

MEMORANDUM OF UNDERSTANDING

1- Description of the partners:

Partner 1: ACVR / AAA

The ACVR (Automotive Cluster Vienna Region) is the network for innovative enterprises and trend-setting technologies dealing with the topics of mobility, traffic and new vehicle technologies. The ACVR strengthens co-operation in automotive growth markets by the initiation of co-operation and projects.

The medium and long-term goals of the ACVR are the increase of the innovation level and of the creation of value of the enterprises in the Vienna region.

The AAA (Austrian Automotive Association) has been established by the three automotive networks in Austria, the Chamber of Commerce and the Federation of the Austrian Industry in order to create a collective presence for the Austrian automotive industry on the international level.

The AAA is a service platform which acts as a powerful partner for the Austrian automobile supplier industry in an international environment.

Partner 2: MOV'EO

MOV'EO is the French leading automotive cluster supported by the government and the local authorities.

MOV'EO is based in Normandy and Paris Regions around strategic test and research sites within which 70% of the French automotive R&D is carried out.

MOV'EO focuses on four fields of strategic activities:

- Energy & Environment
- Mechatronics
- Road Safety
- Mobility & Services

The strategy of MOV'EO is organised around 2 main goals: to generate R&D collaborative projects and to develop R&D activities on its area in order to encourage competitiveness among its members.

2- Context and objectives:

ACVR / AAA and MOV'EO intend to build a strategic partnership that will benefit both parties by:

- Strengthening their respective position in a highly competitive global market
- Identifying opportunities for joint cooperation in their common fields of interest.

Following their first contact, both partners have agreed to cooperate about the areas below:

- To develop R&D cooperation
- To set up each cluster competence mapping
- To share information related to all the topics of cooperation mentioned below (upcoming events, scientific articles, new facilities...)
- To develop mutual business opportunities between members
- To put specific attention on SMEs (Small and Medium-sized Enterprises) stimulation across the clusters focusing on export opportunities and R&D cooperation

3- Topics of cooperation:

The partnership between ACVR / AAA and MOV'EO focuses on Powertrain Engineering and particularly on the 3 following topics:

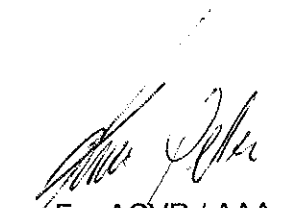
- Topic 1: Internal Combustion Engine improvements
- Topic 2: Alternative fuels
- Topic 3: Digital and experimental design tools
- Topic 4: Battery and Hybrid Technology

4- Agreement:

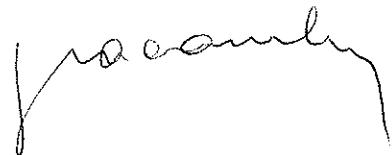
This Memorandum of Understanding is part of the clusters' respective international development policies which aim at exploring and seizing opportunities at a European level which could benefit their members including SMEs.

Done in Paris in two originals
Date: November 17, 2008

Signatures:



For ACVR / AAA
Peter KUEN
Managing Director



For MOV'EO
Jacques LACAMBRE
President