

State Board of Administration (Governor, Attorney General, and CFO) Meeting

Meeting of the State Board of Administration

December 20, 2021

PHIPPS REPORTING

Raising the Bar!

MEETING OF THE STATE BOARD OF ADMINISTRATION

PROCEEDINGS

DATE: Monday, December 20, 2021

TIME: Commenced at 1:00 p.m.
Concluded at 1:22 p.m.

LOCATION: The Florida Capital
Cabinet Meeting Room
Lower Level
400 S. Monroe Street
Tallahassee, FL 32399

Stenographically Reported by:
Diane B. Guldin, RPR

Job No.: 223955

1 MEMBERS:

2 Ron DeSantis - Governor

3 Ashley Moody - Attorney General

4 Jimmy Patronis - Chief Financial Officer

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1 GOVERNOR DESANTIS: Good morning.

2 And welcome to the December 20 Meeting of
3 the State Board of Administration.

4 Before we get going, we're going to do a
5 prayer and the pledge led by the Chief Financial
6 Officer.

7 (Thereupon, a prayer and the pledge were
8 had off the record.)

9 GOVERNOR DESANTIS: Okay. I'd like to
10 welcome Lamar Taylor to present the agenda for
11 SBA.

12 MR. TAYLOR: Good morning, Trustees.

13 Starting with some housekeeping items for
14 the Florida Retirement System Funded Pension
15 Plan for the period ending last Friday.
16 Performance is 15.05 percent year-to-date, which
17 is 365 days. Right now our balance stands at
18 \$203.6 billion, which is \$20.5 billion ahead of
19 where we started the calendar year.

20 So, if there are no further questions on
21 that, that will be submitted --

22 MR. PATRONIS: Did you say 203?

23 MR. TAYLOR: 203 -- 203.6.

24 MR. PATRONIS: Thank you.

25 MR. TAYLOR: Item one. A resolution of the

1 State Board of Administration of Florida making
2 the fiscal determination in connection with the
3 issuance of an amount not exceeding \$11,500,000
4 Florida Housing Financial Corporation
5 Multifamily Mortgage Revenue Notes. Series
6 2021. This is the Fletcher Black project in Bay
7 County.

8 Request approval.

9 GOVERNOR DESANTIS: I move to approve the
10 item.

11 Is there a second?

12 MR. PATRONIS: Second.

13 GOVERNOR DESANTIS: All right. Hearing no
14 objection, the motion carries.

15 Item two.

16 MR. TAYLOR: Item two. A resolution of the
17 State Board of Administration of Florida making
18 the fiscal determination in connection with the
19 issuance of an amount not exceeding \$15,500,000
20 Florida Housing Finance Corporation Multifamily
21 Mortgage Revenue. Series 2021. Bridge Plaza
22 Apartments project. Dade County.

23 Request approval.

24 GOVERNOR DESANTIS: Move to approve the
25 item.

1 Is there a second?

2 MS. MOODY: Second.

3 MR. PATRONIS: Second.

4 GOVERNOR DESANTIS: Hearing no objection,
5 the motion carries.

6 Number three.

7 MR. TAYLOR: Item three. A resolution of
8 the State Board of Administration of Florida
9 making the fiscal determination in connection
10 with the issuance of an amount not exceeding
11 \$20,000,000 Florida Housing Finance Corporation
12 Multifamily Mortgage Revenue, 2021. The Arbors
13 project in Dade County.

14 Request approval.

15 GOVERNOR DESANTIS: All right. I move to
16 approve.

17 Is there a second?

18 MS. MOODY: Second.

19 MR. PATRONIS: Second.

20 GOVERNOR DESANTIS: Hearing no objection,
21 the motion carries.

22 Four.

23 MR. TAYLOR: Item four. A resolution of
24 the State Board of Administration of Florida
25 making the fiscal determination in connection

1 with the issuance of an amount not exceeding
2 \$12,500,000 Florida Housing Finance Corporation
3 Multifamily Mortgage Revenue Bonds, 2021. And
4 this is The Harmony on Santa Barbara project in
5 Collier County.

