

APPENDIX

Appendix A: Demographical information of the participants

1. Name: Laurent Brault

Gender: Male

Company: Faurecia

Nationality: French

Role: 4.0 Facilities lead / CBU director

2. Name: Juliette Arav

Gender: Female

Company: Audi

Nationality: French

Role: Audi Transformation plan project manager

3. Name: Pierre Loing

Gender: Male

Company: Nissan

Nationality: French

Role: Global Vice President Product Strategy & Planning

4. Name: Jacky Delorme

Gender: Male

Company: MG

Nationality: French

Role: Responsable des Ventes aux Entreprises

5. Name: Fatima Zahra

Gender: Female

Company: Ford

Nationality: Moroccan

Role: Purchasing analyst

6. Name: Cornel Olendraru

Gender: Male

Company: Renault

Nationality: French

Role: VP Performance and APW

7. Name: Tamas Kovacic

Gender: Male

Company: Opel

Nationality: Hungarian

Role: Regional sales manager

8. Name: Abhishek Malik

Gender: Male

Company: Nissan

Nationality: Indian

Role: Product marketing coordinator

9. Name: Carolina Ortega

Gender: Female

Company: Nissan

Nationality: Colombian

Role: Human resources manager

10. Name: Yousra

Gender: Female

Company: Ford

Nationality: Moroccan

Role: Sales management

Appendix B: Transcripts of interviews

The interviews were conducted in English through different platforms.

1. Laurent Brault

- How long have you been working in the automotive sector and why do you like working at it?

I have been working more than 14 years in topics related to clear mobility for Europe, in areas such as business acquisitions, development and mass production. I have always liked the automotive industry and I really like to work in this industry because it is changing all the time and it is possible to learn so many things, of course apart from my passion about cars since I was young. When you go in the automotive industry, it is important to think in which one you would like to go, and in my opinion if I have to decide which one I would like to go, I will definitely go to the environment one, the environment protection, green energy, security environment, all of this areas have pretty large development possibilities and all of them are related with sustainability in the automotive sector. It is my opinion, it is what I see every day, large possibilities of improvement and pretty open market. I would say that now it is quite complicated to avoid environmental issues and topics.

- Is sustainability important for the automotive industry? why?

You will always have cars in the business. I am 55 now and I always see cars until my last breath. Cars will not disappear then considering this, which technologies in cars and the environment, will make the job interesting. It also comes to the previous point that I mention regarding environment and green energy. Now when we hire some engineers, people that have good sensitivity about green energy, hydrogen, solar energy because it is what is necessary to focus at the moment. I do believe that if you would like to focus on hydrogen, solar energy, energy saving, is very important because now a moment what we are facing in the world is unpredictable and now people that have knowledge in energy saving are leading the rest and it is necessary to understand what is this term making reference. It is possible to find energy savings for the car but also for the industry, factories, and cities. All of this can be seen as a new world, exactly as the pandemic, before Covid it was one world and now after Covid it is another one. We are leaving something really different.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

Yes, of course, because you will still need this type of technical environment, there is no business industry that avoids environmental aspects and it is linked with the performance.

- How do you see the future of the automotive industry in terms of sustainability?

I do not see much change to the automotive industry, what is going to change are the components for the engine, for the power, for the energy. I think that the parts that are going to change the most are engine and power. In the car, people's interaction has changed so much. Nowadays, they now listen to the radio by internet, they have 4G and 5G connection, so all these communication tools will change as well and also the way that they are powered. Cars will always be in the market, at least in the north of Europe people will not use bicycles or motorbikes to go to the office. The automotive world will not change much.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

In my opinion, I do believe that 80% of people when they buy a car, they do not care much about the engine, they care if it is expensive for the insurance, they are worried also about the color and the equipment but that is all. If the engine is using different systems for the pollution, people do not care much about that. What people know is hydrogen and electricity but not more than that. So when people buy a car, they might think this is a full electric one but they don't care about the specific features of the engine. For all the people that are related with manufacturing and the industrial part, all of them know that batteries are more expensive than engines. We all know that batteries cost more CO₂ than engine manufacturing.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

Companies are doing their best efforts in order to become more sustainable with the different initiatives that they have but of course it is necessary to go beyond and see sustainability in every single part of the company, from the manufacturing process until the product is done

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

In my personal experience in Faurecia, it is a company that focuses a lot on sustainability and I would say the CO2 impact for the future. All the companies are working now to become CO2 balanced by 2030-2035. So what we do is use wood to warm the offices, we have solar energy panels, we are reusing rainy drops. All the energy is being tried to be recovered and reused. This is what the big companies are working on. I personally spent a lot of time on this at my office. In the office it is necessary also to measure all of this.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

I will not buy an electric car, If I buy an electric car, I would buy a small one for shorts trips because they have low consumption but if I need to go far away and that is what

happen to me if I want to go to visit my family, going long distances with electric cars will take longer because it is necessary to charge it very often and it will double the time while travelling. Considering the French lifestyle is not appropriate for full electric consumption, all people will still have diesel engines and maybe a second car or hybrids. But in my personal opinion I would prefer to buy a motorbike before than an electric car.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

Yes, they are concerned about it because these cars have high performance, high comfort, so people may pay more, so big companies such as Mercedes Benz and BMW it is a really important topic, not for companies such Ferrari or Lamborghini because in my personal opinion they are not doing so much for sustainability, only to be okay with the regulations in terms of the environment that were set in Europe but that is it. But Benz, BMW, Audi, Porsche are more involved in sustainability changes and it becomes an element that will increase the price of the car but usually people that purchase these cars has enough budget to pay more for it.

- As a personal opinion, would you buy an electric luxury car?

Personally, I would not buy a luxury electric car because I consider that the experience provided by the engine of a luxury car cannot be replaced with an electric battery.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

It is necessary to consider where most of the products come from, related to the raw material that is used for producing cars and consider replacements of the components that have been used through the process.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

Yes, they will affect offer and demand, but in fact there is another topic that is important that is regulation. Every company needs to present some figures of sustainability. Companies have started to produce all electric cars or at least hybrids because they have to pass the global regulation, because it is on average by system, not by car. CAFE is the regulation for sustainability and companies need to be good on CAFE and this is the main reason why they sell more and more hybrid cars. Regulations move more companies than the same consumption.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

Electric cars could provide the same performance as a normal car, but also it is necessary to think on the experience that the car will provide and it is not the same so, probably the performance of the car can be the same one but the experience that a normal Ferrari or any other luxury car is going to change considerably.

2. Juliette Arav

- How long have you been working in the automotive sector and why do you like working at it?

I have worked 15 years in the automotive industry, I have worked 11 of those in purchasing and then 3 in finance and a year ago I was working in human resources, now my expertise is in project management. We work with a team that is in charge of different projects. Cars have been in my life since very little, I used to play with cars when I was a kid and not with Barbies. It's really kind of the passion for the product and also for driving. When I was teenager, I kind of spent a lot of time seeing garages, looking inside the hood of a car.

- Is sustainability important for the automotive industry? why?

I think the topic of sustainability and the effects it has in an industry like mine, that is the car industry, is something which became very present in the last year. But they, you know, when I was a kid and wanting to be a car driver, Formula 1 driver, or whatever, we didn't, these topics were not on the table. And, therefore, they were also not in my personal values, you know, I didn't really realize the whole topic of sustainability. Really went through and got some impact in society. And I would say in the last 15 to 10 years, and definitely, much more present from the last five years on a personal level on company strategy level, it's, of course, different. And I would say it's, I came to a

personal internal revolution, let's say how I handle my values, personal values in the sense of sustainability, in regards to my job and working in a car in an industry, which basically is said to pollute. And this has been quite a challenge the last few years. But then there's two ways you can do things, you know, you're I've been the ship and say, Well, you know, they suck and they pollute, and I don't want to be part of it. That's or you stay on board and you try to fight the storm in the right way. So I kind of gave myself a personal target, to say, I want to see how the company really changes from this perspective. Okay and I'm fighting for this within the company and in my daily job.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

Yes. Doesn't mean that we are being successful, or efficient, in working more sustainably. Okay, but I'll just give you a short different example that you understand, but it's just more my expertise, the topic of China. You know, I'm a China expert. That's why I can explain this through this example. Okay. Since the beginning of 2000, China has been ruling the world of the current industry without the current industry knowing this, okay, don't like we invested back in the 80s and early 90s. And we were like, Oh, you have poor Chinese. We're going to show them how to produce cars, which was really the behavior that all car makers had when coming to China. What happened is, it became very important to everybody to be in the Chinese market in early 2000. BT

when they joined me to and to foster for this, I think it was 2004. In reality, it wasn't because as a Chinese expert and someone working for the Chinese market until 2018, I can tell you that every day was the fight to make sure that the needs of the Chinese market were taken into account. And so now jumping back to the topic of sustainability, I think it's a little bit the same. I remember the first time I heard the word sustainability in the work situation, I heard it in German, which is a very long possible word pronounced. so I remember trying to, like split the word to try to understand what focuses and, and not understanding. And so the first time in a work context that I faced, the topic sustainability was in 2008, or 2009. It definitely started to make a change, I would say eight to the last eight to five years.

