SUSTAINABILITY IN MOTION

GENERAL MOTORS SUSTAINABILITY REPORT

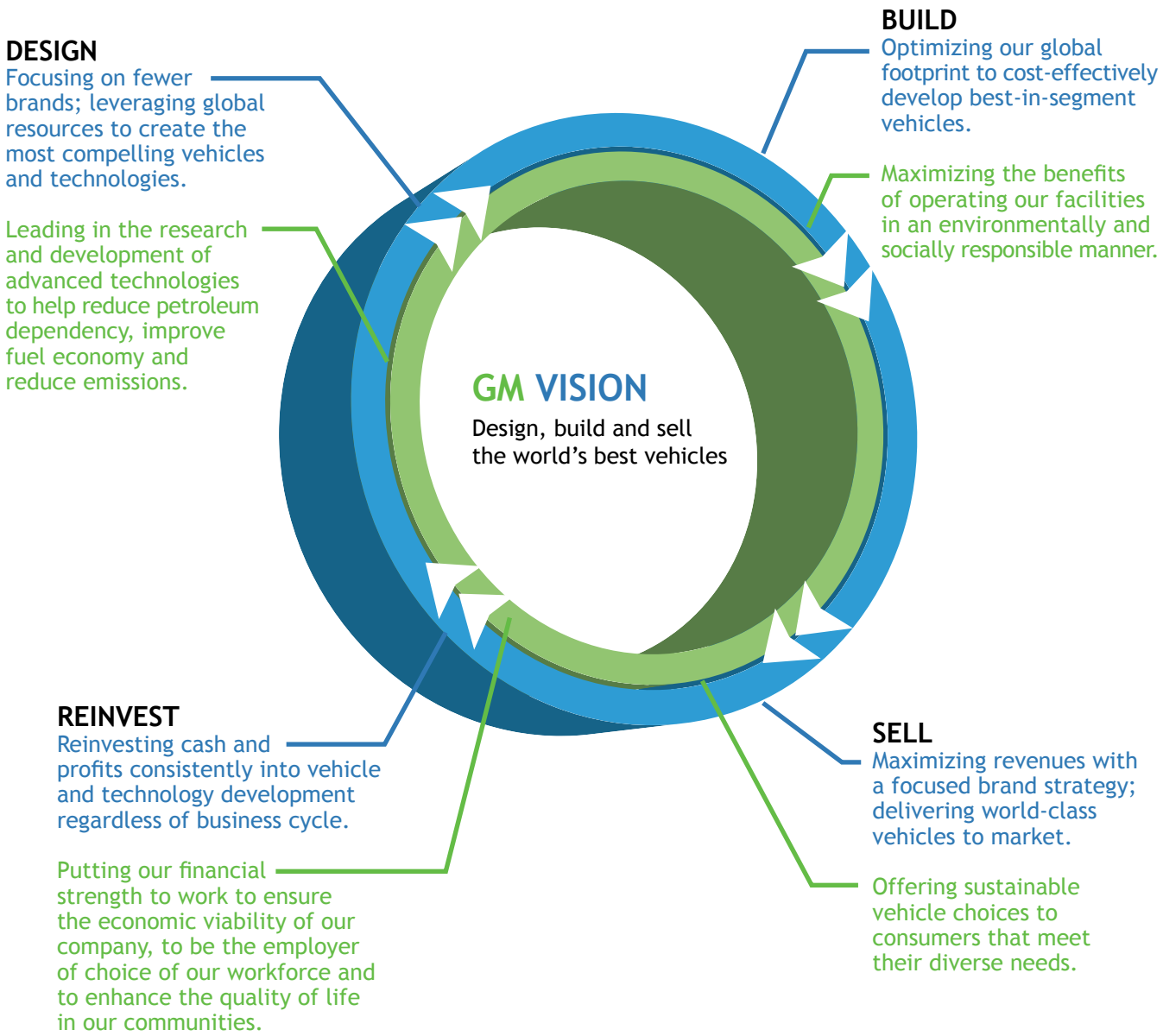
DECEMBER 2011

SUSTAINABILITY IN MOTION

We're a new GM with a new sustainability model — one that perfectly aligns with our vision to design, build and sell the world's best vehicles.

How Our Business & Sustainability Models Align

Our business model creates a self-sustaining cycle of reinvestment that drives continuous improvement in vehicle design, manufacturing discipline, brand strength, pricing and margins. As a result, we have positioned the company to be profitable across business cycles. We also have aligned our sustainability model with our business model to encourage integration between the two and to support a similar cycle of sustainable reinvestment. Throughout this report you will read examples of this alignment and the value it delivers to our company, our customers and other stakeholders.



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ABOUT OUR BUSINESS

General Motors Company today is a brand-new company with 100 years of history. We remain one of the world's largest automotive companies with operations in 120 countries and more than 200,000 employees around the world. In 2010, we sold 8.39 million vehicles, more than three-quarters of which were sold outside the U.S. Thanks to our global network of independent dealers, we are able to meet the local sales and service needs of both individual consumers and fleet customers.

GM NORTH AMERICA

In 2010, we sold more vehicles to more Americans than any other automaker and captured the prestigious *Motor Trend* Car of the Year (Chevrolet Volt) and Truck of the Year (Chevrolet Silverado HD) awards. Canada and Mexico also are top-10 markets for us. North American market volume is projected to grow 38 percent between 2010 and 2015.*

GM SOUTH AMERICA

Brazil is our third-largest market in the world and comprises about two-thirds of our sales in South America. In 2010, our sales increased 10.4 percent in Brazil, where we hold the third-largest market share. South American market volume is projected to grow 35 percent between 2010 and 2015.*

GM EUROPE

The United Kingdom, Germany and Italy are among our top-10 markets in the world. European market volume is projected to grow 19 percent between 2010 and 2015.*

GM INTERNATIONAL OPERATIONS

China, the world's largest automotive market, is also our largest market. Sales in China increased 28.8 percent in 2010 and we, along with our joint venture partners, were the first automaker to sell more than two million vehicles in a single year. Volume in the markets that comprise our International Operations is projected to grow 34 percent between 2010 and 2015.*

*Source: IHS-GlobalInsight Oct 2011.

ABOUT THIS REPORT

ON OUR COVER (l. to r.): Jeremy Kearney, Design Release Engineer and President, GM JumpStart; Cindy Brinkley, GM Vice President, Global Human Resources; John Du, Director, China Science Labs, GM Global R&D

We are pleased to present our first Sustainability Report as General Motors Company. We have organized the editorial content of this report to reflect our business operations and to underscore our belief that sustainability goals are best achieved when truly integrated into a business model.

Because transparency and accountability are fundamental principles of our company, we also have chosen to report within the framework of the Global Reporting Initiative (GRI) 3.1 guidelines. Though we are not reporting to a specific application level this year, our goal is to do so in the future.

The editorial content of this report generally covers subject matter from 2010 and 2011. All metrics in the report refer to the calendar year ended December 31, 2010, which will serve as our reporting baseline going forward. Metrics for the 2011 calendar year will be reported in a subsequent report to be released later in 2012. This report covers operations owned and/or operated by GM. In some instances, data has been included for operations in which GM's interest is through a joint venture. Such data are noted in this report.

Your thoughts are important to us and will help us to continuously improve our reporting process. Please contact us with questions and feedback at gm.sustainability@gm.com.

It is important for our readers to understand the difference between the former General Motors Corporation and the new General Motors Company. On June 1, 2009, General Motors Corporation (now known as Motors Liquidation Company ("MLC")) filed for relief under Chapter 11 of the Bankruptcy Code in the United States Bankruptcy Court, Southern District of New York. On July 5, 2009, an order was entered approving the sale of certain MLC assets to a U.S. Treasury-sponsored entity under Section 363 of the Bankruptcy Code. The sale of these assets to a new company, which is now a subsidiary of General Motors Company ("GM"), closed on July 10, 2009. Certain direct and indirect subsidiaries of MLC, both foreign and domestic, were among the assets acquired. The subsidiary acquisitions were implemented as equity transactions and, with the exception of certain entities related to Saab, which was subsequently sold, these subsidiaries were never debtors in any bankruptcy proceeding. Accordingly, except for the ownership change, the legal distinction between pre-bankruptcy and post-bankruptcy operations is not relevant for GM's operating subsidiaries outside the United States.

"It's great to see GM recommitting publicly to sustainability. Throughout the turmoil of the past few years, the company continued to address the environmental impact of its operations and vehicles, often with little fanfare. For example, it continued its commitment to landfill-free manufacturing and assembly plants. Meanwhile, it introduced the Volt, arguably a new benchmark for innovative green vehicles. I'm looking forward to seeing the company build on that legacy and accelerate its environmental commitments and achievements."

— Joel Makower,
Executive Editor, GreenBiz.com

CHAIRMAN'S MESSAGE

To Our Stakeholders:

In this report General Motors speaks with confidence about all three critical measures of sustainability — environmental, social and economic. Our confidence is based on a new business model — one that very purposefully integrates sustainability into our operations and products.

We recognize that sustainability feeds our bottom line and that sustaining a profitable business is our ultimate responsibility. Profits enable reinvestment — in R&D to reimagine a car's DNA; in cleaner, more fuel-efficient technologies; in plants that better conserve resources; in improved vehicle safety; in job creation and stability; and in contributions to the communities in which we live and work.

We now have a business model that we believe will keep GM competitive, regardless of the economic environment, so that we can maintain a continuous cycle of reinvestment. Today, this model is working for GM. Our balance sheet is healthy. Our products are world class, winning in the marketplace and helping to transform our business.

Our business model also reveals that what we need to grow our business is remarkably aligned with what we need as a society — namely energy alternatives and advanced technologies that help reduce dependency on petroleum, improve fuel efficiency and reduce emissions, as well as bold thinking about personal mobility in the 21st century. Our success as a business is dependent upon offering vehicles and services to solve these challenges while meeting the needs of our customers.

What Sustainability Requires

As daunting as these challenges may seem, we understand what is required to surmount them. It starts with dollars. In 2010, we invested $7 billion to research and develop advanced propulsion technologies, new lightweight materials and significantly more efficient manufacturing processes, just to name a few, and plan to continue investing billions. These investments are leading to vehicles such as the Chevrolet Volt/Opel Ampera — our groundbreaking extended-range electric vehicles — that are not only green cars, but also great cars as evidenced by the Volt's receiving the 2011 *Motor Trend* Car of the Year award in the U.S. and achieving an outpouring of consumer enthusiasm across the globe.

We have learned that sustainability feeds our bottom line and that sustaining a profitable business is our ultimate responsibility.

The Volt success also underscores a couple of other important points. First, during a time when we were fighting for our life as a company and managing through a global economic downturn, we still managed to launch one of the most environmentally sound and transformational vehicles in history. This shows our team's ability to set priorities and stay focused. Second, the Volt reinforces our belief that real and lasting gains in fuel economy and emissions reduction ultimately come down to what the driver

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CHAIRMAN'S MESSAGE *(cont'd)*

wants. If we offer fuel-efficient vehicles that people love to drive and that fit their lifestyle, they will be more interested in buying them. Our responsibility is to be customer-centric by introducing environmentally sound vehicles and services that will sell.

Sustainable solutions also require the right attitude. As we transform GM, we are striving to be open, transparent and collaborative. We are committed to working with all stakeholders — from policymakers, such as those in the U.S. with whom we have worked to achieve new groundbreaking fuel economy standards — to business partners, such as LG, with whom we have joined to push the envelope in electric vehicle development even more aggressively.

Finally, progress and change require commitment and, often, think-out-of-the-box creativity. On this front, we have a great track record to build upon. Our goal was to have half of our global manufacturing operations landfill-free by the end of 2010 by recycling, reusing or converting to energy all wastes from daily operations. We surpassed this goal and ended 2010 with more than half of our plants landfill-free. To put this in perspective, in 2010 we recycled or reused 2.5 million tons of waste materials at our manufacturing facilities worldwide — enough to fill 6.8 million extended-cab pick-up trucks that end-to-end would stretch around the world. During this period, we also made significant progress in the areas of water conservation, renewable energy use and wildlife habitat preservation. These gains have often come through creative thinking from the ground up — the type of thinking that led us to pick up the phone and offer to take oil-soaked booms used in the 2010 Deepwater Horizon oil spill in the Gulf of Mexico and recycle them into components for the Volt.

Our responsibility is to be customer-centric by introducing environmentally sound vehicles and services that will sell.

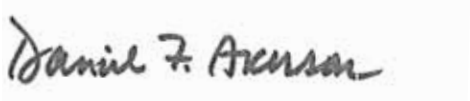
Best Cars, Best Company

Our 200,000-plus employees come to work every day determined to design, build and sell the world's best vehicles. And today, "world's best" means a vehicle that is responsive to the needs of our customers and responsible to the realities of the environment in which we operate.

This company has come a long way in a short time, but we know it's just the beginning. We need to, and will, do even better. This is the crux of the new GM: generating profitable growth that will allow us to improve what we make, how we make it, and the communities where we make it.

We have a chance to do so, and we are taking full advantage of it on behalf of all our stakeholders. Stay tuned.

Sincerely,



Daniel F. Akerson
Chairman and Chief Executive Officer

GM ENVIRONMENTAL PRINCIPLES

As a responsible corporate citizen, General Motors is dedicated to protecting human health, natural resources and the global environment. This dedication reaches further than compliance with the law to encompass the integration of sound environmental practices into our business decisions.

The following environmental principles provide guidance to General Motors personnel in the conduct of their daily business practices.

1. We are committed to actions to restore and preserve the environment.
2. We are committed to reducing waste and pollutants, conserving resources and recycling materials at every stage of the product life cycle.
3. We will continue to participate actively in educating the public regarding environmental conservation.
4. We will continue to pursue vigorously the development and implementation of technologies for minimizing pollutant emissions.
5. We will continue to work with all governmental entities for the development of technically sound and financially responsible environmental laws and regulations.
6. We will continually assess the impact of our plants and products on the environment and the communities in which we live and operate with a goal of continuous improvement.

THE GLOBAL SULLIVAN PRINCIPLES OF SOCIAL RESPONSIBILITY

This corporate code of conduct, developed originally by former General Motors Corporation board member Dr. Leon Sullivan in 1977, is widely used by companies around the world today.

As a company which endorses the Global Sullivan Principles we will respect the law, and as a responsible member of society we will apply these Principles with integrity consistent with the legitimate role of business. We will develop and implement company policies, procedures, training and internal reporting structures to ensure commitment to these Principles throughout our organization. We believe the application of these Principles will achieve greater tolerance and better understanding among peoples, and advance the culture of peace. Accordingly, we will:

- Express our support for universal human rights and, particularly, those of our employees, the communities within which we operate, and parties with whom we do business.
- Promote equal opportunity for our employees at all levels of the company with respect to issues such as color, race, gender, age, ethnicity or religious beliefs, and operate without unacceptable worker treatment such as the exploitation of children, physical punishment, female abuse, involuntary servitude, or other forms of abuse.
- Respect our employees' voluntary freedom of association.
- Compensate our employees to enable them to meet at least their basic needs and provide the opportunity to improve their skill and capability in order to raise their social and economic opportunities.
- Provide a safe and healthy workplace; protect human health and the environment; and promote sustainable development.
- Promote fair competition including respect for intellectual and other property rights, and not offer, pay or accept bribes.
- Work with governments and communities in which we do business to improve the quality of life in those communities — their educational, cultural, economic and social well being — and seek to provide training and opportunities for workers from disadvantaged backgrounds.
- Promote the application of these Principles by those with whom we do business.

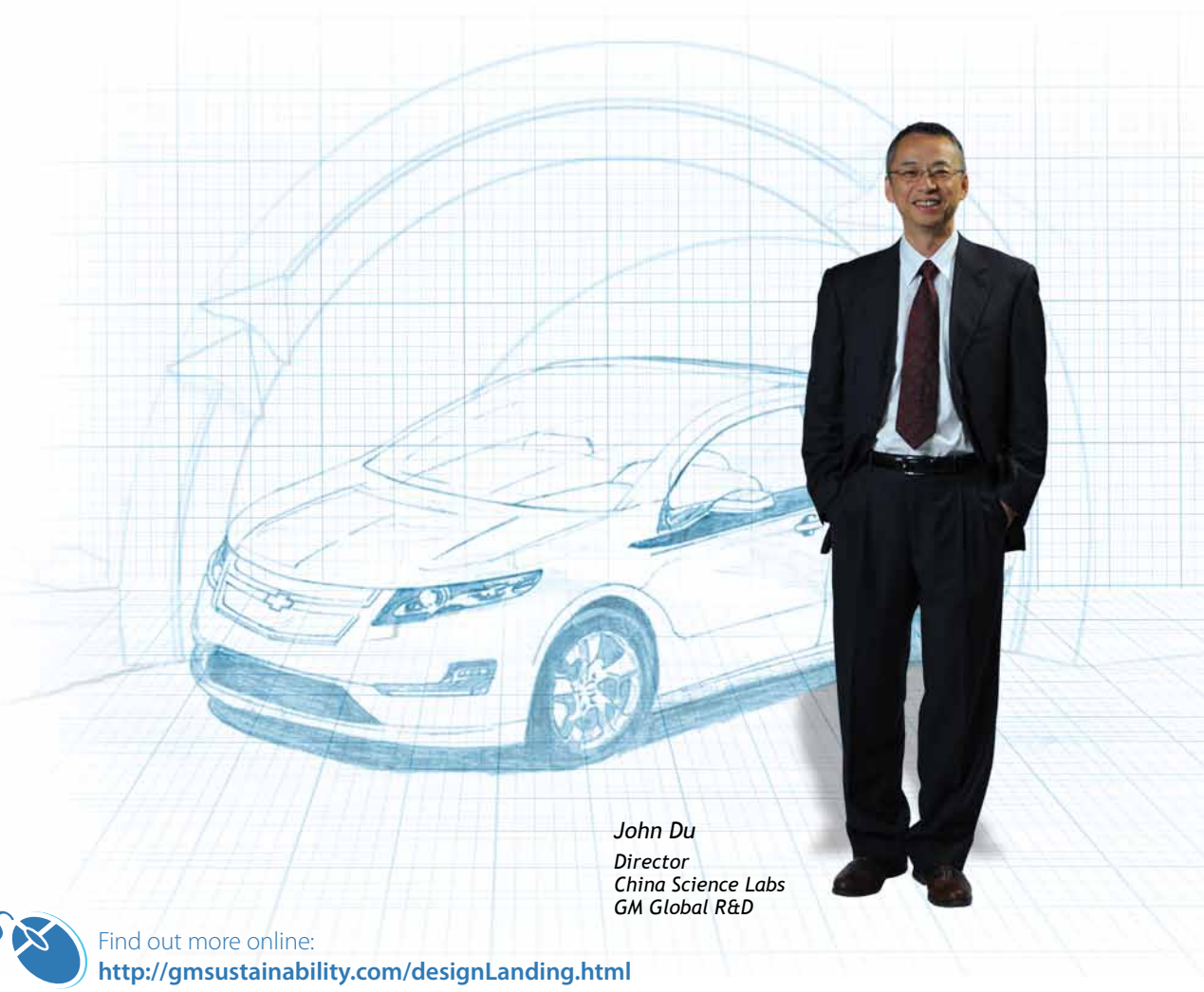
We will be transparent in our implementation of these Principles and provide information which demonstrates publicly our commitment to them.

DESIGN: Reinventing Automotive DNA

Leading in the research and development of advanced technologies to help displace petroleum, improve fuel economy and reduce emissions.

Imagine if the automobile were invented today. A host of global challenges — urbanization, finite natural resources and vehicle emissions among them — would need to be considered and balanced by the realities of consumers' diverse needs and lifestyles. At GM, our people working around the world consider these issues daily as they develop advanced technologies that increase efficiency and improve safety, while maintaining the utility, affordability and desirability of our vehicles.

The fact is that the world in which automobiles operate has changed dramatically since their invention in the 19th century, but the fundamental DNA of an automobile (how it operates) remains largely unchanged despite advancements in emissions, safety and performance. Leveraging the strength of our expansive global research and development organization, we have a unique opportunity to effectively reinvent the DNA of the automobile.



John Du
Director
China Science Labs
GM Global R&D

Find out more online:
http://gmsustainability.com/designLanding.html

DESIGN: GLOBAL SNAPSHOTS

CANADA

GM Canada is expected to conduct $1 billion in R&D work from 2009 through 2016, led by our Canadian Regional Engineering Center in Oshawa, Ontario. We have substantial vehicle engineering and R&D operations in Canada and have participated in extensive collaborative research with Canadian universities. Current projects include smarter-car research and work on next-generation electric vehicles that lend themselves to widespread use. GM Canada supported University of Ontario Institute of Technology's opening of a state-of-the-art facility that allows for full-range climatic, durability and lifecycle testing, including one of the most sophisticated climatic wind tunnels in the world.

GERMANY

As part of the Clean Energy Partnership supported by the German government, 10 Opel HydroGen4 vehicles are currently being road tested in Berlin. Instead of traditional combustion, these vehicles use fuel cells to power the electric drive, with water vapor as the only tailpipe emissions. Opel works with dozens of potential customers, each with unique requirements, to assess the hydrogen-fueled prototypes under tough real-world conditions. Opel engineers gain valuable data from the different usage patterns and feed this data directly into the further development of fuel-cell technology.

CHINA

GM has 11 joint ventures and two wholly owned foreign enterprises that employ more than 35,000 people in China. These include the wholly owned GM China Advanced Technical Center and the 50/50 joint venture, PATAC (Pan Asia Technical Automotive Center). These entities support Shanghai GM (SGM), another 50/50 joint venture, in their efforts to achieve their goal of reducing fuel consumption and CO_2 emissions by 15 percent by 2015. One important aspect is the introduction of 12 new engines through 2015, such as a 1.5-liter Variable Valve Timing (VVT) engine and 1.4-liter turbocharged engine.

SOUTH KOREA

As one of our key global product development facilities, GM Korea's Engineering Center is our largest engineering facility in the Asia-Pacific region and plays a central role in our global product strategy. In particular, the South Korean center is developing our global small- and mini-car architectures, such as the first generation of the Chevrolet Spark, Cruze, Sonic and Aveo, for markets around the world. GM Korea also is focused on developing an electrically powered Chevrolet Spark.

CHALLENGES TO PERSONAL MOBILITY

A Conversation with Mike Robinson

GM Vice President
Sustainability and Global Regulatory Affairs

Q: What are some of the major challenges facing the automotive industry in the near- to mid-term?

A: As an industry, we need to increase fuel economy and reduce CO_2 as far across the spectrum as possible; deal with urban congestion in a responsible way; integrate safety systems into vehicles while also reducing vehicle mass; and find alternatives for rare earth materials so that we don't substitute one resource dependency for another. These are challenges that are driving huge R&D investments in order to find business solutions.

Q: Does GM have a position on greenhouse gas and climate change?

A: There are all kinds of politics around the issue of climate change, but from our standpoint it makes sense for us to focus on solutions that reduce CO_2 in our plants and in our vehicles. These solutions have business benefits. Energy reduction translates into lower energy costs for us. More efficient, lower-emission vehicles translate into better fuel economy. Better fuel economy translates into greater customer value. We want to be part of the answer that society has to come up with to reduce the amount of fossil fuel we use and ensure our energy security moving forward.

Q: What is GM doing to reduce the automotive industry's reliance on petroleum today?

A: As you will read in this report, we are working on a variety of solutions. But at the end of the day, customers will decide what type of technology they want and what they are willing to pay. We want to give vehicle owners good, intelligent choices. Their purchasing decisions, based on their own needs and lifestyles, will largely determine our future direction.

The Chevrolet Spark.

Q: Vehicles with advanced technologies, such as hybrids and electric vehicles, have carried a premium price. What are you doing to ensure that GM offers affordable and sustainable choices?

A: Our approach has been to provide people with multiple options. In the case of trucks, for example, hybrid systems will be available to truck owners so that they can do the value analysis on what they need in a truck and how much the technology is worth to them. Hybrid technology may not work for every vehicle, but it does make sense in many cases. We will learn a lot through the new Buick LaCrosse, which is now being sold with two powertrains, a six-cylinder and a four-cylinder engine with eAssist technology. Again, the answers are evolving and largely being shaped by market demand.

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CHALLENGES TO PERSONAL MOBILITY *(cont'd)*

Q: Many advanced technologies rely on materials that are scarce and/or have limited accessibility. How is GM managing this situation?

A: Our R&D operation is a leader in green-tech patents and is always exploring alternatives to various technologies. We are sensitive to concerns around rare earth elements and the supply of lithium. The bottom line is that we do not want to replace our reliance on petroleum with reliance on another limited resource. The new motor in the eAssist technology is a great example of how we've been able to design out rare earth metals.

Q: On a similar note, some materials used in the manufacture of automotive components come from areas of the world engaged in conflict. What is GM's position on these materials?

A: We are depending on our very mature purchasing organization to handle this issue in a responsible manner. We'll work diligently with trade organizations, regulators and other partners to ensure that we have a clear understanding of any difficult issues relating to our material supply chain.

Q: Moving to the regulatory environment, what has been GM's role in the new round of U.S. CAFE regulations?

A: We're a full partner in the process. For a long time, GM and other automotive companies have asked for a single, national program to address fuel economy requirements. Our role is to provide expertise, data and other types of input so that regulators can make informed judgments.

Q: How challenging will it be to meet the new standards?

A: Very tough, but, we have a plan and we will achieve it. From a technology standpoint, our portfolio is well positioned to address customer demand for better fuel economy. Frankly, this is not simply about compliance, but about satisfying our customers' expectations.

Q: How is GM approaching the regulatory environment in other parts of the world?

A: In general, we have a philosophy of building vehicles where we sell them. This regional and local business presence around the world keeps us well connected to what is happening with regulations in each marketplace and enables us to participate in the process directly with lawmakers on fuel economy and other societal issues.

MOBILE EMISSIONS & FUEL ECONOMY

We know that the pressure for increasingly more stringent fuel economy and lower vehicle emission standards will continue in every market throughout the world.

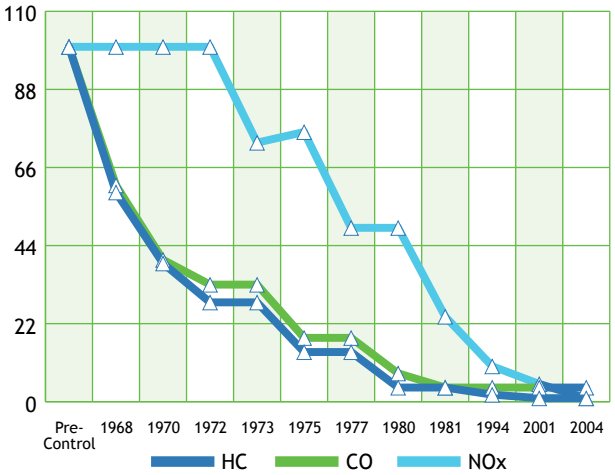
Even as we move to quickly introduce new, advanced technologies like those on the Volt, the world's first extended-range electric vehicle, we continue to make significant investments in internal combustion engines and technologies to make them more efficient. We expect internal combustion engines to continue to play a significant role in powering vehicles for years to come, so making continuous efficiency improvements can have far-reaching benefits in reducing fuel consumption and emissions on a global basis. To that end, we strive to lead in delivering new fuel-saving technologies in vehicles customers want to buy, and we leverage our global footprint so economies of scale can help to make the technologies even more affordable. We also focus on mass reduction, aerodynamic improvements, lightweight materials, tire construction and other efficiency technologies to make our vehicles more sustainable. An example of all of these efforts coming together is the Chevrolet Cruze, which is sold all over the world. More information on the Cruze and other efficiency-improving technologies like Active Fuel Management (AFM), Variable Valve Timing (VVT) and direct injection can be found throughout this report.

Making Progress

Advances in vehicle emission controls have provided significant contributions to improved air quality. In developed markets, such as the U.S., Canada, Europe and South Korea, we meet aggressive standards for a variety of different pollutants, including hydrocarbons (HC) or, more specifically, non-methane organic gases (NMOG), oxides of nitrogen (NOx), carbon monoxide (CO) and particulate matter (PM). New GM cars and light-duty trucks in the U.S., for example, have reduced the amount of NMOG and NOx emitted per mile driven by 99 percent based on the Federal Test Procedure (FTP), compared to vehicles of the mid-1960s.

We have developed sophisticated systems for our vehicles that control emissions under the various operating modes encountered in the real world, including exhaust emissions under both moderate and aggressive driving, evaporative emissions encountered during hot summer days and cold-start emissions in wintertime temperatures. To ensure all of these emission-control systems operate as designed, we have advanced on-board diagnostics (OBD) that monitor their performance and alert the driver to take the vehicle in for service in the event that any of the emission controls are not performing as designed.

A 99 percent reduction in U.S. emissions (1968-2004)



More Work to Do

Even so, many metropolitan areas in the U.S. still do not meet air-quality standards at some time during the year, not only because the standards have become more stringent but also because some of the progress in reducing vehicle emissions has been offset by continued growth in vehicle use. With a forecast for ongoing growth in vehicle miles traveled, new, even more stringent vehicle emission standards are being developed to maintain continued progress in improving air quality. In developed markets outside the U.S., we have made similarly impressive progress and face similar challenges.

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MOBILE EMISSIONS & FUEL ECONOMY *(cont'd)*

In developing markets such as Brazil, Russia, India and China, poor air quality — especially in urban areas — is a concern due to brisk growth in the number of vehicles on the road and vehicle miles traveled. This growth is driving the rapid adoption of stringent vehicle emission standards, quickly closing the gap with those standards currently in force in North America and Europe.

We continue to work proactively with regulatory agencies in all markets to leverage our knowledge and global experience. Our goal is to help shape regulations that are truly sustainable — environmentally sound, technically feasible and fiscally responsible. The best practices we have established in mature markets to meet the stringent emissions and diagnostic requirements enable us to quickly develop vehicles to meet the evolving emission requirements in other markets around the world. We are actively involved in efforts to improve fuel quality, since actual vehicle emissions are inextricably linked with in-use fuel quality.

We are working with governments around the world that are creating new policies to address these societal issues.

Following are discussions about the current regulatory environment related to mobile emissions and fuel economy in key business regions of the world.

Australia

The Australian federal government announced in July 2011 that it will implement a carbon tax beginning July 1, 2012, transitioning to a market-based emissions trading scheme in 2015. The carbon price will start at $23 per tonne, with annual incremental increases.

While we support reducing CO_2 emissions and believe carbon pricing should be a market-based mechanism, we will review the carbon tax impacts on our business and our industry, considering:

- Our limited eligibility to apply for assistance and compensation, as we are not regarded as an emission-intensive, trade-exposed business.
- Potential additional costs to the industry (approximately $30-$46 million every year), which are costs that cannot be passed on.
- Reduced ability of the Australian automotive industry to invest in fuel economy technology without further government support.
- Vehicle emissions standards and targets (190g CO_2/km in 2015 and 155g CO_2/km in 2024 have been identified as starting points for discussions).