6 Request approval.

7 GOVERNOR DESANTIS: Move to approve.

8 Is there a second?

9 MS. MOODY: Second.

10 MR. PATRONIS: Second.

11 GOVERNOR DESANTIS: Hearing no objection,
12 the motion carries.

13 MR. TAYLOR: Item five. A resolution of
14 the State Board of Administration of Florida
15 making the fiscal determination in connection
16 with the issuance of an amount not exceeding
17 \$22,500,000 Florida Housing Finance Corporation
18 Multifamily Housing Revenue Bond, Series 2021.
19 The Allegro at Hacienda Lakes in Naples,
20 Florida.

21 Request approval.

22 GOVERNOR DESANTIS: All right. Move to
23 approve.

24 Is there a second?

25 MS. MOODY: Second.

1 MR. PATRONIS: Second.

2 GOVERNOR DESANTIS: Hearing no objection,
3 the motion carries.

4 Next item.

5 MR. TAYLOR: Item six. A resolution of the
6 State Board of Administration of Florida making
7 the fiscal determination in connection with the
8 issuance of an amount not exceeding \$39,000,000
9 Florida Housing Finance Corporation Multifamily
10 Mortgage Revenue Bonds, 2021. This is the
11 Canopy at West River -- West River Towers 1 and
12 2 in Hillsborough County, Florida.

13 Request approve.

14 GOVERNOR DESANTIS: I move to approve.

15 Is there a second?

16 MS. MOODY: Second.

17 GOVERNOR DESANTIS: Hearing no objection,
18 the motion carries.

19 MR. TAYLOR: Item seven. A resolution of
20 the state board of administration of Florida
21 making the fiscal determination in connection
22 with the issuance of an amount not exceeding
23 \$8,200,000 Florida Housing Finance Corporation
24 Multifamily Mortgage Revenue Notes, 2022. This
25 is the Tupelo Park project in Bay County.

1 Request approval.

2 GOVERNOR DESANTIS: All right. Move to
3 approve.

4 Is there a second?

5 MS. MOODY: Second.

6 MR. PATRONIS: Second.

7 GOVERNOR DESANTIS: No objection, the
8 motion carries.

9 MR. TAYLOR: Item eight. A resolution of
10 the State Board of Administration of Florida
11 making the fiscal determination in connection
12 with the issuance of an amount not exceeding
13 \$450,000,000 Florida Housing Finance Corporation
14 Homeowner Mortgage Revenue Bonds, 2022, Phase
15 One. Multiple series to be determined.

16 Request approval.

17 GOVERNOR DESANTIS: All right. I move to
18 approve.

19 Is there a second?

20 MS. MOODY: Second.

21 MR. PATRONIS: Second.

22 GOVERNOR DESANTIS: Hearing no objection,
23 the motion carries.

24 MR. TAYLOR: Item nine. This is a request
25 approval of draft letters to the Joint

1 Legislative Auditing Committee affirming "The
2 SBA Trustees have reviewed and approved the
3 monthly (Florida Prime) summary reports and
4 actions taken, if any, to address any impacts"
5 for the third quarter of 2021. There were no
6 issues, and no impacts to be reported this
7 quarter.

8 Request approval.

9 GOVERNOR DESANTIS: All right. I move to
10 approve.

11 Is there a second?

12 MS. MOODY: Second.

13 MR. PATRONIS: Second.

14 GOVERNOR DESANTIS: Hearing no objection,
15 the motion carries.

16 MR. TAYLOR: Item ten. Request approval of
17 the SBA quarterly report required by the
18 Protecting Florida's Investment Act. There were
19 two companies removed from there. Continued
20 examination listed this quarter. Other than
21 that, there were no changes.

