



Mark Reuss

President

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,” “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 U.S. Securities and Exchange Commission (“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 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 strategic portfolio of EVs that will help drive consumer adoption; (4) the success of our current line of ICE vehicles, particularly our 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, including the various regulatory approvals and permits required for operating driverless AVs in multiple markets; (7) risks associated with climate change, including increased regulation of GHG 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) 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; (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, 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; (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; (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) pandemics, epidemics, disease outbreaks and other public health crises; (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 or selling those products or services; (17) our ability to manage risks related to security breaches, cyberattacks 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 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, emissions and AVs; (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 or failure to fully realize available tax incentives; (23) our continued ability to develop captive financing capability through GM Financial; and (24) any significant increase in our pension funding requirements. 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 are 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 2023 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.



CHEVROLET EQUINOX

**Improved Profitability
& Efficiency in ICE**

**Improved EV
Margins**

**High-Quality
Software**

**Flexibility to Meet
Market Demand**

**The Right
Partnerships**

**Strategic Approach to
Sales & Marketing**



BUICK ENCLAVE



CADILLAC OPTIQ



WINNING WITH SIMPLICITY

CHEVROLET EQUINOX EV



WINNING WITH SIMPLICITY

Eliminated

~2,700

unique part numbers

CHEVROLET EQUINOX EV



Reduction in total parts

10%

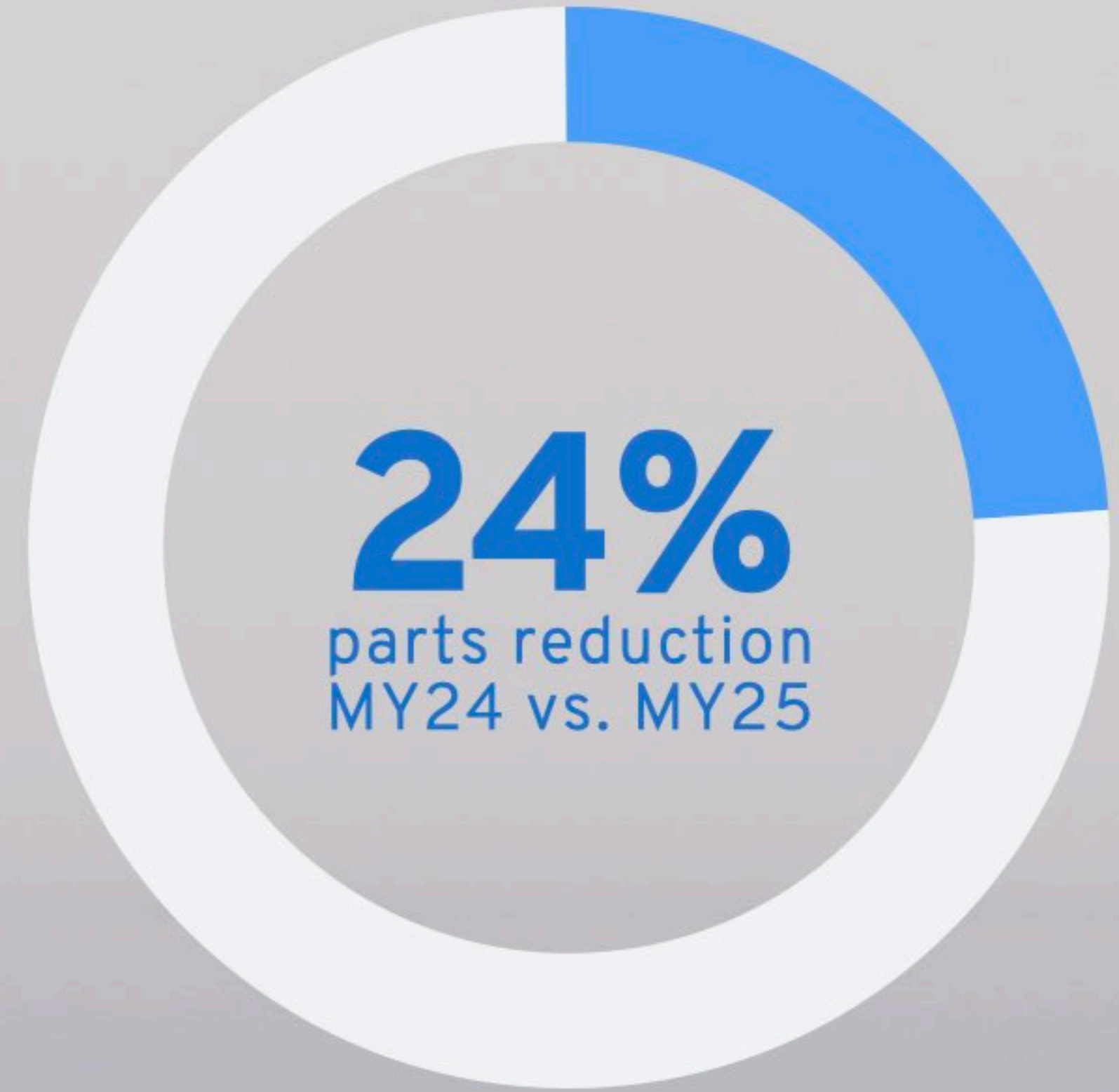
CHEVROLET TRAVERSE



CADILLAC LYRIQ



CADILLAC LYRIQ



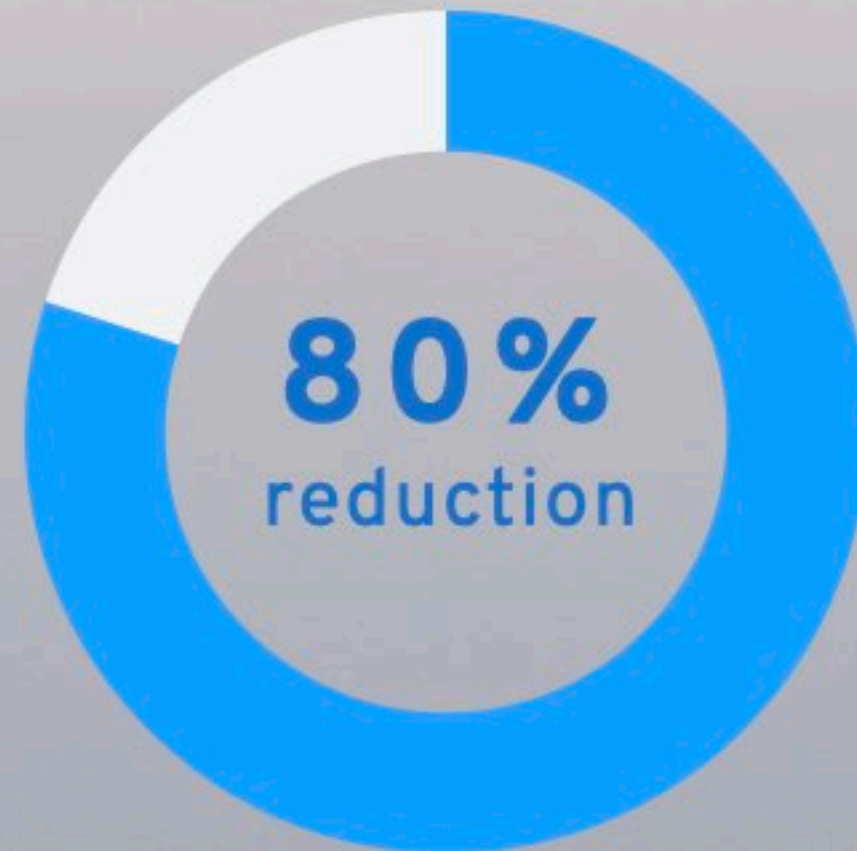
Trims



Selectable Options



Buildable Combinations



Next-Generation Full-Size Trucks and SUVs

Overall part count reduced by

>1K
parts



CHEVROLET TRAX



BUICK ENVISTA



CHEVROLET TRAX



BUICK ENVISTA



CYTD sales up
130%

CHEVROLET TRAX



20 PPTS

EBIT improvement compared
to outgoing model

CHEVROLET TRAX



