



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.



Mary Barra

GM Chair & CEO

A wide-angle photograph of a diverse fleet of General Motors electric vehicles (EVs) parked in a row on a paved waterfront area. The cars are of various models and colors, including a blue sports car in the foreground, a red SUV, a silver sedan, and several trucks and vans. In the background, a large, multi-layered highway bridge curves across the scene, and a city skyline with numerous skyscrapers is visible under a cloudy sky.

An entire portfolio of purpose-built EVs

Customers are increasingly ready to go electric

U.S. EV consideration

U.S. consumer interest
in EVs has grown

110% in 5 years

EVgo
FAST CHARGING

Ultium ■ charge 360

Our brands, dealers
and charging network
will be ready





BRIGHT DROP ZEVO 600



CHEVROLET SILVERADO EV WORK TRUCK

Uniquely positioned
to accelerate the
electrification of
commercial, government
and daily rental fleets



More than
5,000
DC fast chargers

EVgo®
FAST CHARGING

FLYING J®

40,000
level 2 chargers





Investments for profitable growth

Advanced
R&D

Design &
engineering

Manufacturing
scale

Supply chain
leadership

The best
customer experience

The Ultium
platform advantage

Phase 1

Platform & technology investment

2019-2022

TECHNOLOGY INNOVATION

ultium

ultifi

Autonomous
SuperCruise / UltraCruise / Cruise

Phase 2

Rapid EV portfolio scaling

2023-2025

**GROW REVENUE, MAINTAINING STRONG
HISTORICAL MARGINS**

SEGMENT BY SEGMENT FOR SCALE AND MARGIN

Customer Choice

Differentiated Brands

Range of Price Points

Strong Fleet Mix

TECHNOLOGY INNOVATION

ultium ■

ultifi

Autonomous
SuperCruise / UltraCruise / Cruise

Phase 3 Growing ecosystem

2025-2030

FLYWHEEL REVENUE & MARGIN GROWTH

Cruise

Software-defined vehicles

GM Energy

2023-2025

GROW REVENUE, MAINTAINING STRONG HISTORICAL MARGINS

SEGMENT BY SEGMENT FOR SCALE AND MARGIN

Customer Choice Differentiated Brands Range of Price Points Strong Fleet Mix

2019-2022

TECHNOLOGY INNOVATION

ultium

ultifi

Autonomous
SuperCruise / UltraCruise / Cruise



70%

of talent coming from
tech and non-automotive

Rapid EV portfolio scaling

A winning multi-brand,
multi-segment,
multi-price point strategy



“

...one of the **most luxurious**
EVs on the market.

- Electrek

”



CADILLAC LYRIQ

“
Chevrolet's **secret weapon**...
- Car Buzz
”



CHEVROLET EQUINOX EV

“
...unlike anything else
in the segment.”

- Guys Gab



CHEVROLET BLAZER EV

“
...better **packaging** and
greater **innovation**. ”

- Motor Trend



CHEVROLET SILVERADO EV

“
...raises the bar
in the range game
- Expedition Portal ”



GMC SIERRA EV-DENALI

Chevrolet's secret weapon in this regard is the price of the Equinox EV, which will start around \$30,000 - which GM believes will make it the most affordable EV in its segment. More than just being affordable, it promises ample range and an abundance of technology, including hands-free Super Cruise driving capability on upper trims. - [CarBuzz](#)

At just over \$60,000, this is a phenomenal car.... the final product is still one of the most luxurious EVs on the market.- [Electrek](#)

The more familiar Ford may be an easier sell to conservative old-school truckers, but ***Chevy's clean-sheet approach allows for better packaging and greater innovation.*** - [MotorTrend](#)

Visually, I think Chevrolet knocked it out of the park, it's something that I would look back at every time I parked it. The Blazer EV has dynamic, muscular, and athletic styling, and it's unlike anything else in the segment. - [Guys Gab](#)

“...the Sierra EV raises the bar in the range game for all-electric pickups. At an estimated 400 miles for a single charge, the GMC will theoretically outperform its rivals – the Rivian R1T, Ford F-150 Lightning, and its stablemate the Hummer EV – by a good 70 to 80 miles.” - [Expedition Portal](#)