22 Request approval.

23 GOVERNOR DESANTIS: All right. I move to
24 approve.

25 Is there a second?

1 MS. MOODY: Second.

2 MR. PATRONIS: Second.

3 GOVERNOR DESANTIS: Hearing no objection,
4 the motion carries.

5 MR. TAYLOR: Item 11. Request approval of,
6 and authority to file, a notice of proposed rule
7 for Florida Hurricane Catastrophe Fund Rule
8 19-8.029, insurer reporting requirements and
9 responsibilities. This is an annual rule filing
10 by the Florida Hurricane Catastrophe Fund
11 relating to their annual disclosure data
12 collection process, and their exposure to
13 examination processes for the 2022, 2023
14 contract.

15 And request approval.

16 GOVERNOR DESANTIS: All right. I move to
17 approve.

18 Is there a second?

19 MS. MOODY: Second.

20 MR. PATRONIS: Second.

21 GOVERNOR DESANTIS: Hearing no objection,
22 the motion carries.

23 MR. TAYLOR: Item 12. Request appointment
24 of the Chair for the Florida Commission on
25 Hurricane Loss Protection -- Projection

1 Methodology. Each year the SBA is required by
2 law to appoint a commission member to serve as
3 Chair. It's recommended that Mr. Floyd Yager be
4 appointed to serve as Chair. A copy of Mr.
5 Yager's biography, and a list of Commission
6 members are provided.

7 Request approval.

8 GOVERNOR DESANTIS: All right. I move to
9 approve.

10 Is there a second?

11 MS. MOODY: Second.

12 MR. PATRONIS: Second.

13 GOVERNOR DESANTIS: No objection. The
14 motion carries.

15 MR. TAYLOR: Item 13. Request approval of
16 the appointment of Peter Collins to the
17 Investment Advisory Council. This will be a
18 reappointment of Mr. Collins. The Investment
19 Capital Advisory Council for a four-year term
20 subject to said confirmation.

21 Request approval.

22 GOVERNOR DESANTIS: All right. I move to
23 approve.

24 Is there a second?

25 MR. PATRONIS: Second.

1 MS. MOODY: Second.

2 GOVERNOR DESANTIS: Hearing no objection,
3 the motion carries.

4 MR. TAYLOR: Item 14. Request approval of
5 changes to the investment policy statement for
6 the Florida Retirement System Pension Plan. It
7 is required under Section 215.475. This change
8 amends the Global Equity benchmark to exclude
9 investments that are prohibited by Florida law,
10 previously exclusion related only to investments
11 prohibited by the Protecting Florida's
12 Investment Act, but there are other provisions
13 of Florida law that prohibit certain investments
14 by the State Board. So, this change will
15 exclude those investments as well.

16 This change was reviewed and approved by
17 the Investment Advisory Council in September,
18 and we're offering it for approval today.

19 GOVERNOR DESANTIS: I move to approve the
20 item.

21 Is there a second?

22 MS. MOODY: Second.

23 MR. PATRONIS: Second.

24 GOVERNOR DESANTIS: Hearing no objection,
25 the motion carries.

1 MR. TAYLOR: Item 15. Request approval to
2 file for notice, amendments to Rule 19-9.001,
3 relating to the Investment Policy Statement for
4 the Investment Plan. The Trustees approved
5 changes to this investment policy statement in
6 May of 2021, where they substituted the Stable
7 Value for a Money Market Fund. This is simply
8 adopting those changes.

9 And request approval.

10 GOVERNOR DESANTIS: Okay. Move to approve.

11 Is there a second?

12 MS. MOODY: Second.

13 MR. PATRONIS: Second.

14 GOVERNOR DESANTIS: Hearing no objection,
15 the motion carries.

16 MR. TAYLOR: Item 16. Request approval for
17 the notice -- file for notice, amendments to
18 Rule 19-11.001 through 19-11.009, and 19-11.011
19 through 19-11.013, procedures for the Investment
20 Plan.

21 The proposed amendments served mainly to
22 update and clarify certain information in the
23 rules, and to adopt the most recent version of
24 forms.

