

GENERAL MOTORS

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Executive Vice President
and Chief Financial Officer

OFFICE HOURS

April 6, 2017



2017 Chevrolet Bolt EV

AGENDA

Risks and opportunities

Sale of Opel / Vauxhall

Inventory and incentives

Residual values

Autonomous development








EBIT Bridge - Cost efficiencies, net majors

UPDATE ON 2017 RISKS & OPPORTUNITIES

Tailwinds

Important product launches	
Cost efficiencies	
Growth in adjacencies	
U.S. regulatory environment	
Improvement in South America	
Close Europe transaction	

Headwinds

Pricing pressure in U.S./China		
Brexit		
Costs associated with future mobility		
U.S. regulatory environment		
 Unchanged	 More challenging	 New

Guidance remains firmly in place despite challenges in operating environment

OPEL/VAUXHALL SALE TO PSA

Bold decision
drives long-term
strategic benefits

\$400 million automotive EBIT-adjusted performance improvement¹

~\$1 billion adjusted automotive free cash flow improvement¹

Capping of European pension service cost

Future benefits through further alliance opportunities and warrants

De-risking of enterprise

Reduce target cash balance from \$20B to \$18B resulting in an acceleration of \$2B of share repurchases

¹Refer to slide 17 in the "Select Supplemental Financial Information" for a summary of impact of the sale of Opel/Vauxhall on our consolidated results

INVENTORY MANAGEMENT

Driving improved inventory mix to match supply with retail demand

	Dec'16	Jun'17	Dec'17
Days Supply		▲	▼
Truck/SUV/CUV	65	~95	~80
Passenger Cars	87	~75	~50
Total	71	~90	~70

Drivers:

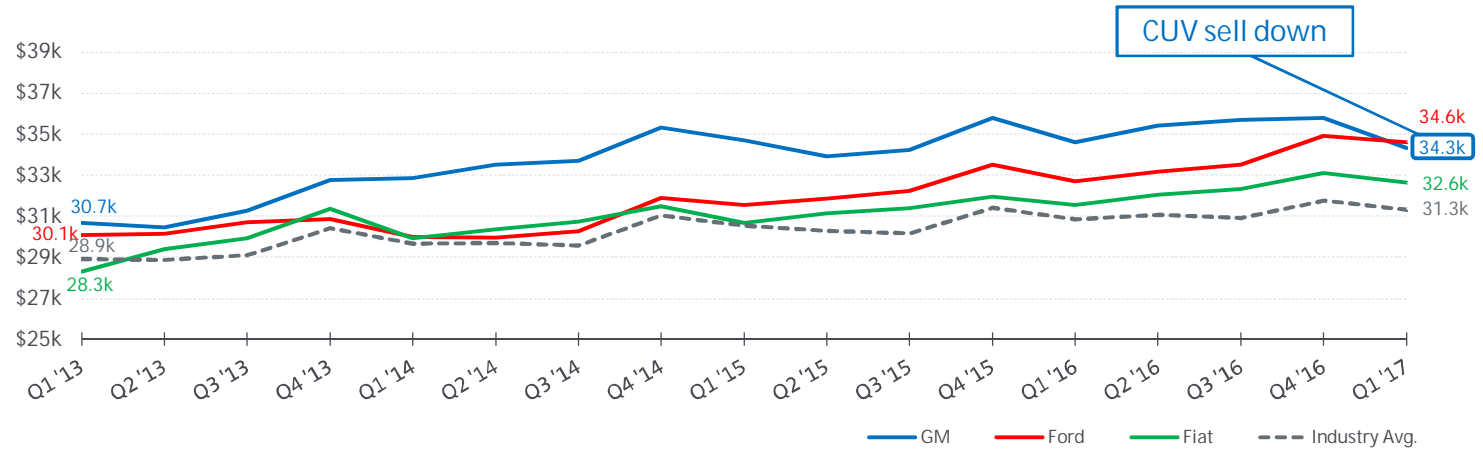
- Strong SAAR
- Retail share growth
- CUV build ahead of 2017 launches
- K2XX build ahead of downtime
- Strong SAAR
- Declining inventory following CUV launches
- Seasonally strong December
- Production actions on passenger cars

