

GENERAL MOTORS

DAVE PRYSTASH

Chief Financial Officer  
Global Product  
Development, Purchasing  
& Supply Chain

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CITI INDUSTRIALS  
CONFERENCE

June 14, 2017



## INFORMATION RELEVANT TO THIS PRESENTATION

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**Cautionary Note on 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 full-size pick-up trucks and SUVs, which may be affected by increases in the price of oil; (3) the volatility of global sales and operations; (4) aggressive competition, including the impact of new market entrants; (5) changes in, or the introduction of novel interpretations of, laws, regulations or policies particularly those relating to free trade agreements, tax rates and vehicle safety and any government actions that may affect the production, licensing, distribution, pricing, or selling of our products; (6) our joint ventures, which we cannot operate solely for our benefit and over which we may have limited control; (7) compliance with laws and regulations applicable to our industry, including those regarding fuel economy and emissions; (8) costs and risks associated with litigation and government investigations; (9) compliance with the terms of the Deferred Prosecution Agreement; (10) our ability to maintain quality control over our vehicles and avoid recalls and the cost and effect on our reputation and products; (11) the ability of suppliers to deliver parts, systems and components without disruption and on schedule; (12) our dependence on our manufacturing facilities; (13) our ability to realize production efficiencies and cost reductions; (14) our ability to successfully restructure operations in various countries; (15) our ability to manage risks related to security breaches and other disruptions to vehicles, information technology networks and systems; (16) our ability to develop captive financing capability through GM Financial; (17) significant increases in pension expense or projected pension contributions; (18) significant changes in the economic, political, and regulatory environment, market conditions, and foreign currency exchange rates; and (19) uncertainties associated with the consummation of the sale of Opel/Vauxhall to the PSA Group, including satisfaction of the closing conditions. 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, 2016, and our subsequent filings with the 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.*

**Non-GAAP Financial Measures:** *See our Annual Report on Form 10-K for the fiscal year ended December 31, 2016 and our subsequent filings with the Securities and Exchange Commission for a description of certain non-GAAP measures used in this presentation, including EBIT-adjusted, EPS-diluted-adjusted, ROIC-adjusted and adjusted automotive free cash flow, along with a description of various uses for such measures. Our calculation of these non-GAAP measures are set forth within these reports and the Select Supplemental Financial Information section of this presentation and 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 these 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.*

**Additional Information:** *In this presentation and related comments by management, references to “record” performance refer to General Motors Company, as established in 2009.*



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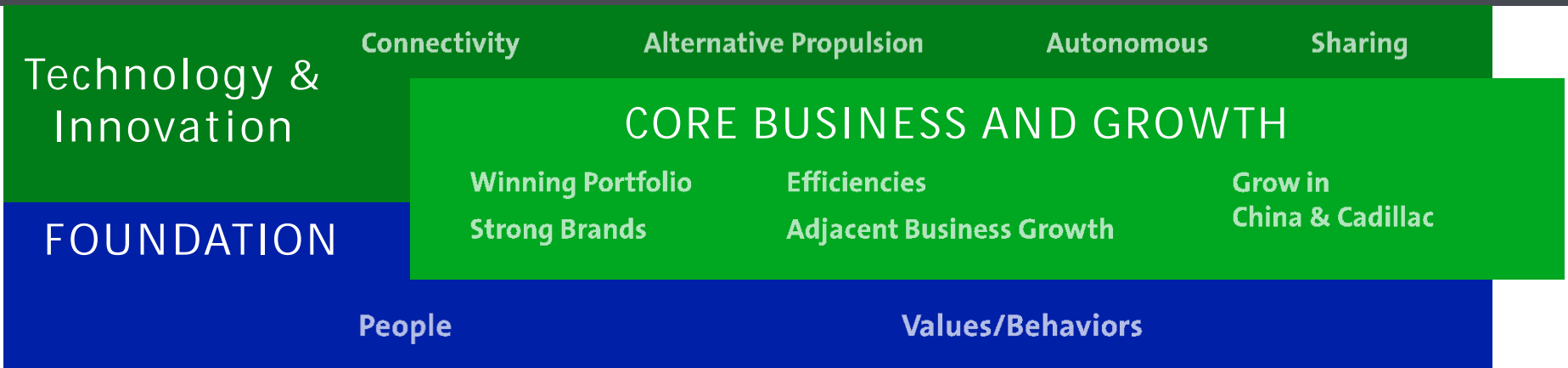
June 14, 2017



