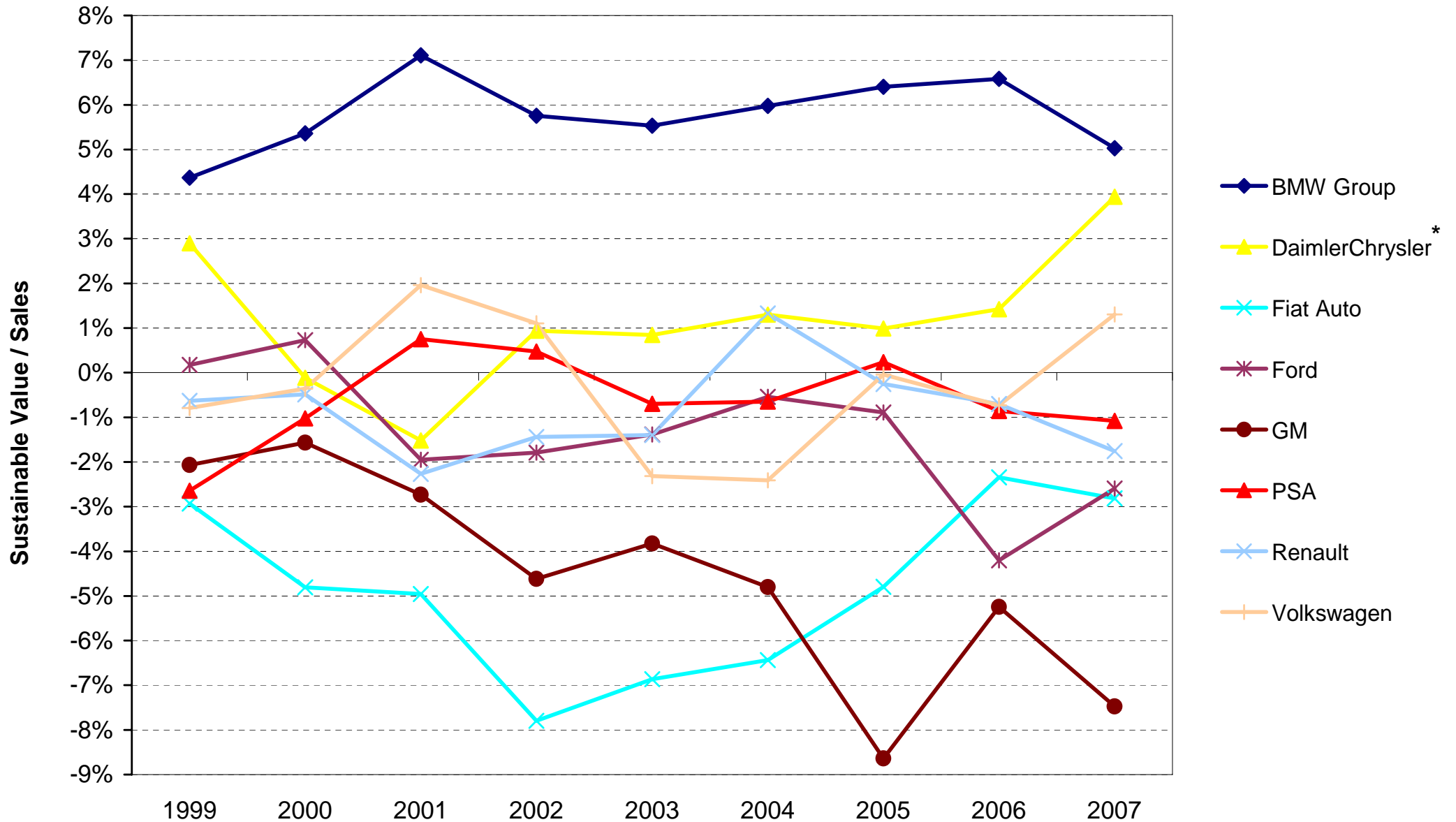


Sustainable Value Margin of European and North American Automobile Manufacturers (graphic representation)



* DaimlerChrysler is replaced by Daimler AG in the year 2007