

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.

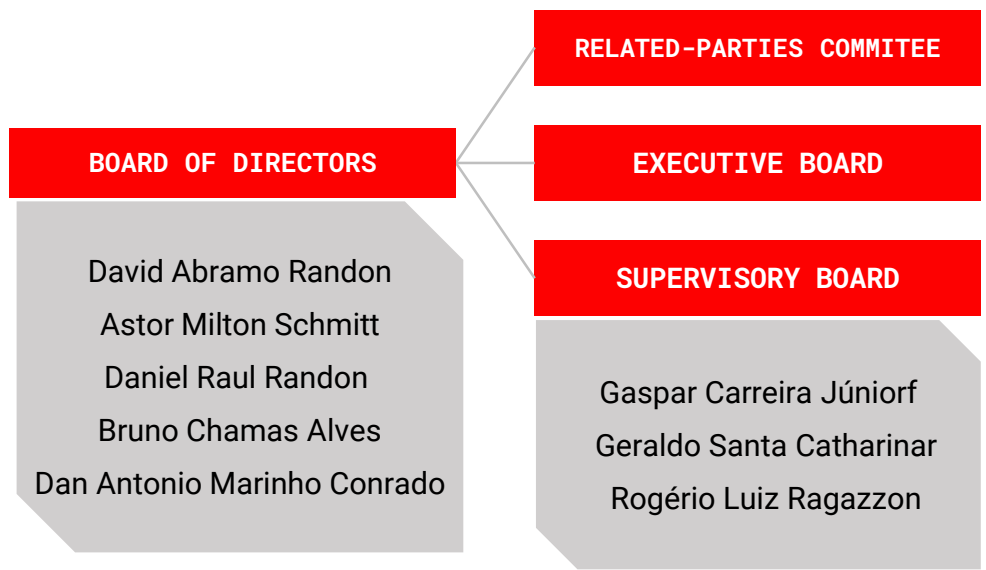


FRAS-LE PROFILE



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



PAULO GOMES

Commercial director*

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

* Não estatutário

OVERVIEW

FRAS-LE PROFILE



R\$ 1.4 Bi

Net Revenue



3

Joint Ventures



+ 4,000

Employees



#1

Market Leadership*



9 / 4 / 4

Industrial Plants / Warehouses



1

R&D Center and Proving Ground



+ 120

Countries served



6

Awards

OVERVIEW

FRAS-LE PROFILE



IN
M
O
T
I
O
N

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



