SALARIED PERSONNEL ACTIONS

• Salaried Personnel Levels – restructure business to fit current demand
  – Reduced salaried personnel by 36% over the past three years – includes 10% reduction effective February 2009
  – Reduced contract personnel by 50%

• Compensation & Benefit Changes
  – Eliminated 2009 merit increases and bonuses
  – Suspended 401k match, tuition assistance and dependent scholarships
  – Capped retiree life insurance at $25k
  – Improved cost effectiveness of benefit programs through more efficient plan offerings and increased employee cost sharing

Concurrently, we continue efforts to ensure a skilled and engaged team by:
  – Conducting leadership development programs
  – Developing future leaders through various developmental functional programs
  – Providing flexible work arrangements for maximum workforce efficiency and effectiveness
  – Conducting transparent communications with employees
  – Conducting events focused on future products to build employees’ confidence in the future of the company
## Hourly Labor Cost Disadvantage vs. Transplants

**Substantially Reduced with Latest UAW Agreement**

<table>
<thead>
<tr>
<th></th>
<th>Without UAW VEBA</th>
<th>With UAW VEBA</th>
<th>Transplants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wages</strong></td>
<td>$29</td>
<td>$29</td>
<td>$26</td>
</tr>
<tr>
<td><strong>Wage-Related</strong></td>
<td>14</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$43</td>
<td>$43</td>
<td>$35</td>
</tr>
<tr>
<td><strong>Legacy Cost</strong></td>
<td>16</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>All Other</strong></td>
<td>12</td>
<td>12</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$71</td>
<td>$58</td>
<td>$49</td>
</tr>
</tbody>
</table>

**Memo:**
- **Average Wage Assuming 20% Entry-Level Employees** $53
BALANCED PORTFOLIO OF PRODUCTS

2007

Product Mix

Trucks, Vans & SUVs: 52%
Cars & Crossovers: 48%

Investment

Trucks, Vans & SUVs: 41%
Cars & Crossovers: 59%

2010

Product Mix

Trucks, Vans & SUVs: 40%
Cars & Crossovers: 60%

Investment

Trucks, Vans & SUVs: 18%
Cars & Crossover: 82%
SUSTAINABILITY PLAN

**Near Term**
- Begin migration to advanced technology
- EcoBoost engines available in nearly all vehicles
- Electric power steering 100%
- Six speed transmissions 100%
- Weight reduction of 250 - 750 lbs
- Engine displacement reduction aligned with weight save
- Additional Aero improvements up to 5%
- Increased use of Hybrids
- Introduction of PHEV and BEV
- Diesel use as market demands

**Mid Term**
- Full implementation of known technology
- EcoBoost engines available in nearly all vehicles
- Electric power steering 100%
- Six speed transmissions 100%
- Weight reduction of 250 - 750 lbs
- Engine displacement reduction aligned with weight save
- Additional Aero improvements up to 5%
- Increased use of Hybrids
- Introduction of PHEV and BEV
- Diesel use as market demands

**Long Term**
- Continue leverage of Hybrid technologies and deployment of alternative energy sources
- Percentage of internal combustion dependent on renewable fuels
- Volume expansion of Hybrid technologies
- Continued leverage of PHEV, BEV
- Introduction of fuel cell vehicles
- Clean electric / hydrogen fuels

APPENDIX 4 OF 4