Source: GM Internal Projections

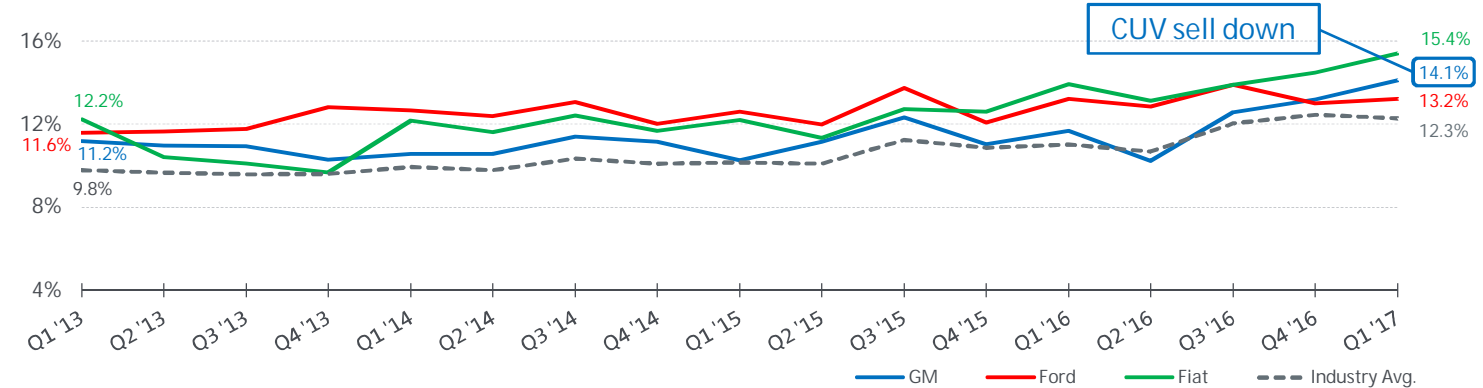
DISCIPLINED INCENTIVES

Committed to matching supply with demand

Continued strength in ATPs



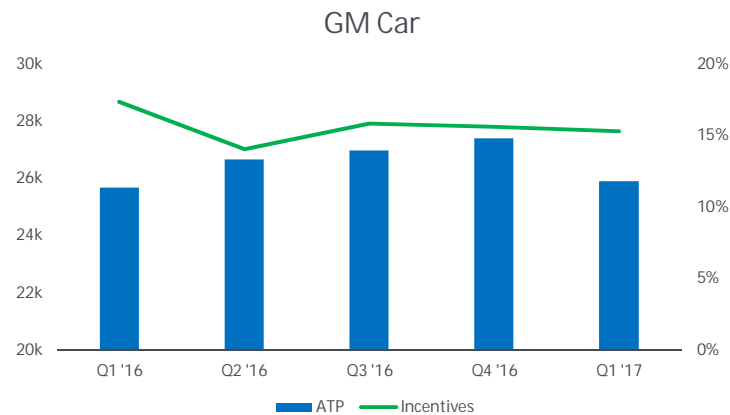
Incentives as a percent of ATP in line with domestic competitors



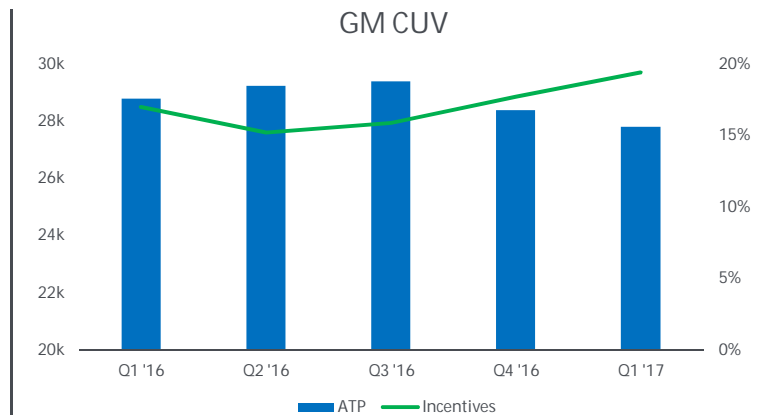
Sources: J.D. Power PIN, spend as % ATP through March 31, 2017; average ATP as of March 31, 2017

