



Good Things Happen Podcast

Episode 4_Geopolitics – Transcript

Jorian Murray ([00:12](#)):

In our ever connected world, a simple decision or action on the other side of the planet can have an outsized effect rippling across to the world through industries to impact our lives. For professionals in politics and finance, it's like an economic butterfly effect. The results of which need to be monitored cautiously and continuously to understand the bigger picture. At a global financial organization like Citi, they have teams working constantly to find out how markets across the world should respond to political rumblings, new legislation, and so much more. How do they do it? Why do they do it?

This is Good Things Happen, a podcast that brings together two bright informed minds to discuss a fascinating topic. And today we're talking geopolitics. Our guest are Candi Wolff, who heads up Citi's Global Government Affairs team in Washington, D.C. and Manolo Falco, who is the Global Head of Investment Banking at Citi, based here in London.

Hello. I'm your host Jorian Murray, and it's my job to help businesses tell better stories. Let's start by getting to know today's guests. Candi, let's start with you. Were you always destined for an office in the political nerve center of Washington, D.C.? Is this what you told your mother at an early age that you wanted to be a political expert?

Candi Wolff ([01:30](#)):

Uh, no, I didn't tell them I wanted to be a political expert. I said I wanted to be a lawyer. They thought that was a good option 'cause then I could sort of help with the small business that my father had. I did get a law degree in Washington, D.C., fell in love with politics and stopped offering any type of legal advice (laughs) to them in any capacity (laughs) of their small business - to which they remind me every day that they paid for my education. And I've given nothing back to them in the form of legal advice.

But I have engaged in politics. And I think ever since, probably a couple years after finishing law school, I worked for a firm in D.C. and then had the opportunity to go to Capitol Hill. And since then, I've never looked back.

Jorian Murray ([02:12](#)):

How about you Manolo? Were you always destined for a financial job or did you wanna be a racing car driver or a top chef?

Manolo Falco ([02:20](#)):

Definitely wanted to be a racing driver, but I wasn't gifted enough. So my story is, uh, is a bit similar but different. I actually finished university and wanted to work with my father. My father was a winemaker, a well known winemaker. And I had passions to help him build a company. And then I did ask my mother, they had divorced a long time ago and she put her hands on my head and said, "Are you completely crazy? Are you gonna ruin your life? Before you do that, please go and work for someone and learn something and then you'll be able to decide for yourself." And that's when I entered as an analyst in the banking industry and here I am.

Jorian Murray ([03:03](#)):

Candi, your turn, what is it you do? I said that you head up Citi's Global Government Affairs team, but let's break that down for someone like me. I understand the individual words, but when you bring them together, what do you do?

Candi Wolff ([03:16](#)):

Well, I'm chuckling because I get asked a lot of what you do. And sometimes I can't really explain what I do. Um, (laughs) there's some days you kind of wake up and you're like, "What's, what's in front of me?" So the Global Government Affairs team here at Citi is 53, 54 people strong. And I sort of say we have three component parts to our job. The first is to identify political trends, policy issues that impact the firm. The second is to create a strategy for advocating on those issues. Some of which are opportunities, some of which are playing defense. And the third is the political engagement and the interaction that's necessary to effectuate the strategy.

So from beginning to end, we're identifying policy issues that are created by governments or regulators that impact, in this case Citi, and how do you address those issues? And so it's the planning, it's the strategy and it's the engagement to attempt to address those policy issues that can impact what we do and how we do it.

Jorian Murray ([04:17](#)):

So your team of 50 plus is there to inform the bank so that the bank can inform clients. Manolo, you head up BCMA as it's called within the institutional team, what I would call the investment bank. You are very engaged in and very interested I know in global politics, how does that impact you in your job and how do you use the work that Candi does and others do?

Manolo Falco ([04:42](#)):

Well, I think, um, my job is fundamentally, you know, to serve our clients and to deliver Citi to our clients, either in the businesses I run directly like capital markets, corporate bank, or the M&A business, or basically cross sell all of Citi, you know, to our clients. As a result of that, politics, either local politics or global politics, are very relevant because all of our clients or the lion share of our clients are global companies and they are actually involved globally. And they actually bank Citi because we have a global presence in 90 plus countries and do business in 170.

So, obviously understanding local politics, global politics, regional politics and some of the trends around the world is fundamental. Not only to keep informed and to help our clients understand what's going on, but actually to take actual decisions that can go from expanding a business to hedging it and protecting it or to taking some strategic decisions around it.

