

EARNING CUSTOMERS FOR LIFE

OUR OPPORTUNITIES

- Building upon recent strong performance in customer satisfaction, as shown in industry surveys
- Leveraging a growing number of digital touchpoints to strengthen our relationships with customers
- Digging deep to understand subtle qualities, such as sounds and textures, that customers consider indicators of quality
- Continuing to strengthen our cultural commitment to building quality vehicles across the enterprise

OUR CHALLENGES

- Understanding the stakes: Trust is easy to lose and difficult to regain
- Ensuring quality vehicles as we deploy increasing levels of advanced technology
- Maintaining consistent experiences across thousands of customer interactions worldwide
- Helping dealers and keeping training current on automotive trends, such as the transition to selling EVs, in order to meet customer expectations

IN THIS SECTION



EARNING CUSTOMERS
FOR LIFE

Customer Trust & Satisfaction

Customer satisfaction speaks to what we believe as a company. Customers trust GM brands, operations and dealers around the world to provide them with quality products that can help their families stay safe.

Today, we are more focused on this responsibility than at any other time in our history. We put customers at the center of everything we do so they are not only loyal to our brands and products, but also recommend them to others. Everything we do is grounded in an intent to deliver the highest possible levels of product quality. Our brands, products and services aim for benchmarks in studies measuring quality and consumer satisfaction. Accordingly, our focus on product quality aligns the entire company with the goal of exceeding customer expectations and providing customers with the best overall experience.

Vehicle Development Process

This focus on the customer defines how we develop, engineer and manufacture our vehicles with quality and durability goals in mind, starting with the vehicle development process. We harness customer feedback from global markets to help shape our customers' product experience, using our GM Compass customer survey to gather preferences on a variety of issues—from performance and efficiency to how people interact with their vehicles. We also are continually refining our vehicle development processes to help deliver products our customers want that meet their expectations for quality, safety and performance. Our Global Vehicle Development Process includes explicit steps to improve safety and quality assurance.

Building a Quality-Focused Culture

The Global Vehicle Development Process is rooted in a cultural commitment to design, engineer and build quality vehicles. Building upon GM's "Who We Are" and "How We Behave" foundational statements, employees are committed to a goal of delivering quality as a value supported by key initiatives and behaviors. This commitment is supported by three elements:

- ▶ **1. Product Safety**, which in recent years has been enhanced through several organizational changes, including the formation of a Global Safety, Systems and Integration organization, the restructuring of our global vehicle safety and safety field investigation processes, as well as implementation of our Speak Up For Safety program, Prevent Repeat Defect process and Safety Incident Protocol.
- ▶ **2. Systems Engineering**, which is applied to our processes through an organization that defines functional content, assigns function ownership and uses a new IT-based system to help map, flow and trace requirements across our complex systems network.
- ▶ **3. Quality Chain**, which is an interconnected system of tools and methods that illustrates required collaboration and drives visibility into how design, systems and process failure modes can be mitigated. This helps drive enterprisewide engagement so all issues can be corrected across all systems and processes.

Earning Customers For Life

Each element is interdependent, enterprisewide and designed to be sustained over the long term to facilitate the learning, practice and perfecting that are required to achieve a quality-focused culture.

Our Global Product Development function has translated GM's vision of quality into values and behaviors that are meaningful for employees. These behaviors include a focus on product safety, which we strengthen with continuous improvement in our Global Product Integrity organization, the Speak Up For Safety system and a restructured safety field investigation process. We reinforce these behaviors through the Mark of Customer Excellence (MoCE) award, which recognizes GM employees in the U.S., Canada and Mexico who go above and beyond to live our cultural values and create amazing experiences for our customers. The award honors moments that can happen at any time, from work in the office on a project to out in one's community.

We are also emphasizing systems engineering companywide. This requires all people to practice the discipline of systems thinking, understanding how their individual roles contribute to the bigger picture, rather than thinking in silos. Related to systems thinking is our quality chain construct. GM has quality tools that work as interconnected processes and cross system and organizational boundaries. Using these tools together is helping us build discipline into our process for identifying and addressing failure modes.

These product development-centric elements are foundational and complemented by our Launch Excellence initiative. The initiative uses an Affinity Diagram to help teams focus on what must be true in terms of process and discipline to successfully navigate vehicle development.

