



**CHUCK STEVENS**  
CFO, GM North America

# 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 Financials 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; 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

GMNA Performance Since 2010

2013... A Transition Year

The Road to 10% EBIT- Adjusted Margin



# GMNA PERFORMANCE SINCE 2010

Design, Build, Sell Great Products

Pricing/Incentive Discipline

Fixed Cost Focus

Maintain Low Break-Even Point

Key Tenets  
of New  
Business  
Model And  
IPO



# DESIGN, BUILD, SELL GREAT PRODUCTS

Segment Share

Price

Profitability



Chevrolet Sonic



Buick Lacrosse



Chevrolet Equinox



Chevrolet Cruze



Cadillac SRX

# PRICING AND INCENTIVE DISCIPLINE

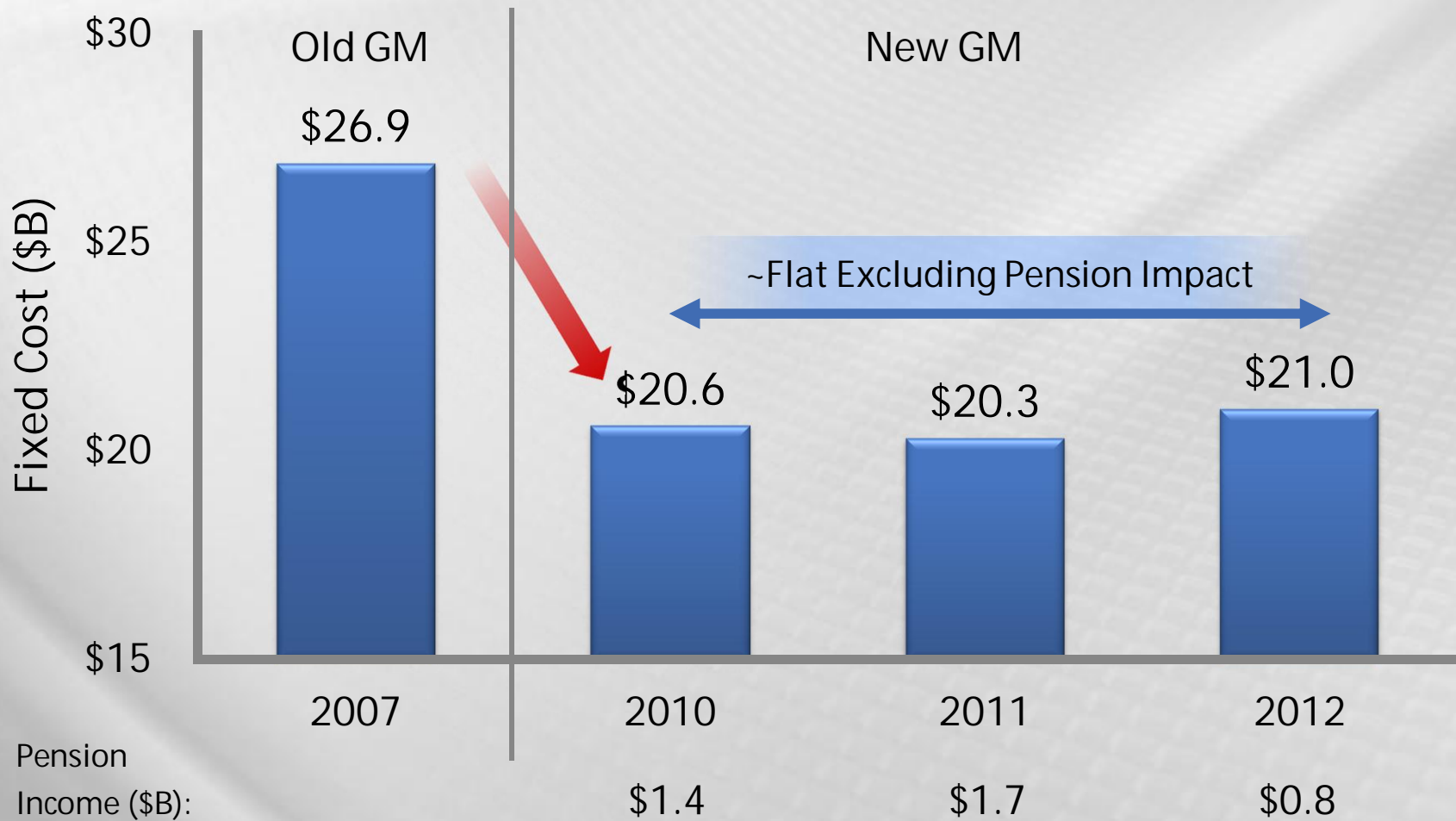
— U.S. Industry Avg. Incentive % ATP     ■ Avg. GM U.S. Retail Incentive  
— GM Avg. Incentive % ATP



