Foro AMDA

S&P Global Mobility

NA Scenario Planning

Navigating the ***GOP*** world, Beyond the Forecast

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Global Macro

Growth outlook: Resilient, so far

- Economic conditions in most countries and regions have been resilient to the rise in trade-related uncertainties.
- Accordingly, the 2025 annual real GDP growth forecasts for most major economies have been revised upward compared to six months ago. Russia is a notable exception.
- Various factors are expected to continue to support growth over the coming year. These include:
  - Lower oil prices, contributing to lower consumer price inflation, in turn lifting household real incomes
  - Looser financial conditions, since many central banks extend their rate-cutting cycles as inflation concerns recede
  - Solid labor market conditions, with unemployment rates in most major economies still low by historical standards
  - Looser fiscal policy in some major economies, including the US, mainland China and Germany
- Growth rates in most regions are expected to moderate in 2026, as the boost from tariff front-running unwinds.
- North America is an exception, where the tariff-related effects work in the other direction.

Real GDP (% change)

	2025		2026	
As of	**May 2025**	**Nov 2025**	**May 2025**	**Nov 2025**
World	2.2	2.8	2.4	2.7
United States	1.3	2.0	1.7	2.2
Canada	0.7	1.2	0.8	1.4
Brazil	2.0	2.2	2.3	1.7
Eurozone	0.8	1.4	1.1	1.1
United Kingdom	0.6	1.4	0.8	0.9
Russia	2.1	0.7	2.4	1.4
Mainland China	4.0	5.0	3.8	4.6
Japan	0.8	1.4	0.6	0.7
India*	6.1	6.4	6.3	6.2

Data compiled Nov. 18, 2025.
* Fiscal year starting April 1, 2023.
Source: S&P Global Market Intelligence.

Shaky foundations

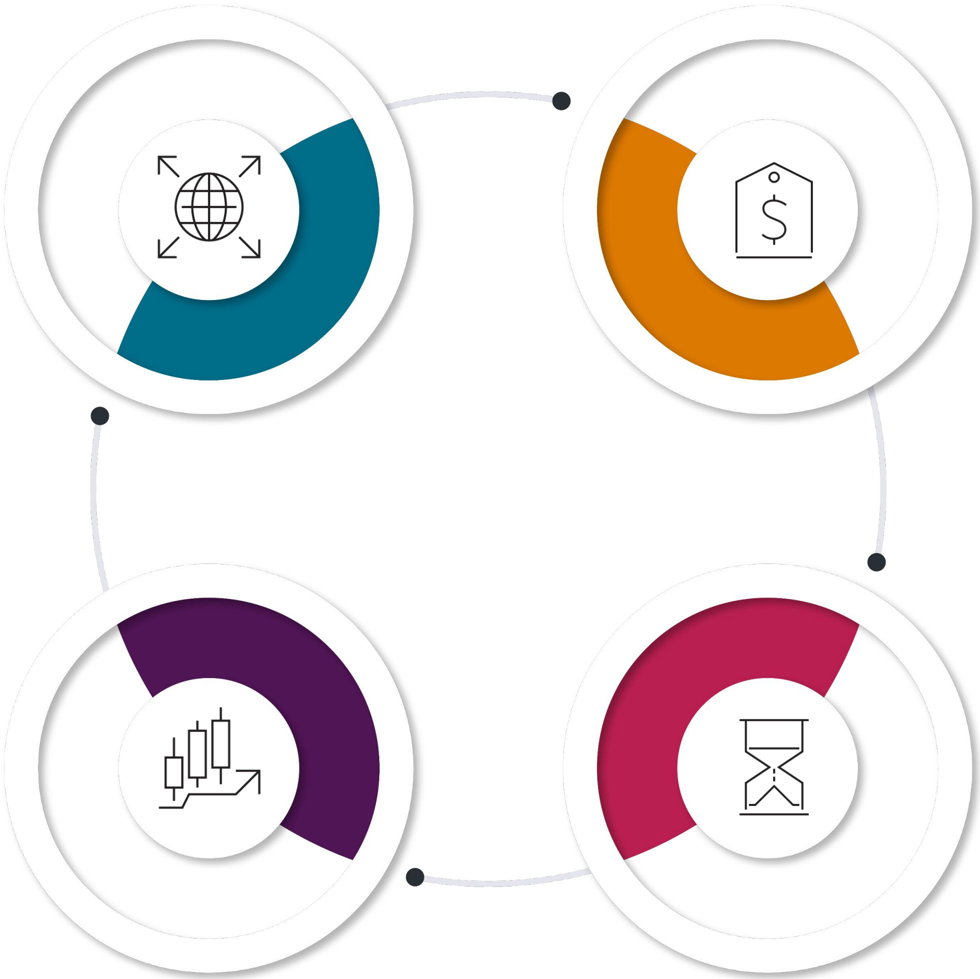
Many economic “anchors” have become more uncertain

Global trade

- Higher tariffs
- Regionalization
- Role of the US dollar

Return of inflation

- Supply disruptions
- Tariff effects on goods
- Sticky services prices



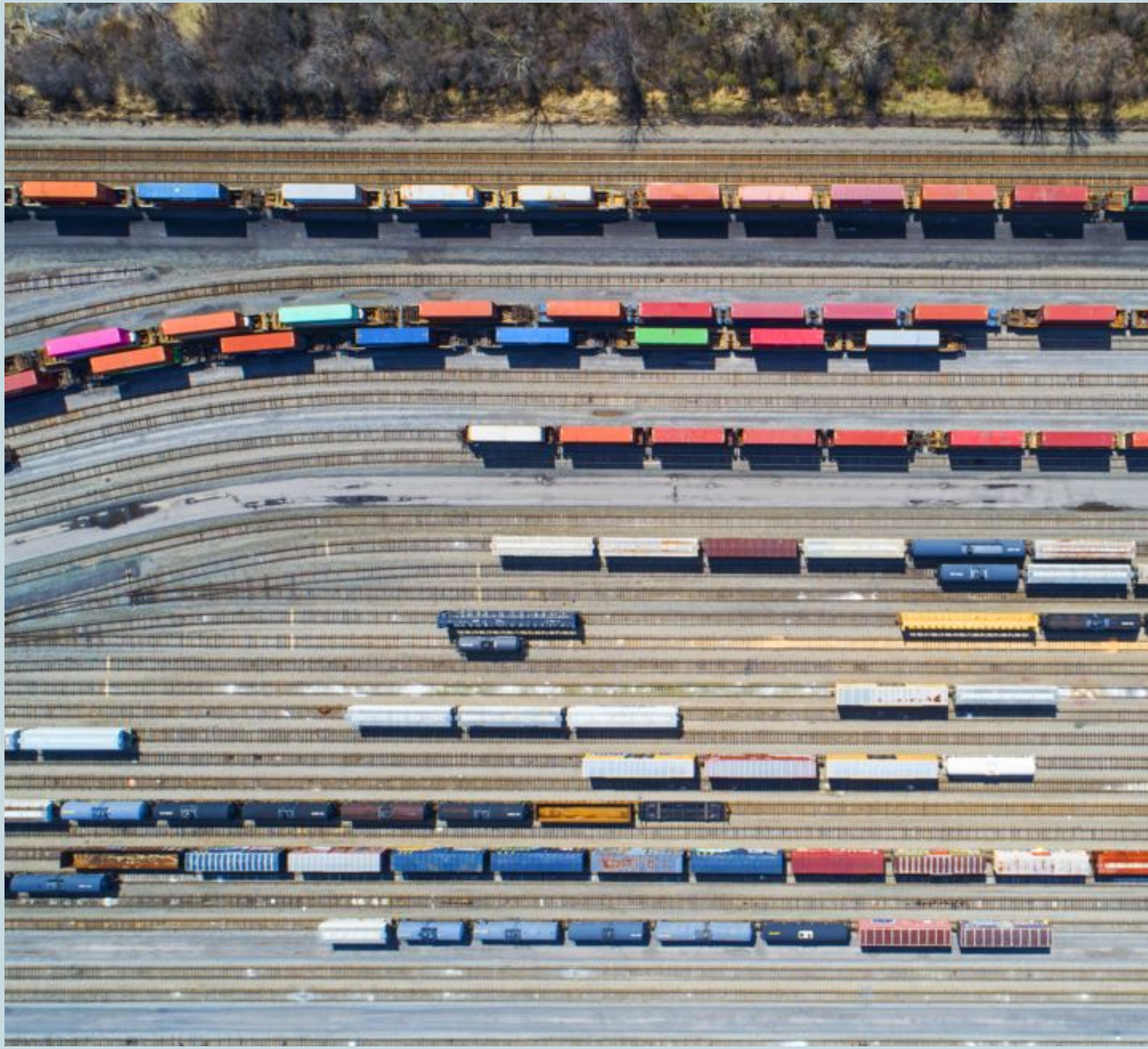
Higher interest rates

- Leaning against inflation
- High fiscal deficits, debt
- Quantitative tightening

Financial framework

- Global architecture
- Stablecoins, cryptocurrency
- BRICS+

Global Automotive Outlook



Automotive “industry” challenges

Affordability

- The number of “affordable/entry” models continues to diminish and push consumers out of the market

Trade and Tariff

- US Reciprocal Tariffs
- EU tariff on Chinese BEVs
- Rare earths export controls

Road to Regulation

- China NEV
- Europe 2035 ban on ICE
- United States ???

Autonomous/Software

- Robo-taxi/Mobility as a $ervice
- Software derived vehicle

Chinese OEMs

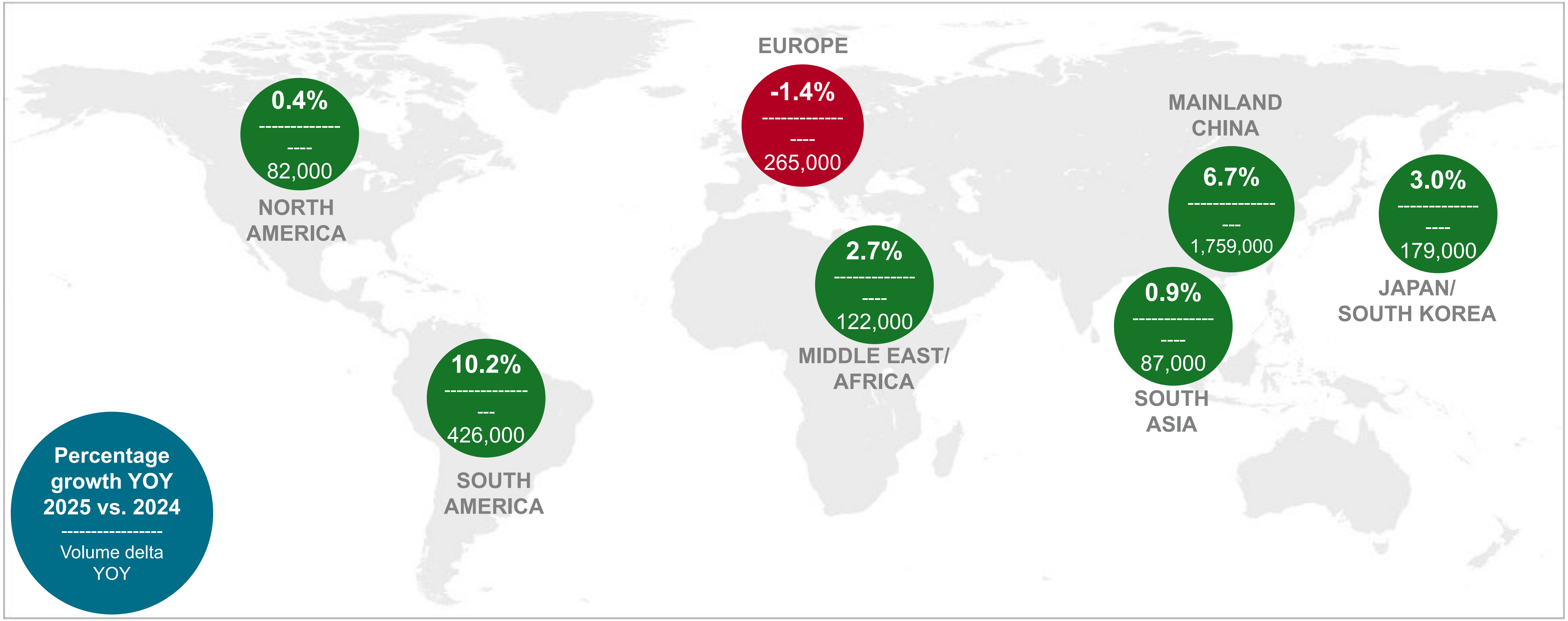
- ZEV technology giant
- Export king

Financial health of OEMs/Suppliers

- Unclear roadmap to revenue planning
- Eroding profits
- Tight ecosystem i.e. Nexperia, Novaris et al

