

The background of the image is a dark blue, semi-transparent overlay. It features a large, central Mercedes-Benz three-pointed star logo. To the left of the logo, a human hand wearing a white glove is visible, reaching towards the logo. To the right, a robotic arm with multiple joints and segments is also visible, reaching towards the logo. The overall composition suggests a theme of precision, automation, and high-quality manufacturing.

MERCEDES-BENZ OPERATIONS

BEST-IN-CLASS AUTOMOBILBAU



MERCEDES-BENZ OPERATIONS: OUR KEY FOCUS AREAS TO DRIVE FUTURE COMPETITIVENESS

STREAMLINING GLOBAL OPERATIONS

ADJUSTING
CAPACITY

EXPANDING
LOCAL FOR LOCAL

MOVING EAST &
EFFICIENCIES

PIONEERING NEXT-GEN AUTOMOBILBAU

LEVERAGING
DIGITALIZATION

SCALING
AUTOMATION

ADVANCING
HUMANOIDS

MERCEDES-BENZ OPERATIONS: OUR KEY FOCUS AREAS TO DRIVE FUTURE COMPETITIVENESS



ADJUSTING
CAPACITY



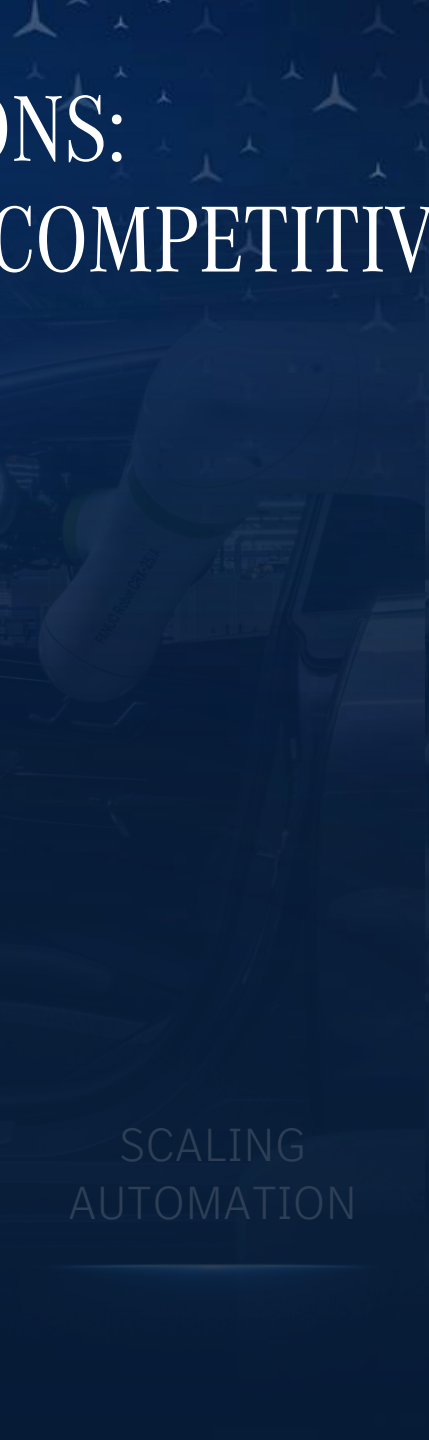
EXPANDING
LOCAL FOR LOCAL



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DIGITALIZATION



SCALING
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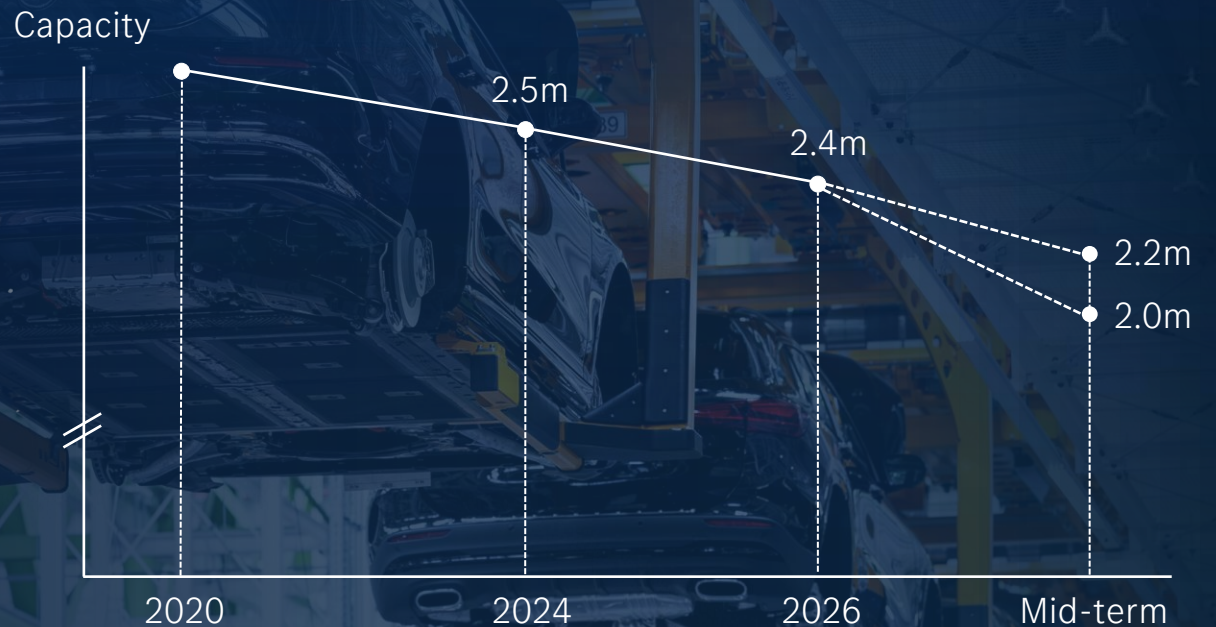
ADVANCING
HUMANOIDS

RIGHTSIZING OUR PRODUCTION FOOTPRINT: INDUSTRIAL BASE TAILORED TO MARKET DEMAND

GLOBAL CAPACITY 2026
ca. 2.4m units



TARGET CAPACITY MID-TERM
2.0m to 2.2m units



Structurally well positioned with production capacity and flexibility to readjust based on product portfolio and market demand

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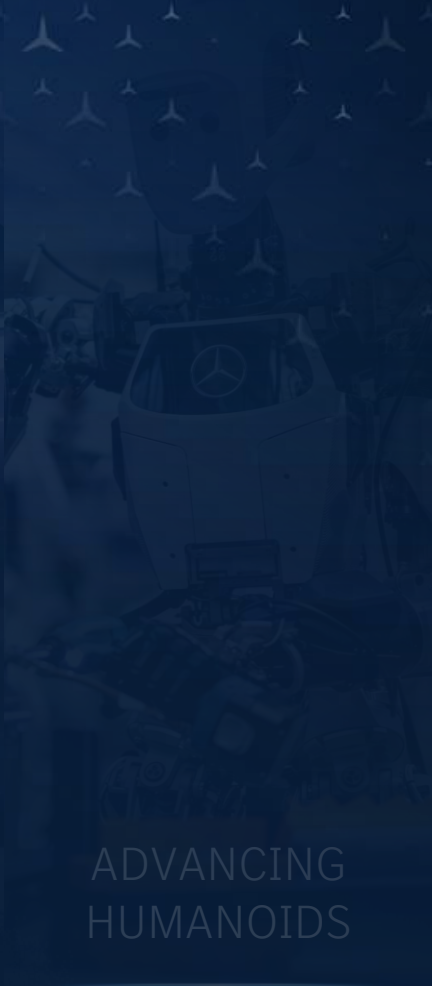
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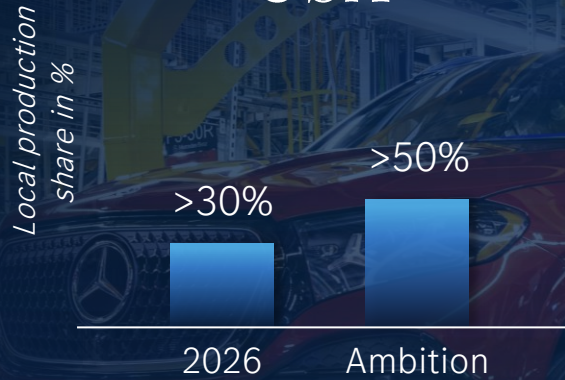
SCALING
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FROM GLOBAL REACH TO LOCAL DEPTH: STRUCTURAL RESILIENCE ACROSS THREE REGIONS BY DESIGN

