



# 2013 GLOBAL BUSINESS CONFERENCE





# RANDY ARICKX

Executive Director,  
GM Investor Relations & Financial Communications

# FORWARD LOOKING STATEMENTS

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,” “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; our suppliers’ ability to deliver parts, systems and components at such times to allow us to meet production schedules; our ability to maintain adequate financing sources, including as required to fund our planned significant investment in new technology; our ability to realize successful vehicle applications of new technology; and our ability to continue to attract new customers, particularly for our new products.

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

# AGENDA

Creating Winning Products and Improving Margins	Mary Barra
Global Connected Consumer	Phil Abram
Cadillac Growth	Bob Ferguson
Cadillac CTS	Dave Leone
Building the Global Chevrolet Brand	Alan Batey
Full Size Trucks	Jeff Luke
Q&A	Barra, Ferguson, Batey
Ride and Drive / Lunch	
GM Cash Priorities	Dan Ammann
Business Update	Dan Akerson
Q&A	Akerson, Ammann
Closing Remarks	



## **GM CONCIERGE VEHICLE EXPERIENCE**

From now through Labor Day, take advantage of a 5-day GM vehicle loan.\*

Please email [IRconcierge@gm.com](mailto:IRconcierge@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 U.S. driver's license.

must provide U.S. driver's license.

\* Must have a valid U.S. driver's license to receive a loan. Individual picking up vehicle cannot guarantee your top choices.



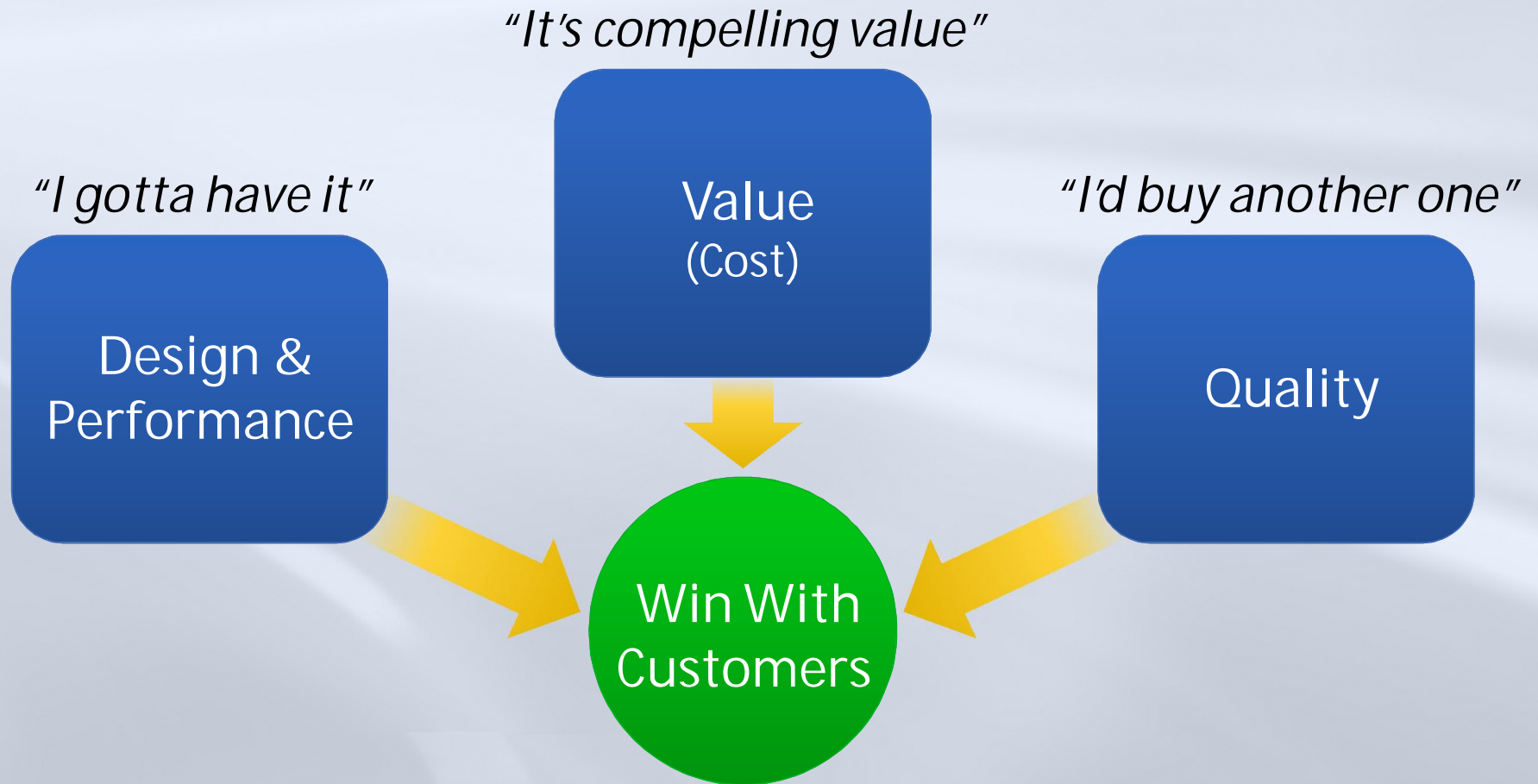
Creating  
**WINNING PRODUCTS**  
and **IMPROVING**  
**MARGINS**

