

L I F E I N M O T I O N



*WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.*

INVESTOR
PRESENTATION

3Q | 9M20

ri.fras-le.com.br



This presentation contains forward-looking statements that are subject to risks and uncertainties. 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.



FRAS-LE PROFILE



CORPORATE GOVERNANCE

FRAS-LE PROFILE



SÉRGIO DE CARVALHO

Vice-president | CEO



ANDERSON PONTALTI

Friction Director



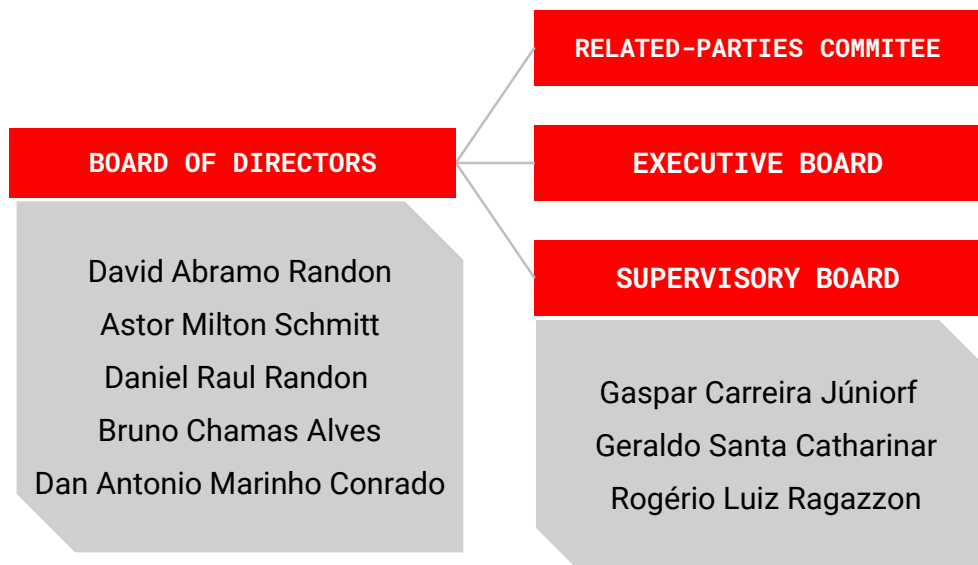
CESAR FERREIRA

Director of Technology and Innovation*



HEMERSON DE SOUZA

Non-Friction Director |
IR and M&A Auto Parts



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* Não estatutário

OVERVIEW

FRAS-LE PROFILE



R\$ 1.7 Bi

Net Revenue



3

Joint Ventures



+ 4,000

Employees



#1

Market Leadership*



9 / 4 / 4

Industrial Plants / Warehouses



2

R&D Center and Proving Ground



+ 120

Countries served



6

Awards

OVERVIEW

FRAS-LE PROFILE



IN
M
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Empresas



- Leading companies in their business segments and exporting to all continents.
- Global brand with world-class strategic partners and among the largest private companies in Brazil, Randon Companies produce one of the broadest portfolios of the cargo transport industry;
- Since their foundation, in 1949, Randon Companies have expanded their business in a consistent and successful manner, whether through acquisitions or organic growth.

Advantages for Fras-le

- Synergies through shared services;
- Funding and procurement efficiency;
- Strong commercial synergies between controlled companies.

Vehicles and Road Equipment



Auto Parts



Services



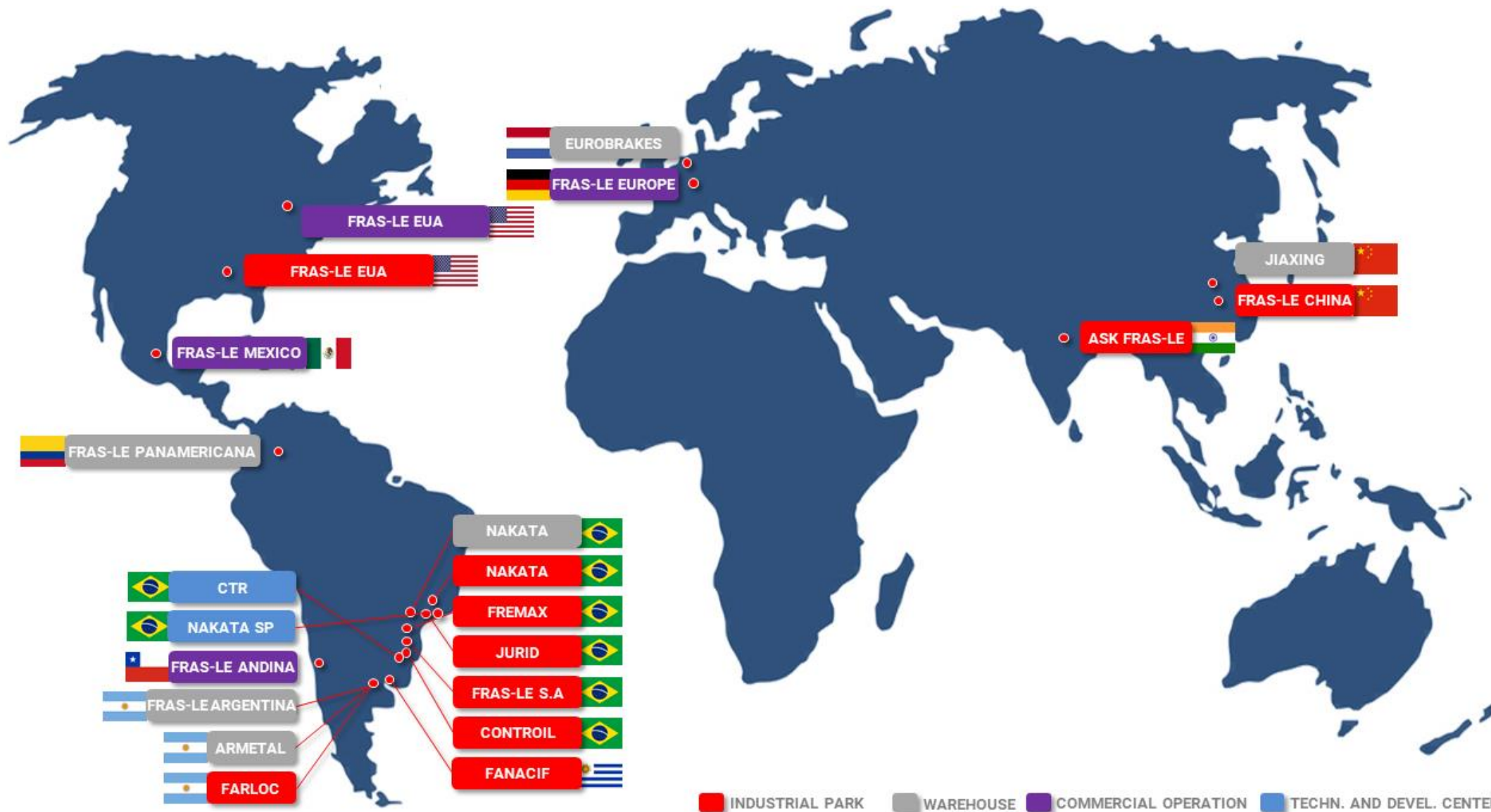
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OPERATIONAL STRUCTURE