Jorian Murray ([05:47](#)):

Today, the world of politics is changing before our eyes. We're not really gonna be discussing what's topical because it changes so quickly. What I'm really interested for our listeners is to understand how Citi goes about doing what it does and, and why it's so good at doing what it does.

So Candi, how do you embrace it? You say you've got a big team, but you know, give us an insight into your day. You wake up every morning with a particular news delivery and is there one that you can trust that, you know it's gonna give you objective insight?

Candi Wolff ([06:17](#)):

I think finding objective insight in the political world can be a bit challenging. So there's lots of news sources that you end up relying on to try to come up with what is the objective outcome and expected outcome. But we come into the office, and we've got a set of issues that we know we're working on. A lot of the issues are trends, right? What are the things that we have to track? And we identify what are those top geopolitical events that are occurring? And what are the trends? And how do those geopolitical events manifest themselves? What's the policy that's being driven by the government action?

Take where we're having this conversation today, Russia, Ukraine. What is the manifestation of those actions? Manifestation is sanctions. Understanding what those sanctions are, how they're being applied, when they were going to be applied, what are the trends? That's something that we're tracking. That's something that we engage them with the businesses and information is provided to clients.

We also look at just general trends around anti-globalization, you know, what is the anti-globalization trend that's been occurring in the different regions? How has that manifested itself with respect to trade, protectionism, you know, regulations? What are those risks that are out there? And once we've had them and we kind of see where they're identified question is, what do you do about them? And how do you respond to that?

And some of it's more direct. We can work on a particular regulation or restriction on data flow. Our life blood is the ability to move data across border. And governments in response to geopolitics are holding that data and nationalizing that data and making it harder to have flows. So what can we do about it? And we begin to implement policies and we work with trade associations. We work with ourselves and engage, and begin to talk to the governments about why those issues are challenges and see if we can find a smoother path if you will, for Citi. But at the same time, we're also talking to clients about what those trends are. And then Manolo can take that information. And with other advisors sort of help guide clients on similar trends that we're seeing that impact Citi.

Jorian Murray ([08:17](#)):

Manolo, I can see you nodding along. I'd love you to build on that from the client perspective, do they come to you wanting to hear all about this? Is it a two-way conversation? Are we learning from them? Are they learning from us?

Manolo Falco ([08:31](#)):

I've learned a lot of from Candi, you know, and her team, because it opened up this vision we have created after that, that it would be good not only to have Candi and her team plus research. You know, we have a great research department. And then we have country heading ea- each of the largest countries in the world where we get a lot of information. But to bring that idea of senior advisors too, that actually have been very good at that. So William Hague has run foreign office for the UK government for many years, or Rasmussen has run NATO, you know, and has been obviously prime minister of Denmark.

So the idea of having some of this very relevant people to bring an edge and actually tell our clients what they think may be happening and how would politicians look at certain of these issues is very, very relevant because then having Candi and obviously having her views that obviously affect a lot of how Citi runs its business. And then our own banker. And that combination is powerful. You know, and we think that in a way we have been a bit of a leader in this space and we have had more focus in saying

geopolitics are gonna be very relevant, partly because Citi is global. And obviously globality is the name of the game that our clients look for us.

But partly because as Candi is saying, I mean, the world is not getting easier. You know, I think since the financial crisis, this has not only been a question of the economy. It's a question around society, the future of democracy. And as a result of that, obviously everything that's going around now in geopolitics, and depending on where you are, how is that gonna affect you?

So all of that is very relevant for clients and we see them more and more now interested in this and, and actually thinking, what am I gonna do in the next 10 years? Where should I be in 10 years? Not in the next year or two, actually, this is a long term decision.

Candi Wolff ([10:30](#)):

Jorian, if I might add in here. There was a survey that Ernst & Young produces with CEOs. And the 2022 survey identified geopolitical tensions, trade conflicts, protectionism, and sanctions as a top risk that businesses are facing with respect to future business growth and that 55% of CEOs report geopolitical challenges are forcing them to adjust a strategic investment, 55%.

So to Manolo's point, politics are actually driving a lot of the business decisions now and forcing CEOs to confront these decisions or for boardrooms to have to address them as they think about the direction of companies.

