**What Is GM?**

General Motors is a large-scale enterprise. But it was not born big. It was organized in 1908, bringing together several small automobile producers and, over the next ten years, a number of component and parts manufacturers. Like most American businesses, it grew from a relatively small beginning because it found ways of serving its customers better. General Motors is the achievement of many men and women working in many ways. Into it has gone not only hard work but also perseverance, creativity and vision, as well as faith in the future of America.

It has been said that General Motors is basically a very simple company—fundamentally one that designs, builds and sells products based on motors. GM’s products range from small fractional horsepower electric motors to automobiles to giant diesel locomotives.

General Motors operates 119 plants in 69 communities in 18 states. GM also has seven plants in Canada and assembly, manufacturing or warehousing operations in 23 other countries. In 1969 world-wide average employment exceeded 794,000 men and women.

One of the most important reasons for GM’s success has been its decentralization. The general manager of each operating division is responsible within the limits of broad overall policies for building his own organization, coordinating its efforts and planning its progress. Thus, he has the flexibility of a smaller business; and, in addition, he has available to him the resources, staff facilities and “know-how” of the central organization.
GM Stockholders

There were 1,363,000 owners of General Motors stock—common and preferred—at the end of 1969. These are the stockholders whose investment provides GM employes with places to work and the tools with which to work.

The great majority of these stockholders are individuals—men and women in every walk of life. They include housewives, merchants, farmers, lawyers, doctors, engineers, clerks, mechanics, bankers, clergymen, teachers. They live in every state of the union, every province of Canada and more than 80 other countries. Of General Motors' preferred and common stockholders, 68% are individual accounts, 20% are joint tenant accounts and 12% are institutions or groups, such as pension funds, insurance companies and colleges. Approximately 42% of GM stockholders own 25 shares or less and 79% own 100 shares or less. Many GM employes also are stockholders.

Since 1955, the total number of owners of the business has exceeded the number of employes.

Basic Operating Principles

GM management has an obligation to its customers, employes, shareholders and the nation. Its chief responsibility is to see that the public is always served well and efficiently.

To do a good job for customers requires the skills and talents of many people. It requires that these people work together as a team—that their activities be effectively coordinated with overall policies.

Seven basic principles have been established to guide management in meeting these responsibilities:

1. Put the right people in the right jobs.
2. Train everyone for the job to be done.
3. Make the organization a coordinated team.
4. Provide sound leadership.
5. Supply good tools and working conditions.
6. Encourage employes to do their best.
7. Maintain our reputation for integrity.

These seven principles put the emphasis on PEOPLE.

GM has learned that the principal difference between one business and another—or between the success and failure of an enterprise—is PEOPLE.
GM People at Work

If there is any one reason why GM people—working together—have been outstandingly successful, it is to be found in what GM thinks a job should mean. GM wants its employees to want to work for General Motors.

Here are some of the things that the phrase “GM jobs are good jobs” signifies:

**Good work places.** GM buildings are well lighted, ventilated and clean.

**Employee safety.** GM employees are safer at work than in their homes because GM’s safety program takes extensive precautions to eliminate accidents.

**Good medical facilities.** All plant locations have modern medical departments with qualified doctors and nurses to provide necessary medical attention, including pre-employment examinations and further consultation.

**Good machinery and tools.** GM employees work with the best tools and most modern methods it is possible to provide; tools that make work more productive and easier, and help produce quality goods.

**Good pay.** For many years the average earnings of GM hourly employees in the United States have been consistently above the average for all manufacturing. (See chart on opposite page.)

**Equal opportunity employer.** General Motors has long had a policy of extending employment opportunities to qualified applicants and employees on a nondiscriminatory basis and without regard to an individual’s age, race, color, sex, creed or national origin.

**Employe benefit plans.** General Motors contributes toward many employee benefit plans. These programs provide pensions, group life insurance, sickness and accident benefits, hospital-medical expense benefits, supplemental unemployment benefits and awards for employee’s suggestions. In addition, GM encourages employee thrift and stock ownership in the Corporation by making contributions to the Savings-Stock Purchase Program for salaried employees. During 1969, General Motors, on behalf of its employees in the United States, contributed $903 million to the General Motors benefit programs.
What Does GM Make?

