



**> ONLY AT THE NAM:
LEADING THROUGH 2023**

Annual Report 2023







In a year of economic, global and political challenges, the National Association of Manufacturers delivered unrivaled results to advance manufacturing competitiveness, demonstrating singular leadership to forge solutions for the 13 million people who make things in America.

Our comprehensive efforts have encompassed critical areas, such as regulatory reform, litigation, energy security, taxes, permitting reform and more. Throughout 2023, this work has shaped legislative and executive decisions at the highest levels of government, from Congress and the White House to federal agencies and the courts, and earned the trust of global leaders and institutions.

The NAM's success in broadening the support for the manufacturing industry has gained considerable momentum. Our targeted outreach has made substantial inroads across the country, engaging communities and securing positive media coverage of members and manufacturers. This strategy has been pivotal in transforming public perceptions, not just of manufacturing careers, but of American industry as a whole.

The strides made in workforce development, through the NAM's 501(c)3 workforce development and education affiliate, the Manufacturing Institute, have been particularly impressive, reflecting a deep understanding of the manufacturing industry's needs and the dynamics of the modern economy. Our operational excellence initiatives have yielded significant achievements, underscoring our tangible benefits to the top- and bottom-line growth of our member companies.

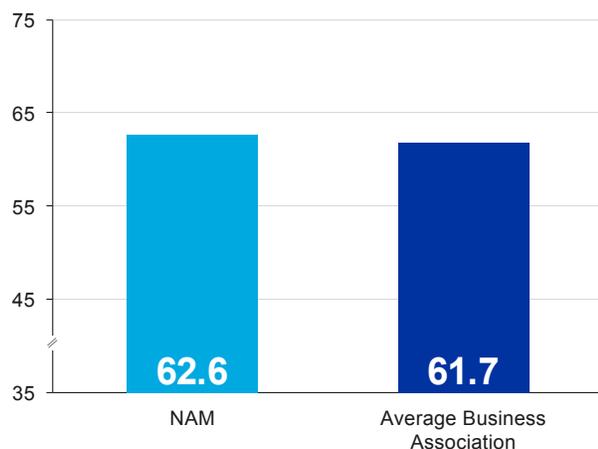


Independent research from Penta (previously Ballast Research) demonstrates that the NAM’s reputation in Washington is equally strong—and why association membership is key to members’ advocacy success:

- ▶ “Senior federal policymakers continue to view the NAM’s reputation for effectiveness as stronger than even its largest and most influential studied member companies.”
- ▶ “[The] NAM is perceived to be a ‘first call’ for issue input (compared to members) and consequently enjoys more influence.”
- ▶ “[T]he NAM’s return on its investment is likely multiples higher than that of the average of its business association peers.”
- ▶ “In particular, where peer associations have struggled to engage GOP policymakers, the NAM’s lobbying team and its leadership continue to add strength, now distinguishing the NAM from the average [emphasis in the original].”
- ▶ “[T]he NAM enjoys ([tied] with one other peer business association) the strongest reputation among GOP policymakers save a sector-specific [nonbusiness association] peer.”
- ▶ At the same time, “the NAM’s political clout among Dem[ocratic] policymakers is seen to have grown more than the average of [its] peers, to whom Dem[ocratic] policymakers are in 2023 less likely to reach out.”

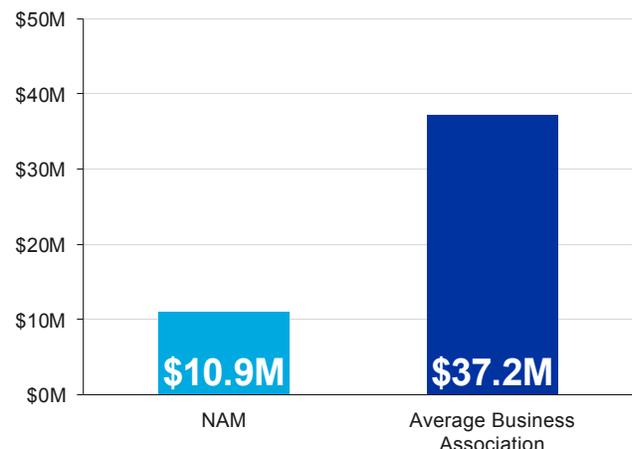
Overall Reputation

NAM vs. Average Business Association



Lobby Spend

NAM vs. Average Business Association



“ I don't know if I would have any advice for the NAM because they do a very good job. Given what their mandate is, I think they do a really good job.”
— Chief of Staff, Senate (D)

“ Having an advocacy arm that is fine-tuned and is plugged into that nexus is pretty important. The NAM [is] doing a phenomenal job. I don't think that they could be doing anything differently, to be quite honest. Their advocacy on behalf of all their member companies has been phenomenal.”
— Chief of Staff, House (R)

Today, the NAM is a more sought-out voice than even its most influential individual members, has a much higher ROI on lobbying dollars than other associations and is tied for the strongest business association reputation with the GOP, without sacrificing its relationship with Democratic policymakers.

The NAM has again provided unmatched value to our members, bolstering the industry's contribution to our national economy. Through strategic advocacy, practical initiatives and influential messaging, we have reinforced the foundation of manufacturing in the United States and poised our members to navigate the uncertainty ahead with resilience, foresight and innovation.



➤ 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% agree that the NAM is effective at delivering news and industry data that inform its members.

› Protecting the Industry: The NAM's Fight for Sensible Regulations

Standing Against the Regulatory Onslaught



As the burden of new and proposed regulations intensifies, the NAM is vigorously contending with nearly 100 regulations emanating from 30 distinct government agencies. Employing strategic alliances with administration officials and key industry stakeholders, alongside robust communication tactics, the NAM is committed to enhancing regulatory oversight wherever feasible. Excessive regulation is stifling innovation, hindering growth, killing jobs, reducing wages and affecting the global competitiveness of manufacturers in the United States. The NAM is striving to dismantle any unwarranted constraints, ensuring the industry's vitality and continued contribution to the economy.

