General Motors Climate-Related Disclosures 2025 Report

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2025 GMC Hummer EV SUV

Introduction and Basis of Preparation

About This Report

General Motors Company (GM) has prepared this report guided by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and emerging International Financial Reporting Standards (IFRS) S2 expectations, reflecting our efforts to advance transparency around climate risks, governance, and strategy, and support compliance readiness.

We disclose strategy and scenario analysis, governance, risk management, and metrics and targets. We assess our business against climate scenarios of global temperature increase of 1.5°C, 2–2.5°C, and 4°C—based on International Energy Agency (IEA) and United Nations Intergovernmental Panel on Climate Change (IPCC) data, helping us evaluate our resilience in a lower-carbon economy.

As we move toward our vision of a zero emissions future, GM faces climate-related risks across its operations, value chain, and products, including physical and transition risks. We actively seek to manage these risks through scenario analysis, strategic planning, and stakeholder engagement to ensure long-term business resilience.

Scope and Boundaries

This report covers certain sustainability metrics and data for GM as of and during the year ended December 31, 2025, unless otherwise stated. In some instances, certain data from an earlier period that was previously published in other locations has been updated in this report. This report includes all of GM's consolidated entities unless otherwise stated. In some instances, data has been included for operations in which GM's interest is through joint ventures (JVs), including our automotive China JVs. In these instances, the inclusion of that data is noted. Dollar amounts presented within this report are stated in U.S. dollars. Certain amounts may not sum due to rounding. Unless otherwise stated, the information included in this report is current at the time of publication (June 25, 2026).

We have engaged an independent third party to verify a selection of the greenhouse gas (GHG) and certain sustainability data for our global operations and value chain presented in this report. A link to the verification statement is provided on page 23.

Products Disclosure

In this report, depicted products and features may be simulated, preproduction, or concepts and are subject to change. Certain products are not currently available or are subject to limited availability. For vehicle availability and feature use and limitations, including details relating to advanced safety and driver assistance features, consult the brand's website and product Owner's Manual.

Cautionary Note on Forward-Looking Statements and Disclaimer

This report and related comments by management may include "forward-looking statements" within the meaning of the U.S. federal securities laws. Forward-looking statements are any statements other than statements of historical fact and represent our current judgment about possible future events. In making these statements, we rely upon assumptions and analysis 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 future events or financial results, and our actual results may differ materially due to a variety of factors, many of which are described in our most recent Annual Report on Form 10-K and our other filings with the U.S. Securities and Exchange Commission. We caution readers not to place undue reliance on forward-looking statements. Forward-looking statements speak only as of the date they are made, and 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.

This report provides an overview of some of GM's long-term aspirations, and some efforts in support of them. Some of the statements and data in this report are derived from other GM publications, and links are provided to those documents. With respect to goals, commitments, and aspirational or otherwise forward-looking statements in this report, actual results may differ, possibly materially. This report also includes certain numbers that are estimates or approximations and that may be based on assumptions. We believe that the estimates employed are appropriate and reasonable; however, due to inherent uncertainties in making estimates and assumptions, actual results could differ from the original estimates.

Solely for convenience, trademarks and trade names referred to in this report may appear without the ® or ™ symbols. Such references are not intended to indicate, in any way, that we will not assert, to the fullest extent under applicable law, our rights or the right of the applicable licensor to these trademarks and trade names.

Governance



2025 Chevrolet Silverado EV

Roles and Responsibilities

GM's Board of Directors is elected annually by shareholders to oversee the company's business and strategic direction and build long-term shareholder value. In 2025, the Board actively engaged in shaping and overseeing the company's strategy to profitably deliver exceptional products our customers love, while adapting to the dynamic trade policy and regulatory environment.

Board Oversight

As part of its strategic and risk oversight responsibilities, the Board receives periodic updates on GM's sustainability strategy and priorities through its committees, including the Governance and Corporate Responsibility Committee (GCRC) and the Risk and Cybersecurity Committee (RCC). This includes the oversight of climate-related risks and opportunities through GM's strategic risk management (SRM) process. The Board collectively brings expertise in risk management, environmental, and governance—critical capabilities to oversee climate-related risks and opportunities. The Board reviews its skill matrix annually and has confirmed that its composition continues to maintain the requisite expertise and possesses a broad range of skills, qualifications, and attributes that will support GM's strategy.

Additional details on the Board's expertise, structure, and governance practices, including specific risk oversight functions of each of its committees, are available in our 2026 Proxy Statement.

We believe we should make meaningful contributions to shaping public policy and addressing legislation that impacts our company, industry, and stakeholders, including by supporting candidates and public policies that drive our long-term growth. GM's recently enhanced political disclosures led the Center for Political Accountability (CPA) to award GM their highest "Trendsetter" status in their annual CPA-Zicklin Index of Corporate Political Disclosure and Accountability.

The Board receives periodic reports on priority policy issues, oversees our participation in the political process, and has adopted a U.S. Corporate Political Contributions and Expenditures Policy, overseen by the GCRC. Through the GCRC, the Board annually oversees all corporate political contributions, direct and indirect lobbying activities and expenditures, and GM Political Action Committee contributions and process (which are funded entirely by voluntary employee contributions).

Management Oversight

At the management level, GM uses a top-down and bottom-up approach to risk governance. The chief executive officer (CEO) and senior management are responsible for implementing the Board-approved strategy, including the management of climate-related risks and opportunities across GM's operations, products, and value chain.

Management carries out this role through existing risk, disclosure, and sustainability structures, consisting of:

- The Risk Advisory Council, an executive-level body with cross-functional representation that monitors key business and emerging risks and supports integration of risk management practices across functions and regions.
- The Sustainability Disclosure approval process, a cross-functional group comprising senior finance, sustainability, and legal leaders that oversees governance of sustainability-related disclosures, including climate-related reporting, and associated data and control processes.
- The Chief Sustainability Officer (CSO) leads the company's enterprise-wide sustainability strategy and efforts. The CSO ensures alignment with business units to enhance integration and execution, sets sustainability targets, monitors progress against those targets, and reports periodically to the GCRC.

These structures, together with functions such as Legal, Public Policy, Finance, Strategic Risk Management, Manufacturing, and Engineering, provide the controls and procedures used to coordinate climate-related strategy, risk assessment, and disclosure. Climate-related risks and opportunities are identified, assessed, and monitored through GM's SRM processes, with outputs reported to management and, as appropriate, to the Board or its committees.

GM's executive compensation program seeks to align our pay metrics with both near- and long-term strategic priorities. These priorities include maximizing our internal combustion engine (ICE) portfolio, growing our electric vehicle (EV) business profitably, delivering innovative software and services, and continuously advancing our autonomous vehicle (AV) technology.

Strategy



2026 Chevrolet Equinox EV

Approach

GM's climate strategy focuses on reducing GHG emissions and managing climate-related risks and opportunities across its operations, product portfolio, and value chain. In line with the recommendations of TCFD and IFRS, climate considerations are embedded into GM's strategic planning and governance processes to drive long-term competitiveness and value creation.

We are committed to our vision of a zero emissions future, with profitable EVs as an important part of our long-term business strategy. We continue to make significant investments to build the industry's broadest EV portfolio across brands, segments, and price points. Our portfolio includes vehicles designed for a wide range of use cases, from daily commuting to performance and work applications, and is supported by manufacturing and supply chain capacity for EVs, batteries, and components in North America. Our EV sales in the U.S. increased by 48% in 2025.

Despite our EV sales growth in 2025, we expect significantly lower EV volumes in 2026. U.S. regulatory and economic policy changes have impacted our expectations regarding the pace of EV growth and consumer demand, and accordingly, our progress on GHG emissions reductions. We are reevaluating our path to reduce emissions in this changing landscape, with continued focus on three areas: operations, products, and the value chain.