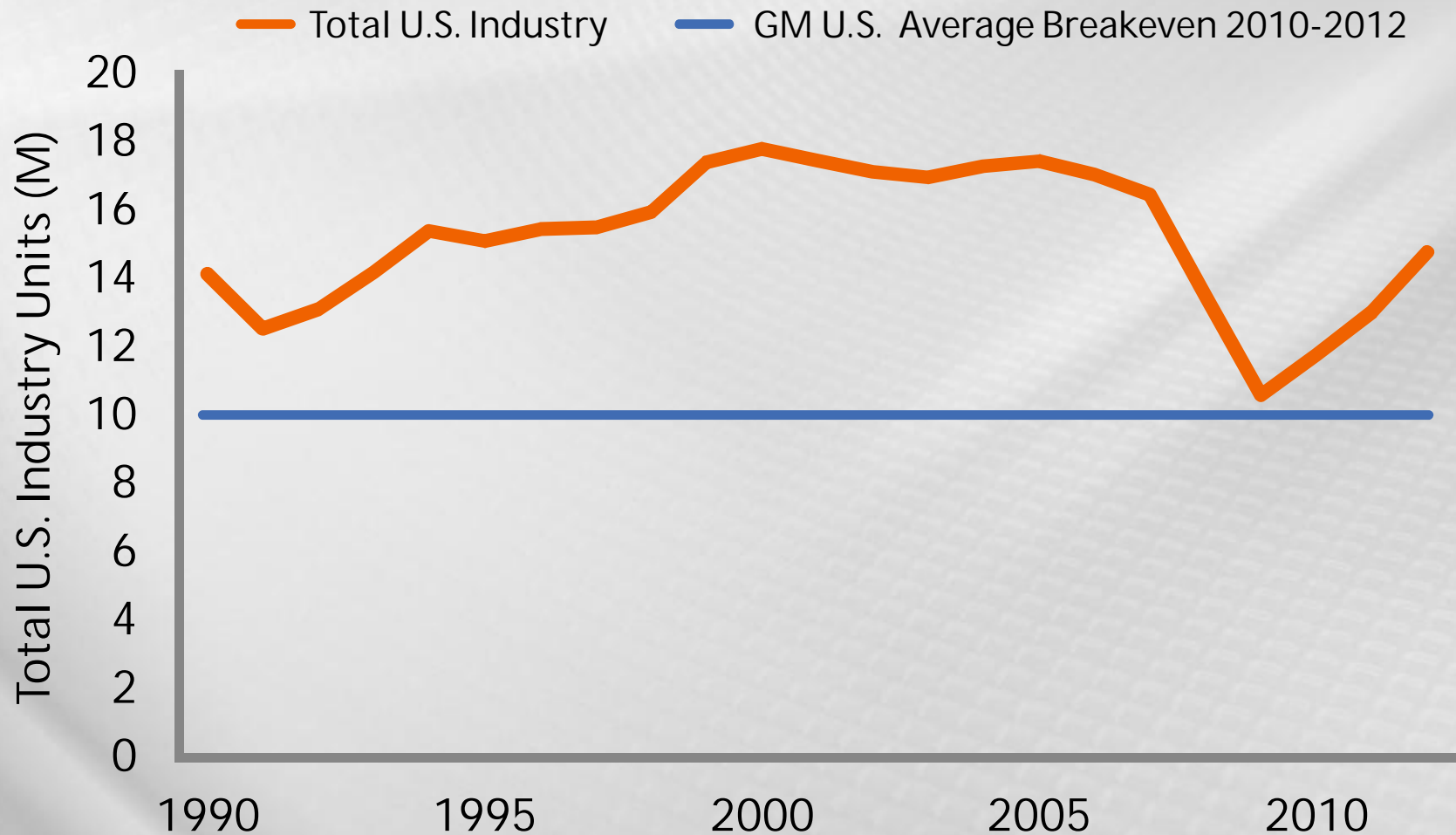
Note: Incentive & ATP Information Based on J.D. Power and Associates Power Information Network data

