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1. Introduction

This paper explores the processes of brand marketing of BMW in the UK and India and the way that branding and operating strategies are adjusted to suit the region. The UK is an advanced country, and there is a large marketplace for cars which are hybrids or electric (Costa *et al.*, 2021). On the other hand, India is an economically developing country where high-end automobiles are still perceived as a symbol. So, BMW needs to change the way it does business in each area to meet the needs of its customers, the infrastructure of and its buying power.

BMW is a famous luxury car brand that places a lot of importance on new ideas, performance and high-end design (Czerwinski, 2021). Its accomplishment is the ability to maintain a continuous global picture with the ability to adjust to the cultures and economies of every location. BMW presents itself in the UK as a brand that is environmentally friendly and technologically sophisticated, which appeals to environmentally conscious consumers (Paiva, 2025). To this, it supports electric mobility with the offerings of BMW iX and i4, which are in tandem with the green policies of the country and the customer.

BMW in India lays more focus on elegance, comfort and status. The brand is mainly looking out for its SUVs and sedans, such as the X1, X5, and 5 Series, which are decent for the roads and what people like (Chakravarthy *et al.*, 2024). Putting things together in Chennai helps to bring down costs, which makes owning a luxury car easier.

This paper looks at how BMW changes the “marketing mix” based on the specific needs of each country by looking at both markets. It also looks at the impact of cultural and economic influences on BMW's brand positioning and how well it relates to customers. The distinction between the UK and Indian indicates that BMW strikes a balance between international consistency and local flexibility.

2. Brand Overview

BMW is a globally recognised expert in the manufacture of high-end automobiles that are celebrated for their performance and innovation. The company was therefore established in Germany in 1916. It is one of the best premium brands in the UK, along with Mini and Rolls-Royce. With the changing automobile industry dynamics in India, since 2007, BMW (BMW, 2024). It has been expanding its

presence via manufacturing, financing and providing its customers a brand experience.

Across the course of time, BMW has garnered a solid international standing on a combination luxury and cutting-edge technology and design. The famous slogan of the brand "The Ultimate Driving Machine" indicates how much attention is paid to their accuracy, new ideas and productivity (Edinata *et al.*, 2023). People of the UK know BMW not only for its cars. They are also familiar with it because of its efforts to be more environmentally friendly and as innovators in electric transportation. The business is still spending a lot of money on studying and developing ways to make cars more efficient, batteries last longer, and technological connections better.

BMW's time in India has been characterised by rapid adaptation to the needs and wants of the local market. The company set up a state-of-the-art factory at Chennai and an economic support subsidiary to facilitate the purchase of things by customers (Gottschalk, 2024). Its range of products does have an appeal for a growing list of wealthy professionals and business owners seeking style and reliability. BMW India offer more than just the cars along with it they offer a complete package of service including personalised services, special celebration, and top-notch after sales assistance.

3. Comparison of the socio-cultural context of Country A and Country B

Political	The UK government has good support for electric vehicles (EVs), and environmental regulations are strict for BMW's electric range (Qaid <i>et al.</i> , 2024). On the other hand, BMW is motivated to set up manufacturing plants and invest in India due to the very popular "Make in India" initiative by the Government of India. BMW can also plan a prolonged stay in the UK since the country has stable politics with strong trade policies. Assistance with taxes for cars with no emissions and subsidies for sustainable manufacturing are two examples of government incentives to ensure automakers come up with new ideas in the electric sector (De Boe <i>et al.</i> , 2025). In response, BMW has invested money into studies and
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	development for EV technology and collaborations with local organisations to build additional charging stations. In the Indian market, on the other hand, the government's "Make in India" attempt to encourage local production notes not only reducing costs of production for manufacturing but also to enhance BMW's connection with the Indian market, secure better distribution networks and generate skilled jobs.
Economic	Current trends in exchange rates and post-Brexit inflation are slightly reducing UK car sales. Germany's stable rule in the luxury segment is attributed to India's rising middle class and disposable income. After Brexit, the UK's economy became less stable, which made people less confident and as a result, they were careful with the way they spend money on expensive things like a luxury car (Dennison, 2023). Increasing fuel and finance costs have also changed the buying process of people, in the sense that they purchased less harmful to the environment or electric ones. BMW has changed by pushing flexible financing options and talking about how ownership of electric models can save money in the long run. However, in India, things are very different. The reason for the growing demand for luxury cars is the rapid growth of the cities, growth in the economy and the rising economic status of the middle class (Barakati <i>et al.</i>, 2024). BMW takes advantage of this growing market as it allows them to pull down the prices and make the cars easier to get to by making cars in Chennai.
Social	UK customers are concerned with driving performance, enhanced technology, and environmental friendliness. BMW's reputation is a symbol of status, success, and upward mobility in the sphere of India's upper echelons. People who purchase cars in the UK tend to be very knowledgeable and are interested in such things as ecological responsibility and