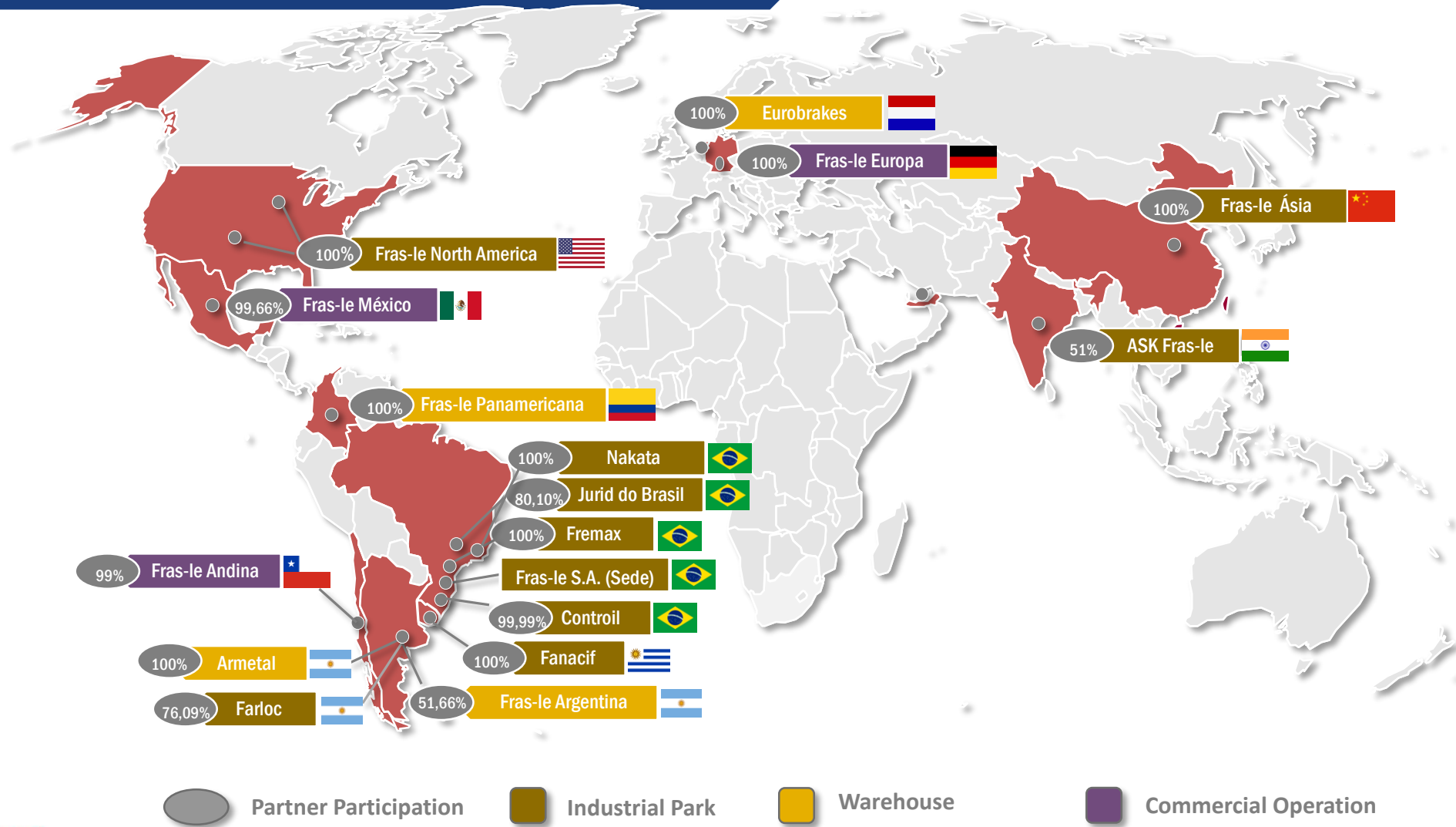
Services



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

OPERATIONAL STRUCTURE

FRAS-LE PROFILE

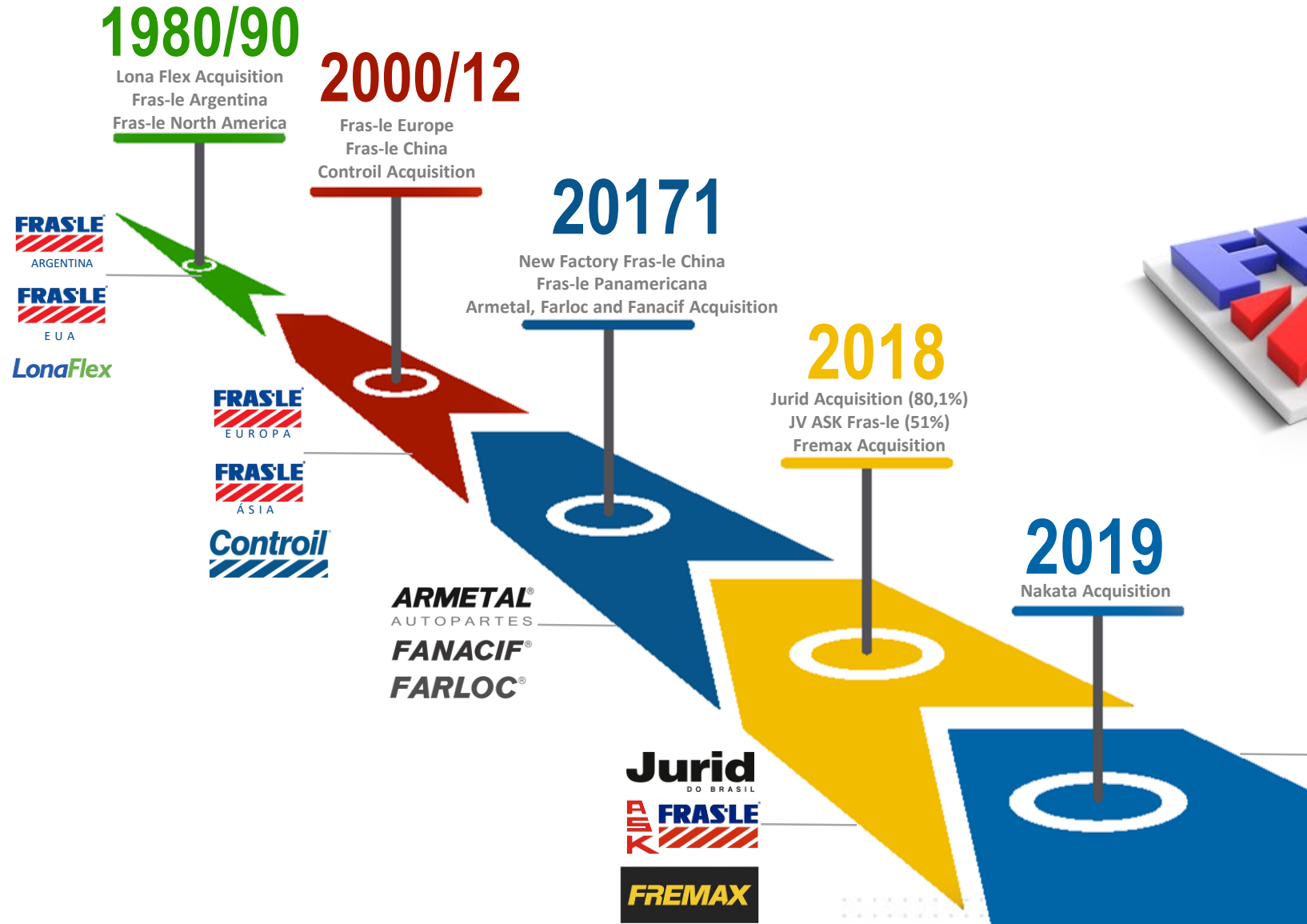


L I F E I N M O T I O N

WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

GROWTH HISTORY

FRAS-LE PROFILE



FRASLE
CORPORATION
LIFE IN MOTION

WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

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 (1)(2)



BRAKE DISCS AND DRUMS



SUSPENSION (1)(2)

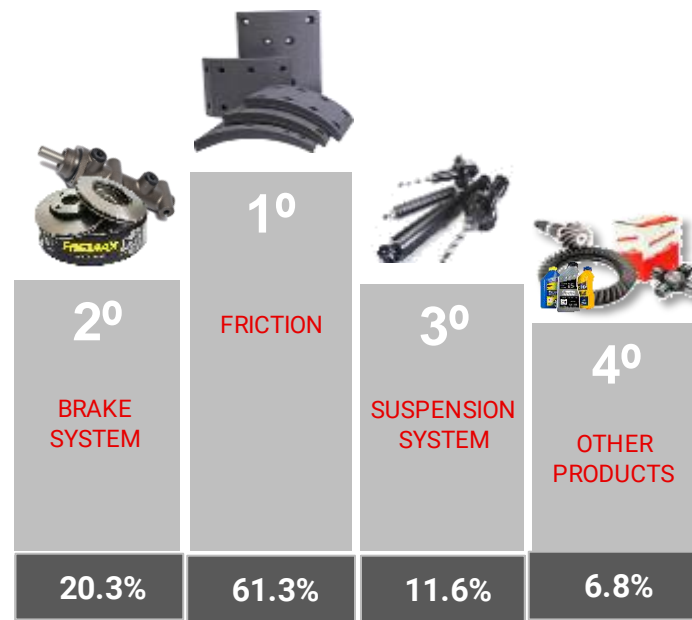
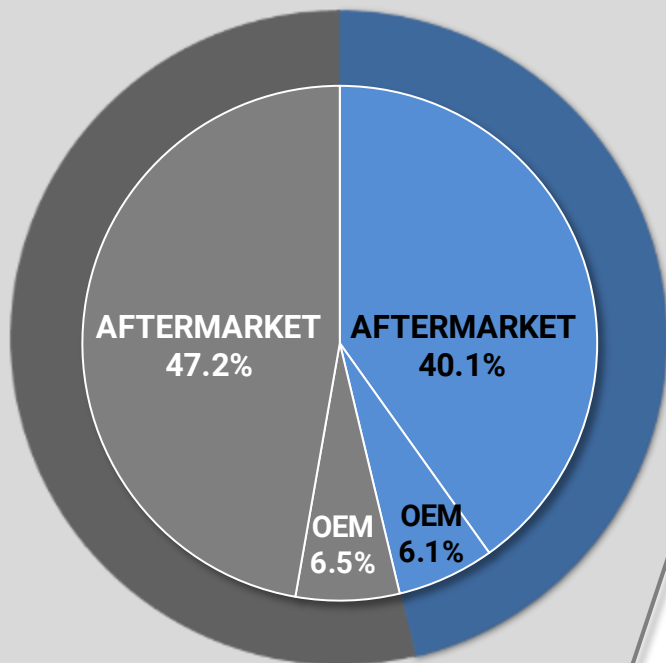
**WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.**

