

A person with long, curly hair is shown in profile, looking down at a smartphone. The background is a blurred landscape of a valley with green hills and a blue sky. The word "MAVEN" is overlaid on the left side of the image.

MAVEN

# FORWARD-LOOKING STATEMENTS

This presentation and related comments by management may include forward-looking statements. These statements are based on current expectations about possible future events and thus are inherently uncertain. Our actual results may differ materially from forward-looking statements due to a variety of factors, including: (1) our ability to deliver new products, services and experiences that attract new, and are desired by existing, customers and to effectively compete in autonomous, ride-sharing and transportation as a service; (2) sales of crossovers, SUVs and full-size pickup trucks; (3) our ability to reduce the costs associated with the manufacture and sale of electric vehicles; (4) the volatility of global sales and operations; (5) our significant business in China which subjects us to unique operational, competitive and regulatory risks; (6) our joint ventures, which we cannot operate solely for our benefit and over which we may have limited control; (7) changes in government leadership and laws (including tax laws and regulations), economic tensions between governments and changes in international trade policies, new barriers to entry and changes to or withdrawals from free trade agreements, changes in foreign exchange rates, economic downturns in foreign countries, differing local product preferences and product requirements, compliance with U.S. and foreign countries' export controls and economic sanctions, differing labor laws and regulations and difficulties in obtaining financing in foreign countries; (8) our dependence on our manufacturing facilities; (9) the ability of suppliers to deliver parts, systems and components without disruption and on schedule; (10) prices of raw materials; (11) our highly competitive industry; (12) the possibility that competitors may independently develop products and services similar to ours despite our intellectual property rights; (13) security breaches and other disruptions to our vehicles, information technology networks and systems; (14) compliance with laws and regulations applicable to our industry, including those regarding fuel economy and emissions; (15) costs and risks associated with litigation and government investigations; (16) the cost and effect on our reputation of product safety recalls and alleged defects in products and services; (17) our ability to successfully and cost-efficiently restructure operations in various countries, including Korea, with minimal disruption to our supply chain and operations, globally; (18) our ability to realize production efficiencies and to achieve reductions in costs; (19) our ability to develop captive financing capability through GM Financial; and (20) significant increases in pension expense or projected pension contributions.

A further list and description of these risks, uncertainties and other factors can be found in our Annual Report on Form 10-K for the fiscal year ended December 31, 2017, and our subsequent filings with the U.S. Securities and Exchange Commission. GM cautions readers not to place undue reliance on forward-looking statements. GM undertakes no obligation to update publicly or otherwise revise any forward-looking statements.

*As society progresses, sharable assets  
will be the most desirable to own*

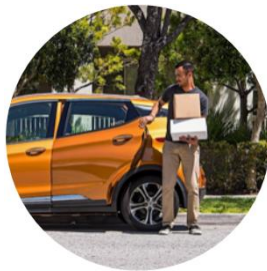
# MAVEN FULFILLS THE NEEDS OF URBAN MILLENNIALS

## LIVE

### ACCESS VS OWNERSHIP

Burdened with debt and cash-strapped

*"I don't want half my paycheck going to my house and car."*



## BELIEVE

### SHARING MAKES LIFE BETTER

Rise of the conscious consumer

*"My community is made better by sharing."*

## WORK

### NEW WORLD OF EMPLOYMENT

Want to work on their terms

*"Why work 9-5?"*

*"I don't believe I will work for a big company or have a 401K."*



**20+**   
CITIES

**170k+**

MEMBERS

**80%**

MILLENNIAL

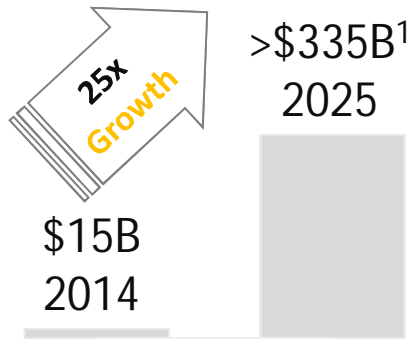
The logo for Maven, featuring the word "MAVEN" in a white, sans-serif font. The letter "A" is replaced by a yellow, stylized mountain range icon consisting of three peaks of varying heights.

