

2025 ANNUAL MEETING

AUGUST 26, 2025

Business. Life. Location.



BOARD OF DIRECTORS



David Alexander

President

J.T. Alexander & Son, Inc.

FY2023-2025

Chairman

Business. Life. Location.

BOARD OF DIRECTORS

PUBLIC SECTOR LEADERSHIP

Melissa Neader
Board of Commissioners
Iredell County

Lisa Qualls
Board of Commissioners
Town of Mooresville

Mayor Costi Kutteh
City of Statesville

Mayor Teross Young
Town of Troutman

Beth Milton
County Manager
Iredell County

Tracey Jerome
Town Manager
Town of Mooresville

Ron Smith
City Manager
City of Statesville

Ron “Duck” Wyatt
Town Manager
Town of Troutman

EXECUTIVE BOARD/ PRIVATE SECTOR LEADERSHIP

Jeff Cernuto
Chairman
President
Princeton Communities

Bill McCombs
Vice Chair
Vice President &
Project Manager
McCombs Steel

Chad Sanders
Secretary
VP of Merchandising
Lowe’s Companies

Tiffany Webber
Treasurer
Partner
Thomas & Webber, PLLC

David Alexander
Past Chair
President
J.T. Alexander & Son, Inc.

Bob Palmes
Vice President
G.L. Wilson Building Co.

Zach Gordon
Vice President
L. Gordon Iron &
Metal Co.

Mary Katherine Law
Area Manager
Maymead, Inc.

Mark Hartsliel
Executive Vice President
RJK Construction

Grant Miller
Executive Vice President
Colliers International

LaQuisha Parks
Vice President
EnergyUnited

Jim Marshall
President & CEO
blueharbor bank

EX-OFFICIO LEADERSHIP

Dr. Tim Brewer
President
Mitchell Community
College

Jenn Bosser, CEcD
President & CEO
Iredell County EDC

Steve McGlothlin
President
South-Iredell Community
Development Corporation

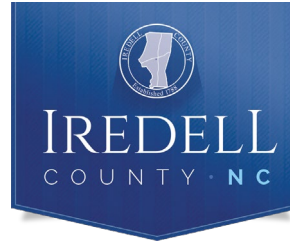
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VISIONARY INVESTORS



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LEADERSHIP INVESTORS



Holland Realty
& Mortgage Corporation



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PRESENTING SPONSOR



Business. Life. Location.

LUNCHEON SPONSOR

DENSO

Crafting the Core

Business. Life. Location.

CHAMPION SPONSORS




Business. Life. Location.

CATALYST SPONSORS

BONANZA
DEVELOPMENT
COMPANY, INC.

Cheney 
Brothers


Crosby Scholars
For college. For life.

 **Dewberry®**

 **DukeHealth**
Lake Norman Hospital

 **Iredell**
HEALTH SYSTEM


JONES CHILDERS DONALDSON WEBB
attorneys at law

KENNEDY
SITE SOLUTIONS

 GRADING EXCAVATION
HAULING
MATERIAL YARD


SUNBELT
RENTALS

Visit
MOORESVILLE
CONVENTION & VISITORS BUREAU


Wayne Brothers
COMPANIES

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IREDELL EDC TEAM



Evan Day
Research Analyst

Lisa Taylor
Operations
Manager

Jenn Bosser, CEcD
President & CEO

Todd Black, EdD
Existing Industry
Manager

Craig Goodson
Director, Economic
Development

Sharon Barlow
Communications
Manager

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PRESIDENT & CEO



Jenn Bosser, CEcD
President & CEO
Iredell EDC

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OUR PILLARS

1

Existing Industry

2

Workforce & Talent

3

Business Development

4

Product Development

5

Marketing & Research

6

Community & Collaboration

IREDELL COUNTY GROWTH BY THE NUMBERS



2020-2025

POPULATION GROWTH

2020 186,693
2025 206,361

*(Source: US Census Population
Estimates Program (PEP))*

+10.5%

WAGE GROWTH

2020 \$49,696
2025 \$62,669

*Sources: US Bureau of Labor
Statistics, QCEW & NCDOC
Average Wage*

+26.1%

PROPERTY TAX REVENUE

2020 \$22.8 B
2025 \$39.8 B

(Source: Iredell County)

+74%

AVERAGE SALES TAX REVENUE

2020 \$10,931,887
2025 \$18,097,373

(Source: NC Dept of Revenue)

+66%

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GROWTH IN INDUSTRY

INCREASE IN TAX BASE

	2019-2020	2024-2025	% CHANGE
Mooresville	\$7,065,823,507	\$12,340,066,736	74.6%
Statesville	\$3,061,887,470	\$4,809,242,675	57.1%
Troutman	\$497,049,285	\$1,488,323,616	199.4%
County	\$24,003,512,025	\$39,840,110,461	66%

Source: Iredell County

GROWTH BY INDUSTRY SECTOR IN IREDELL COUNTY

SECTOR	2020 # of Firms	2024 # of Firms	2020 Total Employment	2024 Total Employment
Retail	678	751	9,554	12,152
Manufacturing	310	362	11,333	11,735
Health Care	521	654	8,546	9,973
Accommodation and Food	380	459	6,242	8,140
Construction	643	764	4,978	5,189
Education	94	114	4,811	5,146

Source: US Bureau of Labor Statistics, QCEW

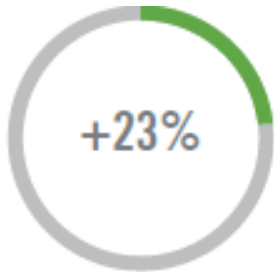


LABOR FORCE

2020 84,460

2025 104,122

Sources: Applied Geographic Solutions and GIS Planning 2023, TaxFoundation.org 2021 and GIS Planning Research



EMPLOYMENT

2020 Total Employment 74,527
Total Establishments 5,811
Average Weekly Wage: \$1,057

2024 Total Employment 81,180
Total Establishments 7,123
Average Weekly Wage \$1,218

Source: US Bureau of Labor Statistics, QCEW



INCOME & HOUSING

2020 Total Households Occupied 69,013
Median Household Income \$68,308

2025 Total Households Occupied 80,092
Median Household Income \$84,335

Sources: NC DOC Area Profile and Applied Geographic Solutions and GIS Planning

EXISTING INDUSTRY



128

Existing
Industry
Interactions



25

SBO
Clients



289

Referrals



4

Industry Leaders
Councils
147 participants



- 30% Networking
- 27% Workforce
- 15% Investor Referrals
- 12% Real Estate Development
- 10% Infrastructure
- 6% Incentives

IREDELL READY WORKFORCE



4x

Increase in
CTE Credentials
by High School



15%

Increase in
Mitchell
Community
College
Enrollment



91%

1% Increase
High School
Graduation
Rates



55%

3% Increase in
Residents with a
Degree or
Credential



35%

Average Wage
Growth
(2018-2024)



Iredell
Ready

Building Pathways to
Better Futures

*for students, residents, and businesses in
Iredell County.*

Entering its fourth year, **Iredell Ready** focuses on supporting our partners in amplifying their programs, increasing engagement and participation, encouraging alignment and partnership on initiatives, and sharing successes. With goals that align with MyFutureNC, ensuring that 2 million North Carolina residents have a high-quality credential or postsecondary degree by 2030, **Iredell Ready** is making significant strides to propel Iredell County across the finish line.



NEW & EXPANDING ACTIVITY



183

Project
Inquires



17

Site
Visits



11

Announcements



\$136.3M

Invested



360

New Jobs



1.3M

SQ FT
New Space
Occupied

nanoXPLore



CAROLINA
BEVERAGE GROUP, LLC



sheets[™]
LAUNDRY CLUB

SCP
SCP Distributors LLC

KAM
KESELOWSKI
ADVANCED
MANUFACTURING

KOOKS[™]

QUANTUM
MACHINERY GROUP

2025 ACREAGE

Up to 5	3%
6 to 10	10%
11 to 29	20%
30 to 50	16%
51 to 100	25%
100+	26%

2025 BUILDING SF

<9,999	4%
10,000–20,999	5%
21,000–50,999	19%
51,000–99,999	18%
100,000–249,999	24%
250,000–499,999	21%
500,000+	9%

PROJECT SOURCE

EDPNC	153
CLT Alliance	12
Direct	6
Iredell EDC Ally	5
Broker	4

PRODUCT DEVELOPMENT



INDUSTRIAL SQUARE FOOTAGE

TOTAL INVENTORY:

Q1 2020 29,486,057 SF

Q1 2025 38,129,534 SF

+29.31%

ABSORPTION

2020 SF: 10,000

2025 SF: -78,206

VACANCY RATE

2020: 2.8%

2025: 6.27%

RENT

2020: \$5.49

2025: \$7.40

Source: 2025 Colliers Industrial Market Report



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MARKETING & RESEARCH



NEWSLETTER



2,294

Subscribers

(Up 10% from last year)

46% Average Open Rate



WEBSITE



35K

Total Visitors

(30% Increase)



SOCIAL MEDIA



145K

Total Impressions

4,218

Total Followers

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2024-2028 Economic Development Strategy & Metrics

**Metrics are stated as Annual with () for 4-Year Totals*

Pillar 1: Existing Industry

Goal: Support our local industry and small businesses by understanding their collective needs, providing resources, and connecting them to networks.

Strategies:

- Develop relationships with existing industry to support their continued investment by connecting them with resources, programs, partners and allies.
 - 80 Industry Visits/Pulse Checks (320)
 - 200 Referrals and Responses to Inquiries (800)
- Serve as an ombudsman for existing industry and small business by facilitating support from local, regional, and state partners
 - Participate in 2 Industry Conferences (8)
 - 25 Small Business Ombudsmen Projects (100)
- Develop a business resource guide and regulatory guide for start-up businesses to help owners navigate our local community
 - Update and Publish Business Resource Guide (Every 2 Years)
- Convene industry leaders for networking, shared learning, and industry collaboration
 - Host 4 Industry Leaders Councils with 125 Participants Annually (16 ILCs, 600 Participants)
- Identify and inform policymakers on key issues facing existing industry that impede their growth and impact the local business climate

Pillar 2: New Business Development

Goal: Attract new investment and job creation by promoting key assets and cultivating relationships with site selection consultants, real estate investors, brokers, developers, regional and state partners focused on targeted industry clusters.

- Coordinate requests for proposals, information, and site visits for companies considering Iredell County
 - Lead 100 economic development projects (400)
 - 25 site visits (100)
 - \$500 M New Investment (\$125 Million)
 - 2,500 New Jobs (625)
- Coordinate requests for proposals, buildings and sites, utility needs, permit/zoning, and incentives
- Build relationships with site selectors, real estate contacts, and allies to identify and respond to project opportunities
 - Participate in 2 Site Selection Consultant Events (8)
 - Meet with Iredell EDC Investors
- Diversify lead pipeline for projects o Participate in 2 marketing trips (8)
 - Cultivate relationships with Select CLT, EDPNC, Utilities

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IREDELL EDC CHAIR LEADERSHIP



David Alexander
President
J.T. Alexander & Son, Inc.

*FY2023-2025
Chairman*

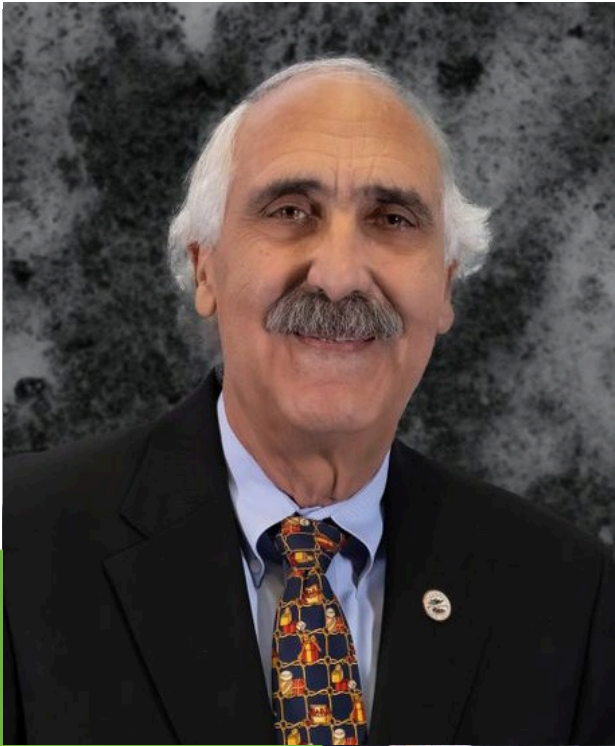


Jeff Cernuto
President
Princeton Communities

*FY2025-2026
Chairman*

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THANK YOU FOR YOUR SERVICE



Mayor Costi Kutteh
City of Statesville

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NEW BOARD MEMBERS



Steve McGlothlin
*South Iredell
Community Development
Corporation*



Mark Hartsliet
RJK Construction, Inc.

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ECONOMIC LEADERSHIP

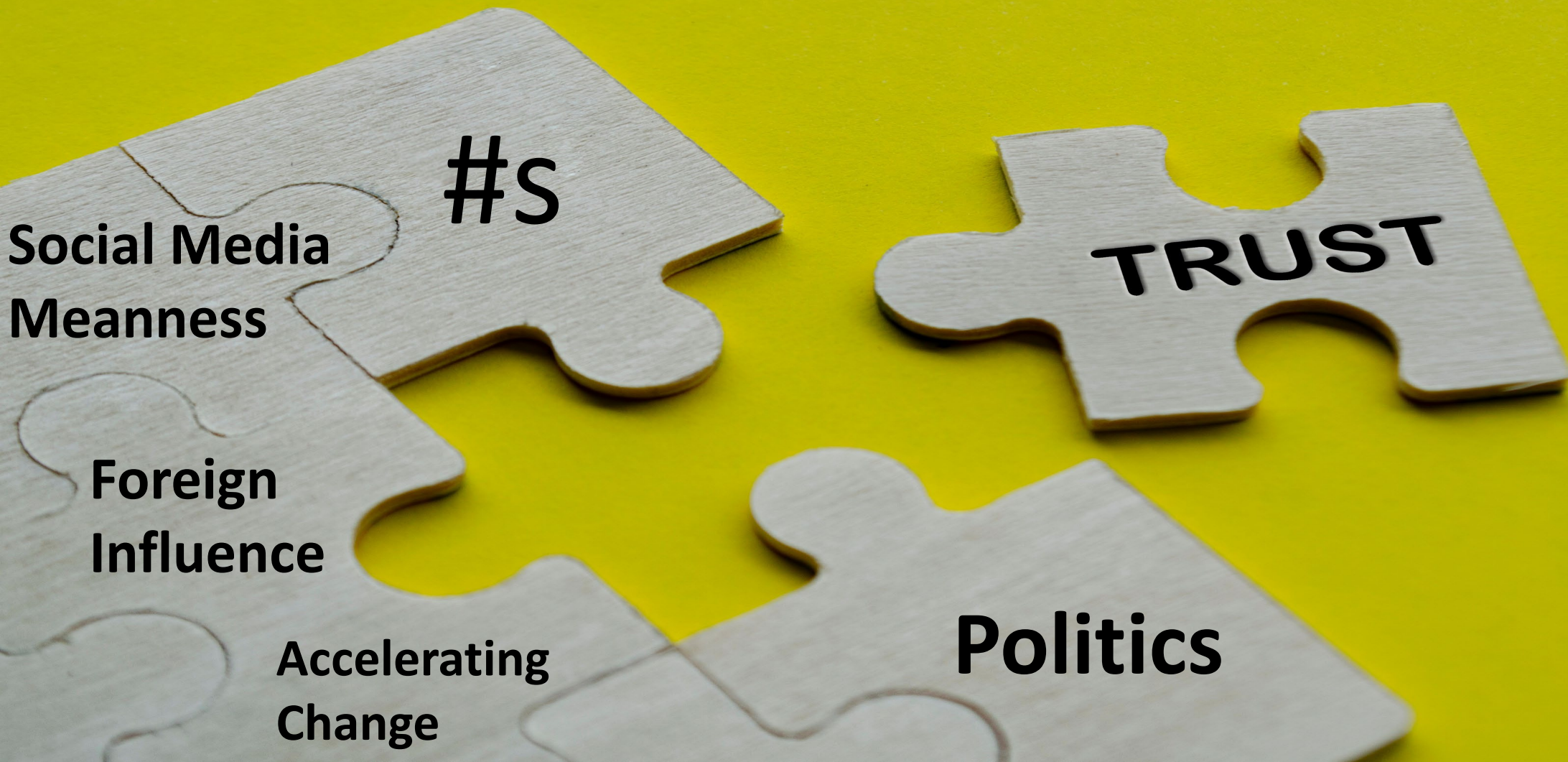


Ted Abernathy, CEcD
Managing Partners
Economic Leadership

Business. Life. Location.

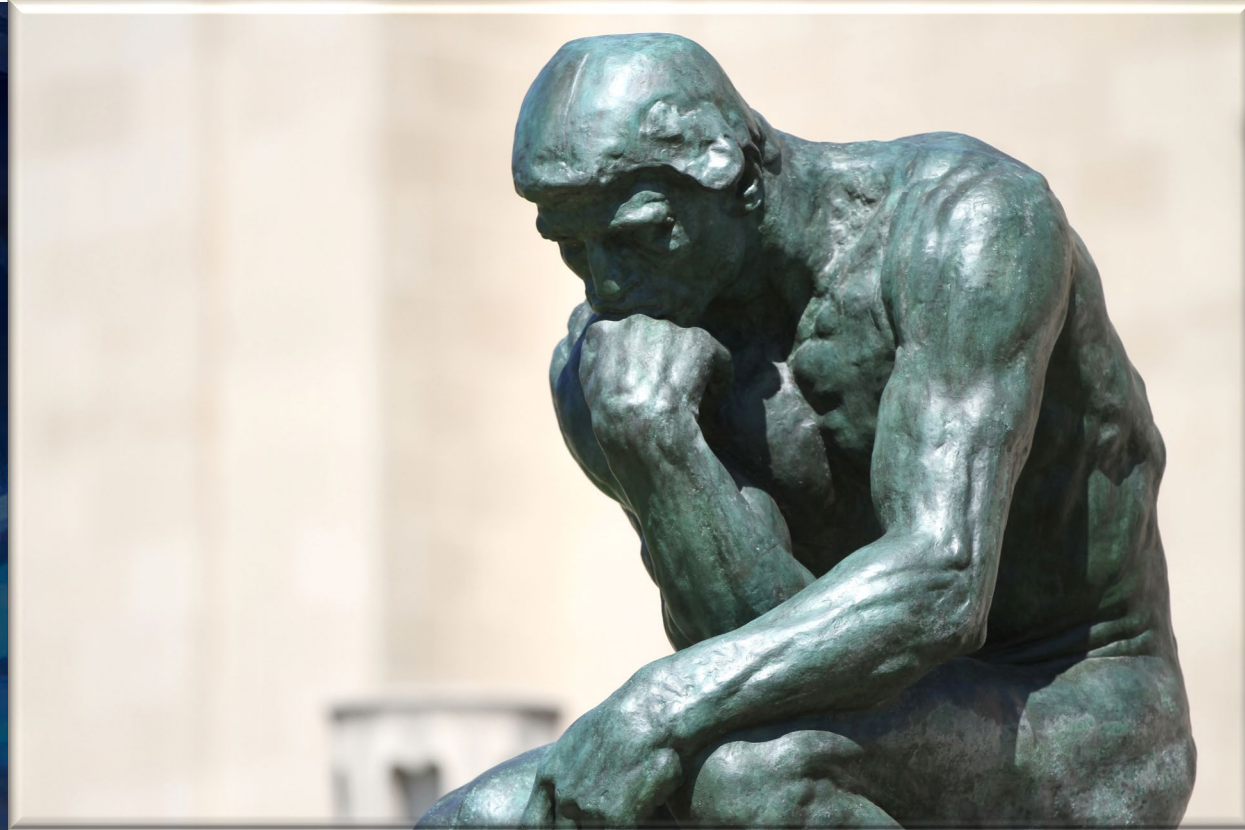
Looking For Answers...





