



BOARD OF DIRECTORS MEETING

Tuesday, June 2, 2026
Miami, Florida



TWO-DAY ITINERARY

MONDAY, June 1, 2026	TUESDAY, June 2, 2026
<p>10:00 am – 12:00 pm Gateways Advisory Council Meeting Sponsored by:  CLEAR Miami-Dade Beacon Council 80 SW 8th St Unit 2400 Miami, FL 33130</p>	<p>8:15 – 9:00 am SelectFlorida Breakfast Miami-Dade College Wolfson Campus 300 NE 2nd Ave, Room 2106 Miami, FL 33132</p>
<p>12:00 pm – 1:00 pm SelectFlorida Advisory Councils Lunch Miami-Dade Beacon Council 80 SW 8th St Unit 2400 Miami, FL 33130</p>	<p>9:00 – 12:00 pm SelectFlorida Board Meeting Miami-Dade College Wolfson Campus 300 NE 2nd Ave, Room 2106 Miami, FL 33132</p>
<p>1:00 pm – 3:00 pm Economic Development Advisory Council Meeting Sponsored by:  Miami-Dade Beacon Council 80 SW 8th St Unit 2400 Miami, FL 33130</p>	<p>12:00 – 1:00 pm SelectFlorida Board Meeting Lunch Tuyo Sponsored by:  415 NE 2nd Ave, 8th floor Miami, FL 33132</p>
<p>3:00 pm – 3:30 pm Travel to Hotel – Check-In Courtyard by Marriott Miami Downton/Brickell Area 200 SE 2nd Ave Miami, FL</p>	<p>1:00 – 3:00 pm Freedom Tower Tour 600 Biscayne Blvd Miami, FL 33132</p>
<p>6:30 pm Meet in hotel lobby for transfer to dinner</p>	
<p>7:00 pm SelectFlorida Board Dinner* Dolores But You Can Call Me Lolita 1000 S Miami Ave Miami, FL 33130</p>	
<p>*Invitation only</p>	



AGENDA

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| <p>I. Welcome, Call to Order and Confirmation of Quorum</p> | <p>Chairman Greg Britton</p> |
| <p>II. Pledge of Allegiance</p> | <p>Chairman Greg Britton</p> |
| <p>III. Approval of Minutes (Tab 1)</p> <ul style="list-style-type: none"> • March 26, 2026 | <p>Chairman Greg Britton</p> |
| <p>IV. Public Comment</p> | <p>Chairman Greg Britton</p> |
| <p>V. Opening Remarks</p> | <p>Chairman Greg Britton
Florida Secretary of Commerce J. Alex Kelly
President Matt Swanson</p> |
| <p>VI. Host Remarks (Tab 2)</p> | <p>President Madeline Pumariega, Miami Dade College</p> |
| <p>VII. Guest Speakers (Tab 3)</p> | <p>H.E. Mohammed Al Ahbabi, UAE Consul General
Rod Miller, Miami Dade Beacon Council
Frederick P. Wong, PortMiami</p> |
| <p>VIII. Success Stories (Tab 4)</p> | <p>Philip Anderson, Avionica
Chun Yew Wong & Jer Yaw Chen, Buddy of Parents
Bill Cronin, Pasco EDC (Baducco)</p> |
| <p>IX. Proposed Fiscal Year 2026 – 2027 Budget (Tab 5)</p> | <p>Treasurer Beth Kigel
President Matt Swanson
Brandis Perdue</p> |
| <p>** Break**</p> | |
| <p>X. Financial Update (Tab 6)</p> <ul style="list-style-type: none"> • FY 2025-2026 YTD Financial Report | <p>President Matt Swanson
Brandis Perdue</p> |
| <p>XI. Economic Development Advisory Council (EDAC) Update</p> | <p>Jennifer Conoley, EDAC Chair</p> |
| <p>XII. Gateways Advisory Council (Gateways) Update</p> | <p>Nick Primrose, Gateways Chair</p> |
| <p>XIII. Marketing and Communications Update</p> | <p>President Matt Swanson
Emily Hetherington</p> |
| <p>XIV. SelectFlorida Programmatic Updates (Tab 7)</p> <ul style="list-style-type: none"> • Leadership Initiatives and International Affairs • International Investment and Representation • Partner Program | <p>President Matt Swanson
Fernanda Figueiredo
Madison Lawson
Jojo Abreu</p> |
| <p>XV. New Business (Tab 8)</p> | <p>Chairman Greg Britton</p> |
| <p>XVI. Open Discussion</p> | <p>Chairman Greg Britton
Board Members</p> |
| <p>XVII. Closing Remarks and Adjournment</p> | <p>Chairman Greg Britton</p> |



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TAB 1

APPROVAL OF MINUTES



Meeting Minutes

Minutes of a Meeting of the SelectFlorida Board of Directors

A meeting of the SelectFlorida Board of Directors was held on March 26, 2026 at Northwest Florida State College in Niceville, Florida.

Directors Present

Chairman Greg Britton
Jennifer Conoley
Nick Primrose
Kelly Smallridge
Mark Wilson

Staff and Guests Present

Jojo Abreu, SelectFlorida
Fernanda Figueriredo, SelectFlorida
Madison Lawson, SelectFlorida
Mike Schiffhauer, SelectFlorida
Roy Alaimo, SelectFlorida
Sean Lewis, Office of Economic Vitality
Sherry Ambrose, FPL
Casey Barnes, BRPH
Beth Cicchetti, FL Economic Development Council
Ian Fletcher, Greater Gainesville Chamber
Robert Harvey, Florida Opportunity Fund
Jeff Hendry, N. Florida Economic Development Partnership
Janet Jainarain, FloridaCommerce
Erin Jones, Ocala Metro Chamber and Economic Partnership
Laura Pavlus, Putnam County Chamber
Lucienne Pears, Kitson and Partners
Brandis Perdue, SelectFlorida
Mel Ponder, Northwest Florida State College
Heather Shubirg, FloridaCommerce
Nathan Sparks, One Okaloosa
Mary Swoope, Duke Energy
Ray Villegas, Lake Economic Development Area

Welcome, Call to Order and Confirmation of Quorum

Chairman Greg Britton called the meeting to order at 9:02 a.m., welcomed attendees, and confirmed that a quorum was present.

Pledge of Allegiance

The Pledge of Allegiance was led by Jonathan Smith, a Northwest Florida State College Fire Academy student, U.S. Army veteran with 20 years of service, graduate of the College's paramedic program, current EMT instructor at the College and works part-time for Fort Walton Beach Emergency Medical Services.

Approval of Minutes

Chairman Britton called for a motion to approve the minutes of the December 2, 2025, board meeting. Upon motion by Director primrose, second by Director Smallridge and unanimously carried by all present at the meeting, the Board approved the December 2, 2025, meeting minutes.

Public Comment

There was no public comment.

Opening Remarks

Chairman Britton provided opening remarks, welcoming the attendees to Northwest Florida State College and recognized regional partners for hosting the meeting. He noted the importance of rotating board meetings throughout the state to highlight regional economic assts and collaboration. Chairman Britton recognized President Matt Swanson for further remarks. President Swanson thanked Northwest Florida State College, Jay Odom and the Freedom Tech Center, PowerSouth, local economic development partners, state partners, business league community attendees, and sponsors for their support. Additional highlights, from President Swanson, include the strength of SelectFlorida's regional partnerships, outcomes from the SelectFlorida International Offices First Annual Meeting and the annual Staff Retreat, and SelectFlorida's continued focus on aligning international offices with Florida's economic development priorities.

At the direction of President Swanson, the Board recognized Employee of the Year Stephen Beal; Honorable Mentions Joseph Bell, Lori Irizarry and Kristian Jenkins; Retirement Recognition of Carmen Naumann and Lorna Dusti; and President of the Florida Opportunity Fund Robert Harvey. President Swanson then turned it back over to Chairman Britton, who shared his reflections from his participation in the International Offices Annual Meeting, noting the value of bringing the offices together in-person for the first time. He emphasized that the gathering strengthened alignment among the offices, facilitated collaboration, and improved shared understanding of Florida's diverse regions. The Chairman underscored the importance of continuing the meeting annually and integrating the international office participation into regular SelectFlorida meetings. He also praised the SelectFlorida Annual Staff Retreat, highlighting strong engagement, innovative thinking, and the team-driven passion and process being made as the organization continues to mature, as well as inviting other Board members to attend these events in the future. Lastly, President Swanson thanked Chairman Britton and the entire Board for their support and announced the establishment of a new International Office of the Year Award created in honor of the late Z. Joe Kulenovic – noting that Christelle with the SelectFlorida France Office was selected as this year's recipient.

Guest Speakers

Dr. Mel Ponder, President of Northwest Florida State College, provided an overview of the College's workforce-focused mission and its role in supporting regional and statewide economic development. Dr. Ponder highlighted the College's broad footprint across Okaloosa and Walton Counties, high-performing academic and workforce programs in aviation, healthcare, skilled trades, education, and public safety, and strong job placement and licensure pass rates that often exceed state averages. He emphasized the Aviation Center of Excellence, close alignment with military installations and defense employers, and targeted efforts to support veterans and transitioning service members. Dr. Ponder also discussed student retention in the region, the College's economic impact, and ongoing partnerships aimed at reskilling adult learners and expanding access to education as a strategy to address workforce shortages and generational poverty. Board members engaged in discussion regarding workforce pipelines, veterans, and aligning education with employer demand.

Local Economic Development Update

Nathan Sparks, Executive Director of One Okaloosa Economic Development Council, shared an overview of recent economic development activity in Okaloosa County, emphasizing its strategic

location, infrastructure assets, and strength in defense, aerospace, technology, and advanced manufacturing. Mr. Sparks highlighted several recent projects, including a large-scale aviation manufacturing investment at Shoal River Industrial Park, which he described as one of the most significant in Northwest Florida's history and a catalyst for future development. He discussed the evolving nature of economic development, noting that many modern projects involve high capital investment and automation, resulting in fewer but higher-paying jobs, and emphasized the importance of measuring success through job quality and wage growth in addition to job count. Mr. Sparks also addressed the designation of a Rural Area of Opportunity in northern Okaloosa County and the role of incentives, workforce training partnerships, and state collaboration in supporting long-term regional growth.

Jennifer Conoley, President and CEO of Florida's Great Northwest, provided a regional overview highlighting collaboration across the 13-county Northwest Florida region through a "coopetition" model that promotes joint marketing and coordinated growth. Ms. Conoley discussed workforce and economic data, including military transition trends showing that more than 5,000 service members separate from regional installations annually, with nearly half expressing interest in remaining in Northwest Florida, creating opportunities for talent retention. She also noted job growth in targeted industries, rising average wages, and the region's emphasis on job quality, entrepreneurship, and small business development, underscoring the importance of continued alignment among regional partners, SelectFlorida, and state agencies to sustain economic momentum.

