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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, DC 20549-1004

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**FORM 8-K**

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**CURRENT REPORT**

**PURSUANT TO SECTION 13 OR 15(d) OF  
THE SECURITIES EXCHANGE ACT OF 1934**

**Date of Report (Date of earliest event reported) August 9, 2011**

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**GENERAL MOTORS COMPANY**

**(Exact Name of Registrant as Specified in its Charter)**

**001-34960**  
(Commission  
File Number)

**DELAWARE**  
(State or other jurisdiction of  
incorporation)

**27-0756180**  
(I.R.S. Employer  
Identification No.)

**300 Renaissance Center, Detroit, Michigan**  
(Address of Principal Executive Offices)

**48265-3000**  
(Zip Code)

**(313) 556-5000**  
(Registrant's telephone number, including area code)

**Not Applicable**  
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
  - Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17-CFR 240.14a-12)
  - Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
  - Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))
- 
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**ITEM 8.01 Other Events**

On August 9, 2011, General Motors Company (GM) conducted webcast presentations to provide an update on its financial and operating strategy. The news release and extracts of presentations related thereto are attached as Exhibit 99.1 and Exhibit 99.2.

**EXHIBITS**

| <u>Exhibit</u> | <u>Description</u>                       | <u>Method of Filing</u> |
|----------------|--|-------------------------|
| Exhibit 99.1   | News Release Dated August 9, 2011        | Attached as Exhibit     |
| Exhibit 99.2   | Presentation Charts Dated August 9, 2011 | Attached as Exhibit     |

**SIGNATURE**

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

GENERAL MOTORS COMPANY  
(Registrant)

Date: August 11, 2011

By: /s/ Nick S. Cyprus  
Nick S. Cyprus  
Vice President, Controller and Chief Accounting  
Officer



For Release: Tuesday, Aug. 9, 2011, 12:30 p.m. EDT

**GM Takes Next Steps Toward  
Long-Term Sustainable Performance**

*Leaders outline path to improved operating leverage and stronger margins*

**DETROIT** – General Motors Co. (NYSE: GM) today outlined further steps to improve its competitive position to ensure long-term sustainable performance. Details were shared at the company’s 2<sup>nd</sup> Annual Global Business Conference for investors and financial analysts.

Since beginning operations as a new company in July 2009, GM has made good early progress toward its goal of long-term sustainable performance, delivering six consecutive profitable quarters and improved global market share, while maintaining a strong balance sheet.

“Today’s GM has strong brands and fuel-efficient products that customers around the world truly value,” said Chairman and CEO Dan Akerson. “To reach a higher level of performance – for our customers and stockholders – we are accelerating our efforts to simplify and strengthen our processes to improve efficiencies and achieve our vision, which is to design, build and sell the world’s best vehicles.”

Building on its progress, GM is taking the next steps toward achieving its goal of long-term sustainable performance. These steps will be centered on reducing process complexity and churn and instilling greater stability and predictability in core functional areas of the business.

“With a robust product plan in place, excellent geographic footprint and strong balance sheet, we have a unique window of opportunity to make necessary changes that will help us better capitalize on our scale and drive execution to realize our full potential,” said Dan Ammann, senior vice president and CFO.

Presentations by GM leaders will begin at 1 p.m. EDT and end at approximately 4:30 p.m. Media can listen to the presentations live through a listen-only audio line or an audio replay. The call-in numbers are:

- 800-830-3805 (U.S.)
- +1- 416-641-6283 (International/caller-paid)
- No access code is required. Please dial in 15 minutes in advance to ensure access on the call.

An audio-only webcast will be accessible on the GM investor website <http://investor.gm.com> in the [Announcements and Events](#) section. A replay of the conference will also be available from 5:30 p.m. EDT today until 5:30 p.m. EDT, Aug. 13, 2011. Details can be found on the [GM investor website](#).

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**Contacts**

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James.cain@gm.com

**About General Motors**

General Motors (NYSE: GM, TSX: GMM), one of the world's largest automakers, traces its roots back to 1908. With its global headquarters in Detroit, GM employs 208,000 people in every major region of the world and does business in more than 120 countries. GM and its strategic partners produce cars and trucks in 30 countries, and sell and service these vehicles through the following brands: Baojun, Buick, Cadillac, Chevrolet, GMC, Daewoo, Holden, Isuzu, Jiefang, Opel, Vauxhall, and Wuling. GM's largest national market is China, followed by the United States, Brazil, the United Kingdom, Germany, Canada, and Italy. GM's OnStar subsidiary is the industry leader in vehicle safety, security and information services. More information on the new General Motors can be found at [www.gm.com](http://www.gm.com).

**Forward-Looking Statements** – In this press release 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” 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 might 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 ability to maintain adequate liquidity and financing sources and an appropriate level of debt, 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; 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 reports on Form 10-Q provides information about these and other factors, which we may revise or supplement in future reports to the SEC.



2011

GLOBAL BUSINESS  
conference



## Randy Arickx

EXECUTIVE DIRECTOR,  
GM INVESTOR RELATIONS  
& CORPORATE 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” 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 might 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 liquidity and financing sources and an appropriate level of debt, 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 and quarterly reports on Form 10-Q provides information about these and other factors, which we may revise or supplement in future reports to the SEC.



