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Glenn A. Mercer is an independent consultant working in the automotive industry across its value chain, from raw material producers, to component suppliers, to vehicle OEMs, and then on to dealers and the broader aftermarket as well. He currently is the sole proprietor of his own consulting service, which is focused on investment firms active in the automotive space, from venture capital to private equity, and on to publicly-traded equities. He covers commercial vehicles as well as passenger cars and trucks and supporting industries such as collision repair and vehicle accessories as well as the more traditional links in the value chain.

Mr. Mercer has three decades of experience in automotive advisory work, beginning with over 20 years at McKinsey & Company, where he was a leader of the Automotive Practice, leading or participating in hundreds of client studies over that timeframe. When he left McKinsey as a Partner in 2006, he established his own independent advisory service. In particular, he has been involved in dozens of due diligence processes over the years. In addition to project-based work for investment firms (e.g. KKR, Greenbriar, Kleiner Perkins), he has been an advisor to various industry entities (e.g. Ricardo PLC, the Automotive X Prize, Rocky Mountain Institute), a Board member for several automotive firms (e.g. Rimstock, Stackpole, Grakon, Tinnerman), an expert witness in automotive legal actions, and a lecturer on automotive economics in several academic settings (e.g. Case Western, Wharton, Cambridge University).

His most recent projects involved spending six weeks on-site with a UK financial firm, identifying and analyzing a wide range of automotive investment opportunities, a study for NADA on the future of the dealership, and a study for NAAA on the future of auctions.

Throughout his career Mr. Mercer has been active in giving speeches and presentations on automotive topics to over 100 different organizations over time, and in writing articles, reports, and book chapters on such topics for dozens of publications and publishers.

Prior to his automotive career beginning with McKinsey & Company, Mr. Mercer worked at both the Central Intelligence Agency and at British Petroleum.

He received an MBA with Honors from the Tuck School of Business at Dartmouth College in 1981, an MA in Soviet Area Studies from Yale University in 1979, and an AB in Russian Studies *magna cum laude* from Dartmouth College in 1977. He has been President of the Society of Automotive Analysts, a Director of the International Motor Vehicle Program, a Member of the international automotive research consortium GERPISA, and a member of various other automotive-related professional societies. While carrying out automotive assignments over the last 30 years he has worked in over two dozen countries, and lived for varying lengths of time in London, Copenhagen, and Milan. His current mid-life crisis car is a red 1996 NSX.