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Agenda

- The New GM
- Customers, Cars, & Culture
- Other Issues

The New GM Overview




- New Board of Directors and management reporting structure
- Fewer dealers, brands, nameplates
- Improved cost structure
- Consolidated and streamlined international operations
- Cleansed balance sheet
- Focus on Customers, Cars, and Culture

New Leadership Team

- New Board of Directors, Chairman - Ed Whitacre
 - 13 members (including 5 members from prior GM Board)
- New GM Executive Committee, led by Fritz Henderson
 - 9 members representing key functions focusing on GM priorities
 - Accelerates day-to-day decision making
- 33% fewer executive-level employees in U.S.*

Fewer Dealers, Brands & Nameplates

- Optimized dealership footprint
- Focused 4-core brand strategy, fewer & better nameplates

	2008 YE	2010
Total U.S. Rooftops	6,375 	3,600
U.S. Brands	8 	4
U.S. Nameplates	48 	34

Improved Cost Structure

- Flexible and highly efficient manufacturing footprint is key enabler to an improved cost structure

	2008 YE	2009 YE	
U.S. Manufacturing Facilities	47	41	(34 by 2010)
Total U.S. Employment (000's)	91	~64	

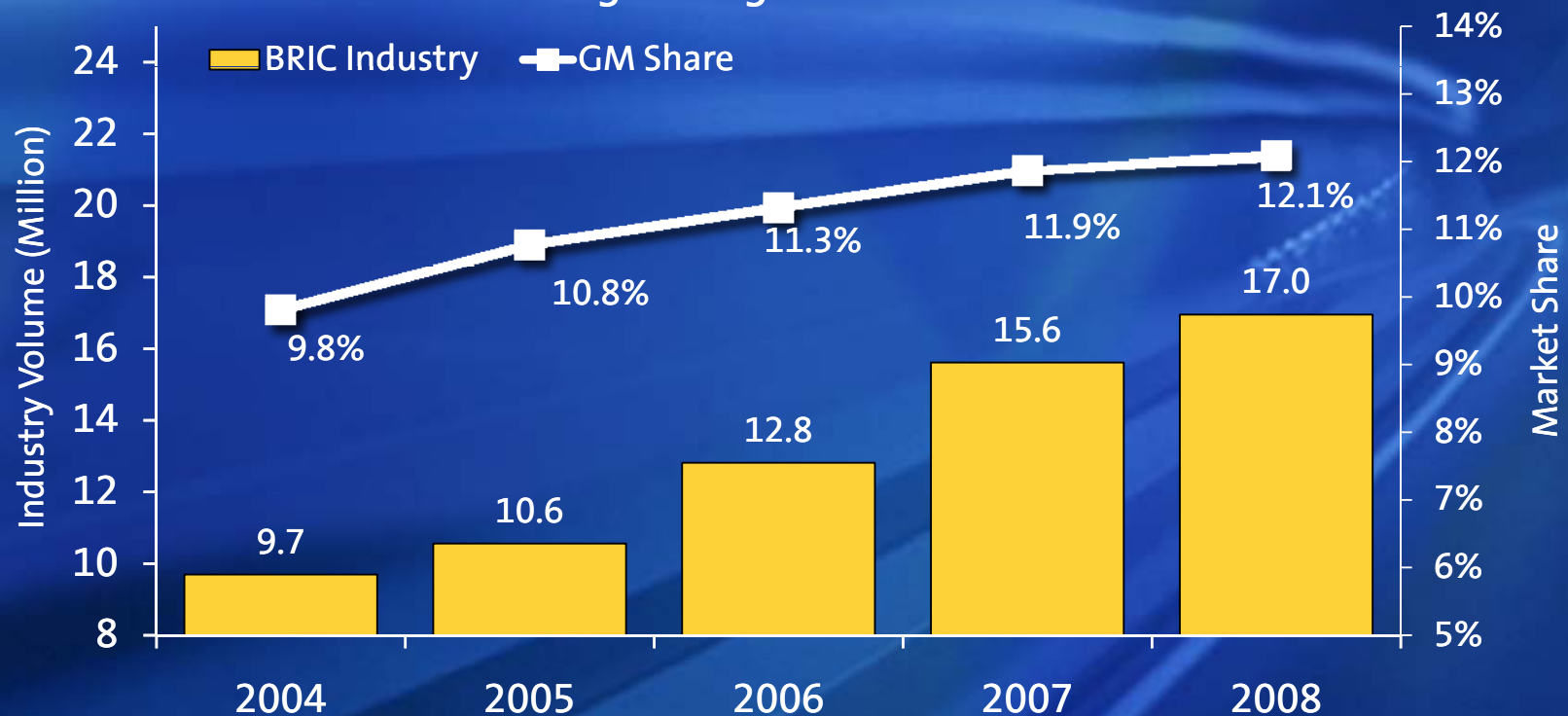
- Negotiated competitive wage structure
- Expect to reach ~100% capacity utilization during 2011

