



Cadillac



STEVE CARLISLE

PRESIDENT
CADILLAC

CADILLAC IS ON TRACK AND ACCELERATING

BRAND INVESTMENT & ELEVATION

Establish brand identity

Revitalize brand image

Invest in products & technologies

ACCELERATE MOMENTUM

GROW GLOBAL VOLUMES

Deepen audience engagement

Enhance the dealership network

Grow product & services portfolio

TAKING THE LEAD

EV future revealed

Accelerating luxury autonomous

Full portfolio of product & services

CADILLAC CONFIDENTIAL

CADILLAC LIVES IN TWO WORLDS

A front-facing view of a dark-colored Cadillac car, likely a CTS, with its headlights on. The car is positioned in the center-left of the frame, with its headlights illuminating the dark floor in front of it. The background is dark and indistinct.

TODAY

*Aggressively Growing
Sales Volume*

LONG-TERM

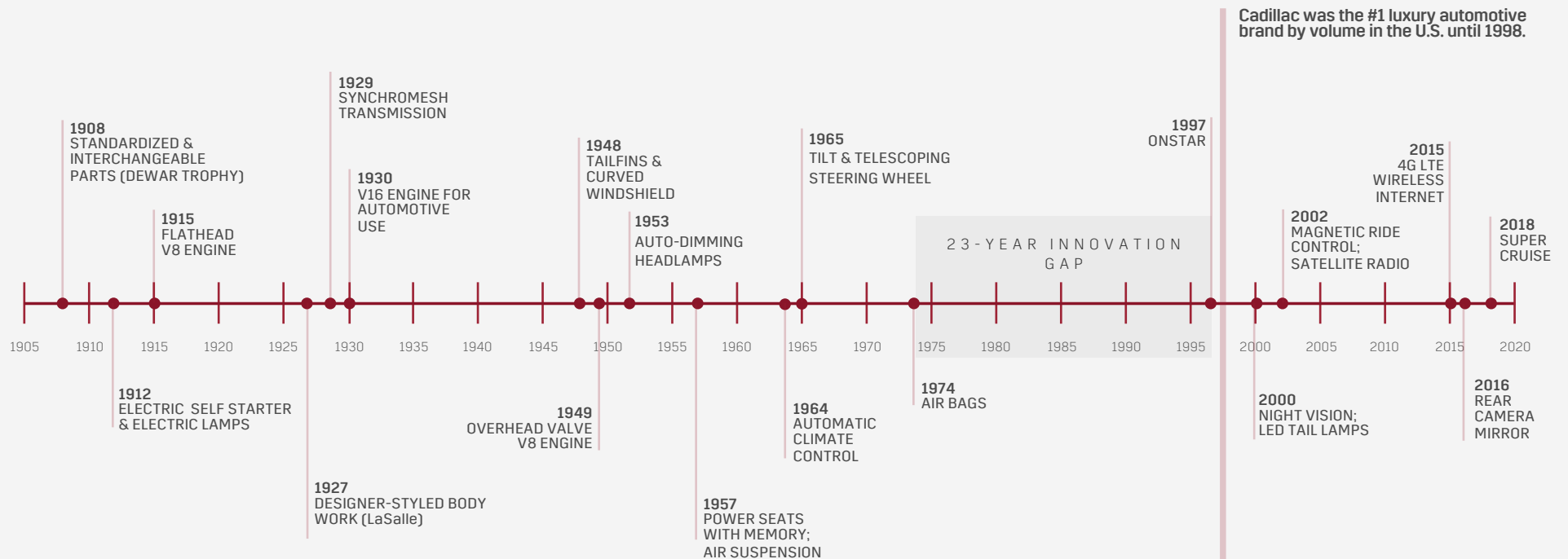
The Pinnacle of Mobility

THE PINNACLE OF MOBILITY



As GM's technology spearhead, Cadillac is at the forefront of GM's commitment to a world of Zero Crashes, Zero Emissions & Zero Congestion.

