



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.

AT A **GLANCE**

FRASLE MOBILITY PROFILE



Market
Leadership*

#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

FRASLE MOBILITY PROFILE



MARKET DISTRIBUTION (2023)



63%

LIGHT LINE



88%

AFTERMARKET



48.3%

FRICTION



63.6%

DOMESTIC



37%

COMMERCIAL



12%

OEM



51.7%

NON-FRICTION



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**



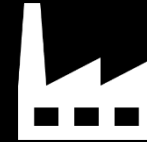
AUTOMOTIVE



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!

**FRASLE MOBILITY
PROFILE**



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

[B]³

LonaFlex
PAVIMENTO - PNEUS - BOMBA D'ÁGUA

FRASLE
ARGENTINA

FRASLE
USA

PURCHASE OF
CONTROL
BY RANDONCORP

Controil

FRASLE
EUROPE

FRASLE
ASIA

ARMETAL
AUTOPARTES

FANACIF

FARLOC
ARGENTINA

FRASLE
PANAMERICAN

FREMAX

FRASLE
ENSURING SAFETY

Jurid
PO BRASIL

NAKATA

**AUTO
EXPERTS**



NIONE

JURATEK

composs

FRASLE
MOBILITY

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-FRICATION



BRAKE LININGS AND BRAKE PADS
FOR COMMERCIAL VEHICLES



OTHER
FRICATION MATERIALS



BRAKE LININGS AND BRAKE PADS
FOR LIGHT VEHICLES



WHEEL HUBS



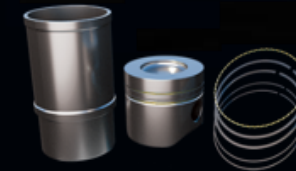
PACKED LIQUIDS



ACTUATORS



BRAKE DISCS AND DRUMS



ENGINE



SUSPENSION

STRENGTH IN THE **AFTERMARKET**

FRASLE MOBILITY PROFILE



FRASLE

NAKATA®

FREMAX

Controil

ABTEX

ARMETAL

**AUTO
EXPERTS**

BestBrake

composs

durbloc

FERODO

JURATEK

JURID

LonaFlex

plafbesto

POWER ENGINE

TENSA



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**

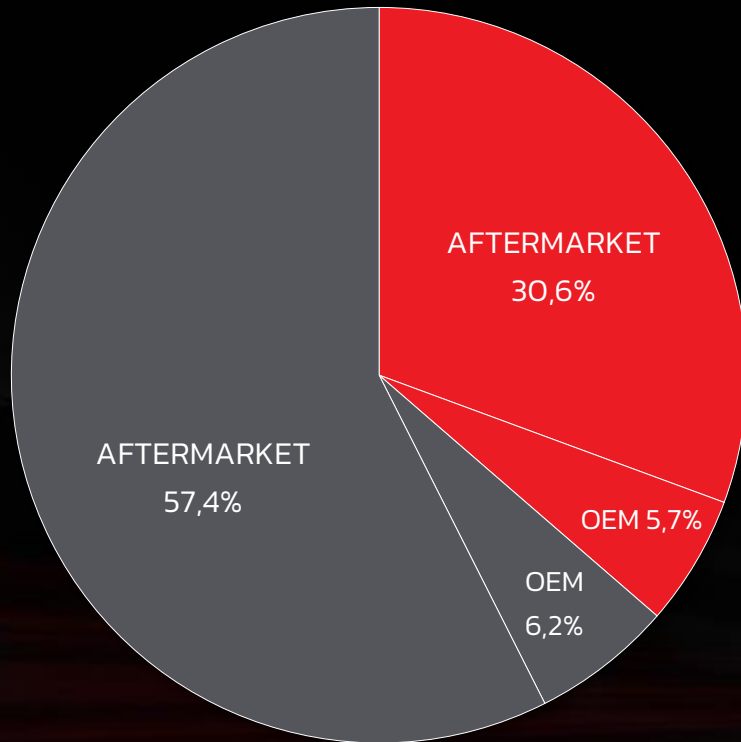
FRASLE MOBILITY PROFILE



MARKETS | SEGMENTS | PRODUCTS

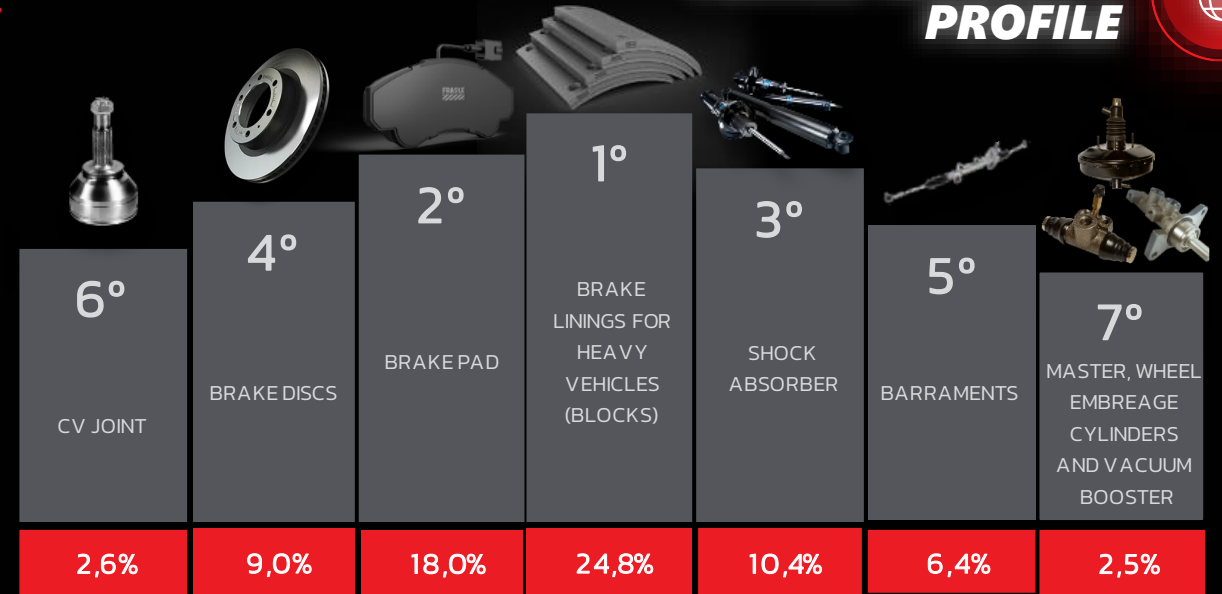
2023

MARKET



■ **DOMESTIC**
■ **FOREIGN**

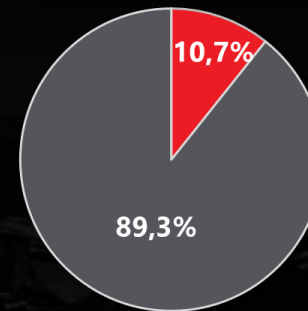
FRASLE MOBILITY PROFILE



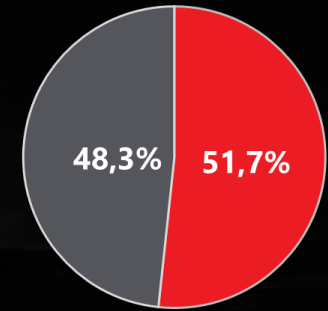
■ Total % (revenue per product X net revenue)

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

MARKET



INDUSTRY HIGHLIGHTS

**R\$ ~100 bi**

Automotive aftermarket size in Brazil (2021)

