January 19, 2017

Hearing to Consider the Anticipated Nomination of Steven Terner Mnuchin to be Secretary of the Treasury

Committee on Finance, United States Senate, One Hundred Fifteenth Congress, First Session

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UNITED STATES SENATE

COMMITTEE ON FINANCE

U.S. SENATOR ORRIN HATCH (R-UT), CHAIRMAN

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Hatch Statement at Finance Confirmation Hearing for Treasury Secretary

WASHINGTON – Senate Finance Committee Chairman Orrin Hatch (R-Utah) today delivered the following opening statement at a hearing to consider the nomination of Steven Mnuchin to head the U.S. Treasury Department:

Today we will discuss the nomination of Mr. Steven Mnuchin to serve as Secretary of Treasury for the incoming Trump Administration.

I want to officially welcome Mr. Mnuchin to the Finance Committee. I appreciate your willingness to appear before us here today and to serve in this important position.

The position of Treasury Secretary is among the most important in the Executive Branch.

The next Treasury Secretary will be tasked with advancing policies that will improve our nation's economic and fiscal outlook. The position oversees both the collection of taxes and the management of our debt.

In addition, as Congress works to reform our nation's tax code and fix our broken healthcare system, it is absolutely essential that we have a cooperative partner overseeing Treasury. That is, quite frankly, something that has been missing for the past eight years as the Obama Treasury has become increasingly opaque and non-responsive to inquiries and communications from Members of Congress.

So, as we consider Mr. Mnuchin's nomination, ensuring that both Congress and the incoming administration are committed to sharing information and communicating on policy will be among my top priorities.

And, in that regard, I believe the President-Elect has selected a nominee who will provide a clear channel of communication and be willing to work with Congress on these all-important efforts.

Another priority for me will be the advancement of pro-growth trade policies. While USTR is the principal agency for international trade policy, Treasury plays a key role in several important areas, including the development of international investment agreements and oversight of customs revenue functions.

As the new administration comes in, I want to make sure, first and foremost, that our trade policies do no harm. Proposals to, for example, impose unilateral import tariffs as a key tool of international economic policy need to be carefully evaluated to ensure they do not hurt us at home.

In addition, I want to make clear that any new trade agreements establish the highest standards for U.S. stakeholders, consistent with the Trade Promotion Authority statute enacted in 2015.

Finally, I expect you to engage in much better consultations with the committee regarding U.S. trade policies then we have had under President Obama.

I look forward to a productive conversation about these issues today and in the coming months.

Objectively speaking, I don't believe anyone can reasonably argue that Mr. Mnuchin is unqualified for the position.

He has three decades of experience working in the financial sector in a variety of capacities.

He has been a leader and a manager throughout his career, demonstrating an ability to make tough decisions and to be accountable.

And, he has a reputation for being a problem-solver and an excellent communicator. Indeed, we have heard from numerous organizations and associations in a wide variety of industries all expressing their admiration for Mr. Mnuchin and their support for his nomination.

Put simply, if the confirmation process focused mainly on the question of a nominee's qualifications, there would be little, if any, opposition to Mr. Mnuchin's nomination.

Unfortunately, that's not the world we're living in.

Today, we are in the midst of an unprecedented effort to stall and prevent confirmation on the cabinet nominations of an incoming President. It is disappointing that we've taken this turn in the Senate where the minority, openly and in so many words, is committed to obstructing nominees to positions across the board. In many cases, knowing full well that they cannot prevent outright the confirmation of nominees, my colleagues are content to unfairly, and in some cases maliciously, malign more or less every nominee before they can assume their *posts.*

With regard to Mr. Mnuchin's nomination, we've seen quite a bit of consternation over the process and the timing of hearings. We've heard demands that we convene additional panels of witnesses, a step that has no precedent in the modern history of this committee. There was even a "mock hearing" on this nomination yesterday, held outside of the committee, focused on issues that are essentially unrelated to the Mr. Mnuchin's qualifications.