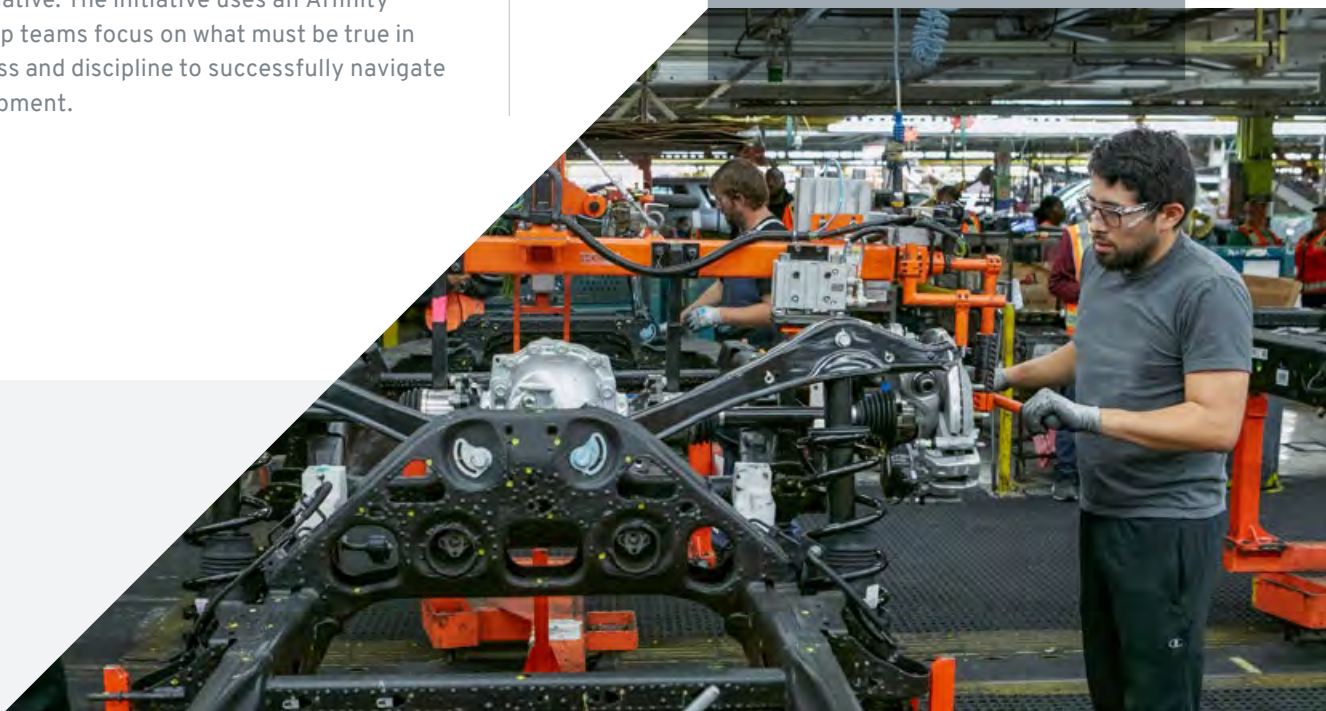
Quality Assurance

All manufacturing operations that require ISO 9000 certification—a set of international standards on quality management and quality assurance—are certified. Globally, we have transitioned to the new ISO 9001:2015 standard, which is aligned with the most recent trends. 54 operations have completed the transition and certification in 2020. We have nine component plants certified to the IATF 16949 standards. We also maintain a Global Manufacturing System (GMS) that informs all aspects of our business and is even more rigorous than external standards.

A focus of our quality assurance programs is "initial quality," which refers to vehicle issues that customers may experience in the first months of ownership. In recent years, user-friendly infotainment systems, seat comfort, placement of knobs and handles and other features have replaced component failures as top initial quality issues. We measure our performance in this area through a key metric: 12 Months in Service Incidents Per Thousand Vehicles.

#5

industry ranking in J.D. Power 2021 Vehicle Dependability Study. GM had 12 Top Three vehicles in their segments, the most in the industry.



Earning Customers For Life



It's also important to understand that quality today goes beyond reliability to encompass often intangible experiences. That's why we are taking more scientific approaches to translate customer input and feedback into technical requirements that define the overall driving experience. Consider, for example, the sound of an engine start or transmission shift, the feel of buttons when pushed or the sound doors make when closing. Such quality attributes often can be difficult for customers to describe and quantify. New advanced tools and approaches, such as Human Vehicle Integration, help to translate customers' requirements into technical specifications and, ultimately, vehicle designs.