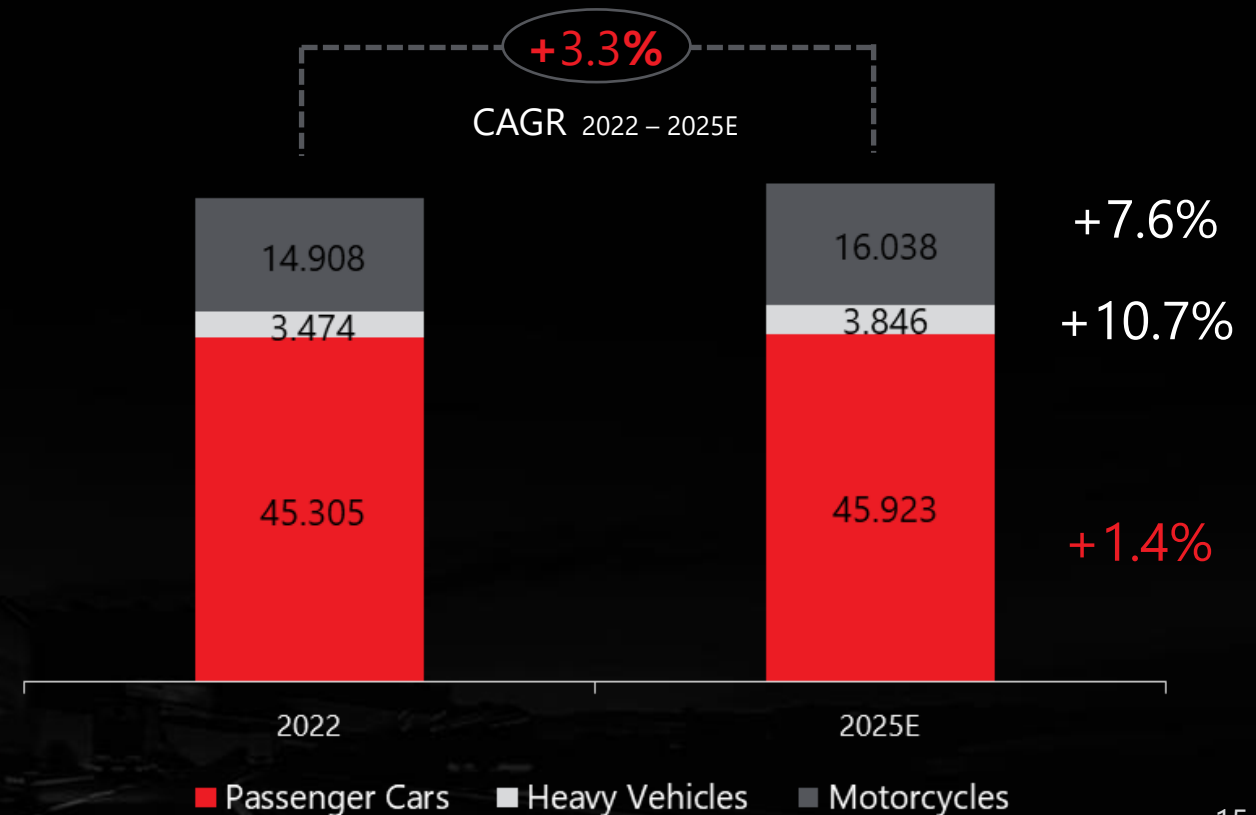
**3,3%**

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



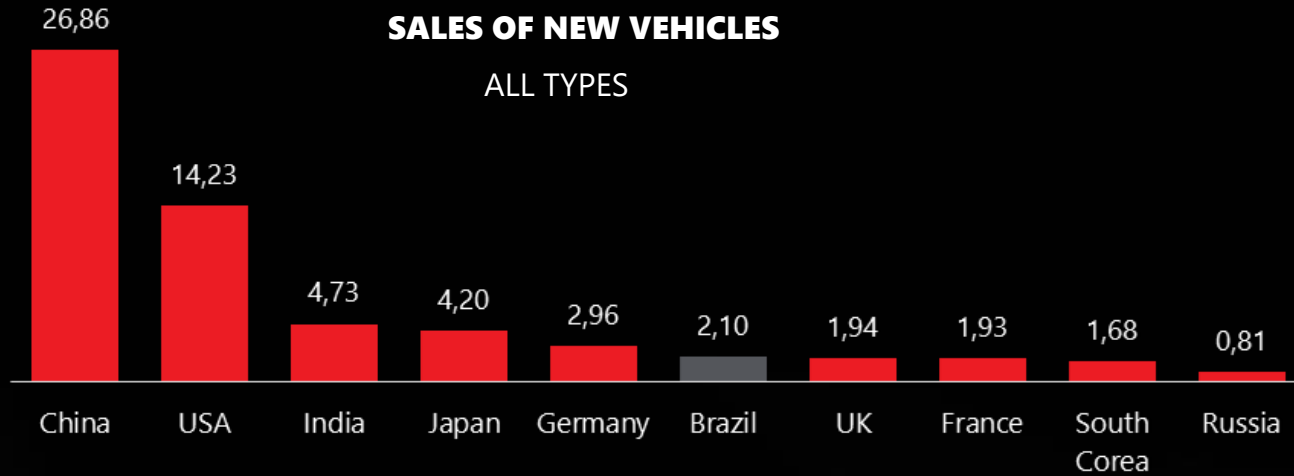
DRIVEN BY FLEET EXPANSION AND AGING



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

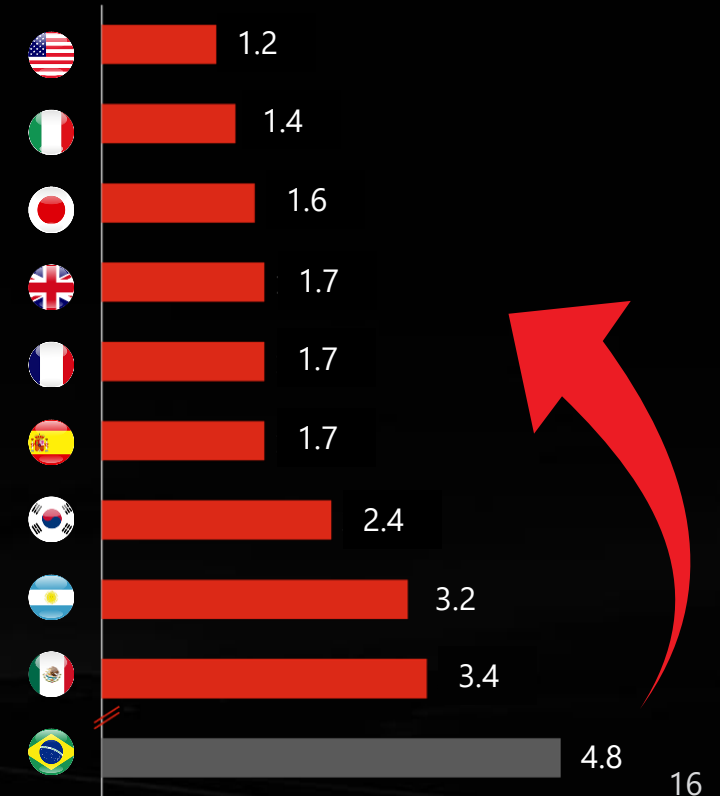
SALES OF NEW VEHICLES

ALL TYPES



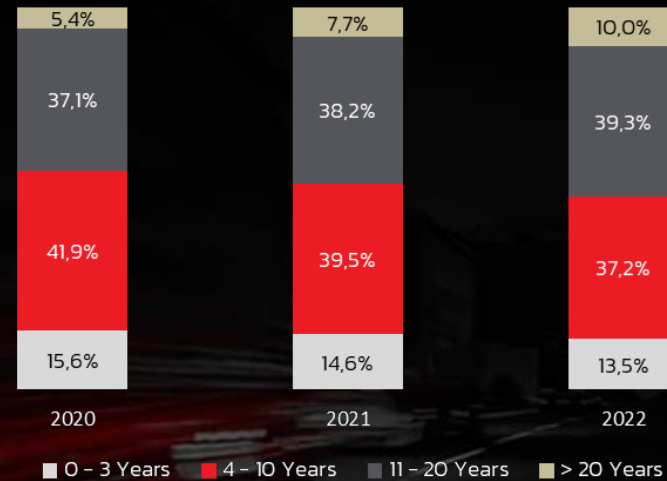
HIGH POTENTIAL TO INCREASE VEHICLE FLEET

