



# Video Conference Call Results | 4Q21

# SAFE HARBOR STATEMENT



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.**

# Agenda



**Daniel Randon**

President-Director

**Reflections on 2021**

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**Sérgio L. Carvalho**

CEO

**Strategy**

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**Paulo Prignolato**

VP, CFO and IRO

**Quarter Highlights  
Our Performance**

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**Esteban Angeletti**

IR and Corporate Finance  
Director

**Our Business**

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**Questions and Answers**

# Reflections on 2021

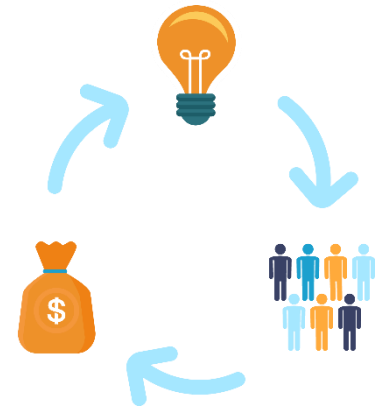
We are more than **50** companies



We are more than **15** thousand people



We generate more than R\$ **3.8B** of riches through our operations



# Governance Structure



**Daniel Randon**  
President  
Director

## 2022 Executive Committee



**Sérgio  
Carvalho**  
CEO



**Paulo  
Prignolato**  
CFO and IRO



**Daniel M. Ely**  
CTO



**Sandro  
Trentin**  
*Trailers  
Division*



**Ricardo  
Escoboza**  
*Auto parts  
Division*



**Anderson  
Pontalti**  
*Fras-le  
Division*

# Our ESG ambition



Reduce 40% of greenhouse gas emissions by 2030.

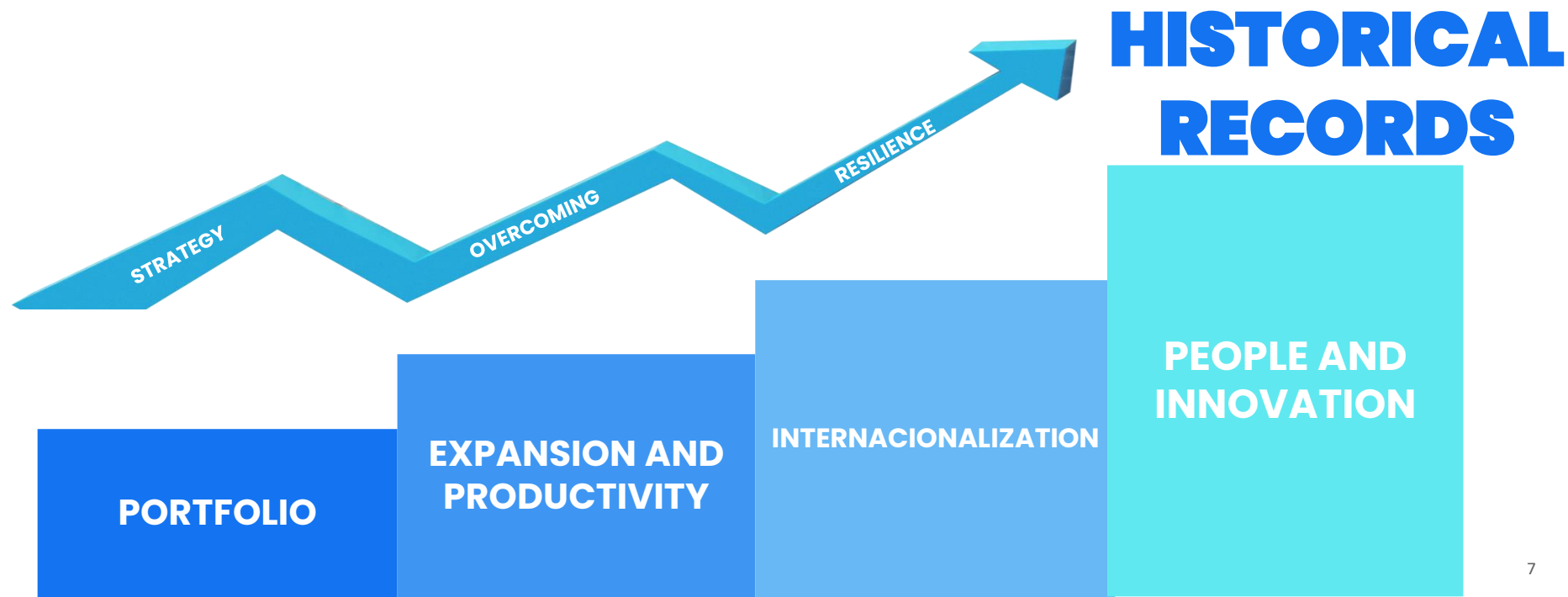
Zero serious accidents.

Zero waste disposal in industrial landfill and discharge of effluents by 2025.

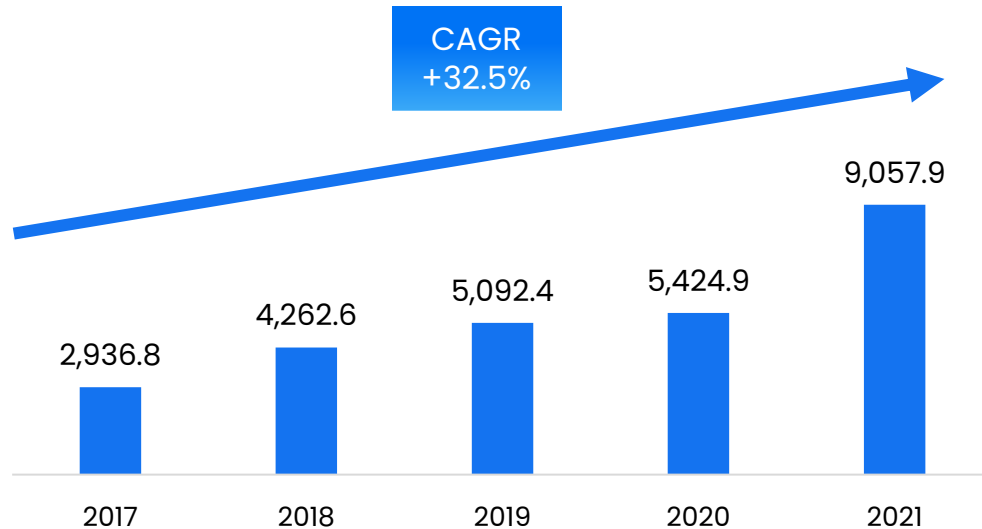


Double the number of women in leadership positions by 2025.

Increase the consolidated annual net revenue generated by new products.



# Accelerated Growth



**We tripled revenue in the last five years**

- With a difference in **INNOVATION** and **Technology**
- Absolute focus on **CUSTOMERS**
- **DIVERSIFICATION** with focus
- **FINANCIAL** strength
- Leveraging **SYNERGIES**
- Being a **DESIRED** company to work for
- With **SUSTAINABILITY** prioritized



# 2021 Highlights

Net Revenue  
**R\$ 9.1 B**

International Market  
Revenues  
**US\$ 317.5 M**

EBITDA  
**R\$ 1.3 B – 14.7%**

Net Profit  
**R\$ 697.9 M**

**R\$ 586.9 M**  
invested

Net Debt  
Without Randon Bank  
**R\$ 1.4 B**  
(1.07x EBITDA)

ROE  
**33.9%**

ROIC  
**16.1%**

Market Cap  
**R\$ 3.7 B**

Over **33 thousand**  
trailers

Over **100 million**  
friction materials

Over **917 thousand**  
Brakes

Over **827**  
**thousand**  
Hubs and Drums

Over **152**  
**thousand**  
Coupling Systems

Over **197 thousand**  
Suspensions and axles

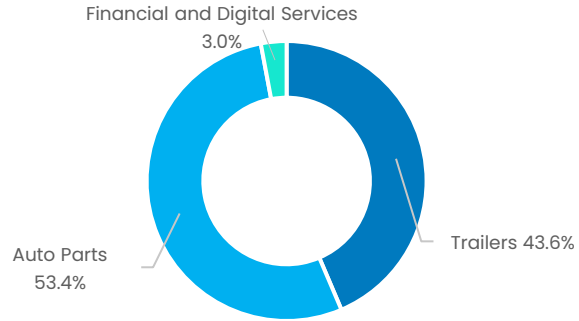
Over **16 thousand**  
Coop-payment plan  
quotas sold

