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Space2Waves

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D.3.1

Guidelines for international mission's organisations

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Summary

Space2Waves is implementing an internationalization strategy and plan to accelerate the Earth Observation (EO) technologies global deployment in Blue Growth and to support European SMEs competitiveness.

The project will provide to European SMEs using or creating EO technologies for Blue Growth, a tailored made programme to access to international markets in Australia, Canada, South Africa and the United Arab Emirates and to promote their economic growth.

For this purpose, a call for an expression of interest for European SMEs was launched on October 1st, 2020 and resulted in the selection of 30 SMEs with the ambition and competence to follow and get benefited from the internationalisation programme.

This document presents the rationale and guidelines for the organisation of the international missions by defining general rules and objectives that should be followed as well as highlighting the logistic aspects that shall be considered by SMEs during the missions.

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1. Introduction

1.1. OBJECTIVES OF THE MISSIONS

Four matchmaking missions are being organised in the pre-defined countries with cluster partners and the selected SMEs.

The main objectives of each mission are the following ones:

- Expand access by European businesses to international customers providing innovative products or services using satellite and EO technologies applied to different maritime markets;
- Develop the Blue Growth Sector for SMEs internationally;
- Support European SMEs growth and their competitiveness with introduction in new markets;
- Develop Business partnerships abroad with companies, business networks and/or other type of stakeholders.

Each mission will last from three to five days and will follow a predefined agenda, developed according to the participants domains of activity and their needs. For each mission, various activities will be implemented, such as B2B meetings with potential partners and/or clients, study visits in relevant infrastructures or/and companies, encounters with public institutions and/or other business organisations through networking events.

When possible, the missions will be organised next to major events or trade fairs on at least one of the Blue Growth sectors of interest in the target country, in order to maximise the impact of the mission and multiply the opportunities for business meetings.

Each cluster is responsible for the organisation of the mission in the specific country along with the selected (by the cluster) local subcontractor who will act as the mission facilitator.

Thanks to the launch of a call of interest, the following companies have been selected and distributed according to their market preferences:

AUSTRALIA/country leader PMM

6 SMEs

Alba Orbital (UK)
AurigaAero (UK)
Lstopografia (PT)
MOceanSense (PT)
Noveltis (FR)
3DEO NI (UK)

CANADA/country leader AV

8 SMEs

Bioceanor (FR)
Elittoral (SP)
Gisaia (FR)
I-sea (FR)
Riskaware Ltd. (UK)
Sammy (GR)
Skyline Partners (UK)
Rivages (Waves'n See) (FR)

SOUTH AFRICA/country leader MSE

5 SMEs

Alisée Geomatique (FR)
Aqass (UK)
Eurosoft (IT)
Geomatys (FR)
Vortex.io (FR)

UNITED ARAB EMIRATES/country leader DTA

11 SMEs

Action Air Environnement (FR)
Apphia (IT)
CMCC (IT)
Consortis (GR)
Digimat (IT)
Exact Earth (UK)
IMT (IT)
Novotech (IT)

Satlantis (SP)
Satsense Solutions (UK)
TechWorks (IE)

The European SMEs participating in the programme are expected to enter into Business Agreements with their international counterparts. A Business/Cooperation Agreement is a negotiated and usually legally enforceable understanding between two or more parties. It typically documents the give-and-take of a negotiated settlement.

The clusters will provide assistance to SMEs during the preparation of the Business/Cooperation Agreements by providing them agreement's templates as well as Non-Disclosure Agreements (if required prior the Business Agreement) and advices to build strong and viable relationships. As building strong business relationships takes a long time, the clusters will support SMEs beyond the project and will ensure the sustainability of the business actions undertaken during the missions.

Templates of a Business/Cooperation Agreement (BCA) and a Non-Disclosure Agreement (NDA) are attached in Annexes 2 and 3 respectively.

1.2. GLOBAL TIMELINE OF THE INTERNATIONALISATION PROGRAMME

The following steps are envisaged in the programme implementation:

- **Participation to tailored workshops** - Tailored training sessions for SMEs preparation will be designed and presented by an expert company in business internationalisation in the countries and markets targeted;
- **Participation to webinars of interest** – S2W partners have set up an activity entitled “Training +” that involves seminars/webinars from time to time on international topics and/or more country oriented to the countries of interest; these are open to all selected SMEs.
Indicatively already organised and upcoming seminars are the “Technology and data protection for SMEs - effective and agile business compliance structure” (12/02/2021) and the “What to know before starting internationalisation - How taking cultural differences into account matters” (09/03/2021). The “Training+” activities are designed in the context of the COVID which impacts the organisation of physical missions in a short term. These activities are firstly informative but are also prepared to create and reinforce the S2W community to the selected SMEs;
- **Individual consulting on specific needs** - An additional support from the expert company in business internationalisation to each SME will be provided with individual meetings (video conf, phone calls); these meetings will be an opportunity to answer more specific questions from SMEs, based on their real individual needs (business, marketing, market intelligence, etc.) arising from the training session; 4 hours are foreseen for each SME;
- **Business missions** in the selected countries - The cluster acting as country leader along with the selected local subcontractor will organise the agenda of the mission, the meetings, the B2B matchmaking and the logistics; travel and accommodation will be organised by the SMEs themselves. Up to 1250€ will be reimbursed to SMEs after the mission and after presentation of invoices.

Missions are foreseen to take place from September 2021 to May 2022. Due to the COVID-19 situation, there are on-going discussions about dates and the format of the mission. If a mission cannot be undertaken, virtual B2B meetings will be organized for each SME involved in the programme;

- **Maturity assessment** - SMEs selected to participate to the internationalisation programme, both in the preparation phase and in the matchmaking missions, will be subject to a maturity assessment. It is a diagnostic done during the preparation phase, and after the matchmaking missions. The aim is to know how companies develop towards new markets in third countries. Each SME will complete a specific questionnaire measuring its self-assessment;
- **Monitoring phase and sustainability** - At the end of the project, each SME will leave the program with a report presenting its tailored implementation plan to accelerate its internationalisation after the first steps done during the Space2Waves project. Partners will help SMEs to concretise the first collaborations that have been initiated in the third country. During this monitoring phase, an emphasis will be done on the opportunities of collaboration and/or business partnership agreements that resulted from the matchmaking missions.

1.3. SPACE2WAVE COMMUNITY

In order to facilitate access to important information for the SMEs a community has been set up for the Space2Waves programme. This includes the following tools:

- A dedicated area for SMEs on the S2W website, that gives access to all material and relevant useful information;
- Social networks: SMEs can follow Space2Waves account on LinkedIn or Twitter to stay informed on any news;
- Join the interest group to receive newsletters and other information of interest;
- A series of webinars on various topics related to internationalisation, EO technologies and Blue Growth and available to selected SMEs and more. These training + sessions aim to give more inputs to SMEs to start their internationalisation.