(1) Exclusive service in Argentina

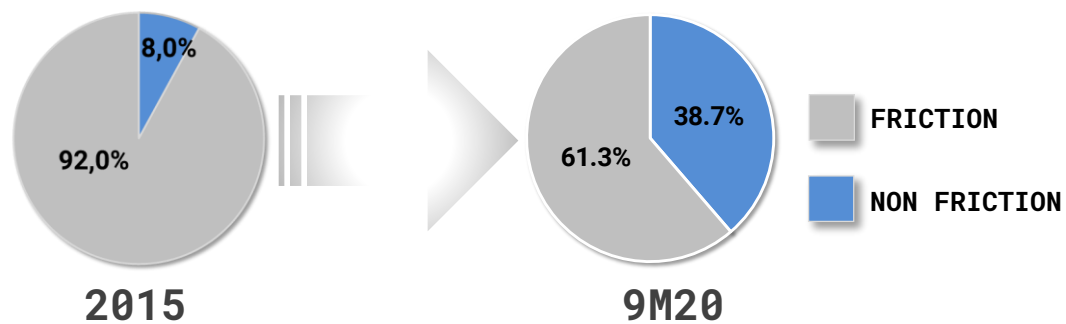
(2) Development and Distribution

MARKET

DOMESTIC FOREIGN



COMPOSITION FRICTION MATERIALS



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

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



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

WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

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