General Motors is primarily a producer of passenger cars and trucks—through its Chevrolet, Pontiac, Oldsmobile, Buick, Cadillac and GMC Truck & Coach divisions. In 1969, about 90 percent of total sales were automotive products.

Since the beginnings of the business, General Motors has emphasized research, and this has led to a number of important developments. For example, from GM research on internal combustion engines came epoch-making advances in diesels for railroad, marine, highway and stationary use. Within the past four decades GM Diesels have revolutionized the railroads, and the “Iron Horse” has passed from the scene.

AC Electronics Division produces precision guidance and navigation and electronic control systems for aircraft, missiles, spacecraft, ships and tanks, including the Apollo spacecraft which carried the first American astronauts to the moon and back, and the huge new Boeing 747 Jetliner.

AC Electronics also was awarded a contract to design and build the drive system, wheels, suspension and steering controls for the lunar vehicles to be used by future Apollo astronauts.

Frigidaire Division continued to produce a diversified line of household appliances such as refrigerators, washers, dryers and air conditioners.

Detroit Diesel Engine Division, which has more than tripled its sales in the past seven years, makes diesel engines for trucks, off-highway vehicles and construction, marine and agricultural equipment.

Earthmoving Equipment Division continued to increase its sales of TEREX scrapers, front-end loaders and crawler tractors. Diesel Equipment Division made its 1.1 billionth hydraulic valve lifter during the year. Allison Division began producing the new TF 41 turbofan engine, developed jointly with Rolls-Royce for use in Army and Navy aircraft.

A detailed listing of principal products manufactured by GM divisions can be found on pages 20 to 22.
Producing and marketing products in the U.S. and Canada is not the whole GM story, for General Motors is truly an international organization. Its largest division in terms of employment is GM Overseas Operations with over 170,000 people—nearly all nationals of the countries in which they work. Tracing its origins to 1911, the division is responsible for virtually all General Motors activities outside the U.S. and Canada.

GM overseas subsidiaries operate major automobile and commercial vehicle manufacturing plants in England (Vauxhall Motors Limited), Federal Republic of Germany (Adam Opel A.G.) and Australia (General Motors—Holden's Pty. Limited). Vehicles are also manufactured in Argentina, Brazil, Mexico and South Africa. GM subsidiaries are located in a total of 23 countries.

Other overseas units manufacture Frigidaire household and commercial products, automotive components and accessories and Terex earthmoving equipment. Through the sales and service outlets of its dealers and distributors, GM Overseas Operations makes General Motors products readily available in more than 160 countries and territories around the world.

39,000 "Partners"

General Motors depends on approximately 39,000 other firms who supply services, materials and parts that are necessary for the production of its products. For these services and materials GM in 1969 paid $11,525,000,000, representing 47 1/4 percent of its receipts for the year. In other words, each time a product was sold, nearly half of the money GM received was passed along to suppliers.

The great majority of these thousands of suppliers in the U.S. are small firms. A recent survey showed approximately 93 percent employed fewer than 500 people and more than 79 percent had fewer than 100 employees. Some are one-man firms, or husband and wife teams. Others started with one or two employees and are now good-sized companies because they could provide a needed service to GM and other companies in an efficient manner. The interdependence of large and small business is characteristic of the American economy and an important source of its continuing strength.

General Motors' suppliers are spread across the entire country, in large cities, small towns and rural areas. Purchases vary from the obvious requirements such as steel, rubber and production parts to walrus hides, diapers, razor blades and eyebrow tweezers.
GM and Traffic Safety

Throughout the United States, increasing attention is being given to traffic safety. General Motors shares the concern of local, state and federal government officials, safety groups and many other individuals and organizations about the seriousness of the problem.

Safety involves three factors—the car, the road and the driver. General Motors has always accepted as a top priority objective the safe design and construction of its products.

The achievement of the current standards of reliability, durability and quality in our automobiles was not an overnight accomplishment. It has been the story of an evolving technology and continuing year-after-year improvements in structural strength and design features, resulting in a high level of built-in safety in General Motors products.

Key components such as brakes, frames, suspensions, steering assemblies, roofs, doors, and door locks have been greatly improved over the years. Additional protection for passengers in the event of an accident has been provided through lap and shoulder belts, thicker laminate windshields, energy absorbing steering columns, interior padding and other safety features. Other improvements include high-strength corrugated steel beams welded horizontally to the inside of doors on most models to add significantly to passenger protection in the event of a side impact. GM was first with a system mounted on the steering column which locks the ignition, steering wheel and transmission gear selector—with one simple turn of the ignition key.

