

TxEDC INVESTOR SUMMIT

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TEXAS TAKEOVER: AMERICA'S NEW FINANCIAL HUB

September 24, 2025 | Circle T Ranch, Westlake, TX | 8:15 a.m. - 1:30 p.m.

Bigger. Better. Texas.

TEXAS Economic
Development
Corporation™

||| HILLWOOD
A PEROT COMPANY®



Office of the Governor
Texas Economic Development
& Tourism Office

TxEDC Board of Directors

Appointed by
Governor Greg
Abbott



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Nextt
Chair*



S.DAVID DEANDA, JR.

*President & CEO
Lone Star National Bank
Vice Chair*



ADRIAN CANNADY

*President & CEO
Temple Economic Development
Corporation
Treasurer*



GEORGE "TREY" HENDERSON III

*Manager & Owner
Henderson Community Ltd.
Secretary*



LARRY COBEN

*Chair, President & CEO
NRG Energy*



L. FREDERICK "RICK" FRANCIS

*Executive Chairman
WestStar*



PETER HOLT

*CEO & General Manager
HOLT CAT*



EDUARDO MARGAIN

*CEO & Founder
Pixiu Investments*



TOM MASON

*Executive Vice President
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BRUCE NIEMEYER

*President
Chevron Americas Exploration &
Production Chevron, U.S.A, Inc.*



ADRIANA CRUZ

*Executive Director
Governor's Texas Economic
Development & Tourism Office
Ex-Officio*



AARON DEMERSON

*President & CEO
Texas Economic
Development Corporation
Ex-Officio*



VICKI HOLLUB

*CEO
Oxy
Immediate Past Board Chair*





AGENDA

7:30 a.m. - 8:15 a.m.	Networking Breakfast & Registration
8:15 a.m. - 8:30 a.m.	Opening Remarks Aaron Demerson , <i>President & CEO, Texas Economic Development Corporation</i> Adriana Cruz , <i>Executive Director, Office of the Governor, Texas Economic Development & Tourism Office</i> Arun Agarwal , <i>CEO, Nextt, Board Chair, TxEDC</i>
8:30 a.m. - 8:45 a.m.	Welcome Remarks Ross Perot, Jr. , <i>Chairman, Hillwood, A Perot Company</i> <i>Introduced by: Linda McMahon, CEO, Dallas Economic Development Corporation</i>
8:45 a.m. - 9:00 a.m.	Setting the Stage Tan Parker , <i>Texas State Senator, District 12</i> <i>Introduced by: Mike Rosa, Senior Vice President, Dallas Regional Chamber</i>
9:00 a.m. - 9:30 a.m.	Conversation with Nasdaq Moderator: Dr. Cortlan Wickliff, Esq. , <i>Associate Vice Provost, Academic Affairs & Strategic Initiatives, Rice University</i> Nelson Griggs , <i>President, Nasdaq</i> <i>Introduced by: Danielle Scheiner, Vice President, Regional Economic Development, Greater Houston Partnership</i>
9:30 a.m. - 10:00 a.m.	Conversation with the New York Stock Exchange Moderator: Ruth Hughes , <i>Partner, Kelly Hart & Hallman, Former Texas Secretary of State</i> Michael Harris , <i>Vice Chair & Global Head of Markets, New York Stock Exchange Group (NYSE)</i> <i>Introduced by: Adrian Cannady, President & CEO, Temple Economic Development Corporation, Board Treasurer, TxEDC</i>
10:00 a.m. - 10:30 a.m.	Conversation with the Texas Stock Exchange Moderator: Glenn Hamer , <i>President & CEO, Texas Association of Business</i> Jeb Hensarling , <i>Strategic Advisor, Texas Stock Exchange, Former Congressman & Chairman, U.S. House Financial Services Committee</i> <i>Introduced by: Roland Pena, Senior Vice President, Global Investment & Innovation, Opportunity Austin</i>
10:30 a.m. - 10:45 a.m.	Break
10:45 a.m. - 11:30 a.m.	Capital Roots & Texas Growth: The Role of Venture Capital & Private Equity in Texas Moderator: CS Freeland , <i>Executive Director, Texas Venture Alliance</i> Doug Deason , <i>President, Deason Capital Services & The Deason Foundation</i> Spencer Kaye , <i>Founder, Transform Investments</i> <i>Introduced by: Adam Gonzalez, President & CEO, COSTEP</i>
11:30 a.m. - 12:15 p.m.	Banking on Texas: Why Texas is the Future of Global Capital Moderator: Brint Ryan , <i>Founder, Chairman & CEO, Ryan, LLC</i> Phil Green , <i>Chairman & CEO, Frost Bank</i> Rob C. Holmes , <i>Chairman, President & CEO, Texas Capital</i> <i>Introduced by: Thomas Graham, President & CEO, Crosswind Media & Public Relations</i>
12:30 p.m. - 1:30 p.m.	Lunch - Sponsored by McKinney Economic Development Corporation TEXAS TAKEOVER: AMERICA'S NEW FINANCIAL HUB Fireside Chat Featuring Governor Greg Abbott Moderated by Glenn Hamer , <i>President & CEO, Texas Association of Business</i> <i>Remarks & Introduction by: Michael Kowski, President & CEO, McKinney Economic Development Corporation</i>



CONVERSATION TOPICS

9:00 a.m. - 9:30 a.m.

Conversation with Nasdaq

With Nasdaq's recent decision to establish a significant presence in Texas, the state's role in global finance continues to accelerate. Join Dr. Cortlan Wickliff, Esq., Associate Vice Provost of Academic Affairs & Strategic Initiatives at Rice University, for an insightful conversation with Nelson Griggs, President of Nasdaq. Together, they will explore the vision behind Nasdaq's expansion into Texas, the evolving dynamics of the capital markets, and how Texas' pro-business environment is attracting global financial players. This conversation offers a perspective on how Nasdaq is helping shape the future of finance, and why Texas is at the center of that transformation.