Today's Topics

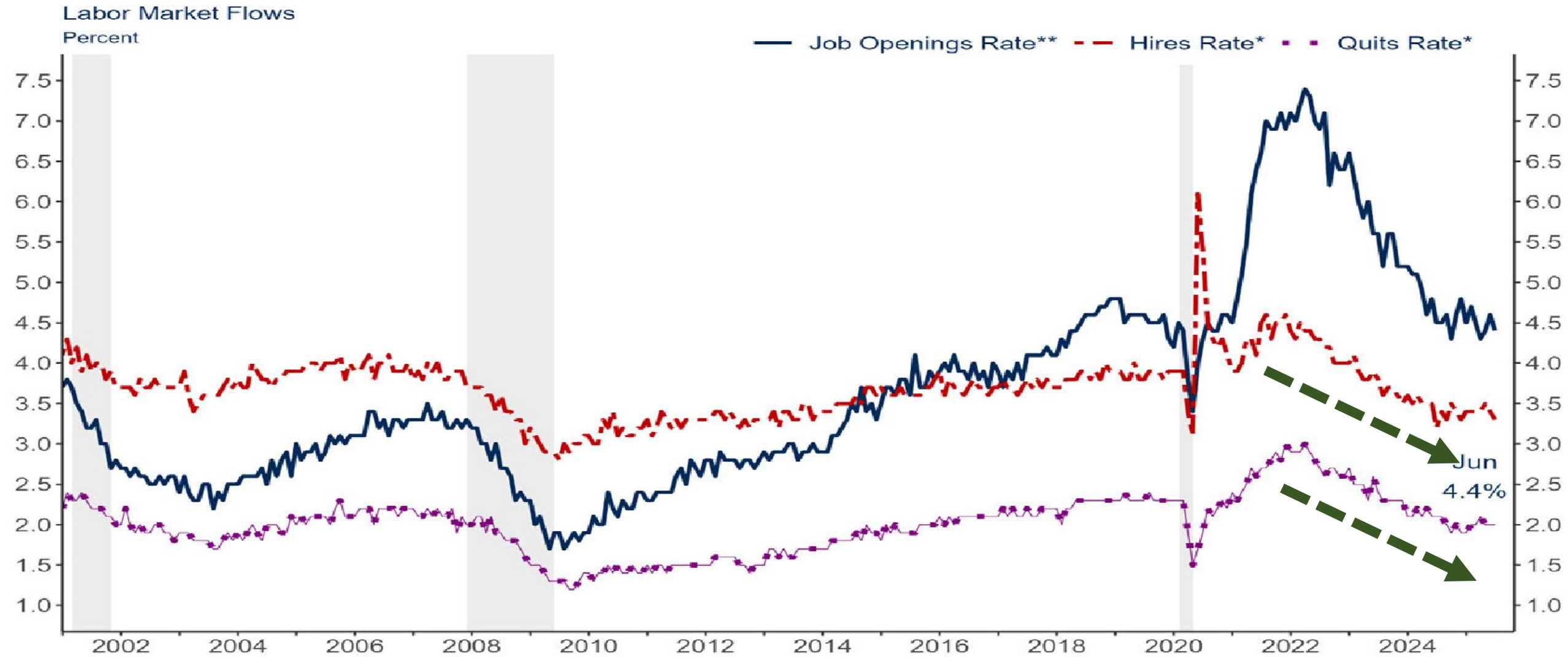
The Economy
Competitiveness
Workforce
Global Trade
Manufacturing
AI
Society Shifts



How's the Economy?



Labor Market Flows



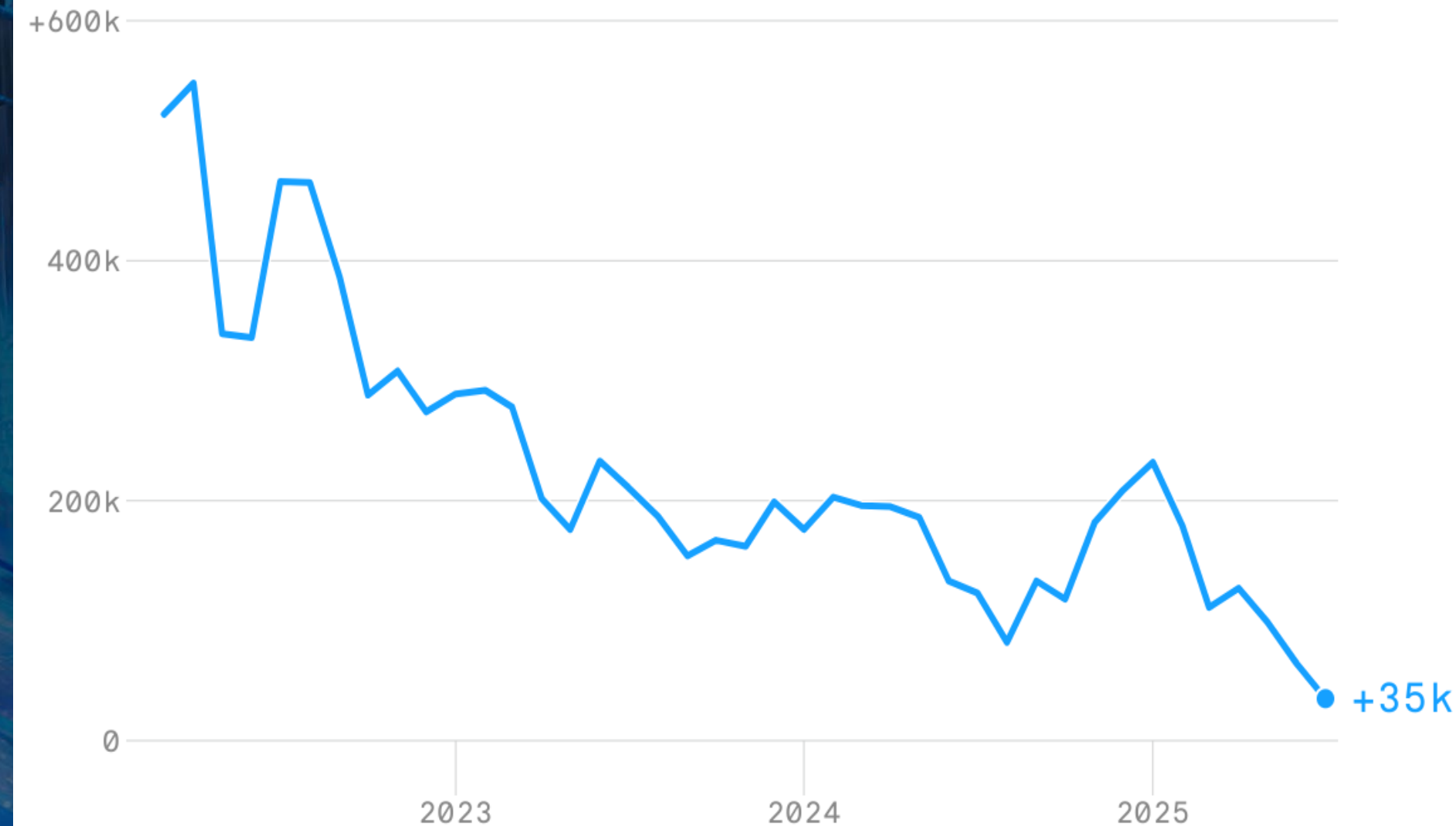
Source: JOLTS via Haver Analytics

Multiple adjustments have always been part of the survey estimated job numbers.

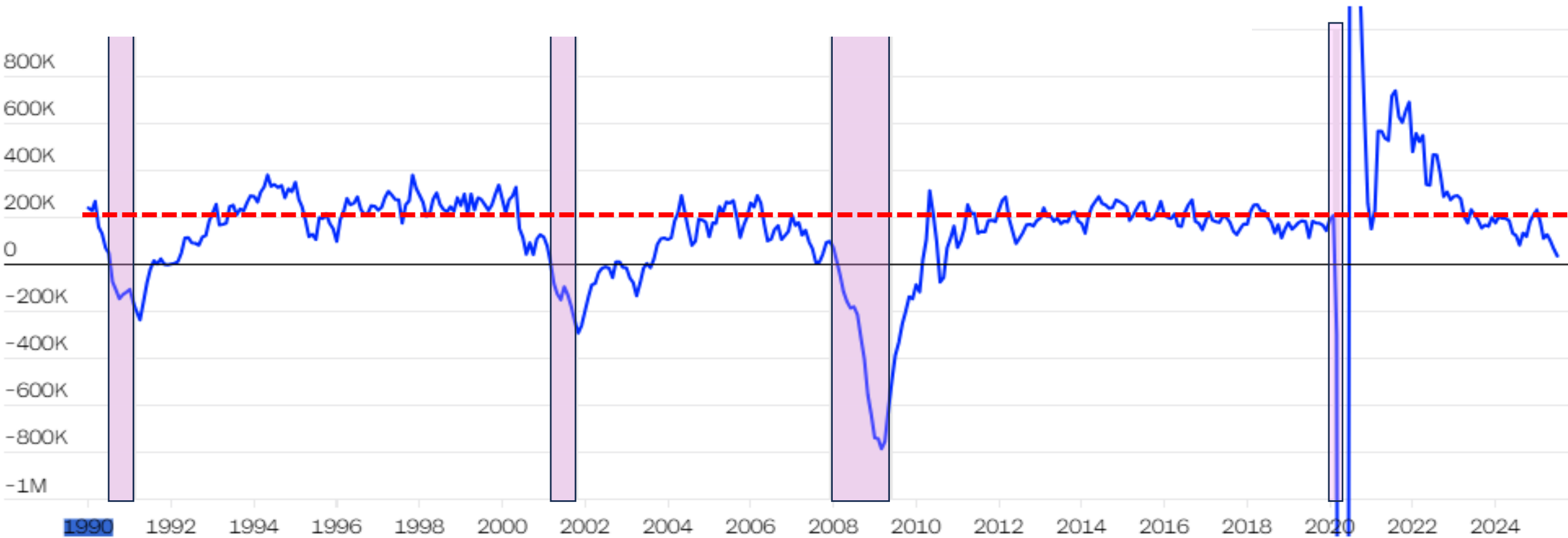
Data: Bureau of Labor Statistics; Chart: Axios Visuals

Three-month rolling average U.S. job growth

Monthly; March 2022 to July 2025



3-Month Rolling Average- Change in Non-farm Payroll



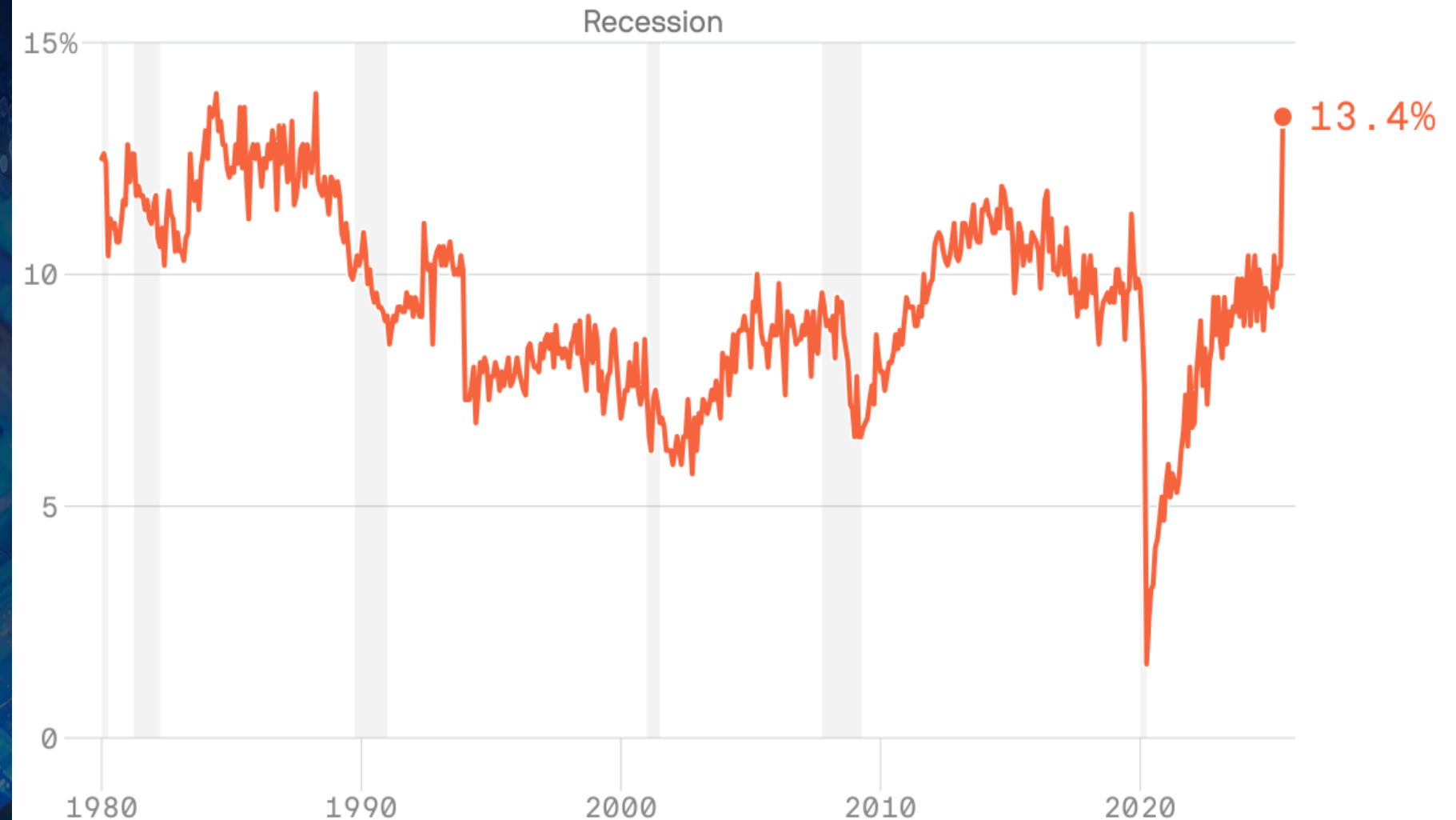
Note: Grey bars indicate recessions. Vertical axis is truncated; payroll moving average declined by more than a million jobs a month between March and June 2020 and grew by more than a million jobs a month between July and October. • Source: Callie Cox Media LLC, Bureau of Labor Statistics

Andy Kiersz/BI

The share of unemployed Americans who are new to the workforce at a 37-year high.

Share of unemployed Americans who are entering the workforce for the first time

Monthly; January 1980 to July 2025

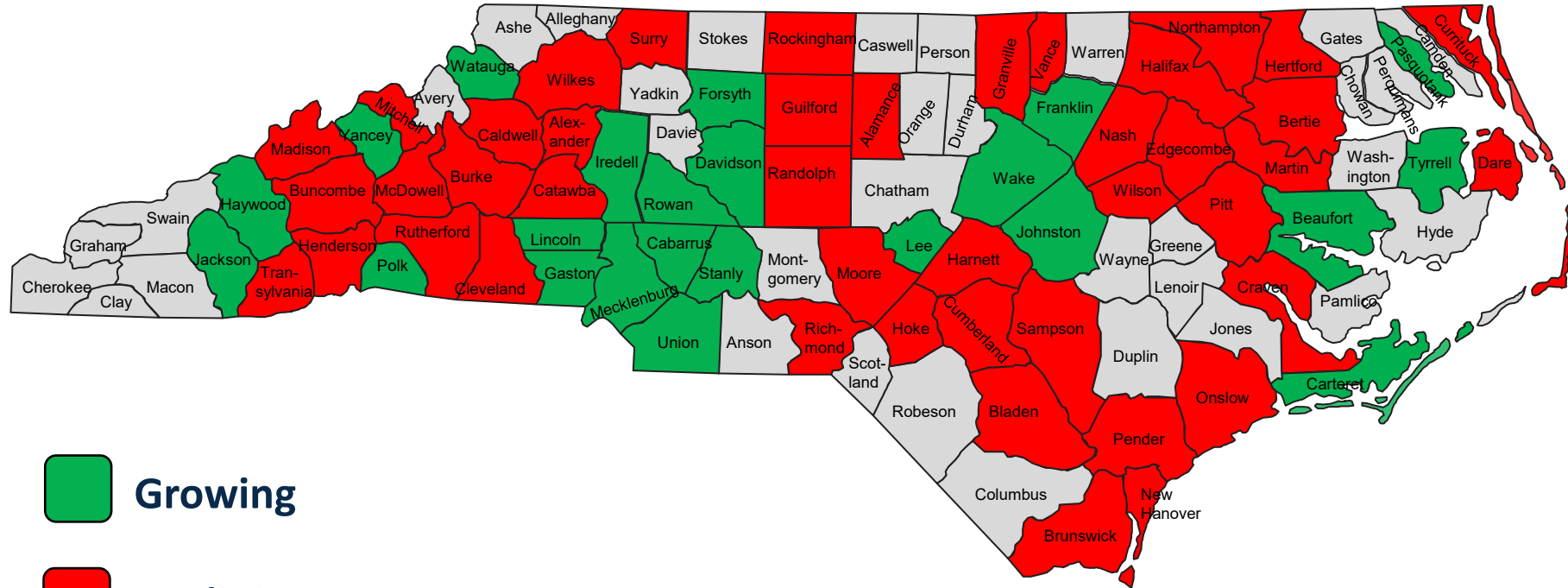


Data: [Bureau of Labor Statistics](#)
via [Federal Reserve Bank of Richmond](#). Chart: Axios Visuals

Employed People Growth June 2024 – June 2025

North Carolina Average -0.0%

(Only 23 Counties Experienced Significant Growth)