Canada

The Canadian government has also issued fuel economy regulations that are aligned with the U.S. 2011-2016 fuel economy regulations, and has commented on having aligned regulations with the U.S. for the 2017-2025 fuel economy regulations. On February 4, 2011, U.S. President Obama and Canadian Prime Minister Harper publicly stated their intention to have aligned product standards, with a focus on vehicles standards.

China

China's Phase 3 fuel economy standards are near completion and will likely be released before the end of 2011. The government is contemplating a corporate average fuel standard for Phase 3. Implementation of these standards will begin in 2012 with full compliance required by 2015.

GM, with its partners and joint ventures in China, is working in a collaborative manner with the Chinese government in the development of China's Phase 3 fuel economy standards. These new standards are expected to be challenging, but GM is fully committed to the sustainable development of China's automotive industry. In 2010, GM broadened our company's relationship with Shanghai Automotive Industry Corporation (SAIC), signing an agreement for the joint development of new powertrains as well as a memorandum of understanding to explore cooperation in new energy vehicles (e.g., electric vehicles) and engineering and design. This agreement, along with others currently in place, will help GM introduce 12 new, more efficient engines through 2015.

Discussions on China's Phase 4 fuel economy standards are anticipated to commence immediately following the publication of Phase 3 standards. Phase 4 standards would likely become effective in 2016 with full compliance required by 2020. GM stands ready to participate in these discussions in a collaborative manner when they commence.

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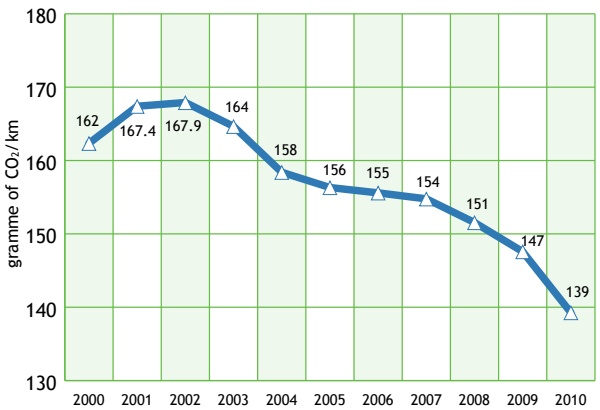
MOBILE EMISSIONS & FUEL ECONOMY *(cont'd)*

Europe

GM Europe has been a part of a voluntary agreement to contribute to the European Union's Kyoto Protocol objectives signed in 1998. Through technology and other improvements, GM Europe has reduced CO_2 emissions from its passenger cars by over 14 percent between 2000 and 2010. Currently, we are focused on achieving 2012-2015 targets for our vehicles.

GM Europe CO_2 emissions reduction*



**Data is as reported voluntarily by EU Member States to the Kyoto Protocol signed in 1998. Prior year data has been adjusted to reflect the current GM fleet in Europe, which includes vehicles manufactured by Opel/Vauxhall, GM Korea and GM North America.*

The European Union has targeted a new vehicle fleet average of 95g CO_2/km for 2020, with the requirements for each manufacturer based on the weight of the vehicles it sells. Additional measures have been proposed or adopted in Europe to regulate features such as tire-rolling resistance, vehicle air conditioners, tire-pressure monitors, gearshift indicators and others.

We believe the 2020 target is an ambitious one that will require technology breakthroughs, a new refueling infrastructure and a swift renewal of the vehicle fleet currently on European roads. All stakeholders, including those in the fuel and energy sectors, must work together in order to overcome challenges. While we work toward this new emissions benchmark, we will remain committed to developing technologies that can gain widespread consumer acceptance and that offer affordable vehicle choices as well.

South Korea

In September 2010, new South Korean fuel economy/CO_2 targets for 2012 through 2015 were announced as part of the government's low-carbon/green growth strategy. The proposed standards will be phased in beginning in 2012 and completed by 2015, with manufacturers having the option to certify either on a fuel-consumption basis or a CO_2-emissions basis.

Each manufacturer will have a corporate target to meet, based on an overall industry fleet fuel economy/CO_2 average. GM Korea's 2012 CO_2 target will be approximately 132 g/km.

In addition, the South Korean government is proposing a carbon emission trading program and hopes to implement it in 2015. South Korea's policy- and legislation-setting body, the National Assembly, is currently reviewing it. At this time, it is unclear when the Assembly will make a decision on it.

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MOBILE EMISSIONS & FUEL ECONOMY *(cont'd)*

United States

On July 29, 2011, President Obama announced an agreement among 13 major automakers, the U.S. federal government and the state of California to implement the next phase in the harmonized federal program to regulate fuel economy and greenhouse gases. The Environmental Protection Agency (EPA) and the Department of Transportation (DOT) will now work together to create standards through joint rulemaking for control of emissions of greenhouse gases and for fuel economy covering the 2017-2025 model years. These regulatory standards are targeted to achieve greenhouse gas levels equivalent to an industry average of 54.5 miles per gallon for all new cars, light trucks and medium-duty passenger vehicles by the 2025 model year. We and other major automobile manufacturers joined the President in support of this effort, just as we did in May 2009, when the first phase of this program was announced, covering 2012-2016 models.

On August 9, 2011, President Obama announced that the EPA and DOT had established a separate joint program to regulate greenhouse gas emissions and fuel economy for medium- and heavy-duty trucks beginning in the 2014 model year. The California Air Resources Board also has a program to reduce greenhouse gas emissions, although it has thus far agreed to treat compliance with the new federal program as compliance with its program. Thirteen additional states also have adopted the California greenhouse gas standards and accepted compliance with the federal requirements as compliance with their programs. Going forward, we have agreed to work with the EPA, DOT, state regulators and other stakeholders in support of a strong national program to reduce oil consumption, improve energy security and address global climate change.

THE FUTURE OF URBAN MOBILITY

The EN-V, short for Electric Networked Vehicle, is the prototype for our vision of urban mobility.

The auto industry is facing tremendous demand due to global population growth, increasing affluence in the emerging markets and the universal aspiration for personal mobility. A steady rise in vehicle sales, especially in emerging markets, is expected to continue over the next several decades. By 2030, we expect the world's more than eight billion people to operate one billion vehicles. By 2050, the world's population is expected to top nine billion people. Over two-thirds of these people will live in cities, many of which already experience traffic congestion and poor air quality.

The Challenges of Growing Demand

Clearly, this exponential increase in demand creates significant challenges with respect to energy, the environment, safety, congestion and land use. Today, people in cities spend approximately 5.6 years of their lives in traffic. Seventy percent of car owners have trouble finding parking at least once per day, and, under congested conditions, up to 30 percent of fuel is consumed looking for a parking spot or waiting in traffic. Additionally, more than 50 million people are injured in traffic accidents each year.

As we contemplate solutions, our thought process increasingly questions how closely the vehicles of today are suited to the needs of tomorrow. Today's average car weighs at least 20 times more than its occupant, relies for the most part upon a single energy source — petroleum — and releases most of its energy as heat. Though the automotive industry has made marked improvements in emissions reduction, fuel economy, safety and affordability in recent decades, a substantial degree of cost, energy, mass and space inefficiency still remains in the design of today's automobile. As the world's cities continue to grow and the automobile enters its second century, new thinking is required — thinking that we believe will lead to the reinvention of personal mobility as we know it today.

A New Vision

Fortunately, the convergence of an array of new technologies is making it possible for the first time to form an entirely new vision of how the automotive world could evolve. This vision foresees a time when vehicles could be:

- Powered increasingly by electricity that is ultimately from a low-cost, renewable energy source.
- Operated with high efficiency and zero tailpipe emissions.
- Driven autonomously to virtually eliminate crashes.
- Routed to eliminate congestion.
- Priced for every budget.
- Sized to match a specific purpose.

Electric-drive vehicles have the advantage of producing zero tailpipe emissions and opening up an array of domestically produced energy sources, many of which can be renewable. Electric vehicles also support a diversity of efficient energy-generation and storage options, including lithium-ion batteries and hydrogen fuel cells.

(cont'd)

THE FUTURE OF URBAN MOBILITY *(cont'd)*

Powered by these options, electric vehicles can be recharged in practical, everyday places — homes, commercial garages or street spaces equipped with charging facilities.

Autonomous driving technology, enabled by network connectivity, could further increase energy efficiency by dramatically improving traffic flow. Connected vehicles have the capacity to move simultaneously through intersections as a unit, much like a flock of birds, with uniform speed and direction, yet constant separation, and the ability to break off from the group at any time. Traffic flow is thereby optimized so that average speeds are increased and travel times decreased. Since a large percentage of fuel is wasted in searching for parking, autonomous, self-parking vehicles also could have a substantial positive effect on reducing energy use, as well as congestion and door-to-door travel time.

Vehicles equipped with autonomous driving technology have the potential to be significantly safer vehicles. This technology can dramatically reduce the potential for vehicle collisions at speeds that cause injury or significant property damage. More precise chassis control will make vehicles more responsive and nimble. The benefits are already apparent today with electronic stability control systems like GM's StabiliTrak, which have proven highly effective in reducing the frequency and severity of certain types of collisions.

The EN-V — Vision Becomes Reality

The prototype of our vision for urban mobility is the EN-V, short for Electric Networked Vehicle, which was unveiled in 2010 at the Shanghai World Expo to support the Expo's theme of "Better City, Better Life." The EN-V maintains the core principle of personal mobility — freedom — with a design that encompasses the future reality of urban transportation.

The two-seat vehicle is powered by electric motors and has zero tailpipe emissions. Lithium-ion batteries store electricity to enable 40 kilometers of travel before recharging, which can be accomplished via conventional household power in as little as four hours. As a small-footprint, highly maneuverable vehicle, the EN-V also can reduce parking space requirements, energy consumption and ownership costs.

In addition, the EN-V establishes a technology foundation that could migrate to future advanced vehicle safety systems. On-board technology combines GPS with vehicle-to-vehicle communications and distance-sensing technologies to enable autonomous driving. The EN-V's 360-degree vehicle sensing capability and its ability to communicate with other vehicles and infrastructure could dramatically reduce the potential for accidents. The vehicle also leverages wireless communications to enable a "social network" among occupants on the go.

Moving From Vision to Reality

It will take widespread implementation and supporting infrastructure for the promise of the EN-V to become reality. But we know that technologies exist today to prove the plausibility of our vision. The promise of these technologies is so real that GM has signed a Memorandum of Understanding with Sino-Singapore Tianjin Eco-City to explore integration of next-generation EN-Vs in an effort to solve the urban mobility challenge. We relish these opportunities and are excited about the possibilities presented by our vision for urban mobility — a vision that has the potential to literally transform automotive DNA. We are convinced that this transformation will not only deliver freedom from petroleum, emissions, congestion and collisions, but also will reaffirm the freedom, functionality and, yes, fun that have been the hallmarks of personal mobility for more than a century.

Shanghai 2010 World Expo

At the Shanghai 2010 World Expo, we sponsored a series of six sustainable mobility forums to examine tomorrow's transportation challenges and the solutions for overcoming them. From these discussions, we published the GM Sustainable Urban Mobility Blue Paper, which is available for download to learn more about what is required to meet the challenges of electrification, connectivity, infrastructure and advanced technologies on the road to realizing sustainable urban mobility by 2030.

R&D INNOVATION

In 2010, we earned more than 1,000 U.S. patents.

Our engineers imagine what is possible and turn their ideas into tangible technologies that are driving industry innovation. In 2010 alone, GM earned nearly 2,000 patents globally. As a result, across all industries, GM placed among the top 25 in granted U.S. patents, among the top 10 in foreign (non-Chinese) patent applications filed in China, and among the top 5 in patent applications filed in Germany. These rankings surpass many information technology and consumer electronics companies, which are often viewed as leaders in innovation, reflecting GM's contributions to the rapidly advancing technical capability of today's vehicles. According to the latest Patent Board's Automotive & Transportation Patent Scoreboard™, published by *The Wall Street Journal* in September 2011, we are the number-one innovator in the automotive and transportation industry for the third consecutive quarter.

We also received more clean-energy patents in the U.S. last year than any other organization, earning almost 14 percent of all patents awarded in this area, as reported in the Clean Energy Patent Growth Index.

These achievements reflect the accomplishments of our global network of GM engineering centers and research laboratories. Our engineers and scientists — often collaborating with others outside the Company — work to identify and develop technologies that will increase energy efficiency and enhance vehicle safety, while meeting the diverse needs of drivers.

Our ability to introduce the Volt, the world's first extended-range electric vehicle with a gas-powered generator, reflects an R&D approach that has changed radically from our past approach. In the past, R&D activity was largely managed out of our Warren, Michigan, R&D headquarters. Today, Warren remains as our headquarters, but this work is now spread throughout several R&D labs and technical centers around the world and supports an open innovation network of collaborations and strategic alliances with universities, governmental labs, suppliers, companies in other industries and startup enterprises. This approach is proving to be highly effective, with GM Labs having a significant increase in patent filings.

Venturing Beyond GM

In 2010, we formed GM Ventures LLC as our venture capital subsidiary to further expand our reach of innovation. GM Ventures supports and accelerates GM's vision to "Design, Build and Sell the World's Best Vehicles" by making equity investments in startup companies with innovative, automotive-related technology.

GM Ventures investment strategy includes focus on automotive cleantech, infotainment, advanced materials, other automotive-related technologies and value chain/business model opportunities. Additional information can be found at www.gmventures.com.

Propulsion For Every Purpose

STRATEGY

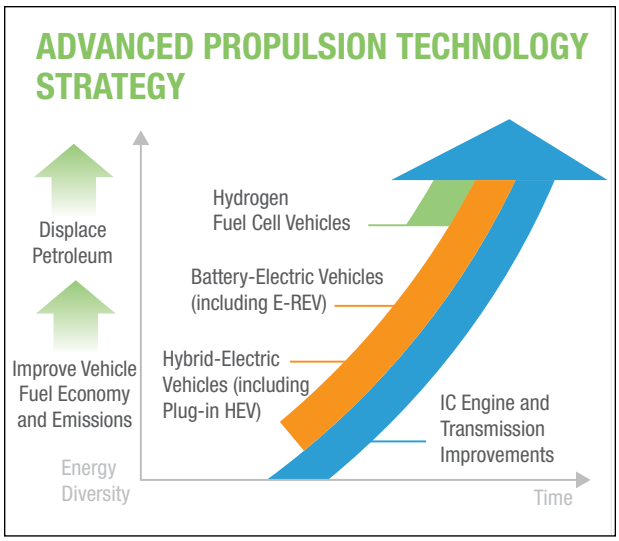
Holden Commodore being filled with Caltex Bio E-F1lex fuel. Biofuels are part of our advanced propulsion strategy.

Our global vehicle R&D strategy is driven by a focus on energy alternatives and advanced technologies that could displace petroleum, help address energy security, improve fuel efficiency and reduce emissions, all of which are key to developing sustainable transportation. We believe there is no single solution — no "silver bullet" — to the issue of propulsion and energy technologies.

Accordingly, we are pursuing a variety of propulsion and energy options to meet the needs of our customers around the world — from improvements to combustion engines, to alternative fuels such as diesel and biofuels, to electrically driven vehicles. We are committed to a global strategy that supports different propulsion and energy alternatives for different regions of the world.

We believe advanced biofuels could represent a significant near-term solution to reduce dependence on petroleum and carbon emissions. Over the next 10 to 20 years, these fuels could make the greatest impact in our drive toward more sustainable personal transportation. This is why we have invested heavily in flexible-fuel vehicles (FFVs), which are capable of running on a combination of fuels. The availability of these vehicles, however, means little if the alternative fuels are not widely available.

Ultimately, we believe electrically driven vehicles may offer the best long-term solution for providing sustainable personal transportation. Electric drive supports vehicles that produce zero tailpipe emissions and that can be fueled by electricity from a variety of renewable sources, such as hydro, wind and solar. These vehicles also enable a diversity of efficient energy-generation and storage options, including batteries and hydrogen fuel cells. Moreover, there are numerous and practical recharging locations for these vehicles — at home, in parking garages and at parking spaces equipped with charging facilities. We continue to work with utilities, service providers, government agencies and others to enhance the availability of charging stations.



Today, our strategy supports the coexistence of a range of liquid fuels — conventional gasoline and diesel fuel, synthetics and biofuels. As we move into the future, we believe that the use of electricity and hydrogen will grow, as advanced lithium-ion battery and fuel-cell technologies become more capable and affordable.

Propulsion For Every Purpose

HYDROGEN FUEL CELL

Leann Hinkle, with Jim Campbell of GM, receiving her Project Driveway fuel-cell vehicle at the Pier 94 Volt Media drive.

As we work to electrify our products, extended-range vehicles will continue to be extremely important, but we believe that hydrogen fuel cells also could be a significant electric vehicle option. We view this technology as especially suited for customers who need larger vehicles with more passenger- or cargo-carrying capacity, have longer distances to travel on a daily basis and need a fast refueling solution. Our investment efforts in this area contemplate adoption of this technology for a wide range of products, from compact cars to family-sized and larger vehicles, even city buses.

We are a leader in fuel-cell technology. Our Project Driveway was the world's largest fuel-cell market test. During the past three years, consumers in three cities logged over two million miles in a fleet of more than 100 Chevrolet Equinox fuel cell vehicles. In the process, they refueled more than 20,000 times with 50,000 kg of hydrogen, which prevented almost 1.2 million pounds of carbon emissions and saved about 100,000 gallons of gasoline.

In 2010, we began laboratory testing of a hydrogen fuel-cell system that can be packaged in the space of a traditional four-cylinder engine. This fuel-cell system is 200 pounds lighter, half the size, and uses a third of the platinum of the prior-generation system. A production-intent system could be ready for a commercial application in the 2015 time frame, though we have not announced a vehicle program at this time.

We continue to participate in other fuel-cell testing projects around the world. In Germany, for example, our Opel brand is significantly stepping up its work with the Clean Energy Partnership (CEP) in the North Rhine-Westphalia state of Germany. Ten Opel Hydrogen4 vehicles are currently being road tested as part of the program. Opel has chosen potential customers with different daily usage profiles to assess the hydrogen-fueled prototypes in tough, real-world conditions. These partners include companies such as ADAC, Allianz, Axel Springer AG/ Bild, Coca-Cola, ENERTRAG, Hilton, IKEA, Linde, Schindler, Total and Veolia.

The island of Oahu in Hawaii is providing a unique setting for a pilot program to integrate fuel-cell vehicle and hydrogen-fueling infrastructure development. The goal of the Hawaii Hydrogen Initiative is to reduce the state's dependence on imported oil by making hydrogen fuel available to Oahu's residents by 2015. We have partnered with The Gas Company (TGC), Hawaii's major gas energy provider, and 10 other organizations to support the near-term goal of installing 20 to 25 hydrogen-fueling stations around the island. We have also partnered with the three U.S. military services on the island for a one-year demonstration of 15 Equinox fuel cell vehicles.

Propulsion For Every Purpose

ELECTRIC

The Chevrolet Volt was named the 2011 Motor Trend *Car of the Year.*

The debut of the Chevrolet Volt, the world's first mass-produced electric vehicle with gas-powered extended-range capability, represents what is possible in vehicle electrification. Beyond its extremely successful debut in 2010, the Volt has created a platform from which we can further develop advanced electric-battery and motor technologies.

We consider development and production of advanced batteries for automotive applications a core competency and key competitive advantage. Today's lithium-ion technology offers superior power and energy density, resulting in smaller and lighter batteries compared to other technologies. For consumers, this translates into better fuel economy and range without compromising functionality. The 2011 Chevrolet Volt has an EPA-estimated, all-electric driving range of 35 miles with an MPGe of 93 (electric), after which a gas-powered generator can power the electric motor with an EPA-estimated mpg of 35 in the city and 40 on the highway, for up to an additional 340 highway miles.

Our strategy is to lead in the development and production of these batteries. To this end, we have one of the largest and most technologically advanced battery development facilities in the U.S. From this and our other battery development centers around the world, we are working rapidly on the development of advanced battery technologies. Current priorities include a focus on durability and maximizing battery performance over the lifetime of a vehicle.

In 2010, we invested $43 million in our Brownstown Township, Michigan, plant to launch the first high-volume automotive lithium-ion battery manufacturing site in the U.S. This facility supplies battery packs for the Chevrolet Volt today and is expected to meet the needs of our future extended-range electric vehicles.

"When people said it couldn't happen because the battery technology wasn't advanced enough, we accepted that challenge head on and produced an award-winning electric vehicle with extended-range capability. The Volt evolved from being a proof point of what was possible to a starting point for the emergence of new electric vehicle technologies that few thought were possible just a few years ago."

Michael "Micky" Bly
Executive Director — Global Electrical Systems, Infotainment & Vehicle Electrification

In addition, we are working to become the first U.S. automaker to design and manufacture electric motors, a core technology for hybrid and electric vehicles. Accordingly, we have expanded electric motor R&D; developed state-of-the-art, math-based design and simulation capabilities; and enhanced validation capabilities for electric motors. Our intent is to debut GM-designed-and-built electric motors in 2013 in next-generation, rear-wheel-drive, two-mode hybrid technology.

Propulsion For Every Purpose

ELECTRIC *(cont'd)*

The Chevrolet Spark all-electric vehicle will feature an advanced, nanophosphate lithium-ion battery pack. It will be produced in 2013 for select U.S. and global markets.

Chevrolet Spark EV Joins Growing Portfolio of Electrified Vehicles

Chevrolet will produce an all-electric version of the Chevrolet Spark mini-car — the Spark EV. It will be sold in limited quantities in select U.S. and global markets starting in 2013.

"The Spark EV offers customers living in urban areas who have predictable driving patterns or short commutes an all-electric option," said Jim Federico, Global vehicle chief engineer for electric vehicles. He added, "It complements Chevrolet's growing range of electrified vehicles, including the Volt extended-range EV and the 2013 Malibu Eco with eAssist technology."

The Spark EV is another step in Chevrolet's plan to provide customers around the world with a variety of electrification solutions to address the lifestyle and transportation needs of people around the world.

Chevrolet will produce and sell an all-electric version of the Spark mini car in 2013 for select U.S. and global markets.

Propulsion For Every Purpose

HYBRID TECHNOLOGY

The Cadillac Escalade SUV delivers more luxury, better mileage, lower emissions.

Hybrid technologies represent the first phase of our long-term electric vehicle strategy. Our current two-mode hybrid technology includes six 2012 models — the Chevrolet Silverado, Chevrolet Tahoe, Cadillac Escalade, GMC Sierra 1500, GMC Yukon and GMC Yukon Denali. All of these vehicles have an EPA-estimated 20 mpg city and 23 mpg highway.

The two-mode hybrid system saves fuel by providing an all-electric launch; low-speed, electric-only propulsion; and electric assist during demanding driving. It also captures energy normally lost during braking and allows the engine to be shut off during deceleration and when the vehicle is stopped. This technology enables GM's full-size trucks and SUVs, like the Cadillac Escalade Hybrid (pictured above), to achieve the same EPA-estimated city fuel economy as many smaller vehicles, such as the Toyota Camry, with an automatic transmission and a V6 engine.

The Buick LaCrosse features eAssist technology.

eAssist Technology

Earlier this year, we unveiled eAssist technology, which we have developed in collaboration with Hitachi Ltd., one of the leading global players in lithium-ion technology. This technology provides improved fuel efficiency at an affordable price point.

eAssist combines a 15-kW electric motor, a 115V lithium-ion battery, and our fuel-efficient, 2.4-liter direct-injection Ecotec engine. The electric motor acts as a generator to recapture energy when the vehicle decelerates or brakes, and automatically stops and restarts the engine in stop-and-go driving situations. The electric motor also provides an electric boost when the vehicle is accelerating and allows the fuel to be completely shut off during deceleration, which improves fuel efficiency.

Following its 2011 debut in the U.S. and Canada on the 2012 model year Buick Regal and LaCrosse, both with an EPA-estimated 25 mpg city and 36 mpg highway, eAssist was rolled out on models in China and South Korea as well. We plan to further deploy eAssist on a global basis when and where it makes sense.

Propulsion For Every Purpose

FLEX-FUEL

During 2010, Holden launched the first Australian-made cars capable of running on high-blend ethanol fuel.

Advanced biofuels are an important part of a near-term solution for energy diversification. FlexFuel vehicles can run on E85 (a mostly renewable fuel source comprised of up to 85 percent ethanol and 15 percent gasoline), ordinary gasoline or any combination of the two.

In North America, more than six million of the nine million FlexFuel vehicles on the road today are GM cars and trucks. We offer more FlexFuel models than any other manufacturer. For the 2012 model year in the U.S., 20 of our models offer E85 FlexFuel capability. In Brazil, where 100 percent ethanol is commonly available as a transportation fuel, more than 95 percent of our fleet is capable of operating on E100. During 2010, Holden also launched the first Australian-made cars — the VE Series II Commodores — capable of running on high-blend ethanol fuel, a step that highlights Holden's commitment to the development of vehicles that can run on renewable fuels.

As with the commercialization of any new advanced technologies, it is important to develop all segments of the biofuels market. For this reason, we have made investments in companies that are researching and developing advanced biofuels, such as cellulosic ethanol, which is produced from wood, grasses or the nonedible parts of plants. In Australia, Holden supported the launch of Flex Ethanol Australia, a new company that will be instrumental in building Australia's first commercially viable second-generation ethanol plant.

Propulsion For Every Purpose

COMPRESSED NATURAL GAS & LIQUEFIED PETROLEUM GAS

We currently offer 13 CNG and 39 LPG models around the world.

Additional important potential solutions for energy diversification include Compressed Natural Gas (CNG) and Liquefied Petroleum Gas (LPG). These are among the cleanest-burning alternative fuels available, cutting CO_2 emissions by 15 percent compared to petroleum-based fuels. We believe they could offer a viable and cost-effective alternative to petroleum. Currently, we offer 13 CNG and 39 LPG models around the world, including one of the largest selections of CNG- and LPG-fueled vehicles in Europe, where government and industry protocols are supportive of these fuels.

Opel has used a concept called monovalent plus in its CNG vehicles since 2002 to achieve unrivaled operating costs and up to 80 percent lower emissions than a comparable gasoline engine. It enables an operating range of up to 400 kilometers in natural gas mode without compromising passenger and luggage compartment use. Opel CNG vehicles feature a gasoline reserve tank that increases operating range by around 150 kilometers, ensuring full everyday suitability.

In Australia, our Holden brand has continually refined an LPG dual-fuel system with a long-term view of developing a monofuel LPG system for the local market to be launched in the near future.

CNG offers fleet vehicles an affordable and clean alternative fuel.

Propulsion For Every Purpose

DIESEL

The 2012 Sierra all-terrain pick-up truck.

Diesel fuel is yet another important solution and in many countries is the preferred fuel choice. We currently offer over 30 diesel engine variants in more than 75 markets around the world. A significant percentage of these are available in Opel/Vauxhall products sold throughout Europe, where diesel-powered vehicles account for nearly half of all new vehicle sales, and over 50 percent in Western Europe.

In the U.S. and Canada, all of our 2012 model year diesel vans and diesel heavy-duty pick-ups are capable of running on B20, a fuel composed of a mixture of 20 percent biodiesel and 80 percent diesel. Biodiesel is a processed fuel made mostly from domestically produced renewable sources, primarily vegetable oils and animal fats. This fuel produces substantially lower carbon emissions than petroleum-based diesel, but with almost the same combustion and performance capabilities. These vehicles use the new Duramax 6.6-liter, V8 turbo diesel engine with direct injection, developed to meet 2010 U.S. emissions standards. The engine uses advanced selective catalyst reduction and a diesel particulate filter system.

In Australia, our Holden brand makes available four diesel engine models: the Series II Cruze, the Series II Captiva, the Epica and the Colorado.

In the U.S., all of our 2012 model year diesel vans and diesel heavy-duty pick-ups are capable of running on B20, a mixture composed of 20 percent biodiesel and 80 percent diesel.

Propulsion For Every Purpose

INTERNAL COMBUSTION ENGINES

The Chevrolet Cruze is the best-selling compact sedan in the U.S.

For years to come, we believe most vehicles — large and small — around the world will continue to be powered by gasoline-fueled, internal-combustion engines. Accordingly, we continue to make significant investments in new generations of gasoline engines because they have among the farthest-reaching impacts on fuel consumption and emissions reduction on a global basis. For the 2012 model year, we have 12 vehicles in the U.S. and Canada offering an EPA-estimated 30 mpg highway, with the Chevrolet Cruze Eco possessing the best highway fuel economy of any internal combustion engine in the compact segment at an EPA-estimated 42 mpg.

Currently, we have a variety of technologies that we are applying to gasoline engines to improve fuel economy and lower emissions. Globally, 21 of our 2012 model year GM vehicles are equipped with Active Fuel Management (AFM), a fuel-saving technology that enables V8 engines to shut off four cylinders under light-load conditions while still providing full performance instantly when needed. AFM can help improve fuel economy by as much as 12 percent.

Also for the 2012 model year, virtually all GM vehicles feature variable valve timing, including both overhead cam 4-cylinder and V6 engines and some V8s. Variable valve timing is an advanced engine technology that alters the timing of intake and exhaust valves. This allows the engine to maximize horsepower and torque, while helping to reduce emissions and improve fuel economy by up to two percent. In addition, 37 models are equipped with direct-injection engines, which allow for more precise fuel delivery and better control of the combustion process. Direct injection can help improve fuel economy by up to three percent and reduces cold-start emissions by up to 25 percent.

Recently, we have invested $494 million in three U.S. plants to build the next generation of our lower-emission Ecotec four-cylinder engines and more than $890 million to build a new generation of cleaner, more efficient small-block engines. These Ecotec engines are new members of an engine family already deployed successfully around the world, primarily in Europe. These 1.4-liter, four-cylinder engines are the smallest displacement engines that we have ever produced in the U.S.

Depending on the application, improvements in fuel economy of up to four percent can be achieved through six-speed automatic transmissions, which we have been incorporating into vehicles since 2006. For the 2012 model year, we will offer 107 vehicle models globally with six-speed transmissions. We also are in development of a second-generation, six-speed transmission for 2012 that will feature new computer and hydraulic controls to further improve fuel economy.

ADVANCED MATERIALS TECHNOLOGY

In labs, such as this one, we are developing new advanced batteries to help increase vehicle energy efficiency.

Use of lighter-weight materials is another important element in our quest for better fuel economy and more energy-efficient vehicles. Today, we are utilizing aluminum, magnesium and advanced composite materials for vehicle components to reduce the mass of our vehicles. In addition, we are developing new advanced batteries and smart materials that will help us to increase the energy efficiency of our products.