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

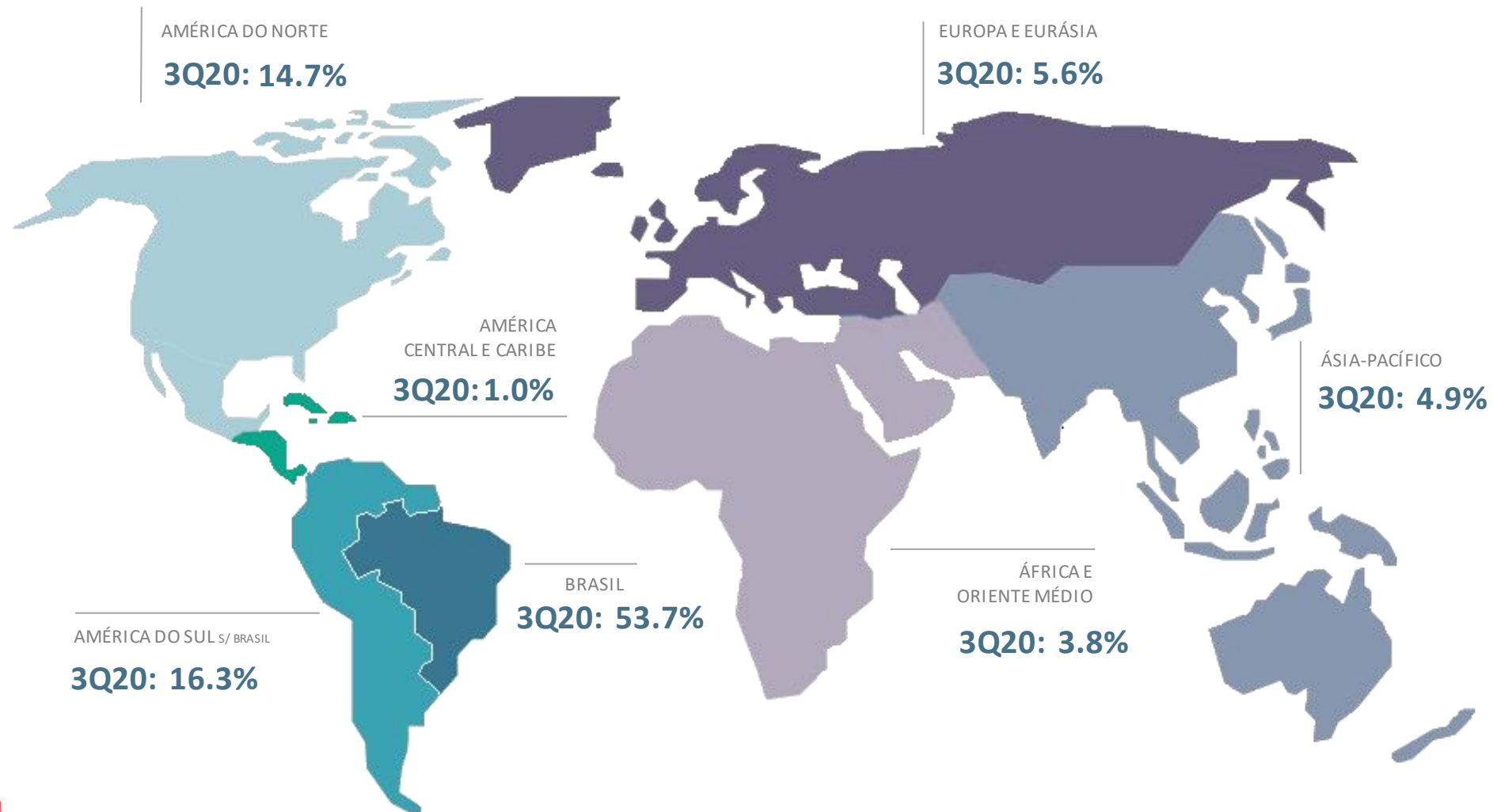


MARKET



DISTRIBUTION OF NET REVENUE

MARKET

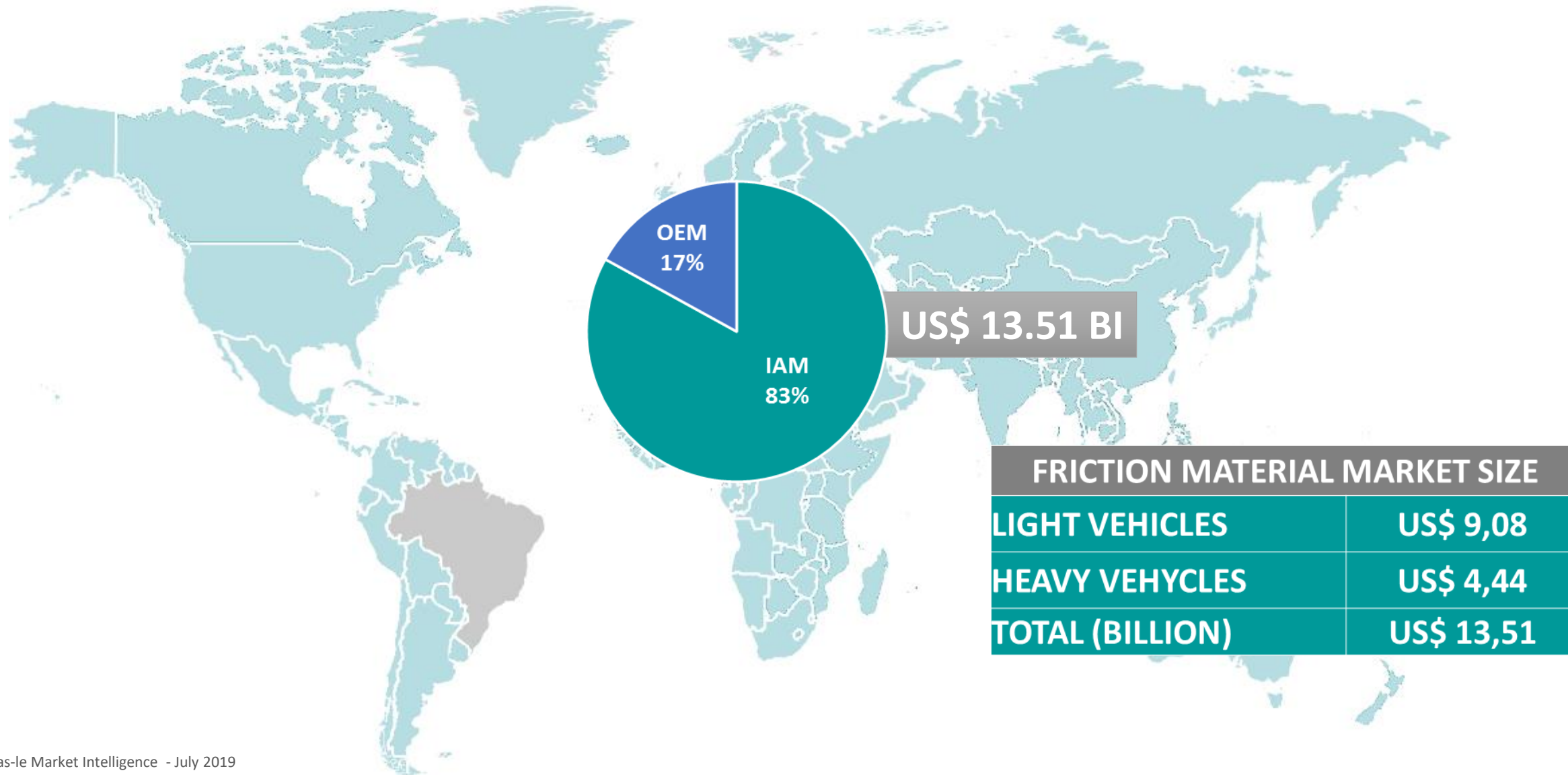


L I F E I N M O T I O N

WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.



FRICTION MATERIAL MARKET SIZE	
LIGHT VEHICLES	R\$ 683.523
HEAVY VEHYCLES	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