GM INCENTIVES BY PRODUCT SEGMENT

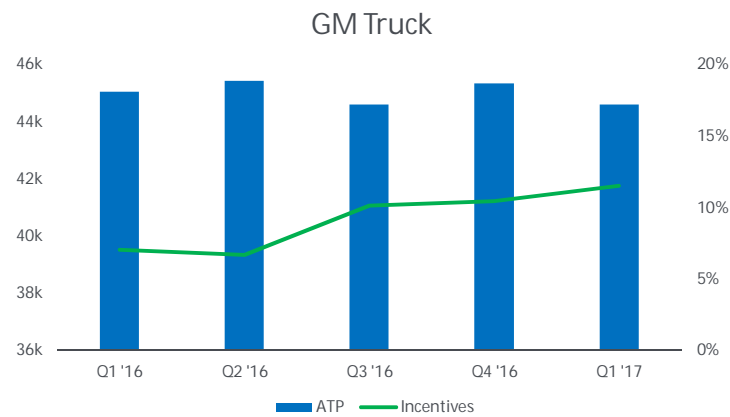
Recent increase in incentive spend reflective of CUV portfolio age and sell down ahead of launch



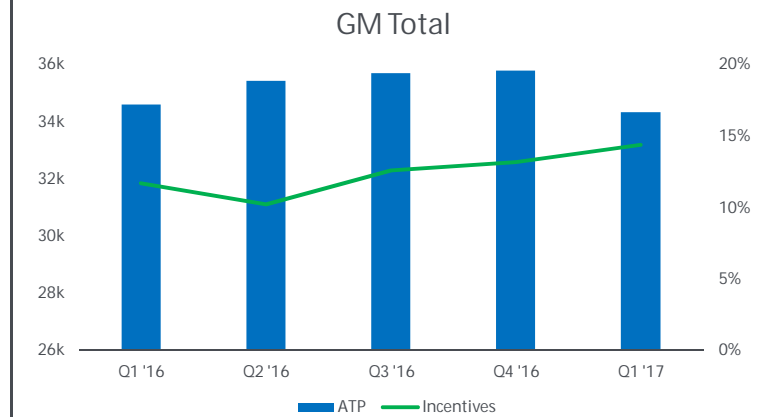
Highly competitive segment



