

Subject: RE: Public Information Request (TX-SOS-22-1198) - SOS PIR 22-1226
Date: Monday, February 27, 2023 at 5:13:39 PM Eastern Standard Time
From: GeneralCounsel
To: AO Records
CC: GeneralCounsel
Attachments: 2.27.23 Documents.zip

EXTERNAL SENDER

Good afternoon,

Please see the attached zipped folder containing documents responsive to your request for information under Chapter 552 of the Texas Government Code (the “PIA”).

The responsive documents contain email addresses of the general public. An email address of a member of the public is confidential under section 552.137 of the Texas Government Code. The attorney general authorized all governmental bodies to withhold an email address of a member of the public without first requesting an attorney general opinion in Open Records Decision No. 684 (2009). Thus, this information has been redacted.

In addition, certain has also been redacted from the attached production in accordance with Open Records Letter No. 2022-24050 (August 12, 2022).

We appreciate your patience as we continue to process your request in accordance with the terms of the PIA. We require additional time to review our records and produce additional responsive documents. We will provide you any additional responsive documents—to the extent such information is not excepted from disclosure under state or federal law—by 5:00 p.m. on March 13, 2023. *See* Tex. Gov’t Code § 552.221(d).

Kind regards,

Jennifer Williams
Legal Assistant to the General Counsel
Office of the Texas Secretary of State

From: GeneralCounsel <GeneralCounsel@sos.texas.gov>
Sent: Monday, January 30, 2023 9:52 AM
To: 'AO Records' <records@americanoversight.org>
Cc: GeneralCounsel <GeneralCounsel@sos.texas.gov>
Subject: RE: Public Information Request (TX-SOS-22-1198) - SOS PIR 22-1226 (3 of 3)

Good morning,

Please find the third zipped folder attached.

As stated below, we appreciate your patience as we continue to process your request in accordance with the terms of the PIA. We require additional time to review our records and produce additional responsive documents. We will provide you any additional responsive documents—to the extent such information is not excepted from disclosure under state or federal law—by 5:00 p.m. on February 27, 2023. *See* Tex. Gov’t Code § 552.221(d).

Kind regards,

Jennifer Williams
Legal Assistant to the General Counsel
Office of the Texas Secretary of State

From: GeneralCounsel
Sent: Monday, January 30, 2023 9:48 AM
To: 'AO Records' <records@americanoversight.org>
Cc: GeneralCounsel <GeneralCounsel@sos.texas.gov>
Subject: RE: Public Information Request (TX-SOS-22-1198) - SOS PIR 22-1226 (2 of 3)

Good morning,

Please find the second zipped folder attached.

Kind regards,

Jennifer Williams
Legal Assistant to the General Counsel
Office of the Texas Secretary of State

From: GeneralCounsel
Sent: Monday, January 30, 2023 9:47 AM
To: 'AO Records' <records@americanoversight.org>
Cc: GeneralCounsel <GeneralCounsel@sos.texas.gov>
Subject: RE: Public Information Request (TX-SOS-22-1198) - SOS PIR 22-1226 (1 of 3)

Good morning,

Please see the attached zipped folder containing documents responsive to your request for information under Chapter 552 of the Texas Government Code (the "PIA"). Due to quantity and file sizes, two additional emails will follow containing additional zipped folders.

The responsive documents contain email addresses of the general public. An email address of a member of the public is confidential under section 552.137 of the Texas Government Code. The attorney general authorized all governmental bodies to withhold an email address of a member of the public without first requesting an attorney general opinion in Open Records Decision No. 684 (2009). Thus, this information has been redacted.

In addition, certain information has been redacted from the attached production in accordance with OR2022-24050.

We appreciate your patience as we continue to process your request in accordance with the terms of the PIA. We require additional time to review our records and produce additional responsive documents. We will

provide you any additional responsive documents—to the extent such information is not excepted from disclosure under state or federal law—by 5:00 p.m. on February 27, 2023. *See* Tex. Gov’t Code § 552.221(d).

Kind regards,

Jennifer Williams
Legal Assistant to the General Counsel
Office of the Texas Secretary of State

From: GeneralCounsel <GeneralCounsel@sos.texas.gov>
Sent: Monday, January 2, 2023 9:56 AM
To: 'AO Records' <records@americanoversight.org>
Cc: GeneralCounsel <GeneralCounsel@sos.texas.gov>
Subject: RE: Public Information Request (TX-SOS-22-1198) - SOS PIR 22-1226

Good morning,

Please see the attached letter, and zipped folder containing responsive documents, in response to your request for information under Chapter 552 of the Texas Government Code (the “PIA”).

The responsive documents contain email addresses of the general public. An email address of a member of the public is confidential under section 552.137 of the Texas Government Code. The attorney general authorized all governmental bodies to withhold an email address of a member of the public without first requesting an attorney general opinion in Open Records Decision No. 684 (2009). Thus, this information has been redacted.

As stated in our letter, we are processing your request in accordance with the terms of the PIA. We require more time to review our records and produce any additional responsive information. We will provide you any additional responsive documents—to the extent such information is not excepted from disclosure under state or federal law—by 5:00 p.m. on January 30, 2023. *See* Tex. Gov’t Code § 552.221(d).

Kind regards,

Jennifer Williams
Legal Assistant to the General Counsel
Office of the Texas Secretary of State

From: AO Records <records@americanoversight.org>
Sent: Wednesday, December 14, 2022 10:00 AM
To: GeneralCounsel <GeneralCounsel@sos.texas.gov>
Subject: Public Information Request (TX-SOS-22-1198)

CAUTION: This email originated from OUTSIDE of the SOS organization. Do not click on links or open attachments unless you are expecting the email and know that the content is safe. If you believe this to be a malicious or phishing email, please send this email as an attachment to Informationsecurity@sos.texas.gov.

Dear Public Information Officer:

Please find attached a request for records under the Texas Public Information Act.

Sincerely,

Dylan Winters

Paralegal | American Oversight

records@americanoversight.org | 202-492-8276

www.americanoversight.org | @weareoversight

PIR: TX-SOS-22-1198

From: Corey Rose
Sent: Friday, April 29, 2022 2:57 PM
To: Kim Bergmann
Cc: Stephanie Fields
Subject: As done as it gets (hopefully)
Attachments: Europe Itinerary Draft.docx

Sensitivity: Personal

See attached.

Corey

--

Corey Rose
Assistant Secretary for International Affairs
Office of the Secretary of State
Cell: (512) 914-4564





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SPRING 2022





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PURPOSE

A delegation from the Texas Association of Business and Cross-National Advisory Partners (TAB Member), accompanied by Texas Secretary of State John Scott, will travel to Europe to advance the interests of Texas in energy, infrastructure, technology, and venture capital, by strengthening existing relationships with foreign corporations operating in the state and through attraction of new Foreign Direct Investment.

DELEGATION CONTACTS

TEXAS ASSOCIATION OF BUSINESS

- Glenn Hamer, President & CEO
Cell: 737-336-6590
Email: ghamer@txbiz.org
- David Zapata, Vice President of International Affairs
Cell: 210-548-7663
Email: dzapata@txbiz.org

OFFICE OF THE TEXAS SECRETARY OF STATE

- John Scott, Texas Secretary of State
Cell: 512-815-1770
Email: jscott@sos.texas.gov
- Corey Rose, Assistant Secretary of State for International Affairs
Cell: 512-914-4564
Email: crose@sos.texas.gov

CROSS NATIONAL ADVISORY PARTNERS

- Carlos Ealy, Manager
Cell: 210-542-0957
Email: coe@x-national.com
- José María González
Cell: 210-625-2974
Email: jmg@x-national.com



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DELEGATION BIOS

TEXAS ASSOCIATION OF BUSINESS



Glenn Hamer, President & CEO, Texas Association of Business. A torchbearer for the business community, Glenn Hamer has a proven track record for success in the public policy arena. He testified before the 87th Legislature, second day on the job, and made meaningful contributions to the passage of top legislative priorities for the business community (including broadband expansion, “Keep Texas Trucking,” pandemic liability protections, and preventing astronomical increases in Unemployment Insurance).

Since the pandemic, Glenn has made it his mission to visit more local chambers of commerce than anyone else on the planet. He connects businesses, small and large, with lawmakers on both sides of the aisle to protect Texas’ pro-business climate. Glenn is proud to be a part of the Texas Camino Real District Export Council, American Society of Mexico, and National Immigration Forum. He also serves on the board for the U.S. Chamber of Commerce and chairs its committee of 100 (CCC100).

Glenn came to TAB after 14 years as CEO of the Arizona Chamber of Commerce & Industry — where he played a central role in major tax, education, legal and healthcare victories. He was at the forefront of the business community’s advocacy for the United States-Mexico- Canada Agreement (USMCA). Glenn is a highly regarded international issues expert and has joined governors, mayors, and the U.S. Chamber on trade missions to China, Taiwan, Mexico, Canada, Israel, and the United Kingdom. Recognizing the global race for talent to keep our economy strong, Glenn is also a recognized champion on immigration reform.

Glenn has also served as chief of staff to Arizona Congressman Matt Salmon, executive director of the Arizona Republican Party, legislative assistant to Sen. Jon Kyl, and executive director of the Solar Energy Industries Association.

A graduate of Cornell University and Arizona State University’s College of Law, Glenn is married with three daughters, all of whom exhibit a strong entrepreneurial spirit. His wife Tali is quadrilingual, and their daughters are bilingual (English and Hebrew).



David Zapata is Vice President of International Affairs and Executive Director of the Mexico Trade & Investment Council for the Texas Association of Business. His deep understanding of trade and investment, in addition to excellent relations with international stakeholders, helps TAB manage relations with foreign companies and governments.

Previously, David served as Assistant Secretary of State for Mexican & Border Affairs for the Office of the Texas Secretary of State. In this capacity, David worked with Texas public and private sector leaders to expand the state’s business relation with Mexico by facilitating high level connections and meetings between companies and governments in both sides of the border.



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David also acted as a liaison for government agencies within the Texas and Mexico border region facilitating communication and cooperation between federal, state, and local governments. He worked with binational officials and stakeholders to find appropriate solutions to problems associated with trade, supply chain challenges, and border transportation infrastructure.

David received a Bachelor of Arts in Political Science and a Master in Public Administration and Urban Management from St. Mary's University.

OFFICE OF THE TEXAS SECRETARY OF STATE



John B. Scott was appointed by Governor Greg Abbott to serve as the 114th Texas Secretary of State on October 21, 2021. Secretary Scott has over 33 years of experience as an attorney, having successfully tried over 100 lawsuits and handled cases at the United States Supreme Court, Supreme Court of Texas, as well as state and federal appellate and district courts, winning historic courtroom victories.

Previously, Scott served as Deputy Attorney General for Civil Litigation for then-Attorney General Greg Abbott, overseeing all civil litigation, including over 22,000 lawsuits involving Texas.

Scott was subsequently appointed the first Chief Operating Officer of the Health and Human Services Commission, overseeing its 56,000 employees, and its over \$50 billion biannual budget.

After returning to private practice, Governor Abbott appointed Scott as the Chair of the Board for the Department of Information Resources (DIR), where he developed the strategic plan for technology and security at Texas executive branch agencies and boards.

A passionate advocate for Texans and their businesses, Secretary Scott has worked with numerous global companies to help them expand their footprint in Texas and contribute to economic development in communities across the state.

Secretary Scott lives in Fort Worth and has offices in Austin. He has been married to his wife, Talley, for 34 years and has two sons, a daughter and a grandson.

Corey Rose serves as the Assistant Secretary of State for International Affairs for the Office of the Texas Secretary of State.



In this position, Corey represents and aids the Office of the Secretary of State in matters related to international relations and trade. Corey spearheads projects to promote the State of Texas as the world's premier foreign-direct investment destination, through trade promotion missions abroad and in meetings with foreign officials, international companies, and delegates of the nearly 100 countries represented in the state.

Corey also serves as an economic development advisor to the Secretary, providing support and assisting in strategy for projects related to domestic economic growth – working



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collaboratively with the Office of the Governor, the Texas Economic Development Office, and the Texas Economic Development Corporation.

Corey holds a Bachelor’s in Government from the University of Texas at Austin, a Master’s in Liberal Studies from Rice University, and is an MBA candidate at the University of Texas at Dallas.

CROSS-NATIONAL ADVISORY PARTNERS



José María González, Partner, Cross-National Advisory Partners. An expert strategist in developing international connections and business opportunities across public, private and nonprofit sectors. José María served as an executive at America’s first Mexican American business organization, the San Antonio Hispanic Chamber of Commerce, and has also held several positions in economic and business development fields across Mexico, the US, and Spain.

José María earned his Bachelor of Business Administration from Universidad Francisco de Vitoria. He also attended Harvard Business School as a part of their Spain-US Executive Business Program.



Carlos Ealy, Manager – Economic Development, Cross-National Advisory Partners. Being born in Mexico and raised half of his life in the United States has given Carlos the opportunity to develop a multinational and multicultural perspective. This has been very beneficial throughout his career and has allowed him to become an expert in cultivating business and state relationships across borders. Carlos has held various positions in both the private and public sectors.

Carlos Ealy recently graduated with an MBA in Finance and Strategy/Entrepreneurship from Southern Methodist University. He previously obtained two bachelor’s degrees in Business Administration (International Business) and Economics from Trinity University. While completing his MBA Carlos developed a big interest in economic and business strategy.



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TRANSPORTATION

FLIGHT: AUSTIN – AMSTERDAM, APRIL 30

Flight: KLM, KL 668
Depart: Austin Bergstrom International Airport (AUS)
Arrive: Amsterdam Airport Schiphol (AMS)
9H 15M (Nonstop), 6:00PM – 10:15AM

TRAIN: AMSTERDAM – EINDHOVEN, MAY 1

Train: Intercity #952/#1165
Depart: Amsterdam Centraal (Amsterdam)
Transfer: Rotterdam Centraal
Arrive: Eindhoven Station
2H 07M, 4:38PM – 6:45PM

TRAIN: EINDHOVEN – AMSTERDAM, MAY 2

Train: Intercity #1140/#1031
Depart: Eindhoven Station
Transfer: Rotterdam Centraal
Arrive: Amsterdam Centraal (Amsterdam)
1H 51M, 12:14PM – 2:05PM

FLIGHT: AMSTERDAM – MADRID, MAY 2

Flight: KLM, KL 1705
Depart: Amsterdam Airport Schiphol (AMS)
Arrive: Adolfo Suárez Madrid–Barajas Airport (MAD)
2H 35M (Nonstop), 4:55PM – 7:30PM

FLIGHT: MADRID – LONDON, MAY 4

Flight: Iberia, IB 3180
Depart: Adolfo Suárez Madrid–Barajas Airport (MAD)
Arrive: London Heathrow Airport (LHR)
2H 25M (Nonstop), 4:50PM – 6:15PM



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TRAIN: LONDON – AMSTERDAM, MAY 6

Train: Eurostar
Depart: St Pancras International (London)
Arrive: Amsterdam Centraal (Amsterdam)
3H 55M, 8:16AM – 1:11PM

FLIGHT: AMSTERDAM – AUSTIN, MAY 7

Flight: KLM, KL 667
Depart: Amsterdam Airport Schiphol (AMS)
Arrive: Austin Bergstrom International Airport (AUS)
10H 15M (Nonstop), 12:50PM – 4:05PM

WEATHER

AMSTERDAM

May 1 - High: 56°, Low: 41°, Chance of Rain: 10% ☁

EINDHOVEN

May 1 - High: 60°, Low: 41°, Chance of Rain: 12% ☁

May 2 - High: 63°, Low: 40°, Chance of Rain: 8% ☁

MADRID

May 2 - High: 67°, Low: 49°, Chance of Rain: 78% ☁

May 3 - High: 62°, Low: 49°, Chance of Rain: 79% ☁

May 4 - High: 61°, Low: 46°, Chance of Rain: 76% ☁

LONDON

May 4 - High: 64°, Low: 46°, Chance of Rain: 56% ☁

May 5 - High: 66°, Low: 47°, Chance of Rain: 24% ☁

May 6 - High: 67°, Low: 48°, Chance of Rain: 19% ☁

AMSTERDAM

May 6 - High: 63°, Low: 45°, Chance of Rain: 24% ☁

May 7 - High: 62°, Low: 45°, Chance of Rain: 24% ☁



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LODGING

EINDHOVEN, NETHERLANDS

NH Collection Eindhoven Centre
Vestdijk 5, 5611 CA Eindhoven
Phone: +31 (0)40 80 09 900

MADRID, SPAIN

Hotel VP Jardín de Recoletos
c/ Gil de Santivañes, 6 - Madrid, 28001, Spain
Phone: +34 91 781 16 40

LONDON, ENGLAND

The Clermont London, Charing Cross
The Strand, London WC2N 5HX
Phone: +44 845-3058312

AMSTERDAM, NETHERLANDS

Amadi Park Hotel
Eerst C Huygensstraat 26G, 01054, Amsterdam
Phone: +31 20 308 0570



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SPRING 2022

COVID TRAVEL RESTRICTION INFORMATION

NETHERLANDS

As of March 23, travelers from within the EU/Schengen area and EU citizens arriving from outside of the EU are not required to present proof of vaccination, proof of recovery, or a negative test before entry. While arrivals from outside these areas fall under the EU travel ban, there are exemptions in place for those arriving from "safe" countries, as well as those who are fully vaccinated, or can provide evidence of recent recovery from Covid-19. Visitors from countries outside the EU/Schengen no longer need to produce a negative Covid-19 test on arrival, provided they are fully vaccinated.

SPAIN

Effective February 1, 2022, U.S. citizens can travel from the United States to Spain on non-essential travel (such as tourism) if they show proof that they are fully vaccinated and have received the last required dose of their COVID-19 vaccine no less than 14 days, and no more than 270 days (9 months), prior to arrival in Spain. If more than 270 days (9 months) have passed since receiving the last required dose of their COVID-19 vaccine, U.S. citizens must show proof of having received a booster shot. Please complete the [SpTH Health Control Form](#), manually entering the details of your vaccination, recovery or diagnostic test certificate.

UK

From February 11, fully-vaccinated travelers will not be required to take a COVID-19 test before they travel to England from abroad or after they arrive. They will still be required to fill in a [Passenger Located Form](#). This form must be completed by each member of the traveling party. You may not submit the form until 48 hours before your arrival in the UK.

RETURN TO THE U.S.

Starting on December 6, air travelers aged two and older, regardless of nationality or vaccination status, are required to show documentation of a negative viral test result taken within one day of the flight's departure to the United States before boarding. You must show your negative result to the airline before you board your flight.



