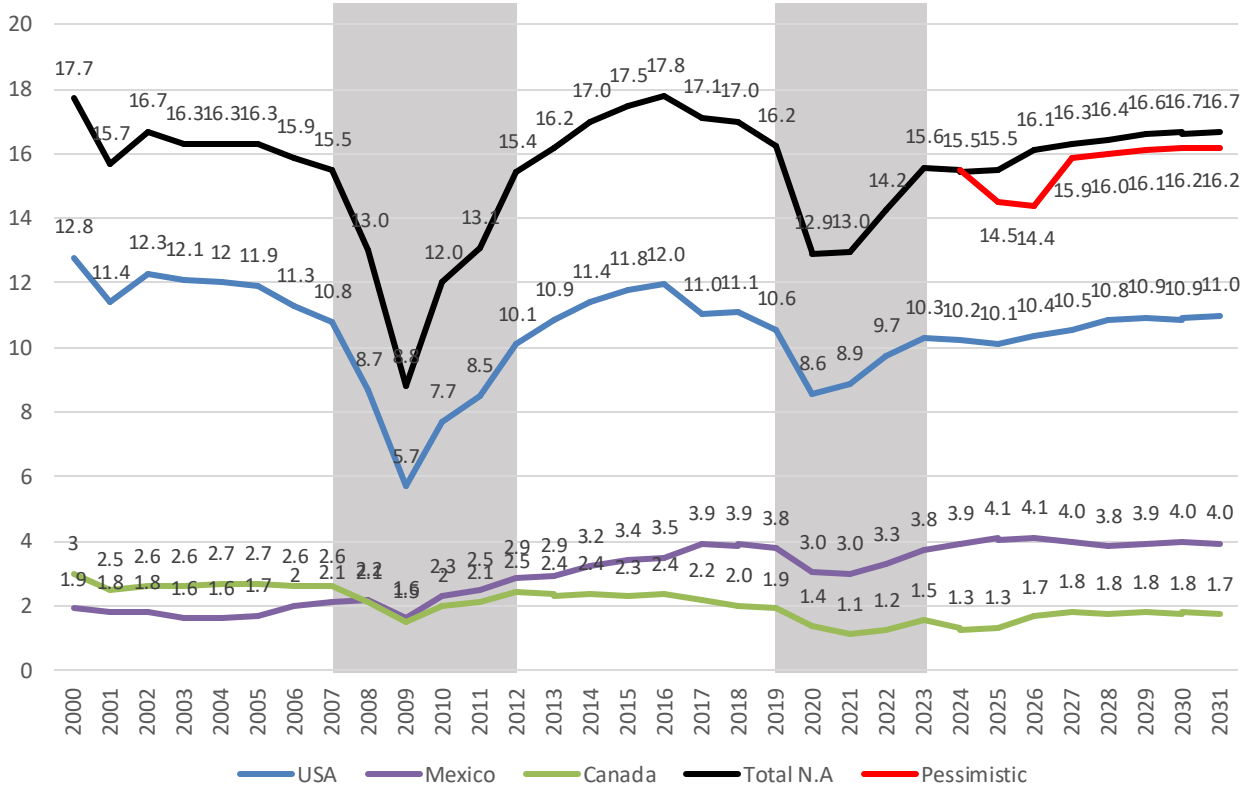
North American Automotive Industry Outlook

Executive Summary

Focus Area	Key Takeaways
North American Production Outlook (2025–2031)	• Total production to grow at 1.19% CAGR 2025-2031 • U.S. leads growth; Mexico declines slightly • Growth driven by EV startups (Tesla, Rivian, Lucid), plant expansions/utilization (Scout/VW, GM, Subaru, Hyundai Kia)
OEM Landscape & Electrification	• Detroit 3 + Japanese 3 remain dominant but lose share to Tesla & others • BEV share to reach ~32% by 2035, though pace is slowing • HEVs outpacing BEVs in recent growth; Toyota leads in hybrids • Key BEV launch delays (e.g., F-150 Lightning, Silverado EV)
Consumer Demand & Pricing	• Strong Q1 2025 at 16.4M SAAR, • Consumer confidence is low; 72% of consumers say it's a bad time to buy a new vehicle • Average transaction price still near highs: ~$47.5K • Monthly payments average $913, up 55% since 2015 (6-year Financing)
Trade & Tariff Risks	• 25% tariffs now apply to non-USMCA compliant imports • Over 35% of vehicles and 40% of engines exposed to tariffs risk • OEMs with high Mexico/Canada reliance most vulnerable (VW, Nissan, Stellantis)
Battery Supply Chain Investment	• Over $215B in battery value chain investments announced • Cell production = 42% of total investment • Gaps in N.A. value chain remain, particularly in materials, processing, component & recycling
Kansas City Region Highlights	• ~700,000 vehicles produced in KS/MO (~7% of U.S. total) • Key plants: Ford Kansas City Assembly, GM Fairfax Assembly • ~25,000 jobs in regional auto sector • $5.7B+ in recent investments reinforcing local industry

Vehicle Production – North America
by Country

After the reduced production from COVID in 2020 and supply chain shortages in early 2020s, volumes rebounded to 15.5M in 2024. Volumes are expected to remain around 15.5M in 2025 as the industry deals with slower EV adoption and tariff complexities. The market is expected to grow at a 1.19% CAGR from 2025 to 2031, driven by increased EV production from new startups, expansion by established EV players, and capacity growth from traditional OEMs. Prolong tariffs policies could bring volumes down to 14.5M unit range in 2025/2026.



2025-2031 CAGR

1.19% N.A. Total Market

1.42% USA

-0.56% Mexico

1.19% Canada

US grows slightly:

- Increased volumes as new EV Start Ups begin to ramp up production (Lucid, Foxconn, Vinfast, Oshkosh)
- Growth as established EV "Start Ups" find their footing in the industry (Rivian, Tesla) with increased production volumes through new plant investment
  - Tesla – Austin – New mid-sized Pickup and SUV (2030)
  - Rivian – Georgia – R2 & R3 (2028)
- Expansion of Existing OEMs
  - GM – Orion & Fairfax – Bolt, EV Trucks, and SUVs (2025/2026)
  - Subaru – Increased Utilization at Lafayette plant
  - VW – Blythewood – Scout SUV & Pickup (2027)
  - Hyundai – Ellabell – BEV Plant (2024)

Mexico volumes expected to decline moderately

- Ford – Decreased production at Hermosillo plant
- GM – Decreased production at Silao & SLP plants
- Mercedes – GLB Production ends in 2026
- Stellantis – Increased utilization of Saltillo truck plant
- Tesla – New Nuevo Leon Plant – cyber cab / new EV (2028)

Canada growth fueled by:

- Ford – Oakville – F150 Super duty (2028)
- Stellantis - Brampton Jeep compass and new EV (2025 & 2027)
- Honda – Alliston – Civic and CRV EVs (2028)

Updated: April 2025

Vehicle Production – North America
OEM Landscape

24 OEMs are either operational or planning for production in North America by 2031. Detroit 3 and Japanese 3 OEMs are projected to maintain the majority share of the market. Tesla is forecasted to gain the most market share and reach over 1M units by 2031.

#	OEMs	2025 Units	2031 Units	Growth	2025% Share	2031% Share	Δ% Share
1	General Motors Group	2,564,855	2,705,832	0.9%	16.5%	16.23%	-0.3%
2	Ford Group	2,378,892	2,167,673	-1.5%	15.3%	13.00%	-2.3%
3	Toyota Group	2,075,762	1,974,539	-0.8%	13.4%	11.84%	-1.5%
4	Stellantis	1,587,868	1,908,000	3.1%	10.2%	11.44%	1.2%
5	Honda Group	1,723,952	1,714,094	-0.1%	11.1%	10.28%	-0.8%
6	Tesla Motors	699,360	1,154,444	8.7%	4.5%	6.92%	2.4%
7	Hyundai Group	1,060,758	1,130,531	1.1%	6.8%	6.78%	-0.1%
8	Renault-Nissan-Mitsubishi	1,075,517	1,048,687	-0.4%	6.9%	6.29%	-0.6%
9	Volkswagen Group	660,203	664,769	0.1%	4.3%	3.99%	-0.3%
10	Subaru Corporation	452,114	602,498	4.9%	2.9%	3.61%	0.7%
11	BMW Group	479,923	475,295	-0.2%	3.1%	2.85%	-0.2%
12	Mercedes-Benz Group	337,477	371,734	1.6%	2.2%	2.23%	0.1%
13	Mazda Motors	299,133	326,468	1.5%	1.9%	1.96%	0.03%
14	Rivian	55,854	215,236	25.2%	0.4%	1.29%	0.9%
15	Lucid	22,679	67,997	20.1%	0.1%	0.41%	0.3%
16	Geely Group	30,328	49,008	8.3%	0.2%	0.29%	0.1%
17	Oshkosh	2,730	39,457	56.1%	0.0%	0.24%	0.2%
18	VinFast	0	25,874	100+%	0.0%	0.16%	0.2%
19	Jianghuai Automotive	16,899	16,752	-0.1%	0.1%	0.10%	-0.01%
20	Mullen	4,088	4,966	3.3%	0.0%	0.03%	0.00%
21	Chery Group	0	3,905	100+%	0.0%	0.02%	0.02%
22	Bollinger	0	4,802	100+%	0.0%	0.03%	0.03%
24	Faraday Future	174	393	14.5%	0.0%	0.00%	0.00%
25	Karma	508	0	-100.0%	0.0%	0.00%	0.00%
	Total N.A. Production	**15,529,074**	**16,672,954**	**1.2%**	**100.0%**	**100.0%**	

