

STATE OF LOUISIANA
LOUISIANA ECONOMIC DEVELOPMENT
LOUISIANA BOARD OF INTERNATIONAL COMMERCE MEETING
BEING HELD ON WEDNESDAY, AUGUST 20, 2025
AT THE BATON ROUGE AREA CHAMBER
564 LAUREL STREET
BATON ROUGE, LOUISIANA

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

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1	I N D E X	1	INDIA BELLARD
2	PAGE	2	HARRISON CRABTREE
3	CAPTION	3	JEANET CAZENAVE
4	APPEARANCES	4	QUINCY MOUTON
5	PROCEEDINGS	5	JOHN HENRY JACKSON
6	REPORTER'S CERTIFICATE	130-131	SCOTT WALKER
7			ERNIE BROUSSARD
8			PAUL MOSES
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22			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	2	CHAIRMAN RUSOVICH:
3	PAIGE CARTER, REPRESENTING SECRETARY SUSAN	3	Thank you all very much for joining us
4	BONNETT BOURGEOIS	4	today. Really appreciate you coming. And
5	MATT GRESHAM, ON BEHALF OF BETH BRANCH	5	we're going to start with Jeanet doing the
6	KRISTI APP	6	roll call. I'll call the meeting to order.
7	KEVIN MELTON	7	So, Jeanet, can you do our roll call,
8	DON SANDERS	8	please?
9	BRENDA STELLY (ABSENT)	9	MS. CAZENAVE:
10	NICHOLAS COLE, REPRESENTING MICHAEL STRAIN (ABSENT)	10	Yes. Please respond present when your
11	A. JAY HARDMAN	11	name is called.
12	DOUGLAS BOURGEOIS, (ABSENT)	12	Kristi App?
13	MANDI MITCHELL	13	MS. APP:
14	TOM SPIERS	14	Present.
15	NESTOR NAVARRO	15	MS. CAZENAVE:
16	JULIA CORMIER	16	Doug Bourgeois?
17	MICAH CORMIER	17	(No response.)
18	KATE MACARTHUR (ABSENT)	18	MS. CAZENAVE:
19	JERRY LEBOLD	19	Beth Branch?
20	ED JIMINEZ	20	MR. GRESHAM:
21	CHARLES DABADIE	21	Matt Gresham sitting in for her.
22	APPEARANCES CONTINUED:	22	MS. CAZENAVE:
23	MANDY MOORE	23	Paige Carter?
24	CHRIS STELLY	24	MS. CARTER:
25	JASON LANCLOS	25	Present.
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1 MS. CAZENAVE:
2 Nicholas Cole?
3 (No response.)
4 MS. CAZENAVE:
5 Charles Dabadie?
6 MR. DABADIE:
7 Present.
8 MS. CAZENAVE:
9 Julia Fisher Cormier?
10 MS. CORMIER:
11 Present.
12 MS. CAZENAVE:
13 Jay Hardman?
14 MR. HARDMAN:
15 Present.
16 MS. CAZENAVE:
17 Ed Jiminez?
18 MR. JIMINEZ:
19 Present.
20 MS. CAZENAVE:
21 Jerry Lebold?
22 MR. LEBOLD:
23 Present.
24 MS. CAZENAVE:
25 Kate MacArthur?

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1 (No response.)
2 MS. CAZENAVE:
3 Micah Cormier?
4 MR. CORMIER:
5 Present.
6 MS. CAZENAVE:
7 Kevin Melton?
8 MR. MELTON:
9 Here.
10 MS. CAZENAVE:
11 Mandi Mitchell?
12 MS. MITCHELL:
13 Present.
14 MS. CAZENAVE:
15 Nestor Navarro?
16 MR. NAVARRO:
17 Present.
18 MS. CAZENAVE:
19 Gregory Rusovich?
20 CHAIRMAN RUSOVICH:
21 Present.
22 MS. CAZENAVE:
23 Don Sanders?
24 MR. SANDERS:
25 Present.

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1 MS. CAZENAVE:
2 Tom Spiers?
3 MR. SPIERS:
4 Present.
5 MS. CAZENAVE:
6 Brenda Stelly?
7 (No response.)
8 That's everyone.
9 CHAIRMAN RUSOVICH:
10 Thank you very much, Jeanet. I would
11 like to ask for a call to approve the minutes
12 from the last Board meeting. Do I have a
13 motion to approve the minutes?
14 MR. MELTON:
15 Motion.
16 CHAIRMAN RUSOVICH:
17 Motion. Do we have a second?
18 (SECOND BY SEVERAL MEMBERS)
19 CHAIRMAN RUSOVICH:
20 We have a second. Do we have any
21 discussion on those minutes?
22 Okay. All in favor of approving the
23 Board minutes, say aye.
24 ALL:
25 Aye.

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1 CHAIRMAN RUSOVICH:
2 Any opposed?
3 Okay. Board minutes passed.
4 I'm just going to make a couple of
5 comments before we move on. I would like to
6 ask for another motion after my comments. I
7 know Julia has another commitment that she
8 must get to and we really wanted to hear from
9 Julia on the lower Mississippi collaboration
10 and Lake Charles collaboration, and they've
11 been going through and their strategic
12 planning process. And it's great to see the
13 ports collaborate so well together.
14 But anyway, I'd like to have a motion to
15 change the -- move Julia up on the agenda to
16 follow my remarks. Can I have a motion for
17 that?
18 MS. MITCHELL:
19 So moved.
20 CHAIRMAN RUSOVICH:
21 Motion. Second?
22 MS. CARTER:
23 Second.
24 CHAIRMAN RUSOVICH:
25 Second. Any comments on that?

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1 Okay. Then, we'll go ahead and we'll 2 move Julia up. 3 Okay. So I just want to have a few 4 comments. Actually, I'm in a sunny mood 5 today, a good mood because really, you know, 6 thinking coming up and I kept visualizing, you 7 know, I'm thinking of the Board meeting coming 8 up here and I thought to myself, you know, we 9 really, we as a Board and we as a State on the 10 international side particularly, I'll leave 11 the other stuff to, you know, the domestic and 12 all the other great things happening for the 13 other conversations, but just for our focus on 14 the international side, I was just reflecting 15 and, you know, saying we're really making some 16 great progress, some real impact on the 17 international side which is, of course, our 18 boards, our (indiscernible). 19 And, you know, if you start with a few 20 things, one is the incredible impetus of 21 projects that are coming into the State of 22 Louisiana and the investments that are coming 23 in. And when you see those investments, you 24 know, you see a \$17 billion investment, you 25 see a \$6 billion investment, it's hard to Page 10	1 ecosystem. And so I think that's a really 2 good thing in our strategic plan that the 3 Governor led and, you know, with the LEDB 4 Board, and the Secretary led, I think was 5 really a positive, because we as a Board and 6 LED's international arm have really taken that 7 strategic plan. And we're a part of driving 8 the international components and logistics 9 elements of that plan. 10 And that plan's sector is that it focuses 11 on tie directly into the sectors that we're 12 focused on. So it's nice to have strategic 13 collaboration. So I think that's really 14 positive as well. So I felt really good about 15 that because, you know, Louisiana sometimes 16 hasn't had that collaboration. 17 And then we're going to hear from Julia 18 shortly about the port collaboration. You 19 know, we have heard so much over the years 20 about port antagonisms and, you know, 21 cannibalization and things of that sort. But, 22 you know, lo and behold, now the State has 23 really taken some great steps forward in terms 24 of getting the ports all in the same room, 25 getting them collaborating and talking and Page 12
1 count the money you all are getting invested 2 coming into the State of Louisiana. But you 3 see these investments and you have to 4 visualize that those investments really mean, 5 not only jobs and revenue, but they mean jobs 6 and activity for the ports. And they mean 7 jobs and activity for our truckers. And they 8 mean jobs and activity for our barge 9 operators. 10 And everything in that port ecosystem for 11 the supply chain, for freight forwarders, for 12 custom house brokers, everyone in that supply 13 chain when you see an international investment 14 or even a domestic investment, a domestic 15 company that's putting in a plant or a major 16 project, they have to bring in global 17 components and global materials and equipment 18 for those plants. That's building the global 19 ecosystem, which is what we're very much all 20 about. 21 And then, of course, on the export side, 22 most of those plants and projects have an 23 outgoing product. So then you're getting the 24 outgoing product moving, so, again, 25 complimenting that whole international Page 11	1 finding one another's strengths so that we can 2 present that to the globe. So I think that's 3 a really good thing. 4 And then I'll close with two other final 5 comments. We had, as Kristi knows, of course 6 you were there, a PAC meeting. We had our 7 first Maritime PAC that we've ever had. And 8 that advocates for, you know, global trade and 9 for the building up of the maritime sector in 10 Louisiana. 11 And we really talked about the LIT 12 Project, of course, which is really critical, 13 vital. And there's great progress being made 14 on the Louisiana International Terminal 15 Project down in Violet, Louisiana. So, you 16 know, the Governor has came out strongly in 17 favor of that. We had a great Legislative 18 Session that was supportive of it. So that's 19 going really well. And it's good to see that 20 LIT Project. 21 There's a long way to go on it and 22 there's a long way to go on all the comments 23 I've made on each one of those elements, but 24 at least you can see sort of a light at the 25 end of the tunnel and see us making progress. Page 13

1 And I think that's a really good thing to see. 2 And we're going to hear a good part of today's 3 meeting is also going to be focused, Paige 4 will certainly be leading this with Harrison 5 Crabtree, the Director of the World Trade 6 Center, on our global outreach for this Board 7 and for LED where we'll be doing an interview 8 process to bring on global representatives in 9 select markets that we spend a lot of time 10 qualifying and assessing, where we'll be 11 ultimately working through the World Trade 12 Center on bringing in those international 13 offices. 14 So this room and LED's international arm 15 will have sort of that -- you know, we'll have 16 a real global component to it to outreach and 17 when we have someone that travels abroad or we 18 have a prospect, that local presence can be 19 the followup to it, and follow up as any of us 20 would do in our businesses, we would be 21 working with our global offices and have them 22 help with followup and action on those 23 elements. So anyway, we'll talk about that. 24 That's going to be an exciting part of the 25 meeting. Page 14	1 created the Commission was the strategic plan, 2 which we all know, we've never had one for 3 ports as long as we can remember. 4 So there is a draft form of a strategic 5 plan for our ports, all ports; not just the 6 five lower Mississippi River ports. That 7 strategic plan encompasses a very similar 8 structure to LED's strategic plan. It 9 encompasses the Martin Report, the Louisiana 10 Statewide Transportation Plan, and several 11 others that were kind of merged together. 12 There's still work to be done on it, but at 13 least it's in draft form. So I think in the 14 next few months, something will come out at 15 least for maybe review and some input and some 16 comments. So that's a really positive thing. 17 The most recent effort that has come out 18 of Louisiana Ports and Waterways Investment 19 Commission is a resolution. This resolution 20 gave recommendations for funding for large 21 projects and it identified Phase I of critical 22 projects that come from the ports on a very 23 large scale. It's notable to say 24 unprecedented work can be messy and painful, 25 but, you know, this is something that's not Page 16
1 So anyway, with that, those are really my 2 comments. Thank you all for bearing with me 3 on those. And so, Julia, with that, I'd like 4 to move you up, unless, Paige, you had some 5 other comments? 6 MS. CARTER: 7 No, I think that was it. 8 CHAIRMAN RUSOVICH: 9 Okay. Great. Julia? 10 MS. CORMIER: 11 Thank you, Greg. I mean, you know what 12 they say about Greg, Greg's sunny. 13 CHAIRMAN RUSOVICH: 14 Yeah, not always. 15 MS. CORMIER: 16 I love sunny Greg. Well, thank you. So 17 first, I'll start with an update on Louisiana 18 Ports and Waterways Investment Commission, of 19 course. So it's about a year in motion now, 20 and there's several parallel initiatives going 21 on and that have come out so far and are 22 coming out of the Louisiana Ports and 23 Waterways Investment Commission. The first 24 and the most important and the actual item 25 that was a directive from the statute that Page 15	1 finished. 2 This resolution was kind of a first try 3 at some things we would like the Legislature 4 to take notice of. We all know that we need a 5 few hundred million at the least to compete 6 with Texas and their funding of their port 7 projects. So this was simply some 8 suggestions, if you will, for the Legislature 9 giving them ideas of how we can fund these 10 projects. 11 And in years past, particularly the last 12 two years, the Legislature has funded about a 13 hundred million annually for port projects 14 that weren't part of a strategic plan. So 15 through Capital Outlay, a hundred million has 16 been dedicated to port projects for the last 17 two years. The suggestion through the 18 resolution was simply protect that money and 19 really have these port projects vetted a 20 little bit differently before we just hand 21 out, and I'm going to use a really technical 22 term, hand out willy-nilly the funding from 23 Capital Outlay. 24 Another initiative is through the Safety 25 and Navigation Working Group that was part of Page 17

