Forward-Looking Statement

In this presentation and in related comments by General Motors' management, we will use words like "expect," "anticipate," "estimate," "forecast," "initiative," "objective," "intend," or "evaluate" to identify forward-looking statements that represent our current judgments about possible future events. We believe these judgments are reasonable, but GM's actual results may differ materially due to a variety of important factors. Among other items, such factors include: the pace of product introductions; market acceptance of the Corporation's new products; significant changes in the competitive environment and the effect of competition in the Corporation's markets, including on the Corporation's pricing policies; shortages of and price increases for fuel; and general economic conditions, in particular stability of consumer confidence. The most recent annual report on Form 10-K filed by GM provides information about these factors, which may be revised or supplemented in future reports to the SEC on Form 10-Q and Form 8-K.

U.S. Sales and Marketing Update

Mark LaNeve
GMNA Vice President
Vehicle Sales, Service, and Marketing

GMNA Four Point Turnaround Plan

- Product Excellence
- Revitalize Sales and Marketing Strategy
- Significantly Reduce Cost, Improve Quality
- Address Health Care/Legacy Cost Burden

Sales and Marketing Strategy

Phase I: "Turnaround" (April 2005 – Current)

- Stop the bleeding on share and negative pricing
- Break the incentive escalation cycle
- Establish a transparent pricing advantage at MSRP to achieve positive internet comparisons
- Drive the channel strategy (Buick, Pontiac, GMC) to enable dealer throughput, reduce portfolio overlap and increase differentiation
- Align manufacturing/capacity footprint directionally toward a 3.0M U.S. retail running rate
- Leverage our strong position on trucks
- Improve model and option mix

What Did We Do?

- Aggressively cut MSRPs and incentives
- Focused on building health of our brands
- Launched industry's best vehicle coverage
- Reduced daily rental volumes
- Pulled ahead the full-size pickup and utility launches
- Facilitated numerous advertising agency changes and significantly shifted media dollars to digital

Why Did We Change Our "Go To Market" Approach?

- Incentive costs rising rapidly, increasingly less effective

Total Per Unit Incentive Spending

Source: GM Global Market and Industry Analysis

Why Did We Change Our "Go To Market" Approach?

- Incentive costs rising rapidly, increasingly less effective
- Hidden costs were substantial:
  - Image of being "on sale"

Top Reasons to Buy (General Motors)