MAVEN

<https://www.youtube.com/watch?v=MEiaVrfyjEs&feature=youtu.be>

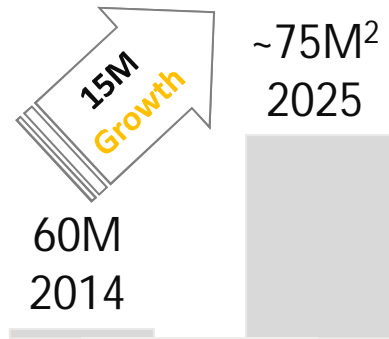
# MAVEN BUILDS ON KEY MACRO TRENDS OF THE NEW ECONOMY

## SHARING ECONOMY



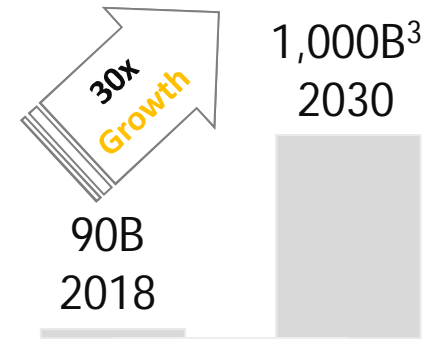
- Every industry from fashion to housing has been disrupted
- Startups in the shared economy are growing more rapidly than ecommerce and tech

## GIG WORKFORCE



- In the future independent workers will represent ~40% of the workforce
- Rapid growth coming from supplemental gigs enabled by digital platforms

## SHARED MILES



- Increase in shared miles driven by higher utilization of assets

<sup>1</sup> Revenue in 5 key sectors; PWC, "The Sharing Economy"

<sup>2</sup> Workers; Intuit, "Twenty Trends That Will Shape The Next Decade"; McKinsey, "Independent Work: Choice, Necessity, and the Gig Economy"

<sup>3</sup> Sources: McKinsey & Co. "Mobility of the Future"; BCG "New Mobility"; Morgan Stanley "Shared Mobility"

# MAVEN = SHARED MARKETPLACE



## Access to sharing

Multifaceted growing demand pools

- Need a car
- Need a job
- Need supplemental cash



## Monetizes idle assets & services

A platform designed for network effect

- For the gig economy
- Active and passive income
- Changing vehicle technology



## Enables sharing supply

Underutilized assets provided by

- Individuals
- Communities
- Fleet owners

The shared economy needs a vehicle. Enter, Maven.

# MAVEN SOFTWARE AND OPERATIONAL PLATFORM REDEFINES VEHICLE OWNERSHIP

In 2.5 years Maven created what took others almost a decade



**Maven – Car sharing**   
 General Motors Company  
#99 in Travel  
★★★★☆ 4.2, 1.9K Ratings  
Free



**Great app and amazing service!** Nov 21  
 ★★★★★ MR DJ Roman

I've been using the Maven app for two months now in Boston and all I can say it's been an amazing experience from booking a renting cars on the demand to the 5 start customer service. Simple, fast and most important Reliable! 🚗🚗🚗

