

May 25, 2017

The President  
The White House  
Washington, DC 20500

Dear Mr. President:

As your administration considers the future of the 23-year old North American Free Trade Agreement (NAFTA), we—the undersigned chief executives of American companies—write to express our support for your efforts to modernize the agreement. We hereby offer to work with your administration to promote free and fair trade with Canada and Mexico, ensure a level playing field, and spur economic growth and job creation for American workers, farmers, and businesses.

Americans benefit from trade and investment with Canada and Mexico in many ways. U.S. trade with these two countries supports 14 million American jobs, and the daily volume of trade between the United States and our two North American neighbors tops \$3.5 billion. In addition, the significant cross-investment among the three partners supports many additional good paying jobs across closely integrated supply chains. Much of this commerce depends on NAFTA, and the forthcoming negotiations with Canada and Mexico should be conducted in a manner that recognizes our shared values as neighbors and that does not put these millions of American jobs at risk. With your support, we believe this goal is eminently achievable.

The benefits of U.S. trade and investment with Canada and Mexico include:

- **Jobs across America:** The expansion of trade unleashed by NAFTA supports tens of thousands of jobs in each of the 50 states—and more than 100,000 jobs in each of 17 states.
- **Biggest Growth Markets:** U.S. exports to Canada and Mexico—which represent America’s largest export markets by a wide margin—expanded far more in the 2009-2015 period than U.S. exports to any other country in the world (by \$115 billion to Mexico and \$89 billion to Canada). Half of all Canadian and Mexican imports come from the United States.
- **Manufacturing Jobs:** Canadians and Mexicans purchased \$445 billion of U.S. manufactured goods in 2016, generating \$37,000 in export revenue for every American factory worker.
- **Services Surplus:** In 2015, U.S. services exports to Canada and Mexico reached \$88 billion, with a services trade surplus of \$37 billion. U.S. service providers are market leaders in many sectors of the Canadian and Mexican economies.

- **Advancing Agriculture:** Under NAFTA, U.S. agricultural exports to Canada and Mexico have quadrupled from \$8.9 billion in 1993 to \$38 billion in 2015, providing critical growth opportunities for an industry at the heart of rural America.
- **Big Gains for Small Business:** Canada and Mexico are the top two export destinations for U.S. small and medium-size enterprises, more than 125,000 of which sell their goods and services in Canada and Mexico.

As your administration seeks to modernize and improve NAFTA, we ask that the following be taken into account to guide the process:

First, we should build on the elements of our trading relationship that are already working well. We should enhance the job-sustaining flow of trade across our borders, which has reached \$1.3 trillion. Returning to the high tariffs and other trade barriers that preceded NAFTA is not in the interests of U.S. workers, farmers, and exporters.

Second, as Secretary Ross and others have pledged, the administration's pursuit of negotiations following the procedures established in the Bipartisan Congressional Trade Priorities and Accountability Act of 2015, known as TPA, will provide a more predictable environment for business. Pursuing the TPA statute's negotiating objectives and following its consultation procedures will build broader support in Congress and the U.S. business and agriculture communities for this effort.

Third, we encourage the administration to proceed quickly and trilaterally. Uncertainty about the future of America's terms of trade with Canada and Mexico would suppress economic growth and may cause political reactions that undermine U.S. exporters and their significant growth opportunities in these markets. Further, maintaining NAFTA's three-party framework is critical to ensure a strong, profitable market for U.S. exports and to avoid disrupting the substantial existing flow of commerce and the American jobs that depend on it.

Mr. President, we look forward to working with you and your administration on this critical effort. We stand ready to assist you and your administration in any way we can.

Sincerely,

David Abney  
Chairman and Chief Executive Officer  
**UPS**

Richard C. Adkerson  
Vice Chairman, President, and Chief  
Executive Officer  
**Freeport-McMoRan Inc.**

Kirk Aubry  
President & CEO  
**Savage Services**

Richard Brent  
Chief Executive Officer  
**Louroe Electronics**

Greg Brown  
Chairman and CEO  
**Motorola Solutions**

William Fellows  
President & Chief Executive Officer  
**Bartlett & Company**

William A. Furman  
Chairman & CEO  
**The Greenbrier Companies**

Evan G. Greenberg  
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Jeff Immelt  
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**The Dow Chemical Company**

David MacLennan  
Chairman and CEO  
**Cargill, Incorporated**

Dennis E. Nixon  
CEO  
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**Devon Energy Corporation**

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Chief Executive Officer and President  
**Oshkosh Corporation**

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Indra K. Nooyi  
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W. Douglas Parker  
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**VF Corporation**

Frederick W. Smith  
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**Polaris Industries**