



Mary T. Barra
Chairman and Chief Executive Officer

LEADERSHIP MESSAGE

Moving Through the World in a New Way

The past several months have been difficult, both in our world and in our industry. While we are pleased to share this report outlining our global citizenship accomplishments over the past year, we remain conscious of the increasing role for companies to do even more to leverage their resources and their voices to provide leadership while simultaneously staying focused on the core business to deliver value for the short, mid, and long term.

I begin with two events that are reshaping our society — the attention to racial injustice in the United States, and the global COVID-19 pandemic. General Motors is addressing both of these, while also maintaining a laser focus on delivering a world with zero crashes, zero emissions, and zero congestion.

Aspiring to Meaningful Inclusivity

In recent weeks, many of our Black colleagues have shared heartbreaking stories about their own personal and painful experiences with racism, both inside and outside of the workplace. These revelations are disturbing, but we need to hear them. General Motors has a strong track record of diversity by many objective standards, but it is clear we need to do much more. And we will.

We aspire to be the most inclusive company in the world. We are redefining our efforts to build a unified workplace culture that is safe, open and inclusive, and encourages employees to bring their true selves to work.

As part of our work, we have chartered an Inclusion Advisory Board that I will chair. This Board includes external advisors and will help inform action plans around specific guiding principles for our words, our deeds, and our culture.

In addition, in June, we designated \$10 million to support organizations that promote inclusion and racial justice. Initially, \$1 million will go to the NAACP Legal Defense and Educational Fund to help it advocate for racial justice.

LEADERSHIP MESSAGE CONTINUED



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Our efforts at General Motors complement additional work that is happening at scale through the Business Roundtable (BRT). I have joined other CEOs from the BRT to form a Special Committee for Racial Equality and Justice. The committee will focus on these pillars: education and workforce, which I will lead; health care; access to financial capital in minority communities; and equitable justice.

Responding to a World in Need

Turning to COVID-19, from the onset of this crisis, we have been working hard to protect our employees and our business.

General Motors’ strength has always been the grit, talent and ingenuity of its people. While we temporarily suspended operations in various parts of the world, we realized we had the capability to quickly support production of critical care ventilators and personal protective equipment to save lives and help frontline workers care for COVID-19 patients.

In the U.S., we partnered with Ventec to build 30,000 ventilators in our Kokomo,

Indiana facility, with the capacity and ambition to build more if needed. In Brazil, our teams repaired ventilators for hospital use. Our global facilities have produced millions of masks, as well as face shields and gowns.

We have also made targeted financial donations around the world to address acute community needs.

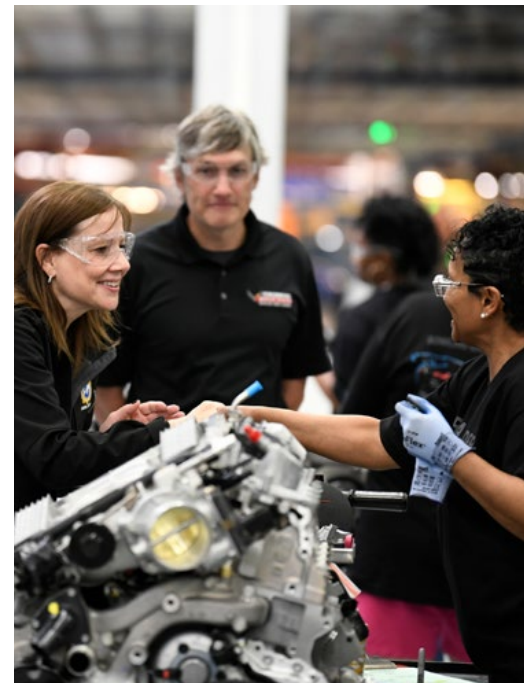
Maintaining Our Focus on the Future

Our tenacity and discipline have ensured that while we address the issues directly in front of us, we have maintained our focus on delivering a world with zero crashes, zero emissions, and zero congestion.

Transitioning to all-electric vehicles is central to a zero-emissions future. Our new, flexible platform and Ultium battery system will help us build EVs across all our brands.

By mid-decade, we expect to sell a million EVs a year across our global markets.

With partners that include utility companies and charging networks, we are also working to make sure charging is easy, fast, and



LEADERSHIP MESSAGE CONTINUED



affordable at home, work and on-the-go. And we will continue to increase the number of chargers at our facilities.

Our work to develop safe, autonomous vehicles on our way to a driverless future — one with safer roads and zero crashes — also continues uninterrupted. In January, Cruise introduced Origin, a purpose-built, electric, shared, self-driving vehicle that GM and Cruise developed jointly with Honda. It is designed to seat six and provide a better, safer and more consistent experience than a conventional rideshare vehicle.

Accelerating Our Response to Climate Change

In response to the threat of climate change and urgency to do more and act faster, we have established new targets to accelerate our sustainability goals, detailed throughout this report.

“As we move forward, I believe society will have an even greater appreciation for the well-being of each other and our planet.”

We will source 100 percent of our facilities' electricity from renewables by 2040 globally, and by 2030 in the U.S. By 2025, we will be 60 percent of the way toward our global goal. And in partnership with our suppliers, we are establishing a sustainable material target of at least 50 percent by 2030 for all our vehicles.

Moving Forward With Purpose

This moment in time is historic for all of us. General Motors has helped change the world before, and we are determined to do it again. We have the skilled and dedicated workforce, and the technology, ingenuity, and resolve to deliver.

Our company and our world have changed. As we move forward, I believe society will have an even greater appreciation for the well-being of each other, and our planet. General Motors is as determined as ever to create solutions that will lead to a better future for all of humankind, with an all-electric future guided by a focused vision of zero crashes, zero emissions, and zero congestion.

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