Climate-Related Risks and Opportunities

GM assesses climate-related risks and opportunities with the potential to affect its business over the short, medium, and long term. This assessment is integrated into GM's SRM process and covers both transition risks and physical risks, as well as climate-related opportunities.

Transition risks include those arising from policy and regulation, technology choices, market shifts, and supplier sustainability. Physical risks include more frequent and severe weather events and other climate-related hazards that could affect GM's facilities, supply chain, and customers. Climate-related opportunities relate to lower emission products and services, energy and resource efficiency, and measures designed to increase our business resilience in the face of climate impacts including our investments in EVs, battery technology, and software-enable services.

Time Horizons
GM assesses climate-related risks and opportunities using time horizons that align with its planning cycles:

- Short term (zero to three years): GM defines short term for risks and opportunities as a period covering up to three years and including annual budgets for capital expenditures and operating expenses.
- Medium term (three to five years): GM's medium-term plan for risks and opportunities includes three to five years of resource allocation and funds.
- Long term (greater than five years): Long term is aligned with GM's strategic planning horizon and climate-related targets, including those for operational and vehicle emissions.

Detailed information on GM's identified climate-related risks and opportunities and time horizons applied is provided in the Risk Management section.

Business Model and Value Chain

GM's business model is based on designing, manufacturing, and selling vehicles and related services globally through a network of owned and JV facilities, suppliers, logistics partners, dealers, and customers. GM focuses its adaptation and resilience efforts across this value chain.

In operations, climate-related transition and physical risks primarily relate to energy use, direct and purchased-power emissions, and site-level exposure to weather- and water-related hazards. GM addresses these through its energy and water strategies, including efficiency measures, renewable electricity sourcing, and site-specific risk assessments.

In products, regulations on vehicle emissions and fuel economy, changes in customer demand, and developments in batteries and propulsion systems inform our long-term portfolio planning for EV, hybrid technology, ICE offerings, and associated investments. These emissions and fuel-economy regulations are considered as climate-related transition risks.

In the value chain, climate-related risks arise in upstream supply (including critical raw materials and supplier emissions), logistics, and the use of sold products, where most of GM's GHG emissions occur. GM engages with suppliers on emissions and resilience, and supports customers and dealers in the transition to lower emission mobility.

GM's climate-related strategy and planning are subject to the same risks, uncertainties, and assumptions that affect GM's broader business, including those described in the Risk Factors section of GM's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. Our long-term EV strategy is dependent upon consumer adoption of EVs over time and our ability to profitably deliver a strategic portfolio of EVs. For additional information on these and other dependencies, see the Risk Factors section of GM's Form 10-K and 10-Q.

Operations

GM's operations, including manufacturing, assembly, and supporting facilities, are a source of Scope 1 and 2 emissions and are exposed to climate-related physical risks such as extreme weather and water stress. GM's operational strategy focuses on managing these risks and related opportunities through its energy and water programs.

Scope 1 and 2 Emissions

Our approach to managing energy in operations and reducing Scope 1 and 2 emissions is based on four pillars:

- Improving energy efficiency through a global energy management system, with a focus on high-use areas such as paint shops, process equipment, and building systems.
- Matching a greater proportion of our total annual electricity consumption every year with renewables.
- Addressing supply reliability and grid resilience, including measures to mitigate grid interruptions.
- Advocating and collaborating with utilities and other stakeholders on reliable, lower-carbon power.

GM continues to invest in energy-efficient systems and lower emission technologies, including alternatives to natural gas for heating and selected processes. Energy-saving initiatives are supported by enhanced metering, project tracking, and internal processes to identify low-carbon opportunities, including exploratory work on internal carbon considerations.

Since 2018, our Scope 1 and 2 emissions declined by 52%, driven primarily by increased use of renewable electricity and energy-efficiency actions. Over the same period, company revenue increased by 26%. This demonstrates that near-term emissions reductions in our operational footprint can occur alongside business growth.

Internal Carbon Pricing

GM does not currently apply a formal, enterprise-wide internal carbon price in its planning or investment decisions. We periodically evaluate potential tools and approaches for these processes, including internal carbon pricing, but have not adopted a formal internal carbon pricing mechanism.

Energy Efficiency

At our St. Catharines propulsion plant in Canada, we initiated projects to improve utilization of waste heat from the onsite landfill gas co-generation plant and to lower overall energy consumption, including the installation of LED lighting, variable frequency drives, and high-efficiency chillers. These measures reduce total energy use and reliance on natural gas, thereby contributing to lower operational GHG emissions at the facility.

Renewable Energy

Sourcing and supporting the growth of renewable electricity through direct investments, on-site generation, green tariffs, and power purchase agreements (PPAs) has been central to reducing our Scope 2 emissions.

Scenario analysis of future energy usage and mix reinforces the importance of renewable sourcing and grid resilience under a range of climate pathways. GM's procurement strategy is further supported by efforts to improve operational efficiency, address grid reliability and resilience, and leverage its scale for advocacy in collaboration with key organizations.

In 2025, GM secured enough renewable energy to match 100% of its electricity use across all its U.S. facilities—making us the first U.S. automaker to reach this goal. Globally, GM matched 70% of its electricity usage with renewables, surpassing its 2025 interim target of 55%.

GM's renewable energy investments support lower emission, more resilient electricity grids. Our U.S. projects also support local economies through jobs and tax revenue.

Renewable Energy

In Silao, Mexico, GM established new wholesale supply contracts that include renewable electricity. These actions support GM's progress toward sourcing more renewable electricity in its operations, consistent with the objectives of RE100—a global corporate initiative led by Climate Group that brings together companies committed to 100% renewable electricity.

Water Management

GM's operations are exposed to climate-related physical risks linked to water, including flooding, drought, and broader water stress. Effective water management is therefore a component of GM's climate strategy and risk management framework, particularly in locations facing higher water risk in Mexico. GM is also a signatory to the CEO Water Mandate, a UN Global Compact initiative focused on water security.

GM's approach focuses on:

- Assessing site-specific water risks, including scarcity, flooding, and local regulatory pressures, during facility planning and operations.
- Using tools such as the World Wildlife Fund (WWF) Water Risk Filter to inform decisions on conservation measures and alternative sourcing strategies.
- Prioritizing high-consumption areas, such as paint shops and cooling towers, for water reduction and recycling projects.
- Integrating water-saving technologies into new processes and facility upgrades and tracking progress through internal targets and quality control plans.

In 2025, GM's water intensity was 4.84 cubic meters per vehicle, which was slightly higher than its projected path toward meeting its 2035 goal. GM continues to conduct water treasure hunts at high-priority facilities to identify additional opportunities.

By reducing dependence on freshwater and expanding reuse, GM aims to mitigate physical climate risks, support operational continuity, and manage potential regulatory and cost pressures related to water use, particularly in water-stressed regions.

Metrics, baselines, and targets for operational emissions, renewable electricity, and water are disclosed in the Metrics and Targets section.

Water

At the Global Technical Center in Warren, Michigan, we are implementing storm water projects to address acute physical climate risks from flooding. This includes site-civil upgrades such as outfall replacements, new city water and storm tie-ins, and related paving and traffic-control changes.

In Mexico's water-stressed regions, continued investments in water system expansion and efficiency—along with upgraded equipment—have increased water reuse. Improvements in well-water treatment have further expanded reuse capacity, resulting in reduced water withdrawal in these high-stress areas compared to the prior year.

Products

GM's product portfolio is exposed to climate-related transition risks, including evolving vehicle emissions and fuel economy regulations, shifts in customer demand, technology choices, and supply chain constraints for key materials. At the same time, we see opportunities to grow market share by expanding our offerings in EVs and next-generation energy solutions, advancing battery and charging technologies, and integrating circularity into product design and life cycle management.

