



KEEP LIFE IN MOTION

**INSTITUCIONAL PRESENTATION**

**3Q23**

# 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.*

STRATEGIC  
**DRIVERS**



**FRASLE MOBILITY  
PROFILE**

**INNOVATION AND  
ESG**



**FRASLE**  
MOBILITY



**MARKET**

**CAPITAL MARKET**



**OPERATING AND  
FINANCIAL  
PERFORMANCE**

STRATEGIC  
**DRIVERS**



**FRASLE MOBILITY  
PROFILE**

INNOVATION AND  
ESG



MARKET

CAPITAL MARKET



OPERATING AND  
FINANCIAL  
PERFORMANCE

# AT A GLANCE

## FRASLE MOBILITY PROFILE



Market  
Leadership\*

(\*) Main Products

**#1**



Employees

**+5,000**



Countries  
served

**+125**

Industrial Plants / Warehouses /  
Commercial Offices /  
Technology and Development Centers

**11 / 9 / 4 / 2**



9M23

**R\$ 566.7 M**

Adjusted EBITDA

**21.4%**

Adjusted EBITDA Margin



9M23

**R\$ 2.6 B**

Net Revenue

**~35% outsourced**

# ATA GLANCE

## MARKET DISTRIBUTION ( 9 M 2 3 )

### FRASLE MOBILITY PROFILE



**66%**

LIGHT LINE



**88%**

AFTERMARKET



**48.0%**

FRICION



**60.5%**

DOMESTIC



**34%**

COMMERCIAL



**12%**

OEM



**52.0%**

NON-FRICION



**39.5%**

INTERNACIONAL



# A **RANDONCORP** **COMPANY**

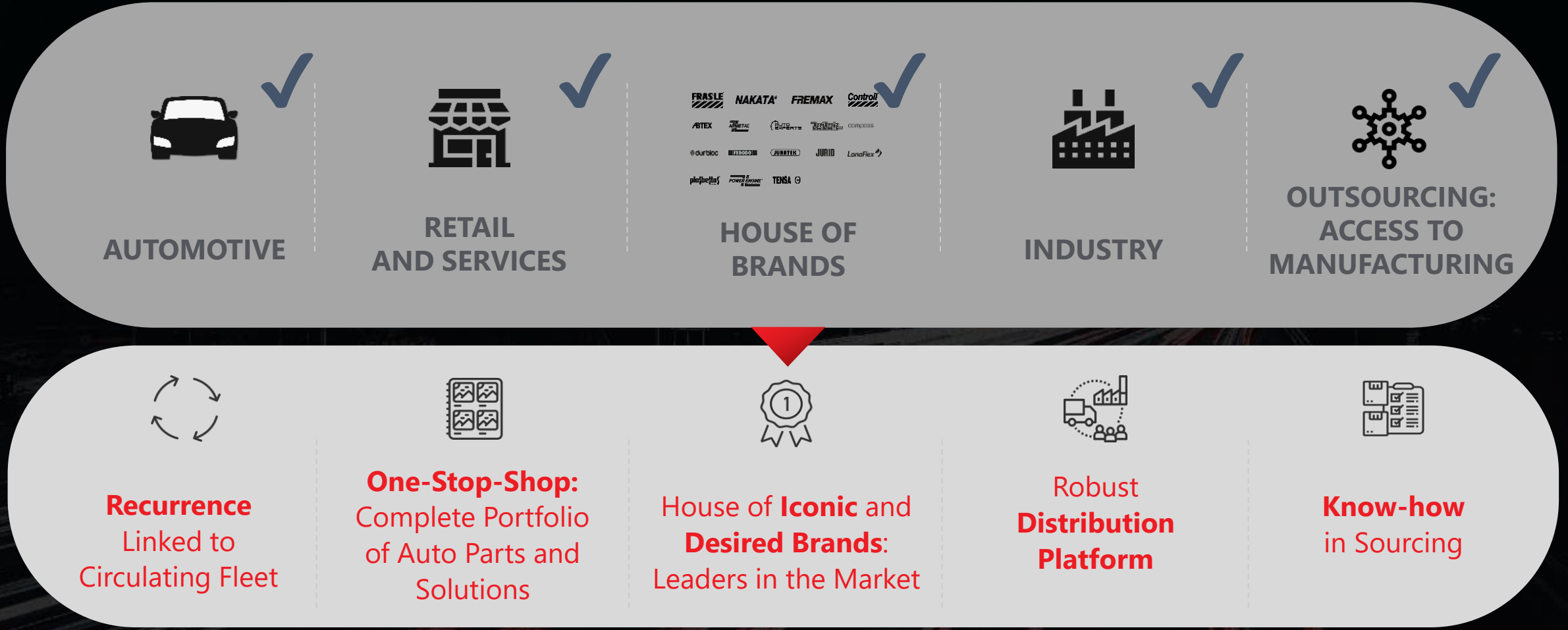
## **Far beyond a controlling group.**

Being part of Randoncorp allows Frasle Mobility to achieve synergies, reach markets and offer advantages in various areas of its operation, which qualify results and value its entire chain of stakeholders.



# FRASLE MOBILITY: FAR BEYOND A CAPITAL GOOD COMPANY, AN AUTOMOTIVE CONSUMPTION PLATAFORM

**FRASLE MOBILITY  
PROFILE**





# 70 YEARS OF HISTORY!



A JOURNEY OF COURAGE AND ACHIEVEMENTS

1954 > 1971 > 1980/90 > 1996 > 2000/12 > 2017 > 2018 > 2019 > 2021 > 2023



FRANCISCO  
STEDILE  
CAXIAS DO SUL

PUBLIC STOCK  
OFFERING



PURCHASE OF  
CONTROL  
BY RANDONCORP



ARGENTINA



EUROPE



USA



ASIA



PANAMERICAN



# OUR OPERATIONS OVERVIEW

**FRASLE MOBILITY  
PROFILE**



## Brazil

**Caxias do Sul/RS:** Headquarter, Industrial Plant and RD& Center  
**São Leopoldo/RS:** Industrial Plant  
**Joinville/SC:** Industrial Plant  
**Sorocaba/SP:** Industrial Plant  
**Extrema/MG:** Industrial Plant and Distribution Center  
**Osasco/SP:** Development Center and Head Office



## Latin America

**Uruguay:** Industrial Plant  
**Argentina:** Industrial Plant, Distribution Center  
**Chile:** Sales Office  
**Cartagena/Colombia:** Distribution Center  
**Bogotá/Colombia:** Office  
**Mexico:** Sales Office



## North America

**Alabama/USA:** Industrial Plant  
**Michigan/USA:** Sales Office



## Europe

**Netherlands:** Distribution Center  
**Germany:** Sales Office  
**Doncaster/UK:** Distribution Center  
**Bradford/UK:** Distribution Center  
**Belfast/UK:** Distribution Center