# STRONG FOCUS ON FIXED COST

*Fixed Cost Reduced by ~25% Since 2007*



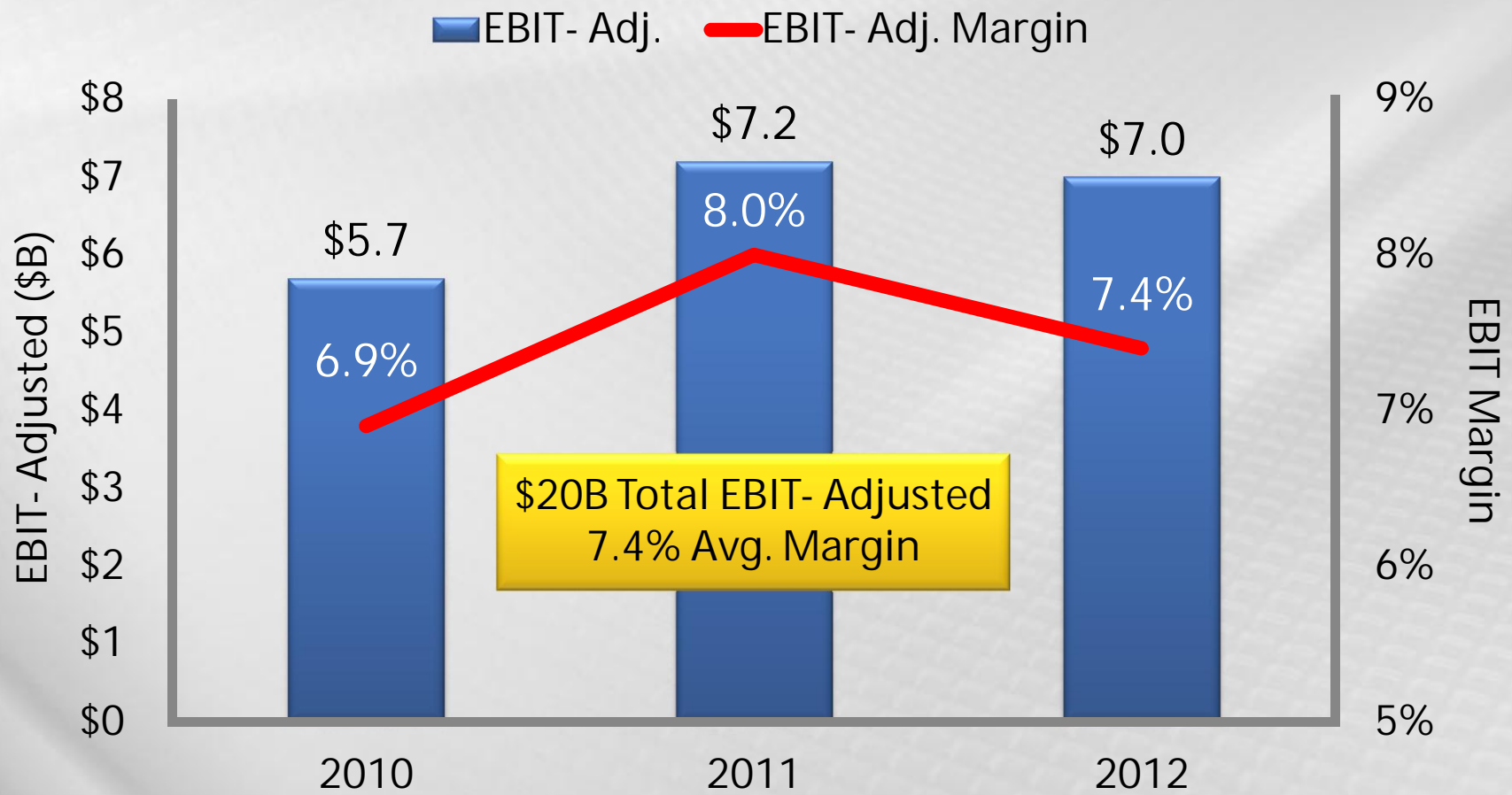
# MAINTAIN LOW BREAK-EVEN POINT



Note: Break-even point is on an EBIT-adjusted basis



# GMNA FINANCIAL PERFORMANCE



U.S. Industry  
Units (M):

