

GENERAL MOTORS

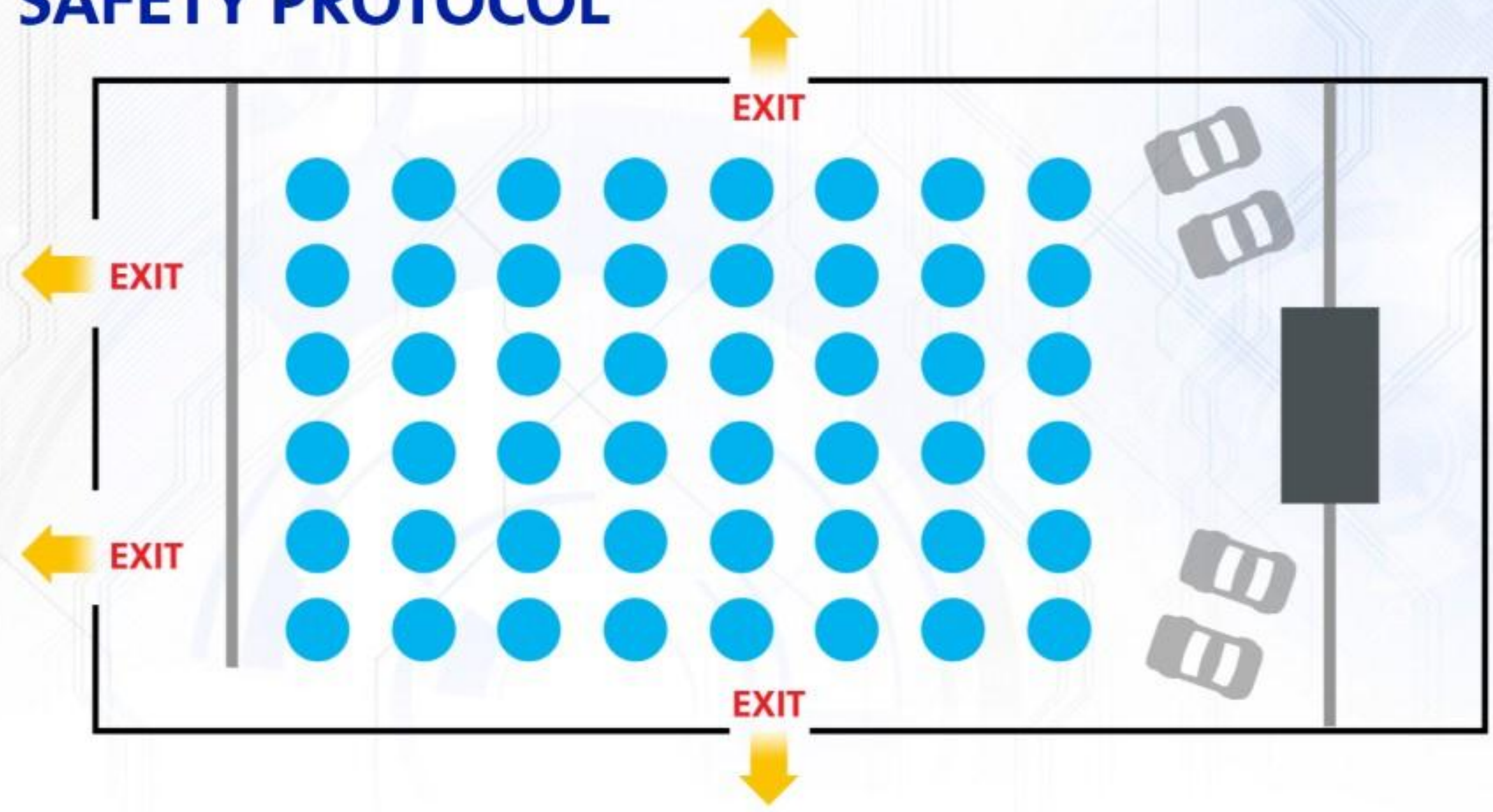
RANDY ARICKX

EXECUTIVE DIRECTOR,
INVESTOR RELATIONS &
CORPORATE COMMUNICATIONS





SAFETY PROTOCOL





FORWARD LOOKING STATEMENTS

In this presentation and in related comments by our management, our use of the words “plans,” “expect,” “anticipate,” “possible,” “potential,” “target,” “believe,” “commit,” “intend,” “continue,” “may,” “would,” “could,” “should,” “project,” “appears,” “projected,” “positioned,” “outlook” or similar expressions is intended to identify forward-looking statements that represent our current judgment about possible future events. 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. Among other items, such factors may include: our ability to realize production efficiencies and to achieve reductions in costs as a result of our restructuring initiatives and labor modifications; our ability to maintain quality control over our vehicles and avoid material vehicle recalls and the cost and effect on our reputation of product recalls; our ability to maintain adequate financing sources, including as required to fund our planned significant investment in new technology; our ability to successfully integrate Ally Financial’s International Operations; the ability of our suppliers to timely deliver parts, components and systems; our ability to realize successful vehicle applications of new technology; overall strength and stability of our markets, particularly outside of North America and China; costs and risks associated with litigation and government investigations including those related to our recent recalls; our ability to remain competitive in Korea and our ability to continue to attract new customers, particularly for our new products.

GM's most recent annual report on Form 10-K and quarterly reports on Form 10-Q provides information about these and other factors, which we may revise or supplement in future reports to the SEC.



AGENDA

Who We Are and Why We are Here	Mary Barra
Growth Opportunities	Dan Ammann
Ride & Drive Safety Overview	Stephen Jenkins
Ride & Drive/Lunch	