INNOVATION HELPED PROPEL CADILLAC TO THE #1 LUXURY AUTOMOTIVE BRAND IN THE U.S. FOR ALMOST A CENTURY

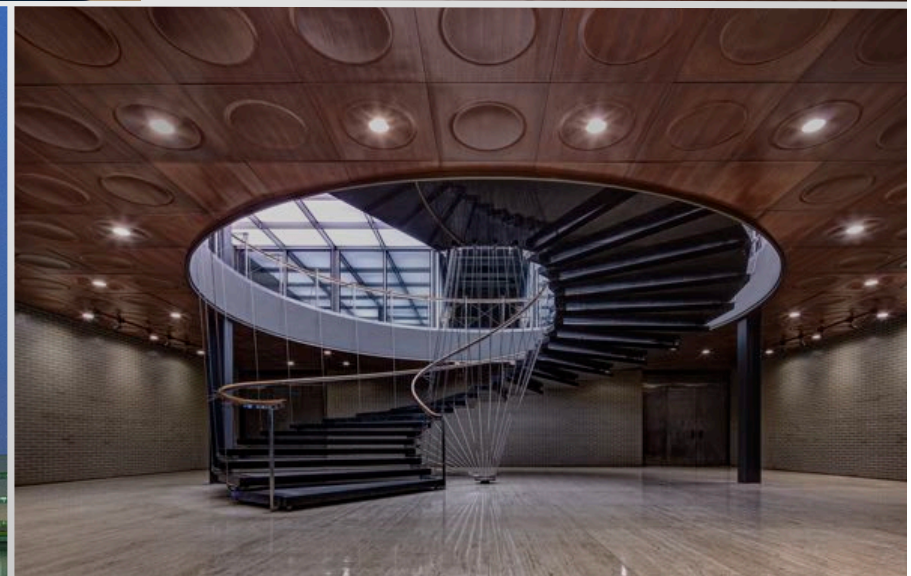


*Dates denote model years



The 1957 Eldorado Brougham's innovative features included a brushed, stainless steel roof; a redesigned rear suspension that improved comfort and ride; memory seats; and power windows and door locks.