A team from GM and the National Renewable Energy Laboratory (NREL) is currently developing computer-aided design tools to greatly advance the next generation of battery technology. These new tools will help accelerate the production of safe, reliable, high-performance and long-lasting lithium-ion battery packs.

These tools will provide a flexible modeling framework for developing, verifying and validating battery cell and pack designs. This will significantly reduce battery development time, help optimize battery life and durability, and speed the integration of new packs into vehicles. With a strong plan for rapid deployment to industry, the new tools promise to greatly increase the pace of battery innovation and development for future electrically driven vehicles.

Another important area is “mechamatronics,” which is the integration of smart materials, mechanics and electronics to create innovative vehicle systems or subsystems. As vehicle features increase to meet customer expectations, the number of automated features throughout the vehicle is dramatically increasing. Electromagnetic motors and solenoids are the conventional driver for these devices, but they tend to be bulky, massive, noisy and costly. Our researchers are working on smart-material-based technology that uses shape memory alloys to provide a more robust, lighter-weight and less expensive form of actuation as an alternative to electric motors and solenoids.

This is a technology breakthrough for our industry. These materials can change their shape, strength or stiffness when heat, stress, a magnetic field or electrical voltage is applied, enabling parts that move without motors or hydraulics. We see smart materials as a key building block for smart, adaptive vehicles, and we have several devices that are now moving toward production.

ADVANCED SAFETY TECHNOLOGY

Side blind zone alert uses radar sensors to warn drivers of an object in their blind spot.

Our investments in advanced technologies also extend to the critical area of vehicle safety. Simply put, our ultimate safety goal is to eliminate the potential for significant vehicle crashes. We believe the concept of autonomously driven vehicles offers great promise in this area. This concept combines GPS and wireless communication with advanced on-board sensors and electronic controls to create needed connectivity and perception so vehicles can drive themselves.

Autonomous vehicle technology enables vehicles to "sense" what is around them and either maneuver or brake to avoid a crash. Some systems today already intervene with emergency braking to at least help reduce the severity of an impending crash. This capability may ultimately eliminate vehicle collisions altogether.

Our roadmap toward autonomous driving sees increasing functionality over the next decade or so in three phases:

- Limited intervention features such as full-speed adaptive cruise control, collision-mitigation braking, low-speed avoidance and lane-keep assist capabilities.
- On-Demand/Shared Control features that could enable eyes-on-the-road, hands-free automatic lane changing.
- Autonomous Driving features which would transfer control authority from the driver to the vehicle under certain conditions.

Today, many foundational technologies are in place, leading us toward autonomous driving capabilities. Many of our vehicles today offer active safety technologies such as adaptive cruise control, side blind-zone alert, lane departure warning, collision-mitigation braking and automatic parking assist.

ADVANCED SAFETY TECHNOLOGY *(cont'd)*

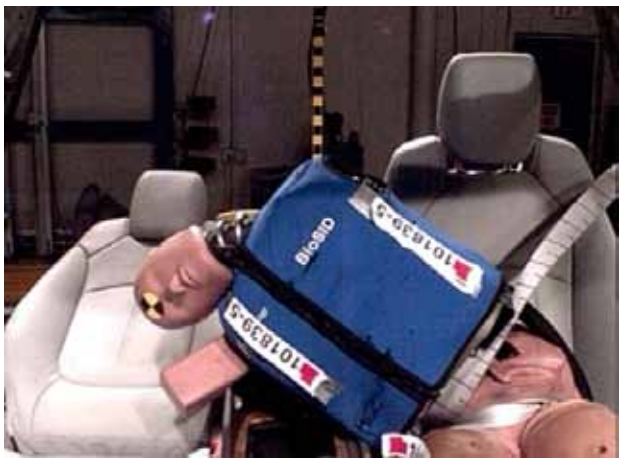
The industry's first front center air bag will help protect drivers and front passengers in far-side impact crashes where the affected occupant is on the opposite, non-struck side of the vehicle.

Near term, we are focused on further innovating many of these advanced safety technologies into next-generation features. The next generation of adaptive cruise control, for example, will expand the range of speed at which the technology operates, including slower traffic areas with frequent starts and stops. Similarly, lane-departure warning technology is evolving into lane-keeping assist technology, which will help drivers keep the vehicle traveling between the lane markers.

With every year, new safety advances debut on new models. The 2012 GMC Terrain smaller SUV features the industry's first crash-avoidance system that uses a single camera to help drivers avoid both front-end and nonsignaled lane departure crashes. This new active safety system uses a high-resolution digital camera mounted on the windshield ahead of the rearview mirror. The camera looks for shapes of vehicles and lane markings. Audible warnings and a high-mounted visual display warn the driver if he or she is following another vehicle too closely, when a collision is imminent or when the vehicle is departing a lane without signaling first.

Another upcoming safety advance debut is also an industry first. GM's front center air bag, which is the first in the industry, will help protect drivers and front passengers in far-side impact crashes where the affected occupant is on the opposite, non-struck side of the vehicle. The front center air bag will be introduced on the Buick Enclave, GMC Acadia, and Chevrolet Traverse midsize crossovers in the 2013 model year. This new safety feature will be standard on all Enclaves, and those Acadia and Traverse models with power seats.

Our track record for innovation in advanced safety technology has been recognized with numerous industry recognitions. One of the most recent recognitions honored Opel for its Opel Eye front camera lane-departure warning system. Euro NCAP, a consumer safety organization, recognized the Opel Eye for credibly demonstrating that it saves lives. In addition to its lane-departure warning capabilities, the Opel Eye also features Traffic Sign Memory, which reads speed limit and no-passing signs and displays them as symbols in the instrument cluster to help the driver remember the most recent speed limit sign.



The front center air bag deploys from the right side of the driver's seat and is designed to provide restraint during passenger-side crashes when the driver is the only front occupant.

RECYCLED VEHICLE CONTENT

Our designers and engineers consider the entire product life cycle as they develop and build vehicles with a goal of sustainability. One of the initial phases of this process is selecting materials to use in the vehicle. When economically and technically feasible, our Materials Management group will use recycled and bio-based materials from renewable resources. As a result, recycled materials from soda bottles, blue jeans, nylon carpet, used tires and recycled bumpers can be used in components for some of our vehicles.

The GMC Terrain uses many eco-friendly parts.

Renewable and recycled materials are often more energy efficient to manufacture than parts made from virgin materials, and they can be lighter-weight as well, which helps improve fuel economy and reduce CO_2 emissions.

The GMC Terrain is one of GM's many examples of the benefits of using eco-friendly parts. The compact crossover's segment-leading, EPA-rated 32 highway mpg is achieved in part by the use of lightweight parts.

The Terrain also has a quieter interior than many of its competitors, thanks in part to a plant fiber-reinforced ceiling liner and recycled textile insulation in its carpet assembly, dashboard and cargo area. Much of the material on the Terrain insulates the interior from external noise.

The rigid substrate ceiling liner between the Terrain's steel roof and the soft fabric headliner uses up to 50 percent (by weight) kenaf fiber as reinforcement. Kenaf is a rapidly growing, renewable plant, sustainably cultivated in south Asia, and is hollow like bamboo, which makes it an effective sound dampener. In addition, kenaf-reinforced substrates weigh less and use less energy to manufacture than those using glass fibers.

The Terrain uses an acoustic insulator made with up to 25 percent cotton and polyester fiber post-industrial recycled material from varied consumer products, including jeans and carpet. The material insulates the vehicle's dashboard, carpet, cargo area and other body sections, as well as parts made with more petroleum-based raw material. As insulation, it is 50 percent lighter and easier to recycle. It is also as strong and durable as a part made from all-virgin material. This is an important point: we use parts made from sustainable materials only if they meet the same standards as parts made from virgin material.

The headliners in the Buick LaCrosse and Verano, highlighted elsewhere in this report, also use recycled content, and we will continue to find more opportunities to use recycled waste from our own manufacturing facilities to supply parts for new vehicles. The ability to create such closed-loop manufacturing processes not only meets our goal for increasing the recycled content in our vehicles, but also helps us to achieve our waste-reduction goals and landfill-free initiatives.

Vehicle End-of-Life Recyclability

Globally, on average, our vehicles are 85 percent recyclable and 95 percent recoverable by weight. We work with the vehicle dismantling industry to identify ways to increase the amount of vehicle material that is salvaged and can be recycled or reused in new vehicles or other consumer products. All of these efforts follow ISO and internally developed standards.

BUILD: Manufacturing A Better Way

Maximizing the benefits of operating our facilities in an environmentally and socially responsible manner.

Fact: More than half of our manufacturing facilities around the world operate as landfill-free facilities today. We are proud of this record, and we are committed to building upon it. Even more importantly, we believe this achievement demonstrates that ambitious environmental goals can be achieved with proper management and measurement, commitment and creativity.

Waste reduction, energy efficiency and resource conservation are core competencies for us and is fully integrated into our manufacturing operations. In this regard, we have made significant progress in many areas, but we are not satisfied. We have established a variety of new targets for 2020 that raise the bar even higher for us. As we work toward our goal of ever more sustainable vehicles, we are committed to continually assessing the sustainability of our operations with a commitment to continuous improvement.

Gerald Johnson
Manufacturing Manager
GM North America

Find out more online:
http://gmsustainability.com/buildLanding.html

BUILD: GLOBAL SNAPSHOTS

CANADA

We are the only automaker in Canada to have all operations accepted into the Ontario Ministry of the Environment's Environmental Leaders program. This program recognizes "beyond compliance" efforts in such areas as energy-usage reduction, waste diversion and emissions reduction. In addition, GM Canada completes greenhouse gas (GHG) emissions reporting to comply with national and provincial obligations and, in fact, voluntarily reported this information starting in 1995, long before the reporting requirements went into effect. Since 1990, total CO_2 emissions by our manufacturing sites have decreased by over 50 percent.

SOUTH AMERICA

Our facilities in Brazil and Argentina have made progress toward energy and water reduction through the steady implementation of what are often small initiatives that add up to significant results. Between 2003 and 2010 in South America, we reduced energy consumption per vehicle manufactured by 52 percent and water consumption per vehicle manufactured by 61 percent. In 2010 alone, 15 initiatives were implemented. Energy projects ranged from changes in compressed air use to the installation of new lighting. Water-reduction initiatives included the development of new consumption processes to increase water re-use at our São Caetano do Sul plant in Brazil.

CHINA

We are pleased that our environmental footprint continues to decline even while our sales and those of our joint ventures continue to increase in China. Ten GM JV facilities have achieved landfill-free status and have realized a 24 percent reduction in nonrecycled waste per vehicle manufactured from 2009 to 2010. During the same time period, energy and water consumed per vehicle manufactured were reduced by four percent and seven percent, respectively.

EUROPE

Since 2000, the Opel/Vauxhall facilities have reduced their energy consumption by 20 percent per vehicle manufactured and have set a new goal to achieve an additional 15 percent reduction per vehicle manufactured by 2020. Central coordination and control of energy conservation activities have been, and will continue to be, key to this effort. Opel/Vauxhall plants have processes in place to facilitate information exchanges about best business practices, including energy conservation workshops. Within each plant, an energy conservation team monitors local consumption and generates new conservation ideas based on local conditions.

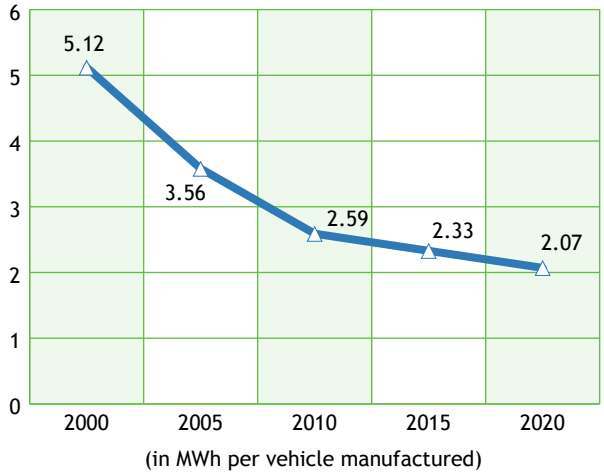
AUSTRALIA

Historically, Holden's Proving Ground facility always collected its own water supply, but extreme drought conditions recently forced the purchase of water to meet daily needs. The Holden team decided that investments to increase the size of the water capture area would more than offset the cost of purchasing water. A combination of practical measures, such as clearing dead and overgrown vegetation in dams, to engineering solutions, such as rerouting the roof to increase capture capacity by 25 percent, accomplished the goal. Today, water levels are at 100 percent capacity, and Holden is well prepared for the next long dry spell.

2020 MANUFACTURING COMMITMENTS

We have a strong tradition of environmental stewardship at our facilities around the world. We continually assess the impact of our operations with the goal of continuous improvement, and we are proud of the progress that our facilities have made to date. We are committing to a new set of resource conservation and environmental stewardship initiatives over the next decade.

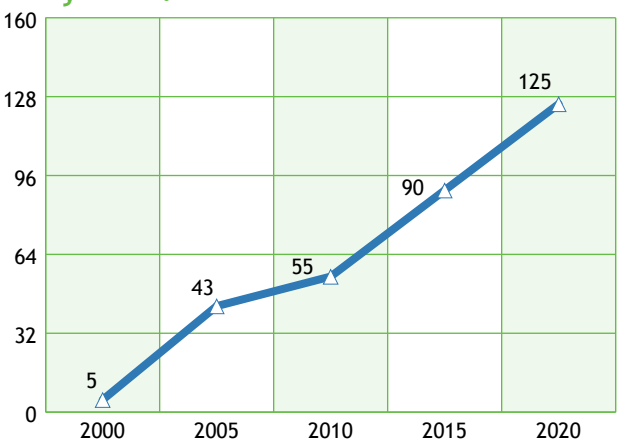
1. Reduce energy intensity from facilities by 20 percent.*



(in MWh per vehicle manufactured)

Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to CO_2 scopes). This data includes data from some GM JVs.

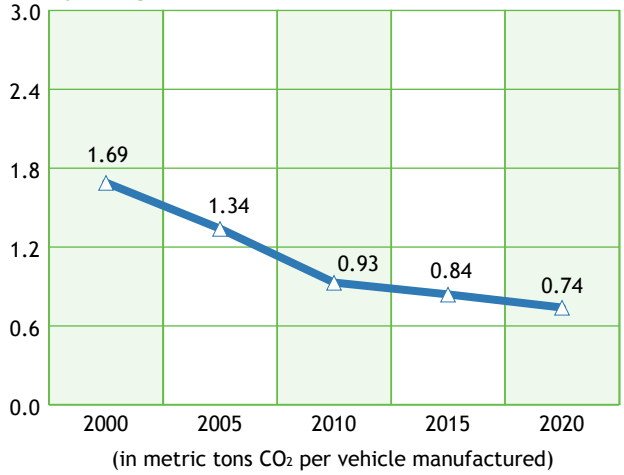
2. Promote global renewable energy use to utilize 125 MW of renewable energy by 2020.*



(in MW)

Includes landfill gas.

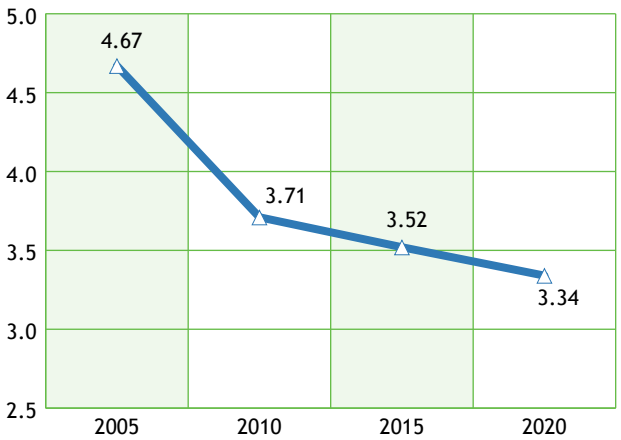
3. Reduce carbon intensity from facilities by 20 percent.*



(in metric tons CO_2 per vehicle manufactured)

Includes all manufacturing and nonmanufacturing CO_2 in the Carbon Disclosure Project (CDP) Scope 1&2 categories normalized by vehicle production. This data includes data from some GM JVs.

4. Reduce VOC emissions from assembly painting operations by 10 percent.*



(in kg VOC per vehicle manufactured)

VOC emissions will be comprised of the following emission units: ELPO, Primer, Topcoat, Final Repair and Cleaning Solvents. This data includes data from some GM JVs.

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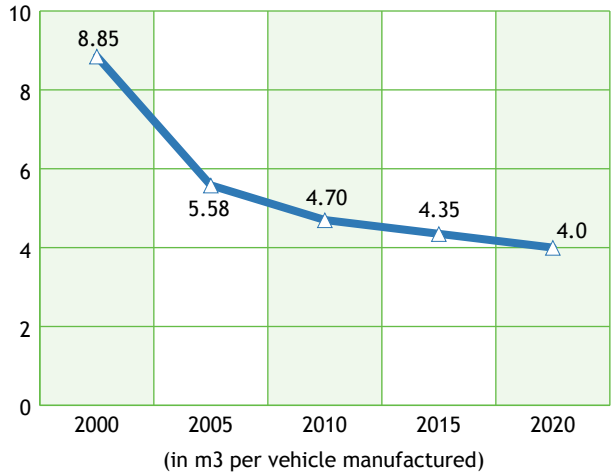
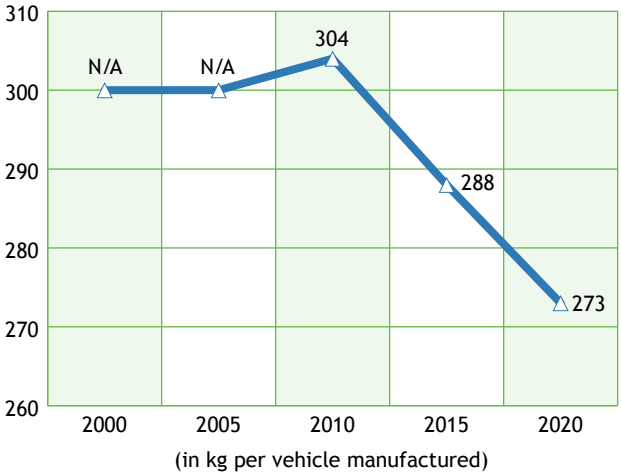
2020 MANUFACTURING COMMITMENTS *(cont'd)*

5. Protect water quality and reduce water intensity by 15 percent.*



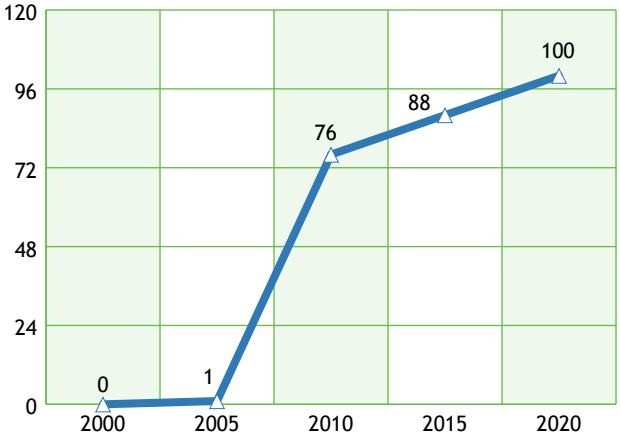
Includes all manufacturing and nonmanufacturing facility water use (municipal, surface, well), normalized by vehicle production. This data includes data from some GM JVs.

6. Reduce total waste from facilities by 10 percent.*



Total waste includes all manufacturing waste, including scrap metals and foundry sands. It excludes event waste (such as demolition and construction debris), waste from nonmanufacturing sites, and waste from CAMI, FAW Harbin and Hongta (data not available for 2010 but does include data from other GM JVs).

7. Promote landfill-free facilities to achieve 100 landfill-free manufacturing sites and 25 nonmanufacturing sites.



All by-products (wastes) that come from ongoing, day-to-day manufacturing-related operations must be taken into account as part of a landfill-free designation. This includes periodic by-products, such as pit cleanouts. To qualify for "landfill-free" status, facilities must handle by-products by any other method except placement in a landfill. By-product material residues that have been sent to an off-site recycling center and subsequently landfilled by the recycling center must not exceed one percent, by weight, of the facility's total waste production volume. Ash generated from waste-to-energy recovery facilities is exempt. This data includes data from some GM JVs.

8. Promote and engage community outreach on environmental and energy issues by completing one outreach activity per plant on an annual basis.

9. Improve wildlife habitats by having a Wildlife Habitat Certification (or equivalent) at each GM manufacturing site where feasible by 2020.

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ENVIRONMENTAL PERFORMANCE, POLICY & MANAGEMENT

A combination of global principles and local policies guide environmental stewardship in our plants around the world.

We maintain more than 350 facilities around the world, including 145 manufacturing plants, that are involved in our vision to design, build and sell the world's best vehicles. No two facilities are alike and, in fact, range tremendously in terms of size, function, processes and local environment. These facilities, however, operate under one common set of Environmental Principles which have proven to be an effective foundation for environmental stewardship since they were established in 1991.

Environmental Performance

The implementation of our Environmental Principles is facilitated by a set of Environmental Performance Criteria (EPC) that is applied to our manufacturing facilities (and, in specific cases, to our nonmanufacturing sites) on a global basis. These performance criteria address common environmental issues that affect our facilities worldwide and help to develop common strategies. They also supplement applicable legal requirements by setting separate baseline environmental management and performance practices. As a result, we work to ensure that a base level of environmental performance is achieved, regardless of where a facility is located.

The management of air emissions commonly associated with vehicle painting operations provides a good example of EPC application. The EPC establishes a global baseline standard for all new assembly operations with regard to paint shop emissions and minimum technology requirements, regardless of whether or not the country in which the paint shop is operated has adopted specific air emissions requirements.

Environmental Policy

We believe our past and future achievements in the area of environmental stewardship are the result of a combination of global principles and local policies. With our Environmental Principles as a foundation, each manufacturing facility (and, in specific cases, non-manufacturing sites) around the world develops and follows its own environmental policy that drives the implementation and continuous improvement of the facility's environmental management system. These guidelines and plant policies play a significant role in environmental compliance, ensuring that plant policies:

- Are appropriate to the nature, scale and environmental impacts of its activities, products or services.
- Include a commitment to continual improvement and the prevention of pollution.

(cont'd)

ENVIRONMENTAL PERFORMANCE, POLICY & MANAGEMENT *(cont'd)*

- Reinforce a commitment to comply with applicable legislation and regulations and with other relevant environmental requirements.
- Provide the framework for setting and reviewing environmental objectives and targets.
- Are documented, implemented, maintained and communicated to all manufacturing employees.

Statutory, regulatory and permit programs administered by various government agencies impose numerous environmental requirements on GM facilities and our products. For example, a typical vehicle assembly plant in Michigan, U.S., is subject to in excess of 1,200 such legal requirements.* Given these extensive requirements, compliance issues occasionally arise through allegations by government agencies or private parties. Each instance of alleged noncompliance is treated seriously. These actions are often settled, even though GM may not agree that a violation has occurred. In these situations, GM does not admit liability, but settles the matter if it is determined that settlement is preferable to litigation. In 2010, GM received thirty-six Notices of Violation (NOVs) worldwide. Twenty-nine of the NOVs were for U.S. operations and seven were for operations outside of the U.S. In 2010, GM did not pay any significant** fines to resolve alleged NOVs.

** Environmental Regulatory Profile for Alliance of Automobile Manufacturers, Horizon Environmental Corporation, January 5, 2004.*

*** Consistent with the U.S. Securities and Exchange Commission's reporting procedures, "significant" is deemed to be a monetary sanction of $100,000 or greater. See SEC Regulation S-K, Item 103.*

Environmental Management System

All of our manufacturing facilities and a number of our nonmanufacturing sites around the world have implemented our Environmental Management System (EMS), which combines elements of the environmental management standard International Organization for Standardization (IOS) 14001 and elements that are specific to our operations. The IOS 14001 EMS represents the core set of standards used by organizations for designing and implementing an effective environmental management system.

This overarching management system is designed to drive a continuous performance improvement cycle in line with legal requirements, site-specific objectives and targets, and corporate and sector policies and strategies.

Our operations in the U.S., Canada and Mexico have integrated their EMS within the GM Global Manufacturing System and Business Plan Deployment process, resulting in an EMS with attributes well beyond those specified in ISO 14001. These operations self-declare their conformance to the ISO 14001 standard. A robust internal self-certification process has been established, which provides risk-based auditing to ensure continuous improvement in environmental performance. Of the North American operations, Canada also maintains third-party certification. Operations outside North America will continue to utilize third-party accredited registrars to certify the sites' EMS is in conformance with ISO 14001 or the EU Eco-Management and Audit Scheme (EMAS). New manufacturing operations are required to implement and certify their EMS within 24 months of the start of production or the date of acquisition.

By maintaining a common environmental management system, we can measure our environmental performance and share knowledge, processes and technologies within GM to plan and target improvements across all of our manufacturing facilities. As a result of our commitment to environmental performance practices, we have improved our overall environmental performance.

Carbon Disclosure Project

We report on carbon emissions and reduction activities annually through the Carbon Disclosure Project (CDP) Investor Report. This voluntary disclosure of carbon emissions from GM manufacturing facilities began with the first CDP in 2003. In our 2011 CDP report, we reported on facilities in 25 different countries where GM manufactures vehicles.

(cont'd)

ENVIRONMENTAL PERFORMANCE, POLICY & MANAGEMENT *(cont'd)*

Employee Training

Our people are key stakeholders in our environmental stewardship and are critical to our environmental performance. We strive to have the best-trained environmental employees in the world. Although most environmental training is facility-, country- or region-specific, we continuously interface to provide strategic training and guidance to our environmental professionals to help them keep pace with evolving environmental issues and best practices that could have common application worldwide. In 2010, for example, we conducted global training on implementation of corrective action, effective use of Material Safety Data Sheets, new U.S. air pollution control regulations, and greenhouse gas measuring techniques and reporting.

In the U.S., we have set a goal for all of our facilities' environmental professionals to become Certified Hazardous Materials Managers. The certification requires a relevant degree and three years' appropriate experience, or 11 years' experience without a degree and the successful completion of an Institute of Hazardous Materials Management exam. In order to maintain certification, at least 20 hours of technical environmental training is required annually. Outside North America, we have developed a Global Environmental Certification and Training Program that focuses on the GM Environmental Principles, and GM's internal environmental performance criteria and best practices.

Employee Communication

We use numerous methods to communicate with our employees. A comprehensive internal website keeps employees informed about the company's goals and performance. Strategic business initiative updates are also available. Sites that have an Environmental Management System also have their site environmental manual available through their internal intranet sites.

Surplus Properties

For properties where we have discontinued business operations, we work to ensure that facilities are left in an environmentally responsible manner, with all residual production materials and equipment removed, cleaned and sold for re-use where possible. Then, we actively seek beneficial uses for properties that will spur revitalization and development in the community. Currently, GM is working with regulators at the provincial, municipal, state and federal levels to ensure that these activities occur at closed facilities in Windsor and St. Catharines, Ontario, as well as in Doraville, Georgia, and Sleepy Hollow, New York.

Resource Conservation

ENERGY & EMISSIONS

Our facilities reduced energy use by 34 percent between 2005 and 2010.

Our focus on improving energy efficiency and reducing emissions in our vehicles and manufacturing facilities is matched by a similar focus in our global facilities that support the production of these vehicles. Around the world, we are committed to realizing energy efficiencies and minimizing our carbon footprint. We are proud of the past accomplishments of our facilities, including a 34 percent reduction in energy use at facilities in continuing operation between 2005 and 2010. The various energy use reductions also led to a 30 percent reduction in greenhouse gas emissions, or 3.34 million metric tons, over the same time period.

This progress has been achieved by a combination of best practices and capital investment, including automated shutdown of equipment when not in use, installation of energy-efficient lighting, consumption tracking and analysis through our energy management systems, and upgrades to more efficient heating and cooling systems.

In 2010, for example, automated idle equipment shutdowns alone at 10 plants have resulted in annual savings of $3 million. Around the world, we achieved further energy savings and emissions reductions through other initiatives as well. Some examples are:

- The installation of efficient lights, variable-speed drives on motors, improved heating, ventilation and air conditioning systems and controls to realize $4.4 million in annual savings in our Tonawanda, New York, plant.
- Workshops for employees in each of our European manufacturing facilities to identify areas of energy waste that, when fully implemented, could result in savings of up to $4.2 million ($1.4 million were already implemented in 2010).
- A heat-recovery project for our Gliwice, Poland, paint shop, which represented a $400,000 investment that will yield $900,000 in energy savings annually.
- A new compressed-air project to better meet the needs of our Kaiserslautern, Germany, plant that yields energy savings of $750,000 annually.
- The replacement of a 25-plus-year-old air compressor in Brazil with a new energy-efficient compressor. When completed at the end of 2011, this investment will result in a minimum of 20 percent annual energy savings.

