



# Video Conference Call Results | 3Q21 APIMEC Meeting

# 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**  
CEO

**We are Randon Companies  
That's what drives us**

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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**

# We are Randon Companies

For more than 70 years we develop solutions in equipment, automotive systems and services for transportation.

## Principles



Valued and respected people



Safety and Quality



Ethics



Innovation and Technology



Satisfied Customer



Preservation of our image and legacy



Profitability with Sustainability



Randon is all of us

## Purpose

Connecting people and riches, to generate prosperity.



## Our way of being

Happy people take us further. We cultivate an environment favorable to improvement.



## Our beliefs

We believe that the future is not a frontier: it is an opportunity to build the new.



# How We Operate

To be featured in **INNOVATION AND TECHNOLOGY**  
Products – Processes – Manufacture – Services

Absolute focused on **CUSTOMERS**

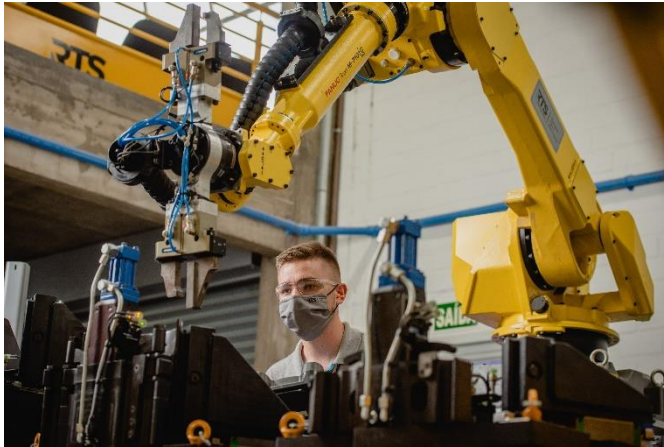
**DIVERSIFICATION** with focus

**FINANCIAL** strength

Leveraging  
**SYNERGIES**

Company **DESIRED** to work

**SUSTAINABILITY** (ESG) Prioritized



# Corporate Governance

## Board of Directors

David Abramo Randon | President  
Alexandre Randon | Vice-President  
Pedro Ferro Neto | Board member  
Ana Carolina R. Strobel | Board member  
William Ling | Board member

### TOTAL SHARES

345,775,809

### RAPT3

116,515,527

### RAPT4

229,260,282

### TAG ALONG

80%

### FREE FLOAT

57.5%

**R\$ 4.1 bn**  
*Market Cap*

**RAPT** IBRA B3 | IBRX100 B3 | IGC B3 | IGCT B3  
B3 LISTED N1 INDX B3 | ITAG B3 | SMLL B3

## Executive Committee



**Daniel Randon**  
CEO



**Sérgio Carvalho**  
COO



**Paulo Prignolato**  
CFO and IRO



**Daniel M. Ely**  
CTO



**Sandro Trentin**  
*Trailers Division*



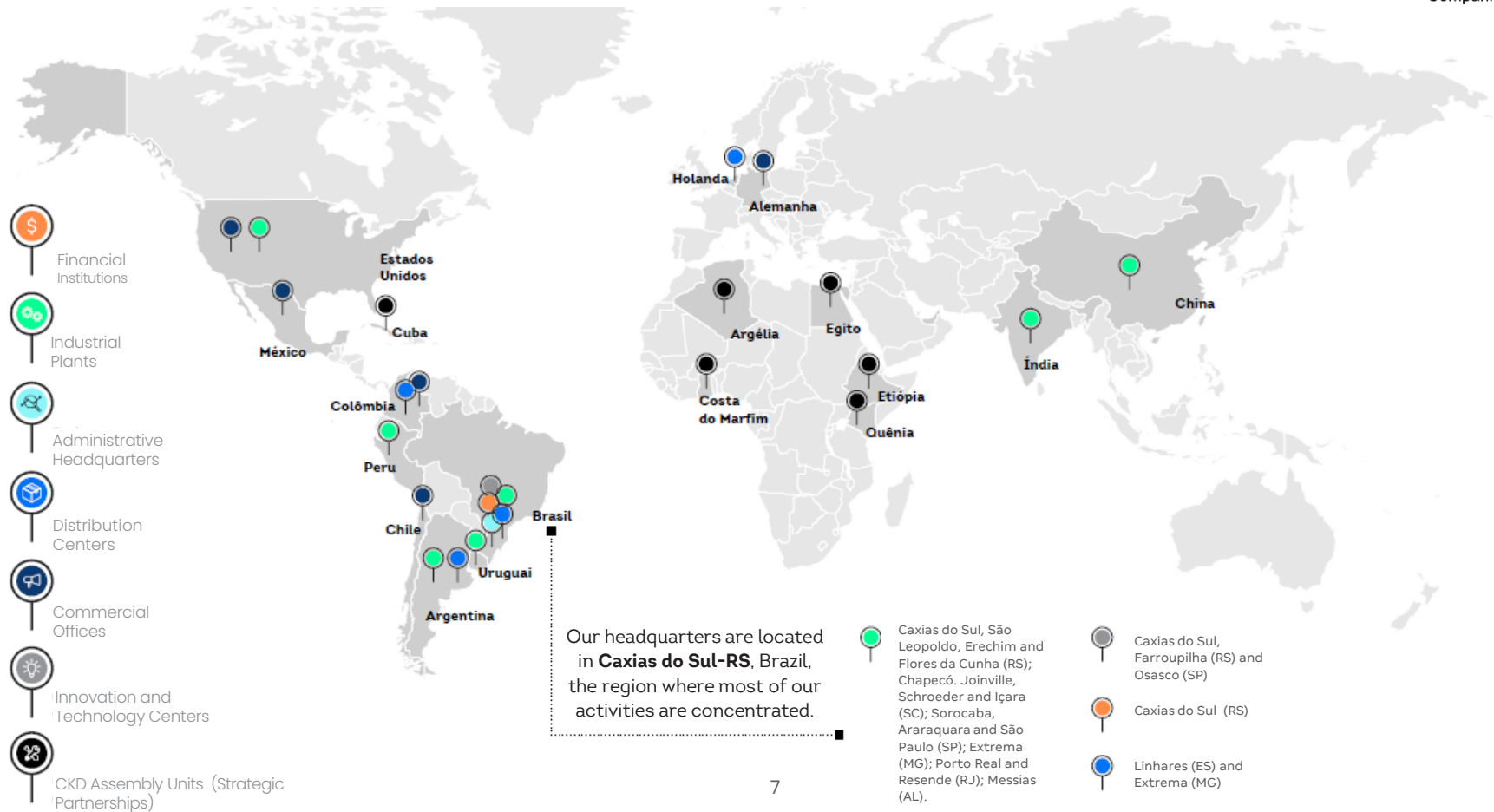
**Ricardo Escoboza**  
*Auto parts Division*



