

STATE OF LOUISIANA
LOUISIANA ECONOMIC DEVELOPMENT
LOUISIANA BOARD OF INTERNATIONAL COMMERCE MEETING
BEING HELD ON WEDNESDAY, MAY 20, 2026
AT IBM - ROOM 910
100 NORTH STREET, 9TH FLOOR
BATON ROUGE, LOUISIANA

REPORTED BY: KELLY J. DOMIANO, C.C.R.

COURT REPORTERS OF LOUISIANA - A VERITEXT COMPANY

9522 BROOKLINE AVENUE, SUITE 217

BATON ROUGE, LOUISIANA 70809

E-MAIL: calendar-louisiana@veritext.com

1	I N D E X		1 KENNETH ROBISON, CREST INDUSTRIES, PRESIDENT & CEO
2	PAGE		2 CRAIG ROMERO, PORT OF IBERIA, EXECUTIVE DIRECTOR
3	CAPTION	1	3 SCOTT WALKER, SWLEDA, PRESIDENT & CEO
4	APPEARANCES	3,4	4 JAY HARDMAN, GREATER BATON ROUGE PORT COMMISSION
5	PROCEEDINGS	5	5 RACHEL SHIELDS, LED, CHIEF ENGAGEMENT OFFICER
6	REPORTER'S CERTIFICATE	100	6 JEANET CAZENAVE, LED
7			7 HARRISON CRABTREE, LED
8			8 JASON LANCLOS, LED
9			9 MANDY MOORE, LED
10			10 AUDREY HUTCHINSON, LED
11			11 JESSICA STEVENSON, LED
12			12 SHAWN WELCOME, LED
13			13 JACOB ELLIS, LED
14			14
15			15
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17			17 REPORTED BY: KELLY J. DOMIANO, CCR
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1	APPEARANCES:		1 P R O C E E D I N G S
2	CHAIRMAN GREGORY RUSOVICH, TRANSOCEANIC		2 CHAIRMAN RUSOVICH:
3	DEVELOPMENT, PRESIDENT & CEO)		3 Welcome, you all. Thank you very much
4	PAIGE CARTER, LED, CHIEF BUSINESS DEVELOPMENT		4 for coming. I'd like to call the meeting to
5	OFFICER		5 order. I'd like to start with the roll call
6	KEVIN MELTON, CHENNAULT INTERNATIONAL AIRPORT,		6 for today.
7	EXECUTIVE DIRECTOR		7 MS. CAZENAVE:
8	CHARLES DABADIE, EXXONMOBIL SOLUTIONS		8 Please say present when your name is
9	BRENDA STELLY, OIL CENTER RESEARCH INTERNATIONAL,		9 called.
10	LLC, PRESIDENT		10 Mark Anderson?
11	NICHOLAS COLE, LDAF, DIRECTOR, REPRESENTING		11 (No response.)
12	COMMISSIONER MICHAEL STRAIN		12 MS. CAZENAVE:
13	MANDI MITCHELL, LEDA, PRESIDENT & CEO		13 Paige Carter?
14	NESTOR NAVARRO, JR., NAVARRO INTERNATIONAL GROUP,		14 MS. CARTER:
15	FOUNDER/MANAGING MEMBER		15 Present.
16	MARK KENT ANDERSON, MID SOUTH EXTRUSION, CEO,		16 MS. CAZENAVE:
17	(ABSENT)		17 Mike Causey?
18	MIKE CAUSEY, HUNT GUILLOT & ASSOCIATES, VP OF		18 MR. CAUSEY:
19	CORPORATE STRATEGIC DEVELOPMENT		19 Present.
20	MICAH CORMIER, PORT OF SOUTH LA, CCO		20 MS. CAZENAVE:
21	JACK JENSEN, JR., JENSEN COMPANIES, PRESIDENT		21 Nicholas Cole?
22	ED JIMENEZ, ENTERGY (ABSENT)		22 MR. COLE:
23	ANDREW KILSHAW, LDOTD, COMMISSIONER OF THE OFFICE		23 Present.
24	OF MULTIMODAL COMMERCE (ABSENT)		24 MS. CAZENAVE:
25	TIMOTHY POCHE, DELTA UTILITIES, CEO		25 Charles Dabadie?
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1 MR. DABADIE: 2 Present. 3 MS. CAZENAVE: 4 Jack Jensen? 5 MR. JENSEN: 6 Here. 7 MS. CAZENAVE: 8 Ed Jimenez? 9 (No response.) 10 MS. CAZENAVE: 11 Andrew Kilshaw? 12 CHAIRMAN RUSOVICH: 13 Excuse me, Jeanet. Did you get Jack 14 Jensen? 15 MS. CAZENAVE: 16 Yes, I did. 17 CHAIRMAN RUSOVICH: 18 Okay. Thank you. Sorry. 19 MR. JENSEN: 20 Here. 21 MS. CAZENAVE: 22 Andrew Kilshaw? 23 (No response.) 24 MS. CAZENAVE: 25 Mandi Mitchell? Page 6	1 MS. CAZENAVE: 2 Brenda Stelly? 3 MS. STELLY: 4 Present. 5 MS. CAZENAVE: 6 Scott Walker? 7 MR. WALKER: 8 Present. 9 MS. CAZENAVE: 10 That's everyone. 11 MR. CORMIER: 12 And make sure y'all know my boss is here, 13 too. 14 MS. CAZENAVE: 15 Yes, I did. 16 MR. CORMIER: 17 Oh, you got it? 18 MS. CAZENAVE: 19 Yes. 20 CHAIRMAN RUSOVICH: 21 Okay. Thank you. So, next, approval of 22 the minutes? The minutes were distributed at 23 the -- the minutes have been distributed. I 24 know you all stayed up late last night 25 studying them, so if I could have a motion to Page 8
1 (No response.) 2 MS. CAZENAVE: 3 Kevin Melton? 4 MR. MELTON: 5 Here. 6 MS. CAZENAVE: 7 Nestor Navarro? 8 MR. NAVARRO: 9 Present. 10 MS. CAZENAVE: 11 Timothy Poche? 12 MR. POCHE: 13 Present. 14 MS. CAZENAVE: 15 Kenneth Robison? 16 MR. ROBISON: 17 Present. 18 MS. CAZENAVE: 19 Craig Romero? 20 MR. ROMERO: 21 Here. 22 MS. CAZENAVE: 23 Greg Rusovich? 24 CHAIRMAN RUSOVICH: 25 Present. Page 7	1 approve the minutes. 2 CHAIRMAN RUSOVICH: 3 Motion. 4 MR. NAVARRO: 5 Second. 6 CHAIRMAN RUSOVICH: 7 Second by Nestor. 8 Are there any discussion on those 9 minutes? 10 Okay. Then, we'll move to approve them. 11 All in favor of approving the minutes, say 12 aye. 13 ALL: 14 Aye. 15 CHAIRMAN RUSOVICH: 16 Any opposed? 17 Okay. None. So approved. 18 Okay. I'll just -- a few quick comments 19 from my perspective. I can tell you to be 20 really, as you know, citizens here of the 21 state just sort of watching residents, sort of 22 watching the State's activities. You know. 23 If you look at the amount of investment that's 24 coming in here, LED and Susan and Paige and 25 the whole team just continue to set it on fire Page 9

1 and just continue to slam projects and get 2 projects from globally-renown brands and 3 build, you know, about a hundred billion 4 dollars so far awarded, which is really 5 significant. 6 And it's important, I think, to note in 7 those awards, when you see the announcement 8 and you see the applause, there's more to it 9 than just the project itself and the jobs and 10 the revenues that are being produced from that 11 project. And there's more to it than just the 12 investment that's being made by first-class 13 companies, globally-renowned companies, it's 14 that entire support of Louisiana that's coming 15 into play. You have to think in terms of the 16 entire supply chain that can really be built 17 up as a result of those investments. You 18 know, you have the ports, you have the 19 trucking companies, you have the barge 20 companies, you have rail, you have stevedoring 21 companies, you have longshoreman, you have, 22 you know, the whole Louisiana infrastructure 23 that's really helped by these projects. 24 Every investment that comes in is not 25 just an investment in one plant site and Page 10	1 announced, we miss that there's a much bigger 2 picture there. 3 I also just want to comment for a moment 4 on the global offices. I know the global 5 offices presented at the last meeting. I was 6 having a really good time in jury duty at the 7 time, so I missed for jury duty. 8 MS. CARTER: 9 Kevin and I did not serve you well as 10 Chair. We missed multiple things. 11 CHAIRMAN RUSOVICH: 12 But, anyways, the global offices here 13 now, as Paige said at the orientation this 14 morning, we're now looking at filling the 15 Europe gap. So we should have shortly Europe 16 and now Japan, Australia, as she mentioned, 17 and Korea. You know, we're looking at Korea 18 for the next six months, but that's giving 19 Louisiana a real footprint globally. So I 20 think that can really help guide our whole, 21 guide our whole efforts on a global basis, 22 which is -- which will be, I think, really a 23 big effort. 24 Meantime, Paige and group did a great job 25 contending to our missions. You know, we've Page 12
1 that's it going away, and then pipelines are 2 built. So then, you frequently get more 3 workers working the pipelines. And then, 4 frequently, what certainly we've always seen 5 around the globe is one project frequently 6 leads to another project. So you have one 7 project investment then sort of builds 8 momentum and then there's something in that 9 infrastructure that makes it better for 10 another company to then invest and support 11 that. 12 And then one final point to that to 13 consider is on that ecosystem is that when a 14 major entity, an investor comes in and makes 15 an investment, not only is that supply chain 16 lifted, but also the major companies that are 17 coming in to perform that work, the 18 engineering companies, the construction 19 companies, all of that work that's around it. 20 I mean, look at the data center work, Mike, I 21 know you will attest to this, all the work 22 that's been invested in the ecosystem that's 23 built around it. So I just want to sort of 24 call on that a little bit, because I think 25 sometimes we miss when we see the project Page 11	1 just had CERAWeek that we came off of and 2 several of you were there, but CERAWeek was a 3 tremendous success. I know Paige will talk 4 about that some more. 5 There's a Japan trip coming up, which it 6 just seems to be really well, you know, 7 foundation well laid out for some great 8 opportunities. We've got Paris coming up, you 9 know, sort of in coordination with the Saints, 10 but other, obviously, it will be a business 11 mission sort of in front and behind that. So 12 there's just -- it's just, everybody is sort 13 of hitting on all cylinders, great to have 14 this Board. And this Board can really help 15 nurture and guide those efforts, so and work 16 with Paige and Susan and the whole team and 17 sort of, you know, connect as one. 18 So it's really great to have everybody 19 here. Thank you all very much and really 20 appreciate your support and input. And, 21 Paige, I'll turn it over to you, and thank 22 you. 23 MS. CARTER: 24 Of course. So leading into the 25 Department update, I want to start, you Page 13