20+ Markets  
 7K Maven-Owned Fleet  
 170M+ Cum. Miles Driven  
 190K+ Members

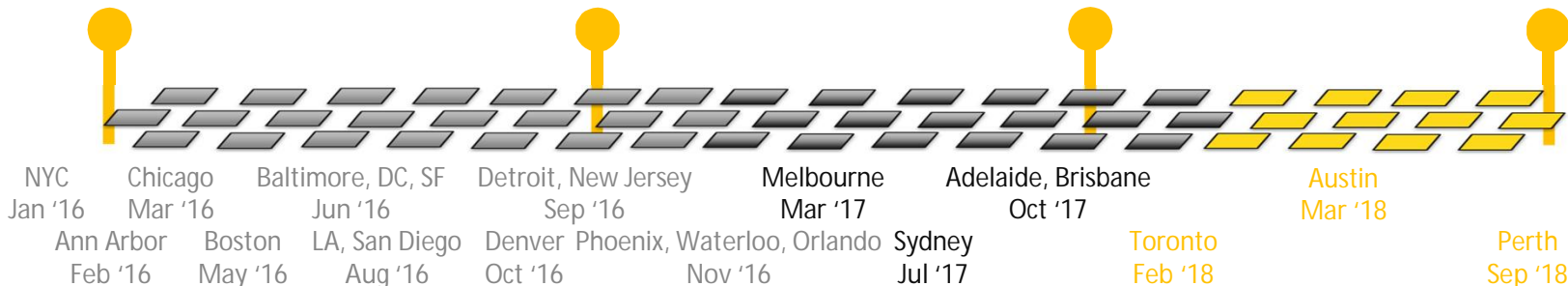
20+ Markets  
 10K+ Vehicle Fleet  
 300M+ Cum. Miles Driven  
 300K+ Members

**Launched**  
**2016**

**Market & Service Expansion**  
**2017**

**2018\***

**2019\***



\* YE, Maven global



# MAVEN IS THE SHARED VEHICLE MARKETPLACE OF THE FUTURE



## Members

US Population: 325 million  
Urban Drivers: 130 million

## Gig Jobs

Gig Workforce Today: 60 million  
Supplemental/Digital: >30 million

**DRIVING MEMBERS**

**15 million**

**CARS 2.5 million**

**MONETIZED**

**MILES 50 billion**



## Vehicle Supply

US Vehicle Parc 280 million



## Shared Miles Demand

Total U.S. Miles Driven: 3 trillion  
Shared Miles: 1 trillion (33%)

**\$15 BILLION IN REVENUE**

# MAVEN MARKETPLACE OF THE FUTURE

## ASSET SUPPLY



## ASSET OWNER



## ASSET USE



## DEMAND



Looking for a car

Looking for a gig

Gig reservation

**Alex Z.**  
Chicago, IL

**Looking for car to:**

- ✗ Get out of town
- ✗ Run local errands
- ✓ Moving

**Preferred Vehicles**

**Availability**

**When do you need it?**  
Wednesday

**How long do you need it?**  
3 hours

**Nick S.**  
Chicago, IL

**Willing to do jobs in:**

- ✓ Car Sharing
- ✓ Package Delivery
- ✓ Medical
- ✓ Rideshare
- ✗ Food Delivery
- ✓ Personal Shopping

**Preferred Vehicles**

**Availability**

**Mon - All Day**  
Tues. - 10 a.m. - 8 p.m.  
Wed. - All Day  
Thurs. - 6 p.m. - 12 p.m.  
Fri. - All Day

**Reservation Information**

**Vehicle Reserved**

**2018 Chevrolet Colorado**  
123 Main St.  
\$12/hr | \$120/day | \$450/wk  
★★★★★ (246)

**Vehicle approved for use for:**

- ✓ Car Sharing
- ✓ Package Delivery
- ✓ Medical
- ✓ Rideshare
- ✗ Food Delivery
- ✓ Personal Shopping

**Confirmed Jobs:**

- 10:00 - 11:30 a.m.
- 3:00 p.m. - 7 p.m.