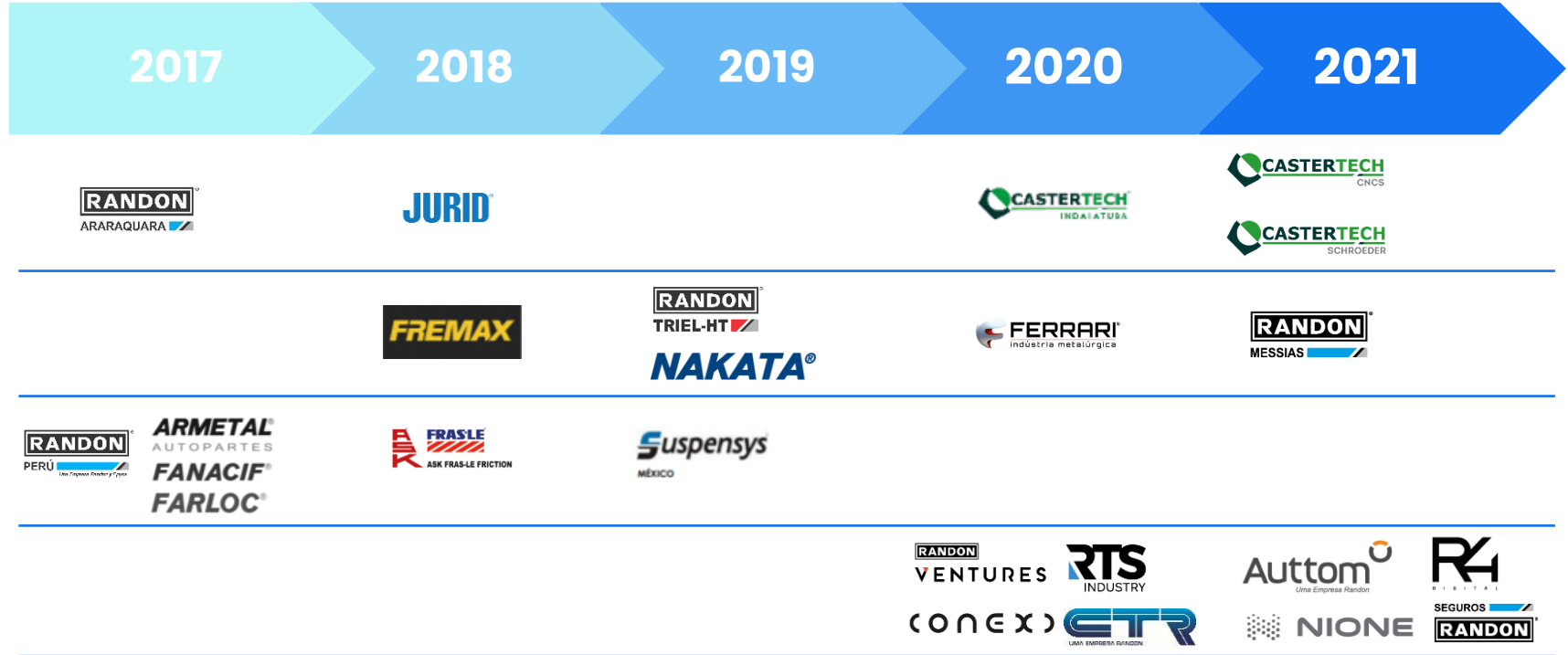
**Anderson Pontalti**  
*Fras-le Division*



# Global Presence



# Our Expansion





# 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.

# ESG | Sustainability

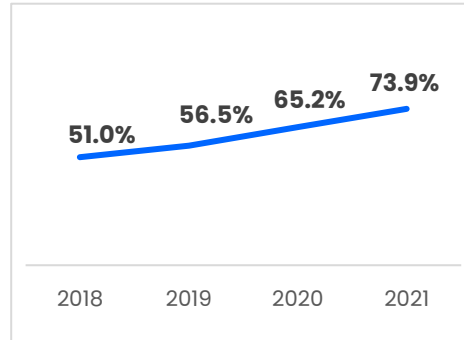
## 2021 Corporate Governance Report

Randon adheres to 73.9% of the practices suggested by the IBGC and CVM, in 2021.

Market Average in 2021<sup>1</sup>:

- **NM – 67.9%**
- **N2 – 62.8%**
- **N1 – 67.2%**

<sup>1</sup> Source: Practice or explain research: Quantitative Analysis of the Reports of Brazilian Publicly Traded Companies (2021).



## Meeting with the Community

In September, we held a meeting with the community, in which our sustainability practices were presented. There was also a moment to listen to suggestions and demands from the local representatives.



## Code of Ethical Conduct Update

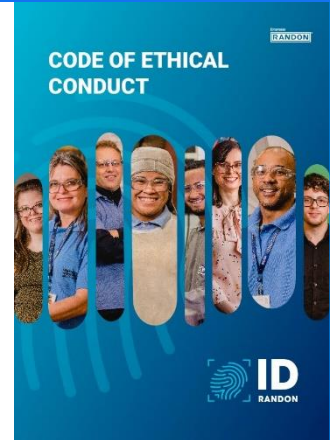
In 3Q21, we announced the updated code, which is more global and modern.



