CHUCK STEVENS

GMNA Chief Financial Officer

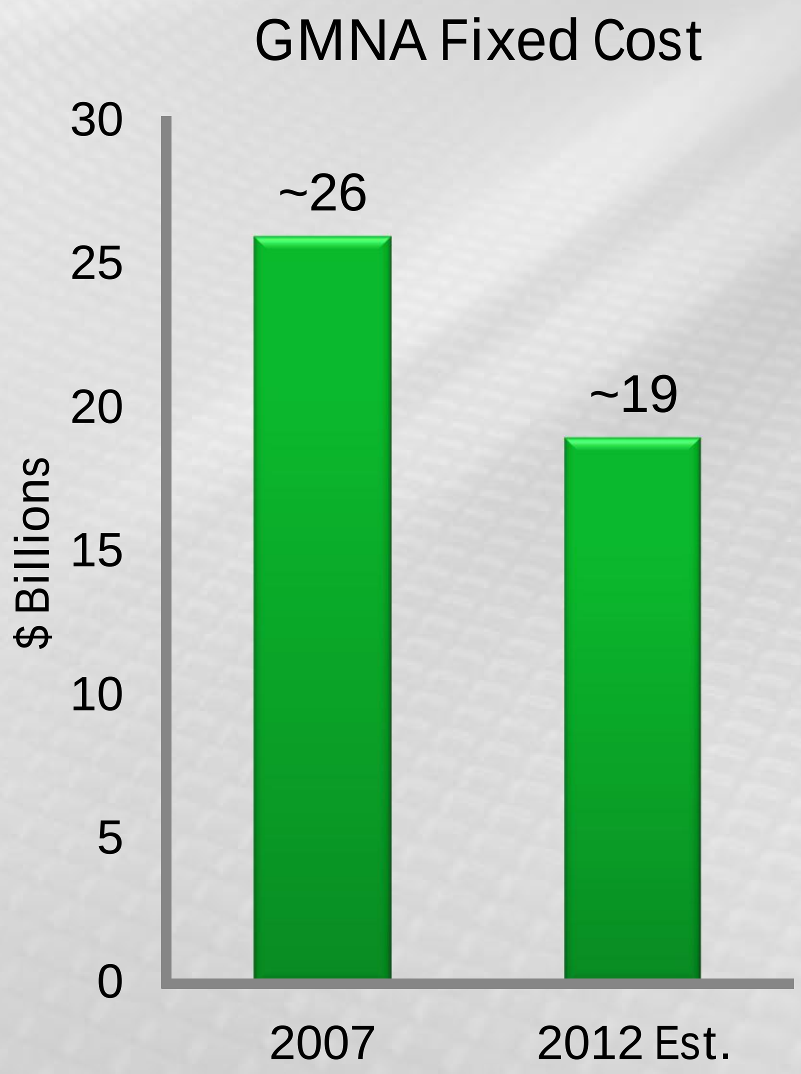
WHAT HAVE WE DONE

- Maintained Cost
- Optimized Revenue
- Managed Inventory
- Launched Great Products

U.S. Breakeven Remains Low

COST DISCIPLINE FOCUS

- Right-sized capacity
- Increased capacity utilization
- Reduced churn
- Hourly workforce initiatives