2018 HIGHLIGHTS

New Global Sales Record – 382,184 Units

Strong Cadillac China Performance

*Cadillac XT4 Captured Compact SUV
Segment Leadership*

*Four Legacy Model Cadillac Sedans
Gained Share*



Cadillac XT4

2018

CADILLAC CHINA

>200k Deliveries; +17.2% YOY, Outpaced Market Average

Sixth Consecutive Year of Double-Digit Growth

Perceived as a Strong Alternative to European Brands

Average Buyer Age is 32 Years

~50% First-Time Buyers; ~32% Female

Super CruiseTM Introduced in China



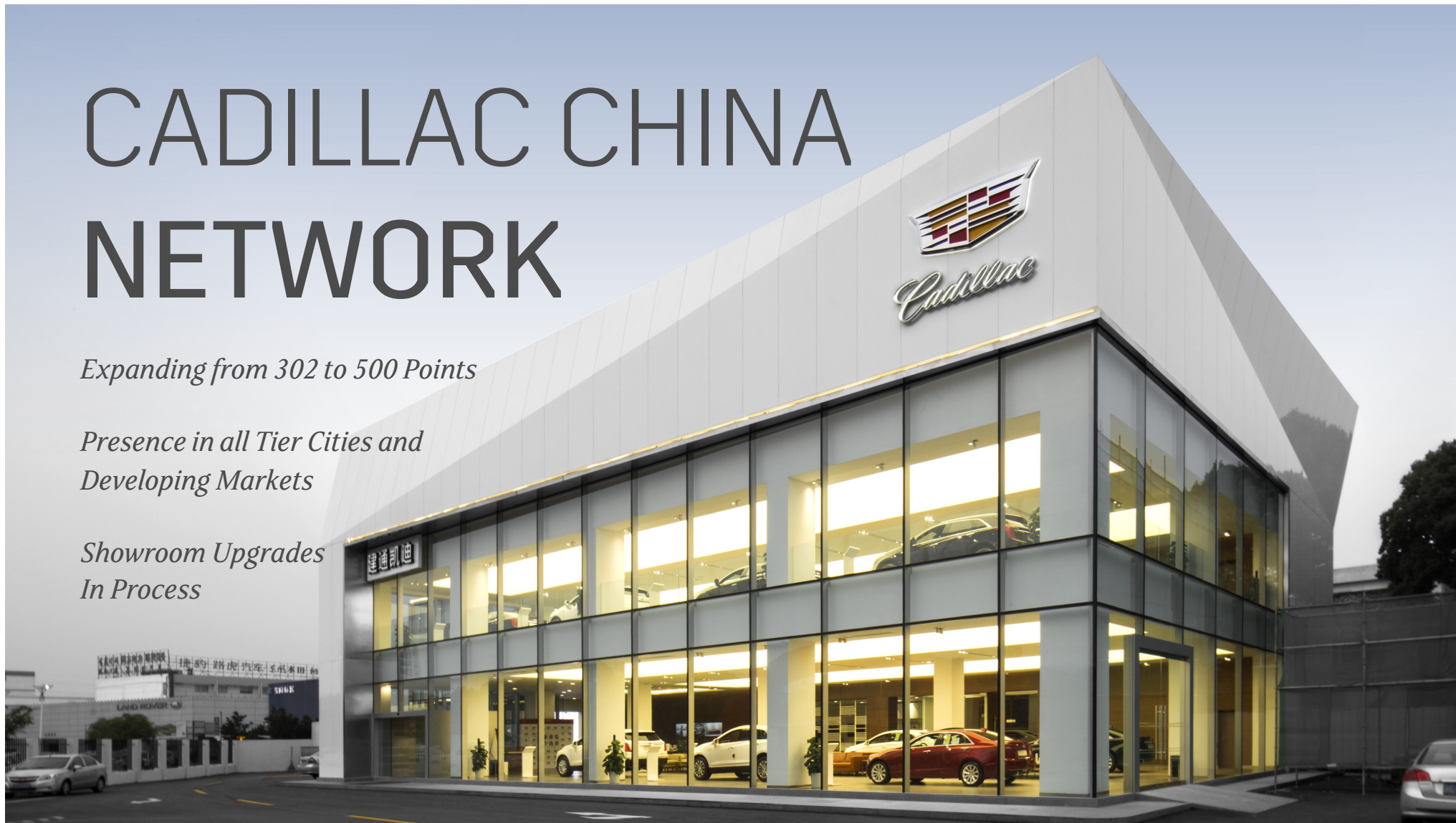
Cadillac House Shanghai

CADILLAC CHINA NETWORK

Expanding from 302 to 500 Points

*Presence in all Tier Cities and
Developing Markets*

*Showroom Upgrades
In Process*



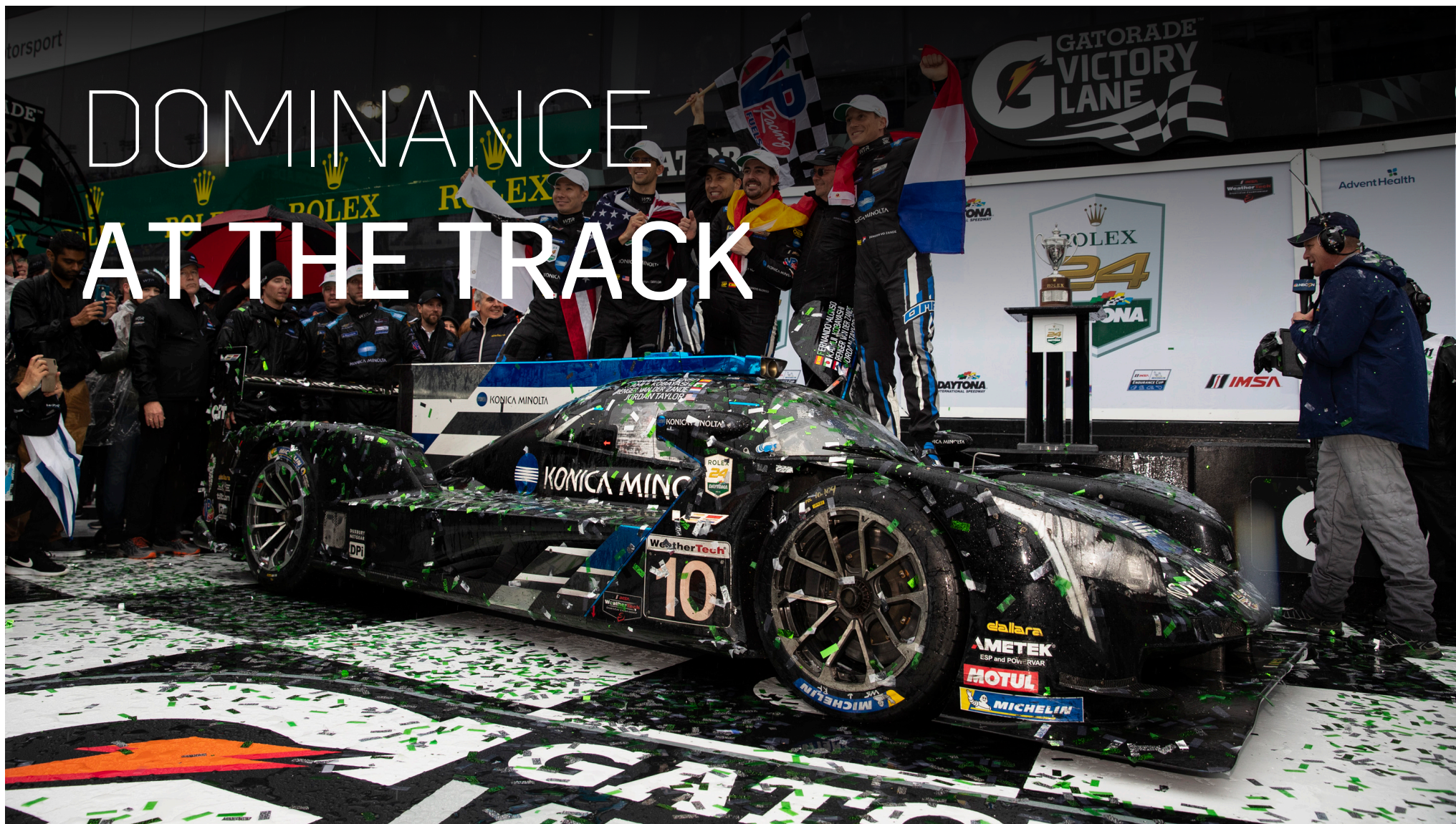
PROGRESS: CSI PERFORMANCE

*+9-points YOY, Cadillac Maintains #3 Position
Outperforms Tier 1 European Competitors*



Source: J.D. Power & Associates, 2019 U.S. Customer Service Index (CSI) Study

DOMINANCE AT THE TRACK



PORTFOLIO REINVENTION

Expanded and Elevated Portfolio

Balanced Portfolio of Crossovers and Sedans

*Growth Opportunities for Cadillac and its
Dealers*

More Choices for Luxury Customers

Innovations Coming Throughout the Portfolio



SUPER CRUISE™



True Hands-Free Driving for Limited Access Freeways

Operational Domain of 130,000+ Miles in the U.S. & Canada

Additional Roads Added Later This Year

More Than One-Million Customer Miles Driven

Ranked by Consumer Reports as the “Top Automated Driving System on the Market Today”



SUPER CRUISE™ COMING TO CADILLAC CT5

- Super Cruise™ will be available on all Cadillac models, with the rollout beginning in 2020.
- Super Cruise™ will be available in calendar year 2020 on select CT5 models.