Officer Elections

Chairman Britton stated that the next order of business was consideration of Resolution 2026-01 regarding Board officers and recognized President Swanson to present the resolution. President Swanson explained that the Secretary of Commerce had reappointed Chairman Britton and recommended continuity in officer leadership to maintain organizational momentum. Upon motion by Director Smallridge and second by Director Primrose, the Board unanimously approved Resolution 2026-01, affirming the reappointment of the Chairman and retaining the current slate of officers.

Financial Update

Chairman Britton recognized President Swanson to present the financial report, who then introduced Brandis Perdue, Senior Director of Finance and Administration. The financial update reflected that SelectFlorida continued to operate within its Board-approved budget, with strong performance in self-generated revenue, including certificates of free sale and interest income exceeding projections. The report noted timing-related expense savings and the successful distribution of a \$900,000 one-time grant program to Florida businesses. Discussion included adjustments related to international office contracts, trade mission cost recovery challenges, and forward-looking considerations for future grant funding and program sustainability.

Economic Development Advisory Council Update

Jennifer Conoley, Economic Development Advisory Council Chair, provided an update from the meeting held the previous day. Chair Conoley reported that the meeting included strong attendance from local, regional, and state economic development partners and focused on workforce alignment, project collaboration, and best practices from across the state. Guest speakers included Jason Mahon, Deputy Secretary of Economic Development and Chief Manufacturing Officer for FloridaCommerce, who provided an overview of Florida's targeted industries strategy; Heather Shubirg, Vice President of Business Development for FloridaCommerce, who discussed coordination between SelectFlorida, FloridaCommerce, and local partners on relocation and expansion projects; and Jojo Abreu, Director of Partner

Programs and Events for SelectFlorida, who presented an update on the Partner Program and engagement activities. The meeting featured case study presentations from Nathan Sparks of One Okaloosa, Sean Malott of Central Florida Development Council, and Jennifer Daniels of Columbia County, who each walked through the lifecycle of economic development deals in their communities, emphasizing timelines, collaboration, and problem-solving across partner organizations. Chair Conoley noted that the discussions reinforced the importance of partnership-driven economic development and that participants expressed interest in longer and more in-depth future convenings.

Gateways Advisory Council Update

Nick Primrose, Chair of the Gateways Advisory Council, provided an update from the meeting held the previous day. Chair Primrose reported that the Council recently held an informational kickoff meeting with participation from multiple seaports and airports and noted strong interest in expanding engagement to include all gateways statewide along with feedback to timely advertise the meeting. He emphasized the value of SelectFlorida's trade mission program to port and airport partners and discussed ongoing efforts to compile data on global connections across Florida's logistics infrastructure. Director Primrose also highlighted plans to engage freight forwarders, shipping lines, and airline partners, noting that these stakeholders play a critical role in shaping global trade flows. Guest speakers included Secretary of Commerce J. Alex Kelly, of FloridaCommerce, who discussed Florida's Maritime Industrial Base, Opportunity Zones, and all that FloridaCommerce is doing in an all-in effort to supplant Florida in what the federal government is doing in ship building; Secretary of Transportation Jared W. Perdue, P.E., of the Florida Department of Transportation (FDOT), who discussed Florida's advanced air mobility research and development taking place at FDOT; and Todd Romberger, Senior Vice President of Space Florida's Spaceports Business Unit, who provided an update on Space Florida's recent wins, project pipeline, and the Spaceport Improvement Program. Additionally, the Gateways Advisory Council discussed opportunities to enhance SelectFlorida's user-facing tools by developing a more customer-focused, user-friendly interface that clearly illustrates Florida's global air and maritime connectivity. Chair Primrose echoed Chair Conoley's statement in participants expressing interest in longer and more in-depth future convenings.

SelectFlorida Programmatic Updates

President Matt Swanson provided a high-level overview of SelectFlorida's programmatic performance, noting that results through the end of February had been fully vetted, with additional March results still undergoing verification. As of February 28, the International Trade and Development team had supported \$1.5 billion in export sales, assisted more than 1,400 Florida businesses, distributed over \$900,000 in grants to small and medium-sized businesses, and helped facilitate 20 announced international investment projects in coordination with FloridaCommerce. He emphasized the critical role of small and medium-sized enterprises, which account for approximately 94 percent of Florida's exporters, and highlighted Florida's position as home to 20 percent of all U.S. exporting companies, underscoring the statewide impact of SelectFlorida's work. Additionally, Florida imports and exports were highlighted showing \$96 billion in exports and \$108 billion in imports through Florida's sea and airports – showcasing the growth Florida has seen over six years.

➤ **Leadership Initiatives and International Affairs**

Fernanda Figueiredo, SelectFlorida VP of Leadership Initiatives and International Affairs, gave an update that included no international leadership missions occurred during the reporting period; however, SelectFlorida leadership and staff engaged extensively in direct commercial diplomacy with consuls general and senior government representatives from key partner markets, including Israel, the Netherlands, Argentina,

Canada, Italy, Brazil, Taiwan, and the United Kingdom. These engagements supported alignment ahead of upcoming leadership missions and focused on advancing tangible trade and investment outcomes, highlighted by the U.S.–UAE business reception and opening of the UAE Consulate in Miami on January 29, where President Swanson shared plans to open a SelectFlorida office in Dubai, and the Japan–Florida business networking reception on January 30, which followed the October leadership mission to Japan and reinforced bilateral economic collaboration. Operationally, the team supported Gateways Advisory Council coordination, advanced air mobility initiatives, welcomed a new logistics and administrative coordinator, and prepared for a robust pipeline of upcoming working group meetings, inbound delegations, trade shows, and leadership missions, including engagements in Brazil, Canada, and the United Kingdom, all structured to leverage leadership participation in support of Florida’s trade and foreign direct investment objectives.

➤ **International Investment and Representation**

Madison Lawson, SelectFlorida VP of International Investment reported continued international engagement and pipeline development, highlighting participation in CES in Las Vegas in January, which included a significant international startup presence, and the February convening of SelectFlorida’s international offices in Orlando for training and familiarization tours, marking the first in-person gathering in more than three years. Updates were provided on progress toward establishing a Middle East and South Asia international office to support the GCC region and India, pending internal approvals, and the importance of formalizing a statewide soft-landing program leveraging Florida’s accelerators, integrators, and partner resources to support foreign startups seeking U.S. market entry and access to capital. Looking ahead, the division outlined a robust lead-generation event schedule, including eMerge Americas in April, SelectUSA in Washington, D.C., and continued staffing support with the addition of an intern to strengthen research and data capacity.

➤ **International Trade and Development**

Mike Schiffhauer, SelectFlorida SVP, provided a trade update which included the announcement of Ashley Conrad as the new Associate Regional Manager for the Florida’s Great Northwest region, addressing a longstanding gap in regional trade representation, with her onboarding scheduled for the following month and planned outreach across the region. As of the reporting period, the trade team supported over \$1 billion in export sales and assisted approximately 445 Florida companies. Recent major trade events produced significant export outcomes, including \$60 million from the Dubai Airshow with 25 companies, \$7.9 million from the South Africa Export Sales Mission with six companies, \$152 million from the Singapore Airshow, and \$98 million from the World Health Expo in Dubai with 21 companies, with these two events alone generating nearly \$250 million in export sales. The Export Sales Mission to El Salvador and Honduras was also concluded, generating an additional \$49 million in sales from 11 to 12 participating companies. The team noted that overseas air shows typically require up to two years of advance planning, with trade missions requiring six to eight months. Several missions, including those planned for Asia and the UAE, were rescheduled due to geopolitical conditions. The update concluded with an overview of the ABC Export Roadshow, which returned to Central Florida in March following earlier regional sessions, focusing on export readiness, market research, SelectFlorida services, grant opportunities, and partner collaboration, with a goal of hosting one roadshow per quarter, prioritizing rural regions and with the next session planned for the Tampa Bay area.

New Business

Under new business, Chairman Britton and President Swanson reviewed the proposed SelectFlorida Board meeting dates and locations for the first half of the next fiscal year, as included in the Board packet. The proposed schedule included a meeting in Palm Beach in September and Orlando in December, with additional meetings in Tallahassee and a future location to be determined, reflecting the upcoming administration change. Board members were invited to express interest in hosting future meetings at locations around the state. President Swanson also reminded the Board that the final meeting of the current fiscal year would be held June 1-2 in Miami, serving as the annual meeting at which the budget would be presented for approval. Upon motion by Director Conoley, second by Director Smallridge and unanimously carried by all present at that meeting, the Board unanimously approved the proposed Board meeting dates and locations for the first half of the next fiscal year.

Open Discussion

Chairman Britton opened the floor for open discussion among Board members. No additional items were raised.

Closing Remarks and Adjournment

Chairman Britton thanked the Board members, presenters, staff, and partners for their participation and continued support of SelectFlorida's mission. Upon motion by Director Primrose, second by Director Conoley, and unanimously carried by all present at the meeting, the Board approved adjournment and closed the meeting.

**SELECTFLORIDA
RESOLUTION 2026-01**

**RESOLUTION OF THE BOARD OF DIRECTORS REGARDING THE
DESIGNATION OF CHAIR, THE ELECTION OF VICE CHAIR, AND
APPOINTMENT OF OFFICERS.**

WHEREAS, Section 5 of Article III of the Bylaws of SelectFlorida, Inc. (“SelectFlorida”), provides that the Secretary of the Florida Department of Commerce shall appoint a Chair of the Board of Directors from among the Board of Directors;

WHEREAS, Section 6 of Article III of the Bylaws of SelectFlorida further provides that the Board of Directors may elect a Vice Chair from among the Board of Directors;

WHEREAS, Section 1 of Article IV of the Bylaws of SelectFlorida authorizes the Board of Directors to appoint Officers of the corporation;

WHEREAS, the Board of Directors desire to formally recognize the designation of the Chair and to elect the Vice Chair and appoint Officers in accordance with the Bylaws of SelectFlorida; and

NOW, THEREFORE, be it resolved by the Board of Directors of SelectFlorida that:

Section 1. The above recitals are true and correct and incorporated herein.

Section 2. The Board of Directors hereby acknowledges the Secretary of the Florida Department of Commerce’s reappointment of Greg Britton, a member of the Board of Directors, to serve as the Chair of the Board of Directors.

Section 3. The Board of Directors hereby reelects Jennifer Conoley, a member of the Board of Directors, to serve as the Vice Chair of the Board of Directors.

Section 4. The Board of Directors hereby reappoints Beth Kigel, a member of the Board of Directors, to serve as the Treasurer of SelectFlorida.