Let me be clear: While my colleagues may believe that nominees in the incoming administration should be treated differently than those of any previous administration, on this committee, we have followed the same vetting and hearing process that has been in place for decades, applying to both Republicans and Democrats alike.

With regard to the substantive arguments being made in opposition to Mr. Mnuchin, I am hesitant to go into too much detail before giving the nominee a chance to refute any accusations that have been made.

That said, I do want to note a few simple facts.

First, no one has credibly alleged that any laws, regulations, or industry standards were violated by companies run by Mr. Mnuchin. On the contrary, speaking of the main set of allegations regarding the foreclosure practices of OneWest Bank, all independent evaluations of the company's actions have resulted in high marks. This includes reviews by the FDIC Inspector General and the Department of Treasury.

Second, any claims that Mr. Mnuchin's businesses contributed to the housing and foreclosure crisis that precipitated the financial collapse of 2008 are similarly lacking in merit. Mr. Mnuchin had no involvement in the mortgage market in the years leading up to the collapse. In fact, it is my understanding that, after purchasing IndyMac and all of its toxic mortgage assets, Mr. Mnuchin's company offered loan modifications to the vast majority of its delinquent borrowers and was one of the very first institutions to make offers to forgive portions of loan principal balances in order to REDUCE foreclosures.

To that point, Mr. Mnuchin is joined by a guest today: Ms. Faith Bautista, President and CEO of the National Asian American Coalition and head of the National Diversity Coalition. In those capacities, she worked with many homeowners to work out loan modifications with OneWest Bank. She is here today to support Mr. Mnuchin's nomination.

Finally, I'll just note that those making claims that Mr. Mnuchin's connection to the mortgage and banking industry is, on its own, disqualifying are conveniently forgetting that the current Treasury Secretary's tenure at a major Wall Street bank included overseeing business units that were sanctioned by the SEC and others for practices that harmed innocent investors. Yet, when his nomination came before the Senate, this connection to Wall Street and the financial crisis was deemed forgivable.

Like I said, I'll let Mr. Mnuchin defend himself from the specious lines of attack, which, given the lack of credibility in the accusations, shouldn't be too difficult for a man of his talents.

For now, I simply hope that we can have a fair and open discussion during the course of what will likely be a long hearing. And, I hope that, going forward, my colleagues will apply the same standards, both in terms of process and policy substance, that have applied to nominees in previous administrations.

Once again, I want to thank Mr. Mnuchin for being here today. I look forward to hearing his testimony.

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The United States Senate
COMMITTEE on FINANCE
U.S. SENATOR RON WYDEN (D-OREGON), RANKING MEMBER
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FOR IMMEDIATE RELEASE
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Wyden Remarks on Mnuchin Nomination for Treasury Secretary
As Prepared for Delivery

Aside from the president, there may be no individual with a tighter grasp on the levers of this country's economy than the Secretary of the Treasury. That's been true since the days of Alexander Hamilton.

When you read about the nominee for Treasury Secretary, given all the power that position holds, you hope not to see phrases like "foreclosure machine," "redlining," "offshore funds," and "predatory lending."

I'm sure today's hearing will cover a wide range of matters, whether it's Mr. Mnuchin's background and qualifications or the incoming administration's policy agenda. I'll start with a topic that cuts across all those matters: the truly disgusting inequity and abuse of America's tax laws.

The tax code today is a tale of two systems. For wage earners like cops and nurses, there are no special tax dodging strategies or loopholes. The rules that apply to them are firm and involuntary. Once or twice a month, their taxes come straight out of their paychecks, no cutting corners.

The rules are different for the powerful and well-connected. They have armies of lawyers and accountants at their disposal. With the right advice, the most fortunate individuals in this country can decide how much tax to pay and when to pay it.