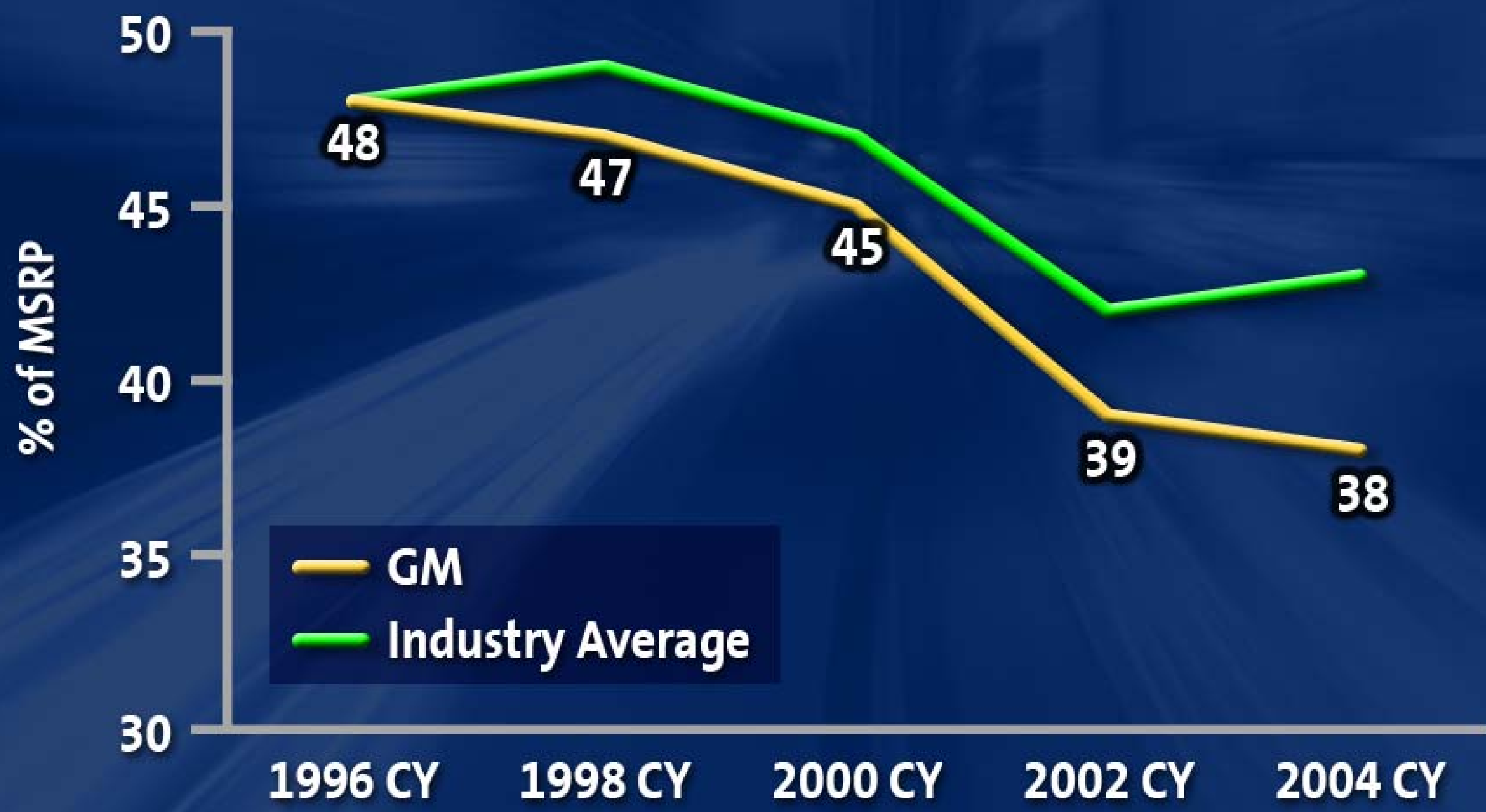
	2001	2002	2003	2004
#1	Dependable/ Reliable	Value for the Money	Rebate/ Incentives	Rebate/ Incentives
#2	Value for the Money	Rebate/ Incentives	Value for the Money	Value for the Money
#3	Exterior Styling	Exterior Styling	Exterior Styling	Price/Monthly Payments
#4	Past Manufacturer Experience	Price/Monthly Payments	Price/Monthly Payments	Exterior Styling
#5	Fuel Economy	Past Manufacturer Experience	Past Manufacturer Experience	Fuel Economy

Source: GM Global Market and Industry Analysis

Why Did We Change Our "Go To Market" Approach?

- Incentive costs rising rapidly, increasingly less effective
- Hidden costs were substantial:
  - Image of being "on sale"
  - Residual value erosion

ALG 36 Month Residual Value



Source: ALG/GM Global Market and Industry Analysis

Why Did We Change Our "Go To Market" Approach?

- Incentive costs rising rapidly, increasingly less effective
- Hidden costs were substantial:
  - Image of being "on sale"
  - Residual value erosion
  - Misrepresentation on 3rd party websites

Chevrolet Cobalt v. Key Competitors Internet Comparisons (2005 MSRPs)

Chevrolet Cobalt LS Coupe	Toyota Corolla CE Sedan	Honda Civic DX Coupe	Ford Focus ZX3 S-2 Dr. Hatch
$14,490	$14,585	$14,912	$13,995

Chevrolet Cobalt MSRP After Price Repositioning

Chevrolet Cobalt LS Coupe	Toyota Corolla CE Sedan	Honda Civic DX Coupe	Ford Focus ZX3 S-2 Dr. Hatch
~~$14,490~~	$14,585	$14,912	$13,995
$12,990			

Results to Date Have Been Positive

- Retail sales have stabilized and quality of sales has improved
- Improved mix and tactical marketing efficiency
- Increased residual values and improved the health of our brands

How Do We Measure Up?