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SPRING 2022



THE NETHERLANDS

The Netherlands, informally Holland, is a country located in Northwestern Europe with overseas territories in the Caribbean. It is the largest of four constituent countries of the Kingdom of the Netherlands (the others being Aruba, Curaçao and Sint Maarten). In Europe, the Netherlands consists of twelve provinces, and borders Germany to the east, Belgium to the south, with a North Sea coast-line to the north and west. It also shares maritime borders with both countries and with the United Kingdom in the North Sea. The Caribbean overseas territories—Bonaire, Sint Eustatius and Saba—became special municipalities of the country of the Netherlands in 2010. The country's official language is Dutch, with West Frisian as a secondary official language in the province of Friesland, and English and Papiamentu as secondary official languages in the Caribbean Netherlands. Dutch Low Saxon and Limburgish are recognized regional languages (spoken in the east and southeast respectively), while Dutch Sign Language, Sinte Romani, and Yiddish are recognized non-territorial languages.

The four largest cities in the Netherlands are Amsterdam, Rotterdam, The Hague and Utrecht. Amsterdam is the country's most populous city and nominal capital, while The Hague holds the seat of the States General, Cabinet and Supreme Court. The Port of Rotterdam is the busiest seaport in Europe. Amsterdam Airport Schiphol is the busiest airport in the Netherlands, and the third busiest in Europe.

With a population of 17.6 million people, all living within a total area of roughly 16,100 sq mi —of which the land area is 12,900 sq mi —the Netherlands is the 16th most densely populated country in the world and the second-most densely populated country in the European Union, with a density of 1,360 people/sq mi. Nevertheless, it is the world's second-largest exporter of food and agricultural products by value, owing to its fertile soil, mild climate, intensive agriculture, and inventiveness.

EXPORTS

Texas ranks 1st for exporting to NL (\$13.4B)

1. Crude Oil from Petroleum (\$7.2B)
2. Oil (not Crude) from Petroleum (\$1.5B)
3. Petroleum Gases & Hydrocarbons (\$893M)

IMPORTS

Texas ranks 4th for imports from NL (\$2.1B)

1. Oil (not Crude) from Petroleum (\$557.5M)
2. Mach/Apps for Semiconductors (\$276.6M)
3. Exports of Repaired Imports (\$119.2M)

- \$15.5B Total Trade between Texas and the Netherlands (2021);
- The Netherlands ranks 9th in foreign trade for Texas;
- More than 100 Dutch-based companies operate throughout Texas;
- Dutch companies are responsible for supporting over 83k jobs in Texas;
- Houston ranks 2nd in the U.S. in trade with NL.



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SPRING 2022



SPAIN

Spain, formally the Kingdom of Spain, is a country in Southwestern Europe with some pockets of territory in the Mediterranean Sea, offshore in the Atlantic Ocean and across the Strait of Gibraltar. Its continental European territory is situated on the Iberian Peninsula, and its insular territory includes the Balearic Islands in the Mediterranean Sea, several small islands in the Alboran Sea and the Canary Islands in the Atlantic Ocean. The Spanish territory also includes the African semi-exclaves of Ceuta, Melilla and Peñon de Vélez across the Strait of Gibraltar. The country's mainland is bordered to the south and east by the Mediterranean Sea; to the north by France, Andorra and the Bay of Biscay; and to the west by Portugal and the Atlantic Ocean.

With an area of 195,360 sq mi, Spain is the largest country in Southern Europe, the second-largest country in Western Europe and the European Union, and the fourth-largest country by area on the European continent. With a population exceeding 47.4 million, Spain is the sixth-most populous country in Europe, and the fourth-most populous country in the European Union. Spain's capital and largest city is Madrid; other major urban areas include Barcelona, Valencia, Seville, Zaragoza, Málaga, Murcia, Palma de Mallorca, Las Palmas de Gran Canaria and Bilbao.

Spain is a secular parliamentary democracy and a constitutional monarchy, with King Felipe VI as head of state. It is a highly developed country and a high-income country, with the world's fourteenth-largest economy by nominal GDP and the sixteenth-largest by PPP.

The United States established diplomatic relations with Spain in 1783. Spain and the United States are close allies and have excellent relations based on shared democratic values, including the promotion of democracy and human rights.

EXPORTS

Texas ranks 1st for exporting to Spain (\$4B)

1. Crude Oil from Petroleum (\$2B)
2. Petro Gases & Hydrocarbons (\$745.1M)
3. Polymers of Ethylene (\$231M)

IMPORTS

Texas ranks 2nd for imports from Spain (\$1.6B)

1. Oil (not Crude) from Petroleum (\$167.5M)
2. Electric Gen Sets and Converters (\$91.1M)
3. Transm Shafts, Bearings, Gears (\$85.3)

- Spain is Texas' 5th largest foreign direct investor;
- More than 60 Spanish companies currently operate in Texas;
- More than 1/3 of Spanish companies in Texas have been established in the past 10 years alone;
- In the past 10 years, Spain has invested nearly \$1 billion in Texas and created more than 3,500 jobs.



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UNITED KINGDOM

The United Kingdom of Great Britain and Northern Ireland, commonly known as the United Kingdom (UK) or Britain, is a sovereign country in north-western Europe, off the north-western coast of the European mainland. The United Kingdom includes the island of Great Britain, the north-eastern part of the island of Ireland, and many smaller islands within the British Isles. Northern Ireland shares a land border with the Republic of Ireland. Otherwise, the United Kingdom is surrounded by the Atlantic Ocean, with the North Sea to the east, the English Channel to the south and the Celtic Sea to the south-west, giving it the 12th-longest coastline in the world. The Irish Sea separates Great Britain and Ireland.

The United Kingdom is a unitary parliamentary democracy and constitutional monarchy. The monarch, Queen Elizabeth II, has reigned since 1952. The capital is London, a global city and financial center with an urban area population of 10.3 million. The United Kingdom consists of four countries: England, Scotland, Wales and Northern Ireland. Their capitals are London, Edinburgh, Cardiff and Belfast, respectively. Other than England, the constituent countries have their own devolved governments, each with varying powers.

The United Kingdom has the world's fifth-largest economy by nominal GDP. The UK became the world's first industrialized country and was the world's foremost power during the 19th and early 20th centuries. Following the United Kingdom's January 31, 2020 departure from the European Union, the United States continues to be a strong partner to the United Kingdom and looks forward to negotiating an ambitious U.S.-U.K. free trade agreement.

EXPORTS

Texas ranks 1st for exporting to the UK (\$9.3B)

1. Crude Oil from Petroleum (\$5.2B)
2. Oil (not Crude) from Petroleum (\$743.8M)
3. Petroleum Gases & Hydrocarbons (\$590M)

IMPORTS

Texas ranks 2nd for imports from the UK (\$4.5B)

1. Aircraft & Spacecraft Parts (\$515.1M)
2. Oil (not Crude) from Petroleum (\$350.7M)
3. Turbojets, Propellers & Turbines (\$317.3M)

- The UK ranks 11th in foreign trade for Texas;
- \$13.8B Total Trade between Texas and the UK (2021);
- #1 ranked foreign employer in Texas;
- Cumulative foreign direct investment from January 2011 – December 2019 included 266 projects, with \$4,115 million in capital investment and 10,442 jobs created by 230 companies.



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TRAVEL ITINERARY - SATURDAY, APRIL 30, 2022

TRAVEL

6:00 AM TRAVEL: AUSTIN TO AMSTERDAM
 Flight: KLM AUS-AMS
 Austin Bergstrom International Airport
 9H 15M (Nonstop), 6:00PM – 10:15AM

TRAVEL ITINERARY - SUNDAY, MAY 1, 2022

AMSTERDAM, NETHERLANDS

10:15 AM Arrive: Amsterdam Airport Schiphol (AMS)

11:00 AM Store luggage at Amsterdam Centraal Station

12:00 PM Lunch TBD

4:38 PM TRAVEL: AMSTERDAM TO EINDHOVEN
 Train: Intercity #952/#1165
 Depart: Amsterdam Centraal (Amsterdam)
 Transfer: Rotterdam Centraal
 Arrive: Eindhoven Station
 2H 07M, 4:38PM – 6:45PM

7:30 PM Delegation Dinner



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SPRING 2022

TRAVEL ITINERARY - MONDAY, MAY 2, 2022

EINDHOVEN, NETHERLANDS, AMSTERDAM NETHERLANDS, & MADRID, SPAIN

8:30 AM **Philips**
High Tech Campus 34, 5656 AE Eindhoven, Netherlands

10:00 AM **NXP Semiconductors**
High Tech Campus 60, 5656 AE Eindhoven, Netherlands

12:14 PM **TRAVEL: EINDHOVEN TO AMSTERDAM**
Train: Intercity #1140/#1031
Depart: Eindhoven Station
Transfer: Rotterdam Centraal
Arrive: Amsterdam Centraal (Amsterdam)
1H 51M, 12:14PM – 2:05PM

4:55 PM **TRAVEL: AMSTERDAM TO MADRID**
Flight: KLM, AMS to MAD
2H 35M (Nonstop), 4:55PM – 7:30PM

9:00 PM **Optional Delegation Dinner (Madrid)**



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SPRING 2022



Philips – 8:30 AM

Attendees: Daphne Dernison, Global Lead Public Policy
Megan Gainer, Customer Engagement Manager

Koninklijke Philips N.V. (in Dutch literally 'Royal Philips', commonly shortened to Philips) is a Dutch multinational conglomerate corporation that was founded in Eindhoven in 1891. Since 1997, it has been mostly headquartered in Amsterdam, though the Benelux headquarters is still in Eindhoven. Philips was formerly one of the largest electronics companies in the world, but is currently focused on the area of health technology, having divested from other divisions.

The company was founded in 1891 by Gerard Philips and his father Frederik, with their first products being light bulbs. It currently employs around 80,000 people across 100 countries. The company gained its royal honorary title in 1998 and dropped the "Electronics" in its name in 2013, due to its refocusing from consumer electronics to healthcare technology.

Philips is organized into three main divisions: Personal Health (formerly Philips Consumer Electronics and Philips Domestic Appliances and Personal Care), Connected Care, and Diagnosis & Treatment (formerly Philips Medical Systems). The lighting division was spun off as a separate company, Signify N.V. The company started making electric shavers in 1939 under the Philishave brand, and post-war they developed the Compact Cassette format and co-developed the Compact Disc format with Sony, as well as numerous other technologies. As of 2012, Philips was the largest manufacturer of lighting in the world as measured by applicable revenues.

Philips has manufacturing plants in Dallas and Paris, Texas, and a distribution center in El Paso. NXP Semiconductors was formerly owned by Philips, known as Philips Semiconductors, before it was sold to a consortium of private equity investors in 2006.



NXP Semiconductors – 10:00 AM

Attendees: Maurice Geraets, Executive Director NXP Netherlands
Steve Owen, Executive Vice President, Global Sales and Marketing

NXP Semiconductors N.V. (NXP) is a Dutch semiconductor designer and manufacturer with headquarters in Eindhoven, Netherlands. The company employs approximately 29,000 people in more than 30 countries. NXP reported revenue of \$11.06 billion in 2021. Originally spun off from Philips in 2006, NXP completed its initial public offering, on August 6, 2010, with shares trading on NASDAQ under the ticker symbol NXPI.

NXP enables secure connections for a smarter world, advancing solutions that make lives easier, better, and safer. As the world leader in secure connectivity solutions for embedded applications, NXP is driving innovation in the automotive, industrial & IoT, mobile, and communication infrastructure markets.

NXP is the co-inventor of near field communication (NFC) technology along with Sony and Inside Secure and supplies NFC chip sets that enable mobile phones to be used to pay for goods, and store and exchange data securely. NXP manufactures chips for eGovernment applications such as electronic passports; RFID tags and labels; and transport and access management, with the chip set and contactless card for MIFARE used by many major public transit systems worldwide.



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NXP owns and operates four wafer fabrication facilities in the US, two of which are in Austin, Texas and two more in Chandler, Arizona. The representative products of these fabs include microcontrollers (MCUs) and microprocessors (MPUs), power management devices, RF transceivers, amplifiers and sensors. NXP entered the Austin market in 2016, when it acquired Austin-based Freescale Semiconductor in a cash and stocker merger worth more than \$11 billion.

Target markets for NXP Semiconductors include:

- **AUTOMOTIVE** - Enabling carmakers to develop smarter solutions for complex autonomy, connectivity, and electrification challenges
- **INDUSTRIAL** - Reducing wasted time, money, and effort by helping business run more efficiently.
- **MOBILE** - Giving wearable and mobile devices easier access to the services that make modern life more convenient without compromising security and safety.
- **COMMUNICATION INFRASTRUCTURE** - Powering insights and inspiring performance with hardware solutions for handling 5G connectivity across the emerging communications spectrum.



Maurice Geraets is Executive Director of NXP Semiconductors Netherlands. He has over 25 years of experience in the IT and electronics industry and works at NXP Semiconductors since 2002. In his current position he is heading NXP Semiconductors Netherlands.

Next to his role at NXP, Maurice is active in the governance of the 1 billion Euro Dutch SmartwayZ program, is board member of several associations on autom and mobility, is member of the Corporate Partnership Board of the OECD International Transport Forum and is chairman of the management committee of the European industry association AENEAS.

Mr. Geraets holds an Executive MBA degree and a Master of Science degree in Computer Science. Mr. Geraets is Dutch and was born in 1968.



Steve Owen - Executive Vice President, Global Sales and Marketing. In his current role as EVP for Global Sales and Marketing, Steve is responsible for a Global Solutions and Applications Sales and Marketing team, focused on deploying our company strategy: Secure connections for a smarter world.

During his 22 year career with NXP, and previously Philips, Steve has led a variety of Sales and Marketing teams promoting the company's broad-based mixed signal technologies in automotive, communications and mobile, as well as the rapidly evolving industrial and IOT markets focusing on secure edge processing.

Having led Sales and Marketing teams in Europe from 1998 to 2006, Steve moved to focus on developing the sales strategy and execution plan for the adoption of contactless RF- based secure solutions in the areas of (mobile) payment, electronic government credentials, access and transit solutions. The core of these connectivity solutions are now deployed in NXP's Mobility and Secure IOT solutions.



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In 2013, Steve assumed responsibility for NXP's Global Sales and Marketing teams, leading the team through the acquisition and integration of the Freescale Semiconductors Sales and Marketing organization. As a member of the NXP Executive Management since 2013, Steve has been closely involved in developing the NXP Go To Market Strategy.

In the last years, a particular focus on expanding the introduction of New College Hires, Diversity of the organization across the globe and ensuring the Sales and Marketing organization is an inspiring team in which to develop a career.

Prior to Joining Philips Semiconductors, Steve worked for a number of years in component distribution sales in the UK at Arrow Electronics. Prior to that, he served 12 years in the Royal Navy as a Satellite Systems Engineer.



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TRAVEL ITINERARY - TUESDAY, MAY 3, 2022

MADRID, SPAIN

- 9:30 AM** **Acciona**
Headquarters, Av. Europa, 18 – 3º planta
28108 Alcobendas, Madrid
- 12:00 PM** **Almar Water Solutions**
C/ María de Molina nº 39 | 6th floor | 28006
- 2:30 PM** **MCH Private Equity Lunch Meeting**
Real Club de la Puerta de Hierro
Av. de Miraflores, s/n, 28035 Madrid
- 7:30 PM** **Madrid Cultural & Culinary Walking Tour**
Start at Hotel
- 10:00 PM** **Texas Delegation Dinner**
Botín - Calle de Cuchilleros, 17 28005 Madrid



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Acciona – 9:30 AM

Attendees: José Manuel Entrecañales, Presidente

Rafael Mateo, CEO Acciona Energía

Rafael Esteban, Director of Global Business Dev. Acciona Energía

José Díaz Caneja, CEO Acciona Agua

Acciona, S.A. is a Spanish multinational conglomerate dedicated to the development and management of infrastructure (construction, water, industrial and services) and renewable energy. The company, via subsidiary Acciona Energy, produces 21 terawatt-hours of renewable electricity a year.

The company was founded in 1997 through the merger of Entrecañales y Tavora and Cubiertas y MZOV. The company's headquarters is in Alcobendas, Community of Madrid, Spain. The company's U.S. operations are headquartered in Chicago, Illinois. The company employs 30,000 professionals, and it is to be found in 30 countries on five continents.

In February 2022, ACCIONA Energía acquired Red-Tailed Hawk, a 350-MWac/458-MWdc photovoltaic (PV) project near Houston in Wharton County, Texas, from Avondale Solar, LLC and Solar Plus Development, Inc. AP Solar Holdings, LLC, a full service, utility-scale solar power project developer and affiliate of Avondale Solar, LLC, and Solar Plus Development Inc. developed the project.

The plant will be the largest photovoltaic installation of ACCIONA Energía in the world and will have an estimated investment of US\$460M. The construction phase is expected to begin in the third quarter of 2022, and the plant is expected to be fully operational in 2024. Red-Tailed Hawk will be connected to the Houston grid, which has a high demand and injection capacity, just like ACCIONA Energía's nearby photovoltaic plant of Fort Bend, already under construction.

Red-Tailed Hawk will have a capacity of 350 MWac of photovoltaic solar energy, enough to meet the energy needs of 66,500 Texas households. The project is expected to create approximately 400 jobs during the peak construction phase and 15 permanent jobs once operational.



José Manuel Entrecañales is Chairman and CEO of ACCIONA, a leading group of companies dedicated to renewable energy and sustainable infrastructure solutions, present in more than 60 countries with 40.000 employees. He is also Chairman of ACCIONA Energía, the group's energy division that listed on the Madrid stock exchange in July 2021. ACCIONA Energía is the largest pure renewable energy utility in the world.

Mr. Entrecañales is actively engaged in some of the leading public-private initiatives supporting sustainable development and the fight against climate change, including United Nations Global Compact, the World Bank's Carbon Pricing Leadership Coalition, and the World Business Council for Sustainable Development.

He is a founding member of the Pro CNIC Foundation, the main public-private initiative for cardiovascular research in Spain, patron of the Princess of Asturias Foundation, of the Prado Museum and of the Alalá Foundation. He is also



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member of the Board of the Instituto de la Empresa Familiar (Spain's leading organization for family-owned businesses, of which he was Chairman from 2012 to 2014).

Mr. Entrecanales is Chairman of acciona.org, dedicated to promoting universal access to water and energy.



Rafael Mateo Alcalá joined the ACCIONA Group in 2010 as general director of its energy division and, in April 2013, he became its chief executive officer.

