



DAIMLERCHRYSLER

Analyst and Investor Conference

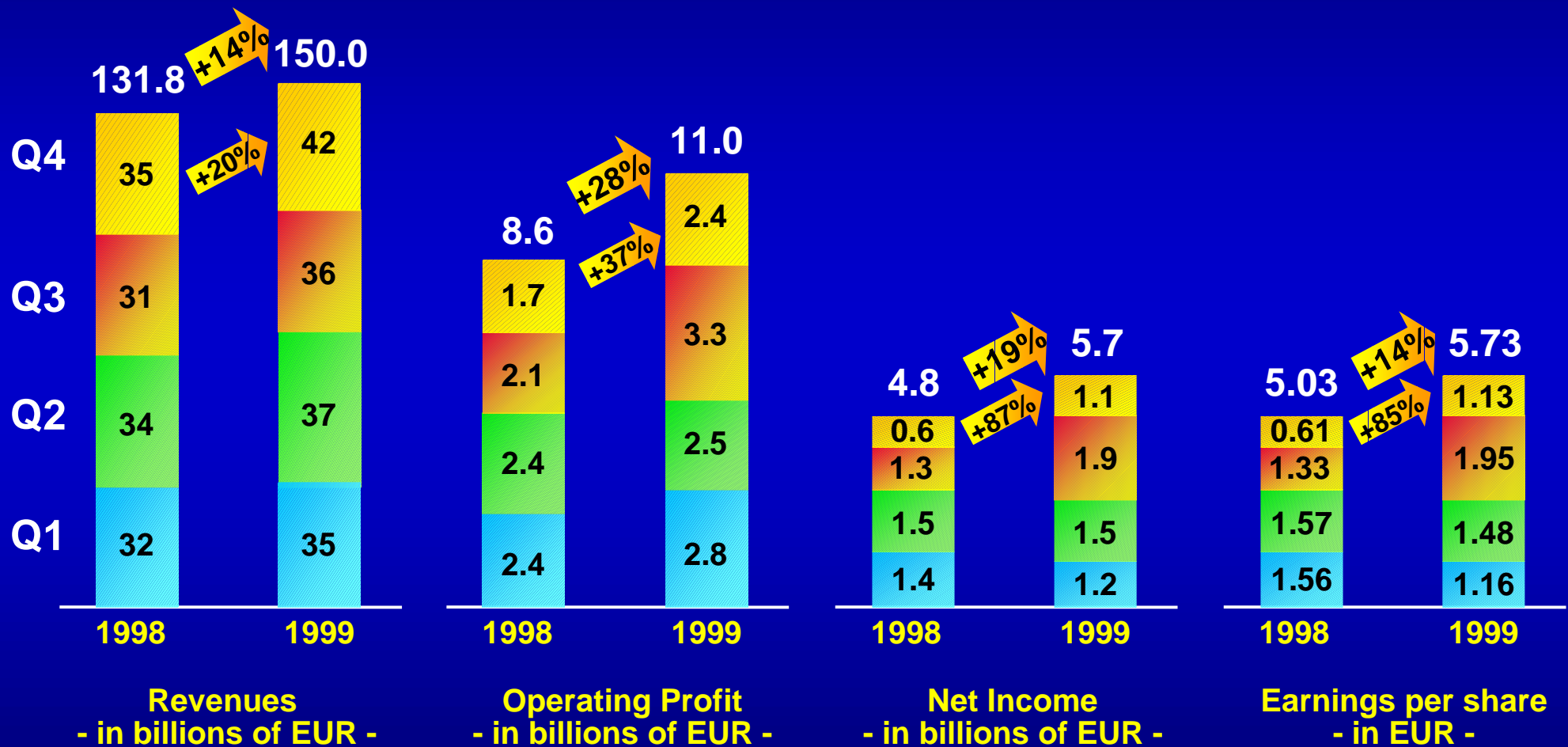
**February 28, 2000
Dr. Manfred Gentz
Finance & Controlling**

DAIMLERCHRYSLER

Highlights 1999

- ▶ **New records for revenues and earnings**
- ▶ **Synergies achieved of well over EUR1.3 billion**
- ▶ **A strong 4th quarter**
- ▶ **Economic Value Added rose EUR0.4 billion to EUR2.1 billion**
- ▶ **Improved transparency for better international comparability**
 - ▶ **Earlier disclosure of the annual financial statements**
 - ▶ **Separate presentation of the industrial business**
 - ▶ **Establishment of the DaimlerChrysler Pension Trust**

