



KEEP LIFE IN MOTION

INSTITUCIONAL PRESENTATION
4Q23|2023

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**

AT A **GLANCE**

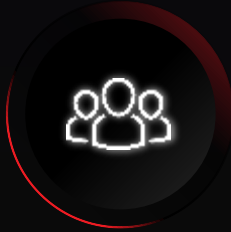
FRASLE MOBILITY PROFILE



Market
Leadership*

(*) Main Products

#1



Employees

+5,500



Countries
served

+125

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

11 / 9 / 4 / 2



2023

R\$ 664.7 M

Adjusted EBITDA

19.6%

Adjusted EBITDA Margin



2023

R\$ 3.4 B

Net Revenue

~35% outsourced

ATA
GLANCE

MARKET DISTRIBUTION
(2023)

FRASLE MOBILITY
PROFILE



64%

LIGHT LINE



88%

AFTERMARKET



48.3%

FRICITION



63.6%

DOMESTIC



36%

COMMERCIAL



12%

OEM



51.7%

NON-FRICITION



36.4%

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.



FAR BEYOND A

CAPITAL GOOD COMPANY



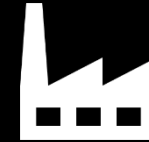
AUTOMOTIVE



RETAIL AND SERVICES



HOUSE OF BRANDS



INDUSTRY



WE'RE NOT CAPITAL GOODS

Recurrence

Linked to Circulating Fleet

One-Stop-Shop

Complete Portfolio of Auto Parts and Solutions

House of Iconic and

Desired Brands:

Leaders in the Market

Robust

Distribution Platform

Know-how

in Sourcing

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**

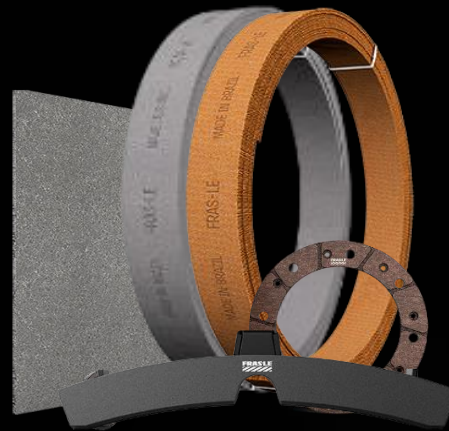


FRICITION

NON-FRICITION



BRAKE LININGS AND BRAKE PADS
FOR COMMERCIAL VEHICLES



OTHER
FRICITION MATERIALS



BRAKE LININGS AND BRAKE PADS
FOR LIGHT VEHICLES



WHEEL HUBS



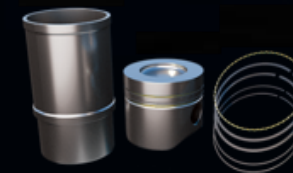
PACKED LIQUIDS



ACTUATORS



BRAKE DISCS AND DRUMS



ENGINE



SUSPENSION

STRENGTH IN THE **AFTERMARKET**

FRASLE MOBILITY PROFILE



NAKATA®

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**

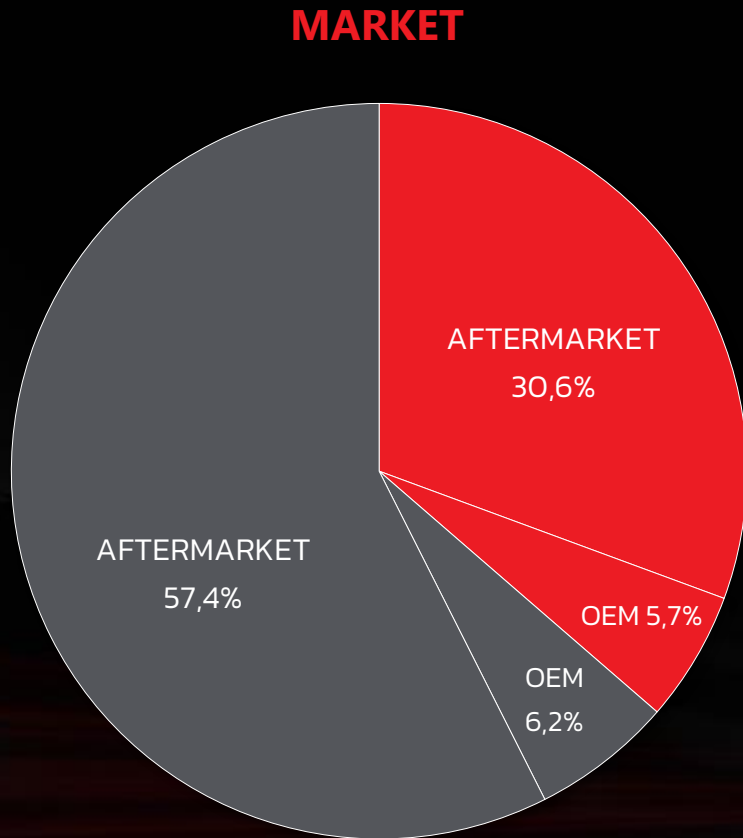
FRASLE MOBILITY PROFILE



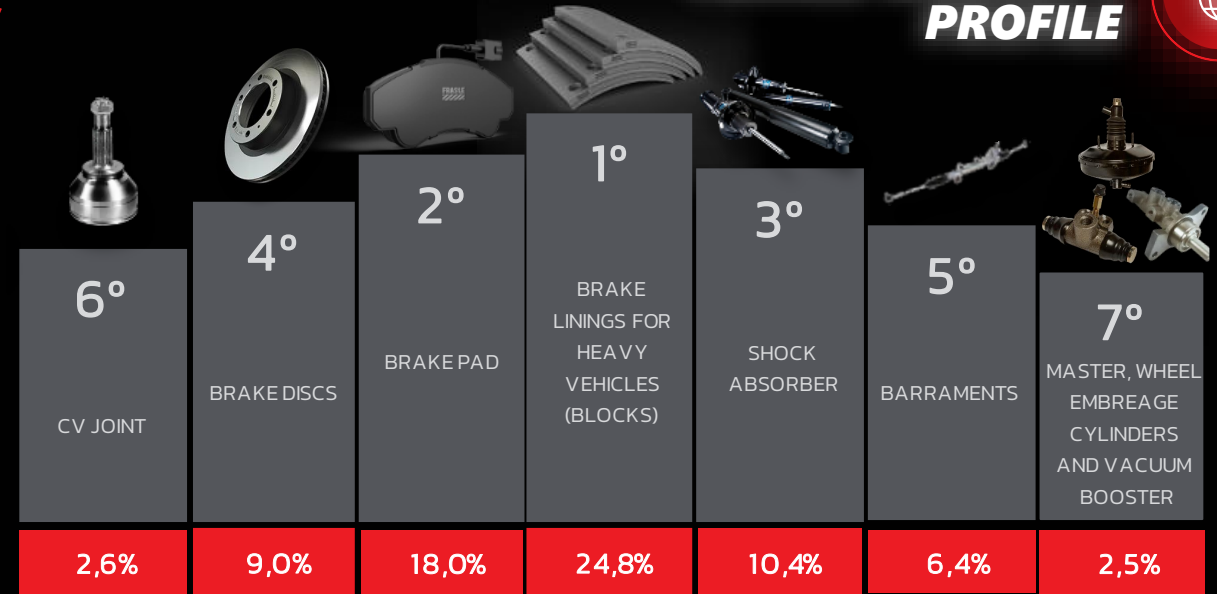
MARKETS | SEGMENTS | PRODUCTS

2023

FRASLE MOBILITY PROFILE



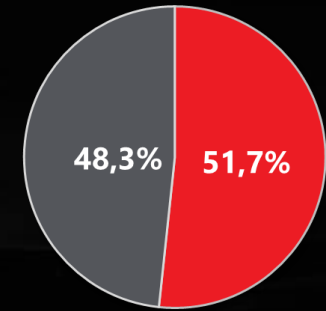
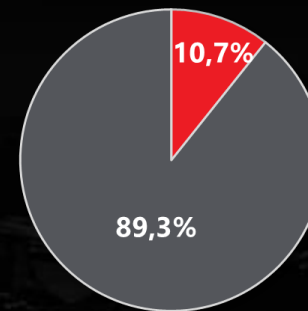
■ DOMESTIC
■ FOREIGN



