

**TRADE AND INVESTMENT MISSION TO THE UNITED STATES OF AMERICA BY
THE HONOURABLE STUART AYRES MP
NSW MINISTER FOR TRADE, TOURISM, MAJOR EVENTS AND MINISTER FOR SPORT
17–25 FEBRUARY 2016
POST MISSION REPORT**

MISSION PURPOSE

The United States of America (USA) is a NSW Government priority market and has significant potential for continued growth in two-way trade and investment.

The Minister for Trade, Tourism and Major Events and Minister for Sport travelled to the USA from 17–25 February 2016 to promote trade and investment between NSW and the USA and to attend and participate in the MedTech stream of the inaugural Australia-United States Business Week (AUSBW).

The key objectives and desired outcomes of the Mission were to:

- participate in the inaugural AUSBW led by Austrade
- lead the MedTech program in Boston, demonstrating NSW's expertise in the MedTech sector
- promote NSW as an innovative ecosystem for Startups and the Fintech sector
- promote NSW exports to the USA
- attract foreign direct investment from the USA into NSW
- grow tourism from the USA to NSW
- deepen market understanding for the Minister
- develop productive government to government and business links
- seek the support of the Californian Government to reinvigorate the Sister State Agreement between NSW and California.

MISSION DESCRIPTION

Minister Ayres visited six cities: San Francisco, Sacramento, New York, Boston, Washington DC and Los Angeles, over nine days to promote trade and investment opportunities between NSW and the USA.

Minister Ayres also lead the MedTech component of the AUSBW program in Boston. The inaugural AUSBW was a major initiative by Austrade to increase Australia's business links with the world's largest economy.

MISSION BACKGROUND

The NSW International Engagement Strategy (2013) identifies 10 priority markets and aims to have high level annual visits to each of these markets to promote trade and investment. Regular engagement is central to the continued fostering of strong economic relationships with key markets. While the USA is a strong bilateral trading partner with NSW, there is potential for enhancement of these trading relationships.

The Mission to the USA was the first visit undertaken by a NSW Trade Minister in over two years.

The USA is a major driver of the global economy and a world leader in terms of international trade and investment, innovation and new technologies, research and development expenditure, stock market capitalisation and its share of large global corporations.

The USA is Australia's largest 2-way investment partner, providing over a quarter of the nation's foreign investment. In 2014-15, the USA was Australia's third-largest two-way trading partner in goods and services (after China and Japan). It is an important destination for merchandise exports, with NSW exporting 23% (\$2.9 billion) of the Australia's exports to the USA in 2014-15.

Key target sectors identified by Austrade are agribusiness and food science, digital technology, MedTech, resources and energy, and tourism.

USA Mission

During the mission, the Minister met with a range of government and business leaders to promote NSW's strong economy, openness to investment, skilled workforce and innovative business and research communities.

The Minister:

- met with a Californian State Senator and officials to discuss ongoing collaboration on water management, promote NSW expertise across a range of environmental challenges and seek support for a reinvention of the NSW-California Sister State Agreement
- met with executives from a range of startup firms, including Box, Robinhood, 500 Startups, Dropbox and ridesharing firm Lyft. The Minister observed the full spectrum of the startup ecosystem; from tiny firms going through the accelerator process, firms making first steps into international expansion to Australia and mature startups such as Salesforce
- promoted NSW defence industry capabilities to major US defence companies
- chaired a series of roundtables with financial technology firms and defence industry representatives to discuss developments in the sectors and to promote the strength of the NSW economy and NSW's capacity across the fintech and defence sectors
- undertook site visits to urban renewal projects and sporting and tourism facilities that provide insights for NSW planning in these areas
- met with key US MedTech companies, promoting NSW's advanced MedTech sector and led, at the invite of Austrade, the AUSBW's MedTech stream in Boston.

KEY OUTCOMES

1. Attracted US investment

The mission provided an opportunity to promote NSW's capabilities across a range of sectors to business leaders and to encourage investors to carefully consider NSW as an investment location. The Minister marketed NSW to USA companies as a strong investment environment by promoting the strengths of the NSW economy and the established economic, cultural and strategic links.

The mission focussed attention on attracting USA investment in the key sectors of:

- Professional and financial services
- Education and research and development
- Clean technology (including water resource management and energy)
- ICT (including cloud, financial technology and security)

- Defence

2. Promoted NSW exports to the US

Involvement in AUSBW allowed the Minister to promote opportunities for NSW companies to export to USA. The AUSBW MedTech program brought MedTech companies and investors together in a collegiate atmosphere. The Minister's leadership of this component of AUSBW ensured NSW companies were promoted and able to engage with their US counterparts and forge productive links.