Vehicle Set Strategy, Strategic Supplier Engagement, Knowing the Customer, Product Pipeline	Mark Reuss
NA Path to 10% Margins, China-Sustaining Strong Margins, Europe Path to Profitability, Capital Allocation	Chuck Stevens
Q&A	Barra, Ammann, Reuss & Stevens
Closing Remarks for Investors	



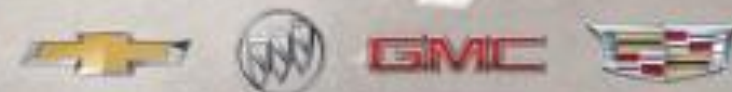
GM CONCIERGE VEHICLE EXPERIENCE

From now through January 31, 2015, take advantage of a 5-day GM vehicle loan*

Please email IRconciierge@gm.com and include your

- Name
- Email
- Cell Number
- First and second vehicle choices
- First and second date choices for 5-day window

A GM representative will contact you to coordinate the loan.



* Excludes Corvette, Camaro ZL1 and Cadillac V-Series

* Limited to individuals within 75 miles of a major metropolitan area

* General Motors will try to meet your top vehicle and date choices, however, cannot guarantee your top choices.

* Must have a valid U.S. driver's license to receive a loan. Individual picking up vehicle must provide a U.S driver's license.

GENERAL MOTORS

2014

GLOBAL BUSINESS
CONFERENCE



GENERAL MOTORS

MARY BARRA
CHIEF EXECUTIVE OFFICER



WHO WE ARE AND WHY WE ARE HERE



GMC



GENERAL MOTORS

We earn customers for life.

Our brands inspire passion and loyalty.

We translate breakthrough technologies into vehicles and experiences that people love.

We serve and improve the communities in which we live and work around the world.

We are building the most valued automotive company.



OUR CORE VALUES

CUSTOMERS

We put the customer at the center of everything we do. We listen intently to our customers' needs. Each interaction matters. Safety and quality are foundational commitments, never compromised.

RELATIONSHIPS

Our success depends on our relationships inside and outside the company. We encourage diverse thinking and collaboration from the world to create great customer experiences.

EXCELLENCE

We act with integrity. We are driven by ingenuity and innovation. We have the courage to do and say what's difficult. Each of us takes accountability for results and has the tenacity to win.



