

Sustainability in Motion.

HOW OUR BUSINESS AND
SUSTAINABILITY MODELS ALIGN



SUSTAINABILITY IN MOTION: How Our Business & Sustainability Models Align

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.

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.

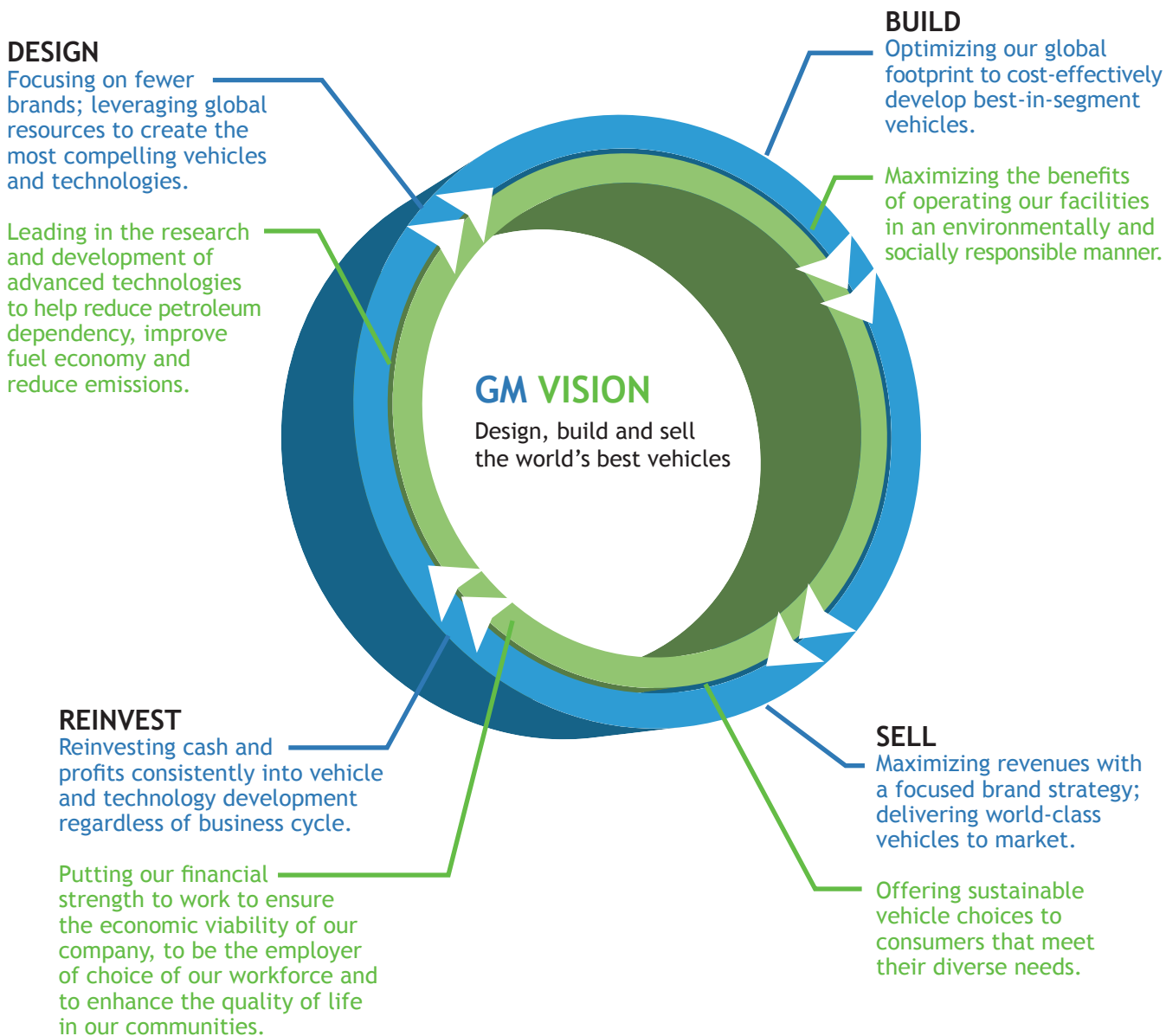


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ABOUT OUR COMPANY

2011 was our second full year of operations for the General Motors Company. Although a new organization, we enjoy a rich 100-year history as an automotive industry pioneer. 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 2011, we sold just over nine 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. Our automotive business is organized into four geographically based segments: North America, Europe, International Operations and South America. In addition, GM Financial specializes in purchasing retail automobile installment sales contracts originated by GM and non-GM franchised and select independent dealers in connection with the sale of used and new automobiles.

MAJOR BRANDS



FINANCIAL PERFORMANCE

Revenue (in billions)



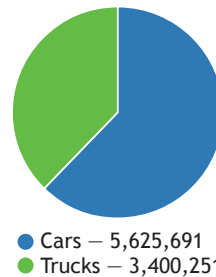
Net Income Attributable to Common Stockholders (in billions)



Earnings Per Share Fully Diluted (in dollars)



2011 Global Sales Mix



Vehicle Sales Volume



Market Position



207,000

2011 EMPLOYEES



ABOUT OUR REPORT



ON OUR COVER (l. to r.): Michael Schafran, Senior Environmental Project Engineer – Global Environmental Program; Laurie Sall, GM customer; Gerald Johnson, Manufacturing Manager – GM North America.

This report represents an interim update to our inaugural Sustainability Report that was published in January 2012 and that established 2010 as our baseline. This September 2012 update allows us to catch up to 2011 data and enables a more normalized cadence of reporting going forward. Accordingly, we plan to publish our next Sustainability Report by the third quarter of 2013 and annually thereafter.

Stakeholder Engagement & Materiality

As with every aspect of our business, we are committed to transparency and continuous improvement. This past summer, we worked with CERES to establish an external advisory stakeholder panel to solicit input and feedback on our initial reporting effort in January. This dialogue produced a list of suggestions that we have taken into consideration and will use to inform our report development process and content, especially the preparation of our next report in 2013. Also, we have engaged a third party to conduct a more rigorous materiality analysis in order to shape future reports.

New Content & Practices

For this interim update, we are pleased to expand our reporting in the following areas:

- Our 2020 environmental commitments for plants and facilities to include regional metrics.
- Third-party assurance of key plant and facility metrics.
- The inclusion of product quality information.
- The inclusion of a global section with messages from senior executives and links to regional GM sustainability reports.
- Recognition of key material issues (i.e., conflict minerals and fuel economy rules).
- Expanded GRI disclosure.

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Our Sustainability Report is prepared on behalf of our stakeholders. We want to hear from you about how this report can better meet your needs. Please contact us with your thoughts and suggestions at gm.sustainability@gm.com.
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ABOUT OUR REPORT *(cont'd)*

Reporting Parameters

The editorial content of this report generally covers subject matter from late 2011 to mid-2012. All metrics in the report refer to the calendar year ended December 31, 2011. 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 this report.

Global Reporting Initiative

As in our January report, we have included a content index for the Global Reporting Initiative 3.1 guidelines. We continue to evaluate the feasibility of reporting to a specific application level. At this time, we do not believe our information-gathering capabilities are strong enough to do so on a global basis. As we approach our next report, we will continue to assess application levels not only as they relate to our own report, but also as the new G4 guidelines take shape.

Legal Distinction

Once again, 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.

Regional Reports

In certain regions of the world, our local GM organization has published sustainability reports specific for their country or brand. In support of our goal to ensure we continue to provide information in even greater detail, these reports are now part of our interactive global report and can be accessed at gmsustainability.com/about_regionalreports.html.





Daniel F. Akerson, Chairman and Chief Executive Officer

CHAIRMAN'S MESSAGE

Ten months ago we published our inaugural Sustainability Report, which detailed the wide-ranging actions General Motors is taking to improve the impact of our vehicles and our operations on the planet. In that short time, customer and regulatory demands for cleaner and more fuel-efficient transportation has made progress around the world.

For example, the U.S. corporate average fuel economy (CAFE) legislation finalized in August will require the real-world fuel economy of vehicles to roughly double, to meet a 54.5 mpg standard by 2025.

In addition, new cars and vans in the European Union must produce one-third less carbon dioxide within eight years under proposed new rules. And customer research in both regions shows that fuel economy now drives purchase consideration as much or more than quality.

It also has become clearer that reducing waste and increasing efficiency is good for the bottom line of the business.

GM has long recognized this convergence of customer, regulatory and business imperatives, and we are addressing them more aggressively than ever.

As a result, in March GM became the first U.S. automaker to sell 100,000 vehicles that get 30 mpg or more (EPA-estimated hwy mpg). We have more nameplates that achieve this standard than ever before, and we have many more new nameplates and powertrain options on the way that will do even better, including the Chevrolet Cruze diesel, the Opel Adam, the Buick Encore compact crossover, and the Chevrolet Impala Eco, which uses our eAssist powertrain.

Another key factor for success has been leveraging investments in sustainable innovation like the Chevrolet Volt — currently the world's best-selling plug-in vehicle — and core technologies that will drive even higher-volume electrification of automobiles by expanding sales of the Chevrolet Volt to China and Australia and with new vehicles such as the Chevrolet Impala with eAssist, Chevrolet Spark EV, Cadillac ELR, and Opel Ampera in Europe.

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It also has become clearer that reducing waste and increasing efficiency is good for the bottom line of the business.

Consider that GM was the first automaker to build battery packs in the United States, and next year we will become the first to build electric motors. We have also gained extensive expertise in power controls, engine stop-start systems, regenerative braking and other technologies through high-volume production of the Volt and Ampera, and eAssist vehicles such as the Buick Regal, Buick LaCrosse and Chevrolet Malibu.

Each of these models underscores our belief that the most significant fuel economy gains are achieved when you offer consumers fuel-efficient vehicles that they love to drive, that meet their needs and fit their lifestyle. This is how you deliver real and sustainable change in our industry.

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CHAIRMAN'S MESSAGE *(cont'd)*

Operational Improvements

Beyond our products, we've also made measurable progress reducing our own environmental impact. We realized positive year-over-year gains against all nine of our 2020 environmental goals for plants and facilities. The U.S. EPA named GM an ENERGY STAR® Partner of the Year for our global progress in energy efficiency and 54 of our worldwide manufacturing plants met the ENERGY STAR Challenge for Industry to cut energy intensity by 10 percent within five years. GM has more facilities meeting this challenge than any other company and collectively, these GM facilities cut energy intensity more than 26 percent on average, removed 1.3 million metric tons of CO₂ from the atmosphere and bring an energy cost savings to GM of \$90 million.

In waste management, we crossed a major milestone when we announced our 100th landfill-free facility. For perspective, this means that a single 30 gallon household garbage bag represents more trash sent to a landfill than is produced by these 100 GM facilities combined.

A Long-Term View

It is particularly satisfying to report all of this progress was delivered while GM was solidly profitable and strengthening its balance sheet. GM, in fact, has now recorded 11 consecutive quarters of profitability – a first in more than a decade – and our corporate credit ratings are now just one step below investment grade.

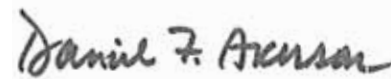
As we pursue opportunities and address challenges around the world, we're committed to a long-term focus that doesn't take any shortcuts in safety, quality and environmental responsibility.

As a profitable business, we're able to do more, not less; be proactive rather than reactive and maintain a long-term, as opposed to short-term, perspective.

This commitment is critical because the process of re-shaping our business, our brands and our culture is not only for our stakeholders today, but also for future generations of stakeholders.

We hope you find this interim update to our Sustainability Report useful. You can expect a new and even more comprehensive report next summer. Until then, and on behalf of the more than 200,000 GM employees around the world, thank you for your continued interest in GM and our quest to design, build and sell the world's best cars in the most sustainable manner possible.

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.

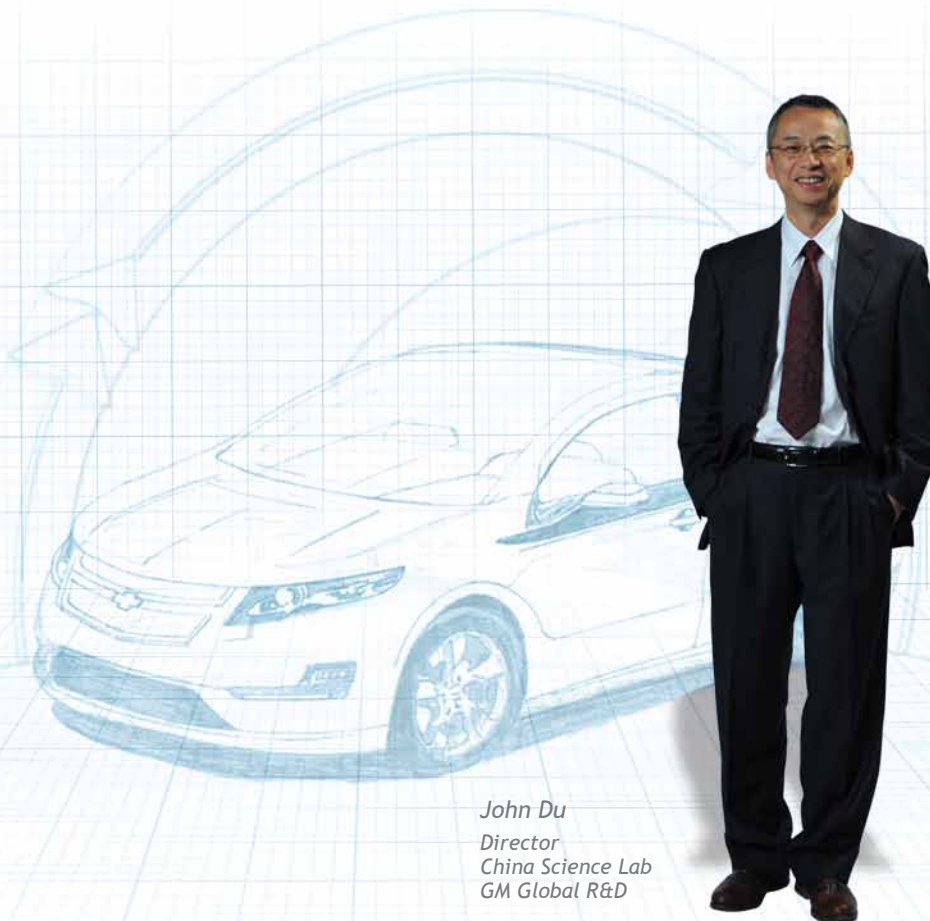
DESIGN: Reinventing Automotive DNA



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 Lab
GM Global R&D*



Find out more online:

<http://gmsustainability.com/designLanding.html>

DESIGN: GLOBAL SNAPSHOTS



CANADA

GM Canada is conducting \$850 million in R&D work through 2016, led by our Canadian Regional Engineering Center in Oshawa, Ontario. Since 2009 when this work began, the Center has more than doubled employment to 275 workers. We have substantial vehicle engineering and R&D operations in Canada and have participated in extensive collaborative research with Canadian universities and Canadian national labs. Current projects include smarter-car research and work on next-generation electric vehicles that lend themselves to widespread use. GM Canada supported the University of Ontario Institute of Technology's opening of a state-of-the-art facility that allows for full-range climatic, durability and life cycle testing, including one of the most sophisticated climatic wind tunnels in the world.



CHINA

GM has 12 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 (ATC) and the 50/50 joint venture, Pan Asia Technical Automotive Center (PATAC). PATAC supports Shanghai GM (SGM), another 50/50 joint venture, in its effort to achieve its goal of reducing fuel consumption and CO₂ emissions by 15 percent by 2015. The ATC is the most comprehensive advanced automotive development center in China. The Center's second phase is on track to open before the end of 2012 and will focus on advanced design, vehicle engineering, advanced powertrain development, urban mobility and manufacturing processes. When complete, the ATC is expected to include 62 test labs, nine research labs and more than 300 employees.



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.



ITALY

Our European Powertrain Engineering Center in Torino has created two awards to stimulate university student interest in eco-sustainable technologies for individual mobility. The awards recognize the best thesis on the topics of energy efficiency in individual transportation and the future of mobility with minimal environmental impact. The award programs are a natural for the development center given the facility's affiliation with the Politecnico di Torino, which is a leading European university for technical-scientific training in the fields of engineering and architecture. GM Powertrain Engineering Center moved onto the campus in 2008, making it the first car company to become a physical part of a university campus. The collaboration brings strength to engineering research and development.

CHALLENGES TO PERSONAL MOBILITY



*Mike Robinson
GM Vice President
Sustainability and Global Regulatory Affairs*

Continuing the Conversation... An Update from Mike Robinson.

In our inaugural report published in January 2012, GM Vice President for Sustainability and Global Regulatory Affairs Mike Robinson discussed our position on a wide range of issues facing the automotive industry. In this continuing discussion, he provides updates on many of these issues and shares how our sustainability strategy is evolving within the company.

Q: In GM's inaugural Sustainability Report published in early 2012, you outlined a sustainability strategy that was aligned with the company's business model. Which parts of this model are working best today?

A: Sustainability is well-integrated into our manufacturing process and part of the cultural DNA in our plants. There are a lot of well-earned bragging points for this area of our business when it comes to sustainability. I'm also pleased with the progress we've made in a relatively short period of time in the supply chain area. There's a lot of work to do, but our supply chain organization is really taking ownership of sustainability issues, and I expect to see more progress in the near term.

Q: What parts of the model are more difficult to execute?

A: When you look at how much progress our plants have made in areas such as waste reduction, the employee engagement factor really jumps out as a contributor. We have to make sure that we're motivating employees across the entire organization, and the best way to do that is to invite them to contribute their ideas. Our best solutions come from people who are actually working on practical issues as opposed to theoretical concepts that we apply.

Q: How do you engage a workforce of more than 200,000 people?

A: One of the preliminary insights to come out of our Workplace of Choice employee surveys is that people want to feel like they're making a difference and that they're being challenged. We've got one of the largest global operations in the world with lots of different cultures and geographies, but one of the common threads is that people want to feel good about where they work. They want to feel like they're working for a company that's contributing to society. That's universal. Sustainability gives everybody an opportunity to contribute and to get engaged in solving big, complex problems.

Q: What's the biggest challenge to employee engagement?

A: We have to continually communicate and create opportunities for people to contribute, and that's often hard when you're dealing with external challenges. A good example is Europe, where a depressed economy and industry overcapacity are creating a very difficult business environment for us and for most of our competitors. We must be sure that we're making responsible business decisions and making it possible for people to contribute regardless of the business environment. Great companies don't take their eye off the ball; they remain vigilant about issues that are of the greatest importance long term.

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CHALLENGES TO PERSONAL MOBILITY *(cont'd)*

Q: When you think about those long-term issues, what are the priorities?

A: The most significant long-term issues for GM and the industry are to increase fuel economy and reduce CO₂ 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.

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 CO₂ 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.

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.

Q: Speaking of market demand, production has been suspended temporarily several times during the past year on the Volt. What does the Volt's sales performance mean for the future of electric vehicles?

A: We are absolutely committed to the Volt and its technology because it's a proven winner in the marketplace. The reviews from those that matter most – Volt owners – have been exceptional. People love this car. It's the leading vehicle of its type in the market. But, it takes time for any new technology to gain momentum and become a significant player. So we're going to be patient and we're going to be fiscally responsible. As we would with any model, we're going to align production with market demand as opposed to building excess inventory. That's just smart business.



The Chevrolet Volt.

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

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CHALLENGES TO PERSONAL MOBILITY *(cont'd)*

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: New SEC regulations are requiring manufacturers to publicly disclose issues related to the use of certain minerals that originate in areas of Africa engaged in conflict. What is GM's position on this regulation and the use of these materials?

A: We share the concern about sourcing materials from this region and will comply with the rules. We've pulled together a cross-functional team that has a rigorous process in place to track these materials in a transparent manner. The process, however, is a challenging one given that these minerals are commodities. I've compared tracking tin for an automotive company to tracking sugar or salt for a restaurant owner. It requires a lot of work, but it's important and we're prepared to do it.

Q: Also on the regulatory environment, the U.S. CAFE regulations were finalized recently. What is your reaction?

A: The final rule for the 2017 to 2025 time period is consistent with the discussions that we participated in last year. We're fully committed to offering vehicles that meet these requirements and that consumers will want to purchase. Our role will continue to be as a partner in the process by keeping the regulatory agencies updated on what's happening in the marketplace so that they can make informed decisions about whether or not any mid-course adjustments need to be made. Finally, we continue to appreciate that a single, national program to address fuel economy requirements is in place.

Q: Would you like to see this type of regulatory harmonization happen on a global basis?

A: Absolutely, but it's a daunting challenge. We continue to work with sovereign governments to devise a consistent global approach to fuel economy requirements that also recognizes their unique market resources and constraints. It's not an easy task, but one that is important for us to pursue. From fuel economy to safety standards, harmonization supports our own efforts to increase our use of global automotive architecture in order to streamline the business and lower our cost structure. All of this ultimately benefits the customer with better product value, which is our most important goal.

MOBILE EMISSIONS & FUEL ECONOMY

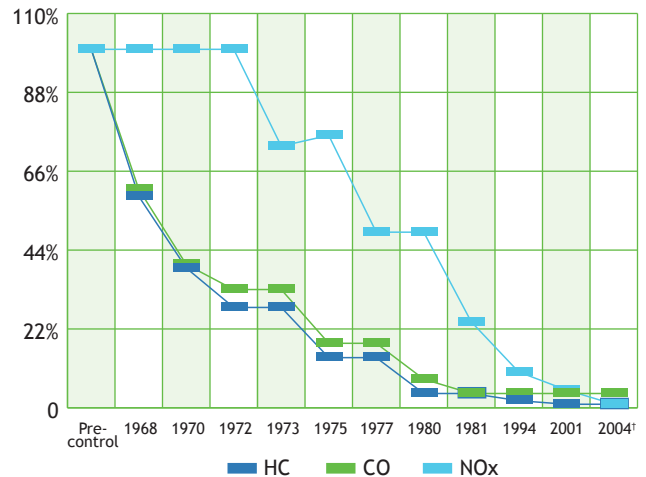
We know that the pressure for increasingly more stringent fuel economy and lower vehicle emission standards will continue in every market throughout the world.

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.

A 99 percent reduction in U.S. emissions (1968-2011)



*Emissions reductions for 2005-2011 are the same as 2004.

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.

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 these 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 also 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 implemented a carbon tax on July 1, 2012, a first step in 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 CO₂ 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 CO₂/km in 2015 and 155g CO₂/km in 2024) have been identified as starting points for discussions.

Canada

The Canadian government has issued vehicle GHG emission regulations that are aligned with the U.S. EPA 2012-2016 vehicle GHG emission regulations. On February 4, 2011, U.S. President Obama and the Canadian Prime Minister publicly stated their intention to have aligned product standards, with a focus on vehicle standards. The Canadian Minister of Environment has released a regulatory notice of intent which identifies the Canadian government's intent to establish additional Canadian vehicle regulations that will be aligned with the U.S. EPA 2017-2025 Vehicle GHG Emission Final Rule that was released in August 2012.

China

China's Phase 3 fuel economy standards are still under development. 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.

With its partner, Shanghai Automotive Industry Corporation (SAIC), GM is developing new powertrains and cooperating in the development of new energy vehicles (e.g., electric vehicles). GM remains on track to introduce 12 new, more efficient engines between 2010-2015.