■ Total % (revenue per product X net revenue)

COMPOSITION FRICTION MATERIALS

■ FRICTION
■ NON FRICTION



2017

2023

DISRUPTIVE VISION
TOWARDS THE FUTURE



of **products**

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

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

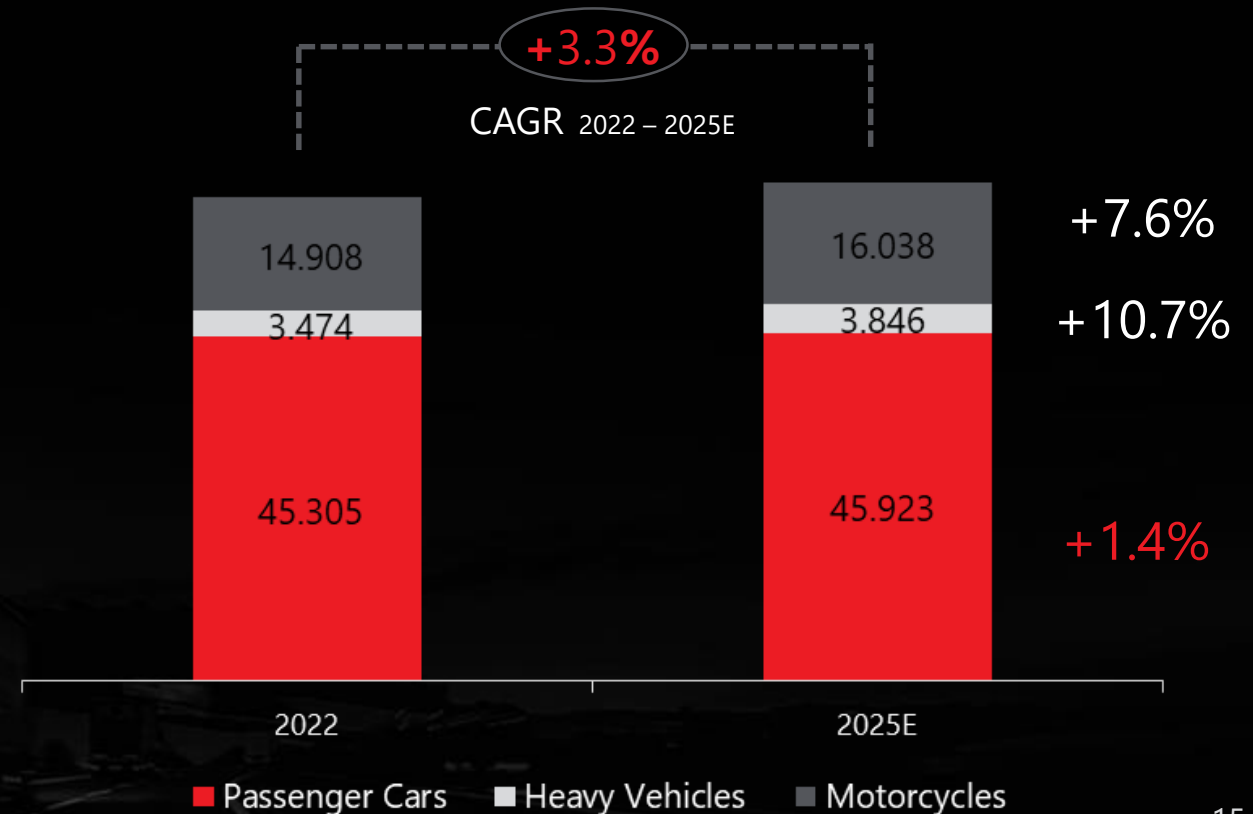


45 MM
Light vehicles circulating fleet
+3 mm for bus, trailers & trucks



~10
Average fleet age

BRAZILIAN AUTOMOTIVE AFTERMARKET | R\$ BN



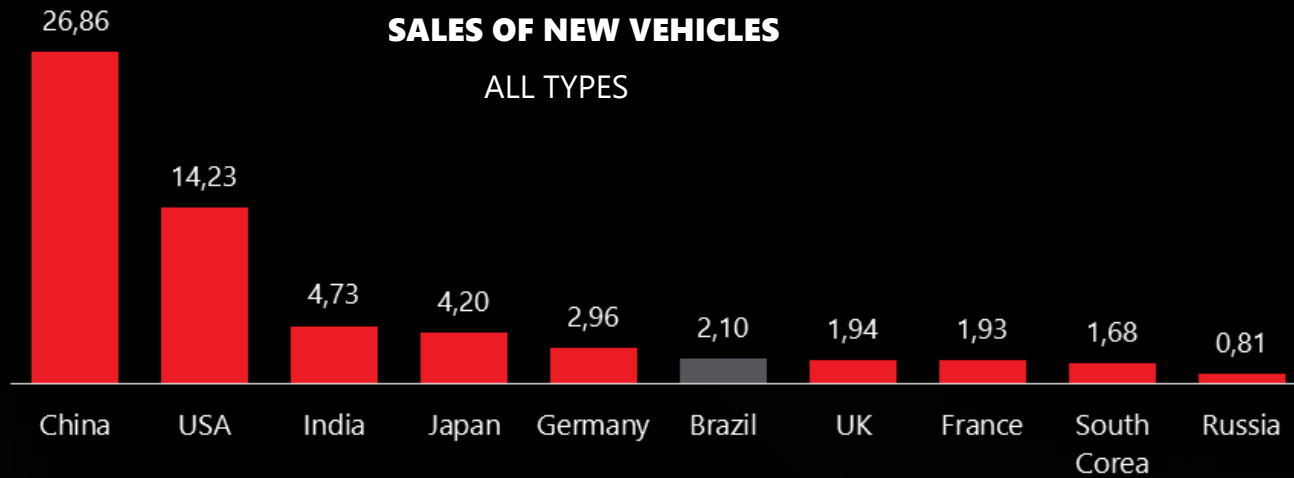
DRIVEN BY FLEET EXPANSION AND AGING



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

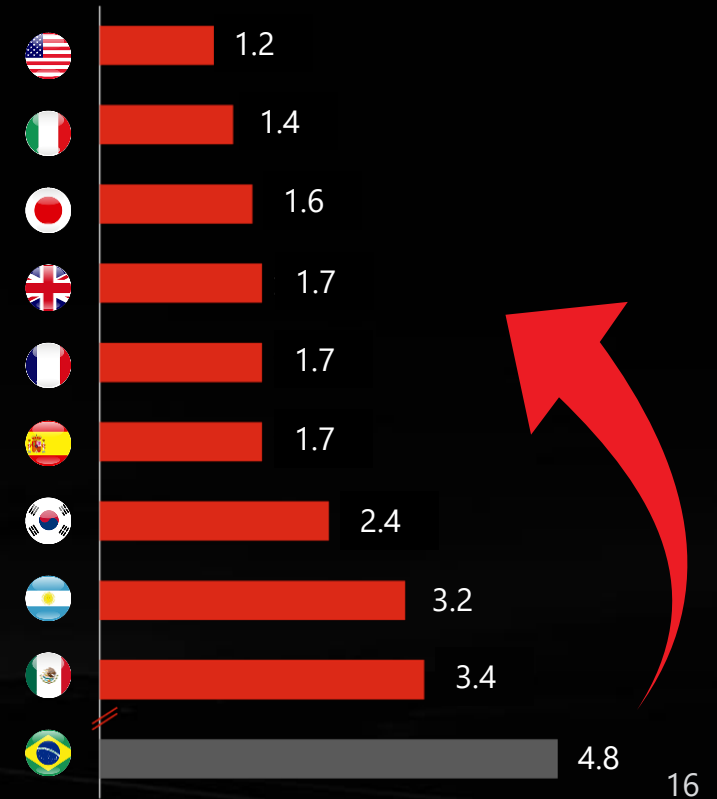
SALES OF NEW VEHICLES

ALL TYPES



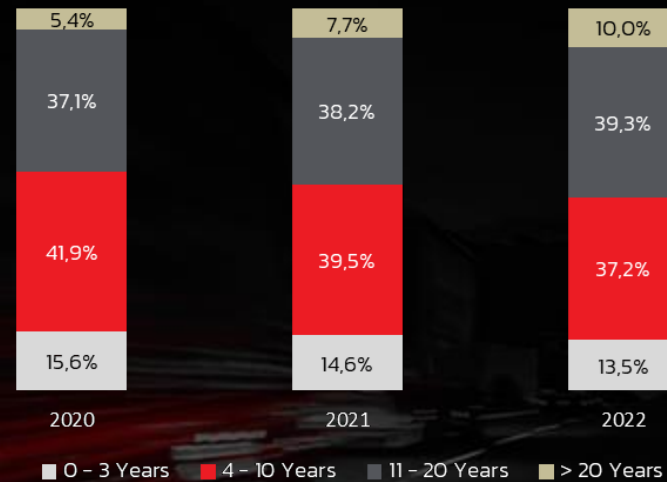
HIGH POTENTIAL TO INCREASE VEHICLE FLEET