1 Louisiana Ports and Waterways from the 2 beginning, an initiative that came from the 3 Governor's transition team was relative to air 4 gap sensors. So from a safety and 5 navigational prospective, we have six bridges 6 that were identified and need these air gap 7 sensors. 8 The funding was identified. The plan was 9 moving forward. And then lo and behold, DOTD 10 got in their own way. The DOTD permitting 11 process was actually slowing down the 12 installation of these air gas sensors. So I 13 engaged Quality Control at DOTD, and we have 14 moved past that quickly. Our permitting 15 process will not be slowing this project down. 16 So we can see installation of those all to be 17 complete probably within about a year. 18 And then lastly, as Greg mentioned, the 19 five lower Mississippi River marketing plan. 20 This is unprecedented. These five lower 21 Mississippi River ports have worked together 22 in some regard, but not always all five at the 23 same time. And I know I have -- I think -- do 24 I have all of you in the same room? Are you 25 all here today? One, two, three, four. Oh, Page 18	1 what we are. It's been a bit of an anomaly to 2 everyone. Everyone thought we had one port. 3 You know, not many people understood there 4 were five there. 5 So we're going to identify through that 6 strategic plan what those strengths are at 7 each port. And, again, no port knows their 8 port better than they do. So they'll work 9 together, identify those things that they 10 already have in the way of infrastructure and 11 capabilities. 12 I really look forward to this. I know we 13 have several in the room that may want to 14 speak to it, and I'm happy to let you guys 15 shed some light on what you think this going 16 to do for us, but I just think it's 17 unprecedented because of the level of 18 collaboration. I mean that alone is just 19 huge. 20 Anybody want to add any comments to it? 21 I know y'all are so happy. 22 MR. STELLY: 23 You did very good. 24 MS. CORMIER: 25 Well, thank you. Thank you. Look, it's Page 20
1 five is missing. Okay. So it's rare that we 2 have all five in the same room, right. 3 CHAIRMAN RUSOVICH: 4 Right. 5 MS. CORMIER: 6 We don't even have it today. 7 CHAIRMAN RUSOVICH: 8 Right. 9 MS. CORMIER: 10 So the five have come together, engaged a 11 consulting firm that's going to help them in a 12 multi-faceted approach. It will, in a sense, 13 be a very forward-facing public relations type 14 marketing campaign showing the world, showing 15 the other states in our country what our five 16 lower river Mississippi River strengths are, 17 each one and how they are different, but how 18 they complement each other, and what that span 19 of 250 plus miles of the Mississippi River can 20 do together, can do for other industries that 21 maybe we don't have; industries that need 22 complimentary services. How does it work for 23 them? And it's never really happened. 24 We've never been able to just have a 25 common sense outward campaign that explains Page 19	1 an initiative that really has been led by the 2 five ports, and I need to make that very 3 clear. The Commission pushed for it, but the 4 five ports actually came together. They're 5 funding it themselves. They vetted the 6 different proposals for consultants 7 themselves. They've done a lot of the work 8 themselves. So that really in a sense is just 9 extremely important too, that they're taking 10 it upon themselves to do. 11 Yeah, you want to add something, Matt? 12 MR. GRESHAM: 13 Yeah, I think this is a perfect 14 opportunity to know that we have tried across 15 many administrations and many years to say we 16 could always say we're the largest port 17 complex in the world; but if we could report 18 that tonnage on annual basis -- 19 MS. CORMIER: 20 Yeah, let's show them. 21 MS. CARTER: 22 Yes. 23 MR. GRESHAM: 24 -- and it might not be annually, it might 25 be something on a quarterly basis -- Page 21

1 MS. CORMIER: 2 Yeah. 3 MR. GRESHAM: 4 -- where it keeps that information 5 flowing, not only to the customers of the 6 river, but around the world where you can keep 7 that out there. But if you can report that, I 8 think that shows, you know, Port LA, Long 9 Beach, and those boats put out things monthly. 10 MR. HARDMAN: 11 Daily. 12 MS. CORMIER: 13 Yeah. 14 MR. GRESHAM: 15 But as far as Louisiana, I think to keep 16 that out there, it would be Louisiana putting 17 that out there and Louisiana cargo -- 18 MS. CORMIER: 19 Sure. 20 MR. GRESHAM: 21 -- and, you know, go a long way more than 22 just on the branding side or the messaging 23 side, but to really show what's behind it. 24 MS. CORMIER: 25 Absolutely. Our cargo shows our strength Page 22	1 Secretary. 2 And the new Secretary is actually 3 developing the Office of Transformation as we 4 speak. So that will be huge and I think this 5 and a lot of these initiatives will be 6 included in that, how can we improve 7 efficiencies. As I mentioned, one of the 8 initiatives out of the Ports and Waterways 9 Commission was really being held up by DOTD 10 and processes. So we hope that that will 11 really make things smoother and better for all 12 different things, not just roads and bridges. 13 And then administrative changes in the 14 Office of Multimodal, I have -- my deputy 15 commissioner of 35 years has retired, so I 16 have replaced him as Interim Director with 17 Brad Brandt, who is currently our Aviation 18 Director, so he's serving a dual role. So I 19 implore you to engage with my teams. They are 20 real subject matter experts on all things 21 aviation and rail. I just, I think they're an 22 untapped resource in a lot of ways. So they 23 are open to help in many, many ways. And 24 sometimes they can even let you know how they 25 can help you. You wouldn't even realize. So Page 24
1 today, right. And we don't tell that story 2 enough, but there are other pieces to the 3 story that we haven't told either. Again, how 4 do those five lower Mississippi River ports 5 work together? And, you know, cargo may come 6 into your facility and go out of another. 7 MR. GRESHAM: 8 Yeah. 9 MS. CORMIER: 10 There are synergies there that we just 11 aren't telling a story about. And so for the 12 rest of the world to understand how we do work 13 is only going to benefit us when we try to 14 draft new business. So it's a really positive 15 thing. 16 I'll give you a few brief updates on DOTD 17 as well. I think it's important for you all 18 to know what's going on there, because the 19 Office of Multimodal is inside DOTD. So our 20 new Secretary and our new Deputy Secretary 21 have -- are six weeks in. The BCG Group, 22 which I know a lot of you are familiar with 23 that was the L -- T4LA Initiative, that really 24 addressed transformation at DOTD. BCG will be 25 coming back to the table working with the new Page 23	1 continuing though to collaborate with LED on 2 just the utmost level. 3 So I think things are pretty good, but 4 I'm here for any questions about those 5 initiatives out of the LPWIC. And I thank you 6 for your time. And I yield to you, Mr. 7 Chairman. 8 CHAIRMAN RUSOVICH: 9 Great. Any questions or observations 10 with -- in terms of Julia's assessment 11 overview? 12 MS. APP: 13 I guess I'll just comment from the 14 Industry side. You know, for us, it's 15 exciting because we're now getting that 16 Louisiana brand put around what we do here in 17 the State, as opposed to everybody is sort of 18 sticking to their sector. And I know when we 19 go out as a business, you know, to try to 20 recruit, you know, freight moving through here 21 or keeping freight moving through, you know, 22 our roadways and waterways, it does -- it's 23 going to be who of us as private sectors as 24 well to then be able to have those facts and 25 figures that we can go out and push to from Page 25

1 the private sector side. 2 MR. CORMIER: 3 Yeah. 4 MS. APP: 5 So we're excited about it. 6 MS. CORMIER: 7 Yeah. We have champions all over that we 8 don't even realize, right. Yeah. 9 MS. CARTER: 10 One thing I will add is the marketing and 11 the storytelling of the capacity and the 12 potential is one thing, but then it's also -- 13 that's almost the wrapper around really the 14 impact we have to make to the businesses that 15 exist and operate here today that are the 16 backbone of our economy, and then how we 17 continue to attract new entities into the 18 state. And, ultimately, this type of 19 alignment and this integration will help us 20 have a better resource allocation in terms of 21 funding so we can make smart upgrades to the 22 ports. 23 MS. CORMIER: 24 Oh, yes. 25 MS. CARTER: Page 26	1 from applying for Capital Outlay; it's really 2 more just to play into the strategic plan 3 that's to come, play into the, you know, real 4 processing that LED has put in play and not 5 just disjointed efforts all over the Capital 6 Outlay, you know, spreadsheet. So I do hope 7 that something comes out of this, something 8 comes from this resolution. And I don't know 9 if that's going to be exactly it. 10 But to touch back on funding as well, 11 when it comes to collaboration, my experience 12 in ports, we didn't always have success when 13 we would apply for these federal programs that 14 maybe were specific to ports. Because 15 Louisiana was doing more disjointed work, we 16 would apply separately and competitively. 17 Those grant applications looked the same, but 18 they were from two different -- two separate 19 ports. And so the federal government looks at 20 all of these applications collectively and 21 says, well, these are the same project in two 22 different locations that are going to compete 23 with each other; no, big red X on all of them. 24 And not that we haven't been successful 25 in harnessing federal dollars, but oftentimes Page 28
1 And I know that you had, you talked 2 briefly about, you know, the project outline 3 that we're coming together and how rather than 4 Capital Outlay continuously coming up with a 5 real expenditure plan. Could you maybe talk a 6 little bit more about that? I know some of 7 the existing industry here, you know, I think 8 will be able to benefit from that. 9 MS. CORMIER: 10 Sure. I just want to reiterate, you 11 know, the resolution that gave the 12 recommendation for that funding plan is simply 13 a recommendation. 14 MS. CARTER: 15 Yeah. 16 MS. CORMIER: 17 You know, you all know that the 18 Legislature can take it or leave it. They can 19 piece it together or throw it in the garbage, 20 but I think at least we've started the 21 conversation about the fact that we need a few 22 hundred million. We've identified major 23 projects. I don't know that we'll see this in 24 the next session. 25 But, again, it's not to stop any port Page 27	1 when we didn't, that was our reason, that was 2 our debrief. Louisiana isn't working 3 together. This marketing plan can even morph 4 into something that looks more like a 5 collaborative grant program, something maybe 6 that the State houses. Maybe it's even the 7 five lower Mississippi Rivers independently 8 working together on grant programs. 9 We did apply for a grant when I first 10 took this seat, very small, not huge impact, 11 probably won't even really be funded because 12 it has to do with clean ports, but we were 13 successful in securing that planning grant for 14 clean port projects. And it was all ports in 15 the entire state that submitted a project. 16 The federal government went, this is what 17 we're looking for from Louisiana. 18 So that collaboration, the word is 19 probably getting old now, but it's really the 20 name of the game. Collaboration is what's 21 going to help us get funding, it's what's 22 going to help us get business, all the things 23 that we need to just boost the economy and 24 strengthen what we already have. 25 CHAIRMAN RUSOVICH: Page 29

1 Great. Any other thoughts? 2 Good. Thank you very much, Julia. We 3 really appreciate it. 4 MS. CORMIER: 5 Yeah. 6 CHAIRMAN RUSOVICH: 7 And thanks for the work. I really think 8 you're right, it's a great step forward and 9 should really lead to a real bolster for 10 businesses. So thank you. 11 MS. CORMIER: 12 Thank you. 13 CHAIRMAN RUSOVICH: 14 I do want to come back for a moment. And 15 at our last Board meeting, we welcomed two new 16 Board Members. We welcomed Ed Jimenez, Ed 17 from Entergy; and we welcomed Jerry Lebold 18 from BASF, so thank you all for coming today. 19 We welcomed you at the last Board meeting. 20 And I'd like to welcome two more Board 21 Members to today's Board meeting. Kristi App, 22 Kristi App from JW Allen. Kristi, thank you 23 for joining us. 24 MS. APP: 25 Thank you for having me. Page 30	1 CHAIRMAN RUSOVICH: 2 I can't keep up with LED's current speed. 3 I've given up. Well, I've given up keeping up 4 with Paige, so sorry about that. Welcome 5 aboard, Micah. It's great to have you. So 6 anyway, I just wanted to comment on that. So 7 thank you all for joining. 8 Well, Paige, I'll turn it over to you on 9 the pipeline and on everything else you want 10 to talk about. 11 MS. CARTER: 12 Yes, I'm trying to make my way through 13 these. Sometimes it's working and sometimes 14 it's not. Okay. Oh, there we go. I don't 15 know which one worked, but one of them worked. 16 So, first, thank you all. I cannot tell you 17 the excitement it gave me today to walk in 18 here and almost every Board Member was here 19 before I was. 20 If you think about it, so I came on to 21 represent LED a year ago in this seat and I 22 think we were trying to make a quorum. We 23 were checking to see, hey who can be here. 24 CHAIRMAN RUSOVICH: 25 Right. Yeah. Page 32
1 CHAIRMAN RUSOVICH: 2 Glad to have you with us. Yeah. And, of 3 course, we've got -- also, we need to meet 4 too, I haven't met you, so good to have you 5 with us, Charles Dabadie from Exxon Mobil. 6 MR. DABADIE: 7 Excited to be here. 8 CHAIRMAN RUSOVICH: 9 And that's great. Well, thank you for 10 being here and really appreciate it. So it's 11 exciting and thank you all for joining. 12 MS. CARTER: 13 Yeah. And then Micah Cormier as well has 14 joined us for the Port of South Louisiana. 15 That's a new addition in the last week. 16 CHAIRMAN RUSOVICH: 17 Excellent. Okay. Okay. They were 18 holding out on you, Micah. Sorry about that. 19 MR. CORMIER: 20 Yeah. They said, oh, there's a meeting 21 on Wednesday. 22 CHAIRMAN RUSOVICH: 23 Yeah. 24 MS. CARTER: 25 Yeah. Page 31	1 MS. CARTER: 2 Do we need to set up a Zoom? Do we need 3 this? And then the key question was, what's 4 missing, what's missing in terms of the call 5 to action and the call to service that our 6 Board Members are seeking? And so, to walk in 7 today and say, well, I don't even have the 8 ability to set up name tags because y'all beat 9 me here and have already picked your seats, so 10 great. 11 So I cannot overemphasize the gratitude 12 and how much that means to me around the work 13 that our team. And when I say our team, 14 that's team Louisiana here. We've got 15 multiple regionals, locals, really the work 16 that we have been doing together, I cannot -- 17 it gives me so much gratitude to feel it's 18 really working. And you can see that in the 19 excitement of each of you showing up being 20 here early and just eager to participate. So 21 thank you for that. 22 So for the Departmental Report, we're 23 going to go over the first two slides. And 24 you have this printed out in front of you, 25 should be familiar, especially from our last Page 33

