



INVESTOR DAY 2022

Forward Looking Statements

This presentation and related remarks by management may include “forward-looking statements” within the meaning of the U.S. federal securities laws. Forward-looking statements are any statements other than statements of historical fact and represent our current judgement about possible future events. In making these statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances. We believe these judgements are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of important factors. These factors include, among others, the following: (1) our ability to deliver new products, services, technologies and customer experiences in response to increased competition and changing consumer preferences in the automotive industry; (2) our ability to timely fund and introduce new and improved vehicle models, including EVs, that are able to attract a sufficient number of consumers; (3) our ability to profitably deliver a broad portfolio of EVs that will help drive consumer adoption; (4) the success of our current line of full-size SUVs and full-size pickup trucks; (5) our highly competitive industry, which has been historically characterized by excess manufacturing capacity and the use of incentives, and the introduction of new and improved vehicle models by our competitors; (6) the unique technological, operational, regulatory and competitive risks related to the timing and commercialization of AVs; (7) risks associated with climate change, including increased regulation of greenhouse gas emissions, our transition to EVs and the potential increased impacts of severe weather events; (8) global automobile market sales volume, which can be volatile; (9) prices and uncertain availability of raw materials and commodities used by us and our suppliers, and instability in logistics and related costs; (10) our business in China, which is subject to unique operational, competitive, regulatory and economic risks; (11) the success of our ongoing strategic business relationships and of our joint ventures, which we cannot operate solely for our benefit and over which we may have limited control; (12) the international scale and footprint of our operations, which exposes us to a variety of unique political, economic, competitive and regulatory risks, including the risk of changes in government leadership and laws (including labor, trade, tax and other laws), political uncertainty or instability and economic tensions between governments and changes in international trade policies, new barriers to entry and changes to or withdrawals from free trade agreements, changes in foreign exchange rates and interest rates, economic downturns in the countries in which we operate, differing local product preferences and product requirements, changes to and compliance with U.S. and foreign countries' export controls and economic sanctions, differing labor regulations, requirements and union relationships, differing dealer and franchise regulations and relationships, difficulties in obtaining financing in foreign countries, and public health crises, including the occurrence of a contagious disease or illness, such as the COVID-19 pandemic; (13) any significant disruption, including any work stoppages, at any of our manufacturing facilities; (14) the ability of our suppliers to deliver parts, systems and components without disruption and at such times to allow us to meet production schedules; (15) the ongoing COVID-19 pandemic; (16) the success of any restructurings or other cost reduction actions; (17) the possibility that competitors may independently develop products and services similar to ours, or that our intellectual property rights are not sufficient to prevent competitors from developing or selling those products or services; (18) our ability to manage risks related to security breaches and other disruptions to our information technology systems and networked products, including connected vehicles and in-vehicle systems; (19) our ability to comply with increasingly complex, restrictive and punitive regulations relating to our enterprise data practices, including the collection, use, sharing and security of the Personal Identifiable Information of our customers, employees, or suppliers; (20) our ability to comply with extensive laws, regulations and policies applicable to our operations and products, including those relating to fuel economy, emissions and AVs; (21) costs and risks associated with litigation and government investigations; (22) the costs and effect on our reputation of product safety recalls and alleged defects in products and services; (23) any additional tax expense or exposure; (24) our continued ability to develop captive financing capability through GM Financial; and (25) any significant increase in our pension funding requirements. A further list and description of these risks, uncertainties and other factors can be found in our 2021 Form 10-K and our subsequent filings with the SEC.

We caution readers not to place undue reliance on forward-looking statements. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events, or other factors that affect the subject of these statements, except where we are expressly required to do so by law.

