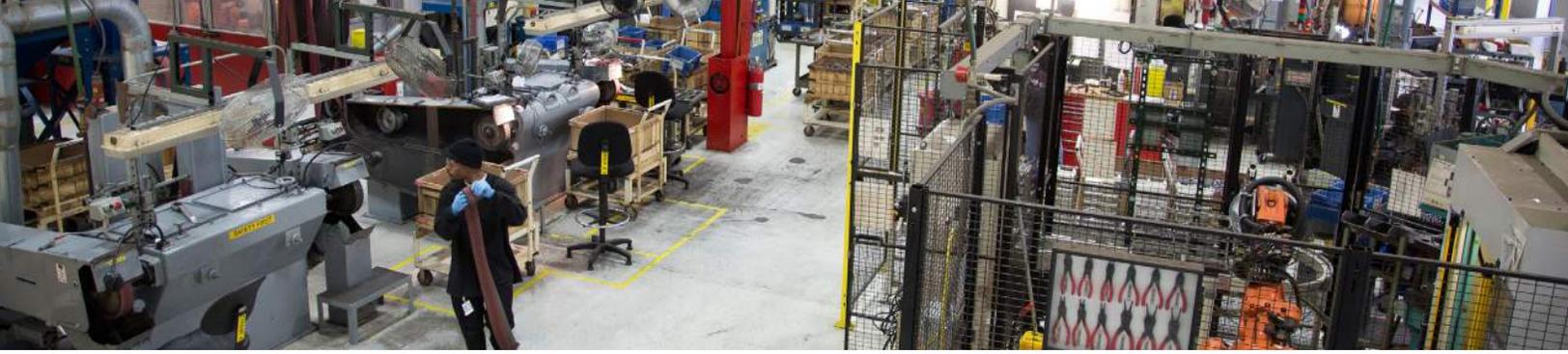




ONLY AT THE NAM: LEADING THROUGH 2025

➤ 2025 Annual Report





> PENTA 2025:

WHAT POLICYMAKERS SAY ABOUT THE NAM

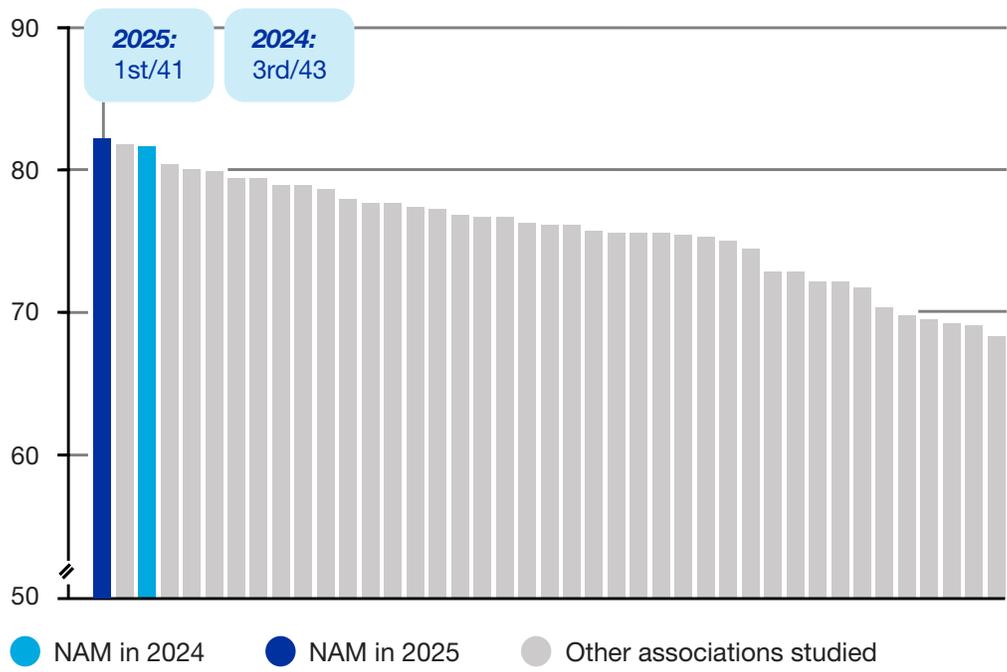
(Why this matters: Penta is the gold-standard survey of more than 1,200 senior federal policymakers—those who actually write, shape and influence national policy. Their perceptions determine which voices break through in Washington.)