9:30 a.m. - 10:00 a.m.

Conversation with the New York Stock Exchange

As Texas continues to position itself as a rising force in global finance, the connection between Wall Street and the Lone Star State has never been more relevant. Join Ruth Hughs, Partner at Kelly Hart & Hallman & Former Texas Secretary of State, for an exclusive conversation with Michael Harris, Vice Chair & Global Head of Markets at the New York Stock Exchange. Together, they will discuss the evolving relationship between Texas and the world's largest stock exchange, market trends shaping the global economy, and how Texas' growing financial sector is intersecting with the future of capital markets.

10:00 a.m. - 10:30 a.m.

Conversation with the Texas Stock Exchange

The announcement of the Texas Stock Exchange (TXSE) has captured national attention and marked a bold step toward reshaping the financial landscape — not just in Texas, but across the country. In this exclusive conversation, Glenn Hamer, President & CEO of the Texas Association of Business, sits down with Jeb Hensarling, Strategic Advisor to the TXSE and Former Congressman & Chairman of the U.S. House Financial Services Committee, to discuss the vision behind this game-changing initiative. Hear firsthand how TXSE plans to create new opportunities for companies and investors, what it means for the future of capital markets, and why Texas is poised to become a global financial powerhouse.



PANEL TOPICS

10:45 a.m. - 11:30 a.m.

Capital Roots & Texas Growth: The Role of Venture Capital & Private Equity in Texas

Texas continues to emerge as a hub for innovation, entrepreneurship, and wealth creation, but what role do venture capital and family offices play in driving that momentum? In this forward-looking conversation, moderator CS Freeland, Executive Director of the Texas Venture Alliance, will moderate a discussion with Doug Deason, President of Deason Capital Services & The Deason Foundation, and Spencer Kaye, Founder of Transform Investments, as they explore how private capital is fueling business growth, supporting emerging companies, and shaping the future of the Texas economy. In addition, they will discuss current capital trends, regional investment strategies, and the unique advantages that make Texas an increasingly attractive destination for both institutional and private investment.

11:30 a.m. - 12:15 p.m.

Banking on Texas: Why Texas is the Future of Global Capital

Texas has quickly become a magnet for financial institutions, investors, and global capital, but what's fueling this rise, and what does it mean for the future of banking and finance? In this timely discussion, moderator Brint Ryan, Founder, Chairman & CEO, of Ryan, LLC, will lead a conversation with two of Texas' top financial leaders Phil Green, Chairman & CEO of Frost Bank, and Rob C. Holmes, Chairman, President & CEO of Texas Capital, as they explore the state's growing influence as a national and global financial hub. In addition, they will examine how the state's pro-business climate and regulatory environment are attracting capital, and what it means for companies and communities across the region. Together, they will shed light on why Texas is not just keeping pace, but setting the standard for the future of global finance.

OPENING REMARKS

8:15 a.m. - 8:30 a.m.



Aaron Demerson, *President & CEO*, Texas Economic Development Corporation

Aaron Demerson currently serves as the President and CEO of the Texas Economic Development Corporation (TxEDC). TxEDC is an independently funded and operated 501 (c) (3) organization that strategically partners and markets Texas both domestically and internationally as a premier business destination for companies looking to locate, relocate and/or expand their existing business footprint. Previously, Demerson served as the Commissioner Representing Employers for the Texas Workforce Commission, appointed by Governor Greg Abbott. In this role, Demerson advocated for over 660,000 Texas employers and over 3 million small businesses. President Demerson is devoted to supporting workforce, economic development and education efforts which he likes to call the “secret sauce” for success.



Adriana Cruz, *Executive Director*, Governor's Texas Economic Development & Tourism Office

Adriana Cruz was appointed by Governor Greg Abbott as Executive Director of his Texas Economic Development & Tourism Office (EDT), a trusted program within the Office of the Governor in October 2019. As Executive Director, Cruz provides leadership to the state's award-winning economic development efforts, promoting Texas as a premier global business location and travel destination. EDT works with economic development partners statewide to create new jobs and capital investment by attracting new businesses to the state, as well as supporting expanding Texas companies and entrepreneurs providing economic opportunities for all Texans. Cruz has more than 25 years of leadership experience in economic development, marketing, and international business. Prior to her appointment to lead EDT, Cruz was President of the Greater San Marcos Partnership, and the Vice President of Global Corporate Recruitment for the Austin Chamber of Commerce. Cruz holds a B.B.A. in Marketing from the University of Texas at Austin.



Arun Agarwal, *CEO*, Nextt, Chair, TxEDC

Arun Agarwal serves as the CEO of Nextt, a multifaceted conglomerate with interests spanning consumer goods, real estate, technology, and sports management. As the founder and Chairman of the National Cricket League, Arun emphasizes the power of sports as a unifying force, creating opportunities for all communities to come together. In addition to his contributions to industry and sports, Arun is an active public servant, leveraging his expertise in leadership roles to benefit his community and the nation. He serves as the Chairman of the Texas Economic Development Corporation Board, aiding the growth and prosperity of the State of Texas, and nationally, as the Chairman of the Indian American Leadership Coalition for Trump 47, where he played a key role in raising millions of dollars for President Donald J. Trump's historic Presidential victory.



WELCOME REMARKS

8:30 a.m. – 8:45 a.m.

