

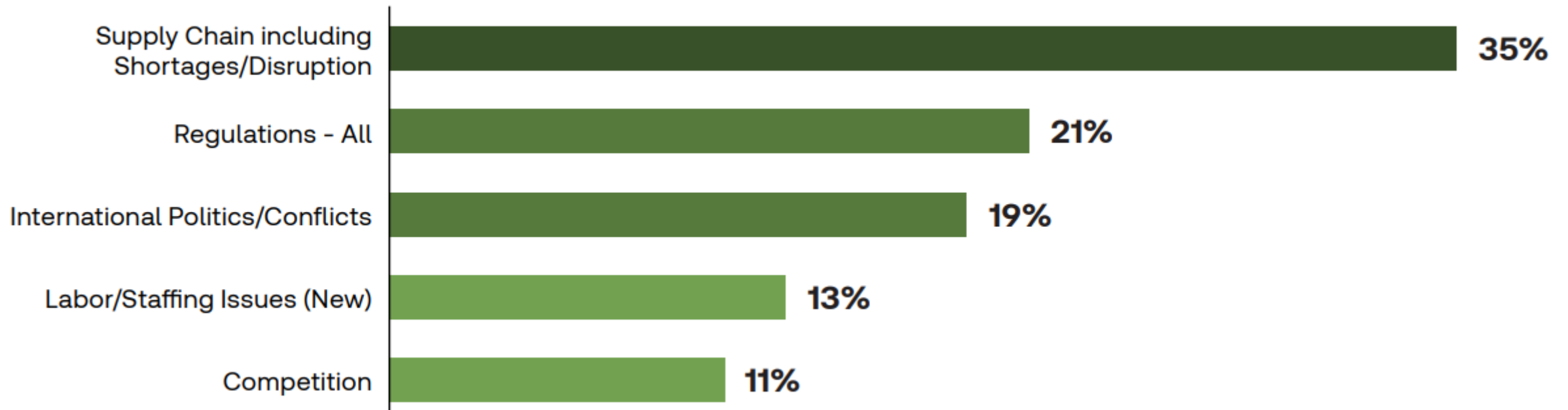


# Global Supply Chain Dynamics

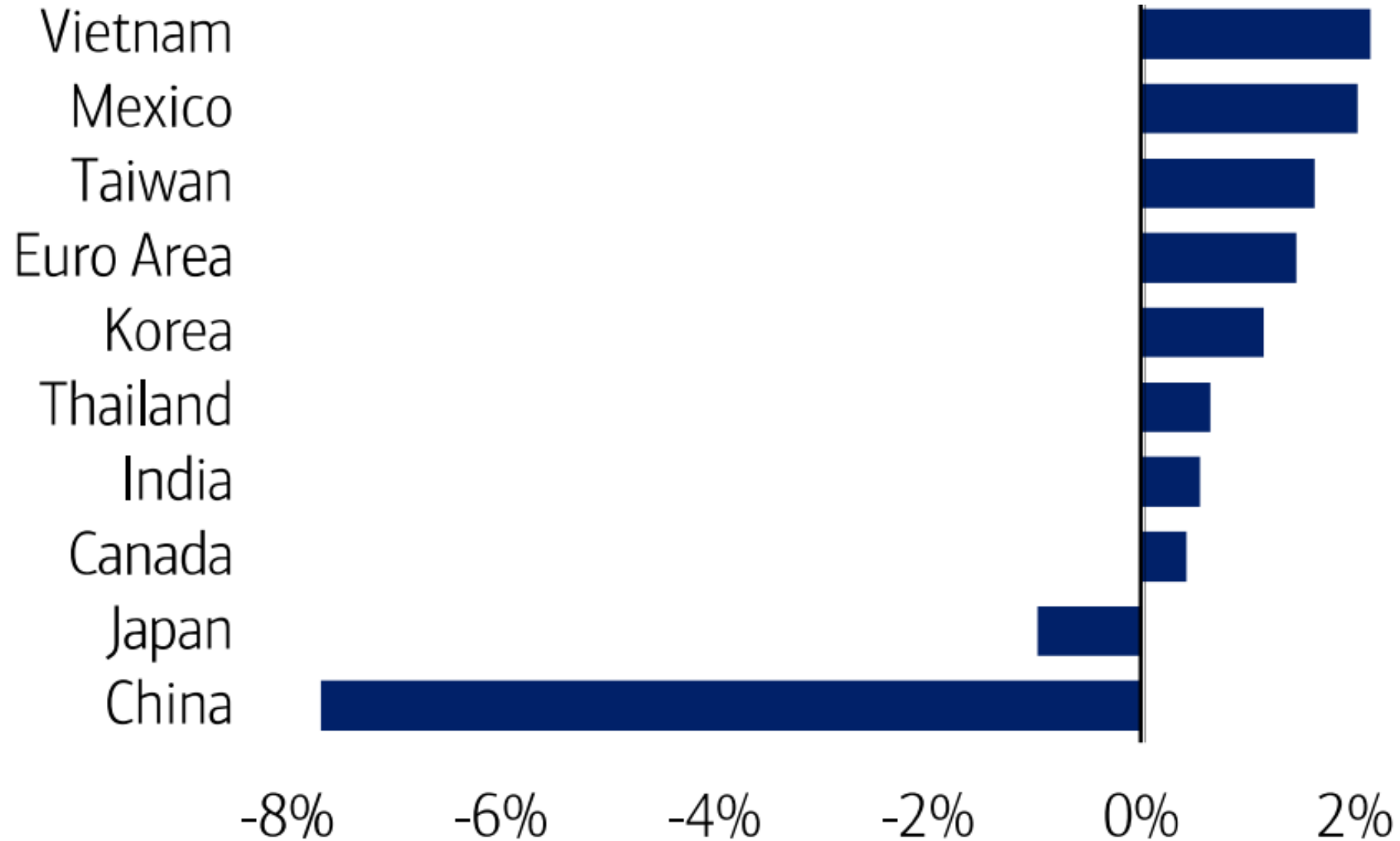
