

# *INSTITUTIONAL PRESENTATION*

## *1Q25*

**FRAS**  
B3 LISTED N1

**IBRA B3**

**IGC B3**

**IGCT B3**

**SMLL B3**

# IMPORTANT

## INFORMATION

These statements are based on Management's beliefs and assumptions, as well as on currently available information. Forward-looking statements include information on our current intentions, beliefs or expectations, as well as those of the Company's Board of Directors and Board of Executive Officers.

The reservations as to forward-looking statements and information also include data on possible or presumed operating results, as well as any statements preceded, followed or including words such as "believes", "may", "will", "expects", "intends", "plans", "estimates" or similar expressions.

Forward-looking statements are not performance guarantees; they involve risks, uncertainties and assumptions because they refer to future events and, therefore, depend on circumstances which may or may not occur. Future results may differ materially from those expressed or suggested by forward looking statements. Many of the factors which will determine these results and figures are beyond our ability to control or predict.





*WE ARE  
FRASLE MOBILITY*



# FRASLE MOBILITY

AT A GLANCE

Watch our  
institutional  
video



## OUR METRICS

<b>Market Leadership<sup>1</sup></b>		<b>Employees</b>	<b>Countries Served</b>	<b>Brands</b>
<b>#1</b>		<b>8,000+</b>	<b>125+</b>	<b>25</b>
<b>Aftermarket</b>	<b>OEM<sup>2</sup></b>	<b>Domestic Market</b>	<b>Foreign Market</b>	<b>Outsourced</b>
<b>90.7%</b>	<b>9.3%</b>	<b>45.4%</b>	<b>54.6%</b>	<b>~35%</b>

## 1Q25 FINANCIAL RESULTS

<b>Net Revenue</b> R\$ 1,331.7 M	<b>Adjusted EBITDA Margin</b> 19.0%
<b>Net Margin</b> 5.3%	<b>ROIC*</b> 17,7%

## FRAS3 | B3 LISTED N1

<b>IPO</b> 1971	<b>Market Cap<sup>3</sup></b> R\$ 7.9 billion
<b>Tag Along</b> 100%	

- 12 Industrial Plants**
- 9 Warehouses**
- 7 Commercial Offices**
- 2 Technology and Development Centers**

1. In the main products; 2. Original Equipment Manufacturer; 3. On 05/07/2025. \*Pro forma ROIC excluding the non-recurring effects of the Fanacif restructuring and Dacomsa acquisition.

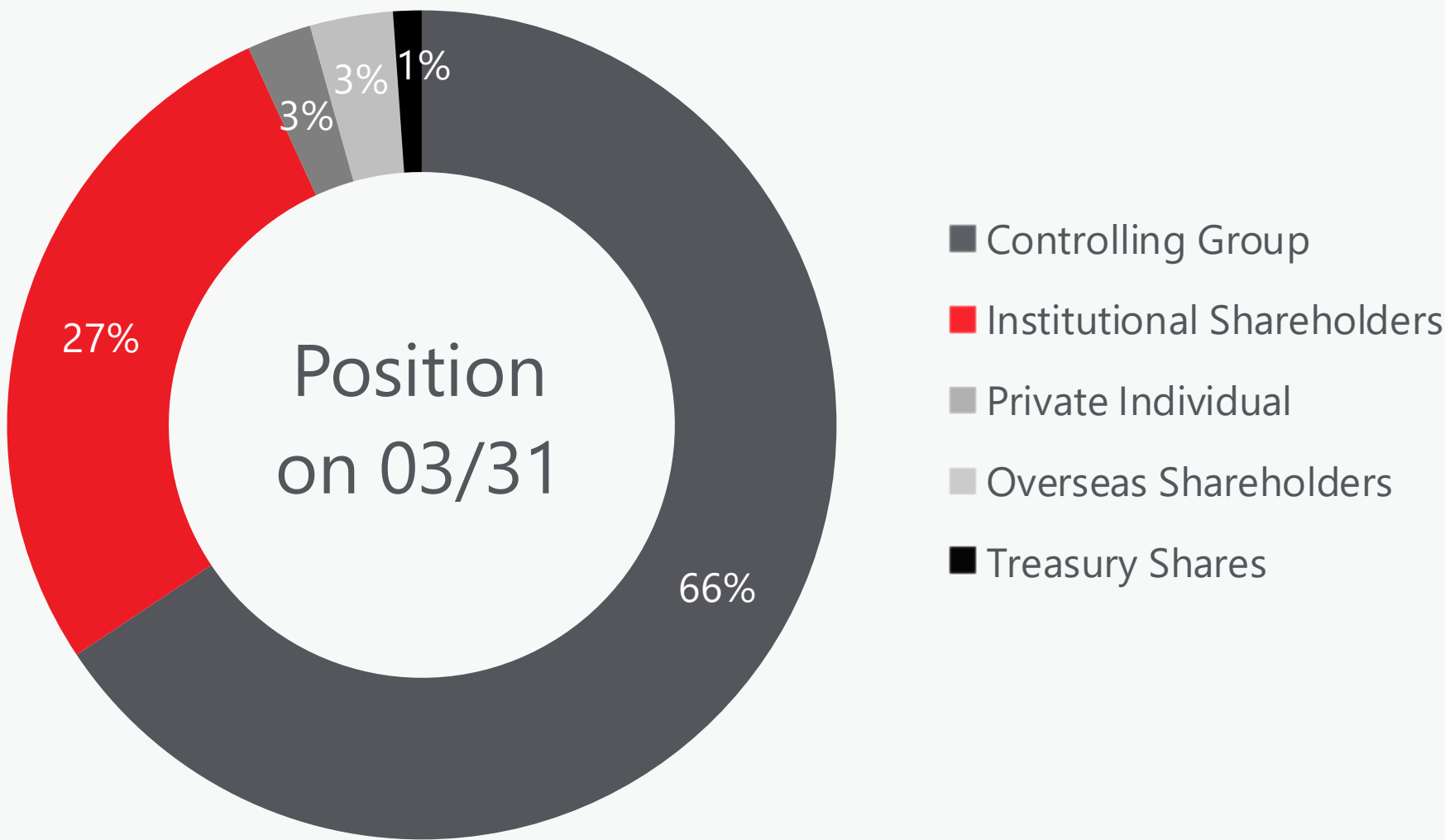


# CORPORATE STRUCTURE

A RANDONCORP COMPANY

RANDONCORP

## CORPORATE STRUCTURE



Randoncorp <sup>1</sup> .....	52.57%
Dramd <sup>1</sup> .....	12.82%
Tarpon Gestora de Recursos.....	16.25%
Previ.....	9.91%
Other Shareholders.....	7.33%
Treasury Shares.....	1.11%

1. Controller Group

## GOVERNANCE STRUCTURE

### Board of Directors

David Abramo Randon | President  
Astor Milton Schmitt | Vice-President  
Daniel Raul Randon | Board Member  
Antonio Sergio Riede | Independent Member  
Renata Faber Rocha | Independent Member

### Fiscal Board

Jaime Marchet | Member  
Joílson Rodrigues Ferreira | Member  
Wladimir Omiechuck | Member

### Executive Board



**SÉRGIO L. CARVALHO<sup>2</sup>**  
PRESIDENT AND CEO  
FRASLE MOBILITY  
8+ YEARS IN THE GROUP



**ANDERSON PONTALTI<sup>3</sup>**  
COO  
FRASLE MOBILITY  
25+ YEARS IN THE GROUP



**HEMERSON DE SOUZA**  
DIRECTOR OF THE AMERICAS,  
M&A AND IRO  
25 YEARS IN THE GROUP

<sup>2</sup> Until 09/01/2025.  
<sup>3</sup> Will assume the position of CEO as of 09/01/25, when Daniel Raul Randon become the President of the Company.

# 70 YEARS OF HISTORY!

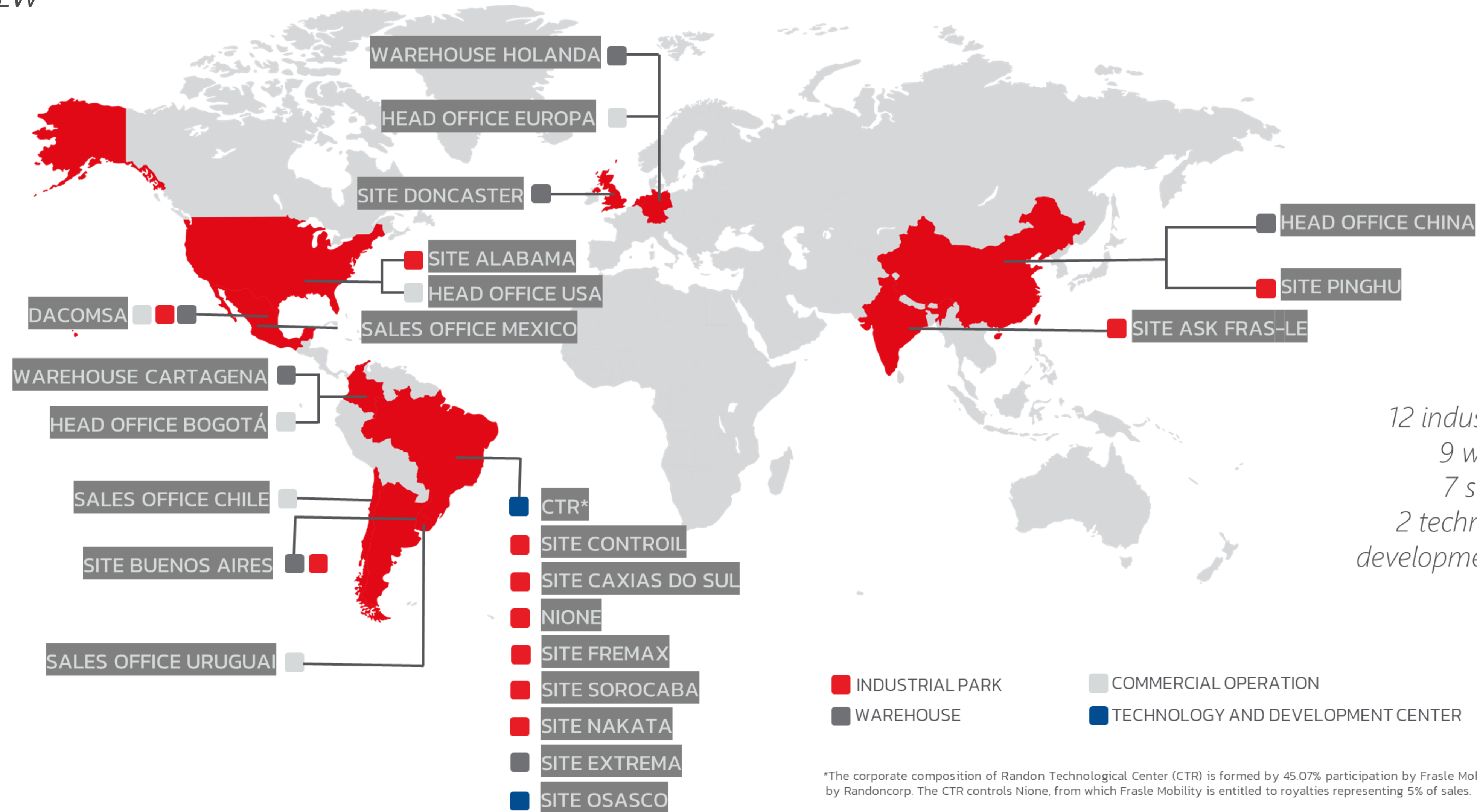
A JOURNEY OF COURAGE AND ACHIEVEMENTS





# OUR OPERATIONS

## OVERVIEW



12 industrial parks  
9 warehouses  
7 sales offices  
2 technology and development centers

\*The corporate composition of Random Technological Center (CTR) is formed by 45.07% participation by Frasle Mobility and 54.93% by Randoncorp. The CTR controls Nione, from which Frasle Mobility is entitled to royalties representing 5% of sales.