25 In one instance there is a substantive

1 change to Rule 19-11.002, which incorporates
2 certain recent changes to federal law relating
3 to the maximum distribution provision for
4 certain designated beneficiaries. Other than
5 that, there are no issues.

6 Request approval.

7 GOVERNOR DESANTIS: All right. I move to
8 approve the item.

9 Is there a second?

10 MS. MOODY: Second.

11 MR. PATRONIS: Second.

12 GOVERNOR DESANTIS: Hearing no objection,
13 the motion carries.

14 MR. TAYLOR: Item 17. Request approval to
15 file for notice amendments to Rule 19-13.002 and
16 19-13.004 relating to the Investment Plan. The
17 purpose and effect of these rule amendments is
18 to make editorial revisions for clarification,
19 and to update the services provided by the
20 Division of Retirement and third-parties --
21 third-party vendors with respect to the FRS
22 Investment Plan.

23 Request approval.

24 GOVERNOR DESANTIS: All right. I move to
25 approve the item.

1 Is there a second?

2 MS. MOODY: Second.

3 MR. PATRONIS: Second.

4 GOVERNOR DESANTIS: Hearing no objection,
5 the motion carries.

6 MR. TAYLOR: Item 18. These are the
7 quarterly reports submitted to the board
8 pursuant to 215.44 (2)(e). We included reports
9 from the SBA's audit committee, Inspector
10 General, chief counsel, chief risk and
11 compliance officer. There's no material risk
12 exceptions or items noted in the report. We've
13 also submitted reports of performance for all of
14 the SBA and major mandates. I'm happy to say
15 that performance of second order of 2021 where
16 all major mandates are strong.

17 We would request the Trustees acceptance.

18 GOVERNOR DESANTIS: Okay. I move to
19 approve the item.

20 Is there a second?

21 MS. MOODY: Second.

22 MR. PATRONIS: Second.

23 GOVERNOR DESANTIS: Hearing no objection,
24 the motion carries.

25 MR. TAYLOR: And that takes us to Item 19,

1 Corporate Governance Principles and Fiduciaries
2 of the Florida Retirement System.

3 I'm happy to take the items from the
4 Trustees on how to proceed here. I've got
5 background and context on all of these issues or
6 we can just respond to questions.

7 MR. PATRONIS: I was going to say --

8 GOVERNOR DESANTIS: Well, we're going to --
9 do these proxy voting -- I mean, we have tried
10 to claw a lot of that back.

11 I think it's very important that we control
12 the shares, the voting rights for the shares
13 that are in our retirement system. I mean, some
14 of these investment firms that -- and I know you
15 guys have a lot of people that service the
16 retirement system, but they will have any
17 logical bend to how they're voting on some of
18 these, and that is not what we want to allow
19 them to vote by proxy for us based on their
20 political or -- or whatever their views of
21 social issues, that's not counterproductive.

22 So, I think we have -- over 90 plus percent
23 of it has been back -- I know there may be an
24 investment, like a foreign exchange, where you
25 may not be able to quite do it. But to the

1 extent that -- that we can, I think we need to
2 get all of this -- you know, all of the voting
3 rights so that we're able to control this. And
4 I don't think that we should subcontract out the
5 voting authority to any type of investment
6 managers.

7 MR. PATRONIS: Thank you, Governor.

8 And I appreciate you bringing this for
9 discussion.

10 It's just a sad reality that too many
11 of our federal leaders have been MIA. MIA on
12 China.

13 America, we've got cheap goods from the
14 Chinese government, but they haven't been
15 playing by the rules, whether it be intellectual
16 property or trade. And we've seen their
17 influences, you know, penetrate Hollywood and
18 Washington. But between COVID it's a lot of
19 issues. We realize how dependent our country
20 has become on China.