2. General advices to go international

2.1. WHY AND HOW TO GO INTERNATIONAL?

Company growth, new markets and clientele, diversification and uplifting of fame/image, are some of the key drivers for a company to go international.

In order to be successful, SMEs need to identify opportunities and constraints, to recognize company's internal capabilities and to identify markets that best match competitiveness and growth objectives.

Without underestimating the value of the good product/service, a well-developed strategy is essential for international success.

Internationalization can take the form of several export/international strategies such as direct exports/sales, utilizing resellers, acquisition of a local company, a local joint venture, hire local employees etc.

To choose the right strategy, several criteria have to be considered:

- Knowledge of the targeted country and markets;
- Level of International experience;
- Financing capabilities;
- Profitability threshold estimates;
- Local sales force requirement;
- Strategic interest of the targeted country;
- Market size and opportunities.

Depending on level of maturity, it is possible to start with an exporting strategy (low risk) and develop in a second step on a more permanent basis by creating a JV or a subsidiary (for example).

An outline of the benefits and risks in going international is outlined below.

2.1.1. Benefits of making business abroad

1. Growth: Internationalisation is a means of reaching new market opportunities, new customers and an increased clientele (demand enhancement).

2. Innovation: While going abroad, SMEs will come across to new technologies and know how as well as to new sources of inspiration. They will blend with new customers/end-users, partners, mentalities, and requirements. They will take maximum advantage from own corporate technology and know-how by refining company's strengths to efficiently compete with foreign counterparts.

3. Diversification: Internationalisation enables companies to reduce dependency on local market & diversify sources of revenues, especially if domestic market is under-developed or saturated. Extension of existing products and services lifetime by finding new markets to enter.

4. Communication/Prestige: Go international it also enhances company's image and reputation as an international market player.

2.1.2. Risks to be avoided.

1. Unclear strategy

A sound and clear export strategy should be carefully developed. Small businesses are more vulnerable to this problem.

2. Duplication of local strategies

SMEs have to realise that their country-of-origin strategy does not necessarily work as:

- Key success factors on local market will not necessarily work everywhere;
- Tailored sales and marketing efforts for each country are essential for the success;
- Cultural differences and marketplace shape must be considered when determining pricing, shipping, payment terms, packaging, etc.

3. Impatience/Eagerness

Developing internationally is a step-to-step process and needs some time. Businesses going abroad should think about:

- Lack of objectivity due to real or apparent interest from foreign countries;
- Level of readiness to export (for the company and for the products/services);
- Patience is key; preliminary studies such as market studies are determining factors to assist decision-making.

4. Unawareness of local culture and habits

Low knowledge of the country's common business practices and local culture is a failure factor. Familiarisation with local language is key as English will not necessarily be the appropriate language for all business partners and targeted customers. In our case special care regarding language should be given in UAE as Arabic (especially in brochures) can be considered as an advantage.

5. Some more specific risks

- Poor knowledge of the market & the customer;
- Bad choice of commercial partner;
- Exchange risk;
- Shipping costs risk;
- Contract risk;
- Payment risks;
- Poor knowledge of IPR regulation.

2.2. SOME GENERAL ASPECTS TO BE CONSIDERED

2.2.1 Cultural aspects

Knowing other cultures gives the person a competitive advantage in doing business across national boundaries. However, in the international business environment, mutual understanding of each other's culture is a must for business success.

Improving the level of knowledge of international cultural difference in business can aid in building international competencies as well as enabling the company to gain a competitive advantage.

Below some cultural tips per country; this aspect will be much more developed in the training.



AUSTRALIA

(Australia is the sixth largest country, a continent on its own, with one of the longest coastlines in the world)

- **Brush up on your sporting knowledge** - Sport is often a topic of small-talk conversation. You may need to brush up on the basics. Sporting analogies are also heavily used in a business setting.
- **Language lessons** - Australians tend to speak quickly and may use many colloquialisms. Australian English is closer to British English – rather than the US variant – when it comes to spelling and grammar.
- **Delicate art of gift-giving** - Generally, gift-giving is not a part of Australian culture. Any gifts should be small, symbolic items. Corruption and bribery is rare in Australia and giving gifts of significant value may carry negative connotations.



CANADA

(Canada plays an active part in world affairs as a member of the Commonwealth and the G7 and is a founding member of the United Nations and the OECD)

- **Do not necessarily use the US as a reference point** - While there are certainly many similarities, Canadian culture and practices are different from those of the US. Canadians do not always appreciate the suggestion that they are being compared with their neighbours – or any perceived assumption that a business record in the US is a foundation for a trading relationship in Canada.
- **Learn, or polish up, your French language** - French knowledge is critical if your business is based in, or serving, Quebec. But remember that English and French have equal legal status throughout Canada. Enquire before meetings about your counterparts' favoured language and be prepared to use either, with an interpreter if necessary.
- **Avoid sensitive topics** - Canadians generally avoid personal discussion in business talks. It is also wise to steer clear of contentious political topics, including conflicts between French and English Canada and the status of Aboriginal Canadians. General topics, such as sport, are usually safe.



SOUTH AFRICA

(SA lies thousands of kilometres distant from major African cities such as Lagos and Cairo and more than 10,000 km away from most of Europe, North America, and eastern Asia, where its major trading partners are located)

- **Offer sympathy and warmth** - if there is mention of the difficult situation in South Africa offer your sympathy. People are likely to respond well to warmth and deeply appreciate the gesture.
- **Show respect and interest** – Listen to what people have to say whenever they are talking. A South African may quickly disregard you as a disrespectful person if they feel you are not listening to them.
- **Be aware of politics** - Politics, racism, the Apartheid, violence and inequality are sensitive issues in South Africa. If the conversation is raised, do not presume the person's position and recognise that many South Africans are aware of the affluence and power (or lack of) that they hold within their population.



UNITED ARAB EMIRATES

(The UAE, with the oil boom firmly in the past, is seeking to diversify in multiple ways – most eye-catchingly through a mission to colonise Mars)

- **Expect the unexpected** - Make appointments at least a couple of weeks in advance and confirm them a day or two beforehand. Last-minute changes are not uncommon as priorities move. Also remember that meetings can become lengthy, so try to remain patient and courteous.
- **Accept hospitality** - It may be considered discourteous to refuse food or drink when offered. At meetings, Western-style tea or coffee may be served, or alternatively a sweet, milk-free tea or a light Arabic coffee flavoured with cardamom. Accept at least one cup.
- **Observe gender etiquette** - Besides the etiquette over handshakes with the opposite sex, be aware of casual personal contact too. Maintain eye contact with people of the same sex – but remember that men should not make prolonged eye contact with women or compliment them on their appearance.

