

General Motors Co
Form PREC14A
April 03, 2017
Table of Contents

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

SCHEDULE 14A

Proxy Statement Pursuant to Section 14(a) of the Securities
Exchange Act of 1934

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

Preliminary Proxy Statement

CONFIDENTIAL, FOR USE OF THE COMMISSION ONLY (AS PERMITTED BY RULE 14a-6(e)(2))

Definitive Proxy Statement

Definitive Additional Materials

Soliciting Material Pursuant to ss.240.14a-12

GENERAL MOTORS COMPANY

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

No fee required.

Fee computed on table below per Exchange Act Rules 14a-6(i)(4) and 0-11.

(1) Title of each class of securities to which transaction applies:

(2) Aggregate number of securities to which transaction applies:

(3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):

(4) Proposed maximum aggregate value of transaction:

(5) Total fee paid:

Fee paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

Edgar Filing: General Motors Co - Form PREC14A

(2) Form, Schedule or Registration Statement No.:

(3) Filing Party:

(4) Date Filed:

Table of Contents

Table of Contents

WHO WE ARE AND WHY WE ARE HERE...

We earn customers for life	Our brands inspire passion and loyalty	We translate breakthrough technologies into vehicles and experiences that people love	We serve and improve the communities in which we live and work around the world	We are building the most valued automotive company
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Table of Contents

Letter from the Chairman & Chief Executive Officer

Dear Fellow Shareholder:

I am pleased to invite you to attend the 2017 Annual Meeting of Shareholders (Annual Meeting) of General Motors Company. It will be held at [] Eastern Time on [], 2017, at the []. Please see *How can I attend the Annual Meeting?* on page 94 for further instructions.

Our Plan is Working

GM's record performance during the last three years and strong 2017 outlook are the direct result of the ongoing actions we're taking to transform your Company and enhance shareholder value. Building on that commitment, we recently announced a transaction under which our Opel/Vauxhall European operations and our GM Financial European operations will become part of PSA Group. This is the latest in a series of decisions to continue the deployment of capital to higher-return opportunities, including in advanced technologies driving the future, and unlock significant value for our shareholders. Every major decision we make is focused on building sustainable, long-term value for our shareholders. Under our disciplined capital allocation plan we will continue to reinvest in the business to achieve a 20% or greater return on invested capital; maintain a strong, investment-grade balance sheet with a target cash balance of \$18 billion (post-transaction); and return all remaining free cash flow to shareholders on an ongoing basis.

Key to Our Success

We place the customer at the center of everything we do and that guiding principle continued to drive our success in 2016. By designing a vehicle that met and exceeded customer demands in every essential category, the Chevrolet Bolt EV won North American Car of the Year and many other awards. As the transformation of our industry continues at an accelerating pace, the Bolt EV is breaking new ground, and we believe it is the beginning of a new phase of opportunity in electrification. The success of our winning portfolio of cars, trucks and crossovers is giving us the opportunity to invest in the initiatives that are enabling us to lead in the future of personal mobility. The convergence of connectivity, alternative propulsion, autonomous vehicles and the sharing economy is truly allowing us to stretch the boundaries of what is possible and develop vehicles that are safer, smarter, cleaner and more energy-efficient than ever before.

Corporate Social Responsibility

We strive to align environmental, social, and governance (ESG) issues to our purpose and values. As a transformative leader, GM delivers safer, simpler and better solutions for humanity to move forward and enhance life's journey. Over the past year, I have worked with the Board to better position GM as forward-thinking and elevate our leadership profile and reputation among investors, policymakers and others as a leader in ESG best practices. We believe we have a unique opportunity to resolve important issues and contribute to decreasing pollution, congestion, and accidents, and do this while being transparent about the principles and policies that guide us forward.

Greenlight's Proposal and Director Nominees

As we continue to navigate this period of extraordinary change, we received notice that a shareholder, Greenlight Capital, Inc. (Greenlight), intends to present at the Annual Meeting a proposal, which we have further described in this Proxy Statement in accordance with the materials we received from Greenlight. This proposal suggests that the current dividend on the Company's existing common stock should cease and a new, additional class of common stock

so called Dividend Shares should be distributed. These Dividend Shares would be exclusively entitled to a fixed dividend at the current amount in perpetuity, but would not share in future earnings upside and would have limited downside protection against negative risk. Dividends or share repurchases on our common shares could not occur before all dividends on the Dividend Shares, both past and current, had been paid, making the dividend payable on the Dividend Shares cumulative and significantly limiting our financial flexibility.

GM values the views of its owners and engaged directly with Greenlight on numerous occasions during the past seven months, including a meeting between Greenlight and members of your Board of Directors. After a thorough assessment, your Board of Directors unanimously concluded that Greenlight's proposal would be a speculative and unproven change in capital structure that would create significant additional risks for GM's shareholders and its business, and is not in the best interests of our shareholders.

The key risks your Board found in the proposal include: no positive effect on the Company's underlying business or cash flows and, therefore, entirely speculative valuation impact; unknown, uncertain, and untested market demand and liquidity for the Dividend Shares, as well as the remaining common shares that would no longer be dividend-paying; substantially reduced financial flexibility resulting in the likely loss of GM's investment grade credit rating; and material governance issues and conflicts as a result of the divergent objectives of the two classes of common stock.

Greenlight also intends to nominate a slate of four director nominees for election to the Board in support of its proposal, and in opposition to the highly qualified nominees recommended by your Board. Your Board has a well-defined process for selection of director candidates, which begins with a review of the strategic needs of the business and alignment of the Board's entire mix of skills, qualifications, and experience toward driving effective oversight of these strategic objectives and initiatives. After a thorough review of each of the Greenlight candidates under this established process, your Board of Directors unanimously determined not to recommend any of the Greenlight candidates.

Table of Contents

This Proxy Statement and any additional communications GM provides on this topic will further outline the basis for your Board's strenuous opposition to Greenlight's proposal and director nominees.

Your Board has thoroughly evaluated Greenlight's proposal and director nominees and recommends that you vote FOR GM's nominees and AGAINST the Greenlight proposal by following the instructions on the enclosed WHITE proxy card.

Your Board and management team are singularly focused on the long-term interests of all of our shareholders. We have a highly engaged Board with a diverse range of expertise that drives effective oversight of our strategic priorities and operations. We encourage healthy constructive debate and we regularly challenge ourselves to make the tough decisions that are essential in times of significant change, such as the sale to PSA. It is clear that 2017 will be another year of progress as we advance the transformation of your Company.

Your vote this year is especially important. I encourage you to review this Proxy Statement and the Company's other communications to its shareholders carefully.

Thank you for your support and interest in GM.

Sincerely,

Mary T. Barra

Chairman & Chief Executive
Officer

Table of Contents

Letter from the Board of Directors

Dear Fellow Shareholder:

General Motors Company is committed to sound corporate governance policies and practices that are designed and continually assessed to enable the Company to operate its business responsibly, with integrity, and in the long-term best interests of its shareholders. We are pleased to share our perspectives on the following key topics of importance to you.

Shareholder Engagement

A priority for us is to listen to shareholders' views on the Company and incorporate them into our boardroom discussions. This dialogue helps us and the Company's senior management team gain feedback on a variety of topics, including strategic and financial performance, executive compensation, board composition and leadership structure, as well as important environmental and social issues.

Following the 2016 Annual Meeting of Shareholders, members of the Board, including our Independent Lead Director and Compensation Committee Chair, met with 11 of our largest shareholders, representing approximately 25% of our outstanding common stock. In addition, one or more members of management met with over 80 shareholders throughout 2016 on various matters. The constructive insights, experiences and ideas exchanged during these engagements allows us to further evaluate and assess key initiatives from different perspectives and viewpoints.

Compensation Tied to Value Creation

We have enhanced our executive compensation program to further align it with our strategic priorities and to reward long-term business success. During our shareholder engagement initiatives, we received feedback regarding the structure and nature of our compensation programs. We believe we have designed a program that aligns with shareholder interests, incentivizes operational excellence, and recognizes individual performance, while remaining simple enough to demonstrate a clear linkage between compensation and performance. The revised program continues to minimize any incentive for management to take excessive risks.

Greenlight's Proposal and Director Nominees

As Mary Barra indicated in her letter to you, GM has received notice that a shareholder, Greenlight, has proposed a slate of four nominees for election to the Board, in opposition to the highly capable nominees recommended by your Board, and in support of Greenlight's own proposal. Greenlight's proposal contemplates that the current dividend on the Company's existing common stock should cease and a new, additional class of common stock—so called "Dividend Shares"—should be distributed that would be exclusively entitled to a fixed dividend at the current amount in perpetuity, but would not share in future earnings upside and would have limited downside protection against negative risk. Dividends or share repurchases on our common shares could not occur before all dividends on the Dividend Shares, both past and current, had been paid making the dividend payable on the Dividend Shares cumulative and significantly limiting our financial flexibility.

