- Hybrids use smaller batteries, making them more affordable and keeping your cash flow healthy compared to pure EVs.
- Customers who start with hybrids, enjoying 30–50 miles on electric power from home, are 4x more likely to upgrade to your Fuel Cell or BEV models.

(Abhishek)

Motorsport Division

- As of **April 2026**, **Extreme H** has officially launched its inaugural season as a full **FIA World Championship,** and in June, the **24 Hours of Le Mans** will feature a dedicated hydrogen class.(FIA 2026)
- Also taking part in Japan for the stock factory race will help to gain reach and fame which benefits to brands growth.
- Why don't we quit the motorsport, because we build them for the track. By participating in series like **Extreme H and 24 Hours Le Mans**, we stress-test our fuel cells at 200mph so they never fail our customers at 70mph.

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C

- With the c
  program.
  graduatio
- For exam
  brands su
- Students
  Vehicles,
- It creates
  create em
  green tecl

ollab with top universities for research

collaboration with universities, we can get help in the research
Plus, get the benefits of recruiting students to join us after their
n.
ple, Oxford University has a tie-up with Hyundai as well as other
uch as BMW, Toyota and the JLR group and many more.
move from basic experiments to real work with Hydrogen Training
like the Toyota Mirai models used at Weston College.
a professional network with your brand before they graduate. And
nployability industry-led projects that achieve over 95% employment in
hnology within six months of graduation.

Long term plan

- In Years 1-2, we will focus on infrastructure by partnering with fleets that operate back-to-base. These fleets only need one station at their depot.
- In Years 3-4, use the University Pipeline to research catalysts that do not contain platinum. This will help lower the cost of vehicles.
- In Year 5, Project Union will start connecting major industrial hubs with a hydrogen pipeline that spans 1,500 miles across the UK.
- Applying for the military or government use vehicle maker will also be creating an image of the home brand.
- Creating sub brand for the hybrid vehicle, which can maintain the original identities of the company.

(Abhishek)

Marketing plan

- We will collaborate with the entertainment industry for digital product placement in games to engage younger consumers before they reach driving age.
- Forza Horizon series, Need for Speed series, Gran Turismo and Resident Evil Requiem are examples of the gaming industry's collaboration with the car brands.
- Also, introduce brands in the movie like Furious 7 with Lyken hyper sports car, Back to the Future with DMC DeLorean
- Moreover, organising car meets, as well as sponsoring the car clubs for the event, which boosts brand images in the car industry, like Jeep does every year with Jeep club owners, to make them feel enthusiastic.
- Also better to reveal the future concept in movies, gaming, and car meets.

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STRATEGY 3:
ENVIRONMENTAL IMPACTS

Hassan

(Hassan)

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Environmental Impacts of Electric Vehicles

- Electric two-wheelers produce zero tailpipe emissions during use, reducing air pollution and life-cycle greenhouse gas emissions (Panda et al., 2025).
- Electric mopeds produce zero tailpipe emissions during operation, helping to reduce urban air pollution and greenhouse gas emissions (International Energy Agency, 2024).

(Hassan)

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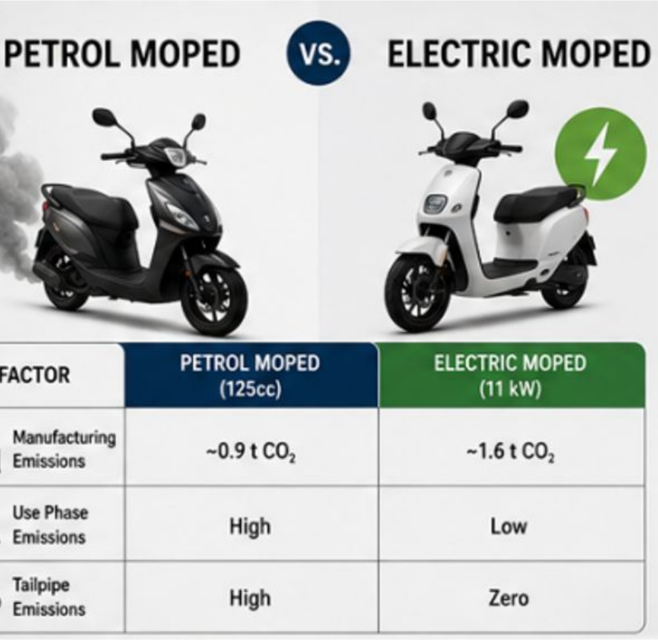


PETROL MOPED VS. ELECTRIC MOPED

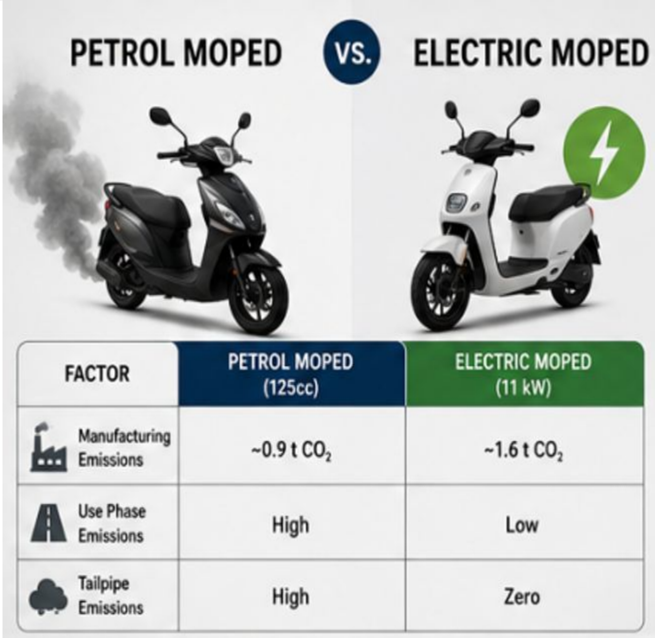
FACTOR	PETROL MOPED (125cc)	ELECTRIC MOPED (11 kW)
Manufacturing Emissions	~0.9 t CO_2	~1.6 t CO_2
Use Phase Emissions	High	Low
Tailpipe Emissions	High	Zero

Environmental Impacts of Electric Vehicles

- Electric mopeds have higher emissions during manufacturing due to battery production, but lower emissions in use phase compared to conventional vehicles (ICCT, 2021).