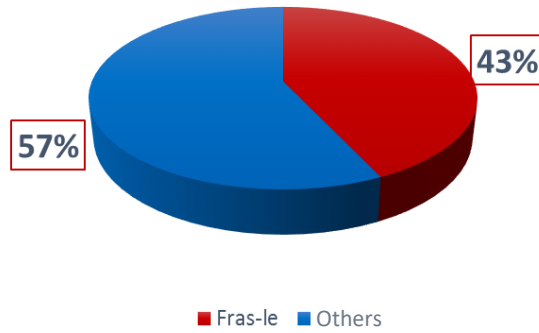
MARKET



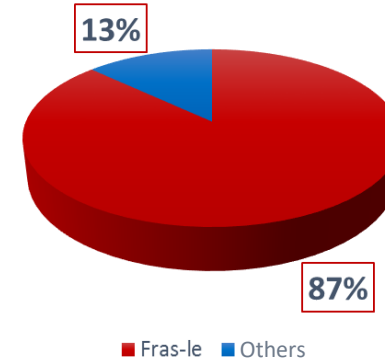
FRASLE
LIFE IN MOTION

BRAZIL

AFTERMARKET

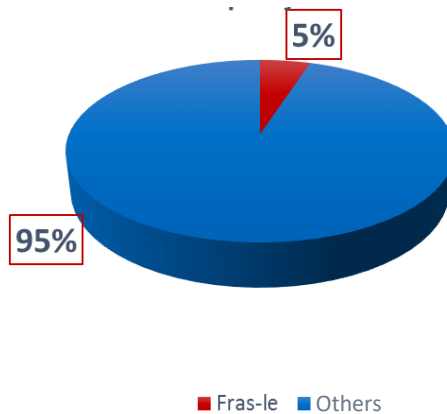


OEM COMPANIES

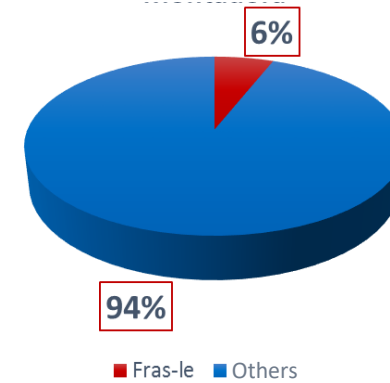


WORLDWIDE

AFTERMARKET



OEM COMPANIES



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

MARKET SHARE | BRAKE PADS

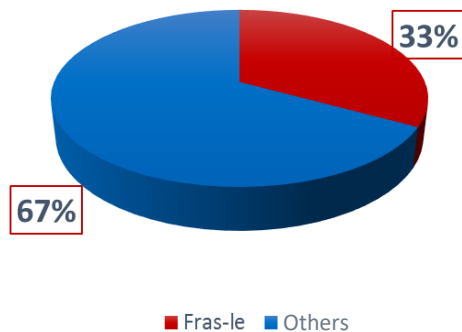
MARKET



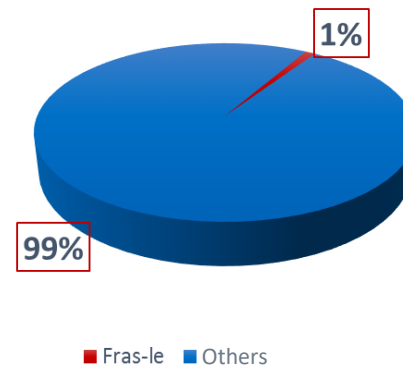
MONITORING LIFE IN MOTION

BRAZIL

AFTERMARKET

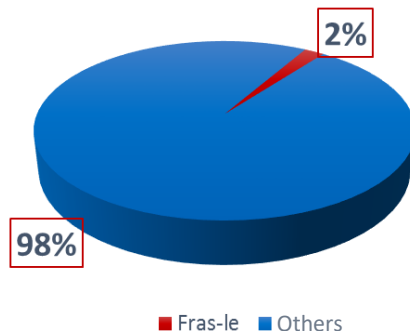


OEM COMPANIES

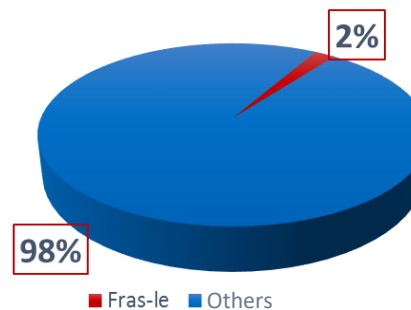


WORLDWIDE

AFTERMARKET



OEM COMPANIES



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

BRAZIL GEOMARKETING

MARKET



**13 OFFICES
REGIONAL**



**783
COMMERCIAL
SERVICES**



**312 BUSINESS
GROUPS**



**783 POINTS OF
SALE**



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



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

Source: Fras-le Market Intelligence

ri.fras-le.com.br

LATIN AMERICA GEOMARKETING

MARKET



2
COMMERCIAL
OFFICES



3
DISTRIBUTION
CENTERS



335 CLIENTS



17 SELLERS



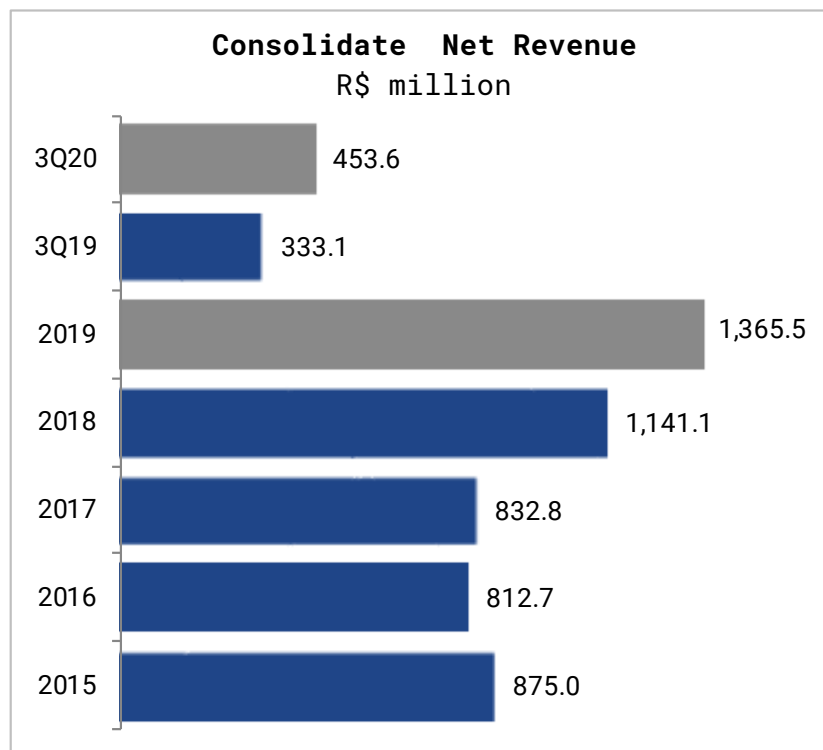
**WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.**