Code



Video



## Our ESG Manifest

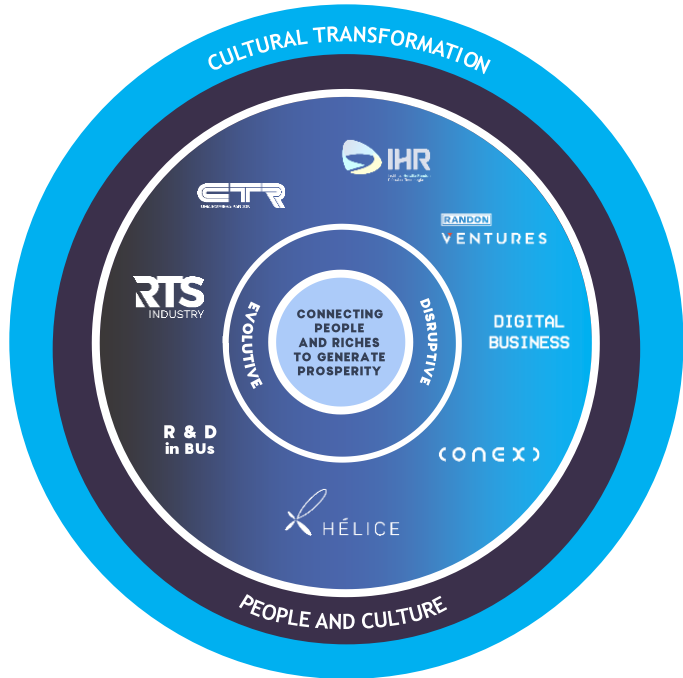
SUSTAINABILITY

**We believe that the future is not a frontier: it is an opportunity to build the new.**



[Click here](#) or access the QR-Code to discover our ESG Manifest.

# Innovation



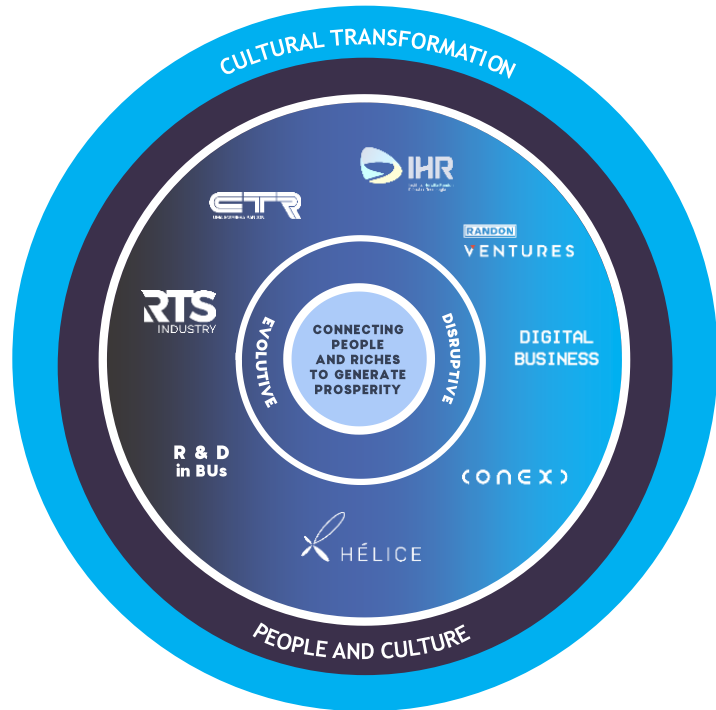
**We have a tradition of innovating.  
Innovation is what drives us.**

**We disclose the discovery of method for large-scale production of niobium nanoparticles and constitution of NiOne**



**We presented a new line of products in composite materials, Fras-le Smart Composites, with items up to 65% lighter**

# Innovation



**We have a tradition of innovating.  
Innovation is what drives us.**

**We delivered the Hercílio Randon Award, which in this edition had the registration of 104 projects by our employees**



**Randon Ventures has a new invested company, Motorista PX, which connects autonomous truck drivers to cargo carriers for punctual services**

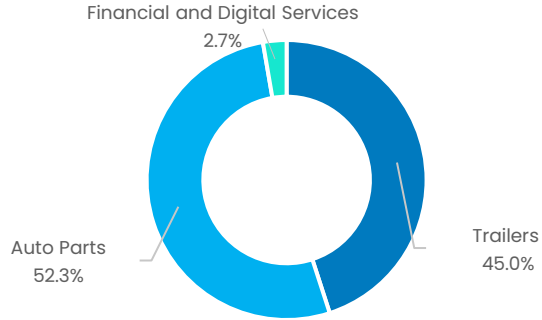
# Quarter Highlights

## 3Q21:

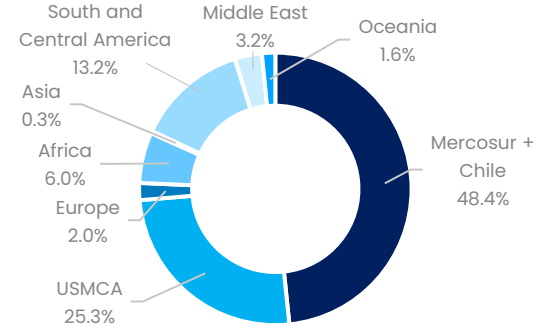
- Another quarter with record sales and positive results
  - Good moment for agribusiness and trade in consumer goods kept demand heated
  - Inflationary impact on margins mitigated by increased volumes
  - Carrying out disruptive innovation projects and completing acquisitions
- The heated market for 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 the recovery of economic activity in countries where we operate, by high commodity prices and favorable exchange rates;
  - Return on investments and recent acquisitions;
  - Impacts of increased costs have been mitigated by the high volume produced and productivity gains;
  - Tax credits, recognized after the STF's decision, positively affected the Company's results.