Introduced by: Linda McMahon, CEO, Dallas Economic Development Corporation



Linda McMahon, CEO, Dallas Economic Development Corporation

Linda McMahon is the CEO of the Dallas Economic Development Corporation (Dallas EDC). Dallas EDC is responsible for marketing Dallas nationally and internationally. As an independent organization, the Dallas EDC was created to expand and strengthen the city's economic development growth by attracting significant business investments, fueling job creation, and ensuring long term economic advancement. Prior to joining Dallas EDC, Linda was the President and CEO of The Real Estate Council organization, which includes The Real Estate Council, TREC Community Investors, TREC PAC and TREC Special Events. Prior to leading TREC, Linda spent three decades in banking, including 15 years with JPMorgan Chase Bank leading the Southwest Region Community Development group. Ms. McMahon is a frequent speaker on issues related to economic development, neighborhood revitalization, and affordable housing. Throughout her career, McMahon has received numerous honors recognizing her professional work and her commitment to Dallas and Texas. Ms. McMahon was named to the 2025 Texas 100 by the Business Journals of Texas and received the Industry Service Award from the NTCAR Hall of Fame in April 2025.



Ross Perot, Jr., Chairman, Hillwood, A Perot Company

Ross Perot Jr. serves as Chairman of The Perot Companies, which manages the various Perot family interests that include real estate, oil and gas, and financial investments. Additionally, Mr. Perot is Chairman of Hillwood, a Texas-based, leading global real estate development company he founded in 1988. That same year, Mr. Perot developed Fort Worth Alliance Airport, the country's first industrial airport, through a unique public-private partnership. The airport now anchors AllianceTexas, a 27,000-acre master-planned, mixed-use community in North Texas. The area is home to the AllianceTexas Mobility Innovation Zone, an integrated testbed for both surface and air mobility technology to test, scale, and commercialize. Since its inception, AllianceTexas has become home to 590 companies, generating nearly \$130 billion in regional economic impact and creating more than 66,000 direct jobs. As an aviation enthusiast, Perot completed the first helicopter flight around the world in less than 30 days in 1982 and served as a pilot in the United States Air Force. Mr. Perot then became chairman of the Air Force Memorial Foundation, leading the 14-year effort to build the United States Air Force Memorial in Washington, D.C. Mr. Perot is co-founder of Perot Systems Corporation and served in various roles within the company including CEO, Chairman of the Board, and member of its Board of Directors. Perot Systems was acquired by Dell Inc. in 2009 at which time Mr. Perot joined their Board of Directors where he served until 2013. Mr. Perot currently serves as Chairman of the Board of Directors for the U.S. Chamber of Commerce and on the boards of the American Enterprise Institute (AEI) and the Hoover Institution and is a member of the American Academy of Arts and Sciences. He is also a Board Member Emeritus for Vanderbilt University, the Smithsonian National Air and Space Museum, and St. Mark's School of Texas.



SETTING THE STAGE

8:45 a.m. - 9:00 a.m.

Introduced by: Mike Rosa, Senior Vice President, Dallas Regional Chamber



Mike Rosa, Senior Vice President, Dallas Regional Chamber

Mike Rosa is Senior Vice President of Economic Development at the Dallas Regional Chamber (DRC), which has been recognized as National Chamber of the Year. Rosa leads critical relationships with regional allies, the State of Texas, the DRC's board and executive committee, and economic development investors. His team is responsible for economic development marketing and corporate recruitment and expansion to the Dallas Region. During his career, Rosa has engaged numerous corporate locations and expansions to the Dallas Region, including several headquarters projects such as AT&T, Comerica Bank, Fluor, Hilti North America, Kubota Tractor Corporation, Toyota Motor North America, McKesson, McLaren, Charles Schwab, and CBRE. Prior to joining the DRC, Rosa was a Senior Vice President with the Buxton Company, a Fort Worth-based consulting firm that selects locations for prominent national retailers and helps cities with retail-oriented economic development programs. Rosa spent 14 years with the Fort Worth Chamber of Commerce economic development department and was promoted to lead the team as Senior Vice President of Economic Development. In 2015, he served as Chair of the Texas Economic Development Council, the 800-member statewide organization for economic developers. He also provides leadership to the DFW Marketing Team, an association of economic developers that represent Dallas-Fort Worth area cities.



Tan Parker, Texas State Senator, District 12

A successful entrepreneur with decades of experience in private equity, venture capital, and technology who also serves on both public and private company boards, Senator Tan Parker knows firsthand the importance of fostering a pro-business environment that drives innovation, creates jobs, and keeps Texas competitive. As chair of the Texas Senate Republican Caucus, Senator Parker plays a pivotal role in uniting fellow legislators around policies that advance freedom, strengthen families, and keep Texas strong. As the majority leader, Senator Parker drives common-sense conservative policies that continue to shape principled governance for the people of Texas. He also had the rare distinction of being unanimously elected as chair of the House Republican Caucus when he served as a state representative. Senator Parker was elected to the Texas Senate in 2022, after previously serving in the Texas House for eight terms. As your senator for District 12, he is honored to serve in multiple leadership roles, including Vice Chair of both the Senate Committee on Criminal Justice and the Senate Committee on Veteran Affairs. He is also a member of the Senate Committees on Natural Resources, State Affairs, and Education, where his work focuses on protecting Texas' natural resources, advancing sound state policies, and strengthening education opportunities for every child. Appointed by Lt. Governor Dan Patrick, Senator Parker is also a presiding officer of the Sunset Advisory Commission, driving efficiency and accountability across state government. He is the co-chair of the Artificial Intelligence Advisory Council that is charged with shaping ethical standards and innovation in technology policy as well as a chair for the Texas UK Caucus, strengthening international economic ties. Senator Parker's legislative achievements reflect his commitment to policies that drive Texas' robust economy while also enhancing public safety and protecting vulnerable Texans, including combating child abuse, stopping human trafficking, and safeguarding medically fragile Texans. He created and co-authored Making Government Work with other leading conservative voices nationwide, highlighting accountability, effective governance, civil discourse, and innovative solutions from the states to build lasting prosperity for America.

CONVERSATION WITH NASDAQ

9:00 a.m. - 9:30 a.m.