# AGENDA

|   |                |
|---|----------------|
| Everything Starts and Ends with Great Products                | DAN AKERSON    |
| Great Products Will Drive Results                             | DAN AMMANN     |
| Engineering Complexity Reduction and Productivity Improvement | MARY BARRA     |
| Material Performance and Improving Supplier Relations         | BOB SOCIA      |
| Low Cost Global Manufacturing Footprint / Flexibility         | DIANA TREMBLAY |
| Q&A   |                |
| Break   |                |
| Strengthening Brand Value                                     | JOEL EWANICK   |
| Improving Our U.S. Sales Operations                           | DON JOHNSON    |
| Q&A   |                |
| Closing Remarks   | DAN AKERSON    |
| Q&A   |                |

Everything Starts and Ends with Great Products DAN AKERSON Great Products Will Drive Results DAN AMMANN Engineering Complexity Reduction and Productivity Improvement MARY BARRA



**Dan Akerson**  
CHAIRMAN & CEO



- 
1. Design, Build and Sell the World's Best Vehicles
  2. Strengthening Our Brand Value
  3. Growing Profitably Around the World
  4. Maintaining a Fortress Balance Sheet



**Dan Ammann**  
CHIEF FINANCIAL OFFICER



# BUSINESS STRATEGY



## KEY MESSAGES

- Long-term sustainable results
- Path to achieve strong margins



## FINANCIAL STRATEGY ENABLES LONG TERM OPPORTUNITY

- Break-even at bottom, strong margins at peak
- Fortress balance sheet
- “Straight-line” investment strategy





# FORTRESS BALANCE SHEET

Minimize  
Debt

**\$4.7B**



Prudent  
Liquidity  
Reserves

**\$39.7B**



Fully Funded  
De-risked  
Pension Plan

**\$(10.8)B\***



*In process*

Investment  
Grade

**BB-/Ba2/BB-**



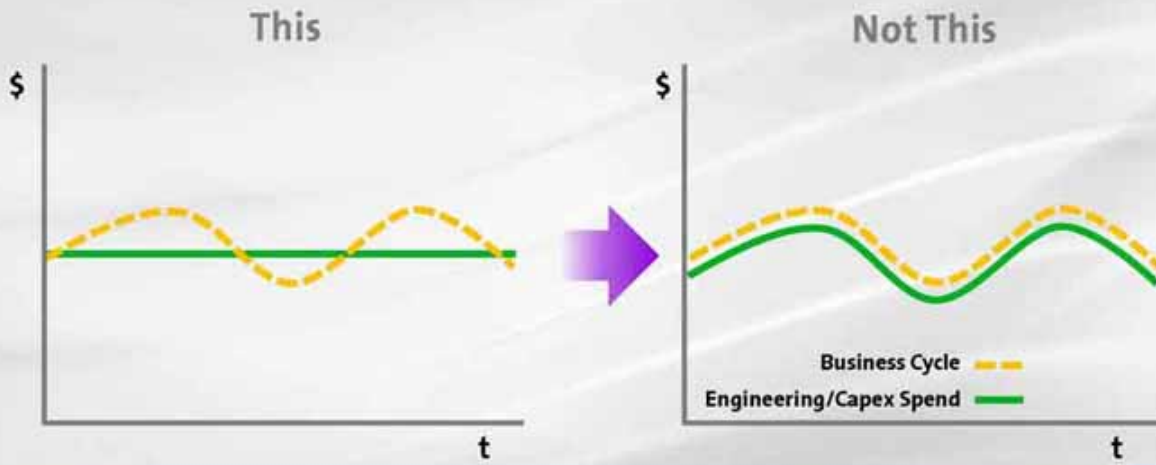
*In process*

Note: All data as of 6/30/2011. Debt amount excludes GM Financial borrowings.

\* U.S. Pension Underfunded Status as of 6/30/11, excludes U.S. non-qualified plan PBO of ~\$0.9 billion and ~\$2 billion stock contribution completed 1/31/11 that will be counted as a plan asset starting in July 2011



# STRAIGHT-LINE INVESTMENT STRATEGY



*Straight-line Investment Strategy Drives Efficiencies*

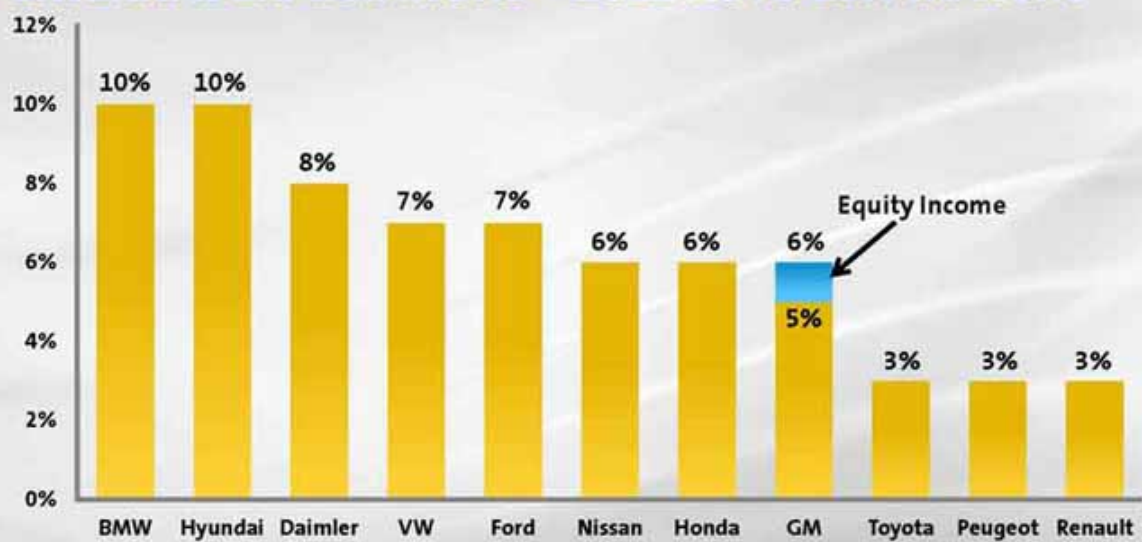


## GOOD PROGRESS... MORE WORK TO DO

| (\$B)                   | 2011 H1 Results |      |      |
|-------------------------|-----------------|------|------|
|                         | Q1              | Q2   | H1   |
| Revenue                 | 36.2            | 39.4 | 75.6 |
| EBIT – Adjusted         | 2.0             | 3.0  | 5.0  |
| EBIT – Adjusted Margins | 5.6%            | 7.5% | 6.6% |



## EXTERNAL EXPECTATIONS – 2011 AUTO EBIT MARGIN



Note: Data provided by Morgan Stanley Investment Banking

## CREATE AND SUSTAIN OPERATING LEVERAGE

- Develop great products
- Increase engineering and capital efficiency
- Optimize purchasing and supply chain
- Improve capacity utilization
- Implement global brand strategy
- Optimize go-to-market execution