Section 5. Beth Kigel shall assume the responsibilities of the Treasurer role, which include, but are not limited to, overseeing the financial affairs of SelectFlorida, including budgeting and financial planning; maintaining accurate financial records and ensuring compliance with financial regulations; providing regular reports to the Board of Directors; highlighting SelectFlorida’s financial status; working collaboratively with auditors and financial advisors to ensure transparency and accountability; assisting in the development of financial policies and procedures for SelectFlorida; and performing other duties as may be prescribed by the Board of Directors or the President of SelectFlorida.

Section 6. The Board of Directors hereby reappoints Mark Wilson, a member of the Board of Directors, to serve as the Secretary of SelectFlorida.


Section 7. Mark Wilson shall assume the responsibilities of the Secretary role, which include, but are not limited to, recording accurate and comprehensive minutes of all Board of Director meetings; maintaining official records and documents of SelectFlorida; facilitating communication between the Board of Directors and SelectFlorida members; ensuring compliance with legal requirements and deadlines for filings and notifications; assisting in the preparation and distribution of notices, agendas, and other meeting related documents; and performing other duties as may be prescribed by the Board of Directors or the President of SelectFlorida.

Section 8. This Resolution shall take effect immediately upon adoption.

THIS RESOLUTION IS HEREBY ADOPTED ON THIS 26th DAY OF MARCH, 2026.


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Greg Britton
Chair, Board of Directors

DocuSigned by:

4410082C8274486
Jennifer Conoley
Vice Chair, Board of Directors


Not present

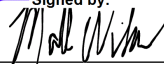
Beth Kigel
Member, Board of Directors

Signed by:

11A2DDFA4EBB1745B...
Nick Primrose
Member, Board of Directors

Not present

Michael Simas
Member, Board of Directors

DocuSigned by:

0E916AC8C0F0454...
Kelly Smallridge
Member, Board of Directors

Signed by:

17A0303D11747B44AE...
Mark Wilson
Member, Board of Directors

AYES: 5
NOES: 0
ABSENT: 2

TAB 2

HOST REMARKS



GUEST SPEAKER



Madeline Pumariega
President
Miami Dade College

Madeline Pumariega is President of Miami Dade College, one of the largest and most dynamic institutions of higher education in the United States, and the first woman to lead the College in its more than 65-year history. A proud MDC alumna, she has dedicated her career to expanding opportunity, strengthening the workforce and economic mobility, and advancing student success at scale.

Recognized as a transformative higher education leader, Pumariega has spent more than two decades shaping educational policy, institutional innovation, and workforce development across Florida. Prior to serving as President of MDC, she became the first woman and first Hispanic Chancellor of the Florida College System, where she helped lead 28 colleges serving hundreds of thousands of students and drove statewide efforts focused on access, affordability, and measurable outcomes. She also served as Executive Vice President and Provost of Tallahassee Community College and as President and CEO of Take Stock in Children, championing educational attainment and economic mobility for students across Florida.

Under her leadership, MDC has accelerated its position as a national leader in workforce education, innovation, and student achievement. Pumariega has led the expansion of high-impact partnerships with industry leaders, advanced cutting-edge programs in artificial intelligence, cybersecurity, healthcare, aviation, and technology, and strengthened the College's role as Miami-Dade County's workforce engine and a driver of economic growth. She has also positioned MDC as a national model for aligning education with the future of work while maintaining an unwavering commitment to access and opportunity for all students. She has been recognized by Forbes for advancing innovation and leadership among women, shaping the future.

Beyond the College, Pumariega serves on numerous civic and educational boards, including the Florida Prepaid College Foundation and the Orange Bowl Committee, and is Chair of the Greater Miami Chamber of Commerce.

As the daughter of Cuban parents who instilled in her the values of education, sacrifice, resilience, and hard work, Pumariega's leadership is grounded in a deeply personal belief that education changes lives, strengthens communities, and creates pathways to the American Dream.



TAB 3

GUEST SPEAKERS



GUEST SPEAKER



**H.E. Mohammed Abdullah
Al Ahabbi**

Consul General
United Arab Emirates,
Miami, FL

H.E. Mohammed Abdullah Al Ahabbi is a seasoned Emirati leader, diplomat, and strategic executive with extensive experience across public service, finance, and commercial sectors. He currently serves as Consul General of the United Arab Emirates in Miami, Florida, where he represents the UAE's interests across Florida and the Southeastern United States, advancing bilateral commercial, cultural, and people-to-people ties.

Prior to his diplomatic appointment, Al Ahabbi built a distinguished career in financial strategy, operational leadership, and organizational transformation. He has held senior finance and executive roles in the UAE's energy and government sectors, including serving as Chief Financial Officer for Economic Cities & Free Zones at Abu Dhabi Ports. In these capacities he led financial planning, digital transformation initiatives, and business growth strategies that supported large-scale operations and strategic investments.

Al Ahabbi also holds board and director positions with multiple companies, reflecting his governance experience in both domestic and international contexts. He has been a Board Member of Daman Health insurance Company, and has served on boards affiliated with the energy, utilities, and investment industries, including roles tied to TAQA Bratani Ltd., TAQA Morocco SA, and CMS Generation UK Operating Pvt Ltd. His academic credentials include an MBA, and his career spans both private sector leadership and public service, combining operational excellence with cross-sector engagement. Known for his collaborative approach and commitment to enhancing UAE-U.S. relations, Al Ahabbi's work in Miami underscores a lifelong focus on strengthening international partnerships and economic diplomacy.



GUEST SPEAKER



Rodrick Miller
 President & CEO
 Miami Dade Beacon Council

Rodrick Miller has emerged as one of the nation's foremost economic development leaders respected globally for his ability to maneuver in complex political and business environments, and craft strategies and structure deals to provide long-term value to communities and investors. His skills as a salesman, negotiator, policy expert, and corporate strategist have been refined in over 10 countries. Over the course of his career, he has brought more than \$6B in private investment and 50,000 new jobs to communities where he has worked. He firmly believes sustained economic development growth is only achievable through an approach which is people-centered, leverages assets to add distinct value, and encourages strategic capital flows to create new opportunities.

As President and Chief Executive Officer of Miami-Dade County's official economic development organization, Miller is focused on attracting and retaining companies that create high-value jobs and actively invest in the community. Miller champions Miami's unique advantages as a diverse, global business destination, collaborating with key stakeholders in both the private and public sectors to leverage the strengths of the market's target industries, deliver workforce solutions, and create opportunities that drive long-term economic prosperity and inclusive growth for both residents and businesses.

Experienced in leading economic recovery efforts in challenged markets across the country, Miller has launched or turned public-private development agencies around in New Orleans, Detroit and, most recently, Puerto Rico, where he served as Chief Executive Officer of Invest Puerto Rico. He led these efforts during and after some of the most challenging times these communities faced – bankruptcy, natural disasters, and entrenched economic decline. In each of these roles, Miller focused on enhancing competitiveness, providing prescriptive solutions to fix market challenges, building more inclusive economies, and attracting catalytic high-value private investment. Miller pulled together diverse stakeholders to craft actionable strategies with broad buy-in, provide integrated support to facilitate turnkey investment, and craft new narratives to reposition these markets for growth. The solutions he led encompass real estate and infrastructure, small business and entrepreneurship, workforce development, capital access, project finance, foreign direct investment and trade, and more.

Prior to those positions, Miller served as the Executive Vice President of the Baton Rouge Area Chamber, Vice President of International Economic Development for the Greater Phoenix Economic Council (GPEC) and held several other positions in the public and private sectors. He began his career in the private sector in management consulting and infrastructure finance, is fluent in Spanish and proficient in Portuguese.

Miller is also Founder and CEO of Ascendant Global, a boutique economic development firm focused on providing bold growth solutions to help economies sustain themselves, gaining jobs and private investment. Ascendant Global has led diverse economic initiatives for a range of clients including Living Cities, the Kellogg Foundation, The Fund for our Economic Future, and the Joint Center for Political and Economic Studies. Some of their engagements have included developing comprehensive economic growth strategies, setting up an economic development department for a municipality, creating a procurement program to grow revenues of local businesses, and designing a workforce development solution focused on opportunity youth.

Miller holds a Master of Public Policy from Harvard University's Kennedy School of Government and a Bachelor of Science in International Business from St. Augustine's College. He also gained a Graduate Diploma in Finance from the Monterrey Institute of Technology (ITESM) in Mexico as a Fulbright Fellow. A scholar practitioner, he has been a



GUEST SPEAKER

featured speaker to organizations such as Google, AIG, and the World Bank, and has lectured at Harvard University, Arizona State University, The University of Michigan and the Georgia Institute of Technology. He has written extensively in scholarly and trade publications on the future of work, inclusive economic development, and market competitiveness. Miller is currently a Visiting Fellow at Harvard University's Taubman Center for State and Local Government where he is building a community of practice to rethink how economic development should be more inclusive and sustainable, training the next generation of economic development leaders, and researching diverse economic development topics including inclusive economic growth, incentives, and the Build Back Better program.

Miller is a board member of the New Growth Innovation Network, the Harvard Kennedy School Alumni Board, New Corp (CDFI), and St. Augustine's University. He is a former board member of the International Economic Development Council and completed a term membership with the Council on Foreign Relations. He has advised various federal agencies on economic policy including the Federal Reserve Board, the Economic Development Administration, and the White House. Miller has received numerous accolades including Young Economic Developer of the Year (2013), Michigan Man of Excellence (2016), the Distinguished Alumni Award from the Harvard Kennedy School Black Student Union (2018), and various others. He enjoys playing the piano, reading, and spending time with his family.



GUEST SPEAKER



Frederick P. Wong, Jr.
Deputy Director and COO
PortMiami

As Deputy Director and COO of PortMiami, Frederick P. Wong, Jr. oversees the seaport's cruise and cargo operations, vessel berthing office, housekeeping, and facilities maintenance, which includes passenger loading bridges and gantry crews. His portfolio also encompasses port permits and safety and security, which includes the Miami-Dade Sheriff's Office Seaport Operations Bureau.

He also serves as the Chairman of the Port of Miami Crane Management, Inc. Board, which is responsible for PortMiami's ship-to-shore cranes. Additionally, he is integrally involved with the port's major initiatives comprising the cargo terminals' electric rubber-tired gantry cranes, wharf strengthening and electrification, yard densification, and cruise shore power program.

Mr. Wong has over 31 years of experience in all facets of port operations and previously served close to five years as the Jacksonville Port Authority Chief Operating Officer. Before heading to NE Florida, he left PortMiami as the Assistant Port Director of Operations, responsible for all cruise, cargo, and security operations. Mr. Wong holds a Bachelor of Business Administration degree with concentrations in Management and Marketing from Florida Atlantic University. He also holds a Professional Port Manager Certification from the American Association of Port Authorities and is a graduate of Leadership Florida Cornerstone Class 39.



