

DAIMLERCHRYSLER

2003 RESULTS CONFERENCE CALL

**Stuttgart
February 19, 2004**

SUMMARY FULL YEAR 2003

- **DaimlerChrysler Group:**
 - Revenues at EUR 136.4 billion
 - Operating profit at EUR 5.7 billion (EUR 5.1 billion excluding EUR 1.0 billion gain from sale of MTU Aero Engines and EUR 0.5 billion restructuring charge at Chrysler Group)

- **Mercedes Car Group: Operating profit higher than 2002**

- **Chrysler Group: Operating loss of EUR 506 million, excluding restructuring expenses of EUR 469 million almost breakeven**

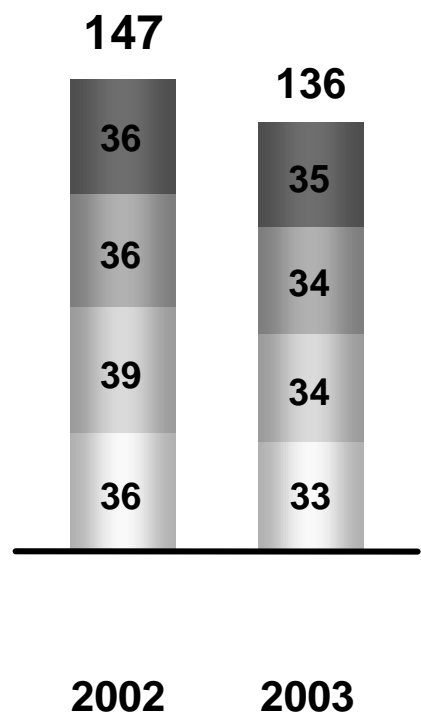
- **Commercial Vehicles: Operating profit substantially improved as a result of the efficiency programs**

- **Services: Operating profit significantly exceeded prior years' level (excluding reported one-time effects in 2002)**

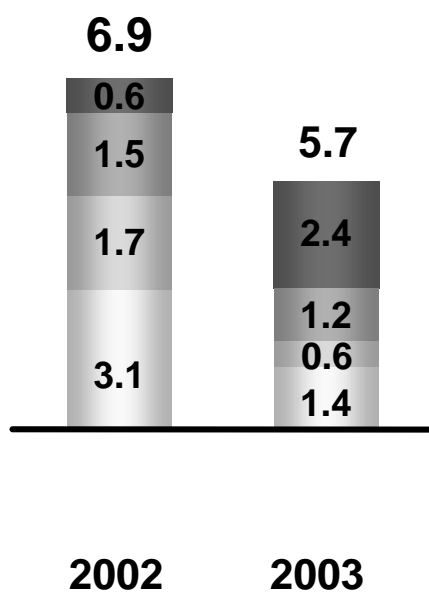
- **Other Activities: Decline in operating profit reflects negative contribution from MMC and lower amount from EADS. Positive effects from the sale of MTU Aero Engines**

KEY FIGURES

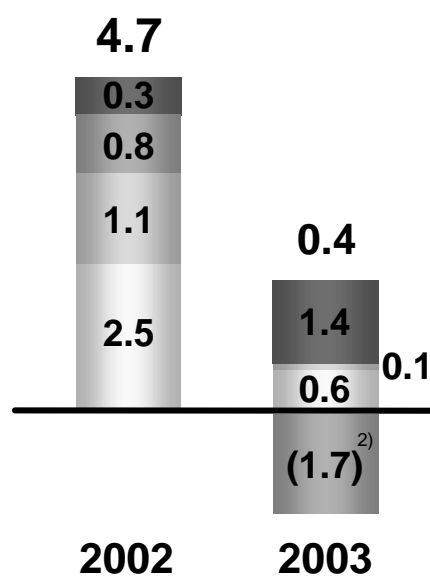
Revenues
- in billions of EUR -



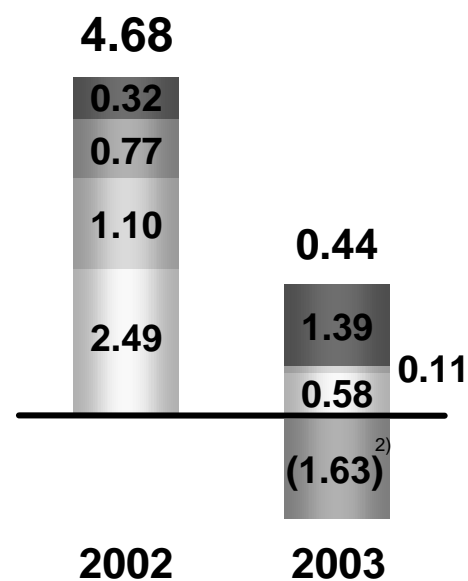
Operating Profit
- in billions of EUR -



Net Income / Loss
- in billions of EUR -



Earnings per share¹⁾
- in EUR -



■ Q1 ■ Q2 ■ Q3 ■ Q4

1) Average number of shares 2002: 1,008.3 mn, 2003: 1,012.7 mn

2) Including impairment charge related to DCX stake in EADS of EUR 1,960 mn or EUR 1.94 per share

