Connecting YOU to What's Important

2013 SUSTAINABILITY REPORT

Why Connectivity Matters to You

5 billion
Mobile phone users

150
Average number of times per day people reach for mobile phones

15 percent
Amount of total web traffic accessed from a mobile device

2 trillion
Gigabytes of digital information shared annually

How Connectivity Can Benefit Us All

Save time
Integrated vehicle connectivity enables optimal routing, eases congestion and gives millions of drivers time back into their day.

Stay safer
Connected vehicles can share information with each other and the infrastructure around them to help anticipate, avoid and respond to crashes.

Be Greener
Better fuel economy, more efficient driving behavior and improved diagnostics in connected vehicles make every trip a sustainable one.

Drive Responsibly
Constant connectivity can be delivered safely and seamlessly so it enhances the driver's situational awareness, not distract from it.

How We're Connecting YOU

Greater connectivity creates the potential for smarter, safer and more efficient driving, and keeps customers connected anytime, anywhere.

Can the auto industry satisfy customer appetite for constant connectivity and also enable a more sustainable transportation future? Can a smart car not only delight an individual, but further the greater good? At General Motors, we believe the answer is yes. This underscores our philosophy of "Customer-Driven Sustainability" — an approach for meeting our customers' needs through sustainability by making the mobile experience safer, more efficient and better integrated with everyday life.

According to a recent study of the auto industry and connectivity by a leading consulting firm, "Consumers expect their new cars to have all the technology they're used to everywhere else in their lives — applications for work and recreation, delivered through dashboards that belong to the family of desktops, laptops, tablets, and smartphones."[1] The study also tells us that consumers are very interested in safety and driving applications with more intense interest from consumers in emerging economies — also the fastest-growing automotive markets.

All are potential GM customers. They want to be connected anytime, anywhere, even in their vehicles. GM is committed to keeping them connected through leading-edge technology that is safe and efficient, as well as more reliable and more enjoyable for our customers.

[1] *Capgemini, "My Car, My Way. Cars Online 12/13," 4.*

6.5 million VEHICLES CONNECTED BY ONSTAR TODAY

CONNECTING TO A SAFER FUTURE

GM broke new ground for the auto industry with the launch of OnStar nearly 20 years ago. Perhaps the most significant benefits of those first connected vehicles were crash notification and emergency response. In the ensuing years, GM has significantly expanded its portfolio of connected safety solutions, including technology that allows cars to communicate with traffic infrastructure and other vehicles to anticipate and avoid crashes.

OnStar currently supports telematics connectivity for more than 6.5 million vehicles on the road — more than any other auto company. We have gained years of experience managing OnStar connectivity by delivering an enhanced customer experience through live advisors available 24/7. We leverage this leadership and experience to enhance system capability and vehicle safety, and to safeguard customer privacy while relieving congestion, increasing fuel efficiency and improving the overall customer experience. OnStar's new partnership with the Ontario Provincial Police to relay AMBER Alerts to hundreds of thousands of OnStar subscribers in Canada is an example of new personal safety applications.

Keen driver awareness is crucial to safe driving. With the 2014 Cadillac XTS we have made real progress improving driver situational awareness. The XTS driver-assistance features provide 360 degrees of crash risk detection through a complex set of technology tools. The car combines the inputs of multiple sensors such as radar, cameras and ultrasonic sensors, and intelligently manages those inputs to warn the driver of forward collisions as well as lane departure, blind zones and rear cross-traffic alerts. The system helps drivers avoid collisions and can save lives.

Many of these technologies are building blocks on the path to semiautonomous and fully autonomous vehicles — cars with the capability to take control of certain functions for a period of time. We have a glide path to cars that can navigate, steer and brake on their own and anticipate and avoid collisions. Our EN-V concept vehicle is an example of what is possible through these technologies. The EN-V incorporates GPS, vehicle-to-vehicle (V2V) communications, distance-sensing and object-detection technologies to enable fully autonomous operation.

In Europe, GM's Opel division recently conducted one of the world's largest field tests of V2V and vehicle-to-infrastructure (V2X) connectivity aimed at improving traffic safety. In concert with 17 technology partners, the Opel project was the first to evaluate whether V2X communication was functional, practical and efficient in real-life conditions. The vehicles' connectivity with each other and with infrastructure allowed enhanced information exchange about weather, road conditions and traffic safety.

In the U.S., we are collaborating with the U.S. Department of Transportation, the National Highway Traffic Safety Administration (NHTSA), other federal agencies, universities and other auto manufacturers in real-world demonstrations of V2V and V2X communications. The Safety Pilot Model Deployment research project in Ann Arbor, Michigan, focuses on V2V safety applications operating in concert with currently available sensor-based crash-avoidance technologies to reduce crashes.

GM renewed a five-year agreement with Carnegie Mellon University to develop technology that can facilitate the mass production of autonomous vehicles. The relationship began in 2007 when Carnegie and GM developed the "Boss," an autonomous Chevrolet Tahoe named for GM Research and Development founder Charles F. "Boss" Kettering. The Boss navigated 60 miles of mixed traffic, intersections and stop signs in less than six hours to win the Urban Challenge competition held by the Defense Advanced

Research Projects Agency. The partners followed up that win by creating the GM-CMU Autonomous Driving Collaborative Research Lab in 2008 to focus on key automated vehicle technologies, including sensor fusion and system controls. The lab's many projects align with GM's vision for next-generation advanced crash-avoidance technologies.

At GM, our efforts to realize the potential of **"Customer-Driven Sustainability"** are guided by an ambitious agenda. We see few limits to what can be achieved for our customers and how connectivity can translate into a more sustainable transportation future.

Applying technical advancements in a thoughtful and well-integrated manner makes vehicles safer and more efficient. These advancements can connect the driver to data sources outside the vehicle (think the Cloud), to the road environment, to external support infrastructure and, ultimately, to other vehicles. Although significant regulatory and public policy issues need to be addressed before widespread V2V and V2X connectivity is implemented, these types of projects offer an encouraging glimpse of a fully connected and safer future.

ENHANCING MOBILITY, EASING CONGESTION

Population growth, expanding wealth and increasing urbanization mean more and more cars in already congested cities. Traffic congestion, limited parking space and pollution in large metro areas around the world significantly diminish the value of owning a car. We need innovative solutions to address these urban mobility challenges, and enhanced connectivity can play a major role.

For example, a promising strategy and new business opportunity for reducing congestion is more efficient use of existing vehicle fleets through car sharing and multimodal transportation systems. Smart connectivity can provide real-time information to help reduce consumer uncertainty about travel times and convenience. If these projects result in significantly fewer cars on the road for a given area, then the widespread adoption of these models will likely soon follow.

Better trip routing is an even better avenue for congestion relief. GPS-based navigation apps can turn smartphones into traffic probes. Collectively, these devices create a constellation of data about traffic conditions, travel times and optimal routes. We are working to integrate these capabilities into the vehicle and to further their effectiveness by including vehicle speed and telemetry information. The vehicle can then deliver meaningful information to the driver in a more contextual fashion.

Opel's ADAM IntelliLink is an all-in-one multimedia system that links a compatible smartphone or tablet directly to the vehicle and is controlled through voice recognition technology.

Routing optimization also offers environmental benefits. Usually there are many ways to drive from point A to point B. Some options allow for shorter travel time, less engine idling or fewer elevation changes. A longer route with fewer stops and starts can save time and fuel. Similarly, a path with fewer elevation changes may offer meaningful benefits for drivers of electric vehicles. Waypoint navigation is a unique feature of the Chevrolet Spark EV that helps drivers plan trips using OnStar's Turn-by-Turn Navigation. The service finds charging stations along the way and recommends charge stops based on the time and mileage to reach the selected destination.

DRIVING MORE EFFICIENTLY

Connectivity provides multiple decision tools for drivers to help improve fuel economy and efficiency, save money and reduce environmental impacts — some of the key pillars of Customer-Driven Sustainability. One innovation on the horizon is real-time feedback that aggregates and presents data to drivers so that they can drive more efficiently. Drivers will know how quickly they are accelerating and how hard they are braking. They can then adjust their driving behavior by coasting or driving less aggressively. The end result is improved fuel economy.

Vehicle-to-vehicle communications technology allows cars to send and receive information such as location, speed and direction of travel, and could help mitigate future collisions and congestion.

Better vehicle diagnostics also save fuel. OnStar data tells us that every month about 30 percent of OnStar subscribers drive with low tire pressure. Monthly OnStar diagnostic emails alert these subscribers of the condition, and most people respond by putting air in their tires. Proper tire inflation reduces fuel consumption and extends tire life. Collectively, these diagnostic alerts save hundreds of millions of gallons of fuel each year.

The connectivity of GM's electric-powered vehicles, such as the Chevrolet Volt, Spark EV and the Cadillac ELR creates an array of capabilities that help transform an electrical grid into a "smart grid." Think of the EV as a mobile battery that can supply power to the grid. Our new agreement with TimberRock Energy Solutions is the first to leverage this capability. The project uses aggregation software and EV solar charging canopies with integrated storage to manage the flow of solar power to benefit the electric grid. TimberRock monitors the output of these solar charging stations to see if energy can be sold back to the grid to help meet peak demand. A fleet of Volts is used to help regulate energy flow and supplement the integrated battery storage. Through OnStar's Demand Response solution, TimberRock can start, stop and modulate the amount of charge reaching each vehicle based on energy need. Combining renewable energy with the battery storage capabilities of the charging station — all enabled by smart connectivity — is the future of vehicle charging.

CREATING A BETTER CUSTOMER EXPERIENCE

The next generation of connected vehicles requires higher data speeds, lower latency and a range of benefits with broad customer appeal. That is why we plan to embed OnStar 4G LTE mobile broadband in our vehicles, starting in 2014 in the U.S. and Canada. OnStar 4G LTE will create available Wi-Fi hot spots so that the vehicle acts as its own mobile device, connecting up to seven personal devices. The connection is robust enough to deliver an array of safety, entertainment and productivity services. We also are working to build an ecosystem for innovation around the connected vehicle, teaming with carriers, equipment manufacturers, infrastructure providers and software developers.

We are already collaborating with AT&T to launch OnStar 4G LTE, and look forward to working with others in the wireless industry. Software and app developers will play an important role in helping us shape the future of the connected car. We've implemented a developers' program to enable this community to access and interact directly with our technology. Through a dedicated online portal (https://developer.gm.com/), developers can work with us in a secure and controlled manner. To maximize the potential of "Customer-Driven Sustainability," we'll also need insights and ideas from technology partners, content providers, infrastructure developers, utilities, city planners, regulators and others across many industries.

To truly unleash the potential of customer connectivity, we must strive for more universal scale. "Rolling hot spots" are not unique to GM, but, to date, these hot spots are available only to a small segment of luxury-car owners. By embedding OnStar 4G LTE technology across nearly all vehicles in all segments and eventually in all major markets where our vehicles are sold, we're enabling mobile wireless for mass use. In doing so, we will help ensure that the full potential of smart connectivity is realized.

ADDRESSING THE CHALLENGES OF INTEGRATED, INTUITIVE & RESPONSIBLE CONNECTIVITY

Constant connectivity opens the portal to information and entertainment choices for all of our devices, including the vehicle. As the flow of data increases, GM engineers and designers are committed to integrating and delivering it in a way that is relevant, intuitive and safe. We want to deliver content through an interface that provides optimal situational awareness for the driver.

Opel received the Pioneer Award for manufacturers that set trends in automotive connectivity by the editors at *Auto Bild* and *Computer Bild* trade magazines. The Opel ADAM also took the editors' Connected Car Award for offering its multimedia IntelliLink system at a price that "everyone can afford," according to the journalists.

While we want customers to stay connected in our vehicles, GM supports legislation that prohibits hand-held texting while driving. A reliable voice-based texting solution that works seamlessly meets both consumer expectations and safety objectives. For example, the deployment of "Siri Eyes Free" integration lets compatible iPhone users tell Siri to perform tasks while they keep their eyes on the road and hands on the wheel. Siri Eyes Free technology is available on many GM vehicles, including the Chevrolet Sonic, Spark, Camaro, Equinox and Volt.

Well-designed infotainment packages that are currently available, such as Cadillac's CUE and Opel/Vauxhall's IntelliLink, also help manage information flow. In addition, apps installed on smartphones or other mobile devices enhance the vehicle experience through a secure connection. For example, the OnStar RemoteLink™ mobile app allows users to access automated features such as remote door lock and remote start, access vehicle diagnostics and send turn-by-turn directions to the vehicle. Many of these tools also have been recognized for industry leadership. Opel received the Pioneer Award for manufacturers that set trends in automotive connectivity by the editors at *Auto Bild* and *Computer Bild* trade magazines. The Opel ADAM also took the editors' Connected Car Award for offering its multimedia IntelliLink system at a price that "everyone can afford," according to the journalists.

As we build an ecosystem for innovation, we work with industry leaders and regulators to develop standards that place appropriate limits on the cognitive load for drivers and limit distraction. We want to implement telematics and delivery systems that keep the driver's eyes on the road and hands on the wheel. With this in mind, we can design systems that limit the number of steps required to complete a given task and "lock out" features that require excessive attention from the driver.

FINDING CONNECTIVITY SOLUTIONS THAT DELIVER SUSTAINABLE SOLUTIONS

Safer vehicles. Less congestion. Better fuel efficiency. A smarter grid. An intuitive customer experience. At GM, our efforts to realize the potential of Customer-Driven Sustainability are guided by an ambitious agenda. We see few limits to what can be achieved for our customers and how connectivity can translate into a more sustainable transportation future. Our investment in connectivity innovation is right for our customers and our world — and will help ensure that our cars and trucks are the best. By leveraging some of the industry's brightest minds, combined with nearly two decades of insights into vehicle connectivity, we will continue to expand the definition of what a more connected world can achieve.

To OUR Stakeholders

Mary Barra, GM Chief Executive Officer

For more than four years now, General Motors has been systematically and successfully executing a plan to grow profitably around the world:

- We have invested almost $11 billion of capital in 35 U.S. facilities since 2009 to make them more efficient, productive and to build even higher quality vehicles.
- Our 12 joint ventures in China have been building new plants and facilities that are expected to boost our production capacity by 30 percent to more than 5 million units annually by 2015.
- In Europe, Opel is conducting the largest product offensive in its history and will introduce 23 new vehicles and 13 new engines by 2016.
- In South America, we have revitalized our Chevrolet product lineup with a full range of sophisticated, fuel-efficient and technologically advanced cars, crossovers and SUVs.
- We are in the process of relocating the headquarters of our consolidated international operations to Singapore, which will help us sharpen our focus in South Korea, the ASEAN region, Australia, India and other emerging markets.

All of this investment has given us solid momentum. As you can read in this report and in our annual report to stockholders, we have launched some of the best-designed and highest quality vehicles in our history.

From 2010 to 2013, we also generated almost $600 billion in revenue, earned more than $30 billion after interest and taxes (adjusted for special items) and had more than $17 billion in adjusted free cash flow.

In addition, we passed several important milestones. In 2013, Standard & Poor's restored us to the S&P 500 Index, which opened the door to new investors, including index mutual funds. Moody's Investors Service elevated GM to investment grade status. Finally, the U.S. Treasury sold its remaining stake in the company, and we will be forever grateful for the extraordinary assistance we received.

All of these investments and milestones suggest that GM is a healthy company. That is certainly true. But what makes us a vibrant and exciting company is the way our culture is embracing the customer: what they *want*, what they *need* and what they *deserve* when they buy a new GM product.

This customer focus underscores why sustainability is and will continue to be a core strategy for GM. Customers – and that includes everyone who might someday buy a GM product – expect us to be thoughtful, honorable and responsible in everything we do. In other words, they care about more than the cars. They care how we build them and how we engage with the world around us. This knowledge, and the discipline that flows from it, is transforming our approach to product design, manufacturing, safety, quality, the environment, customer care and a host of other areas, as you can read in this report.

It is also guiding our response to the large safety recalls announced in early 2014 that involve the ignition switches in certain GM vehicles no longer in production. Rest assured that we are completely focused on this issue at the highest levels of the company, and we are working to exceed everyone's expectations for customer care, responsiveness and transparency.

Nothing is more important than the safety of our customers, so we are also making changes to ensure that GM has the best product safety practices in the industry. One of our first actions was to name a vice president of Global Vehicle Safety to oversee the safety development of GM vehicle systems on a global basis, the confirmation and validation of safety performance, and post-sale safety activities such as recalls. There will be more changes because we are determined to emerge from this crisis stronger and wiser so we can accelerate the momentum we generated throughout 2013.

That momentum is on full display throughout this report. In these pages, you can see how GM is developing connectivity and other technologies that are building blocks for semiautonomous and autonomous vehicles. You can tap into our latest thinking about dealing with population growth, increasing urbanization and congestion in the world's major cities. We have mapped out our strategies for addressing climate change in these pages, along with a wealth of other information.

A few statistics show just how comprehensive our approach is. For example, we are committed to reducing the average CO2 tailpipe emissions from our U.S. vehicle fleet 15 percent by 2017, while China will target a 28 percent reduction by 2020 and Europe a 27 percent reduction by 2021.

The vehicles we design, build and sell tell these stories the best:

- Lightweighting our new four-wheel drive Chevrolet Silverado helped us increase city fuel economy by 16 percent and highway fuel economy by 11 percent, compared to the prior year's model.
- Opel/Vauxhall introduced its all-new generation diesel engine, the 1.6 CDTI ECOTEC in the Zafira Tourer. With BlueInjection selective catalytic reduction technology, it already meets the strict Euro 6 emissions limits.
- GM's industry-first front center airbag technology, introduced on the 2014 Chevrolet Traverse, Buick Enclave and GMC Acadia, received the 2013 Best New Technology Award from the Automobile Journalist Association of Canada.
- In our five largest markets, 60 GM vehicle lines earned the highest possible overall vehicle safety score in their respective 2013 New Car Assessment Program (NCAP).
- The Sail EV from Shanghai General Motors is its first electric vehicle developed for the Chinese market.
- The Opel/Vauxhall ADAM is one of several GM models around the world that offers Siri Eyes Free integration into the infotainment system.

Of course, *how* we manufacture our vehicles is an equally important part of our sustainability strategy. For example, we added a net seven landfill-free sites in 2013 to bring our total to 111 worldwide. In addition, our facilities are also working toward a 20 percent reduction in energy and carbon intensity by 2020 from a baseline of 2010, while more than doubling renewable energy use globally.

These and other examples reflect our core values that guide everything we do, from the time we conceive a new vehicle through the entire ownership experience:

- The Customer is Our Compass: This is shorthand for saying that we are striving to deliver value and an exceptional customer experience – and not just by automotive standards.
- Relationships Matter: As we work to deliver the vision, we expect everyone to live up to very high standards for teamwork, transparency and personal integrity. This includes how we work across GM, and it extends to our relationships with our union partners, suppliers, advocacy groups, government agencies and more.
- Individual Excellence: We set high standards for the business, so we must demand the very best from ourselves year in and year out.

It's clear to me and my leadership team, our Board of Directors and deep into the ranks of the company that this is the right way to win. We like the results we are seeing, but we fully recognize we have a tremendous amount of work to do. We must innovate more, seize opportunities faster and work harder to achieve true leadership – a claim that matters only if your customers, employees, communities and other stakeholders agree.

Thank you for your ongoing support and interest in our progress.

Mary Barra
Chief Executive Officer
May 2014

GM's Mike Robinson (right) speaking at the 2014 Good Jobs, Green Jobs Conference. David Foster, Executive Director of the BlueGreen Alliance, is seated at left.

AN UPDATE FROM MIKE ROBINSON, GM VICE PRESIDENT OF SUSTAINABILITY AND GLOBAL REGULATORY AFFAIRS

With the publication of GM's fourth sustainability report, how would you characterize the role of sustainability within the Company today?

We've said from the start that sustainability can and should be a driver of business value on the top and bottom line. An increasingly important part of that value is risk management. GM, of course, has a traditional enterprise risk management process, but looking at risk through the lens of sustainability takes us in some new directions, such as climate change and water scarcity.

Employee engagement also is an area where we see tremendous potential. GM has a long history of community engagement and volunteerism. If we can direct that same level of passion and enthusiasm into a broader context of making a positive impact in other areas, then we should be able to step up our progress considerably.

How is GM effectively linking executive compensation with sustainability performance?

The simple answer is through business performance. If we have integrated sustainability into our business plan effectively, then there isn't a reason to have separate sustainability metrics. Actually, having separate grades for sustainability performance would be counterintuitive to our overall goal of aligning sustainability with business priorities. If fuel economy is the applicable metric, then overall vehicle competitiveness becomes the appropriate measure. If it's manufacturing energy use, cost savings generated by the plant are the best business measure. That's our approach for incentivizing sustainability performance.

Are there ways to expand this linkage?

Yes, and we've done so by extending many of the key performance indicators that influence compensation within our manufacturing facilities to a broader section of manufacturing employees.

GM and its joint ventures sold a record 3,160,377 vehicles in China in 2013; now the Company's largest national market.

Safety, quality, productivity and costs are some of the business measures that influence compensation in our manufacturing organization. When evaluating productivity and costs, our nine global manufacturing commitments are integrated into the annual business plans of every plant, and employee compensation is determined by performance to those business plans. So, while energy, CO2 emissions, waste reductions, use of renewable energy and other impacts are typically considered key sustainability indicators, we just consider them key business performance indicators. This is all consistent with GM leadership's strategy of building a more accountable organization at every level.

Turning to policy, how do you manage the high level of uncertainty and complexity in the changing regulatory landscape?

We have to stay ahead of it by driving the market and conversation from a position of leadership. In recent years, GM has found a lot of value in engaging and maintaining a dialogue with multiple stakeholders. Getting people on the same page goes a long way toward reducing uncertainty. It's also important for business today to be vocal about the business opportunities that exist and demonstrate the value that can be created.

Please give us an update on your product strategy as it relates to fuel economy, especially thinking about the timeline for compliance with CAFE regulation in the U.S. and Canada.

We're already meeting with various stakeholders as part of the mid-term review and executing our strategy as planned, but there are important drivers that may influence our strategy. First, consumer acceptance of advanced technology vehicles, such as plug-in electric vehicles, has not been growing as quickly as many in our industry predicted. Furthermore, we're achieving truly remarkable progress in vehicle and internal combustion engine efficiencies. The combination of lightweight materials, improved aerodynamics, a variety of engine performance enhancements and even less rolling resistance on tires all add up to vehicle fuel-efficiency levels that we honestly didn't think were possible a decade ago.

Does this mean you're turning away from advanced technologies such as electrification?

Not at all. We remain committed long-term to electrification. There's no doubt that the marketplace for EVs is going to evolve more slowly, but the technology is there and we're investing in its continued development.

We've also found ways to expand the use of advanced, fuel-saving technologies to include features such as start/stop technology on the base package of mass-produced vehicles like the Chevrolet Malibu. This feature provides many of the benefits of a hybrid system but at a fraction of the cost. So our customers get better fuel economy at a great value, which means we can make a much greater impact in a shorter amount of time than if we were solely relying on more expensive advanced technologies. It's a win-win for everyone.

Fuel economy and carbon emissions are getting a lot more attention in China, where poor air quality is a critical issue. As one of the most significant automakers in that market, how are you helping China address this situation?

We're very mindful of the air quality issues in China. GM, along with our joint venture partners, plays a role in improving air quality by offering our Chinese customers a wide range of technologies that produce cleaner emissions. China, in fact, is the only market outside of North America and Europe where we have a locally produced EV program. We've pledged to do even more through a new product commitment to reduce the carbon emissions of our China fleet by 28 percent by 2020.

Also, we operate our facilities in China similarly to our other facilities, regardless of where they are located. They are world-class manufacturing facilities in China with excellent environment records. These plants are positioned to be role models for any business entering the market. In fact, 10 of our plants are landfill-free sites. We've also been working on supply chain sustainability initiatives in China for nearly a decade.

Many advanced technologies around vehicle connectivity are highlighted in this report. What are the realities of bringing these "achievable" technologies to market quickly?

The customer is going to help us decide how fast and how far we go with these technologies. We think there is great value to introducing 4G connectivity in most of our products, like the Chevrolet Impala in the U.S. The Impala, as well as our other vehicles, is going to help customers make real-time decisions in a safe manner. But the customer will be the ultimate judge of this value and will let us know by how well this technology does in the marketplace.

There's been a lot of buzz about autonomous driving. Where do you see this going and how fast?

The real question is what "level" of autonomy. Like most technology progressions, future automated systems will likely be able to perform more driving tasks and in more driving conditions than today. For the foreseeable future, automated driving systems will still require an attentive driver who is always in control. Beyond that, driving is fundamentally very complicated. It will be some time before automated vehicle systems will evolve to the point where they are able to handle all driving conditions without driver supervision.

It's also important to keep in mind that the more sophisticated the systems become, the more important it is that safety, reliability and durability be demonstrated before they are rolled out, even if in a very limited way.

What issues are emerging as vehicles become increasingly connected?

Cybersecurity is certainly a significant one. We go to great lengths to ensure that we protect the privacy and security of our customers. We are mindful that there is always some level of risk associated with connectivity, but we think those risks are outweighed by benefits such as increased safety, helping customers maintain optimal vehicle performance, as well as improved efficiency and convenience. Another priority for us is to establish good practices for protecting customer privacy. We know this is important to our customers, and we take great care to make sure their information remains safe and secure.

Is regulation needed in this area?

Not if we're responsible and vigilant. The reality for us is that we're not waiting for regulation. We ought to be ahead of the regulation in terms of the products we're offering to our customers because the technology is changing at such a quick pace. Our customers expect it; they demand it and we want to deliver it. Regulation will follow in some areas, and we'll certainly help inform that process when the time comes. It's also important to realize that in the case of GM and OnStar, we have years of experience responsibly managing vehicle connectivity and customer data, and we've demonstrated that we understand the sensitivities and are prepared to handle them.

Our APPROACH

ABOUT GM

We Are One of the
WORLD'S LARGEST
Automotive Companies

VISION: Design, Build and Sell the World's Best Vehicles

DISTRIBUTION

19%
Fleet Sales as a % of Total Sales

AUTHORIZED DEALERSHIPS (BY REGION)

- North America – 4,946
- Europe – 7,087
- International – 7,472
- South America – 1,201

We meet the local sales and service needs of both individual consumers and fleet customers through our global network of independent dealers.

OPERATIONS

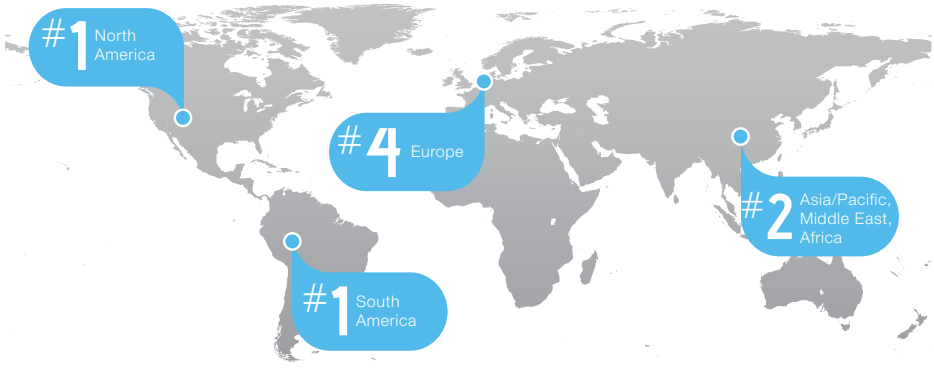
More than **120** countries and **4** automotive segments

GM NORTH AMERICA, GM SOUTH AMERICA, GM EUROPE, GM INTERNATIONAL

MAJOR BRANDS

Chevrolet, Buick, GMC, Cadillac, Opel, Vauxhall, Holden, Baojun, Wuling, Jiefang

MARKET POSITION



VEHICLE SALES

SALES BY REGION (in thousands of units)

- North America – 3,234
- Europe – 1,557
- International – 3,886
- South America – 1,037

TOTAL SALES (in thousands of units)

2013 9,715

2012 9,297

2011 9,024

U.S. SALES BY TYPE

- Cars – 14.1%
- Trucks – 23.5%
- Crossovers – 17.8%

EMPLOYEES

EMPLOYEES (BY TYPE)

- 65% Hourly
- 35% Salaried

219,000
Employees

EMPLOYEES (BY BUSINESS) (in thousands)

- North America – 109
- Europe – 35
- International – 38
- South America – 31
- Financial – 6

REPORTING PRACTICES

Transparency is a core value at GM and is one of the strategic pillars of our global sustainability function. In this spirit, we are committed to public reporting on an annual basis of our progress, discussing the opportunities and challenges that we encounter as we work to enhance our sustainability performance, and conducting our business in the most responsible manner possible. The reporting process not only helps us to manage our progress, but also helps to inform and engage stakeholders around the world.

ANNUAL SUSTAINABILITY REPORTING

Our 2013 Sustainability Report represents the culmination of our goal to establish a normalized cadence of sustainability reporting on an annual basis. This is the fourth report we have issued in just over a two-year period as we have sought to more closely align the timing of our sustainability report with our annual report. The following table recaps our sustainability reporting to date:

Calendar Year Report	Release Date
2010	January 2012
2011	September 2012
2012	July 2013
2013	April 2014

Going forward, we expect to report our progress annually in the second quarter of each year.