# ONE STOP SHOP

BROAD PORTFOLIO TO MEET 'ONE-STOP' REPLACEMENT DEMAND

**FRICTION | Commercial Line**  
>6,300 SKUs



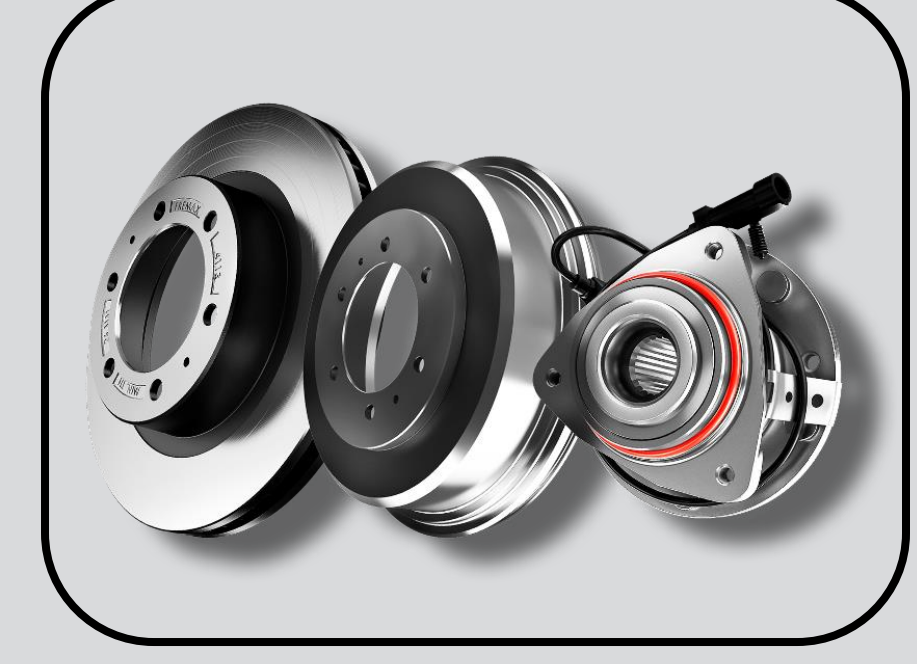
**FRICTION | Light Line**  
>9,300 SKUs



**BRAKE ACTUATION**  
>1,000 SKUs



**BRAKE DISCS**  
>2,000 SKUs



**SHOCK ABSORBERS**  
>1,000 SKUs



**MOTORCYCLE**  
>200 SKUs



**SUSPENSION AND STEERING**  
>1,600 SKUs



**ENGINE COMPONENTS**  
>11,600 SKUs



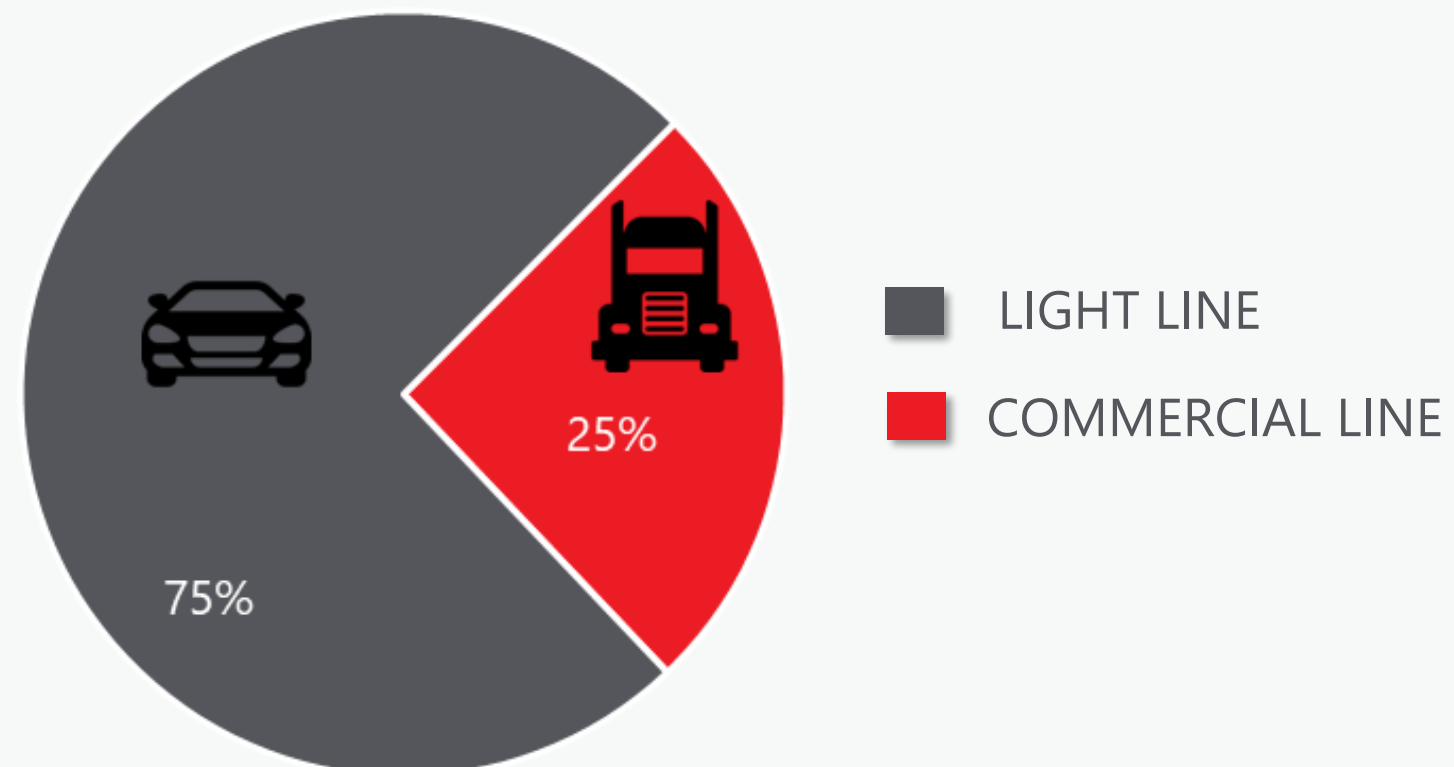
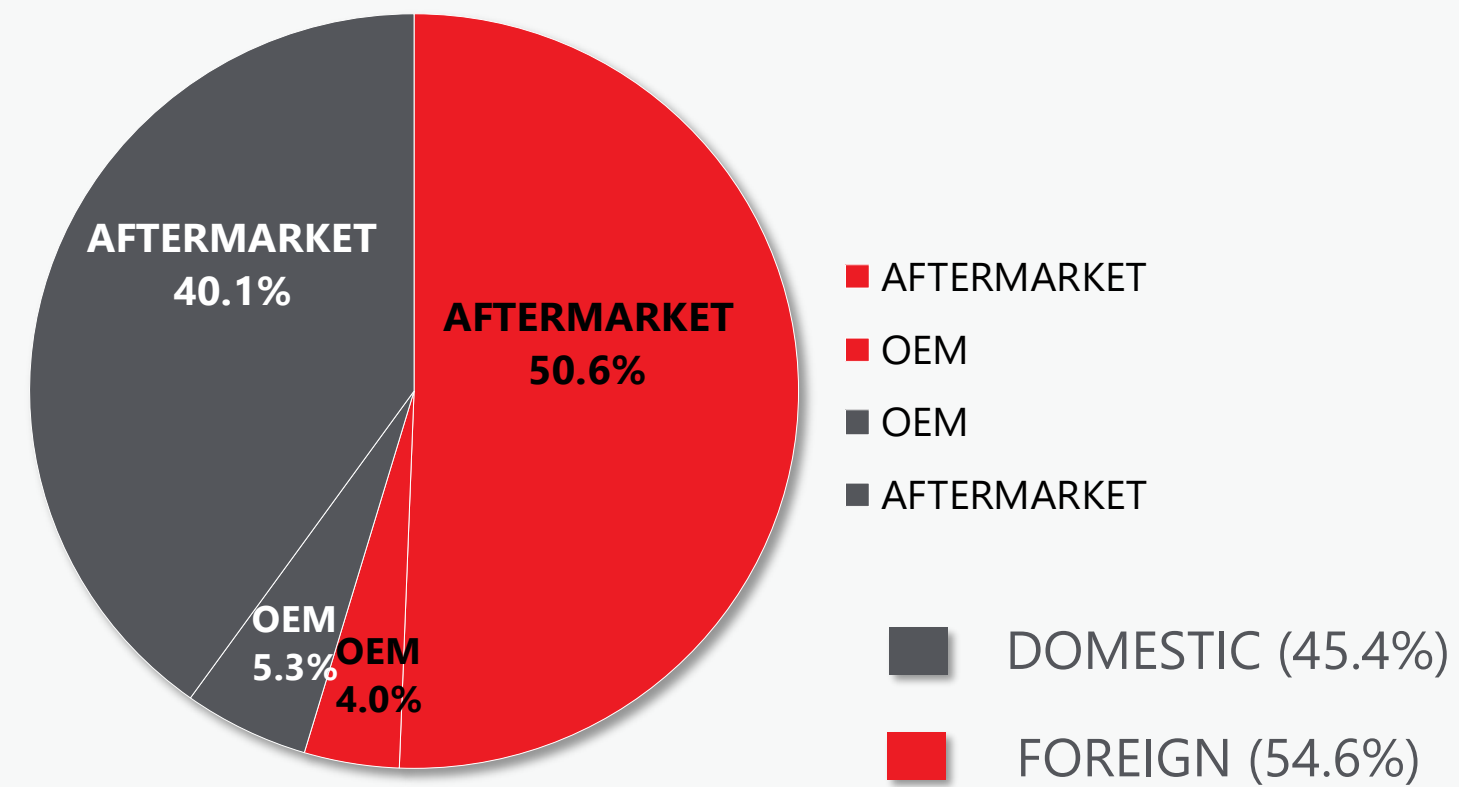
PORTFOLIO OF MORE THAN **33,000+** SKUs



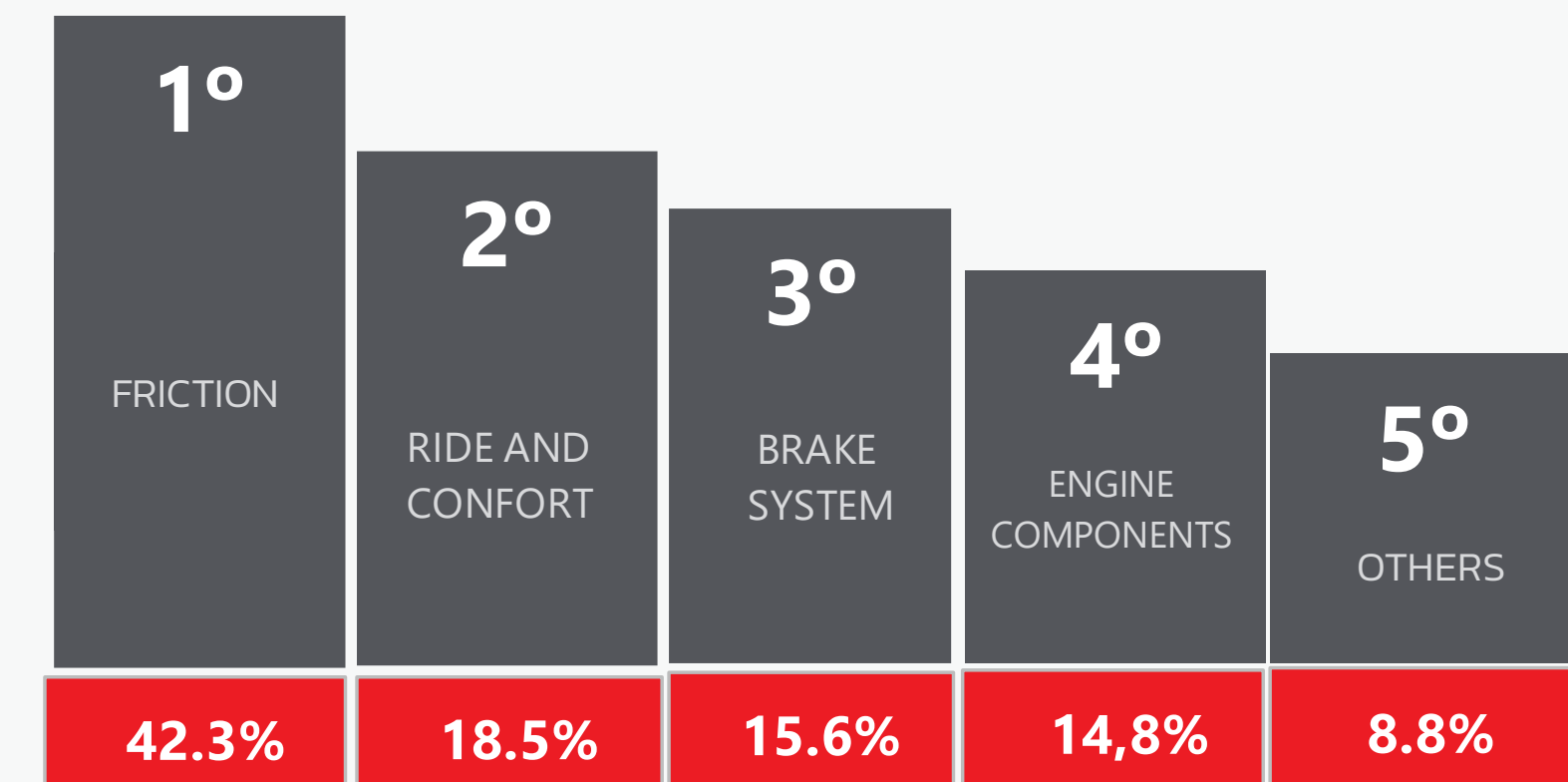
# MARKETS, SEGMENTS AND PRODUCTS

REVENUE DIVERSIFICATION BY GEOGRAPHICAL EXPOSURE AND BROAD PRODUCT PORTFOLIO

% REVENUE BY MARKET

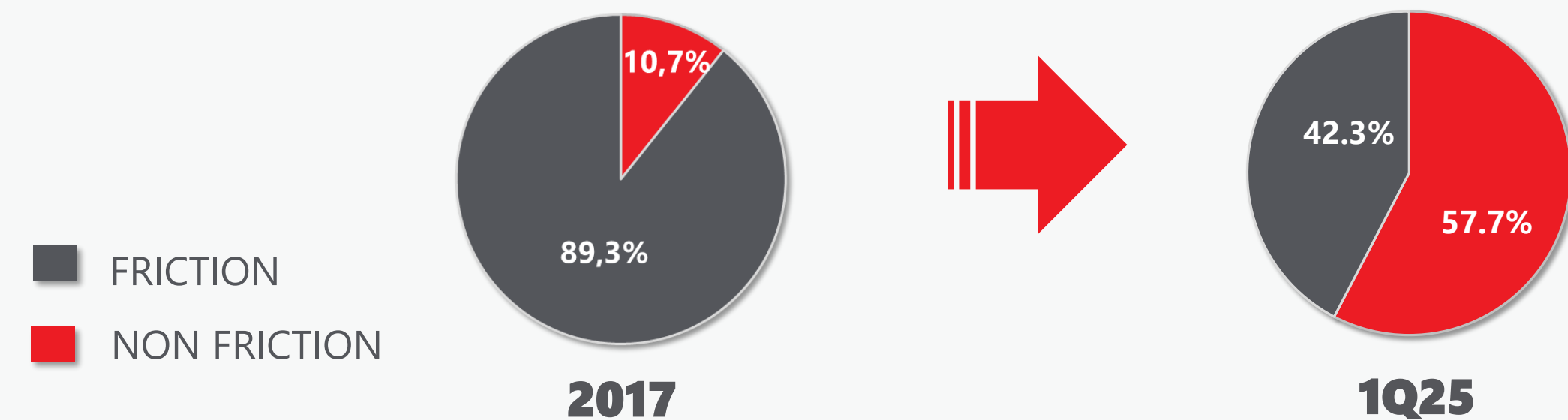


% REVENUE BY PRODUCT FAMILY



■ Total % (revenue per product X net revenue)

Revenue exposure to friction materials (%)

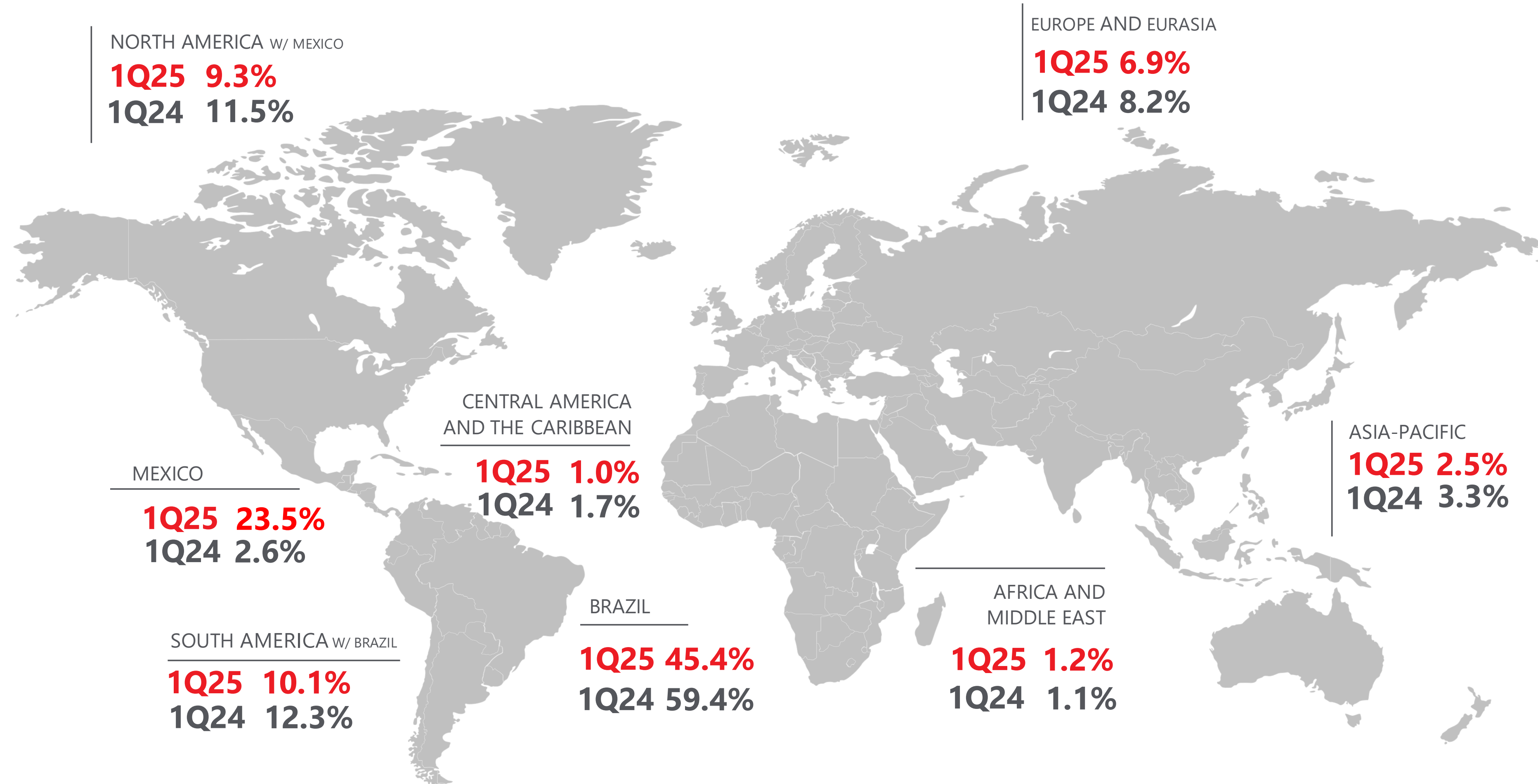


Note: numbers refer to 1Q25.



# DISTRIBUTION OF NET REVENUE

FRASLE MOBILITY IS PRESENT IN THE MAIN MARKETS OF THE GLOBE





# ICONIC BRANDS

## AWARDS AND CERTIFICATIONS



Sérgio Carvalho (CEO) and Sérgio Montagnoli (Executive Director of Commercial, IAM and Marketing) receive the award.

### BIGGEST IN SHIPPING & BEST IN SHIPPING AWARDS 2024

*Fras-le Oficial, a pioneer brand of Frasle Mobility, was recognized as the best manufacturer of parts for trucks and buses in the 37th edition of the Biggest in Transport & Best in Transport 2024 Award, by OTM publisher.*



### THE BEST OF THE YEAR | SINDEREPA – SP

*Fremax* was recognized as a leader in the "Brake Disc" category.

*Jurid* and *Fras-le* won second place in "Brake Pad".



### OFICINA BRANDS AWARDS | CINAU

*Fras-le* won 1st place among the most purchased brands.

*Nakata* won the 1<sup>st</sup> place as the most remembered brand in the Suspension Pivot category and also 1st place as the most remembered and most purchased brand in the Steering Rod/Steering Terminal class.

*Fremax* was the champion in the Brake Disc category – the most remembered and most purchased.

*Controil* received two recognitions. It ranked first in both Master Cylinder (most remembered and purchased) and Brake Servo (most bought).



### Frasle Mobility brands receive certificates as Premier Data Supplier from TecDoc®

*Our brands Fras-le, Fremax, Juratek and ABTex have won the highest seal of recognition from the TecDoc® platform, becoming Premier Data Suppliers. The certification reflects the excellence in the quality and reliability of the data provided, bringing the company closer to potential buyers in global aftermarkets.*



# LEADERSHIP

WITH A DEFENSIVE PORTFOLIO

## MARKET LEADERSHIP

Market Share by Product Category (%)



	Truck & Trailer Heavy Brake Lining	Passenger Car Brake Lining	Light Brake Pads	Master Cylinders	Heavy Brake Pads – Urban Buses	Passenger Cars Brake Shoes	Passenger Cars and SUVs Brake Discs	Shock Absorber	Joint	Piston	
Non-elective	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗	
First Replacement <sup>2</sup>	100,000	100,000	40,000	135,000	60,000	100,000	60,000	80,000	90,000	135,000	# Km
Other Substitutions <sup>3</sup>	60,000	60,000	30,000	120,000	50,000	60,000	40,000	40,000	65,000	90,000	# Km
Recurrence <sup>4</sup>	8.3x	1.0x	2.0x	1.0x	10.0x	1.2x	1.0x	1.5x	2.0x	1.5x	x every 5 years

OEM volume is 7x lower than IAM, although Frasle Mobility is a leading and relevant player in Brazil and the USA (+90% and 40% of the Brazilian and American OEM CV markets, respectively)

Notes: (1) Replacement sales volume; (2) Considers new vehicle with standard configuration; (3) Considers 12,000 Km/year for LV and 100,000 Km/year for CV, without breakdowns; (4) Considers recurrence for replacement of others in the scenario of note (3). Source: Frasle Mobility Market Intelligence | Data from 2023.



