

DAIMLERCHRYSLER

2004 RESULTS

ANNUAL PRESS CONFERENCE

&

CONFERENCE CALL

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Chief Financial Officer

Stuttgart
February 10, 2005

KEY FINANCIAL HIGHLIGHTS IN 2004

● Earning power strengthened:

- Operating profit of EUR 5.8 billion
 - Net income of EUR 2.5 billion
 - Earnings per share of EUR 2.43
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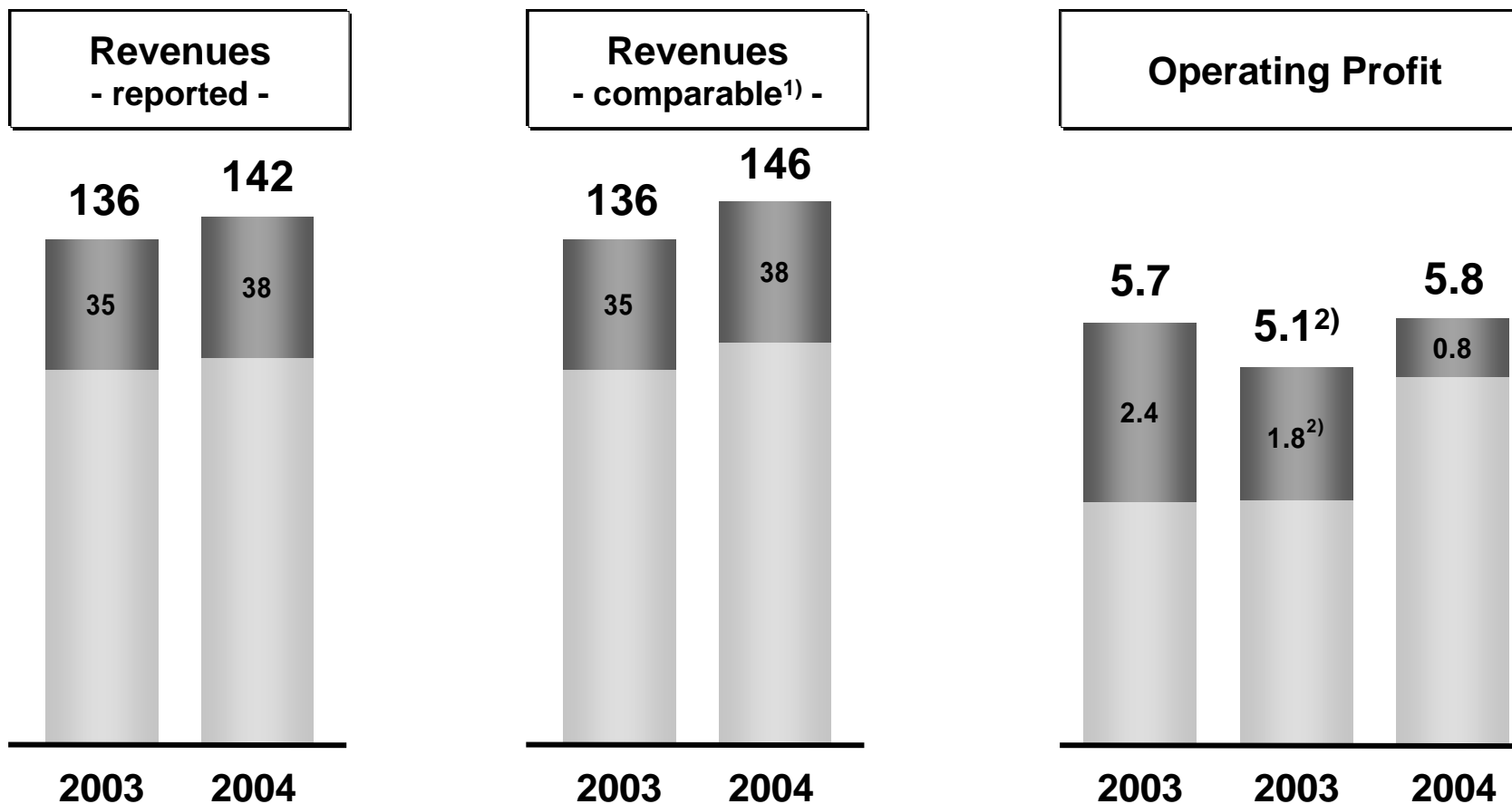
● Key financial metrics improved:

- Net liquidity of the industrial business at EUR 2.2 billion
 - Positive free cash flow in the industrial business of EUR 1.8 billion
 - Stable dividend payment of EUR 1.50 per share
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● Credit rating's outlook improved

REVENUES AND OPERATING PROFIT

– in billions of EUR –

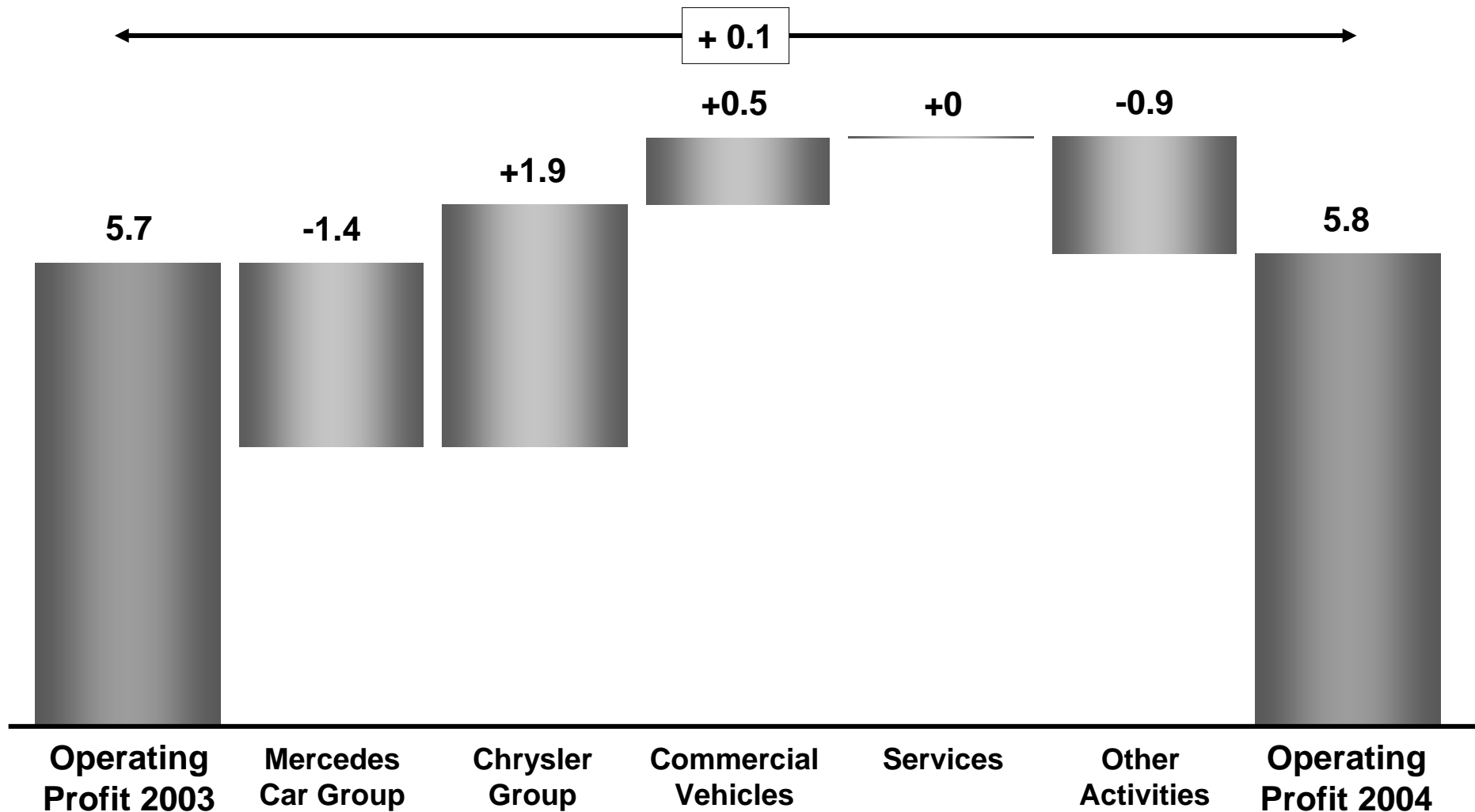


■ Q1-3 ■ Q4

1) Adjusted for exchange rate effects and changes in the consolidated Group
 2) Excluding the gain on sale of MTU Aero Engines (EUR 1,031 mn) and restructuring charges at Chrysler Group (FY 2003: EUR 469 mn, Q4/2003: EUR 427 mn)

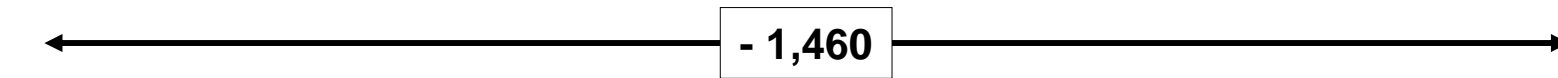
OPERATING PERFORMANCE STRENGTHENED

– in billions of EUR –



OPERATING PROFIT SUBSTANTIALLY LOWER THAN IN 2003

– in millions of EUR –



3,126



Operating Profit 2003

- Less favorable model mix
- Depreciation of the US dollar
- Higher expenses for new models
- High costs for quality offensive
- Additional burdens at smart

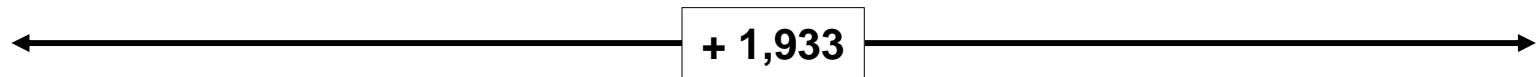


Operating Profit 2004

1,666

STRONG IMPROVEMENT DESPITE DIFFICULT MARKET CONDITIONS

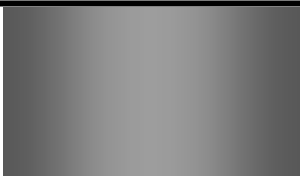
– in millions of EUR –



1,427

- Market success of new products
- Improved model mix
- Lower average incentives
- Improved quality – lower warranty costs
- Further cost reduction

(506)