Product Disclosure

Depicted vehicles and features shown throughout may be simulated or in a preproduction state and subject to change. Products may not be currently available and subject to limited availability. Certain vehicle performance and other specs, including acceleration, torque and range are based on GM testing. EPA estimates not currently available for all products shown. Actual vehicle range will vary based on several factors, including temperature, terrain, battery age, loading, use and maintenance. For important feature information and details relating to advanced safety and driver assistance features, including use and limitations, consult the vehicle's Owner's Manual and brand's website. These materials are intended for informational purposes only and not intended for further distribution. Manufacturer's Suggested Retail Price excludes tax, title, license, dealer fees, and optional equipment. Dealer sets final price.

NON-GAAP Financial Measures

See our 2021 Form 10-K and our subsequent filings with the SEC for a description of certain non-GAAP measures referenced in this presentation and remarks made by management, 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 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. When we present our total company EBIT-adjusted, GM Financial is presented on an EBT-adjusted basis.



Mark Reuss

GM President



Portfolio strategy

GM retail market share

+0.7 ppt

CYTD 2022 vs. CY 2021

GMC SIERRA DENALI

Large pickups

+2.9 ppt

CYTD 2022 vs CY 2021



CHEVROLET SILVERADO HD

Large SUVs

More than

+0.5 ppt

CYTD 2022 vs. CY 2021



CHEVROLET TAHOE

Large luxury SUVs

+3.2 ppt

CYTD 2022 vs CY 2021



CADILLAC ESCALADE-V

Range

Up to a GM-estimated

400 MILES

on a full charge



CHEVROLET SILVERADO EV

Charge rate

Up to

350 kW DC

fast charging capable

100 MILES

in 10 minutes



CHEVROLET SILVERADO EV

Power

754 HP

785 FT-LB

of torque



CHEVROLET SILVERADO EV

Towing capacity

Up to

20,000 LBS

for future work truck model



CHEVROLET SILVERADO EV

CHEVROLET BOLT EUV

CHEVROLET BOLT EV

Best quarterly total sales in Q3 2022



Bolt EUV

#1

mainstream EV
in the market



CHEVROLET BOLT EUV

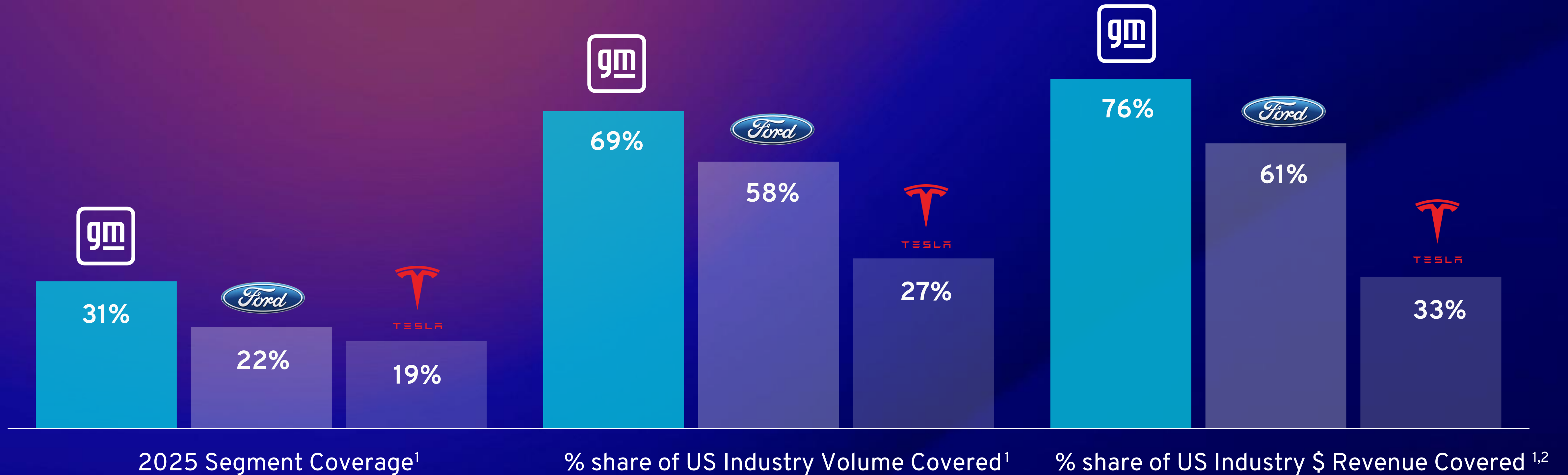
CHEVROLET BOLT EUV + EV



Increasing 2022CY production

~44,000 vehicles in 2022 to
>70,000 in 2023

U.S. EV market coverage



32 segments total (including Ultra Lux, not shown, excluding Med. Duty Trucks)
Includes possible/unconfirmed entries