Key Figures

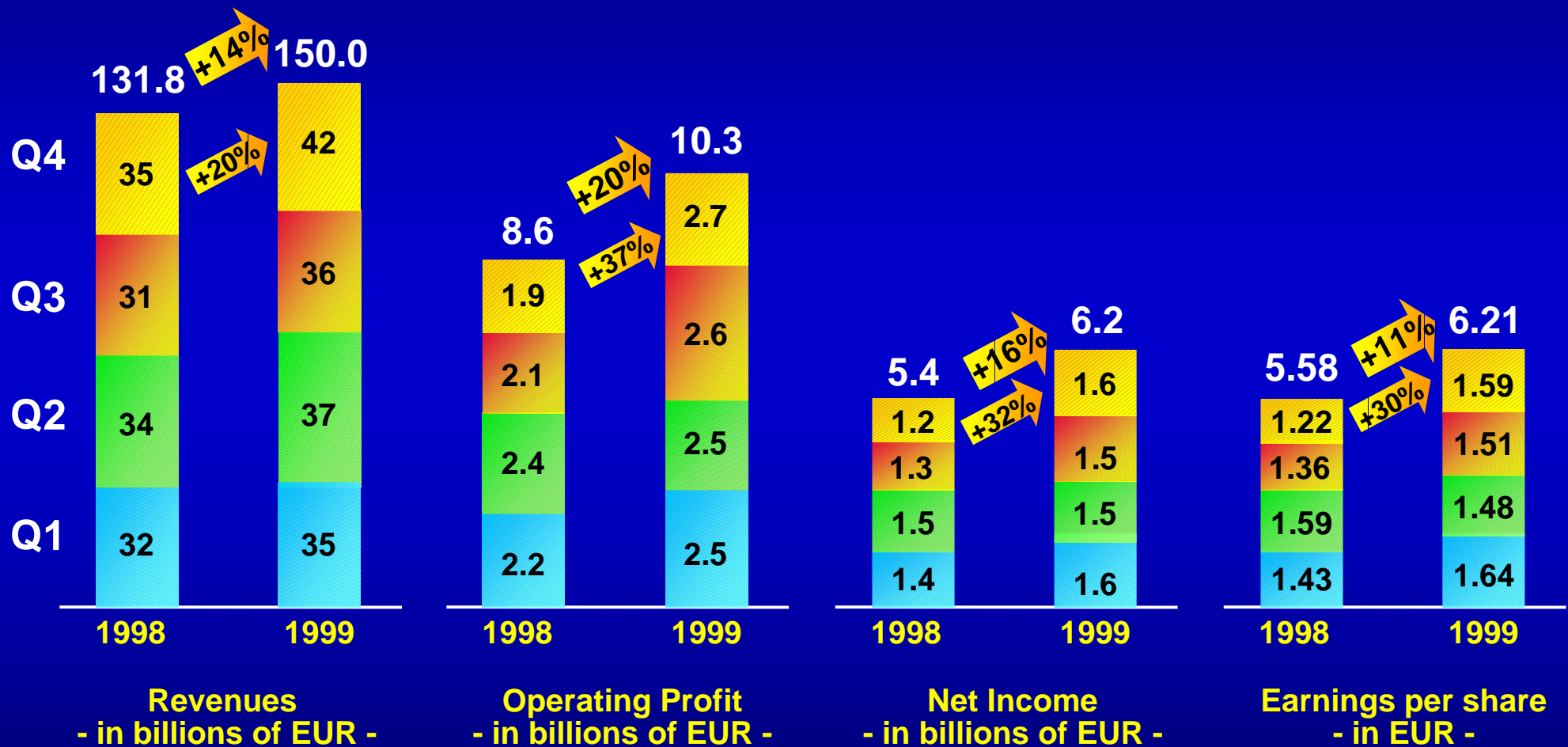


One-Time Effects in 1999

- in millions of EUR -	Operating Profit	Net Income
Restructuring of Adtranz	(178)	(145)
Gains of disposal of debitel shares	1,140	659
Charges relating to securitization transactions	(127)	(77)
Retiree lump-sum payment	(139)	(86)
Extinguishment of debt	-	(19)
Effects of changes in German tax law	-	(812)
Total	696	(480)