USA

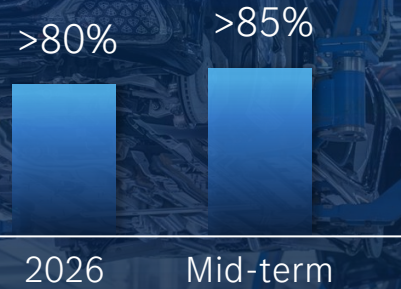


Strengthening “Made in USA” with broader local SUV line-up

U.S. as key export hub for SUVs to Europe & overseas

Mitigating tariff exposure in mid-term by next level localization

EUROPE

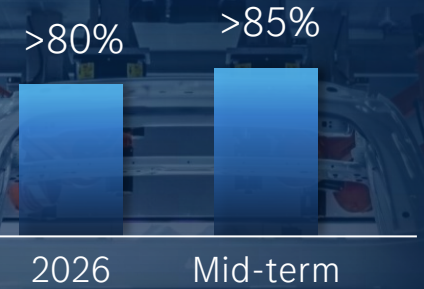


Focus on craftsmanship, luxury and performance

Fully-localized MMA and MB.EA production line-up

Export of Top-End globally, sedans mainly to U.S. & overseas

CHINA



Broad Entry and Core portfolio localized, GLE SoP in H2 2026

Fully tapping into Chinese production cost structure

China as potential export hub to other Asian markets

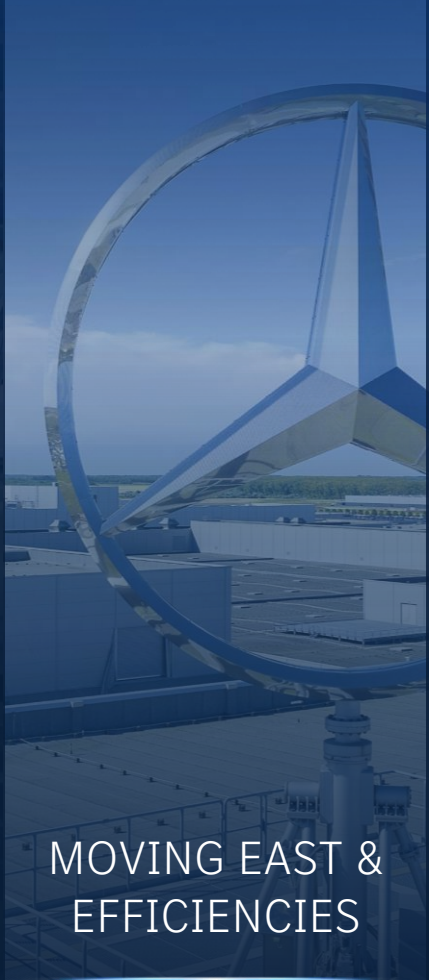
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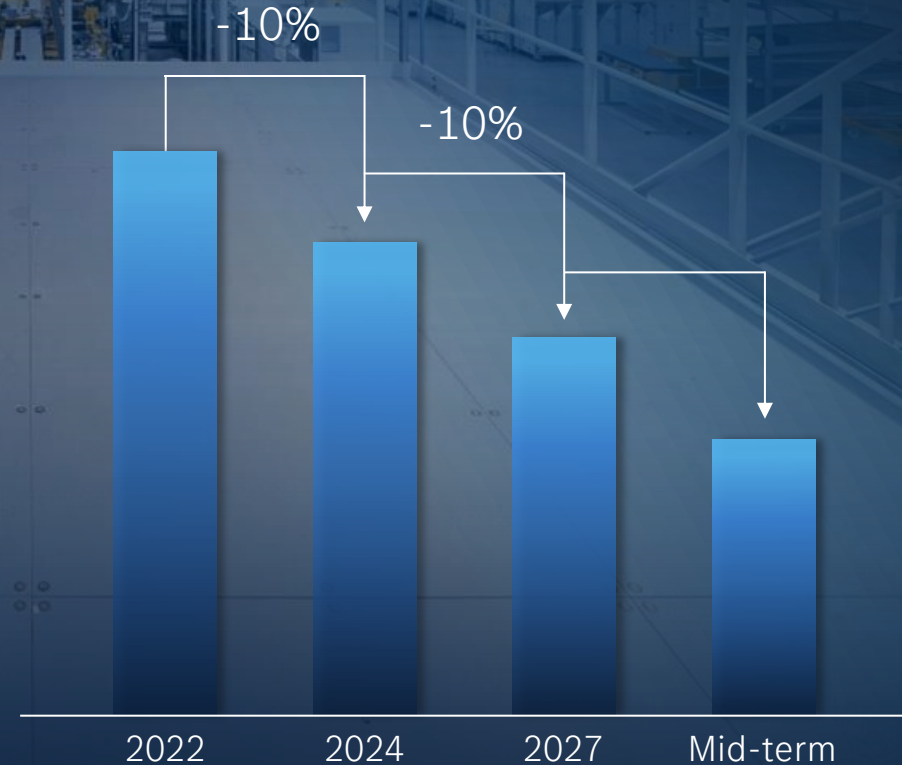
OUR PATH TO A STRUCTURALLY LOWER COST BASE: AUTOMATION, INDUSTRIAL BASE, EFFICIENCIES