- Over the full lifecycle, EVs can become more environmentally efficient than petrol vehicles

(Hassan)



PETROL MOPED VS. ELECTRIC MOPED

FACTOR	PETROL MOPED (125cc)	ELECTRIC MOPED (11 kW)
Manufacturing Emissions	~0.9 t CO_2	~1.6 t CO_2
Use Phase Emissions	High	Low
Tailpipe Emissions	High	Zero

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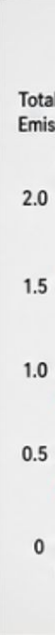
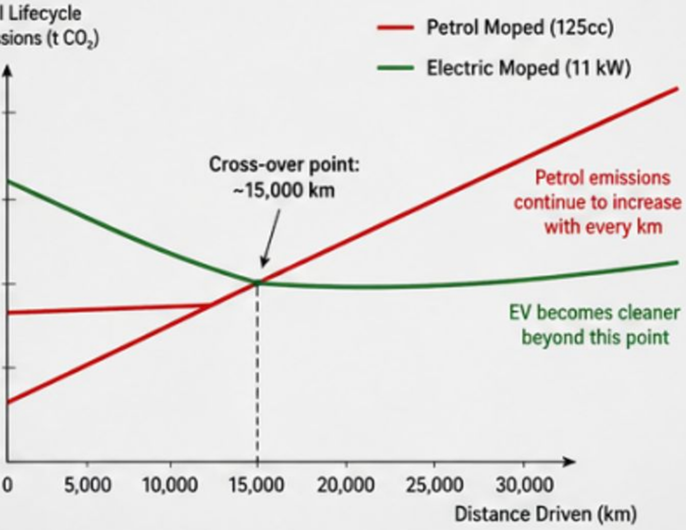


ENVIRONMENTAL CROSS-OVER POINT



Cross-over point: ~15,000 km

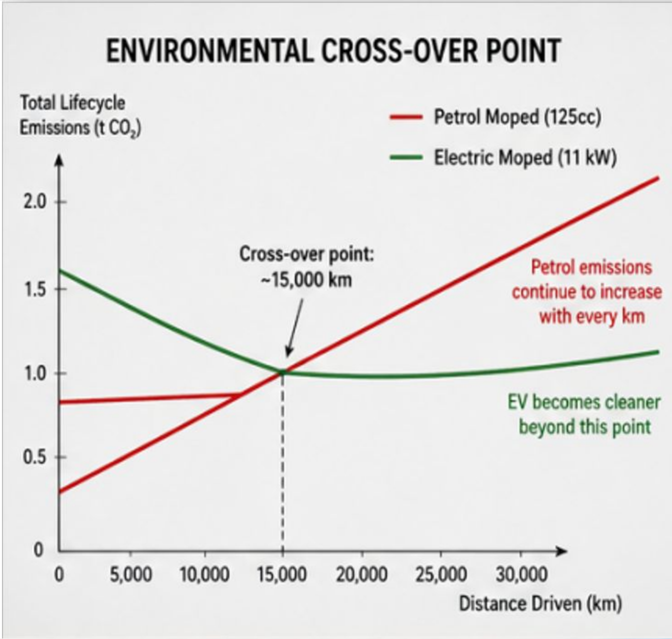
Petrol emissions continue to increase with every km

EV becomes cleaner beyond this point

Environmental Cross-Over Points

- EV mopeds have higher initial emissions due to battery manufacturing.
- Petrol mopeds produce higher emissions during every kilometer of use (ICCT, 2021).
- Petrol emissions are significantly higher at approximately 72g CO_2 per km compared to EVs at 25g CO_2 per km.
- The additional manufacturing emissions of EVs are offset over time through lower running emissions.

(Hassan)



ENVIRONMENTAL CROSS-OVER POINT

Cross-over point: ~15,000 km

Petrol emissions continue to increase with every km

EV becomes cleaner beyond this point

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Cross-over point

- EV mopeds become cleaner than petrol mopeds after approximately 15,000 km of driving (International Energy Agency, 2023).
- Beyond this point, total lifecycle emissions of EVs remain lower

(Hassan)

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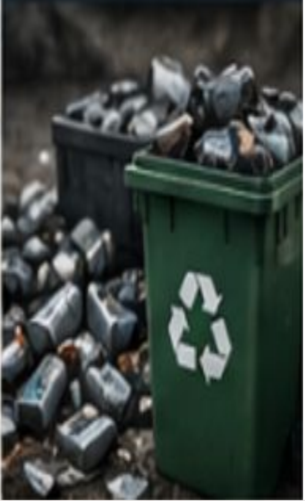
High Carbo

of Battery

n Footprint
Production

Resource Extraction
(Lithium, Cobalt)

Battery Disposal
Creates Toxic Waste



Environmental Risks

- Battery production has high carbon footprint
- Grid may be coal-heavy in some areas
- Battery disposal can cause toxic waste
- Informal battery recycling (burning)
- Resource extraction (lithium, cobalt) harms environment

(Hassan)

High Carbon Footprint of Battery Production

Resource Extraction (Lithium, Cobalt)

Battery Disposal Creates Toxic Waste

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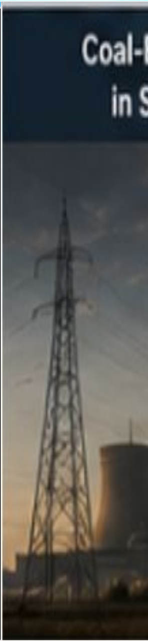

Coal-

in S

Based Electricity
Some Regions

Informal Recycling
Causes Pollution

Environmental Mitigation

- Use LFP batteries (no cobalt) + renewable energy in factories
- Launch first in cities with cleaner/renewable electricity
- Partner with certified recyclers + introduce battery leasing
- User education + deposit-refund system
- Source ethically + invest in alternative battery technologies

(Hassan)

Coal-Based Electricity in Some Regions

Informal Recycling Causes Pollution

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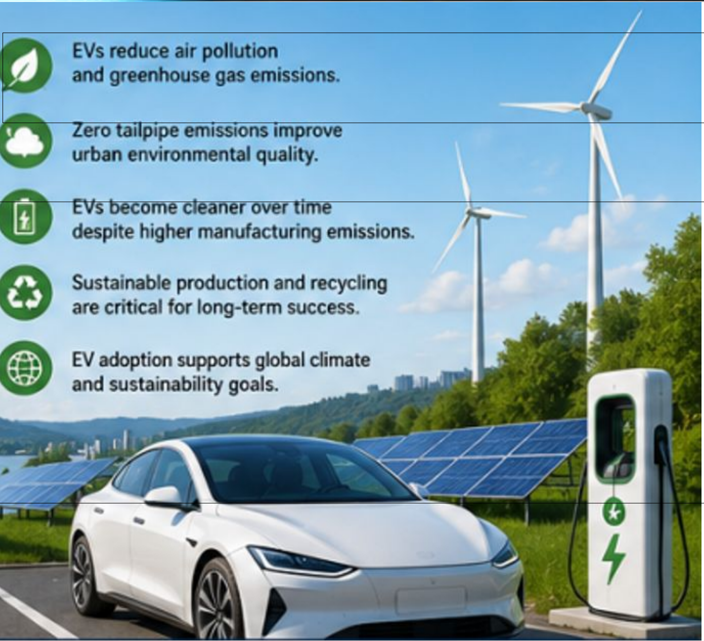


EVs reduce air pollution and greenhouse gas emissions.

Zero tailpipe emissions improve urban environmental quality.

EVs become cleaner over time despite higher manufacturing emissions.

