

A man with a beard and glasses, wearing a grey sweater and blue gloves, is working on a car engine in a factory. He is looking down at the engine, which is partially disassembled. The background shows a large industrial space with windows and other machinery.

ONLY AT THE NAM: LEADING THROUGH 2023

September 2023







In 2023, the NAM's steadfast advocacy and action to advance manufacturing competitiveness—including permitting, regulatory, tax and immigration reform, energy security, trade and more—has influenced decisions from Capitol Hill and the White House to federal agencies and the courts. Coupled with the tangible achievements we've seen across operational excellence initiatives, the NAM is delivering unmatched value to our member companies, our industry and our national economy. The NAM's workforce and education 501(c)3 affiliate, the Manufacturing Institute, is also driving solutions for manufacturers' workforce readiness. The NAM's ongoing commitment to cultivating positive sentiments about manufacturing on the ground, in communities, on social media and in the press is reshaping views not only of manufacturing but of American industry.

2023 NAM Brand Survey:

- 93% of NAM members would recommend membership in the NAM to their associates or colleagues.
- 90% of NAM members agree that membership is a strong value for dues paid.
- 94% of NAM members say that the NAM is effective at delivering news and industry data to inform its members.

➤ ADVANCING MANUFACTURERS' PRIORITIES

As we enhance the competitiveness of the manufacturing industry, the NAM and our members are front and center as lawmakers and regulators shape critical issues. We continue to bring changemakers and manufacturers together to strengthen our membership and turn our industry's goals into action.

- Following sustained public and private pressure by the NAM, the House of Representatives passed permitting reform to accelerate critical energy and infrastructure projects, as well as inclusion of key permitting provisions in the debt ceiling agreement.
- The NAM put the association's reputation as a trusted voice and resource for the industry to work, applying consistent pressure on lawmakers and leaders to reach an agreement on lifting the debt ceiling, staving off economic chaos and achieving key advances on permitting reform.
- By leveraging relationships with lawmakers, deploying targeted digital communications, magnifying our message through executive platforms such as the NAM State of Manufacturing Address, Competing to Win Tour events and congressional testimony, the NAM's full-force advocacy on permitting reform has helped to generate bipartisan consensus.
- NAM advocacy reshaped a new U.S. Securities and Exchange Commission cybersecurity rule, removing some of the most problematic provisions, allowing companies to request up to 90-day extensions to these requirements.
- The NAM's engagement led to the introduction of legislation focused on important tax deductions for small and medium-sized manufacturers, making permanent the 20% deduction for business income earned through pass-through entities.
- Your NAM represented the American business community at a United States–Mexico–Canada Agreement private-sector roundtable, joining high-ranking government officials for the dialogue between officials and business leaders. The NAM provided input on the importance of supply chain resiliency, advancing regulatory cooperation under the USMCA and the need for regulatory relief and a “manufacturing quarterback” to coordinate the Biden administration's deregulatory efforts.
- The House Ways and Means Committee advanced NAM tax priorities—immediate expensing for R&D costs, as well as full expensing and an interest deductibility standard that enables manufacturers to finance critical investments in machinery and equipment—as part of the Build It in America Act.



- Following sustained outreach by the NAM and our members, including congressional testimony by Small and Medium Manufacturers Group member Lisa Winton, CEO and co-owner of Winton Machine Company, lawmakers in both chambers have introduced legislation that would restore immediate R&D expensing, as well as a more flexible standard for interest deductibility and full expensing for capital investments.
- As leading figures on immigration reform rely on the NAM to bridge divides on this critical issue, we are making the economic case by using every opportunity to get the NAM's immigration blueprint, "A Way Forward," in front of political and business press.
- The NAM weighed in with the Senate Committee on Commerce, Science and Transportation in support of the Pharmacy Benefit Manager Transparency Act of 2023, warning committee leadership that the pharmacy benefit system has a misaligned structure of incentives that leads to higher costs and distorted prices for employers and patients alike.
- The NAM continues to share manufacturers' concerns with the Inflation Reduction Act's tax increases, sending detailed feedback to the Treasury Department on manufacturers' concerns with the implementation of the 15% corporate alternative minimum tax and the stock buybacks excise tax.
- Our teams are engaging agency officials to ensure that manufacturers can make the most of new funding available for the domestic production of semiconductors because of the CHIPS and Science Act, connecting NAM members with relevant department officials to take advantage of every new funding opportunity.
- With the new China Select Committee, the NAM pressed for a broad policy agenda in areas such as trade, tax, workforce, immigration, energy and infrastructure to help manufacturers in America grow, invest and hire, and therefore make our country more competitive. The NAM Executive Committee has also continued to host a series of China-focused discussions with leading outside experts this year, including former U.S. Trade Representative Robert Lighthizer and Eurasia Group Chairman Ian Bremmer.
- The 2023 Competing to Win Tour traveled to Arizona, Indiana, Louisiana, Minnesota and Wisconsin, with NAM President and CEO Jay Timmons meeting with local manufacturers, employees, media, community leaders and elected officials to discuss the challenging environment facing manufacturers and the urgent need for solutions.