CADILLAC'S FIRST COMPLETE LINEUP OF LUXURY SUVs

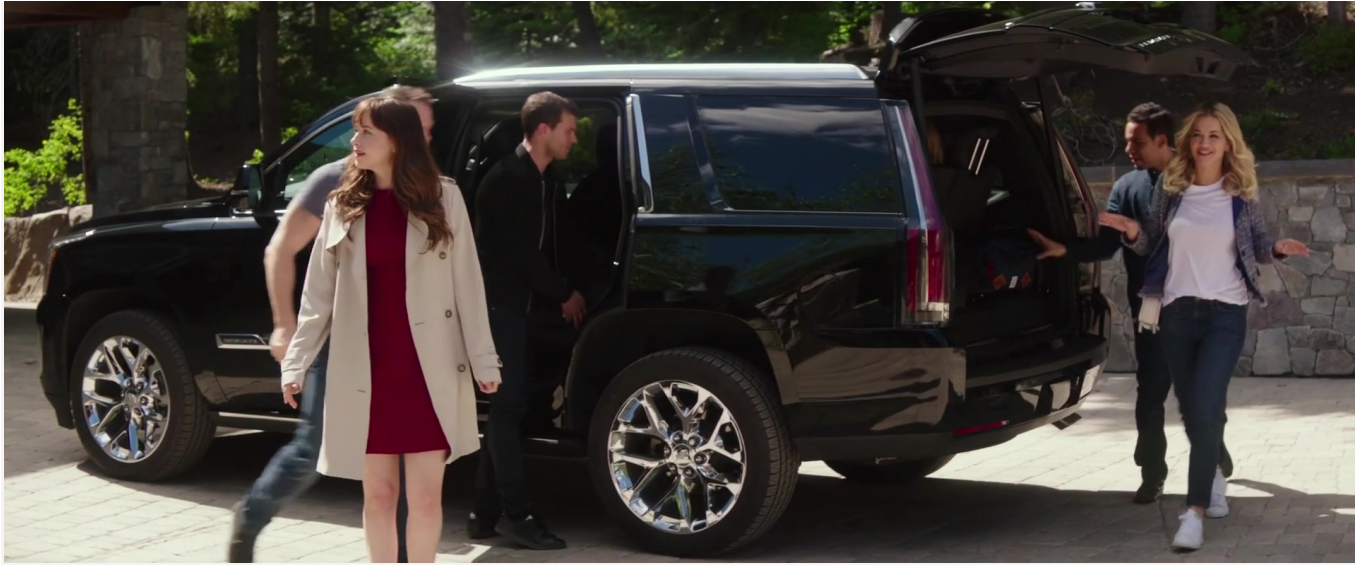


Escalade

XT5

XT6

XT4



CT5

THE DEFINITION OF MODERN AMERICAN LUXURY



CT6-V





4.2L TWIN-TURBO V8
550 HP
627 LB-FT

*New Cadillac Sedan
Coming Soon*





COMMITMENT TO AMERICAN CRAFTSMANSHIP

Lansing Grand River: \$175M invested

Detroit-Hamtramck: CT6 production extended to January 2020

Spring Hill: \$300M invested for XT6

BRAND SHIFT





BRAND SHIFT

Youthful. Colorful. Vibrant. Fun.



PERFORMANCE MARKETING

Driving Brand Reappraisal and Sales Volume



CADILLAC. OFFICIAL VEHICLE OF THE PGA OF AMERICA

ADVERTISING EFFECTIVENESS



**Brand Opinion
up 39%**
(Q4 '16 vs Q4 '18)



**Anthem
“Rise Above” ad
scored in top 5%
of luxury-make
ads tracked over
the last four years
(of 252 Ads) in
Brand Opinion lift**



**Shopping on
third-party sites
(e.g.: KBB) was up
64% MOM and
26% YOY in
February**

CADILLAC LIVES IN TWO WORLDS

A front-facing view of a dark-colored Cadillac car, likely a CTS, with its headlights illuminated. The car is centered in the lower half of the frame, set against a dark, moody background. The headlights cast a bright glow on the ground in front of the car.