Global sales overview

Tariff impacts fading: US pre-buy & market upgrades drive global demand growth of 2.7% (+300,000)



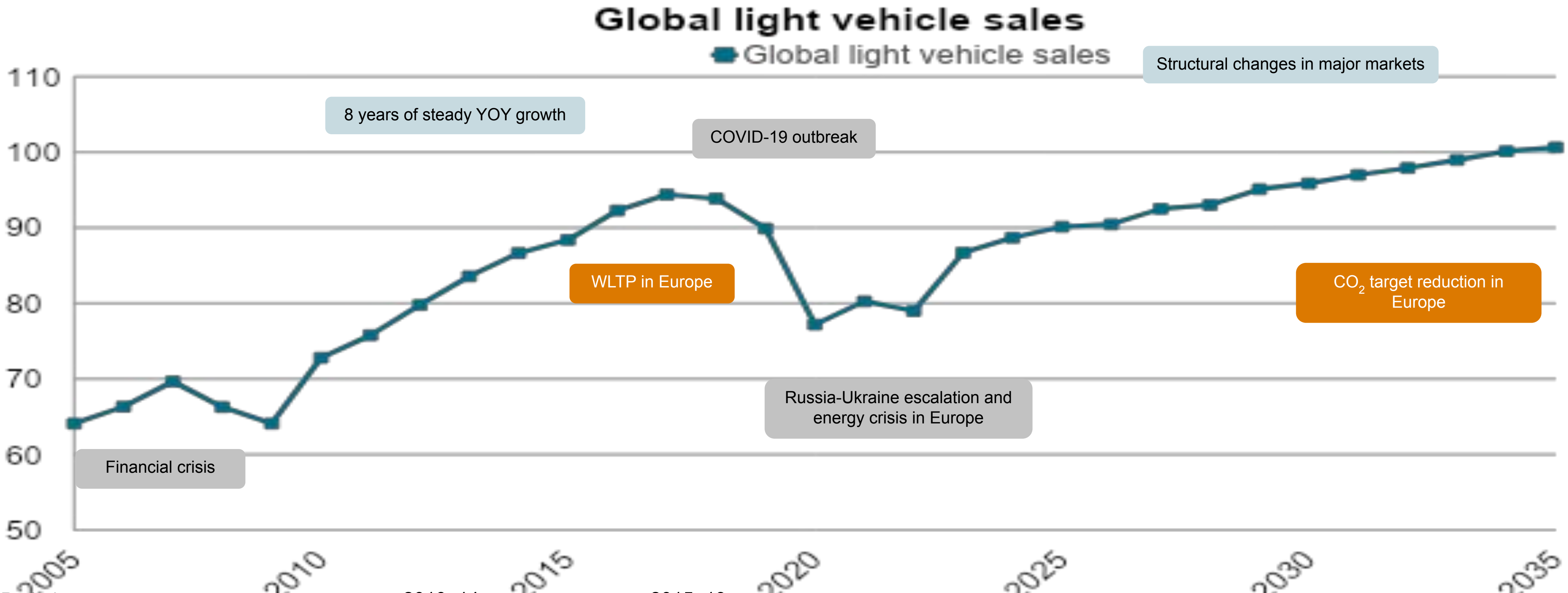
As of October 2025.

Source: S&P Global Mobility.

S&P Global Mobility

Global vehicle demand: From lows to post-COVID-19 sluggish growth

Emerging markets fuel growth amid major market challenges



Period	2005–09	2010–14	2015–19	2020–24	2025–29	2030–34
Average	66 million/year	79 million/year	91 million/year	82 million/year	92 million/year	98 million/year

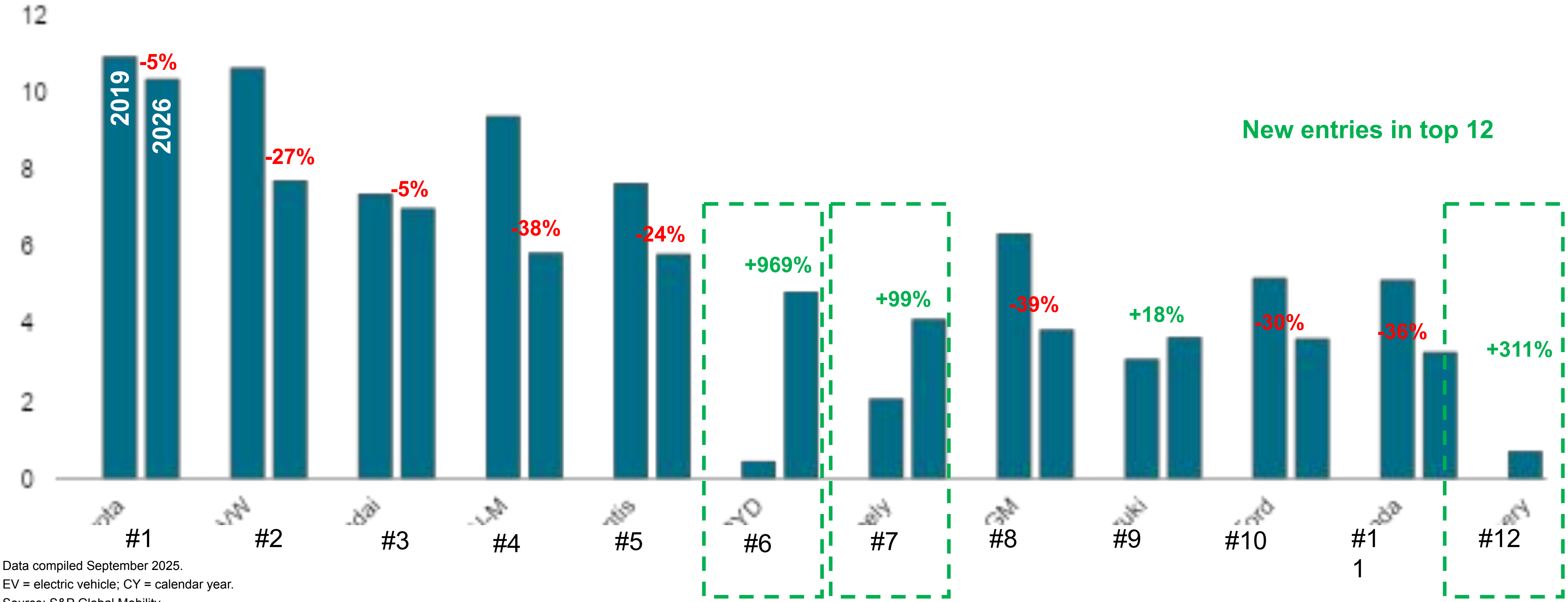
Data compiled Aug. 28, 2025.
WLTP = Worldwide Harmonised Light vehicles Test Procedure.
Data includes estimates.
Source: S&P Global Mobility's light vehicle sales forecast.

S&P Global
Mobility

A new order of top OEMs emerges

Legacy Western players bitten by EV leaders, declines in China share and regional consolidation

Top 12 carmakers volume ranking in CY 2026 versus CY 2019, by vehicle production (millions units)

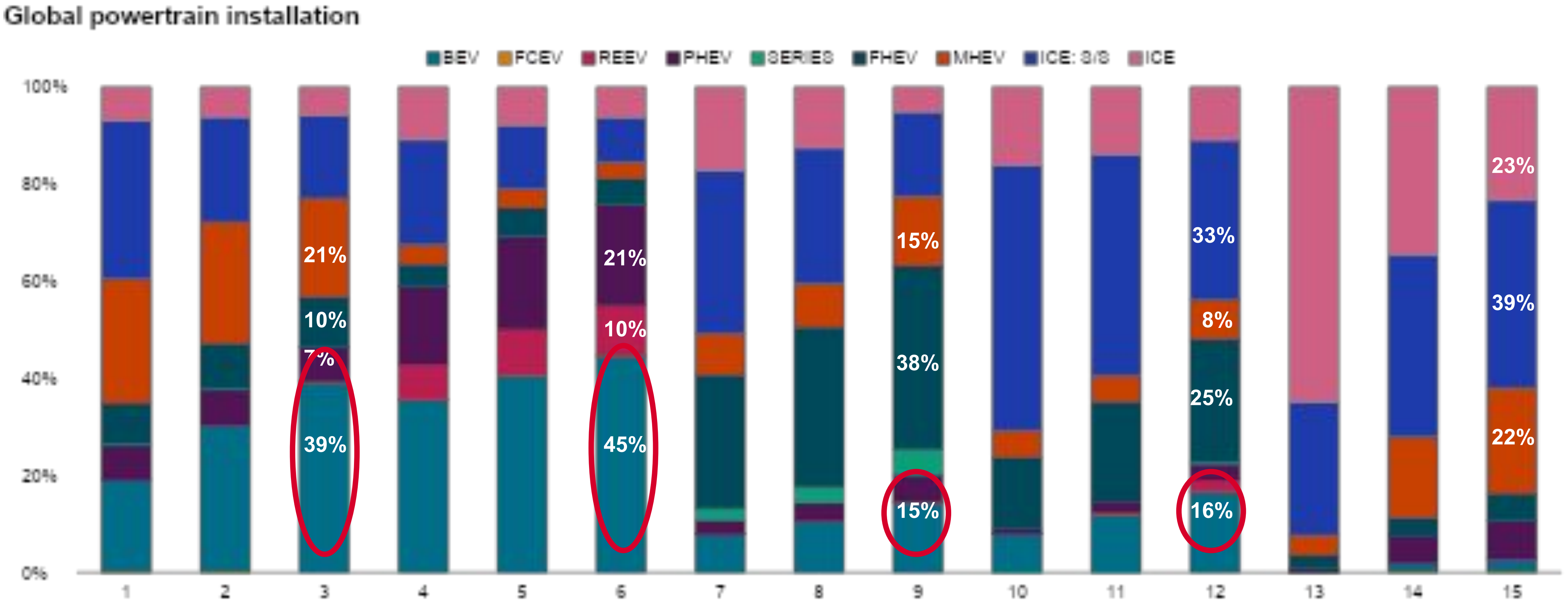


Data compiled September 2025.
EV = electric vehicle; CY = calendar year.
Source: S&P Global Mobility

S&P Global Mobility

Global electrification projections by production region

Specific market frameworks and associated product strategy will lead to a polarized worldwide industry



Data compiled Sept. 16, 2025.