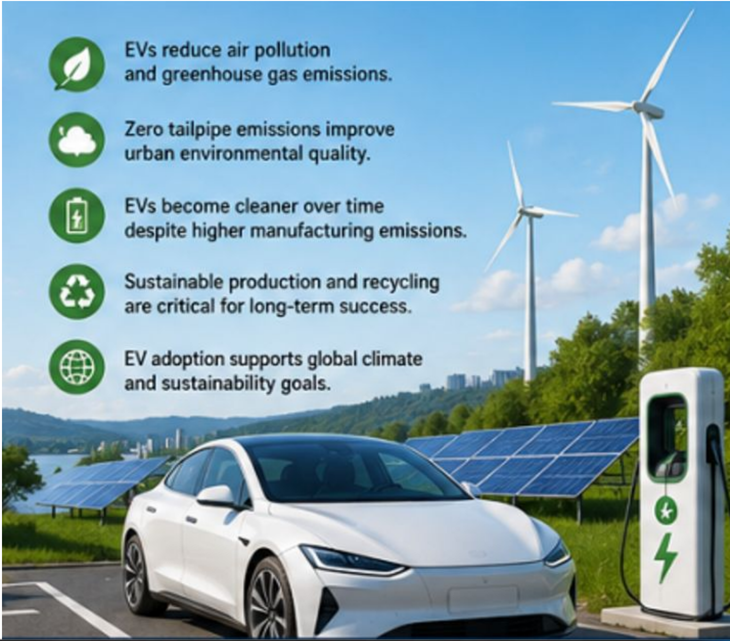
Sustainable production and recycling are critical for long-term success.

EV adoption supports global climate and sustainability goals.

Final Takeaways

- EVs reduce air pollution and greenhouse gas emissions.
- Zero tailpipe emissions improve urban environmental quality.
- Despite higher manufacturing emissions, EVs become cleaner over time.
- Sustainable battery production and recycling are critical for future success.
- EV adoption supports global climate and sustainability goals.

(Hassan)



EVs reduce air pollution and greenhouse gas emissions.

Zero tailpipe emissions improve urban environmental quality.

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Sustainable production and recycling are critical for long-term success.

EV adoption supports global climate and sustainability goals.

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Stöckli, R.

- Tighten
- Global
- Consur
- Compa competi
- Future

(Fredrik

and Simmon, R. (2020)

The Need for Change

ning emissions regulations increasing pressure
competitors are rapidly expanding EV production and innova
mer demand is shifting toward more sustainable options
anies without EV capabilities risk losing long-term market
tiveness
competitiveness increasingly depends on EV capabilities
ksson et al., 2018)

(Koa)

tion

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M1/N1

- European Parliament and the Council of the European Union, 1998
- European Parliament and the Council of the European Union, 2007
- European Parliament and the Council of the European Union, 2024
- European Communities, 2002

Euro
Euro 1
Euro 2
Euro 3
Euro 4
Euro 5
Euro 6
Euro 7

-I vehicle Emissions Regulations

Year	HC (g/km)	CO (g/km)	NOx (g/km)
1992	—	2.72	—
1996	—	2.20	—
2000	0.20	2.30	0.15
2005	0.10	1.00	0.08
2009	0.10	1.00	0.06
2014	0.10	1.00	0.06
2024	0.10	1.00	0.06

ZEV mandate

Government state that 80% of new cars and 70% of new vans will be zero emissions by 2030 (Department for Transport, 2024)

These numbers increase to 100% for 2035 (Department for Transport, 2024)

This increases pressure on manufacturers to develop environmentally freindly vehicles and technologies

Manufacturers who do not develop these technologies by the deadline will be not be able to sell vehicles in the uk

The UK government are insentivising the public to purchase EVs via grant schemes (Department for Transport, 2024)

(Koa)

L-category vehicles

Euro	Year	HC (g/km)	CO (g/km)
Euro 1	1999	3.00	13.00
Euro 2	2003	1.00	5.50
Euro 3	2006	0.30	2.00
Euro 4	2016	0.17	1.14
Euro 5	2020	0.10	1.00

NOx (g/km)
0.30
0.30
0.15
0.09
0.06

- European Parliament and the Council of the European Union, 1997
- European Parliament and the Council of the European Union, 2002
- European Parliament and the Council of the European Union, 2013

(*UE flag warm filter - Bing*, no date)

Ma

Variable
no.cars sold
price per car
production cost
total income
profit
profit margin

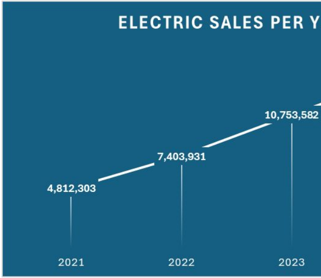
(*UK new car registration data - latest*

rket share

Europe	UK
9,895	1,225
£70,000	£70,000
£60,000	£60,000
£692,659,808	£85,768,370
£98,951,401	£12,252,624
14.3%	14.3%

figures & statistics | SMMT, 2026)

Mar

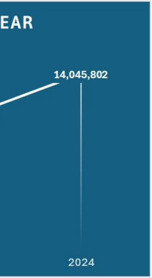


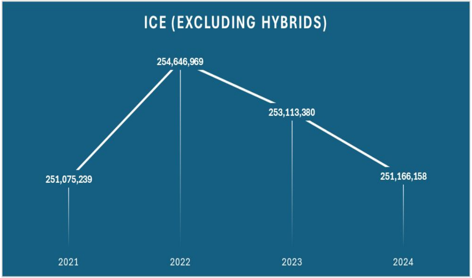
Market Evaluations ($B
2026
3035

(Passenger cars, by type of motor energy, 2026)
(UK Automotive Finance Market Size & Outlook, 2
(Europe Automotive Finance Market Size & Outloo

ket Research

Cars





)	EV	ICE
	270	505
	600	650

030, 2026)
k, 2030, 2026)

(Ben)

(ACEA, 2026)

Time frame

5 Years from concept to production

(*Fender Bender*, 2020)

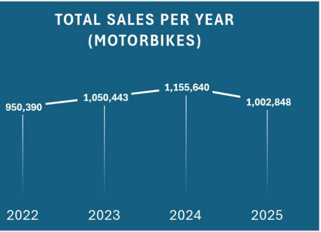
(*Mastering Automotive Product Development: Key Strategies for success*, 2025)

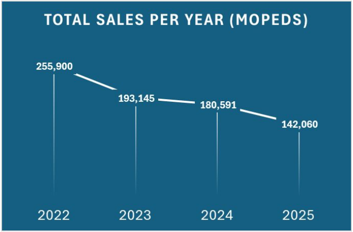
(*uk flag in the wind gif - Bing*, no date)

(*UE flag warm filter - Bing*, no date)

(A

Europe Market


TOTAL SALES PER YEAR (MOTORBIKES)


TOTAL SALES PER YEAR (MOPEDS)

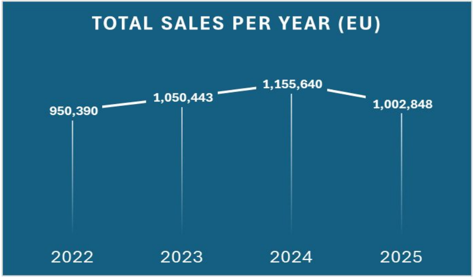
CEM, 2026)

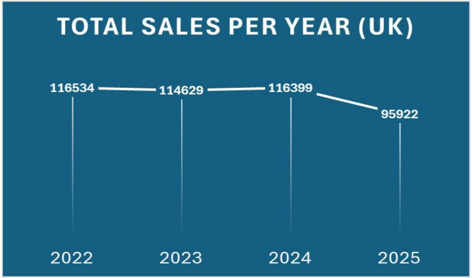
(UK Motorcyc

(Europe Moto

Market Research

Motorbikes





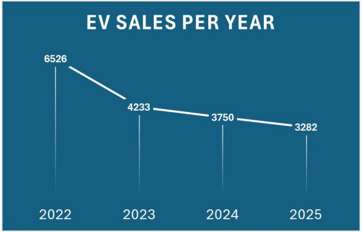
Market Evaluations ($B)	UK	Europe
2025	2.18	21.50
2033	5.38	55.28