TAB 4

SUCCESS STORIES



GUEST SPEAKER



Philip Anderson
President
Avionica

Avionica is a Miami-based aviation data company that designs, develops, certifies, and manufactures its own line of flight data recorders and quick access recorders, and operates the avSYNC cloud platform that delivers aircraft data to operations, safety, and engineering teams worldwide. The company's solutions are installed on thousands of aircraft across many of the world's largest operators. Avionica is also pioneering a hardware-as-a-service model in aviation pairing purpose-built avionics hardware with recurring data services because the company believes this approach best aligns its success with its customers' and best advances its broader mission. At the core of Avionica is a clear mission: to make aviation more affordable and more accessible to the broader population while strengthening the industry's safety culture. The company believes that better, more accessible flight data is among the most powerful levers available to operators seeking to reduce cost, improve efficiency, and enhance safety and that progress in each of those areas ultimately benefits everyone who flies.

Philip Anderson serves as President of Avionica, where he has held this position for the past 5-years, helping to lead the 34-year-old company through its next chapter of growth.



GUEST SPEAKER



Chen Jer Yaw
Executive Director,
BOP Pte Ltd
Senior Vice President,
iWOW Technology

Mr Chen Jer Yaw is the Executive Director of BOP Pte Ltd and Senior Vice President of iWOW Technology, where he plays a key role in driving innovation at the intersection of technology and social impact.

With extensive experience in telecommunications, digital solutions, and smart infrastructure, Mr Chen has been instrumental in developing and deploying technology driven platforms that enhance connectivity, safety, and quality of life. His work focuses particularly on solutions that support aging populations, including smart monitoring systems, emergency response technologies, and digital tools that promote independent living for seniors.

At iWOW Technology, he has contributed to the advancement of IoT-enabled solutions and nationwide initiatives, such as the TraceTogether Token, that leverage technology to build more inclusive and resilient communities.

Through his leadership, Mr Chen continues to champion the use of innovation to address real-world societal challenges, especially in the context of rapidly ageing demographics across Asia.



GUEST SPEAKER



Bill Cronin
President & CEO
Pasco Economic
Development Council

Bill Cronin oversees all day-to-day business operations of the Pasco Economic Development Council, a non-profit organization funded by public and private investors. Pasco EDC works to attract companies to Pasco County in an effort to help create jobs and assists existing companies and small businesses with resources to help them grow.

Bill has a long career in economic development, most recently coming from the City of Charlotte, North Carolina, where he served as Economic Development Director. Bill's other previous positions include serving as Vice President of Economic Development for Invest Atlanta, Director of Field Operations for Enterprise Florida, and Director of the South Carolina Department of Commerce. Bill also served as the Executive Director of the American Red Cross in South Carolina.

He holds a bachelor's degree in International Affairs and Political Science as well as a certificate in Asian Studies from Michigan State University. He has a working knowledge of Thai and Mandarin Chinese foreign languages.

Cronin is a member of the International Economic Development Council's Board of Directors. He is also a member of the Urban Land Institute, Florida Tax Watch, Florida Southeast US- Japan Association and an Alumnus of Delta Sigma Phi Fraternity. He serves as State Director of the Southern Economic Development Council, and serves on the boards of the Florida Economic Development Council, Pasco Education Foundation, Uplifting Pasco's Neighbors and the North Tampa Chamber of Commerce as well as the Commission on Human Trafficking.

In 2019 Bill co-founded The Human Trafficking Foundation, Inc. which supports non-governmental organizations in the areas of rescue, recovery and advocacy for survivors of human trafficking.

Bill and his wife have one son and daughter.



TAB 5

PROPOSED FISCAL YEAR 2026-2027 BUDGET



SELECTFLORIDA

Proposed Fiscal Year 2026 - 2027 Budget

REVENUE

<u>Revenue Source</u>	<u>FY2026 - 2027 Budget</u>
State Appropriation- Recurring Funds	\$5,000,000
<u>Private Self-Generated Revenue</u>	
Trade Shows and Missions	\$2,330,000
Leadership Initiatives	\$1,520,000
Certifications and Trainings	\$775,000
Stakeholder Engagement	\$1,165,000
Interest Income	\$260,000
Other	\$80,000
<u>Total Private Self-Generated Revenue</u>	<u>\$6,130,000</u>
TOTAL REVENUE	\$11,130,000

EXPENSES

Program Expenses

<u>Expense</u>	<u>FY2026 - 2027 Budget</u>
Trade and Export Development	\$2,380,000
International Representation and Investment	\$2,065,000
Leadership Initiatives and International Affairs	\$1,645,000
Grants	\$520,000
Stakeholder Engagement	\$650,000
Program Administration	\$240,000
<u>Total Program Expenses</u>	<u>\$7,500,000</u>

Personnel Expenses

<u>Expense</u>	<u>FY2026 - 2027 Budget</u>
Compensation	\$2,255,000
Benefits	\$685,000
Payroll Taxes and Fees	\$160,000
<u>Total Personnel Expenses</u>	<u>\$3,100,000</u>

Operating Expenses

<u>Expense</u>	<u>FY2026 - 2027 Budget</u>
Administration	\$165,000
Professional Development and Travel	\$80,000
Technology	\$95,000
Professional Services	\$190,000
<u>Total Operating Expenses</u>	<u>\$530,000</u>

TOTAL EXPENSES	\$11,130,000
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Bottom Line

\$-

Budget Narrative

Fiscal Year 2026-2027 Budget Narrative

Summary

SelectFlorida's Fiscal Year 2026–2027 proposed budget is a forward-looking, innovative financial plan that reflects organizational growth, financial stewardship, strategic resource management, and alignment with Florida's economic goals. The budget reflects a shift in fiscal performance that builds upon financial results from previous years. This shift is inherently linked to the stability of public revenue, which positions the organization to generate private revenue. SelectFlorida's fiscal growth is projected to positively impact programmatic performance, positioning SelectFlorida to enhance support to stakeholders and strategic priorities. SelectFlorida stands ready to continue the organization's momentum, adapt where needed, and successfully respond to challenges and opportunities.

Key Highlights

- **Balanced Budget:** SelectFlorida's \$11.13 million budget is balanced. The organization has eliminated the budgeted utilization of cash reserves included, but not utilized in, prior fiscal-year budgets. In previous years, the Board has granted permission to spend from cash reserves, and for three consecutive years this has not been required due to sound resource and organizational management, as well as planning. Removing this permission from the budget positions SelectFlorida for long-term financial success and fulfills the commitment made to the Board. This milestone was accomplished through revenue generation, efficiency improvements, and targeted expense reductions.
- **Private Self-Generated Revenue Growth:** The budget projects 55% (\$6.1 million) of revenue will be self-generated, marking a transition to majority private funding by fiscal year-end. It is imperative to understand that the ability to generate private revenue is still wholly reliant on the maintenance of a state legislative appropriation, as well as SelectFlorida's partnership with FloridaCommerce. The funding and connectivity with the state is foundational for the people and programs that subsequently generate private revenue. Budgeted revenue growth includes:
 - Year-Over-Year increases in current revenue categories such as Certificates of Free Sale, Sponsorships, Partner Program, and Interest. These increases coincide with current year financial trends and there are no identifiable barriers to SelectFlorida achieving these goals.
 - Improved cost-recovery for trade shows and missions, with budgeted cost recovery at 98% of trade event expenses.
 - Establishing a new stakeholder council for business executives, with projected revenue at \$400 thousand.
- **State Funding:** Approximately 45% (\$5 million) of projected revenue is the state's appropriation. Funding is \$900 thousand less year-over-year due to the one-time funding for grants received this fiscal year.
- **Program Adjustments:** The budget eliminates or reallocates historic program expenses with minimal impact on ROI and stakeholders, optimizing resource utilization and contributing to balancing the budget. These adjustments position SelectFlorida to optimize programs and ensure continuous alignment with the organization's highest impact activities. Specifically, the budget:
 - Removes funding for SelectFlorida's Africa Office, resulting in a \$100 thousand expense reduction in the proposed budget. The Africa Office has not generated international investment results since 2012. The office was reviewed in 2024 and 2025 for ROI



Budget Narrative

concerns and to provide an opportunity for improvement. SelectFlorida also wanted to maintain an office presence for its 2025 mission, with the expectation that the mission would foster additional results or solidify the lack of investment results. In recent years, all results have been limited to export sales support, including assisting businesses in generating over \$7 million in export sales during the 2025 mission. It is important to note that the export results would not have been achieved without the Florida-based trade team. Export support can be provided for future missions via individual mission support contracts as needed, similarly to how we manage missions in markets without a SelectFlorida Office. SelectFlorida remains committed to continuously assessing the international office program and to recommending the reestablishment of an Africa office in the future if justified by ROI. The new office to be headquartered in Dubai is an example of establishing an office based on ROI. The U.A.E. is a major hub driving growth well beyond its borders, including Africa. Once established, the new office will provide coverage throughout the region.

- Proactively addresses headwinds impacting business participation in trade programs such as increased costs and decreased year-over-year grant funding. The number of proposed trade events would have stretched available grant funding too thin to adequately support small businesses. In response, the trade program was strategically rightsized by removing Cannes, Hannover Messe, Infosec, and Medical Fair Asia. This leaves up to sixteen trade events funded in the budget. Funding associated with events removed from the calendar was reallocated to the grant budget, resulting in increased support for events remaining on the calendar. This adjustment allows resources to remain in place and better focused on initiatives demonstrating stronger industry interest and export potential.
 - Cannes was considered a new event proposed for the upcoming fiscal year as it had not been included in a Florida trade calendar of events since 2014. As such, removing this show does not impact active business participation or export sales results.
 - Hannover Messe was added to the current year (2025-2026) calendar of events and no businesses signed up to attend with SelectFlorida. Removing this show does not impact active business participation or export sales results.
 - Infosecurity was added to the current year (2025-2026) calendar of events and only two businesses registered to attend with SelectFlorida. This mirrors the results from 2013, the last year in which the show was included on a Florida trade calendar. Removing this show has minimal impact on business participation or export sales results.
 - Medical Fair Asia has been routinely included in the trade calendar since 2015. In recent years, participation and export sales have steadily declined. Seven companies participated in 2023, six in 2024, and four in 2025. Export sales were \$31.2 million in 2023, with only five companies reporting actual sales. Export sales were \$16 million in 2024, with only two companies reporting actual sales. In 2025, export sales were \$4.8 million, with three companies reporting actual sales. Interest has remained low for the 2026 show, with the trade division reporting zero confirmed interest in the upcoming fiscal year. Removing this show has minimal impact on business participation.