2.2.2 Protecting intellectual properties

International markets support a broad range of exports in the blue growth sector. While exports offer SMEs tremendous opportunities, these same markets pose potential challenges to the protection and enforcement of valuable intellectual property (IP). SMEs knowledge of specific country practices regarding IP rights is of great importance. At the same time strategy regarding IP and know-how protection may have to be re-considered, e.g. instead of applying for a national or European patent, an SME may have to apply for an international one. Whatever the case is, this is always coming along with SMEs knowledge regarding local culture and business practices.

3. How to be well prepared?

3.1. COMMUNICATION STRATEGY

3.1.1. *How to introduce your company*

A good presentation of yourself is very important; remember also that first impression always matters.

It goes without saying that there is (or should be asap) a company site preferably multilingual (especially in the language of the target country/ies); this is where probably potential customers will look for you when hear your company name.

Some communication material e.g. brochures/company profile/flyers should be available in hard copy and/or electronic format (e.g. pdf) in multilingual.

Furthermore, you should have/prepare a presentation (PowerPoint or video for instance) when meet with potential customers/partners/collaborators to showcase your company and offered products/services.

Below some general guidelines for your presentation so to make the most out of it.

Describe your strong points - Focus on Benefits – make numbers meaningful (e.g. if you have big sales figures it is better to put it as market share too) - Simplify and limit the number of words on each screen - Use key phrases and include only essential information.

3.1.2. *Pitching*

During COVID-19 period, most meetings are held online. In a virtual setting, it takes extra effort to convey the passion you would naturally demonstrate during a face-to-face pitch. You need to work that much harder to keep someone's attention; people naturally find it hard to watch something online without being distracted if it is not engaging. Find below some helpful tips for both physical and online pitching:

- a. **Give emphasis to key points.** Think about what you want the audience to feel about your SME and find places to dial up the emotion connected to your venture. What is your big vision? How are you changing the world and for whom? Keep the slide very simple and clean – not heavy on text;
- b. **Stand up.** Just as you would stand when pitching in person, stand when pitching online. Standing up will allow you to breathe better as you speak and engage your body, which will add to the energy you put forward;
- c. **Practice & check your equipment.** Practice many times before the event. You should become very familiar with the technology you are using. Try practicing with a friendly audience to make sure you can do it with little effort;
- d. **Space & background.** Be sure you are in a space where you will not be disturbed by others. If you plan to share your desktop, check that you do not have any windows or websites open that you do not want people to see. This can be really awkward. This also applies to your backdrop. Check that you do not have anything behind you that you would not want people to see.
- e. **Practice Q/A.** Running the Q&A online might require you to unmute people, respond to something in the chat box, or go back in the deck to address a slide in more depth. Or maybe they want to share their screen with you. Get comfortable with these functions and prepare yourself with possible questions and answers.

A pitch template is included in Annex 1.

3.1.3. Connect your communication with the S2W programme

Four matchmaking missions are organised in Australia, Canada, South Africa and UAE. The Space2Waves project is supporting SMEs wishing to internationalize their businesses by accelerating the global deployment of EO technologies in Blue Growth markets. Through this programme the collaboration between business networks will be reinforced both at a European level and in the third countries.

During your physical/online meeting communicate on the Space2Waves programme and promote the internationalisation strategy. Being part of a community of EU actors (SMEs, clusters and facilitators) supported by the European Commission can be an asset in your presentation.

Communication material of the project will be given to you in order to help you to raise awareness of the project concept, goals and actions among multiple target audiences, but also help all to create and maintain a Space2Waves active community in support of the above.

3.2. RECOMMENDATIONS TO PLAN A FIRST VISIT/MEETING

A few recommendations for your first meeting during the matchmaking missions:

- Arrive the evening before (first contact with local culture and physical adaptation);
- Build a social network on site (introduction to local partners);
- Start meetings with less promising prospects to test and sharpen your arguments;
- Try to set promising meetings before lunchtime;
- Avoid having too many meetings in a single day;
- Benefit from your free time to try to meet new recommendations;
- Beware of gifts and goodies;
- Do not minimize the number of days to be spent on site, they are very valuable;
- Meeting follow up.

Local constraints to be considered are time lag, public holidays, religious holidays, work habits, office hours, cross-cultural habits (please also see section 2.2.1; training session will elaborate on these)

Due to the COVID-19 situation it would be possible for the matchmaking meetings to not be carried out in the traditional way, i.e. travelling and meeting in person. There are on-going discussions with the European Commission regarding the COVID-19 status, the dates and the format of the missions.

3.3. SOME OTHER ASPECTS USEFUL DOWN THE ROAD

After your initial introduction to the market and as you are getting more familiar to it, the following considerations and actions have to take place:

- Creation of a business plan answering the following questions (not exhaustive): «what is the estimated market share? How do you compare to competitors in terms of costs and expected sales? What is the estimated number of product/services sold ? Is the pricing policy effective? How many potential customers are targeted?»
- Creation of a financial plan: What are the expected revenues in the 5 years following the start of the business or the business agreement?
- Definition of a communication strategy depending on the target market and the product positioning.

- In order to realise how communication can best promote sales for each specific product on each specific market the following two actions are required:
 - Development of a communication plan;
 - Dissemination through all communication media (conventional and digital).

4. Specificities of each target country

4.1. INTRODUCTION

In this section we present some specificities about each country of interest such as typical business hours, public holidays, local currency, typical weather conditions, etc. Regarding cultural aspects that are equally or more important please see section 2.2.1 of this document as well as the relevant country training.

As mentioned previously the special conditions imposed by the COVID-19, missions have not been planned in full detail yet. It has been agreed with the European Commission to constantly monitor the situation.

Update of this document will be done if necessary and according to the situation evolution. Additional information on logistics aspects will be added later by the country leader.

4.2. CONCRETE SPECIFICITIES IN OUR TARGET COUNTRIES

4.2.1 AUSTRALIA

Business hours

Businesses hours across Australia typically are generally from, 8.30 or 9.30am until 4.30 or 5.30pm, with an hour's break for lunch. Shops are mostly open seven days a week typically 8am to 9pm for Monday to Friday; 8am to 5pm for Saturday; and 9am to 6pm for Sundays and most public holidays. Banks are usually open during business hours from 9.30 am to 4 pm Monday to Thursday and 9.30 am to 5 pm on Fridays. Some banks and branches may stay open longer or open on weekends.

