DaimlerChrysler

FULL-YEAR 2006 RESULTS

ROADSHOW

February / March 2007

KEY FINANCIAL FIGURES FY 2006

– in billions of EUR –

	2005	2006
Unit Sales (in thousands of units)	4,829	4,700
Revenues	149.8	151.6
Operating Profit	5.2	5.5
Net Income	2.8	3.2
Dividend (in EUR)	1.50	1.50
Earnings per Share (in EUR)	2.80	3.16
Free Cash Flow Industrial Business	2.1	1.9
Net Liquidity Industrial Business (at period end)	7.3	6.4

DAIMLERCHRYSLER

STRONG OPERATING PROFIT IMPROVEMENT IN Q4 2006

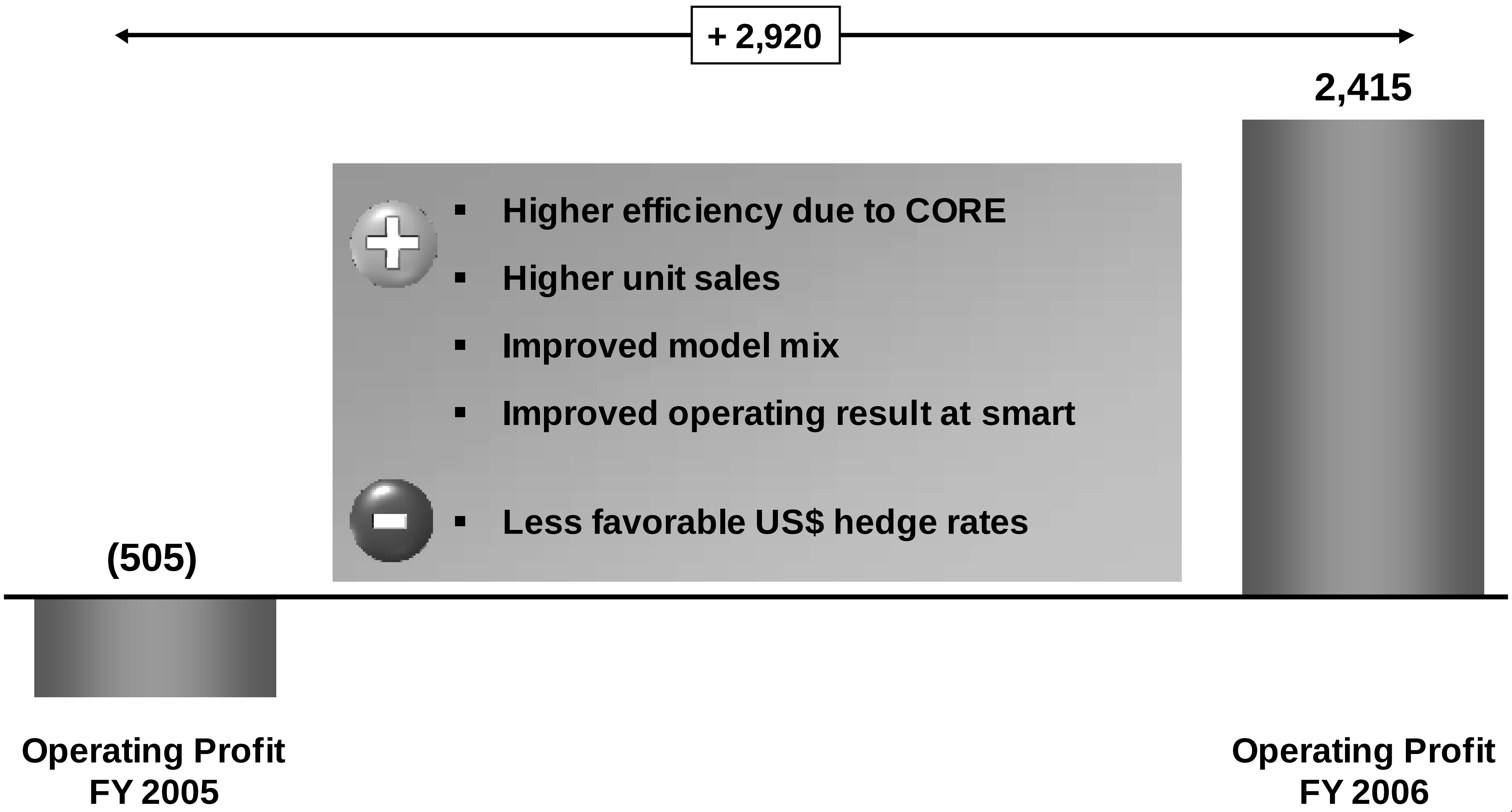
– in millions of EUR –

	Q4 2005	Q4 2006
Mercedes Car Group	1	1,295
Chrysler Group	428	(124)
Truck Group	144	487
Financial Services	347	399
Van, Bus, Other	201	16
Eliminations	(73)	(196)
DaimlerChrysler Group	1,048	1,877

