EWAN EVANS

MERGER PLAN

FREYA DAVIS-NUNNICK

COMPANY BACKGROUND INFORMATION
ADVERTISEMENT PLAN
CASE STUDY

AUTOMOTIVE SECTOR MANAGEMENT & BUSINESS

ACHA7003 • SECTOR CHALLENGE PRESENTATION

GROUP: FREYA • EWAN • ANTHONY • ARTH • AANGAN

ARTH PANDYA

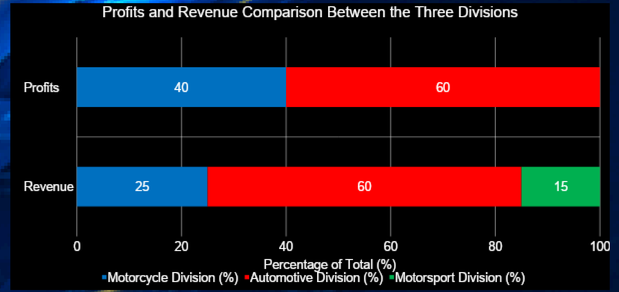
MPG STRATEGIC REORIENTATION 2026–2031

ANTHONY YW HAU

PLAN AND RESERCH IN ALL AREA

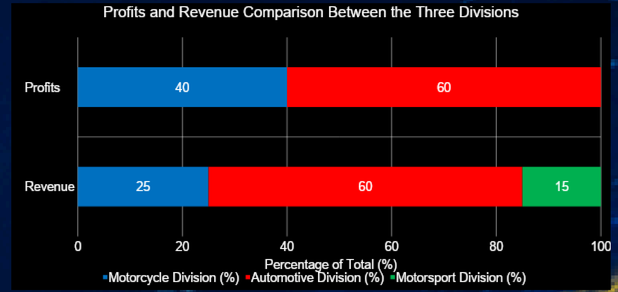
AANGAN PATEL

EV STRATEGY



COMPANY BACKGROUND AND CURRENT POSITION

MELLT PERFORMANCE GROUP LTD (MPG)
UK-BASED, MID-SIZED PERFORMANCE ENGINEERING OEM
WE DESIGN, ENGINEER, MANUFACTURE, AND SELL VEHICLES
HIGH-PERFORMANCE ROAD VEHICLES
PREMIUM MOTORCYCLES
GT/ENDURANCE CUSTOMER MOTORSPORT PROGRAMMES



Porter's Five Forces Summary

Strategic implications for Mellt in the EV transition

Force	Rating	Supporting evidence	Strategic meaning for Mellt
Competitive rivalry	High	EV leaders include Tesla, BYD and Volkswagen; they have scale and software advantages.	Mellt cannot compete on mass scale, so it should focus on premium performance EVs.
Threat of new entrants	Medium/High	EV/software companies such as Xiaomi are entering the automotive market.	Mellt needs partnerships to close software and digital capability gaps.
Supplier power	High	Battery dependence, rare earth material risks, CATL, and battery supply-chain capability are major concerns.	Battery partnerships and supply security are essential.
Buyer power	Medium/High	Customers expect sustainability, digital features, connected technology, and lower operating costs.	Mellt must modernise the product offer while keeping performance heritage.
Threat of substitutes	Medium	Hybrids, e-scooters/small EVs, premium SUVs and alternative mobility options appear in the EV launch comparison.	Mellt should avoid spreading R&D too thin and choose a focused EV launch route.

Key message: High rivalry and supplier pressure make a partnership-led premium EV strategy the strongest option for Mellt.

(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

MARKET SHIFT

61%

OF LIGHT VEHICLE SALES ARE FORECAST TO BE BEVS AND HYBRIDS BY **2030**.

BEV SALES ARE EXPECTED TO GROW AT A **15% CAGR** FROM **2025–2030.**

(GLOBALDATA, 2025; 2026)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

WHY MELLT NEEDS A STRATEGIC SHIFT

REGULATORY PRESSURE

2030 / 2035

MAJOR MARKETS ARE TIGHTENING **EMISSIONS RULES** AND SHIFTING TOWARD **ZERO-EMISSION VEHICLES (ZEV)**.

COUNTRIES AROUND THE **WORLD** ALL INCREASE PRESSURE ON FIRMS TO REDUCE **INTERNAL COMBUSTION (ICE)** VEHICLE DEPENDENCE..

(UK DFT, 2024); (EUROPEAN COMMISSION, N.D.); (CARB, N.D.); (GOVERNMENT OF INDIA / PIB, 2023)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

INDUSTRY PRESSURE

700+ PLANTS

OVER 700 LITHIUM-ION BATTERY PLANTS ARE IN THE **ACTIVE GLOBAL PIPELINE**.

THIS REFLECTS **MAJOR INVESTMENT** IN **EV SUPPLY CHAINS** AND RISING **COMPETITION** FROM FIRMS SUCH AS CATL AND BYD.