# Diversified Business Model

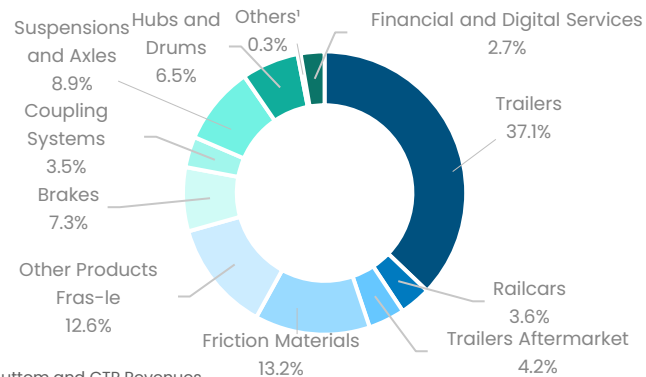
**% Net Revenue by Business Division 3Q21**



**% Exports by Geographies 3Q21**

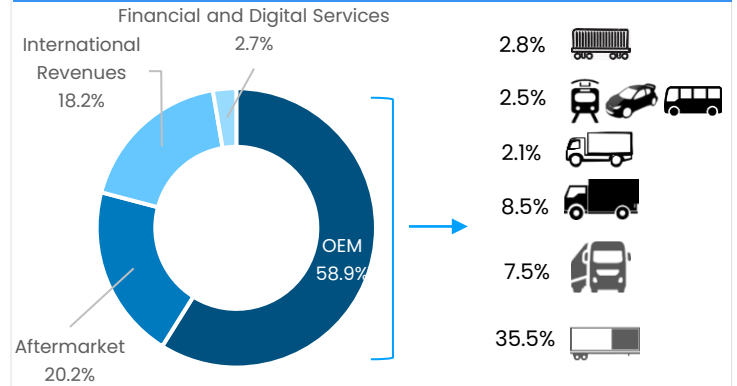


**% Net Revenue by Product 3Q21**



\*Autom and CTR Revenues

**% Net Revenue by Segment 3Q21**





# Market Overview

MARKET PERFORMANCE		3Q21	3Q20	Δ%	2Q21	Δ%	9M21	9M20	Δ%
Production	Trucks <sup>1</sup>	43,580	23,337	86.7%	41,640	4.7%	118,302	58,075	103.7%
	Trailers <sup>3</sup>	24,768	20,886	18.6%	24,681	0.4%	71,831	48,424	48.3%
Brazil Sales	Trucks <sup>1</sup>	36,554	24,928	46.6%	32,658	11.9%	95,289	62,788	51.8%
	Trailers <sup>2</sup>	23,391	20,164	16.0%	23,575	-0.8%	68,262	46,865	45.7%
Exports	Trucks <sup>1</sup>	5,928	3,901	52.0%	5,452	8.7%	16,659	8,700	91.5%
	Trailers <sup>3</sup>	1,377	722	90.7%	1,106	24.5%	3,569	1,559	128.9%

<sup>1</sup> Anfavea

<sup>2</sup> Anfir

<sup>3</sup> Anfir + Aliceweb

Volumes in units

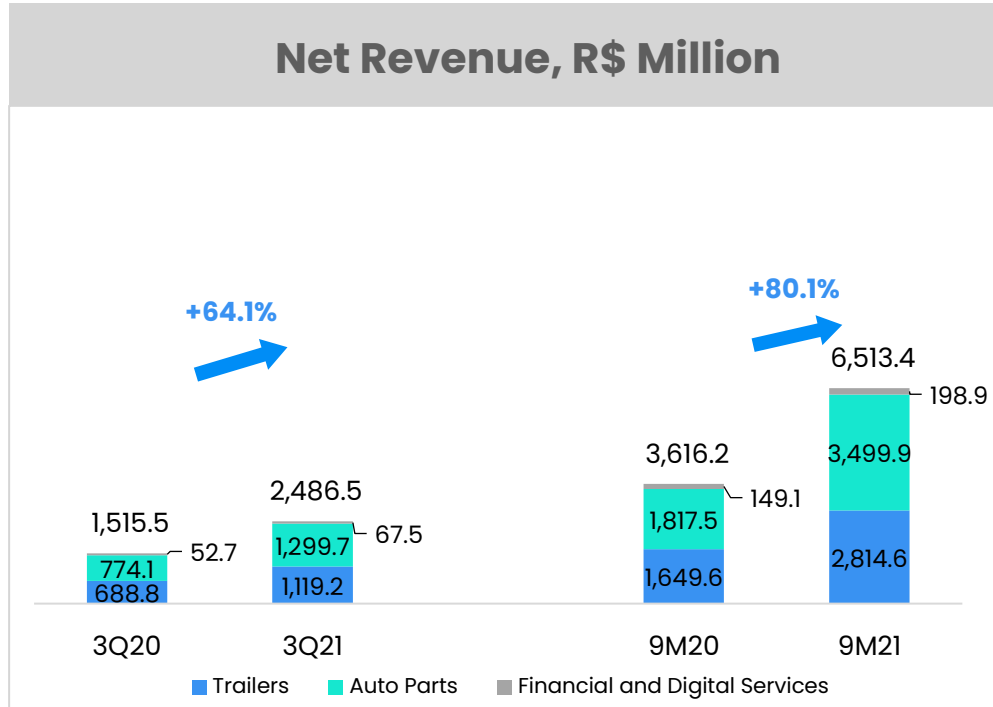
MACROECONOMIC SCENARIO OUTLOOK	2021	2022
Brazil - GDP <sup>4</sup>	4.9%	1.0%
Interest Rate <sup>4</sup>	9.3%	11.0%
Inflation <sup>4</sup>	9.3%	4.6%
Harvey <sup>5</sup>	252.7 tons	288.6 tons
BRL x USD <sup>4</sup>	R\$ 5.50	R\$ 5.50

<sup>4</sup> Focus Report 11/05/21

<sup>5</sup> 1st CONAB Harvest Report 2021/22

# Performance 3Q21

Increase in revenues due to high market demand



## Trailers

3Q21 x 3Q20: +62.5%

- Sale of 9,142 semi-trailers in 3Q21 (+22.6% compared to 3Q20);
- 62.7% increase in exported volumes in the quarterly comparison;
- Delivery of 171 railcars in 3Q21 (5 units in 3Q20).

## Auto Parts

3Q21 x 3Q20: +67.9%

- Growth in volumes sold in all product lines in this division;
- OEMs and aftermarket continued to be in high demand;
- Overseas sales driven by favorable exchange rate and global economic recovery;
- Addition of revenue from new acquired companies.

