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ECONOMIC UPDATE

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EXECUTIVE SUMMARY

ECONOMY: U.S. MANUFACTURING ACTIVITY REMAINED IN EXPANSION EARLY IN 2026, while consumer, housing, and leading indicators continued to signal a slower underlying growth trend, as the ISM Manufacturing PMI edged down to **52.4 in February** from 52.6 in January, with new orders at 55.8, production at 53.5, backlogs rising to 56.6, prices jumping to 70.5, and employment still in contraction at 48.8. **Factory orders fell 0.7% in December** on weaker commercial aircraft bookings, **durable goods demand was supported by a 0.6% increase in core capital goods orders and a 0.9% rise in core shipments**, and **U.S. manufacturing output rose 0.6% in January**, the largest gain in 11 months, leaving **factory production up 2.4% year-over-year**. Forward-looking signals stayed softer, however, as **The Conference Board Leading Economic Index fell another 0.2% in December to 97.6**, its fifth straight monthly decline. Inflation remained firm, with **CPI up 0.2% in January** and 2.4% over the prior 12 months, while **producer prices rose 0.5% on the month** and 2.9% year-over-year, led by a 0.8% increase in final demand services. **Conference Board Consumer Confidence rose 2.2 points to 91.2 in February**, though the Present Situation Index slipped to 120.0 and Expectations improved to just 72.0. Consumer and housing data also pointed to caution, with retail sales unchanged in December, **pending home sales down 0.8% in January to 70.9**, and **construction spending up 0.3% in December**. **February job cuts fell sharply to 48,307**, and economists expect **nonfarm payrolls to rise by 59,000** in February after a 130,000 increase in January while the unemployment rate holds at 4.3%.

STEEL: TRADE CASES AND CAPACITY SHIFTS DROVE THE METALS STORY, as 24 U.S. states challenged the Trump administration's new global tariffs in court while the administration simultaneously imposed a fresh 10% tariff under Section 122 and signaled rates could rise to 15%. In steel-specific moves, Mexico launched an anti-dumping and subsidy probe into cold-rolled imports from the U.S., China, and Malaysia, the U.S. made minor adjustments to Korean plate countervailing duties, and Alton Steel moved toward closure with more than 3,000 assets headed to auction.

AUTOMOTIVE: POLICY, RECALLS, AND EV COMPETITION KEPT THE AUTO SECTOR IN MOTION, as the Trump administration moved to unwind an EV-friendly fuel economy provision while Ford launched recalls covering roughly 4.9 million U.S. vehicles across separate braking, lighting, and wiper-related issues. Norway remained the benchmark for EV penetration, Chinese brands expanded deeper into South Africa, and Volvo recalled more than 40,000 EX30 SUVs over battery overheating risk. Toyota cut Middle East-bound production by nearly 40,000 vehicles due to Hormuz-related logistics disruptions.

ENERGY: POWER SECURITY, GRID DEMAND, AND SUPPLY RISKS DOMINATED ENERGY DEVELOPMENTS, as NextEra said it expects to add 15–30 GW of generation for U.S. data centers by 2035 and Babcock & Wilcox secured a \$2.4B USD AI campus power project tied to Applied Digital. Peru suspended natural gas exports after a pipeline rupture.

MEDICAL: APPROVALS, PLATFORM BETS, AND HEALTHCARE RESTRUCTURING LED THE MEDICAL NEWSFLOW, as the FDA approved Johnson & Johnson's Tecvayli/Darzalex blood cancer combination in just 55 days and cleared Ascendis Pharma's weekly dwarfism therapy for U.S. launch. Tenaya signing an up-to-\$1.13B cardiovascular research pact with Alnylam and Moderna settling a major COVID vaccine patent fight for up to \$2.25B while also winning EMA backing for its combined COVID-flu shot.

AEROSPACE: FLEET EXPANSION, REPAIR BOTTLENECKS, AND LEASING CONSOLIDATION SHAPED AEROSPACE, as Vietnamese airlines signed roughly \$30B in Boeing aircraft deals and Delta added 34 more A321neos to support its premium-heavy fleet strategy. Dubai Aerospace agreed to buy Macquarie AirFinance for \$7B, Shell advanced Venezuela's Dragon gas project to support Trinidad LNG flows, and Embraer said the U.S. return to zero aircraft tariffs should help unlock future demand.

COMMODITIES: CRITICAL MINERALS, CROP REALIGNMENT, AND PETROCHEMICAL RESTRUCTURING MOVED MARKETS, as rare earth shortages worsened for U.S. aerospace and semiconductor supply chains and Australia joined the G7 critical minerals alliance in a broader push to diversify away from China. South Korea approved its first petrochemical restructuring plan with more than 2T won (\$1.39B USD) in support, SABIC swung to a 25.78B riyal (\$6.87B USD) loss, and aluminum prices and premiums jumped as Gulf export disruptions hit Bahrain and Qatar.

OVERSEAS: CROSS-BORDER INVESTMENT, TRADE REORDERING, AND TECHNOLOGY ALLIANCES KEPT GLOBAL FLOWS IN FLUX, as Japan's U.S.-focused investment package expanded through announced projects totaling \$36B and possible additions including nuclear power and copper refining. Trade friction and supply-chain reshuffling remained active, with India hit by U.S. solar duties, Indonesia redirecting more energy imports toward the U.S., Vietnam gaining Starlink approval while deepening trade talks with Washington, and Reliance securing a U.S. license to buy Venezuelan crude directly.

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Roughly 10% of the global container fleet has been caught in shipping disruptions near the Strait of Hormuz as the Iran conflict escalates, according to shipping executives. Maritime insurers have halted coverage for voyages through the waterway following missile threats and attacks linked to the conflict, forcing some carriers to suspend bookings and reroute vessels. The Strait of Hormuz is one of the world's most important trade corridors, carrying about 20% of global oil shipments, and prolonged disruptions could raise freight costs and energy prices while creating cargo backlogs across Europe and Asia.

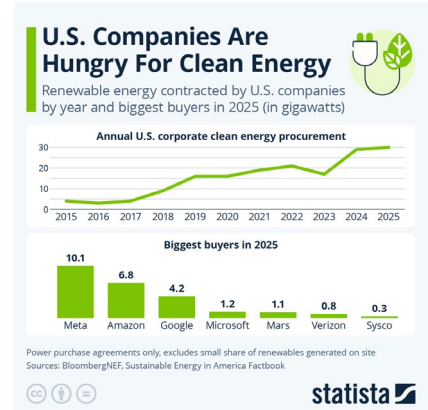
President Trump has imposed a temporary 10% global tariff for 150 days under Section 122 of the Trade Act of 1974, after the U.S. Supreme Court ruled that his earlier tariffs under the International Emergency Economic Powers Act (IEEPA) were illegal. The new duties replace previously imposed tariffs ranging from 10% to 50% and allow rates of up to 15% while the administration launches additional investigations under Section 301 and Section 232 that could justify longer-term trade measures.

Twenty-four U.S. states have filed a lawsuit challenging President Trump's newly imposed global tariffs, marking the first legal challenge to the administration's latest trade measures. The states argue the 10% tariffs, introduced after the Supreme Court struck down many earlier duties, have improperly used Section 122 of the Trade Act of 1974, a provision intended for short-term balance-of-payments emergencies rather than ongoing trade deficits. Treasury officials have indicated the tariffs could rise to 15%, intensifying the dispute. The case adds to broader litigation over Trump-era trade policy, as U.S. courts have already been handling roughly 2,000 lawsuits seeking refunds totaling more than \$130B in previously collected tariff payments.

The United States has completed the first air transport of a nuclear microreactor, as the Departments of Energy and Defense test the rapid deployment of small nuclear power systems for military and civilian use. The reactor, developed by Valar Atomic, was flown without nuclear fuel from California to Hill Air Force Base in Utah aboard a C-17 cargo aircraft. Microreactors are being explored as a potential alternative to diesel generators for remote locations and military operations. Officials say the demonstration supports broader efforts to expand advanced nuclear technologies, though questions remain about long-term costs and nuclear waste disposal.

U.S. corporations continue to drive renewable energy demand despite federal policy rollbacks affecting the sector. Companies contracted about 30 gigawatts of clean energy in 2025, roughly matching 2024 levels and

increasing from 17 gigawatts in 2023, according to data from the Sustainable Energy in America Factbook. Technology firms led corporate procurement, with Meta securing 10.1 GW, followed by Amazon (6.8 GW), Google (4.2 GW), and Microsoft (1.2 GW). Overall, the United States added 54 GW of utility-scale renewable capacity in 2025, while global corporate commitments



continue to grow as companies participating in the RE100 initiative aim to purchase 726 terawatt-hours of renewable electricity by 2030, up from 565 TWh in 2025.