Replacing aged CUV portfolio in 2017 & 2018



Continued strong performance despite product lifecycle



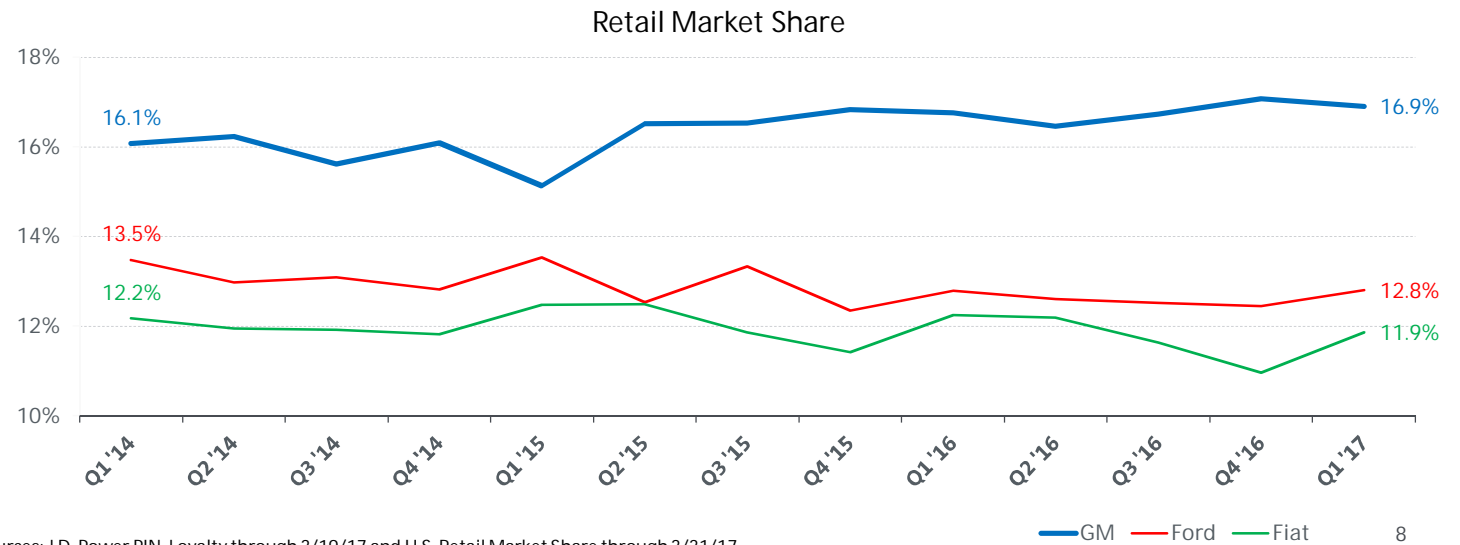
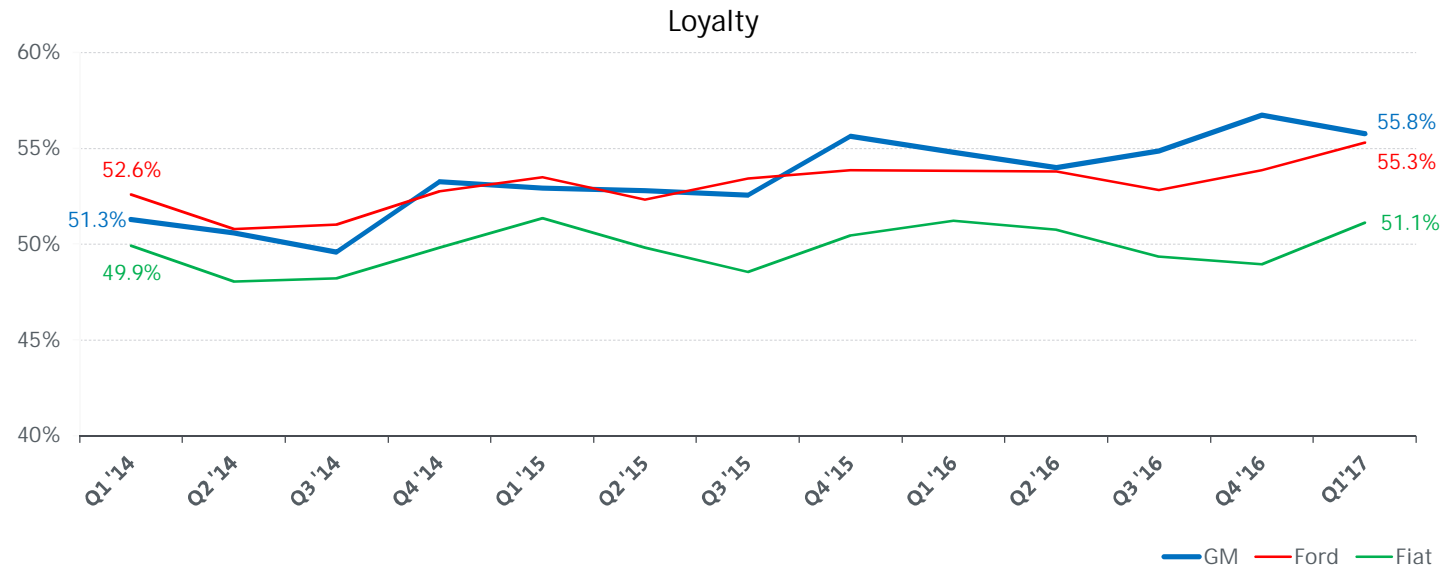
ATPs strong despite moderate incentive increase