1 mentioned this briefly. But last week, our 2 collective team, Team Louisiana surpassed a 3 hundred billion dollars of investment. We're 4 actually at 107 billion under Governor 5 Landry's leadership. 6 So I want to acknowledge two key team 7 members, that's Scott Walker and then Devin 8 Harrison. We announced a \$13 billion 9 investment with Commonwealth LNG. It's 10 actually one of the first projects that the 11 current presidential administration approved 12 over through FERC and some other federal 13 regulations that have been held up in the last 14 administration. So we got to celebrate that 15 really remarkable win with Secretary Wright 16 and want to acknowledge the two gentlemen at 17 the different ends of the table for the work 18 that they did and really what that represents 19 for the entire state, especially to say that 20 we collectively have surpassed a hundred 21 billion dollars in investment is really 22 remarkable. 23 Okay. So leaning into, I have three key 24 updates for the Department, and then we'll go 25 over the typical where we are in terms of Page 14	1 Michoud that really manufactured 90 percent of 2 the Artemis rocket all the way up to 3 Barksdale, and the one-third of the nuclear 4 triad that we have represented there in 5 Bossier Parish. So really an exciting 6 opportunity for us across the state around 7 Aerospace and Defense, and a real applause to 8 Governor Landry and our team for really taking 9 the moment, knowing that we have Artemis and 10 we have a lot going on at the federal level. 11 It's really prioritizing Aerospace and 12 Defense and saying we're not going to wait for 13 another legislative session. We're going to 14 work through the weekend. We're going to make 15 these bills right and get them across so that 16 we have an opportunity to really compete in 17 that sector that is one of our target sectors 18 and a legacy of Louisiana, so really excited 19 about the legislative session. 20 From the Storyteller, the Louisiana 21 Storyteller Initiative, we have up to 1200 of 22 our Louisiana storytellers that have joined in 23 let's call it the campaign. In front of you, 24 you have a flyer or a fold that has both the 25 Source Louisiana and the Louisiana Page 16
1 numbers for this fiscal year and what's in the 2 pipeline. The legislative session, LED is 3 leading a really, what I'll call, exciting and 4 also productive legislative agenda this 5 session for very mission critical and 6 foundational bills like our fee bill and the 7 recreation of LED that we have to do every 8 seven years. Both of those are paramount to 9 just the success of our department. 10 And then the forward-thinking strategy 11 bills that we were able to propose to the 12 legislature are on Aerospace and Defense. 13 LED's bill package is really moving ahead very 14 smoothly, and most importantly, providing us 15 on this Board some new tools. I know a lot of 16 you have joined us for years at the Aerospace 17 conferences that we do in Paris or in London, 18 and so that bill package in particular to 19 Aerospace and Defense is really going to be 20 key for us to be competitive moving forward 21 with some of our peer states that have really 22 led the way in Aerospace and Defense. 23 One of the most exciting things of that 24 package to me personally is that it represents 25 opportunities for the entire state from Page 15	1 Storyteller. If you have not joined the 2 Louisiana Storyteller Initiative, please do. 3 What it provides you, you can scan that QR 4 Code and you register and you actually get the 5 same tools and resources that we use inside 6 our Department. 7 So should you be walking into a meeting 8 and you feel like you need to reference 9 statistics our Department has at the ready, we 10 update that regularly. So even as a 11 Powerpoint you can use, it has stats and 12 figures. Especially now as a Board Member to 13 International Commerce, having that at the 14 ready, that's really the best resource that we 15 provide to all the citizens at this point. 16 We're trying to continue growing that kind of 17 swell of support. 18 What we know from our strategic plan and 19 working with McKenzie is that, unfortunately, 20 we have worse brand recognition inside the 21 State of Louisiana by our own citizens, our 22 own community members than we have outside the 23 State. And so really what I would say, 24 outside of leading the business development 25 efforts, one of the other rules you have as Page 17

1 Board Members serving the state is really 2 being situated as the amplifier to tell the 3 narrative. And also, as you help create what 4 the path looks like, be the one to tell that 5 story about the pivots and the changes that we 6 are making here within the state. 7 MR. NAVARRO: 8 I received my box yesterday. 9 MS. CARTER: 10 You got your box? 11 MR. NAVARRO: 12 I got my box. 13 MS. CARTER: 14 Yeah. So when you registered -- 15 MR. NAVARRO: 16 I got on my pin, yes. 17 MS. CARTER: 18 Yeah. When you register -- 19 (MULTIPLE SPEAKERS SPEAKING) 20 MS. CARTER: 21 Did you get the medallion or just the 22 pin? 23 MR. NAVARRO: 24 I got the pin. 25 (MULTIPLE SPEAKERS SPEAKING) Page 18	1 MS. CARTER: 2 Yeah, you get a certificate. 3 MR. NAVARRO: 4 The only thing I didn't get was -- 5 MS. CARTER: 6 Was the medallion? 7 MR. NAVARRO: 8 Yes. 9 MS. CARTER: 10 Okay. If one of y'all on the team, see 11 if we can get some medallions. I've got one. 12 And so my request is that -- or our request is 13 that you register as a storyteller. If there 14 is anything you feel like is missing that 15 would help you, especially in your own 16 business endeavors when questions come up, 17 maybe it's suppliers or other folks that 18 you're working with that why Louisiana is not 19 in there, please let us know. We will 20 absolutely make sure you are resourced with 21 that tool and that type of information. 22 The other key updates SourceLouisiana, I 23 hope you are all registered. If you are not, 24 that QR code is also in front of you. So this 25 has been our statewide directory and, y'all, Page 20
1 MS. CARTER: 2 Can you open that black box right there? 3 Okay. So this is just a medallion you get. 4 It's actually pretty cool. 5 (MULTIPLE SPEAKERS SPEAKING) 6 MR. NAVARRO: 7 Wait. I didn't -- I got the pin. 8 MS. CARTER: 9 So when you register as a Storyteller, 10 these are the medallions that were passed out 11 at Washington Mardi Gras so that you can 12 really be recognized as a Storyteller. And it 13 actually became one of the most sought after 14 beads at Washington Mardi Gras this year. But 15 then now, as we came back from Washington 16 Mardi Gras, when you register, you get a box 17 in the mail that has everything from a pin to 18 the QR Code, access to tools and resources. I 19 mean, what else was your box? 20 MS. MITCHELL: 21 A thank-you letter. 22 MS. CARTER: 23 A thank-you letter. 24 MR. NAVARRO: 25 Also a certificate. Page 19	1 it has truly taken off. We have over 80,000 2 companies listed. The most important thing is 3 that you go in and you verify your listing to 4 make sure that it accurately represents the 5 work you do, has appropriate contact 6 information. 7 We at the Department are actually issuing 8 licenses to our key projects. So at this 9 time, we have 27 enterprise licenses for our 10 announced projects. So, for example, 11 Woodside, we just announced a substantial 12 investment into a local marine company C&C, a 13 lot of that activity was actually procured 14 through SourceLouisiana. Everything from your 15 catering to your engineering and procurement, 16 to, I mean you name it, we're encouraging our 17 top projects to utilize that SourceLouisiana 18 landing page and actually integrate that into 19 their procurement at a corporate level. 20 And so the nice thing is we have had 21 complete buy-in. Entergy has been a huge 22 partner to us. We've posted multiple outreach 23 events with Entergy. AWS in Northern 24 Louisiana, Hyundai, we've also done them with 25 Meta. We haven't excessively been able to Page 21

1 roll this out, Woodside, like I said, across 2 the entire state to ensure that we're not only 3 capturing that forward direct investment but 4 that we're seeing the true multiplier 5 throughout the supply chain. So this is one 6 of the key resources to help us facilitate 7 that activation and keeping as much of that 8 capital in Louisiana as possible. 9 You know, we want to encourage and we 10 prefer that Louisiana vendors be chosen. 11 However, there's always a corporate 12 procurement and also interstate commerce laws, 13 and we do everything we can to respect those 14 internal business decisions. Our number one 15 posture is how we can ensure that our 16 Louisiana-based businesses have access to the 17 opportunity. And that is truly this resource 18 right here. 19 So if you have any questions, do not 20 hesitate to reach out to me and I can get you 21 in contact directly with Chris Cassagne on our 22 team. He manages this portal and it has 23 been -- we will actually have one of our mega 24 projects announced soon that they will be 25 solely sourcing through SourceLouisiana. So Page 22	1 Because, frequently, they'll say, oh, 2 we've got to use Houston or Mobile. Now, 3 assuming we have the capability to do so, 4 which we frequently do, notwithstanding some 5 of Jack's earlier comments, but in most cases, 6 we do. We, you know, we're happy to compete. 7 We just need to be given the opportunity to 8 compete. And I think once it's out there, 9 we'll do it. So SourceLouisiana is a great 10 opportunity for us. 11 MS. CARTER: 12 Yeah, and I'm glad you mentioned that 13 because that's at a bigger, I would say, more 14 fundamental point in the shift of how we're 15 doing our business. This concept of the Whole 16 of Louisiana, when a project comes our way, we 17 are quickly going to pull in our natural gas 18 provider, our utility -- our power provider, 19 our ports and making sure that we are 20 proactively providing insight and visibility 21 into the Louisiana-based solutions, not 22 defaulting to them generating that solution on 23 their own. 24 CHAIRMAN RUSOVICH: 25 Exactly. Page 24
1 it's taken off and it's being verified by some 2 of the largest brands in the world at this 3 point. 4 CHAIRMAN RUSOVICH: 5 Paige, just one comment on sort of the 6 use of Louisiana. 7 MS. CARTER: 8 Uh-huh. 9 CHAIRMAN RUSOVICH: 10 The Ports, I think one thing -- and 11 Louisiana's infrastructure supply chain, one 12 thing I've noticed is that clients have become 13 so oriented over the last three or four 14 decades to, like, be tech eccentric. 15 MS. CARTER: 16 Yeah. 17 CHAIRMAN RUSOVICH: 18 So it's just a matter, I think, more of 19 Louisiana companies as they're on 20 SourceLouisiana also being able to express 21 that Louisiana has the capability to perform 22 like you all, our ports. 23 MS. CARTER: 24 Yeah. 25 CHAIRMAN RUSOVICH: Page 23	1 MS. CARTER: 2 And it's been one of the ways that we 3 have been able to outpace our peers, because 4 ultimately, it leads to a quicker speed and 5 quicker pace to market and products to market. 6 CHAIRMAN RUSOVICH: 7 Uh-huh. 8 MS. CARTER: 9 So any feedback you have on how we can 10 continue to do that better, please let us 11 know. Even if you know of, you know, 12 different subsectors that we're going after 13 that you would like to participate in, let us 14 know. Because, ultimately, we need private 15 industry to help direct us in how to best do 16 that work. So we appreciate that work. 17 Okay. Any questions about these three 18 key topics? And then, of course, the applause 19 to the team on the hundred plus billion dollar 20 success. Okay. 21 MR. NAVARRO: 22 You just mentioned that we better known 23 on the outside of that instead of Louisiana. 24 A lot of us here, we come from all throughout 25 the State of Louisiana, that we would be ready Page 25

