



general motors

Q2 2021 Results

August 4, 2021



2023 CADILLAC LYRIQ

Information Relevant to This Presentation

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 “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 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, many of which are described in our Annual report on Form 10-K and our other filings with the 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.*

Non-GAAP Financial Measures: *See our most recent Annual Report on Form 10-K and our other filings with the Securities and Exchange Commission for a description of certain non-GAAP measures used in this presentation, including EBIT-adjusted, EPS-diluted-adjusted, ETR-adjusted, ROIC-adjusted and adjusted automotive free cash flow, along with a description of various uses for such measures. This presentation also includes GMF’s return on tangible common equity, which is used by GMF’s management and can be used by investors to measure GMF’s contribution to GM’s enterprise profitability and cash flow. Return on average tangible common equity is calculated as GMF’s net income attributable to common shareholder for the trailing four quarters divided by GMF’s average tangible common equity for the same period. Our calculation of these non-GAAP measures are set forth within these reports and the Select Supplemental Financial Information section of this presentation 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, GMF is presented on EBT-adjusted basis.*

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 on a continuing operations basis. In addition, certain figures included in the charts and tables in this presentation may not sum due to rounding.*



Generate Profitable Growth

As we execute our vision of zero crashes, zero emissions and zero congestion



ALL-IN AND INVESTING TO LEAD THE FUTURE OF MOBILITY

- > \$35B allocated to EV & AV investment through 2025
- > EV franchise goals
 - > #1 EV market share in North America
 - > Margins similar to or higher than ICE
 - > Selling 1M+ vehicles globally by 2025
- > Committed to safely deploying self-driving technology at scale through GM's majority-owned subsidiary Cruise



STRONG AND GROWING FRANCHISES

- > Leading full-size pickup & full-size SUV market share
- > Leveraging our heritage, iconic brands and industry-leading customer loyalty
- > OnStar, Super Cruise and other connected services will drive recurring revenue growth and differentiation
- > Internally generated cash is funding electric vehicles, autonomous vehicles, and other growth opportunities



100+ YEARS IN CORE COMPETENCIES

- > Customer knowledge, leading design and engineering
- > Vehicle validation, safety and testing
- > World-class manufacturing and design capabilities
- > Building new core competencies in software as a service and transportation of people and goods as a service



DISCIPLINED CAPITAL ALLOCATION

- > The top priority is to invest in new and existing businesses, including CapEx of \$9 - \$10B this year to accelerate growth opportunities, as well as other initiatives
- > Sustaining investment grade balance sheet and long-term shareholder returns

Our Business Future Is Deeply Rooted in Our ESG Values



ENVIRONMENTAL

- > Plan to be carbon neutral in our global products and operations by 2040
- > Our emission reduction targets approved by the Science Based Targets Initiative (SBTi) are aligned with the Paris Agreement
- > Aspire to eliminate tailpipe emissions for new light-duty vehicles by 2035
- > Goal to source 100% of power from renewable sources by 2035, and by 2030 in the U.S.
- > Committed to reduce operational water intensity by 35% by 2035 against a 2010 baseline



SOCIAL

- > Ambition to be the world's most inclusive company - committed to use the power of our voice to advocate internally and externally for a future with equity and inclusion for all
- > Publicly released our federal equal employment opportunity report starting in 2021
- > Recently created a new Climate Equity Fund, dedicated to helping close equity gaps in the transition to electric vehicles and other sustainable technology



GOVERNANCE

- > Diverse and independent Board - 12 directors of which 7 are women and 11 are independent
- > ESG performance factored as part of each named executive officer's strategic goals, which impacts the executive's short-term incentive compensation
- > Supported and continue to support public policies that drive the achievement of our long-term sustainable growth

For more information on our progress, initiatives and commitments as we transform our industry, see our 2020 Sustainability Report:

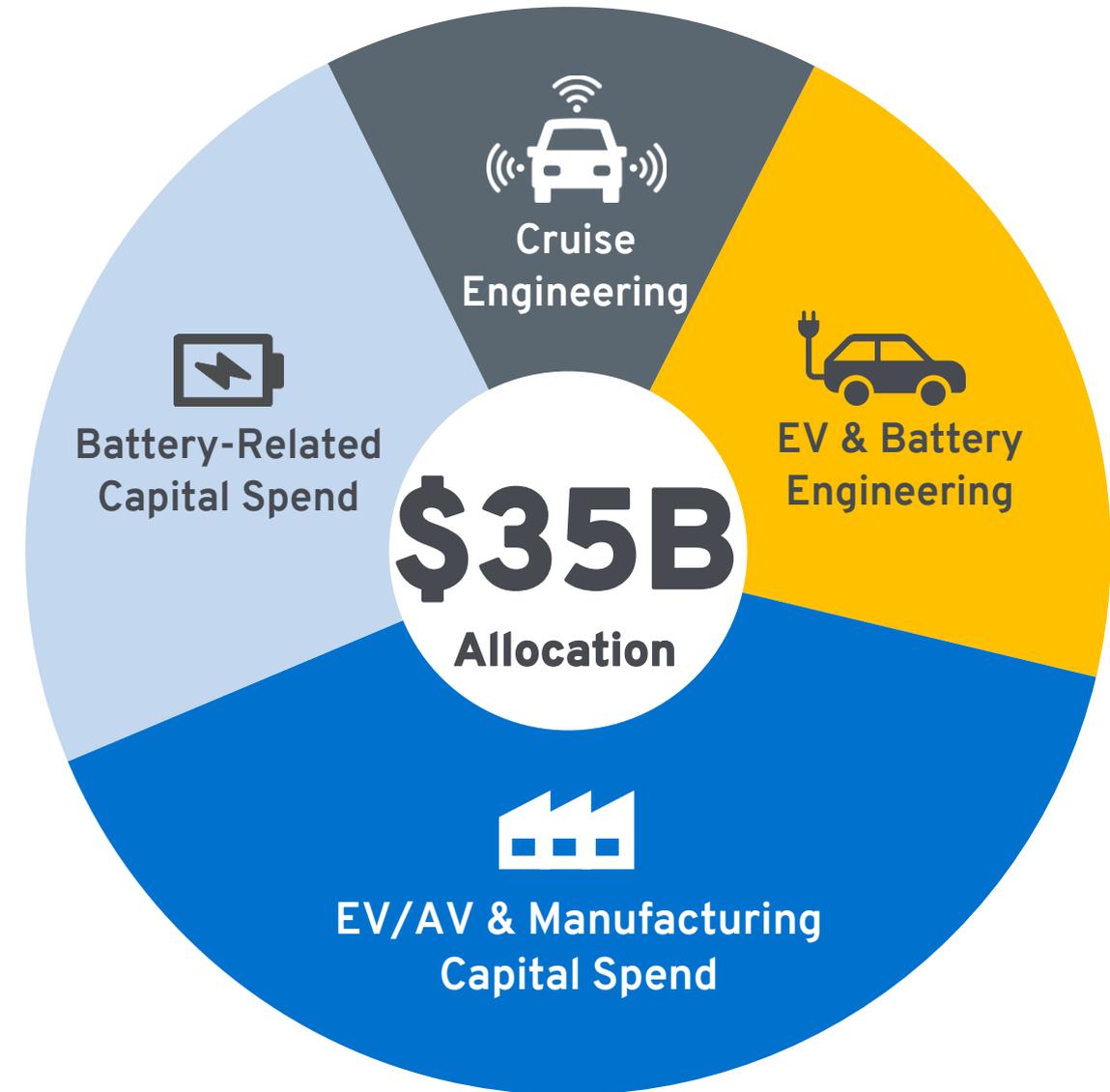
<https://www.gmsustainability.com/>



\$35 Billion EV and AV Investment

From 2020 through 2025

Incremental investment from \$27B to \$35B to **accelerate battery and EV assembly capacity** and ensure GM leads in all aspects of the transformation to a more sustainable future



Growth Opportunities and Initiatives

Super Cruise

- > Select models of the 2022 GMC Sierra, and post-launch, the 2022 Cadillac Escalade and GMC HUMMER EV, will include the capability to trailer a boat, camper, and more while driving hands free on compatible roads



HYDROTEC

- > GM continues to collaborate on developing solutions leveraging HYDROTEC Fuel Cell technology in transportation and other industries