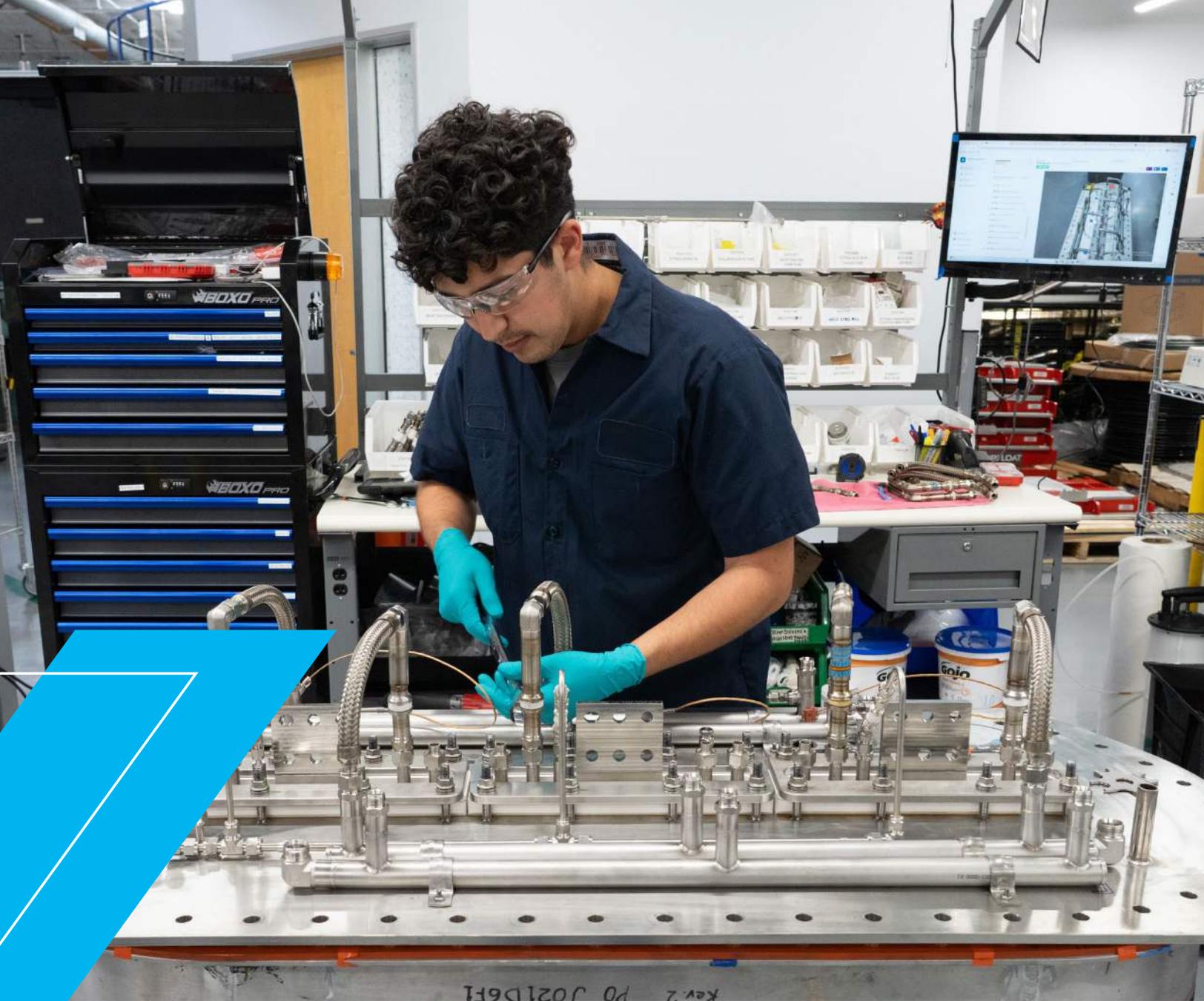
- **#1 lobbyists with Republicans**
 The NAM is rated the most effective of all associations studied with GOP policymakers.
- **More credible with Democrats than peer business or manufacturing groups**
 Democrats are more likely to consider the NAM's views than those of comparable associations.
- **Stronger influence, access and authority than individual manufacturers**
 Policymakers consistently turn to the NAM first for industry perspective.
- **Praised for bipartisan engagement and trusted leadership**
 A reputation for working across the aisle strengthens our impact.
- **Known for proactive outreach, tailored advocacy and expert staff**
 Policymakers cite the NAM's depth of knowledge and professionalism.

Bottom line:
 Penta's findings confirm the NAM is Washington's most influential and respected voice for manufacturers—and the leader among business trade associations.

The NAM's lobbyists now rank *first among all* associations with GOP policymakers

Lobbyists: Does the NAM have effective lobbyists?
 Across all associations studied among Republicans in 2025





➤ **ADVANCING A MANUFACTURING STRATEGY THAT DELIVERS RESULTS**

The National Association of Manufacturers is delivering on its promise to be the most effective and respected voice for manufacturers in the United States. The NAM is driving the debate, shaping outcomes and securing meaningful wins for the people who make things in America.

➤ **ADVOCACY**

CHAMPIONING A COMPREHENSIVE MANUFACTURING STRATEGY—AND WINNING

Coupled with the **tangible achievements** we've seen across workforce development and operational excellence initiatives, the NAM is delivering unmatched value to our member companies, our industry and our national economy.

Tax Reform: Shaping Historic, Pro-Growth Policy

- Drove congressional passage of the strongest tax legislation for manufacturers in a generation, built directly from the NAM's "Manufacturing Wins" campaign:
 - **Protects the 21% corporate tax rate** to keep the U.S. globally competitive.
 - **Makes permanent the pass-through deduction** to free up capital for small and medium-sized manufacturers to invest and hire.
 - **Makes individual tax rates permanent** to support the 96% of manufacturers organized as pass-throughs.
 - **Permanently increases the estate tax exemption** to safeguard family-owned manufacturing assets.
 - **Reinstates immediate R&D expensing** to lower the cost of innovation and fuel competitiveness.
 - **Restores full expensing for capital equipment** to support investment in new machinery.
 - **Revives pro-growth interest deductibility** to make financing expansion and job creation more feasible.
 - **Incentivizes growth through a new provision** to allow manufacturers to immediately expense the cost of new factories.
 - **Preserves the international tax framework** (FDII, GILTI, BEAT) to ensure global competitiveness.
 - **Expands support for investment in semiconductors** to reshore a critical supply chain.
 - **Moves us closer to the 15% effective tax rate** for manufacturers that NAM President and CEO Jay Timmons first proposed to then-presidential candidate Donald Trump at Trump Tower in 2016.