FIGHTING REGULATORY BARRAGE



As new proposed regulations stack up, the NAM is engaged actively on approximately 100 regulations from 30 different government agencies, utilizing relationships with administration allies and industry leaders and aggressive communications to improve oversight when possible and defeat overregulation when necessary.

- The NAM's strong opposition to the SEC's aggressive stock buybacks rule led to the removal of a proposed requirement that would have mandated upward of 250 new SEC filings per year for many public companies.
- When the Federal Trade Commission announced a proposed rule banning noncompete agreements, the NAM raised member comments and feedback with FTC Commissioner Lina Khan—and will continue to hold the line against this dramatic threat to R&D, to trade secrets and to other intellectual property.
- With the NAM's strong support, the House Financial Services Committee recently approved a package of legislation that would reduce regulatory burdens and enhance capital formation for small manufacturers.
- In frank exchanges on new proposals for greenhouse gas emissions standards for heavy-duty vehicles and multipollutant emissions standards for light- and medium-duty vehicles, the NAM delivered manufacturers' input directly to the Environmental Protection Agency in May, which committed to working with NAM members to ensure the final proposals are technically feasible and economically sound.
- When the Department of Defense and the General Services Administration announced a proposed climate disclosures rule for federal contractors, the NAM worked closely with NAM members that supply the government to push back on the proposal and illustrate the impact that costly emissions-reduction and emissions-reporting requirements would have on military readiness and national security.
- The NAM continues rallying manufacturers to speak out against the EPA's proposed new rule that would impose stricter air standards on the permitted amount of particulate matter emissions. As part of a multiphase campaign, the NAM has commissioned research that has been cited by congressional leaders and the media; submitted detailed comments warning that the rule could halt new investment, stop operations and cost jobs; engaged influential stakeholders across the key states of Arizona, California, Georgia, Illinois, Michigan, Ohio, Pennsylvania, Texas and West Virginia; and laid the groundwork for upcoming ads and earned media.
- Our team was recently joined by more than 50 manufacturing industry associations calling on congressional leaders to insist that the SEC develop a more workable version of the proposed climate disclosure rule, which would impose significant compliance burdens on publicly traded manufacturers and privately held businesses within their supply chains. SEC Chair Gary Gensler has indicated that he is considering scaling back the rule, showing that the NAM's advocacy is having an impact.
- The NAM has introduced and strongly championed the idea to White House Chief of Staff Jeff Zients of appointing a senior-level White House adviser to coordinate federal regulatory policies and advance manufacturing competitiveness. Our proactive stance has garnered growing consensus for this appointment.
- The NAM, along with members of the Council of Manufacturing Associations and the NAM's state association partners, announced the launch of a new coalition, called Manufacturers for Sensible Regulations, to tackle the regulatory onslaught coming from federal agencies. Leaders from the coalition have been meeting with key White House officials to reiterate that if the administration's regulatory agenda succeeds, the Biden manufacturing agenda will fail.
- The NAM has fielded messaging testing to bolster the industry's pushback against unbalanced regulation—and is targeting policymakers with digital ads to continue to push.
- The NAM helped engineer a "Death by a Thousand Regulations" hearing by the U.S. House Committee on Oversight and Accountability, spearheaded key meetings with congressional leaders and convened a meeting with the top White House economic adviser with our Manufacturers for Sensible Regulations coalition to drive change.
- The NAM released a new action center to engage members and highlight manufacturers' stories of how the consequences of unbalanced regulations are hurting jobs and investment. Members met with Sen. Kyrsten Sinema (I-AZ) and EPA Administrator Michael Regan to explain serious concerns about the approximately 100 regulations on which the NAM is actively engaged.
- The NAM pushed back on the EPA's proposed regulations to limit per- and polyfluoroalkyl substances in drinking water, warning the agency of critical gaps in its proposal.
- The NAM engaged directly with the White House and EPA to push back against onerous chemical regulations that would make it more difficult to manufacture semiconductors in America.

