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. 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,” “will,” “would,” or the negative of any of those words or similar expressions, as well as by charts presenting aspects of our long term plan and other projections of future performance. 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 and assumptions 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 U.S. Securities and Exchange Commission (“SEC”), include, among others, the following: (1) our ability to deliver new products, services 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 electric vehicles, that are able to attract a sufficient number of consumers; (3) the success of our crossovers, SUVs and full-size pickup trucks; (4) our highly competitive industry, which is characterized by excess manufacturing capacity and the use of incentives, and the introduction of new and improved vehicle models by our competitors; (5) our ability to deliver a broad portfolio of electric vehicles and drive increased consumer adoption; (6) the unique technological, operational, regulatory and competitive risks related to the timing and commercialization of autonomous vehicles; (7) the ongoing COVID-19 pandemic; (8) global automobile market sales volume, which can be volatile; (9) our significant business in China, which is subject to unique operational, competitive, regulatory and economic risks; (10) our joint ventures, which we cannot operate solely for our benefit and over which we may have limited control; (11) 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, tax and other laws), political 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, public health crises, including the occurrence of a contagious disease or illness, such as the COVID-19 pandemic, 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, and difficulties in obtaining financing in foreign countries; (12) any significant disruption, including any work stoppages, at any of our manufacturing facilities; (13) the ability of our suppliers to deliver parts, systems and components without disruption and at such times to allow us to meet production schedules; (14) prices of raw materials used by us and our suppliers; (15) our ability to successfully and cost-effectively restructure our operations in the U.S. and various other countries and initiate additional cost reduction actions with minimal disruption; (16) 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 those products or services; (17) 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; (18) 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; (19) our ability to comply with extensive laws, regulations and policies applicable to our operations and products, including those relating to fuel economy and emissions and autonomous vehicles; (20) costs and risks associated with litigation and government investigations; (21) the costs and effect on our reputation of product safety recalls and alleged defects in products and services; (22) any additional tax expense or exposure; (23) our continued ability to develop captive financing capability through GM Financial; and (24) 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 2020 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.
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.

NON-GAAP FINANCIAL MEASURES

See our 2020 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, 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.
GROWTH UNLOCKED BY CORE AUTOMOTIVE LEADERSHIP

- Significant Growth and Value Creation
  - Cruise
  - New Businesses
  - Software / Subscription Businesses
  - Channel Reinvention
  - SuperCruise and UltraCruise Technologies
  - Ultifi Software Platform
  - Ultium EV Platform
  - Attractive ICE and EV Vehicle Portfolio
  - Scale Manufacturing Capabilities
  - Innovative Culture

Significant Growth and Value Creation
**ESG AT THE CORE OF OUR BUSINESS**

<table>
<thead>
<tr>
<th>ACCELERATED</th>
<th>VALIDATED</th>
<th>INVESTED</th>
<th>COMMITTED</th>
</tr>
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<tbody>
<tr>
<td>Carbon neutral in global products and operations by 2040; eliminating light duty emissions by 2035</td>
<td>SBTI approved scope 1, 2 and 3 emissions targets</td>
<td>$25 million climate equity fund</td>
<td>Source 100% renewable energy to power U.S. facilities advanced to 2025</td>
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</table>

**GM VISION: ZERO CRASHES, ZERO EMISSIONS, ZERO CONGESTION**
Transformation Strategy and Roadmap
PORTFOLIO GROWTH WITH NEW EVs WHILE MAINTAINING CORE ENTRIES IN HIGH VOLUME, HIGH PROFIT ICE SEGMENTS