	technological advances, and the accuracy of design (Maketo and Ashworth, 2025). People normally opt for BMW for the advanced assistance systems for drivers, stylish appearance, and good reputation for reliability. The increase in interest in electric cars is also an indication of a shift in society to live an eco-friendlier lifestyle (Mishra and Shukla, 2024). On the other hand, Indian consumers view the possession of a BMW as a measure of success and status. People still associate luxury cars with a sign of success rather than objects they need on a day-to-day basis. More youthful professionals and entrepreneurs aspire to purchase high-end brands such as BMW, as it demonstrates that they are in the financial comfort zone and socially accepted in the changing urban culture of India.
Technological	With the UK's high-technology EV infrastructure, BMW is expanding the i-series (LI, 2024). However, the transition to an all-electric portfolio is taking an extended time for BMW as India still lacks a strong charging network, and new technology adoption is still low. The UK is pushing hard for EVs, which has pushed BMW to come up with new ideas faster. For example, they have added advanced battery innovation, the use of AI-powered driving systems, and online access to all of their models. British consumers have had it easier to switch over to electric automobiles because of a charging infrastructure and government incentives (Emodi <i>et al.</i>, 2023). BMW's collaboration with local tech firms and energy providers, its EV ecosystem even better. On the other hand, India has a lot of technological problems, like a lack of charging stations, unreliable power supply and a lack of knowledge among consumers about the benefits of EVs. To solve this, though, BMW India is putting money into digital service tools, technology for hybrids, and slowly forming

	partnerships to get more people ready for EVs.
Legal	Both countries have strict safety and emission laws. However, uncertain tax laws, import taxes and a long wait time for government services make it difficult for BMW to price and plan its operations in India. In Britain, advantages which BMW has advantages over a legal system that is clear and easy to understand (helping with long-term planning and following the rules) (Zhao <i>et al.</i>, 2024). The firm's sustainability goals are consistent with strict rules regarding emissions and vehicle safety. This makes BMW continually keep producing new designs that are not only environmentally conscious but also safer. But the legal situation is more complicated in India. It's not easy to plan because policies tend to change frequently, customs duties are high, and enforcement is not always consistent. Slowdowns in acquiring authorisation from the regulators and import authorisations can increase costs for businesses (Benhima <i>et al.</i>, 2024). To deal with this, BMW works extensively with local governments, follows changing environmental laws, and carefully increases local production so as to avoid having to deal with unpredictable tax structures.
Environmental	BMW is, of course, set up for the UK's goals in terms of promoting electric cars and sourcing parts from renewable groups. Its existing initiatives focus on hybrids, cleaner engines and making products locally to reduce emissions sustainably in India. BMW's sustainability approach in the UK is very much in line with the government's stated objective of having "low emissions by 2050" (Jovanović <i>et al.</i>, 2023). The company spends a lot of money on green electricity for its factories, angling batteries the right way to be good to the environment, and uses substances in their car interiors that can be recycled. BMW also conducts campaigns to make people aware of and drive EVs (Awad <i>et al.</i>, 2025). BMW is

	working to make its cars more fuel-efficient, add more hybrids to its lineup and use recyclable resources in its Chennai factory. This is due to the pollution and poor access to clean energy that India faces. The corporation also plants trees and uses green logistics to compensate for its carbon footprint from its operations in the region.
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Table 1: PESTLE analysis

(Source: Self-created)