Through a Defence Roundtable and a series of meetings with key US defence corporations, the Minister promoted NSW defence industry capabilities.

3. Promoted NSW as a leading innovation and fintech hub

Across key cities in the USA, the Minister met with startups and venture capitalists promoting Sydney as a leading innovation and fintech hub. The Minister was able to directly encourage businesses looking to expand overseas to consider NSW and those companies already operating in Australia to consider expanding their operations.

During the MedTech component of the AUSBW program the Minister had direct contact with executives from leading US MedTech corporations and was able to promote NSW's highly developed and sophisticated MedTech sector.

The Minister also expanded his appreciation of the startup ecosystem; from tiny firms going through the accelerator process, firms making first steps into international expansion to Australia and mature startups.

4. Further strengthened the NSW – California relationship

The Minister had a productive meeting with a senior Californian Senator. NSW and California will continue to collaborate on a range of environmental issues including water management where the Californian Government is already accessing NSW expertise. It was also agreed to commence a process to examine and reinvigorate the Sister State Agreement to ensure it remains relevant and facilitates expanded links across a range of key economic areas.

OFFICIAL DELEGATION

The Honourable Stuart Ayres MP
Minister for Trade, Tourism and Major Events and Minister for Sport

Accompanied by:

Mr Duncan Challen
Executive Director, International Trade and Investment, Department of Premier and Cabinet

Mr Michael Haynes
Policy Advisor, Office of the Hon Stuart Ayres MP

Based in San Francisco

Mr Laki Kondylas
Trade and Investment Commissioner, International Trade and Investment, Department of
Premier and Cabinet, San Francisco, USA

ESTIMATED COSTS AND DETAILS OF TRAVEL

Minister	The Honourable Stuart Ayres MP
Portfolio	Trade, Tourism, Major Events, Sport
Destinations(s) visited a) Countries b) Cities	a) United States of America b) San Francisco, Sacramento, New York, Boston, Washington, Los Angeles
Dates of travel a) Departure date b) Return date	a) Wednesday 17 February 2016 b) Thursday 25 February 2016 (LA time)
Number of official travel days	Nine days
Number of accompanying a) Minister's staff b) Government officials	a) 1 b) 1
Accompanied by spouse a) in an official capacity b) in a private capacity	a) N/A b) N/A
Costs	
Airfares a) Minister and Minister's staff b) Government officials	a) \$A17,728 b) \$A8,864
Accommodation (includes any meals/incidentals charged to room) a) Minister and Minister's staff b) Government officials	a) \$US4,679 (\$A6,502) b) \$US2,764 (\$A3,841)
Official hospitality a) Minister and Minister's staff b) Government officials	a) \$A6,632 b) Nil
Other expenses a) Official gift presentation b) Ground transport c) Meals and refreshments d) Interpreter e) Printing e) Other miscellaneous costs	a) Nil b) \$A6,997 c) \$A481 d) Nil e) \$A1,161 e) \$A3,346
TOTAL estimated travel cost	\$A55,552
Currency conversion rate	1AUD = 0.71958US Date of conversion 25 February 2016

Note: the above costings do not include accommodation and air travel costs for Mr Laki Kondylas, NSW Trade Commissioner who is based in San Francisco.