U.S. ENTRIES THROUGH 2028
TRANSFORMATION ROADMAP

- **Restructuring / Transformation**: Exiting or Fixing International Markets/ $4.5B Global Transformation Savings
- **ICE Cars**: Exit Non-Profitable Programs
- **ICE Crossovers**: Next Generation Launches With Higher EBIT Margin (D2-2 / C1-2)
- **ICE Trucks**: Maintain Segment Dominance / Profitability
- **EV**: BEV3 / BET Launches → Build Momentum / Market Acceptance & Share / Volume → ICE Like EV Margins by CY 2030
- **AV / Cruise**: Start Commercialization → Ramping Up Revenue & EBIT
- **BrightDrop**: Start Commercialization → Ramping Up Revenue & EBIT
- **New Businesses**: GM Defense, Software, Data, OnStar Insurance → Subscription Services → Ramping Up Revenue & EBIT

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<tr>
<th>Year</th>
<th>2018</th>
<th>2020</th>
<th>2022</th>
<th>2024</th>
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MODULAR PLATFORM AND BATTERY SYSTEM
60% GM PACK LEVEL COST REDUCTION – BOLT EV TO NEXT-GEN ULTIUM

Cell Design
- Higher Energy Density, Less Non-Active Material

Manufacturing – JV with LG Energy Solutions

Anode Material – Natural Graphite with Low Cost Synthetic Mix

Cathode Material – High Nickel Content, Co-sourcing

Pack/Vehicle Integration – Modular Design, Volume, Co-sourcing

Cell Design – Higher Energy Density, Less Non-Active Material

Manufacturing – Higher Energy Density per Cell Produced

Anode Material – Lithium Metal

Cathode Material – Less Material

Pack/Vehicle Integration – Fewer Cells and Modules
ULTIUM AND HYDROTEC TECHNOLOGY ACROSS TRANSPORTATION AND INDUSTRY
ULTIFI

End-to-End Software Platform to Seamlessly Deliver Software-Defined Features, Apps and Services Over-the-Air
ULTIFI IS ARCHITECTED FOR RAPID AND CONTINUOUS OVER-THE-AIR SOFTWARE UPDATES
VEHICLE IS NOW A TRUE CONNECTED DEVICE

FRICIONLESS DATA FLOW
CLOUD-BASED SERVICES
EDGE PROCESSING AND COMPUTING
ROBUST NETWORK INTEGRATION
Software and Connected Services
25 YEARS OF CONNECTED SERVICES EXPERIENCE

16M CONNECTED VEHICLES

4.2M PAYING CUSTOMERS FOR OUR SUBSCRIPTION SERVICES

$2BN SUBSCRIPTION SERVICE REVENUE (CY 2021E)

>70% GLOBAL EBIT MARGIN
CUSTOMER ECOSYSTEM AND MONETIZATION

Customer Offerings:

- Physical Products for ICE & EV
  - Vehicles, eCrate, Parts/Accessories
- Software & Services
  - On the Vehicle & Adjacent to the Vehicle
  - Beyond the Vehicle

Channels:

- In Dealer
  - Digital Retail Platform
    - Cloud based EV solution ranging from in-dealer to 100% online purchase
- Digital (Apps / Web / ICS / Advisor)
  - Omni-Channel Shopping Platform
    - Customer centric integrated digital and physical eCommerce
  - Subscription Services Platform
    - Proven revenue model as the springboard for growth

Digital Commerce Platforms:

- Modern Back-Office
  - Single Customer Centric GM ID
  - Integrated Transactional Payment Solution
  - Embedded AI / Data Management Architecture
UNIFYING OUR APPROACH TO DIGITAL RETAILING
REALIZING OUR DIGITAL OPPORTUNITY

DIGITAL LINES OF BUSINESS

PRODUCT MANAGEMENT
CUSTOMER EXPERIENCE
SOFTWARE DEVELOPMENT
PIPEDLINE OF SERVICES TO COME

Safety & Security in and Outside of the Vehicle
Performance Upgrades
Connected Cameras
Audio Enhancements
Personalization
Advanced Driver Assistance Systems
In-Vehicle Apps
New Businesses
SIGNIFICANT OPPORTUNITY FOR NEW BUSINESSES

Global Innovation includes
20 startups

$3BN
TAM for the smallest

$500BN
TAM for the largest - aerial mobility
WE ARE WORKING TO ENTER NEW MARKETS, ATTRACT NEW CUSTOMERS AND GROW NEW REVENUE STREAMS
$6BN+ revenue opportunity by 2030