(GLOBALDATA, 2025)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

P - EU & UK RULES
E - EV IMPLEMENTATION COST
S - CHANGE IN CUSTOMER PERCEPTION
T - NEW/ ALTERNATE TECH SPECIALITY NEED
L - EV REGULATIONS AS WELL AS VEHICLE SAFETY
E - GROWING PRESSURE TO REDUCE LIFECYCLE EMISSIONS

STRATEGIC MANAGMENT

P-POLITICAL
E-ECONOMIC
S-SOCIAL
T-TECHNOLOGICAL
L-LEGAL
E-ENVIROMENTAL

V-VAULE
R-RARAITY
I-IMATIBITY
O-ORGANISATION

V-MOTORCYCLE DIVISION & MOTORSPORT HERITAGE
R-PRESENT IN ALL SECTORS & DISTINCT POSITION IN THE MARKET
I-ENGINEERING KNOWLEDGE, CUSTOMER LOYALTY & REPUTATION
O-STRONG FOUNDATION BUT REQUIRES DIFFERENT STRATEGY

OUR OBJECTIVES

-INCREASE PROFITS

-REDUCE LOSSES

-5 YEAR PLAN

STRATEGIC MANAGMENT

PLAN 1: MERGING WITH ANOTHER COMPANY

PLAN 2: ADVERTISEMENT AND MERCHANDISE

PLAN 3: ELECTRIC VEHICLE DEVELOPEMENT

VISION

PERFORMANCE HERITAGE, ELECTRIC FUTURE.

MISSION

TO BUILD HIGH-PERFORMANCE VEHICLES THAT COMBINE HERITAGE, INNOVATION, AND SUSTAINABILITY.

STRATEGIC OBJECTIVES

- DEVELOP EV AND SOFTWARE CAPABILITY.
- MEET UK AND EU EMISSIONS TARGETS.
- USE MOTORCYCLES TO SUPPORT PROFITABILITY.
- APPLY MOTORSPORT TECHNOLOGY TO ROAD VEHICLES.
- IMPROVE ESG, SOURCING, AND BATTERY TRACEABILITY.
- RESTORE AUTOMOTIVE PROFITABILITY.



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

YEARLY PROGRESSION PLAN

Focus on support financially, parts or experience within motorsport

YEAR 1

Make the partnership a long term deal

YEAR 3

Can other areas be introdduced outside of motorsport

YEAR 5

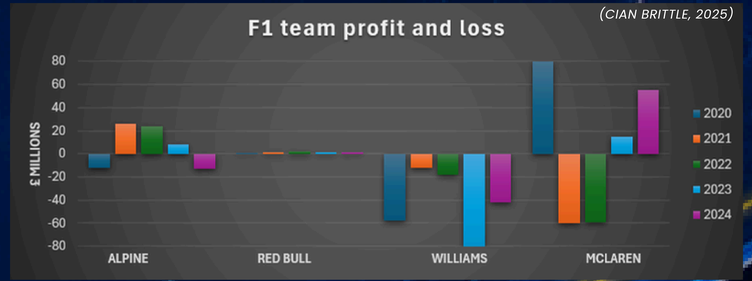
PROJECT PLAN 1

MERGING WITH ANOTHER COMPANY`

MERGERS - WHY ARE THEY BENEFICIAL TO THE BUSINESS

- INCREASE MARKET SHARE
- INCREASED FINANCIAL BACKING
- ADDITIONAL TALENT/EXPERTISE AND FACILITIES

(DAN NAILER, DATE UNKNWON)





(AI images: OpenAI ChatGPT, 2026)

PROJECT PLAN 2 AVERTISEMENT

MARKET RESEARCH

1. WHO IS BUYING OUR PRODUCT (AGE, GENDER, SOCIAL CLASS)
   - A. USE THIS INFORMATION TO TARGET OUR ADVERTS
   - B. USE THIS INFORMATION TO SEE WHO WE ARE MISSING AND WHY WE ARE NOT SELLING TO THEM
2. WHO IS BUYING OUR COMPETITORS' PRODUCTS
3. WHY ARE THEY BUYING OUR COMPETITOR'S PRODUCTS
4. WHAT CAN WE DO DIFFERENTLY TO ATTRACT MORE CUSTOMERS

Ideas	Method
Social Media presence	Hire a social media team/consultant Script and film an advert for Social media format
Branding and merchandise	Assess current branding and design merchandise
Traditional advertising	Script and make an advert for TV and Website
Pop up events/ give aways/freebies	Have events where we bring vehicles/ race drivers Acquire peoples email/phone numbers



(Williams, 2026)



(Instragram,2026)

PROJECT PLAN 2 AVERTISEMENT

EXAMPLES

WILLIAMS FORMULA 1

GIVE AWAYS
MEET THE DRIVERS
SHOWS
INTERVIEWS

POLESTAR

NO TRADITIONAL
DEALERSHIPS
POP UP EVENTS

(Polestar, 2026)







MERCHANDISE AS A BRAND AVERTISEMENT STRATEGY

MERCHANDISE STRENGTHENS FAN IDENTITY
MOTORSPORT AND PERFORMANCE BRANDS OFTEN USE MERCHANDISE TO CONNECT FANS WITH **RACING CULTURE**, EVENTS, AND ONLINE COMMUNITIES.
SUPPORT: F1'S 2025 GLOBAL FAN SURVEY REACHED **100,000+ FANS** ACROSS **186 COUNTRIES**.
(FORMULA 1, 2025)



(SCUDERIA FERRARI CLUB RIGA, 2017)

MERCHANDISE CREATES EXTRA VALUE BRANDED PRODUCTS CREATE **ADDITIONAL REVENUE**, KEEP THE BRAND VISIBLE **BETWEEN PURCHASES**, AND ENGAGE **POTENTIAL FUTURE CAR BUYERS** WHO CANNOT BUY A VEHICLE YET.