2010

11.8

2011

13.0

2012

14.8

Memo: U.S. Industry averaged 14.9M units over the past 10 years

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# 2013 GMNA OUTLOOK

## Volume

- Expect U.S. industry increase of ~5%
- Expect modest share increase



## Mix

- Increased luxury vehicles offset with increased small cars
- Expect truck production to be flat



## Price

- Favorable price on new vehicles
- Unfavorable price on carryover vehicles
- Overall favorable



## Cost

- Pension/D&A/Advertising/Material content on new products



## EBIT-Adj.



## Margin



Represents Trend vs. 2012



# CHEVROLET SILVERADO AND GMC SIERRA





# DESIGN, BUILD, SELL GREAT PRODUCTS



Chevrolet Impala



Chevrolet Stingray



Buick Encore



Cadillac ATS



Cadillac XTS

# CADILLAC CTS



# AGENDA

GMNA Performance Since 2010

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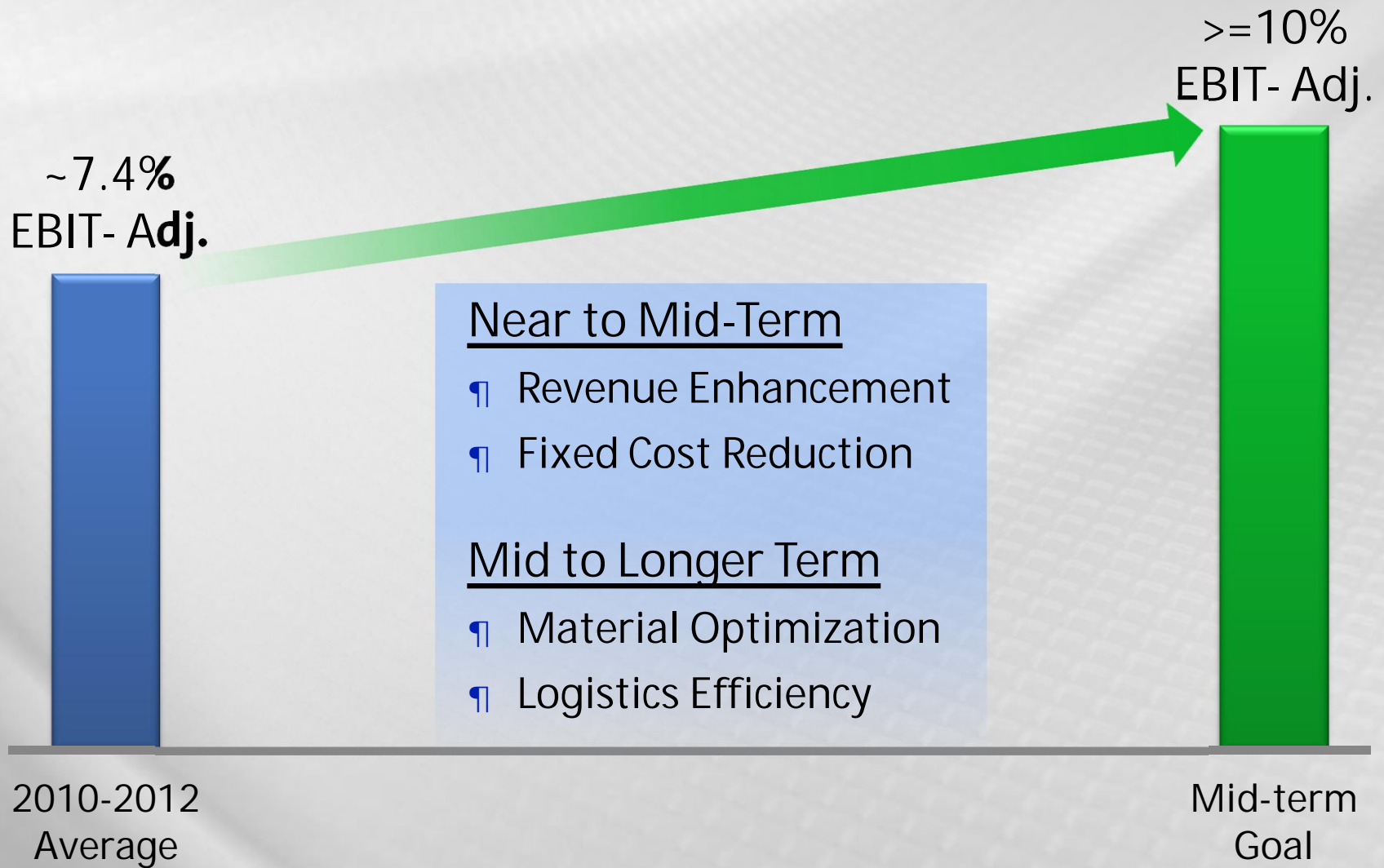
2013... A Transition Year