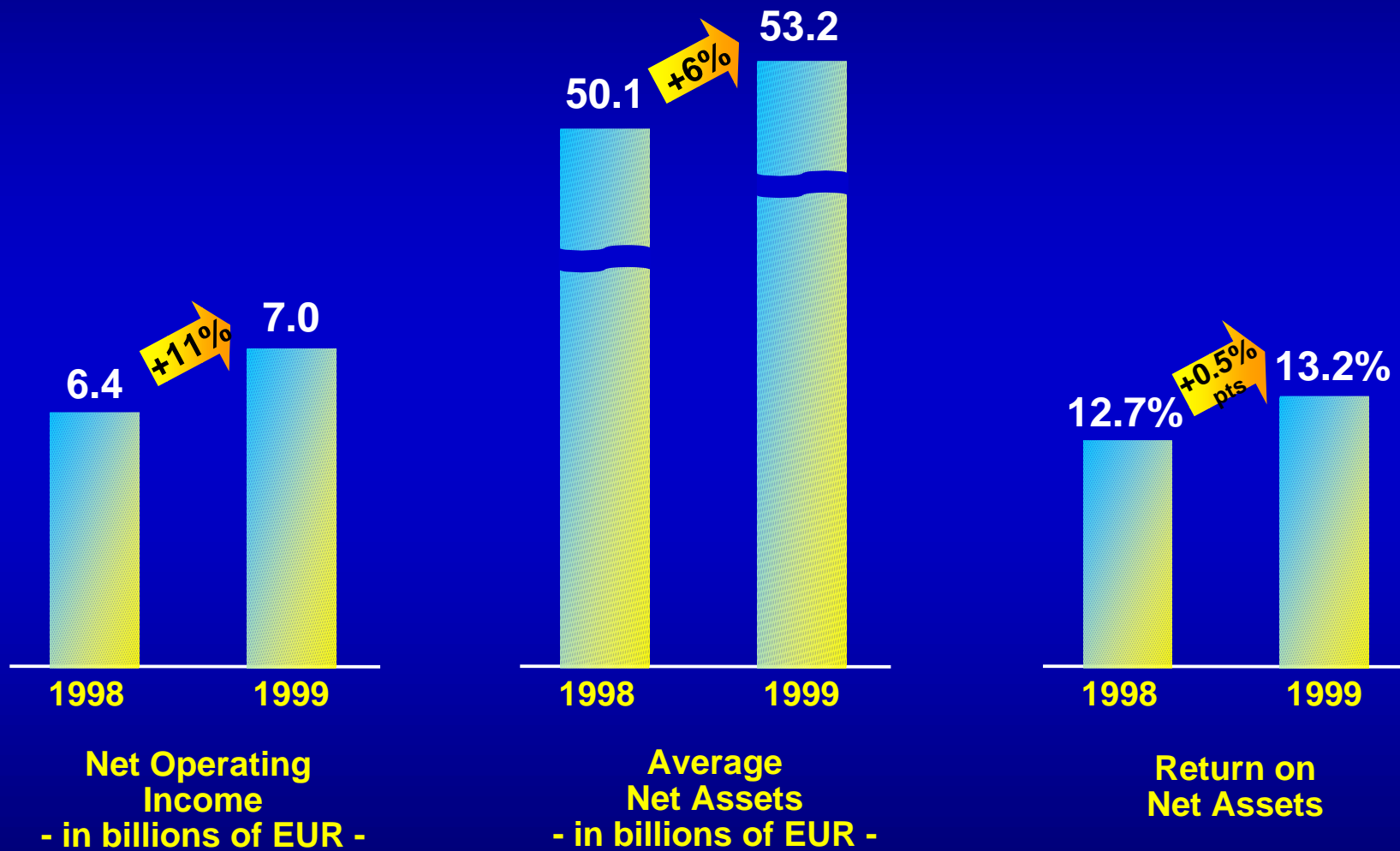
Key Figures

(excluding one-time effects)



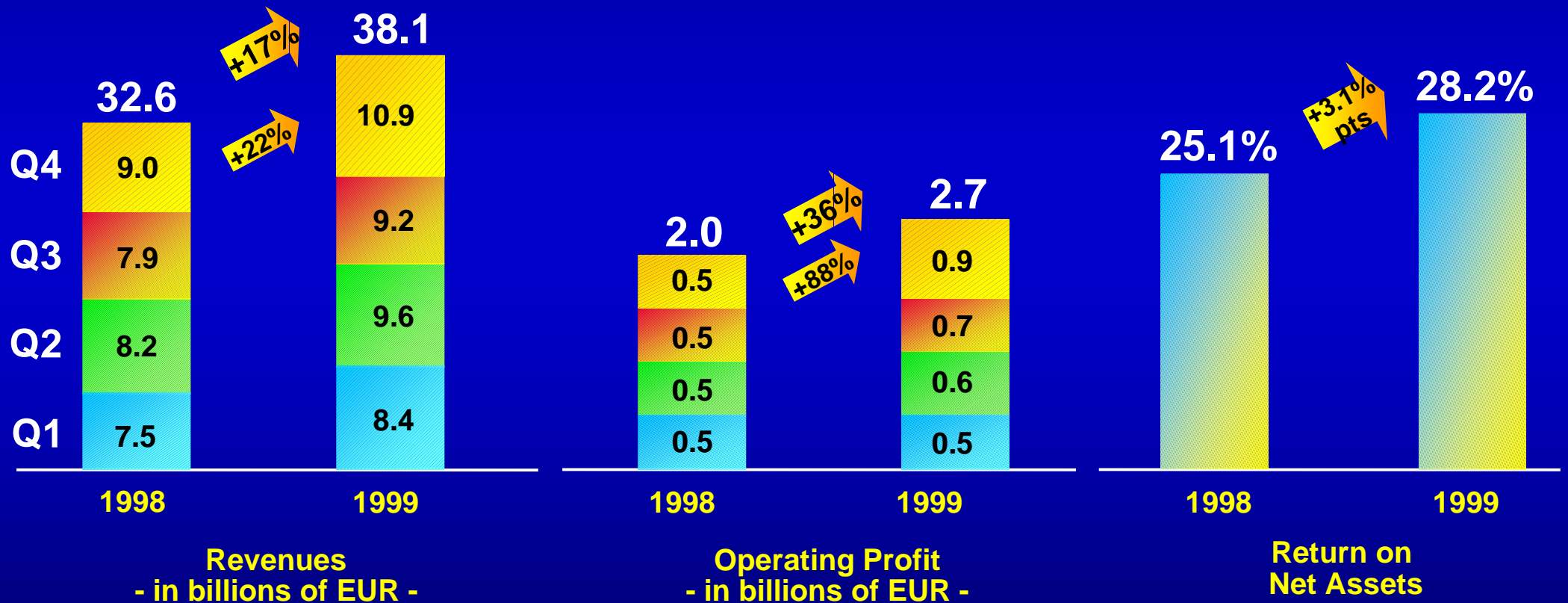
*) Average number of shares 1998: 959.3 million, 1999: 1,002.9 million