Sources: J.D. Power PIN, spend as % ATP through March 31, 2017; average ATP as of March 31, 2017

LOYALTY AND RETAIL SHARE GROWTH

Market actions resulting in strong performance with retail customers

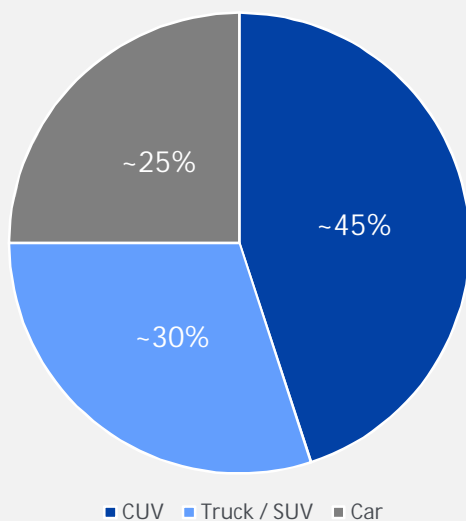
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Sources: J.D. Power PIN, Loyalty through 3/19/17 and U.S. Retail Market Share through 3/31/17

GM FINANCIAL - RESIDUAL VALUES

North America Lease Portfolio by Segment
Total Value: ~\$34B



Note: As of December 31, 2016

Used car prices expected to decline ~7% YoY in 2017

- Q1'17 residual performance has been weaker than anticipated; especially in CUV segment
 - Slower tax returns may have delayed seasonal used car sales
 - March has been favorable to January and February, but still weaker YoY