Before joining the ACCIONA Group, Mr. Mateo Alcalá worked at Endesa between 1982 and 2009. He was initially assigned to a thermal power plant in Teruel, where he held the positions of chief of maintenance, chief of operations, director and vice-chairperson. In 1997, he became director of thermal production at Endesa, a position he held until 1999 until he was posted to Chile, where he spent 10 years of his professional career. In Chile, he served as production and transmission manager between 1999 and 2004. Subsequently, between 2005 and 2009, he served as general manager of Endesa Chile and as general director of generation at Endesa Latin America, where he was responsible for managing services in countries such as Chile, Colombia, Peru, Brazil or Argentina.

Mr. Mateo Alcalá graduated in industrial engineering at the Higher Technical School of Industrial Engineers of the University of Zaragoza, where he graduated with honors in 1982. Mr Mateo Alcalá also undertook a general management program at IESE Business School in 1987 and a Business Management Program at the business school INSEAD in 1995.



Rafael Esteban is responsible for the growth of ACCIONA's renewable energy portfolio in the U.S. and Canada and the operation of 966 MW of wind and solar energy projects in the two countries.

Mr. Esteban brings years of a global leadership experience in renewable energy to his new role. Most recently, he served as ACCIONA Energy's CEO for South Africa, where led the development and construction of groundbreaking renewable energy projects including the 138 MW Gouda Wind Farm and the photovoltaic complex with the highest production in Africa- the 94 MW Sishen Solar Plant.

Prior to his work in South Africa, Mr. Esteban served as Director for ACCIONA Energy in Europe and Managing Director for ACCIONA Energy Italy. He joined ACCIONA after working in management positions at Ernst & Young and American Appraisal Associates. Mr. Esteban holds a law degree from The Complutense University of Madrid and an MBA from IE Business School. He will be based in ACCIONA's North American headquarters in Chicago, Illinois.



José Díaz-Caneja is the CEO of ACCIONA Agua, ACCIONA Group's water division. ACCIONA Agua focuses on managing the life cycle of water, providing supply and utility services to several million customers, and develops, designs, constructs and operates drinking water treatment plants, wastewater treatment plants and reverse-osmosis desalination plants.

With comprehensive experience in the infrastructure sector in both publicly and privately financed projects, and after having worked in large infrastructure groups in Latam and Spain, Mr. Díaz-Caneja joined ACCIONA Agua's International Business Development in 2002. In 2007, he left to act as Managing Director



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for ForoPPP Infraestructuras – a private PPP institution – for a 4-year period, rejoining ACCIONA Agua in 2011 as Middle East and Africa Development Director. He was made Managing Director of the company in January 2014.

Mr. Mr. Díaz-Caneja holds an MSc in Civil Engineering from Madrid Polytechnic University and an MBA from IESE Business School, and has been a professor at Madrid’s Nebrija and Polytechnic Universities. He is currently a member of the EPEC Private Sector Forum.



Almar Water Solutions – 12:00 PM

Attendees: Carlos Cosín, CEO

Santiago Martínez, Managing Director for Asset Management

Almar Water Solutions is a leading global water infrastructure development and services business creating innovative, utility-scale, solutions for both municipal and industrial sectors.

Carlos Cosín is the Chief Executive Officer of Almar Water Solutions. Carlos leads the strategic operations and development of Almar Water Solutions to drive its success and growth in the sector.



Mr. Cosín has 25 years of experience in the water industry, including the development of desalination, wastewater and reuse projects around the world for both municipal and industrial sectors. During this time he has closed agreements under both EPC (Engineering-Procurement-Construction) and BOT (Build-Operate-Transfer) models, including the development of the first BOT model water project in West Africa and winning the Water Company of The Year award in 2015.

Mr. Cosín graduated in Agricultural Engineering from the Madrid Polytechnic University, and he is the Chairman and member of the board of the International Desalination Association (IDA). He was previously a member of the European Innovation Partnership on Water (EIP Water) Steering Group. Carlos is fluent in Spanish and English.



Santiago Martínez is Managing Director for Asset Management for Almar Water Solutions, with more than 30-year experience in the global water & wastewater sector, developing and managing. Some specialties include:

- International large scale desalination, water and wastewater projects structured under project finance and PPP schemes;
- Urban water & sanitation services under concessional structures (municipal sector);
- Industrial water & wastewater services and supply of turnkey plants (industrial outsourcing);
- M&A of projects, assets and /or companies.



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MCH Private Equity Lunch Meeting – 2:30 PM

Attendees: Ambassador Pedro Morenés, Chairman
José María Muñoz, Founding Partner

MCH Private Equity is a Madrid-based private equity Firm focused in the mid-market, having raised and invested 4 funds since inception (MCH Iberian Capital Fund I, II III and IV, with aggregate funds under management of 850 million Euros). In addition, MCH manages the divestment of AC Capital Desarrollo II's remaining portfolio and a growth Fund (Unigrains UAF) specialized in the food and agribusiness sector, in partnership with Unigrains.

MCH Iberian Capital Fund IV is the latest investment vehicle with total capital commitments of 350 million Euros and a targeted investment ticket between 20 and 80 million Euros. MCH investor base is comprised by an international base of recognized institutional investors, funds-of-funds and large family offices.

The Firm comprises a team of well-regarded professionals with an in-depth knowledge of the industry, making it a leader in the Spanish mid-market space. The investment team brings to the table complementary skills obtained throughout their careers in private equity and their diversity of backgrounds.

Since 1998, MCH has participated in over 40 private equity deals (LBOs, Growth capital, etc.) in diverse economic sectors, including industrials operating in attractive niches, food and agribusiness, health-care, business services and tourism, to mention a few. Today, some of the companies supported by MCH have become international market leaders in their niche and are recognized as success stories in the Iberian private equity sector.



Ambassador Morenés has held many senior positions in Spain's government. Most recently, he served as Spanish Ambassador to the United States. In his role as Ambassador, he oversaw the operations of one of Spain's most important embassies and its related consulates throughout the US. In addition, he was heavily involved in the US operations of ICEX, which is an agency of the Spanish Ministry of Industry, Tourism and Trade (Ministerio de Industria, Turismo y Comercio) which works worldwide with the objective of promoting the internationalization of Spanish companies in order to improve their competitiveness and to add value to the Spanish economy as a whole, as well as boosting foreign investment in Spain

Prior to his service in the US, Ambassador Morenés served as Spain's Secretary of State of Defense at the Ministry of Defense. He also served as Secretary of State for Security in the Ministry of Interior and Secretary of State for Scientific and Technological Policy in the Ministry of Science and Technology.

An attorney by trade, Morenés earned a degree in law from the University of Navarra in 1978, and was later awarded a degree in business administration from the University of Deusto in Bilbao and a master's from the Bremen (Germany) Institute of Shipping Economics.



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José María Muñoz is a founding partner of MCH Private Equity.

Since 1998 he has participated in more than twenty private equity operations, mainly buyouts in the Spanish mid-market, in a variety of sectors including specialized industry, distribution, business services and consumer products.

He has been a Director of companies such as Azulev, Comess Group, Qualytel, IQAP, Talgo, Gamo, Televida, Europastry and Lenitudes. He is currently a member of the Jeanology Board of Directors.

Before founding MCH, he worked for several years at the consulting firm McKinsey & Company in the US and Spain. And previously he was a Consultant in the Strategic Consulting Division of Andersen Consulting.

José María has an MBA from Harvard Business School and graduated as an Industrial Engineer from the ETSII in Madrid. He has been Visiting Professor of Business Creation at the Instituto de Empresa and is an active member of the Círculo de Empresarios.



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TRAVEL ITINERARY - WEDNESDAY, MAY 4, 2022

MADRID, SPAIN & LONDON, ENGLAND

- 9:00 AM** **Spain-U.S. Council Breakfast**
Casa de América
Plaza Cibeles, s/n, 28014 Madrid

- 11:00 AM** **Renfe**
Atocha Train Station
Pl. del Emperador Carlos V, 28045

- 5:30 PM** **TRAVEL: MADRID TO LONDON**
Flight: Iberia, IB 3180
Depart: Adolfo Suárez Madrid-Barajas Airport (MAD)
Arrive: London Heathrow Airport (LHR)
2H 25M (Nonstop), 4:50PM – 6:15PM

- TBD PM** **Delegation Dinner**



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Renfe – 11:00 AM

Attendees: Isaías Táboas, President
 Manel Villalante, General Director of Development
 Inmaculada Gutiérrez, International Director
 Sonia Álvarez, International Business Technician
 Javier Lafuente, Technical Staff for International Project

Renfe, also known as Renfe Group, and officially Renfe-Operadora, is the state-owned company which operates freight and passenger trains on the 1,668 mm Iberian gauge, the 1,435 mm standard gauge and the 1,000 mm metre gauge Spanish railway networks.

With 5,000 trains running every day in Spain, more than 500 million passengers a year, about 15,000 committed employees who are proud of their work and the most outstanding rates for punctuality, quality and satisfaction, Renfe is working to make the train the star of mobility in Spain and, at the same time, expand our business and cross borders.



5.000 trains every day



500 million passengers



18,3 million tons



15.000 employees

In 2018, Renfe was selected by Texas Central to become its strategic partner in a private consortium that develops the high-speed rail service between Dallas and Houston (US). Since then, Renfe has provided advisory and consultancy services associated with procurement, final design, execution, construction, testing and commissioning of the future high-speed line.

In July 2021, Renfe and Texas Central signed the contract that officially made Renfe the project's early operator. After signing this agreement, Renfe will help Texas Central in the design and development of the high-speed service's operational and commercial aspects. This agreement represents a new phase of the project, which gathers top experts of the railway industry from around the world.



Mr. Isaías Táboas is President of the Public Business Entity Renfe - Operadora and of the state trading companies Renfe Viajeros, Renfe Mercancías, Renfe Manufacture and Maintenance and Renfe Rental of Railway Material.

Born in Valencia on March 2, 1958 and living in Barcelona, he has a degree in History and has obtained postgraduate diplomas in Management Function in Public Administration at ESADE and in Marketing Management at EADA.



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He has developed his professional career between the Public Administration and the private sector. In the public sector, he has been Secretary of State for Transport (2010-2011), Secretary General of the Presidency of the Generalitat de Catalunya (2006-2010) and Director of the Cabinet of the Minister of Industry (2004-2006). Previously he was Director of Communication and Institutional Relations of Renfe and Delegate of Heritage and Urbanism in Catalonia and Aragon (1991-1996).

In the private sphere, he has been linked to the Open University of Catalonia as director of Editorial UOC and Eureka Media SL (1996-2004) and as Project Director (2012-2013).

He was currently Chairman of the Editorial Board of Observatorio de las Ideas, as well as a founding partner of the companies Global Transport Register SL and Global Line SL.

He has held the position of President of Renfe-Operadora since July 2018.



Mr. Manel Villalante is General Director of Development and Strategy of Renfe.

With more than 30 years of experience in mobility, infrastructure and transport issues, he has been, among other positions, General Director of Land Transport in the Government of Catalonia, General Director of Land Transport in the Ministry of Development, and has held different positions directors at Ferrocarriles de la Generalitat de Catalunya (FGC) between 2004 and 2007, and at Transportes Metropolitanos de Barcelona (TMB), between 2000 and 2004.

He has also been a member of different Boards of Directors such as Renfe Operadora, TMB, FGC or Consorcio Sagrera Alta Velocidad.

He currently directs the Postgraduate course in "Smart Mobility: Intelligent Transport Systems" at the Polytechnic University of Catalonia and has been a professor of Transport Planning and Economics at the same university.



Mrs. Inmaculada Gutiérrez is International Director of Renfe. More than 25 years of experience as an economist in the public and private sectors. Inmaculada Gutiérrez has held various positions in the Public Administration, in areas related to economic regulation, defense of competition, market liberalization and business support. In the private sector Inmaculada Gutiérrez worked as a consultant for American groups, advising clients on their market strategies and their relations with the administration.



Mrs. Sonia Álvarez is International Business Technician of Renfe, and a Civil Engineer from the Higher Polytechnic School of the University of Madrid, Master in Occupational Risk Prevention. She has been director of the AVE Business Area and other Commercial Services, between September 2019 and August 2020, Director of Business Monitoring and Digital Transformation in the General Directorate of Operations, between September 2018 and August 2019. Previously she worked in the Systems Department of Renfe and in different consultants, IBM, PwC, and Soluziona.



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TRAVEL ITINERARY - THURSDAY, MAY 5, 2022

LONDON, ENGLAND

- 8:00 AM** **Breakfast with MPs**
Address TBD

- 9:30 AM** **Meeting with Octopus Energy**
2 Great Titchfield St., London W1D 1NN

- 1:00 PM** **Meeting with BP**
1 St James's Square London, SW1Y 4PD

- 3:00 PM** **BAE Systems – Air Division**
Stirling Square, 6 Carlton Gardens, London, SW1Y 5AD

- TBD PM** **Delegation Dinner**



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Breakfast with British MPs – 8:00 AM

Attendees: Esther McVey MP

Philip Davies MP

Richard Hyde, Her Majesty's Consul General in Houston



Esther Louise McVey (born 24 October 1967) is a British politician and television presenter serving as the Member of Parliament (MP) for Tatton since 2017. A member of the Conservative Party, she served in the Cabinet as Minister of State for Housing and Planning from 2019 to 2020, Secretary of State for Work and Pensions in 2018 and Minister of State for Employment from 2014 to 2015.

Born in Liverpool, McVey was raised in foster care for the first two years of her life and was then raised by her biological family. She was privately educated at The Belvedere School before going on to study at Queen Mary University of London and City, University of London. After working at her family's construction business, she became a television presenter; co-presenting GMTV with

Eamonn Holmes.

McVey first entered the House of Commons as MP for Wirral West at the 2010 general election. She served in the Cameron–Clegg coalition as Parliamentary Under-Secretary of State for Disabled People from 2012 to 2013, prior to serving as Minister of State for Employment from 2013 to 2015. She was sworn into the Privy Council in 2014 and attended Cabinet after that year's reshuffle. In the 2015 general election, she lost her seat and spent eighteen months serving as Chair of the British Transport Police Authority before returning to parliament in the 2017 general election, succeeding former Chancellor of the Exchequer George Osborne in Tatton.

McVey served in the second May ministry as Deputy Chief Whip from 2017 to 2018. She was appointed Work and Pensions Secretary in January 2018. In July, she misled the House of Commons over the new Universal Credit scheme by claiming a National Audit Office report showed it should be rolled out faster when in fact the report concluded the roll-out should be paused. Amid calls for her resignation, she apologized to the House. She resigned in November 2018 in opposition to Brexit negotiations and Theresa May's draft Brexit withdrawal agreement. She stood in the 2019 Conservative Party leadership election but was eliminated in the first round after finishing in last place with nine votes. After the contest, she attended Cabinet as Minister of State for Housing and Planning until Boris Johnson's first Cabinet reshuffle. After leaving the Cabinet, McVey returned to the backbenches and also became a presenter on GB News.



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Philip Davies was first elected as the Conservative MP for Shipley in 2005, being reelected in 2019 with a majority of 6,242.

The constituency of Shipley is found in the north-western corner of West Yorkshire. This seat covers the towns of Bingley and Shipley, alongside the Bradford suburb of Baldon. Although this is a traditional Conservative voting area, with relatively high home ownership levels, this seat is not out of the reaches of the Labour Party and was held by Labour in its better periods of 1997 to 2005 and 1945 to 1950.

Philip Davies was born in 1972 in Doncaster and he graduated from the University of Huddersfield. Before being elected MP for Shipley, Philip worked at Asda in Leeds as a Senior Marketing Manager.

Davies was a strong supporter of Brexit in the 2016 EU referendum, and one of the earliest MPs to call for Britain's withdraw from the EU. On the right of the Conservative Party, he is a member of the Freedom Association, opposes political correctness, and is against LGBT inclusive relationship education.

He has built a reputation as being one of the most frequent rebels against the Conservative government. He was particularly critical of David Cameron's coalition with the Liberal Democrats. Alongside Christopher Chope, Davies is also well known for his activities filibustering, or talking out, Private Members Bills.

Philip Davies is Chair of the All Party Parliamentary Group on Customer Service. He is Vice Chair of the All Party Parliamentary Groups on Whistleblowing; Bingo; Formula One; Freedom of Speech; Honour Based Abuse; Racing and Bloodstock; and St George's Day.

Davies is married to the Conservative MP and former Cabinet Minister, Esther McVey.



Octopus Energy – 9:30 AM

Attendees: Greg Jackson, Founder & CEO

Octopus Energy Group is a British renewable energy group specializing in sustainable energy. It was founded in 2015 with the backing of British fund management company Octopus Group, a British asset management company. Headquartered in London, the company has operations in the UK, France, Germany, Italy, Spain, Australia, Japan, New Zealand and the United States. As of September 2021, the company has over three million domestic and business customers, making it the fourth largest energy supplier in the UK.

Octopus Energy Group operates a wide range of business divisions, including Octopus Energy Retail, Octopus Energy for Business, Octopus Energy Services, Octopus Electric Vehicles, Octopus Energy Generation, Octopus Hydrogen, Kraken, Kraken Flex and the not-for-profit Centre for Net Zero. The company also supplies software services to other energy suppliers.

At the heart of Octopus's success is Kraken, its proprietary cloud-based energy technology (EnTech) platform. The scalable platform provides industry leading operational efficiency and outstanding service quality. But most importantly,



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Kraken is designed to drive the smart grid, giving customers access to cheaper electricity when renewable energy is abundant.

Kraken is already licensed as a SAAS+ (software and operating model) provider to other energy companies, allowing them to offer greener, cheaper energy to customers and help the world transition to a clean energy future. Across all its operations and licenses, Kraken is now contracted to serve 17 million energy accounts worldwide, including customers of E.ON UK, Origin Energy in Australia and now Evolve Energy in the US.

Octopus Energy entered the US market in September 2020 after purchasing startup Evolve Energy, for \$5 million, as part of a \$100 million US market investment plan. Starting in Texas, Octopus Energy US, as the new business is known, is targeting 25 million US energy accounts on its technology platform by 2027. They will make up a quarter of the business's global target of 100 million energy accounts in the same time frame.



Greg Jackson is the founder and CEO of Octopus Energy Group, the green energy tech pioneer based in the UK with over 3.1 million customers, further operations in 13 countries and over 23 million accounts licensed worldwide to its green technology platform, Kraken. Launched in 2016, the company's mission is to bring cheaper, greener power to all. Octopus Energy is also a leading investor in solar and wind energy, managing a £3.4bn portfolio of renewable energy assets across Europe.