- How do you see the future of the automotive industry in terms of sustainability?

In terms of sustainability, we have a strategy to have a co2 Zero production level by 2030 or 2035. But it is important to develop this topic in every single part of the company because You know, if you interview one of the employees who work on the production line, yeah, probably the topic is still very far to them. I think it's very clear, it's not just about your wish, as a company, what you want to do, or from your supervisory board, it's kind of very much it's a topic, which is also very much regulated. Okay, from the end. So in our case, the European governments, so, of course, this will always take a bigger and stronger, you know, position within how the group works. I mean, I'm overdoing it a little bit, but I think in a few years, if you're not capable of producing sustainable things, you know, that you have a sustainable system, from the

beginning to the end, you know, like, from planning a car, about a car, to how to recycle a battery from an E car, you might not even be allowed to produce anymore. You know, like, of course, I've never heard this yet in the press. It's not something that surprises me anymore.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

Sustainability has become a common topic for buyers but it also depends of the generation that you target because not everyone is looking for the same purposes, old school buyers still think much more about the sensation and the performance while younger consumers tend to focus more also on the impact that it brings to the planet now that they are more aware about the present situation of the environment

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

In the Volkswagen Group, we had a situation where we had to go from the diesel gate, which was a very painful mistake, which led to a very painful review process of who we are as a company. And part of that process. So we were really, this, I really suggest your kind of look into some press articles from what happened after the hurricane. So not the Diesel gate itself, because everybody had off. But what happened after because we were kind of checked. We were in court for this. He gave us implementations

required and hardly required requirements on how we could improve ourselves as a company, okay. And this was not technical stuff, like, Okay, you have to produce good diesel cars. It was a cultural problem in your company as a strategic problem. I think the topic within this process, the topic of sustained sustainability, and that actually, this company, has no future if it doesn't think green while defining its new strategy.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

I have some examples about what Audi is doing, which is cute and sustainable and environmentally friendly, such as we have green, you know, over factories in Germany, at least the two that we have in Germany, we have green roofs, you know, like, well, you have basically a garden on the roof instead of having nothing, okay. It keeps a building cooler, so you don't need so much air conditioning. We have created our own Virtual World. So we have our TVs. Because it's been a big topic in Germany the last two years like, oh my god, we're losing all our bees. And without the bees, there's no way to kind of keep going. they need to have a job in FIFO, let's say. So we did. This is like small, cute actions that we're taking, where we're like, okay, we need to think differently and so on.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

Don't quote me on that one, but I am not pro e cars. They are very, I mean, the Audi e cars are very cool cars to drive. So from the car, from the driving performance, and driving experience, I mean, every brand and definitely Audi as well, we make a great job. Okay. But I'm against e cars, and especially e cars on the German market. The electricity comes from coal. Okay. For me? Oh, really, super thing. This is my first problem. And my second problem is what I said before, we don't really have a solution on how to recycle batteries. Yeah, that's true. Okay, and you don't, we're not talking about a watch battery here. When it comes to cycles, we're talking about something which weighs several 100 kilos, and takes about a space. . And this is I follow a Trend magazine from China kind of gives really cool information what's going on in China, because China is always right now so much faster than the rest of the world and a combination, I forgot the name but a Chinese company invented a system, which basically allows you to change the battery of your car. As if you would take your car to you know, just for a checkup, you know, okay, you are in and leave your keys and 30 minutes later you drive up with new batteries. Okay. Okay. So of course, from the customer perspective, very cool, you know, very customer oriented, but from a sustainable perspective. Why are cars so often? And where are these batteries going?

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

I think it is. If you look, I mean, I'm going to talk about Audi but also Porsche, which is in the group. If you had asked me the same question, even five years ago, I would probably have answered differently. The same thing that I would never have believed that Porsche would one day build an E car. Okay. Think about the performance and often the performance of the car is linked to the noise that you hear coming out of its when you're driving it. And also I think the customers have changed, not in the people themselves, but in what they wish. The whole topic of Sustainability and Environment has not convinced everyone that we need to do things differently. But it has made quite a big change over the last few years. And a guy who's a Porsche fan 20 years ago, is I mean, it's a brand which really has loyal customers.

- As a personal opinion, would you buy an electric luxury car?

I don't like E cars as I mentioned before so I would not buy one even if it is luxury or standard. The topic of owning a car, this is maybe not really the focus for what you're working on. But it's also important in the sense of sustainability. You know, I was part of a generation, I mean, I'm just about 40 years old, I'm not that old. When I turned 18, the focus point for me was getting my driving license so that I can drive my own car, okay. And it was a sense of freedom and a sense of, yeah, basically was in one word, it was freedom. And if you look at the generation who's turning 18 Today, of course, freedom is important, but they define freedom differently than I did 20 years ago, and they don't need to own a car. And these guys will turn 30 and will turn 40. And if they still have these values, they will not want to buy an Audi for themselves, because they

see mobility in a different way. And this was, I think, the biggest challenge for all car industry brands, but differently for them. Maybe not luxury, but premium segment, because the premium segment we'll also is also facing the situation

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

The products they provide right now are more linked to private ownership. Okay, so how did they handle that? Because that's also linked to sustainability, if people don't want to own a car, they say, Oh, I only need two days a week. Why should I own it's not good for the environment, it's not sustainable. And this is also a reaction we have to have in our strategy in our portfolio strategy, basically sustainability.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

Yes, as I mentioned before it could directly impact the desire of the customers and even open their minds to see beyond just the fact of buying a car but also the different repercussions that it can bring.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

It's and this is so we can handle performance and sustainability if you define e cars as a sustainable product. Okay, I believe, if you look really into the long term, this will still not be that far, and I don't think anybody's that far right now in the industry. The E car, the development of the E car and the car, Arielle, is just 20 years old. Okay. I think if we have this talk in 20 years, we're going to be working on totally different kinds of products. But certainly in terms of speed and acceleration an E car can do as much as a standard engine car.

3. Pierre Loing

- How long have you been working in the automotive sector and why do you like working at it?

I have been involved with the automotive sector for a really long time and am very interested in automotive. So I also studied by myself, the way a car is made, the way it works, etc. I love to work in this sector because it is what has been passionate about me since I was a kid.

- Is sustainability important for the automotive industry? why?

There are two factors. One is sustainability, which goes at the moment through electrification, because that's the only solution at least in the short and midterm hydrogen band in probably the other one, but that will come later on because there are still technical challenges. And the other one is obviously the connectivity that vehicles

have now to us, because that's the way people live. So there's no reason why you should be connected in a train or in a plane but not in a car.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

I think it's more important now. If you ask young agents, I mean, of course, my generation is what matters. I mean, you. We consider the car as a means of transportation and for the most passionate transportation and excitement, etc. There's the younger generations that generation Z and people, your generation, I'm talking generalities maybe not you. They're more about bonding experiences with friends, automotive remains an extraordinary instrument of freedom. But performance etc. First, you can do it less and less on open roads, and second is less and less something that you younger customers are interested in. What I'm saying is you need to be of course, you need to be safe, you need to be pleasant to drive. But okay. There is very, there is not a lot of value to extreme performance like there used to be unless you're talking about a very specific task.

- How do you see the future of the automotive industry in terms of sustainability?

Men and women have wanted to move, and the Automotive is an extraordinary instrument to move. So, of course, mobility will remain a fundamental need for man, there are in mature markets, of course, the rate of owning a vehicle is quite high. So

you're talking those that are mature markets, you're talking replacement markets, but in a lot of emerging markets. I mean, owning a car is still an extraordinary way to access freedom to access your personal space to move around with your family, although there still a bright future for the automotive business

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

I don't think so, to be honest. Sustainability for us is important. But the answer to your question earlier for customers, I don't think customers today anyway, most customers do not take this into account. But they have X ranking of companies. And in the future, my guess is that if you're designated as a non compliant or not a good citizen in sustainability, your customers will choose somebody else. So that's simple

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

I cannot say for everyone, but we certainly do more than enough. It's an extraordinary change that we do. At every level emission, obviously, again, an electric car, there is zero co2 that is emitted when you drive, which is fantastic. But that's not enough.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

I can mention some things that Nissan is doing now a moment, the way we manufacture vehicles, the way we produce the electricity for our factories, the way we use water based paints, for example, and there's a lot of focus, which is put on again, limiting the damage to the environment and being more and more sustainable. In our company the person in charge of CES sustainability is just one level below of Boris is the CEO directly.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

There is not I mean, I'm sorry to say but there is not an end game. Of course, electric cars have improved significantly mobility because they emit zero CO₂, zero emission, in fact, CO₂ or anything else. But they need to be and they will become more and more efficient, they will become better and better in terms of production, with less and less CO₂ impact during the production during the usage, they are already zero emission. They would, I mean, there are a lot of discussions right now, about the impact there. There is also the electricity that you consume to power your electric car. If you're in France, this electricity is 80% nuclear, which is again zero, you can have an opinion on nuclear, but it's zero CO₂. If you're in Poland, it's 80% coal. So, of course the electricity

in Poland is not as sustainable to use your term as it is in France, but this will come as well. There is pressure now in Poland to go away from coal operated power plants.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

The first criteria by customer GTR is and now Nissan Z or those cars or Ferraris or Lamborghinis etc. Having said that, in the future this is important. The integral is the locally reconnecting Obviously the primary factor for customers to buy sports cars or premium cars is performance. And so today, whether it's a GTR, the Ferrari or Lamborghini, they're all powered by conventional engines, gasoline engines, but in the future, I mean, electric motors are also capable of extraordinary performance. So in the future, you can completely imagine that those cars will become electric or electrified. And the performance will be as good if not better.