Public Holidays

New Year's Day - 1 January

Australia Day - 26 January

Good Friday - The Friday before Easter

Easter Saturday - The Saturday before Easter

Easter Monday - The Monday after Easter

Anzac Day - 25 April

Queen's Birthday - The second Monday of June (except for the State of Western Australia)

Bank Holiday - The first Monday of August

Labour Day - The first Monday of October, the first Monday of May, first or second Monday of March according to the State.

Christmas Day - 25 December

Boxing Day - 26 December

Climate

Australia's climate is governed mostly by its size and by the hot, sinking air of the subtropical high-pressure belt (subtropical ridge). The northern section of Australia has a more tropical influenced

climate, hot and humid in the summer, and quite warm and dry in the winter, while the southern parts are cooler with mild summers and cool, sometimes rainy winters. As Australia is in the Southern hemisphere, December and January are the hottest months while July and August the coldest.

Currency

Australia's national currency is Australian dollars (AUD), which comes in denominations of \$5, \$10, \$20, \$50 and \$100 notes. Coins come in 5, 10, 20 and 50 cent and one and two dollar denominations.

Banks

The 'Big Four' Australian banks (Commonwealth Bank, Australia and New Zealand Banking Group, National Australian Bank (NAB) and Westpac Bank), have recently dropped ATM charges, although overseas cards will still be charged. Payment by card is now ubiquitous across the country, with the use of cheques in permanent decline. Contactless and mobile payment technology is now also widespread.

Time zones and time differences

Australia uses three main time zones: Australian Western Standard Time (AWST; CET+07:00), Australian Central Standard Time (ACST; CET+08:30), and Australian Eastern Standard Time (AEST; CET+9:00)

City	Standard Time*
Perth	+7
Brisbane	+9
Adelaide	+9:30
Sidney/Melbourne/Canberra	+10

* Time is shifted by 1 hour ahead in some areas as Australia is now at the Daylight Savings time; but this is not the case for Western Australia (Perth).

Dialling codes

The Australia's country code is +61.

For calls to Australia from EU countries dial: international prefix (typically 00 for most EU countries) + 61 + area code + telephone number.

For calls from Australia to EU countries dial: 0011 + EU country code + area code + telephone number.

Electricity and water

You may need an adapter in order to plug your appliances into the power sockets in Australia, the plugs in Australia have two flat metal pins, forming an inverted 'V' shape, and occasionally a third pin in the centre. The electrical current in Australia is 220-240 volts, AC 50Hz.

The tap water is generally safe to drink throughout Australia.

4.2.2 CANADA

Business hours

Business hours across Canada are generally from 8:30am to 5:00pm Monday to Friday with lunch between 12:00pm and 2:00pm. Canadians conduct business over lunch and dinner with dinner meetings usually starting from 6:30-7:00pm. Banks are usually open from 10:00am to 6:00pm Monday to Friday. In larger centres, banks are often open later as well as on Saturdays. Shops are generally open Monday to Saturday with late shopping on Thursday and Friday nights. Shops are increasingly open on Sundays

in major centres and some supermarkets, convenience stores and fast food restaurants operate 24 hours a day.

Public holidays

Public holidays in Canada, known as 'statutory holidays' or 'stats', are legislated at the federal, provincial and territorial levels. Many of these holidays are observed nationally, but each province and territory have its own holidays as well.

Nationwide statutory holidays as below:

New Year's Day - 1 January

Good Friday - The Friday before Easter

Canada Day - 1 July

Labour Day - First Monday in September

Bank Holiday -The first Monday of August

Labour Day -The first Monday of October

Christmas Day 25 December

Climate

As the second largest country in the world, the weather across Canada can vary widely. Canadians enjoy four distinct seasons with generally mild springs; hot summers; cool, crisp autumns and cold, snowy winters. Spring arrives early May in most parts of the country, with summer beginning in late June. The hottest months are July and August where temperatures can exceed 30 Celsius. Fall arrives in September and lasts until late October. Winter comes to most parts of Canada in November and last until March with temperatures ranging from highs of 0 Celsius and lows near -20 Celsius.

While the best time of the year to travel to Canada is May through October when there is little likelihood of weather-related delays, Canadians are always impressed when visitors come during the winter months.

Currency

The official currency in Canada is the Canadian dollar (C\$ or CAD). It is a decimal based currency with 100 cents (¢) in a dollar. There are 5¢ (nickel), 10¢ (dime) and 25¢ (quarter) coins as well as \$1 and \$2 dollar coins referred to as 'loonie' and 'toonie' respectively. The (polymer) bank notes come in different colours with the most commonly circulated bills the \$5 (blue), \$10 (purple), \$20 (green), \$50 (red) and \$100 (brown).

Money can be easily changed at any recognised financial institution, bank, trust company or currency exchange in Canada. Many major stores, hotels and restaurants will also exchange currency, but often offer a lower exchange rate than a financial institution. Credit cards – Visa, MasterCard and Amex – are widely accepted while travellers' cheques are increasingly less so.

Banks

Canada has one of the safest banking systems in the world. It is dominated by the 'Big Five' – Royal Bank of Canada (RBC), Toronto Dominion Bank (TD), Bank of Nova Scotia (BNS), Bank of Montreal (BMO) and Canadian Imperial Bank of Commerce (CIBC). These banks have over 6000 branches across Canada and over 18,000 ATMs (automated teller machines). Canada has the highest number of ATMs

per capita in the world and benefits from the highest penetration levels of electronic banking – debit cards, internet banking and telephone banking.

In addition to the major banks, Canada has a strong co-operative financial services sector, which consists of credit unions (caisses populaires in Quebec). Canada has the world's highest per capita membership in the credit union movement, with over 10 million members. The credit unions are particularly strong in Quebec and Western Canada.

Time zones and time differences

There are six time zones in Canada covering four and a half hours. From west to east these time zones are: Pacific (CET-09:00), Mountain (CET-08:00), Central (CET-07:00), Eastern (CET-06:00), Atlantic (CET-05:00) and Newfoundland (CET-04:30). Selected cities in Canada are behind CET as below.

City	Standard Time
Vancouver	-9
Calgary	-8
Toronto/Ottawa/Montreal	-6

Dialling codes

Canada's country code is 1. For calls to Canada from EU countries dial: international prefix (typically 00 for most EU countries) + 1 + area code + telephone number. For calls from Canada to EU countries dial: 011 + EU country code + area code + telephone number.

Electricity and water

Electrical sockets (outlets) in Canada usually supply electricity at between 110 and 120 volts AC with two pin flat prong plug fittings (or three pin with one round and two flat prongs) and screw type lamp sockets. Adapters and transformers are available for appliances using other voltages.

Given Canada has one-fifth of the world's freshwater, tap water in Canada is safe to drink.

