



DRIVE! 2022

dbAccess IAA Cars 2015 Conference

September 16, 2015

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Vice President & CFO, Member of the Board



Forward looking statements

In this presentation and in related comments by our management, our use of the words “plans,” “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; 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

Targeted reinvestment and returning cash to shareholders

Robust Downside Protection

Enables sustained performance through the cycle

A profitable European business is an important driver of GM's growth going forward

AGENDA



1 Strategy DRIVE! 2022

2 Economic Environment



3 The Strategy is Working

4 Outlook

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STRATEGY DRIVE! 2022



Drive! 2022: Opel/Vauxhall expect to be the No. 2 in Europe.
The fastest growing profitable volume brand based on German engineering and exciting design.
Opel/Vauxhall – bold and approachable!

strong
BRAND(S)

efficient
**SALES
NETWORK**

great
PRODUCT

entrepreneurial
CULTURE

**8% Market
Share**

**EBIT-Adj.
> 5%**

**Top in Customer
Experience**

**Top Employee
Engagement**

**Top Quality-
Index**

DRIVE! 2022 AT A GLANCE



2016

- Return to Profitability

2018

- Successful turnaround: profitable growth

2022

- Opel/Vauxhall expect to be the No. 2 in Europe

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The background of the slide is a close-up, slightly blurred image of a car's instrument cluster. A speedometer is visible on the right side, with numbers 4, 5, and 6. A red needle is positioned between 4 and 5. To the right of the speedometer, there is a glowing orange battery warning light icon. The overall lighting is bright and slightly hazy.

1 Strategy DRIVE! 2022

2 Economic Environment

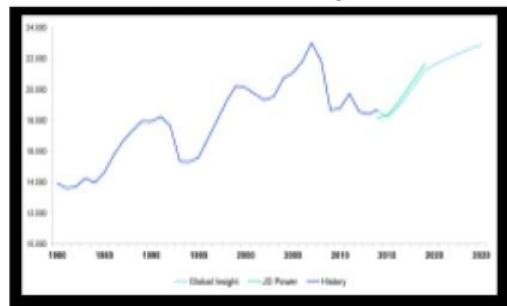
3 The Strategy is Working

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CHALLENGING ECONOMIC ENVIRONMENT



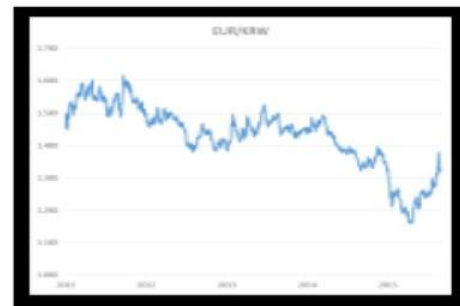
Industry



Russia



F/X



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THE BRAND ACTED LIKE AN INVISIBLE WALL



Brand

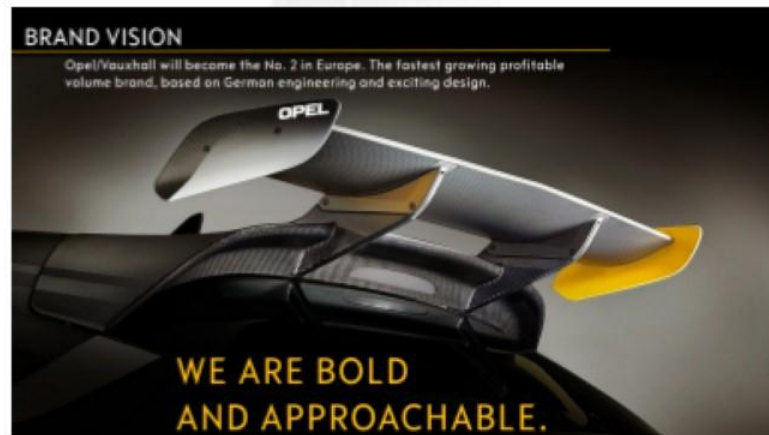
The brand acted like an invisible wall between the product & the target group potential...

Product Offer



Target Group

...but now we have a clear brand vision.



BRAND MOMENTUM IS ON THE WAY UP



Brand



- Employee Brand Workshops
- Dealer Brand Workshops
- Brand Book



GREAT PRODUCT



2014-2018 Product Pipeline

Product

27 new MODELS



17 new ENGINES



» Best product pipeline ever!

GREAT PRODUCT



2015 Key Product Launches

Product



FRESH AND EFFICIENT PORTFOLIO



Product

OUR PREDICTED PORTFOLIO METRIC LOOKS GOOD

	2014	2015	2016
Portfolio Avg. Age (Years)	4,7	3,1	2,9



Current Portfolio allows us to go into **ATTACK MODE**



CORSA: THE NEW SURPRISE

Product

- Iconic Design
- Premium Segment Features
- Perfect Connectivity
- New Efficient Engines
- Improved Segment Share and Volume year over year
- More than 200.000 orders YTD

- Buying Target:
Male & female mainstream looking for best balance of size, design & comfort