Technology levers: Higher digitalization, automation, and advanced robotics

Structural levers: Optimized production capacity, higher best-cost country share

Operational levers: Productivity and efficiency gains combined with better factor costs

GLOBAL PRODUCTION COSTS
(in cost/unit)



ENHANCING THE COMPETITIVENESS OF GERMANY: FOCUSING ON COST AND TECHNOLOGY

LABOR COSTS



Today

Tomorrow

Ambition to increase productivity by adjusting working time models

Review of salary components and special remunerations

DEGREE OF AUTOMATION



Today

Tomorrow

Fully exploiting automation potential in high-cost environment

Investments in advanced robotics and AI-enabled manufacturing

LEVERAGING GERMANY'S INDUSTRIAL STRENGTHS: MERCEDES-BENZ MADE IN GERMANY



Top-End vehicle and luxury manufacturing know-how



Experience and craftsmanship to build best-in-class engines



Optionality to utilize industrial capacities for defence business



MANUFAKTUR customization expertise and heritage



Industrial scaling of high-performance electric engines



Seizing new growth opportunities in defence sector with partners

KECSKEMÉT AS OUR LARGEST PLANT IN EUROPE: DOUBLING CAPACITY AND ENHANCING COMPETITIVENESS

2x

Significant capacity expansion
supporting long-term growth

400k