GM values the views of its owners, and has engaged directly with Greenlight on numerous occasions during the past seven months, including a meeting between Greenlight and members of the Board. Your Board and management have evaluated Greenlight's idea and its director nominees thoroughly. As we describe in our response to Greenlight's proposal, Item No. 7 in this Proxy Statement, we have unanimously concluded that the proposal would create significant additional risks for GM's shareholders and its business. Management and your Board regularly review the

Company's strategy and capital allocation framework. We recently conducted an extensive review of various alternative capital allocation strategies, including Greenlight's idea, changes in the pacing and/or nature of return of capital to shareholders, and the issuance or distribution of preferred or other securities. Together, the Board and management team, with expert advice from three top-tier investment banks, concluded that the Company's existing capital allocation strategy is the right one to deliver long-term, sustainable value for GM's shareholders.

Your Board has concluded that GM's nominees for election as directors represent the best blend of experience, qualifications, and skills to provide effective oversight of the Company's strategic plans and objectives. The selection of qualified directors is both complex and crucial to furthering the long-term interests of our shareholders. Candidates must be able to contribute significantly to the Board's discussion and decision-making on the broad array of complex issues facing the Company. Your Board believes that each of the Board's nominees brings the skills and experiences that are essential to the Board and complement the qualifications and expertise of the other Board members. In contrast, we believe the skills, experiences and qualifications of Greenlight's nominees are not at the level of the Board's nominees and that Greenlight's nominees are being proposed in connection with Greenlight's proposal, which your Board has rejected. **We do not endorse any of Greenlight's nominees and urge you to disregard Greenlight's solicitation of votes for its nominees.**

Table of Contents

Your Board unanimously and strongly urges you to disregard any proxy card that you receive from Greenlight. If you have previously submitted a proxy card sent to you by Greenlight, you can revoke that proxy and vote for the nominees recommended by the Board and on the other matters to be voted on at the Annual Meeting by using the enclosed **WHITE** proxy card.

Your Board unanimously recommends that you vote **FOR** the election of our 11 director nominees and **AGAINST** the Greenlight Proposal on the enclosed **WHITE** proxy card or voting instruction form.

Your Vote is Important

It is important that your shares be represented at the meeting whether or not you are personally able to attend. Accordingly, after reading the attached Notice of the 2017 Annual Meeting of Shareholders and Proxy Statement, please promptly submit your proxy by telephone, internet or mail as described in your WHITE proxy card. If you choose to submit your vote by additional proxy or voting instruction card, please sign, date and mail the WHITE proxy card in the enclosed postage-paid reply envelope.

We are honored to serve you. We encourage you to review this Proxy Statement and the Company's other communications to its shareholders.

Sincerely,

The Board of Directors

The attached Proxy Statement is dated [], 2017 and is first being mailed to shareholders on or about [], 2017.

If you have any questions or require any assistance with voting your shares, please contact our proxy solicitor at the contact listed below:

INNISFREE M&A INCORPORATED

Shareholders (within the U.S. and Canada), call toll-free: +1 (877) 825-8964

Shareholders (outside the U.S. and Canada), call: +1 (412) 232-3651

Banks and Brokers, call collect: +1 (212) 750-5833

Table of Contents

[Notice of 2017 Annual Meeting of Shareholders](#)

[], 2017

[Dear Fellow Shareholder:](#)

You are cordially invited to attend the 2017 Annual Meeting of Shareholders (Annual Meeting) of General Motors Company (GM , General Motors, the Company or we or our) to be held on [], 2017, at the [].
meeting you will be asked to:

Elect the 11 Board recommended director nominees named in this Proxy Statement;

Approve, on an advisory basis, Named Executive Officer (NEO) compensation;

Approve the General Motors Company 2017 Short-Term Incentive Plan;

Approve the General Motors Company 2017 Long-Term Incentive Plan;

Ratify the selection of Deloitte & Touche LLP as the Company s independent registered public accounting firm for 2017;

Vote on a Rule 14a-8 shareholder proposal regarding independent board chairman, if properly presented at the meeting;

Vote on a shareholder proposal regarding creation of dual-class common stock submitted by Greenlight, if properly presented at the meeting; and

Transact any other business that is properly presented at the meeting.

Greenlight has notified us that it intends to nominate four individuals for election as directors to the Board at the 2017 Annual Meeting in opposition to the nominees recommended by the Board. You may receive solicitation materials from Greenlight, including proxy statements and proxy cards. We are not responsible for the accuracy of any information provided by or relating to Greenlight, its nominees, or the proposal contained in solicitation materials filed or disseminated by or on behalf of Greenlight or any other statements that Greenlight may make.

The Board does not endorse the nomination of Greenlight's nominees and unanimously recommends that you vote on the **WHITE** proxy card or voting instruction form **FOR** the election of each nominee proposed by the GM Board. The Board also does not endorse Greenlight's Proposal, and unanimously recommends that you vote on the **WHITE** proxy card or voting instruction form **AGAINST** the Proposal.

The Board strongly urges you not to sign or return any proxy card sent to you by Greenlight. If you have previously submitted a proxy card sent to you by Greenlight, you can revoke that proxy and vote for the nominees recommended by the Board and on the other matters to be voted on at the Annual Meeting by using the enclosed **WHITE** proxy card. Only the latest validly executed proxy card that you submit will be counted.

[Record Date](#)

You are entitled to vote at the meeting if you were a holder of record of GM common stock at the close of business on April 7, 2017.

Thank you for your interest in GM.

By Order of the Board of Directors,

Jill E. Sutton

Corporate Secretary and Deputy General Counsel, Corporate, Finance and Strategic Transactions

Meeting Information:

Date: []

Time: []

Place: []

Your vote is important. So that your shares will be represented and voted at the meeting, please promptly submit your vote by Internet, telephone or by signing, dating and returning the enclosed **WHITE** proxy card in the postage-paid envelope provided.

We are first mailing these proxy materials to our shareholders on or about [].

How You Can Access the Proxy Materials Online

Important Notice Regarding the Availability of Proxy Materials for the 2017 Annual Meeting of Shareholders to Be Held on [], 2017.

Our Proxy Statement and 2016 Annual Report to Shareholders are available at gm.com/proxymaterials. You may scan the QR code below with your smartphone or other mobile device to view our interactive Proxy Statement or to view the Annual Report.

Table of Contents

PRELIMINARY PROXY STATEMENT SUBJECT TO COMPLETION

This Proxy Statement is provided in connection with the solicitation of proxies, by order of the Board of Directors of General Motors Company, to be used at the 2017 Annual Meeting of Shareholders of the Company.

In addition to this Proxy Statement and the **WHITE** proxy card or voting instruction form, the GM 2016 Annual Report is provided in this package or is available on the Internet.

[Table of Contents](#)

<u>PROXY STATEMENT SUMMARY</u>	9
<u>BACKGROUND OF THE SOLICITATION</u>	10
<u>ITEM NO. 1 ELECTION OF DIRECTORS</u>	13
<u>Nominees for Director Recommended by the Board</u>	13
<u>Director Election Requirements</u>	15
<u>Director Nomination Process</u>	16
<u>Non-Employee Director Compensation</u>	23
<u>CORPORATE GOVERNANCE</u>	26
<u>Governance Highlights</u>	26
<u>Role of Board of Directors</u>	26
<u>Board Size</u>	26
<u>Winning With Integrity and Code of Ethics</u>	27
<u>Corporate Governance Guidelines</u>	27
<u>Director Independence</u>	27
<u>Board Leadership Structure</u>	28
<u>Executive Sessions</u>	30
<u>Board Committees</u>	30
<u>Access to Outside Advisors</u>	33
<u>Board and Committee Meetings and Attendance</u>	33
<u>Board and Committee Oversight of Risk</u>	33
<u>Succession Planning and Leadership Development</u>	34
<u>Board and Committee Evaluations</u>	34
<u>Annual Evaluation of CEO</u>	34
<u>Director Orientation and Continuing Education</u>	35
<u>Director Service on Other Public Company Boards</u>	35
<u>Compensation Committee Interlocks and Insider Participation</u>	35
<u>Shareholder Protections</u>	36
<u>Certain Relationships and Related Party Transactions</u>	36
<u>Public Policy Engagement</u>	37

<u>Shareholder Engagement</u>	37
<u>Corporate Responsibility, Environmental, and Sustainability Matters</u>	38
<u>SECURITY OWNERSHIP INFORMATION</u>	39
<u>Security Ownership of Directors, Named Executive Officers, and Certain Other Beneficial Owners</u>	39
<u>Stockholders Agreement</u>	40
<u>Section 16(a) Beneficial Ownership Reporting Compliance</u>	40
<u>EXECUTIVE COMPENSATION</u>	41
<u>Compensation Overview</u>	42
<u>Compensation Principles</u>	49
<u>Compensation Elements</u>	49
<u>Performance Measures</u>	50
<u>Performance Results and Compensation Decisions</u>	54
<u>Compensation Policies and Governance Practices</u>	60
<u>Compensation Committee Report</u>	61
<u>Executive Compensation Tables</u>	62
<u>Equity Compensation Plan Information</u>	72
ITEM NO. 2	
<u>Approval of, on an Advisory Basis, Named Executive Officer Compensation</u>	73
ITEM NO. 3	
<u>Approval of the General Motors Company 2017 Short-Term Incentive Plan</u>	74
ITEM NO. 4	
<u>Approval of the General Motors Company 2017 Long-Term Incentive Plan</u>	77
ITEM NO. 5	
<u>Ratification of the Selection of Deloitte & Touche LLP as the Company's Independent Registered Public Accounting Firm for 2017</u>	85
<u>Audit Committee Report</u>	86
<u>Fees Paid to Independent Registered Public Accounting Firm</u>	87
ITEM NO. 6	
<u>Shareholder Proposal Regarding Independent Board Chairman</u>	88
ITEM NO. 7	
<u>Greenlight Proposal Regarding Creation of</u>	
<u>Dual-Class Common Stock</u>	90
<u>QUESTIONS AND ANSWERS</u>	93
<u>APPENDIX A General Motors Company 2017 Short-Term Incentive Plan</u>	A-1
<u>APPENDIX B General Motors Company 2017 Long-Term Incentive Plan</u>	B-1
<u>APPENDIX C Supplemental Information Regarding Participants</u>	C-1

Table of Contents

Proxy Statement Summary

This summary highlights information contained elsewhere in this Proxy Statement. It does not contain all of the information that you should consider. Please read the entire Proxy Statement carefully before voting.