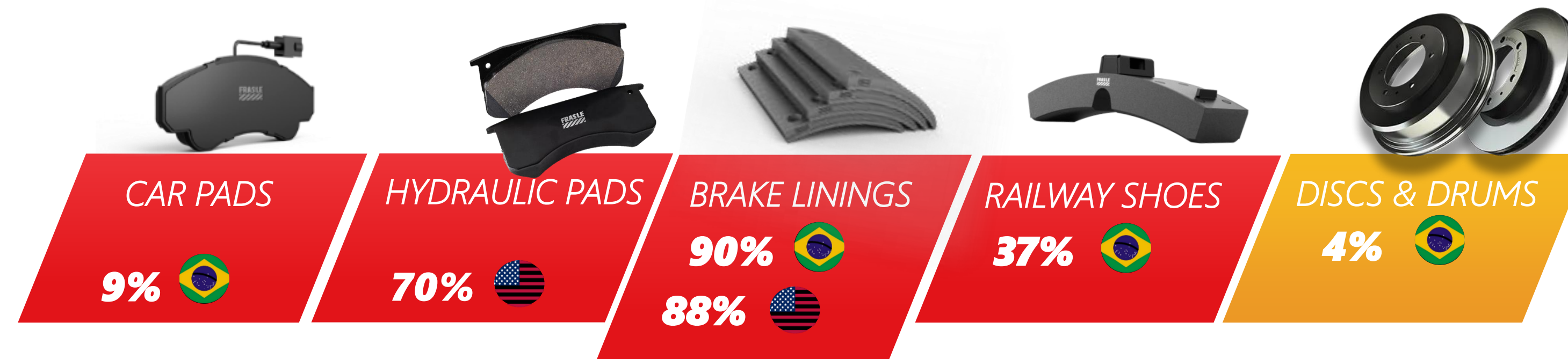
# MARKET SHARE

CONSOLIDATED LEADERSHIP IN THE MAIN PRODUCT LINES

## IAM



## OEM



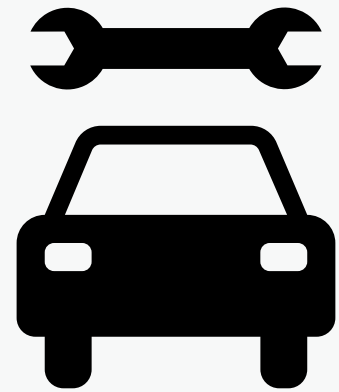
Estimated data for 2024.



# *BUSINESS MODEL AND INVESTMENT THESIS*

# BUSINESS MODEL

FAR BEYOND A CAPITAL GOODS COMPANY

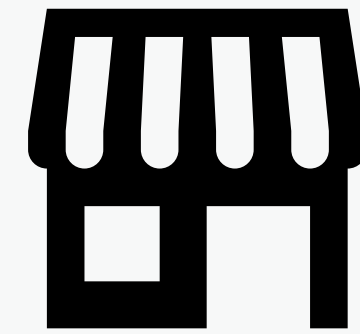


AUTOMOTIVE

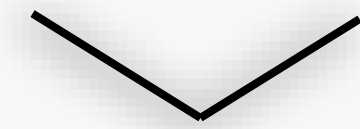


**Recurrence**

Linked to the  
Circulating Fleet



RETAIL AND SERVICE



**One-Stop-Shop**

Complete portfolio of  
automotive parts and  
solutions

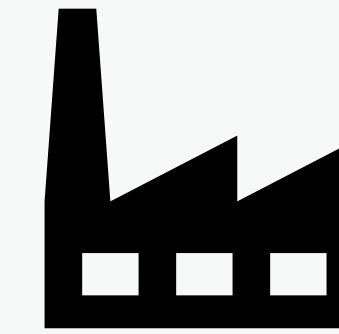


HOUSE OF BRANDS



**Iconic and  
Desired Brands**

Market leaders

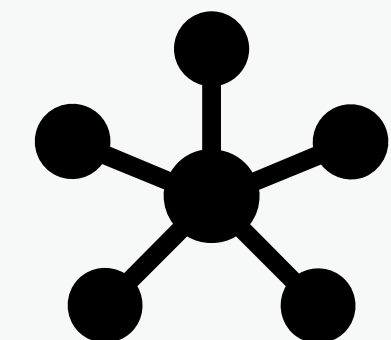


INDUSTRY



**Robust  
Distribution**

Platform



OUTSOURCING



**Know-how**  
in Delivery



# BUSINESS MODEL

AFTERMARKET: RESILIENT AND GROWING SEGMENT

## INDUSTRY HIGHLIGHTS



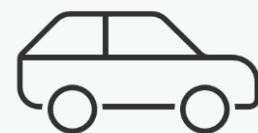
**R\$ ~100 bi**

Brazil Automotive Aftermarket Size (2021)



**3.3%**

Market Growth Expectation 2022 – 2025e



**59 M**

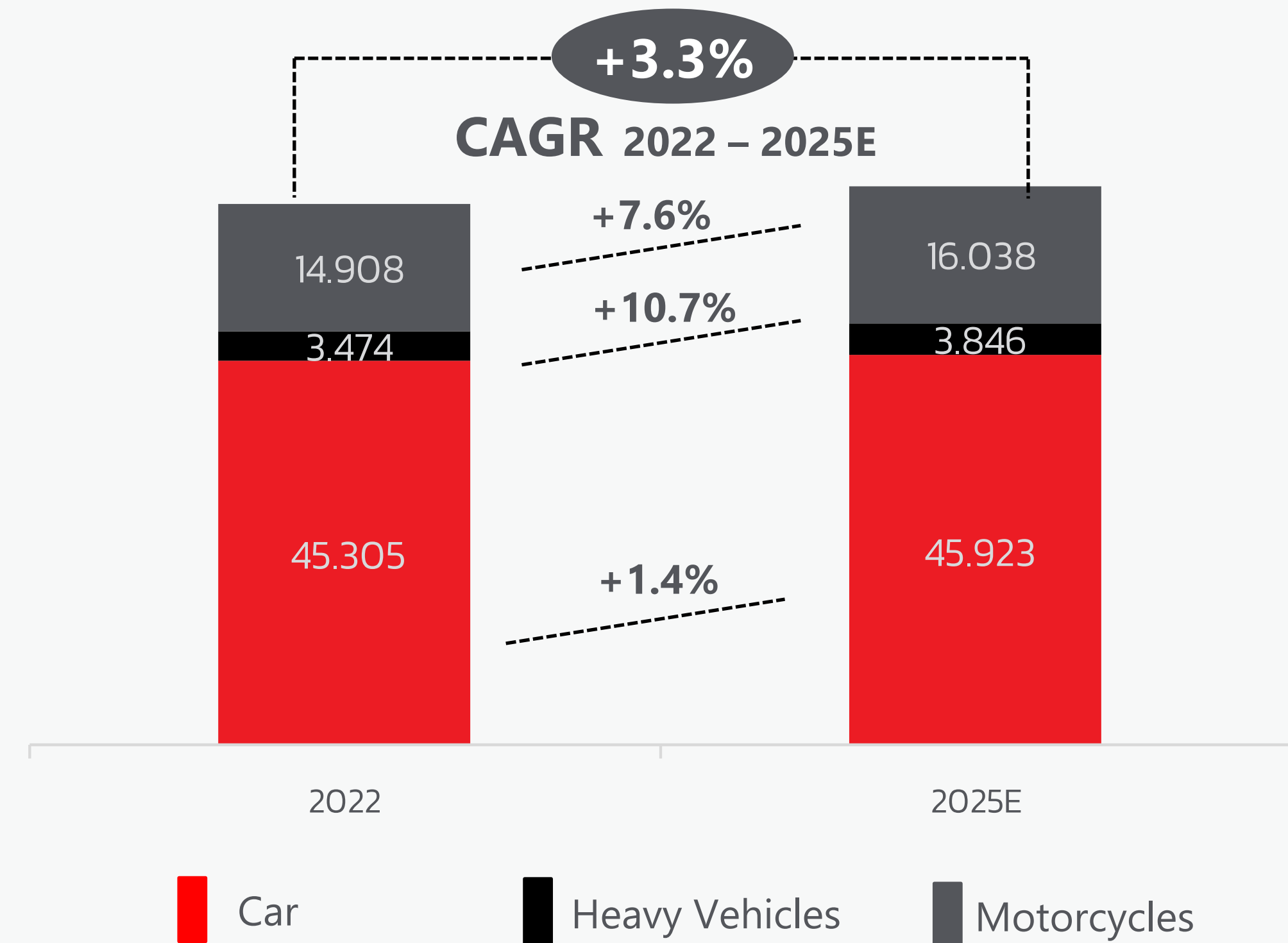
Light vehicle fleet\*  
+3 m for buses, trailers and trucks



**~10**

Average fleet age

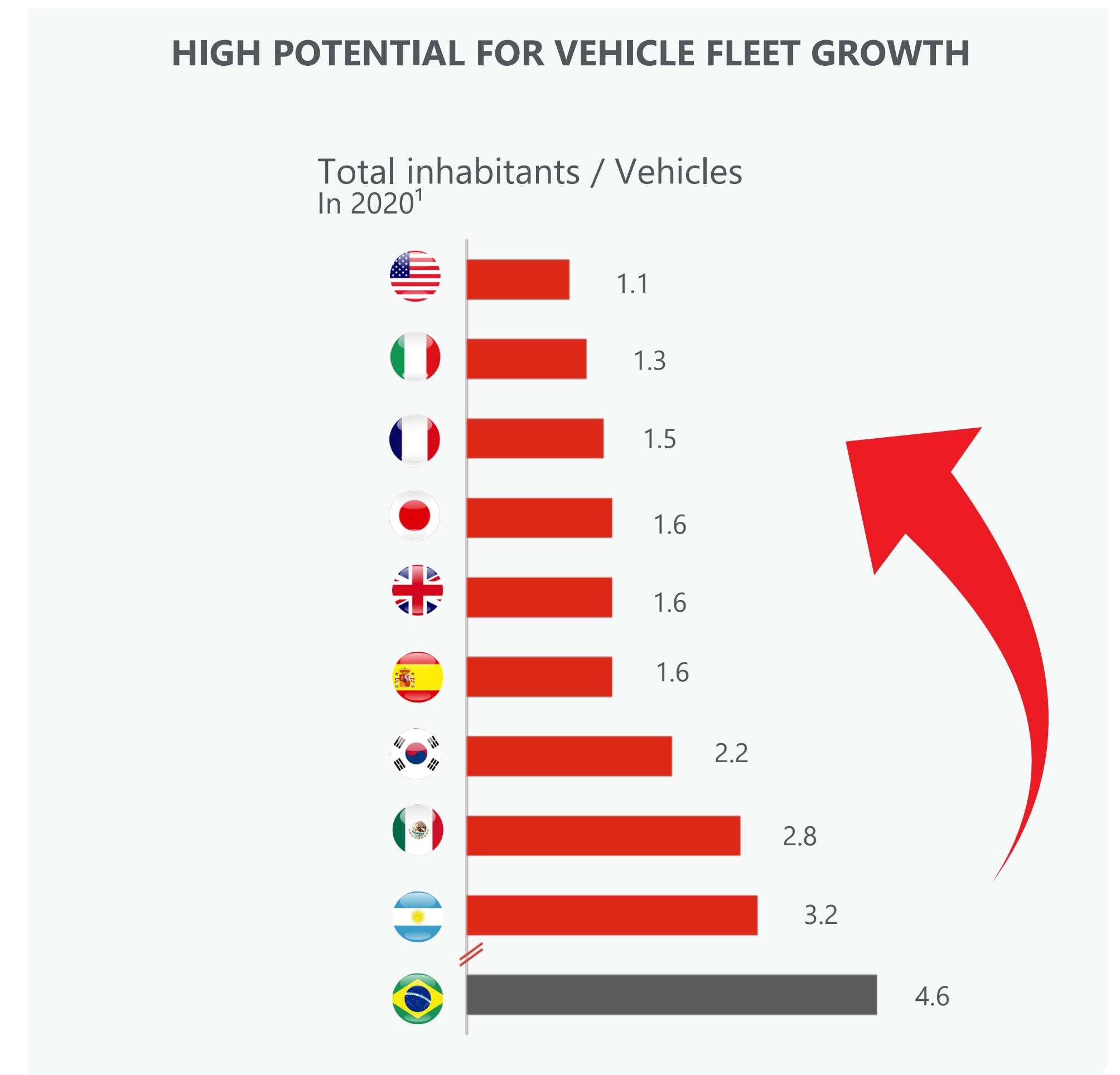
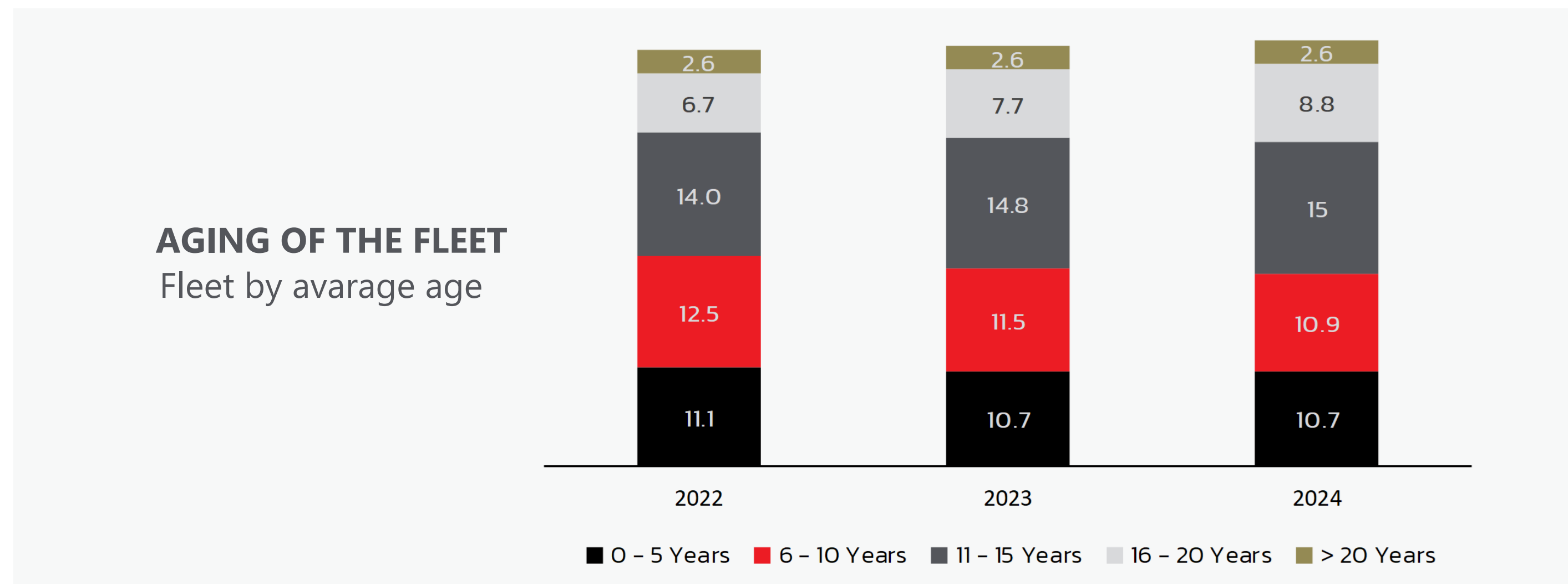
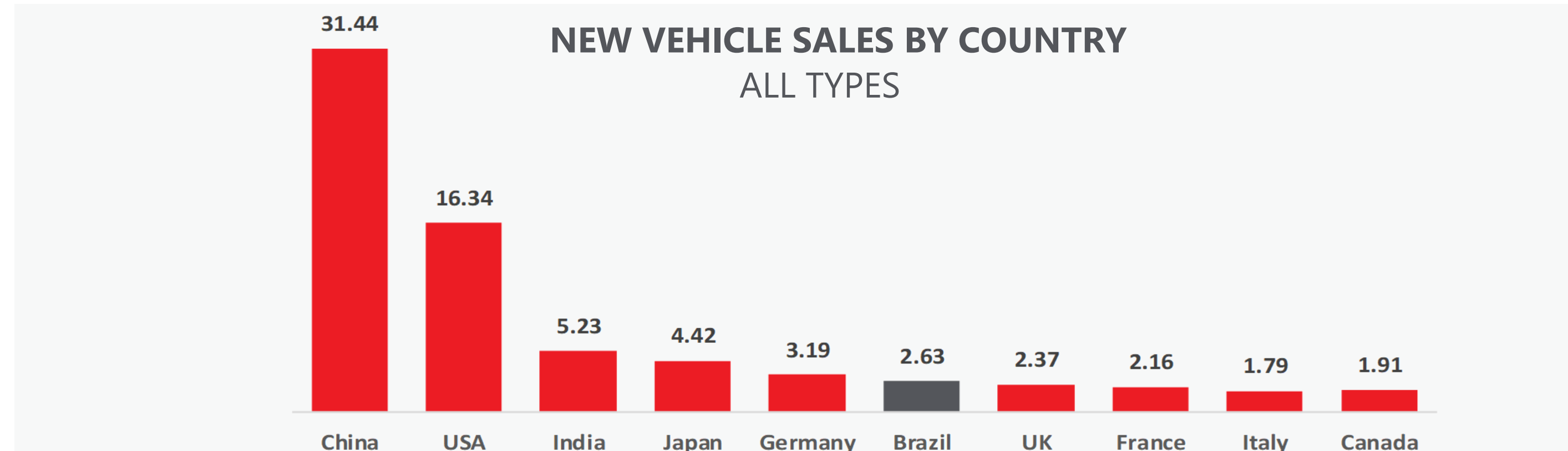
## AUTOMOTIVE AFTERMARKET



Source: Sindipeças/Anfavea | Data of 2024. \*Autovehicles + Motorcycles.