14 PPTS

EBIT improvement compared
to outgoing model

BUICK ENVISTA

Alfred

4 PPTS

EBIT improvement compared
to outgoing model



CHEVROLET EQUINOX

CHEVROLET TRAVERSE



GMC ACADIA



10 PPTS

vehicle EBIT improvement
from the prior generations

BUICK ENCLAVE



CHEVROLET TRAVERSE



GMC ACADIA



Industry leader in owner loyalty **9** consecutive years

-S&P global mobility-

BUICK ENCLAVE



**Compact
Crossover SUV**

**Mid-crossover
SUV**

**Full-size
Crossover**

>1M

units of annual volume

~2 PPTS

market share
increase

7%

of mid-SUV
segment

10 DAY

turn rate

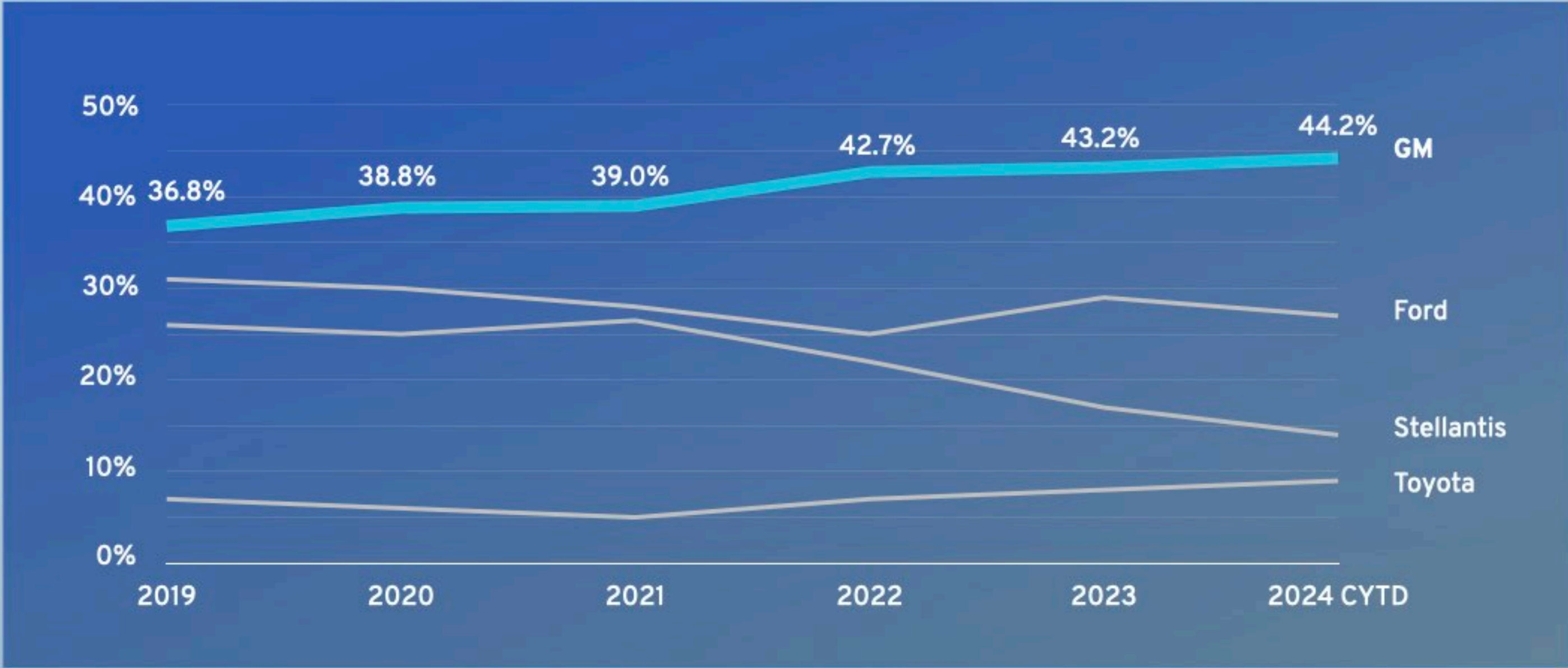
\$47K

ATP



CHEVROLET TRAVERSE Z71

Retail Truck Market Share





CHEVROLET SILVERADO HD ZR2

Total Retail Share

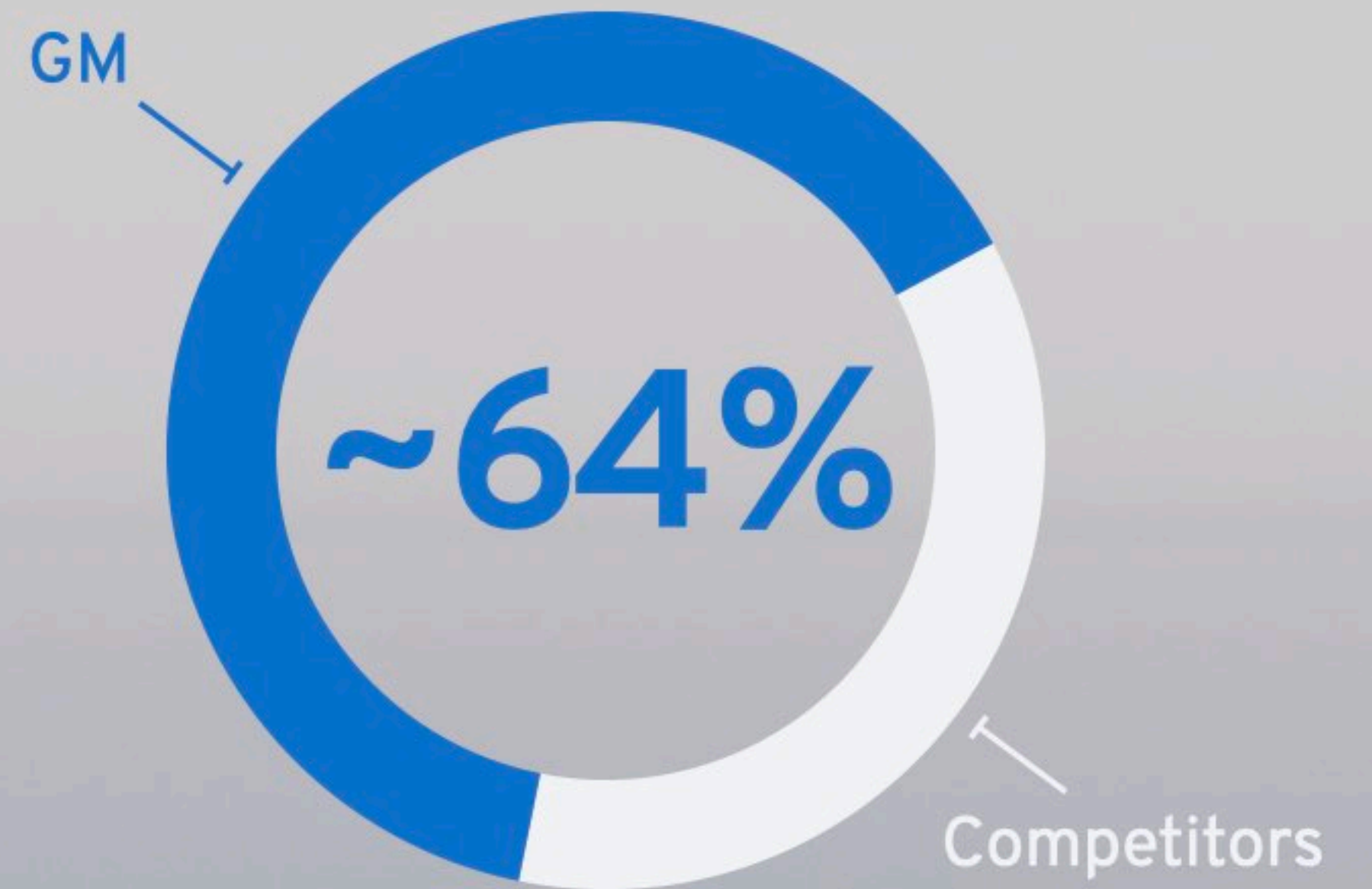
44%

of the segment



CHEVROLET TAHOE

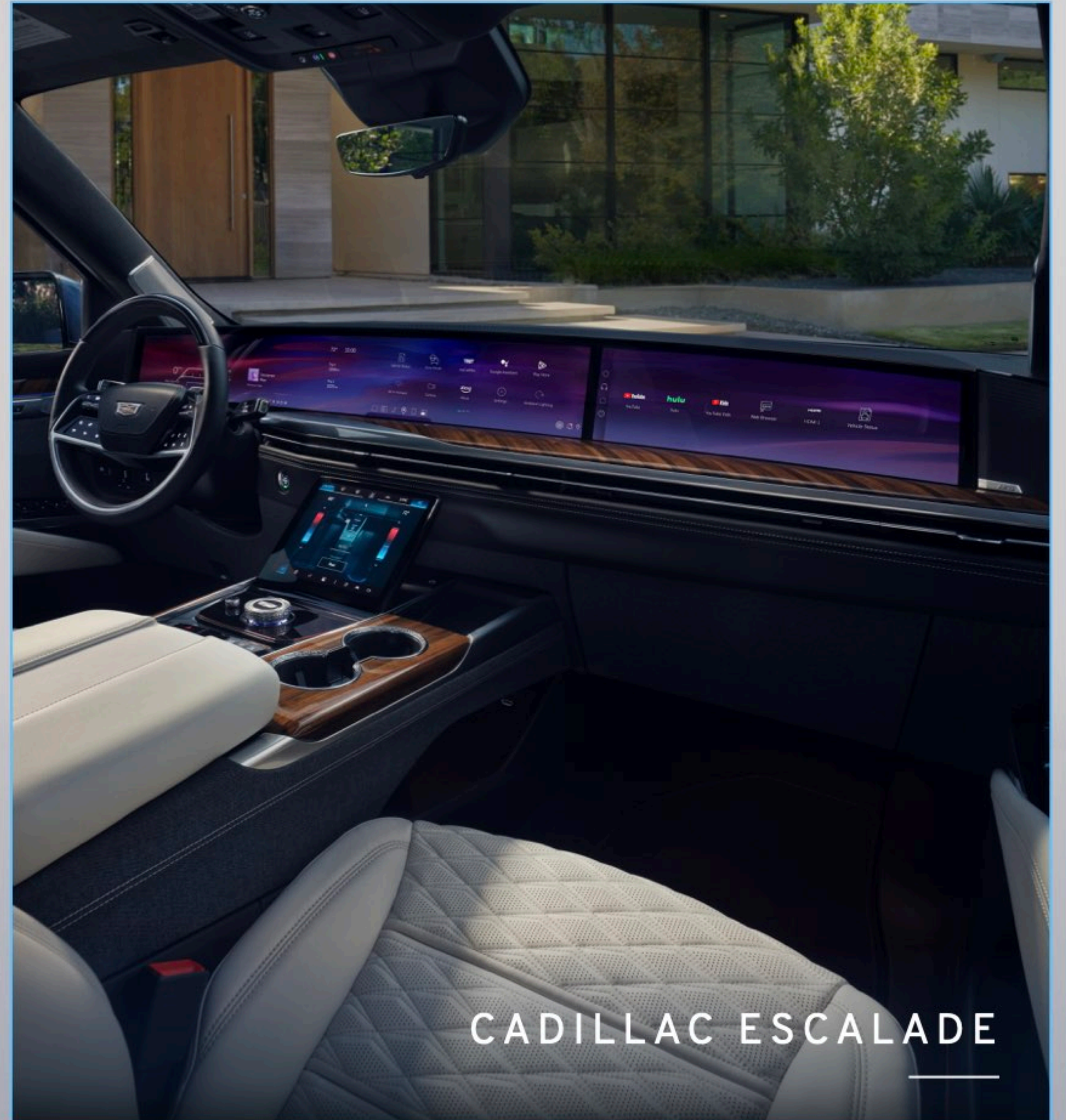
CYTD large SUV retail market share in 2024



