

Forward Looking Statements

In this press release and in related comments by General Motors' and General Motors Acceptance Corporation's management, the use of the words "expect," "anticipate," "estimate," "forecast," "initiative," "objective," "plan," "goal," "project," "outlook," "priorities," "target," "intend," "evaluate," "pursue," "seek," "may," "would," "could," "should," "believe," "potential," "continue," "designed," "impact," or the negative of any of those words or similar expressions is intended to identify forward-looking statements. All statements in this press release and in related comments, other than statements of historical fact, including without limitation, statements about future events and financial performance, are forward-looking statements that involve certain risks and uncertainties.

While these statements represent our current judgment on what the future may hold, and we believe these judgments are reasonable, these statements are not guarantees of any events or financial results, and GM's actual results may differ materially due to numerous important factors that are described in GM's most recent report on SEC Form 10-K, which may be revised or supplemented in subsequent reports on SEC Forms 10-K, 10-Q and 8-K. Such factors include, among others, the following: the ability of GM to realize production efficiencies, to achieve reductions in costs as a result of the turnaround restructuring, to achieve reductions in health care and pension costs and to implement capital expenditures at levels and times planned by management; the amount and rate of employee attrition, 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; our ability to maintain adequate financing sources and an appropriate level of debt; restrictions on GMAC's and Residential Capital Corporation (ResCap)'s ability to pay dividends and prepay subordinated debt obligations to us; changes in the existing, or the adoption of new, laws, regulations, policies or other activities of governments, agencies and similar organizations where such actions may affect the production, licensing, distribution or sale of our products, the cost thereof or applicable tax rates; costs and risks associated with litigation; the final results of investigations by the SEC; changes in our accounting principles, or their application or interpretation, and our ability to make estimates and the assumptions underlying the estimates, which could result in an impact on earnings; changes in relations with unions and employees/retirees and the legal interpretations of the agreements with those unions with regard to employees/retirees; labor strikes or work stoppages at GM or at key suppliers such as Delphi Corp.; additional credit rating downgrades; the impact of a potential sale or other extraordinary transaction involving GMAC on the results of GM's and GMAC's operations and liquidity; other factors impacting financing and insurance operating segments' results of operations and financial condition such as credit ratings, adequate access to the market, changes in the residual value of off-lease vehicles, changes in U.S. government-sponsored mortgage programs or disruptions in the markets in which our mortgage subsidiaries operate, and changes in our contractual servicing rights; shortages of and price increases for fuel; and changes in economic conditions, commodity prices, currency exchange rates or political stability in the markets in which we operate.

In addition, GMAC's actual results may differ materially due to numerous important factors that are described in GMAC's most recent report on SEC Form 10-K, which may be revised or supplemented in subsequent reports on SEC Forms 10-K, 10-Q and 8-K. Such factors include, among others, the following: the ability of GM, to complete a transaction with a strategic investor regarding a controlling interest in GMAC while maintaining a significant stake in GMAC, securing separate credit ratings and low cost funding to sustain growth for GMAC and ResCap and maintaining the mutually beneficial relationship between GMAC and GM; significant changes in the competitive environment and the effect of competition in the corporation's markets, including on the corporation's pricing policies; our ability to maintain adequate financing sources; our ability to maintain an appropriate level of debt; the profitability and financial condition of GM, including changes in production or sales of GM vehicles, risks based on GM's contingent benefit guarantees and the possibility of labor strikes or work stoppages at GM or at key suppliers such as Delphi Corp.; funding obligations under GM and its subsidiaries' qualified U.S. defined benefits pension plans; restrictions on ResCap's ability to pay dividends and prepay subordinated debt obligations to us; changes in the residual value of off-lease vehicles; changes in U.S. government-sponsored mortgage programs or disruptions in the markets in which our mortgage subsidiaries operate; changes in our contractual servicing rights; costs and risks associated with litigation; changes in our accounting assumptions that may require or that result from changes in the accounting rules or their application, which could result in an impact on earnings; changes in the credit ratings of GMAC or GM; the threat of natural calamities; changes in economic conditions, currency exchange rates or political stability in the markets in which we operate; and changes in the existing, or the adoption of new, laws, regulations, policies or other activities of governments, agencies and similar organizations.

Investors are cautioned not to place undue reliance on forward-looking statements. GM undertakes no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events or other such factors that affect the subject of these statements, except where expressly required by law.

Use of the term "loans" describes products associated with direct and indirect lending activities of GMAC's global operations. The specific products include retail installment sales contracts, loans, lines of credit, leases or other financing products. The term "originate" refers to GMAC's purchase, acquisition or direct origination of various "loan" products.

REPRODUCTION PROHIBITED

The visuals are copyrighted by GM and may not be reproduced, transcribed, or distributed in any way without the express written consent of General Motors. Accordingly, attendees at this conference may not record any portion of its content. We consider your participation to constitute your consent to being recorded today.



