

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



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

INVESTOR  
PRESENTATION

**4Q21**

[ri.fras-le.com.br](http://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**

ExecutiveVP, Randon`s CEO, Fras-le`s CEO



**HEMERSON DE SOUZA**

Business and M&A Director and IR Officer



**ANDERSON PONTALTI**

General Director



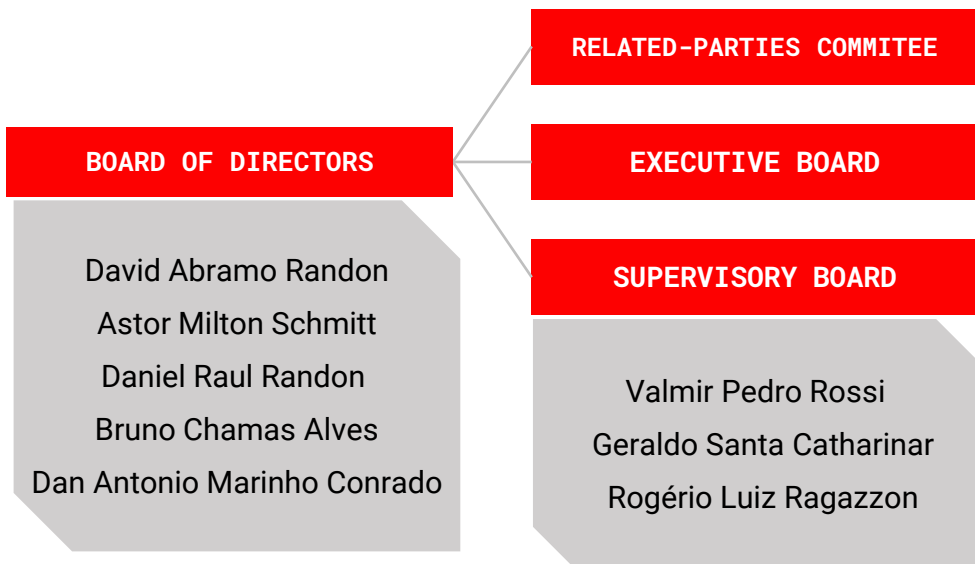
**GUILHERME RIGO ADAMI \***

Business Director Light Line



**EDUARDO MANENTI VARGAS \***

Business Director Commercial Line



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\* Non-statutory

# OVERVIEW

## FRAS-LE PROFILE



**R\$ 2.6 Bi**

Net Revenue



**3**

Joint Ventures



**+ 4,000**

Employees



**#1**

Market Leadership\*



**10 / 6 / 4 / 2**

Industrial Plants / Warehouses / Offices  
Technology and Development Centers



**2**

R&D Center and Proving Ground



**+ 120**

Countries served



**6**

Awards

# OVERVIEW

## FRAS-LE PROFILE

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.