Luxury Full-Size SUV Segment

1.1M

units sold globally



CADILLAC ESCALADE

Fuel Efficiency Improvement in Full-Size V8 Trucks



CHEVROLET SILVERADO
1500 WORK TRUCK

Fuel Efficiency Improvement in Full-Size V8 Trucks



Fuel Efficiency Improvement in Full-Size V8 Trucks



On track to produce and wholesale

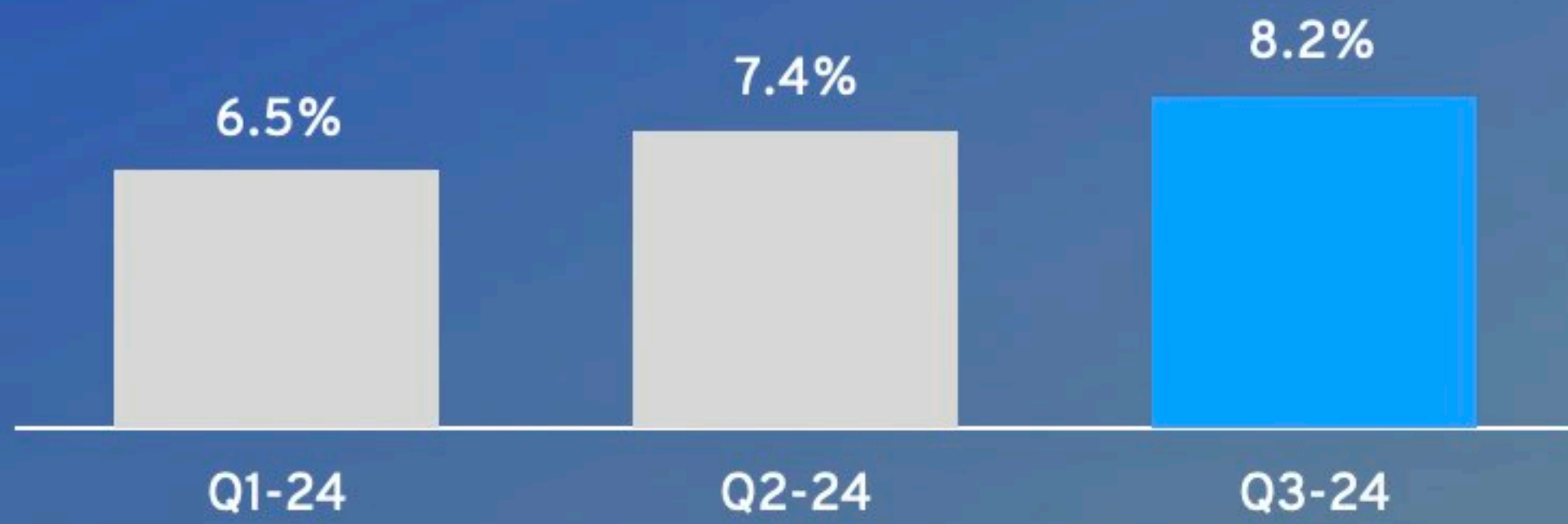
~200K

EVs in NA in 2024

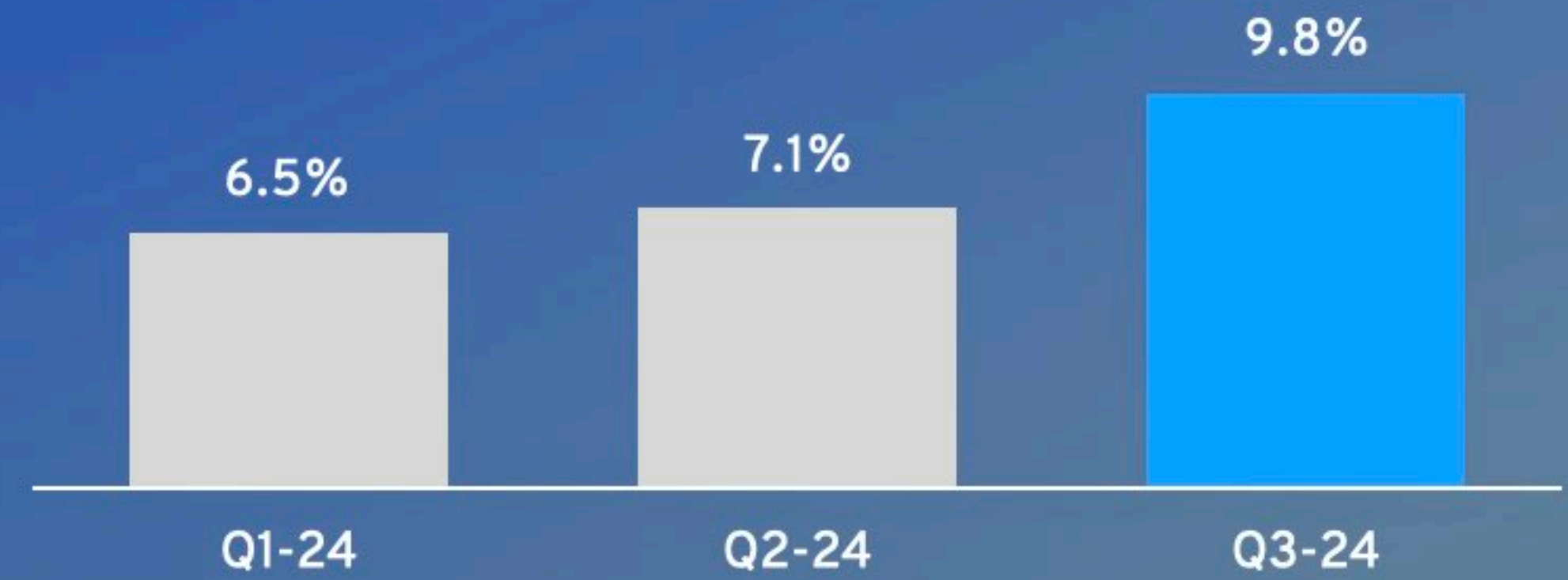


CHEVROLET BLAZER EV

U.S. EVs as Percent of Vehicle Industry



