



October 4, 2019

Sean McGarvey  
President

**Delivered Via E-mail & UPS**

Brent Booker  
Secretary-Treasurer

Mary T. Barra, CEO  
General Motors  
300 Renaissance Center  
Detroit, MI 48243

Kinsey M. Robinson  
Roofers

Dear Ms. Barra,

James P. Hoffa  
Teamsters

As President of North America's Building Trades Unions (NABTU), I represent 3 million hard-working unionized construction workers in the United States & Canada. Our members' retirement plans collectively hold \$650 billion in assets. These pension funds are the patient capital of our member's deferred wages, which are significant long-term shareholders of your company.

Terry O'Sullivan  
LIUNA

James Boland  
BAC

Frank J. Christensen  
Elevator Constructors

NABTU's pension funds hold roughly 7% (\$3.46 billion) of GM's shares through our affiliated retirement plans. As a major GM shareholder, we strongly encourage you to reach an equitable settlement with the UAW as soon as possible.

Kenneth E. Rigmaiden  
Painters and Allied Trades

James T. Callahan  
Operating Engineers

We have watched this strike closely and remained quiet until now. We are increasingly concerned with your approach to our Company's most important asset, its workforce, and the fallout on GM's ability to generate long-term value for shareholders.

Joseph Sellers, Jr.  
SMART

Lonnie R. Stephenson  
IBEW

Eric M. Dean  
Ironworkers

This is a critical moment for you to return to the table & negotiate in good faith, especially as workers and shareholders increasingly focus on your leadership of our Company.

James P. McCourt  
Insulators

Daniel E. Stepano  
Plasterers' and  
Cement Masons'

As owners of the Company, our workforce has repeatedly sacrificed over the last ten years. We believe it's time for a fair resolution, especially when GM recorded a net profit of \$2.4 billion in just the second quarter of this year alone.

Mark McManus  
UA

I can be reached at (202) 756-4647 and hope to hear from you or a senior member of your team soon.

Thank you.

Sincerely,

Sean McGarvey  
President

Value on Display. **EVERY DAY**

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