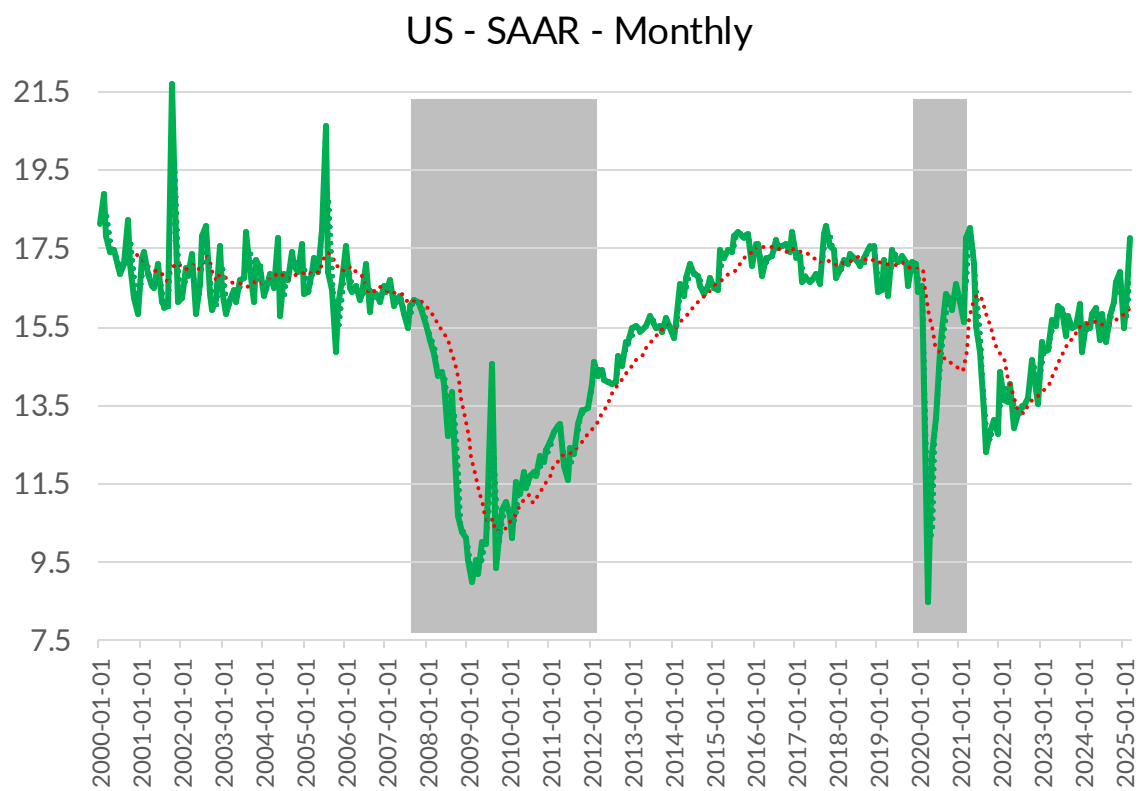
Updated: May 2025

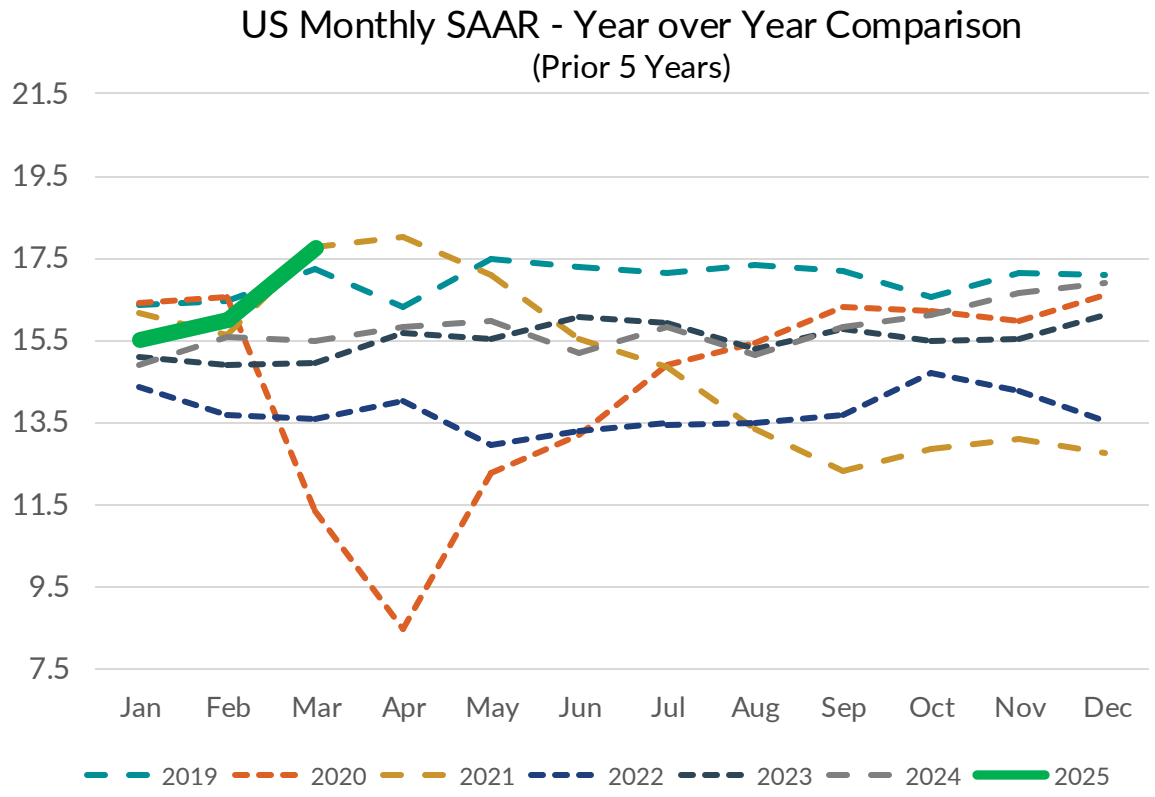
Market Share

- Detroit 3 OEMs (Ford, GM, Stellantis) comprises 40.7% of 2031 N.A. production volumes
- The major 3 Japanese OEMs (Toyota, Honda, and Nissan) account to 28.4% of 2031 N.A. volumes
- German OEMs (BMW, Daimler, and VW) account for 9.1% of 2031 N.A. volumes
- Other Asian based OEMs (Hyundai, Subaru, Mazda, Geely/Volvo, Jianghuai, Chery) will account for 12.8% of 2031 N.A. production volumes
- Tesla accounts for 6.9% of 2031 N.A. volumes
- New EV startups (Rivian, Bollinger, Mullen, Lucid, Oshkosh, Faraday Future, Vinfast) will account for 2.1%

U.S. Monthly Light Duty Vehicle Sales

- U.S Seasonally Adjusted Annual Rate (SAAR) for automotive sales has normalized to the 25-year (1999-2024) average of 15.66M vehicles.
- Average SAAR for Q1 2025 was strong at 16.42M, exceeding the 25-year average & showing significant improvement post-COVID, where the 2020 average was near 14.47M.

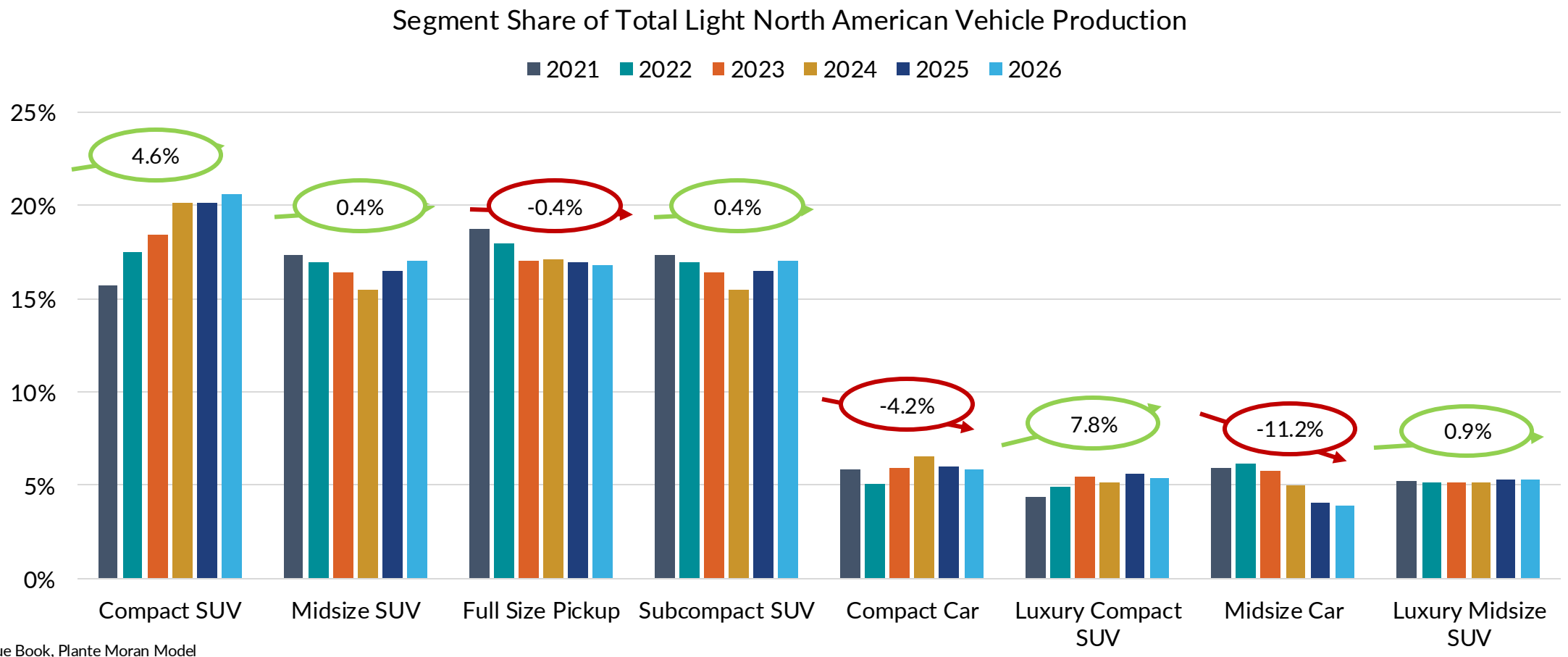




Source: US FRED

Segment Shift to Compact SUVs

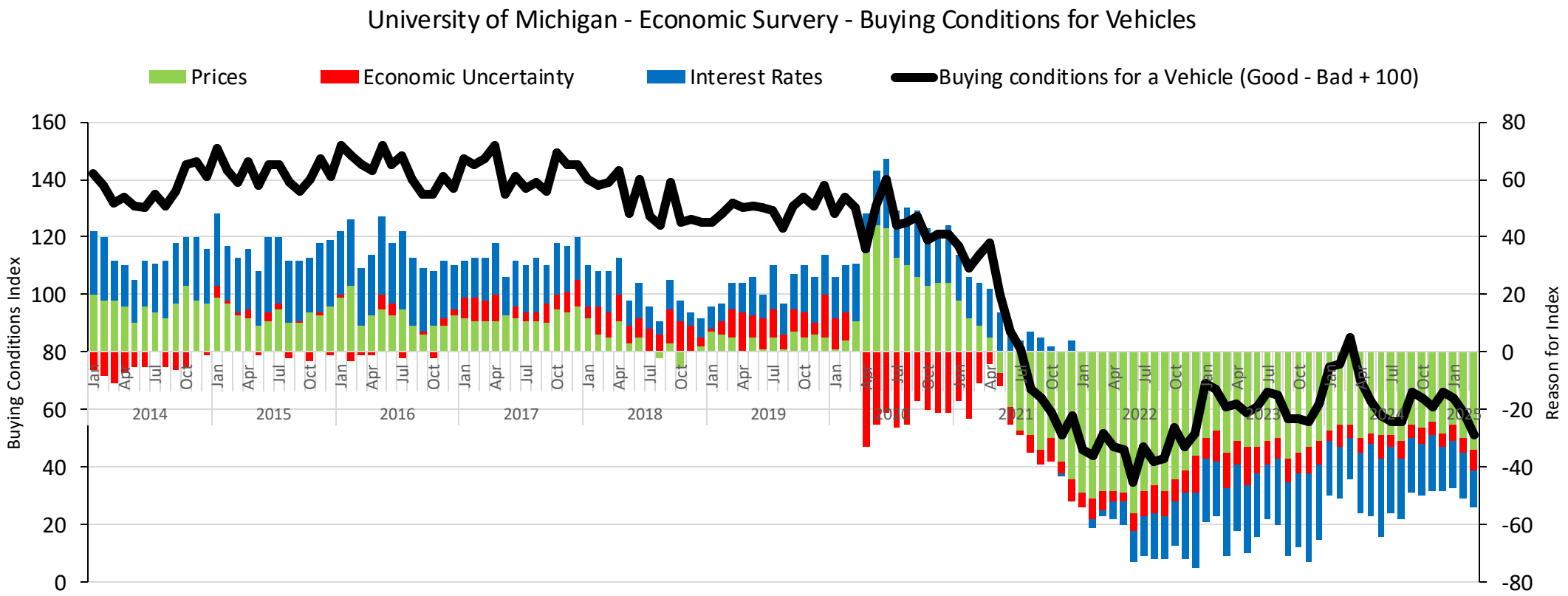
The U.S. Consumer purchases has been shifting to compact & sub-compact SUVs, both base and luxury models. Pickup trucks and midsized SUVs, which are higher profit vehicles for OEMs, have declined in share over the last 4 years.