## Financial and Digital Services

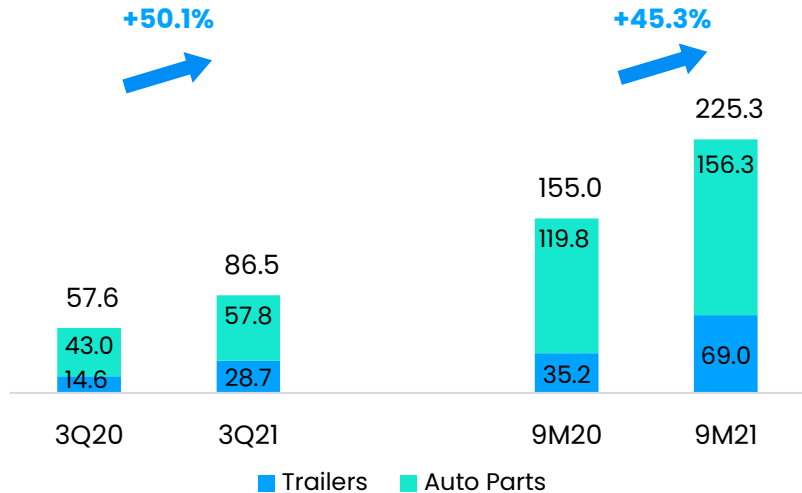
3Q21 x 3Q20: +28.2%

- Increase in the average ticket of consortium quotas sold;
- Increase in operations contracted by Banco Randon customers.

# Performance 3Q21

Recovery of the global economy allowed advances in sales to international market

## International Market Consolidated, US\$ Million

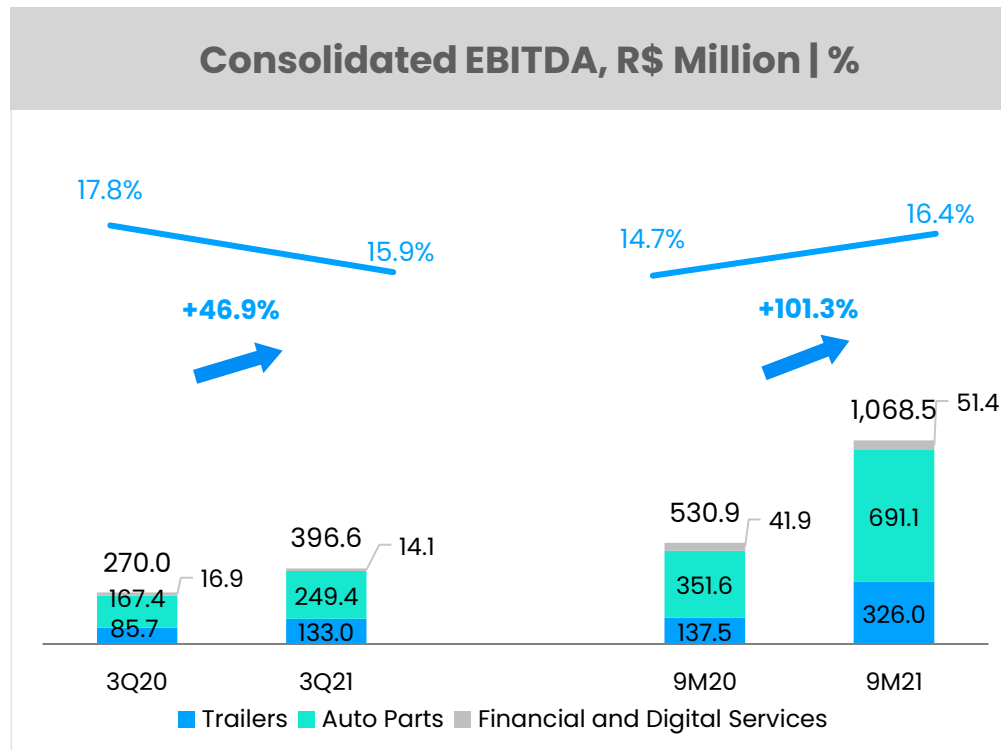


## Important factors for demand

- Real devaluation over the U.S. dollar;
- Commodities in good price 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 foreign market;
- Recovery of markets and acquisition of new customers;
- Advancement of vaccination against Covid-19.

# Performance 3Q21

Good performance driven by the favorable market, combined with the positive effects of one-offs



## Trailers

EBITDA: R\$ 133.0 M | 11.9%

Adjusted EBITDA: R\$ 117.9 M | 10.5%

(+) Net impact from tax credits<sup>1</sup>: R\$ 19.6 M

(-) Recognition of tax credit<sup>2</sup>: R\$ 4.5 M

## Auto Parts

EBITDA: R\$ 249.4 M | 19.2%

Adjusted EBITDA: R\$ 256.9 M | 19.8%

(-) Recognition of tax credit<sup>2</sup>: R\$ 7.5 M

## Financial and Digital Services

EBITDA: R\$ 14.1 M | 20.9%

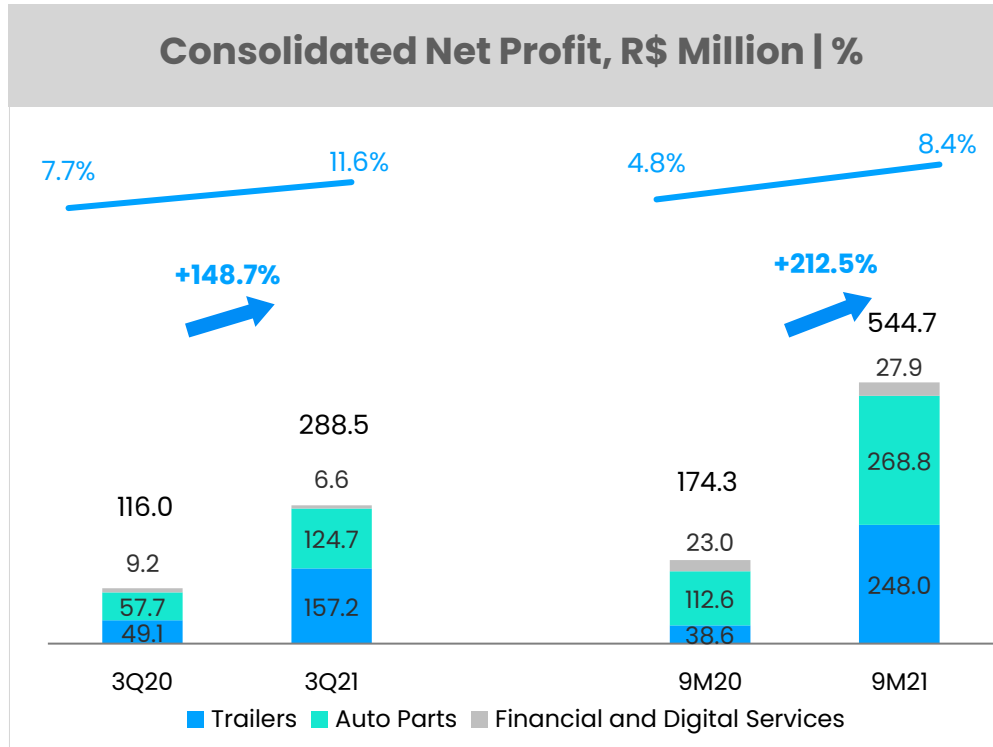
→ The increase in the funding cost of Randon Bank operations reflected a deterioration in this indicator