Portfolio, EV Mix, and Production

GM has built a broad portfolio of 12 EVs across brands, segments, and price points, with two vehicles with a MSRP starting under $40,000. Our portfolio is intended to give customers more choice across a range of use cases, from daily commuting to performance and work applications: crossovers such as the Chevrolet Bolt, Chevrolet Equinox EV, and Chevrolet Blazer EV; trucks including Chevrolet Silverado EV, GMC Sierra EV, and GMC HUMMER EV SUV and SUT; and Cadillac luxury EVs such as the Cadillac OPTIQ, Cadillac LYRIQ, Cadillac VISTIQ, Cadillac CELESTIQ, and Cadillac ESCALADE IQ. In 2025, EVs represented 9% of GM's U.S. light-duty vehicle sales, and GM was the No. 2 seller of EVs in the United States and No. 1 in Canada.[1]

The long-term transition to EVs is a key part of GM's business growth strategy, particularly in the United States, and an opportunity to mitigate climate risk by reducing tailpipe emissions. GM is investing in technology and infrastructure for a lower emissions future while recognizing that customer demand, policy, and infrastructure are evolving at different speeds across markets. Consumer adoption of EVs has been slower than anticipated.

GM's near-term profitability is dependent on the performance of its current line of ICE vehicles, particularly full-size SUVs and full-size pickup trucks. Cash generated from these vehicles is an important source of funding for GM's growth strategy, including investments in EV and battery technology, manufacturing capacity, and supporting infrastructure.

EV investments span the full value chain, from vehicle assembly, battery R&D, and battery cell production to component plants and supply chain partnerships. As recent U.S. policies evolved, we reassessed our EV capacity and manufacturing footprint and completed a strategic realignment to expected consumer demand. Our strategic realignment of EV capacity has not impacted today's retail portfolio of Chevrolet, GMC, and Cadillac EVs currently in production, and GM continues to invest in EV technology.

These investments are intended to increase GM's ability to shift the product mix toward lower tailpipe emissions vehicles while maintaining manufacturing flexibility under dynamic market and policy conditions. Guided by customer choice, 2025 sales were supported by both EV growth and continued ICE demand, resulting in a 2% increase in emissions intensity compared to our 2018 baseline.

Battery Technology and Raw Materials

Continued investment in battery technology and manufacturing is a key component of GM's strategy. GM's battery platforms support a diverse EV lineup, and our teams are pursuing innovations to reduce costs, improve performance, localize the supply chain, and support progress toward fleet GHG reduction over time.

GM operates and invests in dedicated battery research, development, and facilities, including the Wallace Battery Cell Innovation Center and the nearly completed Battery Cell Development Center at its Warren campus. These facilities focus on new chemistries, cell formats, and advanced manufacturing methods and allow GM to prototype and validate full-size cells and production-representative designs in-house.

The objective is to support higher energy density, safety, durability, faster charging, and affordability as EV adoption evolves and to enable faster scale-up of new technologies with cell partners.

As part of this work, GM and its partners are advancing lithium manganese-rich (LMR) prismatic battery cells, which are expected to provide higher energy density than lithium iron phosphate (LFP) batteries at comparable cost by using the same minerals as high-nickel batteries, but biasing toward more abundant manganese alongside other cathode materials. LMR technology, which could take thousands of dollars off the cost of an EV, is a central part of our battery strategy, with LFP and high-nickel solutions enabling matching of the right battery chemistries and form factors to the right vehicle segments, range needs, and cost objectives.

The battery value chain depends on materials such as nickel, lithium, aluminum, copper, cobalt, and manganese. Elevated cost or reduced availability of these materials could increase EV production costs and affect GM's ability to execute its EV strategy at scale. To address these risks, GM is pursuing strategic agreements and partnerships to support a resilient, regionally focused supply of key materials and cathode inputs, and to enable local production of battery cells and related components. GM also works with suppliers with the goal of embedding environmental and human rights expectations into contracts and supporting lower-carbon and responsibly sourced materials where feasible.

[1] Based on S&P Global Mobility Canadian New Vehicle Total Registrations for calendar year 2025.

Charging Infrastructure and Energy Solutions

Expanding and integrating charging infrastructure is important for advancing EV adoption and managing climate-related market and policy risks. Limited access to convenient, reliable charging can slow EV uptake, so we collaborate with charging network operators and other partners to expand access to public fast-charging and destination charging across North America and in other markets.

Through integrated charging networks, GM drivers have access to more than 250,000 public chargers in the United States and Canada, including fast-charging capacity delivered through collaborations with EVgo and Pilot Travel Centers and planned ultra-fast chargers with ChargePoint. GM also participates in the IONNA JV, which is targeting installation of approximately 30,000 high-powered charging stalls in North America through 2030. Together, these initiatives are intended to reduce range and charging concerns and support EV adoption under a range of climate and policy pathways. GM considers how different policy and EV adoption scenarios could affect future charging needs and infrastructure partnerships.

GM also supports customers and dealers with tools and training that make EV adoption easier, including GM Fleet's Electrification Analysis tool. This tool uses a driver survey and telematics data to create a simple, tailored EV roadmap that shows the benefits of enterprises moving their commercial fleets from ICE to EV. In addition, GM offers digital tools embedded in vehicle brand applications and dedicated EV training programs for sales and service staff, including Explore EV for consumers and the Electric Vehicle Experience (EVX) and Pinnacle programs at the dealership level.

Through GM Energy, GM is developing home energy solutions that help customers manage energy use, improve resilience during outages, and support broader decarbonization efforts—while expanding the usefulness of EVs. Across GM's 2026 EV lineup, customers can access vehicle-to-home (V2H) capability when their EV is paired with a compatible GM Energy home system, enabling backup power for essential home needs during outages. To date, GM has sold more than 240,000 vehicles in the U.S. equipped with technology that can support this capability when used with the required home energy equipment.[1] GM Energy's broader vision is to connect the vehicle, the home, the grid, and public charging through an integrated energy platform that gives customers more control, resilience, and flexibility.

GM Energy also is developing stationary storage offerings that use battery technology to provide backup power and load management for homes and utilities. These solutions are intended to reduce reliance on fossil fuel–powered backup generation, support grid stability under a range of climate and energy scenarios, and enable more effective use of renewable electricity.

Battery Energy Storage Systems

We're developing purpose-built battery technologies to serve grid storage needs—massive systems connected directly to the power network that act as a shock absorber for the grid. We announced in June 2026 that GM is developing next-generation sodium-ion battery cells for grid-scale stationary storage, in collaboration with Peak Energy and backed by a strategic investment from GM Ventures. Together, we're developing the sodium-ion cell in our labs to deliver even greater value for utilities, data centers, and other power providers.

We're also collaborating with Redwood Materials to deploy energy storage systems, including using second-life battery packs from GM EVs. These repurposed batteries are already being used in a 12 MW/63 MWh installation in Sparks, Nevada, supporting the AI infrastructure company Crusoe. We also plan to deploy repurposed battery packs at our own operating plants, beginning with our first site in Michigan.

[1] The GM Energy PowerShift Charger and GM Energy V2H Enablement Kit require an adequately charged V2H-capable GM EV, a properly equipped home, and proper grid interconnection. Weather conditions, life of the battery, vehicle variation and usage, and other external factors may impact the capability and duration of power supply. Power supply may be interrupted. It is not recommended that medical devices be powered with the GM Energy PowerShift Charger and V2H Enablement Kit.