Jorian Murray ([11:08](#)):

Waking up every day to the news, we've lurched in the last 10, 12 years from financial crisis to health crisis. And we have a political crisis that's on every news broadcast at the moment. Does the world feel more uncertain currently than it has in the last 50 years? Because I also read lots of reports that life is getting better. It's getting more certain. We're managing the world better. Candi, is this a particularly volatile time to be on this planet?

Candi Wolff ([11:35](#)):

Well, I think there's been a lot of change, right? And we're in the middle with that change driven in large part by technology. And technology impacts politics, just like all the other challenges that we've seen, business models, workforce, technologies change politics. We're yet to see if it's changed it for the better. (laughs). Certainly, I think we can argue that it's made things more challenging. And in the sense that 25 years ago, you didn't think about getting your media and your information from Twitter or looking at social media platforms and knowing that it was instantaneous in terms of whatever information was out there. And that there's no fact checking that's going on.

And so whether we're talking about the U.S. or we're talking Europe, anywhere, the information flow has shifted. And now there's all these different sources and people are getting it so quickly that politics is still trying to sort out in the political environment, how to manage that information and how to convey in a way that creates unity.

So I think we're still in this transition period. At some point we will come out of it. It's yet to be determined how we come out. But I do think it has sort of weakened the political infrastructure if you will. And if you kind of look and you say, "Who are the leaders today?" The U.S. has had its challenges in trying to step up to be a leader. You've got Europe, who's got some key leaders, but Germany has a new chancellor. France is going through an election. Boris Johnson has had his issues. So who's leading the world? And who's sort of that example?

And I think that's the challenge we're in today in the political environment. And the tension, whether it's with China or Russia, and is it more of an authoritarian leader who's supposed to be the image or are you trying to find a democracy in which leader there speaks for that image?

So I would say yes. I think the political environment today is certainly more challenged, but it's reflecting itself differently because of the way technology is used in the political environment.

Jorian Murray ([13:33](#)):

Manolo.

Manolo Falco ([13:33](#)):

I agree. And would even say that, um, the other thing that as a result of what Candi was saying has happened is, uh, the relevance of the corporate world is in the rise because talent is a factor. You know, and I think politics have suffered from a reduction in raw talent and the corporate world, and definitely the technology world, the, the new growth companies are a magnet of talent.

Now, having said that, you just have to look what's going on now to understand how important, how relevant politics are and why this is a cycle and we're in the middle of definitely a change and that will evolve. And that's why it is so relevant to understand what's happening and to really predict. The difference is, in my views, as I said, is short term versus long term. You know, many of the decisions we're talking are things that probably Candi or I will be doing something different because I mean, by the time that we know exactly what does the new China's strategy mean and how is that gonna affect Africa or South America or even Europe, uh, I mean, it's gonna take time.

You know, and what it is very clear is that there is a change and that change is evolving. And if there is a crisis, a financial crisis that will absolutely have a big effect on politics and on economy and as a result, corporate strategies, you know.

So what I do think is that today, if you're a CEO, you just have to know and have a view. And the beauty about geopolitics too, and about really many of the trends that Candi was talking about is it's difficult to predict them. And you just gotta have a very clear view of what you want to do and how you want to play it.

And I think post COVID, the world geopolitics and the corporate world are probably the closest they've ever been in terms of thinking on how you're gonna run your business and how you're gonna put your CapEx, how you're gonna basically run your value chain and really think about the growth and what are the places maybe where you actually want to just say, "No."

The other important thing is ESG, you know. So if you think about it, CEOs now have a lot of decisions that are very long term. They may not be in the job by the time you really know where they are, but they've gotta take decisions now, you know. So it's, uh, it's a very, very interesting time.

Jorian Murray ([16:05](#)):

I'd love to pick up on this observation about the explosion in information sources. I think it's fair to say that we all probably started our careers where we paid for information. There was an information department. Now, we are overwhelmed with sources of information. Candi, how, how, how have you responded to that in your lifetime of identifying the signal rather than the noise?

Candi Wolff ([16:27](#)):

That's the art, not the science I think here. And the benefit of having been in this role, or really just engaging in the political environment for as many years as I have, you see the ebbs and flows (laughs) and you try to pick up and have a way to interpret the information that you're getting.