1. Based on S&P Global forecast and GM segment definition 2. Estimated using 2022 J.D. Power PIN Data

GM can go places that competitors cannot both on volume and revenue

EVs in 1/3 of segments

Representing nearly

70%

of the industry
volume by 2025



America's most popular segments

2023 - 2024

Launch

2024

Scale

2025 planned annual
production volumes

> 600,000 units



CHEVROLET EQUINOX EV



CHEVROLET BLAZER EV



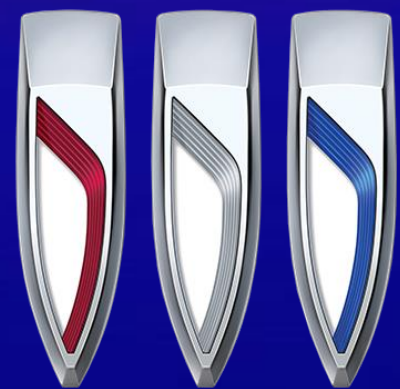
CHEVROLET SILVERADO EV



GMC SIERRA EV-DENALI



brightdrop

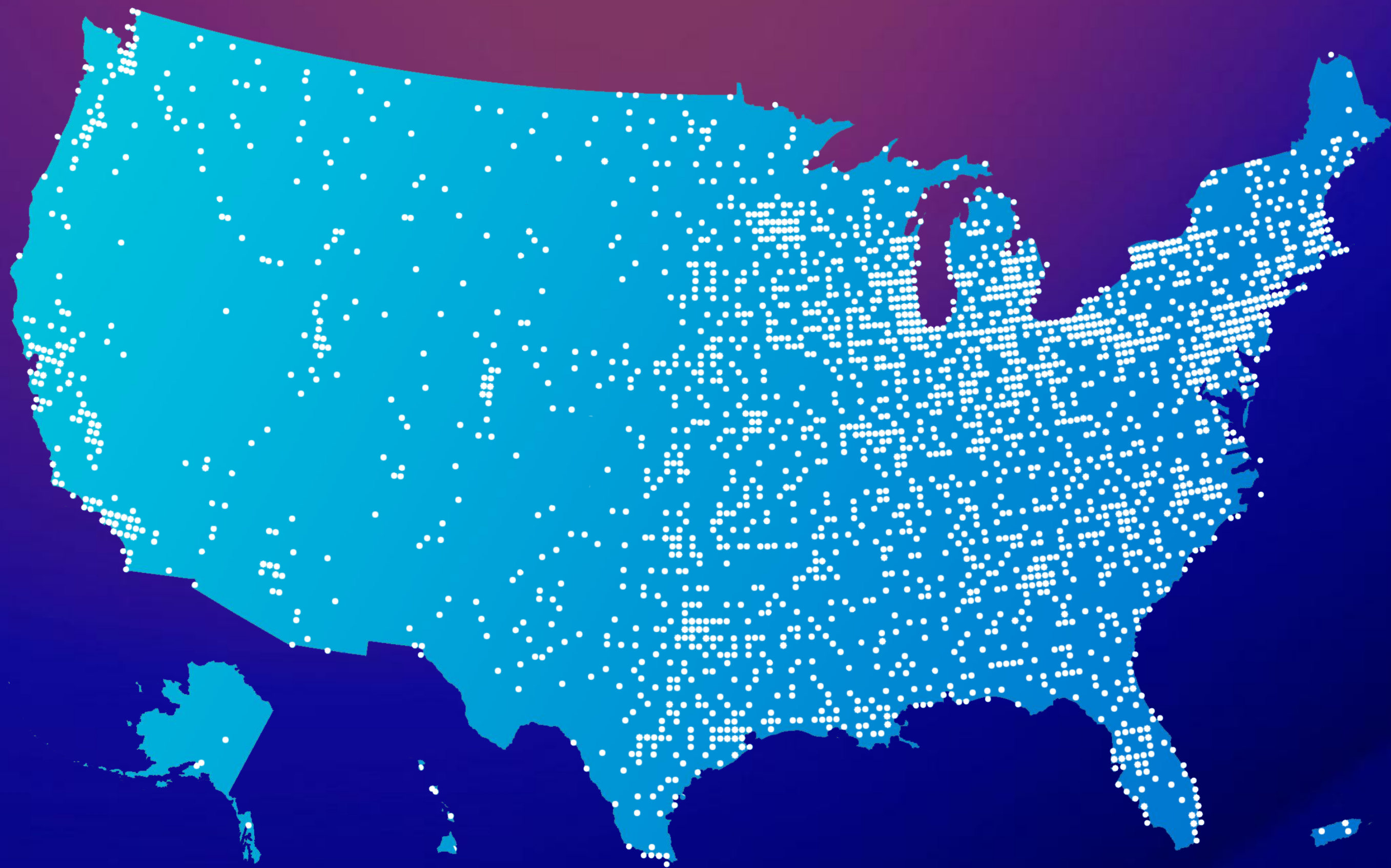


BUICK

Additional EV launches

1M units

of planned annual capacity by 2025



**Unmatched
network proximity**

~90%

**of U.S. population
lives within 10 miles
of a GM dealer**

A man in a suit and glasses is shaking hands with a woman in a dark jacket and patterned bag. They are standing in a car dealership with large windows. A white SUV is visible in the background, and a dark SUV is in the foreground. The man is holding a document or folder. The woman is looking at him. The scene is brightly lit, suggesting a sunny day outside.

First OEM to have minority dealer council

317 dealers represented through Q3

Sold more than **183,000 vehicles** earning nearly \$17B in 2021

Dealers positioned for success in selling and servicing EVs



Digital retail platform

Chevrolet Bolt & used vehicles
are transacting on DRP

Cadillac in 2023

Transparent VIN
level pricing

True omni-channel shopping
experience enables automation

Enables Automation

Digital retail platform

3,200 dealers enrolled

80% of total network

More than 90% of
Chevrolet dealers

Chevrolet EV ranked the
most complete end-to-
end digital shopping and
buying experience by J.D.
Power

EV fulfillment centers

Benicia CA —

Jurupa Valley CA —

Brunswick, GA —



Delivery as fast as 4 days

Stock with fast turning products

Faster order to delivery times

Lower enterprise inventory costs

Deliver the exact configuration a customer orders in as little as four days



New inventory management process

Some grounded inventory at dealers for test drives and immediate delivery

Complemented by inventory at regional fulfillment centers

Leverage cloud and machine learning tools



A woman with dark hair pulled back, wearing a white button-down shirt, is smiling and talking on a silver mobile phone. She is positioned on the right side of the frame. In the background, a white car is partially visible, and the setting appears to be an indoor space with a light-colored wall.