Source: Fras-le Market Intelligence

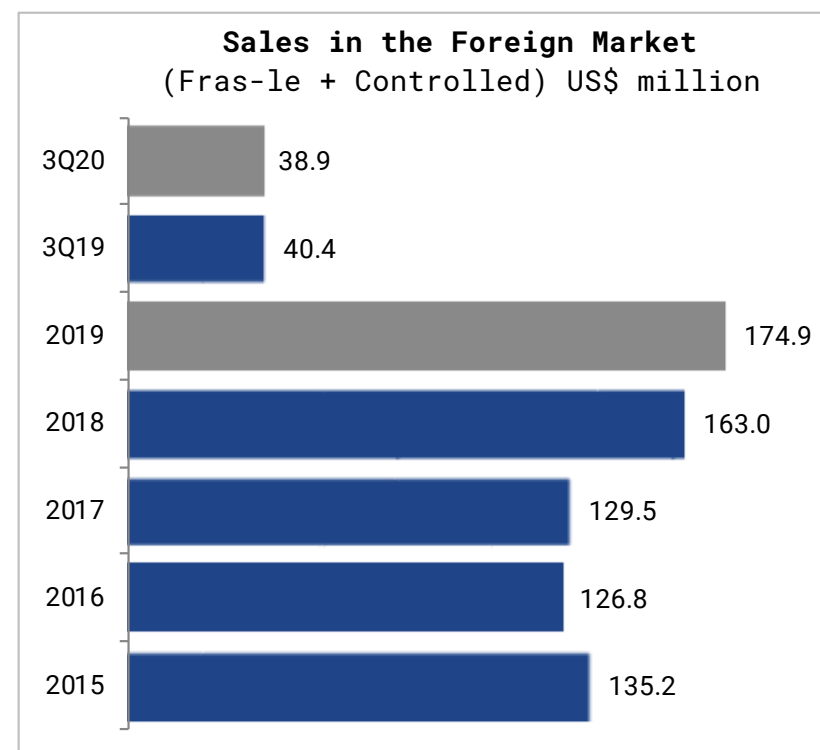


*OPERATING AND
FINANCIAL
PERFORMANCE*





↑ **11.8%** CAGR 2015/2019
 ↑ **36.2%** 3Q19/3Q20



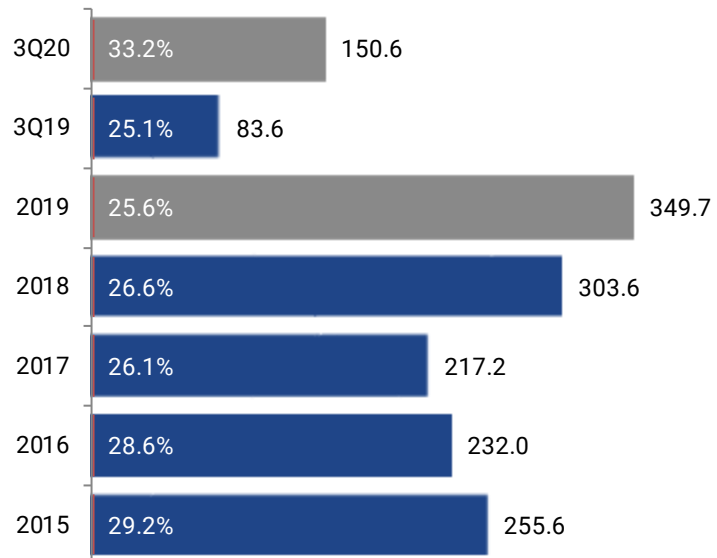
↑ **6.7%** CAGR 2015/2019
 ↓ **-3.6%** 3Q19/3Q20

GROSS INCOME | EBITDA | NET PROFIT

PERFORMANCE

Gross Income and Margin

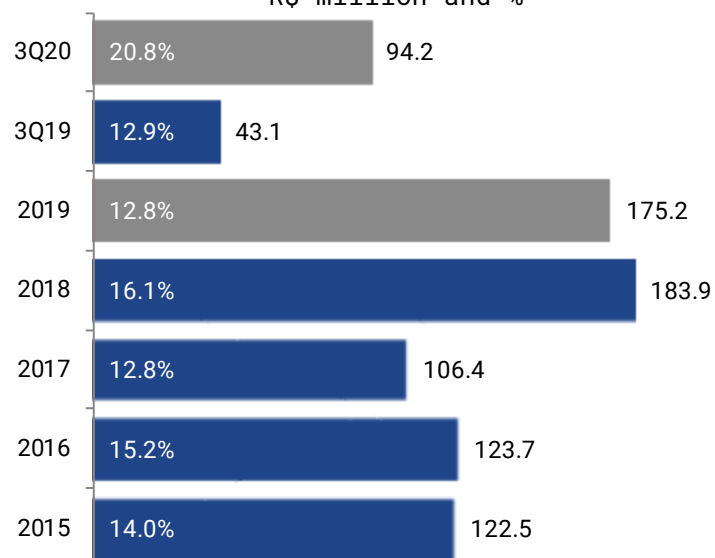
R\$ million and %



↑ **8.2%** ↑ **80.1%**
 CAGR 2015/2019 3Q19/3Q20

EBITDA and Margin

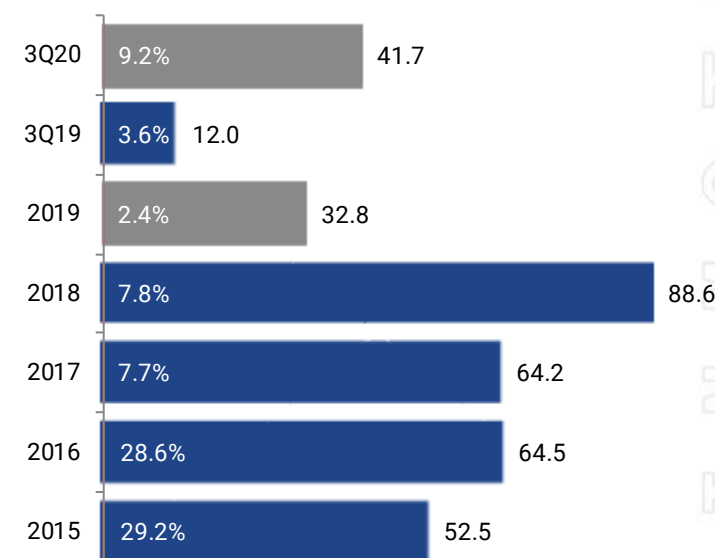
R\$ million and %



↑ **9.4%** ↑ **118.5%**
 CAGR 2015/2019 3Q19/3Q20

Net Profit/Loss and Margin

R\$ million and %



↓ **-11.1%** ↑ **247.7%**
 CAGR 2015/2019 3Q19/3Q20

WE DO OUR PART
 TO KEEP YOUR
 LIFE IN MOTION.