## KEY MESSAGES

- Long-term sustainable results
- Path to achieve strong margins

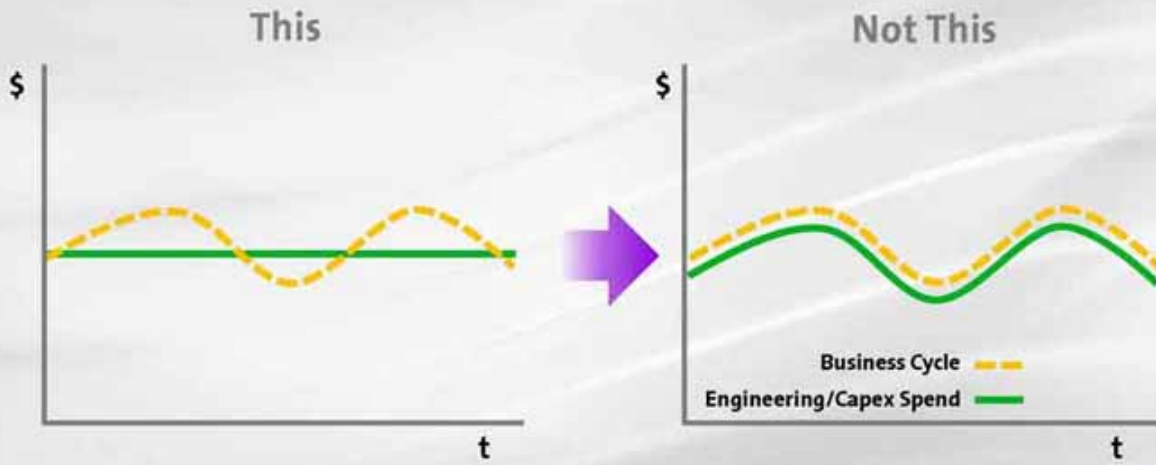




**Mary Barra**  
SENIOR VICE PRESIDENT,  
GLOBAL PRODUCT DEVELOPMENT



# STRAIGHT-LINE INVESTMENT STRATEGY



*Straight-line Investment Strategy Drives Efficiencies*





# CHURN IMPACT

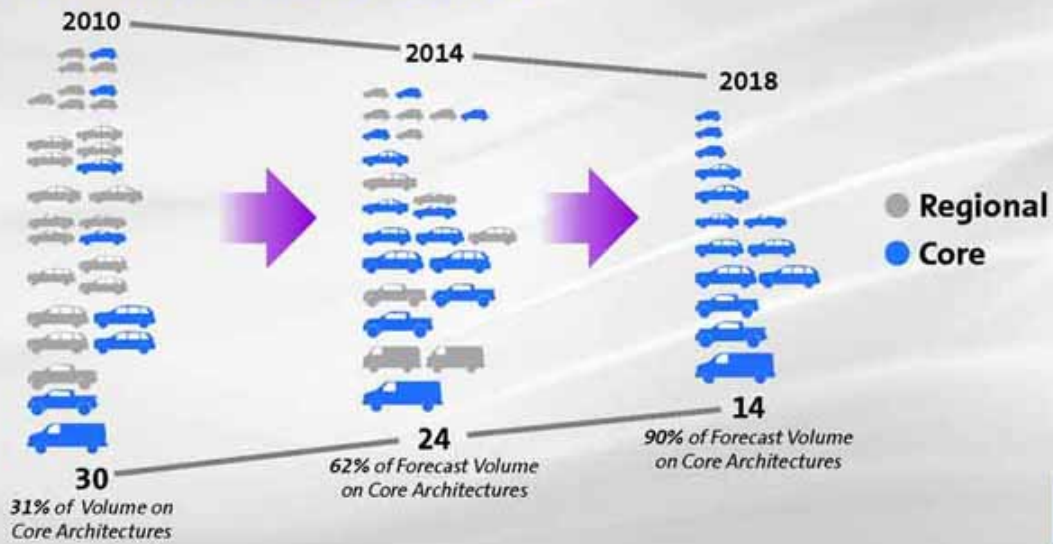
- Historically, the following practices have contributed to Product Development's inefficiency/churn
  - Stop/start projects
  - Project cancellations
  - Late scope changes
  - Change in lead engineering center
- A consistent investment strategy and stable "Plan of Record" will minimize churn