VERY STRONG PRICING

$10B

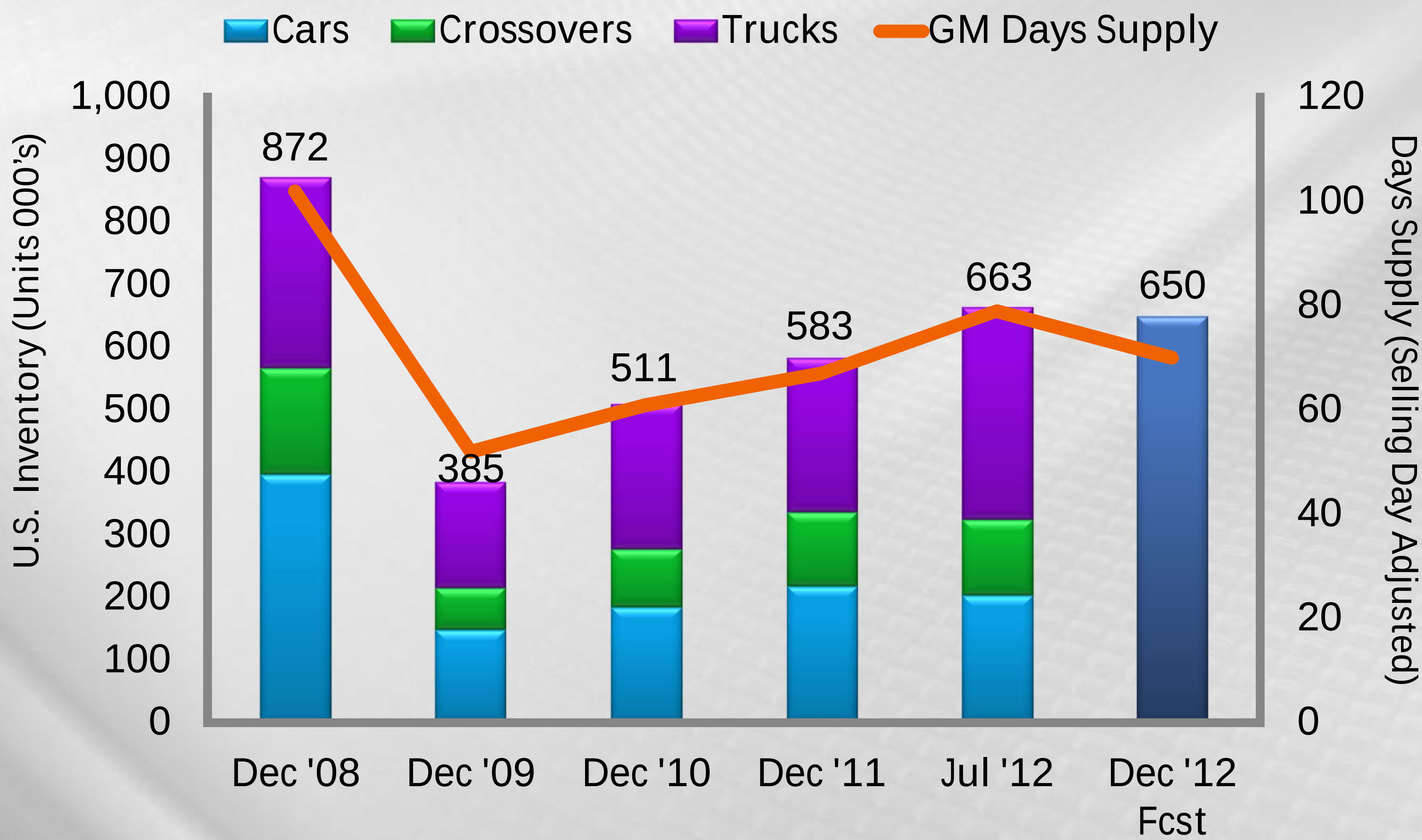
Net Price Retention

From 2009-2012 on
Carryover Vehicles

- Inventory management
- Network rationalization
- Focus on competitive incentive spend
- Eliminated “Brand Deficiency” discounts
- Fewer brand and product offerings

REDUCED U.S. DEALER INVENTORIES –

2011 AND 2012 INCREASE PRIMARILY RELATED TO TRUCK BUILD



All data prior to July 10, 2009 refers to Old GM. New GM acquired operations from Old GM on July 10, 2009

U.S. PRODUCT LAUNCH PERFORMANCE Q2 2012

SUCCESSFUL LAUNCH PRODUCTS KEY ENABLER TO IMPROVED TRANSACTION PRICES

2012 Chevrolet Sonic

2012 Chevrolet Sonic	Share of Segment	Avg. Transaction Price (ATP)	Average Incentive
U.S. Market Performance vs. Predecessor Q2 '11	19.1% + 11.1ppt.	~$17,000 + $1,800	~$300 - $1,400

Note: ATP Information Based on J.D. Power and Associates Power Information Network data (Syndicated Report)

U.S. PRODUCT LAUNCH PERFORMANCE Q2 2012

SUCCESSFUL LAUNCH PRODUCTS KEY ENABLER TO IMPROVED TRANSACTION PRICES

2012 Cadillac XTS

2012 Cadillac XTS	Share of Segment	Avg. Transaction Price (ATP)	Average Incentive
U.S. Market Performance vs. Predecessor Q2 '11	TBD	~$53,500* + $5,600	~$1,600* - $6,100