The question of traffic safety should be a matter of vital concern to every person in the United States. As in the past, General Motors will continue to accept its responsibility for the design of ever safer automobiles and to promote in every way possible the safe use of motor vehicles, especially through its support of the state highway safety programs.
GM Believes in Research and Education

General Motors has long had a slogan: More and better things for more people. The research workers, designers and other specialists at the GM Technical Center, the three Proving Grounds and the engineering departments of GM’s manufacturing divisions help translate this concept into an operating philosophy.

Backing its belief in the search for new truths and “a better way,” General Motors provides assistance for education.

At General Motors Institute in Flint, Michigan, nearly 3,000 students were enrolled in 1969 in cooperative engineering and industrial administration programs leading to degrees. More than 17,900 GM employees benefited last year under the Tuition Refund Plans for spare-time courses of study.

During the 1969-70 academic year, 1,198 young men and women held GM scholarships at more than 200 private and tax-supported colleges under the GM Scholarship plan in the United States. Participating colleges will award nearly 300 four-year GM scholarships for the academic year 1970-71 to secondary school graduates.

Hundreds of colleges receive direct or indirect GM grants through the 39 regional and state associations of private colleges, the United Negro College Fund, the National Fund for Graduate Nursing Education, the Council for the Advancement of Small Colleges, and the Foundry Educational Foundation. Over 800 different institutions received one or more educational benefits from GM in 1969.

Automotive and appliance components and other equipment donations to junior and senior high schools, technical institutes and colleges are another way GM aids the advance of knowledge.
Progress Toward Clean Air and Water

The great challenge of the Seventies to General Motors and the automobile industry is to solve the air and water pollution problem as it concerns our vehicles and plants.

When some twenty years ago General Motors initiated its first research into the smog problem, air chemistry and the reaction of vehicle emissions in the air, it entered a little-known field. Even today, scientists are only beginning to unravel this infinitely complex subject.

General Motors has made a public pledge to solve the vehicle's part of the air pollution problem in the shortest possible time. The Corporation is pursuing two roads to this end: finding new ways to reduce pollutants from the internal combustion engine, and exploring, through aggressive research programs, new low-pollutant power sources which have potential for development on a practical basis.

General Motors is continuing to investigate alternative power sources and will have no hesitation in using a power source other than the internal combustion engine if it will solve the automobile's part of the pollution problem and meet the needs of our customers at a price they can afford to pay. Steam, electric, Stirling, hybrid electric and gas turbine engines - these and other potential power sources are being vigorously studied in the largest research program of its type in the world.

Vehicles can be only part of the solution, however, as they are only part of the problem. Stationary sources are a very important factor in the pollution of our air and water. General Motors has been active in solving industrial air and water pollution problems long before they were a matter of national concern.

Since the end of World War II, two-thirds of our plants have constructed elaborate, complete and costly pollution-control facilities, as required by the nature of their processes. The remaining one-third of the plants have effluents that require only minimal treatment.

We are living in a world which is placing increasing emphasis on clean air and water. At General Motors we have accepted this challenge. Over many years we have made a substantial commitment in people, facilities and funds in order to take our products and plants out of the problem of pollution. We will continue this effort until the goal is reached.
What Happens to the Money GM Receives?

Every business is started with the hope that it will produce a return on the money the owners have invested and risked in it. No business can hope to earn a profit for very long unless it serves customers well. In reality, every business is a means for creating useful goods and services, and in the process it creates income and business for its numerous owners, employees, dealers and suppliers.

In 1969, for example, GM received from sales of products and other income $24,448,000,000. Out of each dollar received General Motors used 47½ cents to pay its suppliers for materials and services. Payments to employees amounted to 32½ cents, 10½ cents went for taxes and 3 cents went to provide for depreciation of plants and replacement of worn out equipment. Dividends of 5 cents were paid to the 1,363,000 stockholders who own the business, and 2 cents was retained for use in the business to provide for future development.

The sale of GM products has meant steady jobs and good pay checks for hundreds of thousands of people all over the nation. It has enabled thousands of stockholders to get a return on the savings they have invested in General Motors. It should also be noted that in 1969 GM provided $2,537,000,000 in U.S. and foreign income taxes, state and local taxes and the Corporation’s share of social security taxes.