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The Road to 10% EBIT- Adjusted Margin



# MID-TERM GOAL: 10% MARGINS

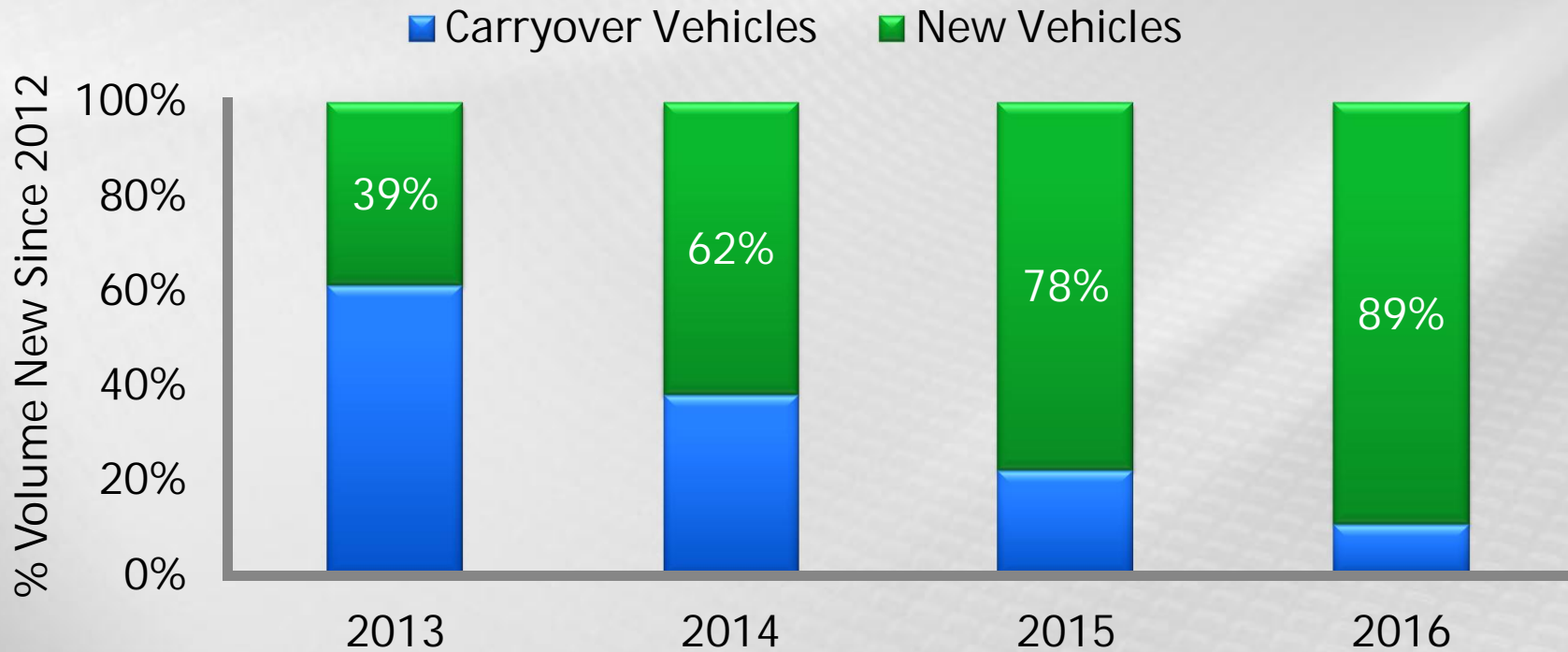




# REVENUE ENHANCEMENTS (~100 BPS)



# 2013-2016 CY PORTFOLIO REFRESHED



Note:	2009	2010	2011	2012
% Volume New Since 2008	16%	25%	36%	45%

*2013-2016 CY at 2x the pace of 2009-2012*



# CADILLAC PORTFOLIO

2010 CY



SRX



CTS



ESCALADE



STS



DTS

2014 CY



ATS: 2013 Car of the Year



SRX – Refreshed in 2012



Escalade – New in 2014



XTS – New in 2012



CTS – New in 2013



ELR – New in 2013

## OTHER REVENUE ENHANCEMENT OPPORTUNITIES

- ¶ Enhanced dealer facilities
  - Over 4,000 dealers participating
  - Strong focus on California and New York
- ¶ Eliminate residual gap – currently 200 basis points
- ¶ Fully leverage banking strategy
  - GM Financial generating >20k incremental sales annually