4.2.3 SOUTH AFRICA



Business hours

Commercial offices are open from 8.00am to 5.00pm, Monday to Friday.

Shopping centres, department stores, and supermarkets are open from 8.30am to 6.00pm, Monday to Friday and 9.00am to 2.00pm, Saturday and Sunday.

Banks are open from 9.00am to 3.30pm, Monday to Friday and 8.30am to 11.00am, Saturday.

Public holidays

New Year's Day	- 1 (2) January
Human Rights Day	- 21 March
Good Friday	- The Friday before Easter
Easter Monday	- The Monday after Easter
Freedom Day	- 27 April
Worker's Day	- 1 May

Youth Day	- 16 June
Women's Day	- 9 August
Heritage Day	- 24 (25) September
Day of Reconciliation	- 16 December
Christmas Day	- 25 December
Day of Goodwill	- 26 December

Climate

South African climate is congenial with one of the highest numbers of sunshine hours per annum of any country in the world. It is a fairly dry country with rain falling in the summer, except in the Western Cape, which has winter rainfall. Rainfall increases from west to east.

Temperatures range from 0°C (or less) at night to about 20°C at midday in winter, and from 15°C at night to 35°C at midday in summer. Winters are generally mild, and the lowest temperatures are recorded in the central interior. In the extreme south-west a different climate prevails with cool wet winters and hot dry summers.

Currency

The unit of currency is the South African rand (R), consisting of R1.00 = 100 cents.

Banks

Major international credit cards such as American Express, Diners Club, Mastercard and Visa are accepted. However, use may be restricted in small towns and country areas and in some retail shops. Most ATMs will give cash advances, but this service should not be relied on away from major centres. There are numerous ATM locations in the major cities of South Africa, but fewer in regional and rural areas.

Before you go, organise a variety of ways of accessing your money overseas, such as credit cards, travellers' cheques and US dollars cash. Consult with your bank to find out which is the most appropriate currency to carry and whether your ATM card will work overseas.

Time zones and time differences

South Africa Standard Time is CET+1.

Dialling codes

South Africa's country code is 27. For calls to South Africa from EU countries dial: international prefix (typically 00 for most EU countries) + 27 + area code + telephone number. For calls from South Africa to EU countries dial: 00 + EU country code + area code + telephone number.

Electricity and water

South Africa's power supply is 220/240 volts, 50Hz 1, 3 phases, 2, 4 wires. The round two-pin plugs are the most common.

4.2.4. UAE

Business hours

Businesses are open from 8.00am to 1.00pm and 4.00pm to 7.00pm, Saturday to Thursday. Some companies work a straight shift from 8.00am to 6.00pm.

Banks are generally open from 8.00am to 2.00pm.

All offices are closed on Fridays. Very few retail establishments are open on Friday until after 4.00pm due to prayer time. In traditional areas small shops and businesses may close at prayer times every day.

Public holidays

New Year's Day and Al-Hijra (Islamic New Year)	- 1 January
Mouloud (Birth of the Prophet)	- 3 January
Leilat al-Meiraj (Ascension of the Prophet)	- 16 May
Eid al-Fitr* (End of Ramadan)	- 17 July
Eid al-Fitr*	- 18 July
Eid al-Fitr*	- 19 July
Eid al-Adha (Feast of the Sacrifice)	- 23 September
Eid al-Adha	- 24 September
Eid al-Adha	- 25 September
National Day	- 2 December

* Muslim festivals are timed according to local sightings of various phases of the moon, and each year the dates change. Private sector holidays for the Islamic festivals may vary from the dates above.

Climate

The climate in the UAE is very hot and humid during the summer months. From May to October, temperatures are consistently above 40°C and the humidity level is extremely high (up to 95 per cent). Some areas inland and especially in the mountainous areas in the east of the country are a little more pleasant. During winter, the evening temperature is usually a minimum of 15°C and a maximum in the range of 20° to 25°C.

Currency

The official currency is the dirham (AED). There are 100 fils to the dirham.

Banks

The banking system of the Arab Emirates consists of the Central Bank and other local and foreign banking institutions. The Central Bank of the UAE performs key functions in the economy of the country and is a well-established financial structure. The UAE Central Bank imposes quite strict requirements for licencing of foreign and local banks, as well as for the scope of their services. The investment banks and commercial banks with a limited license of the Arab Emirates are worth to be singled out. The United Arab Emirates also uses the Hawala System. This system is designed to control the rules of carrying out financial settlements and is unofficially used in all other states of the Middle East, as well as in some countries of Asia and Africa.

Time zones and time differences

The UAE Standard Time is CET+3.

Dialling codes

The UAE's country code is +971.

For calls to UAE from EU countries dial: international prefix (typically 00 for most EU countries) + 971 + area code + telephone number.

For calls from UAE to EU countries dial: 00 + EU country code + area code + telephone number.

Electricity and water

The UAE's power supply is 240 volts, 50Hz 1, 3 phases, 2, 3, 4 wires. The round two-pin plugs are the most common.

4.3. USEFUL LINKS & INFORMATION

Below you may find general information about each country as well as useful business links by the official/government country's web page.

4.3.1 AUSTRALIA

Australia is a unique and diverse country in every way - in culture, population, climate, geography, and history.

As of December 2014, Australia's population is roughly 23.6 million people. The most populous states are New South Wales and Victoria, with their respective capitals, Sydney and Melbourne, the largest cities in Australia. Canberra is Australia's capital city. With a population of approximately 380,000 people and situated in the Australian Capital Territory, Canberra is roughly halfway between the two largest cities Melbourne and Sydney.

Member of G20, Australia is considered as the 12th economic power in the world. Its growth has not been interrupted since 1991¹ and AUSTRALIA has a 5.5% low unemployment rate². Economic growth is increasing meanwhile Australia is facing a slow-down in its major economic activities such as the mining³ sector, since a few years. The decrease of the raw material price, cumulated with the decrease of the Chinese demand, the ageing population and climate change issues are significant risks for the country which needs to develop other economic sectors in order to ensure its continuous development.

However, Australia has a flexible and resilient economy, as well as markets, which help to respond effectively to all manner of disruptions. Their resilience is built on sound governance and strong institutions. They have a record of global success in major industries and strong ties with the world's major markets.

Business links

- [Austrade](#) (Australian Trade Commission)
- [Australian Securities and Investments Commission](#) (ASIC)
- [Business for Sale directory](#)
- [Office of Small Business](#)

Embassies

- [Foreign embassies in Australia](#)

Start a physical business as a non-citizen

- [Business visa](#)

Emergencies

Triple Zero (000) is **Australia's** main emergency service number. You should call 000 if you need urgent help from police, fire or ambulance services. Telstra answers calls to the emergency service numbers

¹MINISTERE DE L'ECONOMIE ET DES FINANCES, available on: <https://www.tresor.economie.gouv.fr/Pays/AU/indicateurs-et-conjoncture>.