*Cost of Churn for Capital is Estimated at ~\$1B Annually*

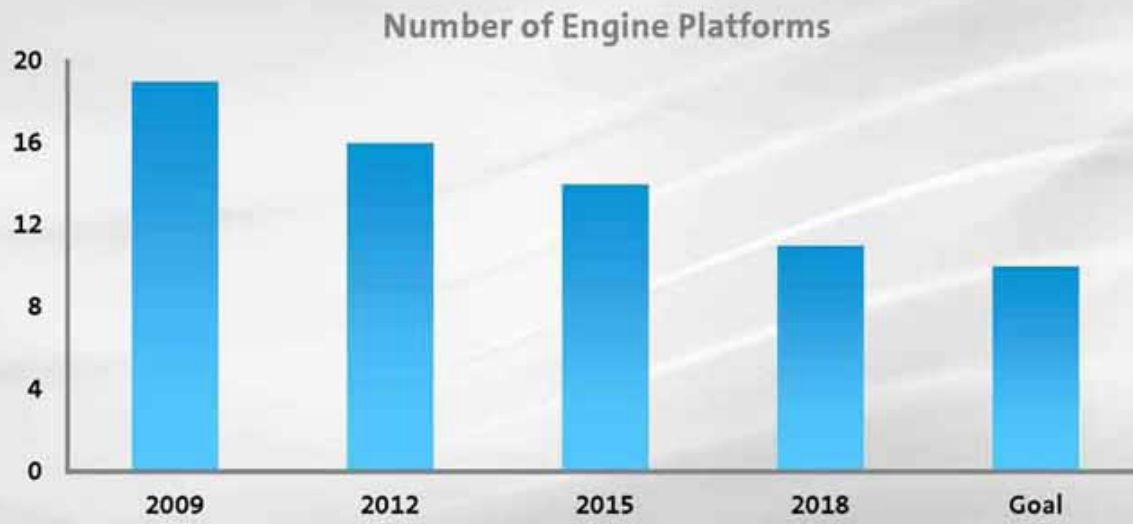


Historically the following practices have contributed to

# GM WILL CUT THE NUMBER OF ARCHITECTURES BY 50% OVER THE NEXT DECADE



## GM PLANS TO REDUCE THE NUMBER OF ENGINE PLATFORMS BY APPROXIMATELY 50% OVER THE NEXT DECADE



## IMPACT OF REDUCING VEHICLE ARCHITECTURES AND ENGINE PLATFORMS

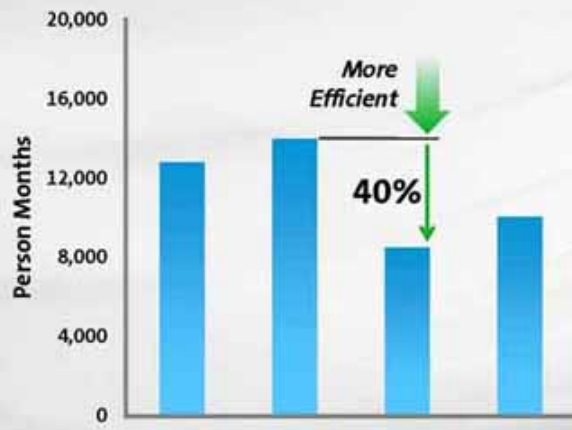
### *Major Benefits Include:*

- **Engineering expense**
  - Fewer mouths to feed
  - More robust architectures/platforms
  - Reduce prototype material/tooling
- **Capital**
  - Shared tooling
  - Leverage tooling design
- **Material cost**
  - Volume leverage
- **Other**
  - More new products to market quicker
  - Improved quality/warranty

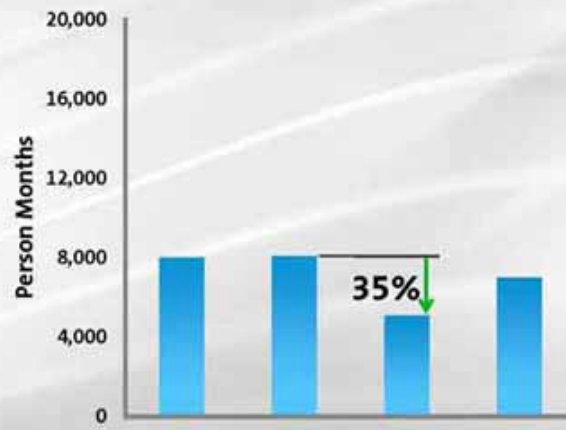


# "BEST OF THE BEST" PRACTICES WILL BE USED GLOBALLY TO IMPROVE EFFICIENCY

## New Architecture



## Major on C/O Architecture



## **GREAT PRODUCTS DEVELOPED MORE EFFICIENTLY**

- **Consistent investment strategy/stable product plan**
  - Reduce portfolio changes
  - Reduce program churn
- **Leverage core architectures**
  - 50% reduction in architectures
- **Reduce engine platforms**
  - 50% reduction
- **Enhanced productivity**
  - Standardize Best Practices across Centers
  - Reduce development time
  - Reduce staff not performing direct engineering tasks
  - Improve quality

***Global Product Development Provides a Significant Opportunity  
to Improve Margins Going Forward***





## Bob Socia

VICE PRESIDENT,  
GLOBAL PURCHASING AND SUPPLY CHAIN



# GLOBAL PURCHASING & SUPPLY CHAIN

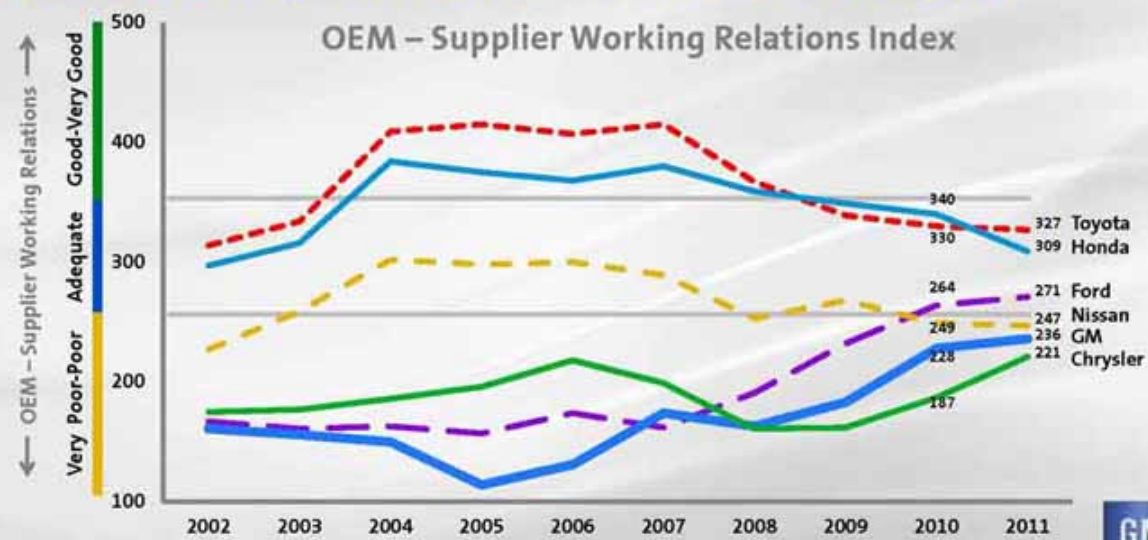
*2011 Global Snapshot*

|                                 |   |
|---------------------------------|---|
| <b># of Suppliers</b>           |  Approximately 3,200 Direct Suppliers      |
| <b># of Creativity Teams</b>    |  76 Global/30 Regional                     |
| <b># of Countries</b>           |  People Located in 35 Countries            |
| <b># of Part Numbers</b>        |  Approximately 191,000 Direct Part Numbers |
| <b>Vehicle Forecast</b>         |  9.6M Vehicles (including JVs)             |
| <b>\$ Material Purchases</b>    |  \$77B Direct Material Purchases           |
| <b>Logistics/Indirect Spend</b> |  \$7B Logistics/\$9B Indirect              |