Budget Narrative

- **Operating Adjustments:** The budget reflects a \$110 thousand year-over-year decrease in operating expenses resulting from:
 - Onboarding a full-time accounting and operations coordinator, decreasing the need for outsourced accounting services.
 - Decreased insurance renewal expenses, and decreased expenses associated with general overhead such as office supplies and materials. The insurance decreases are not associated with employee benefits and are limited to risk insurance. These decreases were possible due to lower than anticipated rates and consecutive years of managing the organization in a way that mitigates risk.
- **Grants:** The budget adapts to the loss of additional grant funding by decreasing the trade grant expense line when compared to the current fiscal year to \$520 thousand, \$1 thousand above the trade grant budget from Fiscal Year 2024 – 2025. This budget will fund between 90 – 100 grants at or above prior award levels. Unfortunately, SelectFlorida was unable to secure a second year of additional grant funding to continue the nonrecurring \$900 thousand appropriation that enabled the organization to increase grant activities in the current fiscal year (2025-2026).
- **Program Expenses:** Except as noted above, the budget maintains funding for core programs and services while absorbing anticipated increases in travel costs to ensure the SelectFlorida team can engage externally.
- **Growth & Innovation:** The budget reflects SelectFlorida's commitment to improving historic programs and services, pursuing new opportunities with available resources, and building upon partner engagement initiatives implemented in Fiscal Year 2025 – 2026. The runway provided by prior budgets positioned the organization to innovate, as well as maintain and build programs and services, resulting in the self-generated revenue projection for the upcoming year. New initiatives include:
 - Signature events including a Consulate Corps Roundtable and G20 Business Seminar. Both events will also include opportunities for collaboration and networking
 - Adding Bio International and a Washington D.C. event to the Partner Program.
 - Increased funding to attract international investment through SelectUSA Roadshows, market engagement, and inbound delegation support.
 - Support for international affairs, including MOU and Consulate engagement.
 - Funding to implement a potential soft-landing partnership and certification program, as well as a second-level export training to build upon the ABCs of exporting program.
 - Rebranding Intermodal to a Florida Gateways Mission and allocating expenses with equivalent revenue for a second event during the year.

Revenue

- SelectFlorida is projected to generate approximately \$11.13 million in revenue during FY2027. The organization's ability to reach this goal is directly connected to the maintenance of reoccurring funds appropriated by the legislature. These funds create the foundation required to generate private revenue, and private revenue goals cannot be achieved without the legislative appropriation.



Budget Narrative

- SelectFlorida's trade program is projected to generate approximately \$2.33 million in revenue. This will result in the program recovering 98% of the anticipated trade show and mission expenses, an increase of approximately 7% compared to the current fiscal year. This is inclusive of up to sixteen international trade events, ten of which are revenue generating.
- Leadership Initiatives coordinated by SelectFlorida are projected to generate \$1.52 million. Leadership missions and initiatives are expected to generate sufficient revenue to cover their expenses. Should leadership expenses decrease or increase, revenue is projected to adjust accordingly. As such, this projection has a high likelihood of either reaching the revenue target or achieving budget neutral adjustments.
- Certifications and Training revenues are projected to generate \$775 thousand. Revenue sources included in this category are the Certificate of Free Sale (CFS), Certificate of Good Manufacturing Practices (GMP), trainings, and soft-landing certifications.
- Stakeholder Engagement revenue is inclusive of SelectFlorida's Marketing Partnership Program, Board Meetings, Stakeholder Councils, Event Engagement, and our newly instated Gateways Missions and Executive Advisory Council. The projected revenue is \$1.16 million.
 - Marketing Partnership revenue includes memberships, registrations, and sponsorships and is projected to generate approximately \$560 thousand.
 - \$110 thousand in revenue is associated with the Gateways Missions. This includes Intermodal which was previously under the trade line, and a placeholder for a second mission should one be identified. Equivalent expenses are included in the expense budget, and would be adjusted with revenue.
 - Events and Meetings are projected to generate approximately \$95 thousand in revenue.
- SelectFlorida is projected to generate approximately \$260 thousand in interest income in FY2027. This projection is less than current year actual revenue to account for uncertainty pertaining to interest rates.
- The Other Revenue line consists of management fees paid to SelectFlorida for providing administrative and financial support to the Florida Opportunity Fund.

Expenses

- SelectFlorida is projected to spend approximately \$11.13 million during FY27.
- Program expense is the largest expense category, totaling \$7.5 million and making up 67% of the proposed expense budget. This reflects the organization's commitment to fulfilling its mission, pursuing strategic priorities, and supporting its stakeholders. In addition, it reflects the role SelectFlorida's public-private revenue structure plays in positioning the organization to implement its core programs and services.
 - The proposed budget for the Division of International Trade and Development, \$2.38 million, including \$2.31 million in expenses for the international trade shows and missions. This amount includes all expenses associated with these programs and was created by assessing historic trends, as well as event contracts that have already been received for various tradeshows.
 - Approximately \$2.07 million is proposed for the Division of International Representation and



Budget Narrative

Investment. This budget includes over \$1.9 million in funding for SelectFlorida's current offices (except as previously noted), as well as funding to open the new office headquartered in Dubai. The remaining budget includes funds for SelectUSA Roadshows, FDI initiatives, and the annual international office meeting.

- Proposed expenses for the Division of Leadership Initiatives and International Affairs total just over \$1.64 million. Included in this budget is \$1.5 million for leadership missions and events. The leadership budget is considered a placeholder, offset by revenue (as discussed in the revenue section), until leadership missions are fully planned. In addition to the leadership missions and initiatives expenses, the proposed division budget includes funding for international affairs, MOU support, and events.
- Expenses to support stakeholder engagement are projected to total \$650 thousand. This expense category includes the Marketing Partner Program, External Affairs and Promotional Materials, Travel, Board Meetings, Stakeholder Councils, and Gateways missions.
- Program Administration expenses are projected to total \$240 thousand during the fiscal year. This category includes general administrative expenses such as software for the certificates program, research software, and processing fees required to collect revenue.
- The proposed budget includes approximately \$3.1 million in personnel expenses. This includes total compensation (salaries, benefits, and taxes) for SelectFlorida's positions (21 full-time and 14 part-time or split) and a placeholder for compensation increases equal to 3% of total compensation. An across the board increase is only implemented if state employees receive an across the board increase.
- Operating expenses are projected to be approximately \$530 thousand next fiscal year. These expenses include overhead costs as well as general expenses required to support the operations of the organization.
 - Administration expenses are projected to total \$165 thousand. Expenses within this category include office operations, printing and mailing, insurance, banking fees, and depreciation.
 - Professional development and meetings, \$80 thousand, includes expenses associated with staff training and administrative travel.
 - Technology, \$95 thousand, includes software subscriptions, cell phones, and IT equipment.
 - Professional services, \$190 thousand, includes audit and tax, consulting, and financial services provided to SelectFlorida.



TAB 6

FINANCIAL UPDATE



FINANCIAL UPDATE

SelectFlorida FY2025 - 2026 Year-to-Date (YTD) Financial Report

STATEMENT OF ACTIVITIES	2025/2026 (YTD)	YTD Budget	YTD Variance	Total Budget	Total Budget Remaining
Income					
State Appropriation					
State Appropriation	\$4,425,000	\$4,425,000	\$0	\$5,900,000	-25.00%
Self-Generated Revenue					
Trade Shows and Missions Revenue	\$1,072,949	\$1,055,000	\$17,949	\$1,055,000	1.70%
Programs and Events	\$905,764	\$908,000	(\$2,236)	\$1,230,000	-26.36%
Certificate Program Revenue	\$649,389	\$562,500	\$86,889	\$675,000	-3.79%
Private Donations and Contributions	\$100,000	\$100,000	\$0	\$270,000	-62.96%
Interest Income	\$273,938	\$211,168	\$62,770	\$245,000	11.81%
Other Income	\$61,321	\$60,000	\$1,321	\$80,000	-23.35%
Total Self-Generated Revenue	\$3,063,361	\$2,896,668	\$166,693	\$3,555,000	-13.83%
Total Income	\$7,488,361	\$7,321,668	\$166,693	\$9,455,000	-20.80%
Expenses					
Program Expense					
International Trade and Development	\$1,305,481	\$1,310,000	(\$4,519)	\$1,360,000	-4.01%
International Offices and FDI	\$1,602,730	\$1,624,667	(\$21,937)	\$2,050,000	-21.82%
Leadership Initiatives and International Affairs	\$438,581	\$476,000	(\$37,419)	\$960,000	-54.31%
Grants	\$999,272	\$1,112,000	(\$112,728)	\$1,495,000	-33.16%
Program Administration	\$152,825	\$195,833	(\$43,009)	\$245,000	-37.62%
Stakeholder Engagement	\$212,103	\$250,633	(\$38,530)	\$515,000	-58.81%
Total Program Expense	\$4,710,992	\$4,969,133	(\$258,141)	\$6,625,000	-28.89%
Personnel					
Compensation	\$1,444,690	\$1,505,000	(\$60,310)	\$1,870,000	-22.74%
Employee Benefits	\$416,511	\$557,213	(\$140,701)	\$720,000	-42.15%
Payroll Taxes and Fees	\$109,413	\$125,000	(\$15,587)	\$150,000	-27.06%
Total Personnel	\$1,970,614	\$2,187,213	(\$216,598)	\$2,740,000	-28.08%
Management and General Operating					
Administration	\$92,454	\$122,083	(\$29,629)	\$174,000	-46.87%
Meetings and Travel	\$43,144	\$67,833	(\$24,689)	\$115,000	-62.48%
Professional Services	\$199,784	\$215,000	(\$15,216)	\$255,000	-21.65%
Technology	\$53,826	\$59,417	(\$5,591)	\$96,000	-43.93%
Total Management and General Operating	\$389,208	\$464,333	(\$75,125)	\$640,000	-39.19%
Total Expenses	\$7,070,814	\$7,620,679	(\$549,865)	\$10,005,000	-29.33%
Operating Surplus/Deficit	\$417,546	(\$299,011)	\$716,558	(\$550,000)	175.92%
Change in Net Assets	\$417,546	(\$299,011)	\$716,558	(\$550,000)	175.92%



FINANCIAL SUMMARY

SelectFlorida, Inc.
June 2026 Board Meeting Financial Summary
Financial Status as of April 30, 2026

Summary

As of April 30, 2026, SelectFlorida completed approximately 83% of the fiscal year. Total revenue was just below 80% of budgeted revenue for the fiscal year. Expenses were approximately 71% of budgeted expenses for the fiscal year. To date, the organization has exceeded planned financial performance through proactive planning, revenue generation, and expense management. Multiple self-generated revenue lines have met or exceeded their annual goals. All expense categories are below planned expenditures, and all expense categories are projected to end the fiscal year below budget.