Scaling Kecskemét into our largest
European production hub

30%

Strengthening cost competitiveness
with higher best-cost country share

200,000 units

200,000 units

Existing
plant

New
plant



KECSKEMÉT AS OUR NEXT-GENERATION MANUFACTURING HUB FOR COMPETITIVE AND FLEXIBLE PRODUCTION

Kecskemét

-70%

lower factor costs
vs. Germany

Stable policy environment
for industrial investments

Close proximity to core
European markets within
the EU

Established supplier base
with strong local sourcing
opportunities

Strong infrastructure with
excellent road and rail
connectivity

Highly skilled and
available workforce

Competitive labor cost
structure in international
benchmark

KECSKEMÉT AS FULLY-FLEDGED DEDICATED PRODUCTION SITE FOR BEV AND ICE

Battery assembly

New body shop

New paint shop

Existing plant

Press shop

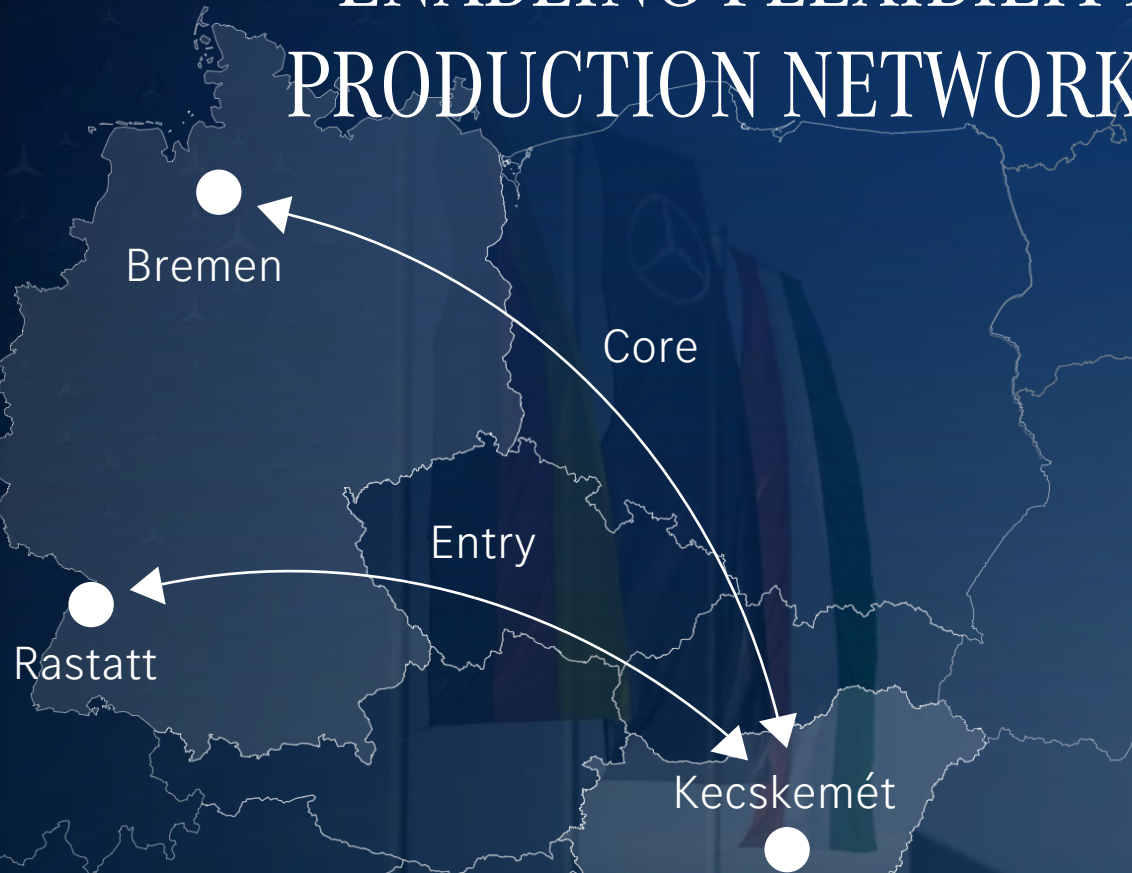
New assembly

Integrated on-site battery assembly

Dedicated BEV production in new plant to lower BEV manufacturing costs

Flexible BEV & ICE production in existing plant

ENABLING FLEXIBILITY ACROSS OUR EUROPEAN PRODUCTION NETWORK BETWEEN WEST AND EAST



“Flexachsen”: Full technical flexibility to produce platforms across West and East

Maximizing capacity at best-cost location while using high flexibility of German plants