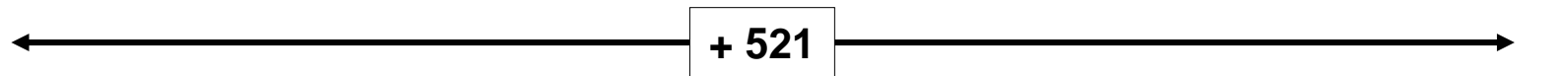
Operating
Loss 2003







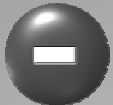
Operating
Profit 2004

OPERATING PROFIT IMPROVED DESPITE HIGH CHARGES AT FUSO

– in millions of EUR –



Operating Profit 2003

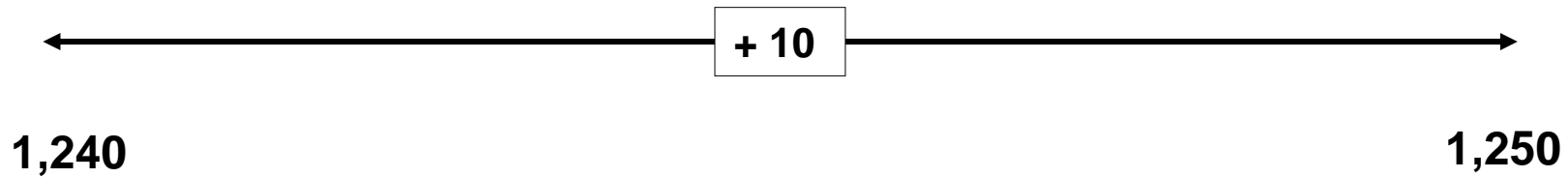
-  Higher unit sales in core markets
-  Favorable model mix
-  Cost and productivity improvements
-  Improved quality – lower warranty costs
-  EUR 475 million related to Fuso recall



Operating Profit 2004

OPERATING PROFIT AT PRIOR YEAR'S LEVEL DESPITE CHARGES FOR TOLL COLLECT



– in millions of EUR –



1,240



Operating Profit 2003

- 
 - Continued high margins
 - Lower cost of risk
- 
 - High charges for Toll Collect
 - debis AirFinance valuation adjustment

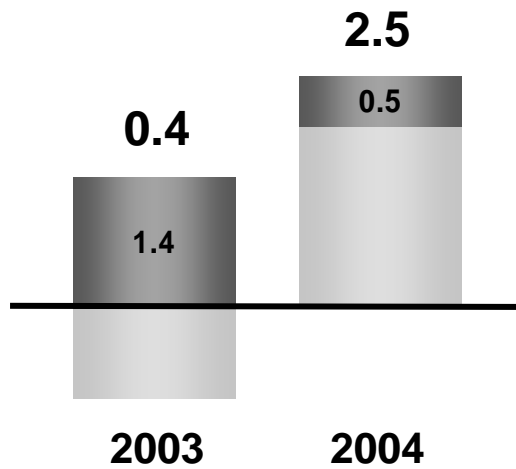
1,250



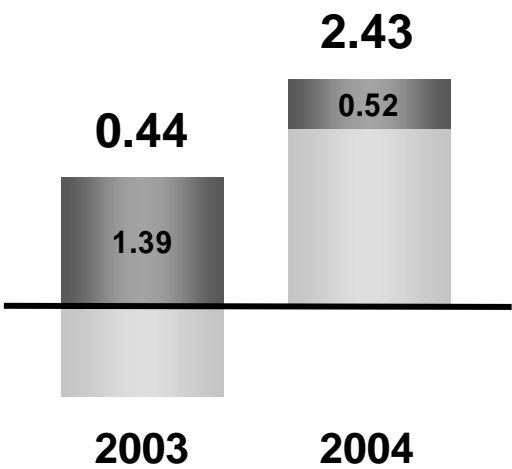
Operating Profit 2004

NET INCOME AND EARNINGS PER SHARE

Net Income
- in billions of EUR -



Earnings per Share
- in EUR -



■ Q1-3 ■ Q4

KEY BALANCE SHEET FIGURES

- in billions of EUR -	Dec. 31 2003	Dec. 31 2004
Gross liquidity Group	14.3	11.7
Gross liquidity industrial business	12.5	10.2
Group equity ¹⁾	33.0	32.0
Equity ratio Group ¹⁾	18.5%	17.5%
Equity ratio industrial business ¹⁾	26.1%	25.3%
Financial liabilities Group ²⁾	74.7	76.0
Financial liabilities industrial business ²⁾	10.7	8.0
Net debt Group	(60.4)	(64.3)
Net cash industrial business	1.8	2.2