NextEra Energy has said it expects to add between 15 and 30 gigawatts of new power generation capacity for U.S. data centers by 2035, reflecting surging electricity demand tied to artificial intelligence infrastructure. The company indicated much of the new capacity will come from natural gas-fired generation and noted it already has a pipeline exceeding 20 GW of gas projects under development. The planned buildout highlights growing pressure on the U.S. power grid as hyperscale data centers expand, with 30 GW of electricity capacity roughly equivalent to the power needs of about 22 million homes.

Assets from special bar quality (SBQ) steel producer Alton Steel will be auctioned in April following the company's decision to close operations earlier this year. The Alton, Illinois-based company announced the auction after shutting down all operations in late January. More than 3,000 assets will be available, including a Mannesmann Demag 220-ton electric-arc furnace system, an EBT electric-arc furnace, and a Moeller Neumann continuous roughing rolling mill/bar mill. Equipment inspections are scheduled for April 6–8, with the three-day auction taking place April 8–10.

CVS Health has partnered with Google Cloud to launch an AI-powered healthcare platform called Health100, designed to integrate data from pharmacies, insurers, providers, and digital health systems into a single consumer-focused application. The platform, expected to launch in 2026, will use agentic artificial intelligence to provide real-time health guidance and personalized care support through mobile voice and visual interactions. Built on Google Cloud infrastructure and technologies such as Gemini models and BigQuery, the system aims to help users manage

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benefits, access care more quickly, and reduce out-of-pocket healthcare costs.

The Trump administration has moved to rescind a rule that incentivized electric vehicle production under federal fuel economy standards, saying the regulation overstated EV energy savings. The U.S. Department of Energy said it will eliminate the “fuel content factor,” a provision used to calculate fuel economy values that critics argued gave EVs artificially high efficiency ratings in fleet compliance calculations. Officials said the change follows a court ruling that found the provision unlawful and signals potential broader revisions to fuel economy rules. The policy shift could make it easier for automakers to meet regulatory requirements with gasoline-powered vehicles.

The U.S. Food and Drug Administration has approved Johnson & Johnson’s blood cancer therapy Tecvayli in combination with Darzalex, following an accelerated review under the agency’s National Priority Voucher Program. The decision came 55 days after filing, far faster than the typical 10–12 month review process, and marks the third drug cleared under the expedited pathway. Clinical trial data showed the treatment combination reduced the risk of disease progression or death by 83% compared with standard care in patients with multiple myeloma who had received at least one prior therapy. The approval also converts Tecvayli’s earlier accelerated approval as a standalone treatment into full traditional approval for certain heavily pretreated patients.

Tenaya Therapeutics has signed a research partnership with Alnylam Pharmaceuticals worth up to \$1.13B to develop treatments targeting genetic causes of heart disease. The agreement covers a two-year research collaboration focused on up to 15 genetic drivers of cardiovascular conditions, after which Alnylam will assume responsibility for further development and commercialization of any resulting therapies. Tenaya has said it will receive about \$10M in upfront payments and research funding and could earn additional milestone payments tied to the successful development and approval of the drugs.

Abbott Laboratories has been set to face a new trial over claims that its premature infant formula caused necrotizing enterocolitis, a serious and potentially fatal bowel disease affecting premature babies. The case in Chicago involves four families who allege Abbott failed to warn that cow’s milk–based formulas used in hospital settings increase the risk of the condition. The trial is part of a broader wave of litigation, with nearly 1,000 lawsuits filed against Abbott and Mead Johnson over similar allegations. Previous cases have

produced mixed outcomes, including jury awards of \$60M and \$495M that are currently under appeal.

Moderna has agreed to pay up to \$2.25B to settle a patent dispute over key technology used in its COVID-19 vaccine, resolving claims brought by Genevant Sciences and Arbutus Biopharma. Under the agreement, Moderna will pay \$950M upfront in July 2026, with an additional \$1.3B contingent on the outcome of a related legal appeal. The settlement ends multiple global lawsuits alleging Moderna used lipid nanoparticle delivery technology without authorization and removes the risk of future royalty payments on upcoming vaccines using the platform. Analysts have noted the payment represents a relatively small share of Moderna’s roughly \$48B in global COVID vaccine revenue.

Ford Motor has recalled 604,533 vehicles in the United States due to a potential windshield wiper motor failure, according to the National Highway Traffic Safety Administration. The issue could reduce driver visibility and increase crash risk in certain 2020–2022 Explorer, Escape, Lincoln Aviator, and Lincoln Corsair models. Dealers will inspect and replace front wiper motors if necessary at no cost to vehicle owners. Separately, Ford has also recalled an additional 11,431 vehicles in the U.S. because a driveshaft weld defect could cause a loss of drive power.

Ford has also recalled about 4.3 million pickup trucks and SUVs in the United States due to a software issue that could affect trailer braking and lighting functions. The recall covers several models, including the 2021–2026 F-150, 2022–2026 F-250 Super Duty, Expedition, Maverick, Ranger, E-Transit, and Lincoln Navigator. The problem stems from a potential loss of communication with the Integrated Trailer Module, which could result in trailer brake or signal lights failing. Ford said the issue will be addressed through an over-the-air software update and noted it is aware of 407 incidents potentially linked to the problem, though no crashes have been reported.

The United States said Japan will finance approximately \$36B in energy and industrial projects across Ohio, Texas, and Georgia as part of a broader investment commitment tied to a recent trade agreement. The projects include a \$33B natural gas-fired power plant in Ohio, a \$2.1B deepwater crude oil export terminal off the Texas coast, and a synthetic industrial diamond manufacturing facility in Georgia. U.S. officials said the investments aim to strengthen domestic energy capacity and supply chains in strategic manufacturing sectors. The projects represent the first investments under Japan’s pledge to direct up to \$550B into U.S. initiatives under the new trade framework.

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Uber said it will invest more than \$100M to build charging infrastructure for autonomous vehicles, supporting its strategy to expand robotaxi operations. The investment will fund DC fast-charging hubs at autonomous fleet depots and charging locations in priority cities. Initial deployments will begin in the United States in the Bay Area, Los Angeles, and Dallas before expanding to additional markets. Uber is also partnering with charging operators such as EVgo in the U.S. and Electra and Ionity in Europe to support broader charging availability as autonomous vehicle fleets grow.

Canadian farmers may plant more canola acres in 2026 than initially projected, as rising crop prices and higher fertilizer costs influence planting decisions. Statistics Canada estimated farmers intend to seed about 21.8 million acres of canola, but analysts expect the final figure could increase by 400,000 to 500,000 acres. The shift reflects stronger canola prices and geopolitical disruptions that have driven fertilizer costs higher. Canada, the world's largest producer and exporter of canola, may also see adjustments in barley and pulse crop planting as farmers seek lower-cost and lower-risk crop options.

U.S. aerospace and semiconductor suppliers are facing worsening shortages of key rare earth elements despite easing trade tensions with China, according to industry sources. Materials such as yttrium and scandium, largely produced in China, are critical for jet engine coatings, aerospace alloys, and advanced semiconductor manufacturing. Limited exports have led some suppliers to ration materials, pause production, or turn away smaller customers. While major production disruptions have not yet occurred, industry officials warn the shortages could threaten supply chains for aerospace systems and next-generation technologies such as 5G chips if constraints persist.

Delta Air Lines has ordered 34 additional Airbus A321neo aircraft as part of its ongoing fleet renewal strategy. The new jets, scheduled for delivery beginning in 2029, will bring Delta's total commitment for the A321neo to 189 aircraft. The airline is expanding its use of newer, more fuel-efficient planes while increasing the number of premium seats on domestic and short-haul international routes. Delta said the A321neo offers the lowest operating cost per seat among its narrowbody aircraft and supports its strategy to grow higher-margin premium cabin capacity.

Brazilian aircraft manufacturer Embraer expects increased growth following the United States' return to a zero-tariff policy on aircraft imports. The company said the policy shift should support stronger demand and reinforce its investment plans in the U.S. market. Embraer CEO Francisco Gomes Neto

said the change could help unlock additional future orders as the company continues expanding its commercial and regional aircraft programs.

