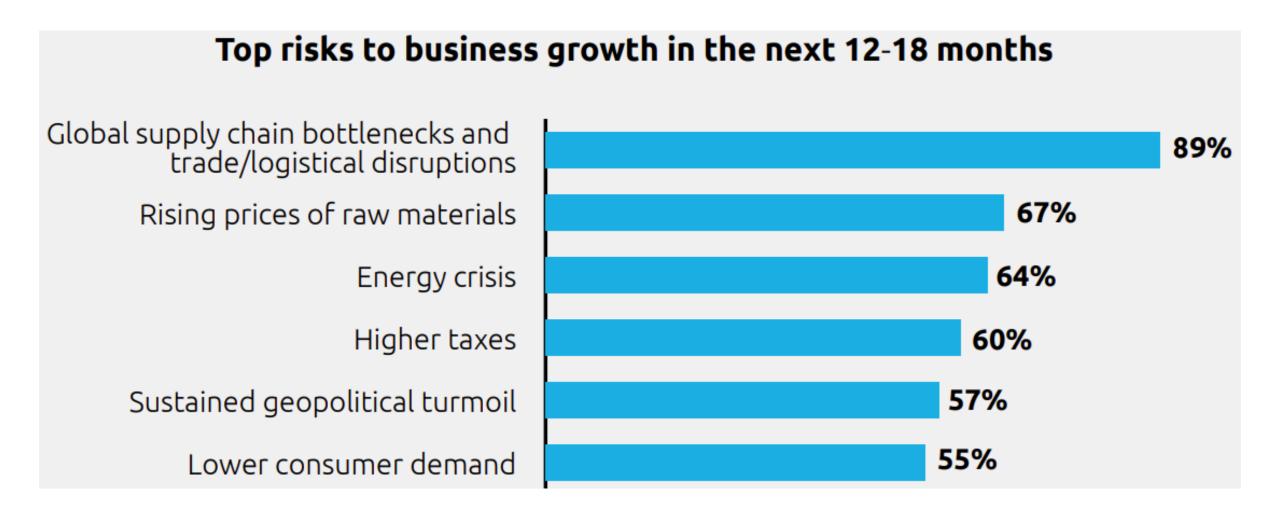


Global Supply Chain Dynamics

J. Kurt Wood Partner

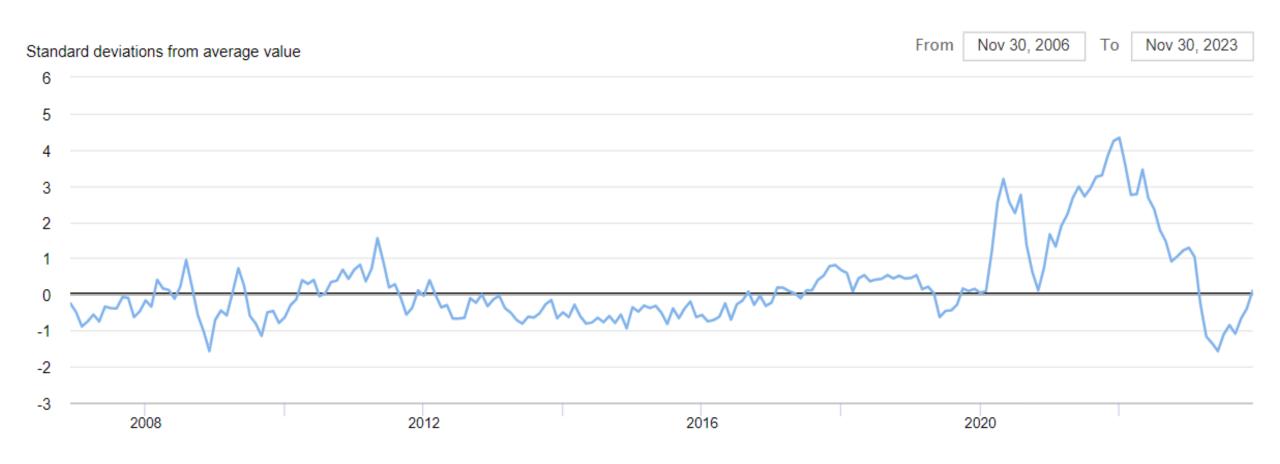


Organizational Risk Survey



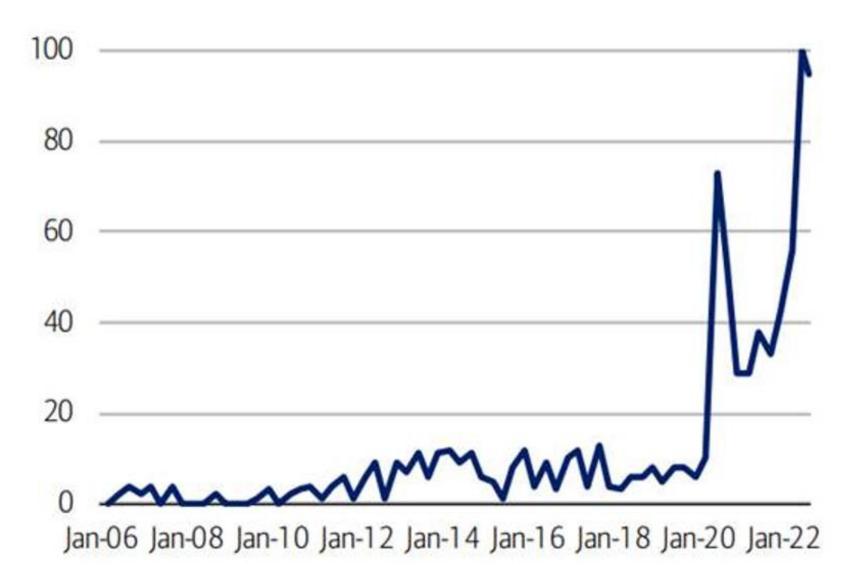
Source: Capgemini Research Institute, December 2022, 15 countries

Global Supply Chain Pressure Index



Source: NY Fed, 2023

Reshoring Mentions - US Earnings



Source: AlphaSense, BofA Global Research

Planned US Semiconductor Foundries

Company	Spending	Location
Taiwan Semiconductor	\$12bn	Arizona
Intel	\$20bn	Arizona