Source: Kelly Blue Book, Plante Moran Model

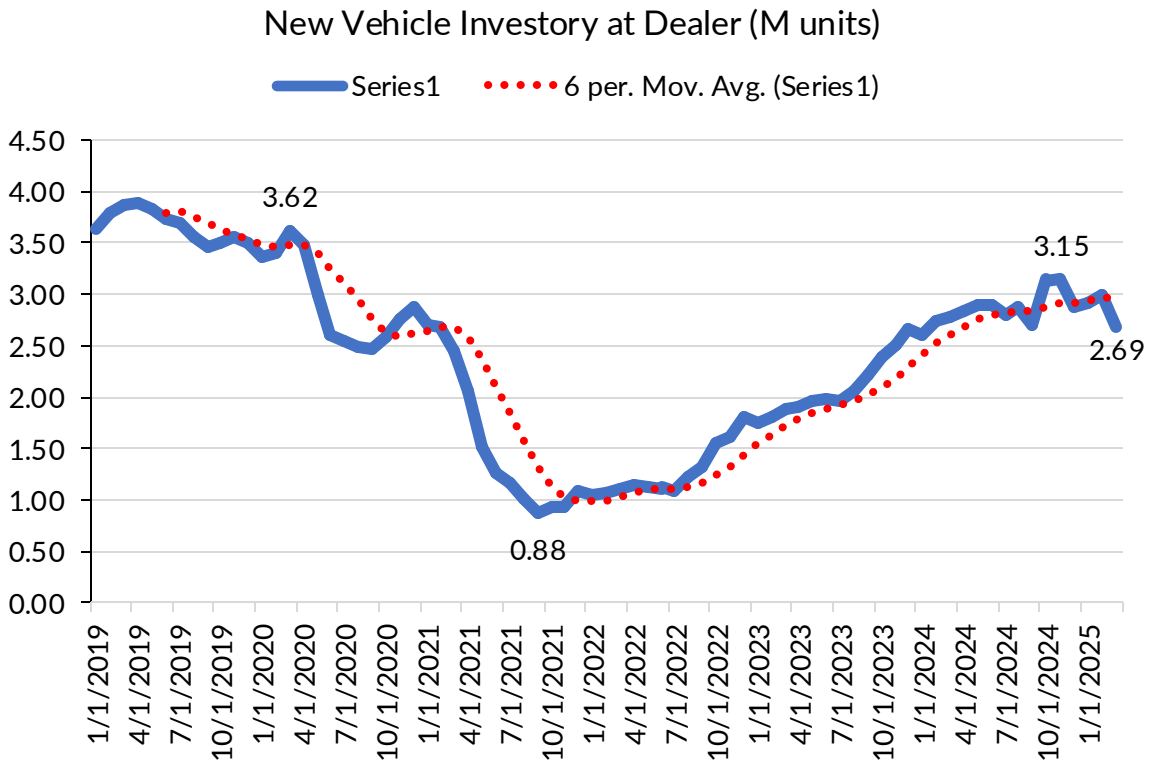
Consumer Sentiment – Buying Conditions

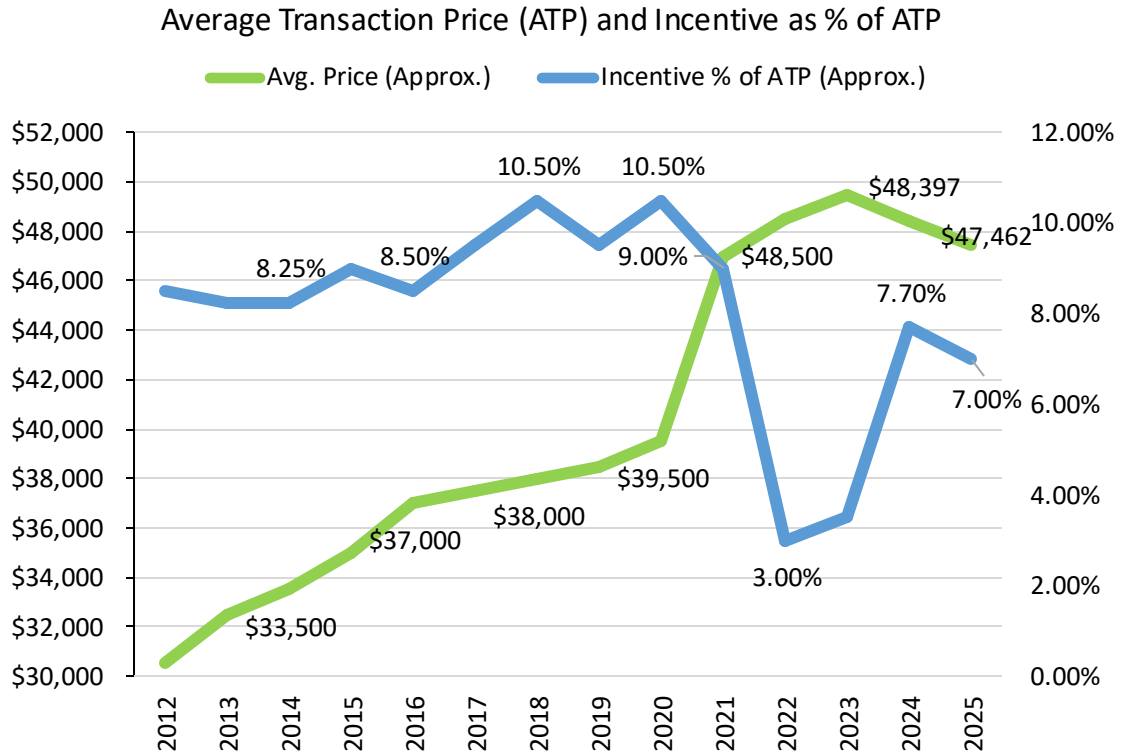
Consumer sentiment has declined from March 2024 and is still relatively poor: 72% of consumers surveyed stated it was a bad time to buy a new vehicle (largely due to high prices and interest rates) while 23% stated it was a good time to buy – resulting in an Index Score of 51.



Inventory, Incentives & Transaction Prices

Average transaction prices remain high in the ~$47,500 range, and inventory levels are continuing to increase but have not yet reached pre-COVID levels. OEMs & dealers are continuing to increase incentive levels to encourage new vehicle purchases.

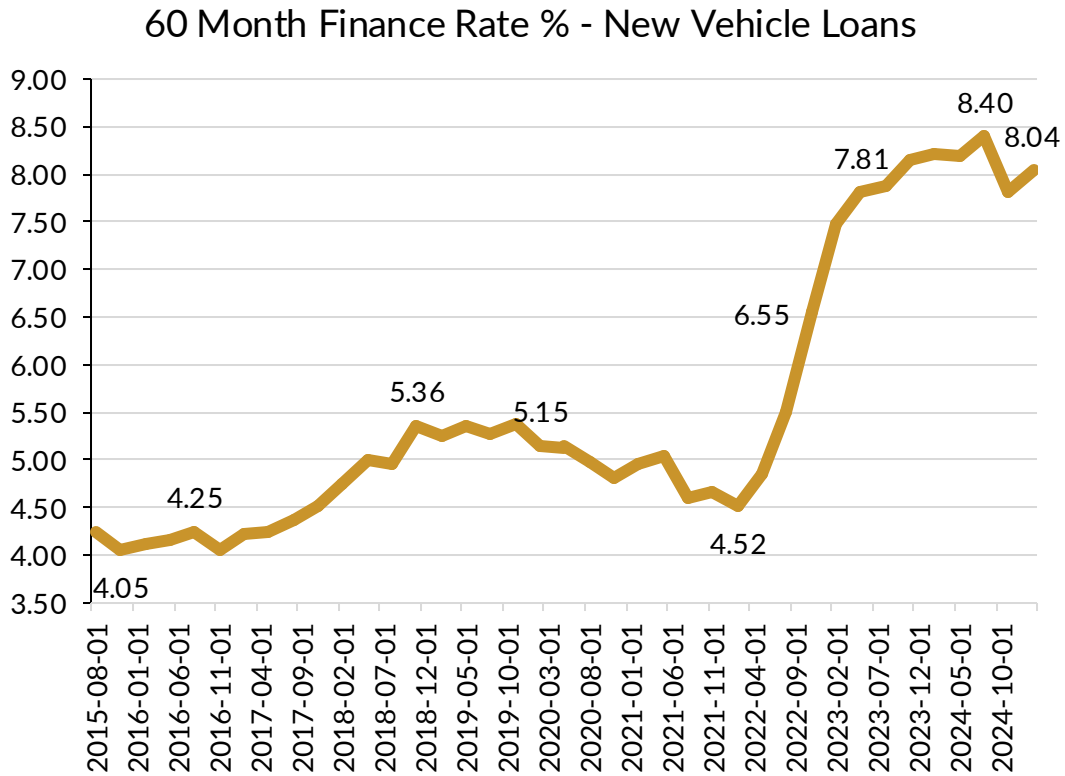


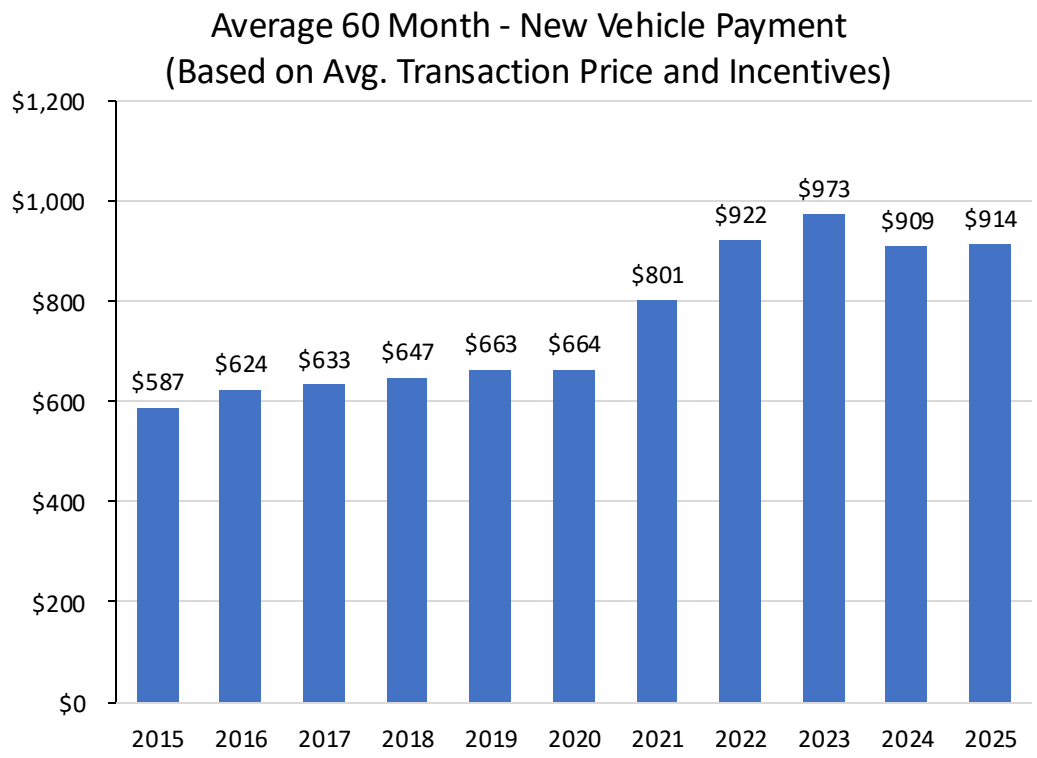


Source: Cox Automotive

Interest Rates & Avg Monthly Payments

Interest rates for new vehicles dropped in Q4 2024 from 8.40% to 8.04% reflective of Federal interest rate declining. New vehicle payments have grown nearly 55% from 2015 levels – from $587 to $913 per month – due to vehicle transaction price and interest rate increases.