OnStar Guardian

- > OnStar Guardian subscribers and family members can access critical OnStar safety services from their compatible phones, whether they are at home, out walking, or traveling in any vehicle



Ultium Charge 360

- > Announced a comprehensive EV fleet charging solution designed to make the switch to electric seamless for fleet and BrightDrop customers by connecting them with services, features and resources



Growth Opportunities and Initiatives



Cruise

- > Cruise continues to make excellent progress toward launching its first fully driverless commercial service
- > GM remains a major accelerator of Cruise's mission, with the purpose-built Origin giving Cruise a huge competitive advantage



BrightDrop

- > Synergies created by GM's design, engineering, manufacturing and sourcing expertise are driving rapid growth at BrightDrop, a new business that is pioneering connected and electrified first-to-last mile delivery solutions
- > To meet expected demand, we are pulling forward the transition of our CAMI Assembly plant in Canada from building gas-powered vehicles to assembling the BrightDrop EV600

FACTORY ZERO



Pre-production GMC HUMMER EV Pickup at Factory Zero

GM is completing the transformation at Factory ZERO to our flagship EV assembly plant that will build the GMC HUMMER EV, Cruise Origin, and electric versions of Chevrolet and GMC full-size pickups beginning this fall





Construction at Ultium Cells LLC battery cell manufacturing facility in Lordstown, Ohio

GM has announced plans to build two new battery cell manufacturing plants in addition to the two Ultium plants under construction

Financial Information

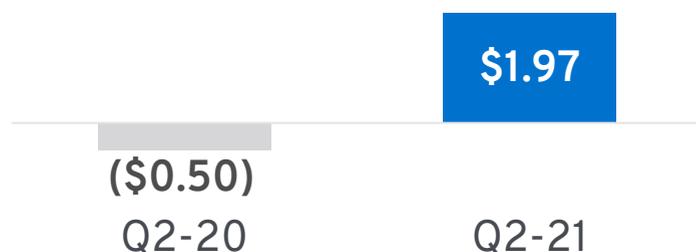


2022 GMC Canyon AT4



Second Quarter Performance

EPS-DILUTED-ADJ.



ADJ. AUTO FREE CASH FLOW

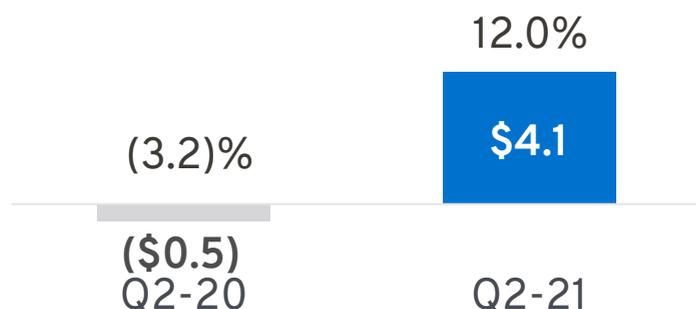
\$2.5B Adj. Auto Free Cash Flow

\$11.5B YOY

EPS-DILUTED-ADJ.; EBIT-ADJ. & MARGIN

- > Higher primarily due to the non-recurrence of the 2020 production stoppage as a result of the pandemic, strong pricing on full-size pickups and full-size SUVs and high used vehicle prices, partially offset by increased warranty, material and commodity costs
- > EPS-diluted-adjusted includes \$0.12² impact from revaluation on equity investments in Q2 2021 and \$0.08³ in Q2 2020

EBIT-ADJ. ¹ & EBIT-ADJ. MARGIN ¹



SHARE & DELIVERIES



10.0%

Market Share (90)bps YOY

1.8M

Deliveries +0.3M YOY

ADJ. AUTO FREE CASH FLOW

- > Higher primarily due to non-recurrence of the 2020 production stoppage as a result of the pandemic and strong EBIT performance

SHARE & DELIVERIES

- > GMNA: Market share decreased primarily due to tight retail inventory



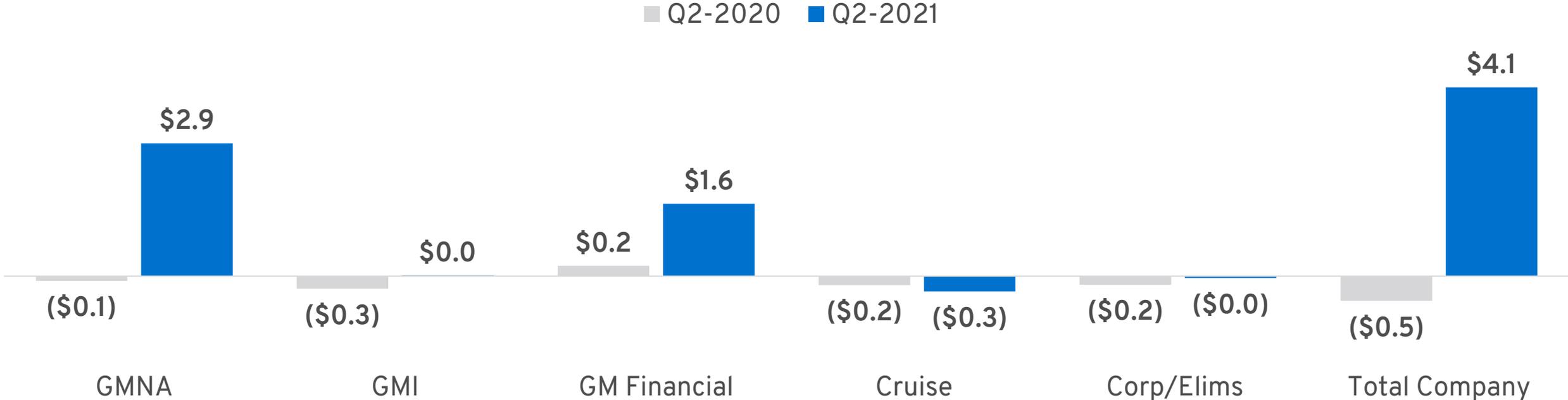
¹ See slide 28 and 30 for description of special items.

² Includes investments in Stellantis (formerly known as PSA), Lordstown Motors and Proterra.

³ Includes investments in Stellantis and Lyft. GM liquidated our remaining shares in Lyft, Inc. in the six months ended June 30, 2020.

Second Quarter EBIT-adjusted

In \$B



STRONG RESULTS AS WE MANAGE THROUGH THE FLUID SEMICONDUCTOR ENVIRONMENT



Second Quarter EBIT-adjusted Performance

In \$B



VOLUME / MIX

- > GMNA: Increased volume due to the non-recurrence of the 2020 production stoppage as a result of the pandemic and higher mix due to prioritization of full-size pickup and full-size SUV production as a result of the semiconductor shortage

PRICE

- > GMNA: Increased primarily due to strong pricing and demand for our full-size pickups and full-size SUVs in a tight inventory environment

COST

- > GMNA: Increased due to non-recurrence of the 2020 austerity actions and production stoppage as a result of the pandemic, warranty expenses, commodity prices, material costs related to recent launches and higher engineering spend to accelerate our EV portfolio

OTHER

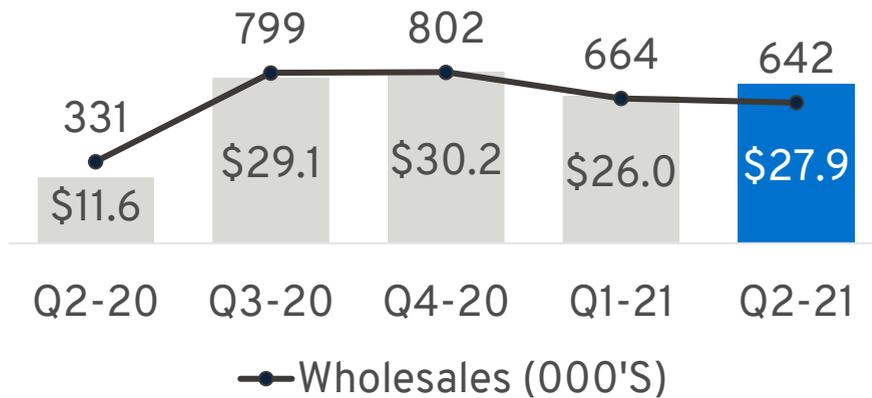
- > GMF: Increase due to high used vehicle prices, strong credit performance and the impact of the pandemic on Q2 2020 provision expense
- > GMNA: Increased due the strengthening of the Canadian Dollar