4. Comparison of Brand's STP strategies in Country A and Country B

Segmentation	BMW segments its customers into groups using their income and lifestyle as a basis, and considers their thinking style. In the UK, it attracts rich, technologically literate, and socially responsible buyers. In India, it is aimed at a high-income professional audience who seek reliability and brand prestige. BMW's way of carving its customers into segments goes beyond their income. It also looks at what they think, what they want and how they act. BMW in the UK is for those who are concerned about the quality of how their car drives and how earth-friendly they are, or how new their technology is (Yadav, 2021). Clients like this are usually businesspeople or entrepreneurs who live in cities and view getting around as part of their lifestyle, not merely a means from one place to another. The focus of BMW, electric or hybrid vehicles is in line with their eco-friendly way of thinking. In India, segmentation is more of social recognition and aspiration. People who buy BMWs are generally business people, public figures and middle-class affluent individuals who desire to display that they are successful and moving up in life (Syeda, 2022). This business also has young tech-savvy people who want to own a vehicle of exceptional quality by financing their
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	options. This breakdown of customers helps BMW remain relevant in markets that have completely different needs and wants.
Targeting	BMW's electric and hybrid cars are targeted at eco-conscious and performance-driven clientele in the UK. In India, it pursues enterprising businessmen and entrepreneurs who associate BMW with international exclusivity and achievement. In the UK, BMW's promotional approach is aimed at those customers who care about the environment and performance. These customers enjoy modern innovation, elegant design and being responsible with the environment (Deshmukh and Tare, 2024). BMW sells its EVs, like the i4 and iX, as smart, prepared for tomorrow cars that are powerful but not cruel to the environment. The messages of the brand appeal to executives who want to have luxury without feeling bad about it (Creevey <i>et al.</i>, 2022). In India, the ways of targeting are goal and success-oriented. BMW want to appeal to wealthy people who want to show off their social status through the ownership of a car and to make a statement. The company also goes after younger businesspeople with its "BMW Joy Rewards" schemes, flexibility in payment plans and borrowing schemes. By customising its range of goods and advertising drives to fit the goals of each market - sustainability in the UK, and elegance in India - BMW makes itself more relevant and emotionally connected to its customers.
Positioning	BMW is a globally recognised premium brand that fuses performance, innovation, and comfort. In the UK, the message is on technology and sustainability. In India, it's class, exclusivity and personal success. BMW's primary value, "Sheer Driving Pleasure", is what keeps the

	company in the position it holds around the world (Jinesh and Brohl, 2022). This value encompasses efficacy, exactness and luxury. In the UK, the company's commitment to ecological responsibility and technological advancement increases this position. Advertising efforts are geared towards the advanced engineering that goes into its electric and hybrid variants, which is attractive to folks who are interested in luxury without being wasteful. BMW's advertising often focuses on smart mobility, eco-friendliness and cutting-edge design, which is in keeping with British values of advancement and new ideas (Ahmad, 2024). In the Indian market, on the other hand, the positioning of BMW is more emotional, relating the brand to success, competence, and social status. People perceive that owning a ownership of BMW is a symbol of success and status. The brand supports this with high-end customer experiences, fancy showrooms and special events (Choi <i>et al.</i>, 2024). This customised approach to advertising ensures that BMW preserves its global reputation while also building a connection with the local consumers on a deep level.
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Table 2: STP analysis

(Source: Self-created)

5. Comparison of Marketing Mix Strategies in Country A and Country B (7Ps)

Product	BMW's range of automobiles in the UK, from EVs such as the iX to performance-oriented M-series cars, is vast. The SUVs of the 3 Series, 5 Series, and X are great options for India. The BMW Group in the UK is continuously updating their products according to the varying customer requirements and ecological regulations. The major focus is to create new things, such as adding AI features, battery life and eco-friendly materials to all of its models (Almalki <i>et al.</i>, 2023). The compact cars of the i-series and the
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	plug-in hybrid variants demonstrate how the country is heading towards greener transport. In India, on the other hand, BMW designs its cars better for the roads in India by providing its cars with more clearance over the ground and a rigid suspension that is strong on bumpy roads. The 3 Series Gran Limousine and X1, which is made in the US, is designed for comfort and luxury. This localised strategy is of use to BMW to maintain the relevance of its products and attract both new customers and returning customers in a wide variety of market conditions.
Price	BMW is a premium brand which is applicable all over the world. The UK prices remain competitive in the luxury market and, in the case of India, local assembly and financing arrangements can be used to offset high import duties. BMW maintains its high prices in the UK, which are in keeping with its luxury image, and it helps to compete with other manufacturers such as Audi and Mercedes-Benz. The company's knack for high technology, high performance on sustainability are the reasons behind the reasonable price (Teah <i>et al.</i>, 2023). BMW's reach is broader among other professionals because of flexible purchase plans such as leasing and financing. India has a high tax on the import of luxury cars, which causes the prices to increase a lot. To reduce costs, BMW manufactures cars locally, at their Chennai manufacturing centre (Boopathi, 2024). It also has BMW Financial Services that offer personalised financial solutions, such as low-interest EMI plans to buyback options. These pricing strategies ensure that the brand remains premium in both markets but is affordable.
Place	BMW has a strong network of dealerships, with around 150 in the UK and 80 in India (Banerjee, 2025). Both markets have virtual and physical experience platforms, such as online car configurators and architectural showroom experiences. BMW's dealerships in the UK are strategically placed in major cities so