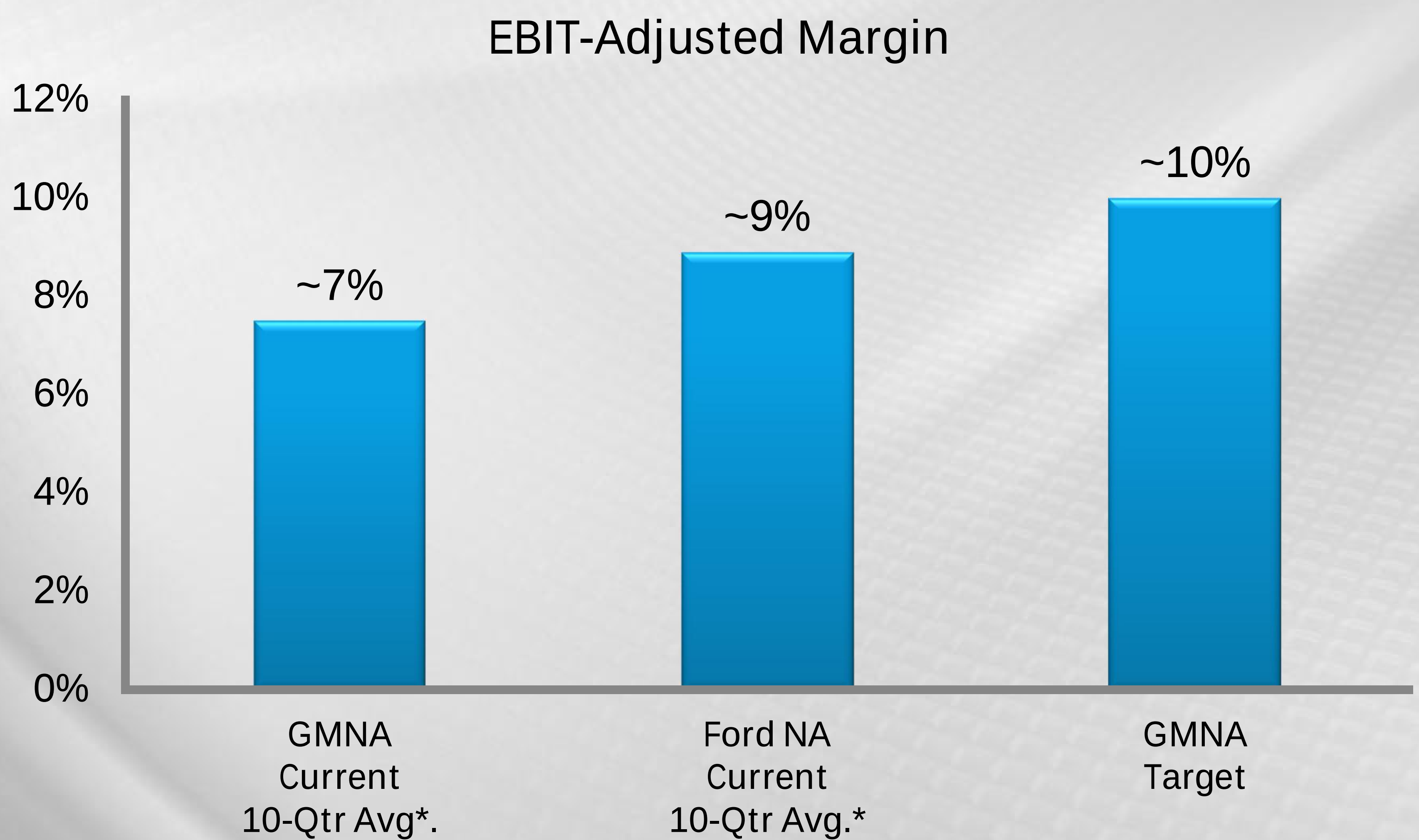
Note: ATP Information Based on J.D. Power and Associates Power Information Network data (Syndicated Report)
*Based on June thru August 19th results

IMPACT OF A LOWER BREAKEVEN

	2008CY	2010CY	2011CY	2012H1
US Industry SAAR*	13.2	11.6	12.7	14.2
U.S. Share	22.1%	18.8%	19.2%	17.7%
Revenue	$86B	$83B	$90B	$47B
EBIT-Adjusted	($8.1)B	$5.7B	$7.2B	$3.7B
EBIT-Adjusted Margin	(9.4)%	6.9%	8.0%	7.8%

*Light duty units only

GOOD PROGRESS – BUT MORE TO DO



*10-quarter average based on quarterly earnings data for 2010-Q1 through 2012-Q2

HOW ARE WE GOING TO DRIVE TO 10% MARGINS?