The editorial content of this report generally covers subject matters for 2013 and is limited to 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. All metrics in the report refer to the calendar year ended December 31, 2013.

As in previous reports, we have included a content index per the Global Reporting Initiative (GRI) guidelines. We have prepared the 2013 Sustainability Report in the spirit of the latest G4 guidelines launched by GRI in 2013. We are currently evaluating the relevant material aspects and key performance indicators introduced in G4, and intend to fully disclose according to GRI G4 core protocol in 2015. Learn more about GRI at www.globalreporting.org.

ASSURANCE

For 2013, Conestoga-Rovers & Associates (CRA) conducted an independent review for limited assurance on VOC, waste, water, carbon and energy data for global facilities. See page 100 for CRA's full statement of assurance.

MATERIALITY

As in our last report, we have chosen to largely focus our discussion on 10 issues that key stakeholders have found to be most material to our business. These issues were identified through a materiality assessment conducted in 2012 by a third party, Sustainalytics. This assessment was based on the process outlined in the Technical Protocol of the Global Reporting Initiative (GRI), and began with the identification of potentially material issues from a variety of sources, including automotive industry reports. An initial list of 38 environmental, social and governance issues in seven categories was identified.

In order to prioritize these issues, a stakeholder survey was completed by GM employees whose work pertains to many of the issue areas, as well as external stakeholder representatives, such as NGOs, institutional investors and suppliers. Employees were asked to rate each issue according to the "impact on risk/opportunity to GM," while external stakeholders were asked to rate each issue according to "impact on sustainable development." Each issue received two scores, and results were plotted on a materiality matrix.

Survey results were validated through peer and meta-analysis. A Sustainalytics sector analyst also provided recommendations that resulted in increased impact scores for several issues. Our reporting team reviewed the final results of the materiality assessment and, based on internal factors, such as competitive considerations and availability of global content, focused the report on 10 issues.

During 2013, we continued to validate these issues with external advisory stakeholders on an informal basis. We also benchmark competitors regularly in order to ensure that our reporting is relevant to current industry trends and issues. In accordance with corporate best practices and disclosure, we plan to conduct a materiality assessment every two years, which calls for our next assessment to be in advance of the 2014 report.

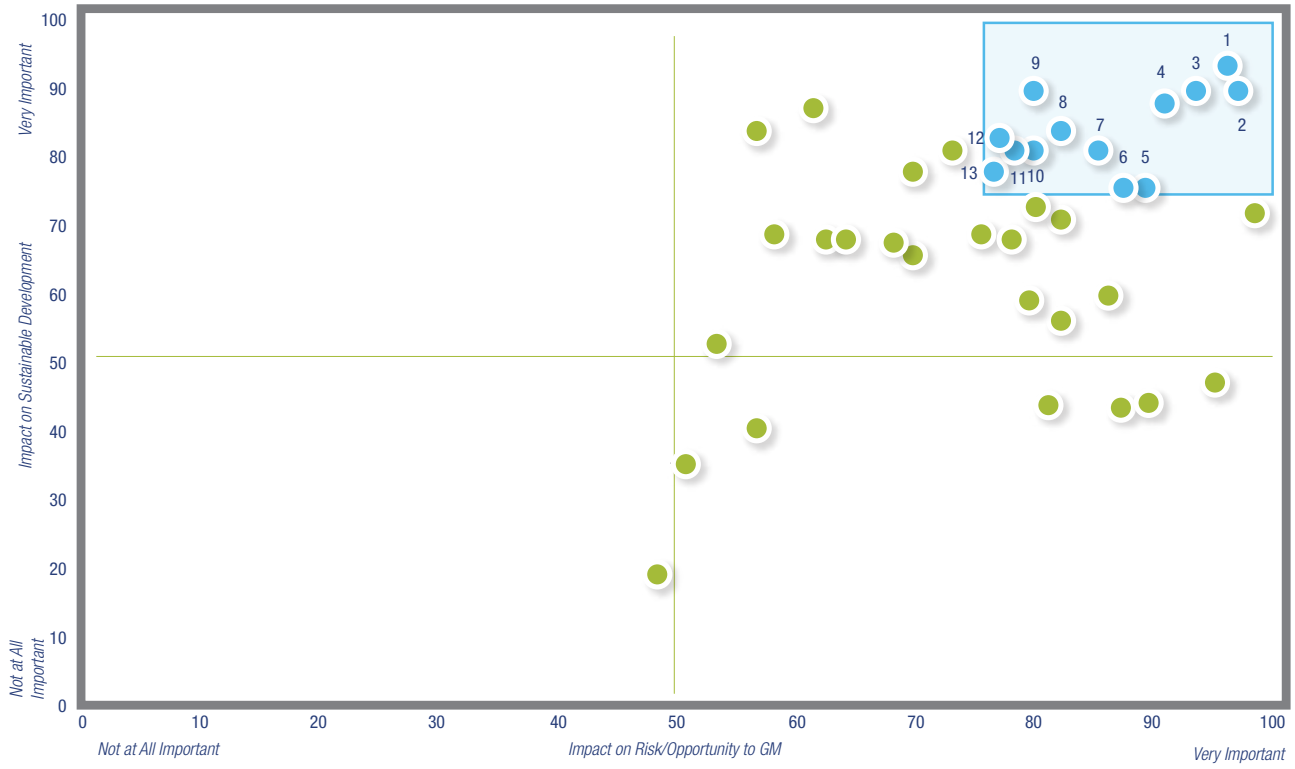
Material Issue	Report Location
1. Fuel Economy	Fuel Economy & CO2 Emissions
2. Product Development & Innovation	Product Development & Innovation
3. Vehicle Safety	Vehicle Safety
4. Sustainability Oversight	Environmental Principles & Management; Corporate Governance
5. Environmental and Social Supply Chain Standards	Supply Chain
6. Manufacturing Energy Use and GHG Emissions	Manufacturing Energy Use & Emissions
7. Labor Rights	GM People
8. "Winning With Integrity"	Ethical Business Conduct
9. Hazardous Substances	Resource & Material Management
10. Global Trends – Sustainable Mobility	Urban Mobility
11. Local Communities in Areas of Operation	Community Impact
12. Sustainability Reporting	Reporting Practices
13. Water Management	Water Management

CDP REPORTING

We began our association with Carbon Disclosure Project (CDP) in 2010, when we began tracking carbon emissions and reduction activities through the CDP Climate Change Program. Our first results were released in 2012. In 2013, we expanded our carbon reporting to include all 15 categories of Scope 3 emissions, achieving this one year ahead of our original plan. In our first two years of carbon reporting, we are proud to have moved from a "B" performance rating in 2011 to an "A" rating in 2012. Also in 2012, we scored a 100 on the program's transparency scale.

In addition to the CDP Climate Change Program, we also have voluntarily participated in the CDP Water program since 2011, and, in 2012, made the commitment to join the CDP Supply Chain program to enhance our interaction with and understanding of our supply chain. Read more about the results of our initial CDP supplier survey in the Supply Chain section of this report. We plan to use the information gained from the program to more accurately measure our indirect greenhouse gas (GHG) emissions disclosure and to help prioritize our climate change risk management and planning activity within our supply chain.

GM Materiality Results – All Issues



STAKEHOLDER ENGAGEMENT

Our engagement with stakeholders continues to evolve as we further define and expand our global sustainability effort. We view stakeholders as individuals or groups with whom GM has an ongoing relationship and impacts as the result of our business operations.

We have identified our primary stakeholders as:

- Customers, both fleet and individual
- Dealers
- Employees, both current and potential new talent
- Investors and stockholders
- Suppliers, Tier I and beyond
- Communities in which we operate
- Governments at the national, state/provincial and local levels
- Nongovernmental organizations (NGOs)

We engage these groups in a variety of ways, with the frequency and communication mechanisms based on the most effective means to facilitate dialogue. Brand marketing, investor relations, global purchasing, human resources, labor relations and government relations are some of the GM functions that engage their respective stakeholders on a regular basis 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.

GLOBAL SUSTAINABILITY STAKEHOLDER STRATEGY

When we began building a global sustainability function in 2011, the formation of an External Stakeholder Advisory Group was a top priority. We partnered with Ceres to help us gather a group of NGOs, Socially Conscious Investors (SCIs), a peer company and a supplier to help guide our strategy and focus, as well as to provide informed feedback about opportunities and challenges. In 2013, we met formally as a group twice for the purpose of providing business updates, soliciting feedback on our sustainability initiatives and reporting, as well as to discuss emerging issues. The group also discussed GM's product commitments around fuel economy and mobile emissions, as well as emerging issues such as water stewardship. The following table summarizes major recommendations and concerns from this group and the actions that we have taken to date.

Recommendation	2013 Actions
Strengthen transparency and disclosure	• Scored a 100 for CDP disclosure. • Included in the Carbon Disclosure Leadership Index. • Participated in first Dow Jones Sustainability Index (DJSI) • Expanded language around climate change risk in 10-K filing.
Communicate more challenges	• Enhanced issues-based content of annual Sustainability Report to address challenges more directly. • Addressed new challenges in the Leadership section of the report.
Develop a robust supply chain sustainability strategy	• Engaged Climate Earth to conduct a life cycle analysis of energy, water and GHG emissions associated with our parts production. • Made three-year commitment to participate in CDP Supply Chain Program. • Increased engagement with GM Supplier Business Council. (See Issues — Supply Chain in this report for more detail.)
Provide a clearer picture of public policy positions and priorities.	• Provided more disclosure on Section 527 Organization contributions, specifically on contributions to SuperPACs.
Link water stewardship with business value.	• Initiated corporate water stewardship strategy. (See Issues – Water Management in this report for more detail.)
Collaborate with peers, suppliers, and dealers to achieve scale.	• Joined U.S. EPA SmartWay® Transport Partnership. • Increased engagement with GM Supplier Business Council. • Continued to engage in a variety of supply chain sustainability initiatives through Automotive Industry Action Group (AIAG). • Announced collaboration with Honda for development of hydrogen fuel-cell technology. • Green dealer recognition program in development. (See Manufacturing Energy & Emissions in this report for more detail.)

STAKEHOLDER PARTNERSHIPS

A key outcome of our work with Ceres during the past year was to become the first automaker to sign a "Climate Declaration," asserting that responding to climate change is good business. The declaration, signed to date by 750 major U.S. companies, is an initiative of Ceres' Business for Innovative Climate & Energy Policy and calls for policymakers to address climate change by promoting clean energy, boosting efficiency and limiting carbon emissions. We continue to support declaration-related activities and encourage other companies to do so as well.

Our engagement with Ceres demonstrates the effectiveness of our strategy to focus on the most impactful organizations and pursue more meaningful partnerships around sustainability issues that are critical to our business. In addition to Ceres, we work closely with the World Environment Center and engaged the World Resource Institute (WRI) to provide guidance on a range of issues such as climate change, water and sustainable transportation.

In 2013, we were pleased to host a meeting with the members of the staff, board and advisory group of the Union of Concerned Scientists (UCS), a group that has been a critic of both the general automotive industry and GM in the past. Despite having different positions historically on various policy issues, we believe there is more common ground to be discovered today, and were pleased to provide UCS with an in-depth briefing on our electrification commitment and products. Subsequent to their visit, we collaborated with UCS to help inform our employees worldwide on how they can reduce their energy use and environmental footprints at home.

GM also participated in key stakeholder dialogues around The 3% Solution, a collaboration between CDP and the World Wildlife Fund (WWF) to mobilize U.S. industry to reduce GHG emissions in line with scientific targets, all the while capturing significant savings. The 3% Solution represents the type of engagement needed to help inform our climate change strategy, share best corporate practices, and build a profitable business case for sustainability that will help stabilize our climate and enable a low-carbon future. More information on The 3% Solution can be found at www.the3percentsolution.org.

We are members of several advisory boards where we can share our experience and help promote corporate environmental leadership. One of these is the Corporate Advisory Council for the BlueGreen Alliance, which is comprised of 14 of the largest unions and environmental organizations in the U.S. that focus on building a cleaner and more competitive economy. We also serve on the Business Environmental Leadership Council with the Center for Climate and Energy Solutions, the largest U.S.-based group of corporations focused on addressing the challenges of climate change.

Stakeholder engagement is not only important in the U.S., but also is a key component of our global commitment to sustainability. In Argentina, for example, we work with NGOs such as the Junior Achievement Foundation, American Chamber, Fundación Compromiso and other local associations to promote issues important to our Company and communities where we operate. Chevrolet has also partnered with UNICEF in 2013 on a new program called "Sonrisas sobre Ruedas (Smiles over Wheels)" to promote the organization's efforts through our dealer network. We also work with SafeKids International to promote car seat use and automotive safety practices for children, and efforts are underway to expand the partnership in other countries around the world.

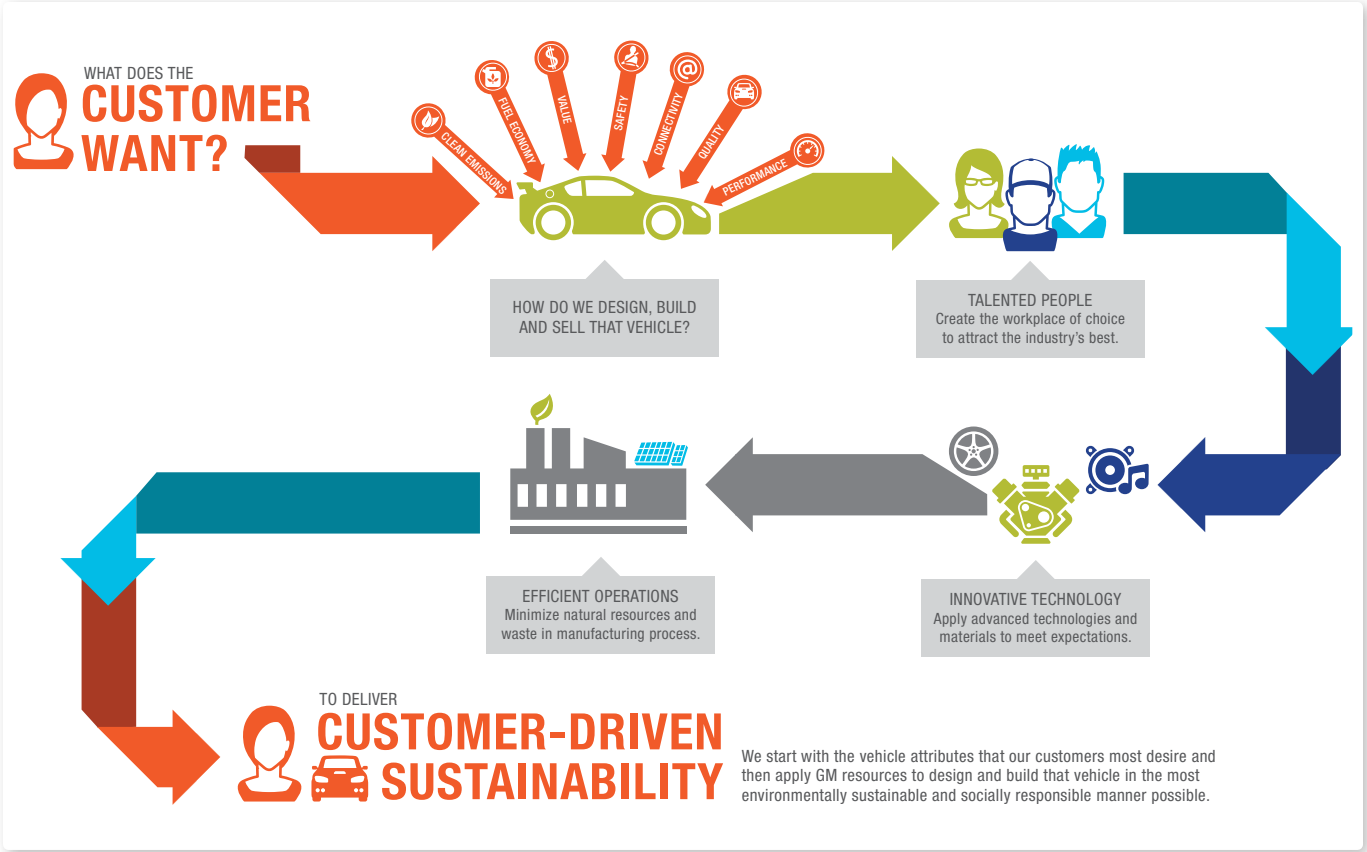
Our global stakeholder engagement efforts also extend beyond NGOs. In the United Kingdom, we maintain a number of relationships with stakeholders — policymakers, local enterprise partnerships, Society of Motor Manufacturers and Traders, and the Low Carbon Vehicle Partnership, among others — to host an open and constructive dialogue, and identify key issues important to Vauxhall's long-term success in the region.

SUSTAINABILITY STRATEGY

We believe sustainability as a core business driver will help GM become one of the most admired and respected companies in the world. While we are making progress, we cannot confuse that with winning. Much remains to be achieved, but we are confident that our sustainability strategy will serve us well in realizing our vision.

From designing more fuel-efficient vehicles and deploying advanced safety technologies to being the workplace of choice for employees and the neighbor of choice for communities, we make strategic decisions based on how the outcome ultimately translates into value for our customers. In doing so, sustainability becomes an integrated business imperative that creates positive benefits for our stakeholders and drives long-term success for GM. This approach, which we call Customer-Driven Sustainability, enables each employee at every level of our Company to help build value with the customer as our compass.

We measure value creation through sustainability in three primary ways — top-line growth, bottom-line improvements and risk mitigation. Top-line growth opportunities range from vehicle purchases by environmentally conscientious consumers who want to do business with a company viewed as socially responsible to new business models based on emerging urban mobility trends. Bottom-line improvements are realized by taking a systemic approach to our operations and business processes that eliminates costs, drives efficiency and creates new revenue streams. Our landfill-free initiatives, for example, generate approximately $1 billion annually in recycling and reuse



activities. Sustainability becomes a risk-mitigation lever when it helps us to ensure our reputational integrity and/or anticipate potential operational disruptions due to resource scarcity. Management of supply chain issues and minimization of the use of rare earth minerals are examples of risk mitigation.

The relationship between value creation and sustainability is best illustrated by our business model, which creates a self-sustaining cycle of reinvestment that drives continuous improvement in vehicle design, manufacturing discipline, brand strength, pricing and margins. We have aligned our sustainability model with our business model to encourage integration between the two and to support a similar cycle of sustainable reinvestment.

AN EVOLVING STRATEGY

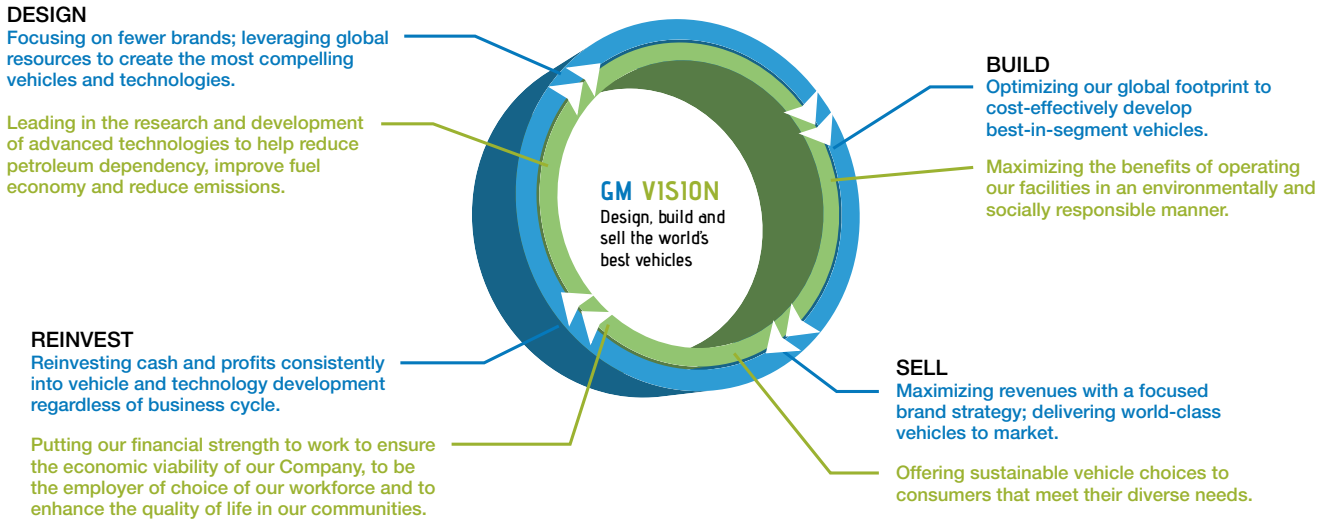
Our Customer-Driven Sustainability strategy has evolved over the past five years. During this time, our priorities have largely focused on building the foundation of a global sustainability practice:

- Identification of impact areas
- Establishment and alignment of corporate policies and positions
- Development of processes for consistent global execution
- Creation of operational and product commitments
- Development of sustainability reporting practices and publication of reports

With much of our foundational work now complete, we intend to spend the next several years building industry leadership in those areas of sustainability where we can make the greatest impact. As we do so, our work will be grounded in four strategic pillars:

1. *Innovations* that grow our business by offering new products and services that customers desire, while helping us respond to megatrends and solve environmental issues and social concerns.
2. *Integration* that ensures sustainability is embraced throughout GM at the global, regional and local levels across all key functions and all key processes.
3. *Transparency* that builds trust and accountability through the development of commitments to measure and manage progress, as well as regular disclosure and reporting.
4. *Engagement* with employees to encourage a sustainable mindset throughout the organization and with external stakeholders to seek opinions on issues of concern and input for further improvement.

An Aligned Strategy



ENVIRONMENTAL PRINCIPLES & MANAGEMENT

We currently maintain more than 350 facilities around the world, including 156 manufacturing operations that are involved in our vision to design, build and sell the world's best vehicles. No two facilities are alike and there is a great range among them in terms of size, function, processes and local environment. All GM-owned and operated facilities, however, operate under a common set of Environmental Principles, which continue to provide an effective foundation for environmental stewardship at the Company.

A combination of global principles and local policies guide GM's environmental stewardship at facilities such as the Rosario Auto Complex in Argentina, the first GM plant in the Americas to obtain ISO 50001 Energy Management certification.

GM ENVIRONMENTAL PRINCIPLES & POLICY

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 the goal of continuous improvement.

ENVIRONMENTAL GOVERNANCE

In 2012, GM implemented a robust process to enhance the integration of environmental sustainability practices into daily business decisions and to reinforce our commitment to (1) comply with applicable environmental and energy laws and regulations; (2) monitor GM's performance to GM's own Environmental Performance Criteria (EPC), which set the minimum standards; and (3) conformance to other key performance indicators, including relevant social issues.

Each GM manufacturing site has one or more environmental engineers, who are supported by a GM regional environmental team. These GM regional teams are overseen by our Global Manufacturing organization. We also have implemented a Business Plan Deployment to strengthen management of environmental performance (e.g., linking more Global Manufacturing employees to GM's performance against our 2020 manufacturing commitments).

Under a common set of global Environmental Principles, each GM facility implements site-specific actions that support our Environmental Performance Criteria.

ENVIRONMENTAL PERFORMANCE

The implementation of our Environmental Principles is facilitated by a set of Environmental Performance Criteria (EPC) applied to our manufacturing facilities (and, in some cases, to our non-manufacturing sites) on a global basis. The EPC address common environmental issues that affect our facilities worldwide and help develop common strategies. They also supplement applicable legal requirements by setting minimum standards for 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 or whether a particular jurisdiction has an environmental regulatory program in place.

The management of air emissions commonly associated with vehicle painting operations provides a good example of EPC application. The EPC establish 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, our recently updated Global Environmental, Hygiene & Safety Policy, the EPC and local policies. With our Environmental Principles as a foundation, this combination provides a framework for each manufacturing facility (and, in specific cases, nonmanufacturing sites) around the world to implement global policy, develop consistent and complementary local policies, and execute to the EPC, striving for operational compliance as well as continuous improvement of the facility's environmental management system. These plant-specific actions play a significant role in our overall environmental compliance, ensuring that local plant policies:

- Are appropriate to the nature, scale and environmental impacts of its activities, products or services.
- Reinforce a commitment to comply with applicable legislation and regulations and with other relevant environmental requirements.
- Include a commitment to continuous improvement and pollution prevention.
- 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 governmental agencies impose numerous environmental requirements on our facilities and products.* Given these extensive requirements, compliance issues occasionally arise through allegations by government agencies or private parties. Each allegation of 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 2013, GM received 53 Notices of Violation (NOVs), 42 in the U.S. and 11 outside the U.S. In 2013, GM did not pay any significant** fines to resolve these NOVs.

ENVIRONMENTAL MANAGEMENT SYSTEM

All the manufacturing facilities that GM owns and operates, and a number of our nonmanufacturing sites around the world, have implemented an Environmental Management System (EMS). This system combines elements of the environmental management standard International Organization for Standardization (ISO) 14001 and elements that are specific to our operations. The GM EMS is designed to drive a continuous performance improvement cycle in line with legal requirements, site-specific objectives and targets, and corporate and regional 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. See more at: http://gmsustainability.com/ourApproach_environmentalPrincipals.html#sthash.0AvOderc.dpuf*

Our Environmental Management System drives continuous performance improvement while satisfying legal requirements, and corporate and site-specific objectives and targets.

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. The U.S. and Mexico operations self-declare their conformance to the ISO 14001 standard. A robust internal self-declaration process has been established that provides risk-based auditing to ensure continuous improvement in environmental performance. In 2013, other GM operations utilized third-party accredited registrars to certify that their EMS conformed 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 EMS, we can measure our environmental performance and share knowledge, processes and technologies within GM to plan and measure improvements across all our manufacturing facilities. Due to our commitment to environmental management practices, we have improved our overall environmental performance.

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 professionals in the world. Although most environmental training is specific to the facility, country or region, we continually 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. Our training includes, but is not limited to: implementation of corrective and preventive actions, effective use of material safety data sheets, management of greenhouse gases and regulatory requirements for air, waste and water media.

In the U.S., we have set a goal for all our facilities' environmental professionals to become Certified Hazardous Materials Managers (CHMM®). 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. In Canada, new environmental professionals receive at least 40 hours of training initially, followed by regular refresher training. In addition, some Canadian environmental professionals receive specialized training as certified toxic substance reduction planners or ISO 14001 auditors. Outside North America, we have developed a Global Environmental Certification and Training Program that focuses on GM Environmental Principles, our internal environmental performance criteria and industry best practices.

CORPORATE GOVERNANCE

The Board of Directors is the highest oversight 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 14 members, as of March 31, 2014. With the exception of CEO Mary Barra and former Vice Chairman Stephen Girsky, all the Directors are independent as defined by 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 Compensation, Finance and Public Policy. The Audit, Executive Compensation, and Directors and Corporate Governance Committees are comprised entirely of independent Directors. The Executive Committee, Finance Committee, and Public Policy Committees are comprised of a majority of independent Directors. The membership 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 and are also described in our Proxy Statement.

SUSTAINABILITY GOVERNANCE AND OVERSIGHT

The Board has overall responsibility for risk oversight, with a focus on the most significant risks facing the Company. The Board implements its risk oversight function both as a whole and through delegation to its committees. The Board receives regular reports from management on particular risks within the Company, through review of the Company's strategic plan and through regular communication with its committees. The committees, which meet regularly and report back to the full Board, play a significant role in overseeing the Company's management of risks within their areas of responsibility.

The Public Policy Committee (PPC) provides oversight and guidance to management on public policy issues to support the Company's progress in growing the business globally within the framework of its core values. The PPC discusses and, as appropriate, brings to the attention of the Board and management current and emerging issues that may affect the Company's business operations, profitability, or public image or reputation. Company functions reviewed by the PPC include Global Public Policy, diversity, corporate social responsibility, employee health and safety, and philanthropic activities. Currently, the PPC is comprised of six Directors, including five independent Directors.

Pictured above are 12 of the 14 Directors who comprise the GM Board, which provides management guidance and risk oversight management.

ETHICAL BUSINESS CONDUCT

At GM, our business is guided by our vision and values, which are not only a road map for sustainability; they are the drivers of all our business decisions and activity worldwide. We recognize that our business is more than making great products; it's about building trust with our stakeholders by exceeding their expectations that we do the right thing. And trust is fundamental to our business success.

It starts with our core values, especially the values of Integrity, Individual Respect, Responsibility, Transparency and Accountability. All corporate activities are measured against our values and put into practice through our employee code of conduct, Winning With Integrity, which outlines the policies and obligations that guide our business conduct. The ethical standard at GM begins with the Board of Directors, which is committed to upholding the highest legal and ethical conduct in fulfilling its responsibilities. All Directors, Officers and employees are expected to act ethically at all times and to adhere to GM's policies as set forth in Winning With Integrity.

Every salaried GM employee worldwide is required to read, understand and annually certify compliance with the policies covered under Winning With Integrity. Additionally, all salaried employees, regardless of role or location, also provide written disclosure of any actual or potential conflicts of interest. Board Directors who are not employees 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 Board 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.

Winning With Integrity provides guidance and rules on how our employees are expected to act with integrity in the workplace, in the marketplace and in their communities when representing GM. Additionally, Winning With Integrity 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.