Introduced by: Danielle Scheiner, Vice President, Regional Economic Development, Greater Houston Partnership



Moderator: Dr. Cortlan Wickliff, Esq., Associate Vice Provost, Academic Affairs & Strategic Initiatives, Rice University

Dr. Cortlan J. Wickliff, Esq. is an engineer and licensed attorney who specializes in growing companies. He holds a degree in Bioengineering from Rice University, a J.D. from Harvard Law School, and a Ph.D. in Engineering from Texas A&M University, where he researched methods for enhancing corporate compliance in technical research environments. His work as Assistant General Counsel for a Texas-based pharmaceutical company, Kalon Biotherapeutics, LLC, led to the growth of a public-private partnership that will build the largest concentration of pharmaceutical production in his region (Bryan/College Station's Biomedical Corridor). His contributions continued as he assisted Kalon in its acquisition by Fujifilm and then became the youngest member of Fujifilm's North American and South American legal teams, responsible for legal matters for over 20 Fujifilm subsidiaries in multiple countries. Dr. Wickliff's impact is further evident in his private legal practice, where he provides technical consulting and legal services (including IP, business, contract, and labor law) to companies ranging in size from start-ups to Fortune 500 organizations. Additionally, through his work with secondary, post-secondary, and adult education, he continues to ensure that there are qualified Texans ready to fill those new jobs. In addition to his private practice, Dr. Wickliff currently serves as Rice University's Associate Vice Provost of Academic Affairs & Strategic Initiatives. In this role, he leverages his expertise to negotiate corporate & interinstitutional partnerships, develop university governance, ensure compliance with relevant laws & regulatory agencies, and foster healthy strategic growth for the university.



Nelson Griggs, President, Nasdaq

Nelson Griggs is President of Nasdaq, leading Nasdaq's Capital Access Platforms division, which is comprised of Nasdaq's Data & Listings, Index, and Workflow & Insights businesses. In this capacity, he is responsible for leading a business that serves over 10,000 corporate clients and 5,000 investor clients across the investment management ecosystem. Nelson served as Executive Vice President of Nasdaq's Corporate Platforms business in his prior role. In this capacity, he oversaw new listings and capital markets, our governance and investor relations solutions business, and led global business development and relationship management with over 4,000 of our listed companies around the world. He served previously as Senior Vice President of New Listings and Capital Markets in the U.S. and Asia, attracting some of the highest-profile IPOs and transfers to Nasdaq. Since joining our company in 2001, he has held a range of leadership roles within Listing Services unit including: Senior Vice President, Listing Services, where he was responsible for our U.S. listings business and corporate solutions sales; and Head of Asia Pacific. Prior to joining Nasdaq, Nelson worked at Fidelity Investments and a San Francisco-based startup. He graduated from Denison University in Granville, OH.



CONVERSATION WITH THE NEW YORK STOCK EXCHANGE

9:30 a.m. - 10:00 a.m.

Introduced by: Adrian Cannady, President & CEO, Temple Economic Development Corporation, Board Treasurer, TxEDC



Moderator: Ruth Hughs, Partner, Kelly Hart & Hallman, Former Texas Secretary of State

Ruth Hughs is the managing partner of the Austin office and a Texas lobbyist at the law firm of Kelly Hart and Hallman. She holds the chair position in the firm's Public Law group, where her expertise aids businesses in navigating local and state government affairs. Ms. Hughs served as the 113th Secretary of State for the State of Texas, a role to which she was appointed by Governor Greg Abbott in 2019. During her tenure, she held crucial responsibilities, including serving as the State's Chief Election Officer, Chief International Protocol Officer, and the Governor's Chief Advisor and Liaison to Mexico and the border region. Prior to her role as Secretary of State, she held the position of Chair and Commissioner Representing Employers at the Texas Workforce Commission from 2015 to 2019. Her tenure there saw the initiation of impactful programs such as Operation Welcome Home (to aid transitioning veterans), We Hire Vets, Women's Business Conferences, Jobs Y'all, and others. Her prior experience also includes serving as Assistant Deputy for Civil Litigation and Director of Defense Civil Litigation where she had management oversight of the civil litigation divisions at the Attorney General's Office during then Attorney General Greg Abbott's tenure. Ms. Hughs currently chairs the Texas Science and Engineering Fair, sponsored by Exxon and the Texas Workforce Commission, hosted at A&M Engineering in College Station. She actively contributes to multiple boards, including UTEACH, the UT Center for Women in Law, the Greater Austin Chamber of Commerce, the Argentina-Texas Chamber of Commerce (ATCC), the State Highway 130 Advisory Board, and the Long Center Performing Arts Center Executive Board. In addition, Ms. Hughs holds the esteemed position of Honorary Consul of Spain in Central Texas. She has been named Texas Woman of Influence by the Seguin Area Chamber of Commerce, Great Woman of Texas by Fort Worth Business Press, Woman of Distinction by the Texas Association of Mexican American Chamber of Commerce (TAMACC), and was included in the Best Lawyers in America for Government Relations in the U.S. News & World Report.



Michael Harris, Vice Chair & Global Head of Markets, New York Stock Exchange Group (NYSE)

Michael Harris is the Vice Chair and Global Head of Capital Markets for NYSE Group, a part of Intercontinental Exchange, Inc. (NYSE: ICE). Harris is responsible for attracting the world's leading companies to list on the NYSE, the largest and most liquid trading venue. He leads a global team focused on driving dialogue and building strategic relationships with key stakeholders within the private company ecosystem including founders/CEO's, venture firms, private equity firms, advisory firms and market makers. Prior to joining the NYSE, Harris spent over four years at Citadel Securities as the Head of Capital Markets and Business Development, where he was responsible for building out corporate relationships and increasing Citadel's presence with financial sponsors, VCs, corporate clients and equity advisors. Earlier in his career, Harris served as Deputy Chief Investment Officer at the U.S. Treasury where he helped wind down remaining TARP investments. In addition, he served in a variety of senior investment banking and advisory roles at UBS and JPMorgan. Harris earned a BA in Economics and a BS in Social Policy from Northwestern University. He currently serves on the board of TriState Capital Bank, an independently chartered banking subsidiary of Raymond James, offering commercial, industrial and private banking solutions.