(FERRARI, 2026)

MERCHANDISE BUILDS LIFESTYLE VALUE
CAR BRANDS USE CLOTHING, ACCESSORIES, MODEL CARS, AND BRANDED GOODS TO MAKE THE BRAND VISIBLE BEYOND THE VEHICLE.

SUPPORT: HARLEY-DAVIDSON REPORTED **$216M APPAREL REVENUE** AND **$21M LICENSING REVENUE** IN 2025, SHOWING BRANDED PRODUCTS CAN **EXTEND A VEHICLE BRAND BEYOND THE CORE PRODUCT**.
(HARLEY-DAVIDSON, 2025).


(Jeep Caribbean, 2026)


(MoreBikes, 2020)

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(FERRARI, 2026)



(AI IMAGES: OPENAI CHATGPT, 2026)

KPI'S

MEMBERS SATISFACTION

REVENUE
PROFITS
COST (FIXED AND VARIABLE)
NUMBER OF UNITS PRODUCED PER WEEK

RACE OUTCOMES
TEAM MERCHANDISE SOLD
SOCIAL MEDIA INTERACTION
TEAM RELEVANCE

EMPLOY SATISFACTION
EMPLOYEE EFFICIENCY
EMPLOYEE RETENTION

MELLT PERFORMANCE GROUP

PROJECT PLAN 2 AVERTISEMENT

YEAR 1
MARKET RESEARCH
HIRE RELEVANT PEOPLE
ASSESS POSSIBLE RESTRUCTURING

YEAR 2
START TO ACTION PLAN
PUT IN PLACE THE REQUIREMENTS
RUN TEST EVENTS

YEAR 3 TO 5
MONITOR CHANGES USING KPI'S
JUST ACCORDINGLY

LEADERSHIP

RESTRUCTURING
POSITIVE CULTURE
AUTOCRATIC BUREAUCRATIC
SAVANT - FOR HIGH EXPERTISE STAFF
INTERDEPARTMENTAL



(ISEOBLUE, 2026)

PROJECT PLAN 2 AVERTISEMENT

SWOT

STRENGTHS

BUILDS BRAND AWARENESS
More people know and recognize your brand.

INCREASES SALES
Attracts new customers and drives revenue.

IMPROVES CUSTOMER LOYALTY
Builds stronger connections and repeat business.

CREATES COMPETITIVE ADVANTAGE
Helps your brand stand out from competitors.

ENHANCES BRAND VALUE
Strengthens reputation and long-term value.

WEAKNESSES

HIGH COSTS
Advertising and merchandise can be expensive.

RISK OF POOR RETURN
Campaigns or merchandise may not generate enough revenue.

BRAND DAMAGE RISK
Poor ads or low-quality merchandise can hurt your brand.

SHORT-TERM IMPACT
Results may be temporary and require ongoing investment.

INVENTORY & WASTE ISSUES
Unsold merchandise leads to waste and financial loss.

(AI IMAGES: OPENAI CHATGPT, 2026)

VISABILITY
CLEAR MESSAGE
DIFFERENTIATE
UNDERSTANDING OF CONSUMERS
INCREASED SALES
CUSTOMER LOYALTY

TEMPORARY ATTENTION
COSTLY
NO GUARANTEED OUTCOME
LONG LEAD TIMES
WASTEFUL

OPPORTUNITIES

MARKET EXPANSION
Reach new audiences and enter new markets.

DIGITAL & SOCIAL MEDIA GROWTH
Leverage online platforms to increase reach and engagement.

PRODUCT DIVERSIFICATION
Offer new merchandise to attract different customer segments.

STRONGER CUSTOMER ENGAGEMENT
Creative campaigns and branded merchandise build deeper connections.

DATA & INSIGHTS
Use analytics and feedback to improve future campaigns and products.

THREATS

INTENSE COMPETITION
Competitors may outspend you or run more effective campaigns.

CHANGING CUSTOMER PREFERENCES
Trends change quickly, reducing the impact of campaigns and merchandise.

ECONOMIC DOWNTURNS
Customers may cut back on spending during tough times.

NEGATIVE PUBLICITY
Poorly received ads or products can harm your reputation.

EXTERNAL FACTORS
Regulations, platform changes, or supply chain issues can disrupt marketing and merchandise efforts.

(AI IMAGES: OPENAI CHATGPT, 2026)

PROJECT PLAN 3 EV DEVELOPMENT
GLOBAL REGULATION



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

ZEV DIRECTION, BUT WITH FLEXIBILITY
EU / CALIFORNIA

- **EU** STILL PUSHES VEHICLE DECARBONISATION, BUT **ALLOWS LIMITED NON-FULL-EV** ROUTES AFTER 2035.
- **CALIFORNIA** REQUIRES **100% ZERO-EMISSION** NEW PASSENGER VEHICLES BY **2035**. WITH LIMITED **PHEV FLEXIBILITY**
- **PLUG-IN HYBRIDS** CAN STILL PLAY A TRANSITION ROLE.

