



Cadillac

RESTORING AN ICONIC LUXURY BRAND

Uwe Ellinghaus, Chief Marketing Officer



FORWARD LOOKING STATEMENTS

In this presentation and in related comments by management, we use words like “anticipate,” “appears,” “approximately,” “believe,” “continue,” “could,” “designed,” “effect,” “estimate,” “evaluate,” “expect,” “forecast,” “goal,” “initiative,” “intend,” “may,” “objective,” “outlook,” “plan,” “potential,” “priorities,” “project,” “pursue,” “seek,” “will,” “should,” “target,” “when,” “would,” or the negative of any of those words or similar expressions to identify forward-looking statements that represent our current judgment about possible future events. In making these statements we rely on assumptions and analyses based on our experience and perception of historical trends, current conditions and expected future developments as well as other factors we consider appropriate under the circumstances. We believe these judgments are reasonable, but these statements are not guarantees of any events or financial results, and our actual results may differ materially due to a variety of important factors, both positive and negative. These factors include among others: (1) our ability to maintain profitability over the long-term, including our ability to fund and introduce new and improved vehicle models that are able to attract a sufficient number of consumers; (2) the success of our full-size pick-up trucks and SUVs; (3) global automobile market sales volume, which can be volatile; (4) the results of our joint ventures, which we cannot operate solely for our benefit and over which we may have limited control; (5) our ability to realize production efficiencies and to achieve reductions in costs as we implement operating effectiveness initiatives throughout our automotive operations; (6) our ability to maintain quality control over our vehicles and avoid material vehicle recalls and the cost and effect on our reputation and products; (7) our ability to maintain adequate liquidity and financing sources including as required to fund our new technology; (8) our ability to realize successful vehicle applications of new technology and our ability to deliver new products, services and customer experiences in response to new participants in the automotive industry; (9) volatility in the price of oil; (10) the ability of our suppliers to deliver parts, systems and components without disruption and at such times to allow us to meet production schedules; (11) risks associated with our manufacturing facilities around the world; (12) our ability to manage the distribution channels for our products; (13) our ability to successfully restructure our operations in various countries; (14) the continued availability of wholesale and retail financing in markets in which we operate to support the sale of our vehicles, which is dependent on those entities’ ability to obtain funding and their continued willingness to provide financing; (15) changes in economic conditions, commodity prices, housing prices, foreign currency exchange rates or political stability in the markets in which we operate; (16) significant changes in the competitive environment, including the effect of competition and excess manufacturing capacity in our markets, on our pricing policies or use of incentives and the introduction of new and improved vehicle models by our competitors; (17) significant changes in economic, political, regulatory and market conditions in the countries in which we operate, particularly China, with the effect of competition from new market entrants and in the United Kingdom with passage of a referendum to discontinue membership in the European Union; (18) changes in existing, or the adoption of new, laws, regulations, policies or other activities of governments, agencies and similar organizations particularly laws, regulations and policies relating to vehicle safety including recalls, and including where such actions may affect the production, licensing, distribution or sale of our products, the cost thereof or applicable tax rates; (19) stricter or novel interpretations and consequent enforcement of existing laws, regulations and policies; (20) costs and risks associated with litigation and government investigations including the potential imposition of damages, substantial fines, civil lawsuits and criminal penalties, interruptions of business, modification of business practices, equitable remedies and other sanctions against us in connection with various legal proceedings and investigations relating to our various recalls; (21) our ability to comply with the terms of the DPA; (22) our ability to manage risks related to security breaches and other disruptions to our vehicles, information technology networks and systems; (23) significant increases in our pension expense or projected pension contributions resulting from changes in the value of plan assets, the discount rate applied to value the pension liabilities or mortality or other assumption changes; (24) our continued ability to develop captive financing capability through GM Financial; and (25) changes in accounting principles, or their application or interpretation, and our ability to make estimates and the assumptions underlying the estimates, which could have an effect on earnings.

GM’s most recent reports on Form 10-K and Form 10-Q filed with the U.S. Securities and Exchange Commission, provide information about these and other factors, which we may revise or supplement in future reports. GM does not undertake to update any forward-looking statements that it may make except as required by applicable law. All subsequent written and forward-looking statements attributed to GM or any person acting on its behalf are expressly qualified in their entirety by the factors referenced above.

GM’s Investor Relations website at <http://www.gm.com/investors> contains a significant amount of information about GM, including financial and other information for investors. GM encourages investors to visit our website as information is updated and new information is posted.