# Our Expansion

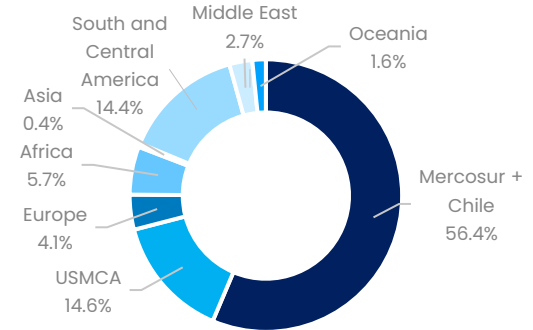


# Diversified Business Model

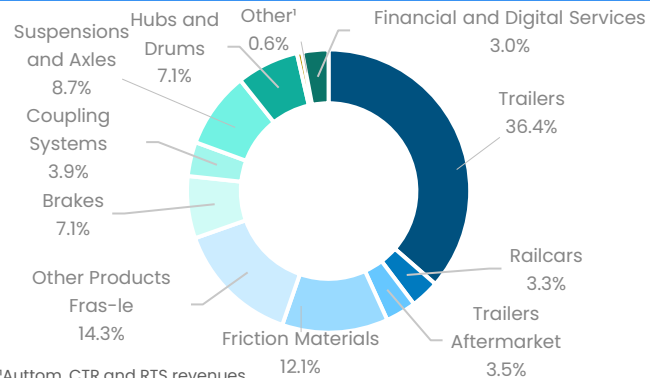
**% Net Revenue by Business Division 4Q21**



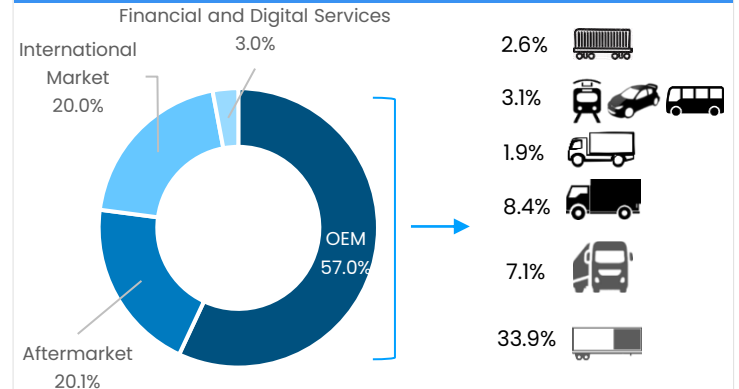
**% Exports by Geographies 4Q21**



**% Net Revenue by Product 4Q21**



**% Net Revenue by Segment 4Q21**



# Quarter Highlights

## 4Q21:

- Another quarter with record sales and positive results;
- Strong demand for road transportation in Brazil and abroad;
- Inflation and seasonality pressured margins;
- Capture of synergies with recent acquisitions.

- The heated market for trucks and semi-trailers has made an important contribution to achieving the results presented.
- Increased sales in virtually all of the Company's product lines.
- Exports driven by high commodity prices, agribusiness in South America and favorable exchange rates.
- Return on investments and recent acquisitions.
- Inflationary pressure on raw material and labor costs.
- One-offs affected the Company's results.

# Market Overview

MARKET PERFORMANCE		4Q21	4Q20	Δ%	3Q21	Δ%	2021	2020	Δ%
Production	Trucks <sup>1</sup>	40,508	32,861	23.3%	43,580	-7.0%	158,810	90,936	74.6%
	Trailers <sup>3</sup>	23,556	21,461	9.8%	24,768	-4.9%	95,387	69,885	36.5%
Brazil Sales	Trucks <sup>1</sup>	33,406	26,890	24.2%	36,543	-8.6%	128,679	89,678	43.5%
	Trailers <sup>2</sup>	22,061	20,507	7.6%	23,391	-5.7%	90,323	67,372	34.1%
Exports	Trucks <sup>1</sup>	6,040	4,543	33.0%	5,928	1.9%	22,699	13,243	71.4%
	Trailers <sup>3</sup>	1,495	954	56.7%	1,377	8.6%	5,064	2,513	101.5%

<sup>1</sup> Anfavea

<sup>2</sup> Anfir

<sup>3</sup> Anfir + Aliceweb

Volumes in units

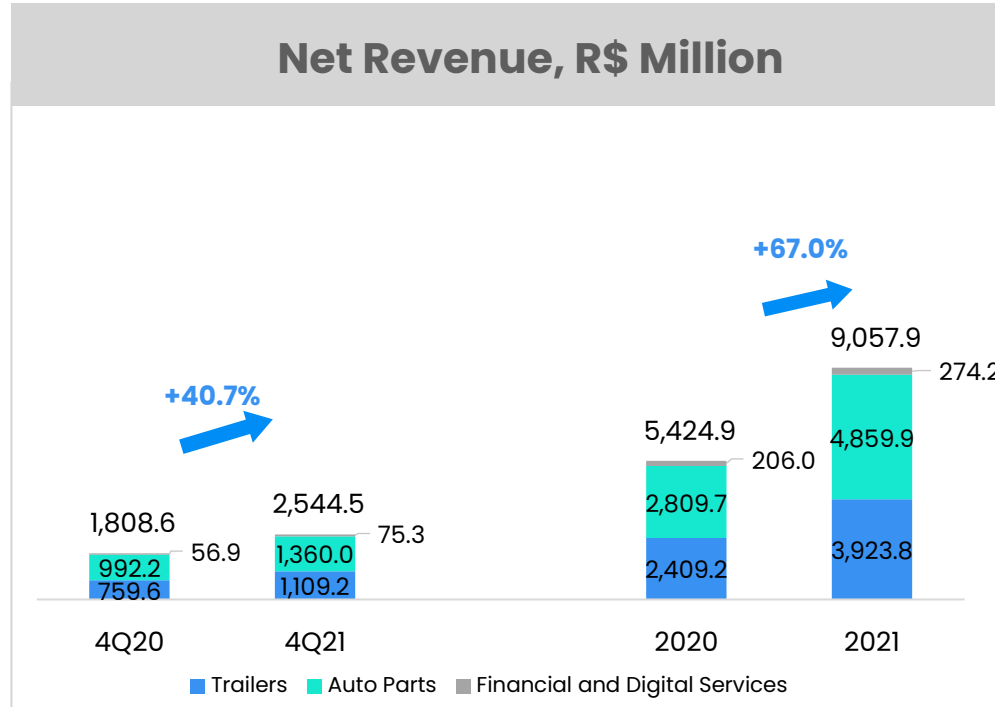
MACROECONOMIC SCENARIO OUTLOOK	2021	2022
Brazil - GDP <sup>4</sup>	4.5%	0.3%
Interest Rate <sup>4</sup>	9.3%	12.3%
Inflation <sup>4</sup>	10.1%	5.6%
Harvey <sup>5</sup>	255.4 tons	268.2 tons
BRL x USD <sup>4</sup>	R\$ 5.58	R\$ 5.50

<sup>4</sup> Focus Report 02/18/21

<sup>5</sup> 5th CONAB Harvest Report 2021/22

# Performance 4Q21

High market demand reflected in increased revenues



## Trailers

4Q21 x 4Q20: +46.0%

- Sale of 7,908 semi-trailers in 4Q21 (-7.3% compared to 4Q20).
- 48.2% increase in exported volumes.
- Delivery of 147 railcars in 4Q21 (16 units in 4Q20).

## Auto Parts

4Q21 x 4Q20: +37.1%

- Best quarter in net revenues in history.
- Good volumes to OEMs and aftermarket.
- Foreign sales boosted by favorable exchange rates and global economic recovery.
- Addition of revenues from new companies acquired (+R\$ 60M).