GM’s Strong Right-To-Win

Customer Access
Superior Data
GM Ecosystem
BRIGHTDROP RECURRING REVENUE OPPORTUNITY FROM VEHICLE AND EPALLET SERVICES

$10BN+ IN REVENUE AT LOW 20% MARGINS IN 2030
TAM
$25BN+

GM’s Strong Right-To-Win

Integrated Vehicles
Power and Propulsion
Mobility and Autonomy
Driver-Assist Technologies and Cruise
After having Super Cruise, more than 85% of Cadillac CT6 customers either “would only consider” or “would prefer” having Super Cruise in their next vehicle.
ULTRA CRUISE
Significant Next Step in GM’s Advanced Driver-Assist Technology

DESIGNED TO HANDLE 95% OF ALL DRIVING SCENARIOS

5 NANO METER COMPUTE

CAMERAS, RADAR, LIDAR

AI PERCEPTION VIA SENSOR FUSION

WILL BE INDUSTRY STANDARD FOR CAPABILITY AND SAFETY
GROWTH OPPORTUNITIES ACROSS ALL SEGMENTS

ultra cruise
Higher Price Points

super cruise
Lower Price Points

general motors
Unlocking L4 Cost and Scale Together with GM

Beta

Game Changer #1

60-70% lower cost per mile

Game Changer #2

# of Cruise-equipped vehicles

Retail AVs, third party fleets

Cruise-operated fleet
Orders-of-Magnitude Lead in Performance Beats % Lead in Cost

- High Performance, High Cost: Cruise Today
- High Performance, Low Cost: L2 ADAS Today
- Low Performance, High Cost: X
- Low Performance, Low Cost: X
>90% Reduction in Compute Cost Over 4 Generations

Custom Compute Cost per AV

- Prior Gen
- HW learning cycles
- SW performance
- Custom silicon
- Volume savings
- Just Deployed
- Origin SoP
- Origin NG Compute

2018 2021 2023 2025
What’s Happening Now?

2016 - 2020
R&D

2021 - 2022
Early Commercialization

2023 - 2025+
Rapid Scaling

SF Driverless Testing

Origin Launch

Driverless Testing

Driverless Ridehail

Delivery Pilot

Driverless Delivery

SF

PHX
# Regulatory Progress Towards SF Driverless Ridehail Launch

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<th>Permits Issued</th>
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<td>-</td>
<td>To Come</td>
<td>CPUC Driverless Deployment (paid)</td>
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Origin Delivery
Profitability at Scale

SF Human-Driven Network

- Driver: ~$4 / mile
- Network: ~$1 / mile
- Breakeven: ~$1 / mile

Cruise Origin at Early Scale

- Revenue: <$5 / mile
- Cost: ~$1.50 / mile
- Profit: ~$1 / mile
Cost Down Unlocks TAM - Example U.S. Rides

- Market Revenue - Price/Mile

- $5.00
- $4.25
- $3.00
- $1.00
- $500B
- $1T
- $0.60

- $3B
- $15B
- $50B
- US Low Mileage Car Ownership
- US Avg Mileage Car Ownership
When you Bring a Breakthrough Product to a Very Large Market
Exponential Cruise Fleet Ramp

- Early Commercialization
- Rapid Scaling and Beyond

Fleet Size

- 1,000’s
- 10,000’s
- 100,000’s
- 1,000,000’s

Years

- 2021
- 2022
- 2023
- 2024
- 2026
- 2030

Exponential Cruise Fleet Ramp
Tech Roadmap to Enable Exponential Scaling

- Core SW performance
- ODD capability
- Flex to other vehicle form factors
- Sensor count
- Map dependence
- Remote assistance
- Cost
Manufacturing Advantage
MANUFACTURING ADVANTAGE