CONVERSATION WITH THE TEXAS STOCK EXCHANGE

10:00 a.m. - 10:30 a.m.

Introduced by: Roland Pena, Senior Vice President, Global Investment & Innovation, Opportunity Austin



Moderator: Glenn Hamer, President & CEO, Texas Association of Business

A torchbearer for the business community, Glenn Hamer has a proven track record for success. As President and CEO of the Texas Association of Business (TAB), Glenn has played a key role in advocating for policies that ensure Texas remains the best place for business in the galaxy. His leadership has driven significant wins in economic incentives, property tax relief, and regulatory consistency, all aimed at creating a business environment where companies of all sizes can thrive. In 2024, Glenn was recognized as a Power Player by the Austin Business Journal for his exceptional leadership and impact. In December 2024, Glenn was appointed by Governor Greg Abbott to co-chair the Governor's Small Business Freedom Council, where the council's efforts led to extraordinary wins for small businesses during the 89th legislative session. This work continues to strengthen Texas as the ultimate destination for small business growth. Glenn's focus on building global connections for Texas is evident through the establishment of TAB's international relations division, which works to strengthen relationships with Mexico, Canada, Israel, and other global partners. He also launched the Texas Freedom Litigation Center to further support and protect the business community in legal and regulatory matters. A passionate champion of innovation, Glenn is particularly focused on advancing Texas' leadership in AI, energy, and emerging technologies, knowing these sectors will be critical to the state's continued economic growth. He is committed to fostering an ecosystem that encourages collaboration, investment, and growth in these areas. Glenn has made it his mission to meet with more chambers of commerce than anyone on the planet and now aspires to be the first chamber executive to visit Mars. With a reputation for connecting businesses with policymakers, Glenn excels at advocating for the interests of Texas businesses while ensuring the state's business climate remains competitive and strong.



Jeb Hensarling, Strategic Advisor, Texas Stock Exchange, Former Congressman & Chairman, U.S. House Financial Services Committee

Congressman Jeb Hensarling served as Managing Director and Executive Vice Chairman of UBS Americas from 2019-23. In that role he advised the firm's senior leadership on geopolitical and public policy risks to various market sectors and the macroeconomy. Prior to joining UBS in 2019, Hensarling served in the U.S. Congress for eight terms, including three terms as Chairman of the powerful House Financial Services Committee which exercises jurisdiction over important areas of the nation's economy including banking, securities, fintech, crypto, insurance, housing, and monetary policy. During his congressional career Hensarling was chosen to serve in other key leadership positions including House Republican Conference Chairman, the fourth highest ranking position in Republican leadership, and Chairman of the Republican Study Committee, Congress' largest caucus. He also served as Co-Chairman of the Joint Select Committee on Deficit Reduction and was a member of the Congressional Oversight Panel for TARP, the \$700 billion troubled asset purchase program set up in the wake of the 2008 financial crisis. During his congressional tenure, the Wall Street Journal referred to Hensarling as, "[a driver] of economic policy in the House," and the LA Times called him, "a pivotal player in the GOP effort to reduce financial regulation in the Trump Era." Prior to serving in Congress, Hensarling had a varied career in business. He served as an officer of both Maverick Capital, a well-known hedge fund, and Green Mountain Energy, one of the nation's leading retailers of renewable energy. Additionally, he spent several years practicing both corporate and real estate law. Hensarling earned a BA in Economics from Texas A&M University and a JD from the University of Texas. He currently serves as a Senior Advisor to the Texas Stock Exchange and sits on the boards of Cox MediaGroup, Concord Servicing and Aero Design Labs and has previously served on the boards of Caliber Home Loans, IMCO Recycling and SIFMA, the trade association for the securities industry. He and his family live in Dallas where he is an active volunteer with the Dallas area Goodwill and Scouting America.

CAPITAL ROOTS & TEXAS GROWTH: THE ROLE OF VENTURE CAPITAL & PRIVATE EQUITY IN TEXAS

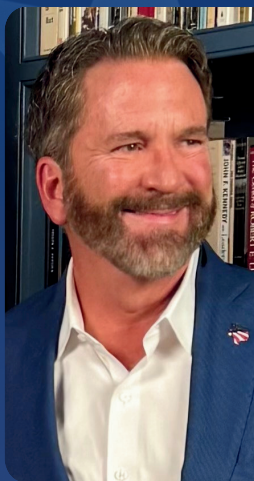
10:45 a.m. - 11:30 a.m.

Introduced by: Adam Gonzalez, President & CEO, COSTEP



Moderator: CS Freeland, Executive Director, Texas Venture Alliance

CS Freeland is the Executive Director of the Texas Venture Alliance, the largest startup & venture network in the state actively collaborating with 80+ organizations annually including: VCs, angel networks, family offices, universities, accelerators, incubators, chambers & economic development corporations, elected & appointed government officials, and more. She founded Texas' two sister signature experiences: the largest networking event in the state, the upcoming 4th Annual Texas Venture Fest, co-hosted in 30+ venues for 3,000+ investors & innovators as a simultaneous celebration of entrepreneurship across the state—and the upcoming 3rd Annual Texas Venture Gala & Forum, a high-powered, high-end awards dinner and daytime program spotlighting Texas excellence convening Texans from across the state. Before the Texas Venture Alliance, she cofounded the Austin Venture Association and served as the Founding Executive Director, where she accepted an "Organization of the Year" award from the Austin Asian Chamber of Commerce. For the past 15 years, CS has worked in highly innovative and multi-disciplinary roles, mostly in downtown Austin. She spent the majority of the last decade at Austin's first venture studio, an international startup accelerator, as well as a national and a global angel investor network.



