



DOING OUR PART

EMPOWERING OUR EMPLOYEES AND OUR ORGANISATION
FOR A DIGITAL AND ELECTRIC FUTURE.

DOING OUR PART

PEOPLE PLAN

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Member of the Board of Management of Mercedes-Benz Group AG,
HR & Director of Labor Relations

TRANSFORMING OURSELVES AND THE WAY WE WORK



OUR PEOPLE PLAN FOCUSES ON A JUST TRANSITION FOR OUR EMPLOYEES



Re-shape

streamlining our organisation
in a responsible way

Re-skill

developing future-oriented qualifications

Re-charge

defining the Mercedes-Benz way
as an employer

RE-SHAPE

HIRING FOR OUR FUTURE

3,000

positions for software engineers
worldwide

3,750

apprentices and dual students
in Germany



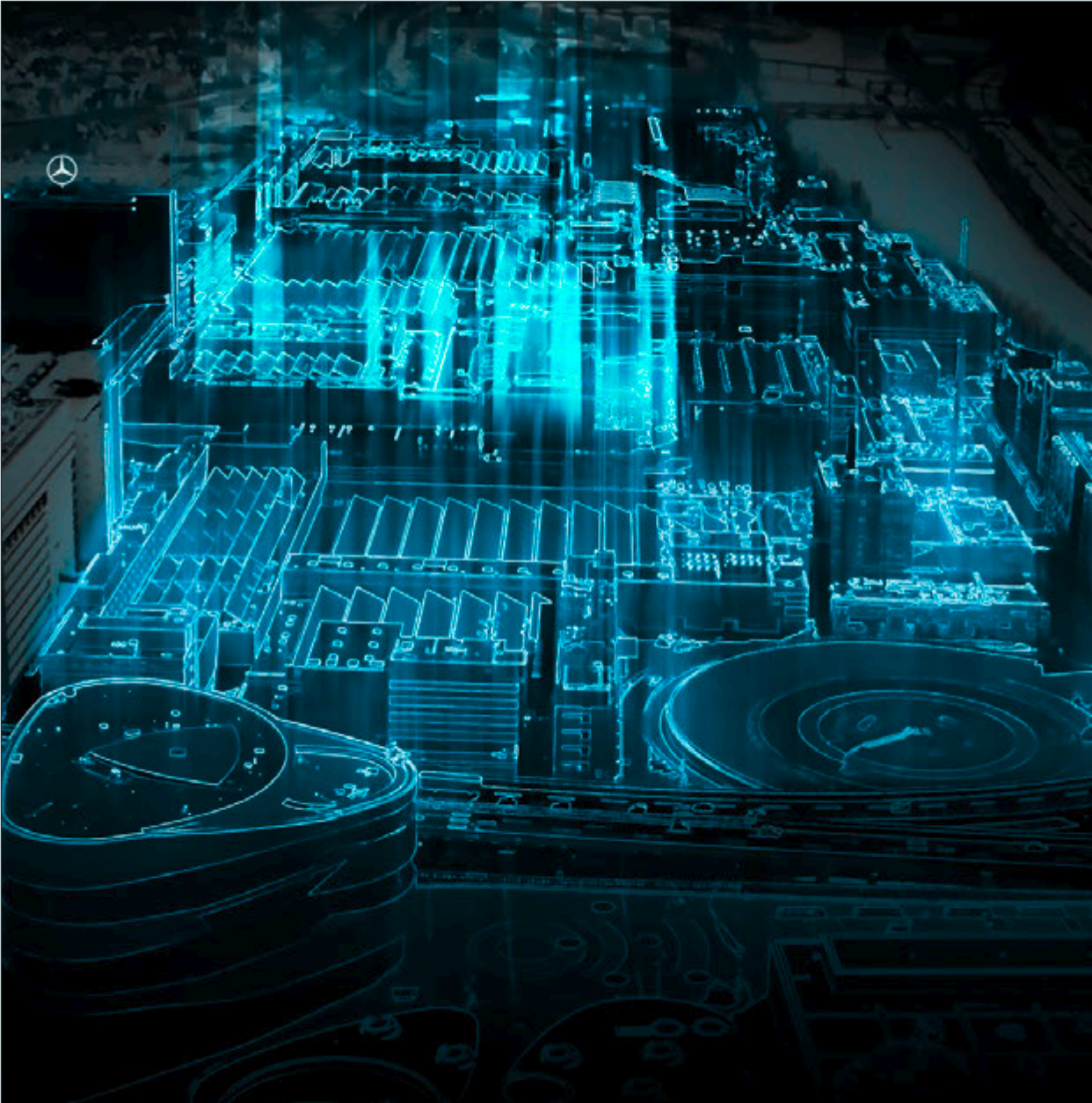
RE-SHAPE

NO ONE-SIZE-FITS-ALL SOLUTION

Individual target plans for our entities,
plants and functions

Realignment of our global production network
towards electric vehicles and digitalisation

Targeting further increases and improvements
in the future flexibility and efficiency of our plants



RE-SKILL

WE EMPOWER OUR TEAM TO
SHAPE A SUCCESSFUL TRANSFORMATION

Turn  Learn

> 1.3 bn

investment in Turn2Learn qualification
initiative in Germany 2022-2030

1.9 m

learning hours in 2022,
up from 1.3 m in 2021

RE-SKILL



65,000

employees in Germany qualified
in e-mobility since 2020

RE-SKILL

SPECIFIC IT TRAINING FOR STRATEGICALLY IMPORTANT DATA AND USE CASES
320 COLLEAGUES CURRENTLY IN TRAINING



MERCEDES-BENZ IS EMPLOYER OF CHOICE

Becoming ... One of Us

RE-CHARGE

MODERN, FLEXIBLE AND DIVERSE
WORKING ENVIRONMENT

24.7%

share of women in
senior management positions

> 200

job-sharing tandems across leaderships levels



RE-CHARGE



OUR EMPLOYEES SHARE IN THE COMPANY'S SUCCESS

Competitive salary



Profit-sharing bonus for tariff-scale employees



Employee shares



WE BASE OUR COMPENSATION NOT ONLY ON EBIT, BUT ALSO ON ESG TARGETS

ESG targets in short- and long-term incentives



From Managers to Board of Management



TOGETHER AS A TEAM, WE CAN REACH OUR GOALS AND BRING OUR STRATEGY TO LIFE



DISCLAIMER