Peru has suspended natural gas exports after a pipeline rupture triggered the country's most severe energy crisis in two decades, officials said. The leak forced operator Transportadora de Gas del Peru to shut down a section of the pipeline serving the country's largest gas field, cutting supply dramatically. Authorities declared a 14-day national pipeline emergency to prioritize gas deliveries for residential, commercial, and essential services while repairs are underway. The disruption has also halted production at Pluspetrol's Pisco facility, which supplies about 70% of Peru's liquefied petroleum gas demand.

Shell has signed oil and gas exploration agreements with Venezuela covering offshore natural gas and onshore oil and gas opportunities. The company also signed technical and commercial agreements with Venezuelan engineering firm VEPICA as well as service providers KBR and Baker Hughes. The agreements help advance development of the Dragon offshore gas project, which is expected to begin exporting gas to Trinidad by the third quarter of 2027 to support production at the Atlantic LNG facility. The deals follow recent energy sector reforms in Venezuela aimed at attracting foreign investment and expanding oil and gas development.

The American Metals Supply Chain Institute (AMSCI) said escalating conflict in the Middle East is beginning to impact global maritime freight markets. Heightened security risks in key shipping corridors, including the Persian Gulf, Strait of Hormuz, Gulf of Oman, and the Red Sea, have prompted rising war-risk insurance premiums, potential vessel diversions, and contract risk reassessments by shipping companies. Industry officials said some vessels may be rerouted around the Cape of Good Hope, which would extend transit times and constrain vessel availability. AMSCI warned that these developments could increase freight rates and disrupt supply chains across multiple industries, including metals.

The U.S. Department of Commerce has made small adjustments to countervailing duties on cut-to-length carbon-quality steel plate imports from South Korea following its latest administrative review. For the 2023 review period, the agency assigned a subsidy rate of 2.21% for Dongkuk Steel Mill and 1.31% for Hyundai Steel Co. The rates represent minor changes from the previous levels of 2.01% for Dongkuk and 2.21% for Hyundai set for 2022. A separate anti-dumping duty order on Korean steel plate remains in place, though both companies received a 0% dumping

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margin in the most recent 2023–2024 review.

Mexico has launched an anti-dumping investigation into cold-rolled steel imports from the United States, China, and Malaysia, following a complaint filed by Ternium Mexico. The country's Ministry of the Economy said it will also investigate whether U.S. producers benefit from government subsidies that distort trade. The case will examine imports from April 2024 through March 2025, with injury analysis covering April 2022 through March 2025. U.S. shipments of cold-rolled sheet to Mexico totaled about 608K metric tons in 2024 and 504K metric tons during the first eleven months of 2025, according to government data.

Algoma Steel has begun producing plate for the Polar Max icebreaker program being built by Davie Shipbuilding for the Canadian Coast Guard. Steel plates are being manufactured at Algoma's facility in Sault Ste. Marie, Ontario, and will be delivered to Davie's shipyard in Lévis, Quebec. The project supports Canada's effort to strengthen domestic shipbuilding supply chains and expand Arctic-capable vessels. Separately, Algoma recently signed a memorandum of understanding with South Korea's Hanwha Ocean for a potential long-term supply agreement valued at up to CA\$345M (\$250M USD) tied to Canada's proposed patrol submarine program.

Babcock & Wilcox said an Applied Digital-backed company has approved a \$2.4B USD project to supply power equipment for artificial intelligence data center campuses. The agreement covers a 1.2-gigawatt natural gas-fired power facility, with Babcock providing four 300-megawatt boilers and steam turbine generator systems. The project reflects rising electricity demand driven by expanding AI data centers, which can consume power comparable to that of a small city. The company said it is also evaluating a potential additional 1.2 GW expansion and reported Q4 revenue of \$161M USD, exceeding analyst expectations of about \$155.6M USD.

EUROPE, AFRICA, & THE MIDDLE EAST:

Britain has launched bird flu vaccine trials in turkeys, marking a shift in its strategy to combat highly pathogenic avian influenza that has severely impacted poultry flocks and food supply chains. The 24-week trials, led by the Department for Environment, Food and Rural Affairs, will evaluate the effectiveness of existing vaccines in real farm conditions and assess how monitoring systems can prevent outbreaks while protecting export markets. Bird flu outbreaks have been costing the UK government and poultry industry up

to £174M (\$232M) annually, prompting greater interest in vaccination strategies. Other countries, including France, the Netherlands, and the United States, have also begun testing or deploying poultry vaccination programs to reduce the economic and agricultural impacts of the disease.

The European Medicines Agency has recommended approval of Moderna's combined COVID-19 and influenza vaccine, potentially making it the first single-shot immunization to protect adults aged 50 and older against both viruses. The vaccine, called mCombrax, produced stronger antibody responses than separate COVID and flu shots in a clinical study of about 8,000 participants. Moderna has said the shot could be available in select European Union markets for the 2026–2027 flu season, with broader rollout expected in 2027 after existing EU vaccine contracts expire. The company has been pursuing combination vaccines to help restore revenue growth as demand for standalone COVID vaccines has declined since the pandemic.

Zambia has pushed back on parts of a proposed \$1B U.S. global health funding agreement, saying certain provisions do not align with the country's national interests. The deal would provide more than \$1B in U.S. funding over five years to address HIV, malaria, disease surveillance, and maternal and child health, while requiring roughly \$340M in co-financing from Zambia. Negotiations have been delayed after revised drafts included provisions that Zambian officials requested be changed, amid concerns from advocates that the agreement could be linked to mining cooperation and data-sharing arrangements. The negotiations are part of broader changes in how the U.S. administers international health assistance, as several countries reassess new bilateral agreements tied to U.S. funding.

China's Chery has announced plans to launch its iCAUR V23 electric SUV brand in South Africa in May, as the country's largest vehicle exporter expands into new global markets. The move marks part of a broader push by Chinese automakers to establish a stronger presence in emerging electric vehicle markets, including Africa's most developed automotive sector. About 21 Chinese car brands are already sold in South Africa, with additional launches expected this year as competition increases. While EV adoption in the country remains relatively low, rising consumer interest and supportive government policies are beginning to create opportunities for new entrants.

Toyota Motor has reduced planned vehicle production for Middle Eastern markets by nearly 40,000 units, citing logistics disruptions linked to the U.S.-Israeli campaign against Iran and shipping constraints through the Strait of

EUROPE, AFRICA, & THE MIDDLE EAST:

Horzum. The company has notified parts suppliers of revised production plans for March and April, with the cuts expected to affect popular models such as the Land Cruiser as well as several sedans and commercial vans. The reduction represents roughly 60%–70% of Toyota’s typical monthly export volume to the Middle East, which averages about 30,000 vehicles.

Stellantis, Toyota, and Subaru have not joined Tesla’s carbon-credit pooling arrangement for 2026, according to an EU regulatory filing tracking compliance with the bloc’s vehicle emissions rules. The Tesla-led pool allows automakers with higher emissions to offset targets by counting electric vehicle sales from companies with lower fleet emissions. The European Commission has eased earlier rules by allowing compliance to be measured across the 2025–2027 period rather than only 2025, giving manufacturers more flexibility in meeting fleet-wide carbon limits. Automakers still have the option to join the pool later in the year if needed, as companies assess whether their own EV sales will be sufficient to meet the EU’s emissions requirements.

UK self-driving technology firm Oxa has raised \$103M in new funding to expand autonomous vehicle deployments, focusing on industrial environments such as ports, airports, and warehouses. The Series D round included \$50M from the UK’s National Wealth Fund along with investments from Nvidia’s venture arm NVentures and BP Ventures. Oxa develops software and hardware that can convert existing industrial vehicles into autonomous machines and has said the latest funding will support expanded deployments with customers including DHL, BP, and Vantec. The financing brings the company’s total funding to more than \$250M as firms increasingly explore autonomous technology for logistics and industrial operations.

Volvo Cars has recalled more than 40,000 EX30 electric SUVs due to a potential battery overheating risk, requiring replacement of modules in the vehicles’ high-voltage battery packs. The recall affects 40,323 EX30 Single-Motor Extended Range and Twin-Motor Performance models and comes as the vehicle plays a central role in Volvo’s electric vehicle strategy. Owners have been advised to limit charging to 70% until repairs are completed, while the automaker has said replacement battery cells will be supplied by the same Geely-backed battery partner after fixes were implemented. Analysts have estimated the battery replacements could cost around \$195M, excluding logistics and repair expenses.

