

# Managing Transformation in a Dynamic Environment

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# Strong 2025, Stronger 2026



Chevrolet Silverado

**Returning to our historical margins in North America (8%-10%), including tariffs – years earlier than some expected**



# Compelling vehicles with high value across price points

## Retail market share leader in the top quartile of the U.S. industry (by ATP)

- Best Cadillac sales in a decade
- Full-size SUV leader for 51 straight years
- Growth in high-end full-size truck models



## Strength in the middle of the market

- Record crossover sales
- Full-size pickup leader for 6 straight years

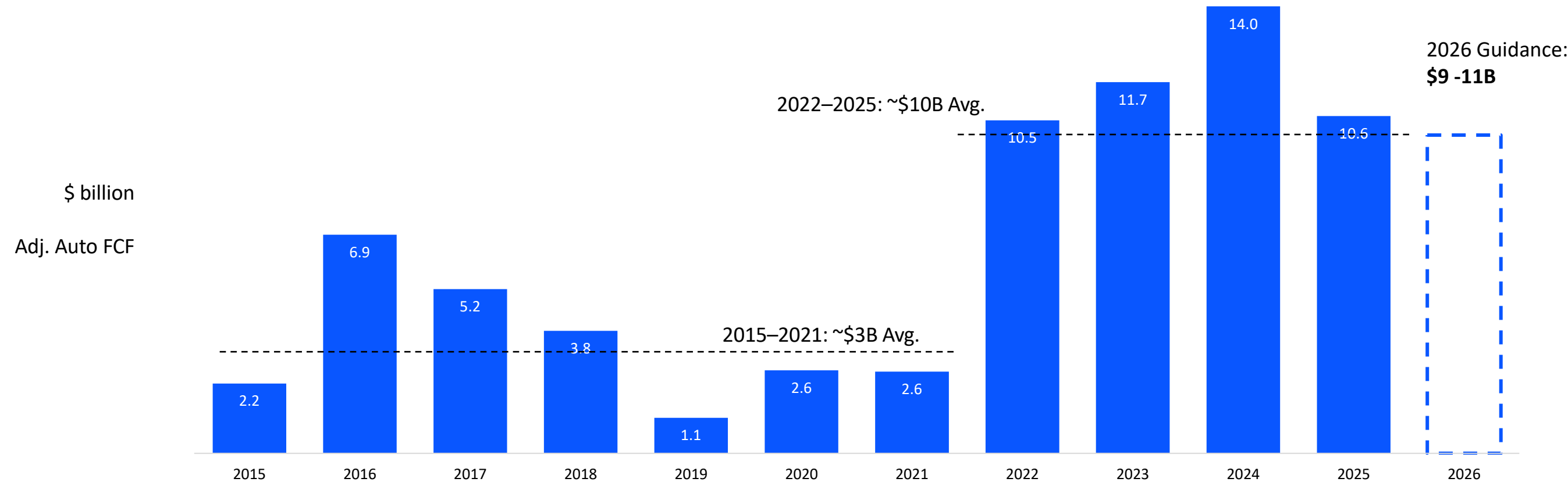


## Significant growth (#2 in share) in the bottom price quartile

- Record sales of Small SUVs, Chevrolet Trax and Buick Envista
- 700,000 sales of vehicles at starting prices at or below \$30,000



# Transformation: 3x cash generation



## Improved average free cash flow from ~\$3B/year to ~\$10B/year

- Drives resilience through the economic cycle
- Enables us to invest in the future: People, products, technologies



# Looking ahead

## Regulatory environment aligned with customers

## Investing in America

- U.S. production rises to 2M units/yr.

## Growth in software & services

## Innovating next-gen vehicles and experiences

- New EV battery chemistries
- Eyes-off driving in 2028
- AI, machine learning and robotics
- Software-defined vehicle architecture



\*All comparisons are YOY unless indicated