INDUSTRY MEGA TRENDS

We believe that the automotive industry will change more in the next 10 years than the previous 50



Nature of customer interaction is significantly changing



Environmental efficiency is key



Technology will fundamentally reshape the industry



Global growth will shift to new markets

OUR STRATEGIC PRIORITIES

**EARN CUSTOMERS
FOR LIFE**



**GROW
OUR BRANDS**



**LEAD IN
TECHNOLOGY
AND INNOVATION**



**DRIVE CORE
EFFICIENCIES**



**CULTURE
TO WIN**





We are Building
the **MOST VALUED**
Automotive
Company



GM Targets
9-10% MARGINS
by Early Next
Decade
(Consistent with IPO
“High” Scenario)



WHAT YOU WILL SEE AND LEARN ABOUT...

Growth Plans

World Class Product and
Technology Portfolio

Mid-Term Target
Achievement



The General Motors logo is a circular emblem on the left side of the image. It features a blue and white color scheme with a complex, multi-layered design of concentric circles and lines, resembling a globe or a technical diagram. The logo is set against a background of light blue and white geometric patterns.

GENERAL MOTORS

DAN AMMANN
PRESIDENT

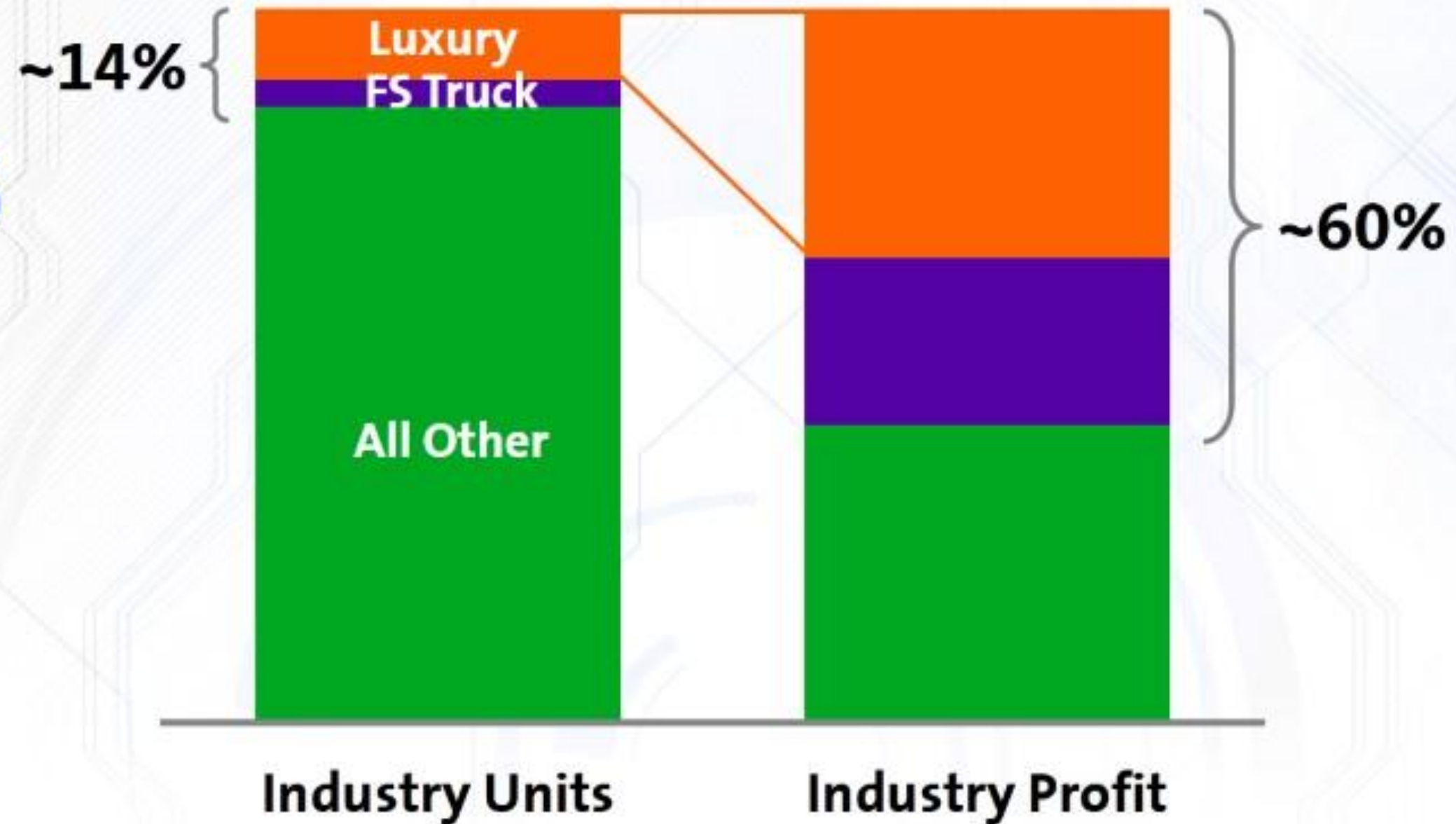
A close-up photograph of the front right headlight of a red car. The headlight is illuminated, showing its internal components and a blue ring around the main light source. The car's body is a deep red color, and the background shows a blurred landscape under a sunset sky.