²AUSTRALIAN BUREAU OF STATISTICS, Labour force, Australia January 2018, available on: <http://www.abs.gov.au/ausstats/abs@.nsf/0/F85715A234DAAD86CA258234000C173C?Opendocument>.

³Mining weights for 6.9% GDP (2015-2016 figures from *Australian Industry Report 2016*, Ministry of Industry, Innovation and Science, Office of the Chief Economist).

000 and 112 and transfers the call, and information about your location, to the emergency service you request.

4.3.2 CANADA

Canada, the largest country of North America and the second-largest country in the world, has 37 million inhabitants. Many people mainly know Canada for its large cities Quebec, Montréal and Vancouver. Ottawa is the official capital of Canada. The larger cities of Canada are relatively close to the border with the USA, with which Canada has close ties.

In total, roughly 90 percent of the Canadian population consists of immigrants or descendants of those people. About 25% of the Canadian population has a British heritage while 24% originate from France. But the original inhabitants of Canada, the Inuit and the natives, are still represented in large number in Canada's population.

Canada is considered as one of the world's largest economy, with a GDP of USD 1,653 billion in 2017 and a low unemployment rate (6.7% in 2017⁴). Impacted by low oil price that led to a recession in 2015, Canada has been economically improving in the last years⁵. Politically stable, Canada is quite attractive to do business. There are close relationships between the EU and Canada. The recent Comprehensive Economic and Trade Agreement (CETA) signature, entered into force in September 2017, offers new opportunities for EU businesses of all sizes to export to Canada.

Business links

- [International Trade and Investment](#)
- [Canada-European Union Comprehensive Economic and Trade Agreement \(CETA\)](#)
- [Aerospace & Defence sector in Canada](#)
- [Import and Export in Canada](#)

Embassies/Foreign Representatives

- [Foreign representatives in Canada](#)

Start a physical business as non-citizen

- [Investment Canada Act](#)

Emergencies

911 is Canada's main emergency number. The CRTC regulates the telecommunications carriers who supply the network needed to direct and connect 9-1-1 calls to 9-1-1 call centres. Emergency responders and the 9-1-1 call centres who dispatch them fall within the jurisdiction of provincial, territorial and municipal governments.

⁴ FRANCE DIPLOMATIE, available on: <https://www.diplomatie.gouv.fr/fr/dossiers-pays/canada-y-compris-quebec/presentation-du-canada/>.

⁵ ECCP Preparatory briefing on Canada, available on: https://www.clustercollaboration.eu/sites/default/files/eccp_d3.2_preparatory_briefing_canada_20190312.pdf.

4.3.3 SOUTH AFRICA



South Africa, officially Republic of South Africa (RSA) the southernmost country on the African continent, renowned for its varied topography, great natural beauty, and cultural diversity, all of which have made the country a favoured destination for travellers since the legal ending of apartheid. The capital is Republic of South Africa.

South Africa has three cities that serve as capitals: Pretoria, Cape Town, and Bloemfontein. Johannesburg, the largest urban area in the country and a centre of commerce, lies at the heart of the populous Gauteng province. Durban, a port on the Indian Ocean, is a major industrial centre. East London and Port Elizabeth, both of which lie along the country's southern coast, are important commercial, industrial, and cultural centres.

In 2016, 55.91 million of inhabitant live in SA. The country has a GDP growth of 1.09% and a GDP per capita \$7504 equal to €6092⁶. As a nation it is in "catch-up" mode, indeed as is the continent; as such, the development and deployment of new technology for use in a maritime setting should not be viewed in isolation but taken with other sectors and industries within SA; and with international cooperation outside. SA not only has close relations with neighbouring countries through the African Union (AU) but is also a significant nation in a global context: it is one of the "BRICS" countries⁷.

Business links

- [National Development Plan](#)
- [South African Business Incentives](#)
- [South African Intellectual Property Rights](#)
- [Register business or organisation in South Africa](#)

Embassies/Foreign Representatives

- [Foreign representatives in South Africa](#)

Emergencies

Currently, there is no single emergency number in South Africa and therefore you need to save the correct contact details for a possible emergency. For an emergency that needs police response, dial 10111. For an emergency that requires an ambulance, dial 10177.

4.3.4 UAE



United Arab Emirates (UAE) is a federation of seven states that has grown from a quiet backwater to one of the Middle East's most important economic centres. Although traditionally conservative and authoritarian in government, the UAE is one of the most liberal countries in the Gulf, with other cultures and beliefs generally tolerated.

Before oil was discovered in the 1950s the UAE's economy was dependent on fishing and a declining pearl industry. But since oil exports began in 1962, the country's society and economy have been transformed.

The United Arab Emirates are now one of the most developed countries in the Arab Gulf and have high value of GDP per capita. The country still has a commodity-based economy, with shipments of oil and

⁶ TRADING ECONOMICS, South Africa GDP per capita, available on: <https://tradingeconomics.com/south-africa/gdp-per-capita-ppp>.

⁷ Brazil, Russian Federation, India, China and South Africa.

natural gas accounting for 40 % of total exports and for 38% of GDP. In order to diversify the economy and reduce the dependence on oil revenues, UAE has been making huge investments in tourism, financial and construction sectors. Currently, the UAE's economy is one of the most diversified among the Gulf Cooperation Council (GCC) countries⁸. This can be seen in the decline in the share of oil and gas in its GDP from 41% in 2000 to 31% in 2015, and over 400% increase in industrial infrastructure spending. This is seen predominately in the aviation, aerospace and defence sectors over the past five years. Diversification trends are evident in the rising share of services and financial sectors in the GDP.

Business links

- Starting a business in UAE
- Business incubators
- General business laws applicable in the UAE
- Dubai CommerCity (DCC) free zone

Embassies/Foreign Representatives

- Foreign Missions in UAE

Emergencies

Currently, there is no single emergency number in UAE. In case of an emergency, you can call the following numbers: 999 for Police; 998 for Ambulance; 997 for Fire Department (Civil Defence).

⁸ TRENDS, UAE Economic Diversification Record, available on: <http://trendsinstitution.org/uae-economic-diversification-record/>.

