



DAN AMMANN

President

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 ability to maintain adequate financing sources, including as required to fund our planned significant investment in new technology; our ability to successfully integrate Ally Financial’s International Operations; 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 Europe; our ability to remain competitive in Korea 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 provide information about these and other factors, which we may revise or supplement in future reports to the SEC.



PRIORITIES

- Integrate and optimize our global operations
- Improve resource allocation decisions
- Drive key global initiatives
 - U.S., China, Cadillac, Europe, emerging markets, GMF
- Build a winning team... one company approach
- Deliver results



2013 GM UPDATE

		Jan 2013 Outlook	Updated 2013 Outlook
Volume	<ul style="list-style-type: none"> ■ Global industry up ~4% ■ Deliveries up, wholesales flat 		
Mix	<ul style="list-style-type: none"> ■ Strong vehicle launches 		
Price	<ul style="list-style-type: none"> ■ Largely due to new entries 		
Cost	<ul style="list-style-type: none"> ■ Material content on new entries ■ Ongoing cost performance 		
EBIT-Adj.			
EBIT-Adj. Margin			

Represents Trend vs. 2012

2013 ACCOMPLISHMENTS

- Executed successful global vehicle launches
- Received most JD Power IQS awards
- Improved revenue, EBIT-Adj. and margins
- Announced GMIO restructuring plans
- Acquired Ally International Operations



2013 ACCOMPLISHMENTS (CONT.)

- Added to S&P 500
- Refinanced \$4.5B to increase flexibility
- Achieved Investment Grade rating
- Monetized Ally and PSA equity stakes
- UST divested its GM ownership stake
- Announced leadership succession plan