DaimlerChrysler

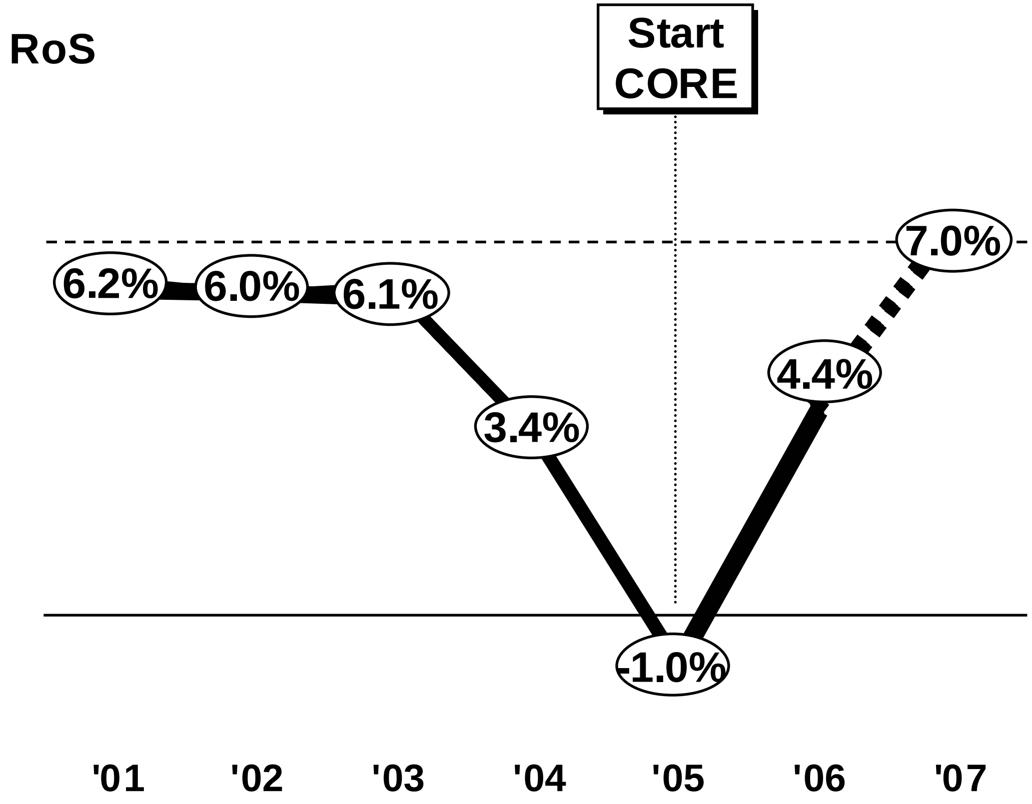
EARNINGS IMPROVED DUE TO BENEFITS OF CORE PROGRAM AND SUCCESS OF NEW PRODUCTS

– in millions of EUR –



DAIMLERCHRYSLER

TARGET: ACHIEVE 7% RoS IN 2007



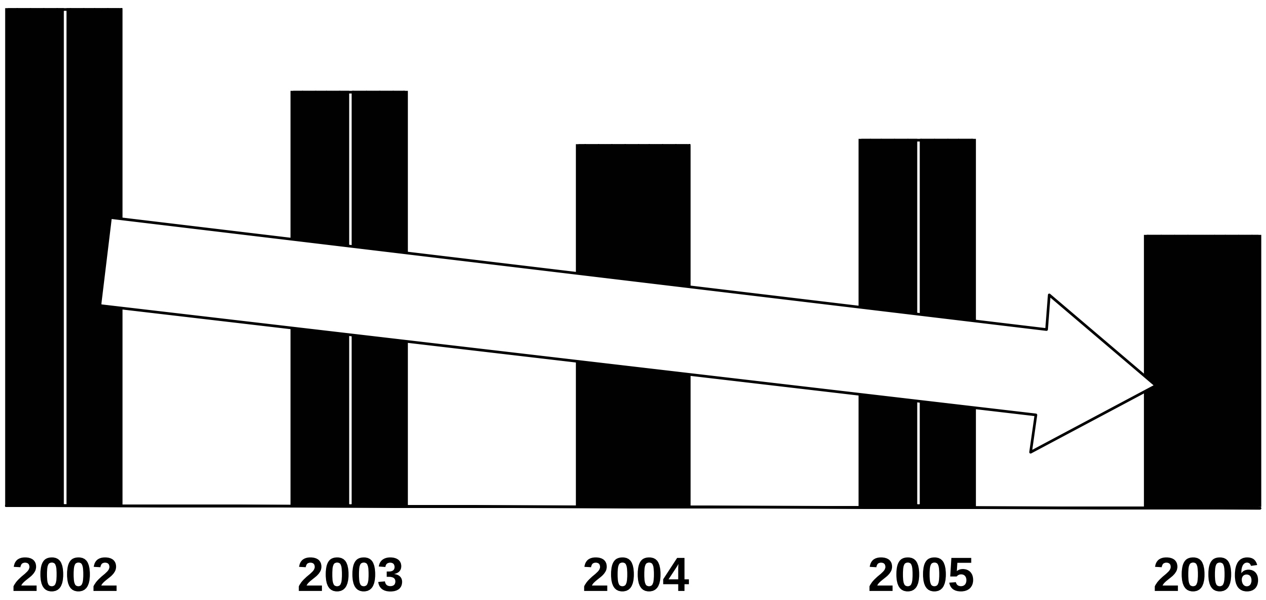
Major levers

- CORE
  - Production & material efficiency
  - Quality
- Module strategy
- Brand positioning
- Customer care & future growth

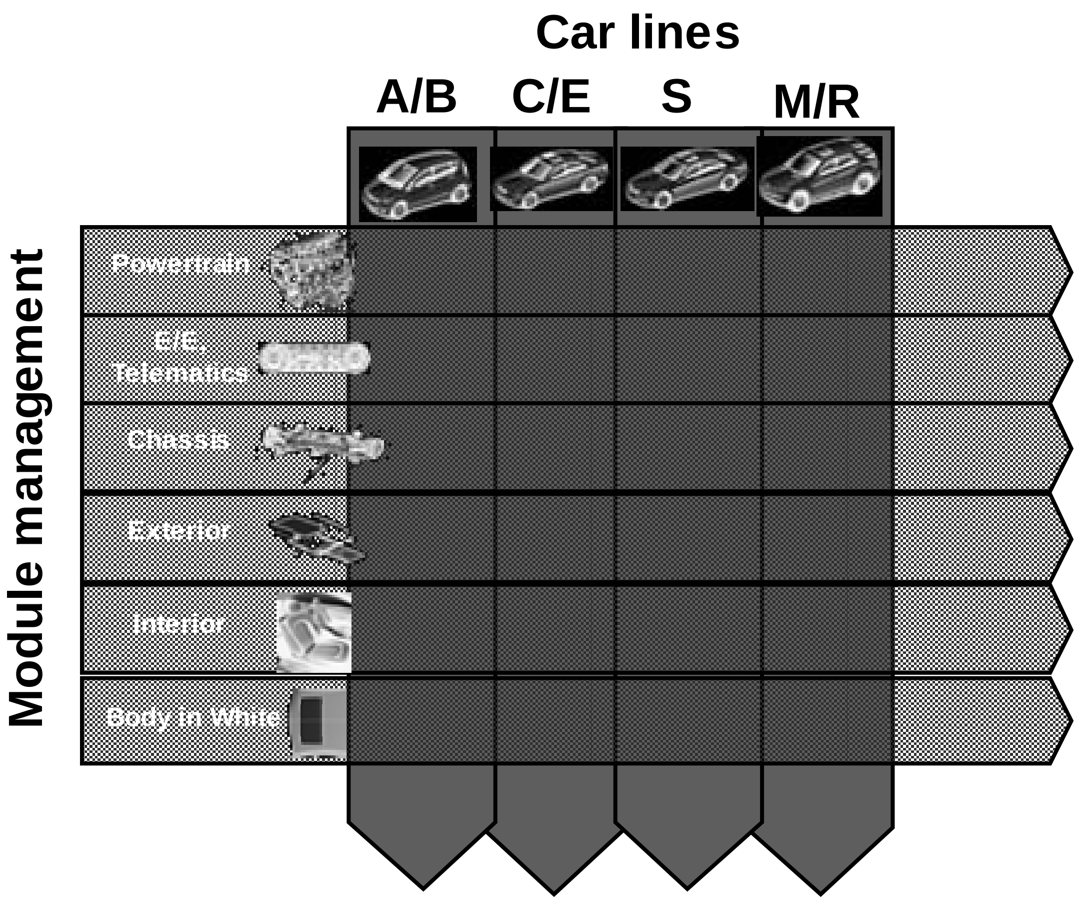
Note: RoS as reported

PRODUCT QUALITY: SIGNIFICANT IMPROVEMENT

Failures/100 Vehicles ("12 Months in Service")



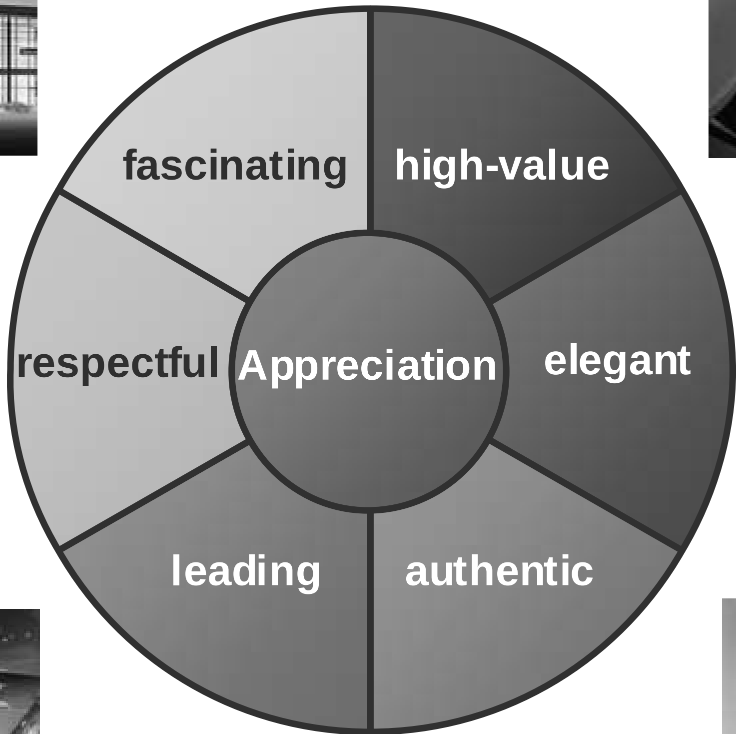
MODULE STRATEGY: FROM CAR LINE SPECIFIC ORGANIZATION TO CROSS-MODULAR ORGANIZATION

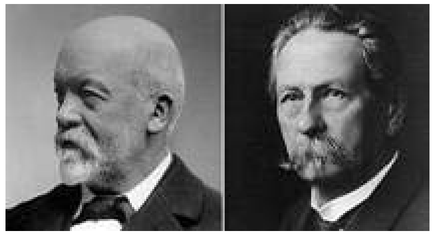


Target:

- Reduced complexity
- Increased commonality
- Top quality
- Competitive cost position