<sup>1</sup> Net impact of the process referring to the exclusion of ICMS from the PIS and COFINS calculation basis of Randon SP.

<sup>2</sup> Lawyer fees and Nakata's active supervision related to the recognition of tax credit on the non-levy of Income Taxes and Social Contribution on the adjustment of SELIC, paid for repetition of tax overdue

# Performance 3Q21

Significant advance due to the good performance of the Company and recognition of tax credits

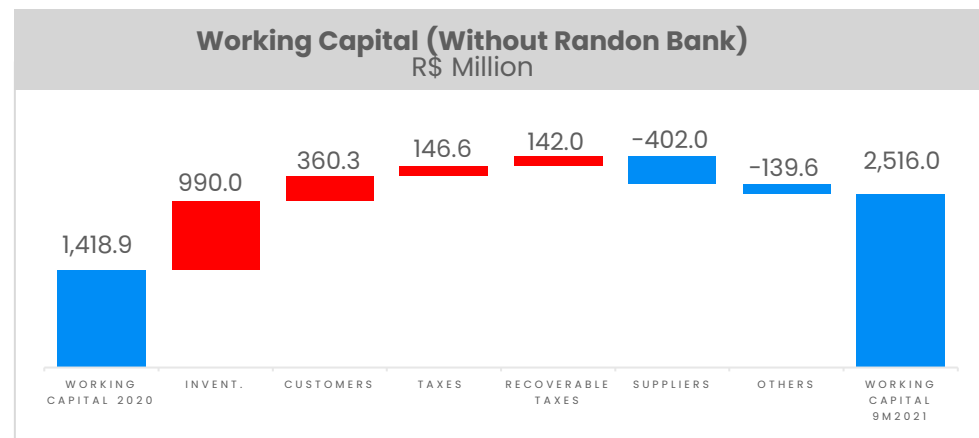
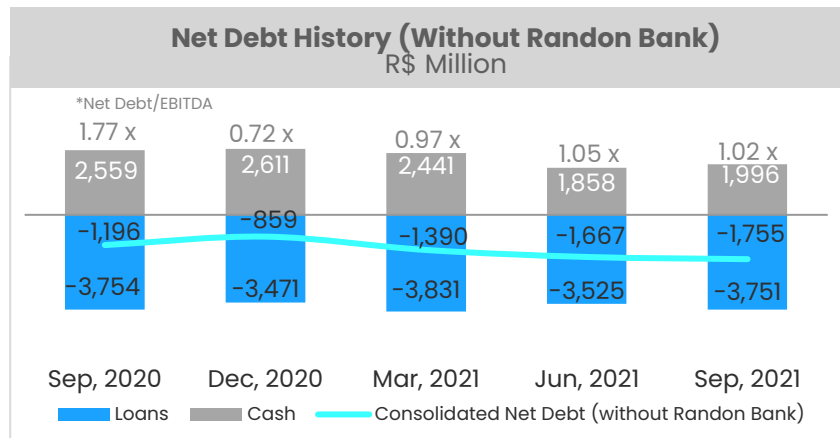


## Important factors for the increase in profitability

- Continuous revenue growth, with gains of scale and dilution of fixed costs;
- Investments in technology and automation;
- Acquisitions of companies and diversified business model;
- Recognition of tax credits that totaled R\$133.7 M in 3Q21;
- Strategic planning with a long-term vision;
- Capture synergies between units and corporate processes;
- Efficient financial management;
- Payment of Interest on Equity (JCP).

# Performance 3Q21

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

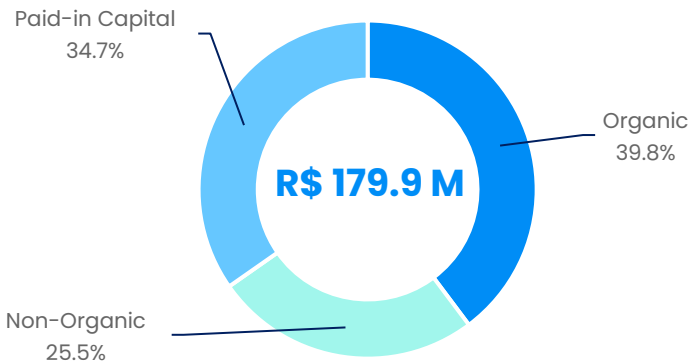
<b>Total Gross Debt</b>	<b>R\$ 4,503</b>
Gross Debt in domestic currency (without Randon Bank)	R\$ 3,112
Randon Bank's Gross Debt	R\$ 754
Gross Debt in foreign currency	R\$ 438
Business Combination	R\$ 199

USD rate on September 30, 2021	R\$ 5.4394
Average cost of bank debt in Domestic Currency	7.8% per year
Average cost of bank debt in Foreign Currency	4.0% per year
Average bank debt term	2.3 years
Average bank debt term without Randon Bank	2.5 years