FRAS-LE PROFILE

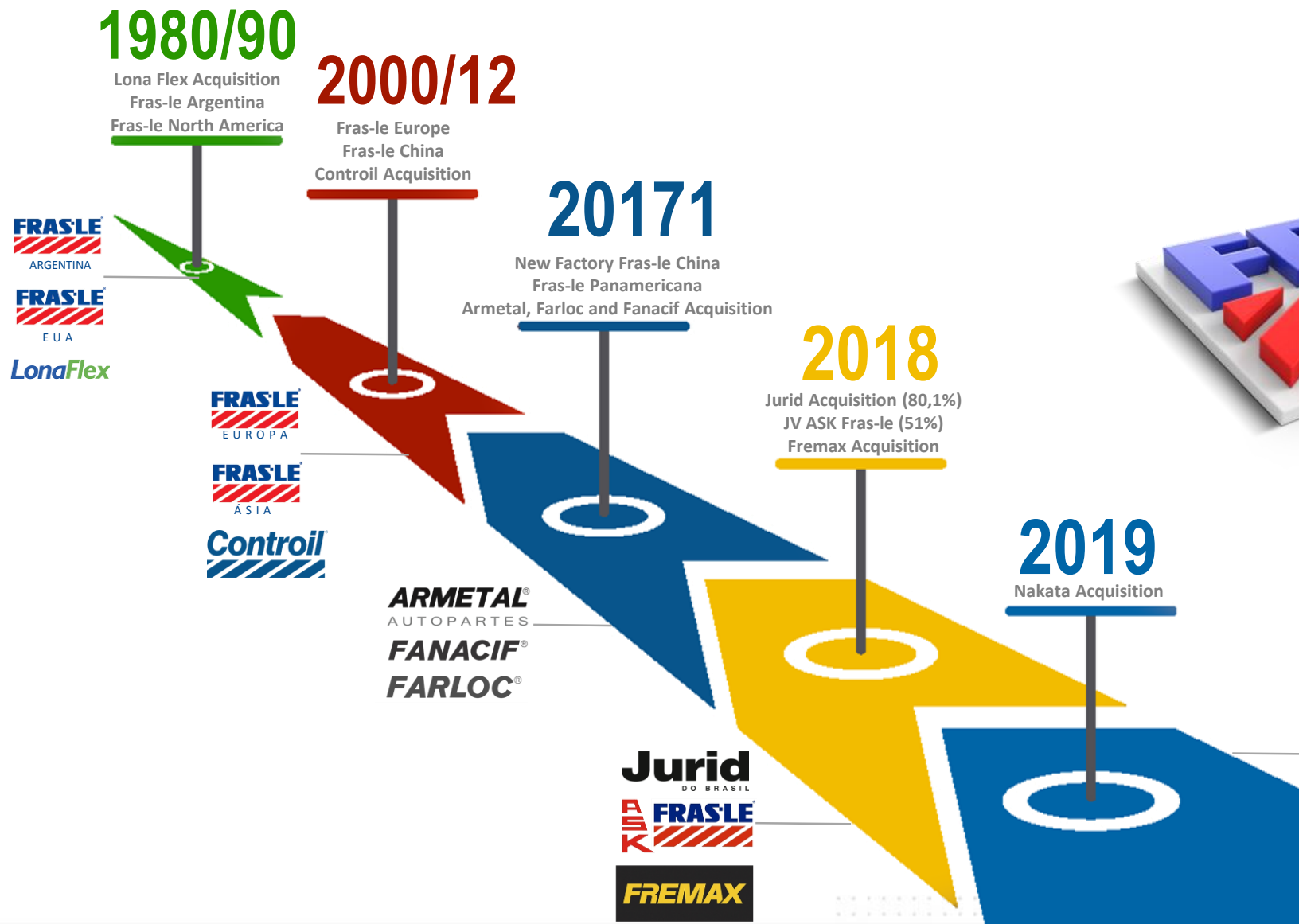


F E I N M O T I O N



GROWTH HISTORY

FRAS-LE PROFILE



INNOVATION
LIFE IN MOTION

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LARGE PRODUCT PORTFOLIO

FRAS-LE PROFILE



Product portfolio consisting of more than 16,000 P/Ns.

FRICITION MATERIALS



BRAKE LININGS AND BRAKE PADS FOR COMMERCIAL VEHICLES



BRAKE LININGS AND BRAKE PADS FOR LIGHT VEHICLES



OTHER FRICITION MATERIALS

NON-FRICITION



WHEEL HUBS (2)



PACKED LIQUIDS



ACTUATORS



ENGINE



BRAKE DISCS AND DRUMS



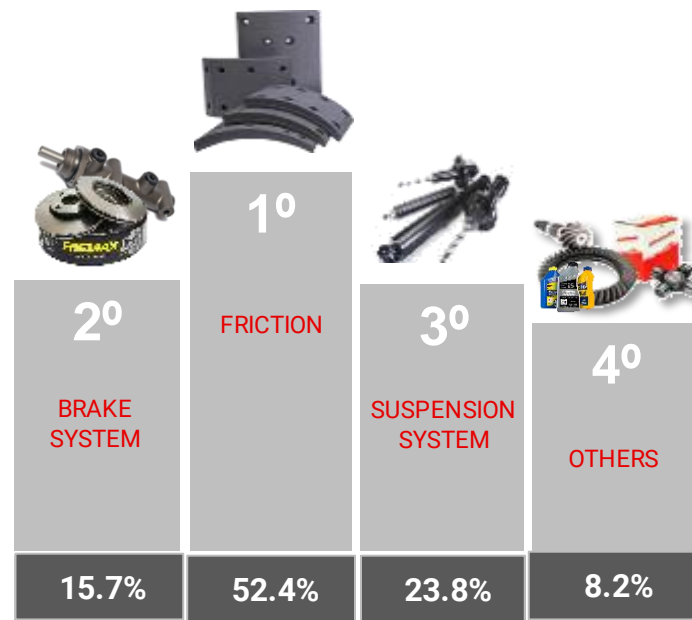
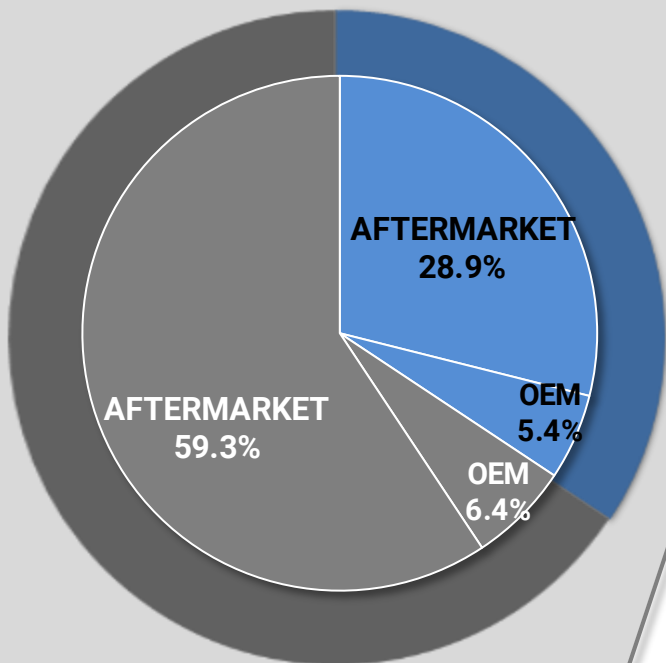
SUSPENSION