- As a personal opinion, would you buy an electric luxury car?

I'm fortunate enough to be in this industry so that I don't have to buy cars on our plane. So. Okay, okay. My job. I changed cars almost every week. Okay, but yes, of course. I don't know if you've ever driven an electric car, but it's really nice. Electric cars are really super fun to drive acceleration is very strong, because an electric motor as a lot of torque at immediately, whereas a gasoline engine as talk so but you need to rev up

you need to go high in in rpm, where whereas for that with an electric motor, the car will accelerate right from the start very strongly.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

we have a brand, which is called infinity, which we sell in China, and in the US, which is our premium brand. But as a company, whether you're a car company, or if you do toasters or anything, you have customer expectations, which is what you need to start with, okay? And customer expectation is not necessarily the type of engine or whatever, they are expecting certain performance, certain features, and are ready to put a value to this and pay. Once you've identified this, you try to deliver the best balance of what the customer expects, at the most competitive cost. And if you do this, you're going to make money because you can price at a certain value that the customer is ready to pay. And sustainability in this is a way to go forward. It's not I don't think that sustainability, as I said before, is the primary objective from the customer point of view, it is from the company, because that's the only way to continue to do business. Okay, so that's it. If the customer is not ready to pay for sustainability, the customer expects that you're sustainable.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

it will affect offering, demand, of course, because I mean, you can, it's not easy to be sustainable. So it will affect the offer, in fact, because some companies may not be able to find a way to be sustainable and still be profitable, okay? Nothing to be sustainable. If you don't make money, you won't be sustainable very long.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

More than a relationship, I would say that it is possible to have fantastic performance and also be sustainable at the same time as I mentioned before. The future of the automotive industry is completely related to sustainability and companies that do not follow this path will fall behind.

4. Jacky Delorme

- How long have you been working in the automotive sector and why do you like working at it?

So at first it was within Europe, I've worked with them for 12 years, and I've made my way through the organization. Starting by the operations, center, move to the revenue management, have moved to the distribution management, logistics, and then I move to the fifth the purchases on the optimization of the fetal, okay. I've moved to hertz; I was the fifth director for the French market. Then I moved to vote finish, VP, which is

an online broker site mainly for closes today. But at the time, I was in charge of the mobility, mobility offerings such as short term rental or selling some boats, some scooters as well. Then I moved to London. For two years, I've been key account manager at the European level for the shorter metal customers. So we're selling two-euro CAD systems each for European needs. Then for four years I have been working still within Europe, but for the few counts for the large companies, which are offering a company care program to the employees. Okay. Then I moved to Jaguar Land Rover, three and a half years, international Key Account Manager. So working for even larger companies at a global level, such as Nestle center of those kinds of companies. I joined MG in December 2020. So it's going to be treated equally. Pretty soon, I would say, Okay. On within, within mg, I'm short of all of the b2b activities meaning that it's starting to allow us all to start what we call the residual value service. Okay, so the company's saying that your car is worth 10 today and is going to be worth seven in three years' time for instance. Okay. I mean, shadows, the long term rental companies such as, as well as each other the short term rental companies to like add some New Yorker for instance, and also a shot of the cucumbers for the French market locally for the activities within our dealerships. I honestly like so much what I learned. The best part is meeting people, okay. For instance, this morning, I had a face to face negotiation meeting with a prospect, okay. I want to turn to a customer that will turn into a customer anyway. This is really the part that I mostly like, it's live, you are taking a risk and a chance at the same time.

- Is sustainability important for the automotive industry? why?

I'm quite convinced that is not the magical solution for environmental problems. Although it was also very much convenient, sharing France was not an easy meal and a good solution. So, I see that every user has different needs. And the best solution is to find what is going to meet those needs. Driving a huge SUV all day long, when you are by yourself in the car makes no sense. driving an electric car makes no sense today, if you are driving 50 or 60,000 kilometers a year because you are a sales guy and you spend all day long on the road. So it has to be an approach which is tailor made for each user basically.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

Nowadays, for the companies within the automotive sector sustainability has become a topic that is necessary to consider. In my opinion at this moment it is not considered as important as other areas such as performance or craftsmanship but it will become even more important in the following years.

- How do you see the future of the automotive industry in terms of sustainability?

It's quite difficult to respond to this one if we see the growth of each share its major use but then if you turn it so it's potential market specific as well. If you look at what

Norway has done, Norway has decided that they wanted to get out of the intervention of internal combustion engine cars and they've done it with a very, very high fiscal pressure on consumers. So today, you have basically no choice because you have a tax, which is so huge that it doesn't make any sense. For US markets today the vast majority of Council is they have no they have no national car manufacturer. Okay, look at Germany or France, we have some national, very powerful car manufacturers, which also have the employment magic club in their hands. They can also always raise it saying okay, you want us to turn in 3d. Okay, that's fine. But be careful because when I produce a nickel, I don't need as many people as I do. Okay, so short of a permit engine car, okay, because I don't need an engine it's much easier, it's much simpler to produce.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

Well in today's world we are looking for pricing. That is yes. Looking into their ethics, no one except one, except for no one has ever asked me. What was the future impact of producing and shipping the costs? Which should be a question you should be of interest to anyone, when they're looking for what is the autonomy of the car? What is the price? What is the warranty period? Because I am always afraid that the battery is going to come. So those are topics for discussion today. Clearly, I can see from my, on my day to day decisions. The way it works today is that people are turning to EVs

because they have in France 6000 euros of punch incentives. So it doesn't mean they're going to do it, they're going to use it for the good news. Many people are still today buying some hybrid cars, because they are okay without ever charging the cars because it's not what they want to do.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

Companies are trying to make their best efforts in order to become sustainable, however, there is a long way to go to become completely sustainable because there are many things that still need to be changed. Especially with the fact that electric cars and batteries might be considered a temporary solution but it is necessary to go deep on the process of manufacturing a battery and their life cycle.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

I don't have enough insight information from China because of our presence in China, which is not the best place to have some transparency, I would say. Today, I am pretty confident they are. We measure that way. But I have no concrete information about the sustainable practices of our company there.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

I liked them a lot. It's quiet, it's comfortable. It's relaxing, it's safer, because you have to drive a saucer to protect the autonomy of the car. So I'm totally convinced about your interest. No doubt about it. What I don't know is because today's utilities are, let's say, between four 405 100 kilometers for the mainstream cows. Okay, some good moves beyond that, because they are much more expensive as well. What I don't know, you said, is there going to be any? Any I don't know, an engineering solution that is going to turn me into the devil in two, three or five years' time? I don't know. Okay. Because that would be a game changer. On what I don't know, how much other technology is going to give looking at it now that hydrogen has many qualities as well. Except it has one major issue, which is the distribution of the hydrogen, which is very costly, and very dangerous as well. Okay. So today's focus is solely, nearly solely on that, I believe, and I anticipate there's going to be more technologies in the coming years to offer more choices as well.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

Yes, of course, it is necessary to start to shift and basically because of the different measures that have been created in order to control the pollution and generate a good impact, they will have to shift in a certain moment to a complete sustainable business

model. They have no choice because of regulation. In Europe, you have a regulation Caffe. Which, actually, I actually started like, two years ago, something like that. Okay. So basically, the European Commission has looked at the average initial level of any car manufacturer, okay, this has become a starting point. For any company building more than one, what was its 140 1000 cars a year, something like that, okay. There is a limit of 120 grams on average per year. Okay, then, if the car sold exceeds this value, then you have a penalty. Okay? Which is like whatever is your time, the cost of all time, the difference between 1.0 and your actual missions, so it's huge. It's billions, but it's very clean billions. Okay. So this is also why so many OEMs manufacturers are producing or selling because I've been charged.

- As a personal opinion, would you buy an electric luxury car?

As I mentioned before, I really liked electric cars so I certainly would buy one. Of course if the budget is not a problem, I would definitely buy one of those.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

Well, what is clear is that within the core values of topics, such as, for instance, within the core values, the exclusivity was a pro, okay. There is a design, there is the fact that it's so personalized, that it's your own kind of governance. But there is also the amazing quality of the engine. Yes, today, it's one of the very core values of those brands. Today, I would say already, today, they are moving to Hybrid Hybrid derivatives, okay. That's

when you have an every car, you still have the benefit of the V, eight of the VCs, whatever the cause, you can still use it as the quiet way of the hybrid. Limited, I would say the amount of electrified kilometers that you're going to be driving, but you can still enjoy a very nice choice is going to be a game changer. So what is going to be the interest of having a car which is okay, the design is going to be the best? Yes, it's going to be still very exclusive, because the engine is going to be exactly the same as the other ones. So you will have the same engine basically, in the factories. This is going to be an issue for sure for those customers.