Doug Deason, President, Deason Capital Services & The Deason Foundation

Doug Deason is President of The Deason Foundation and President of Deason Capital Services, the Deason family office, which has an AUM of approximately \$1.5 billion. DCS manages a diversified portfolio of public and private assets including a large portfolio of public equity and debt securities, hedge funds, private equity that includes direct and fund-based holdings, private debt, oil and gas, real estate, and other assets. Prior to joining DCS, Doug was CEO of Precept Builders, Inc., a nationwide commercial builder, from 1993 to 2009 and co-managing partner of Evergreen Realty Partners, a commercial and multifamily development company based in Dallas. He also previously served as CEO of Precept Business Services, a NASDAQ listed services firm (sold). He currently serves on the board of directors of Galaxy Digital (Nasdaq: GLXY), Great American Media (Chairman), Ryan LLC, and Park Cities Financial Group (parent of Dallas Capital Bank). He served as Finance Chair of the Dallas County Republican Party for four years and on the Executive Committee and as Membership Chair for the West Texas Chapter of the Young Presidents Organization.



Spencer Kaye, Founder, Transform Investments

Spencer is the founder of Transform Investments, a private investment firm and venture studio. Transform has invested in over 60 companies. Transform's venture studio has helped build several companies, writing the first check and taking operational roles in the businesses. The companies under Transform's umbrella are worth over 1B in enterprise value and are backed by firms such as Morgan Stanley, MUFG, Softbank, 8 VC, Tribe Capital, and individuals like Chamath Palihapitiya, Kendra Scott, and Scottie Scheffler. Spencer advises and oversees private investments for his family's second-generation business, Starfish Partners Financial that spans the executive recruiting space with over 100 offices across the world. Spencer is a venture partner at Tribe Capital, focused on harnessing data to deploy capital into N-of-1 companies. Spencer is active in the family office community and is a member of Spark, Enclave, Forge, and Post-Exit Founders. Spencer's philanthropic initiatives include operating the Kaye Foundation, serving as a board member of PAWS Central Texas, and being an active member of the Vatican Council for Inclusive Capitalism created by Pope Francis and Lynn Forester de Rothschild.

BANKING ON TEXAS: WHY TEXAS IS THE FUTURE OF GLOBAL CAPITAL

11:30 a.m. - 12:15 p.m.

Introduced by: Thomas Graham, President & CEO, Crosswind Media & Public Relations



Moderator: Brint Ryan, Founder, Chairman & CEO, Ryan, LLC

Brint Ryan is Founder, Chairman & CEO of Ryan, LLC, an award-winning global tax services and software provider, being the largest firm in the world dedicated exclusively to business taxes. With global headquarters in Dallas, Texas, the Firm provides an integrated suite of federal, state, local, and international tax services on a multijurisdictional basis, including tax recovery, consulting, advocacy, compliance, and technology services. Ryan is an 11-time recipient of the International Service Excellence Award from the Customer Service Institute of America (CSIA) for its commitment to world-class client service. Ryan was selected to the 2025 FORTUNE 100 Best Companies to Work For® list for the eighth consecutive year. Mr. Ryan previously served as Chairman and Treasurer of the Texas Association of Business and has been a member of its Executive Committee for over a decade. He is also a member of the Executive Committee of the Board of Directors for Texas Taxpayers and Research Association. Mr. Ryan also serves on several boards and organizations, including on the American Heart Association, The Texas Affiliate Board of Blue Cross Blue Shield, Dallas Citizens Council, George W. Bush Presidential Center, and United Way Metropolitan Dallas. He resides in Dallas with his wife, Amanda, and they are the proud parents of five daughters.



Phil Green, Chairman & CEO, Frost Bank

Phil Green serves as Chairman and Chief Executive Officer of Cullen/Frost Bankers, Inc., and Frost Bank. He joined the Cullen/Frost organization in July 1980 and served in a number of managerial positions in the Company's financial division before being named Chief Financial Officer in 1995, a position he held until 2015 when he was named President of Cullen/Frost. He became Chairman and CEO in 2016. During his tenure at Frost, the Company has become one of the nation's 50 largest banks and has increased its common stock dividend for 30 consecutive years. He launched expansion projects to double the number of locations in the Houston and Austin regions and triple the number of Dallas-area locations. At the same time, Frost has won numerous accolades for excellence and customer service, receiving the highest ranking in customer satisfaction in Texas in the J.D. Power U.S. Retail Banking Satisfaction Study for 15 consecutive years, and earning the most Greenwich Excellence Awards for service to business clients among banks nationwide for eight consecutive years.



Rob Holmes, Chairman, President & CEO, Texas Capital

Rob C. Holmes is Chairman of the Board of Directors and the President & Chief Executive Officer of Texas Capital and its parent company, Texas Capital Bancshares, Inc. (NASDAQ®: TCBI). Since joining Texas Capital in 2021, Mr. Holmes has led a comprehensive transformation of the firm, strengthening its balance sheet to achieve industry-leading capital levels, launching Texas Capital Securities to provide investment banking and trading capabilities, and delivering record tangible book value per share. Under his leadership, the company has diversified its revenue streams by achieving meaningful fee income growth through the full build of investment banking, treasury solutions and private banking capabilities. Tangible book value per share has grown 24% since 2020, while profitability, as measured by core return on average assets (ROAA), has improved by 41bps as of year-end 2024. These initiatives have positioned Texas Capital as a full-service financial services firm with enhanced resilience, a stronger competitive position and a foundation for sustainable growth.