Growing

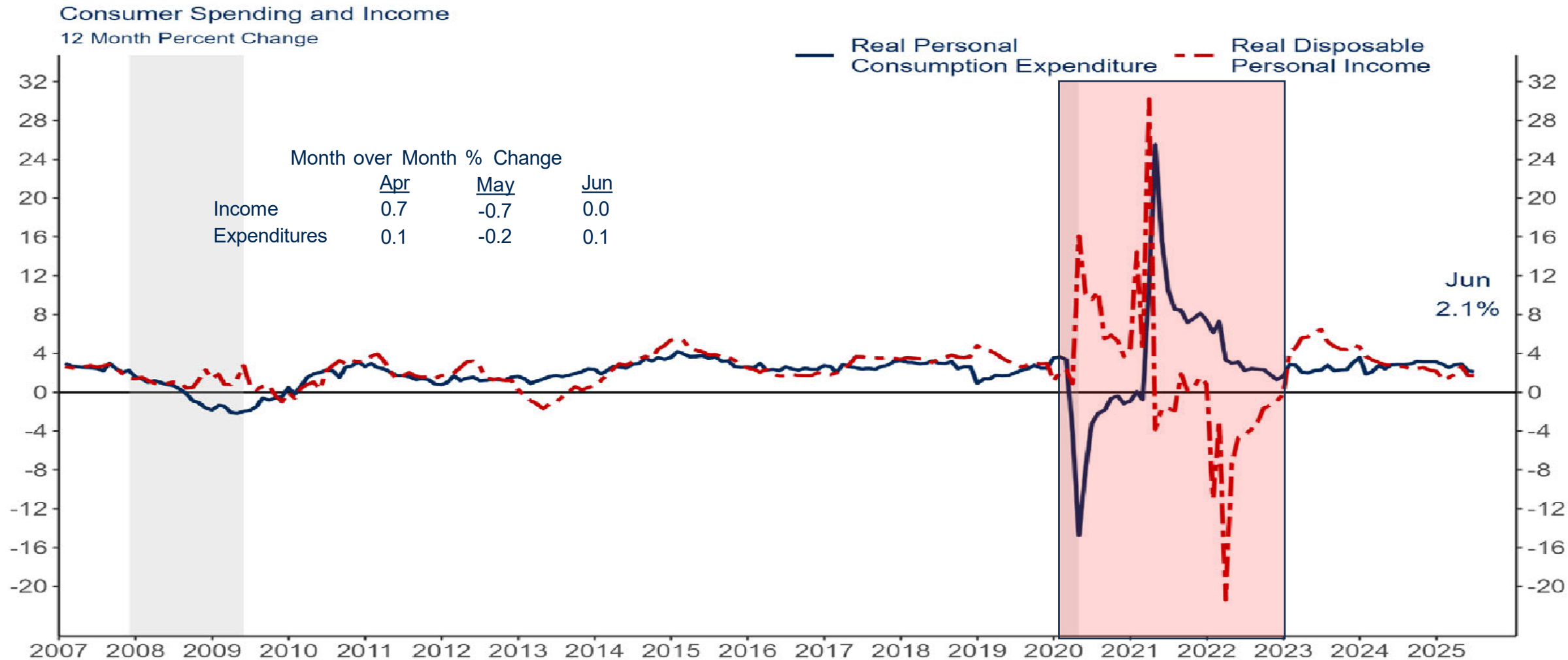


Declining



No change – fewer than 100 persons

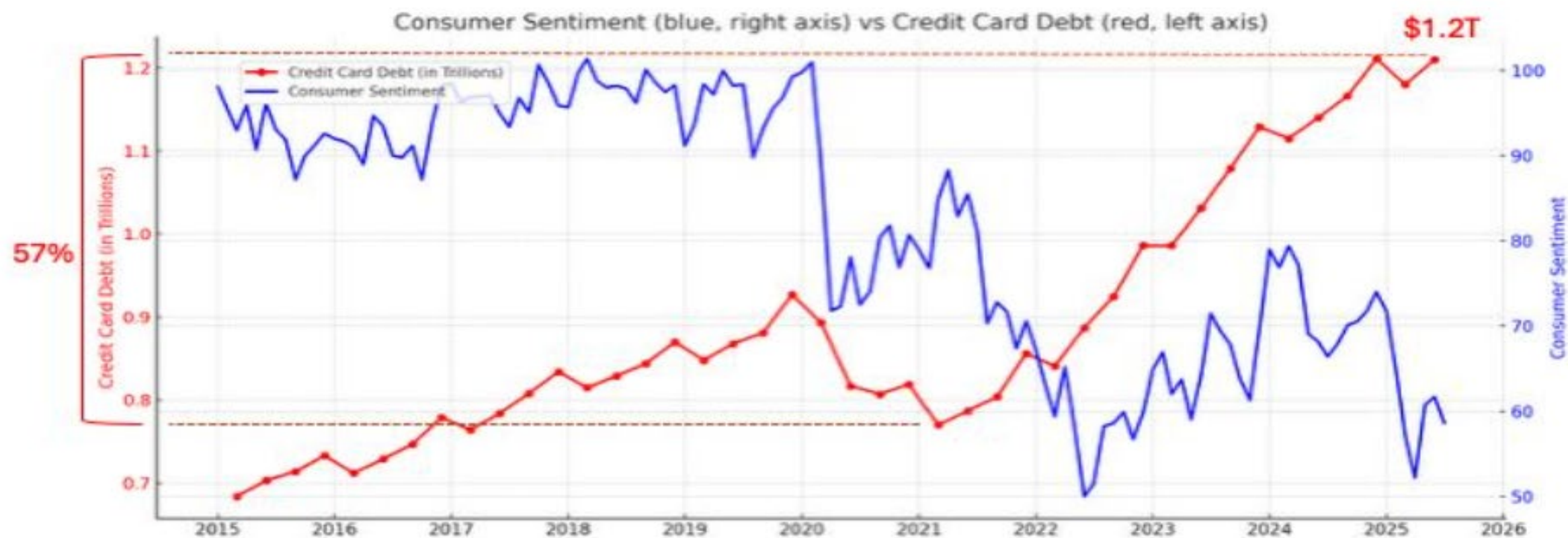
Consumer Spending and Income



CONSUMER SENTIMENT



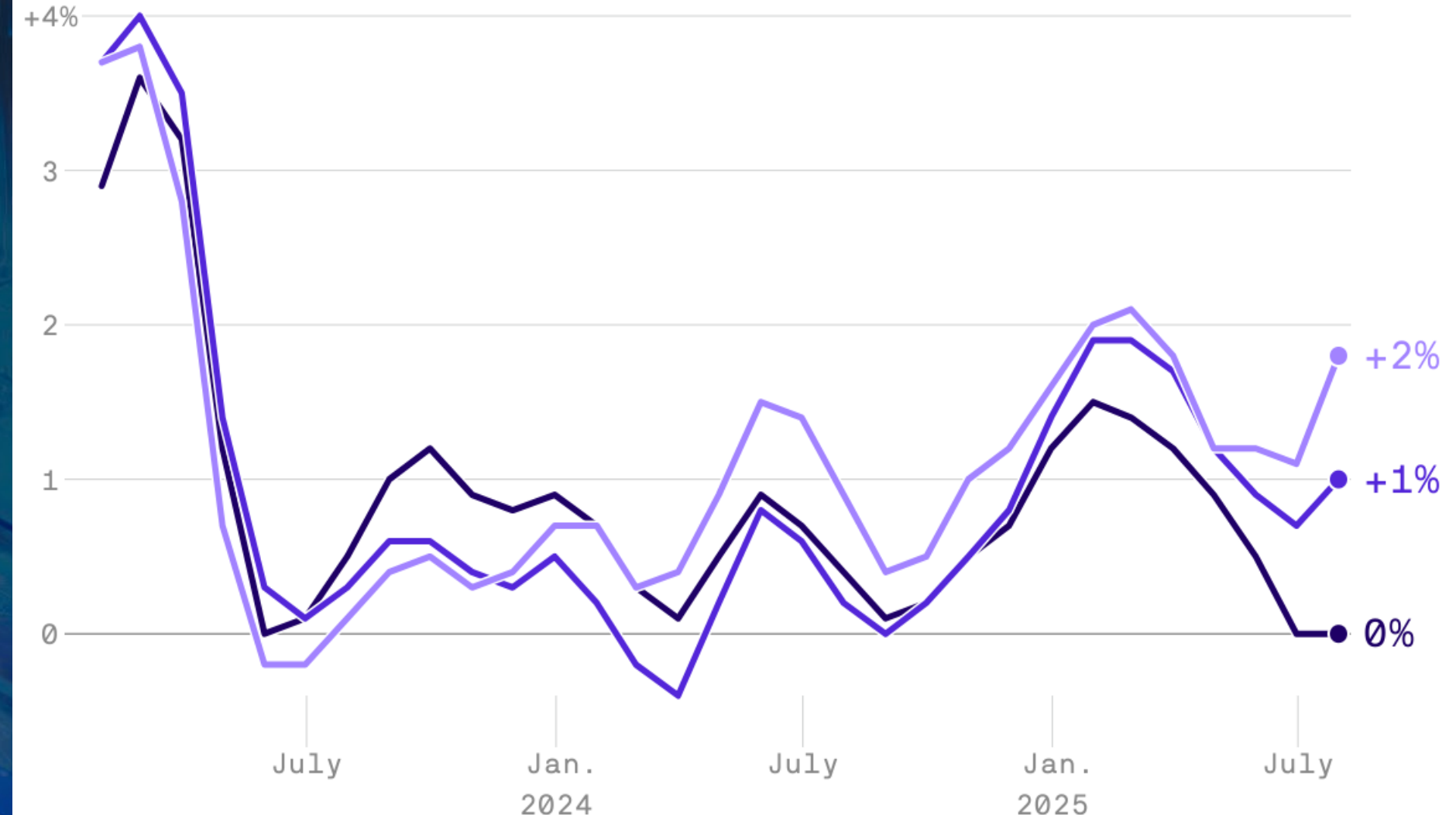
What do Americans do when Consumer Sentiment declines?



Year-over-year spending change, by income tercile

Seasonally adjusted; 3-month moving average; January 2023 - July 2025

— Highest third — Middle third — Lowest third



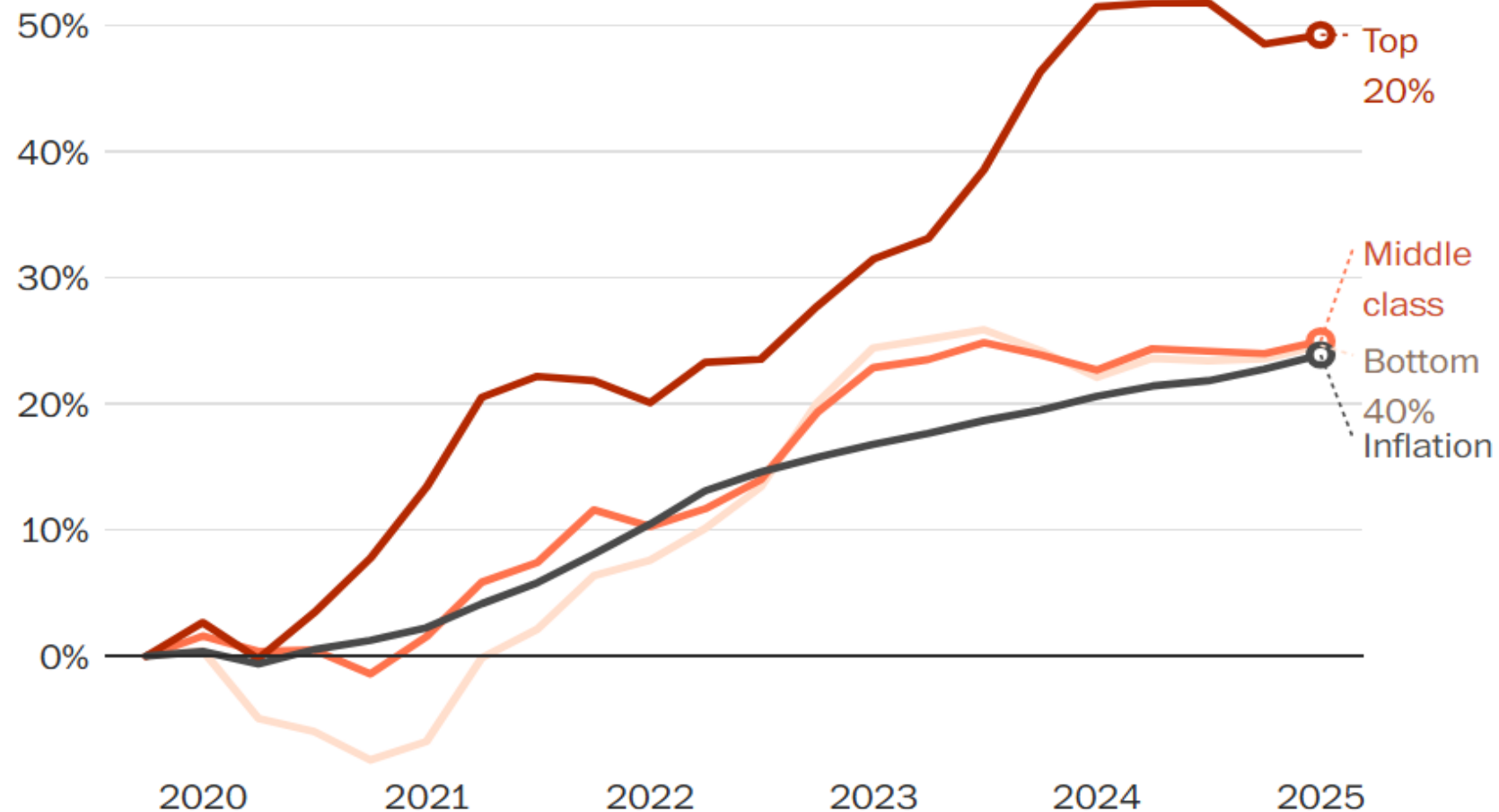
During the year ending 7/25, spending increased 2% for the top third of households, those earning over \$120,000/year, 1% for the middle third of households, and was zero, or zilch for the bottom third of households, those earning roughly \$50,000/year or less.

Data: [Bank of America Institute](#); Chart: Axios Visuals

The top 10 percent of earners now drive about half of spending, according to Moody's, up from 36 percent three decades ago.

The U.S. economy depends on consumption by the rich

Growth in personal spending by income groups vs. inflation since Q4 2019



Wealthy Americans in the top 20 percent continue to grow their spending. Meanwhile, middle-class and lower-income Americans have their spending roughly in line with inflation.

Source: Moody's

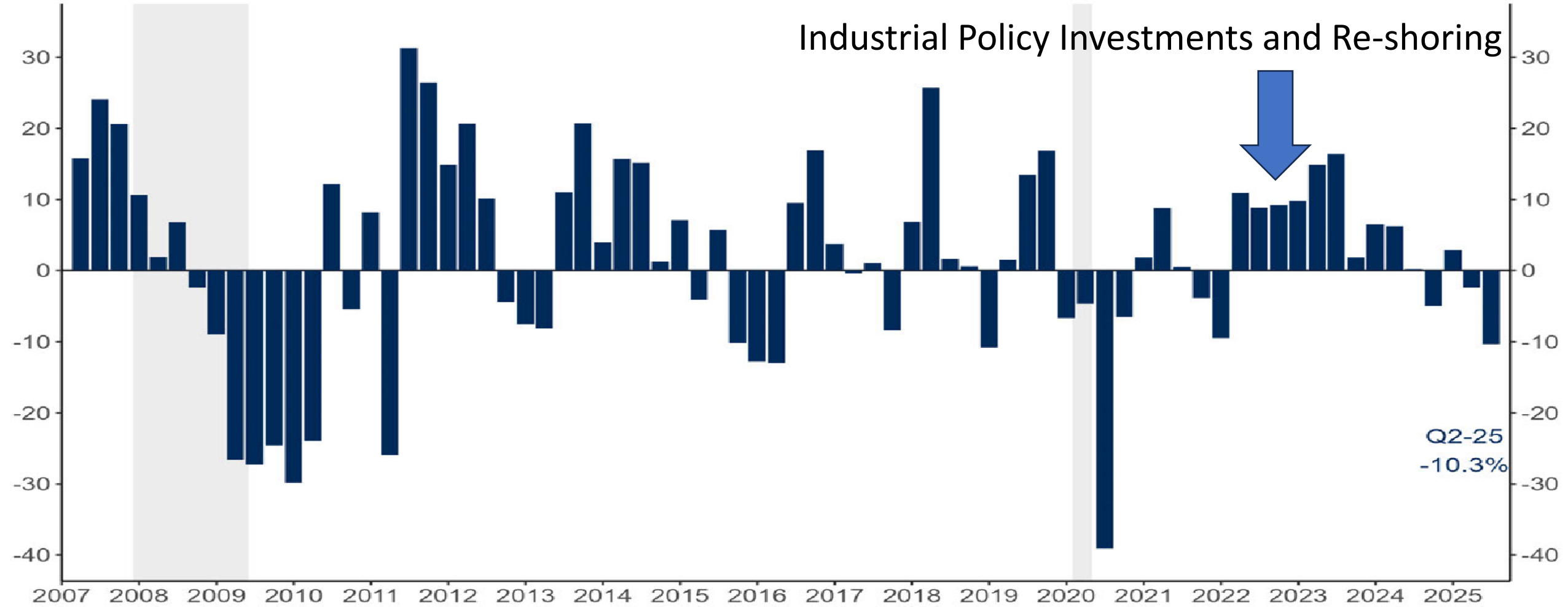


Businesses Love Lower Taxes and Relaxed Regulations, But Hate

UNCERTAINTY

Real Investment in Nonresidential Structures

Real Investment in Nonresidential Structures
Percent change from previous quarter at annual rate



☆ Corporate Profits After Tax (without IVA and CCAdj) (CP)

Observations ▾

Q1 2025: **3,602.551**

Updated: Jun 26, 2025 7:56 AM CDT

Next Release Date: Jul 30, 2025

Units:

Billions of Dollars,
Seasonally Adjusted Annual Rate

Frequency:

Quarterly

1Y

5Y

10Y

Max

Edit Graph

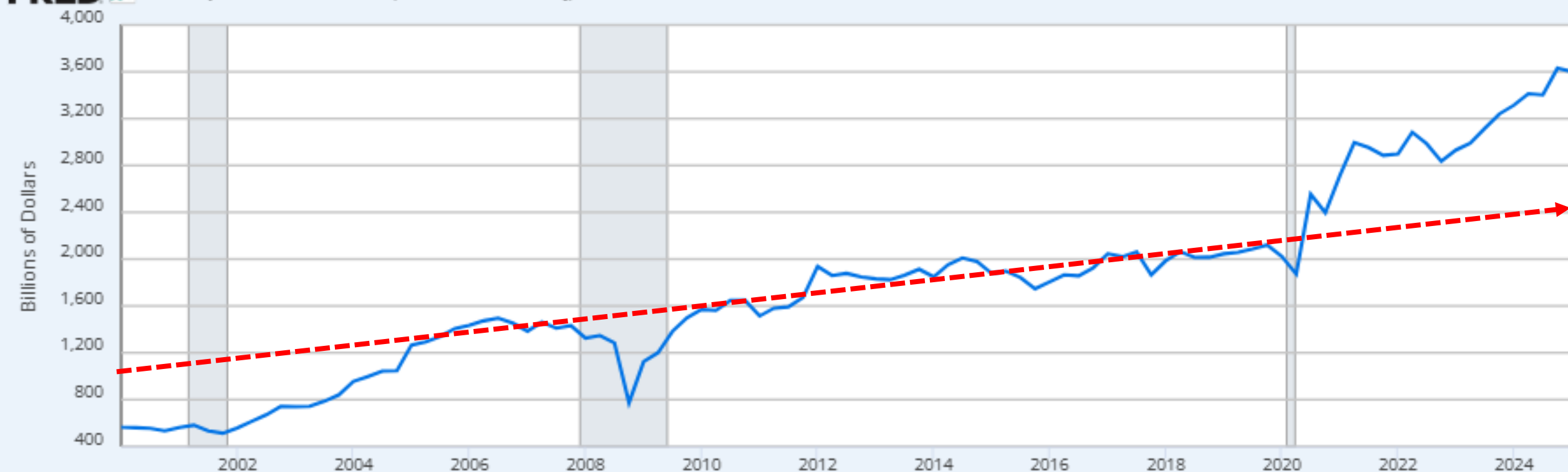
Download

2000-01-01

to

2025-01-01

FRED — Corporate Profits After Tax (without IVA and CCAdj)



Source: U.S. Bureau of Economic Analysis via FRED®

Shaded areas indicate U.S. recessions.