## Financial and Digital Services

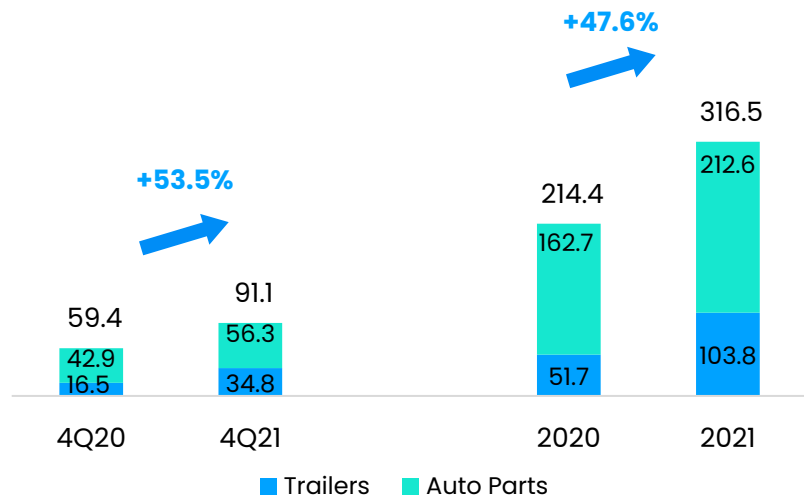
4Q21 x 4Q20: +32.4%

- Record in the volume of consortium quotas sold.
- Increase in operations contracted by Randon Bank customers.

# Performance 4Q21

Best quarter of the year for sales in the foreign market

## International Market Consolidated, US\$ Million

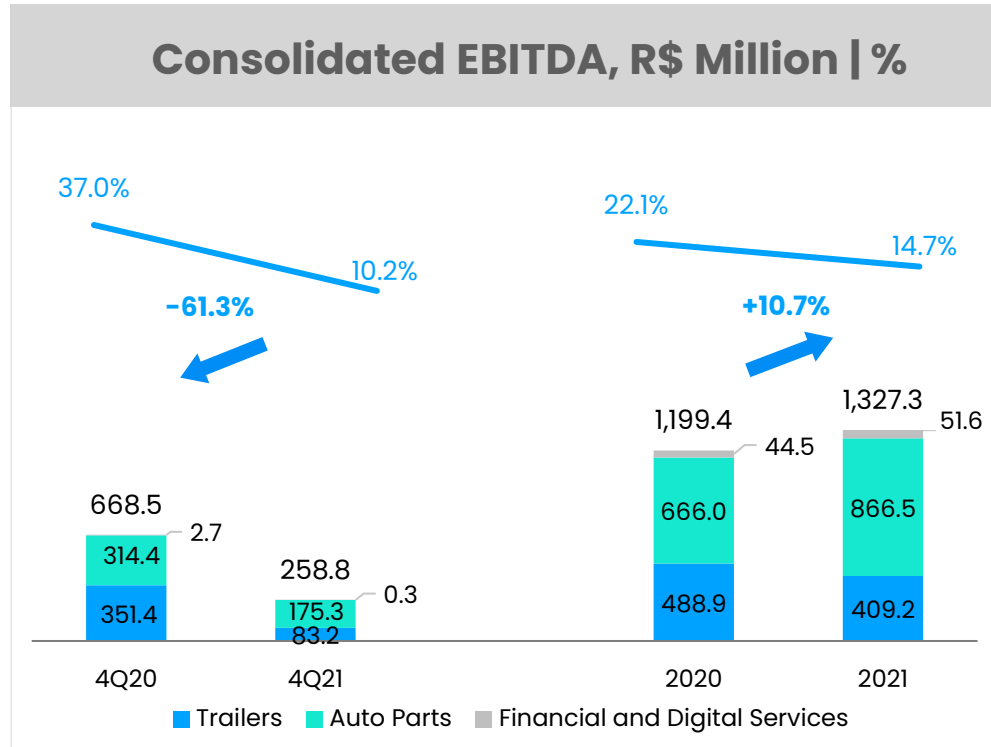


## Important factors for demand

- Real devaluation over the U.S. dollar.
- Commodity prices such as copper and oil at high levels.
- Agribusiness has generated important demand in South American countries.
- The increase in production costs on a global level made Brazil more attractive to the international market.
- Recovery of markets and acquisition of new customers.

# Performance 4Q21

Non-recurring, provisions and inflationary pressure jeopardized EBITDA, despite the good performance



## Trailers

EBITDA: R\$ 83.2 M | 7.5%

Adjusted EBITDA: R\$ 84.6 M | 7.6%

(+) Tax proceeding credits: R\$ 2.7 M

(-) Impairment of Randon Peru and recoverability of the pension plan: R\$ 4.0 M

## Auto Parts

EBITDA: R\$ 175.3 M | 12.9%

Adjusted EBITDA: R\$ 208.0 M | 15.3%

(+) Reversal of impairment in Fanacif, Armetal and Jurid: R\$ 20.5 M

(-) Contingencies on labour liabilities, update of the business combination and tax proceeding credits: R\$ 58.4 M

## Financial and Digital Services

EBITDA: R\$ 0.3 M | 0.4%

Adjusted EBITDA: R\$ 0.02 M | 0.02%

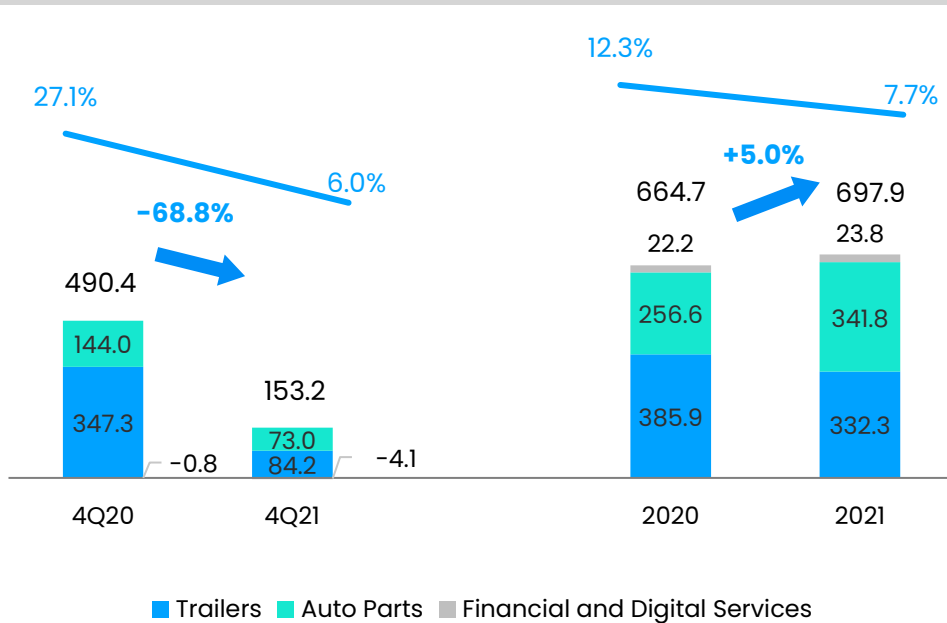
(+) Tax proceeding credits: R\$ 0.3 M



# Performance 4Q21

Significant advance due to the good performance of the Company

## Consolidated Net Profit, R\$ Million | %

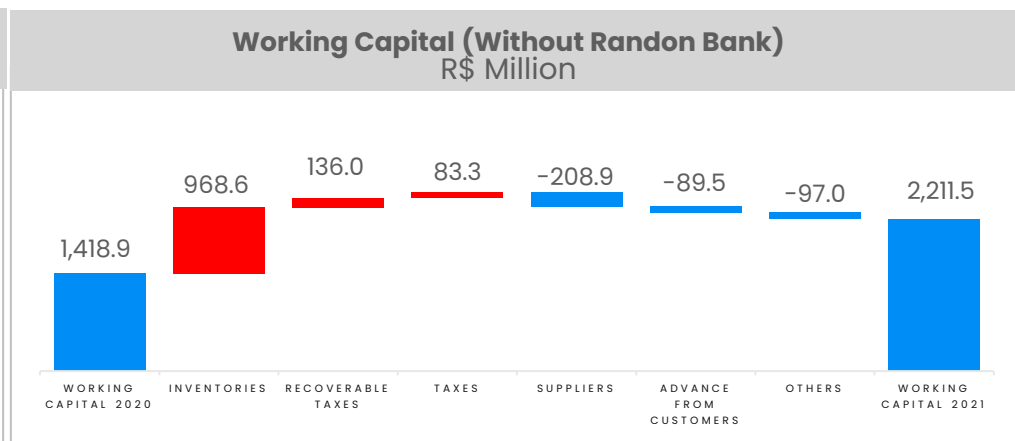
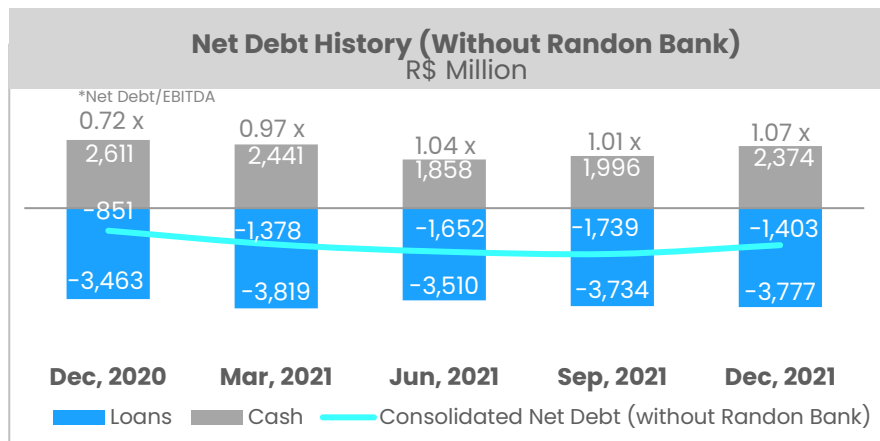