1 for invite from by somebody on the Ports to 2 come and speak to us at the Rotary Club, the 3 Chamber, you know, special breakfast or 4 dinner. 5 MS. CARTER: 6 Yeah. 7 MR. NAVARRO: 8 So because I don't want to invite myself, 9 you know. I think it's something to consider. 10 MS. CARTER: 11 Yeah. 12 MR. NAVARRO: 13 Because you said I think that we all let 14 each other know throughout the State, all 15 right, what lobbying is all about. 16 MS. CARTER: 17 Yeah. 18 MR. NAVARRO: 19 So I think that will be very good. 20 MS. CARTER: 21 Yeah. Okay. Will do. 22 MR. NAVARRO: 23 And that's just a suggestion. 24 MS. CARTER: 25 Yeah. Page 26	1 those resources. And if something is missing 2 or if you need us to give you talking points, 3 the majority of those Powerpoints that we 4 developed for you also have the talking points 5 to accompany the collateral material, which 6 I'll make it as easy for you as possible. 7 Performance, this is based on fiscal 8 year, so think July 1 to June 30, that's our 9 fiscal year. As of today, we are at \$43 10 billion for this fiscal year; new jobs, over 11 7,400. Our team is eight hundred and, I 12 think, 98 jobs short of breaking a record for 13 job creation. And knowing what we have in our 14 pipeline that we'll hopefully announce between 15 today and the end of June 30, we are very 16 confident we will get there. Retained jobs, 17 we are seeing through our project retention 18 efforts, 11,600 -- over 11,600 in retained 19 jobs for those efforts as well. 20 As this group knows, business retention 21 has been the number one priority of Governor 22 Landry's. We did surpass the record for the 23 State of Louisiana about a month ago. We are 24 now at 782 visits with our line of sight on 25 exceeding that 800 goal that we set for the Page 28
1 CHAIRMAN RUSOVICH: 2 A great, great suggestion. 3 MS. CARTER: 4 You ready to go on a road tour? 5 MR. NAVARRO: 6 Your first -- yeah. 7 CHAIRMAN RUSOVICH: 8 Count me in. 9 (MULTIPLE SPEAKERS SPEAKING) 10 CHAIRMAN RUSOVICH: 11 Rotary club meeting at 6:30 A.M. 12 MS. CARTER: 13 He's be in Central, Monroe, all over the 14 State before we know it. 15 MR. NAVARRO: 16 The same thing with LED, you know. 17 CHAIRMAN RUSOVICH: 18 You supply the -- 19 MR. NAVARRO: 20 LED members also. 21 (MULTIPLE SPEAKERS SPEAKING) 22 MS. CARTER: 23 But I think that's exactly what that 24 Storyteller is, you have the opportunity in 25 your community, we're hoping to give you all Page 27	1 Department. So, again, the team members in 2 this room, they're the ones that are getting 3 after it and doing that work every day. Many 4 of your businesses are part of that BRE kind 5 of driver list. So thank you for welcoming us 6 to your facilities. And then any other of 7 your suppliers or your network that would 8 warrant this type of visit, please let us 9 know. 10 This figure right here, the business 11 retention visits is absolutely critical to 12 ensuring that when we succeed at that \$43 13 billion figure, that our entire statewide 14 ecosystem is set up to provide those companies 15 as many Louisiana-based services as possible. 16 We've got a meeting with those companies 17 knowing what types of barriers protect 18 themselves so that we can block and tackle to 19 make sure that they are as best situated as 20 possible to really compete when the call is 21 presenting itself. 22 Current pipeline, this is the proof in 23 the pudding that our team doesn't sleep. 24 Right now -- 25 (MULTIPLE SPEAKERS SPEAKING) Page 29

1 MS. CARTER: 2 Active projects in the pipeline as of 3 last week, as y'all know, we do this report 4 for the Governor every week 192 active 5 projects that represent over \$344 billion. 6 From a direct job point, we're looking at 7 direct and indirect we've combined at least 8 for this figure; 55,000 total job 9 opportunities. And from a retention point, 10 those projects represent the retention of 11 almost 30,000 jobs in the State. 12 So it's truly remarkable to see the 13 efforts that Governor Landry has put the focus 14 on around economic development and you see it 15 really coming to fruition here. I would 16 emphasize -- and, usually, Ed makes this point 17 for me in this meeting, is that these are not 18 feasibilities, these are true final investment 19 decisions, many of which dirt secretly starts 20 to move before the announcement. We try to 21 hold that off, but sometimes we can't. We saw 22 that a little bit in Northwest Louisiana with 23 AWS. 24 But truly, dirt is moving immediately. 25 Infrastructure is coming into our communities. Page 30	1 Yes, uh-huh. 2 MS. MITCHELL: 3 But I also will say for SelectUSA for 4 medium-sized communities who don't have 5 budgets to curate our own mission trips, 6 multiple mission trips throughout the year is 7 a phenomenal opportunity, and thanks to LED 8 for establishing a dominant presence for 9 Louisiana this year at SelectUSA and giving us 10 an opportunity, the communities around the 11 State, to be present at the LED booth and 12 pavilion, which was one of the highest sought 13 after places to be on the floor, on the show 14 floor at SelectUSA. 15 MS. CARTER: 16 It was the gumbo I made, huh. 17 MS. MITCHELL: 18 It was the gumbo you made. It was the 19 gumbo and the jambalaya. But, you know, it 20 is -- it does present that opportunity from an 21 international trade perspective for our 22 economic development organizations to be 23 present and to actually interact with 24 companies from across the globe who have been 25 vetted by U.S. Department of Commerce and by Page 32
1 Payroll is being executed. Contracts are 2 being executed. And so that is truly a 3 remarkable component. These numbers are not 4 just numbers, but they are truly projects, job 5 opportunities coming to fruition in your 6 communities all over the State. 7 So that wraps up my Department update. 8 Any questions before we get into specifics on 9 international? And then the international 10 piece, we'll kind of go around the room. 11 We've got a handful of Board Members that are 12 going to be presenting on different pieces. 13 CHAIRMAN RUSOVICH: 14 Thank you. Great analysis. 15 MS. CARTER: 16 Nothing? 17 MS. MITCHELL: 18 I'll just say, I don't know if this is a 19 part of a later report, but is somebody 20 reporting on CERAWeek later? 21 MS. CARTER: 22 Yes. 23 MS. MITCHELL: 24 Okay. I'll hold my comments until then. 25 MS. CARTER: Page 31	1 their own leaders in their countries that 2 they're serious about FDI and the US. So I 3 just wanted to shout out LED for that for 4 doing a phenomenal job. 5 Once again, but really, and Jessica is 6 here, our presence at SelectUSA was a 7 fraction, a tiny fraction of what it was last 8 year and then this year was even better. So 9 just wanted to give that shout out. 10 MS. CARTER: 11 I'm glad you mentioned that. We will -- 12 we have a commitment to the Board that you'll 13 get a briefing on all of our international 14 visits just because the timing. We just got 15 back from SelectUSA. You'll see you have a 16 CERAWeek briefing in your binder. You'll have 17 a SelectUSA briefing. We're still curating 18 all the data from the representatives that 19 took that trip. So you will have that, but it 20 was remarkably productive. 21 And I would say, we need more people 22 going next year because the amount of 23 attention and desire we had to pursue and 24 explore opportunities with Louisiana, we 25 didn't have enough people to host Page 33

1 conversations as effectively as we could have. 2 MS. MITCHELL: 3 Yeah. 4 MS. CARTER: 5 Okay. So we -- y'all have asked we do, 6 each quarter, we do an update on foreign 7 direct investment. So I'm going to turn it 8 over to Shawn to speak on Shintech. I cannot 9 praise him enough for his innovation and 10 really exploring creative solutions in 11 particular with the Iberville Parish President 12 to make this a reality. This was one of the 13 hardest projects we've had this year. So, 14 Shawn, go ahead. 15 MR. WELCOME: 16 Good morning, everyone. So Shintech 17 gives a 25-year citizen in Louisiana engaged 18 in the PVC business. They're also backwards 19 integrated, so they make their own feedstocks. 20 And we started working on this project 21 probably about 2023. 22 The company came to us with a proposed 23 expansion. And what was proposed different on 24 this one is previously they had either done an 25 ethylene unit or Chlor-Alkali and VCM. But Page 34	1 make on average, and sometimes it goes higher 2 than that, of PVC is exported. And so they're 3 a global supplier. 4 One of those things that the company asks 5 me to make sure people understood is that the 6 Department of Commerce Office that handles 7 trade complaints for them is very important. 8 That office has performed quite well defending 9 the US PVC industry from unfair trade practice 10 complaints. And we are awash in natural gas 11 and ethane. It provides an advantage. In a 12 lot of countries, their PVC is sourced from 13 either coal or naphtha to get the ethylene. 14 United States just has an advantage right now. 15 And so they are quite happy with Louisiana, 16 all things we provide, and the United States 17 federal government has done a good job for 18 them also. 19 MS. CARTER: 20 Thank you, Shawn. Any questions on 21 Shintech? 22 MR. JENSEN: 23 Very good company to do work for. 24 MS. CARTER: 25 Absolutely. Page 36
1 this time, they were doing both at the same 2 time. The dynamics and the global market for 3 PVC continues to grow, probably about two to 4 three percent a year. 5 There are challenges with fair trade 6 practices in certain countries, but the market 7 and the timing was good. They have had to 8 navigate tariff impacts with the current 9 administration, but we ultimately got to a 10 point where the company made the final 11 decision, we announced it in March. And as it 12 states, it's 163 new direct jobs, it's 13 \$3.4 billion in capital investment, and it 14 secures Iberville Parish and Plaquemine long 15 term as a site for them. They're already well 16 established, but they also send VCM to their 17 Freeport facility. 18 And so this expansion will allow them to 19 basically be 100 percent integrated on their 20 supply chain in Texas, but it's all going to 21 be sourced from Louisiana. And so that's one 22 of the most important things. So they are a 23 top exporter from Port of New Orleans. 24 They're also a top exporter out of Houston, 25 because probably about 30 percent of what they Page 35	1 MR. JENSEN: 2 They really are. 3 MS. CARTER: 4 We'll be meeting with their executive 5 team from Shintech and then the parent 6 company, Shin-Etsu while we're in Japan next 7 week. 8 Next up, Air Liquide. So seeing other 9 FDI projects really matriculate into the 10 entire supply chain and immediate impact, 11 Jacob has done a phenomenal job working 12 throughout the Air Liquide family. So, Jacob, 13 I'm going to turn it over to you to give them 14 a quick update on Air Liquide. 15 MR. ELLIS: 16 Thank you, Paige. So I think the last 17 time I presented to the Board was when we 18 announced the Hyundai Steel plant in Ascension 19 Parish. Well, this is kind of an addition to 20 that investment. Air Liquide has been awarded 21 the contract to provide oxygen, nitrogen, and 22 argon through a new air separation unit to 23 Hyundai, which they will be investing \$350 24 million to expand their current air separation 25 unit in St. James Parish at the Koch Methanol Page 37