	that customers can get easy accessibility to their sales and support after the sale. A lot of showrooms are put in place as "BMW Experience Centres," where customers can take virtual reality driving lessons and customise their cars. Customers can also easily customise and purchase cars through online platforms (Sorrentino <i>et al.</i>, 2024). In India, BMW is focusing on being in the big cities such as Delhi, Mumbai, and Bengaluru. As demand increases, the company is gradually expanding into tier two cities. The business blends the digital with the real. For instance, customers can schedule appointments online, have virtual consultations, and have their cars delivered to them.
Promotions	In the UK, BMW uses social media campaigns and sponsorships to promote its sustainability and performance interests. In India, marketing is all about prestige and success. It works with influencers, brand events and campaigns in local languages (Brandsma and van der Veer, 2025) . BMW's advertising effort in the UK focuses on its commitment to sustainability and innovation by working with major sporting events, including the "PGA Championship" and the "Goodwood Festival of Speed". The enterprise has internet content and ads which enable people to feel the pleasure of driving EVs and display the most current developments in technology. To attract younger people, social media is very important (Falcón-Linares <i>et al.</i>, 2024). In Indians, advertisements are focused on the way they make people feel and how they live. To boost its image of being exclusive and successful, BMW collaborates with famous people and high-end brands. The introduction of JoyFest and other premium experiences and campaigns in regional languages helps the company to reach a wider range of people and increase its ambitious appeal in towns and cities.
People	The employees in both industries are prepared to provide each customer with a specific service. In India, maintaining long-term

	relationships and building trust is of paramount importance towards enhancing the experience of premium customers. BMW's workers in the UK are continually trained to give expert advice and maintain a higher level of polite behaviour when dealing with customers. Staff members are pushed to rely on online applications and CRM applications to make more personal recommendations, quickly follow up on what clients need, etc (Sunkari, 2022). In India, involvement of customers is more of a relationship-building. Salespeople often do more than just sell things; they also have personalised experiences with their customers and help them out after the sale to keep them coming back for more. Principles such as hospitality and sincere attention are very important (Gomez-Camara <i>et al.</i>, 2025). BMW also uses the money to provide employee training and technical training sessions to ensure that all of its dealerships provide the same amount of service and adhere to the same brand guidelines.
Process	BMW sales/service processes are seamless, and they leverage technological tools (Chiu <i>et al.</i>, 2021). India has apps and services that deliver items and services right to the door, whereas the UK is all about making life easier by offering online booking services. BMW ensures all aspects of the client's journey from questioning to acquiring and maintaining the car are smooth and fast in both countries. The introduction of digital technology has made things easier in the UK, where customers can book drive tests and schedule services, and make purchases all online. BMW's website and app provide people with real-time updates and clear-cut prices, and 24/7 assistance. BMW makes things easier in India with facilities such as doorstep inspection, mobile inspection units and autonomous diagnostics (Thacharodi <i>et al.</i>, 2024). Combining technology with personalised service helps to get around geographical limits whilst still having high standards.
Physical	Both countries have luxury showrooms, digital brand studios, and

Evidence	advanced service centres to reinforce. BMW's premium positioning ensures a seamless experience for customers associated with this brand (Sterk <i>et al.</i>, 2022). BMW's dealerships for cars in the UK are supposed to showcase the brand's contemporary and eco-friendly image. They often would involve simple construction and sustainable supplies, and digitalisations displayed to allow their customers to play around with models in an interactive manner. Users can use immersive technology to have augmented test drives or view how they can customise their vehicles. BMW showrooms in India are more about luxury and exclusivity, in terms of having high-end lounges, personalised recommendations and amenities for their guests to live up to the expectations of Indian customers in terms of high-end experiences (Braidy <i>et al.</i>, 2025). Both countries have high-tech service centres with trained professionals and the latest diagnostic tools.
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Table 3: Marketing Mix 7Ps analysis

(Source: Self-created)

6. Evaluation of the performance of marketing strategies

BMW is always one of the top three luxury car brands in the UK, with a loyal customer base and high demand for electric and hybrid models. By leveraging the power of new technology and sustainability, BMW has been able to draw in customers who are looking for an environmentally conscious mode of transportation. BMW's brand in India has been steadily expanding. In the last few years, the company's sales have increased by more than 10%. The X1, X3, and X5 are the flagship models of the brand, which is exactly what Indian buyers want: bigger and more useful luxury vehicles (Nunes, 2024). So manufacturing in Chennai has made it more competitive, but the high import taxes and duties make it difficult to sustain rapid growth. BMW's digital marketing and influencer partnerships have, however, strengthened its social media presence.