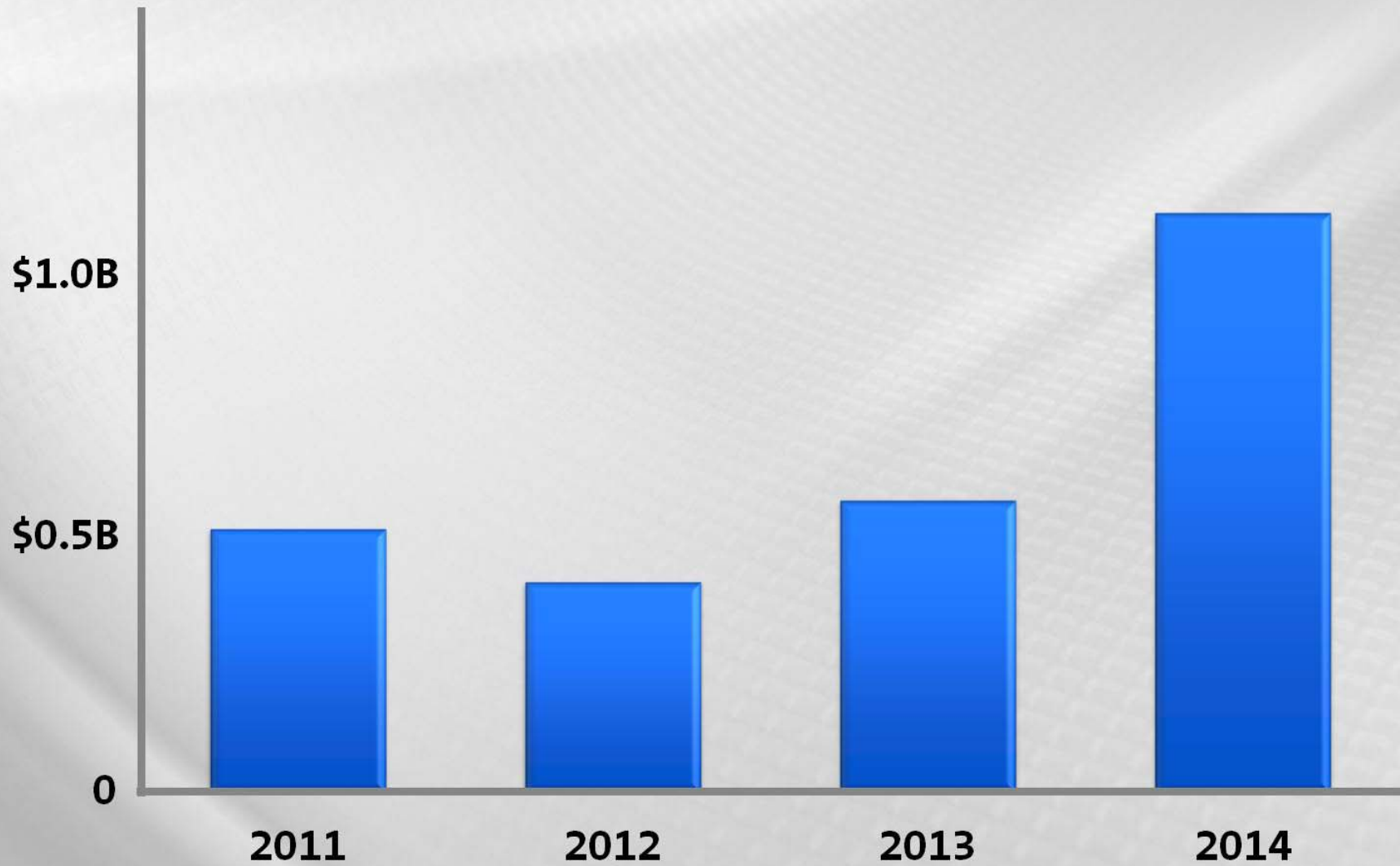
2014 OUTLOOK

- Taking advantage of strength in North America and China to fund restructuring elsewhere
 - Core operating performance remains on plan
 - Significant FX challenges, partially offset with price
 - GMF earnings flat
- Total EBIT-Adj. to be modestly improved
 - Improved underlying operating performance more than offsetting increased restructuring expense
 - EBIT-Adj. margin similar to last year
- Restructuring estimated at ~\$1.1B in 2014






RESTRUCTURING CHARGES

(INCLUDED IN EBIT-ADJ.)