**MARY BARRA**

Senior Vice President,  
Global Product Development



# HOW WE WIN





# IMPROVING MARGINS

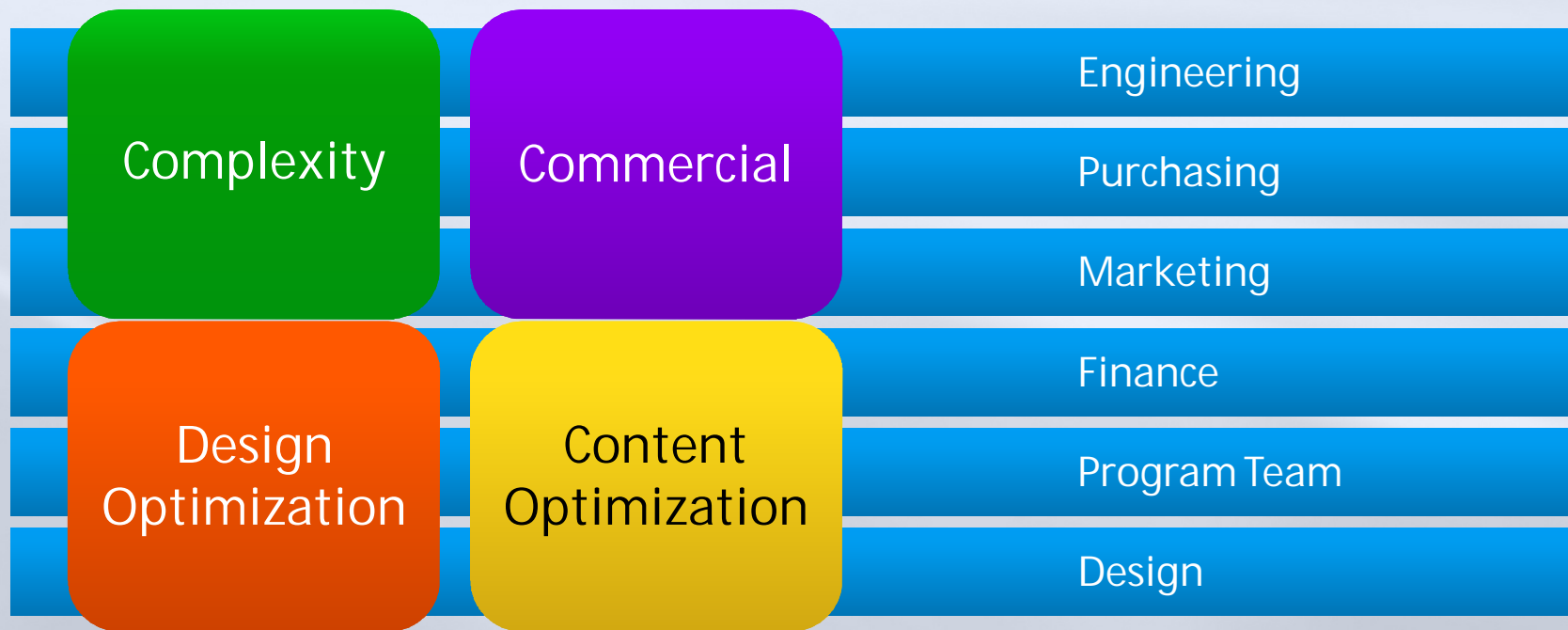




# CONSISTENT LEVERS ACROSS FUNCTIONS

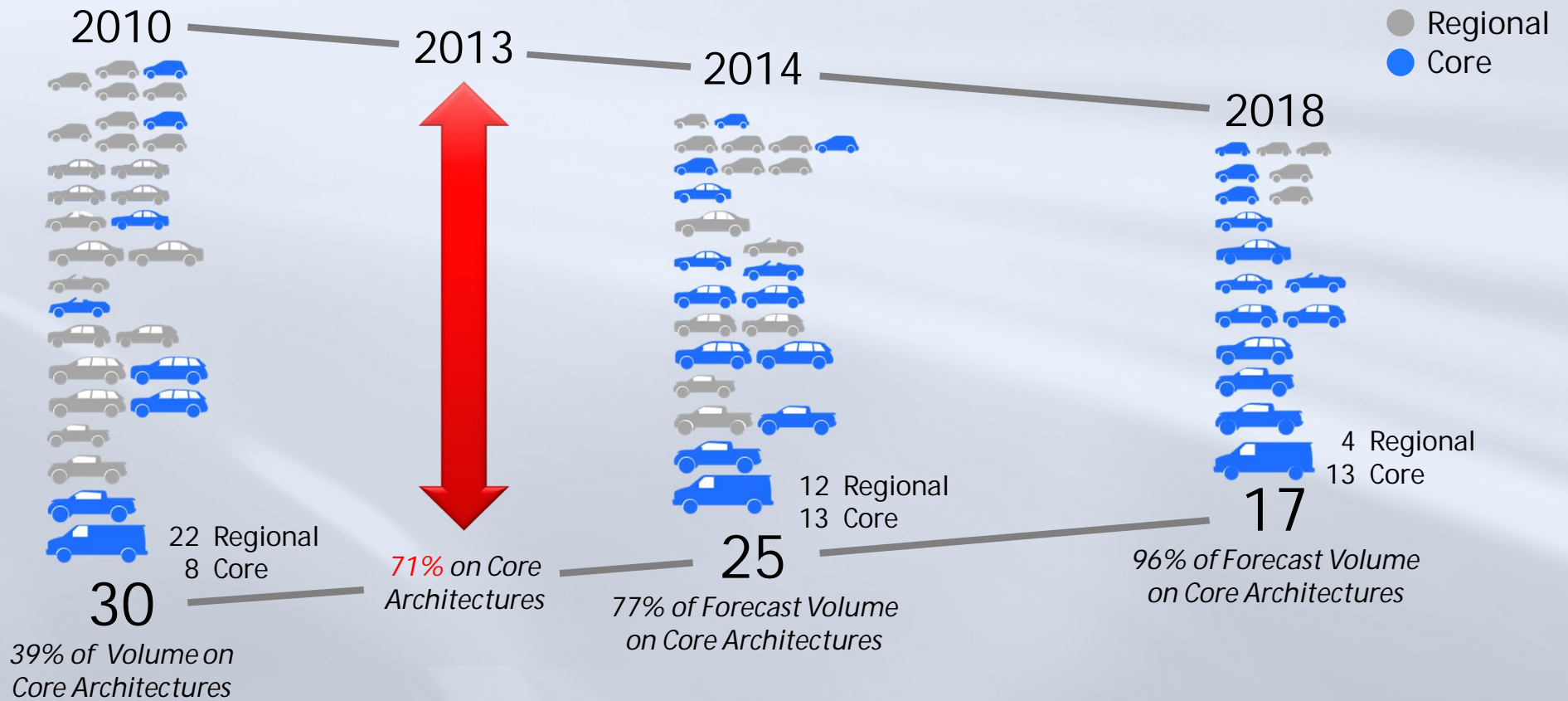
Cost Savings Levers

Functions



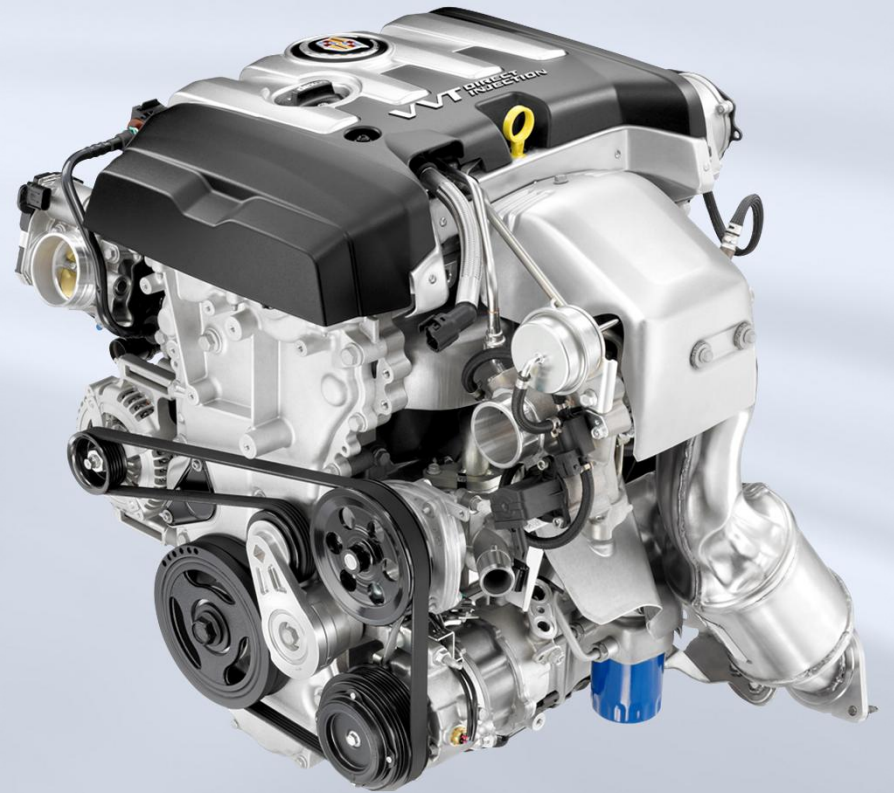
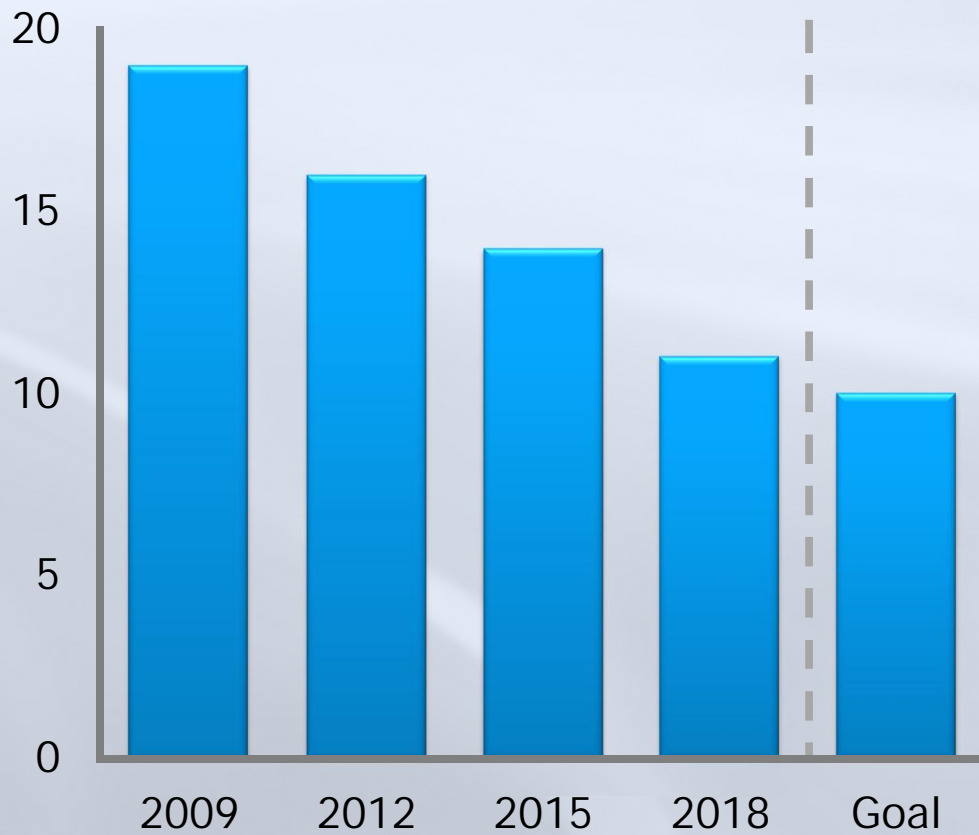
*Focused On Non-Customer Facing Opportunities*

# CUTTING ARCHITECTURES BY 50% OVER NEXT DECADE



Note: figures will vary with portfolio planning and volume projections

# REDUCING ENGINE PLATFORMS



# DRIVING GREATER GLOBAL SHARING

- ¶ Advancing beyond common architectures and components re-use
- ¶ Enables global sharing across segments – especially global, high-volume segments
- ¶ Delivers enhanced scale, performance and customer features
- ¶ Implementation underway