TODAY

*Aggressively Growing
Sales Volume*

LONG-TERM

The Pinnacle of Mobility

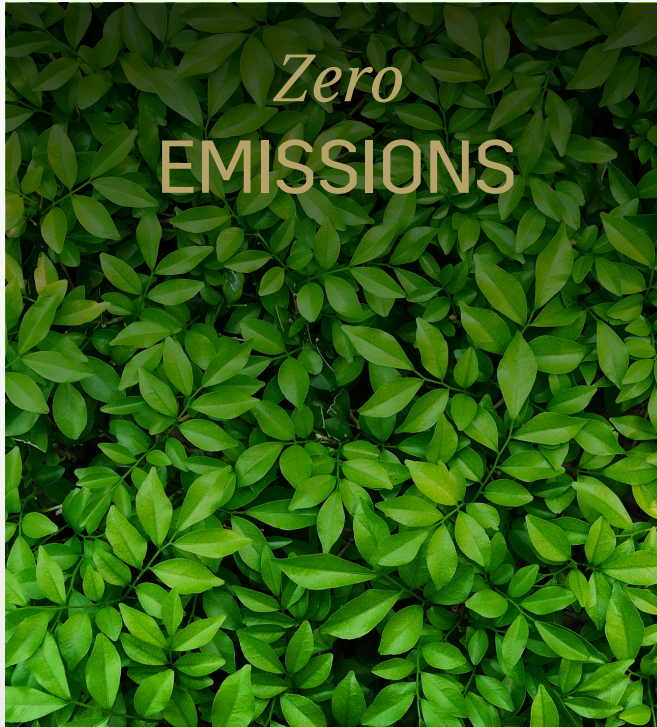
CADILLAC WAS CREATED TO LEAD.

AND IT'S TIME TO LEAD.

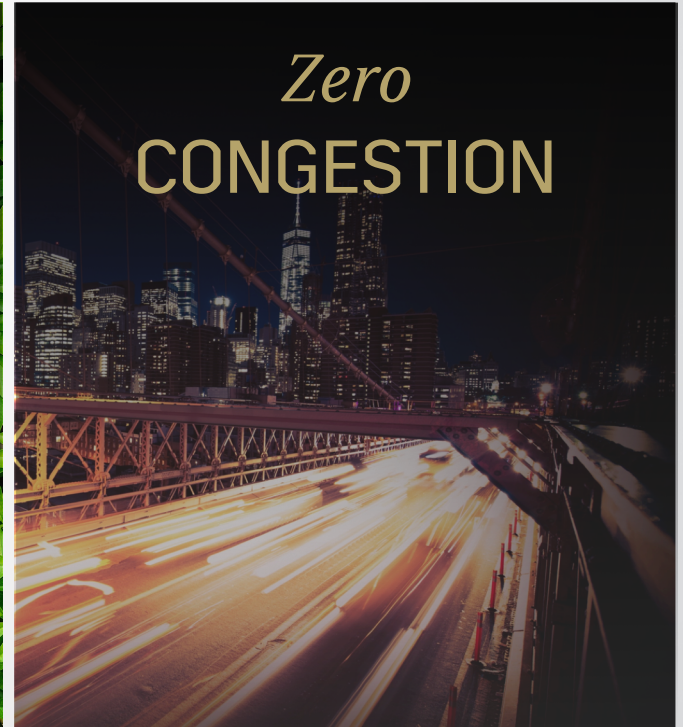
Zero
CRASHES



Zero
EMISSIONS



Zero
CONGESTION



CADILLAC'S GLOBAL EV STRATEGY



THE PINNACLE OF MOBILITY

Cadillac is GM's Lead Electric Brand





Cadillac