Total de Inhabitants / Vehicles
2015 Last available data



FLEET AGING

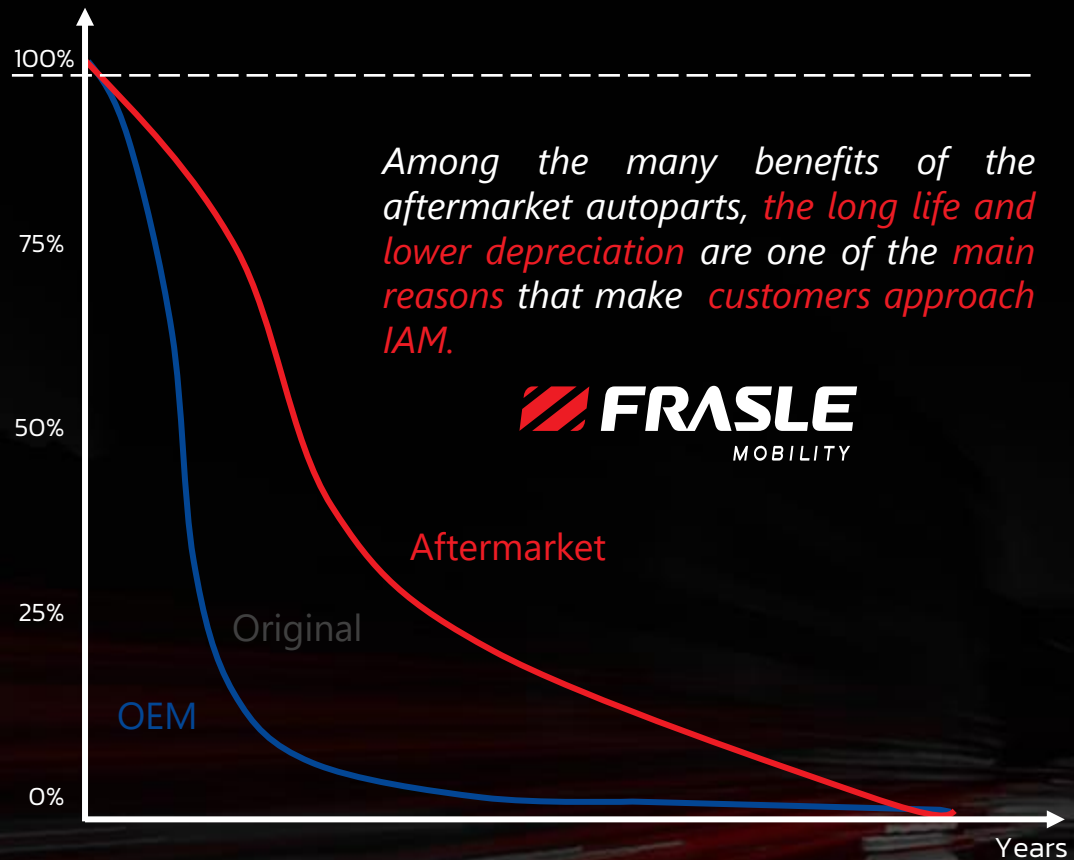
Fleet by Average Age (% Total)