Expect CY 2017 EBT to be up versus 2016 despite residual performance headwinds¹

¹Excludes impact from sale of European operations

Residual value headwinds manageable at this point

AUTONOMOUS VEHICLE DEVELOPMENT

We are running this operation like a stand-alone business unit

Kyle Vogt responsible for financial and operational performance

Budget managed within product program process

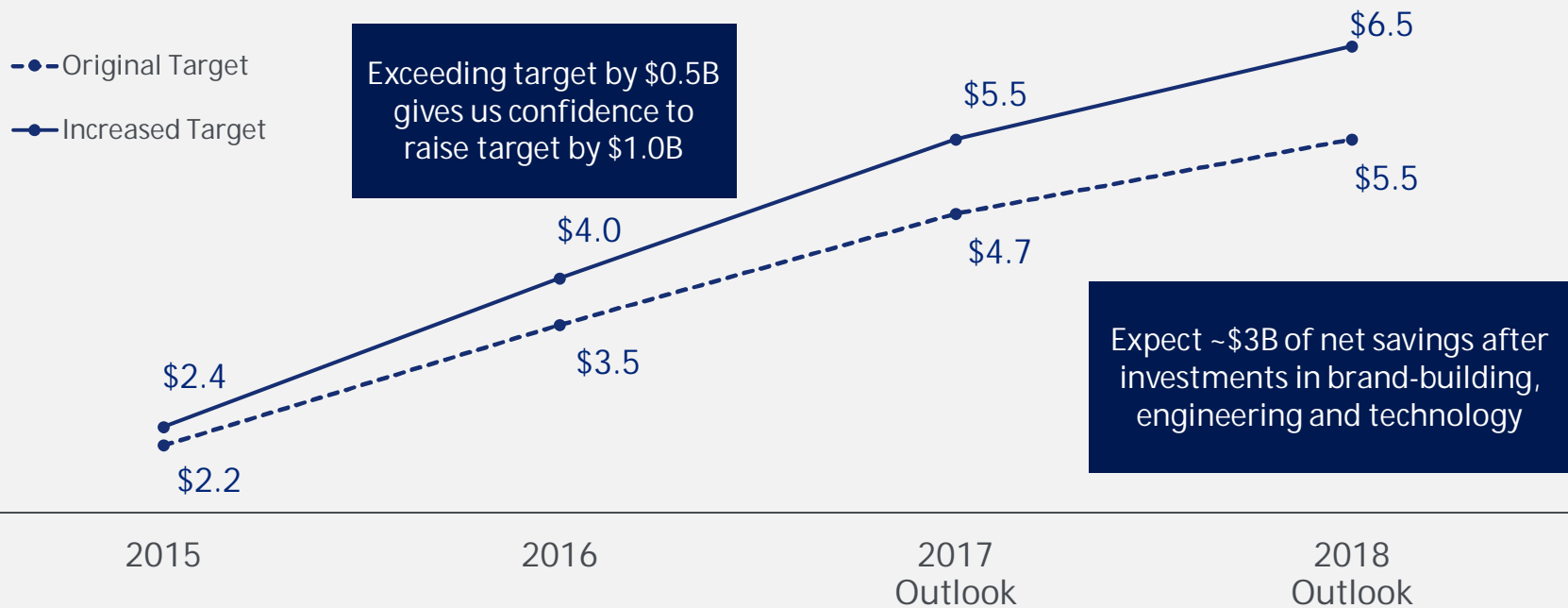
Incremental ~\$150 million in quarterly Corp expense

Expect similar levels of expense in 2018

Autonomous costs primarily inclusive of Engineering and R&D

WE REMAIN FOCUSED ON DRIVING COST EFFICIENCIES – AHEAD OF PLAN: MATERIAL, LOGISTICS, MANUFACTURING AND SG&A

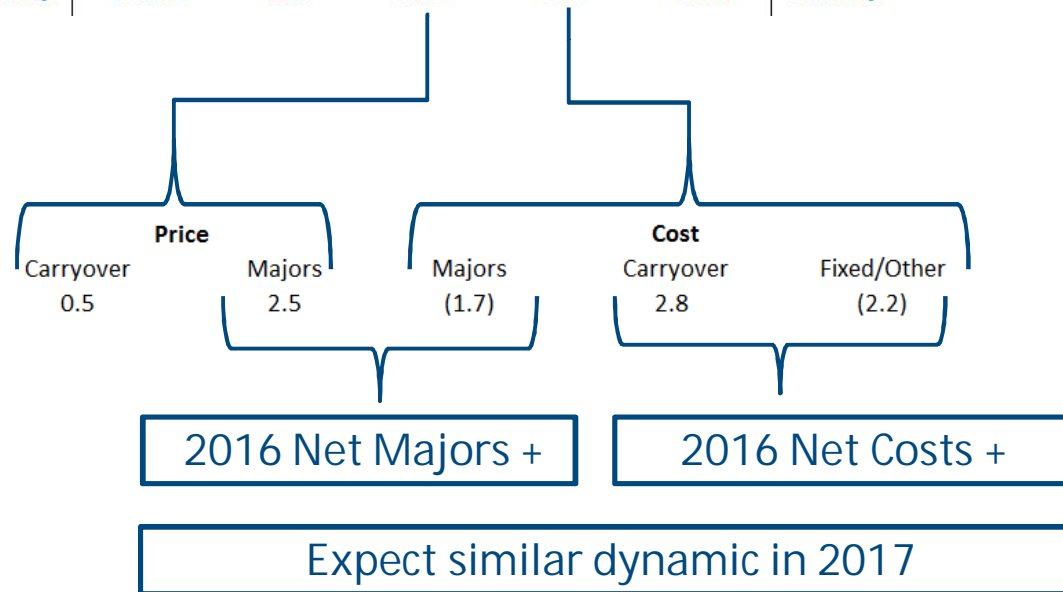
\$Billions



Expect further opportunities through O/V sale

PRICING AND COST EFFICIENCIES REMAIN STRONG

Net majors and cost efficiencies continue to be net benefits in 2017



Note: Refer to page 20 of the General Motors Company 10-K filed on February 7, 2017 for a reconciliation of Net income attributable to stockholders to EBIT-adjusted