Fiscal Year-End Forecast

SelectFlorida is projected to end Fiscal Year 2025 – 2026 with a surplus. Should this occur, it will be the third consecutive year in which the organization has not accessed the cash reserves authorized by the Board as part of the annual budget, as well as the third consecutive year in which the organization exceeded planned financial performance. The organization's year-to-date financial performance, as well as the projected performance as it concludes the fiscal year, is the result of the team's commitment to continuous improvement and fiscal stewardship, operational efficiencies, and strategic enhancements.

All revenue categories are projected to meet or exceed budgeted expectations except leadership initiatives and private donations. Leadership initiatives will not achieve budgeted expectations because of the number of leadership missions during the year. As planned, leadership initiatives' revenue is designed to match, or exceed, expenses for leadership missions. Revenue and expense budget are added each year to account for leadership missions that may be added to meet the state's economic goals and strategies. When this does not occur, there is additional revenue and expense budget that will not be implemented. As such, not meeting the revenue goal does not impact the bottom line. Private donations will not meet the annual revenue goal due to a shift in the organization's revenue strategy, transitioning to a focus on sponsorships and the new Executive Advisory Council discussed in the proposed Fiscal Year 2026 – 2027 budget. Management was able to proactively adjust the budget to ensure no negative impact on the bottom line. Revenue lines for trade, certificates, the partner program, events and sponsorships, and interest will exceed revenue expectations.

Expenses are projected to end the year under budget, with all expense categories projected to conclude the year at or below budget. Program expenses will end the year below budget due to savings in leadership initiative expenses (offset by revenue as discussed above), savings from the international office budget due to the Dubai procurement, lower than anticipated expenses for board and stakeholder council meetings, and improved program administration expenses. Personnel expenses will end the year below budget due to position vacancies throughout the fiscal year, lower than anticipated benefit expenses, and hiring timelines. Operating expenses will end the year below budget due to operational efficiencies in administration, lower than anticipated administrative travel, and IT expense savings. Trends in operating expenses contributed to adjusting proposed operating expenses in the Fiscal Year 2026 – 2027 budget to align with current year trends.

Revenue

- Total revenue was just under \$7.5 million as of April 30, 2026.
- State revenue was \$4.42 million, 100% of planned YTD revenue, and 75% of the state appropriation for the fiscal year.



FINANCIAL SUMMARY

- Self-generated revenue, \$3.06 million, reached 84% of the annual revenue goal and exceeded planned YTD revenue by over \$166 thousand.
- Trade Program Revenue was just over \$1.06 million, exceeding planned revenue by approximately \$17 thousand. No additional trade revenue is anticipated for the fiscal year.
- Certificates Revenue, \$649 thousand, exceeded planned revenue by over \$86,000 thousand (15.5%).
 - The certificates program exceeded its annual revenue goal in May.
- Interest revenue, \$274 thousand, exceeded planned revenue by over \$62 thousand (30%).
 - As of the beginning of May, interest revenue exceeded the annual revenue target by over \$9 thousand. Interest will continue to accumulate throughout the fourth quarter, adding to the positive impact on total revenue.
- Revenue from leadership missions, \$346 thousand, was below planned revenue by \$21 thousand (0.8%). This shortfall is due to the Intermodal mission and is not projected to negatively impact the bottom line.
- Event registration and sponsorship revenue exceeded planned revenue by just over \$8 thousand.
- Partner program revenue, \$533 thousand, exceeded planned revenue by approximately \$16 thousand.
 - The program continues to grow through individual event registrations and sponsorships and has exceeded its annual revenue goal.

Expenses

- Expenses were just over \$7.05 million as of April 30, 2026, 70.7% of total budgeted expenses for the fiscal year.
 - Total expenses were approximately \$549 thousand (7.2%) less than planned YTD expenses.
- Program expenses were \$4.71 million, \$258 thousand (5.2%) less than anticipated.
 - Savings in the Grants (\$112 thousand), Trade (\$4 thousand), and Program Administration (\$43 thousand) lines are primarily from the timing of expenses.
 - Current trends indicate that most savings in the International Offices (\$21 thousand), Stakeholder Engagement (\$38 thousand), and Leadership Initiatives (\$37 thousand) lines will carry forward to the end of the fiscal year.
- Personnel expenses were over \$1.97 million, \$216 thousand (9.9%) less than planned.
 - Savings to date are the result of position vacancies and lower than anticipated benefit expenses. Current trends indicate most of the YTD savings will carry forward to the end of the fiscal year.
- Operating Expenses were just over \$376 thousand, \$74 thousand (17%) less than planned.
 - YTD expenses are below planned expenses due to timing in categories such as administration, technology, and professional services. Insurance expenses were less than originally budgeted, and the meeting and travel expense line has not been utilized at anticipated levels. These savings, approximately \$30 thousand to date, are projected to carry forward to the end of the fiscal year.

Financial Position

Total assets were approximately \$12.5 million. Fixed assets totaled approximately \$36 thousand, and current



FINANCIAL SUMMARY

assets (cash, AR, and prepaid expenses) totaled \$12.49 million. Prepaid expenses were just under \$730 thousand and are primarily for trade events occurring next fiscal year. Total liabilities were approximately \$1.76 million. All liabilities were considered current liabilities (AP, accrued expenses, deferred revenue, and payroll), with the organization currently not holding any long-term debt or liabilities.



TAB 7

SELECTFLORIDA PROGRAMMATIC UPDATES



PROGRAMMATIC UPDATES

FISCAL YEAR 2025-2026 HIGHLIGHTS (YTD)

\$1.2 Billion in Export Sales

1,623 Florida Businesses Assisted

\$986,000 Grants Awarded to Small and Emerging Businesses

26 Established International Investment Projects

\$1.22 Billion In CapEx from International Investment

2,464 New Jobs From International Investment Projects

33 Events Implemented by SelectFlorida



PROGRAMMATIC UPDATES

FISCAL YEAR 2025-2026 PERFORMANCE STANDARD RESULTS

SelectFlorida Funding Agreement with FloridaCommerce

INTERNATIONAL COMMERCE ANNUAL MEASURES

	Results July 2025 - April 2026	Standards
Florida companies assisted by SelectFlorida for International Trade and Export Development	1,623	1,500
Number of companies with export sales attributable to events and programs conducted by SelectFlorida	733	120
Foreign Direct Investment projects established or supported by SelectFlorida	23	15
Consultations conducted by SelectFlorida with international companies interested in Florida	1,395	1,200
Number of proposed jobs to be created by businesses outside of the United States assisted by SelectFlorida	2,049	525
Number of events implemented by SelectFlorida	13	15





SUCCESS WITH SELECTFLORIDA 2026

**E-TECH
SIMULATION**

“The event was highly successful, and the support provided by SelectFlorida and the U.S. Commercial Service teams was instrumental in helping us achieve our goals. The grant program allowed us to extend our company’s resources and maximize the impact of this mission. The SelectFlorida team, led by Fernando Ramon, demonstrated exceptional professionalism, collaboration, and commitment throughout the process. Likewise, the U.S. Commercial team in both countries took the time to understand our needs, arranging valuable meetings in introducing us to contacts that will be beneficial to our company. Reinaldo Garcia and Jose Villeda from the team in Honduras went above and beyond to help us in the process of recovering US \$1.8 Million debt. Our most heartfelt appreciation to them.”

- E-Tech Simulation
Export Sales Mission to Honduras and El Salvador



“Our participation in the trade mission organized by SelectFlorida to Honduras and El Salvador was very valuable for our company. It allowed us to connect with potential distributors and partners, generating promising leads for future export opportunities. The mission also helped us better understand the Central American market and strengthen our presence in the region. The support and grant from SelectFlorida made it easier for our company to participate and invest in building these new international relationships. Overall, the program has contributed positively to our export development efforts.”

- Victoria World Wide Business Connections Group, LLC
Export Sales Mission to Honduras and El Salvador



“This event and the associated grant support have played a crucial role in helping TSS Solutions access international markets, connect with government decision-makers, and position our company to pursue export opportunities that support both our business growth and U.S. security cooperation objectives abroad.”

- TSS Solutions
Export Sales Mission to Honduras and El Salvador



“Participation in the Singapore Airshow, sponsored by SelectFlorida provided valuable exposure for the First Aviation Group of Companies (namely AAMSI) and directly supported the generation of export opportunities, particularly for our MRO services across both military and commercial customers. The show enabled high-quality discussions with existing and prospective international operators, strengthening relationships and producing qualified leads that will continue to develop beyond the event itself. These connections are critical in sustaining and growing our companies, supporting long-term export sales and business continuity.”

- Associated Aircraft Manufacturing & Sales, Inc. (AAMSI)
Singapore Airshow



“Strena Medical was able to attend the WHX fair thanks to the trade grant. This was an essential event for our company as it allowed us to strengthen our relationship with existing partners and collect over 100 leads to start new partnerships with distributors and hopefully open new markets in the next 24 months. WHX is a key event to be able to export our medical devices to more and more countries.”

- Medimar Corp. dba Medisono. Strena Medical
WHX Dubai



“This program helped PharmaMed better understand the business model operating in El Salvador and Honduras, 2 countries with very interesting companies in the pharmaceutical sector and very similar laws and regulations. By understanding their needs and requirements, we clearly see a great opportunity that we have on both countries to develop new business in the coming months. By receiving the grant, we have the opportunity to participate in future missions and strengthen our economy, enter new markets and countries.”

- PharmaMed USA, Inc.
Export Sales Mission to Honduras and El Salvador



“We came to Singapore as we saw the value in the previous Dubai Airshow, under previous ownership we had contracts from Malasia but lost contact when we were sold. This airshow has enabled us to regain potential local representatives necessary to find business in this region. Also receiving the grant for the booth was critical in facilitating out participation in the Airshow.”

- US Aviation Training Solutions
Singapore Airshow



“Once again, I have to thank SelectFlorida for the opportunity and the outstanding support provided during the WHX Dubai event. Their assistance has been instrumental in helping us generate valuable new leads abroad and expand awareness of our high-quality products proudly manufactured in Florida. Helps promote Florida companies and foster business growth, as our company Solara Labs throughout all these years.”

- Solara Labs, Inc.
WHX Dubai



“DISTI has an ever-growing international software business, especially in the APAC region. However, we remain a small business, and our marketing budgets remain a challenge. DISTI received a grant from SelectFlorida. Mario and the SelectFlorida team have been instrumental in helping DISTI attend a well-attended regional show for Southeast Asia, allowing us to arrange meetings and discussions with many of our existing customers and potential new clients. As a result of the discussions during the show, DISTI expects to close significant new business in the coming year, creating jobs in Orlando, Florida, and enabling us to continue our growth journey.”

- The DISTI Corporation
Singapore Airshow



“This recent trade mission to Honduras and El Salvador has been a great opportunity for Matheny Motors Truck Company to enter these new markets for our company. I have been pleased with the meeting coordination and the high quality of the 12 prospective companies identified for us. Several of these businesses are a perfect fit for us, and we expect to begin export sales in both countries this year. We typically start with small sales initially that expand as we help our new clients expand their business. These new markets will help us diversify our business and helps support our Florida facilities as our export sales grow.”