Vehicle Circularity and Materials

GM is integrating circularity into vehicle design and development as a strategy to help mitigate climate-related transition and supply risks, including emerging regulations, material constraints, and evolving customer expectations. By increasing the use of recycled and sustainable materials, designing for reuse and remanufacturing, and planning for end-of-life recovery, GM aims to reduce reliance on virgin materials, lower material-related emissions, and improve supply chain resilience.

GM works with suppliers on data-driven strategies for key materials such as plastics, steel, aluminum, textiles, and EV battery materials, which together represent a large portion of our materials-related emissions footprint. Approaches include increasing recycled and renewable content, developing alloys that allow for greater recycled content, exploring closed-loop recycling, and selecting lighter-weight metals where appropriate.

In steel and aluminum, GM engages with select suppliers such as Nucor, U.S. Steel, and ArcelorMittal to identify and secure lower emission products, including through strategic purchase agreements, and is committed to supporting the growth of low-carbon steel, aluminum, concrete, and cement as near-zero materials become available. We've been working collaboratively for years to increase the supply of American-made, low emission steel, while ensuring quality and affordability are still priorities.

For textiles and interior materials, GM collaborates with suppliers to incorporate recycled content and plant-based fibers and is developing alternatives to traditional leather that aim to reduce environmental impact while maintaining durability and quality.

Life Cycle Management

Life cycle management extends beyond design and production to include sharing, maintenance, reuse, remanufacturing, and recycling.

- Maintenance: GM supports vehicle maintenance through OnStar diagnostics that provide customers real-time updates on key systems such as engines, transmissions, and brakes, ensuring proper maintenance that optimizes performance.
- Reuse: Through used-vehicle platforms such as CarBravo, GM enables reuse of vehicles by providing access to inventories of certified used vehicles and related services, supporting secondary ownership and extending the useful life of vehicles.
- Remanufacture: GM's remanufacturing programs for selected components, including engines, transmissions, and other parts, are intended to reduce demand for new materials and provide cost-effective repair options that can extend vehicle life while meeting engineering specifications.
- Recycle: For components that cannot be remanufactured, GM works with dealers and suppliers to enable recycling of selected parts, such as fascias, aluminum wheels, and catalytic converters, so that materials can be recovered and reintroduced into manufacturing value chains where feasible.

Customer Care and Aftersales

In 2025, GM's Customer Care and Aftersales organization sold approximately 600,000 remanufactured units in the United States across thousands of unique parts, including engines, transmissions, and other components.

EV Battery Circularity

EV battery life cycle management is a specific focus area within GM's circularity strategy and is intended to help mitigate transition and supply chain risks. By collaborating with suppliers for remanufacturing, repurposing, and recycling of EV batteries, GM seeks to reduce reliance on critical materials, lower life cycle emissions, and strengthen supply resilience.

GM product, engineering, and service teams work together to design batteries and packs that can be accessed, repaired, and ultimately dismantled more efficiently, and use insights from industry and recycling partners to inform design choices and end-of-life handling.

GM has established remanufacturing capabilities with select partners for current generation EV batteries, using modules from returned packs to build remanufactured packs that can be placed back into vehicles. This approach is intended to extend battery and vehicle life and reduce demand for new battery production. GM is also collaborating on secondary-use applications for batteries that are no longer suitable for vehicle use, such as stationary storage and backup power, before they move to final recycling.

GM works with specialized recycling partners to process manufacturing scrap from plants and warranty return batteries. Over time, GM aims to enable recovered materials from these recycling streams to be reintroduced into the battery materials supply chain, supporting long-term cost efficiency and regulatory readiness. GM also provides guidance and tools to dismantlers and other end-of-life processors to support the safe handling, removal, and transport of used EV battery packs.

Value Chain

GM's value chain, including suppliers, logistics providers, dealers, and customers, is exposed to climate-related transition and physical risks, as well as opportunities to reduce life cycle emissions and enhance resilience.

Scope 3 Vehicle Emissions

Climate-related risks and opportunities in the value chain are driven primarily by use-phase emissions from sold vehicles. These emissions are influenced by the pace of charging infrastructure deployment, evolving customer demand, and public policies such as vehicle emissions regulations and purchase and manufacturing incentives.

GM's primary approach to managing Scope 3 vehicle emissions and related transition risks is through the relative growth of its EV portfolio, which has lower emissions intensity during the use phase of the vehicle than comparable ICE vehicles. In 2025, EVs represented 9% of GM's U.S. light-duty vehicle sales, supported by a broader range of EV offerings across price points and segments. In that same year, GM was the No. 2 seller of EVs in the United States and No. 1 in Canada.[1] Zero emissions remains GM's long-term vision, and EVs continue to be an important part of our direction for the light-duty portfolio. GM is also maintaining flexibility to adapt to hybrid technology in selected segments to help meet evolving regulatory and compliance requirements and to provide customers with electrification benefits as charging infrastructure continues to deploy.

Progress in managing Scope 3 vehicle emissions will depend in part on customer demand for EVs and other lower emission technologies. GM monitors weighted average global well-to-wheel emissions intensity to assess changes in the use-phase emissions profile of its portfolio and uses this information to inform product and technology planning as market conditions, regulations, and infrastructure develop.

GM considers climate-related scenario analysis, informed by multiple IEA pathways, including Net Zero Emissions (NZE) 2050, the Sustainable Development Scenario, and the Stated Policies Scenario, to explore how different trajectories for policy, technology, and EV adoption could influence broader industry trends and potential implications for its business. In these modeled scenarios, faster EV adoption and stronger policy support are associated with more rapid changes in use-phase emissions profiles, while more gradual transitions underscore the need to manage both ICE and electrified portfolios during a transition period. These scenarios are illustrative and do not constitute forecasts, projections, or targets for GM's future vehicle mix, sales, or emissions.

China JVs and NEV portfolio

GM's China JV sales of new energy vehicles (NEVs) reached nearly 1 million units in China in 2025, a 22.6% year-on-year increase. Both NEV sales volume and penetration rate hit record highs, underscoring the company's accelerating electrification efforts. In 2025, growth was achieved in both retail sales and market share in China as the China JVs delivered nearly 1.9 million vehicles, up 2.3% from a year earlier. Increasing the share of NEVs in the JVs' portfolios supports lower use-phase emissions and reduces associated investment-related emissions exposure over time.

[1] Based on S&P Global Mobility Canadian New Vehicle Total Registrations for calendar year 2025.

Supply Chain Resiliency and Emissions

Climate-related risks and opportunities in the supply chain arise from changing regulations, suppliers' emissions performance, and the potential for climate-related disruptions to production, logistics, and material costs. Suppliers' decarbonization efforts and resilience measures can influence GM's ability to meet regulatory requirements, manage costs, and maintain continuity of supply.

GM's Global Purchasing and Supply Chain (GPSC) organization is engaging suppliers to improve transparency, reduce emissions, and strengthen resilience across key categories. Expectations are communicated through the Supplier Code of Conduct, including requirements related to environmental stewardship, responsible resource use, and emissions reporting and reduction. GM uses third-party assessment tools and reporting platforms, including EcoVadis and Secaro, to evaluate suppliers' sustainability performance across environment, labor and human rights, ethics, and sustainable procurement. GM utilizes Secaro as a platform for supplier GHG emissions reporting with the goal of enhancing transparency and visibility and supporting emissions reduction across GM's supply base.

By the end of 2025, 92% of our direct and logistics suppliers, by budgeted annual purchase value, had enrolled in the EcoVadis platform, and the average score of all GM-rated suppliers improved to 57 out of 100. We recommend corrective action plans for low-scoring suppliers.

GM works with suppliers to improve energy efficiency, expand renewable electricity adoption, and reduce water use and emissions across their facilities. These actions help mitigate regulatory, cost, and physical risks within the supply chain while supporting more resilient, lower emission value chains over time.