\* Illustrative screenshots

# PROVEN OPERATIONS AND TECHNOLOGY ECOSYSTEM

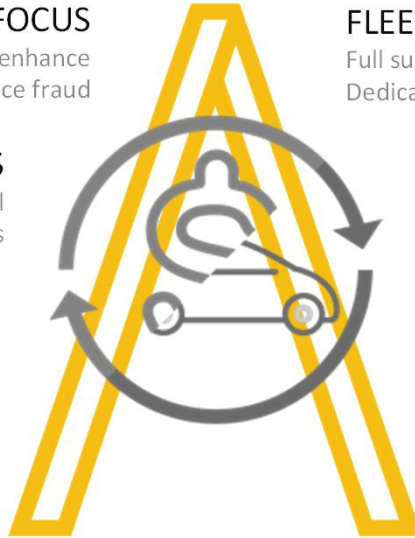
## DEMAND

**360° MEMBER FOCUS**  
24/7 support and ops enhance member experience and reduce fraud

**TRANSACTIONAL SERVICES**  
Seamless integration of meaningful member management tools

**PERFORMANCE MARKETING**  
Mobile-optimized, member acquisition for efficient growth at scale

**SMART CITIES INTEGRATION**  
Smart Cities Lab partner  
Leverage insights and address key mobility needs



## PRODUCT TECHNOLOGY

Remote access, telematics and connectivity through patented technology (5 patents granted, 23 patents pending)

## SUPPLY

**FLEET MANAGEMENT**  
Full suite of fleet management tools  
Dedicated on site ops FTEs

## EV LEADERSHIP

Extensive learnings from 25M+ all-electric miles provide roadmap to future growth  
EVgo Partnership for Dedicated DC Fast Chargers enables EV fleet