## Asia

**China:** Industrial Plant  
**India:** Industrial Plant

# LARGE PRODUCT PORTFOLIO

**FRASLE MOBILITY  
PROFILE**

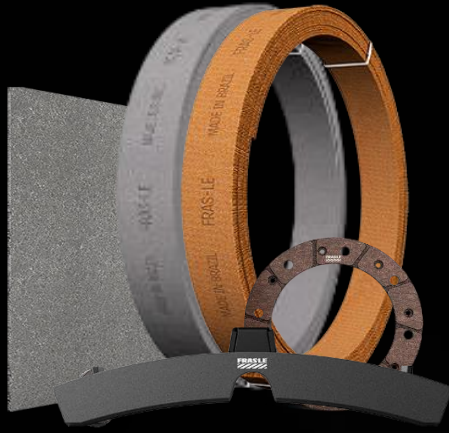


FRICITION

NON-FRICITION



BRAKE LININGS AND BRAKE PADS FOR COMMERCIAL VEHICLES



OTHER FRICTION MATERIALS



BRAKE LININGS AND BRAKE PADS FOR LIGHT VEHICLES



WHEEL HUBS



PACKED LIQUIDS



ACTUATORS



BRAKE DISCS AND DRUMS



ENGINE



SUSPENSION

# STRENGTH IN THE **AFTERMARKET**

## FRASLE MOBILITY PROFILE



**NAKATA**<sup>®</sup>

**FREMAX**



**ABTEX**



**BestBrake**

composs



**JURID**

**LonaFlex**



**Global leader** in brake linings for commercial vehicles;



**Market leader** in Latin America with a broad and diversified product portfolio;



**Leader in Brazil** in brake linings for commercial vehicles (aftermarket and OEM segments);



**Leader in Brazil** in brake pads (aftermarket segment).

# DELIVERING SOLUTIONS TO **BIG WORLD PLAYERS**

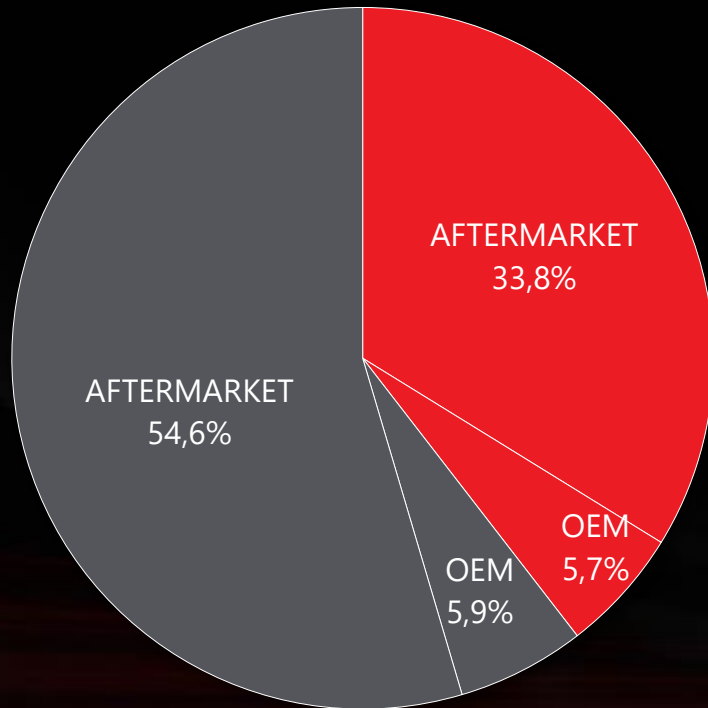
## FRASLE MOBILITY PROFILE



# MARKETS | SEGMENTS | PRODUCTS

## 9M23

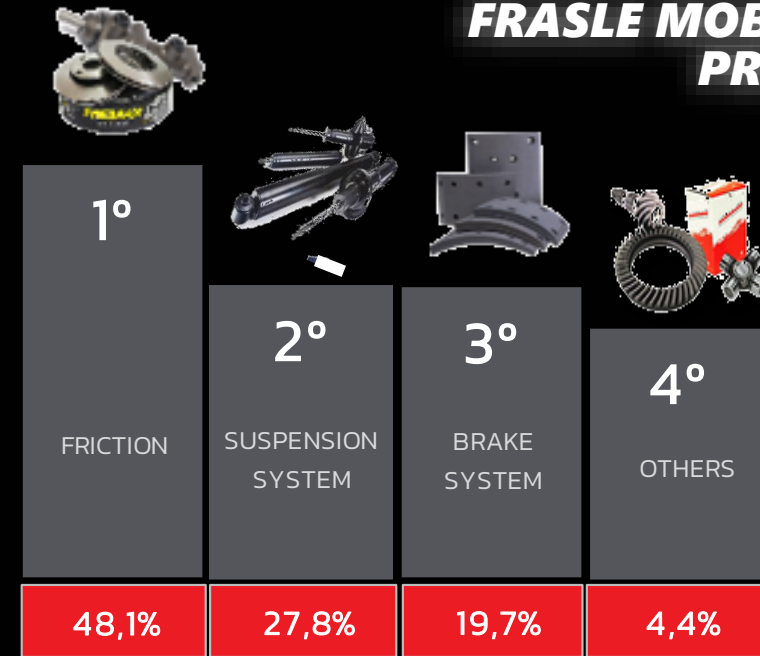
### MARKET



■ DOMESTIC  
■ FOREIGN

■ FRICTION  
■ NON FRICTION

### FRASLE MOBILITY PROFILE



■ Total % (revenue per product X net revenue)