- › The NAM's strong opposition to the Securities and Exchange Commission'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.
- › Through a petition for rulemaking and legal challenge, the NAM Legal Center and the Kentucky Association of Manufacturers' opposition led the SEC to reverse course on a rule reinterpretation that would have required new public disclosures from privately held companies that issue corporate bonds.
- › The NAM released the findings of a narrative-defining, landmark study on the economic impact of the federal regulatory onslaught—showing that the cost of complying with federal regulations is an estimated \$3.079 trillion overall, and manufacturers' share of that burden was \$350 billion last year. We took the findings directly to senior White House officials and every member of Congress, and NAM President and CEO Jay Timmons personally spoke with key offices prior to the study's release to make the case that the regulatory agenda is derailing the administration's manufacturing goals.



The Cost of Federal Regulation to the U.S. Economy, Manufacturing and Small Business

A Study Conducted for the National Association of Manufacturers

Nicole V. Crain* and W. Mark Crain

October 2023

- ▶ The analysis also found that the average U.S. company pays approximately \$13,000 per employee per year to comply with federal regulations. The average manufacturer in the United States pays more than double that amount, \$29,100 per employee per year. The burden is even greater for small U.S. manufacturers, or those with fewer than 50 employees: an estimated \$50,100 per employee per year.



Key Findings

\$3.079 trillion

Cost of federal regulations to the U.S. economy

\$465 billion

Increase in aggregate regulatory compliance costs since 2012

\$277K

Avg. annual compliance costs for a U.S. firm

\$29,100

Avg. per employee cost of regulations for manufacturers

\$50,100

Avg. per employee cost of regulations for small manufacturers (< 50 employees)

The NAM has brought together the largest coalition of manufacturing trade associations in the nation—Manufacturers for Sensible Regulations—to scale up and coordinate the industry’s pushback, spearheading key meetings with more than 100 congressional leaders, including members of the New Democrat Coalition in the House of Representatives, and convening regular meetings with top White House economic officials.

- ▶ As a result of the NAM’s campaign against the regulatory onslaught, Democratic members of Congress in swing districts and states have expressed concerns to the White House about the broadening scope of agency rule-making. National Economic Council Director Lael Brainard has engaged regularly with the NAM on the regulatory burden and has dedicated staff to more directly highlight the issues our sector faces.

THE COST OF FEDERAL REGULATIONS ON THE MANUFACTURING INDUSTRY

\$3.08T

ABOUT 12% OF U.S. GDP

yahoo! finance NATIONAL ASSOCIATION OF MANUFACTURERS

COST OF FEDERAL REGULATIONS
THE IMPACT ACROSS SECTORS

\$350B

MANUFACTURING SECTOR COST EST.

SOURCE: NATIONAL ASSOCIATION OF MANUFACTURERS

JAY TIMMONS
NATIONAL ASSOC. OF MANUFACTURERS CEO

DEVELOPING STORY

Yes UltraPro QQQ (TQQQ) 31.82 ▼ 0.95 United States Oil Fund (U) AND CHINA BUCKS NEGATIVE TREND EUROPEAN MARKETS

WTI (DEC) -1.52%
BRENT (DEC) -1.39%
RBOB GAS (MAY) -0.86%

10-YEAR Yield: 4.955%

S&P FUT (DEC) -28.75
S&P FV 0.02
S&P CLOSE 4,186.77
DOW IMPLIED OPEN -144.93

- ▶ 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.
- ▶ 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 stoked growing consensus for this appointment.
- ▶ To keep the pressure on the administration in critical background states, the NAM is coordinating with members and affiliated manufacturing groups to host events to underscore the need to protect manufacturers' resurgence. Case in point: in August, the NAM hosted House Majority Whip Tom Emmer (R-MN) at Glenn Metalcraft in Princeton, Minnesota, for a facility tour, discussion and a video interview on the current regulatory burden and how it is hurting manufacturers' ability to create jobs and grow the economy.
- ▶ The NAM has fielded message testing to bolster the industry's pushback against unbalanced regulation—and is targeting policymakers with digital ads to continue that push.



➤ Streamlining Progress: The NAM's Forceful Permitting Advocacy

Following sustained public and private pressure by the NAM, the House of Representatives in March passed permitting reform to accelerate critical energy and infrastructure projects. The NAM's early and sustained advocacy led to the inclusion of key permitting provisions in the debt ceiling deal, the Fiscal Responsibility Act, which not only raised the debt limit to avert default, but also included key revisions to U.S. environmental law that could boost energy investments—and was signed into law.

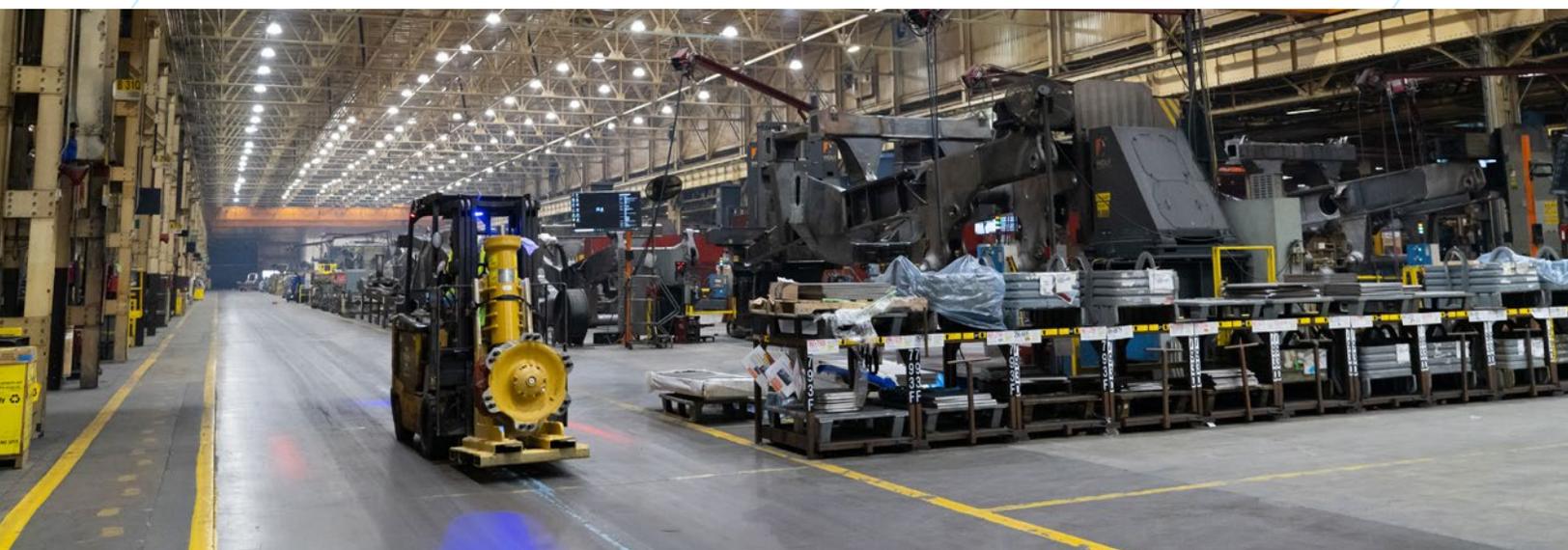
The NAM, having consistently pushed for this deal, reinforced its potential to “strengthen manufacturing ... and outcompete nations like China” by streamlining permitting processes. The act includes several provisions expediting much-needed energy projects and streamlining regulatory hurdles.