GROWTH: FUELED BY SHARPENED BRAND POSITIONING AND IMPROVED CUSTOMER CARE





NEW MERCEDES-BENZ C-CLASS 2007

Avantgarde

Elegance

SMART: NEW BUSINESS MODEL, PRODUCT, MARKET

2006

smart fortwo

- Integration into Mercedes-Benz organization completed
- Sales above plan

2007

Successor

- Substantially improved product
- Significantly improved cost position

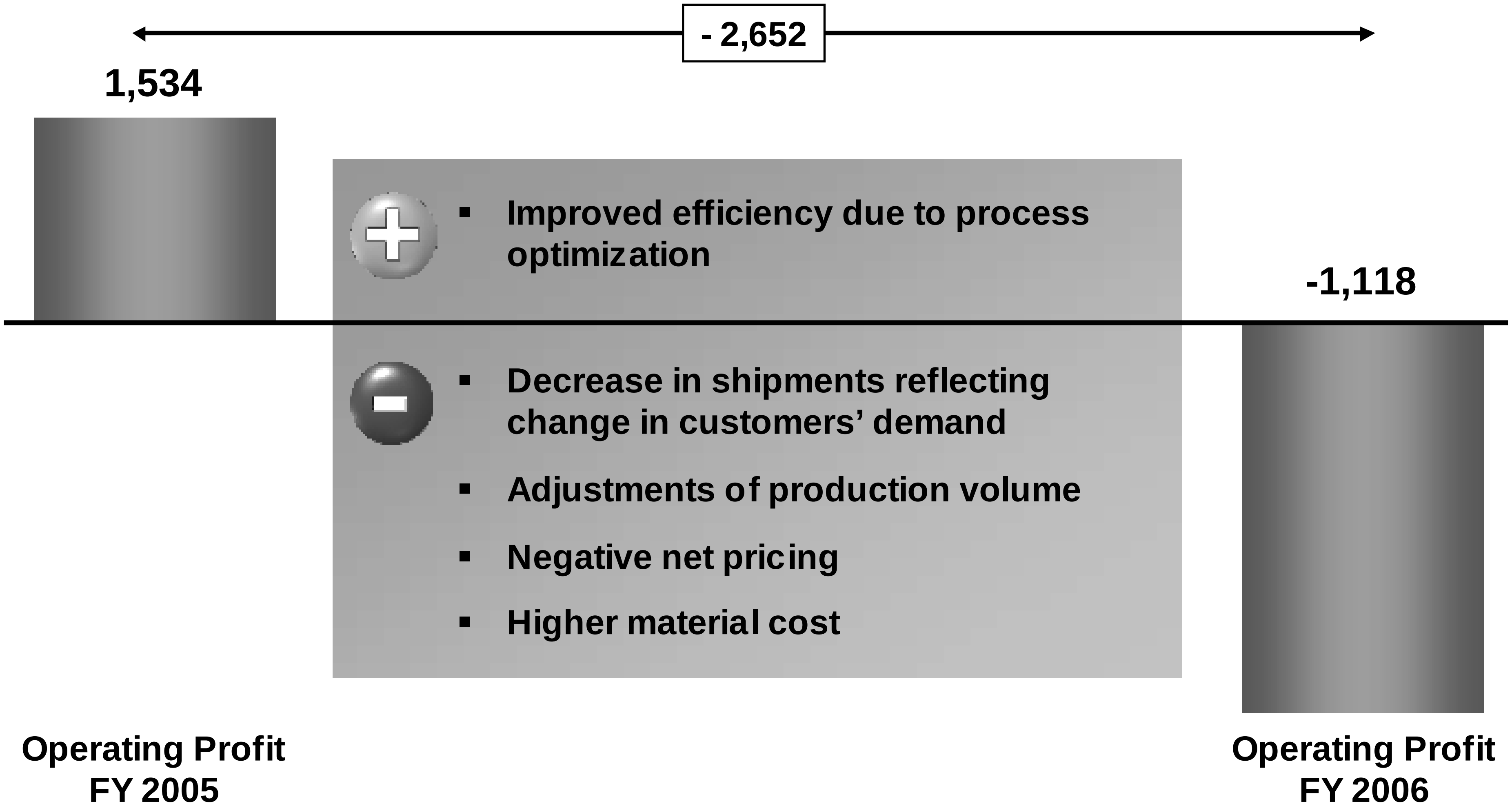
2008

smart USA

- Cooperation with United Auto Group as the general distributor

LOWER SHIPMENTS RESULTED IN A SUBSTANTIAL LOSS

– in millions of EUR –



TWO PART PLAN

Recovery		Strategic Transformation
• Short-term progress on profitability • Return on sales of 2.5% by 2009	+	• Mid-term change of business model • Achieve and sustain benchmark performance

KEY MEASURES

Revenue Management

- Continue product offensive (8 new and 5 refreshed products in 2007)
- Improve retail / fleet mix
- Accelerate global growth
- Effective marketing / incentive spending
- Reduce and optimize dealer network to improve dealer profitability

Material & Fixed Costs

- Reduce material costs by up to $1.5b by 2009
- Explore sale / outsourcing of non-core operations
  - Select parts distribution processes
  - Transportation services
  - Select support functions
- Assumptions for successful union negotiations

Capacity / Productivity

- Reduce total assembly capacity by 400,000
- Eliminate shifts: Newark & Warren in 2007, St. Louis South in 2008
- Idle Newark Assembly plant in 2009
- Idle Cleveland parts distribution center in December 2007
- Reduce powertrain, stamping and component capacity

STRATEGIC TRANSFORMATION

Current Business Model		Redesigned Business Model
Product-centric	→	**Customer and Brand Focus** • Product offensive, mix shift and powertrain investment • Dealer network optimization and component / architecture sharing
NAFTA-centric	→	**Global Balance** • Manufacturing, supply and sales footprints optimized to maximize global growth and profitability
Internal Resource Driven	→	**Alliances and Partnerships** • Leveraging partnerships for growth & to manage costs • Creative and efficient use of alliances to achieve geographic, market segment, and product opportunities

ASSUMPTIONS AND IMPROVEMENTS

Base Planning Assumptions

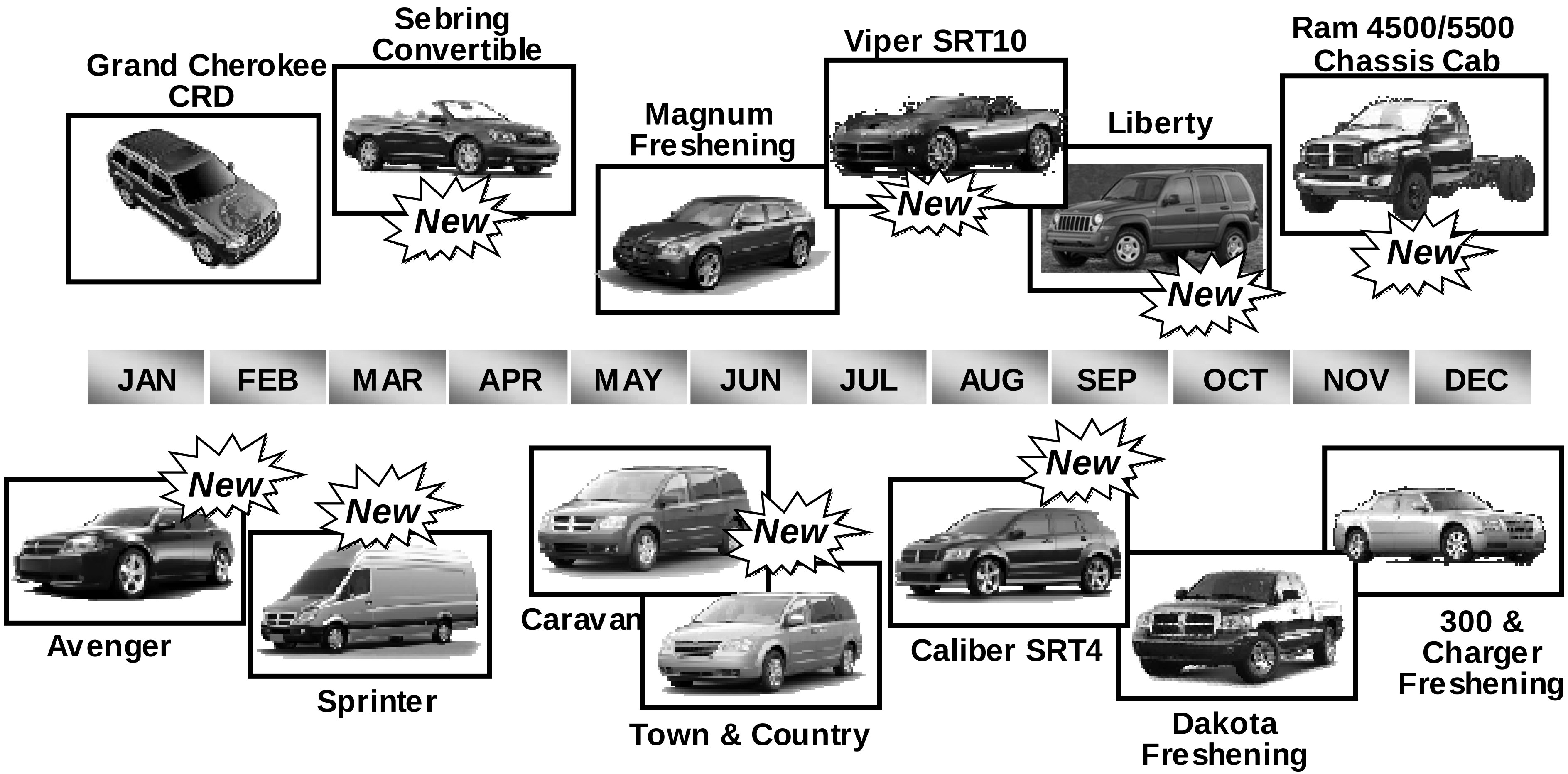
	2006	2007	2008	2009
SAAR (in Mil)	**17.2**	**17.0**	**17.2**	**17.3**
Pricing	**< 0**	**< 0**	**< 0**	**< 0**