## VEHICLE FINANCING

Relationship with GM Financial unlocks streamlined fleet financing options

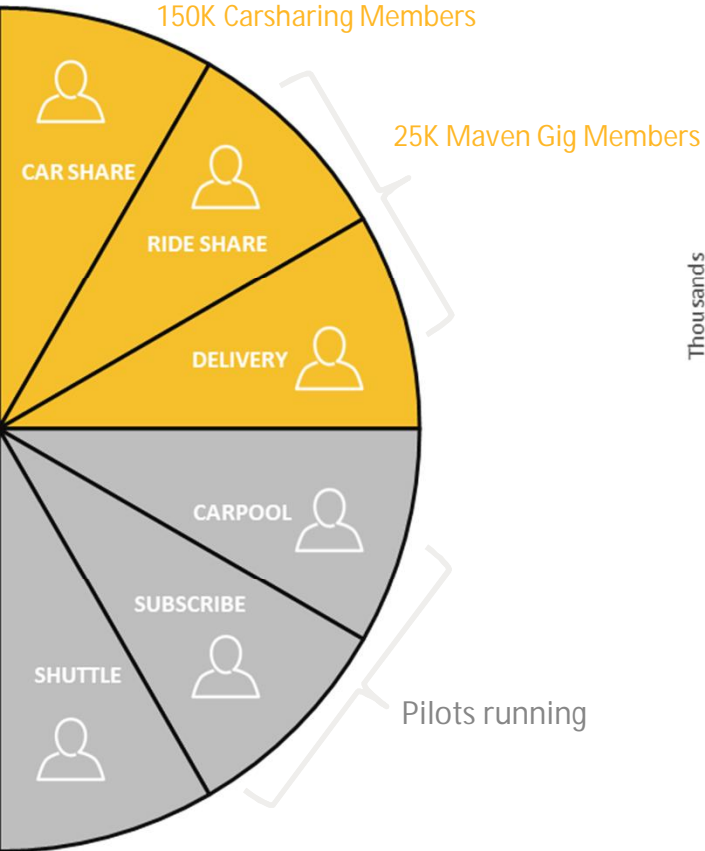


GM FINANCIAL

# TAPPING SHARING DEMAND

DEMAND

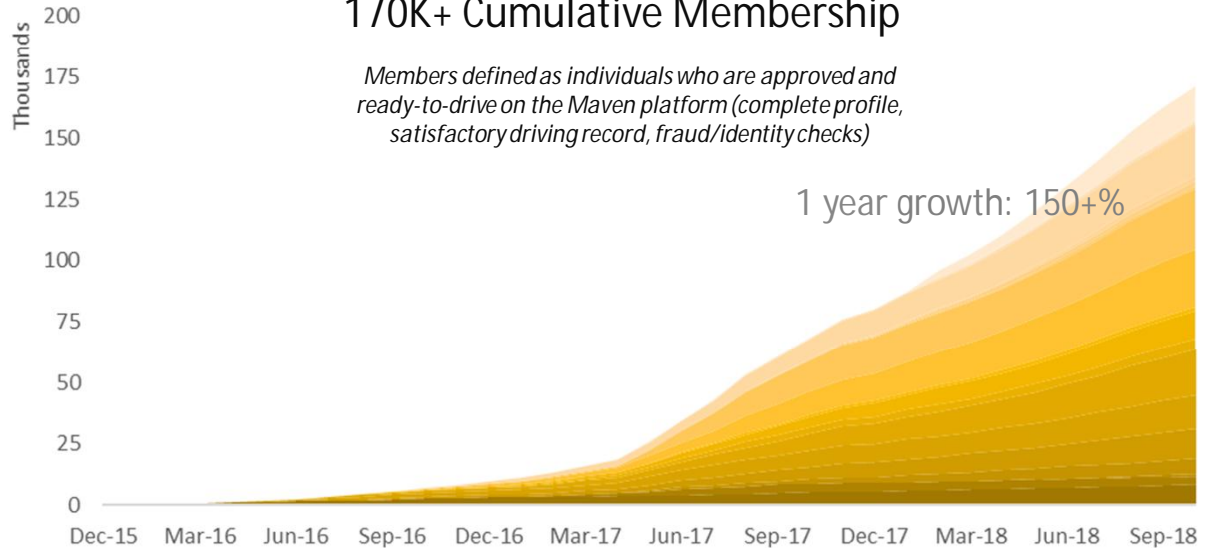
150K Carsharing Members



Attributable marketing delivers highly efficient acquisition (<\$100)

170K+ Cumulative Membership

*Members defined as individuals who are approved and ready-to-drive on the Maven platform (complete profile, satisfactory driving record, fraud/identity checks)*



# ENABLING SHARING SUPPLY

Maven U.S. Fleet: 5K Total Cars

Carsharing: 1K | Maven Gig: 4K (incl. 1.5K EV's)

Increased members and miles driven, supported by consistent fleet – through utilization and fleet optimization