CADILLAC IS A 114
YEAR OLD BRAND
ON A MISSION...



...TO ONCE AGAIN
BECOME A GLOBAL
LUXURY ICON

GLOBAL CADILLAC SALES UP 8% CYTD THROUGH OCTOBER



CYTD global sales of 240,511

+21.2% YOY in October 2016

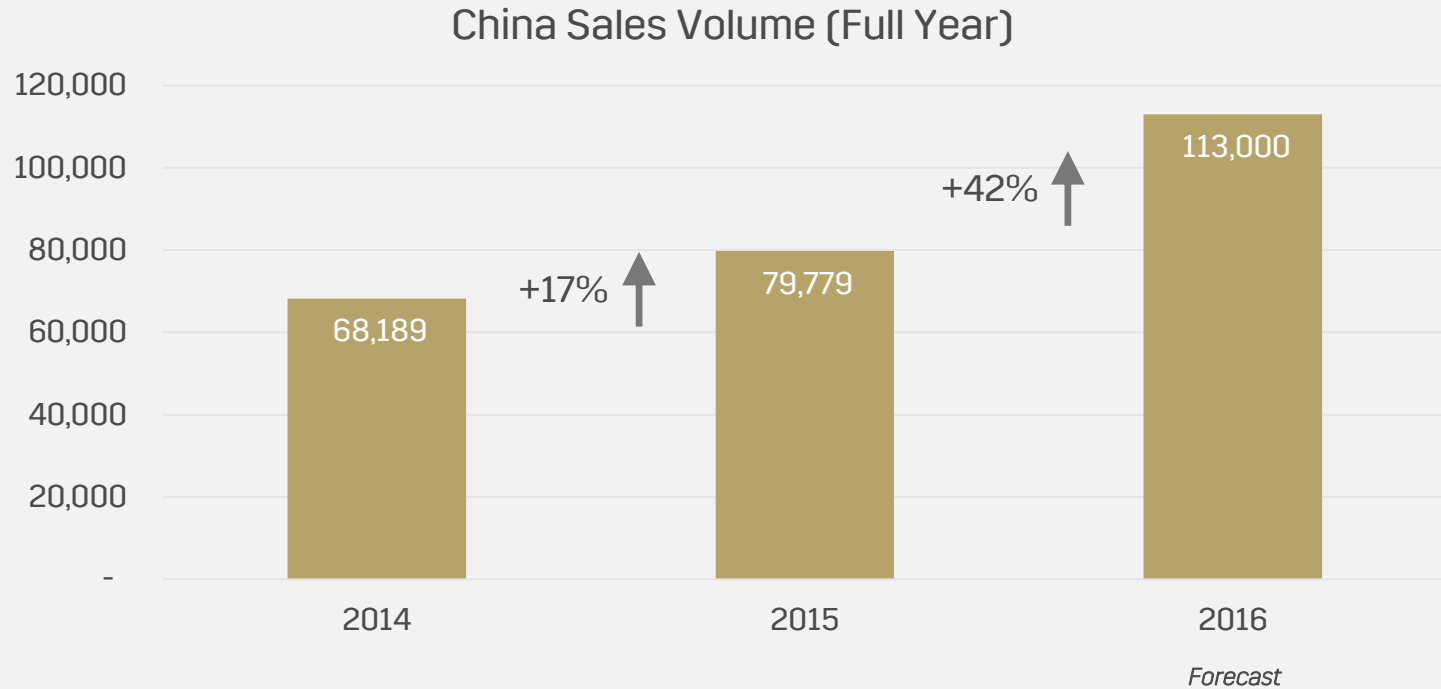
On track to achieving sales target of 300K units

CHINA MARKET OVERVIEW

- Cadillac launched in China in 2004
- China still provides greatest opportunity for global growth
- Brand has no “false familiarity” in China