Recovery Improvements (% break down)

	2009
Revenue Management	20%
Material, Manufacturing Variable and Fixed Costs	80%
TARGETED SAVINGS *	**€ 3.5 bn ($4.5 bn)**
Return on Sales	**2.5%**

* - Stretch savings included to help offset unknown market factors

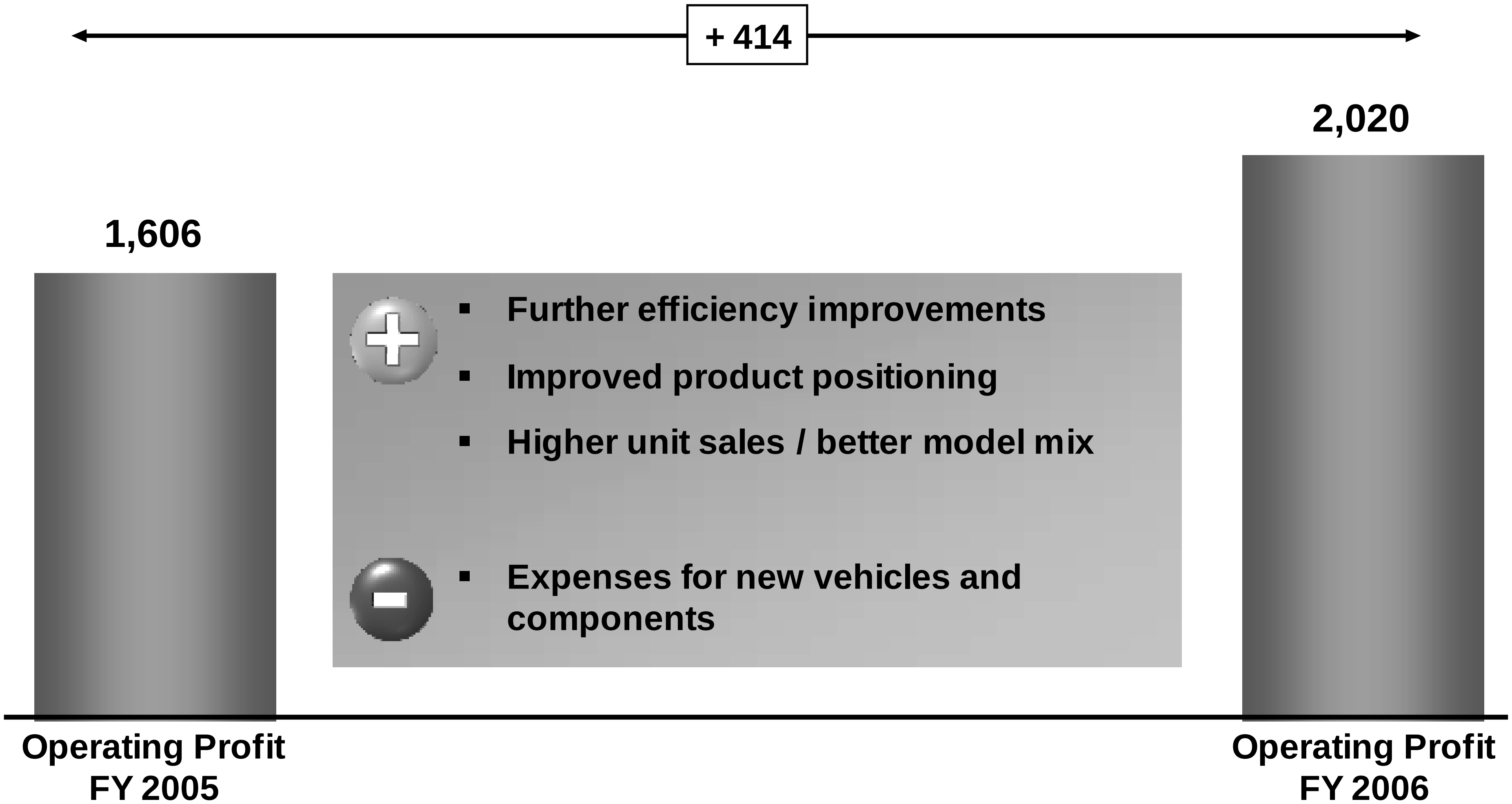
2007 PRODUCT OFFENSIVE (8 NEW, 5 REFRESH)



DAIMLERCHRYSLER

EARNINGS BOOSTED BY EFFICIENCY IMPROVEMENTS AND STRONG SALES

– in millions of EUR –

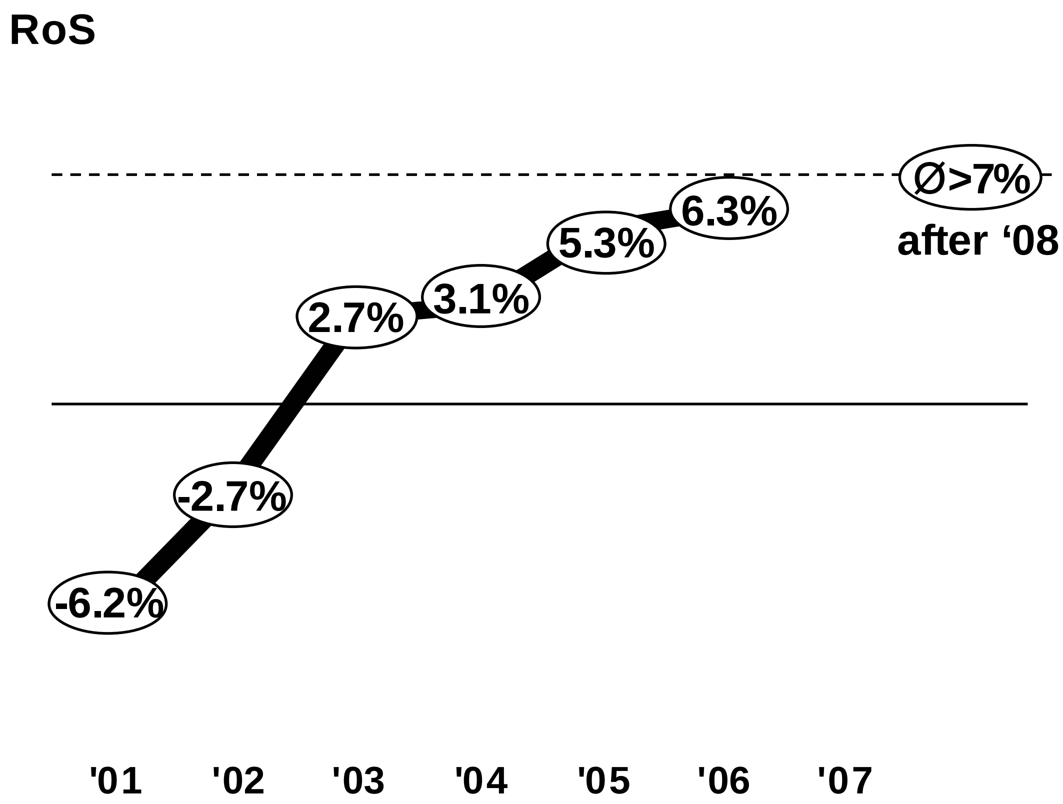


- Further efficiency improvements
- Improved product positioning
- Higher unit sales / better model mix