Five of Europe’s largest military powers are launching a joint effort to develop low-cost air-defense systems, including autonomous drones and interceptor missiles

designed to counter emerging battlefield threats. France, Germany, Italy, Poland, and the United Kingdom announced the initiative, called Low-Cost Effectors and Autonomous Platforms (LEAP), with the goal of bringing systems into production within 12 months. The project reflects lessons learned from the war in Ukraine, where low-cost drones have proven effective against expensive missile systems. European officials said the first systems developed under the program could be delivered by 2027 as countries accelerate defense modernization efforts.

Dubai Aerospace Enterprise (DAE) has agreed to acquire Macquarie AirFinance in a \$7B deal, creating one of the world’s largest aircraft leasing companies. The combined fleet will include 1,029 aircraft serving 191 airlines across 79 countries, significantly expanding DAE’s global reach. The acquisition will also add 37 airline customers and extend the company’s presence into seven new markets. Expected to close in the second half of 2026 pending regulatory approvals, the deal reflects continued strong investor demand for aircraft assets as supply constraints persist at major manufacturers like Boeing and Airbus.

Seven European Union countries have warned against major changes to the bloc’s electricity market design, arguing that altering the system could increase costs and create uncertainty for investors. Energy ministers from the Netherlands, Sweden, Denmark, Finland, Latvia, Luxembourg, and Portugal said the current pricing mechanism—where the last power plant needed to meet demand sets electricity prices—should remain in place. Their warning comes as the European Commission explores options to curb rising energy costs driven by higher global oil and gas prices. The countries urged the EU instead to accelerate renewable energy deployment and reduce reliance on imported gas, which they say is the primary driver of high electricity prices.

Far-right lawmakers in the Netherlands are proposing to keep the Groningen gas field available as a strategic reserve, despite the government’s decision to permanently close the site in 2024 due to earthquake risks. The JA21 party argues that maintaining access to the wells would provide energy security during geopolitical instability, with support from some lawmakers including Geert Wilders. Their proposal would preserve the option to reopen certain wells rather than sealing them permanently with concrete. The Dutch government has repeatedly rejected reopening the field, citing safety concerns after decades of gas extraction triggered earthquakes and widespread property damage in the region.

EUROPE, AFRICA, & THE MIDDLE EAST:

Aluminum supply concerns are intensifying after shipping disruptions in the Strait of Hormuz halted exports from Bahrain's Alba smelter and a major Qatari facility began shutting down. Aluminum Bahrain declared force majeure after vessels were unable to ship metal due to the escalating Middle East conflict, while Qatalum in Qatar has started a shutdown expected to take up to a year to fully restart. The disruptions have pushed aluminum prices higher, with London Metal Exchange prices rising above \$3,400 per ton and regional supply risks affecting roughly 8% of global output. Physical aluminum premiums in both Europe and the United States have also climbed to multi-year highs amid tightening supply.

Germany's coalition government has agreed to scrap key elements of a controversial heating law introduced in 2023, allowing homeowners to continue installing oil and gas heating systems. The revised policy aims to give households greater flexibility while still targeting emissions reductions in the building sector. Under the new framework, gas and oil heating systems will gradually be required to incorporate increasing shares of climate-friendly fuels such as biomethane, starting at 10% in 2029 and rising in stages through 2040. Germany continues to target climate neutrality by 2045, though the building and transport sectors have lagged in emissions reductions.

Italy has approved a roughly €3B (\$3.5B) package aimed at reducing wholesale energy prices, government officials said. The measures are intended to protect household purchasing power and improve business competitiveness as energy costs remain higher in Italy than in several neighboring European countries. Officials said the plan focuses on narrowing the price spread between natural gas traded on Italy's PSV market and the benchmark TTF hub in Amsterdam. Italy's reliance on energy imports and its heavy use of gas for electricity generation—accounting for more than 40% of power production—have contributed to elevated energy costs.

Britain has secured a record amount of solar capacity in its latest renewable power auction, awarding contracts for 4.9 gigawatts of solar projects as part of a broader 6.2 gigawatts of renewable energy developments. The projects were approved through the government's Contracts for Difference program, which guarantees minimum electricity prices for renewable producers. Officials said the seventh auction round has secured a total of 14.7 gigawatts of renewable capacity, enough to power about 16 million homes. The expansion supports the UK's goal of largely decarbonizing its electricity sector by 2030.

Spain's Moeve has approved a \$1.2B green hydrogen project in partnership with Abu Dhabi's Masdar, marking a major step in the development of the Andalusian Green Hydrogen Valley. The first phase will include 300 megawatts of hydrogen production capacity, with the potential to expand to 400 megawatts depending on grid availability. The project will be powered by a combination of grid electricity and a dedicated solar plant and is supported by more than €300M in European Union subsidies. Moeve will retain a 51% stake in the project, with Masdar and renewable firm Enalter holding the remainder.

The UK Supreme Court ruled that Spain cannot claim sovereign immunity to block the registration of a €101M (\$118M USD) arbitration award tied to cuts in renewable energy incentives. The dispute stems from investments by Infrastructure Services Luxembourg and Energia Termosolar, which were awarded compensation through the World Bank's International Centre for Settlement of Investment Disputes after Spain withdrew renewable subsidies more than a decade ago. The court said Spain accepted the jurisdiction of British courts when it signed the ICSID Convention, allowing the award to be registered in the UK. The case is one of more than 20 arbitration disputes tied to Spain's earlier renewable policy changes, totaling roughly €1.6B (\$1.9B USD) in outstanding awards.

Saudi chemicals producer SABIC reported a net loss of 25.78B riyals (\$6.87B USD) for 2025, largely due to impairments and losses tied to asset divestments in Europe and the Americas. The result compares with a net profit of 1.54B riyals in the prior year as the global petrochemical sector continues to face overcapacity and weaker margins. SABIC also announced that CEO Abdulrahman Saleh Al-Fageeh will retire at the end of March and be succeeded by Faisal Mohammed Al-Faqeer, currently a senior executive at Saudi Aramco. The company said it plans capital investments of \$3.5B–\$4B USD in 2026 as it shifts focus toward more cost-advantaged production regions.

The European Union has removed plans for a steel emissions label from its proposed "made in Europe" industrial policy law, according to a draft of the Industrial Accelerator Act. Earlier proposals included a voluntary label that would have identified the emissions intensity of steel products, a measure low-carbon steel producers said would help promote greener materials. EU officials said other sustainability rules under development could instead support demand for low-carbon steel. The draft proposal still requires that at least 25% of steel purchased through public procurement be low-carbon to help stimulate investment in cleaner steel production.

EUROPE, AFRICA, & THE MIDDLE EAST:

Norway's sovereign wealth fund has made its first direct investment in U.S. renewable energy assets, acquiring a 33.3% stake in a portfolio of 17 solar plants and five onshore wind facilities. Norges Bank Investment Management said it will pay \$425M USD for its equity stake, with the portfolio valued at about \$2.6B USD. The assets have a combined capacity of roughly 2.3 gigawatts of power and will be jointly owned with British Columbia Investment Management Corporation and Brookfield through a new entity called Northview Energy. The partners may invest an additional \$1.5B USD in renewable assets across the United States and Canada.

ASIA/PACIFIC, JAPAN, AUSTRALIA, & INDIA:

Hyundai Motor Group has announced plans to invest about 9T won (\$6.26B) in new technology and energy infrastructure projects in South Korea, including an artificial intelligence data center and a robot manufacturing facility. The investment includes roughly 5.8T won (\$4.03B) for an AI data center equipped with about 50,000 graphics processing units, as well as 400B won (\$278M) for a factory producing robots, including wearable systems. Additional funding will support hydrogen production and solar power generation as part of a broader development initiative in the Saemangeum industrial zone on South Korea's west coast. The project is aimed at strengthening advanced manufacturing, artificial intelligence capabilities, and clean energy infrastructure in the region.

Mercedes-Benz has said it will introduce an advanced driver-assistance system developed with Chinese technology firm Momenta in nine upcoming vehicle models, including the electric GLC SUV and the S-Class sedan. The system reflects the automaker's growing use of research and development conducted in China to support global vehicle innovation and software capabilities. Mercedes has indicated it plans to expand technology partnerships with Chinese firms as part of its broader strategy to accelerate development of advanced automotive software and automated driving technologies.