BEV = battery-electric vehicle; FCEV = fuel-cell electric vehicle; REEV = range-extended electric vehicle; PHEV = plug-in hybrid electric vehicle; FHEV = full-hybrid electric vehicle; MHEV = mile-hybrid electric vehicle; ICE: S/S = internal combustion engine with stop/start.

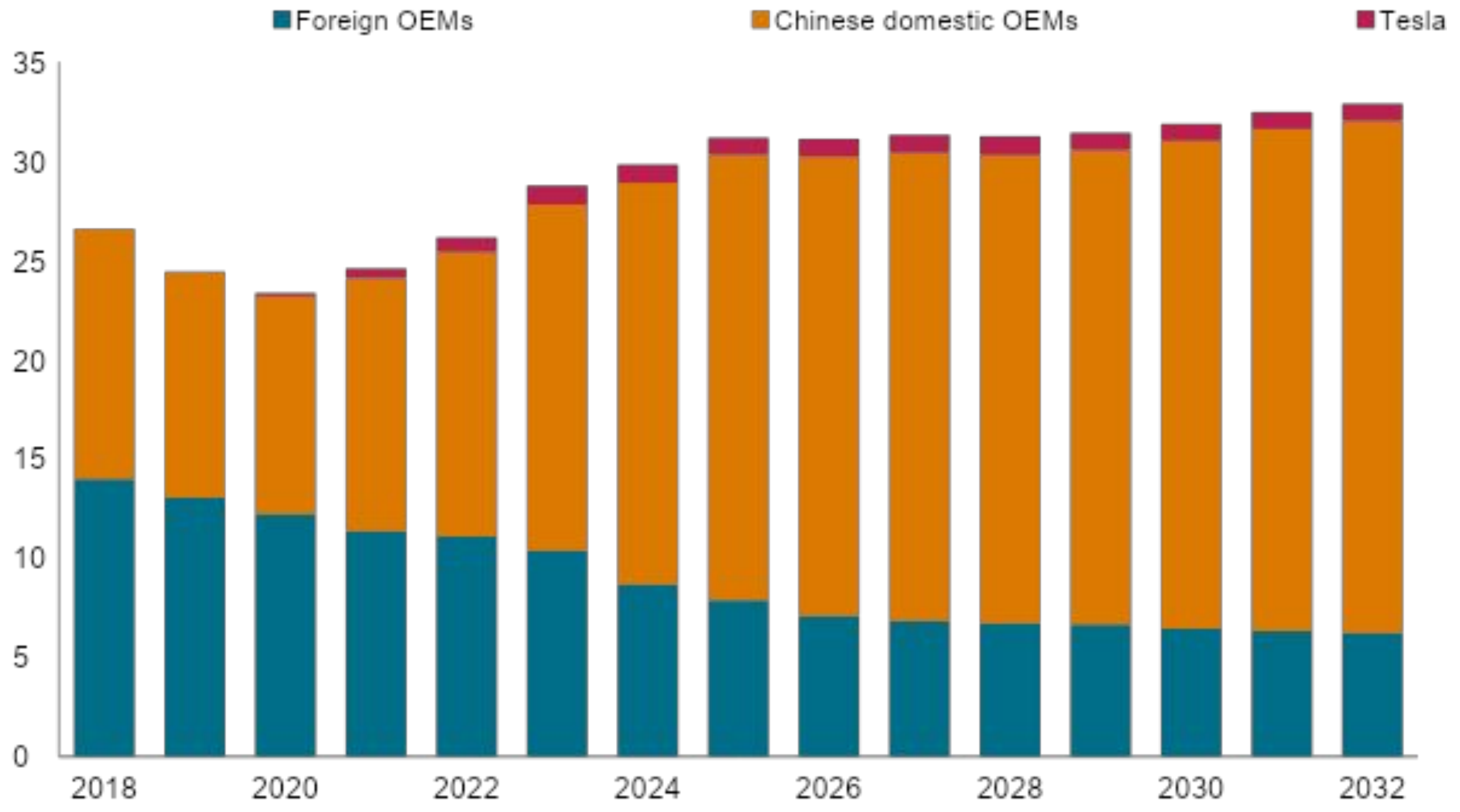
Source: S&P Global Mobility Preliminary September 2025 Powertrain Forecast.

S&P Global Mobility

China growth would underwrite development costs at home for legacy OEMs

Chinese OEMs now dominant, boosted by NEV demand and exports, western brands in decline

Mainland China light vehicle production (millions)



- Domestic demand, supported by new-energy vehicle (NEV) incentives, provides supporting scale for key local automakers.
- Slower domestic growth and intense competition are encouraging export activity, but challenges are arising as tariffs begin to emerge.
- Capacity utilization was 52% in the first half of 2025.

Data Compiled Aug. 26, 2025.

Source: S&P Global Mobility, August 2025 LV Production Forecast.

S&P Global Mobility

“Land of the Free”: US Market dynamics

Trade policy is one of the key instruments of this administration

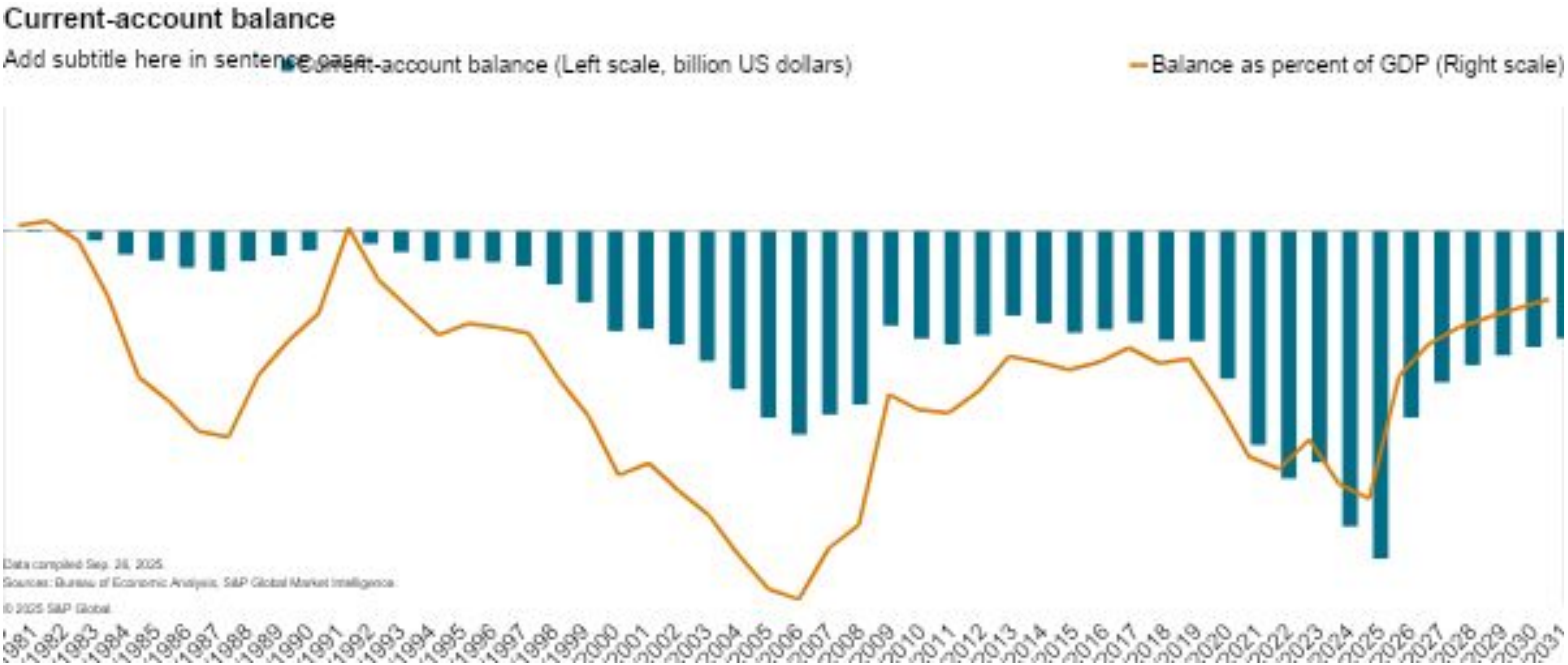
Autos is one of five sectors that the Trump Administration considers critical to US National Security

Key Priorities under Trump Administration	Key Instruments	Key Sectors for National Security
• Budget deficit	• DOGE (cost-cutting)	• Energy
• Debt	• **Trade policy (tariffs)**	• Steel and Aluminum
• Trade deficit	• Energy policy (abundance)	• Pharmaceuticals
• **National security**	• Investments (deregulation)	• **Autos**
	• Immigration policy (strict)	• Semiconductors/Critical Minerals

