

Forward Looking Statements

In the following presentation and in related comments by General Motors management, we will use words like "expect," "anticipate," "estimate," "forecast," "goal," "project," "targets" and similar expressions to identify forward looking statements that represent our current judgments about possible future events. We believe these judgments are reasonable, but actual results may differ materially due to a variety of important factors.

Among other items, such factors might include: the pace of introductions and market acceptance of new products; relationships with our labor unions, changes in the competitive environment and the effect of competition on our markets, including on our pricing policies; price increases or shortages of fuel; and changes in laws, regulations or government policies affecting our vehicles.

GM's most recent annual report on Form 10-K and quarterly reports on Form 10-Q provide information about these factors, which may be revised or supplemented in future reports to the SEC on Form 10-Q or 8-K.

We caution investors not to place undue reliance on our forward-looking statements. Except where expressly required by law, we undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events or other factors.



Tim Lee
GMNA Vice President,
Manufacturing & Labor Relations

General Motors Corporation 2006 Annual Report

From turnaround to transformation



There's a major turnaround under way at GM.

We made broad and significant progress in 2006. We accomplished more than people expected, and in many cases, we even surpassed our goals, on or ahead of schedule.

We're not finished. There's much more to do. But our growing confidence and excitement is rooted in the fact that we're not just fixing problems. We're transforming GM for fundamental, sustainable, long-term success.

2007 Corporate Priorities

- Stay focused on key turnarounds
- Continue to drive aggressively in emerging markets
- Maximize benefits of running business globally
- Continue to improve business results