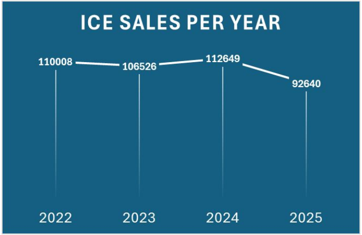
les Market Size & Outlook, 2033, 2026)

rcycles Market Size & Outlook, 2033, 2026)

(Ben)

UK Market





(*Press Statistics | MCIA*, no date)

(*uk flag in the wind gif - Bing*, no date)

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  2026,
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  char
  24-2

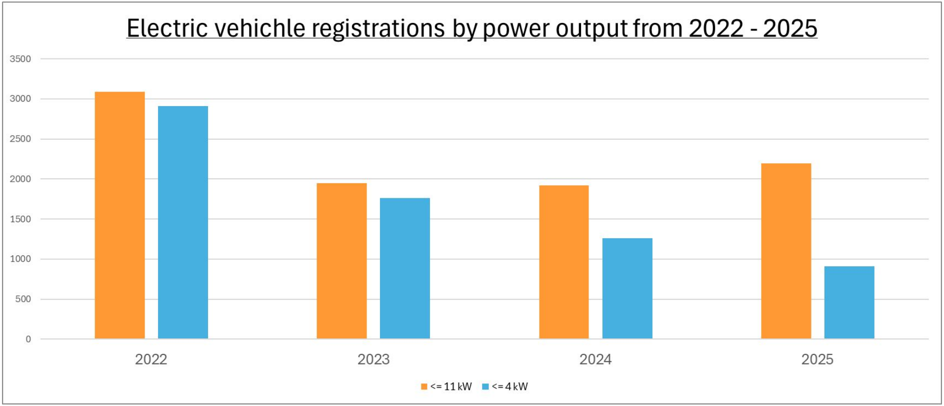
Grant Sensativity

High

e first quarter of 2025, sub 4kW down by 53% whilst kW were up 26%. (*What’s going on in UK motorcycling: April* 2026)

decreasing market, 5-11 kW vehicles saw marginal nge between 23-24 and a 14% increase between 25. (*Passenger cars, by type of motor energy*, 2026)

Market evaluation



Electric vehichle registrations by power output from 2022 - 2025

(*Passenger cars, by type of motor energy*, 2026)

(Ben)

Grants

- 2020 - £523 million for EV. £129.5 million for bikes, taxis and vans. (Vehicles, 2020)
- 2021 - major cuts (Bowden, 2025)
- 2022 - Grant extension to Dec 2023 (*British Motorcyclists Federation*, 2022)
- 2023 - No change. (West, 2022)
- 2024 - Moped Grants cut (*Maurice Knuckey*, 2024)
- 2025 - 120 mil grant increase (*Electric Vehicles: Motorcycles*, 2026)

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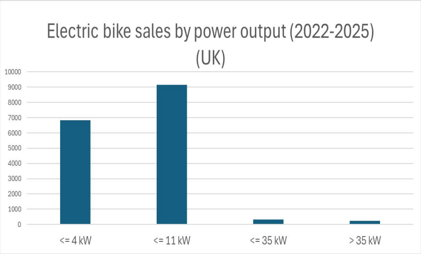
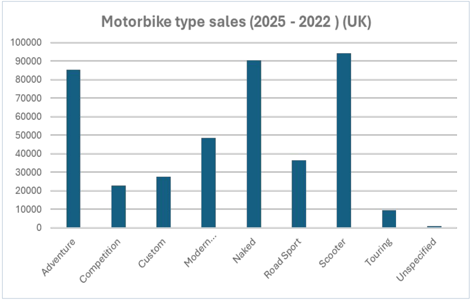
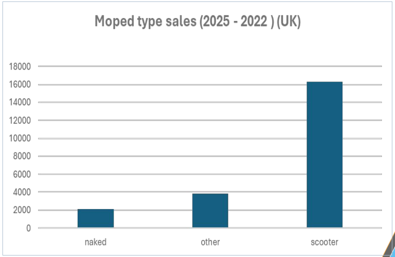
Vehicle



Electric bike sales by power output (2022-2025) (UK)

Architecture and output


Motorbike type sales (2025 - 2022) (UK)


Moped type sales (2025 - 2022) (UK)

(*Press Statistics* | *MCIA*, no date)

(Ben)

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ONE GROUP.
FOUR MACHINES.
ENDLESS
POSSIBILITIES.
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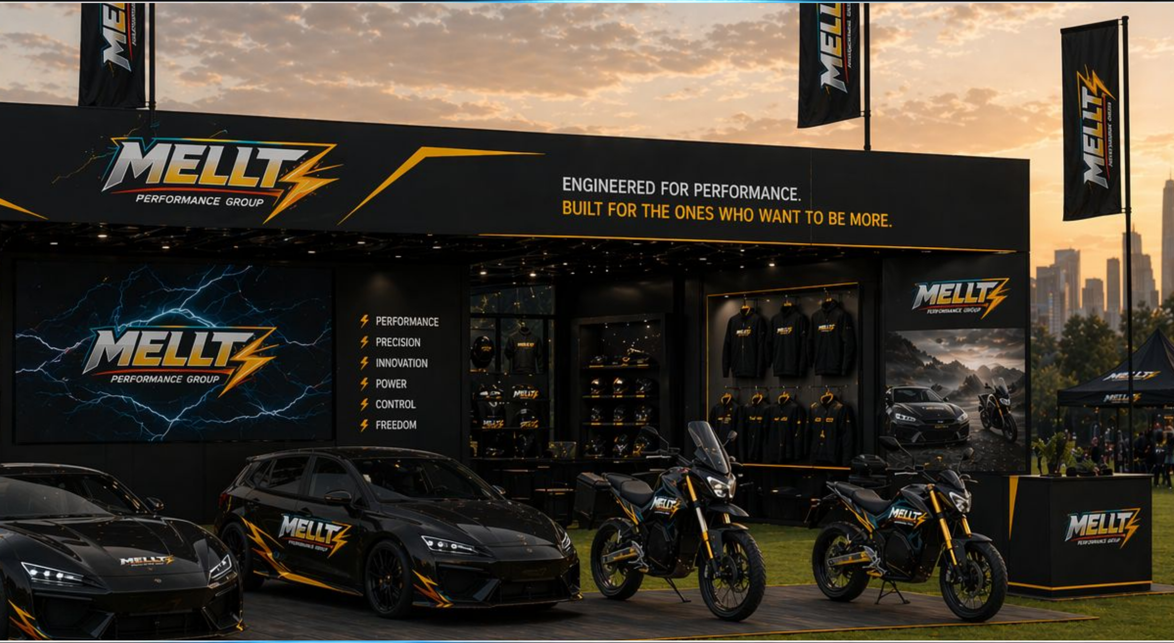
THERE ARE NO LIMITS
WHEN MACHINES
MEET INNOVIDON.
WE DONT JUST BUILD
MACHINES.
WE BUILD POTENTIAL.
BUILT FOR THE ONES
WHO WANT TO BE MORE.
MELLT

(Koa)

Implementation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ENGINEERED FOR PERFORMANCE.
BUILT FOR THE ONES WHO WANT TO BE MORE.
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G

- Introduce hybrid
- Builds consume
- Reduces risk du
- Uses hybrids as

(Brönmark Riex

radual transition

s before fully electric vehicles

r trust and internal capabilities

ring transition phase

steppingstone to full electrification

& Holm Bjelke, 2023)

Whic

Implementation

h method is best?