# BUSINESS MODEL

FLEET GROWTH AND MAINTENANCE EXPENSES CONTRIBUTE TO THE AFTERMARKET DEVELOPMENT



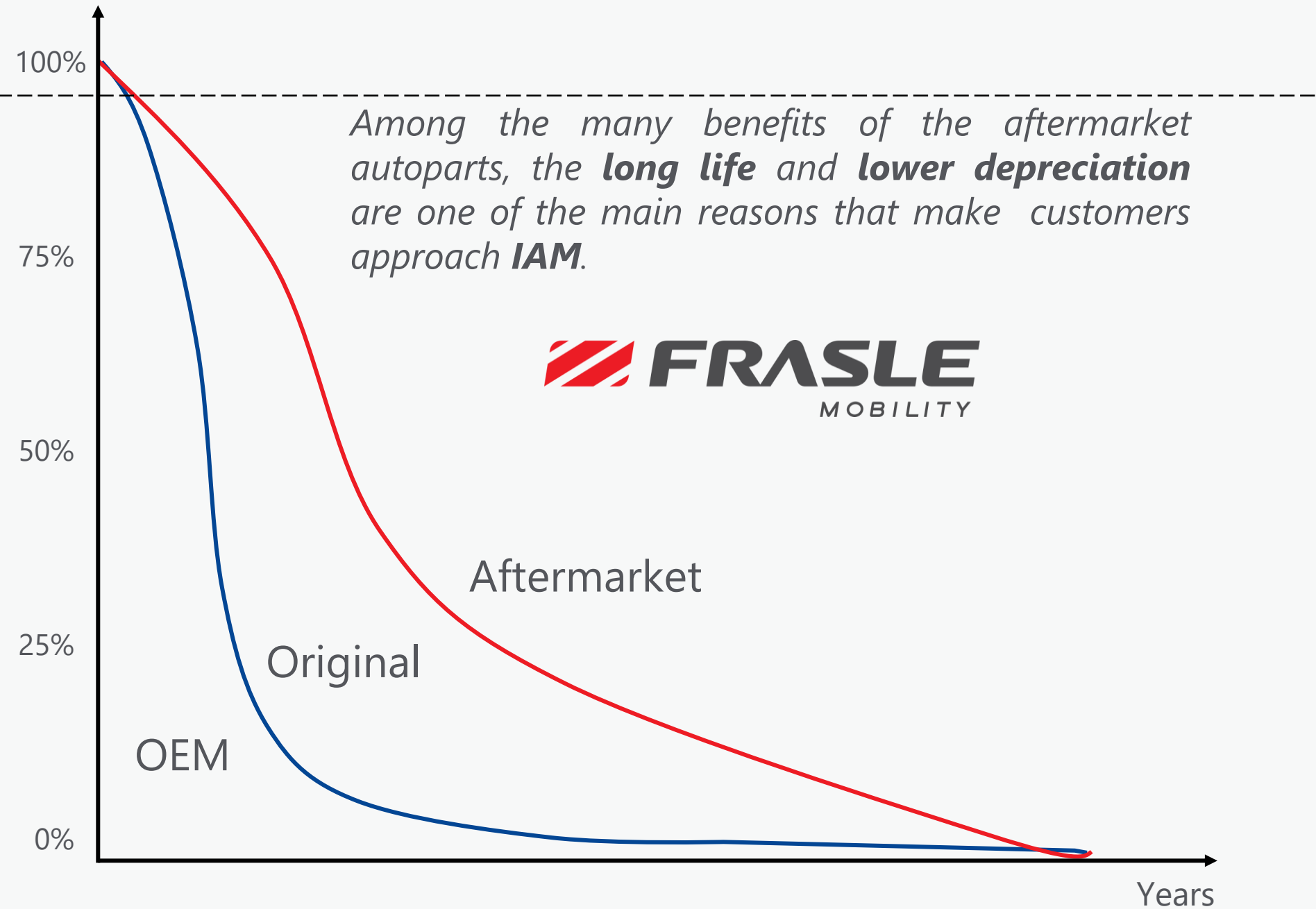
Source: Sindipeças/OICA | Data for the year 2024. <sup>1</sup>Last data available.



# BUSINESS MODEL

## AUTOPARTS MARKET

### LIFECYCLE OF AFTERMARKET PARTS IN VEHICLES



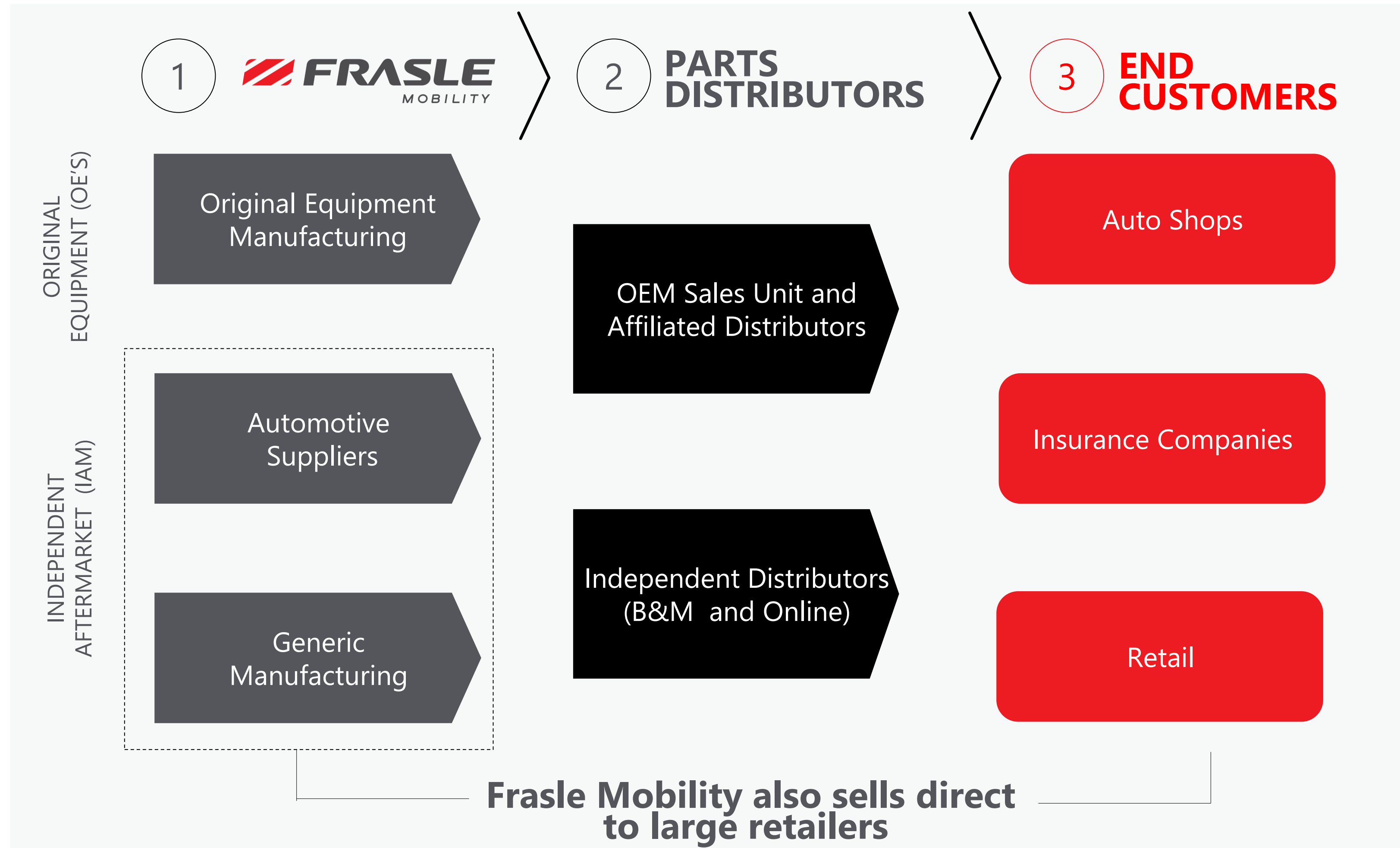
Source: Frasle Mobility Market Intelligence | Data for the year 2022

### POTENTIAL MARKET FOR AUTOMOTIVE PARTS IN BRAZIL

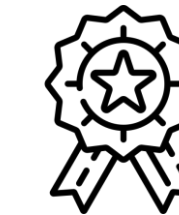
	Original Equipment Manufacturing	Independent Aftermarket	Size Comparison
<b>Discs and Pads</b> (R\$ 1,652 M)	21%	79%	3.8x
<b>Light Line Friction</b> (R\$ 487 M)	31%	69%	2.2x
<b>Heavy Line Friction</b> (R\$ 772 M)	13%	87%	6.7x
<b>Hydraulic Cylinders</b> (R\$ 611 M)	45%	55%	1.2x
<b>Shock Absorbers</b> (R\$ 2.470 M)	39%	61%	1.6x

# BUSINESS MODEL

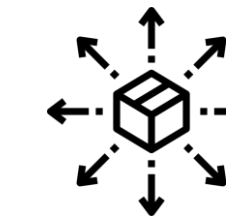
SUPPLY CHAIN: FRASLE MOBILITY IS WELL POSITIONED IN THE BRAZILIAN AFTERMARKET



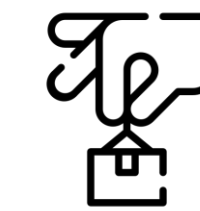
## HIGHLIGHTS



Sales efforts beyond production to reach the **top of mind** of consumer and auto mechanic



Frasle Mobility sells both to large wholesale **distributors** and **regional retailers**



**Mechanics** have **relevant** choice power because service **quality perception** depends on the used auto part



**Strong brand** arouses buyer preference





# *A JOURNEY OF VALUE CREATION*

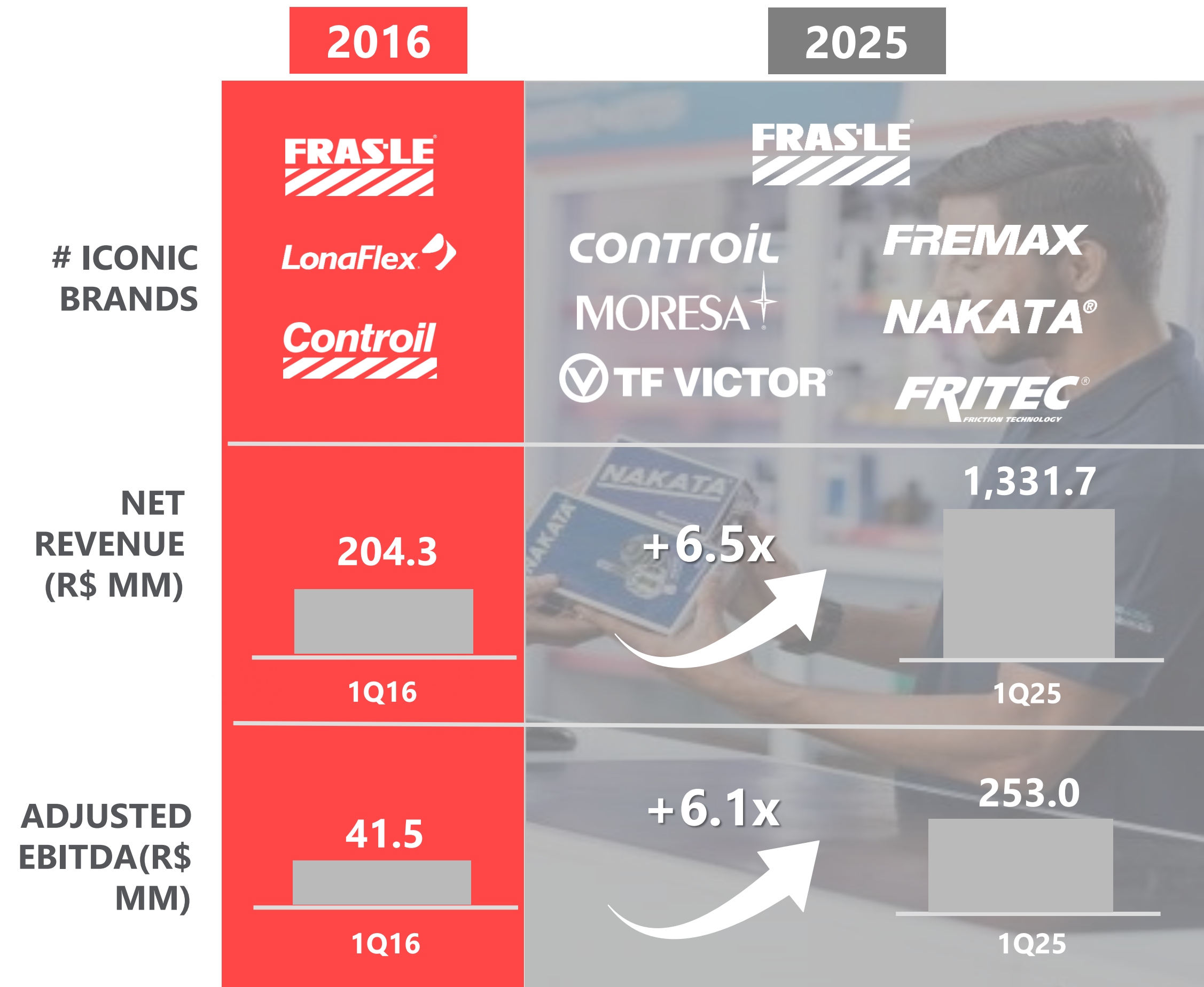


# VALUE CREATION

## GROWTH AND STOCK APPRECIATION TRAJECTORY



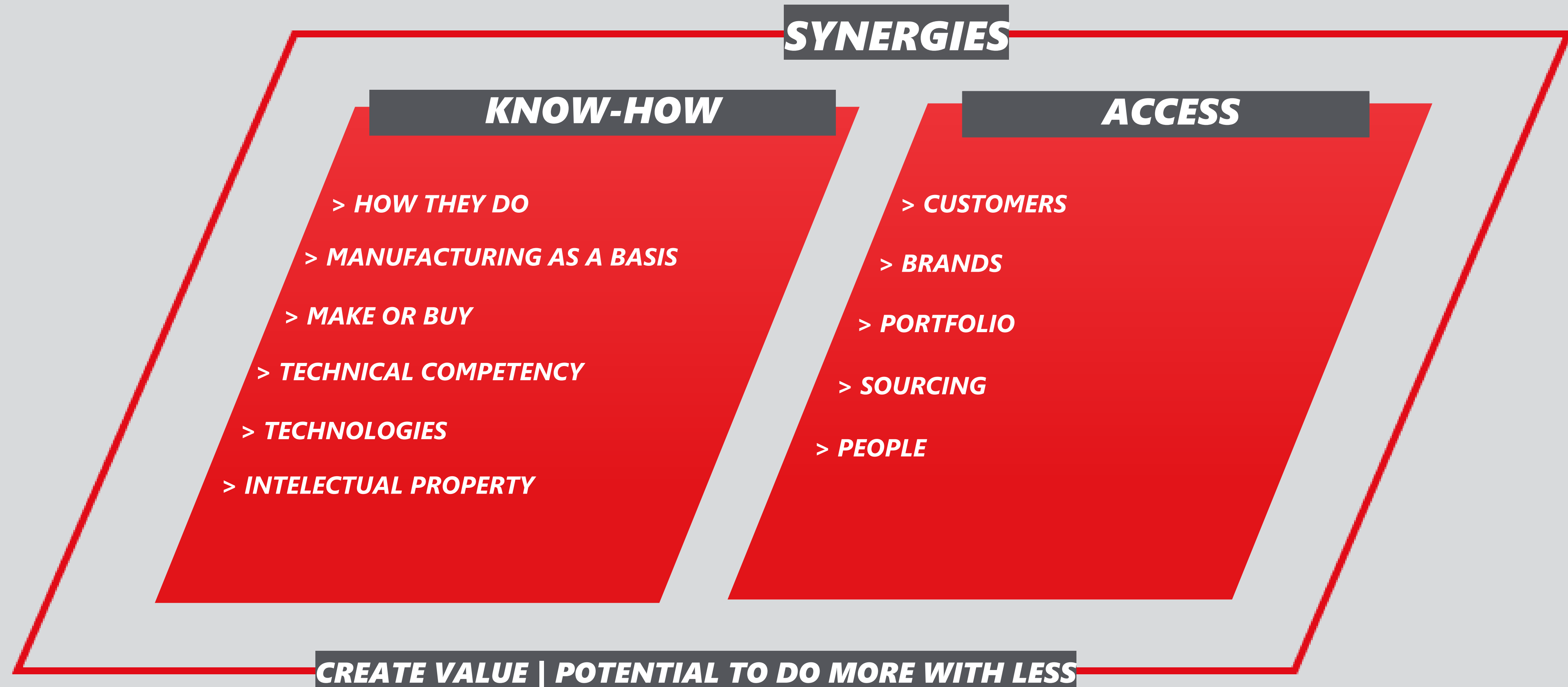
### Inorganic expansion movements in the last years





# INORGANIC EXPANSION

UNDER A WELL-DEFINED STRATEGY



# DACOMSA: LEADERSHIP IN THE MEXICAN MARKET

## BIG NUMBERS



### DACOMSA METRICS

#### Market Leadership

#1

#### Employees

2,000+

#### Presence

Mexico

#### Operations #

3 Industrial plants

1 Warehouse

1 Commercial Office

#### Aftermarket

90%

#### Brands

11

#### Domestic Market

89.0%

#### Foreign Market

11.0%

## ESTIMATED SYNERGIES ~R\$ 300 million

Incremental EBITDA in ~5 years

### COSTS

- Improving operational efficiency in factories
- Consolidate finished goods sourcing
- Consolidate raw material sourcing
- Operation, costs and logistics

### REVENUE

- Launch of new lines – Frasle Mobility in Mexico
- Important accesses to customer base – share of wallet

## VALUE CREATION WITH ACQUISITIONS

	2020		2025	
R\$ million	FRAS-LE	NAKATA	FRASLE MOBILITY*	DACOMSA*
NET REVENUE	1.36 B	+37% 500 M	4.0 B	+35% 1.4 B
EBITDA	175 M	+36% 63M	667.9 M	+45% 313 M
MARKET VALUE	1.2 B	+40% 470 M	8.0 B <sup>1</sup>	+26% 2.1 B

<sup>1</sup>Market value on 05/07/2025. \*Values referring to 2024.