J. Kurt Wood  
Partner



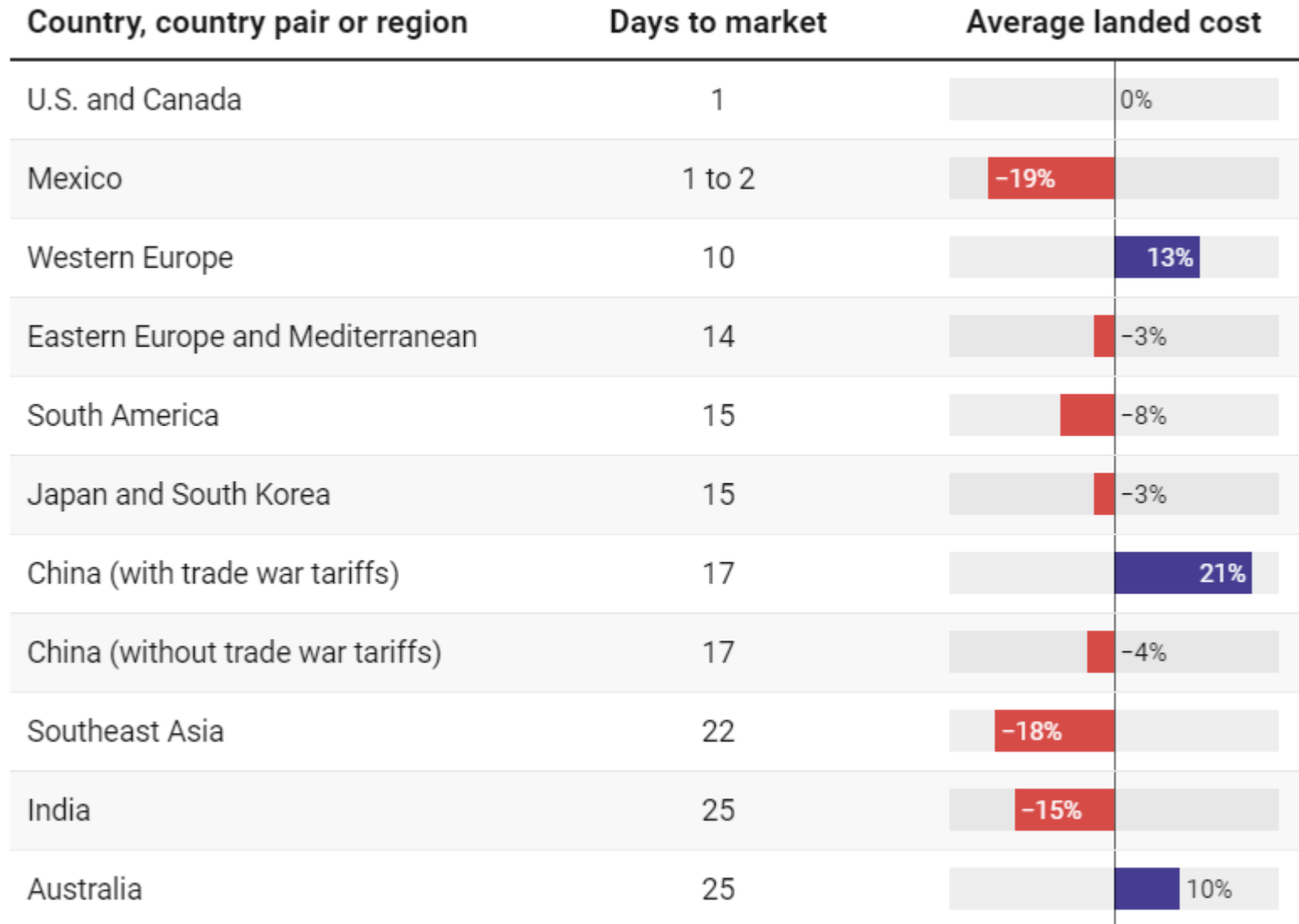
# Global Trade & Supply Chain Top 5 Priorities



