

DAIMLERCHRYSLER 2002 RESULTS AND STRATEGIC OUTLOOK

6th German Corporate Conference

**Rüdiger Grube
Corporate Development**

**Frankfurt
February 25, 2003**



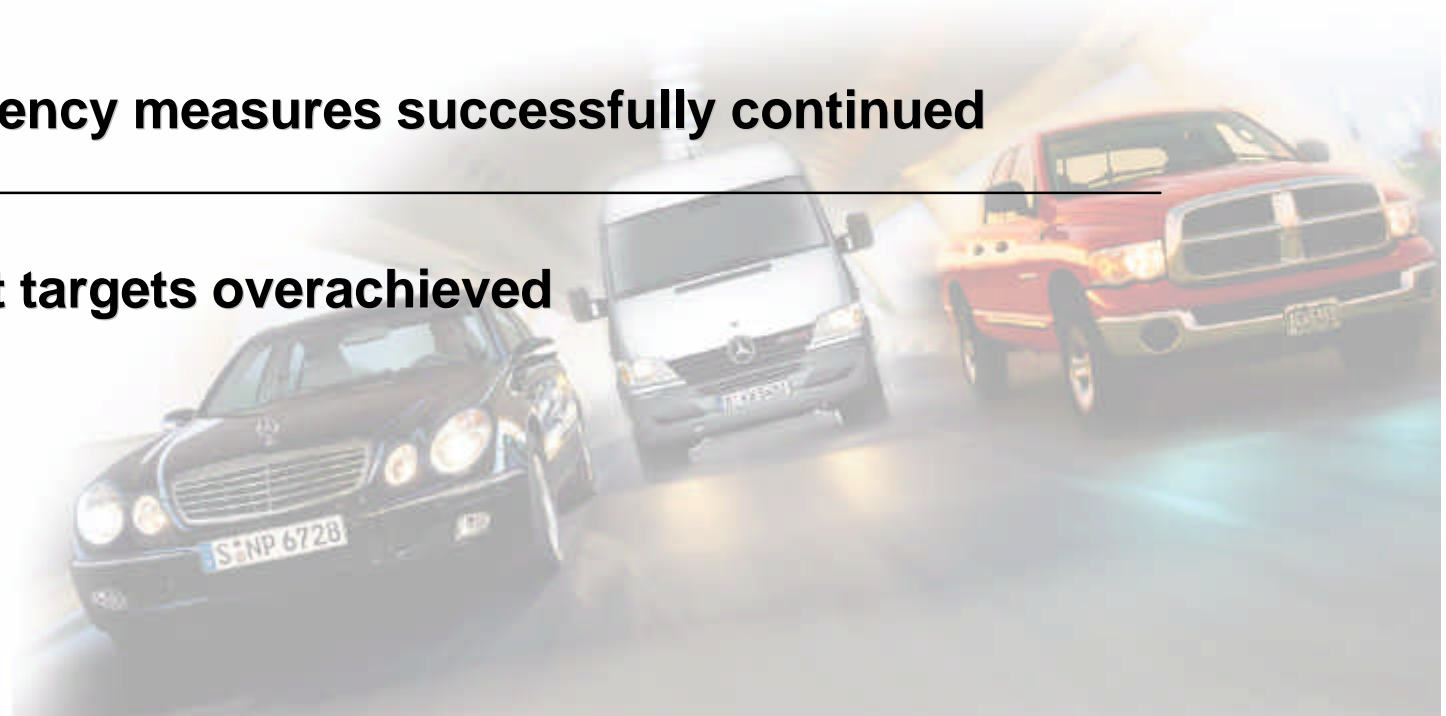
MAJOR ACHIEVEMENTS 2002

- **Continued to implement corporate strategy**

- **Ongoing product offensives in all business units**

- **Efficiency measures successfully continued**

- **Profit targets overachieved**



SIGNIFICANT IMPROVEMENTS IN 2002 DESPITE DIFFICULT MARKET ENVIRONMENT

	2002	2001
Revenues	€ 150 bn	€ 153 bn
Operating profit		
■ excluding one-time-effects	€ 5.8 bn	€ 1.3 bn
■ including one-time-effects	€ 6.9 bn	€ (1.3) bn
Net income		
■ excluding one-time-effects	€ 3.3 bn	€ 0.7 bn
■ including one-time-effects	€ 4.7 bn	€ (0.7) bn
Dividend	€ 1.5	€ 1.0