Greg's vision of using technology to disrupt the energy market has enabled Octopus Energy to create tariffs which unlock the power of the green grid - offering cheaper electricity when the sun is shining and the wind is blowing. Its technology platform Kraken also achieves dramatically lower cost to serve than rivals, so cheaper, green power is delivered hand in hand with unbeaten customer satisfaction levels. With its smart tariffs proving customer appetite for flexibility, Octopus is pioneering a global system change to enable a cheaper, faster transition to renewables.

In September 2021, Octopus Energy Group was valued at approximately \$5 billion following a \$600 million investment from Generation Investment Management and a \$300 million investment from Canada Pensions Plan Investments Board. Both investors back businesses that drive sustainability, promote green energy and tackle climate change. It was the company's third major investment round since launching to the market. With operations in the US, Japan, Germany, Spain, Italy, New Zealand and Australia, Octopus Energy Group's mission to drive the affordable green revolution is going global.

Greg is an experienced digital entrepreneur, passionate about using technology to make positive change. He's founded a number of successful businesses, including e-commerce company C360, and is an angel investor in a wide range of tech start-ups. He also served as Director of several innovative businesses, including Zopa, the world's first peer-to-peer lender, which has now lent almost £2bn fairly and responsibly.



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BP – 1:00 PM

Attendees: TBD



BP plc is a British oil and gas company headquartered in London, England. It is one of the world's seven oil and gas "supermajors". It is a vertically integrated company operating in all areas of the oil and gas industry, including exploration and extraction, refining, distribution and marketing, power generation, and trading.

As of 31 December 2018, BP had operations in nearly 80 countries worldwide, produced around 3.7 million barrels per day of oil equivalent, and had total proven reserves of 19.945 billion barrels of oil equivalent. The company has around 18,700 service stations worldwide. Its largest division is BP America in the United States.

The United States operations comprise nearly one-third of BP's operations. BP employs approximately 14,000 people in the United States. In 2018, BP's total production in the United States included 385,000 barrels per day of oil and 1.9 billion cubic feet/day of natural gas, and its refinery throughput was 703,000 barrels per day.

Houston is home to bp's US headquarters. In 2019, the company completed a \$100 million investment to upgrade its Westlake offices, a major renovation project that fueled local jobs in the Houston area. Additionally, bp's Gulf of Mexico business and wind energy business are both based in Houston.

After bpx energy completed a \$10.5 billion acquisition of BHP's shale assets in 2018, bp's US onshore oil and gas business took over operations in 2019. The new world-class unconventional oil and gas assets in the Permian Delaware and Eagle Ford basins in Texas, and the Haynesville basin in Texas and Louisiana currently produce roughly 300,000 barrels of oil equivalent per day, of which about 45% are liquid hydrocarbons. The deal is bp's largest purchase since buying ARCO in 1999, and bpx energy expects to more than double its annual capital spending to more than \$2 billion a year on this newly expanded portfolio.

As one of the Gulf of Mexico's largest leaseholders, bp operates four massive gulf production platforms (Atlantis, Na Kika, Thunder Horse and Mad Dog). bp's next wave of growth is underpinned by several new major projects already underway. This includes bp's \$9 billion Mad Dog 2 development, which will be anchored by the new platform, which is due to begin production in the Gulf of Mexico in 2022.

Elsewhere in the Gulf, bp is pursuing a \$1.3 billion expansion at Atlantis and a second major expansion at Thunder Horse, expected to boost production by 35,000 barrels of oil a day. June 2021 marked the start-up of bp's Manuel Project, which includes a new subsea production system and two new wells tied into the Na Kika platform that will increase production by more than 20,000 barrels of oil a day.

bp Wind Energy's Remote Operations Center in Houston centrally monitors all nine bp-operated wind farms — 24 hours a day, seven days a week — while working with colleagues in the field to enhance performance, reliability and safety.

In numbers*

\$2.1 billion+

Spent with vendors

640+

Vendors supported

22,400+

Total jobs supported

3,600+

bp employees

\$490 million+

Property, production, royalties, environmental and state/local income/franchise taxes paid

\$22 million+

Community spend (2016 - 2020)



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INVESTMENT ATTRACTION & RETENTION MISSION

SPRING 2022

BAE SYSTEMS

BAE Systems – Air Division – 3:00 PM

Attendees: TBD

BAE Systems plc (BAE) is a British multinational arms, security, and aerospace company based in London, England. It is the largest defense contractor in Europe, and ranked the seventh-largest in the world based on applicable 2021 revenues. Its largest operations are in the United Kingdom and United States, where its BAE Systems Inc. subsidiary is one of the six largest suppliers to the US Department of Defense. Other major markets include Australia, Canada, India, Saudi Arabia, Turkey, Qatar, Oman and Sweden, where Saudi Arabia is regularly among its top three sources of revenue. The company was formed on 30 November 1999 by the £7.7 billion purchase of and merger with Marconi Electronic Systems (MES)—the defense electronics and naval shipbuilding subsidiary of the General Electric Company plc (GEC)—by British Aerospace, an aircraft, munitions and naval systems manufacturer.

BAE Systems Inc. now sells more to the US Department of Defense (DOD) than to the UK MoD. The company has been allowed to buy important defense contractors in the US, however its status as a UK company requires that its US subsidiaries are governed by American executives under Special Security Arrangements. The company faces fewer impediments in this sense than its European counterparts, as there is a high degree of integration between the US and UK defense establishments.

The possibility of a merger between BAE Systems Inc. and major North American defense contractors has long been reported, including Boeing, General Dynamics, Lockheed Martin, and Raytheon.

BAE Systems is expanding its operations in Austin, Texas, with a new major campus development in Parmer Austin Business Park. The site will be able to house more than 1,400 employees and is a strategic investment in the company's facilities and workforce. When completed, BAE Systems' new campus will be valued at approximately \$150 million and will include engineering, manufacturing, laboratory, and office space to primarily support U.S. Department of Defense customers. BAE Systems is working with Karlin Real Estate on construction of its new 390,000-square-foot-facility which will begin this year and is expected to be complete in 2022.

BAE Systems' strategy is comprised of five key long-term areas of focus:

- Sustain and grow defense and security businesses
- Continue to grow business in adjacent markets
- Develop and expand international business
- Inspire and develop a diverse workforce to drive success
- Enhance financial performance and deliver sustainable growth in shareholder value
- Advance and integrate sustainability agenda



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SPRING 2022

TRAVEL ITINERARY - FRIDAY, MAY 6, 2022

LONDON, ENGLAND & AMSTERDAM, NETHERLANDS

8:16 AM TRAVEL LONDON TO AMSTERDAM

Train: Eurostar

Depart: St Pancras International (London)

Arrive: Amsterdam Centraal (Amsterdam)

3H 55M, 8:16AM – 1:11PM

6:30 PM Dinner – Port of Corpus Christi

THE DUCHESS Restaurant

Spuistraat 172, 1012 VT Amsterdam, Netherlands



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INVESTMENT ATTRACTION & RETENTION MISSION

SPRING 2022

TRAVEL ITINERARY - SATURDAY MAY 7, 2022

AMSTERDAM, NETHERLANDS & AUSTIN, TEXAS

TBD AM **Breakfast**

12:50 PM **TRAVEL: AMSTERDAM TO AUSTIN**
Flight: KLM, KL 667
Depart: Amsterdam Airport Schiphol (AMS)
Arrive: Austin Bergstrom International Airport (AUS)
10H 15M (Nonstop), 12:50PM – 4:05PM

From: Kim Bergmann
Sent: Wednesday, April 13, 2022 3:29 PM
To: Corey Rose; Adam Bitter
Subject: FW: NASS Elections Committee: No Call on 4/21, Classified Briefing on 4/21, Ltr to NASS about Spending of HAVA Security Funds, EAC Resources for HAVA Security Funds, USPS Proposed Price Increases, GCC Working Groups, EAC Lifecycle Policy Approved
Attachments: 569538955-Federal-Funding-Coalition-Final.pdf; EI Working Group Information.xlsx; [REDACTED]
[REDACTED]
Importance: High

From: Reynolds, Leslie [REDACTED]
Sent: Wednesday, April 13, 2022 2:40 PM
To: Reynolds, Leslie [REDACTED]
Cc: Dodd, Stacy [REDACTED]; Milhofer, John [REDACTED] >; Maria Benson [REDACTED] >; Lindsey Forson [REDACTED] >
Subject: NASS Elections Committee: No Call on 4/21, Classified Briefing on 4/21, Ltr to NASS about Spending of HAVA Security Funds, EAC Resources for HAVA Security Funds, USPS Proposed Price Increases, GCC Working Groups, EAC Lifecycle Policy Approved
Importance: High

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CAUTION: This email originated from OUTSIDE of the SOS organization. Do not click on links or open attachments unless you are expecting the email and know that the content is safe. If you believe this to be a malicious or phishing email, please send this email as an attachment to informationsecurity@sos.texas.gov.

Dear NASS Elections Committee, Communications Directors and IT Directors:

No NASS Call next Thursday, April 21

Instead of our call, there will be a Classified Briefing at the SECRET-level hosted by CISA and their federal partners next Thursday, 4/21 at 1:00PM ET. See information below.

Classified Briefing for Secret-level Clearance Holders in the Elections Community on Thursday, April 21 at 1PM ET

From CISA - As a reminder, CISA, in collaboration with our partners at DHS I&A, NSA, FBI, ODNI, and NIC, will be hosting a Secret-level briefing, which will be held via a secure video teleconference on **Thursday April 21, 2022 at 1:00 p.m. ET**. By now, you should have been contacted by CISA personnel to confirm your briefing location and to coordinate the completion of your Visitor Authorization Request Form (VAR), as needed. If you have not received correspondence from CISA personnel by **COB today**, please notify us as soon as possible and we will assist in coordination efforts.

Letter to NASS re Spending of Federal Election Funds from Honest Elections Project Action, America First Works, Heritage Action for America and Election Transparency Initiative

Yesterday I was made aware of a letter from four organizations about how they would like to see states spend the FY2022 approps for HAVA Election Security funds. I have not yet received the letter, but we were able to copy it from a media article online. The letter is attached.

EAC Resources for Accessing FY2022 Funding for HAVA Election Security Funds

Here is a link to the all the resources available from the EAC on accessing the FY 2022 HAVA Election Security Funds. [Election Security Funds | U.S. Election Assistance Commission \(eac.gov\)](#). Here is another [link](#) to a Power Point given last week by the EAC that explains this process.

USPS Submits Proposed Price Increases July 2022 to Postal Regulatory Commission for Approval

Here is a link to the press release announcing this action. [Price changes | USPS News Link](#). USPS will be joining a NASED bi-weekly call next Friday, April 22 to review the proposed increases and talk about the implementation of the USPS Strategic Plan. You are welcome to join the NASED call next week. I will share the dial-in information when I have it.

GCC Working Groups – Sign Up, Update Working Group Participation, Etc. – Please Review Spreadsheet

From CISA - We hope you are all doing well. Attached, please find the *EI Working Group Information Excel Sheet*, which lists all active EI Working Groups, the Chairs, WG description, recent activity, meeting information, and rosters. I've attached the roster of current working groups. You do not need to be a member of the GCC to participate in the working groups. Please review the attached roster and let me know what groups you want off of and what group(s) you would like to join.

The Working Groups are developing important resources to ensure all members of the election community stay informed of and are protected against threats faced as a part of the nation's critical infrastructure.

Intelligence Alerts regarding Stoking Social Discord and Threats to Election Workers

Attached you will find two alerts, one by DHS I&A and one by FBI. Neither of these alerts are providing any new information, but I still wanted to share. If there is any more info about these alerts, it will be shared during the classified briefing next week. These are FOUO, so please don't share.

EAC Adopts Lifecycle Policy at Public Meeting on April 5

From the EAC - EAC Adopts Lifecycle Policy WASHINGTON DC - Today, the U.S. Election Assistance Commission (EAC) announced the adoption of the [Voluntary Voting System Guidelines \(VVSG\) Lifecycle Policy](#). The policy creates a transparent and predictable path for future updates to the VVSG and brings a new maturity to the process. This is a significant step in the implementation of the VVSG 2.0 and will let the standards evolve with the needs of election officials and future voting system technologies. The four EAC Commissioners unanimously approved the VVSG Lifecycle Policy. The intent of the VVSG Lifecycle Policy is to facilitate a regular review of the VVSG standards, and provide guidance on when and how new versions will be adopted, and older versions will be discontinued and maintained. The policy defines changes that may be made to systems certified to older standards and describes the process for updating the standards as defined in the Help America Vote Act (HAVA). "This is a new and critical tool created because of feedback from election officials regarding their needs for updated voting systems built to the VVSG. This policy was developed through a transparent process, incorporating and addressing extensive feedback from stakeholders and the public. Approval of the VVSG 2.0 was a significant step toward the development of the next generation of voting systems, and the supporting policies and processes to implement those standards are just as important. The Lifecycle Policy adopted today is a key aspect of those supporting policies. We look forward to working with stakeholders on next steps," said EAC Chairman Thomas Hicks. A recording of today's meeting is available on the [EAC's YouTube channel](#). Additional information on the Lifecycle Policy and VVSG 2.0 is available [on the EAC's website](#).

Thanks,
Leslie

Leslie Reynolds
Executive Director
National Association of Secretaries of State
444 N Capitol Street, NW Suite 401
Washington, DC 20001

202-624-3525



www.nass.org

<https://www.nass.org/can-i-vote>



HERITAGE ACTION AMERICA FIRST
FOR AMERICA **WORKS**



**ELECTION
TRANSPARENCY
INITIATIVE**

April 12, 2022

Leslie Reynolds
Executive Director, NASS
444 North Capitol St. NW
Suite 401
Washington, DC 20001

Dear Ms. Reynolds,

This year, Congress appropriated \$75 million for Election Security Grants to states as part of the Consolidated Appropriations Act of 2022. Each state is guaranteed to receive a minimum of \$1 million in Help America Vote Act (HAVA) funding. States will be required to match 20% of the funding they receive.

We, the undersigned organizations, urge every state to prioritize these funds for election security by implementing new election integrity provisions many states have adopted in the past year.

As Americans are losing confidence in the fairness, integrity, and security of their vote, redoubling our commitment to secure elections cannot come soon enough. Recent elections have been marred by chaos and confusion. Dark money special interests exploited the COVID pandemic to change voting rules across the country. Activists and partisan politicians in Washington continue to attempt a federal takeover of elections. And in 2020 alone, a single billionaire funneled \$400 million into election offices—with funds going disproportionately to jurisdictions that voted Democratic.

We urge this latest round of federal funds be devoted to improving the security and transparency of elections. Under the terms of HAVA, grants may be used for many purposes including:

- Voter list maintenance.
- Post-election audits and process reviews.
- Voter fraud investigations and the operation of voter fraud hotlines.
- Investigations into misfeasance or malfeasance by election officials.
- Purchasing security cameras for drop boxes and voting facilities.
- Enhancing cybersecurity.
- Acquiring new voting equipment, such as voting machines that produce voter-verifiable and auditable paper trails.
- Training for election officials.
- Voter education campaigns to raise aware of new or modified voting procedures.

We urge you to meet the challenge of declining confidence in elections with a renewed focus on the security and transparency of our elections. Devoting the forthcoming HAVA funds to the implementation of state election integrity laws will do much to restore and bolster public confidence in our elections. After all, the American people want it to be easy to vote *and* hard to cheat.

Sincerely,

Jason Snead
Executive Director
Honest Elections Project Action

The Honorable Ken Blackwell
Ohio Secretary of State ('99-'07)
Senior Advisor
America First Works

Jessica Anderson
Executive Director
Heritage Action for America

The Honorable Ken Cuccinelli
Former Virginia Attorney General
Chairman
Election Transparency Initiative

EI Subsector Working Groups

| GCC/ SCC/ Joint | Working Group Name | Chairs | Description | Recent Activity | Next Meeting | GCC Participants | SCC Participants |
|-----------------------|--|---|---|---|-----------------------------|--|---|
| Joint | Subsector-Specific Plan | GCC Chair: Michelle Tassinari SCC Chair: Kay Stimson | Draft the Subsector-Specific Plan for the EI Subsector to ensure a documentation of Subsector goals, objectives, and a strategic path forward to implement those initiatives. | Drafted the <i>Joint Election Infrastructure Subsector-Specific Plan: 2022 Status Update</i> that provides interim guidance for the EI Subsector through the 2022 Midterm Elections. | TBD | David Stafford Amy Cohen Leslie Reynolds Lindsey Forson Benjamin Hovland | Ericka Haas Sam Derheimer Shane Hamlin Jim Suver |
| Joint | Voter Registration Cybersecurity Framework | GCC Co-Chair: Gema Howell SCC Co-Chair: Chris Wlaschin | To develop a Voter Registration Cybersecurity Framework (VR CSF) profile for the election community by identifying and developing suitable election outcomes, leveraging council, industry, academia, relevant existing sources (e.g., the Voluntary Voting System Guidelines, other election guidance) to identify existing gaps in those outcomes, and then map existing industry best practices and standards to enable outcomes. | Draft CIPAC Profile developed. Soliciting working group members. | TBD | TBD | TBD |
| Joint | Managing Mis/Disinformation | GCC Chair: TBD SCC Chair: Sam Derheimer | Develop and implement a strategic approach to countering and/or preempting mis-, dis-, and mal-information that targets election stakeholders and entities. | Confirming GCC Co-Chair. Published <i>Rumor Control Start Up Guide</i> and <i>Planning and Incident Response Guide</i> . | TBD | Lori Augino Chris Walker Nathan Blumenthal Aaron Hayman Michelle Tassinari Jennifer Scutchfield Chris Piper Andrea Gaines Molly Woon Amy Cohen Lindsey Forson Leslie Reynolds Maria Benson Donald Palmer Tyler Hermann Jenny Flanagan | Kay Stimson Ed Smith Ginny Badanes |
| Joint | Training | GCC Chair: Chris Chambliss SCC Chair: Ericka Haas | To survey the types of election-related training currently available to the election community and determine what training is lacking and should be pursued. Assist with the development of Subsector cybersecurity training programs and resources. Develop an outreach strategy to ensure election officials are aware of available training. | Shared the Training Matrix, a list of available training resources, with the full GCC and SCC. Currently developing a plan on how to share the Training Matrix with the broader election community. | May 11, 2022 @ 1:00 p.m. ET | Jessica Bowers Benjamin Hovland Amy Cohen Steve Daitch Bill Ekblad Cal Lassetter Lindsey Forson Tim Mattice Spencer Wood Megan Wolfe Jennifer Scutchfield Noah Praetz Ryan Macias Maria Benson | Traci Mapps Jesse Peterson Kay Stimson Brandon Clifton |
| SCC | Supply Chain Risk Management (SCRM) | SCC Chairs: Ed Smith and Chris Wlaschin | Develop guidance and products to address potential or existing issues to assist the greater partnership. Leverage existing resources produced by the Information and Communications Technology (ICT) SCRM Task Force and CISA to provide election-oriented information. Create checklists and resources that vendors and election officials can use to assess their SCRM. Outline current best practices regarding SCRM within the election community. Share resources throughout the election community to increase awareness of SCRM. | Released Ballot Paper and Hardware, Software, and Services Paper. Infographic, <i>Supply Chain Risks to Elections Infrastructure</i> is under review. | TBD | | Tim Hallett Brian Hancock Nimit Sawhney Bruce Krochman Steve Weingart Kate McGregor Jim Suver Ericka Haas Rubi Barrera David Orr Lawrence Gohar Jesse Peterson Sean McCully Alan Simmons Tonya Rice Doug Sunde David Haines |

From: Kim Bergmann
Sent: Tuesday, March 15, 2022 9:25 AM
To: David Zapata
Subject: FW: Out Today
Attachments: 3-15 Daniel Da Cruz, Luxembourg.docx

Here is the brief for this morning....