# 2018 – 24 US Import Mkt Share ▲

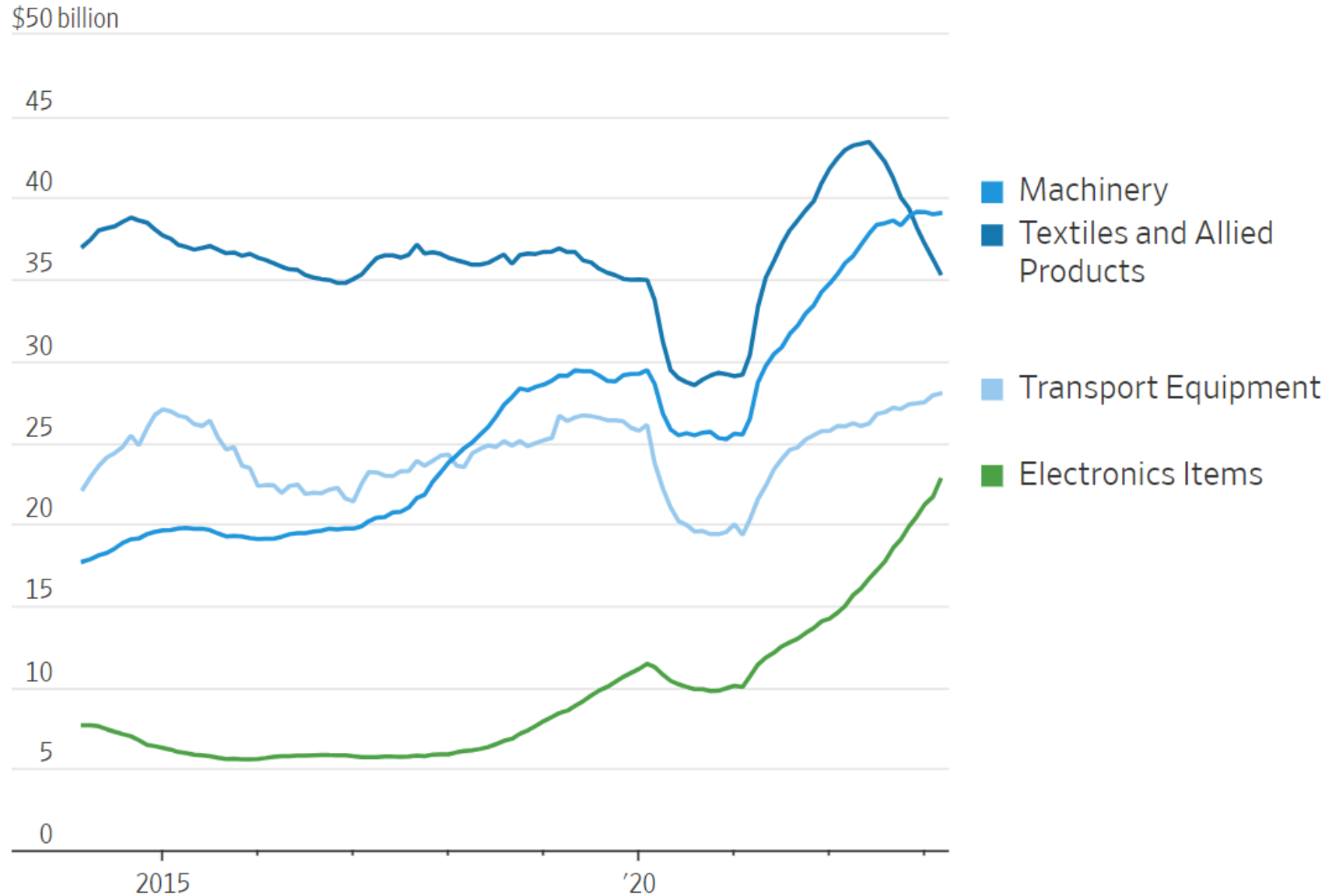


# Global Landed Costs of US Imports

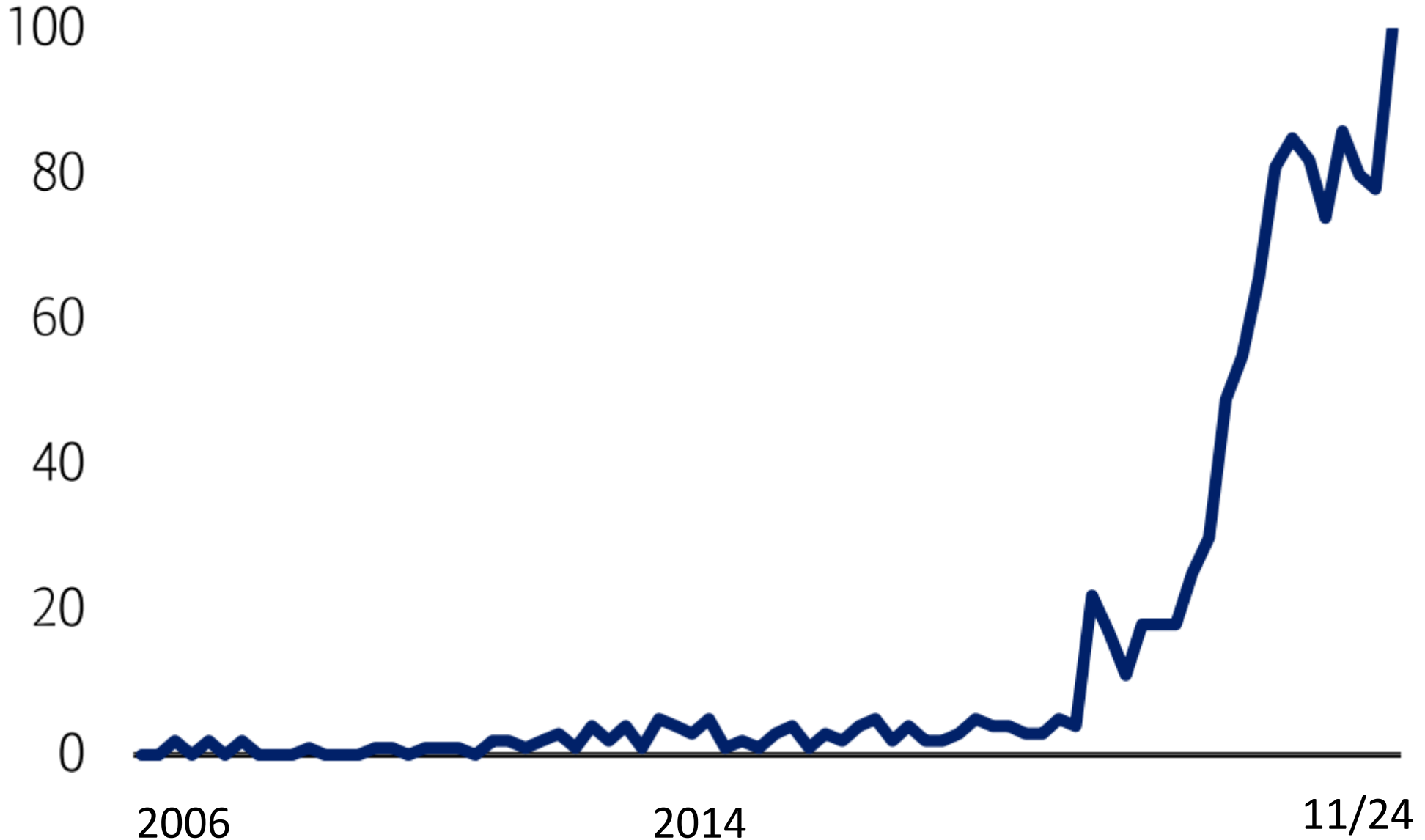


Source: Supply Chain Drive, BCG, 2023

# India's Electronics Exports Surge



# 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




# Nearshoring




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