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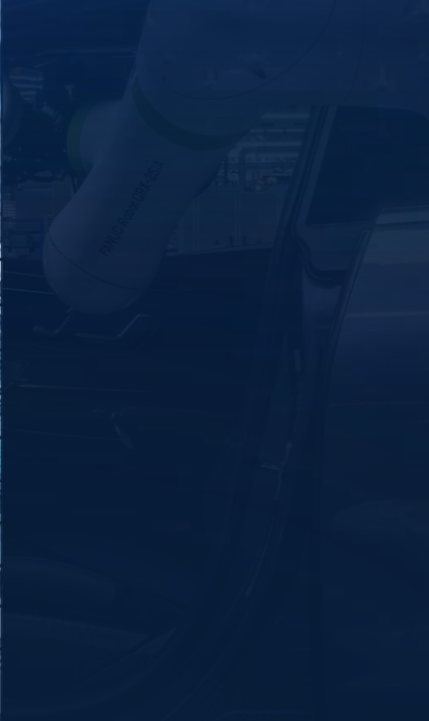
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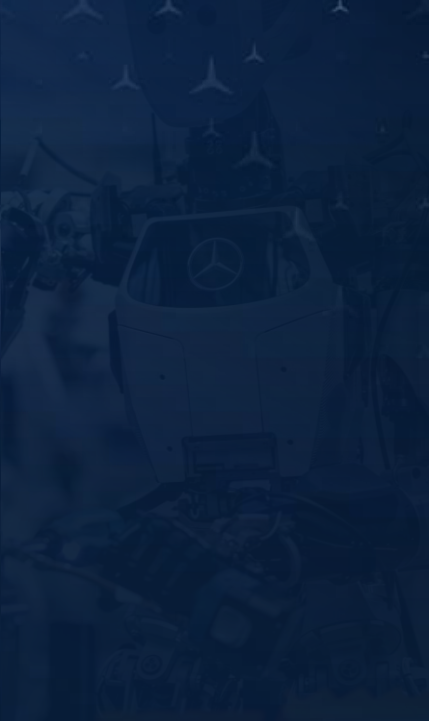
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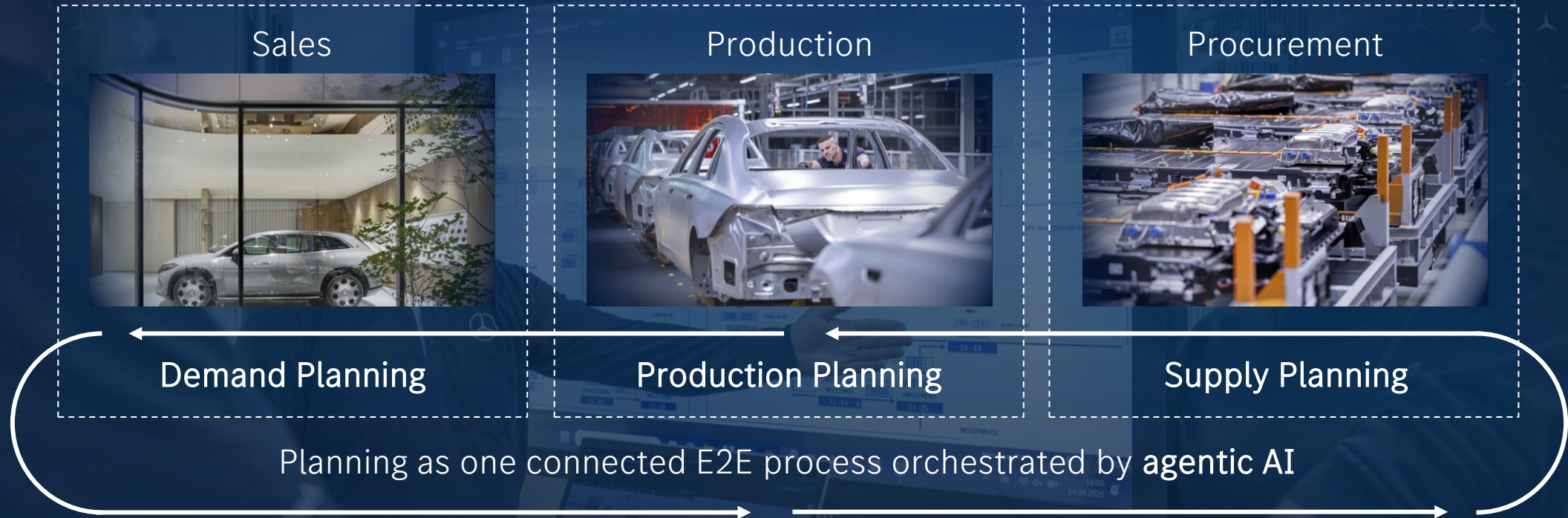


SCALING
AUTOMATION



ADVANCING
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FROM PROCUREMENT TO PRODUCTION TO SALES: AGENTIC AI UNLOCKING SPEED, RESILIENCE AND EFFICIENCY



AI-enabled digital ecosystem for
scenario- and simulation-based planning

Increase **flexibility and stability** for production
program in highly volatile markets

CREATING A DIGITAL REPLICA OF OUR REAL-WORLD PRODUCTION THROUGH THE M0360 DIGITAL FACTORY TWIN

Digital-first planning, validation and optimization in a virtual factory environment