GM Share of U.S. EV Market





CADILLAC ESCALADE IQ



CADILLAC OPTIQ




CADILLAC VISTIQ



CADILLAC CELESTIQ



CADILLAC LYRIQ



EVs are a Growth Market

60-67%

non-GM trade-ins
for EV sales

43-46%

non-GM trade-ins
for ICE sales

CHEVROLET EQUINOX EV

CULINARY COURT

EVs are a Growth Market

60%

of EV buyers live
on either coast



CHEVROLET EQUINOX EV

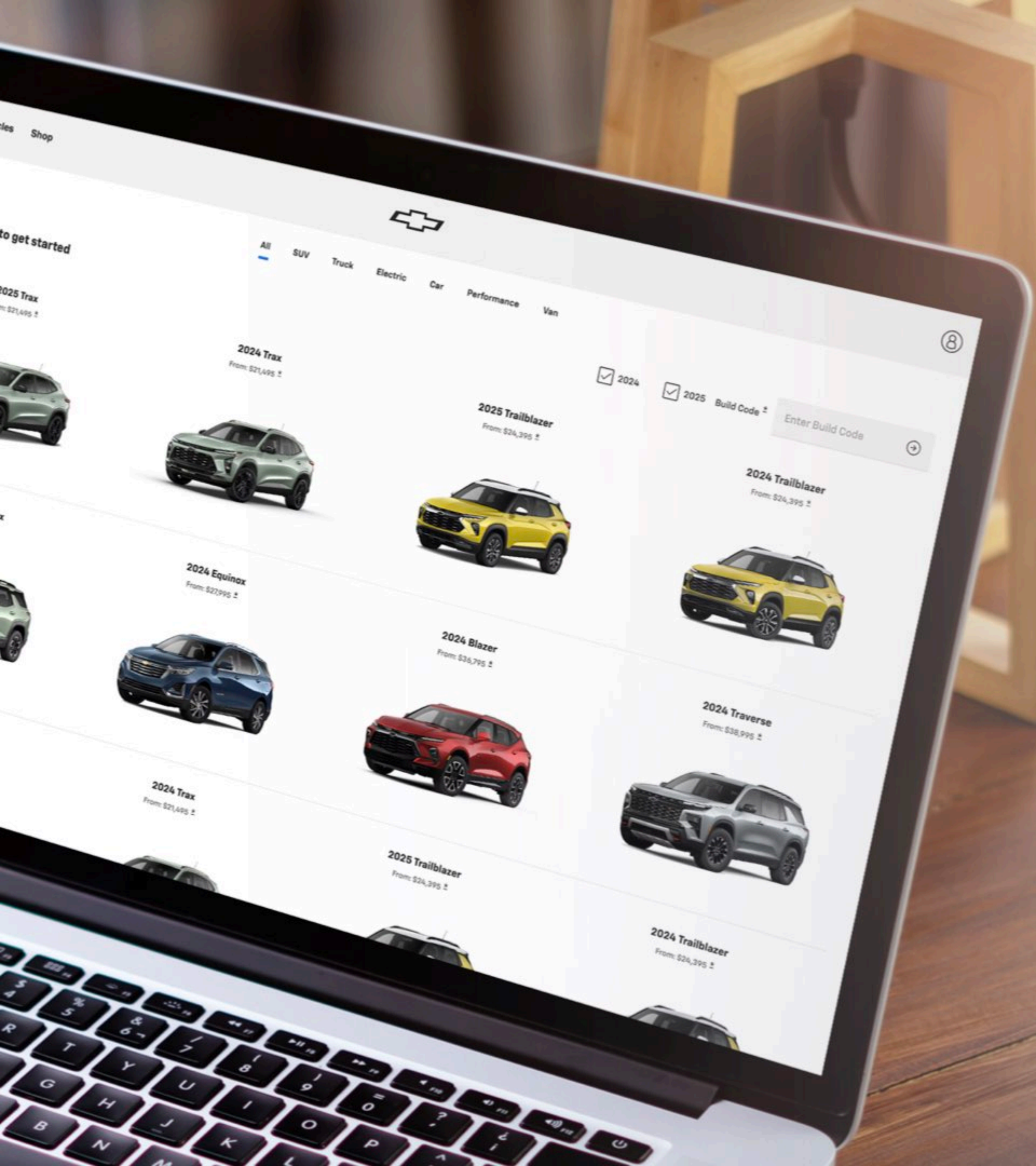


CADILLAC LYRIQ

On Track to Achieve

\$2B

lower fixed-cost net of D&A