General Information

Meeting: 2017 Annual Meeting of Shareholders

Date: [], 2017

Time: [] Eastern Time

Place: []

Record Date: April 7, 2017

Stock Symbol: GM

Exchange: NYSE

Transfer Agent: Computershare Trust Company, N.A.

State of Incorporation: Delaware

Corporate Governance

(see pages 26-38)

Item No. 1: Election of Directors

Director Nominees Recommended by Board: 11

Director Term: One-year

Director Election Standard: Plurality of votes cast in contested elections (majority voting standard in uncontested elections)

Board Meetings in 2016: 8

Standing Board Committees (Meetings in 2016): Audit (8), Executive Compensation (6), Finance (5), Governance and Corporate Responsibility (5), and Risk (5)

Right to Call Special Meetings: Yes

Corporate Website: gm.com

Investors Website: gm.com/investors

Annual Report: gm.com/annualreport

Sustainability Report: gmsustainability.com

Proxy Access: Yes

Director-Investor Engagement Policy: Yes

Governance Documents and Board Communications:
gm.com/investors/corporate-governance.html

Your Board unanimously recommends a vote **FOR all of our director nominees.**

Executive Compensation

(see pages 41-72)

Named Executive Officers

Mary T. Barra

Chairman & Chief Executive Officer

Charles K. Stevens III

Executive Vice President & Chief Financial Officer

Daniel Ammann

President

Mark L. Reuss

Executive Vice President, Global Product Development, Purchasing and Supply Chain

Alan Batey

Executive Vice President & President, North

America

Compensation Program Evolution

See page 45

Changes for 2017

See pages 45-46

Compensation Principles

See page 49

Other Items to be Voted On

(see pages 73-92)

<i>Item</i>	<i>Your Board's Recommendation</i>
Item No. 2: Approval of, on an Advisory Basis, Named Executive Officer Compensation	FOR
Item No. 3: Approval of the General Motors 2017 Short-Term Incentive Plan	FOR
Item No. 4: Approval of the General Motors 2017 Long-Term Incentive Plan	FOR
Item No. 5: Ratification of the Selection of Deloitte & Touche LLP as the Company's Independent Registered Public Accounting Firm for 2017	FOR
Item No. 6: Shareholder Proposal Regarding Independent Board Chairman	AGAINST
Item No. 7: Greenlight Proposal Regarding Creation of Dual-Class Common Stock	AGAINST

Table of Contents

[Background of the Solicitation](#) [Greenlight's Proposal and Director Nominees](#)

The Company evaluates its strategy and capital allocation framework on an ongoing basis. This evaluation also takes into account the perspectives of the Company's shareholders, whose views are actively elicited, sought and received as a result of the Company's shareholder engagement efforts.

Over a seven-month period, the Board and management extensively reviewed various capital allocation strategies and thoroughly considered the Greenlight Proposal, as well as the perspectives of other shareholders. In addition to the Greenlight Proposal, the Board considered other changes to the Company's capital allocation strategy, including changes to the pacing and/or nature of return of capital to shareholders and the issuance or distribution of preferred or other securities. Following such review, the Board reaffirmed that the Company's current capital allocation strategy, which includes investing in higher-return business opportunities, retaining a strong investment grade balance sheet, maintaining a target cash balance of \$20 billion, and returning all remaining free cash flow to shareholders through dividends and share repurchases, is in the best interests of the Company and its shareholders.

In January 2017, under this framework, the Board approved the repurchase of up to an additional \$5 billion of the Company's common stock with no expiration date, in addition to completing the remaining portion of previously announced repurchase programs. On March 6, 2017, as part of the Company's announcement of the sale of its Opel/Vauxhall subsidiary and GM Financial's European operations, the Company announced that it would lower the cash balance requirement under its capital allocation framework by \$2 billion, which it intends to use to accelerate share repurchases under these programs, subject to market conditions. The Company will continue to evaluate its capital allocation program regularly and consider the perspectives of the Company's shareholders in doing so.

The summary below of the significant number of material contacts between the Company and Greenlight is intended to provide context to shareholders with respect to the Greenlight Proposal and Greenlight's director nominees. During the period outlined below, the Company also engaged with other shareholders and took into account their perspectives in coming to the determinations reached by the Company's Board and management team concerning the Company's capital allocation strategy and, as a result, the Greenlight Proposal, as described above.

On August 11, 2016, David M. Einhorn, founder and president of Greenlight, contacted Chuck Stevens, Executive Vice President and Chief Financial Officer of the Company, by email to ask for a meeting in September to discuss an idea that Mr. Einhorn wanted to present to Mr. Stevens. In response to this email, Mr. Stevens arranged to meet with Mr. Einhorn on September 15, 2016.

At the September 15, 2016 meeting, attended by Mr. Einhorn, Mr. Stevens and other representatives of Greenlight and the Company, Mr. Einhorn delivered a presentation with respect to a concept he referred to as Dividend Shares. The presentation contemplated the distribution of newly created Dividend Shares to existing holders of common stock, stating that the Company's dividends on existing common stock would be eliminated and reallocated to the Dividend Shares as a fixed cumulative dividend. The presentation stated that the Dividend Shares would be senior to the existing common stock, while the existing common stock would have voting rights and participate in the Company's remaining earnings. The presentation also stated that if multiple dividends were missed on the Dividend Shares, then holders of Dividend Shares could demand board representation.

Although this presentation stated that the Dividend Shares could be either a separate class of common equity or a perpetual preferred stock, the terms of the Dividend Shares as set out in the presentation were consistent with the terms of a perpetual preferred stock, in that the Dividend Shares would be senior to the existing common stock and carry a fixed cumulative dividend as well as rights to board representation if dividends were in arrears. Accordingly, subsequent discussions regarding the proposal with representatives of Greenlight focused on a preferred stock structure, with Greenlight providing additional materials regarding such structure and the potential provisions of the proposed Dividend Shares.

On October 5, 2016, representatives of GM's treasury and investor relations teams held a teleconference with Mr. Einhorn and other Greenlight representatives to discuss follow-up questions on the proposal. On October 31, 2016, representatives of GM's treasury and investor relations teams and GM's financial advisors met with representatives of Greenlight to review various potential considerations related to the proposal. On November 9, 2016, Mr. Stevens contacted Mr. Einhorn to follow up on the October 31, 2016 meeting.

Table of Contents

Through the month of November, the Company and its financial advisors continued to analyze the Greenlight proposal and various alternatives, including a dual-class common stock variant of the preferred stock structure. The Company also continued to conduct shareholder engagement initiatives, including as to matters relating to capital allocation and capital structure. In addition, the Company's financial advisors held hypothetical discussions on a no-names basis with ratings agencies to explore the impact that the distribution of a security such as the one proposed by Greenlight would have on a major company's credit rating. Members of the Board were kept apprised of the nature and status of the Company's engagement with Greenlight, including the evaluation and ongoing analysis of the Greenlight proposal.

On December 6, 2016, Mr. Stevens, with representatives of GM's treasury and investor relations teams and two of GM's financial advisors, met with Mr. Einhorn and representatives of Greenlight to continue their discussion of issues raised by Greenlight's proposal. On December 14, 2016, at a regularly scheduled meeting, the Board and management reviewed Greenlight's proposal as put forth in the September 15, 2016 presentation and the discussions on the proposal between representatives of the Company and of Greenlight. The Board also reviewed the updated analyses of the proposal conducted by the Company's management and financial advisors. Following deliberation, the Board determined that it was not in the best interests of the Company and its shareholders to pursue the proposal. On December 15, 2016, Mr. Stevens and other representatives of the Company met with Mr. Einhorn and other representatives of Greenlight to convey the Board's decision not to move forward with Greenlight's proposal.

On January 13, 2017, Mary Barra, Chairman & Chief Executive Officer of the Company, received a telephone call from Mr. Einhorn requesting a short discussion. Subsequently, on January 16, 2017, Ms. Barra, Mr. Stevens and Mr. Einhorn held a teleconference to discuss Greenlight's proposal. Mr. Einhorn said that he continued to believe that the Dividend Share proposal would create value and that he believed that structuring the Dividend Shares as a second class of common stock rather than as a preferred stock could address concerns about the proposal's potential negative impact on the Company's credit ratings.