Let's look at Mr. Mnuchin's history. There's no clearer example than Mr. Mnuchin's hedge fund setting up outposts in Anguilla and the Cayman Islands, an action that can be explained only by the islands' zero percent tax rate. It certainly wasn't for ease of commute or the infrastructure. In Mr. Mnuchin's case, millions of dollars in profits from Hollywood exports like the movie Avatar were funneled to an offshore web of entities and investors.

When Mr. Mnuchin's bank was up for a merger that had the potential to deliver a huge financial gain, a foundation he chaired reportedly used tax-exempt dollars to fund an astroturfing campaign pushing for the deal's approval. In the public comment period of a potential merger, this is the equivalent of stuffing the ballot box.

Mr. Mnuchin also operates seven personal trusts, including one known as a "dynasty trust" that will shield tens of millions of dollars from taxes. In my view, if you look back in our history, this nation was founded to reward merit, not to perpetuate dynasties.

Now, as a nominee for a cabinet position, Mr. Mnuchin could be in line for a special, elective, federal tax deferral on money made by selling stocks and bonds. That is the very definition of getting to pay what you want, when you want.

There's a common answer when these kinds of tax tricks come under a spotlight. It's said that the people who use them are just following the laws on the books, and that might be true.

The outrage in tax law is what's legal, and that every member of the Senate has allowed it to stay legal. In my view, this outrage will only change when taxpayers are no longer divided into two very different sets of tax rules.

That provides a segue into important policy questions. Setting aside Mr. Mnuchin's finances and background, the tax reform agenda already being advanced by the incoming administration would perpetuate – and in fact worsen – the unfairness in the tax code on the books today.

On the campaign trail, the president-elect delivered lots of tough talk about fixing the tax system. He said he alone could fix it because he'd spent a career using the system to his advantage. As for the details, the few tax reform position papers the president-elect's team put forward didn't get much attention outside the business pages.

But just after Mr. Mnuchin's nomination was announced, he laid down a clear and specific marker. I'll quote Mr. Mnuchin directly: "Any reductions we have in upper income taxes would be offset by less deductions, so there would be no absolute tax cut for the upper class..."

I'll repeat that last part, and for the sake of brevity, I'm going to start calling it the Mnuchin Rule: "...no absolute tax cut for the upper class..."

Let's take stock of what's already happening on Capitol Hill, even before inauguration day. The first major act of the unified Republican government, repealing the Affordable Care Act, would immediately violate the pledge of no tax cuts for the wealthy. Bottom line, the ACA repeal scheme that kicked off last week is a Trojan horse of tax breaks for the most fortunate. It's paid for by taking tax benefits for health insurance away from millions of working people.

Then it's back for round two later in the year, under an emerging Republican plan to fast-track an even bigger tax break for the wealthy. In my view, this is proof that the campaign promises about fixing the tax system were just an elaborate head fake. For example, the president-elect said he'd close the carried interest loophole, a favorite of investment fund managers, but his plan actually gives them a 25 percent tax cut. In fact, it slashes tax rates for corporations and the wealthy across the board at a cost of trillions of dollars. So it sounds like the Mnuchin Rule is already on the ropes.

What would the new administration's tax plan do for people of more modest incomes? Millions of working Americans, mostly single parents, would get hit with tax increases because they'd lose head of household status when they file.

If you wanted to write a tax plan that would push even more Americans out of the economic winner's circle, this is how you'd do it.

Given how central tax policy is to our jurisdiction, I hope the committee is able to discuss those issues today. But of course the Treasury Secretary and this committee handle a lot more than taxes, so there are other concerns that need to be raised. On a broad level, it's my view that Senators will have to make a judgement call about the sort of individual they believe should lead the Treasury Department.

Mr. Mnuchin's career began in trading the financial products that brought on the housing crash and the Great Recession. After nearly two decades at Goldman Sachs, he left in 2002 and joined a hedge fund. In 2004, he spun off a hedge fund of his own, Dune Capital. It was only a few lackluster years before Dune began to wind down its investments in 2008.