1) Excluding dividend payment for 2003 and 2004

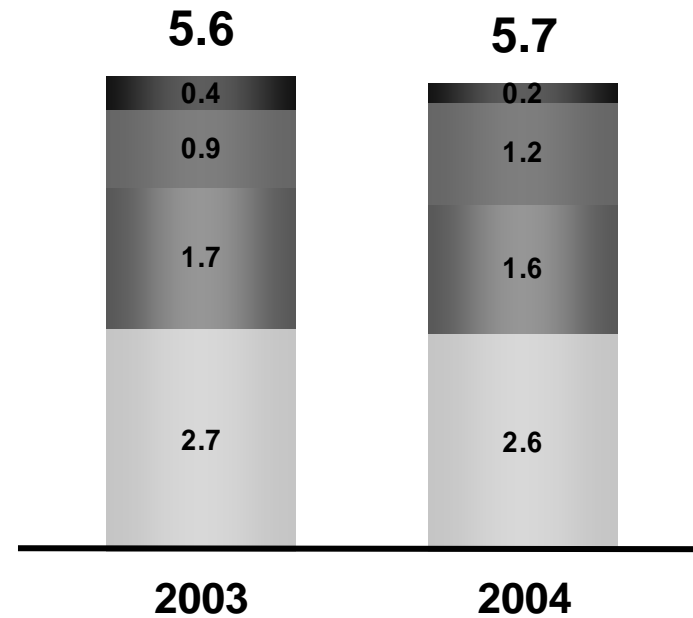
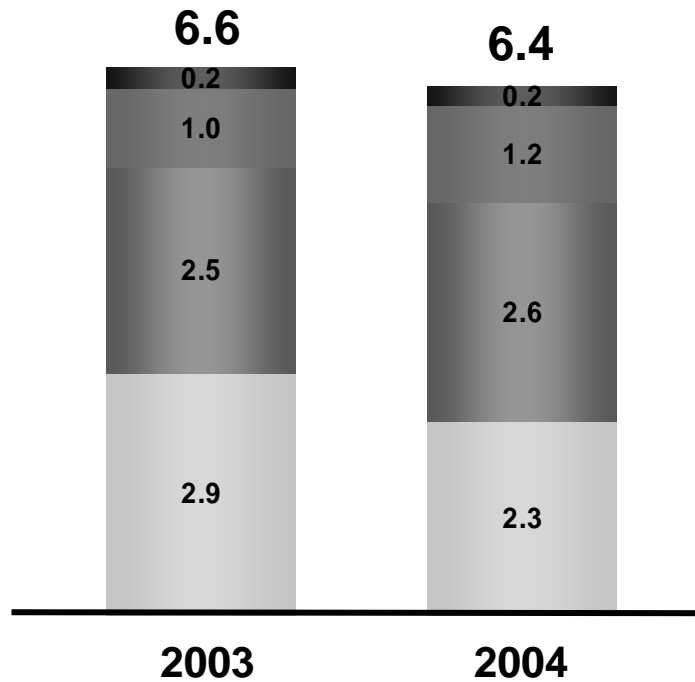
2) Adjusted for the effects of the mark-to-market valuation according to SFAS 133

EUR 12 BILLION EXPENDITURE FOR THE FUTURE

– in billions of EUR –

Capital Expenditure in Property, Plant & Equipment

Research & Development Expenditure



Mercedes Car Group
 Chrysler Group
 Commercial Vehicles
 Services & Other Activities

PENSION STATUS

	Dec. 31 2003	December 31 2004			
	DC Group	DC Group ²⁾	German Plans	US ¹⁾ Plans	Other ²⁾
- in billions of EUR -					
Projected benefit obligations (PBO)	(32.1)	(34.4)	(12.6)	(20.6)	(1.2)
Plan assets	26.3	27.8	9.0	18.3	0.5
Underfunded position	(5.8)	(6.6)	(3.6)	(2.3)	(0.7)
Pension accruals	5.0	5.6	2.9	2.0	0.7
Underfunded PBO position net of accruals	(0.8)	(1.0)	(0.7)	(0.3)	0.0