(Koa)

Early entry

- Introduce EVs early alongside traditional vehicles
- Renault used models like the Zoe to shift brand identity toward sustainability
- Balances innovation with existing revenue streams
- Gradually repositiones company as a leader in electric mobility

(Esteves, 2025)

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evelopment via Hybrids

mbined electric and combustion systems

duce emissions while maintaining familiarity

ables gradual consumer adoption

pports transition without full disruption

new infrastructure required

els, 2012)

Gradual transition

Initial Hybrid Models

- Use hybrids to develop EV-related technologies
- Build capabilities in batteries and electric drivetrains
- Allowes for learning through gradual innovation
- Supports long-term transition to full EVs

(Dijk & Yarime, 2010)

(Koa)

Halo Vehicles

- Use high-performance EVs as flagship models
- Changes perception of EVs to desirable and premiu
- Enhances brand image and innovation appeal
- Influences wider consumer attitudes toward EVs

(Boewe & Schulten, 2023)

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- Partner
- Shared
- Acceler
- Strengt

(Sarasi

Collaboration

with tech firms for EV development

knowledge and reduced development risks

ated time to market

hened innovation capabilities

ni & Sandén, 2013)

Early Entry

EV sub-brand

- BMW created BMW i as a separate electric-focused brand
- Allowes for experimentation without affecting core brand identity
- Positions company as a tech leader in EV space
- Builds new sustainability-focused brand narrative

(Altenburg, 2014)

(Koa)

Mergers/Acquisitions

- Mergers are popular when there's a major industry change, such as electric vehicles (Clara, F.S. (2025))
- Allows for sharing of resources and technologies to remain competitive
- Acquisitions allow for immediate access to resources
and technologies (Clara, F.S. (2025))
- There is already a foundation for development

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Motorsports Exit

- The motorsport division is not profitable
- This may be due to the high fixed cost associated with motorsports (Sturgeon, T.J. and Van Biesebroeck, J. (2009))
- Selling of departments could allow for capital to be gained for new EV division

(Koa)

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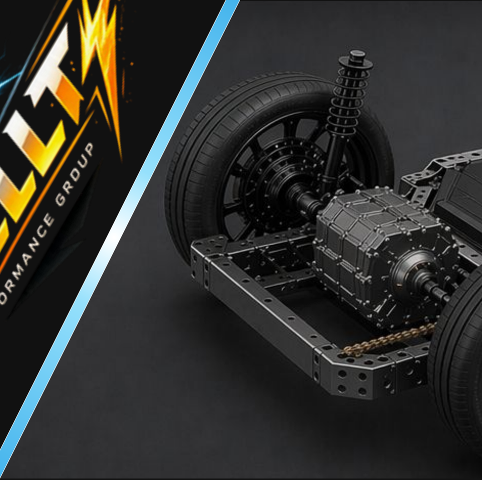

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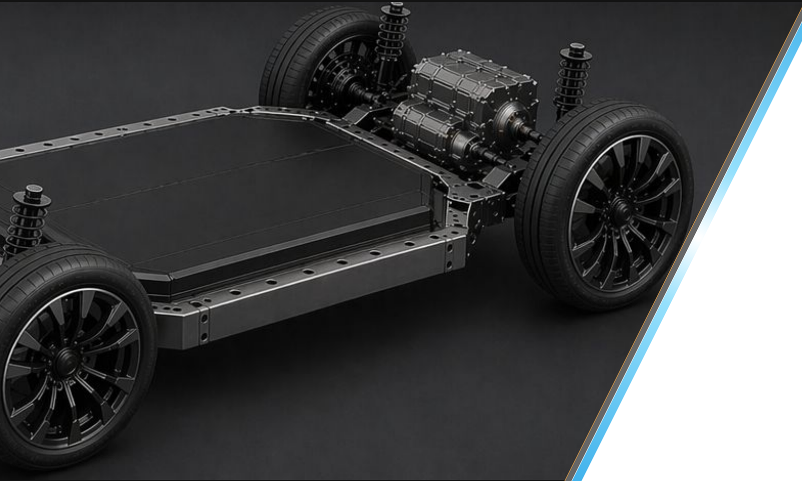

ChatGPT (2026)

- Use of EV mod
- Still allo
- Enable
- Suppor (Trinkle
- Volksw

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Modular Electric Platforms (

modular platforms reduces the cost of manufacturing multi
lels (Trinkler, A. (2021))

ows for a diverse range of vehicles

s faster product launches across markets
rtes large-scale transition to EVs

, 2021)

agen developed MEB platform for multiple EV models

(Koa)

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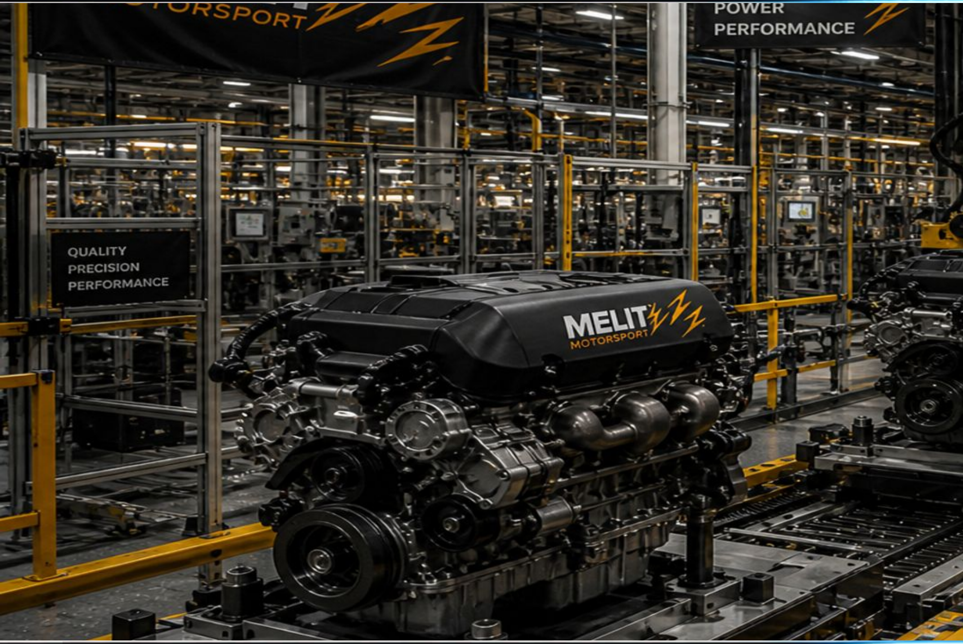
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(Ben)

Motorsport Department

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Impact assessment

What will change ?

Comparison of pre and post closure effect on the employees, customers, finances and company operations.

Stakeholder Analysis

Who will it affect ?