CADILLAC CHINA SALES ARE GROWING RAPIDLY



CADILLAC MARKET SHARE CONTINUES TO GROW IN CHINA

Rank	2012		2013		2014		2015		Aug YTD 2016	
1	Audi	32.8%	Audi	33.2%	Audi	31.6%	Audi	29.4%	Audi	28.5%
2	BMW	25.9%	BMW	25.1%	BMW	22.9%	BMW	22.8%	BMW	21.8%
3	Mercedes-Benz	16.9%	Mercedes-Benz	14.2%	Mercedes-Benz	14.8%	Mercedes-Benz	19.6%	Mercedes-Benz	20.7%
4	Lexus	5.4%	Land Rover	5.4%	Land Rover	5.2%	Lexus	4.5%	Lexus	4.7%
5	Volvo	3.4%	Lexus	4.7%	Lexus	4.2%	Volvo	4.2%	Cadillac	4.6%
6	Mini	2.5%	Volvo	4.0%	Volvo	4.2%	Cadillac	4.2%	Land Rover	4.3%
7	Porsche	2.4%	Cadillac	3.4%	Cadillac	3.9%	Land Rover	3.7%	Volvo	3.9%
8	Cadillac	2.4%	Porsche	2.5%	Porsche	2.5%	Porsche	3.0%	Porsche	3.1%
9	Land Rover	2.3%	Mini	2.2%	Infiniti	1.7%	Infiniti	2.2%	Infiniti	1.8%

CHINA PROVIDES SIGNIFICANT OPPORTUNITY TO REACH A YOUNGER CONSUMER BASE

YOUNGER BUYERS

34 average age of Cadillac customer

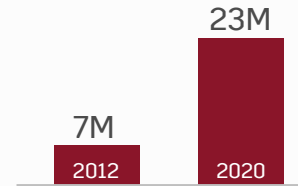
Owners under 40

60%
2011

74%
2014

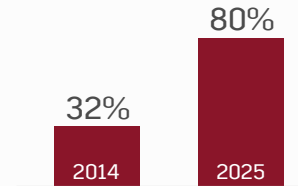
MORE AFFLUENT BUYERS

Households with disposable income for luxury car purchases will triple from 2012 to 2020