# FIXED COSTS (~100 BPS)

Targeting 6% reduction in SG&A

- ¶ Overhead
- ¶ IT

Expect manufacturing efficiencies in the range of 5%

- ¶ Tier I/Tier II mix
- ¶ Skilled trades competitiveness
- ¶ Footprint optimization
- ¶ Project expense

*Intended to offset D&A, marketing and pension headwinds in 2013*

# MATERIAL AND LOGISTICS (~100 BPS)

## Material cost optimization

- ¶ Global architectures from ~60% of today's volume to ~95% by 2018
- ¶ Supplier strategic sourcing
- ¶ Supplier footprint
- ¶ Further leverage scale

## Logistics efficiencies

- ¶ Premium freight
- ¶ Mode optimization
- ¶ Inbound freight optimization

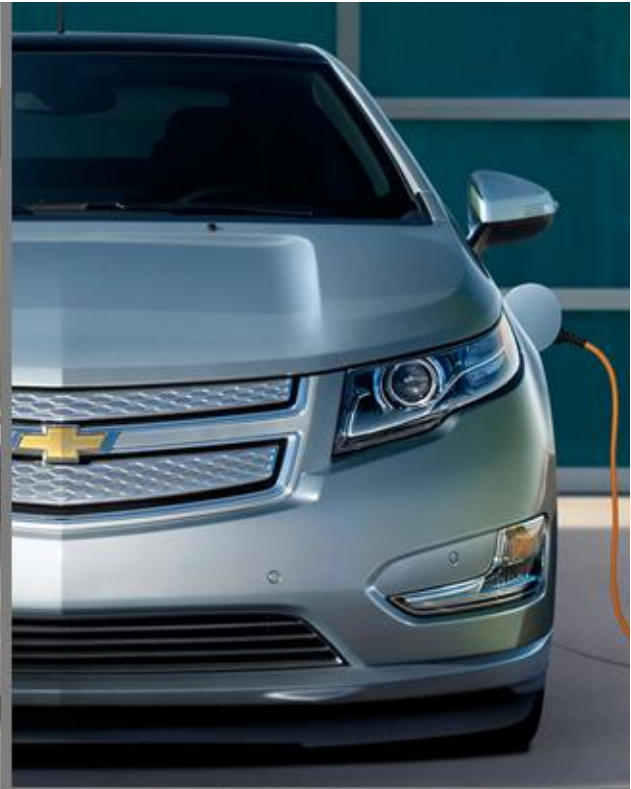


# SUMMARY – GMNA

- ¶ Generated \$20B EBIT-adjusted in the last three years
- ¶ Launch of several key products makes 2013 an important transition year
- ¶ Sound foundation being laid for ~10% margins by mid-decade







EVERYTHING BEGINS AND ENDS WITH GREAT PRODUCTS

