

Letter of Intent

Between parties:

Hamburg Aviation

Hamburg, Germany

And

Aéro Montréal

Montréal, Québec, Canada

This **LETTER OF INTENT** is made and entered into this 19th day of September, 2025 (the **Effective Date**)

BETWEEN:

Hamburg Aviation e.V., a not-for-profit organization (*legal definition*), duly authorized for the purposes hereof;
(Hereinafter referred to as "Hamburg Aviation")

AND:

Aéro Montréal, a corporation legally incorporated under Part III of the Companies Act having its head office at 380 Saint-Antoine West,
Suite 3120, Montreal, (Quebec) H2Y 3X7, acting and represented herein by Mrs. Mélanie Lussier, President, duly authorized for the purposes hereof;

(Hereinafter called "Aéro Montréal")

(Hereinafter the "Parties")

PREAMBLE

Aéro Montréal's mission is to bring together all the players in the aerospace sector around common objectives and concerted actions to increase cohesion and to optimize the competitiveness, growth and visibility of the aerospace cluster Québec, so that it remains an even greater source of wealth creation for Montreal, Quebec and Canada.

Hamburg Aviation's mission is to strengthen Hamburg's global reputation for excellence in aviation by uniting businesses, research, academia, and public policy. The focus is on securing the long-term economic success of the industry, driving its transformation toward a more sustainable future, and safeguarding high-quality jobs in the region.

WHEREAS:

- The Parties have signed Letters of Intent in 2008 and 2015;

- Hamburg Aviation has approached Aéro Montréal during the Paris Air Show 2025 to renew and deepen the bilateral collaboration;
- Aéro Montréal's member CRIAQ and Hamburg Aviation's member ZAL have signed a new memorandum of understanding during the Paris Air Show 2025 to continue their partnership and implement collaborative research projects. This agreement is considered complementary to the cluster-level collaboration;
- Both organizations have decided to engage in discussions to evaluate the feasibility of establishing renewed collaborations between their cluster members.

NOW THEREFORE PARTIES DECLARE THEIR INTENT AS FOLLOWS:

In the continuity and spirit of their important collaboration established for a number of years, both clusters agree, by the signing of the present to:

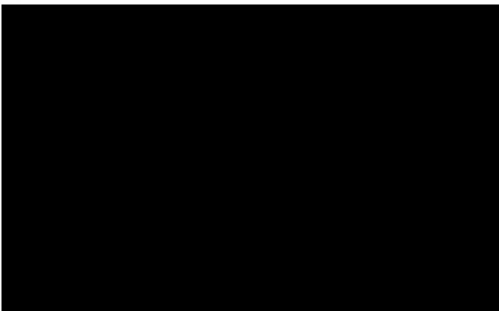
- As of September 19, 2025, to collaborate on the following topics:
 - Cabin interiors;
 - MRO;
 - Automation and advanced manufacturing;
 - Skills and workforce training;
 - Decarbonization;
 - Advanced Air Mobility and Autonomy.
- To gain an extensive insight into their respective networks and ecosystems, both clusters agree to promote a cluster-staff-exchange. This exchange will be organized in form of a mutual visit with the duration of three to four weeks in 2025 or 2026. During these exchanges, the employees will be introduced to the local network by conducting visits and interviews of the cluster members sites. The aim is to evaluate potential collaborations between cluster members and support the future collaborations that might be identified.
- To inspire the next generation of aviation professionals, both clusters will collaborate to engage high school and university students, fostering interest in aeronautics and aviation careers, for example by promoting student exchanges and internships.
- Both clusters agree to organize at least one delegation mission between September 2025 and December 2026. The Hamburg Aviation delegation to Montréal will take place during April 2026 with the aim to attend the International Aerospace Innovation Forum. The timeframe and occasion for the delegation of Aéro Montréal to Hamburg will be decided by the end of 2025.
- Germany will be the country of honour for the International Aerospace Innovation Forum 2026 organized by Aéro Montréal. Hamburg Aviation will be invited to contribute to the agenda of the forum, will be advised in advance of the thematic and topics and will be able to propose speakers and other contributors.

- Between September 2025 and December 2026, both clusters agree to have monthly virtual meetings to continue the exchange between clusters on a regular basis.

It is understood that the Parties shall be responsible for their own costs as incurred in operating under this Letter of Intent.

IN WITNESS WHEREOF, they have signed as follows, at Montréal, this September 19, 2025:

Aéro Montréal



Hamburg Aviation



Ralf Gust
Managing Director
Hamburg Aviation

Handwritten signature of Ralf Gust in blue ink.



**Letter of Intent between the
Chicago Police Department – Training & Support Group
and the Academy of Hamburg Police**

In the overall context of transatlantic partnership, the over 30 years lasting sister city partnership between the cities of Chicago and Hamburg and within the framework of the existing cooperation between the Police Departments of both cities, their educational and training institutions jointly decide to strengthen their cooperation with regard to a new annual staff exchange format on a regular basis.

This cooperation becomes even more relevant in a time of crisis and increasing uncertainty through military conflicts, international tensions, hybrid threats, societal polarisation, climate change and natural disasters.

The educational and training institutions concur that an exchange program could serve to build up new and deepen existing personal contacts, to foster the relations between their institutions and to enhance knowledge and expertise on innovative methods, relevant content and good practice on both sides.

In particular, both sides have come to the following understanding:

1. The exchange is addressed to the teaching staff of both education and training institutions. It will comprise particularly teachers, trainers, and instructors.
2. The areas of expertise are not pre-defined, but will be handled in an open and flexible manner.
3. Each participant will offer a teaching or training session (i.e. lecture, exercise, police training) at the partner institution according to the individual professional background.
4. The implementation is limited to one mutual exchange program annually with a duration of up to one week.
5. Each institution will send one teaching staff per exchange. Additional staff members may be added with the approval of the host agency.
6. Costs of airfare will be the responsibility of their respective agencies and/or individual teachers respectively trainers taking part in the exchange program.
7. The host agency will either offer accommodation itself or provide support in finding accommodation for the participants.
8. Teaching staff members taking part in the exchange will be paid per their home agencies policy and regulations.
9. Reports of the participants on their individual insights and experiences throughout their stay serve as a basis to share knowledge within their organisations, but also as a feedback in order to ensure the overall quality of the exchange program.

By signing this Letter of Intent, we jointly strive to intensify our trusting exchange and to carry out the outlined measures in 2026 and subsequent years.


Migdalia Bulnes

Deputy Chief - Training and Support Group


Dr. André Malick

Deputy Head of Academy