1 Board meeting where Secretary Bourgeois joined 2 us. That was our first Board meeting since 3 the LED strategic plan was published, so I've 4 got two just refresher slides. First is the 5 Mission, Vision, and then our Five Pillars of 6 Prosperity. 7 My hope is that, soon enough, each of you 8 will be reciting these alongside us as a team 9 and that, again, just as the Commissioner had 10 mentioned, is that the LED strategic plan, we 11 can almost drop the acronym LED and just call 12 this the Louisiana Strategic Plan. This is 13 really intended to incorporate all of the 14 assets across our state, all of the regions, 15 and local groups across our state to really be 16 a plan for all of us, and that Industry that's 17 existing here sees itself in it and its 18 continued prosperity. But then, you also see 19 how we're going to go and attract what's next. 20 And I will also add, seeing that, you 21 know, the five lower Mississippi ports and how 22 they're continuing to collaborate and that 23 this is a layer of consideration that's able 24 to influence what we're doing and what we're 25 going after is very important, and it's also Page 34	1 export market was not what it is today or even 2 existed. We were building import terminals. 3 And so that's one of the things, when we 4 sit on something for that long, that is a 5 drastic impact to our economy, to both 6 investment, job numbers, port activity. And 7 so that's one of the really important -- 8 that's the best way that I can really explain 9 how important it is to have a real live, 10 breathing strategic plan that everybody can 11 identify with and work within, so really 12 excited about the priority sectors. What you 13 will see as we go into the international plan 14 is we have really looked across the state at 15 the asset mapping and where we are strongest 16 and where we see the concentration of 17 opportunity in foreign markets. 18 And what you'll see, is a lot of those 19 are going to be energy process industries. 20 Logistics, in particular, how are we going to 21 get the import/export balance to a more 22 healthy level so that we can continue to see 23 BASF and Exxon as you produce, refine, and 24 manufacture products that they're also leaving 25 from here knowing that that import call is so Page 36
1 it's very encouraging. So here, you know, 2 those five pillars. We'll figure out which 3 button is working, which one is -- oh, I 4 didn't even push anything. Okay. So, 5 again -- it just went, Charles; you saw that. 6 And so here you go, these are our seven target 7 sectors, along with example subsectors within 8 each of these. I will add that those 9 subsectors are not all inclusive. 10 So let's say a project comes that maybe 11 doesn't meet one of those clearly defined 12 characters you see on there, it is still 13 something that we would consider all of the 14 different components of and whether or not 15 it's right for the State of Louisiana. 16 Uniquely, and I believe I pointed this out at 17 our previous Board meeting, we did not have a 18 strategic plan for the State of Louisiana for 19 17 years. We have not done a new version of 20 this work. 21 What I will point out within that time 22 frame that I believe impacts every single one 23 of us is that the Haynesville Shale was not 24 the Haynesville Shale at the time of our 25 strategic plan 17 years ago. LNG in the Page 35	1 important to ensuring that livelihood of the 2 imports and exports. 3 And then, of course, aerospace and 4 defense, we will go over that pretty 5 thoroughly. I did share with each of you, you 6 have a report from our recent activities in 7 France. And multiple stakeholders around the 8 table joined us for that as well. 9 Okay. So if you all were following 10 along, the Department recently published -- 11 the strategic plan is great, but then what are 12 we going to do? And so what we published at 13 the recent LEDP meeting and was approved both 14 by the Governor and that Board is what's 15 called the Nine by Ninety. And so what you 16 have here, it's a lot of information, so I am 17 going to go over it a little bit quickly, but 18 you do have, essentially, the title and 19 subtitle for each of those categories. 20 And so what this is, is I want y'all to 21 think about this as the 18-month work plan. 22 What are we across this state going to really 23 focus on in terms of deliverables and then 24 associated outcomes as well. 25 So Whole of Government, this is one that Page 37

1 you really see strongly within the 2 Commissioner's report. And what we are 3 continuing to do is really a focus on how do 4 we mitigate time, risk, and cost of the 5 industries that exist here today and those 6 that we're recruiting here to ensure, that 7 from the getgo when we start talking about a 8 project, DOTD is informed, DEQ is informed, 9 DNR is informed, whatever the different 10 agencies, sister partners that we need to 11 bring in as early as possible; so that, for 12 example, when your air permit goes to DEQ, 13 you're not submitting something or telling 14 investors a timeline that maybe has not even 15 been influenced by their timelines. We're 16 trying to do that as early and as frequently 17 as possible so that we can mitigate that risk. 18 And so this Whole of Government is 19 really, I would say, low risk, low cost, 20 unbelievably high reward with Industry very at 21 the center of that. And from my perspective, 22 what we have heard from site selection 23 consultants across the country is this, in 24 particular, is going to be and has been one of 25 the number one competitive advantages of Page 38	1 that we've got to have about ourselves. 2 And if we can be amplified, just like I 3 said, my hope is that here soon, y'all talking 4 about those five pillars like I am. And ease 5 of doing business is something that is top of 6 mind for each of you as it is us, and that 7 you're all giving us feedback about how we can 8 continue that kind of ease of doing business. 9 So Louisiana Opportunity Campaign, really 10 excited about this. This will end up touching 11 international markets as well, really 12 amplifying, engaging the private sector, and 13 being able to do so in a way that allows our 14 regional and local EDOs to be able to anchor 15 on to one cohesive message about Louisiana so 16 that we're really lifting those communities 17 and complimenting their marketing efforts as 18 well. 19 Next, Elevated Focus on Existing 20 Businesses within Louisiana, this is something 21 that Governor Landry told us very early on was 22 a number one priority for him. And how do we 23 cultivate and how do we steward the existing 24 companies that are here and not just have a 25 focus from a business development standpoint Page 40
1 considering Louisiana over our peers. 2 So next, the Louisiana Opportunity 3 Campaign, elevate the perception of 4 Louisiana's opportunities strategically for 5 out-of-state audiences, but then also in-state 6 audience as well. So we will hear in the very 7 near future, we stated summer time, so depends 8 on how you define summer. My kids are back in 9 school, so we're on our way to fall. 10 But we'll be doing is soft launch on this 11 campaign so we can assess, what is our 12 audience responding well to and what maybe is 13 not driving as frequent a response or click 14 rate, things of that nature with the concept 15 of launching a Louisiana opportunity campaign 16 in the early months of the next calendar year. 17 And so this is going to be really focused on 18 the strategic messaging so we can be long-term 19 game, talking about the opportunity within 20 Louisiana. But one of the things that we 21 realized throughout the strategic planning 22 process, is we around this table within the 23 State of Louisiana actually speak more poorly 24 about ourselves than our external partners and 25 parties do. And so there's a narrative shift Page 39	1 around going after the big, shiny, you know, 2 new investments. 3 We're always going to do that, but how do 4 we make sure that those of you that exist and 5 operate here have the best possible operating 6 environment we can? And so one thing, we'll 7 talk about numbers in a little bit, but we had 8 the strongest year of what we call business 9 retention and expansion since 2019. And that 10 was really within a six-month period that we 11 were competing against 12-month numbers. So 12 really excited about that. 13 But what we have committed to here is 14 that we will hit a record-breaking number of 15 800, what we call, BRE visits, so these are 16 stewardship plans for existing industries as a 17 team across Louisiana, and then what we will 18 do is we will sustain that 800. We're not 19 going to hit 800 and then go back to 400. 20 We're going to hit 800 and that's going to be 21 the standard for us as a Department annually 22 moving forward. 23 Along with this elevating existing 24 businesses, we're working through a small 25 business toolkit so we make sure that our Page 41

1 small businesses and our entrepreneurs have 2 access to all the different tools quickly and 3 easily. And then we're also going to work on 4 promoting those small businesses more 5 frequently than we have at the Department. 6 Investing in Louisiana's Long Game, and 7 so what we're looking at here is really a 8 focus around prioritizing investments that 9 drive direct long-term financial return to the 10 State. The best example that you can see 11 through the last legislative session is the 12 Sites and Infrastructure Fund. We're really 13 excited about that. We're going through rules 14 right now and hoping to be able to deploy that 15 program in the fall sometime. 16 So see that first round of applications 17 into the fall, really with the focus again on 18 how do we mitigate time, risk, and cost 19 associated with investment considering the 20 State of Louisiana proactively rather than 21 trying to reactively solve problems for roads, 22 waterways, and infrastructure that we could 23 solve proactively on the front end. 24 Ease of Doing Business, this is a -- this 25 is as simple, but then also as complicated as Page 42	1 Building. You will no longer have 30 minutes 2 through security. You will no longer need the 3 police escort. You will -- I mean it's as 4 easy as -- yeah, I mean, when we're courting a 5 new company that's coming in and they're, 6 like, wait, I have to have a driver's license? 7 I'm not from here; can I use my passport? I 8 don't know about that. Let me get my 9 supervisor. That's a problem. 10 And so as simple as experiences like that 11 all the way to how do we look at our incentive 12 programs, like our ITEP to ensure that it's as 13 easy as possible for you to be able to go 14 through that process. What your job is not is 15 an administrative role working through our 16 paperwork. And what we want to do is make 17 that as easy as we possibly can. 18 And then along with the ease of doing 19 that business is the integration of our team. 20 Y'all have heard me say this from the getgo, 21 even how we've restructured business 22 development in a very cross-functional way, my 23 goal is that when a company comes in, is that 24 they already know who their incentive 25 administrators are. They already know those Page 44
1 you can imagine. How many of y'all have been 2 to the LED office at the LaSalle Building? 3 How long did it take you to get in? 4 MS. CORMIER: 5 I try not to. 6 MS. CARTER: 7 You try not to. Exactly. The fact that 8 people -- if I'm trying to schedule a meeting 9 with someone, I am pushing as hard as I can, 10 let me come to you. 11 MS. CORMIER: 12 Please come to me. 13 MS. CARTER: 14 Which we should, you know, we should be 15 in the field coming to you, but we have got to 16 be easier to access just in terms of using our 17 offices. So we are actually -- if you came by 18 our office this week, it's a bit scary. There 19 are things everywhere because we are making 20 the move on Friday. So we will be moving our 21 new offices. 22 We have multiple team members moving in 23 to what is the IBM space and then some of our 24 team moving over to the Welcome Center space 25 that's between the barracks and the LaSalle Page 43	1 different colleagues responsible for the 2 different components of their success here, 3 and that it's not just meeting somebody, you 4 know, in an email from LED or from La.gov, 5 that you have no idea. And they're like, hey, 6 no, you actually have to get your High Impact 7 Jobs application in or you're going to lose an 8 incentive. 9 So trying to really make sure that we're 10 breaking down those silos within the 11 Department to make the user experience as 12 seamless and streamlined as possible. This is 13 a direct reflection of a lot of the feedback 14 we got from all of you through our stakeholder 15 surveys while we were going through the 16 restructuring bill through the last 17 legislative session. And I know a lot of you 18 all have terror stories, war stories of just 19 programs, of working with different parts of 20 the Department. And I would say that this 21 even extends into our sister agencies and how 22 we can continue to make that as streamlined 23 and as easy and quarterback that activity for 24 you all. I told you it's a lot, y'all. I'm 25 halfway through. Page 45

1 Okay. Hold on. Let's see which button. 2 Okay. There we go. Whole of Louisiana 3 Engagement, so very similar to the concept of 4 the Whole of Government. But Whole of 5 Louisiana, just like we see in our new Board 6 seats here, we need to ensure that Industry is 7 driving the work of our Department. 8 When we're going to Germany, I'm calling 9 Jerry. If I'm going to an international 10 market and a lot of those different 11 opportunities are led by power, I'm calling 12 Ed. We need to be getting the advice of and 13 engaging key partners throughout the private 14 sector better than we ever have before. We 15 recognize that Industry has more value than we 16 could ever imagine, and so what we're doing 17 and, most importantly, how we do it, and so 18 really trying to break through that. 19 In particular, what you'll see is, we 20 will be piloting what we're calling a C-Suite 21 Program where we're identifying about each of 22 you as Board Members are already kind of 23 tasked with that role. If I need to put 24 somebody under an NDA to get support on 25 chemicals, get support on logistics, you had Page 46	1 regional and our local EDOs. And so what 2 we're really focusing on from the regional is 3 ensuring that all eight of our regional 4 economic development organizations have 5 strategic plans aligned with the statewide 6 efforts. 7 So that, we have this Louisiana plan, it 8 doesn't make sense for Scott and team to be 9 doing something that's completely different. 10 A handful of our regional partners have 11 actually engaged in doing a brand new 12 strategic planning effort. Some of those, 13 like BRAC where we sit today has said, hey, 14 we've got a very -- we're very comfortable 15 with the plan that we have, let's make sure 16 we're pulling out and identifying the areas in 17 which there is alignment if we have some 18 tweaks we need to make. We're really excited 19 about this, because again, the entire State 20 will be going at efforts and engagements 21 collectively as one. 22 Scott, do you want to add anything there? 23 You're a great example of engaging in that 24 process. 25 MR. WALKER: Page 48
1 to do this many of times, that we can put you 2 under NDA almost as a project advisor, what 3 we're working through substantial investment 4 to ensure we're putting Louisiana's best foot 5 forward. So we'll be piloting a C-Suite 6 Program with about 20 to 30 C-Suite leaders 7 across that industry sector that you see as 8 our target. 9 Additionally, we're generating a lead 10 generation tool. So if any of you call and 11 say, hey, I spoke to so and so and they have a 12 friend that would be interested in low key -- 13 we want to make it as easy as possible for you 14 to get that information to us. Right now, a 15 lot of times, it's people sending a text, 16 sending an email, you know, there's this ad 17 hoc, which that's always going to be a bit of 18 the natural and organic way to communicate, 19 but how can we make that as easy as possible 20 for you to share that information with us and 21 take as little time away from you doing your 22 day job as possible? 23 And then last, but definitely not least 24 is our Regional Strategic plans. And so this 25 Whole of Louisiana engagement reaches our Page 47	1 Yes, and I think our last strategic plan 2 in Southwest Louisiana was the same time the 3 state had one. 4 MS. CARTER: 5 Yeah, uh-huh. 6 MR. WALKER: 7 And so for us, it is a new strategic 8 planning process, and we're really excited and 9 happy that the state is supporting us in doing 10 that. 11 MS. CARTER: 12 Yeah. 13 MR. WALKER: 14 And I just will say, compared to work in 15 other states doing economic development, what 16 I'm seeing here is exactly the right way 17 states seem to work with regionals and locals 18 and really appreciative of the State's 19 leadership and Paige and everyone at LED. 20 MS. CARTER: 21 Thank you. Well, we're thrilled to have 22 you. 23 CHAIRMAN RUSOVICH: 24 And if I could just say too, because this 25 is an example of exactly everything that Page 49

