



MARY BARRA

CEO

Barclays Global Automotive Conference
November 18, 2015

FORWARD LOOKING STATEMENTS

In this presentation and in related comments by our management, our use of the words “plans,” “goals,” “expect,” “anticipate,” “possible,” “target,” “believe,” “commit,” “intend,” “continue,” “may,” “would,” “could,” “should,” “project,” “appears,” “potential,” “projected,” “on track,” “upside,” “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; 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 various recalls and risks, consequences and costs associated with failure to comply with the deferred prosecution agreement; our ability to negotiate a successful new collective bargaining agreement with the UAW and avoid any costly work stoppage; our ability to remain competitive and our ability to continue to attract new customers, particularly for our new products.

General Motors Co. (“GM”)'s most recent reports on Form 10-K and Form 10-Q provide information about these and other factors, which we may revise or supplement in future reports to the Securities and Exchange Commission (the “SEC”).

GM IS A COMPELLING INVESTMENT OPPORTUNITY

Earnings Growth Accelerating

Double-digit EPS growth trajectory expected

Disciplined Capital Allocation

Disciplined reinvestment and returning cash to shareholders

Robust Downside Protection

Enables sustained performance through the cycle

INDUSTRY CHALLENGES AND OPPORTUNITIES

Detroit News 11/3/2015

**Auto sales on track
for best year ever**

Automotive News 6/18/2015

**U.S. report finds fuel-
economy targets can
be met – at a cost**

Wall Street Journal 8/18/2015

**Apple CarPlay
Review: Siri's
Finally on the
Right Road**

USA Today 7/29/2015

**Average age of cars on
U.S. roads breaks record**

CNBC 9/29/2015

**China revs up local
car market with
small-engine tax cut**

CNN Money 10/27/2015

**Is Uber really worth more than
Ford and GM?**

WE ARE REDEFINING THE FUTURE OF PERSONAL MOBILITY



OWN THE CUSTOMER RELATIONSHIP BEYOND THE CAR

GAME CHANGERS

Connectivity

Autonomous

Sharing

Alternative Propulsion

CORE BUSINESS AND GROWTH

Winning Portfolio

Efficiencies

Grow in China, India, Cadillac

Strong Brands

Adjacent Business Growth

FOUNDATION

People

Values/Behaviors



STRATEGIC PRIORITIES

**EARN CUSTOMERS
FOR LIFE**



**GROW
OUR BRANDS**



**LEAD IN
TECHNOLOGY
AND INNOVATION**



**DRIVE CORE
EFFICIENCIES**



**CULTURE
TO WIN**



workplace of choice





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2016 Chevrolet Silverado



2016 Chevrolet Malibu



2016 Chevrolet Cruze



2016 Opel Astra





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2016 Cadillac CT6





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LET'S DRIVE NYC



Chevrolet Bolt



OnStar 4G LTE



WARREN TECH CENTER AUTONOMOUS AND CAR SHARING





STRATEGIC PRIORITIES

EARN CUSTOMERS FOR LIFE

GROW OUR BRANDS

GENERAL MOTORS

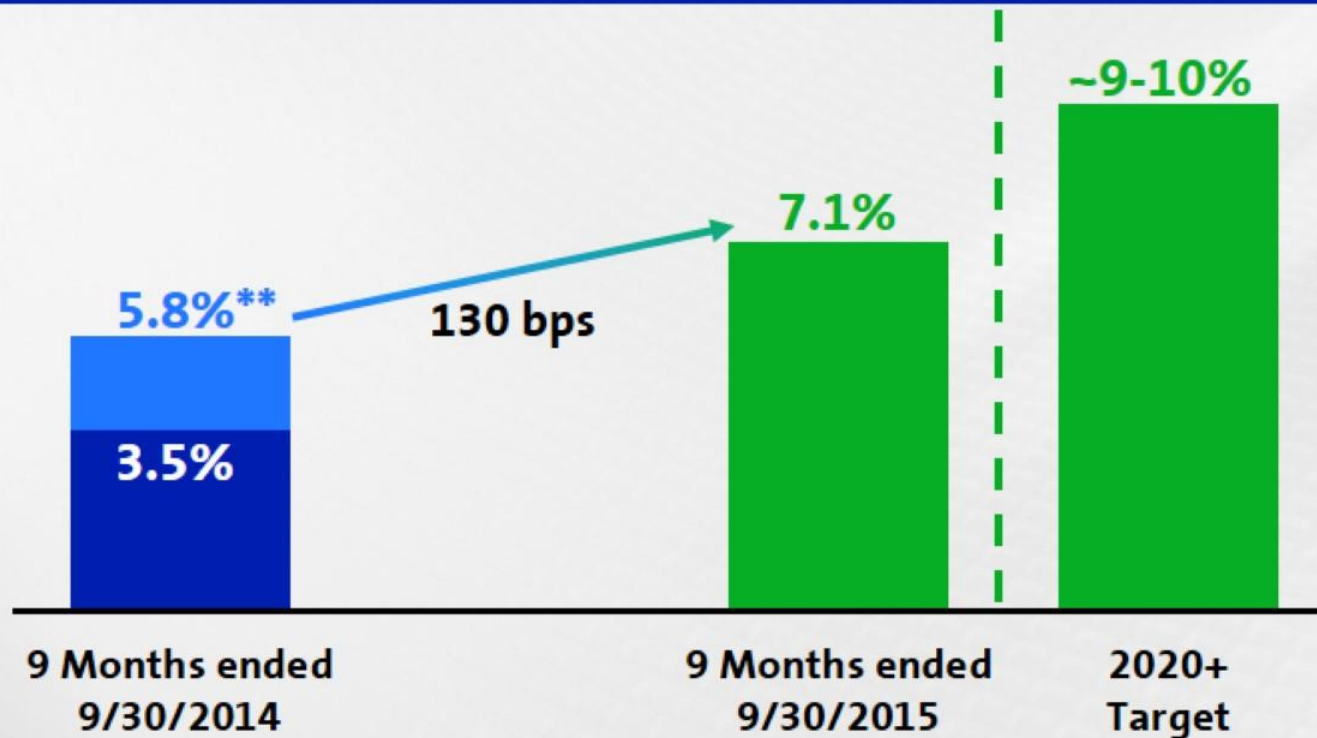
LEAD IN TECHNOLOGY AND INNOVATION

DRIVE CORE EFFICIENCIES

CULTURE TO WIN

workplace of choice

EBIT-Adjusted Margin*