On January 25, 2017, Ms. Barra, Mr. Stevens and representatives of GM's treasury and investor relations teams had a further discussion of the dual-class common stock variant of the proposal with Mr. Einhorn and other representatives of Greenlight by telephone. During the month of January, the Company and its financial advisors also refreshed and updated their prior analyses of a dual-class common stock variant of Greenlight's proposal.

As part of the Company's consideration of the dual-class common stock variant of Greenlight's proposal, on January 30, 2017, a Greenlight representative sent an email to a representative of GM attaching proposed terms for the dual-class common stock variant. The proposed terms contemplated a pro rata distribution to GM's shareholders of one Dividend Share for each share of existing common stock. The proposed terms also contemplated that the Dividend Shares would be entitled to a quarterly dividend in an amount equal to \$0.38 per share. The proposed terms provided that if dividends on the Dividend Shares were in arrears, the Company would not be able to repurchase or pay dividends on the existing common stock. The proposed terms contemplated that the Dividend Shares would be entitled to one-tenth of a vote per share, except that the Dividend Shares would have a separate class vote to approve a change of control of the Company.

Later on January 30, 2017, Ms. Barra, Mr. Stevens and representatives of GM's treasury and investor relations teams again discussed the proposal, as well as the proposed terms, with Mr. Einhorn and other representatives of

Greenlight. In response to questions seeking more clarity with respect to the dual-class common stock proposal, Mr. Einhorn referred back to Greenlight's September 15, 2016 presentation and said that the proposal was still essentially the same as set forth in that presentation. Mr. Einhorn also stated that he was considering submitting the Dividend Share proposal as a shareholder proposal at the Annual Meeting as well as a slate of four to five director nominees.

In early February, representatives of the Company spoke with representatives of three credit rating agencies on a named basis to explore the impact that the Dividend Share proposal could have on the Company.

On February 6, 2017, at a telephonic meeting, the Board received an update on the further discussions with Greenlight, and the further analyses of the proposal conducted by the Company's management and financial advisors. Based on this review, the Board again determined that it was not in the interests of the Company and its shareholders to pursue the proposal. Later on February 6, 2017, the Company received a notice from Greenlight (the Greenlight Notice) of its intent to nominate a slate of four nominees to stand for election to the Board at the Annual Meeting and of its intent to present the Greenlight Proposal as a shareholder proposal at the Annual Meeting.

Table of Contents

On February 17, 2017, outside counsel for the Company sent to outside counsel for Greenlight a directors questionnaire and requested that each of Greenlight's nominees complete and return the questionnaire. On February 23, 2017, Greenlight's outside counsel sent the completed questionnaires from Greenlight's nominees to the Company's outside counsel.

On March 6, 2017, the Company and PSA Group announced an agreement under which the Company's Opel/Vauxhall subsidiary and GM Financial's European operations will join the PSA Group. Later that day, representatives of the Company and representatives of Greenlight had a call to discuss Greenlight's questions with respect to the transaction.

On March 16, 2017, Mr. Stevens and representatives of the Company had a telephonic discussion with representatives of Greenlight about the Company's interactions with the credit rating agencies regarding the Greenlight Proposal.

On March 22, 2017, Mss. Barra, Mendillo, and Stephenson and Messrs. Mullen, Mulva, Schoewe, and Solso met with Mr. Einhorn and representatives of Greenlight. At the meeting, Mr. Einhorn and the representatives of Greenlight delivered a presentation and responded to questions regarding the Greenlight Proposal and the Greenlight nominees.

On March 25, 2017, the Board held a telephonic meeting to discuss the Greenlight Proposal and the Greenlight nominees. The Board unanimously determined that the Greenlight Proposal was not in the best interests of the Company or its shareholders. On the unanimous recommendation of the Governance and Corporate Responsibility Committee, the Board also unanimously determined not to recommend any of the Greenlight nominees for election to the Board.

On March 27, 2017, Ms. Barra called Mr. Einhorn to inform him that the Board had unanimously determined to reject the Greenlight Proposal and not to recommend any of the Greenlight nominees for election to the Board.

On March 28, 2017, Greenlight publicly issued a statement and a presentation in support of the Greenlight Proposal. On the same day, the Company publicly issued a statement and a presentation setting forth the reasons for the Board's determination to reject the Greenlight Proposal and not to recommend any of the Greenlight nominees.

Table of Contents

ITEM NO. 1 ELECTION OF DIRECTORS

Nominees for Director Recommended by the Board

Your Board recommends a vote **FOR** all of the nominees listed below.

Table of Contents

The selection of qualified directors is critical to the long-term success of GM and its shareholders. Director nominees must be able to contribute significantly to the Board's discussion and decision-making on the broad array of complex issues facing the Company. The Board's established process for director selection is well-defined and comprehensive, and it begins with an assessment of GM's strategic objectives and the skills, experience and qualifications needed to further those objectives. Through that process, your Board has determined that its nominees for election as director collectively represent the best mix of experience, qualifications and skills to further the long-term interests of all shareholders. **We do not endorse any of Greenlight's nominees and urge you to disregard Greenlight's solicitation of votes for its nominees.**

Table of Contents

Director Election Requirements

All directors stand for election annually. Upon the recommendation of the Governance and Corporate Responsibility Committee (Governance Committee), the Board has nominated each of the 11 persons identified below to serve as director for a one-year term or until his or her successor has been duly elected and qualified or until his or her earlier resignation or removal. Each director nominee recommended by the Board was elected to the Board at the 2016 Annual Meeting.

We urge you to sign and return the **WHITE** proxy card or voting instruction form or vote by Internet or telephone. By doing so, the Proxy Committee (comprised of Mary T. Barra, Daniel Ammann, and Charles K. Stevens, III) will vote your shares for all 11 nominees described in the following section, unless you indicate on the **WHITE** proxy card or voting instruction form to withhold authority to vote for one or more of such nominees. Each director will serve until the next annual meeting of shareholders and until a successor is elected and qualified, or until his or her earlier resignation, removal, or death. If any of the Board's nominees for director becomes unavailable to serve before the Annual Meeting (which we do not anticipate), the Board may decrease the number of directors to be elected or designate a substitute nominee for that vacancy.

We have received notice pursuant to Section 1.11 of our Bylaws that Greenlight intends to nominate its own slate of four nominees for election to the Board at the Annual Meeting. We believe based on Greenlight's notice that the election of directors at the Annual Meeting will be a contested election. Our bylaws provide that in a contested election, all directors are to be elected under a plurality voting standard. Under the plurality voting standard, the 11 persons who receive the greatest number of votes are the persons elected to the Board for the following year. Withhold votes will be counted as present for purposes of this vote but are not counted as votes cast.

Your Board does not endorse any Greenlight nominee and unanimously recommends that you disregard any proxy card that may be sent to you by Greenlight. Your Board affirmatively determined that each of our 11 nominees qualifies for election to the Board under the established and rigorous criteria for director candidates described in the next section and unanimously recommends that you vote on the **WHITE** proxy card and voting instruction form **FOR** the election of each of our nominees listed below.

Please note that voting to Withhold with respect to the Greenlight nominees on Greenlight's proxy card is not the same as voting for our Board's nominees because a vote to Withhold with respect to any of the Greenlight nominees on Greenlight's proxy card will revoke any proxy you previously submitted. If you have already voted using Greenlight's proxy card, you have every right to change your vote by voting via the Internet or by telephone by following the instructions on the **WHITE** proxy card, or by completing and mailing the enclosed **WHITE** proxy card in the enclosed postage-paid envelope. Only the latest validly executed proxy that you submit will be counted any proxy may be revoked at any time prior to its exercise at the Annual Meeting.

Table of Contents

Director Nomination Process

Nominees for election as director are proposed by the Board upon recommendation of the Governance Committee.

The Governance Committee annually reviews the appropriate skills and characteristics needed for the Board to effectively perform its oversight function, including importantly, the continued execution of GM's strategic priorities. Nominees are recommended to the Board, after considering current Board composition, Company strategy and other relevant facts and circumstances, including the director's history of attendance and participation in meetings, other contributions to the activities of the Board and GM, active participation in orientation and ongoing educational events, the results of Board self-evaluations and any potential or actual conflicts of interest.

The selection of qualified directors is fundamental to the Board's successful oversight of GM's strategy and ongoing operations. The Governance Committee's and the Board's priorities for recruiting new Board members may vary at times, depending on the Company's needs and the makeup of the Board at such time. In every case, candidates must be able to contribute significantly to the Board's discussion and decision-making on the broad array of complex issues facing the Company. The Governance Committee has historically engaged a reputable, qualified search firm to help identify and evaluate candidates.

As part of its comprehensive process for selecting nominees for the Board, our Governance Committee utilizes a detailed skills matrix to consider the particular experience, qualifications, and attributes of current Board members and prospective candidates. The Governance Committee seeks nominees who, taken together as a group, possess the skills, diversity, and expertise appropriate for maintaining a well-rounded and effective Board aligned with achievement of the Company's business strategy and operations. In evaluating potential director candidates, the Governance Committee considers, among other factors, the criteria listed below and any additional characteristics that it believes one or more directors should possess, based on an assessment of the needs of our Board at that time.