SUSTAINABLE PROFIT DEVELOPMENT THROUGH DIVISIONAL AND CROSS-DIVISIONAL OPTIMIZATION

**Mercedes
Car Group**

**Chrysler
Group**

**Commercial
Vehicles**

Services

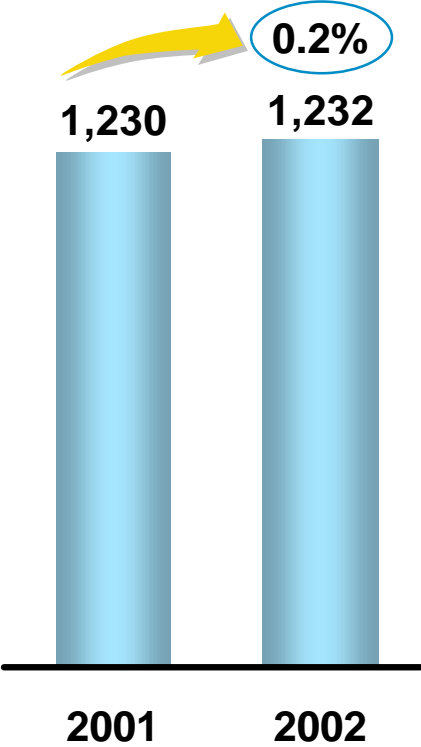
**Alliance
Partner MMC**

Cross divisional optimization

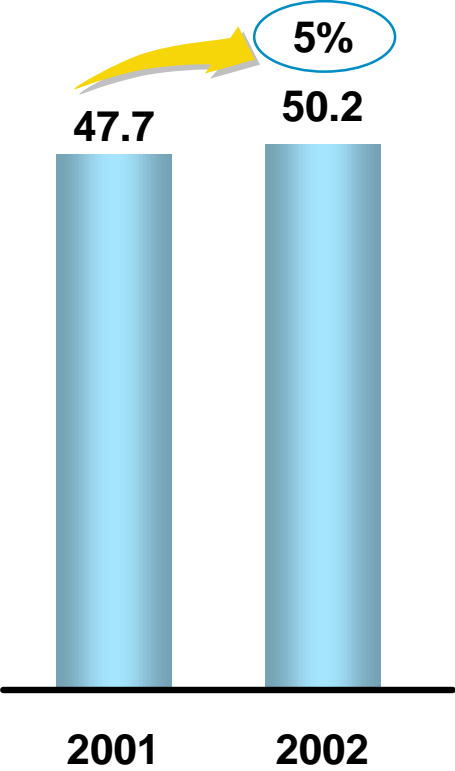


HIGH PROFIT LEVEL OF PREVIOUS YEAR EXCEEDED

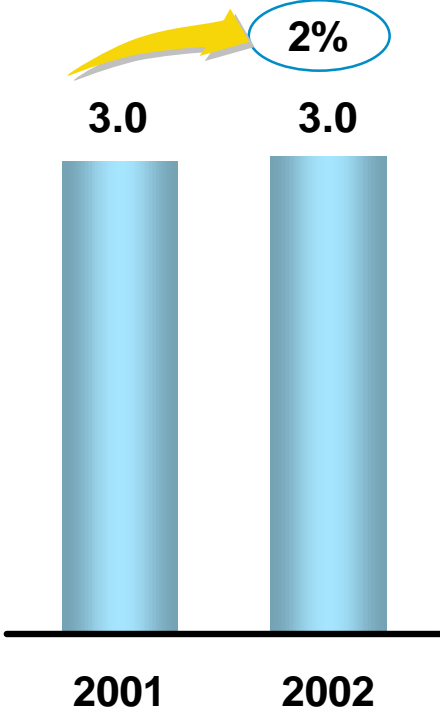
Sales
- in thousand units -



Revenues
- in billions of € -



Operating Profit*
- in billions of € -



* Adjusted for one-time effects

EXPAND PREMIUM AND LUXURY POSITION