GM Manufacturing

Keys to Success

GM Management Structure 2005



Global Manufacturing



Group Vice President
Global Manufacturing &
Labor
G. Cowger



GMNA Vice President
Manufacturing &
Labor Relations
T. Lee



GME Vice President
Manufacturing
E. Stevens



GMAP Vice President
Manufacturing
R. Moran



GMLAAM Vice President
Manufacturing
J. Pinheiro



GM Vice President &
General Manager,
Manufacturing Eng.
J. Wiemels

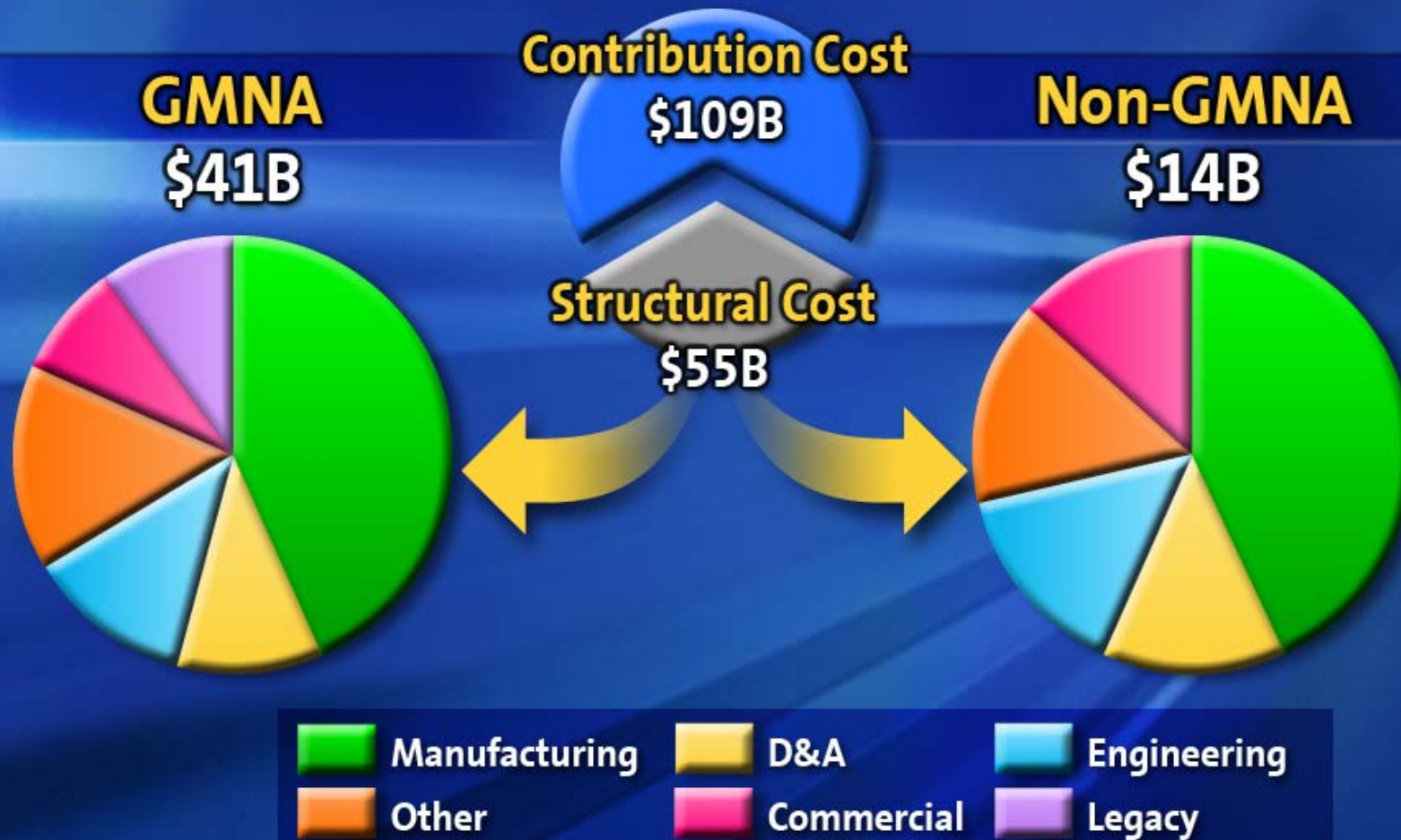


GM Powertrain
Vice President
Manufacturing
J. Buttermore



STRUCTURAL COST

2005CY Automotive Structural Cost



Note: Commercial = Consumer Influence + Sales Promotion

Legacy includes service cost

GMNA Turnaround Efforts

Cost Reduction and Liquidity Efforts

Oct. 2005	<ul style="list-style-type: none"> ■ Historic retiree health care agreement with the UAW ■ Sold interests in Fuji Heavy Industries
Nov. 2005	<ul style="list-style-type: none"> ■ Idling of 12 operations by 2008
Feb. 2006	<ul style="list-style-type: none"> ■ Capping of contributions to salaried retiree health care ■ Reduced quarterly dividend by 50% ■ Reduced senior officers' compensation
Mar. 2006	<ul style="list-style-type: none"> ■ Freezing of U.S. salaried-pension plan at end of 2006 ■ Accelerated attrition program with the UAW and Delphi ■ Reduced equity stake in Suzuki
Apr. 2006	<ul style="list-style-type: none"> ■ Announced agreement to sell 51% of GMAC ■ Announced agreement to sell 7.9% of Isuzu Motors
June 2006	<ul style="list-style-type: none"> ■ Attrition program concludes with 34,410 acceptances
Nov. 2006	<ul style="list-style-type: none"> ■ Finalized sale of 51% equity in GMAC
Ongoing	<ul style="list-style-type: none"> ■ Additional structural cost reductions (e.g., engineering and marketing efficiencies, salaried staff reduction, etc.)

Execute Capacity Restructuring Plan

Completed

- Oklahoma City, OK: 2006
- Lansing, MI, Craft Centre: 2006
- Lansing, MI, Metal Center: 2006
- Portland, OR, parts center: 2006
- Spring Hill, TN, Plant No. 1: 2007

To Do

- Oshawa Car Plant No. 2: 2007
- Doraville, GA: 2008
- St. Catharines Ontario Street West powertrain components facility: 2008
- Flint, MI, North 3800 engine facility: 2008
- Pittsburgh, PA, Metal Center: TBD
- Ypsilanti, MI, parts center: TBD
- Drayton Plains, MI, processing center: TBD

Special Attrition Program 2006

- Offered to entire hourly workforce
- Options
 - \$35,000 normal retirement incentive
 - Mutually Satisfactory Early Retirement at age 50 with at least 10 years service
 - Pre-retirement leave with at least 27 years service (26 years at selected plants)
 - Buyout -- \$140,000 for 10 or more years and \$70,000 for less than 10 years service

Total of 34,410 participated

- Backfilled with 4,000 Delphi flowbacks, JOBS Bank employees and some temporary workers
- All participants exited by Jan. 1, 2007

GLOBAL



Product
Leadership

GM's Global Approach

- World-class, category-leading products
- Unique styles for local markets
- Immediate response to markets
- Common architectures and flexible manufacturing

Concepts Drive Global Product Development

Concept

Benefit

Global Portfolio

- Improved efficiencies
- Generate global solutions
- Leverage globally

Global Architectures

- Plug and play solutions
- Better economies of scale
- Bill of Material re-use

Manufacturing Flexibility

- Global Bill of Process
- Common tooling concepts
- Leverage global footprint

Global Plant Footprint

- Interconnected network
- Over next few years >80% of our products will be built in plants that are:
 - Cross-architectural
 - Cross-regional
 - Build-flexible
 - Capitially efficient
- Allows us to respond quickly and efficiently to customer demands



Global Manufacturing **FLEXIBILITY**

Global Compact RWD Performance Architecture



Pontiac Solstice



Saturn SKY



Opel GT

Global Compact Architecture

Opel Astra



Saturn Astra

Global Compact Crossover Architecture



Opel Antara



Chevrolet Captiva



Saturn VUE

Global Luxury RWD Architecture



Cadillac CTS

Global Mid-Size Architecture



Chevrolet Malibu



QUALITY & PRODUCTIVITY

Quality Leadership

GM quality is competitive and continues to improve

- Warranty repairs reduced 40 percent over last 5 years
- Initial quality improved 25 percent over last 5 years, according to J.D. Power and Associates IQS
 - GM has earned Gold/Silver plant awards in 5 of last 6 years
- GM led industry in 2005 and 2006 in Strategic Vision Total Quality Index
- GM tied Toyota with 6 winners in AutoPacific's vehicle satisfaction study