Total de Inhabitantes / Vehicles
2015 Last available data



FLEET AGING

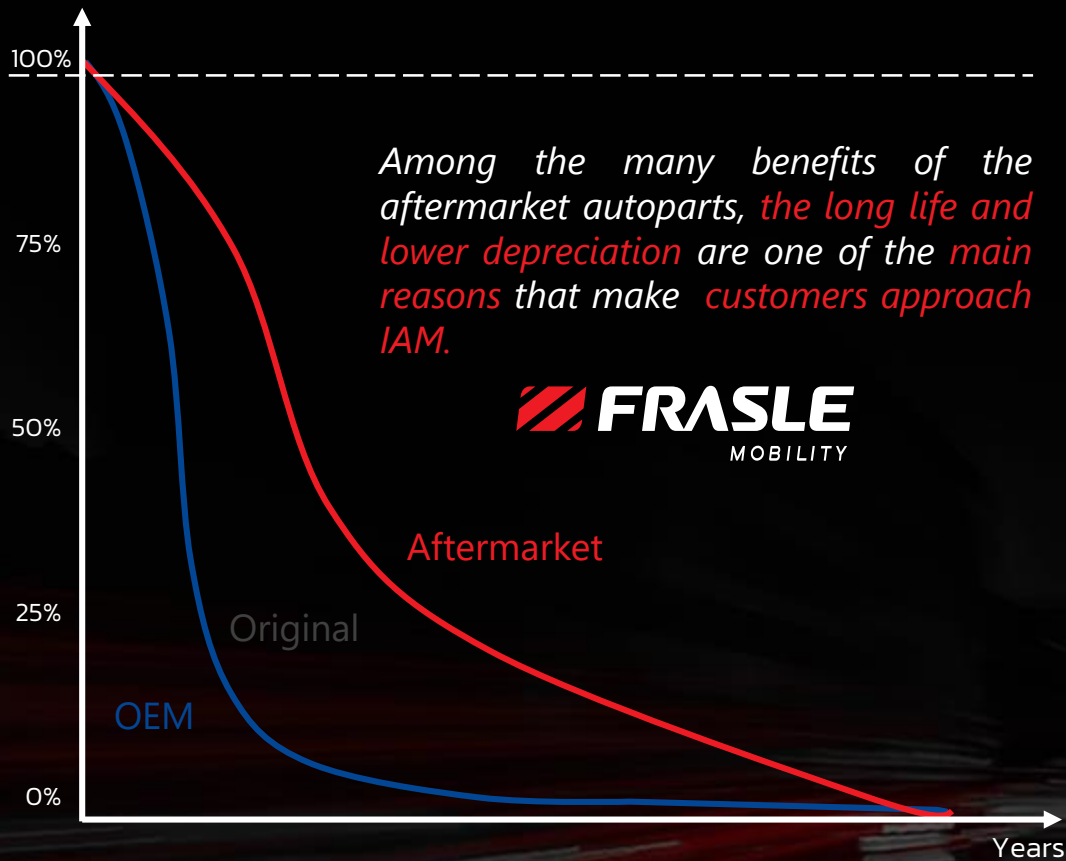
Fleet by Average Age (% Total)



AUTOMOTIVE PARTS MARKET



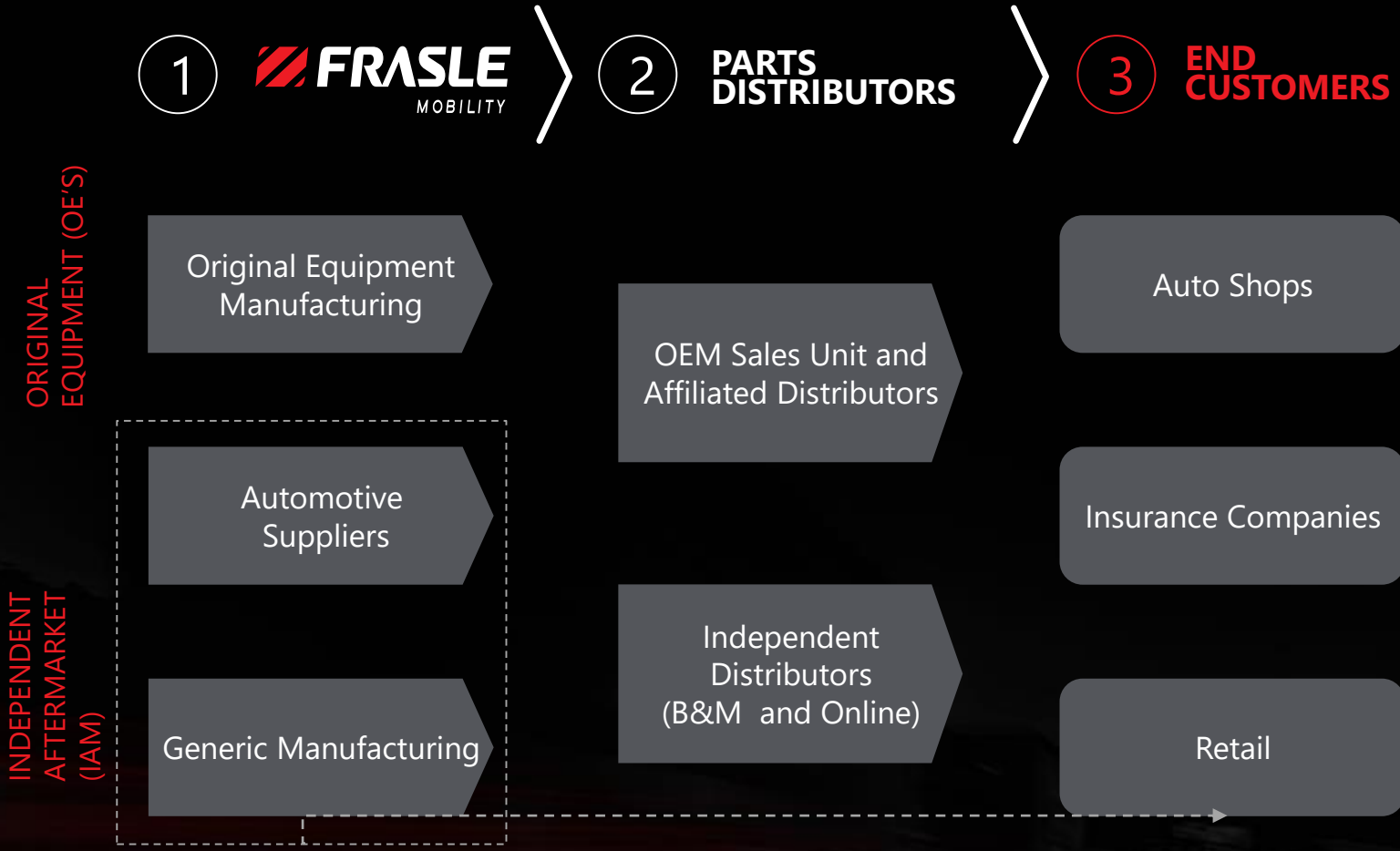
LIFE CYCLE OF AFTERMARKET PARTS IN VEHICLES