MEETING SCHEDULE

Date	Organisation	Purpose
17/02/2016	Californian Foundation on the Environment and the Economy (CFEE) <ul style="list-style-type: none"> • Mr Patrick Mason, CEO/President, CFEE • Ms Felicia Marcus, Chair, State Water Resources Control Board for the State of California • Mr Paul Wenger, President, California Farm Bureau Federation • Mr Tim Quinn, CEO, Association of California Water Agencies • Mr Jan Smutny Jones, CEO, Independent Energy Producers Association 	Discussed CFEE's findings and observations from the Water Study Tour to Australia in October 2015. Promoted the expertise of NSW in water reform, drought response, and technology. Identified opportunities for NSW businesses to export innovative solutions related to water management.
17/02/2016	Californian Governor's Office of Business & Economic Development <ul style="list-style-type: none"> • Ms Panorea Avdis, Director 	Discussed the NSW-California relationship and reinvigorating the Sister State Agreement between California and NSW.
17/02/2106	Californian Senate <ul style="list-style-type: none"> • Senator Kevin de Leon – President Pro-Tempore, Californian Senate 	Discussion on the NSW-California relationship and reinvigorating the Sister State Agreement between California and NSW.
17/02/2106	Australia-US Business Week (AUSBW) Reception and Dinner	Formal component of AUSBW program.
18/02/2106	Salesforce Executive Team <ul style="list-style-type: none"> • Mr Dean Smith, Strategic Account Director, NSW Government Salesforce.com • Mr Pablo Quintanilla, Head of Public Policy, Asia Pacific • Mr Alex Krasov, Senior Manager, Corporate Communications • Jamie Perlman, Vice President Development & International Expansion 	Discussion on expansion plans for Asia Pacific headquarters in Sydney.
18/02/16	Robinhood <ul style="list-style-type: none"> • Mr Vladimir Tenev, Co-founder • Mr Patrick Kavanagh, Head of International Expansion • Mr Miles Wellesley, Head of Business development 	Discussed plans to enter the Australian market and promote Sydney as fintech hub.
18/02/2016	Box <ul style="list-style-type: none"> • Mr Jamie Perlman, Vice President Development & International Expansion • Mr Evan Wittenberg, SVP People • Mr Mike Guertin, Account Executive, APAC 	Discussion to promote Sydney as location for a head office.
18/02/2016	500 Start-Ups <ul style="list-style-type: none"> • Mr Tristan Pollock, Entrepreneur in Residence • Ms Tara Graham, Business Development Director 	Promote Sydney to the No 2 Startup accelerator in the world for a Sydney micro-fund.
18/02/2016	Lyft <ul style="list-style-type: none"> • Mr Mike Masserman, Director, International Government Relations 	Discussion on Lyft's plans to enter the Sydney market.
18/02/2106	Venture Capital Roundtable <ul style="list-style-type: none"> • Mr Ash Fontana, Managing Director, Zetta Venture Partners • Mr Cameron Yuill, Founder and Managing Partner, Propeller • Ms Edith Yeung, Partner Mobile Collective, 500 Startups • Matthew Colford, Partner, Andreessen Horowitz • Mr Ben Heap, Founding Partner, H2 Ventures, Stone & Chalk • Mr Robert Anderson, Vice President, FTV Capital 	Highlight NSW pro-active support for entrepreneurs, foreign investment and growth of ideas.

18/02/2016	Austrade	Discussion on Minister's role during AUSBW's MedTech Stream
19/02/2016	UC Berkeley <ul style="list-style-type: none"> Mr Hank Weinberger, Assistant Director, Football Recruiting Mr Sonny Dykes, Head Football Coach Mr Chris Pezman, Associate Athletic Director of Facilities, Operations and Events Mr Ashwin Puri, Associate Athletic Director, Chief Revenue Officer Mr Zack Reed, Assistant Director, Football Operations Mr Sean Markus, Director, Equipment Wesley Mallette, Associate Athletics Director, Strategic Communications 	Promotion of College Football Sydney Cup to be played in Sydney, Aug 2016 and to build the relationship between the NSW Government and the University of California.
19/02/2016	Magnetic Resonance Conference <ul style="list-style-type: none"> Mr Roberta Kravitz, Executive Director, International Society for Magnetic Resonance in Medicine 	Promotion of NSW capabilities to support Sydney's bid for the event and the challenges and opportunities for the magnetic resonance sector in general.
19/02/2016	Dropbox <ul style="list-style-type: none"> Mr Kenneth de Spiegeleire, Head of Core Enterprise Sales Mr Alex Castellarnau, Head of Design Mr David Patterson, Product & Policy Communications 	Promotion of Sydney as Australia's leader in the innovation and digital technology space and discuss company's expansion plans in NSW.
19/02/2016	Jason Calacanis, Founder Launch Festival	Discussion on Sydney's proposal to host the LAUNCH Festival 2016 and 2017 and the next steps required for Sydney to secure the event.
20/02/2106	WeWork <ul style="list-style-type: none"> Mr John Lewis, VP Corporate Development, WeWork 	Discuss entry into Australian market and first premises in Sydney.
20/02/2016	Commonwealth Bank <ul style="list-style-type: none"> Mr Leon Allen, Managing Director, America's, Commonwealth Bank of Australia 	Discussion on the Commonwealth bank's activity and plans in US market.
20/02/2106	Fintech Roundtable <ul style="list-style-type: none"> Mr Leon Allen, Managing Director, Americas, Commonwealth Bank of Australia Mr Angus Champion de Crespigny, Senior Manager Fintech, Ernst & Young Mr Anil Aggarwal, Founder & Chairman & Mr Simran Rekhi Aggarwal, Co-founder, Money20/20 Ms Kathleen Breitman, Senior Strategy Associate, R3CEV Mr Michael Giles, Founder, Third Party Trade Ms Rebecca Fannin, Founder, Silicon Dragon Mr Shreyas Slater Chityala, Founder and Managing Partner, Elevate Innovation Partners Elizabeth Redman, Journalist, Business Spectator 	Introduction to key North American players in the fintech space with links to NSW and Australia. Discuss opportunities and barriers to doing business between the USA and NSW in the fintech sector. Reinforce NSW Government's commitment to being a leading fintech hub in APAC and globally.
20/02/2106	Money 20/20 <ul style="list-style-type: none"> Mr Anil Aggarwal, Founder & Chairman, Money 20/20 Mr Simran Rekhi Aggarwal, Co-founder, Money 20/20 	Promote Sydney as striving to be a leader in fintech in the Asia Pacific (APAC). Support the first Money20/20 Asia in Singapore in 2017, and discuss leveraging opportunities Encouraged a Money20/20 Asia conference to be held in Sydney in 2018 or 2019. Discussion on opportunities for a NSW Government and Money20/20 global partnership (Europe, Asia Pacific and the