Source: SP Global Mobility

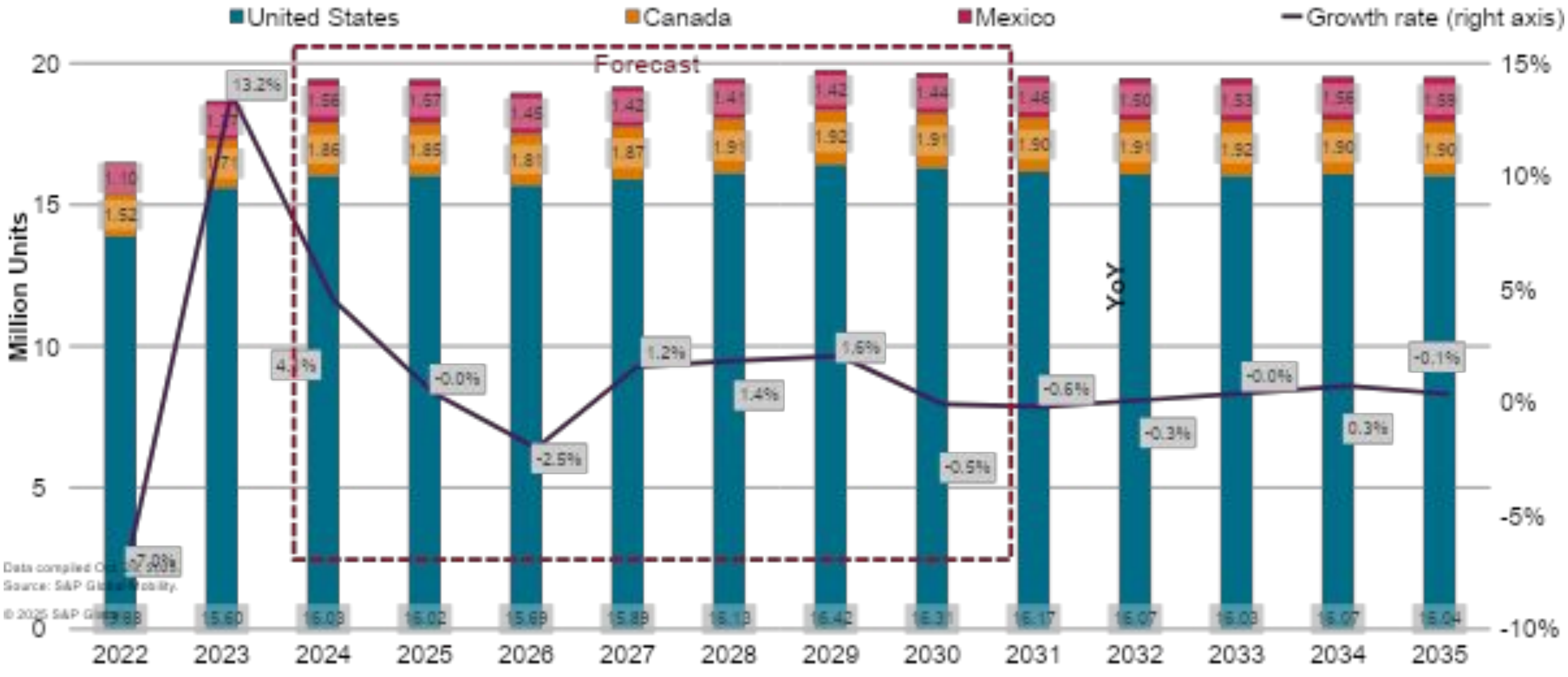
S&P Global Mobility

The current-account deficit expanded in 2024



North American market to remain below potential due to affordability constraints

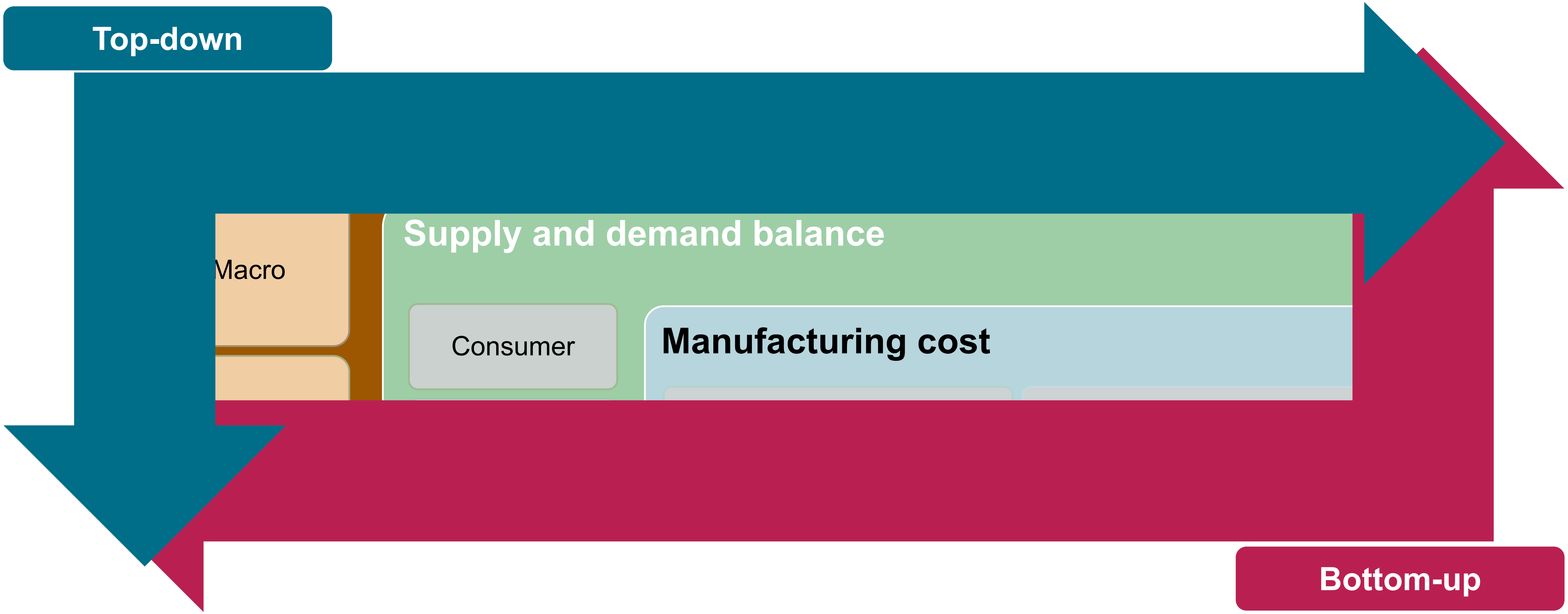
North America light vehicle sales forecast



Trade uncertainty hindering push for more affordable product

Beyond the forecast: Scenario planning

As traditional industry structures shift, new balances emerge with consumers at the center of change



Data compiled April 23, 2025.
Source: S&P Global Mobility.

What we are seeing in the market

BREAKING NEWS: This is a developing story

Observed price changes versus tariff cost pressure

- ***OEMs are cautious to increase prices*** due to trade policy uncertainty as well as competitive differences
- ***Domestic players*** with a high local production share influence price movements in the market.
- ***Import OEMs are under the highest tariff pressure***, but they are limited in the amount of price increases due to competitive pressure and risk to volume.

As of October, 2025
Source: S&P Global Mobility

What we are seeing in the market

BREAKING NEWS OEMs are subsidizing handsomely

Sales parent	US vehicle sales per month, million $	Tariff cost per month, million $	Tariff cost % of sales
D3 OEM	10,731	589	5%
D3 OEM	7,890	273	3%
JK-OEM	4,453	222 → 220 *	= 5% *
JK-OEM	5,221	676 → 367 *	13% → 7% *
JK-OEM	8,359	854 → 552 *	10% → 7% *

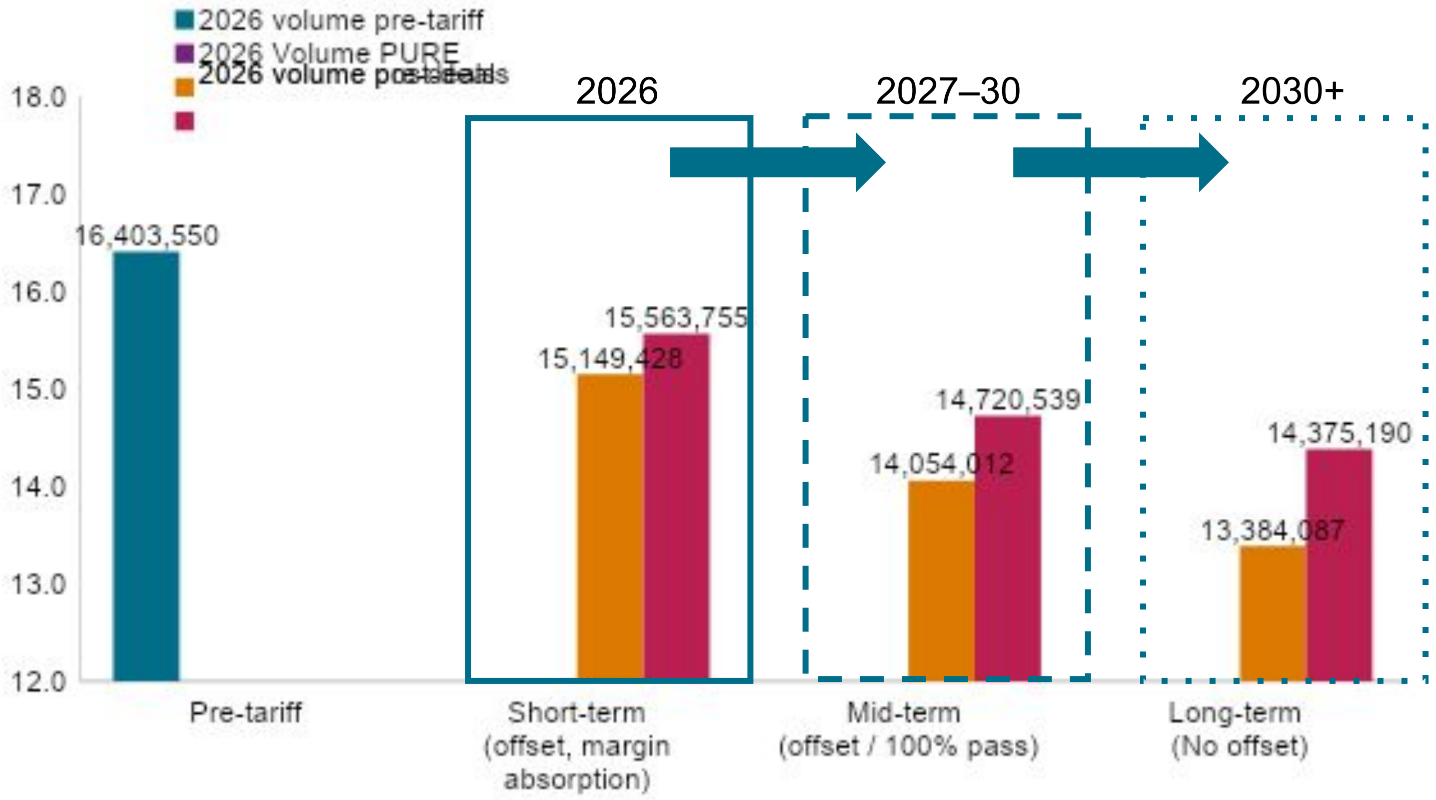
- ***Two of the three D3 are reshuffling sourcing quickly!***
- ***Only one of the Japan/Korea OEMs is well positioned today to withstand tariffs***
- ***Only one of the Japan/Korea OEMs has made announcements on sourcing and US Investments***

Data compiled Sept. 18, 2025.
*Before trade deal → after trade deal.
Source: S&P Global Mobility, Tariff impact model.

Impact of tariffs on US TIV

Breaking News: A pass-through of tariffs would push the TIV to 14.5 mn units without localization

US light vehicle sales: Bottom-up tariff impact simulation (millions)



- ***If the White House would have not extended the offset through 2030 the TIV would have reached 14.7 million units in 2027*** as importers transfer costs to consumers, resulting in a loss of market share.
- Thus, the threat of a ***14.5 million units*** has been pushed out towards 2030.

Data compiled Sept. 2, 2025.
TIV = total industry volume; LVS = light vehicle sales.
Source: S&P Global Mobility, Consulting, Tariff impact model.