Europe Update

David Meline
CFO, GM Europe

Contents

- Market observations
- General Motors Europe update
 - 2005 Performance Overview
 - Restructuring Update
 - Strategies to drive to profitability
- Summary
- Product highlights

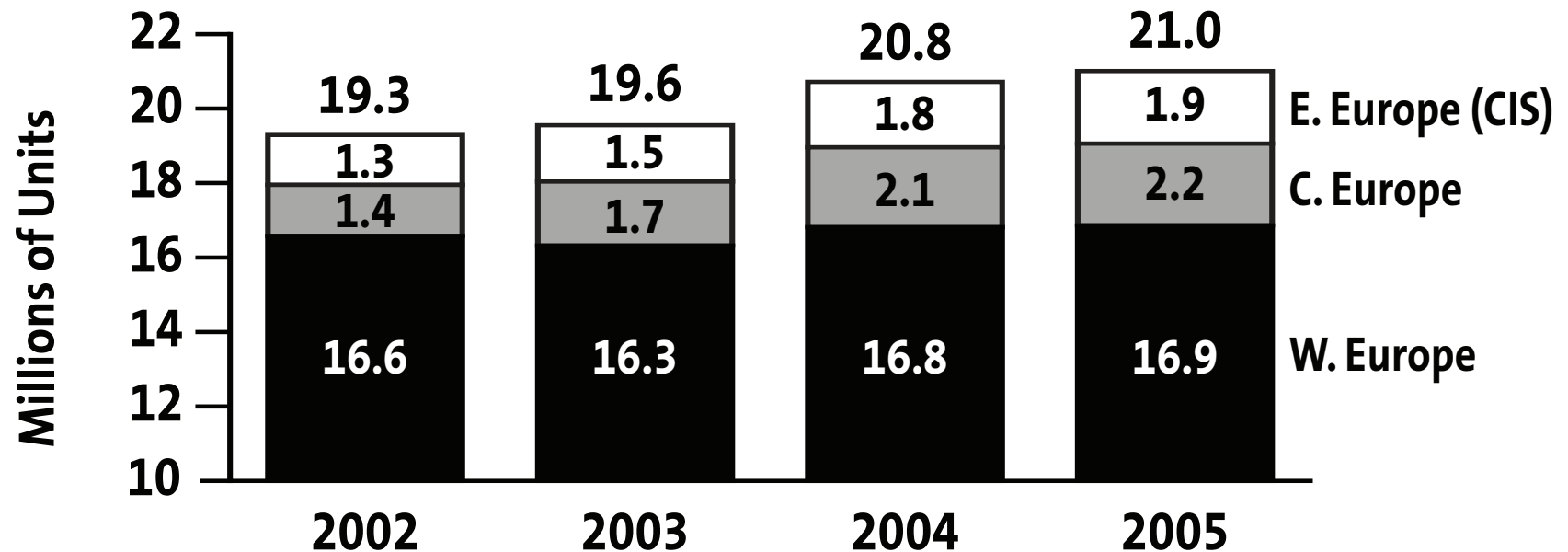
Overall European Market Observations

- Moderate global economic expansion underway heading into 2006
- Western European growth improving to near-trend levels
- Industry demand a record 21 million units in 2005
- Stable industry fundamentals for 2006
- Segment growth at low-end and premium
- “Mix” pressures
- Regulatory/policy pressures continue to drive costs

European Industry 2002-2005

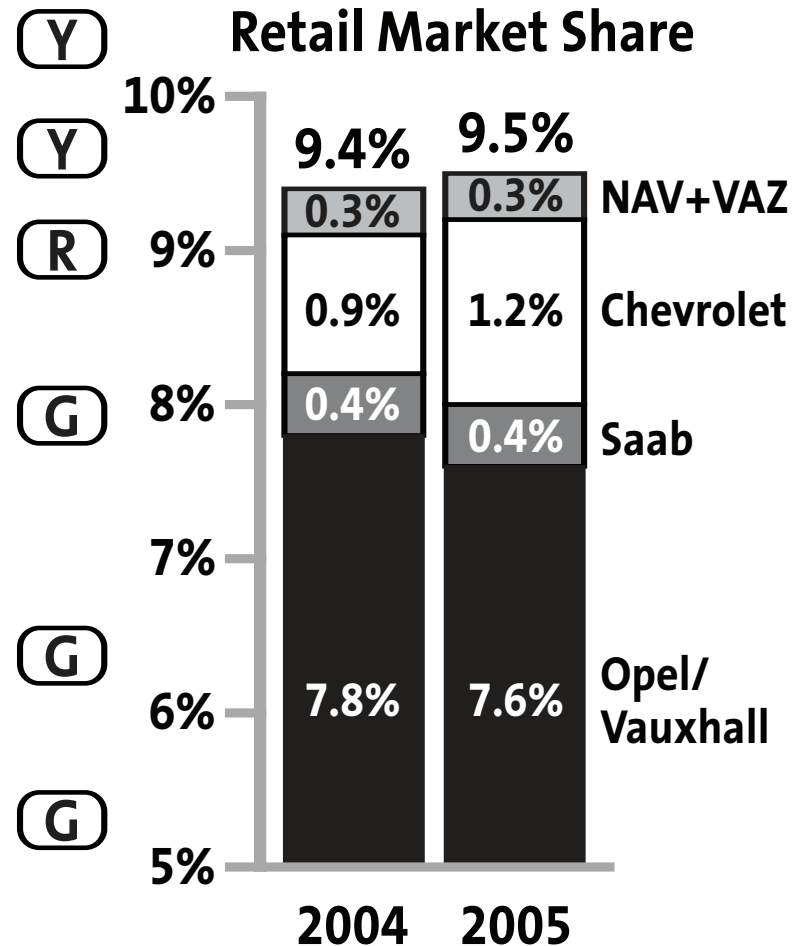
- 2005 record European industry – up 200k units/1.0% vs. 2004
- Record markets in Spain, Turkey, Russia, South East Europe and Ukraine