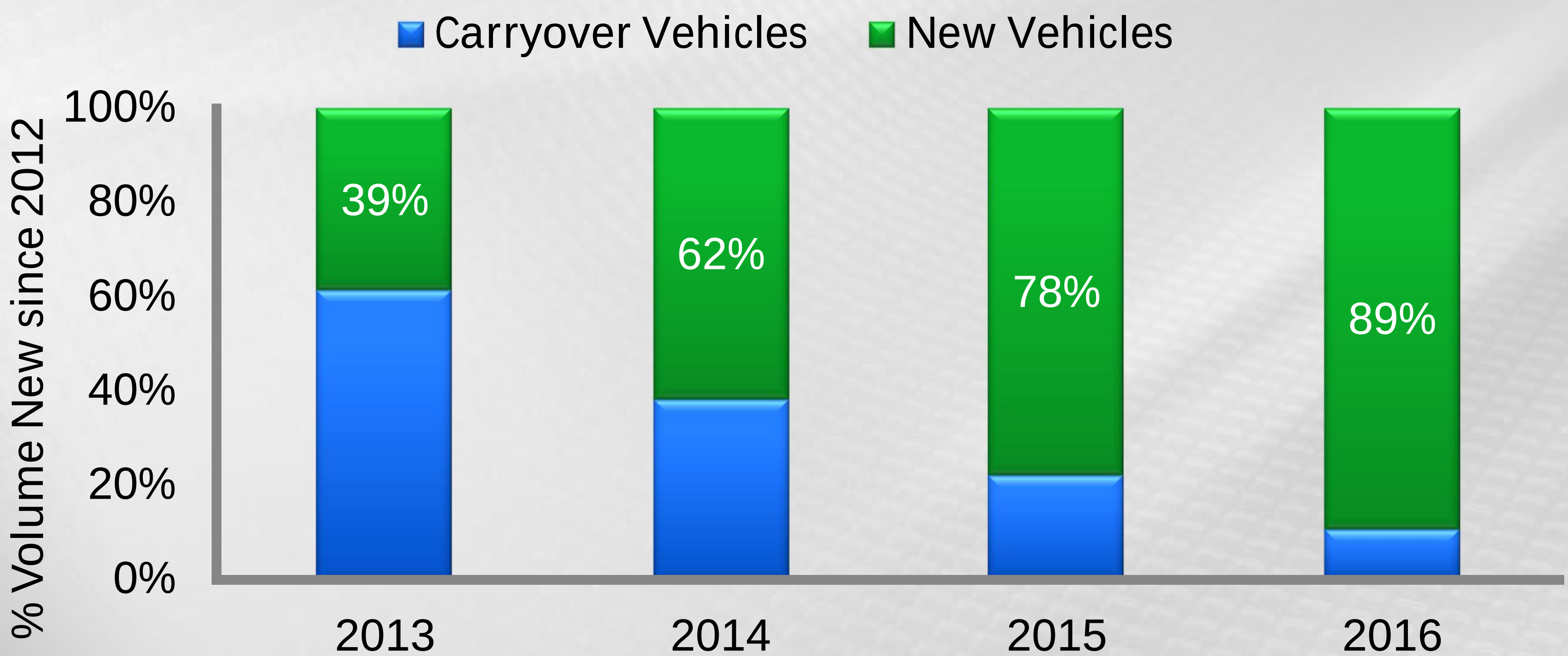
Near to Mid Term:

- Product launches
- Maintain pricing discipline
- Fixed Cost focus
  - Selling, General & Administrative
  - Global Marketing
  - Manufacturing initiatives

Longer Term:

- Global architectures
- Strategic sourcing
- Footprint – Manufacturing and supplier

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

SUMMARY

¶ Sustained cost focus

¶ Optimized revenue by maintaining pricing discipline

¶ Continue to keep breakeven levels low

¶ Complete portfolio overhaul by 2016

¶ Driving towards 10% EBIT-Adjusted Margin