GM IS A MORE COMPELLING INVESTMENT OPPORTUNITY POST O/V SALE

Earnings Growth

Continued EPS growth expected

Focus on strong franchises
Capitalize on adjacencies

Disciplined Capital Allocation

Disciplined reinvestment and returning cash to shareholders

Invest in growth opportunities
Maintain strong IG balance sheet

Robust Downside Protection

Enables sustained performance through the cycle

Reduced exposure to headwinds
Reduced breakeven point

FORWARD LOOKING STATEMENTS

In this presentation and in reports we subsequently file and have previously filed with the SEC on Forms 10-K and 10-Q and file or furnish on Form 8-K, and in related comments by our management, we use words like “anticipate,” “appears,” “approximately,” “believe,” “continue,” “could,” “designed,” “effect,” “estimate,” “evaluate,” “expect,” “forecast,” “goal,” “initiative,” “intend,” “may,” “objective,” “outlook,” “plan,” “potential,” “priorities,” “project,” “pursue,” “seek,” “should,” “target,” “when,” “will,” “would,” or the negative of any of those words or similar expressions to identify forward-looking statements that represent our current judgment about possible future events. In making these statements we rely on assumptions and analyses based on our experience and perception of historical trends, current conditions and expected future developments as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any events or financial results, and our actual results may differ materially due to a variety of important factors, both positive and negative. These factors, which may be revised or supplemented in subsequent reports on SEC Forms 10-Q and 8-K, include among others the following: (1) our ability to deliver new products, services and customer experiences in response to new participants in the automotive industry; (2) our ability to fund and introduce new and improved vehicle models that are able to attract a sufficient number of consumers; (3) the success of our full-size pick-up trucks and SUVs, which may be affected by increases in the price of oil; (4) global automobile market sales volume, which can be volatile; (5) aggressive competition in China; (6) the international scale and footprint of our operations which exposes us to a variety of domestic and foreign political, economic and regulatory risks, including the risk of changes in existing, the adoption of new, or the introduction of novel interpretations of, laws regulations, policies or other activities of governments, agencies and similar organizations particularly laws, regulations and policies relating to free trade agreements, vehicle safety including recalls, and, including such actions that may affect the production, licensing, distribution or sale of our products, the cost thereof or applicable tax rates; (7) our joint ventures, which we cannot operate solely for our benefit and over which we may have limited control; (8) our ability to comply with extensive laws and regulations applicable to our industry, including those regarding fuel economy and emissions; (9) costs and risks associated with litigation and government investigations including the potential imposition of damages, substantial fines, civil lawsuits and criminal penalties, interruptions of business, modification of business practices, equitable remedies and other sanctions against us in connection with various legal proceedings and investigations relating to our various recalls; (10) our ability to comply with the terms of the DPA; (11) our ability to maintain quality control over our vehicles and avoid material vehicle recalls and the cost and effect on our reputation and products; (12) the ability of our suppliers to deliver parts, systems and components without disruption and at such times to allow us to meet production schedules; (13) our dependence on our manufacturing facilities around the world; (14) our highly competitive industry, which is characterized by excess manufacturing capacity and the use of incentives and the introduction of new and improved vehicle models by our competitors; (15) our ability to realize production efficiencies and to achieve reductions in costs as we implement operating effectiveness initiatives throughout our automotive operations; (16) our ability to successfully restructure our operations in various countries; (17) our ability to manage risks related to security breaches and other disruptions to our vehicles, information technology networks and systems; (18) our continued ability to develop captive financing capability through GM Financial; (19) significant increases in our pension expense or projected pension contributions resulting from changes in the value of plan assets, the discount rate applied to value the pension liabilities or mortality or other assumption changes; (20) significant changes in economic, political, regulatory environment, market conditions, foreign currency exchange rates or political stability in the countries in which we operate, particularly China, with the effect of competition from new market entrants and in the United Kingdom with passage of a referendum to discontinue membership in the European Union; and (21) risks and uncertainties associated with the consummation of the sale of Opel/Vauxhall to the PSA Group, including satisfaction of the closing conditions.