Reduced planning time, change costs, and time-to-market

Faster ramp-up through fully virtual commissioning

AI-assisted interactive production planning



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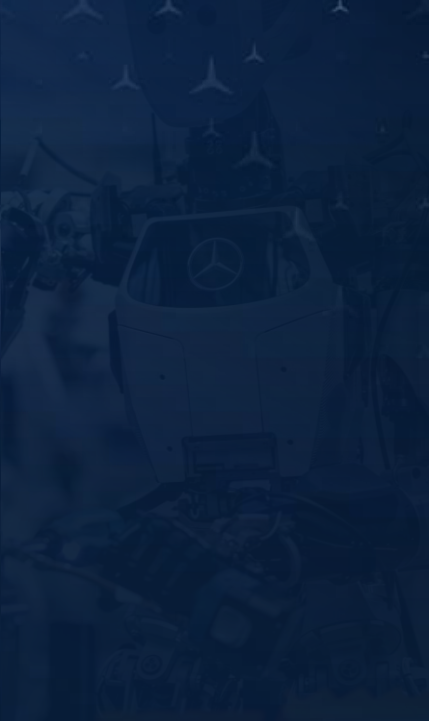
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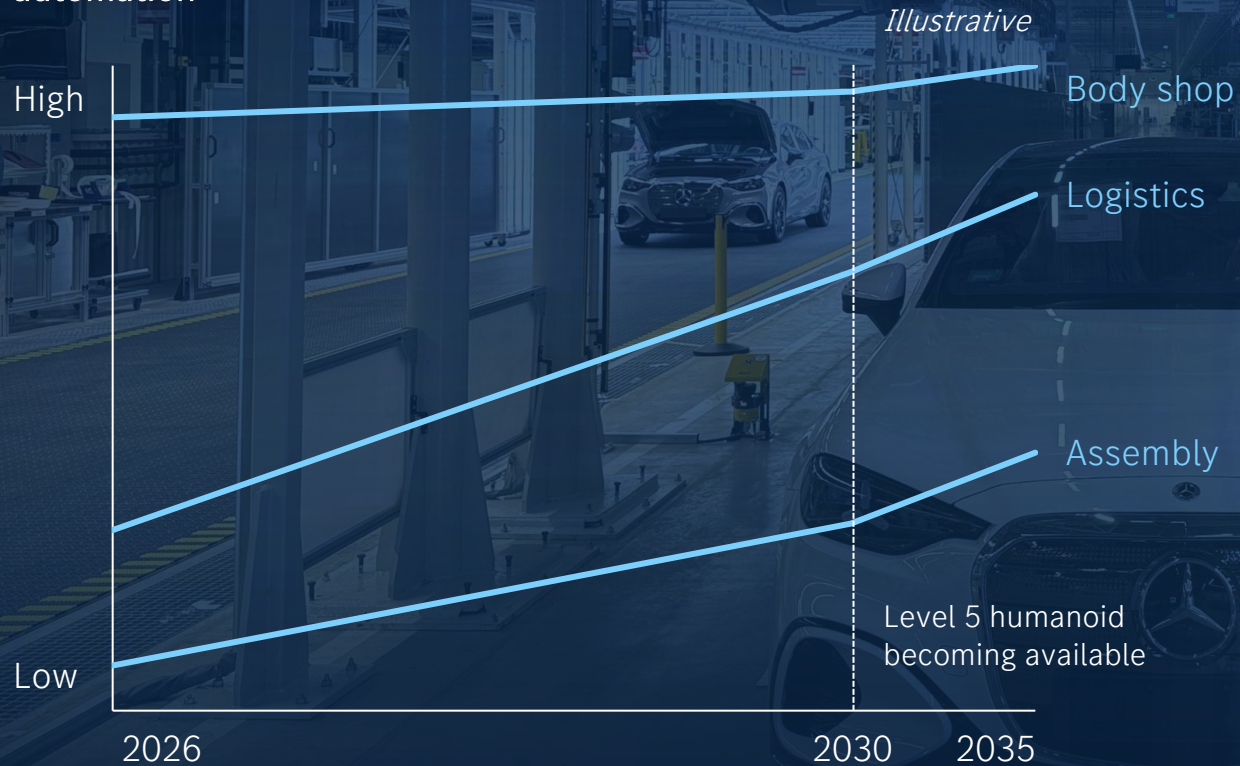
SCALING
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OUR AMBITION: ADVANCING NEXT-GENERATION AUTOMATION ACROSS ALL SHOPS WITH PHYSICAL AI

Degree of
automation



Body shop

- Adaptable, highly automated production cells
- Humanoid-based part loading
- Central AI-driven production control