As we strive to win in the changing global marketplace, Winning With Integrity remains the cornerstone of our corporate values. 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. Winning With Integrity 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, Winning With Integrity provides guidance about what may constitute unfair competition or insider trading and provides guidance about export compliance, privacy, anticorruption and interactions with government officials.

ISSUES

FUEL ECONOMY & CO2 EMISSIONS
PRODUCT DEVELOPMENT & INNOVATION
VEHICLE SAFETY
GM PEOPLE
MANUFACTURING ENERGY USE & EMISSIONS
WATER MANAGEMENT
SUPPLY CHAIN
RESOURCE & MATERIAL MANAGEMENT
URBAN MOBILITY
COMMUNITY IMPACT

FUEL ECONOMY & CO2 EMISSIONS

ISSUE AT-A-GLANCE

PROGRESS:

- Became the first automaker to sign the Business for Innovative Climate & Energy Policy (BICEP) climate declaration.
- Introduced a series of product commitments in the U.S., Europe and China.
- Advocated for national energy security policy.

PRIORITIES:

- Offer a variety of fuel-economy option choices in each segment to allow consumers to make the most cost-effective choice based on their driving habits.
- Gather information and support the US EPA and NHTSA with real-world data to support the 2025 fuel economy/greenhouse gas goals in their mid-term review.

CHALLENGES:

- Customer acceptance and willingness to pay for more fuel-efficient technologies.
- Setting global product commitments.
- Reporting fleet fuel economy and carbon emissions performance in a manner that is easily compared with other automakers' reporting.

The Holden Commodore uses lightweight technologies and improved aerodynamics to deliver better fuel economy and emissions reductions.

Fuel economy and mobile CO2 emissions are among the most important material issues for any automaker. GM's commitment to meaningful, long-term reduction of our carbon footprint is dependent upon increasing fuel economy and reducing the carbon emissions of our vehicles, which account for approximately 95 percent of our total footprint. Our ongoing quest to go farther on less and cleaner fuel is driven by three factors: the need to address climate change in meaningful ways; a recognition that secure, affordable and sustainable energy is good for society and business; and the marketplace realities of customer demand and government regulation.

ADDRESSING CLIMATE CHANGE

One of our most visible commitments to address climate change occurred in 2013 when GM became the first automaker to sign the "climate declaration," which is organized by sustainable business advocacy group Ceres and its BICEP coalition. The declaration calls for policymakers to address climate change by promoting clean energy, boosting efficiency and limiting carbon emissions — all of which is consistent with how we are running our business today. As a signatory to the declaration, we continue to look for opportunities where we can urge other businesses to take a firm and public stance on climate change.

It is equally important that we take meaningful actions within our own walls to address climate change. In 2013, we introduced a series of product commitments (see table) around expanding electrification, increasing fuel economy and reducing the CO2 emissions of our fleet. While we continue to make progress toward our goals, we anticipate challenges to meeting them over time, related to several factors beyond our control. First, our product commitments are based in part on market acceptance of our products that feature advanced, fuel-saving technologies. Customers around the world have generally not selected as many of these vehicles as we, and the broader auto industry, anticipated. In addition, the price of fuel today, particularly in the U.S., remains relatively affordable and continues to impact customer purchasing decisions for these products.

However, we remain committed to providing our customers around the world with a portfolio of products that utilize advanced technologies such as electrification, improved fuel economy and reduced carbon emissions. We plan to monitor progress in this area over the coming year and revisit our goals with our stakeholders. Together, we can discuss what steps we should consider in order to continue to work toward the most meaningful and impactful goals.

GM Product Commitments and Progress

Commitment	2011	2012	2013
500,000 vehicles on the road in the U.S. with some form of electrification by 2017.*	39,843	95,878	153,034
Double the number of U.S. models that can achieve EPA-estimated 40 mpg highway or better by 2017.	2 Models	4 Models	5 models (Cruze, Cruze Eco, Sonic, Sonic5, Volt)
Reduce average CO2 tailpipe emissions of U.S. fleet by 15 percent by 2017.	Baseline	2.3%	5.2%
Reduce average carbon tailpipe emissions of Opel/Vauxhall fleet by 27 percent by 2021.	n/a	Baseline	2.3%
Reduce CO2 emissions of China fleet by 28 percent by 2020.	n/a	n/a	Baseline

*Includes all eAssist, two-mode hybrid, extended-range electric vehicle and electric vehicle models since model year 2010.

Recently, we have expanded these product commitments to include our largest automotive market, China. Here, we will apply technologies and improvements to our fleet that target a 28 percent reduction in CO2 emissions by 2020 from 2014 levels. Again, achieving this will, in part, depend on the market acceptance in China of more expensive, yet more fuel-efficient vehicles. But this target could result in an annual reduction of 2 million metric tons of CO2 and 1 billion liters of gasoline. In pursuing this entire set of product targets, we are committed to reporting on our progress, as well as challenges encountered, in a consistent and transparent manner.

ENERGY SECURITY

Our concern about climate change goes hand-in-hand with our concern about the need for secure, affordable and sustainable energy sources throughout the world and especially in the United States, where energy volatility has been a key concern since the 1970s. A long-term energy solution would result in significant progress toward the U.S. realizing better standards of living, a cleaner environment, lower trade deficits and balanced budgets — all of which benefit everyone, including business.

GM senior leadership has been, and continues to be, vocal on this issue — a timely one given the potential for the U.S. to radically change its energy-dependence profile in the near future. The U.S. Energy Information Agency reports that the country could become a net exporter of natural gas by 2020, and net imports of energy could be cut roughly in half on a percentage basis by 2035.

More fuel-efficient vehicles, homes and factories, as well as the revolution in domestic oil and gas production, have brought us to this point. Further progress can be realized through systematic investment in technology and innovation; additional efficiencies from existing energy sources and renewable fuels; an ongoing commitment to conservation; and exploiting U.S. shale gas reserves fully and safely.

To the latter point, we see significant and largely untapped opportunity for natural gas automotive applications, particularly in commercial fleets. Natural gas is a cleaner-burning transportation fuel compared to petroleum and more affordable in today's market. This is why GM has recently expanded our North America portfolio to include compressed natural gas (CNG)-powered trucks, cargo vans and, in model year 2015, the Chevrolet Impala.

In addition to advanced technologies and alternative fuels, achieving energy security will require productive partnerships among energy companies, utilities, environmental groups, labor unions, universities and manufacturers. We are working closely with the country's largest unions and environmental groups through the BlueGreen Alliance, as well as regulators, to advance energy security discussions and policies. GM leadership also has called for the Obama Administration and Congress to create a new, consumer-driven national energy policy by bringing all stakeholders together to develop mutually agreeable positions — a process that should emulate the same level of collaboration that occurred successfully in the most recent round of fuel-economy regulation.

CUSTOMER-DRIVEN SUSTAINABILITY

We emphasize "consumer-driven" in energy policy development because it aligns with our own approach to fuel economy and carbon emissions strategy. Our product development process begins with building a foundational product portfolio based on what the customer wants. Then, we apply technologies — both conventional and advanced — to products in order to reach our fuel and emissions targets (Read Development & Innovation). The goal, and biggest challenge, is to achieve these targets while offering an affordable product and maintaining a competitive market position.

A second and equally important component of our approach is a fuel-consumption reduction plan and governance structure that ensures full compliance with regulatory targets across all markets. The plan sets fuel-economy leadership strategically for certain segments and models, and aims to be among the top fuel-economy leaders in other segments. Our confidence in this plan reflects today's more collaborative regulatory environment that is grounded in technological and market realities. As a result, compliance means that automakers are positioned to help stabilize and then decrease CO2 concentration in the atmosphere over the next several decades.

Within GM, we have embedded institutionalized governance processes that predict, plan, measure and monitor our fleet's fuel economy and emissions performance on a dynamic and country-by-country basis. This is a complex task in which we invest significant resources. To calculate the fuel economy for a single vehicle model in one market against multiple variables is complicated. Multiply that by dozens of models sold in nine markets with finalized regulation and two more with proposed regulation. The result is a fleet calculation with an enormously complex algorithm. These calculations and the subsequent plans around them, however, are now an intrinsic part of our business — one that impacts nearly every operational function of the organization from product development through delivery on a daily basis.

BUSINESS & STAKEHOLDER CHALLENGES

Though our approach to fuel economy and carbon emissions improvement has evolved, compliance and achieving commitments are not without challenges. Aggressive government regulations often outpace customers' willingness to pay for technologies that are necessary to meet fuel-economy mandates. We also know that fuel economy as a purchasing consideration rises and falls with the price of gasoline.

This creates multiple challenges. If we add, for example, expensive technologies for which customers are unwilling to pay, then we cannot recover costs or, even worse, sell the vehicle. Profitability suffers, reinvestment in R&D cannot be sustained and, most importantly, the opportunity to put a cleaner, more fuel-efficient vehicle on the road is lost. After all, to realize significant gains in fuel savings, a significant volume of fuel-efficient vehicles must be put on the road.

We also are challenged by many of our stakeholders, who want us to make global product commitments. Simply put, we want that too. Our preference would be to set product commitments that are global and longer term in nature, much like the commitments made for our manufacturing facilities. This requires, however, consensus among countries on the policies and standards that apply to the auto industry. Realistically, regional or global consensus standards may take years to develop, if ever. As a result, we advocate mutual recognition agreements, a practice by which two or more markets agree to recognize each other's standards based upon the most stringent of the standards.

Our stakeholders also would like to see us disclose fuel-economy and carbon emissions performance in a manner that allows for easier comparisons among automotive fleets. Again, the difficulty lies in the considerable differences among manufacturers in how they calculate the fuel economy of their respective global fleets, as well as other market variables. We have asked stakeholders for guidance on how they believe GM could provide leadership in this area. The topic of leadership as it relates to fuel economy is, in fact, one that we increasingly find to be a moving target and indefinable by traditional metrics. While segment fuel economy leadership is often attained at product launch, that leadership is often eclipsed as soon as the next competitor introduces a new product — essentially setting up a continual cycle in which all manufacturers are in a race to the top.

We believe our efforts and resources are better directed toward a higher level of leadership, such as a desire to be a leader in electrification technologies. This type of approach means that product development at GM can look beyond simply the next numerical measure of fuel economy and focus on those innovations that will lead to transformative industry progress on fuel economy and carbon emissions.

REGULATORY REVIEW

Currently, we estimate that nearly 90 percent of the vehicles we sell must comply with an aggressive level of fuel-economy and carbon emissions regulation. Once largely limited to the U.S., these issues are now global concerns, as both developed and developing economies face risks associated with energy security and climate change.

Recently developed Chinese fuel-economy standards, for example, are more stringent than those currently enforced in Europe. Even oil-rich Saudi Arabia is currently developing fuel-economy regulations. In each case, regulation serves as an opportunity for many of the world's fastest-growing economies to proactively tackle the impacts of urbanization, such as poor air quality and congestion. Appropriate regulation that is aligned with growth ultimately leads to a healthier environment and stronger economic climate.

Meanwhile, in the developed world also, the nature of regulation is changing. As of 2013, carbon-pricing schemes are expected to be operating in at least 33 countries and 18 subnational jurisdictions, covering around 20 percent of global emissions. Though CO2 pricing schemes vary widely around the world, all are intended to encourage consumers to purchase vehicles that emit less carbon or, at a minimum, to help raise public awareness about the importance of CO2 reduction.

TECHNOLOGIES FOR A WORLD WITH DIVERSE NEEDS

Our fuel-economy and CO2 emissions-reduction strategy is diverse, one that spans a wide variety of design, material and advanced-propulsion technologies that can be applied across our wide breadth of product offerings. It is also a strategy that varies by local market around the world, with deployment decisions based on business and fuel infrastructure considerations within each market. Today approximately 10 percent of our global fleet can be powered by alternative fuels such as diesel, biofuels, compressed natural gas (CNG), liquefied petroleum gas (LPG) and electricity, all of which can deliver reduced greenhouse gas emissions. Read more in the Product Development & Innovation section in this report.

ELECTRIC
CURRENT
FUTURE

DIESEL
CURRENT
FUTURE

BIO-FUEL
CURRENT
FUTURE

CNG
CURRENT
FUTURE

LPG
CURRENT
FUTURE

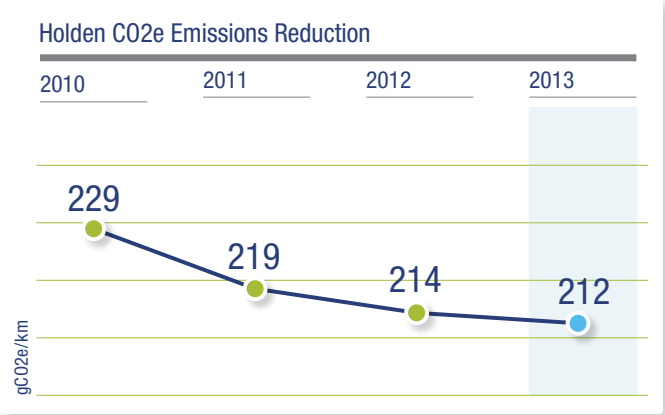
HYBRID
CURRENT
FUTURE

The current regulatory environment related to mobile CO2 emissions and fuel economy varies greatly throughout key business regions in the world. Following is a more detailed discussion about each of our major markets.

AUSTRALIA

The Australian government has announced a Direct Action Plan for economy-wide CO2 emissions reductions, utilizing a range of direct action measures. The plan currently does not include mandatory CO2 emissions targets for the new vehicle market.

Holden continues to take action to reduce emissions from its vehicles. Currently, the weighted average of emissions for the Holden range of vehicles is 212g/km CO2e. Holden expects emissions levels to drop further through increasing fuel-efficiency technologies and other measures, such as improved aerodynamics and light-weighting through additional use of aluminum on the VF Commodore.



Average CO2e emissions for Holden passenger and light commercial corporate vehicles from 2010–2012.

BRAZIL

In Brazil, the government has finalized aggressive fuel-consumption reduction requirements as part of an overall automotive program. The program requires in-country engineering, manufacturing and assembly. The fuel consumption piece of the program requires at least a 12 percent improvement for Brazillian industry in consumption reductions by the 2016 calendar year. GM is working to reduce consumption even further and earlier than required.

Discussions with the Brazilian government on the next phase of requirements, INOVAR2, will begin in mid-2014. INOVAR establishes a new approach toward energy efficiency that demands from Original Equipment Manufacturers (OEMs) the same level of technological development applied in developed markets, where limits for gCO2/km emissions are regulated. INOVAR2 is expected to begin in 2020 and continue to require in-country engineering, manufacturing and assembly, as well as more aggressive fuel-consumption reduction targets.

CANADA

In December 2012, the government of Canada published draft 2017–2025 Light-Duty GHG Regulations, which are expected to be finalized by mid-2014. In February 2013, the government's final 2014–2018 Heavy-Duty Vehicle GHG Regulations were published. Both of these regulations harmonize with those promulgated by the U.S. EPA, in the same manner as was the 2009–2016 Light-Duty GHG Regulation. With this same North American outlook, the government of Canada recently announced its intent to amend its regulations to align with proposed U.S. Tier III standards for stricter limits on air pollutant emissions from new cars and light trucks, and reductions to the amount of sulfur in gasoline for 2017 and beyond. The application of these regulations will ensure that Canada gains equivalent GHG performance benefits to those that the U.S. will experience from the progressive introduction of higher-technology powertrains with even greater fuel efficiency and enhanced emissions controls.

The Sail EV, from Shanghai General Motors, is the first electric vehicle developed for the Chinese market. With power and speed, the Sail EV can recharge in seven hours from a 220-volt charging station.

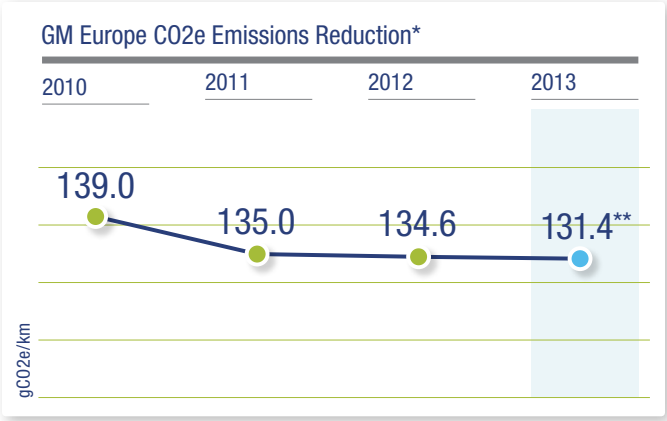
CHINA

China has established new Phase III fuel-economy standards, supplementing the current Phase II pass-fail system with a corporate fleet average scheme based on vehicle curb weight for the 2012 through 2015 model years. Implementation will be phased in, with full compliance required by 2015 to a 6.9L/100km standard. China has continued its retail subsidies for consumers for fuel-efficient vehicles, extended-range and plug-in, battery-electric and fuel-cell vehicles. The Chinese government is now developing a more aggressive Phase IV fuel economy standard that is expected to be phased in during the 2016 through 2020 model years, with an extremely aggressive target of 5.0L/100km by 2020. The GM team is in discussions with the Chinese government on the framework and technical details of both Phase III and Phase IV regulations.

EUROPE

Legislation targets a fleet average requirement that is being phased in from 2012 with full compliance required by 2015. Automobile manufacturers can earn super credits for the sales volume of vehicles having a specific CO2 value of less than 50 grams CO2 per kilometer. This is intended to encourage the early introduction of ultra-low-CO2 vehicles such as the Chevrolet Volt and Opel/Vauxhall Ampera by providing an additional incentive to reduce the CO2 fleet average.

Automobile manufacturers may gain credit of up to 7 grams for innovative technologies (aka eco-innovations) that improve real-world fuel economy, such as solar panels on hybrid vehicles and more efficient air compressors. The target of 95 grams CO2 per kilometer will begin to phase in during 2020 with a 100 percent required phase-in by model year 2021.



**EU member states are obliged to annually report CO2 emissions data of new cars and vans under EU Regulation (EC) 1014/2010. Prior-year data have been adjusted to reflect the current GM fleet in Europe, which includes vehicles manufactured by Opel/Vauxhall, GM Korea and GM North America.*

***The 2013 number is based on an internal preliminary assessment of GM data; the confirmed final number will be available later in 2014.*

INDIA

Mandatory fuel-efficiency regulations for new cars in India went into effect in 2014. The first set of fuel-efficiency regulations will begin in model year 2017 with a target of 129.8 g/km and a model year 2022 target of 113 g/km. The Indian government has also mandated a fuel-economy labeling system for all cars. Presently, all Indian car manufacturers are following a uniform Society of Indian Automobile Manufacturers (SIAM) fuel-efficiency labeling system, voluntarily implemented by each manufacturer (1 star = poor; 5 stars = best).

India implemented Euro 4-equivalent emissions norms from the year 2010 onward in 13 major cities of the country, as 50 ppm sulfur gasoline and diesel fuels (BS IV fuels) were made available only in these 13 cities. Oil companies have indicated that they have now extended BS IV fuels to 17 more cities. Further, they have plans to extend BS IV fuels to 15 additional cities by March 2014 and another 18 cities by March 2015. Discussions with the government, industry and other affected stakeholders regarding future criteria and fuel requirements are ongoing.

MEXICO

The Mexican government has finalized a revised proposal for fuel economy, affecting 2014 through 2016 model years. GM is leading the auto industry through the automotive association, Asociación Mexicana de la Industria Automotríz (AMIA), and is working with the Mexican government on post-2016 standards that recognize the unique market and geographical conditions in Mexico. Discussions are expected to begin in 2014.

SOUTH KOREA

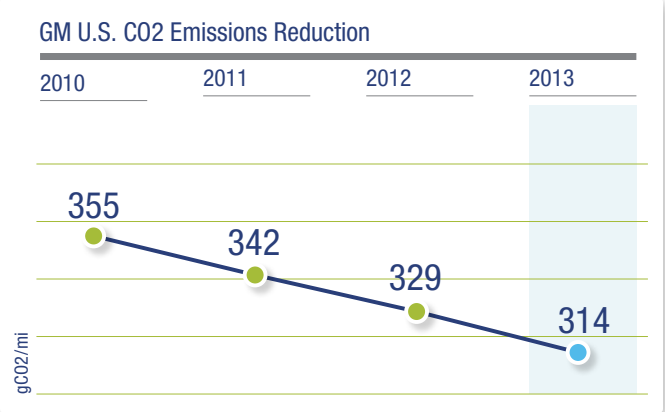
In South Korea, fuel economy/CO2 targets for 2012 through 2015 were implemented as part of the government's low carbon/green growth strategy. These targets are based on each vehicle's curb weight and in general are set at levels more stringent than fuel economy targets in the U.S. but less stringent than CO2 targets in the EU. The targets began being phased in during 2012 with full compliance by 2015 with manufacturers having the option to certify based on either fuel consumption or CO2 emissions. Each manufacturer has been given a corporate target to meet based on its overall industry fleet fuel economy/CO2 average. The government is currently drafting new fuel economy and CO2 targets for 2016 through 2020. These targets, in general, are expected to be set at levels similar to CO2 targets in the EU. The government also released the strong draft of the CO2-based auto Bonus-Malus scheme, which will go into effect from 2015. The government and the industry are discussing the draft to reach an agreement.

UNITED STATES

Corporate Average Fuel Economy (CAFE) reporting is required for three separate fleets: domestically produced cars, imported cars and light-duty trucks. Beginning with the 2011 model year, both car and light-duty truck standards were established using targets for various vehicle sizes and vehicle model sales volumes. In 2012, our domestic car standard was estimated to be 32.3 mpg, and our light-duty truck standard was estimated to be 23.8 mpg. For 2012, GM did not have an import car fleet. Our current product plan is expected to be compliant with the federal CAFE program.

In August 2012, the United States Environmental Protection Agency (EPA) and the National Highway Transportation Safety Administration (NHTSA) finalized a coordinated national program consisting of new requirements for the 2017 through 2025 model year light-duty vehicles that will reduce greenhouse gas emissions and improve fuel economy. This regulation represents a continuation of the national program that was established for 2012 through 2016 model year light-duty vehicles. This program includes EPA and NHTSA standards that will require an industry-wide target standard of 250 grams of carbon-related exhaust emissions per mile and 34.1 mpg by 2016. Our current product plan projects compliance with both federal programs through 2016.

The California Air Resources Board (CARB) regulates greenhouse gas emissions from vehicles, which is the same as regulating fuel economy. This California program is currently established for the 2009 through 2016 model years. CARB has agreed that compliance with the federal program is deemed to be compliant with the California program for the 2012 through 2025 model years.



Includes all U.S. light-duty vehicle performance and associated regulatory flexibilities.

PRODUCT DEVELOPMENT & INNOVATION

ISSUE AT-A-GLANCE

PROGRESS:

- Continuous improvements in transmission and internal combustion engine technologies, including the introduction of a new family of small-block engines.
- Targeted investments in alternative fuel technologies in markets with competitive demand and infrastructure support for FlexFuel, diesel, compressed natural gas (CNG) and liquefied petroleum gas (LPG).
- Expansion of electric vehicle portfolio with the Cadillac ELR and Chevrolet Spark EV.

PRIORITIES:

- Technology solutions for increased fuel economy, reduced carbon emissions, vehicle connectivity and enhanced safety and manufacturing processes.

CHALLENGES:

- A customer value proposition that balances meaningful advances in areas such as fuel economy and mobile emissions, with a competitive cost structure.
- Widespread consumer acceptance of advanced technologies, such as electrification.
- Prioritization of financial and other resources for R&D investment.

GM was the first major automaker to manufacture advanced lithium-ion battery packs, seen here being assembled at our plant in Brownstown Township, Michigan.

The face of innovation is changing at GM. Once found almost exclusively in our storied R&D labs, innovation is a GM core competency today that spans our entire value chain, crosses multiple functional areas and is a hallmark of our evolving new culture. Accordingly, innovation manifests itself in a wide variety of ways — from technology advances in powertrain engineering and vehicle connectivity to process improvements in manufacturing capabilities and waste disposal.

GM's relentless pursuit of innovation on every front reflects not only the intense level of competition in today's automotive industry, but also the role that innovation plays in tackling intensely complex challenges in areas such as fuel efficiency and urban mobility. Our pursuit of innovation is wide ranging for sure. Yet, there is one common focus among all initiatives: the customer.

Our customers want advanced yet affordable technologies that increase fuel economy, decrease CO2 emissions, enhance safety and enable connectivity with the world around them. At the same time, these customers expect improved performance and quality delivered through an exceptional service experience. GM's innovation priorities are more focused and clearly connected to meeting these needs than ever before. Our teams, for example, have worked with trainers from Disney and Ritz-Carlton hotels to ensure that we have the "mindset of the customer" firmly in place to guide our efforts.

The affordability factor, in particular, is a key challenge. Many advanced technologies, for example, deliver exceptional energy efficiency with zero emissions but are not affordable options for many customers. Technological breakthroughs are critical in order to find solutions with lower cost structures, as well as to achieve scale economies through volume production.

With customer needs and value as the focal point, the vast majority of innovation at GM is currently centered on five strategic areas:

Automotive Cleantech that improves fuel economy and decreases mobile emissions through advanced engine and transmission technology, next-generation batteries and electric motors, and power electronics.

Connected Vehicles that leverage data, enhance vehicle safety and connect drivers with their digital worlds in a responsible way. (Read more about our connectivity efforts in the feature story in this report, "Connecting You to What's Important.")

Advanced Materials that lead to more fuel-efficient vehicles through reduced mass.

Sensors, Processors and Memory that can accelerate the advent of the autonomous vehicle.

Manufacturing Technologies that yield cost and quality improvements while decreasing our use of resources and materials.

The work we are doing in these areas today is not just about what we will be driving next year, but what our customers will be driving in 10 years. The objective is to keep a pipeline of new advances flowing into our technology portfolio to achieve competitive business advantages by providing customer-driven solutions.

IN 2013, OUR R&D INVESTMENT WAS

$7.2 BILLION, IN EFFORTS TO MAKE DRIVING A SAFER & MORE EFFICIENT EXPERIENCE.

The work we are doing in these areas today is not just about what we will be driving next year, but what the next generation will be driving in 10 years.

Lightweighting our new four-wheel drive Chevrolet Silverado has allowed us to increase fuel economy by 16 percent (city) and 11 percent (highway) over the prior year's model.

INNOVATING THE FUNDAMENTALS

Some of the most dramatic innovations today are occurring in the most traditional of automotive technologies: the internal combustion engine. While advanced technologies possess much potential for delivering fuel economy, widespread commercial deployment and acceptance are years away. Today, our deployment of fuel-saving technologies around the world must be based on what makes the most competitive business sense, the quality of fuel in local markets and the refueling infrastructure in place or likely to be supported in the future.

Based on these factors, gasoline will remain the fuel of choice for much of the world for the foreseeable future. In order to further optimize conventional vehicles with combustion engines, our fuel-economy plans through the 2016 model year are based on a re-architecture of our entire portfolio that is focused on maximizing efficient design and engineering fundamentals. Our intent is to stretch the fuel economy of internal combustion engines to levels that were thought to be unattainable as recently as a decade ago.

To do so, we are beginning with a reduction in vehicle mass and aggressive investment in advanced materials, such as high-strength steel, carbon fiber and aluminum. With efficient designs and the right combination of materials, many future GM vehicles have the potential to be up to 15 percent lighter than comparable vehicles on the road today.

We also are improving the thermodynamic efficiency of gasoline engines, using a suite of technologies that include downsizing, turbocharging, "stop-start" technology, direct injection, variable valve timing and cylinder deactivation. Our Opel/Vauxhall brand in Europe, for example, has undertaken a comprehensive renewal of its powertrain technologies. From 2012 through 2016, Opel/Vauxhall will roll out 13 new powertrains that represent an 80 percent renewal of its engine portfolio.

These types of programs are leading to a GM engine portfolio today that is considerably smaller, cleaner and more efficient than in the past, all without sacrificing performance — a key factor in winning certain customer segments. The end result by 2017 will be a GM fleet that sets a new performance level in fuel economy and carbon emissions around the globe. Because many of our products are built on common architectures, GM vehicles around the world will benefit from these efficiency gains.

INNOVATING ADVANCED TECHNOLOGIES

Our focus on fundamentals is complemented by continuing investments in advanced technologies and alternative fuel systems. Within product development, much of our innovation focus in recent years has been on the development of a portfolio of electric vehicles. This portfolio encompasses technologies that include extended-range electric vehicles with gas-powered generators — as seen in the Chevrolet Volt and Cadillac ELR — as well as battery electric, which is featured on the Chevrolet Spark EV.

THE PATENT BOARD CONSISTENTLY RANKS GM AT THE TOP OF OUR INDUSTRY FOR INNOVATION.

Our bi-fuel 2015 Chevrolet Impala will have the ability to switch between gasoline and compressed natural gas (CNG), offering increased fuel efficiency and flexibility with a smaller carbon footprint. EPA estimates not yet available.

Key to the continued evolution of our electric fleet is more research and development. Today, these efforts are focused squarely on lowering battery cost, the single greatest obstacle to broader market acceptance of plug-in electrification technologies. A top priority is developing batteries that affordably deliver greater specific energy — defined as more watt hours per kilogram. We also seek additional breakthroughs in motor technology, power electronics and system integration that can deliver more efficient operation throughout the vehicle. These anticipated innovations can achieve meaningful reductions in initial vehicle cost, which, in turn, will make electric propulsion technologies available to a larger group of customers.