1

**Strengthen technology leadership
through innovation**

2

Further enhance efficiency

3

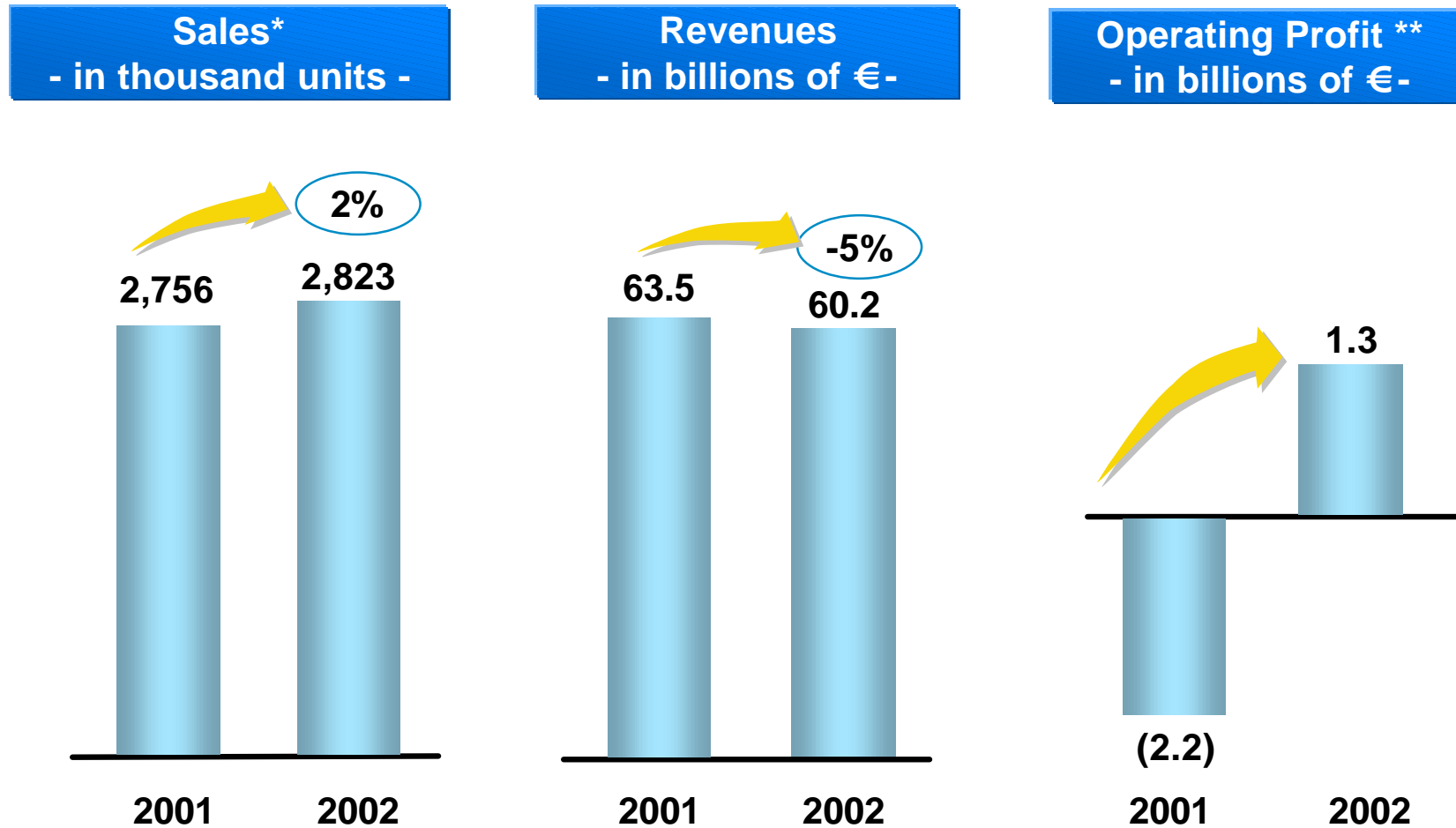
Create new products and new segments

Chrysler Group

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PROFIT TARGET SIGNIFICANTLY OVERACHIEVED



* Corresponds to Chrysler shipments

** Adjusted for one-time effects

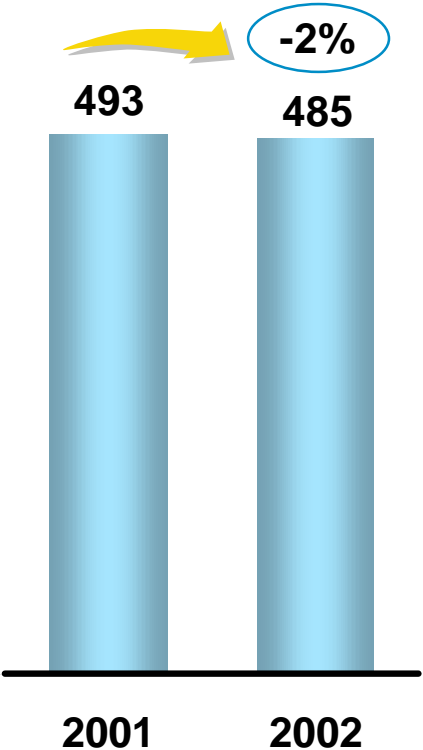
FROM PUSH TO PULL

- 1 **Create a unique selling proposition**
- 2 **Enhance quality and perception**
- 3 **Continue efficiency improvements**

