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MEMORANDUM OF UNDERSTANDING BETWEEN AGSO, USDEC, AND NMPF

The Association of Cattle Ranchers of the Sierra and Oriente region, AGSO ("AGSO") of the Republic of Ecuador, the U.S. Dairy Export Council ("USDEC"), and the National Milk Producers Federation ("NMPF"), together the "**Parties**", have agreed to enter into this Memorandum of Understanding (the "**Memorandum**"), in consideration of the following:

BACKGROUND

The dairy industries of Ecuador and the United States take pride in being among the world's leading suppliers of healthy and nutritious dairy products. They help feed communities around the world while driving economic growth, providing countless positive benefits for their nations and industries.

The entities signing this Memorandum recognize the hard work of dairy producers and processors in both Ecuador and the United States who produce high-quality goods in an increasingly competitive market. Dairy consumption and production remain important priorities. The industries affiliated with the signing entities are continually modernizing to more efficiently meet growing consumer demand. They further recognize the importance of ensuring that their industries continue to support small and medium-sized dairy operations in both countries while working to increase productivity. Ecuador and the United States produce a wide range of healthy, safe, abundant, and delicious dairy products for consumer satisfaction.

In light of the foregoing, it is in the Parties' interest to undertake actions that benefit the growth of dairy consumption in both Ecuador and the United States.

AGREEMENTS

FIRST: The Parties enter into this Memorandum with the following General Objectives:

- Facilitate the exchange of knowledge and collaboration on matters of mutual interest to the Parties;
- Promote strategies aimed at increasing the consumption of dairy products in both Ecuador and the United States;
- Promote strategies aimed at increasing production, for pro-competitive purposes, throughout the dairy supply chain in both Ecuador and the United States;
- Jointly participate in forums for the exchange of knowledge and information on agriculture, sustainable food systems, nutrition, and other matters of mutual interest to the Parties;
- Promote the development of international standards and guidelines aimed at increasing the competitive capacity of the entire dairy supply chain of Ecuador and the United States in international markets;
- Facilitate trade between our nations for strategic trade growth that benefits the dairy industries of Ecuador and the United States, promoting trade facilitation, bearing in mind

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that the goal is to promote an increase in total dairy consumption, not a decrease in the number of milk producers;

- Defend common names and reject foreign efforts to monopolize common names such as parmesan, among others.

SECOND: The Parties enter into this Memorandum with the following Specific Objectives:

- Implement knowledge-transfer actions and jointly make use of information, nutrition research centers, and non-confidential data belonging to the Parties;
- Organize and hold events, seminars, conferences, and virtual exchanges that promote the transfer of knowledge and information on matters of mutual interest to the Parties;
- Exchange information that may be useful in furthering the above objectives;
- Make increased consumption of dairy products in Ecuador and the United States a fundamental pillar of cooperation, for the benefit of producers and consumers;
- Implement consumption campaigns to highlight the benefits of dairy for human diet and nutrition;
- Carry out communication and promotional activities aimed at boosting consumption throughout the dairy supply chain of Ecuador and the United States through various communication channels and digital media;
- Implement marketing activities and strategies aimed at promoting an increase in dairy product consumption levels in Ecuador and the United States;
- Defend the reputation and image of milk and other dairy products in Ecuador and the United States, rejecting the misuse of dairy terms for non-dairy-origin products;
- Make increasing production throughout the dairy supply chain of Ecuador and the United States, for pro-competitive purposes, a fundamental pillar of cooperation, and implement joint strategies and actions to that end;
- Promote innovation, research, and sustainable development projects, strategies, and actions for the entire dairy supply chain of Ecuador and the United States;
- Coordinate support in international forums such as, but not limited to, CODEX, FAO, WHO, and the United Nations;
- Support the Parties' aligned participation in international bodies, including all those that set policies affecting the dairy and agricultural sector;
- Promote the development of international standards and guidelines aimed at increasing the competitive capacity and production chain of the dairy industries of Ecuador and the United States in international markets;
- Monitor national and international policies that may affect the dairy supply chain of Ecuador and the United States;

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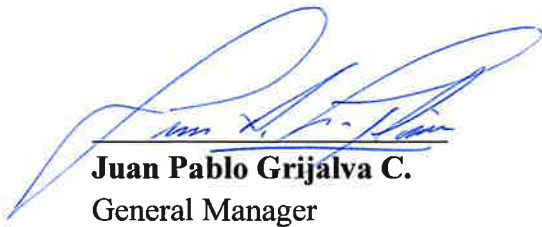
- Carry out activities aimed at trade facilitation and the elimination of trade or regulatory barriers not based on science that may affect the dairy supply chain of Ecuador and the United States; and,
- Work in a coordinated manner to defend common names such as parmesan and reject efforts by foreign countries seeking to restrict the use of these common names in Ecuador and the United States.

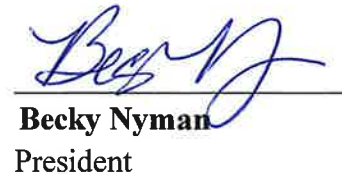
THIRD: This Memorandum becomes effective upon signature by the Parties and shall remain in force for a period of two (2) years from the date of signing. To carry out both the general and specific objectives, a specific agreement shall be executed, establishing the scope, responsibilities, resources, timelines, and particular objectives of each joint action.

In witness whereof, this Memorandum is signed in three (3) originals of identical content and validity on June 26, 2026, in Quito, Ecuador.

For AGSO

For USDEC,


Juan Pablo Grijalva C.
General Manager

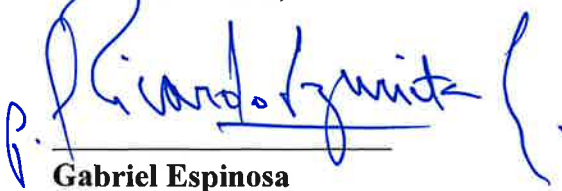

Becky Nyman
President

For NMPF,


JAIME CASTAÑEDA
Executive Vice President for Policy Development

Witnessed:


Krysta Harden
CEO & President, USDEC


Gabriel Espinosa
President, AGSO