This work is being done internally at our battery labs in the U.S., Germany and China, which combined are among the largest of any automotive manufacturer in the world. Battery system engineering, testing and validation have become core GM competencies and represent a strong competitive advantage in the EV market. By leveraging labs and other internal R&D tools, we can gain insight into the design of sophisticated battery chemistries and become smarter buyers as we qualify suppliers around the world.

Electrification innovation also has far-reaching applications across our mainstream portfolio. The placement of advanced technologies into popular 2014 models, such as eAssist in the 2014 Buick LaCrosse (EPA est. mpg 25 city, 35 highway) and 2014 Chevrolet Impala (EPA est. mpg 25 city, 36 highway) can translate into real volume gains in fuel economy within just a few years.

Another example is the Chevrolet Cruze, which incorporates many of the same aerodynamic features, such as active air shutters that open or close automatically to maximize aerodynamic efficiency, that were discovered as part of the Volt's development. By leveraging this technology on the Cruze Turbo (EPA est. mpg 25 city, 38 highway), we are extending its benefits to one of the most widely sold and fuel-efficient models in our global fleet.

A New Era of Engine Efficiency

1. In Brazil, the new Onix (or Prisma) uses a combination of new FlexFuel engines and six-speed transmissions to provide significantly better fuel economy over our previous offerings in this market.

2. The Opel/Vauxhall ADAM, a new lifestyle small car, features a 1.4-liter ecoFLEX® engine that can run on either gasoline or liquefied petroleum gas (LPG). Fuel costs are less in LPG mode, in which the ADAM consumes 6.9 liters/100 kilometers.

3. Opel/Vauxhall introduced its all-new generation diesel engine, the 1.6 CDTI ECOTEC, in the Zafira Tourer. This new powertrain is the cleanest diesel engine in Opel/Vauxhall's history. Equipped with Opel/Vauxhall's BlueInjection selective catalytic reduction technology, it already meets strict Euro 6 emissions limits.

4. GM Korea started production in 2013 of a high-efficiency 1.4-liter gasoline turbocharged engine and rolled the new engine out in the new global Chevrolet Trax small SUV. In addition, the engine is featured in the Chevrolet Cruze Turbo and will be used in certain models of the 2014 Chevrolet Sonic.

5. Several models of Opel/Vauxhall's highly successful light commercial vehicle, the Movano, now use "Start/Stop" technology that cuts fuel consumption and emissions by up to 8 percent.

Future Technologies Here Today

1. The Spark EV is the most efficient U.S. retail electric vehicle yet (EPA rated as most efficient 2014 subcompact car), with an EPA-estimated combined city/highway 119 mpg equivalent fuel economy. It also has an EPA-estimated range of 82 miles per full charge. The vehicle's oil-cooled permanent magnet motor is a cutting-edge feature that produces 400 lb/ft of torque (similar to that of a V8 engine) with more than 130 horsepower.

2. The 2014 Cadillac ELR, the brand's first electric vehicle with gas-powered, extended-range capability, features paddle shifters that enable the driver to temporarily regenerate energy and store it as electricity in the battery pack for later use. ELR's "Regen on Demand" feature is unique to the compact luxury coupe and allows the driver to take a more active role in the electric vehicle driving experience.

3. Debuting in mid-2014, the 2015 Chevrolet Impala will be the first full-size bi-fuel sedan sold in North America — allowing drivers to operate on either gasoline or compressed natural gas (CNG). The Chevrolet Impala bi-fuel sedan addresses the range anxiety issue associated with vehicles that run only on natural gas. It features a factory-engineered and fully warranted powertrain that switches seamlessly from CNG to gasoline. Total highway range is expected to be up to 500 miles (actual range will vary based on conditions). Warranty details are available at a Chevrolet dealer.

4. Hydrogen fuel-cell technology has the potential to provide electric power to larger-scale vehicles that need to travel longer distances, but a refueling infrastructure presents major challenges to commercial development. To better explore the potential of the technology, GM and Honda have entered a long-term, definitive master agreement to co-develop next-generation fuel-cell system and hydrogen storage technologies, aiming for the 2020 time frame.

VEHICLE SAFETY

ISSUE AT-A-GLANCE

PROGRESS:

- For the 2013 model year in five of our largest markets, 60 models received the highest possible overall vehicle score for their respective market's new car assessment program (NCAP).
- Continued support around the world for the UN Decade of Action for Road Safety.

PRIORITIES:

- In light of recent recalls in the U.S., GM is redoubling its focus on safety processes and procedures, and the organization that supports Vehicle Safety. For the latest information and regular updates about the recall, visit www.gmignitionupdate.com
- Design safety technology into vehicle "up front" to better exceed customer expectations.
- Further develop automated driving technologies.

CHALLENGES:

- Greater access to field data, especially outside of the U.S., is needed.
- A lack of global harmonization of customer metrics load cases, test protocols and rating schemes hinders better resource utilization and work prioritization.

Siri Eyes Free technology enables drivers to direct their onboard infotainment systems through voice control, so they can stay focused on safe driving.

Our customers are our compass, and we are committed to improving safety in design and production of GM vehicles. We have appointed Jeff Boyer as Vice President, Global Vehicle Safety, giving him responsibility for the safety development of GM vehicle systems, confirmation and validation of safety performance, as well as post-sale safety activities, including recalls.

GM also created two initiatives — Global Product Integrity and Speak Up for Safety. The Global Product Integrity organization, which is effective immediately, will build on specific actions GM has taken in recent years to lead the industry in vehicle dynamics, including ride and handling, steering and braking. GM is applying the same approach to overall quality and safety performance and ensuring the highest levels of execution across all its vehicles. Our new Speak Up for Safety program will recognize employees for ideas that make vehicles safer, and for speaking up when they see something that could impact customer safety. These are new initiatives, and we will build on these actions throughout 2014, creating improved processes for safer vehicles.

APPROACH

There are three distinct phases of a vehicle crash — before, during and after. As part of our global vehicle development process, our designers and engineers take a comprehensive and continuous approach by taking all three phases into account when designing and engineering our vehicles.

The "before" phase involves many available driver assistance technologies, such as electronic stability control, lane departure warning, side blind-zone alert, adaptive cruise control, automatic braking, antilock brakes, adaptive lighting and forward collision alert. For the vehicle crash phase, our engineers focus on designing the vehicle's structure to absorb and manage the impact energy of the safety cage, while using safety belts and air bags to help protect the occupants during a collision.

After a crash, the focus shifts to automatic response vehicle features that, for example, shut off fuel and high-voltage electricity, unlock electric doors automatically and turn on hazard flashers to help prevent further injury. In the U.S., Canada, Mexico and China, OnStar provides automatic crash notification to public safety answering points (e.g., emergency call centers in the U.S.) and helps triage emergency response by directing emergency response personnel to the scene.

Technical specifications for GM vehicles provide for compliance with all regional regulatory requirements and also take into account regional consumer metric programs such as NCAP or performance evaluations by the automotive insurance industry. In addition, our vehicle safety specifications also meet an internal set of requirements that typically go above and beyond regulatory compliance.

GM's approach to vehicle safety includes offering customers a variety of strategic enabling safety technologies, such as OnStar, forward collision alert and rear cameras. For the 2014 model year, we provide rear cameras on 94 percent of our products; they are standard on close to half of those vehicles.

For the 2013 model year, in five of our largest markets we had 60 models receive the highest possible overall vehicle score for their respective market's NCAP. In the U.S., government 5-Star Safety Ratings are part of the National Highway Traffic Safety Administration's (NHTSA) New Car Assessment Program (www.safercar.gov).

Market	5-Star NCAP Ratings for model year 2013
United States	19
China	8
Australasia	11
Korea	7
Europe	15

Connected vehicle technology SHOWS GREAT PROMISE TOWARD IMPROVING TRAFFIC SAFETY, AND WE ARE ON THE FOREFRONT OF RESEARCH IN THIS AREA. READ MORE IN OUR FEATURE STORY, "CONNECTING YOU TO WHAT'S IMPORTANT."

In another important third-party safety test, GM had 16 vehicles named as 2013 Top Safety Picks by the Insurance Institute for Highway Safety (IIHS) in the U.S. For the 2014 model year, IIHS has revised their rating criteria and raised the bar to include their newest test for small overlap front crash test performance. Beginning in 2014, a vehicle must achieve a "good" or "acceptable" rating for this new load case, in addition to rating "good" in the other four load cases to achieve IIHS Top Safety Pick status. Currently, we are focused on engineering to this new requirement.

TECHNOLOGY

Our ongoing advancements in safety technology are largely directed by insights from field data and vehicle field performance, all with the customer in mind. This was behind our 2013 model year introduction of the front center air bag, an industry and global first. The front center air bag is an inflatable restraint designed to help protect drivers and front occupants in side impact crashes and rollover events. This new feature is offered in the 2015 model year Chevrolet Tahoe, Silverado, GMC Yukon and Yukon XL (excluding vehicles with front bench seats).

Much of our advanced safety development is focused on crash avoidance technology, which includes features that are offered on many vehicles, such as forward collision alert, lane departure warning, rear cameras and side blind zone alert. In the coming years, more advanced crash avoidance technologies could help prevent many crashes by interceding on behalf of drivers before they are even aware of a hazardous situation.

Beyond helping to avoid crash situations, we also are working on automated driving technologies, which can help make driving easier, and someday may even do the driving. Today, GM is road-testing Super Cruise, which is a partially autonomous driver-assistance system that is capable of accelerating, braking and

steering in certain highway driving conditions. The technology relies on the integration of sensors such as radar, ultrasonic, cameras and GPS to help drivers on freeways, either in congested or open road conditions.

For this type of technology, the driver will still need to remain attentive, and the system will alert the driver when he/she needs to take back the steering wheel. Super Cruise builds on the active safety technologies already available throughout our portfolio, such as adaptive cruise control, and may be ready for commercialization later this decade. Future systems will be able to provide drivers with even higher levels of automation, as these computer-driven technologies evolve to become more and more sophisticated.

PUBLIC POLICY

Our commitment to roadway safety extends beyond vehicle design and manufacturing to advocacy for public policies that are consistent with responsible, safe vehicle operation. To this end, GM supports state legislative efforts focused on safety belt use and enforcement, including safety belt checkpoints; enforcement of posted speed limits, including the use of red lights and speed cameras; mandatory child restraint systems; and teen driving initiatives, including graduated driving permits and limitations on cell phone usage and number of passengers.

Drunk driving continues to be a road safety challenge. GM strongly advocates for the enforcement of drunk driving laws and the use of alcohol ignition interlocks for first-time offenders. We also support development of a Driver Alcohol Detection System for Safety (DADSS). This integrated system is designed to automatically detect the alcohol level of the driver by utilizing breath-based or transdermal (touch) sensors that prevent the vehicle from starting if the alcohol level is above a certain threshold. Currently, industry partners, including GM, aligned with the Automotive Coalition for Traffic Safety (ACTS), are working with NHTSA under a cooperative development agreement to collaboratively support research and advanced development of DADSS.

The near-universal use of cell phones and electronic personal devices, along with the NHTSA's publication of their own Driver Distraction Guidelines, has helped increase awareness of driver distraction. While GM supports bans on hand-held cell phone use and hand-held texting while driving, we also understand our customers' desire for connectivity. For over 10 years, GM has designed its vehicles in accordance with the Automotive Alliance Guidelines, which focus on minimizing driver workload. We are offering a safer solution to meet drivers' needs by integrating digital devices into our vehicle telematics systems that allow drivers to use certain features in a safe manner, while minimizing distraction. An example is the hands-free, voice-activated system for making a call that enables drivers to keep their hands on the wheel and eyes on the road.

PARTNERSHIPS

GM continues to support the UN Decade of Action for Road Safety in many regions around the globe. In Australia, GM Holden is part of the steering committee for the National Road Safety Partnership Program to improve road safety management. Similarly, GM China is a member of the Shanghai Road Traffic Safety Scientific Research Center, focusing on in-depth investigations of severe traffic accidents with the goal of developing safer roads and vehicles.

Several long-standing partnerships, all of which receive annual financial support through the GM Foundation, are another means by which we support vehicle and roadway safety. Our 17-year partnership with Safe Kids Worldwide is a good example. Safe Kids initiatives have educated millions of parents, caregivers and young passengers regarding automobile safety, with particular focus on child seat use, proper child seat installation, heat-stroke prevention and teen driver safety education. In 2013, GM Korea launched the Sa-gak Campaign, in partnership with Safe Kids Korea, to address the danger of side blind spots. The two organizations held 30 workshops to educate drivers about side blind-spot awareness and the danger they represent to children and pedestrians. GM North America has partnered with the National Safety Council Safe Kids and the U.S. National Safety Council to support programs on teen driver safety. We also support the work of Mothers Against Drunk Driving (MADD) teen driving initiatives in North America.

GM, The GM Foundation & Safe Kids Worldwide

- 17-year partnership
- 1.6 million child car seats checked
- 595,000 child car seats provided to at-risk families
- 3.8 million people have been educated about child safety
- 21 million people have been exposed to Safe Kids Worldwide programs
- 25 GM employees are certified as Child Passenger Safety Technicians

Safety Technology

1. The Chevrolet Trax was awarded the top safety rating by the Korean NCAP in July. It received 93.5 points in the testing of new vehicles launched in the first half of this year in Korea.

2. Our front center air bag technology received the 2013 Best New Technology Award at the Canadian International Auto Show by the Automobile Journalist Association of Canada.

3. The 2014 GMC Sierra offers advanced active safety features for the first time to full-size pick-up truck owners. These features include available forward collision alert and lane departure warning, both of which may be delivered to the driver through visual and audio alerts, and vibrations in the seat bottom cushion.

4. GM's 2014 full-size pick-up trucks, the Silverado 1500 and Sierra 1500, are the first pick-ups to receive the highest-possible 5-Star Overall Vehicle Score as part of NHTSA's U.S. Government NCAP testing since the more stringent testing and rating criteria were implemented starting with the 2011 model year.

5. The Chevrolet Spark is the first and only vehicle in the Insurance Institute for Highway Safety's mini-car class to be designated by the IIHS as a 2014 Top Safety Pick.

6. New technologies can help combat distracted driving. The Opel/Vauxhall ADAM is one of several 2014 models that offer Siri Eyes Free integration into the infotainment system. This technology enables drivers with compatible devices to direct Siri to perform tasks while they safely keep their eyes on the road and hands on the wheel.

GM PEOPLE

ISSUE AT-A-GLANCE

PROGRESS:

- Senior management addressed concerns raised in inaugural Workplace of Choice survey including development of core values, employee engagement gaps and career development.
- Select Employee Resource Groups (ERGs) expanded globally.

PRIORITIES:

- Ensure cascading of core values.
- Further develop career development platform.
- Conduct second Workplace of Choice global employee survey to measure and manage progress.
- Continue support of women advancement programs.

CHALLENGES:

- Building a unified, global culture among more than 219,000 employees on six continents.
- Recruiting and retaining employees of "millennial" generation, those born in the early 1980s or later.

We're currently investing USD450 million in the 3,300-employee Rosario Automotive Complex in Argentina, to support new Chevrolet products for global export.

Our long-term viability and prosperity depend upon attracting and retaining a team of great people. Today, our team encompasses more than 219,000 employees who work at nearly 400 locations on six continents and speak more than 50 languages across 23 time zones. From researchers in the lab who innovate fuel-saving technologies to those who assemble GM's cost-competitive vehicles, our global workforce has a profound impact on our ability to meet customers' needs, while also allowing for GM's sustained profitability.

TODAY WE EMPLOY APPROXIMATELY

219,000

PEOPLE AROUND THE WORLD.

Our plant in Zaragoza, Spain, was among the first in the industry to manufacture 24 hours a day. 2013 marked the 25th anniversary of the plant's night shift and was observed with a ceremonial meeting of employees, site management, unions and local leaders of the Company.

Additionally, ongoing technology and engineering innovations are critical to GM's long-term global competitiveness. Accordingly, recruiting and retaining top talent is a strategic issue for our business and often a challenging one, especially among millennials. This demographic group, born between the early 1980s and early 2000s, tends to value innovative opportunity, work-life balance and meaningful personal impact over compensation. There also is significant competition in the market for this younger pool of talent. In order to successfully attract a new generation, we often must overcome outdated perceptions about the automotive industry and our Company. We also must ensure that the corporate culture we are developing and shaping as the new General Motors aligns well with the values of today's job seekers.

WORKPLACE OF CHOICE

From a Company perspective, creating a culture around our core Vision and Values is as much a competitive advantage as our cost structure and product quality. To support this belief, our global Workplace of Choice survey helps us measure and manage how well the Company and its leaders engage employees. The results of the survey are analyzed at both an enterprise and local level and then serve to inform priorities and deliverables for how we can best connect with and inspire our workforce.

The inaugural global Workplace of Choice survey, conducted at the end of 2012, garnered a 71 percent response rate among salaried employees in 64 countries and 13 languages. 2013 was dedicated to be a "year of action" on employee input received from the inaugural survey. The CEO and staff commissioned enterprise-wide actions to address the top three most common employee concerns:

- Align Vision and Values
- Fix the Engagement Gaps
- Address Career Development

Align Vision & Values: By far the most significant takeaway from the survey posed the question, "What does GM stand for?" The majority of respondents indicated they liked their direct leadership, loved our products and understood our vision to design, build and sell the world's best vehicles. Yet, responses made it clear to senior management that we needed more than a vision to align our workforce; we needed core values. Unlike previous approaches that started in conference rooms, leaders began the process of defining core values by reading the open-ended feedback from the survey and meeting with their teams and each other to understand more. Through a variety of face-to-face conversations around the world, three "truths" emerged as core beliefs in our culture:

- The customer is our compass.
- Relationships matter.
- Individual excellence is crucial.

We introduced these three values at our January 2013 Senior Leadership meeting and subsequently communicated them quickly to all employees at all levels at all locations.

Fix the Engagement Gaps: The goal of the three core values is to empower our global workforce to work as one company. In doing so, we will build loyal customer advocates, which is key to achieving our vision of becoming the world's most valuable automotive company. To help leaders cascade why we created these three values and what they mean to local organizations and teams, we developed GM Compass, a Vision and Values program that an estimated 12,000 GM leaders will attend to receive information and tools to help them resolve engagement gaps in the teams they lead.

Address Career Development: Strengthening career development at GM was the third concern that emerged in this survey cycle. Since research cites career development as a significant driver of employee engagement, we responded quickly with a career development pulse survey and employee focus groups. Feedback from more than 2,600 employees in U.S. Global Product Development indicated a desire and need for:

- Candid, clear and consistent career planning discussions
- Innovative career management resources
- Enhancements to existing HR processes, including transparency

The launch of a global career development website in July provided leaders and employees with multiple career resources to engage in active career discussions and development planning. We also designated November as global GM Career Development Month to drive significant usage of the new career resources. The global career development website provides the foundation to grow an innovative, holistic career development platform.

Workers at Warren Transmission Operations, in Warren, Michigan, celebrated building their 2 millionth six-speed transmission in 2013. The Warren facility originally opened in 1941 and was purchased by GM in 1958.

Global employees accessed more than 60,000 unique views of the website in six months. Expansion of our career development platform in 2014 will include functional career path resources, a career advisor program and enhancements to career-related HR processes. We believe these efforts will result in an industry-best career development platform for finding and keeping the world's best talent.

While the Workplace of Choice survey reflects the voice of our salaried workforce, our efforts to be an exemplary employer are often recognized by third parties. In the U.K., Vauxhall has been recognized for three consecutive years with the prestigious Top Employers Award by the CRF Institute for providing employees with exceptional working conditions, emphasizing secondary benefits and promoting a positive corporate culture. In addition, GM Canada was selected as one of the Top 100 Employers in Canada for the third consecutive year. This selection was made as part of Mediacorp Canada's Top 100 Employers project for 2013, which aims to identify Canada's best places to work and those organizations that lead their industries in attracting and retaining their employees.

While 2013 was a year of tremendous progress, GM has an ongoing commitment to improve employee engagement throughout our global enterprise. We are still in the early phases of our journey to realize transformative cultural change and look forward to making meaningful advances next year and beyond.

DIVERSITY & INCLUSION

At GM, creating an inclusive environment sets the stage for innovation and expands our ability to better serve and understand our customers, especially as the global marketplace continues to grow. We view diversity as a critical business imperative, as it helps us attract new talent, build relationships with more customers and maximize the potential of our most important asset — our people. We drive diversity throughout our organization by focusing on five areas:

Customers: GM has customers around the world, and our vehicles are sold in more than 120 countries. Our success depends on how well we listen to our customers, appreciate their differences, translate their needs to the products we place in their local markets and leverage our collective diversity to continually evolve the world of transportation.

Employees: At GM, our people are our greatest asset. We recognize that diversity in the workplace, embraced by an inclusive environment, enables all employees to perform at their highest potential. We invest in training programs, 12 different Employee Resource Groups (ERGs) and many other initiatives to help facilitate an inclusive workplace of choice.

Communities: GM and the GM Foundation support diversity by helping community organizations across the country improve their delivery of initiatives that touch these key areas: education, health and human services, environment and energy, and community development.

Dealers: GM Dealer Development is the umbrella organization supporting our diverse dealer network. Its mission is to create a profitable and effective dealer network that reflects consumer diversity across all GM brands. The GM Dealer Development organization supports two specific programs: Minority Dealer Development (MDD) and the GM Women's Retail Network (WRN). Within these programs, we recruit minorities and women to ultimately be placed in potential dealership opportunities as owners. We also work with the GM field organization to monitor key performance factors to ensure that our diverse dealers succeed and increase in number over time.

Suppliers: GM's Supplier Diversity Program is responsible for developing competitive and innovative diverse suppliers that are certified by approved advocacy organizations. The team's mission is to evolve the longest-serving supplier diversity program in the automotive industry into a sustainable process of inclusion. The key enablers for the program's success are Performance Scorecards, Diversity Council initiatives and the Diverse Supplier Development Program (DSDP). Collectively, these elements drive accountability, consistent communication and strategic mentoring activities.

In the U.S., GM recognizes 12 ERGs to ensure continuous and rich communication among diverse employee groups, diversity management, human resources staff and senior management. Several ERGs are now global. Beyond the U.S., there are currently 16 GM women's councils in countries such as Australia, Brazil, China, Egypt and India. Jumpstart, whose membership focuses on employees who have been with GM less than five years, has expanded into China, Israel, Italy, Korea and Thailand.

An important area of GM's diversity efforts is its ongoing commitment to the global advancement of women. Last year, GM was a key sponsor of the Global Advancement of Women Conference held in Bangalore, India, by Working Mother Media, Inc. During the event, GM joined more than 15 other global and local companies to explore best practices to find/grow/keep Indian women in the workforce. Also during 2013, GM Korea co-hosted the third annual Women's Conference with Kyobo Life to help female employees strengthen their talents and networking capabilities. In addition, GM Korea received Family-Friendly Certification from the Ministry of Gender Equality & Family. The certificate is provided to companies that have family-friendly policies, such as flexible working hours, dependent support, and child and childcare support that can serve as a model for other companies.

LABOR RELATIONS

We respect our employees' right to freedom of association in all countries and comply with our obligations to satisfy all local labor laws and regulations. GM works with more than 40 unions globally representing approximately 80 percent of our global manufacturing workforce.

Our Largest Union Relationships

Union	Approximate Employee Representation	Country or Region
United Automobile Workers (UAW)	50,000	United States
The Union of Metal Mechanical Workers	18,000	Brazil
The Korean Metal Workers Union (KMWU)	14,000	Korea
Confederación de Trabajadores de México (CTM)	12,000	Mexico
Unifor	8,500	Canada

GM's relationships with labor unions are generally healthy and stable business partnerships. In many instances, we have worked with our union partners to realize significant increases in performance.

MANUFACTURING ENERGY USE & EMISSIONS

ISSUE AT-A-GLANCE

PROGRESS:

- Reduced energy intensity 3 percent and carbon intensity 2 percent in 2013.
- Expanded linkage of compensation and energy performance further into manufacturing organization.
- Received 2013 ENERGY STAR® Partner of the Year — Sustained Excellence Award.
- Received first ISO 50001 certification in Americas at Rosario, Argentina, plant.
- Announced four new renewable energy projects.

PRIORITIES:

- Expand renewable energy capacity and sources globally.
- Pursue additional energy cost reductions around the world and in the U.S. as part of participation in U.S. Department of Energy Better Buildings, Better Plants program and the U.S. EPA's ENERGY STAR® Challenge for Industry.

CHALLENGES:

- Managing complexity of third-party power purchase agreements for renewable energy.
- Identifying additional energy and emissions-reduction initiatives with low hurdle rates.
- Prioritizing projects with higher capital expenditure requirements against other strategic needs.

Our Advanced Technical Center in Shanghai received Silver Certification by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program. The certification recognizes building design and construction that reduces or eliminates environmental impacts and promotes sustainability.

Efforts to address climate change through decreased dependence on petroleum and reduced carbon emissions extend beyond GM vehicles to our global manufacturing footprint. We are an industrial leader in ongoing energy and emissions reductions. Sound energy management policies help define manufacturing excellence and represent significant cost savings — savings that ultimately help us offer customers more affordable vehicles. From incremental investments in more efficient plants to ambitious installations of solar arrays, GM has compiled an exemplary record on this front.

We also have demonstrated our commitment to plant efficiency by linking the environmental and energy performance of our facilities to the compensation for selected plant-level employees. At the end of 2013, we developed and implemented a plan for strengthening management of environmental performance. Through a Business Plan Deployment process, we linked the compensation of a broader cross-section of our global manufacturing employees to GM's performance to our 2020 manufacturing commitments.

GOALS AND PERFORMANCE

Our facilities are working toward a 20 percent reduction in energy and carbon intensity by 2020 with a baseline of 2010, while more than doubling renewable energy use globally during the same period. We are one of 13 Fortune 100 companies, and the only automaker, to set commitments for both renewable energy and greenhouse gas reduction, according to a report prepared by David Gardiner & Associates with the guidance of WWF, Ceres and Calvert.

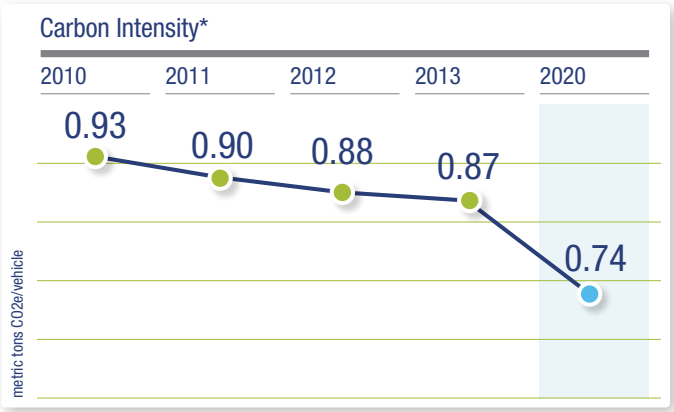
In 2013, the Company realized energy-efficiency improvements of 3 percent from 2012, and carbon emissions intensity decreased 2 percent. Also during the 12-month period, renewable energy use increased from 62.3 megawatts (MW) to 66.2 MW. Our overall energy consumption dropped during this time period, as a result of activities such as paint booth optimization, lighting retrofits, eliminating coal use in Canada, equipment controls, and other conservation and efficiency projects.

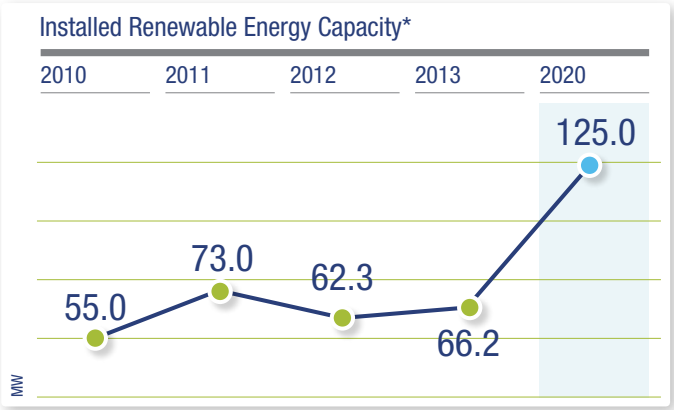
For the most part, progress against these metrics remains consistent with our projected glide path toward reaching our 2020 manufacturing commitments. One of the challenges we face is that our 2020 renewable energy goal was based on doubling solar capacity by 2015. Complexity of solar purchase power agreements and the cost competitiveness of solar energy in various regions of the world are impacting the pace at which we can add solar capacity. As a result, we are evaluating how we can address this potential shortfall.

ENERGY EFFICIENCY PROGRAMS

Our record in manufacturing energy and emissions reduction has been underscored by receiving the 2013 ENERGY STAR® Partner of the Year – Sustained Excellence award for energy management by the U.S. Environmental Protection Agency — the highest designation a corporation can receive. We also increased the number of facilities around the world that meet the U.S. EPA's ENERGY STAR® Challenge for Industry from 54 to 63 in 2013. All 63 plants, on average, reduced their energy usage by 25 percent, equivalent to the electricity use of 200,000 homes, and resulting in $162 million in savings.