BMW's marketing methods in the UK have proven to be very successful so far in maintaining the company's position as a high-end brand. Its focus on environmental responsibility and new ideas has really struck a chord with eco-conscious customers

who are moving towards electric mobility (Zeidanloo and Špaček, 2025). The i series from BMW, including the i4, iX and i7, has had a hand in the brand establishing itself as a leader in the high-end EV market. Customers are more certain of the trust in the company, given that it is clearly in accordance with the UK administration targets for “net-zero emissions”, and focused on effectiveness and reliability. Marketing campaigns that used to be about “Sheer Driving Pleasure” have changed to focus on sustainability, linking emotional appeal with innovation in technology.

Also, BMW's electronic advertising in the UK is becoming more personalised through the use of statistical information to gain insights into how customers will act and change their online experiences. Virtual showrooms, Augmented reality car configurators, and online financing options are just some of the things that have made things easier and more accessible for brands (Malapriya and Tejaswini, 2025). BMW's long-term sponsorship of high-profile sporting events and sustainability workshops has helped the brand become known as desirable and responsible. Even though there are now more popular competitors such as Tesla, Mercedes-Benz, and Audi, the company's consistent marketing method has helped it remain at the forefront.

BMW has been successful in India because of its understanding a lot about the psychology and lifestyle goals of the consumers. The automaker does a good job of reaching out to the young, high-income professionals and entrepreneurs who view luxury cars as a sign of social status and success (Rahman and Thill, 2024). The advertising of BMW India tends to blend global competence with local culture. They use social media storytelling and influencers they work with to flaunt exclusivity and success. Taking part in luxurious expositions, auto exhibitions, and designed festivities such as the BMW JoyFest are other methods of getting people more involved and having a better experience with the brand.

BMW's expansion to India is also determined in large part by the cultivation of local manufacturing. BMW can manufacture popular automobiles such as their 3 Series, 5 Series range and their X range at their Chennai plant. This reduces costs and allows the company to offer competitive prices with no compromise on quality. BMW “Financial Services” has flexible payment plans that have made it simpler for young professionals to buy luxurious cars, and hence the constant rise in sales of the cars. India is having difficulty growing quickly because of the high import taxes, changing tax laws, and unreliable EV infrastructure in India (George, 2023). BMW's slow

introduction of hybrid car models is a reasonable response, but it may be some time before everyone moves on to electric cars. BMW has remained ahead of adversaries such as Mercedes-Benz and Audi because it has been able to balance high quality with low prices and adaptability in its marketing approach.

7. Evaluation of marketing ethics practice

BMW UK invests heavily in electric cars and clean power for its facilities. The i4 and iX are two of its electric models that show how committed BMW is to reducing emissions and making transportation cleaner (Li, 2025). The company is committed to free advertising, fair working conditions and long-term supply chains.

In India, BMW is confronted by unique ethical and ecological challenges, predominantly associated with the accessibility and inclusivity of the luxury car market. BMW ensures that the cars are still in the premium category and that its plant at Chennai adheres to environmental regulations and uses green technologies. The business also supports community programs that assist people and train them in new skills.

BMW's values in advertising are not only about encouraging sustainability. The brand is also concerned about the openness, fair treatment of workers and sourcing of materials. In the UK, its advertising strategies are carefully planned such that they do not make false claims regarding how well the car will perform or how fuel-efficient. On the contrary, BMW focuses on data that can be verified, such as CO₂-lowering emission levels and EV range statistics that have been certified by a third party. This approach adheres to the rules set by the "Advertising Standards Authority (ASA)" and gains trust from the eco-conscious customers (Khan *et al.*, 2024). Also, BMW's ads are based on preserving things for years to come rather than making a sale in a short period of time, which indicates that this company puts forth an effort to move forward that will be sustainable rather than just making money.

Another important ethical characteristic of BMW UK is that they have an ethical commitment to hiring and advertising people from all backgrounds. The brand's ads present a wide-ranging diversity of drivers and lifestyles, which is a hint at challenging stereotypes about the types of people who can afford a luxury car. BMW also ensures that its dealerships don't sell with dishonesty in dishonest pricing or any dishonest sales techniques like upselling.

Due to the differences in income and culture, ethical marketing in India must be slightly more complicated. The marketing team at BMW India doesn't make luxury seem out of reach; rather, they make it seem like something to be one's best effort at and something that can be achieved through hard work and fresh ideas. This way, it is possible to keep respect and connection in an environment where there is a big gap between the rich and the poor. The company also makes sure that its ads are sensitive to culture and inclusive, using indigenous dialects and regional supporters to connect with people in a real way.