GROWTH AND PROFIT POTENTIAL DRIVE RESOURCE ALLOCATION



**HIGH PROFIT SEGMENTS
PROVIDE
STRONG FOUNDATION**

Global Industry Segment Breakdown

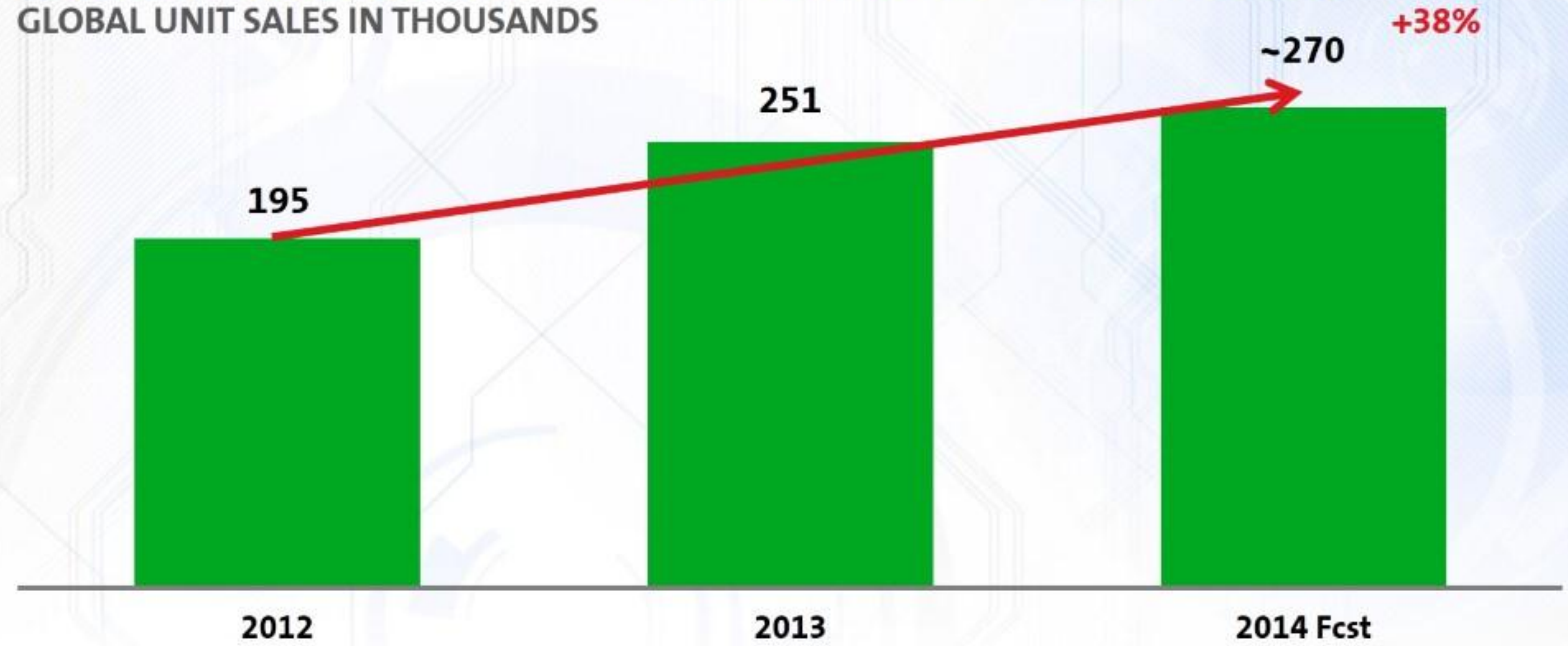


Luxury Segment
expected to
GROW ~36%
by 2020...