GM has eight ENERGY STAR®-labeled facilities for superior energy efficiency from the U.S. EPA: two assembly plants, five warehouses and one office building. One of these EPA-certified sites is our Lansing Michigan, Customer Care and Aftersales parts distribution center, which generates 35 percent fewer greenhouse gas emissions and 35 percent less energy than similar buildings in the U.S. We also have five Leadership in Energy and Environmental Design (LEED)-certified buildings around the world. We prioritize energy efficiency and LEED certification in all new construction and upgrading facilities when possible through our internal Green Construction Guidelines.





All manufacturing commitments use 2010 as a baseline and are working toward 2020 goals. Please see page 76 for full footnotes.

During 2013, we continued our participation in the U.S. Department of Energy Better Buildings, Better Plants program. This commitment calls for us to reduce energy costs, per unit of production, at 25 of our U.S. facilities. The result is an anticipated 25 percent or greater combined reduction in energy use at these plants by 2018.

Also in 2013, our plant in Rosario, Argentina, became the first GM plant in the Americas to earn ISO 50001 certification. The certification from the International Organization for Standardization (ISO) acknowledges the best international practices in energy management. GM Argentina met these strict standards by training 70 percent of the complex's employees, including contractors and suppliers who consistently work with the plant, on energy-efficiency awareness.

Currently, the best energy usage among our plants is found within our GM International Operations (GMIO). The latest data show that GMIO's average total energy usage is 1.07 megawatt-hours (MWh) per vehicle, approximately half the industry average of 2.01 MWh per vehicle. GMIO's performance reflects both newer plants, as compared to those in Europe and North America, as well as cultural practices, high productivity and preferences.

Throughout the world, our ability to achieve these savings demonstrates how energy efficiency has become a standard aspect of our manufacturing processes and culture. Investments in equipment upgrades such as lighting, ventilation system controls and automatic shut-offs are made annually, and projects with a hurdle rate of two years or less are implemented based on availability of funds. Since many of our plants have been working to reduce their energy usage for well over a decade, the number of low-hurdle-rate projects is diminishing. A challenge moving forward will be to prioritize funding for energy-saving investments that require higher hurdle rates as compared to other strategic needs in other areas of the business.

This challenge is one reason we expanded the link between energy performance and compensation from top manufacturing executives to a broader group of salaried employees in our manufacturing area. Our energy-reduction programs continue to encompass plant performance evaluations, which include energy use per production unit for every site. Employees who suggest an improvement to an existing process can receive a portion of the implemented savings up to $20,000.

RENEWABLE ENERGY

Renewable sources comprise a significant part of our manufacturing energy strategy. Today, we are among the top-25 commercial solar leaders in the U.S., as measured by solar capacity. In 2013, the Solar Energy Industries Association also named GM a "Solar Champion" for significantly impacting the establishment of a strong solar industry in America. Overall, we have 40 MW of solar power installed across our global facilities, with two of the largest rooftop solar arrays in the world located at our Opel Rüsselsheim facility in Germany and our Zaragoza plant in Spain.

Solar power enables us to grow our business while decreasing our carbon footprint and minimizing the risks associated with energy-related volatility. Though the business case for solar depends upon a long-term commitment and incentives, our consumption of solar energy is helping to spur growth for a solar industry still in its infancy and will help solar move toward grid parity — the point when the price of an alternative energy source becomes less than or equal to the cost of purchasing power from the grid. During the past year, we became a member of the Solar Energy Industries Association to further demonstrate our support for the U.S. solar industry.

One of our newest U.S. solar installations was expanded to 1.8 MW capacity for the rooftop solar array on our Toledo Transmission facility, which powers 3 percent of the electricity consumption at the facility. We also have completed construction of a solar installation at our Changwon Assembly plant in South Korea, the home of the Chevrolet Spark and Spark EV. The 3 MW installation will cut carbon emissions by 2,400 metric tons annually. In addition, we have announced another solar project at Changwon that will increase capacity to 6.5 MW in 2014.

In South Korea, we use renewable energy generated by the Changwon Assembly plant's 3MW rooftop solar installation.

Solar power is only one of a diverse portfolio of renewable energy sources for GM. In total, we use more than 66 MW of renewable energy across our global facilities. We are one of the largest users of landfill gas in the U.S., where three of our facilities combined generate more than 24 MW of renewable energy from landfill gas. In addition, our GM do Brasil manufacturing facilities in 2013 procured on average 8 MW of small hydro-generated electricity.

In late 2013, we joined with Detroit Renewable Energy to announce a renewable energy project to turn solid municipal waste from the metropolitan Detroit area into process steam that will be used to heat and cool portions of our Detroit-Hamtramck assembly plant, home of the Chevrolet Volt. When the project is operational, 58 percent of the plant's energy needs will come from renewable energy, which today would make Detroit-Hamtramck the top GM facility in the world by percentage of renewable energy used. This agreement also eliminates the use of coal, saves money and reduces GHG emissions by 57,000 metric tons.

Extending Sustainability to Dealerships

GM Dealerships with LEED Certification	
Taylor & Sons Chevrolet	Ponderay, Idaho
Nunnally Chevrolet	Bentonville, Arkansas
LaFontaine Chevrolet	Dexter, Michigan
LaFontaine Buick GMC Cadillac	Highland, Michigan
Mountain View Chevrolet	Chattanooga, Tennessee
Shelton Buick GMC	Rochester Hills, Michigan
Frank Kent Cadillac	Fort Worth, Texas

GM is developing a Green Dealer Recognition program to celebrate the sustainable efforts of dealers that are driving efficiency and green attributes into their facilities and operations. Gaining inspiration from our global sustainability initiatives, the program will not only recognize current dealer successes, but also enable dealers to share best practices among each other. This exchange will enable more dealers to incorporate environmentally sensitive and financially efficient methods into their existing and newly refurbished facilities.

Today, sustainable practices at GM dealerships include geothermal systems in Augusta, Maine; solar fields in Rome, New York; solar tube skylights in Gardner, Massachusetts; solar EV charging stations in Modesto, California; as well as nationally installed thermal window and waste oil heating systems. In addition, several GM dealerships have achieved LEED certification of their facilities, and more than a dozen are implementing projects that will lead to future certification.

LEED Around The World

1. The U.S. Green Building Council's Leadership in Energy and Environmental Design program certified three GM facilities during 2013.

2. Our Enterprise Data Center earned Gold LEED certification in 2013. Known for their energy consumption, fewer than 5 percent of data centers in the U.S. achieve LEED certification, according to the building council. Our data hub utilizes a flywheel for battery-free backup power and in-row cooling that reduces the need for electricity, reducing energy use by 70 percent.

3. Building 23 at our Milford Proving Ground in Michigan is the first GM brownfield site to achieve LEED certification. The building's renovation involved nearly a complete demolition in which we recycled more than 200 tons of construction materials.

4. Our Advanced Technical Center in Shanghai is China's most advanced automotive technical center and is now a LEED Silver facility. This is the third building at our Shanghai campus to achieve LEED certification.

WATER MANAGEMENT

ISSUE AT-A-GLANCE

PROGRESS:
Initiated corporate water stewardship strategy; reduced water intensity 5 percent for 2013, keeping on track to realize 15 percent reduction goal by 2020 compared to a 2010 baseline.

PRIORITIES:
Conduct a comprehensive water risk assessment in 2014 as part of strategy development.

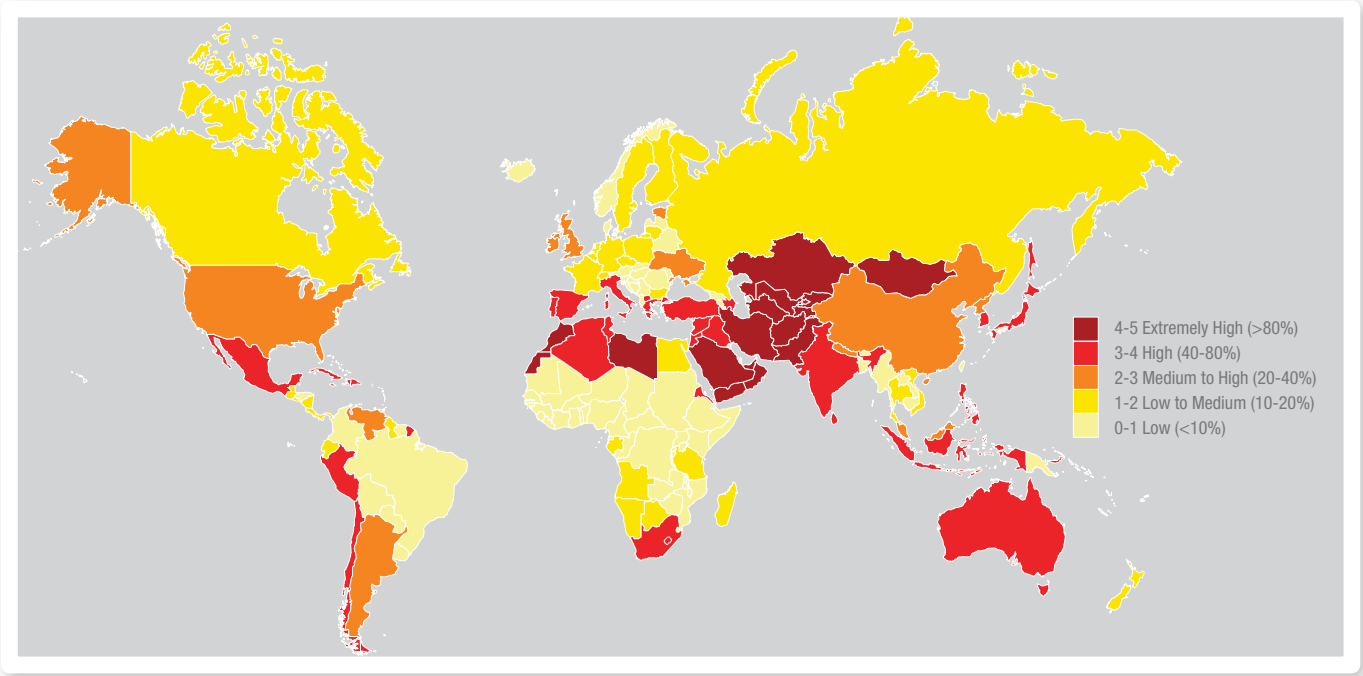
CHALLENGES:
Understanding water footprint throughout supply chain; achieving further water use reductions in water-stressed areas where conservation initiatives already have been completed.

Employees at our Zaragoza, Spain, plant demonstrated GM's sustainable water utilization process by organizing a scenic canoe trip down the nearby Ebro River for community members.

Water is a crosscutting factor that presents many challenges globally. Water stress affects more than 1.2 billion people today, and it is expected to be an issue for two-thirds of the world's population by 2025. Global leaders at the World Economic Forum in Davos, Switzerland, have named water scarcity as one of the top four global risks. Water stress manifests itself as a risk and poses threats to people, habitats, ecosystems and even international security and economies. Despite these challenges, water risk presents opportunities as we work to act and mitigate its effects.

Because of this opportunity, we have begun developing a corporate water stewardship strategy that builds upon our extensive efforts to quantify and monitor our own water footprint, as well as evaluate and maintain water quality. This approach will help identify and inventory water-related risks for our global operations, and provide a roadmap for how to maximize these opportunities to strengthen our Company and the communities where we operate. This strategy will provide a framework that will allow us to evaluate and seize opportunities, such as avoiding operation disruptions related to physical risks or enhancing our "social license to operate" in emerging markets. A cross-functional internal team representing functions such as Enterprise Risk Management, Global Manufacturing, Communications, Insurance, and Global Purchasing and Supply Chain will work through these next steps together:

- Develop a corporate water stewardship policy.
- Understand the current state of water risks at the watershed level.
- Understand GM's water footprint, both locally and across the value chain.



This global water risk map from the World Resources Institute's Aqueduct tool shows that approximately 1.2 billion people live in areas of physical water scarcity.

- Engage with internal and external stakeholders to evaluate risks and impacts.
- Report our performance externally and seek independent assurance.

Our goal is to work through these steps and conduct a comprehensive risk assessment in 2014. This, in turn, could allow us to focus on integration with our ongoing water monitoring and conservation efforts, and implementation of a global water stewardship plan the following year.

WATER CONSERVATION

Today, approximately 18 percent of our operations based upon vehicle production are located in high water-stressed areas.† Nevertheless, we have a strong record of responsible water management around the world and have committed to reduce our water intensity by 15 percent from a 2010 baseline by 2020. Our commitment to water management is also reflected in our transparency and disclosure efforts through CDP's water program.

During the past year, we maintained positive progress toward this goal with a 5 percent reduction. Successful water reduction tactics range from employees increasing best practices in water conservation to process improvements and water efficiency investments. In Canada, our St. Catharines' powertrain plant reduced its water consumption by nearly 43,000 cubic meters by converting its water cooling system from city water supply to a new chiller water system, which is cooled by gravity-fed well and canal water.

Our 2020 goal, rooted in our Environmental Principles, reflects a commitment to water conservation that has long been present in our global operations. We recognize that water is a local issue. This is why our water management policy starts at the facility level, where conservation and stewardship strategies

†Analysis is based on a combination of local conditions, the Aqueduct tool from WRI, and Global Water tool from the World Business Council for Sustainable Development (WBCSD).

**All manufacturing commitments use 2010 as a baseline and are working toward 2020 goals. Please see page 76 for full footnotes.*

GM employee Tim Rienks mentors students on watershed education through the Global Rivers Environmental Education Network (GREEN).

can be aligned with local resources and regulations. Each of our manufacturing facilities, which, when combined, account for approximately 85 percent of our water use, integrates water efficiency into their business plans with clear targets and objectives. Our corporate water stewardship strategy is intended to build on these local water conservation efforts and help us maximize the full potential value of responsible water management for our Company and communities.

COMMUNITY PARTNERSHIPS & OUTREACH

Our local water management initiatives often go beyond the walls of our own facilities. We use our expertise and resources to engage and help educate the wider community about local water issues. A recent employee engagement initiative at our plant in Zaragoza, Spain, included community members. The two-day event took more than 60 people on a scenic canoe trip down the Ebro River to see the plant's sustainable water utilization process firsthand. Volunteers from the plant's environmental team explained how water was extracted from the river, used in the plant's manufacturing processes, then returned to the river even cleaner than before. They also held informational sessions about other ways GM España (Spain) is conserving resources and how employees could help contribute.

In North America, we have long-standing partnerships developed among our employees, local watershed groups and schools, all focused on watershed education through the Global Rivers Environmental Education Network (GREEN) program, now in its 25th year.

The program's sustainability can be attributed to the value it brings employees, community groups, educators and students alike. It gives teachers an interactive way to increase student interest in the environment, helps youth see real-life implications of studies, enables local environmental groups to expand their influence, and provides GM employees a fulfilling voluntary mentoring experience. Last year, 231 GM mentors — representing every U.S. GM manufacturing site — volunteered in water monitoring events, classroom visits and student-driven watershed improvement projects. The program engaged 8,996 students from 26 communities and 112 schools during the year.

Closely related to our water management efforts has been our commitment to develop manufacturing sites into certified wildlife habitats. To date, the Wildlife Habitat Council has certified 26 GM sites in four countries. We use IBAT, an integrated biodiversity assessment tool, to track such items as endangered species and wildlife hot spots near any facility around the world. The insights we gain increase opportunities to work more closely with communities to enhance the working environment and strategically protect native flora and fauna through habitat programs.

Beyond our own facilities, we also participate periodically in biodiversity preservation efforts as part of our community outreach activities. A program is underway in China, for example, where GM employees have joined community volunteers and the media to promote the "Migratory Birds Return Home" program. This educational initiative emphasizes the importance of protecting migratory birds and their habitats. The program is part of GM China's Restoring Nature's Habitat Project, launched in cooperation with the China Environmental Protection Foundation. The Shanghai Chongming Dongtan Birds National Nature Reserve, where the program took place, is one of three nature preserves where GM volunteers are working to improve ecology, protect biodiversity and educate the public on the importance of environmental preservation.

GM China employees at the Shanghai Chongming Dongtan Birds National Nature Reserve participate in the "Migratory Birds Return Home" program, which helps protect biodiversity while raising public awareness about local environmental issues.

SUPPLY CHAIN

ISSUE AT-A-GLANCE

PROGRESS:

- Completed life cycle analysis to measure energy, water and carbon impact of parts production.
- Participated in first CDP Supply Chain survey.
- Joined U.S. EPA SmartWay Transport Partnership.
- Continued work to prepare for initial reporting on conflict minerals.

PRIORITIES:

- Leveraging insights from life cycle analysis study and CDP, identify ways to further engage suppliers on sustainability issues.
- Boost participation rate in CDP Supply Chain survey.

CHALLENGES:

- Educating suppliers beyond Tier I about conflict minerals use and reporting.
- Engaging and communicating the value of greater transparency and reporting in the sustainability space.

Supplier parts account for approximately two-thirds of vehicle cost, and represent 2 percent and 11 percent of our carbon and water footprints, respectively.

Suppliers are a critically important part of our business. They are key in the development, production and reliability of our products, helping us to meet customers' expectations for vehicle availability, affordability and quality. Likewise, we realize that we often play a critical role in their business and that our success is a mutual proposition.

To this end, our approach to sustainability in our procurement and supply chain activities focuses on four key areas: policies and principles, disclosure, performance and engagement. Through this approach, we strive to drive economic value, reduce environmental impact, ensure responsible working conditions, enhance transparency, improve communities, and leverage industry and other collaborations.

GM SUPPLY CHAIN LIFE CYCLE ANALYSIS

Direct parts represent **87%** of the carbon footprint of the life cycle of a GM vehicle excluding customer vehicle use.

Components	GHG – kg/vehicle
Powertrain	2,331
Body	1,886
Chassis	1,251
Seats	826
Interior	670
Electrical	479
Tire/Wheels	385
Brake Systems	304
Glass	191
Total Auto Parts Suppliers	8,323

Supplier-sourced parts comprise approximately two-thirds of our automotive costs and about 10 times our facilities' GHG emissions. Our Global Purchasing and Supply Chain (GPSC) organization manages approximately 18,500 suppliers and spends approximately two-thirds of our total automotive costs of sale, excluding adjustments, on material cost, or roughly USD90 billion. GPSC closely manages both material and logistics costs and supports the launches of our vehicles around the world by ensuring the right quantity of high-quality parts is at the right place at the right time.

RECENT INITIATIVES

A key focus of our evolving sustainability practice within GM has been to gain a better understanding of our supply chain impacts in order to ultimately better manage those impacts through increased transparency and clear expectations. Several 2013 initiatives helped further this objective. We engaged Climate Earth to conduct a life cycle analysis of energy, water and greenhouse gas (GHG) emissions associated with our parts production. This intelligence will enable us to better pinpoint where our greatest environmental impacts occur in the supply chain so that we can focus and prioritize our strategy.

We are also in our second year of a three-year commitment to the CDP Supply Chain Program. Participation will enhance our engagement with suppliers on environmental issues, specifically around reducing their CO2 emissions. Measuring and managing our own CO2 emissions has helped improve our bottom line and risk profile. Through the CDP Supply Chain Program, we intend to put climate change and the benefits of proactively managing these emissions onto the business radar and elevate mainstream thinking within our supply chain.

Our measurement of Scope 3 emissions underscores how insightful information from Climate Earth and the CDP Supply Chain project can be. In the past, our Scope 3 estimates were calculated based on average vehicle CO2 emissions multiplied by annual sales volume — a formula that yielded a result of 7.6 million metric tonnes CO2. However, findings suggest that our Scope 3 emissions, when extended to raw material suppliers, could be approximately 10 times higher. This more comprehensive picture is valuable in helping us prioritize our climate change risk management and planning within our supply chain.

For our first CDP Supply Chain survey, we identified 350 suppliers to receive an invitation to participate. Despite a letter from GPSC leadership encouraging their participation and several follow-up communications, a 48 percent response by suppliers was somewhat below our expectations. We are committed to improving participation going forward through more targeted GPSC outreach efforts.

Respondents received an average 55 disclosure score, which is higher than the global average. Survey respondents reported that GM suppliers in 2013:

- Reduced CO2 emissions by 117 million tonnes
- Invested USD19.7 billion in emissions-reduction initiatives
- Saved USD21.5 billion as a result of emissions-reduction initiatives

Conflict Minerals Position Statement

At GM, we recognize that sourcing conflict minerals responsibly is an important issue and have developed a strong position that outlines expectations for our supply chain.

On August 22, 2012, the U.S. Securities and Exchange Commission adopted final rules to implement reporting and disclosure requirements related to "conflict minerals," as directed by the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010.

The term "conflict minerals" is defined as columbite-tantalite (coltan), cassiterite, gold, wolframite, tantalum, tin, tungsten and any other mineral or its derivatives determined by the U.S. Secretary of State to be financing conflict in the Democratic Republic of the Congo (DRC) or an adjoining country.

Through industry collaboration, GM has adopted a common methodology to obtain chain of custody declarations from suppliers to increase the transparency of conflict minerals in our global supply chain. GM has been an active contributor within the AIAG in developing an automotive industrywide approach in reporting the use of conflict minerals.

We require our suppliers to engage in due diligence of their supply chains to understand and report the content of their parts supplied to GM. Further, we encourage our suppliers to source responsibly with certified conflict-free smelters, wherever possible, to increase our level of confidence that the parts in our vehicles and products contain conflict-free minerals.

We also were encouraged to learn that 40 percent of respondents are collaborating with CDP member companies on emissions-reduction projects, suggesting that we have a sizable opportunity in the future to pursue joint projects.

A good example of a collaborative initiative is the voluntary U.S. Environmental Protection Agency SmartWay Transport Partnership, which we joined in 2013. This partnership drives benchmarking of fuel consumption and reduction of emissions by our freight shippers and carriers with the goal of further shrinking the Company's carbon emissions. We have committed to the collection of shipping activity data, including which carriers are used to ship freight, the number of miles traveled and freight weight. Combining this information with carrier data, including equipment and service type, GM and its SmartWay partner carriers can develop plans to further reduce carbon emissions. We will encourage our other logistics carriers that are not part of the SmartWay partnership to become members and take advantage of tips and training to help save fuel and money, as well as reduce air pollution and emissions that contribute to climate change.

CONFLICT MINERALS

During the past year, we have moved toward filing our first conflict minerals disclosure report in May 2014. We have incorporated conflict minerals requirements into the terms and conditions of our supply contracts going forward. We have encountered several challenges — from having a very complex supply chain consisting of multiple layers before reaching smelters and mines to the need for educating smaller suppliers on the importance of this issue, and the need for due diligence and reporting. By working through the Automotive Industry Action Group (AIAG), as well as reaching out to other industries such as electronics, we are learning and incorporating best practices to work through these challenges. Currently, we believe engagement, education and increased transparency on this issue with our suppliers to use certified, conflict-free smelters, is the most effective strategy to source responsibly.

SUPPLIER RELATIONSHIPS

GM views suppliers as strategic partners and strives to continuously improve its relationships with suppliers based on trust built through open, transparent and fair business practices. We constantly monitor what our suppliers think of us and how our relationship with them compares to their relationships with other OEMs. We are committed to regular and ongoing communication with suppliers.

We have two primary forums for formal supplier discussions. The GM Supplier Business Council consists of 11 global suppliers who meet with our Vice President, Global Purchasing and Supply Chain on a monthly basis to address broad, industry-wide topics. The second forum is a global GM Supplier Business Meeting that we webcast to 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 our annual purchases for parts and services. In addition, we have a dedicated Internet portal for our suppliers to facilitate discussions on important issues.

Localization is an important part of our supply chain philosophy. We prefer to build where we sell and to buy where we build. This is not a practice followed by all auto manufacturers because it can increase complexities, add redundancies and drive additional part and vehicle validation activities. Localization allows us, however, to make our vehicles more competitive by building them to suit unique local requirements and conditions that drive customer enthusiasm and brand loyalty.

Localization also lowers risks by increasing the flexibility of our supply chain to respond to disruptions caused by nature, politics or other causes. Furthermore, when we work with local suppliers, we also support the local economies of the communities in which we operate and realize environmental benefits by helping to minimize shipping, thus reducing fossil fuel use, carbon emissions and material use. To maximize the benefits of localization and minimize the drawbacks, GPSC has created a new leadership position dedicated to driving our global localization strategy.

EXPECTATIONS

We expect our suppliers to be fair, humane and lawful employers, as well as solid environmental stewards. These expectations are specifically outlined in purchase contract terms and conditions, which clearly state our "zero-tolerance policy" against the use of child labor, abusive treatment of employees or corrupt business practices in the supply of goods and services to us.

Our quality engineers are trained to be cognizant of social and environmental issues, as part of their due diligence efforts at supplier sites.

GM Purchase Contract Terms and Conditions

31. Compliance with Laws
Seller, and any goods or services supplied by Seller, will 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, without limitation, those relating to environmental matters, the handling and transportation of dangerous goods or hazardous materials, 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, vendors, agents or other associated third parties 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 provision of services under this Contract. Seller agrees to comply with all applicable anti-corruption laws, including, without limitation, the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act, and that neither it nor any of its subcontractors, vendors, agents or other associated third parties will engage in any form of commercial bribery, nor 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 or of any government-owned, government-controlled or government-affiliated entity to obtain or retain any contract, business opportunity or other business benefit, or to influence any act or decision of that person in his/her official capacity. At Buyer's request, Seller will certify in writing its compliance with the foregoing. Seller will indemnify and hold Buyer harmless from and against any liability, claims, demands or expenses (including, without limitation, legal or other professional fees) arising from or relating to Seller's noncompliance.

PARTNERSHIPS

Due to its concentrated nature, our industry is well-suited for collaboration among OEMs to foster supplier understanding of social and environmental responsibility. This common-sense approach also helps ensure that automotive suppliers are not overburdened by duplicative OEM efforts and have a shared understanding of the key issues up and down the supply chain. To help guide industry collaboration and individual company efforts, GM and the other OEM members endorse AIAG Corporate Responsibility Guidance Statements. These provide guidance on business ethics, global working conditions and environmental responsibility. We also co-chaired AIAG's greenhouse gas reporting workgroup, which developed a common method of calculating GHG emissions for suppliers to eliminate inconsistent calculation methods and multiple reporting requirements; to support a common, comparable and compliant reporting process; and to generate cost savings for the member companies. Supply Chain Responsibility Training is another way in which we have collaborated with AIAG. This training highlights fundamental principles of responsible working conditions and expectations of GM and the other AIAG auto company members, all of which contributed to developing the content of the training. Participants review in detail the areas of child labor, forced labor, freedom of association, harassment and discrimination, health and safety, wages and benefits, working hours and, recently added, business ethics and environmental responsibility. In 2013, training was conducted in South Africa, and, to date, we have provided funding for over 950 of our suppliers to attend. These suppliers have been from countries identified to be at higher risk for unethical employment practices, including Argentina, Brazil, China, India, Mexico, Russia, South Africa, Thailand and Turkey.

We also have initiated a number of programs around the world to help enhance supply chain sustainability in terms of environmental and economic performance. In China, we continue to promote the Green Supply Chain Initiative. This initiative dates to 2005 when Shanghai General Motors (SGM) and the World Environment Center (WEC) collaborated to improve the performance of our joint ventures' suppliers in support of the Chinese government's goals of promoting energy efficiency and sustainable development.

Building on the success of the program with SGM, WEC has initiated a collaborative project with Wuling, another GM JV in China. This project, launched in May, encompasses 25 supplier plants and two SGMW plants and is initially addressing cleaner production and energy efficiency. Overall, the group invested 37.43 million Renminbi (RMB) (USD6.18 million, based on Dec. 31, 2013 USD/RMB exchange rate) through 2013 with a return of investment of RMB36.97 million (USD6.11 million) for an average payback period of just over one year.

In many emerging markets, supplier training is a vital part of developing a local supply base and enhancing our competitive advantage. In Mexico, for example, we are engaged with the country's environmental agency in the Environmental Leadership for Competitiveness Program to train and implement environmentally sound initiatives in our supply chain.

In other instances, supplier support extends to economic development, helping suppliers expand their customer base within a local market. In 2013, GM Korea and GM Brazil joined forces to hold the GM Brazil-Korea Autoparts Plaza at our plant in São Paulo. With the support of the Korea Trade-Investment Promotion Agency, the event provided Korean suppliers with information on the investment environment in Brazil, as well as how to establish joint ventures. The event resulted in approximately 200 meetings and 12 letters of intent. GM Korea also held similar events in Thailand and Indonesia.

SUPPLIER DIVERSITY

Having a diverse global supply base is critical for numerous reasons. In the U.S., the population continues to grow more diverse, which creates unique opportunities for GM to develop and grow an even more competitive supplier base. To this end, it is essential to engage Minority and Women's Business Enterprises (MWBE). These companies are important drivers of innovation, job creation and broad economic activity, as well as bringing a perspective to our business that often translates into products that are more appealing to a diverse customer base. Our Supplier Diversity Program has spent over USD12.75 billion on these businesses since General Motors Company was formed in 2009.