Samsung	\$17bn	Texas
Texas Instruments	Up to \$30bn	Texas
Global Foundries	\$1bn	New York
Intel	\$20bn	Ohio
SkyWater Technology	\$2bn	Indiana



Company	Industry	Country	Investment
BorgWarner	Automotive		\$47m
Nidec	Electric Motors		\$715m
Tesla	Automotive		\$5b
BMW	Automotive		\$870m
Lennox Intl.	Climate Control		\$150m
Nestle	Food & Beverage		\$340m
GM	Automotive		\$1b

Source: Credit Suisse 3/19/23

The Move to Mexico

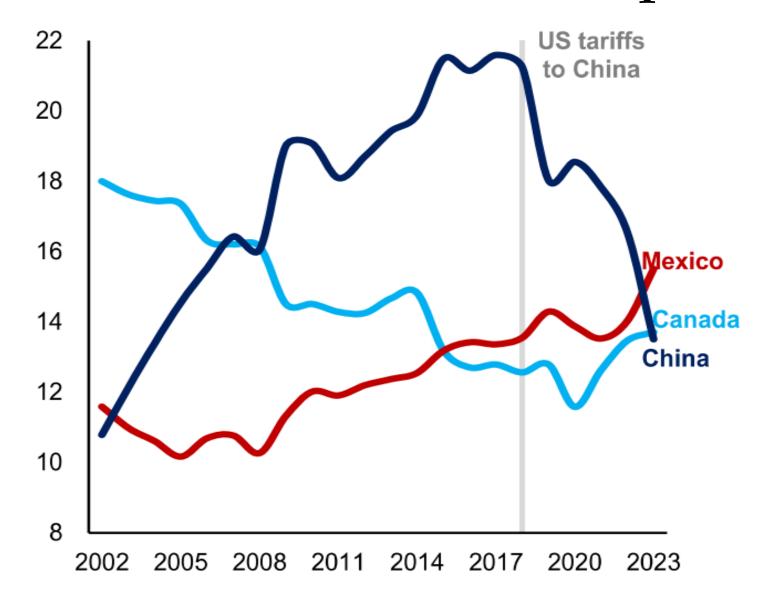
INFLATION-ADJUSTED MACHINERY* IMPORTS TO MEXICO