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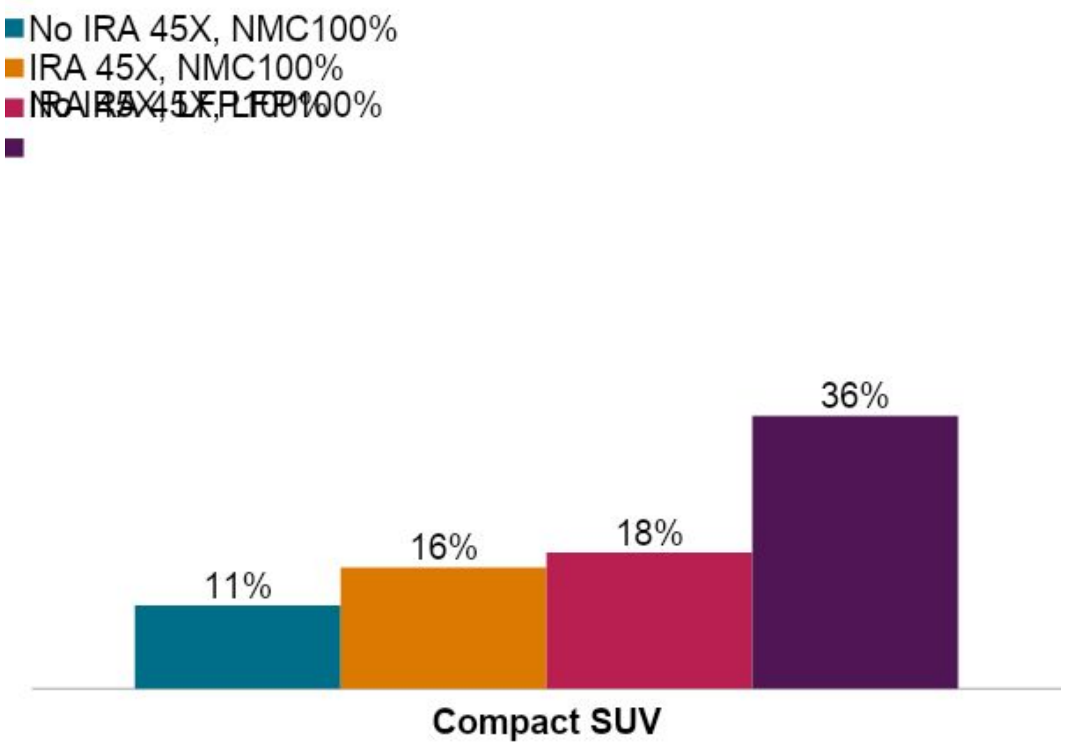
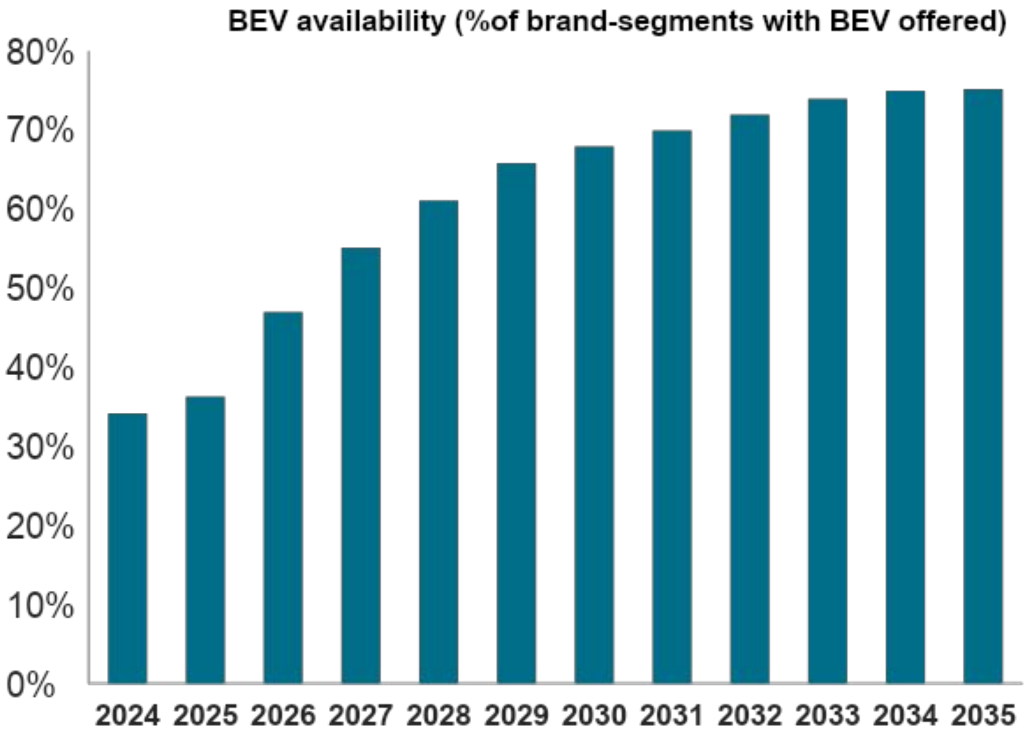
OEMs now balancing BEV cost vs Consumer willingness to pay

Build them and they will come!!

BEV Natural Demand
depends on consumer adoption stage and vehicle price



BEV Supply
by Brand and Segment

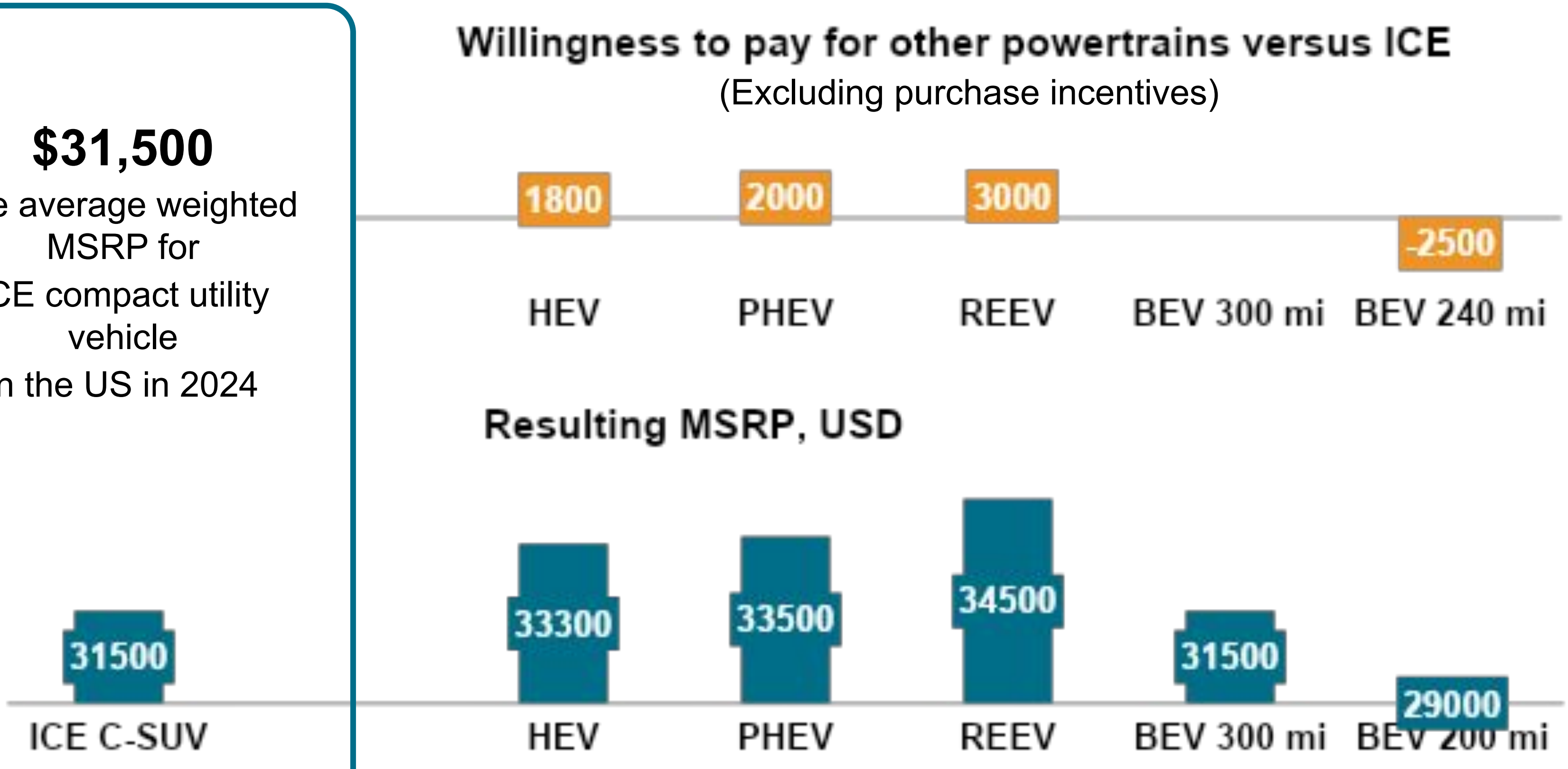


Sample — BEV adoption analysis

Willingness to pay analysis

Range extenders offer the higher value to consumers

$31,500
The average weighted MSRP for
ICE compact utility vehicle
in the US in 2024



Analysis can vary depending on different customer profiles (e.g., single/dual vehicle household, driving patterns, eco-consciousness)

- Performance
- Total range
- Fuel cost savings

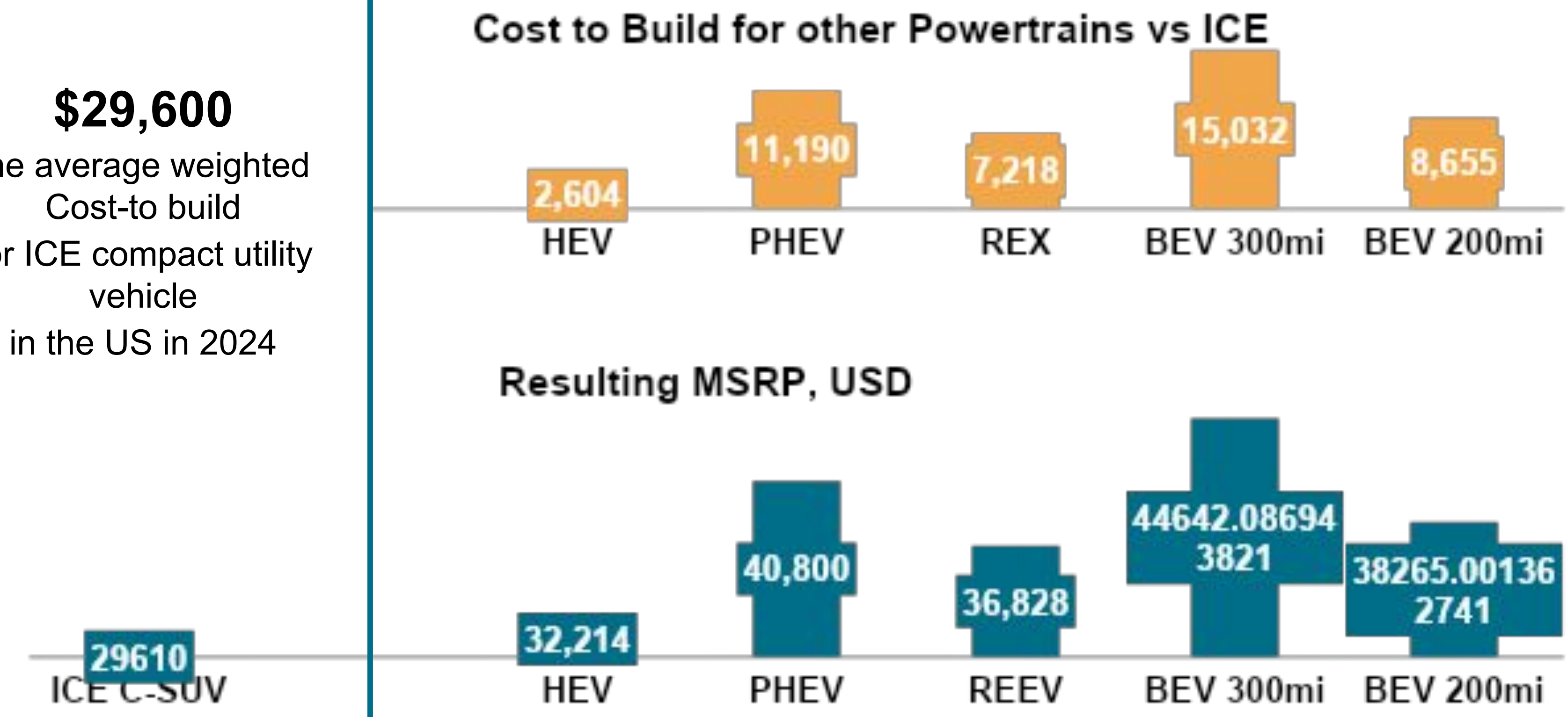
- Depreciation risk
- Insurance cost
- Use limitations
- Charging cost/complexity

Data compiled Sept. 2, 2025.
MSRP = manufacturer's suggested retail price; ICE = internal combustion engine; HEV = hybrid electric vehicle; PHEV = plug-in hybrid electric vehicle; REEV = range-extended electric vehicle; BEV = battery-electric vehicle.
Source: S&P Global Mobility, Consulting, Natural adoption model.