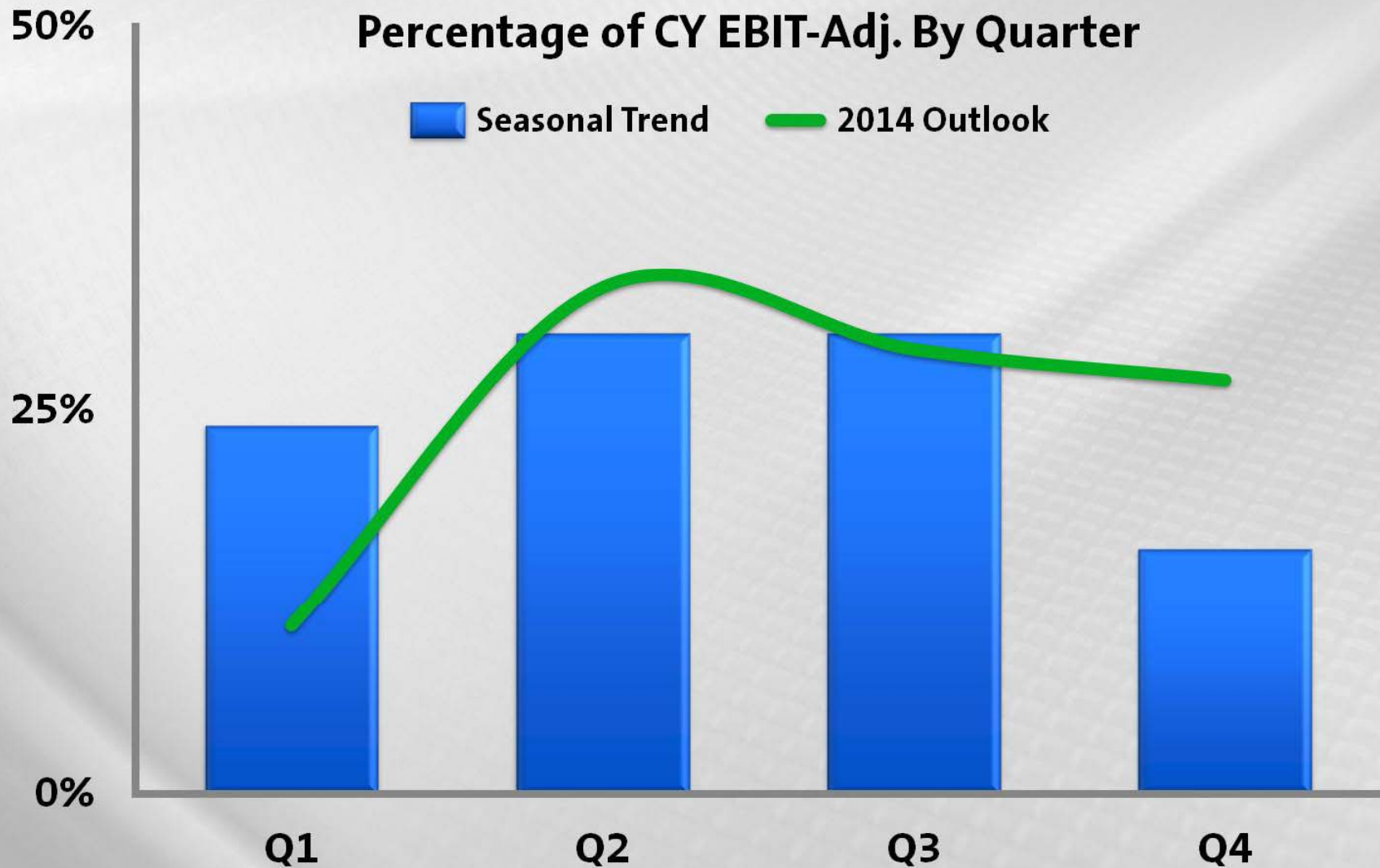


2014 GM OUTLOOK

Volume	<ul style="list-style-type: none">■ Global industry up ~2% to 85+M units■ Market share flat to slightly up	
Mix	<ul style="list-style-type: none">■ Stable outlook	
Price	<ul style="list-style-type: none">■ Full-year impact of 2013 vehicle launches■ Planned offset of FX headwinds	
Cost	<ul style="list-style-type: none">■ Restructuring/other fixed■ Material content on recent entries■ Increased FX headwinds■ Ongoing efficiency actions	
EBIT-Adj.	<ul style="list-style-type: none">■ Improved operating performance more than offsetting increased restructuring	
EBIT-Adj. Margin		

Represents Trend vs. 2013

QUARTERLY EARNINGS CADENCE



Note: Not to Scale

2014 CAPITAL ALLOCATION

	\$B
Capex	~7.5
Restructuring	~1.1
Remaining Ally IO Acquisition	0.7
Remaining Series A Redemption	3.9
Preferred Dividends	0.4
Common Stock Dividends	1.8

SUMMARY

- Taking advantage of strength in North America and China to restructure
- Total EBIT-Adj. to be modestly improved
 - Improved underlying operating performance more than offsetting increased restructuring expense
 - EBIT-Adj. margin similar to last year
- Execution of restructuring activities key to 2015 improvement in Europe and Consolidated Operations
- Continue progress toward mid-decade targets

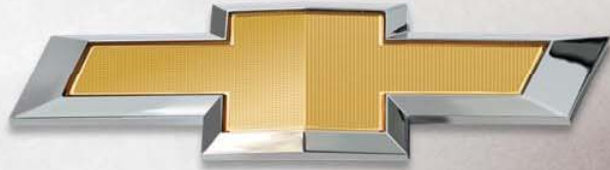




CHUCK STEVENS

Executive Vice President & Chief Financial Officer

***CHEVROLET CORVETTE STINGRAY
2014 NORTH AMERICAN CAR OF THE YEAR***



GM NORTH AMERICA

CADILLAC ATS

2013 NORTH AMERICAN CAR OF THE YEAR



CHEVROLET IMPALA

CONSUMER REPORTS TOP SEDAN



CHEVROLET SILVERADO

CONSUMER REPORTS BEST TRUCK

2014 NORTH AMERICAN TRUCK OF THE YEAR



CADILLAC CTS

2014 MOTOR TREND CAR OF THE YEAR



2013 ACCOMPLISHMENTS








- Successful launch of new Silverado/Sierra
- Continued recognition of product excellence
- Received most JD Power IQS awards
- H2 inflection point in earnings/margin growth
- Grew retail share in all four brands



AND MOMENTUM CONTINUES IN 2014 LED BY GREAT PRODUCTS... KEY 2014 LAUNCHES...