# The Move to Mexico

## INFLATION-ADJUSTED MACHINERY\* IMPORTS TO MEXICO

USD bn, monthly, seasonally-adjusted



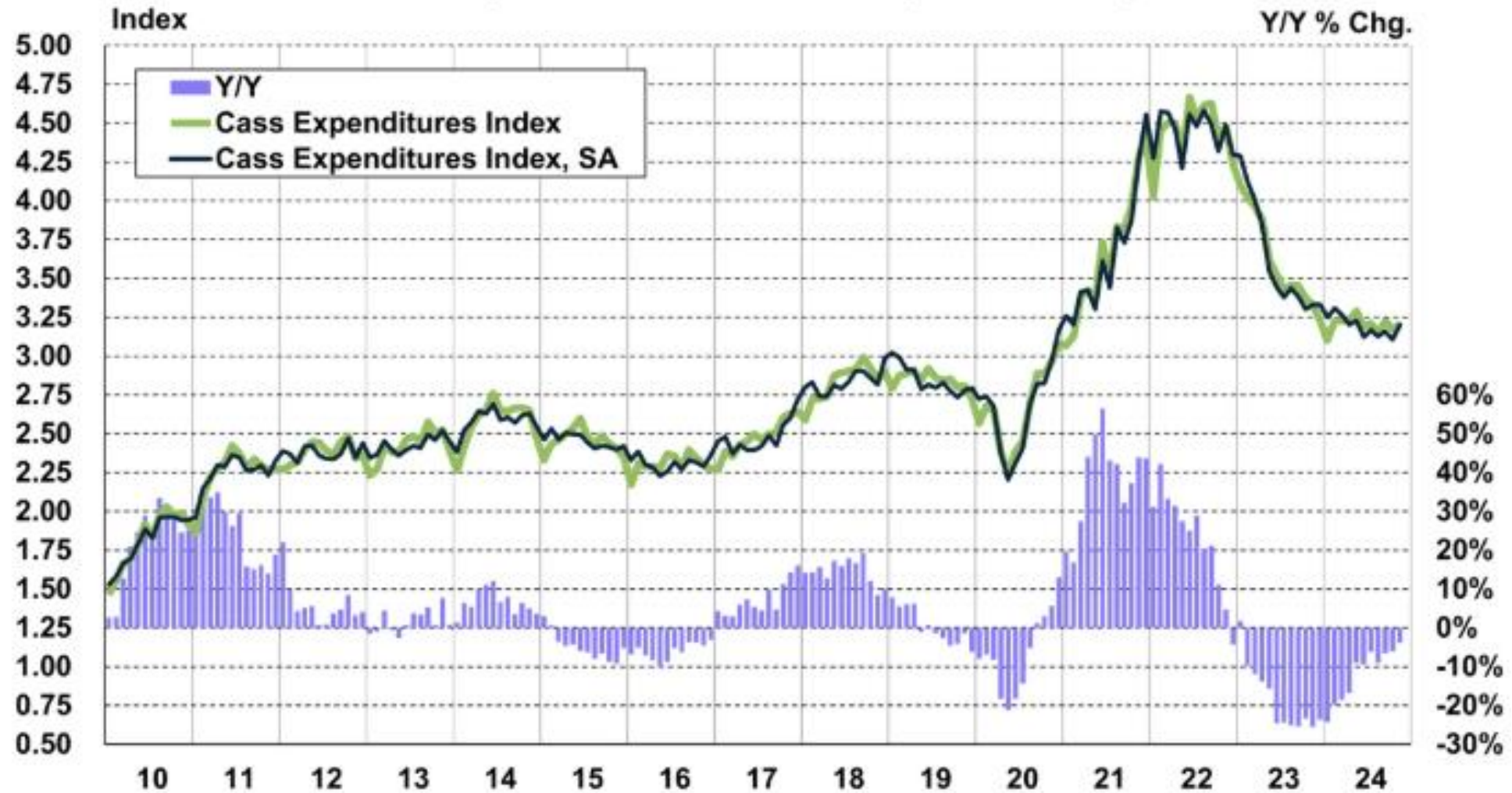
# Transportation Alliances



April 2023 – Union Pacific – Canadian National Rail – GrupoMexico

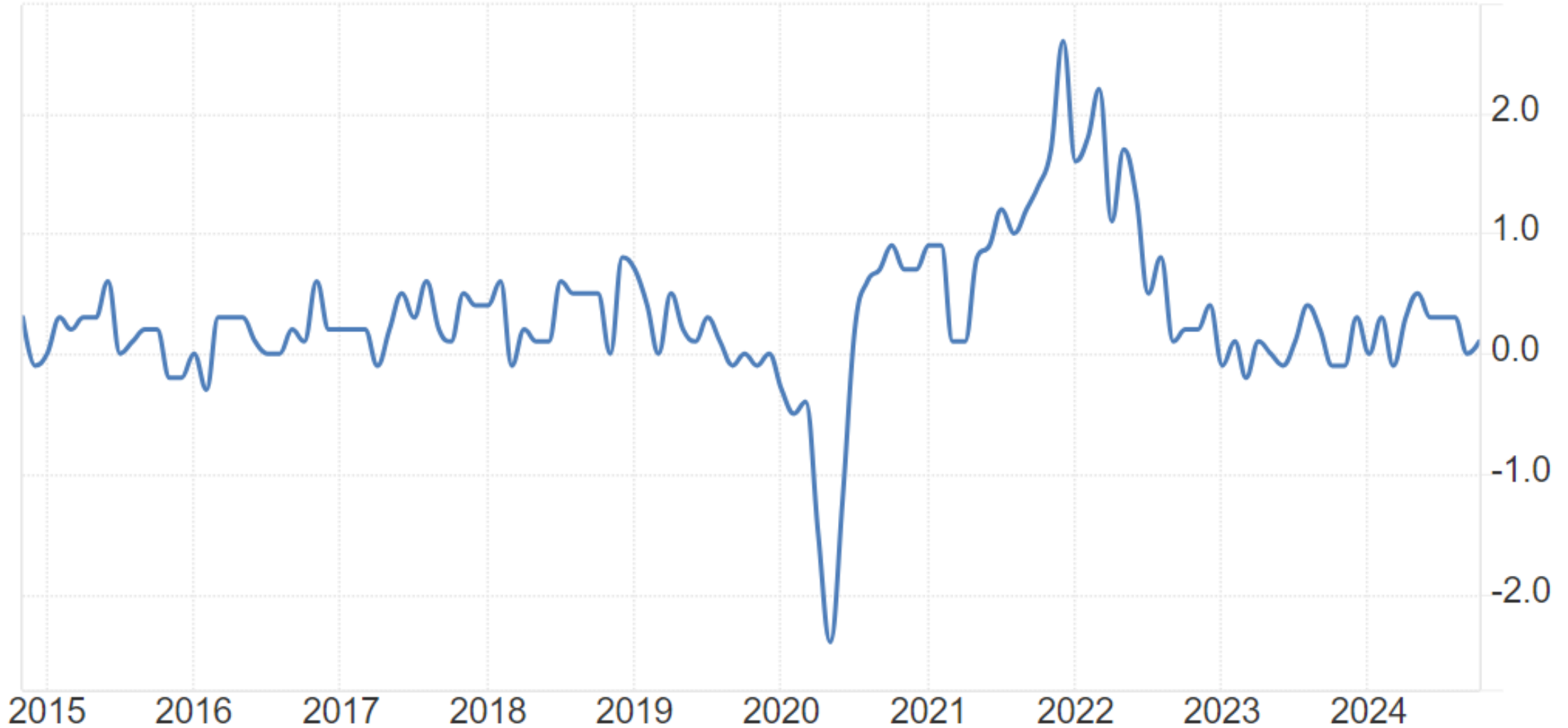
April 2023 – Canadian Pacific Rail – Kansas City Southern – Schneider