In early 2009, Mr. Mnuchin led a group of investors that purchased a bank called IndyMac, renaming it OneWest. OneWest was truly unique. While Mr. Mnuchin was CEO, the bank proved it could put more vulnerable people on the street faster than just about anybody else around.

While he was CEO, a OneWest vice president admitted in a court proceeding to "robo-signing" upward of 750 foreclosure documents a week. She spent less than 30 seconds on each, and in fact, she had shortened her signature to speed the process along. Investigations found that the bank frequently mishandled documents and skipped over reviewing them. All it took to plunge families into the nightmare of potentially losing their homes was 30 seconds of sloppy paperwork and a few haphazard signatures.

These kinds of tactics were in use between 2009 and 2014, a period during which the bank foreclosed on more than 35,000 homes. "Widow foreclosures" on reverse mortgages – OneWest did more of those than anybody else. The bank defends its record on loan modifications, but it was found guilty of an illegal practice known as "dual tracking." One bank department tells homeowners to stop making payments so they can pursue modification, while another department presses on and hurtles them into foreclosure anyway.

OneWest made only two loans to African American borrowers in 2014 and 2015, according to an analysis of federal data by the California Reinvestment Coalition. Just a fraction of its branches occupied storefronts in minority communities, and none were in predominantly African-American communities. But minorities still represented a disproportionately large share of the people booted out of their homes.

Under Mr. Mnuchin, OneWest churned out foreclosures like Chinese factories churned out Trump suits and ties. And with the combination of extreme foreclosure tactics and a bailout from the FDIC, OneWest became a rainmaker for Mr. Mnuchin and his fellow investors. At precisely the same time the foreclosure machine was running, OneWest funds were poured into glamorous investments in Hollywood.

In 2012, OneWest struck an agreement to loan hundreds of millions of dollars to a movie studio called Relativity Media. In 2014, while he was the CEO of OneWest's holding company, Mr. Mnuchin bought his own stake in Relativity. He took a seat in the boardroom and was appointed co-chairman. He even bought a private jet with Relativity's co-founder.

But the company quickly tanked. OneWest pulled out 50 million dollars, emptying several Relativity accounts, including one earmarked for guild expenses that included wages for contractors and tradesmen. Mr. Mnuchin bailed out just before the studio declared bankruptcy.

There have been press reports that the FBI has denied a Freedom of Information Act request concerning Relativity Media, on the ground that disclosure is likely to interfere with a pending law enforcement proceeding. I have read the FBI background report on Mr. Mnuchin, and I saw no discussion of any such enforcement action in the report. That may be entirely appropriate, but I would like to continue to work with the Chairman to find out what the enforcement proceedings cited in the FOIA denial are and how they relate to the nominee, if at all.

For Mr. Mnuchin, Relativity's failure wasn't much of a setback, considering the profits that OneWest's foreclosure machine was still pulling in. The purchase price of the bank in 2009 was less than 1.6 billion dollars. After five years of foreclosures and profits, it sold for 3.4 billion dollars to CIT Group.

Outside OneWest and Relativity, Mr. Mnuchin spent years as a director of the holding company that owned Sears, an iconic American brand. He served on the committee that watchdogged the Sears' employee pension fund. The record shows the plan was routinely mismanaged and underfunded.

Retirees recently saw their pensions cut, losing a monthly health care stipend that was enough to offset roughly a third of the premiums seniors pay for Medicare Part B. Sears has also shuttered hundreds of stores nationwide over the last few years, and recently announced another round of closures.

Once again showing his impressive capacity to advantage himself while others fell behind, Mr. Mnuchin joined a small group of investors that spun off the company's real estate into a separate trust. It was arguably the most valuable asset Sears had left. So as retirees watch their pensions shrink and Sears' remaining workers worry face an uncertain future, this small number of powerful individuals made out fine.