# WE ARE REDEFINING THE FUTURE OF PERSONAL MOBILITY

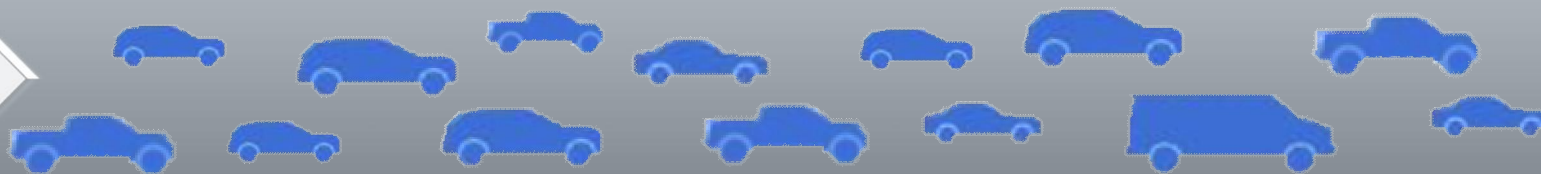


## OWN THE CUSTOMER RELATIONSHIP BEYOND THE CAR



# GLOBAL PRODUCT DEVELOPMENT, PURCHASING & SUPPLY CHAIN

Product Pipeline (5-6 years pre-launch)



Future Product Programs

Avg. Annual Resource Allocation

Material & Logistics

Vehicle Revenue

Global Volume

~ 50 vehicles in pipeline

Capital ~ \$8B\*  
Engineering ~ \$7B\*

~ \$100B annual spend

Vehicle sales drive ~ 85% of revenue

All brands > 6M\*\* units annually

\*Inclusive of the impact of the Opel/Vauxhall related transactions described in our Form 8-K dated March 6, 2017

\*\* Excludes production volume in China. Does not consider the effects of the Opel/Vauxhall transaction (~1 mill units)

## EXTERNAL FORCES DRIVING RESOURCE REALLOCATION

Segment shifts (e.g. Car to SUV)

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Market demand & profitability dynamics

