

DRIVE! 2022

THE OPEL-COMEBACK

Strategy Update

Michael Lohscheller,
VP & CFO Opel Group GmbH



FORWARD LOOKING STATEMENTS



Wir leben Autos.

In this presentation and in related comments by our management, our use of the words “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 report on Form 10-Q provides information about these and other factors, which we may revise or supplement in future reports to the SEC.

10-Year Plan.

PATH TO 2022.



Wir leben Autos.

Finish Line

2022

Increase market share and establish long-term profitability

Milestone

Return to profitability by mid-decade

Base Camp

2012

Development of Growth Plan *DRIVE! 2022*

Status Quo.

OPEL'S RECOVERY.



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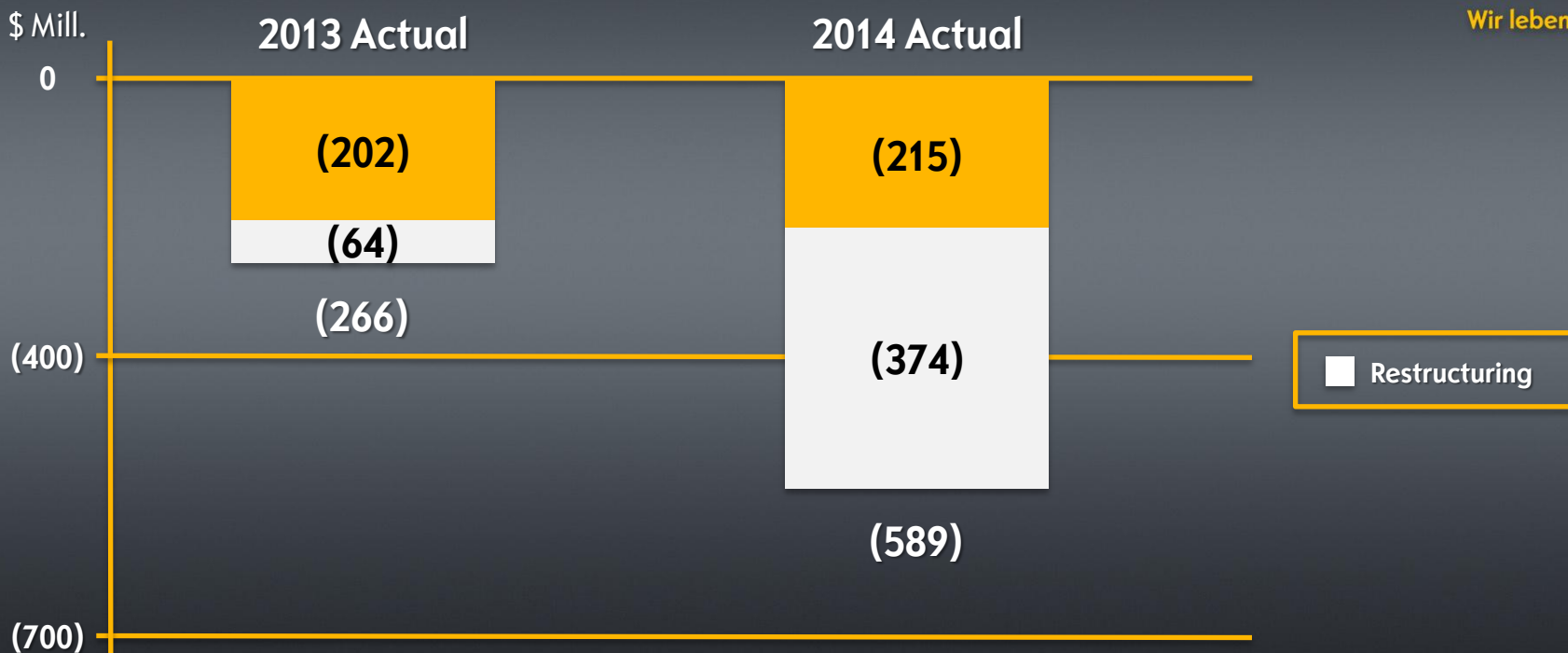
- GM Europe losses have been halved
- Model and Engine offensive
- Opel brand has been strengthened significantly
- Market share increase in Germany and Europe

Status Quo.



Wir leben Autos.

H1 GME EBIT-ADJ. DEVELOPMENT.



Model & Engine Offensive.

ORDERS.