- Expenses for new vehicles and components

DAIMLERCHRYSLER

TARGET: RoS OF AT LEAST 7% AND RoNA OF 30% OVER THE CYCLE

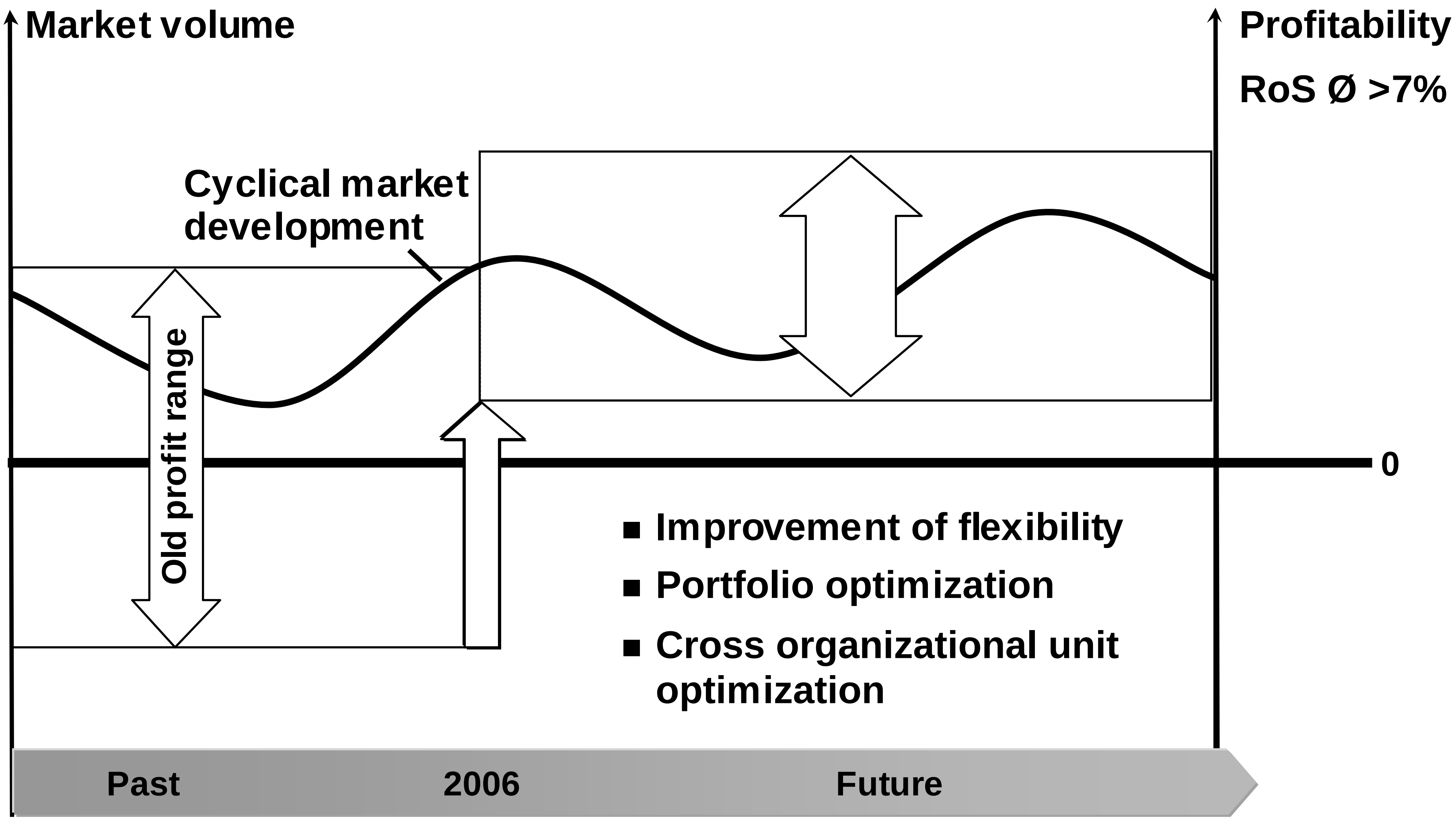


"Global Excellence" as major lever

- Management of cycles
- Operational excellence
- Market penetration & growth
- Future products

Note: RoS as reported

MANAGEMENT OF CYCLES: SUSTAINABLE PROFITABILITY IMPROVEMENT



OPERATIONAL EXCELLENCE: MANAGE COMMON PLATFORMS

Yesterday

Stand-alone development

Today

Shared modules and architectures

Integration via standard interfaces

Tomorrow

Common platforms

3 global engineering centers
- conventional trucks
- cab over engine (heavy)
- cab over engine (light)

Centers of competence (e.g. Hybrid at Fuso)

MARKET PENETRATION AND GROWTH

Traditional markets

- Europe: Truck Dedication
- NAFTA: Product/market approach Sterling
- Fuso: International markets

Dedicated downstream activities

Enhance product portfolio

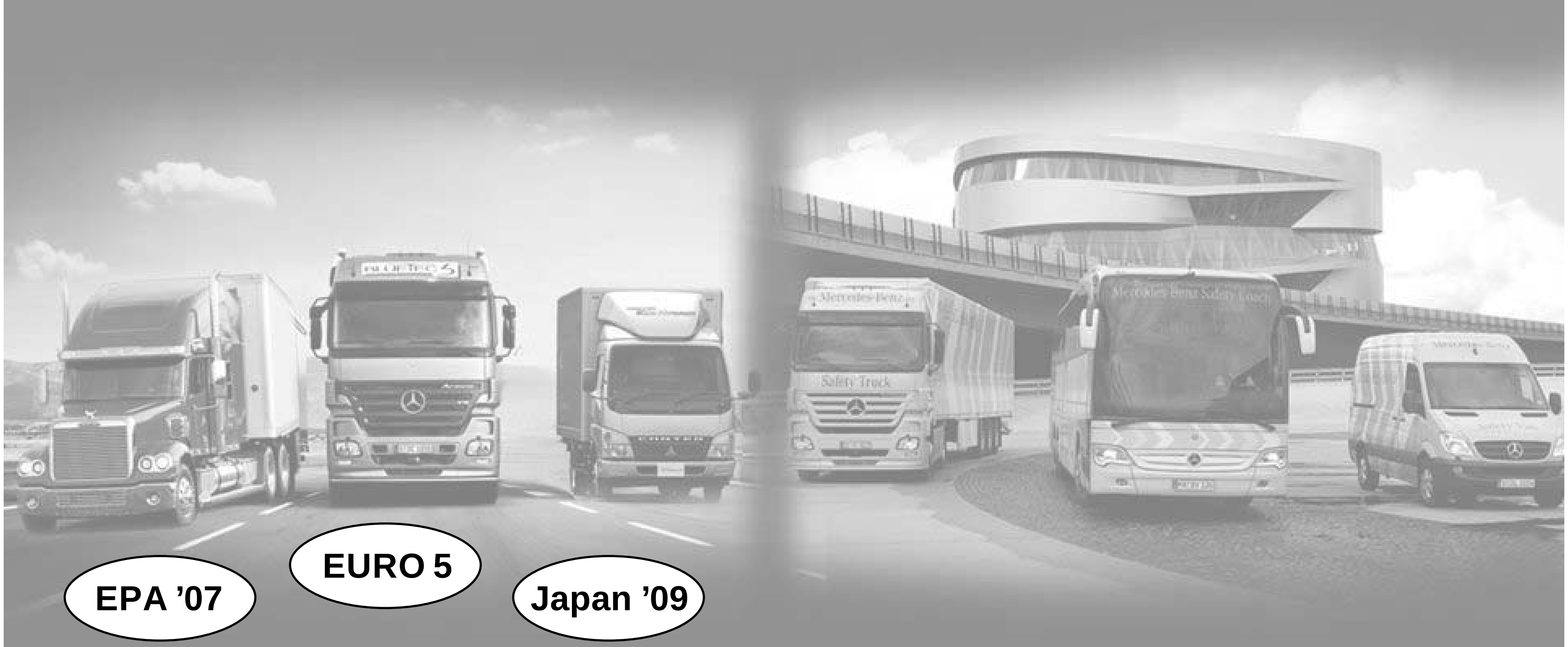
Emerging markets

- China
- India
- Eastern Europe

Tailor business model to market (esp. sales & after sales)

Adapt products to region

NO. 1 IN DIESEL TECHNOLOGY AND SAFETY



Clean Diesel Technology (e.g. BLUETEC)