		USA).
20/12/2016	<p>Hudson Yards</p> <ul style="list-style-type: none"> • Mr James Von Klemperer, President and Design Principal • Mr Forth Bagley, Director • Mr Kohn Pedersen Fox Associates (KPF) 	<p>Site visit and tour of Hudson Yards, a major urban development project in New York.</p> <p>Met with Mr James Von Klemperer, prior to his visit to Sydney for the Midtown Forum, February 2016 and to learn from the success of Hudson Yards, and determine how this could be applied to the Central/Redfern rail precinct planning.</p>
21/02/2106	<p>Consul-General in New York</p> <ul style="list-style-type: none"> • The Hon Nick Minchin, Consul-General in New York, Australian Consulate-General 	<p>Discussion on the Australia – US relationship business relationship and opportunities for NSW including new areas of engagement on the US east coast.</p> <p>Discussion on the Minister’s participation in the forthcoming MedTech stream of the AUSBW program.</p>
22-23/02/2016	AUSBW MedTech Stream - Boston	<p>Lead the AUSBW MedTech Stream in Boston.</p> <p>Deepened the understanding of the development of the medical technology sector in Boston.</p> <p>Profiled the strength of Brand Australia in the MedTech industry and the core competencies of Australian organisations.</p> <p>Connected with research organisations, investors and major multinational companies</p> <p>Profiled the strength of NSW in the MedTech industry.</p>
23/02/2016	<p>Mass Challenge</p> <ul style="list-style-type: none"> • Mr Mike LaRhette, President • Ms Sarah Trager, Global Partnerships Manager 	<p>Promoted NSW as Australia’s leading state for innovation and highlighted opportunities for startups in Sydney.</p> <p>Encouraged the establishment of Mass Challenge in Sydney in 2016.</p>
24/02/2016	<p>Australian Embassy</p> <ul style="list-style-type: none"> • Defence Staff 	Obtained a briefing on defence trade issues relevant to NSW and US.
24/02/2016	<p>Northrup Grumman</p> <ul style="list-style-type: none"> • Mr Steve Goldfein, Vice President of Business Development – Missions Systems Sector, Northrup Grumman Corporation • Mr Keith Weaver, Global Strategy & Mission Solutions, Northrup Grumman Corporation • Mr Michael Sawyer, Sector Manager, Industrial partnerships and Offset, Northrup Grumman Corporation • Mr Bob Gamache, Director, Special Mission Systems Business Unit, Northrup Grumman Corporation 	Discussed NSW defence opportunities and promoted NSW’s capabilities in the Defence sector with a major US defence prime.