Driving implementation: The NAM is working with the Treasury Department to drive prompt and effective implementation of H.R. 1's tax provisions—particularly immediate expensing for factories, transition guidance for R&D and capital equipment expensing and updates to the international tax provisions (FDII, GILTI, Foreign Tax Credit).

Defending the legislation: Through congressional testimony, manufacturing facility tours and more, the NAM has partnered with lawmakers to defend this landmark investment in manufacturing and demonstrate to the American public the value of investing in our industry.



Leading authority: The NAM’s economic data—showing that 6 million jobs were at stake—and advocacy, leveraging the voices of small and medium-sized manufacturers across the country that make up 85% of the NAM’s membership, were cited on both the House and Senate floors and amplified by leaders across Congress and the White House.

Driving results: Just one day after the NAM spoke with Treasury Secretary Scott Bessent and met with Deputy Treasury Secretary Michael Faulkender, the Treasury Department announced a deal with G7 allies to exempt American companies from extraterritorial taxes imposed by other nations—leading the administration and Congress to commit to remove a House provision from the draft tax legislation that would have targeted foreign-headquartered manufacturers investing in the U.S. We continue working with Treasury to defend and implement this major international win—both to protect U.S.-based manufacturers from damaging foreign taxes and to protect foreign-headquartered manufacturers investing in the U.S. from tax increases.

Trade and Tariffs: Protecting U.S. Manufacturing Competitiveness

- **Created the U.S. Manufacturing Investment Accelerator Program**, a tailor-made policy solution for the administration to help manufacturers already investing in the U.S.—through supporting easy access to the critical inputs manufacturers need to build more things in America and expand manufacturing across the nation.
- **Counseled the administration on the best way to structure trade deals** that benefit manufacturers in the U.S., including by advancing:
 - Zero-for-zero industrial tariff agreements with key trading partners;
 - No tariffs on essential manufacturing inputs; and
 - Mechanisms to relieve tariff burdens for manufacturers investing in the U.S.
- **Engaged directly with top decision-makers**, including Secretary Bessent, U.S. Trade Representative Jamieson Greer, Agriculture Secretary Brooke Rollins and Small Business Administration Administrator Kelly Loeffler.



- **Provided vital data and policy guidance on Section 232 investigations**, warning of broad sectoral impacts from potential tariffs on robotics and industrial machinery, medical technologies, copper, critical minerals, pharmaceuticals, semiconductors and more.
- **Vocally defended the importance of maintaining manufacturers' ability to access the critical inputs and industrial machinery we need** to make things in the United States.
- **Amplified manufacturers' trade priorities on influential national media outlets**, such as Bloomberg, FOX Business, CNBC, ABC, Yahoo Finance, NewsNation, Newsmax, CBS News and regional press.
- **Laid the groundwork for protecting and improving the United States–Mexico–Canada Agreement** through submitting a comprehensive, solutions-oriented vision to the administration—and testifying before the USTR on the strength of that vision—as the review process for the USMCA is underway. The NAM is advocating for a stronger and smarter USMCA that, among other steps, cuts red tape, enforces commitments with our partners and expands cooperation across energy, critical minerals and supply chain security all while expanding cross-border trade and opportunity.
- **Activated local manufacturing voices** by empowering small and medium-sized manufacturers to tell their tariff impact stories to local press and directly to policymakers.
- **Guided members through new trade developments**, responding with up-to-date information regarding the ever-changing trade landscape.
- **Positioned the NAM as the go-to resource for manufacturing data**, policy recommendations and credible trade impact stories—shaping negotiations and proposed legislation.





Regulatory Modernization: Influencing the Agenda Across the Government

- Submitted 44 targeted reform proposals to 10 major federal agencies, including the Environmental Protection Agency, Securities and Exchange Commission, Federal Trade Commission and Departments of Energy, Labor and Treasury, responding to the administration's call for an agency-by-agency review of unworkable regulations. This effort secured widespread media attention, including an exclusive story in FOX Business. To date, the NAM has secured traction on more than 30 of the proposals.

- Successes to date include:

- Rescission of SEC proxy ballot guidance;
- New EPA guidance on New Source Review preconstruction permitting, cutting red tape, speeding construction of power generation, data centers and manufacturing facilities and unlocking new jobs and investments;
- EPA official proposal to repeal the Biden administration's unworkable power plant rule;
- EPA commitment to revise the prior administration's flawed PM2.5 standard while seeking to vacate the standard in the D.C. Circuit, following the NAM's legal challenge;
- Department of the Interior final rule and DOE proposed rule to align—and expand—the agencies' critical minerals and critical materials lists, which will streamline permitting, unlock federal funding and strengthen U.S. supply chain security;
- DOE ending the Biden-era pause on liquefied natural gas exports—restoring competitiveness for U.S. energy and manufacturing with NAM-backed policies and citing NAM-backed research;
- EPA reconsideration of some unworkable standards for per- and polyfluoroalkyl substances and delayed compliance for others—with more work to be done to protect manufacturers from liability;
- FDA withdrawal of a proposal for an overinclusive, unworkable and scientifically flawed method to identify asbestos in cosmetics made with talc, a key input used safely across a number of manufacturing industries;