# SUPPLIER RELATIONS – SURVEY RESULTS



# SUPPLIER RELATIONS

## *Where We Have Been* **Issues Identified**

- Communication
- Conflicting objectives with Engineering
- Critical capacity management
- Limited schedule visibility & stability
- Ineffective processes

## *What We Have Done and What We Are Doing* **Current Actions**

- Enhance supplier meetings & GM Supply Power
- Co-location and realignment with Engineering
- 18-24 months visibility globally
- Improve scheduling stability
- ~400 Process ideas submitted and completed

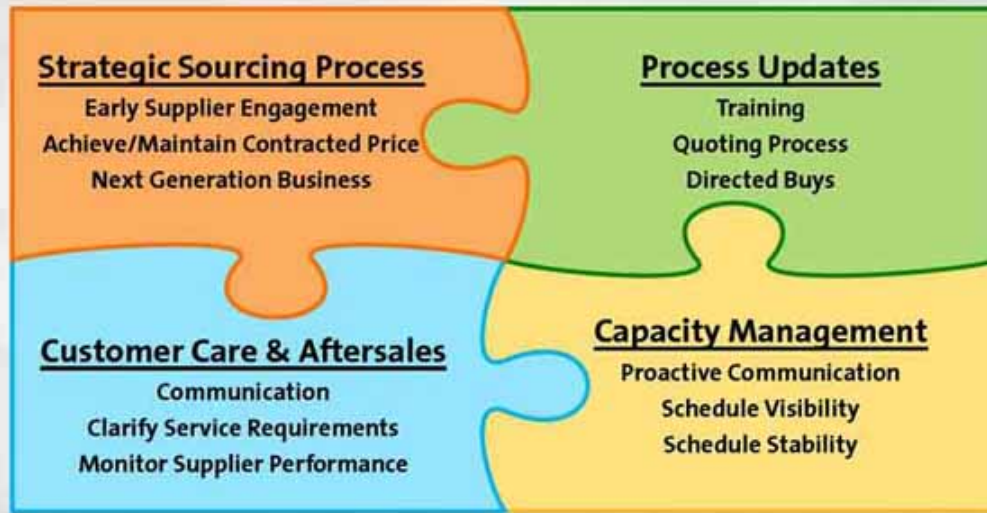
***Goal: OEM of Choice***



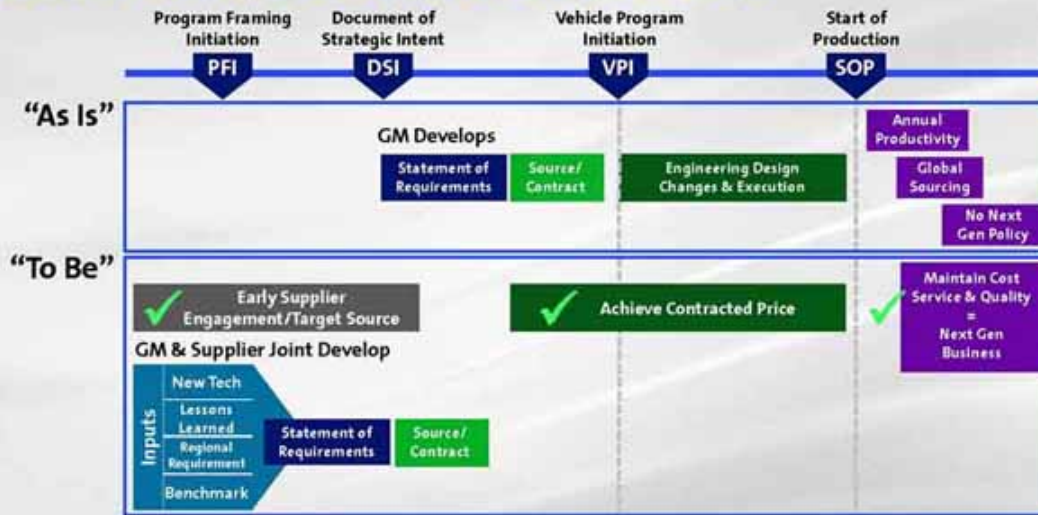
*Where We Have Been* *What We Have Done* *Have Done* *and What We Are Doing*

# SUPPLIER COUNCIL WORKSTREAMS

Collaboration – Purchasing/Engineering/Supplier



# STRATEGIC SOURCING PROCESS



*Goal: Optimize Material Cost from Vehicle Development through Production*



**Diana Tremblay**

GLOBAL CHIEF MANUFACTURING OFFICER



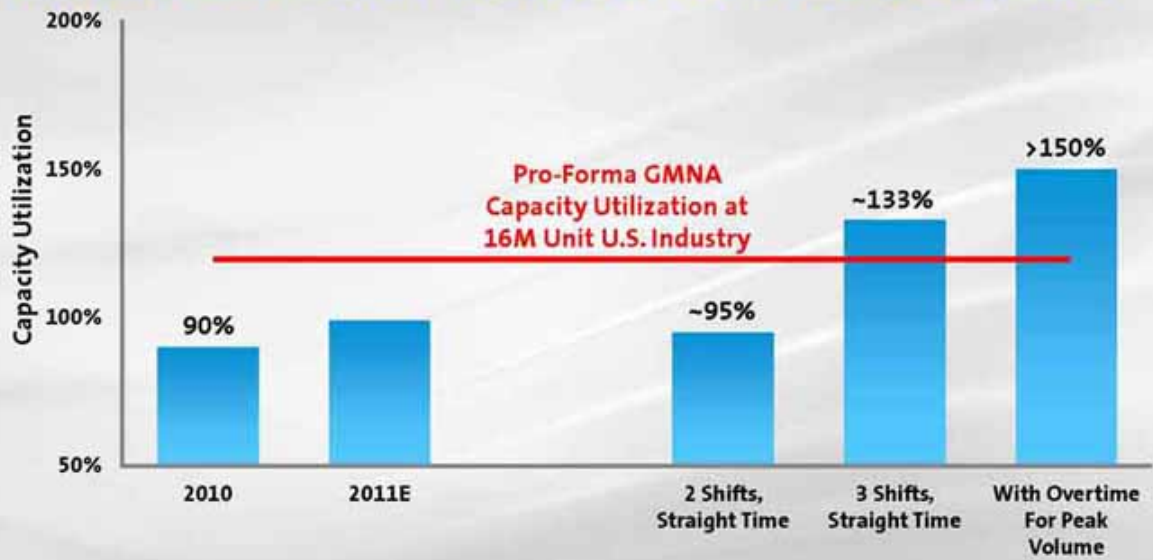
## MANUFACTURING ENABLING NEW BUSINESS MODEL...