24/02/2016	<p>Birdon</p> <ul style="list-style-type: none"> • Mr Jamie Bruce, CEO • Dr John White, Chairman 	<p>Discussion with a top 20 SME supplier to the Australian & US Defence industries to demonstrate support for their plans to expand to new markets.</p> <p>Explored their experience and challenges within the Australian market compared to the US market.</p> <p>Reinforced NSW government commitment and discuss trade and investment opportunities available.</p>
24/02/2106	<p>Par Government Systems Corporation</p> <ul style="list-style-type: none"> • Mr Steven Rizzi, Vice President, National Capital Region Operations 	<p>Explored issues that the business may be experiencing in the NSW market.</p> <p>Acknowledged and commended the group's continued interest in NSW and encouraged them to utilise the NSW Government team to facilitate their plans for expansion.</p> <p>Encouraged PAR to expand to APAC and utilise their Sydney office as their regional headquarters.</p>
24/02/2016	<p>Defence Roundtable:</p> <ul style="list-style-type: none"> • Ms Jennifer Duncan, Manager, U.S., Global Access Program, BAE Systems • Mr Jamie Bruce, Managing Director/President, • Mr Charles Scaperotto, Senior Director, International Operations & Policy, Government Operations, The Boeing Company • Ms Adele Langton, Vice President, North America, CMAX Advisory • Mr Alexander Berger, Director, Defence Materiel, Embassy of Australia • Mr Dan Fankhauser, Minister Counsellor, Defence Materiel, Embassy of Australia • Mr Steven Rizzi, Vice President, National Capital Region Operations, PAR Government Systems Corporation • Mr Brad Foreman, VP Business Development, Thales USA Inc • Mr Robert W. Schroder, Vice President, International Strategy and Operations, U.S Chamber of Commerce • Mr Christian Zur, Senior Director, Procurement Policy, Economic Policy Division, US Chamber of Commerce • Mr Phil Scarratt, Technical Director, Precision Framework 	<p>Profiled the strength of the NSW economy and its Defence sector credentials.</p> <p>Discussed trade and investment opportunities in NSW for key Defence companies.</p> <p>Facilitated a dialogue to understand what NSW companies are already supplying to the defence sector in the USA and opportunities where NSW companies can be further embedded into defence supply chains.</p> <p>Explored challenges for NSW businesses and identify areas where NSW Government can potentially provide additional support.</p>
24/02/2106	<p>Lockheed Martin</p> <ul style="list-style-type: none"> • Ms Nancy Ziuzin Schlegel, VP International Government Affairs • Mr Jacob F McMinn, Director, Global Supply Chain Program • Mr David Sutton, Director, Asia 	<p>Meeting:</p> <p>Promoted NSW's capabilities in the Defence sector with a key Defence prime undertaking work in Australia.</p>
25/02/2106	<p>US based DNSW staff and Australian Consul General in LA</p> <ul style="list-style-type: none"> • Ms Irene Morgan, Regional Manager, USA • Mr Adam Lubicz, Marketing Executive, USA • Ms Chelsey Martin, Consul-General in Los Angeles, Australian Consulate-General 	<p>Introduction of the NSW Minister for Tourism to the Regional Manager USA and the Marketing Executive of Destination NSW to gain a greater understanding of the USA tourism market to NSW</p>

		<p>and the opportunities for NSW.</p> <p>Discussion with the Consul General in LA focussing on the Australia-US relationship and opportunities.</p>
25/02/2016	<p>Fox Studios</p> <ul style="list-style-type: none"> • Ms Kate Marks, EVP – International Production, AUSFILM USA • Ms Kimberly L Cooper, EVP – Feature Production, Twentieth Century Fox • Mr Kevin J Logan, SVP – Production Tax Planning & Incentives, Fox Entertainment Group • Mr Hal H Haenel, President & General Manager, Twentieth Century Fox Studio Operations • Ms Jeaneane F Davey, Manager, Production Tax Planning & Incentives, Fox Entertainment Group 	<p>Meeting to discuss and understand film industry decision making such as how incentives and exchange rates influence location decisions.</p> <p>Promoted the NSW film industry particularly its world renowned technical expertise.</p>
25/02/2016	<p>NewEgg</p> <ul style="list-style-type: none"> • Mr Kunal Thakkar, Senior Vice President of Operations. Newegg Inc. 	<p>Discussion on progress with plans to open an office and warehouse in Sydney.</p> <p>Conducted a site visit to deepen understanding of the Automation Technology used in their warehouse.</p> <p>Encouraged Newegg to consider Western Sydney as an option to Sydney CBD to house their warehouse as cost of market entry is a key factor.</p>
25/02/2016	<p>Shoes of Prey</p> <ul style="list-style-type: none"> • Ms Jodie Fox, Founder , Shoes of Prey 	<p>Meeting with a NSW success story and discussed the company's expansion plans globally and US footprint.</p>
25/02/2016	<p>LA Live Site Visit</p> <ul style="list-style-type: none"> • Mr Bob Newman, President • Mr, Charles Steedman, COO 	<p>Visited a rejuvenated part of LA that has been converted into a world class integrated sport and entertainment precinct.</p> <p>Assessed whether there are lessons that can ensure Sydney has the world class venues.</p> <p>Promoted Sydney/NSW up as a major international sporting destination.</p>