1 you've been talking about, Scott was, of 2 course, present with you and I and the whole 3 LED team at a major client recently -- 4 MS. CARTER: 5 Uh-huh, yeah. 6 CHAIRMAN RUSOVICH: 7 -- that's here in Louisiana, you know, in 8 the major investment trying to build that 9 investment. But it was great to see, I think, 10 that kind collaboration with the leading 11 Southwest Louisiana EDO, along with the State, 12 along with the private sector and sort of 13 looking at ways to build that footprint here 14 in Louisiana and to thank them and keep them 15 here. So anyway, it was great having them. 16 MS. CARTER: 17 Yeah. 18 CHAIRMAN RUSOVICH: 19 I just, from my vantage point, it was 20 just nice to see that level of collaboration. 21 I haven't seen that before, so it was really 22 good to see. 23 MS. CARTER: 24 And we had a lot of fun doing it. 25 MR. MOSES: Page 50	1 to move forward on eight regional energy 2 action plans. And so really excited where 3 you're going to see both departments going 4 across this state and say, here is what we 5 need to focus on from an energy asset mapping 6 and opportunity across all the different 7 regions, knowing that Lake Charles and 8 Southwest is vastly different in terms of the 9 opportunity than the Shreveport and Northwest 10 part of the State. 11 Jason, you want to add anything about 12 that plan? 13 MR. LANCLOS: 14 Sure. Just very briefly, what I'll share 15 is that a lot of times when we visit with 16 companies, specifically international 17 companies or others, they're often looking for 18 a plan or something in writing that says, what 19 are you doing, what makes this region 20 successful? I guess what I mean by that is 21 that they're looking at it and we're trying to 22 talk about power planning, we're trying to 23 talk about our industrial footprint, being 24 able to show them a shared document that kind 25 of has just a mapping or showing some type of Page 52
1 Yeah, and we're seeing already some -- 2 I'm Paul Moses, whose here with our Vice 3 President of Economic Development has been 4 connecting with the company that LED has been 5 working with that maybe could land at that 6 site. 7 MS. CARTER: 8 And that's a great example. So next, I'm 9 going to try to go a little bit quicker 10 through these. Ensure Louisiana's Competitive 11 Advantage, so really looking at policies, 12 agile response, having a real good foresight 13 into the future and how we can be 14 strategically focused, not just on solving 15 today's problems, but also spending the time 16 looking five and ten years ahead. 17 Maximize the Project Pipeline, I'm not 18 going to say this is one of them that I'm the 19 most excited about, but I'm very excited about 20 this. And so one of the things in particular 21 that will be part of this, and I'll ask Jason 22 on our team to just speak quickly about this, 23 LED and DENR, which will be, I guess, 24 conservation and energy here in the next month 25 or so, we are engaging, we just got approval Page 51	1 strategy is extremely important. 2 So Paige talked a lot about our strategic 3 plan. And so a lot of what we're trying to do 4 is get a little bit more granular in the 5 regions. So these eight regions are going to 6 be able to take a playbook. It's not going to 7 be like, as an engineer, you always think 8 about shall; it's not shall. This is telling 9 you that here are some great things that can 10 happen in the region, this is what we look at 11 from a development standpoint, here's the 12 matrix that we have used to screen energy and 13 power and water demands. 14 And then you'll be able to give that 15 regional tool so that when we're recruiting 16 companies or companies are looking at those 17 areas, they can very quickly see on what terms 18 of where the development could potentially 19 happen. So super, super excited about doing 20 that. It's going to be a great exercise for 21 us to give every region a more competitive 22 advantage when they're going out and 23 recruiting companies. 24 MS. CARTER: 25 Yeah. One of the things I will add is Page 53

1 that if you look at, let's say, Central 2 Louisiana, and what we have not definitively 3 come out as a state and said, one of the 4 unique competitive advantages around energy 5 for Central Louisiana is actually CCUS. 6 MR. LANCLOS: 7 Yeah. 8 MS. CARTER: 9 So this is an opportunity where we will 10 be looking at the data and the science behind 11 what are the asset mapping opportunities that 12 best position us as a state unique to those 13 eight regions, so really excited about this. 14 And this is also going to be a great tool for 15 our regional partners to be able say, like, 16 hey, this is what DNR and really from the 17 science and LED from the marketing side has 18 said, this is what we're going after in terms 19 of energy uniquely fixed on the assets of the 20 region. So really excited about that. 21 The other component about Maximizing 22 Project Pipeline is this is where the 23 international strategy plays. And so what we 24 did is we said, you know, we will be launching 25 the international strategy with an initial Page 54	1 Okay. I told y'all that was a lot. That 2 is Nine by Ninety. 3 CHAIRMAN RUSOVICH: 4 It was really helpful. 5 MS. CORMIER: 6 So helpful. And if I might add, I just 7 think the Nine by Ninety, in my opinion, is 8 the application of your strategic plan, right. 9 MS. CARTER: 10 It is. 11 MS. CORMIER: 12 It is a formalized roadmap and 13 implementation of the things that a study told 14 you that you needed to do. And for so long, 15 we've seen these books sit on a shelf. That's 16 kind of been the MO of Louisiana, that we do a 17 study and it collects dust, but you guys are 18 actually showing us how to implement the 19 strategic plan, which is so important and so 20 necessary. Although, leadership is working 21 together right now to formalize that for the 22 days when we're gone is what we have to do, to 23 continue this process for when this room looks 24 different. 25 MS. CARTER: Page 56
1 focus on three regions across the globe. And 2 so we'll speak more about that in a little 3 bit, but really excited about that particular 4 component of the Nine by Ninety. 5 And then last, but definitely not least, 6 is Leadership in Innovation in AI. So advance 7 Louisiana's emerging technologies to shape the 8 State's future. What you see in one of those 9 pillars is how do we position what we classify 10 as the legacy of Louisiana to continue to lead 11 into the future? How can we ensure that we're 12 supporting the startup in innovation 13 ecosystem, but that we're also supporting the 14 innovation of our large multinational 15 companies as well? 16 So really, we've got some very tactical 17 examples of how we will execute this, 18 including Pilot AI projects with a target of 19 six within this 18 months. And then also, 20 establishing two new accelerators across the 21 state as well. So really excited to see 22 innovation at the forefront of what we're 23 doing and ensuring that it intersects from the 24 small business side all the way to our large 25 multinational global companies as well. Page 55	1 Yeah. 2 MS. CORMIER: 3 So this is amazing work by LED. And I do 4 think LED has very much been the leader 5 amongst all of the State agencies. So I love 6 to call it the State plan, because we're all 7 following your lead. It's wonderful. 8 MS. CARTER: 9 Thank you. I will say, I forgot to 10 mention, it's Nine by Ninety because next 11 year, the Department turns 90. 12 MS. CORMIER: 13 I was wondering that. 14 MS. CARTER: 15 Yeah. So we're hoping to be able to 16 celebrate the success of all these different 17 initiatives and be able to celebrate the 90th 18 birthday of Louisiana Economic Development. 19 MS. CORMIER: 20 Oh, yay. 21 MS. CARTER: 22 Uh-huh, yep. 23 CHAIRMAN RUSOVICH: 24 Other questions or observations? See 25 you, Julia. Take care. Page 57

1 MS. CORMIER: 2 Bye. 3 CHAIRMAN RUSOVICH: Thank you for coming and 4 thank you for all you're doing. Any other 5 questions, assessments, observations to the 6 presentations, Paige's comments? 7 MR. MELTON: 8 If I may, Greg. They've already 9 introduced themselves. Paige introduced them, 10 but I brought these gentlemen here today 11 because of the great work that they're already 12 doing coming into Louisiana. I'm excited 13 about the efforts that the Chamber has been 14 bringing to the table and the collaboration of 15 this energy perspective. 16 And also, I brought, just so they can 17 understand the big picture stuff, one of my 18 grant writers, my grant writer Chris Breaux in 19 the back, back here, so he can understand the 20 big picture and how he can incorporate his 21 efforts from an airport's perspective. 22 MS. CARTER: 23 Thank you for that. 24 CHAIRMAN RUSOVICH: 25 No, that's really great. Thank you for Page 58	1 Sixty-five billion, yeah. 2 MS. MITCHELL: 3 Sixty-five billion just from little ole 4 Louisiana alone, that is being noted. And 5 it's not just our peers in Economic 6 Development that's taking notes, it's site 7 selectors, and it is corporate executives, 8 it's utility companies, our friends and our 9 partners, and it's exciting. So, you know, 10 the Whole of Government approach is something 11 that has been talked about for a long time. 12 Paige and I worked in two -- 13 MS. CARTER: 14 Two administrations. 15 MS. MITCHELL: 16 -- economic development administrations 17 ago and we almost got there, but it's 18 happening now. So it's an exciting time. 19 And, Greg, what you opened up with about just 20 the impact of what's happening with 21 International Commerce and how that ties to 22 the work being done by LED with its partners 23 in tow is just, it's phenomenal. And what I 24 appreciate is how LED is making these changes 25 structural, structural changes. This is not Page 60
1 that and thank you for attending today. I 2 think it's really helpful and that's exactly 3 what we want, the integration of a full team, 4 so thank you for that, Kevin. 5 MR. MELTON: 6 Yes, sir. 7 MS. MITCHELL: 8 And I just -- we are just returning from 9 this year's Southern Economic Development 10 Council Conference, 17 Southern states. I 11 serve on the Board representing Louisiana, and 12 Louisiana was the talk of SEDC. They want to 13 know what's in the water, what are y'all 14 eating and drinking over there, who put 15 something in the Kool-Aid, what is happening. 16 I think the numbers reported were \$600 billion 17 worth of investment coming to the U.S. 18 American South and Louisiana, the work we have 19 been doing as a team, as a true team over the 20 last 18 months? 21 MS. CARTER: 22 Yeah. 23 MS. MITCHELL: 24 And how many? Sixty billion? 25 MS. CARTER: Page 59	1 putting a bow on the outside, lipstick on a 2 pig, on the cochon; it's structural changes. 3 And those of us who are veterans of 4 Economic Development, Ed, I'm looking at you, 5 you're old -- you and I and others -- 6 MS. CARTER: 7 Did she just call you old? 8 MS. MITCHELL: 9 I did. 10 CHAIRMAN RUSOVICH: 11 She did. 12 MS. MITCHELL: 13 I did. 14 MS. CARTER: 15 I heard her. 16 MS. MITCHELL: 17 You're part of the old crew. We are 18 being recycled. But, yes, it is refreshing to 19 see -- I owe him that, he knows why, but it's 20 refreshing to see the work being led by LED 21 and really just putting those tentacles 22 throughout. And what will be critical, and 23 not just Julia's report on the ports, amazing 24 because Matt can talk about some war stories 25 over the years that we were in the trenches Page 61

1 just trying to figure out, how can we get our 2 ports on the same page. 3 MR. GRESHAM: 4 You're calling me old too? 5 MS. MITCHELL: 6 Yeah. It feels like we're firing on all 7 cylinders finally, and it's exciting to be 8 part of a team making that happen. And so you 9 could have kept going with Nine by Ninety. I 10 didn't feel like it was too long. I'm just 11 excited about where we are just overall from 12 an economic competitiveness standpoint, but 13 also today, here today from an international 14 business standpoint. 15 Little ole Lafayette, we've got people 16 from Ireland trying to figure out, hey, how 17 can we do some business together, you know? 18 So that's just one example. So and our little 19 tiny companies there in Lafayette, our scrappy 20 little oil field services companies, they are 21 exporting like crazy. 22 CHAIRMAN RUSOVICH: 23 That's fantastic. Good to hear. 24 MS. MITCHELL: 25 So, yeah, we appreciate it. Page 62	1 Sate of Louisiana last year. That 2 incorporated 5700 direct new jobs. And then, 3 again, I don't have any favorite children but 4 retained jobs. 5 So really looking at how are we 6 stewarding the current economy, you'll see 7 7600, over 7600 retained jobs, which tells you 8 the totality of that pipeline is actually 9 composed of more BRE saturation in work than 10 it ever has. So really, really proud of that. 11 And then business retention, again, we 12 had a 500-visit number as a team across the 13 State of Louisiana. And we are focused and, 14 really, we will not be deterred from hitting 15 an 800-visit goal. That will be the largest, 16 a record breaking year for the State of 17 Louisiana from a BRE perspective. 18 So the team that's here, y'all are the 19 ones that do the work, thank you so much for 20 every day waking up and choosing to make that 21 a success and that a reality for all of us 22 across Louisiana. It's remarkable. What we 23 talk about in terms of active projects, you'll 24 see there, this is from about a week and a 25 half ago or so. And as it states, we've seen Page 64
1 CHAIRMAN RUSOVICH: 2 Mandi, thank you very much. Thanks for 3 those comments. Yeah, and Lafayette itself 4 has an incredible global brand in terms of oil 5 and gas and energy, so I know you're building 6 that even further and more diversified. So 7 thank you for that. Thank you, Mandi. 8 Okay. Well, we'll move on in the agenda 9 then. Let's get to the Update on 10 International Offices. And I'll frame this a 11 bit and then turn it over to -- we good then? 12 MS. CARTER: 13 We've got one more, just Business 14 Development Success and Pipeline and that's 15 all. Oh, there we go. Okay. 16 CHAIRMAN RUSOVICH: 17 Excellent. 18 MS. CARTER: 19 So this is what y'all have asked is a 20 consistent update on pipeline. And so what I 21 have here is fiscal year end numbers. So what 22 I'll point out is, this is the strongest 23 fiscal year Louisiana has ever had in terms of 24 capital expenditures. So we secured over 25 \$58 billion in capital investment into the Page 63	1 just unparalleled growth. 2 Right now, our team is actively managing 3 187 projects. That means that they are 4 touching and working with these projects at 5 least once a month. We have these tiered 6 into, you know, daily, weekly, and monthly 7 activity. Once it falls off that monthly 8 activity, it stays within our CRM, but we do 9 not consider that actively managed projects. 10 So even when we talk about, how do we 11 really have a refined pipeline that's focused, 12 you know, resource driven on viable projects? 13 That's a lot of projects for our team of 30 or 14 so to be managing. So, again, thank you to 15 those that are here for the work that you do. 16 And that represents over 45,000 direct and 17 indirect jobs there. So tremendous 18 opportunity and I really can't overstate the 19 importance of the quality of work that our 20 team is doing here. If we want to see another 21 record breaking year in multiple of those 22 categories, it's that pipeline that generates 23 it. 24 Any questions about this before I turn it 25 over to some of my colleagues on different Page 65