From: Corey Rose
Sent: Tuesday, March 15, 2022 8:00 AM
To: Kim Bergmann <KBergmann@sos.texas.gov>; Stephanie Fields <SFields@sos.texas.gov>
Cc: Joe Esparza <JEsparza@sos.texas.gov>
Subject: Out Today

Kim & Stephanie --

I'm out today, working from home, because I feel....really not great.

Either Joe or David will be staffing the Secretary for the Luxembourg meeting, and I'll still be on the Teams call with KLM at 2PM.

The Luxembourg brief is attached and the gift is on the filing cabinet by my desk, in the stack of them. Unsurprisingly, we do not have a flag for Luxembourg, so no need to worry about that.

Stephanie -- can you call Pete and let him know just to reach out to you if they have any questions before the meeting?

Thanks y'all; let me know if I'm forgetting anything. Hopefully I'm back tomorrow.

Corey
--

Corey Rose
Director, International Protocol & Trade
Office of the Secretary of State
Cell: (512) 914-4564



EVENT: Meeting: Daniel Da Cruz, Consul General of Luxembourg in San Francisco

DATE: Tuesday, March 15, 2022

TIME: 10:00AM

LOCATION: Office of the Secretary of State
Texas Capitol Building, Room 1E.8
1100 Congress Avenue
Austin, Texas 78701
512-463-5770

PURPOSE: Secretary Scott to meet with the Consul General of Luxembourg in San Francisco, Daniel Da Cruz, to discuss opportunities for strengthening relations between Luxembourg and Texas.

SET-UP: None

REMARKS: N/A

PRESS: Closed

CONTACT: Pete Slover, 512-413-3603

STAFF: TBD

ATTENDEES: SOS

Daniel Da Cruz, Consul General of Luxembourg in San Francisco
Pete Slover, Honorary Consul of Luxembourg in Austin

SCHEDULE: *10:00AM Meeting Begins*
11:00AM Meeting Concludes

BACKGROUND:



Daniel Da Cruz
Consul General
Executive Director, Luxembourg Trade and Investment Office San Francisco

Nationality: Luxembourg
Married with 3 children
Languages: Luxembourgish, French, German, English, Italian, Spanish, Portuguese

Prior to the appointment as Consul General of the Grand Duchy of Luxembourg in San Francisco and Executive Director of Luxembourg Trade and Investment Office San Francisco, Daniel Da Cruz was Director general for Foreign Trade and Investment Promotion at the Ministry of the Economy (2016-2021).

A career diplomat, Daniel Da Cruz was Deputy Permanent Representative of Luxembourg to the United Nations in Geneva (2011-2016) and Deputy Head of Mission in Lisbon (2004- 2005).

From 2006 to 2010, he held various positions at the Ministry for Foreign Affairs in Luxembourg.

Daniel Da Cruz has a Master's degree in Law and a Bachelor in Journalism and Communications.



Peter J. "Pete" Slover is an attorney and former journalist with a track record of success tackling a wide range of complex operational and policy challenges, in both the private and public sectors.

His work demonstrates a singular combination of aptitude in the areas of law, electric utility and cooperative operations, technology and data analytics, tax administration, communications and public policy/government relations.

With a domestic and international clientele, since 2015, he has served as the Honorary Consul for the Grand Duchy of Luxembourg in Texas, after appointment by the sovereign of that nation and approval by the U.S. State Department.

Luxembourg, officially the Grand Duchy of Luxembourg, is a landlocked country in Western Europe. It is bordered by Belgium to the west and north, Germany to the east, and France to the south. Its capital, Luxembourg City, is one of the four official capitals of the European Union (together with Brussels, Frankfurt, and Strasbourg) and the seat of the Court of Justice of the European Union, the highest judicial authority in the EU. Its culture, people, and languages are highly intertwined with its neighbors, making it a mixture of French and German cultures. Luxembourgish is the only national language of the Luxembourgish people, as defined by law. In addition to Luxembourgish, French and German are used in administrative and judicial matters; the three languages are jointly considered administrative languages of Luxembourg.



Capital: Luxembourg City
Monarch: Grand Duke Henri
Prime Minister: Xavier Bettel
Population: 633,622
GDP: \$66.45B (69th)
Per Capita: \$112K (2nd)

With an area of 998 sq mi, it is one of the smallest sovereign states in Europe. In 2019, Luxembourg had a population of 634,730, which makes it one of the least-populous countries in Europe, but by far the one with the highest population growth rate. Foreigners account for nearly half of Luxembourg's population. As a representative democracy with a constitutional monarch, it is headed by Grand Duke Henri and is the world's only remaining sovereign grand duchy. Luxembourg is a developed country, with an advanced economy and one of the world's highest GDP (PPP) per capita. The City of Luxembourg, with its old quarters and fortifications, was declared a UNESCO World Heritage Site in 1994 due to the exceptional preservation of the vast fortifications and the old city.

The history of Luxembourg is considered to begin in 963, when count Siegfried acquired a rocky promontory and its Roman-era fortifications known as Lucilinburhuc, "little castle", and the surrounding area from the Imperial Abbey of St. Maximin in nearby Trier. Siegfried's descendants increased their territory through marriage, war and vassal relations. At the end of the 13th century, the counts of Luxembourg reigned over a considerable territory. In 1308, Count of Luxembourg Henry VII became King of the Romans and later Holy Roman Emperor. The House of Luxembourg produced four Holy Roman Emperors during the High Middle Ages. In 1354, Charles IV elevated the county to the Duchy of Luxembourg. The duchy eventually became part of the Burgundian Circle and then one of the Seventeen Provinces of the Habsburg Netherlands. Over the centuries, the City and Fortress of Luxembourg, of great strategic importance situated between the Kingdom of France and the Habsburg territories, was gradually

built up to be one of the most reputed fortifications in Europe. After belonging to both the France of Louis XIV and the Austria of Maria Theresa, Luxembourg became part of the First French Republic and Empire under Napoleon.

The present-day state of Luxembourg first emerged at the Congress of Vienna in 1815. The Grand Duchy, with its powerful fortress, became an independent state under the personal possession of William I of the Netherlands with a Prussian garrison to guard the city against another invasion from France. In 1839, following the turmoil of the Belgian Revolution, the purely French-speaking part of Luxembourg was ceded to Belgium and the Luxembourgish-speaking part (except the Arelerland, the area around Arlon) became what is the present state of Luxembourg.

Luxembourg is a longstanding ally of the United States. The friendship between the two countries is strengthened by a shared commitment to advancing freedom and prosperity. Luxembourg has long been a prominent supporter of European political and economic integration. It is a charter member of the North Atlantic Treaty Organization (NATO) and is one of the founding members of what became the European Union (EU).



Economic Development - Luxembourg

Texas ranks 6th in the U.S. for exporting to Luxembourg (\$117 million)

Top three categories Texas exports to Luxembourg:

1. Civilian Aircraft, Engines, and Parts (\$63.5 million)
2. Synthetic Rubber and Factice Derived from Oils, in Primary Forms or in Plates, Sheets or Strip; Mixtures, in Primary Forms or in Plates Sheets, or Strip (\$26.8 million)
3. Turbo-jets, Turbo-propellers and Other Gas Turbines (\$17 million)

Texas ranks 3rd in the U.S. for imports from Luxembourg (\$46.6 million)

Top three categories Texas imports from Luxembourg:

1. Exports of Repaired Imports; Imports of Returned Exports (\$16.1 million)
2. Angles, Shapes & Sections of Iron & Non-alloy Steel (\$5.8 million)
3. Turbo-jets, Turbo-propellers and Other Gas Turbines (\$5 million)

From: Corey Rose
Sent: Thursday, April 28, 2022 4:52 PM
To: Kim Bergmann
Cc: Stephanie Fields
Subject: Latest Europe Draft
Attachments: Europe Itinerary Draft.docx

Here's the latest, final should **finally** be done tomorrow.

Corey

--

Corey Rose
Assistant Secretary for International Affairs
Office of the Secretary of State
Cell: (512) 914-4564





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SPRING 2022





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SPRING 2022

PURPOSE

A delegation from the Texas Association of Business and Cross-National Advisory Partners (TAB Member), accompanied by Texas Secretary of State John Scott, will travel to Europe to advance the interests of Texas in energy, infrastructure, technology, and venture capital, by strengthening existing relationships with foreign corporations operating in the state and through attraction of new Foreign Direct Investment.

DELEGATION CONTACTS

TEXAS ASSOCIATION OF BUSINESS

- Glenn Hamer, President & CEO
Cell: 737-336-6590
Email: ghamer@txbiz.org
- David Zapata, Vice President of International Affairs
Cell: 210-548-7663
Email: dzapata@txbiz.org

OFFICE OF THE TEXAS SECRETARY OF STATE

- John Scott, Texas Secretary of State
Cell: 512-815-1770
Email: jscott@sos.texas.gov
- Corey Rose, Assistant Secretary of State for International Affairs
Cell: 512-914-4564
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CROSS NATIONAL ADVISORY PARTNERS

- Carlos Ealy, Manager
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DELEGATION BIOS

TEXAS ASSOCIATION OF BUSINESS



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Glenn Hamer, President & CEO, Texas Association of Business. A torchbearer for the business community, Glenn Hamer has a proven track record for success in the public policy arena. He testified before the 87th Legislature, second day on the job, and made meaningful contributions to the passage of top legislative priorities for the business community (including broadband expansion, “Keep Texas Trucking,” pandemic liability protections, and preventing astronomical increases in Unemployment Insurance).

Since the pandemic, Glenn has made it his mission to visit more local chambers of commerce than anyone else on the planet. He connects businesses, small and large, with lawmakers on both sides of the aisle to protect Texas’ pro-business climate. Glenn is proud to be a part of the Texas Camino Real District Export Council, American Society of Mexico, and National Immigration Forum. He also serves on the board for the U.S. Chamber of Commerce and chairs its committee of 100 (CCC100).

Glenn came to TAB after 14 years as CEO of the Arizona Chamber of Commerce & Industry — where he played a central role in major tax, education, legal and healthcare victories. He was at the forefront of the business community’s advocacy for the United States-Mexico- Canada Agreement (USMCA). Glenn is a highly regarded international issues expert and has joined governors, mayors, and the U.S. Chamber on trade missions to China, Taiwan, Mexico, Canada, Israel, and the United Kingdom. Recognizing the global race for talent to keep our economy strong, Glenn is also a recognized champion on immigration reform.

Glenn has also served as chief of staff to Arizona Congressman Matt Salmon, executive director of the Arizona Republican Party, legislative assistant to Sen. Jon Kyl, and executive director of the Solar Energy Industries Association.

A graduate of Cornell University and Arizona State University's College of Law, Glenn is married with three daughters, all of whom exhibit a strong entrepreneurial spirit. His wife Tali is quadrilingual, and their daughters are bilingual (English and Hebrew).



David Zapata is Vice President of International Affairs and Executive Director of the Mexico Trade & Investment Council for the Texas Association of Business. His deep understanding of trade and investment, in addition to excellent relations with international stakeholders, helps TAB manage relations with foreign companies and governments.

Previously, David served as Assistant Secretary of State for Mexican & Border Affairs for the Office of the Texas Secretary of State. In this capacity, David worked with Texas public and private sector leaders to expand the state’s business relation with Mexico by facilitating high level connections and meetings between companies and governments in both sides of the border.

David also acted as a liaison for government agencies within the Texas and Mexico border region facilitating communication and cooperation between federal, state, and local governments. He worked with binational officials and stakeholders to find appropriate solutions to problems associated with trade, supply chain challenges, and border transportation infrastructure.



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SPRING 2022

David received a Bachelor of Arts in Political Science and a Master in Public Administration and Urban Management from St. Mary's University.

OFFICE OF THE TEXAS SECRETARY OF STATE



John B. Scott was appointed by Governor Greg Abbott to serve as the 114th Texas Secretary of State on October 21, 2021. Secretary Scott has over 33 years of experience as an attorney, having successfully tried over 100 lawsuits and handled cases at the United States Supreme Court, Supreme Court of Texas, as well as state and federal appellate and district courts, winning historic courtroom victories.

Previously, Scott served as Deputy Attorney General for Civil Litigation for then-Attorney General Greg Abbott, overseeing all civil litigation, including over 22,000 lawsuits involving Texas.

Scott was subsequently appointed the first Chief Operating Officer of the Health and Human Services Commission, overseeing its 56,000 employees, and its over \$50 billion biannual budget.

After returning to private practice, Governor Abbott appointed Scott as the Chair of the Board for the Department of Information Resources (DIR), where he developed the strategic plan for technology and security at Texas executive branch agencies and boards.

A passionate advocate for Texans and their businesses, Secretary Scott has worked with numerous global companies to help them expand their footprint in Texas and contribute to economic development in communities across the state.

Secretary Scott lives in Fort Worth and has offices in Austin. He has been married to his wife, Talley, for 34 years and has two sons, a daughter and a grandson.



Corey Rose serves as the Assistant Secretary of State for International Affairs for the Office of the Texas Secretary of State.

In this position, Corey represents and aids the Office of the Secretary of State in matters related to international relations and trade. Corey spearheads projects to promote the State of Texas as the world's premier foreign-direct investment destination, through trade promotion missions abroad and in meetings with foreign officials, international companies, and delegates of the nearly 100 countries represented in the state.

Corey also serves as an economic development advisor to the Secretary, providing support and assisting in strategy for projects related to domestic economic growth – working collaboratively with the Office of the Governor, the Texas Economic Development Office, and the Texas Economic Development Corporation.

Corey holds a Bachelor's in Government from the University of Texas at Austin, a Master's in Liberal Studies from Rice University, and is an MBA candidate at the University of Texas at Dallas.



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CROSS-NATIONAL ADVISORY PARTNERS



José María González, Partner, Cross-National Advisory Partners. An expert strategist in developing international connections and business opportunities across public, private and nonprofit sectors. José María served as an executive at America's first Mexican American business organization, the San Antonio Hispanic Chamber of Commerce, and has also held several positions in economic and business development fields across Mexico, the US, and Spain.

José María earned his Bachelor of Business Administration from Universidad Francisco de Vitoria. He also attended Harvard Business School as a part of their Spain-US Executive Business Program.



Carlos Ealy, Manager – Economic Development, Cross-National Advisory Partners. Being born in Mexico and raised half of his life in the United States has given Carlos the opportunity to develop a multinational and multicultural perspective. This has been very beneficial throughout his career and has allowed him to become an expert in cultivating business and state relationships across borders. Carlos has held various positions in both the private and public sectors.

Carlos Ealy recently graduated with an MBA in Finance and Strategy/Entrepreneurship from Southern Methodist University. He previously obtained two bachelor's degrees in Business Administration (International Business) and Economics from Trinity University. While completing his MBA Carlos developed a big interest in economic and business strategy.



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SPRING 2022

TRANSPORTATION

FLIGHT: AUSTIN – AMSTERDAM, APRIL 30

Flight: KLM AUS-AMS
Depart: Austin Bergstrom International Airport (AUS)
Arrive: Amsterdam Airport Schiphol (AMS)
9H 15M (Nonstop), 6:00PM – 10:15AM

TRAIN: AMSTERDAM – EINDHOVEN, MAY 1

Train: Intercity #952/#1165
Depart: Amsterdam Centraal (Amsterdam)
Transfer: Rotterdam Centraal
Arrive: Eindhoven Station
2H 07M, 4:38PM – 6:45PM

TRAIN: EINDHOVEN – AMSTERDAM, MAY 2

Train: Intercity #1140/#1031
Depart: Eindhoven Station
Transfer: Rotterdam Centraal
Arrive: Amsterdam Centraal (Amsterdam)
1H 51M, 12:14PM – 2:05PM

FLIGHT: AMSTERDAM – MADRID, MAY 2

Flight: KLM, KL 1705
Depart: Amsterdam Airport Schiphol (AMS)
Arrive: Adolfo Suárez Madrid-Barajas Airport (MAD)
2H 35M (Nonstop), 4:55PM – 7:30PM

FLIGHT: MADRID – LONDON, MAY 4

Flight: Iberia, IB 3164
Depart: Adolfo Suárez Madrid-Barajas Airport (MAD)
Arrive: London Heathrow Airport (LHR)
2H 25M (Nonstop), 4:50PM – 6:15PM

TRAIN: LONDON – AMSTERDAM, MAY 6

Train: Eurostar
Depart: St Pancras International (London)
Arrive: Amsterdam Centraal (Amsterdam)
3H 55M, 8:16AM – 1:11PM

FLIGHT: AMSTERDAM – AUSTIN, MAY 7



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SPRING 2022

Flight: KLM, KL 667

Depart: Amsterdam Airport Schiphol (AMS)

Arrive: Austin Bergstrom International Airport (AUS)

10H 15M (Nonstop), 12:50PM – 4:05PM

WEATHER

AMSTERDAM

May 1 - High: 56, Low: 41, Chance of Rain: 10% ☁

EINDHOVEN

May 1 - High: 60, Low: 41, Chance of Rain: 12% ☁

May 2 - High: 63, Low: 40, Chance of Rain: 8% ☁

MADRID

May 2 - High: 67, Low: 49, Chance of Rain: 78% ☁

May 3 - High: 62, Low: 49, Chance of Rain: 79% ☁

May 4 - High: 61, Low: 46, Chance of Rain: 76% ☁

LONDON

May 4 - High: 64, Low: 46, Chance of Rain: 56% ☁

May 5 - High: 66, Low: 47, Chance of Rain: 24% ☁

May 6 - High: 67, Low: 48, Chance of Rain: 19% ☁

AMSTERDAM

May 6 - High: 63, Low: 45, Chance of Rain: 24% ☁

May 7 - High: 62, Low: 45, Chance of Rain: 24% ☁

LODGING

EINDHOVEN, NETHERLANDS

NH Collection Eindhoven Centre
Vestdijk 5,, 5611 CA Eindhovenor
Phone: +31 (0)40 80 09 900

MADRID, SPAIN

Hotel VP Jardín de Recoletos
c/ Gil de Santivañes, 6 - Madrid, 28001, Spain



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Phone: +34 91 781 16 40

LONDON, ENGLAND

The Clermont London, Charing Cross
The Strand, London WC2N 5HX
Phone: +44 845-3058312

AMSTERDAM, NETHERLANDS

Amadi Park Hotel
Eerst C Huygensstraat 26G, 01054, Amsterdam
Phone: +31 20 308 0570

COVID TRAVEL RESTRICTION INFORMATION

NETHERLANDS

As of March 23, travelers from within the EU/Schengen area and EU citizens arriving from outside of the EU are not required to present proof of vaccination, proof of recovery, or a negative test before entry. While arrivals from outside these areas fall under the EU travel ban, there are exemptions in place for those arriving from "safe" countries, as well as those who are fully vaccinated, or can provide evidence of recent recovery from Covid-19. Visitors from countries outside the EU/Schengen no longer need to produce a negative Covid-19 test on arrival, provided they are fully vaccinated.