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Regulation

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Geopolitical/Macro

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Alternative propulsion

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Transportation as a Service

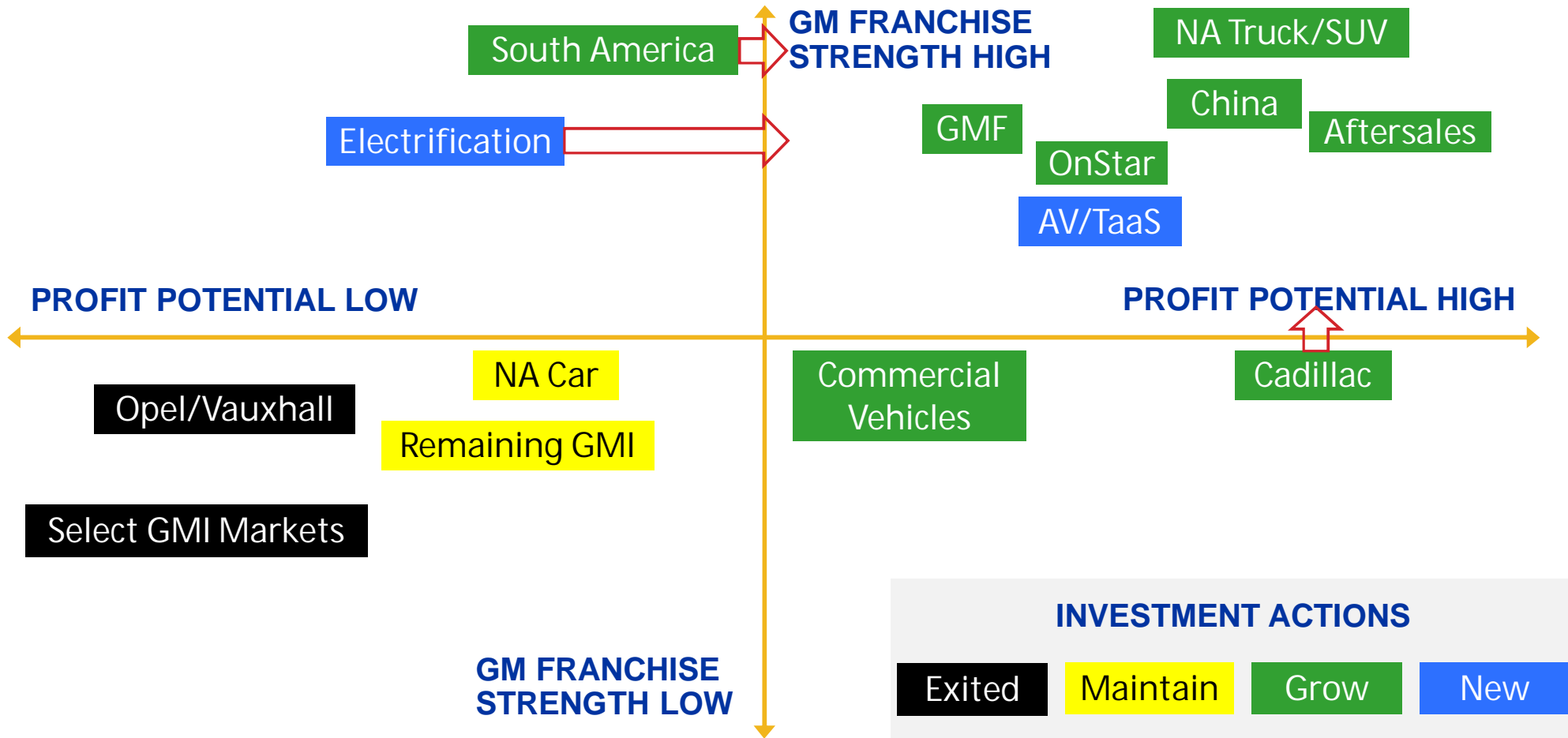
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Autonomous vehicles