# SCALE – VOLUME SOURCING

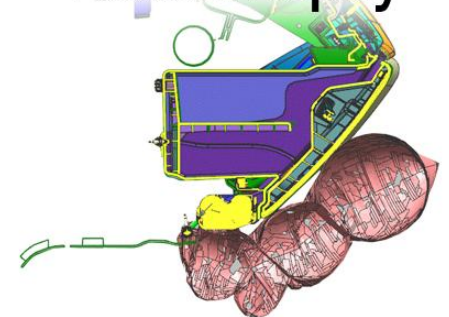
## *Knee Air Bags Example*

- ❏ Bottom deploy knee air bag enables common design across architectures
- ❏ Allows tuning flexibility to meet vehicle safety performance requirements
- ❏ 11 uniquely styled designs reduced to 1 common design across annual knee air bag volume of 3.2M
- ❏ Material cost savings by sourcing much larger volumes

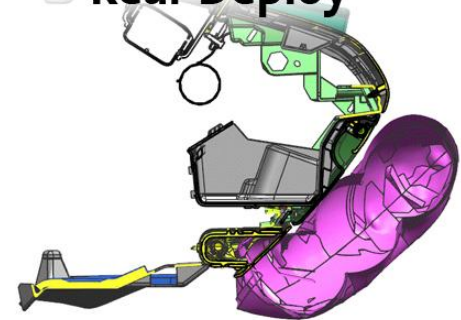
*Piece Price Reduction of 16% in 2014 to 21% by 2017*



**Bottom Deploy**



**Rear Deploy**



# TOTAL ENTERPRISE COST FOCUS

## *Next Generation Malibu Interior Trim Example*

### *Current:*

- ❏ Multiple Interior Trim suppliers located 700+ miles from Fairfax assembly plant
- ❏ Significant time and cost for transit

### *Next Gen Malibu Plan:*

- ❏ Locate key supplier(s) in Fairfax
- ❏ \$66M lifetime logistics cost reduction
- ❏ \$31 / vehicle cost reduction using sourcing enablers





GETTING  
IT RIGHT






**PHIL ABRAM**  
Chief Infotainment Officer







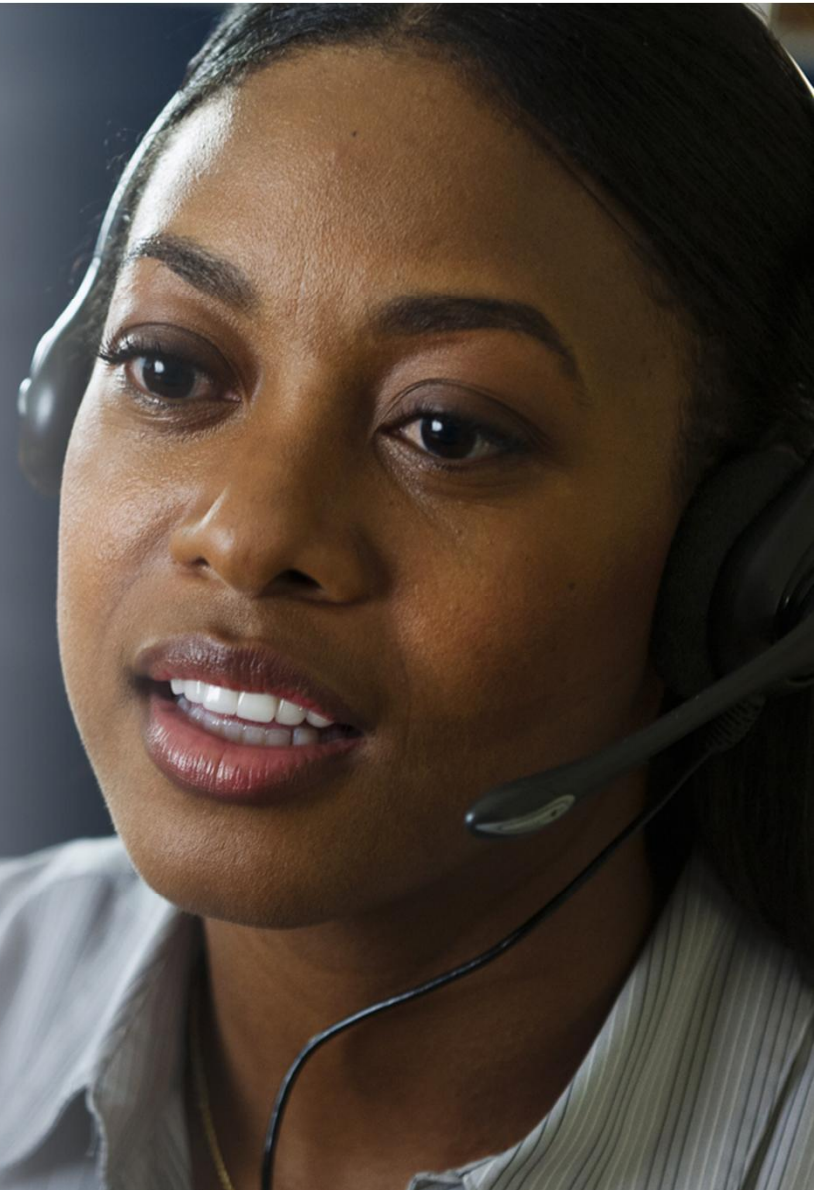
In-Car Technology  
**ONE OF THE TOP**  
**CONSIDERATIONS**  
in Making a Vehicle Purchase



24 hours a day

365 days a year

6+ Million subscribers



# ONSTAR GLOBAL EXPANSION

## *Shanghai OnStar launched in 2010*

- ▮ Provides service for all of China
- ▮ More than 575,000 active subscribers
- ▮ Two Call Centers (Xiamen & Shanghai)
- ▮ First to launch a vehicle-integrated mobile app in China (June 2011)
- ▮ Receives about 1M calls every month

## *OnStar plans to launch in Mexico later this year*

- ▮ Providing safety and connectivity for GM de Mexico vehicles



# ONSTAR AS THE CORE ENABLER



**OnStar today is  
a vertical safety  
and security service**

*Connected by*



Expanding OnStar to  
a horizontal platform  
to integrate and deliver  
different services



# EXCITING 2013



# REMOTELINK KEY FOB SERVICES

- ¶ Available for 5 years
- ¶ Standard with vehicle
- ¶ No paid subscription required
- ¶ Simply download and use
- ¶ Lock, Unlock, Activate Horn & Lights, and Remote Vehicle Start
- ¶ Available on all 36 OnStar equipped 2014 models
- ¶ Broadest deployment of Remote Telemetry service in the industry



# SIRI EYES FREE INTEGRATION





# GM Developer APIs

SIGN IN | REGISTER |  >>

- HOME
- APIs
- BLOG
- FORUMS
- FAQ

## Welcome to the GM Developer Portal

Now is your chance to develop an amazing app using the GM Remote and In-Vehicle APIs. We hope that developers like you will use them to put your brilliant ideas to good use!

Get started today!



### Learn

**Get Started**  
Learn about the APIs, services & features

### Register

**Create your Account**  
Sign up for an account and get full access to the APIs & development tools

### Explore

**About GM's APIs**  
Find out what APIs are available and what they do...

### Current Forum Topics

- Turnaround time for my...
- Confusion about Auth...
- Service Operation...  
[ view all posts ]

**Today's Blog Topic**  
Developers participating in the current AT&T developer

Click the link below to send us an e-mail with your feedback!