SPAIN

Effective February 1, 2022, U.S. citizens can travel from the United States to Spain on non-essential travel (such as tourism) if they show proof that they are fully vaccinated and have received the last required dose of their COVID-19 vaccine no less than 14 days, and no more than 270 days (9 months), prior to arrival in Spain. If more than 270 days (9 months) have passed since receiving the last required dose of their COVID-19 vaccine, U.S. citizens must show proof of having received a booster shot. Please complete the [SpTH Health Control Form](#), manually entering the details of your vaccination, recovery or diagnostic test certificate.

UK

From February 11, fully-vaccinated travelers will not be required to take a COVID-19 test before they travel to England from abroad or after they arrive. They will still be required to fill in a [Passenger Located Form](#). This form must be completed by each member of the traveling party. You may not submit the form until 48 hours before your arrival in the UK.



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RETURN TO THE U.S.

Starting on December 6, air travelers aged two and older, regardless of nationality or vaccination status, are required to show documentation of a negative viral test result taken within one day of the flight's departure to the United States before boarding. You must show your negative result to the airline before you board your flight.

DRAFT



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THE NETHERLANDS

The Netherlands, informally Holland, is a country located in Northwestern Europe with overseas territories in the Caribbean. It is the largest of four constituent countries of the Kingdom of the Netherlands (the others being Aruba, Curaçao and Sint Maarten). In Europe, the Netherlands consists of twelve provinces, and borders Germany to the east, Belgium to the south, with a North Sea coast-line to the north and west. It also shares maritime borders with both countries and with the United Kingdom in the North Sea. The Caribbean overseas territories—Bonaire, Sint Eustatius and Saba—became special municipalities of the country of the Netherlands in 2010. The country's official language is Dutch, with West Frisian as a secondary official language in the province of Friesland, and English and Papiamentu as secondary official languages in the Caribbean Netherlands. Dutch Low Saxon and Limburgish are recognized regional languages (spoken in the east and southeast respectively), while Dutch Sign Language, Sinte Romani, and Yiddish are recognized non-territorial languages.

The four largest cities in the Netherlands are Amsterdam, Rotterdam, The Hague and Utrecht. Amsterdam is the country's most populous city and nominal capital, while The Hague holds the seat of the States General, Cabinet and Supreme Court. The Port of Rotterdam is the busiest seaport in Europe. Amsterdam Airport Schiphol is the busiest airport in the Netherlands, and the third busiest in Europe.

With a population of 17.6 million people, all living within a total area of roughly 16,100 sq mi —of which the land area is 12,900 sq mi —the Netherlands is the 16th most densely populated country in the world and the second-most densely populated country in the European Union, with a density of 1,360 people/sq mi. Nevertheless, it is the world's second-largest exporter of food and agricultural products by value, owing to its fertile soil, mild climate, intensive agriculture, and inventiveness.

EXPORTS

Texas ranks 1st for exporting to NL (\$13.4B)

1. Crude Oil from Petroleum (\$7.2B)
2. Oil (not Crude) from Petroleum (\$1.5B)
3. Petroleum Gases & Hydrocarbons (\$893M)

IMPORTS

Texas ranks 4th for imports from NL (\$2.1B)

1. Oil (not Crude) from Petroleum (\$557.5M)
2. Mach/Apps for Semiconductors (\$276.6M)
3. Exports of Repaired Imports (\$119.2M)

- \$15.5B Total Trade between Texas and the Netherlands (2021);
- The Netherlands ranks 9th in foreign trade for Texas;
- More than 100 Dutch-based companies operate throughout Texas;
- Dutch companies are responsible for supporting over 83k jobs in Texas;
- Houston ranks 2nd in the U.S. in trade with NL.



SPAIN

Spain, formally the Kingdom of Spain, is a country in Southwestern Europe with some pockets of territory in the Mediterranean Sea, offshore in the Atlantic Ocean and across the Strait of Gibraltar. Its continental European territory is situated on the Iberian Peninsula, and its insular territory includes the Balearic Islands in the Mediterranean Sea, several small islands in the Alboran Sea and the Canary Islands in the Atlantic Ocean. The Spanish territory also includes the African semi-exclaves of Ceuta, Melilla and Peñon de Vélez across the Strait of Gibraltar. The country's mainland is bordered to the south and east by the Mediterranean Sea; to the north by France, Andorra and the Bay of Biscay; and to the west by Portugal and the Atlantic Ocean.



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With an area of 195,360 sq mi, Spain is the largest country in Southern Europe, the second-largest country in Western Europe and the European Union, and the fourth-largest country by area on the European continent. With a population exceeding 47.4 million, Spain is the sixth-most populous country in Europe, and the fourth-most populous country in the European Union. Spain's capital and largest city is Madrid; other major urban areas include Barcelona, Valencia, Seville, Zaragoza, Málaga, Murcia, Palma de Mallorca, Las Palmas de Gran Canaria and Bilbao.

Spain is a secular parliamentary democracy and a constitutional monarchy, with King Felipe VI as head of state. It is a highly developed country and a high-income country, with the world's fourteenth-largest economy by nominal GDP and the sixteenth-largest by PPP.

The United States established diplomatic relations with Spain in 1783. Spain and the United States are close allies and have excellent relations based on shared democratic values, including the promotion of democracy and human rights.

EXPORTS

Texas ranks 1st for exporting to Spain (\$4B)

1. Crude Oil from Petroleum (\$2B)
2. Petro Gases & Hydrocarbons (\$745.1M)
3. Polymers of Ethylene (\$231M)

IMPORTS

Texas ranks 2nd for imports from Spain (\$1.6B)

1. Oil (not Crude) from Petroleum (\$167.5M)
2. Electric Gen Sets and Converters (\$91.1M)
3. Transm Shafts, Bearings, Gears (\$85.3)

- Spain is Texas' 5th largest foreign direct investor;
- More than 60 Spanish companies currently operate in Texas;
- More than 1/3 of Spanish companies in Texas have been established in the past 10 years alone;
- In the past 10 years, Spain has invested nearly \$1 billion in Texas and created more than 3,500 jobs.



UNITED KINGDOM

The United Kingdom of Great Britain and Northern Ireland, commonly known as the United Kingdom (UK) or Britain, is a sovereign country in north-western Europe, off the north-western coast of the European mainland. The United Kingdom includes the island of Great Britain, the north-eastern part of the island of Ireland, and many smaller islands within the British Isles. Northern Ireland shares a land border with the Republic of Ireland. Otherwise, the United Kingdom is surrounded by the Atlantic Ocean, with the North Sea to the east, the English Channel to the south and the Celtic Sea to the south-west, giving it the 12th-longest coastline in the world. The Irish Sea separates Great Britain and Ireland.

The United Kingdom is a unitary parliamentary democracy and constitutional monarchy. The monarch, Queen Elizabeth II, has reigned since 1952. The capital is London, a global city and financial center with an urban area population of 10.3 million. The United Kingdom consists of four countries: England, Scotland, Wales and Northern Ireland. Their capitals are London, Edinburgh, Cardiff and Belfast, respectively. Other than England, the constituent countries have their own devolved governments, each with varying powers.

The United Kingdom has the world's fifth-largest economy by nominal GDP. The UK became the world's first industrialized country and was the world's foremost power during the 19th and early 20th centuries. Following the United Kingdom's January 31, 2020 departure from the European Union, the United States continues to be a strong partner to the United Kingdom and looks forward to negotiating an ambitious U.S.-U.K. free trade agreement.

EXPORTS

Texas ranks 1st for exporting to the UK (\$9.3B)



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1. Crude Oil from Petroleum (\$5.2B)
2. Oil (not Crude) from Petroleum (\$743.8M)
3. Petroleum Gases & Hydrocarbons (\$590M)

Texas ranks 2nd for imports from the UK (\$4.5B)

1. Aircraft & Spacecraft Parts (\$515.1M)
2. Oil (not Crude) from Petroleum (\$350.7M)
3. Turbojets, Propellers & Turbines (\$317.3M)

IMPORTS

- The UK ranks 11th in foreign trade for Texas;
- \$13.8B Total Trade between Texas and the UK (2021);
- #1 ranked foreign employer in Texas;
- Cumulative foreign direct investment from January 2011 – December 2019 included 266 projects, with \$4,115 million in capital investment and 10,442 jobs created by 230 companies.

TRAVEL ITINERARY - SATURDAY, APRIL 30, 2022

TRAVEL

6:00 AM TRAVEL: AUSTIN TO AMSTERDAM
 Flight: KLM AUS-AMS
 Austin Bergstrom International Airport
 9H 15M (Nonstop), 6:00PM – 10:15AM

TRAVEL ITINERARY - SUNDAY, MAY 1, 2022

AMSTERDAM, NETHERLANDS

10:15 AM Arrive: Amsterdam Airport Schiphol (AMS)

12:00 PM Lunch TBD

4:05 PM TRAVEL: AMSTERDAM TO EINDHOVEN
 Train: Intercity #952/#1165
 Depart: Amsterdam Centraal (Amsterdam)
 Transfer: Rotterdam Centraal
 Arrive: Eindhoven Station
 2H 07M, 4:38PM – 6:45PM

7:30 PM Dinner TBD



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TRAVEL ITINERARY - MONDAY, MAY 2, 2022

EINDHOVEN, NETHERLANDS, AMSTERDAM NETHERLANDS, & MADRID, SPAIN

- 8:30 AM** **Philips**
High Tech Campus 34, 5656 AE Eindhoven, Netherlands
- 10:00 AM** **NXP Semiconductors**
High Tech Campus 60, 5656 AE Eindhoven, Netherlands
- 12:14 PM** **TRAVEL: EINDHOVEN TO AMSTERDAM**
Train: Intercity #1140/#1031
Depart: Eindhoven Station
Transfer: Rotterdam Centraal
Arrive: Amsterdam Centraal (Amsterdam)
1H 51M, 12:14PM – 2:05PM
- 4:55 PM** **TRAVEL: AMSTERDAM TO MADRID**
Flight: KLM, AMS to MAD
2H 35M (Nonstop), 4:55PM – 7:30PM
- 9:00 PM** **Optional Delegation Dinner (Madrid)**



Philips – 8:30 AM
Attendees:

Koninklijke Philips N.V. (in Dutch literally 'Royal Philips', commonly shortened to Philips) is a Dutch multinational conglomerate corporation that was founded in Eindhoven in 1891. Since 1997, it has been mostly headquartered in Amsterdam, though the Benelux headquarters is still in Eindhoven. Philips was formerly one of the largest electronics companies in the world, but is currently focused on the area of health technology, having divested from other divisions.



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The company was founded in 1891 by Gerard Philips and his father Frederik, with their first products being light bulbs. It currently employs around 80,000 people across 100 countries. The company gained its royal honorary title in 1998 and dropped the "Electronics" in its name in 2013, due to its refocusing from consumer electronics to healthcare technology.

Philips is organized into three main divisions: Personal Health (formerly Philips Consumer Electronics and Philips Domestic Appliances and Personal Care), Connected Care, and Diagnosis & Treatment (formerly Philips Medical Systems). The lighting division was spun off as a separate company, Signify N.V. The company started making electric shavers in 1939 under the Philishave brand, and post-war they developed the Compact Cassette format and co-developed the Compact Disc format with Sony, as well as numerous other technologies. As of 2012, Philips was the largest manufacturer of lighting in the world as measured by applicable revenues.

Philips has manufacturing plants in Dallas and Paris, Texas, and a distribution center in El Paso. NXP Semiconductors was formerly owned by Philips, known as Philips Semiconductors, before it was sold to a consortium of private equity investors in 2006.



NXP Semiconductors – 10:00 AM

Attendees: Maurice Geraets, Executive Director NXP Netherlands
Steve Owen, Executive Vice President, Global Sales and Marketing

NXP Semiconductors N.V. (NXP) is a Dutch semiconductor designer and manufacturer with headquarters in Eindhoven, Netherlands. The company employs approximately 29,000 people in more than 30 countries. NXP reported revenue of \$11.06 billion in 2021. Originally spun off from Philips in 2006, NXP completed its initial public offering, on August 6, 2010, with shares trading on NASDAQ under the ticker symbol NXPI.

NXP enables secure connections for a smarter world, advancing solutions that make lives easier, better, and safer. As the world leader in secure connectivity solutions for embedded applications, NXP is driving innovation in the automotive, industrial & IoT, mobile, and communication infrastructure markets.

NXP is the co-inventor of near field communication (NFC) technology along with Sony and Inside Secure and supplies NFC chip sets that enable mobile phones to be used to pay for goods, and store and exchange data securely. NXP manufactures chips for eGovernment applications such as electronic passports; RFID tags and labels; and transport and access management, with the chip set and contactless card for MIFARE used by many major public transit systems worldwide.

NXP owns and operates four wafer fabrication facilities in the US, two of which are in Austin, Texas and two more in Chandler, Arizona. The representative products of these fabs include microcontrollers (MCUs) and microprocessors (MPUs), power management devices, RF transceivers, amplifiers and sensors. NXP entered the Austin market in 2016, when it acquired Austin-based Freescale Semiconductor in a cash and stocker merger worth more than \$11 billion.

Target markets for NXP Semiconductors include:

- **AUTOMOTIVE** - Enabling carmakers to develop smarter solutions for complex autonomy, connectivity, and electrification challenges
- **INDUSTRIAL** - Reducing wasted time, money, and effort by helping business run more efficiently.
- **MOBILE** - Giving wearable and mobile devices easier access to the services that make modern life more convenient without compromising security and safety.
- **COMMUNICATION INFRASTRUCTURE** - Powering insights and inspiring performance with hardware solutions for handling 5G connectivity across the emerging communications spectrum.



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Maurice Geraets is Executive Director of NXP Semiconductors Netherlands. He has over 25 years of experience in the IT and electronics industry and works at NXP Semiconductors since 2002. In his current position he is heading NXP Semiconductors Netherlands.

Next to his role at NXP, Maurice is active in the governance of the 1 billion Euro Dutch SmartwayZ program, is board member of several associations on autom and mobility, is member of the Corporate Partnership Board of the OECD International Transport Forum and is chairman of the management committee of the European industry association AENEAS.

Mr. Geraets holds an Executive MBA degree and a Master of Science degree in Computer Science. Mr. Geraets is Dutch and was born in 1968.



Steve Owen - Executive Vice President, Global Sales and Marketing. In his current role as EVP for Global Sales and Marketing, Steve is responsible for a Global Solutions and Applications Sales and Marketing team, focused on deploying our company strategy: Secure connections for a smarter world.

During his 22 year career with NXP, and previously Philips, Steve has led a variety of Sales and Marketing teams promoting the company's broad-based mixed signal technologies in automotive, communications and mobile, as well as the rapidly evolving industrial and IOT markets focusing on secure edge processing.

Having led Sales and Marketing teams in Europe from 1998 to 2006, Steve moved to focus on developing the sales strategy and execution plan for the adoption of contactless RF- based secure solutions in the areas of (mobile) payment, electronic government credentials, access and transit solutions. The core of these connectivity solutions are now deployed in NXP's Mobility and Secure IOT solutions.

In 2013, Steve assumed responsibility for NXP's Global Sales and Marketing teams, leading the team through the acquisition and integration of the Freescale Semiconductors Sales and Marketing organization. As a member of the NXP Executive Management since 2013, Steve has been closely involved in developing the NXP Go To Market Strategy.

In the last years, a particular focus on expanding the introduction of New College Hires, Diversity of the organization across the globe and ensuring the Sales and Marketing organization is an inspiring team in which to develop a career.

Prior to Joining Philips Semiconductors, Steve worked for a number of years in component distribution sales in the UK at Arrow Electronics. Prior to that, he served 12 years in the Royal Navy as a Satellite Systems Engineer.



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TRAVEL ITINERARY - TUESDAY, MAY 3, 2022

MADRID, SPAIN

- 9:30 AM** **Acciona**
Headquarters, Av. Europa, 18 – 3º planta
28108 Alcobendas, Madrid
- 12:00 PM** **Almar Water Solutions**
C/ María de Molina nº 39 | 6th floor | 28006
- 2:30 PM** **MCH Private Equity Lunch Meeting**
Real Club de la Puerta de Hierro
Av. de Miraflores, s/n, 28035 Madrid
- 7:30 PM** **Madrid Cultural & Culinary Walking Tour**
Start at Hotel
- 10:00 PM** **Texas Delegation Dinner**
Botín - Calle de Cuchilleros, 17 28005 Madrid



Acciona – 9:30 AM

Attendees: José Manuel Entrecanales, Presidente
 Rafael Mateo, CEO Acciona Energía
 Rafael Esteban, Director of Global Business Dev. Acciona Energía
 José Díaz Caneja, CEO Acciona Agua



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Acciona, S.A. is a Spanish multinational conglomerate dedicated to the development and management of infrastructure (construction, water, industrial and services) and renewable energy. The company, via subsidiary Acciona Energy, produces 21 terawatt-hours of renewable electricity a year.

The company was founded in 1997 through the merger of Entrecanales y Tavora and Cubiertas y MZOV. The company's headquarters is in Alcobendas, Community of Madrid, Spain. The company's U.S. operations are headquartered in Chicago, Illinois. The company employs 30,000 professionals, and it is to be found in 30 countries on five continents.