(cont'd)

Resource Conservation

ENERGY & EMISSIONS *(cont'd)*

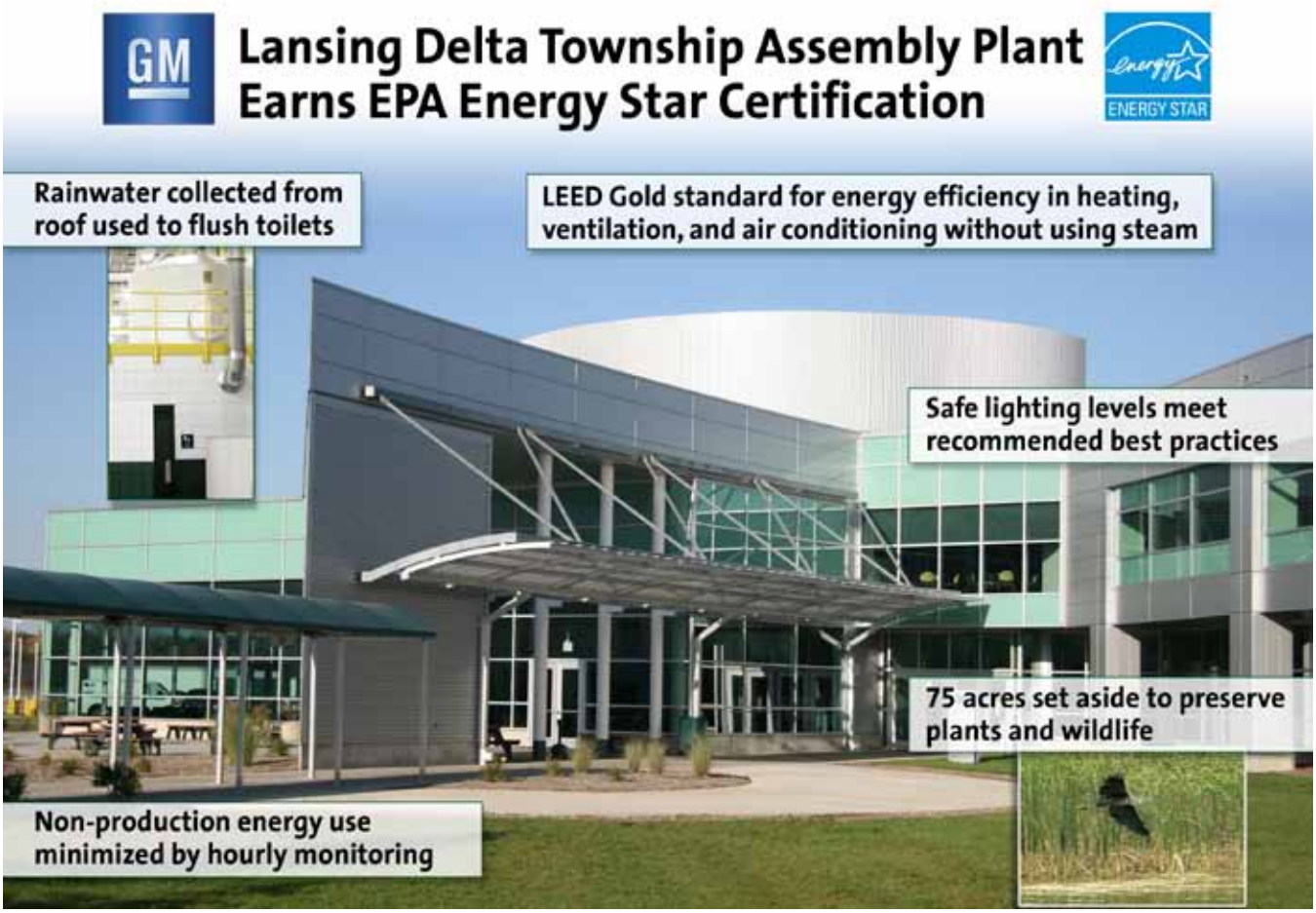
Progress is a never-ending proposition for us. We continue to focus on additional improvements and in 2011, GM met the EPA's ENERGY STAR Challenge for Industry by cutting energy intensity at 30 North American plants by an average of 25 percent — equivalent to the emissions from powering 97,000 U.S. homes. The effort also saved GM $50 million in energy costs. Collectively, the manufacturing facilities avoided more than 778,830 metric tons of greenhouse gas. It would require the planting of 20 million trees that grow for 10 years to mitigate the same amount.

To achieve the challenge, GM's EMS was central to driving continuous improvement, implementing best practices, benchmarking energy use and making smart investments in energy-efficient lighting and more efficient heating and cooling systems.

GM's 30 plants represent nearly a third of all sites that have achieved the ENERGY STAR Challenge for Industry. According to the EPA, 86 of the 386 manufacturing sites that have taken the challenge have met the goal to date, improving their energy efficiency by 10 percent or more.

"EPA congratulates GM for achieving these important energy efficiency improvements. Energy efficiency can deliver significant financial and environmental benefits, and we look forward to GM's continued leadership and partnership with ENERGY STAR."

Jean Lupinacci
Chief of the ENERGY STAR Commercial and Industrial Program



Highlights of Lansing Delta Township's energy efficient practices.

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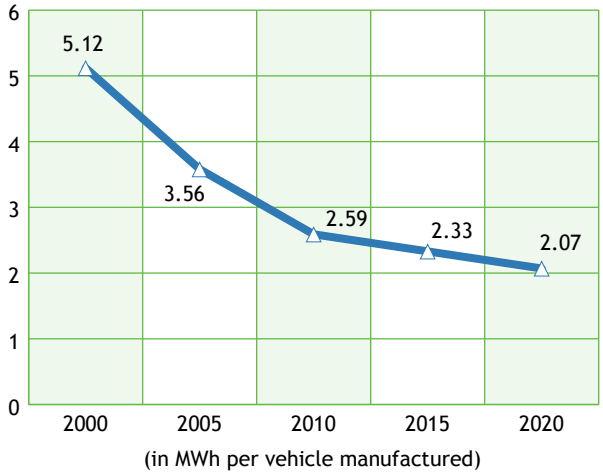
Resource Conservation

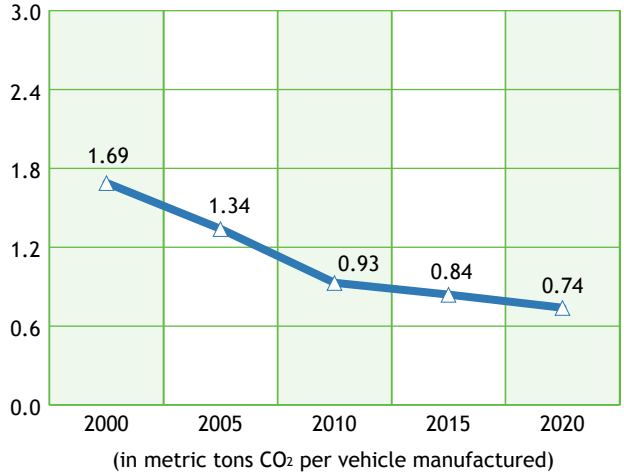
ENERGY & EMISSIONS *(cont'd)*

2020 Commitment: Reduce energy intensity from facilities by 20 percent.*



Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to CO_2 scopes). This data includes data from some GM JVs.

2020 Commitment: Reduce carbon intensity from facilities by 20 percent.*



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Energy-Efficiency Improvements and Waste/Emission Reductions at Orion

One of Orion Assembly's sustainability features is an upgraded lighting system that saved 5,944 MWh last year, resulting in electricity savings of $430,000. Landfill gas also provides over 20 percent of the energy to power the plant.

At our Orion, Michigan, Assembly Plant, where the fuel-efficient 2012 turbocharged Chevrolet Sonic and Buick Verano compact sedan are being built, landfill gas provides over 20 percent of the energy to power the plant, which saves $1.1 million per year in energy costs while reducing greenhouse gas (GHG), sulfur dioxide and nitrogen oxide emissions. In addition, lighting system upgrades save more than 5,944 megawatts of electricity per year, while also cutting CO_2 emissions by 3,676 metric tons. The new paint shop makes the largest contribution to the plant's sustainability efforts: It uses half the energy per vehicle of a traditional shop, reducing GHG emissions by about 80,000 metric tons at full capacity. Both the Sonic and Verano use waterborne basecoats and a new eco paint that virtually eliminate waste and deliver premium appearance, making it a win-win for GM and the environment.

Resource Conservation

RENEWABLE ENERGY

We are doubling our commitment to solar power from 30 to 60 megawatts by the end of 2015.

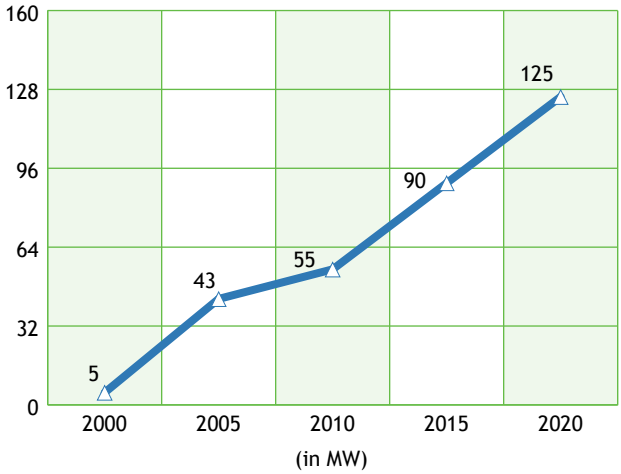
We are a significant user of renewable energy in the manufacturing sector. In the U.S., renewable energy sources represent about two percent of our energy use. Landfill gas installations at four U.S. facilities generated savings of more than $5 million in 2010, or the equivalent amount of energy needed to heat more than 25,000 households (about 1.6 trillion BTUs annually). Landfill gas can supply up over 20 percent of energy needs at our Orion, Michigan, plant, one of four manufacturing facilities that currently depends upon this renewable energy source.

Solar Installations

Solar energy is a growing focus for GM. The first solar array to be installed on a GM facility was at the Rancho Cucamonga Service Parts Distribution Center in 2006. At the time, it was the first rooftop solar project in the U.S. larger than one megawatt. Today, this array supplies about 50 percent of this distribution center's electricity, an amount that replaces 675 tons of coal annually.

Also in California, a second one-megawatt solar array has been installed on the roof of the Parts Distribution Center in Fontana. This installation generates about 1.3 million kilowatt hours of electricity annually, which is equal to the electricity needed to power 200 homes for one year, and eliminates 355 metric tons of GHG emissions. Both California installations also provide excess electricity back to the power grid for use by other area electrical consumers when the Centers' energy needs are low, such as on weekends or holidays.

2020 Commitment: Promote global renewable energy use to utilize 125 MW of renewable energy by 2020.*



Includes landfill gas.

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Resource Conservation

RENEWABLE ENERGY *(cont'd)*

Though our California solar initiatives are significant, the solar installation at our car assembly plant in Zaragoza, Spain, is even more impressive. This facility boasts the world's largest rooftop solar installation, which can generate about 12 megawatts at its highest output. On an annual basis, Zaragoza produces about 15.1 million kWh of electricity, or the amount of electricity needed to power 1,500 Spanish homes.

"Imagine this: Plants using solar power to help meet their energy needs to build electric cars. In turn, these electric cars can park at these plants and plug in to recharge with solar-generated power. It really demonstrates how a sustainable world could work."

Mary Beth Stanek
GM Director of Federal Environmental and Energy Regulatory Affairs

More Solar on Tap

As we move toward offering more sustainable vehicles, we are doubling our commitment to solar power from 30 to 60 megawatts by the end of 2015. Laid end-to-end, 60 megawatts of solar panels could reach from Detroit, Michigan, to Louisville, Kentucky — a distance of 361 miles — and power a city of 10,000 homes. Several recent initiatives described below will help us to reach this goal.

Our Detroit-Hamtramck assembly plant is the home of the Chevrolet Volt extended-range electric car. In 2010, it also became the home of the largest photovoltaic solar array in southeast Michigan. The 516-kilowatt project will generate enough electricity to charge 150 Chevrolet Volts every day for a year.

Transforming sunlight into electricity for the manufacture of electric automotive products is also the intent of our Baltimore, Maryland, facility. When our electric motor plant opens here in 2013, it will be the first U.S. automotive plant dedicated to making critical components for vehicle electrification. The facility is powered in part by a 1.23-megawatt rooftop solar array, approximately nine percent of its annual energy consumption. By harnessing solar energy from this array, we will prevent up to 1,103 metric tons of carbon dioxide emissions per year. In addition to our Baltimore plant, four other facilities in the U.S. feature solar canopies and six more are under construction.

Outside the U.S., solar installations are under way for plants in Russelsheim and Kaiserslautern, Germany. Both are planned to be completed in 2011 and will feed directly into the plants' electrical distribution systems. At our new powertrain facility in Joinville, Brazil, solar energy is planned for heating purposes.

Solar panels installed on rooftops provide renewable energy to those facilities.

Resource Conservation

WATER REDUCTION

Environmental sustainability tends to be associated with the color green, but it is equally important to remember "blue" — as in clean, fresh water. Economically feasible water conservation is incorporated into the planning of every new facility and, once operational, our water usage is managed with a goal of continuous improvement.

Though best practices are shared on a global scale, we approach management of this natural resource at the local facility level. Because water issues vary considerably by region, each of our operating regions establishes annual internal goals for reductions of water intensity. During 2010, for example, we realized water savings through such initiatives as:

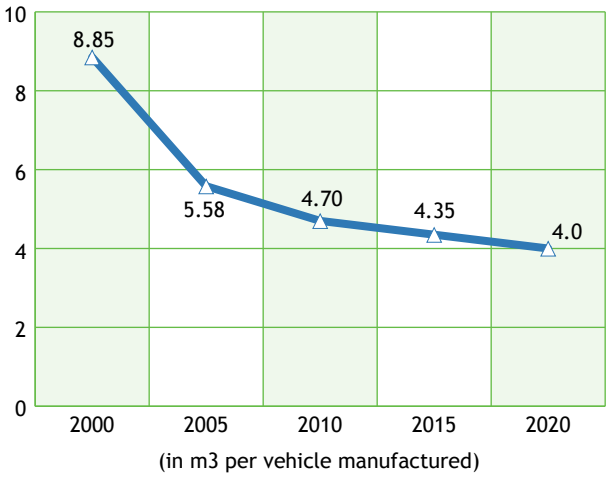
- New processes deployed on a global basis to conserve paint shop pretreatment water to save 8,750 megaliters of water annually.
- The implementation of a wide range of technology solutions, including the construction of a lagoon to store treated water at our Ramos Arizpe, Mexico, plant. This resulted in a 70 percent reduction in the use of well water, a restoration of aquifer levels and the development of an independent ecosystem within the lagoon.
- A zero-wastewater discharge design in our San Luis Potosí, Mexico, assembly plant for annual savings of 20 million gallons.
- Multiple measures — wastewater treatment, stormwater collection and water-filtering processes — at four U.S. casting facilities to avoid withdrawing a combined 4,180 megaliters of water from municipal water systems.

Our Ramos Arizpe plant in Mexico constructed a lagoon to store treated water, resulting in a 70 percent reduction in well water use, a restoration of aquifer levels and the development of an independent ecosystem.

In addition, we have numerous initiatives under way at our facilities located in some of the world's most water-starved areas. In Australia, Holden Vehicle Operations is integrating water-saving technologies in new projects to upgrade facilities and processes. Among them are a water recycling plant in the general assembly plant car wash, a state-of-the-art water re-use process in a new paint pretreatment facility and recirculation of humidified booth air in the bumper paint shop. These actions, combined with other measures, are expected to reduce municipal water usage by 190 megaliters per year.

In South Africa, another drought-plagued area, water conservation initiatives already are integrated into our two plants in Port Elizabeth as part of our ISO 14001 certification. We are investigating further opportunities in order to meet Nelson Mandela Bay Municipality's call for a 25 percent reduction in industrial water use due to ongoing intense drought in the region. Two full-day workshops with engineers and managers have identified 7,360 kiloliters of water-withdrawal savings to date.

2020 Commitment: Protect water quality and reduce water intensity by 15 percent.*



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Resource Conservation

WASTE REDUCTION

Our waste-reduction experts figured out how to transform oil-soaked booms from the Gulf of Mexico into air deflectors for the Chevy Volt.

Hundreds of plastic booms soaking up oil from the Gulf of Mexico was among the many unforgettable images from the Deepwater Horizon oil spill during the summer of 2010. Looking at these images, John Bradburn, our manager of waste-reduction efforts, began thinking about how to keep these oil-soaked booms out of landfills to avoid further environmental impact. Within a few months, John had found a solution, which resulted in the recycling of the booms into air deflectors for the Chevrolet Volt.

This story is illustrative of the type of creative thinking and passion that has enabled us to become a waste-reduction leader in the automotive industry. Over half of our manufacturing locations around the world are landfill-free, meaning that all waste from daily operations is recycled, reused or converted to energy in lieu of fossil fuels (three percent of waste is reclaimed by the latter). As of December 2010, 76 facilities had achieved zero-landfill status, surpassing a global operations commitment to have half of our global manufacturing operations landfill-free by the end of 2010. We continued progress in 2011, ending the year with 81 landfill-free manufacturing facilities and 16 landfill-free non-manufacturing facilities.

Key to our landfill-free designation is our commitment to understand and track where our materials go after leaving our plants. A robust data system enables us to research, audit and validate that materials are indeed being recycled or reused.

Waste recycling and waste reduction have become a hallmark of our culture in which our employees, service providers and suppliers pay attention to detail and challenge conventional manufacturing operations. This engagement enabled our facilities to increase the recycling of waste materials and to reduce total waste from global operations. In 2010, 52 kg of total waste per vehicle manufactured was generated. Including metal scrap and foundry sands, the number is 304 kg of waste per vehicle manufactured.*

**Facilities included in 2010 metrics, 2015 and 2020 targets reflect General Motors Company owned or operated facilities as well as some GM JVs, as of 12/31/10. Metrics for 2000 and 2005 are based on operations of General Motors Corporation and have been restated to exclude facilities no longer owned or operated by General Motors Company.*

Global Recycling by the Ton*

- 1,790,000 of scrap metal
- 126,850 of wood
- 80,760 of cardboard
- 34,560 of machining materials
- 24,800 of batteries
- 15,160 of plastic
- 10,500 of paper
- 9,900 of oil
- 480 of filters

**2010 data including some data from GM JVs.*

(cont'd)

Resource Conservation

WASTE REDUCTION *(cont'd)*

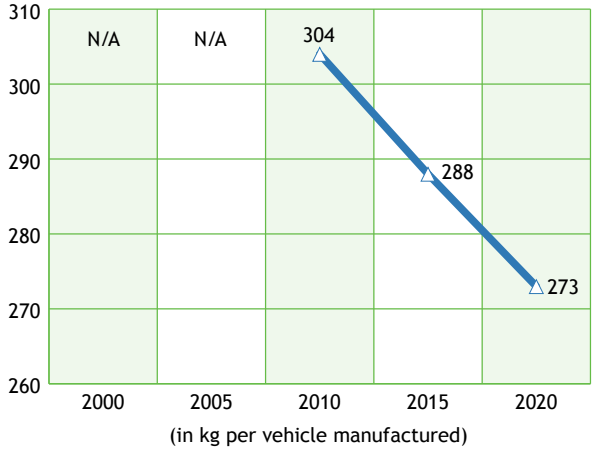
We also focus on ways to convert material by-products from routine manufacturing operations into new-vehicle components. This expertise has resulted in closed-loop systems whereby GM cardboard shipping and post-industrial materials become sound-absorption materials in Buick LaCrosse and Verano headliners. In this application, 85 percent of the headliner by weight is from recycled material — 25 percent cardboard and 60 percent post-industrial. Other examples include plastic caps and shipping aids from our Fort Wayne Assembly Operation converted into 25 percent (by weight) of the radiator shrouds for Chevrolet Silverado and GMC Sierra trucks, and shredded tires from our Milford vehicle performance test operations find new life as 25 percent (by weight) air and water baffles in the 2010 Chevrolet Volt. Our Rosario Plant in Argentina now uses polycarbonate glasses in their cafeteria, avoiding 1.5 million of disposable cups being sent to landfills. Also, 10 tons of organic wastes from the cafeteria are treated on-site at the compost plant. The resulting high-nutrient compost is used as a natural fertilizer in gardens at Rosario's plant.

In all, our global facilities combined recycled 92 percent of the waste they generated in 2010. This adds up to 2.5 million tons of waste materials, which would fill 6.8 million extended-cab pick-up trucks that lined up end-to-end would stretch around the world.

As we pursue future zero-waste goals, we must work through several challenges. These include the lack of recycling infrastructure in many regions of the world in which we operate and local regulations that require landfill disposition for certain materials. As an industry leader, we are sharing best practices to help policymakers and others better understand waste streams and potential recycling solutions. Given our size, we also have the opportunity to drive and positively influence the global recycling trade.

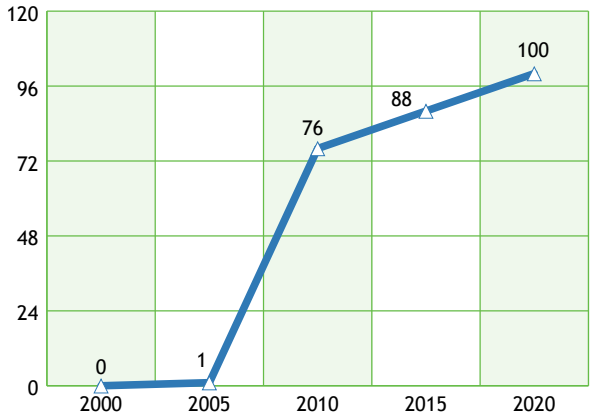
We know we have the creativity and commitment to find sustainable solutions. This is consistent with our alignment of our sustainability and business models. As a result, our waste reduction, re-use and recycling efforts have saved the company* about $2.5 billion between 2007 and 2010. That is money that wasn't generated by selling vehicles, but by creating a comprehensive by-products management system, increasing process efficiencies and eliminating costs.

2020 Commitment: Reduce total waste from facilities by 10 percent.*



Total waste includes all manufacturing waste, including scrap metals and foundry sands. It excludes event waste (such as demolition and construction debris), waste from nonmanufacturing sites, and waste from CAMI, FAW Harbin and Hongta (data not available for 2010).

2020 Commitment: Promote landfill-free facilities to achieve 100 landfill-free manufacturing sites and 25 nonmanufacturing sites.*



All by-products (wastes) that come from ongoing, day-to-day manufacturing-related operations must be taken into account as part of a landfill-free designation. This includes periodic by-products, such as pit cleanouts. To qualify for "landfill-free" status, facilities must handle by-products by any other method except placement in a landfill. By-product material residues that have been sent to an off-site recycling center and subsequently landfilled by the recycling center must not exceed one percent, by weight, of the facility's total waste production volume. Ash generated from waste-to-energy recovery facilities is exempt. This data includes data from some GM JVs.

**2010 Baseline Year. Facilities included in 2010 metrics, 2015 and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010. Metrics for 2000 and 2005 are based on operations of General Motors Corporation and have been restated to exclude facilities no longer owned or operated by General Motors Company.*

(cont'd)

Resource Conservation

WASTE REDUCTION *(cont'd)*

Creative Recycling at Its Best

Creative recycling solutions are always rewarding, but when a recycling idea creates something positive in the face of one of the worst oil spills in U.S. history, then our sense of satisfaction soars. Such was the case with 227 miles of plastic boom material, used to soak up oil in the Gulf of Mexico in the summer of 2010, which were recycled instead of being landfilled.

Recycling the booms resulted in the production of more than 100,000 pounds of plastic resin used in the manufacture of a year's worth of air-deflection baffles for the Chevrolet Volt. The parts, which deflect air around the vehicle's radiator, are composed of 25 percent boom material, 25 percent recycled tires from our Milford Proving Ground vehicle test facility and 25 percent plastic shipping aids from our Fort Wayne, Indiana, assembly plant. The remaining 25 percent is a mixture of postconsumer recycled plastics and other polymers.

This initiative not only extended the life of the boom material, but also avoided sending to landfills 29,000 gallons of oil and 212,500 pounds of boom material that would have taken years to break down. In addition, the recycling effort prevented 149 tons of CO_2-equivalent emissions from entering the air.

The original idea was the brainchild of John Bradburn, our manager of waste-reduction efforts and recycling "guru," who has years of recycling expertise and experience. The recovery and development processes reflect a team effort with several partners. Heritage Environmental managed the collection of boom material along the Louisiana coast. Mobile Fluid Recovery stepped in next and used a massive high-speed drum that spun the booms to dry them, using centrifugal force to remove absorbed oil and wastewater. Then the material was shredded and compounded into the physical state necessary for plastic die-mold production. One of our direct suppliers, GDC, Inc., used its Enduraprene™ material process to combine the resin with other plastic compounds to produce the components. This joint effort came together in a cost-neutral way.

John Bradburn, our manager of waste-reduction efforts, explains the process of converting oil booms into parts for the Chevy Volt.

"This was purely a matter of helping out," says John. "We knew we could identify a beneficial re-use of the material, given our experience, and you can't put a price on the sense of satisfaction this initiative brought to our team."

John's creativity and passion for recycling is well known at GM. Another idea of John's was using battery covers from the Chevrolet Volt as waterfowl and bat nest-box structures that have been placed throughout North America. In addition, John has been instrumental in establishing the GM By-Products Program that drives financial consideration into a single-point management system for all manufacturing by-products.

Resource Conservation

HABITAT PRESERVATION

The McLaughlin Bay Wildlife Reserve in Oshawa, Ontario, located behind the General Motors of Canada Limited headquarters, received Wildlife Habitat Council re-certification for its wildlife habitat program, which includes 4.5 miles of constructed walking trails. The wildlife team planted nearly 38,000 trees and shrubs and placed more than 40 bluebird-nesting boxes on the premises.

When you envision an assembly plant for the iconic Chevrolet Corvette, you probably don't picture screech owls and bats, nor would you expect to find whitetail deer, painted turtles and foxes at our Customer Care and Aftersales facility. Such creatures, however, call GM facilities around the world home, thanks to a longstanding commitment to habitat preservation.

Increasing native biodiversity where the potential exists is a component of our facilities' environmental stewardship plan. Currently, we have 21 programs around the world certified by the Wildlife Habitat Council, which recognizes outstanding habitat management and environmental education efforts at corporate sites. Another four sites are currently in the certification process, including our Corvette assembly plant in Bowling Green, Kentucky. According to the Wildlife Habitat Council, GM has more certified habitats than any other manufacturer in North America.

At our Corvette assembly plant, plant employees have joined with community members on the property's 75-acre wildlife habitat, which just opened this past summer. The habitat features a 1.5-mile walking trail and a picnic area where thousands of pounds of recycled shredded organic mats from the plant provide soft and consistent ground cover. Recycled Chevrolet Volt battery covers create nesting boxes for the property's screech owls and bats.

"We find General Motors' environmental leadership commendable and hope other companies follow their lead. WHC congratulates GM for its commitment and contributions to wildlife habitat enhancement, community outreach and conservation education."

Robert Johnson
President, Wildlife Habitat Council

The habitat not only supports wildlife, but also local educational efforts. Eighth graders at a nearby middle school planted sunflowers, and Boy Scouts built and installed boxes for bluebird nests.

"Our vision for the habitat is much more than just letting our employees walk through here on break time or bring their families out," plant manager Dave Tatman explains. "This is really our gift to the community as well."

To further improve wildlife habitats and build upon this record, we will work toward achieving Wildlife Habitat Certification, or its equivalent, at each GM manufacturing facility where feasible by 2020.

GREEN FACILITIES

Our campus in Shanghai, China, has achieved LEED Gold status.

LEED (Leadership in Energy and Environmental Design) Certification by the U.S. Green Building Council is considered to be the gold standard for green building around the world. When the Lansing Delta Township Assembly Plant in Michigan opened in 2006 with Gold-level certification, the building was the largest facility and most complex manufacturing site ever to receive any level of LEED certification. In addition to the LEED designation, Lansing Delta Township is the company's first facility in the United States to receive an ENERGY STAR designation for superior energy efficiency from the U.S. Environmental Protection Agency. To qualify, the plant had to perform in the top 25 percent of similar facilities nationwide for energy efficiency and meet strict energy performance levels set by the EPA from 2010 to 2011.

More recently, our campus in Shanghai, China, has achieved LEED Gold status. The campus, which opened in late 2009, serves as headquarters for GM China and our International Operations business segment. The building includes many environmentally friendly designs and construction features. Light-reflective materials coat pavement and rooftop areas to minimize the heat-island effect and enhance energy savings, while permeable concrete and landscaped surfaces in parking areas keep stormwater runoff to a minimum and help replenish the aquifer. In addition, 90 percent of its interior space receives natural light. Overall, the building is 16.5 percent more energy efficient and uses 30 percent less water than standard buildings in China.

In Szentgotthárd, Hungary, and Eisenach, Germany, new facilities are under construction with design and engineering based on the latest European guidelines for resource efficiency and conservation and usage of sustainable materials. These measures will result in resource-efficient, sustainable buildings that meet the intent of LEED and other sustainable building certifications. Also in Brazil, our new powertrain plant in Joinville is in the process of working toward LEED requirements with the goal of attaining certification in 2012.

Back in the U.S., we are renovating an administrative building into a data center at our Technical Center in Warren, Michigan. This Information Technology Operations and Command Center will consolidate our IT infrastructure, reduce operating costs and cut energy use by 40 percent. Data centers tend to be large energy consumers, so we expect our updates to deliver significant efficiencies and potentially position the project for LEED certification.

As we continue to grow our business and construct new facilities or upgrade existing ones, we will pursue LEED certification for all projects whenever financially feasible.

SUPPLY CHAIN

We consider our suppliers to be critical business partners. Suppliers also are an important part of our commitment to corporate responsibility. General Motors has a strict "zero tolerance" policy against the use of child labor, abusive treatment of employees or corrupt business practice in the supply of goods and services to us. These and other prohibited activities are addressed in Paragraph 25, "Compliance with Laws; Employment/Business Practices," which is part of our purchase contract terms and conditions. Paragraph 25 reads as follows:

"25. COMPLIANCE WITH LAWS; EMPLOYMENT/BUSINESS PRACTICES: Seller, and any goods or services supplied by Seller, shall comply with all applicable laws, rules, regulations, orders, conventions, ordinances or standards of the country(ies) of destination or that relate to the manufacture, labeling, transportation, importation, exportation, licensing, approval or certification of the goods or services, including, but not limited to, those relating to environmental matters, data protection and privacy, wages, hours and conditions of employment, subcontractor selection, discrimination, occupational health/safety and motor vehicle safety. Seller further represents that neither it nor any of its subcontractors will utilize child, slave, prisoner or any other form of forced or involuntary labor, or engage in abusive employment or corrupt business practices, in the supply of goods or provisions of services under this Contract. Seller agrees to comply with all applicable anti-corruption laws, including the U.S. Foreign Corrupt Practices Act, and that neither it nor any of its subcontractors will directly or indirectly provide or offer to provide, anything of value to or for the benefit of any official or employee of a governmental authority to obtain or retain any contract, business opportunity or other benefit, or to influence any act or decision of that person in his/her official capacity. At Buyer's request, Seller shall certify in writing its compliance with the foregoing. Seller shall indemnify and hold Buyer harmless from and against any liability claims, demands or expenses (including attorney's or other professional fees) arising from or relating to Seller's noncompliance."

Additionally, we support the Global Sullivan Principles, which are aspirational guidelines for responsible business conduct, including the treatment of workers and the role of companies on strengthening the local communities in which they work. The Global Sullivan Principles were developed by the late Rev. Leon Sullivan, a retired member of the General Motors Corporation Board of Directors, at the urging of Kofi Annan, former Secretary General of the United Nations. Furthermore, we encourage our suppliers (and their suppliers) to support the Global Sullivan Principles or similar guidelines, such as the European Principles of Social Responsibility and the European Employee Forum.

In addition, the U.S. Congress passed in 2010 legislation requiring reporting to the Securities and Exchange Commission on the content and sources of four metals in companies' products: gold, tin, tantalum and tungsten. These raw materials are of concern because certain mines in the Democratic Republic of the Congo (DRC) and certain mines in countries that border DRC are important sources of minerals used to produce these metals. These particular mines are controlled by armed groups that finance their armed conflicts through mining activities. The goal of the legislation is to identify and eliminate any content in companies' products that has been inadvertently derived from these mines. General Motors supports this goal and is preparing for the significant task of identifying and eliminating conflict minerals that may inadvertently have found their way into our supply chain.