Portfolio planning and  
resource reallocation



# GM BUSINESS PORTFOLIO



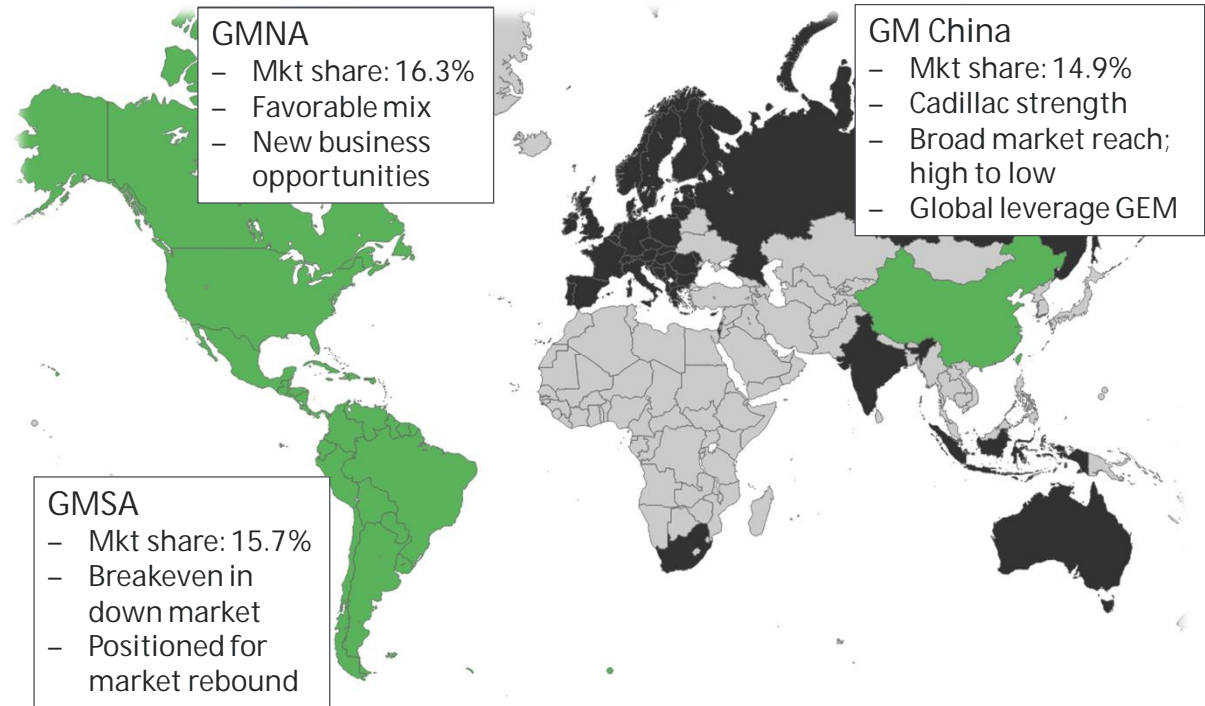
# BOLD ACTIONS TO IMPROVE PROFITABILITY & POSITION FOR GROWTH

## Invest/Grow

- Ø Strong market positions
- Ø Opportunities for future growth
- Ø Strong earnings
- Ø Continue to invest

## Scale Back

- Ø Limited to no profitability
- Ø Weak market position
- Ø Limited portfolio symmetry
- Ø Planned for exit, reductions or in process of restructuring



And continue to deploy capital where it will generate strong returns



# INVESTING IN PROFITABLE CORE & NEW BUSINESS GROWTH

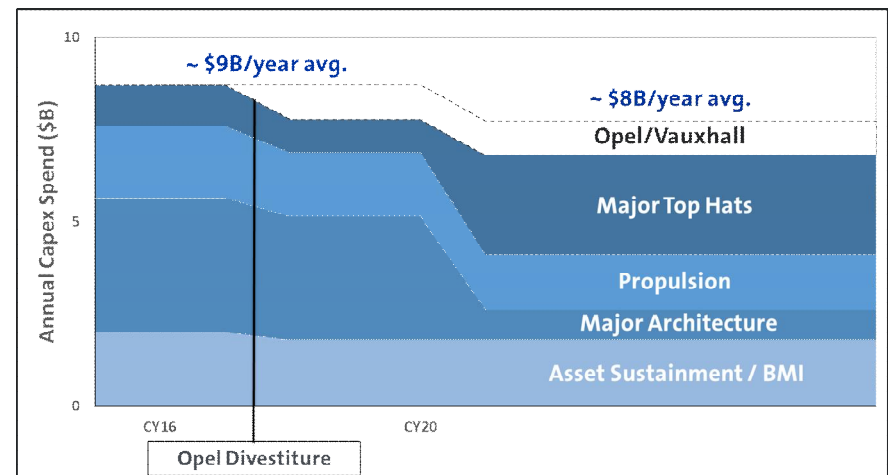
## Profitable Core

- Focus investment on strong franchises in major markets
- Vehicle commonality to generate savings and scalability
- CUV growth & global emerging market architecture