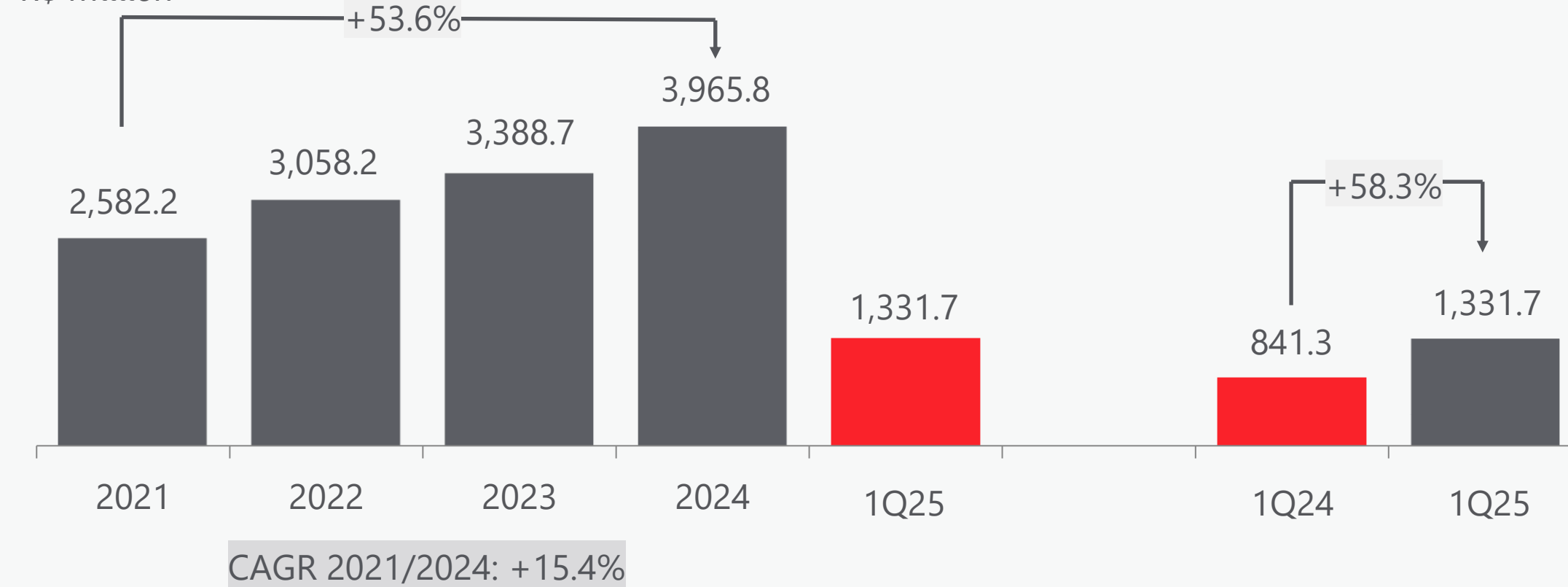
*SOLID EXECUTION*

# FRASLE MOBILITY RESULTS

A SOLID TRACK RECORD THAT PROVES OUR EXECUTION DISCIPLINE

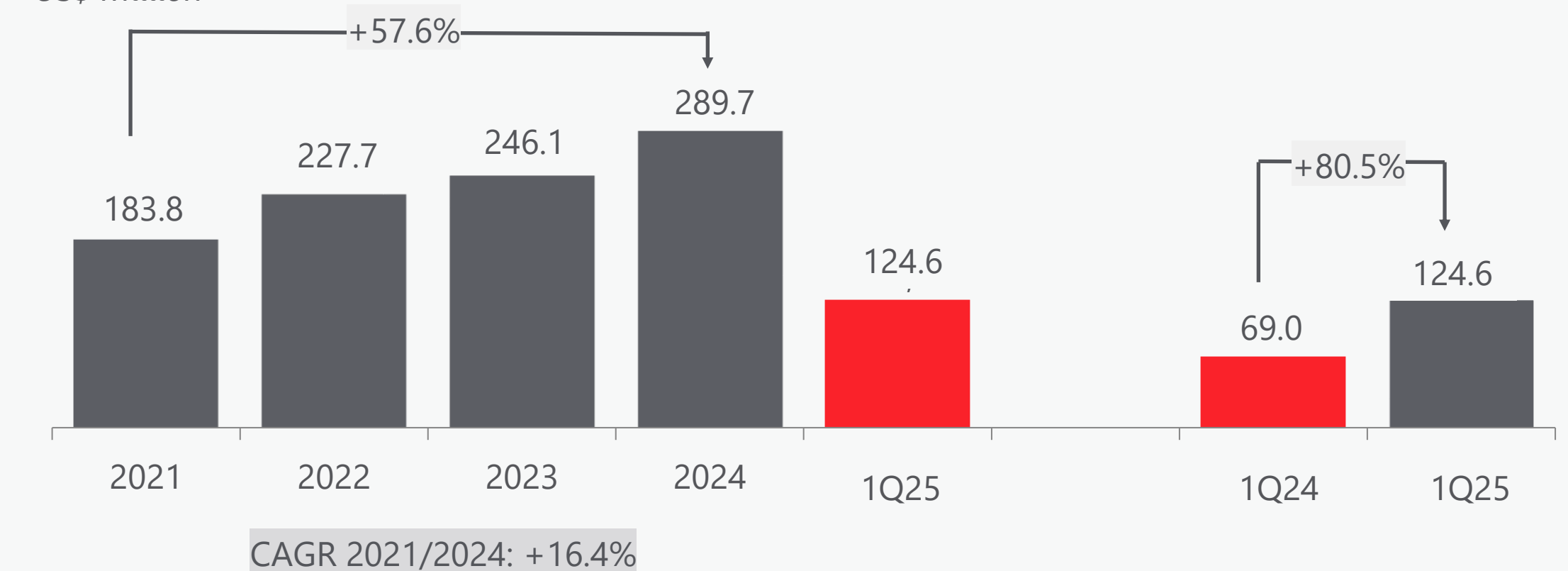
## Consolidated Net Revenue

R\$ million



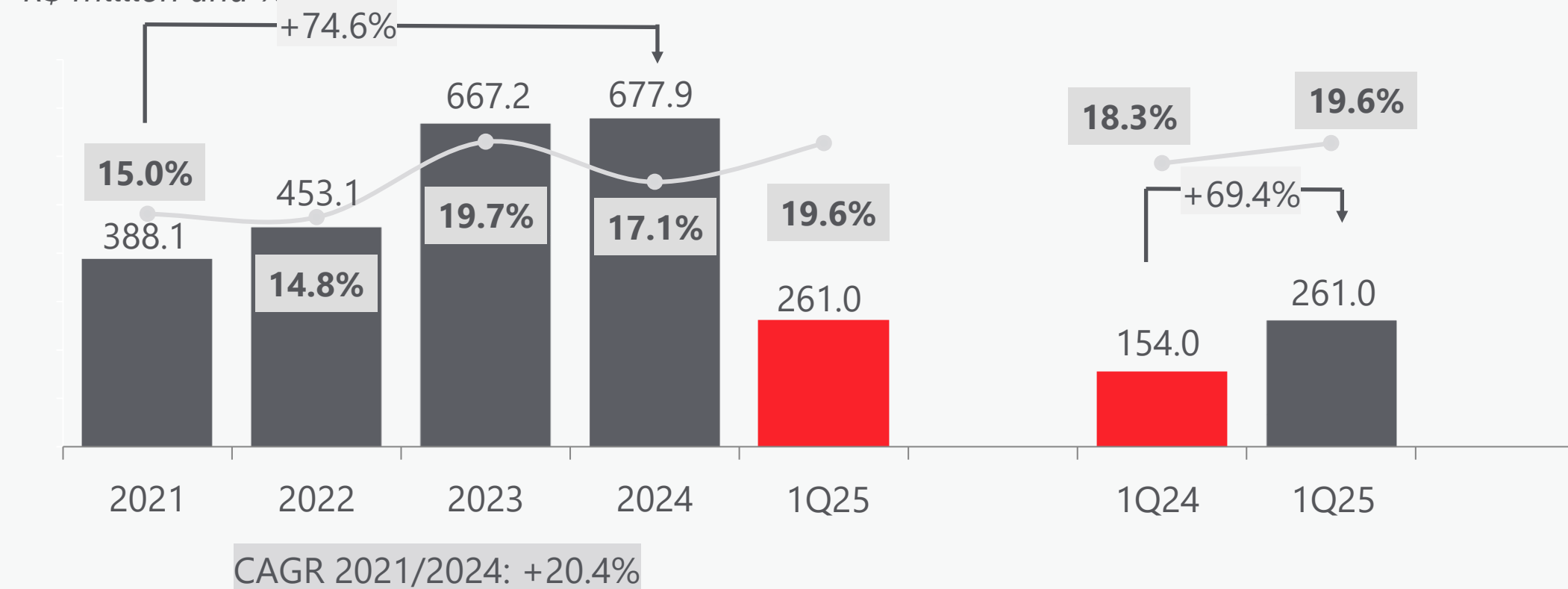
## Sales in Foreign Market

US\$ million



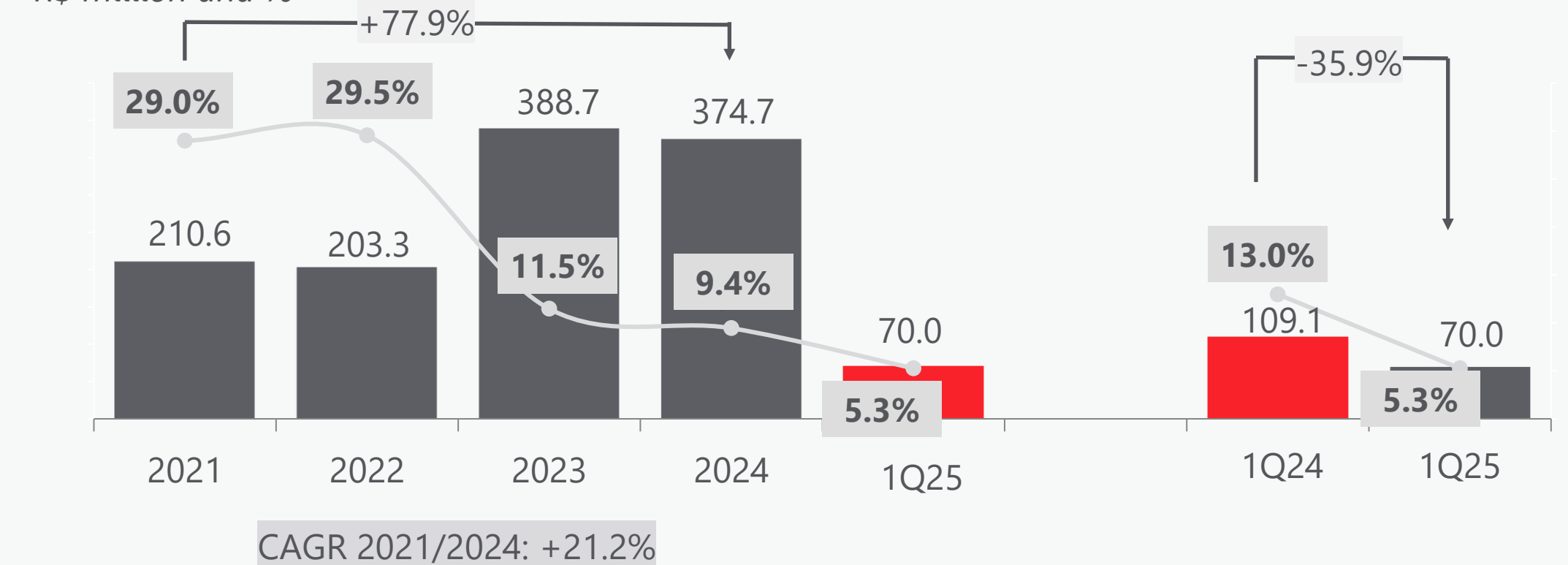
## EBITDA and Margin

R\$ million and %



## Net Income and Margin

R\$ million and %



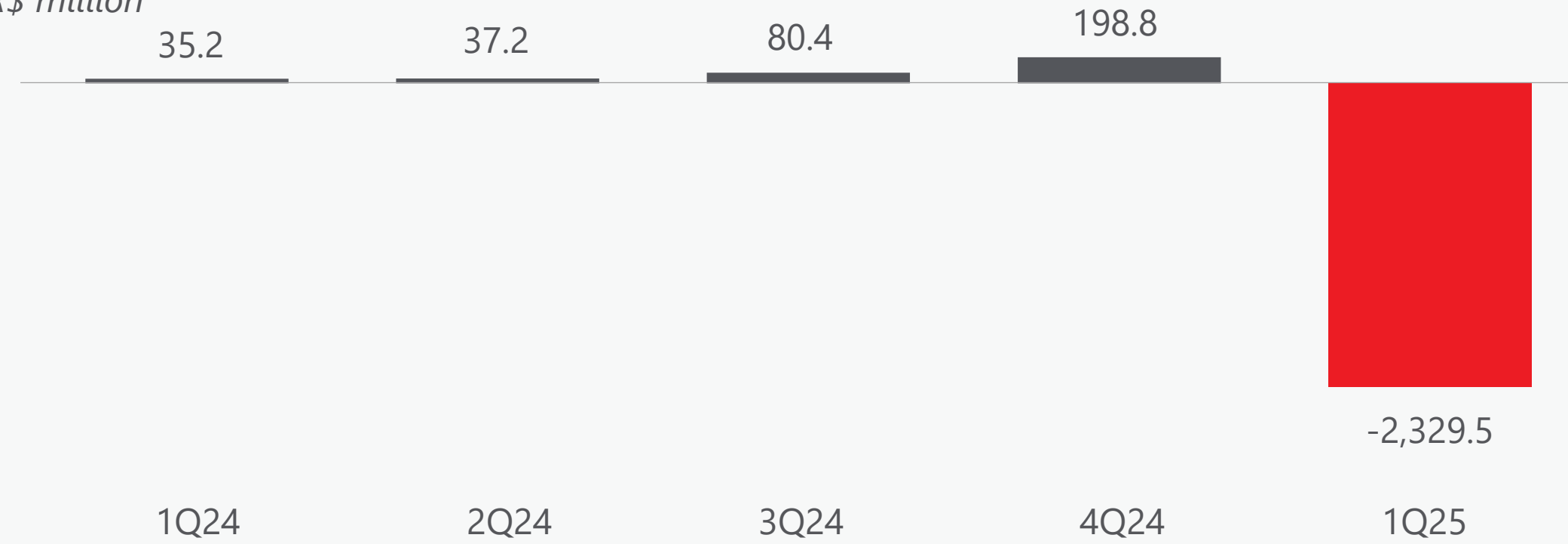


# FRASLE MOBILITY RESULTS

A SOLID TRACK RECORD THAT PROVES OUR EXECUTION DISCIPLINE

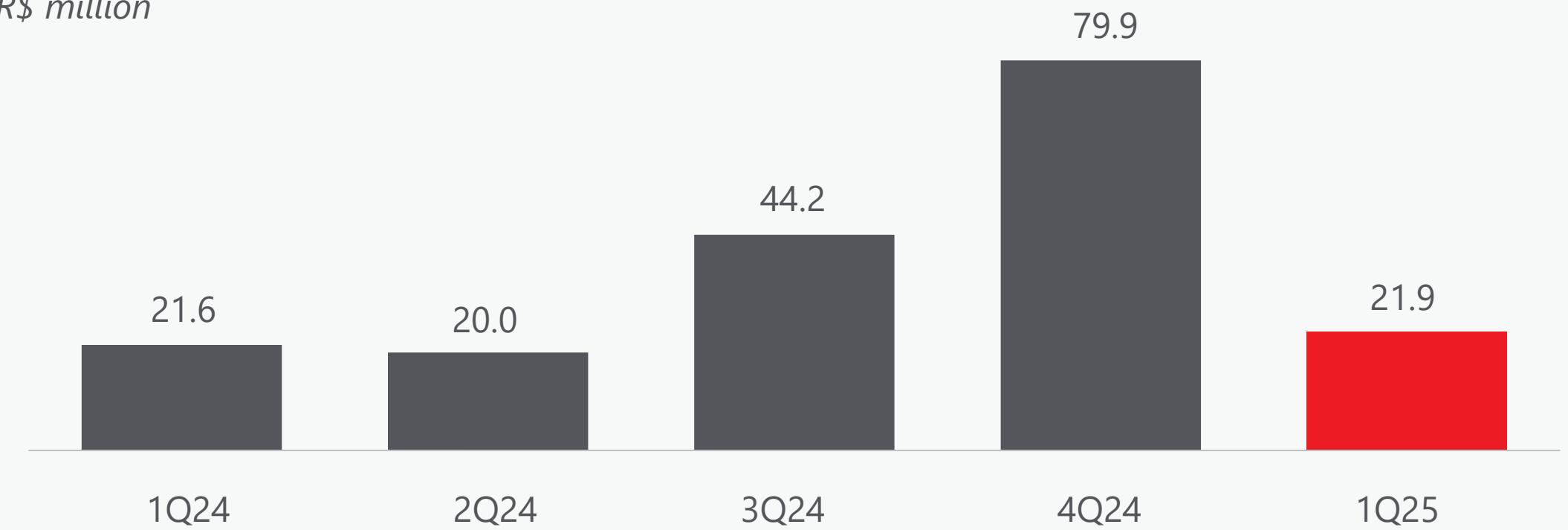
## Free Cash Flow

R\$ million



## Investments

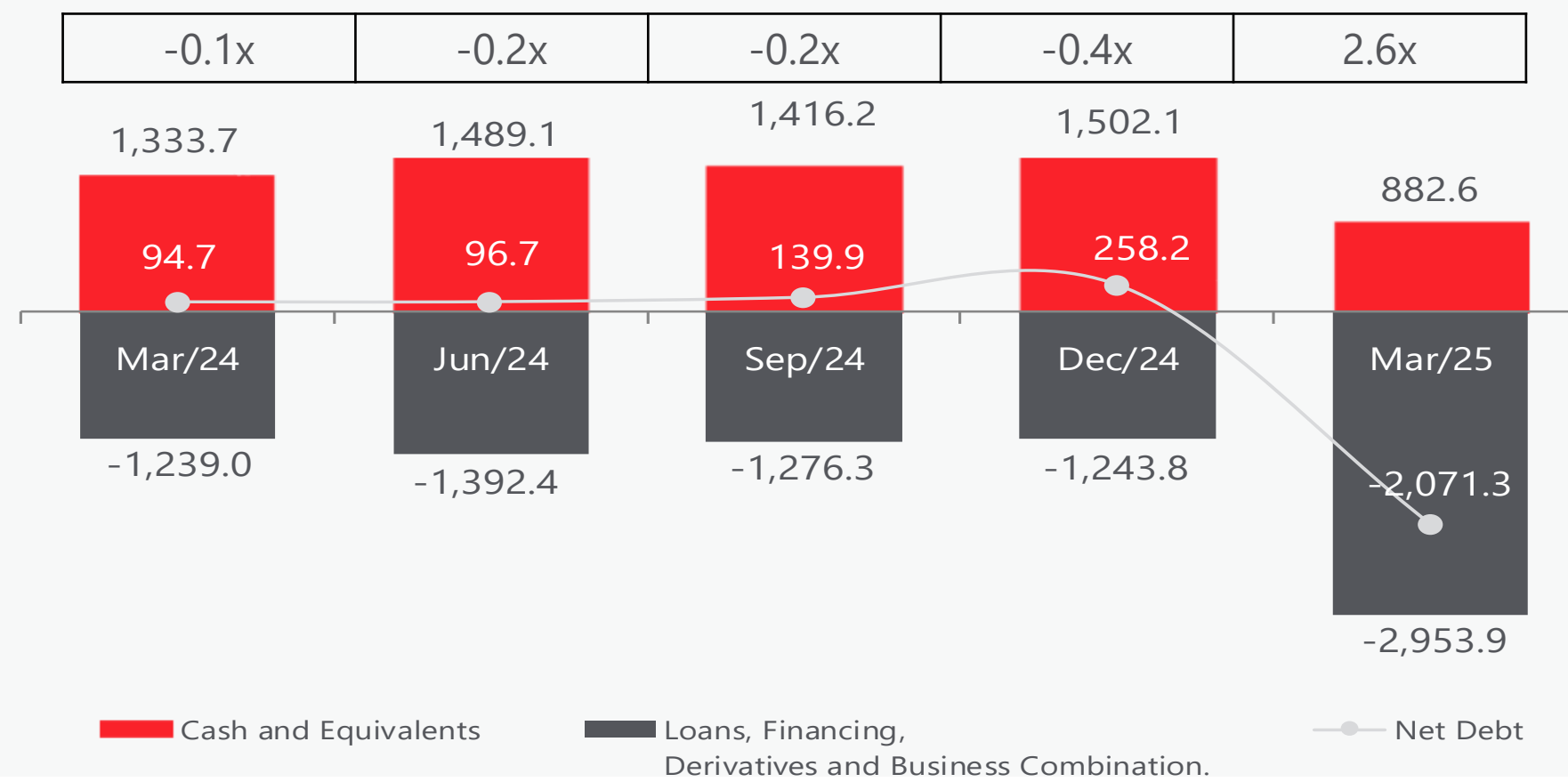
R\$ million



## Leverage

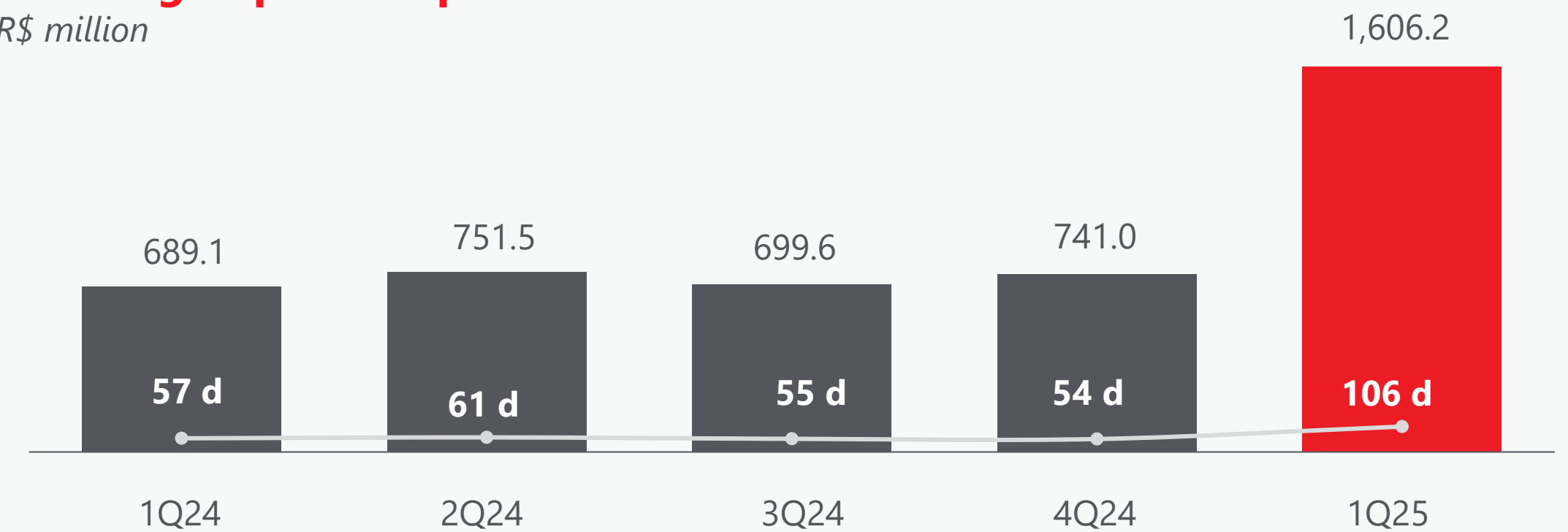
R\$ million

NET DEBT / EBITDA



## Working Capital Requirement

R\$ million



# GUIDANCE 2025

## 1Q25 RESULTS



NET REVENUE

**R\$ 1,331.7 M**

+58.3%  
VS. 1Q24

GUIDANCE

R\$ 5.7 – 6.1 B



FOREIGN MARKET<sup>1</sup>

**US\$ 124.6 M**

+80.5%  
VS. 1Q24

GUIDANCE

US\$ 500 – 540 M



ADJUSTED EBITDA MARGIN<sup>2</sup>

**19.0%**

+0.7%  
VS. 1Q24

GUIDANCE

17 – 21%



INVESTMENTS<sup>3</sup>

**R\$ 21.9 M**

+1.2%  
VS. 1Q24

GUIDANCE

R\$ 170 - 210 M

<sup>1</sup> Refers to the sum of exports from Brazil and revenue generated by operations abroad, net of intercompany transactions;

