

# INVESTOR EVENT OCTOBER 2021: FROM AUTOMAKER TO PLATFORM INNOVATOR



Financial Opportunity Highlights

## COMPELLING DIVERSIFIED REVENUE GROWTH OPPORTUNITY



Annual revenues expected to  
**DOUBLE**  
by 2030



Software and new businesses forecasted to grow at  
**~50% CAGR**  
through 2030, largely with recurring revenue



EV revenues projected to grow to  
**40-50%**  
of auto sales by 2030

## 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%**

## RAPIDLY SCALING IN EV WITH **ultium**



EV revenue in 2030 anticipated to grow to  
**~\$90 billion**



**1+ million**  
EV sales in 2025 across vehicle segments and price points



**30+ new**  
all-electric models launched globally by 2025



**\$35 billion**  
planned investment in EVs and AVs



**4 plants**  
battery manufacturing facilities by mid-decade, lifting capacity to 140GWh



**60% battery cost reduction**  
expected in our next-generation Ultium-based EVs in the coming years



**>50%**  
North America and China manufacturing footprint capable of EV production by 2030

## SOFTWARE & SERVICES



**~30 million**

connected vehicles expected on the road in the U.S. by 2030

**\$20-25 billion**

annual revenue opportunity by 2030 leveraging Ultifi platform, including OnStar Insurance

**~\$2 billion**

revenue and EBIT margins >70% generated with millions of current paying subscribers of software and services, including OnStar

**Super Cruise**

available on 22 vehicles by 2023

**Ultra Cruise**

a significant next step in GM's advanced driver-assistance technology, coming in 2023 and enables hands-free driving in 95% of driving scenarios

## NEW BUSINESSES

Opportunity to drive **\$80+ billion** in new, incremental revenue by end of decade

**cruise**

**\$50 billion**  
potential annualized revenue by end of decade



**\$6+ billion**  
projected annual revenue by end of decade; anticipate operating in 50 states by 2022

**HYDRATEC**

significant opportunities for fuel cell technology in mobile power generation, class 7/8 trucks, locomotives, aerospace and marine



**\$10+ billion**  
BrightDrop revenue at low 20% margins in 2030; anticipate production of 50,000 eLCVs by mid-decade



**\$1 billion**  
estimated annual revenue opportunity by 2030

## MANUFACTURING LEADERSHIP

Reducing capital expenditures by  
**\$1-1.5 billion**  
per assembly plant by leveraging existing assets

**\$10-15 billion**  
capital projected spending avoidance by 2030 by converting versus building all new factories

**100% renewable energy**  
sourced for U.S. facilities by 2025, five years ahead of previous announcement

## CARBON NEUTRAL COMMITMENT

Science Based Target goal to **reduce greenhouse gas emissions >50% by 2035** from a 2018 base year for light-duty vehicles

## CAUTIONARY NOTE ON FORWARD-LOOKING STATEMENTS

This presentation 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 judgement about possible future events and are often identified by words such as "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 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 factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the U.S. Securities and Exchange Commission. 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.