(EUROPEAN COMMISSION, N.D.); (CARB, 2022)

MOVING TOWARD FULL ZEV
UK / CANADA / NORWAY

UK: **80%** OF NEW CARS **ZEV** BY **2030**, RISING TO **100%** BY **2035**.
CANADA: **100%** NEW LIGHT-DUTY **ZERO-EMISSION** SALES BY **2035**.
NORWAY: ALL **NEW CARS** TARGETED AS **ZERO-EMISSION** FROM **2025**.
(UK DFT, 2024); (GOVERNMENT OF CANADA, 2025); (NORWEGIAN EV ASSOCIATION, N.D.)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

ICE pressure rising
JAPAN / INDIA / CHINA

JAPAN TARGETS **100% ELECTRIFIED** NEW PASSENGER CAR SALES BY **2035**. INCLUDING **BEVS**, **PHEVS** AND **FCEVS**
INDIA IS TIGHTENING REAL-WORLD EMISSIONS RULES.
CHINA STRONGLY SUPPORTS **NEW ENERGY VEHICLES**, INCLUDING **BEVS** AND **PLUG-IN HYBRIDS**.
(METI, 2024); (ARAI, N.D.); (ICCT, 2018)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

PROJECT PLAN 3 EV DEVELOPMENT

WHY SKIP HYBRID



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

COMPETITORS ARE GOING ELECTRIC

MAJOR OEMS BEV TARGETS:

- **VOLKSWAGEN**: **70% BEV** SALES IN EUROPE
- **BMW**: **50%** FULLY ELECTRIC SALES
- **STELLANTIS**: **100%** BEV SALES IN EUROPE

CUSTOMER BARRIERS ARE REDUCING

- PUBLIC **CHARGING POINTS GREW** OVER **30%** IN **2024**
- **FAST CHARGING** AND **LONGER RANGE** REDUCE RANGE ANXIETY

(VOLKSWAGEN GROUP,2021); (BMW GROUP, 2021); (STELLANTIS, 2022); (IEA, 2025)

BEV GROWTH IS STRONGER

- BEVS FORECAST TO **LEAD EV GROWTH**
- GLOBALDATA FORECASTS BEVS TO GROW AT **25% CAGR**
- BEVS EXPECTED TO REACH **24.4M UNITS** BY **2027**

(GLOBALDATA,2022)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

KEY POINT:

BEVS OFFER STRONGER LONG-TERM GROWTH, WHILE HYBRIDS ADD EXTRA R&D COST AND FACE A SHORTER PAYBACK WINDOW BEFORE 2035 DEADLINES.

HYBRID R&D PAYBACK RISK

- HYBRIDS STILL REQUIRE **ICE DEVELOPMENT**
- VEHICLE **COST SAVINGS** DEPEND ON **SCALE**
- **2035** DEADLINES **LIMIT TIME** TO RECOVER HYBRID **R&D**

(GLOBALDATA, 2022);(GLOBALDATA, 2025)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

PROJECT PLAN 3 EV DEVELOPMENT

BEST STARTING POINT FOR MELLT'S EV LINE





(AI IMAGES: OPENAI CHATGPT,AN, 2026)

(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

FAST ENTRY INTO ELECTRIC MOBILITY

WHY IT FITS:

- E-SCOOTER / SMALL EV CAN TEST ELECTRIC TECHNOLOGY
- LOWER DEVELOPMENT COST
- FASTER LAUNCH POTENTIAL

SUPPORT DATA:

ELECTRIC TWO- AND THREE-WHEELERS REACHED **10 MILLION** SALES IN **2024**, AROUND **15%** OF **GLOBAL SALES** (IEA, 2025A)

MOST SUTEBLE EV CAR LAUNCH

WHY IT FITS:

- COMPACT PREMIUM EV = LOWER-RISK ENTRY
- SMALLER BATTERY AND ENGINEERING COST
- BETTER FIT THAN LARGE SUV LAUNCH

SUPPORT DATA:

BEV PRICE GAP VERSUS ICE CARS WAS **BELOW 15%** FOR **SMALL CARS** IN **2024**, COMPARED WITH AROUND **25%** FOR **SUVS**. (IEA, 2025B)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

HIGH-MARGIN PREMIUM MARKET

WHY IT FITS:

- PREMIUM SUVS CAN BE PROFITABLE
- BUT NEED LARGER BATTERIES AND STRONGER BRAND PULL
- HIGHER COST AND HIGHER LAUNCH RISK

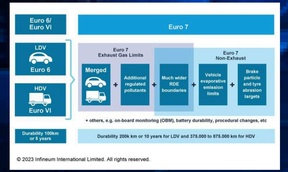
SUPPORT DATA:

PORSCHE SHOWS **SUVS** CAN SUCCEED: THE **CAYENNE** DELIVERED **102,889** UNITS IN **2024** MAKING IT PORSCHE'S BEST-SELLING MODEL. EV PORSCHE DELIVERED **82,795 MACAN EV** IN **2024**. (PORSCHE AG, 2025)



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

Regulation (Euro 7 Added)