### COMPOSITION FRICTION MATERIALS



2017

9M23

DISRUPTIVE VISION  
**TOWARDS THE FUTURE**



of **products**

**ecosystem** of  
automotive consumers  
**with smart and  
sustainable  
solutions**

# STRATEGIC **DRIVERS**



FRASLE MOBILITY  
PROFILE



INNOVATION AND  
ESG

**FRASLE**  
MOBILITY



**MARKET**



CAPITAL MARKET



OPERATING AND  
FINANCIAL PERFORMANCE



# AUTO PARTS AFTERMARKET: RELEVANT, RESILIENT AND GROWING MARKET



## INDUSTRY HIGHLIGHTS



**R\$ ~100 bi**  
Automotive aftermarket size in Brazil (2021)



**3,3%**  
Expected market growth 2022 – 2025e

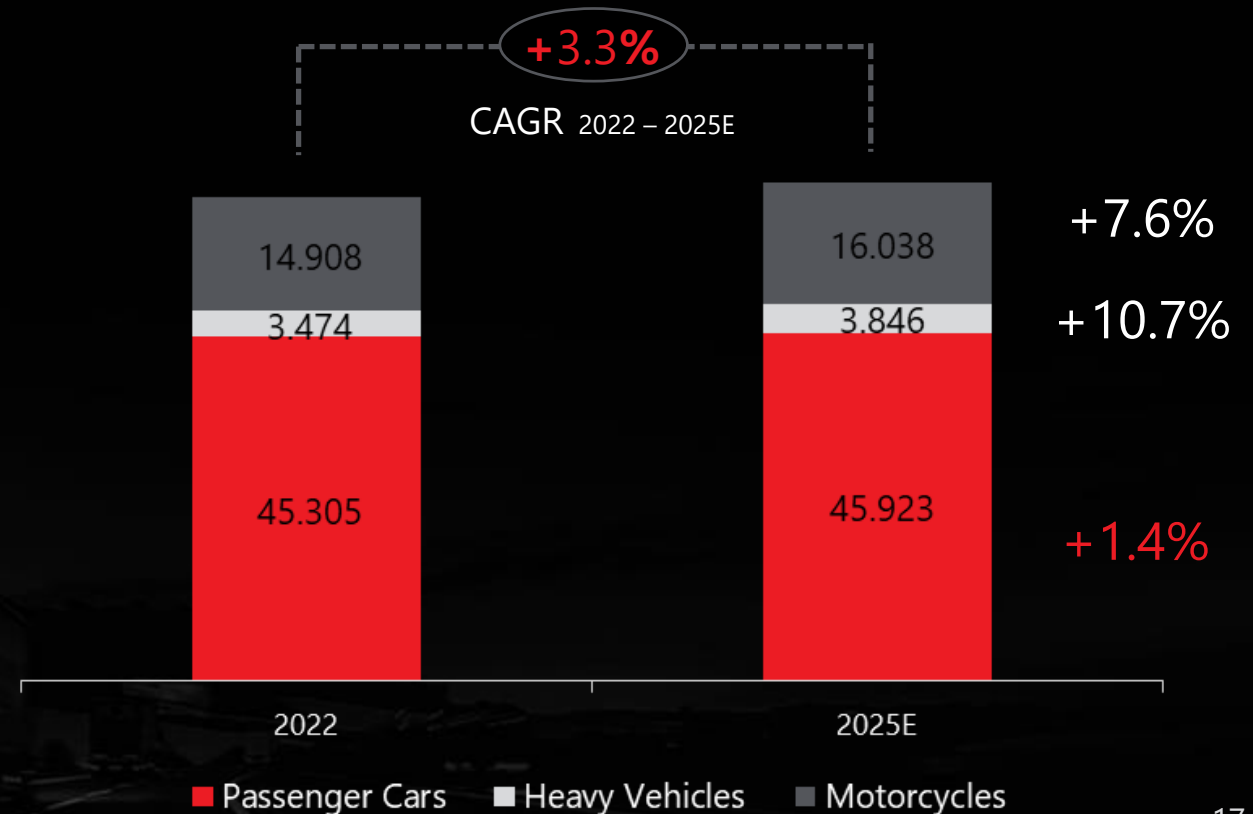


**45 MM**  
Light vehicles circulating fleet  
+3 mm for bus, trailers & trucks



**~10**  
Average fleet age

## BRAZILIAN AUTOMOTIVE AFTERMARKET | R\$ BN



# DRIVEN BY FLEET EXPANSION AND AGING

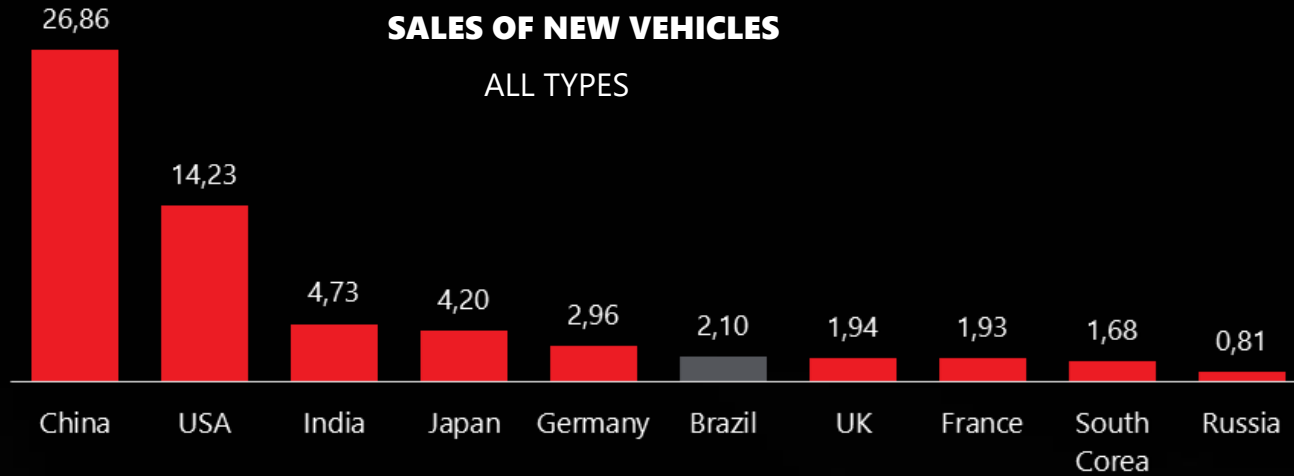
**MARKET**



TRENDS SUCH AS CAR PENETRATION INCREASING IN BRAZIL AND MAINTENANCE EXPENDITURES ALSO CONTRIBUTE TO MARKET GROWTH

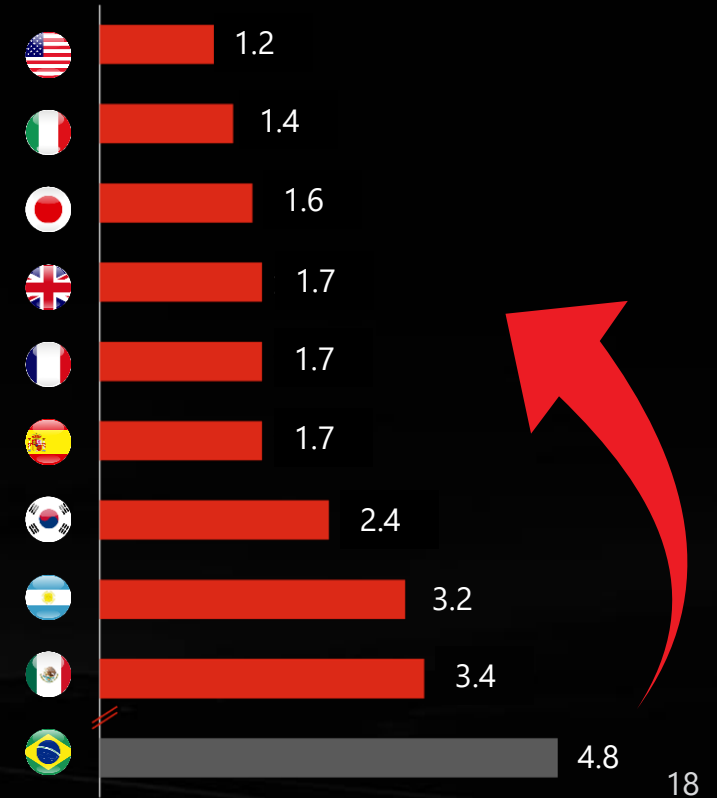
## SALES OF NEW VEHICLES

ALL TYPES



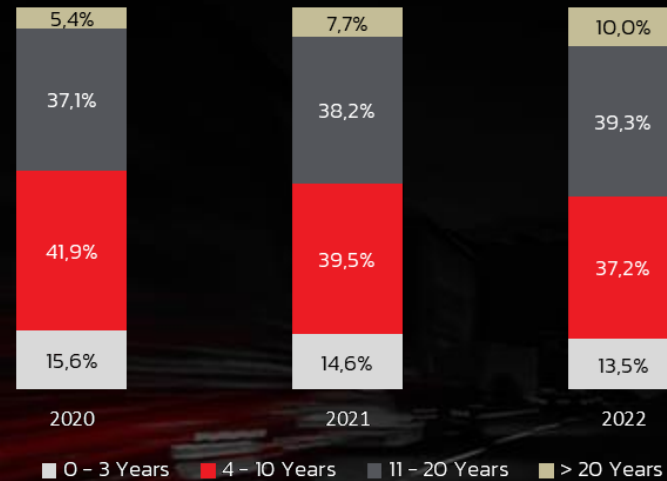
## HIGH POTENTIAL TO INCREASE VEHICLE FLEET

Total de Inhabitantes / Vehicles  
2015 Last available data



## FLEET AGING

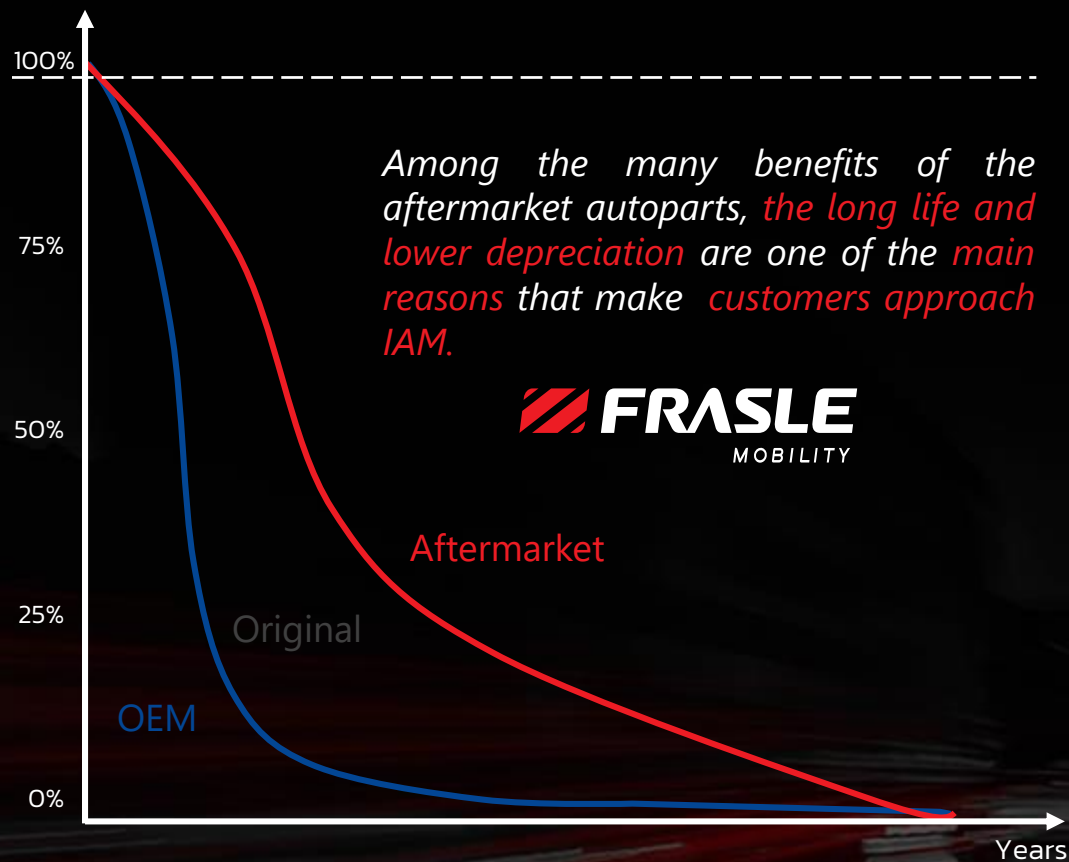
Fleet by Average Age (% Total)