BMW India promotes the use of plug-in hybrid and battery EVs and highlights its ecologically conscious operations and manufacturing as part of its marketing and operations. The Chennai unit follows strict rules of sustainability, consuming as little water as possible, recycling waste from production and using solar power for some of the production work. Zervoudi *et al.* (2025) stated that CSR actions often show off these kinds of efforts, which is an indication that the company is being honest about its morals.

BMW India is also engaged in charitable fundraising programmes, which focus on education and job training as part of their social responsibility. These programs give young people in the area more power and are in line with the company's global "Skills Next" program, which gets people ready for new technologies in transportation.

8. Recommendations & Conclusion

To expand its EV cars to the Indian market, BMW needs to bring more EVs, enhance its digital and physical advertising, and make financing easier for the young. It should continue to prioritise sustainability in the UK. The real strength of BMW is the ability to adapt to the local markets while still maintaining a similar brand globally.

BMW needs to work more closely not only with the Indian governments but also with business entities to improve the infrastructure for electric vehicles, for example, by adding more electrical charging points and service hubs. Young experts in cities who are interested in performance, and the environment but have limited budgets might be more interested in battery-powered and hybrid models if they could lease or finance them for a reasonable price. The brand will also be able to reach the technologically inclined Indian customers who prefer to spend money online and in "virtual showrooms" instead of having to go to a typical dealership.

BMW should continue to make its pledge of environmentalism and carbon neutrality stronger in the UK by investing money into better processes in the manufacturing, energy from sustainable sources, and more programs for recycling in their supply chain. These actions will help the brand's image as a cutting edge and responsible manufacturer the more people that become aware of the environment. BMW could also persuade more customers to stick with them by advocating their "circular economy" vision, which involves things like piece assembly, using energy sources again and reducing waste.

BMW should focus on integrated electronic advertising and story narration for the business that embody creative thinking, to make everyone happy, and sustainable all over the world. Giving customers personalised experiences, either online or in person, can help them to feel more connected to the brand. BMW could also expand its social duties programs to advance people's ability to learn new skills and find employment in their own communities, and particularly in new markets such as India. In a wider sense the steady growth of BMW is dependent on striking the proper balance between being consistent throughout the world, but also being responsive to local needs.

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Appendices

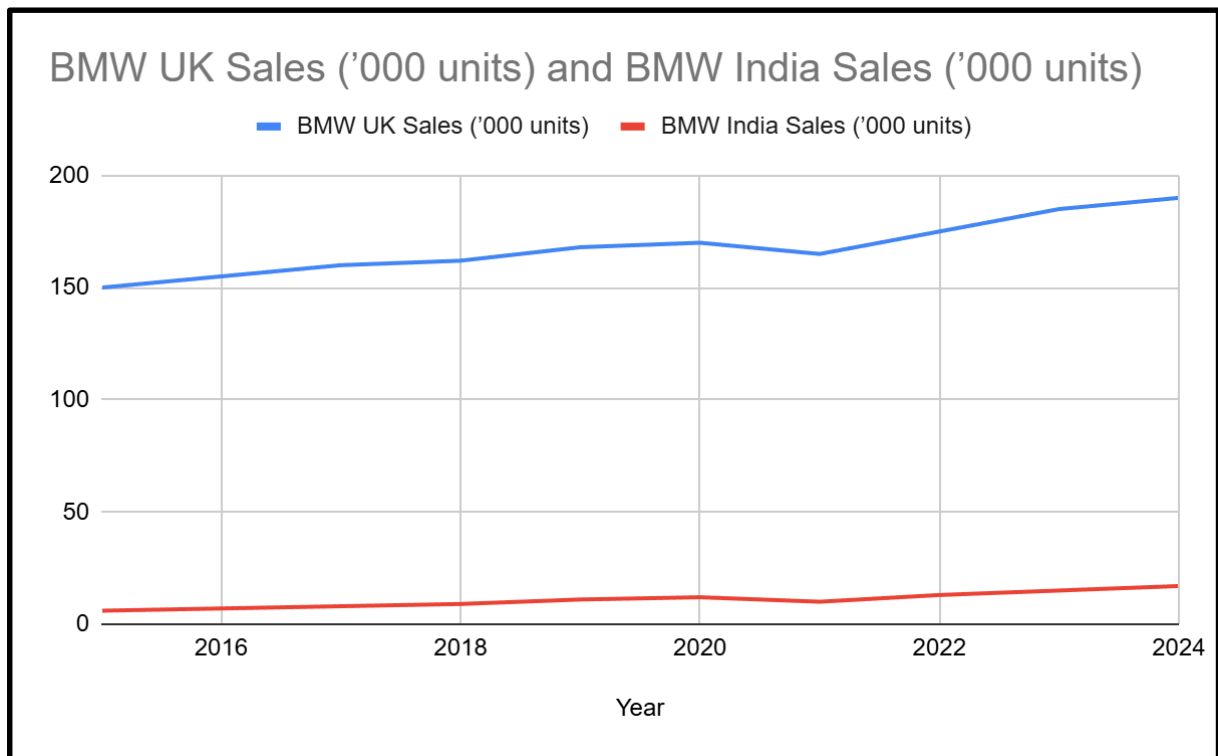
Appendix 1: Product Range Visual In the UK