### Auto Parts



### Services



### Vehicles and Road Equipment

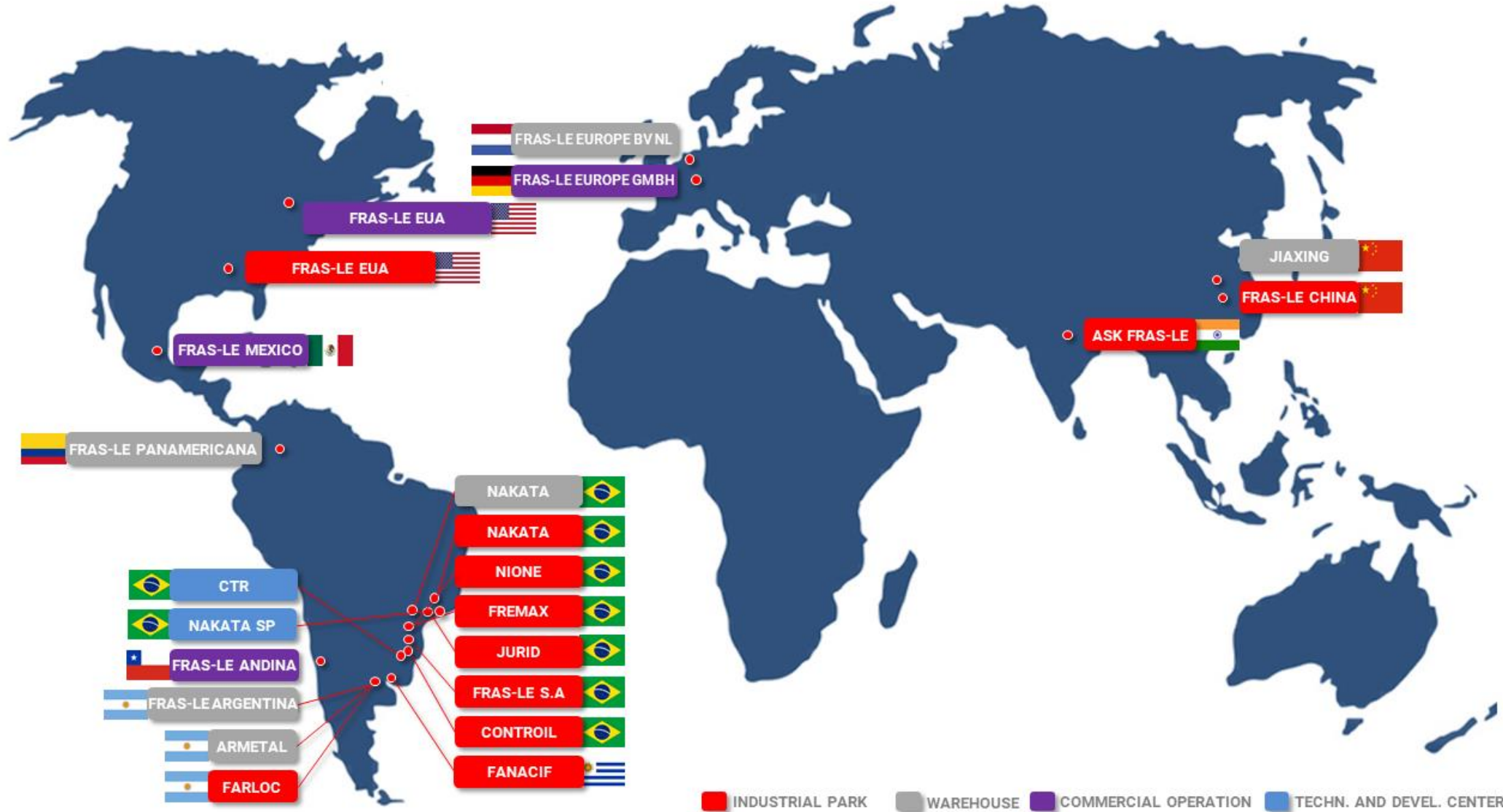


# OPERATIONAL STRUCTURE

## FRAS-LE PROFILE

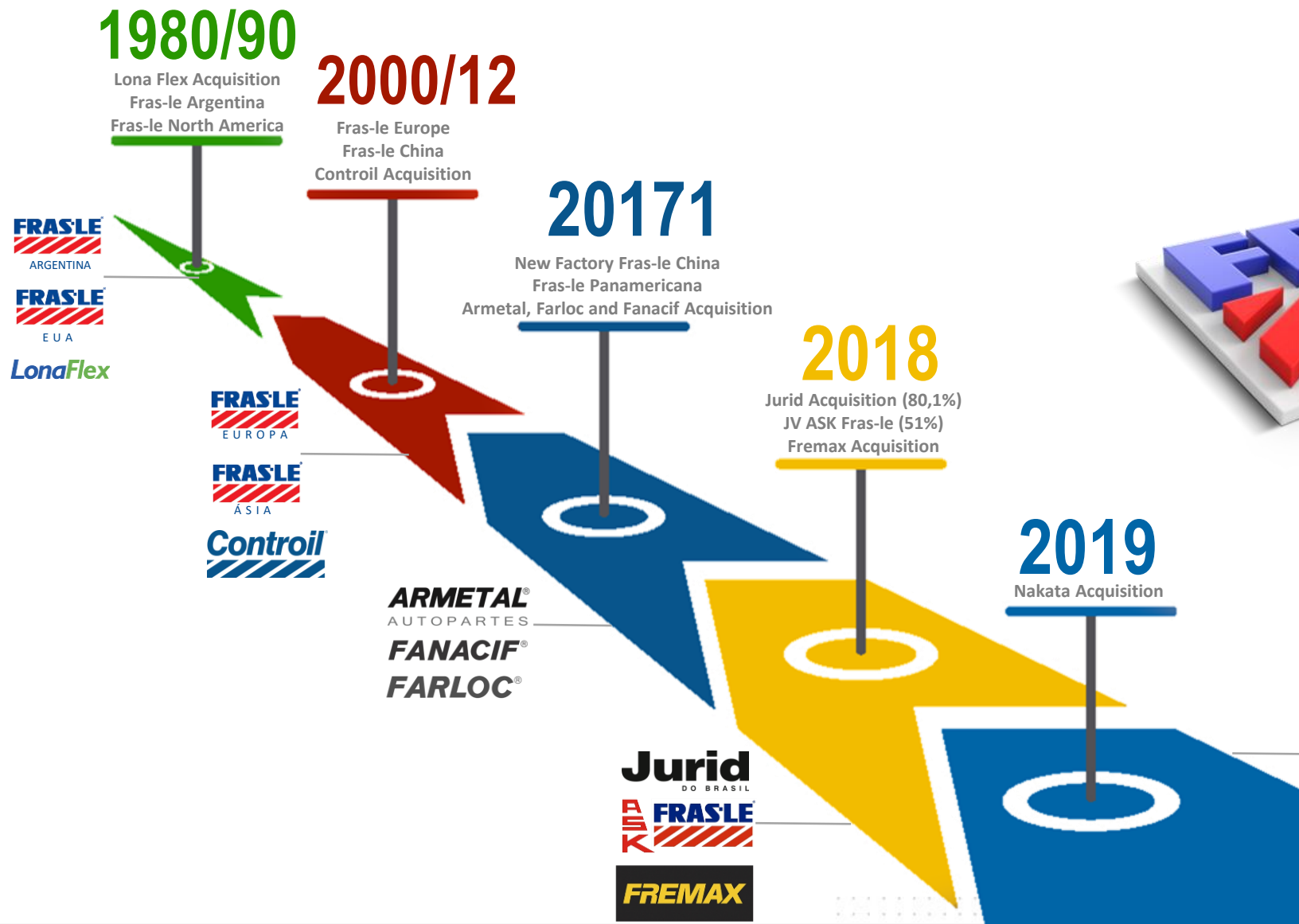


F E E T I N M O T I O N



# 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**

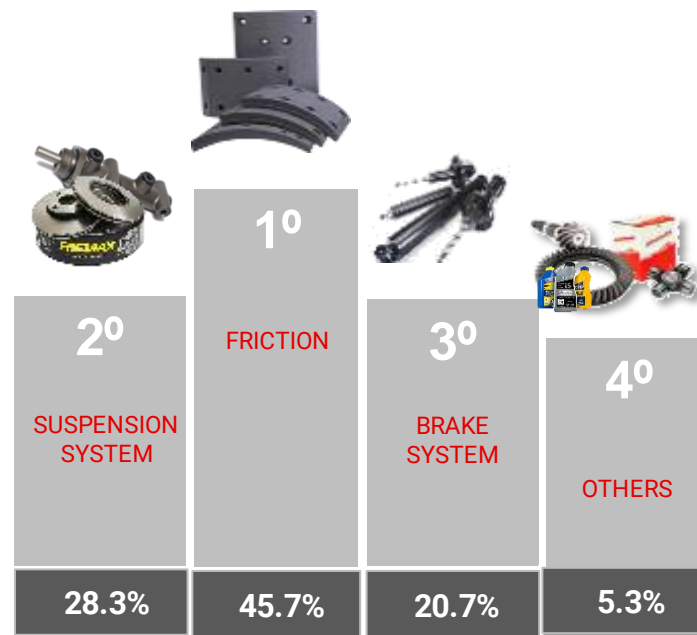
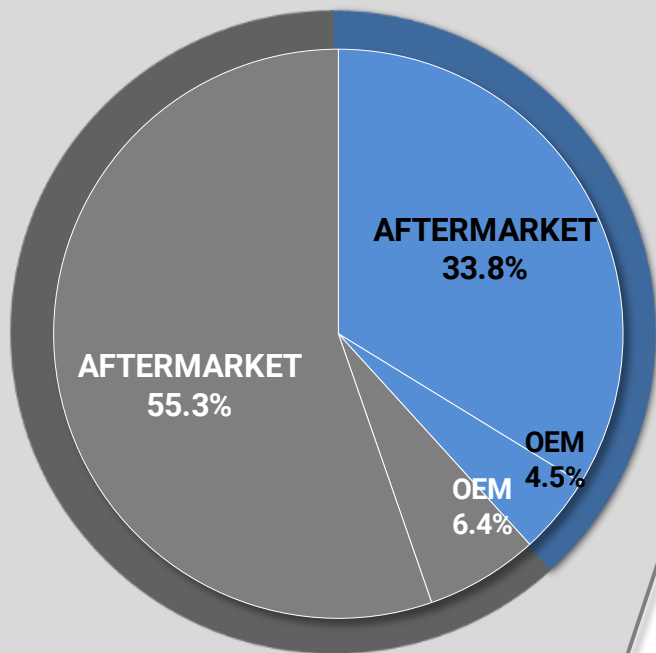