In February 2022, ACCIONA Energía acquired Red-Tailed Hawk, a 350-MWac/458-MWdc photovoltaic (PV) project near Houston in Wharton County, Texas, from Avondale Solar, LLC and Solar Plus Development, Inc. AP Solar Holdings, LLC, a full service, utility-scale solar power project developer and affiliate of Avondale Solar, LLC, and Solar Plus Development Inc. developed the project.

The plant will be the largest photovoltaic installation of ACCIONA Energía in the world and will have an estimated investment of US\$460M. The construction phase is expected to begin in the third quarter of 2022, and the plant is expected to be fully operational in 2024. Red-Tailed Hawk will be connected to the Houston grid, which has a high demand and injection capacity, just like ACCIONA Energía's nearby photovoltaic plant of Fort Bend, already under construction.

Red-Tailed Hawk will have a capacity of 350 MWac of photovoltaic solar energy, enough to meet the energy needs of 66,500 Texas households. The project is expected to create approximately 400 jobs during the peak construction phase and 15 permanent jobs once operational.



José Manuel Entrecanales is Chairman and CEO of ACCIONA, a leading group of companies dedicated to renewable energy and sustainable infrastructure solutions, present in more than 60 countries with 40.000 employees. He is also Chairman of ACCIONA Energía, the group's energy division that listed on the Madrid stock exchange in July 2021. ACCIONA Energía is the largest pure renewable energy utility in the world.

Mr. Entrecanales is actively engaged in some of the leading public-private initiatives supporting sustainable development and the fight against climate change, including United Nations Global Compact, the World Bank's Carbon Pricing Leadership Coalition, and the World Business Council for Sustainable Development.

He is a founding member of the Pro CNIC Foundation, the main public-private initiative for cardiovascular research in Spain, patron of the Princess of Asturias Foundation, of the Prado Museum and of the Alalá Foundation. He is also member of the Board of the Instituto de la Empresa Familiar (Spain's leading organization for family-owned businesses, of which he was Chairman from 2012 to 2014).

Mr. Entrecanales is Chairman of acciona.org, dedicated to promoting universal access to water and energy.



Rafael Mateo Alcalá joined the ACCIONA Group in 2010 as general director of its energy division and, in April 2013, he became its chief executive officer.

Before joining the ACCIONA Group, Mr. Mateo Alcalá worked at Endesa between 1982 and 2009. He was initially assigned to a thermal power plant in Teruel, where he held the positions of chief of maintenance, chief of operations, director and vice-chairperson. In 1997, he became director of thermal production at Endesa, a position he held until 1999 until he was posted to Chile, where he spent 10 years of his professional career. In Chile, he served as production and transmission manager between 1999 and 2004. Subsequently, between 2005 and 2009, he served as general manager of Endesa Chile and as



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general director of generation at Endesa Latin America, where he was responsible for managing services in countries such as Chile, Colombia, Peru, Brazil or Argentina.

Mr. Mateo Alcalá graduated in industrial engineering at the Higher Technical School of Industrial Engineers of the University of Zaragoza, where he graduated with honors in 1982. Mr Mateo Alcalá also undertook a general management program at IESE Business School in 1987 and a Business Management Program at the business school INSEAD in 1995.



Rafael Esteban is responsible for the growth of ACCIONA’s renewable energy portfolio in the U.S. and Canada and the operation of 966 MW of wind and solar energy projects in the two countries.

Mr. Esteban brings years of a global leadership experience in renewable energy to his new role. Most recently, he served as ACCIONA Energy’s CEO for South Africa, where led the development and construction of groundbreaking renewable energy projects including the 138 MW Gouda Wind Farm and the photovoltaic complex with the highest production in Africa- the 94 MW Sishen Solar Plant.

Prior to his work in South Africa, Mr. Esteban served as Director for ACCIONA Energy in Europe and Managing Director for ACCIONA Energy Italy. He joined ACCIONA after working in management positions at Ernst & Young and American Appraisal Associates. Mr. Esteban holds a law degree from The Complutense University of Madrid and an MBA from IE Business School. He will be based in ACCIONA’s North American headquarters in Chicago, Illinois.



José Díaz-Caneja is the CEO of ACCIONA Agua, ACCIONA Group’s water division. ACCIONA Agua focuses on managing the life cycle of water, providing supply and utility services to several million customers, and develops, designs, constructs and operates drinking water treatment plants, wastewater treatment plants and reverse-osmosis desalination plants.

With comprehensive experience in the infrastructure sector in both publicly and privately financed projects, and after having worked in large infrastructure groups in Latam and Spain, Mr. Díaz-Caneja joined ACCIONA Agua’s International Business Development in 2002. In 2007, he left to act as

Managing Director for ForoPPP Infraestructuras – a private PPP institution – for a 4-year period, rejoining ACCIONA Agua in 2011 as Middle East and Africa Development Director. He was made Managing Director of the company in January 2014.

Mr. Díaz-Caneja holds an MSc in Civil Engineering from Madrid Polytechnic University and an MBA from IESE Business School, and has been a professor at Madrid’s Nebrija and Polytechnic Universities. He is currently a member of the EPEC Private Sector Forum.



Almar Water Solutions – 12:00 PM

Attendees: Carlos Cosín, CEO

Santiago Martínez, Managing Director for Asset Management

Almar Water Solutions is a leading global water infrastructure development and services business creating innovative, utility-scale, solutions for both municipal and industrial sectors.



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Carlos Cosin is the Chief Executive Officer of Almar Water Solutions. Carlos leads the strategic operations and development of Almar Water Solutions to drive its success and growth in the sector.

Mr. Cosin has 25 years of experience in the water industry, including the development of desalination, wastewater and reuse projects around the world for both municipal and industrial sectors. During this time he has closed agreements under both EPC (Engineering-Procurement-Construction) and BOT (Build-Operate-Transfer) models, including the development of the first BOT model water project in West Africa and winning the Water Company of The Year award in 2015.

Mr. Cosin graduated in Agricultural Engineering from the Madrid Polytechnic University, and he is the Chairman and member of the board of the International Desalination Association (IDA). He was previously a member of the European Innovation Partnership on Water (EIP Water) Steering Group. Carlos is fluent

in Spanish and English.



Santiago Martínez is Managing Director for Asset Management for Almar Water Solutions, with more than 30-year experience in the global water & wastewater sector, developing and managing. Some specialties include:

- International large scale desalination, water and wastewater projects structured under project finance and PPP schemes;
- Urban water & sanitation services under concessional structures (municipal sector);
- Industrial water & wastewater services and supply of turnkey plants (industrial outsourcing);
- M&A of projects, assets and /or companies.



MCH Private Equity Lunch Meeting – 2:30 PM

Attendees: Ambassador Pedro Morenés, Chairman
José María Muñoz, Founding Partner

MCH Private Equity is a Madrid-based private equity Firm focused in the mid-market, having raised and invested 4 funds since inception (MCH Iberian Capital Fund I, II III and IV, with aggregate funds under management of 850 million Euros). In addition, MCH manages the

divestment of AC Capital Desarrollo II's remaining portfolio and a growth Fund (Unigrains UAF) specialized in the food and agribusiness sector, in partnership with Unigrains.

MCH Iberian Capital Fund IV is the latest investment vehicle with total capital commitments of 350 million Euros and a targeted investment ticket between 20 and 80 million Euros. MCH investor base is comprised by an international base of recognized institutional investors, funds-of-funds and large family offices.

The Firm comprises a team of well-regarded professionals with an in-depth knowledge of the industry, making it a leader in the Spanish mid-market space. The investment team brings to the table complementary skills obtained throughout their careers in private equity and their diversity of backgrounds.

Since 1998, MCH has participated in over 40 private equity deals (LBOs, Growth capital, etc.) in diverse economic sectors, including industrials operating in attractive niches, food and agribusiness, health-care, business services and tourism, to mention a few. Today, some of the companies supported by MCH have become international market leaders in their niche and are recognized as success stories in the Iberian private equity sector.



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Ambassador Morenés has held many senior positions in Spain’s government. Most recently, he served as Spanish Ambassador to the United States. In his role as Ambassador, he oversaw the operations of one of Spain’s most important embassies and its related consulates throughout the US. In addition, he was heavily involved in the US operations of ICEX, which is an agency of the Spanish Ministry of Industry, Tourism and Trade (Ministerio de Industria, Turismo y Comercio) which works worldwide with the objective of promoting the internationalization of Spanish companies in order to improve their competitiveness and to add value to the Spanish economy as a whole, as well as boosting foreign investment in Spain

Prior to his service in the US, Ambassador Morenés served as Spain’s Secretary of State of Defense at the Ministry of Defense. He also served as Secretary of State for Security in the Ministry of Interior and Secretary of State for Scientific and Technological Policy in the Ministry of Science and Technology.

An attorney by trade, Morenés earned a degree in law from the University of Navarra in 1978, and was later awarded a degree in business administration from the University of Deusto in Bilbao and a master’s from the Bremen (Germany) Institute of Shipping Economics.



José María Muñoz is a founding partner of MCH Private Equity.

Since 1998 he has participated in more than twenty private equity operations, mainly buyouts in the Spanish mid-market, in a variety of sectors including specialized industry, distribution, business services and consumer products.

He has been a Director of companies such as Azulev, Comess Group, Qualytel, IQAP, Talgo, Gamo, Televida, Europastry and Lenitudes. He is currently a member of the Jeanology Board of Directors.

Before founding MCH, he worked for several years at the consulting firm McKinsey & Company in the US and Spain. And previously he was a Consultant in the Strategic Consulting Division of Andersen Consulting.

José María has an MBA from Harvard Business School and graduated as an Industrial Engineer from the ETSII in Madrid. He has been Visiting Professor of Business Creation at the Instituto de Empresa and is an active member of the Círculo de Empresarios.

TRAVEL ITINERARY - WEDNESDAY, MAY 4, 2022

MADRID, SPAIN & LONDON, ENGLAND

9:00 AM **Spain-U.S. Council Breakfast**
Casa de América
Plaza Cibeles, s/n, 28014 Madrid

11:30 AM **Renfe Meeting and Train Ride**
Atocha Train Station
Pl. del Emperador Carlos V, 28045



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5:30 PM

TRAVEL: MADRID TO LONDON

Flight: Iberia, IB 3164

Depart: Adolfo Suárez Madrid-Barajas Airport (MAD)

Arrive: London Heathrow Airport (LHR)

2H 25M (Nonstop), 4:50PM – 6:15PM

TBD PM Dinner TBD



Renfe – 11:30 AM

Attendees: Isaías Táboas, President

Manel Villalante, General Director of Development

Inmaculada Gutiérrez, International Director

Sonia Álvarez, International Business Technician

Javier Lafuente, Technical Staff for International Project

Renfe, also known as Renfe Group, and officially Renfe-Operadora, is the state-owned company which operates freight and passenger trains on the 1,668 mm Iberian gauge, the 1,435 mm standard gauge and the 1,000 mm metre gauge Spanish railway networks.

With 5,000 trains running every day in Spain, more than 500 million passengers a year, about 15,000 committed employees who are proud of their work and the most outstanding rates for punctuality, quality and satisfaction, Renfe is working to make the train the star of mobility in Spain and, at the same time, expand our business and cross borders.



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5.000 trains every day



500 million passengers



18,3 million tons



15.000 employees

In 2018, Renfe by Texas

was selected Central to become its strategic partner in a private consortium that develops the high-speed rail service between Dallas and Houston (US). Since then, Renfe has provided advisory and consultancy services associated with procurement, final design, execution, construction, testing and commissioning of the future high-speed line.

In July 2021, Renfe and Texas Central signed the contract that officially made Renfe the project's early operator. After signing this agreement, Renfe will help Texas Central in the design and development of the high-speed service's operational and commercial aspects. This agreement represents a new phase of the project, which gathers top experts of the railway industry from around the world.



Mr. Isaiás Táboas is President of the Public Business Entity Renfe - Operadora and of the state trading companies Renfe Viajeros, Renfe Mercancías, Renfe Manufacture and Maintenance and Renfe Rental of Railway Material.

Born in Valencia on March 2, 1958 and living in Barcelona, he has a degree in History and has obtained postgraduate diplomas in Management Function in Public Administration at ESADE and in Marketing Management at EADA.

He has developed his professional career between the Public Administration and the private sector. In the public sector, he has been Secretary of State for Transport (2010-2011), Secretary General of the Presidency of the Generalitat de Catalunya (2006-2010) and Director of the Cabinet of the Minister of Industry (2004-2006). Previously he was Director of Communication and Institutional Relations of Renfe and Delegate of Heritage and Urbanism in Catalonia and Aragon (1991-1996).

In the private sphere, he has been linked to the Open University of Catalonia as director of Editorial UOC and Eureka Media SL (1996-2004) and as Project Director (2012-2013).

He was currently Chairman of the Editorial Board of Observatorio de las Ideas, as well as a founding partner of the companies Global Transport Register SL and Global Line SL.

He has held the position of President of Renfe-Operadora since July 2018.



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Mr. Manel Villalante is General Director of Development and Strategy of Renfe.

With more than 30 years of experience in mobility, infrastructure and transport issues, he has been, among other positions, General Director of Land Transport in the Government of Catalonia, General Director of Land Transport in the Ministry of Development, and has held different positions directors at Ferrocarriles de la Generalitat de Catalunya (FGC) between 2004 and 2007, and at Transportes Metropolitanos de Barcelona (TMB), between 2000 and 2004.

He has also been a member of different Boards of Directors such as Renfe Operadora, TMB, FGC or Consorcio Sagrera Alta Velocidad.

He currently directs the Postgraduate course in "Smart Mobility: Intelligent Transport Systems" at the Polytechnic University of Catalonia and has been a professor of Transport Planning and Economics at the same university.



Mrs. Inmaculada Gutiérrez is International Director of Renfe. More than 25 years of experience as an economist in the public and private sectors. Inmaculada Gutiérrez has held various positions in the Public Administration, in areas related to economic regulation, defense of competition, market liberalization and business support. In the private sector Inmaculada Gutiérrez worked as a consultant for American groups, advising clients on their market strategies and their relations with the administration.



Mrs. Sonia Álvarez is International Business Technician of Renfe, and a Civil Engineer from the Higher Polytechnic School of the University of Madrid, Master in Occupational Risk Prevention. She has been director of the AVE Business Area and other Commercial Services, between September 2019 and August 2020, Director of Business Monitoring and Digital Transformation in the General Directorate of Operations, between September 2018 and August 2019. Previously she worked in the Systems Department of Renfe and in different consultants, IBM, PwC, and Soluziona.



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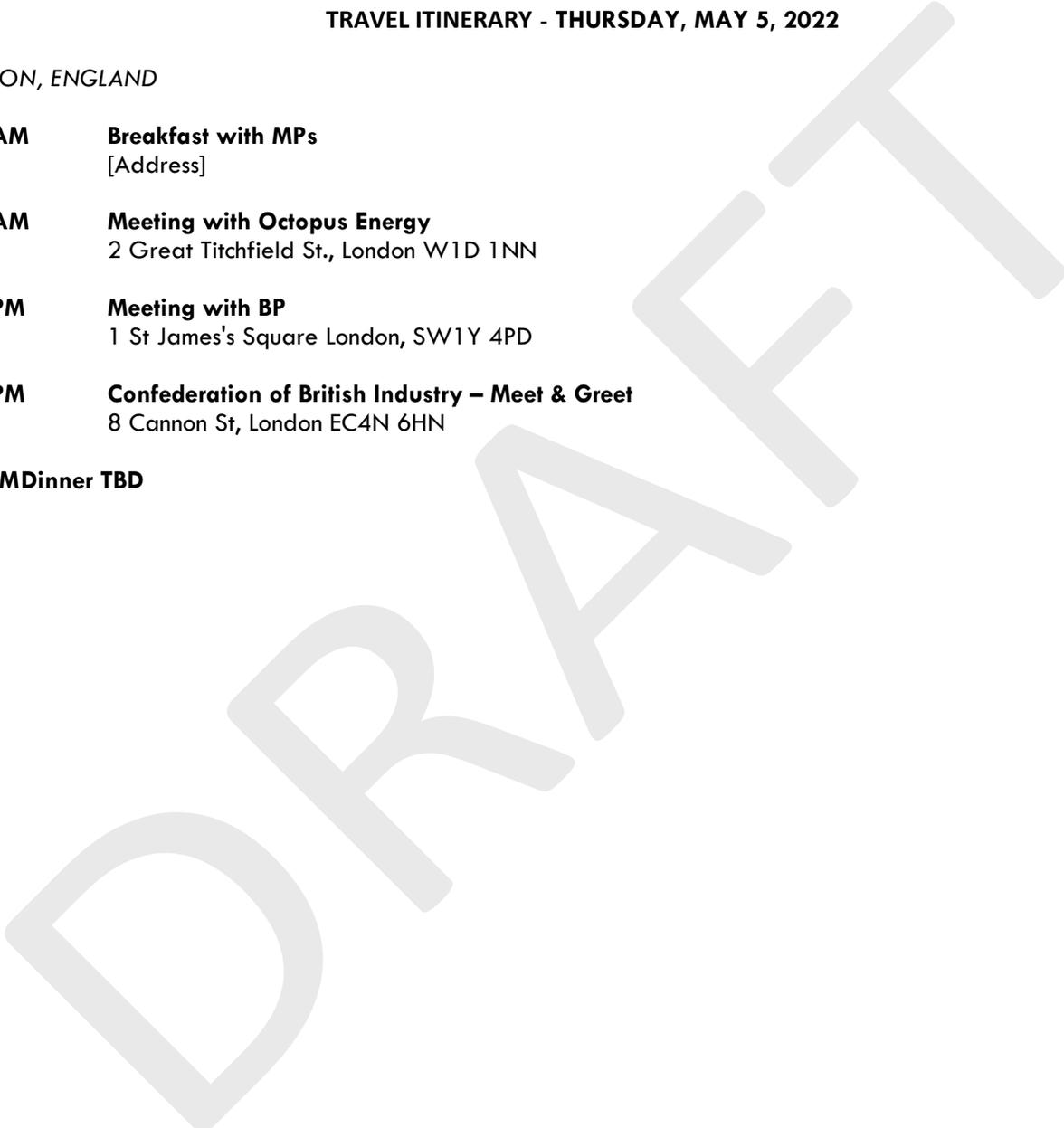


TRAVEL ITINERARY - THURSDAY, MAY 5, 2022

LONDON, ENGLAND

- 8:00 AM** **Breakfast with MPs**
[Address]
- 9:30 AM** **Meeting with Octopus Energy**
2 Great Titchfield St., London W1D 1NN
- 1:00 PM** **Meeting with BP**
1 St James's Square London, SW1Y 4PD
- 3:00 PM** **Confederation of British Industry – Meet & Greet**
8 Cannon St, London EC4N 6HN

TBD PM Dinner TBD



Breakfast with British MPs – 8:00 AM
 Attendees: Esther McVey MP
 Philip Davies MP



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Esther Louise McVey (born 24 October 1967) is a British politician and television presenter serving as the Member of Parliament (MP) for Tatton since 2017. A member of the Conservative Party, she served in the Cabinet as Minister of State for Housing and Planning from 2019 to 2020, Secretary of State for Work and Pensions in 2018 and Minister of State for Employment from 2014 to 2015.