1) Including Canadian Plans

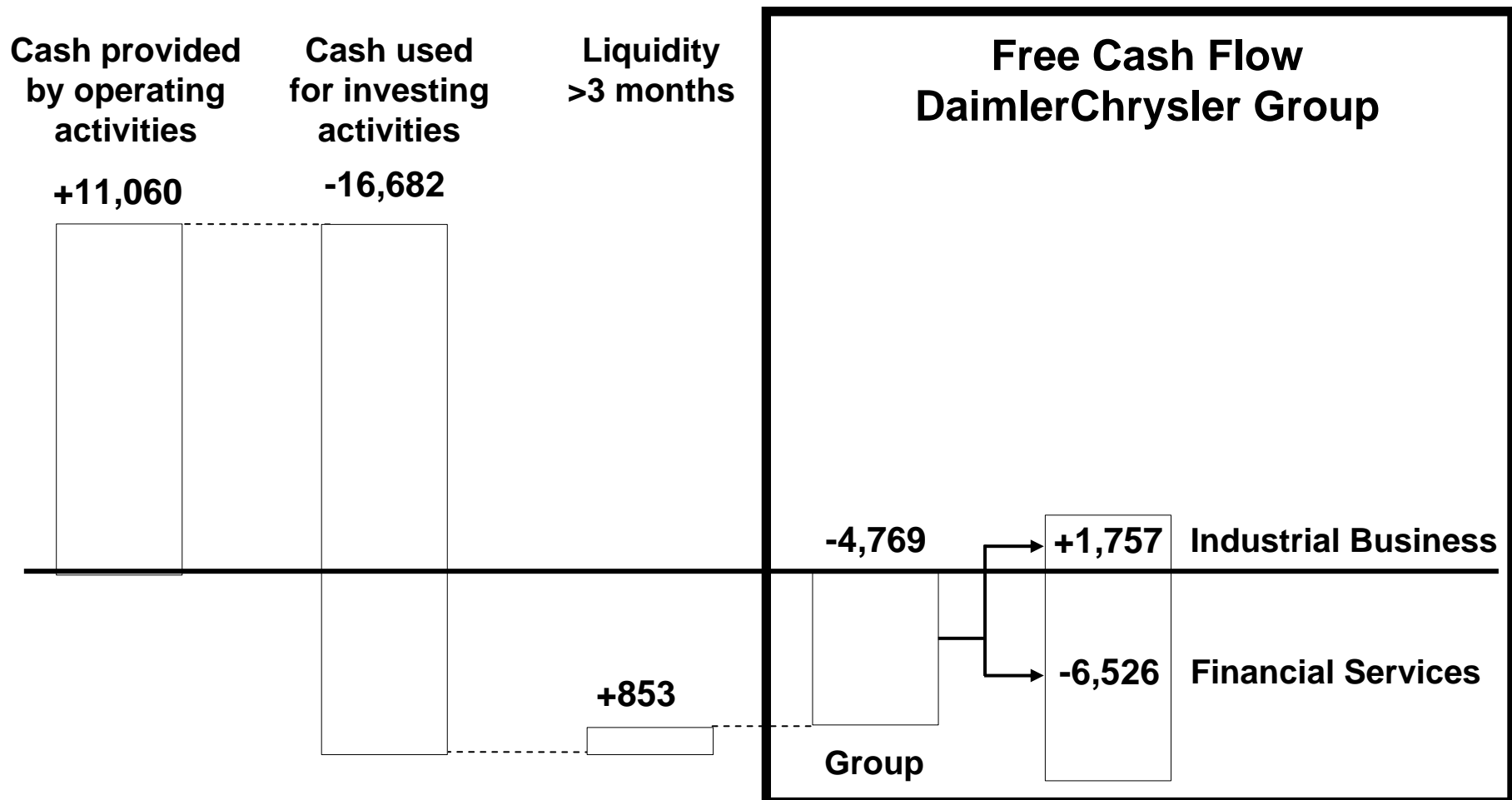
2) Including PBO of EUR (0.8) bn, plan assets of EUR 0.2 bn and pension accruals of EUR 0.6 bn resulting from the consolidation of Mitsubishi Fuso Truck & Bus Corporation