One of the challenges we face annually is the complexity of the type of products we make, as well as the size and scope of our purchasing organization. The process of becoming a Tier I or Tier II supplier can be a multiyear undertaking. An understanding of the procurement and manufacturing process is essential. To this end, our diversity supplier program emphasizes networking and training in order to help minority- and women-owned businesses develop a position of strength in the marketplace.

SUPPLIER DIVERSITY SPEND

$3.75 Billion Total
U.S. AND CANADA

$3.2 Billion Goal
FOR 2013

2% Total Spend
WITH WOMEN

Recognizing Supplier Excellence in Brazil

In 2013, General Motors do Brasil awarded its first-ever Sustainability Supplier's Award to GKN do Brasil Ltda (GKN) for its Programa Planeta waste management program. GM do Brasil created the new award to recognize, encourage and promote sustainability best practices among Brazilian suppliers in the automotive segment.

Originally launched 10 years ago, Programa Planeta has allowed GKN to implement more than 80 different waste and environmental management projects since its inception. GKN – a GM supplier for more than 20 years – was selected from 32 submissions for the award, each of which was reviewed and evaluated by a panel of GM do Brasil employees.

RESOURCE & MATERIAL MANAGEMENT

ISSUE AT-A-GLANCE

PROGRESS:

- Achieved 2020 manufacturing commitment for total waste on a kg/vehicle basis.
- Eliminated over 10 million metric tons of CO2 equivalent emissions in 2013 through our global waste management efforts.
- Added a net seven more sites for a total of 111 landfill-free sites in 2013.

PRIORITIES:

- Setting a new goal for total waste on a kg/vehicle basis.
- Piloting a project in North America to reduce packaging, which comprises 47 percent of total manufacturing waste globally, excluding metals and foundry sand.

CHALLENGES:

- Limited recycling infrastructure and waste disposal regulations in certain regions of the world limit the amount of waste that can be diverted from landfills.
- Managing rare earth minerals as a product manufacturing resource.

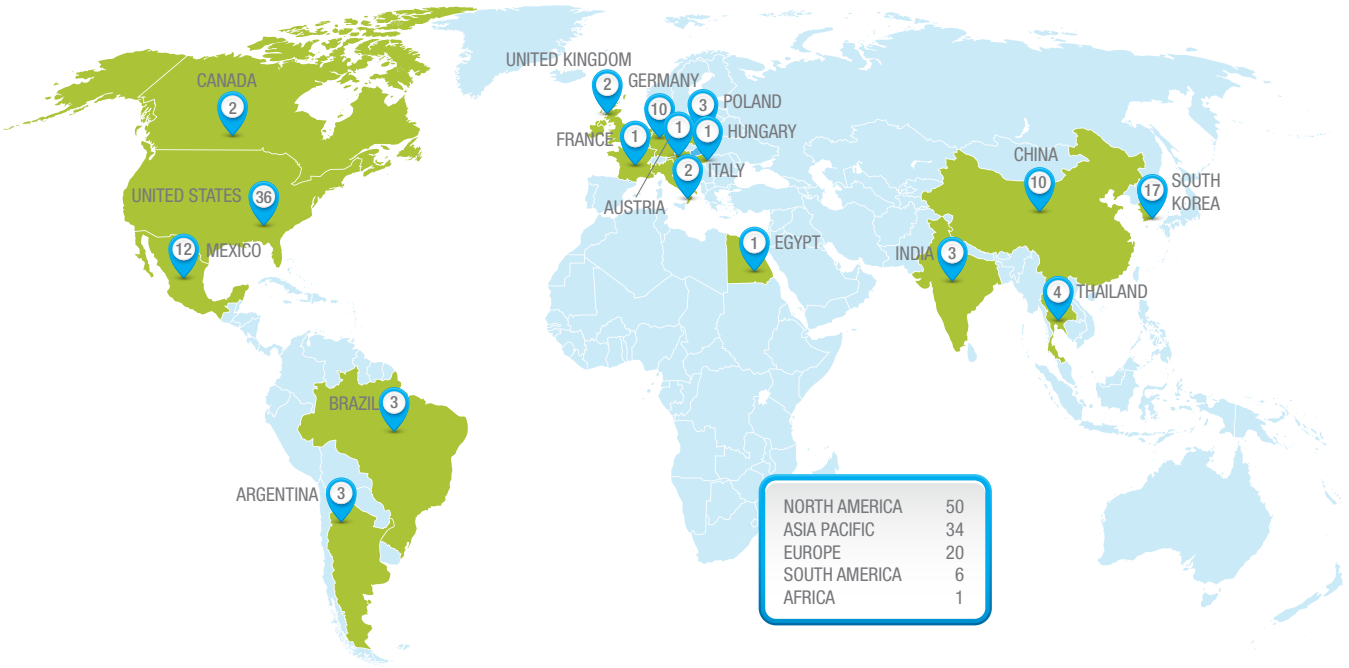
By adding a net seven landfill-free sites in 2013, bringing our total to 111, GM is moving closer to its goal of transforming our business into a zero-waste process.

The automotive industry is a resource-intensive industry. Responsible resource and material management — from materials used in our products to the waste created by our manufacturing processes — is an important part of our approach to environmental stewardship and, in many cases, impacts our business strategy and the communities in which we operate. Our priorities in this area include the minimization of waste in manufacturing processes, which can increase efficiency and profitability; responding to expanding regulation regarding the use of many types of hazardous substances; and minimizing our use of rare earth materials, which must be carefully considered to avoid substituting one resource dependency for another.

WASTE MINIMIZATION

Waste minimization is a long-standing practice across GM facilities around the world, and our initiatives in this area have been transformative as we have built the business case for zero waste. Our waste as a “resource out of place” philosophy regards all byproducts as useful and marketable. This has resulted in generating as much as approximately $1 billion annually in byproduct recycling and reuse revenue — an amount that should decrease as our waste diminishes over time. Though we are a leader in landfill-free operations, our ultimate goal is to transform automotive manufacturing into a zero-waste process.

111 LANDFILL-FREE SITES



Currently, GM recycles 84 percent of its global manufacturing waste and has 111 landfill-free sites with a goal to increase that number to 125 sites by 2020. We have more landfill-free sites and recycle more waste from our worldwide facilities than any other automaker. These global waste management initiatives also helped eliminate over 10 million metric tons of CO2 equivalent emissions in 2013.

Further, in 2013 we met our 2020 manufacturing commitment for total waste on a kg/vehicle basis. Total waste includes all byproducts from routine manufacturing operations, excluding construction, demolition, and remediation wastes and materials that are sent for direct reuse with minimal or no processing. A significant decrease in metal waste, which accounts for more than 60 percent of all GM waste, has been a major driver of gains in this area as the result of our vehicle light-weighting initiatives to improve fuel economy. Currently, we are in discussions with our product engineering team to understand the cadence of light-weighting initiatives between now and 2020 in order to set an appropriate new goal.

All GM plants monitor, measure and report their performance on a monthly basis against Companywide waste-reduction goals. These data help identify project opportunities, achieve meaningful results and enable the communication of best practices and successes globally. Our Flint Metal Center is an important example of how this program is creating environmental, social and financial value for both GM and the broader community. Waste-reduction efforts at the site resulted in nearly $31 million in recycling revenue in 2012 alone. Recycling projects have also had a significant environmental impact — 12 warehouses worth of packaging foam alone was converted into vehicle parts. Other creative recycling efforts utilized paint sludge and used machining filter media to manufacture reusable engine pallets for the Chevrolet Volt and Cruze models. Wood shipping crates used to ship parts from Europe to the Flint operations were used to build more than 500 bat houses and wood duck nest boxes, benefitting wildlife throughout the United States and Canada. This same Flint operation also donates this wood to local Habitat for Humanity efforts, benefitting the local community. Other wood pallets from this site are utilized at a local greenhouse as fuel for heating its facilities.

Fast Facts About Our Landfill-Free Global Headquarters

The Renaissance Center in Detroit is the most complex among our 111 landfill-free sites to reach the milestone. Here's what defined this project:

- **Big:** 5.5 million square feet in six office towers include the tallest hotel skyscraper in the Western Hemisphere and house 12 companies, 20 restaurants, 27 retailers and 12,000 office workers.
- **Public:** Our only facility open to the public with 3,000 visitors daily.
- **Collaborative:** Numerous partners make landfill-free possible including a Detroit nonprofit that receives all returnable bottles and cans as a donation for youth outreach programs.
- **Successful:** 5 million pounds of trash is diverted from landfills annually – the equivalent of 200,000 full garbage bags – and 49 percent of total waste is recycled.
- **Sustainable:** Remaining waste is converted to energy through a facility that creates renewable energy to power other Detroit businesses.

Our approach to waste as "a resource out of place" is a strategy that has not only been implemented within our own operations, but is one that we share with the communities where we operate and companies throughout our value chain. It is also an approach that GM is leveraging to create a global movement toward zero waste — one that can be applied by a broad range of companies throughout the manufacturing industry. We openly mentor other companies, share best practices with external manufacturers, collaborate with others to find uses for challenging byproducts, help drive waste management infrastructure in places where it does not exist, and advocate and consult on ways to standardize landfill-free definitions.

All manufacturing commitments use 2010 as a baseline and are working toward 2020 goals. Please see page 76 for full footnotes.

HAZARDOUS SUBSTANCE MANAGEMENT AND REGULATION

We continually monitor the implementation of chemical legislation and regulation to maintain compliance and to evaluate its effect on our research and development initiatives, manufacturing processes, product planning strategy and supply chain. To ensure compliance with hazardous material regulations pertaining to our workplace, such as the U.S. Occupational Safety and Health Act (OSHA) Right to Know regulations and the Globally Harmonized System of Classification and Labeling of Chemicals (GHS) as well as other country-specific regulations, we utilize a global Hazardous Material Control System (HMCS) to manage hazardous material information. This includes management of specific materials used at the plant and their corresponding Safety Data Sheets (SDSs) along with Safe Use Instructions (SUIs), which help workers quickly identify the potential hazards associated with the material(s) they are using. HMCS is the central repository for all current and historical hazardous material data. We are currently modifying our system and are in a transitional phase of moving our hazardous material data to a new and improved SDS management system hosted by a third party. This change will bring more flexibility to our workers in how and where they access SDSs, SUIs and other chemical and regulatory-related data.

General Motors also monitors and complies with the increasing number of chemical or substances of concern regulations that affect our products. Governmental agencies continue to introduce new regulations and legislation related to the selection and use of safer chemical alternatives, green chemistry, life cycle assessment and product stewardship initiatives. Many of these initiatives will give broad regulatory authority to ban or restrict the use of certain chemical substances and potentially affect automobile manufacturers' responsibilities for vehicle life cycle, including chemical substance selection for product development and manufacturing. These emerging regulations will potentially lead to increases in costs and supply chain complexity.

In California, two chemical initiatives will become effective in 2014: the brake pad reformulation law and the safer consumer products regulations. The brake pad reformulation law requires brake and vehicle manufacturers to ensure brakes produced after January 2014 meet limits for the amounts of certain heavy metals and are properly certified and labeled. Under the safer consumer products regulation, California EPA will begin regulating specific consumer products that contain chemicals of concern. It is not yet known when vehicle components will be targeted.

Gradually, Registration, Evaluation, Authorisation and Restriction of Chemical substances (REACH) laws are expanding and are now in effect in the European Union (EU), Korea, Japan and, most recently, China. EU REACH regulation requires chemical substances manufactured in or imported into the EU of 1 metric ton or more per year to be registered with the European Chemicals Agency before 2018. Under this regulation, "substances of very high concern" will either require specific authorizations for further use or their uses will be restricted.

RARE EARTH MINERALS

Rare earth minerals are used in numerous automotive product applications, especially in electrification technologies that are helping to address climate change concerns. Many of the known reserves of these minerals are located in areas where open access and adequate and stable supply are not guaranteed. In our pursuit of technologies to replace petroleum, we do not want to become dependent upon yet another material for which supplies or access is limited. Accordingly, our strategy is to design the use of these materials out of our products when possible, something we have been able to achieve in the new motors used in our eAssist technology. The reality is that design alternatives are not always readily available. This is why we focus on research and development for affordable alternative minerals, and support for recycling and reuse of these minerals.

URBAN MOBILITY

ISSUE AT-A-GLANCE

PROGRESS:

- Launched ride-sharing pilot program with Google at its main campus.
- Initiated research at large GM facility to better understand parking patterns.
- Continued EN-V concept vehicle usage and sharing program in China.
- Expanded resources and activities around urban mobility initiatives.

PRIORITIES:

- Pursue specific product and service opportunities with nontraditional business models.
- Continue to allocate resources and funding for urban mobility initiatives as appropriate.

CHALLENGES:

- Shifting GM culturally to a more mobility-focused organization that is better positioned to help offset potential losses to the Company's traditional business model in the future.
- Ensuring that urban mobility initiatives can operate as an effective startup within a well-established larger company.

Congestion in our most populous cities results in traffic delays that consume fuel, time and productivity.

Population growth combined with relentless urbanization is creating a new era of urban mobility challenges. In developed countries, urban growth and personal vehicles have long gone hand-in-hand. Today, people in cities spend approximately 5.6 years of their lives in traffic; 70 percent of car owners have trouble finding parking at least once per day; and, in congested conditions, up to 30 percent of fuel is consumed looking for a parking spot or waiting in traffic. In emerging economies, the increased affluence of a growing population is driving record levels of personal vehicle ownership. In the next 15 years, we expect the number of people in urban environments to grow by another 25 percent to account for two-thirds of the world's population; and, by 2030, we expect more than 8 billion people to operate 1 billion vehicles. Evolving marketplace dynamics create risk to our traditional business model, and, equally as important, compelling new business opportunities to pursue. While the potential for sustained demand and vehicle sales is high, the dynamics of personal mobility in urban settings could change as governments seek to curb social and environmental impacts of congestion through measures such as ownership and driving restrictions, tolls and tougher emissions regulations — to name a few. For example, in China, five major cities already have implemented policies to curb the rate of vehicle ownership, and seven more cities are expected to join them in the near future.

In order to be part of the urban mobility solution, we must improve today's business models and take advantage of new opportunities. Our initiatives today run the gamut from small investments to pilot programs to partnerships — all of which have a common goal to better understand urban mobility issues and solutions. These solutions fall into three primary areas: new product concepts with exceptional energy and space efficiency; vehicle connectivity that leverages information technology and telematics to enable efficiency (Read more in our global connected consumer feature story, "Connecting You to What's Important"); and new services such as vehicle sharing.

PILOT PROJECTS

We are developing plans for vehicle sharing in corporate, academic, residential and other campus environments. The idea is to use various types of campuses as a type of controlled, real-world laboratory to collect behavioral and schedule data through telematics. In addition to providing congestion relief, vehicle sharing also serves several strategic benefits for us. Market share in urban areas has not been among our higher penetration areas so sharing can expose our products to potential new customers or help generate positive perceptions. Our participation in these projects also begins to broaden the perception of GM from that of an automotive manufacturer to a provider of mobility solutions that appeal to consumers who view "the product" as access to a shared system.

Our most recent initiative is a partnership with Google at its growing main campus in Mountain View, California, to pilot an innovative commuter ride-sharing system with the Chevrolet Spark EV. This vehicle meets our criteria for urban ride sharing, thanks to its small footprint, four-passenger interior, energy efficiency, handling agility and connectivity. This learning pilot combines commuting data, analytics, telematics, navigation and smartphones to run a smart, real-time system that mixes and matches drivers, riders and cars during morning and evening commutes. Convenience through door-to-door service and flexible scheduling are key goals.

Closer to home, we're using our own Technical Center in Warren, Michigan, as a test bed for ideas. This campus is faced with a scarcity of parking due to staff growth and consolidated facilities. Through a partnership with Streetline, a parking technology company, we've installed sensors in our most used parking decks to measure demand and turnover patterns. In addition to the smart-parking guidance app that will help our employees find parking, the gathered intelligence will help inform future development of efficient and convenient vehicle-sharing systems.

A partnership between GM and Google will pilot a ride-sharing program using the Chevrolet Spark EV. The effort takes advantage of the Spark's decreased environmental footprint to create an innovative, data-driven and connected commuter fleet for Google's Mountain View, California, campus.

Our thinking is not confined to vehicles with four wheels. We are actively exploring two- and three-wheel opportunities, as well.

On the other side of the world, we continue to explore a personal mobility vision that we first displayed at the 2010 Shanghai Expo. The EN-V (short for Electric Networked Vehicle) concept car is a two-seat vehicle that features zero tailpipe emissions, quick battery recharging, a small footprint for parking spaces, affordable ownership and vehicle-to-vehicle communication for advanced safety applications and autonomous driving. We are deploying a small fleet of the EN-V 2.0 for use by residents of Tianjin, China. Residents will pay to use the EN-V 2.0 on designated paths, in dedicated parking spaces and at charging spots in business, entertainment and retail areas. As with our other projects, the objective is to learn more about how consumers react to operating these types of vehicles and sharing them.

INVESTMENTS

Another way to increase our learning is by investing in other businesses, such as Relay Rides, the world's first peer-to-peer car-sharing marketplace. We maintain an equity investment in Relay Rides and through this relationship are gleaning insights about consumer behavior related to car sharing.

We also are keeping tabs on the convergence of electric propulsion technology and mass transportation through a GM Ventures equity investment in Proterra, Inc., an electric bus maker. Proterra's EcoRide™ is a battery-electric bus that achieves the equivalent of 24 mpg in a diesel-engine bus, can be fast-charged in only 10 minutes and generates 80 percent less carbon dioxide emissions than a diesel, diesel hybrid or CNG-powered bus, including central power generation. Over a 12-year life cycle, EcoRide's efficient operation yields up to USD500,000 in fuel savings, driving extraordinary value to fleet operators. Proterra currently has nine transit authority customers and believes its bus is capable of replacing up to 80 percent of diesel buses in typical transit and shuttle routes, without altering schedules or passenger service.

Finally, consistent with applicable privacy statements, OnStar continues to provide us with data on electric vehicle energy usage. These data enable us to observe and analyze energy usage trends and implications for designing effective transportation systems in the future.

COMMUNITY IMPACT

ISSUE AT-A-GLANCE

PROGRESS:

- Our GMIO operations have piloted and implemented an approach to community engagement around "Driving a Better Tomorrow," an outreach strategy focused on investments and activities that make our global communities safer, smarter and healthier.
- GM's Global Manufacturing operations have now aligned with the Driving a Better Tomorrow strategy to help engage more of GM's communities beyond the GMIO region.
- We continue to expand cause marketing efforts such as the One World Futbol Project to show how our brands can inspire and support individuals and communities around the world.
- We have made significant investments worldwide in science, technology, engineering and math (STEM) programs to help develop the next generation of leaders.

PRIORITIES:

- Strive to have a positive impact on local communities wherever we do business, and show how our Company can do well by doing good.
- Invest in programs and partners that support the health and safety of our communities today, as well as the next generation of leaders and innovators.
- Continue to empower and recognize our employees for their efforts to help our global communities.

CHALLENGES:

- Measuring our impact across hundreds of local community projects and initiatives executed annually.
- Developing a strategic and consistent, yet flexible, community relations strategy on a global basis.

GM and its employees drive a better tomorrow by helping to make our communities safer, smarter and healthier.

Our global scale is defined by more than 219,000 employees, vehicle sales in more than 120 countries through a network of 21,000 dealers and vehicle production in 30 countries supported by more than 18,500 suppliers around the world. Yet, the foundation of our work and reputation is built alongside the local communities with which we interact every day. How we engage these communities can ultimately influence the decisions of customers and stockholders alike, as well as determine our ability to attract and retain top talent in the area.

Our local impact today is especially prominent in emerging markets where we open manufacturing facilities. Here, we not only create new, attractive jobs, but also help develop the local talent base. We often partner with schools, especially with vocational and engineering schools. Students frequently intern and gain work experience at our facilities, with many ultimately joining our Company in a permanent role. From an economic development perspective, we frequently assist with hosting missions that further the advancement of the emerging market. Many of our plants, especially new ones, are also exemplary facilities in the areas of environmental and safety performance, thus providing a benchmark for other local manufacturers.

Even when our entry into a new market is limited to distribution, we strive to establish our presence in a manner that positively impacts the surrounding community. Chevrolet's entry into Myanmar during 2013, for example, was accompanied by a corporate social responsibility (CSR) campaign that included the distribution of 5,000 footballs to disadvantaged youth across the country by Chevrolet and One World Futbol Project, the donation of vehicles to local NGOs, plus the donation of engines and technical parts to mechanical colleges for hands-on training. In Yangon, Chevrolet also has opened a brand experience center, part of which highlights the brand's CSR activities and community projects in Myanmar.

While we strive to have a positive impact where we do business, the cyclical nature of the automotive industry can impact a community in the opposite manner. When business downsizing or plant closures are necessary, we work diligently with local governments and other entities to minimize economic and social disruption. For example, in Australia, we have announced the decision to discontinue vehicle and engineering manufacturing by 2017. We have committed to working with our Holden team members, unions and the community over the next four years to ensure the best possible transition for the approximately 2,900 positions that will be impacted at our South Australia and Victoria facilities.

EMPLOYEES & LOCAL COMMUNITIES

Our employees are the face of GM in scores of communities around the world, and their generosity is the bedrock of our community outreach efforts. These employees are driving a better tomorrow through investments that make our global communities safer, smarter and healthier. Nearly every day of the year a blood or food drive, or similar activity, is organized by teams in one of our plants or facilities around the world. Their fundraisers, gate collections and voluntary payroll deductions address the most pressing needs facing neighbors. In addition, many of our local plants have long-standing projects that benefit local education, community and environmental health and vehicle safety. The following represent a small sample of the type of commitment GM employees demonstrate every day:

- Chevrolet in Brazil and the Thiago de Moraes Gonzaga Foundation provide safe driving brochures, containing a message from the President of GM do Brazil, to all new Chevrolet owners in the region of Rio Grande do Sul. The brochure is part of a comprehensive safety program, involving activities throughout the year, thanks to coordination among the plant, marketing, dealers and the Foundation and General Motors Institute.
- With a goal to decrease traffic accidents involving children, GM China has launched the "Let Me See You" traffic safety schoolbag initiative. The schoolbag includes important information about proper traffic safety in an easy-to-read format. Through a partnership with the China Foundation for Poverty Alleviation (CFPA) in Ya'an, Sichuan, GM China plans to donate the bags to more than 14,000 children in China's poor rural areas.
- In 2013, teamGM Cares volunteers supported numerous projects across the U.S., including creating care packages for troops overseas and cleaning beaches to building homes for families in need and working at food banks. In total, teamGM Cares volunteers charted at least 35,000 community service hours in 2013, which is the equivalent of nearly USD800,000 of donated time.
- A garage sale and employee donations at Chevrolet Europe's headquarters in Zurich, Switzerland, raised approximately USD5,500 to provide reimbursement for the cost of vehicle fuel at SOS Children's Village in Lesotho. The village uses two Chevrolet Captivas and a Chevrolet Aveo donated by Chevrolet in 2011 to transport kids to hospitals and medical appointments, as well as transporting mothers and employees to workshops and meetings. Assuming an average travel distance of up to 15,000 kilometers per year, the funds will cover fuel for up to two years.
- As part of its CSR efforts, GM India has joined with government schools for underprivileged parts of local communities. The aim is to provide educational support through funding and nutritional assistance, as well as voluntary donations that help students excel in their respective fields, thus building stronger and more cohesive communities. GM India is also actively

involved in promoting "Road and Traffic Safety" and occasionally conducts child safety awareness sessions in these schools.

- GM supports a variety of science, technology, engineering and mathematics (STEM) educational programs around the world. In Mexico, for example, GM engineers mentored seven student teams engaged in robotics competition. Two of these teams reached the championship level and were recognized for their work to promote science and technology at school and in the community in innovative ways.
- GM Canada has partnered with the Upper Thames River Conservation Authority and community volunteers to plant 12,000 native trees and shrubs over the next five years. The installation will create a new forest to link two existing natural areas. This project builds upon a history of environmental projects at our CAMI Assembly Plant that have included tree and prairie plantings, as well as bird box installations.

How Cause Marketing Impacts Communities: Chevrolet and One World Futbol

As the founding sponsor of One World Futbol Project, Chevrolet is in the process of donating 1.5 million nearly indestructible footballs over a three-year period to youth around the world to help support lasting play for children, no matter where they live. The One World Futbol does not go flat or need a pump, even when punctured. During 2013, thousands of footballs were distributed in more than 200 schools and many other organizations worldwide. The impact of these football donations reflect our belief that play has the power to inspire, heal and transform individuals and communities around the world.

CHARITABLE GIVING

Charitable giving is an intrinsic part of our heritage and culture. GM has five foundations around the world, including the GM Korea Employee Foundation, the GM South Africa Childlife Foundation, the GM Foundation in the U.S., the GM Institute in Brazil and the Chevrolet Foundation in Colombia. These foundations primarily support education, health care and community development programs, as well as address select market needs.

The GM Korea Employee Foundation, for example, donated 30 Chevrolet Spark mini-cars, five Damas and one Labo mini-commercial vehicle to social welfare facilities across Korea during 2013. These facilities support volunteer activities and assist multicultural families; children; and homeless, disabled and elderly individuals. The donated vehicles will be used for consultation, education, meal delivery, medical care and volunteer services nationwide.

In South Africa, the Foundation has invested more than R110 million (more than USD10 million) during the past 10 years in educational grants and scholarships to children in disadvantaged communities. The Foundation also is a seed funder for a unique housing project in Port Elizabeth that bridges the affordability gap in homeownership for low- and middle-income earners. This project was honored with four Platinum awards in 2013 from the Impumelelo Social Innovations Centre, which recognizes best practices in delivering innovative solutions to South Africa's social problems.

Similarly, the GM Foundation in the U.S. has contributed more than USD305 million over the past decade to fund programs within the areas of education, health and human services, the environment and community development. A few examples of initiatives funded by the Foundation include the national Buick Achievers Scholarship Program, a high school turnaround initiative in Detroit and the Plant City Grants programs, where GM has business operations. The Foundation also donated USD2 million to Safe Kids Worldwide to promote programs centered on child passenger safety. Last year, the Foundation entered into a new relationship with Habitat for Humanity International, providing USD1.5 million to help with neighborhood revitalization efforts in 12 U.S. cities, as well as disaster relief efforts in Texas.

What's the SCORE?

VIEW OUR KEY PERFORMANCE INDICATORS

PRODUCT COMMITMENTS

U.S. ELECTRIFICATION

500,000

vehicles on the road in the U.S. with some form of electrification by 2017.

153,034 vehicles as of 2013

MOBILE EMISSIONS

CO2

Reduce the average carbon emissions of U.S. fleet by 15 percent by 2016; Opel/Vauxhall fleet in Europe by 27 percent by 2021; and China fleet 28 percent by 2020.

- **U.S. down 2.3% from 2012 to 2013**
- **Europe down 2.3% from 2012 to 2013**
- **China baseline year is 2013**

U.S. FUEL ECONOMY

40 mpg

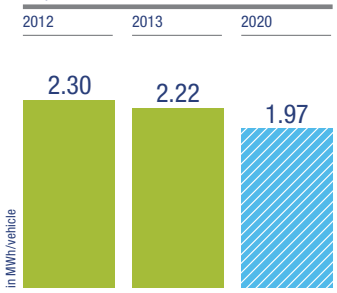
GM will double the number of U.S. models that can achieve an EPA-estimated 40 mpg highway or better by 2017.

Five models as of 2013

2020 MANUFACTURING COMMITMENTS

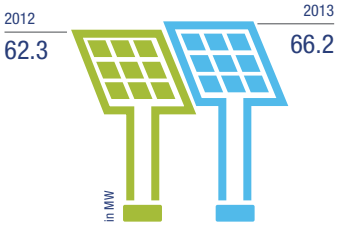
COMMITMENT 1:

Reduce energy intensity from facilities by 20 percent.



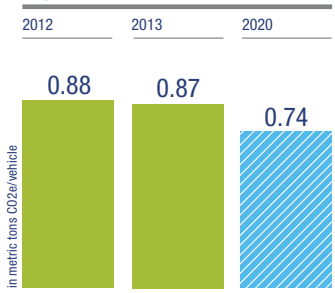
COMMITMENT 2:

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



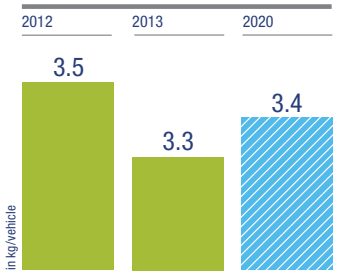
COMMITMENT 3:

Reduce carbon intensity from facilities by 20 percent.



COMMITMENT 4:

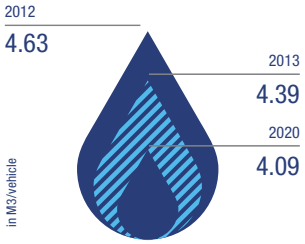
Reduce VOC emissions from assembly painting operations by 10 percent.



Commitment achieved in 2013.

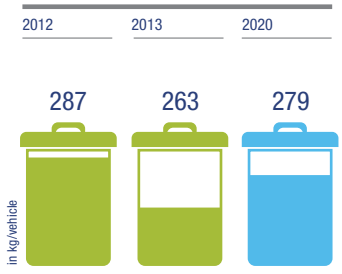
COMMITMENT 5:

Protect water quality and reduce water intensity by 15 percent.