Mercedes-Benz Safety Technology

DAIMLERCHRYSLER

NEW TRUCKS 2007

Freightliner
Columbia/Century
S/T successor

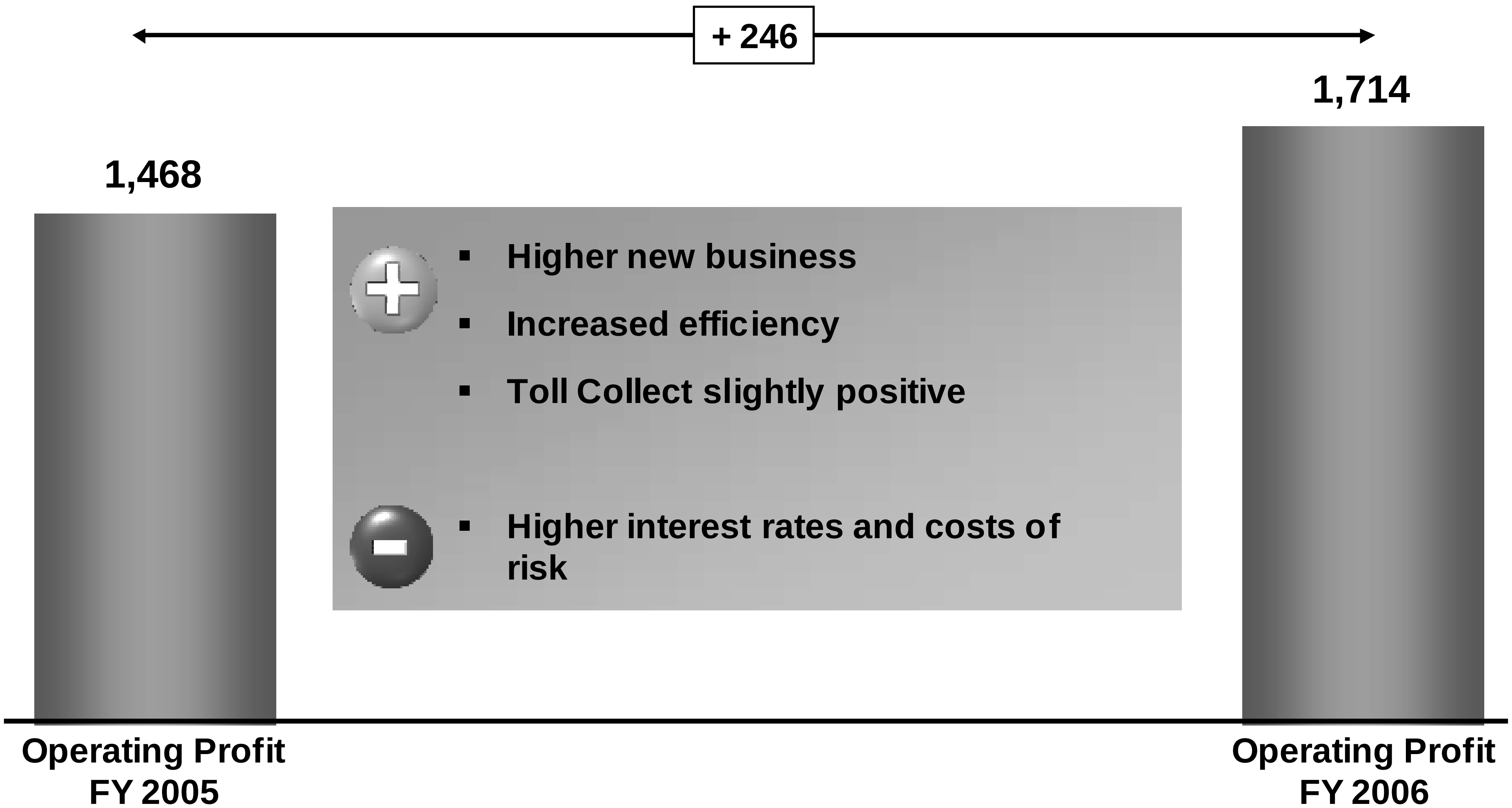
Fuso - Super Great

Mercedes-Benz
Compact Unimog

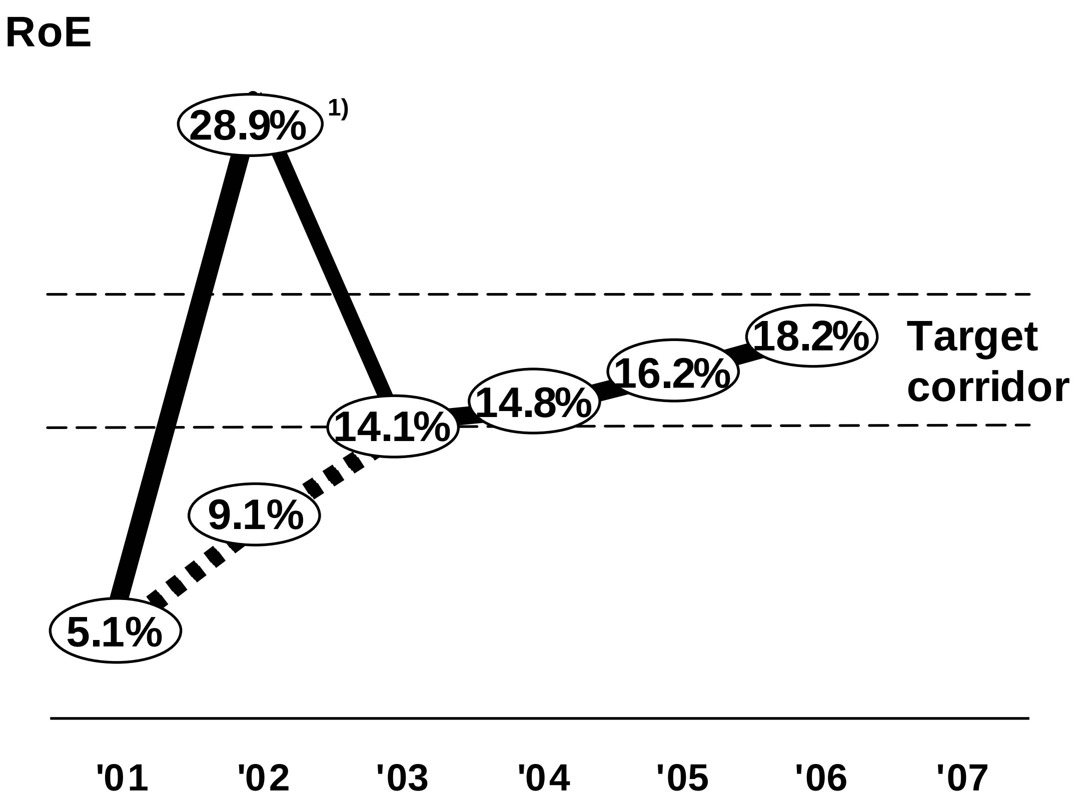
DaimlerChrysler

PROFIT FURTHER IMPROVED DESPITE HIGHER INTEREST RATE LEVELS

– in millions of EUR –



TARGET: MAINTAIN HIGH PROFITABILITY IN CHALLENGING BUSINESS ENVIRONMENT

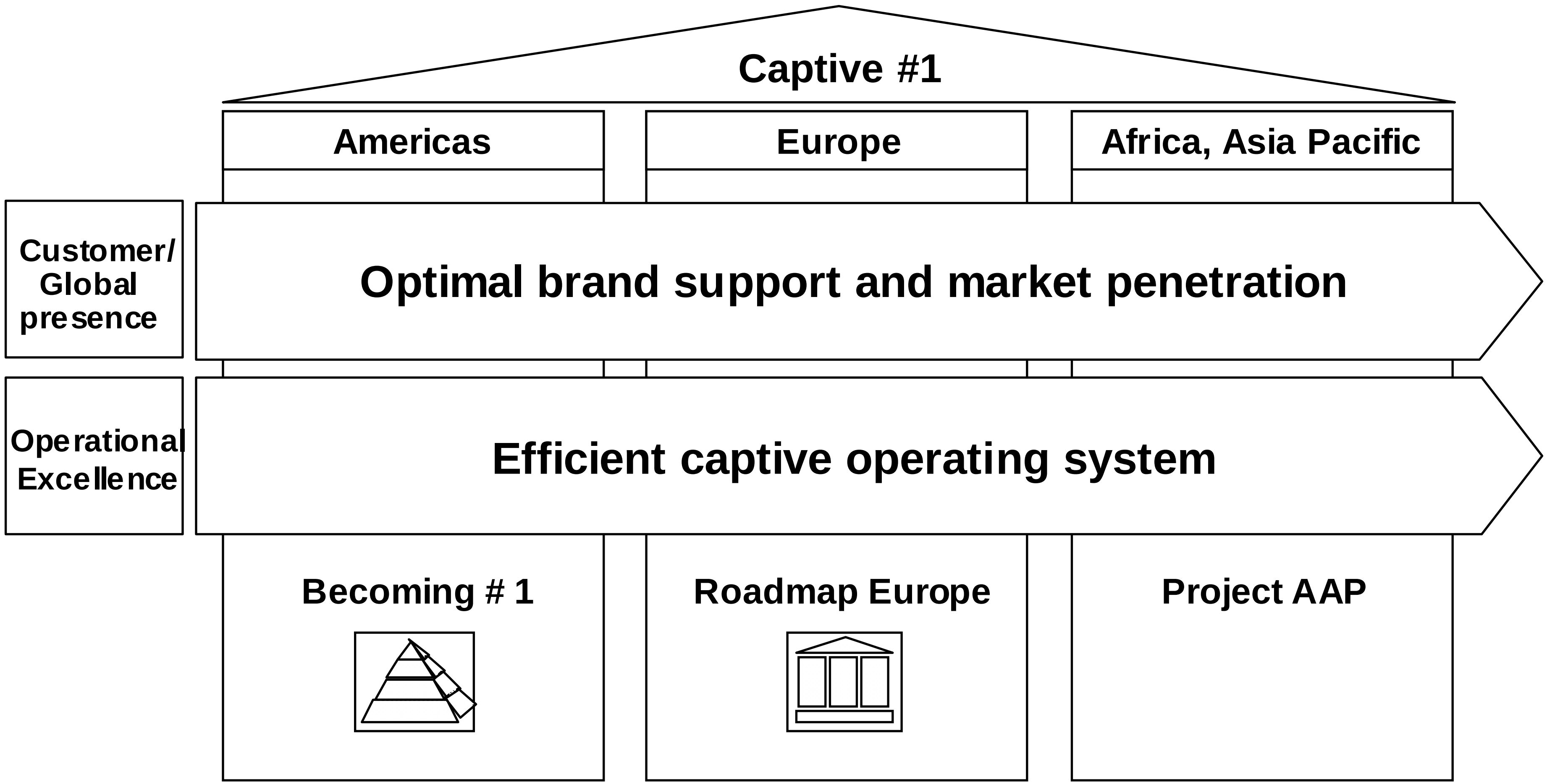


Major levers

- Brand support
- Operational excellence
- Regional initiatives and best practices