Cost to Build

Range extenders offer a lower cost vs a long range BEV

$29,600
the average weighted
Cost-to build
for ICE compact utility
vehicle
in the US in 2024



- Tariffs
- Labor cost increase
- Supply chain costs
- Local content requirements

- Powertrain cost-down through techn. progress
- Manufacturing process
- Economies of scale
- Low-cost country outsourcing

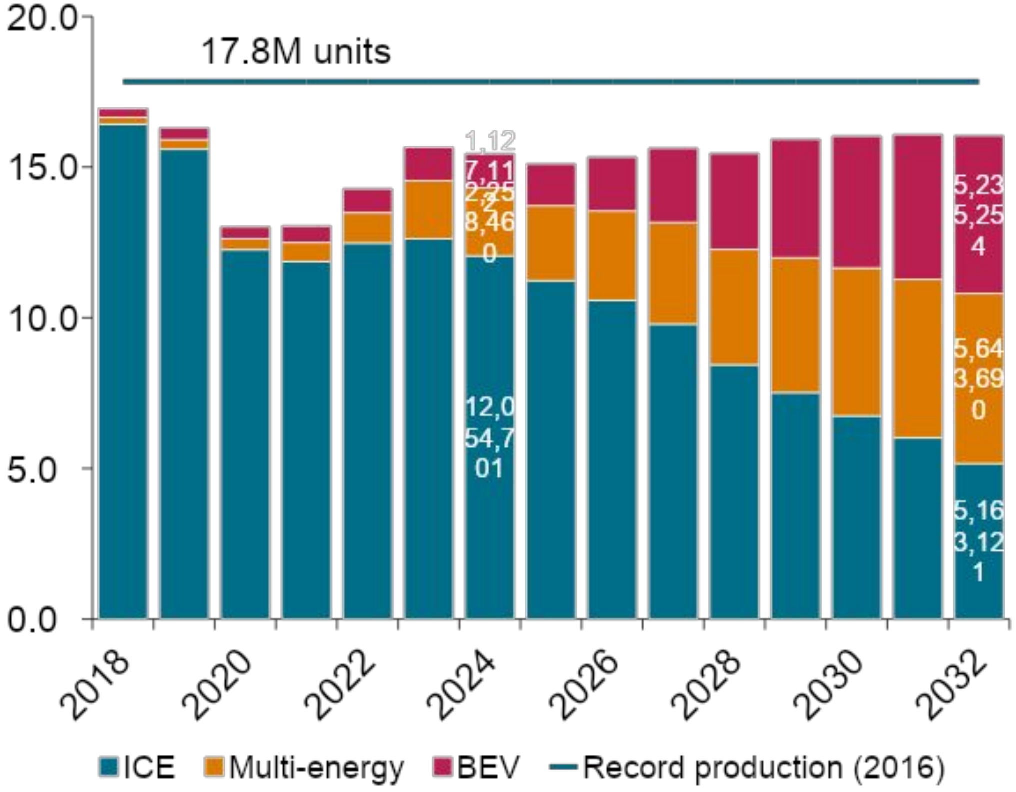
Source: S&P Global Mobility

NA Production
“Make America Great Again 2.0”

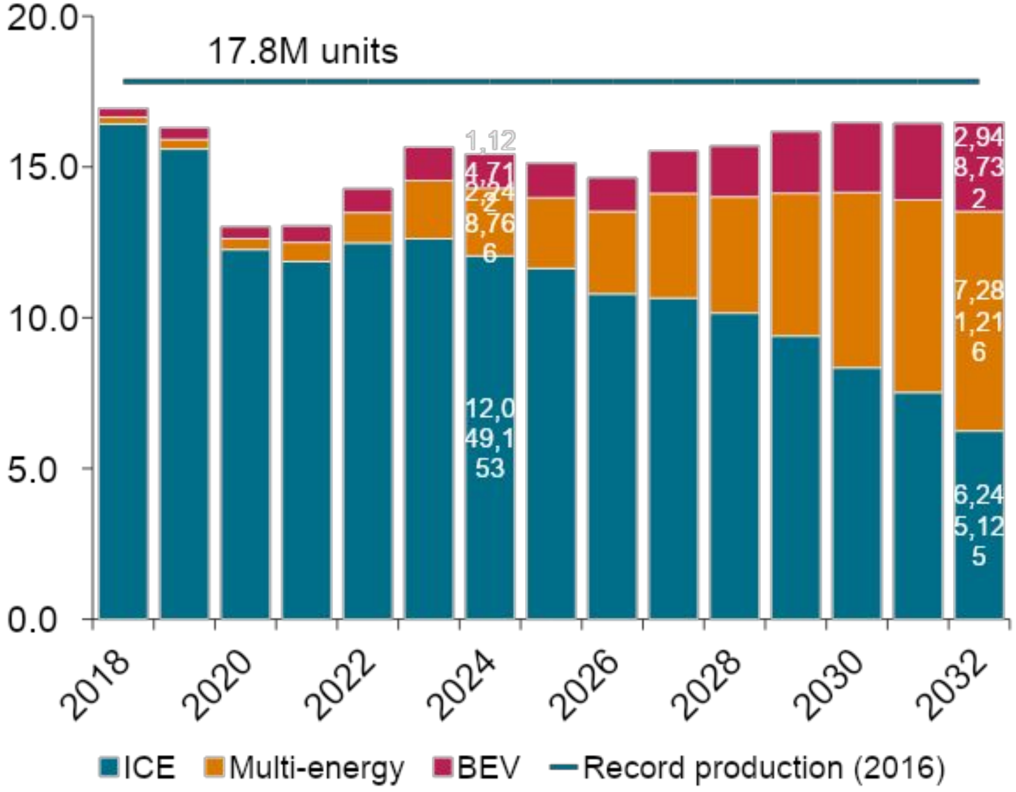
North America light vehicle production forecast evolution by propulsion

What a difference nine months make!!!

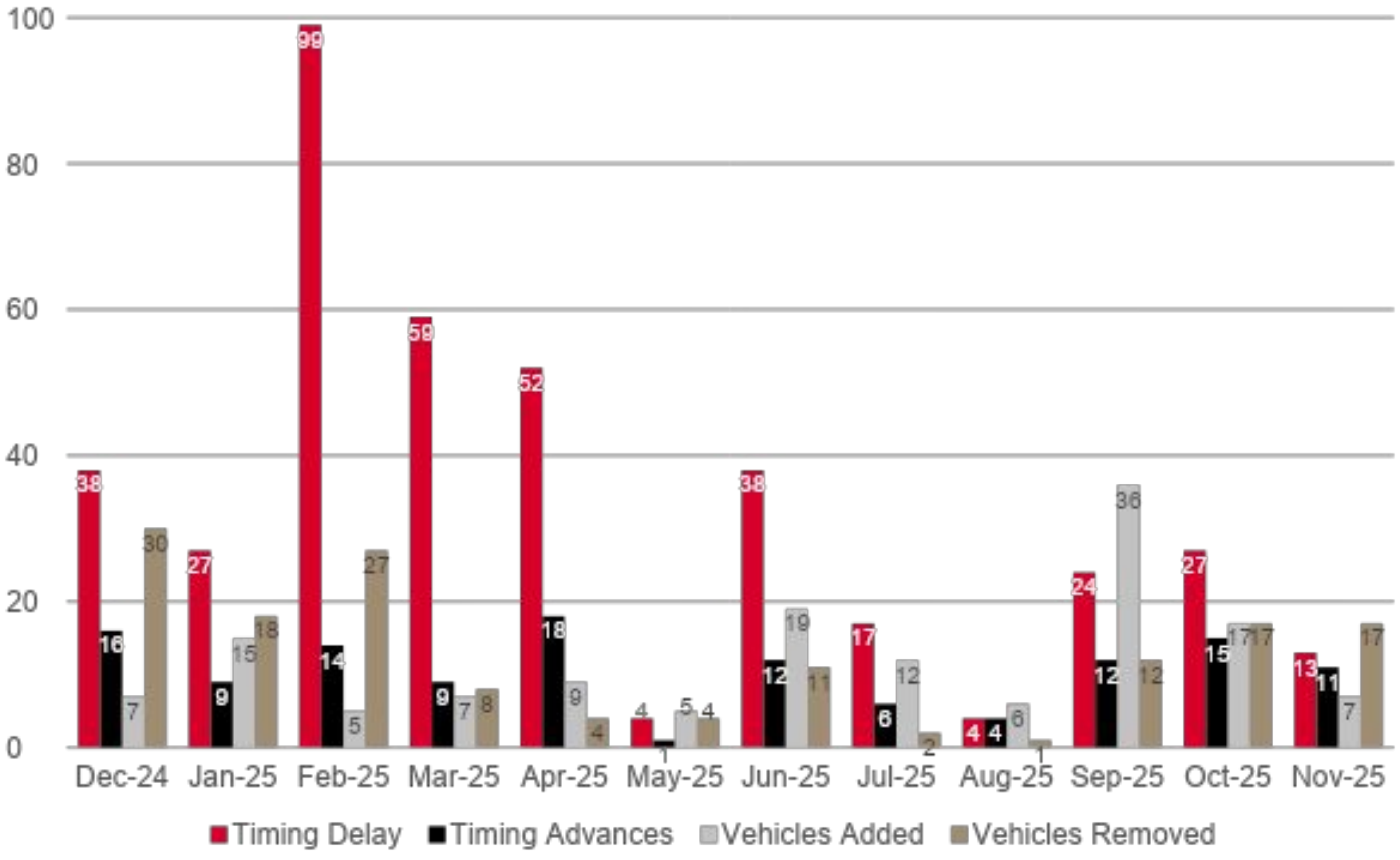
January 2025 Forecast



September 2025 Forecast



S&P Global Mobility monthly movements, more than ever



Understanding monthly movements

- Pre-Trump months had ~30 changes
- Since mid-2024, majority of movements are timing delays
  - EOP delays for ICE propulsions
  - Start of production delays for BEV only nameplates, as well as BEV variants
- Most new vehicles added are ICE successors of current vehicles that were set have BEV successors

Tariff & Incentive Implications

- Expect volume to on-shore if current production is also international
- Current international BEV production under immense pressure from tariffs
- Expect lifecycles to continue to change to market dynamics and as capital allows