We caution readers not to place undue reliance on forward-looking statements. 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 that affect the subject of these statements, except where we are expressly required to do so by law.

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SELECT SUPPLEMENTAL FINANCIAL INFORMATION

NON-GAAP MEASURES

See our Form 10-K and Form 10-Q reports filed with the U.S. Securities and Exchange Commission for a description of certain non-GAAP measures used by GM, including EBIT-adjusted, EPS-diluted-adjusted, ROIC-adjusted and adjusted automotive free cash flow, along with a description of various uses for such measures. Our calculation of these non-GAAP measures are set forth within these reports and this presentation and may not be comparable to similarly titled measures of other companies due to potential differences between companies in the method of calculation. As a result, the use of these non-GAAP measures has limitations and should not be considered superior to, in isolation from, or as a substitute for, related U.S. GAAP measures.

RECONCILIATIONS

2016 amended financials (\$B)

	9.4		
	14.3		
	Revenue	EBIT-adj.	Auto FCF-adj.
Net income attributable to stockholders ¹			
Net automotive cash provided by operating activities ¹			
2016 reported ¹	166.4	12.5	6.9
O/V brands exited ²	(18.8)	0.5	1.2
Exports from GM to O/V ^{2,3}	2.0	(0.1)	(0.1)
FinCo exited	(0.6)	(0.1)	n/a
Interest payments ⁴	-	-	(0.2)
2016 amended ²	149.0	12.8	7.8
Diluted earning per common share ¹	6.00		
		EPS-diluted-adj.	
2016 reported ¹	6.12		
EBIT improvement, net of taxes ²	0.11		
Interest expense, net of taxes ⁴	(0.06)		
Share buyback ^{2,5}	0.24		
2016 amended ²	6.40		

¹ Refer to the MD&A section of the GM 2016 form 10-K, available at www.gm.com and www.sec.gov for description of the calculation of 2016 reported EBIT-adj., Auto FCF-adj., and EPS-diluted-adj.

² We are unable to provide the GAAP equivalent of the non-GAAP measures used without unreasonable efforts because the non-GAAP measures include estimates and assumptions contemplated in the sale agreement with the PSA Group that are not reflected in our historical financial statements and that do not contemplate additional variables that we are unable to estimate that could affect the final value

³ To derive the non-GAAP measures, we assumed exports of vehicles, powertrain and components were based on agreed upon Transfer Price methodology with PSA with Jan 1, 2016 effective date

⁴ Assumes \$2.8B debt issuance on Jan 1, 2016

⁵ To derive these non-GAAP measures we assumed an incremental \$2B share buyback was completed in Q1 2016 at an average price of approximately \$30 per share, resulting in a 58M reduction in Weighted Average common shares outstanding-diluted

FOR ADDITIONAL
INFORMATION
PLEASE VISIT:



Cadillac Escala Concept

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GM's Investor Relations website contains a significant amount of information about GM, including financial and other information for investors. GM encourages investors to visit our website, as information is updated and new information is posted.

Important information regarding reconciliations to the non-GAAP financial measures contained in this presentation can be found in our publically filed SEC documents (10Ks & 10Qs) also located at www.gm.com/investors. These materials are the intellectual property of GM and/or its affiliates or subsidiaries and may not be copied, reproduced, modified, displayed, or incorporated into other materials, in whole or in part, without the express permission of GM Investor Relations. Requests to use the materials should be sent to investorrelations@gm.com.