Significant leadership experience over an extended period, especially as CEO; extraordinary leadership qualities; and the ability to identify and develop those qualities in others.

Leadership in automotive or related industry. Expertise in key businesses and proven knowledge of key customers and risks associated with the business.

Experience in managing significant manufacturing operations.

Understanding of technology and innovation through academia or industry experience.

Relevant risk management oversight and experience.

Global business and cultural experience.

Expertise in complex financial and accounting matters.

Knowledge of global government relations, public policy, and regulatory matters.

Marketing experience, including digital marketing, brand and product awareness; social media experience.

Diversity of perspective, professional experience, age, and background, such as gender, race, ethnicity, and country of origin.

The Governance Committee considers individuals with a broad range of business experience and varied backgrounds. Although GM does not have a formal policy governing diversity among Board members, the Board strives to identify candidates with diverse backgrounds. We recognize the value of overall diversity and consider members' and candidates' opinions, perspectives, personal and professional experiences, and backgrounds, including gender, race,

ethnicity, and country of origin. We believe that the judgment and perspectives offered by a diverse board of directors improves the quality of decision making and enhances the Company's business performance. We also believe such diversity can help the Board respond more effectively to the needs of customers, shareholders, employees, suppliers, and other stakeholders worldwide.

Table of Contents

ITEM 1: ELECTION OF DIRECTORS

Pursuant to the Stockholders Agreement dated October 15, 2009 between the Company and the UAW Retiree Medical Benefits Trust (the VEBA Trust), the VEBA Trust has the right to designate one nominee to our Board for so long as it holds 50% of the shares of GM's common stock that it initially acquired, subject to the consent of the UAW and approval by the Board (not to be unreasonably withheld). The VEBA Trust has designated Mr. Ashton, who has been recommended by the Governance Committee and nominated by the Board as part of the slate of candidates it recommends for election at the Annual Meeting.

The Governance Committee will consider persons recommended by shareholders for election to the Board. To recommend an individual for Board membership, write to Jill E. Sutton, Corporate Secretary and Deputy General Counsel, Corporate, Finance and Strategic Transactions (Corporate Secretary and Deputy General Counsel) of our Company, at the mailing address or e-mail address provided on page 98 in *How can I obtain the Company's corporate governance information?* The Governance Committee will review the qualifications and experience of each recommended candidate using the same criteria for candidates proposed by Board members and communicate its decision to the candidate or the person who made the recommendation.

u Information About Your Board's Nominees for Director

Set forth below is information about our nominees, including their name and age, recent employment or principal occupation, their period of service as a GM director, the names of other public companies for which they currently serve as a director or have served as a director within the past five years, and a summary of their specific experience, qualifications, attributes, and skills that led to the Board's conclusion that they are qualified to serve as a director on our Board at this time.

Mary T. Barra, Chairman & Chief Executive Officer,

General Motors Company (since January 2016)

Age: **55** Director Since: **2014** Committees: **Executive (Chair)**

Current Public Company Directorships: **General Dynamics Corporation**

Prior Experience:

CEO of GM since January 2014

Executive Vice President, Global Product Development, Purchasing and Supply Chain from 2013 to 2014

Senior Vice President, Global Product Development from 2011 to 2013

Vice President, Global Human Resources from 2009 to 2011

Vice President, Global Manufacturing Engineering from 2008 to 2009

Reasons for Nomination:

With more than 36 years at GM and having served in various leadership roles prior to becoming Chairman & CEO, Ms. Barra brings to our Board an in-depth knowledge of the Company and the global automotive industry. She has extensive leadership, strategic planning, operating and business experience and a deep understanding of the Company's strengths, weaknesses, risks and challenges. Under her leadership, GM is focused on being the most valued automotive company by strengthening its core business of building great cars, trucks and crossovers, while also working to lead the transformation of personal mobility through advanced technologies such as connectivity, electrification, autonomous driving and car sharing. She has also established GM's corporate culture and strategic direction based on putting the customer at the center of everything we do, all around the world, with quality and safety as foundational commitments.

As Chairman & CEO, Ms. Barra is able to focus the Board's oversight and drive the most efficient execution of GM's strategic plan and vision for the future. In addition to her demonstrated leadership and management skills, Ms. Barra's strong engineering background and extensive experience in global product development enables her to provide significant insight to the Board on one of the most critical and complex parts of GM's business. Her previous leadership roles in purchasing and supply chain, human resources and manufacturing engineering also allow her to contribute to Board deliberations on matters regarding those key areas of the Company. Ms. Barra's service to GM and experience in serving as a director of another large public company with complex, global operations provide her with valuable knowledge of governance matters facing large public companies.

Senior Leadership
Global

Industry
Finance

Manufacturing
Government

Technology
Marketing

Risk Management
Diversity

Table of Contents

ITEM 1: ELECTION OF DIRECTORS

Theodore M. Solso, Independent Lead Director, General Motors Company (since January 2016) and Retired Chairman & Chief Executive Officer, Cummins, Inc. (since 2011)

Age: **70** Director Since: **2012** Committees: **Executive**

Current Public Company Directorships: **Ball Corporation (Lead Director)**

Prior Public Company Directorships: **Ashland Inc. (1999 to 2012), where he was Lead Director from 2003 to 2010**

Prior Experience:

Non-Executive Chairman of the GM Board of Directors from January 2014 to 2016

Chairman & Chief Executive Officer of Cummins, Inc. (Cummins) from 2000 until his retirement in 2011

President & Chief Operating Officer of Cummins, Inc. from 1995 to 2000

Reasons for Nomination:

Mr. Solso gained significant senior management experience during his 40-year career at Cummins, which culminated in his role as Chairman and CEO. He brings to our Board his experience and insight into the complexities of managing a major global organization, including the importance of vehicle and workplace safety. Mr. Solso led Cummins through strong financial performance and shareholder returns, international growth, business restructuring, and leadership in emissions reduction technology and related environmental activities, corporate responsibility, diversity, and human rights issues. His extensive experience in manufacturing and engineering of diesel

engines and compliance with challenging emissions laws and regulations enables him to contribute significantly to Board deliberations regarding GM's global product development strategies. His previous experience in serving as U.S. Chairman of the U.S.-Brazil CEO Forum provides valuable insight into advancing the business priorities of our

operations in South America. In addition to his deep understanding of global markets and business operations and corporate responsibility, Mr. Solso brings to our Board his experience as a lead director of other large, global public companies, particularly in the areas of finance, accounting and corporate governance.

Joseph J. Ashton, Retired Vice President, United Auto Workers (since 2014)

Age: **68** Director Since: **2014** Committees: **Finance, Risk**

Current Public Company Directorships: **None**

Prior Experience:

Vice President of the International Union, United Automobile, Aerospace and Agricultural Workers of America (the UAW) from 2010 until his retirement in 2014

Director of the UAW s Region 9 (Central New York, New Jersey, and Pennsylvania) from 2006 to 2010

Assistant director of UAW s Region 9 from 2003 to 2006

Member of the UAW International staff from 1986 to 2014

Active in labor and civic affairs, including previously serving as Executive Vice President of the Pennsylvania AFL-CIO Executive Council and Executive Vice President of the New Jersey AFL-CIO

Reasons for Nomination:

During his career with the UAW, Mr. Ashton played a key role in organizing campaigns and contract negotiations with major manufacturing and technology companies in a variety of industries, including vehicle components, defense, aerospace, steel, and marine products. Based on these experiences, he has developed a deep understanding of how labor strategy can affect a company s financial success, including expertise in areas such as manufacturing processes, pension and

health care costs, government relations, employee engagement and training, and plant safety.

Mr. Ashton brings to our Board his knowledge of labor relations matters which is valuable with respect to the Company's ongoing labor considerations, as well as GM's commitment to industry leadership in global workplace safety.

Mr. Ashton was designated for nomination to the GM Board by the VEBA Trust.

Senior Leadership	Industry	Manufacturing	Technology	Risk Management
Global	Finance	Government	Marketing	Diversity

Table of Contents

ITEM 1: ELECTION OF DIRECTORS

**Linda R. Gooden, Retired Executive Vice President,
Information Systems & Global Solutions, Lockheed
Martin Corporation (since 2013)**

Age: **64** Director Since: **2015** Committees: **Audit, Risk**

Current Public Company Directorships: **Automatic Data Processing, Inc., The Home Depot, Inc.,
and WGL Holdings, Inc. (WGL) and Washington Gas Light Company, a subsidiary of WGL**

Prior Experience:

Executive Vice President, Information Systems & Global Solutions (IS&GS) of Lockheed Martin Corporation (Lockheed) from 2007 to 2013

Deputy Executive Vice President, Information and Technology Services of Lockheed from October to December 2006

President, Information Technology of Lockheed from 1997 to December 2006

Reasons for Nomination:

Ms. Gooden brings to our Board her strong leadership capability demonstrated through her various senior leadership positions at Lockheed. She has significant operations and strategic planning expertise and an extensive background in information technology (IT) and cybersecurity. Under her leadership as Executive Vice President of IS&GS, Lockheed expanded its IT capabilities beyond government customers to international and commercial markets. In her role as President of Lockheed's IT division, Ms. Gooden grew the business to become a multibillion-dollar business. Her deep knowledge of IT and

cybersecurity adds a valuable perspective to our Board deliberations regarding GM's IT function, and various technology systems and processes, including those related to mobility and autonomous vehicles. Moreover, Ms. Gooden brings to our Board her experience in business restructuring, finance, and risk management. She also

brings her experience as a director at other large, global public companies, particularly in the areas of finance, audit, strategic investments, acquisitions, divestitures, and technology and innovation.