fred.stlouisfed.org

Fullscreen

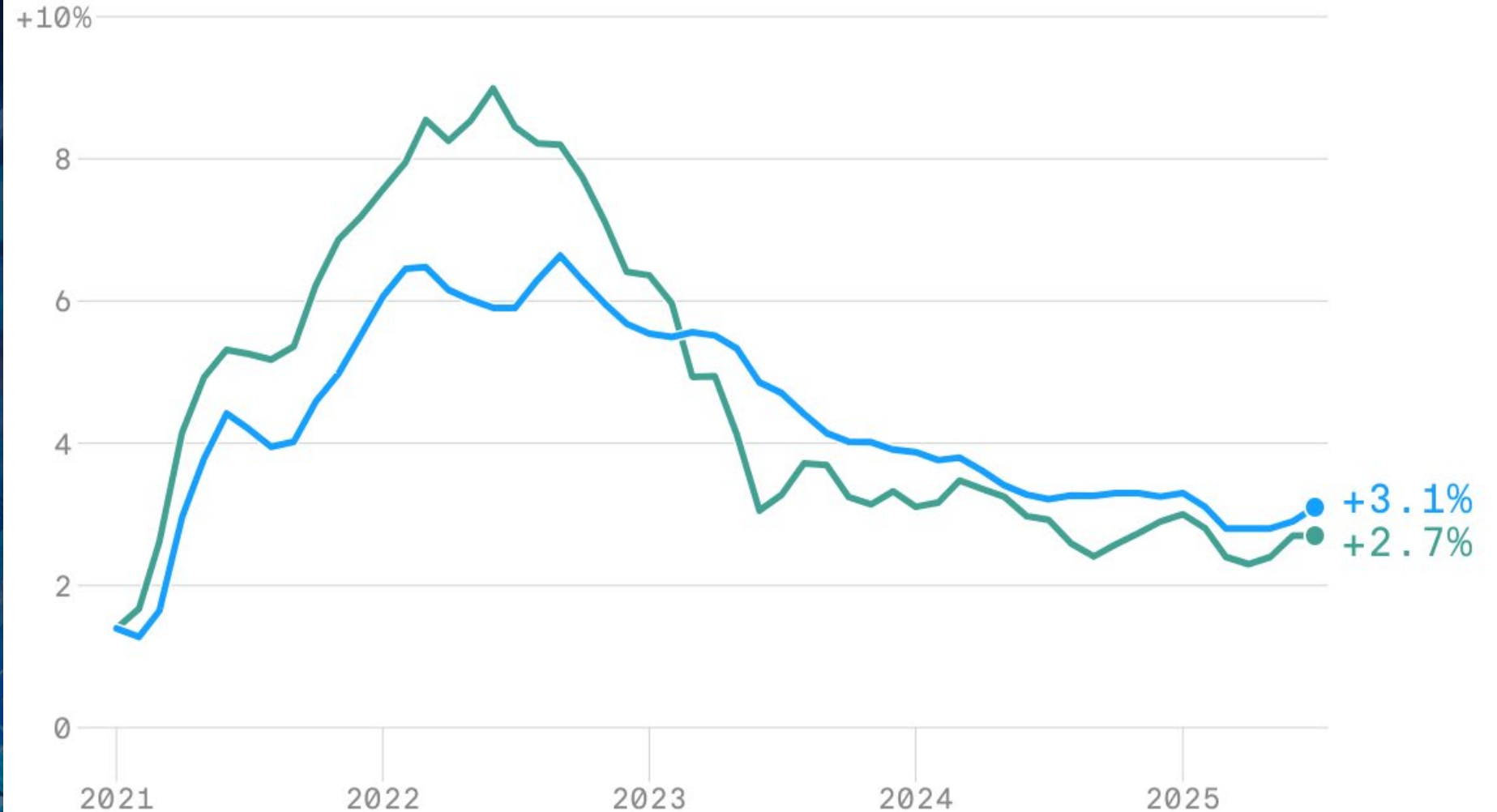


INFLATION

Year-over-year change in Consumer Price Index

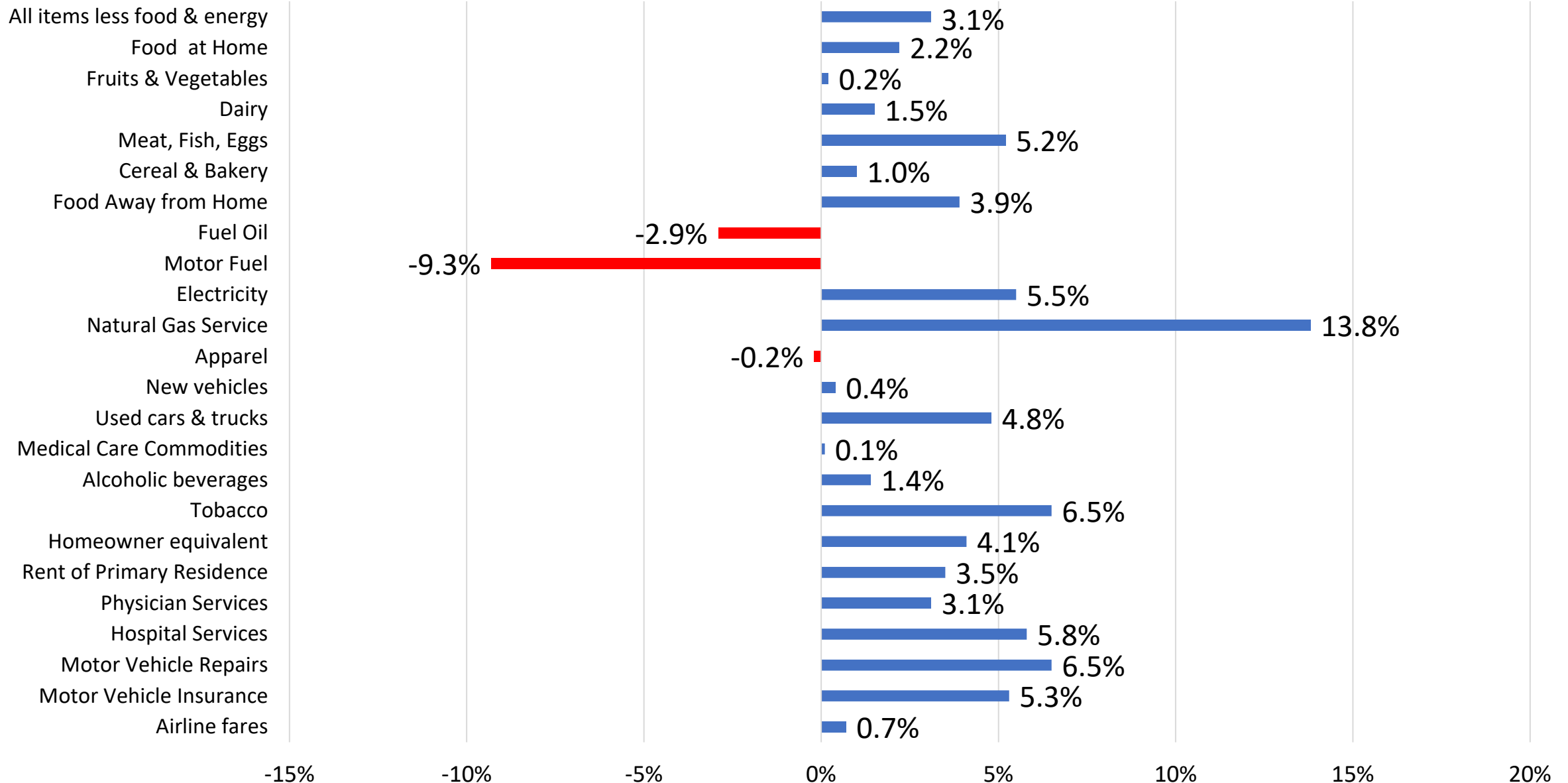
Monthly; January 2021 to July 2025

— Excluding food and energy — Overall



Data: [Bureau of Labor Statistics](#); Chart: Axios Visuals

Consumer Price Index Percent Change July 2024 – July 2025



Charlotte and Raleigh have high grocery costs because of rapid population growth and demand, expensive trucking-based supply chains, limited discount competition, rising wages and operating costs, and regional food inflation trends.

GROCERY INDEX

Based on avg. grocery costs in H1 2025, using NYC as a baseline of 100.

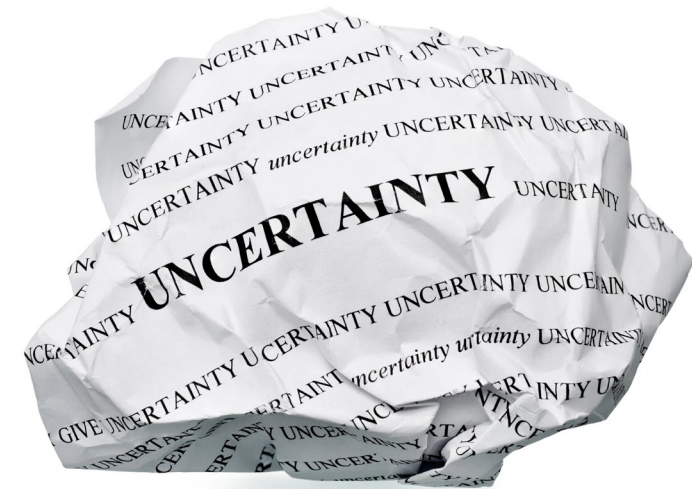


Source: Numbeo. No data for Alaska due to insufficient data coverage

Increasing Inflation ?????

After falling since mid-2022, inflation is again on the way up. Last month, Y-o-Y import prices rose at their fastest pace this year, Y-o-Y wholesale prices rose at the fastest pace in three years, and Y-o-Y wholesale vegetable prices rose 39% last month. Annual inflation as measured by the CPI has now risen three straight months, all while the labor market weakens slightly.

Source: Elliot Eisenberg, the Bowtie Economist



Tariff mounting impacts on groceries, electronics, toys, cars, and clothes.

Weather impacts on insurance.

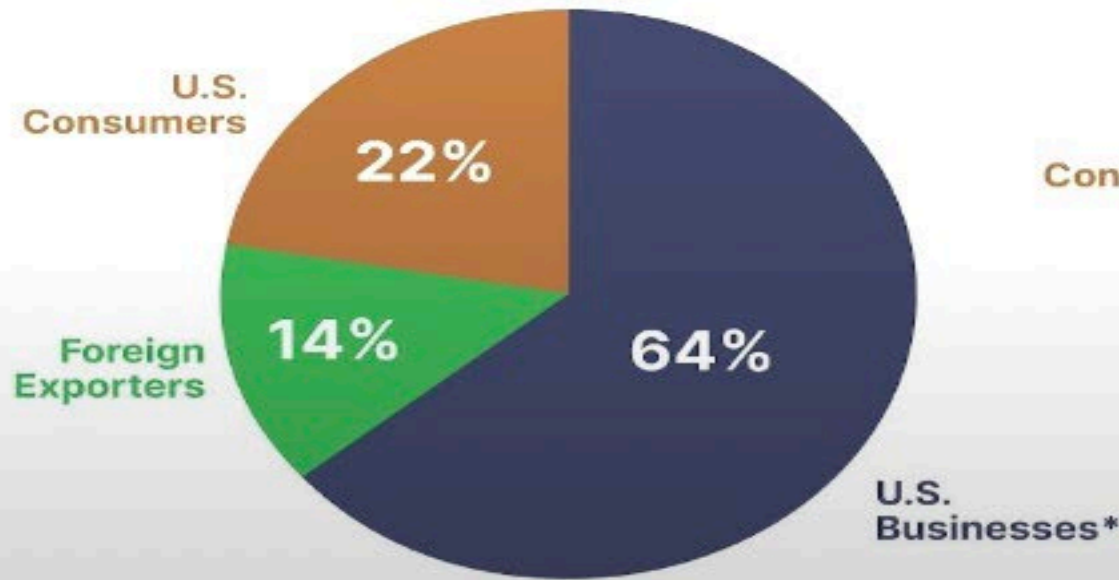
Electricity and natural gas impacts due to higher demand and shifting policies.

Broader service impacts due to immigration policies and tighter labor markets

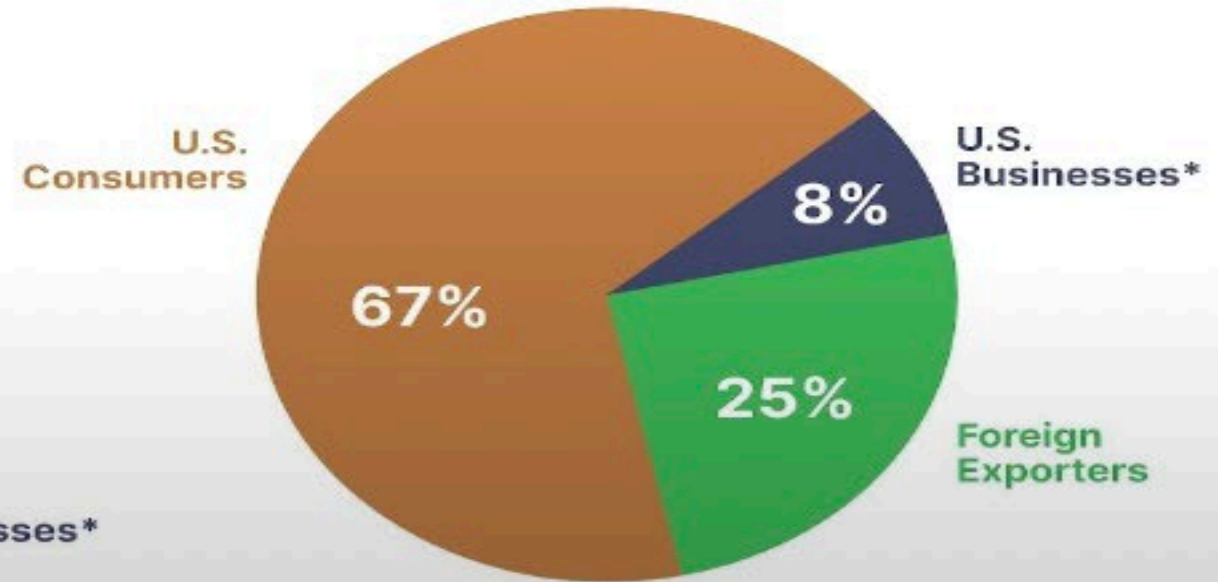
Goldman Sachs Global Investment Research

Businesses Are Absorbing The Majority Of Tariff Costs, But That's About To Change

Division Of Tariff Costs As Of June



Eventual Division Of Tariff Costs By October After All Announces Through June Are In Place For More Than Four Months



*The share of tariff costs become by U.S. businesses is a net amount. Some businesses probably absorbed a larger share of tariff costs, while other businesses that compared with imported goods likely raised their prices.

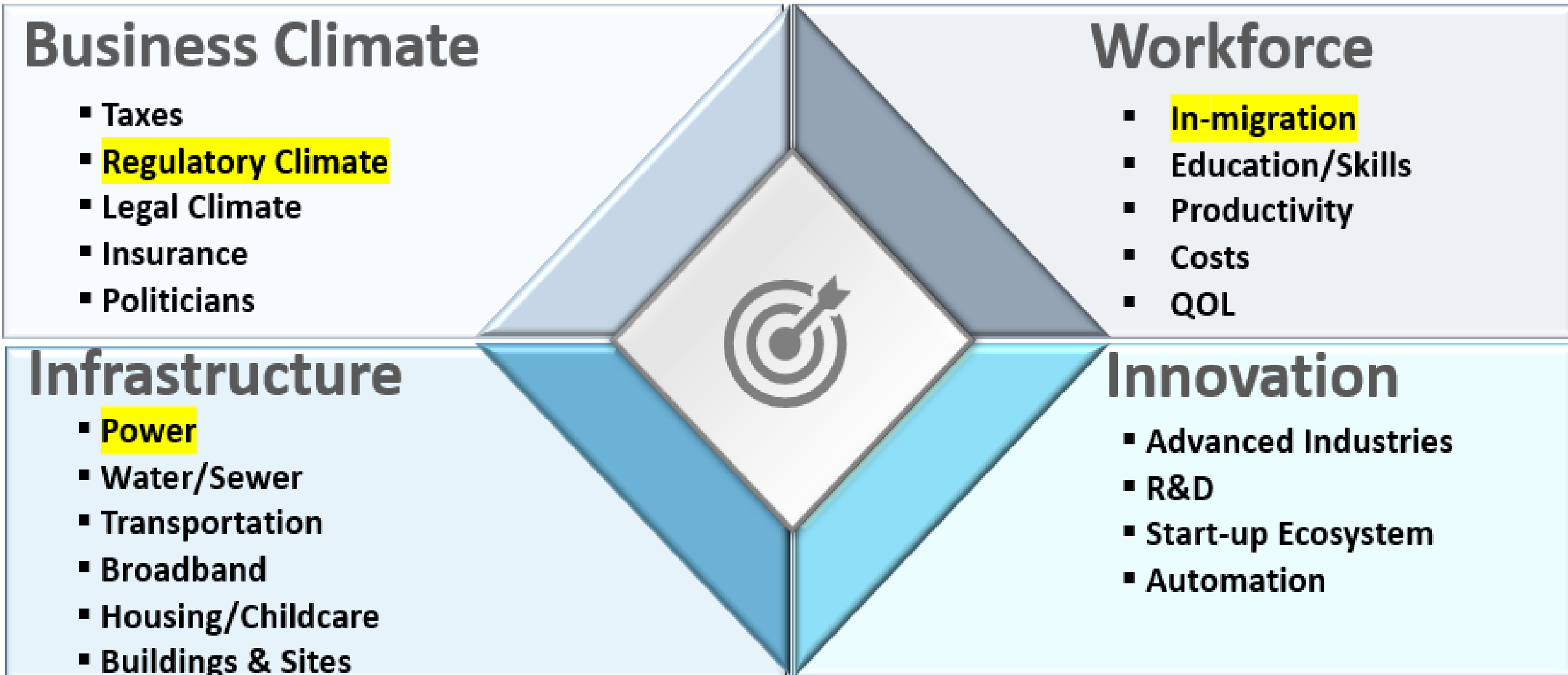
Source: Goldman Sachs Global Investment Research

A person in a dark blue suit and tie is pointing their right index finger towards the text 'Losers | Winners'. The background is a bright blue sky with white clouds. The text 'Losers | Winners' is displayed in a large, bold, black font within a semi-transparent white rectangular box.