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.

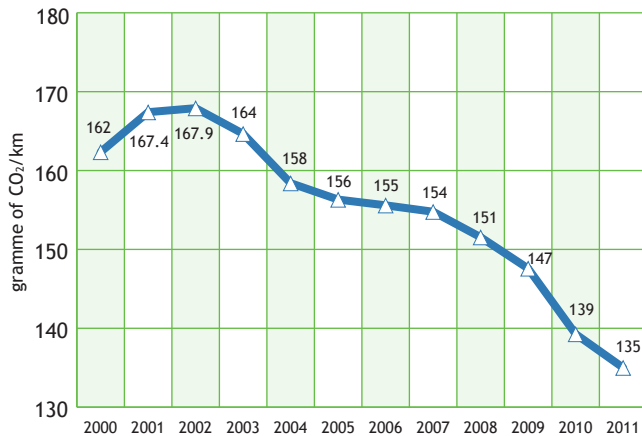
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MOBILE EMISSIONS & FUEL ECONOMY *(cont'd)*

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 CO₂ emissions from its passenger cars by over 16 percent between 2000 and 2011. Currently, we are focused on achieving 2012-2019 targets for our vehicles.

GM Europe CO₂ 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 of CO₂/km for 2020, with the requirements for each manufacturer based on the weight of the vehicles it sells. Additional measures have been 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 to achieve the EU policy goals. 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/CO₂ targets for 2012 through 2015 were announced as part of the government's low-carbon/green growth strategy. The phasing in of new standards began this year and will be completed by 2015, with manufacturers having the option to certify either on a fuel-consumption basis or a CO₂-emissions basis.

Each manufacturer will have a corporate target to meet, based on an overall industry fleet fuel economy/CO₂ average. GM Korea's 2012 CO₂ target will be approximately 132g/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.

On August 28, 2012, the EPA and DOT released their joint Final Rule for the 2017-2025 fuel economy and greenhouse gas programs. This action finalizes much of what was proposed in November 2011 and keeps in place the framework of a single national program. GM has been supportive of EPA and DOT throughout the regulatory development process and is currently going through the details of the new rule. GM will include a more detailed response on this rulemaking in our next report.

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, we increasingly question 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

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

and hydrogen fuel cells. 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. In April, we unveiled the Chevrolet EN-V 2.0 at Auto China 2012. This vehicle takes the first steps toward making real the vision of the original EN-V. It adds features that consumers demand, such as in-vehicle climate control and personal storage space, in addition to capabilities to handle all weather and city road driving conditions. We expect to use the EN-V 2.0 in pilot studies throughout China.

We are excited about the possibilities presented by our vision for urban mobility – a vision that has the potential to 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.

R&D INNOVATION



The Patent Board ranked GM No. 1 in its quarterly automotive and transportation scorecard five consecutive times.

Our engineers imagine what is possible and turn their ideas into tangible technologies that are driving industry innovation. GM received more clean-energy patents than any other organization during the last two years (2011 and 2012) according to the Clean Energy Patent Growth Index of U.S. patents. In 2011, GM earned more than 1,100 patents in the U.S. alone. As a result, across all industries, GM placed among the top 25 companies in granted U.S. patents, among the top 10 in foreign (non-Chinese) patent applications filed in China, and among the top five 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. Recent technology patents have included designs for quieter brakes, enhanced voice recognition technology and a thermal management system for our eAssist fuel-saving technology.

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 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



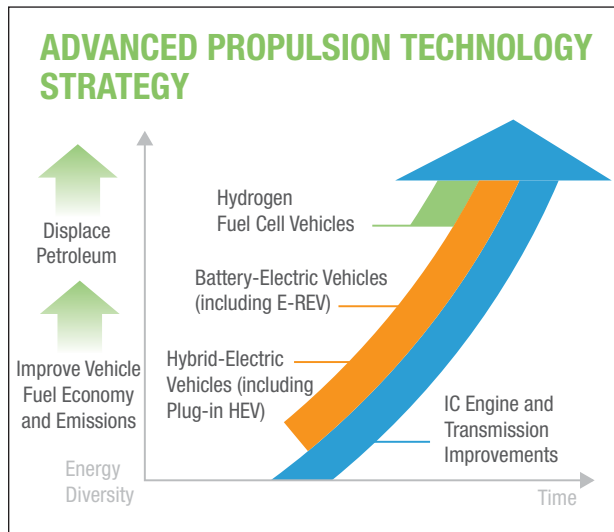
Build and Sell the World's Best Vehicles" by making equity investments in startup companies with innovative, automotive-related technology.

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.

In 2010, we formed GM Ventures LLC as our venture capital subsidiary to help the company identify and develop innovative technologies in the automotive and transportation sector. GM Ventures supports and accelerates GM's vision to "Design,

Propulsion For Every Purpose

STRATEGY



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 battery and fuel-cell technologies become more efficient and affordable.

Our global vehicle strategy is driven by a focus on energy alternatives and advanced technologies that could reduce and/or 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 continued improvements to combustion engines, to alternative

fuels such as biofuels and gaseous fuels, 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 (ethanol and biodiesel) could represent a significant near-term solution to reduce dependence on petroleum and reduce 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 various ethanol blends. 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 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.

VEHICLES AND PROPULSION FOR EVERY PURPOSE



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 well 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, logging over 2.5 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. We are now conducting further tests in real-world projects around the world. In addition to the testing, GM continues to educate and advocate for investment in H2 infrastructures in select countries and markets around the world. As with many advanced technologies, commercialization and mass deployment will be highly dependent upon fueling infrastructure growth.

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“We are committed to doing our part to help solve energy issues around the globe – and we believe that among the automotive solutions, electrification will play a key role, leveraging both batteries and fuel cells. Hydrogen fuel-cell vehicle technology offers many unique advantages that are important to overall energy strategy, and we are confident it will need to play a role. Regarding infrastructure, plug-in vehicles, such as the Chevrolet Volt, require only access to a normal household outlet to recharge the battery each day. On the other hand, successful commercialization and mass deployment of fuel-cell electric vehicles will require the build-out of a public hydrogen fueling infrastructure. We will be able to realize consumer acceptance of hydrogen fuel-cell vehicles only if there is a comprehensive infrastructure plan and corresponding investment by energy providers.”

Britta Gross
Director, Advanced Vehicle Commercialization Policy

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Propulsion For Every Purpose

ELECTRIC



The Chevrolet Volt/Opel Ampera was named the 2012 European Car of the Year.

The debut of the Chevrolet Volt, the world's first mass-produced electric vehicle with extended-range gas-powered 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 MPGe fuel economy and range without compromising functionality.

The Volt is the first step in Chevrolet's plan to provide a variety of electrification solutions to address the lifestyle and transportation needs of people around the world.

The 2013 model year Chevrolet Volt has an EPA-estimated, all-electric driving range of 38 miles with an MPGe of 98 (electric), after which a gas-powered generator can power the electric motor for a total vehicle driving range, including extended range operation, of 382 miles. Fully recharging the battery is as simple as plugging into a standard household 120V outlet for approximately 10.5 hours or about 4.25 hours using a 240V charging unit.

Chevrolet also 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. It complements Chevrolet's growing range of electrified vehicles, including the Volt extended-range EV and the 2013 Malibu Eco with eAssist technology.

In Europe, Opel has unveiled an electric concept car, the RAK e. Energy efficiency and affordability are the driving concepts behind this small car that will be targeted to younger customers. Compared to a conventional small, modern car, the RAK e is designed to be one-third the weight and require one-tenth the energy. The RAK e will offer zero-emission driving at minimal running costs. A three-hour battery charge at a cost of approximately one euro will enable a range of up to 100 kilometers.

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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.

Electric Battery and Motor Development

Our electric propulsion strategy includes leading in the development and production of advanced battery technology. To this end, we have one of the largest and most technologically advanced battery development facilities in the U.S., as well as other battery development centers around the world. 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. The facility currently supplies battery packs for the Chevrolet Volt.

In China, GM is fabricating and testing prototype battery cells and complete systems at its Advanced Technical Center in Shanghai. This will enable GM researchers and engineers to gain critical knowledge in the development of next-generation vehicle battery systems that will be more affordable for GM customers around the world, helping the company expand vehicle electrification.

Beyond battery technology, 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 our 2013 next-generation, rear-wheel-drive, two-mode hybrid technology.

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Electric Product Application: CHEVROLET VOLT



The Chevrolet Volt/Opel Ampera has won more than 50 national and international prizes.

As we approach the two-year anniversary of the Chevrolet Volt's introduction to the marketplace, this "first" for the automotive industry continues to meet our ultimate objective: to offer customers a great car while significantly reducing dependence on petroleum.

In 2012, the Volt made its debut in global markets, where it has met with an enthusiastic response. In February, Opel and Chevrolet Europe introduced the Ampera and Volt, respectively, to European customers. The Volt/Ampera has won more than 50 national and international prizes, including the 2012 European Car of the Year award and the 2012 World Green Car of the Year, as well as accolades for safety such as the maximum 5-Star Euro NCAP award. As of May, the Ampera was the best-selling passenger electric vehicle in Europe. The Volt also launched in China this year, and Holden will introduce the Volt into the Australian market during the second half of 2012.

As the Volt makes its way around the world, we continue to find ways to make the Volt an even better choice for our customers. In California, for example, we have added a low-emissions package to the Volt that qualifies customers for a \$1,500 state rebate and the privilege of driving solo in

the state's carpool lanes. Several other states, including Colorado and Tennessee, have announced state tax credits for electric vehicles as well. For the second year in a row, the Volt was named the Vincentric Best Value in America in the electric/plug-in hybrid class. Vincentric estimates the cost of ownership is four percent lower than they expected over a five-year period.

We also implemented enhancements to the Volt's structure and battery coolant systems to further protect the battery from the possibility of an electrical fire occurring days or weeks after a severe crash. This voluntary modification came in response to a National Highway Traffic Safety Administration Preliminary Evaluation to examine post-severe crash battery performance. The Preliminary Evaluation followed a severe-impact lab test on a battery pack that resulted in an electrical fire six days later. The test was conducted to reproduce a coolant leak that occurred in a full-scale vehicle crash test last May and resulted in an electrical fire three weeks later. The NHTSA closed its investigation, finding that "no discernible defect trend exists and that the vehicle modifications recently developed by General Motors reduce the potential for battery intrusion resulting from side impacts." The agency also noted that it was unaware of any real-world crashes that resulted in battery-related fire. The Volt has a 5-Star occupant crash protection rating from NHTSA and is an IIHS Top Safety Pick.

As with any new technology, we have learned valuable lessons as marketplace adoption evolves. One belief, however, remains unchanged: We deliver true change only when we marry consumer desire with effective technology. By combining sustainability with style, performance, safety, connectivity and, perhaps most important, practicality, the Volt is delivering true change successfully.



Understanding the Volt & EPA Labels:

<http://www.chevroletvoltage.com/index.php/videos.html?task=videodirectlink&id=303>

Propulsion For Every Purpose HYBRID TECHNOLOGY



The Cadillac Escalade Hybrid delivers more luxury, better mileage and 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, 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.

In 2011, 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 electric assistance when the vehicle is accelerating and allows the fuel to be completely shut off during deceleration, which improves fuel efficiency.

In the United States and Canada, eAssist technology has been available on the 2012 model year Buick Regal and LaCrosse, both with an EPA-estimated 25 mpg city and 36 mpg highway. Through February 2012, one in four LaCrosse buyers chose the eAssist model. For the 2013 model year, eAssist will be standard on the Chevrolet Malibu Eco with an EPA-estimated 37 mpg highway. Buick models in China and South Korea also feature eAssist technology. We plan to further deploy eAssist on a global basis when and where it makes sense.

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Hybrid Product Application: THE BUICK LACROSSE



The Buick LaCrosse is designed for customers who seek excellent fuel economy in a full-size luxury sedan.

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 highway fuel economy of more expensive hybrid models in its segment, but also exceeds the highway fuel economy of many small cars.

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 the pedal is released, the battery and electric motor 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.



Members of Our Buick Marketing and eAssist Engineering Team Explain the Technology Behind the New LaCrosse:

<http://www.youtube.com/watch?v=Ex7Vxzk5kLs>

Propulsion For Every Purpose FLEX-FUEL



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

Advanced biofuels are an important part of a near-term solution for energy diversification. FlexFuel vehicles can run on ordinary gasoline or various blends of ethanol from E0 to E85 (a mostly renewable fuel source comprised of up to 85 percent ethanol and 15 percent gasoline).

In North America, more than seven million of the 11 million FlexFuel vehicles on the road are GM cars and trucks. We have built and sold more than eight million around the world, and offer more FlexFuel models than any other manufacturer. For the 2012 model year in the U.S., 23 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 FlexFuel vehicles – the VE Series II Commodore – 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.

FlexFuel Product Application: HOLDEN VE SERIES II COMMODORE

Our Holden brand is working hard to make bio-ethanol an everyday fuel option. Holden continues to extend 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 champions is E85. In 2010, Holden released the FlexFuel VE Series II Commodore, the first Australian-made car capable of running on high-blend ethanol fuel.

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) are available at 44 metro service stations. This availability will give drivers the choice to use fuel with the potential to reduce well-to-wheel CO₂ emissions by up to 40 percent. By considering all elements of the equation, Holden is supporting E85 as a fuel of the future in Australia.

The Commodore range was further extended in 2011. Holden made fuel-efficiency improvements across its popular V6-powered Commodore range in mid September. The Commodore Omega sedan, powered by the Australian-built 3.0-litre SIDI V6 engine, achieved new fuel economy of 8.9L/100km, improved from 9.1L/100km on the previous model.

Holden has delivered consistent efficiency gains for the Commodore since the launch of the VE range in 2006. Fuel economy on the entry-level Omega sedan has improved 18 percent over the life of the model with the addition of Spark Ignition Direct Injection (SIDI) technology, calibration improvements and other weight-saving and aero enhancements.

The continued focus on fuel economy means Commodore is still the most fuel-efficient vehicle in the large car segment and is competitive against many popular mid-size four-cylinder vehicles. With the 2011 model year update, all Commodore vehicles are FlexFuel capable with 3.6L SIDI. A V6 engine, powering models like the popular SV6, is now also able to run on bio-ethanol/E85.

Propulsion For Every Purpose

COMPRESSED NATURAL GAS & LIQUEFIED PETROLEUM GAS



We currently offer 10 CNG and 18 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 CO₂ emissions by an average of 15 percent compared to petroleum-based fuels. We believe CNG and LPG could offer viable and cost-effective alternatives to petroleum.

Currently, we offer 10 CNG and 18 LPG models around the world, including one of the largest selections of CNG- and LPG-fueled vehicles in Europe, where government, industry protocols and infrastructure 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. Taking a long-term view, we developed a monofuel LPG system for the local market in February 2012.

Earlier this year, we announced the addition of a full-size bi-fuel pick-up truck to GM's fleet portfolio. The CNG bi-fuel Chevrolet Silverado HD and GMC Sierra 2500 HD pick-up trucks will transition seamlessly between CNG and gasoline, and will offer customers fueling flexibility with a combined CNG and gasoline range of more than 650 miles – the longest range available in the bi-fuel truck market.

We expect fuel prices and increased regulatory requirements will continue to push demand for CNG and LPG, particularly in Asian countries such as India and Thailand.

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CNG Product Application: GMC SAVANA CARGO VAN



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

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 comes first) transferable powertrain warranty, the GMC Savana with the CNG option reduces CO₂ 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 is 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.

LPG Product Application: CHEVROLET SPARK WITH LPG KIT

In some countries, Liquefied Petroleum Gas (LPG) is a natural choice to develop as a viable alternative fuel option. In India, for example, LPG is a mixture of propane and butane that has been available 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



The Chevrolet Spark LPG offers better fuel economy and seamless power delivery.

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.

Propulsion For Every Purpose

DIESEL



The 2012 Insignia 2.0 BiTurbo CDTI is one of the most fuel-efficient mid-size cars on the market.

Diesel fuel is yet another important solution and is, in many countries, 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.

U.S. diesel car sales, which account for three percent of the market, are trending upward. During the first quarter of 2012, diesel sales jumped 35 percent compared to the same period in 2011. The planned 2013 U.S. introduction of a 2.0-liter clean turbo

diesel version of the Chevrolet Cruze is expected to benefit from this growing interest. Market research firm Baum and Associates predicts that diesel car sales could double by mid-decade in the U.S. Wider availability of diesel fueling stations will support this growth. About half of U.S. service stations now offer diesel, according to the Diesel Technology Forum.

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 three diesel engine models: the Series II Cruze, the Series II Captiva and the Colorado.

Diesel Product Application: Insignia BiTurbo Diesel

Opel continues to drive innovation with the introduction of the BiTurbo diesel engine that makes the 2012 Insignia 2.0 BiTurbo CDTI one of the most fuel-efficient mid-size cars on the market. Fuel consumption starts at 4.9L/100 km.

Since its debut in 2008, the Insignia has won more than 50 awards, including the Car of the Year award in 2009. The 2012 technological advances are the basis for the continued success of this top European model, the only mid-size vehicle in the market to offer the sophisticated sequential turbocharging system in a diesel engine.

Until now, the BiTurbo CDTI has been available only on a few higher-priced vehicles. With the new Insignia, Opel is making this technology available to a much wider array of customers.

The most significant benefit of this system is the ability of the smaller engine to produce more output while enabling 30 percent lower fuel consumption and emissions. Another advance that drivers will notice is how the two different sized turbochargers work sequentially to ensure the mid-size car accelerates quickly, without the undesired “turbo lag” effect, then continues to maintain powerful acceleration.

The 2012 Insignia 2.0 BiTurbo CDTI, the next step in diesel efficiency, is available with all of its premium technologies on all body styles, including the four-door hatchback, five-door sedan and Sports Tourer station wagon.

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 petroleum-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 at least an EPA-estimated 30 mpg highway, with the Chevrolet Cruze Eco possessing the best highway fuel economy of any gasoline internal combustion engine in the U.S. at an EPA-estimated 42 mpg.

Currently, we are applying a variety of technologies to gasoline engines to improve fuel economy and lower emissions. Globally, 17 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. All of our full-size SUVs and light-duty pick-ups feature AFM technology.

Also for the 2012 model year, virtually all GM vehicles feature variable valve timing, including both overhead cam four-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, 40 percent of our U.S. volume is 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. We expect 70 percent of our U.S. volume will have direct injection by 2014.

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 offer 107 vehicle models globally with six-speed transmissions.

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Internal Combustion Engine Product Application: CHEVROLET CRUZE



The Chevrolet Cruze Eco offers the best highway fuel economy of any gas engine compact vehicle in the U.S.

With unpredictable long-term oil prices, the idea of a small, stylish car that gets the best EPA-estimated highway fuel economy appeals to more and more customers, 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.

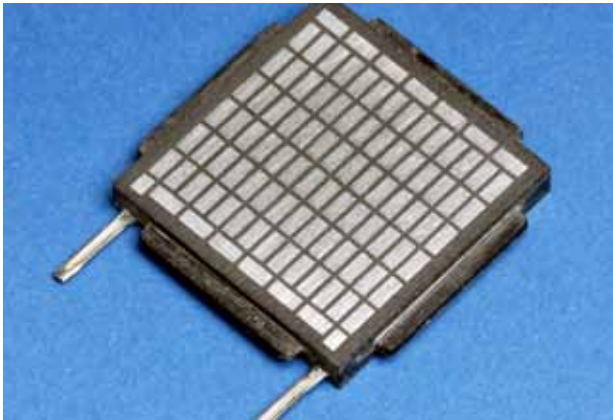
This performance is made possible through such fuel-saving technologies as deceleration fuel cutoff on both automatic and manual transmission Cruze models. When the Cruze slows down, fuel is automatically shut off to its Ecotec engine. When the driver accelerates, the fuel begins flowing again. The process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

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., 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.

ADVANCED MATERIALS TECHNOLOGY



Through thermoelectrics, materials can be wrapped around potential heat-generating power sources, such as exhaust systems or catalytic converters, to generate supplemental power to improve vehicle fuel 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 (e.g., carbon fiber) 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.

Implementing technologies that can extend the life and performance of components is also an advanced materials priority. Brake rotors are a good example.

More than 80 percent of U.S. vehicles are exposed to environmental corrosion creators, such as acid rain, intense sunlight, snow, ice and road salt — all of which can cut rotor lifespan in half. Ferretic Nitro-Carbonizing (FNC) technology is a process that hardens and strengthens steel rotors. We are the only company that has found a way to effectively treat brake rotors with the FNC process, which can double rotor lifespan to 80,000 miles and save on maintenance costs. By the 2016 model year, FNC brake rotors will be featured on more than 80 percent of GM U.S. vehicles.

Another important area is “mechatronics,” 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 drivers 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.



We are developing new advanced batteries to help increase vehicle energy efficiency.

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 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 help reduce the severity of an impending crash. This capability may ultimately eliminate vehicle collisions altogether.

As we navigate our technology roadmap over the next decade toward more autonomous driving, feature functionality will increase 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.

(cont'd)

ADVANCED SAFETY TECHNOLOGY *(cont'd)*

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, for example, 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. Another innovative safety feature, which is an industry first, is the front center air bag developed at GM. The front center air bag will be introduced on the Buick Enclave, GMC Acadia and Chevrolet Traverse crossovers in the 2013 model year.

Our track record in advanced safety technology has been recognized throughout the industry. 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 roadway signs and displays them as symbols on the instrument cluster to help the driver remember the most recent speed limit sign.



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.

RECYCLED VEHICLE CONTENT



The GMC Terrain uses many eco-friendly parts.

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.

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 CO₂ emissions.

The GMC Terrain is one of GM's many examples of the benefits of using eco-friendly parts. The compact crossover's EPA-estimated 32 highway mpg is achieved partly by the use of these light-weight materials.

The Terrain also has a quieter interior, 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 used in 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, sustainably cultivated in southern Asia, is a rapidly growing, renewable plant, and hollow, like bamboo, which makes it an effective sound dampener. In addition, kenaf-reinforced substrates weigh less and require 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 postindustrial 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: Eighty-two – or more than half – of our manufacturing facilities around the world operate as landfill-free facilities today. In total we have 101 manufacturing and nonmanufacturing landfill-free facilities – more than any other automaker as confirmed by a third-party auditor. 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 are 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



THAILAND

We have become the first auto company in Thailand to receive the ISO 50001 energy efficiency certification. In the process of achieving the certification, we estimate that greenhouse gases have been reduced by more than 4,000 tons at our car and truck assembly facility in Rayong. These savings were the result of nearly \$500,000 in energy-saving investments that included upgraded office and external lighting, warehouse skylights, a waste heat recovery system and a more efficient air compressor. In addition to achieving the stringent ISO certification, the team in Rayong also has achieved landfill-free status.



SPAIN

Though our plant in Zaragoza is already home to the world's third-largest rooftop solar installation, employees are committed to achieving even further energy efficiencies. They embrace a belief that any idea, however small or big, is vital to energy reduction. In fact, there is a committee dedicated to confronting energy-saving opportunities that are significant, yet difficult to implement. Their dedication paid off in 2011 with a 14.5 percent reduction in energy consumption. The zest for energy conservation also extends beyond the plant. A local initiative that works against climate change at the household level counts 50 percent of its participants as workers for GM Spain.