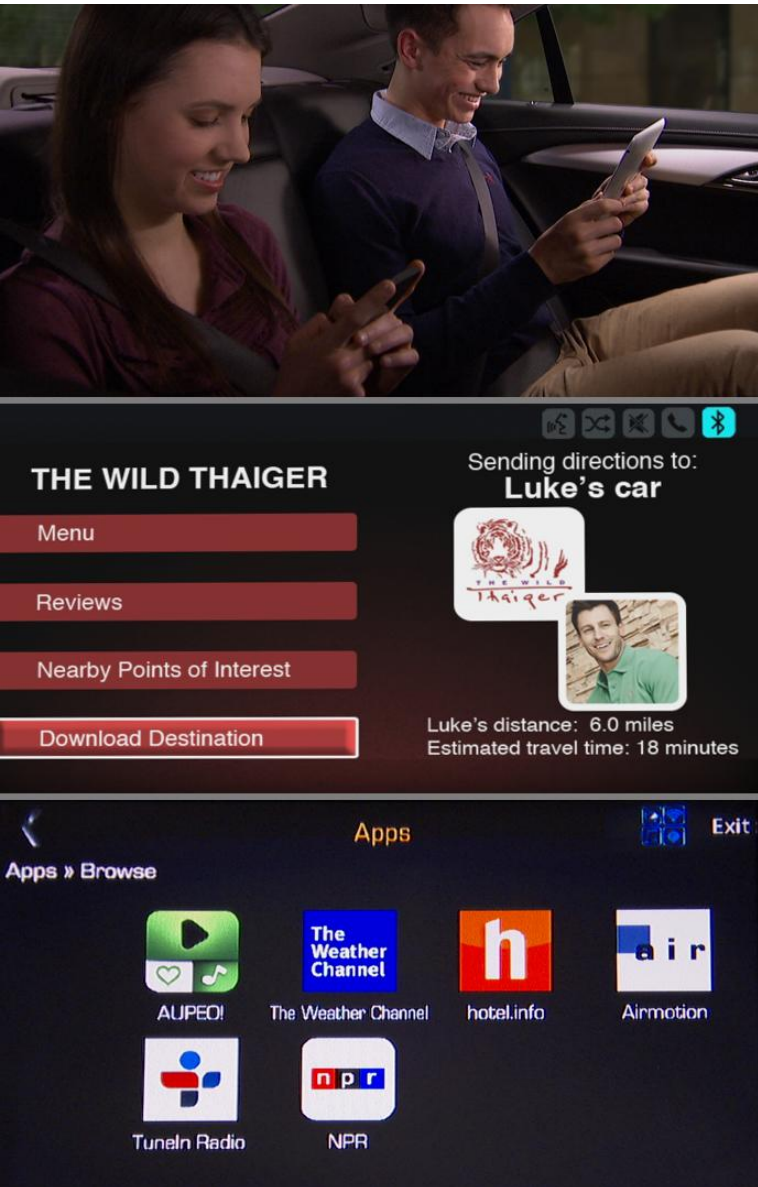
**EYES**  
on the **ROAD**

**HANDS**  
on the **WHEEL**

LARGEST  
DEPLOYMENT  
of 4G LTE SERVICES  
in the automotive industry



**at&t**



Built-in Wi-Fi Hotspots

Streaming Video

Real-time Updates

Faster Downloads

Advanced OnStar Services



at&t

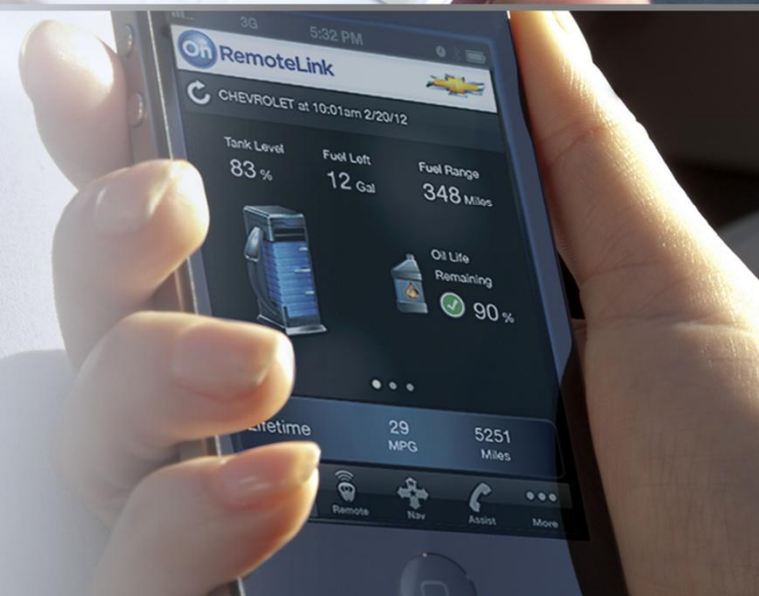
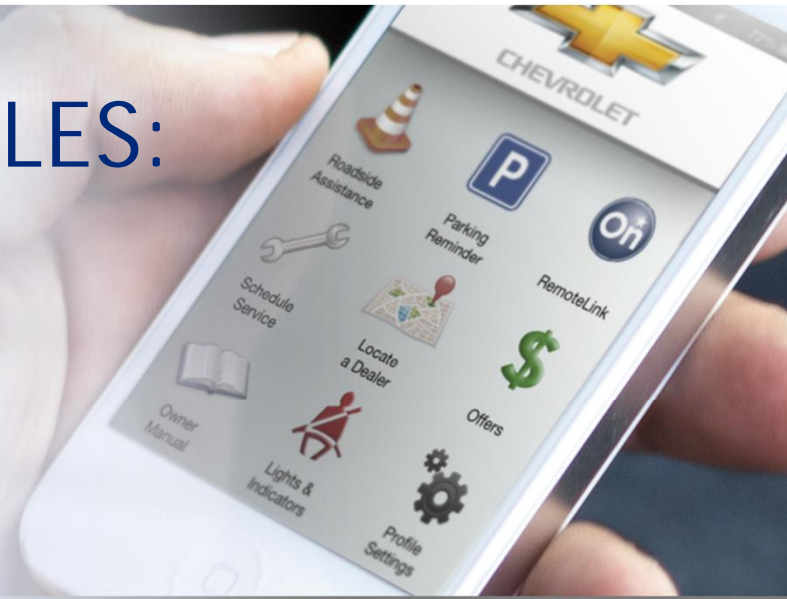


BUILT-IN TECHNOLOGY ENABLES:

DIAGNOSTICS

Remote  
ACCESS

SYSTEMS  
Monitoring



# DEVELOPMENT LIFECYCLES

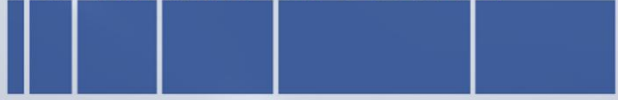
APPS



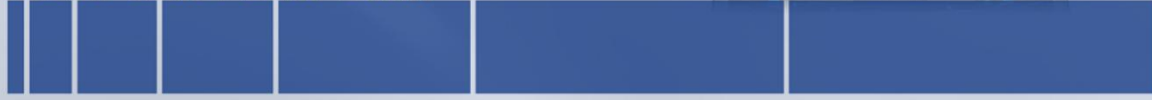
SMARTPHONE



INFOTAINMENT SYSTEM



NEW CAR PLATFORM



DEVELOPMENT LIFECYCLES



»»» CAR into the  
**DIGITAL LIFE**  
into the CAR »»»



Connected *by*



- ¶ Help us sell more vehicles
- ¶ Capitalize on new business models and revenue streams
- ¶ Stay connected with the customer and ultimately deliver a better ownership experience





**GMC**



GENERAL MOTORS COMPANY





# CADILLAC GROWTH



BOB FERGUSON  
Vice President, Global Cadillac

*Cadillac*

TODAY'S FASTEST GROWING MAJOR AUTO BRAND



U.S. Sales up 38% year-to-date  
Highest rate of growth since 1976

*Cadillac*



# THE JOURNEY: RETURNING TO TOP-TIER LUXURY

Product expansion

Global Growth Plan

Connect with  
new buyers

Grow sales and  
market share



*Cadillac*



# WHAT'S DIFFERENT THIS TIME?

We have  
product credibility

We have leadership  
commitment

We have  
financial stability

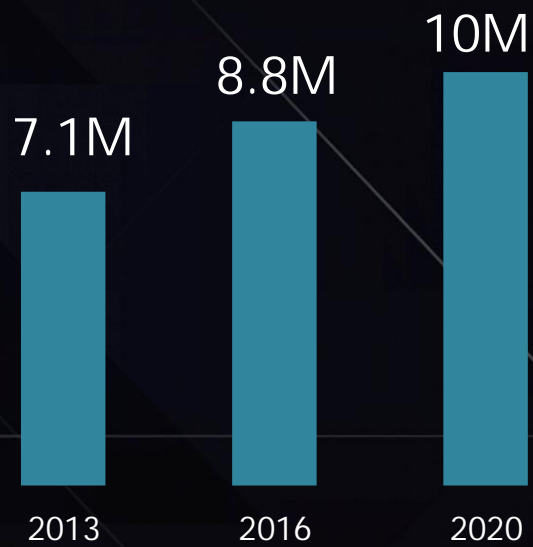
We have a team  
and a plan



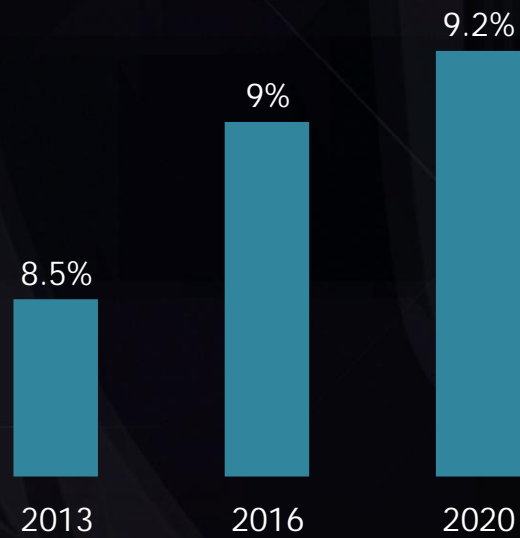
*Cadillac*



## GLOBAL LUXURY AUTO VOLUME



## LUXURY SHARE OF OVERALL AUTO MARKET



Volume growth of 3 million units (est.), Luxury share of total industry grows

*Cadillac*



# CADILLAC OPPORTUNITY

Strong projected  
luxury growth

Russia, Middle East,  
China

Avg. luxury buyer age: 35

Short-term: Gain Scale  
via US, China growth

Mid-term: Brand  
building and expansion  
to new markets



*Cadillac*



FOCUS ON CHINA:



## FOCUS ON CHINA:

XTS launching now

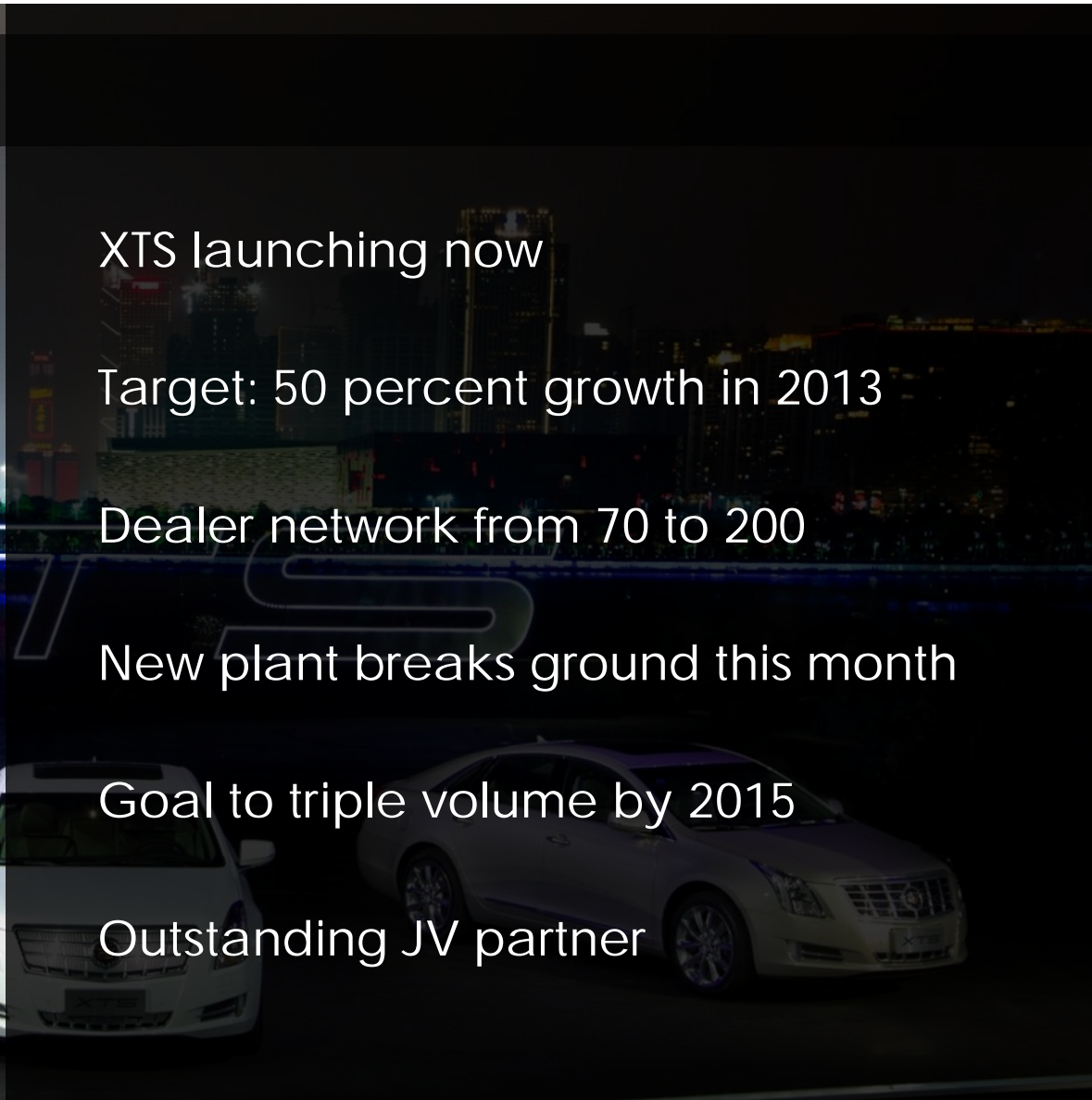
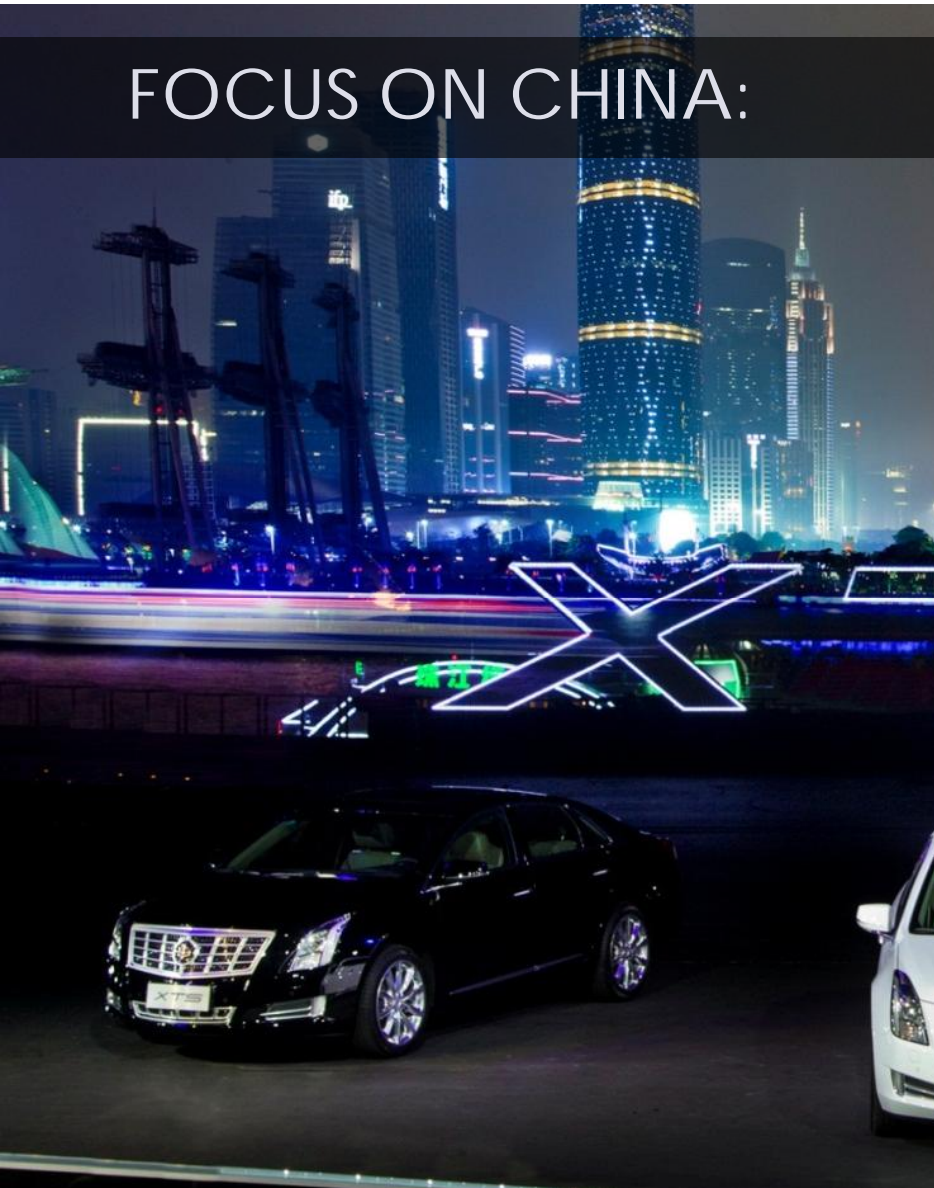
Target: 50 percent growth in 2013

Dealer network from 70 to 200

New plant breaks ground this month

Goal to triple volume by 2015

Outstanding JV partner





# CONNECTING WITH NEW BUYERS

Compelling new  
alternative to luxury  
status quo

ATS: 70% of buyers  
"new to Cadillac"

Customer Satisfaction:  
JD Power ranks Cadillac  
2nd in entire industry



*Cadillac*



IN THE NEXT 12 MONTHS ...



IN THE NEXT 12 MONTHS ...