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OPEL ADAM:
90,000



OPEL MOKKA:
>240,000



OPEL CASCADE:
12,000



OPEL INSIGNIA:
>100,000



Sales Offensive.

OPEL BANK.



Wir leben Autos.

- Basis for enhancing brand loyalty
- Attractive financing products support model offensive
- Car financing as core strategic priority of Opel's 10-year plan



Opel Financial Services

CALENDAR YEAR 2014.



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- Challenging European market environment
- Emerging markets Russia and Turkey under pressure
- Special 2014 challenges
 - Bochum plant closure
 - Volatile currencies

Leverage Measures.

PROFITABILITY IN EUROPE.



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Product and structural costs



Capacity utilization



Model offensive



Sales revenues



Brand profile

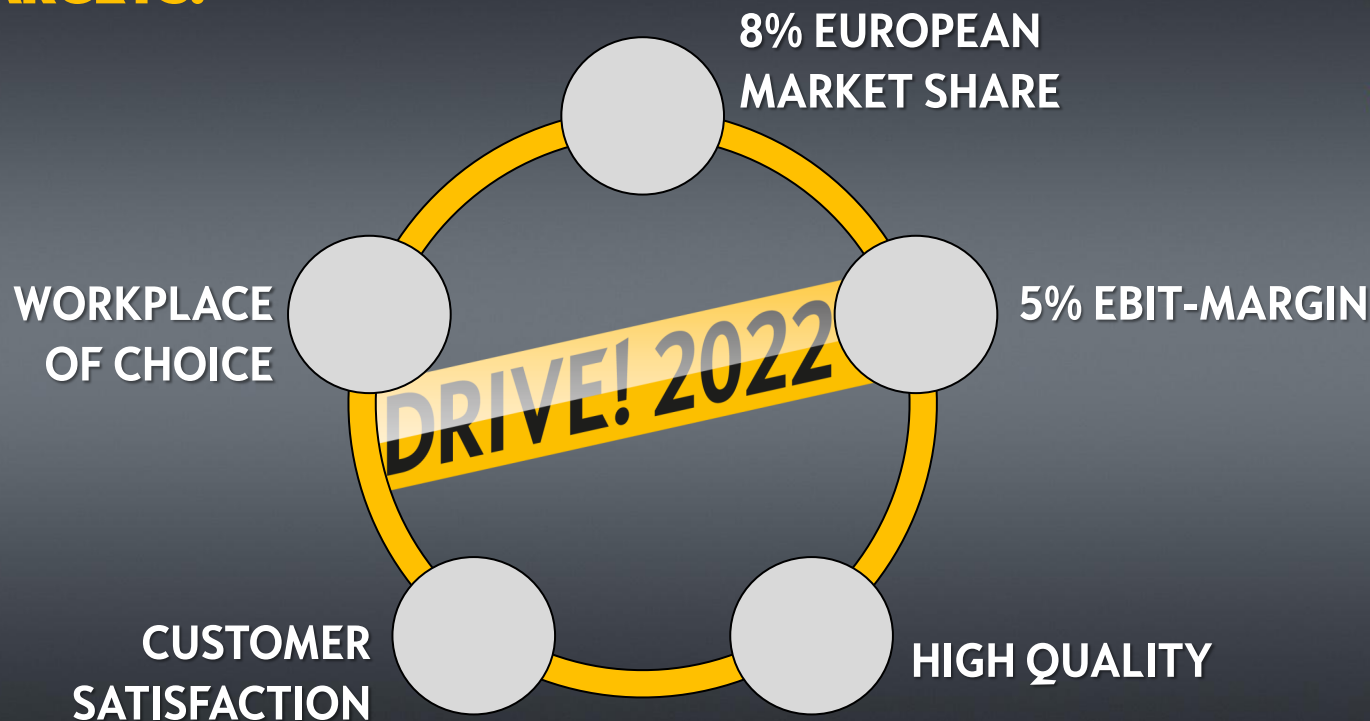


Outlook.

2022 TARGETS.



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10-Year Plan.

GROWTH PLAN: THREE PRIORITIES.



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1 Model and engine offensive

2 Brand image

3 Market penetration

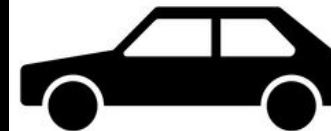
Model & Engine Offensive.

2014-2018 PRODUCT PIPELINE.



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27 new MODELS



17 new ENGINES



» Best product pipeline ever!

Model & Engine Offensive.

NEW CORSA.