I use the U.S. as an example, since I'm sitting here in Washington, D.C. There's always gonna be a bunch of noise, but I have to stay focused on is, what's the noise that matters? What are the voices that are the most relevant, (laughs) that are really driving the outcome? Not all the chatter that's on the outside, but if we're worried about what piece of legislation is gonna pass or what proposal the administration's putting forward, it really matters who's speaking and which leader, so sort of engaging.

So I think having that experience, having the knowledge and engagement of how the process works, ultimately can help guide for what noise to pay attention to and, and what to exclude. Because you can't take it all in and it would just be overwhelming. And in fact, half the day, I just shut the TV off because it's not gonna help me (laughs) figure out what's really coming next. Try to challenge and channel that information as much as you can.

Jorian Murray ([17:45](#)):

Manolo, you often talk about global and the globality of Citi. Does this give Citi an advantage to your clients? Do they have more respect? Do they value more the information that comes from Citi because of the perspective that Citi has?

Manolo Falco ([18:02](#)):

I think so. We have the three tiers of countries. You know, the largest where everyone is, the uh, second level, where depending on what part of the world you are that will be regional banks and then there's the ones that really Citi is in there and no one (laughs) else, you know. And that's very relevant for our business because many of the largest multinational actually give us the business partly because we are in all of this places where they can't rely on anyone else.

I think we have a unique thing, which is the fact that we have many people sitting on the ground everywhere. And many of us have been working for a long time for this firm. So we are very loyal and I think we know how to read things. So, yes.

Jorian Murray ([19:57](#)):

The whole phrase, geopolitics, in some ways isn't helpful because it's binding lots of things together. But hearing you both talking about local views, this isn't one world view of Citi. This is an aggregate of lots of opinions on the ground in, in Kiev, in Shanghai, in London, in Singapore. Is that right?

Manolo Falco ([20:16](#)):

Yes and no, I think yes, but then what Candi gets around how the U.S. looks at things that's global content because everyone is looking at the U.S. as the most powerful country on earth, you know. So there are things that Candi gives us every day that can be used in Africa, in Europe and Asia. But there's no doubt that I think things are going more local, you know. I mean, I think the world is going more local. So I do think that we are in the middle of an important change in the world without a doubt.

Jorian Murray ([20:50](#)):

Candi, you mentioned earlier about communication with governments. Is that a two-way thing? Are they interested to hear what Citi's view is because of your network?

Candi Wolff ([20:59](#)):

Some are, some aren't. It depends on who the government is, whether they wanna hear from us. But for the most part, yes. The big part of the engagement that we have and Manolo noted this with, with Gibbs and Greece. It was really clear that it was important to have a dialogue with the key governments, the key regulators. And making sure that we had as much information and that that flow was occurring, you know, in both directions.

And so since then, the CCOs, our country officers have engagement plans that aren't just the regulators, but you know, the finance minister, trade is so critical these days. (laughs). You know, anything with tech, it was, there's sort of a broader group of people that it's important to know in a government, various ministers, that aren't just your traditional finance minister.

And so we spend a lot of time helping to build out those global engagement plans. Help ensure that there's opportunities to kind of get to know and really build on those relationships because you wanna have the relationships before there's a crisis. And when there's a crisis, you wanna be able to provide info, and we become a trusted partner, in the same way that we're trusted partner with our clients. And, and the public public sector group would say, "You know, they're very trusted partner because they're supporting a lot of these governments." But just from a information sharing, opportunity and need, you know, we spend a lot of time engaging with our clients, which are the governments and being able to feed in information and build on, on those relationships.

Jorian Murray ([23:29](#)):

Considering, as we've alluded earlier, that barriers seem to be going up and countries seem to be turning in on themselves. Are global banks such as yourselves, even more influential in providing a world view? Is the influence of a bank even greater? And is that a good thing?

Manolo Falco ([23:46](#)):

Depends where you go, right? So first thing. Second thing as Candi was saying, relationships are important. Also, you've got people in certain countries that know how to do it, or obviously governments change and all that. But I would say that there is no doubt that governments are more interested than ever in understanding what the corporate world is up to and what is the opportunity. And at the same time, I think there's a lot more pressure these days on democracy and democratic countries than there is on other regimes.

Candi Wolff ([24:20](#)):

Jorian, I might echo a couple of comments that Manolo made around Citi as a trusted advisor to governments, something we have to work on as do all corporations. And I think what we've seen with various polls, if you will, the Edelman Trust Barometer talks about how the public sees businesses as more trusted than governments. But not all governments are gonna see business as being a trusted entity, right?