GM has deployed several digital supply chain management tools to enhance visibility, monitor for potential disruptions, and proactively engage stakeholders. These tools leverage direct inputs from thousands of suppliers around the world, ranging from our direct suppliers to the many levels that feed into them. GM uses this data to compile a detailed, map-based view of the network, increasing visibility and understanding of where risks may occur. This location-based visibility enables GM to identify and assess potential upstream risks, including nature- and water-related risks such as biodiversity sensitivity, water use, and water quality considerations, alongside other emerging risks, such as natural disasters and operational disruptions, to inform ongoing supply chain risk management and also support due diligence efforts.

When elevated risks are detected, an integrated alert and communications platform helps route information to relevant teams so that GM and its suppliers can take preemptive action, supporting more resilient supply and helping to mitigate the potential impacts of acute climate-related events on production and logistics.

Upstream supply of critical battery materials is an additional area of climate-related transition and physical risk; GM's approach to securing resilient, responsibly sourced supplies of these materials is described in the battery technology and raw materials section.

Transform: Auto

Industry collaboration is an important part of GM's approach to managing value chain emissions. In September 2024, GM, together with other automakers and suppliers, launched the "Transform: Auto" program with the Suppliers Partnership for the Environment and sustainability advisory firm Trio. The program is designed to help automotive suppliers procure renewable electricity and reduce their Scope 2 emissions, thereby supporting lower embedded emissions in purchased goods and services and contributing to reductions in GM's Scope 3 emissions. Since the launch, over 200 Tier I suppliers have joined the program. In 2025, the program began expanding into European markets, reflecting continued industry collaboration to decarbonize the automotive supply chain globally.

Resilience

We use climate-related scenario analysis to assess how resilient our strategy and business model are to different future climate scenarios. The analysis draws on widely used external reference scenarios and GM-specific data about our portfolio, manufacturing footprint, and key parts of our supply chain. It is intended to complement our existing enterprise risk management and planning processes by providing additional climate-related insights over the short, medium, and long term.

Climate-Related Scenarios and Key Assumptions

Our current assessment is based on three climate scenarios that span a range of potential temperature outcomes and policy responses:

- Aggressive Climate Mitigation (1.5°C—Paris Agreement): Rapid and coordinated climate policy, strong incentives for low emission technologies, and faster electrification of transport.
- Moderate Climate Mitigation (2–2.5°C): Continued tightening of climate policy and growth in EVs and low emission solutions, but with regional variation in pace and ambition.
- Business as Usual (4°C): More limited or fragmented policy action, higher long-term physical risk and greater uncertainty for large-scale low-carbon investment.

To translate these scenarios into GM-relevant insights, we consider assumptions about the evolution of key physical hazards (such as flooding, drought, extreme heat, and storms) in the regions where we operate. We use a mix of external datasets and internal analysis to understand how these variables could affect our business over our planning horizons.

Assessment of Resilience

Across the three scenarios, our current qualitative assessment indicates that:

- Under more ambitious climate-mitigation scenarios with stronger policy action and faster electrification, modeled transition pressures (including policy, technology, and market shifts) are higher in the near to medium term. In these futures, resilience is supported by GM's EV and low emission portfolio and investment in battery technology, while maintaining flexibility in propulsion technologies and platforms and carefully managing execution, cost, and timing risks.
- Under more moderate transition scenarios, we expect an environment in which EV and lower emission vehicle demand grows alongside ICE demand in certain segments and regions. Our diversified product mix and ability to adapt manufacturing capacity are important to sustaining resilience in this case.
- Under higher-temperature, business-as-usual outcomes, near-term transition pressures may be lower, but physical risks to operations, supply chains, infrastructure, and communities increase over time. In this environment, resilience depends on adaptation measures and diversification of supply routes and sites.

Capacity to adjust or adapt

We assess our capacity to adjust or adapt our strategy and business model mainly through our ability to retool, reconfigure, and adapt our portfolio and manufacturing footprint over time, and to allocate capital toward risk mitigation.

We have taken actions to strategically realign our EV capacity and manufacturing footprint with the slowing in customer demand for EVs. We believe we are well-positioned to respond to changes in demand because of our strong market position with ICE vehicles in the United States and the success of our Chevrolet, Cadillac, and GMC EVs with customers.

Scenario Planning

GM's most recent qualitative climate risk assessment, completed in 2024, considered three potential climate scenarios to identify, prioritize, and help manage climate risks. Understanding different emissions pathways enables us to plan for a range of possible climate responses and associated impacts. Business units qualitatively evaluated GM's resilience under each scenario to inform our climate-related risks and opportunities.

The analysis summarized in the table drew on peer benchmarks and external reference scenarios. We used IPCC pathways to assess physical risks and IEA scenarios to assess transition risks over short-, medium-, and long-term time horizons.[1]

GM conducted a multi-year, quantitative physical climate risk assessment to evaluate the exposure of manufacturing and essential non-manufacturing facilities under a range of IPCC-consistent emissions pathways, spanning 1.5°C-aligned, well-below 2°C, intermediate (e.g., stated and current policy), and higher-warming outcomes above 3–4°C. The assessment maps asset-level exposure to several hazards, such as flash flooding, drought and water stress, heatwaves, and temperature/tropical windstorms, over short-, medium-, and long-term time horizons. We use these assessments to deepen our understanding of potential physical climate-related impacts and inform our strategy.

Scenario[2]	Aggressive Climate Mitigation	Moderate Climate Mitigation	Business as Usual
Temperature Increase	1.5°C—Paris Agreement	2–2.5°C	4°C
Policy and Legal	Aggressive policy and regulatory actions to limit emissions are mandated, including cap-and-trade programs, carbon taxes, and limiting the extraction and use of fossil fuels in most sectors and all economies.	Moderate policy and regulatory actions to limit emissions are mandated to expand access to sustainable, affordable, and modern energy.	Lacking global coordination to tackle climate change. Considers only policies currently enacted and under development (e.g., emissions-reduction policies) and assumes slow implementation of policies based on the political, institutional, and societal barriers that exist.
Market	Accelerated transition to renewables/electrification. Drastic shift in consumer preferences for lower emission products and services and greater transparency alongside the phaseout of carbon-intensive products and services due to their unprofitability.	Gradual shift in consumer preferences for lower emission products and services and greater transparency.	Continued use of fossil fuels and energy-intensive activities. Slower adoption of lower emission products by customers.
Physical (Flooding, Drought, Heatwaves, Freeze, and Windstorms)	Intensity and frequency of acute physical risks remain relatively similar with moderate increases over the medium and long term.	Moderate effects of climate change requiring investment in adaptation measures, raw material and supply chain challenges, and some negative health effects on populations. Heavy precipitation and associated flooding events are projected to become more intense and frequent.	More visible effects of climate change, such as increased drought, flash floods, heatwaves, and windstorms necessitate investments in adaptation measures to protect production, assets, infrastructure, and communities. Stress on supply chain and challenges with sourcing raw materials, resulting in increased costs and disruptions. Negative health impacts on populations, including rise in heat-related conditions and mortality, and reduced productivity.
Technology	Accelerated support for low-carbon technological innovation through incentives and market opportunities. Increased investment in low-carbon technologies and development.	Gradual shift to low-carbon technology, with some opportunities for incentives and investments.	Slow shift to low-carbon technology with more limited incentives and investments.
Energy Usage and Mix	Substantial shift to renewable energy sources. Drastic reduction in fossil fuel usage requiring large-scale investments in clean energy infrastructure.	Gradual shift to renewable energy, but more investment will be in resilience measures to protect against climate-related disruptions.	Disruption to energy production, infrastructure, and distribution networks due to extreme weather-related events.

