The Inside Analyst

The Financial X-Ray

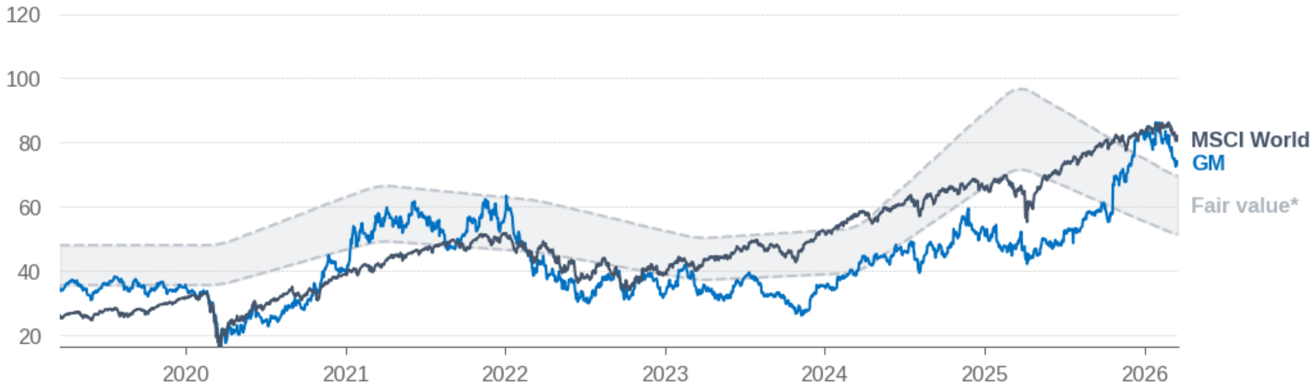
Page 1 - Executive summary

General Motors Company (GM)

Share price: $73.53	**Market cap:** $68.6B	**Perf 7y:** +108.4%	**Perf YTD:** -9.0%
Volatility: High	**Upside:** Medium	**Rating:** Weak	**Date:** 19-Mar-2026

Stock price development

in USD



Stock price vs global equity index (scaled); * derived from valuation multiples and adjusted for financial health and growth.

Company assessment

Financial health: Weak — Weak cash buffer and high leverage constrain financial stability, despite some recent improvement in free cash flow.

Management quality: Medium — Buyback timing and forecasting have been reliable, though capital allocation and expense patterns have been mixed.

Growth outlook: Medium — Growth is moderate and efficiency is declining, but the company maintains balanced forecast visibility.

Valuation: Weak — Valuation support is weak, but the absolute valuation remains within a normal range.

Competitive position

Economic moat: Margins and returns lag sector norms, but average free cash flow indicates moderate operating strength in a concentrated portfolio.

Risks: Reliance on a single product segment and region increases exposure to market and regulatory risks.

Overall summary

Weak — While debt and weak margins limit the business, improved cash flow and disciplined buybacks help balance its financial position.

Appendix

Page 2-3 - Detailed analysis & quantitative metrics

General Motors Company (GM)

Sector: Consumer Cyclical | **Industry:** Auto - Manufacturers | **Country:** US | **Volatility:**[1] 40.4%

1. Company overview

Company description: General Motors designs, builds, and sells vehicles and parts globally under several brands, also offering automotive financing and software-enabled services.

Business model: The business centers on mass-market vehicle sales, supporting services, and financial products, with substantial exposure to North America and auto lending.

Market environment: The automotive market is cyclical, sensitive to consumer demand shifts, technology adoption, and regulatory policies affecting production and operating costs.

Business segments: GMNA contributed 91% of revenue in 2023, with GM Financial 5%, GMI 4%, and Cruise a minor share, indicating high reliance on the North America segment.

Competitive position: Weak — Margins and returns on equity are weaker than sector averages, while free cash flow stands at an average level. Revenue growth shows moderate consistency, but a high reliance on a few segments and subdued profitability constrain the broader competitive position.

Concentration risk: High — Customer exposure is concentrated, with 91% of revenue from a single product segment and over 80% from the largest geographic market.