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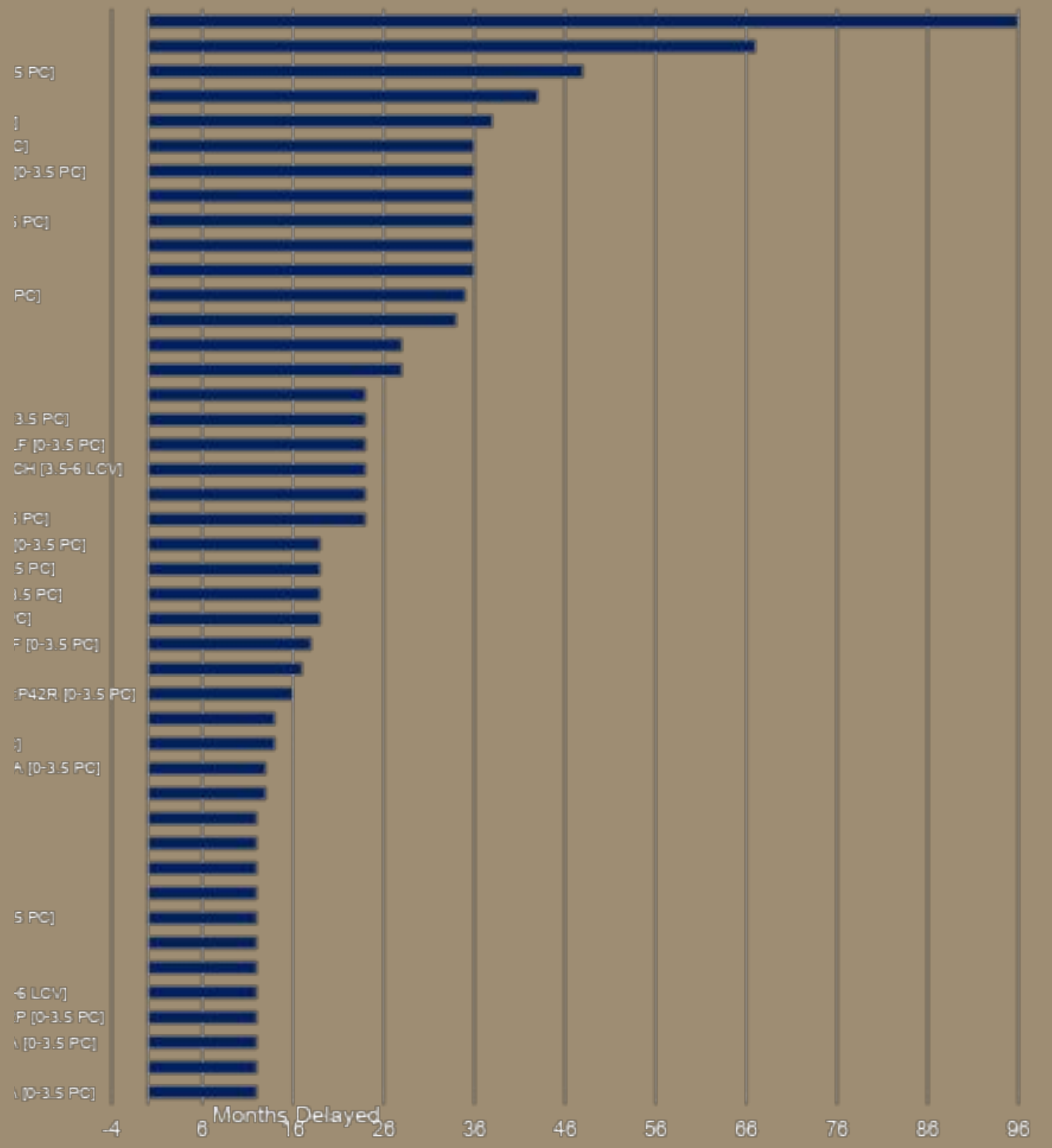
ICE Extension Tracker

September 2024 compared to September 2025, count of months between EOP's for petrol vehicles

- Breakdown for vehicles with ICE, MHEV, HEV or PHEV propulsion systems, EOP's between 2025 - 2030
- Movement Breakdown: 159 programs
  - 76 ICE program EOP delay (47.80%)
  - 62 ICE programs stayed on time (38.99%)
  - 21 ICE programs pulled EOP ahead (13.21%)



Source: S&P Global Mobility, September 2024 Powertrain LV Production FC vs. September 2025 Powertrain LV Production FC
Data Collected October 3, 2025.

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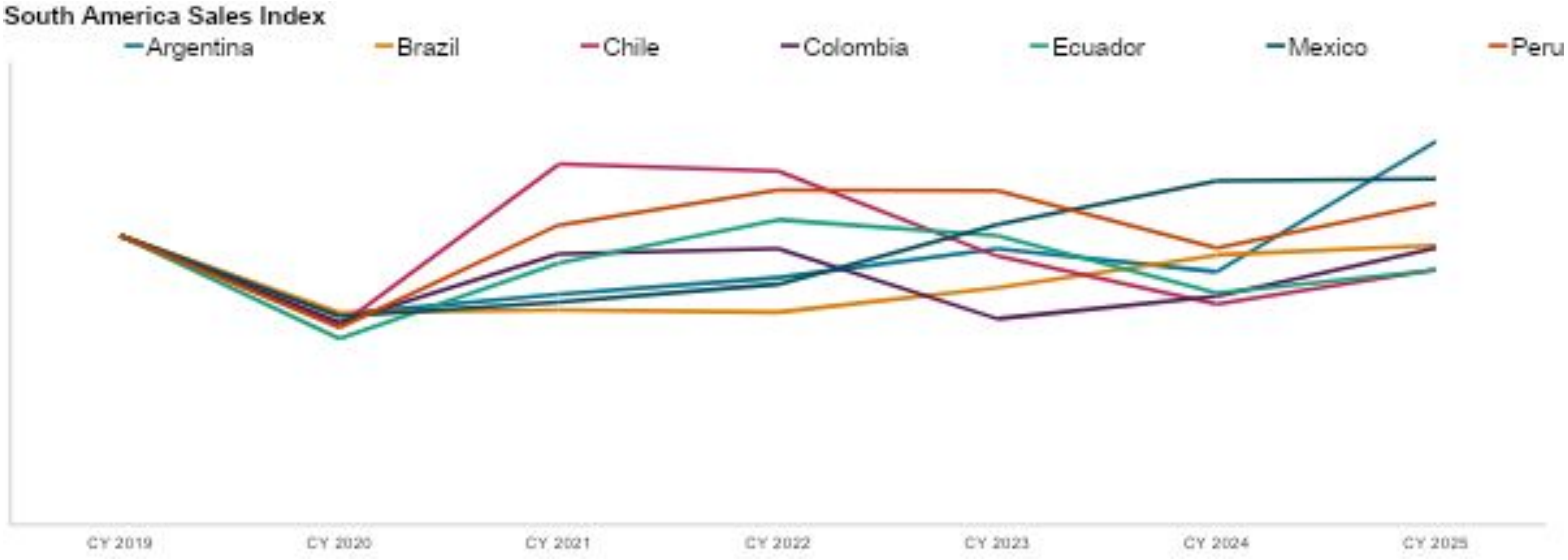
Key Latin America Light Vehicle Market Outlook

S&P Global Mobility

Latin America Key Light Vehicle Markets

Most Markets are flat relative to 2019 sales



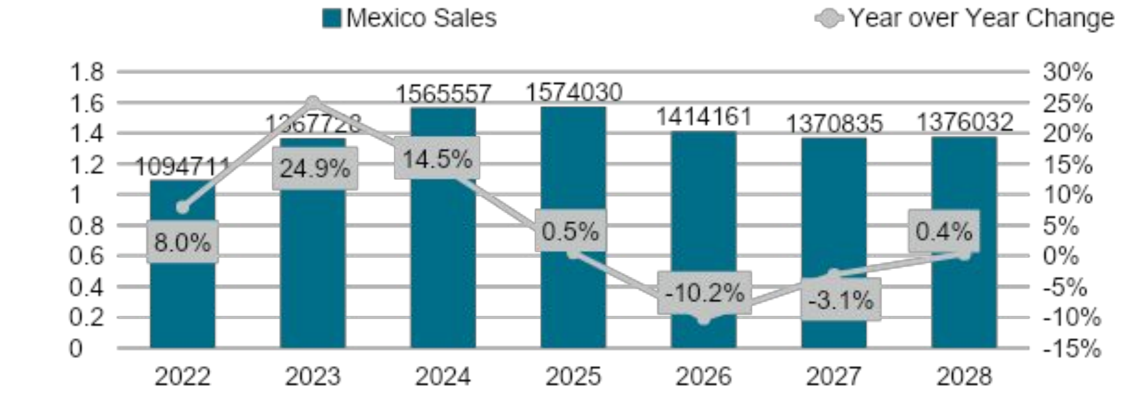
Mexico Light Vehicle Sales Outlook

S&P Global Mobility

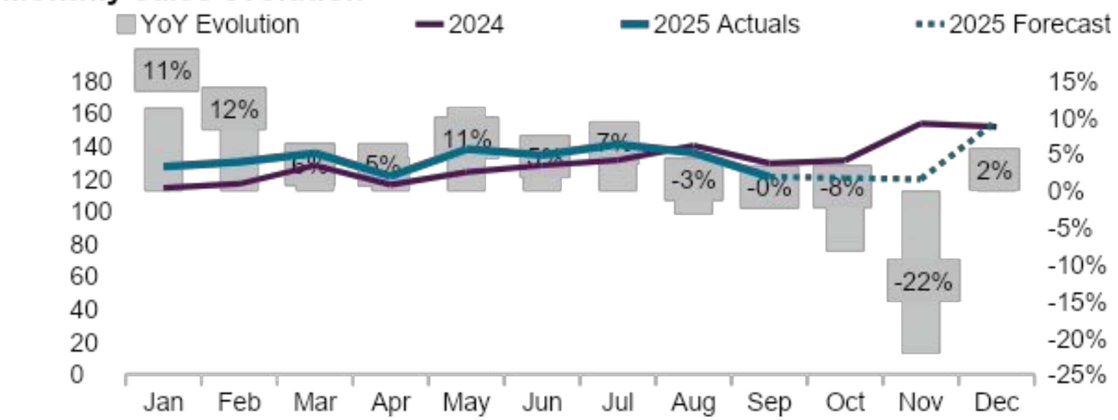
Mexico sales overview

Uncertainty remains

Yearly sales



Monthly sales evolution



Positive

- ▲ August 2025 volume down 3.2% compared to last year and YTD up 6.5%
- ▲ Subcompact and compact segments are still the most important ones in the market
- ▲ Presence of Chinese brands is allowing for the market to sustain momentum; Competitive offerings and pricing movements from other automakers benefitting consumers
- ▲ For August release, non-reporting brands including Tesla, BYD, Geely and GAC were added using S&P Maritime and Trade service data via Panjiva. These additions added slightly more than 11k units for this round.