➤ **Quicker Permitting:** The bill paves the way for the swift permitting of the Mountain Valley Pipeline. This is an important step in ensuring a consistent energy supply to the Mid- and South Atlantic regions, which could, in turn, aid manufacturing activities in these areas.

➤ **Efficient Reviews:** The legislation aims to narrow the scope of environmental reviews and set time limits for their completion. It could help cut through red tape and speed up the approval process for critical projects, potentially reducing the average four and a half years it takes to complete a rigorous type of review.

➤ **Single Agency Review:** The FRA assigns the review of each project to just one federal agency, potentially reducing duplication of efforts and accelerating the overall review process.





› Sustainable Manufacturing: The NAM Drives Energy Security, Smart Environmental Oversight and Innovation

The NAM recognizes the critical importance of environmental stewardship and its coexistence with maintaining a competitive landscape for manufacturers. The NAM's concerted efforts are focused on influencing the development of fair, balanced environmental regulations that safeguard our natural resources while also ensuring that manufacturers can compete effectively on a global stage. Through proactively engaging with policymakers, offering expert insights and advocating for innovative, science-based solutions, the NAM strives to shape legislation that upholds environmental integrity without imposing excessive costs or constraints on manufacturers. Striking this balance supports sustainable practices within the industry, fuels economic growth and ensures that the U.S. manufacturing sector remains robust and resilient in a rapidly evolving world.

- › The NAM led dozens of associations to call on White House Chief of Staff Jeff Zients to move the administration to maintain existing emissions rules rather than adopting a new set of standards, and directly shared manufacturers' concerns with the proposal with staff from the White House's National Economic Council. NAM President and CEO Jay Timmons personally discussed the proposed regulations with Sens. Tammy Baldwin (D-WI) and Mark Warner (D-VA) to share their potentially serious consequences. Timmons also shared manufacturers' concerns with the staff of House Oversight Committee Chairman James Comer (R-KY), along with some other members of Congress who have the greatest influence on the administration, including Reps. Henry Cuellar (D-TX), Haley Stevens (D-MI), Nikki Budzinski (D-IL) and Lizzie Fletcher (D-TX).



OXFORD ECONOMICS NATIONAL ASSOCIATION OF Manufacturers

U.S. AIR QUALITY STANDARDS AND THE MANUFACTURING SECTOR

A REPORT FOR THE NATIONAL ASSOCIATION OF MANUFACTURERS
APRIL 2023

HARMFUL REGULATIONS ARE PUTTING MICHIGAN JOBS IN DANGER.

But Congress has the power to stop these job-killing proposals.

[LEARN MORE](#)

NATIONAL ASSOCIATION OF Manufacturers

Pressure on the decisionmakers:

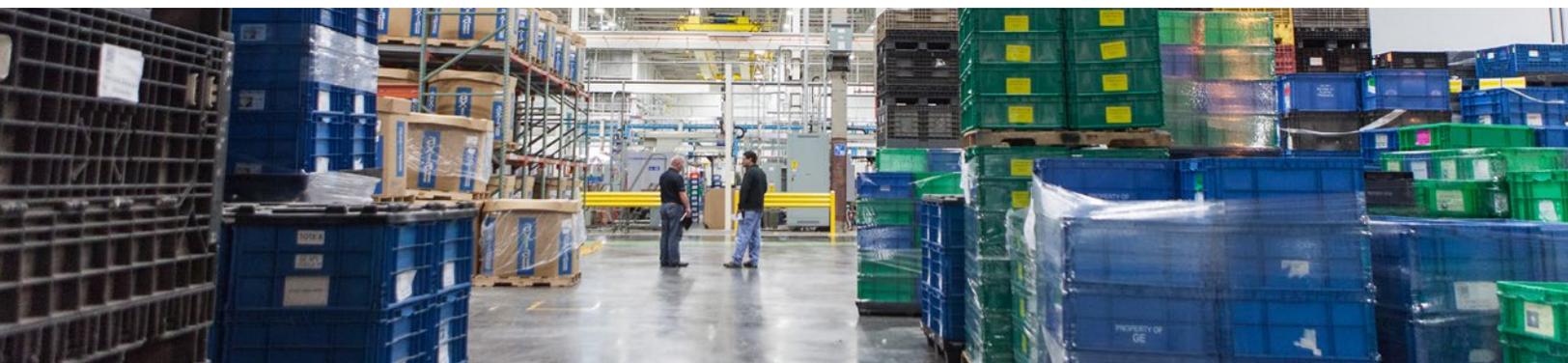
TV ad viewed an average of two times by more than 1.2 million households in D.C. media market.