Performance Measures



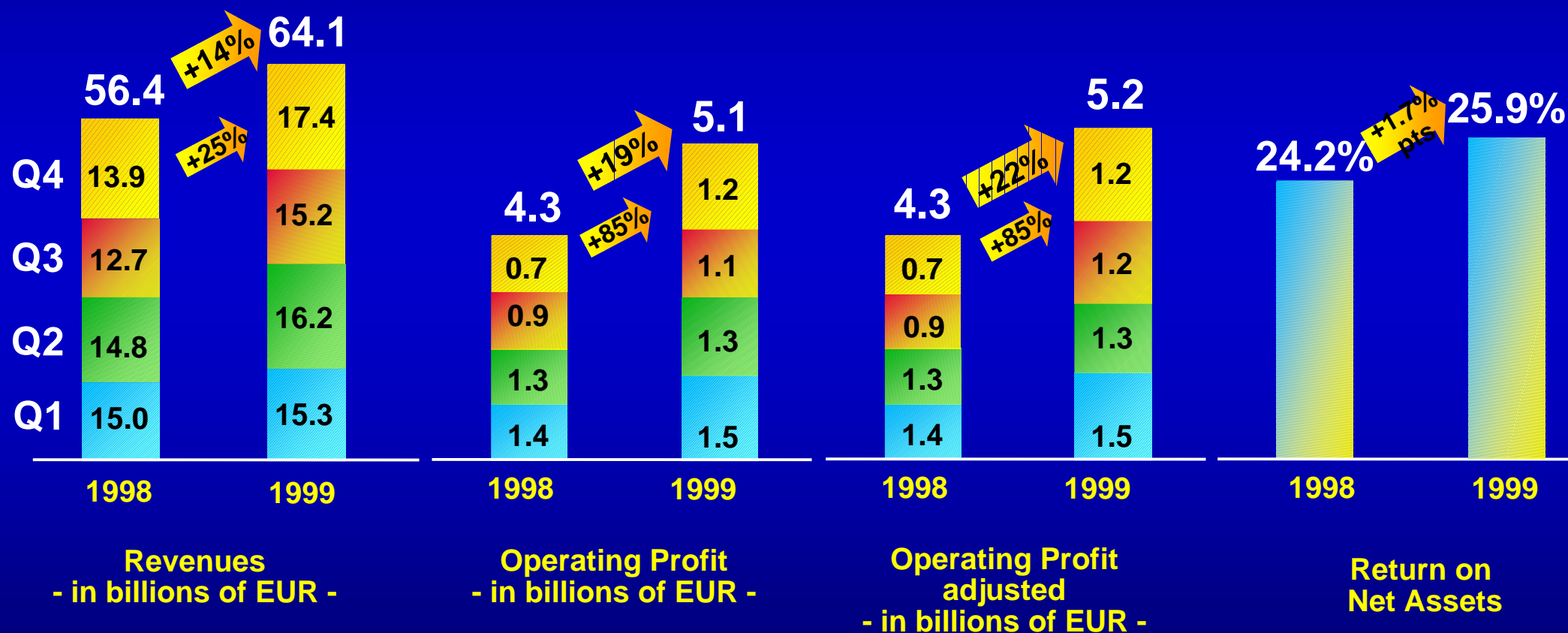
Mercedes-Benz Passenger Cars & smart

Revenues, Operating Profit and Return on Net Assets



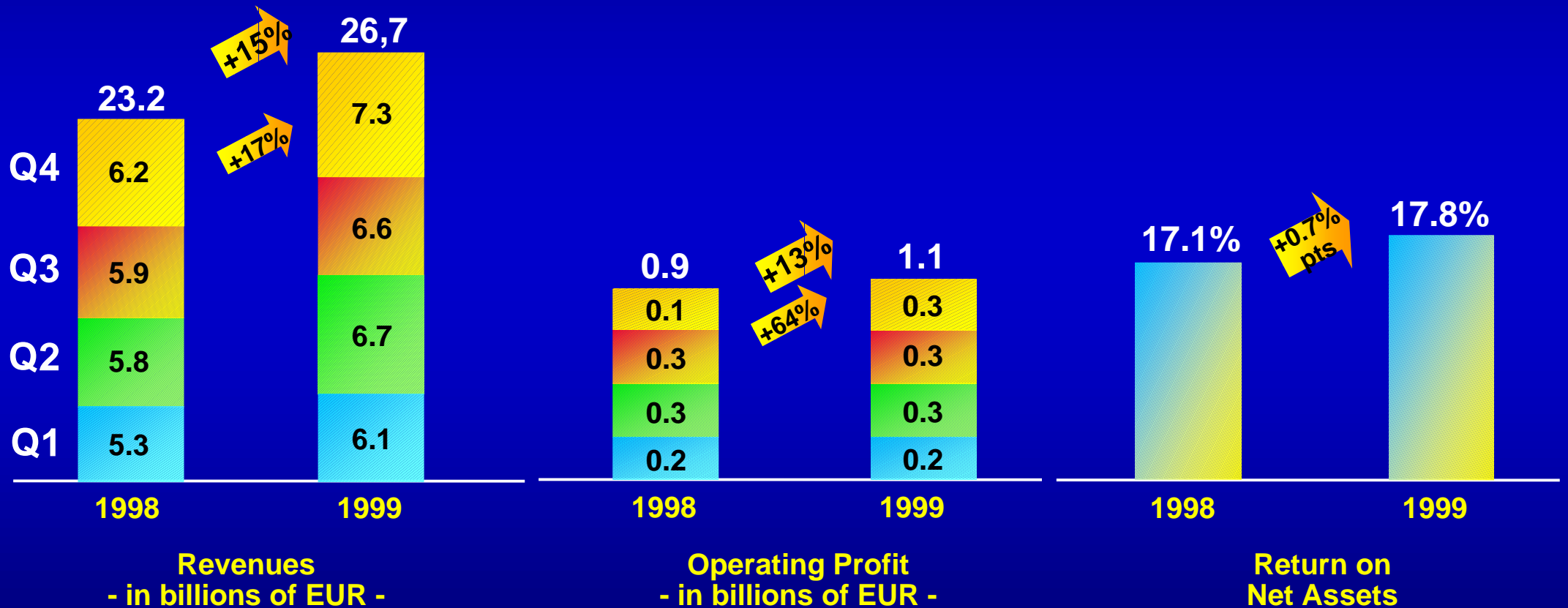
Chrysler Group

Revenues, Operating Profit and Return on Net Assets