Industry Sales by Sub-Region



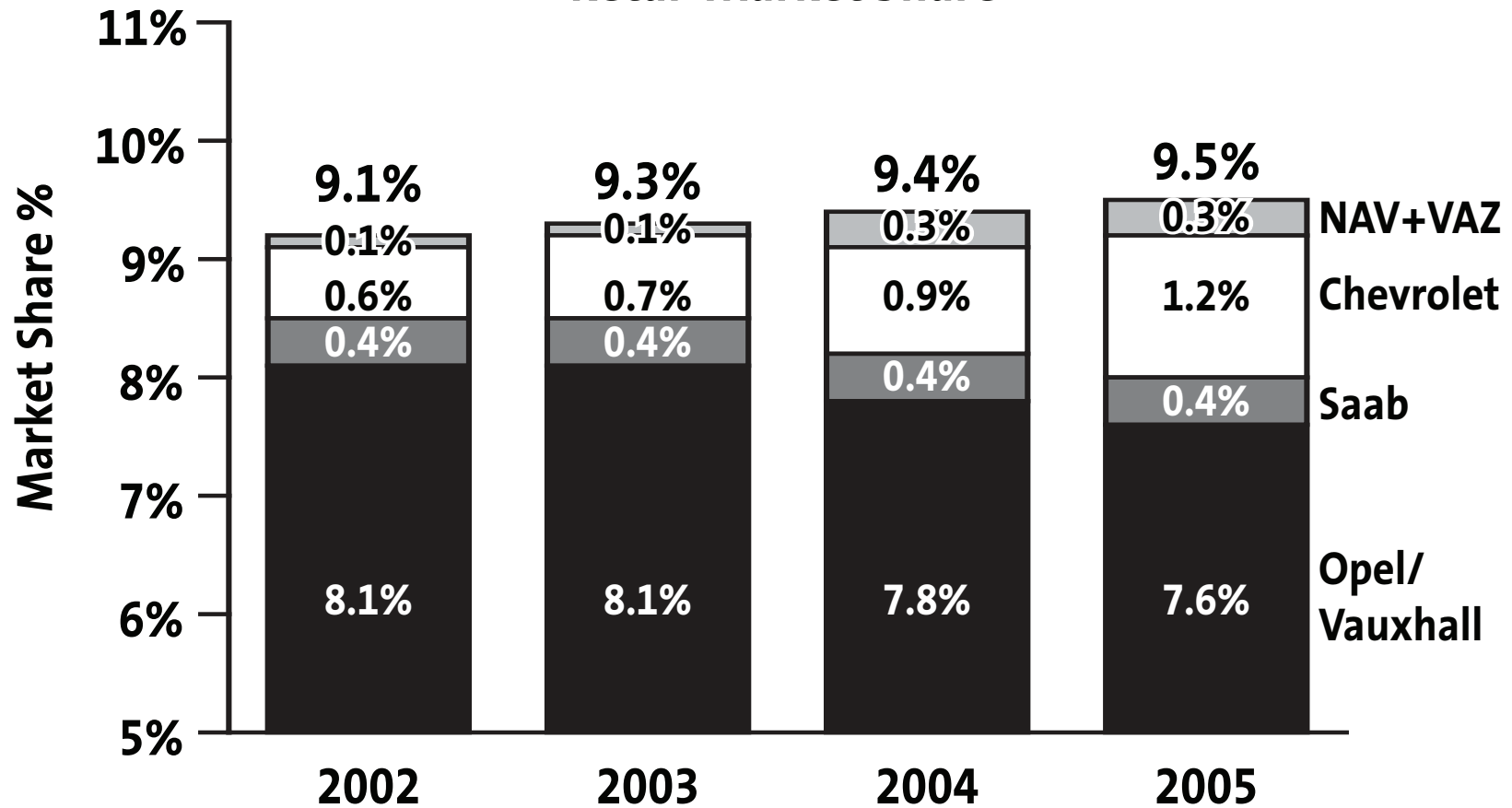
GME 2005 Performance Summary

- Market Share: +0.1 pts
- Retail Volume: +25k units
- 2005 net income vs. 2004: +\$367M
- Successful new product launches
 - GTC, Zafira, 9-3 SportCombi, 9-5 and Vectra face-lifts
- New Astra beat Focus, halved gap with Golf
- New Chevrolet record
 - Volume and Share