Losers | Winners

Competitiveness

Place Based Competitiveness



Place Based Competitiveness

Business Climate

- Crime
- Fiscal Stability
- Political Change

Workforce

- Out-migration
- Budget cuts (Retraining)
- New Competition

Risks

Infrastructure

- Weather
- Overgrowth
- Unaffordability

Innovation

- Company Out-migration
- College Struggles
- Funding Cuts

Current Locational Analysis

• Workforce Training Nearby	24.7%
• Availability of Skilled Labor	13.0%
• Cost of Labor	10.6%
• Affordable Housing	9.4%
• Airport Accessibility	8.2%
• Proximity to Customers	7.0%
• Energy Availability and Reliability	5.9%
• Economic Growth in the Region	5.9%
• Quality of Life	5.9%
• Corporate Tax Rate	4.7%
• Population Growth	4.7%



Quality of Life

- Violent Crime Rate
- Property Crime Rate
- Affordable Broadband
- Concentration of Health Service
- New Housing Starts

Latest Best States for Business Rankings

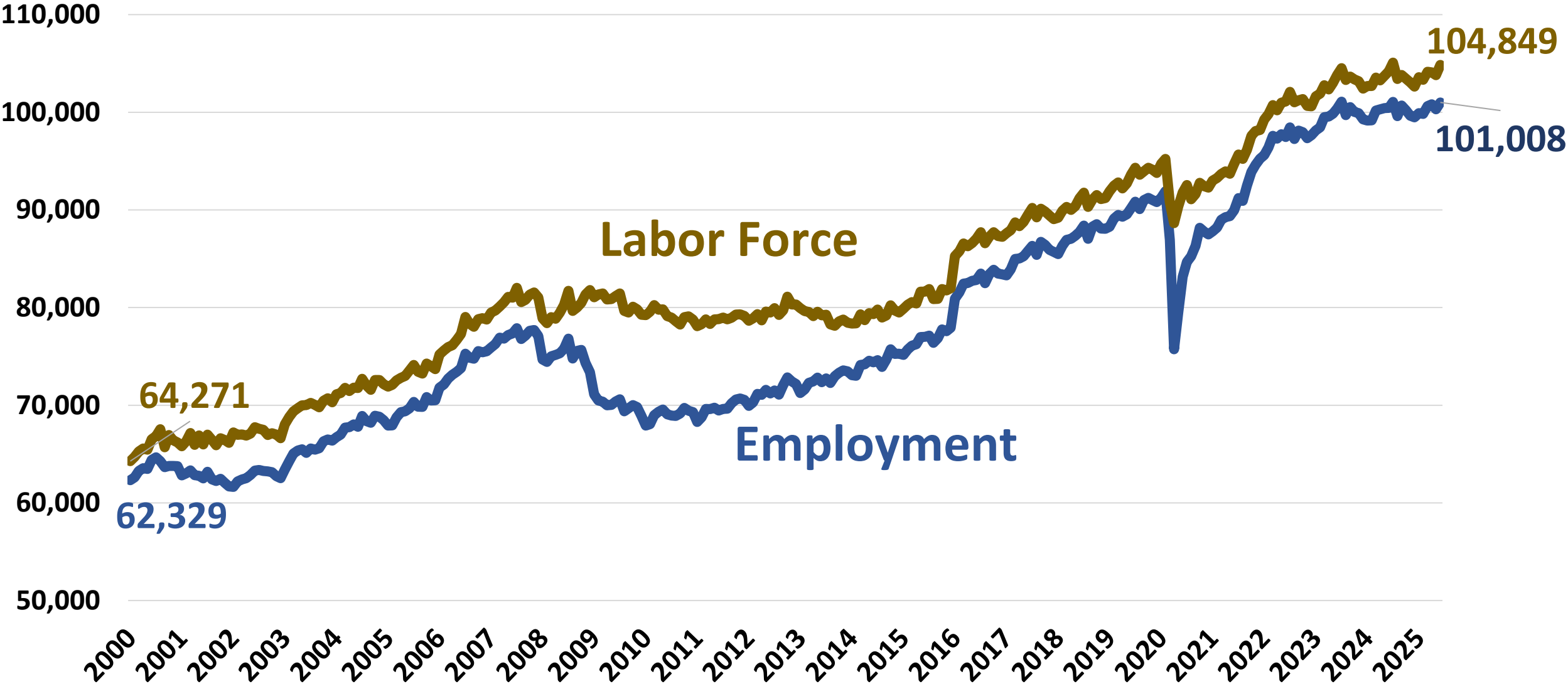
	Site Selection	CNBC	CEO Magazine	Business Facilities
1	Texas	North Carolina	Texas	Texas
2	Georgia	Texas	Florida	North Carolina
3	North Carolina	Florida	Tennessee	Virginia
4	Virginia	Virginia	North Carolina	Florida
5	Florida	Ohio	Georgia	Tennessee
6	Ohio	Michigan	Indiana	Georgia
7	Arizona	Georgia	Utah	Indiana
8	Indiana	Tennessee	Nevada	Colorado
9	Illinois	Indiana	Virginia	Arizona
10	Michigan	Minnesota	Arizona	South Carolina

MSA	Momentum Index	Cost and Business Climate Index	Future Index	Global Index	Talent Index	Quality of Place	Total Score	Overall Rank
Austin, TX	1	5	2	7	1	11	27	1
Raleigh, NC	18	10	1	18	3	8	58	2
Dallas, TX	16	7	15	4	14	25	81	3
Durham, NC	23	24	14	10	9	7	87	4
Salt Lake City, UT	7	32	4T	40	8	13T	104	5
Huntsville, AL	25	13	6	63	2	5	114	6
Nashville, TN	13	25	9	33	4	40	124	7
Atlanta, GA	34	47T	11	15	11	12	130	8
Charlotte, NC	24	28T	7	46	5	26	136	9
Provo, UT	4T	27	3	98	6	2	140	10
Knoxville, TN	35	4	21	65T	18	13T	156	11
Des Moines, IA	52	1	35	47	25	9	169	12
Boise, ID	17	21	23T	101	10	1	173	13T
Charleston, SC	14	46	32	27T	26	28	173	13T
Tampa, FL	11T	47T	18	64	24	18T	182	15
Seattle, WA	2	58	8	49	17	49	183	16
Ogden, UT	22	28T	22	100	12	3	187	17
Orlando, FL	3	63	29	68	16	17	196	18
Fayetteville-Springdale	30T	2	37T	94	32	4	199	19T
Madison, WI	41	39	19	57	37	6	199	19T
Kansas City, MO	55	43	16	43T	13	31T	201	21T
Chattanooga, TN-GA	38	11	41	45	22	44	201	21T
Columbus, OH	57	22	43	50T	15	24	211	23T
Portland, OR	36	82	10	8	39T	36T	211	23T
Palm Bay/Melbourne, FL	11T	59	20	80	21	23	214	25

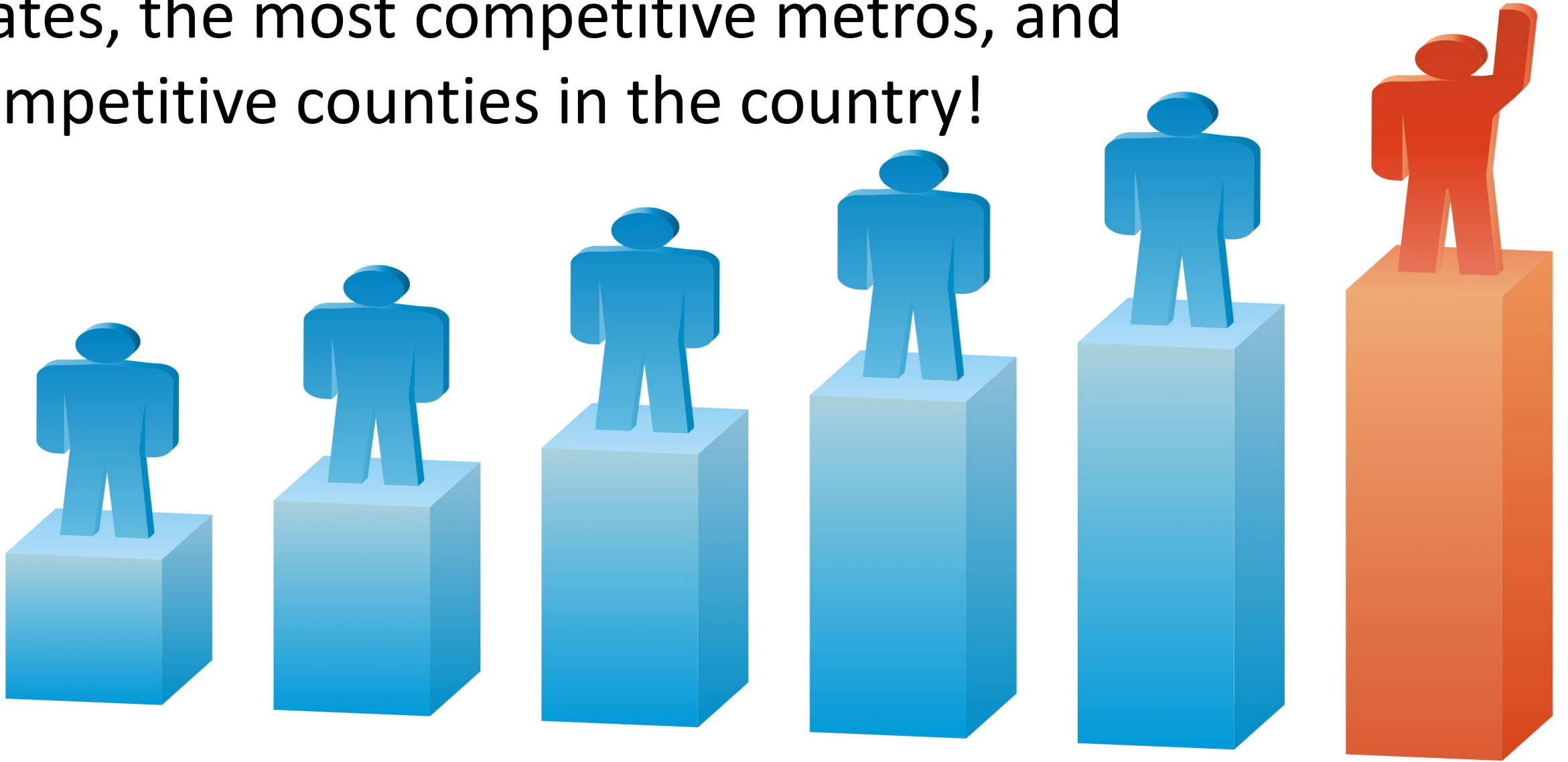
Charlotte ranks 9th overall among the 100 most populous metros.

7th in the Future Index, 5th in Talent.

Iredell Co. Employment & Labor Force 2000-2025



You are in one of the most competitive states, the most competitive metros, and competitive counties in the country!





Millennials Are Having Fewer Children

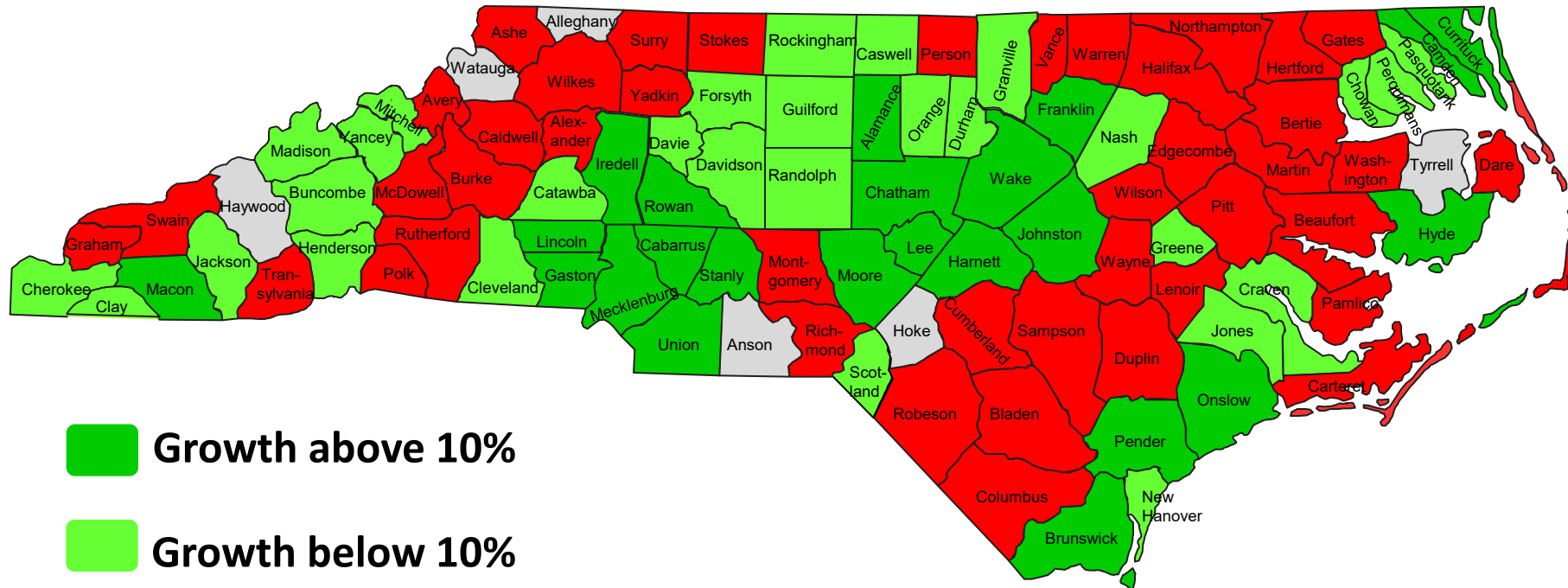






PROJECTED CHANGE IN LABOR FORCE AGE POPULATION

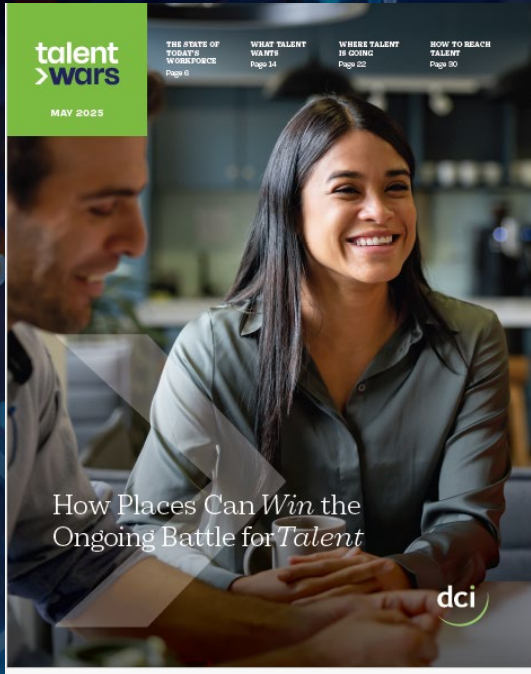
Ages 25 – 64

2024 - 2034

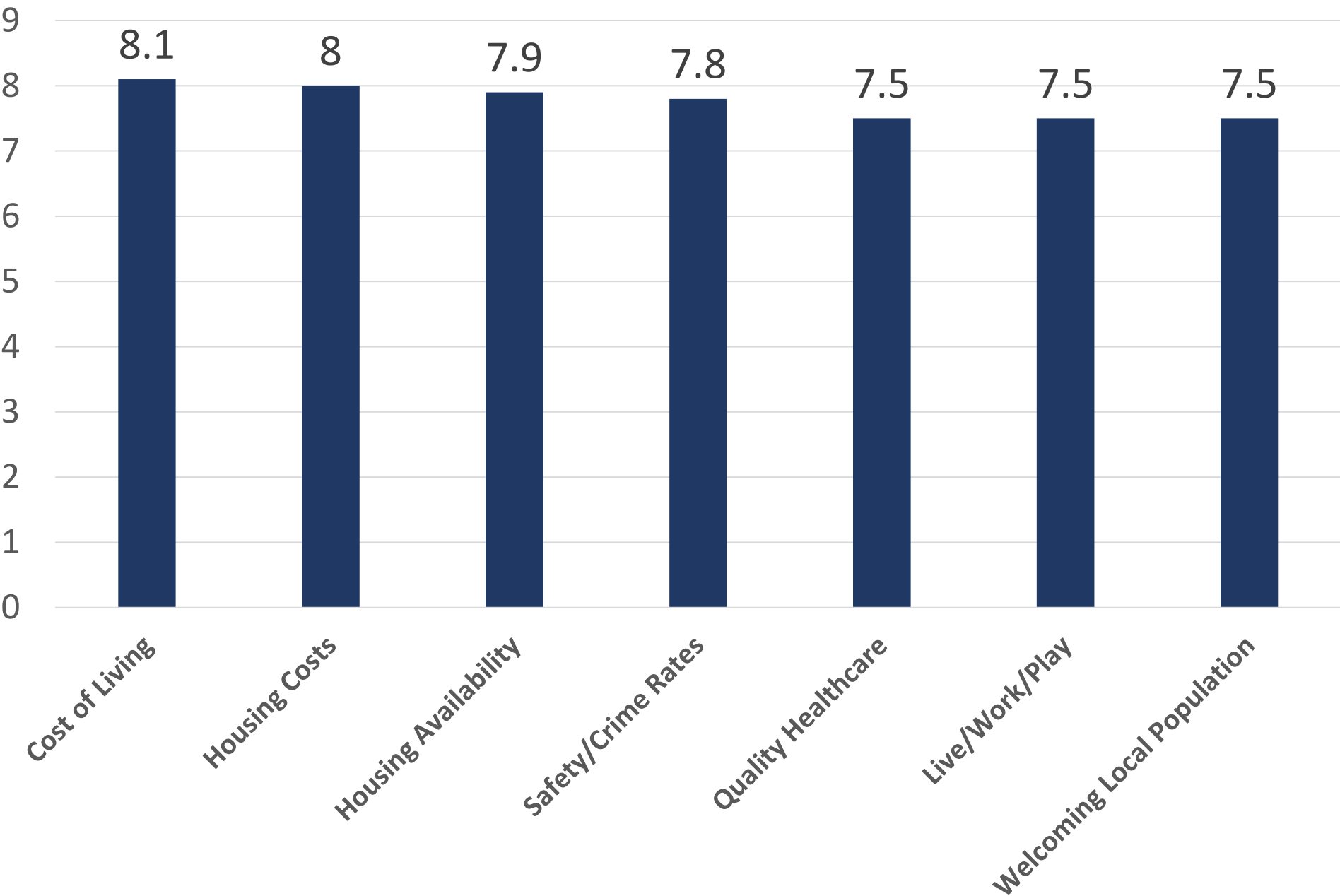
North Carolina state average 8.2%



-  **Growth above 10%**
-  **Growth below 10%**
-  **Losing population**
-  **Less than 1% or less than 100 person change**

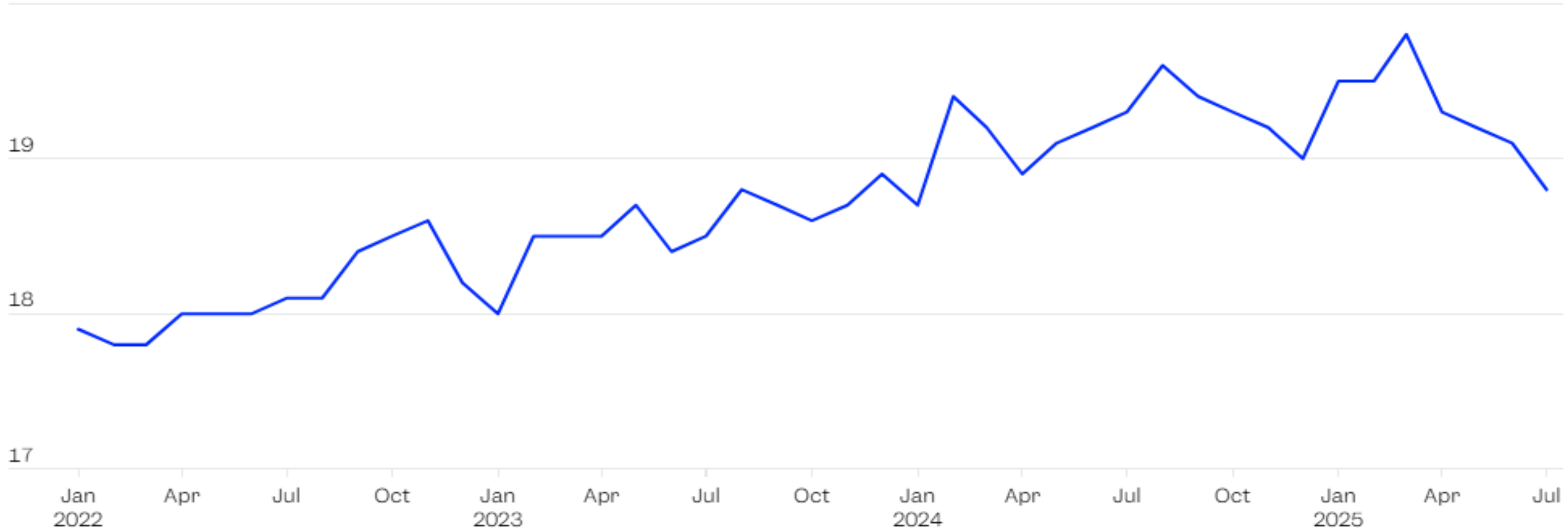


Top Lifestyle Factor in Relocation Decisions



Source: DCI Talent Wars May 2025

By 2024 Foreign Born Workers Made up Nearly 20% of All Workers in the US.
This year 1.7 million Have Left the Labor Force.