October:  
Next-Generation 2014 CTS

January:  
ELR – 1st Electrified  
luxury coupe from  
a major luxury brand

Spring 2014:  
Next-Generation Escalade



# ESCALADE

*Cadillac*



# EXPANSION AND PROFITABLE GROWTH



# CADILLAC PRODUCT



DAVID LEONE  
Executive Chief Engineer

*Cadillac*

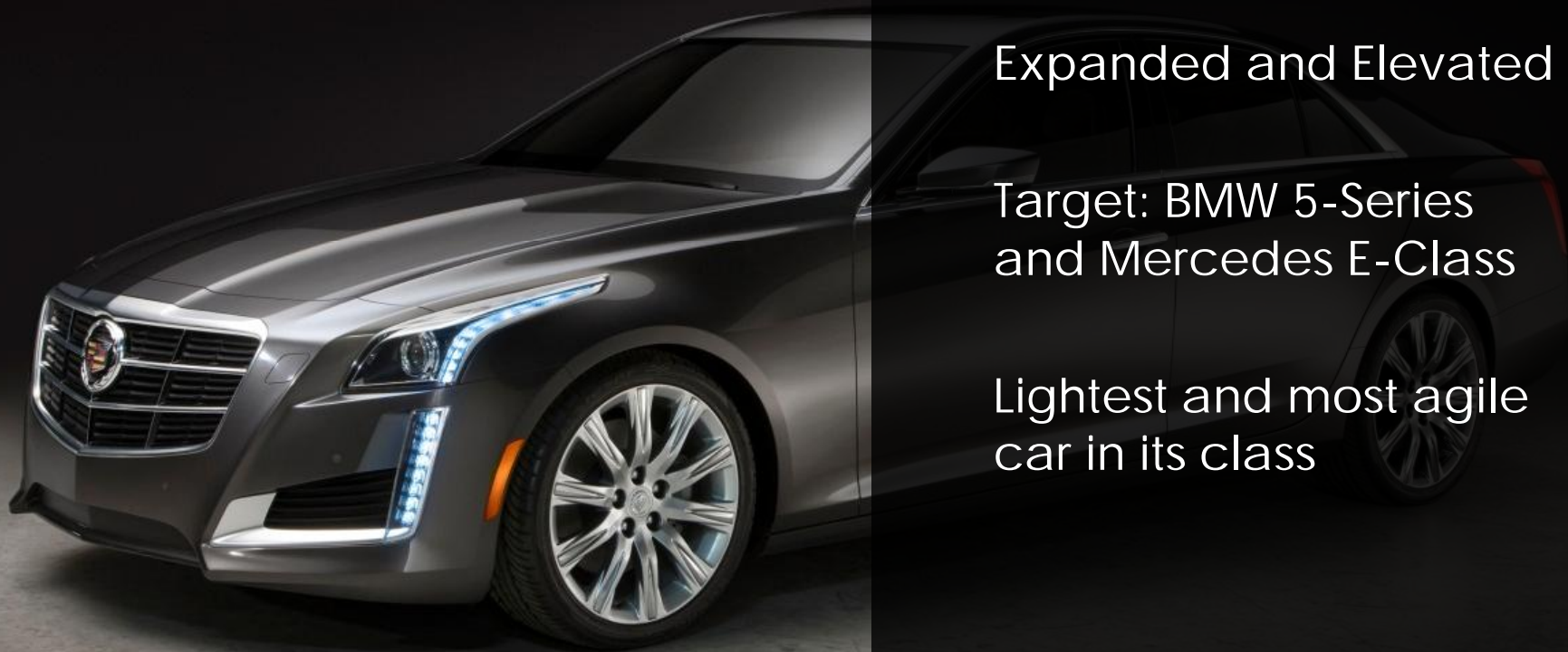


NEXT-GENERATION  
2014 CADILLAC CTS





# NEXT-GENERATION 2014 CADILLAC CTS



Lower, Longer, Leaner

Expanded and Elevated

Target: BMW 5-Series  
and Mercedes E-Class

Lightest and most agile  
car in its class

# PERFORMANCE



# PERFORMANCE



Cadillac Twin Turbo V6:  
Class leading 420 hp

More power than BMW's V8

New "Vsport" Model

Magnetic Ride Control,  
Brembo brakes

2.0 Turbo 4-cylinder  
and 3.6L V6 models

AWD

8-speed transmission

LUXURY & TECH



## LUXURY & TECH



Full "cut-and-sew"  
handcrafted interior

8 interior color environments

20-way adjustable seating

CUE – advanced system  
for connectivity, control

Advanced safety systems

# 3 GENERATIONS – 3 LEAPS FORWARD



## AVERAGE TRANSACTION PRICE

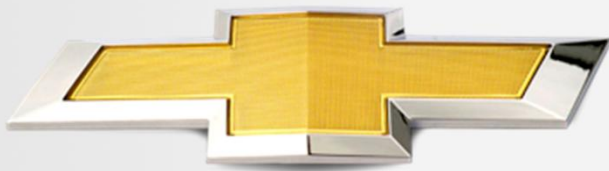
Gen 1 (2002 -2007):  
\$33K

Gen 2 (2008 - 2013):  
\$40K

Gen 3 (2014):  
\$46K – \$48K (target)



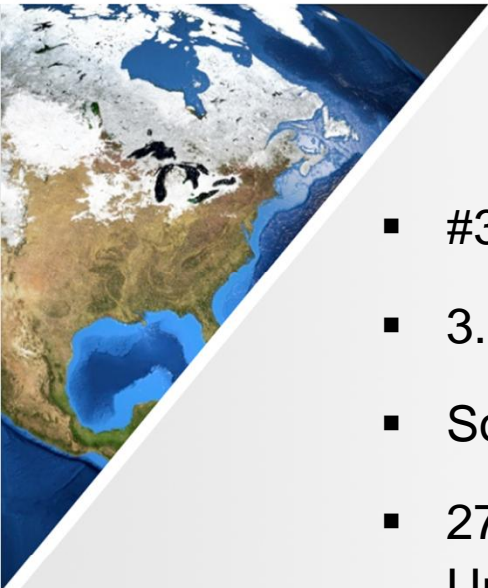
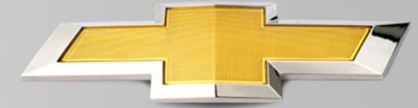
# Building The Global Chevrolet Brand



**Alan Batey**

Vice President,  
U.S. Sales and Service

# Chevrolet Sales



## 2002 Calendar Year

- #3 Brand Globally
- 3.6M Global Sales
- Sold in 70 countries
- 27% sold outside the United States
- 0 Global Carlines

## 2012 Calendar Year

- #4 Brand Globally
- 4.96M Global Sales
- Sold in over 140 countries\*
- 63% sold outside the United States
- 5 Global Carlines\*\*

\* Based on global Chevrolet sales from 2008 through 2012

\*\* Malibu, Cruze, Sonic, Spark, Volt

TOP GLOBAL BRANDS  
2012 CALENDAR YEAR

1.



2.



3.



4.



5.

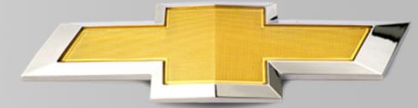


6.





# Top 5 Chevrolet Markets



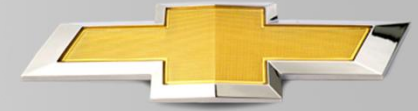
## 2002 Calendar Year

	1. US	2.6M
	2. Brazil	334K
	3. Mexico	221K
	4. Canada	215K
	5. Venezuela	38K

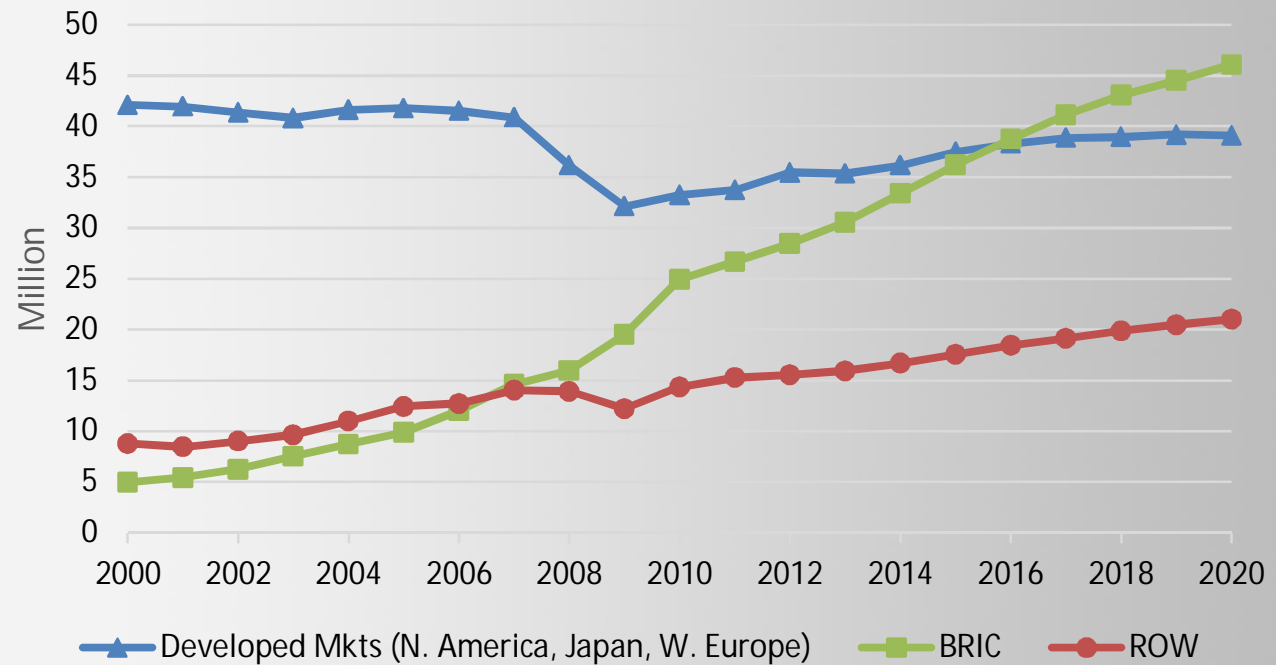
## 2012 Calendar Year

	1. US	1.9M
	2. Brazil	643K
	3. China	627K
	4. Russia	205K
	5. Mexico	179K

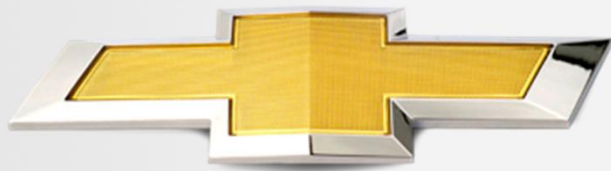
# Long Term Global Industry Forecast



## Long Term Global Light-Vehicle Industry Forecast

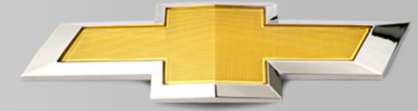


How Do We Take Chevrolet To The Next Level?