1 facility, and they'll have a pipeline from 2 that facility all the way to Hyundai's site 3 which is additional investment that isn't 4 necessarily capturing the \$350 million, 5 because they're going to have to bore through 6 the river, which if you've ever had to do 7 that, you guys know it's quite an undertaking. 8 But Air Liquide is a global leader in 9 industrial gases. They provide a lot of 10 industrial gases for our projects across the 11 State. They've been operating in Louisiana 12 for over 60 years with over \$470 million 13 invested in the past few years alone. 14 And one of the coolest things that I 15 think about this particular project is, when 16 we talk about the investment and the impact of 17 announcing a project like Hyundai, the 18 investment doesn't stop with Hyundai. It's 19 all of the Louisiana businesses and 20 contractors that they are employing to bring 21 that facility to fruition. Air Liquide, with 22 the success that they've recently had in 23 Louisiana, has told us that they are refining 24 their focus for industrial investment to the 25 State of Louisiana because of the momentum Page 38	1 this project is this will really open up the 2 entire West Bank for development. And so with 3 their expansion, right now, you know, the east 4 side of the Mississippi is really well 5 developed. And what we look at is, you know, 6 the coordination and seeing Iberville 7 transition into Ascension and that new 8 corridor up and down the West Bank and then 9 farther on to the River Parishes, something 10 like Air Liquide having this service 11 opportunity onto the West Bank is key to 12 opening up that for future development. This 13 is a project that not only takes Hyundai and 14 transcends it into another impact, but then 15 has the ability to really multiply into future 16 investments as well. So great job, Jacob. 17 CHAIRMAN RUSOVICH: 18 You know, I think in terms of one 19 project, the Hyundai project, we didn't know 20 when we secured the Hyundai project that it 21 would lead to this, but it's classic. One 22 project frequently leads to another project 23 leads to investments. And then, you've got 24 all that just like Shintech. Not only do you 25 have the exports of the product, but you also Page 40
1 that we have in the State and the amount of 2 investment that they are seeing as a result of 3 our work through what we're doing in Louisiana 4 today. 5 And so this is kind of a full circle 6 moment for me, announcing Hyundai and then 7 announcing Air Liquide, but they tell me that 8 there's plenty more to come for Louisiana. 9 And so, stay tuned for that. And, you know, 10 it's just kind of -- you know, it is a good 11 story about how we are, you know, creating an 12 environment in Louisiana for these kinds of 13 investments to continue to receive the 14 investments as a result. 15 MS. CARTER: 16 Uh-huh. Jacob's work with Air Liquide is 17 a perfect example of why we overhaul the 18 international model from having a separate 19 team that then transfers projects is that 20 Jacob works every day with Air Liquide and the 21 good, the bad, the indifferent, the concept, 22 the celebrations. And so, it allows him to 23 really understand the company and what they're 24 hoping to achieve. 25 Something that really excites me about Page 39	1 have the imports of tremendous volumes of 2 equipment coming in to construct those 3 additional plants, which again, employ the 4 barges, the trucks, the whole thing; same 5 thing for the outbound. 6 So it just sort of all leads to the 7 ecosystem and the supply chain on both the 8 foreign direct investment and then the global 9 trade connectivity. So great work, Jacob, you 10 know, from Korea to -- 11 MS. CARTER: 12 From Korea to France. 13 CHAIRMAN RUSOVICH: 14 Yeah. 15 MR. ELLIS: 16 Korea to France. 17 MS. CARTER: 18 And then Devin served as the project 19 manager for all things Woodside. Woodside, 20 again, as I reiterated earlier, is a hydro 21 user of our SourceLouisiana tool. This was an 22 exciting announcement because we were able to 23 formally announce that they surpassed 24 one billion of Louisiana suppliers -- 25 \$1 billion of investment into Louisiana Page 41

1 suppliers as a part of their capital 2 investment. So really an exciting project and 3 critical for that, you know, large FDI 4 projects to impact local companies. 5 So, Devin, you want to give a highlight 6 on this one? 7 MR. HARRISON: 8 Oh, yeah. I think you've done a good job 9 of highlighting. They've already surpassed 10 the billion dollars in contracts with 11 Louisiana companies to support people. This 12 project, they were formerly Driftwood 13 purchased by Woodside in 2024, I believe. 14 MS. CARTER: 15 Yeah. 16 MR. HARRISON: 17 And the reengagement actually warranted 18 from a trade mission to Australia, where we 19 did meet with the Woodside executives, and 20 then from there, worked the project and, you 21 know, announced in 2025. So 17 and a half 22 billion dollars and around 500 new direct jobs 23 will be going into Calcasieu Parish. 24 MS. CARTER: 25 Now, and what you're seeing here, this is Page 42	1 yeah, the Governor can weld. He can do a lot 2 of cool things. 3 MS. CORMIER: 4 The Senator taught him that. 5 MS. CARTER: 6 The Senator is like, no, I -- 7 MR. ROMERO: 8 Don't get me started. 9 MS. CARTER: 10 Any questions about those three 11 highlights? Again, every one of these 12 meetings, we will present on the FDI 13 announcements that we have from one quarter to 14 the next. 15 MR. COLE: 16 You left out the hidden bullet on this. 17 MS. CARTER: 18 Okay. 19 MR. CORMIER: 20 What us LSU fans are appreciative of 21 Woodside and Venture Global and their 22 investments in LSU Athletics. 23 MS. CARTER: 24 Hey, and right now, we've got three 25 coaches to pay, so -- Page 44
1 a \$300 million investment into a local 2 shipbuilder. So C&C Marine and Repair will 3 not only deliver the vessels, but now has a 4 20-year term with Green Tug Towing to actually 5 operate the vessels at the Belle Chasse 6 location. So Belle Chasse will actually be 7 facilitating the Lake Charles LNG 8 distribution. So a really exciting 9 coordination to see from southwest, you know, 10 because we want a massive project in southwest 11 and the implications causing positively that 12 it has in the southeast region as well. So 13 this was an exciting one. 14 And also, y'all know the Governor took 15 welding classes in high school. And he 16 actually, on the fly, instead of allowing the 17 welder to weld his challenge point, he decided 18 to weld his challenge point. 19 MS. MITCHELL: 20 Oh, boy. 21 CHAIRMAN RUSOVICH: 22 That's great. 23 MS. CARTER: 24 And, I mean, the pictures are pretty 25 awesome, but it was a little scary. But, Page 43	1 MR. COLE: 2 Yeah. 3 MS. CARTER: 4 Probably shouldn't have said that. 5 MR. ROMERO: 6 Well, quote of the day. 7 MR. CORMIER: 8 Motion to strike. 9 MS. CARTER: 10 All right. Let's carry on with this. 11 Update on international offices, I'm going to 12 turn it over to Harrison to give a quick 13 update on our international offices. 14 MR. CRABTREE: 15 Yeah. Very quickly, since you all met 16 last time, our Australian and Japan reps have 17 really hit the ground running. You can see 18 here by the leads that they've generated, we 19 are well above what our internal metrics were. 20 So this is really encouraging. And in 9 of 21 those 42 leads, 6 have been engaged; meaning, 22 they were passed on to LED project manager 23 working them. So, I mean, it's been really 24 encouraging so far to see both of those 25 markets. Page 45

1 Of course, as you all know, Australia and 2 Japan are very different in terms of their 3 lead cycles. So, you know, it's been a really 4 exciting process to see those projects come to 5 fruition, come to lead. As we mentioned last 6 time, we have biweekly check-ins with them, so 7 that way, we're able to adjust in real time. 8 So if there's any market fluctuations, if 9 there's any opportunities that need to be 10 addressed immediately, we're able to respond 11 in real time. We're not having to wait a 12 month or a quarter for our regular reports. 13 So other updates on the international 14 offices, we are in the interviewing process 15 for European representation. So I would 16 expect by the next time we meet, we have that 17 person hired and up and running. So we're 18 excited to get that process underway. 19 And as Paige mentioned earlier, we're in 20 the very early stages of exploring potential 21 representation in Korea. In terms of -- do 22 you want me to talk next steps? 23 MS. CARTER: 24 Yeah. 25 MR. CRABTREE: Page 46	1 us know. That's -- they are an extension of 2 the business development enterprise at LED. 3 So they're boots on the ground to not only 4 help uncover leads, but also ensure that our 5 companies that are located and headquartered 6 in Japan and Australia feel the Louisiana 7 presence on the ground. 8 So if there's even a company that is a 9 customer of yours that you would like them to 10 meet with just as a stewardship, hi, hello, 11 we're here and how can we help, let us know. 12 Again, they're an extension of Team Louisiana, 13 and we're happy to deploy them as long as you 14 give us the inside's contacts to make sure 15 they are well equipped to do so. 16 MR. CRABTREE: 17 And I'll say on that note too, they've 18 also been very good at market intelligence. 19 MS. CARTER: 20 Yeah. 21 MR. CRABTREE: 22 So a great example is I reached out to 23 Mitsu, our Japanese representative, this 24 morning about a potential legislation that's 25 going through right nextdoor to see if that Page 48
1 In terms of next steps, the most 2 immediate starting Friday is our upcoming 3 Japan mission that a few of you all in the 4 room will be in. Really excited for that. 5 We've been working closely with our 6 representatives over there, but also working 7 with companies like Shintech because we want 8 to also, while we're there, meet with 9 companies that have an existing footprint over 10 here to make sure everything is going well. 11 I think at last count, we have 15 12 meetings set for the week, but total 13 engagements will be probably in that 20 to 25 14 if we throw in a reception that we're doing as 15 well. So that, of course, we'll report out on 16 the next one. That should be a really good 17 trip. Again, that's primarily focusing on the 18 energy sector. 19 So with that, anybody have any questions 20 that I need answer? 21 MS. CARTER: 22 One of the things I would add about our 23 in-market representatives, if there's either a 24 company you want them to engage or you feel 25 like a lead that we should be exploring, let Page 47	1 would be appetizing to potential Japanese 2 investors; and if so, how do we position 3 Louisiana? So things like that, if you're 4 looking to gain some market intelligence, I 5 think they're really, really good at that as 6 well. 7 MS. CARTER: 8 Yeah, absolutely. 9 CHAIRMAN RUSOVICH: 10 And on global reach aspect, like I talked 11 to Harrison, I spoke to Harrison this morning, 12 and we have a small partner in Japan and 13 clients in Japan. So I said, well, invite 14 them to the Tuesday, you know, this reception 15 on Tuesday. So Jack, looking around, all 16 these other clients, it's a great opportunity 17 in inviting them and the clients walk in and 18 see the Louisiana presentation. And then 19 they're just thinking, well, I can do more in 20 Louisiana. So that's kind of an example of 21 the private partnership that can take place. 22 MS. CARTER: 23 That's a great idea. Yeah, if y'all have 24 anybody in Japan, we are hosting a reception. 25 We have a private partner hosting the Page 49