As I wrap up, I want to step back for just a moment to talk about the role of Secretary of the Treasury. The person who leads the Treasury Department has influence over Americans' paychecks and mortgages, the caliber of job opportunities they face, the safety and stability of the financial system that holds and invests their hard-earned dollars, and much more. They have the power to help reverse decades of yawning inequality that have hollowed out the middle class, dimmed the hopes of younger generations and left millions buried in debt.

The Treasury Secretary ought to be somebody who works on behalf of all Americans, including those who are still waiting for the economic recovery to show up in their communities. When I look at Mr. Mnuchin's background, it's a stretch to find evidence he'd be that kind of Treasury Secretary.

That said, Mr. Mnuchin, I appreciate your willingness to serve and answer questions before this committee, and I look forward to your testimony.

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TREASURY SECRETARY DESIGNEE STEVEN MNUCHIN
CONFIRMATION HEARING STATEMENT
JANUARY 19, 2017

Embargoed until 10:00am

Chairman Hatch, Ranking Member Wyden, and members of the Committee, it is an honor to appear before you today. I am grateful and humbled by President-elect Trump's nomination to serve as the Secretary of Treasury. It is truly an honor and a privilege to be considered for this position.

Thank you to all of the members I have already had an opportunity to meet with during this process. I enjoyed meeting you and learning more about the issues that are important to you. For those members that I didn't get a chance to meet with, if confirmed, I look forward to meeting with you, as well.

I would like to thank Chairman Hatch and his staff for taking so much time to work with me and support me through this process. In addition, I would like to introduce my fiancée, Louise Linton, and my children Emma, JP, and Dylan who are here with me today, and thank them for their unwavering support. I would like to introduce my brother, Alan Mnuchin and his wife Alessandra, and my father, Robert Mnuchin, who has always supported me, and taught me that hard work, determination, and the ability to bring people together can make anything possible. I would like to acknowledge my late mother, Elaine Terner Cooper, who was an inspiration to me. I would also like to acknowledge my grandparents, Emanuel and Mathilda Terner, who were also a tremendous influence in my life. My grandfather was a first generation American whose father emigrated from Europe. He truly embodied the American dream. He started out blowing glass bottles by hand and later built Midland Glass into one of the largest glass manufacturing companies in the United States, with five factories employing thousands of workers. My first job was in his factory when I was in high school. It was there that I first learned the importance of humility, hard work, and commitment.

PERSONAL BACKGROUND

For those of you that don't know my background—I studied Economics at Yale University. During the summers I worked at Salomon Brothers under the mentorship of Lew Ranieri and Mike Mortara, who started the mortgage backed securities market. I learned the importance of this market in providing ample and sound financing of housing for American families. At the age of 22, after graduating from Yale, I got a job at Goldman Sachs, where I spent the next 17 years. I started on a folding chair in the mortgage department. Nine years later, and after many sleepless nights, I was put in charge of Mortgages, U.S. Government Bonds, and Municipal Securities. Several years after that, I worked directly for future Secretary of the Treasury Hank Paulson as the firm's Chief Information Officer. In that role I oversaw 5,000 people and a one billion dollar budget. While at Goldman Sachs, I learned the importance of the financial markets in providing liquidity and capital to businesses, governments, and consumers.

A few years later, I decided to leave Goldman Sachs to build an investment business and worked briefly at ESL Investments before starting my own investment business, Dune Capital Management.

Throughout my career, my commitment was to my clients and shareholders, for whom I worked tirelessly to get the best results. Thirty years later, my commitment is now to the American people for whom I will work tirelessly by helping to grow our economy and create jobs.

INDYMAC

I'm eager to share with you why I believe I will serve well as America's next Secretary of the Treasury. But first I want to correct the record about my involvement with IndyMac Bank.

Since I was first nominated to serve as Treasury Secretary, I have been maligned as taking advantage of others' hardships in order to earn a buck. Nothing could be further from the truth.