2. Quantitative dashboard

Financial year (Dec) in million USD	2019 Act	2020 Act	2021 Act	2022 Act	2023 Act	2024 Act	2025 Act	TTM
Revenue	137,237	122,485	127,004	156,735	171,842	187,442	185,019	-
Year-over-year growth	-	*(10.7%)*	*3.7%*	*23.4%*	*9.6%*	*9.1%*	*(1.3%)*	-
EBITDA	22,278	21,869	25,717	23,874	23,202	21,754	15,824	-
EBITDA margin	*16.2%*	*17.9%*	*20.2%*	*15.2%*	*13.5%*	*11.6%*	*8.6%*	-
Net income	6,732	6,427	10,019	9,934	10,127	6,008	2,697	-
Net margin	*4.9%*	*5.2%*	*7.9%*	*6.3%*	*5.9%*	*3.2%*	*1.5%*	-
Free cash flow (FCF)	(8,975)	(3,863)	(6,923)	(5,144)	(3,680)	(5,980)	11,074	-
Capex as % of revenue	17.5%	16.8%	17.4%	13.5%	14.3%	13.9%	8.5%	-
Net debt	85,265	90,871	90,324	96,513	103,795	110,821	109,332	-
Net debt / EBITDA	3.8x	4.2x	3.5x	4.0x	4.5x	5.1x	6.9x	-
Return on invested capital (ROIC)	(1.6%)	(0.3%)	0.3%	0.0%	(1.5%)	(2.4%)	(0.3%)	-
Return on equity (RoE)	-	14.8%	19.1%	15.6%	15.3%	9.4%	4.3%	-
Share buyback / equity	0.0%	0.2%	(2.9%)	3.7%	17.3%	11.2%	9.9%	-
Dividend yield	4.5%	1.1%	0.2%	0.8%	1.2%	1.1%	0.8%	-
Free cash flow yield	(17.7%)	(6.1%)	(7.4%)	(6.7%)	(4.9%)	(8.2%)	24.8%	-
EV / EBITDA	2.3x	2.9x	3.6x	3.2x	3.2x	3.4x	2.8x	9.5x
Price-to-earnings ratio (P/E)	7.8x	9.3x	8.6x	4.9x	4.9x	10.0x	29.3x	25.4x
Price-to-3-year-earnings ratio	-	-	11.1x	5.6x	4.9x	6.9x	12.6x	-
Price-to-book ratio (P/B)	1.3x	1.3x	1.4x	0.7x	0.8x	1.0x	1.3x	1.1x

Revenue quality: Medium — Revenue growth is in line with sector benchmarks and has remained stable, but results have been moderately variable and not consistently strong, reflecting both cyclical demand and geographic exposure.

EBITDA quality: Weak — EBITDA growth is below sector peers and the trend is worsening, though high stability implies limited short-term swings.

Net margin quality: Weak — Margin levels are weaker than the sector and the trend is deteriorating, but high stability indicates limited volatility.

1) Volatility: Measured as annualised standard deviation of daily returns. 40th percentile among peers.

Capital efficiency (RoE): Weak — ROE is below sector norms and the trend is deteriorating, with results showing significant volatility.

Cash generation: Medium — Free cash flow levels are around sector averages and have been improving, but low stability indicates inconsistency in underlying generation.

Balance sheet strength: Weak — Leverage is high and net debt has recently increased, while the cash buffer remains weak, signaling financial strain.

Shareholder returns: Medium — Dividend yield is minimal and unattractive relative to the sector, though disciplined and increasing buybacks provide more stable shareholder returns.

Valuation[2]: Weak — Valuation defensibility is low and balance sheet support is weak, but the overall valuation level is still normal when compared to sector standards.

3. Quality of management

Acquisition activity: Medium — Acquisition activity has been moderate, suggesting a balanced but not aggressive use of acquisitions, which limits capital risk exposure.

Ownership dilution: Medium — Insider transactions and stock compensation practices are moderate, indicating a typical balance between incentive alignment and dilution.

Capital discipline: Strong — Management has executed buybacks with value discipline, supporting long-term capital allocation for shareholders.

Accounting cleanliness: Medium — Reporting shows a moderate level of non-recurring expenses, so profit figures require some adjustment for a clear view.

Forecast accuracy: Strong — Results have consistently exceeded expectations over recent years, supporting confidence in management guidance.

4. Outlook & assessment

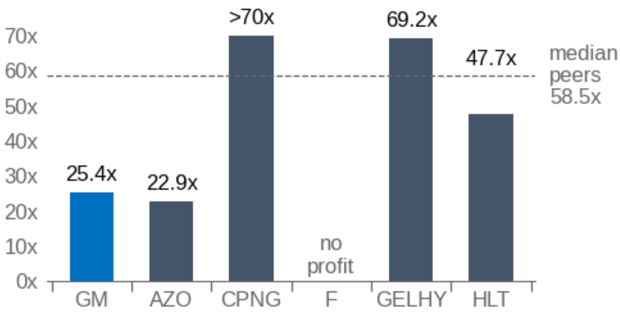
Opportunities: Expansion into energy storage batteries and new funding channels could lower costs and support business transformation.

Risks: High leverage, market cyclicality, regulatory risk, and concentration in key segments pose ongoing challenges.

Growth: Forecasts call for only moderate revenue growth, with operational efficiency slipping and industry headwinds persist.

Prospects: Tight margins and high leverage cap near-term improvement, but new business streams may help longer-term performance.

Price-to-earnings ratio comparison



GM = General Motors Company, AZO = AutoZone, Inc., CPNG = Coupang, Inc., F = Ford Motor Company, GELHY = Geely Automobile Holdings Limited, HLT = Hilton Worldwide Holdings Inc.

5. Summary

While management shows capital discipline and forecast reliability, weak margins, high debt, and concentration risks restrict financial resilience and growth durability.

2) Valuation metrics: FCF yield, Enterprise Value (EV) / EBITDA, P/E and P/B ratios.