ONE MILLION JOBS AT RISK

180

Spots placed on broadcast and cable TV

- ▶ The NAM continues to rally 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 (PM2.5). The NAM, with member support, has blitzed airwaves with ads to up the pressure on administration officials and congressional leaders.
- ▶ The NAM policy team worked with Sen. Shelley Moore Capito (R-WV) to send a letter—cosigned with 21 senators—to Environmental Protection Agency Administrator Michael Regan, in which she called on the agency to rescind its proposed air quality standard. We also arranged meetings for the coalition with Sens. Jacky Rosen (D-NV) and Sherrod Brown (D-OH), as well as meetings with Reps. Fletcher, Madeleine Dean (D-PA) and Lori Trahan (D-MA).





“ The Biden administration’s proposal to make these standards even more stringent is putting manufacturing investment at risk across vast swaths of the country and will jeopardize nearly 1 million jobs.” – NAM President and CEO Jay Timmons

- 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 EPA in May, which committed to working with NAM members to ensure the final proposals are technically feasible and economically sound.
- Leading the charge for regulatory certainty in rules governing vehicle emissions, we advised the National Highway Traffic Safety Administration in October that federal and state agencies must draft emissions rules setting targets that are realistic—not aspirational—and recognize the manufacturing lead time needed to make more electric vehicles available for consumers and for consumer choice to embrace new technologies fully.
- In addition to our work to prevent the EPA from designating PFAS as hazardous substances, opposing the EPA setting a drinking water standard at zero and encouraging federal and state governments to harmonize PFAS reporting, the NAM has also pushed back against a European Union proposal that would ban all per- and polyfluoroalkyl substances within 12 years, advising European regulators that for many sectors, there are no current replacements. The NAM will continue to persuade the EU to provide a longer off-ramp and meaningful exemptions for sectors that have no realistic alternatives.

- In response to the EPA's proposed stricter emissions standards on chemical manufacturers, particularly aimed at ethylene oxide and chloroprene, the NAM submitted comments in July highlighting the criticality and diverse use of these chemicals in the biopharmaceutical, medical device and consumer products sectors, particularly in their health care applications.
- When the Biden administration released unrealistic and unachievable standards for emissions for certain power plants that could result in unreliable and unaffordable energy for manufacturers, the NAM responded, warning about the feasibility of these standards, especially given the lengthy permitting process that the NAM is committed to reforming.
- 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.
- In May, our team was 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 took our members' concerns directly to top administration officials about a proposed rule altering the exemptions for overtime eligibility under the Fair Labor Standards Act. The NAM has engaged directly with the Department of Labor, the Office of Management and Budget and the Office of Information and Regulatory Affairs to raise manufacturers' deep wariness about the rule, which would inject new regulatory burdens and compliance costs to an industry already reeling from workforce shortages and other unbalanced regulations.
- After sustained NAM advocacy, in August the EPA delayed potential changes to its ozone standard, allowing for greater input from the public and providing some regulatory certainty for the sector. The NAM encouraged the EPA to take a similar consideration with its PM2.5 proposal, which could derail new investment.
- After the Federal Communications Commission announced a proposed cybersecurity-labeling program for Internet of Things devices, the NAM advised the commission to make it voluntary for companies to participate in the program, urging the FCC to institute a legal safe harbor protecting manufacturers from liability and to educate consumers about how they can protect themselves from cybersecurity threats.
- NAM advocacy reshaped a new SEC cybersecurity rule, removing some of the most problematic provisions, allowing companies to request up to 90-day extensions to these requirements.
- The House of Representatives passed an NAM-backed bill that would prohibit states from banning the sale of new gas-powered vehicles.



▶ Legislating Success: The NAM's Manufacturing Advocacy

As we sharpen 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 turn our industry's goals into action.

In 2023, the NAM put its unmatched 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 and thwarting two government shutdowns, staving off economic chaos and achieving key advances for manufacturers. By leveraging relationships with lawmakers, deploying targeted digital communications and magnifying our message through executive platforms, such as the NAM State of Manufacturing Address, Competing to Win Tour events at member facilities and congressional testimony, and leveraging the strength of our manufacturing networks, such as the NAM's Council of Manufacturing Associations and the Conference of State Manufacturers Associations, the NAM's full-force advocacy on permitting reform has helped to generate bipartisan consensus.

- ▶ With the NAM's strong support, the House Financial Services Committee approved a package of legislation this summer that would reduce regulatory burdens and enhance capital formation for small manufacturers.
- ▶ The NAM has achieved widespread consensus—on both sides of the aisle—for securing passage of the Miscellaneous Tariff Bill, which temporarily eliminates or reduces tariffs on products not available in the U.S. Passing the MTB would increase manufacturing competitiveness, support our industry's job creation efforts and lower prices for consumers. In November, the NAM led more than 200 companies and associations to call on the House Ways and Means Committee and Senate Finance Committee leadership to move toward expeditious congressional passage of the MTB.



- ▶ Our research and data, together with relentless shoe-leather lobbying and congressional education, helped craft the wording of the SHOP SAFE Act, reintroduced in the Senate by Sens. Chris Coons (D-DE) and Thom Tillis (R-NC) in September, which would hold counterfeiters and purchasing platforms accountable for dangerous products and protect American consumers, workers and businesses from bad actors.
- ▶ Following strong NAM engagement, the House of Representatives in July voted 351–69 to reauthorize Federal Aviation Administration programs for five years, as well as secure important priorities for manufacturers in the aviation, avionics, aerospace and related supplier industries.
- ▶ 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. Through digital and television ads and other advocacy tools, the NAM continues its aggressive push to advance PBM reform.
- ▶ The NAM has waged a campaign to educate policymakers about adoption of artificial intelligence in modern manufacturing, and to protect companies from unnecessary liability and bolster U.S. competitiveness and leadership in AI.

As the political landscape in Washington evolves and new faces emerge, the steadfast presence of the NAM shines through, bolstered by its formidable and influential stature recognized across all party lines. Our enduring relationships with key figures from both political parties have placed us at a strategic advantage, especially during periods of divided government. We remain clear-eyed about leveraging these alliances to advance our members' interests. With a proactive approach, we are capitalizing on opportunities that align with manufacturing goals and vigorously counteract any policies that could undermine the competitive edge of manufacturers or disrupt our workforce's cohesion.