**SUSPENSION**

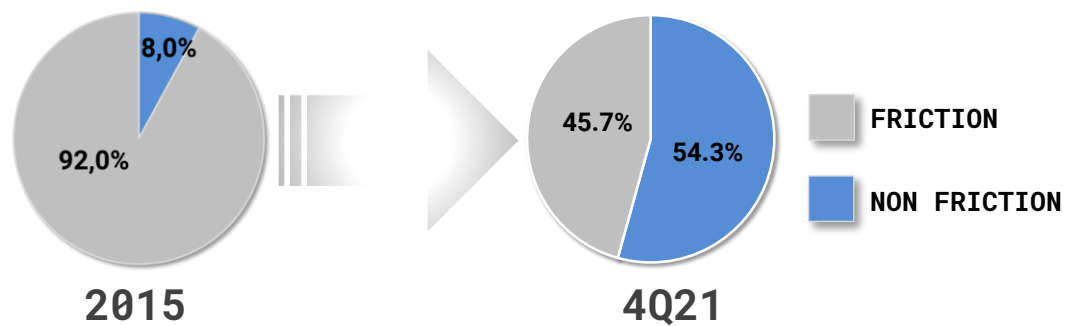
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## MARKET

DOMESTIC FOREIGN



## COMPOSITION FRICTION MATERIALS



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# QUALITY

FRAS-LE PROFILE

Quality of products with several certifications  
recognition of trademarks.

## CERTIFICATIONS OF THE MANAGEMENT SYSTEM



**OHSAS 18001**  
**ISO 14001**  
**IATF 16949**  
**ISO 9001**

ACCREDITATION OF THE INMETRO  
**ISO 17025**  
RECOGNITION OF COMPETENCE  
TEST TECHNIQUES



## CERTIFICATIONS OF NATIONAL AND INTERNATIONAL PRODUCTS



# 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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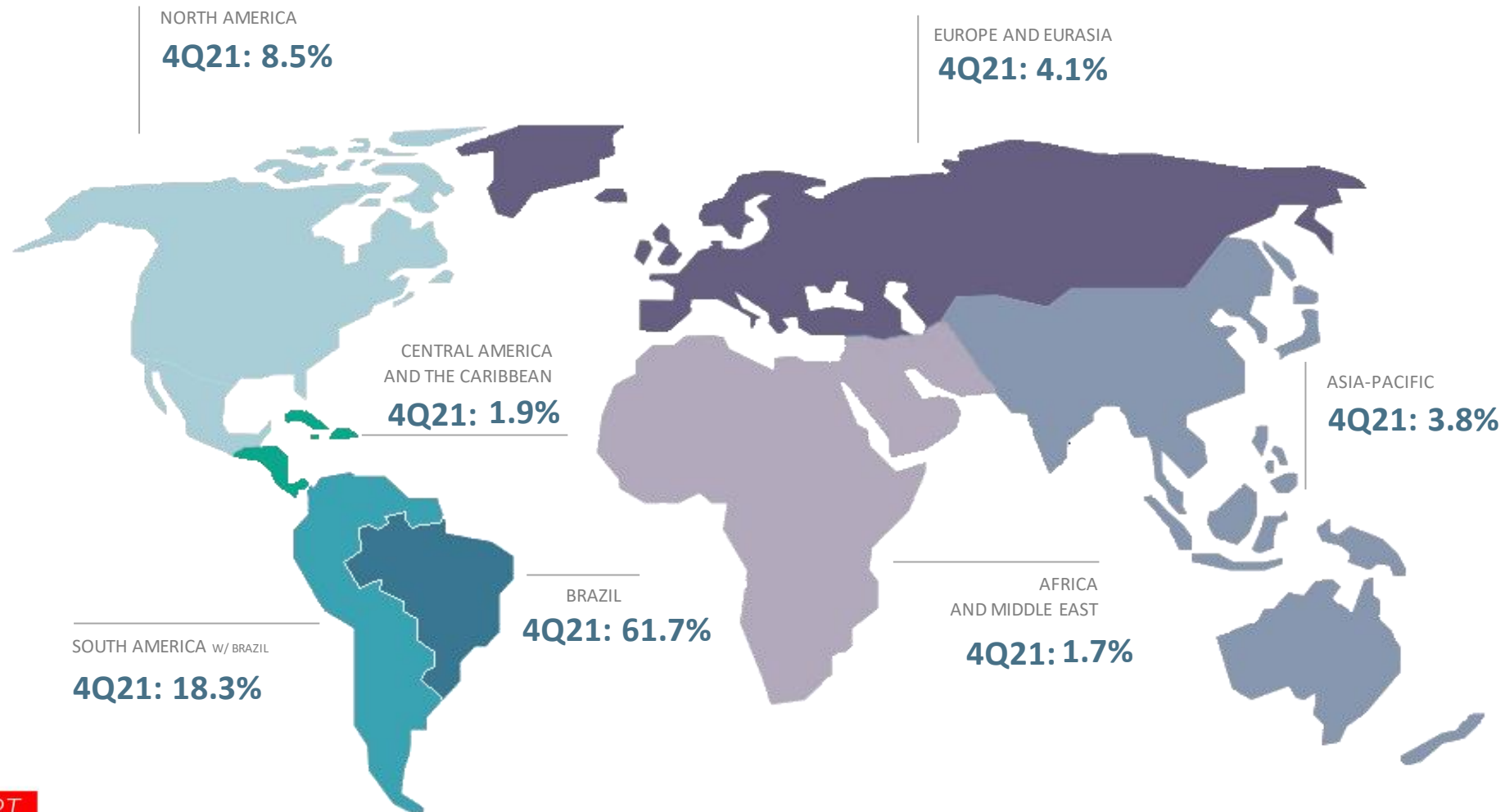