1 reception for us on Tuesday evening. So if 2 there are clients, customers, potential 3 business partners that you have in Japan, let 4 us know, we'd be happy to include them in the 5 Louisiana reception on Tuesday. That was a 6 great idea. 7 CHAIRMAN RUSOVICH: 8 Yeah. Yeah. 9 MS. CARTER: 10 Yeah. 11 MR. NAVARRO: 12 May I follow up something? 13 MS. CARTER: 14 Uh-huh. 15 MR. NAVARRO: 16 Because after the presentation from our 17 rep in Japan, Yamazaki, and Mr. Berg from 18 Australia, I reached out to them to just 19 congratulate them for the great presentation 20 that they made to us. But on the same token, 21 Yamazaki reached out, because I run a 22 multinational Japanese construction firm in 23 Mexico, so we didn't know each other, but we 24 worked separately together. Anyway, so he 25 kind of showed a tremendous interest in Page 50	1 State of Louisiana to reach out to them, I 2 know Harrison and I would think that Paige 3 would support that -- 4 MS. CARTER: 5 Yeah. 6 CHAIRMAN RUSOVICH: 7 -- to reach out to them and see what they 8 can do to assist and guide. They're very 9 supportive and -- 10 MR. NAVARRO: 11 Sure. 12 CHAIRMAN RUSOVICH: 13 -- very good. 14 MR. NAVARRO: 15 Sure. We can offer everything. 16 CHAIRMAN RUSOVICH: 17 Right. Exactly. Thank you. 18 MS. CARTER: 19 Any questions here? The team is doing a 20 great job. I mean, if you look at the 21 numbers, y'all noticed when we reengaged to 22 hire in market representation, it was very key 23 that we had ongoing and active management to 24 ensure that we were getting the deliverables 25 and seeing the return on our investment. And Page 52
1 Japanese firm exporting to Louisiana for 2 bagging, warehousing, and distribution. 3 MS. CARTER: 4 Oh, great. 5 MR. NAVARRO: 6 So I just wanted to share that, all 7 right, and have to follow it up, but Harrison 8 that's something that he showed a tremendous 9 interest. And maybe on this trip, because we 10 communicated, Yamazaki and our rep, and he 11 shows a big, very big interest, all right, of 12 bringing company as well as naturally for us 13 to connect our companies from Louisiana to do 14 business in Japan. And Mr. Berg from 15 Australia as well, not as much interest and 16 demand, but I think that it was very well 17 received that email that I sent to them. 18 CHAIRMAN RUSOVICH: 19 Well, I think, first, it's great as a 20 Board Member that you reached out to them 21 because that makes them feel really part of 22 the team. And I think, secondly, Nestor, that 23 I would believe it's very encouraged if you 24 have an opportunity, a business opportunity 25 for your own business that then helps the Page 51	1 so the amount and the high quality work that 2 they're doing to see the unique thing about 3 the six engaged projects is, typically, 4 they've gone through a pretty strenuous filter 5 before they get to us so we know they're 6 highly viable projects. So it's good to 7 see -- I'd rather have six extremely viable 8 projects than 60 -- 9 CHAIRMAN RUSOVICH: 10 Exactly. 11 MS. CARTER: 12 -- unpleasant experiences. 13 CHAIRMAN RUSOVICH: 14 Great. 15 MS. CARTER: 16 A waste of time. Okay. Well, then 17 Andrew Kilshaw is being confirmed by the 18 Senate right now, so we knew he was going to 19 be a little late. So, Micah, we'll go over to 20 you for the Lower Mississippi River Ports 21 update. 22 MR. CORMIER: 23 Sure. Absolutely. I'm happy to be able 24 to provide this update. Last week, the 25 Louisiana Ports and Waterways Investment Page 53

1 Commission met. We intended to do a full 2 release of the marketing study at that 3 meeting, but given the fact that, you know, 4 there's a lot of distractions, things going on 5 in Baton Rouge right now, we felt attentions 6 at other places, so probably just wait and 7 hold off. So it will be released in pretty 8 short order, but we had Polaris, which was the 9 consultant and Mr. Toomey, Mr. Joe Toomey, 10 who's been leading this, providing updates to 11 the Commission. And I just -- I'm happy to 12 provide that sort of same update. 13 And, obviously, we've got Jay Hardman 14 here as well from the Port of Greater Baton 15 Rouge. This is really something that was led 16 from the executive directors and the 17 commissions of those five ports, something 18 that they put up the money to pay for 19 themselves, recognizing that this is just 20 another step in this coordinated effort 21 between our Lower Mississippi River Ports, 22 following a commodity study that I know you 23 all are familiar with, Doug, that was done by 24 John Martin previously. So this is just 25 really, the five ports really coming and Page 54	1 individual strengths and something to offer 2 for shippers. And a lot of times, I like the 3 example that we just talked about with Air 4 Liquide and Hyundai. This is precisely the 5 reason why the partnership that exists between 6 the Port in Baton Rouge and the Port of South 7 Louisiana, when we sort of stepped up in 8 coming into this place and offer our expertise 9 where the Port of Baton Rouge was doing maybe 10 the land side, we can help on the marine side. 11 Because we recognize that when we do 12 something, even if it's outside of our 13 jurisdictional boundaries, it's going to have 14 an impact. And this is an exact example of 15 that with Air Liquide. 16 And we know there's more to come, as 17 Paige said, with more of the land, but it's 18 exactly that of where is it that I get the 19 first phone call that is asking about 20 containers. Well, I know that's not my port. 21 I'm going to call Kristi App and say that 22 that's suited for the Port of New Orleans and 23 really being able to kind of coordinate and 24 identify where we can all offer to make this 25 integrated system. Page 56
1 really putting pen to paper where we can show 2 that this complex, if you will, is really 3 unmatched when it comes to connectivity, you 4 know, scale, resiliency, all the things that 5 shippers and industry are looking for. And so 6 that's really what the basis of the study was 7 to begin with is recognizing that shippers are 8 now evaluating systems rather than individual 9 ports. 10 So we know we have a lot of competitors 11 in many regions that are offering themselves 12 as sort of that market that's an integrated 13 gateway that they are marketing themselves as. 14 We know we have that too, but I think for a 15 long time, we were telling the message, but it 16 may not have been in that coordinated effort. 17 So we recognize that we needed to kind of put 18 that together and develop what is that message 19 and how do we go out and who are we out there 20 getting it in front of those people. 21 So, first, it was to establish a brand, 22 so like I said, a complex, a Louisiana Ports 23 Complex of those five Mississippi River ports 24 that are from Baton Rouge to the mouth of the 25 River that really each have their own Page 55	1 So it's an aligned message again, 2 flexibility, redundancy, connectivity to 3 inland markets. That's no -- that is 4 unmatched, and so we need to be able to 5 formulate coming up with that aligned message. 6 Then it's coordinating that outreach. So we 7 know that we have these trade missions. We 8 know that we have groups. We know that we 9 have the regional economic development 10 organizations that are out there every day 11 marketing our ports, talking about them. 12 We want to make sure that they have the 13 tools that they need to be able to properly do 14 it not have to go to each individual port to 15 have to ask for those things. It's right 16 there, ready for them to be able to have, 17 especially going to conferences, you know, all 18 those sorts of places. And then it's that 19 real economic development alignment, which I 20 think is critically important and just goes 21 right down the line of exactly where this 22 Board has been going and where LED has gone 23 with this strategic plan to really make sure 24 that we're not disjointed when we're marketing 25 the State of Louisiana, that we're really Page 57

1 doing it as a consorted effort and putting our 2 best foot forward, and then really coming up 3 with the infrastructure. And I know that I 4 won't kind of jump in, but I know that Paige 5 and Jessica are going to talk about it, really 6 the decision for the ports to decide that the 7 best place that this could be housed 8 administratively while the ports themselves 9 are going to govern and fund, 10 administratively, it would be best that it's 11 happening every day, where at this Department, 12 that they're marketing this every day. 13 And so decided not to jump and not mean 14 to -- they're going to talk about it, but I'm 15 really excited that Jessica is going to be 16 helping out in that area because she knows 17 firsthand what the value of these ports are 18 and what the message is. And I think it's 19 going to be great for us talking about us 20 going forward, but really then talking about 21 who are we talking to. We've got to talk to 22 the primary decision makers, really talk about 23 those beneficial cargo owners, the ocean 24 carrier agents, the site selectors. All of 25 those people that need to hear this message, Page 58	1 coastal ports, where you're servicing our oil 2 and gas and our new energy industries, all of 3 the LNG that's happening now, I think it's 4 going to have a much greater impact larger 5 than just our five ports. I think it's going 6 to be the catalyst that, if you will, starts 7 to branch off and really gets all of our port 8 system going. 9 And I know that there's a commitment from 10 the Louisiana Ports and Waterways Commission 11 to not just -- you know, the five ports 12 ourselves decided to go out and do this, but I 13 think that there's going to be a huge benefit 14 that this is just a starting point for the 15 real marketing of the State's entire 16 connectivity, whether it's work by waterways, 17 railroads, interstate systems. There's no one 18 that's -- we're unmatched when it comes to 19 other states. So I'm really excited about it. 20 I think it's great to put into practice. 21 And I know that just, for instance, I'm 22 going to Japan, I'm the port representative. 23 I'm blessed to be able to be the port 24 representative. I'm going out there to 25 promote all of the ports. I'm not going out Page 60
1 we need to go out there in front of them. 2 Because I think that we really have done for a 3 long time of telling this message, but I think 4 it's -- we can approve on targeting where we 5 can go and get it to be heard by the ultimate 6 people that are going to make decisions. 7 And so I'm really excited; one, because I 8 know that it's going to be huge and largely 9 beneficial for our five ports, but I'm really 10 excited for, you know, the rest of the 32 11 ports. Because in my mind, I compare it a lot 12 to tourism for the State of Louisiana and then 13 for international business. You know, it 14 starts in New Orleans and people are going to 15 come to New Orleans, they're going to look to 16 New Orleans. But once they get to New 17 Orleans, they're going to look and they're 18 going to see the opportunities to go in other 19 parts of the State. 20 I see no difference than when people look 21 to ports and they start with the Mississippi 22 River. Then there, especially, with the rail 23 connectivity and the waterways and the 24 interstate highway systems, that it's going to 25 have a benefit for all of the ports. So our Page 59	1 there to just individually promote the Port of 2 South Louisiana. And so this tool is going to 3 be that -- it's going to help in being able to 4 put that forward and provide to some of these 5 folks in the international space that are 6 making these decisions. So I think it's going 7 to be really exciting for us going forward. 8 MS. CARTER: 9 Y'all have done a really remarkable job 10 at identifying whose strengths are what and 11 opportunities are what and then agreeing not 12 to create redundancies, which is huge for us, 13 especially at LED to have one representative 14 in this agreed upon collaboration. When we 15 were at SelectUSA, the Port of New Orleans 16 served that role. Micah is serving that role 17 as we go to Japan. 18 Ultimately, when we go to other markets 19 and we're talking to folks that are unfamiliar 20 with Louisiana, they can't differentiate 21 between the Port of Greater Baton Rouge and 22 the Port of South Louisiana. They don't 23 understand those complexities. It's our job 24 to understand whose best positioned for what 25 and have the humility to do what's best for Page 61