REPEAT PURCHASES

Vehicle repeat purchasers will more than double by 2025

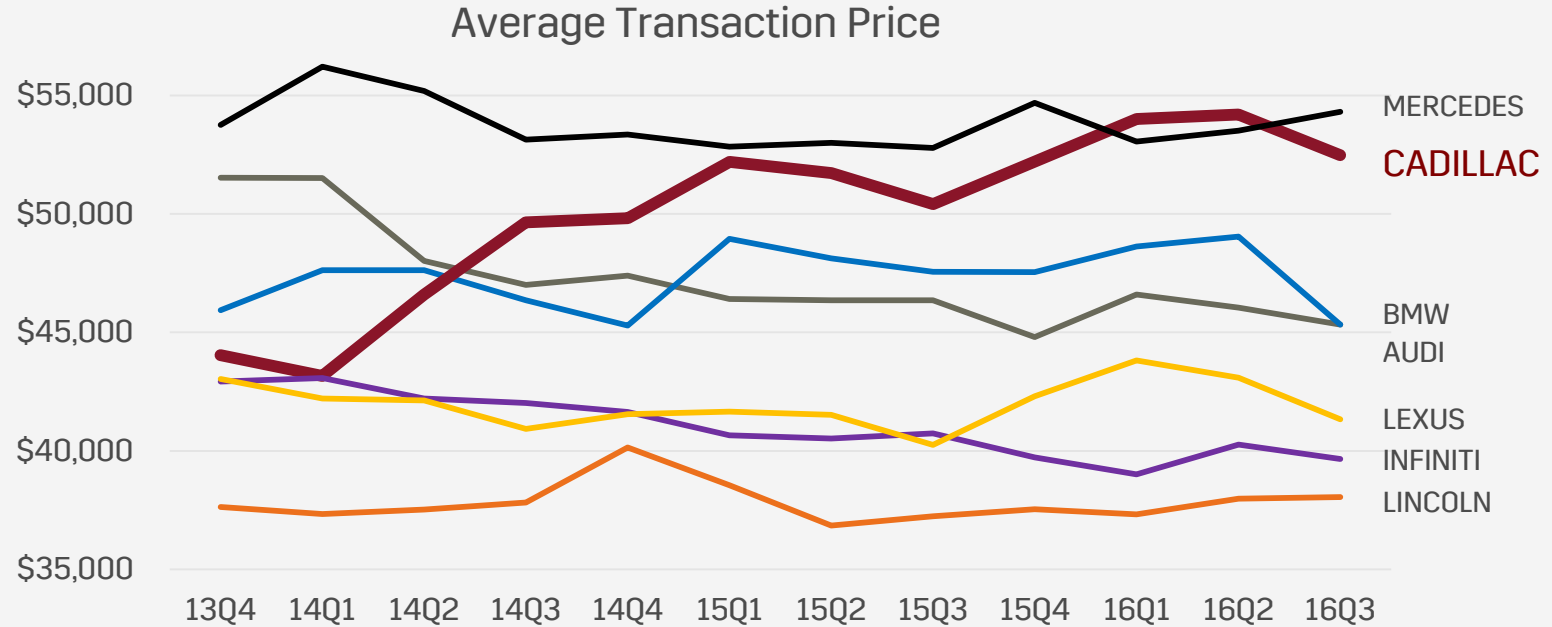


US MARKET OVERVIEW



- Making progress with a younger and more affluent target market
- Increase in brand momentum is garnering higher transaction prices

CADILLAC TRANSACTION PRICES ARE SECOND ONLY TO MERCEDES-BENZ IN THE US



US TRANSACTION PRICES HAVE INCREASED 15% OVER THE PAST TWO YEARS

Between 2014-2016:

+15% average increase in transaction price

+9% ATS transaction price increase

+14% CTS transaction price increase

+4% Escalade transaction price increase

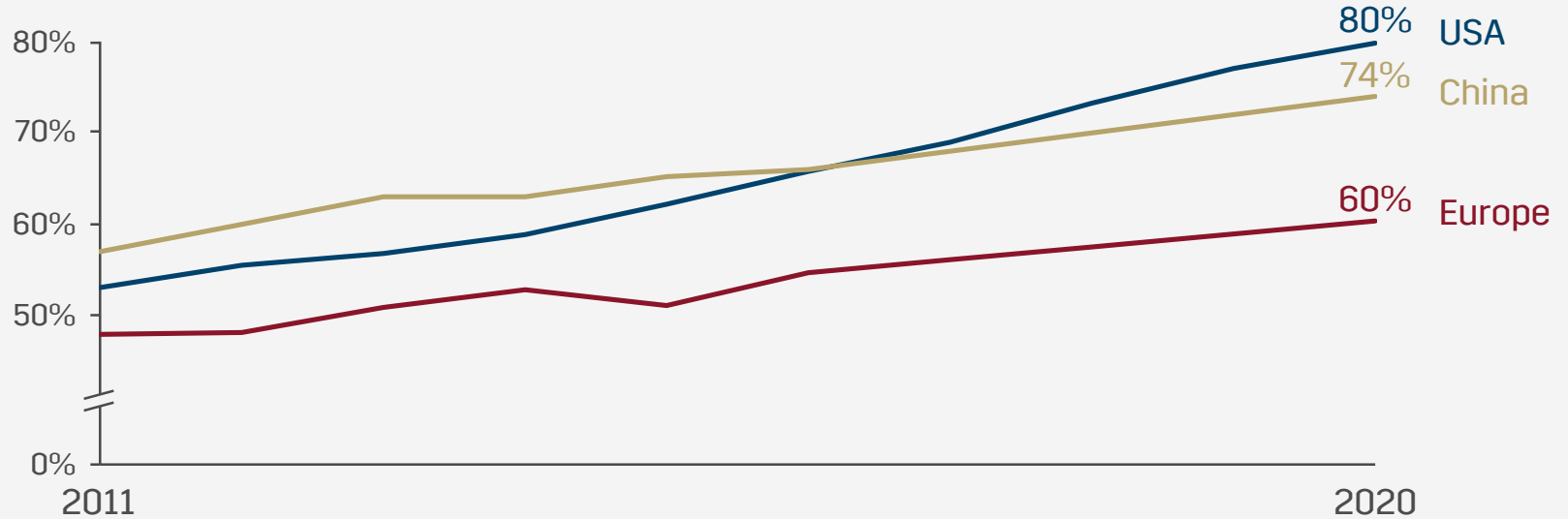
New model XT5 is selling at \$7K more than SRX, the vehicle it replaced

