

OEMs and e-commerce: *Showing Wall Street The Beef*

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e-GM



Analytical Framework

- Improving today's processes
- Extending the business
- Enabling new business opportunities



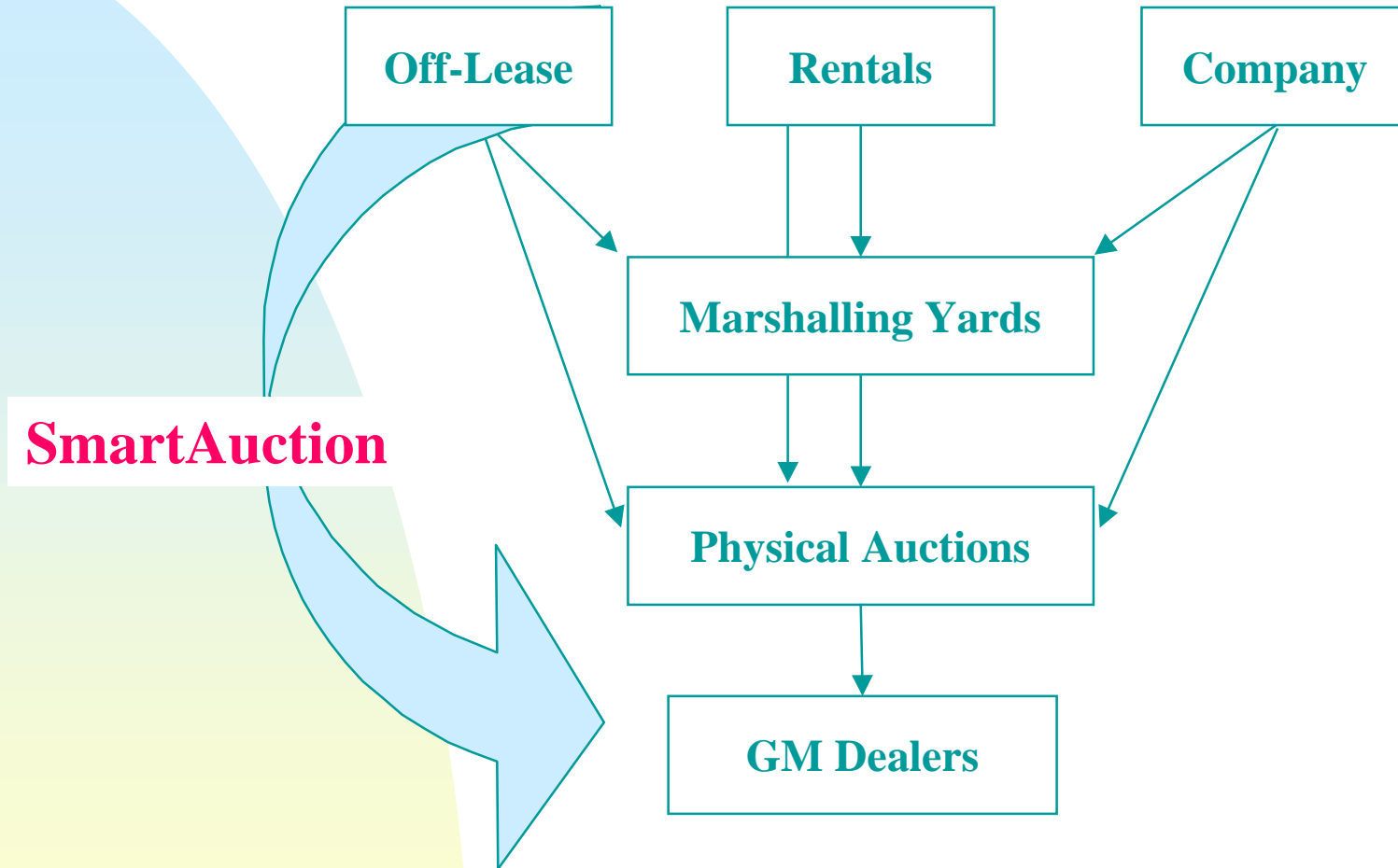
Value of e-commerce

Doing What We Do Today...Better

- Reduce Vehicle Development Cycle
 - ◆ Engineering and purchasing
- Human Resource Management
 - ◆ Employee portal
- Remarketing
 - ◆ Enhanced dealer service