By Unifying  
Our Brand Globally

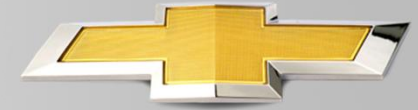
# Interbrand



## Top 10 2012 Global Brands

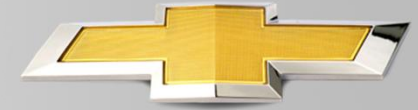
- #1  #2  #3  #4 
- #5  Microsoft #6  #7 
- #8  #9 
- #10 

# Establish “North Star” For The Brand



- A passion to lead and never follow
- We must embrace a culture that believes in the power of ingenuity

# Chevrolet Truth

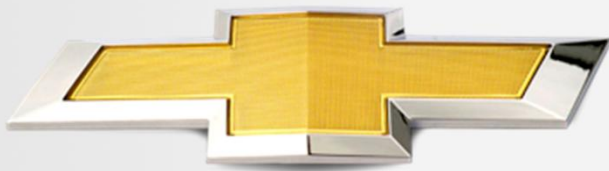


## Chevrolet Believes In The Power Of Ingenuity

The Chevrolet ambition is to build cars that show people how great things can be. We demonstrate this determination to invent and reinvent through our vehicles.

It enables us to take the attainable and make it aspirational. Each and every vehicle is proof of the power of ingenuity. We reach for the stars and put them on the street.

# Power Of Ingenuity

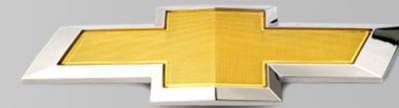


1920s – 1<sup>st</sup> Car Radio



VOLT  
1<sup>st</sup> Extended Range  
Electric Vehicle

# Product Pillars



## POWER OF INGENUITY

PERFORMANCE



TECHNOLOGY



DESIGN



VALUE

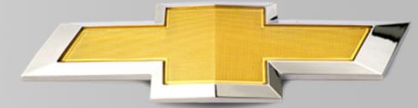


QUALITY





# The Most Iconic Brands Are Built Around A Unified Common Purpose



COMMON PURPOSE

BRAND TAGLINE



Empower creativity  
in the simplest way

Think  
Different



Move the human  
spirit through the  
Power of  
Ingenuity

Find New Roads



# Consider How Apple Has Built Their Brand



## APPLE PRODUCTS



## APPLE FACILITIES



## APPLE CUSTOMER EXPERIENCE



## APPLE MARKETING



# Chevrolet's Holistic Approach To Brand Building



## CHEVROLET PRODUCTS



## CHEVROLET FACILITIES



## CHEVROLET CUSTOMER EXPERIENCE

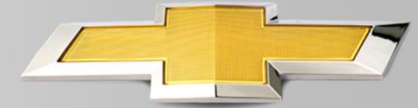


## CHEVROLET MARKETING



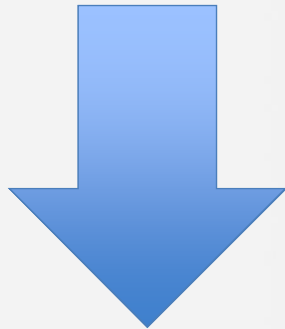
**FIND NEW ROADS™**

# New Global Structure...



## Media

47 Media Agency Contracts

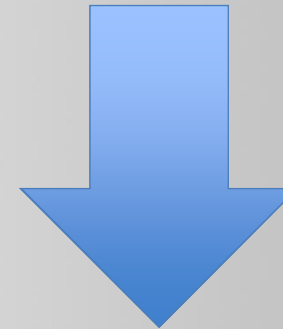


1 Media Agency Contract

*Increased buying clout,  
efficiencies and leverage.*

## Creative

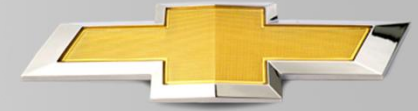
50+ Creative Agency Contracts



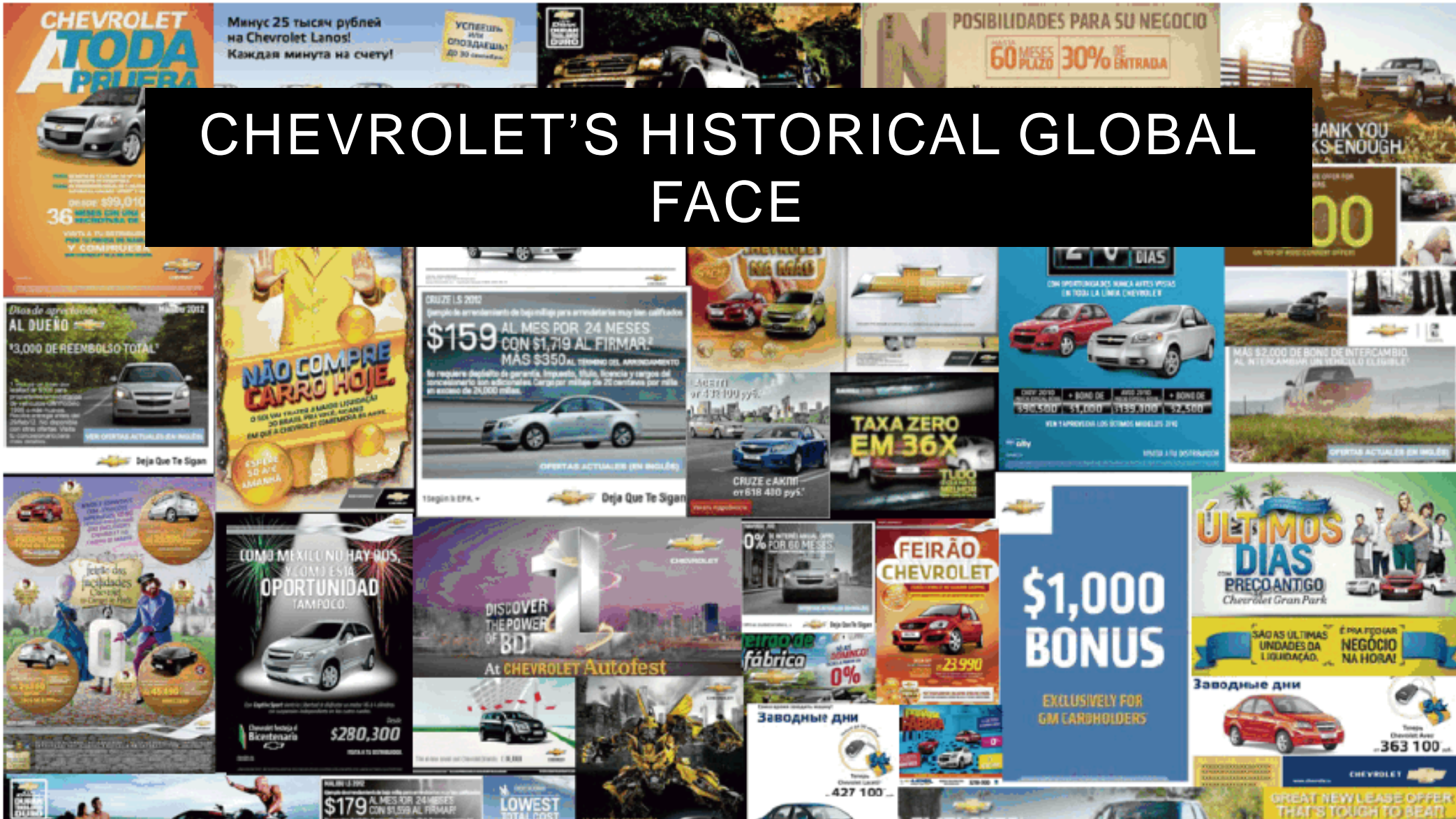
1 Creative Agency Contract

*More cohesive brand message,  
simplified management and efficiencies*

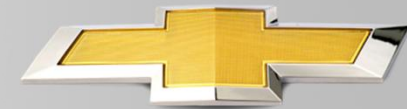
# Unifying Our Brand: Global Consistency



# CHEVROLET'S HISTORICAL GLOBAL FACE



# Local Insights



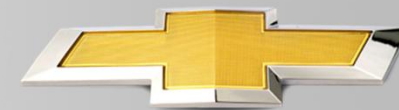
**FIND *NEW* ROADS™**

**GLOBAL**  
Consistency

**LOCAL**  
Insights And  
Relevance



# Local Insights



**FIND *NEW* ROADS™**

“GLOCAL”

Consistency

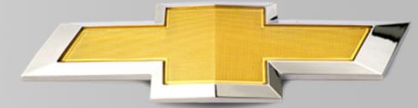
Insights And  
Relevance





# Unifying Our Brand

*Through global consistency*



Advertisement for the Chevrolet Captiva in Thailand. The image shows a close-up of hands on a steering wheel on the left and a front view of the brown Captiva SUV on the right. The Chevrolet logo and name are visible at the top.