Localization

Our policy is to generally build where we sell and buy where we build. This practice makes commercial sense, not only for our company, but also for the markets and communities in which we operate. A localized supply chain provides:

- **Commercial benefits** — Localization not only helps make our vehicles competitive, but also enables us to build vehicles that are adapted to suit unique local requirements and conditions that drive customer enthusiasm and brand loyalty, increasing the potential for success in the marketplace.

(cont'd)

SUPPLY CHAIN *(cont'd)*

- **Community benefits** — When we work with local suppliers, we support the local economies of the markets in which we operate.
- **Environmental benefits** — Use of local components should generate less scrap, minimize handling damage, preserve natural resources, minimize shipping and use less fossil fuel — helping to minimize carbon emissions and material use.

Though some areas of the world present challenges to implementing a localization policy, we are committed to working through these challenges, given the considerable benefits of a local supply chain. We are involved in a number of programs around the world to enhance supply chain sustainability in terms of environmental and economic performance. The following are just a few examples of these programs.

North America

The Suppliers Partnership for the Environment (SP) is an innovative partnership between U.S. automobile manufacturers, their suppliers and the U.S. Environmental Protection Agency (EPA). The goal of SP is to improve environmental performance while providing value throughout the automotive supply chain. Membership is open to all automotive companies and provides a forum for suppliers of all sizes to work together, learn from each other and share environmental best practices.

We were instrumental in the formation of SP following a successful pilot with the EPA. SP membership now includes other automobile companies and 35 supplier companies. SP has work groups concentrating on specific tools to help suppliers improve their environmental performance. The Energy Optimization work group, for example, develops recommendations on how to reduce energy consumption, as well as how to improve understanding of the possible long-term effects of economic growth and other human activities on the climate system.

We also actively participate with other automakers and automotive suppliers in the Automotive Industry Action Group (AIAG) Greenhouse Gas Work Group, which has developed a common method of reporting GHG emissions. Having a common system that is accepted by the automakers and the supply base will eliminate duplicate reporting requirements; support a common, comparable and compliant reporting process; and result in cost savings for the member companies.

Australia

In Australia, GM Holden is working through an Australian government program to assist supplier business development. The Automotive Supply Chain Development Program is one of a suite of programs under the Australian government's vision for the Australian automotive industry. This competitive grants-based program will provide A$20 million over four years to Australian automotive manufacturers, suppliers and auto industry research and development organizations to enable local automotive suppliers to compete more effectively in global and domestic markets.

In early 2010, Holden received a grant to expand its supplier development team, which has worked extensively to help improve the businesses of local suppliers. To date, this team has undertaken development work with 40 strategic local automotive suppliers to help develop their businesses in what is an increasingly global market for the auto industry. In the next two years, the team will extend its program scope to include 60 top strategic local suppliers. As a direct result, 14 Australian suppliers have secured increased local manufacturing work worth A$26 million per year in additional revenue from Holden and, in some cases, have secured opportunities to quote for new global supply contracts.

The local supply chain is a critical component of the Australian automotive industry and provides jobs for many of the more than 50,000 people who are directly employed in the Australian auto industry.

(cont'd)

SUPPLY CHAIN *(cont'd)*

China

In China, we continue to promote the Green Supply Chain Initiative. This initiative is aimed at improving the performance of our joint ventures' suppliers in support of the Chinese government's goals of promoting energy efficiency and sustainable development. It was initiated in 2005 as a collaborative project between the World Environment Center, GM's 50/50 joint venture with Shanghai Automotive Industry Cooperation (SAIC) — Shanghai General Motors (SGM) — and eight suppliers.

Since its inception, this initiative has made significant measurable strides in sustainability. Terry F. Yosie, president and CEO, World Environment Center, observes, "Implementing sustainable development creates value for business and society. Through the Green Supply Chain Initiative, the first undertaken by any joint venture auto manufacturing initiative in China, Shanghai General Motors has demonstrated a far-reaching commitment to advancing sustainable development across its manufacturing operations. The results have strengthened the performance of GM's suppliers on a variety of indicators. Through this initiative, SGM and its suppliers have saved energy, improved environmental quality and saved large sums of money."

The Green Supply Initiative has since expanded to another GM joint venture in China, and the number of participating suppliers has grown to 195. To date, 750 projects have been implemented, of which 383 addressed cleaner production and 367 addressed energy efficiency. The average payback period for the projects is approximately one year. The suppliers have invested over RMB 196,000,000 (equivalent to USD $30,721,000 at an exchange rate of $1 = RMB 6.38) and achieved the following annual savings:

- 1,187,000 metric tons/year of water use
- 74,000,000 kW hours/year of energy use
- 2,000,000 cubic meters/year of natural gas use
- 3,600 metric tons/year of coal use
- 3,700 metric tons/year of diesel fuel use

In addition, the suppliers have reduced their annual waste generation by:

- 4,346,000 metric tons/year of waste gas
- 240,000 metric tons/year of wastewater
- 68,000 metric tons/year of GHG emissions
- 15,600 metric tons/year of solid waste

An important aspect of the initiative was the development of a "best practices" library that will be useful for existing and future participants in identifying additional opportunities for improvement.

"Implementing sustainable development creates value for business and society. Through the Green Supply Chain Initiative, the first undertaken by any joint venture auto manufacturing initiative in China, Shanghai General Motors has demonstrated a far-reaching commitment to advancing sustainable development across its manufacturing operations. The results have strengthened the performance of GM's suppliers on a variety of indicators. Through this initiative, SGM and its suppliers have saved energy, improved environmental quality and saved large sums of money."

Terry F. Yosie
President and CEO
World Environment Center

SELL: Consumer-Driven Solutions

Understanding the diverse needs of consumers in order to offer sustainable vehicle choices.

Our customers around the world have a multitude of personal mobility needs — from short urban commutes to long-distance trips; from family cars to professional trucks. As a global full-line automotive manufacturer, our product portfolio is built on providing drivers around the world with automotive choices. This requires a balance of fuel efficiency, functionality, cost, comfort, performance, style, safety and other customer requirements that are often unique from one country or market to another. In the process, we meet a diverse range of personal mobility needs, deliver attributes that are important to customers and offer an increasingly sustainable product line through more efficient gasoline-fueled engines, alternative-fuel options and a variety of advanced technologies. These actions create a go-to-market strategy that helps our business and reduces impacts on our environment.

Joel Ewanick
Global Chief Marketing Officer

Find out more online:
http://gmsustainability.com/sellLanding.html

SELL: GLOBAL SHAPSHOTS

CHINA

Sales momentum in the world's largest automotive market continues to grow. By focusing on the needs of Chinese consumers, GM and our JVs remain the market leader, with sales of more than 2.3 million vehicles in 2010. Together with our JV partners, we introduced 11 new and upgraded vehicles to the market, all of which are among the segment leaders in design, technology and fuel economy. In 2011, our SAIC-GM-Wuling joint venture introduced the Baojun brand, which offers car buyers, primarily in China's second- and third-tier cities, a new choice in affordable personal transportation.

EUROPE

The Opel Insignia is living up to Opel's brand promise of top quality by achieving the "Best Individual Ranking" in the 2011 DEKRA Faults Report, which is based on data from 15 million inspections made on 230 different models. With an index of 96.1 percent fault-free Insignias, the Opel flagship model was the vehicle with the fewest defects, achieving the best result of all tested cars. This is the second consecutive year in which an Opel vehicle took the honor, following the Corsa's victory in "The Best Individual Ranking" category in 2010.

AUSTRALIA

Holden has a commitment to continue working on alternative energy systems to power its range of vehicles. Part of this commitment involves working to make its combustion engines more efficient, to lower their CO_2 emissions and to reduce their running costs. The Holden brand relies on two technologies to do so. Spark Ignition Direct Injection is integral to the VE Series II Commodore, resulting in better fuel economy than some four-cylinder models, and reduces CO_2 emissions while improving power. Active Fuel Management (AFM) technology allows an engine to "turn off" half of its cylinders to improve fuel efficiency and emissions, primarily on vehicles powered by V8 engines.

BRAZIL AND ARGENTINA

The best way to look back is to look forward. This was the thought behind Chevrolet's 2010 Flexpedition, a celebration of our 85 years in Brazil. Flexpedition encompassed a five-step journey to the future by focusing on sustainable operations and initiatives in the region. The journey included stops at the new Technological Center, which features green building concepts; the Cruz Alta proving grounds, where advanced technologies are tested; and the Mata Atlantica, where we undertook a forest recuperation and preservation project. Flexpedition further underscored our commitment to sustainability in the region, where our achievements include the Prisma — the highest-ranked car for CO_2 emissions among 402 models tested by the Brazilian Environmental Ministry. In Argentina, the Rosario Engine Plant was the first Automobile Manufacturing Plant to produce engines under EUROIV emissions regulations for the Chevrolet Agile and Classic. The sedan Classic is the country's best-selling vehicle in Argentina since 2009.

FUEL-EFFICIENCY SOLUTIONS

Though we have introduced and continue to develop a range of advanced-technology solutions that offer improved fuel economy and reduced emissions, we believe that conventional gas-powered engines will continue to power the majority of cars on the road in the near- to mid-term. Our responsibility is to offer technological innovations that can make these engines as fuel efficient as possible. In recent decades, we have made huge strides in this area, but our commitment to do even more remains, as these recent models demonstrate. Here are a few examples.

The Chevrolet Cruze was introduced with several advanced fuel-saving technologies.

Chevrolet Cruze

With unpredictable long-term oil prices, the idea of a small, stylish car that can get segment-leading highway fuel economy appeals to more and more practical-minded drivers, no matter where in the world they live and drive. Chevrolet meets this need by packing an array of advanced fuel-saving technologies into the Cruze, which is sold in markets all over the world.

This performance is made possible through such fuel-saving technologies as deceleration fuel cutoff on both automatic and manual transmission Cruze models. When the Cruze slows down, fuel is automatically shut off to its turbocharged Ecotec engine. When the driver accelerates, the fuel begins flowing again. The process is seamless and undetectable by both driver and passengers.

Using these technologies, the Chevrolet Cruze LS model with a standard 1.8-liter engine and manual transmission has an EPA-estimated 25 mpg in the city and 36 mpg on the highway, while the Cruze Eco, with an EPA-estimated 28 mpg city and 42 mpg highway, offers the best highway fuel economy of any gas engine compact vehicle in the U.S. and Canada.

Working in unison with the engine is a cleverly engineered, specially geared six-speed manual transmission, with the Cruze Eco's fourth, fifth and sixth gears set to overdrive for better fuel economy. Improved aerodynamics is another key enabler of efficiency, as is the use of high-strength steel to reduce mass and weight.

The Cruze, which has been a top-selling compact car in the U.S. in 2011, is also Chevrolet's best-selling nameplate around the world. With its ability to combine style, affordability and efficiency, the Chevrolet Cruze is proving to be the right car at the right time for thousands of drivers around the world.

See how the Cruze fares in this Car Hunt: **http://media.gm.com/media/us/en/gm/videos.html**

Fuel-Efficiency Solutions

CHEVROLET EQUINOX

Equinox delivers distinctive styling and best-in-segment EPA-estimated highway fuel economy of 32 mpg with the standard Ecotec 2.4-liter, direct-injected engine with variable-valve timing technology.

The fuel-saving, six-speed automatic transmission works along with the Ecotec engine and an 18.8-gallon gas tank to cover up to 600 highway miles between fill-ups. Drivers of the 2.4-liter model can even switch to an "eco" mode that alters shift points to enhance fuel economy.

Driving an Equinox with a standard I-4 engine is made more pleasurable through the use of standard Active Noise Cancellation technology, which contributes to exceptional quietness and fuel economy (EPA-estimated mpg 22 city, 32 highway).

Read how the Equinox satisfies the needs of this mom-to-be: **http://www.chevrolet.com/equinox/pictures/**

Fuel-Efficiency Solutions

BUICK LACROSSE

Drivers of the 2012 model year Buick LaCrosse with the available fuel-saving eAssist™ system no longer have to choose between luxury and fuel economy. The LaCrosse with eAssist achieves an EPA-estimated 36 mpg on the highway, which not only rivals the fuel economy of more expensive hybrid models in its segment, but also bests the efficiency of many small cars. And, the LaCrosse does so in a luxury package that comfortably seats five adults.

The eAssist system is mated to a 2.4-liter Ecotec direct-injection, four-cylinder engine and next-generation, six-speed automatic transmission. Direct injection delivers more precise fueling to reduce both fuel consumption and emissions without sacrificing performance, while still meeting stringent emissions requirements.

eAssist uses a lithium-ion battery to provide electrical boost during heavier acceleration. In addition, while the vehicle is stopped, at a red light for example, the engine shuts off and the battery continues to provide electricity to power the accessories. When you lift your foot off the brake, the battery enables a smooth restart of the engine. Regenerative braking captures energy that would normally be lost during braking and uses it to recharge the battery. Finally, an eco gauge on the instrument panel continuously responds to driving behavior, allowing the driver to access how efficiently he or she is operating the vehicle.

The LaCrosse with eAssist, with an EPA-estimated mpg of 25 city and 36 highway, is a smart and timely choice for customers who seek excellent fuel economy and want the roominess and features of a full-size luxury sedan. Advanced technology, road performance, luxurious style and passenger comfort combine to make the LaCrosse with eAssist a world-class solution in sustainable transportation.

See how the Buick LaCrosse uses eAssist as a new fuel-saving technology.
http://www.youtube.com/watch?v=Ex7Vxzk5kLs&feature=relmfu

Fuel-Efficiency Solutions

OPEL/VAUXHALL ASTRA ecoFLEX

Our Opel/Vauxhall brand marries improved emissions and fuel consumption reductions with uncompromised driving performance. To make this work, we developed ecoFLEX technology — a lot of small, clever changes, such as the Start/Stop system and engine downsizing, that add up to a big increase in overall efficiency.

Downsizing — designing a small engine to do the work of a bigger one — is easier said than done. New technologies that improve fuel systems and eliminate hidden drags on consumption are essential to making it work. The variable valve timing and intake manifold of our turbocharged Ecotec® engines ensure high performance and reduced fuel consumption and emissions.

All of this adds up to a total package of the fuel efficiency and premium performance and drivability that customers demand — in Europe and around the world.

Thanks to the expanded offer of ecoFLEX technologies throughout the passenger car portfolio, the number of fuel-saving ecoFLEX models grows — depending on the market — to a total of over 60, more than doubling in volume.

The new Astra ecoFLEX is a perfect example of the fuel savings ecoFLEX technology achieves in combination with Start/Stop. At just 99 g/km CO_2 (3.7 liters diesel per 100 km) it is the cleanest, most economical Astra of all time — even with an impressive output of 96 kW/130 hp. The Start/Stop system is now also available with gasoline engines for the Corsa. In the 1.2- and 1.4-liter models, it achieves an average reduction in fuel consumption of 0.4 liters per 100 km and lowers CO_2 emissions down to 119 g/km. The Meriva 1.3 CDTI is also more economical with the Start/Stop system and ecoFLEX technology. In the combined cycle, the Meriva 1.3 CDTI ecoFLEX consumption is reduced by an average of 0.4 liters per 100 km, and CO_2 emissions are lowered to just 109 g/km — one of the best values in this class.

Fuel-Efficiency Solutions

OPEL/VAUXHALL CORSA

Opel/Vauxhall Corsa: Start/Stop Technology Now Also With Gasoline Engines

In 2010, it was a new chassis and new steering. At the beginning of 2011 a new face, an expanded color line and an especially low-consumption ecoFLEX model with just 94 g/km CO_2 — the Corsa continuously comes up with attractive refinements, and model year 2012 is no different.

In addition to the 1.3 CDTI ecoFLEX engines (55 kW/75 hp and 70 kW/95 hp), the gasoline engines 1.2 ecoFLEX (63 kW/85 hp) and 1.4 ecoFLEX (64 kW/87 hp and 74 kW/100 hp) are now also available with the Start/Stop system. They come with a high-performance battery, a heavy-duty starter and low-rolling-resistance 185/65 R 15 tires.

The Opel Corsa continues to incorporate fuel-saving technology.

A major advantage of the Start/Stop system is that in the combined cycle, consumption is reduced by an average of 0.4 liters to 5.1 liters per 100 km for the 1.2 unit and to 5.3 liters per 100 km for both 1.4 engines. In urban driving, it is reduced by up to 0.8 liters per 100 km.

In London, UK, not only does the Corsa help customers save at the pump, but eight Vauxhall Corsa ecoFlex models qualify for London's new Greener Vehicle Discount (GVD), helping customers save even more money. As of January 5, 2011, the GVD program replaced the Alternative Fuel Discount, allowing congestion charge exemption to drivers of Euro 5 emission standard compliant cars that emit 100 g/km CO_2 or less. Vauxhall's eight congestion charge-beaters start with the Corsa 1.3 CDTi ecoFLEX Start/Stop 3-door S model, which emits just 94 g/km and 78.5 mpg on the combined cycle, and up to 91.1 mpg on the extra-urban cycle. Seven more sub-100g/km Corsa ecoFLEXs are available in a host of different trims, as well as in five-door form — and all emit less than 95 g/km. "We're committed to offering our customers the most efficient and economical cars in the UK," said Duncan Aldred, Vauxhall's Managing Director.

Another highlight in the Corsa ecoFLEX engine offer is the newly developed 1.2 LPG ecoFLEX. It is bi-fuel and runs on gasoline or low-priced liquefied petroleum gas (currently around 0.72 euro per liter). In gasoline operation it reaches output of 63 kW/ 85 hp and in LPG operation 61 kW/83 hp. It meets the stringent Euro 5 emissions standard in both operating modes and is also environmentally compatible with low CO_2 emissions (110 g/km in LPG operation, three-door model).

ALTERNATIVE-FUEL SOLUTIONS

Alternative fuels offer yet another means to reduce dependency on petroleum. We are committed to developing vehicles capable of operating on a variety of alternative fuels, including biodiesel and compressed and/or liquid natural gases. Much of this commitment is concentrated in markets where a sufficient level of infrastructure has been developed and commercialized through government and/or private investment. Today, we are proud to offer alternative-fuel vehicles in a variety of markets around the world. Here are some examples.

Fleet customers are looking for alternative-fuel solutions that make good environmental and business sense.

GMC Savana CNG Cargo Van

Corporate sustainability and green-fleet initiatives are increasingly important to many fleet managers' purchasing decisions as more companies choose to "green" their fleets. This choice is motivated not only by a sense of environmental responsibility, but also by fiscal responsibility, given the unpredictability of energy prices.

Compressed Natural Gas (CNG) satisfies both of these needs by offering an affordable and clean alternative-fuel option. In the U.S., as well as other countries, natural gas is an abundant resource, and based on today's CNG fuel rates and anticipated payback period, fleet investment in CNG can actually lower fleet life cycle costs.

Now, in the U.S. and Canada, for example, business owners and government agencies can roll out their fleets with the industry's only fully integrated, one-source CNG cargo van. Backed by the industry-leading 100,000-mile/five-year (whichever is first) transferable powertrain warranty, the GMC Savana with the CNG option reduces CO_2 emissions by 23 percent compared to gasoline, highlighting our commitment to helping commercial customers decrease the environmental impact of their fleets. The Savana is a roomy, versatile workhorse that is well suited for numerous types of commercial cargo and easily customized, regardless of your business and the type of cargo you are carrying.

Cargo vans are estimated to number nearly 11 million in the U.S., so any improvements to increase efficiency and reduce emissions can make a significant positive environmental impact. The GMC Savana with the CNG option delivers these benefits today.

Alternative Fuel Solutions

HOLDEN VE SERIES II COMMODORE

In 2010, Holden extended its Ecoline portfolio, which offers Australians sustainable transport choices through a broad range of economical vehicles that run on fuel-saving technologies or alternative fuels.

One of the alternative fuels Holden championed in 2010 was E85. Our strategy was simple:

At Holden, we believe the success of energy diversity depends on three supporting elements:

- **Mature technology:** Reliable automotive technology that can operate effectively and efficiently on alternative fuels such as biofuels and LPG.
- **Fuel availability and affordability:** Alternative fuels that are easily available and affordable for the consumer.
- **Public education and policy:** Accurate and effective market education on different fuels and their benefits, combined with consistent policy support across government.

When it came to introducing E85 to the local market, our objective was to address all three supporting elements.

First, we did this through releasing the FlexFuel VE Series II Commodore, the first Australian-made car capable of running on high-blend ethanol fuel. By the end of 2010 we had produced 12,866 E85-enabled cars, with alternative-fuel vehicles making up five percent of Holden's annual sales. When the final numbers come in, we anticipate this figure to have grown substantially during 2011 as additional models are added to the range and there is a full production year of the VE Series II Commodore.

Second, through our partnership with Caltex, Australia's leading fuel supplier and retailer, bio-ethanol fuels (containing up to 85 percent ethanol and 15 percent petrol) became available at 30 metro service stations by the end of 2010, with a target of 100 stations by the end of 2011. This availability will give drivers the choice to use fuel that is up to 85 percent renewable with the potential to reduce well-to-wheel CO_2 emissions by up to 40 percent.*

To ensure sustainable E85 production, Holden also announced the formation of Flex Ethanol Australia — a new company that will investigate the feasibility of creating ethanol from household rubbish.

Third, we launched www.ethanolanswers.com.au — a website aimed at explaining and outlining the environmental benefits of ethanol to Australian consumers to address much of the misinformation that exists around ethanol and E85.

By considering all elements of the equation, Holden is ensuring E85 becomes a fuel of the future in Australia.

**CO_2 reduction is calculated on a "well-to-wheel" basis — including all CO_2 emitted from growing the crops or extracting the crude, refining the fuel, transporting it to market and powering the vehicle.*

Alternative Fuel Solutions

CHEVROLET SPARK WITH LPG KIT

In India, Liquefied Petroleum Gas (LPG) is a natural choice to develop as a viable alternative fuel option. LPG is a mixture of propane and butane that has been available in India since the 1970s, mainly as a cooking fuel, and more recently as an approved automotive fuel. LPG impacts greenhouse emissions less than any other fossil fuel when measured through the total fuel cycle. Today, this alternative fuel is the power behind the peppy Chevrolet Spark LPG.

The Spark has long been a great value in its segment with an attractive design, sporty interior and responsive engine. Now, it has widened the gap with its competition by offering a factory-fitted LPG kit that sets it apart from similar offerings. The system uses next-generation sequential injection technology instead of the venture-type injection that most other kits use. This translates into better fuel economy as well as seamless power delivery. It also ensures no backfire or loss in power while switching from gasoline to LPG operation and better performance compared to its competition.

ADVANCED TECHNOLOGY SOLUTIONS

We continue to invest in advanced technology options with the goal of offering practical vehicles that can offer solutions to many of today's automotive challenges. Here are some examples.

The Chevrolet Volt has created a new culture of proud and enthusiastic owners.

Chevrolet Volt

When the Volt rolled off the assembly line at our Detroit-Hamtramck manufacturing facility in 2010, there were many ways to measure success for the world's first mass-produced electric vehicle with gas-powered, extended-range capability. Certainly, being named "2011 *Motor Trend* Car of the Year," along with a host of other accolades, was significant. Further validation occurred when we raised our 2012 global production capacity to 60,000 units, including the Opel Ampera, to meet consumer demand. But when three simple words, "fun to drive," were far and above the dominant feedback from customers, we had our definitive measure of success.

These words underscore our belief that we deliver true change only when we marry consumer desire with effective technology. The most fuel-efficient technology in the world does nothing to help reduce our dependency on petroleum or to lower emissions if no one buys the product. And this is what the Volt has delivered: sustainability with style, performance, safety, connectivity and, perhaps most important, practicality.

The Volt's capability can best be described as "Electric when you want it, gas when you need it." The Volt can be driven any time, anywhere, using our Voltec propulsion system to deliver an EPA-estimated 35 miles of electric driving, depending on conditions, from a long-life, lithium-ion battery and 111 kW (149 hp) electric-drive unit. When the Volt's battery runs low, a gas-powered engine generator seamlessly engages to extend the driving range up to 340 additional miles. Fully recharging the battery is as simple as plugging into a standard household 120V outlet for eight to 10 hours or a 240V outlet for about four hours.

Volt/Ampera Accolades

- 2011 *Motor Trend* Car of the Year
- 2011 North American Car of the Year
- Automobile of the Year, *Automobile* magazine
- 10 Best Cars of 2011, *Car and Driver*®
- 2011 Green Car of the Year, *Green Car Journal*
- 2011 Top Safety Pick, Insurance Institute for Highway Safety
- Green Car Next Generation Award
- Green Car Gold Award

(cont'd)

Advanced Technology Solutions

CHEVROLET VOLT *(cont'd)*

To calculate the Volt's fuel efficiency, the EPA uses a Miles Per Gallon equivalent (MPGe). By this EPA estimate, the Volt electric drive averages 93 mpg on electric drive and 35 city or 40 highway mpg on gas. Consider, too, that 75 percent of drivers in the U.S. commute fewer than 40 miles each day to and from work, which means most Volt drivers will not need to use gasoline for their daily commutes. And with four seats and a trunk, it is also many customers' primary vehicle.

The Volt's technology extends beyond the battery. The car promotes more efficient driving via instant communication that indicates when the vehicle is going too fast or braking too hard for optimum efficiency. OnStar® service is standard for three years. In addition, OnStar's RemoteLink mobile app enables drivers to view and manage vehicle functions and charging via their smartphone.

Where does Volt technology go from here? Around the world. The Chevrolet Volt launched in Canada in September 2011, and will debut in 2012 in Europe as the Opel/Vauxhall Ampera, as well as the Chevrolet Volt. Also in 2012, the Chevrolet Volt will be introduced to the Chinese market. It will begin thrilling Australian drivers as the Holden Volt in 2012.

He's never owned a car from an American car company. Now, he's plugged in to one. **http://chevroletvoltage.com/index.php/videos.html?task=videodirectlink&id=268**

Life With the Volt – Describe the Volt

Advanced Technology Solutions

GMC YUKON HYBRID

You are an environmentally conscious parent with four kids who play on nearly a dozen sports teams. To haul kids, gear and the occasional teammates, you need the roominess of a full-size SUV, but want a cleaner, more fuel-efficient vehicle. The GMC Yukon Hybrid model offers you the best of both worlds.

The Yukon uses an advanced gas-saving technology called Active Fuel Management (AFM) that allows the V8 engine to conserve fuel by turning off half the cylinders under light-load conditions. Combining old-school muscle with modern technology, the Yukon Hybrid runs on a 6.0-liter V8 with AFM and a 300V battery pack. Also onboard is a high-tech regenerative braking system that stores brake energy and converts it to usable electricity for the battery. The six-speed transmission includes dual electric motors that increase city mpg by 25 to 30 percent.

The Yukon Hybrid four-wheel drive brings big gains in city fuel economy with EPA-estimated 20 mpg city and 23 mpg highway, while offering uncompromising power, space and towing capacity. For those who need a rugged four-wheel drive that can haul a load while transporting up to eight passengers in safe comfort, the Yukon Hybrid stands ready to serve.

ENHANCED SAFETY SOLUTIONS

Our safety philosophy is simple and straightforward — we design, build and sell vehicles to help people avoid crashes and, in the event of a crash, to help minimize the risk of injury to all involved. We view safety as a continuum that encompasses systems and technologies to protect before, during and after a crash. Today, our Chevrolet Cruze and Cadillac CTS and SRX models provide excellent examples of how innovation is enhancing the safety of our vehicles, while our OnStar service continues to keep drivers connected in often life-saving ways.

The Cadillac CTS Coupe features Side Blind Zone alert.

Cadillac CTS and SRX

Since 1902, the Cadillac brand has been at the forefront of luxury. Today, Cadillac's engineers are bringing Cadillac to the forefront of safety as well. Cadillac's team of safety engineers has worked tirelessly to develop and introduce the innovative safety technologies on the Cadillac CTS and SRX in 2011.

These safety technologies begin with StabiliTrak, Cadillac's electronic stability control (ESC) system. Expanding on the existing antilock braking system, StabiliTrak measures the driver's steering against the car's angle and traction. If differences exist, the brakes are applied automatically to the appropriate wheel or wheels, which steers the car in the intended direction. If needed, the engine throttle is lowered as well, to minimize power skids and allow the brakes to do their job automatically. ESC systems are estimated to save up to 9,600 lives per year.

Further enhancements on the Cadillac CTS Coupe include Side Blind Zone (SBZ) Alert, which is built into the exterior rear-view mirrors to let drivers know when something is in their blind spot. Warning lights in the mirrors alert the driver to potential danger. On the Cadillac SRX, the available RainSense wipers and auto-dry brakes work together. When the RainSense wipers are activated, the brake pads are instantly positioned closer to the rotor, sweeping away the moisture and helping to improve brake performance.

Randy Leek explains the Cadillac SRX brake system.
http://media.gm.com/media/us/en/gm/videos.html

Enhanced Safety Solutions

CHEVROLET CRUZE

The 2012 Chevrolet Cruze received the highest possible ratings in all Insurance Institute for Highway Safety (IIHS) tests and was recognized by the Institute as a Top Safety Pick. “The new Cruze was clearly engineered from the ground up to meet the highest standards in safety performance,” said IIHS President Adrian Lund. “The Top Safety Pick award means that buyers of the Cruze will know they’re getting state-of-the-art protection in the most common kinds of crashes.”

Today’s Chevrolet Cruze has brought economical compact-car safety a long way, in many ways matching or even exceeding that of a much larger vehicle.

The 2012 Cruze represents Chevrolet’s commitment to all-around safety. StabiliTrak electronic stability control with rollover sensing, traction control and antilock brakes improve vehicle stability, particularly during emergency maneuvers, to help get the vehicle back on track. The new Cruze also has a collapsible pedal system, which allows the pedals to detach during a crash to reduce the risk of leg or ankle injuries.

Many of the Cruze’s safety innovations are first-in-segment standard offerings. Its 10 air bags are the most in its segment, including standard rear thorax and driver and passenger knee bags. Plus, the Cruze is designed with a high-strength steel safety cage and roof-crush resistance that exceed many of the safety requirements of the countries where it is sold.

Other noteworthy standard safety features include six months of OnStar Directions and Connections with Automatic Crash Response. In certain types of collisions, built-in vehicle sensors can automatically alert an OnStar advisor, who is immediately connected with the vehicle and can request that emergency help be sent to the exact GPS location.

All of these amenities in an affordable compact sedan have earned a stellar global reputation for the Cruze as well. In European safety tests, the Cruze earned the maximum points allowed for both frontal offset and side-impact crash protection and was the first passenger car to earn a perfect score since the tests were established in 1997. The Cruze has also achieved top marks in standard safety tests in South Korea, China and Australia.