MARKET



# DISTRIBUTION OF NET REVENUE

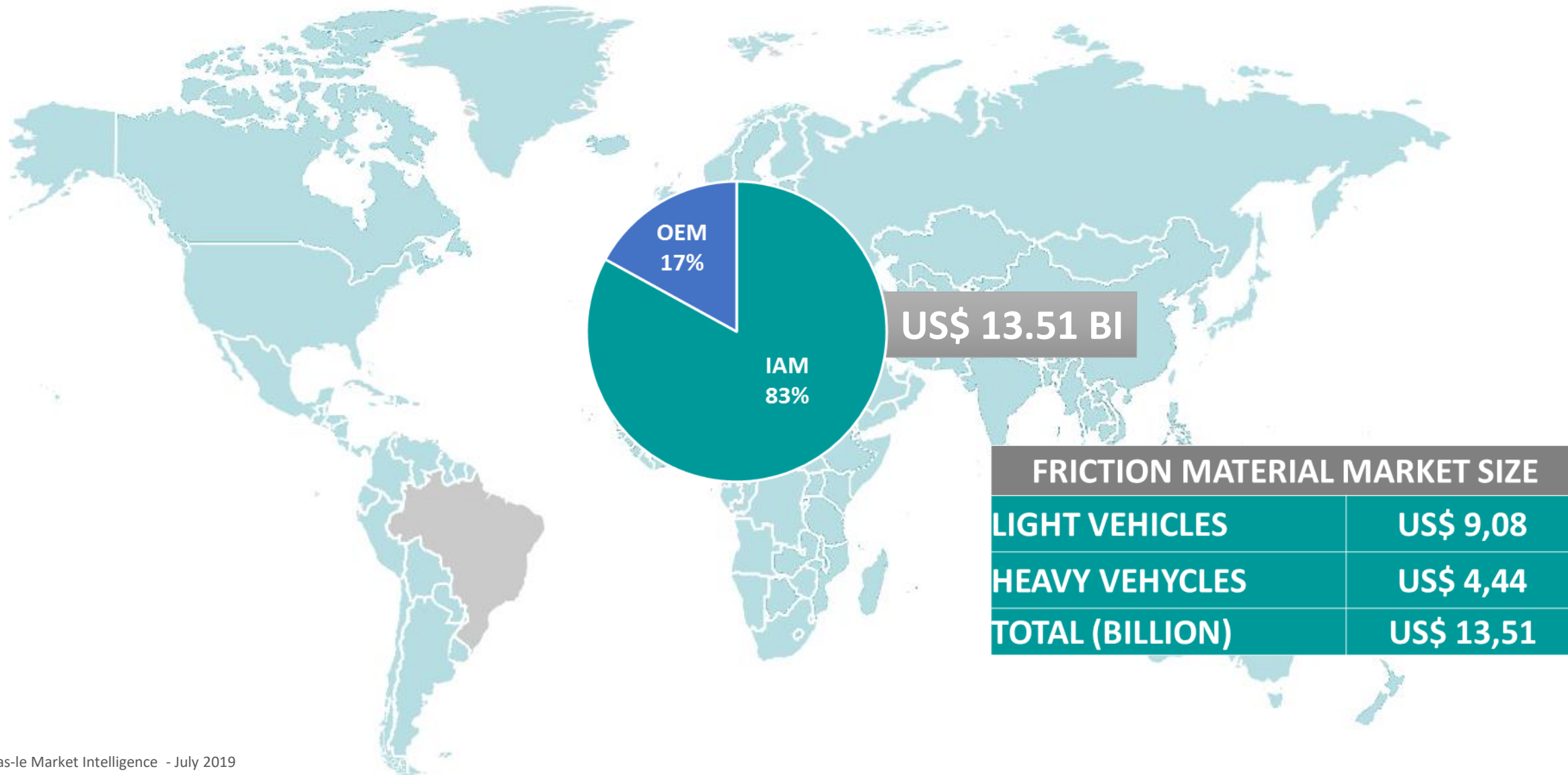
MARKET



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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
<b>TOTAL (MILLION)</b>	<b>R\$ 1.394.495</b>





# MARKET SHARE | HEAVY BRAKE LININGS

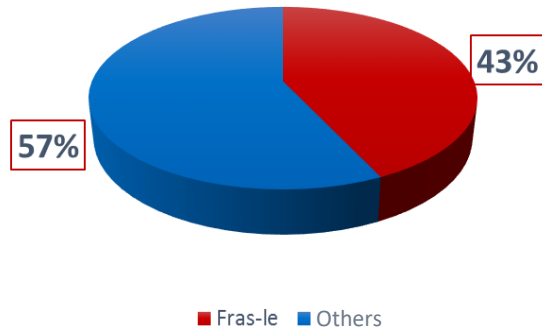
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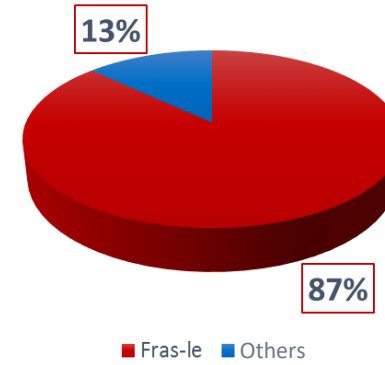
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BRAZIL

AFTERMARKET

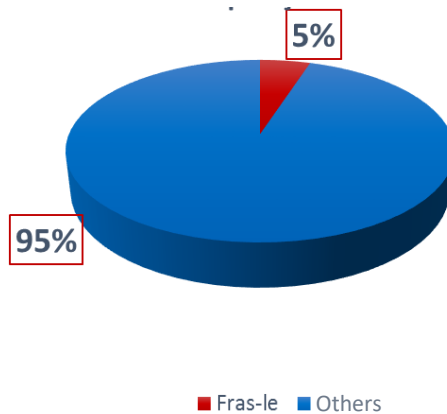


OEM COMPANIES

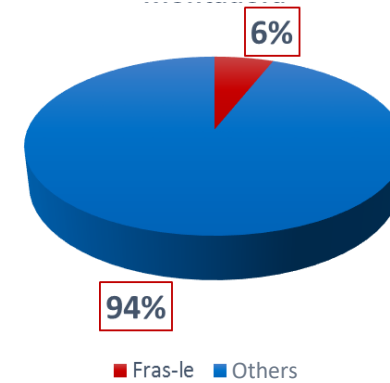


WORLDWIDE

AFTERMARKET



OEM COMPANIES



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# MARKET SHARE | BRAKE PADS

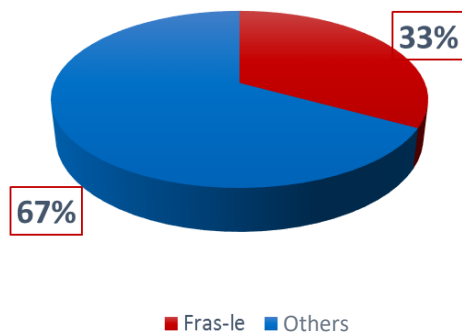
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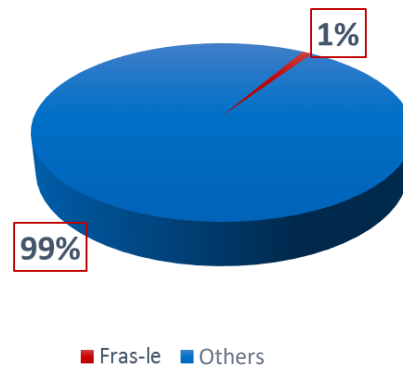
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BRAZIL