1 the client and what's best for Louisiana. So 2 I applaud all of you for the collaboration 3 there. 4 It's been very rewarding to see it in 5 action, not just in a plan on paper. And then 6 y'all were activating that type of mentality 7 even before this story was published. So 8 congratulations to all of y'all. 9 CHAIRMAN RUSOVICH: 10 Yeah, Micah, I just want to really 11 commend your presentation just now you all and 12 Jay and the whole group have put together here 13 because we just want to -- one moment 14 finishing up talking, but I claim historian 15 here again, just going back, you know, for 16 decades, the Ports of Lower Mississippi have 17 fought, I mean let's be honest, and there was 18 competition. There was -- it's always -- 19 there can be friendly competition, but there 20 was an almost antagonist environment. They 21 were not -- they were working in silos. They 22 weren't working cohesively and 23 collaboratively. 24 And so now, this is real music to the 25 ears. And to be able to have a marketing Page 62	1 And I really, finally, I applaud Governor 2 Landry because he saw this. And having 3 initiated LPWIC, and it was really LPWIC that 4 led to where you all have gone. And then I 5 applaud Joe Toomey's leadership with them as 6 well. Thank you, Micah, that was great. 7 MR. CORMIER: 8 Thank you. 9 MR. JENSEN: 10 And just to reflect on what Micah said, 11 we're looking forward to the marketing effort 12 that LED is going to do. We're glad to have 13 Jessica. We just have to get up to speed and 14 we are all onboard. 15 MR. HARDMAN: 16 We think we're heading in a good 17 direction. 18 CHAIRMAN RUSOVICH: 19 Well, same with you. You're like me. 20 It's a really great decision. 21 MR. HARDMAN: 22 I was thinking about that the other day 23 and it's been a while. 24 CHAIRMAN RUSOVICH: 25 It really has. Page 64
1 effort where you're putting the strengths 2 together of the complex, right, is really 3 excellent. And one other thing on that, I 4 remember when I was chair of the Port of New 5 Orleans, I went to Japan. That was about ten 6 years ago, eight or ten years ago, and we had 7 just gone in to call on a major client, handed 8 them a business card, and they were confused. 9 They studied my business card for the Port and 10 said, oh, well, the Port of Plaquemine was 11 just here last week. 12 MS. CARTER: 13 Yeah. 14 CHAIRMAN RUSOVICH: 15 And so then it, immediately, yeah. So to 16 be able to have like in your case, you're 17 going to represent the State of Louisiana, 18 Port of New Orleans representative at a recent 19 event. So the designated one person to then 20 speak with one voice is really tremendous. 21 It's very similar to what sort of, I think, 22 you know, this Board is then encompassing in 23 terms of speaking with one voice on FDI and 24 global trade. And then having you do it on 25 the Ports, it's just terrific. Page 63	1 MR. CORMIER: 2 I'm the rookie. 3 CHAIRMAN RUSOVICH: 4 Yeah, great report. Yeah. Thank you. 5 MR. NAVARRO: 6 May I follow up, Micah? Great. You 7 mentioned that somebody called you, for 8 example, about naturally, you know, the 9 container, but what you just talked about was 10 multimodal system. 11 MR. CORMIER: 12 Uh-huh. 13 MR. NAVARRO: 14 Now, do we have any system within the 15 lower draft ports, for example, right here or 16 a 16-foot draft that is any barge, can -- any 17 can be done by barge service from any one of 18 the lower draft ports to the Port of New 19 Orleans? Because that -- that -- you know, I 20 tried to do some business with them many years 21 ago with the Port of -- 22 CHAIRMAN RUSOVICH: 23 Well, Nestor, he's got a very viable 24 container on barge operation going from Baton 25 Rouge down to New Orleans. Page 65

1 MR. HARDMAN: 2 Well, Greg, to kind of elaborate a little 3 bit on what Jack said, we've been struggling 4 with that. The passage of the vessels out of 5 New Orleans, that was a lot of the business 6 was going out was on CMA vessels. 7 CHAIRMAN RUSOVICH: 8 Yeah. 9 MR. HARDMAN: 10 So that's getting rerouted. 11 CHAIRMAN RUSOVICH: 12 That's not good. 13 MR. HARDMAN: 14 We continue to try, you know, but it's 15 nothing to do -- 16 CHAIRMAN RUSOVICH: 17 Yeah. 18 MR. HARDMAN: 19 Just keep getting back up and keep giving 20 us another shot in that regard. 21 MR. NAVARRO: 22 It's a struggle. I don't think it came 23 to fruition. I tried to do business with them 24 about 10 years ago. 25 (MULTIPLE SPEAKER SPEAKING) Page 66	1 the State and a lot connectivity within here. 2 MR. NAVARRO: 3 Yeah. 4 MR. CORMIER: 5 I know, obviously, the Department of Ag 6 is very familiar with that. 7 MR. NAVARRO: 8 Yeah. 9 MR. CORMIER: 10 So whatever ways -- we've offered in 11 whatever ways of support. Because a lot of 12 times, people don't realize, the Port can be 13 that public -- private partner for, you know 14 helping to improve facilities, whether it be 15 Bunge, whether it be ADM. Sometimes they're 16 tenants, sometimes they're not. There are 17 opportunities and real grand opportunities and 18 funding opportunities that are possible that 19 are made for that specific reason utilizing 20 the Port as an economic development 21 organization to be able to increase, you know, 22 cargo and job creation. And we are at the 23 forefront talking to our industry partners 24 every day about whatever we can do to be that 25 partner. Page 68
1 MR. NAVARRO: 2 And the small ports that, for example, 3 have some people with soybeans and corn from, 4 you know, more than a 150-mile radius from 5 trucking is too expensive. 6 MR. CORMIER: 7 Absolutely. That's right. 8 MR. NAVARRO: 9 So maybe, you know, the barrier area, you 10 have sort of the farmers that they want to, 11 you know, bring a container of rice and could 12 be back at the Port of New Orleans and ship. 13 It's just a suggestion. 14 MR. CORMIER: 15 No, no, no. I -- 16 MR. NAVARRO: 17 You're doing a wonderful job. 18 MR. CORMIER: 19 I've had some discussions with, I mean, 20 as y'all know, we have seven of the nine grain 21 elevators, so I've had some discussions about 22 that of how we can really utilize that 23 integrated system, not just -- I mean we know 24 that we have grain coming from the Midwest, 25 but we also have commodities that are here in Page 67	1 MR. HARDMAN: 2 Yeah, we're going to follow it up. 3 MR. CORMIER: 4 Absolutely. 5 MR. NAVARRO: 6 Thank you, Micah. 7 CHAIRMAN RUSOVICH: 8 Micah, great presentation. 9 MR. CORMIER: 10 Thank you. 11 CHAIRMAN RUSOVICH: 12 Good. 13 MR. NAVARRO: 14 Yes. 15 CHAIRMAN RUSOVICH: 16 Very good overall. 17 MS. CARTER: 18 And Senator Romero and I, we're going to 19 do our best to pinch hit for Andrew. Andrew 20 Kilshaw, the Commissioner of Multimodal, he's 21 being confirmed by the Senate right now. And, 22 apparently, they are four bills behind and 23 haven't even started senate confirmation. So 24 he was supposed to be here at 10:30, and he 25 may not be here at all. Page 69

1 So quick update on the Ports and 2 Waterways Investment Commission, what you call 3 LPWIC. I refuse to use that word. So we 4 re-kicked off the Ports and Waterways 5 Investment Commission. We have -- 6 CHAIRMAN RUSOVICH: 7 How long have they been re-branded? 8 MS. CARTER: 9 I didn't pick that brand. Louisiana 10 Global Connect, you see how great that was. 11 CHAIRMAN RUSOVICH: 12 Yeah, that's good. 13 MS. CARTER: 14 So Ports and Waterways Investment 15 Commission, we met last week. We've had a 16 restructure. Julia Cormier, now Executive 17 Director and President for the Port of South 18 Louisiana is the current chair, and the 19 newly-appointed chair with Andrew Kilshaw as 20 the co-chair. We had some new members join 21 the Board -- or the Commission and some fall 22 off. 23 We had a great report out from the Lower 24 Mississippi River Ports. That is one of the 25 multiple working groups that's structured as Page 70	1 Funding source, yeah. 2 MR. ROMERO: 3 And that's a tremendous step in the right 4 direction. 5 MS. CARTER: 6 Huge. 7 CHAIRMAN RUSOVICH: 8 Do you know what that amount -- 9 MS. CARTER: 10 So our -- 11 MR. ROMERO: 12 It's going to allow us to expand. In 13 fact, I had maxed out on the Port of Iberia on 14 what I could apply for. I utilized my maximum 15 amount, and I couldn't reapply until 2027. 16 Because of what Andrew's involvement did, I 17 can apply right now and start getting funding 18 on new projects. And it's instrumental, it's 19 not a whole lot. But it's instead of 5,000 20 per year, I think it's up to 7500 per year, 21 75 -- 7.5 million. 22 MS. CARTER: 23 Million, yeah. 24 MR. ROMERO: 25 So it's going to help us a lot because Page 72
1 part of the Ports and Waterways Investment 2 Commission. We had one on safety report out. 3 We also had a transition there. And the good 4 thing is, the Lower Mississippi River Ports 5 really seems to be the working group that has 6 made it the furthest, along with like real 7 deliverables in a study that's being published 8 and, you know, their integration within our 9 Board here, but there's also a couple of 10 other. You know, we've got new sensors coming 11 up on the bridges up and down the Mississippi. 12 That's a huge element for our pilots and for 13 our cargo. 14 What am I missing, Craig? 15 MR. ROMERO: 16 Well, one of the best things is Andrew 17 mentioned that he has gotten the legislature 18 to increase the amount of money in the port 19 priority program -- 20 MS. CARTER: 21 Port priority program, yes. 22 MR. ROMERO: 23 -- which is our main financial source for 24 all our infrastructure. 25 MS. CARTER: Page 71	1 we've got a need. We've got a lot of needs 2 where we're at. 3 CHAIRMAN RUSOVICH: 4 That's great. 5 MS. CARTER: 6 Y'all missed it. We announced a 500-job 7 expansion at the Port of Iberia with Craig and 8 Turner Industries to do nuclear fabrication 9 and modular fabrication and manufacturing. 10 And so we've got a lot going on in Craig's 11 part of the world too. 12 CHAIRMAN RUSOVICH: 13 Great. 14 MS. CARTER: 15 So we've got updates on funding, but 16 Andrew will be here at the next meeting to 17 give an update. We'll consistently keep this 18 up. Again, as we restructure the Board, the 19 goal is for it to become collaborative and 20 engaged throughout the Board and not LED and 21 the chairman doing all the reports. So you'll 22 kind of start to see that matriculation here. 23 Okay. International Missions. So 24 executed so far, as Mandy mentioned, CERAWEEK, 25 truly a remarkable event. And so if you don't Page 73