› Crafting Competitiveness: The NAM's Tax Agenda

Driving Tax Policies Vital to Workers

The NAM is continuing its strong push to restore three tax priorities that Congress allowed to expire or phase down since they were first enacted five years ago: immediate and full deductibility for the costs of research and development, an interest deductibility standard that enables companies to invest in depreciable assets and 100% bonus depreciation.

The NAM has launched an all-out campaign to restore these competitive tax priorities. This campaign has featured an NAM-led business community tax priorities letter with more than 1,300 signatories, a digital ad campaign, new economic impact analysis, briefings with members of Congress and member stories highlighting the risks of congressional inaction.



This work includes partnering with some of the most powerful and influential committees on Capitol Hill, including the House Ways and Means Committee, which this summer advanced these tax priorities as part of the Build It in America Act.

“With geopolitical turmoil and a banking crisis injecting further uncertainty into the economy, policymakers must act with urgency on key tax, trade, permitting and regulatory proposals if they want to help manufacturers in America fend off a recession.” — NAM President and CEO Jay Timmons

The NAM's work on ensuring a fairer and more competitive tax environment extends even further:

- › **Driving Introduction of the Death Tax Repeal Act:** The NAM has prevailed on most House lawmakers and a core group of Senate leaders to back a bill introduced by Sen. John Thune (R-SD) to repeal the estate tax, a priority for many small and medium-sized manufacturers. The NAM has long championed estate tax repeal given the burden it imposes on family-owned manufacturers looking to pass their business on to the next generation.
- › **Championing Pass-Through Tax Legislation:** Leveraging member stories, the NAM is championing the Main Street Tax Certainty Act (H.R. 4721), reintroduced this summer by Rep. Lloyd Smucker (R-PA) to make permanent the 20% deduction for business income earned through pass-through entities, such as S-corporations or partnerships. The deduction, which was enacted in 2017, is slated to expire at the end of 2025. Making this deduction permanent would ensure that millions of small and medium-sized manufacturers continue to maintain tax parity with large corporations and have the ability to compete on a global level.

- **Pushing Back on the 15% Corporate Alternative Minimum Tax:** 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 AMT and the stock buybacks excise tax.
- **Protecting the R&D Tax Credit:** The NAM has pushed back strongly on the IRS's recently proposed new filing requirements for the R&D tax credit, which, if left unchanged, would greatly frustrate the ability of small manufacturers to claim the powerful tax incentive for innovation due to the significant and costly increase in the compliance burden.



More than 90% of manufacturing leaders believe that higher tax burdens on manufacturing income would make it difficult for their companies to expand their workforce, invest in new equipment or expand their facilities. Nearly 94% suggest that increased regulatory burdens would weaken their ability to invest in their workers, equipment or facilities.

Source: NAM Q1 2023 Manufacturers' Outlook Survey



› United for Manufacturing: The NAM's Advocacy at Work

Answering Members' Call for Action

- › The NAM steadily called for a resolution to provide much-needed stability to West Coast port shipping corridors, which was achieved in June after more than a year of advocacy. Throughout the negotiating process, the NAM urged President Biden to bring both parties back together and reach a final agreement that reopened the West Coast ports and eliminated the threat of additional supply chain disruption—and West Coast dockworkers voted to ratify a long-term employment contract.
- › As the House Financial Services Committee kicked off its July hearing series focused on ESG issues and the proxy process, NAM President and CEO Jay Timmons urged committee leadership to enact an agenda that limits the ability of ESG activists to hijack the proxy ballot with proposals that have little-to-no relevance to a company's success and called on Congress to rein in the SEC's regulatory overreach, which has empowered these activists and proxy advisory firms. The NAM Legal Center has taken the fight to court, joining a lawsuit to prevent activists from hijacking public company proxy ballots.
- › In response to the Biden administration's march-in rights proposal, the NAM has unveiled a full-scale campaign to defend against potential infringement of manufacturers' intellectual property and protect innovation and job creation.
- › The NAM swiftly denounced the decision by the National Labor Relations Board instituting a new framework for determining when employers are required to bargain with unions without a representation election, a decision that runs counter to decades of labor law precedent and could force unionization onto workers without the protections offered by a secret ballot election.
- › The NAM warned that the impact of the United Auto Workers strike would be felt across every level of the supply chain across the entire country. By highlighting the consequences of the work stoppage on small and medium-sized manufacturers in particular, the NAM urged stakeholders to reach a swift resolution.
- › As the year raced to a close, the association successfully advocated against the "Right to Repair" bill in the National Defense Authorization Act, safeguarding manufacturers' intellectual property and ensuring product safety and quality.
- › With a critical nomination for manufacturers' global competitiveness left dangling, the NAM played a pivotal role in securing the U.S. Senate confirmation of former U.S. Congressman Spencer Bachus (R-AL) for the Export-Import Bank's Board of Directors.
- › The NAM-PAC has raised more than \$319,000 and is on pace to exceed its 2023 fundraising goal of \$330,000, a record high amount raised by the NAM-PAC in its history. The NAM-PAC has disbursed \$281,000 to NAM-PAC champions in the U.S. House and Senate, supporting members on both sides of the aisle who work to advance the mission of manufacturers in the halls of Congress. Supported by NAM member company PACs from across all sectors of the economy, 10 fundraisers held over 2023 helped raise more than \$170,000 for these key members.





