



Preliminary 2008 Second Quarter Results



Forward Looking Statements

In this presentation and in related comments by our management, our use of the words “expect,” “anticipate,” “estimate,” “goal,” “target,” “believe,” “improve,” “intend,” “potential,” “continue,” “designed,” “opportunity,” “risk,” “may,” “would,” “could,” “should,” “project,” “projected,” “positioned” or similar expressions is intended to identify forward-looking statements that represent our current judgment about possible future events. We believe these judgments are reasonable, but these statements are not guarantees of any events or financial results, and our actual results may differ materially due to a variety of important factors. The most recent reports on SEC Forms 10-K, 10-Q and 8-K filed by us or GMAC provide information about these and other factors, which may be revised or supplemented in future reports to the SEC on those forms.

Unless specifically required by law, we assume no obligation to update or revise these forward-looking statements to reflect new events or circumstances.



Second Quarter Operational Highlights

- Global market share of 12.3%, down 0.9 p.p. vs. Q2 2007 due to weak North American industry and weaker share
 - Share up 0.3 p.p. outside GMNA on gains in every region
- Global automotive revenue down sharply, more than explained by GMNA decline due to industry volume/mix
- GMNA continues to demonstrate strong cost performance driven by improvements in manufacturing productivity
- Special attrition program executed in the U.S., positioning GMNA for continued manufacturing cost performance
- Labor agreement negotiated with the CAW and work stoppages related to American Axle and local agreement negotiations resolved



Liquidity Planning Assumptions

- As announced July 15, for liquidity planning purposes GM has developed actions based on conservative U.S. industry assumptions:

<i>Key GMNA Liquidity Planning Assumptions</i>	2007	2008E	2009E
U.S. Light Industry* <i>(Millions Units)</i>	16.2	14.0	14.0
GM U.S. Share <i>(% of Total Industry)</i>	23.5%	~21%	~21%
Average Oil Price <i>(\$/Bbl)</i>	\$72	\$120-140	\$130-150
Industry Large PU/Utility Mix	17.2%	12.7%	12.3%

- Plan designed to emphasize aggressive operating actions that can be implemented quickly without reliance on capital markets
 - Asset sales and debt financing elements also incorporated to balance plan
- Actions projected to improve liquidity thru 2009 by ~\$15B vs. prior plan

* Note: U.S. Light Industry excludes ~300K units per year of medium- and heavy-duty trucks



Liquidity Plan Improvements

Cumulative Cash Impact Through YE 2009

GMNA Structural Cost	~\$2.5B
Salaried Employment & OPEB Savings	~\$1.5B
Capital Expenditure Reductions	~\$1.5B
Working Capital Improvements	~\$2.0B
UAW VEBA Payment Deferrals	~\$1.7B
Dividend Suspension	<u>~\$0.8B</u>
Total Operating/Other Actions	~\$10B
Asset Sales	~\$2-4B
Capital Markets Activities	<u>~\$2-3B</u>
Total Asset/Financing Actions	~\$5B
Total Liquidity Plan Actions	~\$15B



Balanced Set of Operational Actions

- Steady cadence of aggressive operating, product and liquidity actions announced over last 60 days in response to weakening U.S. industry conditions

Capacity/Structural Cost

- Production cessation at four truck plants
- Shift reductions at two additional truck plants
- Salaried headcount reductions and compensation actions
- Elimination of post-65 salaried retiree healthcare
- Reduction in sales, marketing and overhead expenses

Cash Flow/Liquidity

- Reduced or retimed capex spending
- Aggressive inventory reduction initiatives
- Deferral of certain UAW VEBA contributions
- Suspension of dividend

Product/Powertrains

- Shifts added at two key car plants
- New global Chevrolet small car announced
- Next generation Aveo announced
- New high-efficiency 4-cylinder for U.S.
- Production funding for Chevrolet Volt
- Strategic review of Hummer brand



Second Quarter Financial Highlights

- GAAP net loss of \$(15.5)B, \$(27.33) EPS including special items of \$(9.1)B
 - Adjusted net loss of \$(6.3)B, \$(11.21) EPS, excluding special items
 - Includes \$(2.0)B related to lease asset impairments and lease reserve adjustments; \$(2.4)B at combined GM/GMAC level
 - Adjusted automotive earnings before tax (EBT) of \$(4.0)B, down \$5B vs. Q2 2007 (excluding discontinued operations) largely on weakness in GMNA
 - Adjusted GMAC results recognized by GM of \$(1.2)B
 - Adjusted automotive operating cash flow (OCF) of \$(3.6)B
 - Q2 gross automotive liquidity of \$21.0B
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Second Quarter Adjusted Results

(\$ Millions)	2007	2008	2008 F/(U) 2007
GMNA	\$ 92	\$ (4,435)	\$ (4,527)
GME	345	99	(246)
GMLAAM	296	445	149
GMAP	294	(65)	(359)
Auto Eliminations	-	(14)	(14)
Total Auto Earnings Before Tax	1,027	(3,970)	(4,997)
GMAC Earnings	154	(1,217)	(1,371)
Corp. Other Earnings Before tax	82	(851)	(933)
Total Earnings Before Tax/(Loss)	1,263	(6,038)	(7,301)
Taxes	41	(308)	(349)
Total Net Income/(Loss) from Cont. Ops.	1,304	(6,346)	(7,650)
Discontinued Ops. - Allison Transmission	107	-	(107)
Total GM Net Income/(Loss)	1,411	(6,346)	(7,757)
EPS from Cont. Ops	\$ 2.30	\$ (11.21)	\$ (13.51)
EPS from Disc. Ops	0.19	-	\$ (0.19)
Total EPS (Basic)	\$ 2.49	\$ (11.21)	\$ (13.70)
Total EPS (Diluted)	\$ 2.48	\$ (11.21)	\$ (13.69)
Worldwide Production (000)	2,410	2,224	(186)
Global Market Share	13.2%	12.3%	(0.9) p.p.