Joseph Jimenez, Chief Executive Officer, Novartis AG (since 2010)

Age: **57** Director Since: **2015** Committees: **Executive Compensation, Governance and Corporate Responsibility** Current Public Company Directorships: **None**

Prior Public Company Directorships: **Colgate-Palmolive Company (2010 to 2015)**

Prior Experience:

Head of the Novartis AG s (Novartis) Pharmaceuticals Division from October 2007 to 2010

Head of Novartis Consumer Health Division from April to October 2007

Advisor to the Blackstone Group L.P., a private equity firm, from 2006 to 2007

President & Chief Executive Officer of H. J. Heinz Company (Heinz) North America from 2002 to 2006

Executive Vice President, President & Chief Executive Officer of Heinz Europe from 1999 to 2002

Held various leadership positions at ConAgra Foods Inc. (ConAgra), including President and Senior Vice President of two operating divisions from 1993 to 1998

Reasons for Nomination:

Mr. Jimenez brings to our Board significant international and operational leadership, strategic planning, and business and finance experience gained through his role as CEO of Novartis, a complex, global company in a highly regulated industry, and previously as President of various operating divisions at Heinz and ConAgra. Mr. Jimenez has a long track record in consumer businesses, which enables him to bring a consumer orientation and valuable insight to Board deliberations regarding our strategy to enhance the customer experience and earn customers

for life. Moreover, he has business restructuring expertise, and he executed significant business transformations and innovations at both Heinz and Novartis, which has enabled him to make significant contributions to our Board as we continue to evaluate the structure of our global business. Mr. Jimenez also brings to our Board his prior experience as a director of another large, global public company, including service on its governance and finance committees.

Senior Leadership	Industry	Manufacturing	Technology	Risk Management
Global	Finance	Government	Marketing	Diversity

Table of Contents

ITEM 1: ELECTION OF DIRECTORS

**Jane L. Mendillo, Retired President & Chief Executive Officer,
Harvard Management Company (since 2014)**

Age: **58** Director Since: **2016** Committees: **Audit, Finance**

Current Public Company Directorships: **Lazard Ltd**

Prior Experience:

President & Chief Executive Officer of the Harvard Management Company (HMC) from 2008 to 2014, managing Harvard University s approximately \$37 billion global endowment and related assets

Chief Investment Officer of Wellesley College from 2002 to 2008

Previously, spent 15 years at HMC in various investment roles

Chair of the investment committee of the Partners Healthcare System

Member of the board of directors and investment committees of the Mellon Foundation

Senior Investment Advisor to the Old Mountain Private Trust Company

Member of the Board of Berklee College of Music

Reasons for Nomination:

Ms. Mendillo brings to the Board valuable financial perspective and extensive investment management experience. In addition, she brings to our Board strong senior leadership and risk management experience, as well as capital markets expertise, from her over 30 years managing globally diverse portfolios in the endowment and investment management

field. As President and CEO of HMC, she successfully led the company through the financial crisis, repositioning the endowment and reestablishing a world-class investment platform to support Harvard's future educational and research

goals. As the Chief Investment Officer of Wellesley College, she built the college's first investment office and delivered substantial growth in the college endowment through a period of rapidly changing market conditions. Ms. Mendillo's background and extensive experience has enabled her to make a significant contribution to the Board's oversight of GM's strategic initiatives, particularly the evaluation of GM's disciplined capital allocation framework and its financial policies and transactions and varied financial and risk management issues.

**Admiral Michael G. Mullen, Former Chairman, Joint Chiefs of Staff
(since 2011)**

Age: **70** Director Since: **2013** Committees: **Audit, Executive, Risk
(Chair)**

Current Public Company Directorships: **Sprint Corporation**

Prior Experience:

17th Chairman of the Joint Chiefs of Staff from 2007 until his retirement in 2011

28th Chief of Naval Operations (CNO) from 2005 to 2007, one of four different four-star assignments he held; the other two included, Commander U.S. Naval Forces Europe/Commander Allied Joint Force Command Naples, and the 32nd Vice CNO

President of MGM Consulting LLC since 2012

Charles and Marie Robertson Visiting Professor at the Woodrow Wilson School of Public and International Affairs at Princeton University

Reasons for Nomination:

Admiral Mullen brings to our Board extensive senior leadership experience gained over his 43-year career in the U.S. military. As Chairman of the Joint Chiefs of Staff, the highest-ranking officer in the U.S. military, Admiral Mullen led the armed forces during a critical period of transition, overseeing two active war zones. His involvement in key aspects of U.S. diplomacy, including forging vital relationships with diverse countries around the world, brings valuable insight to our Board as we continue to evaluate the structure of our global business. In addition to having strong global relationships, Admiral Mullen has deep

experience in leading change in complex organizations, risk management, crisis management, executive development and succession planning, diversity implementation, strategic planning, budget policy, cybersecurity, and technical innovation, all of which are important to the oversight of GM's strategic initiatives. This depth of experience enables him to make a significant contribution to our Board, including with respect to GM's efforts to continue to transform its safety culture to become an industry leader in vehicle and workplace safety. Admiral Mullen also brings his experience as a director of another large public company.

Senior Leadership	Industry	Manufacturing	Technology	Risk Management
Global	Finance	Government	Marketing	Diversity

Table of Contents

ITEM 1: ELECTION OF DIRECTORS

**James J. Mulva, Retired Chairman & Chief Executive Officer,
ConocoPhillips (since 2012)**

Age: **70** Director Since: **2012** Committees: **Executive, Executive Compensation, Finance (Chair), Risk**

Current Public Company Directorships: **General Electric Company**

Prior Public Company Directorships: **Statoil ASA (2013 to 2015)**

Prior Experience:

Chairman & Chief Executive Officer of ConocoPhillips from 2004 until his retirement in 2012

Chairman, President & Chief Executive Officer of ConocoPhillips from 2004 to 2008

President & Chief Executive Officer of ConocoPhillips from 2002 to 2004

Reasons for Nomination:

Mr. Mulva brings to our Board 39 years of experience in the energy industry, first at Phillips Petroleum Company (Phillips) and then ConocoPhillips. Prior to overseeing the merger of Conoco and Phillips in 2002, Mr. Mulva served as Chairman and CEO of Phillips, where he also held various domestic and international senior management positions in finance, including Executive Vice President and Chief Financial Officer. As CEO of Phillips and later ConocoPhillips, Mr. Mulva oversaw mergers and acquisitions, business restructurings, and negotiated joint ventures, positioning the company to

compete in an increasingly challenging and highly competitive industry. Prior to his retirement from ConocoPhillips, Mr. Mulva oversaw the strategic repositioning of the company to split its fuel production and refining businesses. Mr. Mulva's global strategic manufacturing expertise and keen risk and safety management experience allows him to make a significant contribution to board deliberations in these and other important areas. Mr. Mulva also brings to our Board an in-depth background in finance and his experience as a director of other large, global public companies.

**Patricia F. Russo, Chairman,
Hewlett Packard Enterprise Company (since November 2015)**

Age: **64** Director Since: **2009** Committees: **Executive, Executive Compensation, Finance, Governance and Corporate Responsibility (Chair)**

Current Public Company Directorships: **Arconic Inc. (formerly Alcoa) (Lead Director), Hewlett Packard Enterprise Company (Chairman), KKR Management LLC (the managing partner of KKR & Co. L.P.), and Merck & Co. Inc.**

Prior Public Company Directorships: **Hewlett-Packard Company (2011 to 2015), where she was Lead Director from 2014 to 2015**

Prior Experience:

Lead Director of the Hewlett-Packard Company (HP) Board of Directors from 2014 to 2015

Lead Director of the GM Board of Directors from March 2010 to January 2014

Chief Executive Officer of Alcatel-Lucent S.A. from 2006 to 2008

Chairman & Chief Executive Officer of Lucent Technologies, Inc. (Lucent) from 2003 to 2006

President & Chief Executive Officer of Lucent from 2002 to 2006

Reasons for Nomination:

As the CEO of highly technical, global, complex companies, Ms. Russo has demonstrated leadership and proven business acumen that strongly supported her nomination to our Board. She has dealt with a wide range of issues, including mergers and acquisitions, technology disruptions and business restructuring, as she led Lucent's recovery through a severe industry downturn and later a merger with Alcatel, a French company. She led the HP board of directors in connection with its split into two public companies, gaining

valuable experience in connection with a highly complex business restructuring transaction. In addition, she brings to the Board extensive global experience in corporate strategy, finance, sales and marketing, technology, and leadership development. Ms. Russo also has extensive expertise in corporate governance and executive compensation gained

from her robust service on boards and board committees of other large, global public companies.