## Important factors for the increase in profitability

- Continuous revenue growth, with gains of scale.
- Investments in technology and automation.
- Acquisitions of companies and diversified business model.
- Recognition of tax credits.
- Strategic planning with a long-term vision.
- Capture synergies between units and corporate processes.
- Efficient financial management.
- Payment of Interest on Equity (JCP).

# Performance 4Q21

Increase in net debt as a result of higher Working Capital to support the growth of operating activities



## Gross Debt

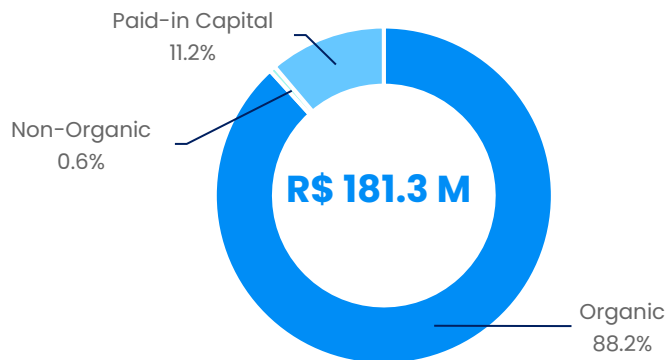
R\$ Million, except when indicated otherwise

<b>Total Gross Debt</b>	<b>R\$ 4,840</b>
Gross Debt in domestic currency (without Randon Bank)	R\$ 3,065
Randon Bank's Gross Debt	R\$ 1,063
Gross Debt in foreign currency	R\$ 525
Business Combination	R\$ 187

USD rate on December 31, 2021	R\$ 5.5805
Average cost of bank debt in Domestic Currency	10.9% per year
Average cost of bank debt in Foreign Currency	4.2% per year
Average bank debt term	2.1 Years
Average bank debt term without Randon Bank	2.4 years

# Performance 4Q21

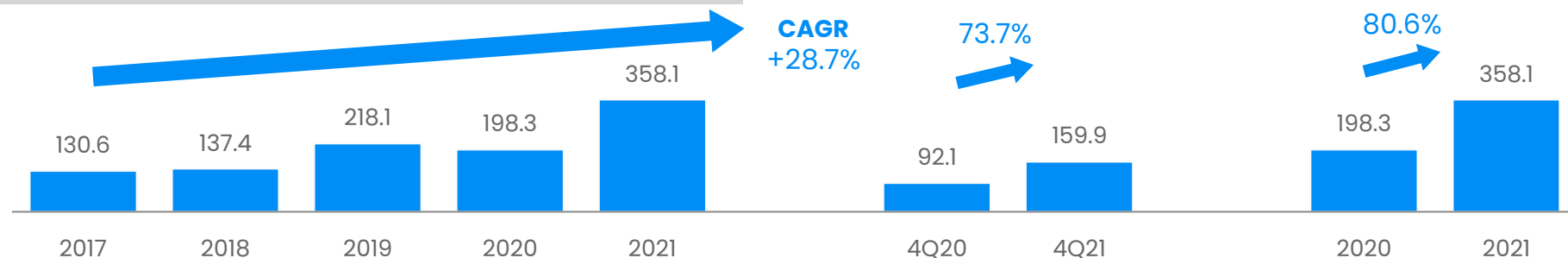
## Investments | R\$ Million



## HIGHLIGHTS

- R\$ 83.8 M in machinery and equipment.
- R\$ 1.6 M in expansion of Master.
- R\$ 4.1 M in Randon Araraquara expansion.
- R\$ 20.3 M in Capital Paid-in of RTS Industry, Randon Peru and Randon Ventures.

## Organic Investments History (R\$ Million)

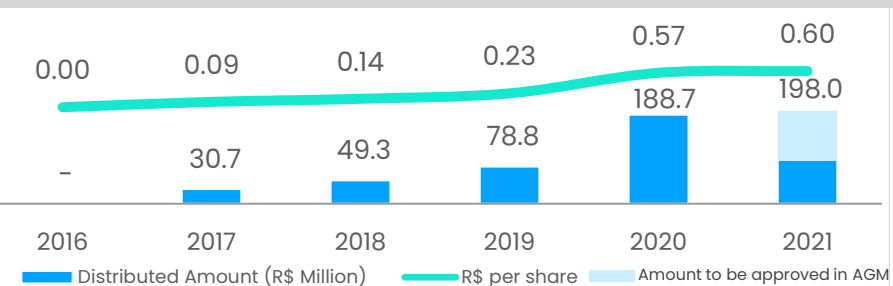


# Stock Market

## RAPT4 Price/Daily Liquidity



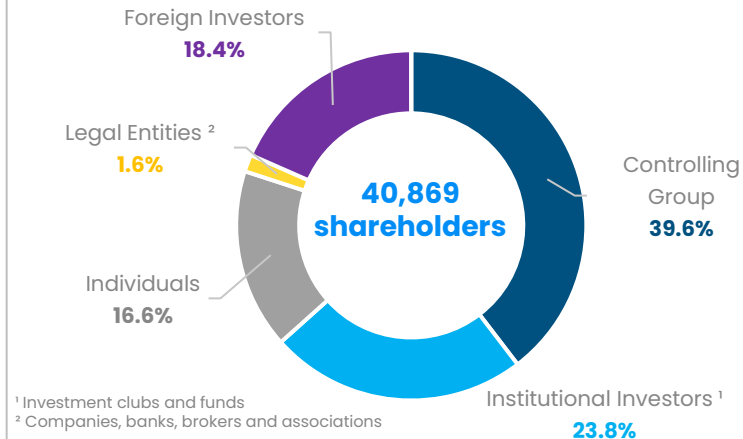
## Dividends and Interest on Equity<sup>1</sup>



<sup>1</sup> Distribution by period of competence and without income tax

## Shareholders Profile

% total shares



## CANCELLATION OF TREASURY SHARES AND BUYBACK PROGRAM

Access the QR Code to know more about it.



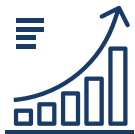
# Segments | Trailers

## NET REVENUE



**R\$ 1.1 B**

## EBITDA %



**R\$ 83.2M**  
**7.5%**

## INTERNATIONAL MARKET CONSOLIDATED



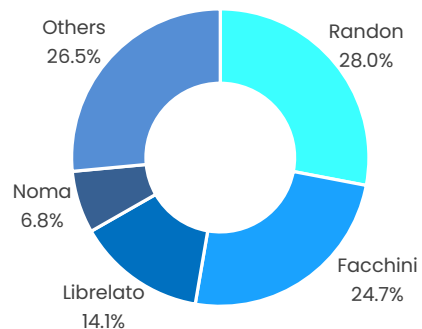
**US\$ 34.8M**

Volumes	4Q21			4Q20			3Q21			2021			2020		
	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%
Trailers Brazil (un.)	6,659	743,253	-13.4%	7,688	578,555	-13.4%	8,034	784,336	-17.1%	29,039	2,773,331	19.4%	24,326	1,805,260	19.4%
Trailers International Market (un.)	1,249	182,613	48.2%	843	89,394	48.2%	1,108	138,744	12.7%	4,207	519,609	84.2%	2,284	265,061	84.2%
Railcars (un.)	147	83,512	818.8%	16	3,790	818.8%	171	88,535	-14.0%	459	238,968	1250.0%	34	10,497	1250.0%
Aftermarket	-	88,869	-	-	69,885	-	-	103,363	-	-	372,887	-	-	251,549	-
Specialty Vehicles (un.)	-	-	-100.0%	50	17,932	-100.0%	-	-	-	-	428	-100.0%	325	76,834	-100.0%
Others <sup>1</sup>	-	10,915	-	-	-	-	-	4,246	-	-	18,545	-	-	-	-

<sup>1</sup>Refers to the operation of the RTS Industry and Randon Auttom which, at this moment, is located within the Trailers division.