INDIA

The United Nation's World Environment Day this year was centered around the theme of "Green Economy: Does It Include You?" Our plant in Halol took the theme to heart by ensuring that its observances were as inclusive as possible. School and college students were invited to enter poster drawing and speech elocution competitions. Another competition invited employees to submit water conservation and waste reduction ideas. Partnering with a local university, they also held a seminar on the green economy and capped the day off with the planting of 50 trees.



UZBEKISTAN

Our powertrain facility participated in an eco-forum on green economy as part of the regional observance of the United Nations' 2012 Environmental International Day. GM representatives shared a presentation on Modern Technologies for Sustainable Development, which focused on technology for wastewater treatment and air emission reduction. During the forum, GM Powertrain Uzbekistan received a certificate for its environmental achievements. In its quest to be landfill-free, the facility shares canteen waste and grass clippings from lawn mowing with local farmers to feed their livestock. In addition, straw is baled for farmers on vacant areas of the site.



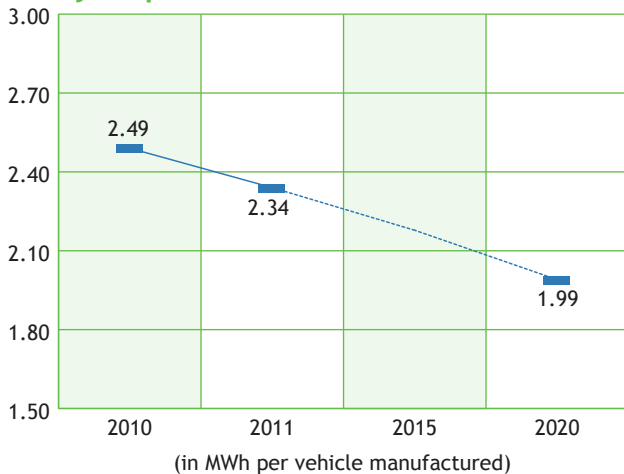
MEXICO

GM Mexico has joined the Alianza Verde Automotriz (AVA), a new initiative organized in collaboration with the Commission for Environmental Cooperation to provide automobile manufacturers and their suppliers the opportunity to address new, innovative and voluntary sustainability projects that will improve their environmental performance and provide value through the automotive supply chain. The initiative is modeled after the Suppliers Partnership for Environment in the U.S. At its second gathering, our representative led AVA's Energy Efficiency Work Group discussion and shared strategies, tools and technology that GM Mexico is using to save energy.

2020 MANUFACTURING COMMITMENTS

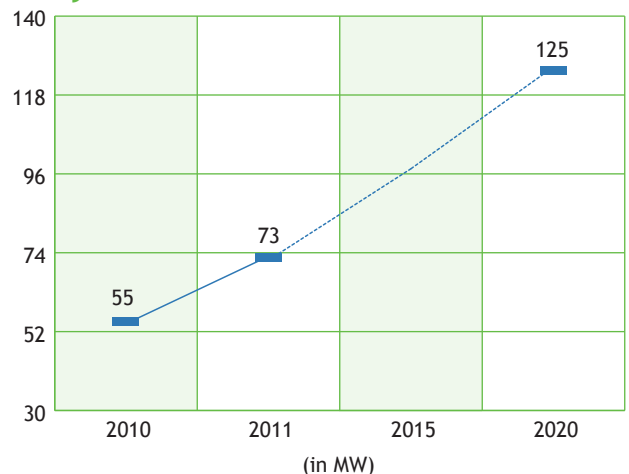
We have a strong tradition of environmental stewardship at our facilities around the world. We continually assess the impact of our operations with the goal of continuous improvement, and we are proud of the progress that our facilities have made to date. Earlier this year, we committed to a new set of resource conservation and environmental stewardship initiatives over the next decade. We are pleased to report on the progress we made in 2011 on these 2020 commitments. In addition, we retained a third party, Conestoga-Rovers & Associates (CRA), to conduct an independent review and limited assurance of environmental indicator data for GM's global facilities for the 2010 (baseline) and 2011 calendar year reporting periods. The objective of the assurance process was to assess the reliability of the data for energy usage (#1), water consumption (#5), greenhouse gas emissions (#3), VOC emissions (#4) and waste materials (#6).

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



Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO₂ scopes). This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 2.59 to 2.49 to reflect divested assets and updated emission factors, consistent with GHG protocol. Our 2020 target was lowered from 2.07 to 1.99 to reflect this change.

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



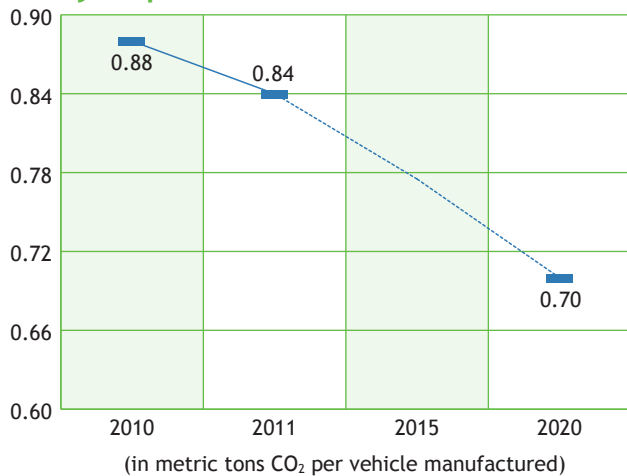
Currently includes landfill gas, solar photovoltaic, small hydroelectric and biomass.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

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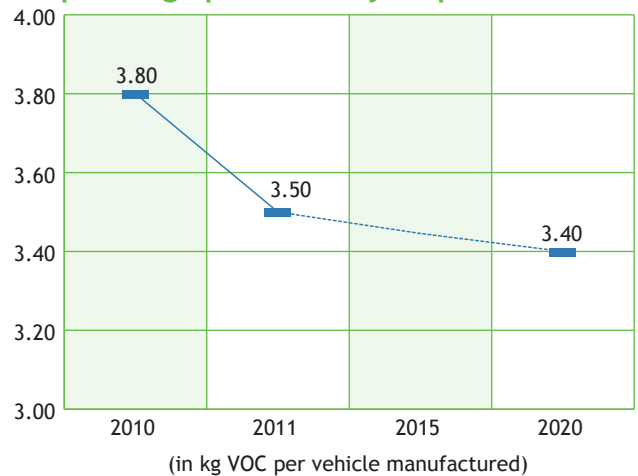
2020 MANUFACTURING COMMITMENTS *(cont'd)*

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



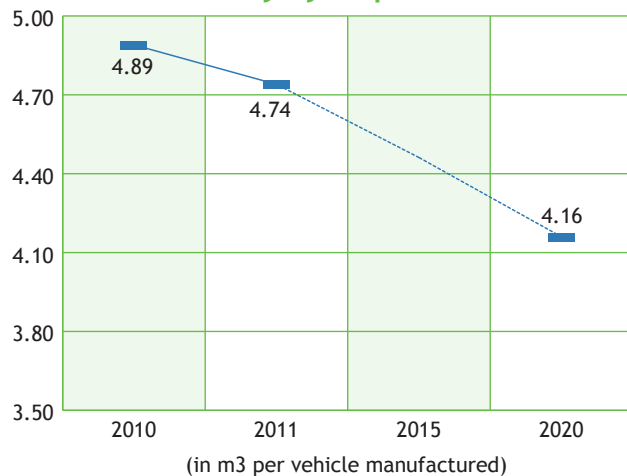
Includes all manufacturing and nonmanufacturing CO₂ emissions reported in the Carbon Disclosure Project (CDP) Scope 1&2 categories, normalized by vehicle production. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 0.93 to 0.88 to reflect divested assets and current GHG protocol emission factors. Our 2020 target was lowered from 0.74 to 0.70 to reflect this change.

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



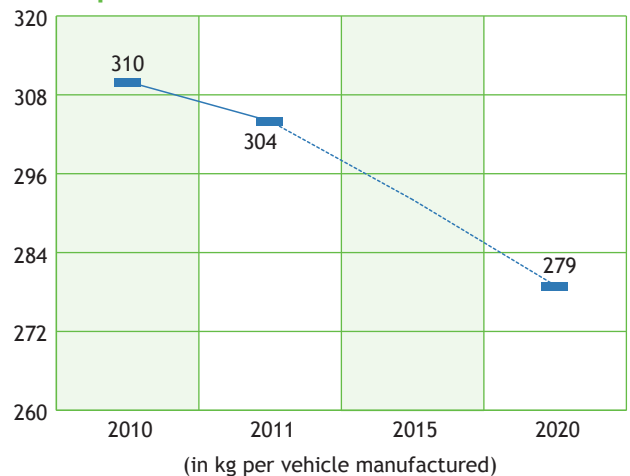
VOC emissions are composed of the following emission units: ELPO, Primer, Topcoat, Final Repair and Cleaning Solvents, which are considered the major sources of VOC emissions from typical paint shops. Excluded are minor sources of VOC emissions, such as maintenance painting, sealers, etc. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 3.71 to 3.80 due to the addition of three facilities to the baseline (not included last year), resulting in a small increase in emissions. The 2020 target was raised from 3.34 to 3.40 to reflect this change.

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. Note that the 2010 base year has been adjusted from 4.70 to 4.89 to reflect divested assets. The 2020 target was raised from 4.00 to 4.16 to reflect this change.

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



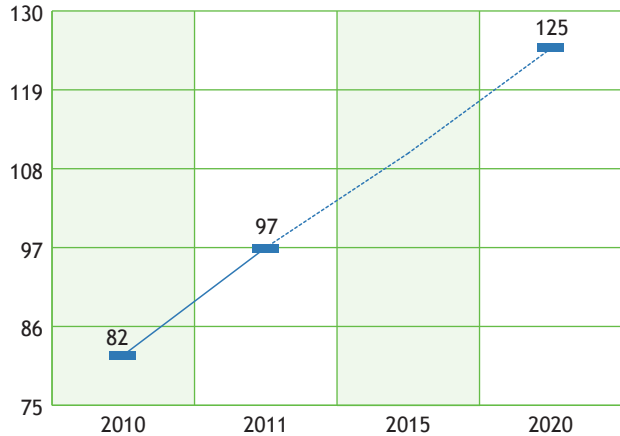
Total waste includes all manufacturing waste, including scrap metals and foundry sands and foundry-related process waste. It excludes event waste (such as demolition, construction and remediation debris), and waste from nonmanufacturing sites. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 304 to 310 to reflect the addition of waste from facilities in Mexico, which had been inadvertently omitted due to programming errors. The 2020 target was raised from 273 to 279 to reflect this change.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

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2020 MANUFACTURING COMMITMENTS *(cont'd)*

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



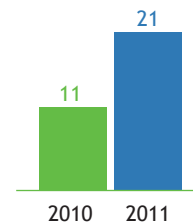
All by-products (wastes) that come from ongoing, day-to-day manufacturing-related operations must be taken into account as part of a landfill-free designation. This includes periodic by-products, such as pit cleanouts. To qualify for "landfill-free" status, facilities must handle by-products by any other 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. The ash generated from waste-to-energy recovery facilities is exempt. Individual plants, i.e., assembly, stamping, foundry, engine or transmission plants; parts distribution, proving grounds and technical centers are treated as "facilities" or "sites." 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.

63% Participation in 2011

Progress: Fifty-six sites (co-located sites, such as an assembly plant, stamping plant and engine plant located at the same complex, are treated as a single site) globally had at least one community outreach in 2011. This represents approximately 63 percent participation in 2011.

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



Co-located sites, such as an assembly plant, stamping plant and engine plant all located at the same complex, are treated as a single site.

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 156 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, nonmanufacturing 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 is subject to more than 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 2011, GM received 21 Notices of Violation, 17 in the U.S. and four outside the U.S. In 2011, GM did not pay any significant** fines to resolve alleged NOV's.

Environmental Management System

All of our GM owned and operated 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 (ISO) 14001 and elements that are specific to our operations. The ISO 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.

**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.*

.....
"There is widespread acceptance of green manufacturing principles by our people at the plant level and, equally as important, a recognition that being green helps us to sell vehicles."

Lee Hachigian

Director, Real Estate & Facilities – Environment and Sustainability

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. In addition, we conduct periodic global reviews of the self-certification process. Canada maintains third-party certification as well as self-certification. Operations outside North America will continue to utilize third-party accredited registrars to certify the sites' EMS is in conformance with ISO 14001. 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 management 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 2012 CDP report, we reported on facilities in 25 different countries where GM manufactures vehicles.

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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 continually 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 2011 for example, we conducted global training on implementation of corrective action, effective use of Material Safety Data Sheets, management of greenhouse gases and U.S. Clean Air Act requirements.

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 about our environmental policies, procedures and commitments. 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, Ontario; Doraville, Georgia; and Sleepy Hollow, New York.

Resource Conservation

ENERGY & EMISSIONS



The EPA recognized GM's commitment to energy efficiency and greenhouse gas emission reduction by naming GM as its 2012 ENERGY STAR Partner of the Year.

Around the world, we are committed to realizing energy efficiencies and minimizing our carbon footprint. We are proud of the past accomplishments in our facilities, but made a commitment for continued reductions through 2020. In 2011, we reduced CO₂ emissions by five percent from 2010.

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 2011, investments in energy-efficient building services yielded \$11.6 million in annual savings, while process improvements yielded an additional \$7.9 million.

The EPA has recognized our commitment to energy efficiency and greenhouse gas emission reduction by naming GM its 2012 ENERGY STAR Partner of the Year in the motor vehicle category. The recognition was based on several initiatives, including an energy management dashboard system that monitors 2.5 million pieces of energy data per minute and that led to savings of more than \$3 million in 2011; a \$12 million investment in energy cost-saving projects; and \$2 million in savings from powering four facilities with landfill gas.

Many of these initiatives were centered on a 2011 goal of achieving the EPA's ENERGY STAR Challenge for Industry in 2011. To do so, 30 of our North American plants had to reduce their energy intensity 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.

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“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

GM's 30 plants represent nearly 30 percent 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.

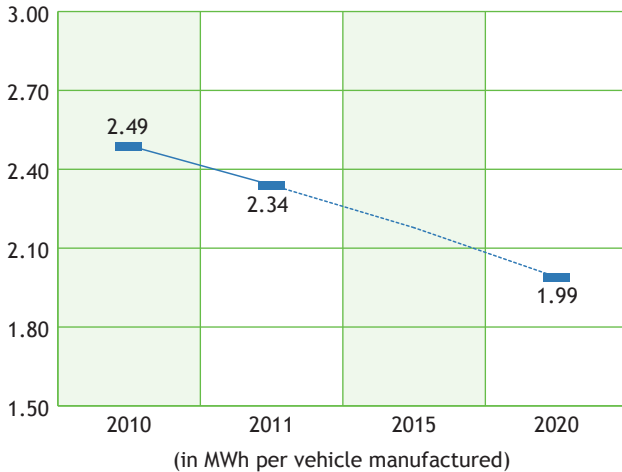
In addition to meeting the ENERGY STAR Challenge, in December 2011, our Lansing Delta Township facility became the first plant in the company to receive an ENERGY STAR certification by meeting strict energy performance levels set by the EPA. To qualify, the plant had to perform in the top 25 percent of similar facilities nationwide for energy efficiency and meet strict energy performance levels set by the EPA from 2010 to 2011. Our Lansing Customer Care and Aftersales parts distribution center also earned ENERGY STAR certification in June 2012.

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Resource Conservation

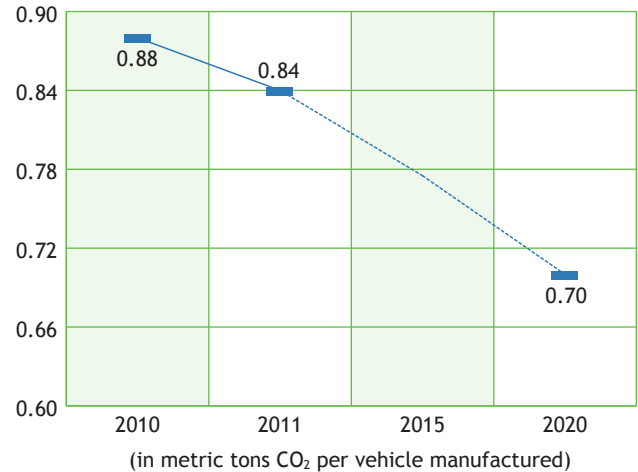
ENERGY & EMISSIONS (cont'd)

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



Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to CO₂ scopes). This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 2.59 to 2.49 to reflect divested assets and updated emission factors, consistent with GHG protocol. The 2020 target was lowered from 2.07 to 1.99 to reflect this change.

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



Includes all manufacturing and nonmanufacturing CO₂ emissions reported in the Carbon Disclosure Project (CDP) Scope 1&2 categories, normalized by vehicle production. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 0.93 to 0.88 to reflect divested assets and updated emission factors, consistent with GHG protocol. The 2020 target was lowered from 0.74 to 0.70 to reflect this change.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

Regenerative Engine Power



Two Powertrain Engineering Development Centers are regenerating excess energy back into the grid to help power their facilities.

Engine testing is a 24/7 activity, which means it also is an energy-intensive activity. Why not take the excess energy generated and put it to good use? Engineers at GM Powertrain Engineering Development Centers in Pontiac, Michigan, and in Torino, Italy, asked this question and came up with the idea to regenerate the energy back into the grid and help power their facilities.

As a brownfield project, regenerative energy capabilities were built into the Pontiac facility during its renovation in 2008. Since then, the facility has regenerated more than 26.7 million kilowatt hours of energy to power internal processes such as air conditioning and lighting in the laboratory area. The savings are the equivalent of the electricity consumed by 2,326 U.S. households in one year.

Thousands of miles away, the same process occurs at our powertrain facility in Torino. The plant runs 15 engine test benches, with five more planned, to develop fuel-efficient engines for Chevrolet and Opel. Within a year, the center has harvested 300,000 kilowatt hours and used them to power all of the facility's computers.

Resource Conservation

RENEWABLE ENERGY



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

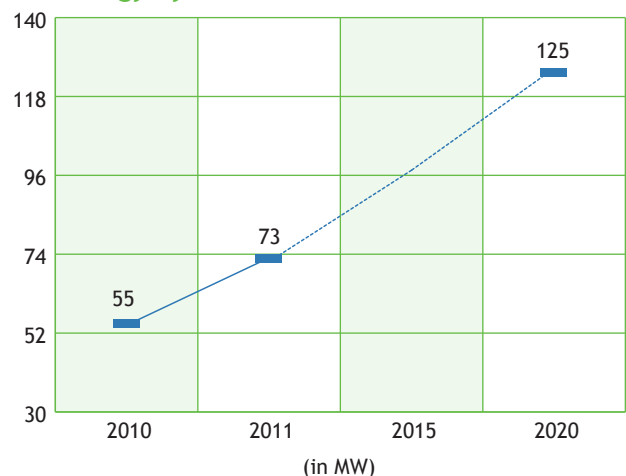
We are a significant user of renewable energy in the manufacturing sector. In the U.S., renewable energy sources represent about two percent of our energy use. Landfill gas installations at four U.S. facilities generated savings of more than \$2 million in 2011, or the equivalent amount of energy needed to heat more than 25,000 households (about 1.6 trillion BTUs annually). Landfill gas can supply up to 20 percent of energy needs at our Orion, Michigan, plant, one of four manufacturing facilities that currently takes advantage of this renewable energy source. In addition, we procure 5.6 megawatts of biomass-generated electricity from sugar cane for our manufacturing facilities in Brazil.

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.*



Currently includes landfill gas, solar photovoltaic, small hydroelectric and biomass.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

(cont'd)

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 third-largest rooftop solar installation, which can generate about 12 megawatts at its highest output. On an annual basis, Zaragoza can produce 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 generates enough electricity to charge 150 Chevrolet Volts every day for a year.
- A Tracking Solar Tree® is now operational at GM Company Vehicle Operations in Warren. The Tracking Solar Tree® features a hybrid multi-axis tracking design which enables the entire canopy to track the sun, increasing clean renewable energy production by about 25 percent. The structure produces up to 30,000 kilowatt hours a year and provides enough solar energy to charge six electric vehicles per day.

- Construction has begun on the installation of a 350-kilowatt array owned by DTE Energy in a field next to our Orion Assembly plant. The amount of energy generated will be enough to power 45 homes in Michigan annually and avoid 261 metric tons of CO₂ from entering the atmosphere.

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 six 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, nine of our facilities now have solar EV charging canopies on their grounds with five more planned during 2012.

Outside the U.S., rooftop installations also are found at our plants in Rüsselsheim and Kaiserslautern, Germany, which combined represent 17 megawatts and 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



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.

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. Nowhere are these efforts more critical than at our facilities located in some of the world’s most water-stressed 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.

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Resource Conservation

WATER REDUCTION *(cont'd)*

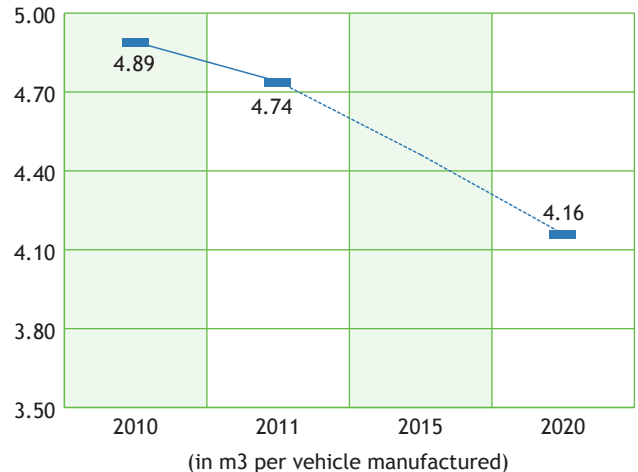
The situations in Australia and South Africa are excellent examples of why we approach water management at the facility level. Because water issues vary considerably by region, each of our operating regions establishes annual internal goals for reductions of water intensity, while also sharing global best practices. Recent examples of initiatives to improve water quality and reduce consumption include:

- In Kenya, our plant has been able to meet local water restriction targets through the implementation of several water-conserving best practices, including the installation of a reverse osmosis system which allows the reuse of wastewater in some areas and daily monitoring of newly installed water meters in all high-consumption areas.
- In Mexico, our plant in San Luis Potosí was designed to eliminate wastewater discharge. This facility recycles 90 percent of wastewater, which means that each vehicle is manufactured with about 50 percent reused water. This avoids the withdrawal of approximately 20 million gallons per year from the local water source.
- In the U.S., our plant in Wentzville, Missouri, eliminated the use of city water to flush the boiler ash system. Flushing operated at 47 gallons per minute. This process change avoids the use of 24.7 million gallons of city water per year.

As a result of these and other conservation measures, we reduced our water intensity by 3.2 percent during 2011 as compared to 2010. This progress puts us ahead of our glide path toward our 2020 goal to reduce water intensity by 15 percent.

Our 2012 Carbon Disclosure Project (CDP) Water Disclosure Information Request includes a detailed discussion of our global water reduction initiatives, as well as water-related risks in water-stressed areas of the world.