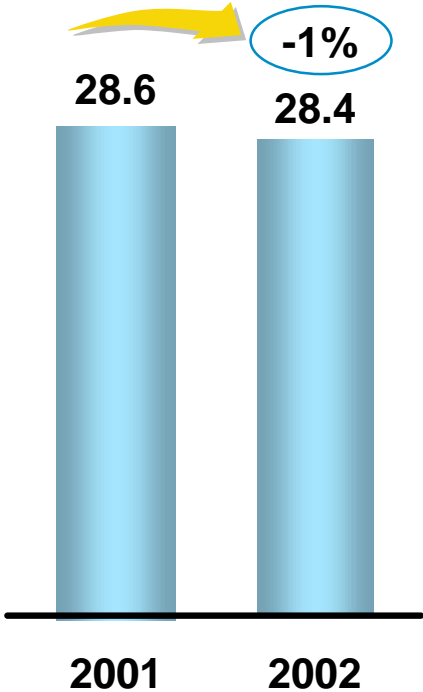


EARNINGS HIGHER DESPITE DIFFICULT MARKETS

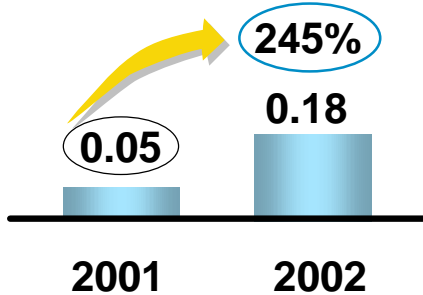
Sales
- in thousand units -



Revenues
- in billions of € -



Operating Profit*
- in billions of € -



* Adjusted for one-time effects

TURNING SCALE INTO PROFIT

- 1 Improve cost position**
- 2 Develop Asian growth potential**
- 3 Conquer new markets and segments**

DaimlerChrysler Services

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Träume und was sie bedeuten.

Die Fahrzeugentwicklung ist eine Kunst für die Ingenieure. Und sie ist eine Leidenschaft. Denn unsere Experten sind leidenschaftlich und verantwortungsvoll für Ihre und unsere Zukunft. Sie arbeiten an den Herausforderungen der Zukunft und sind dabei, die Welt zu verbessern. Und das ist unsere Aufgabe. Und das ist unsere Leidenschaft.

DaimlerChrysler Bank
Financing solutions

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Was unsere Autos können, kann unser Tagesgeldkonto auch.

Das Tagesgeldkonto ist ein Sparkonto für den täglichen Bedarf. Es ist ein Sparkonto, das Ihnen ermöglicht, Ihr Geld sicher und flexibel zu investieren. Das Tagesgeldkonto ist ein Sparkonto, das Ihnen ermöglicht, Ihr Geld sicher und flexibel zu investieren. Das Tagesgeldkonto ist ein Sparkonto, das Ihnen ermöglicht, Ihr Geld sicher und flexibel zu investieren.

DaimlerChrysler Bank

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VALID THRU: 00/00 ✓ DaimlerChrysler Bank