ONE-TIME EFFECTS REPORTED IN 2002

- in millions of EUR -	Operating Profit		Net Income	
	Q4 2002	FY 2002	Q4 2002	FY 2002
Gain on sale of 49.9% interest in T-Systems ITS	-	2,484	-	2,484
Gain on sale of 40% (2001: 60%) stake in TEMIC	-	156	-	145
Chrysler Group	-	(708)	8	(453)
Commercial Vehicles	(452)	(519)	(281)	(329)
Impairment on Capital Services portfolio	(168)	(281)	(121)	(192)
Impact financial crisis Argentina	-	(107)	-	(107)
Transition adjustment SFAS 142 (goodwill impairment)	-	-	-	(159)
Total	(620)	1,025	(394)	1,389

SPECIAL ITEMS AFFECTING RESULTS IN 2003

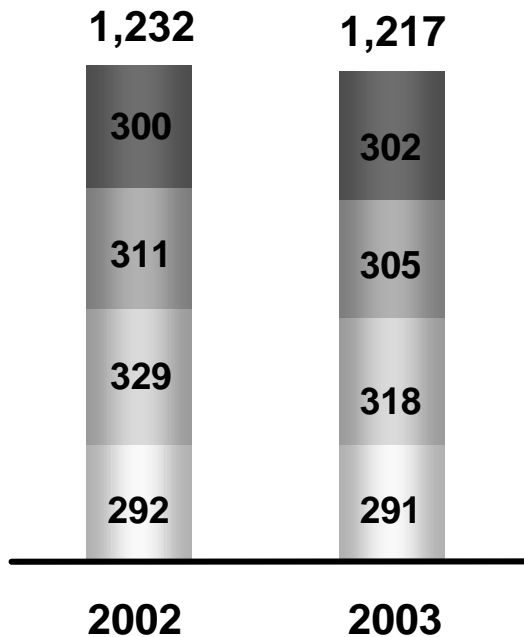
- **Impairment on EADS investment**
 - effect on net income: EUR (1,960) million

- **Restructuring at Chrysler Group related to Turnaround Plan 2001**
 - effect on operating profit: EUR (469) million
 - effect on net income: EUR (288) million

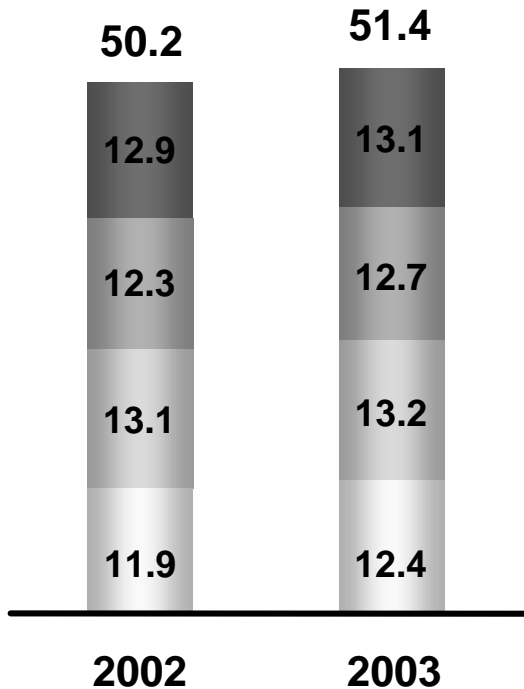
- **Sale of MTU Aero Engines**
 - effect on operating profit: EUR 1,031 million
 - effect on net income: EUR 882 million