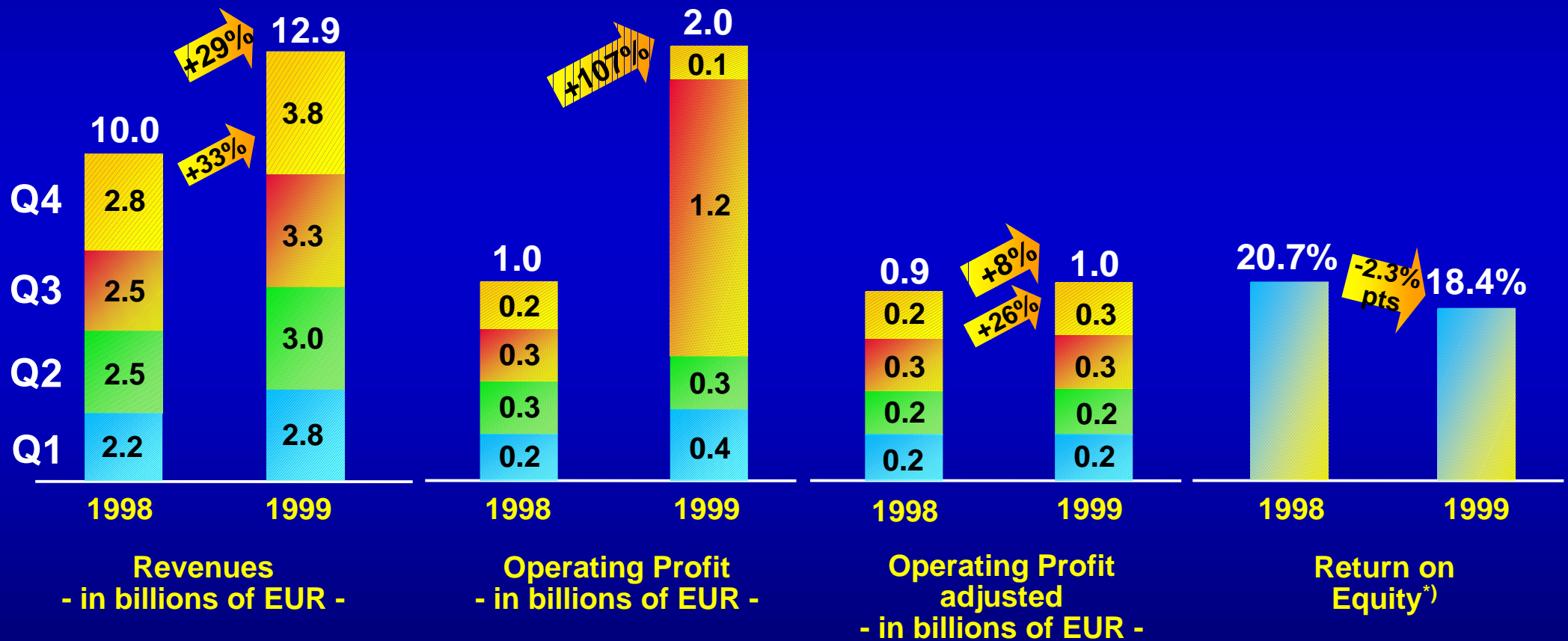
Commercial Vehicles

Revenues, Operating Profit and Return on Net Assets



Services

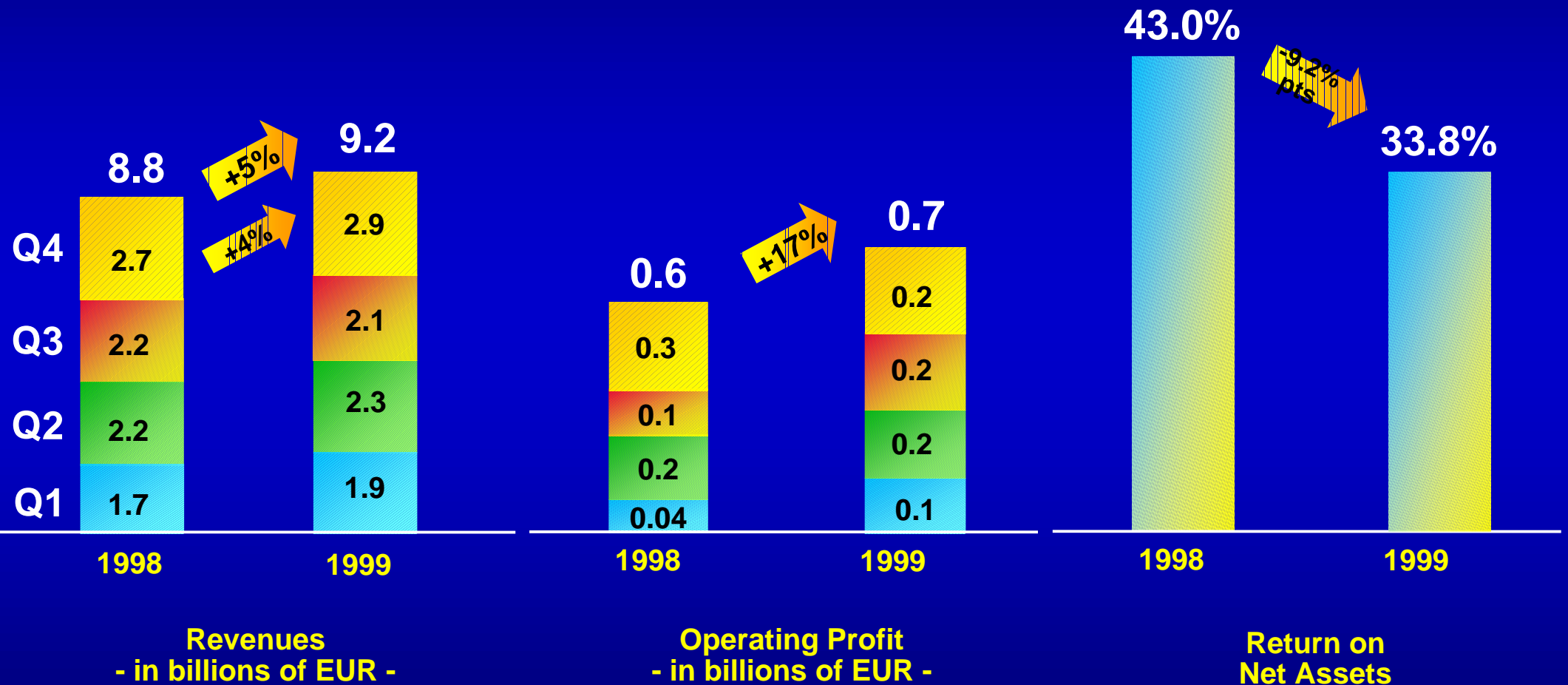
Revenues, Operating Profit and Return on Equity^{*)}