1 components? 2 MR. SANDERS: 3 Paige, just a comment real quickly. 4 MS. CARTER: 5 Uh-huh. 6 MR. SANDERS: 7 Okay. This is fantastic. 8 MS. CARTER: 9 Oh, thank you. 10 MR. SANDERS: 11 Okay. 12 MS. CARTER: 13 Uh-huh. 14 MR. SANDERS: 15 Greg will know, I've called him 50 times 16 about this, okay, over the years, 16 years, 17 okay. Just, we've got the best Board we've 18 ever had. 19 MS. CARTER: 20 Uh-huh. 21 MR. SANDERS: 22 Let's tell them something, right. And 23 whether it's monthly or every six weeks or 24 whatever, this is good information, you know. 25 MS. CARTER: Page 66	1 I'm glad that you mentioned that. One of 2 the things that we discussed as a Board in our 3 last Board meeting was doing subcommittees. 4 And so Greg and I made it pretty far in that 5 discussion and then ran into the legal 6 conversations. And so what we're working 7 through right now is actually an outline of 8 board service -- 9 CHAIRMAN RUSOVICH: 10 Right. 11 MS. CARTER: 12 -- and so we can see based on the new 13 legislation what Board Members are serving for 14 what terms and when those phase out and in and 15 whatnot, and then start to look at -- this is 16 a public meeting. Y'all, this a public -- you 17 are part of a public Board and, you know, 18 every -- we've got it documented and whatnot. 19 And so anytime we even have those 20 subcommittee meetings, that's a public 21 meeting. And so what we're trying to work 22 through is, how can we have those more regular 23 cadenced engagements based on what your 24 interests are in the work that you want to be 25 providing back to our efforts. We're working Page 68
1 Yeah. 2 MR. SANDERS: 3 So anyway, good work to whoever did this. 4 And, Greg, you agree? 5 CHAIRMAN RUSOVICH: 6 I think it's great to have some of that 7 monthly information flowing. And Paige and I 8 have talked about that, and it's just a matter 9 of sort of executing it. Certainly, at the 10 Board meetings, we'll do it. And I think if 11 we can come, as Don has suggested to me, 12 Paige, is that if we can come up with some way 13 to do some sort of every six- or eight-week 14 sort of one-page or a two-pager to the Board, 15 you know, to keep the Board going on major 16 activities, I think it will be helpful, sort 17 of in between Board meetings. 18 MS. CARTER: 19 Yeah, I'm glad that you -- 20 CHAIRMAN RUSOVICH: 21 So it's something you can talk to about 22 maybe with the coms people to see if there's 23 some structure we could do, I think it would 24 be helpful. 25 MS. CARTER: Page 67	1 through what the most productive and, 2 honestly, best use of your time is. So, 3 hopefully, by the -- I would say by the end of 4 the year, we have a framework outline there. 5 CHAIRMAN RUSOVICH: 6 Yeah. 7 MS. CARTER: 8 But we will do -- what you see here, and 9 I was going to mention this and I will when we 10 get to the International Missions, is this is 11 an example of what we plan to be reporting 12 back. So I'll tell you, Jason does a 13 strategic one pager for every single 14 international trip. We do this consistently 15 across the Department now; where are we going, 16 why are we going there, and what are the goals 17 and outcomes we're working towards. And then 18 once we come back, it's how were those 19 fulfilled. 20 And so what we're hoping to do is 21 actually develop something like this from 22 every single one of those missions so that 23 everybody can see, here's where we're going 24 and here's how we're using taxpayer dollars 25 effectively. Page 69

1 CHAIRMAN RUSOVICH: 2 Summary trip reports. 3 MS. CARTER: 4 Yeah, it's a summary trip report. 5 CHAIRMAN RUSOVICH: 6 Okay. 7 MS. MITCHELL: 8 Before Paige leaves this screen, I need 9 to make a correction. I said 600 billion; 10 it's 200 billion in the American South, which 11 last year. So think about Louisiana alone 12 with 60, nearly 60 billion in that. So I was 13 getting my six and my two. 14 MS. CARTER: 15 Two. 16 MS. MITCHELL: 17 Two hundred billion in the American South 18 in Louisiana did some massive chunk of that. 19 CHAIRMAN RUSOVICH: 20 Yeah. 21 MS. CARTER: 22 Uh-huh. 23 CHAIRMAN RUSOVICH: 24 Yeah. Good stuff. 25 MS. CARTER: Page 70	1 and we previously have had agents from time to 2 time, but they're consultants, but they have 3 represented a variety of states. And they've 4 not been loyal and dedicated to the State of 5 Louisiana. So Paige and LED's team has 6 changed that playbook. 7 And so now, we will be having a global 8 presence that's loyal to Louisiana, that's 9 really focused on Louisiana. And it will help 10 our global presence. It will help our global 11 -- it will give us a global footprint, a 12 global presence and more of a global brand. 13 It will also act in terms of having a seamless 14 flow of communication with LED and with this 15 Board's efforts where there are seamless 16 communications and joint communications and 17 joint strategies shared with those 18 international offices. And it will give us 19 additional, I think, reach, the obviously 20 global reach and bandwidth. Because if you 21 take those 187 projects, there's only so much 22 that can be done pursuing it only from the 23 State of Louisiana. 24 When you have global followup and you 25 have global presence, then all of a sudden, Page 72
1 The applause goes to the team that does 2 that work across the state, they're 3 remarkable. Okay. Hold on. International 4 Offices? 5 CHAIRMAN RUSOVICH: 6 Okay. I'll frame this a bit and then 7 turn it over to Harrison, and Paige can also 8 work with Harrison on it as she deems 9 appropriate, but let me frame this a bit. So, 10 Don, speaking to you, I know this will be dear 11 to your heart because we've talked about it so 12 frequently over the years in terms of the 13 importance of having a strong international 14 presence. And, Paige, it really builds on the 15 187 active projects that you've mentioned, 16 because a state and a private entity, whether 17 it's a private entity or whether it's a state 18 or whether it's any entity that really is 19 seeking the globe to come to it or seeking to 20 go to global locations or global locations to 21 come to it really has to have a strong global 22 presence. You can't just be in one area 23 without, you know, domesticated without having 24 a global presence. 25 So we've pushed for this for a long time, Page 71	1 you are putting on a full-court press. 2 Instead of just having, you know, one meeting 3 and then they go back to their international 4 location, they don't see us again, we're doing 5 all we can to follow up here; but all of 6 sudden, they're seeing a global representative 7 of the State of Louisiana walk in their office 8 and meet with them and say, hey, I want to 9 follow up the meeting with Paige and I want to 10 follow up with the meeting with the Secretary, 11 one of the team members. I know you were in 12 Louisiana. This is what we discussed. What 13 can we do to serve that? 14 So I think this has the opportunity to 15 have tremendous impact for the State in terms 16 of our global brand, our global reach, our 17 global presence. And just as an example, 18 Jason and I were just talking, and Jason's got 19 a trip coming up to Italy shortly. And I 20 said, well, assuming we have our office in 21 Europe set by that time that Jason goes, 22 wouldn't it be great for that individual to, 23 like, welcome Jason, go with Jason to the 24 meeting, and then as Jason makes his 25 presentation, follow up -- the global presence Page 73

1 could do all the followup, you know, follow up 2 and do Jason's lead. 3 So whenever people from Louisiana are 4 traveling, it gives a great opportunity for 5 followup and presence. And that's what many 6 of us in the private sector are accustomed to 7 and have done forever. So it's just great to 8 see Louisiana taking this step. 9 So those are just some very broad 10 comments. We are partnering with the World 11 Trade Center on this because this is sort of 12 the World Trade Center's life and how they 13 live it. And World Trade Center is now 14 Louisiana brand and effort. So, Harrison, I 15 want to turn it over to you to give more 16 content and details. And Paige, as she deems 17 appropriate, can jump in there. 18 But if you want to take this, Harrison, I 19 know you've worked really hard on this for the 20 last year, you and the World Trade Center. So 21 we look forward to your giving us that 22 presentation and updated plan. 23 MR. CRABTREE: 24 Yeah, yeah. Thanks, Greg. And, you 25 know, I think, as you can see, that execution Page 74	1 they're also doing a lot of great things in 2 the future energy space, the logistics side, 3 precision manufacturing, robotics. So it 4 aligns really well with the LED strategic 5 plan. 6 On Europe, German, Italy, and France, 7 that will be a single person kind of because 8 they're all so close, that person would have 9 expertise in that region. You know, all three 10 of these, we see a lot of investment coming 11 into Louisiana. Especially where we were 12 really optimistic and excited about in the 13 manufacturing side for a lot of our energy 14 products. A lot of those companies are based 15 in that region, so really going hard to target 16 those companies. 17 Australia is a fascinating one for 18 several reasons. One, if you look at our 19 trade data from a decade ago, they were our 20 60th largest import partner. Last year, I 21 believe they were our 12th or 13th. I forget 22 what that number is. So, clearly, there's 23 something going on there. And what it is, is 24 the critical minerals, the future energy 25 space. Page 76
1 there goes back to what Paige has said. This 2 meeting and probably every meeting I've been 3 in with her is a lightning strategy, making 4 sure everybody is doing the same thing. Not 5 that we're going to Japan and then LED is 6 there a week later, Entergy is there two weeks 7 later, really making sure that what we're 8 selling as a state, we're all selling the same 9 thing at the same time. 10 And so you can see kind of the focus 11 markets that we've identified. I'll go kind 12 of very high level why these three markets. 13 So the first for Asia with Japan, Japan is 14 consistently either number one or two in terms 15 of FDI into Louisiana. Last year, it was 16 number two. So there's a lot of already 17 synergies existing in that market. 18 It's also a market where having a 19 physical presence is really important. 20 Building relationships in Japan is one of the 21 biggest factors to getting those 22 introductions, so having boots on the ground. 23 The time change is also another huge 24 hinderance to why having a representative 25 there is very important. So, you know, Page 75	1 And so we were over there a few months 2 ago, was able to learn a lot about that 3 market. Several reasons why it's interesting, 4 one, their government right now is investing 5 very heavily in future energy. Although, it's 6 a big country, it's a small population. So 7 when we talk to those companies, they're 8 looking at the U.S. to grow their company. 9 They're not looking at Asia. They're not 10 looking at Europe. They're coming to the U.S. 11 So there's a lot of opportunity there, 12 especially future energies, energy space. 13 We have folks like Woodside, who are 14 already here and are great cheerleaders, but 15 also on the defense and aerospace. There's a 16 lot of activity going there with Australia 17 being a part of the AUKUS Alliance. We see a 18 lot of synergies there. 19 While we have those three markets, I want 20 to just call out that the World Trade Center 21 and LED are going to continue to pursue every 22 market. Wherever there's an international 23 lead, we're going to pursue it. So while we 24 have these three markets represented, we're 25 going to continue to sell Louisiana to a Page 77

1 global audience and not just to these three 2 markets. 3 You know, I like to use the story, people 4 are recognizing across the world what we're 5 doing. A great example is, about a year and a 6 half ago, I was in an unnamed European country 7 and they pretty much did not want to meet with 8 us because they did business with Houston, 9 they were happy with it. The past two weeks, 10 that country, four different people have 11 reached out saying, what's going on in 12 Louisiana, we're noticing you guys are doing 13 some great things. I tried to tell you a year 14 and half ago. 15 So people are recognizing what's going on 16 here. And so the more we can share that brand 17 and that messaging with a global audience, the 18 more we're going to do it. You know, when I 19 started three years ago, we had to essentially 20 beg people to take meetings with us. Now, 21 we're having to turn them away from a capacity 22 standpoint. So -- not businesses, but 23 consulates, embassies, trade representatives. 24 So it's a good problem to have people, I 25 think, who are really recognizing what's going Page 78	1 MR. CRABTREE: 2 And I think too, I want to touch upon 3 Australia, because the opportunity there, I 4 think is tremendous. When I was over there a 5 couple of months ago, Southern U.S. states 6 don't want to go into that market. And so for 7 us to be able to be first to bat in some of 8 these markets, it's really important. You 9 know, the amount of times, Jason, I'm sure 10 you've heard it when you go to certain 11 countries and they say, oh, you know, Houston 12 was here last week. 13 MR. LANCLOS: 14 Correct. 15 MR. CRABTREE: 16 We didn't hear that in Australia. So 17 that was very encouraging that we had that 18 opportunity to be first in line there. 19 MR. LANCLOS: 20 Yeah. 21 MS. CARTER: 22 A few of the things that I'll add too, 23 you know, all of this is deployed based on a 24 very data driven strategy and what our 25 strategic plan and the research coming out of Page 80
1 on here the past year and a half, two years. 2 MR. LANCLOS: 3 Harrison, if can I comment on that just 4 real quick, and I want to call out Micah for 5 his recent appointment, number one, on the 6 International Board for just having a mission 7 where you have the different entities that are 8 sitting at the table where Micah comes in and 9 brings his expertise on ports. You have the 10 World Trade Center. We have LED posted 11 understanding incentives. When we meet with a 12 superfund or companies, that focus is so broad 13 that they don't feel like they don't have a 14 question that can't be answered. Granted, 15 there are things that have been thrown out 16 there that we say, hey, we're going to have to 17 get back to you. But I think those partners 18 at the table together really represent a 19 strong brand. 20 And I think when we represent the State 21 like that, they are even telling us that the 22 other states that have come in, that they've 23 done this meetings and there is no followups. 24 So I think that it's super important to 25 continue that kind of relationship too. Page 79	1 that strategic plan told us about the 2 opportunities in certain markets aligned with 3 the asset mapping and whatnot and where we're 4 going to focus, and so really being able to 5 not just have the strategy, but then also the 6 execution and Harrison and his expertise and 7 having the active management. One thing that 8 we will be doing, so we're in interview 9 processes now. And so, hopefully, by the next 10 meeting, we will actually have these in-market 11 representatives that we will tell you, here's 12 who's going to be serving the State of 13 Louisiana in these markets. 14 And that is a statewide Interview 15 Committee. We heard Mandi very loud early on 16 when we started talking about this process of 17 partnership and aligning with the World Trade 18 Center about, okay, let's make sure that this 19 is all of Louisiana and for all of Louisiana. 20 So we've got Gray Stream, who is serving on 21 that Interview Committee from the Lake Charles 22 area. We have Justin Dixon that is the 23 regional CEO from the northwest part of the 24 State, along with myself, Harrison, and Greg, 25 who have already done a tremendous amount of Page 81