WE ARE GAINING RETAIL SHARE IN THE US WHEN MANY ARE NOT

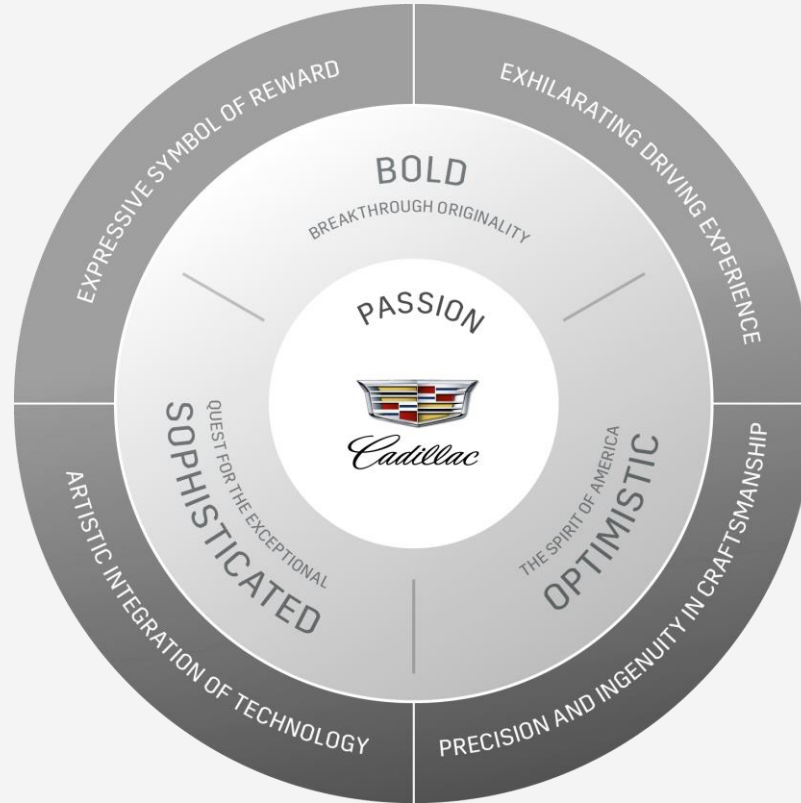
Brand	2016	2015	YOY Δ
Lexus	16.2%	17.0%	-0.8%
Mercedes-Benz	16.2%	16.5%	-0.3%
BMW	14.8%	15.6%	-0.7%
Audi	10.2%	9.6%	+0.6%
Acura	8.3%	9.1%	-0.8%
Cadillac	7.2%	6.8%	+0.3%
Infiniti	6.2%	6.1%	+0.1%

THE KEY OPPORTUNITY FOR FUTURE CADILLAC GROWTH IS REACHING A YOUNGER CONSUMER

BY 2020, 4 OF 5 PURCHASES WILL COME FROM GEN X & Y IN US



THE PATH TO CADILLAC'S REINVENTION BEGAN WITH A NEW IDENTITY



WE HAVE MADE SIGNIFICANT EFFORTS IN DRIVING OUR IDENTITY TO ALL PARTS OF THE BRAND

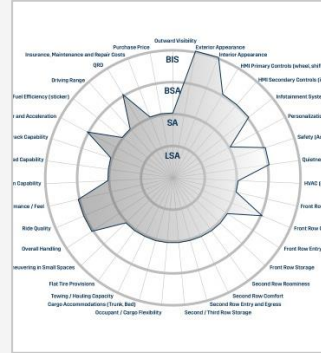
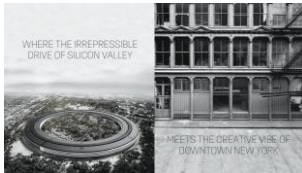
BRAND IDENTITY