Source: Callie Cox Media LLC, Bureau of Labor Statistics

Andy Kiersz/BI



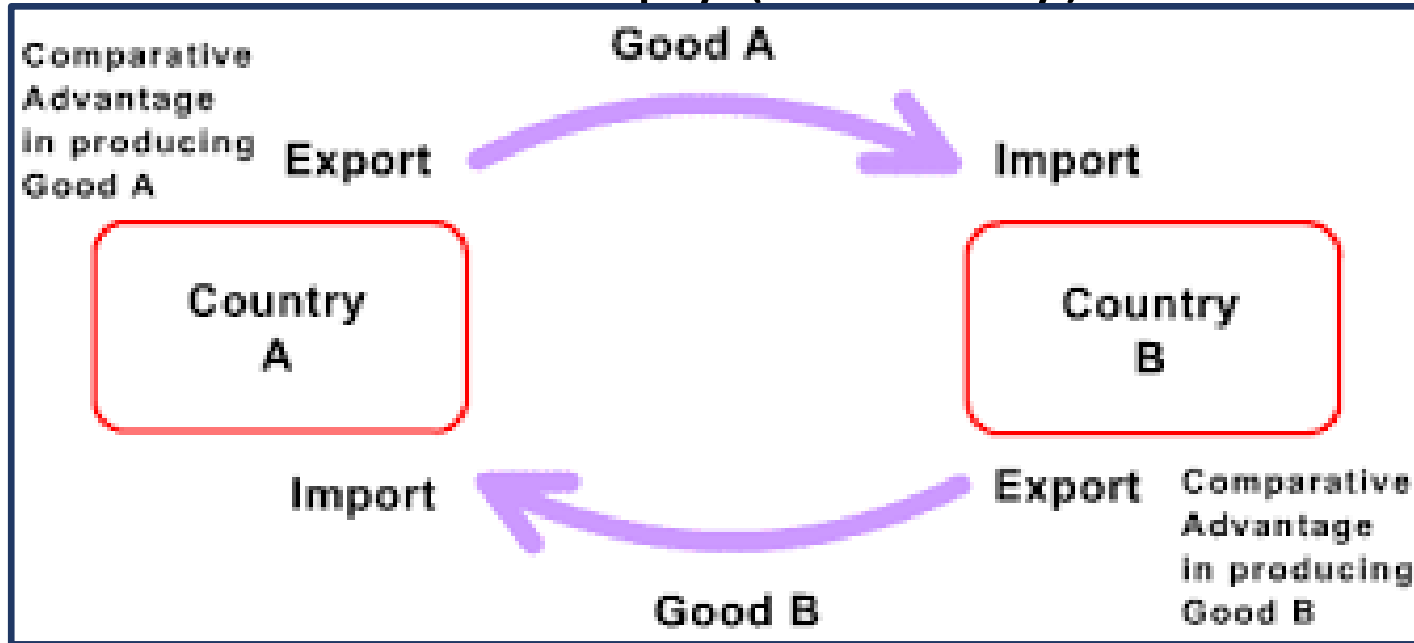
Globalization Since WWII

Maximize Free/Open Trade-Increased Efficiency-Specialization

- Global trade allows wealthy countries to use their resources—whether labor, technology, or capital— more efficiently.
- Because countries are endowed with different assets and natural resources (land, labor, capital, minerals, and technology), some countries may produce the same goods more efficiently and therefore sell it more cheaply than other countries.

Comparative Advantage

- The concept of **comparative advantage**, developed by David Ricardo in the 19th century, states that a country can produce some goods or services more cheaply (efficiently)



Comparative Advantage

Pam
Lawyer

Legal Services
\$150 per hour

Secretarial Services
\$25 per hour

Ann
Secretary

If Pam did Ann's work, she'd miss out on
\$125 per hour
(\$150 minus \$25)

Pam can do legal or secretarial work

Ann can just do secretarial work

By employing Ann full-time, Pam's law practice earns much more money

Comparative Advantage at Economic Leadership

Book My Own Travel
Maintain Our Data Bases
Update Our Web Site
Manage Our Surveys



Each person on our team works at their highest possible skill level to maximize quality and profit-efficiency!

Tariff



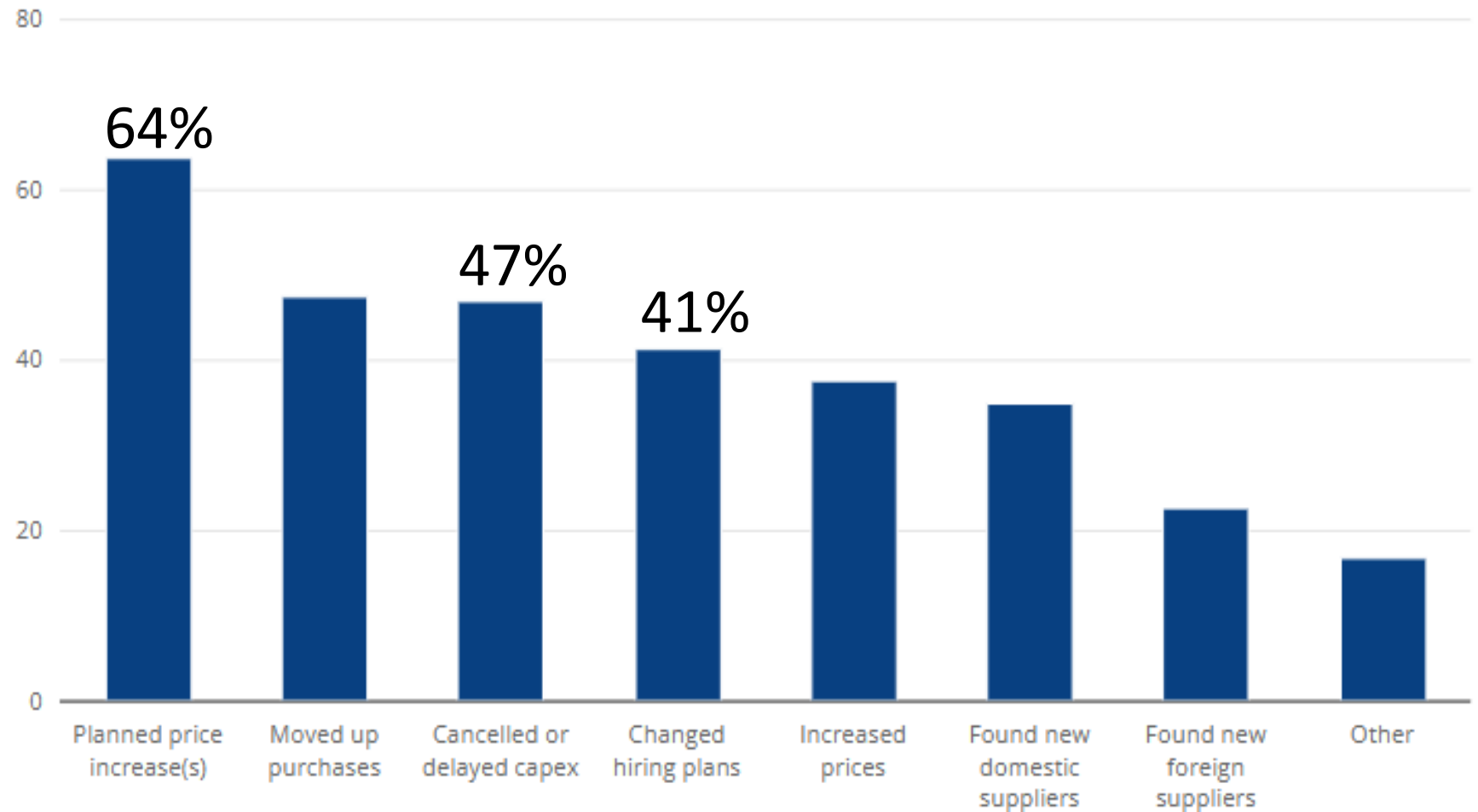
A tax or duty that a government
charges on goods coming into or
going out of their country

Tariffs

- 64% planned or implemented price increases.
- 47% delaying or canceling capital expenditures
- 41% reducing their hiring plans

Has your business done any of the following due to recently proposed or implemented tariffs on imports? ≡

Percent of Firms (N=190)

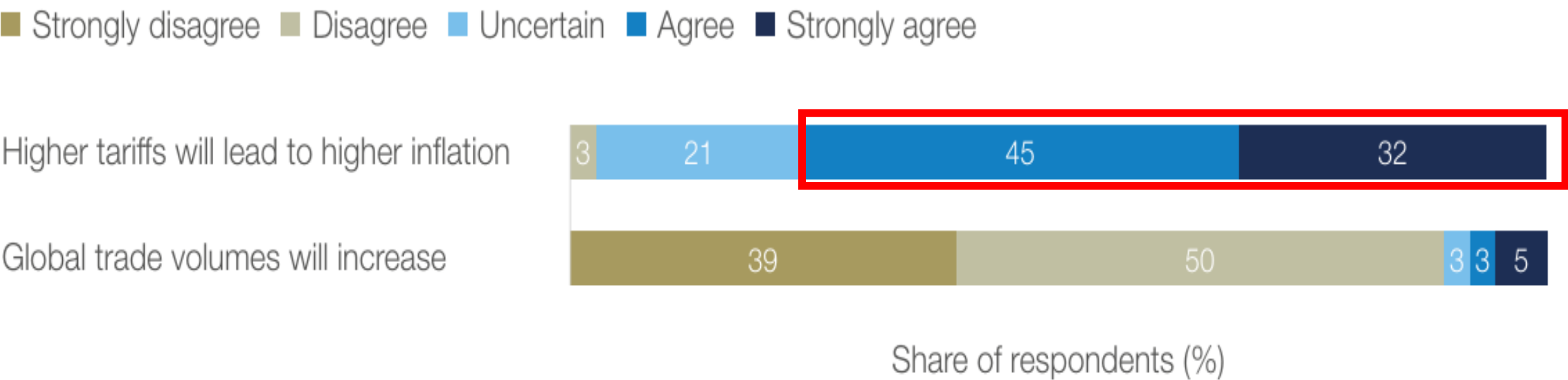


Note: Excludes firms that reported no changes.

Source: Federal Reserve Bank of Richmond Business Surveys (May 2025)

Figure 3. Tariffs and trade

Looking ahead to the remainder of 2025, do you agree/disagree with the following?



Source: Chief Economists Survey. (2025, April).

Figure 6. Polarization, nationalism and fragmentation

Looking ahead to the remainder of 2025, do you agree/disagree with the following?

Strongly disagree Disagree Uncertain Agree Strongly agree

The pace of geoeconomic fragmentation will accelerate



Globally, political polarization will lead to suboptimal economic decision-making



Economic nationalism will increasingly drive economic decision-making



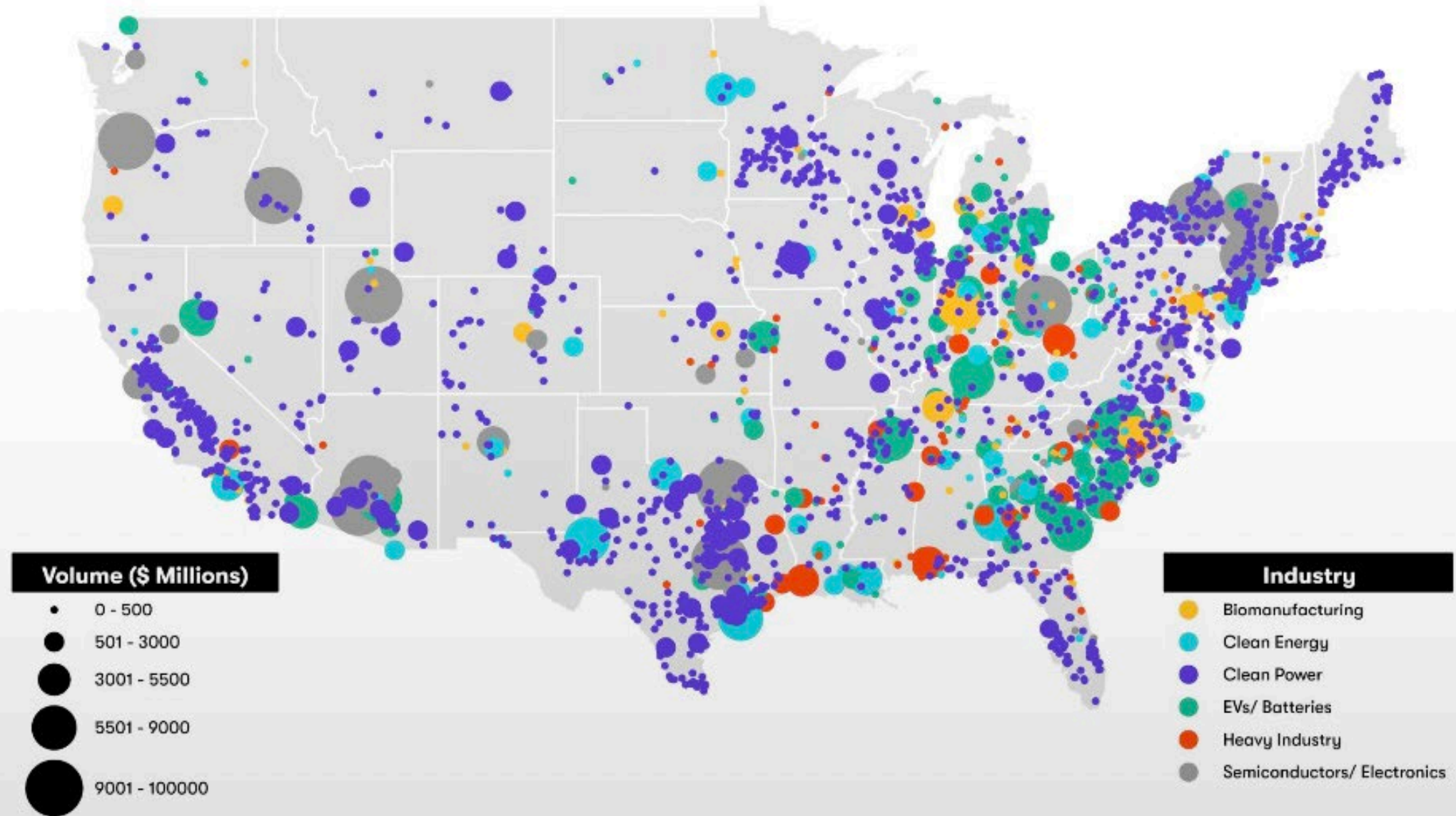
Share of respondents (%)

Source: Chief Economists Survey. (2025, April).



Manufacturing

U.S. Private Sector Manufacturing Investment Announcements (2021 to 2024)



Note: Color of the dot corresponds to industry; size of the dot corresponds to private investment volume (\$ millions).

Source: Invest.gov Archives "Investing in America": Zonda

U.S. manufacturing GDP

In 2025 dollars; Quarterly; Q1 2005 to Q4 2024



From January 2020 to February 2025, real GDP in the sector rose nearly 11%, to \$3.1 trillion from \$2.8 trillion in 2025 dollars, per data from the Bureau of Economic Analysis.

Data: Bureau of Economic Analysis. Chart: Axios Visuals

All U.S. manufacturing employees

Monthly; January 2005 to February 2025

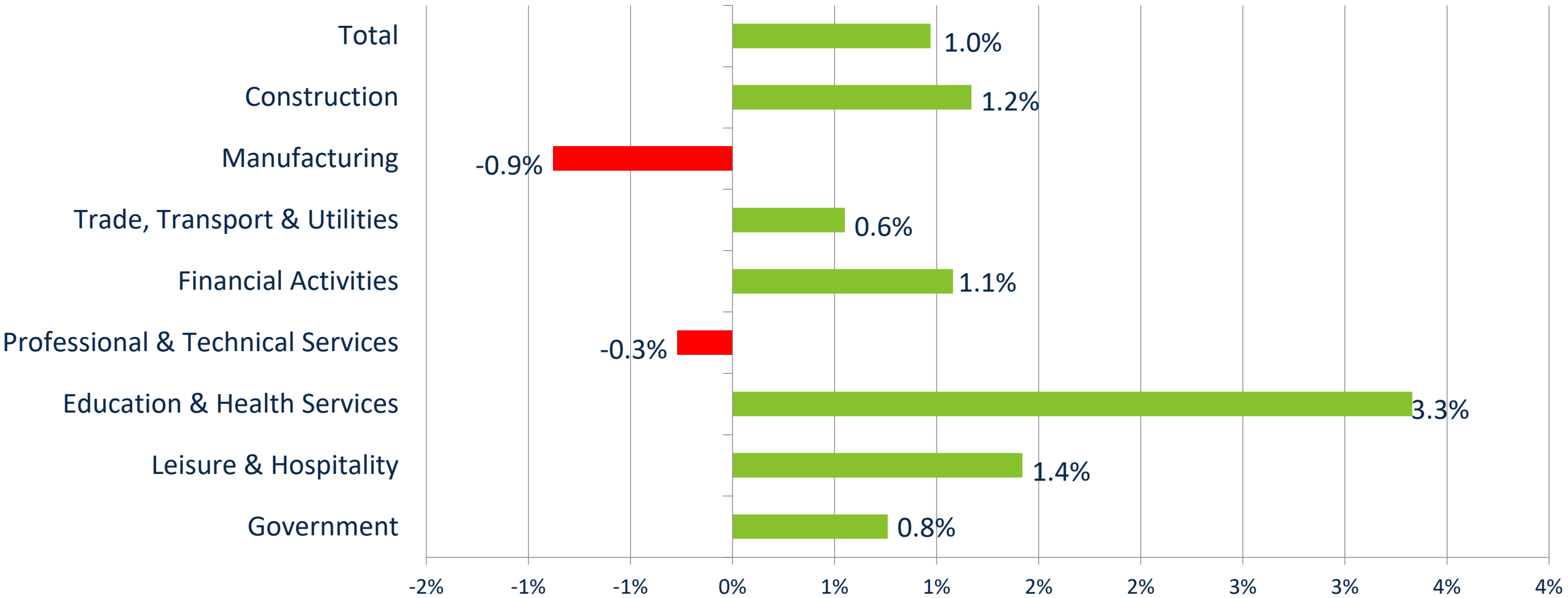


In January 2020 there were 12.75 million workers in manufacturing. In February 2025 that number was 12.76 million, hardly budging, per data from the [Labor Department](#).

Data: Bureau of Labor Statistics. Chart: Axios Visuals

U.S. Nonfarm Employment Change by Sector

July 2024 – July 2025



Nearly half a million U.S. manufacturing jobs are vacant

Openings peaked in April 2022 at around 1 million after a post-pandemic spike.



Notes

The data is seasonally adjusted.

Source: [St. Louis Federal Reserve](#)

New Industrial Policies and Trade Policies

MERIT

- 1.
- 2.
- 3.
- 4.

