Rába Automotive Holding Plc.
The history of Raba

December 28, 1896  9 shareholders founded the Hungarian Railway Carriage and Machine Works Plc. in Gyor with 1 million crown capital at the general assembly with Emil Lederer presiding in the room of the savings-bank of Gyor town and county.

1904 The petrol-fuelled engine won: the first petrol-fuelled, mechanical all-wheel drive and steer on-highway vehicle of the world was made in Gyor. Designer: Captain Taskal, Engineer Koroknay, as an expert F.Porsche

1906 Building of the forging factory on the basis of Eiffel’s drawings, a modern building at that time.

1910 The steel casting had begun and in…

1914 The open-hearth furnace was started up for more cost-efficient, better quality steel manufacture. / The first passenger car: the RABA Alpha was made. The 5-15-HP vehicle was suitable only for civil purposes.

1928 The license purchased from Austro-Fiat replaced the design that become out-of-date in the category of 1,5 ton. The RABA AF cars were made in 6 types until 1934.

1942 The manufacture of the Turan tank began on the basis of the Skoda T21 license. The new car factory was built. The Messerschmidt Program started: the manufacture of Me Bf 109 fighter aircraft, then Me 210 fighter-bomber aircraft began together with the Danubian Aircraft factory.

1945 On March 28, the direction of Railway Carriage Factory was taken over by the Soviets.

1957 Kossuth-prize was awarded to the engineering members of Pattantyus technical brigade for the upsetting pressing technologies, which was introduced to the manufacture of Diesel-engine crank shaft.
The history of Raba

1967 January 6.: Signing license agreement with the consortium of Renault, Seri, M.A.N., Ferrostaal companies. Ikarus exhibits the intercity version of bus range No. 200 at the Budapest International Trade Fair, the series production of which starts with RABAM.A.N. engines. The production hall of 28,000 m2 was built up.

1971 The axle type 831 is awarded the Budapest International Trade Fair prize.

1973 The 100,000th axle is made. The building of the new steel foundry is finished. The manufacture of RABA Steiger power machine begins. Up-to-date power machines join the heavy-duty tractors made to American license. Through the Steiger connection RABA appeared in the USA. The export to the USA has exceeded $700 million.

1992 January 1.: RABA was turned into a shareholding company, the Hungarian state being the majority shareholder.

1996 RABA Rt. reached an important milestone in the hundredth year of its history and was enabled again to become a market player in a market economy driven by private property.

1997 As a result of the privatization strategy that was devised and executed with the government, the shares of RABA Rt. were listed on the Budapest Stock Exchange on December 17th, 1997.

1999 In order to better capitalize on its market positions and resources, RABA Rt. streamlined its organization structure. It has transferred its main businesses into separate legal entities, thus creating the platform for the holding structure.

2001 RABA attained IMAG Ltd., the seat manufacturer of Ikarus, located in Mór.

2002 On October 1st: Merger of the component manufacturing sites Győr, Mor and Sárvár, which was a subsidiary of RABA into the new RABA Automotive Components Manufacturing Ltd..

2005 In June the Győr plant of the components manufacturing business unit seceded.
Rába Corporate Structure

**Business Units**

- **Rába Axle Ltd.**
  - Focus on mid-series complete axles, and high series axle components for commercial vehicles

- **Rába Components Ltd.**
  - Produce metal parts to passenger cars for the regional market

- **Rába Vehicle Ltd.**
  - Project based production of vehicles

- **Real Estate**
  - Utilize unproductive real estate assets

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**Key figures (IFRS) 2008 (audited)**

- **Net sales:**
  - HUF 58,683 m
  - EUR 234 m

- **EBITDA:**
  - HUF 4,053 m
  - EUR 16.2m

- **Headcount:**
  - 2,582

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* Listed on the Budapest Stock Exchange

- **Established:** 1896

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Rába Axle Ltd.

- Focus on mid-series complete axles, and high series axle components for commercial vehicles

Rába Components Ltd.

- Produce metal parts to passenger cars for the regional market

Rába Vehicle Ltd.