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “can,” “could,” “plan,” “project,” “should” and similar expressions are used to identify forward-looking statements. These statements are subject to many risks and uncertainties, including an adverse development of global economic conditions, in particular a decline of demand in our most important markets; a deterioration of our refinancing possibilities on the credit and financial markets; events of force majeure including natural disasters, pandemics, acts of terrorism, political unrest, armed conflicts, industrial accidents and their effects on our sales, purchasing, production or financial services activities; changes in currency exchange rates, customs and foreign trade provisions; a shift in consumer preferences towards smaller, lower-margin vehicles; a possible lack of acceptance of our products or services which limits our ability to achieve prices and adequately utilize our production capacities; price increases for fuel or raw materials; disruption of production due to shortages of materials or energy, labour strikes or supplier insolvencies; a decline in resale prices of used vehicles; the effective implementation of cost-reduction and efficiency-optimization measures; the business outlook for companies in which we hold a significant equity interest; the successful implementation of strategic cooperations and joint ventures; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety; the resolution of pending governmental investigations or of investigations requested by governments and the outcome of pending or threatened future legal proceedings; and other risks and uncertainties, some of which are described under the heading “Risk and Opportunity Report” in the current Annual Report or in the current Interim Report. If any of these risks and uncertainties materializes or if the assumptions underlying any of our forward-looking statements prove to be incorrect, the actual results may be materially different from those we express or imply by such statements. We do not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the date of publication.