POSTRETIREMENT HEALTHCARE BENEFIT

	Dec. 31 2003	Dec. 31 2004
	DC Group	DC Group
- in billions of EUR -		
Accumulated postretirement benefit obligation (APBO)	(14.9)	(14.4)
Plan assets	1.5	1.6
Over / (under) funded position	(13.4)	(12.8)
Accruals for the postretirement benefit obligation	8.2	8.0
Over / (under) funded APBO position net of accruals	(5.2)	(4.8)

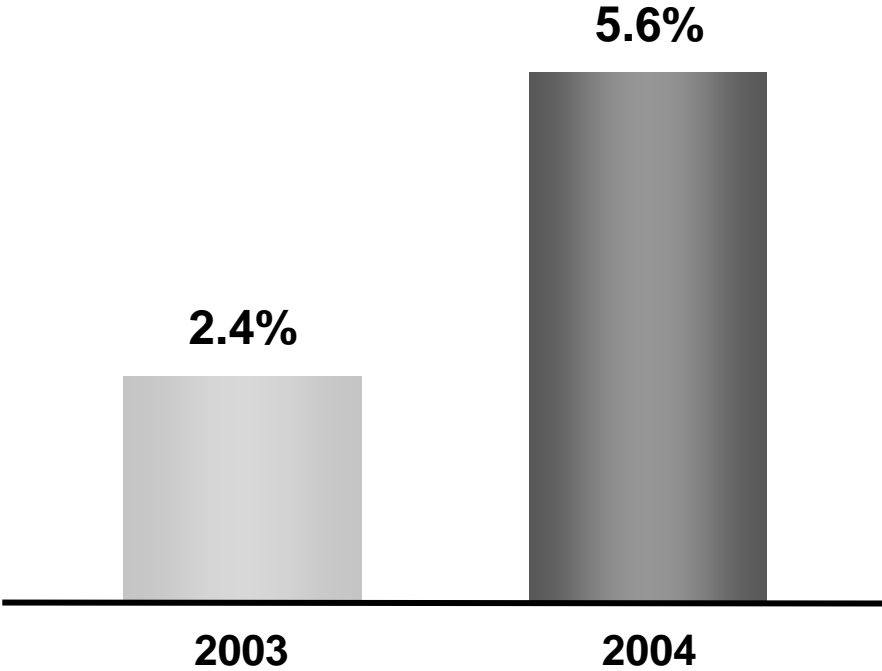
RECONCILIATION TO FREE CASH FLOW FISCAL YEAR 2004