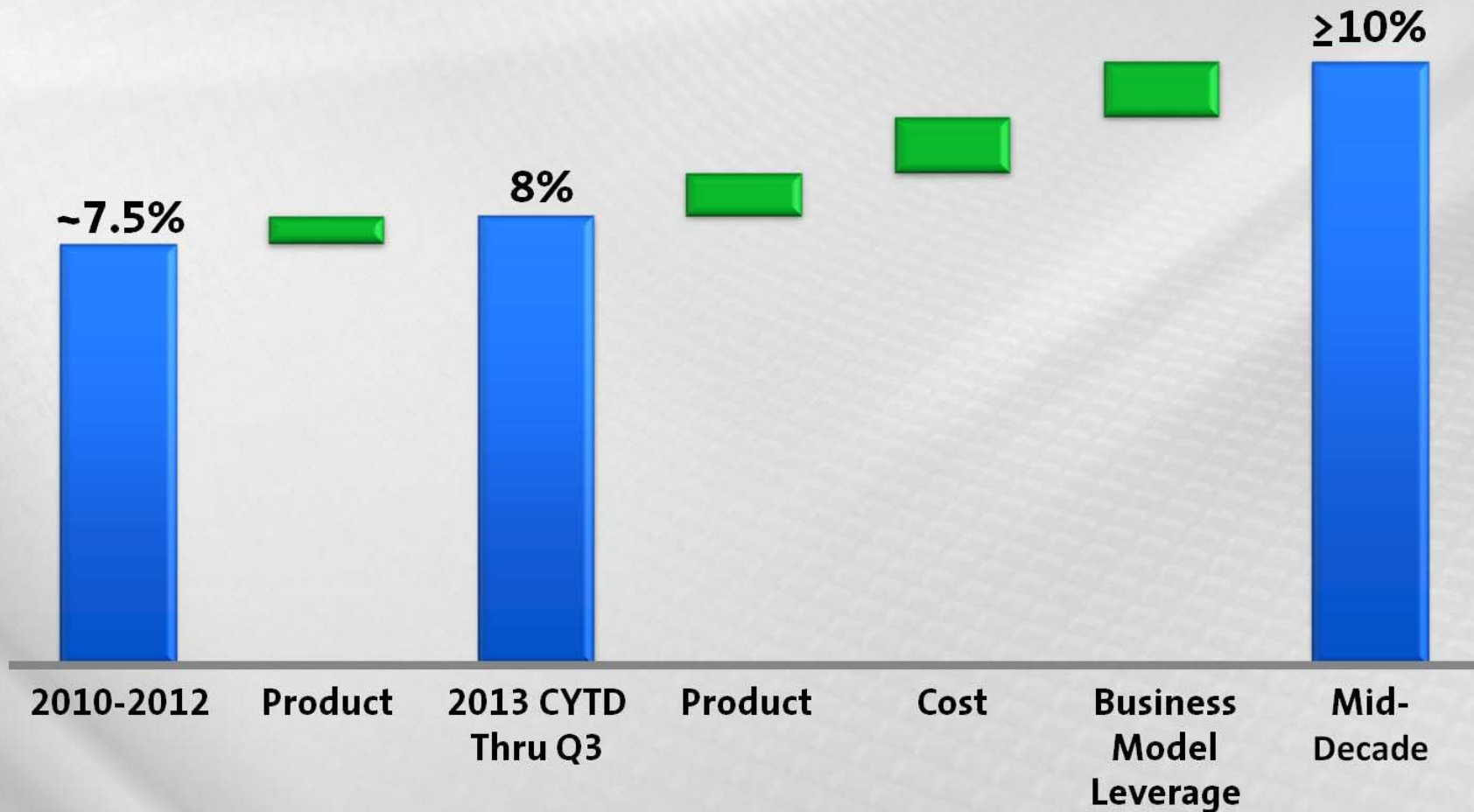


2014 GMNA OUTLOOK

Volume	<ul style="list-style-type: none">■ U.S. industry of 16M - 16.5M units (light)■ Expect modest share increase	
Mix	<ul style="list-style-type: none">■ Driven by new vehicle launches – Cadillac CTS, Corvette, Impala & Full-Size Trucks	
Price	<ul style="list-style-type: none">■ Favorable price on new vehicles■ Unfavorable price on carryover vehicles■ Overall favorable	 
Cost	<ul style="list-style-type: none">■ Engineering/D&A/advertising/material content on new products	
EBIT-Adj.		
EBIT-Adj. Margin		

Represents Trend vs. 2013

OUR PATH TO 10% EBIT MARGINS...



WE ARE IN EXECUTION MODE...

SUMMARY

- Great products/great launches in 2013
- H2 2013 critical inflection point for earnings
- 2014 represents another important step
- Key is execution...