With a five-star safety rating from NHTSA and a Top Safety Pick by the IIHS, the affordable 2012 Chevrolet Cruze offers a compelling vehicle choice.

This safety engineer dreams of air bags in the middle of the night.
http://media.gm.com/media/us/en/gm/videos.html

Enhanced Safety Solutions

ONSTAR®

OnStar delivers emergency, security and convenience services to drivers.

Through OnStar, we bring more than six million customers in North America and China a unique opportunity to enhance their vehicles' safety and connectivity. This subscription service, a wholly owned subsidiary of GM, is built into more than 40 GM vehicles and recently became available as an aftermarket product called OnStar For My Vehicle (FMV), compatible with more than 90 million vehicles on the road today, 10 years and newer. OnStar receives up to 150,000 calls a day and three million blue button pushes monthly.

OnStar provides drivers with more than 45 services, including emergency services like Automatic Crash Response, security services like Stolen Vehicle Assistance, and convenience services like Turn-by-Turn Navigation Vehicle Diagnostics. All of these services are designed for ease of use and to minimize driver distraction.

Whether helping drivers with a minor convenience or providing life-saving emergency services, OnStar is committed to providing peace of mind to our drivers through the latest in cellular, voice recognition, GPS and vehicle telemetry technologies.

OnStar has a long history of working with 911 call centers and first responders, as well as providing crash victims with immediate medical care. This experience has allowed OnStar to create service enhancements that provide additional support to our customers as well as the general public.

Here are some of those recent enhancements:

First Assist

Drivers especially count on OnStar when there is a crash. At such times, drivers are often disoriented, upset and unsure of what to do. But with GM's OnStar service, they don't even have to reach for a cell phone in order to get assistance; the system takes the initiative. When the impact of the crash is severe enough, or if an air bag is deployed, an OnStar advisor attempts to call the driver. If there is no reply, the advisor will contact an emergency services provider and send them the exact GPS location of the vehicle.

In addition to informing responders about the crash, OnStar emergency advisors are now specially trained and certified in order to provide Emergency Medical Dispatch (EMD) to drivers and passengers. This certification allows these advisors to offer trained guidance during emergencies, ranging from injuries sustained after a car crash to the birth of a child. In a situation where every second counts, it's crucial that assistance be given in advance of first responders' arriving on the scene. While one advisor is providing guidance to the victim(s), another advisor is working with the local Public Safety Answering Point (PSAP) to provide them with the appropriate information.

Injury Severity Prediction

In collaboration with the Centers for Disease Control and the University of Michigan, GM and OnStar developed an algorithm that takes into account specific crash information to determine if there's a high probability of severe injury to occupants after a crash. This information is then relayed directly to the PSAP with jurisdiction, in order to determine what level of response is needed for each situation. If the algorithm predicts a high likelihood of severe injury, the National Expert Panel on Field Triage recommends those vehicle occupants be transported to the highest level of trauma care available.

(cont'd)

Enhanced Safety Solutions
ONSTAR® *(cont'd)*

OnStar RemoteLink provides customers with an additional level of control and connection with their vehicles.

Crisis Assist
During the event of a natural or man-made disaster, OnStar will open up its Crisis Assist services for all their subscribers, regardless of subscription plan. These services include providing evacuation routes or directions to food/shelter, directing emergency responders to the vehicle's location, providing weather updates, information about road closures or power outages, and connecting customers to loved ones using Hands-Free Calling in situations where a cell phone may not work. OnStar has deployed these services during recent hurricanes, wildfires, tsunamis and tornadoes.

Diagnostic and Maintenance Check
Because a well-maintained vehicle is also a safer vehicle, OnStar provides a monthly diagnostic and maintenance check on a vehicle's key operating systems, including the engine, transmission, stability control, air bags, emissions and antilock brake systems, as well as recommendations for optimal operating conditions, such as tire pressure.

Good Samaritan Calls
While OnStar customers have access to a 24/7 Emergency connection, OnStar also gives customers the opportunity to be Good Samaritans themselves. Drivers with an active OnStar subscription can use their priority connection and GPS technology to request help for other motorists who are in trouble on the road. OnStar advisors are trained to be able to provide help to any motorist who may need it, and thanks to considerate subscribers, we provide Good Samaritan services more than 7,500 times every month.

Find out more online:
http://player.multicastmedia.com/player.php?video_uuid=t6vosr6g&v=t6vosr6g

VEHICLE AFFORDABILITY

Our Wuling brand is bringing affordability to many first-time vehicle owners in China.

A student getting to class to learn a skill. A farmer transporting goods to market. A craftsman completing more jobs in a day. In each case, a vehicle is often a vital link between the individual and their financial prosperity. Around the world, we are committed to providing consumers, particularly first-time owners, with vehicle choices at an affordable price point. Our Wuling brand offers one example of how we are meeting this commitment in China today.

Zhang Chunyu, 28, helps run a renovation business in Shanghai. Until recently, he often had a hard time meeting his customers' needs because he had to lug work tools around on a motorcycle. A new champagne-colored Wuling Rongguang minivan, however, has provided Mr. Zhang with an affordable, functional and efficient transportation solution. For Mr. Zhang and thousands of other Chinese customers, Wuling is both an economical vehicle and an economic development opportunity.

The affordable Chevy Spark will be sold in markets around the world.

This is especially true in rural areas, where much of Wuling's success has been built in recent years. Here, Wuling vehicles have developed an excellent reputation for reliability and durability as they help farmers and other small business owners expand their market reach. Buyers often use Wuling's small, utilitarian vans for both commercial and personal applications. The N107 van, for example, typically does double-duty as a work and personal vehicle. Wuling has been adding variations of the N107 van, with more features and better performance so customers — most of whom have never owned a vehicle — have a choice when they enter a dealership.

As the epitome of affordability, the newest Wuling models are targeted toward the next generation of Chinese buyers. In 2011, Wuling, now the best-selling brand in all of China, generated roughly 50 percent of all our sales in China. In addition, to complement its minivan products, Wuling is launching its own passenger car brand, Baojun, which will appeal to motorists in China who value affordability also. Baojun is well positioned to meet this need, and to help many more Chinese customers expand their economic development opportunities.

Sales & Service

PROJECT OUTREACH

Project Outreach is helping our employees better understand the needs of consumers.

Our network of independently owned and operated dealerships represents our brands and product on the front lines of the automotive business every day. To support their efforts, we have initiated Project Outreach, a program to provide more direct and meaningful contact among GM employees, our dealer/partners and the customers who drive our vehicles every day. Through Project Outreach in the U.S., small groups of GM employees visit dealers in key markets and spend three days on-site, answering questions and experiencing firsthand the real challenges of doing business day to day.

GM executives, designers and engineers — the people who know our vehicles best — sit down with dealers, customers and regional team members to talk about what is happening inside GM. Most importantly, we use the opportunity to listen to what customers have to say, to answer their questions and to identify areas of improvement.

In addition to answering their questions, we want to be sure that our customers understand their GM vehicles and services. They may have questions or feedback about new technologies or services, or simply want to test drive one of our brand-new Chevrolet, Buick, GMC or Cadillac products with no pressure to purchase. We strive to provide the information our customers need to help ensure that when trade-in time rolls around, brand loyalty is strong.

"It was a great opportunity to meet with a wide cross-section of tremendous people, zone/district sales staff, dealer personnel and, of course, our end customers," explained Brad Larsen, a senior buyer from Global Purchasing and Supply Chain who visited an Orlando Buick-GMC dealership. "This is where the rubber meets the road, and all of our collective efforts pay off…in a vehicle sale."

Brad also noted that the Outreach opportunity helped him learn more about a highly competitive market, where product differentiation is key to success.

Project Outreach provides us with an opportunity to interact directly with consumers.

Sales & Service

SOLAR CANOPIES

Solar canopies can help dealers reduce operating costs and their carbon footprints, while also demonstrating environmental stewardship to customers.

Our Green Zone Initiatives make available solar charging canopies at participating dealers to highlight the plug-in Chevy Volt. These canopies are provided to the dealers at no capital cost, and vehicle charging is supplied to the electric vehicle consumer at no cost.

"The beauty of this program is that there is no capital cost required from the dealership," said Dave Halvorson, president of American Chevrolet in Modesto, California. "Not only do we generate the solar energy to increase our reliance on renewable electricity, but the Green Zone is also a billboard of our commitment to the environment."

American Chevrolet in Modesto, California, and Al Serra Auto Plaza in Grand Blanc, Michigan, were the first two Chevrolet dealers to take advantage of this unique opportunity. Currently, nearly 30 GM dealerships have signed up to install or have installed solar canopies to help charge the Chevy Volt.

Sunlogics, a Michigan-based startup solar company in which we have invested through our GM Ventures subsidiary, installs the solar panels under a power purchase agreement, whereby the dealers have a 10-year lease on the power generated by the panels, while the financing company owns and maintains the panels. The entire operation ends up being very inexpensive because of the lowered energy costs at the dealership.

There are currently four 240V chargers at the Al Serra Auto Plaza, which can be increased easily as demand grows. The canopies draw attention to the dealerships and serve as a great way to showcase the new Volt, which fully charges in about four hours on a 240V charger. Electric vehicle drivers are encouraged to stop by and charge their vehicles at no cost while shopping across the street. Serra uses empty parking spaces under the canopy to demonstrate the Volt to his customers.

The solar canopies will generate enough electricity to fully charge 12 Chevy Volts per day, as well as electricity for the dealerships. "Just one of these canopies provides enough renewable energy to power two to three homes per year, or 10-20 percent of a dealership's energy consumption," said Chris Perry, vice president, Global Chevrolet Marketing and Strategy. "Collectively, that will be a lot of power not taken from the grid."

"The question isn't whether to install a solar canopy, it's where and how many," concludes Serra. "It's a win for us because the electricity generated will help reduce operating costs, and it's a win for the environment since solar power helps reduce our carbon footprint."

CHEVY CARBON REDUCTION INITIATIVE

Chevy Invests in Carbon Reduction Projects

A partnership with the Maine State Housing Authority is one of the initial projects partially funded by the Chevy Initiative. The weatherization of 5,500 low-income homes will help reduce home energy use, improve air quality and cut residents' utility bills — all while eliminating an estimated 40 thousand tons of carbon dioxide emissions.

Vehicle efficiency and new technologies will go a long way toward shaping a future with more sustainable and cleaner energy sources, but there are other ways to contribute to this goal. Investments in renewable energy and community-based, energy-saving projects also are critical to reducing oil dependence and carbon emissions. Chevrolet is underscoring this point through an innovative marketing program launched in November 2010.

Over the next three to five years, Chevrolet plans to make up to a $40 million investment in carbon-reducing projects with a goal of reducing up to eight million metric tons of CO_2, equivalent to the tailpipe carbon emissions generated in 2011 from driving the 1.9 million vehicles it is expected to sell in the U.S. between November 18, 2010 and December 31, 2011. According to the EPA website, Chevrolet's carbon reduction goal is equivalent to the emissions of one year of electricity used in 970,874 homes or the annual carbon reduction from 1.7 million acres of pine forests.

Chevrolet is contributing to carbon-reducing projects throughout America, focusing on three areas: renewable energy in the form of solar and wind, forestry through tree planting and forest management practices, and energy-efficient building projects. These carbon reduction projects will be certified by third-party organizations, such as those recognized by the Climate Action Reserve, Voluntary Carbon Standard and the Gold Standard.

In October 2011, Chevrolet announced 16 projects — from biomass to wind turbines — as part of its commitment. The carbon reduced from these projects is expected to account for half of its up to eight million metric ton reduction goal. At the same time, Chevrolet also launched an application enabling consumers to showcase their eco-consciousness by planting virtual trees on their Facebook walls. For each one, Chevrolet, in partnership with the National Forest Foundation, will plant a real tree in a U.S. forest — up to 175,000 trees.

"Chevrolet's substantial commitment to support projects that reduce CO_2 emissions underscores the brand's continued willingness to take on new endeavors that support a better climate for all of us."

Bill Devine
Chevrolet Marketing

REINVEST: Building For Tomorrow

Putting our financial strength to work to ensure the economic viability of our company, to be the employer of choice for our workforce and to enhance the quality of life in our communities.

Here are a few things that reinvestment can do: create jobs so people can take care of their families, bring state-of-the-art businesses to developing areas of the world, motivate a student to stay in school, keep kids safer in cars and provide training that enables an employee to turn a job into a career. Today, we are competing effectively and growing profitably so that we can continue to do all of this and much more. Thanks to our renewed business momentum, we also can more effectively tap into the passion and potential that lies within our more than 200,000 employees around the world. They have no shortage of ideas and energies to help us build a better company and contribute to a better world.

Cindy Brinkley
GM Vice President, Global Human Resources

Find out more online:
http://gmsustainability.com/reinvestLanding.html

REINVEST: GLOBAL SNAPSHOTS

CHINA

In China, our largest market in the world, it is imperative that we attract an exceptional workforce and provide them with the support they need to thrive. That support begins with the Jumpstart China program for new hires that promotes corporate citizenship and contributes to positive changes within the company. Additionally, a local mentoring program allows senior GM China employees to assist newer ones with their professional development. And, employees who wish to develop additional skills can receive financial assistance and/or study leave toward mutually beneficial external education.

MEXICO

Brigadas Cheyenne is a program that puts our pick-up trucks to work for families in Mexico. Our brigade transports people, goods and building materials to help foster sustainable community development. We partner with several nongovernmental organizations (NGOs) that perform preliminary community studies to identify needs for aid. Some of our specific projects have involved providing transportation for people to travel from small towns to cities where they can learn do-it-yourself skills, as well as giving a lift to families who need to travel in order to sell their homemade products.

SOUTH AFRICA

Children who live in SOS Children's Villages in Lesotho, South Africa, are now able to travel more easily, thanks to the donation of vehicles by Chevrolet Europe. The donation was part of a larger donation of 100 new Chevrolet cars, in recognition of Chevrolet's 100th anniversary, to SOS Children's Villages in Europe, Uzbekistan, South Africa and Israel. The villages provide a home to abandoned or orphaned children who are integrated into a family environment that is supported by an SOS mother and up to 15 other children. Very often these communities are remote and difficult to access by public transportation. Chevrolet's donation helps SOS families better manage the challenges of running a large household.

HUNGARY

Opel is reinvesting in its operations in Szentgotthárd, Hungary, to accommodate the manufacture of three new engine families. The investment of 500 million euro will create 800 jobs focused on engines that, among other features, will fulfill Euro 6 emission standards and substantially reduce fuel consumption and CO_2 emissions. When completed at the end of 2012, the plant will enable highly flexible engine production so that production schedules can adjust almost immediately to fluctuations in powertrain demand. This type of production flexibility is a key business strategy that we are implementing globally to sustain long-term financial performance.

AUSTRALIA

Holden contributed a combination of cash and in-kind support valuing $A3.7 million to Australian communities through various support programs during 2010. Much of this was directed toward assistance following the tragic bushfires of 2009, which affected many of our employees. Holden decided that the best way to offer relief was by loaning cars to families in need, and 300 cars were allocated for one year for this purpose. Another outreach effort involved the donation of 60 cars to the Australasian Road Rescue Organisation to help develop the emergency response skills of road rescue workers.

Our Business

A MODEL FOR SUSTAINING PROFITABILITY

The GM organization is committed to designing, building and selling the world's best vehicles.

With the launch of the new General Motors Company in 2009, we established a new business model for our company — one that positions us to make money at the top and bottom of the business cycle. This has enabled us to bring more stability to our business and position the company for long-term success. To date, we have made considerable progress. Among the highlights:

- We have improved the funding level of our U.S. pension plans with a $4 billion contribution during 2010.
- Our $23.1 billion public equity offering in November 2010 was the largest global IPO in history.
- Our balance sheet has strengthened through debt reduction of more than $11.0 billion between December 31, 2009, and June 30, 2011.
- As of the third quarter in 2011, we had recorded seven consecutive quarters of profitability, and all four of our regional operations around the globe were performing profitably.
- The U.S. government's ownership stake has decreased from 60.8 percent to 33.3 percent.
- The Canadian government's ownership stake has decreased from 11.7 to 9.3 percent.

This progress has been achieved during a time of historically low industry sales, which demonstrates that our products are winning in the marketplace.

In fact, Chevrolet sold more vehicles in the first six months of 2011 than it has in any other first-half year in the brand's 100-year existence. Our challenge is to keep building this momentum by focusing on four pillars that will drive margin improvement and sustain long-term performance.

1. Design, Build and Sell the World's Best Vehicles

Our success starts and ends with great products that have compelling design and outstanding reliability, quality and durability. We are working toward this goal from a strong foundation. Our J.D. Power customer satisfaction rankings are above average. We lead in fuel economy in multiple product segments. Our vehicles have a strong safety reputation and competitive advantage through our ownership of OnStar. Our continued investment in advanced technologies and leadership in clean-energy patents, which are outlined in the Design section of this report, is another important part of this pillar and one that directly supports our intent to help displace petroleum, improve fuel economy and reduce emissions.

2. Strengthen Our Brand Value

Great products lead to great brands. Our brands must have a clear, powerful and distinctive position in the marketplace. Key to this is a focus on fewer brands, which enables us to increase product development

(cont'd)

Our Business *(cont'd)*

A MODEL FOR SUSTAINING PROFITABILITY

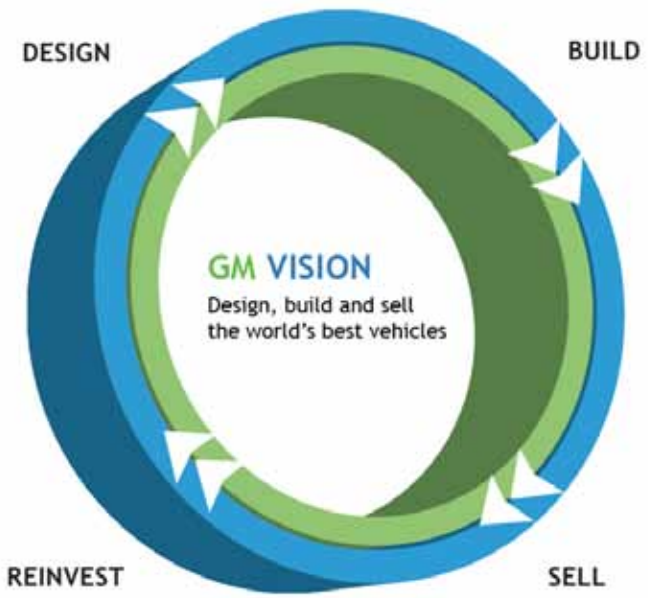
and manufacturing flexibility, maintain a steady flow of new product launches and allocate higher marketing expenditures per brand. Also key is our decision to launch the Chevy Carbon Reduction Initiative with the goal of eliminating the carbon footprint of the 1.9 million Chevrolet vehicles expected to be sold in the U.S. between November 18, 2010, and December 31, 2011. In North America, for example, we have transitioned successfully from eight to four brands. Our global brand strategy is centered on Chevrolet as a brand that offers great value and style and on Cadillac as a premium brand that embodies unique American luxury.

3. Grow Profitably Around the World

Our margin enhancement initiatives are focused on both top-line sales growth and bottom-line operational leverage. In North America, we are continuing to broaden our product line. In 2010, sales volume mix was composed of 36 percent cars, 38 percent trucks and 26 percent crossovers. In 2011, the sales volume mix was composed of 38 percent cars, 37 percent trucks and 25 percent crossovers. In Europe, the focus is on refreshing Opel/Vauxhaull models and growing our Chevrolet brand.

GM International and GM South America are pursuing local and regional solutions to meet specific market requirements. We are capitalizing on our leading share in the fast-growing BRIC (Brazil, Russia, India and China) markets. In China alone, we, together with our joint venture partners, plan to introduce 16 new models and/or major upgrades in the next five years. In BRIC countries, we are particularly focused on solutions that can satisfy fast-growing demand for personal vehicles, while addressing the inevitable demands on energy supply and transportation infrastructure that accompany growth.

Profitable growth requires both accelerating our top-line sales and aligning global capacity with global demand. We must achieve a global manufacturing footprint that helps us minimize costs, optimize flexibility and improve capacity utilization. Reducing complexity through more common components and vehicle architectures is key to this goal. We intend to reduce the number of vehicle architectures and the number of engine platforms by about 50 percent over the next decade. By 2015, we expect that over



50 percent of our vehicles will be built in a flexible network of plants that leverage vehicle commonalities. This will enable us to put higher-quality products in the marketplace at a faster pace with more efficient capital investment. This also allows us to more quickly reduce the cost of the advanced technologies we are introducing. In addition, simplified processes and continuous improvement in operating efficiencies will serve to further the resource conservation initiatives that are discussed in the Build section of our report.

4. Maintain a Fortress Balance Sheet

Given the cyclical nature of the global automotive marketplace, it is critical that we maintain a low-risk profile through an income statement with an appropriately low break-even point. Common global platforms and reduced business complexity are at the heart of a disciplined cost structure, as well as a straight-line investment strategy. This means sustaining technology and product development investments through business cycles in order to minimize "start-and-stop" efforts that result in wasted capital and wasted resources. Our balance sheet objectives will continue to emphasize minimal debt and prudent liquidity reserves. This also will help us to work further toward fully funding our U.S. pension plans and to pursuing an investment-grade credit rating.

Our Business

PUTTING THE WORLD TO WORK

We have created or retained more than 15,000 jobs in the U.S. alone in the past two years.

In the U.S., we employ more than 77,000 people, operate 43 manufacturing facilities and purchase $34 billion annually from suppliers. We believe our revitalization is fundamentally important to America's economic and competitive strength.

In the past two years, we have announced over $5.4 billion in U.S. investment and production increases that have created or preserved more than 15,000 jobs. Not only are these investments developing desperately needed jobs, but also many are directed toward programs focused on more sustainable vehicles. The investments and their accompanying job creation initiatives include:

- $483 million and 480 new or retained jobs to build current and next-generation Ecotec four-cylinder engines in Spring Hill, Tennessee.
- $500 million in U.S. manufacturing operations for the Chevrolet Cruze program, including more than $350 million to retool our Lordstown, Ohio, facility.
- $270 million and 211 new or retained jobs to build advanced electric motors in White Marsh, Maryland.
- $700 million related to the Chevrolet Volt program and eight Michigan-area facilities that are involved in the production of Chevy Volt — from vehicle assembly to battery manufacturing to production of engines and components for the Volt.
- $655 million and 1,200 jobs to build cleaner, more fuel-efficient engines in Tonawanda, New York, as well as casting and component in Defiance, Ohio; Bedford, Indiana; and Bay City, Michigan.

GM's economic impact reaches far beyond U.S. borders, and we are proud to bring job opportunities, state-of-the-art technology and responsible corporate citizenship to many other countries around the world. In Canada, we've invested approximately C$1 billion in creating or retaining over 3,000 jobs as we've transformed our operations over the past two years. In Mexico, for example, we are one of the country's largest employers, accounting for 12,000 direct and 90,000 indirect jobs. Our operations have played a key role in the development of regions such as Coahuila, Guanajuato, Estado de México and San Luis Potosí. In many of these areas, we have changed people's lives by offering them opportunities in industrial and high-tech jobs.

In Brazil during the past two years, we have created more than 600 administrative jobs and 4,000 hourly positions as we expand production to keep up with demand in one of the world's fastest-growing automotive markets. And in China, we dedicated Phase I of the new GM China Advanced Technical Center in Shanghai this fall. Within five years, we expect the Center to employ more than 500 engineers engaged in research on battery technology, advanced materials and advanced powertrains. The facility is on track to become one of the key global automotive design and technology research organizations in the world.

OUR PEOPLE

We are molding a new corporate culture that aspires to be a workplace of choice for the automotive industry and beyond.

At Work, Building the Next GM

Becoming a Workplace of Choice is an important objective for us. We have defined seven dimensions that are vital to achieving this objective: Commitment, Teamwork, Trust, Personal & Professional Growth, Recognition, Fairness, and Health & Well-Being. As an organization, we are striving to set the tone for the leadership and individual conduct we expect of each other and to create a great corporate culture for great people.

Our People

COMMITMENT

Commitment is the dimension that sees us through tough times and fosters pride in all that we accomplish together. At every level of our organization, this is a two-way process. Our leadership strives to model the level of commitment that is expected from our employees.

Our vehicle advocacy programs represent one of the most impressive examples of commitment at GM. Our employees are passionate about the vehicles and trucks they design, build and sell. They take it to another level, however, when they go out on their own time to talk to people about our products. Our employees' personal, word-of-mouth testimonials have proven to be among the most effective ways to market our products on a grassroots level.

In an effort to support this activity, we teamed with United Auto Workers and Canadian Auto Workers to sponsor the GM Vehicle Plant Tour, which brought the newest Chevrolet, Buick, GMC and Cadillac models to 40 of our plants around the U.S and Canada. The program gave more than 40,000 employees at all levels the first-hand experience and familiarity they need to become committed, one-on-one spokespeople for our products in their communities. Plant employees had the opportunity to get behind the wheel of 24 diverse vehicles, from the Chevrolet Camaro to the Cadillac CTS Sport Wagon. They participated in overnight test drives and ride-and-drive programs in which family members, friends and others in the community were encouraged to test drive the vehicles. Armed with a deeper understanding of the wide range of our vehicles, these employees are better prepared to share their passion about the vehicles we make.

Commitment Profile: Wendy Stachowicz

Spearheading the personal commitment behind the Vehicle Advocate Program is Wendy Stachowicz of the GM Communications Group. "I always had this dream of getting people in vehicles so that they could make up their own minds and then share their story," she says. That dream began to take shape in 2009 when Wendy obtained access to some just-launched Chevrolet Camaros and made arrangements for GM employees to drive them. The program was such a hit that Wendy started reaching out to launch teams for the Chevrolet Equinox, the GMC Terrain and the Cadillac SRX.

Next, Wendy turned her attention to supplier companies, including high-tech suppliers in California's Silicon Valley, to let their employees see how we are using the parts and services they provide to make quality vehicles that are fun to drive. Wendy says suppliers "are one of the keys to the quality of our vehicles. The relationship that we have impacts all of us. So just getting them into our vehicles helps them to see how their finished work looks in our cars." A depth of commitment like Wendy's is underscored by a strong belief in what we are creating. As Wendy says, "My job is really a passion, and when you have a job that you do every day, and it's your passion, you can only help the company do even better."

Our People

TEAMWORK

We encourage our employees to work as members of a team to achieve common goals. That requires flexibility, supportive leadership and an atmosphere of appreciation. Our people are inspired and motivated by the talents and accomplishments of their workmates. Our teams learn from each other, overcome difficulties and foster feelings of belonging, support and personal value.

While a teambuilding approach is a hallmark of our daily work processes, we also work to foster a sense of teamwork among our more than 200,000 employees around the world. This is not a small task considering the global diversity of our business. GM OverDrive is a new tool we are using to better connect us on a global level. Open to all employees, OverDrive provides a social networking platform to connect the global GM community. The power of OverDrive lies in its ability to enable real-time dialogue within GM — to spark brainstorming, gather feedback and facilitate online collaboration.

GM Overdrive is a new tool to better connect us on a global level.

This valuable new tool connects GMers with fellow employees around the world — allowing them to form relationships and gain insights and inspiration from those who are just like them, and those who couldn't be more different.

Teamwork Profile: Suzy Cody

Chevrolet aerodynamic engineer Suzy Cody is a real team player on the job and at the rink. At work, Suzy is part of the team charged with fine-tuning the 2013 Malibu's exterior to reduce drag and allow it to achieve outstanding fuel economy. But outside of work, Suzy is known as "Shovey Camaro," an elbow-slinging member of the Bath City Roller Girls derby team from Mount Clemens, Michigan. Suzy credits the derby with giving her the confidence she needs to work aggressively toward her goals: "Roller derby is an extremely empowering sport, and it's also incredibly humbling." Balance is essential to helping Suzy and her team at GM collaborate with other GM teams, all working to improve the aerodynamics of the Malibu. "Negotiating the competing interests of design, manufacturing and vehicle engineers — all of whom have different goals

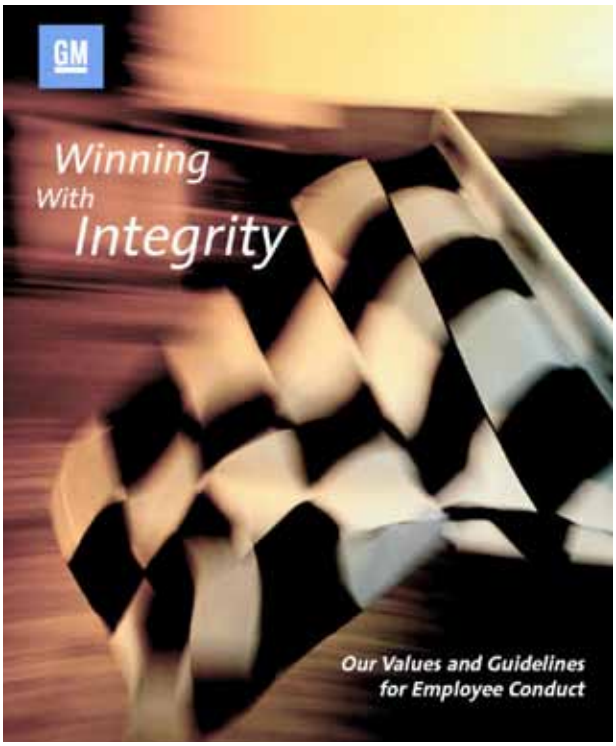
for an individual part or the vehicle's overall design — can be inspiring," Suzy says. "We all have a common goal — to give Malibu customers around the world Chevrolet's most fuel-efficient mid-size car ever."

Our People

TRUST

At GM, we have a steadfast commitment to doing the right thing. We achieve this through personal responsibility, accountability and trust in how we work and conduct ourselves as GM employees. Furthermore, we strive to earn the respect and trust of the buying public in designing, building and selling what we believe are the world's best vehicles. Equally important is our goal of earning and maintaining the respect and trust of those who put their financial faith in us.

Trust is a function of integrity. To help our employees better understand our expectations for employee behavior, we have a written code of conduct called "Winning With Integrity." Every salaried GM employee worldwide is required to read and understand it before they can certify compliance with all policies therein. This code of conduct provides guidance on how our employees are expected to act with integrity in the workplace, in the marketplace and in their communities when representing GM.



Our code of conduct policies are outlined in "Winning With Integrity."

Employees can now complete annual code of conduct certification online.

Additionally, our code provides guidelines on how all employees are expected to be good stewards of the environment as embodied in our Environmental Principles, which guide the conduct of our daily business practices worldwide.