FRASLE
LIFE IN MOTION

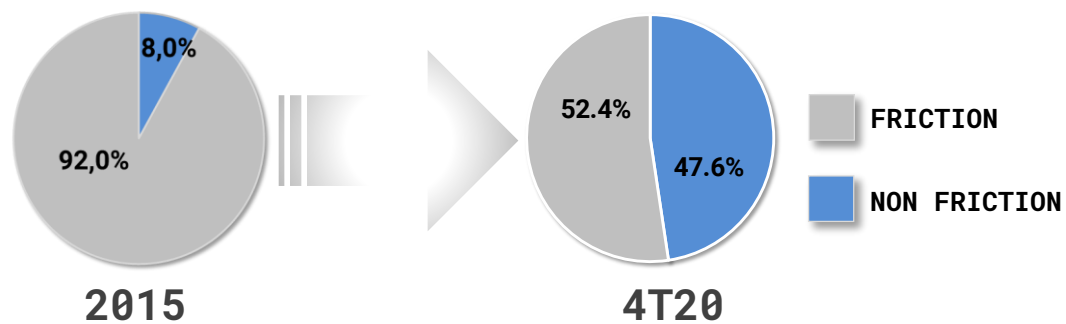
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MARKET

DOMESTIC FOREIGN



COMPOSITION FRICTION MATERIALS



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QUALITY

FRAS-LE PROFILE



Quality of products with several certifications
recognition of trademarks.

ACCREDITATION OF THE INMETRO
ISO 17025
RECOGNITION OF COMPETENCE
TEST TECHNIQUES



CERTIFICATIONS OF THE MANAGEMENT SYSTEM



OHSAS 18001
ISO 14001
IATF 16949
ISO 9001

CERTIFICATIONS OF NATIONAL AND INTERNATIONAL PRODUCTS



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TECHNOLOGICAL HIGHLIGHTS

FRAS-LE PROFILE



Fras-le has one of the most advanced and best equipped Research and Development centers of the world, combined with a modern Proving Ground shared with Randon Companies.

- Highly-qualified and specialized team;
- Innovative and high-performance products;
- Lock-in with automakers.



18 TYPES OF TRACKS

15 KM OF TRACKS FOR TESTING

+ 400 TESTS /YEAR

+ 100 THOUSAND TRIALS /YEAR

CHEMICAL

LAB
DEVELOPS AND CHARACTERIZES
RAW-MATERIALS

PHYSICAL

LAB
EVALUATES AND TECHNICALLY
APPROVES PRODUCTS

PILOT

LAB
PRODUCTS PROTOTYPES AND
DEVELOPS PROCESSES



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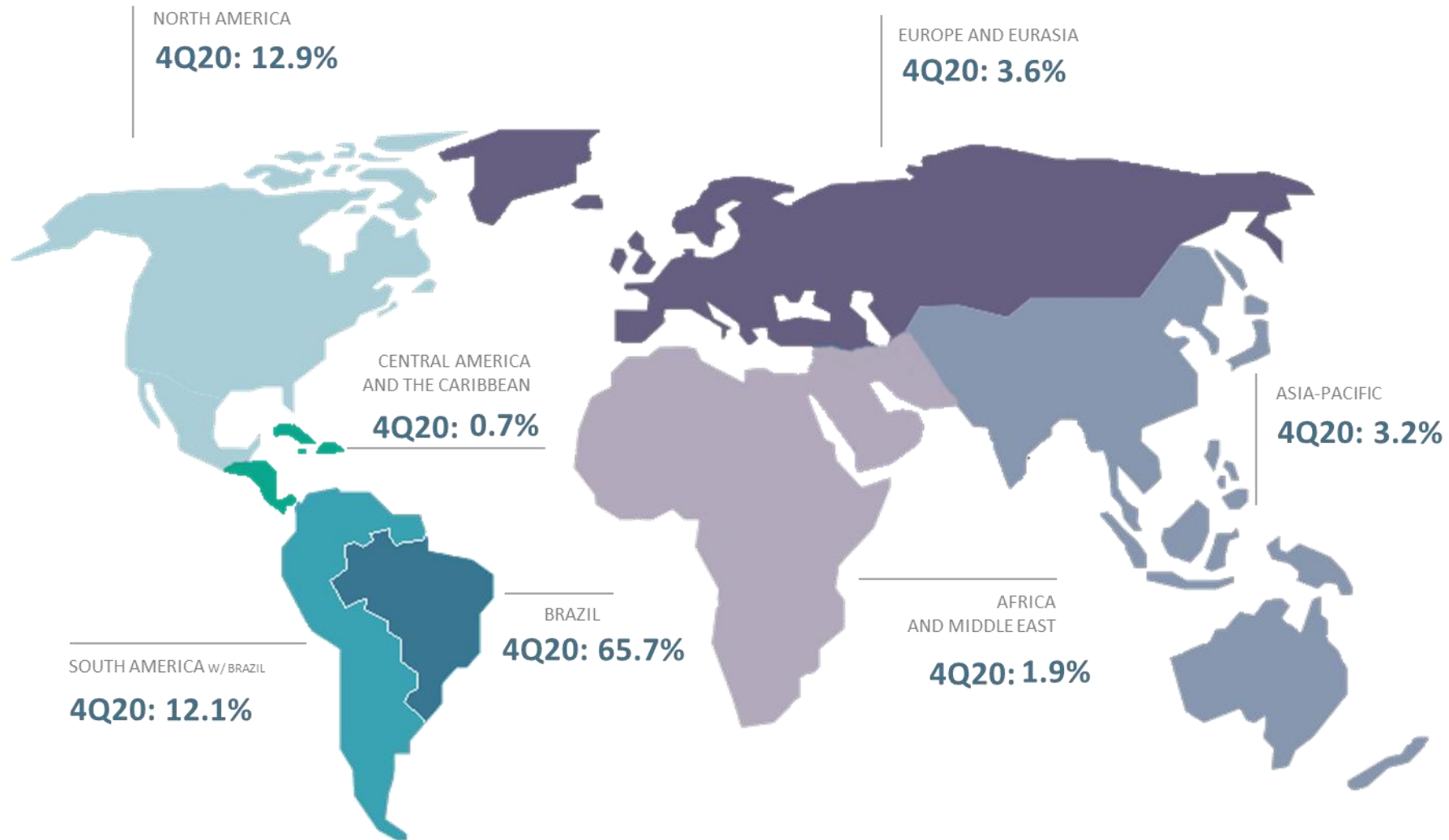