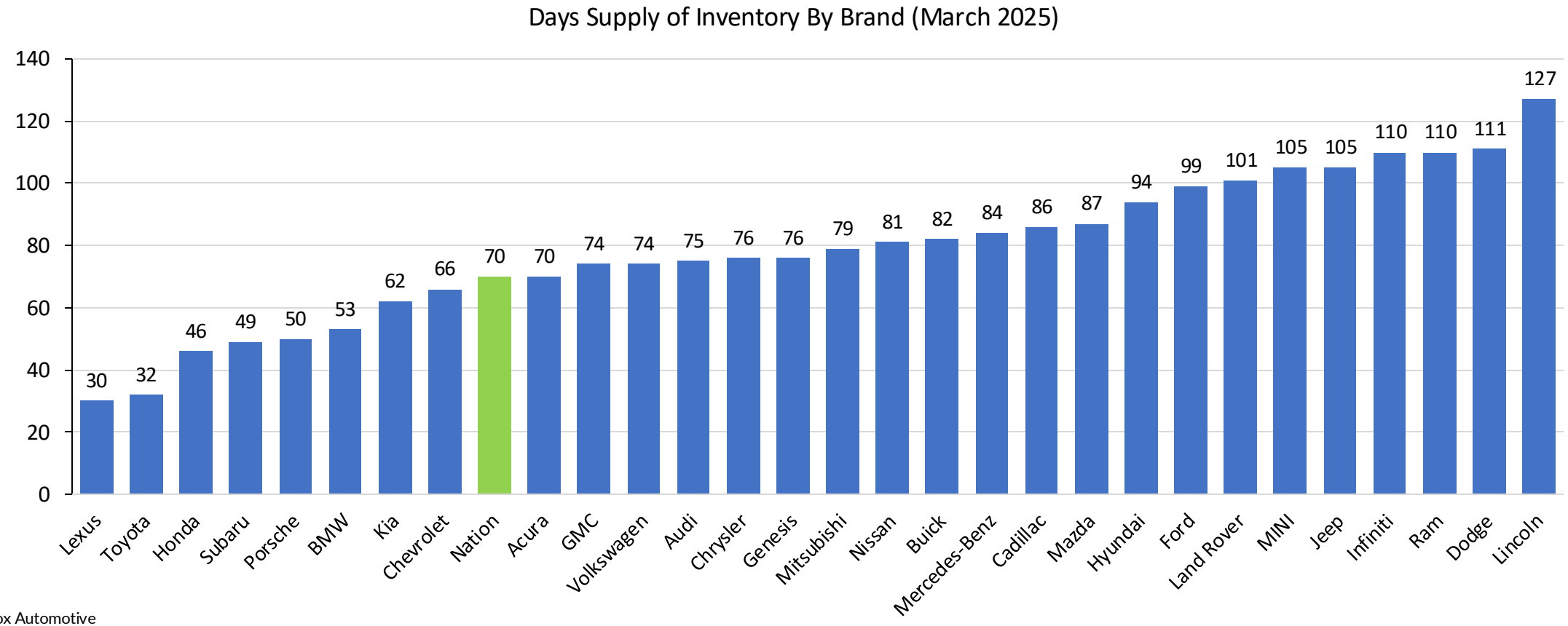




Source: US FRED/ Plante Moran Analysis

Days Supply by Brand

Domestic automakers continue to experience the highest days' supply compared to Japanese brands (Honda, Toyota, and Lexus) who carry the lowest inventory levels. Strong sales in hybrids, compact cars, and compact SUVs continue to drive down inventory levels of manufacturers who are strong in those segments. Days' supply continues to decline month over month from June 2024 historic highs of 120 days.



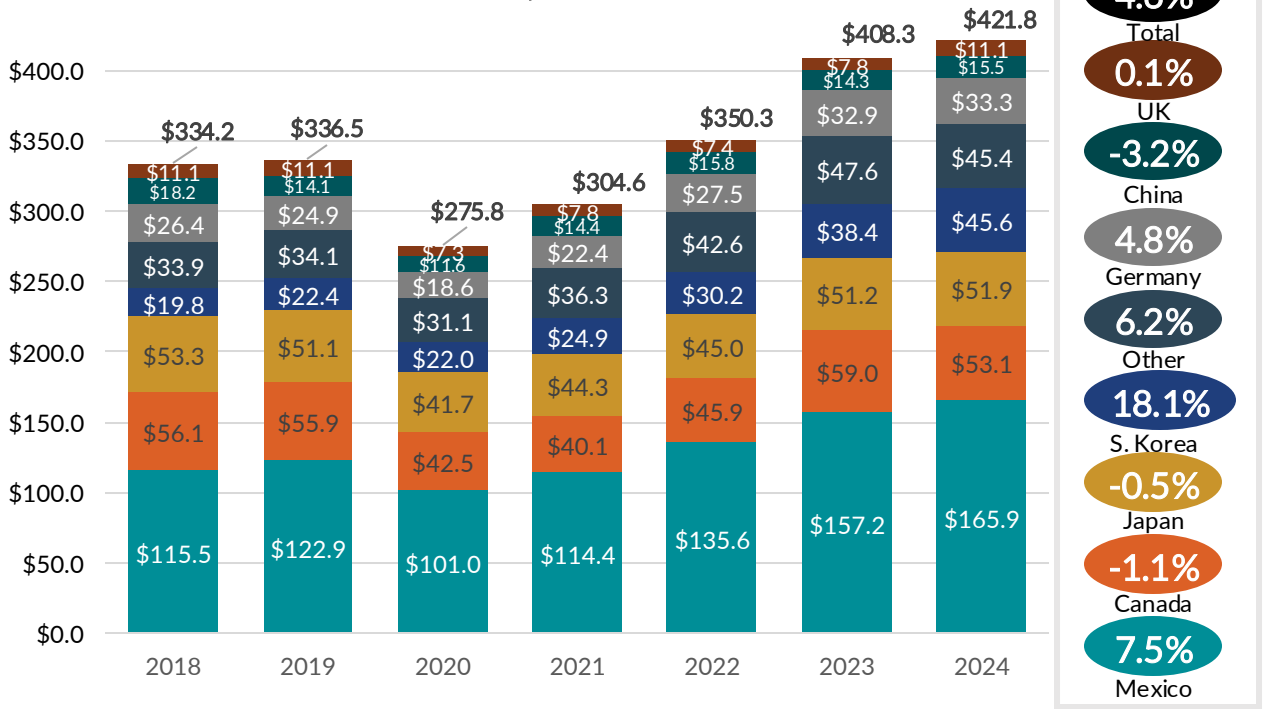
Source: Cox Automotive

Tariff Impact on North American Auto Industry

U.S. Import and Export of Motor Vehicles and Components

U.S. imports of vehicles and components significantly exceed exports, highlighting the automotive industry's vulnerability to tariffs and trade tensions. Imports from Mexico (+7.5% CAGR) and South Korea (+18.1% CAGR) have grown rapidly over the past six years, intensifying exposure.

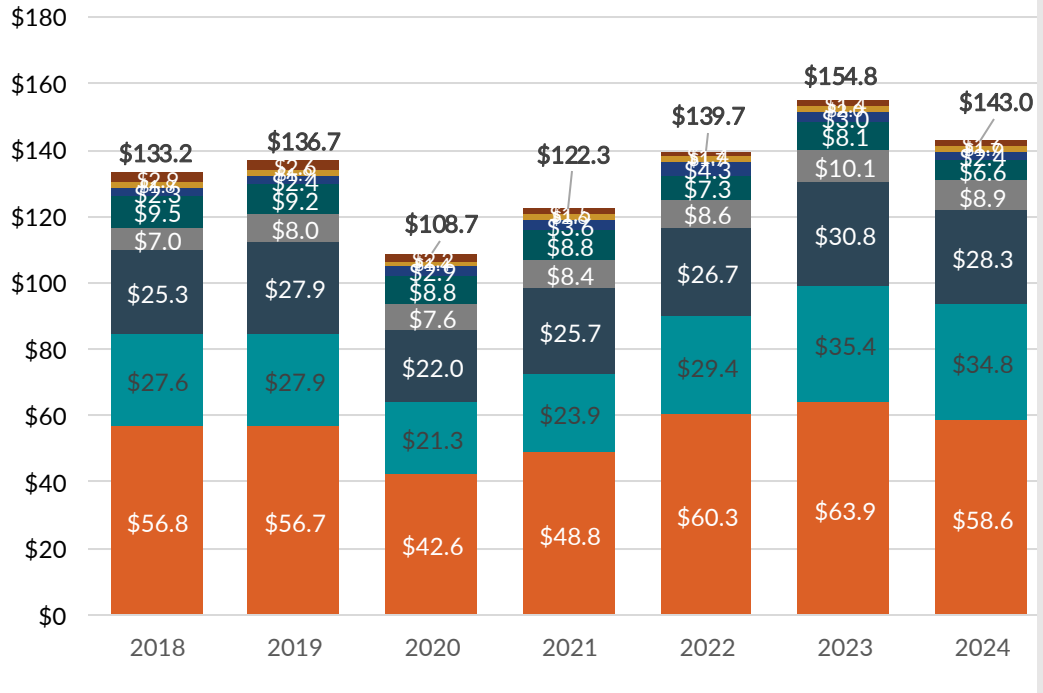
Imports of Motor Vehicles & Components to the USA - $B USD



18-24 CAGR

- 4.6% Total
- 0.1% UK
- -3.2% China
- 4.8% Germany
- 6.2% Other
- 18.1% S. Korea
- -0.5% Japan
- -1.1% Canada
- 7.5% Mexico

Exports of Motor Vehicles & Components from the USA - $B USD



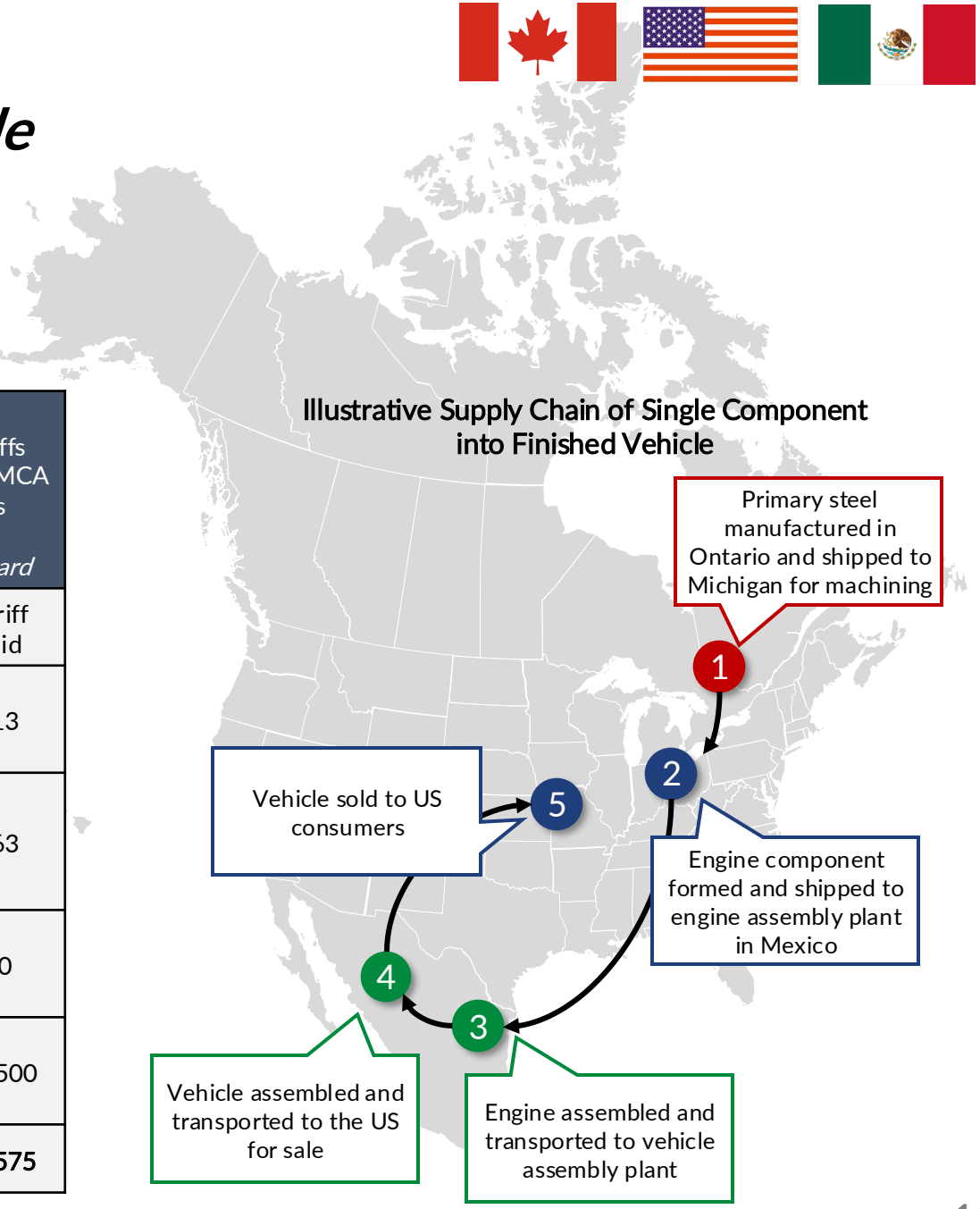
18-24 CAGR

- 1.4% Total
- -11% UK
- -0.8% Japan
- 0.6% S. Korea
- -7% China
- 5.2% Germany
- 2.3% Other
- 4.75% Mexico
- 0.64% Canada

Automotive Tariff Impacts
Illustrative Component & Vehicle Example

As of March 7th, 2025, per Executive Order, all goods entering the US, including automotive components and vehicles that meet U.S.-Mexico-Canada Agreement (USMCA) rules of origin are not subject to 25% ad valorem tariff until April 2nd, 2025. USMCA agreements enable manufacturers to produce where available supplier capabilities exist duty-free, hence creating significant movement of goods throughout N.A.

