

## ***Safe Harbor***

In the presentation that follows and in related comments by General Motors management, our use of the words “expect,” “anticipate,” “project,” “estimate,” “forecast,” “objective,” “plan,” “goal,” “outlook” and similar expressions is intended to identify forward looking statements.

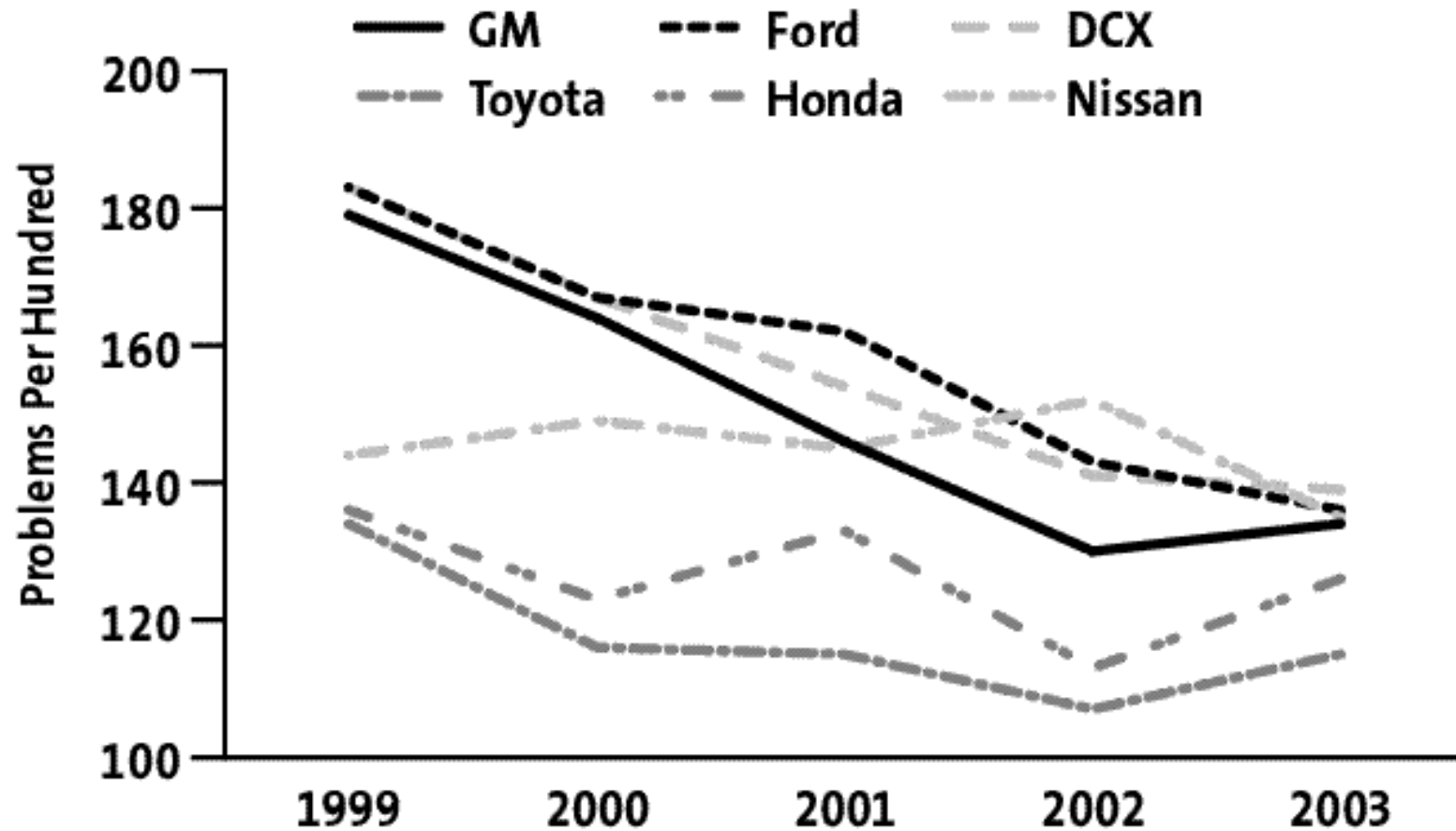
While these statements represent our current judgment on what the future may hold, and we believe these judgments are reasonable, actual results may differ materially due to numerous important factors that are described in GM’s most recent report on SEC Form 10-K (at page II-18) which may be revised or supplemented in subsequent reports on SEC Forms 10-Q and 8-K. Such factors include, among others, the following: changes in economic conditions, currency exchange rates or political stability; shortages of fuel, labor strikes or work stoppages; market acceptance of the corporation’s new products; significant changes in the competitive environment; changes in laws, regulations and tax rates; and, the ability of the corporation to achieve reductions in cost and employment levels to realize production efficiencies and implement capital expenditures at levels and times planned by management.