Second Quarter Adjustments to Income

	<u>\$ Millions</u>	<u>EPS</u>
Adjusted Net Income / (Loss)	(6,346)	\$ (11.21)
<u>Pre-Tax Adjustments</u>		
GMNA Special Attrition Program	(3,277)	
GMNA restructuring related	(1,097)	
CAW contract related	(340)	
American Axle related	(197)	
GMAC investment impairment	(1,334)	
Delphi	(2,753)	
All Other	<u>(127)</u>	
Total Adjustments	<u>(9,125)</u>	
GAAP Net Income / (Loss)	(15,471)	\$ (27.33)

Exclusion of special items useful for:

- Management to measure operations
- Comparisons between reporting periods
- Investors to measure and assess company's core performance



GMNA Special Attrition Program

- GM Special Attrition Program (SAP) yielded approximately 19k hourly participants
 - Approximately 17k retirements
 - Approximately 2k voluntary separations
- \$3.3B pretax charge taken in Q2 related to costs associated with SAP
 - \$2.4B related to pension and benefits, principally due to curtailments to immediately recognize pension expense previously expected to be recognized over longer periods of employment
 - \$0.6B related to retirement incentive payments (paid from overfunded hourly pension plan)
 - \$0.3B related to cash payments to separating employees or those taking pre-retirement leave and receiving reduced wages until normal retirement
- Over 90% of participating employees have left operations as of July 1



GMNA Restructuring Related

- Significant GMNA capacity actions announced in Q2 to better align manufacturing footprint with rapidly evolving U.S. industry conditions
 - April: Announced shift reductions at four fullsize truck plants in the U.S. and Canada
 - May: Announced production cessation at Windsor Transmission plant
 - June: Announced production cessation at four fullsize truck plants, including two previously planned for shift reductions only
- \$1.1B pretax charge taken in Q2 to reflect estimated wage and benefit costs associated with employees impacted by these capacity actions
 - Includes curtailments of related Canadian pension plans
 - Reflects estimated adjustments for employees participating in SAP and thus comprehended in charges taken for that program



CAW Contract Related

- 2008 Canadian Auto Workers labor agreement ratified in May
- Associated pretax charge of \$340 million taken in Q2 principally due to immediate recognition of unamortized prior service cost related to pension benefit increases from prior contracts
- Consistent with 2007 UAW Labor Agreement, determined that life of contract a preferable period of economic benefit for amortizing pension benefit increases, versus average remaining service life
 - As a result, majority of remaining unamortized prior service cost from prior contract expensed in Q2



GMAC Impairment

- U.S. GAAP states that a loss in value of an investment that is other than temporary should be recognized
- In Q1, GM recorded impairments against its GMAC investment based on market conditions and pricing prevailing at that time
 - Common and preferred interests impaired by \$1.3B and \$0.1B, respectively
- GM conducted further analysis in Q2 to determine if further impairments required based on current fair value estimates
 - Factors considered includes continued deterioration in mortgage and consumer credit markets and a more challenging North American automotive financing environment
- As a result, GM recorded Q2 impairment charges totaling \$1.3B against common and preferred equity interests in GMAC
 - Common equity impaired \$0.7B; carrying value reduced to \$3.5B
 - Preferred equity impaired \$0.6B; carrying value reduced to \$0.3B



Delphi Related Items

- GM recorded Q2 adjustment of \$2.8B to Delphi reserve, primarily due to updated estimates related to Delphi's ongoing reorganization
 - Reflects higher expected obligations (e.g. net pension liabilities) and additional uncertainty around nature, value, and timing of GM recoveries
 - Total of \$11B in net Delphi-related charges taken to date
- Factors resulting in this incremental charge were fully comprehended in liquidity plan announced on July 15



Cash Impact of Special Items

<i>\$ Billions</i>	<u>Non-Cash</u>	<u>Cash Impact</u>	
		<u>2008/09</u>	<u>Post 2009</u>
GMNA SAP	3.0	0.3	--
GMNA Restructuring	0.2	0.3	0.6
CAW Contract Related	0.3	--	--
American Axle Related	--	0.2	--
GMAC Impairment	1.3	--	--
Delphi Related	1.6	0.1	1.1
All Other	0.0	0.1	--
Total Special Items	\$6.4	\$1.0	\$1.7

Cash Impacts Reflected in July 15 Liquidity Plan



Lease Residual Impacts

- Deteriorating U.S. industry conditions, particularly vehicle mix, driving overall decline in used / off-lease vehicle residuals
- Deteriorating residuals can directly impact GM in three ways
 - Residual Support / Risk Sharing: Affects incentive accruals, adjusted each quarter for changes from estimates recorded at vehicle sale to dealer for anticipated future changes in incentive payments, including amounts associated with retail leases
 - Lease Asset Carve-out Portfolio: Lease assets retained as part of GMAC sale subject to residual impairment
 - GMAC Ownership: 49% of any impairment GMAC takes against its lease assets recognized by GM in equity income/loss
- GM has taken active steps to reduce future exposure by reducing overall lease penetration and use of short-term contracts
 - Leases overall currently ~10% of retail sales, with 2-year contracts reduced to only 10% of lease portfolio



Lease Impairments / Reserve Adjustments

GMNA (reserve adjustments)	\$(1.6)B
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GM FIO (lease asset impairments)	\$(0.1)B
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GMAC (lease asset impairment)	<u>\$(0.3)B</u>
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Total GM Impact (EBT)	\$(2.0)B
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<i>Memo: GM/GMAC group impact (EBT)</i>	<i>\$(2.4)B</i>
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<i>GM/GMAC group impairments only</i>	<i>\$(0.8)B</i>
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Note: All impacts are included in Q2 adjusted earnings