Note: RoE as reported
1) Incl. sale of IT Services

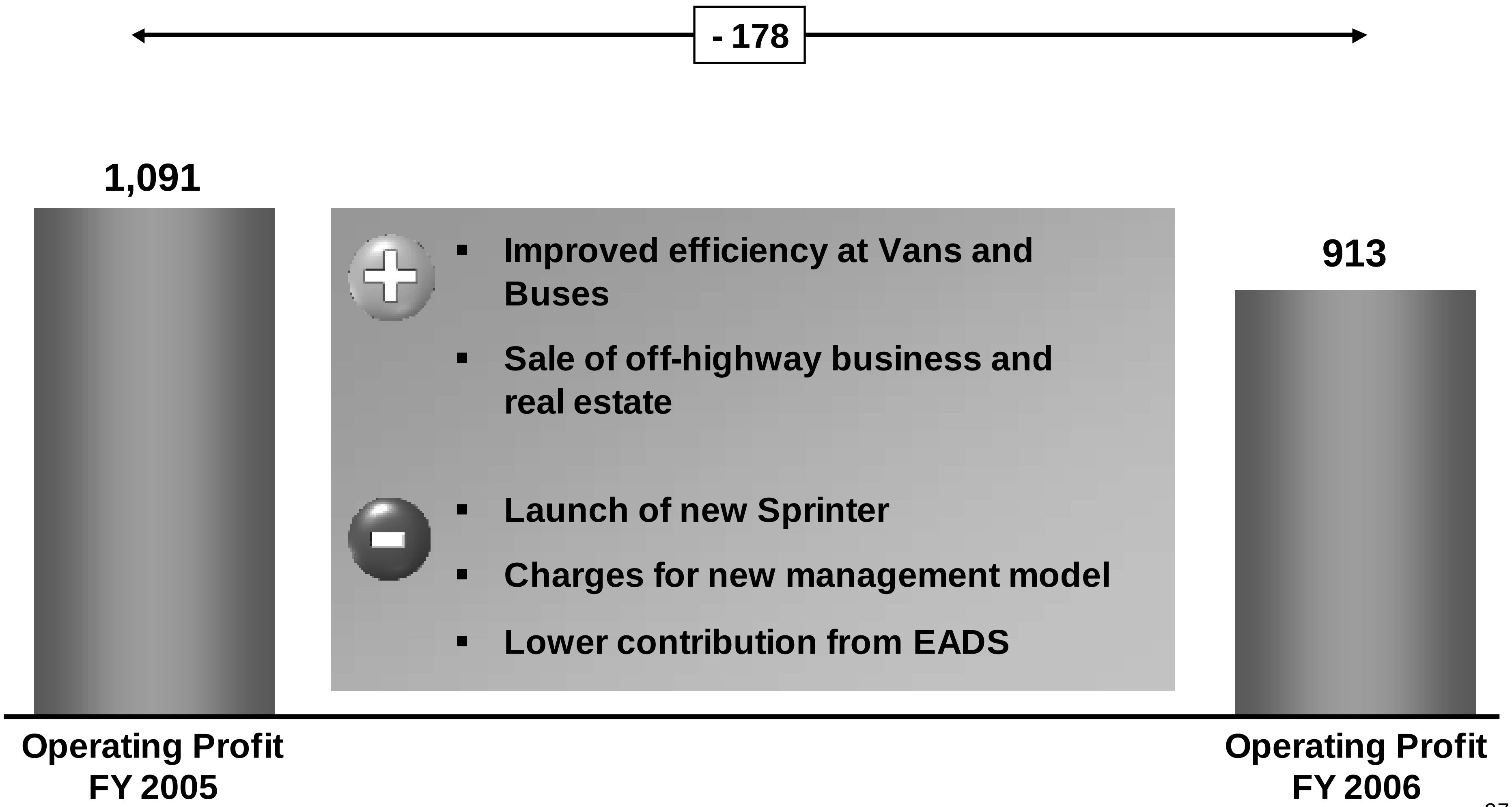
LEVERAGE REGIONAL AND FUNCTIONAL INITIATIVES TO ACHIEVE JOINT TARGET



DaimlerChrysler

EARNINGS IMPACTED BY CHARGES FOR NEW MANAGEMENT MODEL AND GAINS FROM SALE OF ASSETS

– in millions of EUR –



MAJOR LEVERS FOR INCREASED PROFITABILITY

Vans

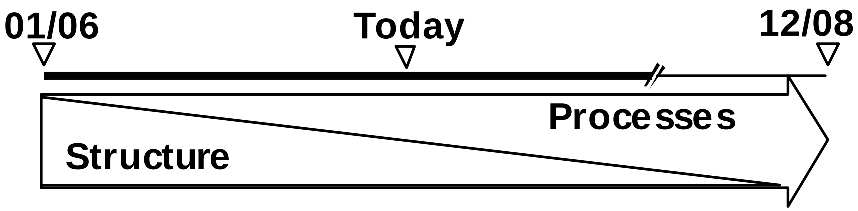
- Global presence
- Product-related efficiency programs

Buses

- Secure No. 1 position
  - Product leadership
  - Efficiency improvement

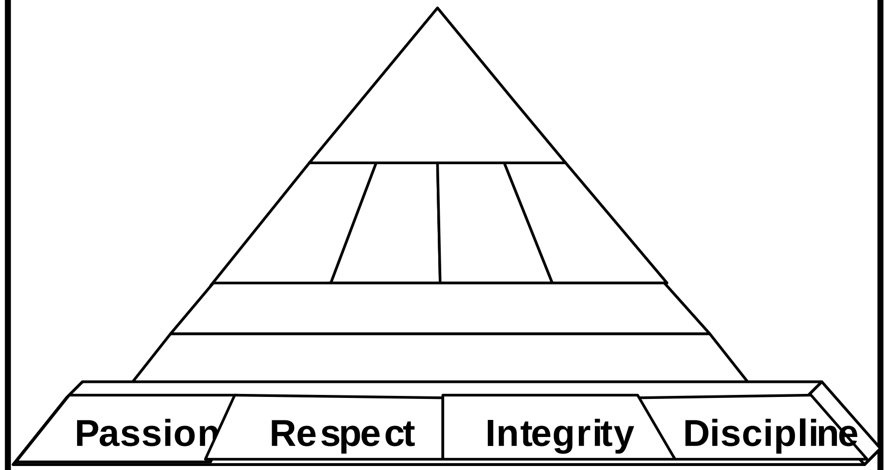
CREATING A HIGH PERFORMANCE ORGANIZATION

New Management Model



- Organization implemented
- Reduction of management positions on plan
- Focus shifting toward core business and processes

DaimlerChrysler Target System



ScoreCard and Values

ASSUMPTIONS FOR THE AUTOMOTIVE MARKETS IN 2007

Mixed development of car and light truck markets:

- Slightly shrinking North American market to 17.0 million cars and light trucks
- Western Europe similar to 2006 levels at best
- Slight growth in Japan
- Substantial growth in emerging markets

Cyclical decrease in truck markets:

- Sharp decline in North American heavy truck sales (up to -40%)
- Significant decrease in Japan
- Slight decrease in Western Europe
- Further growth in emerging markets

DIVISIONAL EARNINGS OUTLOOK 2007

- Mercedes Car Group expects to achieve at least 7% ROS.
- Earnings at Chrysler Group will be impacted by restructuring charges of up to EUR 1.0 billion. In 2007, the loss from ongoing business is expected to be less than in 2006.
- The Truck Group earnings will be below 2006 level due to lower volume in major markets. However, it expects to earn at least its costs of capital.
- Financial Services will continue to support Group sales and aims to achieve a return on equity of at least 14%.

GROUP PROFIT OUTLOOK

- **DaimlerChrysler's profitability will be strengthened by the ongoing efficiency programs throughout the Group.**
- **The implementation of the Chrysler Group's recovery and transformation plan will impact the operating result in 2007.**
- **As of 2007, the Group will adopt the International Financial Reporting Standards (IFRS).**
- **DaimlerChrysler will provide an earnings outlook for 2007 based on IFRS with the Q1 disclosure.**

PRIORITIES FOR THE COMING YEARS

Summary

Chrysler Group

Stabilize the business for the long-term

Mercedes Car Group

Sustain momentum to first achieve and then exceed 7% RoS

Truck Group

Further optimize cycle management; capitalize on growth in emerging markets

Financial Services

Score globally with regional initiatives & operational excellence

DISCLAIMER

The figures in this document are preliminary and have neither been approved yet by the Supervisory Board nor audited by the external auditor.