INCREASE IN EARNINGS DESPITE DIFFICULT MARKET CONDITIONS

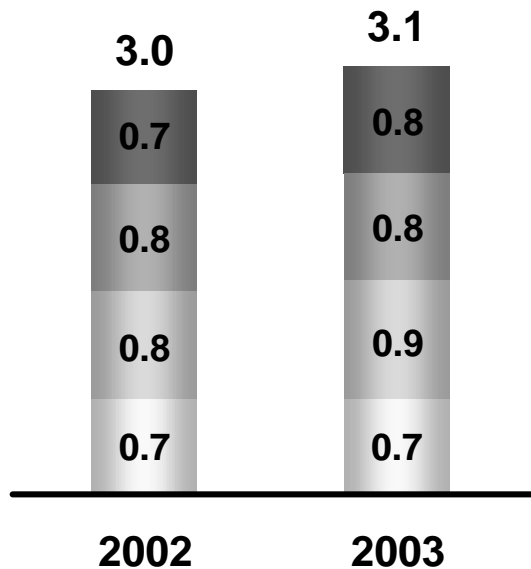
Sales
- in thousand units -



Revenues
- in billions of EUR -



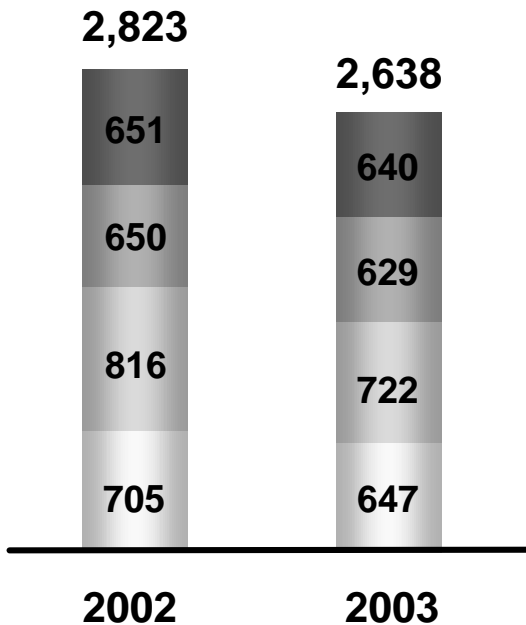
Operating Profit
- in billions of EUR -



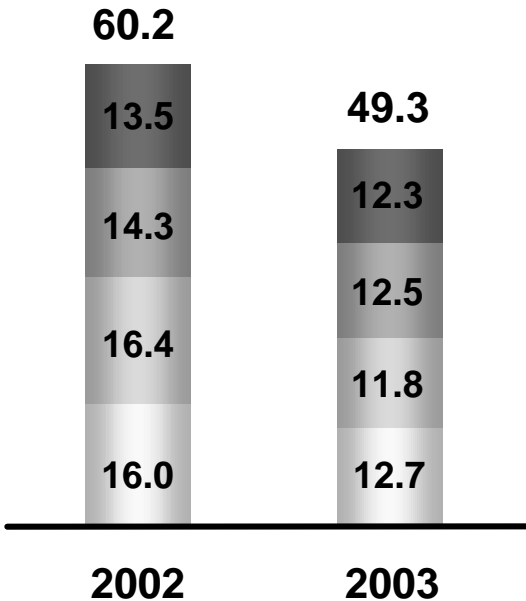
■ Q1 ■ Q2 ■ Q3 ■ Q4

RESULTS EXCLUDING RESTRUCTURING CHARGES CLOSE TO BREAKEVEN

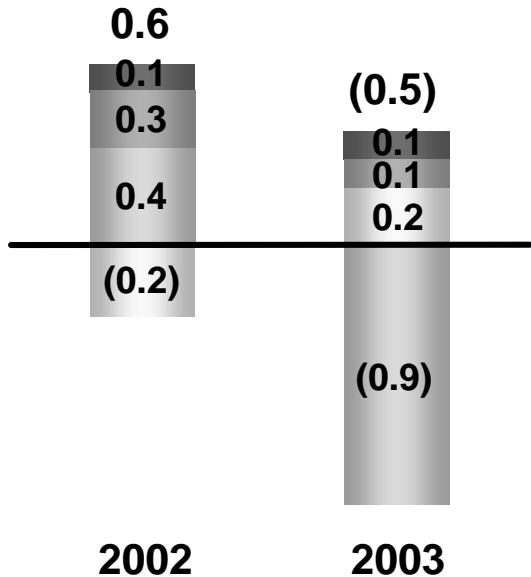
Sales ¹⁾
- in thousand units -



Revenues
- in billions of EUR -



Operating Profit ²⁾
- in billions of EUR -



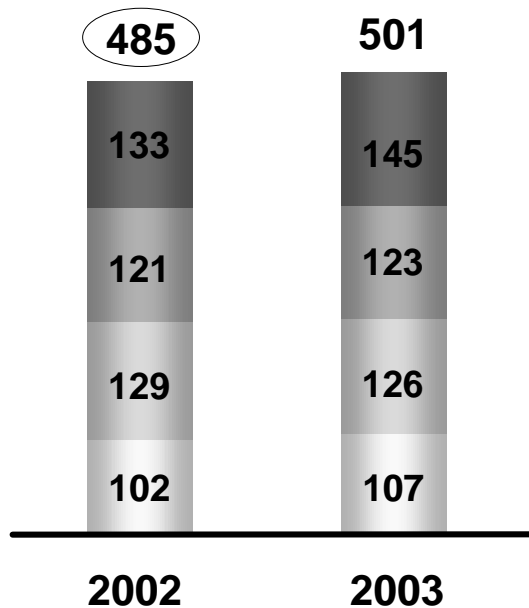
■ Q1 ■ Q2 ■ Q3 ■ Q4

1) Corresponds to Chrysler shipments

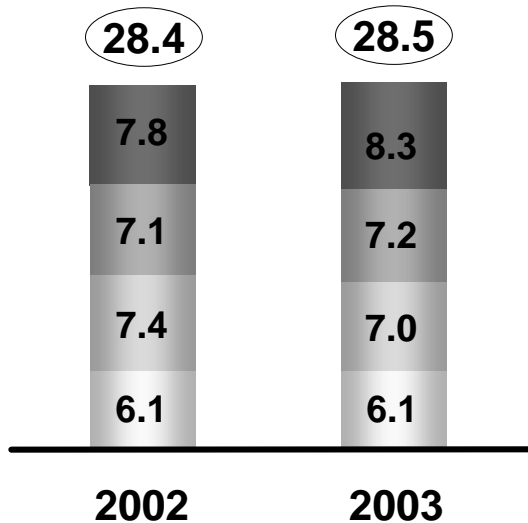
2) Including one-time effects of EUR (0.7) bn in 2002 and restructuring charges of EUR 0.5 bn in 2003