Saving

\$2,000

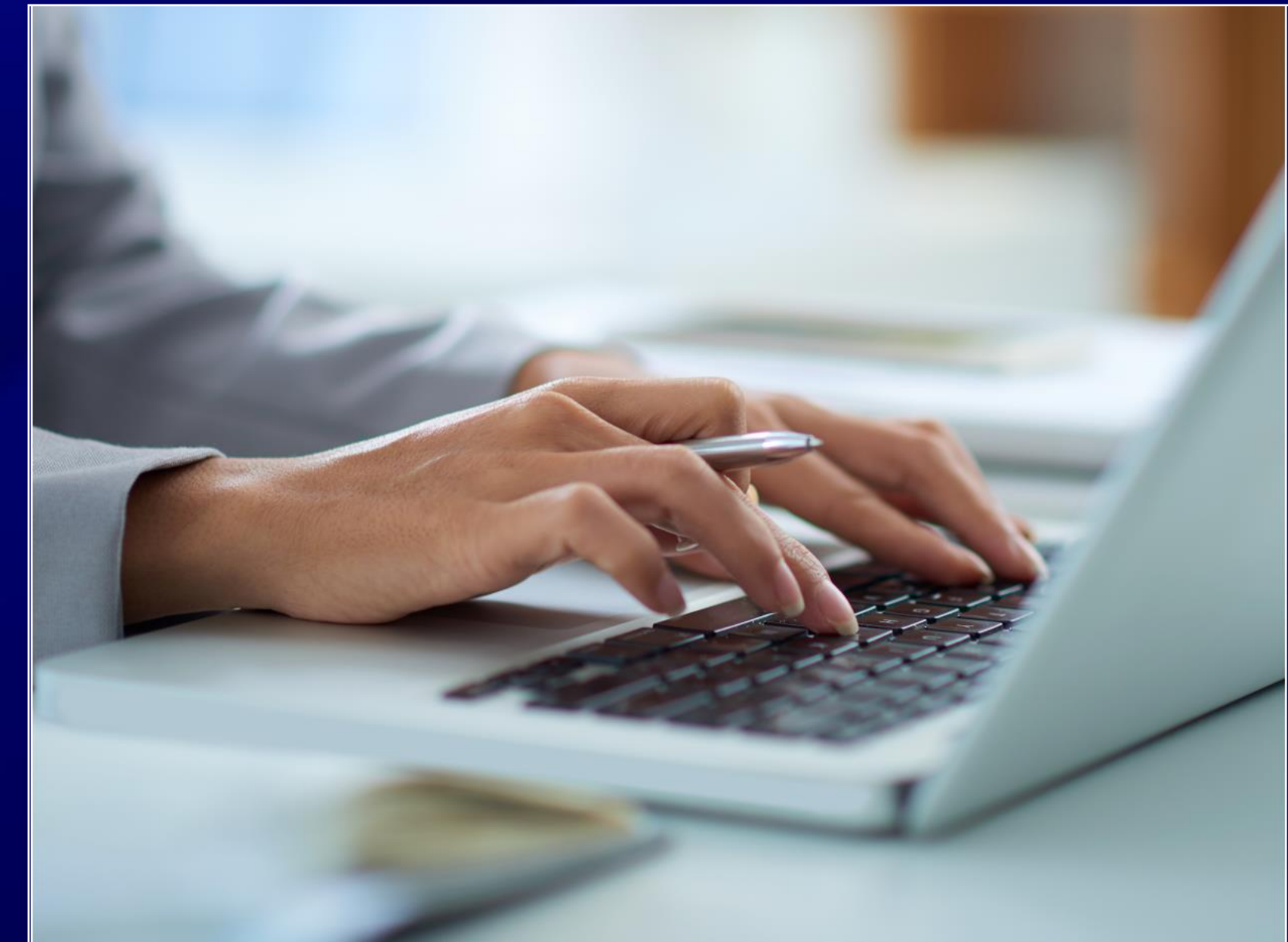
per vehicle for GM

High-margin products & Services

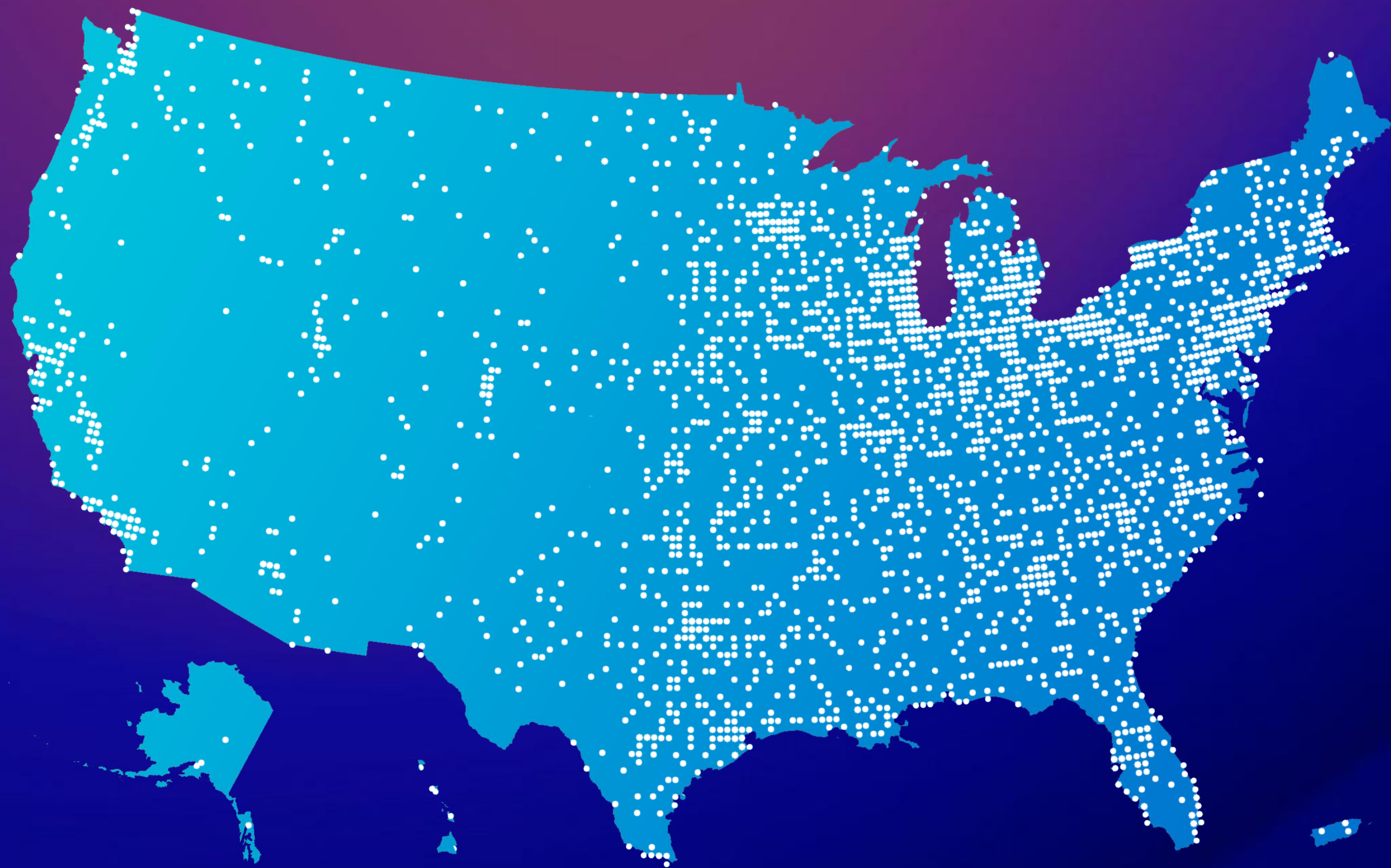
Increased revenue opportunities



super cruise



11,180 repairs on Teslas



**Unmatched
network proximity**

~90%

**of U.S. population
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of a GM dealer**