International Action to Meet Members' Needs

- The NAM led efforts to resolve disruptions at the U.S.–Mexico border in Texas that led to the backlogs across the manufacturing supply chain, working with state association partners to bring manufacturers' concerns directly to state and federal law enforcement leaders.
- The NAM, the Confederation of Industrial Chambers of Mexico and the Canadian Manufacturers & Exporters hosted the inaugural North American Manufacturing Conference at NAM headquarters in September, formalizing manufacturers' commitment to supporting close economic ties between the United States, Canada and Mexico—and strengthening the ability of this alliance to secure supply chains and make our companies more resilient against growing threats.
- The NAM's platform continues to draw top leaders together to secure the North American partnership—particularly key as we move toward the review of the United States–Mexico–Canada Agreement. Government representatives from all three countries, including Mexican Ambassador to the United States Esteban Moctezuma Barragán and Canadian Ambassador to the United States Kirsten Hillman; U.S. Trade Representative Katherine Tai; USTR General Counsel Greta Peisch; Minister of Small Business, Export Promotion and International Trade of Canada Mary Ng; Undersecretary of Industry and Trade in the Mexican Ministry of Economy Luis Abel Romero López; and other elected leaders participated in the North American Manufacturing Conference.
- The NAM also represented the American business community at a USMCA private-sector roundtable in Cancún, Mexico, 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.
- 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 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 President and Founder Ian Bremmer.

- ▶ 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.
- ▶ In March, the Competing to Win tour traveled across the Atlantic, stopping in 12 European cities with 36 events and meetings over 11 days, shoring up strategic alliances critical for manufacturers in the U.S., solidifying support for Ukraine and working to bolster the power of commerce—on both sides of the Atlantic—to preserve, protect and expand democracy.



- ▶ As 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.
- ▶ The NAM’s detailed submission for the Office of the U.S. Trade Representative’s 2024 National Trade Estimate Report on Foreign Trade Barriers stressed the need for action on discriminatory import tariffs and procedures, technical barriers to trade, challenges to strong intellectual property rules and protection, digital trade barriers that harm manufacturers and global investment barriers and market-distorting industrial subsidies—identifying issues in dozens of critical markets.

› Manufacturing's Voice in the Courts: The NAM's Fight for Manufacturers' Interests

The NAM Legal Center is the leading voice of manufacturers in the courts, fighting to advance policy objectives and advocate strategic manufacturing interests. The NAM works with some of the most effective legal experts in the country, who fight—and win—every day for NAM members and manufacturing priorities. Our initiatives bolster manufacturers' ability to grow, innovate and create jobs by countering regulatory overreach, safeguarding hard-fought legislative gains, advancing a level playing field for all manufacturers and protecting our nation's innovation leadership.

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.

The NAM Legal Center's second-annual Manufacturing Legal Summit in November brought this leadership to members, with educational discussions on the ever-changing landscape for manufacturing lawyers, including sessions on antitrust and the FTC; supply chain; privacy law; product liability; labor and employment; and legal ethics for in-house counsels.