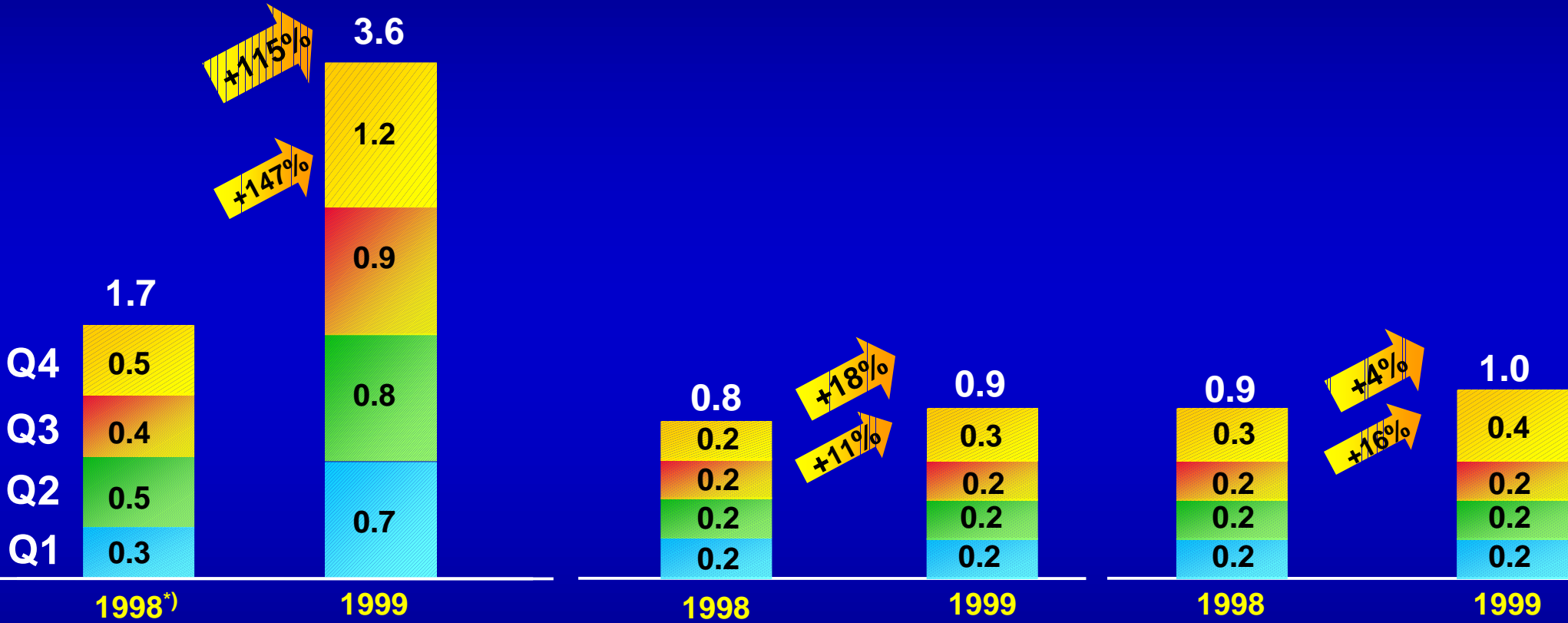
^{*)} Financial Services

Aerospace

Revenues, Operating Profit and Return on Net Assets



Other Industrial Businesses Revenues



Rail Systems
- in billions of EUR -

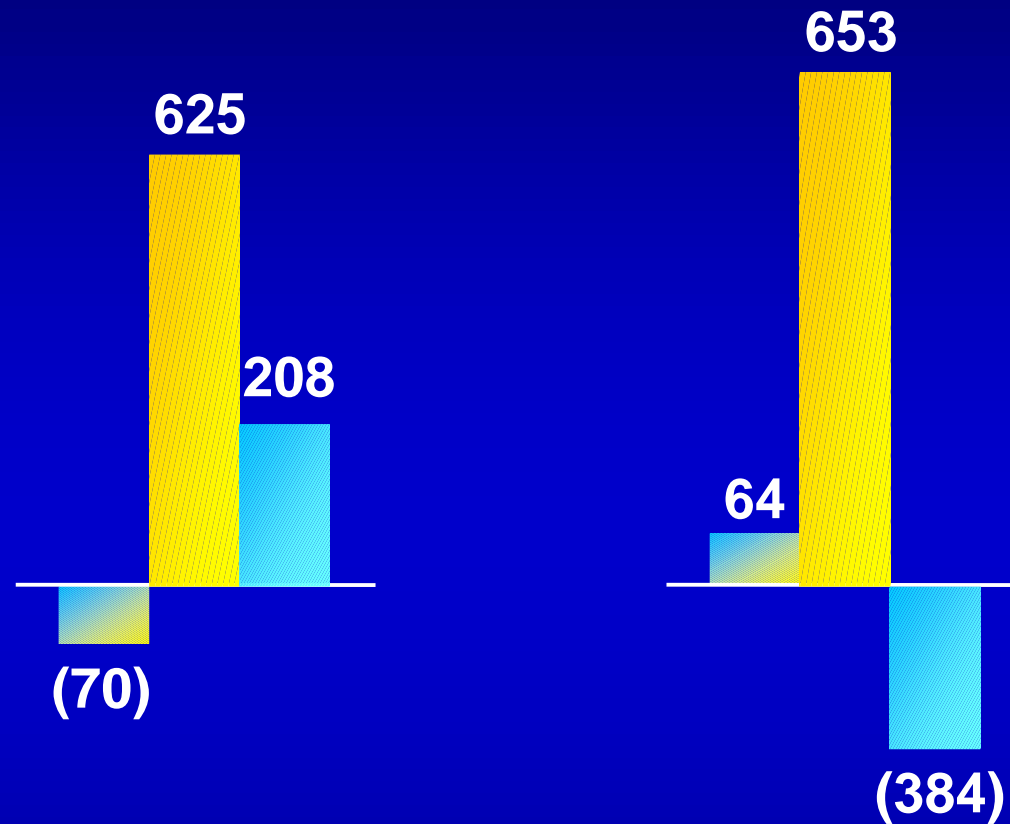
Automotive Electronics
- in billions of EUR -