(Source: European Commission / Infineum 2023)

The introduction of new regulations, such as the ZEV rule and the Euro 7 standard, is placing more pressure on the manufacturers. The Euro 7 standard also considers brake and tyre emissions; thus, EVs will continue to demand superior designs and greater investment. (European Council, 2024)



(SOURCE: EUROPEAN COMMISSION / INFINEUM 2023)

EV Market Growth

The UK market for EVs is rapidly expanding, with electric cars accounting for more than 20% of all cars purchased today. Thus, the shift to EVs is already underway and will continue. (SMMT, 2026)



(Source: EV Connect 2023)

Customer Demand

Customers are moving toward EVs because of cheaper operating costs and environmental concerns. This is most prevalent in urban centres and promotes future adoption of EVs. (IEA, 2023)



(Source: IEA EV Outlook concept image)

PROJECT PLAN 3 EV DEVELOPMENT

Market Leaders

(Source: 1000 Logos 2026)

(Source: 1000 Logos 2026)

(Source: 1000 Logos 2026)

Market Leaders for EVs

- The market leaders for EVs are Tesla, BYD and Volkswagen
- They benefit from scale plus software integration, giving significant cost advantages (IEA, 2023)

Insights:
MPG will be unable to compete directly on a production scale

infrastructure Gap



(Source: ChatGPT (OpenAI), 2026)

Internal Weaknesses

- Good at performance engineering due to experience with ICEs
- Weak at developing batteries and software for vehicles (McKinsey, 2023)

Insights:
The problem is not about gaining access to the market, but the capability

Business Risks

- EVs are gaining share while ICEs lose market share
- Delay will make it less competitive in future (SMMT, 2026)



(SOURCE: CHATGPT (OPENAI), 2026)

Insights:
The risk of inaction is greater than the risk of change

PROJECT PLAN 3 EV DEVELOPMENT

Phase Change Strategy



(Source: ChatGPT (OpenAI), 2026)

ACTION:
Evolve from ICE to EV slowly

WHY:
Minimizes risks financially and operationally

RESULT:
Smooth transition without loss of income

(Deloitte, 2023)

Collaboration

ACTION:
Employ collaboration and mergers

WHY:
Gain access to technology and save money

RESULT:
Quick development of EVs and low cost of production

(PwC, 2023)



(SOURCE: CHATGPT (OPENAI), 2026)

Premium Segment

ACTION:
Focus on premium segment of EVs

WHY:
Stay away from mass market segments

RESULT:
High profit margins and solid branding

(Porsche AG, 2023)



(Source: Porsche AG 2023)

Cost Efficiency



(Source: ChatGPT (OpenAI), 2026)

Sharing development expenses through partnerships is a way to decrease EV expenses and increase profit margins in the automotive department. (McKinsey, 2023)

EV Cost and Efficiency

- Reduce the cost of batteries per vehicle
- Increase the efficiency of EV development



(Source: ChatGPT (OpenAI), 2026)

The cost of the battery pack is still the dominant component in the cost structure of EVs, and lengthy product development cycles prevent timely market launches. By concentrating on cutting costs and improving development efficiency, Mellt can better adapt to market demands.

(McKinsey, 2023; IEA, 2023)

Risk Management

Phase-wise implementation will minimize the risk involved and enable MPG to earn revenues from ICE cars even while switching to electric ones. (Deloitte, 2023)



(Source: ChatGPT (OpenAI), 2026)

Timeline

Partnerships & R&D

Year 1

EV launch

Year 3

scale production

Year 5

Industry Proof

PROOF:

Toyota + Subaru → shared EV platform

VW → fast EV rollout

Porsche → premium EV success

(Source: 1000 Logos 2026)

Final Outcome

With this strategy, MPG can move from a traditional ICE-focused company to a competitive EV performance brand with long-term growth potential.

MPG EV Development Approach :-
A new EV platform will be developed using Digital Twin technology to reduce development time.
The company will adopt a fleet-first strategy, targeting the UK fleet market.
The Motorsport division will act as an R&D hub, enabling tech-transfer of thermal management and energy recovery systems.
The MPG Academy will support the retraining of engineers in high-voltage systems.

Key Performance Target :-
Achieve 28–33% EV sales by the end of 2026.
Avoid regulatory penalties and ensure compliance.
Support the transition towards a high performance EV focused brand identity.

Supply Chain and Risk :-
EV production is highly dependent on rare earth materials, creating supply risks due to global concentration.
MPG will implement a Mine-to-Magnet strategy to secure supply continuity.
Introduction of Battery Passport requirements for regulatory compliance and traceability.

MAKING OF AN EV VEHICLE

EV VEHICLE STRATEGY (MPG ELECTRIFICATION PIVOT)

Why EV Transition is Necessary :-
The UK ZEV mandate requires 33% of new vehicle sales to be zero-emission by 2026.
Failure to meet this target results in a £15,000 penalty per non-compliant vehicle.
This creates a direct financial and regulatory risk for MPG's current ICE heavy model.