## New Business Growth

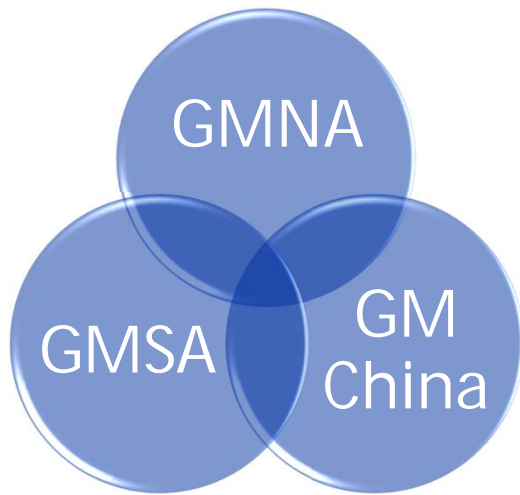
- Invest in new business models – EV / AV / TaaS
- Innovate at scale: disrupt the future mobility market

## Efficient Capital Allocation



Decisions deliver an improved investment strategy with more efficient capital allocation

# PRODUCT COMMONALITY IN MAJOR MARKETS INCREASES WITH O/V EXIT



Key GM Strategic Actions		
ü	Focus on 7-passenger SUV's	û
ü	Fewer Diesel Powertrains	û
ü	Large Volume EV Sharing	û
ü	Leveraging GEM Vehicle Platform	û
ü	Leveraging Capability of PATAC (China)	û
ü	Mid-size Truck Market	û

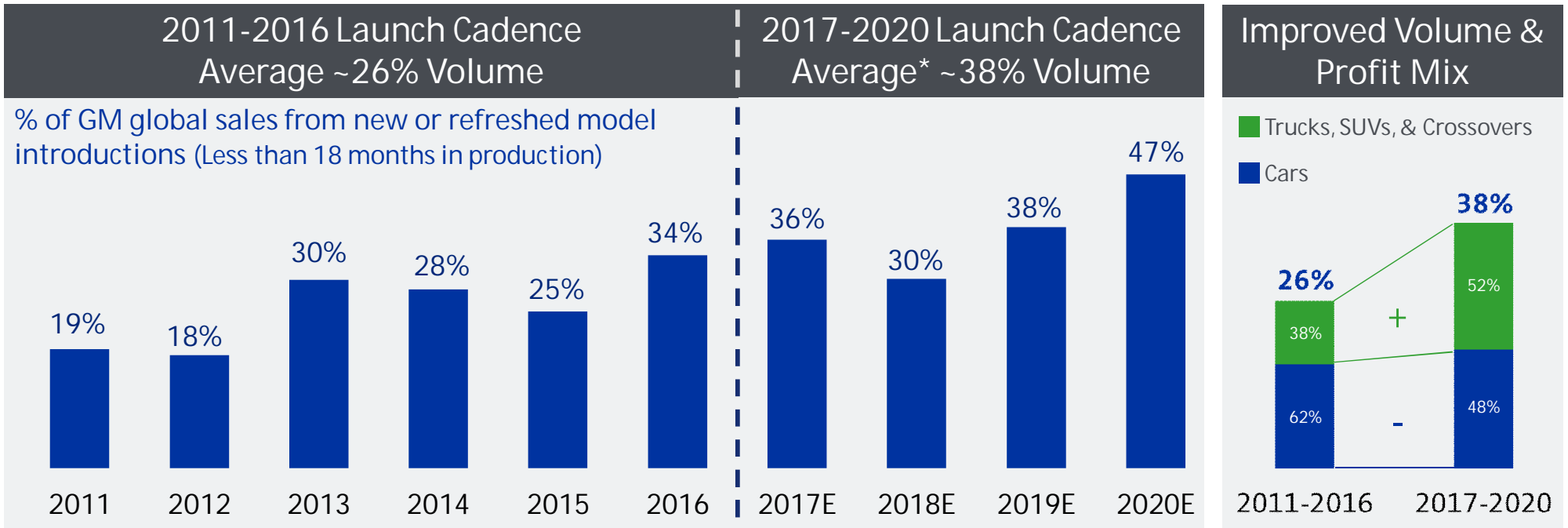


Product Symmetry 

Product Symmetry 

Improved product scale drives efficient resource allocation & architecture savings