COMMITMENT 6:

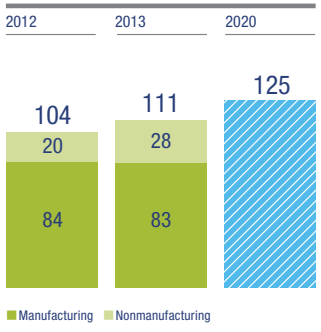
Reduce total waste from facilities by 10 percent.



Commitment achieved in 2013.

COMMITMENT 7:

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



COMMITMENT 8:

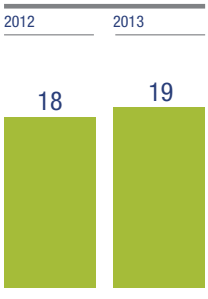
Promote and engage community outreach on environmental and energy issues by completing one outreach activity at all plants on an annual basis.

97%

Participation in 2013

COMMITMENT 9:

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



FOOTNOTES

ENERGY INTENSITY
Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO2 scopes). These data include data from some GM JVs.

CARBON INTENSITY
Includes all manufacturing and nonmanufacturing CO2e emissions reported in the Carbon Disclosure Project (CDP) Scope 1 & 2 categories, normalized by vehicle production. These data include data from some GM JVs.

GLOBAL WATER INTENSITY
Includes all manufacturing and nonmanufacturing facility water consumption (municipal, surface, well), normalized by vehicle production. These data include data from some GM JVs.

LANDFILL-FREE SITES
The term “landfill-free” means that all byproducts (waste) that come from operations are managed by any other method except placement in a landfill. This includes periodic byproducts, such as pit cleanouts. Byproduct material residues that have been sent to an off-site recycling center and subsequently landfilled by the processing and/or recycling center must not exceed 1 percent, by weight, of the GM facility’s annual total waste production volume. The ash generated from GM waste materials at off-site 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.” These data include data from some GM JVs.

VOC EMISSIONS FROM ASSEMBLY PAINTING (MEASURED IN KG VOC/VEHICLE)
The previous 2010 baseline of 3.8 kg VOC/Vehicle has been updated to account for VOC destroyed by abatement, resulting in a decrease of 0.1 kg VOC/Vehicle for a new baseline of 3.7 kg VOC/Vehicle. 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, etc. These data include data from some GM JVs.

WILDLIFE HABITATS
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.

TOTAL WASTE
Total waste includes all byproducts that are generated as a result of daily manufacturing operations. This definition includes metal scrap and foundry sand, and excludes reused waste, construction, demolition and remediation debris. For 2012, a comprehensive global review of waste management classifications identified some instances where closed-looped recycling and other forms of recycling were misidentified as reuse, resulting in an adjustment of previously reported data.

RENEWABLE ENERGY
Renewable energy generation for solar power, landfill gas and hydro-generated electricity may be estimated based on technology capacity factors where actual data are not available. Capacity factors are obtained through the National Energy Laboratory, a division of the U.S. Department of Energy.

REGIONAL
Reports

The 2013 GM Sustainability Report presents insights, information and data that are most relevant to our business and stakeholders on a global basis. Our four regional organizations also have numerous sustainability and social responsibility initiatives underway, a few of which are highlighted briefly in the following pages. To access country-specific sustainability reports, please visit www.gmsustainability.com.

GM EUROPE

Dr. Karl-Thomas Neumann, President, GM Europe

As a farsighted and good corporate citizen, our sustainability strategy focuses on minimizing our environmental footprint while maximizing efforts to promote energy diversity and to conserve resources. We explore and utilize new, innovative technologies that reduce the environmental impact of our products and business operations. This enables us to offer our customers top-quality, climate-friendly cars that are the ideal individual mobility partner for today's and tomorrow's customer's needs and expectations.

In 2013, the GM brands Opel, Vauxhall, Chevrolet and Cadillac sold 1.56 million vehicles in over 30 markets in Europe. For the first time in 14 years, Opel/Vauxhall, in spite of an overall difficult market environment, increased its market share in Europe to 5.61 percent, reinforcing its position as the fourth-largest brand in the total vehicle market and the third-strongest passenger car brand. Opel/Vauxhall increased its market share year-on-year in 11 countries, including core as well as important growth markets. New models like the ADAM, Cascada and Mokka in particular contributed to this improvement. This proves the success of our model offensive in a highly competitive market.

Opel/Vauxhall is committed to amalgamating pursuit of our sustainability strategy with the successful turnaround of our operations in Europe, which went into full force in 2013. Further implementing our 10-year plan, DRIVE! 2022, we continued our model and engine offensive that will bring 23 new models and 13 new engines to market through 2016, established a new Company culture and launched a comprehensive brand repositioning initiative. An investment of 4 billion euros in Germany and Europe through 2016, plus an additional 230 million euros for new test facilities over the next years and the hiring of 350 engineers in 2013 comprehensively support our product offensive. One of the key enablers on our road back to success was the creation of Opel Financial Services, a new European captive finance brand under the direction of GM Financial.

Today, Opel/Vauxhall has the best model lineup in its history, featuring state-of-the-art connectivity and technology in ultra-efficient cars that offer a wide range of energy options, including electric, gasoline, diesel, LPG and CNG propulsion systems. In 2013, we launched a powertrain offensive which will renew 80 percent of our powertrain portfolio by 2016. This includes the introduction of the all-new 1.6 CDTI ECOTEC, the cleanest diesel engine in Opel's history, the new gasoline 1.6 ECOTEC Direct Injection Turbo with higher torque and lower fuel consumption, and the 1.0-liter turbo gasoline engine which is not only climate-friendly but also represents a new benchmark for refinement in three-cylinder engines.

Opel/Vauxhall is offering real fuel-saving champions in all model lines with over 200 different model variants. ecoFLEX model highlights with high fuel efficiency and lower CO2 emissions include the 95 horsepower Corsa 1.3 CDTI (3.3 liters diesel/100 km; 88 g/km CO2) and the Insignia 2.0 CDTI (3.7 liters diesel/100 km; 99 g/km CO2).

As a pioneer in the fields of alternative propulsion concepts and forward-looking technology solutions, we continue exploring ways to drive progress in these areas.

With partners, Opel is researching the user-friendly integration of electric energy networks and transport in the fields of 'Smart Traffic' and 'Smart Grid'. The goal is for drivers of electric vehicles to reach their destination with maximum efficiency, zero range-anxiety and zero emissions. In the framework of another project, simTD (Safe Intelligent Mobility — Field Test Germany), we joined forces with 17 consortium partners to conduct one of the world's largest field tests to enhance traffic safety and efficiency by using Car-to-X communication. The positive results presented in 2013 underscored the added value of this advanced technology that will also contribute to significantly reducing the impact of traffic on the environment.

Already today we offer industry-leading connectivity solutions in our cars to meet modern customers' requirements. An excellent example is Opel/Vauxhall's ADAM, the best-connected small car.

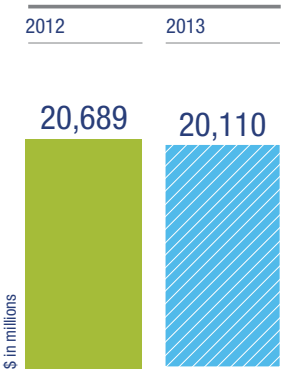
Our sustainability approach also comprises how we manufacture our products having a major impact on our facilities in Europe. We are committed to further reduce our carbon footprint and realize energy efficiencies. In 2013, we extended our solar arrays in Rüsselsheim and Kaiserslautern. Together with Zaragoza, the facilities can now produce around 24 million kilowatt hours of energy from sunlight — equivalent to the avoidance of 10,300 tons of CO2 emissions annually. Three more German facilities have earned ISO 50001 certification last year, a standard that represents the latest international best practice in energy management.

Being a responsible, engaged and respectful corporate citizen in the communities and countries where we work and live remains a fundamental part of our corporate culture. As we continue moving forward with our turnaround, attention to environmentally friendly approaches, solutions and products will remain a top priority for us throughout Europe.

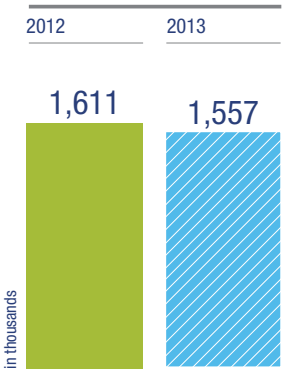
Dr. Karl-Thomas Neumann, President, GM Europe

GM EUROPE MARKET DATA[1]

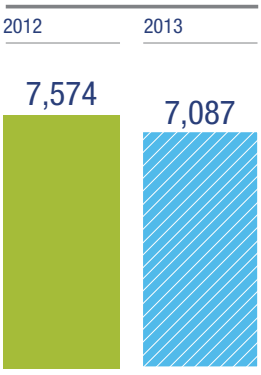
Net Sales & Revenue



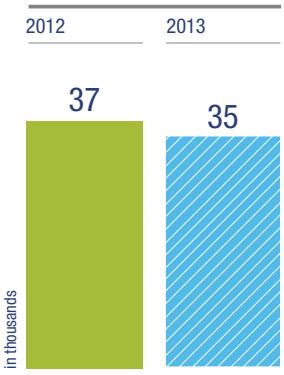
Vehicle Sales



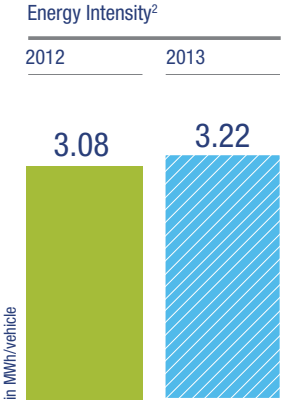
Authorized Dealerships



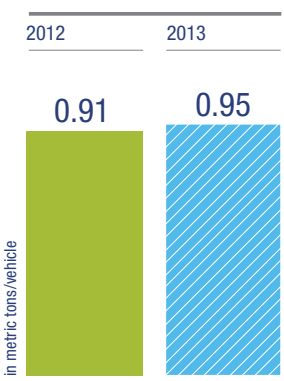
Employees



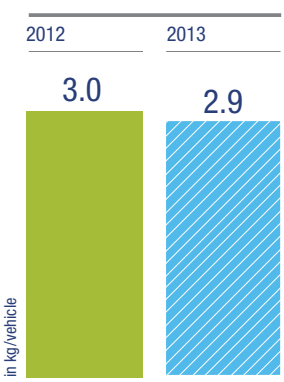
Energy Intensity[2]



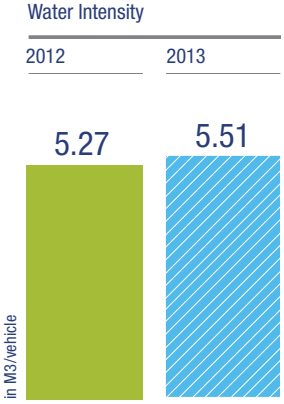
Carbon Intensity[3]



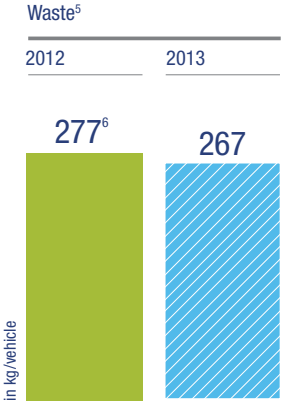
VOC Emissions[4]



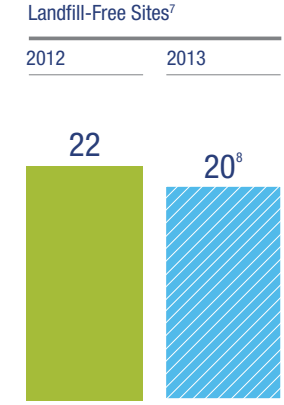
Water Intensity



Waste[5]



Landfill-Free Sites[7]



FOOTNOTES

1. 2011 Baseline Year.
2. Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO2 scopes). These data include data from some GM JVs.
3. Includes all manufacturing and nonmanufacturing CO2e emissions reported in the Carbon Disclosure Project (CDP) Scope 1 & 2 categories, normalized by vehicle production. These data include data from some GM JVs.
4. 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. These data include data from some GM JVs.
5. Total waste includes all byproducts that are generated as a result of daily manufacturing operations. This definition includes metal scrap and foundry sand, and excludes reused wastes, construction, demolition and remediation debris.
6. Reported as 295 kg/vehicle in 2012 report. Difference is due to realignment of plants between regions.
7. The term 'landfill-free' means that all byproducts (wastes) that come from operations are managed by any other method except placement in a landfill. Byproduct material residues that have been sent to an off-site recycling center and subsequently landfilled by the processing and/or recycling center must not exceed 1 percent, by weight, of the GM facility's annual total waste production volume. Ash generated from GM waste materials at off-site energy recovery facilities is exempt.
8. The number of landfill-free operations went down in Europe between years due to the sale of the landfill-free plant GM Strasbourg and the closure of an operation in Bochum, Germany.

GM NORTH AMERICA

Alan Batey, President, GM North America

GM's progress over the past year has truly been remarkable, as we continue our journey from good to great. Here are just a few examples from North America:

- We continued to put the customer in the center of everything we do, by committing $3 billion to help our U.S. dealerships create the best customer sales and service experience in the industry. And we did this, not by benchmarking ourselves against the industry's best…but against the *world's* best in Disney and Ritz Carlton.
- Our dealers invested billions of dollars in their facilities, giving GM the freshest, most contemporary network in the industry.
- GM became the first American auto company in history to top the J.D. Power Initial Quality Study, with eight individual model awards, including five for Chevrolet.
- All four of our brands gained retail market share, with Cadillac becoming the industry's fastest-growing full-line luxury brand.
- Buick recorded its best sales year since 2006; GMC its best sales year since 2007.
- We began our rollout of an unprecedented 28 new cars and trucks between January of 2013 and the end of this year.
- Chevrolet had seven vehicles awarded with five-star overall safety ratings from NHTSA — the most of any brand and more than Ford and Toyota combined.
- Cadillac CTS was named 2014 Motor Trend Car of the Year. And this past January, Chevrolet swept the North American Car and Truck of the Year Awards with Corvette and Silverado.
- GM now has eight ENERGY STAR®-certified facilities in the U.S., and earned the highest recognition a corporation can receive from the U.S. Environmental Protection Agency — its 2013 ENERGY STAR Partner of the Year — Sustained Excellence award for energy management.
- Our commitment to reducing, recycling and reusing waste has contributed millions of dollars earned through new revenue streams and helped increase our number of landfill-free facilities in North America to 45 sites, including our Global Headquarters in Detroit and first vehicle assembly plant in Fort Wayne, Indiana.

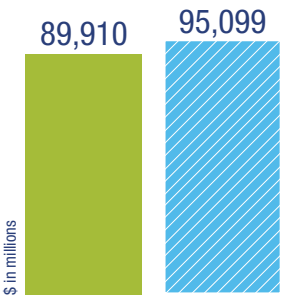
Additionally, we remain dedicated to giving back to our communities through environmental awareness and action, as well as volunteerism and support for North American charities. Among these efforts, the GM Foundation provided millions of dollars for outstanding causes in during 2013, including worthy organizations such as Mothers Against Drunk Driving, Safe Kids Worldwide, Leadership America and Habitat for Humanity. You can read the details on all these efforts and more in this report.

As we go forward, we must remember to remain humble in our achievements…hungry to earn more…and continue to place the customer at the center of everything we do.

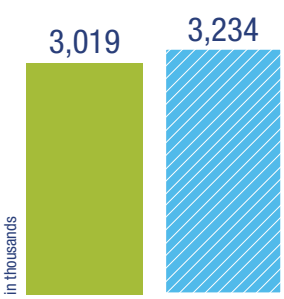
Alan Batey, President, GM North America

GM NORTH AMERICA MARKET DATA[1]

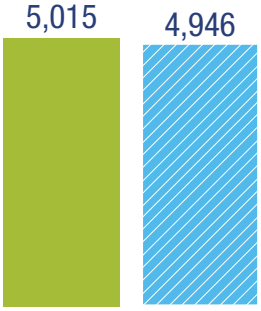
Net Sales & Revenue



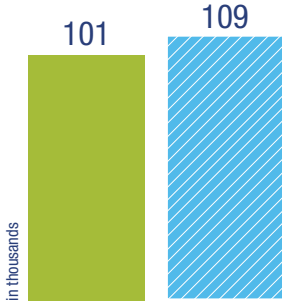
Vehicle Sales



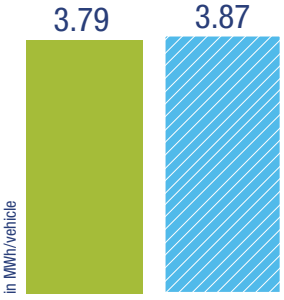
Authorized Dealerships



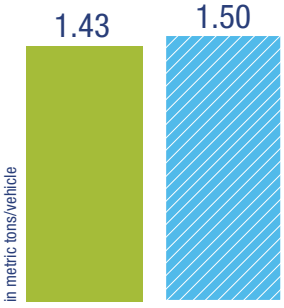
Employees



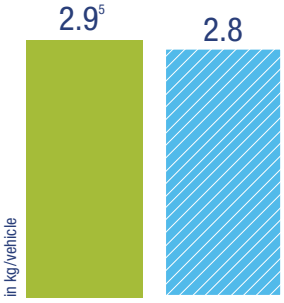
Energy Intensity[2]



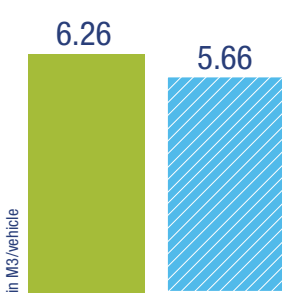
Carbon Intensity[3]



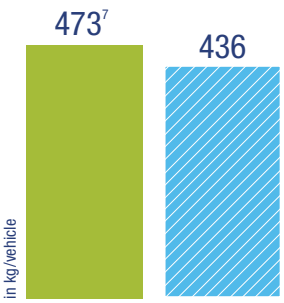
VOC Emissions[4]



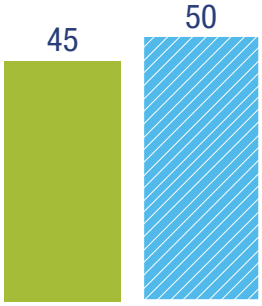
Water Intensity



Waste[6]



Landfill-Free Sites[8]



FOOTNOTES

1. 2011 Baseline Year.
2. Includes all manufacturing and nonmanufacturing facility energy use, normalized by vehicle production (correlates to the CO2 scopes). These data include data from some GM JVs.
3. Includes all manufacturing and nonmanufacturing CO2e emissions reported in the Carbon Disclosure Project (CDP) Scope 1 & 2 categories, normalized by vehicle production. These data include data from some GM JVs.
4. 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. These data include data from some GM JVs.
5. Note that purge was inadvertently omitted from CY2012 at one plant and this correction accounts for the 0.1 kg/vehicle difference from previously reported data.
6. Total waste includes all byproducts that are generated as a result of daily manufacturing operations. This definition includes metal scrap and foundry sand, and excludes reused wastes, construction, demolition and remediation debris.
7. Reported as 468 kg/vehicle in 2012 Report. In doing a comprehensive global review of waste management classifications, we identified some instances where recycling was identified as reuse. In some cases, this included closed-looped recycling. Reused wastes are excluded for purposes of the kg/vehicle performance, but recycled wastes are included.
8. The term 'landfill-free' means that all byproducts (wastes) that come from operations are managed by any other method except placement in a landfill. Byproduct material residues that have been sent to an off-site recycling center and subsequently landfilled by the processing and/or recycling center must not exceed 1 percent, by weight, of the GM facility's annual total waste production volume. Ash generated from GM waste materials at off-site energy recovery facilities is exempt.

GMIO AND GM CHINA

GM INTERNATIONAL OPERATIONS

Stefan Jacoby, GM Executive Vice President and President, GM International Operations

GM CHINA

Matt Tsien, GM Executive Vice President and President, GM China

Last year was a year of change for GM International Operations (GMIO) and its nearly 100 markets. In August, GM China became a separate unit — although it continues to report financially through GMIO.

China has been the world's largest vehicle market for the past five years and GM's largest market for the past four. It demanded singular attention and focus for GM to maintain its strong position.

At the same time, GMIO is creating a renewed identity of its own, with a new headquarters opening in Singapore in 2014 to lead our strategy for the region. We can now focus on other high-potential markets that demand added attention.

GM China had record sales in 2013, selling more than 3 million vehicles for the first time in its history, as the China market once again set a new industry sales mark. However, industry sales in the rest of GMIO were down from 2012.

GM China and GMIO markets continue to face many challenges. They include increasing competition, rising fuel costs, economic and political instability, insufficient infrastructure, stricter fuel economy and safety regulations, and vehicle sales restrictions. We are actively addressing these challenges. One of the ways is through corporate social responsibility. CSR has become an important and more integrated part of our business wherever GM has a presence. Among other benefits, it enables us to give back to the communities that have provided us with their support, helping us to improve relationships with key stakeholders, build good will and, in some markets, strengthen our brands.

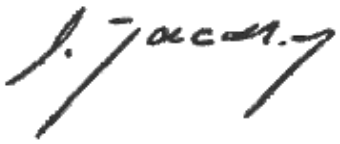
At GMIO, our focus is on "driving a better tomorrow" — one that is safer, smarter and healthier. A key program that countries across the region are involved in is the One World Futbol Project. Chevrolet, GM's largest brand, is committed to providing 1.5 million virtually indestructible soccer balls to organizations that are helping children in need around the globe. Donated soccer balls are already positively impacting the lives of more than 20 million children in over 50 countries and helping to create safer, smarter and healthier communities.

At GM China, our focus complements our GMIO efforts and aims to build a greener, safer and healthier community. The GM Restoring Nature's Habitat Project, GM Safe Road Project and Chevrolet Red Chalk Program are among GM China's ongoing CSR activities.

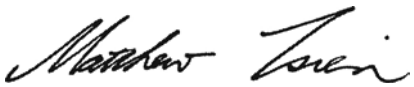
GM is also addressing sustainability by addressing the impact of its products and facilities on our neighbors. GM has 35 landfill-free facilities across Asia Pacific and Africa. On average, 97 percent of the waste generated from everyday manufacturing operations at these plants is being reused, repurposed or recycled, and 3 percent is being converted to energy.

One thing that all of these programs have in common is they involve GM's stakeholders, including partners and employees. They are building good will and trust in markets where in many cases GM and our brands are relatively new players. A number of our projects are providing the added benefit of contributing to our bottom line by lowering the cost of operating our facilities. Either way, our CSR and sustainability efforts make business sense for the top and bottom line.

GMIO and GM China will maintain our commitment to CSR and sustainability in 2014. As we found once again in 2013, we can do well by doing good.



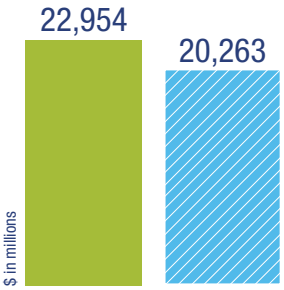
Stefan Jacoby, GM Executive Vice President and President, GM International Operations



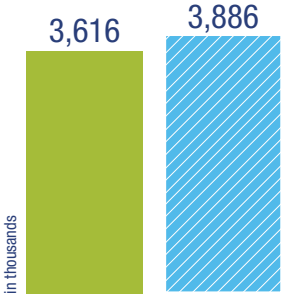
Matt Tsien, GM Executive Vice President and President, GM China

GM INTERNATIONAL OPERATIONS AND CHINA MARKET DATA[1]

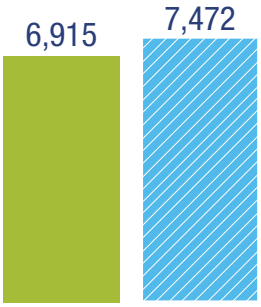
Net Sales & Revenue



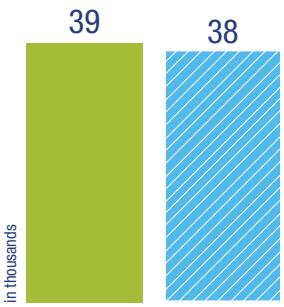
Vehicle Sales



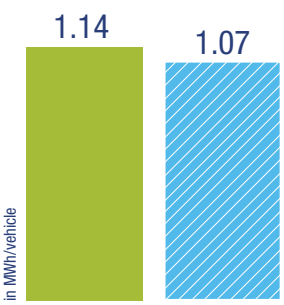
Authorized Dealerships



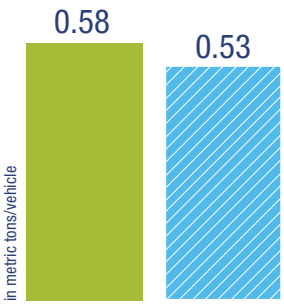
Employees



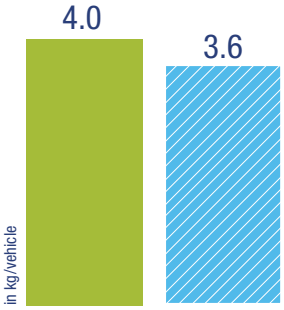
Energy Intensity[2]



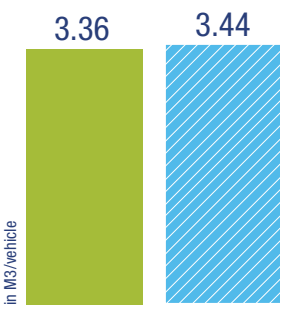
Carbon Intensity[3]



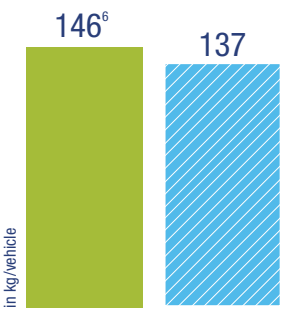
VOC Emissions[4]



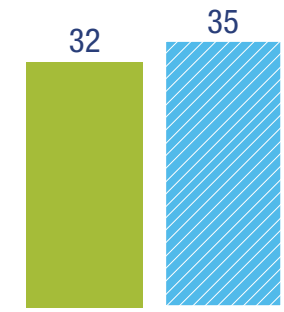
Water Intensity



Waste[5]



Landfill-Free Sites[7]



FOOTNOTES

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5. Total waste includes all byproducts that are generated as a result of daily manufacturing operations. This definition includes metal scrap and foundry sand, and excludes reused wastes, construction, demolition and remediation debris.
6. Reported as 147 kg/vehicle in 2012 Report. Difference is due to realignment of plants.
7. The term 'landfill-free' means that all byproducts (wastes) that come from operations are managed by any other method except placement in a landfill. Byproduct material residues that have been sent to an off-site recycling center and subsequently landfilled by the processing and/or recycling center must not exceed 1 percent, by weight, of the GM facility's annual total waste production volume. Ash generated from GM waste materials at off-site energy recovery facilities is exempt.

GM SOUTH AMERICA

Jaime Ardila, President, GM South America

By the time this Sustainability Report report reaches your hands, all of us at GM South America will still be celebrating the satisfaction in receiving a distinguished recognition: the Leadership in Energy and Environmental Design (LEED) Gold certification for our Joinville plant in the state of Santa Catarina, Brazil, less than one year from the beginning of its operation.

This is a very important recognition to share with every single person who is part of GM South America, because it is more than just a certificate: it is a milestone for our permanent objective to be consistent with our principles of sustainability.

We also want to share our happiness and pride with our primary audiences: partners such as our fleet customers, investors and nongovernmental organizations (NGOs), especially environmental and social advocacy groups that are aware of our achievements and understand the challenges of our business.

The South America region has become a very competitive market and it is possible to say that we, at GM, have made significant progress in several areas this past year:

- Quality through compliance with the objectives of both internal and external metrics, including certification of factories in various achievements. We are aware that this is a permanent objective, and we are undoubtedly headed in the right direction.
- Positive results in customer satisfaction surveys, in which several countries exceeded 85 percent of customers completely satisfied with their shopping experiences and 80 percent of customers fully satisfied in the after-sales service.
- Sales of parts and accessories, which generate a significant contribution to the results of the region, reported record sales and earnings in many countries despite the relatively slow growth of the automotive park.
- We took very important steps in the whole region to make our operations more competitive with long-term labor agreements that represent a victory for the workers and for the Company.
- Thanks to our excellent product portfolio and strong dealer network, we were able to gain the high regard of our clients for the Chevrolet brand.

In fact, we have been transforming ourselves, and it is no coincidence that the business transformation project that began in our region was given the name “Innovate,” and our plan is to align it closely with the cultural change we are making in the organization.

The question we have challenged ourselves with is “Where can we innovate?”

A short list of some good examples to help illustrate the challenge lying ahead: the next generation of our models will have to make greater use of lighter materials; more modern engines need to comply with emissions standards of the countries, which tend to increase costs and force us to innovate in design, engineering, development of parts suppliers and manufacturing, in order to reduce costs.

To be sustainable we will need a new approach with our dealers to reduce the cost of distribution and logistics, as well. The cost of transporting vehicles from factories to the most distant places in each country is often greater than the cost of assembling them, which does not add value to our customers and reduces our profitability. So we need a radical change in the process of delivery of the vehicle.