STRONG INCREASE IN EARNINGS DUE TO SUCCESSFUL EFFICIENCY ENHANCEMENT PROGRAMS

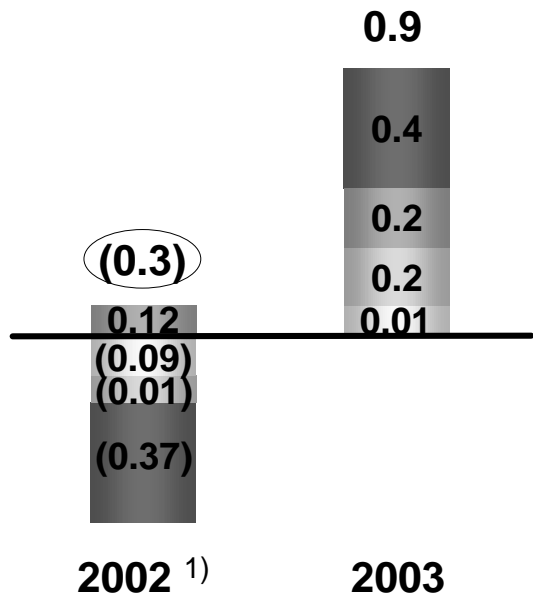
Sales
- in thousand units -



Revenues
- in billions of EUR -



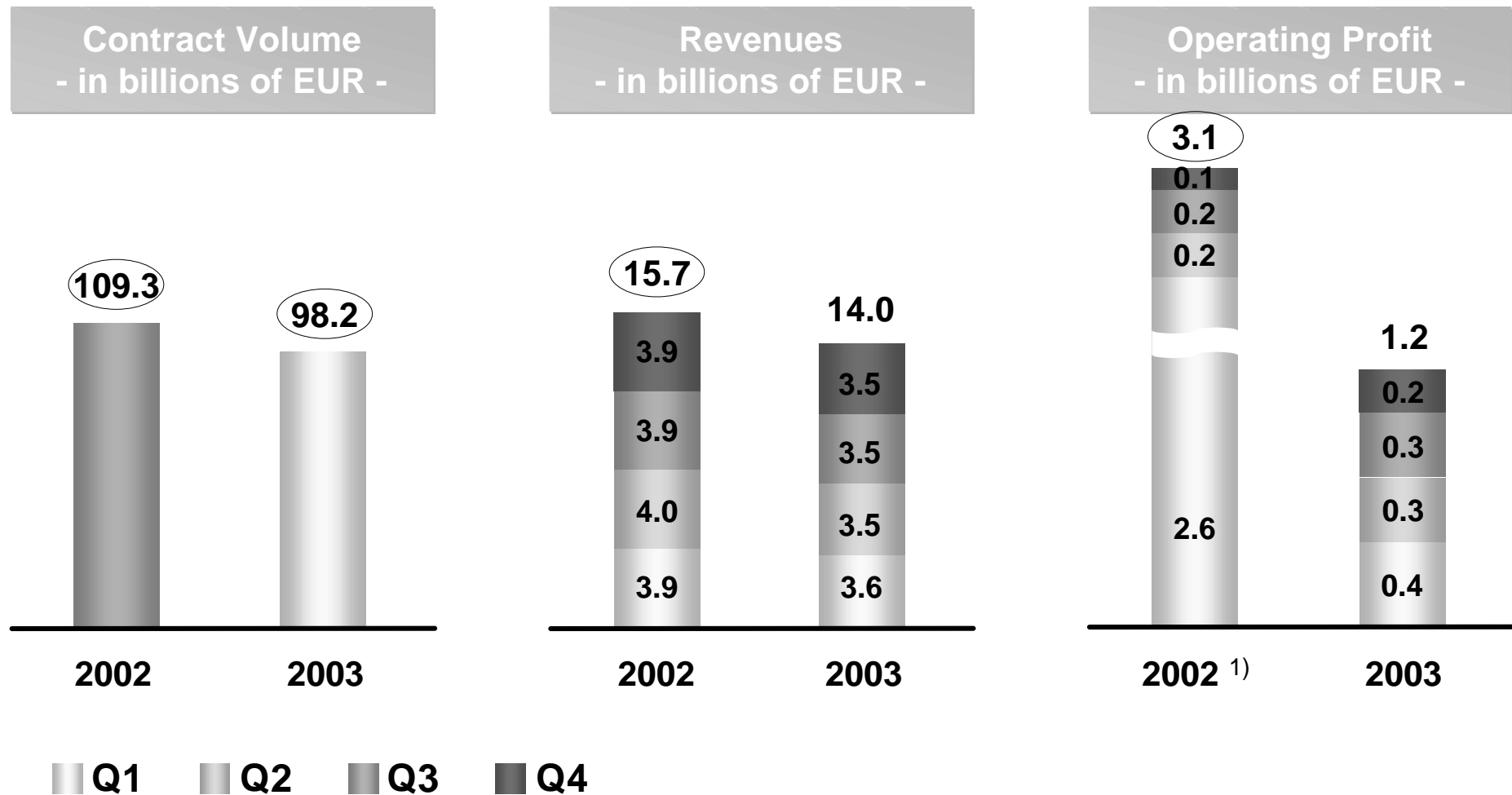
Operating Profit
- in billions of EUR -



■ Q1 ■ Q2 ■ Q3 ■ Q4

1) Including one-time effects of EUR (0.5) bn