The implementation of updated tools and programs is helping GM employees around the world react better and faster to the needs of our customers. For example, our Global Product Development organization is required to achieve Black Belt Design for Six Sigma status within a specified time after joining the organization. We also have migrated all of our plants around the world to the highest quality levels with the goal of shipping the best possible products. Operational Excellence has been implemented

across the enterprise as a proven, systemwide and data-driven approach to confronting business issues and identifying lasting solutions.

The goal of these and other programs is to take action as early as possible in the vehicle development and manufacturing process to promote excellence at product launch. This "quality across the enterprise" approach drives behaviors and actions throughout the company to result in brands, products and services that meet or exceed the expectations of our customers.

Leading in Vehicle Quality and Satisfaction

GM was the highest-ranked automaker of 15 companies surveyed in the J.D. Power 2020 Initial Quality Study (IQS). The IQS measures components that fail and features that are difficult to use, hard to understand or don't work the way owners want. This year's study examined problems experienced by owners of new 2020 model-year vehicles during the first 90 days of ownership. Initial quality is determined by the number of problems experienced per 100 vehicles, with a lower score reflecting higher quality.

6

J.D. Power 2020 Initial Quality Study segment awards.

The 2020 Chevrolet Sonic bested every vehicle reviewed in the automotive industry for initial quality. The Yantai Dongyue North plant, part of our SAIC-GM joint venture, won the J.D. Power Platinum Award for plant quality, having the fewest defects or malfunctions of any

automotive manufacturing facility in the world. Overall, GM vehicles won six of 26 vehicle segment IQS awards, including:

- 2020 Cadillac CT5—Midsize Premium Car
- 2020 Cadillac CT6—Upper Midsize Premium Car
- 2020 Cadillac Escalade—Large Premium SUV
- 2020 Cadillac XT4—Compact Premium SUV
- 2020 Chevrolet Malibu—Midsize Car
- 2020 Chevrolet Sonic—Small Car

An additional eight vehicles ranked in the top three of their respective segments. Cadillac earned the most segment awards among premium brands.

We're also proud of our performance in J.D. Power's 2020 U.S. Automotive Performance, Execution and Layout (APEAL) study, which examines customer satisfaction with their new vehicles. GM's overall score of 844 index points moved the company to rank seventh in the industry, improving from 10th in the previous year. GM outperformed the industry average by two index points and earned three APEAL segment awards:

- Chevrolet Blazer—Midsize SUV (for the second consecutive year)
- GMC Sierra HD—Large Heavy-Duty Pickup
- Cadillac CT6—Upper Midsize Premium Car

Both the APEAL and the IQS studies were significantly redesigned in 2020, and measure owners' emotional attachments and levels of excitement with their new vehicles across 37 attributes.



Additional Awards and Recognition

GM is routinely recognized for the innovation, reliability and quality of our vehicles. Here are a few of the honors we earned in 2020:

- **IHS Markit**
 - #1 Overall Loyalty to Manufacturer
 - Best Loyalty Small Car Segment: Chevrolet Bolt EV
 - Best Loyalty Luxury Sports Car Segment: Chevrolet Corvette
- **WardsAuto TU—Automotive Awards**
 - OEM of the Year
 - 2020 Corvette Stingray—10 Best Interiors
 - Chevrolet Trailblazer—10 Best User Interfaces
- **Cars.com 2020 American-Made Index**
 - Nine of the top 25 models
- **American University Kogod School of Business Made in America Auto Index**
 - 10 of the top 25 models

Earning Customers For Life

Dealer Quality Programs

Putting customers at the center of everything we do extends to the experience they have when visiting our dealerships. It is essential that we maintain a consistent level of sales and service excellence to earn and maintain customer trust. Two elements of quality management systems help us achieve this consistency. We use Standards for Excellence (SFE) to measure dealers' sales and service performance and Essential Brand Elements

(EBE) to update and measure the achievement of brand standards relating to the quality and effectiveness of dealers' interaction with customers. The variable compensation of each dealership depends on the level of achievement under the SFE and EBE programs.

3,064

dealers are enrolled in the 2021 Mark of Excellence program.

We also maintain the Mark of Excellence program, which annually recognizes high-achieving dealers, sales consultants, sales managers, service managers, service consultants, service technicians and parts teams. Out of GM's 4,082 Chevrolet, Buick, GMC and Cadillac dealerships across the United States, 3,064 dealers and more than 60,000 dealer employees are enrolled in the 2021 Mark of Excellence program.