Senior Leadership	Industry Finance	Manufacturing Government	Technology Marketing	Risk Management Diversity	Global
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Table of Contents

ITEM 1: ELECTION OF DIRECTORS

Thomas M. Schoewe, Retired Executive Vice President & Chief Financial Officer, Wal-Mart Stores, Inc. (since 2011)

Age: **64** Director Since: **2011** Committees: **Audit (Chair), Executive, Finance, Risk**

Current Public Company Directorships: **KKR Management LLC and Northrop Grumman Corporation**

Prior Public Company Directorships: **PulteGroup, Inc. (2009 to 2012)**

Prior Experience:

Executive Vice President & Chief Financial Officer of Wal-Mart Stores, Inc. (Wal-Mart) from 2000 to 2011

Senior Vice President & Chief Financial Officer of Black & Decker Corporation (Black & Decker) from 1996 to 1999

Vice President & Chief Financial Officer of Black & Decker from 1993 to 1996

Vice President of Finance of Black & Decker from 1989 to 1993

Vice President of Business Planning and Analysis Black & of Decker from 1986 to 1989

Reasons for Nomination:

With extensive financial experience acquired through positions held as chief financial officer of large multinational, consumer-facing companies, Mr. Schoewe brings financial expertise, corporate leadership, and operational experience to our Board. His demonstrated leadership in corporate finance has provided him with key skills, including financial reporting, accounting and control, business planning and analysis, and risk management that are valuable to the oversight of our business. Mr. Schoewe also brings to our

Board his experience at Wal-Mart and Black & Decker with large-scale, transformational information technology implementations, which provides valuable insight to our IT organization. Further, Mr. Schoewe's previous and current board positions at public companies involved with home building, security, and investments provides exposure to diverse industries with unique challenges enabling him to make a significant contribution to our Board across a broad range of issues facing the Company.

**Carol M. Stephenson, Retired Dean, Ivey Business School,
The University of Western Ontario (since 2013)**

Age: **66** Director Since: **2009** Committees: **Executive, Executive Compensation (Chair),
Governance and Corporate Responsibility**

Current Public Company Directorships: **Ballard Power Systems, Inc., Intact Financial Corporation
(formerly ING Canada), and Maple Leaf Foods Inc.**

Prior Public Company Directorships: **Manitoba Telecom Services (2008 to 2016)**

Prior Experience:

Dean of the Ivey Business School at The University of Western Ontario (Ivey) from 2003 until her retirement in 2013

President & Chief Executive Officer, Lucent Technologies Canada from 1999 to 2003

Member of the Advisory Board of General Motors of Canada, Limited (GM Canada), a GM subsidiary, from 2005 to 2009

Officer of the Order of Canada in 2009

Reasons for Nomination:

Ms. Stephenson's experience as Dean of Ivey and President and Chief Executive Officer of Lucent Technologies Canada provides our Board with diverse perspectives and progressive management expertise in marketing, operations, strategic planning, technology development, and financial management. Her experience on the boards of several top Canadian companies provides our Board with a

broad perspective on successful management strategies and insight on matters affecting the business interests of GM and GM Canada. Ms. Stephenson also brings to our Board her experience in serving on the compensation and governance committees of other public companies.

Senior Leadership **Industry** **Manufacturing** **Technology** **Risk Management** **Global**
Finance **Government** **Marketing** **Diversity**

Table of Contents

ITEM 1: ELECTION OF DIRECTORS

Non-Employee Director Compensation

Compensation for our non-employee directors is set by the Board at the recommendation of the Governance Committee. Ms. Barra, our sole employee director, does not receive additional compensation for her Board service other than the personal accident insurance benefit described below, the value of which is reported for Ms. Barra in the Summary Compensation Table on page 63.

The Governance Committee, which consists solely of independent directors, annually assesses the form and amount of non-employee director compensation and recommends changes, if appropriate, to the Board based upon competitive market practices. Commencing in 2016, the Governance Committee reviewed director compensation data for the same companies that comprise the peer group we use for benchmarking executive compensation, as described on page 46. The process for setting non-employee director compensation is guided by the following principles:

u Guiding Principles

- u Fairly compensate directors for their responsibilities and time commitments,**
- u Attract and retain highly qualified directors by offering a compensation program consistent with those at companies of similar size, scope, and complexity,**
- u Align the interests of directors with our shareholders by providing a significant portion of compensation in equity and requiring directors to continue to own our common stock (or common stock equivalents), and**
- u Provide compensation that is simple and transparent to shareholders.**

The Governance Committee can engage the services of outside consultants, experts, and others to assist the Committee. During 2016, the Governance Committee did not engage any consultants in reviewing and setting director compensation.

u Director Stock Ownership and Holding Requirements

In December 2016, the Board approved an increase in the stock ownership requirement by \$100,000, so that each non-employee director is required to own our common stock or Deferred Share Units (DSUs) with a market value of at least \$500,000.

- u Ownership guidelines are reviewed each year to confirm they continue to be effective in aligning the interests of the Board and our shareholders.

- u Non-employee directors are prohibited from selling any GM securities or derivatives of GM securities, such as DSUs while they are members of the Board.

- u Each non-employee director is required to own our common stock or DSUs with a market value of at least \$500,000.

- u Each director has up to five years from the date he or she is first elected to the Board to meet this ownership requirement.

- u All of our directors are in compliance with our stock retention requirements. Ms. Gooden and Ms. Mendillo are within their five-year compliance period and are expected to meet the ownership requirement by the end of such period. All other directors have met or exceeded the ownership requirement.

u Annual Compensation

During 2016, compensation for non-employee directors consisted of the elements described below. We do not pay any other retainers or meeting fees. The Lead Director and Committee Chairs receive additional compensation due to the workload and broad responsibilities of these positions.

Compensation Element	2016
Board Retainer	\$ 250,000
Lead Director Fee ⁽¹⁾	\$ 100,000
Audit Committee Chair Fee	\$ 30,000
Compensation Committee Chair Fee	\$ 20,000
All Other Committee Chair Fees (excluding the Executive Committee)	\$ 15,000

(1) In 2016, Mr. Solso received an additional fee of \$50,000 (i.e., the annual Chairman fee of \$300,000 prorated for two months of service) for transitional services following Ms. Barra's assumption of the Chairman role on January 4, 2016. Effective March 4, 2016, the additional fee paid to Mr. Solso for service as Lead Director is \$100,000 per year.

Table of Contents

ITEM 1: ELECTION OF DIRECTORS

Under the General Motors Company Deferred Compensation Plan for Non-Employee Directors (the Director Compensation Plan), non-employee directors are required to defer 50% of their annual Board retainer (*i.e.*, \$125,000) into DSUs. Non-employee directors may elect to defer all or half of their remaining Board retainer or amounts payable (if any) for serving as Committee Chair or Lead Director into additional DSUs. The fees for a director who joins or leaves the Board or assumes additional responsibilities during the year are prorated for his or her period of service.

u How Deferred Share Units Work

Each DSU is equal in value to a share of GM common stock and is fully vested upon grant, but does not have voting rights. DSUs granted are determined as follows:

For a director who joined or retired from the Board during the calendar year, the retainer fee is prorated and converted to DSUs based on the average daily closing market price of our common stock for the period of service. All DSUs granted are rounded up to the nearest whole unit. Any portion of the retainer that is deferred into DSUs may also earn dividend equivalents, which are credited at the end of each calendar year to each director's account in the form of additional DSUs. DSUs will not be available for disposition until after the director leaves the Board. After leaving the Board, the director will receive a cash payment or payments based on the number of DSUs in the director's account, valued at the average daily closing market price for the quarter immediately preceding payment. Directors will be paid in a lump sum or in annual installments for up to five years based on their deferral elections.

u Changes to Director Compensation

In December 2016, the Governance Committee determined that the Company's director compensation program was below the median for director compensation at peer group companies and recommended that certain increases be made to fairly compensate directors for their responsibilities and time commitments and to align with competitive market practices. Following the recommendation of the Governance Committee, the Board approved the following changes to non-employee director compensation, effective January 1, 2017:

An increase in the annual retainer for Board service from \$250,000 to \$285,000 with 50% (or \$142,500) mandatorily deferred into DSUs; and

An increase in the annual retainer for the Chairs of the Governance, Finance, and Risk Committees from \$15,000 to \$20,000.

u Other Compensation

As outlined below, we provide certain additional benefits to non-employee directors.

Type

u Evaluation Vehicles

Purpose

We provide directors with the use of evaluation vehicles to provide feedback on our products as well as enhance the public image of our vehicles. Retired directors receive the use of an evaluation vehicle for a limited period of time. Participants are charged with imputed income based on the lease value of the vehicles and are responsible for associated taxes.

**u Personal Accident Insurance
(PAI)**

We provide PAI coverage in the event of accidental death or dismemberment. Directors are responsible for associated taxes on the imputed income from the coverage.

Table of Contents**ITEM 1: ELECTION OF DIRECTORS**

Unless previously employed by the Company, non-employee directors are not eligible to participate in any of the savings or retirement programs for our employees. Other than as described in this section, there are no separate benefit plans for directors.

u 2016 Non-Employee Director Compensation Table

This table shows the compensation that each non-employee director received for his or her 2016 Board and Committee service. Amounts reflect partial-year Board service for Mr. Girsky and Ms. Mendillo.