[1] Sources: IPCC Sixth Assessment Report (AR6), 2021, International Energy Agency World Energy Outlook 2021.
[2] IPCC Representative Concentration Pathways (RCP 8.5 and RCP 2.6) Source: TCFD Technical Supplement: The Use of Scenario Analysis in Disclosure of Climate-Related Risks and Opportunities.

Risk Management



2024 Chevrolet Blazer EV SS

Risks and Opportunities

GM incorporates climate-related risks into its risk management program to safeguard long-term business resilience, ensure regulatory compliance, and support the transition to a low-carbon economy.

Identifying and Assessing Climate-Related Risks and Opportunities
The TCFD framework categorizes climate-related risks into two main types: physical and transition risks. Physical risks refer to the direct impacts of climate change, such as more frequent or severe extreme weather events and long-term shifts in temperate and climate patterns. Transition risks arise from the global shift toward a lower-carbon economy and include policy and legal changes, technological disruptions, market and consumer preference shifts, and reputational factors that may affect how businesses operate and are perceived. GM considers each of these risk categories along with related opportunities when assessing climate-related risk.

Our SRM function facilitates an enterprise risk assessment. This is conducted at least annually and is supplemented with a series of inputs throughout the year. It includes, but is not limited to, external benchmarking and insights, senior leader input through interviews and surveys, and various workshop results, such as strengths, weaknesses, opportunities, and threats (SWOT) analysis, to understand where our most critical risks and opportunities exist. Climate-related risks are considered as part of our enterprise risk assessment process.

We evaluate climate-related risks and opportunities based on both quantitative and qualitative criteria. We generally use 1% of revenue as a proxy to assess whether further analysis is warranted to determine the risks of highest priority, along with other factors that inform our final assessment. This evaluation includes prioritizing our risks with consideration of other relevant facts and circumstances, such as strategic significance, potential financial impact, potential reputational impact, and vulnerability of occurrence, among others.

Managing Climate-Related Risks
Our CSO leads the efforts in integrating our most critical sustainability risks, including climate-related risks and opportunities, into GM's SRM process. This includes working with a cross-functional group of leaders to monitor for significant changes in our climate-related risk and opportunity landscape. Risk owners are assigned to assess identified risks, and they are tasked with evaluating the probability of occurrence and potential financial, strategic, and reputational impact. We then determine whether our current response is appropriate, given our appetite for the risk, or if further mitigation is required.

The enterprise risk owner works with the SRM Team to periodically reassess the risk and monitor key risk indicators (KRIs). Enterprise-level risk updates are shared with the Board's RCC. The RCC is periodically updated on changes to management risk responses, including if any trends increase or decrease throughout the year. Enterprise risks are also considered as we refine our strategies and long-term financial plans.

Climate-Related Risks and Opportunities

The following tables outline GM's key climate-related risks and opportunities, categorized by type, time horizon, and potential impact on the business, in alignment with the TCFD framework.

Transition Risks

Risk	Title	Time Horizon	Description	Potential Impact on Business	Risk Mitigation Activities
Policy and Legal	Cost to comply with sustainability regulations (supply chain)	Medium term	Cost to comply with more stringent regulations and/or the increased number of regulations related to sustainability across the supply chain (e.g., circularity requirements, supplier carbon footprints).	Increased costs for new and existing suppliers to maintain compliance with regulatory requirements, which impacts cost to GM. Impacts to production schedule if compliance requirements cause delays for existing suppliers and/or a need arises to partner with new suppliers.	Supplier education, inclusive of capacity building/technical support. Tracking of applicable regulations and providing advanced notice to suppliers.
Policy and Legal	Rapid and uncertain policy changes (emissions)	Short term	We are subject to state and federal governmental regulations, as well as regulations from governments outside of the United States, relating to fuel economy standards and GHG emissions. There are several methods to comply with these regulations that we have utilized and may continue to utilize, including, but not limited to, increasing production and sales of certain vehicles, such as EVs; curtailing production of certain vehicles, such as ICE vehicles; certain technology changes; and/or the purchase of GHG/ Corporate Average Fuel Economy (CAFE) credits from third parties. There is uncertainty around the future availability of credits and consumer demand for EVs, each of which could impact our ability to comply with these regulations.	Recent legislative changes enacted by Congress have lowered the civil penalties for noncompliance with CAFE standards to $0. The Environmental Protection Agency (EPA) has recently finalized the removal of all engine and vehicle GHG requirements from its regulations. Under other current regulations, shortfalls to certain other mandated fuel economy and emissions targets could result in legal or regulatory proceedings, the recall or decertification of one or more of our products, negotiated remedial actions, fines and penalties, and/or restricted product offerings. Additional compliance costs, including potential fines and penalties, are not reasonably estimable and could be substantial.	Maintain a diverse product portfolio—including a robust lineup of EVs and in the future strategic hybrid vehicle offerings in key segments—to meet evolving customer needs and comply with regulatory requirements.
Market	EV adoption by core customer base and dealers	Short term	EV adoption rate lags behind expectations due to lack of availability of EV infrastructure and customer and dealer sentiment.	Financial penalties incurred and regulatory actions (e.g., inability to sell in certain markets) if GM cannot achieve mandated emissions targets and decarbonization goals due to insufficient EV sales. Excess capacity and inefficiency at plants due to lag in demand. Reduction in revenue driven by loss of market share from lagging sales of EVs and constrained sales of ICE. For the year ended December 31, 2025, GM recorded total charges of $7.9 billion in North America related to the strategic realignment of EV capacity and manufacturing with expected customer demand and U.S. government policy changes.	Investing in EV charging infrastructure development. Working with dealer network to expose customers to EVs. Advancing battery technology to deliver the best mix of range, performance, and affordability. Creating greater flexibility in EV product mix.
Technology	Selecting the wrong technology or adopting at the wrong time	Long term	Selecting the wrong technology or mistiming the adoption of technology (e.g., not selecting technology at right stage of maturity, adopting technology too late in relation to competitors).	High costs and financial losses associated with investing in a technology that becomes obsolete or fails to meet consumer needs, and incurring costs to switch to a more suitable solution. Missed strategic market opportunities due to investments in alternative technologies, leading to a competitive disadvantage. Damage to reputation, financial losses, and legal challenges due to higher warranty expense or a product recall caused by compressed timeline to transition.	Earlier testing and development diagnostics to resolve issues ahead of production. Monitoring technological advancements and market trends to make informed decisions about product and technology investments.Strategic planning and resource distribution to ensure software adaptability across different vehicle types and a versatile portfolio.

Climate-Related Risks and Opportunities

Physical Risks

Risk	Title	Time Horizon	Description	Potential Impact on Business	Risk Mitigation Activities
Acute Physical	Disruption of supply chain	Short term	Increased intensity, frequency, or duration of storms, droughts, wildfires, or other severe weather events as a result of climate change may disrupt GM's supply chain.	Reduction in revenue due to disruptions in supply chain caused by key supplier vulnerability to acute climate events, resulting in costs associated with unanticipated downtime or reduced capacity in vehicle manufacturing and/or servicing.	Incorporate site selection criteria to include climate risk. Working with high-risk suppliers on mitigation plans, which could include structural upgrades that can reduce asset vulnerability. Use innovative tools and real-time data analysis to monitor catastrophic events (e.g., earthquake, hurricane) and isolated disruptions (e.g., factory fire, labor strike). Report all potential impacts to regional command center.
Acute Physical	Disruption of operations	Short term	Increased intensity, frequency or duration of storms, droughts, wildfires, or other severe weather events as a result of climate change may disrupt our production.	Increased costs to address damage caused by acute physical risks and loss value from damaged inventory in manufacturing plants and parts distribution warehouses. Potential revenue loss from production disruption. Such weather events may also adversely impact the financial condition of our customers, and thereby reduce demand for our products and services.	Business continuity plans to reduce risk of impact to production. Evaluate risk and prioritize infrastructure funding for mitigation. Proactive and reactive strategies to mitigate impact of grid interruptions. Assessing tools and technologies to lower risks to critical equipment and minimize production downtime at sites prone to frequent outages. GM mitigates the financial impacts by insuring our facilities.