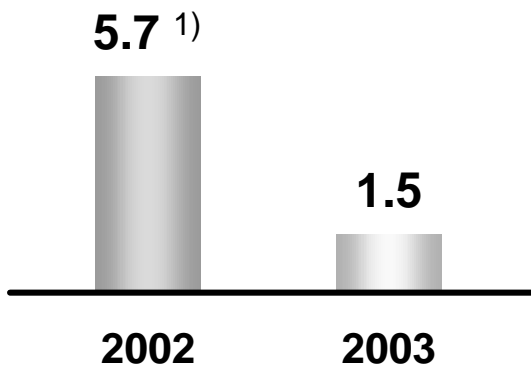
OPERATING PROFIT SIGNIFICANTLY EXCEEDED PRIOR YEAR'S LEVEL (EXCL. REPORTED ONE-TIME EFFECTS)



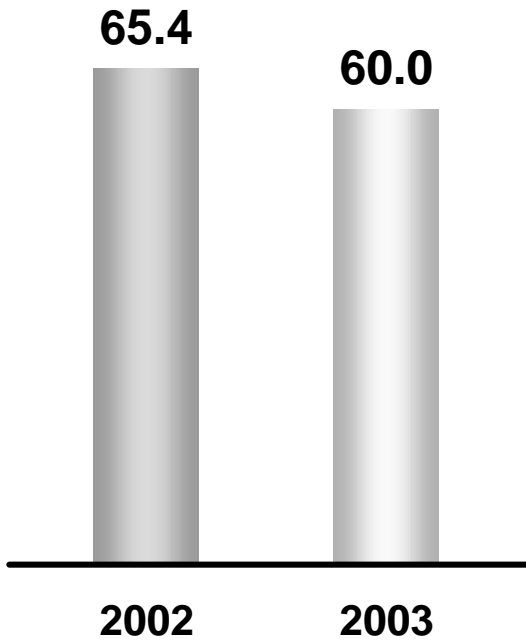
1) Including one-time effects (net) of EUR 2.1 bn

PERFORMANCE MEASURES

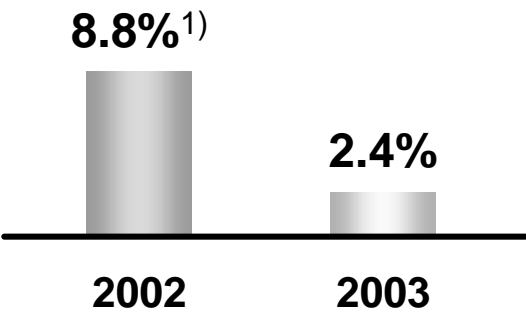
Net Operating Income
- in billions of EUR -