<sup>2</sup> Percentage considers margin adjusted for non-recurring events;

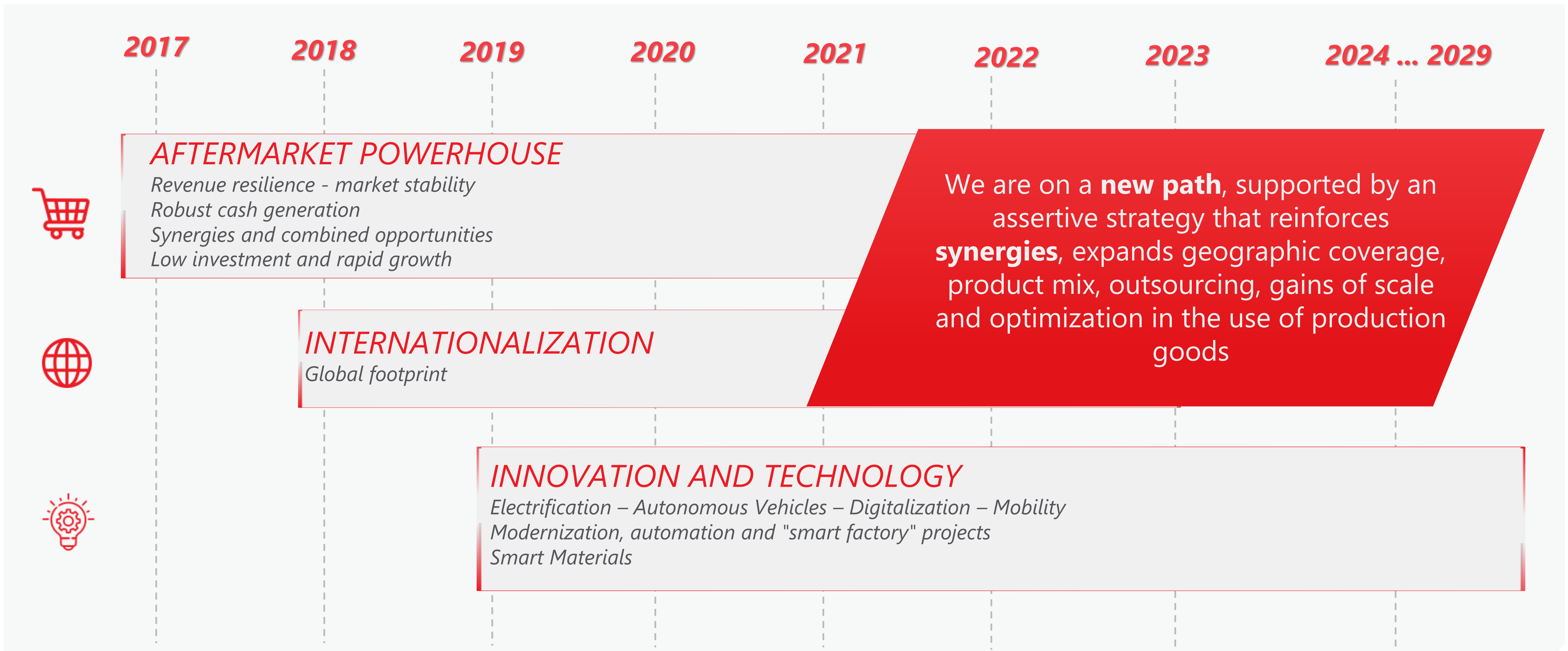
<sup>3</sup> Refers to organic investments.



# *OUTLOOK*

# STRATEGY EXECUTION

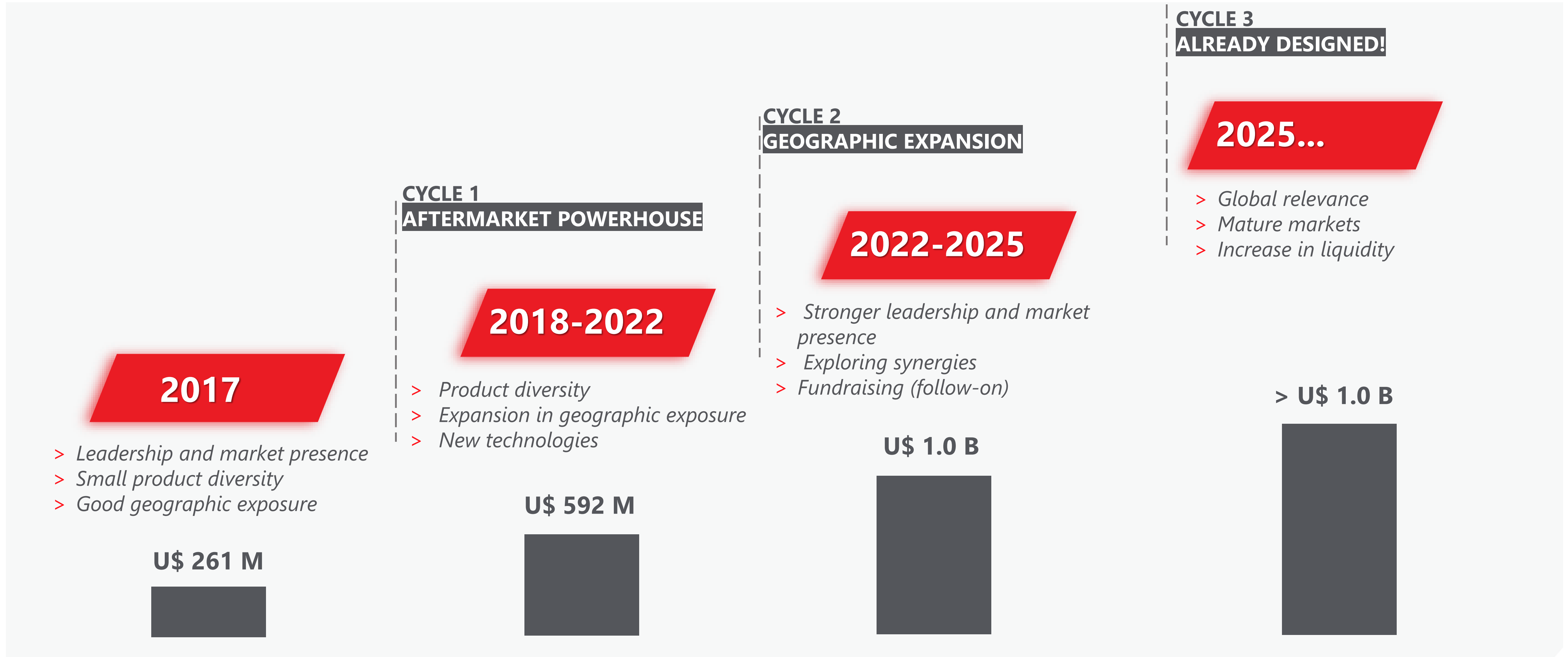
## MAIN CYCLES





# THE JOURNEY CONTINUES

STRATEGIC PLAN DRAWN UP UNTIL 2029: CONFIDENCE AND DISCIPLINE IN EXECUTION





*TECHNOLOGY*



# INNOVATION AND TECHNOLOGY

INVESTMENTS IN TECHNOLOGY TO KEEP UP WITH GLOBAL TRENDS AND DIVERSIFY REVENUES



- > The largest Advanced Friction **Engineering Center** in Latin America with **complete solutions** for the **mobility** market.
- > Laboratories: Physicist, Chemist and Pilot.
- > Analysis: Dimensional, Chemical Composition of Materials, Methodographic of the Metal Structure and Roughness of the Material

## MOVETECH HIGHLIGHTS IN 2024

**2,786** PROTOTYPES PRODUCED

**32,721** TESTS IN CHEMICAL LABORATORY

**2,244** TESTS OF DYNAMOMETER

**33,000** LABORATORY TESTS PHYSICAL FOR CHARACTERIZATION



Pioneer in **composite** materials in Latin America.

- > Lighter
- > No painting required
- > Does not rust
- > Easy installation
- > More resistant
- > Innovative design



Pioneer in the manufacture of **niobium nanoparticles** on a large scale.