Efficiencies Driving Margins Higher in 2015 & Beyond

*Reconciliation of EBIT-Adjusted on slide S2

**2014 Represents Core Operating Performance – excluding recalls



STRATEGIC PRIORITIES

**EARN CUSTOMERS
FOR LIFE**



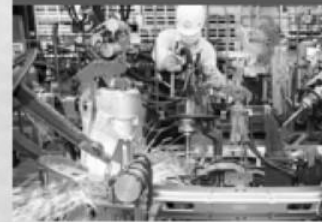
**GROW
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RESULTS MATTER

EBIT-ADJUSTED*
OF \$8.0B
THROUGH 9/30/2015

EBIT-ADJUSTED*
MARGIN OF 7.1%
THROUGH 9/30/2015

RETURNED
~\$4.6B
TO SHAREHOLDERS
THROUGH 10/19/2015

ON TRACK TO
ACHIEVE 10%
MARGINS
IN GMNA IN 2015

*Reconciliation of EBIT-Adjusted on slide S2



Q&A

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GENERAL MOTORS COMPANY

SELECT SUPPLEMENTAL FINANCIAL INFORMATION

NON-GAAP MEASURES

Management uses earnings before interest and taxes (EBIT)-Adjusted, EBIT-Adjusted margins, and return on invested capital (ROIC) in its financial and operational decision making processes, for internal reporting and as part of its forecasting and budgeting processes as they provide additional transparency of our core operations. EBIT-Adjusted and ROIC allow management to view operating trends, perform analytical comparisons and benchmark performance amongst other companies in our industry. In addition, ROIC allows management to assess how effectively we are deploying our assets.

We use EBIT-Adjusted for our automotive segments. EBIT-Adjusted excludes interest income, interest expense and income taxes and includes certain additional special adjustments. We use income before income taxes-adjusted for GM Financial because we believe interest income and interest expense are part of operating results. EBIT-Adjusted margins are calculated as EBIT-Adjusted divided by net sales and revenue.

We define ROIC as EBIT-Adjusted for the trailing four quarters divided by average net assets during that period, which is considered to be average equity balances adjusted for certain assets and liabilities during the same period.

Our calculation of EBIT-Adjusted and ROIC are considered non-GAAP financial measures because we calculate them using financial measures that have been adjusted from the most directly comparable U.S. GAAP financial measure. Our calculation of these non-GAAP measures 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 our 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.

RECONCILIATION OF EBIT-ADJUSTED

	9 Months ended	
	9/30/2015	9/30/2014
\$ (B)		
Operating Segments		
GM North America (GMNA)	8.3	4.4
GM Europe (GME)	(0.5)	(1.0)
GM International Operations (GMIO)	1.0	0.8
GM South America (GMSA)	(0.6)	(0.3)
GM Financial (GMF)	0.7	0.7
Total Operating Segments	8.8	4.7
Corporate and Eliminations	(0.8)	(0.6)
EBIT-Adjusted	8.0	4.1
Special Items*	(3.2)	(2.0)
Automotive Interest Income	0.1	0.2
Automotive Interest Expense	(0.3)	(0.3)
Income Tax Benefit (Expense)	(1.3)	0.1
Net Income Attributable to Stockholders	3.4	2.0
Memo: Consolidated Recall Related Expenses		2.7
Memo: Consolidated EBIT-Adjusted Excluding Recall Related Expenses		6.8

*Additional information on adjustments can be found in filed 10-Q
 Note: Results may not sum due to rounding