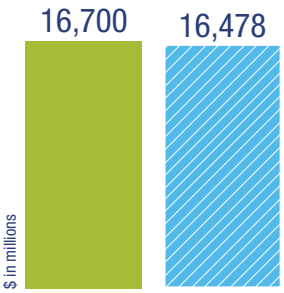
We continue to focus on all of those challenges and more, and they will serve to inspire all of us at GM South America to win with determination, integrity and pride in excellent customer service.

We can confidently say that the Company is prepared for the challenges ahead in South America.

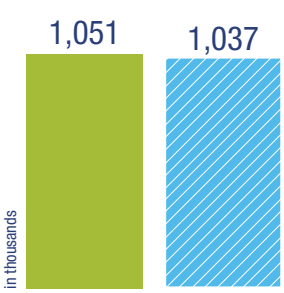
Jaime Ardila, President, GM South America

GM SOUTH AMERICA MARKET DATA[1]

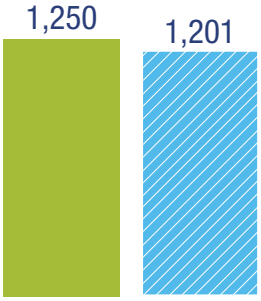
Net Sales & Revenue



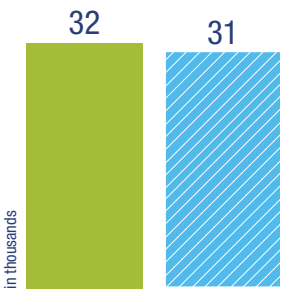
Vehicle Sales



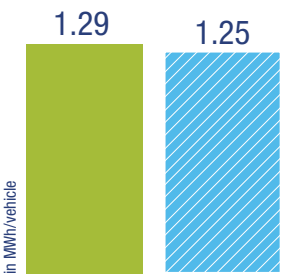
Authorized Dealerships



Employees



Energy Intensity[2]



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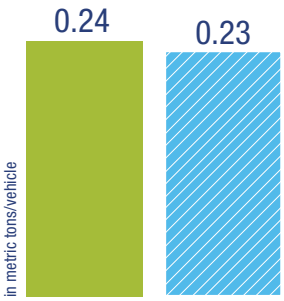
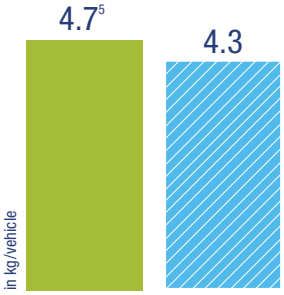
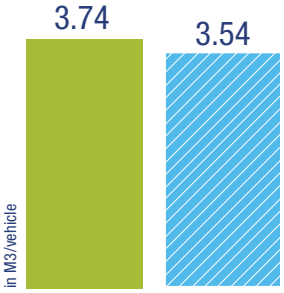


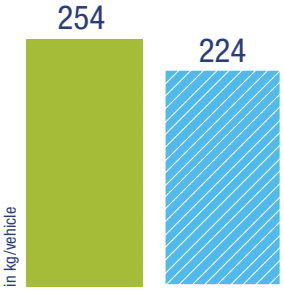
VOC Emissions[4]



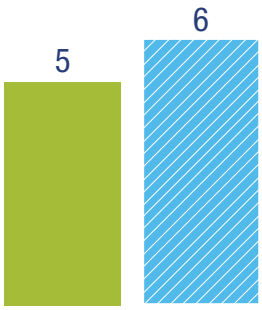
Water Intensity



Waste[6]



Landfill-Free Sites[7]



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5. Reported as 4.6 in 2012 Report. Increase due to correction of an inadvertent omission of some VOC-containing materials from the calculations at one facility.
6. Total waste includes all byproducts that are generated as a result of daily manufacturing operations. This definition includes metal scrap and foundry sand, and excludes reused wastes, construction, demolition and remediation debris.
7. The term 'landfill-free' means that all byproducts (wastes) that come from operations are managed by any other method except placement in a landfill. Byproduct material residues that have been sent to an off-site recycling center and subsequently landfilled by the processing and/or recycling center must not exceed 1 percent, by weight, of the GM facility's annual total waste production volume. Ash generated from GM waste materials at off-site energy recovery facilities is exempt.

GR1

Content Index

FOR MORE INFORMATION ABOUT GM REPORTING PRACTICES, SEE PAGE 21.

REFERENCE LEGEND
AR — 2013 ANNUAL REPORT
10-K — 2013 ANNUAL REPORT ON SEC FORM 10-K
PROXY — 2013 PROXY STATEMENT

ALL DOCUMENTS CAN BE FOUND AT WWW.GM.COM/COMPANY/INVESTORS

GENERAL STANDARD DISCLOSURES		
Profile Disclosure	**Description**	**Reference/Response**
STRATEGY AND ANALYSIS		
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	CEO Message
ORGANIZATIONAL PROFILE		
G4-3	Name of the organization.	About GM
G4-4	Primary brands, products, and services.	About GM
G4-5	Location of the organization's headquarters.	Detroit, Michigan USA
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	About GM, 10-K, pgs. 24-25
G4-7	Nature of ownership and legal form.	General Motors is a publicly held corporation incorporated in the state of Delaware. Our shares trade on the New York Stock Exchange and Toronto Stock Exchange.
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	About GM, 10-K, pgs. 4-5
G4-9	Scale of the organization.	About GM, 10-K, pg. 68
G4-10	A. Total number of employees by employment contract and gender. B. Total number of permanent employees by employment type and gender. C. Total workforce by employees and supervised workers and by gender. D. Total workforce by region and gender. E. Whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. F. Any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries).	About GM, 10-K, pg. 15, GM People
G4-11	Percentage of total employees covered by collective bargaining agreements	GM People
G4-12	Description of supply chain	Supply Chain
G4-13	Any significant changes during the reporting period regarding the organization's size, structure, ownership or its supply chain.	10-K, pg. 31, Corporate

G4-14	Whether and how the precautionary approach or principle is addressed by the organization that require precautionary measures.	Reporting Practices, Environmental Principles & Management, 10-K, pgs. 1-24
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	CDP, Business for Innovative Climate & Energy Policy (BICEP) Coalition
G4-16	Memberships of associations (such as industry associations) and national or international advocacy.	We work with automotive industry groups in many countries in which we operate, including, but not limited to, AAM (Alliance of Automobile Manufacturers), ACEA (European Automobile Manufacturers' Association), and the Federal Chamber of Automotive Industries (FCAI) in Australia. 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.
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	A. All entities included in the organization's consolidated financial statements or equivalent documents. B. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	10-K, pg. 71
G4-18	A. The process for defining the report content and the aspect boundaries. B. How the organization has implemented the reporting principles for defining report content.	Reporting Practices
G4-19	All the material aspects identified in the process for defining report content.	Reporting Practices
G4-20	For each material aspect, the aspect boundary within the organization.	Reporting Practices
G4-21	For each material aspect, the aspect boundary outside the organization.	Reporting Practices

Issue	Internal	External	Boundary	GRI Aspect(s)
Fuel Economy	X	X	Global & Regional (with respect to product and manufacturing commitments)	Emissions, Energy, Product Responsibility — Compliance
Product Development	X	X	Global	Economic Performance, Environment Products & Services, Customer Health & Safety
Vehicle Safety	X	X	Global	Customer Health & Safety
GM People	X	X	Global	Labor & Management Relations, Freedom of Association, Collective Bargaining
Manufacturing Energy Use & Emissions	X	X	Global	Energy, Emissions
Water Management	X	X	Global	Water

	Supply Chain	X	X	Tier I Suppliers	Transport, Procurement Practices, Materials, Supplier Environmental Assessment, Supplier Assessment for Labor Practices, Supplier Human Rights Assessment, Supplier Assessment for Impacts on Society
	Resource & Material Management		X	Global	Effluents & Waste, Materials
	Urban Mobility		X	Global	Economic Performance
	Community Impact		X	Global	Economic Performance, Indirect Economic Impacts, Local Communities, Biodiversity
G4-22	The effect of any restatements of information provided in previous reports, and the reasons for such restatements.			Any restatements, and reasons for such, are footnoted as part of the data presentation within the body of the report.	
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries.			Changes have been noted in footnotes where applicable.	
STAKEHOLDER ENGAGEMENT					
G4-24	List of stakeholder groups engaged by the organization.			Stakeholder Engagement	
G4-25	Basis for identification and selection of stakeholders with whom to engage.			Stakeholder Engagement	
G4-26	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.			Stakeholder Engagement	
G4-27	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. The stakeholder groups that raised each of the key topics and concerns.			Stakeholder Engagement	
REPORT PROFILE					
G4-28	Reporting period (such as fiscal or calendar year) for information provided.			Reporting Practices	
G4-29	Date of most recent previous report.			Reporting Practices	
G4-30	Reporting cycle (such as annual, biennial).			Reporting Practices	
G4-31	Contact point for questions regarding the report or its contents.			gm.sustainability@gm.com	
G4-32	A. 'In accordance' option the organization has chosen. B. GRI content index for the chosen option (see tables below). C. Reference to the external assurance report, if the report has been externally assured.			Reporting Practices	

G4-33	A. Policy and current practice with regard to seeking external assurance for the report. B. If not included in the assurance report accompanying the sustainability report, the scope and basis of any external assurance provided. C. Relationship between the organization and the assurance providers. D. Whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	Reporting Practices
GOVERNANCE		
G4-34	Governance structure of the organization, including committees of the highest governance body; committees responsible for decision-making on economic, environmental and social impacts.	Corporate Governance
ETHICS AND INTEGRITY		
G4-56	Values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Winning With Integrity, GM Environmental Principles

SPECIFIC STANDARD DISCLOSURES

Profile Disclosure	Description	Reference/Response
ECONOMIC		
Economic Performance	DMA	Product Development & Innovation, Urban Mobility, Community Impact
G4-EC1	Direct economic value generated and distributed.	10-K, pgs. 66-70
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	A Conversation with Mike Robinson, Fuel Economy, Product Development & Innovation, Manufacturing Energy Use and Emissions, 10-K, pgs. 22-23.
G4-EC3	Coverage of the organization's defined benefit plan obligations.	10-K, pg. 53
G4-EC4	Financial assistance received from government.	GM did not receive any significant financial assistance from any government this year.
Indirect Economic Impacts	DMA	Community Impact
G4-EC8	Examples of the significant identified positive and negative indirect economic impacts the organization has.	Community Impact
Procurement Practices	DMA	Supply Chain
G4-EC9	Proportion of spending on local suppliers at significant locations of operation.	Supply Chain

<table>
<tr><th colspan="3">ENVIRONMENT</th></tr>
<tr><td>Materials</td><td>DMA</td><td>Resource & Material Management, Supply Chain</td></tr>
<tr><td>G4-EN2</td><td>Percentage of materials used that are recycled input materials.</td><td>When economically and technically feasible, our materials management group will use recycled and bio-based materials from renewable resources. 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.</td></tr>
<tr><td>Energy</td><td>DMA</td><td>Fuel Economy, Manufacturing Energy Use & Emissions</td></tr>
<tr><td>G4-EN3</td><td>Energy consumption within the organization.</td><td>Conversion factor source is higher heating values from either regulatory or IPCC.
<table>
<tr><th>Energy Consumption</th><th>GJ</th><th>Comment</th></tr>
<tr><td>Total fuel consumption from nonrenewable sources</td><td>77,691,110</td><td>Includes all facility energy – electric and heat</td></tr>
<tr><td>Total fuel consumption from renewable sources</td><td>1,052,941</td><td>Includes electric solar, PPAs in Brazil and U.S. landfill gas</td></tr>
<tr><td>Total electricity consumption</td><td>33,601,115</td><td>All fuels minus purchased steam and delivered heat included in electric and heat</td></tr>
<tr><td>Heating consumption</td><td>40,043,740</td><td></td></tr>
<tr><td>Cooling consumption</td><td>0</td><td></td></tr>
<tr><td>Steam consumption</td><td>5,099,196</td><td>Purchased steam and delivered heat (hot water)</td></tr>
<tr><td>Electricity sold</td><td>303,049</td><td></td></tr>
<tr><td>Heating sold</td><td>0</td><td></td></tr>
<tr><td>Cooling sold</td><td>0</td><td></td></tr>
<tr><td>Steam sold</td><td>0</td><td></td></tr>
<tr><td>Total Energy Consumption</td><td>78,744,051</td><td></td></tr>
</table></td></tr>
<tr><td>G4-EN5</td><td>Energy intensity.</td><td>2.22 MWh per vehicle produced.</td></tr>
<tr><td>G4-EN6</td><td>Reduction of energy consumption.</td><td>1,106,028 GJ
All types of facility energy were included in the reductions. The basis for calculation is absolute reduction from activities in 2012. Standards, methodologies and assumption used were best engineering practices.</td></tr>
<tr><td>G4-EN7</td><td>Reductions in energy requirements of products and services.</td><td>Fuel Economy</td></tr>
</table>

<table>
<tr><td>Water</td><td>DMA</td><td>Water Management</td></tr>
<tr><td>G4-EN8</td><td>Total water withdrawal by source.</td><td>Reporting is based on invoices and meter data.
<table>
<tr><th>Withdrawal Source</th><th>(M3)</th></tr>
<tr><td>Surface water</td><td>260,820</td></tr>
<tr><td>Ground water</td><td>4,458,995</td></tr>
<tr><td>Rainwater</td><td>0</td></tr>
<tr><td>Wastewater</td><td>0</td></tr>
<tr><td>Municipal water supplies</td><td>37,868,798</td></tr>
</table></td></tr>
<tr><td>G4-EN9</td><td>Water sources significantly affected by withdrawal of water.</td><td>Zero</td></tr>
<tr><td>G4-EN10</td><td>Percentage and total volume of water recycled and reused.</td><td>Reporting is based on engineering estimates.
<table>
<tr><th>Metric</th><th>(M3)</th></tr>
<tr><td>Total volume of water recycled and reused</td><td>18,879,425</td></tr>
<tr><td>Percentage of total water withdrawal</td><td>44%</td></tr>
</table></td></tr>
<tr><td>Biodiversity</td><td>DMA</td><td>Water Management, Community Impact</td></tr>
<tr><td>G4-EN11</td><td>Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.</td><td>General Motors has used the Integrated Biodiversity Assessment Tool (IBAT) to analyze the location of areas of high biodiversity value near its operations. Globally, 6 manufacturing facilities have been identified that are located within 1 km of an area designated by the International Union for Conservation of Nature (IUCN) as an area of significance for biodiversity conservation:
Gunsan, Korea, 1.078 km2
Rüsselsheim, Germany, 2.31 km2
Szentgotthard, Hungary, 0.35 km2
Ellesmere Port, England, 1.21 km2
Tonawanda, New York, USA, 0.77 km2
Bogota, Columbia, 0.285 km2
Bay City, Michigan, USA, 0.164 km2
Qingdao, China, 0.84 km2</td></tr>
<tr><td>G4-EN12</td><td>Significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.</td><td>Potential indirect impact may arise from the shipping of our parts and products to and from our facilities located near areas of high biodiversity and may include localized air and noise pollution, and habitat fragmentation from new road construction.</td></tr>
<tr><td>G4-EN13</td><td>Habitats protected or restored.</td><td>As of December 31, 2013, 19 GM manufacturing facilities and 7 GM nonmanufacturing facilities maintain habitat management programs certified by the Wildlife Habitat Council. Most habitat enhancement programs include water resource conservation projects such as wetland maintenance, and several serve as education outreach mechanisms. Full descriptions of these programs can be found at http://www.wildlifehc.org/registrycompanyname/general-motors-company/.</td></tr>
</table>

<table>
<tr><td>G4-EN14</td><td>Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations by level of extinction.</td><td>
<table>
<tr><th>Extinction Risk</th><th>Number sites within 1 km/10 km</th></tr>
<tr><td>Critically endangered</td><td>0/5</td></tr>
<tr><td>Endangered</td><td>4 /11</td></tr>
<tr><td>Vulnerable</td><td>5/21</td></tr>
<tr><td>Near threatened</td><td>5/38</td></tr>
<tr><td>Least concern</td><td>28/137</td></tr>
</table>
Sites within 1 km and their size:
Bay City, Michigan USA — 0.164 km2
Bogota, Colombia — 0.285 km2
Ellesmere, Port England — 1.21 km2
Gunsan, Korea — 1.078 km2
Rüsselsheim, Germany — 2.31 km2
Qingdao, China — 0.84 km2
Szentgotthard, Hungary — 0.35 km2
Tonawanda, New York USA — 0.77 km2

Sites within 10 km and their size include the previous stated sites as well as:
Port Melbourne, Australia — 0.89 km2
Adelaide, Australia — 1.230 km2
Bekasi, Indonesia — 0.107 km2
Nairobi, Kenya — 0.127 km2
Port Elizabeth (Kempston), South Africa — 0.2 km2
Port Elizabeth (Straundale), South Africa — 0.369 km2
St. Catharines, Ontario Canada — 0.5746 km2
Detroit/Hamtramck, Michigan USA — 1.477 km2
Brownstown, Michigan USA — 0.015 km2
Rochester, New York USA — 0.391 km2
Joinville, Brazil — 0.506 km2
São Caetano, Brazil — 0.474 km2
Mariara, Venezuela — 0.180 km2
Quito, Ecuador — 0.055 km2
Aspern, Austria — 0.6 km2
</td></tr>
<tr><td>Emissions</td><td>DMA</td><td>Fuel Economy, Manufacturing Energy Use & Emissions</td></tr>
<tr><td>G4-EN15</td><td>Direct greenhouse gas (ghg) emissions (scope 1).</td><td>
<table>
<tr><th></th><th>Metric tons CO2</th></tr>
<tr><td>Gross direct ghg emissions</td><td>2,802,461</td></tr>
<tr><td>Biogenic CO2 emissions</td><td>0</td></tr>
</table>
Baseline year is 2010 and includes facilities under GM operational control. Calculation includes CO2, CH4, HFCs, PFCs, SF6 and NF3. Reporting is based on GHG protocol, and the source of emission factors is regulatory or IPCC.
</td></tr>
<tr><td>G4-EN16</td><td>Energy indirect greenhouse gas (ghg) emissions (scope 2).</td><td>
<table>
<tr><th></th><th>Metric tons CO2</th></tr>
<tr><td>Gross indirect ghg emissions</td><td>5,613,573</td></tr>
</table>
Baseline year is 2010 and includes facilities under GM operational control. Calculation includes CO2, CH4, HFCs, PFCs, SF6 and NF3. Reporting is based on GHG protocol, and the source of emission factors is regulatory or IPCC.
</td></tr>
<tr><td>G4-EN17</td><td>Other indirect greenhouse gas (ghg) emissions (scope 3).</td><td>
<table>
<tr><th></th><th>Metric tons CO2</th></tr>
<tr><td>Gross other indirect ghg emissions</td><td>318,881,587*</td></tr>
</table>
*The 2013 number is based on an internal preliminary assessment of GM data; the confirmed final number will be available later in 2014.
</td></tr>
</table>

<table>
<tr><td>G4-EN18</td><td>Greenhouse gas (ghg) emissions intensity.</td><td>0.87 metric tons CO2e/vehicle
Calculated on the basis of 9,051,988 production vehicles; includes Scope 1 and 2 emissions and all ghg gases.</td></tr>
<tr><td>G4-EN19</td><td>Reduction of greenhouse gas (ghg) emissions.</td><td>459,302
Calculated on the basis of absolute reductions since 2012; includes all ghg gases in Scope 1 and 2 emissions and uses best engineering practices.</td></tr>
<tr><td>G4-EN20</td><td>Emissions of ozone-depleting substances (ods).</td><td>2.5 metric tons
Calculation includes R-11, R-12, R-123, R-141B, R-500, R-401A, R-402A and R409A. Figure represents actual emissions; if actual emission data were not available, an emission factor of 8.5 percent of the total equipment charge by refrigerant was used to estimate emissions. The 8.5% rate is based on the median range of leakage rate estimates provided by the IPCC Good Practice Guidelines and Uncertainty Management in National Greenhouse Gas Inventories.</td></tr>
<tr><td>G4-EN21</td><td>NOX, SOX, and other significant air emissions.</td><td><table><tr><th>VOC (k-tons)</th><th>NOx (metric tons)</th><th>Sox (metric tons)</th></tr><tr><td>31.4</td><td>1,885</td><td>708</td></tr></table>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. These data include data from some GM JVs.</td></tr>
<tr><td>Effluents and Waste</td><td>DMA</td><td>Resource & Material Management</td></tr>
<tr><td>G4-EN22</td><td>Total water discharge by quality and destination.</td><td><table><tr><th>Quality and Destination</th><th>in million M3</th></tr><tr><td>Total water direct discharge to surface water body</td><td>22</td></tr><tr><td>Total water indirect discharge to treatment facility</td><td>20.8</td></tr><tr><td>Total water discharge to ground water</td><td>0.5</td></tr></table>Effluent is treated typically via biological or physical/chemical methods, and in some instances by both. Water quality data are based on analytical testing.</td></tr>
<tr><td>G4-EN23</td><td>Total weight of waste by type and disposal method.</td><td><table><tr><th>Disposal Method</th><th>In k-tons to the nearest whole number</th></tr><tr><td>Reuse</td><td>24</td></tr><tr><td>Recycling</td><td>2,208</td></tr><tr><td>Composting</td><td>3</td></tr><tr><td>Recovery, including energy recovery</td><td>75</td></tr><tr><td>Incineration (mass burn)</td><td>5</td></tr><tr><td>Deep well injection</td><td>0</td></tr><tr><td>On-site storage</td><td>335</td></tr><tr><td>Other (includes microwaving, enclaves, plasma processing and other treatments)</td><td>minimal</td></tr></table>Includes hazardous and nonhazardous waste from manufacturing operations and some nonmanufacturing and JV facilities, excluding event waste from construction, demolition and remediation. Event waste is recycled to the greatest extent possible and tracked separately. Waste figures may also include vendor tooling used to produce proprietary GM parts.</td></tr>
<tr><td>G4-EN24</td><td>Total number and volume of significant spills.</td><td>GM did not have any significant spills in 2013.</td></tr>
</table>

Products and Services	DMA	Fuel Economy, Product Development & Innovation
G4-EN27	Extent of impact mitigation of environmental impacts of products and services.	An Update from Mike Robinson. Environmental Principles & Management. Fuel Economy & CO2 Emissions. Product Development & Innovation. Manufacturing Energy Use & Emissions. Water Management. Resource & Material Management. Supply Chain.
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category.	On average, our vehicles are 85 percent recyclable and 95 percent recoverable by weight. Data for packaging materials are not collected.
Supplier Environmental Assessment	DMA	Supply Chain
G4-EN32	Percentage of new suppliers that were screened using environmental criteria.	100 percent
LABOR PRACTICES AND DECENT WORK		
Labor/Management Relations	DMA	GM People
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specific in collective agreements.	Nearly all of our labor agreements call for regular meetings between top union officials and local GM management. We also have formal processes in place to notify all workers of work stoppages.
HUMAN RIGHTS		
Freedom of Association and Collective Bargaining	DMA	GM People
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures 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.
Supplier Human Rights Assessment	DMA	Supply Chain
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	100 percent
SOCIETY		
Local Communities	DMA	Community Impact
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Community Impact
G4-SO2	Operations with significant actual and potential negative impacts on local communities.	Community Impact
Supplier Assessment for Impacts on Society	DMA	Supply Chain
G4-SO9	Percentage of new suppliers that were screened using criteiria for impacts on society.	100 percent

PRODUCT RESPONSIBILITY		
Customer Health and Safety	DMA	Vehicle Safety
G4-PR 1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	100 percent
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by types of outcomes.	Data Center: Vehicle Recalls

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Statement of Assurance:
General Motors Global Environmental Performance Indicator Data (2013)

Scope, Objectives and Responsibilities

Environmental performance indicator data have 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 2013 calendar year reporting period. 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. As of April 25, 2014, this involved examination of the data collection processes used by GM and review of the supporting information and data for VOC emissions and waste materials 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's greenhouse gas assertions to the Carbon Disclosure Project (CDP) for GM global facilities for 2013. The objective of the verification was to provide GM with assurance that there are no material discrepancies in GM's 2013 Report and that the information reported is accurate and consistent with the requirements of *The Greenhouse Gas Protocol*. CRA did not undertake a review of GM's 2014 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. Based on the environmental indicator data for individual facilities from each region, CRA identified multiple facilities for further review, representing approximately 10 percent 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 7 facilities for air emissions (VOCs from painting operations) and 19 facilities for waste materials. CRA reviewed supporting information and calculations provided by GM for the selected facilities and specified

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indicators, and conducted supplemental evaluations in an effort to replicate the results and identify material discrepancies. CRA also conducted 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. CRA verified GM's greenhouse gas emissions in accordance with ISO 14064-3 and *The Greenhouse Gas Protocol*. CRA completed this work to provide a limited level of assurance based on review of data for 28 facilities, comprising approximately 60% of reported greenhouse gas emissions.

Conclusions and Recommendations

GM's procedures and processes for compiling information related to VOC 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 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. In some cases errors were identified related to facility-specific VOC emission calculation methods, which were corrected by GM. CRA recommends that GM conduct further review of the calculation methods and take appropriate actions to address identified issues. CRA also recommends that GM consider CRA's indicator-specific findings as part of GM's ongoing review of internal facility data collection and reporting procedures.

Based on the procedures and processes conducted for a limited level of assurance, with respect to the Scope 1 and 2 energy and greenhouse gas emissions reported to the CDP for GM global facilities, CRA did not identify any material issues relative to the data being presented fairly in accordance with the relevant criteria. GM has conservatively included emissions associated with utilities (i.e., natural gas) that are sold to non-GM entities (either independent of GM or supportive to GM operations) from GM complexes that purchase these utilities in gross. Based

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on estimates of the quantities provided by GM, inclusion of these emissions is conservative and would not result in a material discrepancy.

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Julian Hayward P.Eng.

Dated: April 25, 2014

GENERAL MOTORS COMPANY AND SUBSIDIARIES

In this report and in reports we subsequently file and have previously filed with the SEC on Forms 10-K and 10-Q and file or furnish on Form 8-K, and in related comments by our management, we use words like "anticipate," "approximately," "believe," "continue," "could," "designed," "effect," "estimate," "evaluate," "expect," "forecast," "goal," "initiative," "intend," "may," "objective," "outlook," "plan," "potential," "priorities," "project," "pursue," "seek," "should," "target," "when," "would," or the negative of any of those words or similar expressions to identify forward-looking statements that represent our current judgment about possible future events. In making these statements we rely on assumptions and analyses based on our experience and perception of historical trends, current conditions and expected future developments as well as other factors we consider appropriate under the circumstances. We believe these 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, both positive and negative. These factors, which may be revised or supplemented in subsequent reports on SEC Forms 10-Q and 8-K, include among others the following:

- 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 including as required to fund our planned significant investment in new technology;
- Our ability to realize successful vehicle applications of new technology;
- Shortages of and increases or volatility in the price of oil, including as a result of political instability in the Middle East and African nations;
- Our ability to continue to attract customers, particularly for our new products, including cars and crossover vehicles;
- Availability of adequate financing on acceptable terms to our customers, dealers, distributors and suppliers to enable them to continue their business relationships with us;
- The ability of our suppliers to deliver parts, systems and components without disruption and at such times to allow us to meet production schedules;
- Our ability to manage the distribution channels for our products;
- Our ability to successfully restructure our European and consolidated international operations;
- The continued availability of both wholesale and retail financing from Ally Financial and its affiliates and other finance companies in markets in which we operate to support our ability to sell vehicles, which is dependent on those entities' ability to obtain funding and their continued willingness to provide financing;
- Our continued ability to develop captive financing capability, including GM Financial;
- GM Financial's ability to successfully integrate certain Ally Financial international operations;
- Overall strength and stability of the automotive industry, both in the U.S. and in global markets, particularly Europe;
- Continued economic instability or poor economic conditions in the U.S., Europe and other global markets, including the credit markets, or changes in economic conditions, commodity prices, housing prices, foreign currency exchange rates or political stability in the markets in which we operate;
- Significant changes in the competitive environment, including the effect of competition and excess manufacturing capacity in our markets, on our pricing policies or use of incentives and the introduction of new and improved vehicle models by our competitors;
- Significant changes in economic, political and market conditions in China, including the effect of competition from new market entrants, on our vehicle sales and market position in China;
- Changes in the existing, or the adoption of new, laws, regulations, policies or other activities of governments, agencies and similar organizations, including where such actions may affect the production, licensing, distribution or sale of our products, the cost thereof or applicable tax rates;
- Costs and risks associated with litigation;
- Significant increases in our pension expense or projected pension contributions resulting from changes in the value of plan assets, the discount rate applied to value the pension liabilities or other assumption changes; and
- Changes in accounting principles, or their application or interpretation, and our ability to make estimates and the assumptions underlying the estimates, which could have an effect on earnings.

We caution readers not to place undue reliance on forward-looking statements. We undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events or other factors that affect the subject of these statements, except where we are expressly required to do so by law.

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This is our **VISION**
for a connected world.

WHAT'S YOURS?

We appreciate your taking the time to learn more about GM's sustainability efforts. We welcome comments that will help to inform our work going forward. Please email us at gm.sustainability@gm.com with your comments and questions. Thank you.