ANNEXES

ANNEX 1: PITCH TEMPLATE

ANNEX 2: BUSINESS/COOPERATION AGREEMENT (BCA)

ANNEX 3: NON-DISCLOSURE AGREEMENT (NDA)



Space2Waves

INTERNATIONALISATION OF SME EARTH OBSERVATION TECHNOLOGIES IN BLUE GROWTH

D.3.1 -ANNEX 1

PITCH TEMPLATE



Space2Waves is funded by the European Union's COSME Programme under agreement n°951122

**Managing Director**

XXXXXXX

Technical Director

XXXXXXXXXX

Commercial Director

XXXXXXX

Founded in: XXXXX**ORGANISATION TYPE**

SME

Staff: XXXX**Turnover:** XXX (if you wish)**ADDRESS**

XXXXXXXXXXXXX

COUNTRY

XXXXXX

TEL: XXXXXXXX**FAX:** XXXXXXXX**@:** XXXXXXXXXXXXX**WEB SITE:**

XXXXXXXXXXXX

Core Business / Expertise / Research Field:

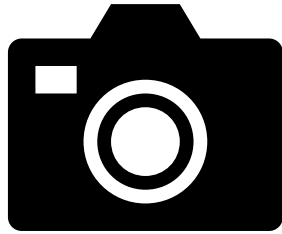
Describe the type of your business

Products and Services / Technologies:

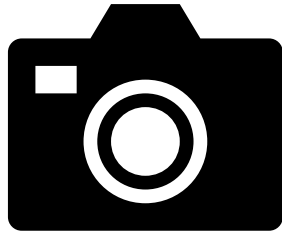
What are your products/services that your business develop/sell

Main Customers :

Name at least three of your main customers



Value proposition-solution to the problem of the market:
Describe why the customer should buy your product/service



Business model :
Describe your business model

Market potential (trends & growth):

**Insert photos of your
products/services**

Awards, prototype:

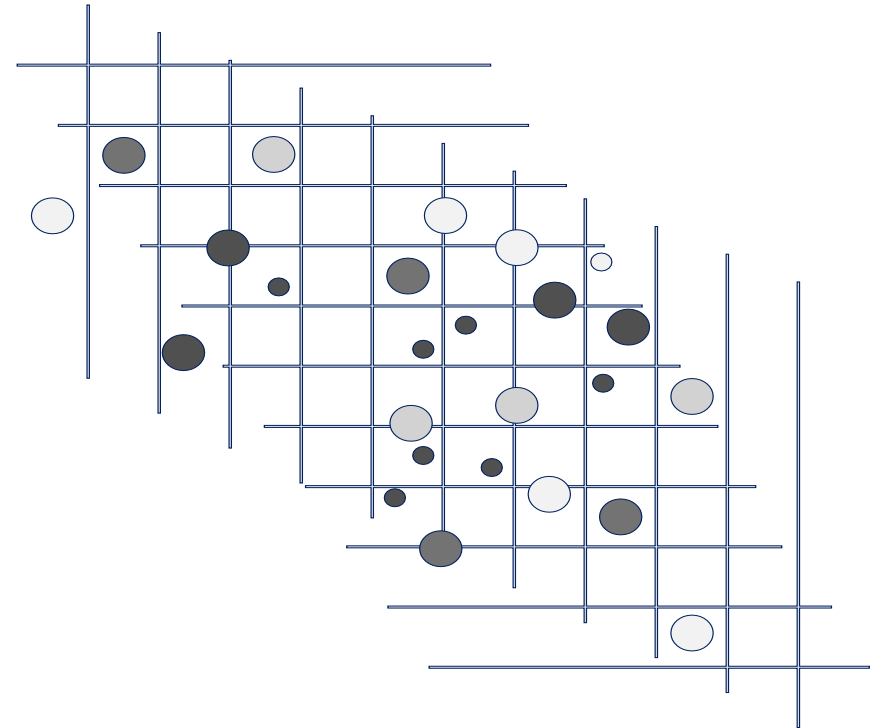
Earth Observation Capabilities:

Blue Growth Capabilities:

Other Projects:

Main Partners:

Looking for Partnership / Collaboration in:





Space2Waves

Follow us





Space2Waves project has received funding from the European Union's COSME programme under Grant Agreement n°951122



Space2Waves

Project acronym: **Space2Waves**

Project title: Clusters in action for the internationalisation of European SMEs taking advantage of the cross-sectoral dimension of Earth observation for Blue Growth market

Grant Agreement n°951122

D.3.1 -Annex 2

Business/Cooperation Agreement template

Due delivery date: 28.02.2021

Actual delivery date: 26.02.2021

Organisation name of lead participant for this deliverable: [Corallia]

Dissemination level: Public

DISCLAIMER

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Business/Cooperation Agreement

This Business/Cooperation Agreement (the “Agreement”) is hereby concluded between:

[Name of the company] (referred to as the “EU company”)

from [city] in [EU member state]

represented by **[Name of the representative]** established in **[address]**,

[function in the company]

and

[Name of the company] (referred to as the “Third company”)

from [city] in [Third Country]

represented by **[Name of the representative]** established in **[address]**,

[function in the company]

Hereinafter referred to as “the Parties”

Parties [insert each party description]

Article 1 – Subject of the Agreement

The Parties agree to work together in good faith to coordinate, foster and implement business, scientific, and educational co-operation between their companies in the field of earth observation and blue growth,

Article 2 – Goals of the Agreement

The purpose of this agreement is to define the scope of the envisaged cooperation between the Parties, responsibilities, and next steps. The Parties see it as the first step towards a contract. It does yet not have a legally binding character.

Article 3 – Activities within the scope of the Agreement

The Parties agreed to enter negotiations on business cooperation related to (please tick the corresponding box or boxes)

Type of cooperation objective:

- ☐ Research & Development
- ☐ Technology transfer
- ☐ Exports
- ☐ Imports
- ☐ Sales office representation
- ☐ Joint venture
- ☐ Merger and Acquisition
- ☐ Soft Landing services
- ☐ Staff exchange
- ☐ Academic
- ☐ Foreign Direct Investment(s) (FDIs): Inward/outward
- ☐ Organisation of joint business events
- ☐ Knowledge sharing & information exchange ☐ Establishment of business contacts among members
- ☐ Other (specify):

Article 4 - Envisaged roles of the Parties in the planned cooperation

The EU company will (e.g., supply, invest, provide, etc.):

- a) _____
- b) _____
- c) _____

The Third Country company will (e.g., represent, buy, develop, etc.):

- a) _____
- b) _____

c) _____

Envisaged commitments/contributions from the Parties:

a) _____

b) _____

c) _____

Article 5 – Term

This Agreement shall take effect upon the date of its signature by both of Parties. The term of this Agreement shall be for [x] years (hereafter the “Term”) and may be extended with the written consent of both Parties. This Agreement may be terminated by written notice by either Party at any time during the term of this Agreement.