GM operations also create sizable government revenues in the form of personal income taxes on GM dividends and on wage and salary payments as well as taxes paid by GM dealers and suppliers.

Products Must Be Sold

Every American has the right to vote, not only at the polling place for a political candidate but at the shops and stores on Main Street for the goods of his choice. Businesses, like political candidates, must compete for votes.

To deserve the customer’s vote in a competitive industry a company must give consistently good values. It must have the ability to improve those values over the years through research and engineering, through better production methods and techniques. That is the meaning of competition.

But a manufacturer must also bring his products to the customers who want to buy them. Automobiles reach customers through local dealers, as do household appliances and many other things GM makes. These GM dealers are independent businessmen; they are your neighbors in your hometown. It’s to their places of business you go to cast your vote for GM when you buy an automobile or household appliance.

General Motors depends on thousands of these independent businessmen to sell and service its products. Each of these dealers manages his own business, maintains his own showroom and service facilities, employs salesmen and servicemen, advertises in the local newspaper and is an integral part of his community.

Picture for yourself, then, your dealer multiplied many thousands of times in communities scattered all over our land and you will gain some idea of the vital part distribution plays in General Motors efforts to serve the nation.
General Motors Operating Divisions
And Subsidiaries
and Principal Products

CAR, TRUCK AND BODY DIVISIONS

BUICK MOTOR DIVISION
Flint, Michigan
Buick passenger cars and U.S. distributer of Opel cars.

CADILLAC MOTOR CAR DIVISION
Detroit, Michigan
Cadillac passenger cars

CHEVROLET MOTOR DIVISION
Detroit, Michigan (Manufacturing or assembly operations in 15 cities)
Chevrolet passenger cars and trucks

FISHER BODY DIVISION
Warren, Michigan (Manufacturing or assembly operations in 21 cities)
Fisher bodies

GM ASSEMBLY DIVISION
Detroit, Michigan (Plants in 11 cities)
Assembly of Buick, Chevrolet, Oldsmobile and Pontiac passenger cars, and Chevrolet and GMC trucks

AUTOMOTIVE COMPONENTS DIVISIONS

AC SPARK PLUG DIVISION
Flint, Michigan
Spark plugs; oil filters; instruments and instrument panels; fuel pumps; fuel filters; air cleaners; positive crankcase ventilation valves; cruise control systems

CENTRAL FOUNDRY DIVISION
Saginaw, Michigan (Plants in 4 cities)
Grey iron, malleable iron, Armco Steel, nodular iron, aluminum and heat resistant alloy castings

DELMOR DIVISION
Dayton, Ohio
Hydraulic drum and disc brake equipment; power brakes; engine bearings; metal powder products and controlled friction components for automatic transmissions

DELCO PRODUCTS DIVISION
Dayton, Ohio (Plants in 2 cities)
Shock absorbers; electric motors and generators; hydraulic and electric controls, actuators, windshield wipers; automotive suspension units

GENERAL MOTORS PARTS DIVISION
Flint, Michigan (50 warehouses nationwide)
Stores and distributes parts for Chevrolet, Pontiac, Buick, Oldsmobile and Cadillac passenger cars, and Chevrolet trucks

GMC TRUCK & COACH DIVISION
Pontiac, Michigan
Trucks and buses; commercial and military vehicles

OLDSMOBILE DIVISION
Lansing, Michigan
Oldsmobile passenger cars

PONTIAC MOTOR DIVISION
Pontiac, Michigan
Pontiac passenger cars

DELCO RADIO DIVISION
Kokomo, Indiana
Car radios; tape players; heater-air conditioning controls; semiconductor devices; integrated circuits; digital systems, military electronics

DELCO-REMY DIVISION
Anderson, Indiana (Plants in 8 cities)
Starting, generating and ignition systems; switches; vacuum controls; batteries for passenger cars, trucks, buses, farm tractors and off-highway equipment

GUIDE LAMP DIVISION
Anderson, Indiana
Car, truck and tractor lamps; lighting control; mirrors; finished die castings; molded plastic parts; stampings

HARRISON RADIATOR DIVISION
Lockport, New York (Plants in 2 cities)
Car and truck radiators, water tanks, heaters, thermostats and air conditioning; heat exchangers