All SUV Truck Electric Car Performance Van

to get started

2025 Trax



2024 Trax
From \$21,495



2025 Trailblazer
From \$24,395

2024

2025

Build Code

Enter Build Code



2024 Trailblazer
From \$24,395



2024 Equinox
From \$27,995



2024 Blazer
From \$36,795



2024 Traverse
From \$38,995

2024 Trax
From \$21,495

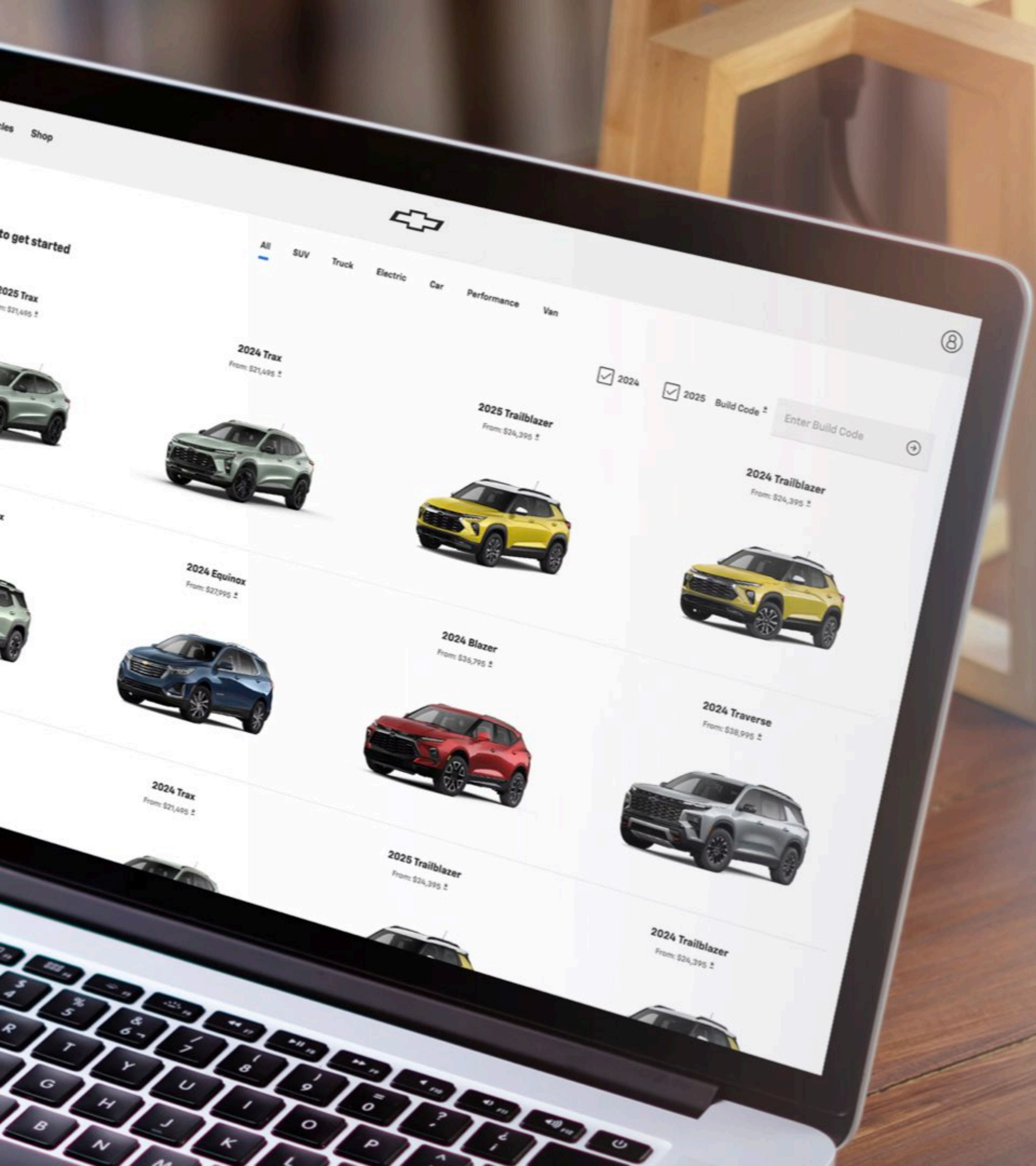


2025 Trailblazer
From \$24,395



2024 Trailblazer
From \$24,395

Retail Innovation



Total cost savings average

\$2,000