When you're sort of asking the beginning of the question, which is, are we more relevant? In some cases, yes. But large organizations, financial, tech are viewed with also some skepticism. And so finding that line and really being able to develop the relationships, you have to become more trusted, you know, is not just gonna be bestowed on us because we are global, it's gotta be earned.

And you earn it by showing that you can support governments and the things that are important to them and doing good in the world in ways that support their communities, dealing with wealth gap. You

know, the issues that is, that are underlying a lot of the challenges that drive the geopolitical tensions need to be viewed as being addressed and that we can be viewed, whether it's a Citi or any large global corporation as part of a solution rather than part of a problem.

And when you can get to that level, then that trust improves and then there's gonna be a greater reliance. But there's generally in some countries a healthy skepticism. The U.S. is a prime example. Big is not good. You're small, you're local, you're mainstream, we love you. You're, you're big, you're exporting jobs, you're offshoring, you're viewed in a more negative light. It's a constant challenge. (laughs).

Jorian Murray ([26:02](#)):

Somebody tuning in who might be considering a job in a global bank, or Wall Street might be surprised because you've used very few financial terms. And what we've been talking about is absolutely fascinating. Manolo, what would you say to someone who, who may have never considered joining a bank because they think it's for mathematicians or economists? Life in a bank is a lot more rounded than just profit and loss, isn't it?

Manolo Falco ([26:28](#)):

I have that conversation with my son that is 21 years old and he's at USC in California. And he's definitely not that interested in a bank until he went and worked for a startup over the summer. And he understood then that actually the financial side and really running a cashflow and all that is, is not a bad thing.

As my mother told me, it's a great advice. I mean, if you wanna start in a career, whatever you want to do, I think it's not a bad place to start in a bank and learn, you know. And I think it basically trains you for life. It gives you certain values, certain technical, financial principles. You are sitting around people that are reasonably smart. You definitely also hear from clients that are really very smart. And I think it's a good base for life. And then obviously then you can go and do different things. You can go and run a company. You can go and do a charity. You can run your own business or you can go and, and hike mountains, or like me stay and be a banker for a long time.

Jorian Murray ([27:35](#)):

(laughs).

Manolo Falco ([27:35](#)):

(laughs).

Jorian Murray ([27:35](#)):

Candi.

Candi Wolff ([27:39](#)):

So I am not a banker, and yet I work in a bank. I was never a banker. As I started this conversation, I was a lawyer by trade. But really I was interested in the intersection of public policy and business. I thrived on the politics and I worked in Washington in the public sector, either at the White House or in Capitol Hill for half my life.

And what you can take from that is that coming to a large bank means that all of the issues that I got to engage with and I saw from the public sector viewpoint, you address in a large financial institution like

Citi. The fact that we are as global as we are, the impact that geopolitics has on our business, on our clients, you get to work on all those issues. And every day, you wake up and something's a little different. It's what makes it exciting, what makes it challenging, and similar to my experience of being on Capitol Hill or in the administration.

And so I think I would say to anyone that was looking, even if you're interested in politics, look at a bank. (laughs). There's always a need to have people who are interested in the political environment, can assess a geopolitics and a real joy to work with such smart and great people in a global environment, and you can make a difference.

Jorian Murray ([28:55](#)):

And Manolo, you mentioned ESG earlier, let's build on that 'cause you can directly influence change in the world and sustainability and supporting clients. Talk to us a little bit about that.

Manolo Falco ([29:06](#)):

We are very focused on that, you know. I think Jane on her first day in the job already raised her hand and says that we were gonna comply with net zero in 2050. And I think we're one of the first banks also to set our targets for 2030. I just think that the world, uh, again, is, there's no way back. It is very, very clear that what's happening is different from what we've seen and that the new generation is very, very worried and that there is a technological solution. There is capital out there to source creativity and to find other ways. It's gonna take time and we have time, but we have to start moving.

And it feels good to be in a firm that cares for that. And that actually is one of the largest balance sheets in the world. And it's thinking about what we want to do and how we want to do it. And at the same time we are operating in every part of the world and not every part of the world thinks as I've just said. So we obviously deal with that and we'll find our balances.

The key for me and for us is transition. I mean, what is your transition plan? If you have a transition plan, that's, that's the key. We'll help you in that transition. We're not going away. We wanna help. But we do want the world to transition. And I think that as time goes by, we'll become more and more important, and not only for our clients, you know, but for society in general.