2020 Commitment: 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. Note that the 2010 base year has been adjusted from 4.70 to 4.89 to reflect divested assets. The 2020 target was raised from 4.00 to 4.16 to reflect this change.

**2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.*

Resource Conservation

WASTE REDUCTION



We focus on ways to convert material by-products such as bottle caps into new vehicle components.

The facilities which we own or operate around the world have a long history of tracking their waste and implementing recycling and re-use opportunities. With a focus on improvement for many years, and with frequent communication of best practices among facilities, we achieved a major milestone as we announced our 100th landfill-free facility in early 2012. This means that all waste from daily operations is recycled, reused or converted to energy. Globally, waste converted to energy accounts for only two percent of our total waste from manufacturing and nonmanufacturing facilities.

To put this into perspective, a single plastic bag of household garbage represents more trash going to a landfill than that sent from 100 of our landfill-free GM facilities combined. Our landfill-free roster includes more than half of our global manufacturing facilities. No other automaker has as many landfill-free facilities as GM, a claim that has been verified by an independent third party.

In 2011, we reduced total waste generated per vehicle by two percent at our global manufacturing facilities. We also recycled or reused 2.5 million metric tons of waste from our manufacturing and nonmanufacturing facilities – the equivalent of 38 million trash bags. In doing so, we also avoided 10 million metric tons of CO₂-equivalent emissions. Our progress during the past 12 months places us well on track to hit our 2020 commitment to achieve an additional 25 more landfill-free sites and reduce total waste by another 10 percent (from the 2010 base year).

Our leadership in waste reduction is attributable to proven initiatives, creative thinking and passionate discipline. At our Rosario plant in Argentina, the use of polycarbonate glasses in the cafeteria avoids 1.5 million disposable cups from being sent to landfills. The cafeteria also treats 10 tons of its organic waste on site at the compost plant. The resulting high-nutrient compost is used as a natural fertilizer in gardens at our Rosario plant.

We reused and recycled 2.5 million metric tons in 2011 (or 90 percent of our total manufacturing and nonmanufacturing waste, excluding event waste). We landfilled 0.2 million metric tons, or only eight percent of our global total waste, and we recovered (waste to energy recovery) 0.065 million metric tons, which is only two percent of our global total.

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 postindustrial materials become sound-absorption materials in Buick LaCrosse and Verano headliners.

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Resource Conservation

WASTE REDUCTION *(cont'd)*

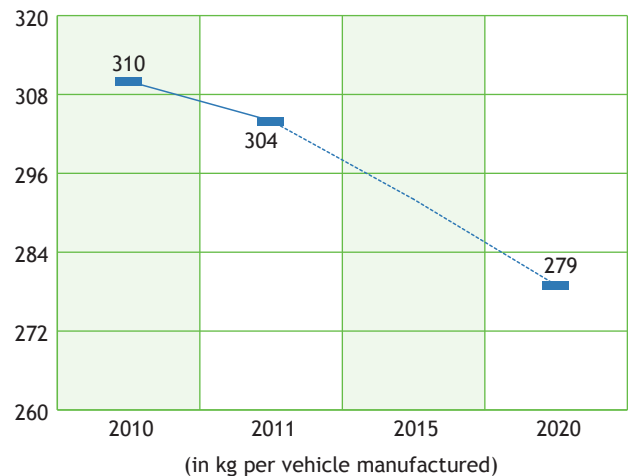
In this application, 95 percent of the headliner by weight is from recycled material — 25 percent cardboard and 70 percent postindustrial. Other examples include plastic caps and shipping aids from our Fort Wayne Assembly Operation that are used in radiator shrouds for Chevrolet Silverado and GMC Sierra trucks, and shredded tires from our Milford vehicle performance test operations find new life as 25 percent (by weight) of the air and water baffles in the 2010 Chevrolet Volt.

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 hallmarks of our culture in which our employees, service providers and suppliers pay attention to detail and challenge conventional manufacturing operations. This engagement enables our facilities to increase the recycling of waste materials and to reduce total waste from global operations. In 2011, we generated 51 kg of total waste per vehicle manufactured. When metal scrap, foundry sands and foundry process-related waste are included, the number increased to 310 kg of waste per vehicle manufactured.

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.

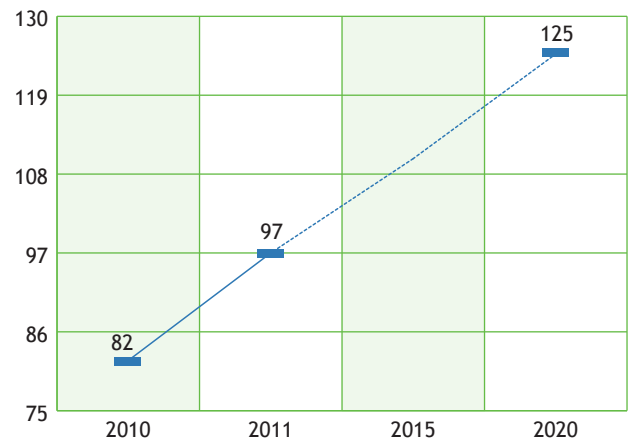
We know we have the creativity and commitment to find sustainable solutions. This is consistent with the alignment of our sustainability and business models. As a result, our waste reduction, re-use and recycling efforts have saved the company* approximately \$2.5 billion between 2007 and 2010. That is money that was not 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 and foundry-related process waste. It excludes event waste (such as demolition, construction and remediation debris), and waste from nonmanufacturing sites. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 304 to 310 to reflect the addition of waste from facilities in Mexico, which had been inadvertently omitted due to programming errors. The 2020 target was raised from 273 to 279 to reflect this change.

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. The ash generated from waste-to-energy recovery facilities is exempt. Individual plants, i.e., assembly, stamping, foundry, engine or transmission plants; parts distribution, proving grounds and technical centers are treated as "facilities" or "sites." This data includes data from some GM JVs.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

(cont'd)

Resource Conservation

WASTE REDUCTION *(cont'd)*

Creative Recycling at Its Best

Coming up with “out-of-the-box” recycling ideas is always rewarding, but when a recycling solution 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 in 2010 when we worked with suppliers to recycle, rather than landfill, 227 miles of plastic boom material that had been used to soak up oil in the Gulf of Mexico.

Furthermore, 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 landfill 29,000 gallons of oil and 212,500 pounds of the boom material that would have taken years to break down. In addition, the recycling effort prevented 149 tons of CO₂-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.

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.

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“This was purely a matter of helping out. 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 Bradburn
 Manager, Waste Reduction*

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 recertification 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. At the end of 2011, we had 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 in Bowling Green, Kentucky, plant employees joined community members to create the property's 75-acre wildlife habitat. 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.

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"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.

Whether we are building cars or the plants that make them, we strive to reduce our environmental impact. Our GM Green Construction program — which outlines processes to help reduce waste and increase energy efficiency throughout construction — is one of our latest initiatives to help us do so. All future GM North American construction sites will adhere to initiative standards. In 2011, we announced 32 investments, totaling nearly \$5.5 billion, many of which will be part of this initiative. Currently, five sites are following the process, including a \$200 million stamping plant in Arlington, Texas.

We have designed the program to reduce the weight of construction debris per project by 90 percent through recycling and sending less to landfill. The program also requires GM contractors to manage indoor air quality by using curtains and barriers to reduce airborne particles entering the atmosphere; to reduce energy use on site with rechargeable battery-powered equipment; and to segregate materials like metals, plastic and concrete for ease of recycling.

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.

OCCUPATIONAL HEALTH & SAFETY



GM's operations across the globe have been recognized with awards for workplace health and safety.

Safety, including worker safety, is an overriding operational priority which is managed through our Global Manufacturing System (GMS). It defines a set of health and safety processes designed to minimize risk exposure in manufacturing, engineering and all other enterprise support facilities. After addressing safety at the organizational 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.

A key component in the GMS health and safety process is a continuing focus on risk assessment to identify and mitigate all types of hazards in the workplace. This assessment will guide the design-in-safety decisions that create a safe work environment. 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 mitigate 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 our 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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OCCUPATIONAL HEALTH & SAFETY *(cont'd)*

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. Global common policies and training support a common safety culture across the enterprise. Online reference tools include 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 and safety. GM operations from Germany to Thailand have received recognition for their outstanding safety performance. In 2011 alone, the National Safety Council (NSC) awarded 50 GM North America locations with Occupational Excellence Awards for achieving safety incidence rates below 50 percent of the national average. In addition, NSC recognized three GM sites with their 2011 Industry Leader Award for safety performance. The three GM sites that received this award were the GM Canada Montreal Parts Distribution Center, GM's Customer Care and Aftersales facility in Toluca, Mexico, and the GM Mexico Headquarters. GM manufacturing organizations across the globe have received significant recognition as well. The GM Szentgotthárd plant in Hungary received an award from the European Agency for Health & Safety for their use of the maintenance focus tools Take-2 and Task-Based Risk Assessment in their pre-task planning process. The GM India Halol facility received both local and national recognition for their continuing high level of safety performance. The GM Rayong plant in Thailand received the 2011 Outstanding Award for Safety, Occupational Health & Working Environment. The GM Ecuador OBB facility received both the 2011 and 2012 Health & Safety Recognition award for achieving 100 percent in the high-risk jobs audit conducted by the Ecuadorian Institute of Social Security. Across the globe, GM leads in workplace safety and health.

2011 Health and Safety Performance

January 1, 2011 through December 31, 2011

	Work-Related Recordable Rate ⁽¹⁾	Lost Workday Case Rate ⁽²⁾
GM	0.65	0.10
GMNA	1.17	0.19
GMIO	0.16	0.03
GMSA	0.84	0.06
GME	0.10	0.05

(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 represent 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 represent the equivalent of 100 employees working 40 hours per week, 50 weeks per year, and provides the standard base for the incident rates.

SUPPLY CHAIN

We consider our suppliers to be critical business partners who also are an important part of our commitment to corporate responsibility. We engage with our suppliers continuously as part of our daily business processes in order to maximize partnerships and to realize our mutual business goals.

Our institutional dialogue with suppliers occurs through two primary forums. The first is through the GM Supplier Council. This Council consists of 10 global suppliers who meet with our vice president of global purchasing and supply chain on a monthly basis to address broad, industry-wide topics. The second forum is a global webcast that we conduct with our suppliers each month to gain input and a consensus approach on GM-specific topics. Suppliers who participate in this webcast represent approximately 80 percent of the value of our vehicles.

Supply Chain Compliance

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 in 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.

To help enhance supplier understanding of these and other principles, we have provided funding in recent years for 837 of our suppliers in Brazil, China, India, Mexico, Thailand and Turkey to attend the Supply Chain Responsibility Training conducted by the Automotive Industry Action Group (AIAG). We participated in developing the training that initially covered working conditions, including child labor, forced labor, health & safety, wages & benefits, freedom of association, harassment & discrimination and working hours. This training has recently expanded to also include business ethics and environmental responsibility. Plans call for supplier training in Russia and Argentina during the second half of this year.

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SUPPLY CHAIN *(cont'd)*

Conflict Minerals

In 2010, the U.S. Congress passed 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 the 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.

On August 22, 2012, the U.S. Securities and Exchange Commission (SEC) approved a final regulation to implement the Conflict Minerals provisions of the 2010 Dodd-Frank Act. General Motors has been an active participant in the Conflict Minerals Working Group in the Automotive Industry Action Group (AIAG) and is currently going through the details of the new rule. We will report again on this topic in our next report.

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.
- 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,

A Chain of Collaboration

Despite a competitive marketplace, collaboration among automakers is often key to industry progress, especially in areas such as reducing environmental impact. The sharing of best practices and creative solutions among a larger pool of partners, competitors and suppliers can lead to exponential results.

With this dynamic in mind, we became a founding partner of the Suppliers Partnership for the Environment, a working group of U.S. automakers, their suppliers and the Environmental Protection Agency that today has grown to more than 40 members.

Our relationship with FTS Technologies is a great example of something we learned through Suppliers Partnership and quickly integrated through our own supply chain. FTS, a Michigan-based surface treatment company, developed an energy-efficient technology to adhere paint to plastic vehicle parts without using traditional chemical adhesion systems, resulting in less waste and emissions.

This technology is now being used on the Chevrolet Cruze, Sonic and Volt. On the Cruze alone, our suppliers using the new process have:

- Reduced solid and liquid waste (filters, cleaners, solvents and coatings) from 48 tons to one ton a year.
- Decreased air pollutants from 810 tons a year to 80 tons a year.
- Eliminated landfill waste such as paint sludge and painted scrap material from 25 tons to nearly zero.

These results led GM recently to recognize FTS with its annual Environmental Excellence Award. GM issues an annual award to one of its suppliers for recognition of the supplier's achievement in environmental performance and initiative. FTS is the seventh supplier recognized with GM's annual Environmental Excellence Award.

(cont'd)

SUPPLY CHAIN *(cont'd)*

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 (SP) for the Environment 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."

In 2011, the Greening the Supply Chain Initiative involved 70 Tier 1 SGM suppliers, who implemented 257 projects at a cost of 90,686,000 RMB and resulted in an annual benefit of 72,482,350 RMB.

Reductions in energy and water use include:

- 205,600 metric tons/year of water use
- 26 million kW hours/year of energy use
- 212,000 cubic meters of natural gas use
- 2,000+ metric tons of coal use
- 217 metric tons of diesel fuel use

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

- 3,840,000 metric tons of coal gas
- 9,730 metric tons of wastewater
- 31,000 metric tons of GHG emissions
- 1,570 metric tons 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.

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 automotive needs and one common expectation: quality. We are more committed than ever to understanding these needs – from short urban commutes to long-distance trips, from family cars to professional trucks – and meeting this expectation through a relentless focus on quality. This means listening more and using every customer interaction as input to the way we design, build and sell our vehicles. In the process, we will offer an increasingly sustainable product line with purposeful design, outstanding reliability and long-lasting durability. Equally as important, we want to develop the type of lifelong relationships that are mutually rewarding to our customers and to our business.



*Laurie Sall
Chevrolet Volt owner*



Find out more online:

<http://gmsustainability.com/sellLanding.html>

SELL: GLOBAL SNAPSHOTS



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 2.5 million vehicles in 2011. Together with our JV partners, we will introduce over 60 new and upgraded models to the market between 2011 and 2015. 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 CO₂ 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 CO₂ emissions while improving power. Active Fuel Management (AFM) technology allows an engine to turn off half its cylinders to improve fuel efficiency and emissions, primarily on vehicles powered by V8 engines.

VEHICLE QUALITY



Producing durable, high-quality vehicles makes our business more efficient and profitable.

GM's vision — to design, build and sell the world's best vehicles — cannot be achieved without a relentless focus on quality. Our customers expect it, and we earn their loyalty only when we meet and exceed their expectations for outstanding quality and reliability. Producing durable, high-quality cars, trucks and crossovers is also at the core of our commitment to product responsibility. It makes our business more efficient, more profitable and more sustainable.

Product quality starts with our customers. Every improvement in how we design, engineer and manufacture our vehicles is centered on the people who purchase and drive GM products. That commitment extends beyond the plant floor and encompasses the customer experience before, during and after the sale.

In recent years GM has made significant improvements in quality, reducing global warranty claims by about half, and we are gratified that our quality rankings have reflected those improvements. We are not satisfied, however; there is much more work to be done. To sharpen our focus on customers and accelerate quality performance, we have adopted a unique, and industry-first, alignment within the organization by combining vehicle global quality and customer experience under a single leader. This move allows us to better listen to what matters most to our customers, and feed critical quality and customer data into the vehicle development process.

Linking compensation to quality performance is a second key organizational initiative to strengthen our quality focus. A new, more transparent bonus formula for meeting predetermined quality targets, has been implemented to strengthen employee engagement in, and commitment to, our quality journey.

We are making progress — and respected industry research assessments confirm it. For example, in 2012, each of General Motors' four U.S. brands earned a segment award in the 2012 J.D. Power and Associates Initial Quality StudySM, helping us to achieve our best-ever company score, compared to the industry average. We had nine vehicles either receiving a segment award or placing in the top three of their respective segments. And, for the first time, we occupied the top three spots in the highly competitive Large Pickup segment with the GMC Sierra LD, Chevrolet Silverado HD and Avalanche, finishing first, second and third, respectively.

Additional external proof points can be found in J.D. Power and Associates' other two customer surveys: the Vehicle Dependability Study (VDS) and the Automotive Performance, Execution, and Layout (APEAL) study. The VDS is an annual U.S. market-based study that provides insight into the reliability and durability of brands and models after three years of ownership. The APEAL index score is a measure of the customer's satisfaction with the design, content and layout of their vehicle. In the

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VEHICLE QUALITY *(cont'd)*

2012 J.D. Power VDS, Cadillac improved to third place up from ninth place. Lastly, in J.D. Power's 2012 APEAL index, Chevrolet received several APEAL awards, including Volt and Sonic.

These are impressive measures, but our quality journey is far from complete. We are continuing to drive a quality focus deeper into the company, across all disciplines – design, engineering, manufacturing, sales and marketing. It is an enterprise-wide approach to quality where every employee plays a role in fulfilling our vision, and we look forward to sharing our progress on a global basis in future reports.

"We're undergoing a major transformation, where we are putting the customer at the center of everything we do. This is part of the new GM. It's part of striving to make sure we all understand that we work for the customer."



Alisha Boler-Davis
Vice President of Global Quality and U.S. Customer Experience

Vehicle Recalls

Automotive vehicles are among the most complex products offered in the consumer marketplace. While we strive for perfection in the design, engineering and manufacturing of our vehicles, periodic product recalls are an inherent part of the automotive business.

Our recall process is guided by a customer-focused philosophy that places safety above all else, and emphasizes swift action, clear communication and an effective solution for the customer. We try to learn from our mistakes and take actions to minimize the potential for recurrence.

2010 & 2011 GM U.S. Safety & Noncompliance Recalls

	Number of Recalls	Number of Vehicles Recalled*	Number of Vehicles On Road**	Percent
2011	22	500,270	67,824,225	0.74%
2010	21	4,051,140	69,460,725	5.80%

Often a manufacturer's recall and quality performance is evaluated based on the number of recalls in a given year or the total number of vehicles recalled in a given year. However, this method of comparison does not take into account the total number of its vehicles sold and that are still registered and operated. In our opinion, a more accurate way to evaluate a manufacturer's recall performance is by evaluating the number of its vehicles recalled for safety and noncompliance in a given year as a percent of all its vehicles still in operation. This is the metric we use to compare ourselves against our competitors. By this standard, the recall performance of our products is among the best in the U.S. During 2011, we issued 22 vehicle recalls that affected 500,270 vehicles.* The largest recall involved 154,112 Chevrolet Cruze vehicles. In future reports, we plan to provide a more global view of our overall recall and quality performance.

* Vehicle recall data from NHTSA database.

** Vehicles on road data from Polk Vehicles In Operation as of 7/1/2011.

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.

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. Wuling has been adding to its minivan line-up, with more variants, styles, features and performance. Customers — most of whom have never owned a vehicle — have many choices 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, the best-selling brand offered by GM and its joint ventures in China, accounted for about 47 percent of our unit 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. Baojun is well-positioned to meet this need, and to help many more Chinese customers expand their economic development opportunities.



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

DEALER RELATIONS & INITIATIVES

We have never been more focused on understanding and meeting the needs of our customers than we are today. Our independently owned and operated dealer partners are integral to this effort. At more than 20,000 locations around the world, these partners serve as our link to millions of consumers. We are committed to supporting our dealers with programs and initiatives to better help all of us reach our mutual goal to sell the world's best cars.



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

Project Outreach

Our network of independently owned and operated dealerships represents our brands and products 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, small groups of GM employees visit dealers in key markets and, while on site, answer questions and experience firsthand the real challenges of doing business day to day.

GM executives, designers and engineers – the people who know our vehicles best – meet 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 for 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 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.

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“GM dealers are investing an unprecedented amount of resources in facility improvements and training in order to build the most customer-centric dealer network in the industry.”



Alan Batey
 Chief Marketing Officer

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DEALER RELATIONS & INITIATIVES *(cont'd)*



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

Solar Canopies

Our Green Zone Initiative makes 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, GM dealerships have built, or are building, 14 solar canopies, and nearly 50 additional dealerships have expressed interest in installing solar canopies.

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 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.”

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 to 20 percent of a dealership’s energy consumption depending on the solar canopy size,” said Chris Perry, vice president, global Chevrolet marketing and strategy. “Collectively, that will be a lot of power not taken from the grid.”

ENHANCED SAFETY TECHNOLOGY

We view safety as a continuum that encompasses systems and technologies that provide continuous protection to vehicle occupants before, during and after a crash. Today, GM safety engineers are working to expand the boundaries of vehicle safety – leveraging leading-edge technology in innovative ways.



GMC introduces the industry's first crash-avoidance system in the 2012 Terrain that exclusively uses a single camera mounted in the windshield to help drivers avoid front-end and lane-departure crashes.

Our Active Safety Portfolio

The safety continuum starts with crash avoidance. A new generation of active safety technologies that use audible, visual and haptic (e.g., seat vibration) warnings, as well as automated braking (when necessary), help prevent or mitigate crashes. Side Blind Zone Alert, available on models like the Cadillac CTS Coupe and the Buick LaCrosse, Enclave and Verano, employs radar sensors to caution the driver when a vehicle is in a blind zone in an adjacent lane. Those sensors, hidden in the side of the vehicle near the rear, also enable Rear Cross Traffic Alert, which can identify approaching traffic coming from the side that may not be visible when backing out of a parking space or driveway.

According to National Automotive Sampling System estimates, rear-end crashes account for more than one-quarter of crashes. To reduce those incidents, as well as crashes due to unintended lane departures, our engineers developed the industry's first camera-based forward collision alert system. This affordable solution pairs a high-resolution digital camera with state-of-the-art imaging processing algorithms.

Debuting on the 2012 GMC Terrain, the system alerts the driver when a front-end crash may be imminent, and also to inadvertent lane departures. This smart technology uses inputs such as speed, directional change, and accelerator and brake presses to determine when to alert the driver.

Our active safety portfolio also includes new mechanisms to communicate with the driver. The 2013 Cadillac XTS, ATS and SRX incorporate the industry's first use of directional tactile sensation – vibrations of the driver's seat bottom – to warn of crash threats while driving and parking. Research shows that using tactile sense communication, similar to tapping on a person's shoulder to get their attention, provides an intuitive way to cut through the clutter of visual and auditory information that drivers encounter on the road.

Nighttime driving is inherently more challenging for drivers. For example, European data shows that while there is approximately one-third less traffic on the roads at night, the number of deadly accidents at dusk or in darkness is twice as high as during daytime. To address this safety challenge, Opel was

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ENHANCED SAFETY TECHNOLOGY *(cont'd)*

the first to bring Advanced Forward Lighting (AFL) to the market a decade ago. The system features bi-xenon, gas discharge headlamps with variable light distribution in width, direction and range. Today, AFL+ incorporates eight additional lighting functions to ensure optimum visibility in a wide variety of road, traffic and environmental conditions — in the city, on rural roads and on highways.