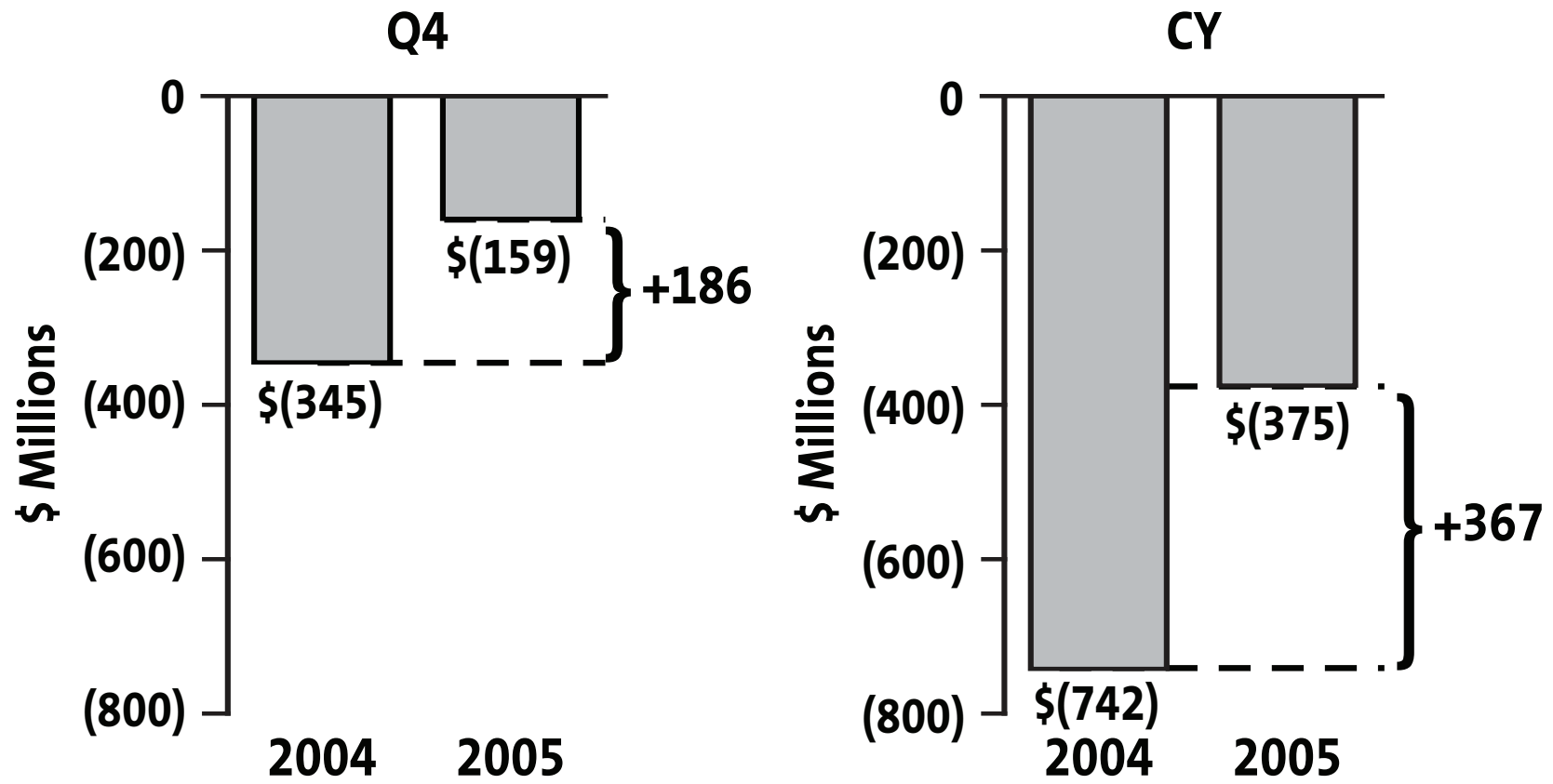


GME Market Share – Total Europe

Retail Market Share



Net Income Development



Loss halved ... but still substantial

Core Strategies Behind Drive to Re-establish Sustainable GME Profitability Remain Unchanged

- ✓ Organizational realignment
 - Execute GME restructuring
 - Focus on revenue/margin and brand improvement
 - Capitalize on growth opportunities
 - Leverage global resources
 - Product appeal/quality excellence

Restructuring Status

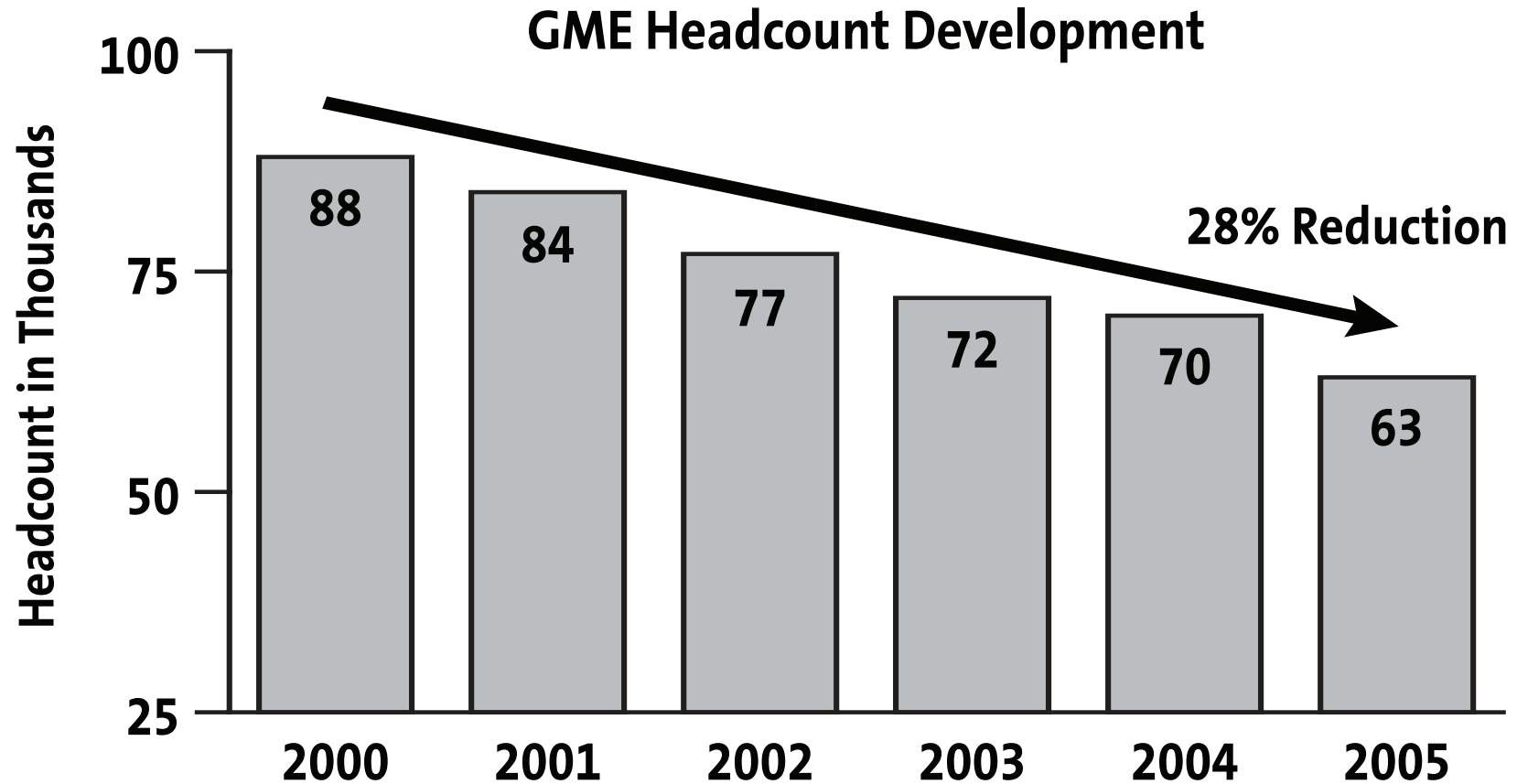
■ Key Plan Elements:

- Plan approved by GM Board of Directors in December 2004
- Target: Reduce headcount by 12,000 through 2007
- Labor negotiations to improve plant and workforce flexibility
- Initiatives to drive revenue and margin improvement

■ Progress To-Date:

- 10,000 headcount reduction confirmed; 8,000 exits to-date
- Cost tracking to plan
- Labor negotiations successful
- Payback of separation program on-track
- Managing remaining separations as part of the ongoing restructuring

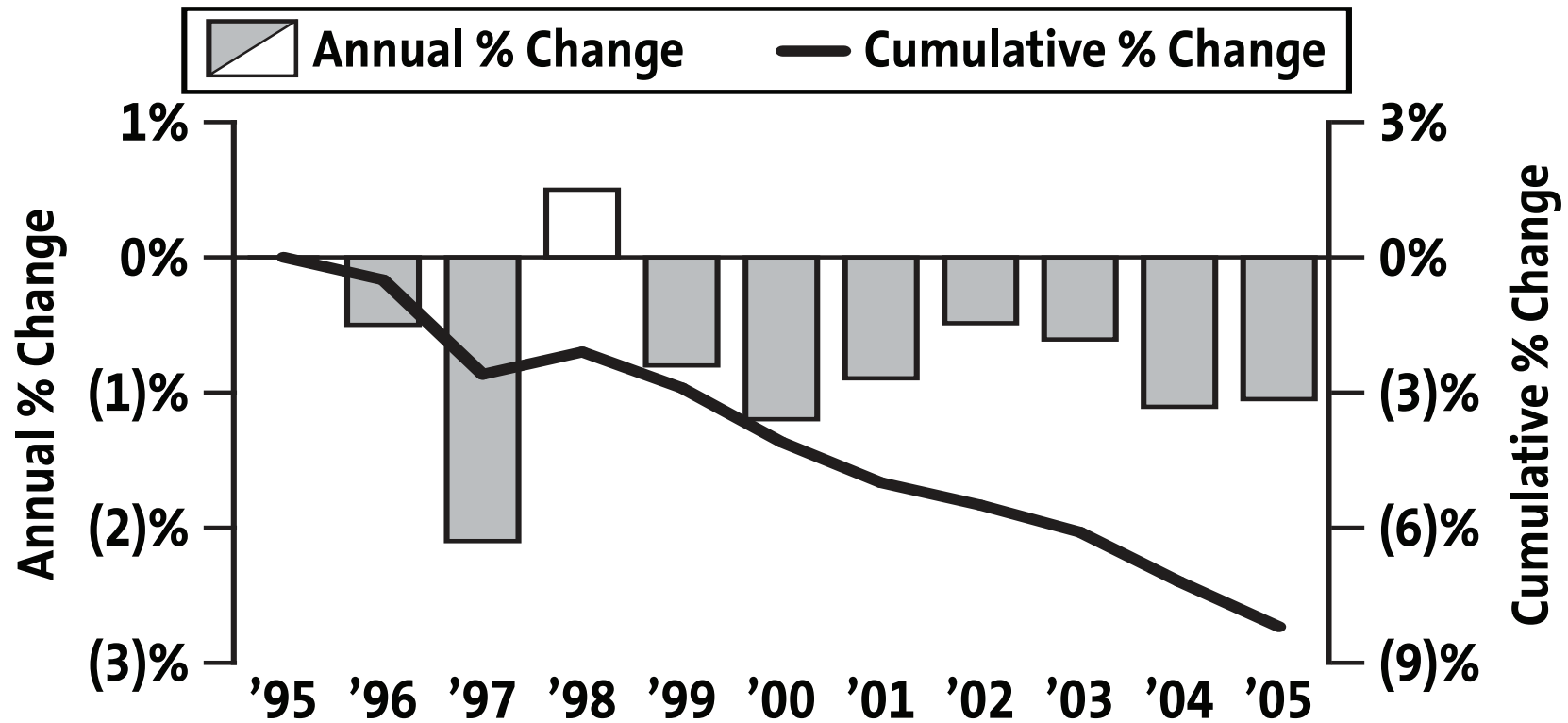
Restructuring Steps Reinforce Ongoing Right-Sizing of GME Headcount/Cost Structure