Thailand

Advertisement for the Chevrolet Trailblazer in Moscow. It features a landscape image on the left and a side view of the silver Trailblazer SUV on the right. The text includes "FIND NEW ROADS", "CHEVROLET", and "TRAILBLAZER от 1 444 000 рублей".

Moscow

Advertisement for the Chevrolet Spin in Indonesia. It shows a woman holding a baby on the left and a side view of the silver Spin MPV on the right. The text includes "FIND NEW ROADS", "CHEVROLET", and "INTRODUCING THE ALL-NEW CHEVROLET SPIN".

Indonesia

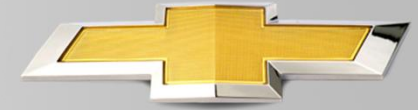
Advertisement for the Chevrolet Traverse in the Middle East. It features a side view of the dark SUV at the top and a detailed view of the interior on the bottom. The text includes "CHEVROLET" and "THE NEW 2013 CHEVROLET TRAVERSE".

Middle East

Advertisement for the Chevrolet Enjoy in India. It shows a side view of the red Enjoy MPV on the right and a silhouette of a person playing tennis on the left. The text includes "FIND NEW ROADS", "CHEVROLET", and "PRESENTING THE CHEVROLET ENJOY MAKES FAMILY TIME MEMORABLE".

India

# Global Creative



FNR Anthem (US)



Spin "Zoo" (Indonesia)



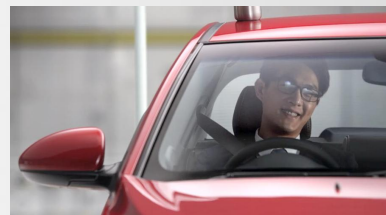
Enjoy "Zoo" (India)



Traverse "Imaginary Friends" (US)



Equinox "Scratch" (US)



Cruze "Habit" (Korea)



Camaro "Magnets" (US)





## JEFF LUKE

Executive Chief Engineer,  
Mid Size - Full Size Trucks and Accessories

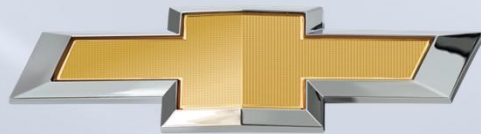
My Objective as  
**EXECUTIVE  
CHIEF ENGINEER:**



***WORLD'S BEST***

***Trucks and  
Accessories***

- ¶ Compelling Design
- ¶ Purposeful and Practical Features and Functionality
- ¶ Flawless Quality, Reliability and Durability
- ¶ Optimized Performance
  - Safety Leadership
  - Fuel Economy Leadership
  - Infotainment Leadership
- ¶ Affordable Price  
*...Profitably*



- ¶ Stronger
- ¶ Smarter
- ¶ More Capable



- ¶ Advanced
- ¶ Refined
- ¶ Without Compromise

# PICKUP SEGMENT EXCLUSIVES

- Standard CornerStep Rear Bumpers with integrated hand hold
- Standard Projector Headlamps
- Moveable Upper Tie Down Hooks – 9 locations
- Lane Departure Warning/Forward Collision Alert/Safety Alert Seat
- LED Box Lighting
- Ultrasonic Front Park Assist
- DURALIFE™ Brake Rotors



# CLASS-LEADING

*2014 Light Duty Pickup*

- ¶ Driving experience
- ¶ Interior quietness
- ¶ Safety
- ¶ Vehicle capabilities
- ¶ Fuel Economy





# CLASS-LEADING



## *Driving Experience Features:*

- ¶ Electric power steering – calibrated for all driving conditions
- ¶ Frame enhancements including shear style body mounts and hydraulic body mount at back of cab
- ¶ Standard 4 wheel disc brakes – improved stopping distances and much firmer, more confident brake pedal



# CLASS-LEADING



## *Interior Refinedness and Quietness Features:*

- ¶ Inset doors
- ¶ Triple door seal system
- ¶ Windshield angle
- ¶ Recessed windshield wipers
- ¶ Aero optimized outside mirrors

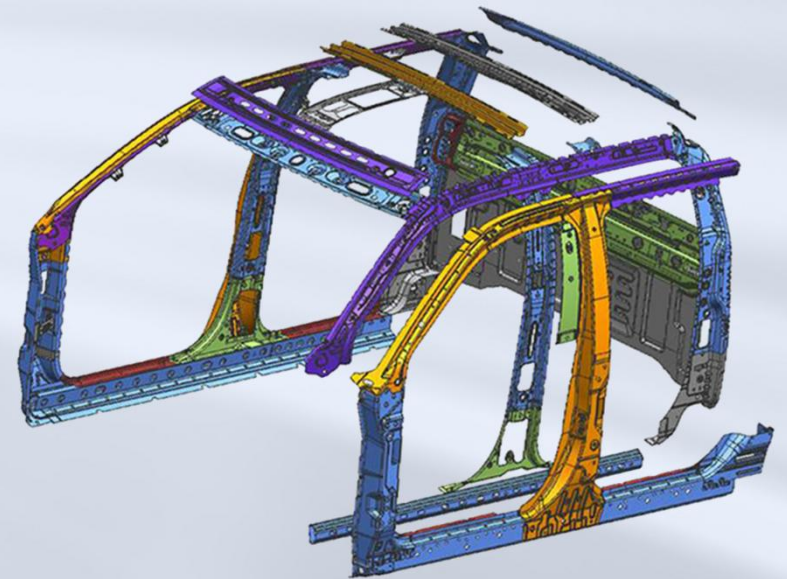


*Comparison to Competition – “No Quieter Pickup in the Segment”*

# CLASS-LEADING

## *Safety Features:*

- ¶ Extensive use of High Strength Steel  
– expect top Gov't ratings
- ¶ Front and rear park assist – *EXCLUSIVE*
- ¶ Lane departure warning – *EXCLUSIVE*
- ¶ Forward collision alert – *EXCLUSIVE*
- ¶ Spotter mirrors



= *Emergency, Security, Navigation, Connections, Diagnostics*

# CLASS-LEADING

## *Vehicle Capabilities Features*

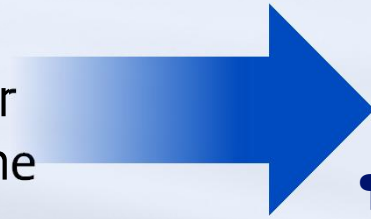
- ¶ Industry leading towing capacity – 12,000 LBS with 6.2L, 11,500 LBS with 5.3L, 7,200 LBS with 4.3L
- ¶ Double Cabs forward-hinged doors
- ¶ Standard CornerStep Rear Bumpers with hand hold – *EXCLUSIVE*
- ¶ State of the art Infotainment – ease of use and features
- ¶ Standard Projector Headlamps – *EXCLUSIVE*
- ¶ Moveable Upper Tie Down Hooks – *EXCLUSIVE*
- ¶ LED Box Lighting – *EXCLUSIVE*
- ¶ DURALIFE™ Brake Rotors – *EXCLUSIVE*



# CLASS-LEADING

## *Fuel Economy*

Direct Injection, Active Fuel Management, and Variable Valve Timing are offered together for the first time in a truck engine and standard across the lineup



- ¶ Best fuel economy of any V-8 pickup – EPA estimated 23 mpg highway
- ¶ Better fuel economy than 2013 Ford EcoBoost V-6



Direct Injection

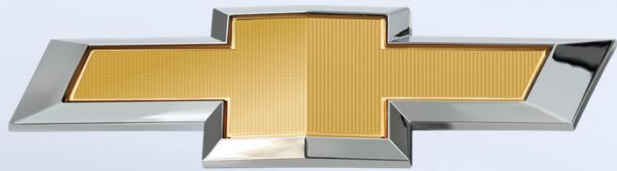


Active Fuel Management



Continuously Variable Valve Timing





**VALUE!**

2014 MSRP = 2013 MSRP



# ALG 36-MONTH RESIDUAL VALUE\*

2014 Sierra Crew Cab 56.5%

2014 Silverado Crew Cab 55.1%

2013 Sierra Crew Cab 46.3%

2013 Silverado Crew Cab 46.5%

2013 F-150 Crew Cab 46.9%

2013 Ram Crew Cab 50.5%

\* May/June 2013





Everything  
**CONNECTS**  
to the **CUSTOMER!**







# 2013 GLOBAL BUSINESS CONFERENCE