- Project based production of vehicles

Real Estate

- Utilize unproductive real estate assets

Components

- 27%

Axle

- 60%

Vehicle

- 13%
Sales by region

Total sales in 2008: 233.8 m EUR
Axle business

Axle components and parts

Bus- and off-road axles

Markets

USA 49%
CIS + non-EU 13%
EU 21%
Domestic 12%
Asia 3%
South-America 2%

Customers

Marmon 32%
ARM (Global) 12%
DANA (Global) 9%
John Deere 7%
BPW (Global) 6%
GAZ Group 4%
Claas 4%
Scania 3%
Kamaz 2%
Others 21%

Customers

Marmon 32%
ARM (Global) 12%
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BPW (Global) 6%
GAZ Group 4%
Claas 4%
Scania 3%
Kamaz 2%
Others 21%
Applications
Vehicle Business Unit

Military off-road vehicles

Vehicle chassis

Markets & customers

- In 2003 Rába signed a 15-year frame contract with the Hungarian Ministry of Defence and became the exclusive supplier of off-road vehicles
- Rolling bus chassis for regional OEMs
- Chassis frames for the European market

Product & market strategy

- Project-based design
- Serving the market with strategic partners
- Sale of capacities through project-based businesses
Rába Automotive Components Manufacturing Ltd.
Rába Automotive Components Manufacturing Ltd.

Member of the Rába Group

Mór, Ipartelep
www.raba.hu
mor@raba.hu

Sárvár, Ipartelep 6.
www.raba.hu
sarvar@raba.hu

Esztergom, AMP út 4.
## Rába Automotive Components Manufacturing Ltd.

### Markets and Sales

<table>
<thead>
<tr>
<th>Key figures</th>
<th>Certifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 Net sales: EUR 65,1 millions</td>
<td>ISO 9001</td>
</tr>
<tr>
<td>Headcount: 823</td>
<td>TS 16949</td>
</tr>
<tr>
<td></td>
<td>ISO 14001</td>
</tr>
<tr>
<td></td>
<td>OHSAS 18001:1999</td>
</tr>
</tbody>
</table>

### Key Customers

- **Magyar Toyo Seat**: 64%
- **NAF GmbH**: 14%
- **Rába Axle**: 9%
- **Magyar Suzuki**: 4%
- **Deutz**: 3%
- **Denso**: 2%
- **Metaldyne**: 2%
- **Sears Ltd.**: 2%
Rába Automotive Components Manufacturing Ltd.

Sales

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (thousand €)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>40,193</td>
</tr>
<tr>
<td>2004</td>
<td>44,077</td>
</tr>
<tr>
<td>2005</td>
<td>45,106</td>
</tr>
<tr>
<td>2006</td>
<td>50,025</td>
</tr>
<tr>
<td>2007</td>
<td>66,856</td>
</tr>
<tr>
<td>2008</td>
<td>65,141</td>
</tr>
</tbody>
</table>
Rába Automotive Components Manufacturing Ltd.
Management

Urbányi, László
Managing Director

Hajdú, Károly
HR Manager

Simon, István
Financial Director

Czetli, Imre
Plant manager, Mór

Boldis, Géza
Plant manager, Sárvár

Pekár, György
Business development manager

Klein, János
Quality Assurance and Environmental Manager

13
1. Measurements, tests
   - Gage R&R
   - SPC, Capability studies
   - APQP, PPAP
   - 8D, PDCA problem solving
   - Benchmarking

2. Equipment highlights
   - 3D dimensional equipment
   - Burning chamber
   - Rupturing machine
   - Textile rupturing machine
   - Hardness testers
CERTIFICATE
ISO/TS 16949 : 2002
Quality Management System
Excluding Product Design

AIB—VINCOTTE INTERNATIONAL Ltd.,
Brussels — Belgium

This is to certify that RÁBA Járműpari Alkatrészgyártó Kft. Mór
Located at Ipartelőp
8060 Mór
Hungary

has established and is maintaining a Quality Management System which is in accordance
with the requirements of ISO/TS 16949 : 2002 and having been audited in accordance
with the rules of the registration scheme for ISO/TS 16949 : 2002 by the organization.

Production of welded and assembled seat frames for parts, frames and covers for seats,
surfaces treatment by cathodic deposition, cutting, sewing and production
of pressed metal parts.

The Certificate is based on the result of an audit documented in report REP-9-0-16639/0
Certificate number: 00201954
Date of issue: 14 March 2009
This certificate expires on: 15 March 2012

Signed for the certification body:

Ir. Paul User
Chairman Certification Committee

CERTIFICATE
EN ISO 9001 : 2008
Quality Management System

AIB—VINCOTTE INTERNATIONAL Ltd.,
Brussels — Belgium

This is to certify that RÁBA Járműpari Alkatrészgyártó Kft. Mór
Located at Ipartelőp
8060 Mór
Hungary

has established and is maintaining a Quality Management System which is in accordance
with the requirements of EN ISO 9001 : 2008 and having been audited in accordance
with the rules of the registration scheme for EN ISO 9001 : 2008 by the organization.