Opportunities

Opportunity	Title	Time Horizon	Description	Potential Impact on Business	Opportunity Leveraging Activities
Market	Customer attraction and retention	Short term	Through the continued expansion and evolution of GM's EV portfolio, the ability to expand into new markets and attract new customers, as well as demonstrate to existing customers that there is an EV to meet their needs.	Increased revenue and increased number of "conquest sales" by meeting diverse customer needs by offering a range of EV models with different price points, features, and capabilities.	Producing compelling EVs and customer experiences. Increasing access to EVs by investing in charging infrastructure. Revamping marketing strategy and hosting EV demonstration events. Working with dealerships to market EVs by providing an enjoyable experience with the brand. Influencer events to build awareness and rebrand.
Technology	Value creation through innovation and investment in green tech	Long term	Through product advancement, investment in sustainable energy sources, and innovations in manufacturing technologies and energy-efficiency improvements.	Increased revenue, market share, and customer satisfaction resulting from advanced battery technologies that provide longer driving ranges and quicker recharge times. Cost reduction in EVs through battery advancements. Cost savings through renewable energy sources and innovative technology that requires fewer resources.	Research and development for EV batteries and innovation in production processes and material science. Investing in alternative energy solutions beyond EVs. Leveraging evolving EV technology to facilitate GM Energy solutions.

Metrics and Targets

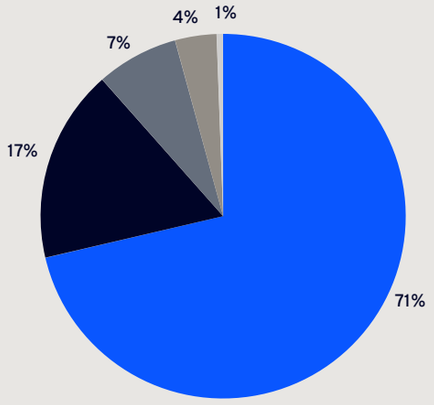


2026 Cadillac OPTIQ

Targets

As U.S. policies have evolved, we have reassessed our EV capacity and manufacturing footprint and made strategic adjustments to better align with expected consumer demand, which affects the pace of our Scope 3 GHG emissions reductions. We remain committed to our zero emissions vision but are actively reevaluating our path to get there, including the five goals in the accompanying chart and achieving carbon neutrality in global products and operations by 2040. We're focused on reducing emissions across our operations, products, and value chain, with EVs continuing to play a critical role in our long-term business strategy.

Our Global 2025 Footprint (%)



Target Inventory and Performance

Metric	Target	Details	Performance
Absolute Scope 1 and 2 Emissions[2]	Reduce Scope 1 and 2 GHG emissions from our operations by 72% by 2035 against a 2018 baseline	Scope: GM Operations, Includes GM Financial, Excludes China JVs Base year: 2018 Target year: 2035 Type (absolute/intensity): Absolute Greenhouse gases covered: CO2, CH4, N20 Alignment with international agreement: 1.5°C	Base Year (2018): 4.3M MTCO2e 2025 Status: 2.1M MTCO2e 2025 Performance to Target: 52%
Renewable Electricity as a Percentage of Our Global Electricity Use[3]	Match 100% of our electricity use with renewable electricity globally by 2035	Scope: GM Operations, Includes GM Financial, Excludes China JVs Base year: 2018 Target year: 2035 Type (absolute/intensity): Absolute Greenhouse gases covered: N/A Alignment with international agreement: RE100	Base Year (2018): 10% 2025 Performance to Target: 70%
Global Water Intensity	Reduce water intensity by 35% by 2035 against a 2010 baseline	Scope: GM Automotive Operational and Manufacturing Facilities. Excludes GM Financial and China JVs Base year: 2010 Target year: 2035 Type (absolute/intensity): Intensity Greenhouse gases covered: N/A Alignment with international agreement: N/A	Base Year (2010): 5.71 m3/vehicle 2025 Status: 4.84 m3/vehicle 2025 Performance to Target: 15%
Global Well-to-Wheel CO2 Emissions Intensity[4]	Reduce Scope 3 GHG emissions from the use of sold products by 51% per vehicle kilometer by 2035 against a 2018 baseline	Scope: GM Sold Products Base Year: 2018 Target year: 2035 Type (absolute/intensity): Intensity Greenhouse gases covered: CO2, CH4, N2O Alignment with international agreement: Well below 2°C	Base Year (2018): 294 gCO2e/vkm 2025 Status: 299 gCO2e/vkm 2025 Performance to Target: (2)%
Eliminate Tailpipe Emissions	Eliminate tailpipe emissions from new U.S. light-duty vehicles by 2035	Scope: New GM Light-Duty Vehicles Base year: N/A Target year: 2035 Type (absolute/intensity): Absolute Greenhouse gases covered: N/A Alignment with international agreement: N/A	2025 Status: 121,742 vehicles 2025 Performance to Target: 9%

1 Emissions from our China JVs are classified as Scope 3—Investments.
2 GM's Scope 1 emissions are generated from use of fossil fuels, mostly natural gas and propane. GM's Scope 2 GHG emissions are mainly from the generation of electricity acquired and consumed by GM.
3 GM's renewable electricity progress is in alignment with RE100 technical criteria. Includes generation and consumption of electricity from landfill gas.
4 GM's Scope 3 emissions are calculated in reference to the GHG Protocol. Use of Sold Products is calculated using the well-to-wheel method (from fuel production to vehicle driving) for vehicle intensity, consistent with Science Based Targets initiative (SBTi) requirements; however, the goal has not been revalidated by SBTi following the 2023 organizational boundary update to classify emissions from our China JVs as Scope 3—Investments.

Key Metrics

Greenhouse Gas Emissions and Methodology

GHG emissions are measured in accordance with the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD)'s GHG Protocol. GM applies an operational control approach to define its organizational boundary for the purposes of calculating its GHG emissions. For the calculation of Scope 1 and 2 GHG emissions, we follow the guidelines and methodologies contained in the GHG Protocol: Corporate Accounting and Reporting Standard (2004) and combine direct measurement with estimates where necessary. Certain amounts may not sum due to rounding.

Scope 1 GHG emissions refer to the direct GHG emissions that occur from sources owned or controlled by GM. Key sources consist of fossil fuel combustion for energy consumption (mostly natural gas and propane), and fugitive emissions from refrigerant leaks. Scope 1 emissions from fugitive emissions are calculated using Global Warming Potential (GWP) values from the IPCC Sixth Assessment Report (AR6), emission factors from IPCC Guidelines and consumption based on purchase data. For calculation of Scope 1 emissions from fossil fuels, invoiced and estimated consumption data of fossil fuels is used alongside relevant regional emissions factors.

Scope 2 GHG emissions refer to indirect GHG emissions mainly from the generation of electricity acquired and consumed by GM. For the location-based calculation methodology, relevant regional grid average factors were utilized to determine total emissions. For market-based calculations, a zero emission factor was applied wherever consumption was covered by one of the various contractual instruments in use, such as PPAs, Green Tariffs, or direct Renewable Energy Certificate (REC) purchasing. Wherever such contractual agreements were not in place to cover consumption, residual mix factors were prioritized, if available, and standard location-based factors were utilized if not.