USD bn, monthly, seasonally-adjusted



Source: Prologis Research, Banco de Mexico, US Census Bureau, 6/23

% Share of Total US Imports



Source: Citigroup August 2023

Transportation Alliances



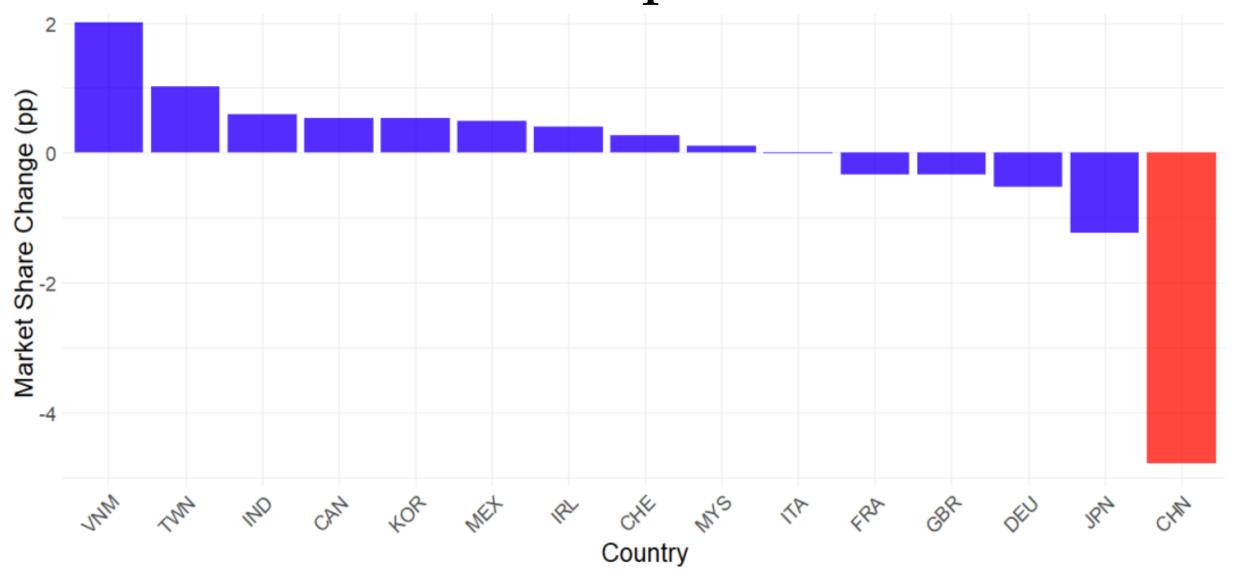


April 2023 – Union Pacific – Canadian National Rail – Grupo Mexico

April 2023 – Canadian Pacific Rail – Kansas City Southern – Schneider

Source: DRZ, CP & KSU merger 4/21

2017 – 22 US Import Mkt Share ▲



Source: UNComtrade April 2023

Vietnam – US Trade in 2021 (US\$ billion)