➤ WINNING FOR MANUFACTURERS IN THE COURTS

Through strategic litigation and proactive defense of manufacturers' rights, the NAM Legal Center is a pivotal force in the U.S. court system. Our recent victories and ongoing cases reflect our unwavering commitment to preserving free enterprise, promoting competitiveness, upholding individual liberty and ensuring equal opportunity—the cornerstones of an exceptional America and a strong manufacturing industry.

PIVOTAL LEGAL VICTORIES

- Preserving employment for spouses of H-1B visa holders and ensuring highly skilled workers remain in the U.S. (*Save Jobs USA v. DHS*)
- Reviving a constitutional challenge to a Minnesota law that forces drug manufacturers to provide insulin to state residents, on the state's prescribed terms, at no charge (*PhRMA v. Williams*)
- Rejecting the recognition of medical monitoring as an independent cause of action or remedy under New Hampshire tort law (*Brown v. Saint-Gobain Performance Plastics Corporation*)
- Overturning the Federal Railroad Administration's rejection of BNSF's Automated Track Inspection program despite its incredible safety benefits (*BNSF v. FRA*)
- In a win for manufacturers, the Supreme Court of California clarified the scope of employer liability for take-home exposure to COVID-19, halting the dramatic expansion of liability plaintiffs' suits (*Kuciemba v. Victory Woodworks*)
- Protecting manufacturers from securities class-action liability (*Slack Technologies v. Pirani*)
- Challenging heightened First Amendment protection against trademark infringement claims for use of another's trademark (*Jack Daniel's Properties, Inc. v. VIP Products LLC*)
- Protecting the availability of critical mineral production (*Western Watersheds Project v. McCullough*)

TACKLING TOUGH ISSUES IN COURT

- Preventing activists from hijacking public company proxy ballots (*NCPPR v. SEC*)
- Defending sensible regulation of proxy advisory firms (*ISS v. SEC*)
- Preserving regulations increasing transparency and accountability for proxy advisory firms (*NAM v. SEC*)
- Supporting preemption of state tort law claims against federally regulated industries (*Jones v. Goodrich*)
- Curbing efforts to expand the reach of the District of Columbia's consumer protection statute (*Earth Island Institute v. The Coca-Cola Company*)
- The NAM and our state partner, the Kentucky Association of Manufacturers, filed suit in federal court challenging the SEC's novel reinterpretation of rules that would require private firms to release confidential financial information publicly, a fight that will prevent higher borrowing costs and reduced liquidity, as well as job losses of more than 100,000 every year.
- The NAM legal center filed a motion for summary judgment in our case against the SEC's rules mandating the inclusion of politically motivated shareholder proposals on the proxy ballot.

POLITICOPRO



NAM challenges SEC role in proxy ballot decisions

BY: DECLAN HARTY | 05/24/2023 01:10 PM EDT

A leading manufacturing trade group is heading to court to try to cut the SEC out of corporate America's handling of shareholder proposals.

The National Association of Manufacturers on Wednesday filed a motion to intervene in a lawsuit against the SEC that challenged a recent agency decision to allow Kruger to block a conservative organization's anti-discrimination proposal.

➤ RENEWING THE ARSENAL OF DEMOCRACY

Ukrainian President Volodymyr Zelenskyy's speech at the NAM board meeting in February emphasized the important role of the American business community and manufacturing industry in supporting Ukraine's efforts toward victory and recovery—and underscored the NAM's work building a robust platform for engaging global leaders on issues critical to the industry. The NAM has moved aggressively to leverage that platform to the benefit of manufacturers and to strengthen our shared values of democracy and freedom.