80% of Restructuring Program Separations Confirmed To-Date

Revenue Environment Remains Challenging

Industry-Level Net Price Evolution, EuroZone Markets



Net Price Deterioration Ongoing Since Mid-1990's

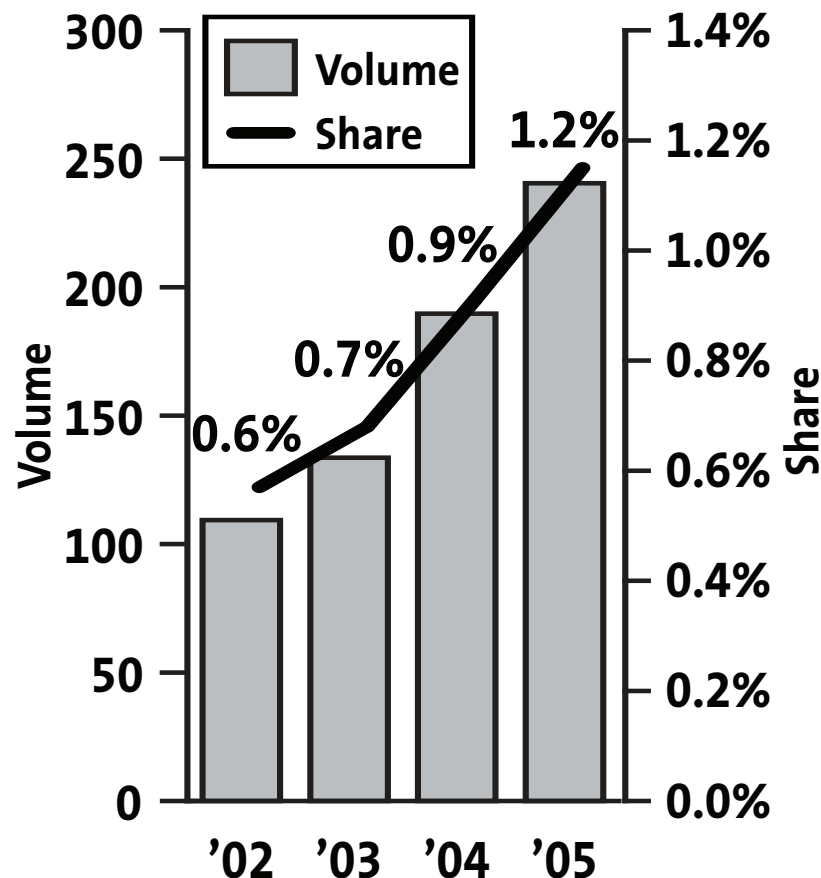
Source: European Commission

Saab Europe Update

- Record European volume in 2005, extremely strong Q4 result
- New products drive results
 - 9-3 SportCombi and 9-5 MCE, new powertrains
 - Strong bank of existing orders moving into 2006
 - Full-year impact in 2006
- Expanding retail network
- Extremely favorable customer demographics
 - Younger, more affluent, better educated; trend-setters
 - High loyalty rates
- Commitment to Saab brand
 - Integral part of GM's multi-brand strategy in Europe, globally
 - Leverage growth in premium segments

New Growth Brand: Chevrolet

Chevrolet Growth – Total Europe



- Rounds out GM brand coverage by targeting value segment
 - Expanding share of market

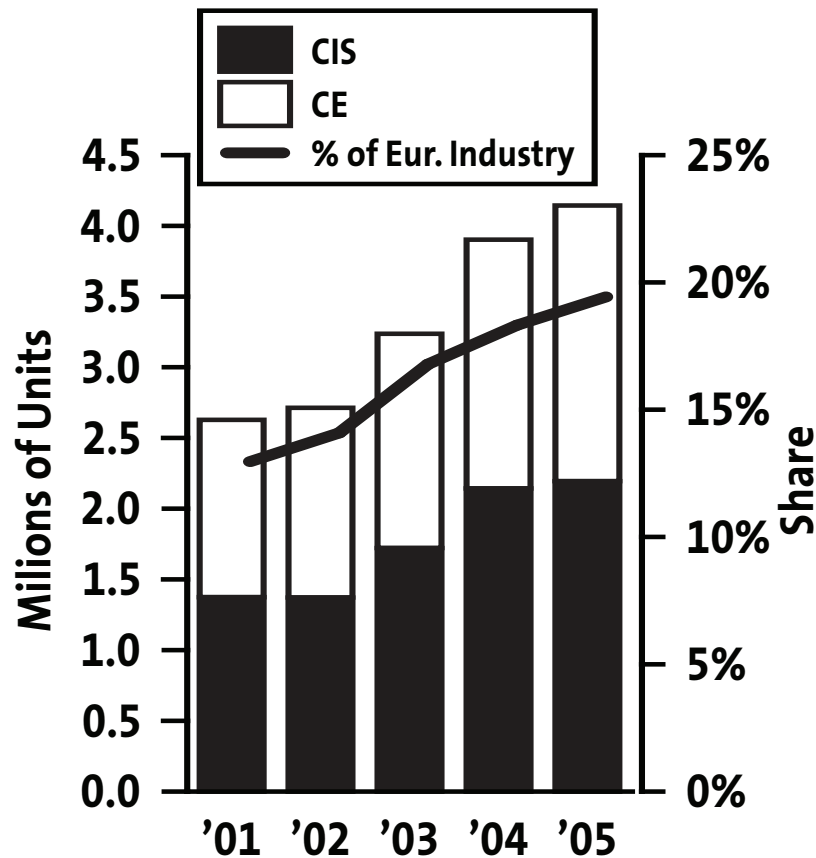
- Strong volume growth since 2002 investment
 - Avg. 30% growth per annum
 - Another record year in 2005

- Key markets:
 - Central Europe and CIS (includes Russia)