5. Fatima Zahra

- How long have you been working in the automotive sector and why do you like working at it?

Well, Because I got my engineering diploma in July 2019 I started my first in August 2019. At first I started as logistics okay. That was really challenging, you know, really stressful domain and you have to deal with dates and timelines, you sometimes can be challenging and the domain where you can actually learn much I've learned I will expect the best fit as a supply chain runner in customer service and I was mainly doing all what is related to the customer expedition make sure that I deliver the right quantity in the right time. And then I got to be a customer service coordinator within another company. The most you have heard about Magna international it's a company which is basically doing mirrors and dating but normally mirrors, Magna mirrors. So back in Magna, I had to do with the whole supply chain procurement of raw material and components. And then the planning of production

and then the finishing. Magna actually was a new plant in Morocco. And that's nothing new but for the mural it was new, because there is another one for sitting in front here. Second one is infinity for the mirror. And been like two years. Two years. Yeah. It was like, why were there Corona? Corona time. We had to have a lack of resources, of course. And we had to deal with the big projects, huge, huge amounts of money. Okay, so that was really challenging. But I got to learn more, I got to, you know, have general vision and general logic for the supply chain. And before and after I started supplies. But then I got the opportunity to join forces, which was a really great opportunity for me to be within OEM as far as profit as a structure, and yeah, that was what I was willing for me to join.

- Is sustainability important for the automotive industry? why?

Well, I think it's better to take care because of course, if I there will be no sustainability or at least being interested in be sure that the job you are doing or the position you are in or the domain you are working in, will not be taking place after a few years maybe the whole a whole industry not only automotive, but the different for example, beverage, beverage industry or food industry, cosmetics as well. I mean, if I was to bring people up that's our patient care and they will actually not be interested that will be the whole domain. And when I say brains, the poor people who are impacting the April when I say people should be people in terms of people or factories, the big factories, Octopus factories, I would say that are impacting the world will not be interested in that. So far so good, that that will not

be sustained in the future, there will be no opportunity there will be there will be no world at the end, neither to living working or to just hanging. Sustainability is a topic that be important for not only for the most people who are impacting it impacting the world but also for everyone, just a small, small act of responsibility of interest, that would be helping I do it to do it, and others will, of course, stand up. Moreover, Delta's beach will be having a person. So for me, it's important, you have to take care of it to look for ways to produce laptops, to enzyme things out of the book, find new processes and new innovative ways to gain.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

As of now, to be honest, I still know exactly the same level. But I thought that it is very definitely being developed, which means, especially after the phone, they have started to look into that deeper. And they have started to think about that in a more serious way. And as I said, informed they started, for example, to see how they can develop new, new strategies, to better to, to have less impact. Because I think they've been more aware about how the work it's been. It's been a degraded or worse position, because of men, and the importance of keeping our work in a good place to be able to live in and still keep doing what we do. So I think, being more serious now, but I don't think as much as you know, productivity and performance, but for sure, they're taking it more, more, more and more seriously.

- How do you see the future of the automotive industry in terms of sustainability?

In my opinion, I see the companies taking this topic much more seriously, also because of the different regulations that have been implemented, but also because companies have realised the impact that they have towards the planet and if they do not change in several aspects, it will be really harmful for the environment.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

Yeah, talking about, for example, OEM. Now, I see that they have traffic, for example, to maybe look for other ways to make them you know, the, the bad gases, latch, and they started also to look for hybrid engines to maybe decrease the use of gasoline, for example. But that's for OEMs. And if I would say firstly, I would say 50% of their cars that are replying to that, and that are confirming to that. hybrid engines and other things. But for the final customer, I mean, someone who's looking to buy a car, knows for sure that that's not that's not the criteria. I think people are more into Okay, the prices are what they can afford.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

As I mentioned before, They have started to do more and more. It will never be enough if we talk about sustainability but surely they are doing more than before.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

Actually, I used to be in between because I say for electric cars, I mean, to use electric energy, just to produce electric energy, you have an impact on the environment. And if you aren't going to make, for example, that general for all vehicles, maybe that would be worse, but maybe you need to produce more. You need to have more insects. And I don't see, when I, when I was doing research, I couldn't find something for sure. Like, what does it cost in terms of environment? Or is it as bad as if you're using gasoline cars with no specific numbers or something that would be a base for you to do the comparison. Okay, the alternative and substitution if using electric cars, but not to use electric cars, it means production of electricity means more impact, it means many, many things and maybe would be worse. Maybe I think that we should be encouraging public transportation to invest more in public transportation to make them better, to make them affordable, to make them easier and make them reachable to many places. I mean, people at the end, they are starting to make their life easier and easier. And if the public portion for public transportation will guarantee that nobody will want to wake up at 7am and start driving, they would rather be in a metro for example, or on the bus, getting good conditions. And they know that they are saying that they will go where they want. Good, maybe take a nap in between and right to work, for example, or whatever. So I think maybe if we increase public transportation, and yeah, and encourage people to really not use cars, just when they need it, that would be a solution that will reduce that pollution. But that will work differently.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

I didn't have a look at the luxury cars for example, at four because we were working with the passenger cars and branded trucks. But I think in general, I was for example, in Harshman and it was a cable company, but we were producing tables for normal cars and there was a stigma which was dedicated to luxury cars. That's a tiny segment, it was the whole story. Because it was first separated from the other production line, it was cleaner and it had glass that was going all around the production line. Other machinery they were not using the regular machinery that we used to see in other people. People who were working there were carefully chosen and selected and the product was bigger and there were some products there that she's using the goal okay. And to make for example, the convention is in good quality. So, I think for luxury cars, no, they are not taking they are not taking into account the sustainability topic as much as they do for the other because I see it from from the process of production from the raw material that They are using there were raw materials that are specific just for that segment, the product was were was more expensive okay. And even if they are not producing at that much tables, if they are producing 10,000 For example 10,000 People from a one kind of a car, maybe they would produce it, they would be producing 1000 from the luxury car, and even death. It was expensive, the time process was different, how they were maintaining the production area that was on a high scale of quality of cleanliness, or whatever comes to your mind. Okay. I don't think that they are. Okay, maybe but not as much as the others.

- As a personal opinion, would you buy an electric luxury car?

If I had to choose whether to buy a gasoline car or an electric car, I certainly would go for the electric car, because in my personal opinion I honestly think that it is important to support the initiatives of the companies because they are trying to shift their business model and these efforts are valuable to appreciate. but if I do not need it I would not buy any car and now I just need my car to go from my home to my work place, if I have to do any other thing, I usually go on foot.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

Well, First of all, they have to think about the concept first, if it is really needed. Because cars are made for mobility, not for any other reason. Luxury cars are usually bought for rich people and politicians, it is necessary to really think about the function that luxury cars bring and if it is worth it to produce this kind of cars.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

I do not think so because generally for luxury, I think people will buy this type of cars regardless how much it cost to get it, they usually ask for what they want in relation with features, so I think they already have several things in which they focus more so sustainability will not affect anything unless it change other feature.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

Actually I do not think so, because being sustainable is not only related to what you do for the environment, it is also related to the extraction of raw materials or different components. At the end, they will need alternative parts. But the performance is not much related.

6. Cornel

- How long have you been working in the automotive sector and why do you like working at it?

I have been working in the automotive sector for several years, about 8 years. I really like the industry because it is changing all the time and I never get tired of learning new things.

- Is sustainability important for the automotive industry? why?

Yes, it is important. I mean, it's, it's an agenda that is not how can I say, written by the automotive industry is written by the politics, if I can say, and this is something that the customers or the market is asking isn't important. It's a bit strange, because not so many companies that somehow push sustainability before the market. But don't get me wrong. I'm not saying it's not important. But what I'm saying is that the automotive companies are not so good at promoting this. Okay, so me their average, let's say, let's put it like this. So there were more that came like a constraint. Okay, then, I really like an opportunity.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

For sure, in the next few years, it will be the most important thing. Okay. But now sorry, but at the present moment, it is as important as performance for example. It is somehow, to me, more important to prove that Tesla, that is a new company, has a capitalization that is 10 times all the next 10 companies, okay. And Tesla is nothing else than electrical vehicles. Okay, there's nobody talking about the performance of Tesla, when we're factoring craftsmen, whatever so on they are talking just by the fact that an electric car is answering to a big, big, big concern of people. Okay, not all people, but some of them and that is, so the market and the capitals are answering to this compared with all the other companies Yeah, so you know, Tesla has a capitalization of around 1000 I think billion. Okay, the next company to do that it has 100 Just to give you the scale, which was Toyota is of course is the biggest car manufacturer in a way Yeah, but Tesla is there just because they have this they promote sustainability.

- How do you see the future of the automotive industry in terms of sustainability?