- The NAM has continued to lead the business community's response to the unprovoked Russia aggression in Ukraine. In partnership with the Ukrainian League of Industrialists and Entrepreneurs, the NAM hosted "Rebuilding Ukraine: Inaugural Conference of Manufacturers in the U.S. and Ukraine" to explore areas of collaboration in business, trade and economic relations between our two nations, from sharing information about each other's services and activities to promoting visits between lawmakers and business leaders.



“Especially with Russia's continued assault on Ukraine, it is critical that we unleash the power of commerce to preserve, protect and expand democracy.” – NAM President and CEO Jay Timmons

- NAM President and CEO Jay Timmons pushed key competitiveness priorities and elevated manufacturers' role as the "Arsenal of Democracy" in a 12-stop, 6-country tour of Europe in March. In high-level meetings with government officials, international organizations, global manufacturing leaders and European trade association counterparts, Timmons raised manufacturing policy priorities and drew attention to the support manufacturers are providing for Europe and the vital importance of stronger alliances to counter geopolitical threats.
- NAM leadership conveyed the critical importance of full implementation of the United States–Mexico–Canada Agreement to support North American competitiveness, investment and supply chain resiliency at a three-state summit in Mexico City in January, raising manufacturers' policy priorities and concerns in meetings with Canadian Prime Minister Justin Trudeau and U.S., Mexican and Canadian economic ministers.
- The NAM continues to ensure that the USMCA is implemented in a manner that helps grows manufacturing and jobs in the U.S. and provides robust, open, rules based North American trade. In July, NAM President and CEO Jay Timmons participated in the USMCA Free Trade Commission meeting in Cancun, Mexico, where he highlighted manufacturers' priorities and conveyed the critical importance of full implementation of the USMCA to support North American competitiveness, investment and supply chain resiliency.
- Timmons advised President Biden about the need for the U.S. to enter new, cutting-edge, comprehensive trade agreements with our allies, and the NAM utilized its deep policy bench and extensive network of international partners to emphasize the criticality of advancing such trade deal discussions with partners including, but not limited to, the European Union and the United Kingdom.



- The NAM hosted the inaugural North American Manufacturing Conference in September, in partnership with the Confederation of Industrial Chambers of Mexico and Canadian Manufacturers & Exporters. The conference provided an opportunity for North American manufacturing executives and government leaders to build new working relationships and consensus on the issues underlying economic integration and regional competitiveness—and to ensure that the business community is leading the way on issues related to energy, the workforce and the future of the USMCA.



- As any extension of the World Trade Organization TRIPS waiver threatens to chip away at U.S. innovation leadership, the NAM delivered direct feedback to WTO Director-General Ngozi Okonjo-Iweala, U.S. Trade Representative Katherine Tai, the U.S. International Trade Commission and other key government officials, warning that the TRIPS waiver sets a troubling precedent for governments and other stakeholders.



➤ PROVIDING SOLUTIONS TO THE WORKFORCE CRISIS

The Manufacturing Institute—the NAM’s 501(c)3 workforce development and education affiliate—is delivering new solutions to help manufacturers build, diversify and strengthen their workforce and offering the latest insights and practices on workforce development challenges. The MI remains an indispensable source for knowledge and initiatives that are building the workforce of today and tomorrow, ensuring manufacturers can compete in this highly competitive labor market.



- The MI is bringing hundreds of employers, training providers and community partners together to accelerate efforts within the sector to address cross-cutting challenges, via the new Solutions Center, which leverages the MI’s expertise, world-class analysis from our Center for Manufacturing Research and the expansive reach of our network of partners to provide manufacturers the solutions to access and grow the talent to remain competitive and power the growth of manufacturing in the U.S.