***SOLID PLAN... DEMONSTRATED EXECUTION
DISCIPLINE TO DATE... MORE TO DO...***



GM EUROPE

OUTSTANDING RECENT PORTFOLIO ENTRIES

Mokka



Cascada



ADAM



Insignia Country Tourer



2013 ACCOMPLISHMENTS

- First Opel/Vauxhall market share increase in 14 years
- Successful launch of Mokka, ADAM and Cascada
- Year-over-year revenue increase second half of 2013
- Significant year-over-year reduction of EBIT losses
- Integration of captive financial services in Europe
- Bochum vehicle plant closure advanced to end of 2014



2014 GME OUTLOOK

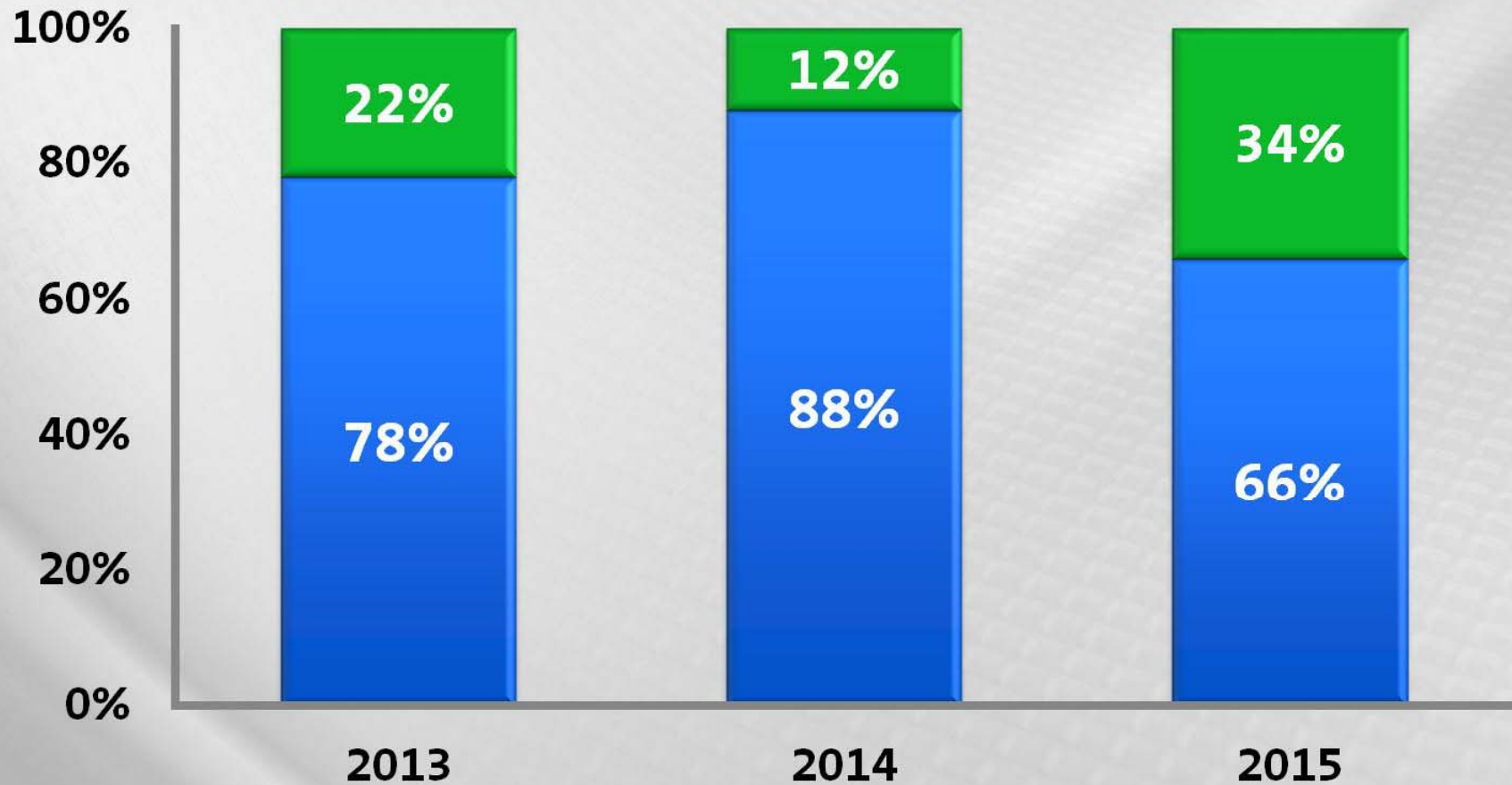
Volume	<ul style="list-style-type: none">■ Expecting moderate industry recovery■ Modest share increases vs. 2013	
Mix	<ul style="list-style-type: none">■ Favorable country mix■ Continued industry downsizing trends	
Price	<ul style="list-style-type: none">■ Pressure on price remaining■ FX headwinds	
Cost	<ul style="list-style-type: none">■ Continued performance on material cost/core fixed cost■ Restructuring costs up	
EBIT-Adj.	<ul style="list-style-type: none">■ Integration of Russia into Europe business model■ Significant restructuring with Bochum closure	
EBIT-Adj. Margin		

