

Forward-Looking Statements

In this press release and in related comments by General Motors' management, we will use words like "expect," "anticipate," "estimate," "forecast," "initiative," "objective," "plan," "goal," "project," "outlook," "priorities," "target," "intend," "evaluate," "pursue," "seek," "may," "would," "could," "should," "believe," "potential," "continue," "designed," or "impact" 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 ability of GM to realize production efficiencies, to achieve reductions in costs as a result of the turnaround restructuring and health care cost reductions and to implement capital expenditures at levels and times planned by management; 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 liquidity and financing sources and an appropriate level of debt; 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 and inquiries by the SEC and other governmental agencies; changes in our accounting principles, or their application or interpretation, and our ability to make estimates and the assumptions underlying the estimates, including the range of estimates for the Delphi pension benefit guarantees, 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 and the successful completion of a collective bargaining agreement; negotiations and bankruptcy court actions with respect to Delphi's obligations to GM, negotiations with respect to GM's obligations under the pension benefit guarantees to Delphi employees, and GM's ability to recover any indemnity claims against Delphi; labor strikes or work stoppages at GM or its key suppliers such as Delphi or financial difficulties at GM's key suppliers such as Delphi; additional credit rating downgrades and the effects thereof; factors affecting GMAC's results of operations and financial condition such as credit ratings, interest rates, the housing market (including the downturn in residential mortgages, particularly in the nonprime sector), adequate access to the capital, 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 GMAC's contractual servicing rights; shortages of and price increases for fuel; changes in economic conditions, commodity prices, such as steel and other raw materials, currency exchange rates or political stability in the markets in which we operate; the effects of transactions or alliances entered into by one or more of our competitors; currency exchange rates or political instability in the markets in which we operate; and general economic conditions, in particular stability of consumer confidence. The most recent annual reports on Form 10-K and quarterly reports on Form 10-Q filed by GM and GMAC provide information about these factors, which may be revised or supplemented in future reports to the SEC on those forms.



Rick Wagoner
Chairman & CEO

2006 Highlights

- Big year of progress... much needed
- Major strides in North American turnaround
 - New product acceptance
 - Sales and Marketing strategy
 - \$9B structural cost reductions
 - \$5B net income improvement in adjusted earnings
- GM Europe turnaround on track
- Solid progress in emerging markets strategy

Q1 Sales Highlights

- Record global industry sales at 17.4M units, up 3%
 - All-time Q1 industry volume records in Europe, LAAM and Asia-Pacific
- Record global GM Q1 volume at 2.3 million units, up 3%

GM Q1 Regional Sales Highlights

- **GMNA -- down 6% versus year ago**
 - Reflects strategy to reduce daily rental sales
 - U.S. retail sales up marginally
- **GME record 1st quarter -- up 6%**
 - Chevrolet 101,000, GM Russia 47,000 unit sales
- **GMAP all-time record -- up 20%**
 - All-time records for GM China and GM India
- **GMLAAM record Q1 -- up 16%**
 - Q1 records in many countries in region
 - All-time records in Argentina and Colombia

2007 Corporate Priorities

- Stay focused on key turnarounds
- Continue to drive aggressively in emerging markets
- Maximize benefits of running business globally
- Build on product momentum and advanced propulsion strategy
- Continue to improve business results

2007 Corporate Priorities

Stay Focused on Key Turnarounds

- GMNA -- another big step needed
- GME -- accelerate momentum
- GM Holden -- need to accelerate restructuring

GMNA Turnaround Plan

- **Product Excellence**
- **Revitalize sales and marketing strategy**
- **Significantly reduce cost, improve quality**
- **Address health care/legacy cost burden**