Performance

- Retail Sales Stabilization (3.0 million units)
- Reduce Incentive Spending
- Increase Average Transaction Prices
- Improve/Increase Residual Values
- Reduce Daily Rental Volume
- Improve Advertising Effectiveness/ Advertising Alignment

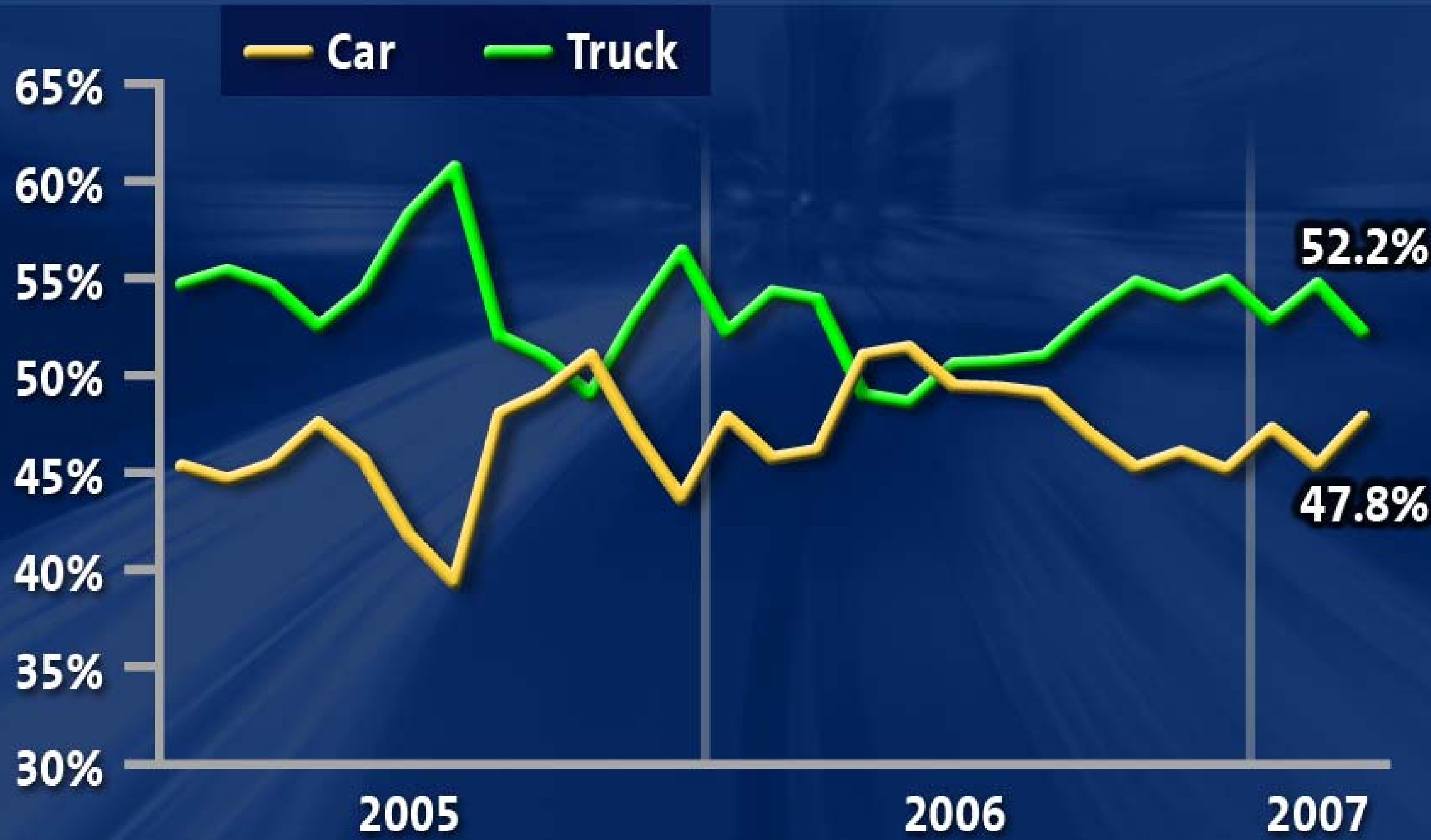
GM U.S. Retail Share Stabilized

Source: GM Global Market and Industry Analysis estimate

GM U.S. Retail SAAR Stabilized

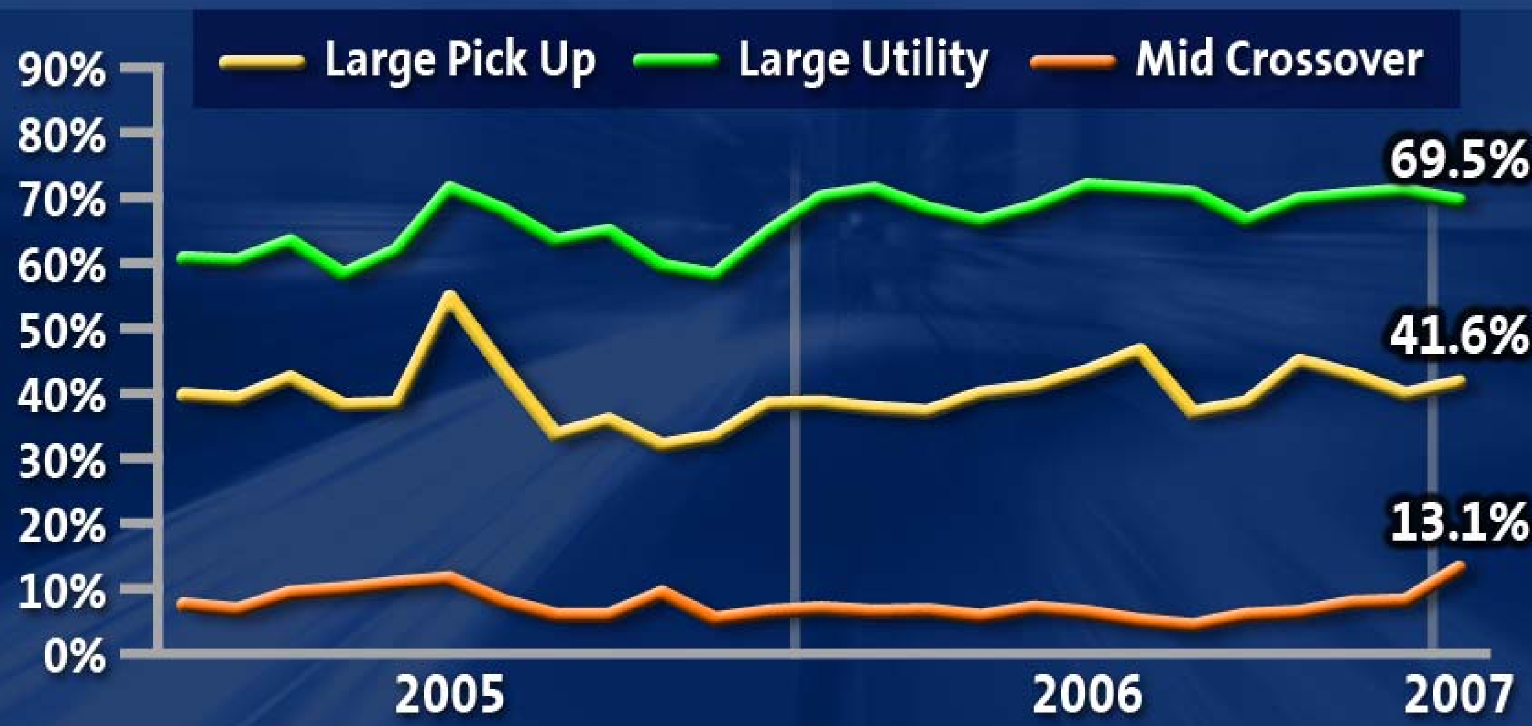
Source: GM Global Market and Industry Analysis