Director	Fees Earned or		All Other	
	Paid in Cash⁽¹⁾	Stock Awards⁽²⁾	Compensation⁽³⁾	Total
	(\$)	(\$)	(\$)	(\$)
Joseph J. Ashton	62,500	208,517	30,323	301,340
Stephen J. Girsky ⁽⁴⁾	62,500	71,561	21,266	155,327
Linda R. Gooden	125,000	139,012	20,157	284,169
Joseph Jimenez		278,023	21,740	299,763
		279,347	15,990	295,337
Kathryn V. Marinello ⁽⁵⁾				

Jane L. Mendillo ⁽⁶⁾		158,836	4,995	163,831
Michael G. Mullen	125,000	155,700	24,740	305,440
James J. Mulva		294,712	25,219	319,931
Patricia F. Russo	125,000	155,700	18,698	299,398
Thomas M. Schoewe	155,000	139,012	28,532	322,544
Theodore M. Solso		426,302	17,407	443,709
Carol M. Stephenson	72,500	219,631	12,657	304,788

(1) Reflects cash compensation received in 2016 for Board and Committee service.

(2) Reflects aggregate grant date fair value of DSUs granted in 2016, including amounts that Mss. Marinello (\$125,000), Mendillo (\$72,917), Russo (\$15,000), and Stephenson (\$72,500) and Messrs. Ashton (\$62,500), Jimenez (\$125,000), Mullen (\$15,000), Mulva (\$140,000), and Solso (\$258,333) elected to defer into DSUs in lieu of all or a part of their cash compensation. Grant date fair value is calculated by multiplying the number of DSUs granted by the closing price of GM common stock on December 30, 2016, which was \$34.84. The holders of DSUs also receive dividend equivalents which are reinvested in additional DSUs based on the market price of the common stock on the date the dividends are paid.

(3)

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The following table provides more information on the type and amount of benefits included in the All Other Compensation column.

Director	Company Vehicle Program		Total	Director	Company Vehicle Program		Total
	(a)	(b)			(a)	(b)	
Mr. Ashton	\$30,083	\$240	\$30,323	Mr. Mullen	\$24,500	\$240	\$24,740
Mr. Girsky	\$21,146	\$120	\$21,266	Mr. Mulva	\$24,979	\$240	\$25,219
Ms. Gooden	\$19,917	\$240	\$20,157	Ms. Russo	\$18,458	\$240	\$18,698
Mr. Jimenez	\$21,500	\$240	\$21,740	Mr. Schoewe	\$28,292	\$240	\$28,532
Ms. Marinello	\$15,750	\$240	\$15,990	Mr. Solso	\$17,167	\$240	\$17,407
Ms. Mendillo	\$ 4,875	\$120	\$ 4,995	Ms. Stephenson	\$12,417	\$240	\$12,657

(a) Company vehicle program includes the estimated annual lease value of the Company vehicles driven by directors. We include the annual lease value because it is more reflective of the value of the company vehicle perquisite than the Company's incremental costs, which are generally significantly lower because the Company manufactures and ordinarily disposes of Company vehicles for a profit, resulting in minimal incremental costs, if any. Taxes related to imputed income are the responsibility of each participant.

(b) Reflects cost of premiums for providing personal accident insurance (annual premium cost of \$240 is prorated, as applicable, for period of service).

(4) Mr. Girsky resigned from the Board effective June 7, 2016.

(5) Ms. Marinello resigned from the Board on December 19, 2016.

(6) Ms. Mendillo joined the Board on June 7, 2016.

Table of Contents

CORPORATE GOVERNANCE

Governance Highlights

Nine (9) out of eleven (11) directors are independent

Director-Shareholder Engagement Policy

Strong Independent Lead Director with clearly delineated duties

Regular executive sessions of non-management directors

Annual election of all directors

Orientation program for new directors and continuing education for all directors

Majority voting with director resignation policy (plurality standard to apply in contested elections)

Robust stock ownership guidelines for executive officers and non-employee directors

Annual evaluation of CEO by Board

Risk oversight by full Board and Committees

Annual Board and Committee self-evaluations, including individual Board member evaluation

Shareholder right to call special meetings

Audit, Executive Compensation, and Governance Committees composed entirely of independent directors

Board and Committees may hire outside advisors independently of management

Overboarding limits

Proxy access for shareholders

Diverse Board in terms of gender, ethnicity, and specific skills and qualifications

Enhanced clawback policy that applies to our short- and long-term incentive plans

Role of Board of Directors

GM is governed by a Board of Directors and Committees of the Board that meet throughout the year. The Board is elected by shareholders to oversee and provide guidance on the Company's business and affairs. The Board is the ultimate decision-making body of the Company, except for those matters reserved to shareholders. The Board is highly engaged in the process of strategic development and oversight of ongoing execution of the Company's strategic plan. The Board oversees management's activities in connection with proper safeguarding of the assets of the

Company, maintenance of appropriate financial and other internal controls, and compliance with applicable laws and regulations and proper governance. The Board is committed to sound corporate governance policies and practices that are designed and routinely assessed to enable the Company to operate its business responsibly, with integrity, and to position GM to compete more effectively, sustain its success, and build long-term shareholder value.

Board Size

The Board of Directors sets the number of directors from time to time by resolution adopted by a majority of the Board. The Board of Directors is currently composed of 11 members. The Governance Committee reassesses the Board's size at least annually. The Board has the flexibility to increase or reduce the size of the Board, based upon prevailing facts and circumstances. If any nominee is unable

to serve as a director or if any director leaves the Board between annual meetings, the Board, by resolution, may reduce the number of directors or elect an individual to fill the resulting vacancy. If all of the Board's nominees are elected, the Board will be composed of 11 members immediately following the Annual Meeting.

Table of Contents

CORPORATE GOVERNANCE

Winning With Integrity and Code of Ethics

The Board is committed to the highest legal and ethical standards in fulfilling its responsibilities. We have adopted a code of business conduct and ethics, *Winning With Integrity* that applies to our directors, officers, and employees.

Winning With Integrity forms the foundation for compliance with corporate policies and procedures and creates a Company-wide focus on uncompromising integrity in every aspect of our operations. The code embodies our expectations for a number of topics, including workplace and vehicle safety, conflicts of interest, protection of confidential information, insider trading,

competition and fair dealing, human rights, community involvement and corporate citizenship, political activities and lobbying, preservation and use of company assets, and compliance with all laws and regulations applicable to the conduct of our business. Employees are required to report any conduct that they believe in good faith to be an actual or apparent violation of the code. The code is available on our website at gm.com/investors, under *Corporate Governance* and is available in print upon request. We will post any updates to the code on our website.

Corporate Governance Guidelines

Our Board has adopted a governance structure that it believes promotes the best interests of our shareholders. The Corporate Governance Guidelines form a transparent framework for the effective governance of the Company. The Governance Committee regularly considers the Corporate Governance Guidelines and periodically recommends to our Board the adoption of amendments in response to changing regulations, evolving best practices,

and shareholder concerns. Our Corporate Governance Guidelines, Certificate of Incorporation, Bylaws, Board Committee Charters, and other governance materials are available on our website at gm.com/investors under

Corporate Governance. To obtain a copy of these materials, see *How can I obtain the Company's corporate governance information?* on page 98.

Director Independence

The Corporate Governance Guidelines define our standards for director independence and are based on applicable New York Stock Exchange (NYSE) and U.S. Securities and Exchange Commission (SEC) requirements. At least two-thirds of our directors are and must continue to be independent under these standards. The Governance Committee assesses the independence of each director, applying the criteria in our Corporate Governance Guidelines, and makes recommendations to the Board. For a director or director nominee to be independent, the Board must affirmatively determine that the director has no material relationship with the Company other than his or her service as a director. In addition, members of the Audit and Compensation Committees must meet heightened independence standards applicable under NYSE and SEC rules.

Consistent with the standards described above, the Board has reviewed all relationships between the Company and each director and director nominee (as well as Stephen J. Girsky and Kathryn J. Marinello, who resigned from the Board on June 7, 2016 and December 19, 2016, respectively), considering quantitative and qualitative criteria, and affirmatively has determined that all are independent other than Mr. Ashton, Mr. Girsky, and Ms. Barra. Mr. Ashton is not independent because of his long-term affiliation with the UAW and the substantial labor agreements between the Company and the UAW.

Mr. Girsky was not independent because of his former employment with the Company. Ms. Barra is not independent because she currently holds the position of CEO.

In recommending to the Board that each non-employee director and director nominee be found independent, the Governance Committee considered whether there were any other facts or circumstances that might impair a director's independence. In particular, the Governance Committee evaluated charitable contributions that GM (including the GM Foundation) has made to nonprofit organizations with which our directors are or have been associated. None of these transactions were material to either GM or the director or director nominee. The Governance Committee also considered that GM, in the ordinary course of business, during the last three years, has sold fleet vehicles to and purchased products and services from companies at which some of our directors serve as non-employee directors or executives. The Board determined that these transactions were not material to GM or the other companies involved and that none of our directors had a material interest in the transaction with these companies. In each case, these transactions were in the ordinary course of business for GM and the other companies involved and were on terms and conditions available to similarly situated customers and suppliers. Therefore, they did not impair the respective director's independence.