As I said, short term is the key, okay. Short term is the key. For long term or medium term. They have to solve some equations, some constraints. Now. Generally, there are two constraints here, one is the bad 3d technology and this is related also with the goal to make a battery that is longer, longer range. Okay. But to me here, that's one thing just to not forget. And the second thing is the infrastructure. Okay. The manufacturer part is now infrastructure, okay. Which means the charging stations and the capacity to go fast and so on. Yeah. So both today are not solved. That is going to be basically for the long term. For Medium, I would say yeah. Because we are getting closer to the, to the limits, I have an electric car and I see, I started to see people queuing, you know, the charging stations and

these charging stations are mostly private initiatives, not very much state funded states are coming with this. But I don't see any car manufacturer funding this, okay, or pushing into this. Okay. So that's, that's very, very tricky, in a way and I think the car manufacturer will have big problems somehow to find the right partnerships to develop this, okay, instead of developing themselves. So, if I go back to the batteries, I think one of the main errors that they are making today is that they try somehow to develop each of them into a battery, which is a big, big error to me. They should go to companies that know how to make batteries. You know, it's like taking the petrol car, yes. Is like the rental or is investing in profit Aries, or oil lands. Okay, understand? It makes no sense. I mean, this is the job of Chevron Exxon total, you name it, okay. It's not the job of her car manufacturer. So when you do the battery, of course you have initially you might have a competitive advantage. But long term, people will need a battery that can change. I don't care if it's a battery produced by vata, Duracell, whatever, what I want is today to buy a battery that is 200 miles. Tomorrow I buy a battery that is 400 miles, I will pay a bit more. And I change it to just the same standard, you know, and I go, and I think that the companies that will be able to solve this, they will have a huge advantage.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

Not sure. Because the market is completely distorted by the public incentives. Just to clarify. So, today, when you buy an electric car, you get 5000, 10,000, whatever, depending on the country. Yeah. Well, she's 20% of the car. That is, you know, you have something from the public, from the government. So it's not a real free market, it's very much pushed

into this, when this will go out, then you will have some clarity. But having said this, it's also the problem that the government is taking the decision to completely reduce turmeric engines, okay. So again, it is a constraint. It's not a free market.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

There's a lot of cash to be burned. What that means is a lot of need to really make a battery. Okay to make a trigger factory. So basically, they need much more of a budget to do it. And to make the equivalent of, you know, batteries, and, and so on, it takes a lot, a lot of cash. So that's one side, let's say with the actual technology, then the actual technology is not good enough, okay. And I said about the range integrity. So you need to invest also in research to make better technology. Now, we don't know exactly what the companies are doing for this. But in general, they tend somehow to outsource this. And that's a good thing, because they tend to go to companies that produce the cells for the battery, and then the companies, they just assemble the cells but definitely this will be a company that does have cash, a lot of cash, they will have an advantage, okay.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

I think all the companies somehow now have the strategy to go electric. You make everybody look aligned, it is not the difference. The other thing that you've seen, I know who said they'd be more there, maybe there are some others is that they go into this for the consumer economy. Okay. Which means they take cars, they retrofit people to get on the

market. They assemble, they take the materials, reuse it, and so on. Okay. And this is also something good. You know, it's a proper answer, also to say, is there another way of making sustainable things?

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

it depends what you're looking for. For example, we use our car just to make the short distances from distances in the city, which means that we have a car that has a range of 100 miles. Okay, that's more and we go to the kids as a school and back, things like this. And we don't do 5060 kilometers a day. Okay. And that is, okay. It's just normal plugs. Nothing special. It's perfect.. There's nothing else. So, this is what I call a medium range mobility, okay. Yeah. Which can go fully electric, this has to go fully electrical. And you have made the right at all. For the car owners, I think this type of movement, it's for sure 70% Maybe of the usage of a car. Which means that there is a huge potential here. Now, the main problem is that when people buy a car, they have in mind also this long term distance, okay. And long term is not sold. Okay, today, so he's very anxious to go with your car above the range. Beyond the range. So, you know, I think some companies will be more successful when they will propose alternatives to this.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

Yeah, no, well, it depends. I mean, look at the Tesla. Yes, that's not luxury, but not far. They are answering that the policy is a nice design course for different cars. Of course, it's

getting you, you get an image in a bit of respect when you drive a Tesla. If you're a sophisticated person and you also get something that you don't get in other cars, which is speed acceleration, the more specific acceleration, you got three seconds, boom, it's faster. You need a Ferrari for this. And not all the Ferraris are able to do that. So there's one thing so yeah, in a way, you know, it is they can attack very easily. The luxury segment because they have at least two components that are good for luxury. One is the port. We have this kind of a second silence. Okay, it's when I take a luxury car, if it's not silent. It's not really a luxury car. Yeah. Okay. Noise is very important below. So you can go with that. Now, the other is, I'm talking more for the company, the sports cars, yes, you can say also luxury, like Ferrari, Aston Martin, whatever, they'll have a big problem, because what are they selling? They're also selling the engine noise, then the noise that's so literal Viton, whatever. It's a nice noise. They have people very skilled and so on to make this wonderful noise. So we have a problem. Well, the experience also includes noise. So I mean, the speed and acceleration you will get in a non-electric car. No doubt about it. It's possible to have the same experience. Absolutely. So there are some areas where they can attack the luxury segment, but there are other ones that are different. And it will be very difficult for me to go to this you know, sports car and things like this. So the generation will change. And yeah, there will be maybe but that will be that will take time. I don't have an idea how they will be able to sell a Ferrari without visual knowledge.

- As a personal opinion, would you buy an electric luxury car?

I would not buy one because I love noise and big engines especially if we are talking about luxury cars.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

they have to like those kinds of companies and have to start to think in a way to attack sustainability. Because if they cannot sell like we because like I on my thoughts like I was I had a question if like It wouldn't be possible. I'll do three cars but like a Ferrari, Lamborghini will solve the electric ones. Like I don't know if they can do it. But what I've seen as the closest one is the Porsche or the E Tron without that kind of luxury and they are electric. So they're kind of initiatives. But I don't know if Lamborghini can start to make electric cars too. Porsche is that the frontier? If I can say yeah. And yeah, they were very, very quick on the market for this kind of proposal than the electric car and I think it was good for them. In a way because, yeah, again, they go with the shape they go with other things related to the Porsche. Yes. I would say that today. Porsche is more wanting to identify a Porsche by the shape. Yes. Then by the noise and the engine. Yeah. So luckily, they can play a bit with that. Ferrari, they will have all the time or not very nice design, but when you look at the Ferrari cars, they have something maybe not in common, but something particular that they are different. The common element, somehow, is the engine.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

Well, if they start to focus a lot on sustainability, and they start to change that might affect their offer and demand, like, people that are really looking for sport cars, because they love the experience and things like that, we will still buy luxury cars such as Ferrari if they don't make noise. For example, I wouldn't buy one. You know, it's, they, they want to have

something, you know, we're sort of prestige and respect related with a car like, you know, more like fun cars or something like this and very practical.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

Performance, it is possible to achieve the same performance of an engine car without an electric car. There's no difference, okay. So, the only thing is the range with a battery and so on. And of course the cost, okay? Because electric cars are more expensive, right? Still 20%, 50% More because there's a battery, but again, new technology will come with a battery and more volume will come so costs to go down will only go down. Okay. So I think that this will be solved and I think those range also.

7. Tamas

- How long have you been working in the automotive sector and why do you like working at it?

My original studies are that I am an electrical engineer, okay. So, this is what I did, I am Hungarian. And I did it in Hungary after I made the management studies in France, so, by seeing this bullet buddy, and I decided as well as you said, I was very clear for me that I want to go to the automotive industry, even as I said to it was always to keep some other lines as well. So, I studied either finance or automotive. Finally, I went for automotive, which I did after my and I went back to Hungary, and it was the time when the socialist system went to the market, economic and French companies and others trying to build their own subsidiaries, etc. So I was hired very quickly, in Peschel, which began to launch here

in Hungary, the NSE, or national sales company. I had the opportunity very young to become a commercial director, even if I didn't have too much experience, but I succeeded in getting this position. And with the MD, the managing director came from France, he asked me to build this activity. So I became the commercial director of Hungary for visual and driving a lot of activities, which covers a lot of areas to give you a couple of them at the end of the product portfolio pricing strategy. But obviously, I swear to build the dealer network to define what will be the network strategy, how many dealers do you have? What are the conditions to let them enter and after to make all the process to choose them. And after obviously, order management says commercial management monthly targets etc. So it's a really wide activity. And obviously, I didn't do it at all, I had the support from the headquarter from Paris, but so I had to build a team and build a team. So maybe we'll have some questions about this. But so I was a commercial manager, driving beside what I said to even the training, the communication, public relations, etc. So I did this for a couple of years. And I had the opportunity as well after to do the same to launch some visual NSC. After Hungary, I did it as well. In Mexico, as I said to you, I spent three years there to almost scratch the visual Mexican subsidiary. Once again, a very different context. And after I went to a certain country, it was Russia, where I did as well know all these countries, I was responsible, as I said, for CES, marketing, dealer network development, these were the key points. After that I left Peugeot and I went back to Hungary for private reasons. And, I joined General Motors, you know, General Motors, I mean, from Columbia, you know, they are very big companies serving the automotive industry. And they had their regional office in Budapest, in Hungary. They were covering all the region from the north beginning in Poland and going down in Eastern Europe. And the Balkans, and on the