- Matheny Motors
Export Sales Mission to Honduras and El Salvador

DIVISION UPDATE

Leadership Initiatives and International Affairs

Reporting Period: March 2026- April 2026

Leadership Missions

➤ Trade & Business Development Leadership Mission to Brazil – April 14–17, 2026

- SelectFlorida implemented the Trade & Business Development Leadership Mission to Brazil, including participation in Intermodal South America in São Paulo, Brazil. Led by SelectFlorida President & CEO Matt Swanson, the mission brought together 18 participants representing Florida seaports, airports, economic development entities, trade organizations, and private-sector logistics and infrastructure firms to strengthen Florida's engagement with the Brazilian market and advance strategic business opportunities. Key activities included a Florida booth at Intermodal South America, two Florida Business Seminars hosted in partnership with BTG Pactual and AmCham Brazil with more than 120 combined registrants, a Florida Activation Event & Networking Reception with more than 150 registrants, and executive meetings and technical site visits with major Brazilian companies including Embraer, Eve Air Mobility, Azul Airlines, Mercado Livre, and Bauducco. A milestone of the mission was the execution of a Sister Port Agreement between PortMiami and PortosRio during Intermodal South America, reinforcing maritime collaboration and strengthening Florida's position as a gateway for Brazil–U.S. trade while further strengthening business and institutional relationships between Florida and Brazilian stakeholders across multiple strategic sectors.

Inbound Delegations

➤ Royal Working Visit of Their Majesties the King and Queen of the Netherlands – April 14–15, 2026

- SelectFlorida worked closely with the Consulate General of the Kingdom of the Netherlands in Miami in support of the planning and successful implementation of the Miami portion of the official United States visit of Their Majesties the King and Queen of the Netherlands. The visit included a delegation of companies, institutional stakeholders, and government representatives from the Netherlands participating in a multi-sector program focused on trade, innovation, logistics, infrastructure, maritime industries, healthcare, education, and other areas of strategic collaboration aimed at strengthening commercial relationships and highlighting Florida's position as a global business, trade, and logistics hub.

International Agreements

➤ Third Italy–Florida Ports & Logistics Working Group Meeting – April 12–13, 2026

- SelectFlorida, in partnership with PortMiami and Italian maritime stakeholders, coordinated the 3rd Italy–Florida Ports & Logistics Working Group Meeting during Seatrade Cruise Global in Miami. The engagement brought together more than 40 participants, including senior leadership from Florida's ports, FDOT, FloridaCommerce, Italian national maritime associations, and multiple Italian port authorities to advance implementation of the Florida–Italy Ports & Logistics Memorandum of Understanding and strengthen transatlantic collaboration across maritime and logistics sectors.

Innovation and Small Business Support

➤ eMerge Americas & Miami Tech Week – April 20–24, 2026



DIVISION UPDATE

Leadership Initiatives and International Affairs

Reporting Period: March 2026- April 2026

- SelectFlorida participated in Miami Tech Week and eMerge Americas 2026, reinforcing Florida's position as a leading destination for technology, innovation, investment, and international business expansion. eMerge Americas welcomed more than 20,000 attendees, over 1,000 investors, and participants from more than 60 countries. Throughout the week, SelectFlorida engaged with businesses, partners, and international delegations. SelectFlorida also participated in the IMPACTIFI Market Expansion & Trade Forum, which convened representatives from 29 countries, including 122 company representatives, 14 consulates, and 17 trade offices focused on international growth, innovation, and cross-border collaboration opportunities.



DIVISION UPDATE

DIVISION OF INTERNATIONAL INVESTMENT AND REPRESENTATION

ACTIVITY

Results
July 2025-April 2026

Florida Company Consultations*

492

Foreign Company Consultations*
(companies interested in the U.S. and Florida)

1,360

EDO Investment Project Referrals*

280

New Business Project Leads*

169

Established Projects**

26

New Jobs**

2,464

Capital Investment**

\$1.22 Billion

*Numbers combine Florida-based divisional staff and international office data.

**Numbers combine FloridaCommerce and SelectFlorida FDI projects.



DIVISION UPDATE

DIVISION OF INTERNATIONAL INVESTMENT AND REPRESENTATION

ANNOUNCED INVESTMENT PROJECTS SINCE THE PRIOR BOARD MEETING INCLUDE:*

Smart Radar System, A South Korea-based technology company is establishing its U.S. headquarters and advanced manufacturing operations in NeoCity.

New Jobs Projected	190
Average Wage	\$85,000
Capital Investment Projected	\$53,000,000
Florida County	Osceola
Target Sector	Manufacturing

Nuvolar, a Spanish IT consulting and services firm is establishing a new business development office in Miami.

New Jobs Projected	2
Average Wage	\$120,000
Capital Investment Projected	\$50,000
Florida County	Miami Dade
Target Sector	Information Technology

TowFLEXX Technologies, Inc., a German-owned defense aircraft towing company with operations in Virginia is working to establish tow vehicle assembly and R&D operations in Florida.

New Jobs Projected	33
Average Wage	\$143,000
Capital Investment Projected	\$175,000
Florida County	Miami Dade
Target Sector	Military and Defense

*Announced projects include both FloridaCommerce and SelectFlorida FDI projects.



DIVISION UPDATE

International Investment and Representation

Reporting Period: March 2026- April 2026

Events

Since the prior Board Meeting, the division attended the following events to generate international investment leads and support our statewide partners through increased FDI.

- March 17, 2026 - UK-Florida FinTech Roundtable
- April 1: Moderated international investment panel at USF World International Business Forum
- April 14: Remarks at Wellist-Swiss Florida Life Sciences Roundtable
- April 14 – 15: Participation and support of Royal Dutch Visit to Miami
- April 14 – 16: FDI coordination at Intermodal South America and Brazil Mission
- April 14 – 16: Attendance at Seatrade Cruise Global
- April 17: Presentation at 2026 Global Business Alliance Summit – Realtors of Broward, Palm Beach, St. Lucie
- April 19 – 22: Attendance at 2026 IAMC Spring Forum
- April 21 – 23: Attendance at 2026 MRO Americas
- April 22: Attendance at Startup Pitch Night Miami – German Accelerator
- April 23 – 24: Attendance and meeting coordination at eMerge Americas Conference
- April 29: Panelist during American Jewish Committee Miami Middle East BRIDGE Summit
- April 30 – May 1: Welcome remarks at Miami Dade SelectUSA Spinoff Event

Grand Openings/Ribbon Cuttings Attended:

- March 23, 2026 - Charlotte County Technical College Grand Opening/Ribbon Cutting



DIVISION UPDATE

DIVISION OF INTERNATIONAL TRADE AND DEVELOPMENT

ACTIVITY	Results July 2025-April 2026		
Total Export Sales	\$1.2 Billion		
Number of Companies Assisted	1,314		
Number of Companies with Export Sales	733		
Trade Leads	4,206		
Certificates of Free Sale	17,667		
Certificates of Good Manufacturing Practices	84		
Number of Businesses That Attended the ABCs of Exporting Roadshows	87		
Number of Trade Shows and Missions Implemented	13		
Webinars / Seminars / Conferences	12		
Trade Mission Results	Total Export Sales	Number of Companies	Grants Awarded
Export Sales Mission to Honduras and El Salvador Honduras March 9-13, 2026	\$49,355,000	23	8



PROGRAM UPDATE

Partner Program

Fiscal Year 2025-2026 Overview

Overview

The SelectFlorida Partner Program continues to support Florida's economy and economic development partners through strategic engagement opportunities designed to promote business attraction, strengthen relationships, and increase statewide visibility. Program activities included domestic and international trade shows, site selector events, international missions, and Economic Development Advisory Council engagement.

During the 2025–2026 program year, 22 partners participated in nine events hosted across domestic and international markets. Trade shows represented the largest concentration of program activity and provided opportunities for Florida communities to collectively promote the state's strengths in infrastructure, workforce, logistics, innovation, and global connectivity.

Trade Shows and Business Development

Trade show participation remained a core component of the program strategy. Events included significant representation from Florida communities and regional partners.

 NATIONAL BUSINESS AVIATION ASSOCIATION	 Powered by The Consumer Technology Association®	 AVIATION WEEK MRO AMERICAS
6 Attending Partners	12 Attending Partners	23 Attending Partners
6 Different Communities	8 Different Communities	15 Different Communities 3 Airports

Site Selector and Consultant Engagement

Site selector engagement continued to be a major area of focus during the program year. Multiple consultant-focused events facilitated direct interaction between Florida partners and site consultants, and commercial real estate professionals involved in relocation and expansion projects. These engagements continue to provide long-term value by strengthening relationships with key decision-makers influencing corporate location activity.

 IAMC NATIONAL BUSINESS AVIATION ASSOCIATION		 IAMC LITTLE ROCK, ARKANSAS
25 Site Consultants/ Real Estate Professionals	12 Site Consultants	40 Site Consultants/ Real Estate Professionals
13 Attending Partners	17 Attending Partners	18 Attending Partners
11 Different Communities	14 Different Communities	15 Different Communities



PROGRAM UPDATE

Partner Program

Fiscal Year 2025-2026 Overview

SelectUSA Investment Summit and Florida Dinner

The SelectUSA Investment Summit remained one of the program's premier international business development opportunities. The event included participation from 19 partners representing 14 Florida communities. In coordination with SelectFlorida's 17 international offices, the Florida event consisted of approximately 120 guests and served as a platform to strengthen international relationships and promote Florida as a leading destination for foreign direct investment.