NA EV CAPACITY

20% of Footprint EV Capable by 2025

>50% of Footprint EV Capable by 2030

SPEED

Announced Plan for Factory ZERO in January 2020 and Started Pre-Production Within 20 Months

Reduced Vehicle Launch Schedule in the Manufacturing Build Process Nearly in Half, From Two Years to Less Than One Year
MANUFACTURING FINANCIAL ADVANTAGE

$1-1.5BN CapEx Reduction Per Plant by Leveraging Established Assets

$10-15BN in CapEx Cost Avoidance by 2030

$20-30BN in CapEx Cost Avoidance at 100% Transition
## Recycling Statistics for Factory Zero Construction

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<th>Material</th>
<th>Tons</th>
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<tr>
<td>Concrete</td>
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<tr>
<td>Steel</td>
<td>3,282</td>
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<tr>
<td>Wood</td>
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<td>Soil</td>
<td>126,416</td>
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<tr>
<td>Asphalt</td>
<td>4,804</td>
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Driving Superior Shareholder Value
DEcisive Actions Have Positioned Gm For Success

Optimizing ICE Business
Refocused GMNA Portfolio to the Most Profitable Segments and Exited Unprofitable ICE Regions
Identified and Realized $4.5 Billion in Cost Savings Initiatives

Transforming the Environment
Acquired Cruise With the Goal of Leading the Industry in AV Technology
Streamlined the Product Development Organization To Design/Build Vehicles Faster
Built Innovation and Growth Organization to Foster and Cultivate New Ideas
Demonstrated Agility Through the Pandemic and Supply Chain Disruptions While Accelerating Investments
**SUBSTANTIAL REVENUE GROWTH OPPORTUNITY**

### AUTO SALES AND FINANCING ($BN)

- **Baseline**: 138
- **2025**: 195-235
- **2030**: ~180

**CAGR 4-6%**

- **ICE**: ~150
- **EV**: ~30
- **Total**: ~180

**ICE** includes traditional businesses such as Customer Care and Aftersales and GM Financial.

**EVs @15% of U.S. industry by 2025 and 40-50% by 2030**

### SOFTWARE AND NEW BUSINESSES ($BN)

- **Baseline**: ~15
- **2025**: 2
- **2030**: ~80

**CAGR ~50%**

- **New Growth includes Cruise, BrightDrop, SES (software-enabled services), Defense and Insurance**

---

1 Based on historical average (2016-2020)
~$10BN
Battery and Propulsion R&D and Battery Plants

~$6BN
Cruise

~$20BN
Capital and Engineering Related To EV Programs

$35BN EV/AV INVESTMENT
ANNUAL CAPITAL INVESTMENT

$9-10BN

THROUGH MEDIUM-TERM

Includes Investments in our Ultium JVs
1. Investing in the Business
2. Maintaining a Strong Investment-Grade Balance Sheet
3. Returning Cash to Our Shareholders
INVESTMENT THESIS

COMPELLING REVENUE GROWTH
Software and new businesses growing at ~50% CAGR through 2030
Strong core auto business driving 4-6% growth
EV revenues growing to 40-50% of auto sales by 2030

COMPELLING PLATFORMS
Emerging leader in Electric Vehicles with Ultium platform
  More than 30 EVs in our portfolio by 2025
  Expanding to other industries
30M connected vehicles on the road by 2030 generating $20-25BN in annual revenues leveraging Ultifi platform
Leader in race to fully autonomous vehicle commercialization through Cruise, with $50BN annual revenue potential by the end of the decade

SIGNIFICANT MARGIN EXPANSION
Margins expected to grow to 12-14% by 2030
Core auto business margins expanding as EVs scale and battery costs decline
New business portfolio expected to generate margins in excess of 20%

IMPROVED REVENUE DIVERSIFICATION
Baseline Revenue $140BN
2030 Revenue $275-315BN

1 Based on historical average (2016-2020)

Auto Sales and Financing
Software and New Business
FROM AUTOMAKER TO PLATFORM INNOVATOR

INVESTOR EVENT: OCTOBER 6-7, 2021