1 the work, but the three of us will be meeting 2 with, essentially, the finalists for the first 3 time today and tomorrow. 4 And then that leads me from the execution 5 standpoint and logistics. We are executing a 6 Cooperative Endeavor Agreement, a CEA, between 7 LED to the World Trade Center to be really the 8 active manager of this contract. So they will 9 be the ones contracting with the 10 representatives in these markets and there 11 will be very strong deliverables. 12 I can't remember who it was that was 13 laughing at me about holding people 14 accountable, but we will be holding these 15 individuals accountable. They will be 16 responsible, how many meetings are you taking, 17 what is the lead development ratio, what is 18 the ratio from leads to project. Because if 19 you're just having meetings and they're not 20 turning into opportunity, that's not what we 21 need. 22 And so, you know, these are -- one of the 23 points you made is that these are where we'll 24 have in-market representatives. We're still 25 going to be going all over the world for Page 82	1 represent another state. 2 MS. CARTER: 3 Right. Yeah. 4 MR. CRABTREE: 5 If you're working for Louisiana, you're 6 generating leads for Louisiana, that specific 7 consultant cannot represent Texas, Colorado. 8 They are Louisiana's consultant. Now, firm is 9 a different story, but that consultant will 10 not have any other state or municipality's 11 business card in their pocket. So I just 12 wanted to say that. 13 MS. CARTER: 14 Yeah. And a huge thank you to Harrison 15 and Greg, they've been doing a tremendous 16 amount of work over the last six to eight 17 months, that while we waded through 18 legislative session, the strategic plan, as 19 soon as we got approval from the Governor to 20 move, we moved. And so that CEA has been in 21 motion and we've been moving very quickly 22 since July 1. So thank you both for that 23 effort. 24 MR. SANDERS: 25 Paige, a question. Harrison, number one, Page 84
1 different types of missions with groups and 2 whatnot. So this is to compliment a really 3 overarching strategy. 4 And then I will say, Harrison, I was able 5 to go on a mission that he put together in the 6 fall. And I came back and said, that's 7 exactly what we need to be doing, because to 8 Jason's point, you had expertise represented. 9 It wasn't just LED showing up by ourselves. 10 You had expertise represented from the legal 11 background from the logistics and 12 transportation background. 13 Every question that came up, we had the 14 ability to answer it. The most important 15 thing to me is, how are we using the 16 executive's time on the other side of the 17 table to really maximize the 30 minutes we 18 have with them. And so huge applause to how 19 well you put these things together. I'm 20 excited to see that continue to reap benefits 21 for the State of Louisiana. 22 MR. CRABTREE: 23 I just want to -- Greg, you testified, 24 and I want to be clear, these consultants, we 25 have been very clear with them, they cannot Page 83	1 when she sends you to Australia, make sure 2 it's business class. 3 MS. CARTER: 4 That's actually a request that has to be 5 approved by the Commissioner of 6 Administration. 7 MR. CRABTREE: 8 And but I will say, for Australia, the 9 amount of times we heard from companies, thank 10 you for coming, because no other state, they 11 all said, let's hop on a Zoom call. So they 12 really appreciated us being there in person. 13 MR. SANDERS: 14 When this first started, Paige, and it 15 goes back 16 years ago or so, the 16 (indiscernible) Administration -- 17 MS. CARTER: 18 Yes. 19 MR. SANDERS: 20 -- and we did those consultants, and I 21 didn't like them from day one. They were 22 representing ten different states. But they 23 did do one thing right, they came and they 24 appeared before us. 25 MS. CARTER: Page 85

1 Yeah, we're doing that. Yes. 2 MR. SANDERS: 3 So they are going to come to Louisiana 4 and they're going to feel the culture -- 5 MS. CARTER: 6 It's a requirement. 7 MR. SANDERS: 8 -- and feel us and all that? 9 MS. CARTER: 10 Yeah. Uh-huh. 11 MR. CRABTREE: 12 Sooner rather than later, I can say that 13 much. 14 CHAIRMAN RUSOVICH: 15 No, that's great point because we did 16 have a comment. I can visualize this Board 17 here, and that's a great point, Don, because I 18 can visualize a future Board meeting where the 19 three representatives are here presenting on 20 exactly what they're doing and their 21 activities and their successes and in the 22 collaboration. So absolutely, Don, that's in 23 the plan and that's in their agreement. 24 MS. CARTER: 25 Yeah. Page 86	1 kind of what Paige was alluding to is they 2 will have very clear deliverables. It's not 3 going to be, let's check in whenever it's 4 convenient for you. It's going to be, we're 5 checking in every, let's say, first Monday of 6 the month, and that is set. We're not, you 7 know, going to be moving that around. In 8 terms of the reporting, you know, that still 9 will be worked out through them. 10 MS. BELLARD: 11 Uh-huh. 12 MS. CARTER: 13 Yeah. Does that answer your question, 14 India? 15 MS. BELLARD: 16 Yes. 17 MR. NAVARRO: 18 May I? Just following up on your reports 19 and, Harrison, it's great to have this, you 20 know, markets and Japan, Germany, Italy, 21 France, Australia, but my business is logistic 22 management. And it's great to hear that is 23 some perspective client decided to come to New 24 Orleans and bring in a new client to New 25 Orleans from Houston after a year and a half, Page 88
1 CHAIRMAN RUSOVICH: 2 So you'll be at a future meeting and hear 3 directly from them and they'll be standing 4 right there and presenting. 5 MS. CARTER: 6 Yep. 7 MS. BELLARD: 8 Just a question about operationally. 9 Once you guys go into these markets, you have 10 the generation and maybe the vision 11 development, what will that kind of look like? 12 Is that an overview of how that will be 13 presented back here or who will be kind of 14 engaged just on (inaudible) level? And I 15 think, specifically, because there's Industry 16 here as well as, you know, the 17 representatives, so what would that look like? 18 MR. CRABTREE: 19 In terms of this specific reporting? 20 MS. BELLARD: 21 Yeah, and just engagement, right. So 22 after you did your presentation, how do these 23 folks kind of engage in that as well? 24 MR. CRABTREE: 25 Yeah. So from the consultants' side to Page 87	1 so don't feel bad. But one thing that I 2 haven't heard here at all is (indiscernible) 3 already lifted in January of this year, and 4 then that's only Caribbean and Central America 5 as well as USMCA, which is Canada and Mexico. 6 Are we doing anything? 7 Because I see a lot of phone calls and 8 lot of emails coming as far as logistics and 9 the, I hate to say headaches, but the 10 challenges they're facing before Houston. And 11 I think that we have tremendous opportunity to 12 take advantage of that. And I'm -- some more 13 business, I'm taking advantage of. 14 And, you know, Beth is supporting us 15 tremendously and Amanda. And New Orleans 16 Public Health, they have gone out of the way 17 to make it happen. So I just want to bring 18 that up because I don't think we should 19 overlook our own backyards. 20 CHAIRMAN RUSOVICH: 21 Well, it's a great -- 22 MR. NAVARRO: 23 That's my comments. 24 CHAIRMAN RUSOVICH: 25 Yeah, let me comment generally on it. Page 89

1 MR. NAVARRO: 2 Yes. 3 CHAIRMAN RUSOVICH: 4 It's a great observation and I agree with 5 you a hundred percent. The issue, I think, 6 has always been too though, Nestor, is the big 7 part of this Board and LED's focus here, okay, 8 in this room -- 9 MR. NAVARRO: 10 Uh-huh. 11 CHAIRMAN RUSOVICH: 12 -- is about foreign direct investment 13 into Louisiana. So what we have to do is be 14 driven by sort of where those investments are 15 coming from. And as we look at the data and 16 look at what countries have the largest 17 investments in Louisiana, that's what then 18 drives our investments in those countries and 19 those efforts. 20 Now, that is separated from the other 21 part of your question that connects to global 22 trade. 23 MR. NAVARRO: 24 Uh-huh. 25 CHAIRMAN RUSOVICH: Page 90	1 MR. NAVARRO: 2 Thank you, sir. 3 CHAIRMAN RUSOVICH: 4 We'll work with you. We'll work closely 5 with you. 6 MR. NAVARRO: 7 No. 8 CHAIRMAN RUSOVICH: 9 No, seriously, we will work closely and 10 we should follow up on this and figure out a 11 trade strategy, not so much (indiscernible) 12 but a trade strategy for South Central America 13 and the Caribbean. 14 MR. NAVARRO: 15 Yeah. 16 CHAIRMAN RUSOVICH: 17 Thank you for bringing that up. 18 Harrison, do you have anything to add? 19 MR. CRABTREE: 20 No. No. 21 MR. NAVARRO: 22 Just following instructions. 23 CHAIRMAN RUSOVICH: 24 Paige, anything to add? 25 MS. CARTER: Page 92
1 On the global trade side, I think all of 2 us agree with you emphatically and completely. 3 And I think Central and South America and the 4 Caribbean for the ports is also a low-hanging 5 fruit because of the, you know, the geographic 6 proximity and because of the carrier services 7 we currently have. So I think what we can do 8 is separately, you know, Paige was saying 9 before, she said we need to identify the Board 10 Members in terms of what the expertise is and 11 what the focus is. Paige, what I just heard 12 Nestor do is volunteer for an effort to -- 13 MR. NAVARRO: 14 No, because it just -- 15 CHAIRMAN RUSOVICH: 16 -- for an effort to really -- 17 (MULTIPLE SPEAKERS SPEAKING) 18 CHAIRMAN RUSOVICH: 19 -- for you to be our go-to for South and 20 Central America and the Caribbean guide. So 21 thank you very much, Nestor. We appreciate it 22 you volunteering. And be careful when you ask 23 Paige something like that, be careful what you 24 ask for. So we appreciate your offer and 25 thank you for accepting it. Page 91	1 No. 2 CHAIRMAN RUSOVICH: 3 Okay. We'll follow up with that. We're 4 making a note, Nestor, and we'll figure out 5 some way to keep that dialogue going and 6 propel the trade opportunities in Central 7 South America. And that can be very much with 8 Julia and with LAWIC in certain terms of 9 identifying those trade opportunities. 10 MR. NAVARRO: 11 Yes, sir. I think to manage 12 agrobusiness. 13 MS. CARTER: 14 Yeah. 15 CHAIRMAN RUSOVICH: 16 Agrobusiness is huge. Yeah. And we can 17 connect him with Nicholas too. He's not here 18 for this Board meeting, but usually, he's 19 here. So we'll connect him with Nicholas with 20 the agriculture too. Thank you. We'll make a 21 note of it. 22 MR. NAVARRO: 23 Thank you. 24 MR. CORMIER: 25 It's also -- I'll just piggyback on Page 93

1 Nestor, it's very helpful, I think, that as a 2 part of the American Authority of for -- or 3 American Association of Port Authorities, 4 AAPA, is really a North America, South 5 America, Central America. So, like for 6 instance, the conference this year is in 7 Quebec. So it's helpful to be around other 8 ports throughout this entire Western 9 Hemisphere engaging companies, figuring out 10 new trade opportunities. 11 And I think it's going to be helpful for 12 the -- I know some of us are going to be 13 there, I think, coming together and figuring 14 out ways of where we market ourselves, figure 15 out partnerships with other ports and those 16 other areas for potential business 17 opportunities. I think it's an avenue and a 18 place where a lot of that can happen. 19 MR. NAVARRO: 20 Thank you. 21 CHAIRMAN RUSOVICH: 22 Thank you for that, Micah. 23 MR. GRESHAM: 24 On that note, just for planning purposes 25 for LED and LABIC, next year, it will be in Page 94	1 Okay. Paige, and I think next up on the 2 agenda is India, right? 3 MS. CARTER: 4 International Missions first. Yeah, 5 International Missions. 6 CHAIRMAN RUSOVICH: 7 Oh, I'm looking at the -- okay. 8 MS. CARTER: 9 So just a quick couple of updates. We've 10 got, to Don's point, what you have in front of 11 you is a summary from the Paris Air Show and 12 some of the in-market visit that we did. And 13 I know some of the colleagues around the table 14 were with us. From a business development 15 perspective, this was the strongest, most 16 effective from a BD perspective outreach we've 17 ever had. We were able to fulfill over -- 18 right here, you see 40, but we ended up 19 hitting 45 business development meetings just 20 from the LED staff. 21 This doesn't include our other partners 22 that had meetings that LED was not in. This 23 is just LED's meeting reports. And so that 24 turned that we have at least ten projects, I 25 think that's closer to 12 now that came Page 96
1 New Orleans. 2 MS. CARTER: 3 Oh, nice. 4 MR. GRESHAM: 5 Yeah, so it will be the first time since 6 2016, it's been in New Orleans. 7 CHAIRMAN RUSOVICH: 8 Oh, that's a great opportunity. 9 MR. GRESHAM: 10 And Chett Chiasson is currently the 11 chairman as well. 12 CHAIRMAN RUSOVICH: 13 Nice. 14 MS. CARTER: 15 That's what I thought. 16 MR. HARDMAN: 17 Mr. Admiral. 18 MS. CARTER: 19 What's that? 20 MR. HARDMAN: 21 Mr. Admiral. El Capitan. 22 CHAIRMAN RUSOVICH: 23 Okay. Any other questions on the 24 International Office update on that part of 25 the agenda? Page 95	1 directly from those meetings into our project 2 pipeline and represent capital investment in 3 the billions and thousands of jobs. So really 4 a successful trip to Paris. Thank you to all 5 of those -- anybody else want to comment? 6 Kevin? Yeah? 7 MR. MELTON: 8 Yeah. Just having gone several years and 9 being, going to support LED historically, but 10 now, we have Scott and Paul and the other 11 folks that are actually working hard to 12 (inaudible) South Louisiana, I will tell you, 13 my perspective of it was like night and day. 14 The Governor was hugely involved. We had the 15 reception. 16 For those of you, I mean all of you have 17 been around the block, and it was worth it. 18 You think Paris and you think romance and all 19 that; it was not anything but. It is the 20 standard of taking two hours to get there and 21 standing in line to get into the venue with 22 two to three to four to 5,000 people that are 23 trying to get in at the same time, but I 24 thought it was a phenomenal impact effort by 25 LED and the folks that attended. Page 97