A map of everyone with an interest in the outcome or the ability to influence it. and a clear view of what each group needs to know and when they need to know it.

Risk Assessment

What could go wrong ?

An evaluation of the legal, financial, operation
and reputational risks in the closure process
with mitigations for each to demonstrate that
the risks are understood and manageable.

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Impact assesment

Department Closure

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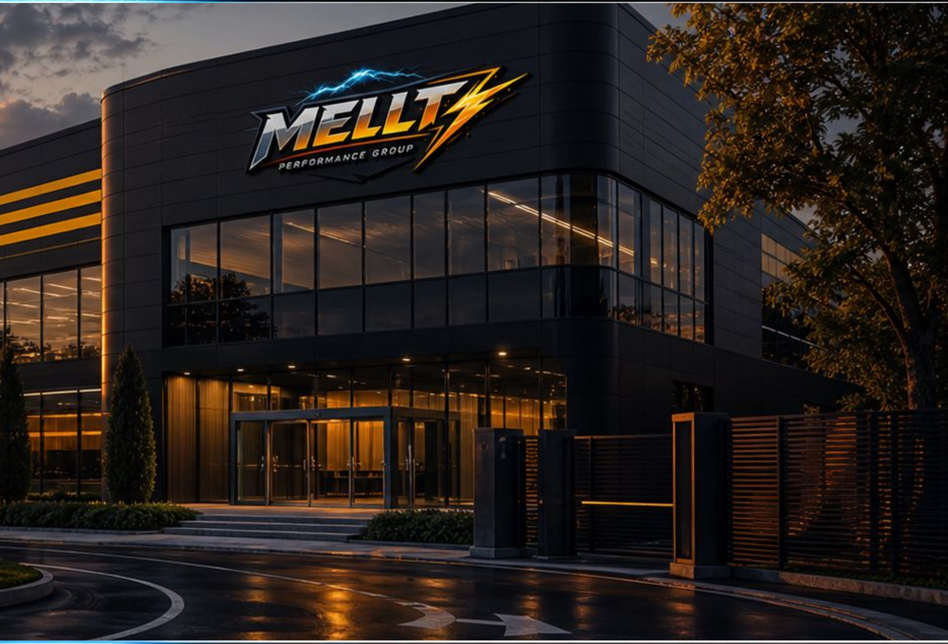
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People

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in staff where possible and redundancies only where
essary.
ndatory collective consultation under TULRCA 1992
+ redundancies) *(When you must consult - Collective consultation*
redundancy - Acas, 2026)
uality act (2010) *(Equality Act 2010: guidance*, 2015)
PE 2006 (Department for Business and Trade, 2014)
e contracts must be resolved

Facilit
equip

Managing

- Depreciation
- Property rent co
- Shared assets

ties and ment

sales

ntract period

Finances

The closure budget must account for:

- redundancy payments
- notice pay
- outplacement support
- Property costs
- equipment disposal
- professional fees
- IT decommissioning
- Contingency

(UK GOVERNMENT, 2026)

Brand Reputation

Manage the media and public opinion. Be ahead of the curve with media communications. Position the decision as an environmentally driven move in alignment with our

Intellectual property rights

- Audit to establish what exists and who has a right to it
- Establish whether it can be transferred to our other departments or if it has commercial value (can it be sold)

(Government Digital Service, 2014)

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RACE STRATEGY
FOCUS. PRECISION. PERFORMANCE.
SECTOR 2
SECTOR 3
TYRE STRATEGY
MEDIUM - HARD
FUEL WINDOW
LAP 18 - 38
PIT WINDOW
LAP 19 - 21
MELLT

(Ben)

Stakeholder analysis

Department Closure

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PERFORMANCE GROUP
MELLTZ MOTORSPORT
RACE TV
MELLTZ
DRIVER
GRID SPORT

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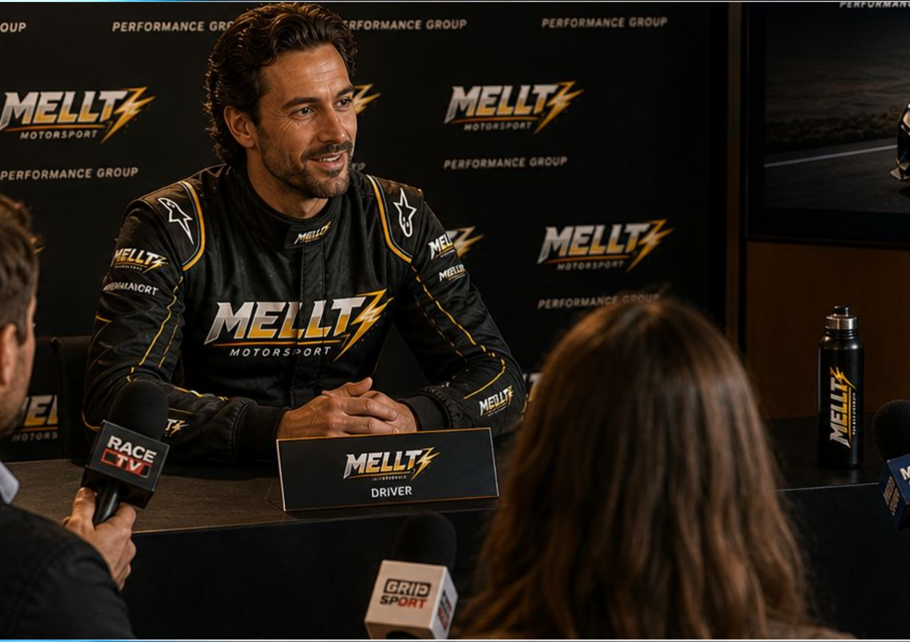
('Environmental Scanning--The Impact of the Stakeholder Concept,' 1981)
('Understanding stakeholders' approaches to sustainability in building projects,' no date)

Keep Satisfied	Keep Informed
Manage Closely	Moniter

(Ben)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MELLT MOTORSPORT
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DRIVER
RACE TV
GRID SPORT

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TYRE STRATEGY
MEDIUM - HARD
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LAP 18

OpenAI ChatGPT (2026)

('Understanding

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INDO

Keep Satisfied

- **Regulators**
  Confirm whether any formal notification is required. Brief proactively to avoid being caught out.

- **Key Suppliers**
  Suppliers dependent on motorsport volume need early, managed communication.

Keep I

- **Employees**
  Legal consultation ri
  must be notified bef
  notices are issued. T
  honesty and respec

- **Unions**
  Formally required to participat
  collective consultation. Early
  engagement reduces the risk
  legal challenge to the process

stakeholders' approaches to sustainability in building projects,' no date)

nformed

ights apply.
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Manage Closely

- **Board & Investors**

  Engage first, before anything is made public. They will need the full impact and risk assessments and closure budget to make an informed decision.

- **Customers**

  Direct communication from a senior person after the internal announcement. Those with relationships across multiple divisions need especially careful handling.