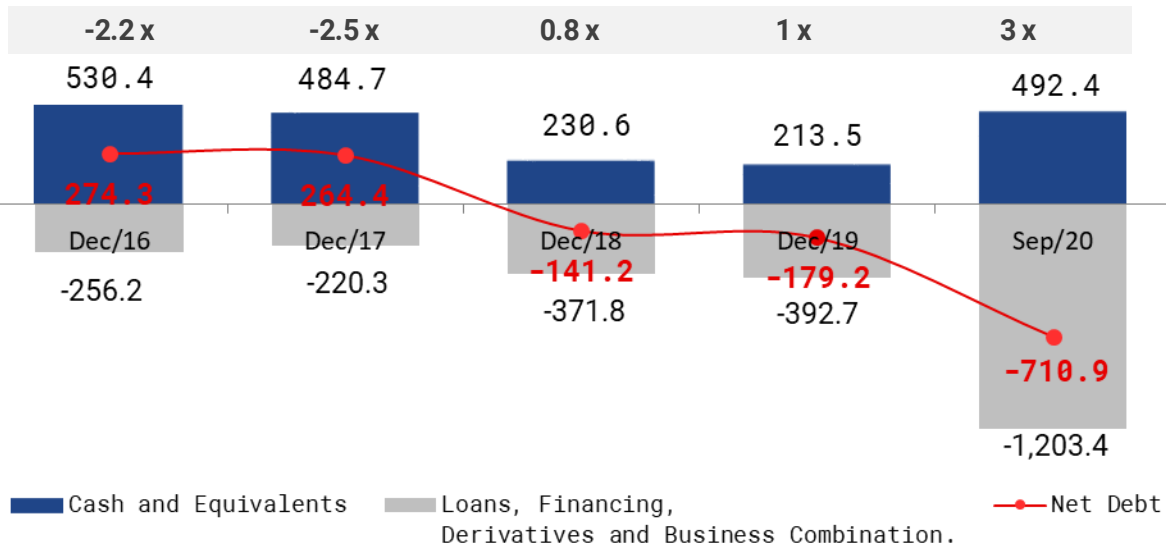
NET DEBT AND WORKING CAPITAL

PERFORMANCE

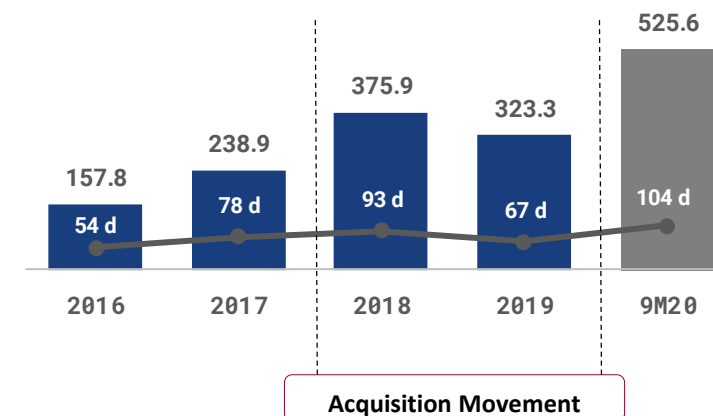


IN MOTION

Net Debt/EBITDA



Working Capital



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

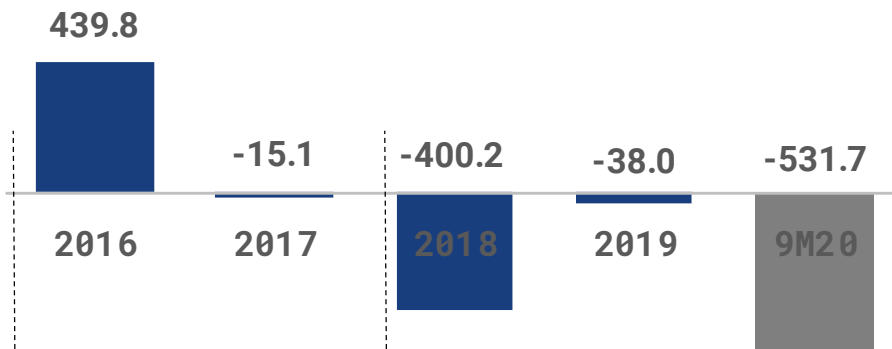
FREE CASH FLOW | INVESTMENTS

PERFORMANCE



IN
NO
TI
ON
M
O
T
I
O
N
I
N
F
E
R
I
O
R
I
T
Y

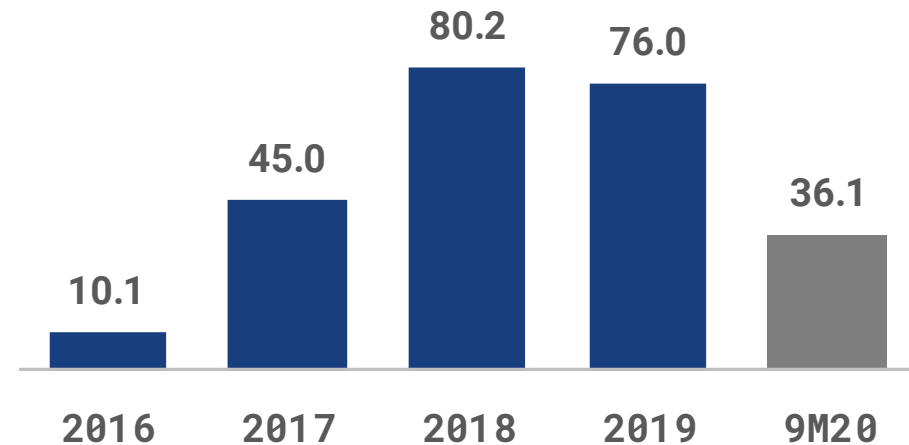
Free Cash Flow R\$ million



Regarding capital increase

Acquisition movement

Capex R\$ million



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.