# AUTOMOTIVE PARTS MARKET



## LIFE CYCLE OF AFTERMARKET PARTS IN VEHICLES

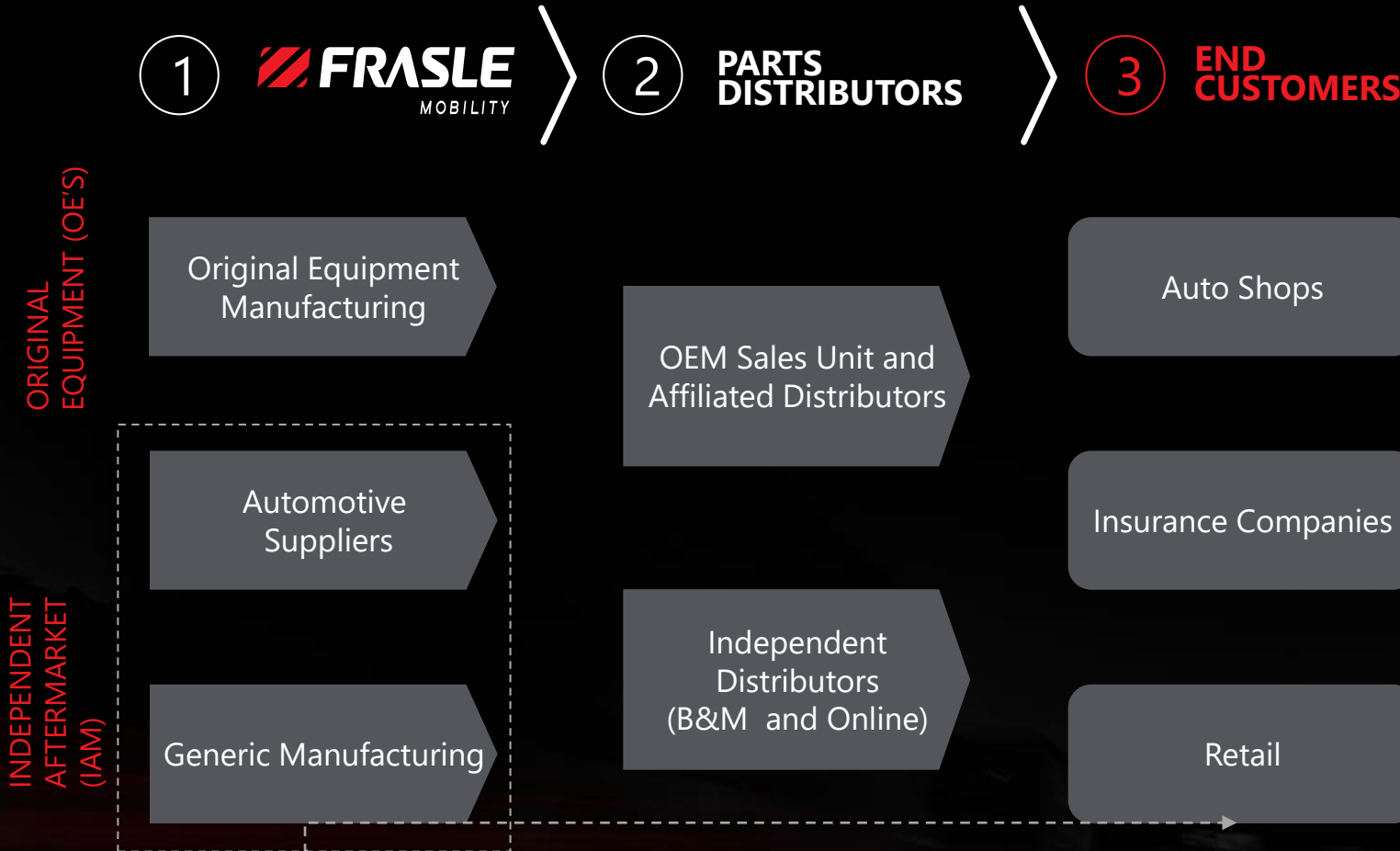


## POTENTIAL MARKET FOR AUTOMOTIVE PARTS IN BRAZIL

	Original Equipment Manufacturing	Independent Aftermarket	Size Comparison
Discs and Pads (R\$ 1,652mm)	21%	79%	3.8x
Light Line Friction (R\$ 487mm)	31%	69%	2.2x
Heavy Line Friction (R\$ 772mm)	13%	87%	6.7x
Hydraulic Cylinders (R\$ 611mm)	45%	55%	1.2x
Shock Absorbers (R\$ 2,470mm)	39%	61%	1.6x

# FRASLE MOBILITY: IS WELL-POSITIONED IN THE AFTERMARKET DYNAMICS IN BRAZIL

**MARKET**



## 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

Frasle Mobility also sells direct to large retailers

# FRASLE MOBILITY IS A MARKET LEADER WITH A DEFENSIVE PORTFOLIO



## MARKET LEADERSHIP

Market Share by Product Category (%)

	50%	46%	38%	39%	28%	23%	20%	19%
	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
<b>Non-Elective</b>	✓	✓	✓	✓	✓	✓	✓	✗
<b>First Replacement<sup>2</sup> # Km</b>	100.000	80.000	40.000	80.000	60.000	60.000	60.000	80.000
<b>Others Replacement<sup>3</sup> # Km</b>	60.000	60.000	30.000	60.000	50.000	60.000	40.000	40.000
<b>Recurrence<sup>4</sup> X each 5 year</b>	8.3x	1.0x	2.0 x	1.0x	10.0x	1.2x	1.5x	1.5x

**70% OF SALES<sup>1</sup>**

OE Volume is 7x smaller than IAM, although, Fras-le is a leader and relevant player in Brazil and US (+90% of Brazilian & 40% of US OE CV market)

Notes: (1) Replacement sales volume; (2) Considers new vehicle with standard setup; (3) Considers 12.000 Km/year for LV and 100.000 Km/year for CV, without damages; (4) Considers recurrence for others replacement in note (3) scenario

MARKET SHARE:

# BRAZIL AFTERMARKET\*

**MARKET**



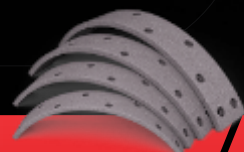
PADS FOR  
AUTOMOBILES

**38%**



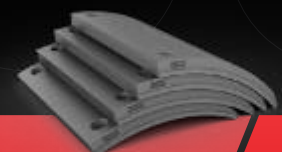
SHOES FOR  
AUTOMOBILES

**23%**



BRAKE LININGS  
FOR AUTOMOBILES

**46%**



BRAKE LININGS FOR  
HEAVY VEHICLES

**50%**



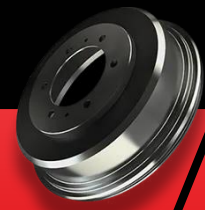
PADS FOR  
HEAVY VEHICLES

**28%**



BRAKE  
DISCS

**20%**



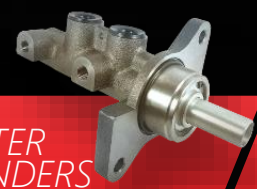
BRAKE  
DRUMS

**13%**



WHEEL  
CYLINDERS

**24%**



MASTER  
CYLINDERS

**39%**



VACUUM  
BOOSTER

**25%**



SHOCK  
ABSORBER

**19%**



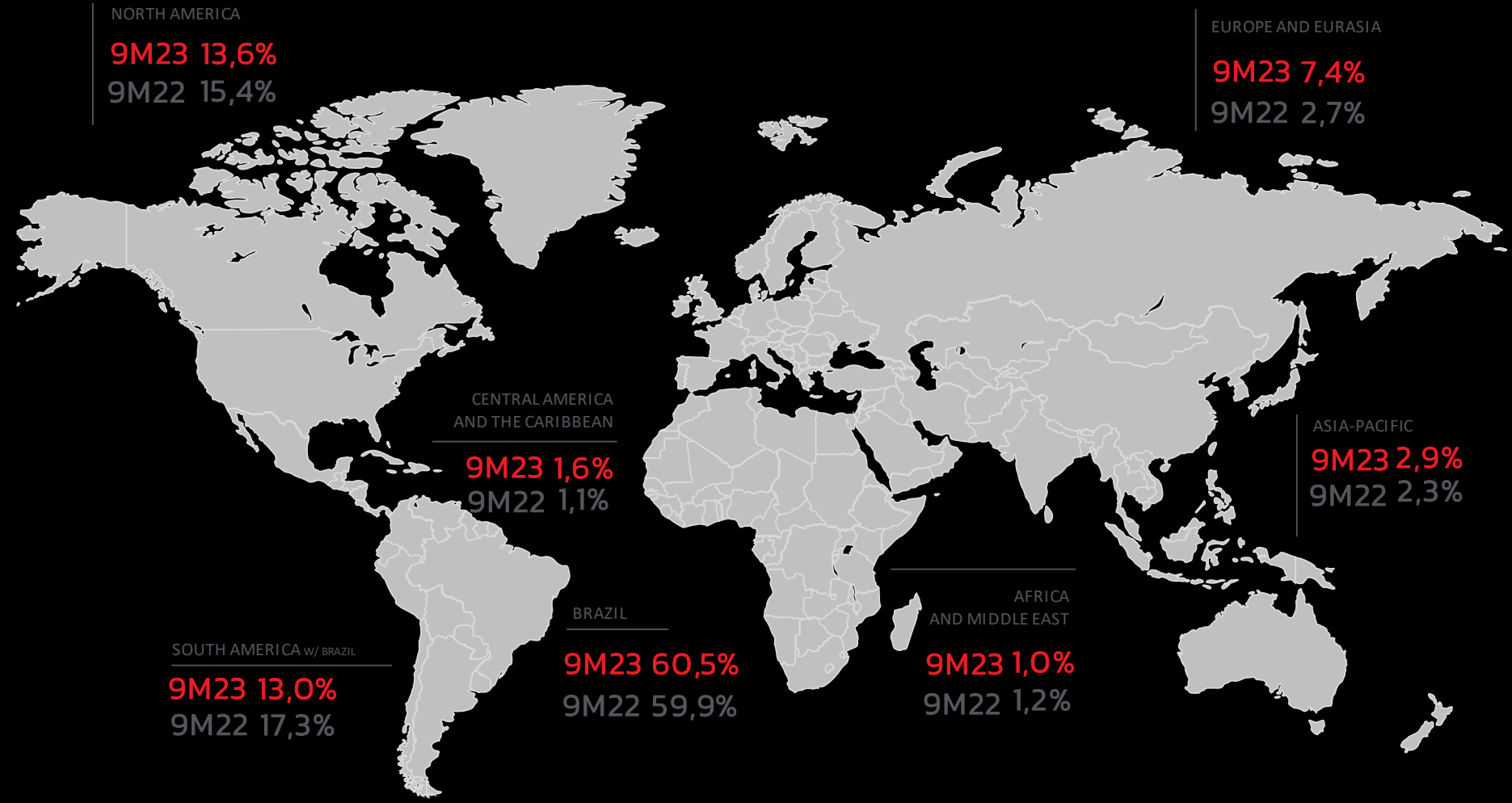
OTHER  
SUSPENSION  
PARTS

**20%**

\* Data for the year 2022 | % Invoiced quantity/Potential Market

# DISTRIBUTION OF NET REVENUE

**MARKET**



# STRATEGIC **DRIVERS**



FRASLE MOBILITY  
PROFILE

INNOVATION AND  
ESG



**FRASLE**  
MOBILITY



MARKET

CAPITAL MARKET



**OPERATING AND  
FINANCIAL  
PERFORMANCE**



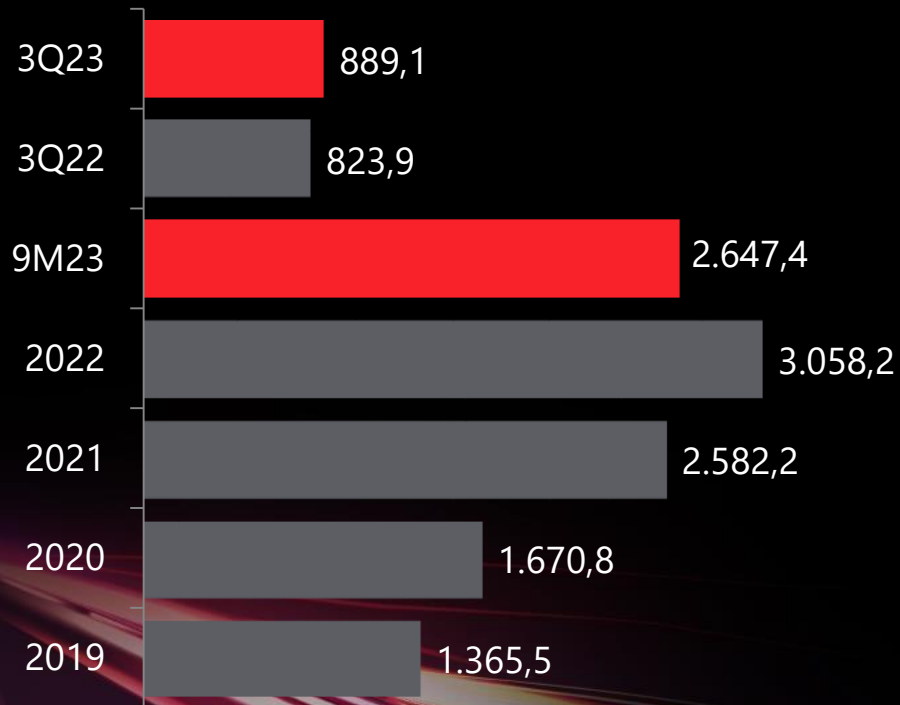
# OVERVIEW FRASLE MOBILITY

## NET REVENUE | SALES IN THE FOREIGN MARKET

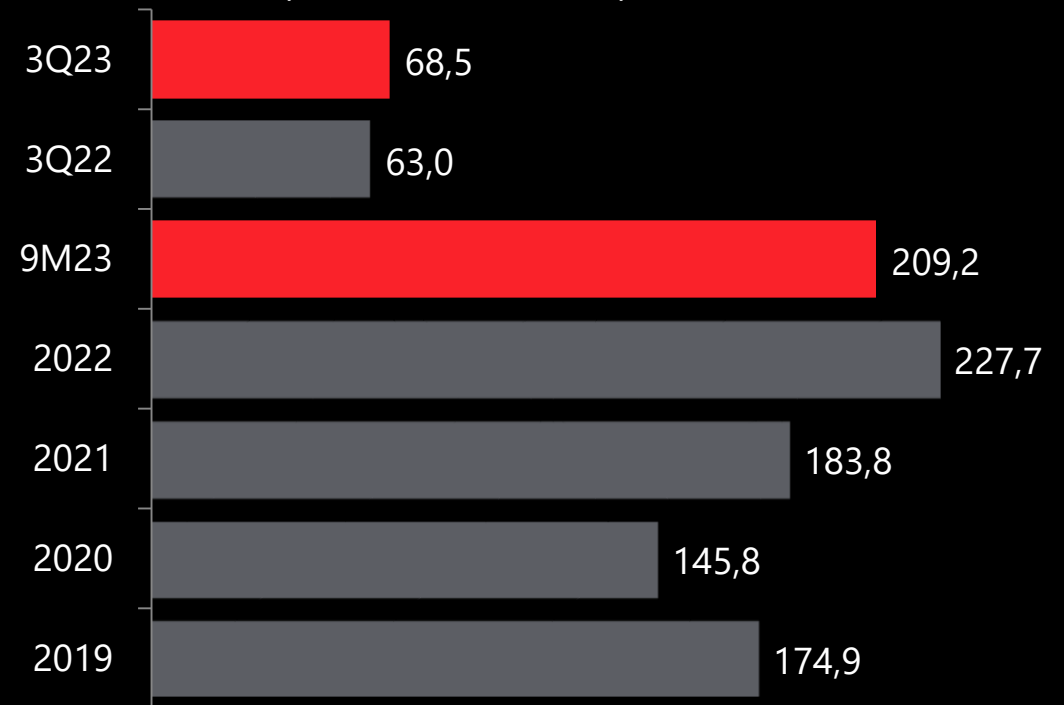
**OPERATING AND  
FINANCIAL  
PERFORMANCE**