Average Net Assets
- in billions of EUR -

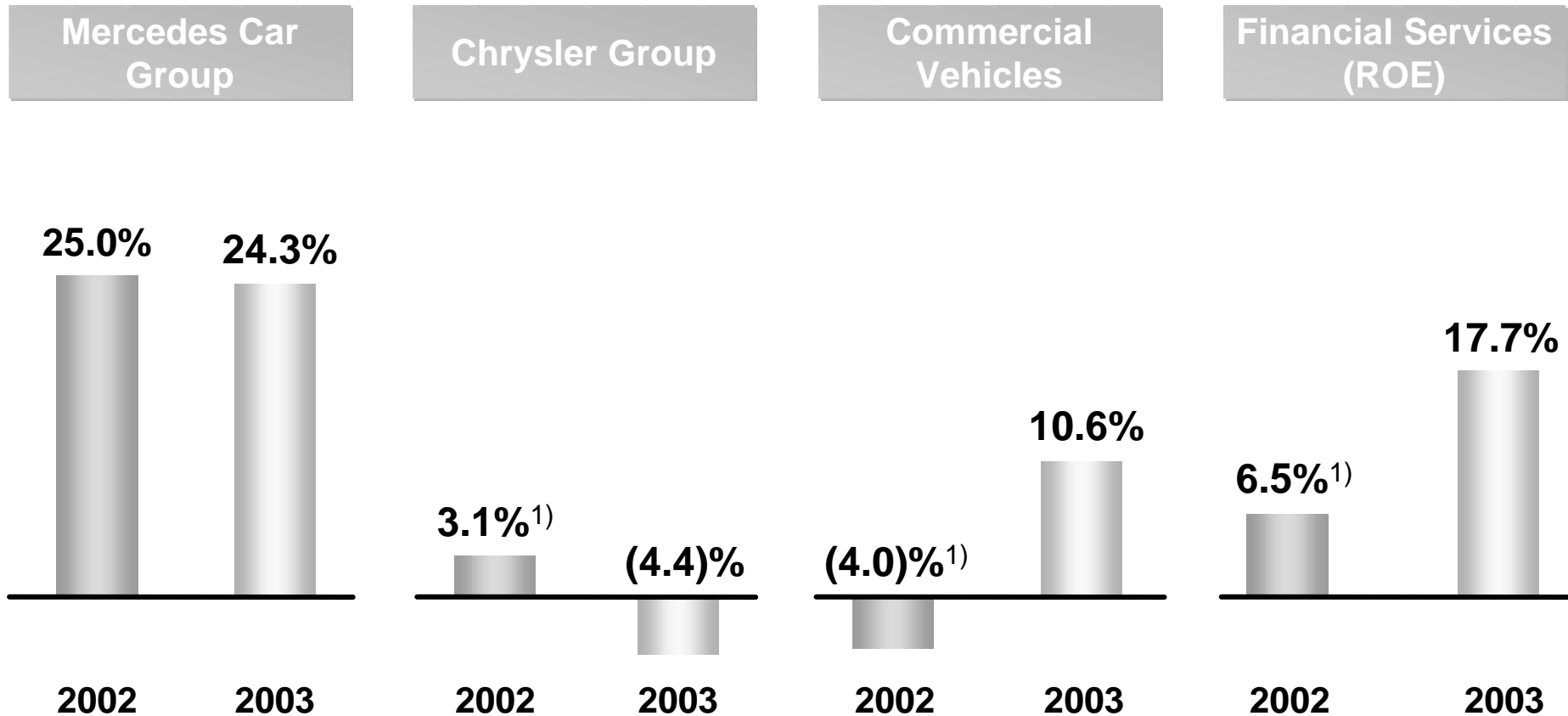


Return on Net Assets
(after taxes at Group level)



1) Including reported one-time effects in 2002

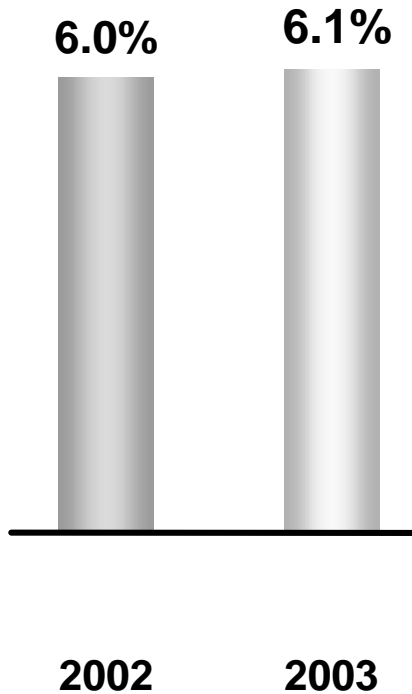
RONA OF THE DIVISIONS



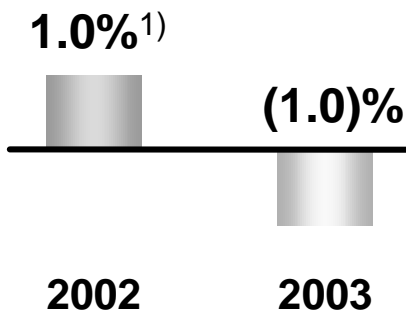
1) Including reported one-time effects in 2002

RETURN ON SALES

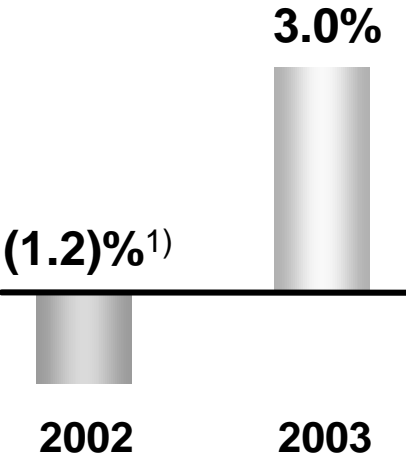
Mercedes Car Group



Chrysler Group



Commercial Vehicles



1) Including reported one-time effects in 2002

FINANCIAL INCOME

- in millions of EUR -	FY 2002	FY 2003
Income (loss) from investments (excl. EADS impairment)	2,638	(501)
Impairment on EADS	-	(1,960)
Interest expense, net	(320)	(390)
Other financial income (loss), net	(112)	35
Financial income (expense), net	2,206	(2,816)

KEY BALANCE SHEET FIGURES

- in billions of EUR -	Dec. 31 2002	Dec. 31 2003
Gross liquidity Group	12.4	14.3
Gross liquidity industrial business	11.1	12.5
Group equity ¹⁾	33.5	33.0
Equity ratio Group ¹⁾	17.9%	18.5%
Equity ratio industrial business	24.9%	26.1%
Financial liabilities Group ²⁾	77.6	74.7
Financial liabilities industrial business ²⁾	10.7	10.7
Net debt Group	(65.2)	(60.4)
Net cash (net debt) industrial business	0.4	1.8

1) Excluding dividend payment

2) Adjusted for the effects of the mark-to-market valuation according to SFAS 133