TxEDC INVESTOR SUMMIT

TEXAS TAKEOVER:
AMERICA'S NEW FINANCIAL HUB
LUNCHEON
FIRESIDE CHAT



GREG ABBOTT
Governor of Texas



Moderator
GLENN HAMER
President & CEO
Texas Association of Business

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Remarks & Introduction by:

MICHAEL KOWSKI
President & CEO
McKinney Economic Development Corporation



GOVERNOR GREG ABBOTT

Named one of the 100 Most Influential People in the world by TIME in 2024, Governor Greg Abbott is building upon his record as a strong conservative leader who fights to preserve Texas values and ensure the Lone Star State remains the best place to live, work, and raise a family.

Governor Abbott's vision for an even stronger Texas is focused on creating more jobs and economic opportunity, educating the leaders of the next generation, protecting individual liberties, restoring parental rights in education, and securing the southern border.

Building a Stronger Texas

Since brave pioneers first settled the untamed Wild West, Texas has offered the freedom and opportunities that can be found nowhere else. Each year Governor Abbott has been in office, Texas has been the number one state for business in America. Texas is the headquarter of headquarters, home to 52 Fortune 500 companies. The \$2.6 trillion Texas economy is the 8th largest in the world. And as the number one state for tech exports, "Made in Texas" has never been a bigger brand.

But it's not just big business that succeeds in Texas. Our great state is home to more than 3 million small businesses that employ almost half of all working Texans. We are the number one state for jobs created by Black business owners, Hispanic women business owners, and veteran women business owners. In Texas, everyone can succeed.

To ensure that Texas remains a beacon of liberty, Governor Abbott has taken unprecedented steps to secure our southern border, including busing migrants to sanctuary cities like Washington, D.C., building the Texas border wall, declaring Mexican drug cartels as terrorist organizations, and, through his Operation Lone Star border security initiatives, seizing enough lethal doses of fentanyl to kill every man, woman, and child in the United States, Mexico, and Canada combined.

Governor Abbott has made the property tax reform a key focus of the 89th Legislative Session. In addition, Governor Abbott wants parents to be empowered to control their children's schooling, and to provide students with critical career training that can lead to high-paying, in-demand jobs. Last, he continues to fight to keep dangerous criminals behind bars, including members of violent Venezuelan gang Tren de Aragua.

Promises Made, Promises Kept

Throughout his time in office, Governor Abbott has achieved significant legislative victories to build a safer, freer, and more prosperous future for all Texans. That includes providing more funding for public education than any other Governor in Texas history, ensuring Texas leads the nation in the number of Tier One Research Universities, freeing Texans from the burdens of rising property taxes, and allocating \$5 billion to build out Texas' energy grid. The Governor has also been a staunch supporter of our brave law enforcement, signing a law that defunds any cities that defund their police. He has also protected the lives of the innocent unborn and increased healthcare services and access for all Texans.

A Wealth Of Experience

Re-elected to a third term in 2022, Governor Abbott is working tirelessly to build a stronger Texas. He was first elected as the 48th Governor of Texas in 2014. Before being elected Governor, he was the 50th and longest-serving Attorney General in Texas History. He also served as a Justice on the Supreme Court of Texas and as a State District Judge in Harris County.

Defined By Perseverance

Governor Abbott was born in Wichita Falls and raised in Duncanville. He graduated from the University of Texas at Austin and earned a law degree from Vanderbilt University. Shortly after law school, he was paralyzed by a falling tree while jogging. From his faith and family, he gained strength, recognizing "our lives are not defined by our challenges, but by how we respond to them."

Governor Abbott is married to Cecilia, a former teacher and principal, who is the first Hispanic First Lady of Texas. They have been married since 1981, and have one daughter, Audrey, who married her college sweetheart in 2025, and works in the finance industry. They are also the proud dog parents of three Golden Retrievers; Peaches, Pancake, and Honey Butter Chicken Biscuit.

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LONE STAR TIER 2



LONE STAR TIER 3



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LONE STAR TIER 4

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WOODFOREST NATIONAL BANK

WORKFORCE SOLUTIONS ALAMO

WORKFORCE SOLUTIONS
CAPITAL AREA

WORKFORCE SOLUTIONS FOR
TARRANT COUNTY

TEXAS FINANCIAL SERVICES INDUSTRY



Federal Reserve Bank of Dallas: Eleventh District
(Photo: Steve Lamkins, Jr.)

Texas Economic Development & Tourism Office | Office of the Governor

Texas is the financial services capital of America.

The Lone Star State has a long history of leadership in financial services, and continues to be a growing force in this sector. More than 100 years ago, Dallas was selected as the headquarters for the Federal Reserve Bank's Eleventh District for its well-developed financial hub and central location. The state has since maintained this leadership, attracting major operations for the world's largest financial services companies, as well as the most innovative start-ups in the field. Top financial services companies with corporate operations in the state include Charles Schwab, Merrill Lynch, Wells Fargo, Morgan Stanley, Goldman Sachs, UBS Financial Services, USAA and Fidelity Investments, among many others. Not to mention, J.P. Morgan has more employees in Texas than in New York. Texas is home to diverse industry segments with strong employment in financing, real estate lending and consumer finance.

With the historic announcement of the Texas Stock Exchange in 2024 and the selection of Texas as the location for Nasdaq's new regional headquarters in 2025, our state also recently celebrated the launch of NYSE Texas, a fully electronic equities exchange headquartered in Dallas. It's important to note that Texas is also the only state with our own Exchange-Traded Fund (ETF), launched by Texas Capital Bank. It is evident that the state's strength in financial services will only continue to grow as Texas increasingly becomes known as the new frontier for financial technology, data centers, cybersecurity and more.



STRONG AND GROWING WORKFORCE:

Texas provides a sizable financial services workforce, ranking #1 in the U.S. for total employment at more than 648,000—even surpassing New York. Employment has increased by 46% in the sector since 2010. Texas business schools at Rice University, Texas A&M University, The University of Texas at Austin, Southern Methodist University, Baylor University and more all rank among the top 100 business schools in the country, according to U.S. News & World Report.