Occupant Protection Leadership

Occupant protection safety systems represent the second component of our strategy to help reduce injuries in GM vehicles, and we continue to deploy an array of new technologies to better protect occupants when a crash occurs. In 2012 we introduced the industry's first front center air bag, available on 2013 Chevrolet Traverse, GMC Acadia and Buick Enclave crossover vehicles. Why create a barrier between the two seats? In far-side collisions — when a front occupant is involved in a crash from the opposite side of the vehicle — head, chest and spinal injuries can be severe. The front center air bag acts as an energy-absorbing cushion and helps to restrain the driver and front occupant and provides an energy-absorbing cushion between them.

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"We are now seeing the results from our commitment to design the highest-rated vehicles in the world in safety performance."

Gay Kent
 GM Executive Director of Vehicle Safety

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Use of high-strength steel, exceptionally strong body structures, and designs that distribute crash energy in front and side impacts — all these vehicle safety elements combine with multiple air bags to create a comprehensive passive safety environment. Notably, these technologies can be found on even our most affordable vehicles, like the 2012 Chevy Sonic. Boasting 10 air bags, the U.S. 2012 Chevrolet Sonic received a 5-Star Overall Vehicle Score for safety — the highest possible — in the New Car Assessment Program conducted by the National Highway Traffic Safety Administration.

The Sonic's exceptional safety performance is not atypical: for the 2012 model year, 11 of our vehicles received 5-Star Overall Vehicle scores, and 14 have been named Top Safety Picks from the Insurance Institute for Highway Safety. In addition, the Chevy Cruze global compact sedan received the highest-possible 5-Star crash ratings for overall safety in China, Korea, Europe, Australia and the U.S.

Leveraging Medical Insights to Enhance Safety

Traditionally, vehicle testing has utilized crash test dummies as the primary method to understand the effect of crash impacts on the human body. Our safety engineers' collaboration with the University of Michigan's International Center of Automotive Medicine (ICAM) is taking safety research a step further — gleaning new insights by analyzing surgeries and dissections to understand crash-related injuries up close.

ICAM has amassed tens of thousands of full-body scans of crash victims, measuring millions of data points. The Center provides our safety engineers with analytical morphometrics, a 3D medical imaging and computational biomechanics process developed specifically for crash research. According to GM senior field assessment engineer Mike Haldenwanger, "Morphometrics helps bridge the gap between crash dummies and real people. Being able to see individual variations from body to body is helping us understand at an anatomical level how to better adapt safety systems to provide a higher level of protection to a wider segment of the population."



Our collaboration is taking safety research a step further.

ONSTAR®

Through OnStar, we bring more than six million customers in North America and China a unique capability to enhance their vehicles' safety and connectivity. This subscription service, which is provided in the U.S. through a wholly owned subsidiary of GM, is available on more than 45 GM models globally, and through the aftermarket product OnStar For My Vehicle (FMV), now compatible with many other non-GM vehicles on the road today.

OnStar provides drivers with a wide range of features, including Automatic Crash Response in emergencies, Crisis Assist for natural and manmade disasters, and security services like Stolen Vehicle Assistance. Services like Turn-by-Turn Navigation help subscribers reach their destination safely and efficiently, whereas Hands-Free Calling keeps drivers connected while also keeping their hands on the wheel. Some of OnStar's services are even accessible via smartphone, with the RemoteLink mobile app. Whether helping drivers with day-to-day needs or providing crucial emergency services, OnStar is committed to providing peace of mind through the latest cellular, voice recognition, GPS and vehicle telemetry technologies.

First Assist

Since its inception in 1996, OnStar has been providing localized assistance in the event of a moderate to severe car crash, even if the driver is too disoriented to ask for help. Drivers also have access to an emergency button, available 24/7, for non-crash emergencies inside or outside the vehicle. The OnStar advisors who take these crash and emergency calls are Emergency Medical Dispatch (EMD)

trained and certified, which allows them to provide immediate medical guidance while victims wait for first responders to arrive on the scene. EMD guidance revolves around ensuring the general safety of the individual(s) involved. It can include advice related to bleeding control, airway management, coaching CPR or even delivering a baby.

Family Link

OnStar's newest service, Family Link, lets subscribers stay connected with their loved ones, no matter where they drive. The location-based service allows users to log on to the Family Link site at any time to view a map showing the location of their OnStar-equipped vehicle. Subscribers can also request email or text notifications of the vehicle's location — at the time and frequency of their choosing. Whether it's a daughter making her first cross-country trip, a husband traveling through dangerous weather, or a teenager approaching their curfew time, Family Link provides reassuring, real-time information so that families can stay informed — and safe.



OnStar announces the launch of Family Link, an optional service allowing subscribers to stay connected to their loved ones when driving an OnStar-equipped vehicle.

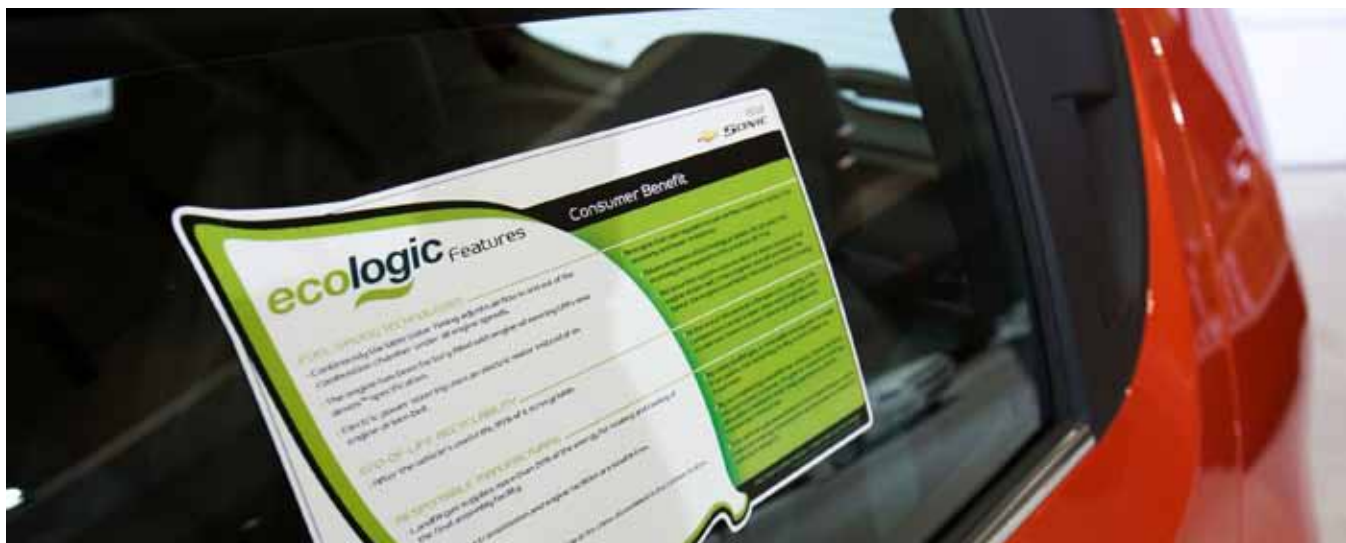
Global Expansion

Through Shanghai OnStar, GM's joint venture, the in-vehicle safety, security and communication benefits of OnStar are available to the growing population of drivers in China. Shanghai OnStar's reach is growing as well — with a subscriber base exceeding 500,000 and more than 15 million requests for Turn-by-Turn Navigation. The OnStar RemoteLink app was recently launched for Shanghai OnStar as well.



This feature will send you an email, text message or automated voice call to alert you if your tire loses pressure or goes flat.

ECOLOGIC LABELING



The new Ecologic label allows consumers to make better-informed choices about the environmental impacts of a vehicle before they buy.

Empowering consumers to make better-informed choices about the environmental impacts of a vehicle before they buy – that’s the idea behind Chevrolet’s new Ecologic label. Debuting on the 2012 Chevrolet Sonic and displayed on all 2013 Chevrolet models, Ecologic is the industry’s first voluntary, third-party-certified eco-label. The Ecologic initiative communicates the multiple dimensions of a vehicle’s environmental impacts when it was manufactured, during its operation and after it is eventually removed from service.

“With this new labeling program, Chevrolet not only gives easy access to information customers want, it again shows its commitment to the environment.”

Eileen Claussen
President, Center for Climate and Energy Solutions (C2ES)

Fuel efficiency ratings provide crucial information to consumers about a vehicle’s environmental performance – but they don’t tell the complete story. How eco-efficient was the factory that produced it? What fuel-saving technologies does the car possess? And, at end-of-life, how much of the vehicle’s content can be recycled? The Ecologic label provides answers in three categories:

Before the Road: Conserving natural resources and reducing waste is a central focus at Chevrolet

manufacturing facilities. Many Chevrolet plants are landfill-free, and achieving LEED certification and using renewable energy are operational priorities. The Ecologic label provides key details about the facility where the car, truck or crossover was manufactured and assembled.

On the Road: At Chevrolet, the quest for enhanced fuel efficiency and reduced emissions extends to every aspect of a vehicle’s design. Lower mass components, reduced wind resistance, cylinder deactivation and even tires with reduced friction characteristics – all contribute to a more fuel-efficient vehicle. With Ecologic labeling, consumers learn more about a car’s technologies that contribute to increased efficiency.

After the Road: Even the most durable vehicle will eventually reach the end of its lifespan. Today, nearly 85 percent (by weight) of the average Chevrolet can be recycled, conserving resources and reducing landfill waste. The Ecologic label provides specific metrics on the recyclability of each vehicle.

Careful shoppers should examine the claims made by every automotive manufacturer. That’s why Chevrolet submits the environmental data on its Ecologic labels to a respected, independent third-party auditor, Two Tomorrows, which reviews the accuracy of assertion of environmental benefit.

CHEVY CARBON REDUCTION INITIATIVE



Chevrolet is contributing to 16 carbon-reducing projects – from biomass to wind turbines – that promote energy savings, renewable energy and conservation.

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.

As part of this initiative, Chevrolet is investing up to \$40 million in various carbon-reducing projects with a goal of reducing up to eight million tons of CO₂ emissions throughout America. We estimate that our carbon reduction goal equates to the emissions released in 2011 from driving the 1.9 million new Chevrolet vehicles sold and driven 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 that promote energy savings, renewable energy and conservation in communities across the United States. To date, all of the carbon-reduction projects have been certified by third-party organizations, such as those recognized by the Climate Action Reserve, Voluntary Carbon Standard or 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.

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 our vehicles 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

Brigada 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.



AUSTRIA

Boys and girls who live in SOS Children's Villages are now able to travel more easily, thanks to the donation of 100 vehicles by Chevrolet Europe, which is a corporate sponsor. SOS, headquartered in Vienna, provides homes to abandoned or orphaned children by integrating them 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. The donations were in recognition of Chevrolet's 100th anniversary and went to villages in Europe, Uzbekistan, South Africa and Israel.



AUSTRALIA

Holden employees are in their tenth year of supporting Landcare Australia, the country's largest environmental volunteer movement. Over the past decade, Holden has worked on supporting re-vegetation projects in the vicinity of its major facilities. A recent project (pictured left) involved 60 employees from Holden's Engine Operations who planted more than 900 trees at a former landfill site that has been transformed into inner city parkland. In addition to volunteer support, Holden also provides seven vehicles used to support Landcare's work in different areas of the country.



ITALY

The GM Powertrain facility in Turin is a good stop for anyone who wishes to see that the automotive industry is changing from a male-dominated one. Women increasingly hold many of the top engineering positions in the facility, and the average age of women at the facility is just 34 years old. The growing number of young female employees is attributable to its location on the campus of the Politecnico di Torino, which is Italy's top-ranked university and the alma mater of approximately 60 percent of our Turin workforce.

OUR BUSINESS



We believe that corporate responsibility begins and ends with a healthy business – one that grows profitably and meets the needs of all its stakeholders. 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.

DESIGN

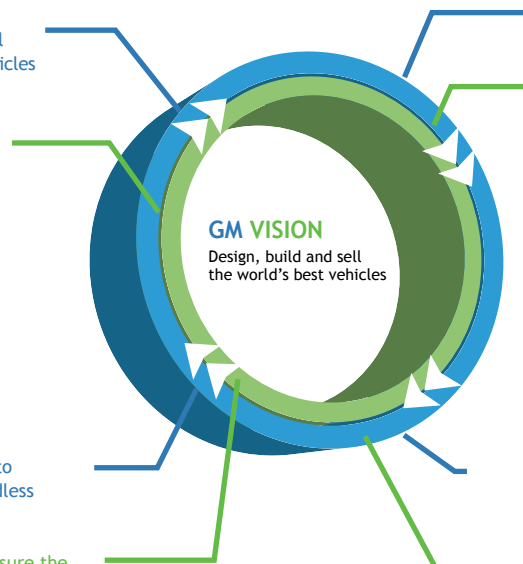
Focusing on fewer brands; leveraging global resources to create the most compelling vehicles and technologies.

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

REINVEST

Reinvesting cash and profits consistently into vehicle and technology development regardless of business cycle.

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



BUILD

Optimizing our global footprint to cost-effectively develop best-in-segment vehicles.

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

SELL

Maximizing revenues with a focused brand strategy; delivering world-class vehicles to market.

Offering sustainable vehicle choices to consumers that meet their diverse needs.

Our Business

A MODEL FOR SUSTAINING PROFITABILITY



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

Since the launch of the new General Motors Company in 2009, our business model continues to work for us – even in the face of global economic challenges and a constantly changing marketplace. Though work remains, we are making steady progress to position the business for sustained profitable growth around the world. Among our accomplishments through mid-2012:

- We have recorded 10 consecutive quarters of profitability.
- Our net income was \$7.6 billion in 2011.
- Our balance sheet is strong, with 2011 year-end debt of \$5.3 billion.
- We are managing our U.S. pension liabilities and ended 2011 with qualified U.S. pension funds 88 percent funded.
- Major credit rating agencies have upgraded us to near investment-grade status.

This financial progress reflects the ultimate litmus test in our business – consumers are buying GM cars. In 2011, we increased our global market share by 0.4 percentage points from 2010 to 11.9 percent in 2011. We also are the number-one automotive

company in the U.S. and China, the world's largest markets. Our challenge is to keep building this momentum by focusing on four principles 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 satisfy our customers with compelling design and outstanding reliability, quality and durability. We are working toward this goal from a strong foundation. We had our best performance ever in the 2012 J.D. Power & Associates' new car quality survey, with three of four brands ranked above industry 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 strategy and one that directly supports our intent to help displace petroleum, improve fuel economy and reduce emissions.

(cont'd)

Our Business

A MODEL FOR SUSTAINING PROFITABILITY *(cont'd)*



By 2015, we expect that over 50 percent of our vehicles will be built in a flexible network of plants that leverage vehicle commonalities.

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 and manufacturing flexibility, maintain a steady flow of new product launches and allocate higher marketing expenditures per brand. Our global brand strategy is centered on Chevrolet as a brand that offers value, reliability, performance and expressive design; and Cadillac, offering luxury vehicles that are provocative and powerful. We are carefully cultivating Holden, Buick, GMC, Baojun, Opel, Vauxhall and Wuling to satisfy customers in selected regions.

3. Grow Profitably Around the World

Our margin enhancement initiatives are focused on both top-line sales growth and bottom-line operational leverage.

We're working to leverage our leading position in key emerging markets, including in the fast-growing Brazil, Russia, India and China (BRIC) markets. In China alone, we, together with our joint venture partners, plan to introduce over 60 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. In Europe, our challenges are greater as we tackle industry over-capacity, high fixed costs and weak economies.

Profitable growth also requires 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 17,000 jobs in the U.S. alone in the past two years.

In the U.S., we employ more than 77,000 people, operate 40 manufacturing facilities and purchase \$78 billion annually from suppliers. We believe our revitalization is fundamentally important to America's economic and competitive strength.

In the past three years, we have announced over \$7.1 billion in U.S. investment and production increases that have created or preserved 17,841 jobs. Not only are these investments providing jobs, but many are also directed toward programs focused on more sustainable technologies. 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. Also in Spring Hill, another \$244 million is being invested to resume production at the idled Spring Hill assembly plant, which will result in an additional 1,800 jobs.
- \$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 the Chevy Volt – from vehicle assembly to battery manufacturing to production of engines and components for the Volt.

- \$655 million to build cleaner, more fuel-efficient engines in Tonawanda, New York, as well as casting and components in Defiance, Ohio; Bedford, Indiana; and Bay City, Michigan – creating approximately 1,200 jobs.
- \$380 million and the creation or retaining of 1,260 jobs in Wentzville, Missouri, for an assembly plant to produce the all-new Chevrolet Colorado mid-size pick-up.
- \$385 million and 320 new or retained jobs to build new, fuel-efficient engines in Romulus, Michigan.
- \$200 million and the creation of 180 new jobs at a stamping facility in Arlington, Texas.

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.

Our investments in North and South America include an approximate C\$1 billion investment in Canada to create or retain over 3,000 jobs as we have transformed our operations over the past three years. In Mexico, 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

(cont'd)

Our Business

PUTTING THE WORLD TO WORK *(cont'd)*



In the past three years, we have announced over \$7.1 billion in U.S. investment.

industrial and high-tech jobs. In Brazil, we have created more than 600 administrative jobs and 4,000 hourly positions in recent years as we have expanded production to keep up with demand in one of the world's fastest-growing automotive markets.

By 2015, we estimate that GM International Operations, which includes Asia Pacific, Africa, the Middle East, Russia, the Commonwealth of Independent States and Chevrolet Europe, will drive 60 percent of our growth. This includes China, where we expect the new GM China Advanced Technical Center in Shanghai to employ more than 500 engineers engaged in research on battery technology, advanced materials and advanced powertrains within the next five years. The facility is on track to become one of the key global automotive design and technology research organizations in the world. In Russia,

we are planning to invest \$1 billion over the next five years as we increase production at our St. Petersburg plant from 98,000 to 230,000 vehicles annually by 2015. And in Uzbekistan, we, along with our local joint venture partner, have opened a new state-of-the-art engine plant in Tashkent. The facility, which employs up to 1,200 people, is producing fuel-efficient Ecotec engines for use in GM small passenger cars around the world.

All of these investments and job-creation opportunities have at least one dynamic in common — growing market demand. The current dynamic in Europe, however, is more complex. Industry over-capacity, high fixed costs and weak economies have negatively impacted the performance of our Opel/Vauxhall brands. These challenges inevitably affect our workforce. As we work to reinvigorate our European business, we are deploying a variety of strategies to minimize the number of jobs adversely affected. These include delaying the closure of our plant in Bochum, Germany, until after 2016 and utilizing short workdays through the end of 2012 in our Rüsselsheim and Kaiserslautern, Germany, facilities. In addition, GM Spain and its Work Council Committee agreed to a new flexible workday structure through 2012 that allows greater flexibility in hours worked per day to readily meet greater or less market demand.

As in other areas of the world, GM Europe also is ensuring that new investments afford us production flexibility to more readily adjust to market changes. In Szentgotthárd, Hungary, for example, our new engine plant can accommodate the manufacture of three new engine families. The plant, which will create 800 jobs when complete at the end of 2012, will enable highly flexible engine production so that production schedules can adjust almost immediately to fluctuations in powertrain demand.

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. 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.

This objective was established during 2010 as the new General Motors Company emerged. We conducted a benchmarking study against leading global employers and then applied our findings to our own organization. The result was the defining of seven dimensions deemed vital to our success: Commitment, Teamwork, Trust, Personal & Professional Growth, Recognition, Fairness, and Health & Well-Being. Accordingly, we have structured this report's discussion of our workforce around these attributes.



workplace of choice



Our People COMMITMENT



Working to increase employee commitment and engagement around the world.

A committed workforce is an engaged workforce. Engaged employees voluntarily dedicate and commit themselves to doing their very best work in order for our company to be successful. These employees stay with us, speak well of our organization and inject more discretionary effort into their daily work. Research has demonstrated that companies with highly engaged workforces enjoy higher productivity and earnings, while also recording lower levels of attrition, waste and safety incidents.

Measurement is critical to the development of an engaged and committed workforce. To this end, in 2011 we successfully piloted a workplace of choice electronic survey in 13 countries. The purpose of this survey was to help team leaders – defined as anyone with five or more employees – understand what they were doing well and what they could improve upon in order to sustain engagement and commitment among their employees.

The successful pilot in 2011 positioned us to conduct our first global workplace of choice survey during the third quarter of 2012. This survey went to all salaried employees in 64 countries around the world. Questions were designed to measure engagement and performance around our seven workplace of choice attributes, as well as business fundamentals such as communication.

All team leaders have received training that provides guidance on reading and interpreting the results, communicating the results and taking action based upon the results. We will also share the best practices of “Bright Stars,” which are teams that already are achieving world-class levels of engagement and performance.

The goal of the survey process is to measure engagement against actual financial results. As these two measures of performance align more closely and ultimately increase, then we know that our goal to become a workplace of choice is being realized.

Our People TEAMWORK



Chevrolet aerodynamic engineer Suzy Cody.

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. 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 could not be more different.

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.

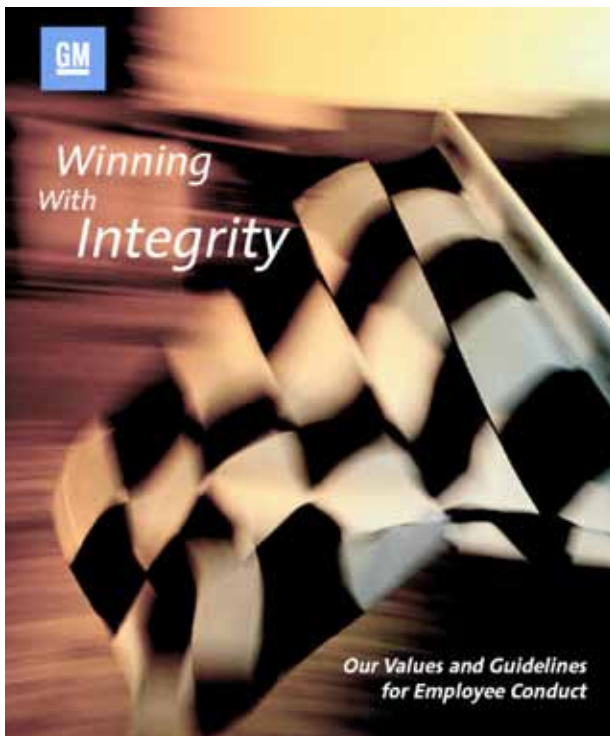
Trust is a function of integrity. To help our employees better understand our expectations for employee behavior, we have a written code of conduct called *Winning With Integrity*. Every salaried GM employee worldwide is required to read, understand and annually certify compliance with its policies. 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. Additionally,



Employees can now complete annual code of conduct certification online.

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 diverse 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 code of conduct policies are outlined in *Winning With Integrity*.*

Our People

PERSONAL & PROFESSIONAL GROWTH

GM's diverse employee base is our competitive advantage. GM values this talent. This is why we are committed to attracting, educating and engaging 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 meaningful careers, 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, over 8,000 employees

outside the U.S. are enrolled in GML's Global English Edge program to help them strengthen English-speaking and -writing skills, critical to success in the global workforce. GML also provides employees with industry-leading knowledge tools, including learning from Harvard Business Publishing, GlobeSmart, Skillsoft and getAbstract. 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

Getting a JumpStart on Professional Growth



Kristin Cermak started out as a summer intern for GM seven years ago. Since then, Kristin has become a manufacturing engineer with assignments that included execution engineer on the launch of the Chevrolet Volt. Kristin's position of manufacturing engineer is just her day job. She also serves as a member of our University of Michigan relations team and as President of GM JumpStart,

GM's employee resource group for newcomers to our company.