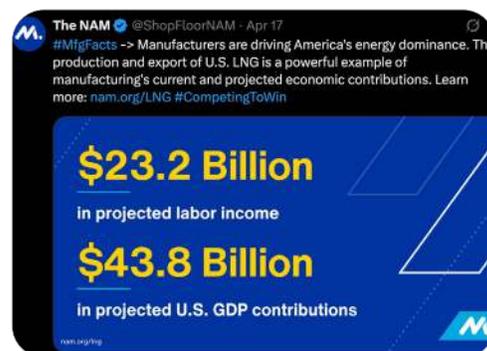


- ▶ EPA proposal to make long-needed reforms to the Waters of the United States rule to address legal and permitting uncertainty, speed up investment and support project planning for manufacturers;
 - ▶ Rescission of the Biden administration’s methane fee (waste emissions charge);
 - ▶ Rescission of the “once in, always in” regulation, which disallowed facilities that reduce their actual or potential emissions below the “major” source threshold from being reclassified as “area” sources; and
 - ▶ EPA proposal to make commonsense reforms to the risk evaluation framework for the use of chemicals, which make up a vital aspect of manufacturers’ supply chains—bringing the framework closer to a process that is timely, transparent and scientifically sound, providing certainty and greater competitiveness for our industry.
- **Positioned as the top adviser for federal agencies and Congress** on rebalancing the federal regulatory framework—protecting health and safety while enabling innovation and investment.
 - **Raised the alarm to protect manufacturers from wide-ranging, extraterritorial burdens from Europe** by launching a high-budget ad campaign and publishing an op-ed to urge policymakers to oppose the European Union’s new Corporate Sustainability Due Diligence Directive, which would saddle U.S. manufacturers with EU operations or supply chains with extensive red tape and compliance costs.
 - **Worked with Congress to advance key legislation to reauthorize the Cybersecurity Information Sharing Act of 2015**, which would protect manufacturers’ efforts to shore up our cybersecurity to protect ourselves and our customers.
 - **Urged the Federal Trade Commission to avoid enforcement actions that could limit manufacturers’ use of noncompete agreements**—key tools for protecting innovation and trade secrets.
 - **Outlined to the Occupational Safety and Health Administration** the need for commonsense reforms to the Biden administration’s proposed heat rule that reflect the work manufacturers already do to manage heat risks for our shop floors and our employees through technology, training and safety programs.
 - **Successfully urged Congress to remove various “right to repair” provisions from the draft FY26 National Defense Authorization Act**, protecting manufacturers’ intellectual property and incentivizing innovation across the defense supply chain.



Energy and Permitting Reform: Building Momentum

- **Achieved a Day One policy reversal on the LNG export ban**—with the DOE lifting the previous administration’s moratorium just hours after President Trump took office—following sustained NAM advocacy and data-backed pressure.
 - **The NAM’s joint study with PwC was cited on the Senate floor**, showing the potential for more than 900,000 jobs and \$216 billion in economic output by 2044 if LNG exports move forward.
 - **The NAM’s study and written comments, informed by member feedback, were also cited directly in the DOE’s response to comments and the final report issued in May**, quoting our report that said “there is readily available information on the positive impacts the U.S. LNG export industry has had on its local communities, including on the websites of each major U.S. LNG exporter currently in operation.”
- **Successfully advocated for Congress to improve the tax treatment in H.R. 1 of intangible drilling costs**, a victory to promote American energy dominance.
- **Secured policy shifts to streamline environmental permitting**, backed by NAM advocacy and CEO engagement.
- **Rolled out a comprehensive policy roadmap—“Manufacturing’s Roadmap to AI and Energy Dominance”**—providing an actionable framework for policymakers to secure American leadership in artificial intelligence through policies that deliver U.S. energy dominance, secure a robust, efficient and reliable power grid, reform our broken permitting system and foster our nation’s AI innovation.
- **Advocated for greater focus and attention paid to boosting the domestic nuclear industry**, which resulted in the administration issuing multiple executive orders to reform the permitting and approval process to make it easier for nuclear reactor projects to locate on underused or abandoned sites; to issue awards to encourage companies to develop advanced-reactor technology; and to adopt early licensing work provisions to help deploy reactors more quickly at national security infrastructure sites.
- **DOE and EPA adoption of NAM recommendations to reverse unworkable rules and cut red tape** for projects in energy, infrastructure and manufacturing.
- **Congressional allies acting on NAM proposals** to prioritize energy reliability and accelerate domestic development of critical minerals—essential for industrial competitiveness and energy transition.
- **Helped secure White House support for a permitting modernization directive**—explicitly citing NAM priorities—to fast-track energy and infrastructure reviews using advanced technologies and coordinated federal action.