# Performance 3Q21

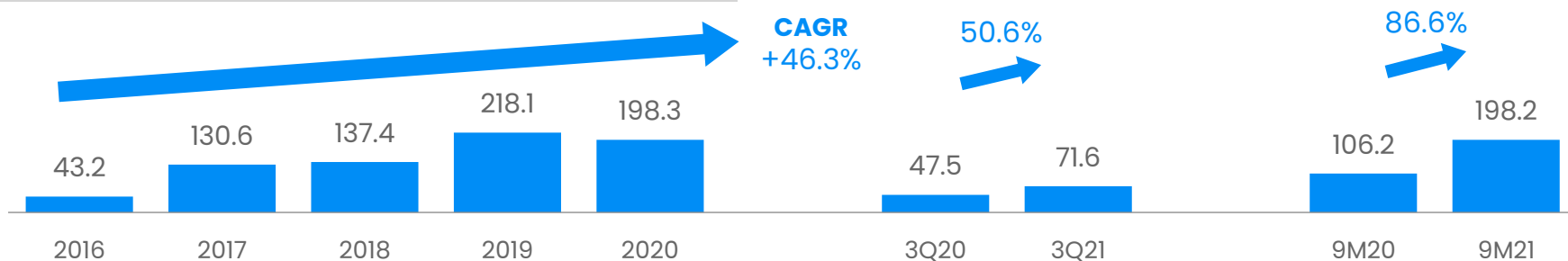
## Investments | R\$ Million



## HIGHLIGHTS

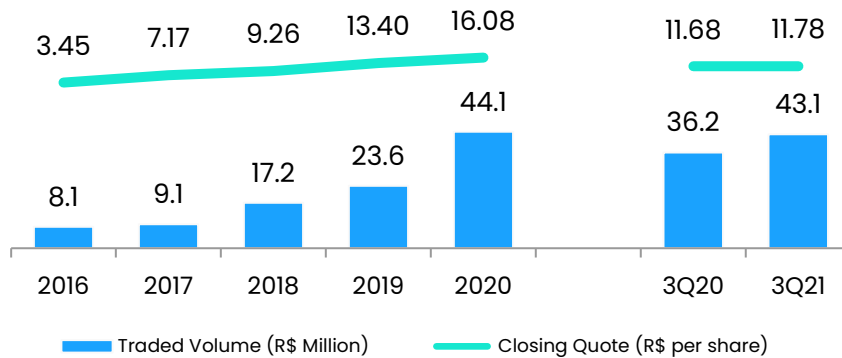
- R\$ 23.9 M in machinery and equipment;
- R\$ 4.9 M in industrial automation;
- R\$ 4.1 M in expansion of the Araraquara branch;
- R\$ 52.2 M Paid-in Capital in Castertech Schroeder and R\$ 10.0 M in CTR;
- R\$ 45.9 M in non-organic investments (*earn-out* related to the acquisition of Nakata);

## Organic Investments History (R\$ Million)

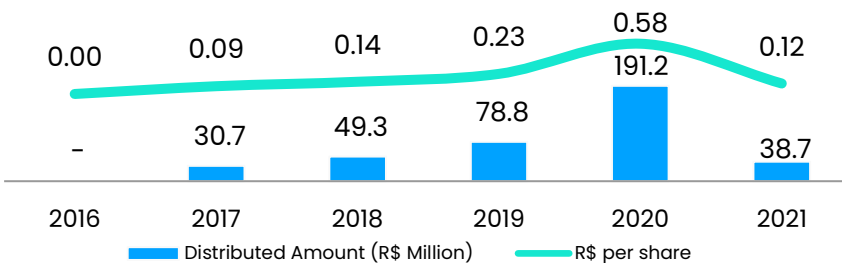


# Stock Market

## RAPT4 Price/Daily Liquidity



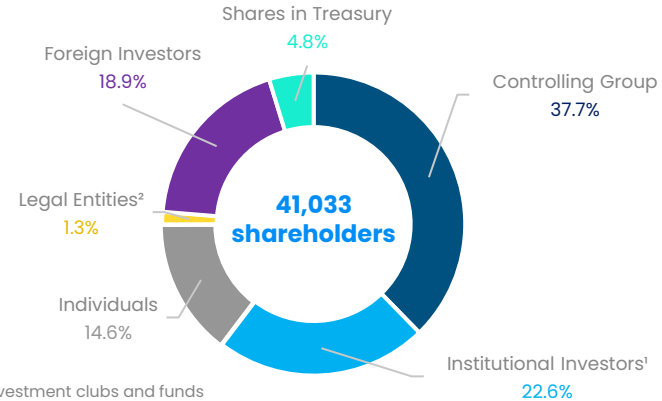
## Dividends and Interest on Equity<sup>1</sup>



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

## Shareholders Profile

% total shares



<sup>1</sup> Investment clubs and funds

<sup>2</sup> Companies, banks, brokers and associations

## TRANSPARENCY TROPHY – ANEFAC.FIPECAFI

For the 3rd consecutive year, the Company was recognized as one of the most transparent companies in Brazil in the category Net Revenue Up to R\$ 8 billion, based on its financial statements.



# Segments | Trailers

## NET REVENUE



**R\$ 1.1 B**

Volumes	3Q21			3Q20			2Q21			9M21			9M20		
	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%
Trailers Brazil (un.)	8,034	784,336		6,774	510,088	18.6%	7,353	660,197	9.3%	22,380	2,030,078		16,638	1,226,705	34.5%
Trailers International Market (un.)	1,108	138,744		681	81,552	62.7%	925	96,639	19.8%	2,958	336,996		1,441	175,667	105.3%
Railcars (un.)	171	88,535		5	605	3320.0%	132	65,016	29.5%	312	155,456		18	6,708	1633.3%
Aftermarket	-	103,363		-	70,838	-	-	100,868	-	-	284,019		-	181,664	-
Specialty Vehicles (un.)	-	-		115	25,684	-100.0%	-	-	-	-	428		275	58,902	-100.0%
Others <sup>1</sup>	-	4,246		-	-	-	-	3,384	-	-	7,630		-	-	-

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

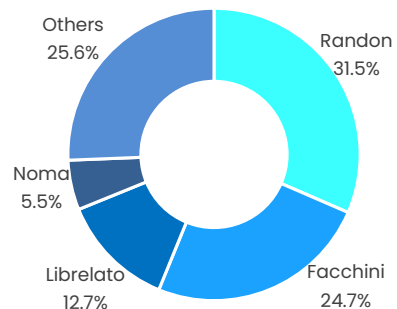
Net Revenue in R\$ Thousand

## EBITDA %



**R\$ 133.0M**  
**11.9%**

## Quarterly Market Share (%)



Access the QR to discover the **Randon Concept Trailer**, a unique and innovative product in the segment.