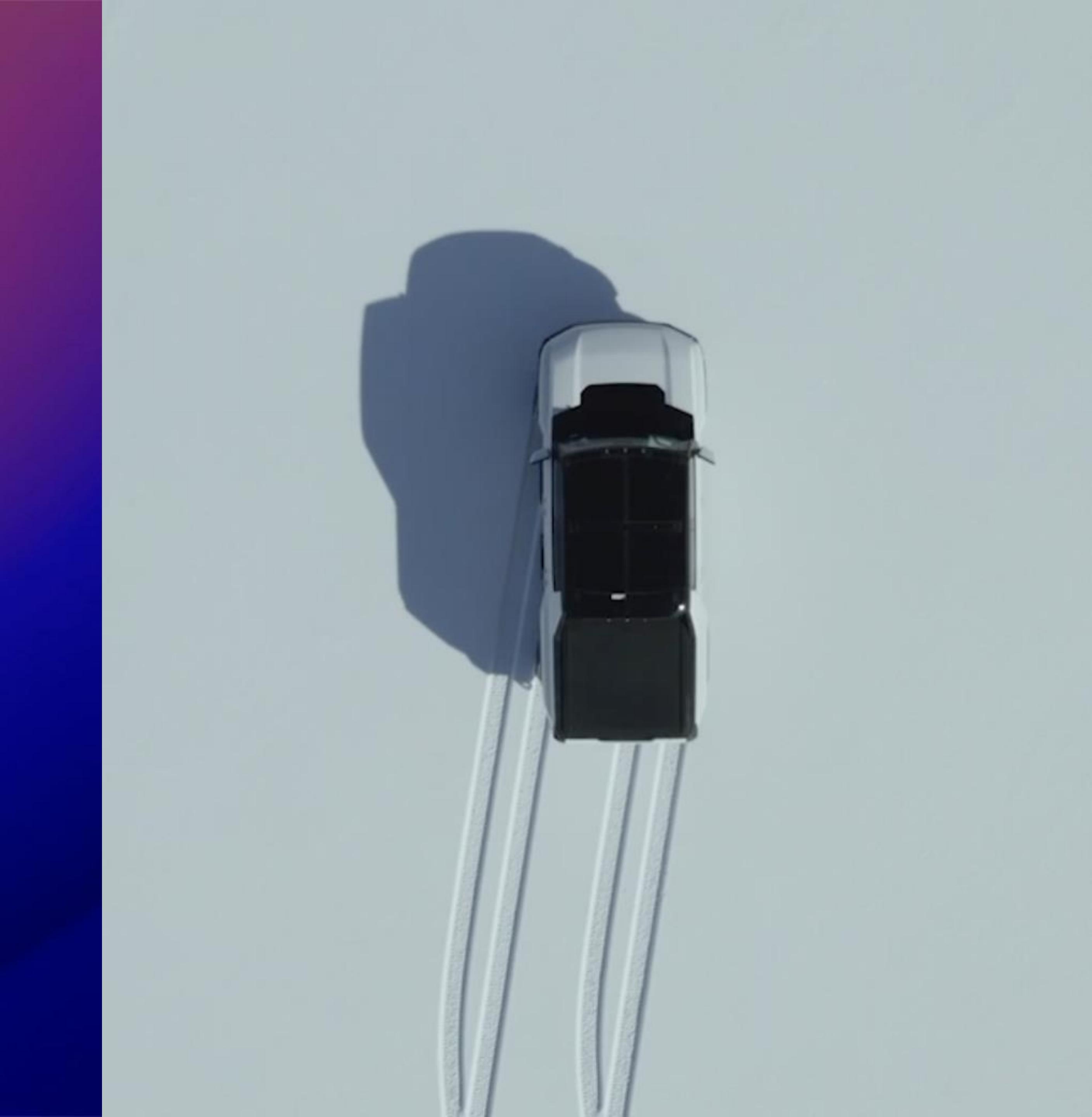
GMC HUMMER EV

New customers to
EVs and GM

70% of customers new to EVs

>70% new to the GMC brand

40% new to GM



CADILLAC LYRIQ

New customers to EVs and GM

78% of customers new to the Cadillac brand

~2/3 from Gen X and Y

40% new to GM



CHEVROLET
SILVERADO EV

New customers
to EVs and GM

~1/2 of reservation holders new to GM

>250,000 combined handraisers

~20,000 customers on waitlist



The best EV portfolio
for fleet customers



to order up to
175,000

GM EVs over the
next 5 years

CHEVROLET BOLT EUV





Scaling to 1M+ EVs quickly and profitably
in NA in 2025

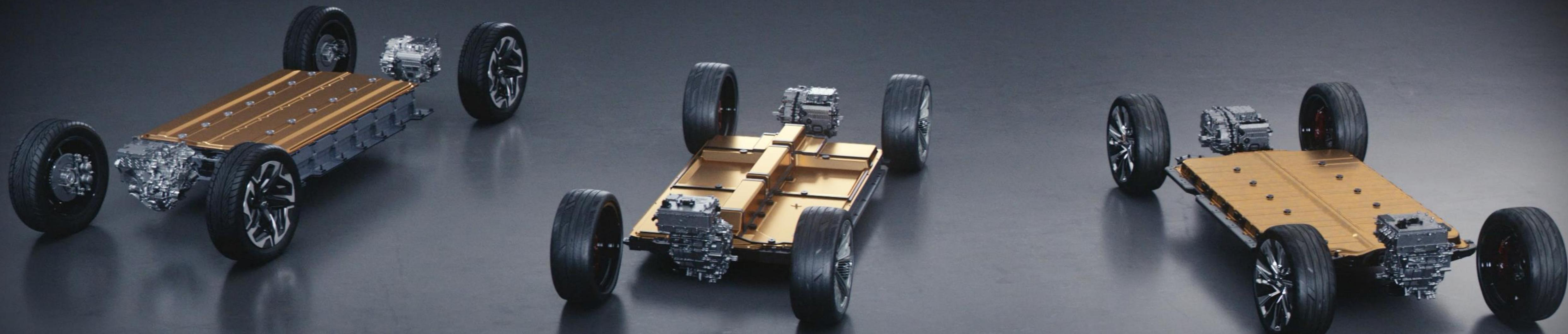
Scaling to 2M+ EVs globally
in 2025

Reimagined customer experience



A laptop screen shows the GM vehicle configuration tool for the 2022 Bolt EUV Premier model. The interface includes tabs for MODEL, EXTERIOR, INTERIOR, PACKAGES, and SUMMARY. The EXTERIOR tab is selected, showing options for color (Bright Blue Metallic), wheel (17" Machined-face aluminum wheels with carbon flash painted pockets), and charging unit (Dual Level Charge Cord). The laptop is resting on a light-colored surface next to a potted plant.

Ultium unlocks the profitability of EVs





A clear leader in U.S.
battery cell manufacturing