eastern side, covering Russia, Ukraine, Kazakhstan, all the former Soviet Union countries, so very wide, wide area. They hired me because I had this international culture, and as well a lot of experience in business management. I finally took the Hungarian NSC, and I was responsible for apparel brands and maybe you heard about that as well from shuffle Chevy. And I mean, this brand was a little bit falling down, they were very strong and after getting served fours etc. So I had a new strategy in order to develop the brands and in the country, the apparel and Chevrolet. And what is interesting are two things in the position that first of all, I had to manage the crisis because when I took over a seminar as a managing director for Hungary, we had the previous crisis in 2010. With the financial crisis, you remember maybe let studies about so when I mean, first of all, the market dropped by 70%. So a huge drop remained, only 30% level watchmen that dealers were absolutely having issues on financing their activity and all the stuff they had, they could not sell to anybody, but was the same case for my manufacturing mother company because you know, General Motors at the time was at bankruptcy. So I had to manage all the crises inside my company to reduce headcount to sell out stocks as well to handle the dealer network bankruptcies and to take care of customers. So, all that crisis management is a very huge learning and at the end, I succeed to take the number one position with our brand. So, in the very difficult situation, I defined a strategy with a lot to get ahead. And, to conclude, after that, I was invited to the German headquarter of Opel General Motors at the time in Frankfurt. I was still living in Frankfurt, where I had a first position in business management for the executive sales director. So, I was living in Gaza sales operations, target definitions for the entire Europe for each country and driving with the country's managing directors all the processes after I was leading business unit, the use car business unit and at the end from

now on, I am regional director working for driving a couple of countries inside Europe. And I mean, my objectives are always financials to bring profitability, but as well to generate the necessary market share and customer satisfaction and brand image.

- Is sustainability important for the automotive industry? why?

I mean, there are two very different views. First of all, you need to separate what is how to say nicely, companies who are only trying to create fog and saying that they are they are having sustainable business and the true changers, I mean, you can see in many industries, companies who are saying that for each in a very, very, very extreme way for each unit of petrol sold or each co2, they are they are planting trees, you know, there are a lot of companies saying that banks or or airliners or whatever. And in many cases, when you try to grasp a little bit you understand that there is nothing behind what is really making a better future for our planet and for our generation. Because for me sustainability really not work is really something that if you take a look, really I mean, I made a lot of assessment strategic analysis. And if you take a look if we would continue with, let's say combustion engines and petrol, fuel and having them arose in Latin America, or in Asia or Africa. And to get the same number of cars per inhabitant that you have in North America or Europe, I think we would be all suffocated. And I mean, I never I was never in Colombia to be honest. But I said, I spent a lot of time in Mexico and in Mexico City, I mean, you really realize that the air pollution cannot go any further on. So there is really an importance for a couple of things that I consider sustainability, first of all, you need to ensure that you put in divert have access to clean air. And this is the first thing what we need to reduce co2 emissions

first of all, secondly, we need to use materials, extract all the resources of the globe and, and maintain a possible future for future generations

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

Electric cars are limited in their performance and they are not able to replace many of us with what we have in combustion engines. For example, I am living in Frankfurt. I want to go back to my country, Hungary 1000 kilometres away. You currently I mean, if you are not buying a Tesla with the high biggest battery pack, or the biggest Mercedes who is now offering almost, let's say 800 or 900 kilometres, you are not able to make this trip you need to stop so often that I am doing that in 10 hours, you will do it in three days, maybe. Okay, you can take second thing we organised in Norway a photoshooting 300 kilometres from Oslo with a crew of video video team crew and they could not offer a minibus electric minibus what could give you for 10 people to drive a 10 People like for transit to give you an idea to bring these people to 200 300 kilometres from the from Oslo capital. So, electric cars cannot yet always offer you the solution but it's progressing it will come as you have now city buses WHAT ARE ABLE many times it's once again hydrogen that is developing, but for a city usage or short distance usage like going to go to work going cold we say I mean a daily at 150 usage on person passenger car so once again not many of us but passenger car size. It's now a solution and you are not at the end of the strikes that you see currently in Paris, for example, when they are blocking the petrol stations.

- How do you see the future of the automotive industry in terms of sustainability?

Electric cars do not mean directly that you are getting a sustainable future. Why I'm saying that is because electric cars have a huge advantage. Yes, they are not directly polluting as a usage of the car. It's absolutely true. And it's very important. Because obviously, with the petrol and diesel we are generating with each car pollution, but we are not doing clearly with electric cars. But the problem is that we are only switching that to, to the production of the energy. And then I don't know, if you analyze what the creators are the most contributors to CO₂, you check it for the globe? What is it? I mean, transportation definitely is one of the biggest, second biggest is agriculture. Okay. So if we continue to eat red meat, it is a swell contributing to the development of the animals to CO₂. Generation of electricity generation of energy, sorry. So today, it is us, a huge contributor to CO₂. And in transportation, the automotive business is making huge, huge progress using consumption first of all, for combustion engines, and after us well by turning to electric cars, but this doesn't solve yet the problem of electricity generation, okay, because it's still a huge problem. And as well as that in the batteries, you have a lot of materials, which does not exist on the earth, in enough quantity to be able to get once again 70% or 80% of our current car park in electric cars. But I can tell you that there are, I mean, for me for this season, electric cars are only a transition. For example, hydrogen cars are much more much more environmentally friendly than electric cars, even if hydrogen cars have as well as small electric cars. But hydrogen is not yet working properly with passenger cars, even if there are some South Koreans in Japanese who are trying to do it.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

I mean, until recently, Electric cars were the pleasure of the rich because it's an expensive product much more expensive than a combustion engine. Okay. Bye. But it's true that more and more people are taking into consideration their purchase, the environment, and the impact on the environment. And there is always a price tag. I mean, once again, I told you how much I love Latin America. If you go, you don't need to go to the favelas, if you go to I mean, in Eastern Europe and Latin America, the purchasing power is lower. And niche of the of the Latin American society, you know, the rich people, you know, the less rich people, if you go to the less rich part of the society who are daily workers and middle class, okay, so I'm not speaking about favelas, and you ask them, if they are interested to buy an electric car, they will see maybe, but I have no money for okay. So this is why I'm telling you your question. Yes, it is more and more part of the decision. But for that reason, the electric cars as price or a monthly fee should be much more affordable than today. And this is what you see that it's going I mean, in Norway, it's 80%. Now, it's almost all electric, Iceland, the second Sweden the second, it's not astonishing that the biggest transition to electric cars or the Netherlands is happening in two kinds of countries where you have really rich countries. And secondly, where the government is supporting or pushing the transition, like China's very heavy, heavy government policies. But it's turning. Yes, it's going everywhere, it's progressing everywhere.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

Electric cars are an important step to get rid of the combustion engines, but it's really not enough. It's not enough only to change the cars because you have planes, you have bought

ships, the container ships. What is really creating amazing co2, but I said agriculture is one of the main contributors. Electricity is constant electricity generation as well. But when you get on the gas, we are making huge progress. The OEMs often it's not driven by the car manufacturers but by government policy.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

Sustainable once again, I will open it the same because sustainable and you can see almost every company in the world, phone companies, airlines whatever come in our companies are having a Strategic Sustainability Plan and the strategy sustainability plan covers not only the product what they are selling and its usage, they are heavily working on converting the production facilities the administration, so, the entire activity of the company plus the life cycle of the product to be zero co2 emission, what does it mean? I mean it's very much more than that a lot of co2 is coming from production Okay. And you need to convert production facilities as well meaning that you will try to use solar or other kinds of energies Okay. Secondly, you have a lot of waste, what you need environmentally not friendly waste, but you need to handle the same thing when you are designing your products, you need to design them in a way that a that you are using recycled materials now, more and more companies are saying that a big part of their of of the parts of the car are prepared to be recycled, like you see, I mean, you said you spoke about Puma, Adidas, Levy's or others are saying I am proposing recycled materials, some people are saying I will not buy something what was already used by all that. But I mean, you know very well that recycling doesn't mean that you will feel that somebody has changed, but you they are as well

changing the design, this is what I'm saying. So, changing production, changing design, changing product life cycle, in order to have the product when you can recycle more and more parts, there is an obligation but as well, they are trying to recycle most or the entire product. And in this case, generate a full sustainability.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

Now, we see that electric cars, if they are affordable, give you a very good solution and a lot of advantages, because electric cars are not noisy. Electric cars run much easier than a combustion engine. They are much more simple in their technology which means that maintenance cost is much lower. So you have a lot of advantages, but they are not yet able to fully replace a lot of functions that you need for mobility.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

They promised sustainability like, in their point of view, sustainability is also really important or whether you think that looks real tomorrow, if companies think about sustainability, I mean, look, sorry. It's always about performance. Performance is not only acceleration, obviously, and maximum speed, because luxury is Royce Royce Bentley, luxurious, Koenigsegg is very inaudible and Koenigsegg, hopefully, as people speak about Ferrari, but I mean, I like Ferrari. But I mean, there are a lot of other things. So I mean, and these two things. When I speak about luxury, what is, let's say the Royce Royce Bentley

part, and let's say Koenigsegg, or McLaren, or Ferrari, I mean, what you see is that, as I said, rich people are more able to afford the big trends. And now, let's say environment friendly is now becoming high. So obviously, these manufacturers are obliged to turn us to an environmentally friendly way. And you see that they are developing electric cars.