VISUAL IDENTITY



CREATIVE EXPRESSION



**“IF YOU CANNOT WIN THE BATTLE,
YOU NEED TO CHANGE THE
BATTLEGROUND.”**



WE WANT TO BE DIFFERENT FROM THE GERMAN COMPETITION

Passion

Ingenuity

American Optimism

Distinction

Individuality

Inspiring

Bold

WE ARE CREATING DESIRE IN A WORLD OF MODERN LUXURY, AVOIDING LUXURY CLICHÉS



IT IS BETTER TO FAIL IN ORIGINALITY THAN TO SUCCEED IN IMITATION
— HERMAN MELVILLE

THE NEW ATS-V
DARE-GREATLY.COM

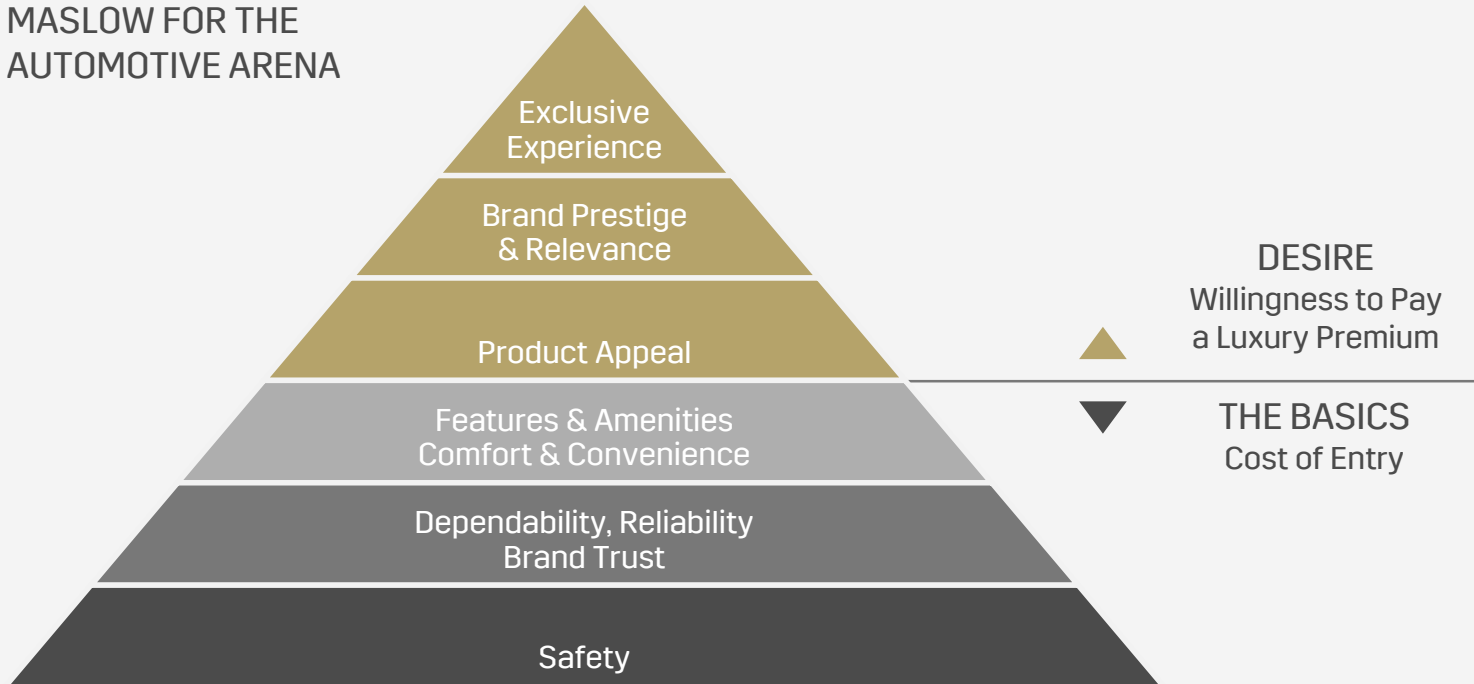

Cadillac
DARE GREATLY

©2015 GM Corp. All rights reserved. Cadillac, the Cadillac logo, and DARE GREATLY are trademarks of GM Corp. All other marks are the property of their respective owners.

This advertisement is a collage of images. It features a man in a dark coat walking, a woman in a dark coat, and a Cadillac ATS-V car parked on a cobblestone street. The text includes a quote by Herman Melville, the car's name, the website, and the Cadillac logo with the slogan "DARE GREATLY".

WE RE-FOCUSED ON BUILDING DESIRE FOR THE BRAND

MASLOW FOR THE
AUTOMOTIVE ARENA





LUXURY BRANDS SPEAK TO A MINDSET, NOT A DEMOGRAPHIC

For Cadillac, this mindset is driven by individualism, risk-taking & irrepressible drive.

A mindset where success is a continuous exploration of personal fulfillment.



SAY HELLO TO
ENTREPRENEUR/IALS

WHY DO WE SEEK
TO CONNECT WITH
THIS CULTURE?

They are luxury's rock stars and the focus of global economic aspiration.

They are the misfits in the traditional corporate world.



We re-launched Cadillac into the world by expressing the brand promise through an inspiring rallying cry:

DARE GREATLY

WHERE THE IRREPRESSIBLE
DRIVE OF SILICON VALLEY



MEETS THE CREATIVE VIBE OF
DOWNTOWN NEW YORK

A black and white advertisement for Cadillac. The central focus is a dark Cadillac sedan parked on a cobblestone street. The car is sleek and modern, with its headlights and grille clearly visible. The street is wet, and steam or smoke is rising from the ground around the car, creating a dramatic, atmospheric effect. In the background, there are brick buildings and a street sign that reads "ONE WAY" with an arrow pointing left. A person is walking on the sidewalk to the left of the car, and another person is partially visible on the right side of the frame. The overall mood is sophisticated and urban.