- With Chevrolet, GM 2nd biggest OEM group in Russia

New Growth Markets: Central and Eastern Europe

Industry Sales – CE & CIS



■ Emerging markets one-fifth of European sales

- Double mid-1990's share of sales
- Participating in growth with Chevrolet

■ Growth drivers

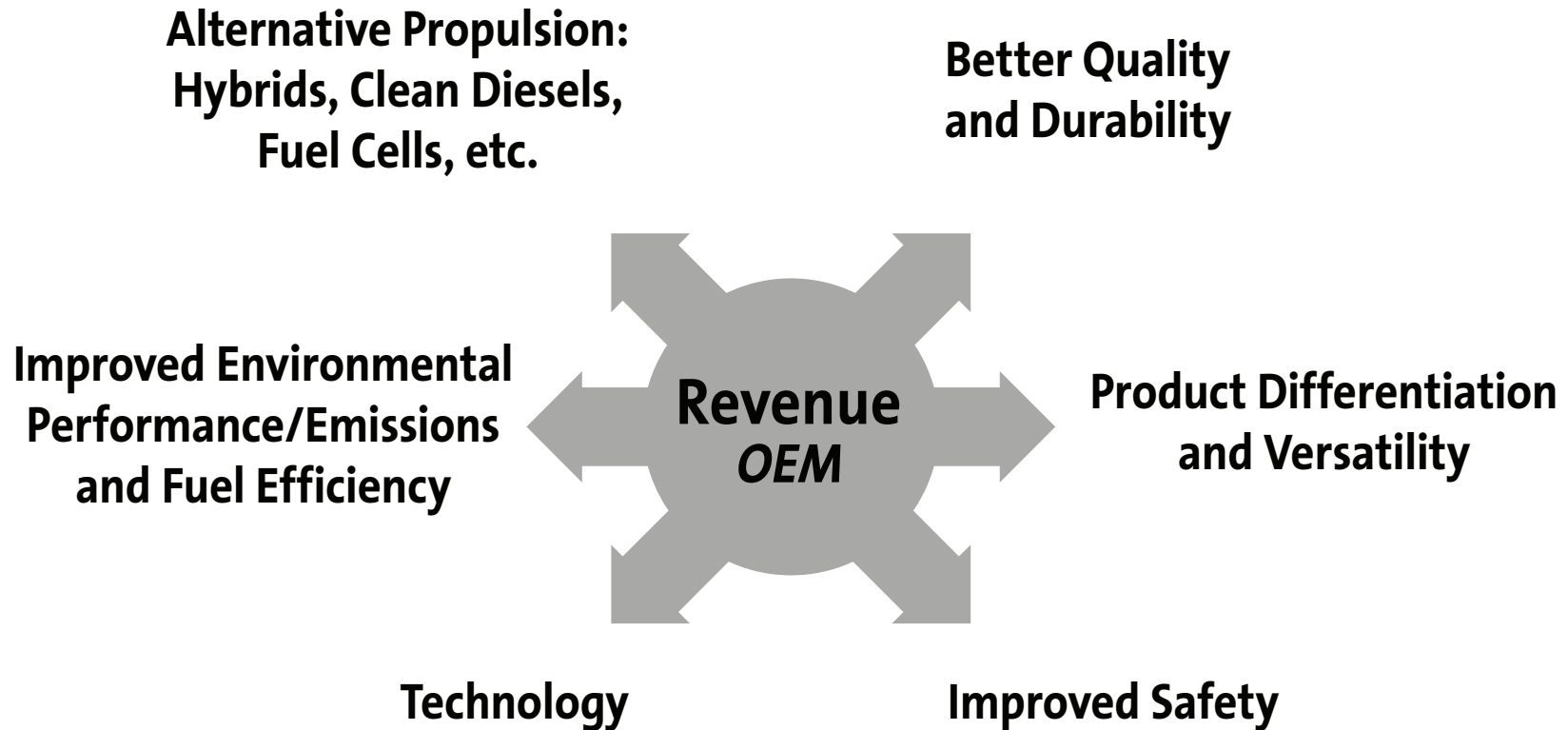
- Low ownership rates
- Affordability
- Low-cost product availability

■ CIS including Russia

- >10% y-o-y growth for last 3 years
- Russia 6th biggest Europe market

■ Large scale investments in capacity

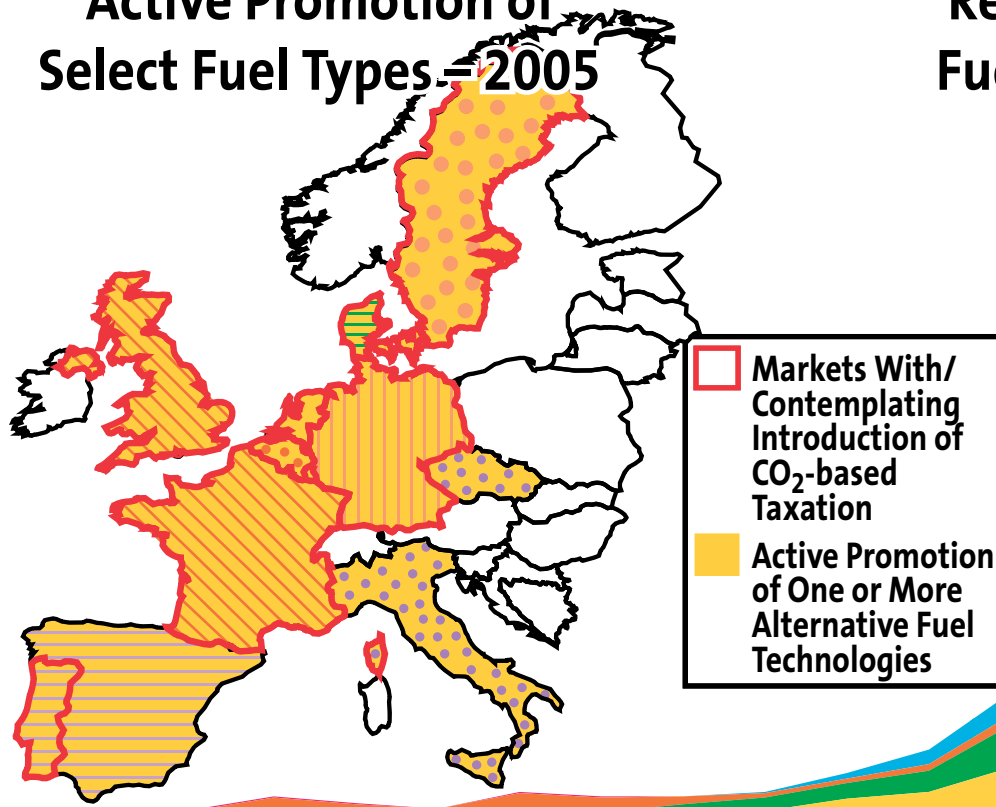
Customer Demands and Legal Requirements Drive Additional Vehicle/Powertrain Complexity and Costs