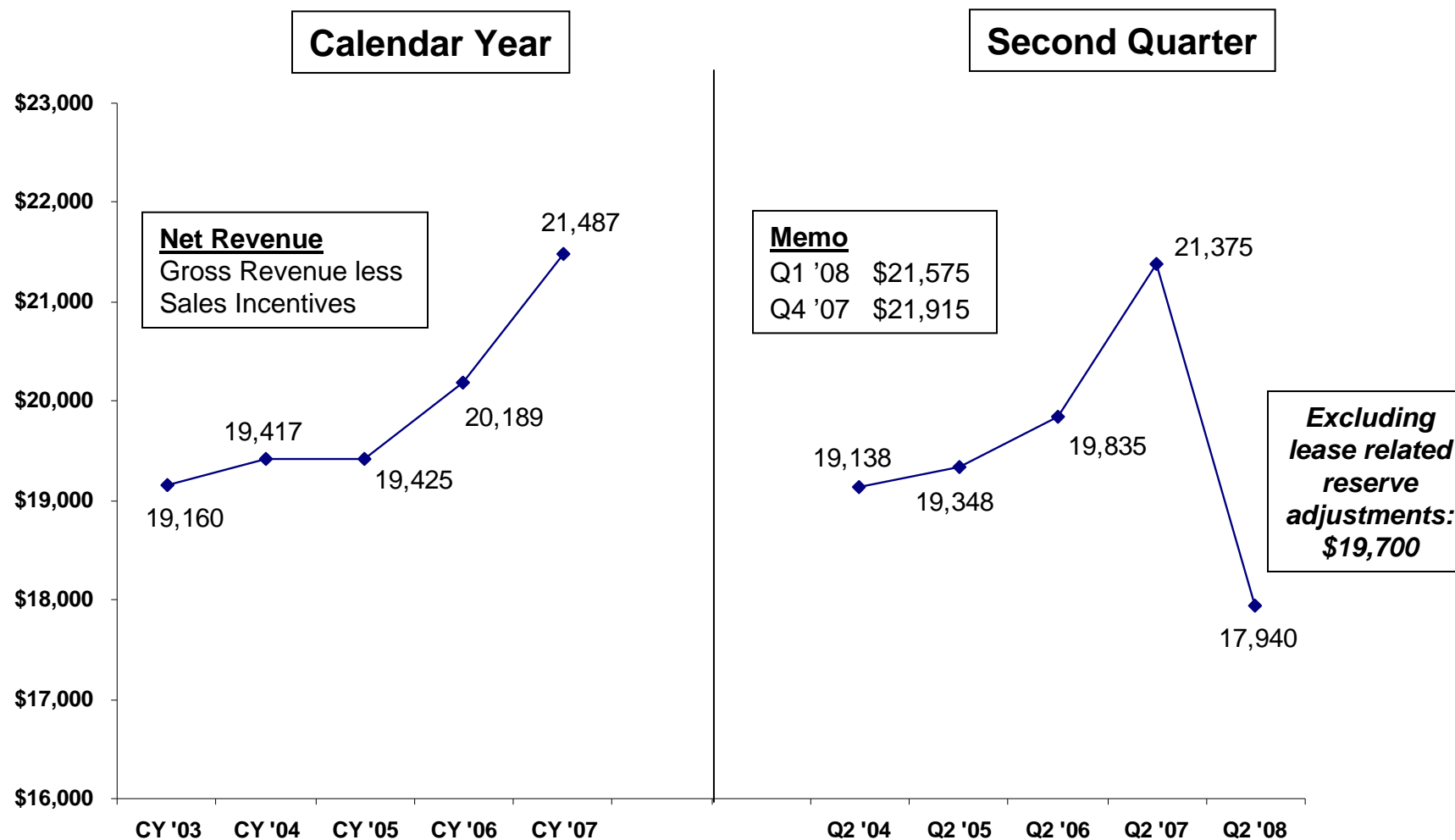


GMNA Second Quarter Adjusted Results

(\$ Millions)	2007	2008	2008 F/(U) 2007
Revenue	\$29,663	\$19,820	(\$9,843)
Earnings Before Tax/(Loss)	92	(4,435)	(4,527)
Earnings Before Tax Margin	0.3%	(22.4)%	(22.7) p.p.
North America:			
- Production Volume (000)	1,142	834	(308)
- GM Total Deliveries (000)	1,200	964	(236)
- Market Share	22.7%	20.2%	(2.5) p.p.
United States:			
- Industry SAAR (Mil.)	16.4	14.5	(1.9)
- Market Share	22.8%	20.4%	(2.4) p.p.
- Retail/Fleet Mix - % Fleet	26.7%	23.4%	3.3 p.p.
- Dealer Inventory (000)	1,055	788	267



GMNA Vehicle Revenue Per Unit



Vehicle revenue per unit excludes items such as daily rental accounting impact, Service Parts, OnStar, other outside sales

Adjusted to remove Allison. Refer to Supplemental Charts for reconciliation to GAAP figures



GMNA Adjusted EBT – Q2 2008 vs. Q2 2007

\$ Billions – Continuing Operations Only

	<u>Q2</u>	<u>Key Drivers</u>
2007 Earnings Before Tax	\$0.1	
Volume	(2.0)	(0.8) Industry decline (0.5) Segment mix related (0.4) Inventory related (0.3) Share performance
Mix	(1.5)	(0.9) Product line mix (0.5) Model/option mix (0.1) Fleet mix/other
Price	(1.7)	(0.1) Pricing/incentives (1.6) Lease reserve adj.
Net Material	0.1	0.3 Material performance (0.1) Commodities (0.1) Program majors
Pension / OPEB / Manufacturing	0.6	0.4 Manufacturing/attrition 0.2 Pension/OPEB
Hedging / Exchange / Other	<u>0.0</u>	0.2 Exchange related 0.1 Commodity hedging (0.3) Other
2008 Earnings Before Tax	\$(4.4)	



GMNA Adjusted EBT – YTD 2008 vs. YTD 2007

\$ Billions – Continuing Operations Only

	<u>YTD</u>	<u>Key Drivers</u>
2007 Earnings Before Tax	\$(0.2)	<i>(1.3) Industry decline (0.9) Inventory related (0.7) Segment mix related (0.2) Share performance</i>
Volume	(3.1)	
Mix	(1.6)	<i>(1.1) Product line mix (0.4) Model/option mix (0.1) Fleet mix/other</i>
Price	(2.2)	<i>(0.6) Pricing/incentives (1.6) Lease reserve adj.</i>
Net Material	0.3	<i>0.7 Material performance (0.1) Commodities (0.3) Program majors</i>
Pension / OPEB / Manufacturing	1.1	
Hedging / Exchange / Other	<u>0.7</u>	<i>0.8 Manufacturing/attrition 0.3 Pension/OPEB</i>
2008 Earnings Before Tax	\$(5.0)	<i>0.7 Commodity hedging 0.3 Exchange related (0.3) Other</i>



Overview of Other Regions

- Automotive revenue outside GMNA up 10% vs. Q2 2007 on unit sales records once again in all overseas regions
 - 55% of global auto revenue generated in GME / GMLAAM / GMAP
 - 65% of unit sales generated outside the U.S.
- \$0.5B of adjusted EBT generated in other regions, despite non-operational challenges in GMAP and GME
 - GME remained profitable, but EBT down vs. Q2 2007 due to currency exchange headwinds
 - GMAP loss result of one-time adjustments related to hedge accounting
- GMLAAM continues to deliver very strong results, with revenue up 18% and automotive EBT up 50% vs. Q2 2007



Emerging Markets Growth Trends

- GM unit sales outside GMNA up 10% in Q2 largely on strength in key emerging markets in GMLAAM and GMAP
- Chevrolet brand a key global growth driver, supporting strong gains in Russia and in GME overall despite slowdown in Western Europe