Net Revenue in R\$ Thousand

## Quarterly Market Share (%)



Randon Implementos redistributes lines and invests in increasing the capacity of units throughout Brazil.

- Average of 139 semi-trailers were sold per day.
- 48.2% increase in exported volumes as compared to 4Q20.
- Best 4th quarter for exports of trailers in 8 years.
- Agribusiness continues as the main driver (67.5% of the Company's trailers sales).
- Delivery of 147 railcars in the 4Q21 (16 units in 4Q20).
- Market share pressured by increase in demand and increase in exports.
- Inflation pressure on costs led to a reduction in gross margin in the quarterly comparison.
- One-offs negative effect in 4Q21 (R\$ 1.4 M).

# Segments | Auto Parts

## NET REVENUE



**R\$ 1.4 B**

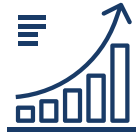
Volumes	4Q21			4Q20			3Q21			2021			2020		
	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%
Friction Materials (Thousand/un.)	23,417	307,194	-12.6%	26,797	306,863	-	27,487	327,320	-14.8%	102,053	1,237,422	-	94,730	1,032,543	7.7%
Other products Fras-le (Thousand/un.) <sup>1</sup>	9,358	364,921	-11.2%	10,541	279,094	-	9,382	314,111	-0.3%	38,694	1,292,587	-	23,573	606,060	64.1%
Brakes (un.)	225,250	180,965	19.6%	188,265	115,471	-	253,893	181,684	-11.3%	917,532	651,532	-	576,319	338,608	59.2%
Coupling Systems (un.)	38,803	98,517	12.2%	34,581	56,224	-	39,833	87,428	-2.6%	152,997	331,100	-	109,143	165,015	40.2%
Suspensions and Axles (un.)	49,481	222,064	12.8%	43,851	163,368	-	56,030	222,431	-11.7%	197,377	771,194	-	135,243	459,514	45.9%
Hubs and Drums (un.)	199,029	181,311	8.9%	182,783	71,165	-	226,771	162,372	-12.2%	827,512	564,560	-	595,548	207,932	38.9%
Others <sup>2</sup>	-	5,050	-	-	-	-	-	4,389	-	-	11,497	-	-	-	-

<sup>1</sup> The product volumes of the indirect subsidiary Nakata Automotiva started to compose this line as of September 2020.

Net Revenue in R\$ Thousand

<sup>2</sup> Refers to CTR activities, which were allocated within Fras-le, but now operates separately with its own Tax Payer Registry Number.

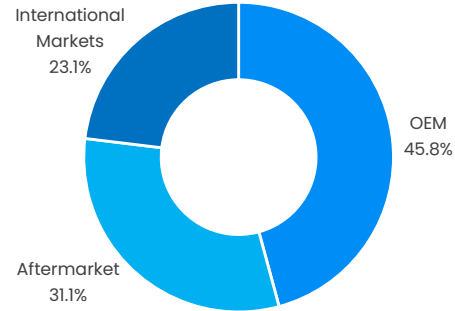
## EBITDA %



**R\$ 175.3M**  
**12.9%**

## Net Revenue Breakdown by Segment

4Q21



## INTERNATIONAL MARKET CONSOLIDATED



**US\$ 56.3M**



Master Sistemas Automotivos inaugurates a facility and forge expansion in Caxias do Sul (RS).

- Another quarter of heated demand, both in the OEM market and in the heavy line aftermarket.
- OEM's releases shows volumes at good levels in the coming months.
- Recent acquisitions have added important revenues and results to this division.
- Exchange rate continues to benefit exports.
- Distributors abroad with low inventories and greater need for replenishment.
- Diversified revenue sustains the division's resilient profile.
- Negative effect of one-offs in 4Q21 (R\$ 32.7M).

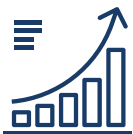
# Segments | Financial and Digital Services

## NET REVENUE



**R\$ 75.3M**

## EBITDA %



**R\$ 0.3M**  
**0.4%**

## STARTUPS

**7 invested**

**16 co-invested**

Volumes	4Q21			4Q20			3Q21			2021			2020		
	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%
Coop-payment plan quotas sold	5,703	52,578	23.2%	4,628	42,810	-	3,248	49,026	75.6%	16,669	198,594	24.9%	13,342	160,955	-
Randon Investimentos (Randon Bank)	-	20,173	-	-	14,080	-	-	17,754	-	-	70,901	-	-	45,011	-
Others <sup>1</sup>	-	2,555	-	-	9	-	-	747	-	-	4,729	-	-	24	-

<sup>1</sup> Randon Collection, Conexo, Randon Corretora and Randon Ventures.

Net Revenue in R\$ Thousand

## Randon Consórcios

- Increase in the number of quotas sold in the quarterly comparison.
- Most representative segments: trucks, implements, real estate and agricultural machinery.

## Banco Randon

- Growth in the number of contracted operations.
- Increase in funding costs linked to SELIC.
- Loan portfolio already exceeds R\$ 1.0 billion.

## Randon Ventures

- Accumulated investment of R\$ 18.9 million in startups.



Access to know more about Randon Ventures and its investees.



Conexo completes one year with more than 50 projects developed

# Guidance 2021

## HIGHLIGHTS:

- Revenue increase due to market performance and addition of revenues from companies acquired in 2021.
- International Markets with an expressive recovery due to the economic resumption.
- Imports higher than expected due to the increase in the level of activity.
- Higher investments to increase capacity.

	Guidance 2021	Achieved 2021
Total Gross Revenues	R\$ 12.0 billion	R\$ 13.2 billion
Consolidated Net Revenue	R\$ 8.5 billion	R\$ 9,1 billion
Revenues from International Markets <sup>1</sup>	US\$ 260 million	US\$ 316 million
Imports <sup>2</sup>	US\$ 170 million	US\$ 200 million
Investments	R\$ 320 million	R\$ 358 million

<sup>1</sup> Value refers to the total exports from Brazil and the revenues generated by operations abroad, without intercompany sales.

<sup>2</sup> Value refers to organic investments.



# Guidance 2022

## PLEASE NOTE THE NEW GUIDANCE FORMAT:

- Change in indicators with the exclusion of Total Gross Revenue and Imports and with the inclusion of EBITDA Margin
- We report a range with qualitative information

	Guidance 2022
<b>Consolidated Net Revenue</b>	R\$ 9.5 ≤ X ≤ R\$ 11.0 billion
<b>Revenues From International Market<sup>1</sup></b>	US\$ 320 ≤ X ≤ US\$ 370 million
<b>EBITDA Margin</b>	13% ≤ X ≤ 16%
<b>Investments<sup>2</sup></b>	R\$ 340 ≤ X ≤ R\$ 370 million

<sup>1</sup> Value refers to the total exports from Brazil and the revenues generated by operations abroad, without intercompany sales;

<sup>2</sup> Value refers to organic investments.

*These projections are estimates made by the Company's management and are subject to risks and uncertainties and do not constitute a promise of performance. In the event of a material change in these factors, which may cause the actual results to differ from the projections, they will be reviewed in due course, presented as a result of changes in the assumptions used.*



To access the details of each indicator, access the QR-Code.

# Institutional Investor

Voting on the Institutional Investor survey is now open, an important tool for evaluating our IR practices.

We invite everyone to access the questionnaire through the link or QR Code below:



[voting.institutionalinvestor.com](https://voting.institutionalinvestor.com)

A promotional banner with a black background and purple accents. On the left, a vertical purple bar contains the text 'POLLING NOW!' in white. The main text in the center reads 'POLLING NOW!' in white, followed by 'LATIN AMERICA EXECUTIVE TEAM' in white and purple. On the right, the 'Institutional Investor' logo is displayed in white and purple.

POLLING NOW!  
POLLING NOW!  
LATIN AMERICA EXECUTIVE TEAM  
Institutional Investor

# Key Messages

## **That's what drives us**

We believe that our purpose of connecting people and riches generating prosperity allows us to grow and help to grow those who are with us on this journey.