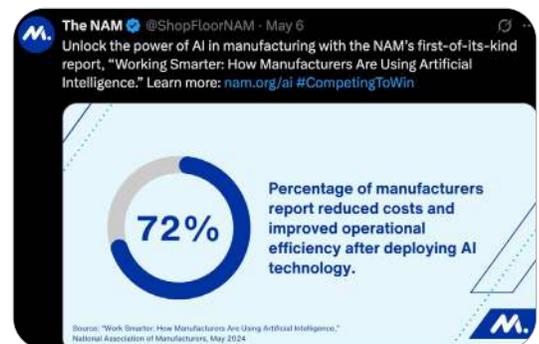


- **Advanced regulatory reforms** that unlock stalled projects, reduce uncertainty and boost manufacturers' ability to invest, expand and compete globally, while continuing to **advocate for legislative clarity and targeted incentives** essential to strategic investments.
- **Secured critical wins to preserve and strengthen manufacturing and energy incentives**, ensuring expanded electricity generation, grid reliability and new factory construction while continuing to work with the Treasury Department to safeguard manufacturers' access to these provisions.
- **Defended the ENERGY STAR program**, protecting a trusted, bipartisan initiative that saves consumers millions, advances U.S. leadership in efficiency and frees energy capacity for next-generation technologies like AI.
- **Pressed for balanced Toxic Substances Control Act regulations**, submitting member-driven comments on the EPA's rule proposal to make commonsense reforms to the risk evaluation framework, the EPA's reconsideration of the product category rule and urging further EPA reforms to eliminate overreach, streamline requirements and support manufacturing growth, innovation and job creation.
- **Successfully pressed the EPA to approve Texas' authority over Class VI injection well permits**, advancing geologic carbon sequestration while reinforcing manufacturers' commitment to environmental stewardship and emissions reduction.
- **Secured commonsense improvements from the EPA to preconstruction permitting requirements** under the New Source Review process and **to propose long-needed reforms to the Waters of the United States rule** to address legal and permitting uncertainty, speed up investment and support project planning for manufacturers.
- **Drove permitting reform wins in the House**, including passage of the SPEED Act to improve the process of National Environmental Policy Act reviews, the PERMIT Act to modernize the Clean Water Act and legislation to strengthen the electric supply chain, expedite pipeline reviews and create a unified digital permitting system—all while advancing several bills to reform the Clean Air Act.



Artificial Intelligence: Setting the National Direction

- **Secured adoption of manufacturing priorities in the White House AI Action Plan:** The NAM's engagement ensured new federal actions to prioritize U.S. leadership in AI, with manufacturers at the forefront of development, deployment and governance.
- **Developed a manufacturing-specific AI policy roadmap** based on manufacturers' widespread use of AI, highlighting use cases from factory automation to predictive analytics and providing clear recommendations that safeguard innovation, IP and competitiveness.



- **Secured bipartisan recognition in Congress:** Key NAM priorities were embedded in the House AI Task Force report and shaped legislation that curbs overreach by state-level AI laws.
- **Ensured a federal-first, innovation-forward approach:** NAM advocacy helped shape the new administration’s pivot to a lighter-touch federal regulatory framework that preserves innovation while addressing security and trust.
- **Positioned manufacturers as AI trailblazers:** Through the Manufacturing Leadership Council—the NAM’s digital transformation division—the NAM briefed Congress on real-world manufacturing AI applications, making the case that manufacturers are setting the benchmark for safe, powerful and productive AI integration.
- **Framed the debate ahead** by rolling out a comprehensive policy roadmap—“Manufacturing’s Roadmap to AI and Energy Dominance”—providing an actionable framework for policymakers to secure American AI leadership through policies that deliver U.S. energy dominance, secure a robust, efficient and reliable power grid, reform our broken permitting system and foster our nation’s AI innovation.
- **Shaped the administration’s AI export program** through direct engagement with senior Commerce Department officials.
- **Drove manufacturers’ priorities with the White House Office of Science and Technology Policy** for regulatory reforms that strengthen America’s scientific and manufacturing leadership—and provide a pro-AI, pro-manufacturing regulatory framework, consistent with our industry’s recommendations in the White House AI Action Plan.
- **Advanced a unified federal AI framework,** including through the president’s executive order promoting a pro-innovation, national approach to AI that reflects manufacturers’ priorities and avoids a costly 50-state patchwork of conflicting laws.

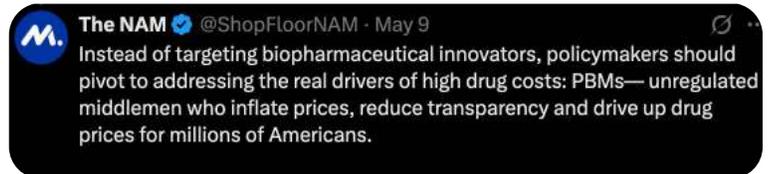
Immigration: Making Immigration Work for America—and Manufacturers in the U.S.

- **Continued to lead on a legal immigration solution that prioritizes manufacturing’s specific economic and workforce needs,** particularly for high-skilled workers as well as welders, electricians and technicians.
- **Shared manufacturers’ perspective** with the Department of Homeland Security to align any changes to the H-1B visa system to support, not undermine, the administration’s goal to create a high-skilled manufacturing renaissance in the U.S., as well as to protect the industry’s pipeline to recruit high-skilled STEM talent from around the world through the use of student visas under the F-1 program.



Health Care: Cutting Costs and Protecting Innovation

- **Advanced reform of pharmacy benefit managers and the 340B program** to increase transparency and ensure savings reach manufacturers and their employees—not middlemen.
- **Pushed back against drug price controls** that would harm innovation and limit patient access.
- **Defended employer-sponsored coverage** to preserve flexibility and lower costs for manufacturers covering more than 160 million Americans.
- **Led as a trusted voice in health policy**, providing a pro-growth, employer-focused alternative to government-driven proposals.
- **Championed the House’s successful passage of a suite of NAM-supported health care reforms**—from greater transparency for PBMs to efforts designed to lower costs for smaller employers—in the Lower Health Care Premiums for All Americans Act.



Food and Beverage: Leading with Science, Safety and Common Sense

- **Science-based policy:** Responded forcefully to the RFK Jr.–led “Make America Healthy Again” report—protecting health and safety innovations by food, biopharmaceutical and chemical manufacturers; defending regulatory credibility; and preventing misguided restrictions from shaping national policy.
- **Drove manufacturers’ perspective** with federal agencies and through public ad campaigns to ensure that food and beverage policies, from the definition of ultra-processed foods to policies for post-market assessments of food chemicals, remain grounded in science with objective, measurable and nutrient-based criteria—empowering our industry to deliver safe and reliable products, access resilient and secure supply chains, safeguard health, preserve consumer choice and maintain accessibility and affordability.