Vietnam has granted SpaceX approval to launch its Starlink satellite internet service in the country, allowing the company to provide both fixed and mobile broadband connectivity. The Ministry of Science and Technology issued licenses for Starlink's local unit to operate satellite internet services and to use radio frequencies and related equipment. The approval follows earlier plans to allow the service on a trial basis and comes as Vietnam and the United States

continue negotiations on a trade agreement after Washington imposed 20% tariffs on Vietnamese goods in 2025.

China has unveiled a new five-year economic plan focused on accelerating artificial intelligence and advanced manufacturing, positioning technology development as central to its long-term rivalry with the United States. The strategy emphasizes expanding AI across industrial supply chains, boosting research spending, and increasing the role of "core digital economy industries" to 12.5% of GDP while advancing sectors such as quantum computing, robotics, and semiconductor production. Beijing has set a 2026 economic growth target of 4.5%–5%, slightly below last year's 5%, as officials attempt to manage structural challenges including weak domestic demand, high local government debt, and ongoing property sector pressures. Despite acknowledging economic imbalances, analysts say the plan prioritizes technological self-sufficiency and industrial capacity over major shifts toward consumer-led growth.

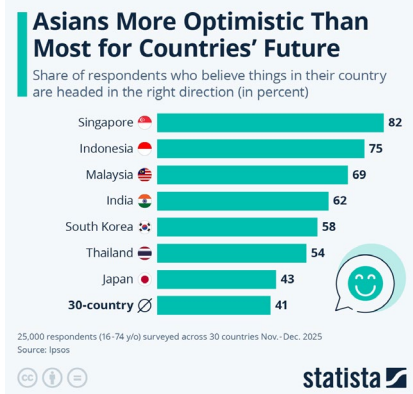
GE Aerospace has begun deploying robots and Lean manufacturing techniques at its Singapore engine repair hub, aiming to ease global maintenance backlogs caused by parts shortages and heavy demand for jet engine servicing. The company has been upgrading the 2,000-employee facility with automation, digital tools, and artificial intelligence as part of an investment plan that could reach about \$300M. GE has said the improvements are designed to increase repair volume at the site by roughly 33% without expanding its physical footprint, while also reducing turnaround times and lowering costs for airlines. The initiative comes as the aviation industry faces extended repair queues due to unexpected wear in newer engines and continued reliance on older aircraft.

Vietnamese airlines have signed agreements to purchase 90 Boeing aircraft worth roughly \$30B, as Vietnam and the United States continue negotiations toward a new bilateral trade deal. Vietnam Airlines has agreed to buy 50 Boeing 737-8 jets valued at about \$8.1B, with deliveries scheduled between 2030 and 2032, and is also discussing a potential \$12B purchase of 30 additional wide-body aircraft. Newly launched Sun PhuQuoc Airways has signed a \$22.5B order for 40 Boeing 787-9 Dreamliner jets, while Vietjet has secured \$965M in financing for six Boeing 737-8 aircraft. The deals reflect Vietnam's growing aviation demand and come as the country signals willingness to increase purchases of U.S. goods amid ongoing trade discussions.

A global Ipsos survey shows Asian countries reporting the highest levels of optimism about their national direction. In the poll of about 25,000 respondents across 30 countries, 82% of people in Singapore said their country is headed in the right direction, the highest share globally, followed by Indonesia (75%), Malaysia (69%), India (62%), and South

ASIA/PACIFIC, JAPAN, AUSTRALIA, & INDIA:

Korea (58%). All Asian countries surveyed ranked above the 30-country average of 41%, while Argentina was the highest-ranked non-Asian country at 57%. Among the least optimistic nations were France (10%), Peru (21%), Hungary (24%), and Great Britain (24%), while global concerns cited most frequently by respondents



included crime and violence (32%), inflation (30%), and poverty and unemployment (28%).

India's Reliance Industries has received a U.S. license allowing it to purchase Venezuelan crude oil directly, enabling the refiner to import the oil without violating U.S. sanctions. The authorization permits the purchase, export, and refining of Venezuelan crude that has already been extracted. Direct imports could help Reliance replace Russian oil supplies with discounted heavy crude from Venezuela, reducing feedstock costs for the operator of the world's largest refining complex. The move also reflects broader efforts to increase Venezuelan oil exports as some U.S. sanctions on the country's energy sector have been eased.

Shell has signed an exploration contract with Kazakhstan to study the Zhanaturmys oil and gas block in the Aktobe region, according to the country's Ministry of Energy. The agreement runs through 2032 and will include seismic surveys, data collection, and technical assessments conducted in line with regulatory requirements. The Zhanaturmys block spans about 1,377 square kilometers and sits within one of Kazakhstan's established oil and gas basins. Investment details were not disclosed as part of the announcement.

Bangladesh has shut down four of its five fertilizer factories due to a worsening natural gas shortage, officials said, as energy supply disruptions linked to Middle East tensions tighten global markets. Production at state-run facilities including Chittagong Urea Fertilizer Limited and Karnaphuli Fertilizer Company Limited has been halted to conserve gas supplies. The shutdown comes as disruptions to shipments through the Strait of Hormuz and a halt in LNG production in Qatar have increased energy costs and constrained supply for import-dependent countries like Bangladesh. Officials warned prolonged outages could force Bangladesh to increase urea imports at higher global prices.

Indonesia's state energy company Pertamina said U.S. energy imports will continue to be awarded through competitive bidding, even after a new trade deal between the two countries expanded planned purchases. Indonesia has committed to importing \$38.4 billion in U.S. goods and services, including about \$15B in energy commodities such as crude oil, LPG, and fuel products. Pertamina said procurement will remain conducted through tenders rather than direct contracts. The agreement could increase U.S. LPG's share of Pertamina's imports to around 70%, up from roughly 57% currently.

Japan's largest power generator JERA said construction of its offshore wind project in Akita remains on schedule despite rising costs, with operations expected to begin in 2028. The 315-megawatt Oga-Katagami-Akita wind farm is being developed with partners including Electric Power Development, Itochu, and Tohoku Electric Power after winning a government auction in 2023. The company said it aims to demonstrate that offshore wind can be a viable energy source in Japan even as construction and material costs increase. JERA and its partners are also advancing a separate 615-megawatt offshore wind project near Aomori prefecture.

China's coal production is expected to grow at its slowest pace of the decade in 2026, according to the China Coal Transportation and Distribution Association. Output is projected to rise about 0.7% to 4.86 billion metric tons, while coal imports are forecast to fall roughly 5.1% to 465 million tons. The slower growth reflects reduced supply from Indonesia, China's largest coal supplier, which has cut production quotas and restricted spot exports. Despite the modest increase in domestic output, analysts say China's expanding renewable energy capacity is gradually reducing the role of coal in electricity generation.

U.S. countervailing duties on solar imports from several Asian countries are expected to impact Indian solar manufacturers, potentially limiting their access to the U.S. market. The U.S. Commerce Department determined that solar producers operating in India, Indonesia, and Laos benefited from state support that distorted competition, leading to duties as high as 126% on some imports. Analysts say the decision could create challenges for Indian producers that rely heavily on U.S. exports and may result in excess supply in India's domestic market. The ruling is part of a broader trade case that could also lead to additional anti-dumping penalties depending on upcoming findings.

South Korea has approved its first petrochemical restructuring deal as companies respond to prolonged

ASIA/PACIFIC, JAPAN, AUSTRALIA, & INDIA:

oversupply in the sector. The plan involves HD Hyundai Oilbank, Lotte Chemical, and their joint venture HD Hyundai Chemical merging operations at the Daesan industrial complex. As part of the restructuring, Lotte Chemical’s Daesan naphtha cracking center—capable of producing 1.1 million metric tons annually—will suspend operations for three years to help reduce excess capacity. The government will support the effort with a package worth more than 2T won (\$1.39B USD), including financial assistance, tax incentives, regulatory support, and funding for research and development.

Solar panels account for the majority of shipments seized under the U.S. ban on goods linked to forced labor in China, according to data from U.S. Customs and Border Protection. Since the Uyghur Forced Labor Prevention Act took effect in 2022, semiconductor device shipments—including solar panels and cells—have represented about \$3.26 billion, or roughly 82%, of the \$3.94 billion in goods stopped at U.S. borders. Many of the affected shipments originated from Southeast Asian countries that supply solar equipment to the U.S. market. The data highlights the significant impact of the law on solar supply chains as the industry continues expanding its role in U.S. electricity generation.