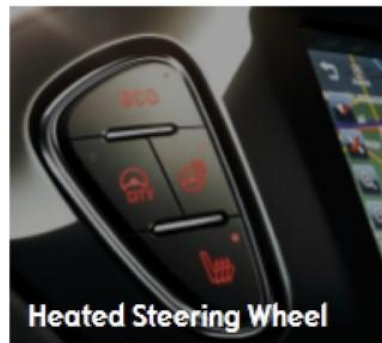
Collisions Alert



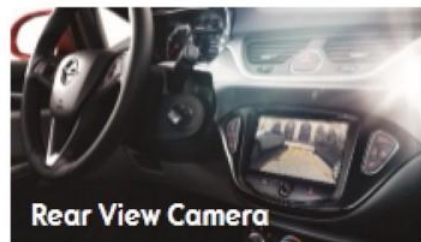
Opel Eye 2014 km



Opel Eye 2014 km



Heated Steering Wheel



Rear View Camera

KARL: SIMPLICITY IS A SMART CHOICE



Product

- More than 46.000 orders YTD
- Buying Target:
Price sensitive, older traditional with focus on compact size
- Seamless Connectivity
- Great interior roominess & storage
- All Customer touchpoints calibrated and engineered in Germany



CAR-A SEGMENT TOTAL EUROPE IS GROWING

CY 2015

~1.3M



CY 2022

~1.8M



NEW ASTRA IN A GROWING SEGMENT



Product

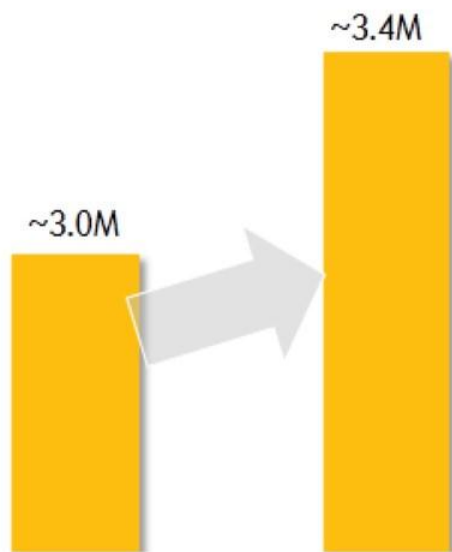
- Car-C/Lux-2 Segment still biggest Segment in Europe
- O/V sold 11,7 Million Astra in 24 years
- Target Customer`s Reasons for Buying:
 - Exterior Styling
 - Equipment-(Level)
 - Fuel Efficiency
 - Performance
 - Roominess
 - Trunk Space



CAR-C SEGMENT TOTAL EUROPE IS GROWING

CY 2015

CY 2022

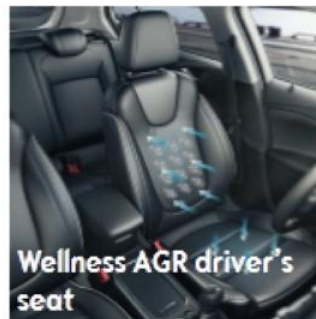


NEW ASTRA FITS CUSTOMER NEEDS



Product

- State-of-the-art German engineering
 - Lightweight (120-200kg weight Reduction)
 - Optimized packaging => more interior space
 - All new efficient, surging engines
 - Premium-class innovations
- Segment-leading driver assistance systems
 - LED Matrix light (“IntelliLUX”)
 - Deluxe interior design and striking body shape
 - Tidy Interior (less buttons)



GROWING LCV BUSINESS



Product

Commercial Vehicles Market	+8.1% vs. previous year
O/V Commercial Vehicles Sales	+25% vs. previous year
Vivaro	+34% vs. previous year
Movano	+31% vs. previous year
Combo	+14% vs. previous year
Corsa Van	+19% vs. previous year

We are growing faster than the market!

Third fastest growing brand in the Commercial vehicle market YTD



ONSTAR IS A GAME-CHANGER FOR OPEL



Product



First Mover in Segment

Long-Term Revenue Driver

“Social” Recognition

Technology Leadership

**Key enabler to differentiate the brand
and lead in connectivity.**

COMPREHENSIVE 360° COMMUNICATION



Product

Emergency

Automatic Crash Response
24-Hour Emergency Call Service
Roadside Assistance



Vehicle Diagnostics

OnStar Vehicle Diagnostics (monthly e-mail)
On-Demand Diagnostics
Dealer Maintenance Notification

Smartphone Function

Smartphone App
Personal Vehicle Locator
Remote Door Lock/Unlock
Remote Horn and Lights



Stolen Vehicle Assistance

Theft Alert
Ignition Block
Vehicle Location

WI-FI
Only UK, NL, DE



Destination
Download

CARSHARING POWERED BY OPEL



Product



- CarUnity – the carsharing community powered by Opel
- Peer to Peer carsharing
- 7.500 registered users
(since launch June 11th, 2015)
- 1.700 cars
(since launch June 11th, 2015)





Dealer Financing

GM Retail Financing

GM Leasing

Insurance

- Provide a full spectrum of financing solutions for Opel dealers
- Continue new product development to meet the needs of Opel dealers and their customers

Deposit Taking Bank*

Go-live: September 1st, 2015

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EXECUTIVE SUMMARY

- ➔ **RETURN TO PROFITABILITY IN 2016!**
- ➔ **DRIVE! 2022 IS WORKING!**
- ➔ **FINANCIAL RESULTS IMPROVED!**
- ➔ **STRONGEST PRODUCT PIPELINE EVER!**

Q&A



