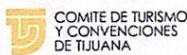


# MEMORANDUM OF UNDERSTANDING AND MUTUAL COOPERATION



In the city of Tijuana, Baja California, being today the 15th of June of the year twenty twenty two, the San Diego Regional Chamber of Commerce (SDRCC), represented by its President and CEO Mr. Jerry Sanders, the Economic and Industrial Development of Tijuana A.C. (DEITAC) represented by President Mr. Carlos Jaramillo, the Smart Border Coalition (SBC) represented by its Co-Chair, Mr. José Larroque, the San Diego Economic Development Corporation (SDEDC), represented by its Senior Vice President, Ms. Nika Clarke, the South County Economic Development Council (SCEDC) represented by its Board Member Mr. Flavio Olivieri, the San Diego Tourism Authority (SDTA) represented by its Chief Operating Officer, Ms. Kerri Verbeke Kapich, the Economic Development Council of Tijuana A.C (CDT) represented by its Advisor Mr. Roberto Lyle, the Tourism Committee, the Business Coordinating Council (CCE) represented by its President Mr. Fracisco Rubio, and the Tijuana Tourism and Conventions Bureau (COTUCO) represented by its President Mr. Arturo Gutiérrez, have agreed to enter into this agreement of understanding and cooperation in accordance with the following:

## DECLARATION

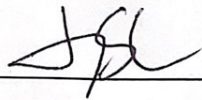
The San Diego Regional Chamber of Commerce, the Tijuana Economic and Industrial Development AC, the Smart Border Coalition, the San Diego Economic Development Corporation, the South County Economic Development Council, the San Diego Tourism Authority, the Tijuana Development Council AC, the Tijuana Tourism and Conventions Bureau, and the Business Coordinating Council of Tijuana pledge to work together to advance the San Diego and Tijuana region seeking the prosperity of the businesses from this area by generating and promoting economic and businesses opportunities on both sides of the international border, and strengthening the economy, quality of life, education and tourism factors that are key for the attraction of foreign direct investment to our binational region.

In consideration of the preceding declaration that expresses their mutual interest, the SDRCC, DEITAC, SBC, SDEDC, SCEDC, CDT, COTUCO, CCE and SDTA agree to:

- PROMOTE THE BINATIONAL REGION AS THE MAIN DESTINATION OF FOREIGN INVESTMENT
- STRENGTHEN THE BINATIONAL REGION AS A HUB FOR INNOVATION
- SUPPORT SHARED COMMUNICATION AND COLLECTIVE EVENTS
- RESOLVE INVESTMENT RESTRICTIONS AND ADVANCE PUBLIC POLICIES THAT BOOST OUR GLOBAL COMPETITIVENESS

- COLLABORATE ON OTHER EFFORTS THAT ARE CONSIDERED RELEVANT AT THE TIME

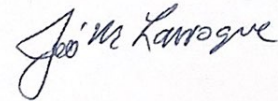
IN WITNESS OF THIS AGREEMENT OF UNDERSTANDING AND MUTUAL COOPERATION, WE THE RESPECTIVE AUTHORIZED OFFICERS ADD OUR SIGNATURES:



**Jerry Sanders**  
President & CEO  
SDRCC



**Carlos Jaramillo**  
President  
DEITAC



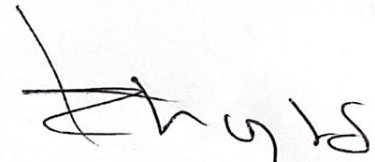
**José Larroque**  
Co-Chair  
SBC



**Nikia Clarke**  
Senior Vice President  
SDEDC

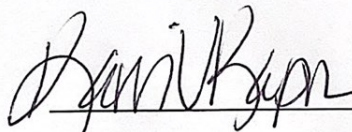


**Flavio Olivieri**  
Board Member  
SCEDC

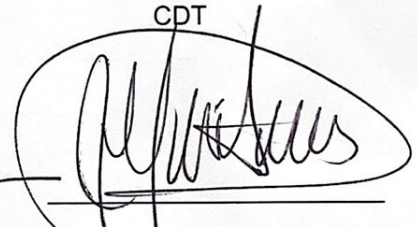


**Roberto Lyle**  
Advisor  
CDT

**Francisco Rubio**  
President  
CCE

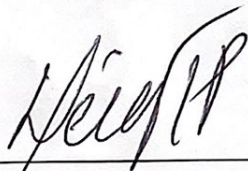


**Kerri Verbeke Kapich**  
Chief Operating Officer  
SDTA



**Arturo Gutiérrez**  
President  
COTUCO

WITNESSES



**David Pérez Tejada**  
Dir. Binational Affairs  
State of Baja California



**Ernesto Chávez**  
Dir. Binational Affairs  
City of Tijuana

## ACUERDO DE ENTENDIMIENTO Y COOPERACIÓN MUTUA



En la Ciudad de Tijuana, Baja California, siendo los 15 días del mes de junio del año dos mil veintidós, la Cámara Regional de Comercio de San Diego California (SDRCC), representado por su Presidente, el Sr. Jerry Sanders, el Desarrollo Económico e Industrial de Tijuana A.C. (DEITAC) representado por el Presidente, el Sr. Carlos Jaramillo, Smart Border Coalition (SBC) representado por su Presidente de Consejo, José Larroque, la San Diego Economic Development Corporation (SDEDC) representado por Vicepresidente, Nikia Clarke, la South County Economic Development Council (SCEDC) representado por su miembro del consejo Flavio Olivieri, el San Diego Tourism Authority (SDTA) representado por su Directora de Operaciones (COO) Kerri Verbeke Kapich, el Consejo de Desarrollo Económico de Tijuana A.C. (CDT) representado por su Consejero, Roberto Lyle, el Comité de Turismo, el Consejo Coordinador Empresarial (CCE) representado por su presidente Francisco Rubio, y Convenciones de Tijuana (COTUCO) representado por su Presidente, Arturo Gutiérrez, han convenido celebrar el presente Acuerdo de Entendimiento y Cooperación Mutua, de acuerdo con la siguiente:

### DECLARACIÓN

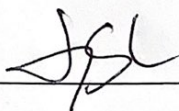
Considerando la voluntad que expresan la Cámara Regional de Comercio de San Diego, el Desarrollo Económico e Industrial de Tijuana A.C., el Smart Border Coalition, la San Diego Economic Development Corporation, el South County Economic Development Council, el San Diego Tourism Authority, el South County Economic Development Council, el Consejo de Desarrollo de Tijuana A.C., el Comité de Turismo y Convenciones de Tijuana, y el Consejo Coordinador Empresarial de Tijuana, se comprometen a colaborar estrechamente para fomentar y promover de forma unida a la región de San Diego y Tijuana buscando la prosperidad de los negocios asentados en esta zona al generar y promover la vinculación de oportunidades económicas y de negocio en ambos lados de la frontera internacional, los atractivos económicos, de calidad de vida, educativos y turísticos que son detonantes para la atracción de inversión extranjera directa a nuestra región binacional.

Se resuelve en consideración de la declaración que antecede y el mutuo interés aquí expresado por la SDRCC, DEITAC, SBC, SDEDC, SCEDC, CDT, COTUCO, CCE y SDTA los acuerdos:

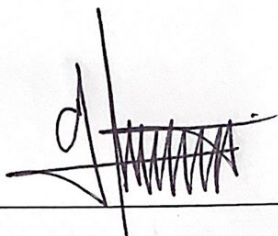
- PROMOVER LA REGIÓN BINACIONAL COMO PRINCIPAL DESTINO DE INVERSIÓN EXTRANJERA
- FORTALECER LA REGIÓN BINACIONAL COMO PLATAFORMA DE INNOVACIÓN
- GENERAR COMUNICACIÓN Y EVENTOS EN CONJUNTO

- RESOLVER INHIBIDORES DE INVERSIÓN Y PROMOVER POLÍTICAS PÚBLICAS QUE IMPULSEN NUESTRA COMPETITIVIDAD GLOBAL.
- COLABORAR EN OTROS ESFUERZOS QUE SE CONSIDEREN PERTINENTES EN SU MOMENTO.

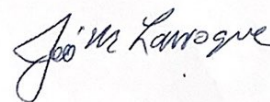
EN TESTIMONIO DE ESTE ACUERDO DE ENTENDIMIENTO Y COOPERACIÓN MUTUA NOSOTROS LOS QUE SUSCRIBIMOS ADHERIMOS NUESTRAS FIRMAS:



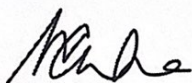
**Jerry Sanders**  
Presidente & CEO  
SDRCC



**Carlos Jaramillo**  
Presidente  
DEITAC



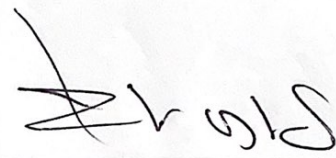
**José Larroque**  
Co-Presidente  
SBC



**Nikia Clarke**  
Vice Presidente  
SDEDC



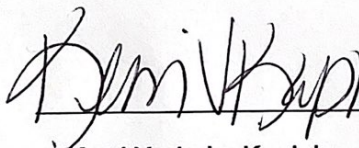
**Flavio Olivieri**  
Miembro del Consejo  
SCEDC



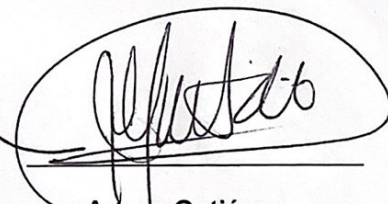
**Roberto Lyle**  
Consejero  
CDT



**Francisco Rubio**  
Presidente  
CCE

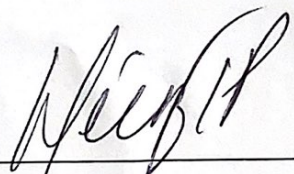


**Kerri Verbeke Kapich**  
Directora de Operaciones  
SDTA

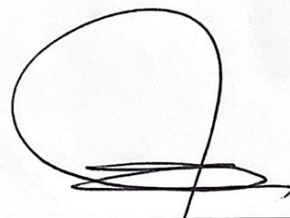


**Arturo Gutiérrez**  
Presidente  
COTUCO

**TESTIGOS**



**David Pérez Tejada**  
Dir. Asuntos Binacionales  
Estado de Baja California



**Ernesto Chavez**  
Dir. Asuntos Binacionales  
Ayuntamiento de Tijuana