Australia will join the G7 critical minerals alliance as part of new agreements signed with Canada, according to Canadian Prime Minister Mark Carney. The partnership aims to strengthen cooperation on the production and supply of minerals essential for technologies such as semiconductors and defense systems. Western nations have been working to diversify supply chains away from China, which dominates much of the global critical minerals processing market. Australia and Canada together account for roughly one-third of global lithium and uranium production and more than 40% of iron ore output.

Japan and the United States are considering adding a nuclear power project to Japan’s \$550B USD investment package in the U.S., sources said. The potential project, which could involve Westinghouse, is part of a second round of investment deals expected to be discussed when Japanese Prime Minister Sanae Takaichi meets President Donald Trump in Washington later this month. Officials said the initiative aims to strengthen energy supply chains as geopolitical tensions raise concerns about global energy security. A copper smelting and refining facility valued at about \$2B USD is also under consideration as part of the broader investment discussions.

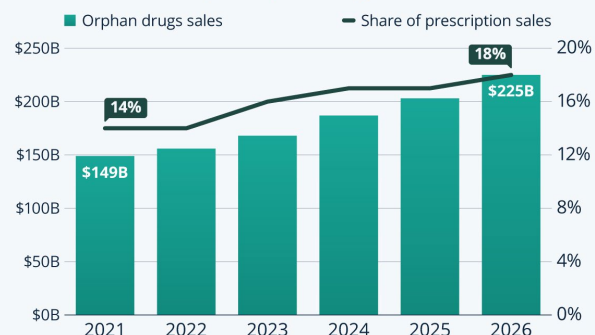
ECONOMIC UPDATE: APPENDIX TO THE MARCH 2026 ISSUE

MEDICAL: ORPHAN DRUG SALES AND MARKET SHARE CONTINUE TO CLIMB

Orphan drugs are taking a larger slice of the global prescription drug market as both sales and share rise. Worldwide orphan drug sales were estimated at \$149B in 2021, representing 14% of total prescription sales, and are projected to reach \$225B by 2026, lifting share to 18%. Evaluate expects the segment to keep gaining ground through 2030, approaching roughly one-fifth of worldwide prescription sales as rare-disease treatments move further into the commercial mainstream. Growth in orphan drugs continues to outpace non-orphan medicines, although the report notes the gap is narrowing as the category matures.

Orphan Drugs Are Gaining Ground in the Pharma Market

Estimated and projected orphan drug sales worldwide and share of total prescription drug market



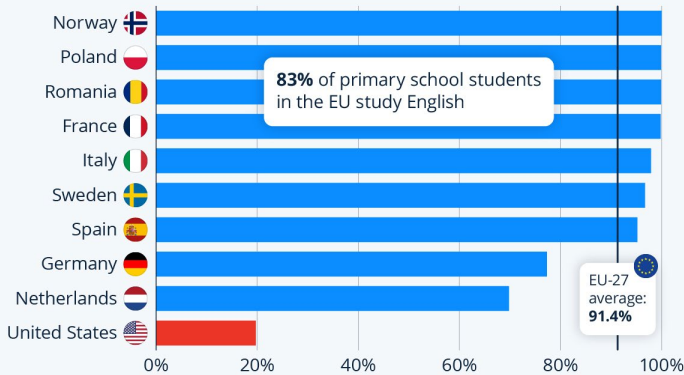
Projection from 2025 onwards
Source: Evaluate - Orphan Drugs Report 2025



EDUCATION: FOREIGN LANGUAGE ENROLLMENT REMAINS FAR LOWER IN THE U.S. THAN IN EUROPE

The Transatlantic Divide in Foreign Language Learning

Share of primary & secondary students (K-12) enrolled in at least one foreign language in selected countries



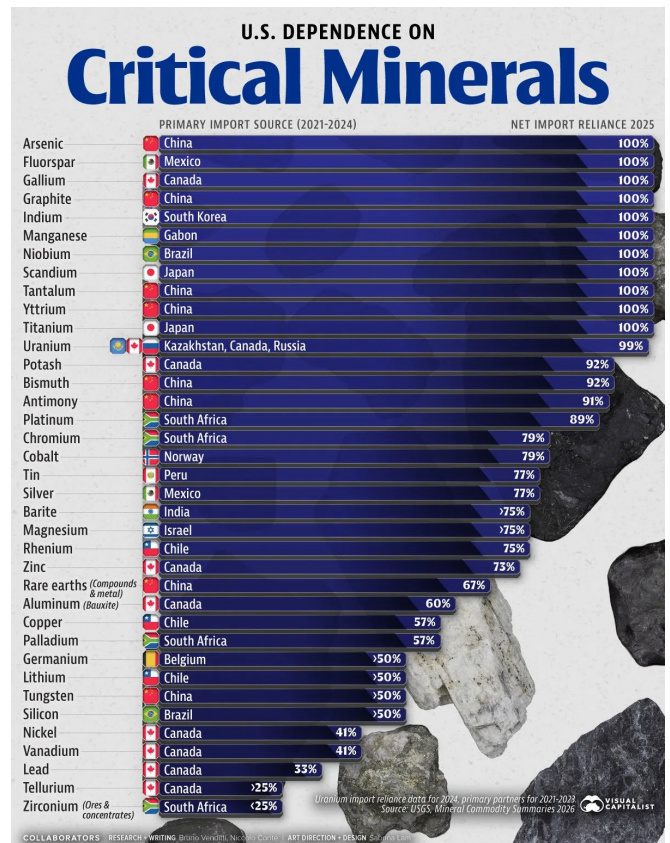
EU data refers to 2023, U.S. data to 2014/15, the latest available
Sources: Eurostat, American Councils for International Education



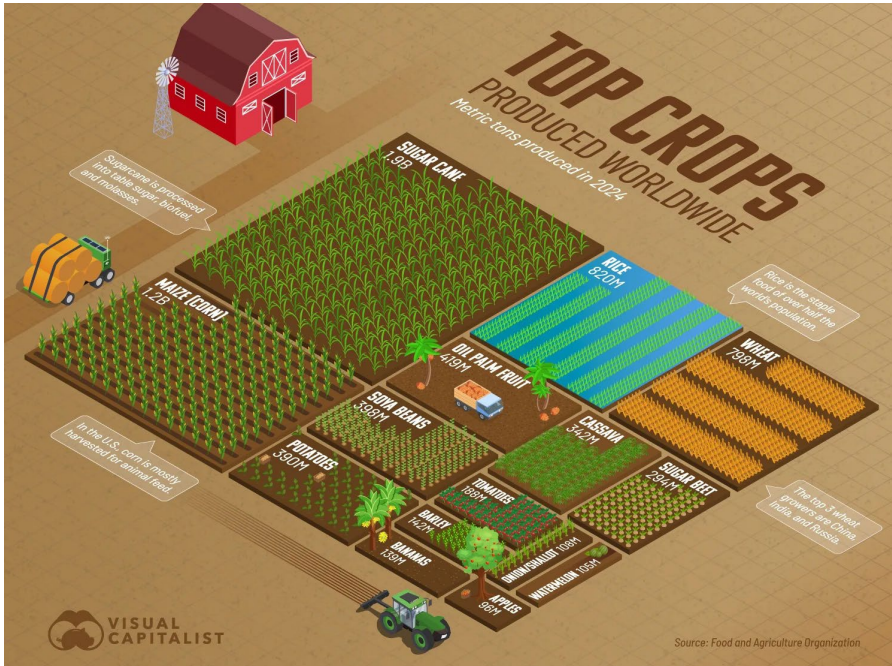
Foreign language learning is widespread across Europe, but participation in the United States remains comparatively limited. Eurostat data shows many European countries with enrollment rates close to 100 percent of primary and secondary students studying at least one foreign language. In contrast, the National K-12 Foreign Language Enrollment Survey conducted by the American Councils for International Education found that less than 20 percent of U.S. K-12 students were enrolled in foreign language classes in 2014/15, the most recent data available. While English is the most widely taught foreign language across Europe, Spanish dominates U.S. language enrollment, accounting for 7.4 million of the 10.6 million students studying a foreign language, followed by French at 1.3 million.

COMMODITIES: U.S. RELIES HEAVILY ON IMPORTS FOR MANY CRITICAL MINERALS

The United States remains heavily dependent on foreign suppliers for many of the minerals essential to modern industry and energy systems. Data from the U.S. Geological Survey shows the U.S. was 100 percent import-reliant for 11 critical minerals in 2025, including graphite, gallium, scandium, and yttrium, while several others relied on imports for more than half of domestic supply. China plays a central role in this supply chain, serving as the primary source for materials such as arsenic, graphite, tantalum, yttrium, and rare earth compounds. The U.S. also depends on countries such as Canada, Chile, South Africa, and Brazil for key industrial and energy-transition metals including lithium, cobalt, copper, and aluminum. As demand for semiconductors, electric vehicles, defense systems, and energy infrastructure grows, securing stable supplies of these minerals remains an important component of U.S. industrial and energy strategy.