Governor Greg Abbott celebrated the Texas Stock Exchange (TXSE) and the state's historic economic milestones during a press conference at the Governor's Mansion in Austin. (Photo: Texas Stock Exchange)



NEW FRONTIER FOR FINANCIAL

SERVICES: With plenty of room to grow, financial services companies operating in Texas are also choosing to expand

here. Finance and insurance firms announced more than \$137 million in new capital investment in 2024 alone. The amount of establishments has also increased 40% since 2010. In fact, the Lone Star State ranks #2 in the nation for establishments in the financial services sector, with more than 48,600 total firms.



GLOBAL FIRMS CHOOSE TEXAS:

Many companies continue to escape high-taxed and over-regulated states, and a large number of these businesses are moving to Texas to take advantage of one of the lowest tax burdens in the country, and lower operating, energy and land costs. Fortune 500 firms Charles Schwab and CBRE both relocated their headquarters to Texas in recent years. Additionally, Scotiabank, one of the largest banks in North America, recently announced a new major office in Dallas, creating more than 1,020 new jobs and more than \$60 million in capital investment.



A rendering of the data center campus for the first Stargate Project in Abilene. (Photo: Crusoe Energy/CoStar)



THE FUTURE OF FINTECH:

The state's emphasis on technology and innovation has created a burgeoning financial technology community. One key component to becoming a successful fintech hub is the Lone Star State's leading efforts in cybersecurity. San Antonio is home to the highest concentration of cyber and intelligence employees outside of the nation's capital. The University of Texas at San Antonio is recognized as a national leader in cybersecurity education and research—one of only ten institutions with three distinctions as a Center of Academic Excellence by the National Security Agency and the U.S. Department of Homeland Security.



TEXAS POWERS FINANCIAL TRANSACTIONS:

Texas is becoming the country's epicenter for financial transactions, due to our dominance in data center development. Texas data centers not only drive electronic trading, but unite consumers with businesses in an electronically connected world. Most notably, Texas was chosen for the Stargate Project—a \$500 billion AI data center development bringing between 10-20 data centers to an 895-acre campus in Abilene. The project is being led by SoftBank, OpenAI and Oracle and is expected to create thousands of jobs and boost the entire state's economy. Dallas-Fort Worth is also ranked #4 in the world for its data center market strength, according to Cushman & Wakefield's Global Data Center Market Comparison. Not to mention, Texas has already surpassed the existing dominant data center market in North Virginia for new construction.

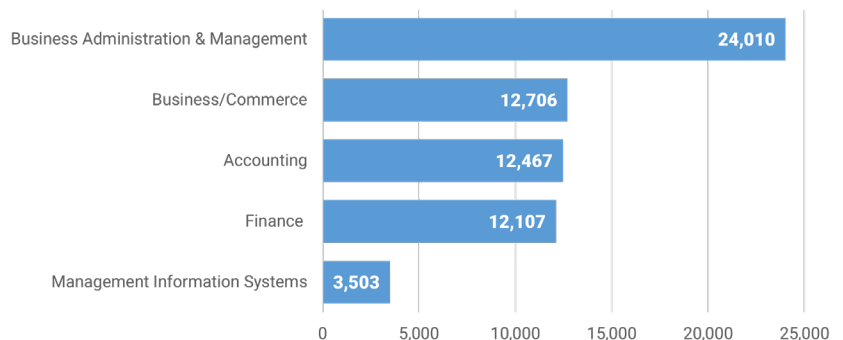
FINANCIAL SERVICES EMPLOYMENT IN TEXAS (2024)

Sector (Industry Code)	Firms	Employees
Depository Credit Intermediation (NAICS 5221)	8,286	190,328
Nondepository Credit Intermediation (NAICS 5222)	6,134	67,137
Activities Related to Credit Intermediation (NAICS 5223)	2,455	28,480
Securities and Commodity Contracts Intermediation and Brokerage (NAICS 5231)	3,644	38,868
Securities and Commodity Exchanges (NAICS 5232)	41	321
Other Financial Investment Activities (NAICS 5239)	9,284	51,072
Insurance Carriers (NAICS 5241)	2,524	127,998
Agencies, Brokerages & Other Insurance Related Activities (NAICS 5242)	15,603	141,815
Insurance and Employee Benefit Funds (NAICS 5251)	94	988
Other Investment Pools and Funds (NAICS 5259)	540	1,470
TOTAL	48,605	648,477

Source: Quarterly Census of Employment and Wages, U.S. Bureau of Labor Statistics

STUDENT ENROLLMENT IN RELATED MAJORS AT TEXAS FOUR-YEAR PUBLIC UNIVERSITIES (2024)

Source: The Higher Education Coordinating Board



OFFICE OF THE GOVERNOR TEXAS ECONOMIC DEVELOPMENT & TOURISM OFFICE

The Texas Economic Development & Tourism Office (EDT) serves as the state's leading economic development organization marketing Texas as the world's premier business investment destination. The division pursues business expansion and relocation prospects, with the goal of developing job creation and export opportunities for the Texas business community.

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13th Year in a Row
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Texas is the **gateway** to global trade for the nation



IF TEXAS WERE A NATION

IT WOULD BE THE **8TH** LARGEST ECONOMY IN THE WORLD

Leads nation in energy production, providing nearly one-fourth of the country's domestically produced energy



Texas **leads** the nation for jobs in financial services and is home to **3** stock exchanges



Our young, skilled, diverse and growing labor force is more than **15 million** strong



Top exporting state **23** years in a row

A **leading** state for aerospace, cybersecurity, financial services, manufacturing, startups, high tech, tourism, and other industries



More Texans are working than at any point in **Texas history**



Home to over **3 million** small businesses



Texas is **No. 1** in the nation for jobs added since January 2015



Home to **37** public four-year universities, seven public university systems and **50** community college districts

Top U.S. producer of both crude oil and natural gas



Leads **nation** for population growth past 20 years



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