Transportation and Infrastructure: Keeping Manufacturing Moving

- **Laid the groundwork with the DOT and Congress for a strong surface transportation reauthorization in 2026** that invests in infrastructure, strengthens supply chains and reforms permitting.
- **Secured a long-term labor agreement at East Coast and Gulf Coast ports**, advocating to policymakers and the public for a deal that protects manufacturing supply chains.
- **Advanced the NAM's agenda with the DOT**, resulting in streamlined regulations for manufacturing-related infrastructure and transportation.
- **Led Infrastructure Week engagement with Congress and industry CEOs**, spotlighting the urgency of permitting reform and laying the groundwork for 2026 infrastructure reauthorization.
- **Elevated manufacturers' permitting priorities in Senate testimony**, with Husco President and CEO and NAM Executive Committee member Austin Ramirez calling for commonsense reforms to cut delays.
- **Secured adoption of NAM-backed recommendations in the Promoting Efficient Review for Modern Infrastructure Today Act (PERMIT Act)**, streamlining Clean Water Act Section 401 reviews to deliver faster approvals and regulatory certainty.
- **Delivered our policy vision to the Federal Aviation Administration and the Transportation Security Administration to shape smarter rules for the use of drones** in a way that advances U.S. leadership and modernizes regulation.



Corporate Governance: Depoliticizing the Proxy Process

- **Secured the rescission of SEC guidance** that empowered activists and politicized company governance.
- **Testified at back-to-back congressional hearings** on the dangers proxy advisory firms pose to publicly traded manufacturers and manufacturing workers, driving legislative momentum toward real reforms.
- **Fought in court** to preserve the SEC’s authority over proxy firms.
- **Advanced capital formation legislation** to help small and medium-sized manufacturers raise capital.
- **Achieved a pause** in the SEC’s enforcement of the previous administration’s unworkable climate disclosures rule.
- **After more than 15 years of advocacy**, convinced the SEC to review burdensome Dodd-Frank executive compensation disclosures.
- **Secured a win for manufacturers and Main Street investors** through President Trump’s executive order directing federal agencies to institute much-needed reforms to the proxy advisory firm duopoly.
- **Looking to 2026 and beyond, delivered a comprehensive, 23-page blueprint** of recommendations to the SEC’s regulatory agenda—with reforms that would modernize regulatory burdens for small firms, provide key oversight of proxy advisory firms and depoliticize the shareholder proposal process, among other efforts to prioritize capital formation.





➤ LEADERSHIP IN ACTION

BRINGING POLICYMAKERS TO THE TABLE—AND MANUFACTURERS’ VOICES TO THE FOREFRONT

Strategic Engagement That Drives Results

- **Engaged directly with senior administration officials to drive a comprehensive manufacturing strategy**—including top leaders at the White House, Secretary Bessent, Ambassador Greer, Commerce Secretary Howard Lutnick, Office of Management and Budget Director Russell Vought, Interior Secretary Doug Burgum, EPA Administrator Lee Zeldin, Agriculture Secretary Brooke Rollins and Small Business Administration Administrator Kelly Loeffler, among others.
- **Brought together top congressional leaders**—including House Speaker Mike Johnson (R-LA), House Majority Leader Steve Scalise (R-LA), House Majority Whip Tom Emmer (R-MN), House Ways and Means Committee Chairman Jason Smith (R-MO) and Senate Finance Committee Chairman Mike Crapo (R-ID)—to jump-start the fight to preserve and extend tax reform.
- **Came together with Secretary Bessent and Whip Emmer** for an “Invest in America” roundtable with 14 manufacturers from across the country to push for permanent pro-growth tax reforms.
- **Organized 50 congressional meetings**—including a roundtable discussion with Deputy Secretary Faulkender—with 39 manufacturers from across the U.S. to emphasize the economic stakes of passing H.R. 1.



- **Drove manufacturing facility visits with allies in Congress to highlight H.R. 1's benefits to manufacturers across the nation**, including Whip Emmer, House Republican Conference Chairwoman Lisa McClain (R-MI) and Reps. Tom Kean (R-NJ), Ryan Mackenzie (R-PA), Rob Bresnahan (R-PA), Mariannette Miller-Meeks (R-IA), Ron Estes (R-KS), Stephanie Bice (R-OK), Jen Kiggans (R-VA), Addison McDowell (R-NC) and Nick Begich (R-AK), continuing the NAM's long-standing tradition of bringing policymakers to shop floors across America.

- **Convened an interagency meeting with the State Department, EPA, U.S. Department of Agriculture, congressional staff and NAM members** to advocate for the Trump administration to engage in the global plastics treaty negotiations, resulting in a commitment to send State Department officials to the summer negotiations.

- **Drove policy discussion and manufacturing leadership in high-profile panels across the country**—from the American Council for Capital Formation's Energy Summit, NVIDIA's GPU Technology Conference D.C., Schneider Electric's Innovation Summit North America, the Financial Times–Nikkei Investing in America Summit, Widehall–Siemens engagements at Climate Week in New York City and on workforce and AI in Washington, D.C., and more.

- **Elevated the voices of small and medium-sized manufacturers** to advance direct engagement with top policymakers and build momentum and consensus for action.

- **Organized dozens of manufacturing facility visits with members of Congress and administration officials**, bringing policymakers to shop floors across America.

- **Secured key meetings with top administration officials**, shaping executive action on tax, trade, regulatory reform, energy and permitting and more.

- **Launched the 2025 Competing to Win Tour**, with Johnson & Johnson Executive Vice President and Chief Technical Operations & Risk Officer and NAM Board Chair Kathy Wengel and NAM President and CEO Jay Timmons visiting facilities across the country to bring local manufacturing stories to national policy debates.