21 Moreover, the lab leak theory that we've
22 seen is a national conversation. Sometimes it's
23 a ten boil pack conspiracy. But sometimes, you
24 know, we hear the administration now bleeding
25 that, well, the Chinese government will just not

1 open their lab information up.

2 So, I think it's just too many times a
3 situation where people that died, so much money
4 has gone down the drain. And, you know, between
5 the administration and Fauci, the national media
6 is disinterested in figuring out what the heck
7 happened.

8 But I take our job very seriously. I think
9 SBA needs to start asking harder questions. I
10 think what you're bringing up with the voting
11 proxy is a -- is a powerful thing, which I see
12 at the table to make sure that we're, in fact,
13 exactly understanding where these companies
14 thought process is.

15 So, you know, just for -- just food for
16 thought. SBA -- SBA ratings at Evergrande is
17 going to be one in default. That's going to
18 effect almost every single sector in China.
19 Congress already sent a letter to the
20 administration banning them for its products
21 that used weaker labor. And the U.S. Department
22 of Treasury has already had eight companies do
23 the ban investment list that supports the
24 military.

25 So, someone in Washington says we're in the

1 Cold War with China. It seems like limiting our
2 exposure to China is going to be good for this
3 county, but it's also financially prudent to do
4 so.

5 GOVERNOR DESANTIS: Yeah. I think we as a
6 country, I mean, if you go back in generation,
7 the idea was if we make China into the WTO, put
8 them in, most favorite nation, you do all of
9 this. Of course, that's sent a lot of American
10 production capacity over to China. And the idea
11 of the American elites thought, well, that will
12 make China more like us. They won't be a rural
13 country. They will respect the human rights,
14 and maybe become more democratic.

15 And the reality is, not only has that not
16 happened, it's made China very powerful in the
17 U.S. -- elites in the U.S., so the number one
18 reason why China is as powerful as they are with
19 all that they have done.

20 But not only does it not improve China's
21 political culture, they're arguably worse than
22 they were even 20, 30 years ago. And if
23 anything, not only the U.S. and the west side
24 influenced them to be more like the western
25 tradition. They're influencing the west to be

1 more like them. I mean, if you look at how some
2 of these major companies will behave when faced
3 with Chinese disapproval, they will sensor.
4 They will do those things. You will see
5 groveling apologies, all of this other stuff.

6 So, that -- the whole experiment with China
7 has been a big failure for the United States.
8 And we saw it when COVID first hit. And, yes,
9 there was a lot of panic. But people wanted
10 things like masks, and all of these other
11 things. And all that was being produced in
12 China, and they basically controlled all of
13 this, and they have a lot of control over a lot
14 of important components to -- to our economy,
15 which effects our National Security. And, so, I
16 think that the U.S. as a whole should be
17 disentangling from China, but certainly our
18 investment -- investments should be
19 disentangling.

20 So, I think what I would like is, one, to
21 have the SBA survey any investments that are
22 currently being done. I know most of ourselves,
23 we probably do very little to China compared to
24 where other states are, but still I think it's
25 important that -- that people know that.

1 And then when the legislature comes back,
2 you know, they can make potentially statutory
3 changes to say that this is -- this communist
4 party of China, that's not a vehicle that we
5 want to be entangled with. And I think that
6 that would be something that would be very, very
7 prudent.

8 I also think that our country as a whole,
9 but certainly Florida, we would -- I would like
10 to see more production and manufacturing
11 reassure it. And we would be a great place to
12 do that, you know. I know -- I understand they
13 don't treat their workers well. I mean, they
14 basically have parts that are just purely slave
15 labor. And, so, people want to save money on
16 that.

17 One, that's not the right thing to do.

18 But, two, it's a very volatile political
19 culture. You don't really have any rights over
20 there.

21 I would do something in Florida where you
22 can come, you know, give them a -- give them no
23 taxes for however many years. I mean, I think
24 it would be really, really good for the state,
25 and for our country to get that stuff out of

1 China as best -- as best as we can. And, you
2 know, it's not something that we just flip a
3 switch, but I think if -- if the policies of
4 Florida and other states and our country is to
5 disentangle from the communist party of China
6 across the board, that is going to be better for
7 our national interests, National Security.

