

Driving America Forward in 2025



U.S. Fourth-Quarter and Full-Year Sales
January 5, 2026

Driving America Forward in 2025

#1 in Total US sales

Full-year sales of 2.85 million, up 6%
Market share grew 0.5 ppt. to ~ 17%¹
Best Cadillac sales in a decade

America's full-size pickup leader for the 6th straight year

Full-year sales of 940,000, up 7%
Best combined Chevrolet and GMC full-size pickup sales in 20 years

America's full-size SUV leader for the 51st straight year

Chevrolet Tahoe and GMC Yukon report best full-year sales since 2007
Chevrolet Suburban achieves best full-year sales since 2018

Best-ever crossover sales

Full-year sales 1.28 million, up 12%
Best-ever small SUV sales

Delivering affordability

In 2025, GM sold nearly 700,000 Chevrolet and Buick models with starting prices below \$30,000
Chevrolet Trax starting price is below \$25,000

Accelerating Growth in valuable services

OnStar Services hit new record for global subscribers reaching 12 million
Doubled Super Cruise subscribers to more than 625,000

*All comparisons are YOY unless indicated, all sales are total unless otherwise indicated

** Starting price (MSRP + DFC)

¹ GM estimate

“Demand for our brands and products is strong at every price point, and we are well-positioned to build on this momentum in the year ahead.”

DUNCAN ALDRED

GM SENIOR VICE PRESIDENT AND PRESIDENT,
NORTH AMERICA



Key Data Points

2025

- Industry Total SAAR estimate:
 - Approx. 16.6 million for 2025¹
 - Approx. 16.1 million for Q4¹
- Significantly grew sales and share with low incentives for fourth consecutive year:
 - Incentives as % of ATP CYTD was 4.3% compared with the industry average of 6.6%²
- Dealer inventory declined 18% to 486,000 vehicles, per plan
- GM is No. 2 in EVs, with full-year sales up 48% to 169,887

Q4

- GM total sales declined 7% to 703,001 vehicles, in line with the overall industry¹
- EV sales fell 43% to 25,219. This followed record high Q3 EV sales reflecting the surge in “pull ahead” purchases before the expiration of the federal tax credit. We continue managing our EV business to protect our brands and products. Our EV incentives remain approx. half the industry average

*All comparisons are YOY unless indicated

¹ GM estimate

² As of Dec. 21





CHEVROLET

SUV lineup soars to new record

2025

- Four consecutive years of retail share growth, the only mainstream brand to do so over this period
- Best Silverado sales in five years
- Best-ever Traverse sales
- Best-ever Trax sales
- Equinox sales up 32%
- Best-ever EV sales

Q4

- Best-ever Q4 sales of Traverse, best Q4 since 2020 for Silverado
- Corvette Stingray & E-Ray, Trax, Tahoe and Suburban named *Car and Driver* 10Best
- Chevrolet ranked #1 in the J.D. Power U.S. Sales Satisfaction Index Study (Mass Market Truck Category)
- Launch of new Bolt EV starts in Q1, with a starting price of \$29,990



Chevrolet Equinox



Chevrolet Equinox EV



Best-ever full-year sales

2025

- Second consecutive record year, with sales up 6% and best-ever market share
- Best-ever sales for Sierra; up 10%
- Best sales for Yukon and Yukon XL since 2007
- Best-ever sales for Denali sub-brand
- Full-year sales for Acadia up 12%

Q4

- Best quarter ever for Sierra
- GMC was one of the highest performing brands in the J.D. Power U.S. Sales Satisfaction Index Study
- Yukon and Yukon XL named *Car and Driver* 10Best





One of the fastest growing mainstream brands



Buick Envista

2025

- Best sales since 2019
- Best-ever sales for Envista, up 15%
- Best sales for Enclave since 2021 following its redesign

Q4

- Enclave up 54%
- Buick delivers the Most Awarded Dealership Sales Experience among mass market brands over the past decade
- Buick ranked No. 1 in the 2025 J.D. Power U.S. Sales Satisfaction Index Study (Mass Market Category) and No. 6 overall



Best full-year sales in a decade



Cadillac Escalade IQL - MotorTrend 2026 SUV of the Year

2025

- Sales up 8%
- Best retail sales since 2007
- Best-ever V-series sales
- #1 in the luxury EV market¹, with sales up 69%
- Best Escalade sales since 2007