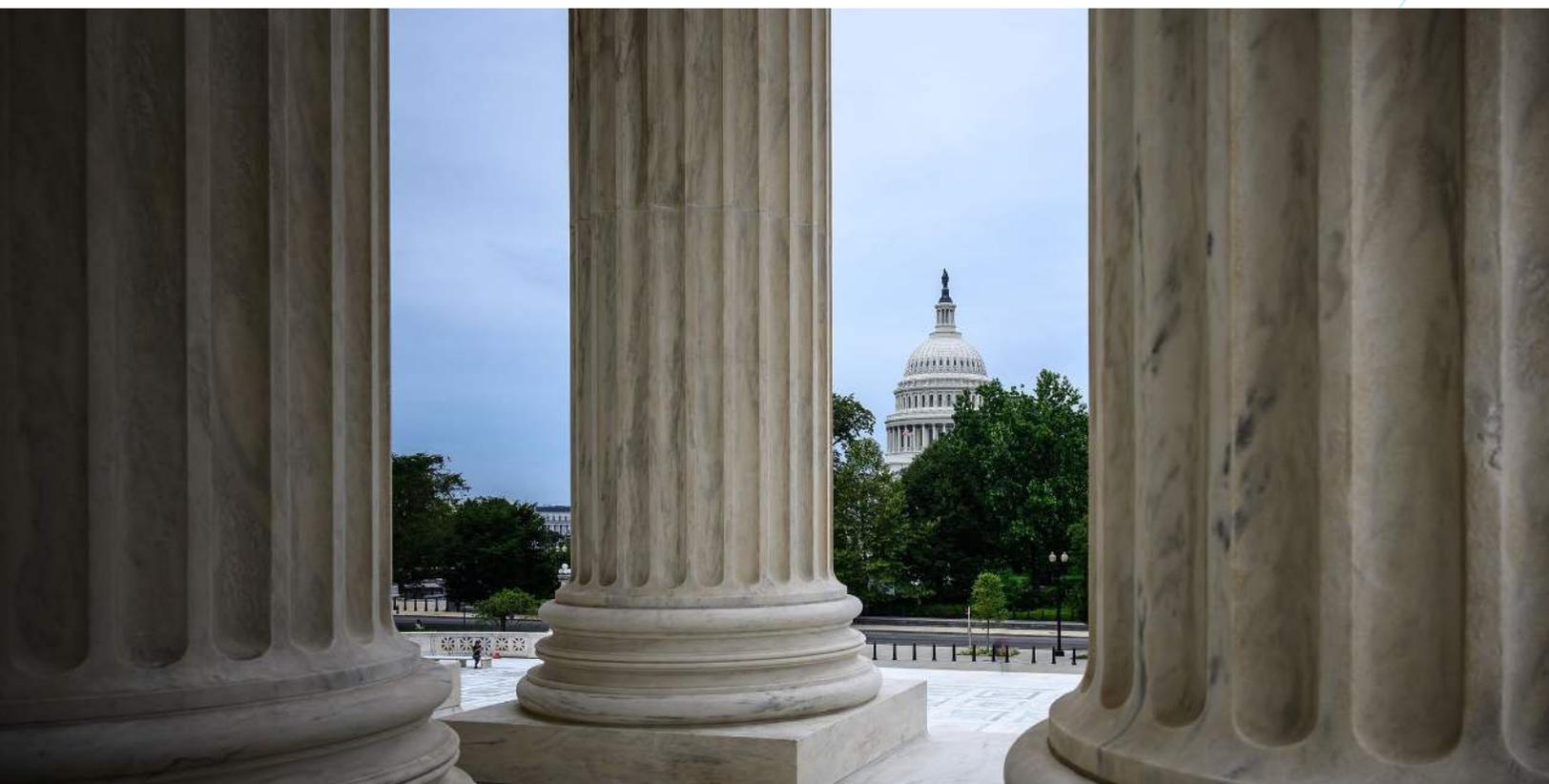
Shaping Law for Manufacturing Success

- ▶ The NAM Legal Center and the Kentucky Association of Manufacturers won a landmark victory for manufacturers after suing the SEC to block the agency's rule reinterpretation that would have required new public disclosures from privately held companies that issue corporate bonds.
- ▶ 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*)
- ▶ Defeating heightened First Amendment protection against trademark infringement claims for use of another's trademark (*Jack Daniel's Properties, Inc. v. VIP Products LLC*)
- ▶ Overturning the Federal Railroad Administration's rejection of BNSF's Automated Track Inspection program despite its incredible safety benefits (*BNSF v. FRA*)
- ▶ Convincing the 9th Circuit that federal law preempts a Berkeley, California, ordinance regulating energy use through a ban on natural gas appliances (*CRA v. City of Berkeley*)
- ▶ Protecting the availability of critical mineral production (*Western Watersheds Project v. McCullough*)
- ▶ Protecting the D.C. Circuit's decision affirming the validity of the OPT extension for STEM graduates (*Wash. All. of Tech. Workers v. DHS*)
- ▶ Pushing back on the Consumer Product Safety Commission's override of voluntary industry standards with a mandatory rule in violation of the Administrative Procedure Act (*Window Covering Manufacturers Ass'n v. CPSC*)
- ▶ Clarifying the scope of employer liability for take-home exposure to COVID-19, halting the dramatic expansion of liability plaintiffs' suits (*Kuciemba v. Victory Woodworks, Inc.*)
- ▶ Shielding manufacturers from securities class-action liability (*Slack Technologies v. Pirani*)

“ We are seeing a significant uptick in executive action, and given the divided Congress, that action is only going to increase. We are prepared to bring litigation as needed to challenge overreaching policies and defend manufacturing competitiveness.” — NAM Chief Legal Officer and Corporate Secretary Linda Kelly

Taking Overreach to Court

- Preventing activists from hijacking public company proxy ballots (*NCPRR 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*)
- Curbing the limitless reach of the District of Columbia’s consumer protection statute (*Earth Island Institute v. The Coca-Cola Company*)
- Protecting access to federal courts for corporate defendants (*Cameron Parish v. Apache, Inc.*; *Plaquemines Parish v. BP America Production Company*)
- Advocating an efficient, collaborative and non-litigious framework for the submission of claims to the government by federal contractors (*Textron v. United States*)
- Protecting against the disclosure of manufacturers’ confidential business information (*American Chemistry Council v. EPA*)
- Challenging the FTC’s speculative theory of anticompetitive conduct (*FTC v. Amgen*)





➤ Building Tomorrow's Workforce: Elevating the Manufacturing Skillset

Manufacturing Solutions to the Workforce Crisis

The Manufacturing Institute is delivering new solutions to help manufacturers build, diversify and strengthen their workforce while offering the latest insights and practices on common workforce challenges. The MI, the 501(c)3 workforce development and education affiliate of the NAM, is 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.



- **Sharing What Works:** 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 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 attract, train and retain the talent to remain competitive and power the growth of manufacturing in the U.S. The MI hosted more than 40 webinars, featuring more than a dozen research reports, toolkits and case studies published this year.

▶ **Training Global-Best Talent:** The Federation for Advanced Manufacturing Education (FAME) USA, founded by Toyota and transitioned to the MI in 2019, 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. The MI has grown the network from a 9-state footprint to a 16-state footprint, has doubled the number of chapters to 44 and more than doubled the number of employers to 450. Student participation has grown from a few hundred to nearly 1,200 enrolled across the country, with nearly 1,900 graduates between 2012 and 2023.



▶ **Convening for Workforce Solutions:** More than 275 attendees at the MI's second-annual Workforce Summit convened in Atlanta to discuss real-world, solutions-oriented approaches and innovative practices to solve key workforce development issues facing manufacturers. The summit brought together manufacturers, thought leaders, educators, business association leaders, community-based organizations and human resource professionals who are shaping the future of the manufacturing workforce.

▶ **Closing the Gender Gap:** 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. This fall, the MI received a record-breaking 758 nominations for the 2024 Women MAKE Awards. After just two years, 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.



▶ **Military to Manufacturing:** 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, which have had more than 4,600 individual registrations and reached more than 84,000 through social media. Job-seeker participation has quadrupled for the virtual career fairs, which have successfully connected military and veteran community members with national and regional manufacturing and supply chain companies. The Heroes MAKE America SkillBridge training program will graduate the most students in a single year, with 335 graduates this year, for a program total of 1,292 graduates and more than 6,000 certifications.

- President Biden proclaimed Oct. 6 to be National Manufacturing Day, while 21 states issued similar proclamations, along with recognition from members of Congress. Manufacturers hosted more than 600 MFG Day events across 46 states and in Puerto Rico throughout Manufacturing Month, with thousands more that were unregistered.

CREATORS WANTED

The NAM and the MI's Creators Wanted Tour wrapped up its 20-stop, cross-country trip that surpassed all our expectations and boosted results in shifting industry perceptions across the board:

- **Nationwide positive parent perceptions about modern manufacturing careers jumped from 27% to 40%, according to the MI and Deloitte.**
- **160 million+ digital impressions**
- **1.5 million+ email signups by students and career mentors**
- **13,000+ students and 3,800+ career mentors through the immersive experience**
- **84% of tour participants report a significantly improved view of manufacturing careers**
- **400,000+ training and job opportunities listed on CreatorsWanted.org**
- **\$5.6 million in positive earned media**





➤ Excellence in Action: The NAM's Commitment to Superior Operations

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 and workshops to help hundreds of manufacturing professionals enhance their expertise and guide organizational change.