Logistics

- Streamlined material flows under one roof
- Autonomous delivery of components
- Intelligent robot load handling

Assembly

- Inline integrated single station applications
- Flexible deployment of cobots and AI vision systems
- Highly automated pre-assembly operations

SCALING INTELLIGENT AUTOMATION ACROSS THE PRODUCTION NETWORK WITH PHYSICAL AI



PERCEPTION &
INSPECTION

Object, condition &
quality assessment



ROBOTIC
MANIPULATION

Adaptive object
picking, handling and
assembly



AUTONOMOUS
MOBILE SYSTEMS

Autonomous
navigation and
logistics tasks



GENERAL-PURPOSE
ROBOTICS

Flexible robotics for
diverse applications

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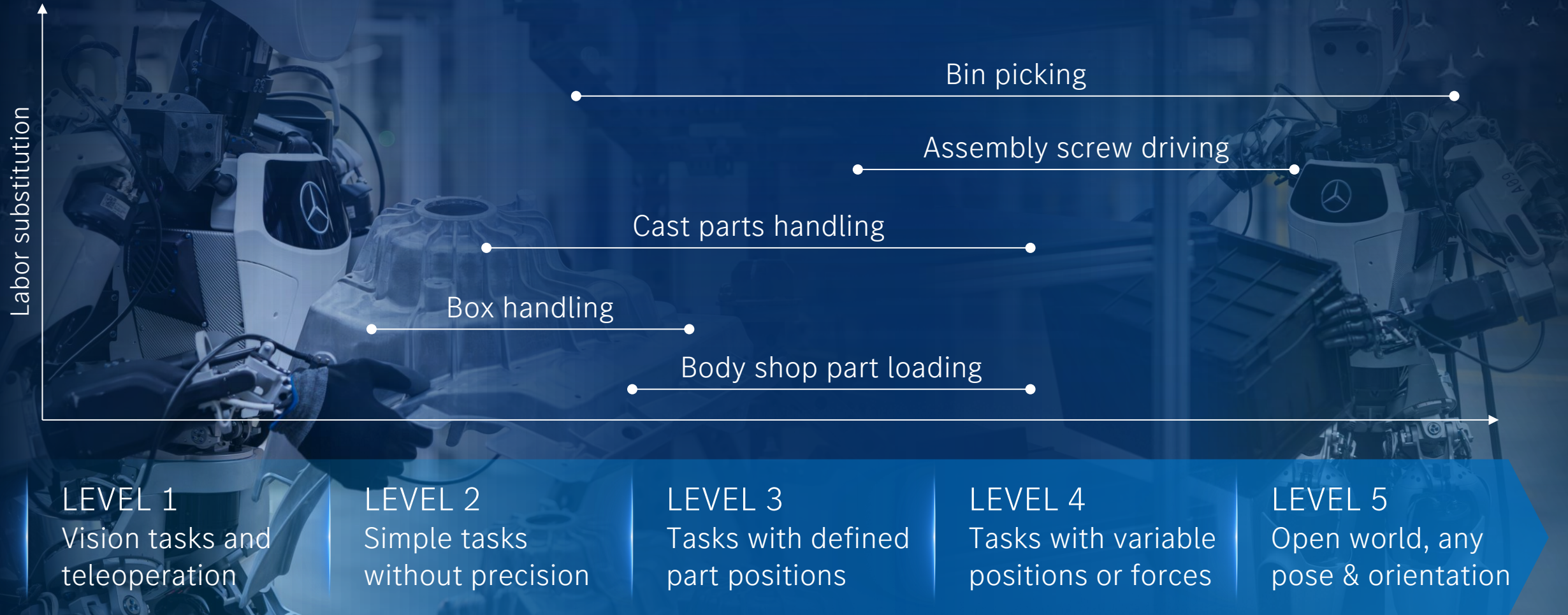


SCALING
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ADVANCING THE FUTURE OF INDUSTRIAL AUTOMATION: APPLICATIONS OF HUMANOIDS AT MERCEDES-BENZ



MID-TERM DEPLOYMENT OF HUMANOIDS AT MERCEDES-BENZ OPERATIONS

TODAY

Humanoid
training



MID-TERM

Integration of humanoids
in series production



REDEFINING AUTOMOBILBAU

MERCEDES-BENZ OPERATIONS