			USCMA Compliance Met *March 4th – April 2nd*		USMCA Compliance Not Met *March 4th – April 2nd*		Full US and Reciprocal Tariffs Imposed and USMCA Requirements Removed *April 2nd Forward*	
	Supply Chain Step	Value of Good	Tariff %	Tariff Paid	Tariff	Tariff Paid	Tariff	Tariff Paid
1	**Canada to USA** Steel to component manufacturer	$50	0%	$0	0%	$0	25%	$13
2	**USA to Mexico** Component manufacturer to engine assembly	$250	0%	$0	0%	$0	25%	$63
3	**Mexico to Mexico** Engine assembly to vehicle assembly	$3,500	0%	$0	0%	$0	0%	$0
4	**Mexico to USA** Vehicle assembly to US sale	$30,000	0%	$0	25%	$7,500	25%	$7,500
	Total Tariffs Paid per Vehicle			**$0**		**$7,500**		**$7,575**



OEM Exposure to Tariffs: North America Vehicle Production

Over one-third of North American vehicles are exposed to tariffs, highlighting significant supply chain risks and potential cost increases for automakers heavily reliant on Mexico and Canada.

Location for Vehicles Produced in N.A.						
OEM	USA	Mexico	Canada	% MX/CA	Vehicles Produced	Subject to Tariffs
General Motors Group	58.8%	35.5%	5.7%	41.2%	2,564,855	1,057,632
Stellantis	49.3%	35.1%	15.6%	50.7%	1,587,868	805,417
Toyota Group	63.4%	12.2%	24.3%	36.6%	2,075,762	759,147
Honda Group	59.7%	15.2%	25.1%	40.3%	1,723,952	694,985
Nissan	47.1%	52.9%	0.0%	52.9%	1,075,517	569,016
Volkswagen Group	26.2%	73.8%	0.0%	73.8%	660,203	487,453
Ford Group	83.4%	16.5%	0.0%	16.6%	2,378,892	393,933
Hyundai Group	72.3%	27.7%	0.0%	27.7%	1,060,758	293,702
Mazda Motors	35.3%	64.7%	0.0%	64.7%	299,133	193,493
BMW Group	79.8%	20.2%	0.0%	20.2%	479,923	96,776
Mercedes-Benz Group	83.9%	16.1%	0.0%	16.1%	337,477	54,339
Jianghuai Automotive	0.0%	100.0%	0.0%	100.0%	16,899	16,899
Geely Group	100.0%	0.0%	0.0%	0.0%	30,328	0
Other	100.0%	0.0%	0.0%	0.0%	86,033	0
Subaru Corporation	100.0%	0.0%	0.0%	0.0%	452,114	0
Tesla Motors	100.0%	0.0%	0.0%	0.0%	699,360	0
Total	**65.1%**	**26.3%**	**8.6%**	**34.9%**	**15,529,074**	**5,422,792**

OEM Exposure to Tariffs: North America Engine Production

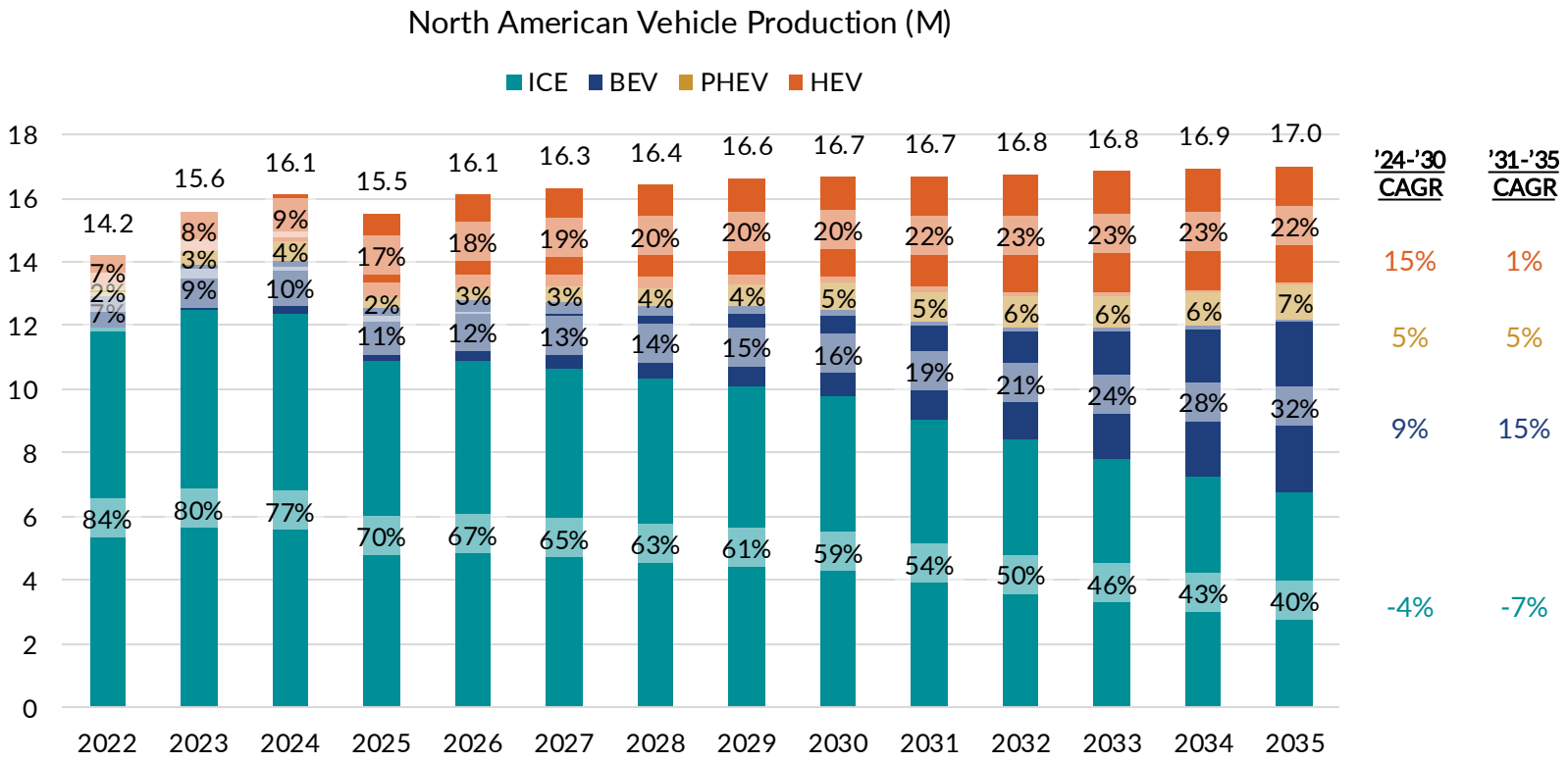
Nearly 40% of engines powering North American vehicles originate outside the U.S., highlighting significant tariff risks—especially critical for OEMs like Mazda, Volvo, Volkswagen and BMW that have 100% non-U.S. engine production.

Engine Production Location for Vehicles Produced in N.A.											
OEM	USA	Mexico	Canada	Europe	China	Japan	South Korea	ROW	% Non-US	Total Engine Production	Subject to Tariffs
General Motors Group	58%	35%	7%	0%	0%	0%	0%	0%	42.3%	2,296,838	971,540
Ford Group	66%	21%	11%	1%	0%	0%	0%	0%	33.7%	2,265,768	763,234
Stellantis	54%	45%	0%	1%	0%	0%	0%	0%	46.4%	1,416,634	657,163
Volkswagen Group	0%	80%	0%	8%	0%	0%	0%	12%	100.0%	627,591	627,591
Renault-Nissan-Mitsubishi	52%	44%	0%	2%	0%	3%	0%	0%	48.0%	1,070,104	513,641
BMW Group	0%	0%	0%	100%	0%	0%	0%	0%	100.0%	479,923	479,923
Mercedes-Benz Group	0%	0%	0%	100%	0%	0%	0%	0%	100.0%	307,688	307,688
Mazda Motors	0%	43%	0%	0%	0%	57%	0%	0%	100.0%	299,133	299,133
Hyundai Group	74%	0%	0%	0%	0%	0%	26%	0%	25.8%	879,284	227,196
Honda Group	87%	11%	2%	0%	0%	0%	0%	0%	13.2%	1,641,217	216,918
Toyota Group	96%	0%	0%	0%	0%	2%	0%	1%	3.5%	2,075,762	73,205
Jianghuai Automotive	0%	0%	0%	0%	100%	0%	0%	0%	100.0%	16,444	16,444
Other	83%	0%	0%	17%	0%	0%	0%	0%	16.9%	2,181	368
Subaru Corporation	100%	0%	0%	0%	0%	0%	0%	0%	0.0%	452,114	0
Total	**63%**	**23%**	**3%**	**7%**	**0%**	**2%**	**2%**	**1%**	**37.3%**	**13,830,681**	**5,154,044**

Electrification Trends

Electrified Vehicle Production
North America

Based on current regulations, technology, investment, and market trends, BEVs are expected to reach ~32% share by 2035. The landscape surrounding the North American automotive industry continues to change, influenced by regulations, trade & tariffs,and energy costs – promoting increased focus on manufacturing flexibility throughout the industry.