We are committed to maintaining a corporate culture that promotes trust. We strive to create work environments that accept and tolerate differences while promoting productivity and teamwork. Our code also provides guidance about what is considered misconduct, including what constitutes misuse of company property, discrimination, harassment, conflicts of interest, unethical behavior, or misuse of information or computer systems. Additionally, the code provides guidance about what may constitute unfair competition or insider trading and provides guidelines about interactions with government officials, export compliance and anti-corruption. As we strive to win in the changing global marketplace, "Winning With Integrity" remains the bedrock of our corporate values.

Our People

PERSONAL & PROFESSIONAL GROWTH

Employee talent is our competitive advantage. This is why we are committed to educating and engaging our employees in ways that broaden their expertise and contribution. Our employees are encouraged to articulate their personal career goals, understand and use available systems and tools, and pursue learning opportunities. Provided with opportunities for their ongoing development, our people can reach their potential in a meaningful career, thereby helping GM reach its potential as a company.

GM Learning (GML) is one of the largest corporate educational programs in the world. The program currently has 11 learning functions tied to our global processes that are charged with developing curricula tailored to the unique challenges facing each of our business sectors. Some courses within GML are lecture-based in a traditional classroom format. Many other courses are offered online, and in multiple languages, so employees have the convenience and flexibility to initiate training on their own schedule. For example, 28,000 employees outside the U.S. are enrolled in GML's Global English course to help them improve communication skills that are critical to success in the global workforce. The 11 learning functions within GML are Engineering, Global Purchasing & Supply Chain, Health & Safety, Human Resources, Information Technology, Finance, Global Ethics & Compliance, Manufacturing/Labor Relations, Quality, Research & Development, and Sales, Service & Marketing.

Identifying and training future leaders is another important way in which we support personal and professional growth. Our Leadership Development Program prepares individuals to lead at critical transitions in their careers, whether at the team, organization or enterprise stage. Using a leaders-teach model, leaders at all levels help develop the content of the courses. Leaders also "pay it forward" by sharing what they have learned — from identifying gaps in leadership skills to helping create a workplace environment where effective communication and personal accountability become second nature.

Personal and Professional Growth Profile: Jeremy Kearney

Jeremy Kearney knows a thing or two about professional growth. A little more than four years ago he was a GM intern. Since joining the Company, Jeremy has moved quickly through the ranks to become a design engineer, and today works on models such as the Chevrolet Camaro and the Cadillac CTS. This position, however, is just his day job. Jeremy also serves as President of GM JumpStart, our employee resource group for newcomers to our Company.

JumpStart helps new employees navigate our global organization by fostering networks and developing cross-functional relationships and providing opportunities for leadership development. Discovering GM is one of the program's most valuable features. These deep-dive sessions offer an opportunity to spend time with executive directors and their teams from across the company to learn more about their respective areas. "It's a great opportunity to see and learn beyond your current area of responsibility," explains Jeremy. In addition to networking and education opportunities, Jumpstart also offers social activities, such as playing intramural sports.

"I think of JumpStart as the future of GM. New employees coming into the company today are the people who will be sustaining and influencing our business years from now," notes Jeremy. "It's important to provide professional development and leadership opportunities while helping them develop relationships within the organization that not only will help keep them at GM, but also serve them well in their professional growth for years to come."

Our People

RECOGNITION

Recognition is valued at GM. We encourage development of new ideas and offer candid and constructive feedback. We know that appreciation goes both ways to foster goodwill between our employees and their team leaders. When they have a sense of achievement for a job well done, our people are driven to excel because their efforts matter.

Team GM Recognition is one of our newest employee recognition programs. Introduced during 2011, the global program provides monetary and nonmonetary awards to employees who have gone above and beyond in displaying one of the Workplace of Choice attributes.

The program is unique in that it empowers supervisors to reward employees on the spot, without a lengthy approval process. If an employee works through the weekend to finish a critical project, for example, the supervisor can access an internal website on Monday morning, select an award level and present the award for demonstrating extraordinary "commitment," all before lunch time. By seizing the moment, supervisors have the opportunity to reinforce Workplace of Choice attributes in everyday work situations, while also providing employees with well-deserved recognition.

Recognition Profile: The Truck of the Year Team

Internal acknowledgement of each other's achievements is critical to creating a winning culture, and it helps to ensure that we win in the marketplace. Just ask the team behind the 2011 Silverado HD, which garnered one of the auto industry's highest possible accolades, *Motor Trend* Truck of the Year. This recognition marked the crowning event in the Silverado team's long journey from blank page to award-winning vehicle.

The team's lead development engineer, Jim Mikulec, was excited about developing the new HD pick-up from the outset: "Our former chief engineer literally gave us all a blank sheet of paper and told us, 'Give me your top items to make the ideal pick-up.' And this is the result of it." Jim credits the team's "no compromises" attitude with allowing them to design a truck that gives customers what they want.

Jully Burau, the global vehicle chief engineer for full-size trucks, says it was not about winning awards; it was about being the best heavy-duty truck. "We certainly know what the competition does and what the customer is looking for. We set our standards very high so we could be a winner."

Motor Trend *Editor-in-Chief Angus MacKenzie (left) presents the* Motor Trend *Truck of the Year trophy to General Motors CEO Dan Akerson for the 2011 Chevrolet Silverado HD pick-up.*

Rick Spina, the vehicle line executive for full-size trucks, admits winning Truck of the Year is nice, but the team also knows it places a target on their backs. "The *Motor Trend* Truck of the Year award makes me feel proud. It is a validation by outside parties that what we're doing is right. Next, it makes me feel challenged to know the other guys are coming after us, so we have to get right back at it and do it again."

Our People

FAIRNESS

Fair treatment has an important effect on individual behavior and commitment. We strive for transparency and fair distribution in our promotion, pay and rewards decisions. This approach fosters a diverse and inclusive environment with equitable policies that allow our people to be rewarded in direct proportion to their contributions.

We benefit from the wide array of perspectives that our global talent pool brings to the table. And as our employees interact with others in their communities, they become direct links to the global marketplace. As GM ambassadors to their communities, our people embody the critical relationships, cultural knowledge and experience we need to perform and compete worldwide.

GM PLUS (People Like US): For the fifth straight year, GM has earned a perfect score of 100 percent in the Corporate Equality Index (CEI) compiled by the Human Rights Campaign (HRC). This rating also puts GM on the HRC's 2011 list of "Best Places to Work for LGBT Equality."

Our culture attracts employees who take personal responsibility for creating an environment of mutual respect and inclusion through their own behaviors and interactions with others. Investing in these relationships can pay significant dividends in a number of areas, including greater productivity, innovation, and employee recruitment and retention. Also, it serves to reduce barriers across groups and enhance relationships between employees and customers.

In the U.S., employee resource groups ensure continuous vibrant communication between diverse employee groups and diversity management, human resources staff and senior management. Employee resource groups are formed around employee initiatives and are employee-driven. Currently, there are 12 employee resource groups that play key roles in community fellowship, advocacy and strategic business.

U.S. Employee Resource Groups

- Asian Indian
- Chinese
- Women
- African Ancestry
- GM PLUS (People Like US)
- Hispanic
- GM JumpStart (for new employees)
- Mid-East/South-East Asian
- Native American Cultural Network
- People with Disabilities
- Veterans
- Vietnamese

A great example of advocacy outreach is the development of a video for the "It Gets Better" Project by our GM PLUS (People Like US) employee resource group. The video was developed to support lesbian, gay, bisexual and transgender (LGBT) youth who might be struggling with feelings of depression or even despair. LGBT executives and straight allies courageously share their own experiences with these young people, providing real-life examples that their lives can reach levels of happiness, potential and positivity they may not currently imagine possible. LGBT employees go on record to let these young people know that they are not alone and that it gets better.

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Our People *(cont'd)*

FAIRNESS

Employee resource groups also play an essential role in enhancing market opportunities, recruiting and retention efforts, and opportunities for career development and networking within their specific communities. As the GM "face" behind their respective employee resource group, members serve as indispensable sources of pulse information from within the company, as well as facilitating focus group learning and interpretation from their unique vantage points in the market. Employee resource groups are not limited to the U.S. In Brazil, for example, we have created a women's employee resource group to provide learning activities that encourage the development of women in the workforce.

GM and The Millennials

Our focus on sustaining our business over the long-term requires us to always strive to understand the needs and preferences of tomorrow's consumers. For the automotive industry, this means tapping into the minds of Millennials, the 11- to 30-year-olds who make up a brand-new car-buying demographic. Also known as Generation Y and Echo Boomers, this massive cohort numbers about the same as the Baby Boomers who preceded them. By 2020, the Millennial generation is expected to represent as much as 40 percent of the car-buying market; therefore, it is crucial that we successfully address their needs, wants and turn-offs if we are to transition economic recovery into solid long-term growth.

In July, GM hosted a week-long event at our Detroit headquarters to help our employees get to know the Millennials. Personalities from MTV hosted a series of seminars featuring experts and young people to shed light on the Millennials' views on cars, how they choose brands, and what motivates and inspires them. The insights from this event and additional research reveal that Millennials' relationship with cars is very different from that of their parents or grandparents. They tend to be less interested in horsepower and more interested in sustainability. They also put greater emphasis on electronics and connectivity, so they want to stay connected with their phone and all the networking that goes with it when they're in a car. The designers at GM are paying close attention to this desire but recognize the need to balance it with safe driving practices.

MTV personalities hosted seminars to shed light on the views of Millennials

Our People

HEALTH & WELL-BEING

We recognize that a healthy work-life balance is key to feeling truly successful. Our employees are encouraged to pursue a healthy lifestyle that includes balancing personal and professional commitments, and we support open dialogue on what that means to each employee. Supporting wellness also means maintaining supportive relationships with the communities where we do business and providing our employees easy access to the tools and information they need to become better health care consumers. With a company that backs them up, our people can reach their potential and maintain the health they need to enjoy a full and rewarding personal and professional life.

We are committed to raising awareness on health and wellness issues, and making it easy for our employees to address them. GM LifeSteps is a comprehensive program that provides a health assessment, biometric screenings, online tools, personal health coaching and on-site programs. In 2011, we formed a Functional Wellness Team that consists of 14 executives from different areas. Their role is to become visible supporters of our wellness efforts by communicating monthly wellness messages to their functional teams and ensuring these are cascaded throughout their organizations, and participating in quarterly meetings to share ideas and strategies. The program is already exceeding targets on several initiatives. In 2011, under the LifeSteps program, 93 percent of our U.S. salaried employees completed a health assessment, and 42 percent of employees who use tobacco completed a cessation program in exchange for a contribution to their health savings account. These successes serve to engrain wellness into our GM culture.

Occupational Safety

Safety is an overriding operational priority and is managed through our Global Manufacturing System (GMS), a set of Health & Safety processes designed to minimize risk exposure in manufacturing, engineering and all other enterprise support facilities. After addressing safety at the organization level, we ensure that all leaders are trained to understand expected behaviors, have the tools they need to perform, and know how to use them.

Routine jobs within GM have specific "Standardized Work Practices" to help employees identify and reduce risk. For jobs that are performed infrequently and do not have established safety instructions, a pre-task planning process is used to define and reduce potential hazards associated with the job. The GM Take-2 process further encourages supervisors and employees to stop and think before taking action on a task, to ensure that all potential hazards have been addressed prior to beginning the job. This strategy is key to realizing our zero-injury objective and is especially important in addressing potentially fatal risks.

GM and our trade union partners often develop specialized employee training to address safety in the manufacturing operations. In the United States, the United Auto Workers (UAW)-GM Center for Human Resources (CHR) provides health and safety training that meets and often exceeds regulatory requirements. Much of this training is provided at the CHR's Health and Safety Training Center, a nearly 14,000-square-foot facility that offers train-the-trainer, hands-on instruction covering over 30 different safety issues relevant to the UAW-GM workforce.

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Our People *(cont'd)*

HEALTH & WELL-BEING

As we continue to expand into the global economy, we are also expanding our knowledge about safety issues and finding new applications for what we have learned. Using the latest technology, our global safety team supports the GM safety process by ensuring common policies and practices are implemented. The global team facilitates communication of shared safety practices and helps implement proven processes wherever needed. One of the tools used is the GM-developed "Safetypedia," a Wiki-styled reference tool describing the key elements of the GM safety processes that reflect the company's global safety history, expertise and lessons learned.

GM is a globally recognized leader in Health & Safety. GM operations from Germany to Thailand have received recognition for their outstanding safety performance. In 2010 alone, the National Safety Council awarded 46 GM North America locations with Occupational Excellence Awards for achieving safety incidence rates below 50 percent of the national average. The GM manufacturing organizations in India have received significant recognition as well. The GM Talegaon Plant received the 2010 Golden Peacock Award for Occupational Health & Safety, while the Halol plant received the Gujarat State Safety Award for both their extremely low incidence rates and overall commitment to safety. The GM Avtovaz plant in Togliatti Russia placed first among 80 competitors in their city-wide annual safety competition. Across the globe, GM leads in workplace safety and health.

2010 Health and Safety Performance

January 1, 2010 through December 31, 2010

	Total Recordable Rate[1]	Lost Workday Case Rate[2]
	Rate	Rate
GM	1.38	0.25
GMNA	2.91	0.56
GMIO	0.18	0.04
GMSA	0.83	0.06
Opel-Vauxhall	0.16	0.05
GMSCO[3]	2.34	0.33

[1] *Number of work-related injuries that require medical treatment beyond simple first aid treatment X 200,000/ Employee hours worked = Total Recordable Rate.*
Note: The 200,000 hours in the formula represents the equivalent of 100 employees working 40 hours per week, 50 weeks per year, and provides the standard base for the incident rates.

[2] *Number of work-related injuries or illnesses that require a worker to be away from work for one full workday or more X 200,000/ Employee hours worked = Lost Workday Case Rate.*
Note: The 200,000 hours in the formula represents the equivalent of 100 employees working 40 hours per week, 50 weeks per year, and provides the standard base for the incident rates.

[3] *GM Subsystems and Components Operation.*

Our Communities

ACTIVITIES AROUND THE WORLD

Three Peaks Challenge (climbing three highest UK peaks in 24 hours) to support Help For Heroes, Vauxhall's national charity.

Forgotten Harvest in Detroit, Michigan, is one of many organizations supported by GM employees.

Members of teamGM Cares are involved in community outreach activities.

GM employees participate in efforts to restore and preserve the environment.

Reinvestment in communities and causes that benefit the greater good are an intrinsic part of our heritage and our future. From grassroots initiatives in countries around the globe to support from the GM Foundation in the U.S., from volunteer projects by individual employees to ambitious cause marketing programs by our brands — a portion of our energy, talents and resources are shared beyond the walls of our company. In particular, we focus on supporting education, health and human services, environment and energy, and community development initiatives.

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Our Communities

EDUCATION

Since its inception in 1976, the GM Foundation has always made education a cornerstone of its efforts. Today, the need for a well-educated and dynamic workforce that can compete globally, particularly in the fields of engineering, science and technology, has never been greater. The Foundation is seizing opportunities to support those efforts that best fuel the imagination and ambitions of the nation's emerging workforce.

Networks of Excellence

Three years ago, Detroit had the lowest graduation rate in the country, and Cody High School had one of the lowest in the district with 75 percent of students presumed to be dropouts. Today, nearly 90 percent of Cody High students come to class in smaller, more individualized settings. "Small schools do work," says Johnathon Matthews, principal of the Academy of Public Leadership at Cody. "We get the kids to come to school, and that's the first step to getting them to graduate."

Mark Reuss, GM President North America, announces the "Networks of Excellence" program.

Key to the success at Cody is the United Way's "Networks of Excellence" program. In 2010, the GM Foundation committed an unprecedented $27.1 million grant to the United Way for Southeastern Michigan to create "Networks of Excellence" in seven additional Detroit-area high schools with the goal of dramatically increasing graduation rates and creating one of the nation's most skilled workforces within the next two decades. The funds, comprising the largest donation in the Foundation's 35-year history, are aimed at reducing the nearly 50 percent dropout rate in working-class areas of metro Detroit that have suffered the most from the loss of manufacturing jobs.

The Buick Achiever Scholarship Program awarded 100 students with up to $25,000 annually to pursue their academic careers.

Buick Achievers Scholarship Program

In 2011, the GM Foundation and Buick announced the Buick Achievers Scholarship Program to recognize and award 1,100 college-bound students nationwide who excel in both the classroom and in the community. Among the largest scholarships awarded over multiple years, Buick Achievers awards 100 students with $25,000 a year, for up to four years. An additional 1,000 students were awarded $2,000. Buick and the GM Foundation plan to start a new group of 100 students win renewable scholarships of up to $25,000 each year, and $2,000 scholarships will be awarded on a yearly basis. "As a company, and as a nation, we have a responsibility to support opportunities for higher education," said Dan Akerson, GM Chairman and Chief Executive Officer. "The Buick Achievers scholarship will help foster the next generation of leaders destined to develop future global innovative solutions to global issues."

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Our Communities *(cont'd)*

EDUCATION

SAE International — A World In Motion®

The GM Foundation recognizes the importance of vibrant early education in science, technology, engineering and mathematics (STEM) through its sponsorship of SAE International's "A World In Motion" (AWIM) programs that incorporate the laws of physics, motion, flight and electronics into age-appropriate, hands-on activities. Events such as the AWIM Fuel Cell Olympics reinforce standard classroom STEM curriculum and spark the imaginations of young people to envision rewarding careers in engineering, science and technical fields. In addition, GM auctioned off the very first Chevrolet Volt to raise an additional $225,000 for Detroit Public Schools Foundation STEM enrichment.

Putting Detroit Schools Back on the Road to Success

Initial results are promising for The United Way's "Networks of Excellence" program in Detroit.

"Kids here, they don't want to go to school. They want to drop out and hang out with their friends," said Cody High School student Patricia Harris in 2008. With a graduation rate of around 25 percent, Cody High School was one of five Detroit-area schools chosen to participate in the first of the United Way's "Network of Excellence" programs. The goal of those networks was to boost graduation at schools with dropout rates of 50 percent or more.

Turnaround specialists recommended smaller academies with specific focus areas that allow students to receive more personalized instruction. The schools were shut down and then reopened as smaller learning academies on the same property, along with Early Childhood Learning Communities, designed to help prepare children for kindergarten, in each of the designated schools. In its first year, the program reduced chronic absences by 25 percent, and 83 percent of the students at the turnaround schools were on track to graduate.

In December 2010, the GM Foundation pledged its largest gift ever, $27.1 million, to extend the proven success of the Networks of Excellence program to seven additional Detroit-area schools. As the Detroit Public Schools system continues its attempt to erase a budget deficit of over $3 million, financial assistance could not have come at a better time. The breakdown of the donation includes $5 million annually for five years to the turnaround schools, plus $425,000 a year for the Early Childhood Learning Communities.

"We talk a lot these days about doing the right thing," said GM North America President and GM Foundation Board member Mark Reuss. "It has to be more than talk. It has to be tangible, and it has to be done with the right partners to get results."

Our Communities

HEALTH & HUMAN SERVICES

With an emphasis on health and human services, the GM Foundation is a major contributor to the American Heart Association, the American Red Cross and SafeKids USA, among its many other charitable giving programs. GM and the GM Foundation have contributed more than $1 million to the American Heart Association and have focused on research and prevention of heart disease, cancer and diabetes. The GM Foundation also recognizes its responsibility to ensure the well-being of its consumers by investing in programs such as SafeKids USA that promote research, innovation and education in increased passenger safety.

SafeKids USA

In 2011, Safe Kids USA, GM and the GM Foundation celebrated the 15th anniversary of their successful partnership in the nation's most extensive child passenger program, Safe Kids Buckle Up (SKBU). Since its inception, SKBU has grown from a focus on child seat checkups at dealerships into a multi-faceted activity that addresses safety in and around vehicles for children from birth through age 14.

Through certified technicians at Safe Kids coalitions and chapters around the country, more than 1.4 million car seats have been inspected for proper installation. During National Child Passenger Safety Week in September 2011, SKBU marked yet another significant milestone with the 500,000th car seat provided to a family in need.

To date, nearly 80,000 SKBU events have been held, and more than 21 million people have been exposed to child passenger safety messages at community and dealership events. The community outreach includes a fleet of 137 mobile seat-checkup vans deployed and more than 500 permanent child safety seat inspection stations in service across the nation.

Other SKBU initiatives include Spot the Tot; the Never Leave Your Child Alone heat-stroke prevention program; and a pre-teen safety education program, Safest Generation. With the newest teen pre-driver program, Countdown2Drive, the partnership is working to develop the next generation of safe passengers and drivers.

Countdown2Drive

Most young teens count down the days until they can ride in an older friend's car and eventually carry their own driver's license. Yet, at ages 13 and 14, a teen's risk of having a fatal crash while riding with an older teenage driver is double that of a pre-teen, and that risk continues rising to reach a lifetime high during the first year of independent driving. Despite the risks, teens do not always receive the level of driving safety education and training they need.

These facts are behind the GM Foundation's support of the new SKBU Countdown2Drive initiative. The Web-based program is designed to help parents and teens discuss and reinforce key habits for safely riding with other drivers. Through the program, parents and their teens draft an agreement that reinforces safety behaviors such as always wearing a seat belt, reducing driver distraction and checking in with parents upon arrival or departure. Establishing these behaviors early instills competence and confidence as teens begin to travel with friends and prepare to get behind the wheel.

American Red Cross

In the wake of one of the deadliest tornadoes in recent history, the Red Cross quickly dispatched a Disaster Action Team to Joplin, Missouri, to assess immediate need, open a shelter and partner with other organizations to provide emergency care for hundreds of evacuees. The GM Foundation provided a $100,000 grant to aid recovery efforts for victims of the tornado. The Joplin tornado is just the latest example of the GM Foundation's financial support to cities affected by natural disasters. Recent contributions to the American Red Cross have helped relief efforts following the earthquakes in Japan, New Zealand and Haiti, as well as floods in Tennessee and Kentucky. The Foundation also provides funding to the Annual Disaster Relief Giving Program, which enables the Red Cross to provide immediate disaster relief anywhere in the country.

Our Communities

ENVIRONMENT & ENERGY

GM and the GM Foundation take seriously the stewardship and responsible, sustainable management of the environment, beginning with the use of our own property. Through its support of such organizations as the Wildlife Habitat Council, the World Environment Center and EarthForce GREEN, GM and The GM Foundation also invest in education that promotes environmental sustainability, conservation and protection as good citizenship.

Wildlife Habitat Council

The Wildlife Habitat Council recognizes outstanding habitat management and environmental education efforts at corporate sites. GM has designated more than 870 acres in North America as habitat enhancement and restoration projects to provide food, water and habitats for wildlife. As of June 2011, 15 GM facilities have achieved Wildlife Habitat Council certification.

World Environment Center

GM is a member of the World Environment Center (WEC) and serves on its board of directors. Working with the private sector, international organizations, nongovernmental organizations and academia, the WEC advances sustainable development by encouraging environmental leadership, helping improve health and safety practices worldwide, and fostering the efficient use of natural resources to protect the global environment.

Global Rivers Environmental Education Network (GREEN)

In North America, GM partners with the environmental education nonprofit group, Earth Force Inc., to implement GREEN. In this program, mentors from GM facilities join with community partner organizations and neighborhood schools to teach students hands-on lessons about measuring water quality. They use the information gathered to learn ways to effect positive change in their local watersheds.

Each year, hundreds of GM employees volunteer to work with teachers and students at river sampling events, classroom visits and student summits. Since GREEN's inception in 1999, over 100,000 young people in more than 50 GM communities have had an opportunity to participate in GREEN.

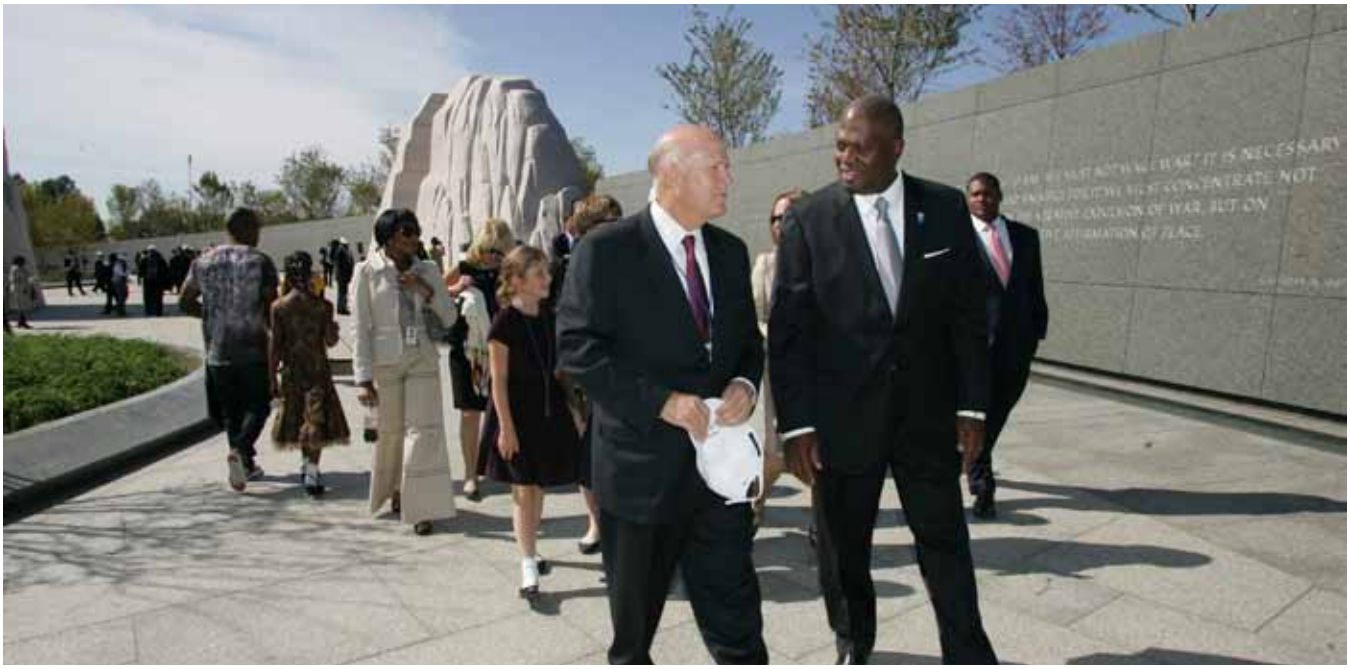
In 2010, 184 GM employees from 39 facilities partnered with community organizations assisting educators to reach approximately 8,700 students from 364 classrooms. Through this program, young people are developing lifelong habits of active citizenship and environmental stewardship.

In conjunction with the GM GREEN program, 20 educators nationwide were among the first to be honored with an award established by Earth Force, Inc. and the GM Foundation to recognize exceptional educators who integrate environmental education into their classrooms. The Chevrolet GREEN Educator Award honors educators of all kinds, including K-12 teachers, higher-education faculty and community-based program instructors. The winners are featured on the Earth Force website and at www.greeneducator.org, where their teaching tools and ideas for engaging students are showcased as best practices for other educators.

GM volunteers teach students about water quality.

Our Communities

COMMUNITY DEVELOPMENT



GM Chairman and CEO Dan Akerson joins MLK, Jr. National Memorial Foundation President and CEO Harry E. Johnson, Sr. to tour the newly unveiled MLK, Jr. National Memorial in Washington, D.C.

The GM Foundation is rooted in the belief that corporate philanthropy and good community relations matter, in good times and bad, to customers, to employees, to plant communities and to corporations.

The Foundation is dedicated to economic development, social action and improving the communities where we work and live. Support of such organizations as United Way, Focus: HOPE and the Travis Manion Foundation, to name a few, demonstrate this commitment.

Washington, D.C., Martin Luther King, Jr. National Memorial

GM and the GM Foundation were among the first and largest contributors to the Washington, D.C., Martin Luther King, Jr. National Memorial. In addition to the $10 million provided since fundraising began in 2006, the GM Foundation announced an additional grant of $100,000 on the eve of the dedication. "We're deeply grateful to the GM Foundation and Chevrolet for being with us from the start and supporting the Foundation to build a lasting memorial to Dr. King, his principles and his ideals in our nation's capital," said Harry Johnson, president and CEO, Washington, D.C., Martin Luther King, Jr. National Memorial Project Foundation, Inc. "The additional support and their encouragement of others to join them is very important to our efforts."

More than 20 years in development, the first monument to honor a man of peace and color was dedicated in our nation's capital on October 16, 2011.

Unveiling of a replica of the Stone of Hope.

(cont'd)

Our Communities *(cont'd)*

COMMUNITY DEVELOPMENT

Plant City Grants

GM Foundation Plant City Grants, totaling $1 million, were awarded nationally to local communities with GM facilities. The funds benefit local nonprofit organizations in conjunction with the GM Manufacturing Open Houses. These grants provide much-needed funds to smaller, local efforts, such as plant city food banks and local environmental projects.

Community Centers

The Michigan Council of Women in Technology Foundation donated $2 million to the Detroit Economic Growth Association, which worked with the City of Detroit to upgrade two community centers near GM's Detroit-Hamtramck Assembly Plant to offer quality recreation and education programs to the surrounding community. In addition, the Foundation is partnering with the Michigan Council of Women to create computer labs to provide more access to technology at the centers.

9/11 Heroes Run

To observe the 10th anniversary of the September 11 terrorist attacks, the GM Foundation and Chevrolet donated $250,000 to the Travis Manion Foundation. Travis Manion was a star athlete, U.S. Naval Academy graduate and a U.S. Marine who, when it was suggested that he not return to fight in Iraq, answered, "If not me, then who?" He was killed in action in Iraq. The 9/11 Heroes Run, which Chevrolet supported, brought communities together in more than 25 U.S. cities to honor military, police, firefighters and first responders who have given their lives to protect and save others. Proceeds from the 5K races went to the families of fallen heroes. The GM Foundation funds were used to support the education initiatives of the Travis Manion Foundation, including fellowships and youth leadership programs. The GM Foundation also has provided grants to the Friends of the National World War II Memorial and the U.S. Army Historical Foundation.

Help for Heroes, a British charity supported by Vauxhall, supports the men and women of the Armed Forces whose lives were affected in the line of duty since 9/11.

HOPE career training programs have graduated nearly 11,000 people in southeast Michigan.

Focus: HOPE

For over 40 years, Focus: HOPE has been dedicated to finding intelligent and practical solutions to the problems of hunger, economic disparity, inadequate education and racial divisiveness. The GM Foundation is proud to support Focus: HOPE's food program and career training program which work hard to improve the quality of life in Detroit neighborhoods.

Inforum: Professional Women's Alliance (Automotive NEXT)

The GM Foundation supports this Inforum initiative, dedicated to bringing together top minds in the automotive and manufacturing fields. These successful women help to open the exciting automotive field to the next generation of bright young women, showing them that an automotive career, particularly at this time of fundamental innovation, can be a very attractive option.