UNTAPPED GROWTH POTENTIAL – CADILLAC

GLOBAL UNIT SALES IN THOUSANDS

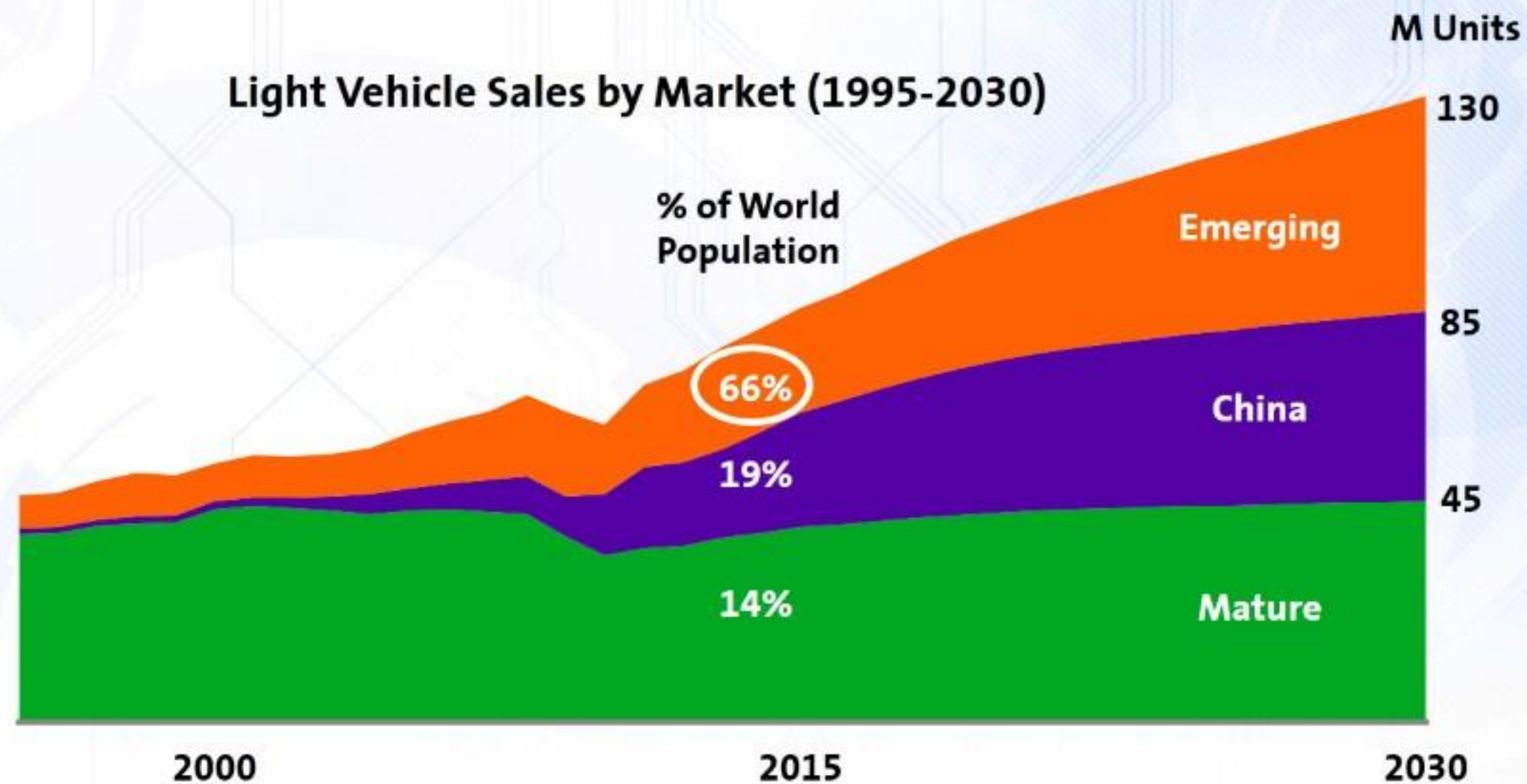


GROWING IN EMERGING MARKETS – NEW APPROACH

% of Industry Growth

	2000-14	2015-30
Emerging	42%	55%
China	72%	33%
Mature	-14%	12%

Light Vehicle Sales by Market (1995-2030)