AFTERMARKET

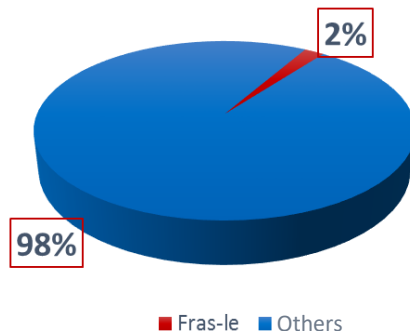


OEM COMPANIES

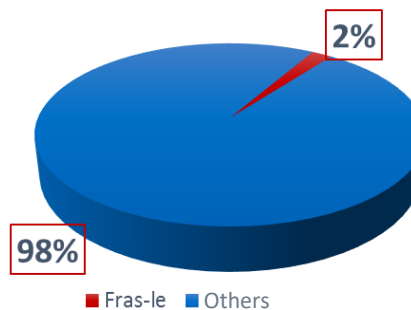


WORLDWIDE

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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# LATIN AMERICA GEOMARKETING

MARKET



**2**  
**COMMERCIAL**  
**OFFICES**



**3**  
**DISTRIBUTION**  
**CENTERS**



**335** CLIENTS



**17** SELLERS



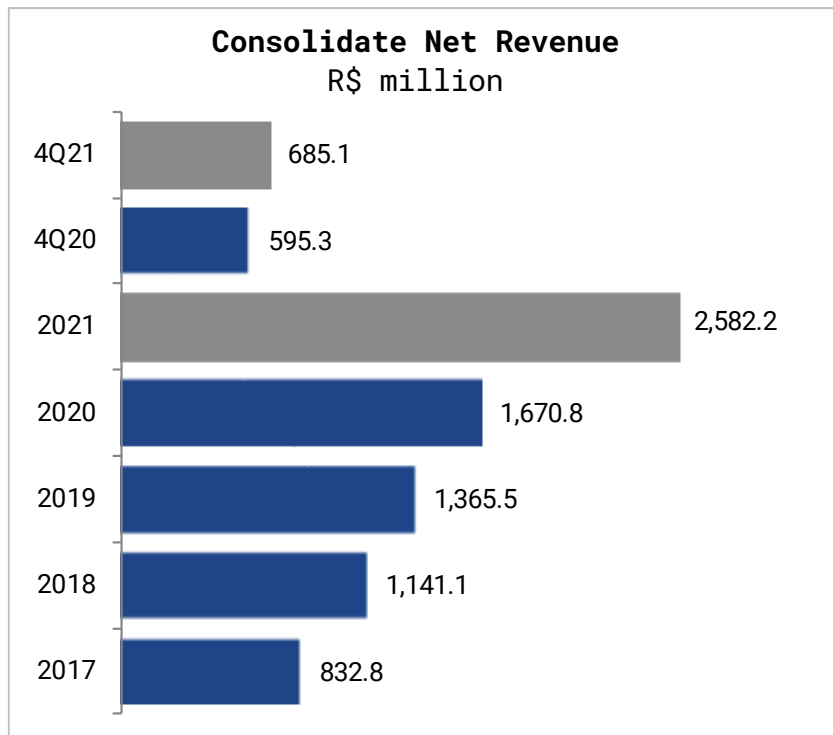
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Source: Fras-le Market Intelligence