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

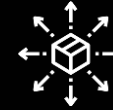
FRASLE MOBILITY: IS WELL-POSITIONED IN THE AFTERMARKET DYNAMICS IN BRAZIL



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
Non-Elective	✓	✓	✓	✓	✓	✓	✓	✗
First Replacement² # Km	100.000	80.000	40.000	80.000	60.000	60.000	60.000	80.000
Others Replacement³ # Km	60.000	60.000	30.000	60.000	50.000	60.000	40.000	40.000
Recurrence⁴ X each 5 year	8.3x	1.0x	2.0 x	1.0x	10.0x	1.2x	1.5x	1.5x

70% OF SALES¹

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



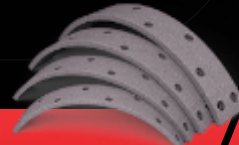
PADS FOR
AUTOMOBILES

38%



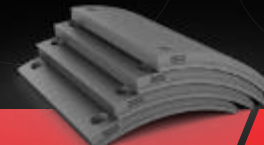
SHOES FOR
AUTOMOBILES

23%



BRAKE LININGS
FOR AUTOMOBILES

46%



BRAKE LININGS FOR
HEAVY VEHICLES

50%



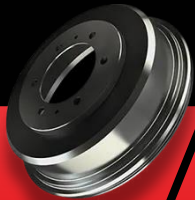
PADS FOR
HEAVY VEHICLES

28%



BRAKE
DISCS

20%



BRAKE
DRUMS

13%



WHEEL
CYLINDERS

24%



MASTER
CYLINDERS

39%



VACUUM
BOOSTER

25%



SHOCK
ABSORBER

19%



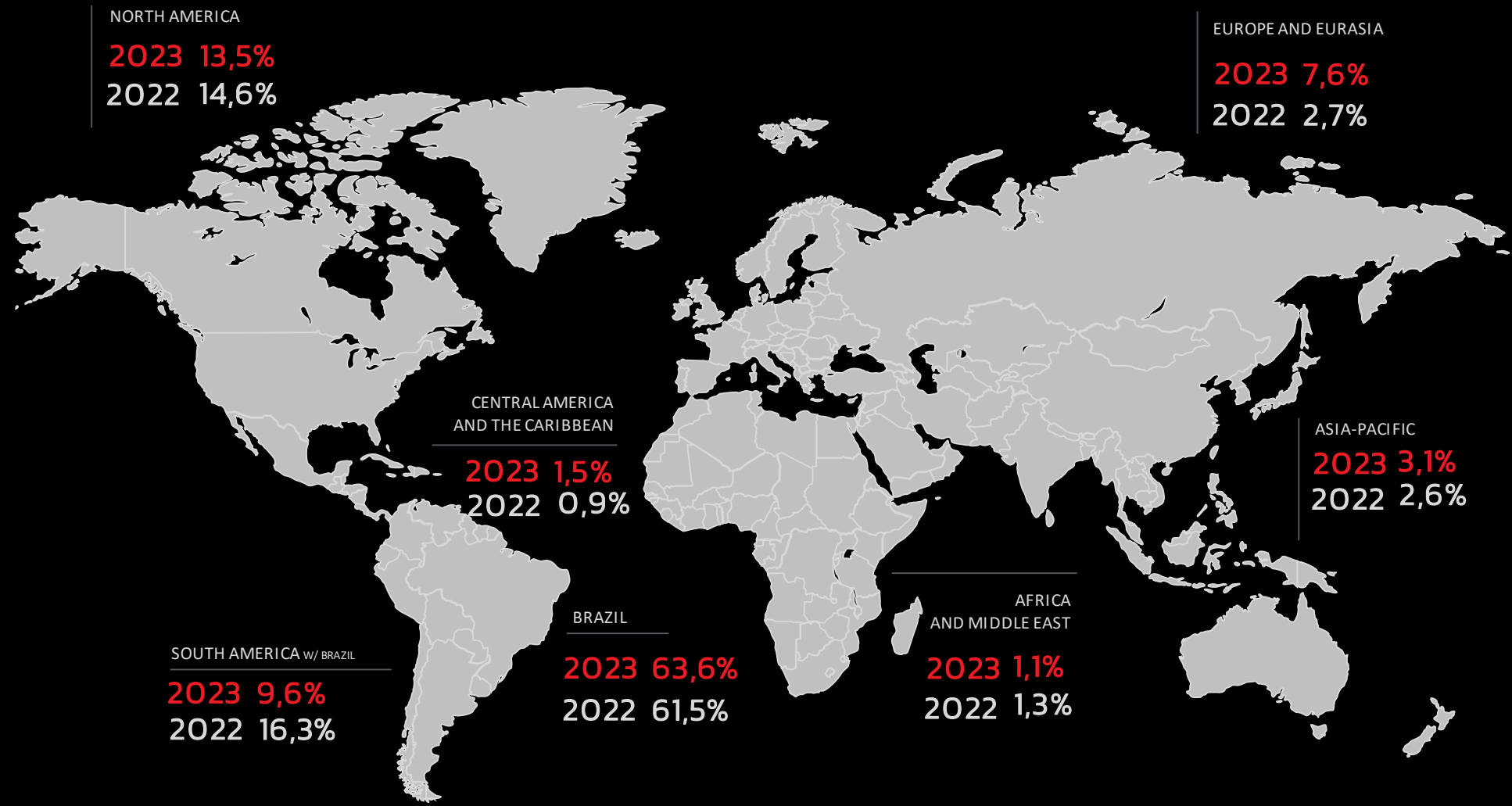
OTHER
SUSPENSION
PARTS

20%

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

DISTRIBUTION OF NET REVENUE

MARKET



OVERVIEW FRASLE MOBILITY

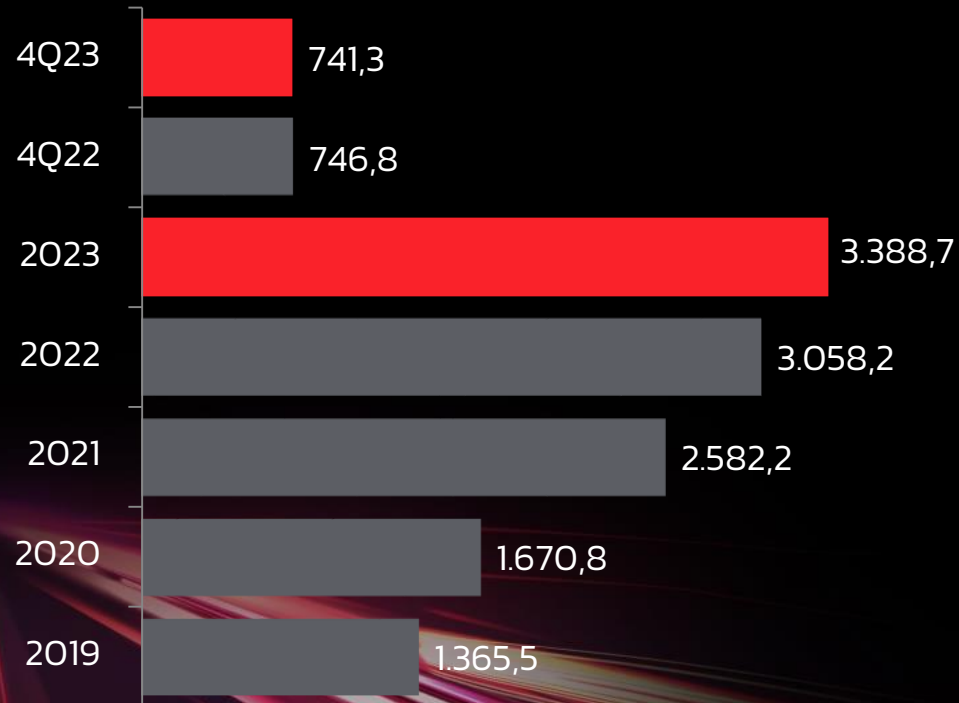
NET REVENUE | SALES IN THE FOREIGN MARKET