Jorian Murray ([30:35](#)):

You talk about transition, which is a great trail for our next podcast where we're gonna be talking about disruption, particularly disruption in a financial industry. Candi, you touched on this earlier, but disruption is here to stay, right? Is this something that you lean into? Is this something that if we look back on it, it's been a good thing?

Candi Wolff ([30:54](#)):

I'm a glass, mostly full (laughs) kind of person. So, I view any of the change as ultimately coming out more positive, but it's bumpy to kind of get through that process. And what we try to do in the roles that I have and Manolo has, it's help advise either Citi or a client on how to get through that disruption.

And we know that it can be really noisy. And I think for politics, you know, politics is conducted in a certain way with certain set of processes that people have always kind of applied. And now it's all getting jumbled. And so you're trying to figure out how do I ensure the integrity of the political system, the importance of democracy, and continue a lot of, sort of the fundamental governance issues while they're getting jumbled?

And I think it's a work in progress. It's still gonna take time. It's gonna, you know, be sometimes a difficult transition, but in the end I do think we'll be better for it because the people who are doing it are smart. And if the goal is right and the outcome is right, which is to provide a better life governance structure, political environment for all people, for every government, then you're gonna have a, a positive outcome. For those that don't, that's where it's more challenged. And that's where countries weigh in and put their thumb on the scale as to what's the best approach and the best way.

Jorian Murray ([32:17](#)):

Last word from you, Manolo, connected to disruption. You would've experienced a huge amount of it in your time. What are the big ones and do you come through them thinking actually life gets better, more progressive, or is it tiring?

Manolo Falco ([32:30](#)):

I think it's good. I think it's necessary. I think every business you are in, I think is suffering disruption. Banking is definitely one. So that should be a good podcast to, to listen to because there's no doubt (laughs) that there's a lot going on, but I think every industry is going through that. And then you have the convergence, you know, around some of these trends we were discussing before. People just want to do things in a different way. They want to get healthier. They don't want to eat meat. And they want to eat more vegetables. They want to think a lot more in the balance of life and work, uh, eight hours or six hours instead of 14 hours.

So I think all of these things are, they've moved the world. The world is just moving quicker. Everything's going faster. So we could probably see a whole life 50 years ago and what's happened in one year maybe it happened in 50, you know. But that's unstoppable. And uh, I think is bringing very good things. And Candi was saying, I think it's gonna be a lot about the corporate purpose and that companies actually play their role.

I have my discussions with my son and my daughters. And actually I tell them one of you has to be a politician. It's good to go and work for your country. It's good to try to save the world of all of these things and actually do something for what is important.

So I think times are not easy in politics. You know, as we said, I mean, the lost of talent. I would say that there's an evolution in talent too, and you just can't look at everything or you go crazy or everything. I say, you just gotta do it and have a strategy. And the world is gonna be full of opportunity. And I think the next five years are gonna be amazingly interesting, you know, there's gonna be a huge transition in many of these areas. So, I think a lot is coming and it's, it's gonna be fascinating, but if you don't feel disrupted, you've got a problem.

Jorian Murray ([34:27](#)):

That's a far better answer than my terrible question deserved. So I'm gonna ask you one more, Manolo, is Citi a culture that is good at dealing with disruption and embracing it? Is it a culture that leans into change? And has it done it well in your experience?

Manolo Falco ([34:41](#)):

I think we're learning, we've been very good at doing certain things that we've done for a long time and we've been good at them. But I do think that change has to come. We've gotta take what is working and



what is good, and many of the things we've discussed today. But actually the world is changing. And if you are not capable of changing, it's very difficult. You can advise your clients and serve your clients because they have to do it, but they're gonna go to those firms and those advisors and banks that actually can help them in that because that's the name. We know how to do it. I think there's a lot of focus on it. But there's a lot of work ahead.

Jorian Murray ([35:19](#)):

Candi, Manolo, thank you so much for joining us today. I've really enjoyed the conversation and I think our listeners will do too.

Candi Wolff ([35:26](#)):

Thank you for having us here. It's been a pleasure.

Manolo Falco ([35:28](#)):

Yes, it's been great, Jorian. Good to see you again and very interesting. And it's always good to be with Candi. You always learn something with that. (laughs). Thank you.

Speaker 4 ([35:39](#)):

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