8 And certainly when you look at what goes on
9 over -- over there, when you look at the
10 communist parties in China, this is not somebody
11 that we should want to have any -- in any
12 relationship with. I know we did probably the
13 strongest anti-CCP legislation earlier this
14 year. I think there's more we need to do. We
15 need to get everything we want in that bill, but
16 at least we were able to do things, and go out
17 for things like Confucius Institutes, so we want
18 to do more.

19 But this is something that -- you know,
20 this issue is not going away. I mean, you --
21 you know, the elites in American, we're a
22 generation that created this big monster, and
23 just putting your head in the sand, and acting
24 like everything is going to be fine, I just
25 don't think that that's valuable. So, I think

1 we should definitely move forward.

2 Do you have anything to say?

3 MS. MOODY: Yeah. I would just -- you
4 know, just to clarify.

5 And whether it's dealing with our, you
6 know, proxy voting, whether to bring that back
7 in-house, and I'm glad we're looking at that,
8 all of this.

9 We're just wanting to make sure that we're
10 focused on always the best interest of our
11 participants, and their beneficiaries, and all
12 of these -- and all of these decisions, that
13 we're viewing that through the lens of what, you
14 know, we're considering yield risk definition,
15 and what will most benefit our participants.

16 So, I think that's -- all of this
17 discussion goes to that today.

18 MR. TAYLOR: All right.

19 GOVERNOR DESANTIS: So, I -- I think along
20 the lines of discussions, so I have a couple of
21 motions.

22 One is, as I mentioned, that we do need to
23 move to revoke all proxy voting authority that's
24 been given to any fund managers or any others
25 outside of the State Board of Administration.

1 So, I move for that.

2 Is there a second?

3 MR. PATRONIS: Second.

4 GOVERNOR DESANTIS: And no objection, the
5 motion carries.

6 And I know that we have in recent years
7 really done well to peel that back.

8 Also, I move that we take a review and
9 revision of the SBA's corporate governance
10 principles and clarify that our expectation in
11 Florida is the fund managers should act solely
12 in the interest of the participants and
13 beneficiaries -- beneficiaries of the Florida
14 Retirement System. That's who you're trying to
15 benefit. Not trying to put your etiology in the
16 forefront.

17 Is there a second?

18 MR. PATRONIS: Second.

19 MS. MOODY: Second.

20 GOVERNOR DESANTIS: All right. Hearing no
21 objection, the motion carries.

22 And then finally I move the SBA conduct a
23 survey of all of the investments of the Florida
24 Retirement System to determine how -- if and how
25 many assets the state has in any Chinese

1 companies.

2 Is there a second?

3 MR. PATRONIS: Second.

4 GOVERNOR DESANTIS: Okay. Hearing no
5 objection, the motion carries.

6 So, those are three.

7 And I do think that -- did we vote on 19
8 yet?

9 MR. TAYLOR: Well, I think that was Item
10 19. You said, I think the discussion -- there
11 was -- was this. And certainly I can again
12 provide additional context to -- to some of the
13 areas we discussed, and to follow up on Attorney
14 Moody's points.

15 All of these activities that we entertain,
16 whether it's corporate governance, proxy voting,
17 all of that has to be looked at through the lens
18 of the fiduciary responsible.

19 GOVERNOR DESANTIS: Okay.

20 MR. TAYLOR: And we certainly -- we
21 certainly -- you all are very instrumental in
22 making sure that the Board and our staff
23 continue to be mindful of our fiduciary
24 responsibilities.