**Net Revenue**  
R\$ million



**Sales in the Foreign Market**  
(Fras-le + Controlled) US\$ million



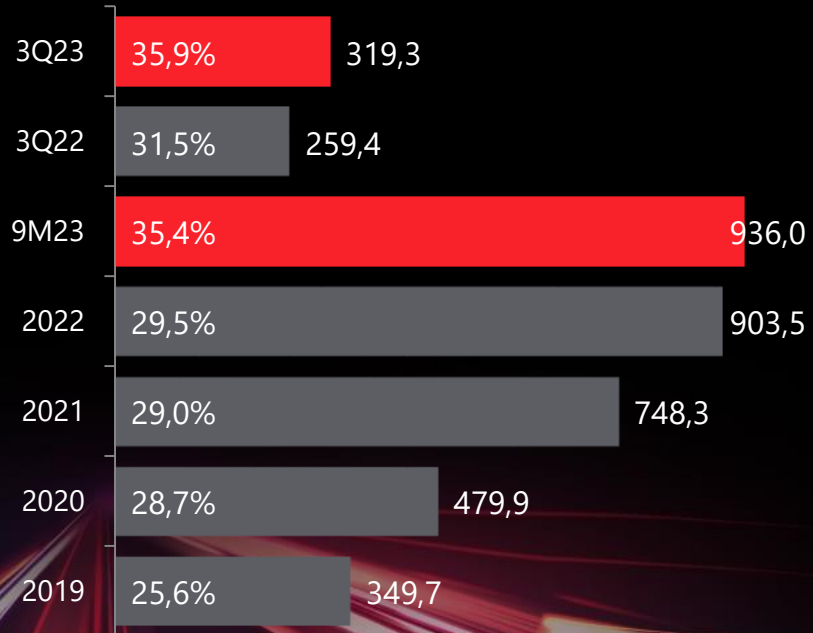
# OVERVIEW FRASLE MOBILITY

## GROSS INCOME | EBITDA | NET PROFIT

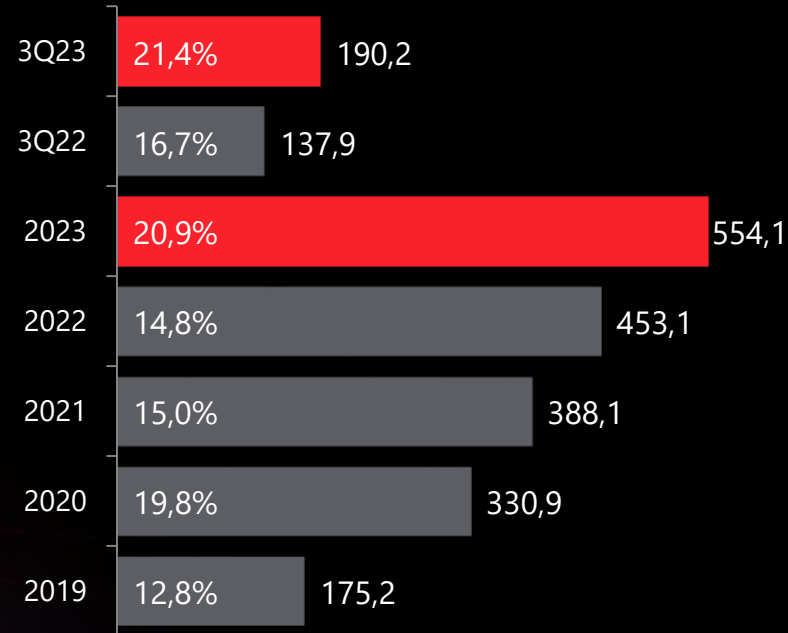
### OPERATING AND FINANCIAL PERFORMANCE



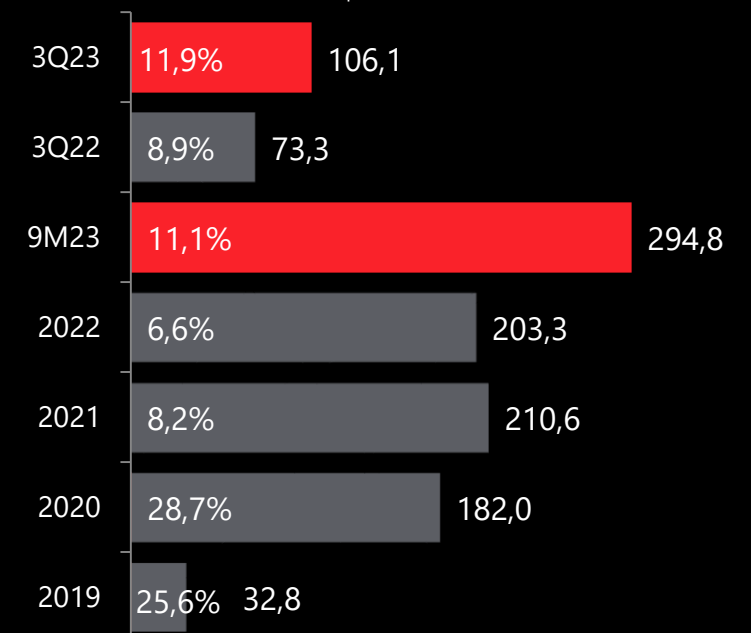
**Gross Income and Margin**  
R\$ million and %



**EBITDA and Margin**  
R\$ million and %



**Net Profit/Loss and Margin**  
R\$ million and %



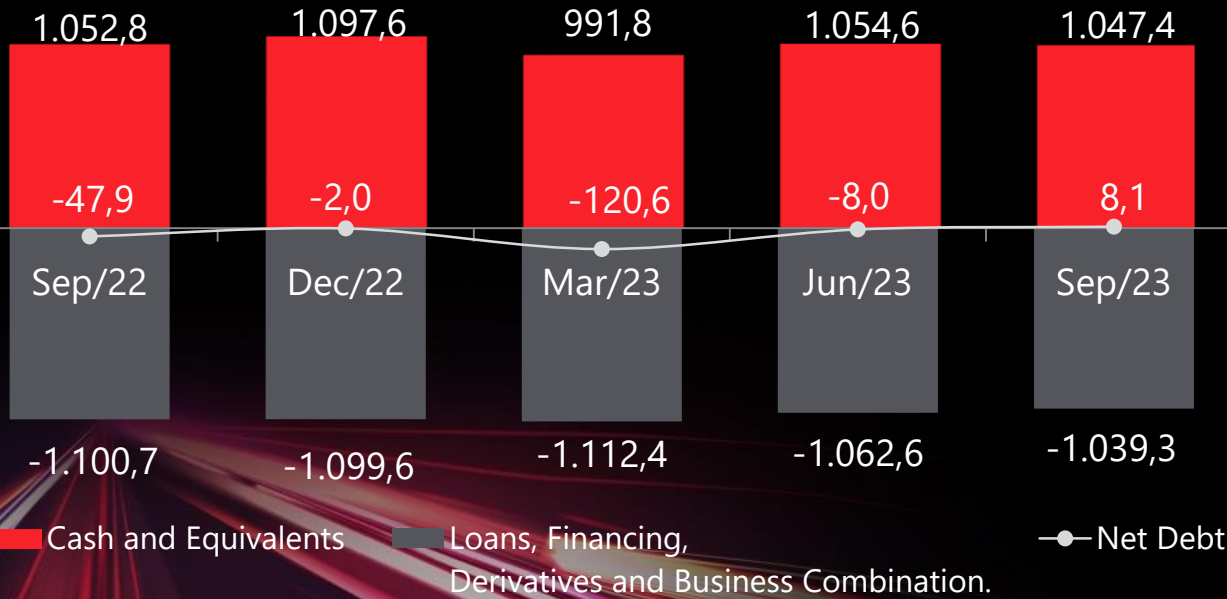
# OVERVIEW FRASLE MOBILITY NET DEBT AND WORKING CAPITAL

**OPERATING AND  
FINANCIAL  
PERFORMANCE**

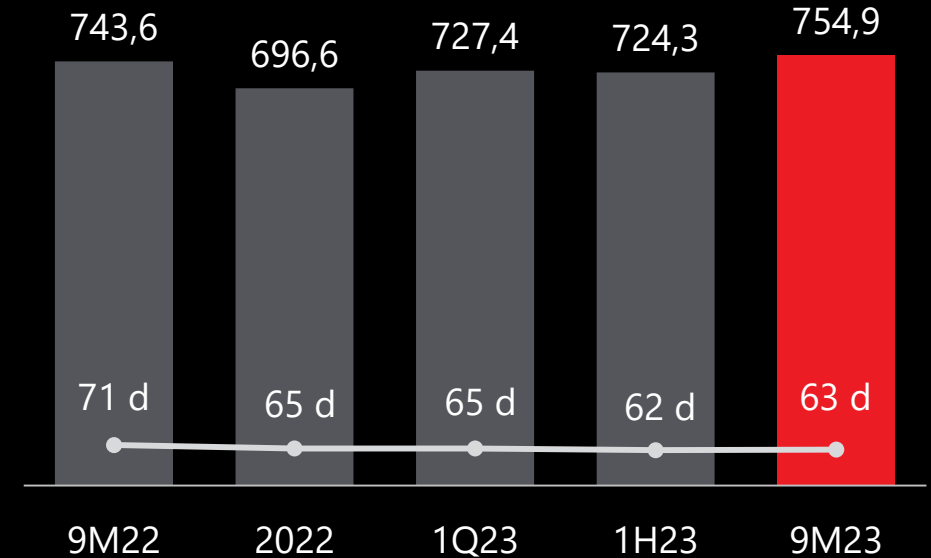


NET DEBT / EBITDA

0.1X	0X	0.2X	0X	0X
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WORKING CAPITAL  
R\$ million