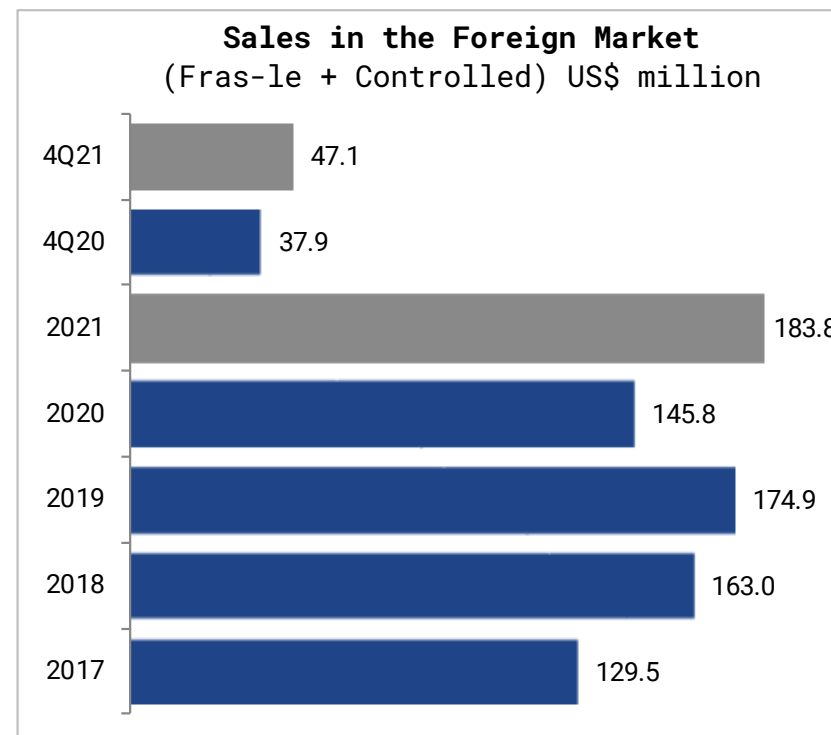


*OPERATING AND  
FINANCIAL  
PERFORMANCE*





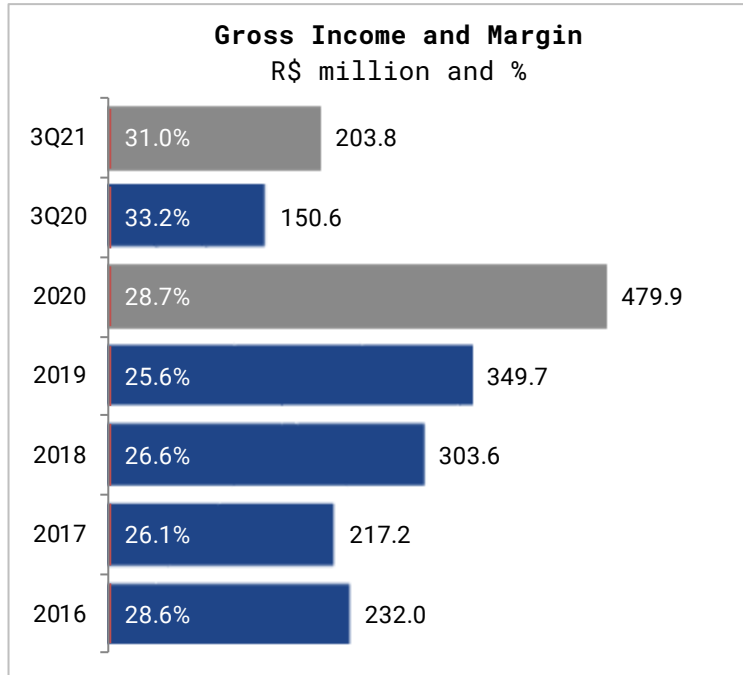
↑ **32.7%** CAGR 2017/2021    
 ↑ **15.1%** 4Q20/4Q21



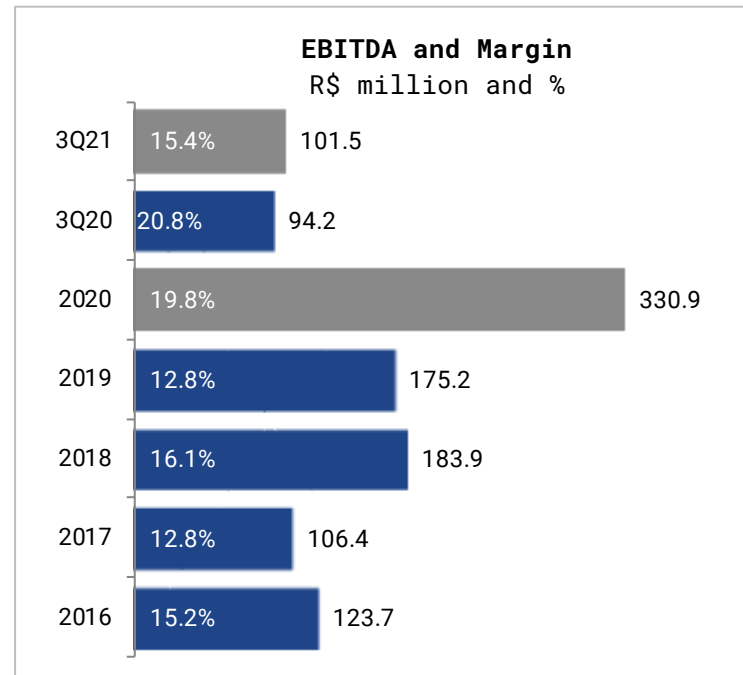
↑ **9.2%** CAGR 2017/2021    
 ↑ **24.4%** 4Q20/4Q21