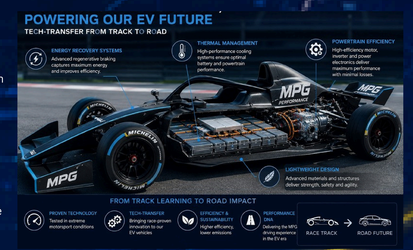
Key Technology Focus :-
Battery systems and energy efficiency optimisation
Development of Software Defined Vehicle (SDV) architecture
Integration of power electronics and control systems
Lightweight design to maintain high performance characteristics

Energy Recovery Systems
Advanced regenerative braking captures energy and improves overall efficiency.

Thermal Management
High-performance cooling systems ensure optimal battery and powertrain performance.

Powertrain Efficiency
High efficiency motor, inverter and power electronics deliver maximum performance with minimal losses.

Lightweight Design
Advanced materials and structural design improve strength, safety and vehicle agility



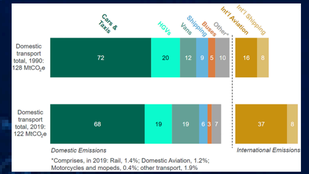
Motorsport Tech-Transfer to EV Systems
(AI images: OpenAI ChatGPT ,Ar, 2026)

The Regulatory Threat

UK ZEV Mandate: 33% of all new sales must be EV in 2026

The Penalty: £15,000 fine per car if we fail .

Compliance: This is a non-negotiable threat to our survival



UK ZEV Mandate Policy Graph

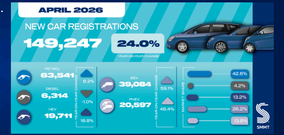
n.d. Image retrieved from Googleusercontent.

MARKET SURVIVAL (THE FLEET PIVOT)

Fleet Dominance: 61.2% of UK registrations are now Fleet/Business .

Private Retail: High interest rates have frozen private EV demand .

The Strategy: Focus on salary sacrifice to hit our targets.



SMMT 2026 Fleet vs Retail Chart

2026. Apr-26 car registrations social graphic

Financial Impact

Revenue Protection: Avoiding fines preserves our "Cash Cow" motorcycle profits .

Goal: Achieve 33% mix by Q4 2026 .

Benefit: Secure market share against low-cost entrants.



Penalty vs Profit Illustration

(AI images: OpenAI ChatGPT ,Ar, 2026)

The Talent Gap

Knowledge Chasm: We lack software-defined vehicle (SDV) skills .

The Fix: The MPG Academy is retraining 50 ICE engineers .

Outcome: Keeping our best talent while upgrading their tech.

DIGITAL TRANSITION (THE "SHIFT-LEFT" STRATEGY)

Digital Twin Tech

Virtual R&D: We use Digital Twin labs to prototype code, not metal .

Speed: This cuts the 4-year design cycle in half .

Validation: Test 90% of software before the car is built.



Synopsys SDV Software Dashboard

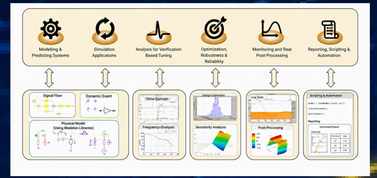
China Automotive Tech Day 2025 – Tom De Schutter, SVP, Synopsys.

"Shift-Left" Results

Hours, not Weeks: Rapid bug fixing in a virtual environment

Warranty: Lower post-sale risk via better software .

Launch: Faster time to market for the new EV.



Ansys Twin Builder | Create and Deploy Digital Twin Models

Ansys, n.d. Ansys Twin Builder.

The Resource Trap

China Monopoly: 90% of rare-earth magnets are controlled by China .

Materials: Neodymium and Dysprosium are critical for EV power .

Risk: High-impact and high-risk on the Kraljic Matrix.

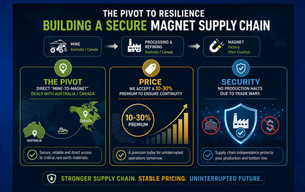
SUPPLY CHAIN (THE "MINE-TO-MAGNET" PIVOT)

Resilience Strategy

The Pivot: Direct "Mine-to-Magnet" deals with Australia/Canada .

Price: We accept a 10-30% premium to ensure continuity .

Security: No production halts due to trade wars.



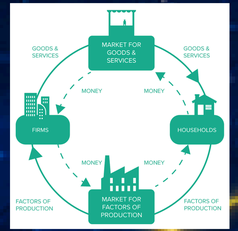
(AI images: OpenAI ChatGPT ,Ar, 2026)

Circular Economy

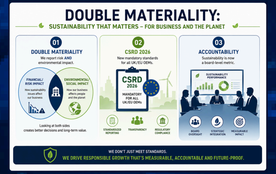
Recycling: Pilot program to recover metals from motorcycles .

Waste: Reducing financial impact of rising raw material costs .

Goal: A closed-loop supply chain by 2030



The circular economy in detail | Ellen MacArthur Foundation



(AI images: OpenAI ChatGPT ,Ar, 2026)

Reporting Standards

Double Materiality: We report risk AND environmental impact .

CSRD 2026: New mandatory standards for all UK/EU OEMs .

Accountability: Sustainability is now a board-level metric.

ESG & Governance (Double Materiality)

Financial Risk

Stranded Assets: Protecting profit as petrol becomes obsolete .

Carbon Tax: Identifying exposure to future emissions costs .