(cont'd)

Our Communities *(cont'd)*

COMMUNITY DEVELOPMENT

The MLK, Jr. Memorial: A Legacy of Equality

The newest monument on the National Mall in Washington, D.C., honors the life and vision of the Rev. Dr. Martin Luther King, Jr. The MLK, Jr. Memorial is positioned in a direct line between the Jefferson and Lincoln Memorials, where Dr. King delivered his famous "I Have a Dream" speech in 1963. The monument features a 30-foot likeness of Dr. King with excerpts from his sermons and speeches about his vision of peace through nonviolent social change. The MLK, Jr. Memorial has been a priority project for the GM Foundation since we led the fundraising effort with a $10 million donation a decade ago.

In addition to lending our financial support, we wanted to promote the Memorial as a catalyst for productive dialogue about the ideals for which it stands and the issues that Americans still face. This resulted in the Chevrolet-sponsored "Table of Brotherhood" tour that brought to life one of Dr. King's most famous metaphors: "I have a dream that one day on the red hills of Georgia, the sons of former slaves and the sons of former slave owners will be able to sit together at the table of brotherhood."

Chevrolet took a literal interpretation of Dr. King's concept and brought together thought leaders, elected officials, community advocates and everyday Americans around a specially designed table to engage each other in discussions about Dr. King's vision as it reflects on culturally and socially relevant issues.

Our sponsorship of the MLK, Jr. Memorial and the Table of Brotherhood project is part of our long history of investment in job equality, as championed by Dr. King.

The GM Foundation led the fundraising effort a decade ago for the new MLK, Jr. Memorial.

Plant Manager Steve Finch of our Tonawanda, New York, powertrain facility is just one of scores of African-Americans who have found needed job opportunities in the auto industry. As Finch notes, "The black middle class was very much influenced by the auto industry. It was part of a mass exodus from the South to the North…that allowed people to come in and make a good living and provide for their families."

Finch started with GM 35 years ago as part of an active minority recruiting effort. He not only landed a job with the company, but also attended General Motors Institute. "I got a full scholarship at a time when my family really couldn't afford to send me to school," Finch says. "It was a great, great opportunity." At GM, we are proud of the heritage of our company and our people who continue to reflect the perseverance and integrity behind Dr. King's dream.

Our Communities

EMPLOYEE VOLUNTEERISM

GM Holden in Australia works to preserve native habitats affected by bushfires and ensure the safe rehabilitation of native animals, such as wombats.

Generosity has long been a hallmark of our culture, from corporate outreach to our community-minded employees who welcome opportunities to volunteer their personal time and talents. Collectively, these efforts span worthy causes of all types and touch the communities where we do business around the world. Whether that means spending time in a soup kitchen, mentoring students or responding in the aftermath of a natural disaster, our employees are there because it is the right thing to do.

Recently in the U.S., we have moved to step up our efforts to help connect GM employees with causes that speak to them. Sometimes people want to help, but they do not know where to start or how they can make a difference in their communities. To address this challenge, a cross-functional team was charged with forming a volunteer strategy to help our employees with a variety of volunteer opportunities to fit their interests and individual talents. The result was a brand-new initiative — teamGM Cares. This program serves as a hub for organizing and communicating community outreach activities from around the country. The teamGM Cares website helps employees match the time and talents they have to offer with those causes that need it most by collecting and categorizing volunteer opportunities under the general headings of Education, Health, Environment and Economic Empowerment. The website updates information on upcoming teamGM Cares volunteer activities and provides links to outside volunteer and charity organizations. Our employees have met the program with great enthusiasm and are finding new, rewarding ways to "pay it forward."

GM employees making a difference.

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Our Communities *(cont'd)*

EMPLOYEE VOLUNTEERISM

Green Place Detroit

Joaquin Nuño-Whelan works toward a greener Detroit.

Two years ago, GM's vehicle chief engineer for the Chevy Sonic, Joaquin Nuño-Whelan, and the people he works with every day started talking over lunch. They were looking for opportunities to have a lasting positive impact on Detroit's southwest side. The opportunity came in the form of two adjacent lots where two burned-out houses stood. These lots also were on the same block that Joaquin's grandmother lived and that a younger Joaquin, an intern for GM at the time, promised that he would purchase someday.

Joaquin and other volunteers founded Green Place Detroit, a nonprofit organization that purchased the land and arranged for the houses to be torn down. Then, they challenged middle school students from a nearby school, under the guidance of GM volunteers, to design an eco house with 90 percent recyclable materials to grace the spruced-up lot. While money is being raised for construction of the house, the empty lots are being cultivated as a community garden where students and GM volunteers grow fresh produce and a fresh outlook for this neighborhood.

To Joaquin, the key is education. Without it, kids from Detroit will not grow up with the skills to make changes in their community and will fail to gain a sense of awareness of social issues that inspire more positive change in the community. "It's a really cool thing to see," says Joaquin. "We just started saying, 'Let's do something good for Detroit and bring back one lot, one house, one neighborhood,' and that just starts it. And then we teach the kids how to do it so that they become the leaders that change the whole thing."

GM volunteers cultivate a community garden.

Content Index

Because transparency and accountability are fundamental principles of our company, we have chosen to report within the framework of the Global Reporting Initiative (GRI) 3.1 guidelines. Though we are not reporting to a specific application level this year, our goal is to do so in the future.

Reference to AR means GM's Annual Report for 2010. Reference to 10K means Annual Report on Form 10-K for the year ended December 31, 2010 filed with the SEC. Reference to 10Q means the Quarterly Report on Form 10-Q for the first quarter of 2011 filed with the SEC. Reference to GMSR means the GM Sustainability Report dated December 2011. Reference to Proxy Statement means GM's Proxy Statement dated April 21, 2011. All of these documents can be found on GM's website at gm.com. Reference to "P" after a page number means partial disclosure.

STANDARD DISCLOSURES PART I: Profile Disclosures			
Profile Disclosure	Description	Reference	Response
1. Strategy and Analysis			
1.1	Statement from the most senior decision-maker of the organization.	6	Chairman's Message.
1.2	Description of key impacts, risks and opportunities.	11,13,17, 10K	Challenges to Personal Mobility, The Future of Urban Mobility, Mobile Emissions & Fuel Economy.
2. Organizational Profile			
2.1	Name of the organization.		General Motors Company
2.2	Primary brands, products and/or services.	AR 25-27	We are a leading global automotive company with a vision to design, build and sell the world's best vehicles. Our global brand portfolio includes Chevrolet, Cadillac, Buick, GMC, Opel, Holden, Vauxhall, Daewoo, FAW, Jiefang, Wuling and Baojun. Our service offerings include OnStar and GM Financial.
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures.	4,AR,10K	Our automotive business is organized into four geographically based segments: GM North America, GM Europe, GM International Operations and GM South America. General Motors Financial Company, Inc. is a wholly owned subsidiary. Our Chinese operations include 11 joint ventures. We participate in various other joint ventures around the world.
2.4	Location of organization's headquarters.	84	Detroit, Michigan.
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		Our vehicles are sold all over the globe.
2.6	Nature of ownership and legal form.		General Motors Company is incorporated as a public company in the state of Delaware. Our shares trade on the New York Stock Exchange and the Toronto Stock Exchange.
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries).	AR,10K	Our vehicles are sold through a global network of independent dealers who meet the sales and service needs of our retail and fleet customers.
2.8	Scale of the reporting organization.	10K	
2.9	Significant changes during the reporting period regarding size, structure or ownership.	N/A	Not Applicable. This is our first report as General Motors Company.

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STANDARD DISCLOSURES PART I: Profile Disclosures *(continued)*

Profile Disclosure	Description	Reference	Response
2.10	Awards received in the reporting period.	4,82,86	Our operations all over the world and our 2011 model vehicles have received numerous awards around the world. Following is a partial list of some of these awards: General Motors — • Golden Spike Award for helping launch mainstream electric vehicles (National Alliance for Advanced Technology Batteries) • 100% Rating (2011 Corporate Equality Index) • Energy and Environmental Excellence Award (Hart Energy Publishing) Chevrolet — • #1 China Customer Service Index Study (J.D. Power Asia Pacific) 2010 GM India — • Golden Peacock Award for Occupational Health & Safety Chevrolet Volt — • 2011 Green Car of the Year® (*Green Car Journal*) • 2011 Car of the Year (*Motor Trend*) 2011 Chevrolet Malibu — • "Automotive Best Buy" (*Consumers Digest*) and "Top Safety Pick" (Insurance Institute for Highway Safety)
3. Report Parameters			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.		January 1 — December 31, 2010 — Unless otherwise noted.
3.2	Date of most recent previous report (if any).	N/A	This is our first report as General Motors Company.
3.3	Reporting cycle (annual, biennial, etc.)		Annual.
3.4	Contact point for questions regarding the report or its contents.		David Tulauskas, Director of Sustainability, General Motors Company, gm.sustainability@gm.com.
3.5	Process for defining report content.		Report content reflects information related to different aspects of economic, environmental and social responsibility. Information was reviewed by subject matter experts within the Company, and their feedback was incorporated into the report. External stakeholders also provided input.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.		This report covers operations owned and/or operated by GM. In some instances, data have been included for operations in which GM's interest is through a joint venture. Such data are noted in the GMSR.
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).		See response to 3.6 above. It is important for our readers to understand the difference between the former General Motors Corporation and the new General Motors Company. On June 1, 2009, General Motors Corporation (now known as Motors Liquidation Company ("MLC")) filed for relief under Chapter 11 of the Bankruptcy Code in the United States Bankruptcy Court, Southern District of New York. On July 5, 2009, an order was entered approving the sale of certain MLC assets to a U.S. Treasury-sponsored entity under Section 363 of the Bankruptcy Code. The sale of these assets to a new company, which is now a subsidiary of General Motors Company ("GM"), closed on July 10, 2009. Certain direct and indirect subsidiaries of MLC, both foreign and domestic, were among the assets acquired. The subsidiary acquisitions were implemented as equity transactions and with the exception of certain entities related to Saab, which was subsequently sold, these subsidiaries were never debtors in any bankruptcy proceeding. Accordingly, except for the ownership change, the legal distiction between pre-bankruptcy and post-bankruptcy operations is not relevant for GM's operating subsidiaries outside the United States.

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STANDARD DISCLOSURES PART I: Profile Disclosures *(continued)*

Profile Disclosure	Description	Reference	Response
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations.		See response to 3.7 above.
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	33-37	
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	N/A	This is our first report as General Motors Company.
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.	N/A	This is our first report as General Motors Company.
3.12	Table identifying the location of the Standard Disclosures in the report.	97	
3.13	Policy and current practice with regard to seeking external assurance for the report.	NR	We have not sought external assurance for this report.
4. Governance, Commitments and Engagement			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	10K, Proxy Statement 18-20	The Board of Directors is the highest governing body of General Motors Company. The Board's mission is to represent the owners' interest in perpetuating a successful business, which includes optimizing its long-term financial returns. GM's Board of Directors is comprised of 12 members, as of November 14, 2011. With the exception of Chairman and CEO Daniel Akerson and Vice Chairman Stephen Girsky, all of the directors are independent according to the definition in the Board's Corporate Governance Guidelines, which are based on the standards of the Securities and Exchange Commission (SEC) and the New York Stock Exchange (NYSE). The Board has the following standing committees: Audit, Directors and Corporate Governance, Executive, Executive Compensation, Finance and Risk, and Public Policy. The Audit, Executive Compensation, and Directors and Corporate Governance committees are comprised entirely of independent directors. The Finance and Risk, and Public Policy committees are comprised of a majority of independent directors. The composition of each committee is available in the Investor Relations section of the Company's website. Each standing committee has a written charter setting forth its purpose, authority and duties. These are available on our corporate website http://investor.gm.com/corporate-governance, and are also outlined in our Proxy Statement. Two committees have specific oversight responsibilities for aspects of our economic, social and environmental performance. The Finance and Risk Committee has oversight of the Company's: (1) financial policies, strategies and capital structure, and (2) risk management strategies and policies, including overseeing management of market, credit, liquidity and funding risks.

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STANDARD DISCLOSURES PART I: Profile Disclosures *(continued)*

Profile Disclosure	Description	Reference	Response
4. Governance, Commitments and Engagement *(continued)*			
4.1 *(cont.)*	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	10K, Proxy Statement 18-20	The Public Policy Committee discusses and brings to the Board's attention current and emerging political, social and public policy issues that may affect the business operations, performance or public image of the Company. Matters reviewed by the Public Policy Committee include, but are not limited to: research and development, automotive safety, environmental matters, government relations, diversity, corporate social responsibility, education, communications, employee health and safety, trade and philanthropic activities. Board Diversity & Demographics (As of November 14, 2011) Female Directors 4 (33%) African American 1 (8%) Hispanic 1 (8%) Non-U.S. Origin 2 (17%) Average age 62 By age group: Age 45-50 1 Age 51-55 1 Age 56-60 4 Age 61-65 1 Age 66-70 5 Board Committee Membership Diversity

	Audit	Directors & Corp. Governence	Executive Compensation	Finance & Risk	Public Policy
Total Members	4	4	4	5	5
Female	1	3	2	1	2
African American	1	0	0	0	1
Hispanic	0	1	0	0	1
Non-U.S. Origin	0	2	2	0	1
Average Age	65	62	64	63	60
By Age Group:					
Age 45-50	0	0	0	1	1
Age 51-55	1	0	0	0	1
Age 56-60	0	3	2	1	1
Age 61-65	0	0	0	0	0
Age 66-70	3	1	2	3	2

4.2	Indicate whether the Chair of the highest governance body is also an executive officer.		Daniel Akerson serves as the Chairman of the Board and Chief Executive Officer.
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or nonexecutive members.		As of November 14, 2011, ten members of the Board are independent and two are non-independent. Four members of the Board are female and eight are male. Both executive members are male. Per our Bylaws and Stockholders' Agreement, at least two thirds of the directors are required to be independent within the meaning of the NYSE rules.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Proxy Statement 16	Stockholders and other stakeholders, including employees, may contact our Board as a whole or the non-management directors as a group, any Board committee, the Chairman of the Board or the Lead Director by sending a letter in care of the Corporate Secretary, General Motors Company, Mail Code 482-C25-A36, 300 Renaissance Center, P.O. Box 300, Detroit, Michigan 48265-3000. All communications received will be opened by the Corporate Secretary for the sole purpose of determining whether the contents represent a message to directors.

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STANDARD DISCLOSURES PART I: Profile Disclosures *(continued)*			
Profile Disclosure	**Description**	**Reference**	**Response**
4. Governance, Commitments and Engagement *(continued)*			
4.4 *(cont.)*	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Proxy Statement 16	Communications deemed by the Corporate Secretary to be frivolous or otherwise inappropriate for the Board's consideration will not be forwarded. Communications of an urgent nature are promptly reported to the Board. All correspondence to directors will be acknowledged by the Corporate Secretary and may also be forwarded within GM for review by a subject matter expert. Stockholders may also submit a proposal for inclusion in the Company's proxy statement by submitting a proposal to the Corporate Secretary. Specific instructions are on page 5 of our Proxy Statement. No stockholder proposals were submitted for inclusion in the 2011 Proxy Statement.
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives (including departure arrangements), and the organization's performance (including social and environmental performance).		The Executive Compensation Committee sets the CEO's compensation level based on the Committee's evaluation of the CEO's performance against goals and objectives set by the Board and reviews its determinations with the Board in executive session. At least annually, the Committee and the Board shall review and approve corporate goals and objectives relevant to the compensation of the Chief Executive Officer, evaluate the Chief Executive Officer's performance in light of those goals and objectives, and determine and approve the Chief Executive Officer's compensation based on this evaluation. In addition, the Committee shall oversee the evaluation of management and review at least annually with the Chief Executive Officer his recommendations for the compensation of other employees, as appropriate.
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		The Board is committed to upholding the highest legal and ethical conduct in fulfilling its responsibilities. The Board expects all directors, as well as officers and employees, to act ethically at all times and to adhere to GM's policies as set forth in "Winning With Integrity." The Board will not permit any waiver of any ethics policy for any director or executive officer. Directors provide written disclosure of any actual or potential conflicts of interest at least once a year. If an actual or potential conflict of interest arises for a director in the interim, the director will promptly inform the Chairman. If a significant conflict continues to exist and cannot be resolved, the director should resign. All directors must recuse themselves from any discussion or decision affecting their business or personal interests.
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.		The Directors and Corporate Governance Committee is responsible for reviewing with the Board, on an annual basis, the appropriate skills and characteristics required of Board members in the context of the current makeup of the Board. In assessing potential new directors, the Committee considers individuals from various disciplines and diverse backgrounds. The selection of qualified directors is complex and crucial to GM's long-term success. Final approval of a candidate is determined by the full Board. Potential Board candidates are evaluated based upon various criteria, such as (1) their broad-based business, governmental, nonprofit or professional skills and experiences that indicate whether the candidate will be able to make a significant and immediate contribution to the Board's discussion and decision making in the array of complex issues facing the Company;

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STANDARD DISCLOSURES PART I: Profile Disclosures *(continued)*

Profile Disclosure	Description	Reference	Response
4. Governance, Commitments and Engagement *(continued)*			
4.7 *(cont.)*	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.		(2) exhibited behavior that indicates he or she is committed to the highest ethical standards and the values of the Company; (3) special skills, expertise and background that add to and complement the range of skills, expertise and background of the existing directors; (4) whether the candidate will effectively, consistently and appropriately take into account and balance the legitimate interests and concerns of all our stockholders and other stakeholders in reaching decisions; and (5) a global business and social perspective, personal integrity and sound judgment. In addition, directors must have time available to devote to Board activities and to enhance their knowledge of GM and the global automotive industry. To assist in the identification and evaluation of qualified director candidates, the Company on occasion has engaged a search firm. The Directors and Corporate Governance Committee annually reviews the membership criteria and modifies them as appropriate.
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation.	80	
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles.		The Public Policy Committee (PPC) shall discuss, and bring to the attention of the Board and management as appropriate, current and emerging global political, social, and public policy issues that may affect the business operations, profitability, or public image or reputation of the company. The PPC shall conduct oversight, as appropriate, of global public policy matters as well as specific functions of the company. Matters reviewed by the PPC include, but are not limited to, global public policies and government actions related to: automotive safety, energy and environmental matters, including fuel economy, vehicle emissions, advanced technology and climate change, international trade, tax, health care, pensions, captive finance company issues, and research and development investments as mandated by legislation or regulation. Company functions to be reviewed by the PPC include Global Public Policy, diversity, corporate social responsibility, employee health and safety, and philanthropic activities, including the GM Foundation.
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance.		The Board and each standing Committee of the Board, including the Public Policy Committee, performs a self evaluation on an annual basis. The Directors and Corporate Governance Committee is responsible to report annually to the Board an assessment of the Board's performance, which is discussed at a Board meeting in an executive session. As part of the evaluation, the Directors and Corporate Governance Committee invites director input on the contributions and performance of the individual directors. The assessment will focus on the Board's contribution to the Company and specifically focus on areas in which the Board or management believes that the Board or any of its committees could improve. In addition, the Directors and Corporate Governance Committee utilizes the results of this evaluation process to determine whether the individuals sitting on the Board bring the skills and expertise appropriate for the Company and how they work as a group. The qualifications and performance of all Board members are considered in connection with re-nomination.

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STANDARD DISCLOSURES PART I: Profile Disclosures *(continued)*

Profile Disclosure	Description	Reference	Response
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	10K	
4.12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses.	8	GM endorses the Global Sullivan Principles and adheres to the GM Environmental Principles.
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues or views membership as strategic.		We work with automotive industry groups, including, but not limited to, AAM (Alliance of Automobile Manufacturers), ACEA (European Automobile Manufacturers' Association) and the Federal Chamber of Automotive Industries (FCAI). Examples of other associations we work with include the Engine Manufacturers Association, Diesel Technology Forum, Electric Drive Transportation Association, Battery Electric Vehicle Coalition and the Fuel Cell and Energy Association.
4.14	List of stakeholder groups engaged by the organization.		We engage with a variety of stakeholder groups, including, but not limited to, analysts, investors, customers, dealers, employees, retirees, local communities, NGOs, policymakers and regulators, stockholders, suppliers and trade unions.
4.15	Basis for identification and selection of stakeholders with whom to engage.		We define stakeholders as those individuals or groups with whom we have an ongoing relationship and impact as the result of our business operations. Our stakeholders have been identified through internal discussion.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		We engage our stakeholder groups in a variety of ways, with the frequency and communication mechanisms based on the most effective means of facilitating dialogue. Brand marketing (customers), investor relations (stockholders), purchasing (suppliers), human resources (employees, retirees), labor relations (trade unions), government relations (regulatory agencies) are some examples of the GM functions that engage with their respective stakeholders to understand and address their concerns. Forms of engagement include, but are not limited to, quantitative consumer research studies, employee focus groups, congressional testimony, blogs and community meetings. This Sustainability Report reflects input received from many of these stakeholders, and we plan to use this Report as the baseline for continued and more robust dialogue on the opportunities and issues of sustainability and the role that GM plays.
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		This Sustainability Report reflects GM's efforts to be transparent about the key issues that have been raised through stakeholder engagement, including, but not limited to, efforts to address mobile emissions; and fuel economy; long-term product and technology plans; air, water, and waste usage; supply chain expectations; and environmental stewardship goals and commitments.

STANDARD DISCLOSURES PART III: Performance Indicators

Performance Indicator	Description	Reference	Response
Economic			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	10K	

(cont'd)

STANDARD DISCLOSURES PART III: Performance Indicators *(continued)*			
Performance Indicator	Description	Reference	Response
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	11,10K 99	
EC3	Coverage of the organization's defined benefit plan obligations.	AR 86, 10K 111	
EC4	Significant financial assistance received from government.		During 2010, GM did not receive any significant financial assistance from any government.
Market presence			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	N/R	
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation.	N/R	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	N/R	
Indirect economic impacts			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement.	N/R	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	N/R	
Environmental			
Materials			
EN1	Materials used by weight or volume.	30P, 38P-45P	
EN2	Percentage of materials used that are recycled input materials.	30P, 38P-45P	
Energy			
EN3	Direct energy consumption by primary energy source.		12,577.46 GWh for direct energy.
EN4	Indirect energy consumption by primary source.		9,282.94 GWh for indirect electricity.
EN5	Energy saved due to conservation and efficiency improvements.	38-39	
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	40-41	
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	38-39	
Water			
EN8	Total water withdrawal by source.		Total Withdrawal — Municipal, Surface & Well North America — 20,164 (ML/yr) South America — 3,494 (ML/yr) Europe — 3,658 (ML/yr) Asia, Africa, Australia & Russia — 12,265 (ML/yr)

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STANDARD DISCLOSURES PART III: Performance Indicators *(continued)*

Performance Indicator	Description	Reference	Response
EN9	Water sources significantly affected by withdrawal of water.	42	We have identified three water-stressed regions in which we have facilities: Ramos Arizpe, San Luis Potosí, Mexico, South Australia and Elizabethtown, South Africa. Our facilities in all three locations have implemented significant water conservation, recycling and re-use initiatives.
EN10	Percentage and total volume of water recycled and reused.		North America: 8,701 ML/y South America: 1,096 ML/y Europe: 1,162 ML/yr Asia, Africa, Australia, Russia: 3,277 ML/yr
Biodiversity			
EN11	Location and size of land owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas.	N/R	
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	46P	
EN13	Habitats protected or restored.	91	As of December 31, 2011, 21 GM facilities maintain habitats certified by the Wildlife Habitat Council. Most include water resource conservation projects such as wetland maintenance, and several serve as education outreach mechanisms. Full descriptions of these programs can be found at http://www.wildlifehc.org/registrycompanyname/general-motors-company/.
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	N/R	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	N/R	
Emissions, effluents and waste			
EN16	Total direct and indirect greenhouse gas emissions by weight.		Scope 1: 2,073,624 metric tonnes CO_2; Scope 2: 5,789,782 metric tonnes CO_2.
EN17	Other relevant indirect greenhouse gas emissions by weight.	N/R	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	38-39	
EN19	Emissions of ozone-depleting substances by weight.	N/R	
EN20	NOx, SOx and other significant air emissions by type and weight.	N/R	
EN21	Total water discharge by quality and destination.	N/R	
EN22	Total weight of waste by type and disposal method.		Disposal Method: Energy Recovery 59,572,065 Kg Incineration 1,437,138 Kg Landfill 219,911,689 Kg Other Treatment 3,748,132 Kg Recycle 2,437,427,476 Kg Total Weight of Waste 2,722,096,521 Kg
EN23	Total number and volume of significant spills.		None. GM did not have any significant spills in 2010.

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STANDARD DISCLOSURES PART III: Performance Indicators *(continued)*			
Performance Indicator	Description	Reference	Response
EN24	Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally.	N/R	
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	N/R	
Products and services			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	13-16, 20-28, 53-63	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	30P	On average, our vehicles are 85 percent recyclable and 95 percent recoverable by weight. Data for packaging materials is not collected.
Compliance			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	35-37	None.
Transport			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	N/R	
Overall			
EN30	Total environmental protection expenditures and investments by type.	N/R	
Social: Labor Practices and Decent Work			
Employment			
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	10K 22	
LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region.	N/R	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	N/R	
LA15	Return to work and retention rates after parental leave, by gender.	N/R	
Labor/management relations			
LA4	Percentage of employees covered by collective bargaining agreements.	AR 157	
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	N/R	

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STANDARD DISCLOSURES PART III: Performance Indicators *(continued)*			
Performance Indicator	Description	Reference	Response
Occupational health and safety			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	AR 157	
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and by gender.	85P-86P	
LA8	Education, training, counseling, prevention and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases.	85P-86P	
LA9	Health and safety topics covered in formal agreements with trade unions.	N/R	
Training and education			
LA10	Average hours of training per year per employee by gender, and by employee category.	81	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	81	
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	81P	In the U.S., all salaried employees participate in an annual performance and career development process.
Diversity and equal opportunity			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity.		See response to Governance, Commitments and Engagement 4.1.
Equal remuneration for women and men			
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	N/R	
Social: Human Rights			
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	48-50	
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	48	In 2010, GM did not take any actions against significant suppliers, contractors and other business partners for violations of Paragraph 25 of our purchase contract terms and conditions.
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	80	All GM salaried employees worldwide are required to complete an annual certification process to confirm compliance with GM's code of conduct, "Winning With Integrity."
Non-discrimination			
HR4	Total number of incidents of discrimination and corrective actions taken.	N/R	

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STANDARD DISCLOSURES PART III: Performance Indicators *(continued)*			
Performance Indicator	Description	Reference	Response
Freedom of association and collective bargaining			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	80	We are not aware of any operations within GM in which these actions have been violated or are at significant risk.
Child labor			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	48-50,80	We are not aware of any operations within GM in which these actions have been violated or are at significant risk.
Forced and compulsory labor			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	48-50,80	We are not aware of any operations within GM in which these actions have been violated or are at significant risk.
Security practices			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	N/R	
Indigenous rights			
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	N/R	
Assessment			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	N/R	
Remediation			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	N/R	
Social: Society			
Local communities			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	87P-96P	
SO9	Operations with significant potential or actual negative impacts on local communities.	87P-96P	
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	31-50,10K	
Corruption			
SO2	Percentage and total number of business units analyzed for risks related to corruption.		We regularly review our business for corruption risk as part of our overall compliance program.

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STANDARD DISCLOSURES PART III: Performance Indicators *(continued)*			
Performance Indicator	Description	Reference	Response
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.		All GM salaried employees worldwide are required to complete an annual certification process to confirm compliance with GM's code of conduct, "Winning With Integrity."
SO4	Actions taken in response to incidents of corruption.		We are not aware of any incidents of corruption.
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.		Public policy and legislation can significantly impact our business, so we directly engage with policymakers at federal, state and municipal levels of government on matters of interest. We also work closely with automotive industry groups around the world.
SO6	Total value of financial and in-kind contributions to political parties, politicians and related institutions by country.		GM discloses any political contributions as required in each jurisdiction. For the United States, please see this link: http://investor.gm.com/corporate-governance/docs/GMVoluntaryDisclosureofPoliticalContributions.pdf.
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes.	10K	
Compliance			
SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	10K	
Social: Product Responsibility			
Customer health and safety			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	29,64-67	
PR2	Total number of incidents of noncompliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	P-AR,10K	
Product and service labeling			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.		GM provides window labels, vehicle identification numbers, owners manuals and service manuals for all GM vehicles.
PR4	Total number of incidents of noncompliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	P-AR,10K	

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STANDARD DISCLOSURES PART III: Performance Indicators *(continued)*			
Performance Indicator	Description	Reference	Response
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.		GM provides a new vehicle limited warranty on GM vehicles, and monitors warranty data to better understand the performance of vehicles in the field. GM also seeks feedback from and offers assistance to customers to improve customer satisfaction in a variety of ways, including customer assistance centers and social media sites. GM also monitors third-party data, such as J.D. Power data and *Consumer Reports* information, to better understand and address customer satisfaction issues. GM also conducts ongoing customer satisfaction surveys regarding the sales and service experience at its dealerships and evaluates and counsels its dealers based on the survey results.
Marketing communications			
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship.		GM has internal review processes in place for compliance with respect to its marketing and advertising communications.
PR7	Total number of incidents of noncompliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes.	N/R	
Customer privacy			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.		We have not received any complaints regarding breaches of customer privacy or loss of customer data.
Compliance			
PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.		There have been no significant fines for noncompliance with laws and regulations concerning the provision and use of GM products and services.

FORWARD-LOOKING STATEMENT

In this Sustainability Report, our use of the words “expect,” “anticipate,” “possible,” “potential,” “target,” “believe,” “commit,” “intend,” “continue,” “may,” “would,” “could,” “should,” “project,” “projected,” “positioned” or similar expressions is intended to identify forward-looking statements that represent our current judgment about possible future events. We believe these judgments are reasonable, but these statements are not guarantees of any events or financial results, and our actual results may differ materially due to a variety of important factors. Among other items, such factors might include: our ability to realize production efficiencies and to achieve reductions in costs as a result of our restructuring initiatives and labor modifications; our ability to maintain quality control over our vehicles and avoid material vehicle recalls; our ability to maintain adequate liquidity and financing sources and an appropriate level of debt, including as required to fund our planned significant investment in new technology; the ability of our suppliers to timely deliver parts, components and systems; our ability to realize successful vehicle applications of new technology; and our ability to continue to attract new customers, particularly for our new products. GM’s most recent annual report on Form 10-K and quarterly reports on Form 10-Q provides information about these and other factors, which we may revise or supplement in future reports to the SEC.