**OPERATING AND
FINANCIAL
PERFORMANCE**



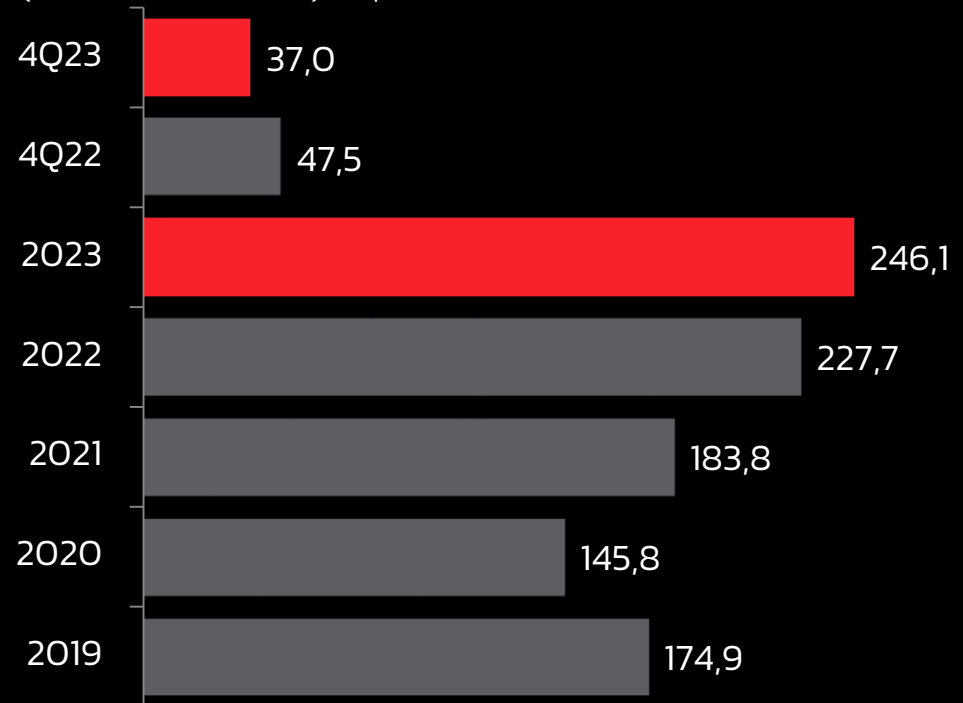
Net Revenue

R\$ million



Sales in the Foreign Market

(Fras-le + Controlled) US\$ million



OVERVIEW FRASLE MOBILITY

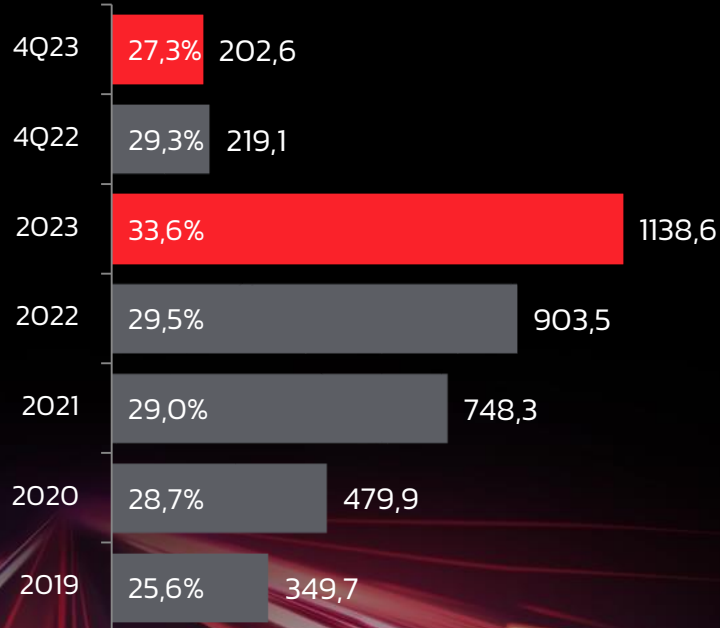
GROSS INCOME | EBITDA | NET PROFIT

OPERATING AND FINANCIAL PERFORMANCE



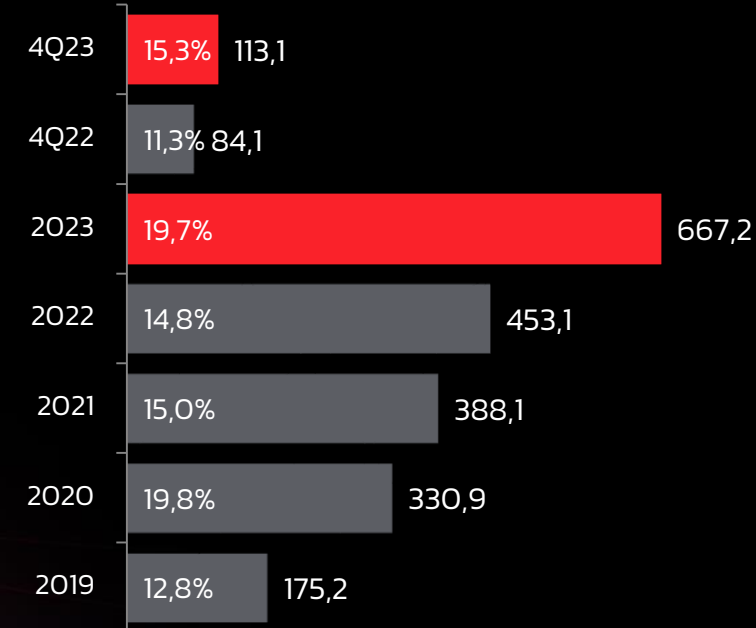
Gross Income and Margin

R\$ million and %



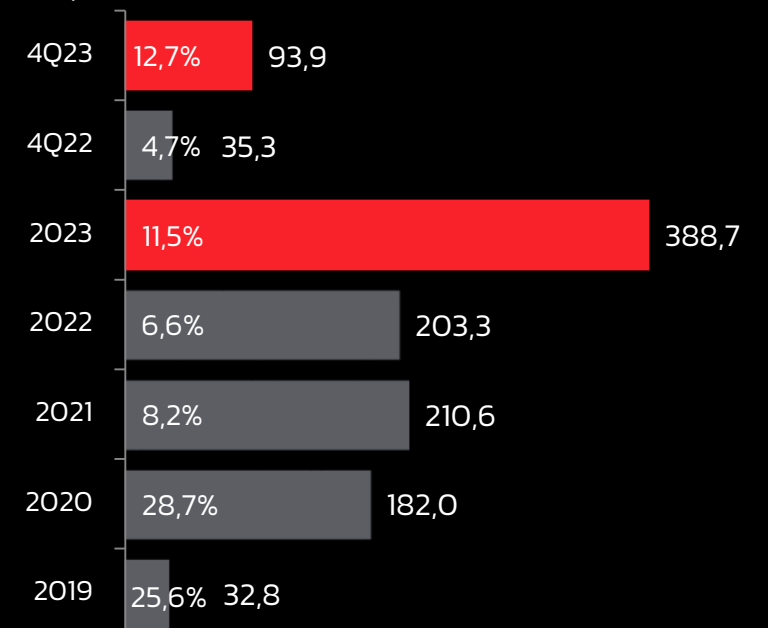
EBITDA and Margin

R\$ million and %



Net Profit/Loss and Margin

R\$ million and %



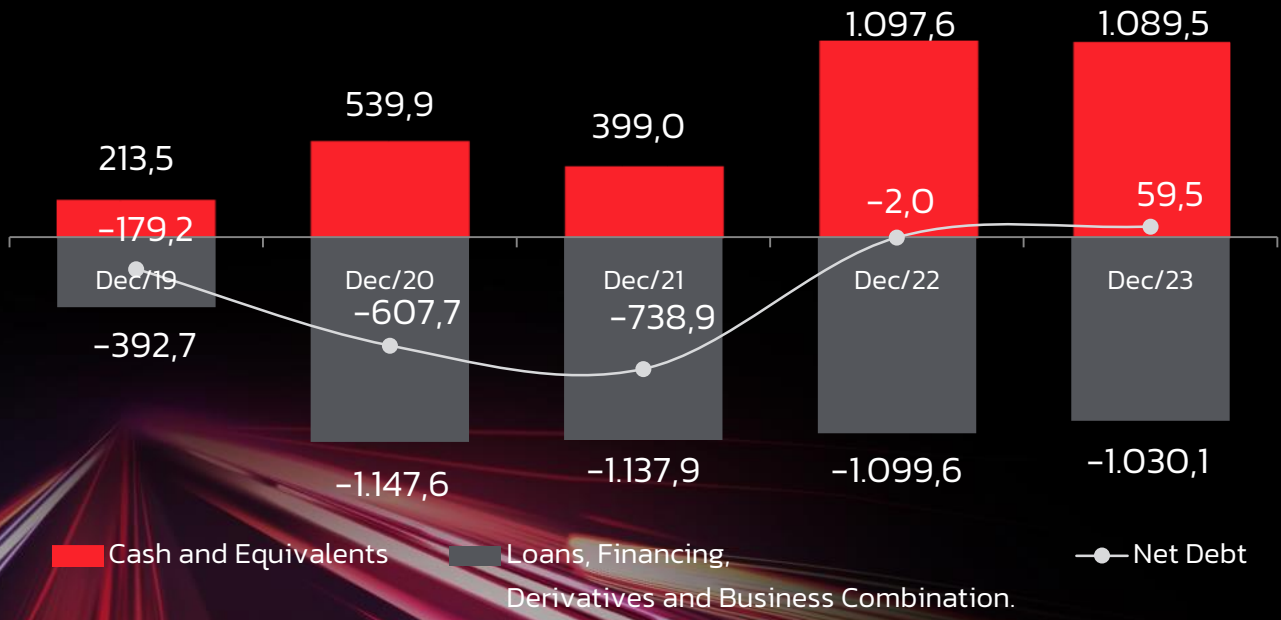
OVERVIEW FRASLE MOBILITY NET DEBT AND WORKING CAPITAL

**OPERATING AND
FINANCIAL
PERFORMANCE**

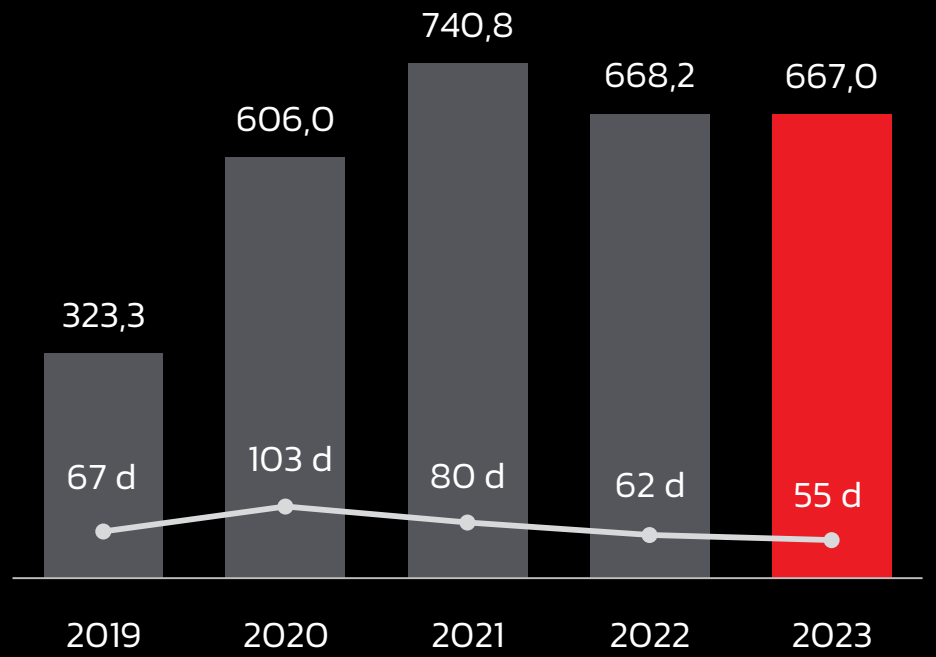


NET DEBT / EBITDA

1X	2X	2X	0X	0X
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WORKING CAPITAL
R\$ million