1 Now, it's a matter of, what are those 2 results going to show? But if we don't go, if 3 we're not present, it's a guarantee we're not 4 going to get anything, right. 5 MS. CARTER: 6 Yeah, right. And we had another regional 7 NLEP, Justin Dixon, who's serving on our 8 Interview Committee for the international 9 offices, him and his team were with us as 10 well. And so he and I ended up spending a 11 good amount of time in France and then we 12 actually spent multiple days in Germany after 13 with some very successful meetings as well 14 that aren't captured here. This is solely 15 kind of the Paris readout, but we will 16 producing summaries like this for all of 17 these, especially large delegation trips that 18 we take, but then Jason does these regularly 19 for his efforts as well. 20 MR. MELTON: 21 It's a leadership thing. That's the last 22 thing I'll say, it's a leadership thing. It's 23 leadership from Susan, you, the Governor. And 24 that's what, in my opinion, that's what makes 25 the difference. So kudos to you. Page 98	1 you show up that way, it garners a lot of 2 momentum and a lot of attention. And so I 3 just wanted to commend the State as well as 4 all of its partners over there on how well it 5 went. 6 CHAIRMAN RUSOVICH: 7 Thank you. 8 MR. JACKSON: 9 And we're glad to support on the front 10 end related to some of those long lines on how 11 to get the Governor in and out and things like 12 that. 13 MS. CARTER: 14 Yeah, he had a chariot. But, yeah, I 15 think we had the largest delegation we've ever 16 had to France for the show too, which was 17 great. The amount of meetings we had. You 18 know, this solely captures the LED, the State 19 dollars deployed and the ROI of those from our 20 Department. But if you thought about the 21 totality of those meetings, it's unbelievable. 22 Harrison, I know you've got a mission 23 coming up. 24 MR. CRABTREE: 25 Yeah. So first, I'll touch upon a trip I Page 100
1 MS. CARTER: 2 Thank you. We've got a great team. 3 Harrison, I'm completed on International 4 Missions. I'm going to have you and then 5 Jason -- 6 MR. JACKSON: 7 I'd like to add that. So I'm John Henry 8 Jackson, I'm with the U.S. Commercial Service 9 part of the Department of Commerce. I was 10 just on a call this week with my colleagues in 11 Paris, and the Louisiana presence at the Paris 12 Air Show was -- it definitely caught their 13 attention this year. And we've had some 14 unexpected things and, again, not captured, 15 that's hard to capture here, but additional 16 followup related to opportunities, actually 17 related to Italy, which I guess I need to talk 18 to Jason about since he's headed there next 19 month possibly for Gastech. 20 My point being that, to the earlier 21 points related to the momentum and presence 22 that Louisiana has made, it's caught attention 23 at the federal level. My colleagues have to 24 be quote/unquote agnostic as far as investment 25 into the U.S., but the truth is, is that when Page 99	1 did in June to Norway for what they call 2 Nor-shipping. It is essentially, if you're 3 familiar with work boat shows in New Orleans, 4 it's their version, which I actually think 5 their version on steroids. It's quite an 6 impressive conference. So I went over there 7 to kind of test the waters a little bit, had 8 some really productive meetings with vessel 9 builders, vessel part constructors, had some 10 very frank conversations. 11 So it was really interesting to kind of 12 hear their thoughts on the U.S. shipbuilding 13 capacity and kind of tailor our strategy a 14 little bit on that. Also in November, we're 15 going to our next -- the World Trade Center 16 delegation back to Norway to Oslo for a 17 maritime innovation trade mission, so less so 18 on the vessel construction and more so looking 19 at what kind of innovation are they 20 incorporating into their maritime port 21 operations. So really excited for that. 22 I think there's a lot of opportunity in 23 Norway. So I'm going to continue to peel that 24 onion back and see what we can uncover there. 25 MS. CARTER: Page 101

1 Micah, you'll be on that trip? 2 MR. CORMIER: 3 I will. 4 MS. CARTER: 5 You will be on that trip. Audrey on our 6 team will be on that trip. So, Kristi, yeah, 7 will be on it. Excellent. 8 Jason? 9 MR. LANCLOS: 10 Great. So just a couple of upcoming 11 events and, India, I will defer to you a 12 little bit more on ADIPEC, but I'll just kind 13 of tee it up and talk about what's coming up 14 first. So next month, September 9th through 15 12th is Gastech in Milan, so we use that as an 16 opportunity. And last year, we weren't able 17 to attend in Houston. This year, we were 18 invited by the CEO and LNG, Chett Chiasson and 19 I are going to be doing a presentation on all 20 things Louisiana introducing our natural gas 21 industry and also talking about all the 22 developments on LNG. 23 In addition, this event hosts about 24 50,000 plus in terms of people who attend, 25 very big focus on hydrogen energy and all of Page 102	1 companies and get them very excited about 2 Louisiana. And then again, when we talked 3 about cross collaboration, having people, 4 again, these folks in this room, they're 5 experts. So we can come back and say, hey, 6 this company needs this, this, and this and 7 start to work on developing a plan and recruit 8 them, and so super excited about that. 9 I'm really looking forward to the 10 productive meetings that we'll have there. 11 ADIPEC, last year, I know we talked last year 12 about the meeting and in this room kind of 13 what that brings to the table, but I think 14 that the small business component of that is 15 extremely important. And India does a great 16 job of identifying STEP companies that are 17 already exporting. Mandi, you talked about 18 the Lafayette companies; Brenda and others as 19 well our research. 20 Those are the companies that we want a 21 lot more, but we're also able to go on the 22 trade floor and kind of understand what the 23 bigger picture looks like from valves and 24 tubing and those kinds of things. So the 25 other thing that we'll be doing at ADIPEC this Page 104
1 our clean energy investments that we're doing 2 in Louisiana. So it's going to be very well 3 attended. I think based on the meetings that 4 we have set up already, there are going to be 5 a ton of folks there that work very closely 6 with our direct investments. 7 The other big thing that I think is super 8 exciting is that when we look at these 9 meetings, it's not always location specific, 10 but this particular one has a lot of the 11 supply chain components and energy factors 12 that we're going after. What's most exciting 13 for me is that that plays very well with the 14 nuclear side, components of manufacturing, 15 what I'll call just a complete ecosystem 16 that's built out, a very large successful 17 company that manufactures stainless steel 18 tubing but also put it together on the nuclear 19 side. 20 We've already secured some meetings with 21 them to meet with them to look at how we can 22 potentially bring some of those other 23 manufacturing components to Louisiana. So 24 very early on, not a big delegation, but we 25 would like to get in early with these Page 103	1 year, there is a trade mission to Kuwait that 2 we're going to support those small businesses. 3 And then Devon and I are actually setting up 4 some meetings with the foreign investment 5 funds, like XRG that President Trump met with 6 not too long ago that have what I would call 7 an exorbitant amount of capital that they're 8 looking at deploying into the United States. 9 And Harrison touched upon this earlier, 10 but I think that the window of what we're 11 looking at right now is international 12 investment is looking at the U.S. in terms of 13 permitting structure. A lot of these other 14 areas are not able to build large component or 15 large LNG facilities like they used to. 16 They're seeing what I call expedited reviews 17 that are happening here. And there's a 18 strong, strong interest in foreign investment 19 fund to look at phased construction on some of 20 the big projects that we're working on here. 21 So that's another exciting portion of what 22 we're going to be doing while we're there. 23 Always looking to maximizing when we 24 visit areas, what are the other financial 25 components or supplier components that we can Page 105

1 visit in addition to it? So that's a quick 2 update on what's happening. And India is 3 going to talk about STEP. 4 CHAIRMAN RUSOVICH: 5 Jason, did I hear you say -- so your -- 6 ADIPEC, we're doing the Abu Dhabi conference. 7 MR. LANCLOS: 8 Correct. 9 CHAIRMAN RUSOVICH: 10 And I know that that's supported here 11 locally too by businesses that go to the Abu 12 Dhabi conference, which is a major one. And 13 then, did I hear you say as well that you're 14 going to Kuwait? 15 MR. LANCLOS: 16 Yes, sir. We're doing an additional 17 mission for two days after and John Henry and 18 his group support that and where they actually 19 take the small businesses to build in, very 20 similar to what we did in Saudi Arabia last 21 year. And they'll set up meetings with local 22 chambers, they'll set up meetings with 23 suppliers -- 24 CHAIRMAN RUSOVICH: 25 Yeah. Page 106	1 MR. LANCLOS: 2 And the exciting thing is that the 3 tangibles or that these companies that are 4 traveling with us are actually leaving or 5 getting contracts within a very short order 6 because they've met with the chambers, they've 7 met with the folks, and they're getting orders 8 in potentially areas that they haven't done 9 business with before. And that's really where 10 that value comes in where they see it, they're 11 introduced to the market, they meet the 12 consultants who are going out and nurturing 13 those relationships. 14 And that's just something that I took 15 away from it is that when we're there to 16 support them to kind of give them the bigger 17 picture of what the State is working on, but 18 also have the smaller businesses that are 19 directly benefiting from it, it's a good story 20 to tell. So I will continue to keep you 21 updated on how all that goes. 22 CHAIRMAN RUSOVICH: 23 Absolutely. And just, finally, it ties a 24 lot to what Mandi was saying earlier, I mean 25 like Lafayette having the oil and gas side, I Page 108
1 MR. LANCLOS: 2 -- and meetings with consultants. And so 3 when we bring the businesses there, we're 4 supporting them. 5 CHAIRMAN RUSOVICH: 6 I'm really happy to hear that because I 7 think that the Middle East presents a 8 tremendous opportunity because of the 9 synergies we have on the energy side, and so 10 that really ties in. And I think Louisiana 11 partnering more and more with Saudi and Abu 12 Dhabi and with Qatar and with Kuwait, I think 13 there's a real, real opportunity there. 14 And so I'm glad to hear you're starting 15 to really penetrate those markets. The ADIPEC 16 conference is a great one. And I think 17 linking that into Kuwait and their funding and 18 their sovereign funds and then maybe building 19 that into Saudi and Qatar in the future, I 20 think, even Oman, I think that's a really 21 nice, a really nice opportunity. 22 MR. LANCLOS: 23 Yes, sir. 24 CHAIRMAN RUSOVICH: 25 So we should keep building that one too. Page 107	1 mean, a lot of our oil and gas suppliers. 2 It's not just the FDI coming in that we can 3 secure from the Middle East, which I think 4 that's a huge opportunity, particularly with 5 the President's outreach. And, you know, I 6 know he's very well thought of in the Middle 7 East by those leaders. And I think that is a 8 tremendous opportunity there with the 9 Governor's relationship with the President, 10 the President's relationship with those Middle 11 East leaders, and with even -- but not only 12 FDI, but also with oil and gas suppliers that 13 we have for exports into those markets and 14 imports in. So there's nice synergy, you 15 know, all across the board, I think, for 16 Louisiana. So thank you for that, Jason. 17 MR. LANCLOS: 18 Absolutely. 19 MS. BELLARD: 20 And definitely, just to speak on that, it 21 is our intention to capitalize on that as well 22 while we're going into -- 23 CHAIRMAN RUSOVICH: 24 That's great. 25 MS. BELLARD: Page 109

1 -- (inaudible) to align with what already 2 has been, like, precedent and set before us so 3 that we can make sure that Louisiana is set up 4 properly in a position to optimize that 5 opportunity. 6 CHAIRMAN RUSOVICH: 7 Perfect. 8 MS. BELLARD: 9 So, yes, we are doing these trade 10 missions, but that is also on the forefront of 11 our minds. 12 CHAIRMAN RUSOVICH: 13 Thank you, India. Well, I think India is 14 next up. 15 MS. CARTER: 16 Yeah. 17 MS. BELLARD: 18 I am. 19 CHAIRMAN RUSOVICH: 20 Okay. Go ahead. 21 MS. BELLARD: 22 Okay. So on the heels of trade, right, 23 so all things trade, to Jason's point, 24 holistically bringing these companies to these 25 industries and markets to support them along Page 110	1 so that we can do some B to B engagements with 2 these small businesses on a governmental 3 level. 4 The next thing we were able to do is 5 statewide export boot camp where we partnered 6 with Louisiana District Export Council to 7 provide three statewide export boot camps. 8 And this specifically speaks to partnerships 9 working alongside LED to support these small 10 businesses and get them prepared to enter into 11 the market or get them prepared to expand into 12 additional markets. So we support new to 13 export companies as well as market expansion 14 companies. 15 And some of the topics that we were able 16 to support them in is, like I said, market 17 selection, market entry, the legal aspects, 18 the financial aspects, what support is 19 available to them federal level, state level, 20 how we can engage with them on that level. 21 Local business development sales trips, 22 this is another mission that we support. This 23 is where the companies are able to go into the 24 markets that they've done their additional 25 research in and execute contracts directly Page 112
1 with FDI investments. To those who are in the 2 room who may not know what the STEP program 3 is, it is the State Trade Export Program that 4 is a federal grant administered by SBA; 5 whereas, the states are provided a grant to 6 support export endeavors for small businesses. 7 And the State of Louisiana has 8 administered this competitive grant for the 9 last seven years. And we have successfully 10 managed around 500,000 per award and we 11 support two awards consecutively. So we're 12 managing around a million dollars. 13 This Fiscal Year '23 program started 14 September 2023, and it will end in September 15 of 2025. And so I'm just going to go through 16 a couple of highlights. We have successfully 17 managed the Louisiana Pavilion at ADIPEC, 18 where (inaudible) oil and gas adjacent. 19 Mainly Acadiana Parish small businesses come 20 along with us to engage with marketing and 21 industry as well as government officials who 22 get aligned with the services and sales. 23 We also provided a Saudi Arabia mission 24 trip with five companies. And one of our 25 partners, (indiscernible) came along with us Page 111	1 with companies or with partners that they have 2 worked with. Some of the countries that we've 3 entered into is France, Dominican Republic, 4 Ecuador, Denmark, Costa Rica, and Mexico. And 5 I just want to highlight that this is just in 6 this one program. 7 That is what these small companies are 8 doing. Partnering with LDEC but also 9 partnering with the State of Louisiana to help 10 them get into these markets and execute 11 successfully. 12 Another thing we were able to do is 13 additional trade shows. Again, this is where 14 these companies have done their research and 15 have provided -- they've done their research 16 and they've gone to these specific trade 17 shows. Some are domestic and some are 18 international. So work boat, LTC, Essence, 19 Curve New York, a lot of them have gone to 20 Japan, so food expo in Japan, Paris Air Show, 21 Canada Beer and Wine, and Farm Next in 22 Germany. 23 Again, this is the region which we're 24 having globally where these small businesses 25 are able to execute on their services and get Page 113