	Industry Growth H1 2008	GM Share H1 2008	GM Share vs. H1 2007	Industry Growth Outlook 2007 - 2012
Brazil	30%	20.4%	0.3 p.p.	54%
Russia	35%	11.3%	1.8 p.p.	103%
India	11%	3.1%	0.5 p.p.	80%
China	17%	11.9%	(0.4) p.p.	67%
Total Emerging*	17%	11.7%	0.0 p.p.	53%

* Total of 47 markets, including BRIC



GME Second Quarter Adjusted Results

(\$ Millions)	2007	2008	2008 F/(U) 2007
Revenue	\$9,512	\$10,579	\$1,067
Earnings Before Tax/(Loss)	345	99	(246)
Earnings Before Tax Margin	3.6%	0.9%	(2.7) p.p.
Total Europe:			
- Production Volume (000)	464	495	31
- Industry SAAR (Mil.)	22.7	22.8	0.1
- GM Total Deliveries (000)	575	590	15
- Market Share	9.4%	9.4%	0.0 p.p.
Germany:			
- Industry SAAR (Mil.)	3.5	3.5	0.0
- Market Share	9.2%	9.2%	(0.0) p.p.
UK:			
- Industry SAAR (Mil.)	2.8	2.7	(0.1)
- Market Share	15.9%	16.0%	0.1 p.p.
- Memo: EUR/GBP exchange	0.68	0.79	
Russia:			
- Industry SAAR (Mil.)	2.5	3.4	0.9
- Market Share	9.7%	10.7%	1.0 p.p.



GME Adjusted EBT – Q2 2008 vs. Q2 2007

<i>\$ Billions – Continuing Operations Only</i>	<u>Q2</u>	<u>YTD</u>
2007 Earnings Before Tax	\$0.3	\$0.4
Exchange	(0.2)	(0.3)
Volume / Mix / Price	(0.1)	(0.1)
Cost Factors	<u>0.1</u>	<u>0.3</u>
2008 Earnings Before Tax	\$0.1	\$0.3



GMLAAM Second Quarter Adjusted Results

(\$ Millions)	2007	2008	2008 F/(U) 2007
Revenue	\$4,333	\$5,109	\$776
Earnings Before Tax/(Loss)	296	445	149
Earnings Before Tax Margin	6.8%	8.7%	1.9 p.p.
Total LAAM:			
- Production Volume (000)	233	276	43
- Industry SAAR (Mil.)	7.1	8.2	1.1
- GM Total Deliveries (000)	294	346	52
- Market Share	16.8%	17.5%	0.7 p.p.
Brazil:			
- Industry SAAR (Mil.)	2.4	3.1	0.7
- Market Share	20.1%	20.0%	(0.1) p.p.
Argentina:			
- Industry SAAR (Mil.)	0.6	0.6	0.0
- Market Share	16.1%	15.3%	(0.8) p.p.
ANDEAN Markets			
- Industry SAAR (Mil.)	1.0	0.9	(0.1)
- Market Share	30.7%	31.3%	0.6 p.p.



GMLAAM Key Second Quarter Profit Drivers

- GM able to drive continued strong revenue and profit growth in LAAM based on its strong position against very strong industry dynamics
- GM unit sales up 18% on strong growth across all key market areas
 - South America up 16%
 - Africa up 34%
 - Middle East up 12%
- All-time quarterly sales records set in Brazil, Chile, Egypt and for the Africa Regional Marketing Organization (Nigeria, Tunisia)
 - Q2 sales records set in Argentina, Ecuador and the Middle East
- Revenue up 18% overall, driven by strong volume, mix and pricing
 - Exceptional revenue growth in Brazil, Argentina, Chile and Ecuador
- Adjusted earnings growth up 50% as region levered revenue growth by carefully controlling structural cost base



GMAP Second Quarter Adjusted Results

(\$ Millions)	2007	2008	2008 F/(U) 2007
Revenue	\$5,287	\$5,158	\$(129)
Pre-Tax Income/(Loss)	296	(261)	(557)
China JVs Equity Income	122	104	(18)
Minority Interest	(124)	92	216
Earnings Before Tax/(Loss)	294	(65)*	(359)
Earnings Before Tax Margin	5.6%	(1.3)%	(6.8) p.p.
Total Asia Pacific:			
- Industry SAAR (Mil.)	20.5	22.1	1.6
- GM Total Deliveries (000)	338	387	49
- Market Share	6.7%	7.0%	0.3 p.p.
China:			
- Industry SAAR (Mil.)	8.3	9.4	1.1
- Market Share	10.7%	11.3%	0.6 p.p.
Australia:			
- Industry SAAR (Mil.)	1.0	1.1	0.1
- Market Share	14.5%	12.2%	(2.3) p.p.
GM-DAT:			
- Production (Complete Build Units)	258	247	(11)

* Reflects \$(285) million impact of hedging related adjustments



GMAC Second Quarter Overview

- On a standalone basis, GMAC reported \$(2.5)B net loss, a deterioration of \$(2.8)B vs. Q2 2007
- North America Auto Finance negatively impacted by weak auto industry conditions and deteriorating used vehicle residual values
 - GMAC recorded an impairment of \$0.7B against operating lease assets in Q2 due to sharply lower remarketing proceeds, primarily related to SUVs in the U.S.
- International Auto Finance and Insurance business continue to perform well, with both reporting higher net income than the year ago period
- ResCap continued to experience significant losses related to weak housing market conditions
- Earnings before tax as realized by GM was a loss of \$1.2B
 - Includes 49% of lease asset impairment taken by GMAC North American Auto Finance



GMAC Second Quarter Business Line Results

(\$ Millions)	2007	2008	2008 F/(U) 2007
Global Automotive Finance	\$ 395	\$ (717)	\$ (1,112)
Insurance	131	135	4
Other*	21	(40)	(61)
Sub-Total Net Income/(Loss)	\$ 547	\$ (622)	\$ (1,169)
ResCap	(254)	(1,860)	(1,606)
Total Net Income/(Loss)	\$ 293	\$ (2,482)	\$ (2,775)