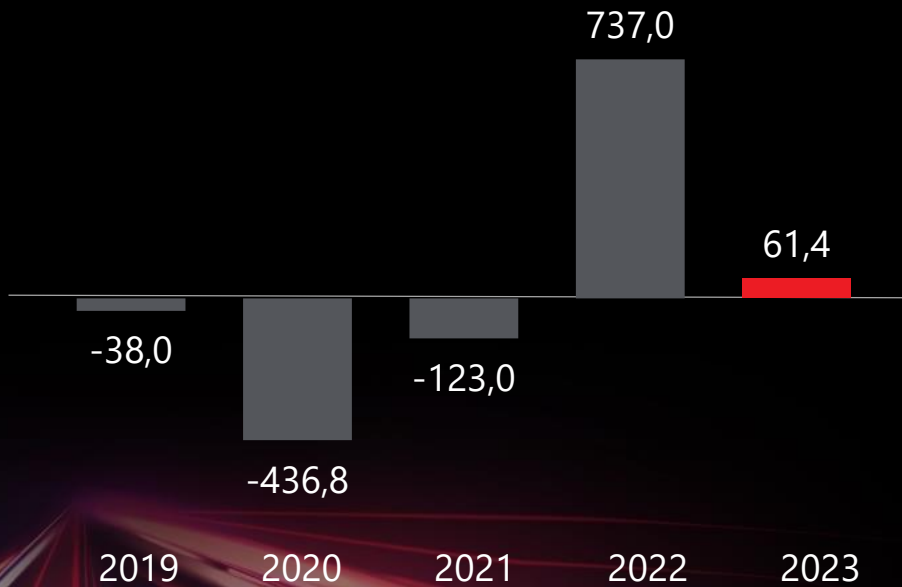
OVERVIEW FRASLE MOBILITY

FREE CASH FLOW | INVESTMENTS

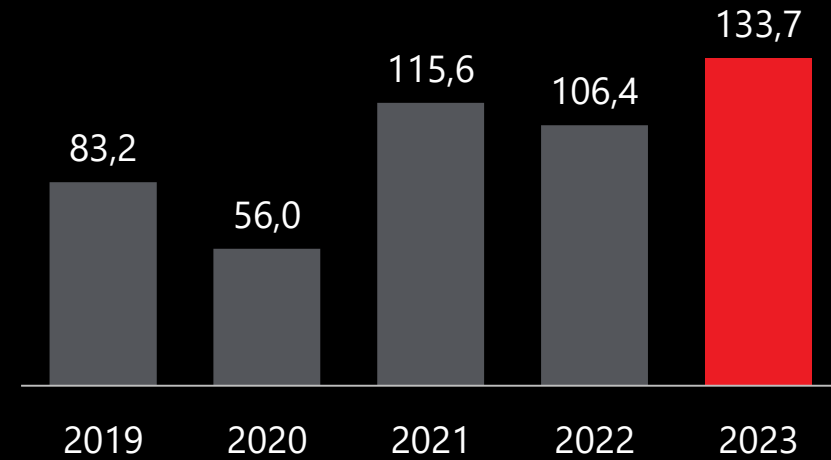
**OPERATING AND
FINANCIAL
PERFORMANCE**



FREE CASH FLOW
R\$ million



CAPEX

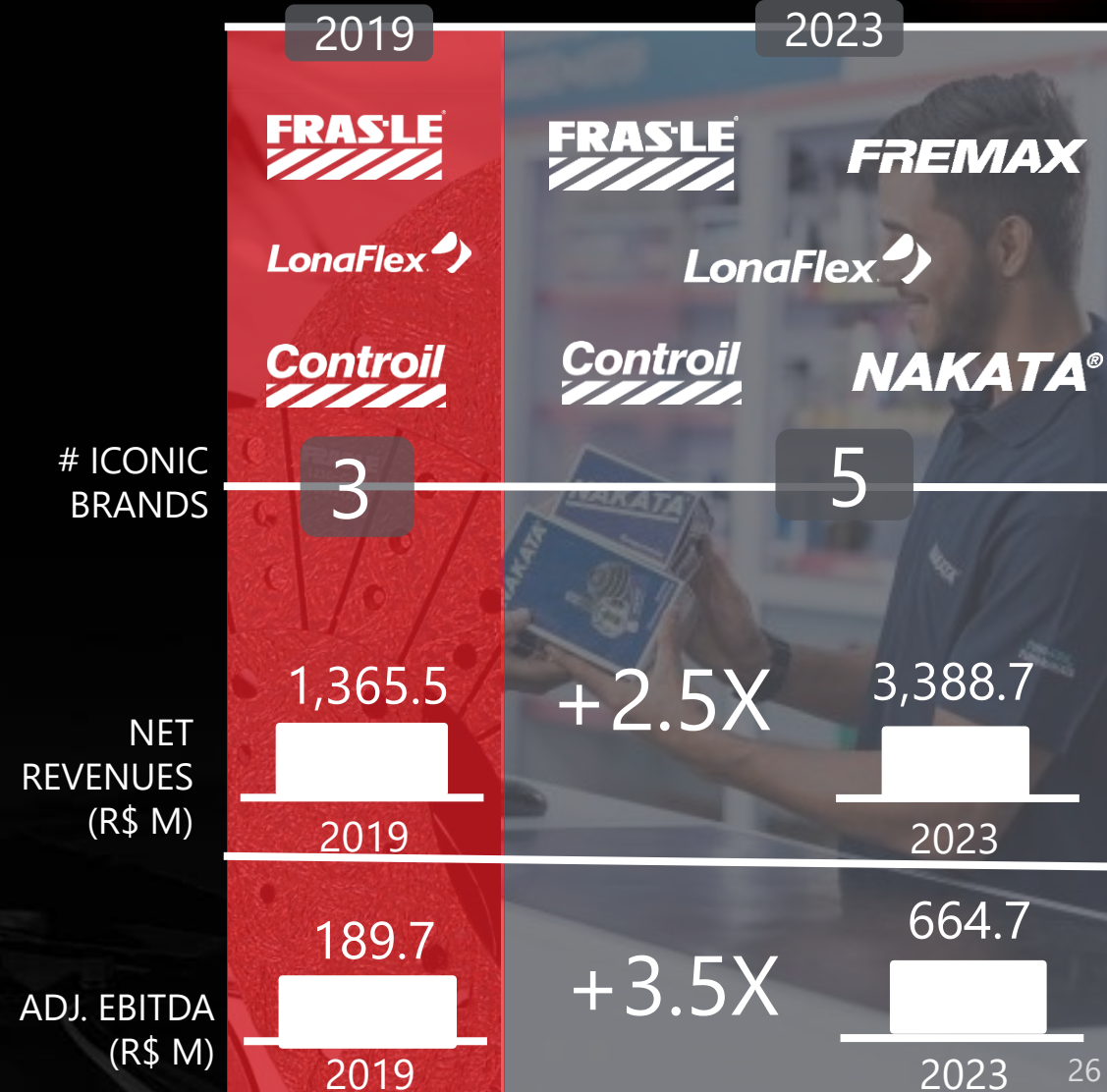




VALUE CREATION JOURNEY



7 Inorganic Expansion Movements in The Last 5 Years



CORPORATE GOVERNANCE

CAPITAL MARKET



FRAS3 | B3 LISTED N1

1971

IPO

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

NO. OF SHAREHOLDERS

11,763	11,014	8,974	8,472	9,441
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100%