- **Advanced member-driven policy with Congress and the White House**, transforming on-the-ground member insights into policy blueprints and legislative outcomes.

- **Achieved breakthrough media visibility** with national, regional and local press, turning key priorities into headline-driving stories that shaped the public and policymaker narrative.

- **Testified before the House Small Business Committee** to frame the NAM's comprehensive manufacturing strategy and policy solutions as critical for small and medium-sized manufacturers to maximize H.R. 1's provisions and activate a true manufacturing renaissance.





➤ **LEGAL ACTION**

PROTECTING FREE ENTERPRISE IN THE COURTS— AND ADVANCING IT

■ **Secured key wins for manufacturers** in federal and state courts on:

- Unlawful reallocation of taxable income (8th Circuit);
- Rigorous standards for the admission of expert testimony (Delaware Supreme Court);
- Corporate free speech (District of Minnesota);
- False Claims Act liability (3rd Circuit);
- Broadband innovation and investment (6th Circuit);
- Jurisdictional overreach (Alabama Supreme Court);
- Clean Water Act permitting (U.S. Supreme Court citing NAM Legal Center amicus); and
- National Environmental Policy Act reviews (U.S. Supreme Court).

■ **Active litigation agenda defending and advancing manufacturing objectives:**

- Securing Supreme Court review of important questions regarding federal preemption and removal to federal court (U.S. Supreme Court).
- Defending the importance of statutes of limitations in sprawling class actions (U.S. Supreme Court).
- Preserving arbitration as a fair and efficient means to resolve disputes (U.S. Supreme Court).
- Defeating NEPA challenge to congressionally authorized land exchange (9th Circuit).
- Guarding against claims of speculative injury (4th Circuit).
- Protecting against unprecedented expansions of tort law liability (Washington Appeals Court).
- Advocating for reasonable interpretations of wage and hour laws (Illinois Supreme Court).
- Supporting streamlined permitting through the Project Emissions Accounting Rule.
- Challenging EPA rules on PFAS and PM2.5 that defy cost-benefit balance.

■ Shaping the legal and regulatory landscape:

- Preparing to block new waves of regulatory activism before they gain traction.
- Equipping courts and agencies with data-driven arguments to limit overreach and reinforce manufacturing competitiveness.
- Arming members with strategies and resources to take on the trial bar through the NAM Litigation Task Force.
- Through the Manufacturers' Accountability Project, the NAM is pushing back against politically motivated climate change litigation.

■ NAM Legal Summit:

- The fourth-annual Manufacturing Legal Summit, designed exclusively for manufacturers, brought together over 150 manufacturing attorneys from 26 states, Washington, D.C., and Canada for two days of CLE-accredited panels, meet-and-greets and fireside chats.
- Participants heard from subject-matter experts and legal industry leaders on the latest developments in tariffs, cross-border mergers and acquisitions, labor and employment policy, autonomous vehicles and other energy issues shaping manufacturing law.

➤ WORKFORCE

THE MANUFACTURING INSTITUTE: TURNING STRATEGY INTO WORKFORCE SOLUTIONS

Expanding Proven Models, Empowering More Americans

- **Expanded the Federation for Advanced Manufacturing Education (FAME) USA initiative**, with record attendance at the national conference, 10x sponsorship growth and the launch of the first-ever West Coast chapter in Fresno, California—cementing FAME as the national model for modern apprenticeship-style programs. The Alabama FAME chapter built on this momentum by becoming the first in the nation to complete the program's Quality Assurance process—earning both accreditation and the honor of the top-performing chapter.
- **Delivered policy recommendations to the administration** on Executive Order 14278, urging modernized apprenticeships and employer-driven programs as well as scaling workforce models like FAME USA. These recommendations were reflected in the administration's Golden Age Talent Strategy.
- **Submitted public comments on a registered apprenticeship rule**, advocating for streamlined regulations to allow greater usage of the model by manufacturers.
- **Testified before the Senate Health, Education, Labor and Pensions Committee** on workforce challenges and outlined opportunities to strengthen and streamline the federal Registered Apprenticeship program.





- **Advanced Heroes MAKE America** through:
 - Anheuser-Busch becoming the first manufacturer in the U.S. to adopt HMA’s Manufacturing Readiness Badges, translating military skills into 10 career pathways;
 - Launching several new accelerated FAA certification programs in Wichita, Kansas; Fort Stewart, Georgia; and—for 2026—in Fort Bragg, North Carolina, with the support of Textron, Gulfstream and the GE Aerospace Foundation, respectively;
 - Introducing the HMA Talent Network, powered by SmartResume, to streamline how employers discover military talent; and
 - Debuting a cutting-edge automation and robotics pathway to the HMA training program at Fort Stewart, Georgia, in partnership with Savannah Technical College, to strengthen HMA’s advanced manufacturing portfolio.
- **Heroes MAKE America showcased Johnson & Johnson’s commitment** to servicemembers at Fort Bragg with an event with Wengel, Timmons and MI President and Executive Director Carolyn Lee, followed by a “Military to Manufacturing” career fair linking military talent to manufacturing careers.
- **Elevated leaders in manufacturing** by hosting the largest-ever Women MAKE Awards gala to celebrate 100 industry leaders and 30 rising stars. Building on that momentum, the program is expanding to include women and allies and will return to the STEP Ahead Awards name for 2026.
- **Launched Innovators Quest kits**, attracting the next generation to manufacturing careers by bringing hands-on manufacturing learning into classrooms and MFG Day events nationwide, expanding on the Creators Wanted legacy.
- **Secured Novonosis as platinum sponsor for MFG Day 2025.** The company hosted the flagship MFG Day event on Oct. 2 in Franklinton, North Carolina, ensuring national visibility and thousands of student and educator touchpoints across the country.
- **Introduced new second chance hiring tools**, partnering with Envoy to help employers attract and retain qualified individuals with criminal justice involvement.
- **Delivered the first-ever State of the U.S. Manufacturing Workforce Address**, positioning the MI as the leading national voice on workforce strategy and policy.
- **Scored a major policy win with Workforce Pell Grants**, expanding access to short-term, high-quality training to close the skills gap and strengthen competitiveness.

