



ESG
MANAGEMENT



Leadership Message

While 2020 will go down as a challenging year, meeting those challenges proved our collective resiliency and commitment to our people, our communities and our environment.

We're well into 2021, and at an inflection point for more sustainable mobility and a more diverse and inclusive society. We're moving through the world in a new way, taking EVs mainstream and executing against a growth strategy that imagines our future beyond the vehicle, while accelerating our social and environmental impact.

There is no question that our greatest opportunity is an all-electric, carbon-neutral future. Our commitment to become carbon neutral in our global products and operations by 2040 and aspiration to eliminate tailpipe emissions from new light-duty vehicles by 2035 is another step toward our vision of a world with zero emissions.

Decarbonizing our business is the right thing to do. Last year, amid the pandemic, we made a strategic decision to accelerate our zero-emissions future by investing more than \$27 billion on EVs and AVs through 2025, allowing us to offer 30 EVs globally by the same year. This is how we will bring everybody in on the all-electric future: EVs that are fun to drive for every lifestyle and price point.

I am encouraged by how many other companies share our goal of creating a better future. Yet, it's just as important to recognize that how we get there matters. Once-in-a-century technology transformations like these often leave people behind. At GM, the transition will be equitable and inclusive, with our longstanding leadership in fostering diversity.

Nearly a year ago, following several tragic deaths and a broad awakening to the ongoing racial bias and injustice in our society, I announced our ambition to become the world's most inclusive company. Much of the focus is on our own culture, but we also view this in the way we impact the world. We will bring the employees, communities, dealers and suppliers who have been so essential to our success into this more prosperous future. Our transition will also recognize racial justice and equality, with more career opportunities that include new green jobs. Throughout 2021 we will share more details, but we want our employees, investors and communities to know that we are committed to achieving our environmental goals in a way that can also help benefit people in our society.

We will continue to innovate, be transparent, report out on our progress and explore new ways to accelerate our vision for a better, more inclusive future.

What I believe is that we have everything we need to deliver a more sustainable and equitable future—talent, technology, manufacturing footprint and scale, industry-leading customer loyalty, strong dealers and great partners and suppliers. Integrating all of these elements is what we do best, and we are committed to bringing our speed and sense of urgency to help create a more sustainable future for all.

Mary T. Barra

Chairman and Chief Executive Officer