

DATED THIS 10 DAY OF SEPTEMBER 2025

Between

**ARAB INDUSTRIAL DEVELOPMENT, STANDARDIZATION & MINING
ORGANIZATION**

And

INTERNATIONAL CENTRE FOR INDUSTRIAL TRANSFORMATION

Memorandum of Collaboration

THIS MEMORANDUM OF COLLABORATION ("MOC") is made this ____day of November 2024 ("Effective Date"),

BETWEEN:

- A. **ARAB INDUSTRIAL DEVELOPMENT, STANDARDIZATION & MINING ORGANIZATION** having its primary address at Agdal 10102, P.O. Box 8019, Rabat, Kingdom of Morocco, (hereinafter referred to as "AIDSMO") of the first part,

AND

- B. **INTERNATIONAL CENTRE FOR INDUSTRIAL TRANSFORMATION** (Unique Entity Number: UEN No: 202117688C) having its primary business location at 10 Collyer Quay, Level 4, Ocean Financial Centre Singapore 049315. (hereinafter referred to as "INCIT") of the last part,

(hereinafter jointly referred to as the "**Parties**" and singularly as the "**Party**").

WHEREAS the Parties agree to establish a collaboration based on the principles of equality, mutual benefits, mutual trust, mutual assistance and complementary advantages, the terms and conditions of such joint activities shall be set forth in separate definitive agreements to be negotiated in good faith by the Parties, on the basis of this MOC.

1. **MOC OBJECTIVES AND JOINT ACTIVITIES**

The Parties agree to collaborate in the following objectives and joint activities:

- a) To jointly help micro, small, and medium enterprises (MSMEs) and small businesses in AIDSMO member countries increase productivity, start digitalization, and accelerate growth through the adoption of the Operational Excellence Readiness Index (OPERI);
- b) To jointly help manufacturers in AIDSMO member countries, regardless of size and industry, start, scale and sustain their digital transformation initiatives through the adoption of the Smart Industry Readiness Index (SIRI);
- c) AIDSMO to facilitate the meeting between INCIT and AIDSMO's Member States for the purpose of introducing capacity-building projects for OPERI and SIRI.
- d) To jointly conduct awareness and outreach activities on OPERI and SIRI on a regular basis.
- e) To jointly develop training and upskilling programs tailored for AIDSMO member countries, aimed at scaling sustainable manufacturing practices through globally recognized frameworks such as OPERI and SIRI.

2. FINANCIAL ARRANGEMENTS

The financial arrangements relating to the joint activities, envisaged under this MOC, will be in accordance with the definitive agreements covering each joint activity. The Parties agree that in the absence of any written agreement to the contrary, all expenses, including but not limited to, salary, travel, living and allied costs relating to the joint activities shall be borne by the Party that incurs such expenses.

3. NOTICES

Any notice required or permitted to be given to a Party under this MOC shall be in writing, shall be sent by post (registered or certified with postage prepaid), overnight courier of recognized international standing, personal delivery, or fax (if appropriate confirmation is received), or electronic mail (email) and shall be deemed to have been given when delivered:

To AIDSMO:	To INCIT:
AIDSMO	INCIT
Agdal 10102	10 Collyer Quay, Level 4
P.O. Box 8019	Ocean Financial Centre
Rabat, Mocorr	Singapore 049315
Attn.: S.nabhan@aidsmo.org	Attn.: Jesmond.hong@incit.org
With a copy to:	With a copy to:
AIDSMO	INCIT
Agdal 10102	10 Collyer Quay, Level 4
P.O. Box 8019	Ocean Financial Centre
Rabat, Morocco	Singapore 049315

4. INTELLECTUAL PROPERTY RIGHTS

The terms with respect to title to and exploitation of intellectual property (including trademarks and service marks, copyrights, patents, designs and confidential information on the subject of such intellectual property, inventions and innovations) will be negotiated in the definitive agreements covering each of the joint activities referred to in **Paragraph 1**.

5. PUBLICATION OF ARTICLES

The Parties may, with the written consent of the other Party, such consent not to be unreasonably withheld, publish the findings of the joint activities of the Parties in the form of an article in a journal, newspaper or other magazine, provided that where the Parties have decided that an application for registration of a trademark, service

mark or design or an application for a patent will be made, such an article shall not be published until the said application has been made. A copy of the article shall be provided prior to publication to the Party whose written consent is required hereunder for that Party's perusal and written consent.

6. CONFIDENTIALITY

Neither of the Parties shall, at any time, disclose to any third party, any confidential information of the other Party which is acquired in the course of this MOC without the prior written consent of the other Party, such consent not to be unreasonably withheld.

7. PUBLICITY

The Parties consent and authorise each other to identify and represent the MOC to the public in written publications, advertisements and mailings or by oral presentations as may seem appropriate.

8. AMENDMENTS

This MOC may only be amended and supplemented in writing as decided and agreed by mutual written consent of the Parties.

9. TERM & TERMINATION

This MOC shall commence on the Effective Date and shall remain in force for a period of **three (3) years**. Either of the Parties may terminate this MOC by giving the other Party no less than **three (3) months** written notification of its desire to terminate. The termination of this MOC shall not affect the implementation of any joint activity established under it prior to such termination. The provisions of **Paragraphs 4 and 6** shall survive termination of this MOC howsoever caused.

10. DISPUTE RESOLUTION

- (a) In the event of any dispute arising from this MOC, both parties commit to attempting to resolve the dispute amicably and in good faith through direct negotiation between them, seeking to reach a mutually acceptable and friendly settlement.

11. NON-BINDING NATURE

Notwithstanding the statements expressed herein, this MOC is a non-binding expression of the current intention of the Parties, and neither Party will incur nor be bound to any legal obligation or expense hereunder to the other Party until and unless a definitive agreement is negotiated, approved by the necessary management levels of each Party and executed and delivered by authorised representatives of both Parties; provided always, the Parties agree that the provisions of **Paragraphs 4 and 6** shall be binding.

12. GOVERNING LAW

This MOC shall be governed by and construed in accordance with the laws of the Republic of Singapore.

13. RIGHTS OF THIRD PARTIES

The Contracts (Rights of Third Parties) Act 2001 shall not under any circumstances apply to this MOC and any person who is not a party to this MOC (whether or not such person shall be named, referred to, or otherwise identified, or form part of a class of persons so named, referred to or identified, in this Agreement) shall have no right whatsoever under the Contracts (Rights of Third Parties) Act 2001 to enforce this MOC or any of its terms.

IN WITNESS WHEREOF, this MOC has been entered into on the date stated at the beginning.

SIGNED by Mr. Taoufik RBIAI

Designation: Deputy Director General

For and behalf of

**ARAB INDUSTRIAL DEVELOPMENT,
STANDARDIZATION & MINING ORGANIZATION**

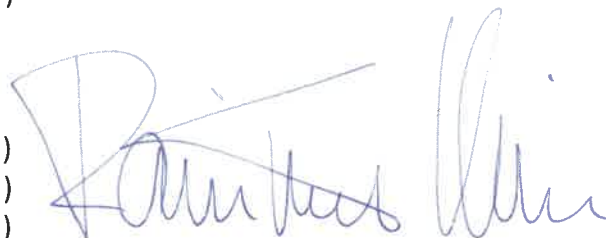
SIGNED by Mr. Raimund Klein

Designation: Chief Executive Officer

For and behalf of

**INTERNATIONAL CENTRE FOR INDUSTRIAL
TRANSFORMATION**





30 September 2025