Born in Liverpool, McVey was raised in foster care for the first two years of her life and was then raised by her biological family. She was privately educated at The Belvedere School before going on to study at Queen Mary University of London and City, University of London. After working at her family's construction business, she became a television presenter; co-presenting GMTV with Eamonn Holmes.

McVey first entered the House of Commons as MP for Wirral West at the 2010 general election. She served in the Cameron–Clegg coalition as Parliamentary Under-Secretary of State for Disabled People from 2012 to 2013, prior to serving as Minister of State for Employment from 2013 to 2015. She was sworn into the Privy Council in 2014 and attended Cabinet after that year's reshuffle. In the 2015 general election, she lost her seat and spent eighteen months serving as Chair of the British Transport Police Authority before returning to parliament in the 2017 general election, succeeding former Chancellor of the Exchequer George Osborne in Tatton.

McVey served in the second May ministry as Deputy Chief Whip from 2017 to 2018. She was appointed Work and Pensions Secretary in January 2018. In July, she misled the House of Commons over the new Universal Credit scheme by claiming a National Audit Office report showed it should be rolled out faster when in fact the report concluded the roll-out should be paused. Amid calls for her resignation, she apologized to the House. She resigned in November 2018 in opposition to Brexit negotiations and Theresa May's draft Brexit withdrawal agreement. She stood in the 2019 Conservative Party leadership election but was eliminated in the first round after finishing in last place with nine votes. After the contest, she attended Cabinet as Minister of State for Housing and Planning until Boris Johnson's first Cabinet reshuffle. After leaving the Cabinet, McVey returned to the backbenches and also became a presenter on GB News.



Philip Davies was first elected as the Conservative MP for Shipley in 2005, being reelected in 2019 with a majority of 6,242.

The constituency of Shipley is found in the north-western corner of West Yorkshire. This seat covers the towns of Bingley and Shipley, alongside the Bradford suburb of Baldon. Although this is a traditional Conservative voting area, with relatively high home ownership levels, this seat is not out of the reaches of the Labour Party and was held by Labour in its better periods of 1997 to 2005 and 1945 to 1950.

Philip Davies was born in 1972 in Doncaster and he graduated from the University of Huddersfield. Before being elected MP for Shipley, Philip worked at Asda in Leeds as a Senior Marketing Manager.

Davies was a strong supporter of Brexit in the 2016 EU referendum, and one of the earliest MPs to call for Britain's withdraw from the EU. On the right of the Conservative Party, he is a member of the Freedom Association, opposes political correctness, and is against LGBT inclusive relationship education.



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He has built a reputation as being one of the most frequent rebels against the Conservative government. He was particularly critical of David Cameron's coalition with the Liberal Democrats. Alongside Christopher Chope, Davies is also well known for his activities filibustering, or talking out, Private Members Bills.

Philip Davies is Chair of the All Party Parliamentary Group on Customer Service. He is Vice Chair of the All Party Parliamentary Groups on Whistleblowing; Bingo; Formula One; Freedom of Speech; Honour Based Abuse; Racing and Bloodstock; and St George's Day.

Davies is married to the Conservative MP and former Cabinet Minister, Esther McVey.



Octopus Energy – 9:30 AM

Attendees: Greg Jackson, Founder & CEO

Octopus Energy Group is a British renewable energy group specializing in sustainable energy. It was founded in 2015 with the backing of British fund management company Octopus Group, a British asset management company. Headquartered in London, the company has operations in the UK, France, Germany, Italy, Spain, Australia, Japan, New Zealand and the United States. As of September 2021, the company has over three million domestic and business customers, making it the fourth largest energy supplier in the UK.

Octopus Energy Group operates a wide range of business divisions, including Octopus Energy Retail, Octopus Energy for Business, Octopus Energy Services, Octopus Electric Vehicles, Octopus Energy Generation, Octopus Hydrogen, Kraken, Kraken Flex and the not-for-profit Centre for Net Zero. The company also supplies software services to other energy suppliers.

At the heart of Octopus's success is Kraken, its proprietary cloud-based energy technology (EnTech) platform. The scalable platform provides industry leading operational efficiency and outstanding service quality. But most importantly, Kraken is designed to drive the smart grid, giving customers access to cheaper electricity when renewable energy is abundant.

Kraken is already licensed as a SAAS+ (software and operating model) provider to other energy companies, allowing them to offer greener, cheaper energy to customers and help the world transition to a clean energy future. Across all its operations and licenses, Kraken is now contracted to serve 17 million energy accounts worldwide, including customers of E.ON UK, Origin Energy in Australia and now Evolve Energy in the US.

Octopus Energy entered the US market in September 2020 after purchasing startup Evolve Energy, for \$5 million, as part of a \$100 million US market investment plan. Starting in Texas, Octopus Energy US, as the new business is known, is targeting 25 million US energy accounts on its technology platform by 2027. They will make up a quarter of the business's global target of 100 million energy accounts in the same time frame.



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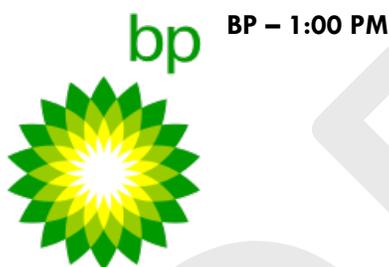


Greg Jackson is the founder and CEO of Octopus Energy Group, the green energy tech pioneer based in the UK with over 3.1 million customers, further operations in 13 countries and over 23 million accounts licensed worldwide to its green technology platform, Kraken. Launched in 2016, the company’s mission is to bring cheaper, greener power to all. Octopus Energy is also a leading investor in solar and wind energy, managing a £3.4bn portfolio of renewable energy assets across Europe.

Greg's vision of using technology to disrupt the energy market has enabled Octopus Energy to create tariffs which unlock the power of the green grid - offering cheaper electricity when the sun is shining and the wind is blowing. Its technology platform Kraken also achieves dramatically lower cost to serve than rivals, so cheaper, green power is delivered hand in hand with unbeaten customer satisfaction levels. With its smart tariffs proving customer appetite for flexibility, Octopus is pioneering a global system change to enable a cheaper, faster transition to renewables.

In September 2021, Octopus Energy Group was valued at approximately \$5 billion following a \$600 million investment from Generation Investment Management and a \$300 million investment from Canada Pensions Plan Investments Board. Both investors back businesses that drive sustainability, promote green energy and tackle climate change. It was the company’s third major investment round since launching to the market. With operations in the US, Japan, Germany, Spain, Italy, New Zealand and Australia, Octopus Energy Group's mission to drive the affordable green revolution is going global.

Greg is an experienced digital entrepreneur, passionate about using technology to make positive change. He’s founded a number of successful businesses, including e-commerce company C360, and is an angel investor in a wide range of tech start-ups. He also served as Director of several innovative businesses, including Zopa, the world’s first peer-to-peer lender, which has now lent almost £2bn fairly and responsibly.





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Attendees:

BP plc is a British oil and gas company headquartered in London, England. It is one of the world's seven oil and gas "supermajors". It is a vertically integrated company operating in all areas of the oil and gas industry, including exploration and extraction, refining, distribution and marketing, power generation, and trading.

As of 31 December 2018, BP had operations in nearly 80 countries worldwide, produced around 3.7 million barrels per day (590,000 m³/d) of oil equivalent, and had total proven reserves of 19.945 billion barrels (3.1710×10⁹ m³) of oil equivalent. The company has around 18,700 service stations worldwide. Its largest division is BP America in the United States. By one estimate, BP is the 357th-largest public company in the world.

The United States operations comprise nearly one-third of BP's operations. BP employs approximately 14,000 people in the United States. In 2018, BP's total production in the United States included 385,000 barrels per day of oil and 1.9 billion cubic feet/day of natural gas, and its refinery throughput was 703,000 barrels per day.

Houston is home to bp's US headquarters. In 2019, the company completed a \$100 million investment to upgrade its Westlake offices, a major renovation project that fueled local jobs in the Houston area. Additionally, bp's Gulf of Mexico business and wind energy business are both based in Houston.

After bpx energy completed a \$10.5 billion acquisition of BHP's shale assets in 2018, bp's US onshore oil and gas business took over operations in 2019. The new world-class unconventional oil and gas assets in the Permian Delaware and Eagle Ford basins in Texas, and the Haynesville basin in Texas and Louisiana currently produce roughly 300,000 barrels of oil equivalent per day, of which about 45% are liquid hydrocarbons. The deal is bp's largest purchase since buying ARCO in 1999, and bpx energy expects to more than double its annual capital spending to more than \$2 billion a year on this newly expanded portfolio.

As one of the Gulf of Mexico's largest leaseholders, bp operates four massive gulf production platforms (Atlantis, Na Kika, Thunder Horse and Mad Dog). bp's next wave of growth is underpinned by several new major projects already underway.

This includes bp's \$9 billion Mad Dog 2 development, which will be anchored by the new platform, which is due to begin production in the Gulf of Mexico in 2022.

Elsewhere in the Gulf, bp is pursuing a \$1.3 billion expansion at Atlantis and a second major expansion at Thunder Horse, expected to boost production by 35,000 barrels of oil a day. June 2021 marked the start-up of bp's Manuel Project, which includes a new subsea production system and two new wells tied into the Na Kika platform that will increase production by more than 20,000 barrels of oil a day.

bp Wind Energy's Remote Operations Center in Houston centrally monitors all nine bp-operated wind farms — 24 hours a day, seven days a week — while working with colleagues in the field to enhance performance, reliability and safety.

In numbers*

\$2.1 billion+

Spent with vendors

640+

Vendors supported

22,400+

Total jobs supported

3,600+

bp employees

\$490 million+

Property, production, royalties, environmental and state/local income/franchise taxes paid

\$22 million+

Community spend (2016 - 2020)



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TRAVEL ITINERARY - FRIDAY, MAY 6, 2022

LONDON, ENGLAND & AMSTERDAM, NETHERLANDS

8:16 AM TRAVEL LONDON TO AMSTERDAM

Train: Eurostar
Depart: St Pancras International (London)
Arrive: Amsterdam Centraal (Amsterdam)
3H 55M, 8:16AM – 1:11PM

6:30 PM Dinner – Port of Corpus Christi

THE DUCHESS Restaurant
Spuistraat 172, 1012 VT Amsterdam, Netherlands



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TRAVEL ITINERARY - SATURDAY MAY 7, 2022

AMSTERDAM, NETHERLANDS & AUSTIN, TEXAS

TBD AM **Breakfast**

12:50 PM **TRAVEL: AMSTERDAM TO AUSTIN**
Flight: KLM, KL 667
Depart: Amsterdam Airport Schiphol (AMS)
Arrive: Austin Bergstrom International Airport (AUS)
10H 15M (Nonstop), 12:50PM – 4:50PM

From: Corey Rose
Sent: Tuesday, March 15, 2022 8:00 AM
To: Kim Bergmann; Stephanie Fields
Cc: Joe Esparza
Subject: Out Today
Attachments: 3-15 Daniel Da Cruz, Luxembourg.docx

Kim & Stephanie --

I'm out today, working from home, because I feel....really not great.

Either Joe or David will be staffing the Secretary for the Luxembourg meeting, and I'll still be on the Teams call with KLM at 2PM.

The Luxembourg brief is attached and the gift is on the filing cabinet by my desk, in the stack of them. Unsurprisingly, we do not have a flag for Luxembourg, so no need to worry about that.

Stephanie -- can you call Pete and let him know just to reach out to you if they have any questions before the meeting?

Thanks y'all; let me know if I'm forgetting anything. Hopefully I'm back tomorrow.

Corey

--

Corey Rose
Director, International Protocol & Trade
Office of the Secretary of State
Cell: (512) 914-4564



EVENT: Meeting: Daniel Da Cruz, Consul General of Luxembourg in San Francisco

DATE: Tuesday, March 15, 2022

TIME: 10:00AM

LOCATION: Office of the Secretary of State
Texas Capitol Building, Room 1E.8
1100 Congress Avenue
Austin, Texas 78701
512-463-5770

PURPOSE: Secretary Scott to meet with the Consul General of Luxembourg in San Francisco, Daniel Da Cruz, to discuss opportunities for strengthening relations between Luxembourg and Texas.

SET-UP: None

REMARKS: N/A

PRESS: Closed

CONTACT: Pete Slover, 512-413-3603

STAFF: TBD

ATTENDEES: SOS

Daniel Da Cruz, Consul General of Luxembourg in San Francisco
Pete Slover, Honorary Consul of Luxembourg in Austin

SCHEDULE: *10:00AM Meeting Begins*
11:00AM Meeting Concludes

BACKGROUND:



Daniel Da Cruz
Consul General
Executive Director, Luxembourg Trade and Investment Office San Francisco

Nationality: Luxembourg
Married with 3 children
Languages: Luxembourgish, French, German, English, Italian, Spanish, Portuguese

Prior to the appointment as Consul General of the Grand Duchy of Luxembourg in San Francisco and Executive Director of Luxembourg Trade and Investment Office San Francisco, Daniel Da Cruz was Director general for Foreign Trade and Investment Promotion at the Ministry of the Economy (2016-2021).

A career diplomat, Daniel Da Cruz was Deputy Permanent Representative of Luxembourg to the United Nations in Geneva (2011-2016) and Deputy Head of Mission in Lisbon (2004- 2005).

From 2006 to 2010, he held various positions at the Ministry for Foreign Affairs in Luxembourg.

Daniel Da Cruz has a Master's degree in Law and a Bachelor in Journalism and Communications.



Peter J. "Pete" Slover is an attorney and former journalist with a track record of success tackling a wide range of complex operational and policy challenges, in both the private and public sectors.

His work demonstrates a singular combination of aptitude in the areas of law, electric utility and cooperative operations, technology and data analytics, tax administration, communications and public policy/government relations.

With a domestic and international clientele, since 2015, he has served as the Honorary Consul for the Grand Duchy of Luxembourg in Texas, after appointment by the sovereign of that nation and approval by the U.S. State Department.

Luxembourg, officially the Grand Duchy of Luxembourg, is a landlocked country in Western Europe. It is bordered by Belgium to the west and north, Germany to the east, and France to the south. Its capital, Luxembourg City, is one of the four official capitals of the European Union (together with Brussels, Frankfurt, and Strasbourg) and the seat of the Court of Justice of the European Union, the highest judicial authority in the EU. Its culture, people, and languages are highly intertwined with its neighbors, making it a mixture of French and German cultures. Luxembourgish is the only national language of the Luxembourgish people, as defined by law. In addition to Luxembourgish, French and German are used in administrative and judicial matters; the three languages are jointly considered administrative languages of Luxembourg.



Capital: Luxembourg City
Monarch: Grand Duke Henri
Prime Minister: Xavier Bettel
Population: 633,622
GDP: \$66.45B (69th)
Per Capita: \$112K (2nd)

With an area of 998 sq mi, it is one of the smallest sovereign states in Europe. In 2019, Luxembourg had a population of 634,730, which makes it one of the least-populous countries in Europe, but by far the one with the highest population growth rate. Foreigners account for nearly half of Luxembourg's population. As a representative democracy with a constitutional monarch, it is headed by Grand Duke Henri and is the world's only remaining sovereign grand duchy. Luxembourg is a developed country, with an advanced economy and one of the world's highest GDP (PPP) per capita. The City of Luxembourg, with its old quarters and fortifications, was declared a UNESCO World Heritage Site in 1994 due to the exceptional preservation of the vast fortifications and the old city.

The history of Luxembourg is considered to begin in 963, when count Siegfried acquired a rocky promontory and its Roman-era fortifications known as Lucilinburhuc, "little castle", and the surrounding area from the Imperial Abbey of St. Maximin in nearby Trier. Siegfried's descendants increased their territory through marriage, war and vassal relations. At the end of the 13th century, the counts of Luxembourg reigned over a considerable territory. In 1308, Count of Luxembourg Henry VII became King of the Romans and later Holy Roman Emperor. The House of Luxembourg produced four Holy Roman Emperors during the High Middle Ages. In 1354, Charles IV elevated the county to the Duchy of Luxembourg. The duchy eventually became part of the Burgundian Circle and then one of the Seventeen Provinces of the Habsburg Netherlands. Over the centuries, the City and Fortress of Luxembourg, of great strategic importance situated between the Kingdom of France and the Habsburg territories, was gradually

built up to be one of the most reputed fortifications in Europe. After belonging to both the France of Louis XIV and the Austria of Maria Theresa, Luxembourg became part of the First French Republic and Empire under Napoleon.

The present-day state of Luxembourg first emerged at the Congress of Vienna in 1815. The Grand Duchy, with its powerful fortress, became an independent state under the personal possession of William I of the Netherlands with a Prussian garrison to guard the city against another invasion from France. In 1839, following the turmoil of the Belgian Revolution, the purely French-speaking part of Luxembourg was ceded to Belgium and the Luxembourgish-speaking part (except the Arelerland, the area around Arlon) became what is the present state of Luxembourg.

Luxembourg is a longstanding ally of the United States. The friendship between the two countries is strengthened by a shared commitment to advancing freedom and prosperity. Luxembourg has long been a prominent supporter of European political and economic integration. It is a charter member of the North Atlantic Treaty Organization (NATO) and is one of the founding members of what became the European Union (EU).



Economic Development - Luxembourg

Texas ranks 6th in the U.S. for exporting to Luxembourg (\$117 million)

Top three categories Texas exports to Luxembourg:

1. Civilian Aircraft, Engines, and Parts (\$63.5 million)
2. Synthetic Rubber and Factice Derived from Oils, in Primary Forms or in Plates, Sheets or Strip; Mixtures, in Primary Forms or in Plates Sheets, or Strip (\$26.8 million)
3. Turbo-jets, Turbo-propellers and Other Gas Turbines (\$17 million)

Texas ranks 3rd in the U.S. for imports from Luxembourg (\$46.6 million)

Top three categories Texas imports from Luxembourg:

1. Exports of Repaired Imports; Imports of Returned Exports (\$16.1 million)
2. Angles, Shapes & Sections of Iron & Non-alloy Steel (\$5.8 million)
3. Turbo-jets, Turbo-propellers and Other Gas Turbines (\$5 million)