Q4

- Best Escalade sales since 2006
- EV sales up 26%
- CT4-V Blackwing and CT5-V Blackwing named *Car and Driver* 10Best
- CT5 sedan sales up 14%
- Introduced Apple Music on select models via over-the-air update, unlocking its leading library of Spatial Audio with Dolby Atmos for customers



envolve

Full-year fleet & commercial sales rose 8%

2025

- Retained sales leadership position in fleet industry¹
- Best-ever full-size pickup fleet sales, up 23%
- Best-ever small SUV fleet sales
- Best Chevrolet Express and GMC Savana large van fleet sales since 2019, up 20%
- Expanded OnStar Fleet product offer with launch of DriveBlock

Q4

- Best Q4 fleet sales since 2018



Chevrolet Silverado

*All comparisons are YOY unless indicated
1 GM estimate

Cautionary Note on Forward-Looking Statements

This communication and related comments 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. Forward-looking statements represent our current judgment about possible future events and are often identified by words like "aim," "anticipate," "appears," "approximately," "believe," "continue," "could," "designed," "effect," "estimate," "evaluate," "expect," "forecast," "goal," "initiative," "intend," "may," "objective," "outlook," "plan," "potential," "priorities," "project," "pursue," "seek," "should," "target," "when," "will," "would," or the negative of any of those words or similar expressions. In making these statements, we rely on 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 judgments 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, many of which are beyond our control. These factors, which may be revised or supplemented in subsequent reports we file with the SEC, 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 needs and preferences; (2) our ability to attract and retain talented and highly skilled employees; (3) our ability to timely fund and introduce new and improved vehicle models, including EVs, that are able to attract a sufficient number of consumers; (4) our ability to profitably deliver a strategic portfolio of EVs; (5) adoptions of EVs by consumers; (6) the success of our current line of ICE vehicles, particularly our full-size SUVs and full-size pickup trucks; (7) 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; (8) the unique technological, operational, regulatory and competitive risks related to our refocused AV strategy on personal vehicles; (9) risks associated with climate change, including increased regulation of GHG emissions, our transition to EVs and the potential increased impacts of severe weather events; (10) global automobile market sales volume, which can be volatile; (11) inflationary pressures and persistently high prices and uncertain availability of raw materials and commodities used by us and our suppliers, and instability in logistics and related costs; (12) our business in China, which is subject to unique operational, competitive, regulatory and economic risks; (13) the success of our ongoing strategic business relationships, particularly with respect to facilitating access to raw materials necessary for the production of EVs, and of our joint ventures, which we cannot operate solely for our benefit and over which we may have limited control; (14) the international scale and footprint of our operations, which expose 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, introduction of new tariffs directly and indirectly applicable to our industry, 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; (15) any significant disruption, including any work stoppages, at any of our manufacturing facilities; (16) the ability of our suppliers to deliver parts, systems and components without disruption and at such times to allow us to meet production schedules; (17) pandemics, epidemics, disease outbreaks and other public health crises; (18) 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; (19) our ability to manage risks related to security breaches, cyberattacks and other disruptions to our information technology systems and networked products, including connected vehicles; (20) our ability to manage security breaches and other disruptions to our in-vehicle systems; (21) 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 information of our customers, employees or suppliers; (22) our ability to comply with extensive laws, regulations and policies applicable to our industry, operations and products, including those in the One Big Beautiful Bill Act and/or relating to fuel economy, emissions and AVs; (23) costs and risks associated with litigation and government investigations; (24) the costs and effect on our reputation of product safety recalls and alleged defects in products and services; (25) any additional tax expense or exposure or failure to fully realize available tax incentives; (26) our continued ability to develop captive financing capability through GM Financial; and (27) 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 most recent Annual Report on 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, except where we are expressly required to do so by law.

Additional information: in this presentation and related comments by management, references to "record" or "best" performance (or similar statements) refer to General Motors Company, as established in 2009. In addition, certain figures included in the charts and tables in this presentation may not sum due to rounding. All comparisons are year-over-year, unless otherwise noted. Simulated models and pre-production models shown throughout; production vehicles will vary. For information on models shown, including availability, see each GM brand website for details.

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