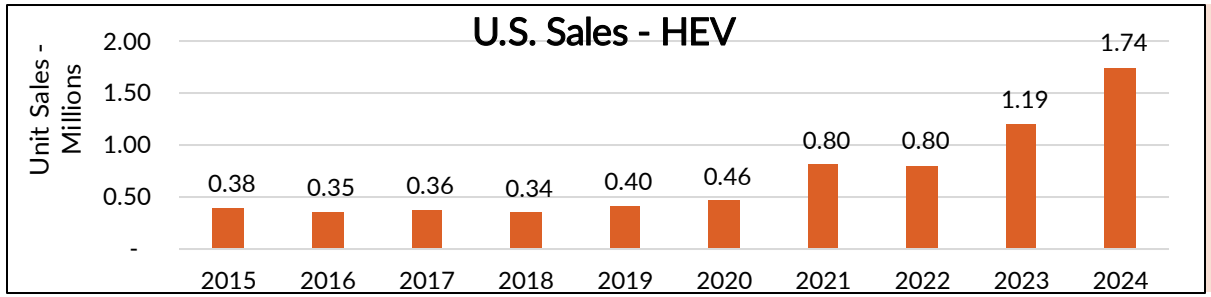
	'24-'30 CAGR	'31-'35 CAGR
ICE	-4%	-7%
BEV	9%	15%
PHEV	5%	5%
HEV	15%	1%

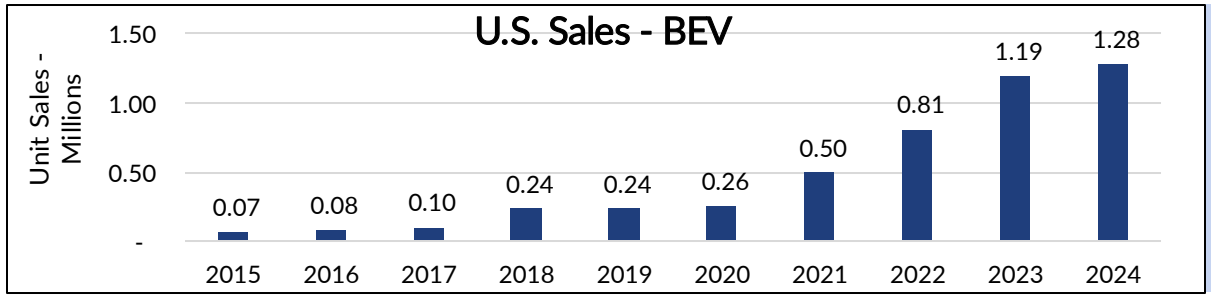
Forecast Considerations to Monitor

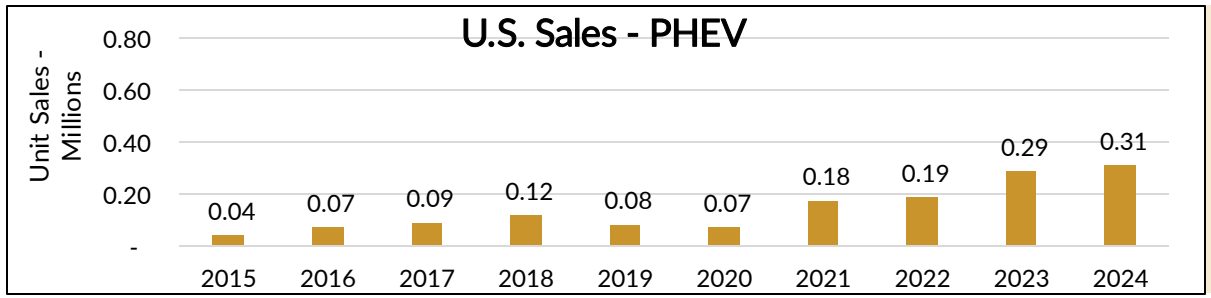
- OEM Product Strategy
- Vehicle Launches
- Capacity Utilization
- Government Regulations
- Tariffs
- Energy Cost
- Average Transaction Price

Electrified Vehicle Sales
United States

Hybrid sales are accelerating sharply, while battery-electric and plug-in hybrid growth rates are moderating.







	'15-'24 CAGR	'23-'24 CAGR
HEV	18.3%	46.1%
BEV	37.6%	7.2%
PHEV	24.5%	7.4%

Key Takeaways

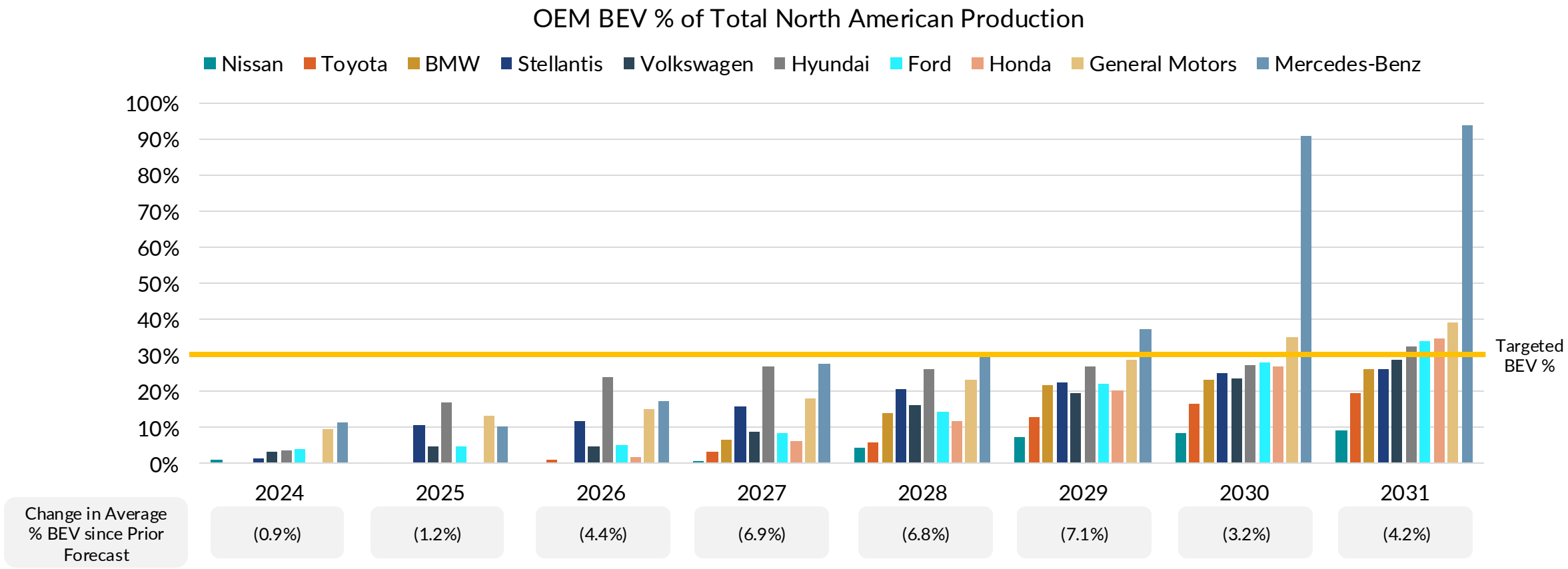
- Strong growth over the past year of 46.1% Largely Driven by increase in Camry, RAV4, Civic, Tucson, and F-150 hybrid sales
- Toyota is Major Market leader in HEVs with ~60% market share of HEVs
- Other Notable OEMs Market Share: Honda -17.7%, Hyundai/Kia – 11.3%, Ford - 10.1%

- BEV Growth has slowed from historical rate growing at 7.2% from 2023 to 2024
- Tesla is Major Market leader in BEVs with ~50% market share of BEVs
- Other Notable OEMs Market Share: Hyundai/Kia – 9.6%, GM – 8.9%, Ford – 7.64%

- PHEV Growth has slowed from historical rate growing at 7.4% from 2023 to 2024
- Stellantis is Major Market leader in PHEVs with ~42.5% market share of PHEVs
- Other Notable OEMs Market Share: Toyota - 13.4%, Volvo/Geely - 11.3%, Hyundai/Kia – 8.2%

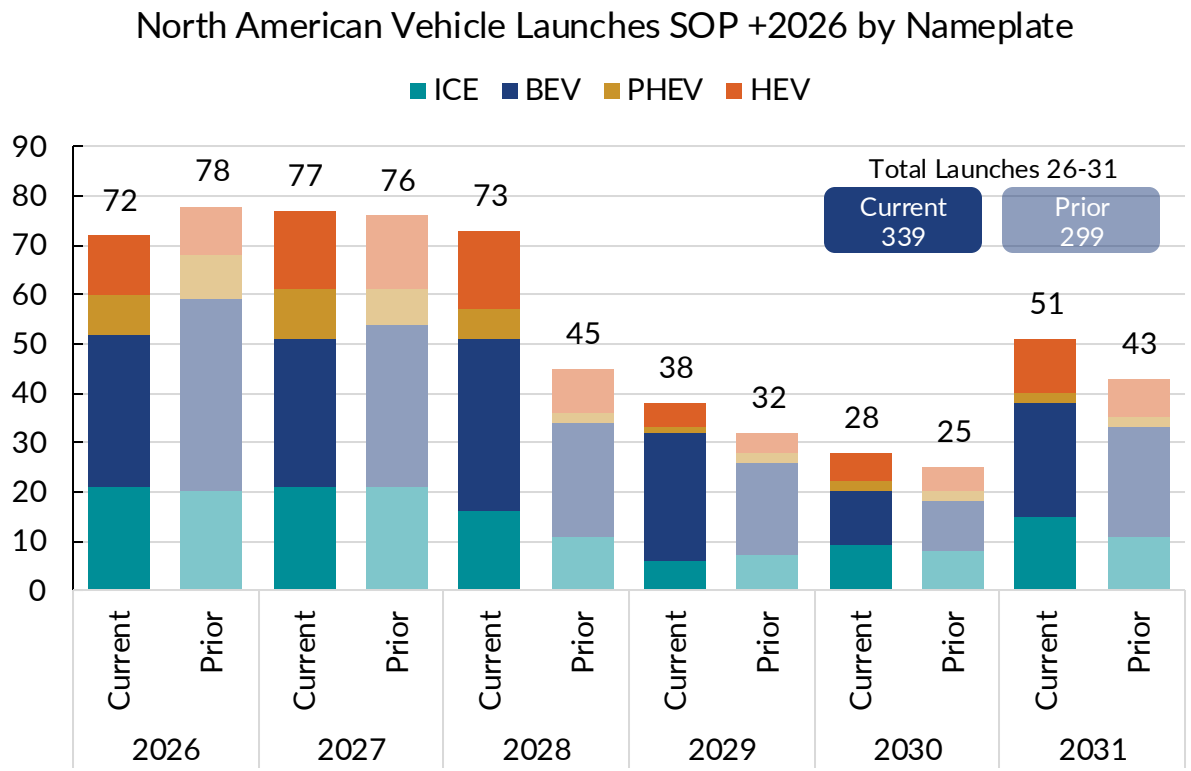
North American Vehicle Production
BEV % of Total Production

Current OEM production forecasts indicate 50% of large N.A. OEMs are planning for BEV production to be 30% or greater of total production by 2030— with the remaining 20% (Volkswagen, Stellantis, Toyota, BMW, & Nissan) focused on a flexible portfolio prioritizing hybrid technology. Prior forecasts suggested 80% of NA OEMs planning for BEV production greater than 30% by 2030 – indicating additional BEV launch delays.



North American Vehicle Launches
All Powertrains

Current landscape surrounding the automotive industry in North American continues to cause OEMs to flex their product portfolios—Significant BEV programs slated to launch in 2026 and 2027 have been delayed with the number of ICE, PHEV, and HEVs staying flat in those years.



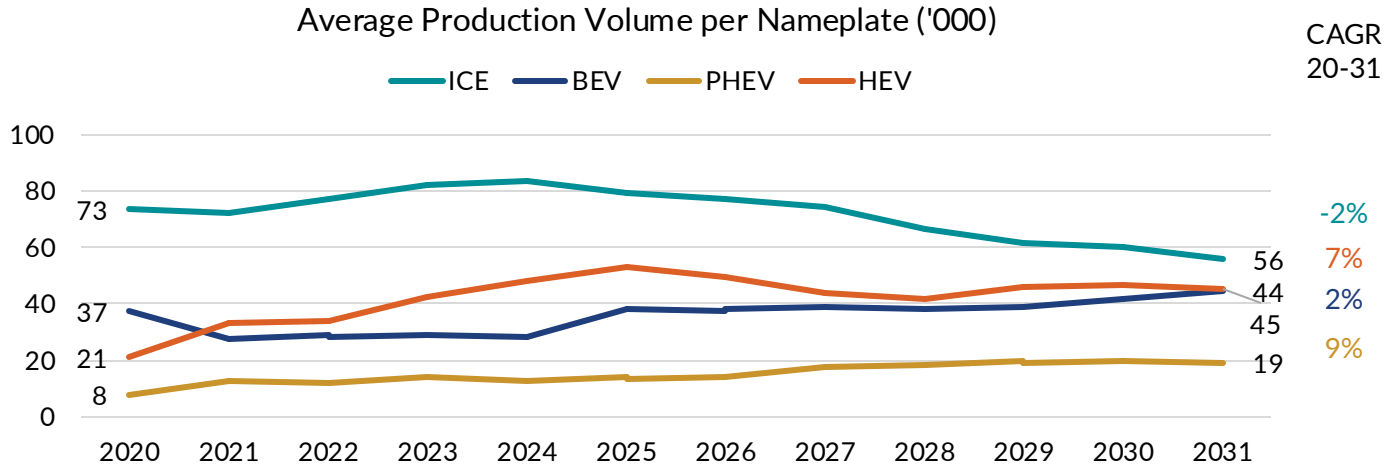
- Current market dynamics may put vehicle launch schedules at risk, further delaying programs an additional 1-2 years as auto makers continue to balance capital spending, supply chain volatility, and technology deployment
- Potential quality risk of new vehicle launches due to increased launch activity
- Largest variance in total BEV launches expected in 2026 and 2027, pushing out prior planned launches to 2028
- Current forecasts include 8 additional vehicle launches in 2031 than prior – 4 ICE launches, 3 Hybrid launches, and 1 BEV launch

Key BEV delays:

- F-150 Lighting: 2026 delayed to 2027
- F-250 / F-350 Lighting: 2026 delayed to 2029
- Silverado EV / Sierra EV: 2025 delayed to 2026
- Colorado EV / Canyon EV: 2026 delayed to 2029
- 1500 EREV: 2024 delayed to 2025
- Toyota bz5X: 2025 delayed to 2026

North American Vehicle Production
Nameplate Analysis

OEM product portfolios continue to evolve with the addition of new nameplates impacting average production volume per nameplate – nameplate complexity increasing with decline of ICE volumes per nameplate and convergence of BEV and HEV nameplates.