# Cass Freight Rate Index



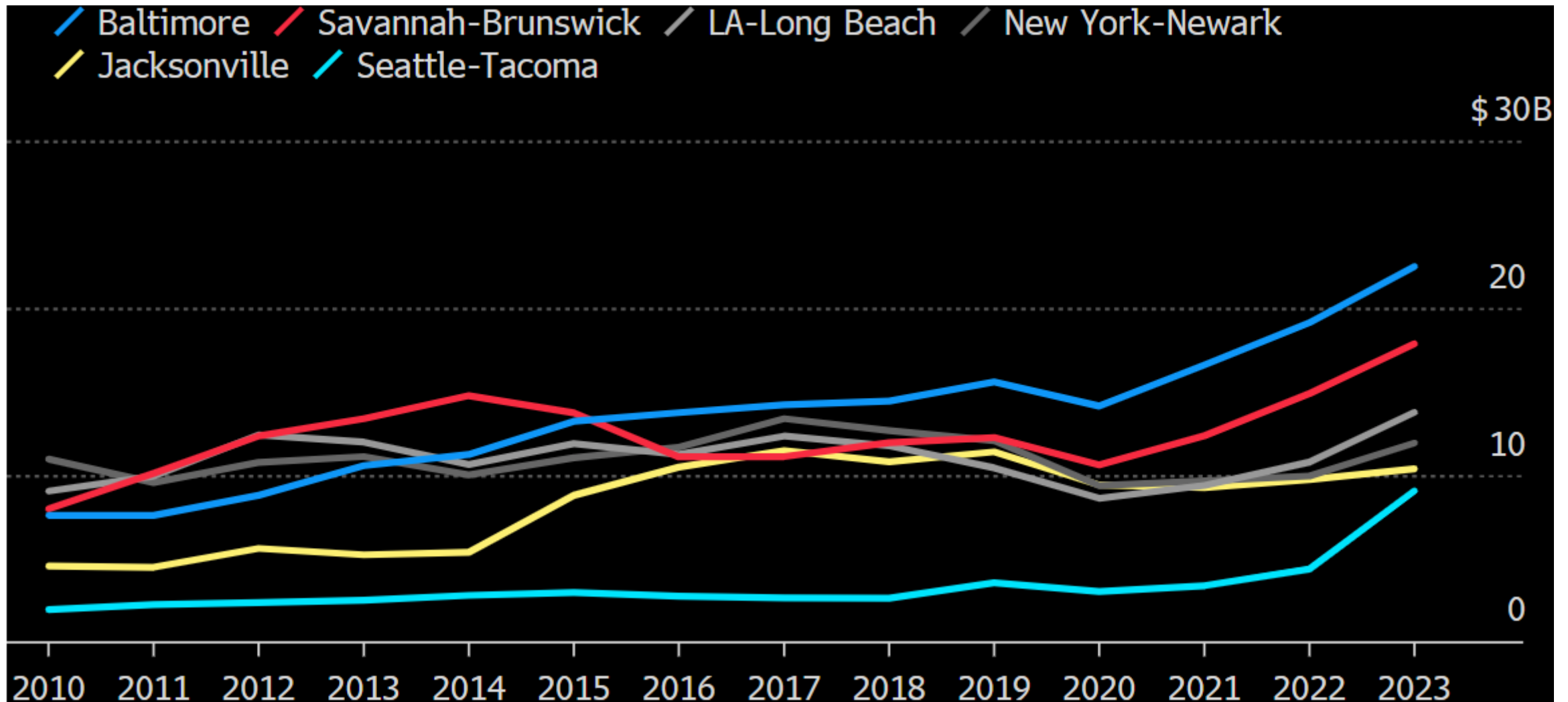
Source: Cass Information Systems, ACT Research, 2024

# US Company Inventories



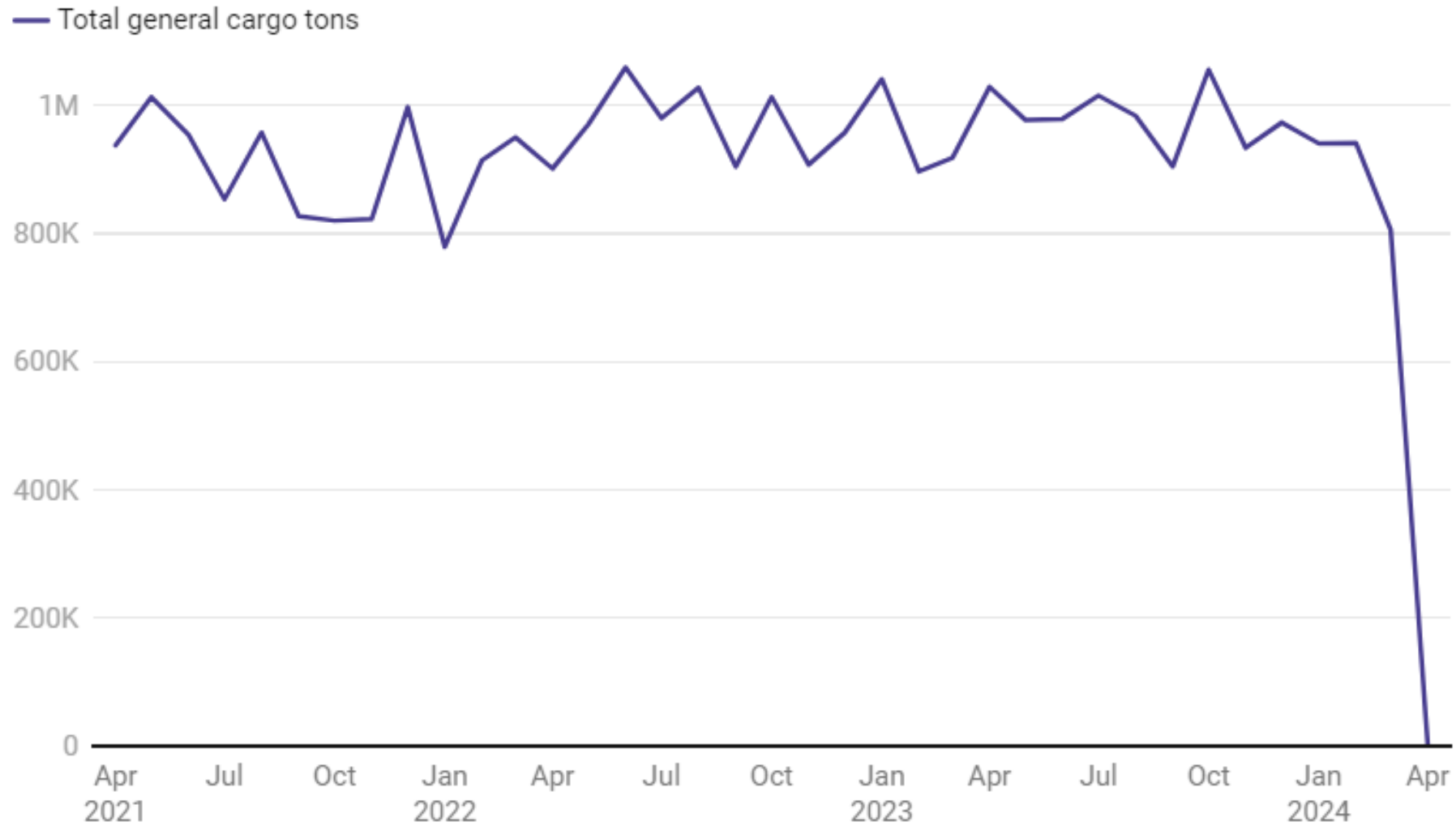
Source: US Census Bureau, Trading Economics