We provide both technical and nontechnical training and tools to dealerships to help them meet or exceed their customers' expectations. This training includes modules for sales, finance, front office and management staff; apps for sales and service; and various reference documents, such as FAQs. Different departments in the dealership relating to sales, as well as service, must maintain a certain level of training performance by meeting technical and nontechnical criteria. For example, to self-authorize warranty claims, a dealer must maintain 100% training for technicians at all times. Our GM Internal Audit Staff ensures dealer compliance by auditing all dealerships on a rotating basis. Dealers are required to achieve third-party Automotive Service Excellence certification of their facilities, an industry standard and a customer-recognized seal of quality. Furthermore, while ISO 9000 certification is not mandatory, many dealers are ISO 9000 certified.

Throughout the COVID-19 pandemic, our brand teams have worked closely with GM Financial, OnStar, our dealer network and their Certified Service experts to ensure that customers had the resources needed to both purchase and service vehicles in a safe manner. Online vehicle shopping and home delivery were among the services offered to customers as an alternative to in-person visits.



Earning Customers For Life



Customer Experience

As technology evolves, so do customer expectations. That's why in recent years GM formed the Customer Experience (CX) team, whose vision is to deliver the world's best customer experience in any industry. The CX team's strategy, once fully implemented, is expected to dramatically improve our relationship with our customers and foundationally change the external perception of GM customer experiences. Some of its current initiatives include:

- Deliver world-class customer experience at every touchpoint by transforming customer experiences throughout GM's digital interfaces, Contact Center interactions, eCommerce platforms and Customer Care & Aftersales (CCA) solutions.
- Grow the business and add customer value by supporting GM's profit and loss business units with digital go-to-market strategies that grow our revenue and add value for our customers.
- Reimagine the purchase experience by rethinking the future of retail to prepare for the significant rollout of electric vehicles and the Ultium battery platform as they begin delivery to customers.

The CX team, together with IT, Global Product Development and business partners, have implemented over 300 improvements to digital customer interfaces, contact centers, brand sites and CCA solutions through 2020.

We recognize that overall customer satisfaction is a function of both quality products and customer interactions to create a distinctive customer experience. This requires having a 360-degree view of our customers that enables us to recognize, understand and serve them best.

We make great efforts to ensure our customers can share their concerns with us at any time. Our Customer Assistance Center is integrated with our U.S. dealer network, field organization, technical and parts assistance, engineering, product quality teams and OnStar and Roadside teams. Any GM employee or customer can easily report a concern or comment through the center's website, email address or phone hotline, where our dedicated team works to quickly incorporate feedback and resolve concerns.

We have recently introduced a reimagined, personalized EV customer experience with a single platform that simplifies discovery, education and management of GM products and services. [Learn more on page 56.](#)

Earning Customers For Life

5M+

drivers signed up for My GM Rewards program.

Another way we build loyalty is through the My GM Rewards program, the automotive industry’s first comprehensive loyalty rewards program. Once enrolled, members can earn and redeem points on eligible purchases, including new GM vehicles, parts,

accessories, paid dealer services, OnStar and Connected Services plans and more. More than 5 million drivers have signed up for this program.

We measure customer satisfaction progress primarily through the Net Promoter Score (NPS), which is an important key performance indicator that gauges how likely a customer is to recommend our products. NPS is calculated as the percentage of customer promoters—defined as those who rated us a 9 or 10 on likelihood to recommend—minus the percentage of customer detractors—defined as those who scored us 0 to 6.

In 2020, our Net Promoter Score was 88, which is consistent with our score from 2019.

We earned an exceptionally high rate of response, reaching 32% of customers surveyed. In 2020, our Net Promoter Score was 88, which is consistent with our score from 2019. Every customer also receives a dealer assessment, the Customer Satisfaction Index (CSI), that asks for feedback on both their sales and service experience at dealerships. Questions associated with NPS and our CSI survey are incorporated into a common global survey. We use the true NPS calculation, as we believe this data best represents customer satisfaction because it is a measure of advocacy. In addition to our internal metrics, we monitor third-party measures of customer satisfaction and quality to gauge our progress.

LEARN MORE

Please visit www.mygmrewards.com to learn more about My GM Rewards, our comprehensive customer loyalty rewards program.



My GM Rewards program app.