MARKET



DISTRIBUTION OF NET REVENUE

MARKET

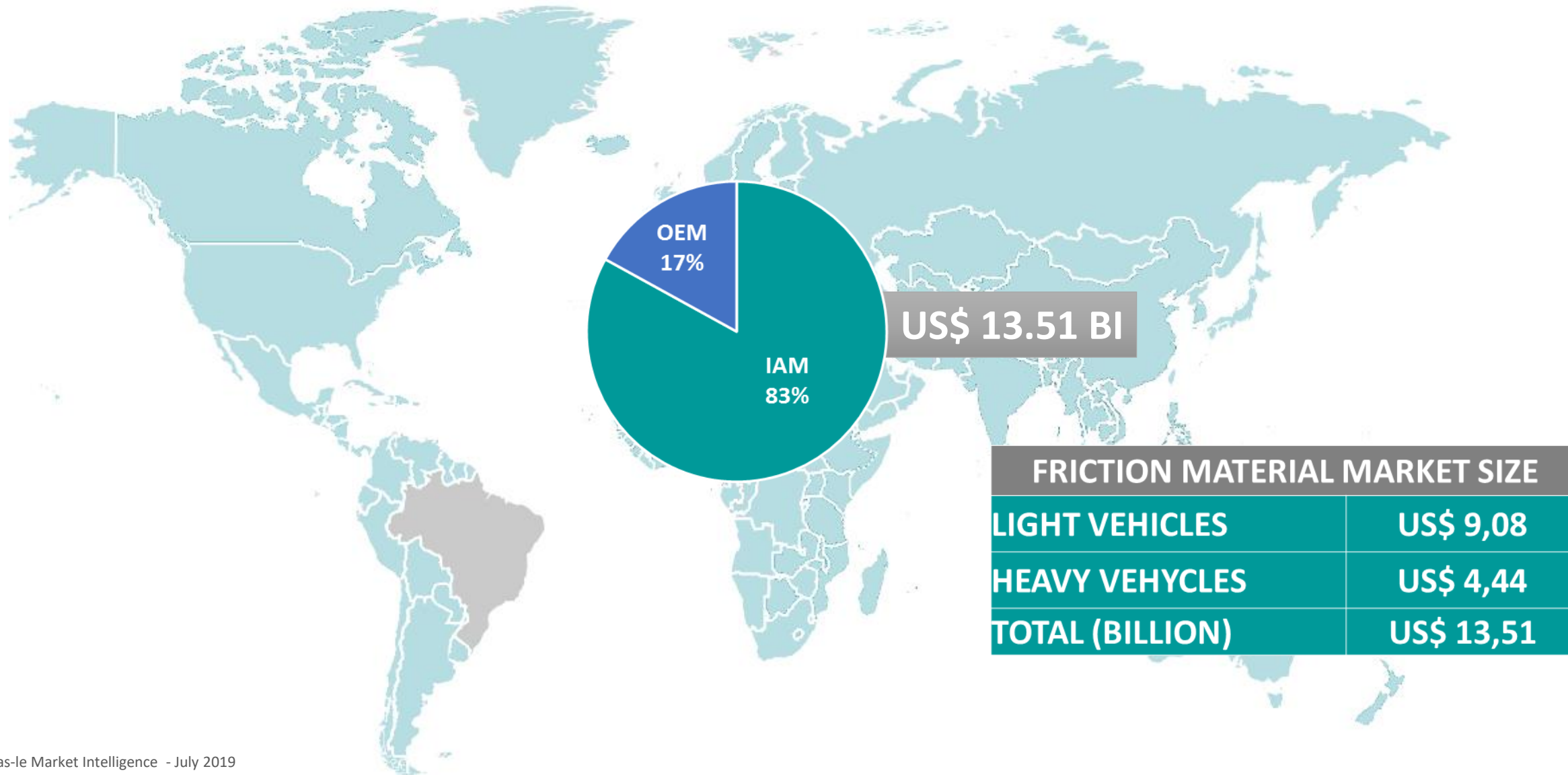


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FRICTION MATERIAL MARKET SIZE

LIGHT VEHICLES	R\$ 683.523
HEAVY VEHCLES	R\$ 442.579
MOTORCYCLES	R\$ 207.517
RAIL	R\$ 22.143
OTHERS	R\$ 38.733
TOTAL (MILLION)	R\$ 1.394.495



MARKET SHARE | HEAVY BRAKE LININGS

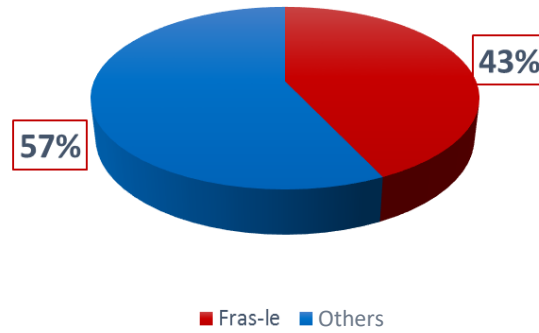
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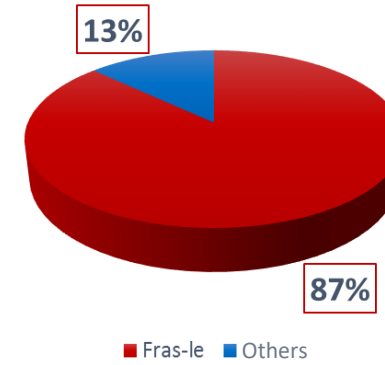
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BRAZIL