e-Remarketing pilot launched 4/00



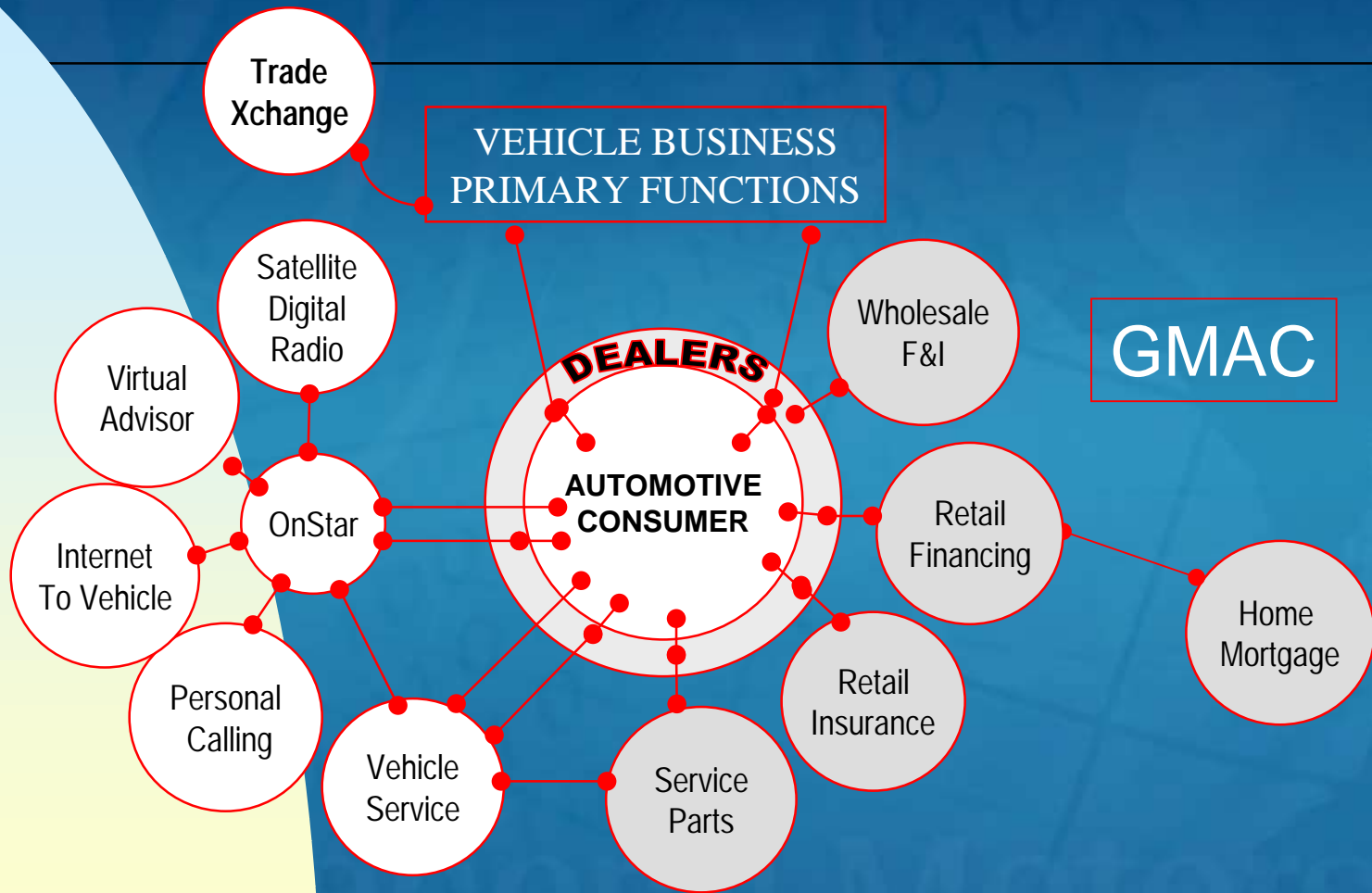
Substantial Savings In Time And Cost

Hybrid Business Model

- Improve traditional processes plus **Expand** the business
 - ◆ Covisint
 - ◆ GM / Dealer All Makes JV



Growth Model





- 1) Subscription Model
- 2) Drive Time = \$\$\$

Summary

- Leveraging the power of the internet and e-commerce:
 - ★ Is impacting OEMs in a variety of ways
 - ★ Will yield huge improvements in today's business processes
 - ★ Opens exciting new frontiers as the old and new economies are joined
 - ★ Requires speed and risk taking

Moving OEMs from a dividend play to an equity play will require both growth opportunities and performance