## CORE BUSINESS REFRESH TARGETING IMPROVED PROFITABILITY



Strong upcoming product cadence drives brand strength and profit growth

## REFRESHED CROSSOVERS WITH MORE EFFICIENCY AT BETTER MARGINS



2018 Chevrolet Equinox  
(launched)

Nearly 400 lbs lighter

28-mpg  
combined final

Improved fuel efficiency:  
12%



2018 Chevrolet Traverse  
(June 2017)

Nearly 300 lbs lighter

21-mpg  
combined estimated

Improved fuel efficiency:  
23%



2018 GMC Terrain  
(July 2017)

Nearly 300 lbs lighter

Lineup of three all-new  
turbo engines

More available safety  
features than ever before



2018 Buick Enclave  
(September 2017)

Nearly 300 lbs lighter

20-mpg  
combined estimated

Improved fuel efficiency:  
11%

Critical segment in North American portfolio



# GM TO LEAD IN TECHNOLOGY AND INNOVATION AT SCALE



Connectivity

>12 million connected vehicles



Vehicle Platform

Chevrolet Bolt 238 mile range



Autonomous Technology

Cruise Automation




Manufacturing Capability

Engineering Efficiency



Network

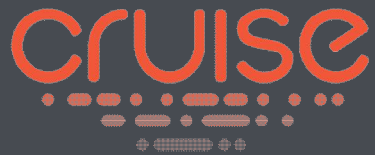
Lyft/Maven



Bolt EV global performance continues to thrive

- Ø Expanded capacity at Orion facility to meet demand
- Ø European/Korean markets surpass projections
- Ø Vehicle acceptance displayed in diverse markets

Our internal focus:  
GM will be the first maker of profitable, highly desirable,  
range-leading and obtainable electric transportation.



GM became the first company to assemble self-driving test vehicles using mass production methods

- Produced 130 Chevrolet Bolt EV test vehicles equipped with the latest generation of self-driving technology at the Orion Assembly Plant
- This brings the number of self-driving Bolt EV test vehicles to be deployed in fleets to 180



The self-driving Chevrolet Bolt EV test vehicles feature GM's latest array of equipment, including LIDAR, cameras, sensors and other hardware designed to accelerate development of a safe and reliable fully autonomous vehicles

Safety is the cornerstone of our approach to autonomous vehicles and we believe that self-driving technology promises enormous benefits to society

Our plan remains the same — we will first launch our AV technology in an on-demand ride sharing network



CRUISE

VIDEO

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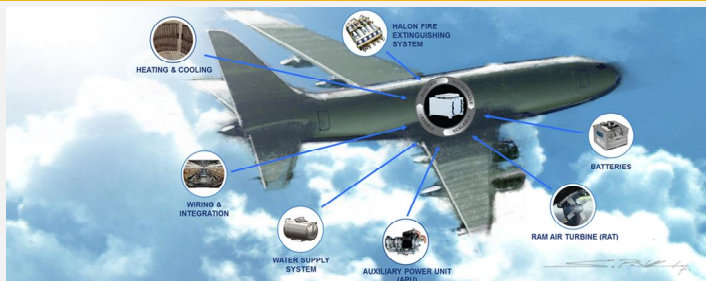
# NEW HYDROGEN FUEL CELL OPPORTUNITIES

GM – Honda  
*Fuel Cell Production Systems*

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**HONDA**

GM Aerospace (Multiple Customers)  
*Hydrogen Fuel Cell Emergency Power*



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GM – U.S. Army TARDEC  
*ZH<sub>2</sub> Hydrogen Fuel Cell Reconnaissance Vehicle*



GM – U.S. Navy Office of Naval Research  
*Unmanned Underwater Vehicle (UUV)*





# SUMMARY

2018 Chevrolet Equinox

Bold global decisions to improve profitability and free cash flow

Recent market exits reduce risk & allow reinvestment in new business and return of capital to shareholders

Architectural symmetry driving quicker refresh cadence & efficient resource allocation

Positioned to lead in the future of mobility with EV / AV / TaaS business

FOR ADDITIONAL  
INFORMATION  
PLEASE VISIT:



Cadillac Escala Concept

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