PENSION STATUS

	Dec 31 2002	December 31 2003			
- in billions of EUR -	DC Group	DC Group	German Plans	US ¹⁾ Plans	Other
Projected benefit obligations (PBO)	(33.0)	(32.1)	(11.2)	(20.6)	(0.3)
Plan assets	24.6	26.3	8.2	17.9	0.2
Over / (under) funded position	(8.4)	(5.8)	(3.0)	(2.7)	(0.1)
Pension accruals	7.4	5.0	2.4	2.5	0.1
Over / (under) funded PBO position net of accruals	(1.0)	(0.8)	(0.6)	(0.2)	0.0

1) including Canadian Plans

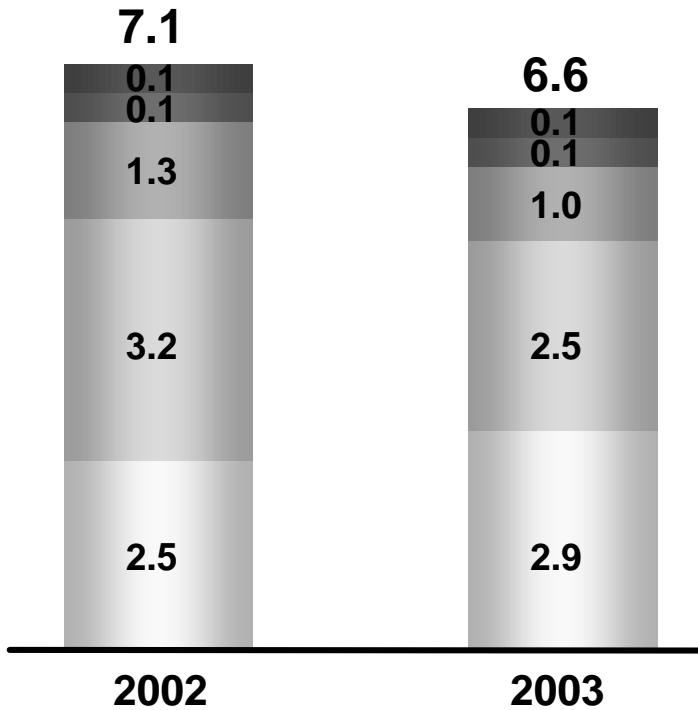
ASSUMPTIONS FOR THE VALUATION OF PENSION OBLIGATIONS AND RETURN ON PLAN ASSETS

- in millions of EUR -	2002		2003	
	German Plans	US ¹⁾ Plans	German Plans	US ¹⁾ Plans
Discount rate for the valuation of the PBO at year-end	5.75%	6.75%	5.25%	6.25%
Expected return on plan assets	7.90%	10.50%	7.50%	8.50%
Actual return on plan assets	-15.50%	-8.80%	14.60%	23.00%

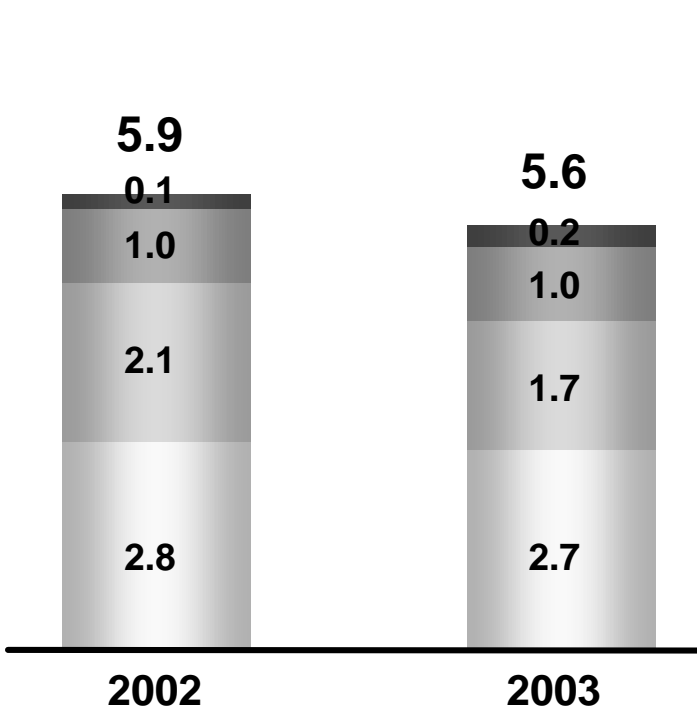
1) US plans = DaimlerChrysler Corporation