Article 6 – Obligations

The parties’ responsibilities under this Agreement are limited to the terms of this Agreement and neither party shall have any other responsibilities or obligations.

If costs arise out of the planning and implementation of any activity under this Agreement, each party shall bear its own expenses and in case of common costs Parties shall agree in advance and in writing how to bear those costs and expenses.

Article 7 – Confidentiality

Information that is considered confidential should not be shared among the parties within the context of this Agreement. In the case there is a need to share confidential information the Parties should sign a specific agreement.

Article 8 – Governing Law

This Agreement shall be governed by and shall be interpreted in accordance with the laws of [include country]. All disputes arising out of or in connection with the present Agreement shall be finally settled in [insert city and country name], under the Rules of Arbitration of the International Chamber of Commerce by one or three arbitrator (s) appointed in accordance with the said Rules. The language to be used in the arbitral proceedings shall be English.

Article 9 – Final Provision

Any amendments or supplements to this Agreement must be in writing and signed by each Party.

This Agreement shall ensure to the benefit of and shall be binding upon the parties hereto and their respective successors and assignees.

This agreement does not substitute legal documents/contracts that establish the contractual basis of the cooperation between the Parties.

The Parties agree that a copy of this document will be retained by Space2waves project and the information can be internally used by Space2waves project - GA n°951122.

On behalf of XXX

On behalf of XXX

(Place)_____, (date)_____

(Place)_____, (date)_____



Space2Waves project has received funding from the European Union's COSME programme under Grant Agreement n°951122



Space2Waves

Project acronym: **Space2Waves**

Project title: Clusters in action for the internationalisation of European SMEs taking advantage of the cross-sectoral dimension of Earth observation for Blue Growth market

Grant Agreement n°951122

D.3.1 -Annex 3

NDA template

Due delivery date: 28.02.2021

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Organisation name of lead participant for this deliverable: [Corallia]

Dissemination level: Public

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NON-DISCLOSURE AGREEMENT

BETWEEN

[Company Name 1], whose registered office is located at **[Place, Country]**, registered on **[Chamber of Commerce / Tax Dept. or similar]**, duly represented by **[Name of legal representative]**, as **[Title of person]**.

hereinafter referred to as "**Company 1**",

and

[Company Name 2], whose registered office is located at **[Place, Country]**, registered on **[Chamber of Commerce / Tax Dept. or similar]**, duly represented by **[Name of legal representative]**, as **[Title of person]**.

hereinafter referred to as "**Company 2**",

hereinafter individually and collectively referred to as the "**Party**" or the "**Parties**".

While entering into discussions concerning projects for **[Subject of the agreement]** (hereinafter the "Objective"); the Parties are likely to disclose or access Confidential Information.

NOW, THEREFORE, THE PARTIES HAVE AGREED AS FOLLOWS:

- 1) In this Agreement, the term "Confidential Information" shall mean any information or data of a technical, financial, commercial nature, or any other nature, disclosed by one Party to the other Party, either in writing or orally or by any other means or medium whatsoever, or to which a Party may have access while visiting the premises of the other Party.

Any Confidential Information that may be disclosed by the Parties under this Agreement which falls into the category of classified information shall be identified as such by the disclosing Party at the time of disclosure. The disclosure, protection, use and handling of such information or Confidential Information shall be in accordance with the security procedures prescribed by the appropriate Government.

- 2) Nothing in this Agreement may be construed as compelling a Party to disclose any Confidential Information to the other Party, or to enter into any further contractual relationship nor can it create a relationship of representation or partnership between the Parties.
- 3) Each Party hereby undertakes, for the entire duration of the non-disclosure obligation as provided at paragraph 7 below, that the Confidential Information received from the disclosing Party:
 - a) shall be kept strictly confidential;
 - b) shall be disclosed internally only to those staff with a need to know and shall be used by the latter only in accordance with the Objective defined above;
 - c) shall not be used, in whole or in part, for any objective other than the Objective of this Agreement, as defined above, without the prior written consent of the disclosing Party;
 - d) shall neither be disclosed nor caused to be disclosed, directly or indirectly to any third party or persons other than those mentioned in sub-paragraph (b) above;
 - e) shall not be reproduced by any means whatsoever, other than for the needs of the persons mentioned in sub-paragraph (b) above without the prior written consent of the disclosing Party;
 - f) shall be returned to the other Party or destroyed (and all documents and materials containing such Information) immediately upon the request of the disclosing Party or at latest on the term of this Agreement.
- 4) The receiving Party shall be under no obligation and shall not be subject to any restriction with respect to any Confidential Information which it can show:
 - a) That it was in the public domain prior to or subsequent to its disclosure without breach of any provisions of the present Agreement; or,
 - b) That it was already known to the receiving Party, providing such prior knowledge is evidenced by the latter; or
 - c) That it was lawfully received from a third party without condition or breach of this Agreement; or
 - d) That it was the result of internal developments undertaken in good faith by its employees who did not have access to the Confidential Information, or

- e) That its use or disclosure has been authorized in writing and without restriction by the disclosing Party ; or
 - f) That their disclosure is required by a law or regulation to which it may be subject, or by the decision of an administrative or judicial authority, provided that in the latter case the receiving Party shall inform the other Party as soon as possible of such a disclosure and undertakes to disclose only the minimum of Information.
- 5) The communication of information between the Parties in respect of the present Agreement may in no way be construed as granting to the receiving Party any, express or implied intellectual property rights (by licence, or otherwise) over the intellectual property or over other rights attached to literary or artistic ownership (copyright) or to industrial property right. The confidential information remains the property of the divulging party, subject to any third party rights.
- 6) The receiving Party undertakes to respect all applicable laws and regulations, including those relative to the import/export of war materials or related items and dual use goods.
- 7) After signature by the Parties, this Agreement shall enter into force on **[date of entering into force]** and is made for the duration of the exchanges, until **[date of completion]**.
- It is however specified that the confidentiality obligations in this Agreement shall survive this Agreement and will remain in force for **[decide the number of years]** years after its term. The confidentiality obligations will continue to be governed by the provisions hereof.
- 8) This Agreement shall be governed by and shall be interpreted in accordance with the laws of **[include country]**. All disputes arising out of or in connection with the present Agreement shall be finally settled in **[insert city and country name]**, under the Rules of Arbitration of the International Chamber of Commerce by one or three arbitrator (s) appointed in accordance with the said Rules. The language to be used in the arbitral proceedings shall be English.
- 9) The foregoing constitutes the entire agreement between the Parties with respect to the subject matter hereof and supersedes all prior proposals, undertakings, communications whether oral or written, between the Parties with respect to its Objective.

Signed in two (2) original copies.

Company Name 1

Company Name 2

Name

Name

Title

Title