MTU/Diesel Engines
- in billions of EUR -

^{*)} 50% consolidation of Adtranz

Financial Income, net

(in millions of EUR)



Financial Income, net 763

333

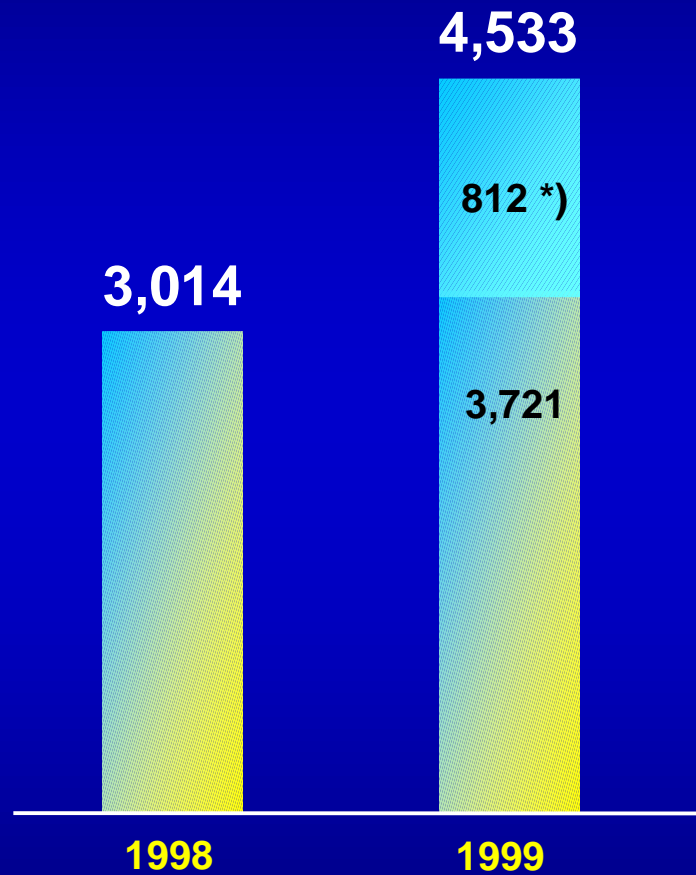
1998

1999

Income (loss) from investments Interest income, net Other financial income (loss), net