- The MI will be holding its 2nd annual “Workforce Summit” in Atlanta, Georgia in October to bring together leading experts to drive solutions from all aspects of manufacturing’s workforce ecosystem.
- The MI’s Federation for Advanced Manufacturing Education (FAME) USA continues to provide global-best workforce development through strong technical training, integration of manufacturing core competencies, intensive professional practices and intentional hands-on experience to build the future of the modern manufacturing industry. In the four years since FAME USA shifted from Toyota to the MI for national scaling, its presence has grown to 39 chapters in 14 states, with the support of more than 400 manufacturers and more than 1,000 students enrolled in the program and dozens of new chapters in the launch pipeline.
- The MI hosted its largest ever Women MAKE Awards gala, honoring women who have demonstrated excellence and leadership in their careers across all levels of the manufacturing industry. Nominations for 2024 opened Aug. 1.
- The MI’s 35x30 campaign to increase the percentage of women in manufacturing from 29% to 35% by 2030 is nearly halfway to its goal of connecting more than 1,000 female mentors with would-be manufacturers in four-year universities, community colleges, high schools and middle schools. More than 400 people have signed up to participate in the program, with mentor and mentee trainings already underway with the support of leading funders including Dow, GM, Arconic Foundation and Ketchie, among others.
- Heroes MAKE America is scaling its reach into the military and veteran community by hosting in-person and virtual career fairs for the military community and engaged nearly 6,000 directly and more than 40,500 online. The Heroes MAKE America Skillbridge program is expected to have just over 300 graduated this year, and participation by job seekers in the August Virtual Career Fair increased by 55%, connecting members of the military and veteran community with national and regional manufacturing and supply chain companies.
- The MI celebrated Second Chance Month in April by launching its latest resource for attracting talent involved in the justice system: the Second Chance Hiring Toolkit for Local Communities. The toolkit provides steps and resources for state and local manufacturing associations, chambers and other locally based organizations to build and implement a place-based second chance employment pilot program.
- MFG Day preparations are well underway, setting the stage for manufacturing’s largest day of open houses of manufacturing facilities nationwide to students and communities.

CREATORS WANTED

- Together with their Creators Wanted campaign, the NAM and the MI are achieving unrivaled industry perception and workforce metrics.
- The Creators Wanted Tour had several impactful stops in Greater Baton Rouge, Louisiana; Marysville and Columbus, Ohio; Indianapolis; and Atlanta this spring as well as a stop in the Twin Cities this fall, boosting results across the board:
 - 160 million+ digital impressions
 - 1.5 million+ email signups by students and career mentors
 - 11,000+ students and 3,000+ career mentors through the immersive experience
 - 84% of tour participants report a significantly improved view of manufacturing careers
 - 330,000+ job openings and 150,000+ training programs listed on average on Creators Connect
 - 5.6 million in positive earned media



➤ DRIVING OPERATIONAL EXCELLENCE IN MANUFACTURING

The NAM and its family of thought leadership brands and operational initiatives are a conduit for trailblazing ideas, unlocking untapped potential, professional networking, best practices, mission-critical resources, innovation management and more, turning industry challenges into opportunities.

- The Manufacturing Leadership Council—the NAM's digital transformation division—continues to expand its resources for industry professionals, hosting its largest summit in history in June with more than 450 attendees; convening leaders to learn from each other on issues like smart factories, data mastery and analytics, artificial intelligence, the circular economy and more; authoring highly cited research reports on the future of the industry; and providing exclusive plant access to Manufacturing 4.0 leaders like Hershey and Whirlpool Corporation.
- The value of the MLC's flagship event, Rethink, is higher than ever—topping more than \$1.1 million in sponsorships in 2023.
- The Innovation Research Interchange—the NAM's innovation management division—drove its thought leadership on the future of innovation through the lens of supply chain, Manufacturing 4.0, sustainability, portfolio management and digital workforces, hosting webinars, workshops and its Innovators Summit to help hundreds of manufacturing professionals enhance their expertise and guide organizational change.
- The NAM co-hosted a National Supply Chain Workshop that brought together nearly 150 participants, including a variety of government, association and company leaders and manufacturing executives ranging from the Department of Defense to the National Institute of Standards and Technology, to help the industry secure and increase the resiliency of the connected supply chain. Several government and OEM proofs of concept have been initiated because of these meetings, looking at how the government and industry can work together to solve these national issues.
- LEGO broke ground on its first U.S. plant, a site selected through the help of NAM Incentives Locator, which companies across the U.S. continue to rely on for site selection assistance.
- The NAM is spearheading cybersecurity preparedness in manufacturing, hosting an April gathering of CISOs to discuss challenges and share best practices with how the NAM can help the industry benchmark OT cybersecurity measures.
- CONNEX Marketplace, formerly Manufacturers Marketplace, the NAM-supported digital buyer–seller network, has grown to connect more than 4,000 suppliers in the past year alone.
- Tailored operational solutions for manufacturers, such as Manufacturers Retirement 401(k) & Savings Plan, NAM Cyber Cover and NAM Energy, are helping small and medium-sized manufacturers save hundreds of thousands in costs.



