

## **OPTIMIZATION OF BALANCE SHEET STRUCTURE WITH A SHARE BUYBACK PROGRAM**

### **Reasons for a share buyback:**

- **Reducing excess liquidity in the industrial business**
- **Optimizing the capital structure**
- **Improving financial leverage**
- **Letting shareholders participate in the company's business success**

### **Volume parameters:**

- **Cash out of up to EUR 7.5 billion within 12 months**
- **Buyback of nearly 10% of the outstanding shares during that period**

## THE BUYBACK WILL BE REALIZED IN TWO STEPS

- **First buyback phase:**
  - Up to EUR 3.5 billion, equivalent to the FY2006 retained earnings of DaimlerChrysler AG
  - Purchase of shares through the stock exchange
  - Starting immediately
  
- **Second buyback phase:**
  - Up to EUR 4 billion, equivalent to the FY2007 anticipated retained earnings of Daimler AG
  - Precise volume depends on the amount of FY2007 retained earnings
  - Starting in March 2008
  
- **Further programs subject to development of earnings, cash flows and net liquidity**