Appendix 2: Product Range Visual in India



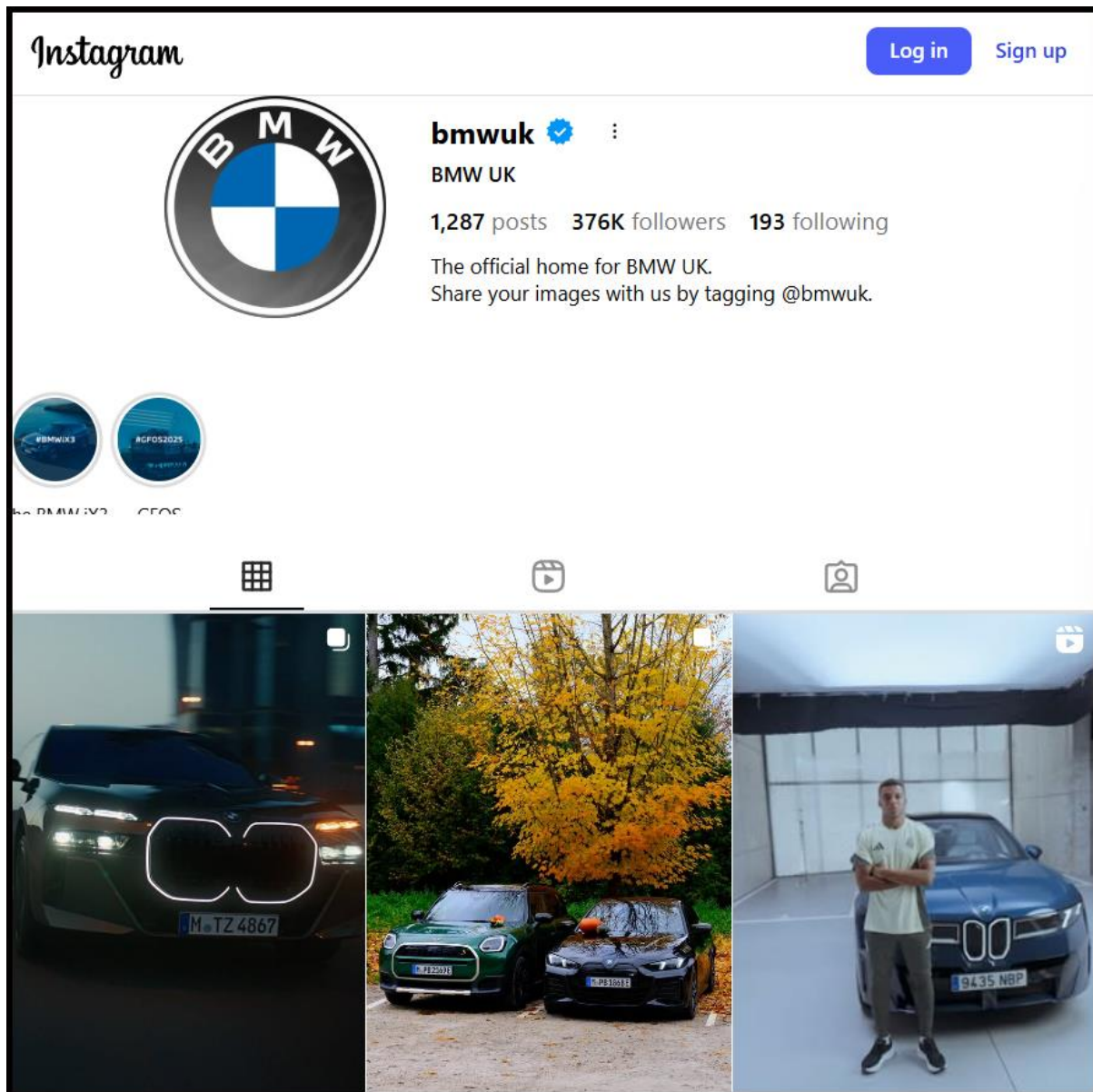
Appendix 3: Sales Growth Chart (India & UK)