JumpStart exists to engage, develop and connect GM's newest talent. It helps new employees navigate our global organization by creating a variety of opportunities to become involved with other new talent, as well as GM leadership. Activities range from internal professional development events and workplace of choice focus groups, to external community service and socials.

"JumpStarters are the future of GM," notes Kristin. "The opportunities that JumpStart provides are invaluable to help individuals learn the business while networking with leaders across organizations. Our goal is to provide professional development, networking and leadership opportunities to aid in preparing new talent to be the future leaders of GM."

(cont'd)

Our People

PERSONAL & PROFESSIONAL GROWTH *(cont'd)*



GM offers opportunities for professional and leadership development to employees across the globe.

gaps in leadership skills to helping create a workplace environment where effective communication and personal accountability become second nature.

Talent Acquisition

Training and development programs are critical to creating a culture of growth, but attracting a new generation of talent to our company is also critical. In order to bring great vehicles to market, we need great researchers, information technology professionals, and computer, software, mechanical, chemical and fluid engineers, to name a few.

Competing for the best and the brightest people around the world both within and beyond the automotive industry is a significant business challenge that requires confronting new realities in the talent market, especially among millennials. This generation

of employees is not driven solely by compensation. Rather, they place an equal emphasis on work environments where they can have meaningful impacts and where they can balance their work and personal lives effectively. Our workplace of choice strategy is designed in part to address these desires.

We also are challenged by outdated perceptions about the automotive industry. In fact, as both business models and products are being largely reinvented in order to compete more effectively, today's automotive companies, and especially GM, are among the most innovative organizations in the world.

To better communicate this reality going forward, a deeper understanding of the millennial demographic is essential. To this end, we have tapped into the knowledge of MTV Scratch, Viacom's internal research team that has done extensive research on this demographic segment.

STEM (Science, Technology, Engineering and Math) partnerships with educators at all levels is another strategy. From helping to coach LEGO robotics teams in grade schools to partnering with the Department of Energy to sponsor the Eco Car Challenge for college students, we are striving to forge relationships with the next generation of scientists and engineers.

Our People

RECOGNITION



Appreciation fosters goodwill among our global team members and leaders.

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 non-monetary 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 lunchtime. 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.

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.

Diversity is our strength. We benefit from the wide array of perspectives that our global talent pool brings to the table. 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.

.....
“To be the best, we must attract the best. Further instilling trust at all levels of the organization and building a workforce that empowers all, positions GM to win, and winning with integrity is what it’s all about.”

Ken Barrett
 GM Chief Diversity Officer

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., GM recognizes 12 employee resource groups (ERGs) to ensure that continuous and rich communication is exchanged between diverse employee groups and diversity management, human resources staff and senior management. ERGs respond to key business challenges and employee initiatives and are employee driven. The ERGs play key roles in community fellowship, advocacy and strategic business.

ERGs 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 ERG, 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. ERGs are not limited to the U.S. In Brazil, for example, we have created a women’s ERG to provide learning activities that encourage the development of women in the workforce.



Our culture attracts employees who take personal responsibility for creating an environment of mutual respect and inclusion.

Our People

HEALTH & WELL-BEING



GM is raising awareness on health and wellness issues and providing tools to help employees address them.

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.

OUR COMMUNITIES



Wherever there is a GM facility in the world, there are GM people helping to strengthen their community.

Reinvestment in communities and causes that benefit the greater good is an intrinsic part of our heritage and our culture. Our talents and resources are shared beyond the walls of our company every day because we believe—quite simply—that it is the right thing to do.

Community reinvestment takes place in three primary ways—through the GM Foundation, corporate contributions and employee volunteerism. The GM Foundation focuses on providing grants and partnering with vital nonprofits within the areas of education, health and human services, environment and energy, and community development. Corporate contributions are made through both cash and in-kind donations and include numerous cause-marketing initiatives tied closely to our brands. With more than 200,000 employees in more than 60 countries around the world, we can say with confidence and pride that wherever there is a GM facility in the world, there are GM people helping to strengthen their community.

(cont'd)

Our Communities

SIGNATURE PROGRAMS *(cont'd)*

Since its inception in 1976, the GM Foundation has given back to communities, generally within the areas of GM's operations. Today, the Foundation focuses on investments in education that support the next generation of innovators and leaders to improve our country's global competitiveness, particularly in the fields of science, technology, engineering and math (STEM). Following are key programs that the GM Foundation, the company and our employees support.

Education

Network of Excellence

In 2010, the GM Foundation committed an unprecedented \$27.1 million grant to the United Way for Southeastern Michigan to create a Network of Excellence in seven Detroit-area high schools with the goal of increasing graduation rates by 30 percent over five years. In doing so, the GM Foundation and the United Way are preparing today's students for tomorrow's leadership roles, as well as providing Michigan with a highly qualified future workforce.

Buick Achievers Scholarship Program

The Buick Achievers Scholarship Program, created in 2011 and funded by the GM Foundation, is one of the nation's largest scholarship programs dedicated to assisting outstanding students who are interested in studying science, technology, engineering, math (STEM) and other related areas of study. Annually, the Buick Achievers Scholarship Program awards up to \$25,000 a year to 100 students, renewable for up to four years, and one additional year for five-year engineering programs. An additional 1,000 students receive a one-time \$2,000 award.



Buick Achievers Scholarship Award Winners Melissa Rey, Saad Amer, Carmen Gil, Denney Choi and Tommy Jones attend NBC News' Education Nation Student Town Hall.

Each year the Foundation donates up to \$4.5 million to award the new class of recipients, championing the next generation of STEM students and placing a strong focus on women, minorities, first-generation college students and students known for giving back to their communities. By the end of 2012, the Buick Achievers Scholarship Program expects to have provided nearly \$13 million to help students attend school. Eligibility was expanded this year from first-time college-bound students to include current undergraduates.

The program comes at a time when there are fewer than 1,500 math and science graduates for every 100,000 employed 25- to 34-year-olds in the United States, according to the Organization for Economic Co-operation and Development. Developing new STEM talent increases our ability to build the technologies of the future, the benefits of which will be realized not only in the U.S. auto industry and manufacturing, but also in other vital growth sectors – from telecommunications and electronics to energy and the environment.

(cont'd)

Our Communities

SIGNATURE PROGRAMS *(cont'd)*

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 Challenge reinforce standard classroom STEM curriculum and spark the imaginations of young people to envision rewarding careers in engineering, science and technical fields. In addition to the Foundation's monetary support of SAE, GM currently accounts for AWIM's largest company-supported volunteer base of more than 1,600 volunteers.



Sponsored by the General Motors Foundation, the SAE International Fuel Cell Competition invited more than 150 upper elementary and middle school students to compete in utilizing hydrogen fuel cells to power small car models. The competition is judged in four categories: endurance, endurance with weight, accuracy and speed.

Health & Human Services

Through its emphasis on health and human services, the GM Foundation contributes to the American Heart Association, the American Red Cross, the Barbara Ann Karmanos Cancer Institute and Safe Kids Worldwide, among other nonprofits. The investments support organizations that focus on research and prevention of heart disease, cancer and diabetes, as well as vehicle and passenger safety.

Safe Kids Worldwide

In 2012, the GM Foundation, General Motors and Safe Kids Worldwide celebrated 15 years of the Buckle Up program that has educated millions of parents, caregivers and young passengers regarding automobile safety.



The GM Foundation, GM and Safe Kids Worldwide celebrate 15 years of the Buckle Up program that has helped reach more than 21 million parents and caregivers.

To date, certified experts at nearly 80,000 car seat checks have inspected more than 1.5 million car seats for proper installation. Additionally, more than 550,000 car seats have gone to at-risk families, many at no cost, through the NAACP and the National Council of La Raza. And more than 22 million people have been exposed to the program's events and outreach activities.

In addition to the Buckle Up program, the groups have partnered on numerous safety initiatives in and around cars, including Spot the Tot; 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.

(cont'd)

Our Communities

SIGNATURE PROGRAMS *(cont'd)*

Community Development

The Foundation is dedicated to economic development, social action and improving the communities where we work and live, in good times and bad. Support of such organizations as United Way and Focus: HOPE demonstrate this commitment.

teamGM Cares—Dollars for Doers

Since January 2011, teamGM Cares volunteers have contributed an estimated 16,500 hours of volunteer work. As part of the Dollars for Doers program, for every 50 hours a GM employee volunteers per year at an eligible nonprofit, the GM Foundation provides that organization with a \$200 grant.

TeamGM volunteers have participated in mentoring, conducting food/personal care drives and participating in school cleanups, career days and more at the Network of Excellence schools. In addition, the volunteers support numerous community organizations and have assisted with disaster relief efforts.

Plant City Grants

Over the past two years, GM Foundation Plant City Grants, totaling \$2 million, were awarded nationally to local communities with GM facilities. The funding went to nearly 200 organizations in 43 plant cities where GM employees live and work. Through these grants, the GM Foundation is building stronger communities and enriching the lives of our neighbors.

The supported organizations provide much-needed services to families, improve education and impact the quality of life within their respective communities. The donations often provide vital funds to smaller, local efforts, such as food banks and local environmental projects in our plant cities. The grants to these organizations and institutions make these communities even greater places to work, live and grow.



With the help of Parma Metal Center, the General Motors Foundation presented \$50,000 to support organizations within the Parma community that provide services and benefits for local families.

Focus: HOPE

For more than 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 General Motors Foundation granted \$2.5 million to the Focus: HOPE fund in 2012 for its education initiatives, specifically a program to help students earn engineering degrees through partnership with select universities. In total, the Foundation's support of the fund totals more than \$3.8 million.

Inforum: Professional Women's Alliance (Automotive NEXT)

The GM Foundation supports the 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

SIGNATURE PROGRAMS *(cont'd)*



GM North America President Mark Reuss, Aisha and Detroit Mayor Dave Bing cut the ceremonial ribbon to mark the reopening of the newly renovated Lasky Recreation Center. The renovation was made possible by a grant from the GM Foundation.

Revitalizing Detroit – Summer in the D

In the past decade, the Foundation has provided more than \$100 million to fund various organizations across metro Detroit. During the summer of 2012, it continued to support a diverse set of events, programs and organizations around the city that kept kids in the community off the streets. The Foundation branded their summer of giving in Detroit as the GM Foundation's Summer in the D. The supported programs ranged from summer science camps to the refurbishing of community centers. Following is a brief look at Summer in the D activities.

Recreation Centers

In 2010, the GM Foundation donated \$2 million to the Detroit Economic Growth Association to upgrade two community centers and provide quality recreation and education programs to the surrounding community.

In summer 2012, the city of Detroit and the General Motors Foundation hosted a ribbon-cutting ceremony to mark the grand reopening of the Lasky Recreation Center that now offers a variety of activities and a safe place for Detroit youth and families to be active and learn for years to come. Renovations made possible by the Foundation grant included new air conditioning, new gym windows, paint, a larger boxing ring, roof repairs, new restrooms and locker rooms, and more.

Reading & Rhythm on the Riverfront

Reading & Rhythm on the Riverfront is a summer literacy program made possible, in part, by a \$25,000 grant from the GM Foundation. This interactive, family-oriented program is designed to promote literacy throughout southeastern Michigan and engage children ages 3 to 10, and their families, in the re-energized Detroit riverfront. As a result of the program, children received free books, heard from local celebrity readers and participated in family activities during the summer.

In addition, the Foundation funded a new Riverfront Family Lending Library at Rivard Plaza that was open Thursdays and Fridays each week during the summer and provided children and families visiting the riverfront with access to an inspiring collection of age-appropriate books.

GM Foundation's Camp Infinity

As part of its commitment to STEM education, the GM Foundation supported Camp Infinity, a program by the Michigan Council of Women in Technology (MCWT) that introduces technology as fun and fulfilling, and serves to inspire girls to pursue technology further.

Thanks to a \$25,000 grant from the GM Foundation, MCWT was able to offer a second summer camp to meet demand and to spark the interest of the next generation of information technology leaders.

(cont'd)

[Our Communities](#)

SIGNATURE PROGRAMS *(cont'd)*

Environment & Energy

The GM Foundation helps to educate and support those who are building the road to a cleaner, more efficient and sustainable future. Through the support of various environmental organizations across the country, the Foundation provides tools to empower communities and GM employees to become more environmentally aware, engaged and responsible.

Earth Force Green

The national education organization, Earth Force, and GM are working together to build sustainable environmental service-learning programs and partnerships in GM communities across North America. In 2011, 179 GM employees from 41 locations joined forces with 24 community organizations to bring Global Rivers Environmental Education Network (GREEN) to over 9,300 students.

This year, the GM Foundation and Earth Force will present the second annual Chevrolet GREEN Educator Award, which recognizes outstanding educators who have integrated innovative environmental education into their schools and community programs. Specifically, the award looks to honor educators who encourage youth to lead their own learning by connecting them to their communities, building local partnerships, and serving as mentors and advocates for the environment.



Recipients of the GREEN Educator Award engage youth in innovative and interactive environmental learning with lessons often taking place outside the classroom.

Our Communities

EMPLOYEE VOLUNTEERISM



GM Holden has been a partner of Landcare Australia since 2002, supporting projects aimed at restoring public areas and parks near Holden's facilities.

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.



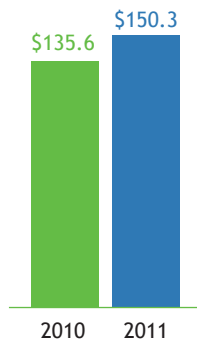
Volunteers from Vehicle Manufacturing Strategy & Planning distributed fire safety flyers to Detroit residents.

Data Center

FINANCIAL

Revenue

(in billions)



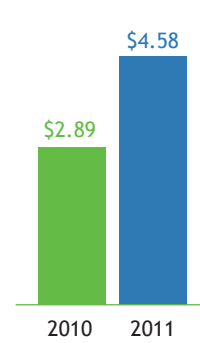
Net Income Attributable to Common Stockholders

(in billions)



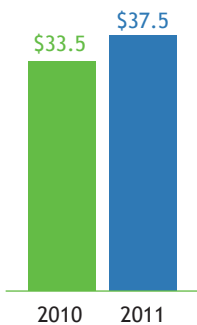
Earnings Per Share Fully Diluted

(in dollars)



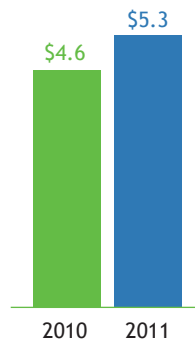
Liquidity (including credit facilities)

(in billions)



Debt

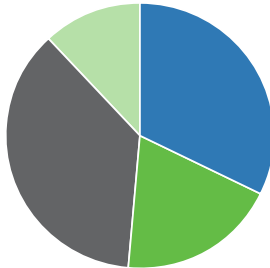
(in billions)



*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

SALES

2011 Vehicle Sales Volume



- GM North America – 32.4%
- GM Europe – 19.2%
- GM International Operations – 36.6%
- GM South America – 11.8%

Market Position

#1 Market Position

China
North America
South America

#2 Market Position

Russia

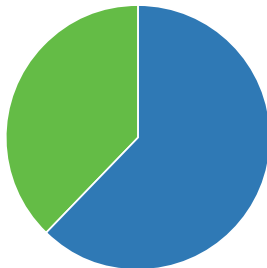
#3 Market Position

Brazil

#4 Market Position

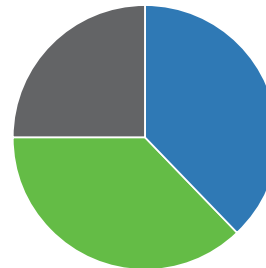
Europe

2011 Global Sales Mix



- Cars – 5,625,691
- Trucks – 3,400,251

2011 North America Sales Mix



- Cars – 38%
- Trucks – 37%
- Crossovers – 25%

SOCIAL

2011 Health and Safety Performance

January 1, 2011 through December 31, 2011

	Work-Related Recordable Rate ⁽¹⁾	Lost Workday Case Rate ⁽²⁾
GM	0.65	0.10
GMNA	1.17	0.19
GMIO	0.16	0.03
GMSA	0.84	0.06
GME	0.10	0.05

(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 represent 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 represent the equivalent of 100 employees working 40 hours per week, 50 weeks per year, and provides the standard base for the incident rates.

2010 & 2011 GM U.S. Safety & Noncompliance Recalls

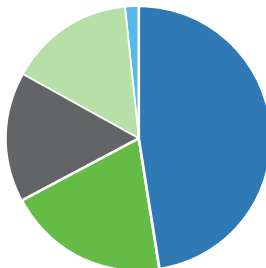
	Number of Recalls	Number of Vehicles Recalled*	Number of Vehicles On Road**	Percent
2011	22	500,270	67,824,225	0.74%
2010	21	4,051,140	69,460,725	5.80%

*Vehicle recall data from NHTSA database.

**Vehicles on road data from Polk Vehicles In Operation as of 7/1/2011.

2010 Employees — 202,000

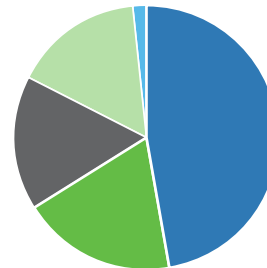
(in thousands)



- GM North America — 96
- GM Europe — 40
- GM International Operations — 32
- GM South America — 31
- GM Financial — 3

2011 Employees — 207,000

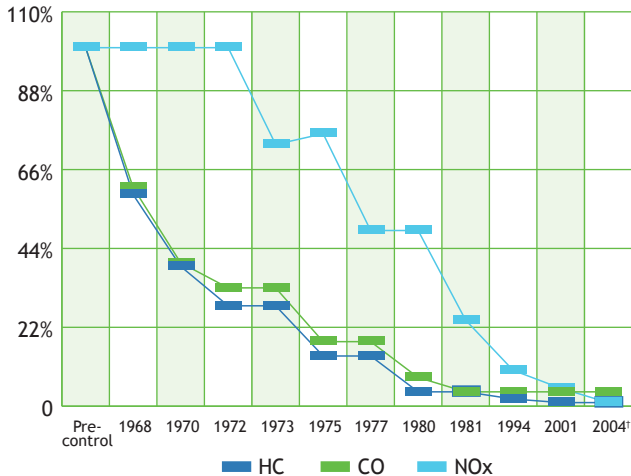
(in thousands)



- GM North America — 98
- GM Europe — 39
- GM International Operations — 34
- GM South America — 33
- GM Financial — 3

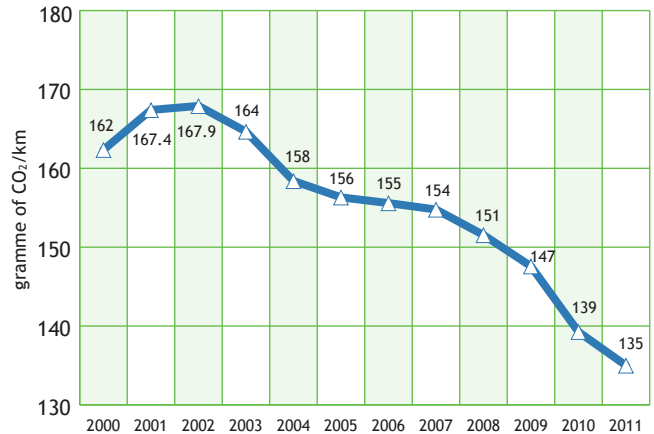
ENVIRONMENTAL

A 99 percent reduction in U.S. emissions (1968-2011)



¹Emissions reductions for 2005-2011 are the same as 2004.

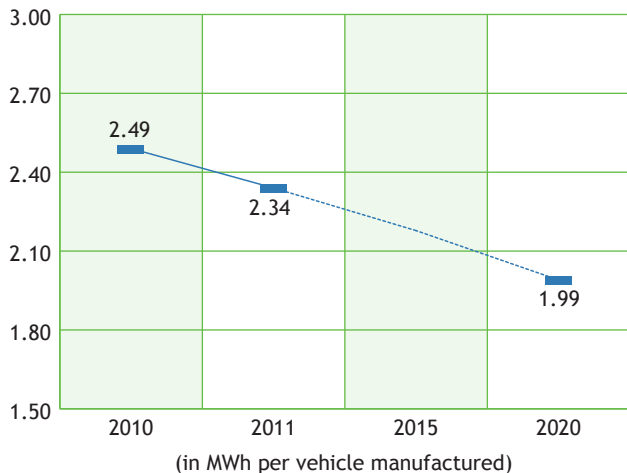
GM Europe CO₂ emissions reduction



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.

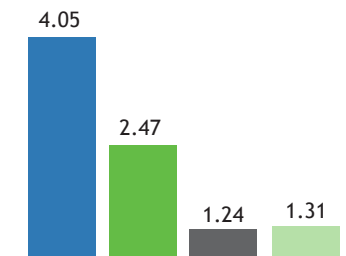
2020 Manufacturing Commitments

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



2011 Regional Results

(in MWh per vehicle manufactured)



- GM North America
- GM Europe
- GM International Operations
- GM South America

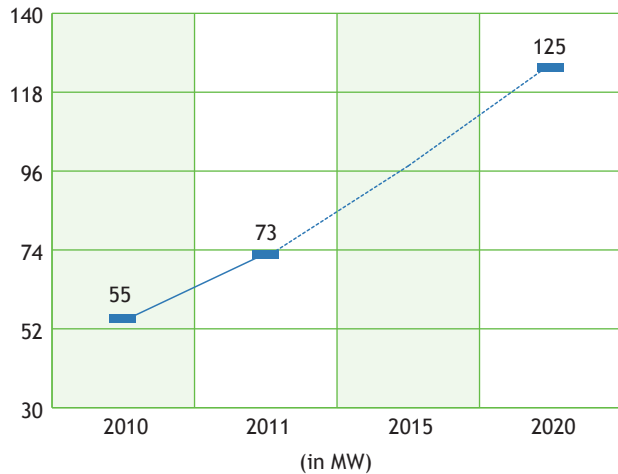
Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO₂ scopes). This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 2.59 to 2.49 to reflect divested assets and updated emission factors, consistent with GHG protocol. Our 2020 target was lowered from 2.07 to 1.99 to reflect this change.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

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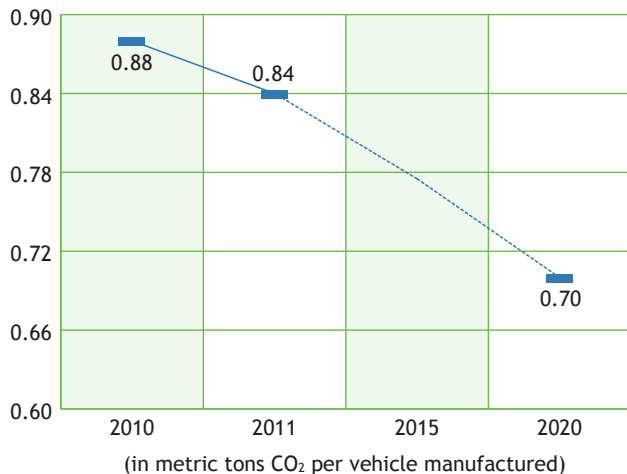
2020 Manufacturing Commitments

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



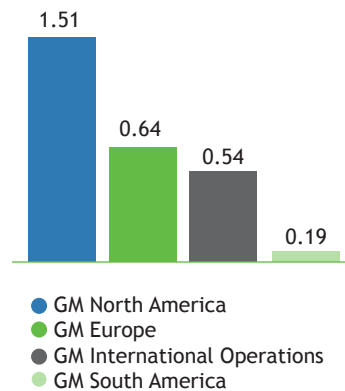
Currently includes landfill gas, solar photovoltaic, small hydroelectric and biomass.