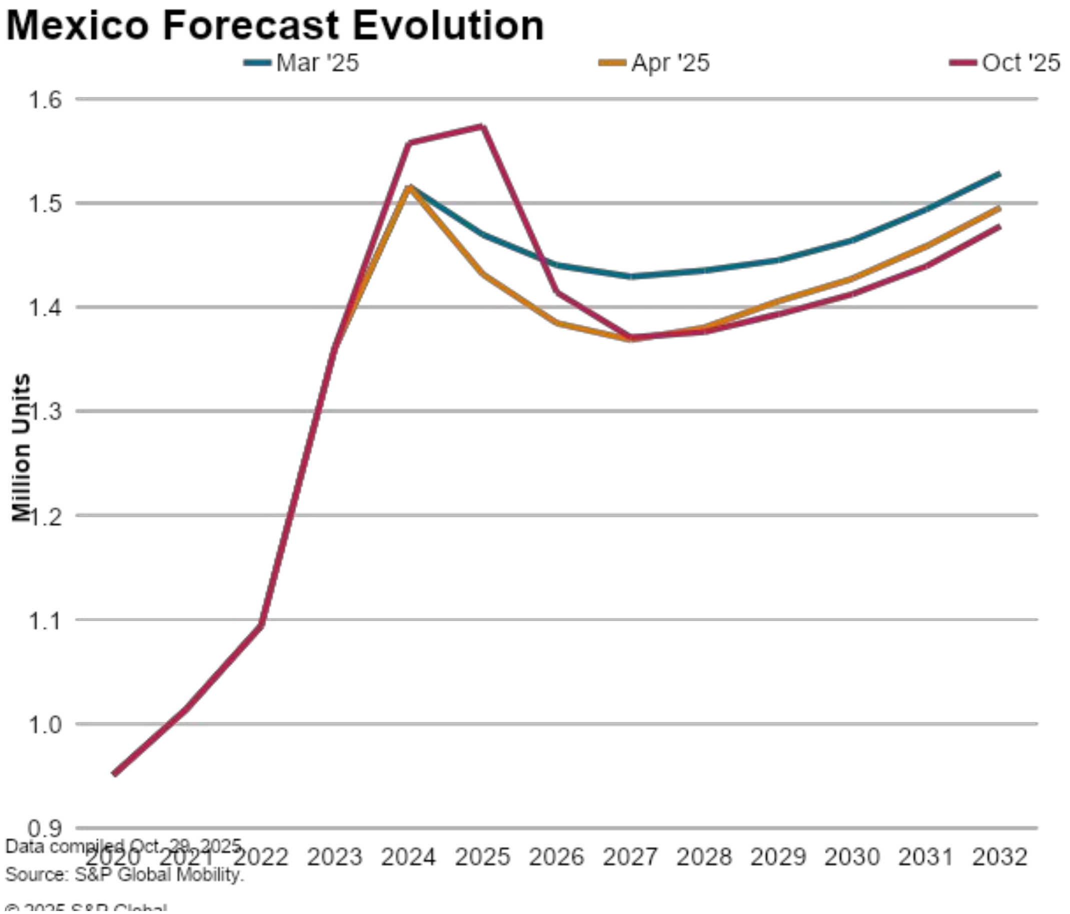
Negative

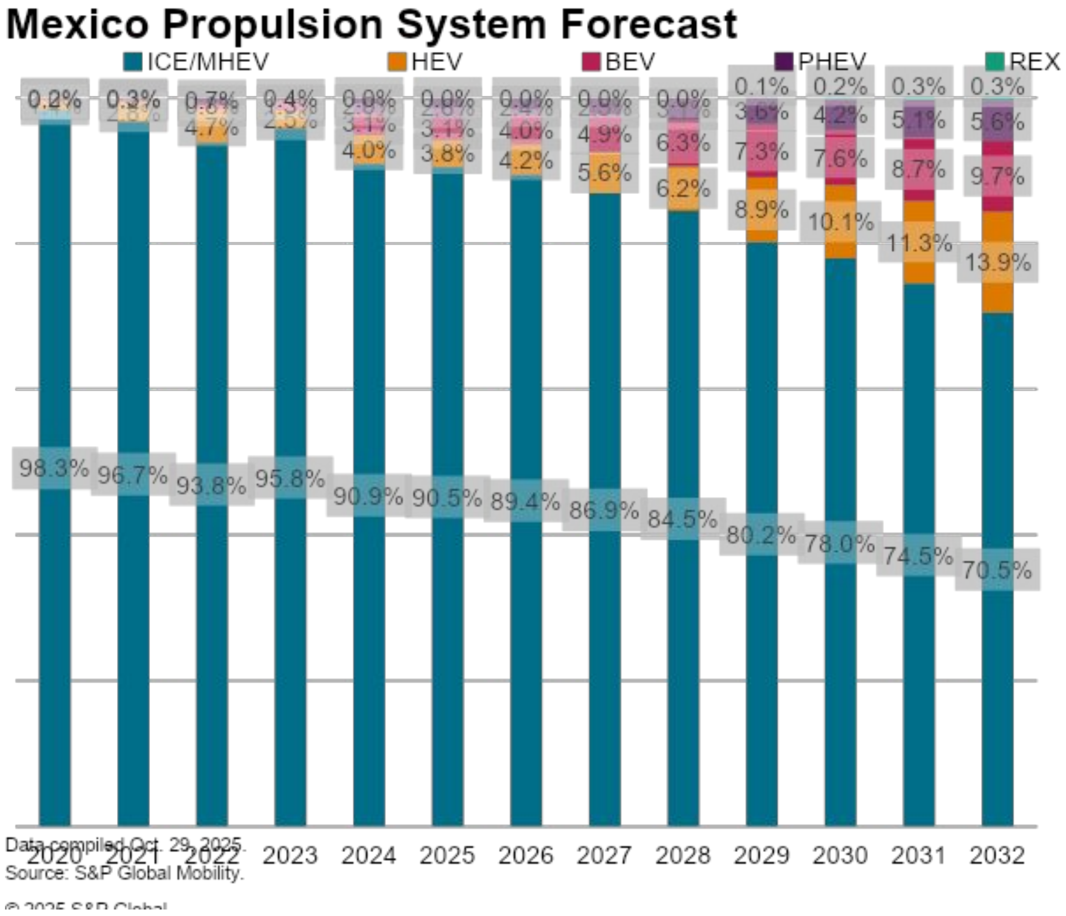
- ▼ Weakened business sentiment due to high security and operational risks
- ▼ Implementation of constitutional reforms and an anticipated imposition of 14.7% tariffs on Mexican exports will affect investment climate and economic growth
- ▼ High financing rates despite the cut made by the Central Bank
- ▼ Mexican government has proposed to increase tariffs from 15-20% to 50% on vehicles imported from Asian countries without a Free Trade Agreement (expected to enter into force on January 1st, 2026)
- ▼ The above will have a negative impact on the TIV, expect to decrease 40k units in 2026, 47k units in 2027 and smoothly recover from a reduction of 34k units in 2028. TIV will reach 1.6 million units in 2037.

As of October 2025.
Source: S&P Global Mobility.

Mexico Vehicle Market Outlook Strengthened by New Data Integration

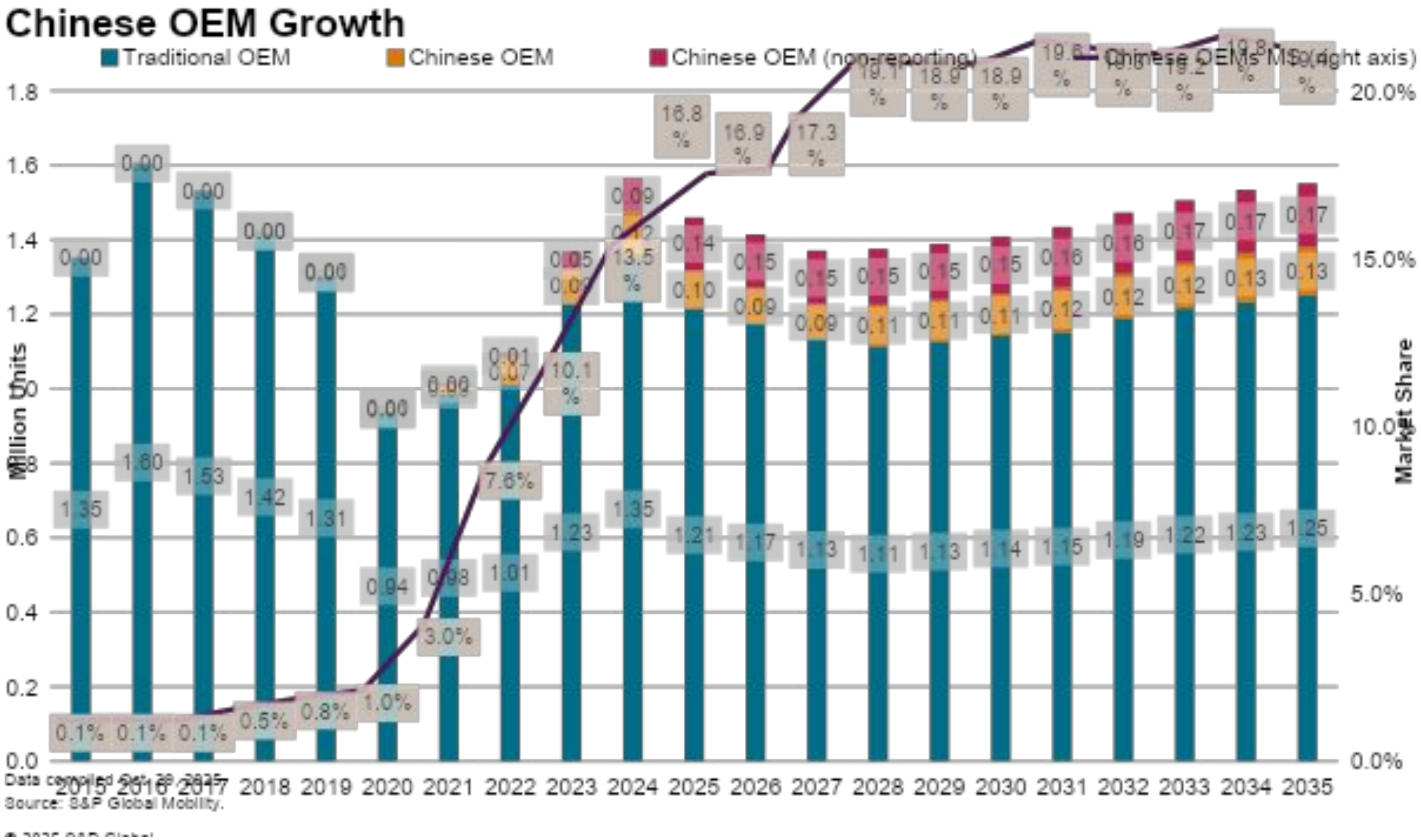
Addition of BYD, Tesla, GAC and other non-reporting marks made possible with S&P Global trade data.





Mexico trying to contain influx of Chinese brands

Rapid expansion of Chinese OEMs reshaping Mexico's automotive landscape



- **Exponential growth** for Chinese brands, increasing from 4 brands in 2019 to 24 brands in 2024.
- **Competitive pricing, additional tech. features and new designs** have been the key strategies.
- **Chinese models are 35% to 50% cheaper** than legacy brands.
- **More Chinese brands are expected** to enter the market.
- **Chinese brands** accounted for **33% of BEV share** in 2024.

Scenario Planning

Are you planning for the added complexity to market chaos?

If your planning approach relies on manual analysis of disparate data with inadequate tools – you could be increasing risk and slowing reaction time.

Challenges to the automotive industry:

- Trade and Tariff
- Electrification
- Chinese OEMs
- Uncertain margins






Contact us

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Muchas gracias!

Por un 2026 muy bendecido y con mucho éxito!