Brand Value: Moving from "ICE-heavy" to "Tech Leader".



(AI images: OpenAI ChatGPT ,Ar, 2026)

Impact & Traceability

Battery Passports: Full traceability of all minerals .

Ethics: Ensuring rare-earths are mined without human rights risks .

Sponsors: Transparent ESG wins high-value tech sponsors.

PARTNERSHIP OPTIONS YEAR PLAN

YEAR 1

ESTABLISH MERGER WITH ALTERNATE COMPANY

- REDUCE COSTS

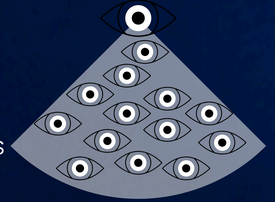


(CHATGPT, 2026)



(CHATGPT, 2026)

- APPLY ADDITIONAL EXPOSURE



- INTRODUCE HIGHER QUALITY COMPONENTS

YEAR 3

INTRODUCE LONG TERM MERGER

- CAN BUILD ICONIC BRAND RELATIONSHIP



(Sports Khabri, 2024)

- INTRODUCE LONG TERM BENEFIT

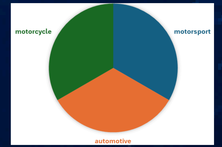


(Pixlerz, 2026)

YEAR 5

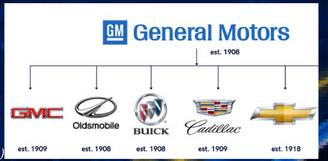
EXPAND MERGER OUTSIDE OF MOTORSPORT

- BRING IMPROVEMENT TO AREAS OUTSIDE OF MOTORSPORT



(The engineeringity, 2021)

- CAN RESULT IN AN INCREASE IN PROFITS



PARTNERSHIP STRATERGY

TO MEET KPI'S

MOTORSPORT PARTNERSHIP

- QUICK FINCNCIAL BACKING
- APPLY MOTORSPORT EXPERIENCE
- INDUSTRY EQUIPMENT/ TECHNOLOGY

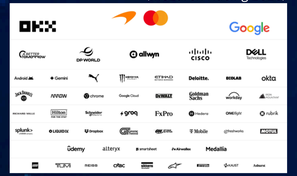
PURPOSE:

- TEST BRAND FIT AND COOPERATION AT LIMITED RISK
- CAN UNDERSTAND HOW THE BUSINESS OPERATE

EXAMPLES:

- FREQUENT IN MOTORSPORT, WITH TEAMS AGREEING TO FINANCIAL AND NON FINANCIAL AGREEMENTS TO BENEFIT THE TEAM

(McLaren Racing 2026)



JOINT DEVELOPMENT PROJECT

- CO-DEVELOP TECHNOLOGY, PERFORMANCE PARTS, SOFTWEAR OF FUTURE EV

PURPOSE:

- BUILDS TRUST BETWEEN COMPANIES
- CAN SHOW CASE ABILITIES OF BOTH COMPANIES

EXAMPLES:

TOYOTA–BMW ARE JOINTLY DEVELOPING A 3RD-GENERATION FUEL-CELL SYSTEM, WITH BMW PLANNING A MASS-PRODUCED FCEV LAUNCH IN 2028.
(TOYOTA MOTOR CORPORATION, 2024)

STRATEGIC ALLIANCE / CROSS-SHAREHOLDING PARTNERSHIP

- COMPANIES WERE FINANCIALLY LINKED THROUGH SHARE OWNERSHIP

PURPOSE:

- SHARE ENGINEERING, PLATFORMS, MANUFACTURING AND PURCHASING
- KEEP BOTH COMPANIES LEGALLY SEPARATE
- BUILD DEEPER COOPERATION THAN A NORMAL JOINT PROJECT

EXAMPLES:

RENAULT–NISSAN BEGAN IN 1999 WHEN RENAULT BOUGHT A 36.8% STAKE IN NISSAN FOR $3.5BN, LATER EVOLVING INTO A BALANCED 15% / 15% CROSS-SHAREHOLDING STRUCTURE IN 2023.
(NISSAN MOTOR CORPORATION, 2001)

FULL MERGER/ ACQUISITION

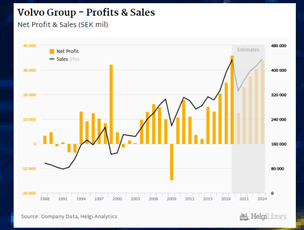
- COMBINE COMPANIES THROUGH OWNERSHIP

PURPOSE:

- GIVES DEEPER CONTROL BUT HAS THE HIGH LEVELS OF
  - COST
  - COMPLEXITY
  - LOSS OF INDIPENDENCE

EXAMPLE:

- GEELY BOUGHT VOLVO FOR $1.8BN



(automobile 2025)

Lower risk — **Moderate risk** — **Higher risk**

Mercades Ben - Chrysler failed merger

- Mercades bought 92% of chrysler

Poor comunication and transparency in the deal

- Dispute about the merger being of equal amounts



(Jack Nicholaisen, 2024)

Large financial loss for both parties

Mercades:

- Sold the chrystler division in 2007 for $6billion ($30 million loss)

Chrysler:

- The disagreement resulted in a loss of 1.5 billion for chrystler
- 13,000 employees lay off
- Chrysler filed for bankrupty in 2009

PARTNERSHIP WHAT MAKES A STRONG MERGER

- Strategic alignmnet
- Financial health
- Cultural fit
- Cost/revenue change
- Operation fit
- Market impact (create competitve advantages)

(M&A community, 2024)

Strategic alignment	■ Does the merger align with our company's long-term goals and strategy? ■ How will this merger enhance our competitive advantage?
Financial health	■ Can we afford this merger, and what is the expected return on investment? ■ How will the merger impact our balance sheet, cash flow, and profitability? ■ Are there hidden costs in terms of integration, restructuring, or regulatory compliance?
Cultural fit	■ Do the two companies share similar cultures and values? ■ What challenges might arise during the integration of teams and organizational processes? ■ How can employee morale and productivity be potentially affected?
Synergy potential	■ What are the potential cost synergies? ■ Are there revenue synergies? ■ How quickly can we achieve these synergies?
Operational fit	■ Are the business models of both companies compatible? ■ Will there be significant challenges in integrating IT systems or operational processes? ■ Can our current infrastructure support the additional operations?
Market impact and competition	■ How will the merger affect our position in the market? ■ Will we gain access to new markets, customers, or products? ■ Could this merger trigger antitrust or regulatory concerns?
Risk assessment	■ What are the main risks associated with this merger (regulatory, operational, cultural)? ■ Do we have a plan for addressing potential challenges? ■ How do we ensure business continuity during and after the merger?

Renault & Nissan merger

- Generated 4.3 billion euros in 2015
- With an estimated revenue of 5.5 billion euors in 2018



(Nissan motor corportation, 2026)

Colaboration on projects between business

- Reduced cost
- The development of new technologies is expected to make major savings moving forwards
- Use of same components between renault and nissan vehicles



(AI IMAGES: OPENAI CHATGPT,ANT, 2026)

Strategic Partner Options for Mellt

Illustrative partner options by capability area

Partner type	Example partners	Strategic fit
EV platform / software partner	BYD, Xiaomi	Combines EV manufacturing capability with smart-car software, connected cockpit systems, and consumer technology branding.
Battery / supply-chain partner	CATL, BYD	Improves battery sourcing, reduces production risk, and supports better cost efficiency and vehicle range.
Performance EV partner	Rimac	Supports a halo performance EV or motorsport EV programme, strengthening innovation and brand image.
Motorcycle EV partner	Gogoro	Provides electric two-wheel expertise and helps Mellt enter the urban mobility market faster.
ICE / hybrid vehicle partner	Mazda, Geely	Supports cleaner ICE or hybrid technology while Mellt transitions toward a more EV-focused product portfolio.

(AI IMAGES: OPENAI CHATGPT ,AN, 2026)

POTENTIAL PARTNERS FOR MELLIT

EV PLATFORM / SOFTWARE PARTNER

EXAMPLE PARTNER: XIAOMI

PARTNER NEED:
TECHNOLOGY-LED EV COMPANY WITH STRONG SOFTWARE AND CONNECTED-CAR CAPABILITY.

WHY XIAOMI FITS:
SMART ECOSYSTEM, APP INTEGRATION, CONNECTED SERVICES AND DIGITAL CUSTOMER FEATURES.

STRATEGIC BENEFIT:
HELPS MELLT COMPETE ON TECHNOLOGY AND USER EXPERIENCE WHILE FOCUSING ON CHASSIS DESIGN.
(XIAOMI, 2024)

(LOGOS-WORLD,N.D.)

BATTERY / SUPPLY CHAIN PARTNER

EXAMPLE PARTNER: CATL

PARTNER NEED:
BATTERY SPECIALIST WITH SCALE, ADVANCED CELL TECHNOLOGY AND SUPPLY-CHAIN CAPABILITY.

WHY CATL FITS:
SUPPORTS BATTERY SOURCING, RANGE IMPROVEMENT AND PRODUCTION RELIABILITY.

STRATEGIC BENEFIT:
REDUCES BATTERY RISK, ONE OF THE BIGGEST BARRIERS TO EV PRODUCTION.
(GLOBALDATA, 2025)

(ELLEN MACARTHUR FOUNDATION, N.D.)

Advertisment Plan

Advertisment is applicable to all business

Range of advertisment methods are applicable:

- Social media
- branding and merchandising
- traditional advertisment
- pop up events/ give aways/ freebies

Use of advertisement to promote other areas of the business:

- Business merger
- New Ev vehicle addition

PLAN SUMMARY

Merger Plan

- Increase exposure and reputation
- Increase financial situation
- Use newer technology
- Use of new individuals with alternate experience
- Use outside of just motorsport

Motorsport partnership

Implement long term deal

Expand outside of motorsport

BElectric vehicle Plan

- Focus on developing a new EV vehicle to meet future regulations and customer demand.
- Use MPG's motorsport experience to improve EV performance, battery efficiency and lightweight design.
- Work with EV, battery and software partners to reduce costs and speed up development.
- Start with a lower-risk premium compact EV before expanding into more models.
- This will help Mellt avoid emission penalties, protect profits and build a strong electric performance brand.

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