- Breakeven GMNA at bottom of cycle
  - 1.5M units lower GMNA capacity than 2005
- Lower risk profile, increased flexibility
  - U.S. hourly labor costs down \$11B since 2005
- Keeping pace with industry growth
  - Plans to increase BRIC capacity by 45% by 2015





# GMNA CAPACITY TO MEET UPSIDE DEMAND



# GLOBAL ASSEMBLY FOOTPRINT

Incremental Future Vehicle Production Sources, 2015 vs. 2011





## FLEXIBILITY AND CORE ARCHITECTURES

- Common Architectures = Faster to Market
  - Buick Regal built in Rüsselsheim while Oshawa was being tooled
- Flexible Plants = Market Adaptability
  - Chevy Volt, Malibu and Impala all to be built on same line at Detroit-Hamtramck
- Flexibility + Creativity = Asset Utilization
  - Additional ~200K annual capacity Equinox/ Terrain with no new brick and mortar



Over **50%** of 2015  
production will be built in a  
**FLEXIBLE NETWORK** of  
plants that connects across  
**Core Architectures**  
and **Regions**

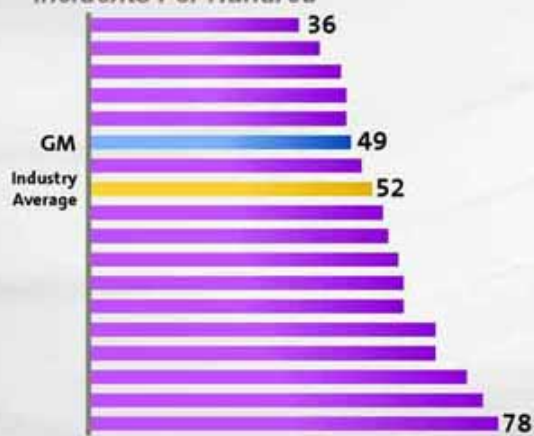


Over 50% of 2015 production will be built in a

# GLOBAL MANUFACTURING SYSTEM

## Malfunctions & Defects by OEM

Incidents Per Hundred



Source: JD Power and Associates 2011, U.S. Initial Quality Survey

**Built-in Quality**

*Continuous Improvement*

Standardized Work

**EMPLOYEE ENGAGEMENT**

Lean Material Strategies

## MANUFACTURING COMPETITIVE ADVANTAGE

*Very Competitive* **Global Footprint**

**FLEXIBILITY** paying dividends in speed...  
...and **CAPACITY UTILIZATION**

Seeking to be **Quality** leader in *every market*

***"For GM, manufacturing continues to be strong and a competitive advantage... on a global basis."***

– Ron Harbour, Oliver Wyman





2011

GLOBAL BUSINESS

conference



GMC









解放

Joel Ewanick  
CHIEF MARKETING OFFICER



# GM GLOBAL BRAND STRATEGY

| GM Brand   | Portfolio Role      | Core Brand Promise                      | Area Focus      |
|--|---------------------|---|-----------------|
|  Chevrolet | Global Mainstream   | Cars for Life's Journey                 | Global          |
|  Cadillac  | Global Luxury       | Red-blooded Luxury                      | Global          |
|  Buick     | Regional Luxury     | Inviting Luxury                         | NA, China       |
|  GMC       | Regional Premium    | Professional-grade-up for the Challenge | NA              |
|  Opel      | Regional Mainstream | Forward-thinking Cars for Real Life     | Europe / Russia |
|  Vauxhall  | Local Mainstream    | Forward-thinking Cars for Real Life     | U.K.            |
|  Holden    | Local Mainstream    | World-class cars for Australian "Go"    | Australia       |



# GLOBAL STRATEGY BUILT AROUND CHEVROLET & CADILLAC

|                       | Brand     | N. A. | Europe | China | S. A. | Germany | U.K. | Russia | India | Australia | S. Korea | 2010 CY Sales Mix | Memo: 2016 CY Sales Mix (Forecast) |
|-----------------------|-----------|-------|--------|-------|-------|---------|------|--------|-------|-----------|----------|-------------------|------------------------------------|
| Global Mainstream     | Chevrolet |       |        |       |       |         |      |        |       |           |          | 61%               | 65%                                |
| Regional Mainstream   | Opel      |       |        |       |       |         |      |        |       |           |          | 13%               | 13%                                |
| Regional Luxury       | Buick     |       |        |       |       |         |      |        |       |           |          | 10%               | 9%                                 |
| Regional Premium      | GMC       |       |        |       |       |         |      |        |       |           |          | 6%                | 5%                                 |
| Global Luxury         | Cadillac  |       |        |       |       |         |      |        |       |           |          | 3%                | 3%                                 |
| Local Mainstream      | Vauxhall  |       |        |       |       |         |      |        |       |           |          | 4%                | 3%                                 |
| Local Mainstream      | Holden    |       |        |       |       |         |      |        |       |           |          | 2%                | 2%                                 |
| % Global GM Sales Mix |           | 37%   | 20%    | 16%   | 15%   | 4%      | 4%   | 2%     | 2%    | 2%        | 0%       | 100%              | 100%                               |