GROWING IN CHINA – RAPIDLY MATURING MARKET

1

GROW MARKET SHARE

- Cadillac growth
- Buick strength
- Chevrolet upside
- Wuling dominance



2

SUSTAIN STRONG MARGIN

- Mix + product refresh
+ operating leverage to
offset price pressure

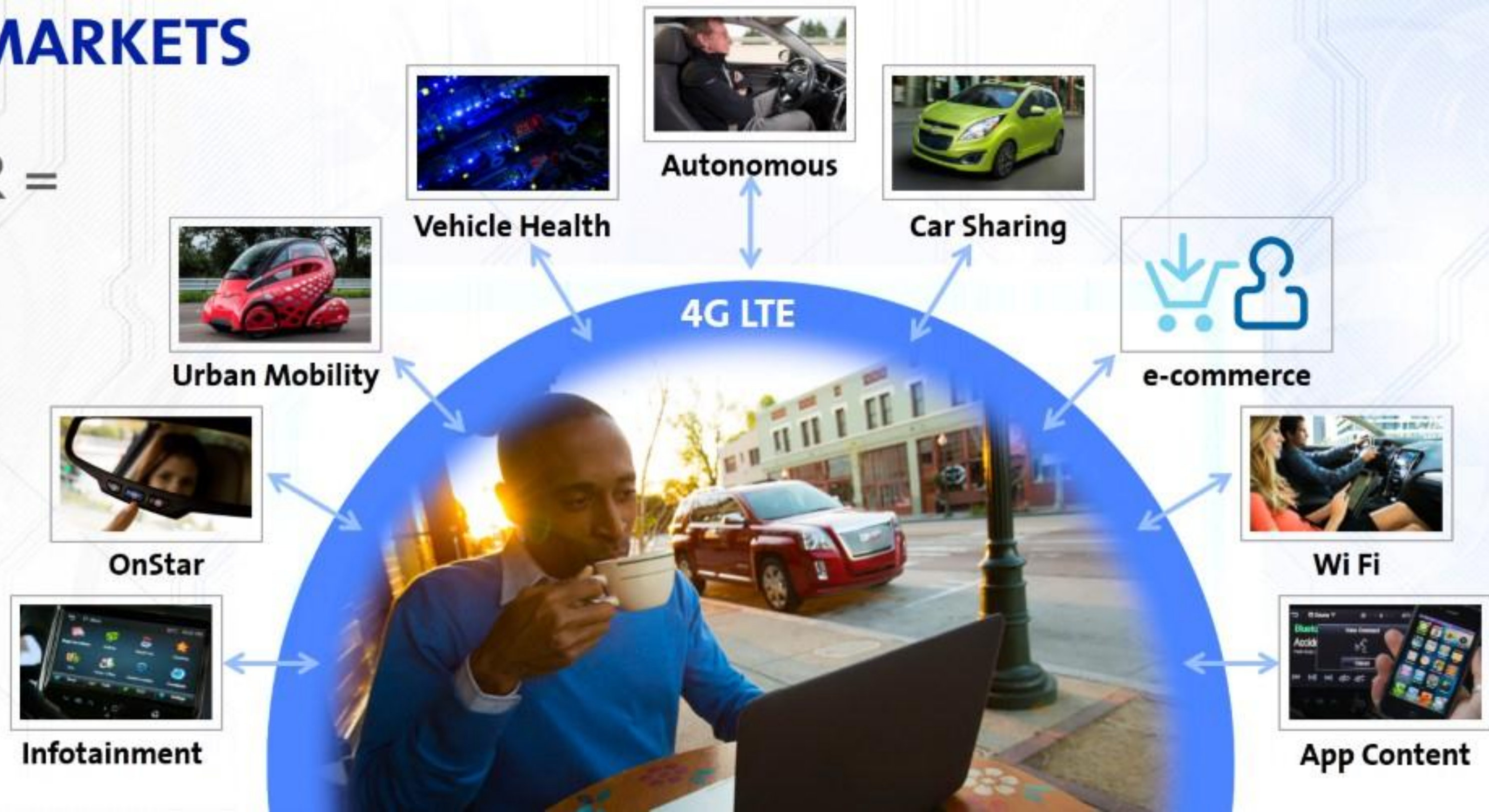
3

VALUE CHAIN GROWTH

- Leverage profitable
downstream revenue growth

GROWING IN MATURE MARKETS

CONNECTED CUSTOMER =
RETAINED CUSTOMER =
IMPROVED SHARE





GROWING AROUND THE WORLD

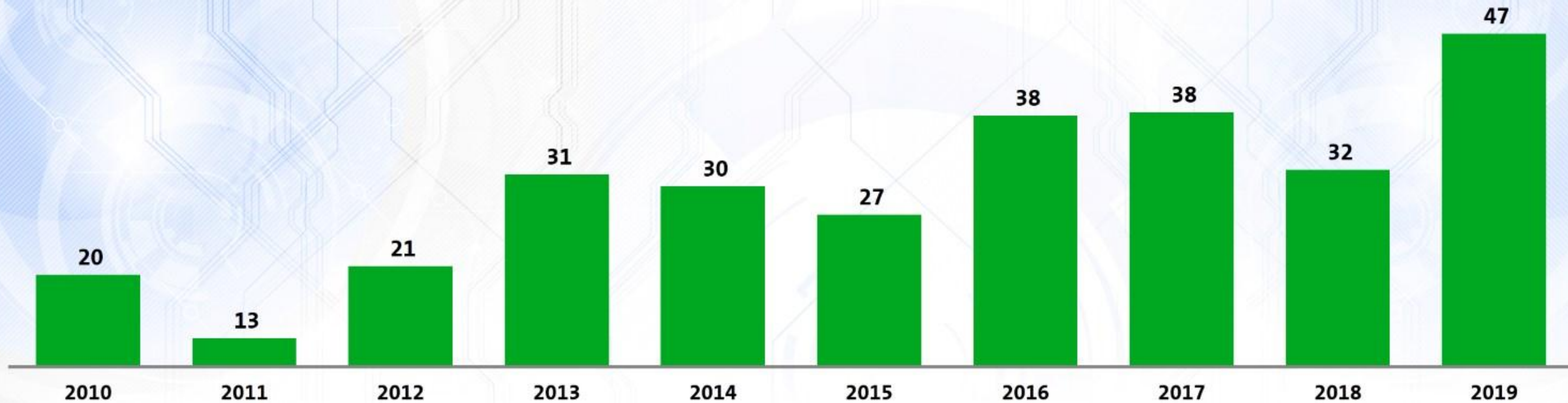


GM Penetration Rates	2010	H1 2014
U.S. Subprime %	4.7%	7.9%
U.S. Lease %	9.0%	24.2%
Canada Lease %	2.6%	27.5% *
GMF Penetration of GME Sales	19%	36%
GMF Penetration of GMSA Sales	24%	42%
GMF EBT (\$B)	\$0.5 (CY)	\$0.5 (H1)
GMF Earning Assets (\$B)	\$8.7	\$37

Substantial further upside for **GMF PROFIT GROWTH AND GM CUSTOMER LOYALTY**

PRODUCT PORTFOLIO TO SUPPORT GROWTH TARGETS

% OF GLOBAL NEW/REFRESHED VEHICLE DELIVERIES WITHIN 18 MONTHS





BRAND PORTFOLIO TO SUPPORT GROWTH TARGETS

Luxury



270K units

Premium



1,150K

GMC 600K

Mainstream



4,900K



800K



300K



125K

Deep Value



1,600K



165K

ALLOCATING RESOURCES FOR GROWTH

