



November 29, 2017

Message from Cindy Estrada and Scott Sandefur

Dear UAW-GM Team Members,

During our 2015 National Contract Negotiations, we agreed to annually recognize the team for achieving our target for model year to date Incidents per Thousand Vehicles (IPTV) performance. We are pleased to announce that eligible UAW-GM team members will be receiving a \$500 bonus in your December 8, 2017 paycheck for delivering on our IPTV target.

Our customers win when we deliver top quality vehicles to market. No matter where you work – assembly, stamping, propulsion, components, engineering support services or service parts – you play an important role in keeping the customer at the center of everything we do.

With numerous launches and multiple shifts in our production schedules, it hasn't been easy to maintain our high quality standards. We believe our success is due to your engagement and our strong partnership in improving our execution of the Global Manufacturing System (GMS) with a focus on the achievement of Built in Quality (BIQ) Level IV certification at every plant which translates to a higher quality vehicle for our customers.

In 2018, we expect to face many of the same challenges – changes in consumer preference, high profile launches and intense competition. Together, we can tackle these challenges and help GM Manufacturing become the quality benchmark for the global auto industry.

Thanks for your many contributions to our success and congratulations on achieving this quality target.

A handwritten signature in black ink, appearing to read "Cindy Estrada".

Cindy Estrada
UAW Vice President

A handwritten signature in blue ink, appearing to read "D. Scott Sandefur".

Scott Sandefur
Vice President – GM Labor Relations