DEMERIT

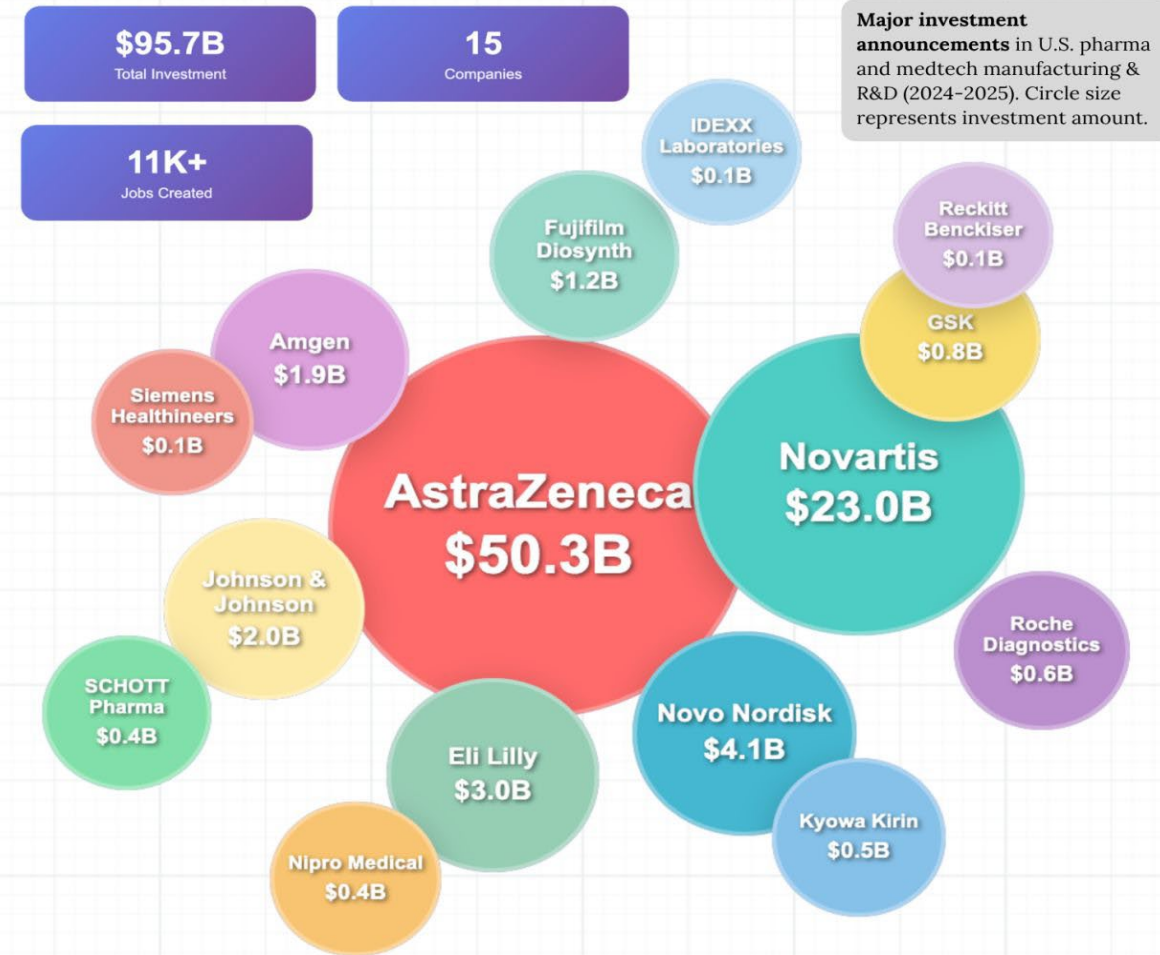
- 1.
- 2.
- 3.
- 4.

\$95.7B in capital expenditure
across just 15 major companies.

If realized, will create real jobs
(over 11,000 of them)

PHARMACEUTICAL SPENDING

Capital Expenditure in Manufacturing by Pharma & Medtech Companies in the USA



Note: Each data point above is drawn from press releases, official statements or reputable news sources, detailing significant CapEx commitments by pharmaceutical and medical device companies in U.S. operations during 2024-2025. The projects range from new drug manufacturing plants and biologics production facilities to expansions of medical device and pharma supply-chain infrastructure, underscoring a robust investment trend in U.S. healthcare manufacturing

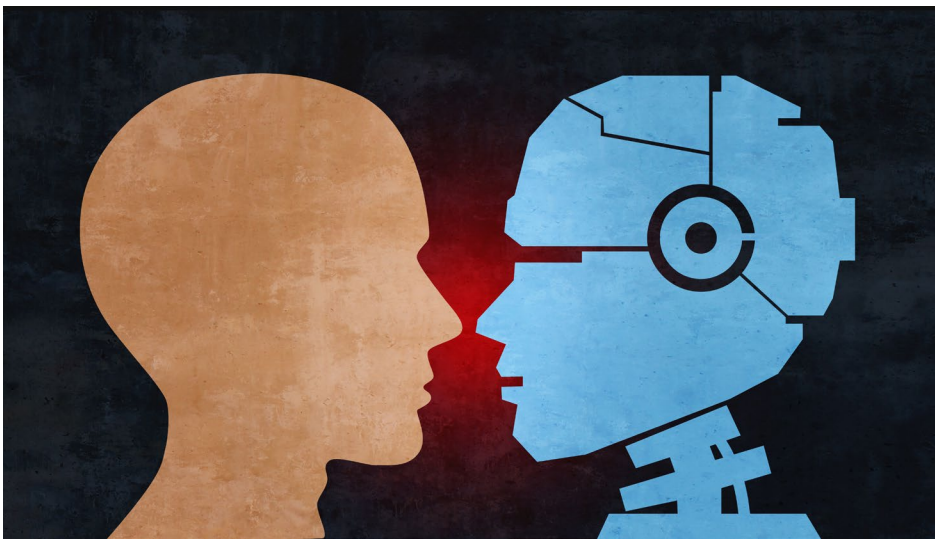
The maker of tractors, combine harvesters, and other farm and construction machinery [posted](#) a 9% drop in quarterly revenue from a year earlier, while net income fell 26%.



Artificial Intelligence

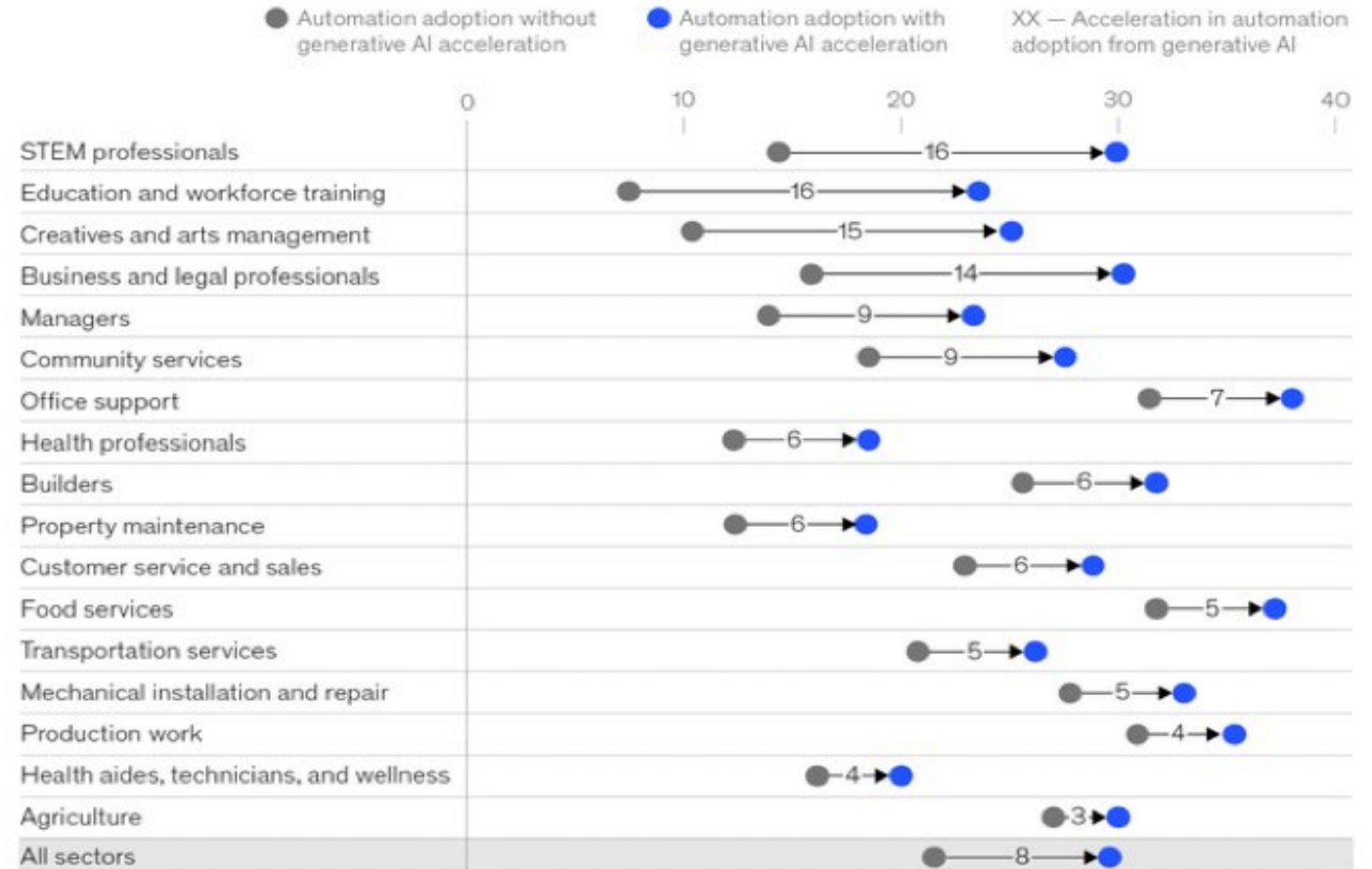
Ford CEO Jim Farley declared, "Artificial intelligence is going to replace literally half of all white-collar workers in the U.S. AI will leave a lot of white-collar people behind."





With generative AI, 30 percent of hours worked today could be automated by 2030

Midpoint automation adoption by 2030 as a share of time spent on work activities, US, %



Source: O*NET; US Bureau of Labor Statistics; McKinsey Global Institute analysis

McKinsey
Global Institute

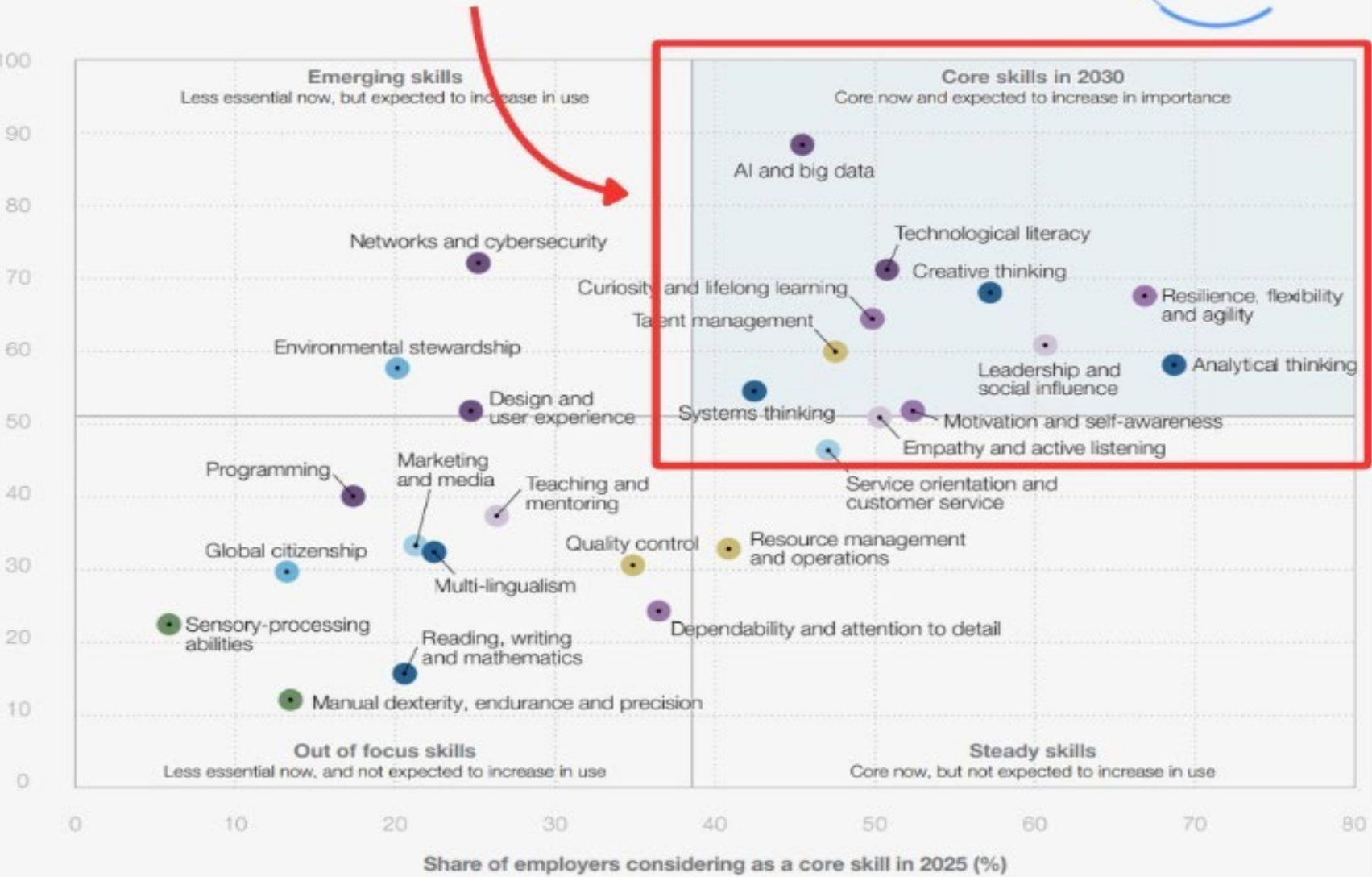
Impact on Jobs

- Estimates vary but somewhere between 20-30% of occupations could be subject to automation within next 5 years
 - Some jobs will be fully automated, many augmented and others minimally impacted
- Highly-educated, higher-wage, white-collar and creative occupations most “exposed” to GenAI
- STEM fields more likely to be exposed to AI overall but... with advent of GenAI, demand for AI-specific skills is spreading to a broader set of occupations than just tech

Industry Impacts

- Industries will be impacted at varying levels
- Some sectors with the most exposure to AI-related automation and augmentation include:
 - Financial Services
 - Legal
 - Insurance
 - Information Technology
 - Telecommunications
 - Media/Publishing
 - Real Estate

Core Skills in 2030



AI and Big Data
Technological
Literacy
Creative
Thinking
Flexibility/Agility
Analytical
Thinking
Lifelong Learning

Societal Shifts



Declining Marriage Rate



Fewer Children



Less Home Ownership



Less Love for Higher Education



Societal Shifts



Fewer Career Ladders



No More 9 to 5



Changing Gender Dynamics



Interrupted Life Cycles



Longer Lives



Societal Shifts



No Brand Loyalty



Fragmented Information Sources



Tribal Trust (Only)



Fewer Roots- Less Community-Isolation

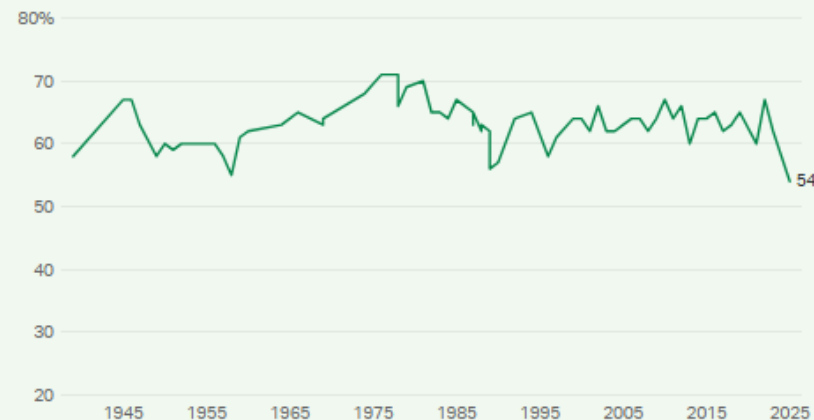


Lowest Percentage 80 Years of Surveys

Americans' Use of Alcoholic Beverages, 1939-2025

Do you have occasion to use alcoholic beverages such as liquor, wine or beer, or are you a total abstainer?

— % Yes, use alcoholic beverages



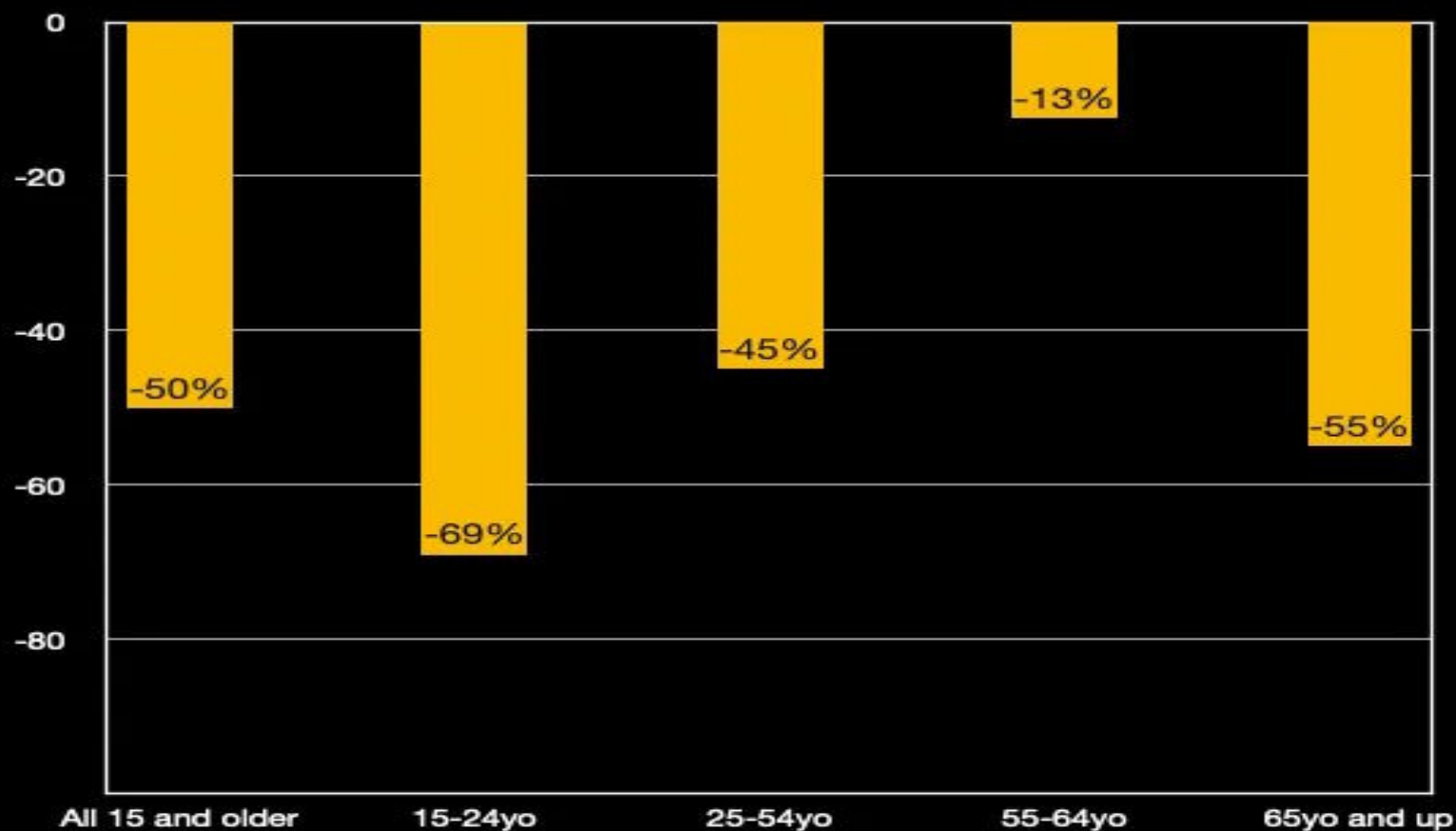
Get the data • Download Image

GALLUP

The Death of Partying in the 21st Century

Percent Decline in Hours Spent

■ “Attending or Hosting Social Event” by Age
2003 - 2024



Source: American Time Use Survey 2003 - 2024

In 2025, Americans are expected to spend \$157 billion on their pets, 62% more than in 2019. \$67.1 billion will be spent on pet food/treats, \$41.4 billion on veterinary care and products, \$34.3 billion on supplies, live animals & OTC meds, and \$13.5 billion on other.

