

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
THE BRUSSELS AGENCY FOR ENTREPRENEURSHIP, FLANDERS INVESTMENT  
AND TRADE, AND WALLONIA EXPORT AND INVESTMENT AGENCY OF THE  
KINGDOM OF BELGIUM,  
THE GOVERNOR'S OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT OF  
THE STATE OF CALIFORNIA OF THE UNITED STATES OF AMERICA  
CONCERNING TRADE AND INNOVATION**

The Brussels Agency for Entrepreneurship (hub.brussels), the Flanders Investment and Trade (FIT), the Wallonia Export and Investment Agency (AWEX) of The Kingdom of Belgium, and the Governor's Office of Business and Economic Development of the State of California of the United States of America (GO-Biz), hereinafter referred to as "the Participants," declare as follows:

**WHEREAS** the Kingdom of Belgium and the State of California are important trading partners and share close economic, academic, and cultural ties;

**WHEREAS** in 2025, California became the world's fourth-largest economy with a world-leading innovation ecosystem and is home to preeminent aerospace, advanced mobility, and creative sectors;

**WHEREAS** the Kingdom of Belgium has maintained long-standing diplomatic and economic representation in California, notably through the Consulate General of Belgium in Los Angeles, and through the permanent presence of Belgium's regional trade and investment agencies in Los Angeles, San Francisco, and Silicon Valley.

**WHEREAS** the Kingdom of Belgium is a federal State composed of three Regions — Brussels, Flanders, and Wallonia — each endowed with full economic competencies and represented internationally by their respective trade and investment agencies: hub.brussels, FIT, and AWEX;

**WHEREAS** the Participants have a long-standing tradition of mutual collaboration in welcoming and supporting foreign business delegations on their respective territories, as well as during major trade fairs and international business conventions, thereby fostering deeper economic, academic, and cultural exchanges;

**WHEREAS** in October 2025, Her Royal Highness Princess Astrid of Belgium is leading the largest Belgian trade delegation to date to California, underscoring the strategic importance of strengthening and expanding the economic relations between Belgium and California;

**WHEREAS** the Participants are world leaders in research and innovation and hold the shared conviction that research, innovation, and collaboration are key to increasing their mutual economic prosperity;

Therefore, the Participants have reached the following understanding:

**SECTION I  
Objective**

The purpose of this Memorandum of Understanding is to establish a flexible framework between the Participants in order to permit them to collaborate to strengthen their economic ties. In doing so, the Participants share the following common objectives:

- a) Promote mutually beneficial trade relations
- b) Strengthen innovation ecosystems by supporting public-private collaboration, academic and research exchange, and development projects



- c) Promote opportunities for private sector and government-to-government collaborations, as well as public-private partnerships within the targeted industry sectors outlined below
- d) Facilitate the exchange of knowledge, best practices, and policy insights through dialogues, delegations, trade promotions, projects, and partnerships

**SECTION II**  
**Areas of Cooperation**

The Participants intend to collaborate to strengthen their economic ties through initiatives focused particularly on, but not limited to, the following areas of cooperation:

- a) Innovation and entrepreneurship
- b) Health and life sciences, including pharmaceutical and medical devices
- c) Semiconductors, photonics, and cybersecurity
- d) Aeronautics and space
- e) Mobility, including autonomous vehicles
- f) Creative economy
- g) Clean technology and sustainability

**SECTION III**  
**Coordination**

The Participants respectively designate the following representatives to establish the creation of an action plan to implement the objectives of this Memorandum of Understanding.

| Belgium          |   | California |  |
|------------------|---|------------|--|
| AWEX             | Hubert Goffinet<br><a href="mailto:h.goffinet@awex-wallonia.com">h.goffinet@awex-wallonia.com</a> | GO-Biz     | Tricia Utterback<br><a href="mailto:patricia.utterback@gobiz.ca.gov">patricia.utterback@gobiz.ca.gov</a> |
| FIT              | Wim Sohier<br><a href="mailto:wim.sohier@fitagency.com">wim.sohier@fitagency.com</a>              |            |  |
| hub.<br>brussels | Eric Gabrys<br><a href="mailto:egabrys@hub.brussels">egabrys@hub.brussels</a>                     |            |  |

**SECTION IV**  
**Specific Activities**

Specific activities to achieve the objectives of this Memorandum of Understanding for the key sectors and initiatives identified in Section II may include:

- a) Exchange ideas and knowledge on how to stimulate innovation, facilitate entrepreneurship, and promote economic development in the specified areas of cooperation;
- b) Share information and best practices regarding policies and programs, as well as capacity-building, related to the areas of cooperation;



- c) Support the other Participant's incoming delegations involving policymakers, regulators, academic institutions, investors, nongovernmental organizations, and businesses, as well as business organizations to boost knowledge transfer, collaboration, and investments;
- d) Identify areas of opportunity for business engagement, including at mutually beneficial trade shows, forums, conferences, and symposia;
- e) Facilitate partnerships and communication with local and regional jurisdictions; and
- f) Participate in other commitments and/or initiatives to promote the deepening of ties between the regions of Belgium and the State of California.

## **SECTION V**

### **No Legal Obligations, Rights, or Remedies**

This Memorandum of Understanding is a voluntary initiative. It does not create any legally binding rights or obligations and creates no legally cognizable or enforceable rights or remedies, legal or equitable, in any forum whatsoever. In addition, the commitments in this Memorandum of Understanding are not conditioned upon reciprocal actions by other Participants; each Participant retains full discretion over implementation of its commitments in light of the Participant's individual circumstances, laws, and policies; and each Participant is free to terminate the Memorandum.