And this is only possible through ethical and responsible behavior that is part of our identity.

The challenges are constant, but the desire to do more and better goes beyond the barriers we encounter.

The results are the consequence of collective work, in which our people stand out, both for their knowledge and for their engagement.

## **Invest in Randon if you believe in:**

- Business Diversification.
- Solid Cash Position.
- Sustainability is a priority.
- Constant innovation and transformation.
- Quality and safety in its broader meaning.

# Q&A

**Para participar do Q&A, clique no ícone Q&A na parte inferior da tela.**

**To ask questions, please click on the Q&A icon on the bottom of the screen**



## **POR VOZ**

- Escreva seu **NOME, EMPRESA** e **IDIOMA**.
- Ao ser anunciado, aparecerá na tela uma solicitação para ativar seu microfone.
- Clique para ativar e faça sua pergunta.

## **BY VOICE**

- Write your **NAME, COMPANY** and **LANGUAGE**.
- When announced, a request to activate your microphone will appear on your screen.
- Click it to activate and ask your question.



## **POR ESCRITO**

- Escreva seu **NOME, EMPRESA** e sua **PERGUNTA**.
- Se ela não for lida durante o evento, será respondida após o encerramento, pela equipe de RI.

## **IN WRITING**

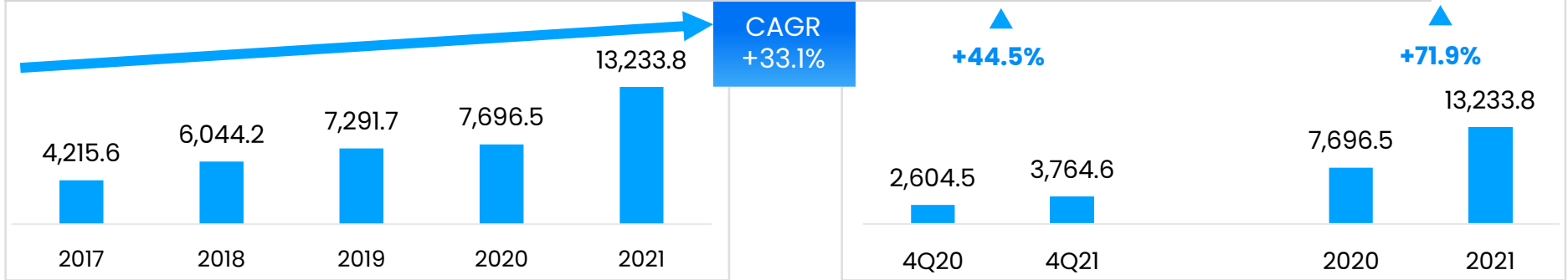
- Write your **NAME, COMPANY** and **QUESTION**.
- If your question is not answered during the event, our IR team will reply to you by e-mail.