WELCOME TO THE
CADILLAC WORLD

DON'T YOU DARE: 60





OUR OSCARS CAMPAIGN LED TO HIGH BRAND ENGAGEMENT



2016 'DAY OF' RESULTS

OVERALL VIDEO VIEWS

8.7 MM

+691% YoY

SEARCH RESULTS

97.1 K

+68% YoY

CADILLAC.COM SITE VISITS

144 K

+50% YoY

A MODERN DEALERSHIP FACILITY, PAIRED WITH A TRUE LUXURY EXPERIENCE



TODAY



COMING SOON

BRAND DESTINATIONS THAT ARE RELEVANT AND IMMERSIVE



CADILLAC HOUSE – NEW YORK



CADILLAC HOUSE - SHANGHAI

WE'RE PUTTING CADILLAC AT THE CENTER OF CULTURE THROUGH CONTENT & EXPERIENCES FOCUSED ON GEN X&Y

Art & Design



Entrepreneurship



Fashion

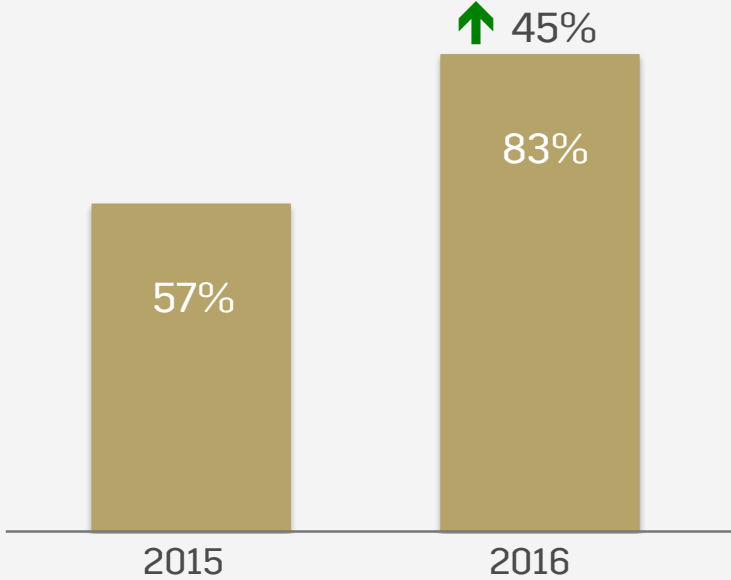


Culinary/Travel



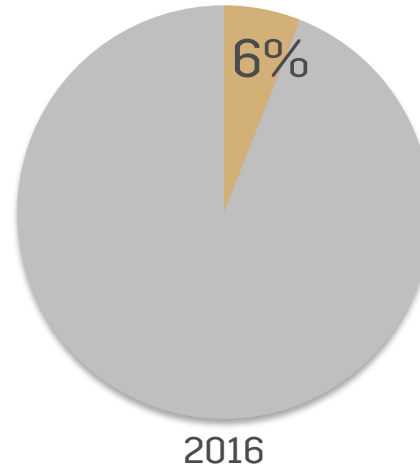
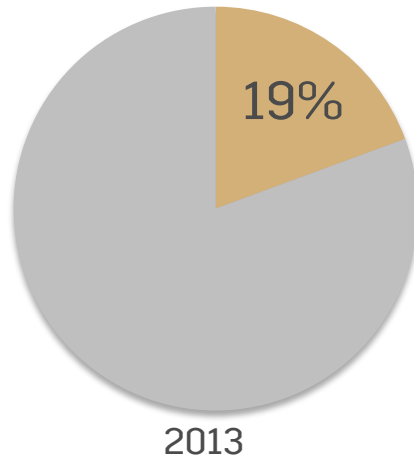
WE'VE SEEN A 45% INCREASE IN GEN X&Y EVENT ATTENDANCE