- > Resistance
- > Durability
- > Lightness

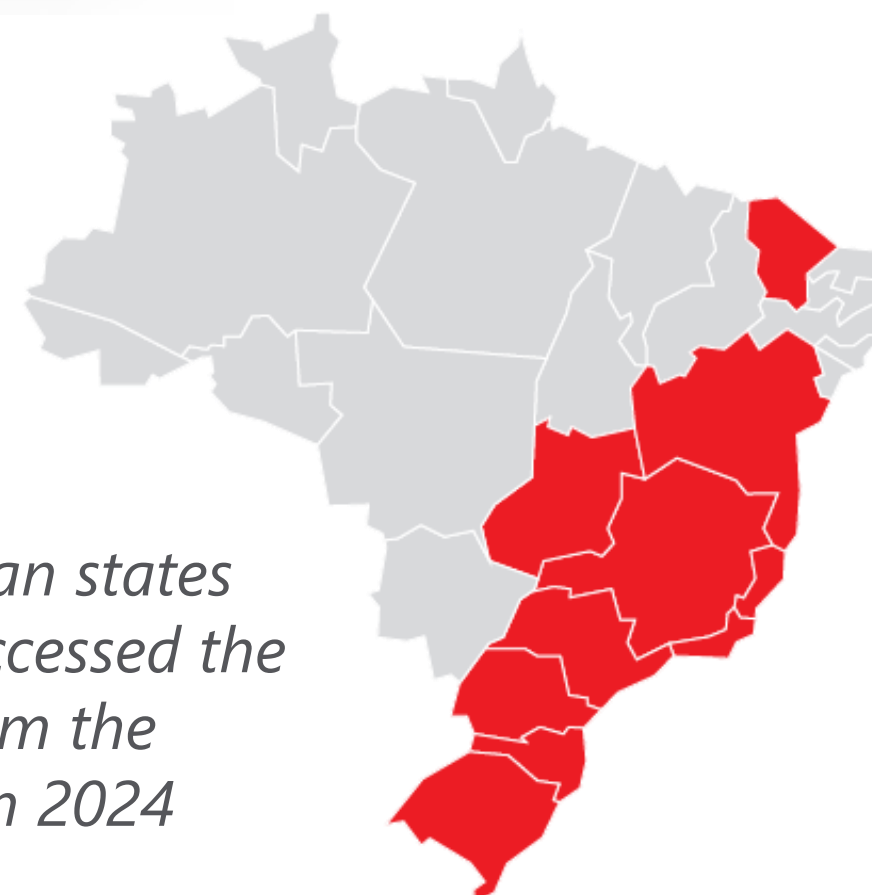
# AUTO EXPERTS

OUR BRANDS AND SOLUTIONS JUST A FEW CLICKS AWAY

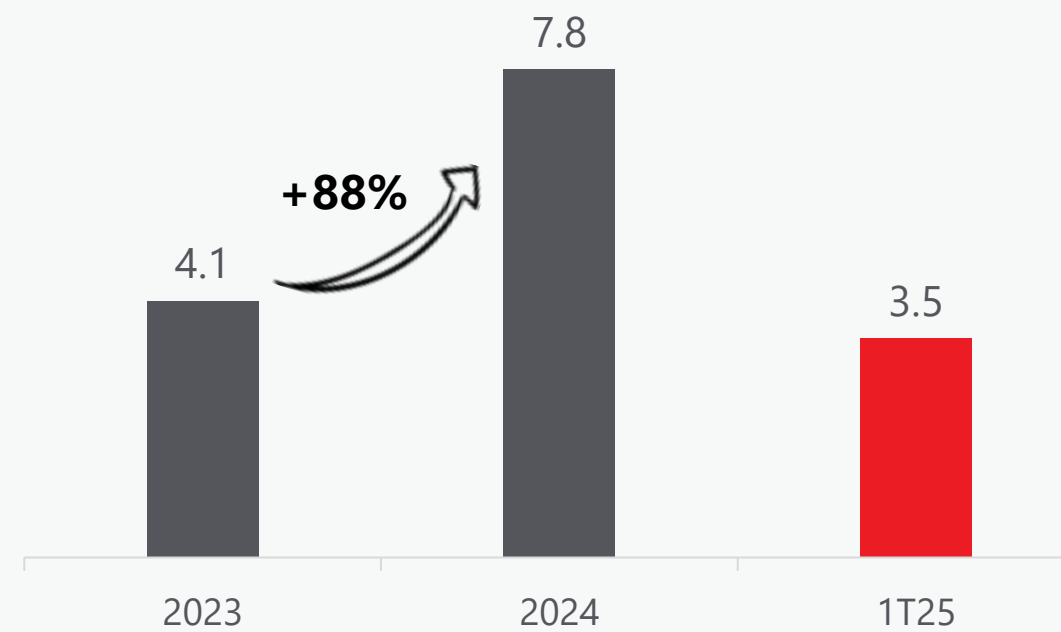
**Digital platform** that transforms the customer experience with Frasle Mobility brands



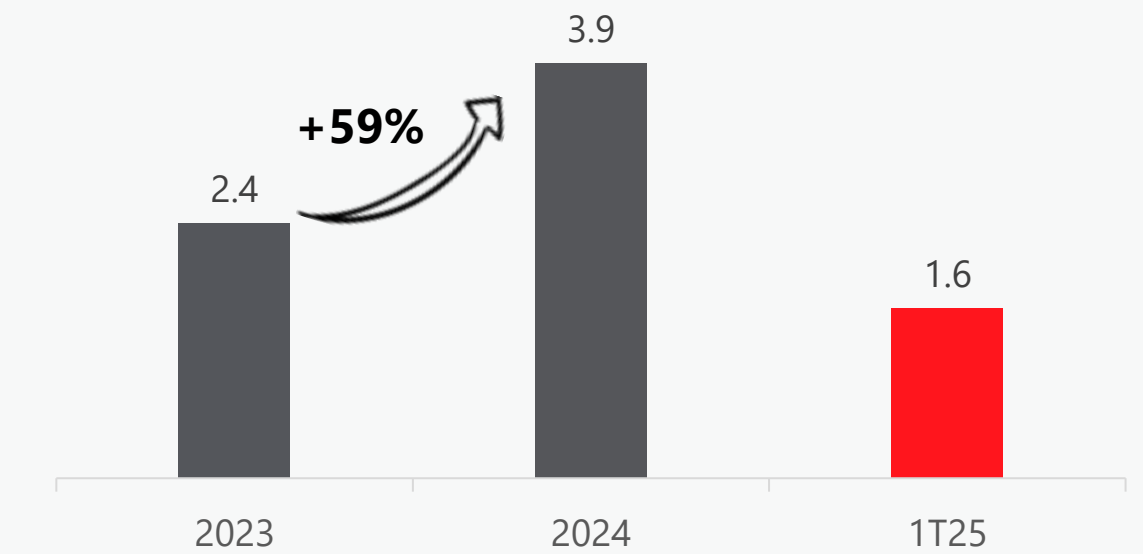
Brazilian states that accessed the platform the most in 2024



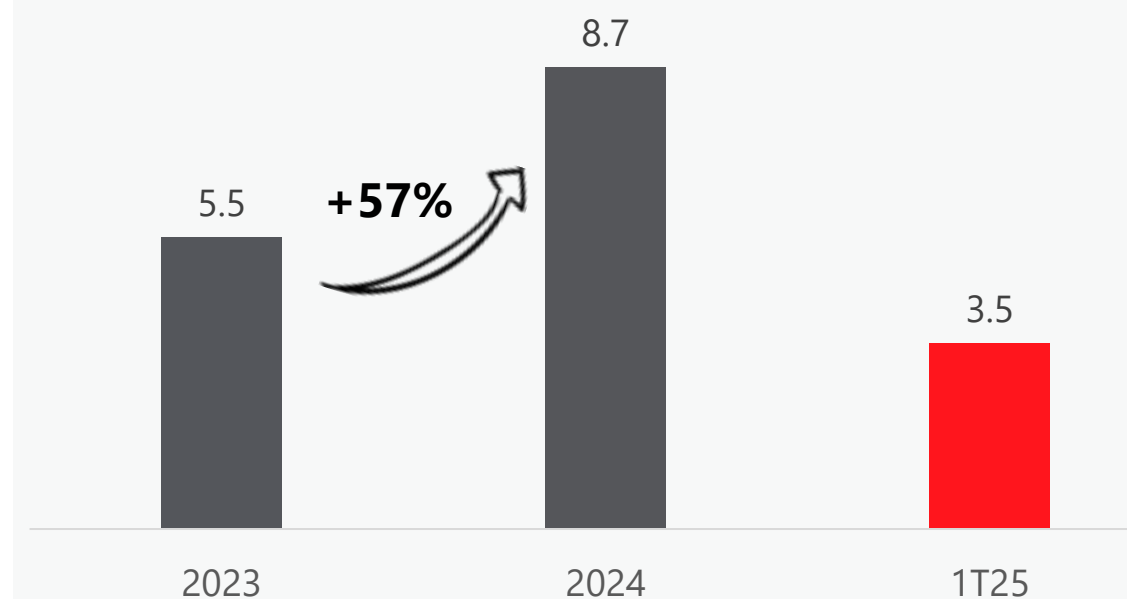
## SESSIONS



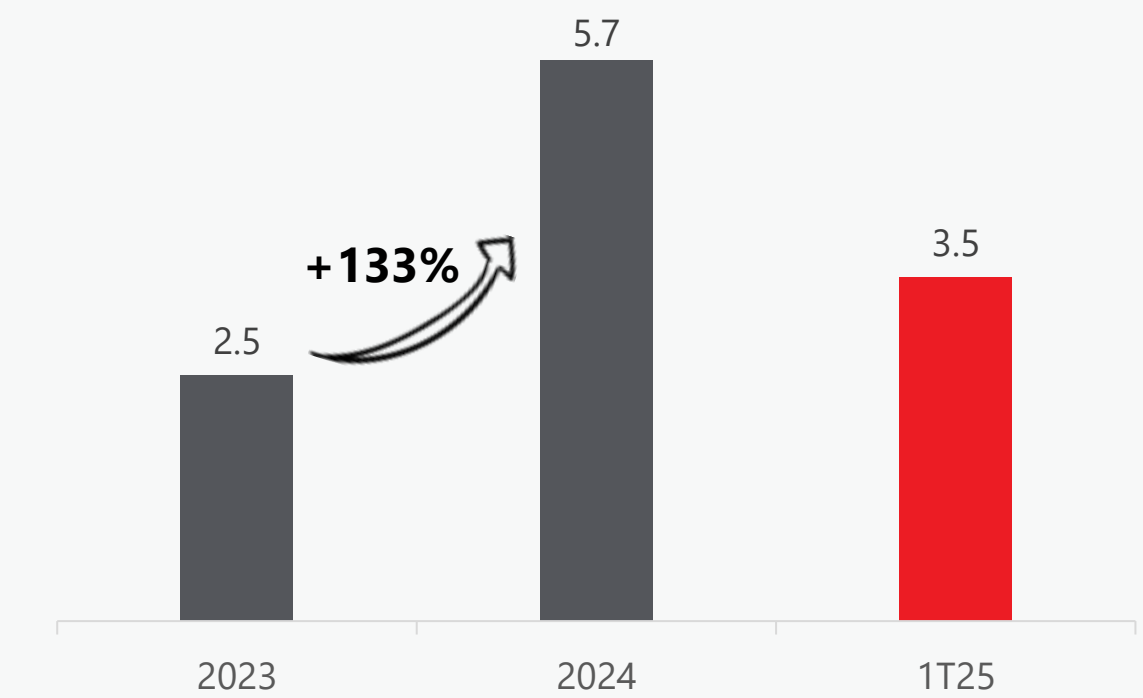
## USERS



## RESEARCHES



## SEARCH BY LICENSE PLATE



AVERAGE SITE SEARCH TIME 15,2 Minutes\*

SKUs IN CATALOG\* 24.500\*

Values in millions. \*Data from 1Q25

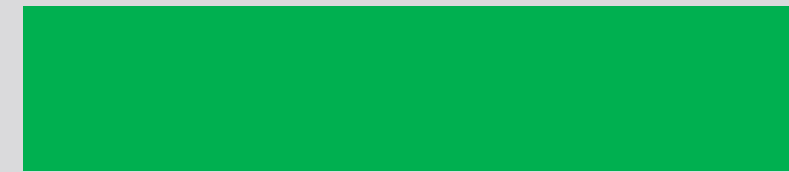




*SUSTAINABILITY*

# OUR PUBLIC COMMITMENTS

## ENVIRONMENT



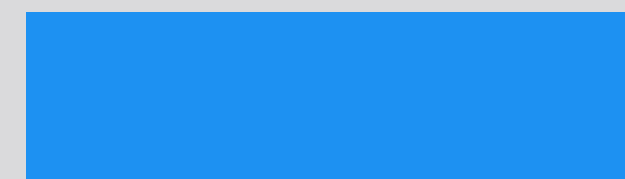
1. Reduce greenhouse gas emissions by 40% by 2030.

***Increase from 3.99 to 3.48 KgCO2/hours worked.***

2. Eliminate the disposal of waste in industrial landfills and reuse 100% of treated effluent by 2025.

***Increase from 25% to 14%.***

# ESG



## PEOPLE

3. Double the number of women in leadership positions by 2025.

***Increase from 11% to 13%***

4. Reduce serious accidents to zero.

## BUSINESS



5. Increase annual net revenue generated by new products.

***Increase from 49.25% in 2020 to 56.24%.***

Note: Indicators reflect the base year of 2020 vs 2023.



# THE GREEN BOILER

FROM FOSSIL FUEL TO CLEAN ENERGY

**COST OF  
STEAM  
GENERATION**

Savings of  
~50% per year

**GREENHOUSE  
GASES**

93% lower  
issuance than the  
current process

The adoption of a biomass-powered boiler, replacing natural gas, **reduces greenhouse gas (GHG) emissions by 60%**. This initiative prevents the equivalent of 10,000 tons of CO<sub>2</sub>, in addition to contributing to a 20% reduction in Randoncorp's total GHG emissions



Watch the  
Green Boiler  
video

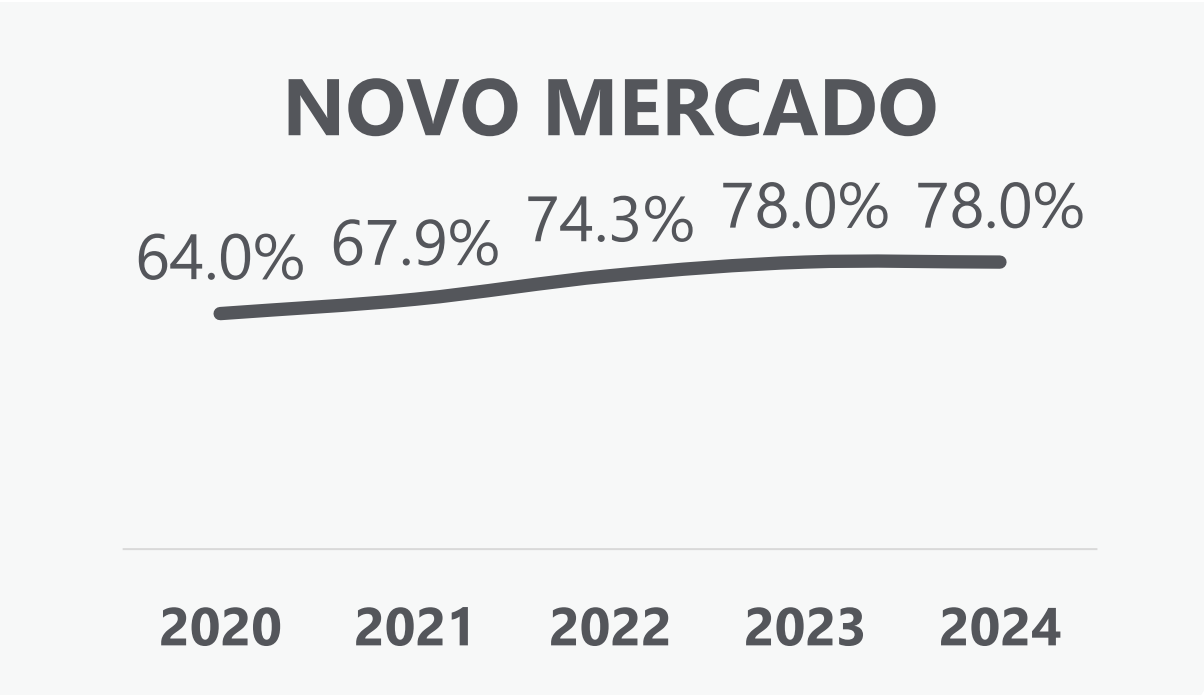
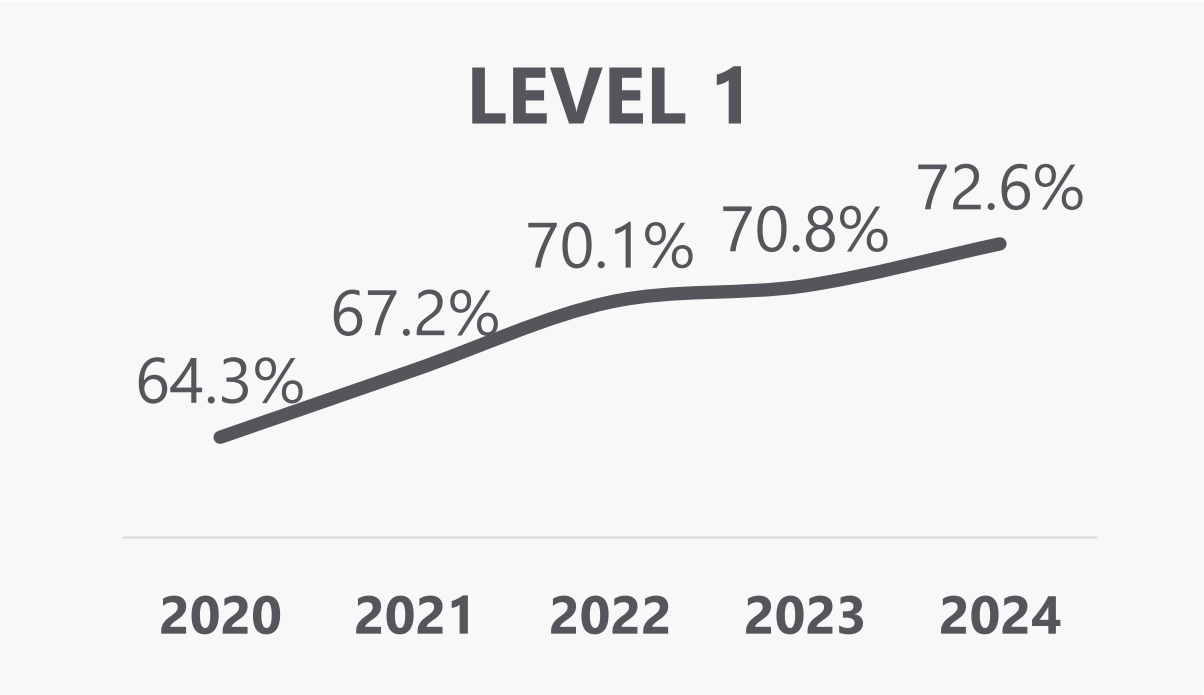
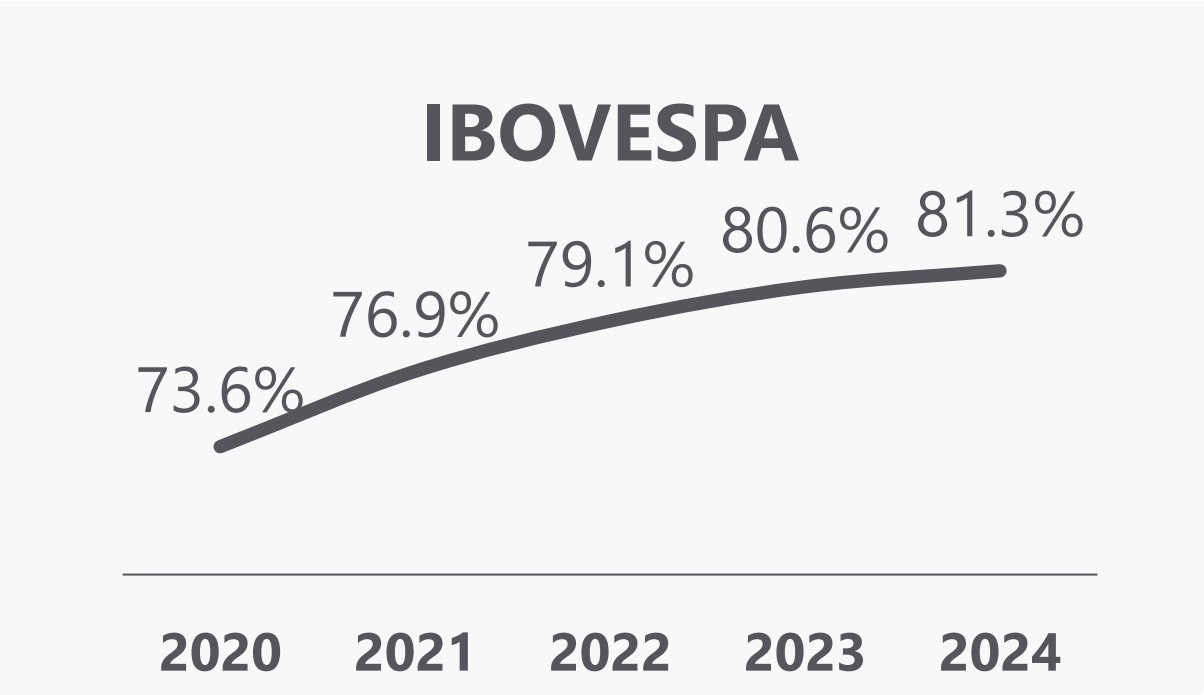
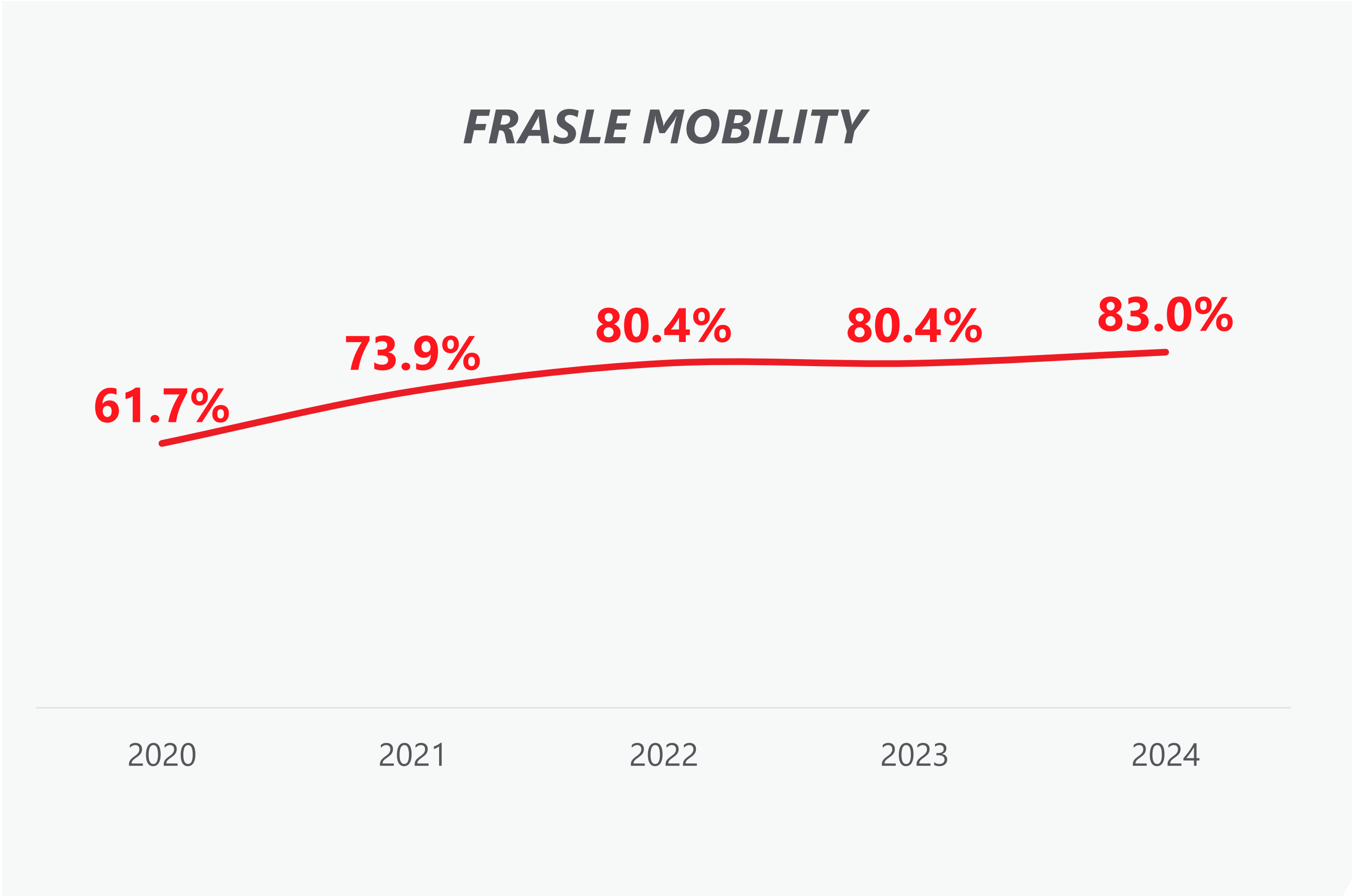