– in millions of EUR –



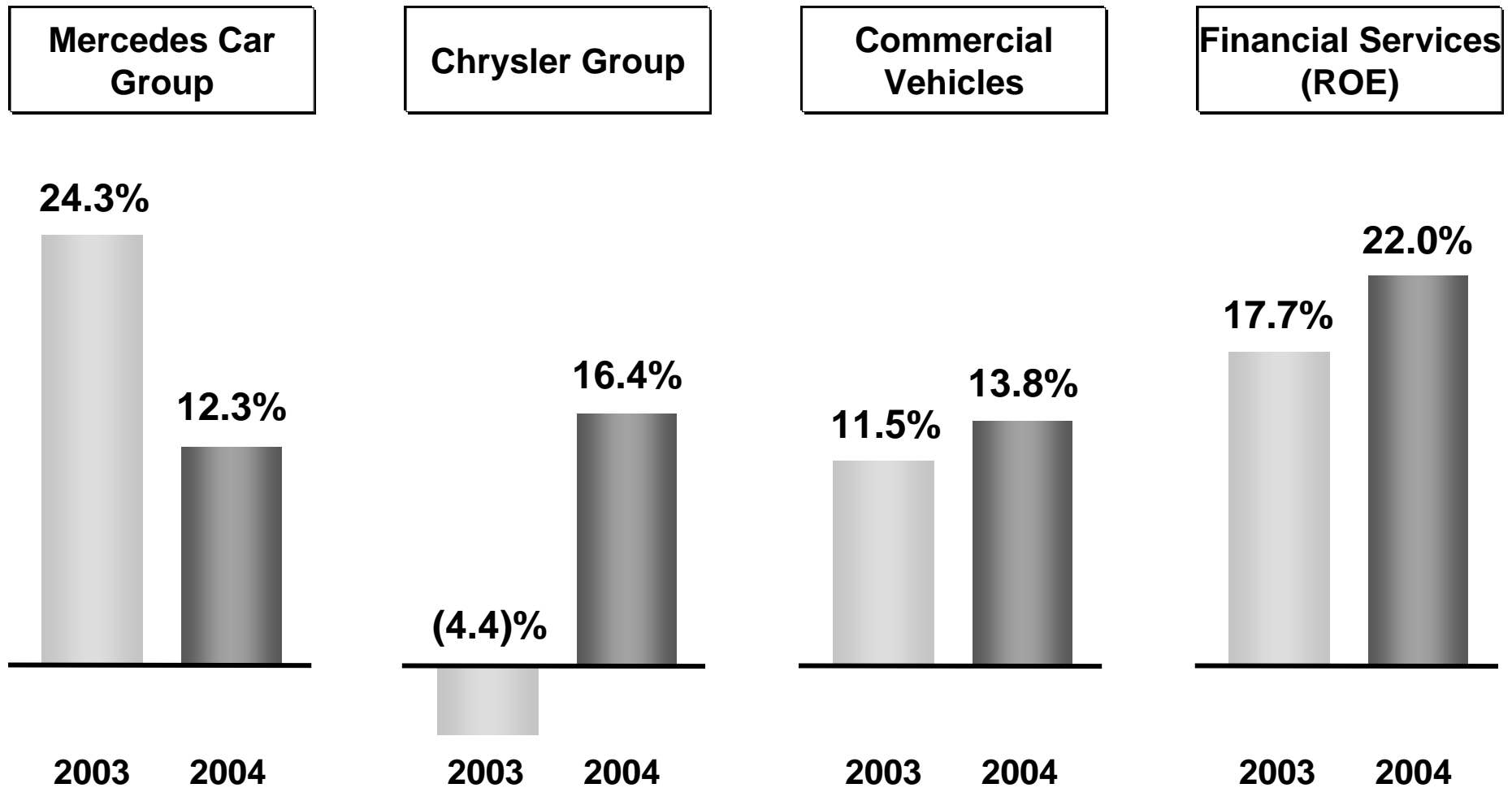
RETURN ON NET ASSETS

– after tax at Group level –



RETURN ON NET ASSETS OF THE DIVISIONS

– before taxes –



FINANCIAL OUTLOOK 2005 AND UNDERLYING ASSUMPTIONS

- **Assumptions for the automotive markets:**
 - **Stable car markets in Western Europe, NAFTA and Japan**
 - **Stable truck market in Western Europe, further increase in the NAFTA region**
 - **Further growth in emerging markets**

- **Higher unit sales for all automotive divisions of DaimlerChrysler**

- **Group operating profit expected to be slightly higher than in 2004**

DISCLAIMER

These figures are preliminary and have neither been approved yet by the Supervisory Board nor audited by the external auditor. Publication of Annual Report and Consolidated Financial Statement is scheduled for February 23, 2005. Publication of Form 20-F Report is scheduled for February 28, 2005. 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, interest rates and in raw material prices; 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.