Scope 3 GHG emissions refer to all other indirect emissions that occur across GM's value chain, both upstream and downstream of our operations. These emissions are reported in line with the GHG Protocol Scope 3 Standard for the Scope 3 categories that are relevant to GM's footprint, including Category 1 Purchased Goods and Services, Category 2 Capital Goods, Category 3 Fuel- and Energy-Related Activities (not included in Scope 1 or 2), Category 4 Upstream Transportation and Distribution, Category 5 Waste Generated in Operations, Category 6 Business Travel, Category 7 Employee Commuting, Category 8 Upstream Leased Assets, Category 11 Use of Sold Products, Category 12 End-of-Life Treatment of Sold Products, Category 13 Downstream Leased Assets, Category 14 Franchises (dealer network), and Category 15 Investments (including our China JVs).

Assurance is obtained on select environmental metrics including Scope 1, 2, and 3 emissions. Assurance statements can be found on our Governance & Sustainability Website.

	2023	2024	2025
Global Emissions (metric tons CO2e)			
Direct (Scope 1) GHG Emissions (gross direct)			
Direct (Scope 1) GHG Emissions	1,304,570	1,248,627	1,258,157
Indirect (Scope 2) GHG Emissions (gross indirect)[1]			
Indirect (Scope 2) Location-Based GHG Emissions	2,341,276	2,365,886	2,200,424
Indirect (Scope 2) Market-Based GHG Emissions	1,410,047	1,071,159	799,149
Other Indirect (Scope 3) GHG Emissions (gross indirect)[2]			
Total Other Indirect (Scope 3) GHG Emissions	352,622,302	364,599,650	365,495,497
Other Indirect (Scope 3) GHG Emissions Use of Sold Products[3]	246,115,503	254,157,717	262,226,709
Other Indirect (Scope 3) GHG Emissions Investments[4]	39,711,347	28,505,392	26,733,435

1 Calculation includes CO2, CH4, and N2O.
2 Certain Scope 3 data points have been revised retrospectively based on updates to data quality and availability.
3 GM's Scope 3—Use of Sold Products emissions are calculated using the well-to-wheel method (from fuel production to vehicle driving) for vehicle intensity, consistent with SBTi requirements.
4 Emissions from our China JVs are classified as Scope 3—Investments.

	2023	2024	2025
Other Indirect (Scope 3) GHG Emissions Purchased Goods and Services[1]	55,183,666	66,626,922	62,990,953
Other Indirect (Scope 3) GHG Emissions Other	11,611,786	15,309,620	13,544,400
Sales and Production Volume (thousands of units)			
Number of Vehicles Manufactured Globally	5,886	5,374	5,610
Number of Vehicles Manufactured—Excluding China	3,533	3,663	3,505
Number of Vehicles Manufactured—China	2,353	1,711	2,105
Number of Vehicles Sold Globally	6,189	6,003	6,184
Number of Vehicles Sold—Excluding China	4,090	4,164	4,304
Number of Vehicles Sold—China	2,099	1,839	1,880
Alternative Drive Train Vehicles Sales			
Number of Alternative Drive Train Vehicles Sold: Hybrid Vehicles—Globally	417	2,108	2,690
Number of Alternative Drive Train Vehicles Sold: Plug-in Hybrid Vehicles—Globally	17,518	104,232	102,459
Number of Alternative Drive Train Vehicles Sold: Zero Emission Vehicles—Globally	623,633	868,877	1,108,545
Number of Alternative Drive Train Vehicles Sold: Hybrid Vehicles—United States	–	1,454	2,444
Number of Alternative Drive Train Vehicles Sold: Plug-in Hybrid Vehicles—United States	–	–	–
Number of Alternative Drive Train Vehicles Sold: Zero Emission Vehicles—United States	75,883	114,432	169,887
Global Well-to-Wheel Emissions Intensity (gCO_2e/km)[2]			
Total Weighted Average	294	301	299
United States—Light Duty	284	272	284
Canada—Light Duty	277	264	253
United States and Canada—Heavy Duty	543	537	504
Brazil	209	206	205
Other Regions	234	212	212

[1] Beginning in 2024, our methodology for calculating emissions for Scope 3—Purchased Goods and Services is updated from spend-based to hybrid, using a mix of supplier-specific emission factors, average-data method with Ecoinvent emission factors, and remaining spend-based emissions using Comprehensive Environmental Data Archive (CEDA) emission factors.

[2] GM's Scope 3 emissions are calculated in reference to the GHG Protocol. Use of Sold Products is calculated using the well-to-wheel method (from fuel production to vehicle driving) for vehicle intensity, consistent with SBTi requirements.

	2023	2024	2025
Global Energy Consumption Within the Organization (MWh)			
Total Energy Consumption	11,643,527	11,628,596	12,490,707
Electricity Consumption (including cooling)	5,458,002	5,535,438	5,700,945
Fuel Consumption from Nonrenewable Sources	5,742,126	5,727,937	6,422,688
Fuel Consumption from Renewable Sources	280,572	227,418	213,478
Steam Consumption	162,080	137,213	152,387
Cooling Consumption	745	590	872
Heating Consumption	–	–	337
Energy Intensity (MWh/vehicle)	3.30	3.17	3.56
Global Renewable Electricity	2,167,353	2,875,792	3,964,668
Renewable Electricity as a Percentage of Our Global Electricity Use[1,2]	39 %	51 %	70 %
Renewable Electricity as a Percentage of Our U.S. Electricity Use[1,2]	59 %	77 %	100 %
Global Water[3]			
Total Water Withdrawal (megaliters)	17,724	17,357	16,976
Water Intensity (m3/vehicle)	5.02	4.74	4.84
Global Waste (metric tons)			
Total Waste Generated	1,277,702	1,307,632	1,334,176
Total Waste Diverted from Disposal[4]	1,194,596	1,223,470	1,255,985
Total Waste Directed to Disposal[5]	83,106	84,162	78,192
GM's Zero Waste Performance	95 %	95 %	95 %
Total Hazardous Waste Generated	27,828	29,320	22,881

1 GM's renewable electricity progress is in alignment with RE100 technical criteria.
2 Includes generation and consumption of electricity from landfill gas.
3 Water data, other than municipal and well water, is collected from global facilities. Global water calculations include our automotive operational and manufacturing facilities. Excludes GM Financial and China JVs.
4 Diverted from disposal includes reuse, recycle, compost, and other treatment of waste.
5 Directed to disposal includes landfill, incineration, and energy recovery of waste.

	2023	2024	2025
Global Labor			
Union Representation of Total Global Workforce	57 %	59 %	66 %
Union Representation of Hourly Workforce	99 %	95 %	100 %
Number of Work Stoppages	5	1	–
Total Days Idle	64	26	–
Vehicle Safety			
Number of Vehicles Recalled for GM Safety and Noncompliance (millions)	2.54	2.73	1.37
Percentage of Vehicle Models Rated by NCAP Programs with an Overall 5-star Safety Rating: United States[1]	66 %	69 %	87 %
Percentage of Vehicle Models Rated by NCAP Programs with an Overall 5-star Safety Rating: China	100 %	100 %	100 %
Percentage of Vehicle Models Rated by NCAP Programs with an Overall 5-star Safety Rating: South Korea	60 %	100 %	50 %
Percentage of Vehicle Models Rated by NCAP Programs with an Overall 5-star Safety Rating: Latin America	57 %	33 %	33 %
Percentage of Vehicle Models Rated by NCAP Programs with an Overall 5-star Safety Rating: Australasia	NR	NR	NR
Percentage of Vehicle Models Rated by NCAP Programs with an Overall 5-star Safety Rating: ASEAN	NR	NR	NR
Percentage of Vehicle Models Rated by NCAP Programs with an Overall 5-star Safety Rating: Euro	NR	NR	100 %

[1] New Car Assessment Program (NCAP).

