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**Memorandum of Understanding
between
Hamburg Aviation e.V.
and
Chubu Aerospace Industrial Technology Center (C-ASTEC)
and
Greater Nagoya Initiative Center (GNIC)**

This Memorandum of Understanding (MOU) is entered into by and between Hamburg Aviation, Chubu Aerospace Industrial Technology Center (C-ASTEC) and Greater Nagoya Initiative Center (GNIC).

A PARTNERS

Hamburg Aviation is the aviation cluster for Hamburg Metropolitan Region – one of the world's most important locations in the civil aviation industry. In total, more than 40,000 highly qualified personnel are working here on the future of aviation.

Their core competencies cover the global system of air transportation and the complete life cycle of an aircraft, from design, manufacturing and completion to maintenance, repair and overhaul, and finally recycling. Altogether, this makes Hamburg the third-biggest site in civil aviation industry worldwide.

The two big players in this industry, Airbus and Lufthansa Technik, are joined by Hamburg Airport and more than 300 small and medium-sized enterprises, as well as a huge number of scientific and technological institutions and the city of Hamburg.

Companies, universities, associations, the economic authority and other partners joint Hamburg Aviation, a cluster dedicated to develop and promote the Metropolitan Region of Hamburg as one of the most important aviation location worldwide.

Chubu Aerospace Industrial Technology Center (C-ASTEC) is committed to comprehensively promoting projects related to the advancement of the aerospace industry and technology in the Chubu Region through collaboration between industry, academia, and governmental organizations.



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The Chubu Region is the largest aerospace production area in Japan, and is expected to help reinforcing the industrial infrastructure of Japan through the fostering of the aerospace industry and the sophistication of related industries.

C-ASTEC aims to form a global aerospace industry cluster in the Chubu Region, to achieve the amalgamation of the aerospace industry with other active industries, and to contribute to the development to the monozukuri (manufacturing) industry of the Chubu Region through:

- Research and study
- Collecting and providing information/diffusion and enlightenment
- Technological assistance
- Human resource development
- Cooperation and exchange with related organizations, both domestic and overseas
- Forming clusters and providing assistance in amalgamating the aerospace industry with other industries

Greater Nagoya Initiative Center (GNIC) is a joint organization of national government, local governments, industries and academia that has been created to promote foreign direct investment and alliance between overseas and Japanese companies.

GNIC intends to create new business chances and pursues realization of a world-leading creative economic society by enhancing volume of information emitted to outside worlds, inviting superb technologies, information, business model and creative people to the region and bilateral activities of promoting business outside of Japan.

B PURPOSE

In this context, Hamburg Aviation, C-ASTEC and GNIC, finding that fostering innovation and development of aviation is a common objective, agree to develop cooperation activities between the three networks.

Aiming at the creation of synergies between Hamburg Aviation, C-ASTEC and GNIC, as well as between cluster members, such cooperation should result in the setting-up of collaborative projects joining members from the aviation networks.

The object of the present MOU is to establish the basis and mechanisms of coordination and collaboration between Hamburg Aviation, C-ASTEC and GNIC to build capabilities within their members that may lead to the achievement of the objectives of their respective regions through the development and implementation of practices that foster the innovation.



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C ACTIVITIES

For the achievement of the specific goals, several projects can be carried out within a framework of cooperation between members of Hamburg Aviation, C-ASTEC and GNIC. The activities foreseen will cover the following focal points:

- Joint participation in meetings/conferences/workshops
- Common organization of Business to Business events
- Exchange of information about processes to support suppliers in their development
- Exchange of best practices about human resource capacity building

Aside from these core activities, other fields of action might be addressed at a later date, once the collaboration will be established further.

Especially the parties agree to start first activities of cooperation/pilot projects within the following fields:

- Cluster to Cluster
 - Mutual visits at the time of International aerospace exhibition, for example, Farnborough International Airshow 2016, Japan International Aerospace Exhibition 2016, Aircraft Interiors Expo 2016 in Hamburg and Aeromart Nagoya 2017.
 - Exchange of information about the activities of supply chain development and human resource development for the enhancement of cluster excellence.
- Business to Business
 - Exchange of member company profile and provision for cluster members and surrounding cluster.
 - *Interactive utilization of C-ASTEC's network and EACP's network
 - Publicity of international business events, exchange of information about the participant companies and support of corporate introduction.

D DURATION

This memorandum of understanding (MOU) will be valid from the date of signing until one of the parties notifies the other about the desire to end this MOU. The notification must be sent at least three months in advance.



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E STATUS OF THE AGREEMENT

It is recognized and accepted by the parties that this agreement does not generate rights, liabilities or obligations, which have binding effects in law, but the parties are expected to implement the agreement in good faith and justice.

IN WITNESS WHEREOF, the parties have created this MOU to be executed by their duly authorized representatives, at Paris on June 16, 2015, in three (3) originals.

A handwritten signature in blue ink, appearing to read 'Franz Josef Kirschfink', written over a horizontal line.

Hamburg Aviation
Dr. Franz Josef Kirschfink
Managing Director

A handwritten signature in blue ink, appearing to read 'Shinji Aoyama', written over a horizontal line.

C-ASTEC
Shinji Aoyama
Senior Managing Director

A handwritten signature in black ink, appearing to read 'Harald Gloy', written over a horizontal line.

Hamburg Aviation
Harald Gloy
Member of the Board,
International Affairs

A handwritten signature in black ink, appearing to read 'Fumio Kawaguchi', written over a horizontal line.

GNIC
Fumio Kawaguchi
Chairman