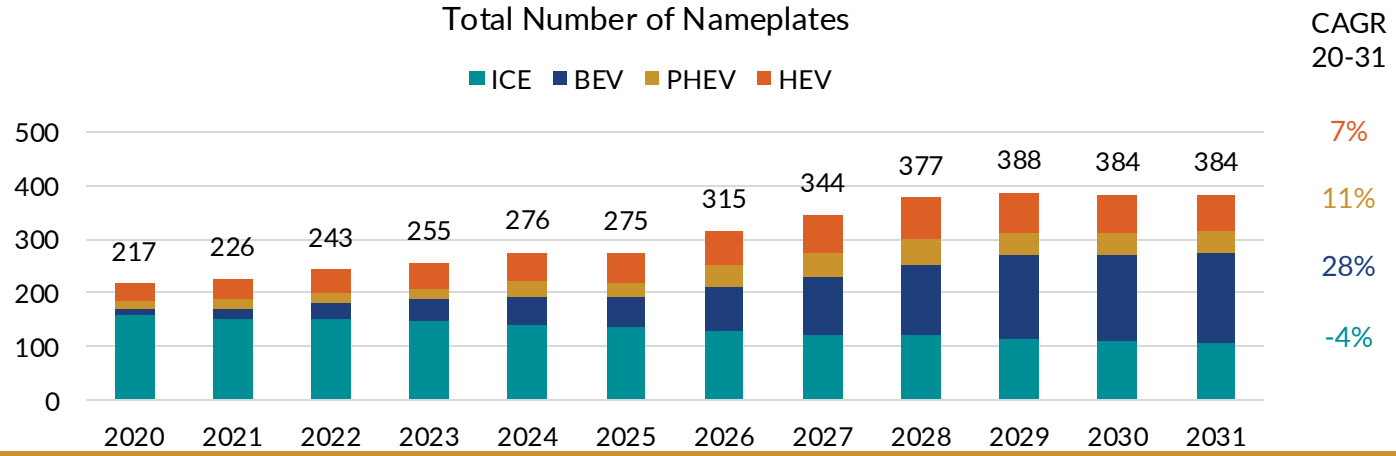
CAGR 20-31

-2%

7%

2%

9%



CAGR 20-31

7%

11%

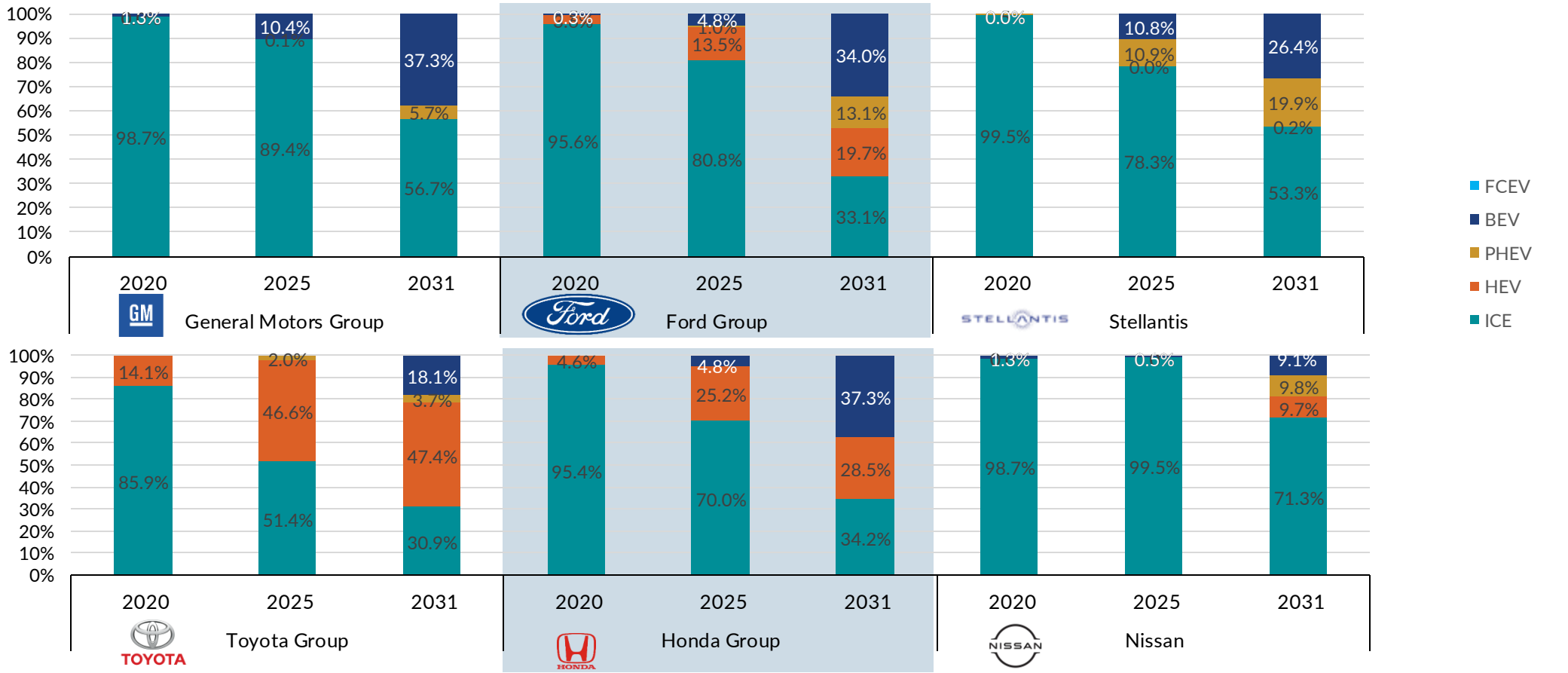
28%

-4%

- ICE total nameplate volume to decline 4% CAGR from '20-'31, while volume to decline 6% CAGR
- Average production volume per nameplate to remain steady throughout the forecast with electrified products taking larger share of annual volume allocation
- Prior forecast: ICE CAGR '20-'31 -6% and 30% BEV growth
    - Current forecast shows slower decline of -4% in ICE nameplates with slower growth in BEVs of 28%
- Current forecast shows overall reduction in total number of nameplates, averaging 365 annually, compared to prior forecast of 385 average annual nameplates

North America OEMs - Electrification Strategies

Automakers pursue varied electrification strategies in North America through 2031: GM shifts aggressively to BEVs; Ford balances BEVs, hybrids, and ICE; Stellantis focuses on PHEVs with moderate BEV growth; Honda and Toyota lean on hybrids while scaling BEVs; Nissan remains cautious with limited BEV expansion.



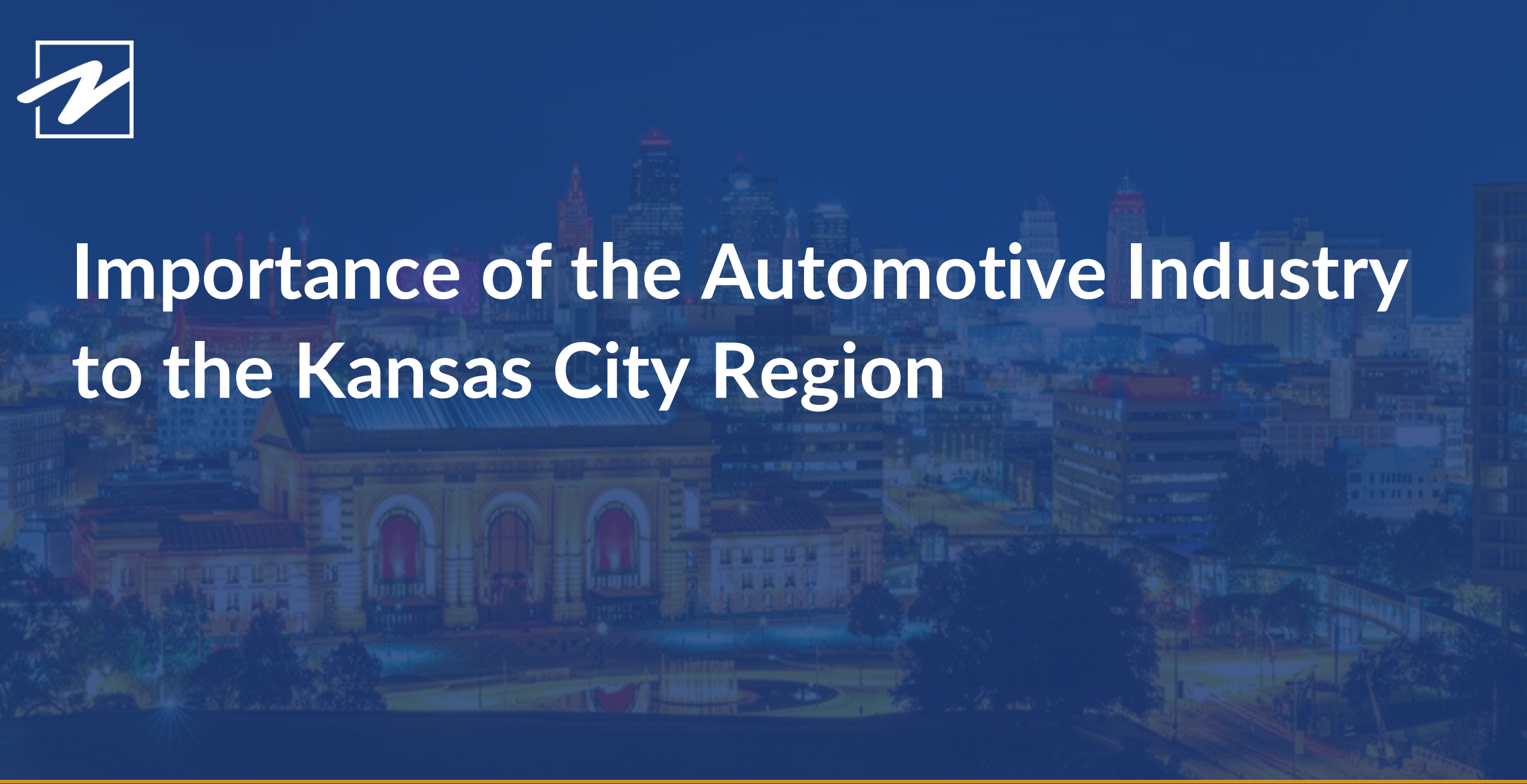
Source: Plante Moran Model,

Opportunities In the Battery Value Chain

- Industry adoption of electrified vehicles and renewable energy requires domestic manufacturing facilities to support the battery value chain—battery value chain encompasses raw materials through end-of-life recycling of packs and cells
- Nearly $215B of current and planned Battery Value Chain investments have been announced, cell production represents 42% and EV/EV Components represent 29% .
- Significant additional investments will be required across the raw materials, precursors, cell materials and recycling segments to support a domestic battery supply chain.