CAPITAL MARKET



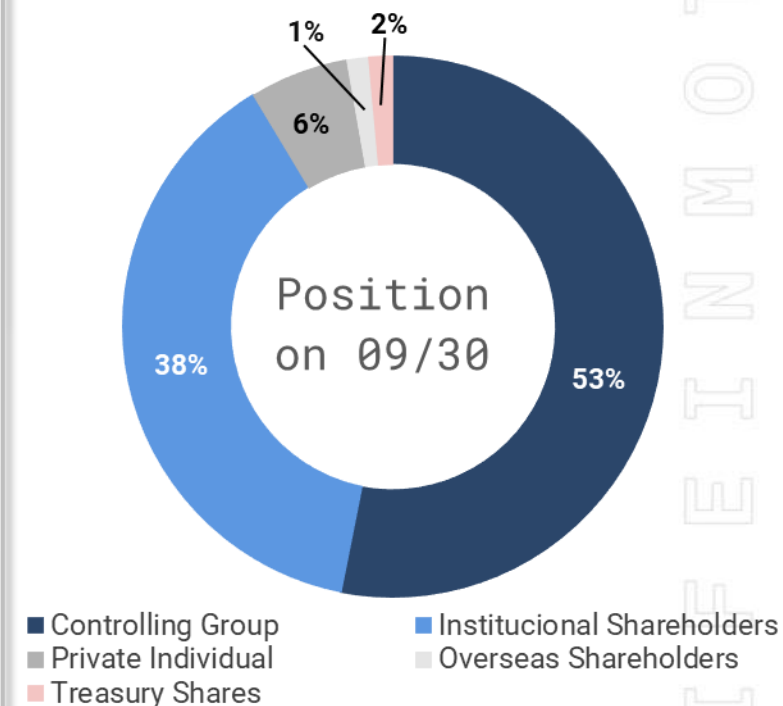


Shareholding Structure

- Randon S.A. Impl.e Participações 51.2%
- GIF Fundo de Investimentos (Gávea) 16.0%
- PREVI - Previdência Func.B.Brasil 12.4%
- Treasury shares 1.4%
- Other shareholders 19.0%

Total Shares (ON): 217,566,343

Shareholder Composition



INFORMATION

WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.

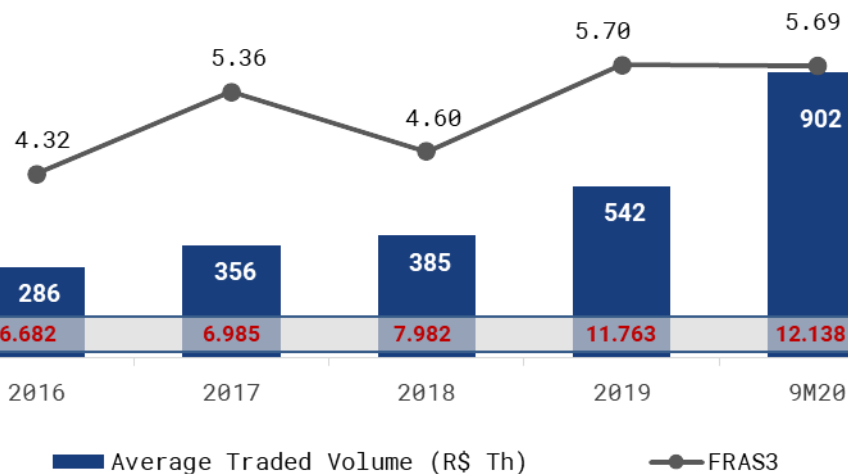
FRAS3 PERFORMANCE

CAPITAL MARKET

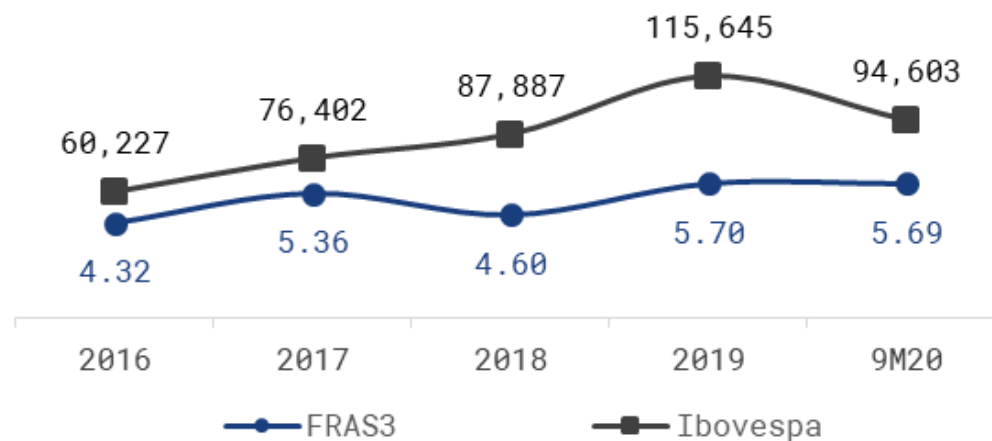


INFORMATION LIFE IN MOTION

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



Variation FRAS3 x Ibovespa



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.



SUSTAINABILITY



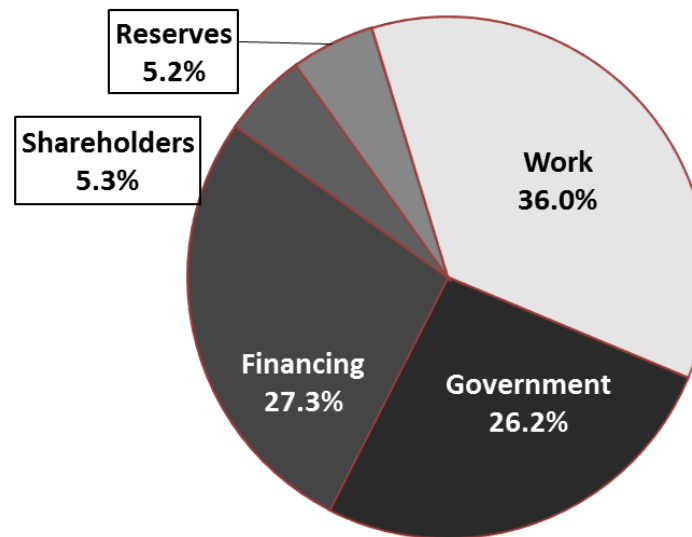
SOCIAL RESPONSIBILITY

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



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



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 2018, approximately **65 million liters of wastewater were treated**, of which around 29% were reused.



Waste Management Program

In 2018, 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 2018, around **1,000 tons of brake linings were disposed** by more than 366 customers.

SUSTAINABILITY REPORT

SUSTAINABILITY



IN
NO
TI
ON
M
O
T
I
O
N
I
N
T
E
R
I
O
R
L
I
F
E
I
N
M
O
T
I
O
N

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.



WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.



OUTLOOK



LOOKING AHEAD

OUTLOOK



INTERNATIONALIZATION
OF BUSINESS

CAPACITY
EXPANSION



PRODUCT
PORTFOLIO
DIVERSIFICATION

INNOVATION AND
TECHNOLOGY



ORGANIZATIONAL CULTURE
DEVELOPMENT

WE DO OUR PART
TO KEEP YOUR
LIFE IN MOTION.



ri.fras-le.com.br