AFTERMARKET

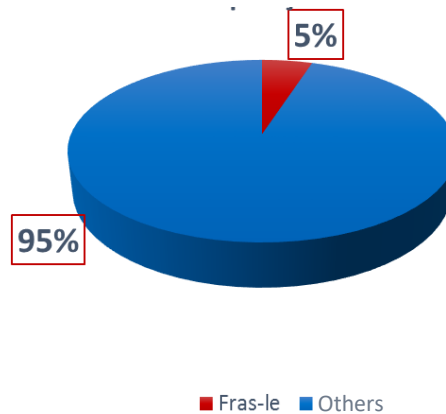


OEM COMPANIES

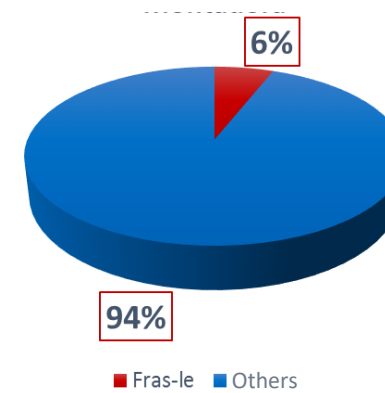


WORLDWIDE

AFTERMARKET



OEM COMPANIES



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MARKET SHARE | BRAKE PADS

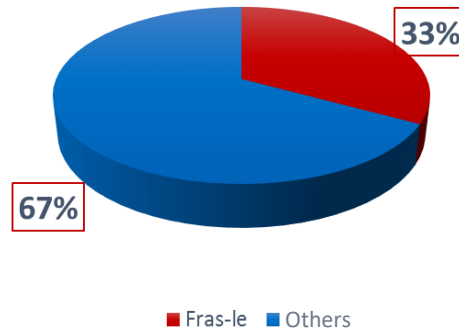
MARKET



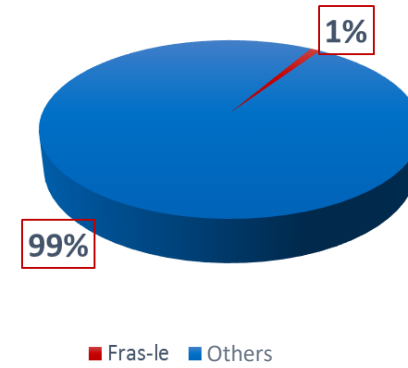
MONITORING LIFE IN MOTION

BRAZIL

AFTERMARKET

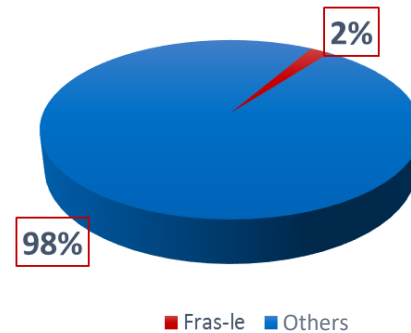


OEM COMPANIES

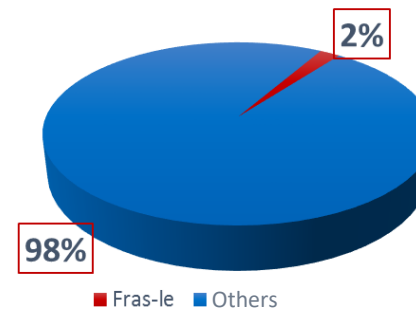


WORLDWIDE

AFTERMARKET



OEM COMPANIES



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BRAZIL GEOMARKETING

MARKET



**13 OFFICES
REGIONAL**



**783
COMMERCIAL
SERVICES**



**312 BUSINESS
GROUPS**



**783 POINTS OF
SALE**



**> 10,600 AFTER-SALES
SERVICE
(WORKSHOPS AND FLEET)**



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Source: Fras-le Market Intelligence

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LATIN AMERICA GEOMARKETING

MARKET



2
COMMERCIAL
OFFICES



3
DISTRIBUTION
CENTERS



335 CLIENTS



17 SELLERS



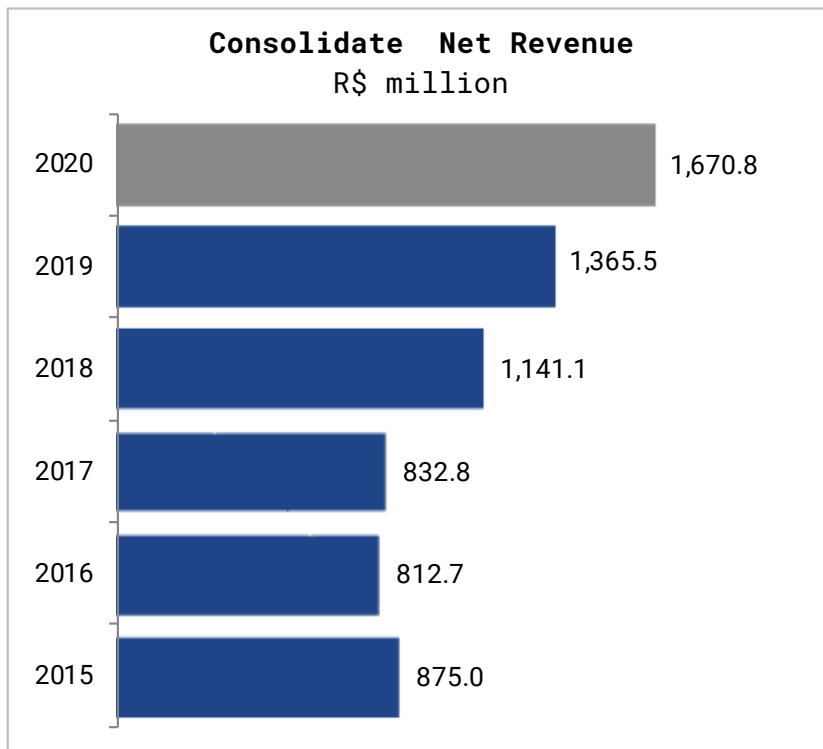
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Source: Fras-le Market Intelligence