1 know what CERAWeek, this is the largest energy 2 conference in North America. It brings 3 together executives from all over the world, 4 government and private, decision makers in one 5 place in Houston. 6 Two years ago, we did our first pilot. 7 It was really, what we call, the Louisiana 8 House. This last year in March, we did that 9 again. We had Governor Landry join us as 10 well. Governor Landry did launch the 11 Louisiana nuclear framework alongside 12 Secretary Wright, and we did that Monday night 13 at a private reception. And, truly, the 14 entire week of CERAWeek, you couldn't go into 15 a single room, walk into a single meeting 16 space without somebody acknowledging, oh, 17 you're from Louisiana; y'all really are -- 18 you're doing it right; what's going on there. 19 It was really just a remarkable week. 20 The amounts of high quality leads and 21 opportunities that we were able to take from 22 that conference directly into our pipeline, in 23 particular, around the new subsector, we're 24 focusing on with nuclear, really, it's 25 immeasurable. You'll see in your booklet, you Page 74	1 drew a lot of attention to our State. And to 2 me, it opened up the eyes about what more is 3 Louisiana capable of doing. 4 And so it was a phenomenal show this year 5 as it was last, but you could really feel like 6 this palpable sense of, okay, Louisiana is in 7 the room. Louisiana is in the building. The 8 Governor is here. Secretary -- Energy -- 9 Department of Conservation and Energy 10 Secretary was physically present with Paige 11 having meetings, opening doors for the rest of 12 us EDOs around the State to have those 13 opportunities to be able to compete in this 14 space. 15 And so, you know, again, LED right now is 16 firing on all cylinders and making sure that 17 all corners of the State have an opportunity 18 to participate, including the rural parts of 19 our State, including medium and small size 20 communities that may not have a big ginormous 21 port, but we play a role in the supply chain. 22 And as a result, I can say, we're talking to 23 somebody in the nuclear supply chain in little 24 ole Lafayette in our area. 25 Aerospace is another example; although, I Page 76
1 have a CERAWeek briefing. 2 One of the unique things about CERAWeek 3 is we take an All-of-Louisiana Approach. So 4 Scott and his team, a lot of our regionals are 5 there. You never see LED's brand on anything. 6 It is all Team Louisiana, Louisiana -- the 7 future of energy in Louisiana and truly the 8 showing, I think we had 60 or so, team members 9 across Team Louisiana was remarkable. And the 10 lovely thing is you have an expert to speak on 11 anything and everything across the team while 12 we're there. 13 So Micah, Scott, Mandy, I know there was 14 a handful of you all that were there with us 15 if you want to add anything. 16 MS. MITCHELL: 17 I'll just say, it was a really all 18 corners of the State that was touched. Any 19 part of the energy industry and the supply and 20 the related supply chains were front and 21 center and present and representing the State 22 very well. Fuel -- fuel being there, future 23 energy Louisiana, the nuclear target industry 24 strategy being unveiled there in a big way. 25 The Governor and the U.S. Secretary of Energy Page 75	1 know that's not necessarily what CERAWeek is 2 about. And so it's been great. It's been 3 great to see the new strategy at play. But I 4 will say, you know, we have really made our 5 presence known at CERAWeek yet again this 6 year. So just something for everybody in this 7 room to be proud of that we are being taken 8 very seriously. 9 CHAIRMAN RUSOVICH: 10 Yeah. 11 MS. MITCHELL: 12 I think we have our neighboring states 13 kind of shaking in their boots too when they 14 see that we're present. I actually had 15 someone walk into the Louisiana House and say, 16 my, like a state has a house or a pavilion. 17 Because what you would mostly see -- okay, 18 yes, Texas, but then you would see the others 19 are like private companies out there trying to 20 get business, and so that caught a lot of 21 people's attention. And then LED, it wasn't 22 just economic development people, it was 23 private sector people from industry sharing in 24 that space as well. So it was very well 25 activated. Page 77

1 CHAIRMAN RUSOVICH: 2 Yeah. And I just want to add that I 3 thought too, Mandy, that the senior level at 4 the event is always impressive. I mean you 5 have really high-ranking officials from 6 companies there. It's not meeting much -- 7 it's really the highest senior level 8 executive. 9 And then one last thing is, you have a 10 private -- you had good private sector 11 participation there too. At many of the 12 events, I saw Gray Stream there. 13 MS. MITCHELL: 14 Yeah. 15 CHAIRMAN RUSOVICH: 16 You know, I was there when you had good 17 sort of private sector. 18 MS. MITCHELL: 19 Oh, yes. 20 CHAIRMAN RUSOVICH: 21 So I would encourage you all next year to 22 definitely get it on your itinerary because 23 it's a really good -- I know you meant to be 24 there, Mike, but I think it's a really good 25 event to be there from that perspective. Page 78	1 players in the industry were there that you 2 recognize that that's one of the things. So 3 thank you for that. 4 MS. CARTER: 5 Yeah. And that's of the things is like 6 we really put our stake in the ground. So we 7 had a private reception for the Governor and 8 Secretary Wright that was targeted to be at 9 about 70 people and it ended up being about 10 120, so that was great. And, you know, the 11 two of them really got to walk around the 12 entire room and have pointed conversations 13 where me or the Secretary said, this is so and 14 so, they're doing X, Y and Z, or exploring X, 15 Y, and Z. So they got a meaningful engagement 16 with the Governor and with Secretary Wright 17 because of how we curated that and then 18 transitioned to a larger reception that was 19 500 plus people. And Secretary Wright stood 20 on the stage with the Governor announcing the 21 nuclear strategy. So really a remarkable 22 start to a very impactful week. 23 One of the things, I think Charles and 24 the Exxon team, we also were able to do a site 25 visit to Exxon's headquarters that was Page 80
1 And you weren't there, were you, Tim? 2 MR. POCHE: 3 It's a good one for next year. 4 MR. WALKER: 5 I'd just like to commend the team for 6 that reception. We had an executive who 7 needed to be there to speak with Secretary 8 Wright. And the LED team reacted immediately 9 and was able to get that person in the room. 10 And I'll tell you when he was there, he looked 11 at me and he said, I should have been here 12 anyway. So he had a little FOMO. I didn't 13 realize this was going on. 14 MS. CARTER: 15 Nice. 16 MR. WALKER: 17 He said, I didn't realize this was going 18 on. 19 CHAIRMAN RUSOVICH: 20 Yeah. 21 MS. CARTER: 22 Right. 23 MR. WALKER: 24 So he recognized it was a big deal. I 25 think it was so well done and so many power Page 79	1 hyper-focused on CCUS information, so really 2 went a long way with police jurors and public 3 service officials that are at the local 4 municipal level was a huge component for us to 5 be able to do that mid-session before 6 yesterday having a bunch of CCUS bills that 7 were heard. So we had local elected 8 officials, statewide officials, and then also 9 our statewide delegation was invited to that 10 too. So thank you, Charles, for opening up 11 the doors to headquarters too. 12 MR. DABADIE: 13 Sure. 14 MR. CRABTREE: 15 I just wanted to -- 16 MS. CARTER: 17 Yeah. 18 MR. CRABTREE: 19 To Mandy's point about the excitement, I 20 promise you I'm not making this up, there were 21 witnesses, the Port of Corpus Christi came in 22 and was talking to us and said, can we be 23 involved next year? 24 (MULTIPLE SPEAKERS SPEAKING) 25 MR. CRABTREE: Page 81

1 So I think when you have the bigger in 2 Texas coming to us and saying, can we do that, 3 I am not making that up. So I just found that 4 as that's a good -- 5 MS. CARTER: 6 Yeah. 7 MR. CORMIER: 8 And, again, a compliment to the people in 9 the room and why I would encourage people to 10 attend because it's not -- I think the 11 surprising part of having state representation 12 and then people walk in and realize the kind 13 of people that were in the room. When I 14 literally had someone walk in and like, what's 15 all this going on? I said, well, that's the 16 Governor right there. Shocked. Shocked that 17 we had, like, the Governor sitting right 18 there. 19 MS. CARTER: 20 Right. 21 MR. CORMIER: 22 And then, subsequently another time just 23 somebody, you know, coming around going 24 visiting the booths, I told them about -- I 25 can't even remember who the executive was, but Page 82	1 The last thing that I'll add is that it 2 is also a goal of mine for technical 3 information exchange and trend information. 4 So there were several sessions on the 5 applicability of AI and energy. And so, you 6 know, one would say, why does an economic 7 developer care about that? 8 If we're trying to grow our region, we 9 need to stay cutting edge as well and 10 understand where industry is going or help 11 pull our own industry along. And so the 12 information exchange there was also really 13 great to be able to be there. And it is 14 expensive when your organization doesn't have 15 deep pockets to pay the registration. But 16 when you can piggyback, when LED does this 17 massive pavilion, it is, again, yet another 18 way that Governor Landry, in my opinion, is 19 sticking to his commitment at the very 20 beginning before he even took office, he said, 21 this whole state is going to come along on 22 this economic renaissance. 23 So that's another piece that if you're on 24 the fence about going, if you're adjacent to, 25 you know, the energy industry, you need to be Page 84
1 they were asking about specific industry. And 2 I said, well, that's the CEO right there. 3 They immediately went and got their CEO to 4 come and connect. So that's how those things 5 happen is by not just being, you know, a 6 presence but being a force -- 7 MS. CARTER: 8 Yeah. 9 MR. CORMIER: 10 -- and to really turn the tide and get 11 some attention. 12 MS. CARTER: 13 And the State at LED, we do a large 14 sponsorship for CERAWEEK, and so it allows our 15 partners to participate. It's one of the most 16 costly conferences arguably in North America. 17 So it allows our partners like y'all to 18 participate at a highly-reduced level because 19 of the partnership that LED executes. 20 And this year, we did execute a two-year 21 agreement. So we'll be going next year. And 22 I plan to extend that for another two years 23 because of the lucrative nature of that 24 engagement. 25 MS. MITCHELL: Page 83	1 there just because of the technical aspects as 2 well. 3 CHAIRMAN RUSOVICH: 4 Agree. 5 MS. CARTER: 6 Okay. So I'm going to carry on. 7 SelectUSA, like I mentioned, we're working 8 through the data right now. We anticipate at 9 least about, I'd say, ten real projects that 10 will matriculate from idea and lead into a 11 viable project into our pipeline. In our next 12 meeting, you'll get a summary briefing on that 13 visit. 14 Again, we had a phenomenal booth. It was 15 hard to even get a spot in our booth from time 16 to time. We highlighted Jambalaya Girl, who 17 makes boxed Jambalaya. It's a local New 18 Orleans entrepreneur. And so every year, we 19 have a real commitment to highlighting a local 20 entrepreneur around food and spirits. So we 21 have her and Abita Beer that we were serving, 22 and it was hard to find a spot in the 23 pavilion. 24 Anybody want to add? I know we had a 25 handful of y'all with us. Page 85