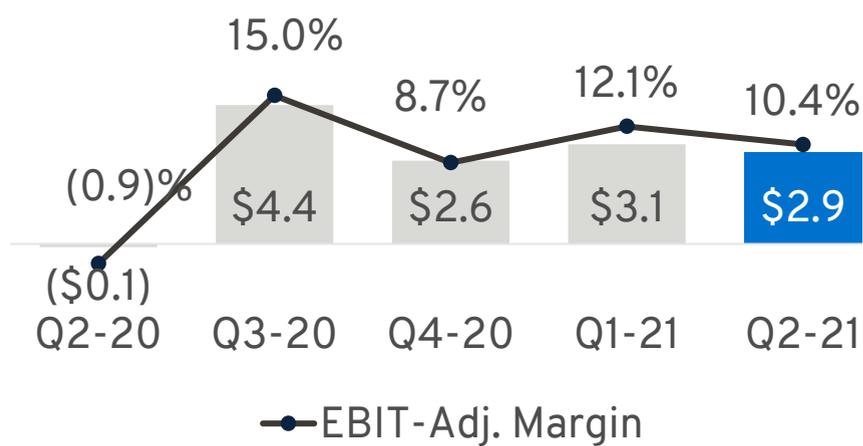
¹ Includes revaluations on GM investments in Stellantis, Lordstown Motors, Proterra and Lyft; GM liquidated our remaining shares in Lyft, Inc. in the six months ended June 30, 2020.

GMNA Performance

NET REVENUE (\$B)



EBIT-ADJ. (\$B)

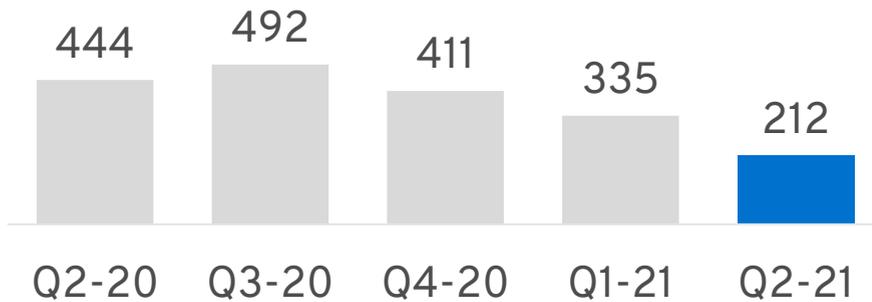


+14%
YOY U.S. RETAIL ATP INCREASE

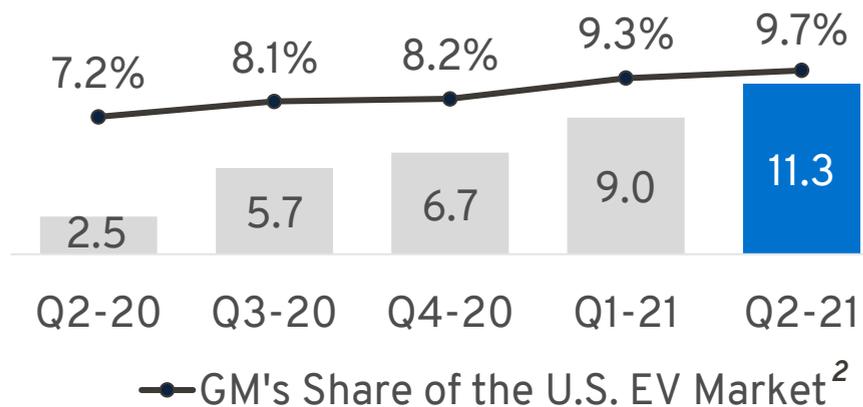
+351%
YOY U.S. RETAIL SALES GAIN IN
COMBINED CHEVROLET BOLT EV
AND BOLT EUV

COMMITTED TO ACHIEVING #1 EV
MARKET SHARE IN NORTH
AMERICA

U.S. DEALER INVENTORY (000'S)¹



U.S. EV SALES (000'S)



¹ Amounts as of quarter end.

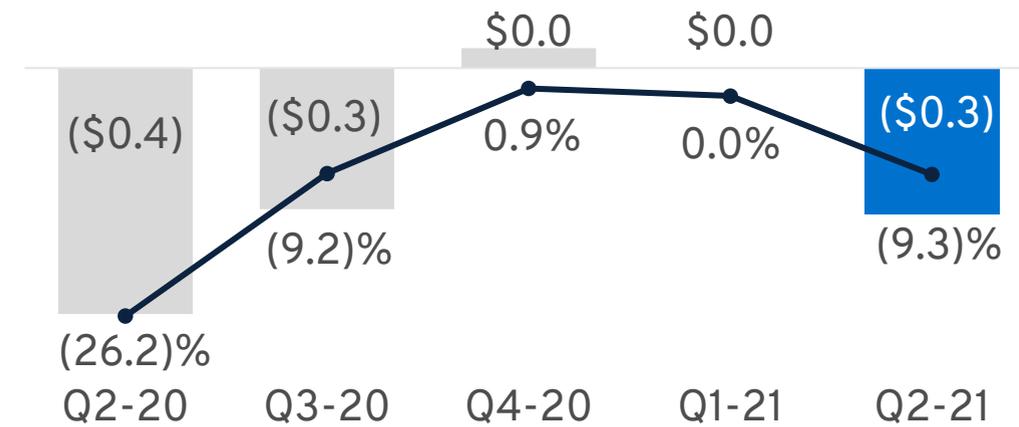
² GM estimates.

GMI Performance - Excluding GM China JV

NET REVENUE (\$B)

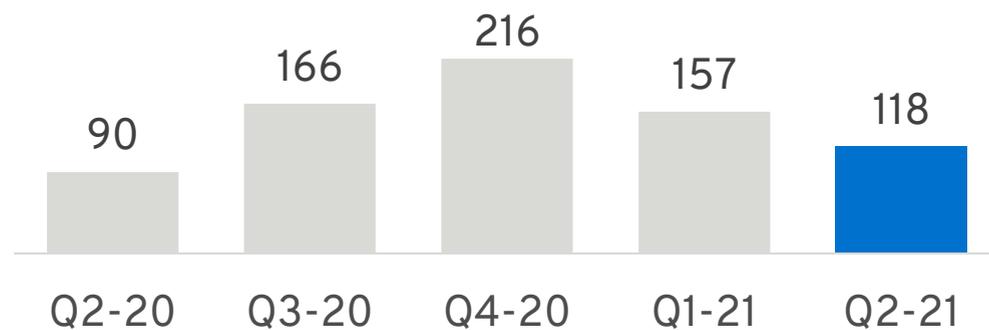


EBIT-ADJ. (\$B)



— EBIT-Adj. margin from GMI ex. China EI

WHOLESALES (000's)



Q2 2021 HIGHLIGHTS

- > EBIT-Adj. up YOY primarily due to strong mix and pricing actions partially offset by semiconductor headwinds, commodity costs and warranty expenses