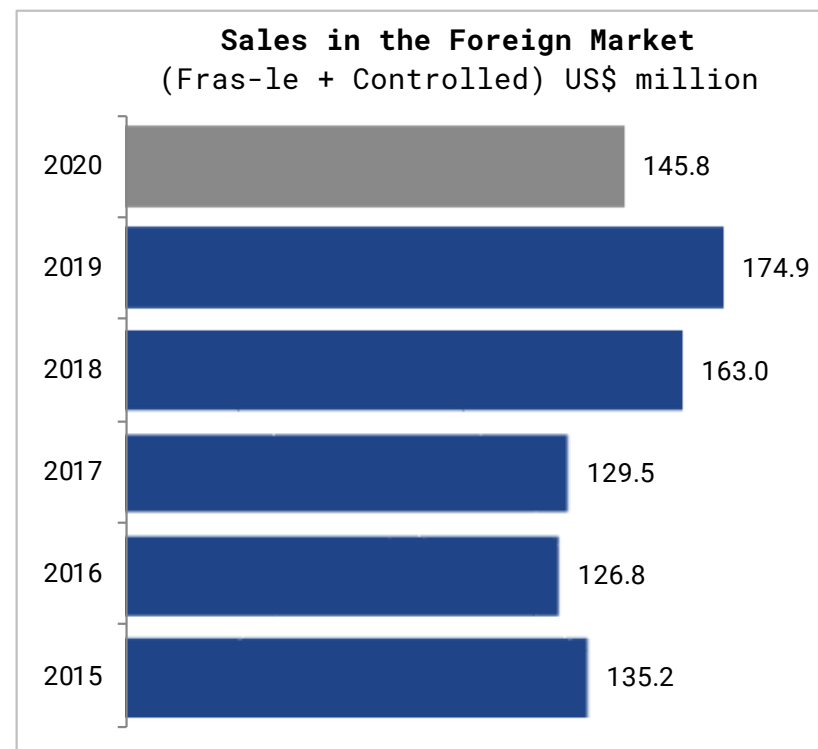


*OPERATING AND
FINANCIAL
PERFORMANCE*





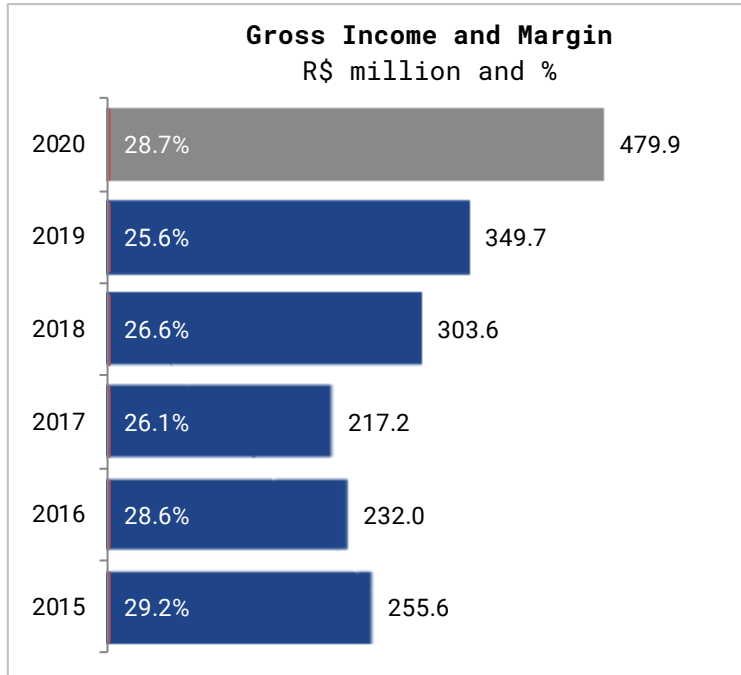
↑ **13.8%** CAGR 2015/2020
 ↑ **22.4%** 2019/2020



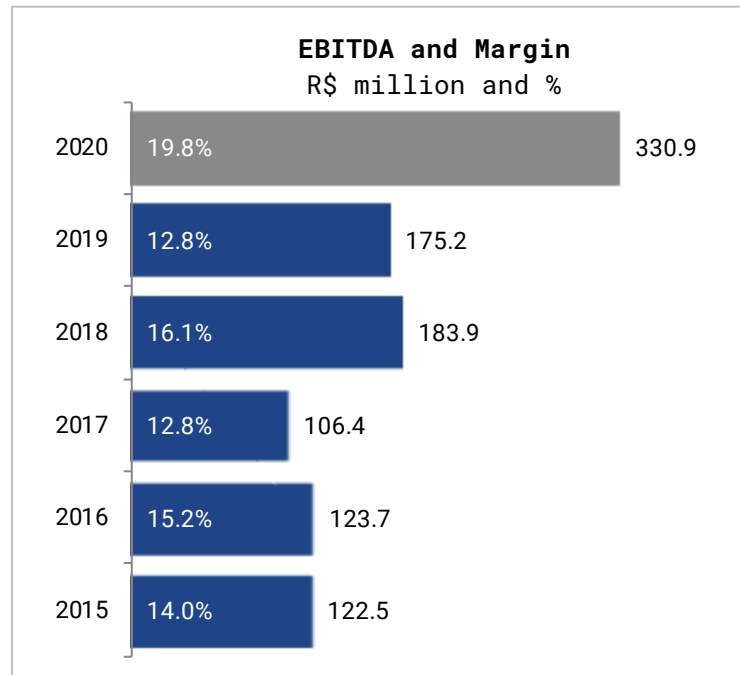
↑ **1.5%** CAGR 2015/2020
 ↓ **-16.6%** 2019/2020