During the summer of 2008, I saw the devastation that was caused by the housing crisis when I watched people line up to get their life savings out of IndyMac Bank. It was the middle of the financial crisis and despite the global panic, I saw a way to save the bank. I applied for a banking charter and submitted a bid to the FDIC for IndyMac. On December 31, just before midnight, we signed a binding agreement with the FDIC. They later confirmed that our bid was almost $1 billion dollars higher than the next best bid. We were willing to invest $1.6B into the costliest bank failure ever to the FDIC. We did this because we believed in our ability to rebuild and create a successful regional bank. We believed in recovery for the American economy.

Let me be clear: my group had nothing to do with the creation of the risky loans in the IndyMac loan portfolios. When we bought the bank, we assumed these bad loans which had been originated by previous management. Some of those individuals had to answer to federal authorities for their bad lending decisions.

We invested $1.6B of capital into a failing financial institution when most investors were running for the hills. We renamed the business OneWest Bank and saved thousands of jobs. We developed a prospering community banking franchise in southern California as most major banks were pulling back. Over the next year we bought two more struggling banks from the FDIC: First Federal of Santa Monica and LaJolla Bank, both through competitive bidding. Combined we had over 70 branches and had built a robust lending business, especially for small and medium-sized businesses. As Chairman of OneWest, I met with hundreds of business people from all walks of life who were seeking loans to grow their businesses and prosper.

Like many banks at that time, IndyMac, and its reverse mortgage division Financial Freedom, was unstable due to the large amount of distressed credit mortgages in its portfolios. When we bought IndyMac, these "legacy loans" were included in the purchase. The responsibility landed on me to clean up the mess that we inherited. We worked diligently to help hard working homeowners remain in their homes through modifications, wherever possible. Ultimately, OneWest extended over 100,000 loan modifications to delinquent borrowers to try and help them out of a bad situation.

I am proud of the fact that we continued with the loan modifications started at IndyMac under the leadership of the FDIC. However, the FDIC loan modification program did not work for everyone. When the FDIC took over IndyMac, they estimated that more than half of the foreclosures would not meet their test for a loan modification. And they demanded many policy conditions: extend assistance to sympathetic borrowers by establishing affordable and sustainable payments by borrowers, increase net present value of cash flows to the owner of the loan, and stabilize housing markets. My group had to adhere to servicing agreements which limited our ability to modify loans that could have helped borrowers.

In the press it has been said that I ran a "foreclosure machine." This is not true. On the contrary, I was committed to loan modifications intended to stop foreclosures. I ran a "Loan Modification Machine." Whenever we could do loan modifications we did them, but many times, the FDIC, FNMA, FHLMC, and bank trustees imposed strict rules governing the processing of these loans. I am proud to be able to say that our bank was able to modify over 100,000 loans thus allowing people the opportunity to remain in their homes. Unfortunately, not all of the homes could be saved through these programs, and despite my best efforts, some were sadly, subject to foreclosure.

So strong was my concern over this, in 2010, I instructed my lawyers to sue HSBC, as Trustee of the securitized loans, to allow us to do loan modifications on loans in Trusts they controlled. We won on summary judgment and were consequently allowed to provide more loan modifications and keep more American families in their homes

Similarly, in 2015, when HUD issued Mortgagee Letter 2015-11, I wrote to HUD and asked them to change the policy so that we would not be forced to foreclose on senior citizens who were behind only small amounts on taxes and insurance. I was so troubled by this that I discussed it with our primary regulator, the Office of the Comptroller of the Currency. Unfortunately, HUD did not see it my way, and we were forced to foreclose on senior citizens even when they only owed $1. Not complying with these HUD policies would have subjected the bank to penalties and losses from HUD.

Despite our inability to save every home from foreclosure, I am proud of the fact that OneWest Bank was the only one of 14 banks that was able to complete the independent foreclosure review that was conducted by the OCC. Every one of the 175,000 borrowers that were in the foreclosure process during 2009 and 2010 were able to pass an independent review of their loan. We had a very low error rate, and independent government reviews routinely showed that we had the most effective loan modification process of any bank.