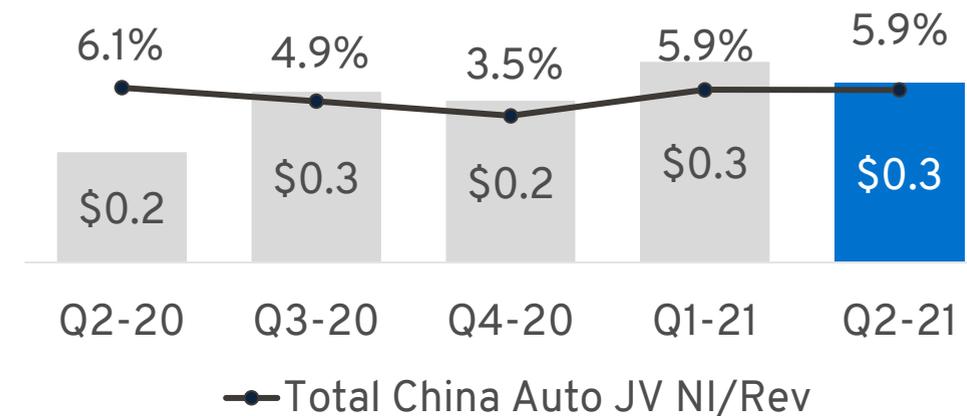


GM China Auto JV Performance

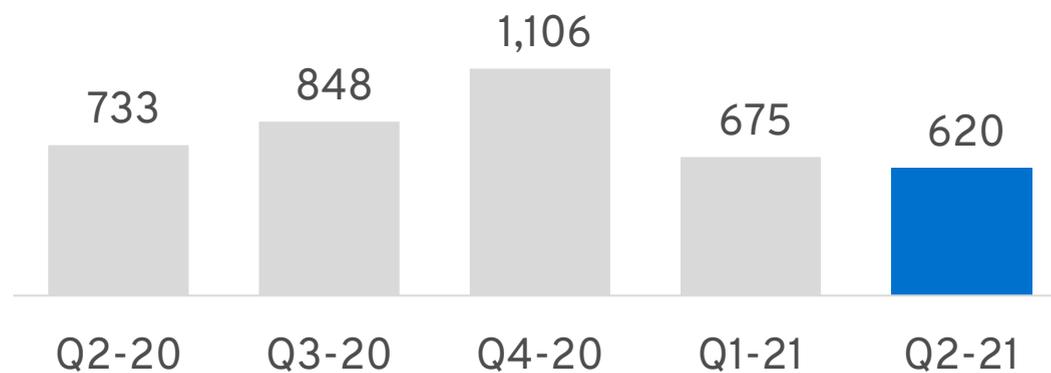
NET REVENUE (\$B)¹



EQUITY INCOME (\$B)²



WHOLESALES (000's)¹



Q2 2021 HIGHLIGHTS

- > Results slightly above our forecasted ~\$0.2B quarterly run-rate driven by strong mix, stabilization in pricing, and material performance partially offset by semiconductor and commodity headwinds
- > Received a \$0.6B³ dividend from our China automotive JVs in Q2 2021
- > Wuling MINI EV continued to be the top selling EV in China



¹ China Auto JV Net Revenue and Wholesales not consolidated in GM financial results.

² China Auto JV pro-rata share of earnings reported as equity income.

³ Dividends net of withholding tax.

cruise

| (\$B) | Q2 | | H1 | |
|-----------------------------------|-------|-------|-------|-------|
| | 2021 | 2020 | 2021 | 2020 |
| Financial Performance | | | | |
| Revenue ¹ | 0.0 | 0.0 | 0.1 | 0.1 |
| EBIT-adjusted | (0.3) | (0.2) | (0.6) | (0.4) |
| Cash used in operating activities | (0.3) | (0.2) | (0.5) | (0.4) |



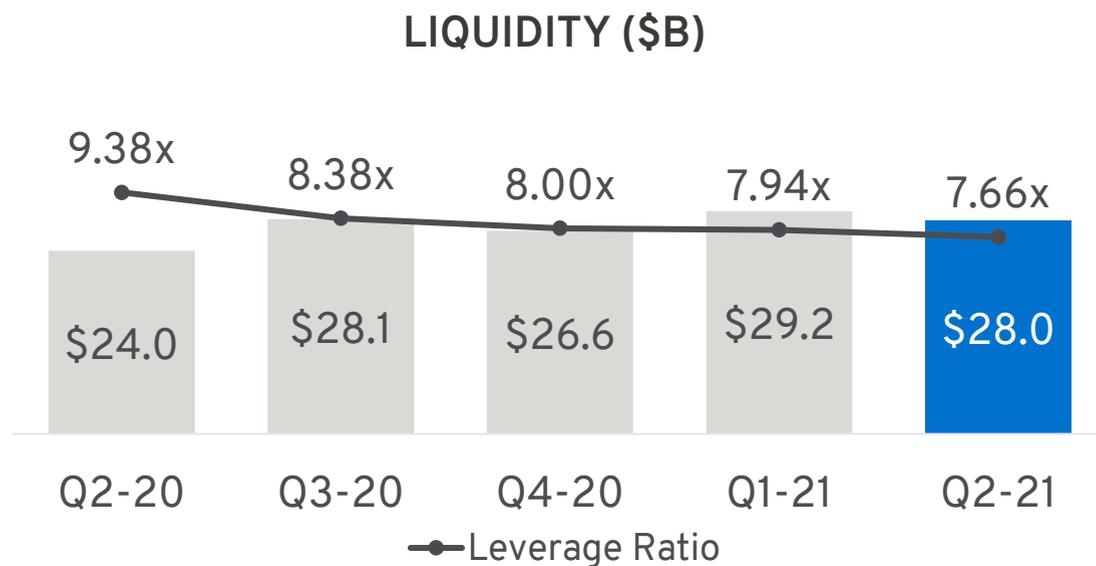
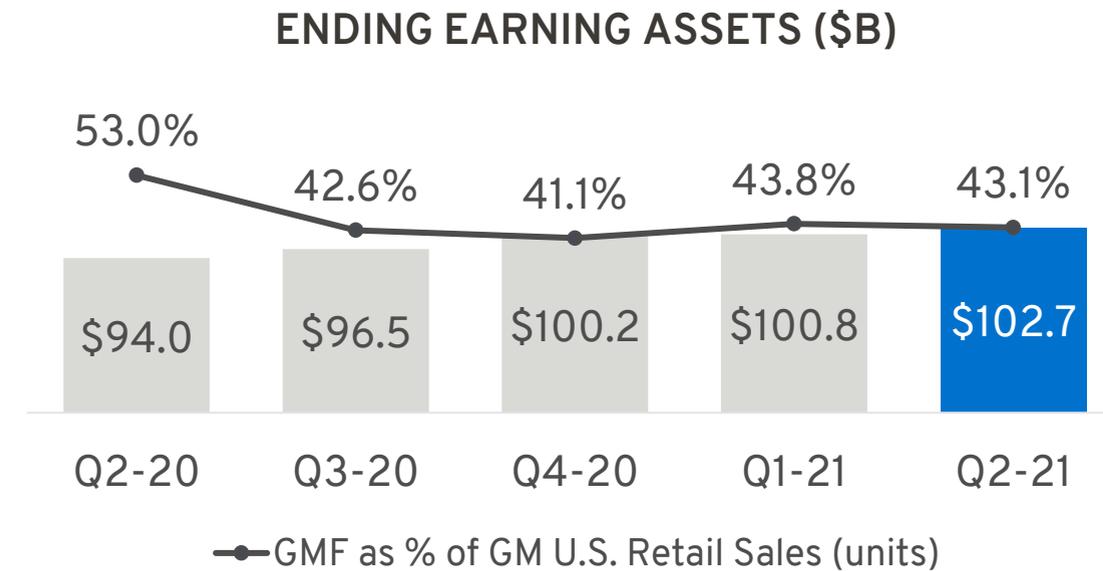
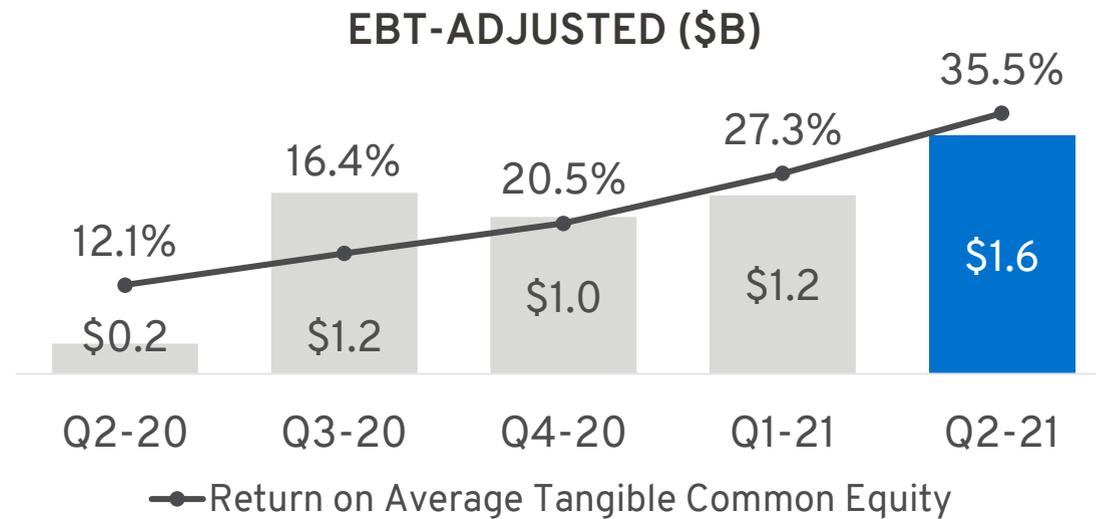
GM IS NOW ASSEMBLING PRE-PRODUCTION CRUISE ORIGIN VEHICLES FOR VALIDATION TESTING

GM FINANCIAL WILL PROVIDE CRUISE A \$5B LINE OF CREDIT TO FUND THE PURCHASE OF AVs FROM GM - BRINGING CRUISE'S TOTAL LIQUIDITY TO MORE THAN \$10B² AS IT ENTERS COMMERCIALIZATION

¹ Primarily reclassified to Interest income and other non-operating income, net in our condensed consolidated income statements in the three and six months ended June 30, 2021 and 2020.