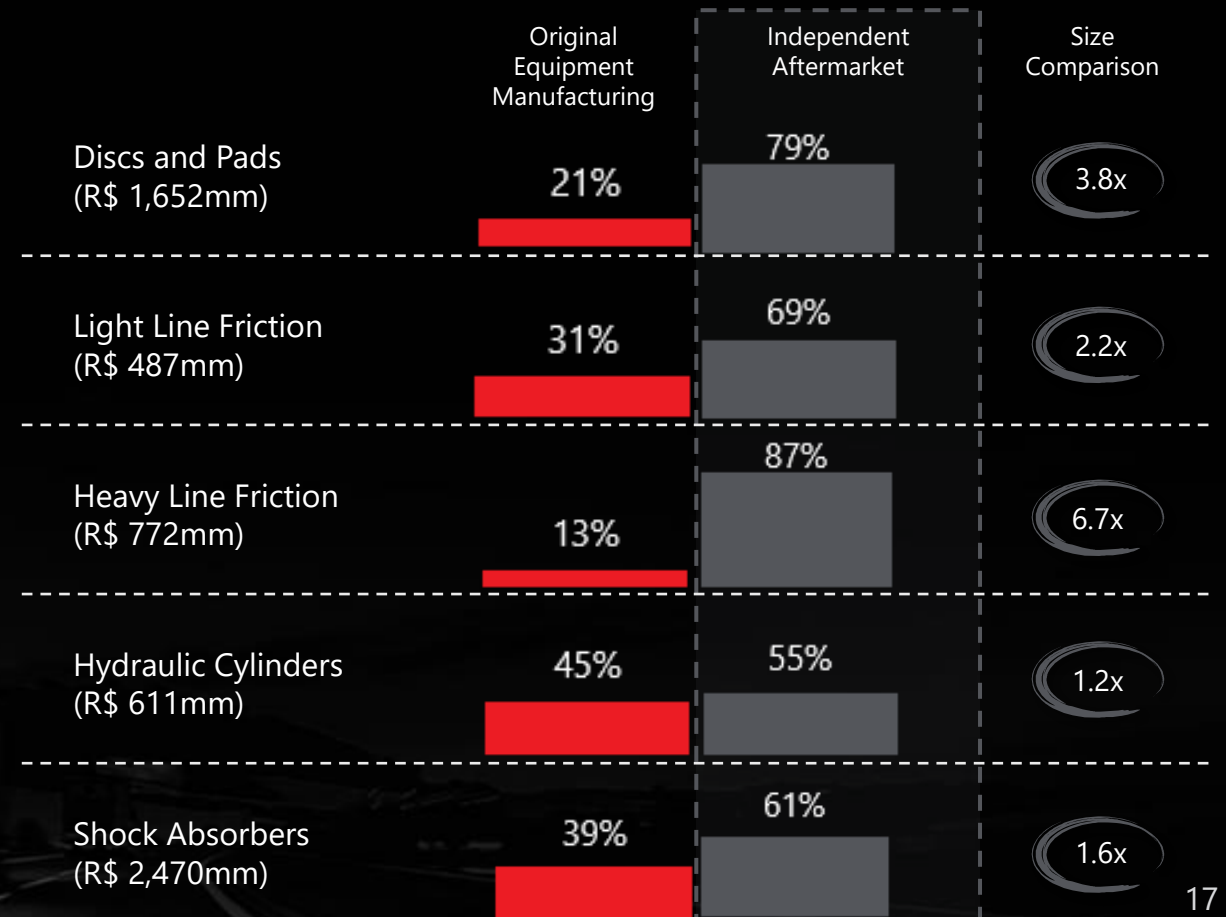
AUTOMOTIVE PARTS MARKET



LIFE CYCLE OF AFTERMARKET PARTS IN VEHICLES

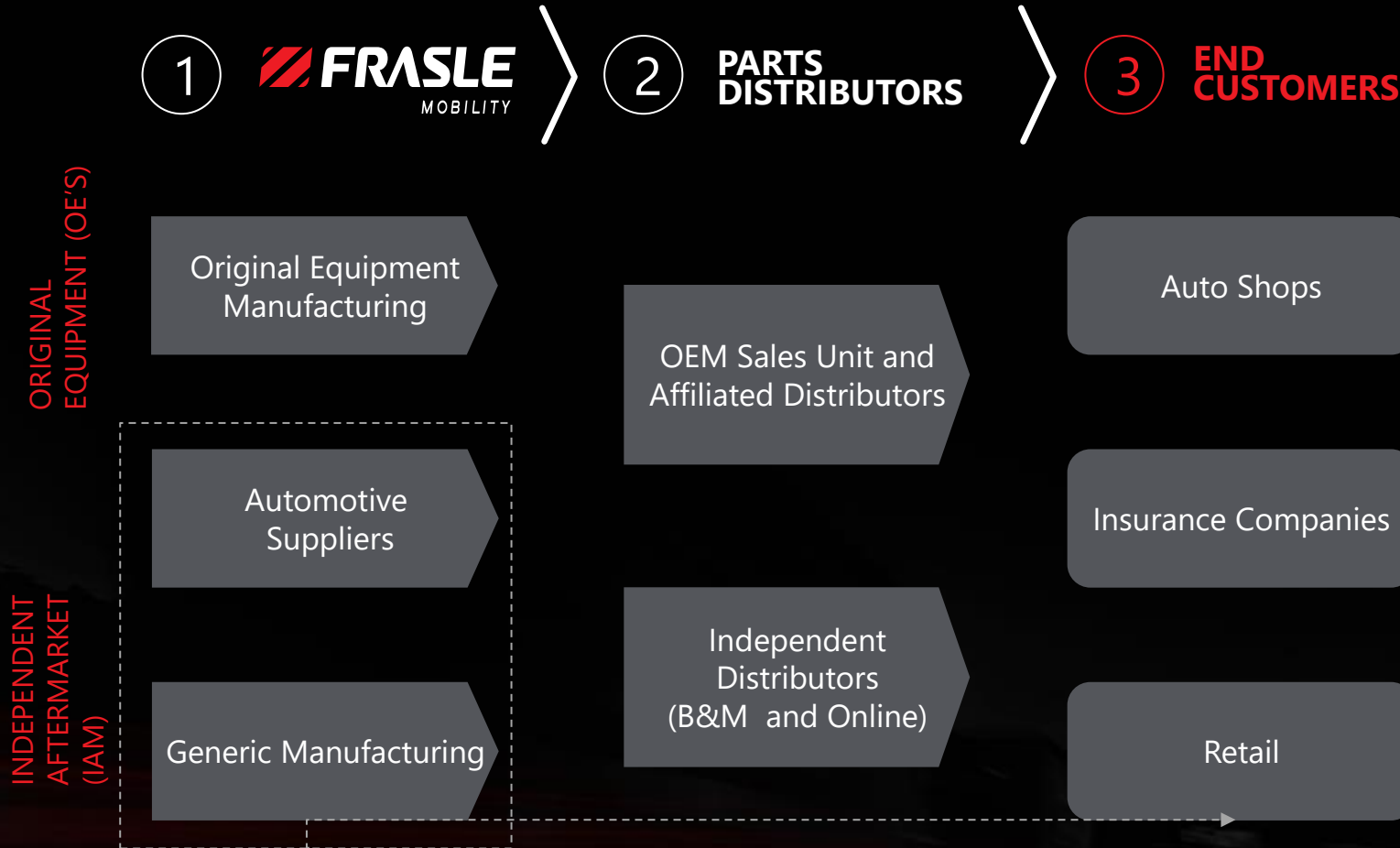


POTENTIAL MARKET FOR AUTOMOTIVE PARTS IN BRAZIL



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

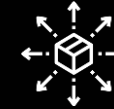
MARKET



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

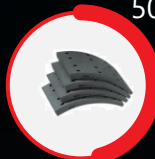


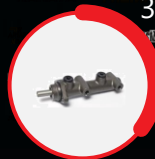

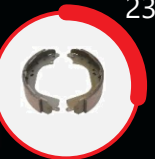

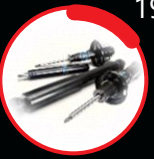
FRASLE MOBILITY IS A MARKET LEADER WITH A DEFENSIVE PORTFOLIO



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
Non-Elective	✓	✓	✓	✓	✓	✓	✓	✗
First Replacement ² # Km	100.000	80.000	40.000	80.000	60.000	60.000	60.000	80.000
Others Replacement ³ # Km	60.000	60.000	30.000	60.000	50.000	60.000	40.000	40.000
Recurrence ⁴ 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

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

MARKET SHARE:

BRAZIL AFTERMARKET*

MARKET



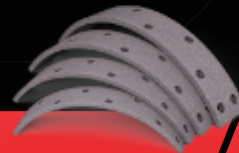
PADS FOR
AUTOMOBILES

38%



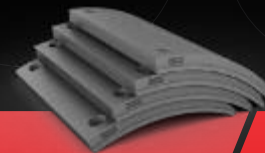
SHOES FOR
AUTOMOBILES

23%



BRAKE LININGS
FOR AUTOMOBILES

46%



BRAKE LININGS FOR
HEAVY VEHICLES

50%



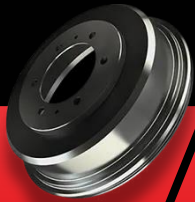
PADS FOR
HEAVY VEHICLES

28%



BRAKE
DISCS

20%



BRAKE
DRUMS

13%



WHEEL
CYLINDERS

24%



MASTER
CYLINDERS

39%



VACUUM
BOOSTER

25%



SHOCK
ABSORBER

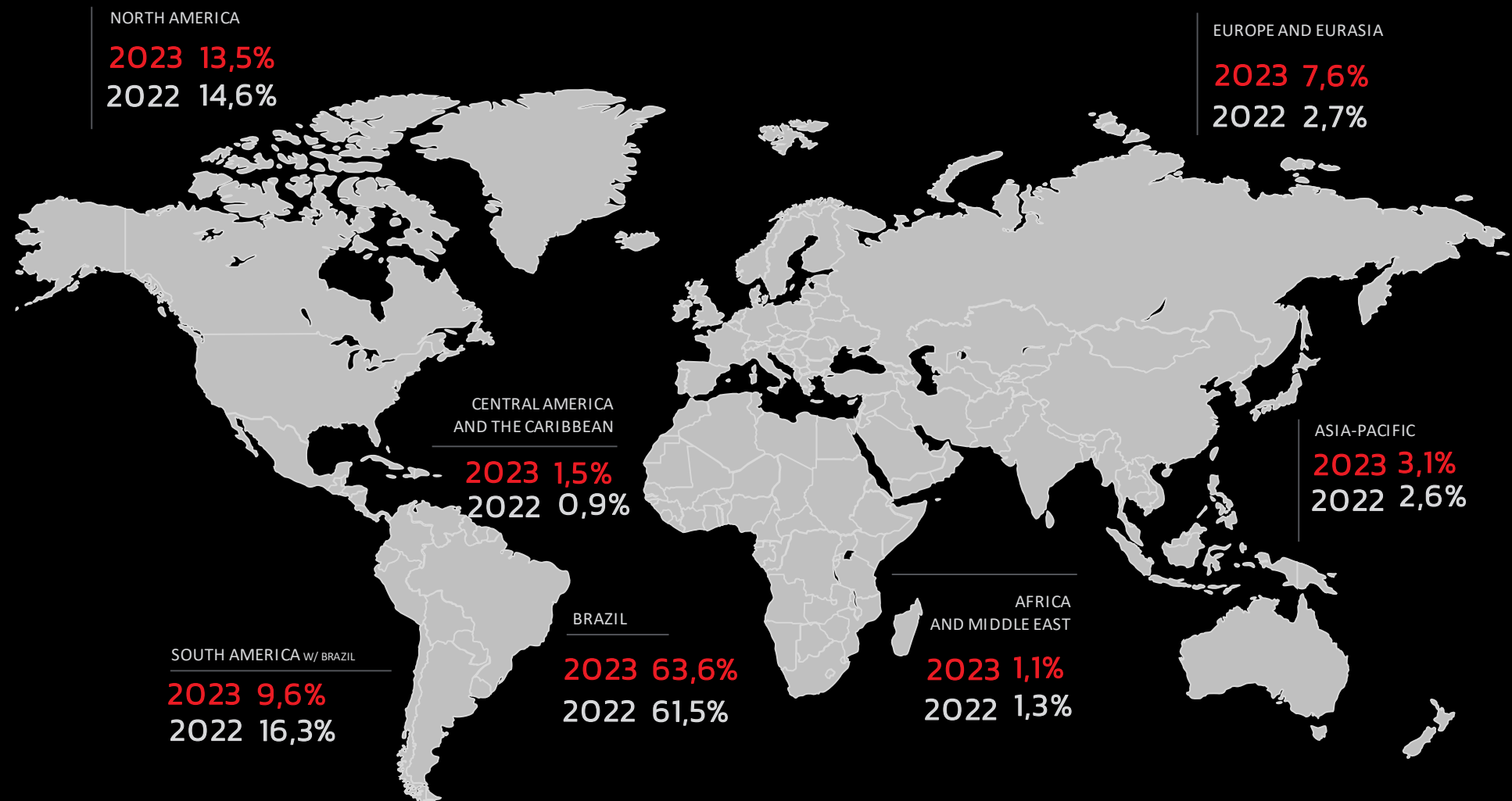
19%



OTHER
SUSPENSION
PARTS

20%

DISTRIBUTION OF NET REVENUE



OVERVIEW FRASLE MOBILITY

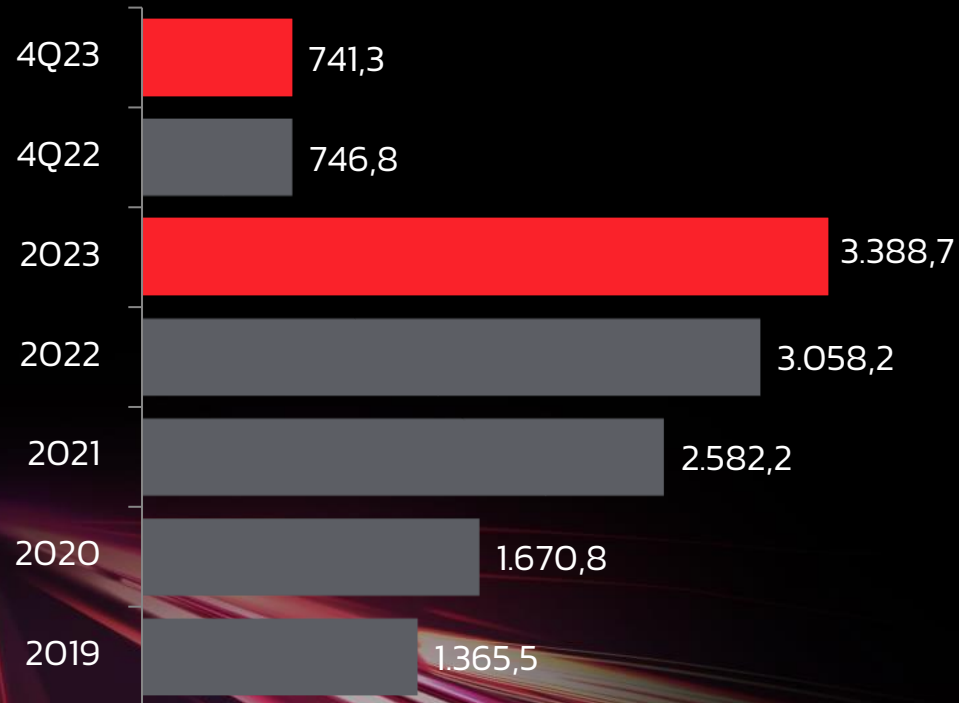
NET REVENUE | SALES IN THE FOREIGN MARKET