“We started working with NAM Incentives Locator to help us during our site selection process for a new manufacturing plant in the U.S. The team of expert advisers was great to work with and incredibly flexible, even when we threw them a curve ball that we wanted them to focus their analysis on nontraditional factors of site selection like community engagement and environmental policy. I highly recommend their service, and it was a true pleasure working with the NAM Incentives Locator team.”

– Carolina Giuga, senior director, The LEGO Group

➤ BOLSTERING THE INDUSTRY'S PREMIER VOICE AND RESOURCE

Through compelling storytelling and relentless media and digital engagement, the NAM continues to cement its role as the industry's leading communicator, enhancing the visibility and understanding of manufacturing's crucial contributions. With ever-expanding platforms and efficient, targeted digital campaigns, utilizing proprietary in-house data science resources, we have amplified the voices of manufacturers, influencing policy, shaping public opinion and fortifying the industry's reputation.

\$8.75 million in earned media generated so far in 2023.

BREAKING THROUGH IN TOP OUTLETS:

THE WALL STREET JOURNAL

FOX
BUSINESS

CNBC

abc NEWS

NEWS

AXIOS

POLITICO

The New York Times

FT
FINANCIAL
TIMES

Bloomberg

BRINGING OUR STORY TO LOCAL MARKETS:

The Columbus Dispatch

THE PLAIN DEALER

The Detroit News

THE
ADVOCATE
BATON ROUGE • NEW ORLEANS • ACADIANA

THE ARIZONA REPUBLIC

The Herald-Dispatch

The Post and Courier

★ StarTribune

IndyStar.

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CRAFTING OUR OWN STORY:

In addition to our earned media efforts, the NAM's powerful suite of native media assets has delivered for manufacturers:

- From January through August 2023, users viewed NAM content more than 3.7 million times across our websites, social media platforms, emails and paid digital campaigns.
- NAM.org is visited approximately 3,000 times a day, with more than 50% of page views going to our news and insights and issue advocacy content streams.
- Our flagship newsletter, Input, has grown to 26,000 subscribers, of which the overwhelming majority are manufacturing executives and professionals. In an average week, more than 50% of our total manufacturing and more than 60% of our small manufacturing executive audience read Input at least once.
- Power of Small, our weekly newsletter dedicated to news for small and medium-sized manufacturers, has grown to more than 10,000 avid subscribers who have opened the newsletter more than 40,000 times so far in 2023.
- Our paid digital tools enable us to reach hyper-specific influencer audiences within state and federal executive and legislative branches of government as well as local and national media.
- The NAM Ambassador Network has grown to more than 140 Ambassadors—a 41% increase over the past year. These 140 participating companies represent more than 80 congressional districts covering more than 60% of the continental U.S.

How Toyota Shares Its Culture with Other Manufacturers

By JAMES BROWN

May 3, 2023 10:48am



A Young Engineer Makes Herself Heard in Manufacturing

By JAMES BROWN

May 15, 2023 10:48am



Cornerstone Building Brands' Rose Lee on Leadership in Manufacturing

By JAMES BROWN

April 19, 2023 10:48am



Chart's Jillian Evanko on the Adventure of Manufacturing Jobs

By JAMES BROWN

May 10, 2023 11:05am





➤ EXPECT MORE AT THE NAM

Through our comprehensive efforts in 2023, the NAM has effectively advanced manufacturers' interests, bolstered our competitiveness and supported our adaptability in the face of uncomfortable and audacious change. Your support has been instrumental in this success, allowing us to deliver tangible value and set the industry on a resilient path for the future.



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