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



2011 Regional Results

(in metric tons CO₂ per vehicle manufactured)



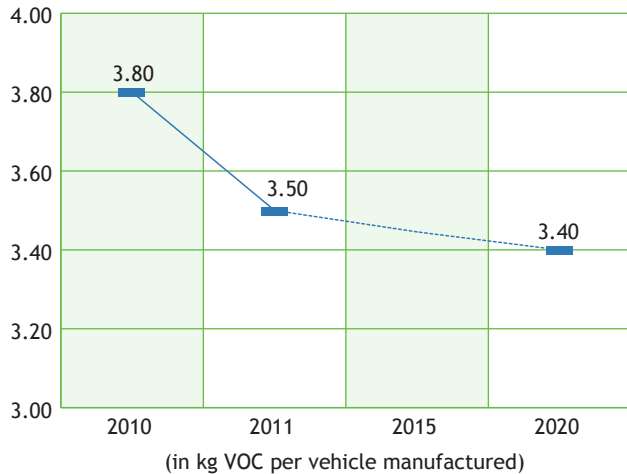
Includes all manufacturing and nonmanufacturing CO₂ emissions reported in the Carbon Disclosure Project (CDP) Scope 1&2 categories, normalized by vehicle production. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 0.93 to 0.88 to reflect divested assets and current GHG protocol emission factors. Our 2020 target was lowered from 0.74 to 0.70 to reflect this change.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

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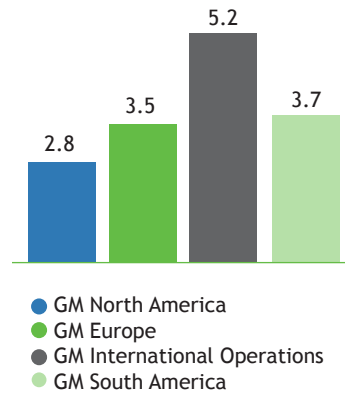
2020 Manufacturing Commitments

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



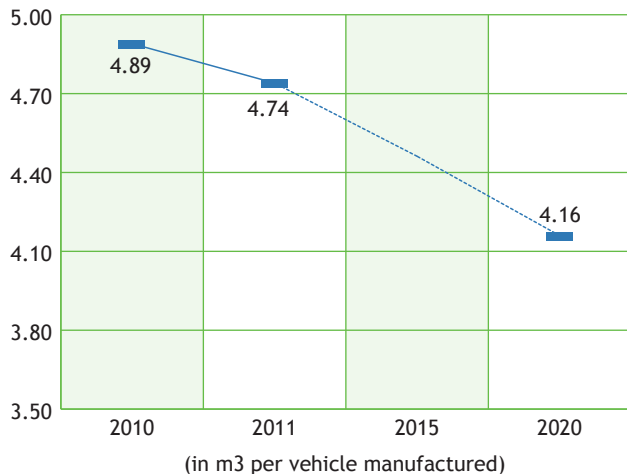
2011 Regional Results

(in kg VOC per vehicle manufactured)



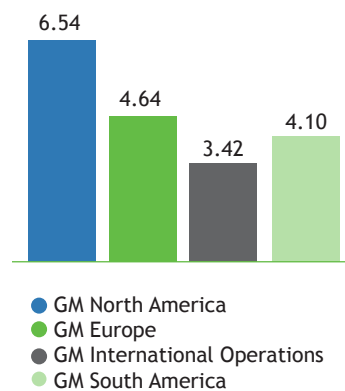
VOC emissions are composed of the following emission units: ELPO, Primer, Topcoat, Final Repair and Cleaning Solvents, which are considered the major sources of VOC emissions from typical paint shops. Excluded are minor sources of VOC emissions, such as maintenance painting, sealers, etc. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 3.71 to 3.80 due to the addition of three facilities to the baseline (not included last year), resulting in a small increase in emissions. The 2020 target was raised from 3.34 to 3.40 to reflect this change.

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



2011 Regional Results

(in m3 per vehicle manufactured)



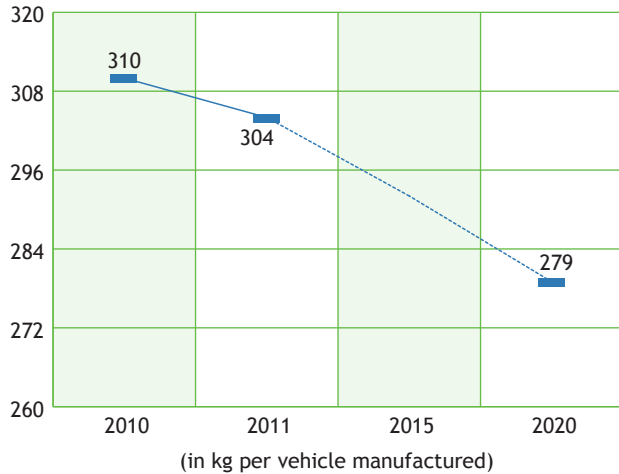
Includes all manufacturing and nonmanufacturing facility water use (municipal, surface, well), normalized by vehicle production. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 4.70 to 4.89 to reflect divested assets. The 2020 target was raised from 4.00 to 4.16 to reflect this change.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

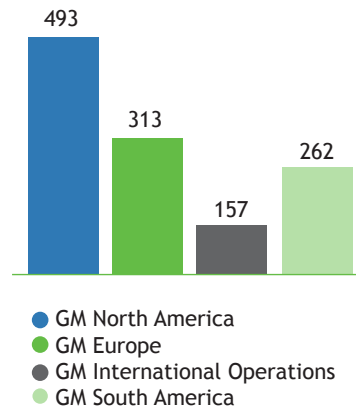
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2020 Manufacturing Commitments

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

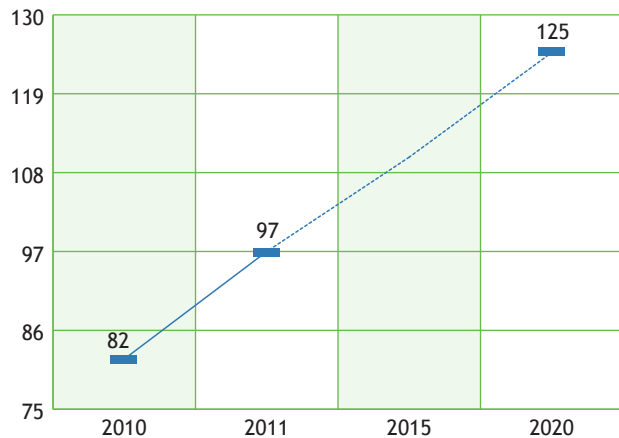


2011 Regional Results (in kg per vehicle manufactured)

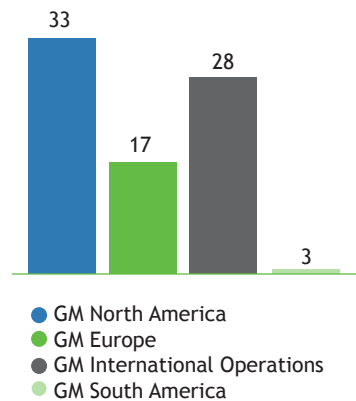


Total waste includes all manufacturing waste, including scrap metals and foundry sands and foundry-related process waste. It excludes event waste (such as demolition, construction and remediation debris), and waste from nonmanufacturing sites. This data includes data from some GM JVs. Note that the 2010 base year has been adjusted from 304 to 310 to reflect the addition of waste from facilities in Mexico, which had been inadvertently omitted due to programming errors. The 2020 target was raised from 273 to 279 to reflect this change.

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



2011 Regional Results



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. The ash generated from waste-to-energy recovery facilities is exempt. Individual plants, i.e., assembly, stamping, foundry, engine or transmission plants; parts distribution, proving grounds and technical centers are treated as "facilities" or "sites." This data includes data from some GM JVs.

*2010 Baseline Year. Facilities included in 2010 metrics and 2020 targets reflect General Motors Company owned or operated facilities as of December 31, 2010.

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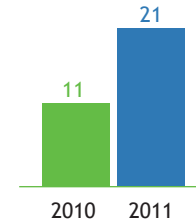
2020 Manufacturing Commitments

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

63% Participation in 2011

Progress: Fifty-six sites (co-located sites, such as an assembly plant, stamping plant and engine plant all located at the same complex, are treated as a single site) globally had at least one community outreach in 2011. This represents approximately 63 percent participation in 2011.

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



Co-located sites, such as an assembly plant, stamping plant and engine plant all located at the same complex, are treated as a single site.

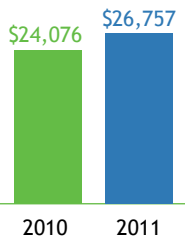


GM EUROPE

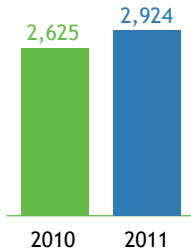
GM Europe includes sales, manufacturing and distribution operations across Western and Central Europe. The region's sales volume also includes Eastern Europe (including Russia and other members of the Commonwealth of Independent States among others) and represented 19.2 percent of our vehicle sales volume. We had the number-four market share in this region at 8.8 percent. GMIO distributes Chevrolet brand vehicles which, when sold in Europe, are included in GME vehicle sales volume and market share data.

MARKET DATA

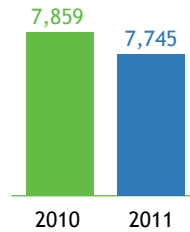
Net Sales & Revenue (in millions)



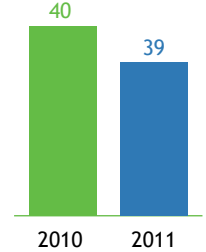
Vehicle Sales (in thousands)



Authorized Dealerships



Employees (in thousands)



IN-REGION REPORTS



Vauxhall Corporate Social Responsibility 2011

Go to www.gmsustainability.com/ABOUT_Europe.html to download



GM Spain Corporate Social Responsibility Report 2011

Go to www.gmsustainability.com/ABOUT_Europe.html to download

ENVIRONMENTAL DATA¹

(per vehicle manufactured except landfill-free facilities)

Energy Intensity ²	2.47 MWh
Carbon Intensity ³	0.64 metric tons CO ₂
VOC Emissions ⁴	3.50 kg VOC
Water Intensity ⁵	4.64 m ³
Waste Reduction ⁶	313 kg
Landfill-Free Facilities ⁷	17

(1) 2011 baseline year.

(2) Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO₂ scopes). This data includes data from some GM JVs.

(3) Includes all manufacturing and nonmanufacturing CO₂ emissions reported in the Carbon Disclosure Project (CDP) Scope 1&2 categories, normalized by vehicle production. This data includes data from some GM JVs.

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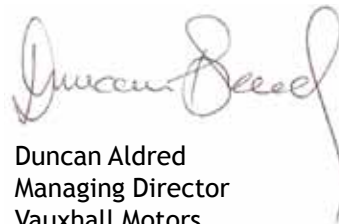


GM EUROPE *(cont'd)*



*Duncan Aldred
Managing Director, Vauxhall Motors*

For Vauxhall, the four key areas of business under which our CSR activity is defined are: Environmental Management, Responsibility in the Marketplace, Workplace and Community. In other GM operations, the CSR/sustainability activities may be defined differently, but one thing is consistent, the activities are integrated into every aspect of what we do and help us sustain a profitable business. 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.



Duncan Aldred
Managing Director
Vauxhall Motors

In GM Europe, Vauxhall Motors in the UK was the first of GM's European operations to produce its own Corporate Social Responsibility Report. We released it in April 2012, and in August, GM Spain released their CSR Report. As highlighted in our Report, Vauxhall Motors has been manufacturing motor vehicles in the UK continuously since 1903. For over a century, we have been actively involved within the community and have played an active part in the lives of many people in Britain.

I am pleased to share that Vauxhall Motors, as well as the other GM operations in Europe, is making good progress in our specific CSR or sustainability initiatives, some of which are summarized in this section. In Vauxhall, this progress has included:

- At the Luton manufacturing plant, reducing the weight of nonrecyclable waste per Vivaro built from 14kg to 1kg in just four years
- Included in the 2011 list of Britain's Top Employers
- Achieving landfill-free status at the Ellesmere Port manufacturing plant



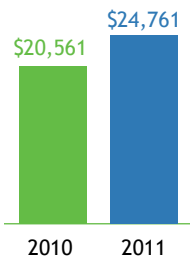
GM INTERNATIONAL OPERATIONS

GM International Operations (GMIO) has sales, manufacturing and distribution operations in Asia Pacific, Eastern Europe (including Russia and other members of the Commonwealth of Independent States, among others), Africa and the Middle East. In 2011, GMIO was our largest segment by vehicle sales volume and represented 36.6 percent of our vehicle sales volume, including sales through our joint ventures. We had the number-two market share for this market in 2011 and had the number-one market share position in China. China accounted for 77.1 percent of vehicle sales volume for GMIO during the year. GMIO records the financial results of Chevrolet brand vehicles that it distributes and sells in Europe.

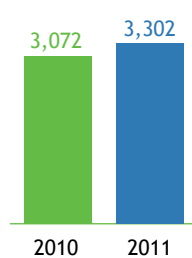
MARKET DATA

Net Sales &

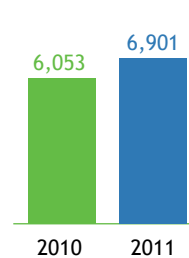
Revenue (in millions)



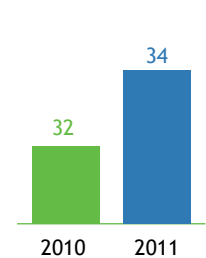
Vehicle Sales (in thousands)



Authorized Dealerships



Employees (in thousands)



IN-REGION REPORTS



2010 Holden Business Report

Go to www.gmsustainability.com/ABOUT_International.html to download



2011 GM China CSR Report

Go to www.gmsustainability.com/ABOUT_International.html to download

ENVIRONMENTAL DATA¹

(per vehicle manufactured except landfill-free facilities)

Energy Intensity ²	1.24 MWh
Carbon Intensity ³	0.54 metric tons CO ₂
VOC Emissions ⁴	5.20 kg VOC
Water Intensity ⁵	3.42 m ³
Waste Reduction ⁶	157 kg
Landfill-Free Facilities ⁷	28

(1) 2011 baseline year.

(2) Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO₂ scopes). This data includes data from some GM JVs.

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GM INTERNATIONAL OPERATIONS *(cont'd)*



*Tim Lee
GM Vice President, Global Manufacturing, and
President, International Operations*

With more than 100 markets and 88 percent of the world's population, General Motors International Operations (GMIO) is GM's largest region. Headquartered in Shanghai, China, it includes Asia Pacific, Africa, the Middle East, Russia, the Commonwealth of Independent States and Chevrolet Europe.

GMIO has more than 60 manufacturing facilities and represents more than 100,000 employees. It is responsible for various product and technology development initiatives, export programs and the growth of GM's strategic partnerships.

GMIO is driving our company's expansion in many of the world's emerging markets, which are expected to account for the majority of industry growth over the coming years. Therefore, our commitment to operating responsibly, and in many cases meeting internal requirements that exceed local requirements, cannot be overstated.

Two of GMIO's largest units, GM China and GM Holden, have released their own reports highlighting their corporate social responsibility and sustainability activities.

- GM China oversees GM's operations in our company's largest market and the world's largest vehicle market. As of the release of this report, GM has 12 joint ventures that are engaged in the full scope of the automotive business. GM China has made corporate social responsibility a cornerstone of its growth strategy, with an emphasis on helping create a greener, safer and healthier community.
- GM Holden in Australia has a legacy that dates back to 1856, when it started as a saddlery business in South Australia. GM Holden has endeavored to adapt to the needs of its customers, employees, suppliers and communities, and to ensure the adoption of best practices in the way it works and in the vehicles it manufactures and sells.

In these and many of our other markets, GM has won numerous awards related to environmental performance, community development, safety and workplace of choice. We have capitalized on GM's unmatched global resources in our products and facilities for the benefit of our customers and the communities in which we operate. Yet many challenges remain as we strive to expand profitably and in a responsible manner.

In order to address these challenges, GM units throughout the region are aligning sustainability with their business, and leveraging transparency and disclosure to drive value into the business and meet various stakeholder expectations.

At GMIO, the road behind us tells our story, but our focus is to continue moving forward through innovation, customer service and safety to drive GM and our customers into the future. Sustainability is an important component of that focus. We appreciate the support of our friends around the globe.

Tim Lee
GM Vice President, Global Manufacturing, and
President, International Operations

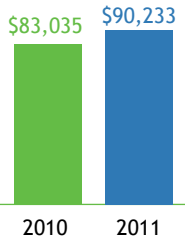


GM NORTH AMERICA

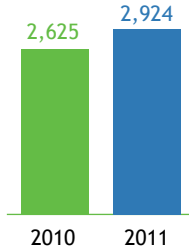
GM North America includes sales, manufacturing and distribution operations in the U.S., Canada and Mexico. The region represented 32.4 percent of our vehicle sales volume, and we had the largest market share in this market at 18.4 percent.

MARKET DATA

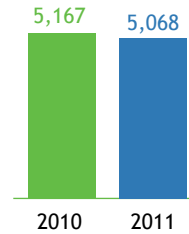
Net Sales & Revenue (in millions)



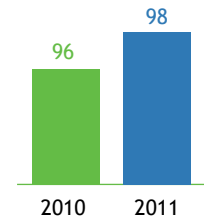
Vehicle Sales (in thousands)



Authorized Dealerships



Employees (in thousands)



IN-REGION REPORTS



GM Mexico 2011 Sustainability Report

Go to www.gmsustainability.com/ABOUT_NorthAmerica.html to download

ENVIRONMENTAL DATA¹

(per vehicle manufactured except landfill-free facilities)

Energy Intensity ²	4.05 MWh
Carbon Intensity ³	1.51 metric tons CO ₂
VOC Emissions ⁴	2.80 kg VOC
Water Intensity ⁵	6.54 m ³
Waste Reduction ⁶	493 kg
Landfill-Free Facilities ⁷	33

(1) 2011 baseline year.

(2) Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO₂ scopes). This data includes data from some GM JVs.

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GM NORTH AMERICA *(cont'd)*



Mark Reuss
President, GM North America

Being a solid corporate citizen and a good neighbor is important to everyone at General Motors. Our employees have a long history of giving back to the communities in which we live and work – and it's a tradition worth growing.

In the U.S., we established the teamGM Cares volunteer program in 2011, specifically to support the Network of Excellence schools in the Detroit area, and, more broadly, to help those in need. Since then, teamGM Cares has expanded its reach, connecting employees across the country with volunteer opportunities in their communities. We are doing similar things in our other North American markets of Canada and Mexico.

These activities and others are highlighted throughout this report and in this section. In addition, GM de México has released its own sustainability report, providing even more details about how its employees are working to strengthen the communities in which they operate. Giving back is contagious, and it's rewarding both for those who are helped, and for those who do the helping.

At the end of the day, a stronger, more profitable business is our goal. Only as a profitable company can we reinvest in transformational vehicles like the Volt, in technologies to enhance performance and safety, in recyclable materials, in new processes that enable zero-landfill manufacturing facilities, and also in community service and volunteerism.

Mark Reuss
President
GM North America



GM SOUTH AMERICA

GM South America includes sales, manufacturing and distribution operations in Brazil, Argentina, Colombia, Ecuador and Venezuela, as well as sales and distribution operations in Brazil, Chile, Paraguay, Peru and Uruguay. The region represented 11.8 percent of our vehicle sales volume in 2011. We had the largest market share in this market at 18.8 percent in 2011. In addition, we had the number-three market share in Brazil, which accounted for 59.4 percent of our sales volume in the South America region.

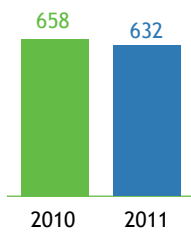
MARKET DATA

Net Sales &

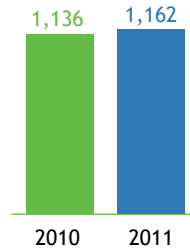
Revenue (in millions)



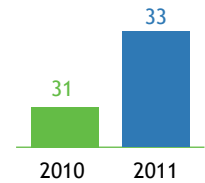
Vehicle Sales (in thousands)



Authorized Dealerships



Employees (in thousands)



IN-REGION REPORTS



GM Argentina 2009-2010 Sustainability Report

Go to www.gmsustainability.com/ABOUT_SouthAmerica.html to download



GM Brazil Report

Go to www.gmsustainability.com/ABOUT_SouthAmerica.html to download

ENVIRONMENTAL DATA¹

(per vehicle manufactured except landfill-free facilities)

Energy Intensity ²	1.31 MWh
Carbon Intensity ³	0.19 metric tons CO ₂
VOC Emissions ⁴	3.70 kg VOC
Water Intensity ⁵	4.10 m ³
Waste Reduction ⁶	262 kg
Landfill-Free Facilities ⁷	3

(1) 2011 baseline year.

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GM SOUTH AMERICA *(cont'd)*



Jaime Ardila
President, GM South America

In GM South America, we continue to make progress in providing sustainable transportation options to our customers, continuously improving the efficiency of our operations, being actively involved in the communities where we operate, and are committed to operating profitably so we can continue reinvesting in our products, employees, operations and communities.

In 2011 to date, this progress has included:

- Launching several new vehicles capable of running on 100 percent ethanol
- Launching several new vehicles capable of running on 20 percent biodiesel
- Achieving landfill-free status at two more plants

More recently, we announced in May 2012 the investment of over \$170 million to build a new powertrain plant in Joinville, Santa Catarina State, in the South of Brazil. We are pioneering several environmental practices in the construction and operation of the plant which will start production in the first quarter of 2013. It will be one of GM's most sustainable facilities, featuring the first solar energy system in the Brazilian automotive industry, a water recycling process using reverse osmosis, treatment of sewage and wastewater by a wetland process, and will be the first GM landfill-free plant in Brazil. These sustainable features are expected to accredit the plant for Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council.

GM Argentina and GM do Brazil recently released their 2011 Sustainability Reports. These reports provide examples of how GM's operations are aligning sustainability with their businesses and view transparency and disclosure as a benefit to driving value into the business while meeting various stakeholder expectations. Furthermore, in April 2011, GMB established a Sustainability Committee including representatives from 14 core areas of business and led by a GMB Executive Committee member. This is a tangible example that sustainability is integrated into GMB's DNA.

Aligning sustainability with the business is critical to create a self-sustaining cycle of reinvestment that drives investment for continuous improvement in vehicle design, manufacturing optimization and building of Chevrolet's brand throughout South America, all while minimizing our impact on the environment and strengthening the communities in which we live and work.