**OPERATING AND
FINANCIAL
PERFORMANCE**



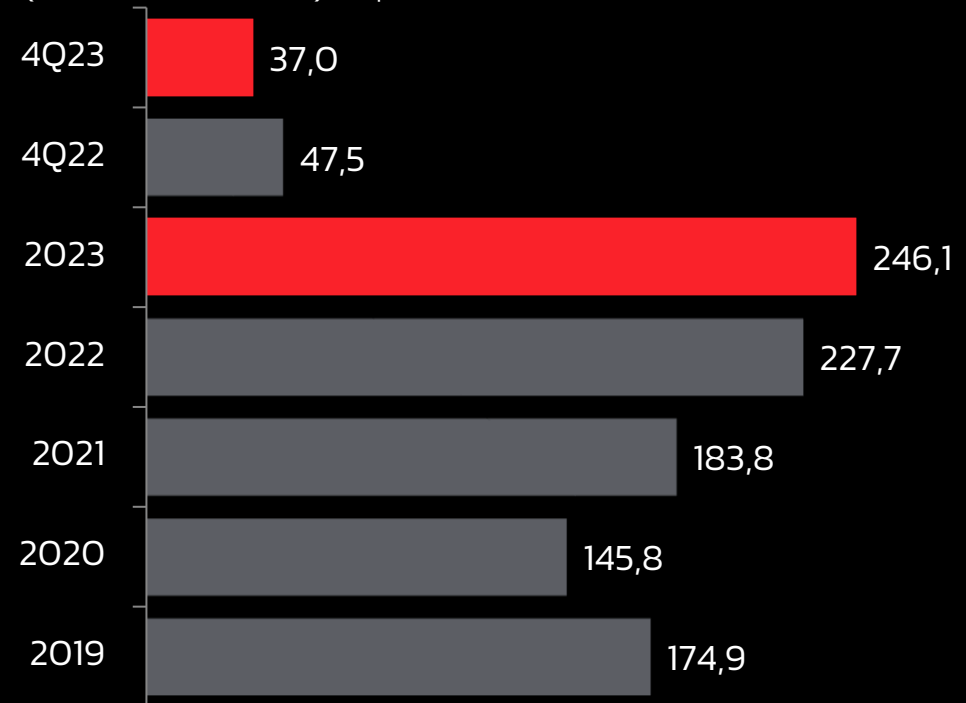
Net Revenue

R\$ million



Sales in the Foreign Market

(Fras-le + Controlled) US\$ million



OVERVIEW FRASLE MOBILITY

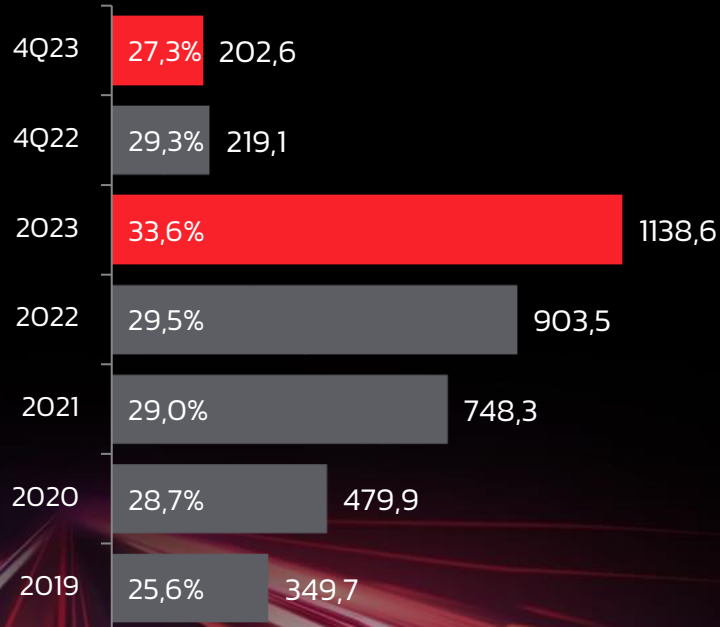
GROSS INCOME | EBITDA | NET PROFIT

OPERATING AND FINANCIAL PERFORMANCE



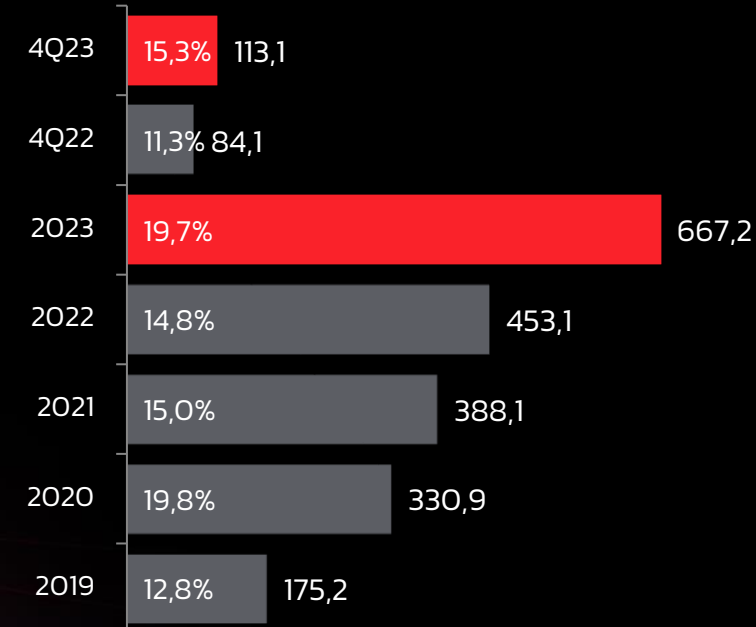
Gross Income and Margin

R\$ million and %



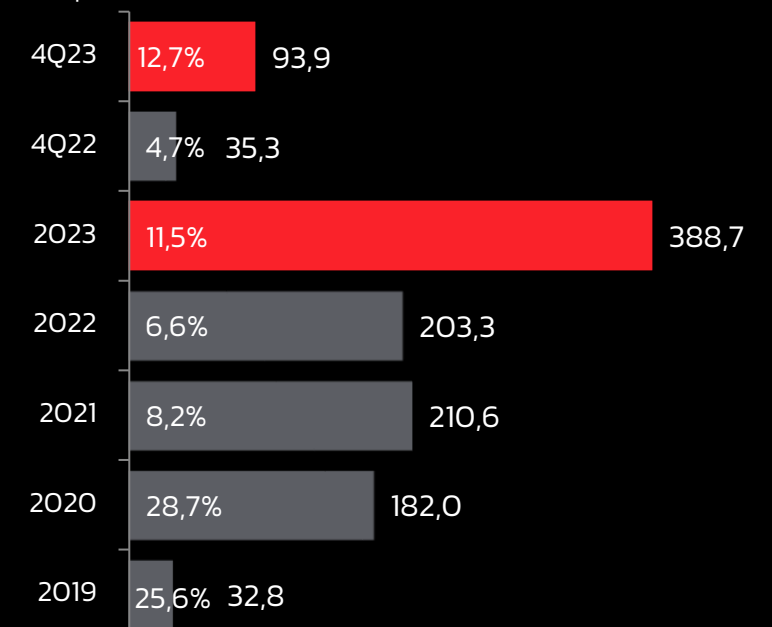
EBITDA and Margin

R\$ million and %



Net Profit/Loss and Margin

R\$ million and %



OVERVIEW FRASLE MOBILITY

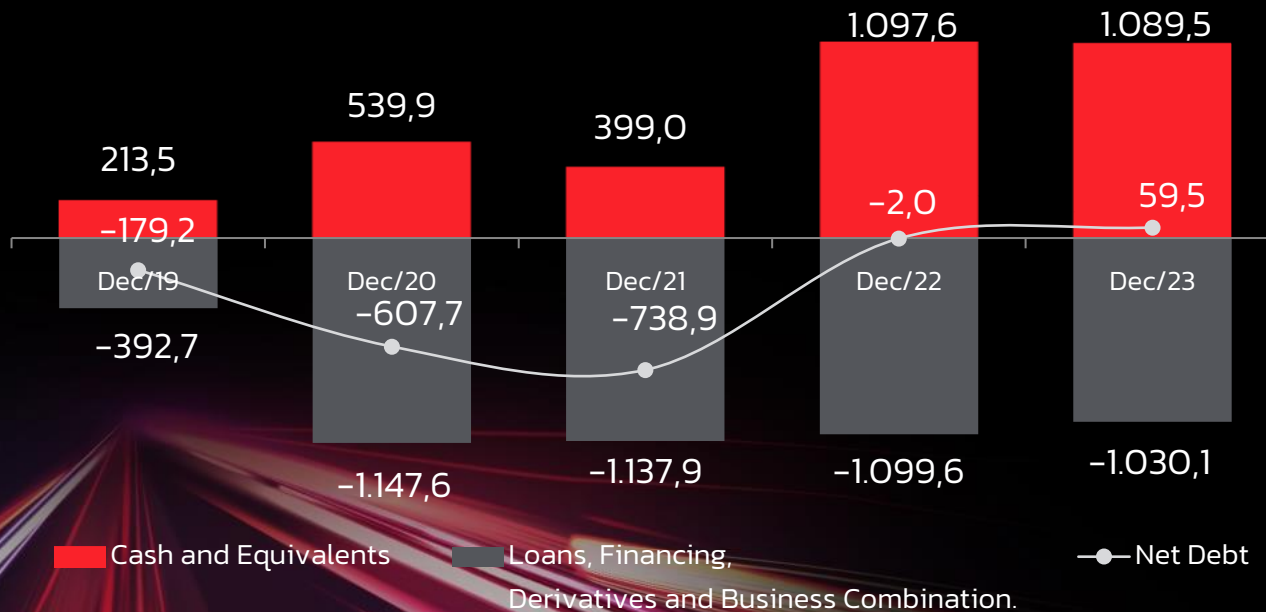
NET DEBT AND WORKING CAPITAL

OPERATING AND FINANCIAL PERFORMANCE

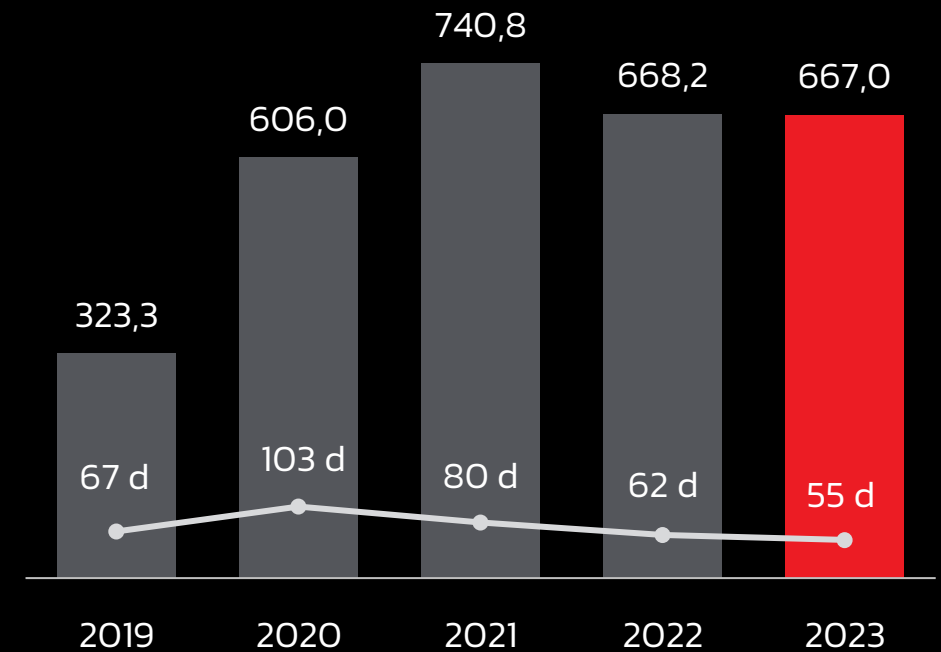


