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A pivot for Germany

CxO survey

May, 2025

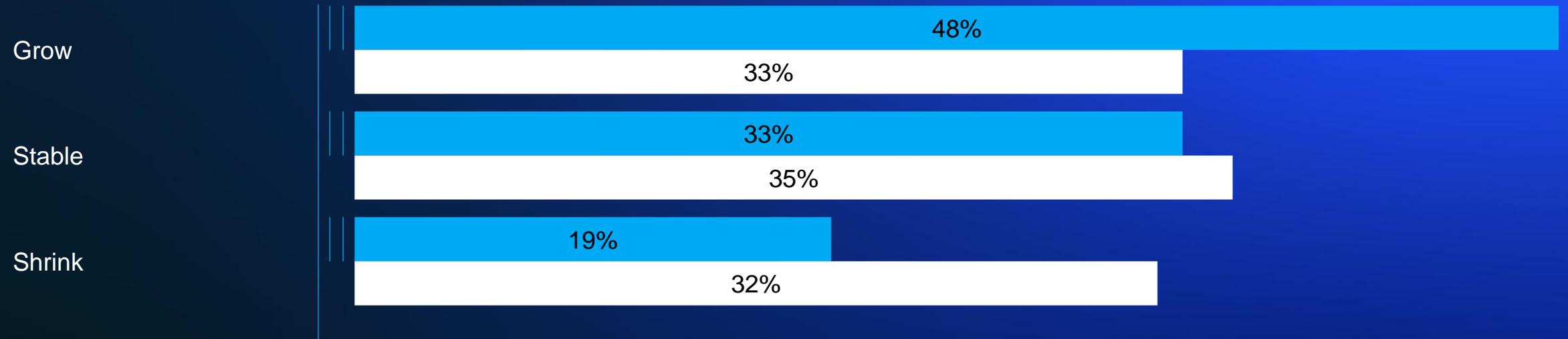
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Expanding presence in Germany: Half of companies anticipate growth in their German footprint within 5 years

CxO survey Mid-April to Mid-May, 2025

■ Survey 2025 ■ Survey 2024



In Germany, CxOs are more optimistic about achieving a pivot to growth and forecast stronger domestic growth

Prioritizing core business growth: CxOs are more frequently targeting investments in Germany, compared to the previous year

More investments in... Less investments in... Change vs. 2024

Allocation of investments



Local markets are gaining more importance for CxOs

Future regions for global trade: Intensified connections with Europe, the United States, and Asia-Pacific

CxO survey Mid-April to Mid-May, 2025

3 to 5-years outlook: Where companies plan to intensify trade, people and data flows

Europe (EU plus UK, Switzerland, Norway)

58%

United States

42%

Asia Pacific excl. China

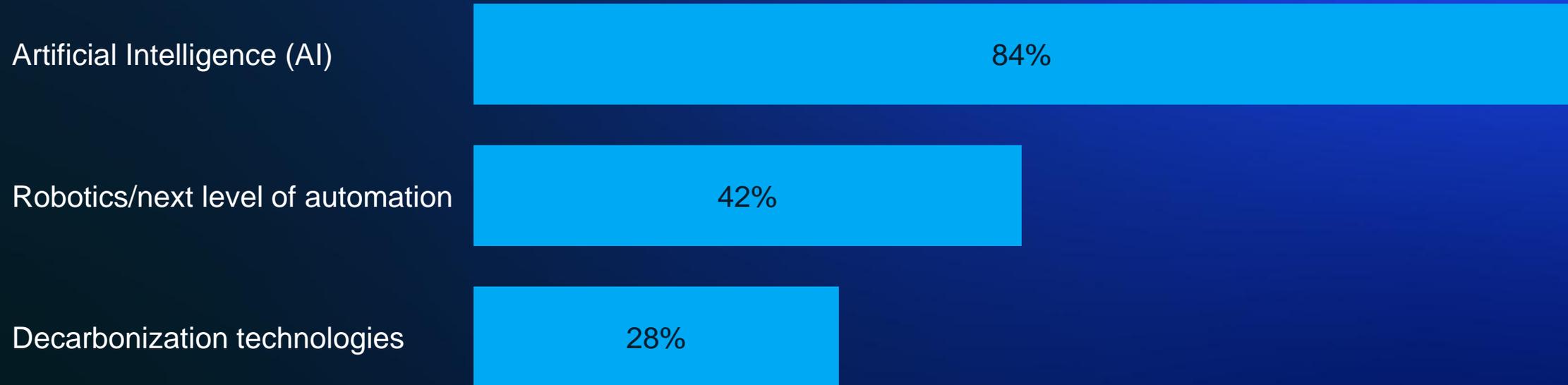
37%

Geopolitical shifts can accelerate a global rebalancing to both mitigate headwinds and identify opportunities for growth

AI, robotics, and decarbonization: Key drivers of future innovation and growth

CxO survey Mid-April to Mid-May, 2025

Key technologies for innovation and growth



A shift to innovative technologies offers CxOs new growth potential

Driving productivity: Digitalization, organizational efficiency, and scaling as top priorities

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Main levers for increasing (labor) productivity



Digitization and AI is the most important lever for CxOs to boost productivity

Unlocking local investments: Talent regulations, innovation support, and competitive energy prices as key enablers

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   Change vs. 2024

Ranking: Factors supporting increased investment in Germany

Sorted by average ranking

-  **1** **Talent:** Increased flexicurity and simplified labor market regulation
-  **3** **2** **Innovation:** Introduction of a public procurement system geared towards strategic technology development. Partial investment of future defense spending in fields that can also be used for non-military purposes (e.g., drones, lasers, satellite surveillance, new materials)
-  **3** **3** **Energy:** Gas and electricity prices in line with those in the US and China (approximately half of current prices)
-  **3** **4** **Trade/Supply Chains:** Secured long-term access to essential materials
-  **3** **5** **Competition Policy:** Simplified consolidation processes. Strengthening European players in strategically critical sectors

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Potential future-oriented investment areas for Germany

Compatibility with circumstances in Germany, percent