# U.S. LUXURY BRAND POSITIONING



## Flank the Middle



### Inviting Luxury

**PRODUCT**

Sculptural Beauty  
Thoughtful / Alluring

**PEOPLE**

Quiet Confidence  
Curious / Balanced

**STONE**

Bright / Optimistic / Inviting

### Traditional Luxury

**Primary Competitors**



### Red-Blooded Luxury

**PRODUCT**

Provocative / Powerful  
Best of the Best

**PEOPLE**

Ambitious / Individualistic  
Unmistakable Swagger

**STONE**

Visceral / Energetic / Unapologetic

# EUROPE BRAND POSITIONING



Luxury



## Cars for Life's Journey

**PRODUCT**  
 Purposely Empowering  
 Openhearted / Expressive

**PEOPLE**  
 The Everyday Hero  
 Hardworking

**STONE**  
 Passionate / Inspired / Genuine

## Mid-Market Primary Competitors



## Forward-thinking Cars for Real Life

**PRODUCT**  
 Accessible German Engineering  
 Energizing / Flowing

**PEOPLE**  
 Progressive Realists  
 Determined Responsible

**STONE**  
 Traditional / Familial / Innovative

## Mid-Market Primary Competitors



## Traditional Luxury Primary Competitors



# CHINA BRAND POSITIONING

Luxury



Economy



## Cars for Life's Journey

**PRODUCT**  
Purposefully Empowering  
Openhearted / Expressive

**PEOPLE**  
The Everyday Hero  
Hardworking

**TONE**  
Passionate / Inspired / Genuine



## Mid-Market

Primary Competitors



## Inviting Luxury

**PRODUCT**  
Sculptural Beauty  
Thoughtful Alluring

**PEOPLE**  
Quiet Confidence  
Curious / Balanced

**TONE**  
Bright / Optimistic / Inviting

Breadth of Packaging and  
Lower-priced Portfolio Entries

## Traditional Luxury

Primary Competitors



## Red-Blooded Luxury

**PRODUCT**  
Provocative / Powerful  
Best-of-the-Best

**PEOPLE**  
Ambitious / Individualistic  
Unmistakable Swagger

**TONE**  
Visceral / Energetic /  
Unapologetic

# CHEVROLET & CADILLAC'S BIG AND DIFFERENT GOAL

A consumer goal not an automotive product goal



The best, strongest, consumer brands in the world....  
....sales and revenue will follow if we do this right



Design, build and sell the world's best vehicles



"Hyundai is determined fully to establish itself as global automotive leader"

- Mong-Koo Chung,  
Chairman  
Jan 2011



"We are going to increase our production of Ford vehicles around the world by 50% to serve all of our customers around the world with the very best cars and trucks in the world"

- Alan Mulally,  
CEO



"Our aim is to make the Volkswagen Group the leading automaker by 2018—economically and ecologically"

- Dr. Martin Winterkorn,  
Chairman  
May 2011



"We aim to raise profit margins and worldwide market share to 8% by 2016. To hit target we will add a new vehicle model about every 6 weeks,"

- Carlos Ghosn,  
CEO  
June 2011

The best, strongest, consumer brands in the world.... sales and revenue will follow if we do this right

# THE MOST VALUABLE GLOBAL CONSUMER BRANDS

No  
Automotive

| Brand              | Country of Origin | Globality Score | Financial Score | Brand Score | Blended Score |
|--------------------|-------------------|-----------------|-----------------|-------------|---------------|
| 1. Google          | United States     | 71              | 93              | 100         | 75            |
| 2. Apple           | United States     | 74              | 100             | 73          | 71            |
| 3. Visa            | United States     | 73              | 44              | 68          | 55            |
| 4. Louis Vuitton   | France            | 83              | 22              | 71          | 52            |
| 5. IBM             | United States     | 74              | 56              | 43          | 52            |
| 6. Pampers         | United States     | 67              | 30              | 75          | 52            |
| 7. Coca-Cola       | United States     | 78              | 31              | 64          | 51            |
| 8. Nintendo        | Japan             | 98              | 36              | 39          | 50            |
| 9. Facebook        | United States     | 62              | 68              | 35          | 50            |
| 10. Shell          | United Kingdom    | 80              | 65              | 23          | 50            |
| 11. Moët & Chandon | France            | 83              | 12              | 73          | 50            |
| 12. Omo            | United Kingdom    | 62              | 19              | 74          | 47            |
| 13. GE             | United States     | 72              | 58              | 21          | 46            |
| 14. Olay           | United States     | 69              | 20              | 57          | 45            |
| 15. HTC            | Taiwan            | 69              | 41              | 33          | 44            |
| 16. ING            | Netherlands       | 37              | 20              | 80          | 44            |
| 17. Johnnie Walker | United Kingdom    | 84              | 15              | 47          | 44            |
| 18. HSBC           | United Kingdom    | 55              | 58              | 26          | 44            |
| 19. Samsung        | South Korea       | 61              | 47              | 30          | 44            |
| 20. J.P. Morgan    | United States     | 43              | 61              | 29          | 43            |
| 21. McDonald's     | United States     | 49              | 33              | 49          | 42            |
| 22. Wrigley's      | United States     | 80              | 29              | 23          | 41            |
| 23. LG             | South Korea       | 58              | 33              | 36          | 41            |
| 24. Colgate        | United States     | 42              | 20              | 61          | 40            |

## The Goal

**Our direct competitors are Toyota, Volkswagen, Hyundai, and Ford; however in the eyes of consumers, it's time for Chevrolet to clearly differentiate our brand and align closer to the world's true global brands like Apple**



The Goal Our direct competitors are Toyota, Volkswagen, Hyundai, and Ford; however in the eyes of consumers, it's time for Chevrolet to clearly differentiate our brand and align closer to the world's true global brands like Apple

## OVERALL IMPLICATIONS

- Create iconic consumer brands that transcend the automotive category and become fabric of culture
- Chevrolet and Cadillac set the tone for GM's portfolio of Brands
  - Commitment for Cadillac to compete
- Utilize regional / local brands to bolster performance (e.g. aggressive Opel effort forces VW to focus resources / effort in Germany)
- Major imperatives are Organization and Brand Development
  - Creation of Chevrolet and Cadillac global marketing teams
  - Involves changes which are essential to initiate and sustain growth in sales, share and financial value
  - Global rollout of brand ecosystem
- Continue building momentum for a more consumer centric culture