# Baltimore is #1 Port for US Auto Imports



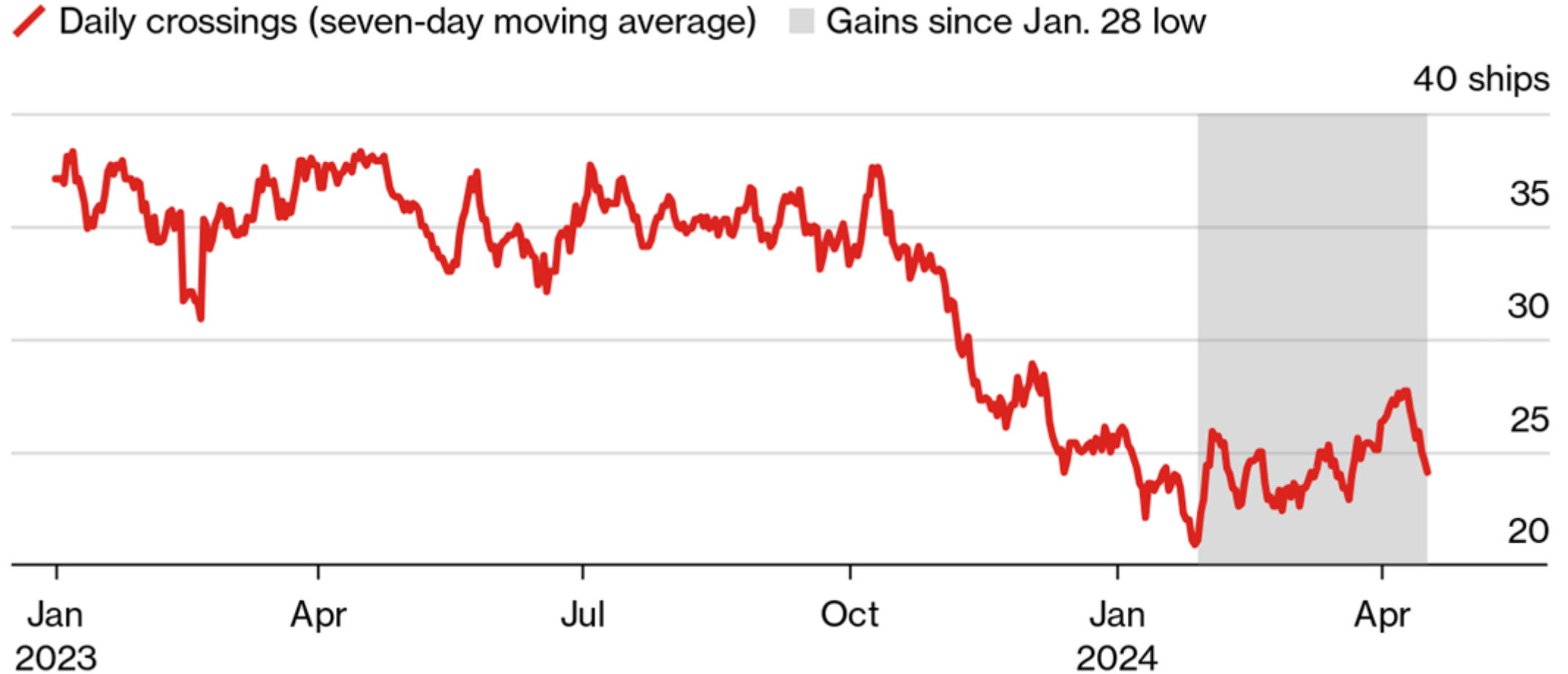
Source: US Census Bureau; Bloomberg. \*Customs Value of Autos

# Port of Baltimore - Monthly



Source: Maryland Dept. of Transportation Port Admin; Supply Chain Drive, Reopened June 12, 2024