Production of parts for vehicles, welding of metal parts, frames and covers for seat and
seat assembly, as well as produce other parts parts; pressing, welding, assembling;
write & treated by cathode, galvanizing

The Certificate is based on the result of an audit documented in report REP-9-0-16639/0
Certificate number: 00201954
Date of issue: 14 March 2009
This certificate expires on: 15 March 2012

Signed for the certification body:

Ir. Paul User
Chairman Certification Committee
CERTIFICATE

EN ISO 14001 : 2004
Environmental Management System

AIB-VINÇOTTE INTERNATIONAL Ltd,
Brussels - Belgium

This is to certify that Rába Automotive Components Manufacturing Ltd.
Located at Martén út 1,
H-9027 Győr (Hungary)

Site at
Iparttelep
H-8030 Mőr (Hungary)
Iparttelep 6,
H-5450 Sárvár (Hungary)

This certificate is based on the results of an audit performed by the audit report number REP-C-8-0904/OHSAS.

This certificate is granted subject to AIB-VINÇOTTE International’s General Regulations.

Certificate number: 08 SMS 850
Date of issue: August 23, 2008
This certificate expires on: August 24, 2011

Signed for the certification body:

Chairman Certification Committee

AIB-VINÇOTTE International Ltd
Brussels, Belgium

Safety Management System Certificate
OHSAS 18001 : 1999

This is to certify that RÁBA Járműipari Holding Nyrt.
9027 Győr, Martin u.1.

with site at RÁBA Járműipari Alkatrészgyártó Kft. - Mőri Gyár
8060 Mőr, Ipartelep (Hungary)

has established and is maintaining an Safety Management System which is in accordance with the requirements of OHSAS 18001:1999 “Occupational health and safety management systems - Specification for: Manufacture of components of road vehicles, tools and metal frames, metal working.

This certificate is based on the results of an audit documented in the audit report number REP-C-8-0904/OHSAS.

This certificate is granted subject to AIB-VINÇOTTE International’s General Regulations.

Certificate number: 08 SMS 850
Date of issue: August 23, 2008
This certificate expires on: August 24, 2011

Signed for the certification body:

Chairman Certification Committee
• Location: Mór
• Number of employees: 552
• Ground-plot: 85 500m²
• Built: 32 000 m²
Capacity:
12,000,000 pcs/year
Shifts: 2

-- 630, 400, 160 t automatic presses
-- single-stroke eccentric and hydraulic presses
Capacity: 2,500,000 pcs/year
Shifts: 3

Welding workshop:
• 7 pcs twin arm arc-welding cells
• 2 pcs single arm arc-welding cells
• 1 pc 3D twin arm spotwelding cell
Mór Plant

Cataphoretic painting

Capacity:
500,000 m²/year
Shifts: 3
Mór Plant
PU Foaming

Capacity:
HF-32 foaming line (MDI technology): 1,700,000 parts/year
Shifts: 3
Mór Plant
Cutting, Sewing

Capacity:

**Cutting workshop**
- 2 pcs CNC cutting machines
- 2 pcs cutting presses
- 1,342,500 m² fabric/year
- Shifts: 2

**Sewing workshop**
- 119 pcs sewing machines
- 2,400,000 trim/year
- Shifts: 2
7 years experience in Line Sequence delivery

- Location: Esztergom
- JIT delivery to Hungarian SUZUKI in every 20 min
- Number of employees: 48
- 2 800 m²
Components

Seat frames Swift, SX4/Sedici and Splash/Agila

Crash box

Driver seat components
Commercial Vehicle customers

Bus, railway and tram seats and seat components

Bombardier

SC TRANSFEROVIAR GRUP SA

Mór Plant
Mór Plant
Applications
• Location: Sárvár

• Number of employees: 268

• Ground-plot: 112 000 m²

• Built: 21 000m²
Sárvár Plant
Machining
Sárvár Plant
Process centres
Sárvár Plant
NC-, CNC-controlled drilling machines
Sárvár Plant

NC-, CNC-controlled drilling machines
Sárvár Plant

Special Technology Method – Broaching
Sárvár Plant

Special Technology Method – Cold Forming
Sárvár Plant
Heat treatment
Sárvár Plant
Assembly

Ringpiston
Switch cylinder
Springforce accumulator
Machined components, tools, fixtures, jigs

Springforce accumulator units

Tooling

Hub

EGR Housing

Assembled

Poly V-Pulleys

Main customers
Sárvár Plant
Applications
Contacts

URBÁNYI László, managing director
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Thank you for your attention!