GEN X/Y EVENT ATTENDANCE



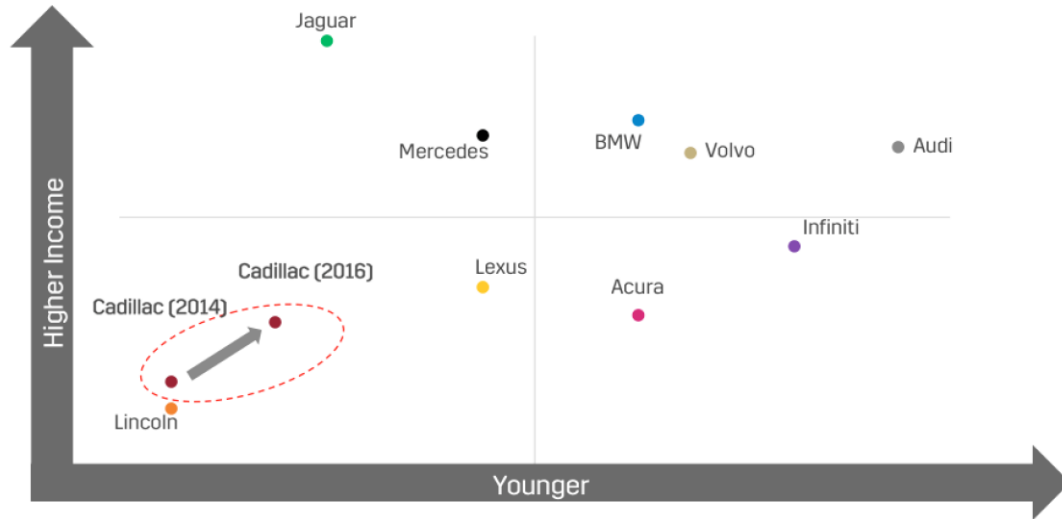
OUTDATED PERCEPTIONS OF THE BRAND ARE DECLINING

Percentage of Gen X&Y who think Cadillac is an
“old person’s vehicle” is declining

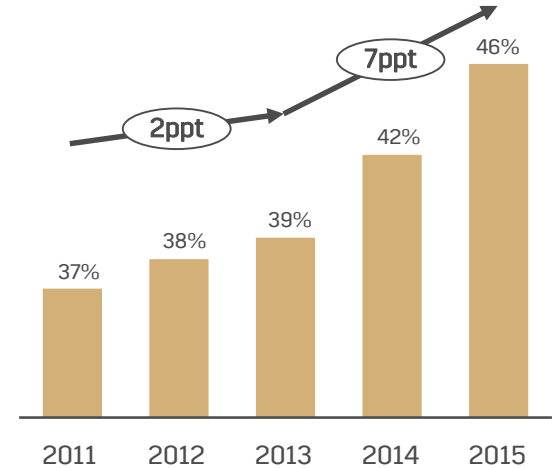


AND OUR OWNERS ARE GETTING YOUNGER AND MORE AFFLUENT

Competitive Buyer Age & Income Comparison



Cadillac Gen X&Y Owner Mix (U.S.)



PLUG-IN HYBRID TECHNOLOGY WILL BE INTRODUCED ON THE CT6

Efficient Technology

- 18.4Wh high capacity Lithium-ion battery
- 65 MPGe (Miles per gallon equivalence)*
- Total EV range – 30 miles*
- Over 400 miles of range*

Performance

- 0-60 mph in 5.2 seconds*
- Total system power – 335hp
- System torque – 432 lb-ft
- Top speed – 150mph



**All specifications based on Cadillac testing*

AND SUPER CRUISE TECHNOLOGY TO DEBUT IN THE CT6

Hands-free driving

Super Cruise autonomously stays in lane and keeps a safe distance from the vehicle ahead

Intelligent Feedback

The steering wheel light bar provides immediate feedback about the system status

Safety priority

Driver monitoring ensures driver pays attention to traffic while using Super Cruise



Speed Variation

Down to 0 mph in stop-and-go traffic and up to 85 mph on the Freeway

FUTURE PRODUCT WILL ACCELERATE THE BRAND'S MOMENTUM



CADILLAC IS ON TRACK

- GLOBAL SALES VOLUME GROWTH OF +8% CTYD
- AVERAGE TRANSACTION PRICE 2ND HIGHEST IN INDUSTRY
- CONSUMERS ARE GETTING YOUNGER AND MORE AFFLUENT
- FUTURE PORTFOLIO GROWTH WILL INCREASE SEGMENT COVERAGE BY 75% IN THE US

BRAND VIDEO



THANK YOU