² Includes \$3.9B in cash, cash equivalents and marketable debt securities designated exclusively for the use of Cruise, \$5.2B multi-year line of credit from GM Financial and Softbank's \$1.35B obligation to purchase additional Cruise convertible shares when Cruise's AVs are ready for commercial deployment.





Q2 2021 HIGHLIGHTS

- > Paid \$0.6B dividend to GM in the quarter, \$1.2B cumulative paid YTD
- > ROTCE exceeds low-to-mid teens target due to recent earnings performance
- > Sufficient capital and ample liquidity to support earning asset growth and navigate economic cycles

Adjusted Automotive Free Cash Flow

| (\$B) | Q2 | | H1 | |
|---|------------|--------------|------------|--------------|
| | 2021 | 2020 | 2021 | 2020 |
| Net Income (loss) | 2.8 | (0.8) | 5.8 | (0.5) |
| Income tax and net automotive interest expense | 1.2 | 0.1 | 2.6 | 0.6 |
| EBIT adjustments ¹ | 0.1 | 0.1 | 0.1 | 0.6 |
| EBIT-Adjusted (loss) | 4.1 | (0.5) | 8.5 | 0.7 |
| GMF EBT-Adjusted | (1.6) | (0.2) | (2.8) | (0.5) |
| Cruise EBIT Loss-Adjusted | 0.3 | 0.2 | 0.6 | 0.4 |
| Automotive EBIT (loss)-Adjusted | 2.9 | (0.6) | 6.3 | 0.7 |
| Depreciation, amortization and impairments ² | 1.4 | 1.3 | 2.8 | 2.6 |
| Pension / OPEB activities | (0.6) | (0.4) | (1.2) | (0.8) |
| Working Capital ² | 0.1 | (5.1) | (3.2) | (5.9) |
| Accrued and other liabilities ² | (0.4) | (3.7) | (2.7) | (5.3) |
| Undistributed earnings of nonconsolidated affiliates | 0.4 | 0.4 | 0.1 | 0.5 |
| Interest and tax payments | (0.6) | (0.5) | (0.6) | (0.5) |
| Other ² | 0.8 | 0.5 | 1.4 | 1.1 |
| Automotive net cash provided by (used in) operating activities | 4.0 | (8.0) | 2.9 | (7.7) |
| Capital expenditures | (1.5) | (1.1) | (2.4) | (2.3) |
| GMI restructuring | - | 0.1 | 0.0 | 0.1 |
| Cadillac dealer strategy | 0.0 | - | 0.0 | - |
| Brazil indirect tax recoveries | - | - | - | (0.1) |
| Adjusted automotive free cash flow | 2.5 | (9.0) | 0.5 | (9.9) |

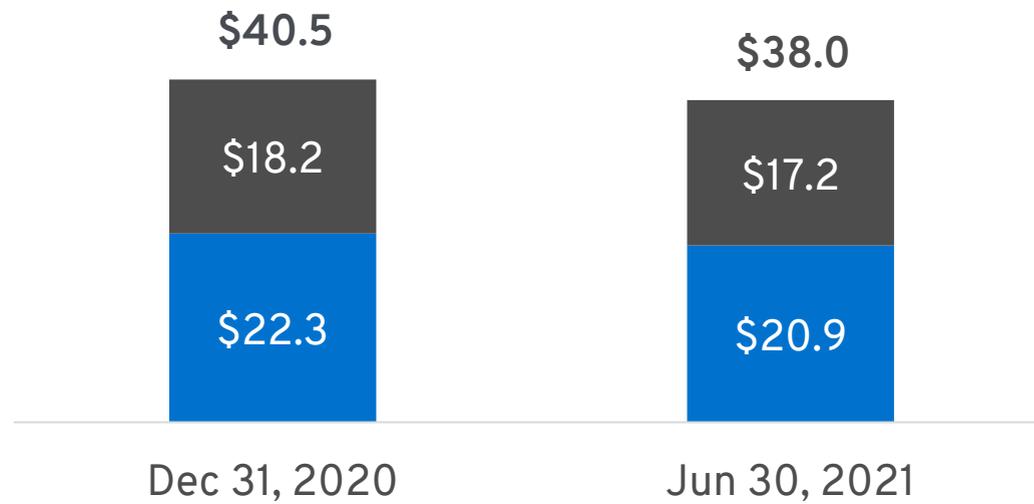


¹ See slide 28 for description of special items.

² Excludes EBIT adjustments.

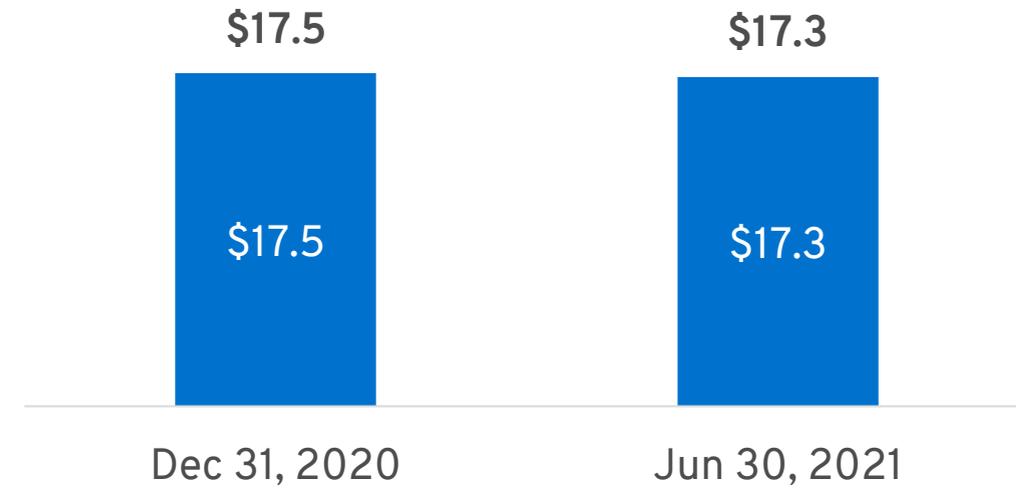
Automotive Liquidity and Debt

AUTOMOTIVE LIQUIDITY (\$B)

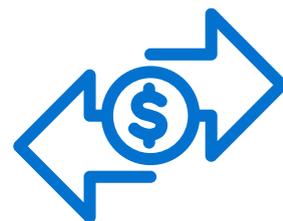


- Available Credit Facilities
- Cash, Cash Equivalents and Marketable Debt Securities

TOTAL AUTOMOTIVE DEBT (\$B)



- Senior Unsecured Notes and Other



Liquidity position remains strong

Updated Full-Year Guidance

| | Current | Prior |
|--------------------------|-------------------|-------------------|
| EBIT-ADJ. | \$11.5B - \$13.5B | \$10.0B - \$11.0B |
| EPS-DILUTED-ADJ. | \$5.40 - \$6.40 | \$4.50 - \$5.25 |
| ADJ. AUTO FREE CASH FLOW | \$1.0B - \$2.0B | \$1.0B - \$2.0B |

H2 VS. H1 EBIT-ADJ. KEY VARIANCE DRIVERS

- > Decreased volumes of ~100K units in GMNA
- > \$1.5B-\$2.0B increased commodity costs
- > \$1.0-\$1.5B GM Financial: expect lower lease termination volume and record high purchase rates capping gains at contract residual value, H1 allowance adjustments we assume will not repeat and credit starting to normalize
- > \$0.5B investments in growth initiatives
- > \$0.4B mark-to-market gains on equity investments in H1 we assume will not repeat

CURRENT GUIDANCE

- > The semiconductor shortage remains fluid and supply chain challenges continue in H2
- > Due to this uncertainty, our guidance assumes no year end work-in-process inventory related to vehicles produced without modules¹
- > Significant cash flows could shift from 2021 to 2022 if we have work-in-process vehicles produced without modules held at year end



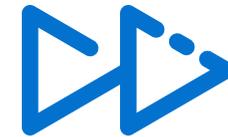
¹ The value of the vehicles produced without modules held in inventory was approximately \$1.4B at June 30, 2021.