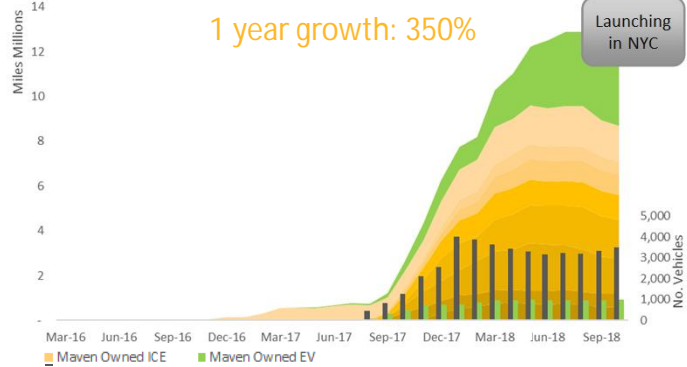
1M+ Miles per Month – Carsharing

1 year growth: 100%



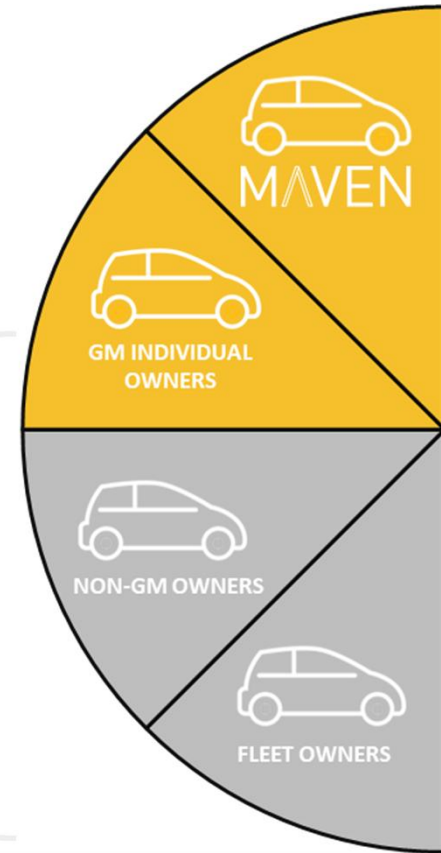
10M+ Miles per Month – Maven Gig

1 year growth: 350%



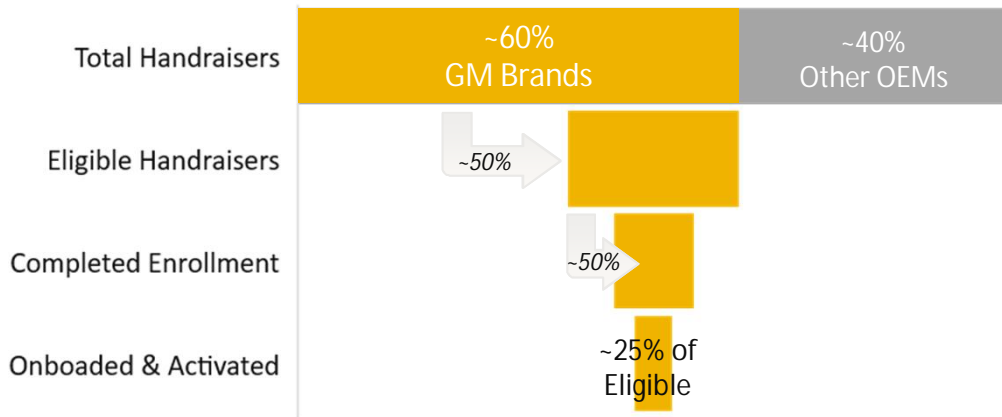
Expansion potential through peer model

SUPPLY



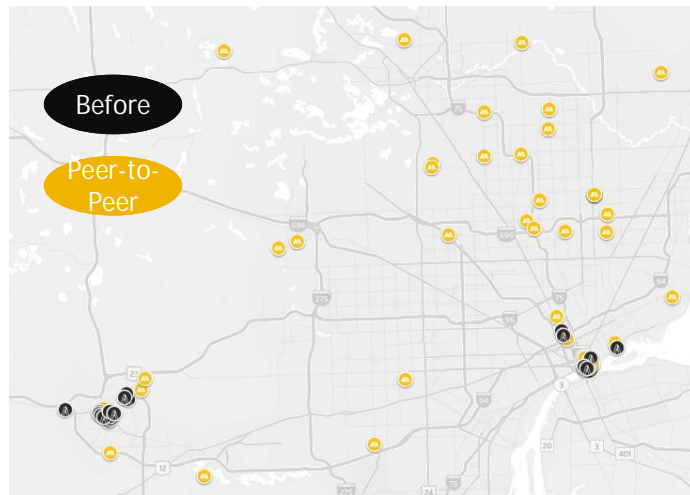
# PEER TO PEER DEMONSTRATES STRONG GROWTH

## Conversion of Peer-to-Peer Handraisers



Since July launch, owner earnings of up to \$1k/month observed

## Peer-to-Peer in SE Michigan: Tripled Station Location and Doubled Fleet



## Will launch peer-to-peer in all US Maven markets by YE 2018

## Future focus on growth

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### ENHANCED TECH

- Open platform to non-GM vehicles
- Enable micro fleet entrepreneurs
- Enable adjacent add-on services

### BULLETPROOF BRAND

- Activate tipping point to redefine personal car ownership
- Double membership every year

### SCALING

- Marketplace
- Expand car sharing roadmap
- Reach globally

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