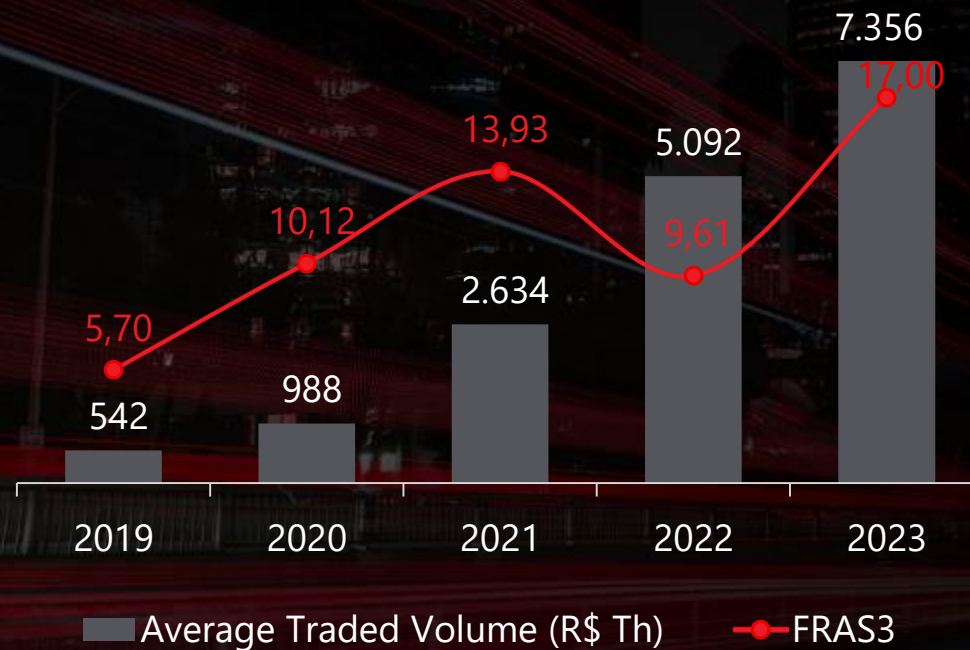
Tag Along

R\$ 4.6 bi

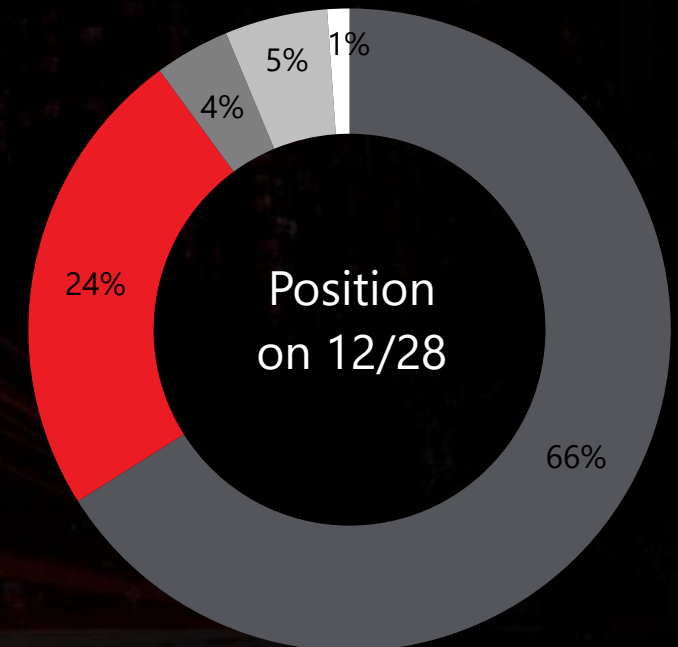
Market Cap

33.2%

Free Float

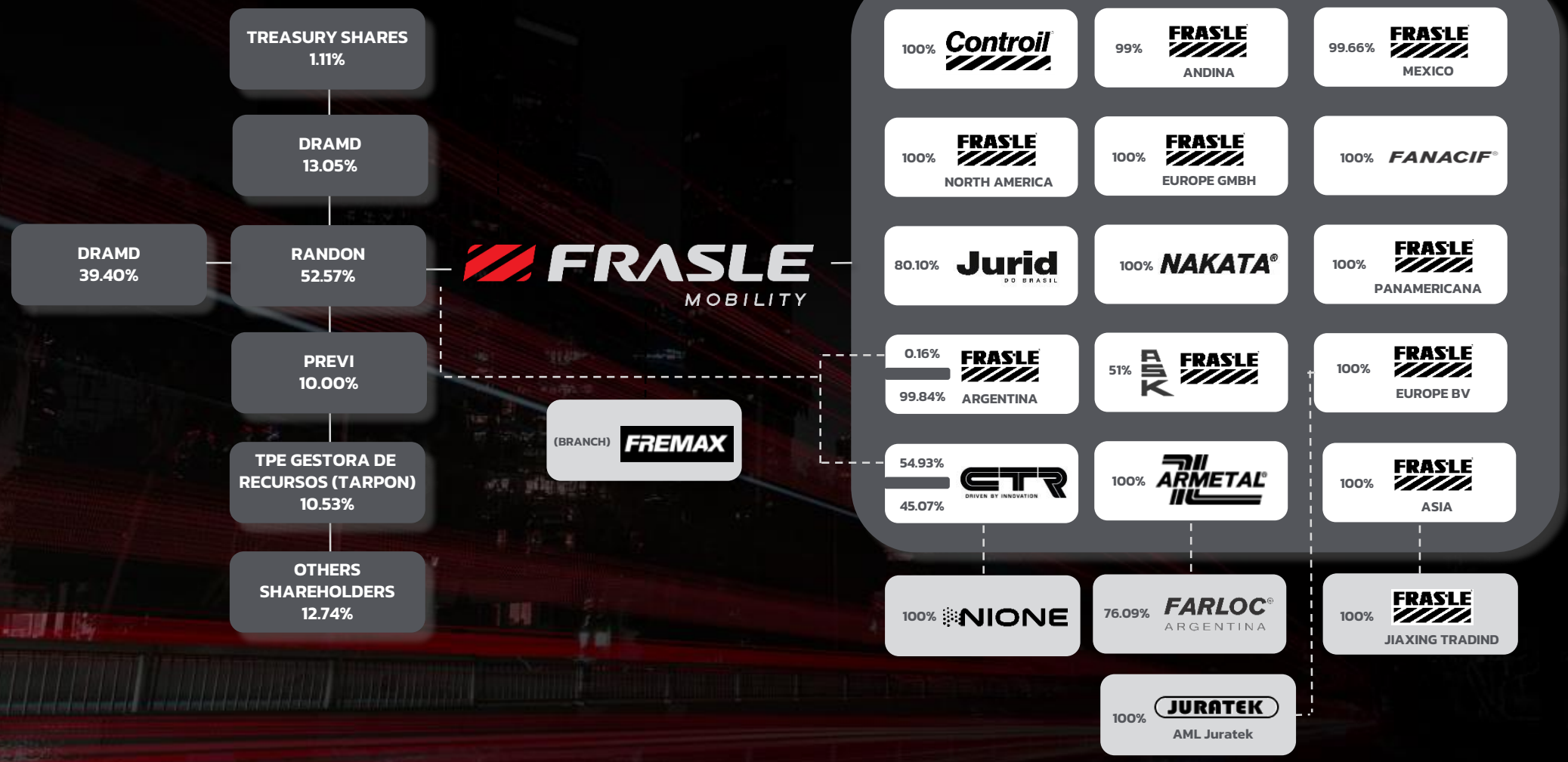


- Controlling Group
- Institucional Shareholders
- Private Individual
- Overseas Shareholders
- Treasury Shares



SHAREHOLDER STRUCTURE

CAPITAL MARKET



STRATEGY AND EXECUTION

GOVERNANCE



**SÉRGIO
DE CARVALHO**
CEO FRASLE MOBILITY



**ANDERSON
PONTALTI**
COO FRASLE MOBILITY

LISTED COMPANY ON THE BRAZILIAN STOCK EXCHANGE FOR MORE THAN 50 YEARS



**ALEXANDRE
CASARIL**
Engineering and OEM
Sales Director



**ALFREDO
LORENZONI**
Business Officer
Business Director



**GUILHERME
ADAMI**
Business Officer
Business Director



**HEMERSON
SOUZA**
Business Officer
Business Director



**IVAN
BOLSONI**
Business Officer
Business Director



**MARCELO
TONON**
Business Officer
Business Director



**PAULO
GOMES**
Business Officer
Business Director



**SÉRGIO
HESSEL**
Controller Director
Controller



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

Product Engineering and
OEM Sales Director

FRASLE MOBILITY

FRICION COMMERCIAL LINE
FRASLE MOBILITY CHINA
AFF

FRICION LIGHT LINE
COMPOSS
EMEA
JURATEK

IR AND M&A
CONTROIL
FREMAX

FRASLE MOBILITY N.A

NAKATA

LATAM
SSC
ARAY

FRASLE MOBILITY

FRASLE MOBILITY

TRANSPARENCY

CAPITAL MARKET



COMMUNICATION WITH INVESTORS

Regular External Audits

Frasle Mobility Universe
2023



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



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



Partnership for **packaging impact compensation**



Circular Economy



Efficient management in resources from product development to reuse



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



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



Digital Culture



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



Permanent program for the **incentive of innovation**



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



07 de setembro
Dia Internacional das Pessoas com Deficiência

Quem é diferente tem o direito de ser tratado como igual. É isso que queremos alcançar: a igualdade de oportunidades para todos, sem exceções. Vamos juntos construir um mundo melhor para todos.

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

07/12 - 8h
via MICROSOFT TEAMS