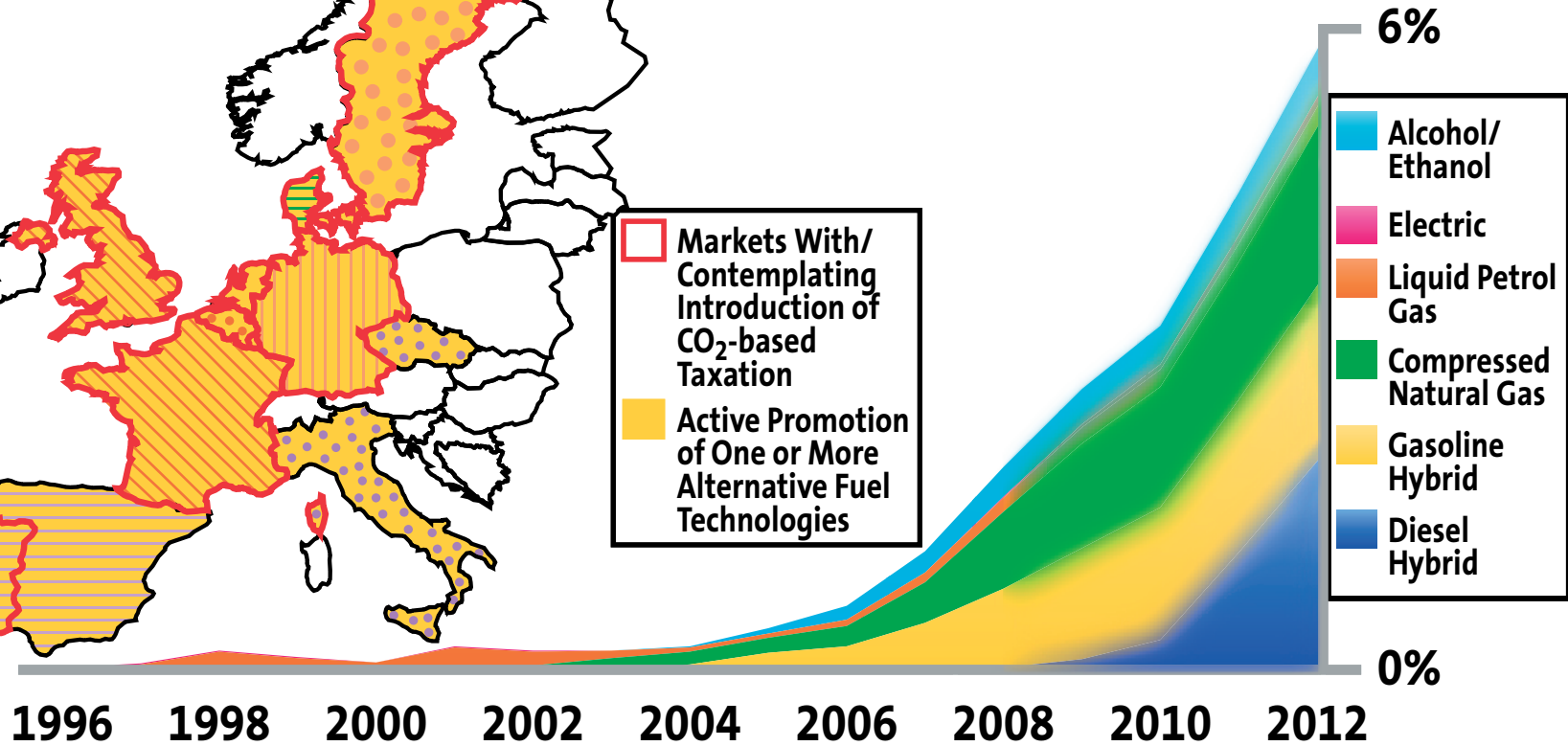
Requirement to Balance Cost with Affordability

Regulatory Fragmentation Makes Developing Cost-Effective Responses to Environmental Concerns Difficult

Active Promotion of Select Fuel Types – 2005



Retail Share by Alternative Fuel Type – Western Europe



Summary

- 2006 an important year for GME ... not an easy one
- Good momentum in terms of repairing the business
- Strategies to return GME to sustainable profitability remain unchanged
 - Organizational realignment
 - Current restructuring on-track
 - Revenue and brand health improving, but further room for improvement
 - Pursuing initiatives on growth opportunities
- Product momentum
 - Improved overall product quality
 - Refreshed, broader portfolio of products