* Includes GMAC Commercial Finance and equity interest in Capmark

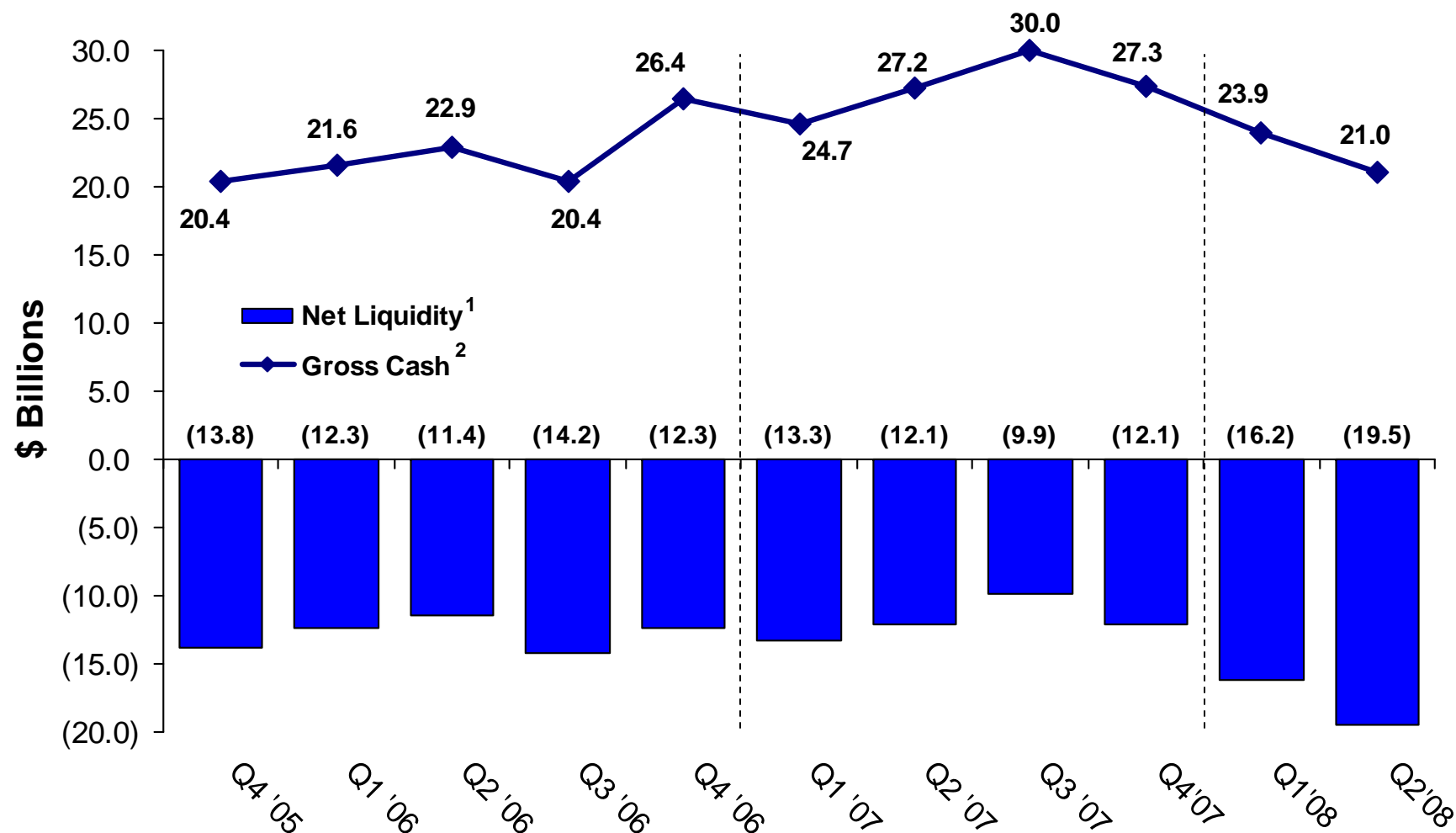


GM Liquidity Position

- Liquidity position of \$21.0B at June 30, 2008
 - Includes \$0.5B of readily-available VEBA assets
 - Represents decrease of \$(2.9)B from prior quarter
 - Reflects negative adjusted automotive OCF driven primarily by lower Q2 production in GMNA, including impact of American Axle strike
- Additionally had access to about \$5B of undrawn, committed U.S. credit facilities at June 30, 2008
 - Total available liquidity of approximately \$26B at the end of Q2
 - Have subsequently provided notice to draw \$1B under secured revolver
- Net liquidity of \$(19.5)B, \$(3.3)B lower than prior quarter resulting primarily from lower Q2 2008 cash balance
 - Debt balance in Q2 2008 at \$40.5B, slightly higher than prior quarter



Automotive Gross / Net Liquidity



¹ Q4 2005 - Q3 2006 Net Liquidity figures exclude GMAC related debt

² Including readily available VEBA assets



GM Credit Facility Profile

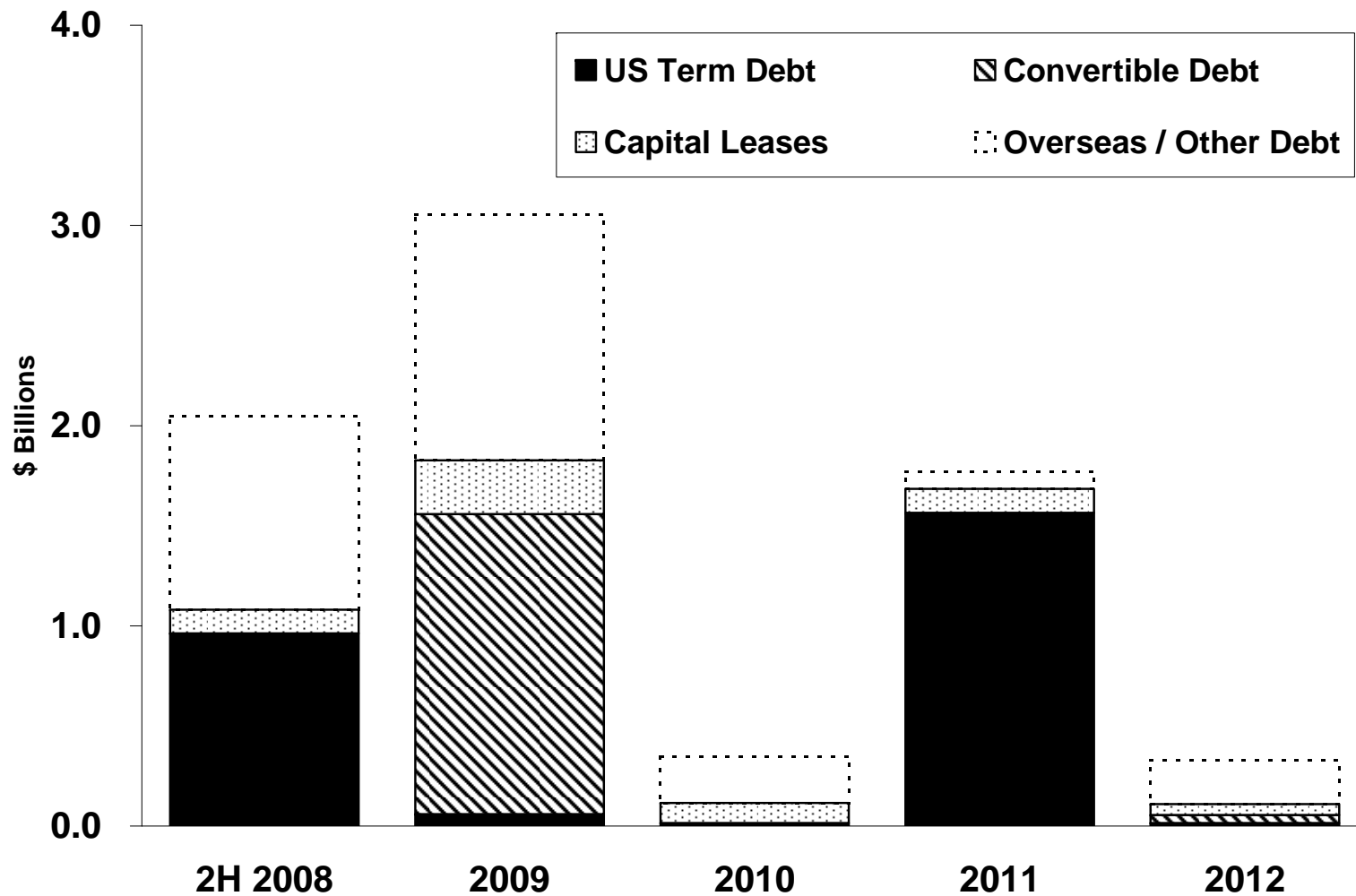
- Q2 credit facilities utilization increased primarily due to draws on lease asset carve-out facility and securitization programs
 - U.S. committed facility availability of \$5.0B at June 30