Summary



Q2 2021 RESULTS

- > Generating consistently strong earnings despite industry-wide challenges, including record EBIT-adjusted of \$4.1 billion in the second quarter, and \$8.5 billion in the first half
- > Results highlight the strength of our full-size pickup and full-size SUV franchises, which we plan to leverage as we roll out our EV portfolio
- > Results better than originally expected due to strong pricing and demand, record GM Financial results and improved near-term production from the pull forward of semiconductors from the third quarter



WHAT'S TO COME

- > Focus on profitable growth opportunities and new revenue streams
- > Developing a full EV portfolio that doesn't depend on partial solutions like hybrids and "electrified" ICE vehicles
- > Prioritizing speed to market as we launch more than 30 new EVs in North America and China by 2025
- > Our upcoming EV launches including our GMC HUMMER EV and Cadillac LYRIQ are on track, and the construction in Lordstown, Factory ZERO, and Spring Hill is progressing with no delays
- > October 6th-7th: plan to share additional insight into our EV & AV strategy and growth opportunities, including software and services and product and technology demonstrations

Select Supplemental Financial Information



2022 Buick Enclave



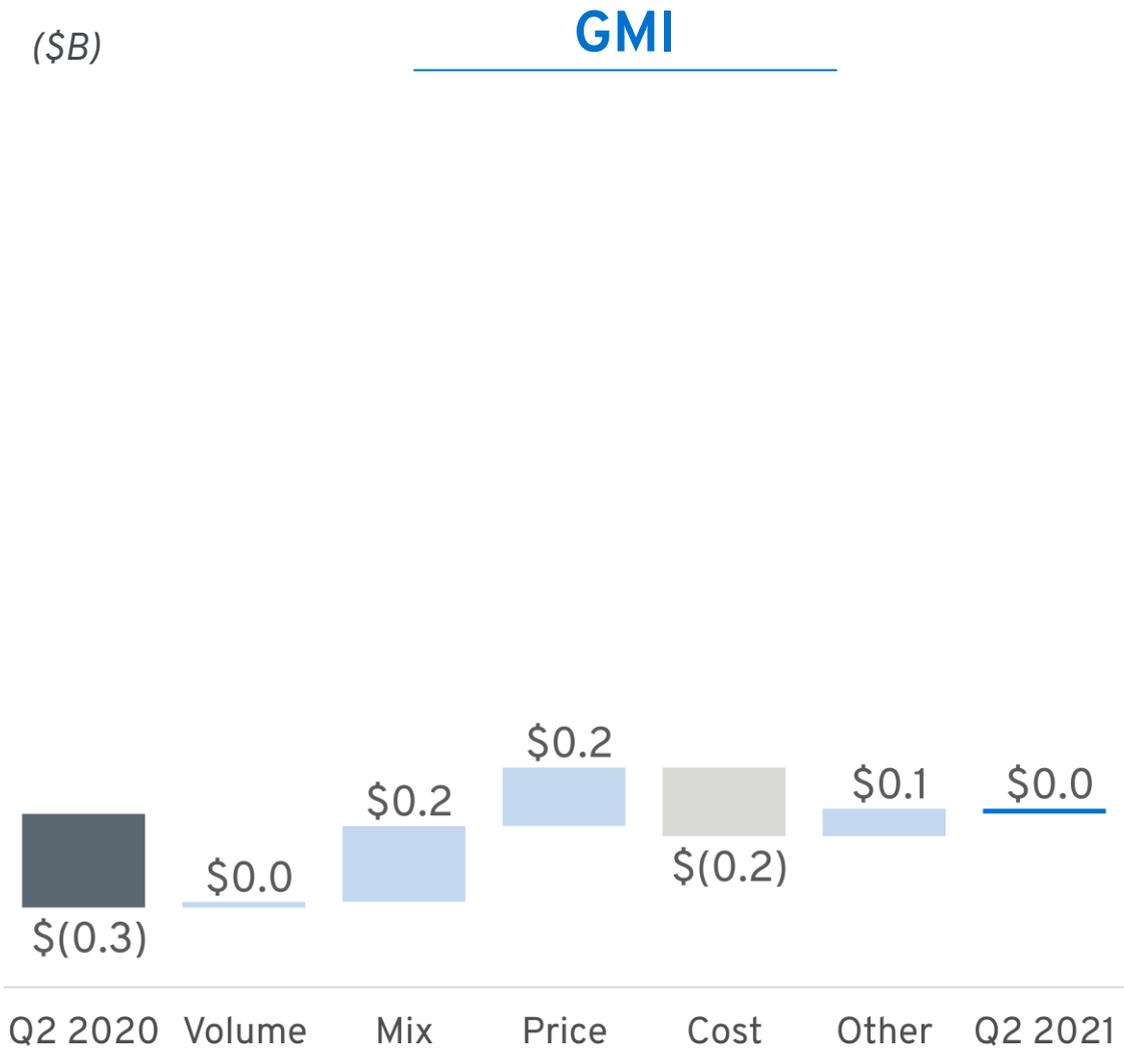
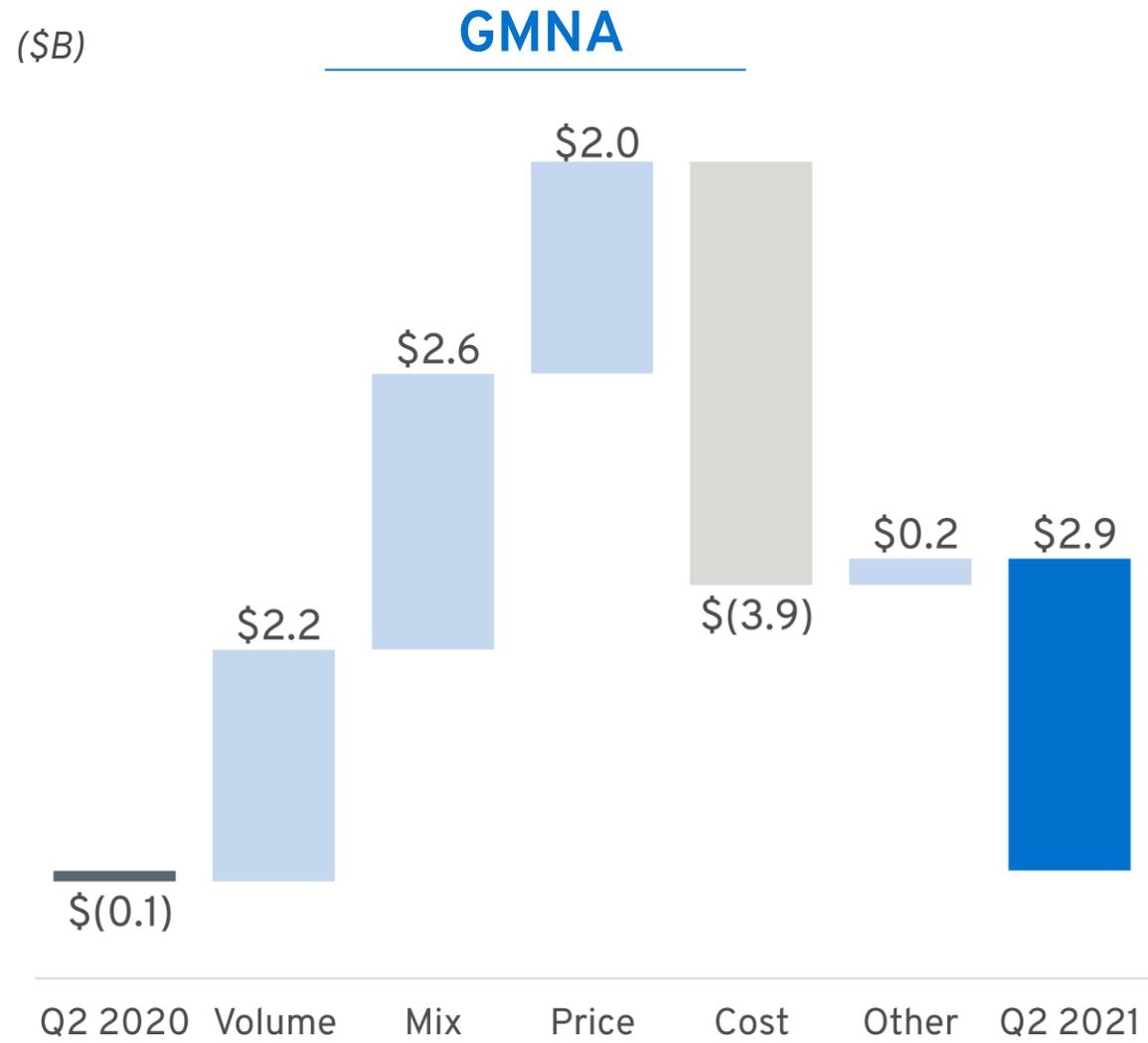
Q2-2021 GAAP Results