If we had not bought IndyMac, the bank would likely have been broken up and sold in pieces to private investors, where the outcome for consumers could have been much bleaker.

Overall, I believe we helped many earnest and hard-working homeowners, many who were like my grandparents, stay in their homes and escape financial ruin.

My experience confirmed that we must identify and eliminate unwise and burdensome policies which contribute to the disastrous outcomes that came in the wake of the financial collapse.

Many Americans are continuing to suffer from the disastrous ripple effects of the 2008 crisis. Faithfully ensuring this does not happen again means supporting careful oversight of the financial system which prioritizes the needs of everyday Americans over the wishes of financial institutions or the federal government.

I have great empathy for the millions of hardworking American families who needlessly lost their homes because the system failed them. If confirmed as Treasury Secretary, I will work diligently and compassionately for the American people, so that we never endure anything like the meltdown of 2008 again.

TRUMP CAMPAIGN

I was deeply honored when Donald Trump asked me to join his campaign as Finance Chairman. I had the opportunity to travel with him and hear first-hand from hard-working Americans about their concerns for the American economy. Over the last year I visited over 50 cities in 26 states. I remember attending my first rally with him in Indianapolis. It was an unforgettable experience. As we arrived into a stadium packed with 20,000 people, I saw the excitement that people had for a Trump presidency. On our trip to Flint, Michigan, I went with the President-elect to visit the water treatment facilities and saw first-hand the crumbling pipes and the devastation caused by lead tainted water. We met with water engineers, and witnessed the impact it had on that community and the families that live there. On my travels with the President-elect, we heard the pained and heartbreaking stories of many Americans who had lost their jobs to workers in foreign countries. We heard the concerns of people and small businesses burdened by high taxes – these were people who were just trying to make ends meet. In my meetings with you over the last month you shared with me the concerns of your constituents, like farmers who worry about the death tax wiping out family farms, or workers who are nervous about whether their retirement accounts will be safe.

One of the greatest reasons I was drawn to President-elect Trump's campaign was that it was predicated on a commitment to stimulating prosperity for Americans of all backgrounds – whether they live in inner-city Detroit, or rural North Carolina, or the coal country of Ohio and West Virginia, or any place in between. I share the President-elect's goal to economically empower every citizen. We will not rest in our quest until it is a reality.

Among President-elect Trump's signature issues is reviving trade policies that put the American worker first. I will enforce these trade policies that keep and protect American jobs.

We will also make America the best place for companies to do business. Sensible regulation is a necessity for healthy markets. However, I saw first-hand how regulatory excess can inhibit lending by financial institutions, resulting in a lack of access to capital for small businesses and entrepreneurs. Ben Franklin once said, "The business of the American people is business." From our earliest days, we have always been a nation of strivers. American businesses are the greatest repository of ingenuity and entrepreneurial spirit in the world. We need to unleash that power to generate jobs and create abundance for Americans of all backgrounds. We will work diligently to limit regulations, lower taxes on hardworking Americans and small businesses, and get the engine of economic growth firing on all cylinders once again.

In this age of unprecedented online attacks, we must also be vigilant about cybersecurity. If confirmed, as Secretary of the Treasury, I will use my expertise in technology to protect Americans' information at the IRS and keep our financial architecture safe from malicious attacks.

I will use the Treasury Department's Office of Terrorism and Financial Intelligence to stop the financing of terrorism. I will partner with other federal agencies in our shared goal of allowing our financial markets to operate safely and keep our citizens secure in the knowledge that we are working for them – 24/7.

If I am confirmed as Treasury Secretary, I promise I will work hard with this Committee, all Members of Congress, and the Administration to put forth policies that will help American families reach and maintain prosperity.

We will Make America Great Again.

Thank you. I look forward to answering any questions the Committee may have.

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