# Panama Canal



# Panama Canal



Source: Encyclopedia Britannica

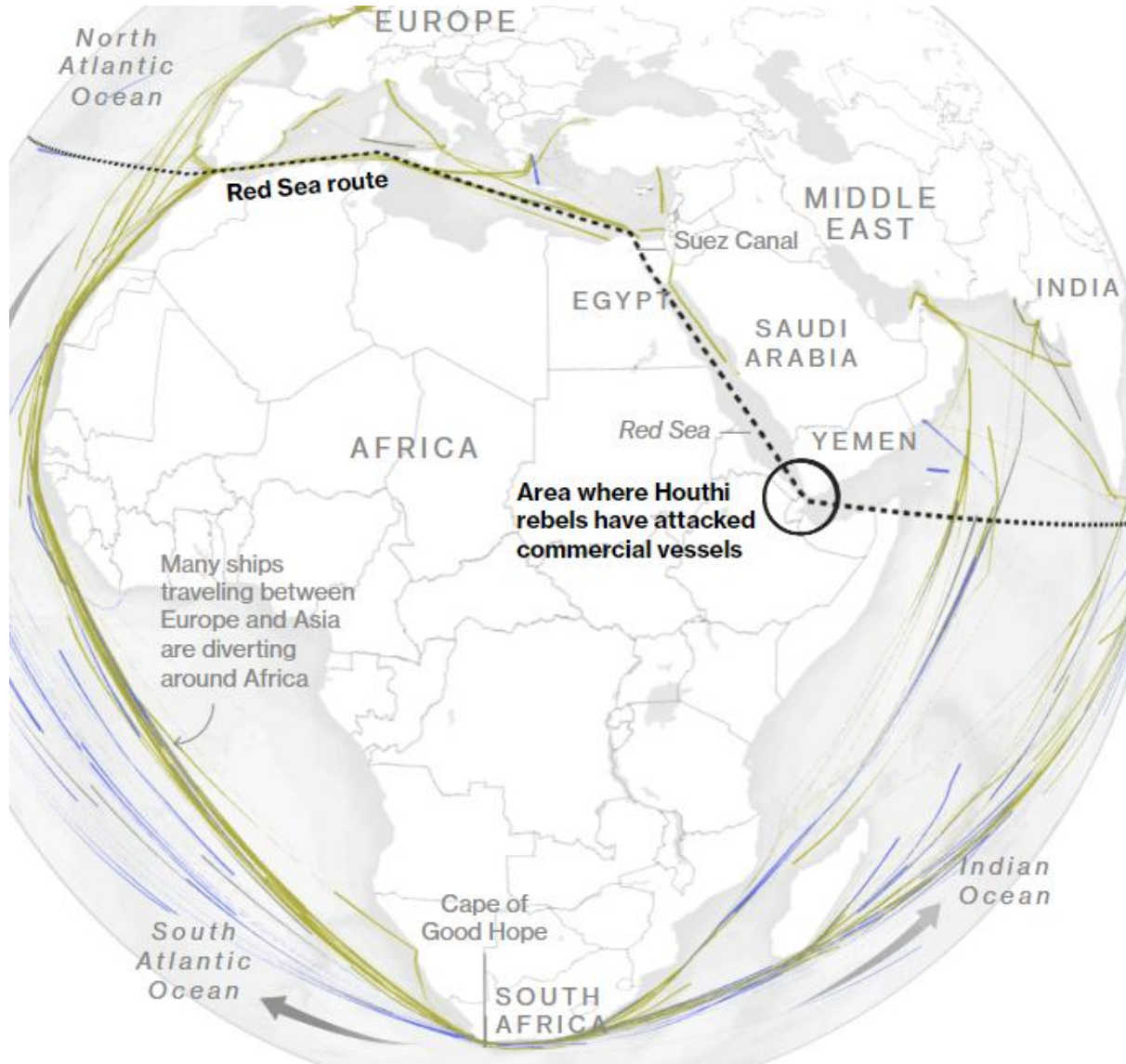


# The Long Way

Source: Canal Crazy National Maritime Historical Society



# Avoiding the Red Sea

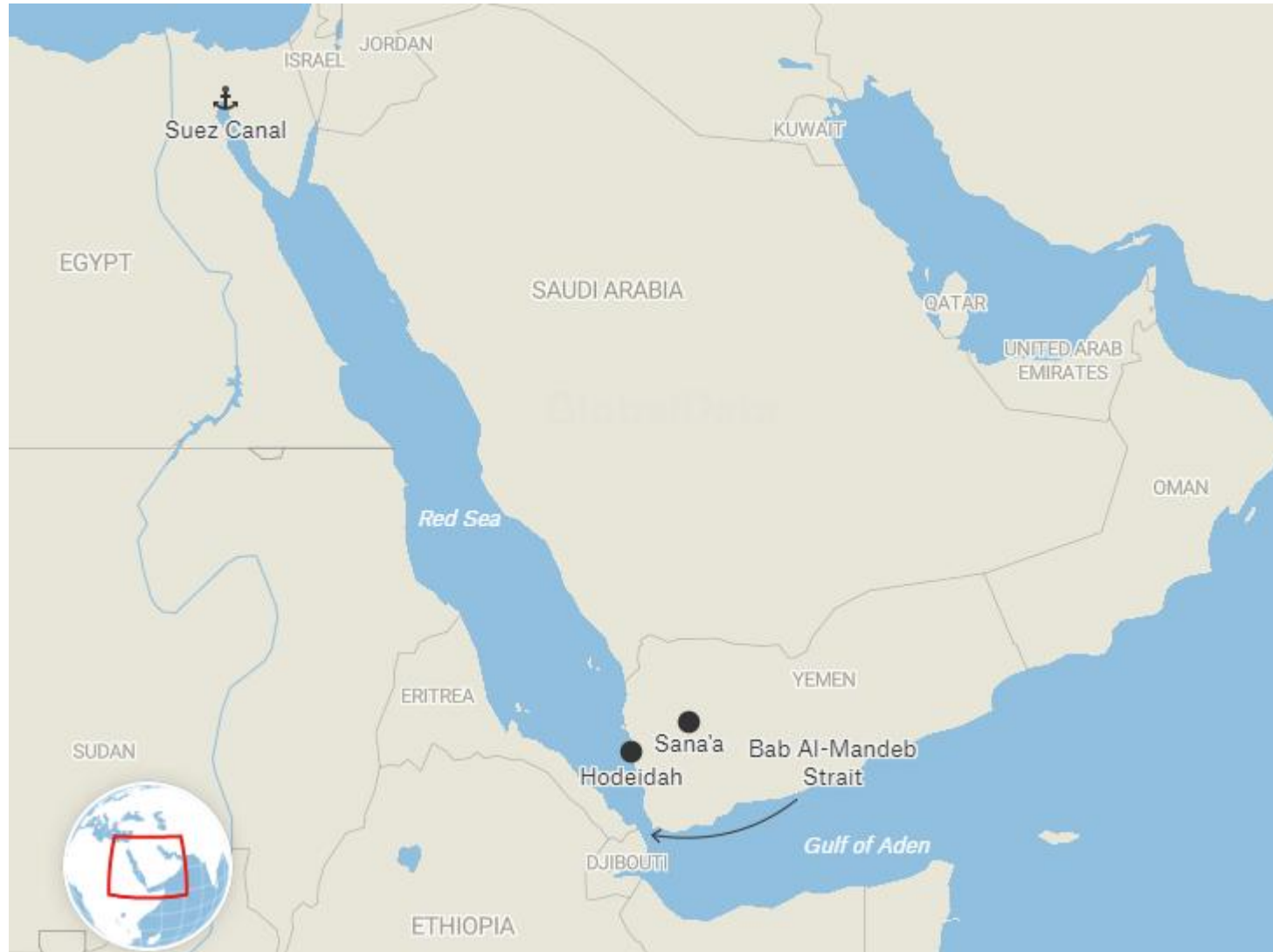


7 day voyage

Jan. 14 Jan. 21