**Bob Lutz**

*Vice Chairman, Product Development  
& Chairman, GM North America*

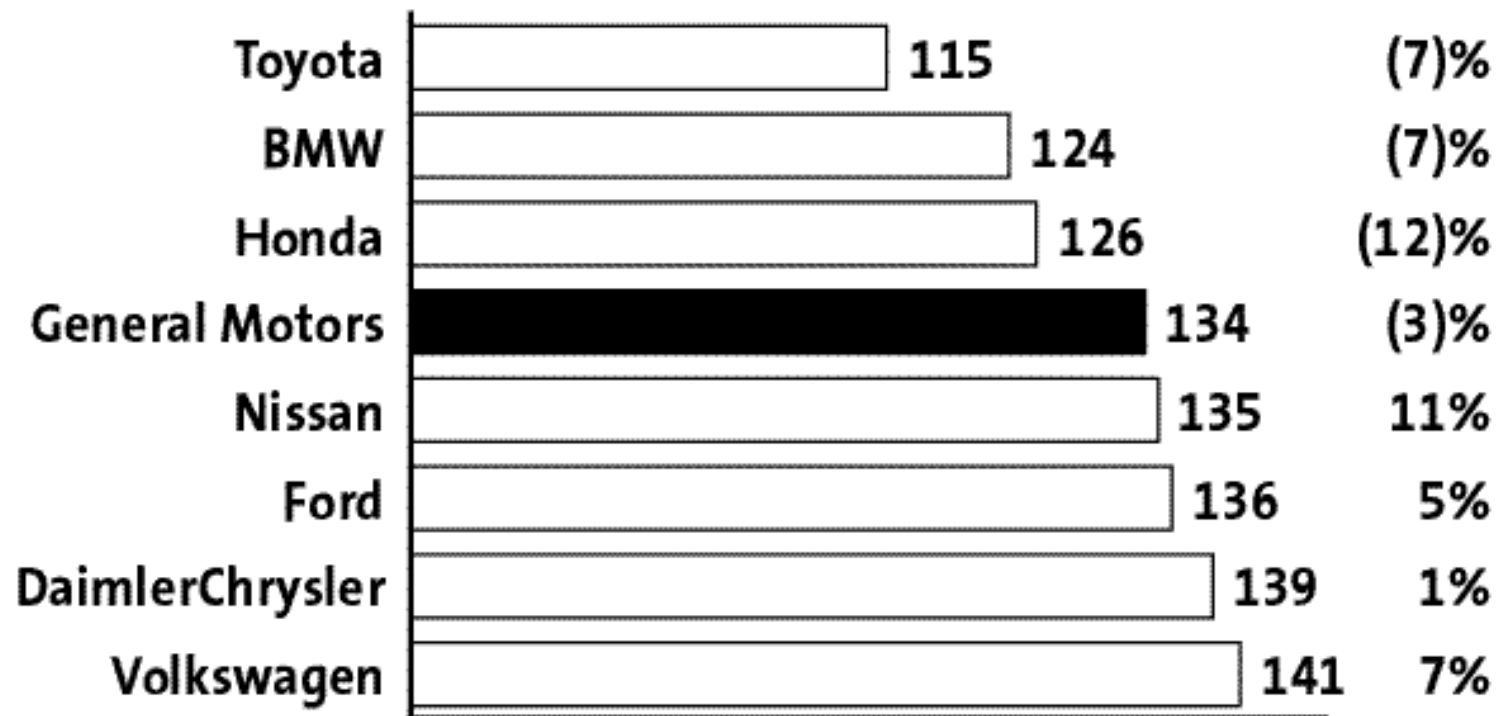
# J.D. Power Initial Quality



# 2003 J. D. Power Initial Quality

## Multi-Divisional Corporations

Improvement



Problems Per Hundred

# 2003 J. D. Power Initial Quality

## Corporations

1. Toyota
2. BMW
3. Honda
- 4. General Motors**
5. Nissan
6. Ford
7. DaimlerChrysler
8. Volkswagen

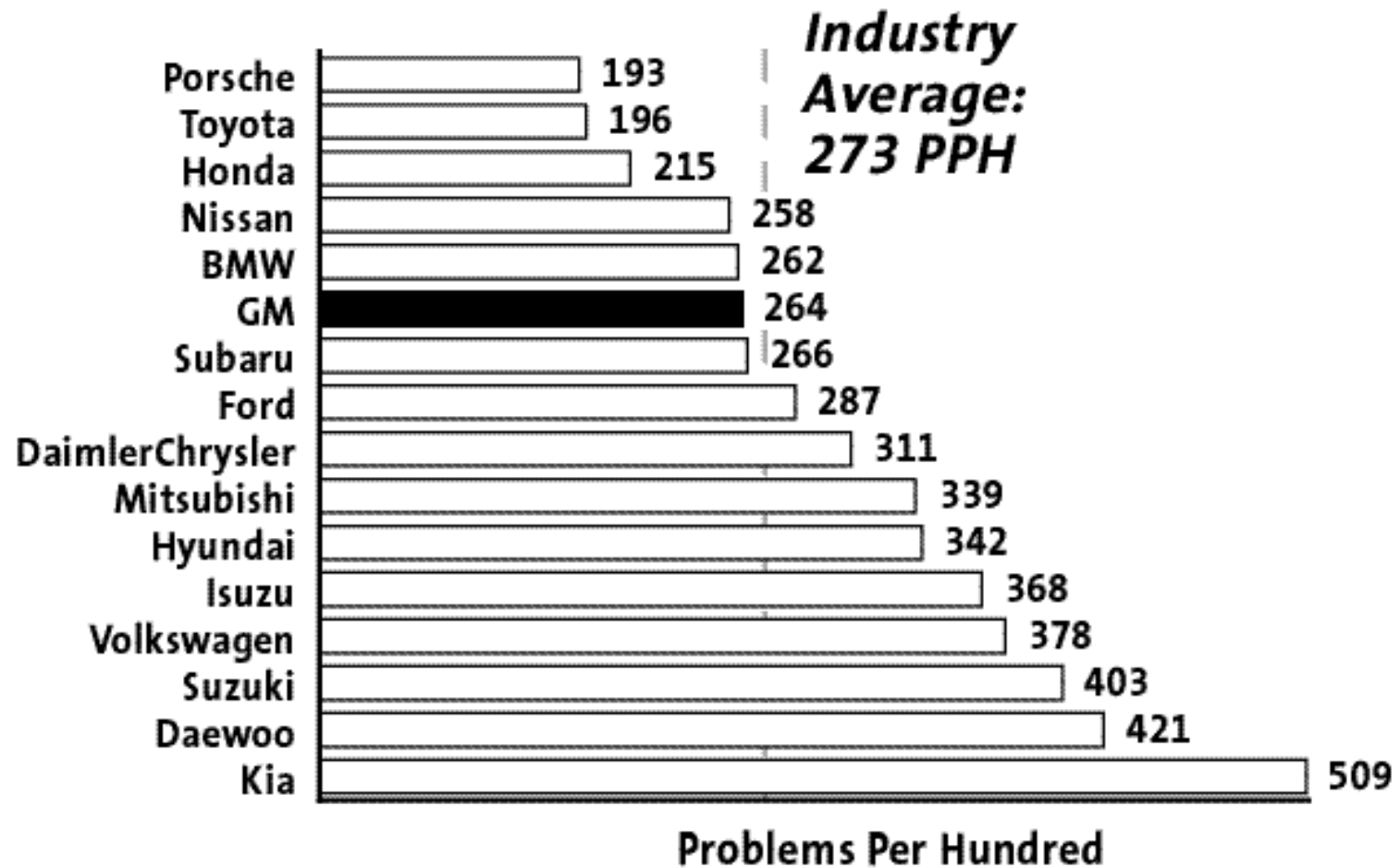
## Nameplates

1. Lexus
- 2. Cadillac**
3. Infiniti