Jaime Ardila
President
GM South America

GRI 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.

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.	7	Chairman's Message.
1.2	Description of key impacts, risks and opportunities.	12, 15, 19 10K 6-14, 19-27	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 182	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.	AR 11, 16 10K 38	Our automotive business is organized into four geographically based segments: GM Europe, GM International Operations, GM North America and GM South America. General Motors Financial Company, Inc. is a wholly owned subsidiary. Our Chinese operations ended 2011 with 10 joint ventures. We participate in various other joint ventures around the world.
2.4	Location of organization's headquarters.		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.	10K 4	GM and its partners produce vehicles in 30 countries. The following countries are among those in which our products command more than a 3% market share: United States, Canada, Mexico, United Kingdom, Germany, Italy, Russia Uzbekistan, France, Spain, China, Australia, South Korea, India, Egypt, Brazil, Argentina, Colombia and Venezuela.
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 11	Our vehicles are sold through a global network of independent dealers who meet the sales and service needs of our retail and fleet customers, which include, but are not limited to, daily rental car companies, commercial fleet customers, leasing companies and governments.
2.8	Scale of the reporting organization.	10K	Revenue: \$150.3 billion Worldwide Vehicle Sales: 9,026 million Employees: 207,000 Total Automotive Liquidity: \$37.5 million Key Automotive Obligations: \$19.5 million

(cont'd)

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

Profile Disclosure	Description	Reference	Response
2.9	Significant changes during the reporting period regarding size, structure or ownership.		There have been no significant changes in size, structure or ownership from the 2010 to the 2011 reporting period.
2.10	Awards received in the reporting period.		Our operations all over the world and our 2012 model vehicles have received numerous awards around the world. Following is a partial list of these awards. General Motors – <ul style="list-style-type: none"> • 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 – <ul style="list-style-type: none"> • #1 China Customer Service Index Study (J.D. Power Asia Pacific) Buick Enclave, LaCrosse, Regal Verano – <ul style="list-style-type: none"> • The Insurance Institute For Highway Safety 2012 Top Safety Picks Chevrolet Volt/Opel Ampera– <ul style="list-style-type: none"> • European “Car of the Year” 2012 2011 Chevrolet Malibu – <ul style="list-style-type: none"> • “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, 2011 for quantitative data. Editorial discussion extends into developments during the first half of 2012.
3.2	Date of most recent previous report (if any).	N/A	January 2012.
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, social responsibility and corporate governance. Internal subject matter experts have suggested and reviewed content. We also have conducted benchmarking against industry peers. In June 2012, we conducted a session with an advisory panel of external stakeholders, who provided feedback to our initial report. While much of this feedback will be utilized to define content for our 2013 report, we have been able to incorporate some suggestions into this interim update. In addition, we have engaged a third party to conduct a materiality analysis for our 2013 reporting cycle.
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.

(cont’d)

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.	102-106	
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).	AR 10	For some of our 2020 Manufacturing Commitments, the baseline values have changed for a variety of reasons, which are listed in the footnotes where applicable.
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report.		None.
3.12	Table identifying the location of the Standard Disclosures in the report.	115	
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. A third party has audited the following environmental metrics: Energy Usage; Water Consumption; Greenhouse Gas Emissions; Air Emissions (for volatile organic compounds); and waste materials. The letter of assurance can be found on pages 132-133.

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.	Proxy Statement 14-23	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																																																																																																															
4.1 (cont.)	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Proxy Statement 14-23	<p>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.</p> <p>Board Diversity & Demographics (As of December 31, 2011)</p> <table> <tr> <td>Female Directors</td> <td>4</td> <td>(33%)</td> </tr> <tr> <td>African American</td> <td>1</td> <td>(8%)</td> </tr> <tr> <td>Hispanic</td> <td>1</td> <td>(8%)</td> </tr> <tr> <td>Non-U.S. Origin</td> <td>2</td> <td>(17%)</td> </tr> <tr> <td>Average age</td> <td colspan="2">62</td> </tr> <tr> <td>By age group:</td> <td colspan="2"></td> </tr> <tr> <td>Age 45-50</td> <td colspan="2">1</td> </tr> <tr> <td>Age 51-55</td> <td colspan="2">1</td> </tr> <tr> <td>Age 56-60</td> <td colspan="2">3</td> </tr> <tr> <td>Age 61-65</td> <td colspan="2">2</td> </tr> <tr> <td>Age 66-71</td> <td colspan="2">5</td> </tr> </table> <p>Board Committee Membership Diversity</p> <table> <thead> <tr> <th></th> <th>Audit</th> <th>Directors & Corp. Governance</th> <th>Executive Compensation</th> <th>Finance & Risk</th> <th>Public Policy</th> </tr> </thead> <tbody> <tr> <td>Total Members</td> <td>4</td> <td>4</td> <td>4</td> <td>6</td> <td>5</td> </tr> <tr> <td>Female</td> <td>1</td> <td>3</td> <td>2</td> <td>1</td> <td>2</td> </tr> <tr> <td>African American</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Hispanic</td> <td>0</td> <td>1</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Non-U.S. Origin</td> <td>0</td> <td>2</td> <td>2</td> <td>0</td> <td>1</td> </tr> <tr> <td>Average Age</td> <td>65</td> <td>63</td> <td>65</td> <td>63</td> <td>60</td> </tr> <tr> <td>By Age Group:</td> <td colspan="5"></td> </tr> <tr> <td>Age 45-50</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> </tr> <tr> <td>Age 51-55</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Age 56-60</td> <td>0</td> <td>1</td> <td>2</td> <td>1</td> <td>1</td> </tr> <tr> <td>Age 61-65</td> <td>0</td> <td>2</td> <td>2</td> <td>1</td> <td>0</td> </tr> <tr> <td>Age 66-71</td> <td>3</td> <td>1</td> <td>2</td> <td>3</td> <td>2</td> </tr> </tbody> </table>	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	3		Age 61-65	2		Age 66-71	5			Audit	Directors & Corp. Governance	Executive Compensation	Finance & Risk	Public Policy	Total Members	4	4	4	6	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	63	65	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	1	2	1	1	Age 61-65	0	2	2	1	0	Age 66-71	3	1	2	3	2
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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 October 31, 2012, twelve members of the Board are independent and two are nonindependent. Four members of the Board are female and ten 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.																																																																																																															

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

Profile Disclosure	Description	Reference	Response
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Proxy Statement 5	<p>Stockholders and other stakeholders, including employees, may contact our Board as a whole or the nonmanagement 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.</p> <p>All communications received will be opened by the Corporate Secretary for the sole purpose of determining whether the contents represent a message to directors.</p> <p>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.</p>
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).		<p>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.</p>
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		<p>As stated in GM's Corporate Governance Guidelines, 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. 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.</p>

(cont'd)

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

Profile Disclosure	Description	Reference	Response
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.		<p>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; (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.</p> <p>The Directors and Corporate Governance Committee annually reviews the membership criteria and modifies them as appropriate.</p>
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.	9, 86	GM Environmental Principles & Global Sullivan Principles.
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.		<p>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.</p>

(cont'd)

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

Profile Disclosure	Description	Reference	Response
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 renomination.
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.		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.	5	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.	5	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.	5	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.	5	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.

(cont'd)

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.	AR 74-79	Direct Economic Value Generated: Total net sales: \$150,276 billion Direct Economic Value Distributed: Total costs and expenses: \$144,620 billion Net Income: \$9,287 billion
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	7, 12, 10K 14, 24	
EC3	Coverage of the organization's defined benefit plan obligations.	AR 128	
EC4	Significant financial assistance received from government.	10K 201	See Note 32. Chapter 11 Proceedings and the 363 Sale.
Market presence			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at locations of significant operation.	N/R	
EC6	Policy, practices and proportion of spending on locally-based suppliers at significant locations of operation.	61	Supply Chain: Localization.
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant 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.	38	Recycled Vehicle Content.
EN2	Percentage of materials used that are recycled input materials.	38	Recycled Vehicle Content.
Energy			
EN3	Direct energy consumption by primary energy source.		12,010.94 GWh for direct energy. (11,770.73 GWh from nonrenewable sources; 240.21 GWh from renewable sources)
EN4	Indirect energy consumption by primary source.		9,358.88 GWh for indirect electricity. (9,261.54 GWh from nonrenewable sources; 97.34 GWh from renewable sources)
EN5	Energy saved due to conservation and efficiency improvements.	47, 49	Resource Conservation: Energy & Emissions. Resource Conservation: Renewable Energy.

(cont'd)

STANDARD DISCLOSURES PART III: Performance Indicators (continued)

Performance Indicator	Description	Reference	Response																				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	47, 49	Resource Conservation: Energy & Emissions. Resource Conservation: Renewable Energy.																				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	47, 49	Resource Conservation: Energy & Emissions. Resource Conservation: Renewable Energy.																				
Water																							
EN8	Total water withdrawal by source.		<table border="1"> <thead> <tr> <th>Region</th> <th>Municipal (m³)</th> <th>Surface (m³)</th> <th>Ground (m³)</th> </tr> </thead> <tbody> <tr> <td>GME</td> <td>4,677,956</td> <td></td> <td>841,111</td> </tr> <tr> <td>GMIO</td> <td>12,922,097</td> <td>26,305</td> <td>97,640</td> </tr> <tr> <td>GMNA</td> <td>19,778,041</td> <td></td> <td>409,606</td> </tr> <tr> <td>GMSA</td> <td>1,978,226</td> <td></td> <td>1,910,340</td> </tr> </tbody> </table>	Region	Municipal (m ³)	Surface (m ³)	Ground (m ³)	GME	4,677,956		841,111	GMIO	12,922,097	26,305	97,640	GMNA	19,778,041		409,606	GMSA	1,978,226		1,910,340
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EN9	Water sources significantly affected by withdrawal of water.	51	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. Additional information about our water usage can be found in our Carbon Disclosure Project Water filing.																				
EN10	Percentage and total volume of water recycled and reused.		<table border="1"> <thead> <tr> <th>Region</th> <th>Total (m³)</th> <th>Percentage %</th> </tr> </thead> <tbody> <tr> <td>GME</td> <td>2,187,000</td> <td>40%</td> </tr> <tr> <td>GMIO</td> <td>4,061,000</td> <td>31%</td> </tr> <tr> <td>GMNA</td> <td>11,183,000</td> <td>55%</td> </tr> <tr> <td>GMSA</td> <td>1,458,000</td> <td>37%</td> </tr> </tbody> </table>	Region	Total (m ³)	Percentage %	GME	2,187,000	40%	GMIO	4,061,000	31%	GMNA	11,183,000	55%	GMSA	1,458,000	37%					
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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.	56	Resource Conservation: Habitat Preservation.																				
EN13	Habitats protected or restored.	56	As of December 31, 2011, 16 GM facilities maintain habitats certified by the Wildlife Habitat Council. As of September 2012, GM had 21 certified WHC sites. 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-llc/																				
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																					

(cont'd)

STANDARD DISCLOSURES PART III: Performance Indicators (continued)

Performance Indicator	Description	Reference	Response																														
Emissions, effluents and waste																																	
EN16	Total direct and indirect greenhouse gas emissions by weight.		<table border="1"> <thead> <tr> <th>Region</th> <th>Scope 1 (metric tonnes CO₂)</th> <th>Scope 2 (metric tonnes CO₂)</th> <th>Comment</th> </tr> </thead> <tbody> <tr> <td>GME</td> <td>200,472</td> <td>556,867</td> <td>GHG protocol</td> </tr> <tr> <td>GMIO</td> <td>401,803</td> <td>1,634,187</td> <td>Australia for Scope 1 (stationary) and GHG protocol for all other</td> </tr> <tr> <td>GMNA</td> <td>1,593,272</td> <td>3,075,894</td> <td>U.S. EPA and Canada for Scope 1 (stationary) and GHG protocol for all other</td> </tr> <tr> <td>GMSA</td> <td>115,272</td> <td>62,149</td> <td>GHG protocol</td> </tr> </tbody> </table>	Region	Scope 1 (metric tonnes CO ₂)	Scope 2 (metric tonnes CO ₂)	Comment	GME	200,472	556,867	GHG protocol	GMIO	401,803	1,634,187	Australia for Scope 1 (stationary) and GHG protocol for all other	GMNA	1,593,272	3,075,894	U.S. EPA and Canada for Scope 1 (stationary) and GHG protocol for all other	GMSA	115,272	62,149	GHG protocol										
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EN17	Other relevant indirect greenhouse gas emissions by weight.	CDP	Additional information about our GHG emissions can be found in our Carbon Disclosure Project Investor Report filing.																														
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	47	Resource Conservation: Energy & Emissions. Additional information about our initiatives to reduce GHG emissions can be found in section 3.3B of our Carbon Disclosure Project Investor Report filing.																														
EN19	Emissions of ozone-depleting substances by weight.	N/R																															
EN20	NOx, SOx and other significant air emissions by type and weight.		<table border="1"> <thead> <tr> <th>Region</th> <th>VOC (tonnes)*</th> <th>NOx (tonnes)</th> <th>SOx (tonnes)</th> </tr> </thead> <tbody> <tr> <td>GME</td> <td>4.2</td> <td><1</td> <td><1</td> </tr> <tr> <td>GMIO</td> <td>6.6</td> <td>12</td> <td>206</td> </tr> <tr> <td>GMNA</td> <td>8.6</td> <td>382</td> <td>843</td> </tr> <tr> <td>GMSA</td> <td>3.5</td> <td>10</td> <td>64</td> </tr> </tbody> </table> <p>*excludes GM JVs</p>	Region	VOC (tonnes)*	NOx (tonnes)	SOx (tonnes)	GME	4.2	<1	<1	GMIO	6.6	12	206	GMNA	8.6	382	843	GMSA	3.5	10	64										
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(cont'd)

STANDARD DISCLOSURES PART III: Performance Indicators (continued)

Performance Indicator	Description	Reference	Response				
EN22	Total weight of waste by type and disposal method.			GME	GMIO	GMNA	GMSA
			The total amount of waste (hazardous & nonhazardous) in k-tonnes (includes metal scrap and foundry process-related waste) from manufacturing operations.*	372	593	1,522	249
			The total amount of waste (hazardous & nonhazardous) in k-tonnes (excluding metal scrap and foundry process-related waste) from manufacturing operations.*	40	129	217	73
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for reuse.**	0	0	0	0
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for recycling.**	368	571	1,341	236
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for recovery.**	10	22	26	8
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for composting.**	2	0	0	0
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for incineration (or use as fuel).**	0	1	0	0
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for landfill.**	2	12	192	6
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for deep well injection.**	0	0	0	0
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for onsite storage.**	minimal	minimal	minimal	minimal
			The total amount of waste (hazardous & nonhazardous) in k-tonnes by type for other (to be specified by the reporting organization). Other - not specified.**	3	0	1	0
			How the method of disposal has been determined.	Waste shipping records	Waste shipping records	Waste shipping records	Waste shipping records
			*Manufacturing & Nonmanufacturing. Excludes event waste.				
			**Includes hazardous and nonhazardous waste from manufacturing operations & nonmanufacturing activities, excluding event waste from construction, demolition and remediation. Event waste is recycled to the greatest extent possible and is tracked separately.				
EN23	Total number and volume of significant spills.		GM had no significant spills in 2011.				
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					

(cont'd)

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

Performance Indicator	Description	Reference	Response										
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.	12,15, 22-34, 38, 47-55	Challenges to Personal Mobility. Mobile Emissions & Fuel Economy. Propulsion For Every Purpose. Recycled Vehicle Content. Resource Conservation: Energy & Emissions; Renewable Energy; Water Reduction; Waste Reduction.										
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	38	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 nonmonetary sanctions for noncompliance with environmental laws and regulations.	10K 11, 166	<table border="1"> <thead> <tr> <th>Region</th> <th># of NOV's *</th> </tr> </thead> <tbody> <tr> <td>GME</td> <td>1</td> </tr> <tr> <td>GMIO</td> <td>1</td> </tr> <tr> <td>GMNA</td> <td>17</td> </tr> <tr> <td>GMSA</td> <td>2</td> </tr> </tbody> </table> <p>*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 2011, GM received 21 Notices of Violation (NOVs) worldwide. GM did not pay any significant fines to resolve alleged NOVs.</p>	Region	# of NOV's *	GME	1	GMIO	1	GMNA	17	GMSA	2
Region	# of NOV's *												
GME	1												
GMIO	1												
GMNA	17												
GMSA	2												
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.	10K 11, CDP	Additional information about our GHG emissions can be found in our Carbon Disclosure Project Investor Report filing.										
Social: Labor Practices and Decent Work													
Employment													
LA1	Total workforce by employment type, employment contract and region, broken down by gender.	10K 15	GM Europe 39,000 GM International 34,000 GM North America 98,000 GM South America 33,000 GM Financial 3,000 Salaried 67,000 Hourly 140,000										
LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region.	N/R											

(cont'd)

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

Performance Indicator	Description	Reference	Response
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of 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 90	In the U.S., 62 percent of employees are represented by unions.
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	N/R	
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.	N/R	
LA7	Rates of injury, occupational diseases, lost days and absenteeism, and number of work-related fatalities by region and by gender.	58	Occupational Health & Safety.
LA8	Education, training, counseling, prevention and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases.	91	Our People: Health & Well-Being.
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.	N/R	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	87	OurPeople: Personal & Professional Growth.
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.		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	

(cont'd)

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

Performance Indicator	Description	Reference	Response
Social: Human Rights			
Investment and procurement practices			
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.	60	Supply Chain.
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	60	In 2011, 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.	86	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.
Nondiscrimination			
HR4	Total number of incidents of discrimination and corrective actions taken.	N/R	
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.		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.		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.		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	

(cont'd)

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

Performance Indicator	Description	Reference	Response
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 community			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	92-98	Our Communities. In 2011, 179 employees from 41 locations partnered with 24 different community organizations to assist educators to reach over 9,300 students as part of our partnership with Global Rivers Environmental Education Network. In addition, 56 sites conducted local community engagement activities related to environmental or energy issues as part of our 2020 Manufacturing Commitments.
SO9	Operations with significant potential or actual negative impacts on local communities.	N/R	
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	39-63 10K 11	Build.
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.
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.		GM is committed to conducting its business throughout the world in accordance with both applicable law and high ethical standards. GM maintains this commitment through its policies and procedures, internal employee hotline, and GM's Audit, Legal and Special Investigations functions.
Public policy			
SO5	Public policy positions and participation in public policy development and lobbying.	7, 12	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. In the U.S., GM highlights the issues important to us and the auto industry on our Community Action Resource website, www.gmcar.gm.com . See also Challenges to Personal Mobility.
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 .

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

Performance Indicator	Description	Reference	Response
Anti-competitive behavior			
SO7	Total number of legal actions for anti-competitive behavior, anti-trust and monopoly practices and their outcomes.	10K 27	
Compliance			
SO8	Monetary value of significant fines and total number of nonmonetary sanctions for noncompliance with laws and regulations.	10K 167	
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.	36	Advanced Safety Technology.
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.	AR 154 10K 167	
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.	N/R	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	66	Vehicle Quality. 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 <i>Consumer Reports</i> 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. Vehicle labels, as well as marketing materials, conform to all applicable governmental regulations. We make additional product information available through our brand websites. We adhere to all U.S. Federal Trade Commission guidelines relating to general product labels and all applicable legislation for our products sold in markets around the world.

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

Performance Indicator	Description	Reference	Response
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. GM has processes in place that address customer inquiries regarding our privacy policies & practices and honoring consumer marketing opt-out requests. Additionally, we have processes for quickly investigating and responding to potential data loss or breach incidents.
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 STATEMENTS

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.

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**CONESTOGA-ROVERS
& ASSOCIATES**

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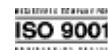
Statement of Assurance for General Motors Global Environmental Performance Indicator Data

Scope, Objectives and Responsibilities

Environmental performance indicator data has been compiled by and under the direction of General Motors (GM) management who are responsible for the collection and presentation of the information. Conestoga-Rovers & Associates (CRA) was retained by GM to conduct an independent review and limited assurance of environmental indicator data for GM's global facilities for the 2010 (baseline) and 2011 calendar year reporting periods. The objective of the assurance process was to assess the reliability of the data for specified environmental indicators including energy usage, water consumption, greenhouse gas emissions, air emissions (for volatile organic compounds - VOCs), and waste materials. This involved examination of the data collection processes used by GM and review of the supporting information and data for selected facilities located within the four GM regions (North America, South America, International, and Europe), and discussions with respect to materiality considerations. In a related exercise, CRA has provided verification services for GM North America facilities for greenhouse gas and water assertions to the Carbon Disclosure Project (CDP) for 2010 and 2011. CRA did not undertake a review of GM's 2012 Sustainability Report. CRA's responsibility in performing our assurance activities is to GM management only and in accordance with the terms of reference agreed with GM. CRA provides environmental consulting and engineering/construction services to GM unrelated to this assurance engagement.

Approach and Limitations

CRA's assurance engagement has been planned and performed in accordance with GM's requirements and definitions for the reported indices. The assurance approach was developed to be consistent with the Global Reporting Initiative (GRI) G3.1 Guidelines and international standards for assurance appointments. This includes application of information quality tests based on recognized standards, such as the AA1000 Assurance Standard and associated guidance, and comparative assessment based on the World Resources Institute (WRI) Greenhouse Gas Protocol Initiative methods and tools. Based on the environmental indicator data for individual facilities from each region, CRA identified multiple facilities for further review, representing approximately 10% or more of the overall number of manufacturing facilities in terms of both the number of facilities and contribution to the aggregated indicator data. The sample included 19 facilities for energy and water usage; 19 facilities for greenhouse gas emissions; 5 facilities for air emissions (VOCs from painting operations); and 16 facilities for waste materials. CRA reviewed supporting information and calculations provided by GM for the selected facilities and specified indicators, and conducted supplemental evaluations in an effort to replicate the results and identify material discrepancies. CRA also conducted



Worldwide Engineering, Environmental, Construction, and IT Services

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discussions with GM personnel responsible for managing the data collection activities and reporting the data, made enquiries with respect to facility-specific information, and reviewed the resulting responses. This approach is consistent with a limited or moderate level of assurance.

Conclusions and Recommendations

GM's procedures and processes for compiling information related to utility usage, emissions, and waste materials are well established and internally documented as part of its global operations. Database systems are used by facility personnel to upload information which is used for data aggregation and reporting functions at the corporate level. Data for energy and water usage is subject to independent review and verification by outside contractors hired by GM. Data for certain types of air emissions and waste materials are subject to local regulatory requirements for compliance reporting, and are subject to internal auditing by GM.

On the basis of the method and scope of work undertaken and the information provided by GM to CRA, the processes undertaken by GM to compile and manage the specified environmental performance indicator data for its global manufacturing facilities provide a reliable and accurate means of reporting its sustainability data. GM provided explanatory information and addressed the issues identified during the course of the assurance exercise. Discrepancies that were identified between the reporting values and the supporting documents are not considered to represent material differences. CRA recommends that GM consider CRA's indicator-specific findings as part of GM's ongoing review of internal facility data collection and reporting procedures.

Conestoga-Rovers & Associates

A handwritten signature in blue ink that reads 'Julian Hayward'. The signature is written in a cursive, flowing style.

Julian Hayward, P. Eng.

Dated: October 12, 2012