GROSS INCOME | EBITDA | NET PROFIT

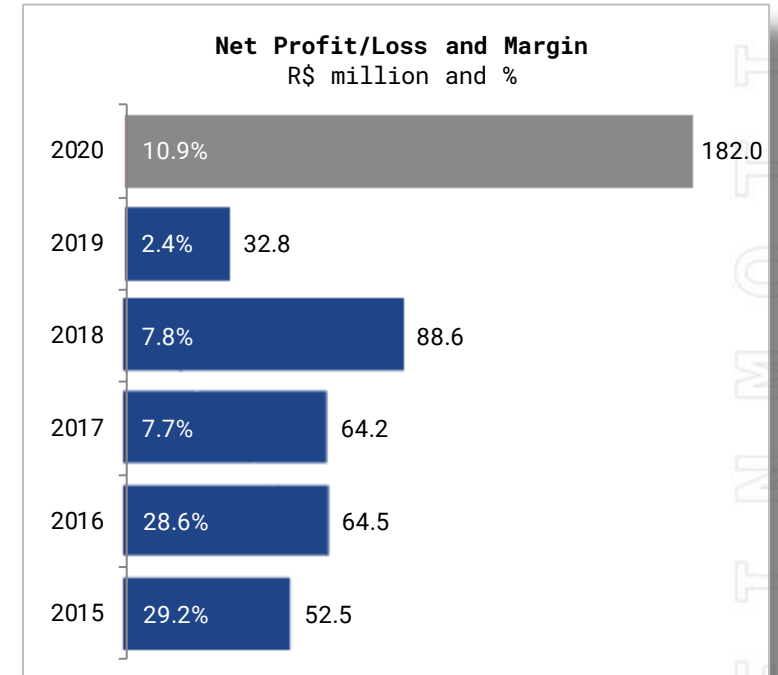
PERFORMANCE



↑ **13.4%** CAGR 2015/2020
 ↑ **37.2%** 2019/2020



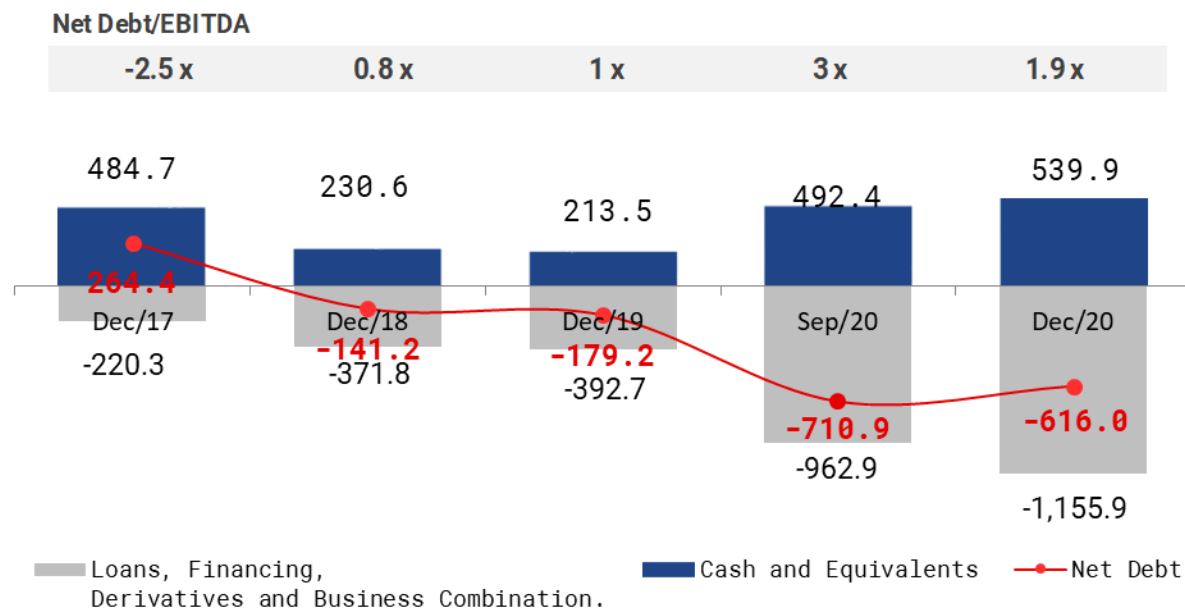
↑ **22.0%** CAGR 2015/2020
 ↑ **88.8%** 2019/2020



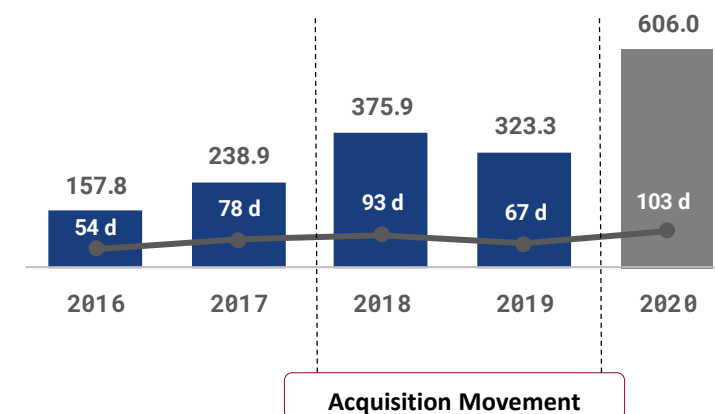
↑ **28.3%** CAGR 2015/2020
 ↑ **454.9%** 2019/2020

NET DEBT AND WORKING CAPITAL

PERFORMANCE



Working Capital



FREE CASH FLOW | INVESTMENTS

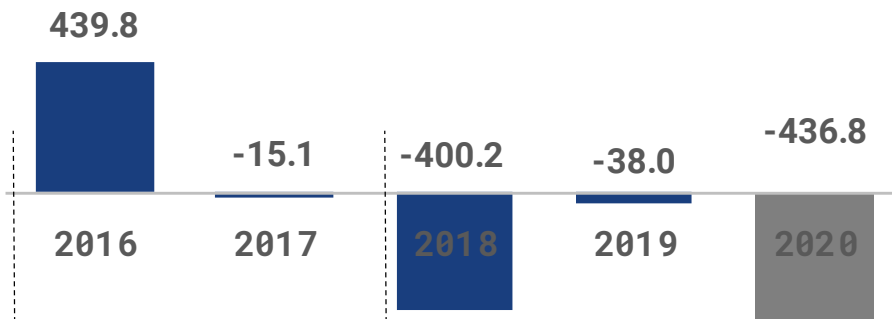
PERFORMANCE



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Free Cash Flow

R\$ million

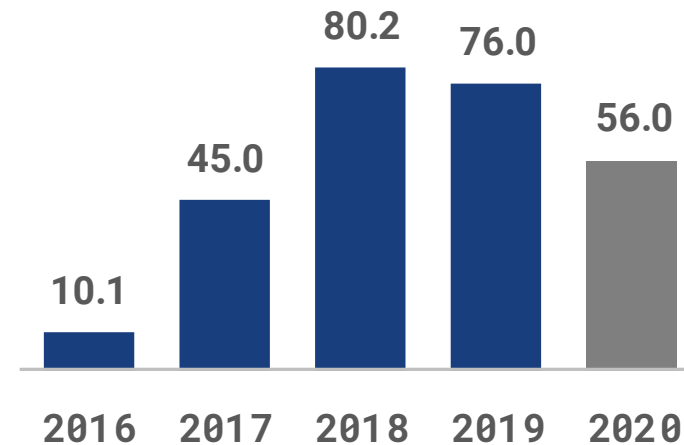


Regarding capital increase

Acquisition movement

Capex

R\$ million



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CAPITAL MARKET



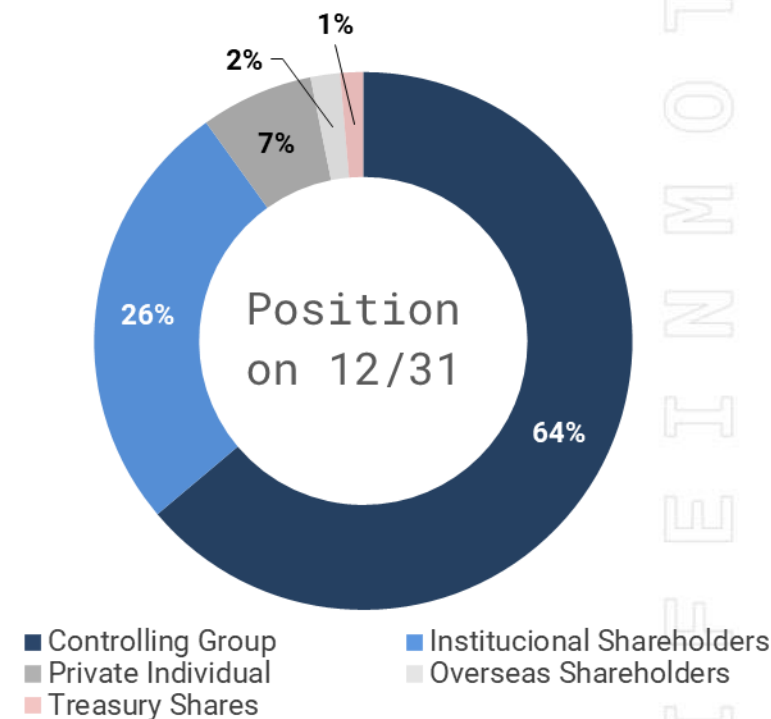


Shareholding Structure

- Randon S.A. Impl.e Participações 51.2%
- PREVI - Previdência Func.B.Brasil 12.4%
- Dramd Participacoes e Adm. 12.4%
- Treasury shares 1.4%
- Other shareholders 22.7%