## **SECTION VI**

### **Availability of Personnel and Resources**

This Memorandum of Understanding does not involve the exchange of funds, nor does it represent any obligation of funds by either Participant. All costs that may arise from activities covered by, mentioned in, or pursuant to this Memorandum of Understanding will be assumed by the Participant that incurs them, unless otherwise expressly stated in a future written arrangement in accordance with applicable laws. All activities undertaken pursuant to this Memorandum of Understanding are subject to the availability of funds, personnel, and other resources of each Participant.

The personnel designated by a Participant for the execution of this Memorandum of Understanding will work under the orders and responsibility of that Participant and any other organization or institution to which the personnel already belongs, at all times maintaining any preexisting employment relationship only with that Participant and organization or institution, and not with any other Participant.



## **SECTION VII Compliance with Applicable Laws**

This Memorandum of Understanding will be construed consistent with all applicable laws, and activities undertaken in connection with this Memorandum of Understanding will be subject to, and will be undertaken in a manner consistent with, all otherwise-applicable laws.

## **SECTION VIII Interpretation and Application**

Any difference that may arise in relation to the interpretation or application of this Memorandum of Understanding will be resolved through consultations between the Participants, which will endeavor in good faith to resolve such differences.

## **SECTION IX Final Provisions**

This Memorandum of Understanding is effective from the date of its signature, for a three year period, unless renewed or extended by the Participants in the same manner that the Participants may otherwise modify this Memorandum of Understanding.

This Memorandum of Understanding may be modified at any time by mutual consent of the Participants. Any modification will be made in writing and specify the date on which such modification is to become effective.

Any of the Participants may, at any time, terminate this Memorandum of Understanding by providing written notice to the other Participant(s). A Participant that intends to terminate this MOU will endeavor to provide notice of such termination to other Participants 60 days in advance.

The termination of this Memorandum of Understanding will not affect when activities initiated while this Memorandum of Understanding is in effect will conclude, unless a Participant expressly states otherwise. A Participant that intends to terminate a previously initiated activity will endeavor to reach an understanding with the other Participant concerning such termination.



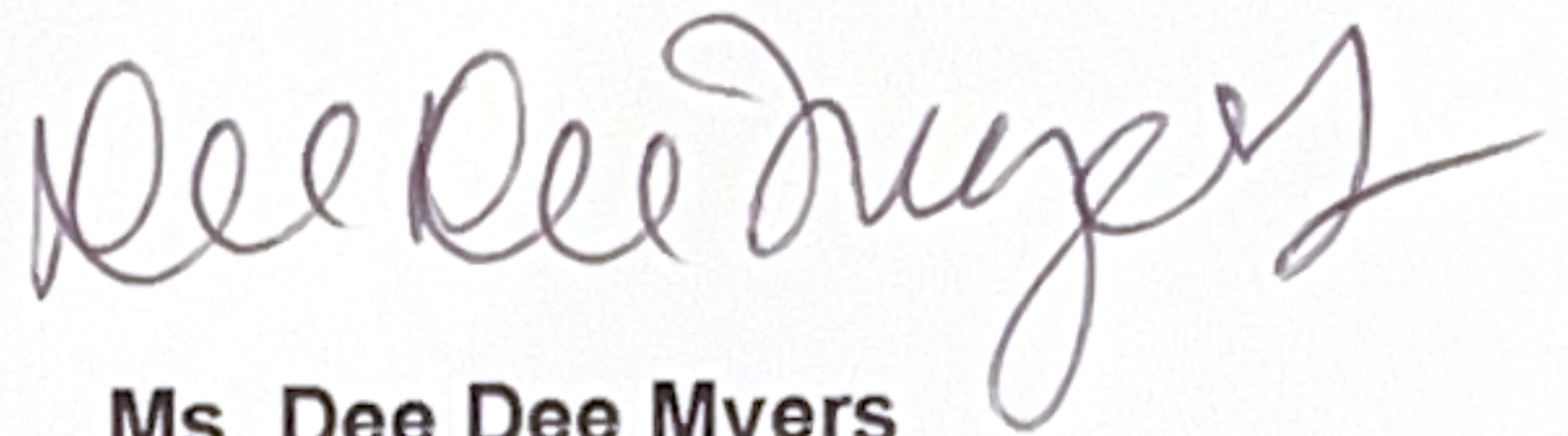
Signed in San Francisco, California, on October 6, 2025.

FOR THE BRUSSELS AGENCY FOR  
ENTREPRENEURSHIP OF THE  
REGION OF BRUSSELS



Mrs. Isabelle Grippa  
Chief Executive Officer

FOR THE GOVERNOR'S OFFICE  
OF BUSINESS AND ECONOMIC  
DEVELOPMENT OF THE STATE OF  
CALIFORNIA OF THE UNITED  
STATES OF AMERICA



Ms. Dee Dee Myers  
Director

FOR THE FLANDERS INVESTMENT  
AND TRADE OF THE REGION OF  
FLANDERS



Mr. Piet Demunter  
Chief Executive Officer

FOR THE WALLONIA EXPORT AND  
INVESTMENT AGENCY OF THE  
REGION OF WALLONIA



Mrs. Pascale Delcominette  
Chief Executive Officer