(Ben)

Monitor

- **The Media**

Prepare a statement before announcement. Position the decision as strategic and not failure. (Enviromentally driven)

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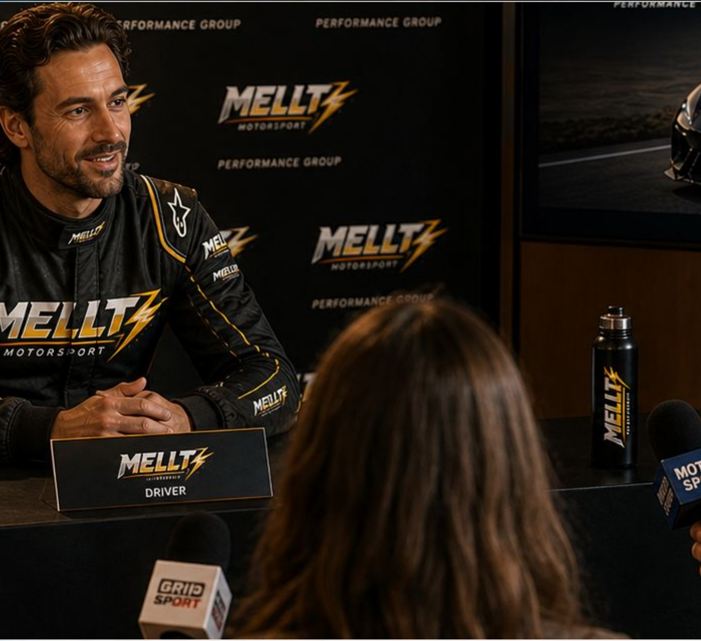
RACE TV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(Ben)

Risk assessment

Department Closure

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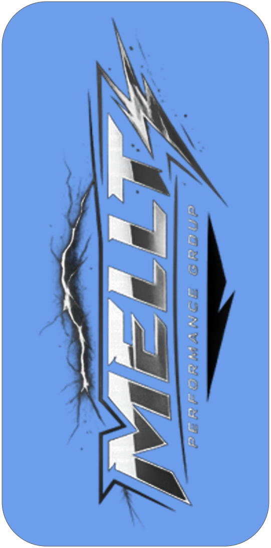
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Financial P

Risk

Legal & Compliance

Reputational R

(Ben)

Risk

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Financial Risk

ustomer contract disputes arising

nplete a legal review of every live contract
re any external communication. Options;
plete, assign, negotiate, terminate.

Closure

Financial Risk

costs significantly exceed the budgeted amou

Build in contingency from the outset. Ensure the closure budget covers all cost categories including contract exit penalties and professional fees.

Board must approve the budget before the programme begins.

(Ben)

nt

Reputational Risk

Exit is perceived as failure

Narrative preparation before announcement. Position the decision as deliberate focus on markets where the business can compete effectively. Communications plan in place before anything is made public.

(Coombes, no date)

Reputational Risk

Losing Key engineering talent

Identify early the individuals the business wants to retain and consider retention plans.
Engage personally with high-value engineers about their future role in the retained business.
(Bull, 2026)

(Ben)

(Step 1: Check redundancy

Legal & Compliance

The Equality Act 2010

Redundancy selection must be objective, consistently applied, and tested for disproportionate impact on protected groups. Equality impact assessment of selection criteria required before they are applied.

(*Equality Act 2010: guidance*, 2015)

is needed - Managing a redundancy process - Acas, 2026)

Ris

Legal & Compliance

k - Failure to meet CCO under TULRCA 1992

Mandatory collective consultation must begin before any redundancy notices are issued. A Protective Award of up to 180 days pay per employee can be imposed for non-compliance. Seek specialist employment law advice before the process begins and adhere strictly to the statutory timeline.

(*When you must consult - Collective consultation for redundancy - Acas*, 2026)

(Ben)

Legal & Compliance

TUPE exposure in the event of a sale

Employees connected to a transferred activity acquire automatic protections. Legal advice needed before any partial sale is contemplated to understand obligations and structure the transaction appropriately.

(Department for Business and Trade, 2014)

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(Koa)

Marketing

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Uber
Eats

- Large delivery
- Partner with de awareness (Jin
- Vehicles can e
- Propose purch
- This creates pu et al. (2025))
- Using delivery
- Can start local scale (Corrales
- Media coverag G.H., Wiedman

enAI ChatGPT (2026)

B2B partnership

companies are now electrifying their fleets (Otero, M.J.C. (2020))

elivery company to provide delivery vehicles which can increase exposure and
, L. et al. (2017))

ither be directly provided or sold to delivery drivers at a discount

asing the vehicles from drivers at end of life to recycle

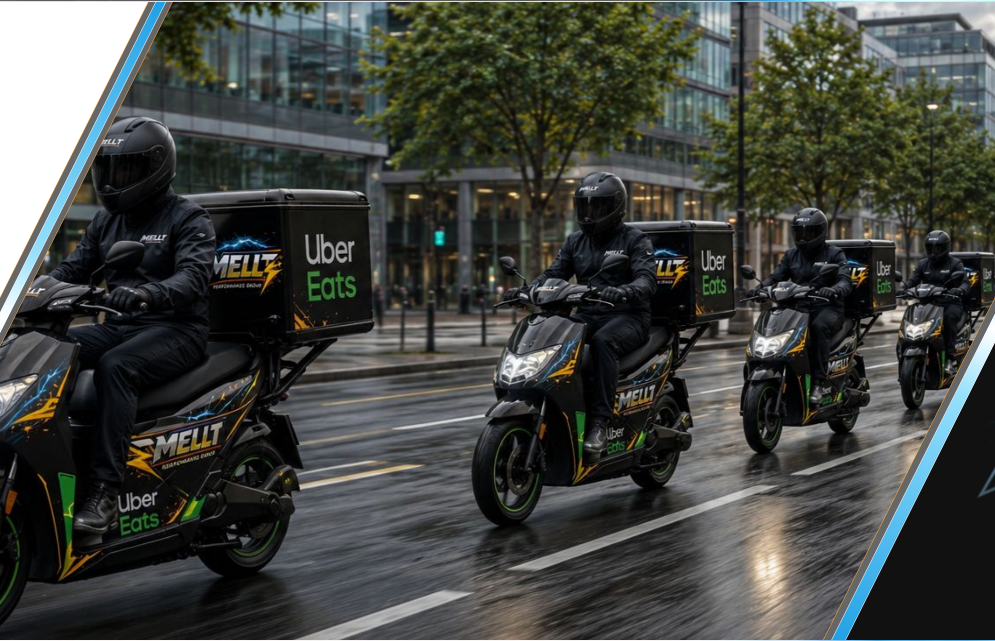
ublic exposure to the new vehicles which can increase EV adoption rates (Jordan, J.

partnership can help create the image of reliability and comfortability

to test at low risk then if successful can be implemented nation-wide to a larger
, C.G. (2020))

ge would inform more people, proving useful to promote the vehicles (Broadbent,
n, T.O. and Metternicht, G.I. (2021))

(Koa)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Media channels

- Social media and TV advertisements are key platforms fo adoption (Henderi et al. (2025))
- Can connect a wide range of potential customers
- Will increase brand awareness, and allow for customers t the manufacture (Joy, J. (2023))
- Environmental benefits and vehicle performance are the r when advertising EV’s
- Which argument is used will depend upon which potential being targeted (Rezvani, Z. et al. (2015))