As of June 30, 2008 (\$ Billions)

<u>Facility</u>	<u>Q2 2008</u>	
	<u>Total</u>	<u>Unused</u>
Secured revolver with syndicate of banks	4.5	4.4
Other U.S. committed	2.3	0.6
Sub-Total: Committed (U.S.)	6.8	5.0
Other committed (includes JVs)	2.1	1.7
Uncommitted lines of credit	1.9	0.8
Total	10.8	7.5



Debt Maturity Profile



Note: Excludes IT VEBA obligations - \$4.0B note due 2010; \$1.7B note due 2010;
\$4.4B Series U Convertible due 2012



Automotive Cash Flow Summary

\$ Billions	<u>Q2 2007</u>	<u>Q2 2008</u>	<u>F/(U)</u>	<u>YTD 2008</u>
GAAP Net Income/ (Loss)	0.9	(15.5)	(16.4)	(18.7)
Adjustment to Exclude Financing/ Insurance Operation & Taxes	(0.7)	2.9	3.6	5.2
Earnings Before Tax (Automotive & Corp/Other) *	0.2	(12.6)	(12.8)	(13.5)
Depreciation & Amortization	2.1	2.0	(0.1)	4.0
Capital Expenditures	(1.7)	(2.2)	(0.5)	(4.1)
Change in Receivables, Payables & Inventory	0.2	0.6	0.4	(1.5)
Pension/OPEB expense (net of payments)	(0.5)	2.7	3.2	2.0
DC VEBA	(1.0)	-	1.0	-
Accrued Expenses & Other	1.8	5.9	4.1	5.9
Adjusted Operating Cash Flow	1.1	(3.6)	(4.7)	(7.2)
Allison Operating Cash Flow - Discontinued Operations	0.1	-	(0.1)	-
Proceeds from Other Asset Sales	0.1	0.2	0.1	0.2
Cash Restructuring Costs	(0.3)	(0.2)	0.1	(0.5)
Adj. Operating Cash Flow after Special Items	1.0	(3.6)	(4.6)	(7.5)
<u>Non-Operating Related</u>				
VEBA Withdrawals	-	0.4	0.4	0.4
Dividends	(0.1)	(0.1)	-	(0.3)
Change in Debt	1.3	0.2	(1.1)	0.7
GMAC Asset Carve Out Flows	0.2	0.5	0.3	0.7
Change in ST VEBA	-	(0.2)	(0.2)	(0.2)
Other	0.1	(0.1)	(0.2)	(0.1)
Total Non-Operating Related	1.5	0.7	(0.8)	1.2
Net Change in Cash and Cash-related	2.5	(2.9)	(5.4)	(6.3)

* Earnings before Tax from Continuing Operations on a GAAP basis

Refer to Supplemental Charts for reconciliation to GAAP figures



Pension/OPEB and Accrued Expenses

- Year-to-year Q2 variance in Pension/OPEB expense net of payments mainly driven by special attrition program (SAP) charge

(\$ Billions)	Q2 2007	Q2 2008	F/(U)
US Pension Expense/ (Income)	(0.3)	(0.3)	--
GMNA SAP Pension Expense/ (Income)	--	3.1	3.1
CAW Settlement	--	0.3	0.3
US OPEB Expense	0.5	0.4	(0.1)
US OPEB Cash Payments	(0.9)	(0.9)	0.0
Other Pension/ OPEB Adjustments/ (Payments)	0.2	0.1	(0.1)
Net Pension/ OPEB Expense/ (Payments)	(0.5)	2.7	3.2

- Accrued Expenses and Other reflects timing of cash flows vs. accruals
 - Year over year variance driven by announced charges and reserve adjustments

(\$ Billions)	Q2'07	Q2'08	F/(U)
Delphi Charge	0.6	2.8	2.2
GMNA Restructuring Charges	--	0.9	0.9
GMNA SAP (non-pension/ OPEB charges)	--	0.3	0.3
American Axle Settlement	--	0.2	0.2
GME/ GMAP Restructuring	--	0.2	0.2
Subtotal Special Charges	0.6	4.4	3.8
Net Tax Refunds/ (Payments)	0.1	--	(0.1)
Net Interest Accruals/ (Payments)	0.3	0.3	--
Net Sales Allowances/ GMNA Lease Reserve Adjustment	0.6	1.3	0.7
Net P & W Accruals/ (Payments)	0.3	0.0	(0.3)
Other	(0.1)	(0.1)	--
Accrued Expenses & Other	1.8	5.9	4.1