NET DEBT / EBITDA

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



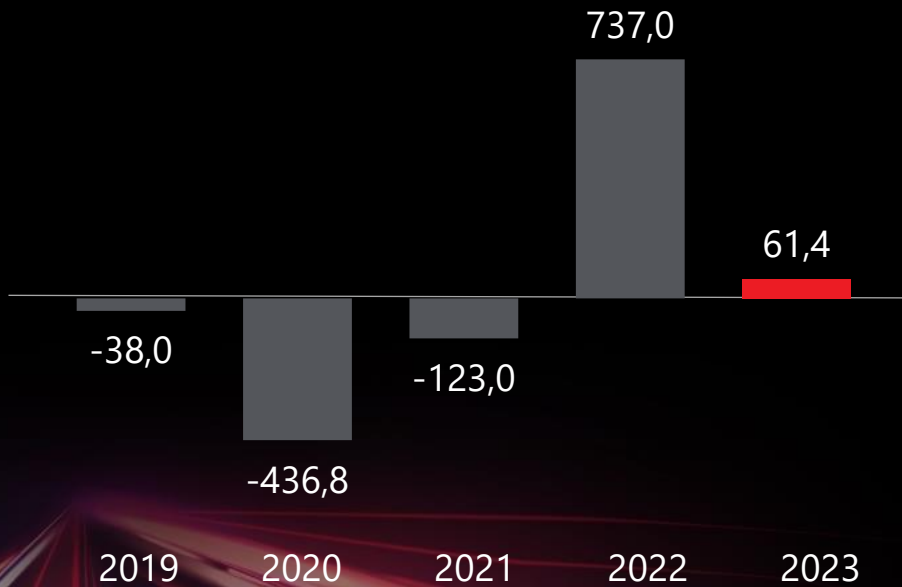
OVERVIEW FRASLE MOBILITY

FREE CASH FLOW | INVESTMENTS

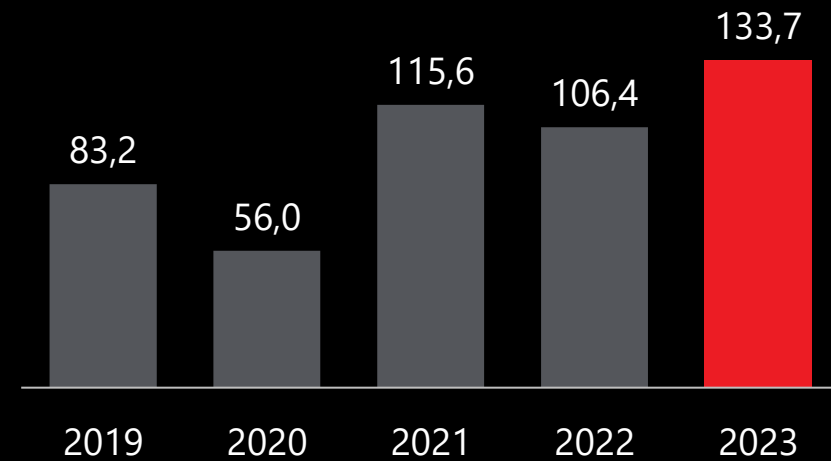
OPERATING AND FINANCIAL PERFORMANCE



FREE CASH FLOW
R\$ million



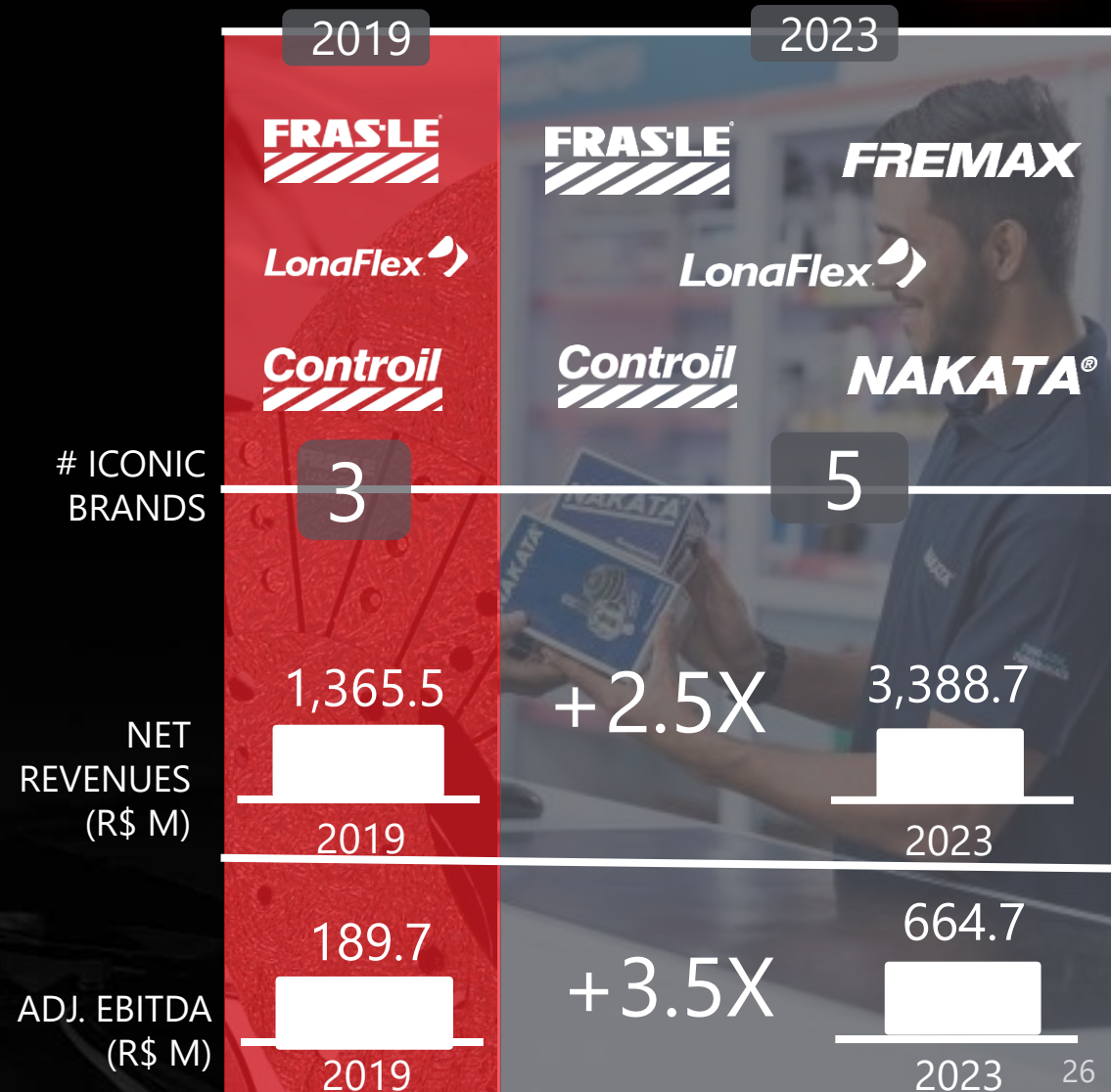
CAPEX



VALUE CREATION JOURNEY



7 Inorganic Expansion Movements in The Last 5 Years



CORPORATE GOVERNANCE

FRAS3 | B3 LISTED N1

1971

IPO

100%

Tag Along

R\$ 4.6 bi

Market Cap

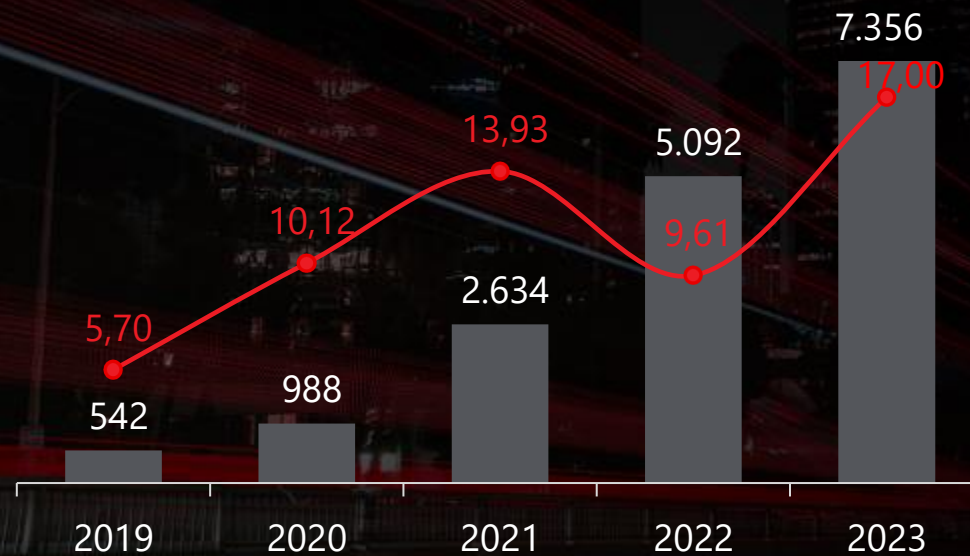
33.2%

Free Float

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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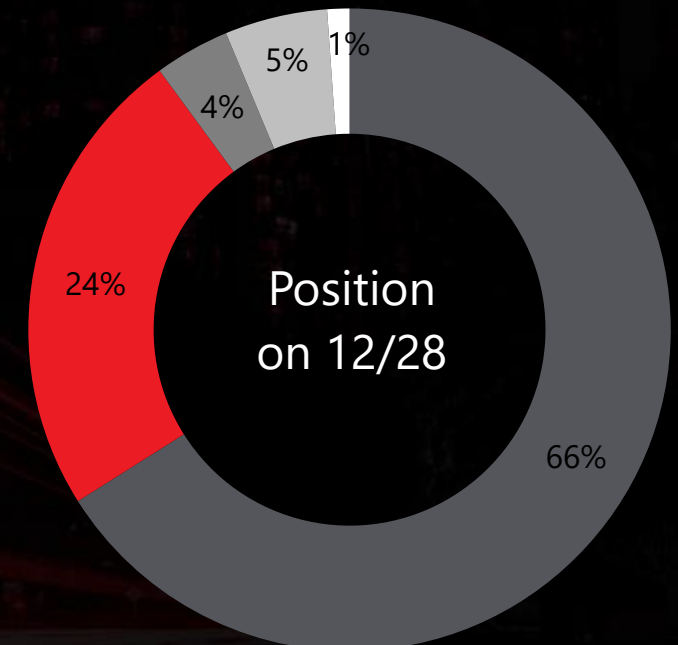