HYDRA-MATIC DIVISION
Ypsilanti, Michigan
Hydra-Matic automatic transmissions for cars, trucks and military vehicles; M15A1 rifles

INLAND MANUFACTURING DIVISION
Dayton, Ohio
Weatherstrips; steering wheels; soft interior trim; suspension parts; brake lining and hoses; ice trays

NEW DEPARTURE-HYATT BEARINGS DIVISION
Sandusky, Ohio (Plants in 4 cities)
Ball, cylindrical, tapered and needle package bearings for automotive and industrial uses, railroad journal boxes; spray and roller clutches; forgings; transmission parts

PACKARD ELECTRIC DIVISION
Warren, Ohio
Automotive, appliance, marine and farm equipment; wiring systems and components; fiber optics; magnet wire

ROCHESTER PRODUCTS DIVISION
Rochester, New York
Carburetors; diverter valves; emission control devices; transmission shift controls; steel tubing; cigarette lighter; locks; keys

SAGINAW STEERING GEAR DIVISION
Saginaw, Michigan
Power, manual steering; anti-theft, energy-absorbing steering columns; driver-adjustable steering columns; air pumps; front-drive axles; steering linkages; suspension units; prop shafts; ball-bearing actuators

UNITED MOTORS SERVICE DIVISION
Detroit, Michigan
Distribution of automotive service parts and equipment

DEFENSE DIVISIONS

AC ELECTRONICS DIVISION
Milwaukee, Wisconsin
Navigation and control systems and components for land and sea vehicles, aircraft, spacecraft and missiles

ALLISON DIVISION
Indianapolis, Indiana (Plants in 8 cities)
Gas turbine engines; heavy-duty transmissions; military vehicles; tank gun breech mechanisms; locomotive parts; diesel blowers; bearings; engineering services

ENGINE DIVISIONS

DETROIT DIESEL ENGINE DIVISION
Detroit, Michigan
Diesel engines for marine, industrial, petroleum, transportation, military, and construction equipment use

EARTHEMPOWER EQUIPMENT DIVISION
Hudson, Ohio (Plants in 2 cities)
TEREX crawler tractors, scrapers, and front end loaders for use in construction, mining, logging and industrial applications

ELECTRO-MOTIVE DIVISION
La Grange, Illinois (Plants in 2 cities)
Diesel locomotives; utility power generating plants; large marine and industrial diesel engines
HOUSEHOLD APPLIANCE DIVISION

FRIGIDAIRE DIVISION
Dayton, Ohio
Refrigerators; freezers; washers; dryers; ranges; dishwashers; food waste disposers; automobile air conditioner compressors and room air conditioners; commercial ice cube makers; commercial washers

FINANCE AND INSURANCE UNITS

GENERAL MOTORS ACCEPTANCE CORPORATION
New York, New York
Wholesale and retail financing for dealers in GM passenger cars, trucks, buses and off-highway earthmoving equipment and other GM products in the U.S., Canada and overseas

MOTORS INSURANCE CORPORATION
New York, New York
Fire, theft (comprehensive) and collision insurance for automobiles in the U.S. and Canada

MOTORS HOLDING DIVISION
Detroit, Michigan
Capital financing for retail dealers and distributors in GM products

OVERSEAS AND CANADIAN UNITS

GENERAL MOTORS OVERSEAS OPERATIONS DIVISION
New York, New York
Manufacture, assembly and distribution of GM products outside U.S. and Canada

GENERAL MOTORS OF CANADA LIMITED
Oshawa, Ontario (7 plants in 6 cities)
Manufacture, assembly, distribution of GM cars, trucks, service parts and accessories; diesel locomotives; diesel engines; power generating plants; buses; earthmoving equipment products; Frigidaire products

OTHER UNITS

Argonaut Realty Division
General Motors Institute
General Motors Proving Grounds
General Motors Technical Center
General Motors Training Centers

GM TECHNICAL CENTER

The General Motors Technical Center north of Detroit is one of the world's greatest industrial research facilities. This group of 35 ultra-modern buildings, from gatehouses to laboratories, offices and shop buildings, covers 330 acres. Its various building groups stand along three sides of a 22-acre artificial lake, giving the Center a campus-like atmosphere. It is the workshop of more than 5,500 scientists, engineers, researchers, styles, designers, mechanics, machinists and other specialists who use science and technology to improve GM products and provide better values for GM customers.