# GROSS INCOME | EBITDA | NET PROFIT

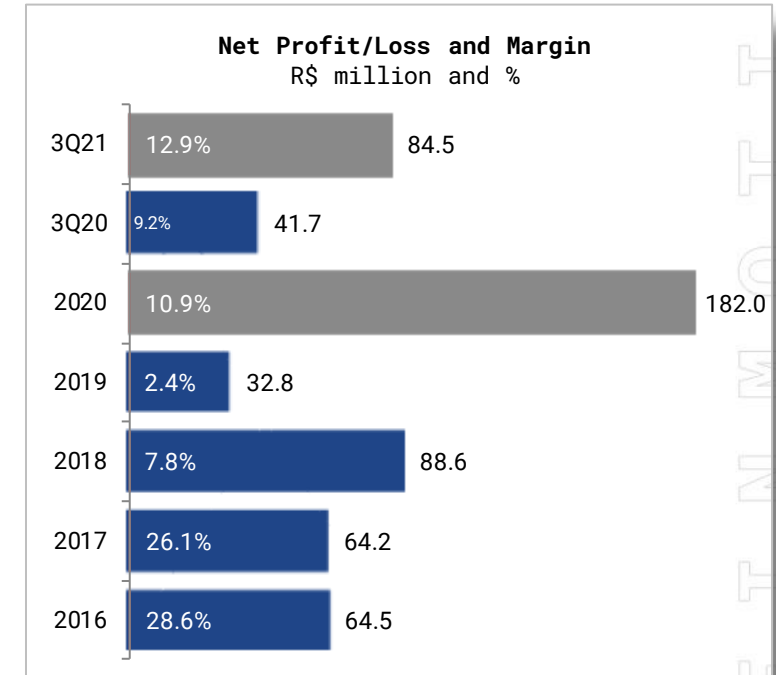
## PERFORMANCE



↑ **36.2%** CAGR 2017/2021    
 ↑ **3.2%** 4Q20/4Q21



↑ **38.2%** CAGR 2017/2021    
 ↓ **-61.8%** 4Q20/4Q21



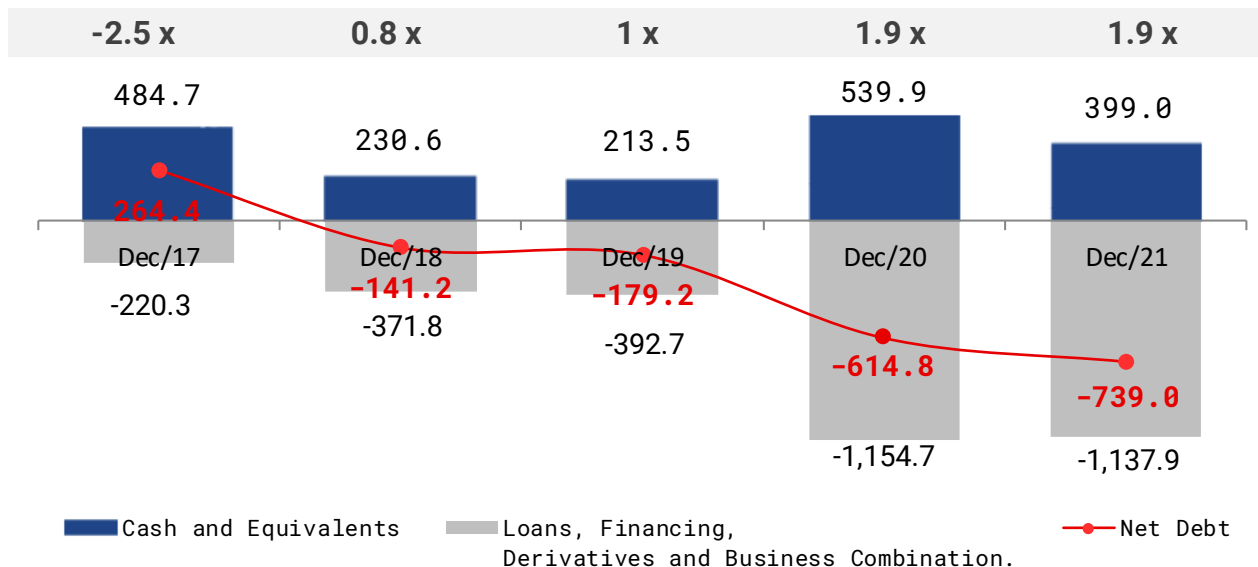
↑ **34.6%** CAGR 2017/2021    
 ↓ **-82.8%** 4Q20/4Q21

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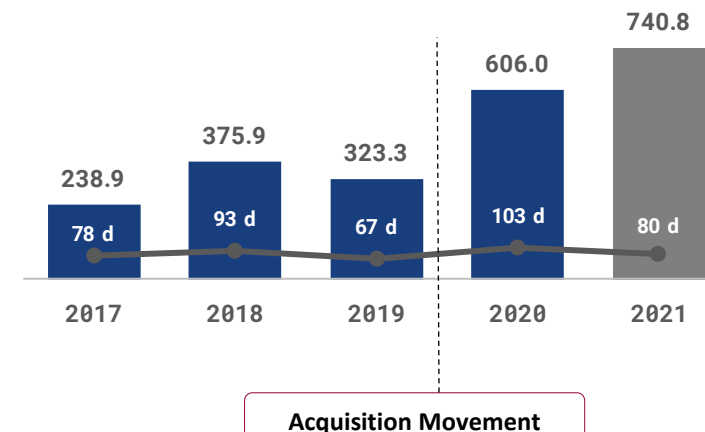
# NET DEBT AND WORKING CAPITAL

## PERFORMANCE

Net Debt/EBITDA



Working Capital



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# FREE CASH FLOW | INVESTMENTS

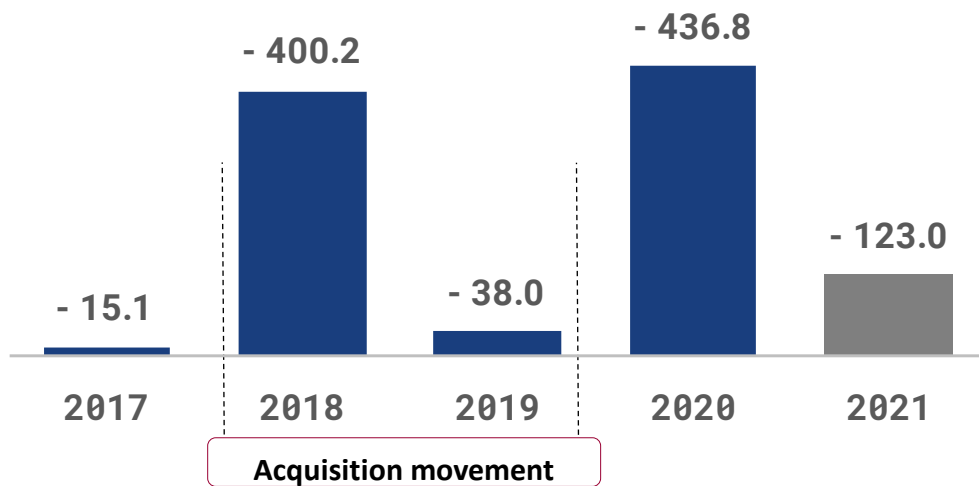
PERFORMANCE



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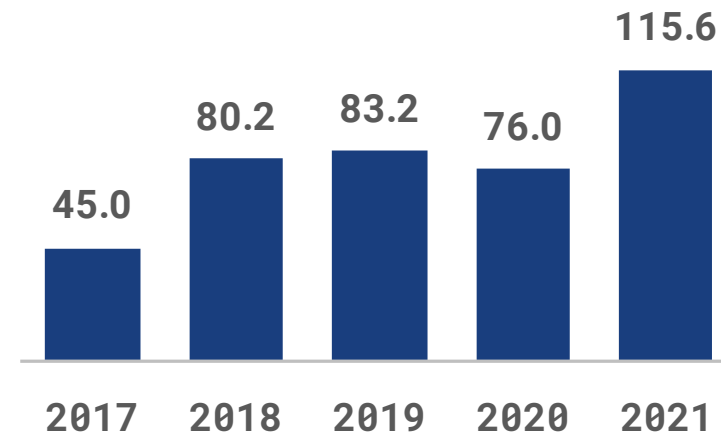
### Free Cash Flow

R\$ million



### Capex

R\$ million



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*CAPITAL MARKET*



# FRAS3

## B3 LISTED N1

1971

IPO

100%

TAG ALONG

R\$ 3.0  
BILLION

MARKET CAP

35%

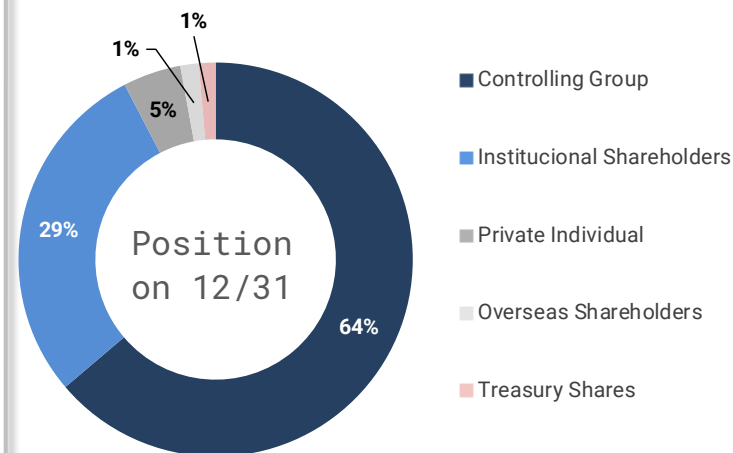
FREE FLOAT

### SHAREHOLDING STRUCTURE

Randon S.A. Impl.e Participações	51.16%
PREVI - Previdência Func.B.Brasil	12.41%
Dramd Participacoes e Adm.	12.36%
TPE Gestora de Recursos Ltda	6.69%
Treasury shares	1.38%
Other shareholders	16.00%