Global Cash Management

- Current global month-end cash requirement of between \$11B and \$14B, considering:
 - Global supplier payments
 - Some overseas cash not readily accessible (for example cash at joint ventures)
 - Variability of cash flow
- Further seasonal factors such as July shut down can be met through secured revolver



Working Capital / Inventory Plan

- As stated on July 15, targeting ~\$2B of working capital improvements in North America and Europe from planned YE 2008 levels, primarily related to inventory
- GMNA inventories expected to be improved by ~\$1.5B
 - Productive material reductions estimated at almost \$1B, driven in large part by reducing raw material inventories, optimizing in-line safety stocks, and volume-related impact of capacity actions and market factors
 - Other significant driver is finished goods inventory in U.S. and Mexico, largely accounted for through reduction of company-owned vehicle fleets and optimization of distribution systems for imported vehicles
 - Additional reductions in service parts and non-productive material
- GME inventories expected to be improved by ~\$0.5B through similar actions



Summary

- Number one management priority is strengthening liquidity and managing business for cash flow
- Liquidity plan announced on July 15 contemplated the weak Q2 results and challenging U.S. environment
 - Will leverage SAP to reduce manufacturing costs and facilitate planned capacity actions
 - Moving to quickly implement salaried headcount actions and other structural cost reductions in GMNA
 - Opportunity to significantly improve capital efficiency via globally managing capex and reducing inventories
- Continued growth outside GMNA provides confidence in our strategy of managing business globally and our position in emerging markets



North American Leasing Outlook

- Industry conditions driving up risks and costs associated with leasing
 - Significant industry volume decline and mix shift are impacting used vehicle residual values, in some cases dramatically (e.g. SUV's)
- GM has already taken steps to reduce percentage of our business that is retail leasing, with emphasis on curtailing highest risk areas such as short-term leases
 - Leases approximately 18% of total retail sales CYTD 2008
 - Since CY 2006, 24/27 month leases have declined 12.9 p.p. to 13.2% of GM's total leases CYTD 2008
- GMAC announced it will exit incentivized leasing in Canada on Aug 1
- GMAC is implementing other initiatives to reduce risk of its lease portfolio, including reducing volume of new lease originations in U.S.
- GM will continue to offer leasing options, though likely more narrowly targeted to certain products and segments
 - Incentive programs being designed to encourage purchase vs. lease



Looking Ahead

- Continued volume/mix pressures in U.S. market
 - 2008 total industry outlook updated to mid 14 million unit range, which implies H2 SAAR of about 14 million units total
- Structural cost savings in GMNA related to SAP
- Continued strength in emerging markets, including Central/Eastern Europe and Russia
- Key product launches continue
 - Chevrolet Traverse in North America
 - Opel Insignia in Europe
- Structural cost and cash flow benefits of liquidity plan

Supplemental Charts

The following supplemental charts are provided to reconcile adjusted financial data comprehended in the primary chart set with GAAP-based data (per GM's financial statements) and/or provide clarification with regard to definition of non-GAAP terminology

Reconciliation to Adjusted Net Income / EPS Q2 2008

QTD June 30, 2008	GMNA	GME	GMLAAM	GMAP	Auto Elims	Total Auto	GMAC	Corp. Other	Other Financing	Total
Total Net Sales & Revenue	19,820	10,579	5,109	5,158	(2,993)	37,673	-	-	483	38,156
Income (loss) before tax	(9,346)	20	445	(163)	(14)	(9,058)	(2,551)	(3,500)	(54)	(15,163)
Tax (expense)/benefit	-	-	-	-	-	-	-	(1,045)	737	(308)
Net Income (loss)	(9,346)	20	445	(163)	(14)	(9,058)	(2,551)	(4,545)	683	(15,471)
EPS - Basic/Diluted										(\$27.33)
<u>Pre-tax adjustments:</u>										
Special Attrition Program	3,277	-	-	-	-	3,277	-	-	-	3,277
Restructuring Charges	1,097	-	-	-	-	1,097	-	-	-	1,097
CAW Contract	340	-	-	-	-	340	-	-	-	340
American Axle	197	-	-	-	-	197	-	-	-	197
Impairment on investment in GMAC	-	-	-	-	-	-	1,334	-	-	1,334
Delphi	-	-	-	-	-	-	-	2,753	-	2,753
Other	-	79	-	98	-	177	-	(50)	-	127
	4,911	79	-	98	-	5,088	1,334	2,703	-	9,125
<u>Tax adjustments:</u>										
UK/Spain DTA valuation allowance	-	-	-	-	-	-	-	-	-	-
Total Adjustments	4,911	79	-	98	-	5,088	1,334	2,703	-	9,125
Total Adjust. - Net Revenue	-	-	-	-	-	-	-	-	-	-
Adjusted Net Revenue	19,820	10,579	5,109	5,158	(2,993)	37,673	-	-	483	38,156
Income (loss) before tax	(4,435)	99	445	(65)	(14)	(3,970)	(1,217)	(797)	(54)	(6,038)
Tax (expense)/benefit	-	-	-	-	-	-	-	(1,045)	737	(308)
Adjusted Net Income (loss)	(4,435)	99	445	(65)	(14)	(3,970)	(1,217)	(1,842)	683	(6,346)
Adjusted EPS - Basic/Diluted										(\$11.21)