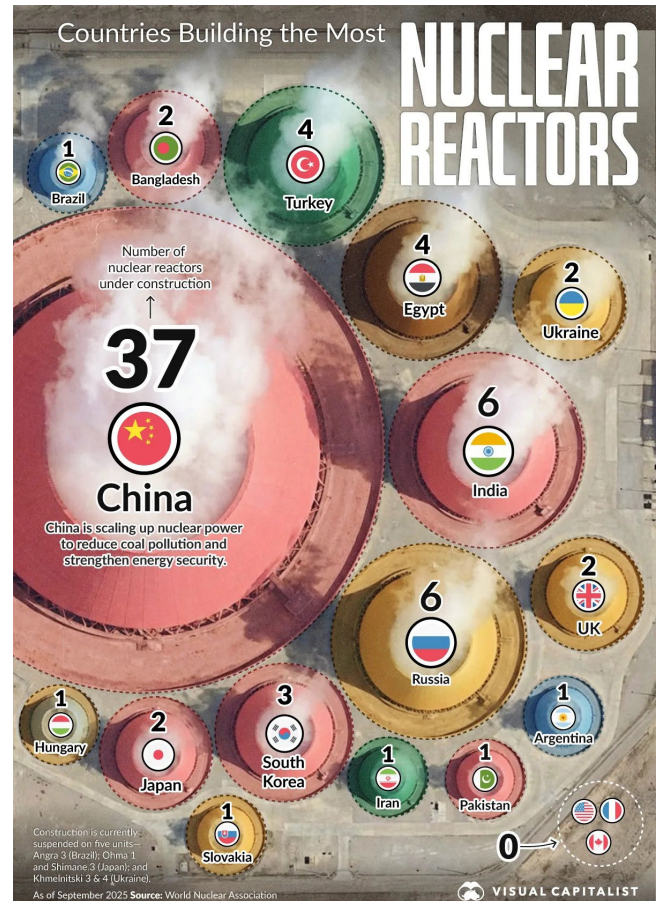
COMMODITIES: SUGAR CANE AND GRAINS DOMINATE GLOBAL CROP PRODUCTION



Global agricultural output is heavily concentrated in a handful of staple crops and industrial feedstocks. According to data from the Food and Agriculture Organization, sugar cane was the world's most harvested crop in 2024 at roughly 1.94 billion metric tons, far exceeding all other crops. Maize followed at about 1.22 billion tons, while rice and wheat—two of the world's most important food staples—produced approximately 820 million and 798 million tons, respectively. Many of the largest crops also support major industrial uses, with corn widely used for animal feed and biofuels, and sugar cane processed into products such as sugar, molasses, and ethanol. The scale of these crops highlights the central role of a small number of commodities in global food supply chains and agricultural markets.

ENERGY: CHINA LEADS GLOBAL NUCLEAR REACTOR CONSTRUCTION

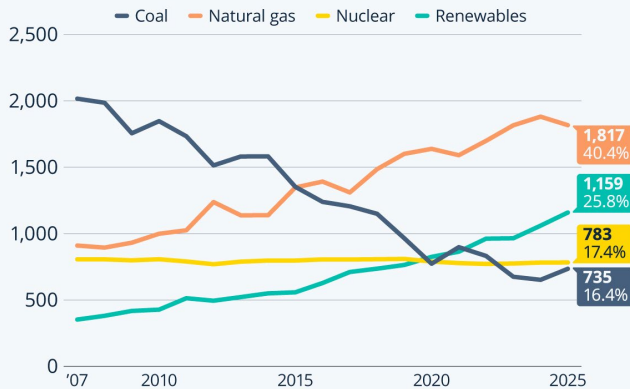
China is driving the largest nuclear power expansion in the world, accounting for the majority of reactors currently under construction. As of September 2025, China had 37 nuclear reactors being built, representing roughly 42.9 gigawatts of new generating capacity—more than all other countries combined. India and Russia rank a distant second with six reactors each under construction, followed by Egypt and Türkiye with four projects apiece. In contrast, several established nuclear powers, including the United States, France, and Canada, had no reactors under construction at the time. As electricity demand rises and older plants approach retirement, new nuclear development is expected to play an increasingly important role in long-term energy security and grid stability.



ENERGY: RENEWABLES SURPASS ONE-QUARTER OF U.S. ELECTRICITY GENERATION

Renewables Now Make up 1/4 of U.S. Electricity Generation

Net generation of U.S. electricity, by source (in TWh)



Sources: U.S. Energy Information Administration, Sustainable Energy in America Factbook



Renewable energy now accounts for more than one-quarter of U.S. electricity generation, reflecting steady growth over the past two decades. In 2025, renewables produced roughly 1,159 terawatt-hours of electricity, representing about 25.8 percent of total generation, up from just 8.6 percent in 2007. Over the same period, coal's share of electricity generation fell sharply from 49 percent to 16.4 percent as environmental regulations tightened and cleaner energy sources expanded. Natural gas has emerged as the largest electricity source, while wind and solar continue to drive growth in renewable generation. Although renewables have made significant gains in electricity production, they still account for a smaller share of total energy consumption when transportation fuels and other sectors are included.

TECHNOLOGY: U.S. DOMINATES GLOBAL SUPERCOMPUTER RANKINGS

The United States leads the world in supercomputing capacity, hosting far more systems than any other country. According to the TOP500 list as of November 2025, the U.S. had 171 supercomputers, roughly four times the total in Japan, which ranks second with 43 systems. Germany and China follow closely with 40 supercomputers each, while France, Canada, and Italy round out the next group of leading countries. Supercomputers play a critical role in areas such as weather forecasting, advanced simulations, artificial intelligence development, and national defense research. As demand for high-performance computing grows alongside rapid advances in artificial intelligence, supercomputing infrastructure is becoming an increasingly important indicator of technological capability and research capacity.

COUNTRIES WITH THE MOST Supercomputers

Supercomputers are immensely powerful machines used for weather forecasting, quantum computing, and complex simulations.



The world's first supercomputer, the CDC 6600, was designed by Wisconsin's Seymour Cray and released in 1964.

Lawrence Livermore National Laboratory's (LLNL) El Capitan is the world's most powerful supercomputer.

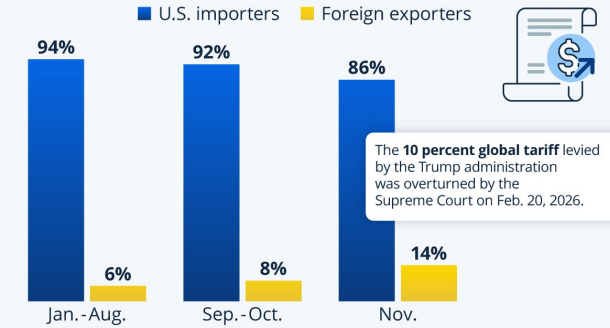


Includes only the top 15 countries. Data as of November 2025. Source: Top 500

ECONOMY: U.S. IMPORTERS PAID THE MAJORITY OF TARIFF COSTS IN 2025

Tariff Burden Was Mainly Shouldered by U.S. Importers

Estimated share of U.S. tariffs paid by U.S. importers and foreign exporters in 2025 (in percent)