19 Attending Partners
14 Different Communities

2026–2027 Program Outlook

The 2026–2027 SelectFlorida Partner Program will build upon the momentum and engagement achieved during the current cycle. Planned activities for the upcoming year include:

- IMTS
- CES
- MRO Americas
- BIO International
- Farnborough Airshow
- Florida In-Market Event (Site Selector Event)
- IAMC Spring and Fall Forums
- International Office Annual Reception
- SelectUSA Investment Summit and Florida Event
- Washington D.C. Event at Florida House on Capitol Hill



PROGRAM UPDATE

Partner Program Highlights

HIGHLIGHTS

Results
July 2025-April 2026

Participating Partners

22

Domestic and International Event Participation

9

Florida Communities Represented

22

Rural Partners

3

Trade Show Results

Attending Partners

Communities Represented

National Business Aviation Association

Las Vegas, NV | October 14-16, 2025

6

6

International CES

Las Vegas, NV | January 6-9, 2026

12

8

MRO Americas

Orlando, FL | April 21-23, 2026

23

15

Site Selector Event Results

Site Consultants/Real Estate Professionals

Attending Partners

Communities Represented

IAMC Fall Forum

Indianapolis, IN | October 18-22, 2025

25

12

40

Economix Annual Meeting

Orlando, FL | November 11-13, 2025

17

17

11

IAMC Spring Forum

Little Rock, AR | April 18-22, 2026

18

18

15

SelectUSA Investment Summit

Attending Partners

Communities Represented

SelectUSA Investment Summit

Washington, DC | May 3-6, 2026

19

14



PROGRAMMATIC UPDATES

UPCOMING EVENTS

EVENT CALENDAR

International Trade & Business Development Leadership Mission to Canada

June 7-11, 2026 | Montreal and Toronto

Italy-U.S. Business Investment in Science and Innovation (BISI) Forum

June 22, 2026 | Biltmore Hotel, Coral Gables, FL

International Trade & Business Development Leadership Mission to the United Kingdom and Farnborough International Airshow

July 19-24, 2026 | England and Scotland

5th UK-Florida MOU Working Group Meeting

July 21, 2026 | London, England

International Trade & Business Development Leadership Mission to Germany and Italy

September 2026 | Germany and Italy



TAB 8

**NEW
BUSINESS**



TAB 9

APPENDIX AND NOTES



SELECTFLORIDA UPCOMING EVENTS



1 of 2

TRADE AND BUSINESS DEVELOPMENT LEADERSHIP MISSION TO CANADA

JUNE 7-11 2026 | MONTREAL AND TORONTO, CANADA

Contact: Kristian Jenkins | 407-340-5040

Kristian.Jenkins@SelectFlorida.org



IAMC FALL FORUM

OCTOBER 17-21, 2026 | COLUMBUS, OH, USA

Contact: Jojo Abreu | 407-232-5487

Jojo.Abreu@SelectFlorida.org



BIO INTERNATIONAL CONVENTION

JUNE 22-25, 2026 | SAN DIEGO, CA, USA

Contact: Jojo Abreu | 407-232-5487

Jojo.Abreu@SelectFlorida.org



EXPORT SALES MISSION TO THE UAE

OCTOBER 19-23, 2026 | DUBAI AND ABU DHABI, UAE

Contact: Joseph Bell | 305-240-9717

Joseph.Bell@SelectFlorida.org



FARNBOROUGH AIRSHOW/BUSINESS DEVELOPMENT LEADERSHIP MISSION TO THE UNITED KINGDOM

JULY 19-24, 2026 | UNITED KINGDOM

Contact: Kristian Jenkins | 407-340-5040

Kristian.Jenkins@SelectFlorida.org



EXPORT SALES MISSION TO PANAMA

OCTOBER 19-23, 2026 | PANAMA CITY, PANAMA

Contact: Fernando J. Ramon | 786-742-1405

Fernando.Ramon@SelectFlorida.org



INTERNATIONAL MANUFACTURING TECHNOLOGY SHOW (IMTS)

SEPTEMBER 14-19, 2026 | CHICAGO, IL, USA

Contact: Jojo Abreu | 407-232-5487

Jojo.Abreu@SelectFlorida.org



SOUTHEAST U.S. (SEUS)-JAPAN ANNUAL MEETING

OCTOBER 25-27, 2026 | NASHVILLE, TN, USA

Contact: Kristian Jenkins | 407-340-5040

Kristian.Jenkins@SelectFlorida.org



TRADE AND BUSINESS DEVELOPMENT LEADERSHIP MISSION TO GERMANY

SEPTEMBER 2026 | BERLIN, MUNICH AND STUTTGART, GERMANY

Contact: Kristian Jenkins | 407-340-5040

Kristian.Jenkins@SelectFlorida.org



MRO EUROPE

OCTOBER 27-29, 2026 | AMSTERDAM, NETHERLANDS

Contact: Mario Aleksic | 407-286-8055

Mario.Aleksic@SelectFlorida.org



EXPORT SALES MISSION TO TAIWAN

SEPTEMBER 2026 | TAIPEI, TAIWAN

Contact: John Diep | 561-504-3943

John.Diep@SelectFlorida.org



MEDICA

NOVEMBER 16-19, 2026 | DUSSELDORF, GERMANY



METSTRADE

NOVEMBER 17-19, 2026 | AMSTERDAM, NETHERLANDS

Contact: Joseph Bell | 305-240-9717

Joseph.Bell@SelectFlorida.org



IAMC SPRING FORUM

APRIL 2027 | ORLANDO, FL, USA

Contact: Jojo Abreu | 407-232-5487

Jojo.Abreu@SelectFlorida.org



DUBAI INTERNATIONAL BOAT SHOW

NOVEMBER 25-29, 2026 | DUBAI, UAE

Contact: Joseph Bell | 305-240-9717

Joseph.Bell@SelectFlorida.org



HOSPITALAR

MAY 2027 | SÃO PAULO, BRAZIL



GITEX GLOBAL

DECEMBER 7-11, 2026 | DUBAI, UAE

Contact: Diana Mroue | 407-318-6781

Diana.Mroue@SelectFlorida.org



SELECTUSA INVESTMENT SUMMIT

MAY 2027 | WASHINGTON, D.C., USA

Contact: Jojo Abreu | 407-232-5487

Jojo.Abreu@SelectFlorida.org



WORLD HEALTH EXPO

JANUARY 24-29, 2027 | DUBAI, UAE



BIO INTERNATIONAL CONVENTION

JUNE 7-10, 2027 | PHILADELPHIA, PA, USA

Contact: Jojo Abreu | 407-232-5487

Jojo.Abreu@SelectFlorida.org



TRADE AND BUSINESS DEVELOPMENT LEADERSHIP MISSION TO ISRAEL

FEBRUARY 2027 | TEL AVIV, ISRAEL

Contact: Kristian Jenkins | 407-340-5040

Kristian.Jenkins@SelectFlorida.org



TRADE AND BUSINESS DEVELOPMENT LEADERSHIP MISSION TO FRANCE AND EUROPE

JUNE 2027 | EUROPE

Contact: Kristian Jenkins | 407-340-5040

Kristian.Jenkins@SelectFlorida.org



MRO AMERICAS

APRIL 13-15, 2027 | ORLANDO, FL, USA

Contact: Jojo Abreu | 407-232-5487

Jojo.Abreu@SelectFlorida.org



PARIS AIRSHOW

JUNE 14-20, 2027 | PARIS, FRANCE

Contact: Mario Aleksic | 407-286-8055

Mario.Aleksic@SelectFlorida.org



INTERMODAL SOUTH AMERICA

APRIL 13-15, 2027 | SÃO PAULO, BRAZIL

Contact: Fernando J. Ramon | 786-742-1405

Fernando.Ramon@SelectFlorida.org



LASER WORLD OF PHOTONICS

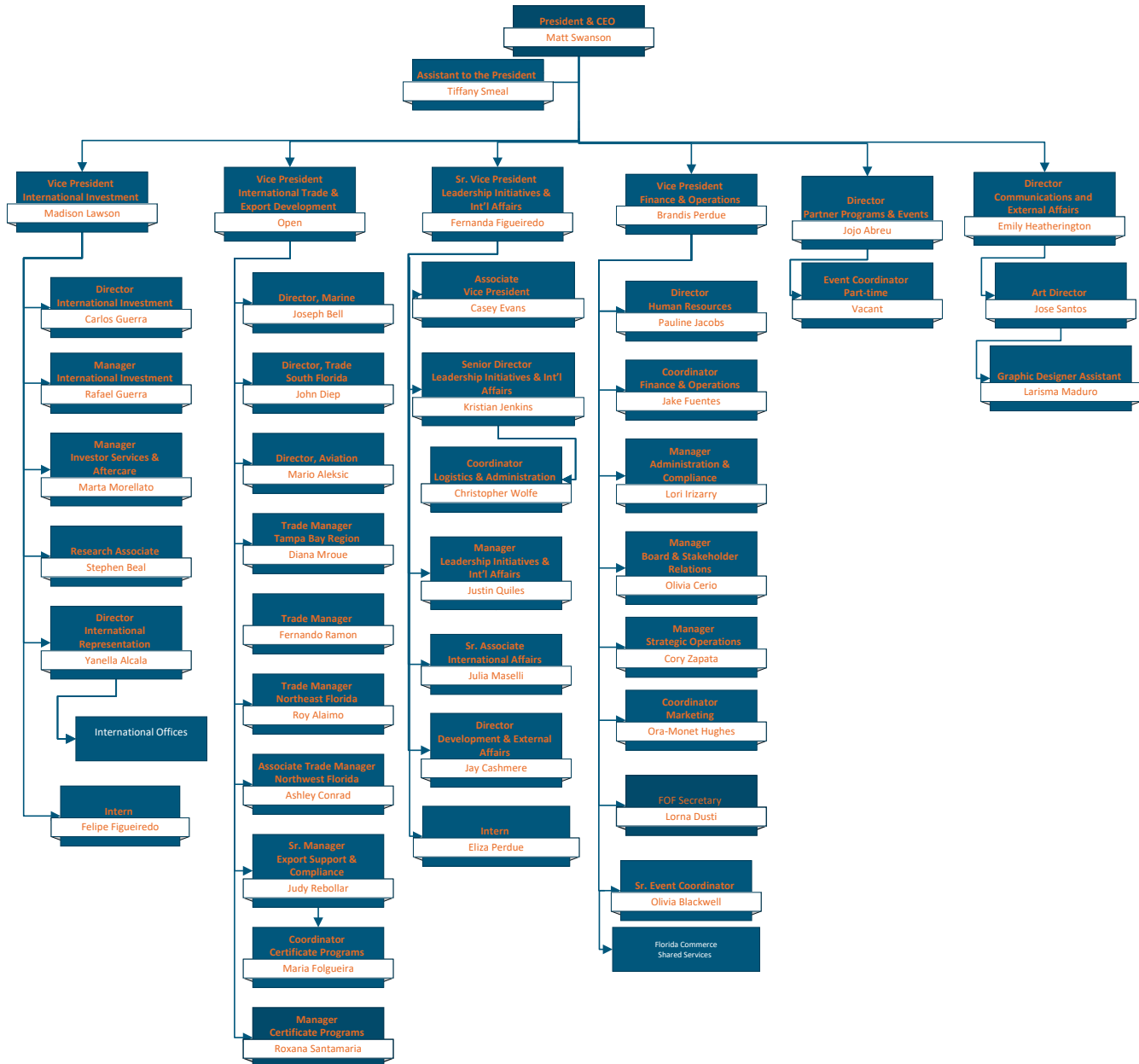
JUNE 22-25, 2027 | MUNICH, GERMANY

Contact: Diana Mroue | 407-318-6781

Diana.Mroue@SelectFlorida.org



Organizational Chart



May 28, 2026



SELECTFLORIDA

BOARD MEETING BRIEFING BOOK