1 MS. MITCHELL: 2 And for those who aren't familiar with 3 SelectUSA, because of our commerce, basically 4 invites and vets international companies that 5 are looking to export to the U.S., but also 6 looking to do FDI. And so it is like a 7 reverse trade, international trade mission and 8 it is a phenomenal show, always in Maryland, 9 in Baltimore, Maryland. And so, you know, for 10 us, I mean I know we had left away with two 11 viable leads, possibly a third of, you know, 12 these companies looking to come. 13 MS. CARTER: 14 Yeah. 15 MS. MITCHELL: 16 And it's really across the globe where 17 they're represented from. It's a good show. 18 MS. CARTER: 19 It is. You want to add anything? 20 MR. CAUSEY: 21 Yeah, I'll just say very well done again. 22 FDI is a focus for us at HGA, and we also had 23 a couple of leads out of that and being able 24 to leverage the connection with the very 25 prominent booth was also impressive. Page 86	1 Stampede. Dustin Davidson, Secretary of 2 Conservation and Energy will be the lead for 3 us on both the trip to Japan and the July trip 4 to Calgary. So, again, it shows the 5 integration of this administration between LED 6 and our executive branch colleagues. 7 We have the Air Show coming up in 8 Farnborough in July. We will have -- right 9 now, we have opted to postpone our ADIPEC 2026 10 investment due to the GO politics and current 11 stuff going on in the world, so we will not 12 take the delegation to Abu Dhabi later in 13 2026. We are actually exploring a pivot to 14 bring a similar group to Gastech in Thailand, 15 so a very similar function, a very similar 16 trip. It's put on by DMG. 17 DMG will also be doing -- what is missing 18 here that week -- the Americas LNG Summit will 19 be in Lake Charles later this year. I think 20 that's in October as well. So what we're 21 looking to do is potentially highlight our 22 companies and take that similar approach that 23 we do with ADIPEC at both Gastech in Thailand 24 and then also down the street in Lake Charles 25 at the Americas LNG Summit later this year. Page 88
1 MS. CARTER: 2 We'll be there next year. Hopefully, 3 more people will join. 4 MR. NAVARRO: 5 I'm in next year. 6 MS. CARTER: 7 You're in? 8 MR. NAVARRO: 9 Yeah. 10 MS. CARTER: 11 Yeah, we'll send all of that around. So 12 looking into 2026 right here, the remainder of 13 the calendar year, of course, a large group of 14 us, some of the delegation actually started 15 leaving, departing today, but most of us will 16 leave on Friday. We have the Japan mission 17 trip that will take place all of next week 18 with a combination of lead development, 19 stewardship of existing projects in our 20 pipeline, and existing businesses that we're 21 hoping to retain and continue to expand that 22 are headquartered in Japan. 23 We have a group going to the global 24 energy show in Canada in June. And then, in 25 June and then in July also to the Calgary Page 87	1 We will also have both a business 2 development trade mission coupled with the 3 Saints game in France, specifically the game 4 in Paris, in late October as well, so kind of 5 gives you the run of show. Any interests and 6 more information on any of these, you know to 7 reach out and we'll make sure that you have 8 everything that you need. 9 MS. MITCHELL: 10 Really quickly on ADIPEC, were we able to 11 protect our -- 12 MS. CARTER: 13 Our investment? 14 MS. MITCHELL: 15 -- our investment and our spot in the USA 16 pavilion? 17 MS. CARTER: 18 We don't know yet. 19 MS. MITCHELL: 20 Okay. 21 MS. CARTER: 22 So we had to make the executive decision. 23 They put a pretty firm deadline on us that we 24 would have a fee incurred no matter what if we 25 didn't make a decision by May 1st, and I did Page 89

1 not have the comfort sending a group over that 2 I felt responsible for. 3 MS. MITCHELL: 4 Yeah. Yeah, I just meant like for future 5 years, so that on the USA pavilion -- 6 MS. CARTER: 7 Yeah. 8 MS. MITCHELL: 9 -- it is still is protected. 10 MS. CARTER: 11 We have asked and we are asking for the 12 investment. We've already put money into it. 13 We have to put a down payment essentially 14 that's, you know, not inexpensive for any of 15 these conferences. 16 MS. MITCHELL: 17 Yeah. 18 MS. CARTER: 19 We're asking for that to be transferred 20 into 2027. 21 MS. MITCHELL: 22 Okay. 23 MS. CARTER: 24 So that we don't lose our placement and 25 the prevalence of that placement along with Page 90	1 MS. CARTER: 2 Yeah. 3 MS. MITCHELL: 4 -- at the USA pavilion. 5 MS. CARTER: 6 Yeah, we're negotiating all of that right 7 now. 8 MS. MITCHELL: 9 Cool. 10 MS. CARTER: 11 So we're coming. All right. 12 Planned meetings. Like we said, we have 13 a commitment to y'all that you have line of 14 sight for scheduling and nothing, hopefully, 15 pops up last minute unlike the last Board 16 meeting. So you have your remaining two 17 meetings August 19th and then November 18th 18 for 2026. And then the proposed 2027 dates 19 are in your pamphlet and also on the screen. 20 And if you will confirm these, so if you all 21 can take a look let us know if any of these 22 stand out and won't work for any particular 23 reason for 2027, but we would like to go ahead 24 and confirm those so everybody has line of 25 sight and can schedule appropriately to be Page 92
1 the investment we've already made. 2 MS. MITCHELL: 3 Yeah. 4 MS. STELLY: 5 We're in like the best spot. 6 MS. CARTER: 7 Yeah. 8 MS. MITCHELL: 9 We're in one of the best spots and our 10 booth won best in show last year at the USA 11 Pavilion. 12 MS. CARTER: 13 Best in show, yeah. 14 MS. MITCHELL: 15 And more importantly, most importantly, 16 our exporters from here, it is a phenomenal 17 and one of the best and most productive shows 18 for them. 19 MS. CARTER: 20 Right. 21 MS. MITCHELL: 22 So, yes, GO politics rule the day and 23 safety, but I would, hopefully, for the out 24 years, that we still get to have that really 25 good place -- Page 91	1 here in Baton Rouge for these. 2 CHAIRMAN RUSOVICH: 3 Is that in the packet? 4 MS. STELLY: 5 Yes. 6 CHAIRMAN RUSOVICH: 7 It is? 8 MS. CARTER: 9 Yes. It's before the presentation. 10 CHAIRMAN RUSOVICH: 11 Okay. 12 MS. CARTER: 13 Yeah, it's the presentation details. 14 MS. STELLY: 15 Yeah. 16 MS. CARTER: 17 In terms of working groups, you heard 18 from the team. We're really trying to iron 19 out, like we have the ag and the ports and 20 logistics starting to mobilize, what you are 21 interested in. And also, if you don't have a 22 lot of time to be actively participating in 23 something outside of your very important day 24 job, we understand that as well. 25 Ultimately, we want this service Page 93

1 opportunity to be what you make it, what 2 you're interested in it being. So please let 3 us know and we'll start to mobilize the 4 working groups hopefully between now and our 5 next meeting. 6 CHAIRMAN RUSOVICH: 7 Yeah. Thank you all very much. Do we -- 8 are there any public comments? Anything? 9 MR. WALKER: 10 I'd just like to make an announcement. 11 CHAIRMAN RUSOVICH: 12 Or any Board members? Yeah. 13 MR. WALKER: 14 Sorry. So we are partnering with LABI 15 and Better Louisiana to create a policy 16 conference at LegisGator for this year. So 17 LegisGator is our recognition of our 18 legislators across the State in Southwest 19 Louisiana. And we're launching -- we're 20 growing the event with partnerships to really 21 be the focus of, where are we going as a state 22 and how do we get there? 23 So there will be three tracts at the 24 policy conference; energy, workforce and 25 education, and community development. And Page 94	1 MS. CARTER: 2 Uh-huh. 3 MS. STELLY: 4 Who should we contact? 5 MS. CARTER: 6 Harrison. 7 MR. CRABTREE: 8 Just reach out to me and I'll send you 9 the invite. 10 MS. STELLY: 11 Okay. 12 CHAIRMAN RUSOVICH: 13 He sent me the invite this morning and 14 I'll forward it out later. 15 MR. CRABTREE: 16 It's in Japanese, so I'll translate. 17 MS. STELLY: 18 Okay. 19 MS. CARTER: 20 We have an English version, but we 21 actually have everything translated. For like 22 the team that's going all have Japanese 23 business cards that we had made. 24 MS. STELLY: 25 That's awesome. Page 96
1 that will be on August 19th, the 20th, and the 2 21st. 3 We'll end the conference with the 4 LegisGator luncheon and where we recognize our 5 legislators for the great work that they've 6 done. So please put that on your calenders 7 and attend. 8 CHAIRMAN RUSOVICH: 9 Thank you, Scott. 10 MR. WALKER: 11 Thank you. 12 CHAIRMAN RUSOVICH: 13 Any other Board comments? 14 MS. STELLY: 15 I have a question. 16 CHAIRMAN RUSOVICH: 17 Go ahead. 18 MS. STELLY: 19 If we have -- like, I have a really good 20 customer in Japan and you had mentioned 21 potentially -- actually, they're a 22 distributor. They make an oil treatment that 23 goes in all of the cars in Japan. And you had 24 mentioned that potentially they could go to 25 the reception. Page 95	1 MS. CARTER: 2 So even like to the point about different 3 ports coming, everybody has the same business 4 card as a team -- 5 MS. STELLY: 6 That's awesome. 7 MS. CARTER: 8 -- with their own logos on it, yeah. 9 MS. STELLY: 10 Branding is so important. 11 CHAIRMAN RUSOVICH: 12 Perfect. 13 MS. CARTER: 14 Uh-huh. Yeah. 15 CHAIRMAN RUSOVICH: 16 But, no, I really encourage that because 17 I'm already inviting several of our clients to 18 go to see them and, you know, go to the event. 19 MS. STELLY: 20 Okay. 21 CHAIRMAN RUSOVICH: 22 And it's great work. Okay. 23 MS. STELLY: 24 Awesome. That will be great. 25 CHAIRMAN RUSOVICH: Page 97

1 All right. Any other Board member have 2 any remarks? 3 Any public comment? 4 Okay. Well, we'll adjourn. Thank you 5 all very much for coming. I hope you enjoyed 6 the meeting and we'll see you at the next one. 7 Thank you. Motion to adjourn? 8 MS. CARTER: 9 I'll second. 10 (WHEREUPON, THE MEETING ADJOURNED.) 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 Page 98	1 This certification is valid only for a 2 transcript accompanied by my handwritten or digital 3 signature and the image of my State-authorized seal 4 on this page. 5 Signed: 6 7 KELLY J. DOMIANO, CCR 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 Page 100
1 REPORTER'S CERTIFICATE 2 I, KELLY J. DOMIANO, a Certified Court 3 Reporter, Certificate #23035, in good standing with 4 the State of Louisiana, as the officer before whom 5 this meeting was taken, do hereby certify that the 6 foregoing 98 pages; 7 That this testimony was reported by me in 8 stenographic machine shorthand by Computer-Aided 9 Transcription, transcribed by me or under my 10 personal direction and supervision, and is a true 11 and correct transcript to the best of my ability 12 and understanding; 13 That the transcript has been prepared in 14 compliance with transcript format guidelines 15 required by statute or by rules of the Board, that 16 I have acted in compliance with the prohibition on 17 contractual relationships, as defined by Louisiana 18 Code of Civil Procedure Article 1434 and in rules 19 and advisory opinions of the Board; that I am not 20 of counsel nor related to any person participating 21 in this cause and am in no way interested in the 22 outcome of this event. 23 24 25 Page 99	

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