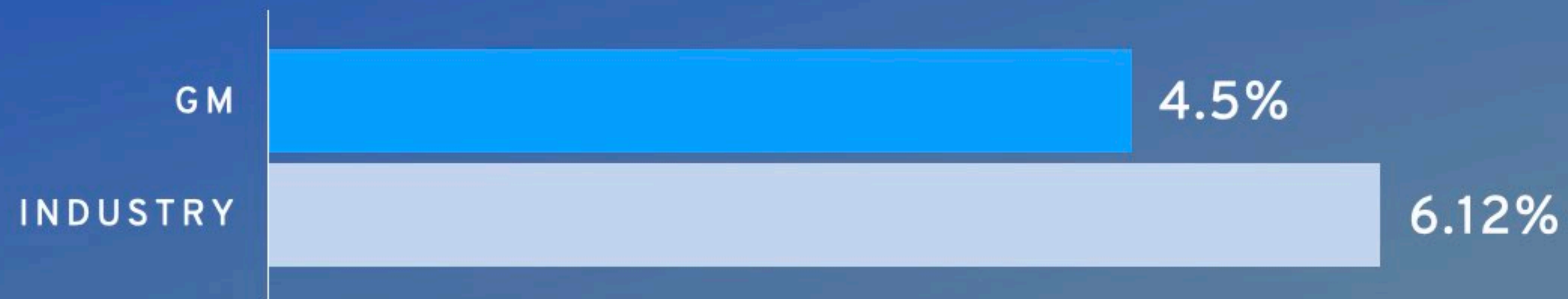
per vehicle



20%

reduction per vehicle in
marketing spend YoY

2024 Q3 Incentive Sales (% of ATP)



Equivalent of
>\$1B

in incentive savings
in 2024 compared
to industry

\$50K

ATP

\$5K

above industry
average

0.5 PPTS

retail market share
compared to 2023





CHEVROLET SILVERADO 1500



CHEVROLET EQUINOX EV



CHEVROLET TRAX





CHEVROLET CORVETTE ZR1



BUICK ENCLAVE



CADILLAC LYRIQ



HUMMER SUV EV

SET UP FOR SUCCESS