This document contains forward-looking statements that reflect our current views about future events. The words “anticipate,” “assume,” “believe,” “estimate,” “expect,” “intend,” “may,” “plan,” “project”, “should” and similar expressions are used to identify forward looking statements. These statements are subject to many risks and uncertainties, including an economic downturn or slow economic growth, especially in Europe or North America; changes in currency exchange rates and interest rates; introduction of competing products and possible lack of acceptance of our products or services; competitive pressures which may limit our ability to reduce sales incentives and raise prices; price increases in fuel, raw materials, and precious metals; disruption of production or delivery of new vehicles due to shortages of materials, labor strikes, or supplier insolvencies; a decline in resale prices of used vehicles; the ability of the Chrysler Group to reduce costs, especially in light of restructuring activities underway at some of our major competitors in the NAFTA region, and to respond to shifts in market demand towards smaller, more fuel efficient vehicles; effective implementation of cost reduction and efficiency optimization programs, including our new management model; the business outlook of our equity investee EADS, including the financial impact of delays in and potentially lower volume of future aircraft deliveries; changes in laws, regulations and government policies, particularly those relating to vehicle emissions, fuel economy and safety, the resolution of pending governmental investigations and the outcome of pending or threatened future legal proceedings; and other risks and uncertainties, some of which are described under the heading “Risk Report” in DaimlerChrysler's most recent Annual Report and under the headings “Risk Factors” and “Legal Proceedings” in DaimlerChrysler's most recent Annual Report on Form 20-F filed with the Securities and Exchange Commission. If any of these risks and uncertainties materialize, or if the assumptions underlying any of our forward looking statements prove incorrect, then our 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. Any forward looking statement speaks only as of the date on which it is made.

DAIMLERCHRYSLER

FULL-YEAR 2006 RESULTS

ROADSHOW

- Additional Information -

February / March 2007

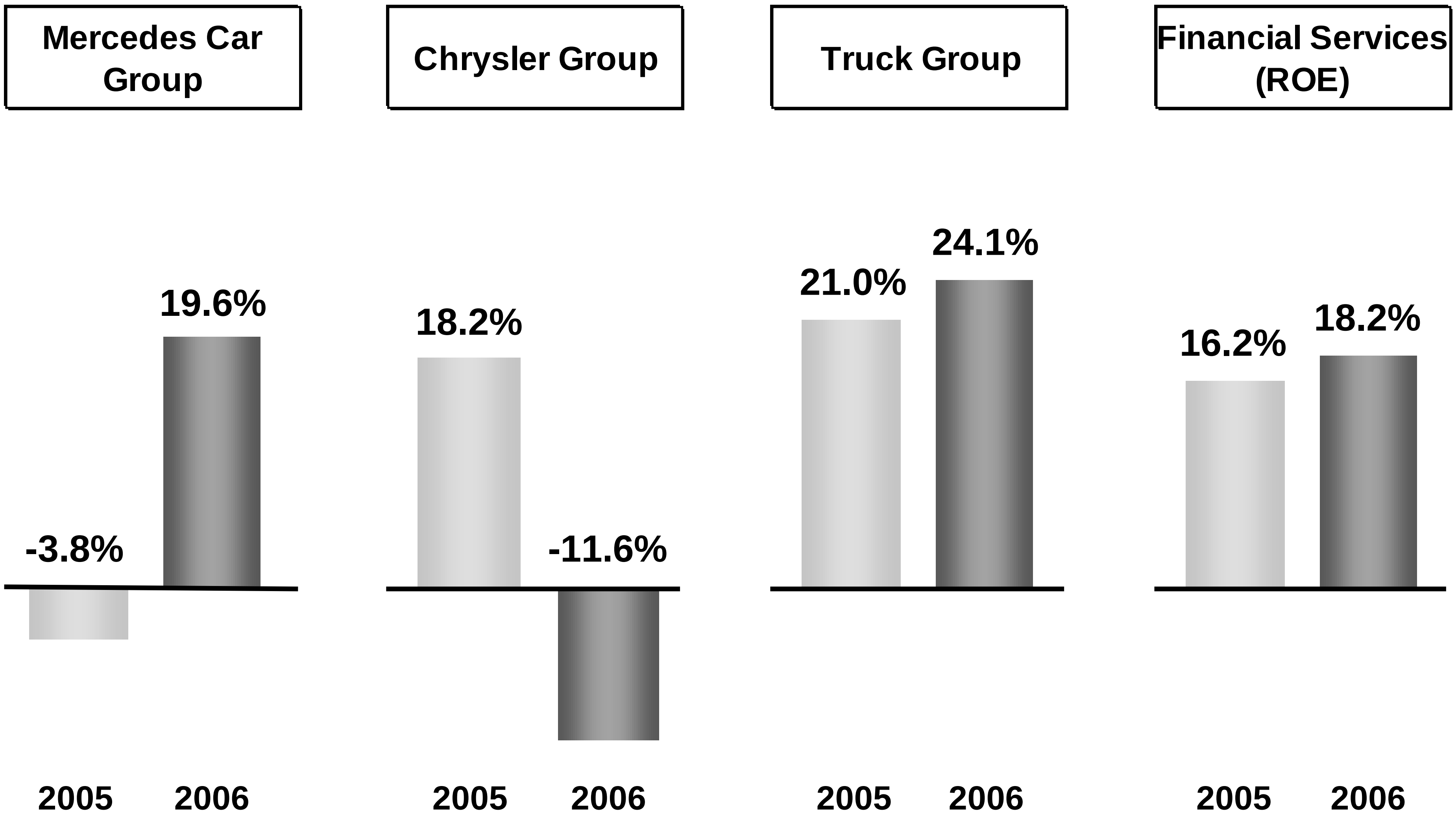
KEY BALANCE SHEET AND FINANCIAL FIGURES

- in billions of EUR -	Dec. 31 2005	Dec. 31 2006
DaimlerChrysler Group		
▪ Equity ratio [1)]	17.3%	17.2%
▪ Gross liquidity	12.6	13.1
Industrial Business		
▪ Equity ratio [1)]	24.8%	25.1%
▪ Net liquidity	7.3	6.4
Funded Status		
▪ Pensions	(7.2)	(2.3)
▪ Healthcare	(15.8)	(14.1)
Free cash flow industrial business	2.1	1.9

1) Excluding dividend payment

RETURN ON NET ASSETS OF THE DIVISIONS

– before taxes –



SPECIAL ITEMS AFFECTING OPERATING PROFIT

- in millions of EUR -		4th Quarter 2005	4th Quarter 2006	Fiscal Year 2005	Fiscal Year 2006
MCG	Restructuring smart	-	9	(1,111)	(946)
	Workforce reduction	(570)	(16)	(570)	(286)
	Release of provision for early retirement	-	-	-	91
	Release of provision after favorable verdict on EU competition law	-	-	60	-
CG	Sale of Arizona Proving Grounds	240	-	240	-
	Support for Collins & Aikman	(34)	(26)	(99)	(66)
	Product related charges	(107)	-	(107)	-
	Supplier tooling amortization	105	-	105	-
TG	MMC settlement on Mitsubishi Fuso	-	-	276	-
	Impairment American LaFrance	-	-	(87)	-
	Release of provision for early retirement	-	-	-	55
	Disposal of off-highway business	-	13	-	13
VBO	New Management Model	-	(176)	-	(393)
	Disposal of off-highway business	-	14	-	248*
	Sale of real estate	-	47	-	133
	Release of provision for early retirement	-	-	-	20

*) Including ongoing result of EUR 35 million

STATUS OF PENSIONS AND POSTRETIREMENT HEALTH CARE BENEFITS

- in billions of EUR -	Pensions Dec. 31 2005	Pensions Dec. 31 2006	Health Care Dec. 31 2005	Health Care Dec. 31 2006
PBO[1] / APBO[2]	(41.5)	(37.5)	(17.7)	(16.0)
Plan assets	34.3	35.2	1.9	1.9
Funded status	**(7.2)**	**(2.3)**	**(15.8)**	**(14.1)**
Pension Asset[3]	(0.6)	(1.8)	0.0	0.0
Accruals[3]	5.3	4.1	9.8	14.1
Funded position net of accruals	**(2.5)**	**(0.0)**	**(6.0)**	**(0.0)**

1) PBO = projected benefit obligations
2) APBO = accumulated postretirement benefit obligations
3) 2006: Recognition of funded status in balance sheet according to SFAS 158