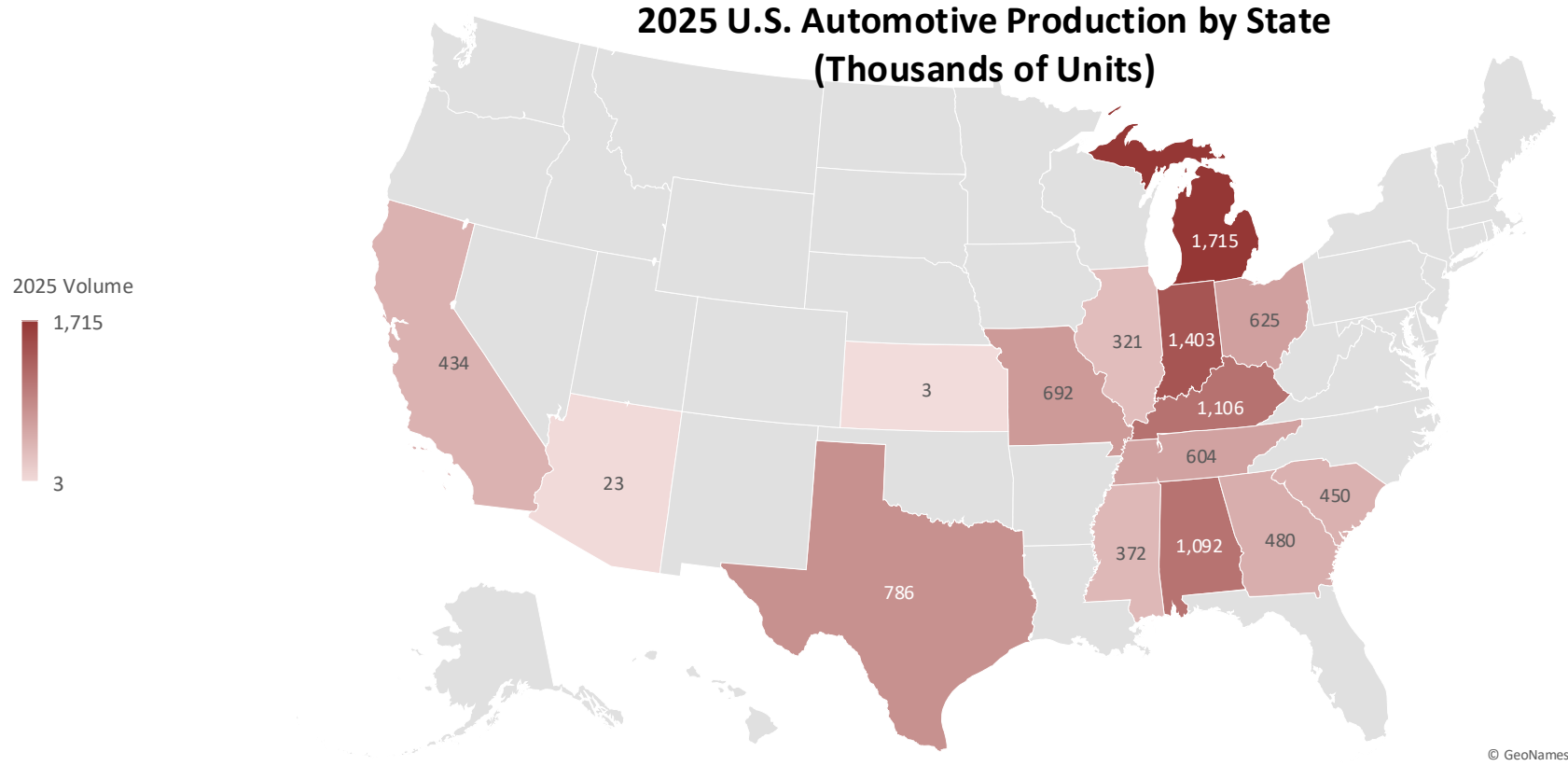
	Raw Materials	Precursors	Cell Materials: Electrode Active Materials	Cell Materials: Electrolyte	Cell Materials: Separators	Electrode Base Materials	Electrode Processing	Cells	Battery Pack	End Product	Recycling
End Product of Value Chain Step	Mined materials required for battery production (lithium, graphite, cobalt, etc.)	Intermediate products between raw materials, often from mining, powder form	Active material ready-to-use for cathode and anode production at cell supplier, powder form	Electrolytes ready-to-use for cell manufacturing Powder form or liquid	Separators ready-to-use for cell manufacturing Polyolefin-based film/ semi-permeable membrane or polymer-matrix incl. ceramics	Electro-plating operation to develop electrode base material	Electrode manufacturing: applying active material coating on copper / aluminum foils	Complete cells based on electrodes, separators and electrolytes	Complete battery pack consisting of cells, battery management system, cooling system and housing	The Battery pack is installed in the End Product often Electrified Vehicles or Energy Storages Systems	Raw materials and waste after deconstructing the battery pack
Examples	Lithium Hydroxide, Nickel Sulfate, Cobalt Sulfate, Aluminum, Copper	Graphite, Nickel Concentrates, Silicon	Graphite, NMC, LFP, NCA	Lithium Hydroxide, Lithium Carbonate	Celgard, SK Innovation, Solvay	Aluminum foils, Copper foils	In-process electrodes	Cylindrical, Prismatic, or Pouch Cells from various manufacturers: Panasonic, LG, SK, Samsung	GM Ultium Platform, Proterra modular packs	Electrified Vehicles: BEV, PHEV, HEV, Commercial and Residential Energy Storage Systems	Lithium Hydroxide, Nickel Sulfate, Copper, Carbon
Invested	$17.1B	$7.1B			$19.5B			$90.5B	$7.4B	$62.5B	$7.1B

Importance of the Automotive Industry to the Kansas City Region



U.S. Automotive Production by State

Kansas and Missouri Remain Critical to U.S. Auto Manufacturing with Nearly 700K Units Projected in 2025, with Strong Output from Ford and GM



Key Takeaways

- The Kansas City region produces over 7% of all vehicles manufactured in the United States.
- Nearly 700,000 vehicles are produced annually in Kanas and Missouri
- Ford has been producing vehicles in the region since 1951 at their Kansas City assembly plant. Vehicles currently in production include the Ford F-Series and the Ford Transit
- GM has been producing vehicles in the region since 1987 at their Fairfax Assembly Plant and is currently retooling the facility for production of the Chevy Bolt EUV in late 2025

	State															
	MI	IN	KY	AL	TX	TN	GA	OH	SC	CA	MO	MS	IL	AZ	KS	Total
2025 Volume 000's	1,714.8	1,403.4	1,105.6	1,092.2	786.4	604	479.6	625	450	434	692	372	321	22.7	3.3	10,106
Share	17.0%	13.9%	10.9%	10.8%	7.8%	6.0%	4.8%	6.2%	4.5%	4.3%	6.9%	3.7%	3.2%	0.22%	0.03%	100%

Automotive Employment in KC

KC's Auto Industry Powers Regional Jobs with 24,850 Employees Across OEMs, Suppliers, Aftermarket, Upfitting and Service Companies

		Est. Employee Count
OEMs	Ford, GM (Automotive OEMs); Kalmar Ottawa, Orange EV (Work Truck OEMs)	12,200
Tiered Suppliers	ADIENT, Adler Pelzer Group, Challenge Manufacturing, Clarios, Faurecia inspiring mobility, Flex-N-Gate, Haldex, Heatron, H&T Recharge, Johnson Controls, MW Company, Magna, Motus Integrated Technologies, OP mobility, Panasonic Energy, Parker Americas Inc., Peterson Manufacturing Company, Piston Automotive, Sodecia, Stahl Specialty Co., Sika, Stryten Energy, Tenneco, TVH, Woodbridge, USF Farathane	9,500
Aftermarket & Services	1A Auto Quality Auto Parts, AutoAlert, Adrian Steel, Custom Truck One Source, Fuchs, Gray, GEICO, green tec auto, Ground Effects, Keystone An LKQ Company, ProMax, O'Reilly Auto Parts, seats, SMP Standard Motor Products Inc, Velociti, Vincue	3,150

Investments In the Kansas City Region

Over $5.7B in investments are fueling job growth and reinforcing Kansas City's Automotive industry leadership.

	Investment	Overview
Ford	$1.2 B	Invested an additional $100 million in its Kansas City plant and adding approximately 150 full-time jobs to build the E-Transit, an additional $1.1B investment will be made to cover F-150 hybrid and police versions; and support the Transit EV through its product lifecycle
gm general motors	$390 M	Investing $390 million in Kansas to modify its Kansas City assembly plant for the next-generation Chevy Bolt EUV
H&T Recharge	$110 M	Investing more than $100 million and creating 180 new jobs in De Soto, Kansas to supply Panasonic with cylindrical battery cans
Panasonic ENERGY	$4.0 B	Investing more than $4 billon billion and creating 4,000 new jobs in De Soto, Kansas to create a 30 GWh Battery Cell Manufacturing Facility

Plante Moran Overview

Plante Moran: A Century in the Making

1924

Our firm was founded in Detroit, Michigan 100+ years ago.

We're proud of our roots as a local firm and the core values that got us to where we are today. Since then, we've grown a lot.

1930s – 1970s

We deepened our reputation as one of the best audit and tax firms in our office footprint.

1977

We formed Plante Moran Financial Advisors to fulfill our founders' dream of meeting all our clients' financial advisory needs.

1970s – 2020s

We significantly built out our management consulting practice and expertise to offer a full suite of enhanced business solutions to our clients, including:

- Strategy and operations
- Risk and accounting advisory
- Transaction advisory services
- Due diligence
- IT consulting
- Talent and organizational development
- Wealth management
- Real estate consulting
- Investment banking

Today

Plante Moran is one of the top 20 largest firms in the United States.

Solutions: Audit, tax, consulting, and wealth management services to support our clients at all stages of the business lifecycle

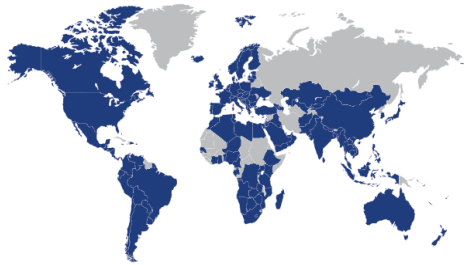
Industries served: 25+, spanning clients across the commercial, not-for-profit, and public sectors

Staff count: 3,800+, including 380+ partners

Global office footprint: 23 offices across Michigan, Illinois, Ohio, Colorado, China, Japan, Mexico, and India.

U.S. client presence: All 50 states

Countries where we've served clients: 150+



About Plante Moran

100+
Years serving clients (founded in 1924)

3,000+
Manufacturing & distribution clients

Mobility Intelligence Center
Research on Critical Automotive Technologies to Suppliers

26
Years on FORTUNE's Best Workplace list

39,000
Professionals worldwide

3,500+
In U.S.

Deep Automotive Industry Expertise

- Manufacturing professionals averaging 20+ years experience
- Thought leaders in the automotive industry
- Deep industry involvement with automotive industry
  - Authoritative benchmark of OEM-Supplier relations
  - Key Partner of MEMA (Motor & Equipment Manufacturers Assoc.)

Comprehensive Services

- Strategy Consulting
- Operations and Supply Chain Consulting
- Cost & Margin Intelligence
- Investment Banking (PM Corporate Finance)
- Transaction Advisory Services – financial, commercial, operational, IT due diligence
- Merger Integration
- Valuation
- Supplier-Customer Relationship Analytics
- Restructuring Services
- Risk Advisory and Accounting Services
- Information Technology Consulting
- Cyber Security
- Human Capital
- Audit and Accounting
- Tax Compliance and Consulting
- Government & Infrastructure
- Wealth Management
- Life Insurance
- Real Estate (Plante Moran Realpoint)

Plante Moran – Automotive Leadership Team

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