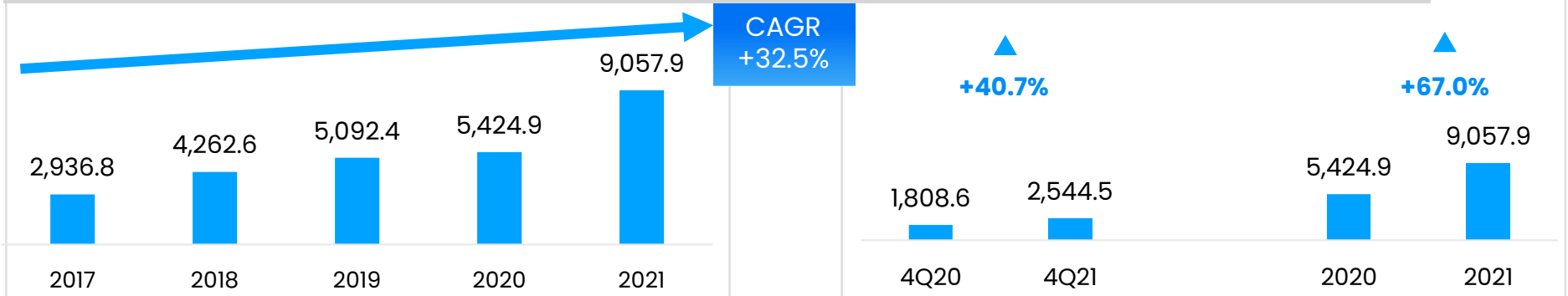
# Support Material 4Q21

# Operating Results

## TOTAL GROSS REVENUE (Including Intercompany Sales) | R\$ Million

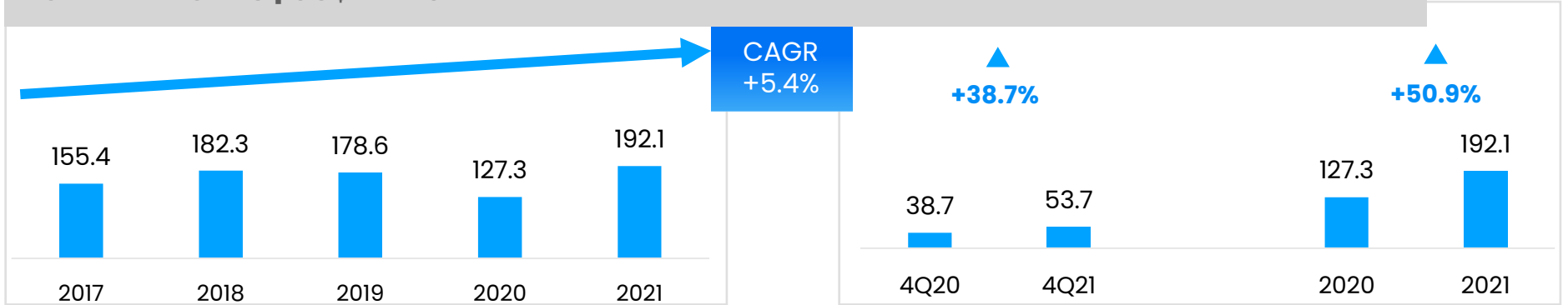


## CONSOLIDATED NET REVENUE | R\$ Million

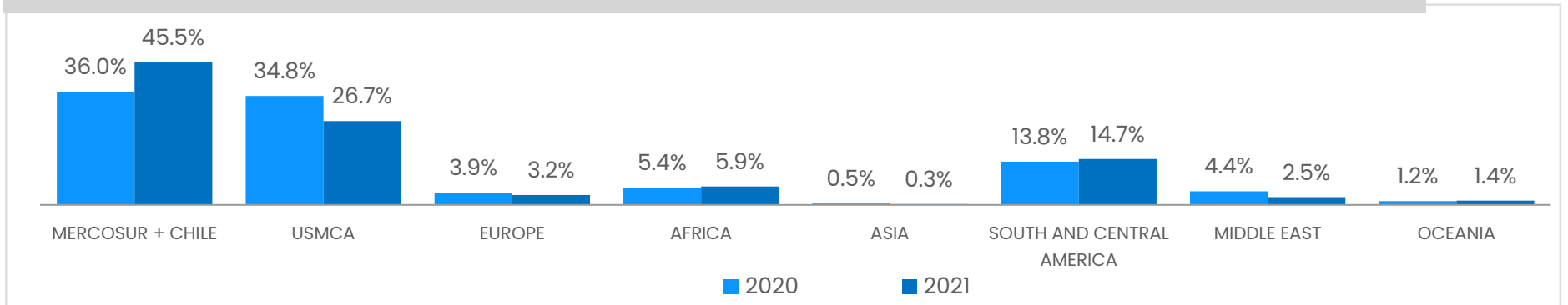


# Operating Results

## TOTAL EXPORTS | US\$ Million

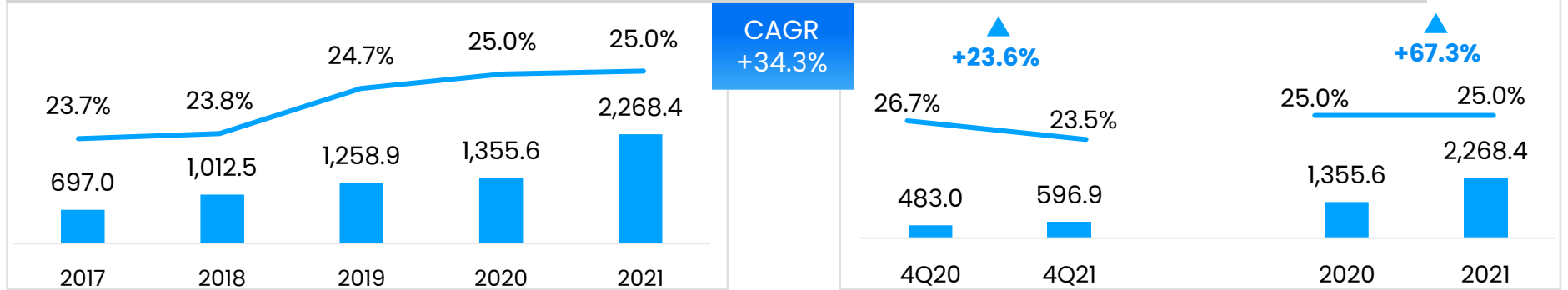


## EXPORTS BY ECONOMIC REGION | US\$ Million



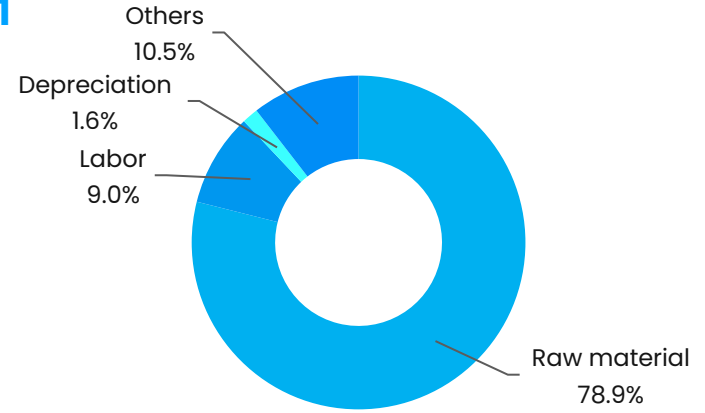
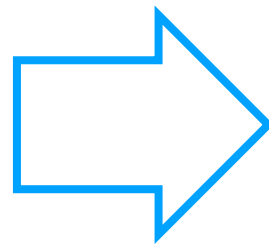
# Operating Results