Aneliz Silva

É uma mulher com deficiência física, formada em Administração de Empresas, com experiência em gestão de pessoas e recursos humanos. Atualmente trabalha como Coordenadora de Recursos Humanos na empresa BANCOR.

BANCOR DIVERSIDADE

Female Career Acceleration: Organizational Mentoring and Their Journey

MENTORIA ORGANIZACIONAL FEMININA

cenex

Work with companies that inspire and multiply your own.

Carol Strobel

É uma mulher com deficiência física, formada em Administração de Empresas, com experiência em gestão de pessoas e recursos humanos. Atualmente trabalha como Coordenadora de Recursos Humanos na empresa BANCOR.

UMA MULHER ACUTRA

#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, Arlane
é referência na
crescente agenda de
Diversidade, Equidade e
Inclusão (DEI) brasileira.

Assine a newsletter **DIVERSIDADE** e participe de eventos **RANDON**

20 DE JUNHO
Dia Mundial
do Afetividade

25 DE JUNHO
Dia Mundial
do Imigrante

**DIFERENTES HISTÓRIAS,
MESMA DIREÇÃO**

No longo da nossa trajetória
profissional temos muitas escolhas,
e foi para buscar algo que
nos ajudasse a crescer pessoal e
profissionalmente. Foi assim que
nossa jornada, o caminho de um
imigrante ou imigrante.

Que momento foi com que os
nossos caminhos, histórias e culturas
se encontram e nos leva em direção
do que importa, respeito e inclusão.

Essa trajetória é
sobre todos nós.

DIVERSIDADE 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**



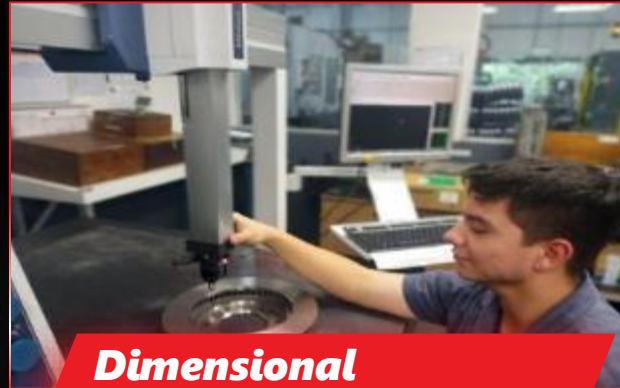
**Laboratory
- Chemical**



**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**



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



90 HECTARES OF AREA



20 TRACKS



LABORATORIES, WORKSHOPS,
MULTIDISCIPLINARY TEAM





**INNOVATION AND
ESG**



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** 43



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*



5500+
PROTAGONISTS

KEEPING LIFE IN MOTION

FRASLE
MOBILITY

A nighttime photograph of a city street with light trails from cars. The street is illuminated by streetlights and building lights. The background shows several tall buildings, some with lit windows. The overall scene is dark with some bright spots of light.

FRASLE MOBILITY



ri.fraslemobility.com



[frasle-mobility](https://www.linkedin.com/company/frasle-mobility)