EUR 12.2 BILLION INVESTED IN 2003

Capital Expenditure in Property, Plant & Equipment - in billions of EUR -



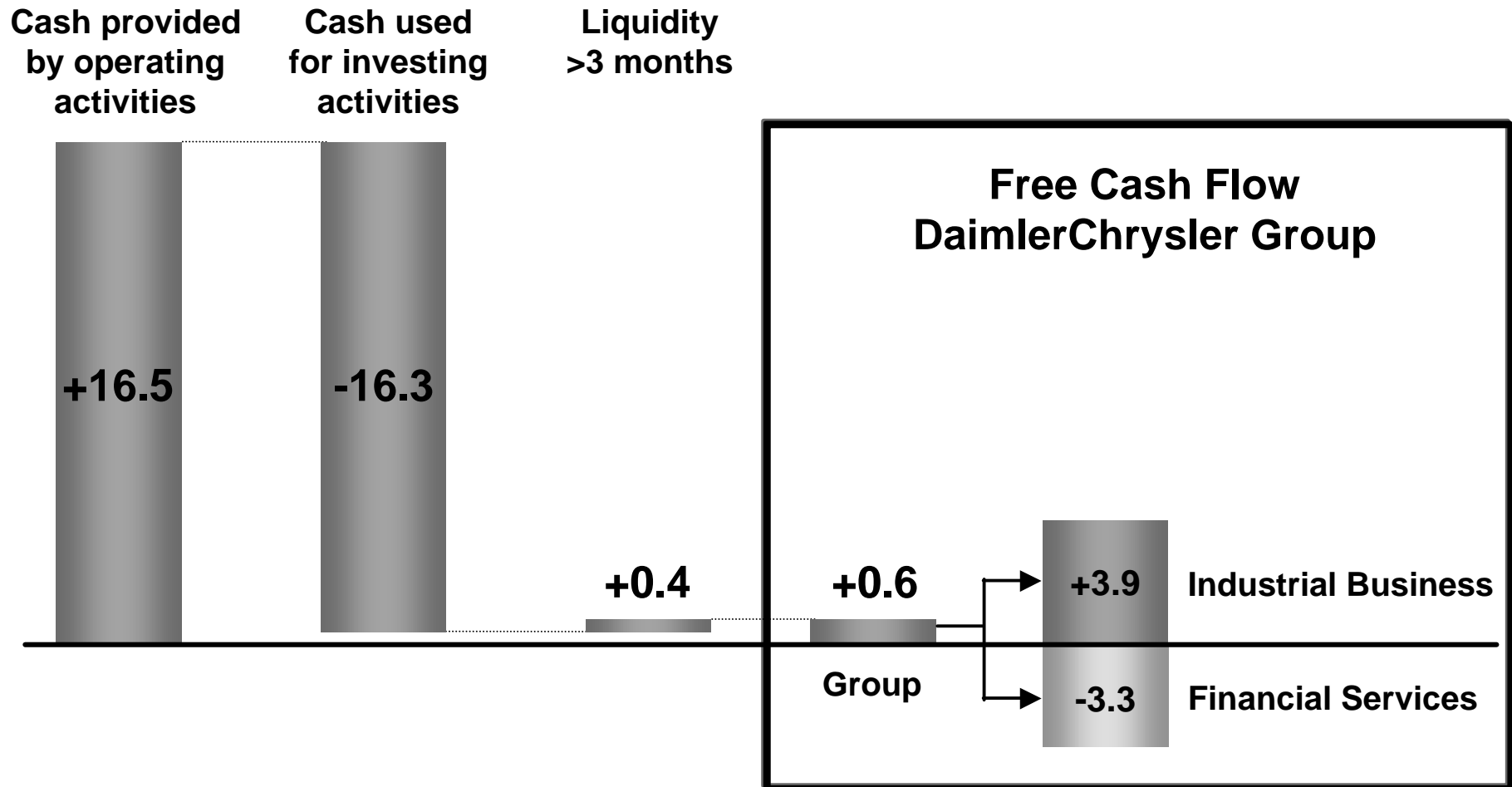
R&D Expenditure - in billions of EUR -



Mercedes Car Group
 Chrysler Group
 Commercial Vehicles
 Services
 Other Activities

RECONCILIATION TO FREE CASH FLOW FY2003

- in billions of EUR -



PROFIT OUTLOOK 2004

- **Mercedes Car Group: Second model offensive requires high expenditure in 2004, but is expected to increase business volume and earnings in particular from 2005**

- **Chrysler Group: Due to the launch of 25 new products between 2004 to 2006 and further efficiency improvements, the division expects rising earnings beginning in 2004**

- **Commercial Vehicles: Modularization, expansion in Asia and new products together with programs to further increase efficiency should strengthen market position and profitability**

- **Services: Rising sales volume of our brands and the financing needs of our customers should lead to further growth in business**

- **Equity investments: Stronger contribution from EADS expected; challenging situation at MMC**

- **DaimlerChrysler Group: Based on the assumptions for our businesses, DaimlerChrysler is striving for a slight increase in its operating profit in 2004 versus 2003 (excluding restructuring expenditures at Chrysler Group and the gain from sale of MTU Aero Engines)**

DISCLAIMER

This presentation contains forward-looking statements that reflect management's current views with respect to future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “plan,” “project” and “should” and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties, including, but not limited to: an economic downturn in Europe or North America; changes in currency exchange rates and interest rates; introduction of competing products; increased sales incentives; and decline in resale prices of used vehicles. If any of these or other risks and uncertainties occur (some of which are described under the heading “Risk Report” in DaimlerChrysler’s most recent Annual Report and under the heading “Risk Factors” in DaimlerChrysler’s most recent Annual Report on Form 20-F filed with the Securities and Exchange Commission), or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made.