1 into these markets to do wonderful things. 2 And so this, again, speaks to the legacy 3 business pointing back to Nine by Ninety, how 4 we're able to support these small businesses 5 getting into these markets, making Louisiana 6 presentable on a larger global scale. We 7 speak a lot about FDI, but it's very important 8 as we have spoken to today to cultivate this 9 current industry and make sure that they are 10 also supported in their endeavors; be it 11 aligning with what's happening from the State 12 perspective as well as their own personal 13 initiatives and engagements as well. 14 And holistically, that just sets us all 15 up to, you know, be on a global scale. And 16 it's important, right, so we supported 60 17 businesses, over \$12 million in sales, and in 18 24 countries, and we've created and retained 19 95 jobs. So that is what the STEP program is 20 doing. 21 I think it's really important to also 22 address advocacy. There is -- obviously, this 23 program itself is small businesses. But as 24 you guys are working and going along 25 throughout engagements, I think it's very Page 114	1 piggyback on that and just harp on how 2 critically important this piece of the work of 3 international commerce is important for 4 Louisiana. We have a bunch of small 5 homegrown, scrappy, little businesses that are 6 doing phenomenal things on the export side as 7 well. 8 And we appreciate as well local economic 9 development, entities that may not have super 10 deep pockets and can go travel overseas, but 11 the support and representation by LED and 12 partners in this room, but also the ability to 13 piggyback on domestic international trade 14 opportunities, like Select USA, for example, 15 where we can piggyback on you all and build 16 those relationships with dozens, hundreds of 17 countries that come to the U.S. to Maryland. 18 So, you know, this is critically 19 important to the work that we do. And I know 20 we're more focused, this group here, on FDI, 21 but it all fits together for the ports. Can 22 you imagine how many of those little small 23 suppliers rely on y'all? So I just wanted to 24 point out -- 25 CHAIRMAN RUSOVICH: Page 116
1 important to just keep in mind that this is a 2 federal program and we're not always 3 guaranteed to have it, but it is something 4 that is directly impacting Louisiana 5 companies. And as, you know, shift shapers 6 and as leaders, it's really important that as 7 you have and engaged in conversations to kind 8 of keep this as at top of mind, that this is 9 directly impacting these small businesses. 10 We're hopeful to have it and to utilize it for 11 years to come. 12 MS. MITCHELL: 13 Can I just piggyback on that? So first 14 of all, yes, Lafayette and Acadiana, we're so 15 grateful, not just for STEP, but for the 16 emphasis on the export side and the emphasis 17 on legacy Louisiana businesses, and the 18 emphasis on small businesses, and the emphasis 19 on visits and the value of those visits. LED 20 was just in Lafayette last week. And we, as a 21 result of a visit, we now have from a local 22 small business exporter a very viable, 23 potential, significant expansion. And it is 24 an international exporter. 25 And so I just want to, you know, kind of Page 115	1 No, I think you're right to put that 2 emphasis there, Mandi, and I think we all 3 agree with you there. The small business 4 component and, in particular, those exporters 5 and importers is exactly what we're here for. 6 And that's why we've always been very 7 supportive of this program, very supportive of 8 ADIPEC, and some of the others. And so, no, 9 we're with you, we need those exporters and 10 the importers, so that's critical. 11 MS. APP: 12 I have a quick -- I have a few questions 13 actually. So, one, as a small business, I 14 love the STEP program, and I've seen it in 15 action through those boot camps or the trips. 16 With the new Administration and their focus on 17 efficiency and weeding out some of the federal 18 government, where are we at? Do we have any 19 feedback from SBA as to whether, you know, 20 does the Administration like that program? 21 And is it, like, do we need to start 22 championing it when we are in DC? 23 I know myself, Greg, a lot of us, 24 Harrison have been spending an awful lot of 25 time in DC recently. So is there an Page 117

1 opportunity for us when we're making these 2 visits to continue championing the program if 3 it is at risk? 4 MS. BELLARD: 5 A hundred percent. And it is at risk, it 6 is. And so to the point of advocacy, while 7 you are engaging in these specific spaces, 8 please keep this in mind and the region which 9 it has and the impact in which it has. So, 10 yes, you do have these audiences. Please make 11 sure to have the conversation about the impact 12 STEP has for your state and to ensure that we 13 continuously have the funds and resources. 14 MS. APP: 15 And this might be a suggestion as well 16 too, because you know, if you don't use your 17 voice, you know, our representatives don't 18 listen. So this might be an opportunity as 19 well if there's some sort of letter or 20 precanned email that we could put together to 21 them, send it to our representatives, you 22 know, and senators up in DC to make sure that, 23 you know, this group or the people on this, 24 you know, Board are supportive of that 25 program. Page 118	1 because I know Kristi and Harrison have had to 2 explain on the path of the World Trade Center, 3 in particularly, GNO, Inc. into Washington. 4 MS. CARTER: 5 Yeah. One thing I asked India for 6 earlier this week that we're targeting quickly 7 is just a one-pager overview, you know, 8 shorter than this summary, but just here's the 9 accomplishments we've made -- 10 CHAIRMAN RUSOVICH: 11 Yeah. 12 MS. CARTER: 13 -- here's the requests we have now in 14 terms of the application. And we plan to 15 distribute that throughout this group. And 16 then I meet -- we now, just as we've talked 17 about integration across our team, our federal 18 delegation integration that LED has had is 19 night and day from where it has been. So I 20 meet with Speaker Johnson's Chief of Staff 21 every two weeks. And so I've got my next 22 meeting with her on Friday, where this is a 23 primary point of discussion for us. 24 MS. APP: 25 And I guess my final comment is -- Page 120
1 MS. BELLARD: 2 Yeah. 3 MS. APP: 4 So that just might be an idea as well 5 too. 6 MS. BELLARD: 7 For sure. So LED did send letters to our 8 representatives back in March, but this is a 9 great opportunity for you guys to do it as 10 well. I can partner with you so you could see 11 kind of what -- 12 MS. APP: 13 Perfect. 14 MS. BELLARD: 15 -- the templet that we already sent. 16 But, yes, absolutely, please do that. 17 MS. APP: 18 Sure. 19 CHAIRMAN RUSOVICH: 20 India, is it -- can we share that templet 21 with -- 22 MS. CARTER: 23 Yes, so one thing -- 24 CHAIRMAN RUSOVICH: 25 -- the Board and more information, Page 119	1 CHAIRMAN RUSOVICH: 2 And we should also calculate, like, who's 3 on, who -- I don't know which committee 4 oversees SBA, but whatever that committee is 5 and who we know on that committee, if we have 6 any delegation of members on the committee. 7 So anyway, we should look at that too, because 8 we need to find out who's on the committee. 9 MS. APP: 10 And one last thing, and I guess it's 11 really kudos to you all as well too, because 12 it seems like the focus that you all have at 13 LED is also now into the STEP program as well. 14 MS. BELLARD: 15 Yeah. 16 MS. APP: 17 So it's targeted and it's meaningful for 18 the distribution of those grants, so 19 congratulations on that. 20 MS. BELLARD: 21 Yeah. Absolutely. It's definitely been 22 a focus to align STEP with all of the 23 initiatives, especially the strategic plan; 24 not to have it removed or isolated or kind of 25 standalone, but to make sure it's incorporated Page 121

1 in all things that is now the international 2 strategy. 3 MS. CARTER: 4 And India is humble, but she individually 5 has done just a remarkable job in leading the 6 program and setting the mission over the last 7 year she's been with the Department. And so 8 what we've been having active conversations 9 about is we've got small business and 10 entrepreneurship that fits within our 11 innovation LA.IO, our chief innovation 12 officers, that's really like, how do you go 13 from idea -- if you think about that spectrum, 14 how do you go from an idea in entrepreneurship 15 to global multinational reach? You know, 16 that's what we're trying to cultivate is that 17 entire work stream there. 18 And so India is that connected tissue, 19 essentially, from the innovation side and the 20 idea of becoming that multinational reach. 21 And so we are, to her point, we are 22 integrating more. This used to be something 23 that was just embedded in the Office of 24 International Commerce in one corner closet of 25 the Department, and we have broken that Page 122	1 And it's definitely, again, setting a standard 2 for all of the rest of the District Councils 3 around the country as well as the other states 4 that have taken note of what Louisiana has 5 been doing. There's a reason Montana now has 6 a booth at ADIPEC, because Louisiana was so 7 successful. 8 MS. BELLARD: 9 Yeah, that's another great point. We 10 definitely set the precedence at ADIPEC at the 11 state pavilion and representative that they 12 are now other states mimicking what we have 13 done and how it's so impactful to these small 14 businesses when we come back. 15 MR. JACKSON: 16 They're still not as good at it -- 17 MS. BELLARD: 18 True. 19 MR. JACKSON: 20 -- but they're trying. 21 MS. BELLARD: 22 True, but we have led the way. 23 CHAIRMAN RUSOVICH: 24 Great. Sure. Let's go to next agenda 25 item, the Planned Meetings. Go ahead, Paige. Page 124
1 completely. 2 MR. NAVARRO: 3 And following up, that our company is 4 still growing with the usage of the STEP 5 program. 6 MS. CARTER: 7 Yeah. 8 MR. NAVARRO: 9 It might take a year, two years, 10 sometimes three years, but we have seen the 11 result. 12 MS. CARTER: 13 Uh-huh. 14 MR. NAVARRO: 15 Yes, it definitely works. 16 MS. BELLARD: 17 Thank you. 18 MS. CARTER: 19 Any other questions for STEP? 20 MR. JACKSON: 21 Yeah, I just wanted to also just say, I 22 served as Executive Secretary of the District 23 Export Council in Louisiana, and I just want 24 to, again, thank the State for its continuing 25 partnership related to all of these things. Page 123	1 MS. CARTER: 2 So these are the dates that everybody has 3 agreed upon. Ed Jimenez and Entergy team have 4 offered up their space for future meetings. 5 So our November meeting will be moving from 6 this space. Now that we have Entergy as a 7 Board Member, we will be utilizing a Board 8 Member's space just down the street. So if 9 y'all don't know where Entergy's building is, 10 we're just, what, three blocks from here. 11 MR. JIMINEZ: 12 Yes. 13 MS. CARTER: 14 Yeah. 15 MR. JIMINEZ: 16 Next to the old Governor's mansion. 17 MS. CARTER: 18 Yeah, next to the old Governor's mansion. 19 So thank you for that, Ed. And I'll let you 20 connect everything. 21 CHAIRMAN RUSOVICH: 22 Thank you, Ed. 23 MR. JIMINEZ: 24 Yeah. 25 MS. CARTER: Page 125

1 You can do all technology. 2 MR. JIMINEZ: 3 I'm not sure about that. Not me, 4 somebody. 5 MS. CARTER: 6 But thank you for that offer. And so 7 these are for the 2026 dates, these are the 8 meetings we currently have scheduled. I think 9 Harrison and I and Greg are potentially 10 looking at that February 25th meeting, is that 11 right, for when we bring in the market reps. 12 MR. CRABTREE: 13 Yeah. 14 MS. CARTER: 15 Yeah, so that is already on the plan is 16 at that February meeting is where we would 17 have the three representatives from all over 18 the world joining us here in person for that 19 Board meeting. 20 CHAIRMAN RUSOVICH: 21 Is that Mardi Gras week? They can enjoy 22 Mardi Gras. 23 MS. CARTER: 24 We -- no, we went around -- 25 MR. CRABTREE: Page 126	1 possible. And we will always finish on time, 2 which we have 13 minutes. I'm trying to get 3 to the next slide, Greg, I'm trying. 4 CHAIRMAN RUSOVICH: 5 No, not a problem. I think that's -- 6 just before we close out to public comments, 7 are there any Board comments? Any further 8 thing that you feel has not been said that 9 you'd like to say? Okay. 10 MS. CARTER: 11 Thank you to our new Board Members too. 12 CHAIRMAN RUSOVICH: 13 Yes, thank you all very much. Micah, 14 sorry I missed you earlier. Paige moved so 15 quickly. 16 MS. CARTER: 17 Sorry. 18 CHAIRMAN RUSOVICH: 19 Thank you all for being here, really 20 appreciate it, and we'll see you at the next 21 meeting. 22 But before we close out, we do have to -- 23 public comments? Any comments from the 24 public? 25 Okay. No public comments. Page 128
1 Mardi Gras is like the 16th. 2 MS. CARTER: 3 Jeanet did an amazing job at mapping out 4 every holiday. 5 MS. MITCHELL: 6 Every football game. 7 MS. CARTER: 8 Yeah, she mapped out every holiday. So 9 we had agreed a couple of Board meetings ago 10 that it was, what, is it the 2nd Wednesday or 11 third Wednesday of every month? And some of 12 them deviate throughout 2026 because of 13 holidays. So this should be as clear as it 14 possibly can be for a Louisiana holiday 15 schedule, consistently on a Wednesday. 16 But one of the things we -- what my 17 understanding is, in past years, we have never 18 actually had a set schedule. 19 CHAIRMAN RUSOVICH: 20 No. 21 MS. CARTER: 22 And it has become very problematic. And 23 so this is an agreement that we had as a Board 24 that we would have a set schedule for you all 25 so we could be as respectful of your time as Page 127	1 Okay. So do I have a motion to adjourn? 2 MR. NAVARRO: 3 So moved. 4 MS. CARTER: 5 Second. 6 CHAIRMAN RUSOVICH: 7 Moved and seconded. We're adjourned. 8 Thank you are all very much again. 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 Page 129

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 129 pages;

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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

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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.

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