GOTTLIEB DAIMLER

VISA

DaimlerChrysler Bank



Business meeting



Customer service



Website



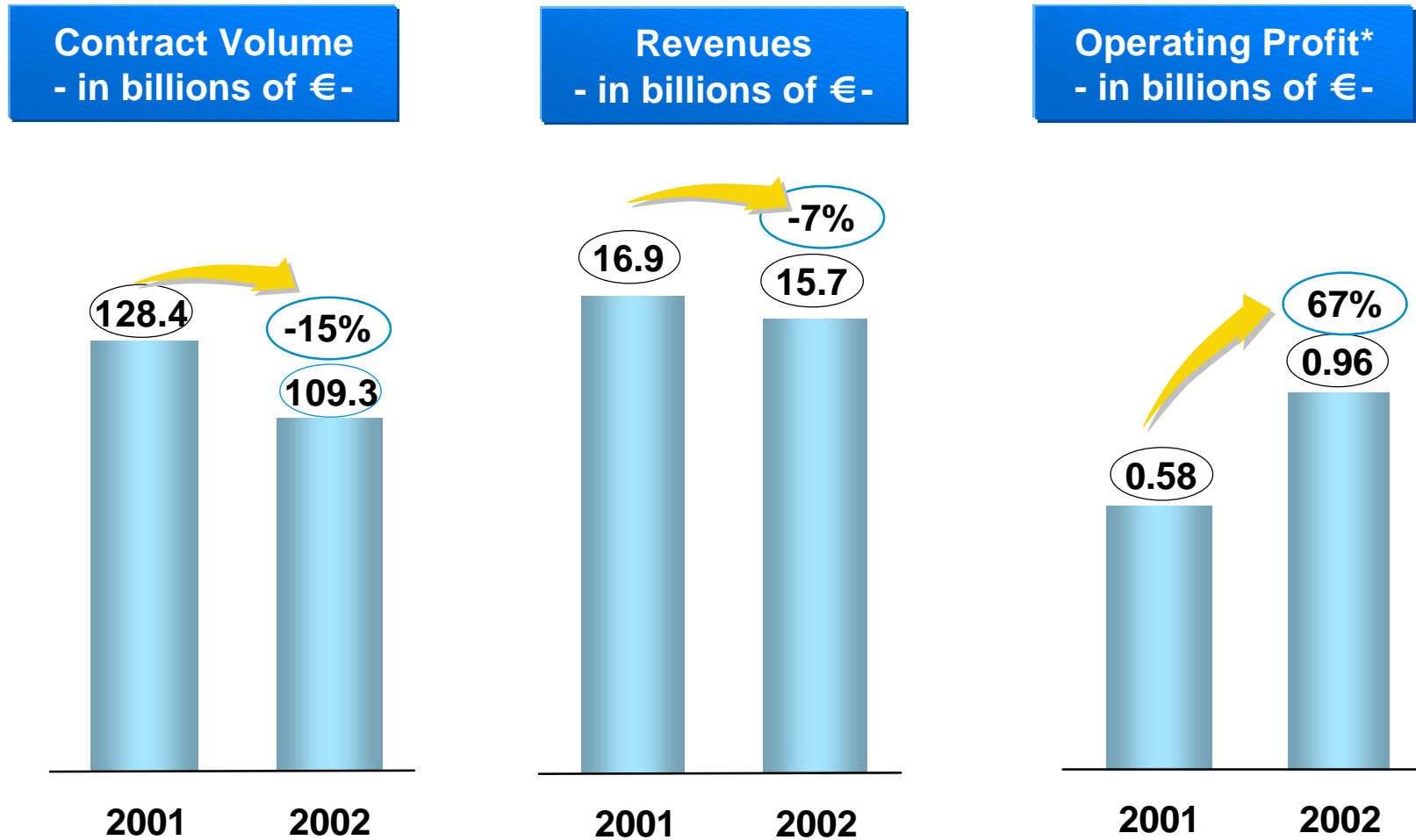
Customer service

Fahrscheine



ATM

SIGNIFICANTLY IMPROVED PROFITABILITY



* Adjusted for one-time effects

DEDICATED FINANCIAL SERVICES SUPPORT FOR AUTOMOTIVE BUSINESS

1

Strengthen cooperation with brands

2

Additional automotive related services

MMC RESTRUCTURING ON TRACK – GROWTH ON ITS WAY!

- Turnaround ahead of schedule

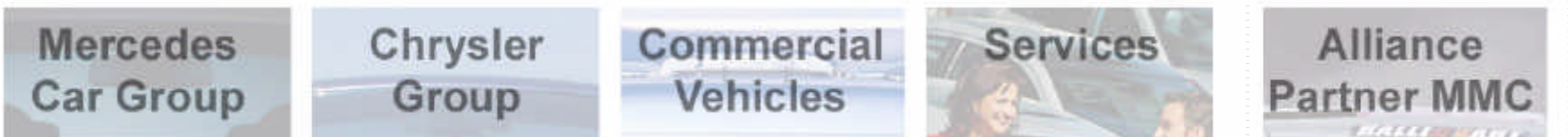
- After 5 years back to revenue growth

- Successful launch of the Colt in November 2002

- 12 new products between 2002 and 2007



CROSS-DIVISIONAL INITIATIVES TO LEVERAGE STRATEGY IMPLEMENTATION



Cross divisional implementation initiatives



1 Global Presence



Asia



2 Strong Brands



Multi-Brand-Management



3 Broad Product Range



Long Range Product Plan



4 Technology Leadership



Innovation Calendar

PROGRAMS IN PLACE FOR SUSTAINABLE PROFITABILITY

Leverage Group Strengths

Mercedes Car Group



Expand premium and luxury position

Chrysler Group



From push to pull

Commercial vehicles



Turning scale into profit

DaimlerChrysler Services



Support for automotive business