Represents Trend vs. 2013

2014... A TRANSITION YEAR

% of Deliveries New or Refreshed Within 18 Months

■ Carryover Vehicles ■ New Vehicles



LOOKING FORWARD

2015 GME Outlook

- Very strong portfolio with new key volume models
- Powertrain line-up completely renewed
- Improved manufacturing footprint with Bochum closure

Mid-Decade Target

- Full benefit of Opel/Vauxhall portfolio refresh in 2015/16 timeframe
- Tailwind from Chevrolet Europe exit
- Good progress on fixed cost, including Bochum closure benefit
- No change to breakeven objective



SUMMARY

- 2013: Stabilization of market share and significant EBIT improvements y-o-y
- 2014: Transition year – Stable core operating performance... adverse impacts of challenges in Russia and further restructuring
- Breakeven by mid-decade





GM INTERNATIONAL OPERATIONS

2013 ACCOMPLISHMENTS

- Continued strength in China... sold over 3 million units
- Leadership transition
 - Consolidated International Operations
 - China
- Aggressively addressed challenges but more to do
 - Chevrolet Europe and Australia



KEY 2014 LAUNCHES – CHINA

Cadillac ATS



KEY 2014 LAUNCHES – CIO

Chevrolet Tahoe



Cadillac CTS



2014 GMIO OUTLOOK

Volume	<ul style="list-style-type: none">■ Moderate industry growth... up ~3%... primarily China■ China volume up... Consolidated Operations volume down	
Mix	<ul style="list-style-type: none">■ Reduced Middle East Operations related to launches	
Price	<ul style="list-style-type: none">■ Full-Size truck launch in Middle East partially offset by pressure in other markets	
Cost	<ul style="list-style-type: none">■ Strong material performance more than offset by restructuring and other “one time” costs	
EBIT-Adj.	<ul style="list-style-type: none">■ Primarily restructuring and other “one time” costs	
EBIT-Adj. Margin	<ul style="list-style-type: none">■ Consolidated Operations down■ China flat... competitive pressure and launch cost	

Represents Trend vs. 2013

2015 GMIO OUTLOOK

- Strong China growth... modest recovery in Consolidated Operations markets
- Positive “carryover” from 2014 launches in China
- Richer mix in Consolidated Operations – primarily Full-Size truck in the Middle East
- Improved China earnings – volume & mix
- Improved consolidated earnings – product launches and restructuring benefit



SUMMARY

- 2013 was a tough year, but addressed significant restructuring needs... more to do
- Need to regain momentum in 2014 and execute restructuring
- Will be well positioned for improved performance by mid-decade
 - China growth
 - Consolidated Operations restructuring benefit





GM SOUTH AMERICA

2013 ACCOMPLISHMENTS

- Second consecutive profitable year driven by...
 - Product launches performing across the region... Brazil continued share gains
 - Continuing to address cost side... Multi-year labor agreements in Brazil and further restructuring
 - Managing thru the region volatility... FX pressures across GMSA & challenging political environments



CHEVROLET PRISMA



CHEVROLET ONIX



CHEVROLET TRACKER



2014 GMSA OUTLOOK

Volume

- Industry expected flat or down slightly
- Maintain share



Mix

- New portfolio volume up, legacy down



Price

- Offset FX and economics



Cost

- FX and economics impact expected to continue



EBIT-Adj.



EBIT-Adj. Margin



UPDATE ON MID-DECADE TARGET

Right Products

- Continue to refresh portfolio
- Rationalize legacy

Restructure

- Manufacturing footprint
- SG&A

Material & Logistics

- Localization
- Optimize supply chain

Manage Risk

- Organizational agility

...Continuing to execute our mid-decade target toward mid-single digits margins

SUMMARY

- 2013... second consecutive profitable year
- Product portfolio well accepted in the market... continue refreshing with special editions
- Continue executing turnaround in 2014
- Maintaining mid-single digits margin target for mid-decade

But significant volatility risk in Venezuela and Argentina...



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GM