GM International Operations (GMIO)

- GMIO includes all GM operations outside North America
 - Replaces former GM regional operating structure
 - HQ in Shanghai, China
- Positioned to benefit from growth in emerging markets
 - In 2009, China has replaced U.S. as world's largest auto market
 - Leveraging GMDAT for growth in mini, small, compact segments
- Chevrolet to serve as primary global brand
 - Buick to continue strong presence in China

Growth in Emerging Markets

- Well-positioned for aggressive growth in emerging markets
 - Emerging markets performing well (12.8% BRIC share)
 - Expect GM 2009 sales in China to rise by more than 40% from 2008
 - ~20% market share in growing Brazil market



MEMO: BRIC = Brazil, Russia, India, China

Cleansed Balance Sheet

- Significantly lower debt burden and improved liquidity
 - Total obligations reduced more than \$40B

<i>(\$ Billions)</i>	Debt
U.S. Treasury ¹	\$ 6.7
Canadian & Ontario Governments	1.3
New VEBA	2.5
Other Debt ²	~6.8
Total	~\$17.3

¹ Excludes obligations under supplier support program (~\$0.3B)

² As reported on June 1, 2009, excluding debt related to GME

Ownership Structure

<i>(\$ Billions)</i>	9% Perp. Pref. Equity	Common Stock	<u>Memo:</u> Warrants
U.S. Treasury	\$ 2.1	60.8%	
Canadian & Ontario Governments	0.4	11.7%	
New VEBA	6.5	17.5%	2.5%
Old GM	-	10.0%	15.0%
Total	\$9.0	100%	17.5%

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The New GM Priorities

■ Customers

- Top priority is focusing on customers

■ Cars

- Execution of flawless, best-in-segment vehicles and powertrains
 - “Good Enough” is no longer acceptable
 - We must Win in every segment where we play

■ Culture

- Emphasis on quick decision making
- Empowerment shifted down the organization, with a high degree of accountability
- Encourage greater risk taking
 - Playing to “Win” vs. playing “Not to Lose”

Building on Established Strength

■ Portfolio of award winning vehicles

- Chevrolet Malibu – 2008 North American Car of the Year
- Cadillac CTS – 2008 Motor Trend Car of the Year
- Buick Enclave – 2008 Consumer Digest Best Buy
- Opel Insignia – 2009 European Car of the Year

■ Rave reviews for newly launched vehicles

- “Chevy's [Camaro] new two-door is...very good. Very, very, very good... The look is there. The performance is there. The value is there. And, oh yes, so is the ‘WOW’.” **MOTOR TREND**
- “The Cadillac SRX is armed with in-your-face styling, an optional 300-hp turbocharged V-6, and chassis tuning more consistent with European than Asian orthodoxy” **Automobile**

New GM Cultural Priorities



Our New Culture in Action

- Customer and product focus
 - August Product Event
 - Initiation of “Tell Fritz” website
 - Senior Leadership “Road-Trips”
- Accountability
 - Authority moved down the organization
- Risk Taking
 - “60 Day Satisfaction Guarantee” program
 - “May the Best Car Win” ad campaign
- Speed
 - Portfolio changes based on customer feedback (i.e. Cancellation of Buick SUV)
 - Cash Advances to dealers for CARS program

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Non-Core Brand Update

■ Saturn

- On 9/30/2009, Penske Automotive Group, Inc. terminated discussions with GM to acquire Saturn
- Saturn brand and dealership network will be wound down

■ HUMMER

- On 6/2/2009, GM announced reaching a Memorandum of Understanding (MOU) for HUMMER with Sichuan Tengzhong Heavy Industrial Machinery Co., Ltd.
- Expected to close by end of 2009, subject to regulatory approvals

■ Saab

- On 8/18/2009, GM signed an agreement to sell 100% of ownership shares in Saab Automobile AB to Koenigsegg Group AB
- Transaction expected to close by the end of the year, contingent upon funding commitments from the European Investment Bank (EIB), guaranteed by the Swedish government

Opel & Delphi Update

- On 9/10/2009, GM announced support for purchase bid from Magna International Inc. and Sberbank for a majority stake in Opel/Vauxhall
 - GM will retain 35% ownership in the combined operations
 - Integrated Global Product Development will continue
 - Closing expected within a few months
- Agreement reached on resolution to Delphi Bankruptcy
 - GM to acquire key UAW sites, Global Steering business
 - Newco formed by DIP lenders and GM to acquire most of Delphi operations (principally overseas)
 - Delphi and PBGC resolution of remaining Delphi U.S. pension plans
 - Closing expected in October 2009, subject to regulatory approvals

Management Focus

- Designing, building and selling best-in-class cars and trucks
 - ALWAYS put the customer 1st
- 4 brand strategy delivering improved consideration
- Global growth in emerging markets
- Deliver positive business results
- Continue to transform GM's culture



Question and Answer