Total Shares (ON): 217,566,343

Shareholder Composition



IN MOTION
LIFE IN MOTION

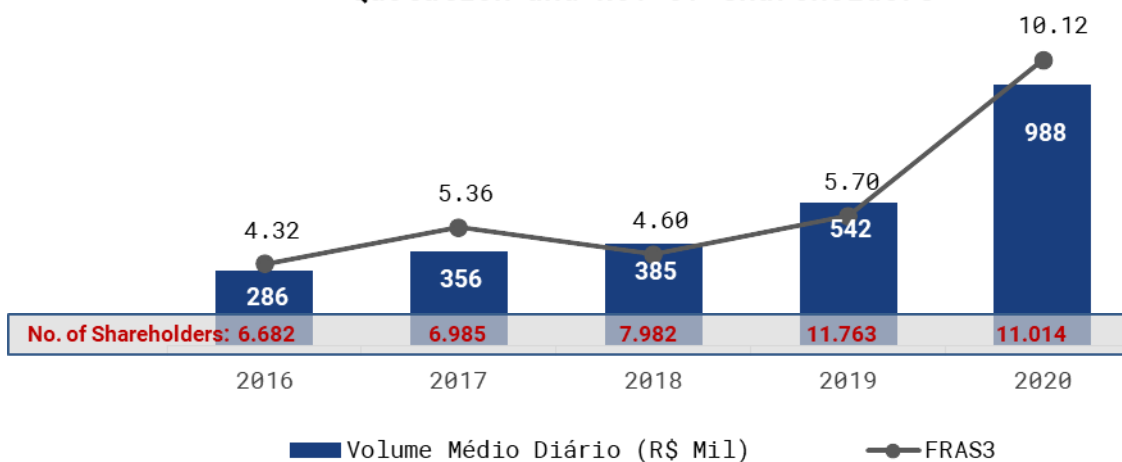
FRAS3 PERFORMANCE

CAPITAL MARKET

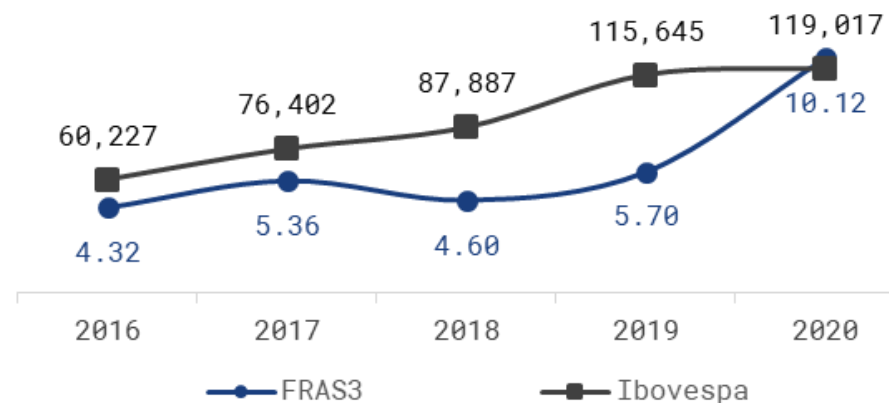


IN
MOTION
LIFE
LIFE

Average Daily Volume (R\$ thousand),
Quotation and No. of Shareholders



Variação FRAS3 x Ibovespa



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SUSTAINABILITY



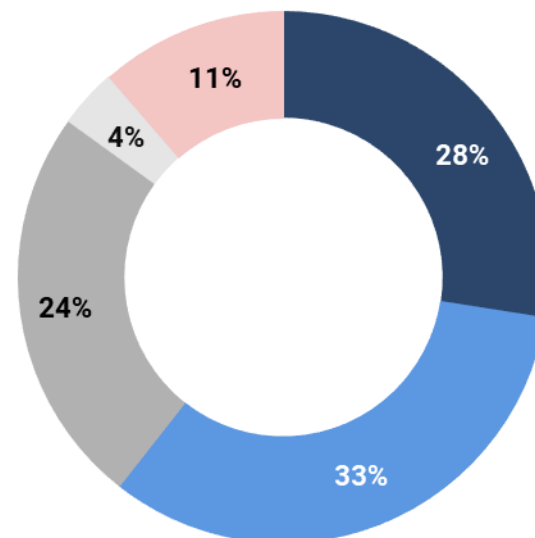
SOCIAL RESPONSIBILITY

SUSTAINABILITY

Fras-le holds projects and social actions of great impact in the local community.

Concerned with the welfare of its employees, the Company provides a work environment where people feel respected, valued and recognized, thus promoting responsible and motivating growth.

Various actions are carried out during the year, all focused on welfare, health, education, training, safety and quality of life.



■ Work ■ Government ■ Financing
■ Shareholders ■ Reserves



Assistance
**DENTAL AND
MEDICAL**

Projects
ESPECIAL

EDUCATION
and training

A WIDE RANGE
of benefits

INNOVATION
MOTION
LIFE



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Fras-le has a policy of respect for the environment by means of programs that minimize possible impacts to nature while promoting sustainable growth.



Wastewater Treatment System

Over 2020, approximately **65 million liters of wastewater were treated**, of which around 29% were reused.



Waste Management Program

In 2020, more than **9,000 tons of waste were treated**, of which 48% went for recycling and 39% for co-processing. The rest was treated according to the classification and composition of the waste.



Pro-Environment Program

The Pro-Environment Program consists in collecting and disposing friction materials after being used. In 2020, around **1,000 tons of brake linings were disposed** by more than 366 customers.

SUSTAINABILITY REPORT

SUSTAINABILITY



When using the rigorous criteria of integrity applied by Randon Companies, Fras-Le periodically develops the sustainability report to show its actions and results, in the hope that this disclosure will lead other companies to follow the same steps.

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MONITORING LIFE IN MOTION

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OUTLOOK

LOOKING AHEAD

OUTLOOK



INTERNATIONALIZATION
OF BUSINESS



PRODUCT
PORTFOLIO
DIVERSIFICATION



ORGANIZATIONAL CULTURE
DEVELOPMENT

CAPACITY
EXPANSION



INNOVATION AND
TECHNOLOGY





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