- As a personal opinion, would you buy an electric luxury car?

At this moment, I own an electric car and I am happy with it, so if I would like to buy a luxury car I would certainly buy one electric because I already know the characteristics of an electric car and I love them.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

You have a huge advantage on electric cars in our formulation and acceleration is one of the performance elements of the sporty luxury activities. Okay, so they are interested. Secondly, I mean, it's less important maybe for maintenance, but as well for the braking, you have a much more efficient braking with electric engines. So this is why I'm splitting between two the luxury you have, the sporty luxury, where you have really performance advantages progressing on electric cars. And secondly, on the luxury, comfort side, you have the hype and the people who want to show an environmentally friendly attitude.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

People that usually buy this kind of car as I mentioned before are the one that can afford new trends so unless they have certain preferences when purchasing a car, they will not have problems with changes due to sustainability purposes.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

I personally believe that thanks to technological advances, it is possible to offer the same performance that a normal luxury car or if it is an electric one because the power that the batteries generate is as strong as an engine.

8. Abishek

- How long have you been working in the automotive sector and why do you like working at it?

For automotive, for me, it's already 10 years. For me, overall, if I have to put in a picture it is 10 years. So I started back in India, but it was more like a plant experience. So I was in manufacturing developing the actual products, but in manufacturing. So I worked for a couple of years over there. And then I came to France and now I'm into marketing and all this. So overall, it is almost 10 years. I studied engineering. So it's a specialized program, which is a four years of program for engineering, which we do in India. It's not like three or five is four years. And I did it in mechanical engineering. And then I did my masters in supply chain management and purchasing from France.

- Is sustainability important for the automotive industry? why?

So, let me put it in a very clear picture sustainability is important whether irrespective of its automotive or not automotive, we as a human being have a common goal towards sustainability, not only for us for our future generations also. And as you know, automotive is one of the biggest sectors on the planet in terms of let's say carbon emission, because we are linked directly to the, to the to the diesel and petrol engines. So, definitely we play one of the most important parts to drive this change. So sustainability is definitely important. And I personally believe in it.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

it depends on what kind of audience we are targeting, because let's put it this way. When we talk about sustainability, we cannot just generalize one upper segment on one below segment. We have all kinds of segments that means craftsmanship fit generally, so we have to cover the whole population. So you then suppose we go for a very upper class in terms of demography, let's say we are targeting the luxury brand electric car. So there's a very few percentages that can cover that part. But when you talk about sustainability, you need to start from the very bottom and you have to target the variable. So you have to cover all the aspects, all the segments, all the time of typography.

- How do you see the future of the automotive industry in terms of sustainability?

So let me put it in two different aspects. So right now we are talking about sustainability by pushing more than more Evie cars okay. But it's a personal opinion not a professional one because let's start how we manufacture a battery from the very beginning so yeah, it is

completely sustainable when it is on the road. So maintaining low carbon emission is zero is slow is not only reducing the emissions it's also reducing the noise pollution okay. There's another aspect but at the same time as I studied supply chain, I went back to the logistics back to the manufacturing. So, when we manufacture batteries, we need to know how we have to take all these iron oats like lithium is one of the more important things, such as how much carbon we are already emitting in manufacturing a battery. So from another perspective, I completely agree with all but how we are taking back the reverse logistics. So once the battery is over, you need to emit and manufacture the same battery with the same level of emission. So we have to work on clean logic. So in a way it will drastically reduce emissions and we're gonna focus on sustainability of course but we need to look at the respect that is how we are manufacturing the battery and how much emissions we are doing. Manufacturing those batteries in the picnic that we don't consider today. Okay, but that is a part of our mission. In terms of sustainability. I will give you another example of a few of the companies there. I know a company called Lincoln co even to go more into the sustainability of All the parts not only the parts that the seat covers they are using our metal fishing net okay. So the fishing net is completely biodegradable. So so there are companies as an automotive industry who are putting lots of efforts to put more and more environmental and eco friendly specs which is like leather seats and the the cover of the steering wheel which are made of this eco friendly materials so overall it's is going in the right direction it will drastically gonna reduce the noise pollution plus the emissions but at the same time we have a question to ask wrong with each other how we are manufacturing a battery and what we are doing in the beginning before the comes on the road.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

We are very generalizing this idea from the customer, being me as a customer. So if it's a young generation, I would say let me put it this way. Definitely think about sustainability. But when I have, let's put it this way, listen, an example because I'm going to have a car which is diesel, petrol and I'm going for an EVE. I have to pay, let's say 20k More for an Eevee Okay, and what is my purpose? I have to go to the office and travel. When it comes to travel, I need to charge it four or three times or two times for long runs. Then Let's do Let's do well, let's let me put it as a customer. Okay, then when I buy a car do you think I think more about sustainability? No, the first thing I will look into a car is what purchasing power I have, what I can afford? Question number one, if I'm going along with it, can I have enough infrastructure provided by the comment or on the road to do that. So, it completely depends on the demography, the trend for EVs is increasing. The trend for sustainability as a whole is increasing, the advertisement and the marketing, have been pushing as, as, as a as a company as a marketing why it is important, but as a customer, I'm not sure. And I don't agree that the market is completely ready for an Eevee. So that's why our goals don't just start from 2022. We are starting today. And it goes up to 2030. And another reason why we say 2020 is not linked to what the customer is gonna think. If you have gone through a bit on the cafe regulations, yes, yes, yes. Yeah. So it's not only us who are the car man who are going to impose more and more tight regulations. And in order to meet those regulations, we as an industry along with customers have to comply with it. So in a way we have been forced, and we don't have a choice at the end of the day. Because if

you want an ice oven even, let's say, seven, six years from now, we cannot afford it because you have to pay the cafe penalties, which is insanely high.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

Yeah definitely if you see the current infrastructure they are investing billions and billions of dollars in manufacturing the battery and if you look at the Nissan Nissan already gonna invest I think billions of pounds in the UK to manufacture a battery unit where we will want to run batteries. I think that if I remember it feels powered by solar power. So definitely, industries are doing a lot but they have to even do more not only not only from not only from the not unlike they have to do more math from the customer perspective also because right now everyone cannot afford an Eevee okay. So it's not only the manufacturing of sustainable cars that is good, yes, but they need to reduce the cost. So that there is a particular segment which is which has a limited purchasing power can afford an Eevee also, so that's why I said in the beginning, okay, you can sell a car which is 70k, but how much percentage you can so they are doing more they are investing billions of into the business to make it more sustainable so as the government but definitely we need to do more to make it sustainable to go more eco friendly materials and and definitely need to check our reverse logistics that what will happen to the battery, once it's less after eight years or 10 years, how we can make it more sustainable to do reverse logistic instead of producing a new battery every time.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

Right now, first of all, I would say they are in terms of a strategy so they are drastically like the current trend, let me put it the current trend so if you see let's put me Son as an example, they completely ban the diesel engines in their lineup, especially in Europe. As we did in Europe, I think at the same time, we're gonna follow up on the fourth data market. So let's take Europe as a leader. So, as a strategy for strategy we completely ban the diesel engines. So right now we have petrol plus EVs, and if you see our 2030 mission, it will be at 75 to 80% electrified vehicles so definite, so all PCs will gonna be completely electrified Plus, with as TVs we will gonna LCV you understand our service side, we call it the light commercial, like the vans, so we will go now it will gonna be electrified plus, of course the diesel powertrain is important in LCVs because you need more payload and more power because it carries load. But taking an example, the first strategy is to ban the diesels. Second strategy is to offer more power trains and affordable power trains and to completely electrify our lineup.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

I have a personal opinion; I love electric cars before driving it before knowing it. I have a very different perception about it. Because I was always on big engines, manual transmissions, and you know, power and all but when, when I sat nav, it's amazing. There's the experience you need to have that experience. You cannot just explain it, you need to experience it. Acceleration is amazing. Like it's an amazing acceleration and, and the quietness in the car, the quietness, you will feel in driving the quietness and the Smoothness you will have is amazing. So I am really, really in favor of EVs. Okay, like big time,

because there's something expensive, you have to take months to drive an EV. I'm not sure you want to drive an engine car again.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

That's a very different sector we're talking about here right now. And let's be very honest, because those sectors, I don't know even point 5% of the total industry volume we have, let's put it this way. And the customer who has those cars, let's put it the segment that broke the they don't care about the money at the same time. So let's say even though the government put a regulation, which is extremely tight, we say that you need to pay 2000 euros per gram of emission doesn't matter to them. Because the segment is very different, the costs are very different. And if you look at the overall contribution, let's talk about the contribution. So if you look at the overall contribution of those segments, the overall admission we have from the car industry is negligible. I don't know even his point 1% 2.2% Currently, because we sell millions of cars every year, but if you look at the segment like Ferrari and all is extremely, extremely low. So in terms of how they are evolving in terms of sustainability, I really don't have an answer on that, because I don't know what they will do to be more sustainable. But what I can tell, I don't know if you follow Nissan. What we are doing we already have racing cars, if you ever look at them you should look at these days in eSports. But it's it's an E Sports car

- As a personal opinion, would you buy an electric luxury car?