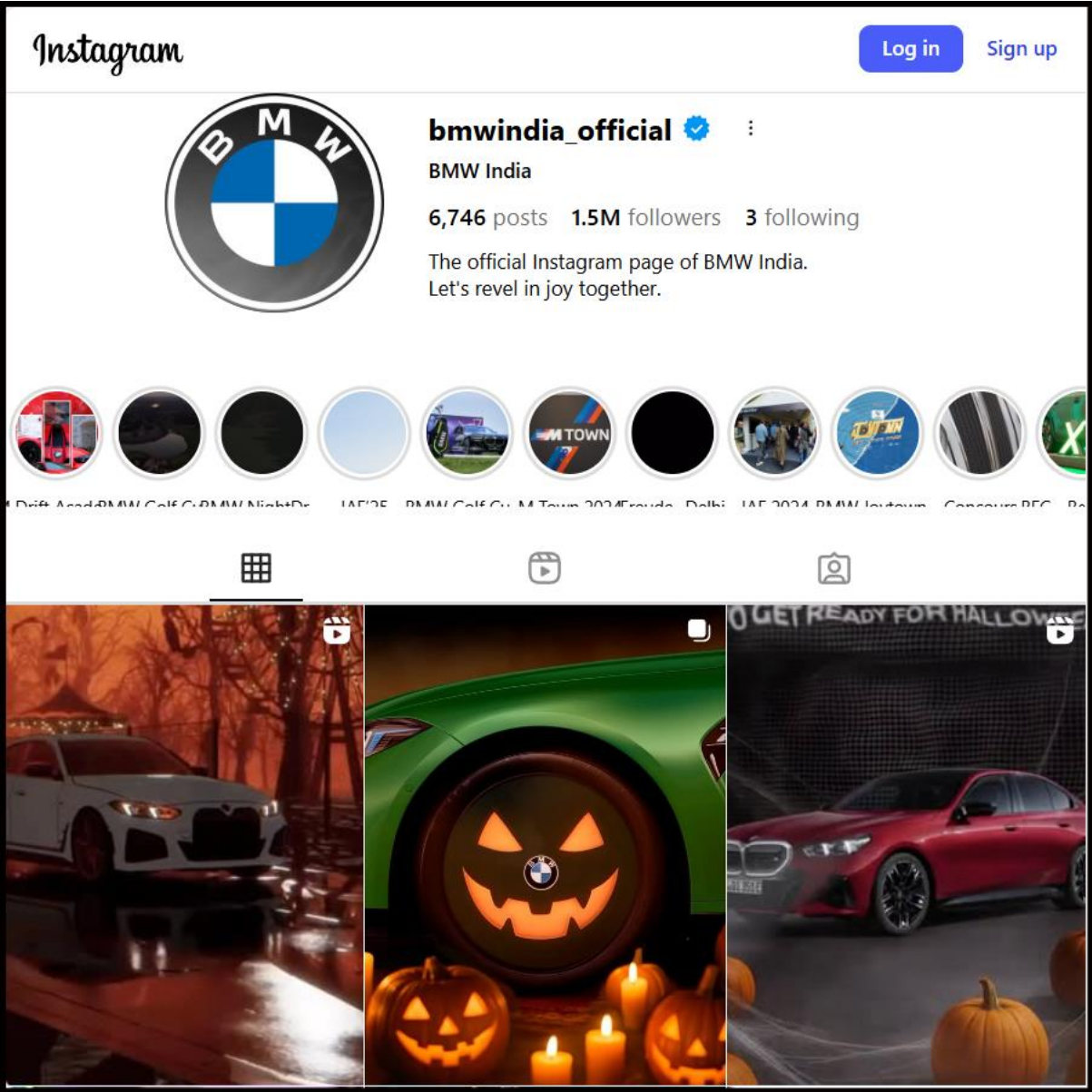
Appendix 4: BMW India Manufacturing Plant (Chennai)



Appendix 5: Social Media Engagement: BMW UK



Appendix 6: Social Media Engagement: BMW India



Appendix 7: Sustainability Goals Infographic

BMW's climate goals that comply with the 1,5°C Paris climate goals

The goals are validated by the Science-based Targets initiative to ensure measurability and verifiability.

Topic	CO ₂ reduction up to 2030 (from 2019)	Equivalent climate goal
Production and locations Scope 1+2	-80% per vehicle	More ambitious than the 1.5°C goal
Supply chain Scope 3 upstream	At least -20% per vehicle	1.75°C goal
Use phase Scope 3 downstream	More than -40% per vehicle/km	Within the target range of 1.5 – 1.75°C goal
Entire lifecycle Scope 1-3	At least -33% per vehicle	Within the target range of 1.5 – 1.75°C goal