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- Fifth Corsa generation
- 32 years history
- 370,000 wholesales per year on average
- Revolutionary design, quality and driving experience

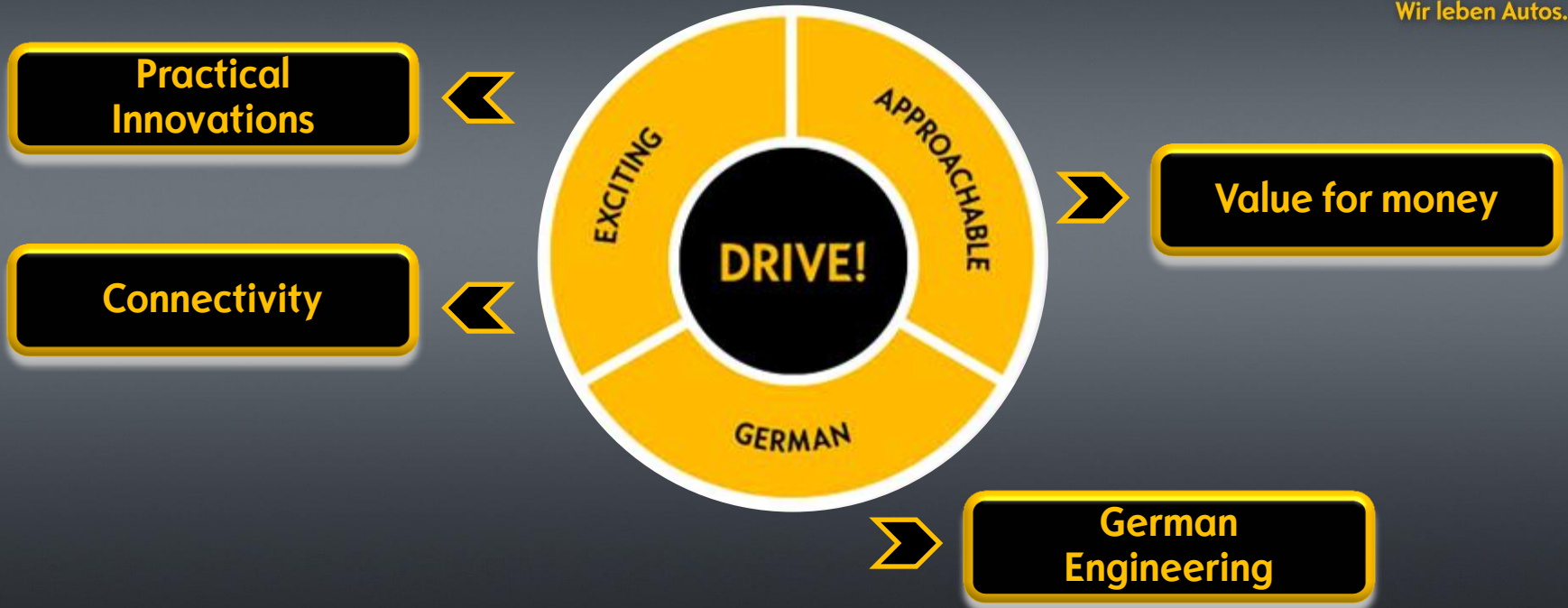


Brand Image.

STRATEGIC BRAND VALUES.



Wir leben Autos.



Brand Image.

INNOVATIVE CAMPAIGNS.

Our brand ambassadors:



Wir leben Autos.



68% ALLER MÄNNER HALTEN RÖTHAARIGE FRAUEN FÜR FEURIGER. 90% DAVON HABEN NOCH NIE EINE KENNENGELERNT.

UMPARKEN IM KOPF DE

#UMPARKENIMKOPF

WER SCHWUL IST, KANN NICHT FUSSBALL SPIELEN. ES SEI DENN, ER WAR DEUTSCHER MEISTER.

UMPARKEN IM KOPF DE

#UMPARKENIMKOPF

Brand Image.

ONSTAR: NEXT LEVEL OF CONNECTIVITY.



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- 4G/LTE Wi-Fi internet access
- Value-added mobility services
- Starting in 2015

» Cars become important internet nodes.

MARKET SHARE AND GROWTH TARGETS.



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Germany: Q2 YTD: 7.0 %
2022: 10 %



Europe*: Q2 YTD: 5.9 %
2022: 8 %

* Total Europe incl. Russia & Turkey

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THANK YOU.