(in \$B except where noted)

| | Q2 | | H1 | |
|---|--------|-------------------|--------|-------------------|
| | 2021 | F/(U) vs. 2020 | 2021 | F/(U) vs. 2020 |
| Net revenue | 34.2 | 17.4 | 66.6 | 17.2 |
| Operating income | 2.9 | 4.1 | 6.2 | 6.7 |
| Net income attributed to stockholders | 2.8 | 3.6 | 5.9 | 6.3 |
| EPS-diluted (\$/share) | \$1.90 | \$2.46 | \$3.93 | \$4.32 |
| Net cash provided by operating activities | 7.2 | 10.0 | 8.4 | 9.7 |



Regional Q2 EBIT-adjusted Performance



| | | | | | | | |
|----------|-------|-------|-------|-------|---------|-------|-------|
| YTD 2021 | \$2.1 | \$1.3 | \$3.6 | \$3.7 | \$(5.0) | \$0.4 | \$6.0 |
|----------|-------|-------|-------|-------|---------|-------|-------|

| | | | | | | | |
|----------|---------|---------|-------|-------|---------|-------|-------|
| YTD 2021 | \$(0.8) | \$(0.0) | \$0.4 | \$0.4 | \$(0.3) | \$0.6 | \$0.3 |
|----------|---------|---------|-------|-------|---------|-------|-------|



Global Deliveries

(000's)

| | Q2 2021 | Q1 2021 | Q4 2020 | Q3 2020 | Q2 2020 |
|--|--------------|--------------|--------------|--------------|--------------|
| North America | 794 | 746 | 875 | 765 | 565 |
| <i>U.S.</i> | 688 | 642 | 771 | 665 | 492 |
| Asia/Pacific, Middle East and Africa | 875 | 880 | 1,082 | 903 | 845 |
| <i>China</i> | 751 | 780 | 954 | 771 | 714 |
| South America | 88 | 118 | 159 | 122 | 57 |
| <i>Brazil</i> | 50 | 75 | 115 | 88 | 40 |
| Global Deliveries – in GM Markets | 1,757 | 1,744 | 2,116 | 1,790 | 1,467 |



Global Market Share

| | Q2 2021 | Q1 2021 | Q4 2020 | Q3 2020 | Q2 2020 |
|--------------------------------------|---------|---------|---------|---------|---------|
| North America | 14.8% | 15.7% | 17.3% | 15.9% | 16.0% |
| <i>U.S.</i> | 15.2% | 16.0% | 18.0% | 16.6% | 16.3% |
| Asia/Pacific, Middle East and Africa | 7.7% | 7.4% | 8.3% | 7.9% | 8.8% |
| <i>China</i> | 11.3% | 11.7% | 12.1% | 11.5% | 11.2% |
| South America | 9.8% | 13.3% | 15.2% | 14.3% | 14.5% |
| <i>Brazil</i> | 9.1% | 14.2% | 16.9% | 15.6% | 15.8% |
| Global Market Share - in GM Markets | 10.0% | 9.9% | 11.0% | 10.5% | 10.9% |



Reconciliation of EBIT-adjusted

| (\$B) | Q2 | | Q1 | | Q4 | | Q3 | |
|---|------------|--------------|------------|------------|--------------|------------|------------|------------|
| | 2021 | 2020 | 2021 | 2020 | 2020 | 2019 | 2020 | 2019 |
| Net income (loss) attributable to stockholders | 2.8 | (0.8) | 3.0 | 0.3 | 2.8 | (0.2) | 4.0 | 2.4 |
| Income tax expense (benefit) | 1.0 | (0.1) | 1.2 | 0.4 | 0.6 | (0.2) | 0.9 | 0.3 |
| Automotive interest expense | 0.2 | 0.3 | 0.3 | 0.2 | 0.3 | 0.2 | 0.3 | 0.2 |
| Automotive interest income | (0.0) | (0.1) | (0.0) | (0.1) | (0.0) | (0.1) | (0.1) | (0.1) |
| Adjustments | | | | | | | | |
| GM Korea wage litigation ¹ | 0.1 | — | — | — | — | — | — | — |
| Cadillac dealer strategy ² | 0.0 | — | — | — | 0.1 | — | — | — |
| GMI restructuring ³ | — | 0.1 | — | 0.5 | 0.0 | — | 0.1 | — |
| Ignition switch recall and related legal matters ⁴ | — | — | — | — | (0.1) | — | — | — |
| Transformation activities ⁵ | — | — | — | — | — | 0.2 | — | 0.4 |
| FAW-GM divestiture ⁶ | — | — | — | — | — | 0.2 | — | — |
| Brazil indirect tax recoveries ⁷ | — | — | — | — | — | — | — | (0.1) |
| Total adjustments | 0.1 | 0.1 | — | 0.5 | (0.0) | 0.4 | 0.1 | 0.3 |
| EBIT (loss)-adjusted | 4.1 | (0.5) | 4.4 | 1.2 | 3.7 | 0.1 | 5.3 | 3.0 |

¹This adjustment was excluded because of the unique events associated with recent Supreme Court of Korea decisions related to our salaried workers.

²These adjustments were excluded because they relate to strategic activities to transition certain Cadillac dealers from the network as part of Cadillac's electric vehicle strategy.

³These adjustments were excluded because of a strategic decision to rationalize our core operations by exiting or significantly reducing our presence in various international markets to focus resources on opportunities expected to deliver higher returns. These adjustments primarily consist of inventory provisions in the three months ended June 30, 2020, asset impairments, dealer restructurings, employee separation charges and sales allowances in Australia, New Zealand and Thailand in the three months ended March 31, 2020, employee separation charges in the three months ended December 31, 2020, and supplier claims in the three months ended September 30, 2020.

⁴This adjustment was excluded because of the unique events associated with the ignition switch recall, which included various investigations, inquiries and complaints from constituents.

⁵These adjustments were excluded because of a strategic decision to accelerate our transformation for the future to strengthen our core business, capitalize on the future of personal mobility and drive significant cost efficiencies. The adjustments primarily consist of accelerated depreciation and employee separation charges in the three months ended December 31, 2019, and supplier-related charges and pension curtailment and other charges in the three months ended September 30, 2019.

⁶This adjustment was excluded because we divested our joint venture FAW-GM Light Duty Commercial Vehicle Co., Ltd. (FAW-GM), as a result of a strategic decision by both shareholders, allowing us to focus our resources on opportunities expected to deliver higher returns.