Yes, definitely as I mentioned before, I love the experience that an E car offers.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

. The motive is to be fast. And I think electrification can provide that and this is what you will want to see that you will call up. Drive and Ev. So for me, I think they can definitely move. And when there's a challenge is innovation. A few years ago if you see, we would never have imagined about the electrified Evie like few let's say before Tesla and all really came to the market. We never imagined cars or electrification and now like now you can see that the trend has completely changed over that period of time. So I don't know what they will do about it. But definitely there is a rule we adopted and everyone has to adopt it. So, when you go from a combustion engine to an Eevee engine, you are already reducing most of the mechanical components that have been used in the car and a combustion engine versus just an electric motor in the car. Okay. So if you see in commercials I don't know, you know, how the combustion engine has been manufactured. So you need to steal and cut it. So you know, it's a very long process and then you use a lot of logistics and also if you combine overall co2 emission we are using plus the co2 emission by the car itself in a per liter. So the consumption of when you consume one liter of one liter of let's say, gasoline or gas, and co2 you emit from that was what you are today is zero. So let me give you an example of Qashqai Qashqai with 1.3 liter petrol engine emits 150 gram of carbon on one liter 1.3 liter imagine a car in an engine in racing car so it's, it's a for me, it's a game changer. In terms of sustainability, definitely we right now we have carbon fibers in any sports car, which is which is Since which I know it's a bit the companies are working to make it more than more sustainable and sustainability in terms of not only the innovation but also the use of the old carbon parts and to use them so you are not go so when you see

sustainability is not only about having something new sustainability comes with reusing the parts existing Lee you have to make it a recycle and to reuse it. So sustainability is not linked to that. Okay, tomorrow you come up with a car, which is new, but made of let's say x mindset. New component which is environmental funding or sustainability is linked to definitely innovation in terms of we will use more and more eco friendly environment friendly specs and material plus proper use of the logistics which we call reverse logistics or green logistics.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

I completely agree and I will be skeptical about it because personally I think yes, it can have an impact okay, because the people who wants to go for go for those kinds of vehicle are generally love the engines love the sound sound of the sound of the engine sound of the power and they are very much into say the conventional way of like the actual mechanical engineering we call I call the sports car, real engineering. So, they definitely, definitely, if you ask me, personally, I love the Big engine system today, working in the industry, I like big engines, three litre for whatever. So for me, from a marketing perspective, definitely they will have an impact. Okay. Okay, definitely.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

Sustainability and performance has to go hand in it. Okay. It has to also, if we are making the cars more sustainable, I don't see a point if the whole car industry is moving in that direction. I don't see a point where you shouldn't perform. Let's take an example of Tesla.

Tesla is completely way more expensive than any other EVs plus having the highest market share among the car industry. So Tesla game, okay, first we were talking about let's put it this way. We were talking about okay, it's too expensive. It comes as one of the most expensive cars it offered the technology. It has maximum market share in the market. Nobody matches when it comes to the Eevee market share as this Tesla. So I see it as one of the best performance cars in a decade. I haven't seen a performance like this. Okay, so for me if the whole industry or quarter and move like this, definitely there is no I don't see an impact in a longer than they can be an impact on the shorter run, of course, but in the long run, there shouldn't be an impact. It should recover.

9. Carolina Ortega

- How long have you been working in the automotive sector and why do you like working at it?

I have been working in the sector for 9 years and what I like the most about working in a company like Nissan is the opportunity that we have of testing and driving the vehicles before anyone else in the market.

- Is sustainability important for the automotive industry? why?

Yes, I consider that it is necessary that new products such as cars, trucks, buses among others need to adapt to the global situation in terms of environmental care and especially the automotive industry have a big responsibility.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

In my opinion, I think that it will become even more important than craftsmanship or performance because sustainability is the future. We are already trying to shift everything with the purpose of going green and several strategies are focused on this.

- How do you see the future of the automotive industry in terms of sustainability?

The sector needs global environmental needs otherwise it is going to be difficult to grow as an industry. Nowadays most of the companies have followed the E cars trend and this is not the difference for Nissan with the purpose of becoming 85% electric by 2030 and in my personal point of view I think that it is an amazing initiative.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

I think that customers are now more demanding about what they need and want to see it reflected in what they buy. Customers have begun to focus a lot on sustainability purposes

and it is possible to see it in many different industries that if it is seen or proved that they have been environmentally friendly, people tend to make a decision based on that too.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

Some of the companies have decided to become sustainable because they want to but also some others have become because of the legal requirements. The fact that regulations were created in order to control and also to push the companies to think more consciously about the problems with the environment.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

The main implementations strategies that I have knowledge on are gas control emission in certain types of vehicles that is basically where companies are focusing on but also as I mentioned before, electrification is the short term solution that automotive companies found and they are trying their best to make it work and improve it as much as they can.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

Somehow, because there are a lot of things that are still to be developed, at this moment of the race to become sustainable there are some disadvantages that will be found but personally, the experience of driving an electric car is incredible.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

I think that the whole industry should be focused on this kind of issue, no matter if it is a premium or luxury brand or not. Luxury customers are more demanding and if they are worried about topics such as sustainability, if the luxury automotive industry does not respond properly they will look for alternatives.

- As a personal opinion, would you buy an electric luxury car?

Yes, I certainly would buy one.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

Companies in the luxury sector should search for safer, more connected, autonomous, electric and profitable cars and I believe that those are the most important things that companies need to think about when becoming more sustainable.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

If we are talking about price, it would certainly change but in terms of how much they buy or not, it depends on how the companies respond to the demands.

10. Yousra

- How long have you been working in the automotive sector and why do you like working at it?

I have worked for automotive companies for 6 years, I have not always been in the sales area, I used to work in the supply chain area but because it was the opportunity that appeared for me. However, for several years, I wanted to move to the sales segment and at the end I finally got it.

- Is sustainability important for the automotive industry? why?

For me, at this moment sustainability is one of the most important topics in every single industry, because we are in a moment where companies and people have started to realize that it is necessary to take care of the environment. Of course, the automotive industry has set different strategies because the trend is getting stronger so people are starting to demand this kind of action from the companies.

- Do you think that sustainability can be as important as craftsmanship and performance for the automotive industry? why?

At this moment, sustainability is getting more popular but I would not say that companies now a moment take it as serious as performance features because there is still a lot of people that is looking for specific characteristics and probably people that really know about cars they prefer the experience that an engine gives and some other people actually focuses much more on the price.

- How do you see the future of the automotive industry in terms of sustainability?

Now companies like Ford are heading to electric cars too, it is the initiative that most of the companies are working on. The fact that companies such as Tesla have succeeded in offering something new, makes other companies too involved more in this and actually realize that it is possible to consider alternatives and in a way more environmentally friendly. However, it is notorious that companies need to go beyond because electric cars and especially the batteries are way far to be completely sustainable so there are a lot of things to improve yet.

- Do you think that sustainability has become a crucial factor in the decision making process of the customers?

I do not think that at this stage it has become a crucial factor, it has become more important than before but people take decisions based on their preferences first of all and their

affordability because sadly, sustainable is related with expensive because it is something harder to get so as soon as companies manage to set similar prices, people will start to move towards environmentally friendly initiatives much more.

- Do you consider that automotive companies do enough to become sustainable? Yes/no Why?

I would not say that they do enough because in my opinion there are really few companies that do enough towards the environment. But it is true that from a few years back, companies have started to take it more seriously.

- What kind of strategies are implemented or have been implemented by the automotive companies in order to become more sustainable?

Companies are trying to figure out how to solve problems with electric batteries. That is the initiative that is getting stronger. I consider that it is okay, because even if it is not a long term solution, it is a great beginning and in this sector that usually is one that harms the environment the most.

- What is your personal opinion about electric cars? Do you think that they are completely sustainable?

I personally prefer electric cars, I know that they are not completely sustainable but at least the fact that they do not emit CO2 is amazing and contributes to taking care of the environment.

- Do you think that the luxury automotive industry has to be concerned about sustainability? why?

Luxury segment is something that I think is completely different because companies in this sector do not care much about sustainability purposes. However, the different regulations have made them to think at least a little bit about sustainability in order to not pay fines regarding this topic.

- What do you think is the most important factor companies need to keep in mind when producing a sustainable premium or luxury car?

Companies need to consider what are the things or the part of the segment that they want to actually attack. But they need to be aware that customers are starting to ask for what they are doing in the sustainable field. Finally, they need to keep with their outstanding experience that they provide focused on other fields but adding sustainable strategies at least in the manufacturing process.

- Do you believe that sustainability within luxury cars can impact the offer and demand?

In the long term it will certainly affect the offer and demand because it will become an essential factor for every single product and also company. But now, it depends because usually the customers of luxury cars do not care much about the price but they do care about what they offer.

- What relationship do you see between sustainability and performance regarding premium and luxury cars?

Sustainability will not affect the performance of luxury cars and it is possible to see it with the Tesla example, they can offer a performance as good as the one that an engine can provide and sometimes even offering more acceleration.