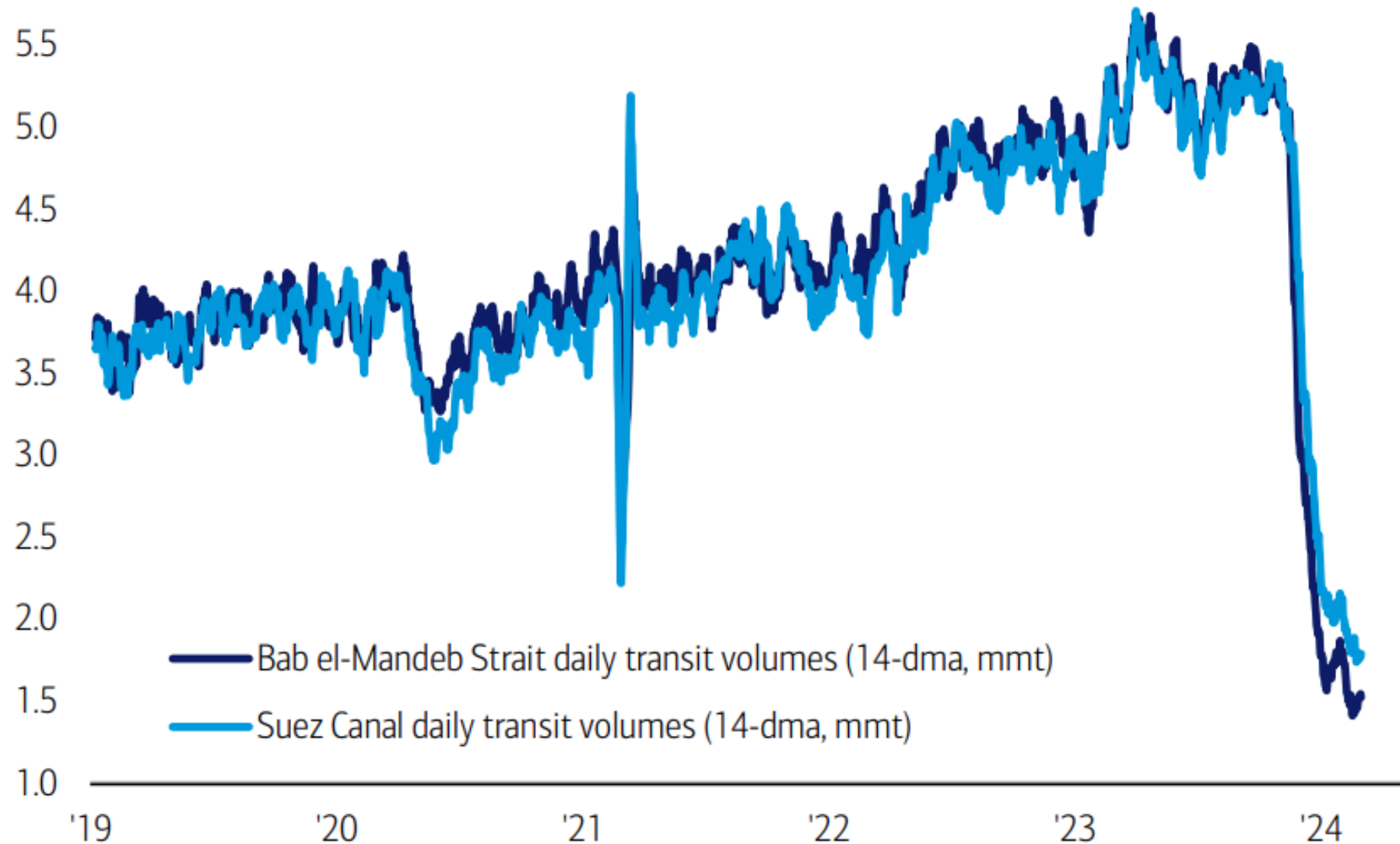
- Europe/Asia
- US/Asia
- All other routes

# Houthi Attacks

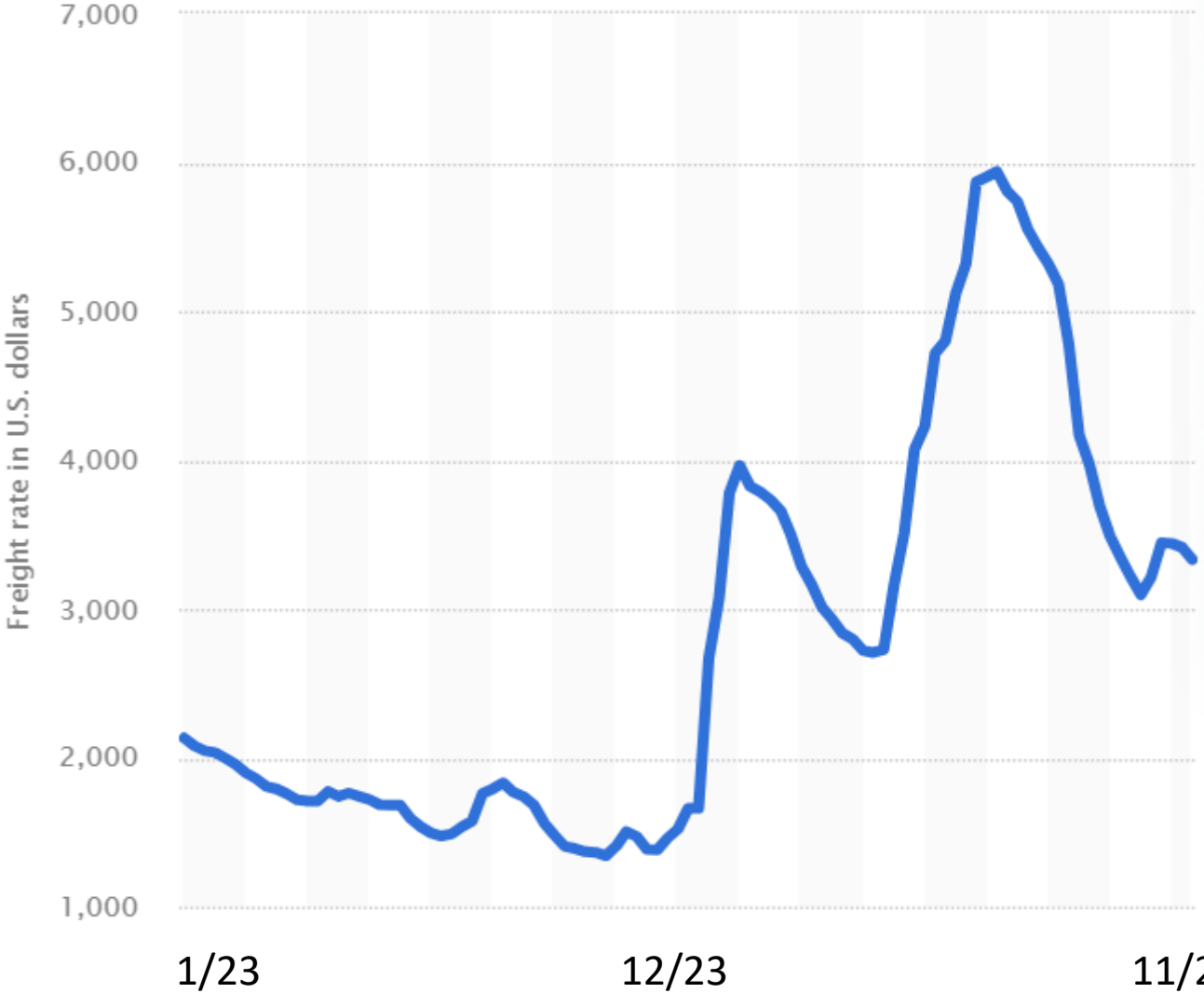


Bab El-  
Mandeb  
Strait  
18 miles  
Wide

# Red Sea Container Volumes



# Global Container Freight Rate Index



Source: Statista 2024, USD/40 ft container