⁷This adjustment was excluded because of the unique events associated with decisions rendered by the Superior Judicial Court of Brazil resulting in retrospective recoveries of indirect taxes.



Impact of Special Items on GAAP Reported Earnings

| (\$B) | Q2 2021 | | | Q2 2020 | | |
|---|-------------|----------------------|---------------------|--------------|--------------------|---------------------|
| | Reported | Special items | Adjusted (Non-GAAP) | Reported | Special items | Adjusted (Non-GAAP) |
| Total net sales and revenues | 34.2 | — | 34.2 | 16.8 | 0.0 ³ | 16.8 |
| Costs and expenses | | | | | | |
| Automotive and other cost of sales | 27.3 | — | 27.3 | 13.4 | (0.1) ³ | 13.4 |
| GM Financial operating and other expenses | 1.9 | — | 1.9 | 3.2 | — | 3.2 |
| Automotive and other SG&A | 2.1 | (0.1) ^{1,2} | 2.0 | 1.3 | (0.0) ³ | 1.3 |
| Total costs and expenses | 31.3 | (0.1) | 31.2 | 18.0 | (0.1) | 17.9 |
| Operating income (loss) | 2.9 | 0.1 | 3.0 | (1.2) | 0.1 | (1.1) |
| Net automotive interest expense, interest income, other non-operating income, and equity income | 0.9 | — | 0.9 | 0.3 | — | 0.3 |
| Tax expense (benefit) | 1.0 | 0.0 ² | 1.0 | (0.1) | (0.0) ³ | (0.1) |
| Net Income | 2.8 | 0.1 | 2.9 | (0.8) | 0.1 | (0.7) |
| Net (loss) income attributable to noncontrolling interests | (0.1) | 0.0 ¹ | (0.0) | (0.0) | — | (0.0) |
| Net income attributable to stockholders | 2.8 | 0.1 | 2.9 | (0.8) | 0.1 | (0.7) |
| Memo: depreciation, amortization and impairments | 3.0 | — | 3.0 | 3.3 | (0.0) | 3.3 |



^{1,2,3} Refer to the respective footnote on slide 28 for description.

EPS-Diluted-adjusted Reconciliation

| | Q2 | | H1 | |
|--|---------------|-----------------|---------------|---------------|
| | 2021 | 2020 | 2021 | 2020 |
| Diluted earnings (loss) per common share | \$1.90 | (\$0.56) | \$3.93 | (\$0.39) |
| Adjustments ¹ | 0.07 | 0.06 | 0.06 | 0.41 |
| Tax effect on adjustments ² | – | – | – | (0.05) |
| Tax adjustment ³ | – | – | 0.22 | 0.16 |
| EPS-diluted-adjusted | \$1.97 | (\$0.50) | \$4.21 | \$0.13 |

¹ See slide 28 for description of adjustments.

² The tax effect of each adjustment is determined based on the tax laws and valuation allowance status of the jurisdiction to which the adjustment relates.

³ These adjustments consist of tax expense related to the establishment of a valuation allowance against deferred tax assets that are considered no longer realizable for Cruise in the six months ended June 30, 2021 and for GM in Australia and New Zealand for the six months ended June 30, 2020. These adjustments were excluded because significant impacts of valuation allowances are not considered part of our core operations.



Effective Tax Rate-adjusted

(\$B) except where noted

| | Q2 | | | | | | H1 | | | | | |
|-----------------------------|----------------------------|--------------------|--------------------|----------------------------|--------------------|--------------------|----------------------------|--------------------|--------------------|----------------------------|--------------------|--------------------|
| | 2021 | | | 2020 | | | 2021 | | | 2020 | | |
| | Income before income taxes | Income tax expense | Effective tax rate | Income before income taxes | Income tax expense | Effective tax rate | Income before income taxes | Income tax expense | Effective tax rate | Income before income taxes | Income tax expense | Effective tax rate |
| Effective tax rate | 3.8 | 1.0 | 25.9% | (0.9) | (0.1) | 12.6% | 7.9 | 2.1 | 27.0% | (0.2) | 0.2 | n.m. |
| Adjustments ¹ | 0.1 | 0.0 | | 0.1 | (0.0) | | 0.1 | 0.0 | | 0.6 | 0.1 | |
| Tax adjustment ² | | | | | | | | (0.3) | | | (0.2) | |
| ETR-adjusted | 3.9 | 1.0 | 25.2% | (0.8) | (0.1) | 14.6% | 8.1 | 1.8 | 22.8% | 0.3 | 0.1 | 23.2% |

n.m. = not meaningful

¹ See slide 28 for description of adjustments. These adjustments include Net income attributable to noncontrolling interests where applicable. The tax effect of each adjustment is determined based on the tax laws and valuation allowance status of the jurisdiction to which the adjustment relates.

² Refer to footnote 3 on slide 30 for description.



Calculation of ROIC-adjusted

| (\$B) | Four quarters ended June 30, | |
|--|------------------------------|-------------|
| | 2021 | 2020 |
| Numerator: | | |
| EBIT (loss)-adjusted | 17.5 | 3.8 |
| Denominator: | | |
| Average equity ¹ | 49.2 | 42.8 |
| Add: Average automotive debt and interest liabilities (excluding finance leases) | 20.3 | 23.6 |
| Add: Average automotive net pension & OPEB liability | 17.8 | 17.1 |
| Less: Average automotive and other net income tax asset | (23.2) | (23.9) |
| ROIC-adjusted average net assets | 64.1 | 59.6 |
| ROIC-adjusted | 27.3% | 6.4% |



¹ Includes equity of noncontrolling interests where the corresponding earnings (loss) are included in EBIT (loss)-adjusted.
 Note: ROIC-adjusted average net assets over four quarters includes cash.

GM Financial - Key Metrics

| | Q2 2021 | Q2 2020 | H1 2021 | H1 2020 |
|---|---------|---------|---------|---------|
| Revenue (\$B) | 3.4 | 3.4 | 6.8 | 7.0 |
| Total retail originations (\$B) | 15.0 | 11.9 | 29.0 | 23.4 |
| Retail finance delinquencies (>30 days) | 2.0% | 3.5% | 2.0% | 3.5% |
| Annualized net charge-offs as % of average retail finance receivables | 0.4% | 1.5% | 0.6% | 1.6% |
| Tangible equity (\$B) | 13.3 | 9.9 | 13.3 | 9.9 |
| Joint ventures equity income (\$M) | 50 | 42 | 104 | 67 |
| Dividend to GM (\$M) | 600 | 400 | 1,200 | 800 |



GM Financial - Return on Equity

Four quarters ended June 30,

| (\$B) | 2021 | 2020 |
|---|-------|-------|
| Net income attributable to common shareholder | 3.7 | 1.1 |
| Average equity | 13.2 | 12.1 |
| Less: average preferred equity | (1.9) | (1.5) |
| Average common equity | 11.3 | 10.6 |
| Less: average goodwill | (1.2) | (1.2) |
| Average tangible common equity | 10.2 | 9.4 |
| | | |
| Return on average common equity | 31.9% | 10.8% |
| Return on average tangible common equity | 35.5% | 12.1% |



Updated 2021 Guidance Reconciliation

| (\$B) | Year Ending |
|---|------------------------|
| | Dec 31, 2021 |
| Net income attributable to stockholders | \$7.7 - \$9.2 |
| Income tax expense | \$2.8 - \$3.3 |
| Automotive interest expense, net | \$0.9 |
| Adjustments ¹ | \$0.1 |
| EBIT-adjusted | \$11.5 - \$13.5 |

| | Year Ending |
|-----------------------------------|------------------------|
| | Dec 31, 2021 |
| Diluted earnings per common share | \$5.12 - \$6.12 |
| Adjustments ² | 0.28 |
| EPS-diluted adjusted | \$5.40 - \$6.40 |

| (\$B) | Year Ending |
|--|----------------------|
| | Dec 31, 2021 |
| Automotive net cash provided by operating activities | \$10.0 - \$12.0 |
| Less: Capital expenditures | \$9.0 - \$10.0 |
| Adjusted automotive free cash flow | \$1.0 - \$2.0 |



Note: we do not consider the potential future impact of adjustments on our expected financial results.

¹ See slide 28 for a description of adjustments.

² See slide 30 for a description of adjustments.

For Additional Information Please Visit:

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