A division of the National Association of Manufacturers

- The IRI held its annual Innovators Summit in October, featuring hands-on AI sessions that equipped attendees with skills to translate customer feedback into actionable innovations and fostered dialogue on integrating sustainability metrics into innovative efforts.
- The NAM co-hosted the 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.
- The NAM is spearheading cybersecurity preparedness in manufacturing, hosting an April gathering of chief information security officers to discuss challenges and share best practices with how the NAM can help the industry benchmark operational technology cybersecurity measures.
- CONNEX Marketplace, the NAM-supported digital buyer–seller network, has grown to connect more than 4,000 suppliers in 2023 alone.
- 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.
- 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.



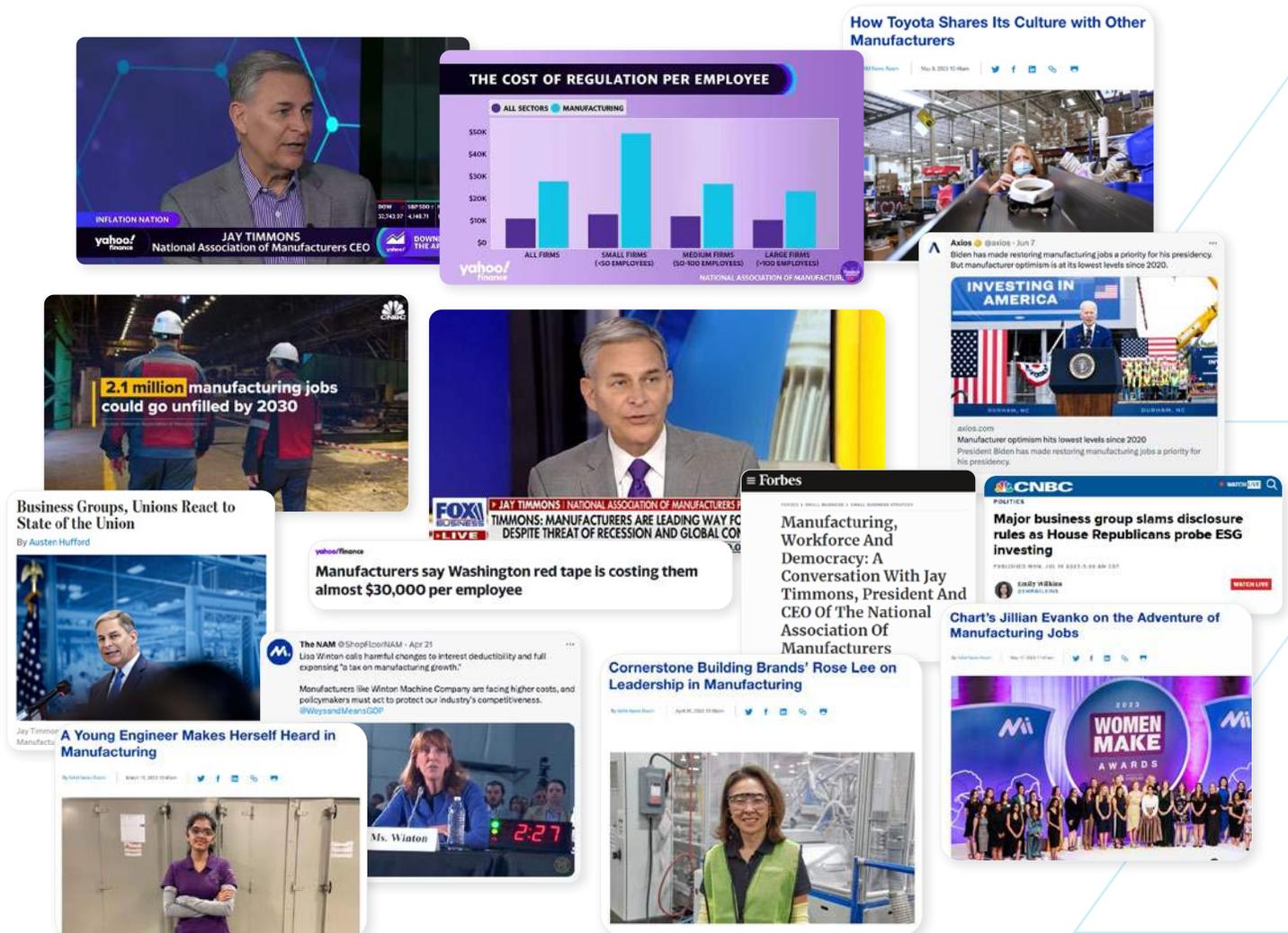
“ We started working with NAM Incentives Locator to help us during our site selection process for a new manufacturing plant in the U.S. The team of expert advisers was great to work with and incredibly flexible, even when we threw them a curve ball that we wanted them to focus their analysis on nontraditional 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

➤ Manufacturing Headlines: The NAM's Impact on Manufacturing News

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.

- From January through November 2023, users viewed NAM content more than 4.5 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 more than 29,000 subscribers, of which the overwhelming majority are manufacturing executives and professionals. More than 50% of our total manufacturing executive audience and more than 60% of our small manufacturing executive audience read Input at least once a week.



- 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.



\$12.25 million in earned media generated so far in 2023.

Breaking through in top outlets:

THE WALL STREET JOURNAL



The New York Times



Bloomberg

Bringing our story to local markets:

The Columbus Dispatch

THE PLAIN DEALER

The Detroit News



THE ARIZONA REPUBLIC

The Herald-Dispatch

The Post and Courier



IndyStar.

milwaukee
journal sentinel



A large green industrial machine, possibly a press or mill, is the central focus of the image. It has several circular openings on its front panel. In the foreground, two workers are visible. One worker, wearing a black shirt and blue pants, is standing with his back to the camera, looking into the machine's opening. He is wearing white gloves. Another worker, wearing a green shirt, is standing to the right, also looking into the machine. A wooden pallet with various tools is on a table in front of the machine. The background shows a factory floor with other equipment and a yellow overhead crane.

➤ Only 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.

Connect with Us



nam.org