(Koa)

r promoting EV

o interact with

major arguments

customers are

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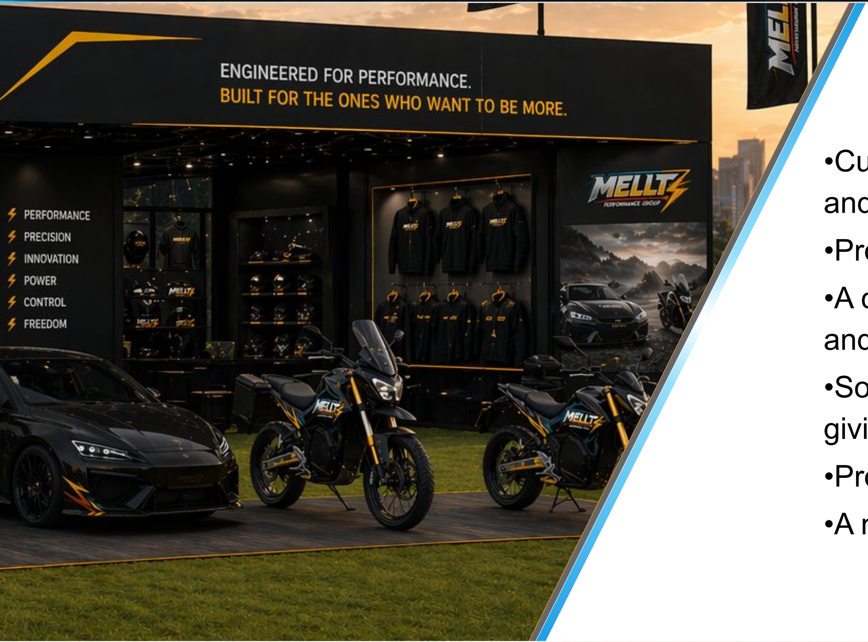
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INNOVATION
POWER
CONTROL
FREEDOM
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- Customers want to have i
and Tandilashvili, N. (2024
- Product demonstrations a
- A comparative demonstra
and new technologies
- Social media plays an imp
giving wider audiences the
- Providing customers with
- A notable place to market

ChatGPT (2026)

Exhibition

nformation on a product before purchase (Youssef, K.B., Chaney, D.
))

re a good way to show, and inform customers on the vehicle

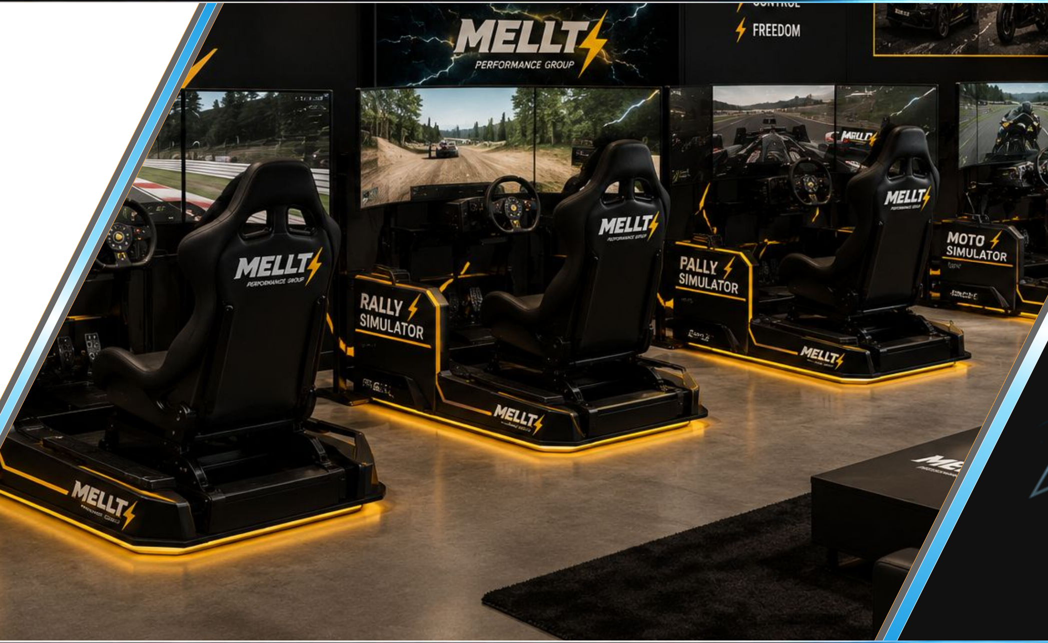
tion agains ICE vehicles could give customers a way to compare old

portant role in raising public awareness of demonstrations while also
opportunity to witness and engage with them (English, R. (2024)).

key information on the product is critical

and display new vehicles is the goodwood festival of speed

(Koa)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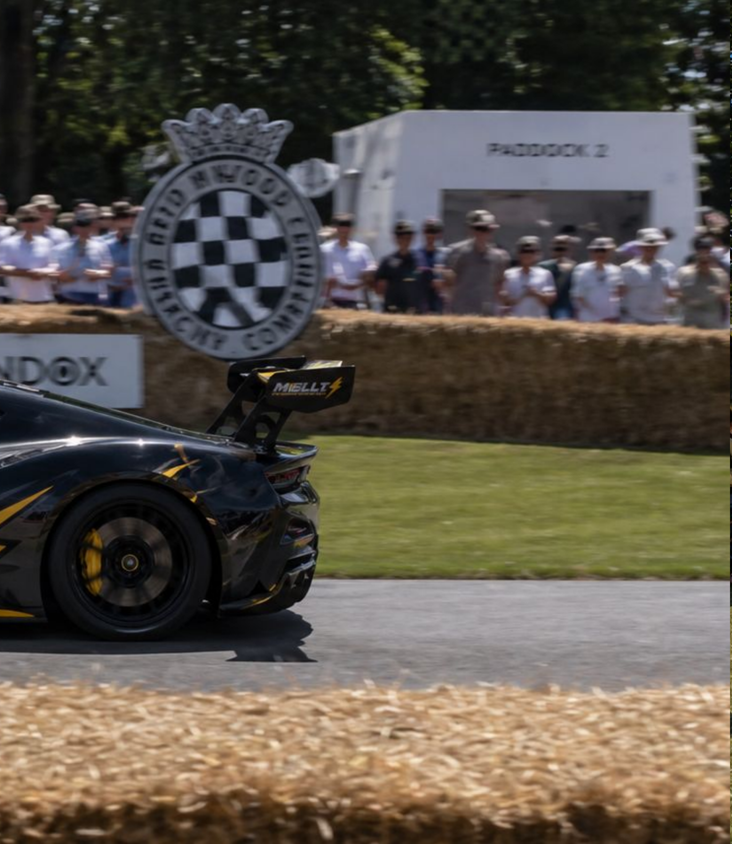
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THERE ARE NO LIMITS
WHEN YOU CHOOSE
MELLT PERFORMANCE.
WE DON'T JUST BUILD
MACHINES.
WE BUILD POTENTIAL.
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Pros

- Low
- Red

Cons

- Tale

Strategy 1

Emissions + Sustainability
uction of production costs

nt acquisition and retention

Strategy 2

Pros

- Low Emissions + Sustainability
- Secure brand heritage

Cons

- More funds needed
- Limited Infrastructure

Strategy 3

Pros

- Motorsport financial underperfo
- Low Emissions + Sustainability
- Reduction of production costs
- Suply chain volatility

Cons

- Talent acquisition and retention

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