Industry Car/Truck Retail Mix



Source: GM Global Market and Industry Analysis

GM Retail Truck Share



Dealer Retail Net Turn Rate (Acadia):	Jan 2007	37.8%
	Feb 2007	64.0%

Source: GM Global Market and Industry Analysis

Total Per Unit Incentive Spending

Source: GM Global Market and Industry Analysis

Total Per Unit Incentive Spending

Source: GM Global Market and Industry Analysis

GM Average Transaction Price Per Segment

	2003CY	2006CY	2006CY O/(U) 2003CY	Percent Chge ATP: 2006CY v. 2003CY
GM Car	19,520	22,580	3,060	15.7%
GM Truck	27,882	28,203	321	1.2%
GM Overall	24,804	26,142	1,338	5.4%

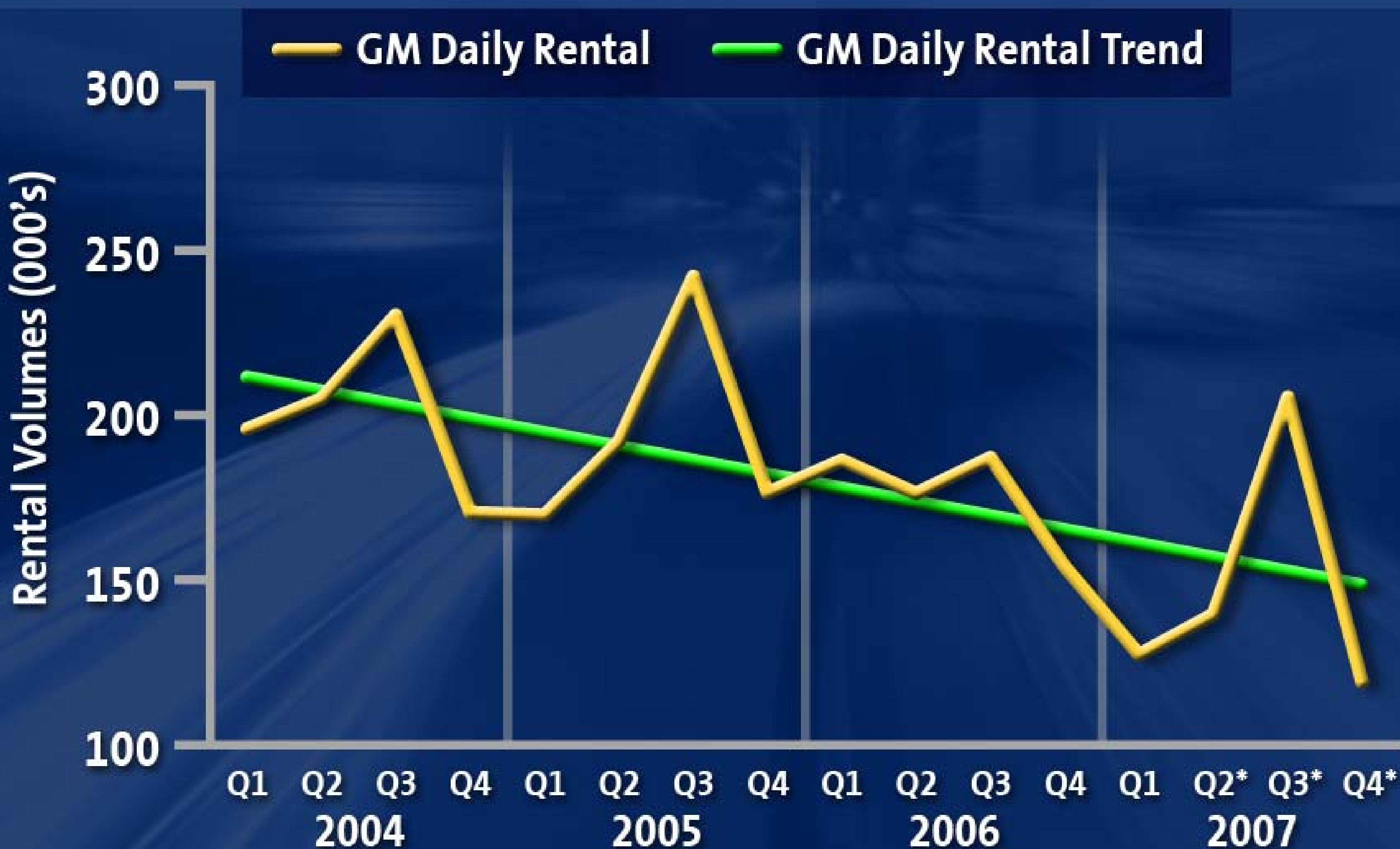
Source: GM Global Market and Industry Analysis