Income Taxes

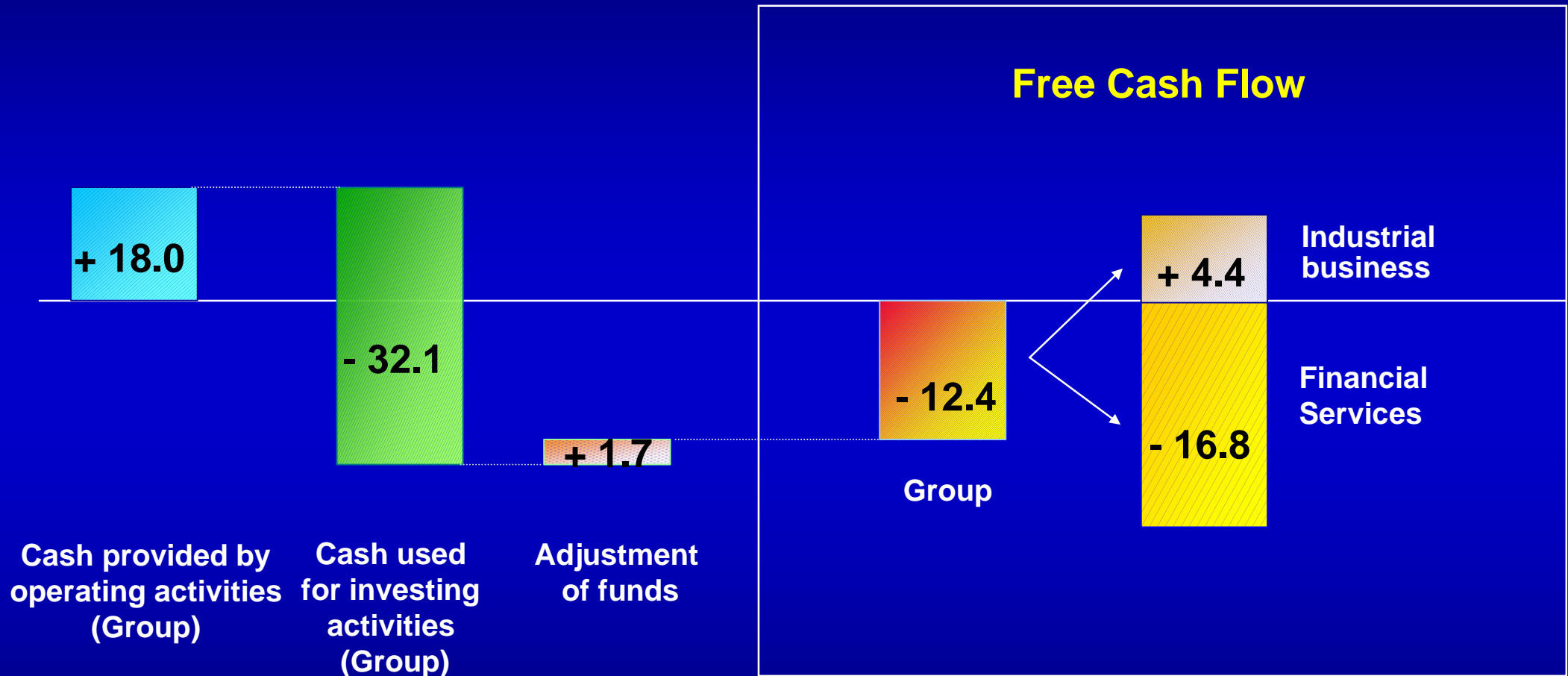
(in millions of EUR)



*) One-time effects of changes in German tax law

Reconciliation to Free Cash Flow 1999

(in billions of EUR)



Key Figures of the Groups' Balance Sheet

- in millions of EUR -

1999 **1998**

Gross Liquidity Group	18,201	19,073
as a percentage of total assets	10.4%	14.0%
Gross Liquidity Group including Pension Trust	22,260	19,073
Liquidity Industrial Business	16,580	17,855
Liquidity Industrial Business including Pension Trust	20,639	17,855
Equity Ratio Group	19.3%	20.6%
Equity Ratio Industrial Business	27.8%	26.6%
Financial Liabilities Group	64,488	40,430
Financial Liabilities Industrial Business	4,400	3,631
Net Debt Group	(46,287)	(21,357)
Net Liquidity Industrial Business	12,180	14,224
Net Liquidity Industrial Business including Pension Trust	16,239	14,224

Outlook

- ▶ **Further improvement of our competitive position and enhancement of profitability through:**
 - ▶ **additional advantages from synergies over our competitors**
 - ▶ **expansion of current cost-cutting initiatives in all divisions**
- ▶ **Strong balance sheet enables an active role of the consolidation process in the international automotive industry**