■ Create iconic consumer brands that transcend the automotive category and become fabric of culture





**Don Johnson**  
Vice President, U.S. Sales Operations





# 2011 INDUSTRY OUTLOOK

## *Economic Assumptions*

- U.S. economy grew well below trend in H1
- Impacts of temporary factors on economy are abating

## *Downside Risk*

- Higher oil prices
- Prolonged weakness in job market
- Consumer confidence

## *Upside Opportunity*

- Stronger release of pent-up demand
- Faster recovery of vehicle availability and consumer's "intend to buy"



## KEY INITIATIVES

- Improving dealer network
  - Facilities
  - Dealer profitability
- Improving inventory management
- Improving vehicle financing
- Build on our momentum



Improving dealer network

# IMPROVING DEALER NETWORK

## *Facilities*

- Facility Image Program
  - Create a welcoming retail shopping environment
  - Increase value to our customers
  - Improve brand image
- Dealer financial support – if all compliance requirements are met
  - Facility Image Program
  - Training
  - Owner Retention Program
  - Digital Marketing Program



**Holiday  
Chevrolet**  
Whitesboro, TX



**Holiday  
Chevrolet**  
Whitesboro, TX



**Lunghamer  
Buick GMC**  
Waterford, MI



**Lunghamer**  
**Buick GMC**  
Waterford, MI





**Silver Star**  
Thousand Oaks, CA





**Silver Star**  
Thousand Oaks, CA



## IMPROVING DEALER NETWORK

### *Facility Image Timeline*

- 460+ imaged facilities by CYE 2011
- 4,000+ completions projected by end of 2014
  - 96% of dealerships currently enrolled, representing 99% of retail volume



# IMPROVING DEALER NETWORK

## *Profitability*

- New vehicle retail throughput
  - 493 (2011 annualized)
    - Up 49% since 2009
    - Highest domestic OEM\*
- Return on sales
  - Up 0.9 points since 2009
    - At industry average CYTD\*\*
- Percent dealers profitable
  - 92.8%, up 15 points since 2009
- Return on assets
  - Up 2.2 points vs. 2009

Sources: \*Folk, \*\*NADA



# IMPROVING INVENTORY MANAGEMENT

## Process

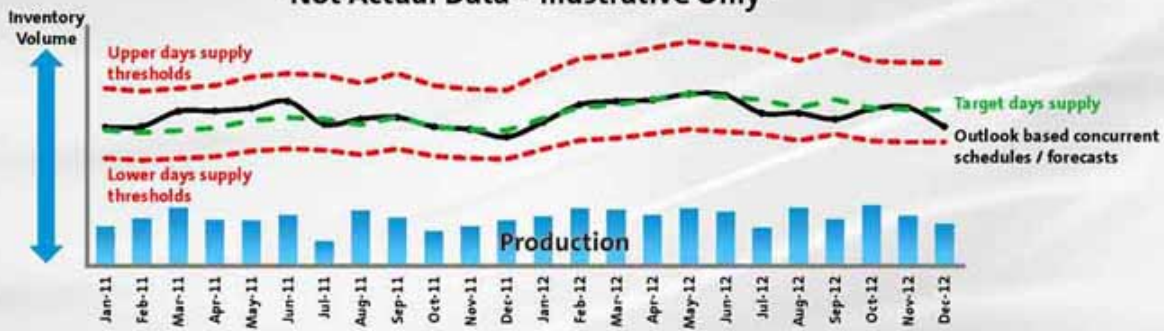
- Rigorous process that fully integrates all departments into monthly Go-To-Market planning and execution



# OPTIMAL INVENTORY – PLANNING

GM – 2011 & 2012 Retail Sales, Stock, and Production

“Not Actual Data – Illustrative Only”



- Get the retail inventory right
- Put the focus on retail sales turns
- Keep the retail inventory right
- Get the retail communication right





# IMPROVING VEHICLE FINANCING

## *Partner Strategy*

- GM Financial, Ally, USB, Wells Fargo
  - Offer dealers and consumers choice
  - Create a competitive environment
  - Lower cost of funds

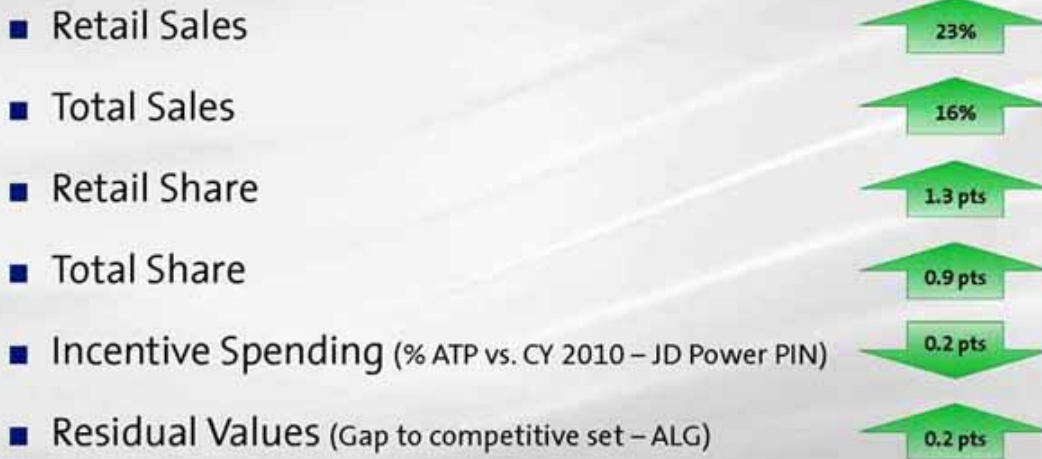
## *Results*

- CYTD lease penetration:  14.7% (Ind: 20.6%)
- CYTD sub prime loan penetration:  6.5% (Ind: 5.5%)
- Wholesale floorplan program under development at GM Financial



# BUILD ON OUR MOMENTUM – 2011 ACCOMPLISHMENTS

*U.S. Results Through July\**



vs. same period in 2010







2011

GLOBAL BUSINESS

conference