4. Acura
- 5. Buick**
6. Mercury
7. Porsche
8. BMW
9. Toyota
10. Jaguar

## Cars Only

1. Lexus
- 2. Cadillac**
- 3. Buick**
- 4. Chevrolet**
5. Mercury
6. Infiniti
7. BMW
8. Volvo
9. Acura
10. Toyota

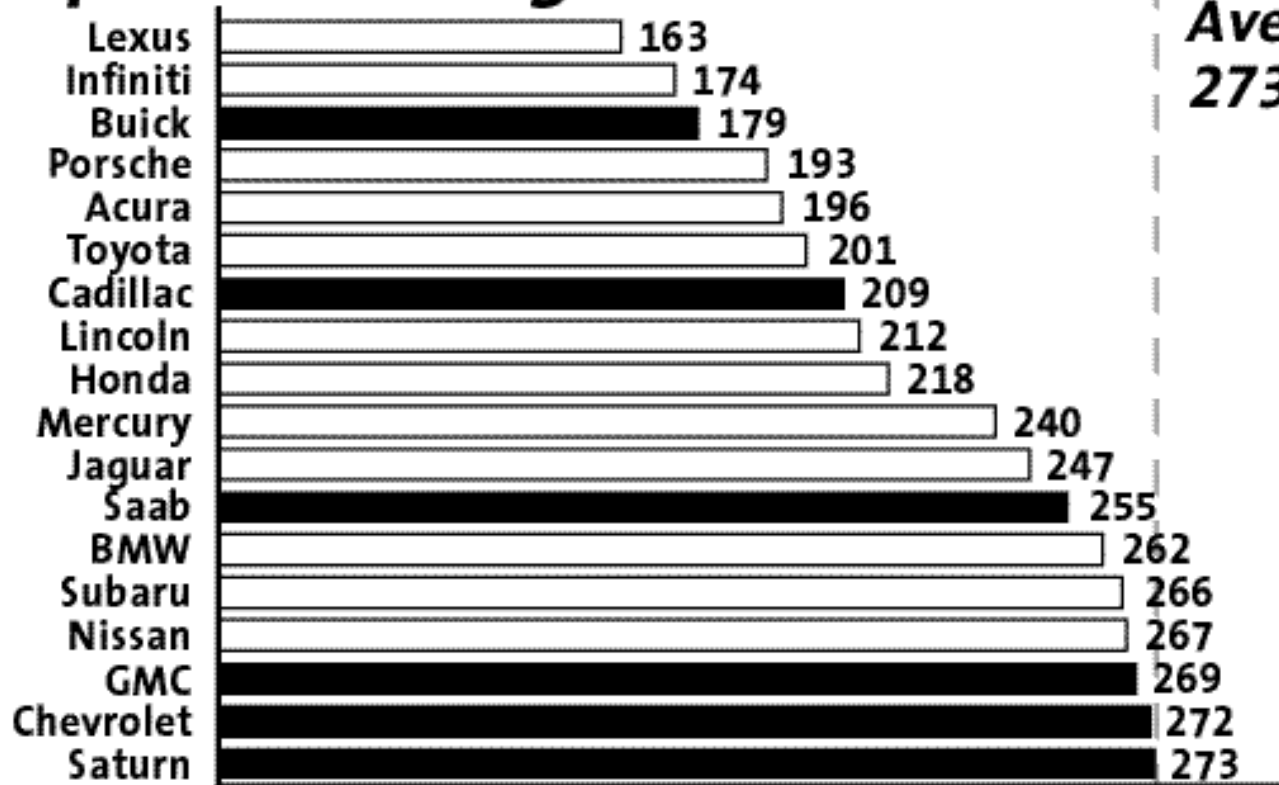
# 2003 J. D. Power Dependability



# 2003 J. D. Power Dependability

## Nameplate Ranking

**Industry  
Average:  
273 PPH**



Problems Per Hundred

## ***GME Quality Improvements***

- Customer quality complaints (12 MIS) have decreased by 30% in last three years
- Warranty claims have decreased by 49% since 1999
- 98% of new Vectra buyers are either “satisfied” or “more than satisfied” with their vehicles

# ***Architectural Rationalization***

***Rationalize to a Fewer Number of the Most Capable Engine Families***

Gasoline Engines	27	➔	13
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Diesel Engines	7	➔	4
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Transmissions	19	➔	16
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# GM Technology Strategy