- **Convened workforce leaders nationwide**, with four solution-series peer exchanges and a major Workforce Summit in Charlotte, North Carolina, this past October with more than 300 industry leaders discussing practical and transformative workforce solutions.
- **Convened a roundtable with top talent leaders** from the American manufacturing ecosystem, creating a forum to institute the industry-wide collaboration needed to shape a clear and strategic workforce vision.
- **Elevated the manufacturing workforce agenda** in national media, with coverage in The Wall Street Journal, NPR, CNN, The Washington Post, Axios and more.

➤ OPERATIONAL EXCELLENCE

DRIVING INNOVATION AND DIGITAL TRANSFORMATION ACROSS MANUFACTURING

- **Accelerating M4.0 adoption:** The Manufacturing Leadership Council delivered new research and actionable insights for manufacturers through the Future of Manufacturing Project’s annual survey report, “Shaping the AI-Powered Factory of the Future,” the Smart Factories survey and the Supply Networks benchmarking report—helping manufacturers digitize operations, improve resilience and lead in AI integration.
- **Leading the future:** The MLC welcomed forward-thinking industry executives to the Future of Manufacturing event on Dec. 2–3, which focused on the future of digital leadership. The MLC will release an associated report and host a series of virtual events on digital leadership throughout 2026.
- **Focusing on AI:** To help manufacturers accelerate innovation and strengthen their digital transformation journey, the MLC has added New Product and Business Model Innovation as a Value Driver and Industrial AI as a key topic in its 2025–2026 Critical Issues agenda. The MLC is committed to helping manufacturers understand how to harness the power of digital technologies—especially AI—to drive growth and competitiveness in the industry’s digital future.
- **Harnessing data:** In October, the MLC released its survey report on Data Mastery, Governance and Analytics, examining both the benefits and challenges that manufacturers are experiencing in collecting, analyzing and leveraging their operational data. As manufacturers increasingly see the payoff from data-driven decisions, the MLC will continue to provide resources to help them create and deploy high-value data strategies.
- **Rethink Summit and beyond:** Rethink 2025 welcomed record attendance and sponsorships, building on exclusive plant tours like Schneider Electric’s Mexico Lighthouse facility and members-only Decision Compass calls on AI, supply chain and operational optimization. The MLC also had successful plant tours at United Scrap Metal and General Motors and will look to continue their member-exclusive plant tour series in 2026 with visits to Kohler, Eli Lilly, Analog Devices, Emerson and Siemens.
- **Celebrating transformation:** During Rethink, the MLC honored the winners of the Manufacturing Leadership Awards—recognizing industry leaders who deploy breakthrough technologies that drive productivity and workforce transformation.



- **Fueling innovation:** The Innovation Research Interchange—the NAM’s innovation division—continues to provide members with forward-looking insights on emerging technologies shaping R&D. The IRI’s journal, *Research-Technology Management*, has examined the practical applications of AI in innovation. These studies underscore that successful AI adoption depends on transparent data governance, effective human–machine collaboration and a culture that supports responsible experimentation.
- **Driving growth:** Senior technology executives convened at the IRI’s annual CTO Forum in December to discuss the future of work for scientists, including the impact of AI, organizational structures that foster resilience and effective resource allocation. The IRI also hosted a record-setting 2025 Innovators Summit in Chicago and continues to provide members with the insights they need to stay ahead of the curve with discussions on transformational innovation, AI and quantum.
- **Looking ahead:** The IRI’s quarterly analysis of the macrorends and weak signals impacting innovation—The Edge of What’s Next—brought members the questions they need to ask themselves as they plan ahead. Along with case studies and roundtables on risk culture, AI and co-innovation strategies, the IRI is arming R&D leaders with tools to deliver future-ready products and solutions.
- **Building the talent base:** The IRI’s Board of Advisors has begun exploring strategies to address the growing shortage of scientists and engineers in the U.S. industry. Members are evaluating approaches to strengthen partnerships between research organizations and the industry, expand experiential learning opportunities and leverage AI-enabled tools to enhance scientific productivity and attract future innovators.
- **Accelerating peer learning:** Through a series of member roundtables, IRI companies have shared insights on innovating for value, advancing sustainability, driving digital transformation and improving forecasting accuracy. These exchanges enable members to benchmark practices, identify emerging risks and accelerate the translation of innovation strategies into measurable business outcomes.
- **Honoring excellence:** The IRI announced the winners of the Innovation Excellence Awards during its Innovation Celebration in May at the Innovators Summit. Companies including Linde, DuPont, PPG and James Hardie were celebrated for their unwavering commitment to innovation and pushing the boundaries to set new organizational standards in R&D. Through industry awards, white papers, research and community building, the MLC and IRI are helping NAM members harness innovation, accelerate modernization and shape the next era of manufacturing in the United States.

**From boardrooms, to shop floors,
to the halls of power, the NAM is
turning members’ priorities into
national action.**



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