Total emissions considering energy matrices: scopes 01 and 02 of the GHG Protocol.



# GOVERNANCE EVOLUTION

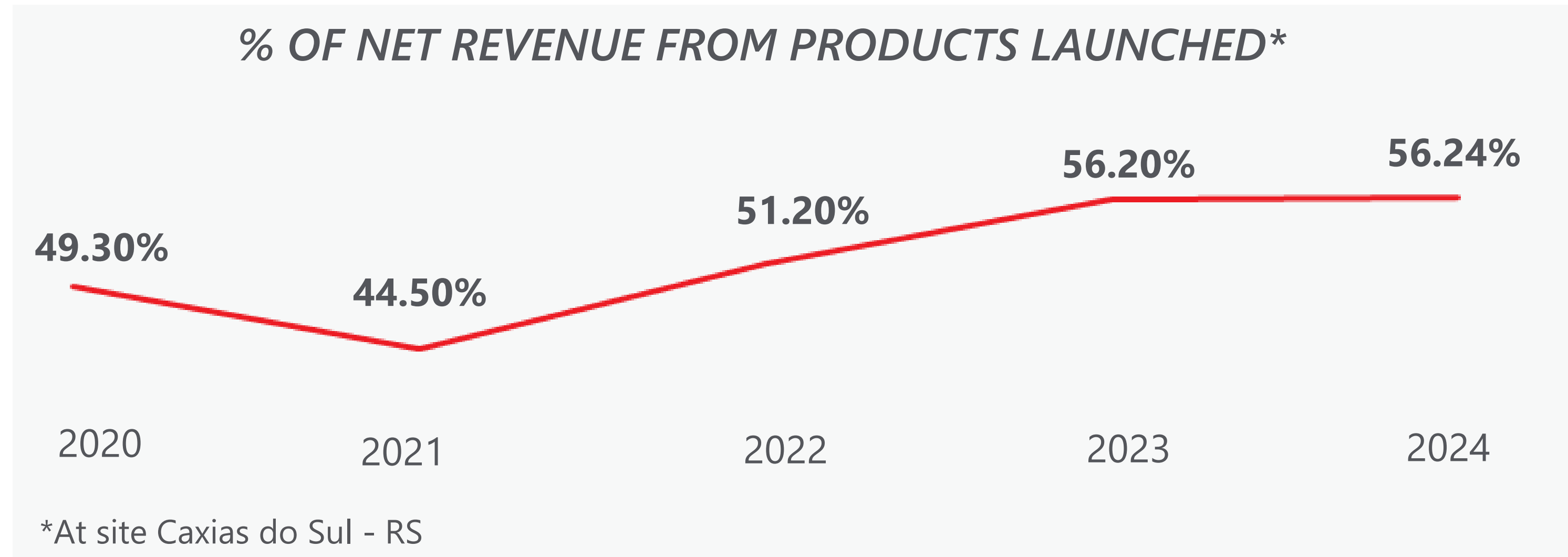
ADHERENCE TO RECOMMENDED PRACTICES 'COMPLY OR EXPLAIN'





# SUSTAINABLE INOVATION

CONSTANT SEEKING FOR PRODUCT DEVELOPMENT TO COMPOUND THE RENEWABLE CHAIN



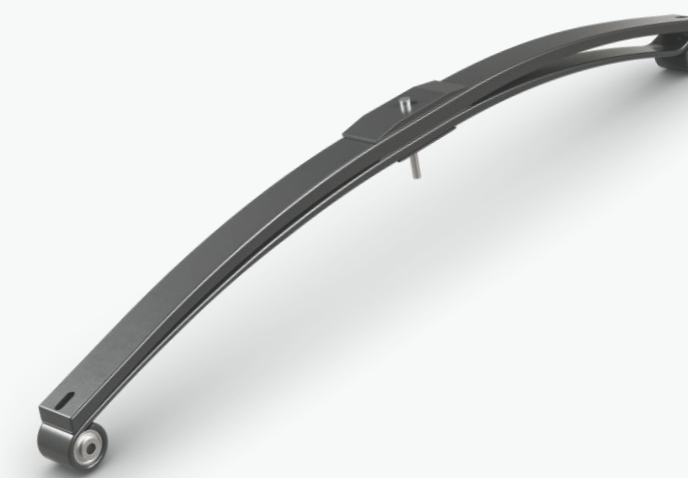
## RELEVANT PRODUCT LAUNCHES IN 2024:



**EHnergy HD:**  
brake pads for  
heavy-duty  
electric and hybrid  
vehicles.



**Fremax + Nione  
Partnership:**  
application of paints  
developed by Nione -  
corrosion protection



**Composs: corrosion-free suspension  
springs for various applications:**  
Trucks: 33% lighter; Road implements: 42%  
lighter; Recreational vehicles: 25% lighter  
and noise-free



# APPENDIX



# STRONG BRANDS

PORTFOLIO OF ROBUST BRANDS WITH HIGH RECALL IN THE MARKETS OF EXPOSURE

## 07 ICONIC BRANDS

**FRASLE**

**NAKATA**

**FREMAX**

**controil**

**FRITEC**  
FRICTION TECHNOLOGY

**MORESA**

**TF VICTOR**

**JURATEK**

**ABTEX**

**ARMETAL**

**AUTO EXPERTS**

**Autopar**

**BestBrake**

**BIOCERAMIC**  
SUPER STOP TECNOLOGÍA EN FRENADO

**composs**

**dur'bloc**

**iea**  
Electric & Electronic Components

**LonaFlex**

**plabestof**  
FRENOS

**POWER ENGINE**  
PARTES DE MOTOR

**RACE**

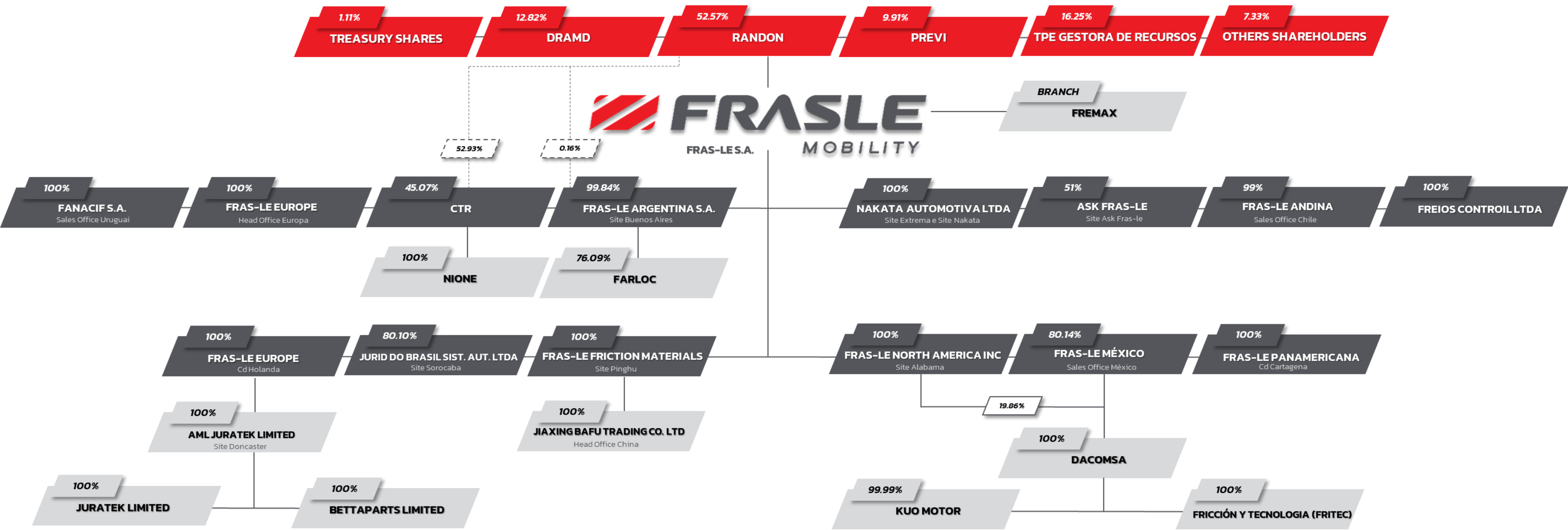
**sello**

**TENSA**

**TSP**  
The Specialist in Powertrain

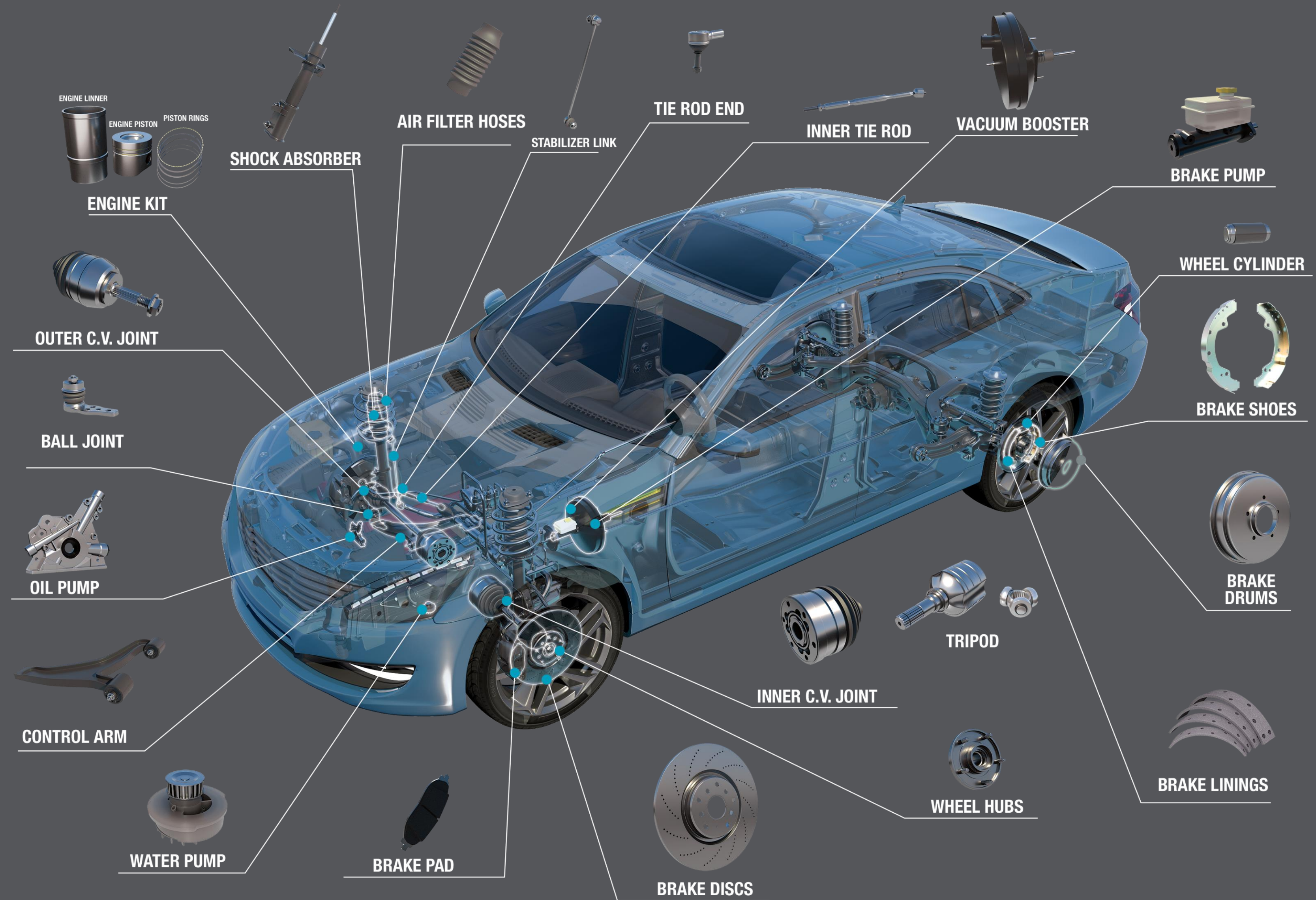
**Vehyco**

# CORPORATE STRUCTURE





# BROAD PORTFOLIO





**Dacomsa**

**MORESA**

**TF VICTOR**

**FRITEC**  
FRICTION TECHNOLOGY



**sello**

**Vehyco**

**BIOCERAMIC**  
SUPER STOP TECNOLOGÍA EN FRENADO

**TSP**  
The Specialist in Powertrain

**oiea**  
Electric & Electronic Components

**Autopar**  
Drive Train

**RACE**





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