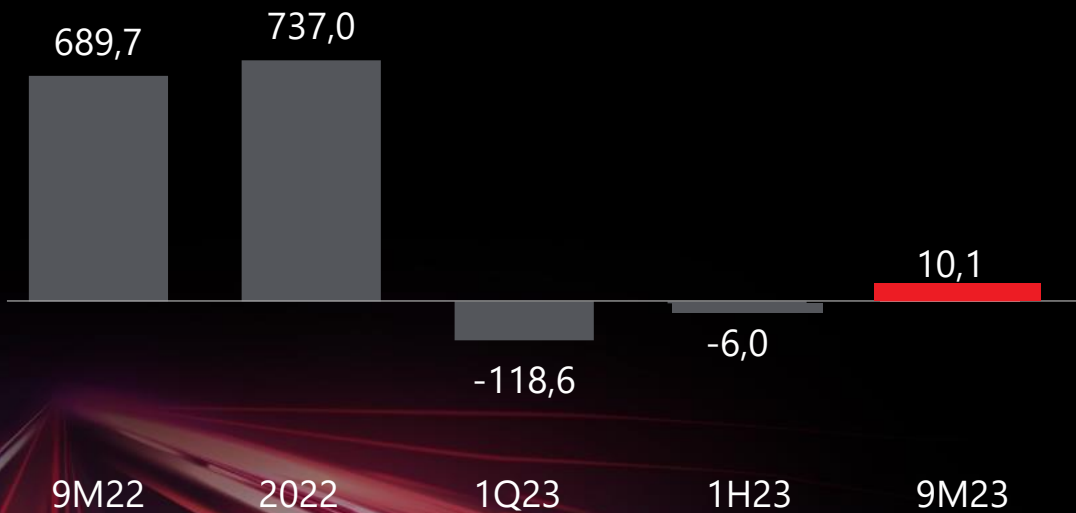
# OVERVIEW FRASLE MOBILITY

## FREE CASH FLOW | INVESTMENTS

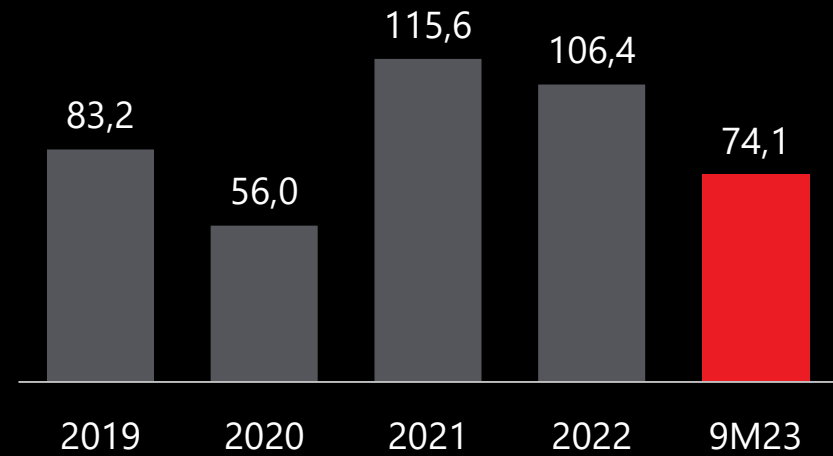
**OPERATING AND  
FINANCIAL  
PERFORMANCE**



FREE CASH FLOW  
R\$ million



CAPEX



# STRATEGIC **DRIVERS**



FRASLE MOBILITY  
PROFILE

INNOVATION AND  
ESG



**FRASLE**  
MOBILITY



MARKET

**CAPITAL MARKET**



OPERATING AND  
FINANCIAL PERFORMANCE



# VALUE CREATION JOURNEY

## CAPITAL MARKET



7 Inorganic Expansion Movements in The Last 5 Years

**JURID®** **FREMAX** **NAKATA** **NIONE**

**ETR** **composs** **JURATEK**

DRIVEN BY INNOVATION

	9M19		9M23
<b># ICONIC BRANDS</b>	3		5
<b>NET REVENUES (R\$ M)</b>	994.7	<b>+2.7X</b>	2,647.4
<b>ADJ. EBITDA (R\$ M)</b>	124.3	<b>+4.6X</b>	566.7

# CORPORATE GOVERNANCE

## CAPITAL MARKET



### FRAS3 | B3 LISTED N1

**1971**

IPO

**100%**

Tag Along

**R\$ 4.4 bi**

Market Cap

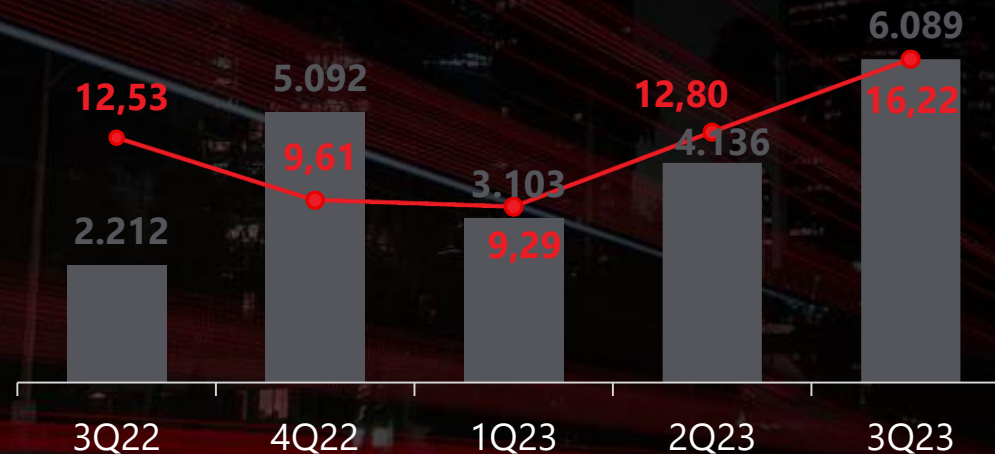
**33.2%**

Free Float

AVERAGE DAILY VOLUME (R\$ THOUSAND)  
QUOTATION AND NO. OF SHAREHOLDERS

NO. OF SHAREHOLDERS

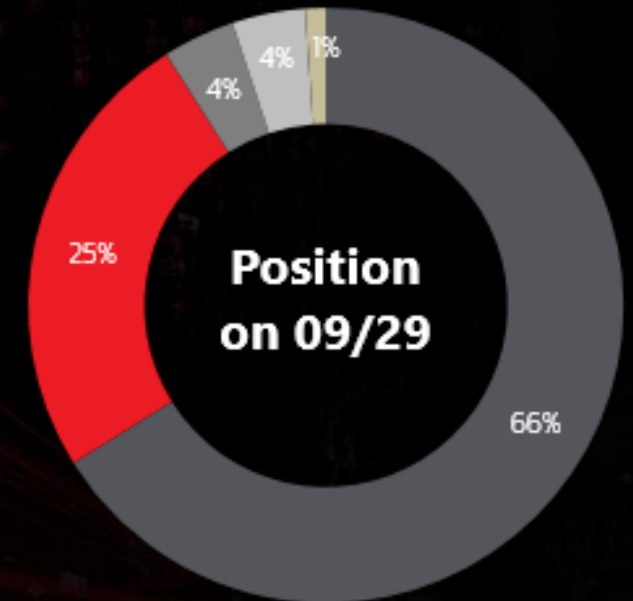
8,792	8,472	8,364	8,804	9,690
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■ Average Traded Volume (R\$ Th)

● FRAS3

- Controlling Group
- Institucional Shareholders
- Private Individual
- Overseas Shareholders
- Treasury Shares



# STRATEGY AND EXECUTION

# GOVERNANCE

**CAPITAL MARKET**



SÉRGIO  
**DE CARVALHO**  
CEO FRASLE MOBILITY



ANDERSON  
**PONTALTI**  
COO FRASLE MOBILITY

LISTED COMPANY ON THE SÃO PAULO STOCK EXCHANGE FOR MORE THAN 50 YEARS



GUILHERME  
**ADAMI**  
Business Officer  
Business Director

FRICION LIGHT LINE  
COMPOSS  
FRASLE MOBILITY LATAM



ALFREDO  
**LORENZONI**  
Business Officer  
Business Director

FRICION COMMERCIAL LINE  
FRASLE MOBILITY CHINA  
AFF



HEMERSON  
**SOUZA**  
Business Officer  
Business Director

INVESTOR RELATIONS  
CONTROIL  
FREMAX  
EMEA



MARCELO  
**TONON**  
Business Officer  
Business Director

NAKATA



IVAN  
**BOLSONI**  
Business Officer  
Business Director

FRASLE MOBILITY N.A



ALEXANDRE  
**CASARIL**  
Engineering and OEM  
Sales Director  
Product Engineering and  
OEM Sales Director

FRASLE MOBILITY



SÉRGIO  
**MONTAGNOLI**  
Director of Spare Parts Sales  
And Marketing  
Aftermarket Sales and  
Marketing Director

FRASLE MOBILITY



TRANSPARENCY

# COMMUNICATION WITH INVESTORS

CAPITAL MARKET



Regular External  
Audits

Best Meeting of the Association  
of Analysts and Investment  
Professionals in the Brazilian  
Capital Market  
**APIMEC / 2022**