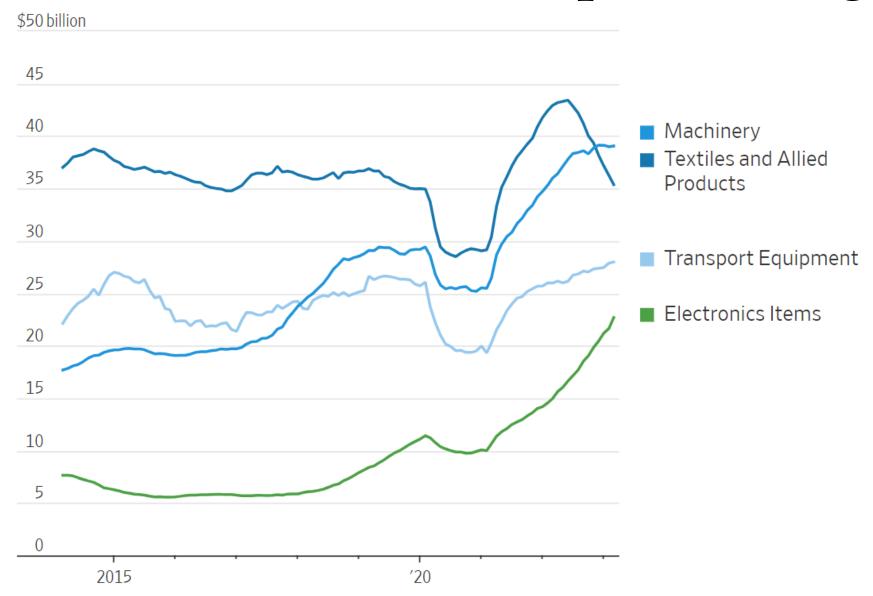
Source: General Statistics Office

Global Landed Costs of US Imports

Country, country pair or region	Days to market	Average landed cost
U.S. and Canada	1	0%
Mexico	1 to 2	-19%
Western Europe	10	13%
Eastern Europe and Mediterranean	14	-3%
South America	15	-8%
Japan and South Korea	15	-3%
China (with trade war tariffs)	17	21%
China (without trade war tariffs)	17	-4%
Southeast Asia	22	-18%
India	25	-15%
Australia	25	10%

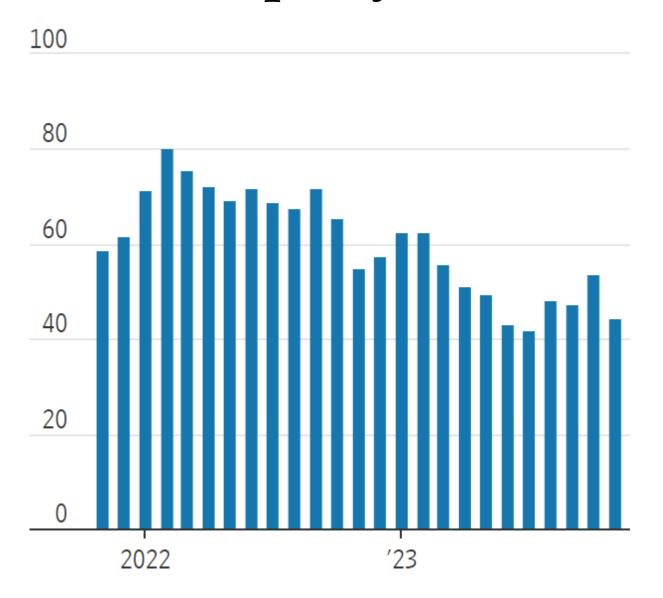
Source: Supply Chain Drive, BCG, 2023

India's Electronics Exports Surge



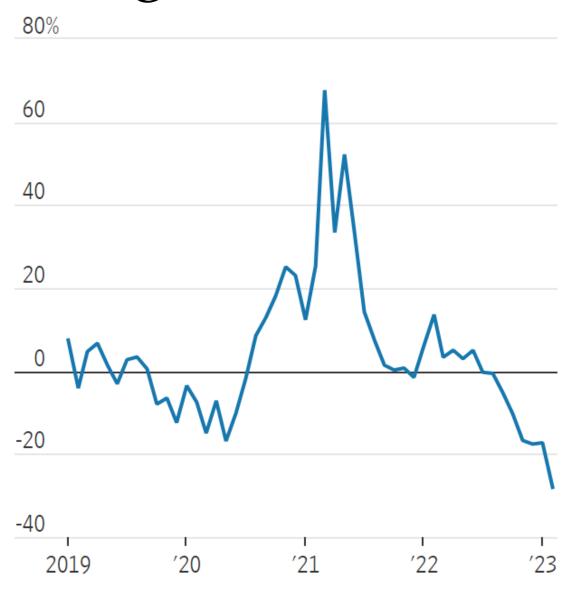
Source: CEIC Data, 2023

US Company Inventories



Source: WSJ; Logistics Managers' Index, 11/23

US Change in Container Imports



Source: The McCown Report 3/23, Top 10 US Ports