25 And, so, in the first instance with respect

1 to corporate governance, we have for as long as
2 I've been with the Board focused primarily on
3 economic value beneficiaries. We have a
4 statutory responsibility to maximize our
5 investment earnings consistent with the risks,
6 and investments diversified, thus attacking the
7 duty and loyalty and care of the beneficiaries.
8 And we have done that with respect to corporate
9 governance practices. We have a list of
10 corporate governance guidelines. And those
11 guidelines make it very clear, we're not acting
12 as investors. We're simply primarily the
13 economic benefit -- exclusively the economic
14 benefit of our plan of beneficiaries.

15 So, I think some of the things that we're
16 talking about today are very much in line with
17 exactly that.

18 One of the ways we make sure that we are
19 adhering to that fiduciary responsibility to
20 maximize shareholder votes is we vote those
21 shares directly in the vast majority of cases.

22 There are some instances where we have, and
23 absolutely we will immediately commence to -- to
24 reclaim those -- those voting rights. And, so,
25 that's absolutely something that would be

1 consistent with our fiduciary responsibility.

2 Similarly, with respect to -- to China, we
3 certainly understand the concerns. We do have
4 always in China -- they are relatively small in
5 part of the portfolio, as you pointed out. And
6 it's not to say that we're in China to be in
7 China per se, it's just that our view in the
8 emerging market has created a meaningful source
9 of return of diversification benefits for the
10 plan. China happens to be a very large part of
11 the emerging markets. So, it's not imminent in
12 and of itself, it's a function of -- of seeking
13 that return of diversification to emerging
14 markets. There's absolutely a risk in China.
15 We've seen some of that play out here in the
16 very recent months in terms of the governments
17 change in regulatory authority in certain
18 industries for profit education. For example, a
19 property market very much under stress. And as
20 a result we're generally underway relative to
21 our peers in China.

22 But we absolutely understand the concern,
23 and the risks. And we have a number of
24 processes and procedures that we believe help
25 mitigate some of that risk. But we can

1 certainly look into a survey on our investments,
2 provide the detail to the Trustees, and the
3 staff, and come back and report to you on these
4 items.

5 GOVERNOR DESANTIS: All right.

6 MR. PATRONIS: Again, I think this is --
7 this was a great thing.

8 And thank you for wanting to push this. I
9 think it's so important your service at the seat
10 of the table. I forgot what year I was
11 reviewing this. But exports on China exceeded
12 over \$17 trillion, whatever period I was looking
13 at, that year.

14 And you think about, if you just move one
15 percent of those exports to a Taiwan or a
16 Vietnam or Cambodia or some -- some other --
17 other nation there, that would be equivalent of
18 moving a Ford Motor Company, and every asset,
19 every factory, every -- every bolt they own to
20 whole other country. So, you know, we
21 definitely -- we -- we learned a painful lesson
22 through COVID.

23 Thank God we got us open. But, you know,
24 there's -- there's, you know, supply chain
25 attendants, we've had whatever we can do, and it

1 means being more attentive, which I don't think
2 there's been any neglect, but I think where we
3 can at least send a solid message to the
4 shareholders that we want to have an active seat
5 at the table, it's the right thing to do.

6 MS. MOODY: In compliance with our
7 fiduciary duties, that's topped at my law
8 office, I just wanted to say that.

9 GOVERNOR DESANTIS: Okay. Well, that
10 concludes today's meeting.

11 Merry Christmas, everybody.

12 (Thereupon, this meeting was concluded at
13 1:22 p.m.)

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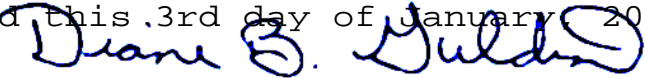
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COURT CERTIFICATE

STATE OF FLORIDA)
COUNTY OF LEON)

I, DIANE B. GULDIN, certify
that I was authorized to and did stenographically
report the foregoing proceedings and that the
transcript is a true and complete record of my
stenographic notes.

Dated this 3rd day of January 2022.



DIANE B. GULDIN, R.P.R.
Notary Public
State of Florida
My Commission # GG 913970
Expires: March 29, 2022
Bonded Thru National Notary
Association

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