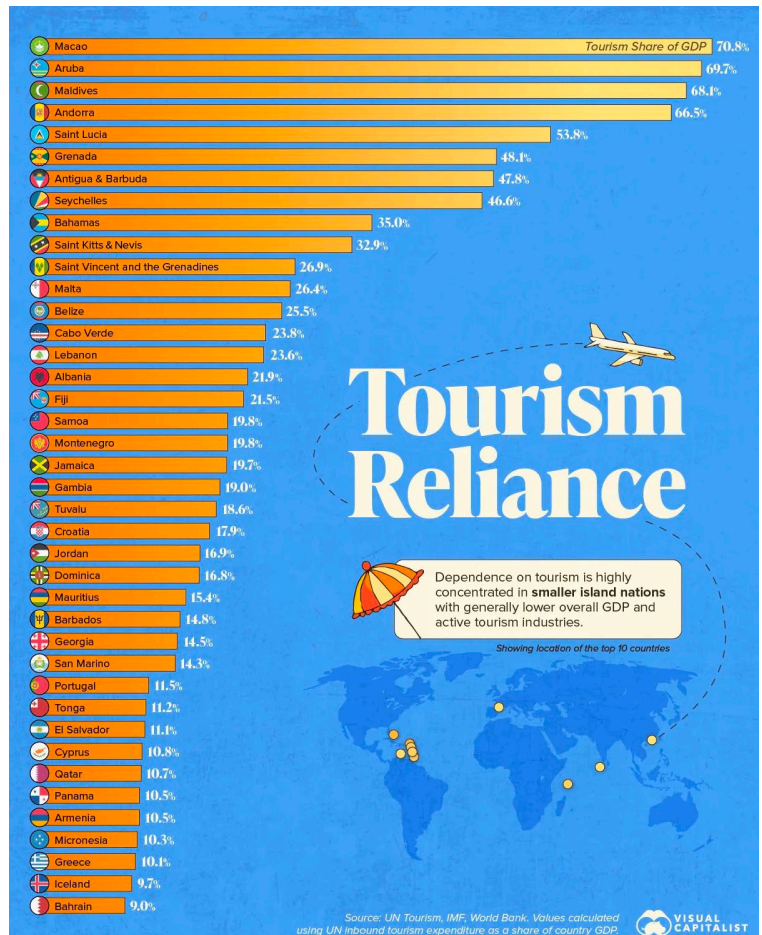
Based on Harmonized Tariff Schedule
Sources: U.S. Census Bureau, New York Fed



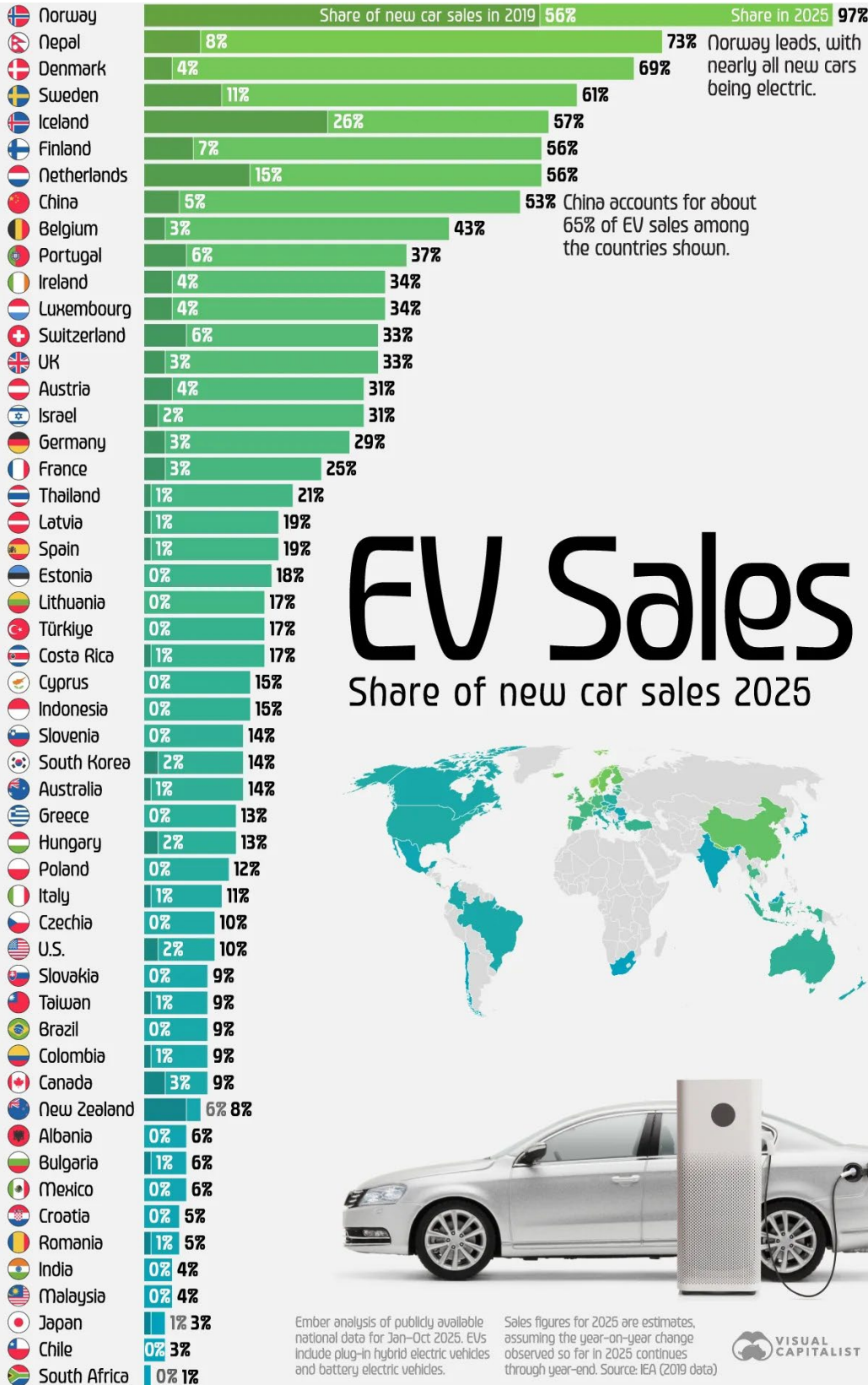
Recent analysis from the New York Federal Reserve indicates that U.S. importers bore most of the financial burden from tariffs in 2025. Data based on the U.S. Census Bureau’s Harmonized Tariff Schedule shows that domestic importers paid between 86 percent and 94 percent of tariffs between January and November, while foreign exporters accounted for only 6 percent to 14 percent. The findings highlight how tariffs often translate into higher costs for U.S. businesses purchasing imported goods rather than primarily impacting overseas producers. These results align with broader economic research suggesting that tariffs tend to raise prices for domestic buyers and businesses that rely on imported inputs.

ECONOMY: TOURISM PLAYS AN OUTSIZED ROLE IN SOME SMALL ECONOMIES

Tourism represents a major share of economic output in several small and island economies around the world. According to data from UN Tourism, the IMF, and the World Bank, Macao ranks as the most tourism-dependent economy, with visitor spending accounting for 70.8 percent of its GDP. Aruba follows at 69.7 percent, while the Maldives and Andorra each derive roughly two-thirds of their economic output from tourism. Many of the most tourism-reliant economies are small island nations where international visitors serve as a primary source of employment, foreign exchange, and economic activity. In contrast, tourism contributes a far smaller share of GDP in large and diversified economies despite generating substantial total spending.



AUTOMOTIVE: EV ADOPTION SURGES IN GLOBAL NEW CAR SALES

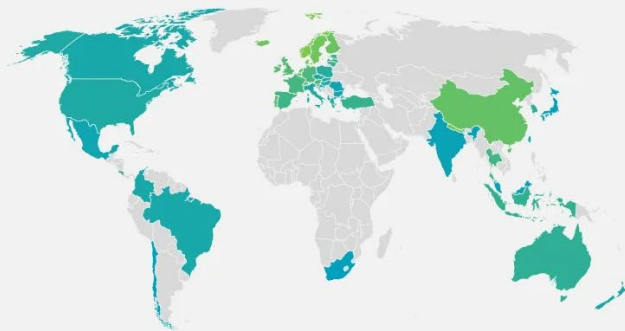


Norway leads, with nearly all new cars being electric.
China accounts for about 65% of EV sales among the countries shown.

Global research and development spending reached approximately \$2.9T in 2024, with China emerging as the world's largest R&D investor for the first time, according to data from the World Intellectual Property Organization. China spent roughly \$786B on R&D, narrowly surpassing the United States at \$782B, as China's R&D investment grew 8.7% year-over-year while U.S. spending edged lower. Asia accounted for about 45% of global R&D activity, reflecting rising investment from China, South Korea, and India, while Europe and the U.S. saw a gradual erosion in global share. Together, China and the U.S. represented nearly 55% of total global R&D spending, showing the increasingly concentrated and competitive nature of global innovation leadership.

EV Sales

Share of new car sales 2025



Ember analysis of publicly available national data for Jan–Oct 2025. EVs include plug-in hybrid electric vehicles and battery electric vehicles. Sales figures for 2025 are estimates, assuming the year-on-year change observed so far in 2025 continues through year-end. Source: IEA (2019 data)



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