Consumers Report

Models 2005-2007 – New Car Preview Issue

“Recommended”





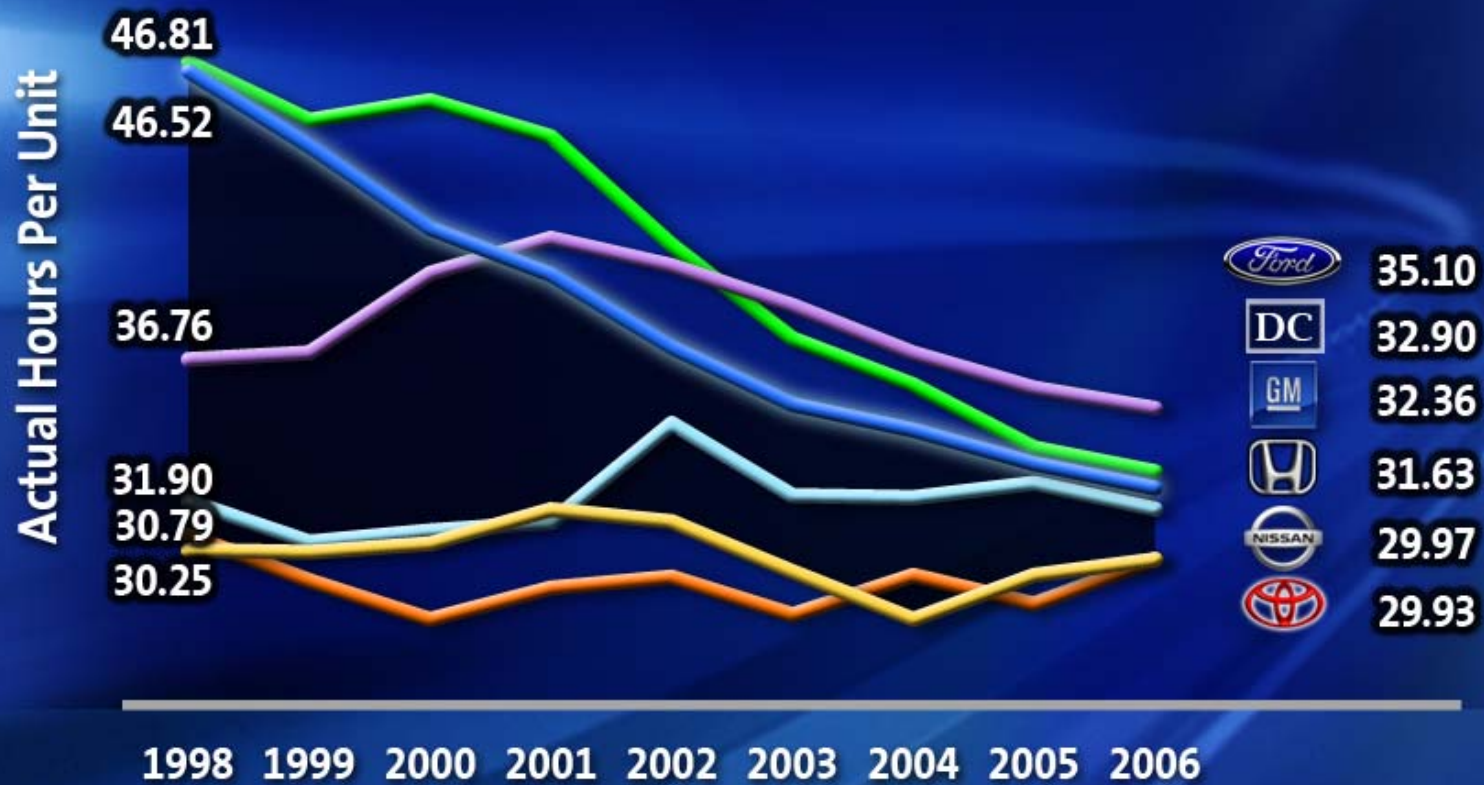
A NEW LEVEL OF CONFIDENCE
THE GM 100,000-MILE WARRANTY



2007 Harbour Report

History of Total Hours per Unit

Gap to Toyota Closed by Almost 85% Overall, 99% in Assembly



GM excludes Medium Duty. Honda, Nissan and Toyota data includes partial reporting of North American plants.
Nissan data estimated by Harbour with publicly available data



WHAT'S NEXT?

What Does Winning Mean?

- World-class safety leadership
- Harbour productivity index leadership
- Segment-leading quality
- Footprint optimization to meet emerging market requirements