Total Shares (ON): 217,566,343

### SHAREHOLDER COMPOSITION



# FRAS3 PERFORMANCE

CAPITAL MARKET

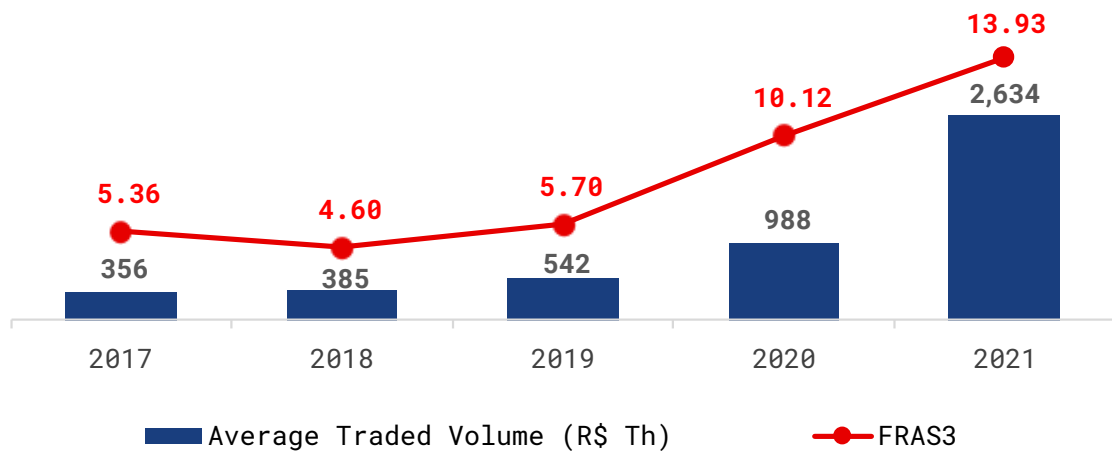


IN MOTION

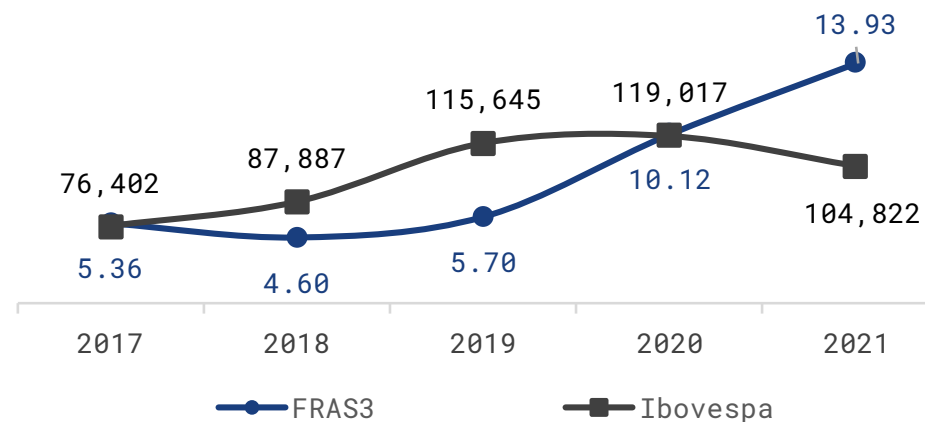
Average Daily Volume (R\$ thousand),  
Quotation and No. of Shareholders

No. of Shareholders

6,985	7,982	11,763	11,014	8,974
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Variation FRAS3 x Ibovespa



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*SUSTAINABILITY*



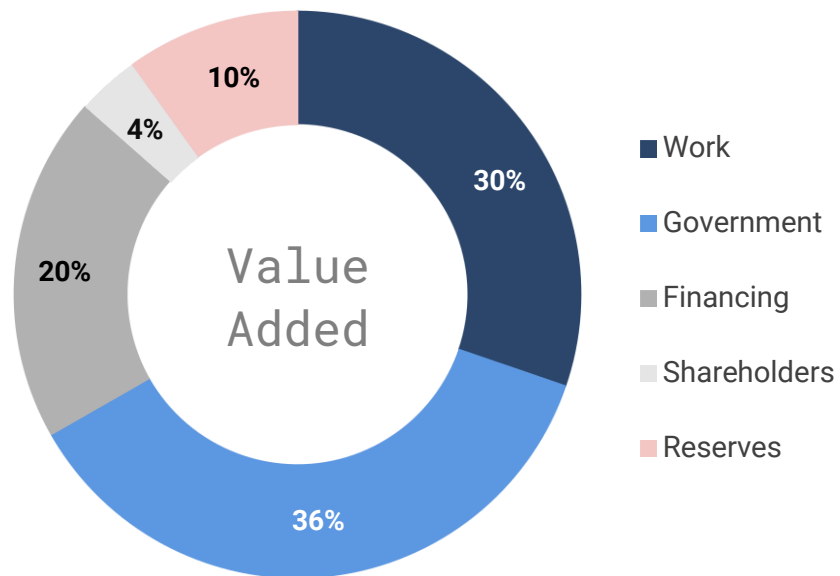
# SOCIAL RESPONSIBILITY

## 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.



Assistance  
**DENTAL AND  
MEDICAL**

Projects  
**ESPECIAL**

**EDUCATION**  
and training

**A WIDE RANGE**  
of benefits

INNOVATION  
MOTION  
LIFE



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### Wastewater Treatment System

Over 2021, approximately **65 million liters of wastewater were treated**, of which around 29% were reused.



### Waste Management Program

In 2021, 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 2021, around **1,000 tons of brake linings were disposed** by more than 366 customers.

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

# 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.

[ri.fras-le.com/sustentabilidade](https://ri.fras-le.com/sustentabilidade)



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*OUTLOOK*



# LOOKING AHEAD

## OUTLOOK



INTERNATIONALIZATION  
OF BUSINESS

CAPACITY  
EXPANSION



PRODUCT  
PORTFOLIO  
DIVERSIFICATION

INNOVATION AND  
TECHNOLOGY



ORGANIZATIONAL CULTURE  
DEVELOPMENT

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