STRATEGIC  
**DRIVERS**



FRASLE MOBILITY  
PROFILE

**INNOVATION  
AND ESG**



**FRASLE**  
MOBILITY



MARKET

CAPITAL MARKET



OPERATING AND  
FINANCIAL PERFORMANCE

# OUR LEGACY

FOR THE NEXT  
GENERATIONS

INNOVATION AND  
ESG



# ESG





**PUBLIC**

# **COMMITMENTS**

**2x more women**

*in leadership roles until 2025*

**40% reduction**

*in greenhouse gas emissions by 2030*

**Increase**

**net revenue**

*the annual consolidated - generated by new products*

**Zero ACCIDENTS**

*SERIOUS ONES*

**Eliminate by 2025  
all waste disposal**

*in industrial landfill and reuse 100% of the treated effluent*

**SAFETY IS NON-NEGOTIABLE!!**

# WE TRANSFORM AMBITIONS **INTO REALITY!**

## INNOVATION AND ESG



### Reverse Logistics

### Circular Economy

### Digital Culture



Programs for **correct destination** and **reuse** of products



**Efficient management** in resources from product development to reuse



Culture focused on a **digital, agile and sustainable culture**



Partnership for **packaging impact compensation**



Actions in production units to **optimize the use of raw materials** and **maximize reuse**



Permanent program for the **incentive of innovation**



Elimination of **waste** and **waste materials**



Optimization of **routines and elimination of repetitive processes**

# WE TRANSFORM AMBITIONS **INTO REALITY!**

## INNOVATION AND ESG



**Renewable Energies**



**Effluent Treatment**



**Commitment to the community**



Investment plan for generation of **renewable energy** to supply industrial units



**Annual treatment of** millions of liters of water



**Social transformation in communities** where it is present, such as Caxias do Sul (RS) and Joinville (SC), with initiatives carried out by the **Elisabetha Randon Institute**.



**Photovoltaic plant** at Frasle Mobility China, supplying 20% of the unit



**35%** reused by the company

# SUSTAINABILITY REPORT



An annual report that is a synthesis of its results, indicators and projects, addressing **relevant aspects for employees, customers, suppliers, investors, communities and society in general.**



# DIVERSITY

## EQUAL IN OUR DIFFERENCES

**INNOVATION AND  
ESG**



### Inclusion Program for People with Disabilities



**14 de setembro**  
**Dia Internacional das Pessoas com Deficiência**

Quem tem deficiência tem o direito de trabalhar e de contribuir para o desenvolvimento econômico e social. É preciso quebrar barreiras físicas, atitudinais e culturais para que todos possam trabalhar e realizar seus sonhos.

**Live:**  
**Desmistificando os mitos da Inclusão de Pessoas com Deficiência.**

**07/12 - 8h**  
via MICROSOFT TEAMS

**Aneliz Silva**

É uma especialista em Recursos Humanos com foco em inclusão e diversidade. Possui experiência em gestão de pessoas e em projetos de inclusão social. Atualmente trabalha na área de Recursos Humanos da BRANCO.

**BRANCO** **DIVERSIDADE**

### Female Career Acceleration: Organizational Mentoring and Their Journey

**MENTORIA ORGANIZACIONAL FEMININA**

**cenex**

Work with companies and improve your quality of life with

**Carol Strobel**

É uma especialista em Recursos Humanos com foco em inclusão e diversidade. Possui experiência em gestão de pessoas e em projetos de inclusão social. Atualmente trabalha na área de Recursos Humanos da BRANCO.

**UMA MULHER ADOTIVA**

**#JORNADA DELAS**  
Associação de Carreiras Femininas

**ESPECIAL MENTORIA DE CARREIRA**

*3Tha*

**#JORNADA DELAS**  
Associação de Carreiras Femininas

**MENTORIA HE FOR SHE**



# DIVERSITY

## EQUAL IN OUR DIFFERENCES

**INNOVATION AND  
ESG**



**LGBTQIAPN+: Pride Month  
(Internal and external  
activities)**

**Race & Ethnicity: Awareness  
and Immigrant Program**

**DIVERSIDADE**  
IGUAIS NAS DIFERENÇAS

**Em que time  
você joga?**

Chegou a hora de sair das arquibancadas e entrar em campo nesse jogo!

Vista a camisa da diversidade e jogue contra o preconceito.

**Eu jogo no time do  
RESPEITO**

RANDONCORP



Jogamos no time do **RESPEITO!**

Sabemos que atuar em equipe pela equidade e o direito de demonstrar amor é a tática perfeita para vencer qualquer intolerância.



**LIVE • 29** NOVEMBRO  
10h às 11h30

**LETRAMENTO RACIAL**

com  
**Arlane  
Gonçalves**

Consultora e Palestrante de Equidade e Cultura de Pertencimento, Arlene é referência na crescente agenda de Diversidade, Equidade e Inclusão (DEI) brasileira.

Assista ao Live: **DIVERSIDADE** com **RANDON**

**20 DE JUNHO**  
Dia Mundial do Refugiado

**25 DE JUNHO**  
Dia Mundial do Imigrante

**DIFERENTES HISTÓRIAS,  
MESMA DIREÇÃO**

No longo da nossa trajetória, produzimos tanto resultados excelentes, seja para nossos clientes quanto para os nossos colaboradores, quanto para a sociedade. E isso se reflete em nossa trajetória, o caminho de um crescimento sustentável.

Que movimento faz com que as nossas famílias, histórias e culturas se encontrem e nos leve em direção ao que buscamos: respeito e inclusão.

**Essa trajetória é sobre todos nós.**

**DIVERSIDADE** com **RANDON**

FROM CONCEPT TO PRACTICE

# MAIN CERTIFICATIONS

**INNOVATION AND  
ESG**



**ISO 14001**

Environmental  
Management  
System



**ISO 45001**

Occupational  
Health and Safety  
Management System



**ISO 9001**

Quality  
Management  
System



**IATF 16949**

Quality Management  
for the Automotive  
Industry



**ISO/IEC 17025**

Testing Laboratory  
Competency  
Certification

# CENTERS FOR RESEARCH, DEVELOPMENT & INNOVATION

**INNOVATION AND  
ESG**



**Laboratory  
- Physical**



**Laboratory  
- Pilot**



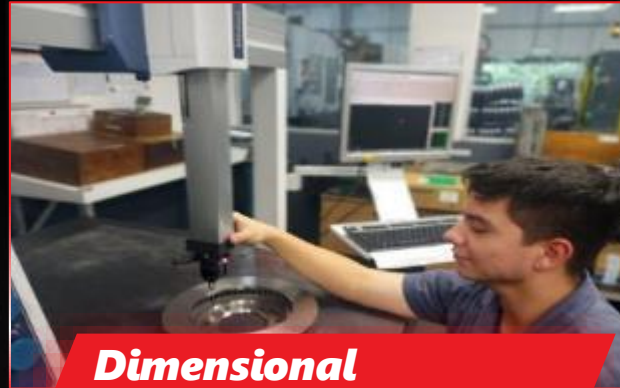
**Laboratory  
- Chemical**



**Dimensional  
Analysis**

# CENTERS FOR **RESEARCH, DEVELOPMENT & INNOVATION**

**INNOVATION AND  
ESG**



**Dimensional  
Analysis**



**Chemical Composition  
Analysis**



**Metographic Analysis  
of the Metal Structure**



**Material Roughness  
Analysis**

**75+ registered patents**

**160+ PROFESSIONALS DEDICATED  
TO THE DEVELOPMENT AND VALIDATION OF  
PRODUCTS, INCLUDING:**

**09 Doctors  
19 Masters**



**INNOVATION AND  
ESG**



Complex for **development** and **approval** of products for the mobility industry



**90** HECTARES OF AREA



**20** TRACKS



LABORATORIES, WORKSHOPS,  
**MULTIDISCIPLINARY TEAM**



# NIONE

Pioneer in the large-scale manufacturing  
of Niobium nanoparticles.



STRENGTH



DURABILITY



LIGHTNESS

**INNOVATION AND  
ESG**



# composs

Pioneer in **composite materials** in  
Latin America

**LIGHTER**

**NO** PAINTING REQUIRED

**NO** OXIDIZATION

**EASY** INSTALLATION

**MORE** STRENGTH

**INNOVATIVE**  
DESIGN



SUPPLIER OF THE YEAR  
IVECO GROUP | **2023** 47



# MAXCOATING

NEW FREMAX BRAKE DISC  
WITH TECHNOLOGY:

**NANO****PAINT**

Nanoparticle paint provides  
superior corrosion resistance

**Eco-friendly**





# ALL OUR BRANDS AND SOLUTIONS A FEW CLICKS AWAY

**INOVAÇÃO &  
ESG**



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





*TOTAL FOCUS  
ON WHO  
MAKES  
EVERYTHING  
HAPPEN*



**5000+**  
PROTAGONISTS

KEEPING LIFE IN MOTION

 **FRASLE**  
MOBILITY

The logo for FRASLE MOBILITY features a red icon of three slanted parallel lines to the left of the word "FRASLE" in a large, bold, white sans-serif font. Below "FRASLE", the word "MOBILITY" is written in a smaller, white sans-serif font.

# FRASLE

MOBILITY



[ri.fraslemobility.com](http://ri.fraslemobility.com)



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