■ Average Traded Volume (R\$ Th) —●— FRAS3

CAPITAL MARKET

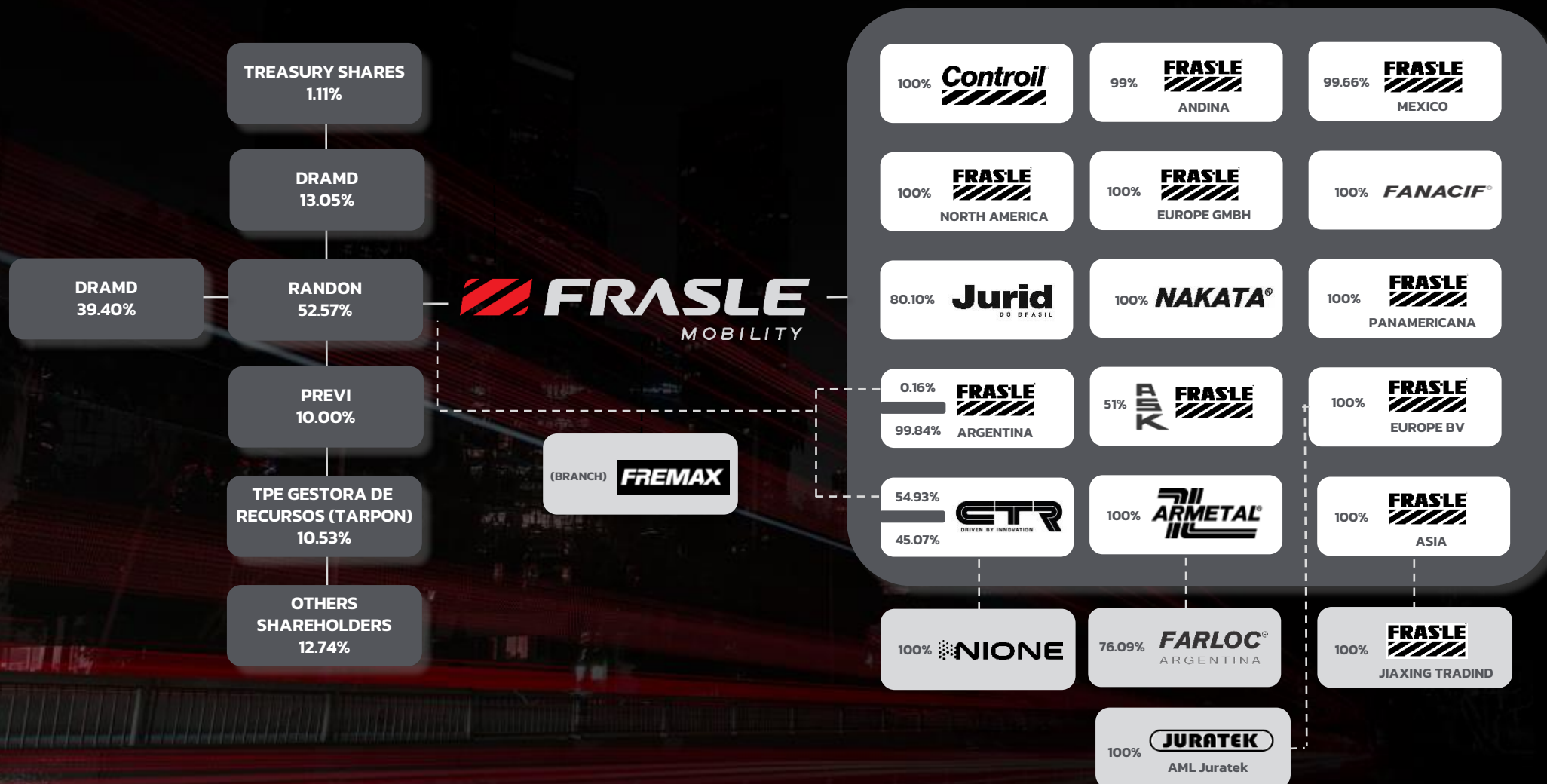


- Controlling Group
- Institucional Shareholders
- Private Individual
- Overseas Shareholders
- Treasury Shares



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

Product Engineering and
OEM Sales Director

FRASLE MOBILITY



**ALFREDO
LORENZONI**
Business Officer
Business Director

FRICTION COMMERCIAL LINE
FRASLE MOBILITY CHINA
AFF



**GUILHERME
ADAMI**
Business Officer
Business Director

FRICTION LIGHT LINE
COMPOSS
EMEA
JURATEK



**HEMERSON
SOUZA**
Business Officer
Business Director

IR AND M&A
CONTROIL
FREMAX



**IVAN
BOLSONI**
Business Officer
Business Director

FRASLE MOBILITY N.A



**MARCELO
TONON**
Business Officer
Business Director

NAKATA



**PAULO
GOMES**
Business Officer
Business Director

LATAM
SSC
ARAY



**SÉRGIO
HESSEL**
Controller Director
Controller

FRASLE MOBILITY



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

Aftermarket Sales and
Marketing Director

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



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



35% reused by the company



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**.

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



1º de setembro
Dia Internacional das
Pessoas com Deficiência

Quem é considerado PCD? Qual a importância da inclusão das pessoas com deficiência no mercado de trabalho? Como garantir a acessibilidade e a inclusão social?

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

07/12 - 8h
VIA MICROSOFT TEAMS

Aneliz Silva

Coordenadora de Recursos Humanos
na BRANCONI

BRANCONI **UNIVERSUS**

Female Career Acceleration: Organizational Mentoring and Their Journey

MENTORIA ORGANIZACIONAL
FEMININA

cenex
Consultoria em Gestão

Workshop orientado para mulheres que desejam avançar em sua carreira

Carol Strobel
Mentora Organizacional

UMA MULHER ADUTRA

#JORNADA DELAS
Associação de Carreiras Femininas

ESPECIAL
MENTORIA DE
CARREIRA

30 Dias

#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



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**



**Laboratory
- Physical**



**Laboratory
- Pilot**



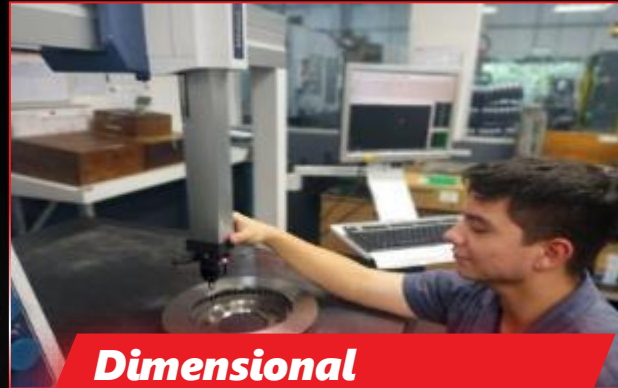
**Laboratory
- Chemical**



**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**



ETR
DRIVEN BY INNOVATION

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**

INNOVATION AND
ESG



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





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