GM Average Transaction Price Per Segment

	2003CY	2006CY	2006CY O/(U) 2003CY	Percent Chge ATP: 2006CY v. 2003CY
GM Car	19,520	22,580	3,060	15.7%
GM Truck	27,882	28,203	321	1.2%
GM Overall	24,804	26,142	1,338	5.4%
Toyota Overall	24,946	25,363	417	1.7%

Source: GM Global Market and Industry Analysis

GM Daily Rental Volume Decreases



Source: Global Marketing and Industry Analysis

* Estimated

Annual Rental Sales

	2004	2005	2006	2006 v. 2004	Percent Change
GM	834.1	781.8	740.8	(93.3)	(11.2)%
Ford	401.6	434.2	449.8	49.2	12.3%
DCX	405.7	454.9	549.0	143.3	35.3%
Toyota	79.2	100.4	103.9	24.7	31.1%
Honda	6.5	7.2	6.0	(0.5)	(8.8)%
Nissan	63.9	88.1	75.6	11.7	18.5%
Grand Total	1,991.9	2,073.1	2,157.1	165.2	8.3%
Big 6 Total	1,790.1	1,866.6	1,925.2	135.1	7.5%

Source: R.L. Polk Registrations

Top Reasons to Buy (General Motors)

	2003	2004	2005	2006
#1	Rebate/ Incentives	Rebate/ Incentives	Value for the Money	Exterior Styling
#2	Value for the Money	Value for the Money	Rebate/ Incentives	Value for the Money
#3	Exterior Styling	Price/Monthly Payments	Employee Discount	Fuel Economy
#4	Price/Monthly Payments	Exterior Styling	Manufacturer Reputation	Price/Monthly Payments
#5	Past Manufacturer Experience	Fuel Economy	Exterior Styling	Rebate/ Incentives

Source: GM Global Market and Industry Analysis

How Do We Measure Up?

	Performance
Retail Sales Stabilization (3.0 million units)	G
Reduce Incentive Spending	G
Increase Average Transaction Prices	G
Improve/Increase Residual Values	G
Reduce Daily Rental Volume	Y
Improve Advertising Effectiveness/ Advertising Alignment	Y

"Moving from Turnaround to Winning"

Sales and Marketing Strategy (Phase II)

- Continue focus on "Turnaround" Strategy
- Promote competitive advantage of 100,000 mile warranty and OnStar
- Execute consistent divisional messaging
- Further tighten divisional brand positions and portfolios
- Aggressively shift marketing spending to digital
- Accelerate channel alignment strategy in support of improved dealer profitability
- Become the design leader in the industry... again


GENERAL
GM
MOTORS
GMC