Revitalize Sales and Marketing Strategy

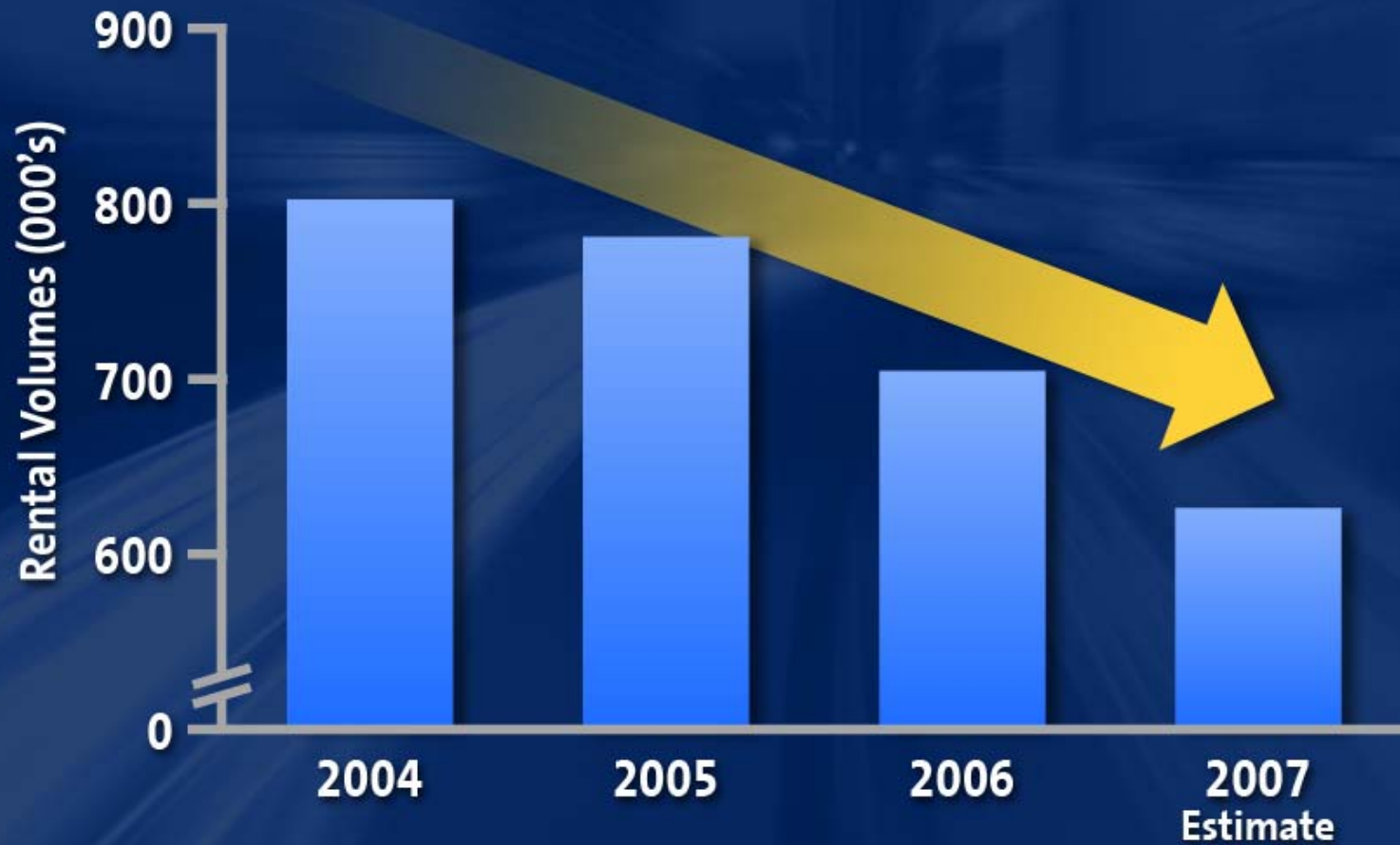
Results to Date:

- Retail sales stabilized
- Reduced daily rental sales
- Reduced incentive spending
- Average transactions prices increased
- Increased residual values
- Improved brand health

GM U.S. Retail Share Stabilized



GM Daily Rental Volume Decreases



Total Per Unit Incentive Spending



Improved Residual Values

| | Final | Final | Q4 2006 |
|-----------------------|---------|---------|---------------|
| ALG 36 Month Residual | Q4 2003 | Q4 2006 | O/(U) Q4 2003 |
| Buick | 34 | 40 | +6 |
| Cadillac | 44 | 45 | +1 |
| Chevrolet | 40 | 44 | +4 |
| GMC | 42 | 43 | +1 |
| HUMMER | 48 | 43 | -5 |
| Pontiac | 38 | 46 | +8 |
| Saab | 44 | 42 | -2 |
| Saturn | 38 | 48 | +10 |
| GM | 40 | 44 | +4 |

Top Reasons to Buy -- Improved Brand Health

| | 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 |

Revitalize Sales and Marketing Strategy

Next Phase:

- Stay on track with Go-To-Market strategy
- Consistent brand messaging
- Further tighten brand positions and portfolios
- Accelerate channel alignment

2007 Corporate Priorities

Continue to Drive Aggressively in Emerging Markets

- China
- Brazil/Andean Region
- Russia
- India
- Middle East
- South Africa

GM Strategy for Emerging Markets

- Right products for the markets
- Build strong brands and distribution channels
- Smart and timely capacity additions
- Leverage all capabilities
- Build strong corporate image

2007 Corporate Priorities

Maximize Benefits of Running Business Globally

- Fully engage global expertise
- Accelerate best practices sharing
- Support growth opportunities

2007 Corporate Priorities

Build on Product Momentum and Advanced Propulsion Strategy

- Environment focus accelerating around the world
 - Huge opportunity for GM
 - Lead with bio-fuels, fuel cells, electrically driven vehicles
 - Supported by commitment to “traditional” gas and diesel fuel economy leadership

2007 Corporate Priorities

Continue to Improve Business Results

- Retail sales and revenue growth
- Improved net income
- Special focus on cash flow