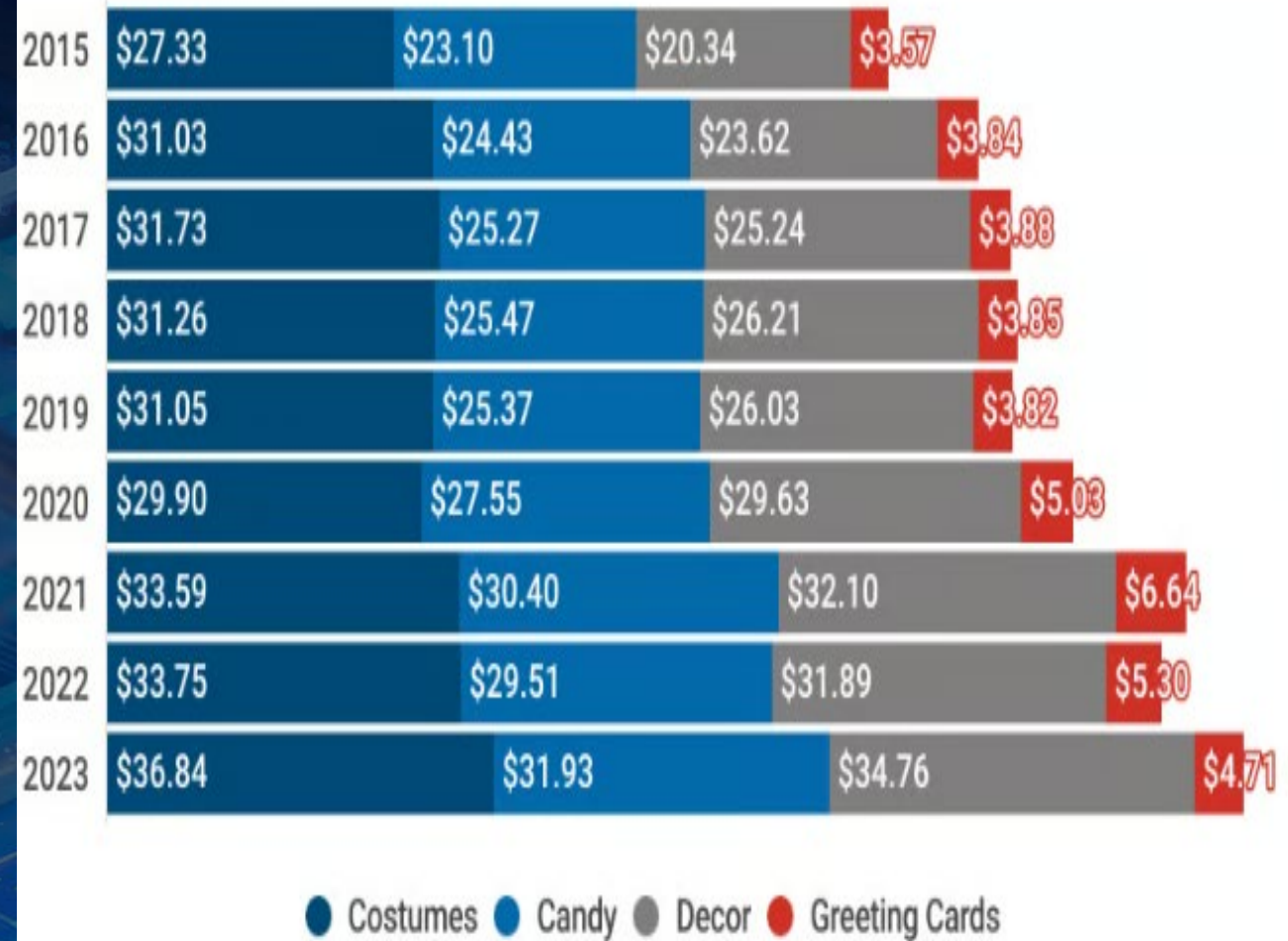
While pet food costs are up 20% since Covid, pet services like veterinary bills and **grooming services are 42% more costly.**



The average estimated Halloween spending per person stood at **\$102.74**, while the total spending of this portion of consumers was estimated at around **\$10 billion**.

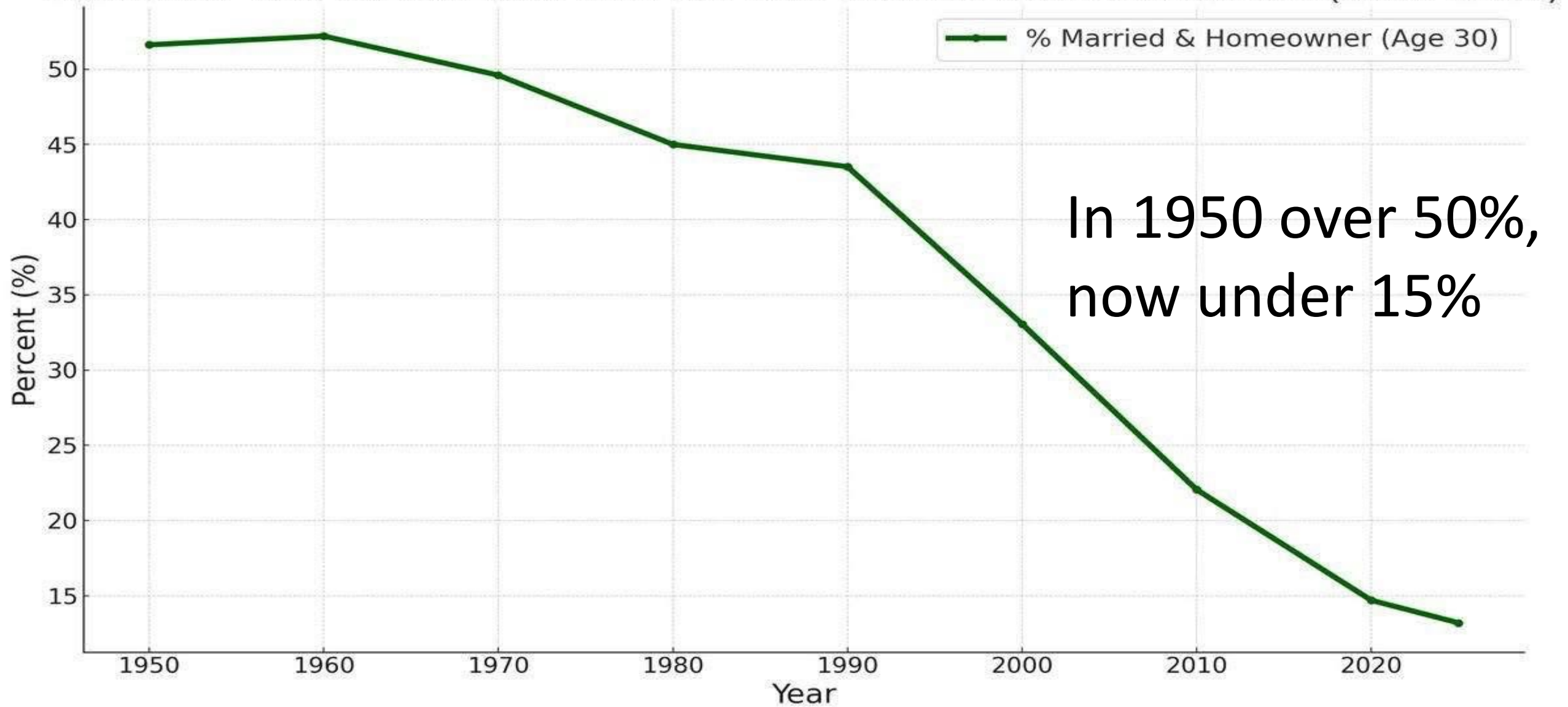


Average Annual Consumer Halloween Budget



Source: National Retail Federation

Estimated % of 30-Year-Olds Who Are Both Married and Homeowners (1950-2025)



Does Anyone Here
Today Believe That
The Pace of Change
Will Slow in the
Next Few Years?




**THE —
SURGING —
SPEED —
OF —
CHANGE —**



AGILITY



FORESIGHT

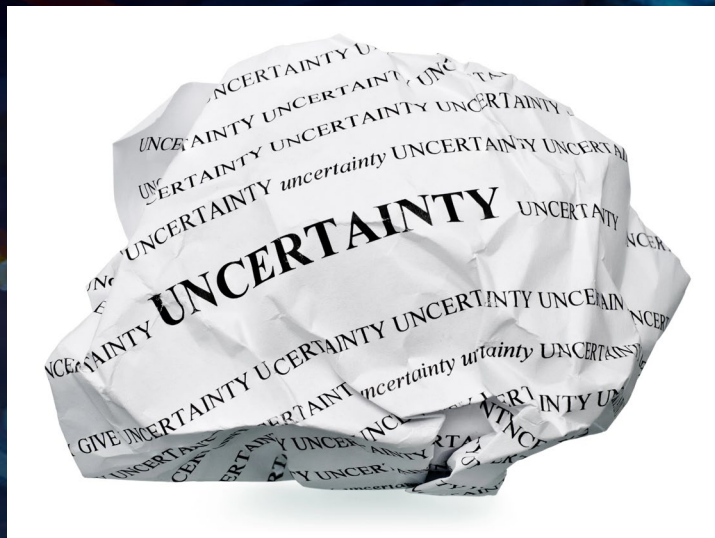


**THE —
SURGING —
SPEED —
OF —
CHANGE —**



FINAL
THOUGHTS

TODAY



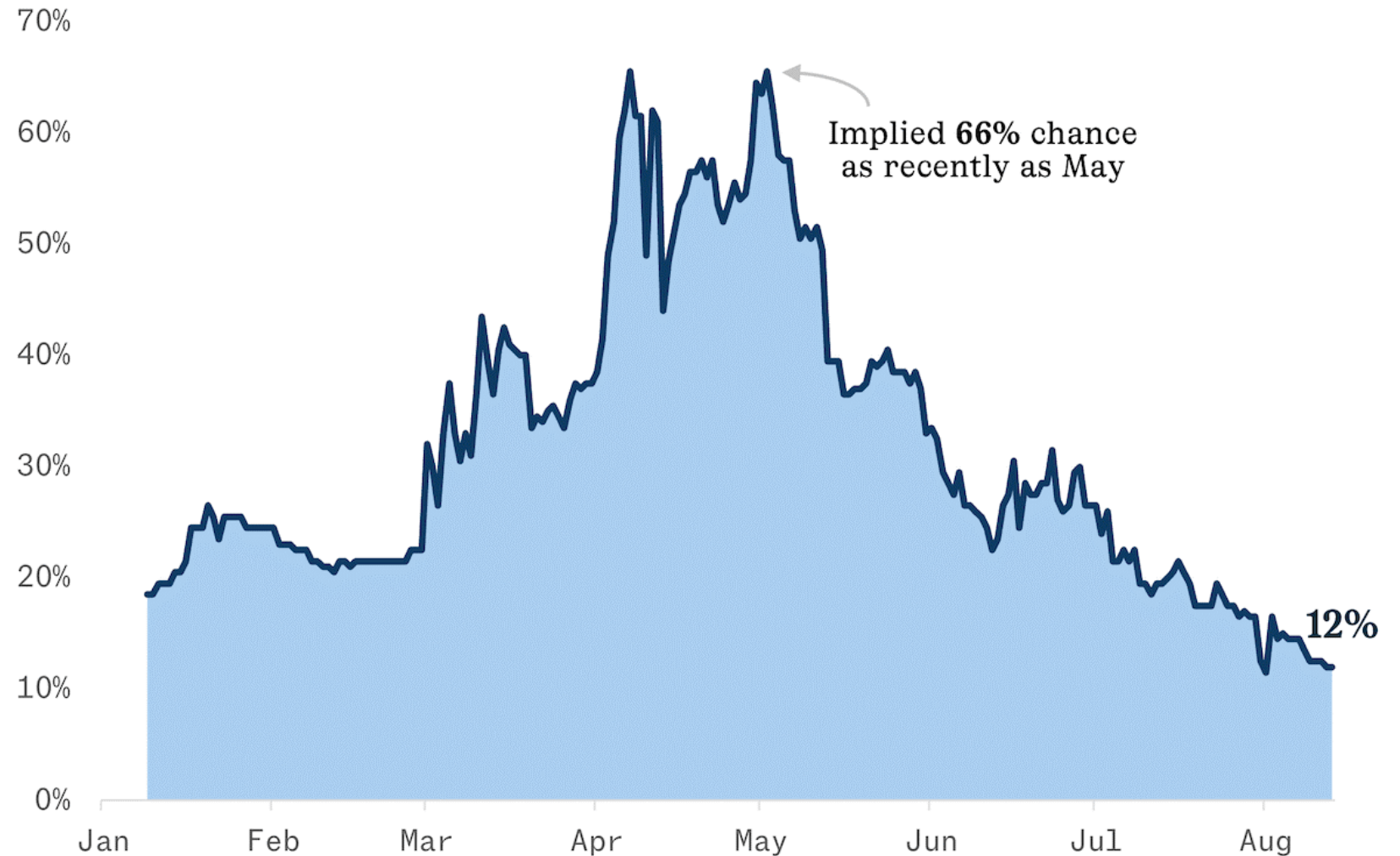
**“We can never see
past the choices we
don't understand.”**



DON'T BET ON IT

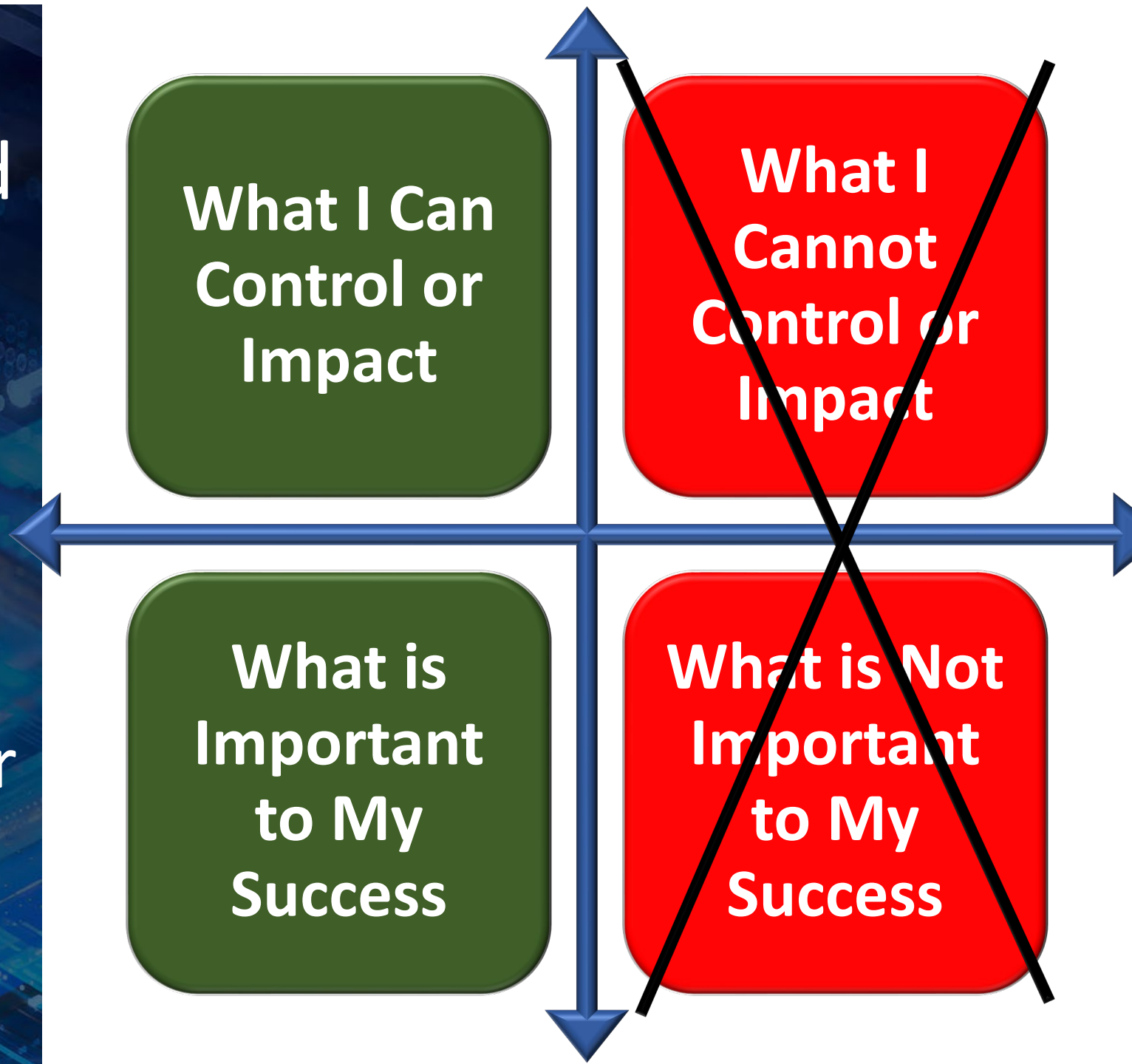
Polymarket Users Are No Longer Sure About A Recession This Year Either

Implied % Chance of a US Recession in 2025 [Daily, Jan 8 - Aug 12]



In Times of Uncertainty, Risk, and Relentless Noise,

- ✓ Narrow Your Focus,
- ✓ Prioritize Your Time
- ✓ Tend Relationships
- ✓ Verify What You Hear
- ✓ Stop Social Media





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Ted Abernathy

2025 ANNUAL MEETING

AUGUST 26, 2025

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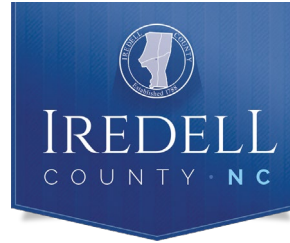

SUNBELT
RENTALS

Visit
MOORESVILLE
CONVENTION & VISITORS BUREAU


Wayne Brothers
COMPANIES

Business. Life. Location.

VISIONARY INVESTORS



Business. Life. Location.

LEADERSHIP INVESTORS



Holland Realty
& Mortgage Corporation



Business. Life. Location.

2025 ANNUAL MEETING

AUGUST 26, 2025

Business. Life. Location.