GROSS PROFIT | GROSS MARGIN | R\$ Million | %



**COGS 4Q21**  
**R\$ 1.9 B**  
**(76.5% o/CNR)**

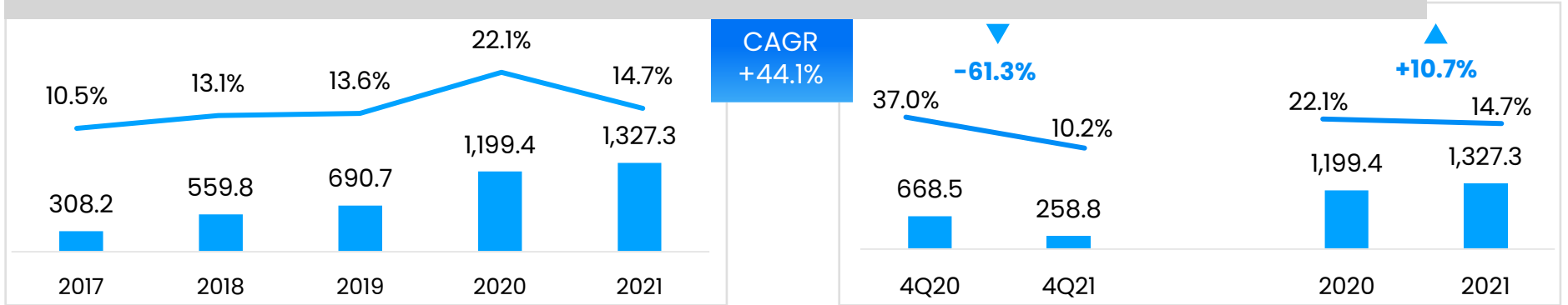
## COGS DISTRIBUTION 4Q21



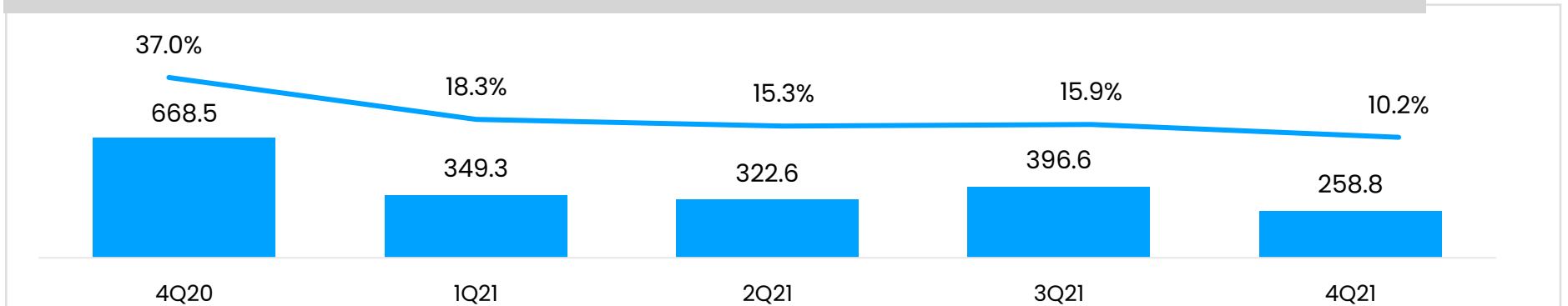


# Operating Results

## EBITDA | EBITDA MARGIN | R\$ Million | %

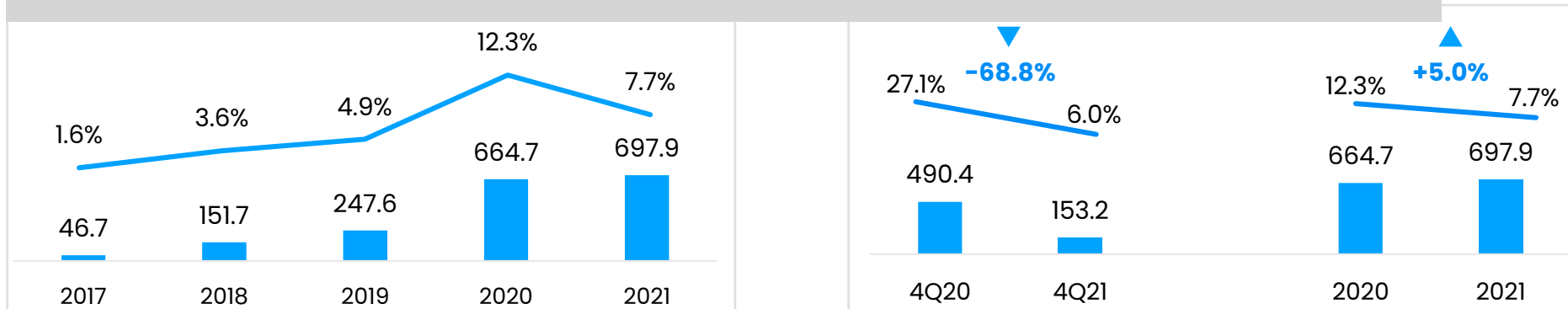


## EBITDA | EBITDA MARGIN QUARTERLY | R\$ Million | %

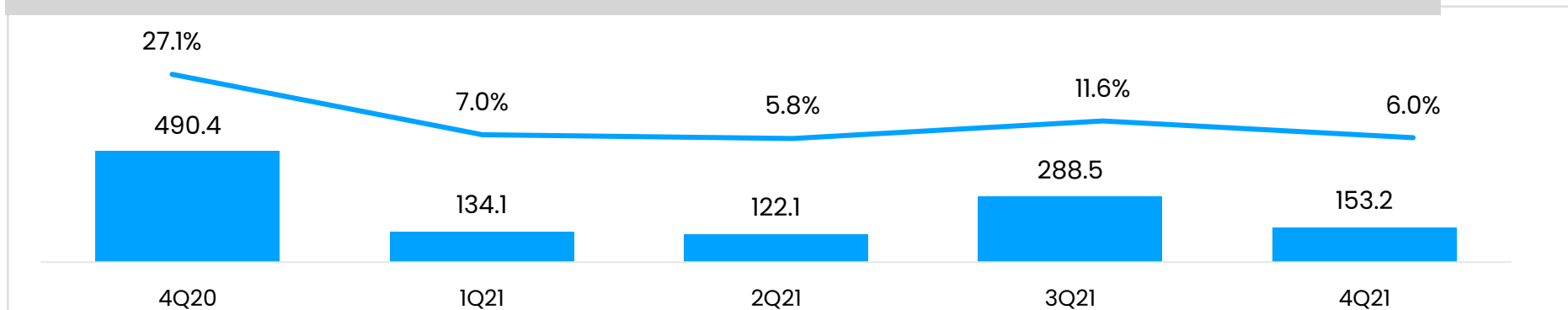


# Financial Results

## NET PROFIT | NET MARGIN | R\$ Million | %

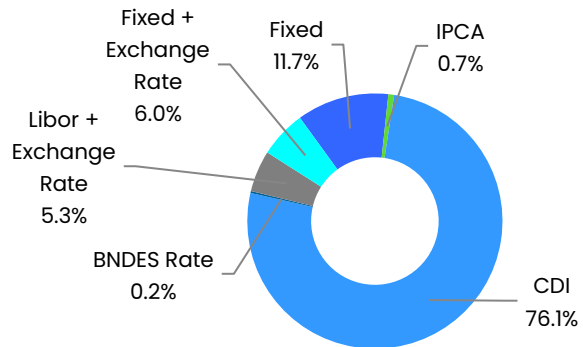


## NET PROFIT | NET MARGIN QUARTERLY | R\$ Million | %



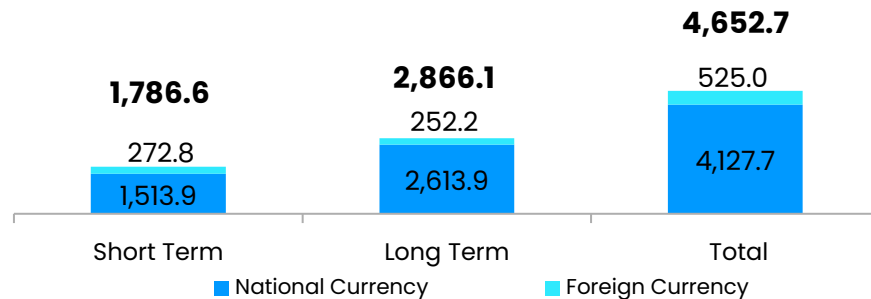
# Indebtedness

## DEBT INDEXES

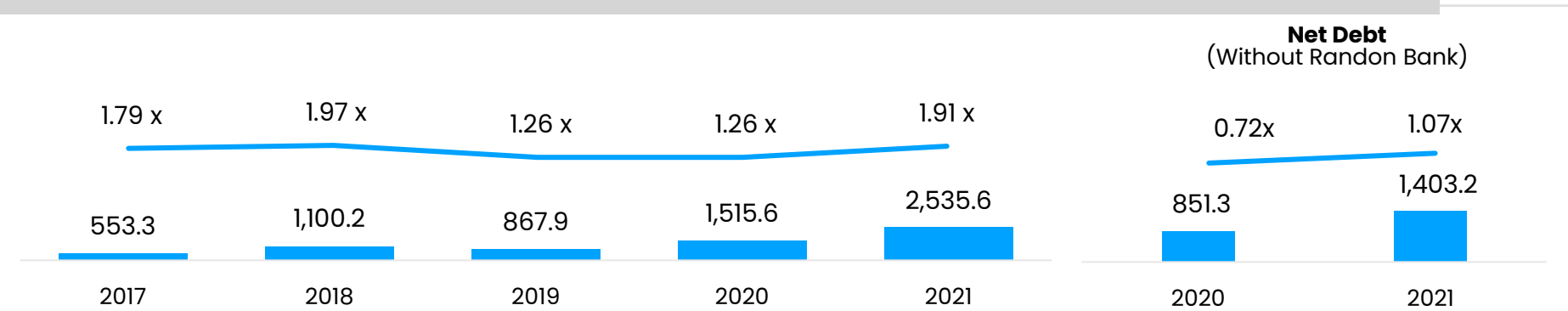


## ORIGIN OF DEBT SHORT AND LONG TERM

R\$ Million

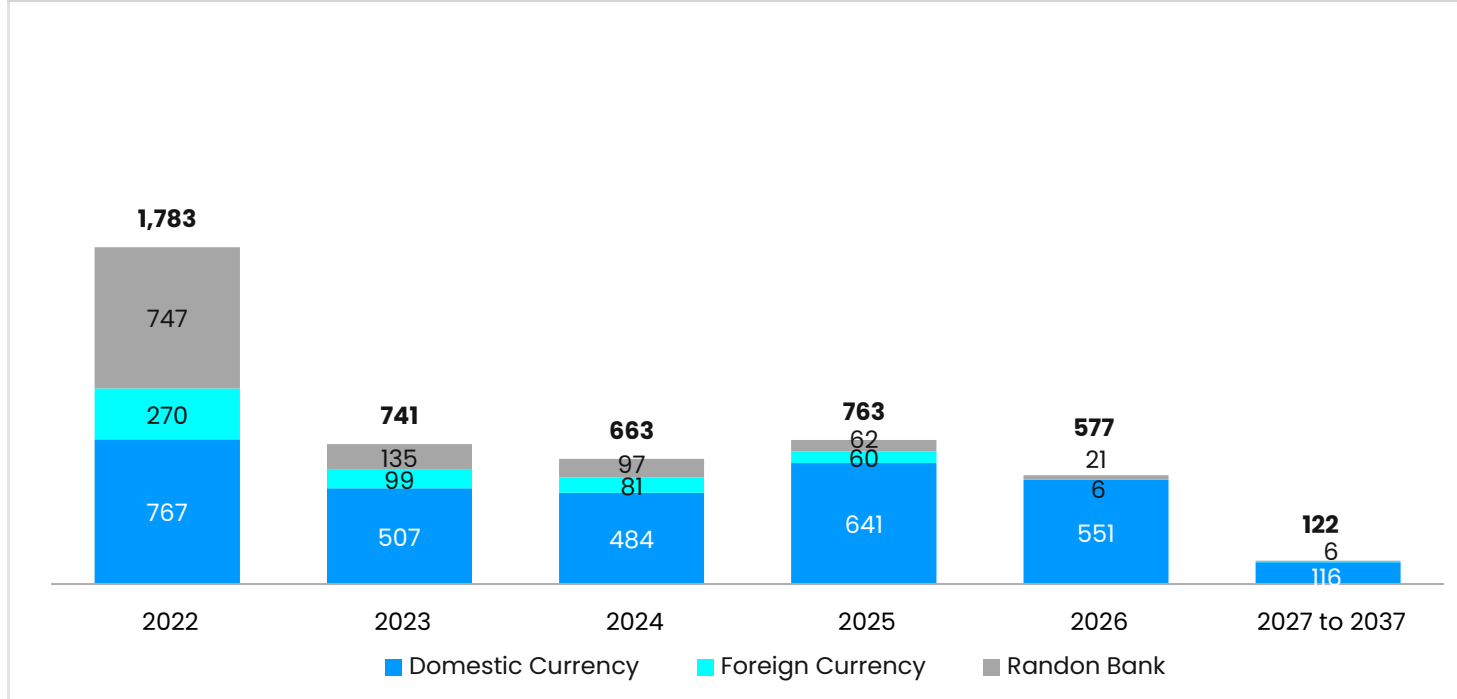


## INDEBTEDNESS | NET DEBT / EBITDA | R\$ Million



# Indebtedness

## SCHEDULE OF DEBT PAYMENT | R\$ Million



# Quarterly Information

## R\$ million | %

	4Q2020	2020	1Q2021	2Q2021	3Q2021	4Q2021
Consolidated Net Revenue	1,808.6	5,424.8	1,913.1	2,113.8	2,486.5	2,544.5
% Trailers	42.0%	44.4%	40.2%	43.8%	45.0%	43.6%
% Auto Parts	54.9%	51.8%	56.6%	52.9%	52.3%	53.4%
% Services	3.1%	3.8%	3.2%	3.3%	2.7%	3.0%
Consolidated Gross Profit	483.0	1,355.6	512.4	520.6	638.6	596.9
% Gross Margin	26.7%	25.0%	26.8%	24.6%	25.7%	23.5%
EBITDA	668.5	1,199.4	349.3	322.6	396.6	258.8
% EBITDA Margin	37.0%	22.1%	18.3%	15.3%	15.9%	10.2%
Net Profit	490.4	664.7	134.1	122.1	288.5	153.2
% Net Margin	27.1%	12.3%	7.0%	5.8%	11.6%	6.0%



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