Reconciliation to Adjusted Net Income / EPS Q2 2007

QTD June 30, 2007	GMNA	GME	GMLAAM	GMAP	Auto Elims	Total Auto	GMAC	Corp. Other	Other Financing	Total
Total Net Sales & Revenue	29,663	9,512	4,333	5,287	(3,012)	45,783	-	-	894	46,677
Income (loss) before tax	(88)	315	296	280	-	803	154	(579)	86	464
Tax (expense)/benefit	-	-	-	-	-	-	-	364	(44)	320
Net income (loss) from Cont. Ops.	(88)	315	296	280	-	803	154	(215)	42	784
Net income for Disc. Ops.	107	-	-	-	-	107	-	-	-	107
Net Income (loss)	<u>19</u>	<u>315</u>	<u>296</u>	<u>280</u>	<u>-</u>	<u>910</u>	<u>154</u>	<u>(215)</u>	<u>42</u>	<u>891</u>
EPS - Basic										\$1.57
EPS - Diluted										\$1.56
<u>Pre-tax adjustments:</u>										
Asset Impairments	95	-	-	5	-	100	-	-	-	100
Plant Closure	(6)	-	-	-	-	(6)	-	-	-	(6)
Special Attrition Program	(6)	-	-	-	-	(6)	-	-	-	(6)
Restructuring Charges	97	30	-	9	-	136	-	-	-	136
Delphi	-	-	-	-	-	-	-	575	-	575
Other	-	-	-	-	-	-	-	-	-	-
	<u>180</u>	<u>30</u>	<u>-</u>	<u>14</u>	<u>-</u>	<u>224</u>	<u>-</u>	<u>575</u>	<u>-</u>	<u>799</u>
<u>Tax adjustments:</u>										
Tax on or tax related regional special items	(63)	(11)	-	(4)	-	(78)		(201)		(279)
Total Adjustments	<u>117</u>	<u>19</u>	<u>-</u>	<u>10</u>	<u>-</u>	<u>146</u>	<u>-</u>	<u>374</u>	<u>-</u>	<u>520</u>
Total Adjust. - Net Revenue	-	-	-	-	-	-	-	-	-	-
Adjusted Net Revenue	29,663	9,512	4,333	5,287	(3,012)	45,783	-	-	894	46,677
Income (loss) before tax	92	345	296	294	-	1,027	154	(4)	86	1,263
Tax (expense)/benefit	(63)	(11)	-	(4)	-	(78)	-	163	(44)	41
Net income (loss) for Cont. Ops.	29	334	296	290	-	949	154	159	42	1,304
Net income for Disc. Ops.	107	-	-	-	-	107	-	-	-	107
Adjusted Net Income (loss)	<u>136</u>	<u>334</u>	<u>296</u>	<u>290</u>	<u>-</u>	<u>1,056</u>	<u>154</u>	<u>159</u>	<u>42</u>	<u>1,411</u>
Adjusted EPS - Basic										\$2.49
Adjusted EPS - Diluted										\$2.48

Reconciliation of GMNA Revenue Per Unit Second Quarter

		2004 Q2		2005 Q2		* 2006 Q2	
		<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>
		<u>\$ (Millions)</u>	<u>Per Unit</u>	<u>\$ (Millions)</u>	<u>Per Unit</u>	<u>\$ (Millions)</u>	<u>Per Unit</u>
GAAP		31,233	\$ 21,600	29,114	\$ 22,296	30,936	\$ 23,652
add/(less):	Allied Sales	200	a	(593)	a	(974)	a
less:	Non Vehicle Sales	(2,978)	b	(2,778)	b	(3,481)	b
less:	Other Income Items	(782)	c	(480)	c	(537)	c
Managerial		<u>27,673</u>	<u>\$ 19,138</u>	<u>25,263</u>	<u>\$ 19,348</u>	<u>25,944</u>	<u>\$ 19,835</u>
		* 2007 Q2		2008 Q2			
		<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>		
		<u>\$ (Millions)</u>	<u>Per Unit</u>	<u>\$ (Millions)</u>	<u>Per Unit</u>		
GAAP		29,663	\$ 24,719	19,820	\$ 22,170		
add/(less):	Allied Sales	(329)	a	(458)	a		
less:	Non Vehicle Sales	(3,197)	b	(2,831)	b		
less:	Other Income Items	(487)	c	(493)	c		
Managerial		<u>25,650</u>	<u>\$ 21,375</u>	<u>16,038</u>	<u>17,940</u>		

* Excludes revenue from Allison Transmission, classified as discontinued operations

a). For GAAP reporting purposes, sales to other GM regions are eliminated whereas they are retained for managerial vehicle analysis

b). Includes SPO parts, Powertrain engines, MSP, and Onstar service outside sales- excluded from managerial vehicle analysis

c). Includes Daily Rental Income, and GM Credit Card Income- excluded from managerial vehicle analysis

Reconciliation of GMNA Revenue Per Unit Calendar Year

		CY '03		CY '04		CY '05	
		<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>
		<u>\$ (Millions)</u>	<u>Per Unit</u>	<u>\$ (Millions)</u>	<u>Per Unit</u>	<u>\$ (Millions)</u>	<u>Per Unit</u>
GAAP		120,566	\$ 21,537	119,071	\$ 21,736	111,376	\$ 21,838
add/(less):	Allied Sales	(1,270)	a	(925)	a	(827)	a
less:	Non Vehicle Sales	(10,063)	b	(9,175)	b	(9,246)	b
less:	Other Income Items	(1,973)	c	(2,607)	c	(2,236)	c
Managerial		<u>107,260</u>	<u>\$ 19,160</u>	<u>106,364</u>	<u>\$ 19,417</u>	<u>99,067</u>	<u>\$ 19,425</u>

		CY '06		CY '07	
		<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>	<u>Revenue</u>
		<u>\$ (Millions)</u>	<u>Per Unit</u>	<u>\$ (Millions)</u>	<u>Per Unit</u>
GAAP		116,653	\$ 23,671	112,448	\$ 25,061
add/(less):	Allied Sales	(1,674)	a	(1,343)	a
less:	Non Vehicle Sales	(13,487)	b	(12,764)	b
less:	Other Income Items	(2,003)	c	(1,929)	c
Managerial		<u>99,489</u>	<u>\$ 20,189</u>	<u>96,412</u>	<u>21,487</u>

Note: Excludes revenue from Allison Transmission, classified as discontinued operations

a). For GAAP reporting purposes, sales to other GM regions are eliminated whereas they are retained for managerial vehicle analysis

b). Includes SPO parts, Powertrain engines, MSP, and Onstar service outside sales- excluded from managerial vehicle analysis

c). Includes Daily Rental Income, and GM Credit Card Income- excluded from managerial vehicle analysis

Reconciliation of Automotive & Corp/Other Cash Flow Second Quarter and CYTD

General Motors Corporation Automotive and Corp/Other GAAP to Managerial Cash Flow reconciliation

\$ Billions

	<u>Q2 2008</u>	<u>CYTD 2008</u>	<u>Q2 2007</u>	<u>CYTD 2007</u>
Net Cash Provided By Operating Activities (GAAP) *	(1.0)	(3.1)	2.1	3.0
<u>Reclassifications to/ (from) U.S. GAAP</u>				
- Expenditures for PPE & Special Tools	(2.2)	(4.1)	(1.7)	(2.9)
- VEBA Withdrawals	(0.4)	(0.4)	-	-
- Cash Restructuring Costs	0.2	0.5	0.3	0.8
- Delphi - Cash Restructuring Costs	-	-	-	0.3
- Other	(0.2)	(0.1)	0.4	0.2
Total Reconciling Items	(2.6)	(4.1)	(1.0)	(1.6)
Adjusted Operating Cash Flow before Special Items	(3.6)	(7.2)	1.1	1.4

* Operating Cash Flow from Continuing Operations