## INTERNATIONAL MARKET CONSOLIDATED



**US\$ 28.7M**

- We reached a daily production average of 143 trailers;
- We increased 22.6% in volumes sold to the domestic and foreign markets compared to 3Q20;
- Best third quarter in net revenue in the history of the Trailers Division for semi-trailer exports;
- Agribusiness sector continues to be the main business driver (68.8% of the Company's semi-trailer sales);
- Delivery of 171 railcars in 3Q21 (5 units in 3Q20);
- Market share pressured by the increase in demand;
- Inflation pressure on costs resulted in a reduction in the gross margin, year-over-year;
- Positive one-offs impact in 3Q21 (R\$ 15.1 M).

# Segments | Auto Parts

## NET REVENUE



**R\$ 1.3 B**

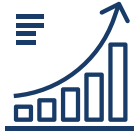
Volumes	3Q21			3Q20			2Q21			9M21			9M20		
	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%
Friction Materials (Thousand/un.)	27,487	327,320		26,148	273,830	5.1%	24,306	298,267	13.1%	78,636	930,125		67,933	725,680	15.8%
Other products Fras-le (Thousand/un.) <sup>1</sup>	9,382	314,111		6,053	172,768	55.0%	9,415	288,304	-0.3%	29,336	927,769		13,032	326,966	125.1%
Brakes (un.)	253,893	181,684		157,078	90,178	61.6%	223,471	156,139	13.6%	692,282	470,567		388,054	223,137	78.4%
Coupling Systems (un.)	39,833	87,428		31,178	47,155	27.8%	37,432	78,105	6.4%	114,194	232,583		74,562	108,790	53.2%
Suspensions and Axles (un.)	56,030	222,431		36,839	131,797	52.1%	46,094	175,683	21.6%	147,896	549,130		91,392	296,147	61.8%
Hubs and Drums (un.)	226,771	162,372		173,297	58,330	30.9%	201,966	119,595	12.3%	628,483	383,249		412,765	136,767	52.3%
Others	-	4,389		-	-	-	-	2,058	-	-	6,447		-	-	-

<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

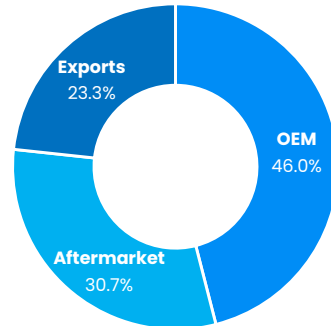
## EBITDA %



**R\$ 249.4M**  
**19.2%**

## Net Revenue Breakdown by Segment

3Q21



## INTERNATIONAL MARKET CONSOLIDATED



**US\$ 57.8M**



Castertech completes acquisition of Menegotti group foundry unit in Santa Catarina

- Another quarter of heated demand, both in the OEM market and in the aftermarket;
- Release from OEMs point to continued good demand level;
- Volume growth in all product lines of this division in the yearly comparison;
- Recent acquisitions have added important revenue and results for this division;
- Exchange rate continues to benefit exports, but the high cost of sea freight and the shortage of containers may affect sales in the coming months;
- Negative effect of one-offs in 3Q21 (R\$7.5M).

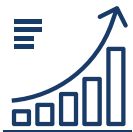
# Segments | Financial and Digital Services

## NET REVENUE



**R\$ 67.5M**

## EBITDA %



**R\$ 14.1M**  
**20.9%**

## STARTUPS

**7 invested**

**12 co-invested**

Volumes	3Q21			3Q20			2Q21			9M21			9M20		
	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%	Units	Revenue	Δ%
Coop-payment plan quotas sold	3,248	49,026		3,415	41,481	-4.9%	4,695	51,725	-30.8%	10,966	146,016		8,714	118,145	25.8%
Randon Investimentos (Randon Bank)	-	17,754		-	11,188	-	-	16,686	-	-	50,728		-	30,932	-
Others <sup>1</sup>	-	747		-	6	-	-	1,135	-	-	2,174		-	15	-

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

Net Revenue in R\$ Thousand

## Randon Consórcios

- Reduction of quotas sold due to the change of ERP in the period, but with an increase in the average ticket;
- 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;

## Randon Ventures

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



Randon Ventures invests in startup Motorista PX to facilitate cargo transport



Banco Randon advances in its business transformation process

# 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**

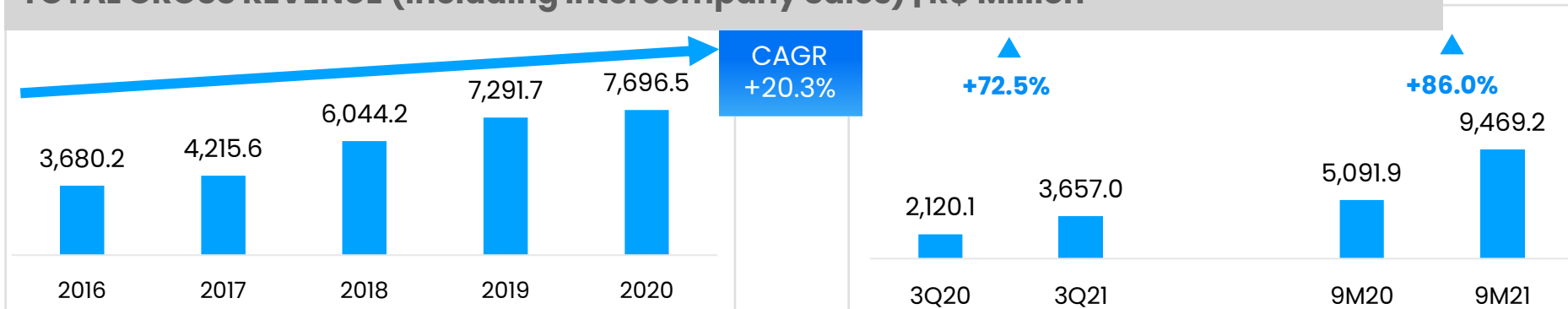
- Write your **NAME, COMPANY** and **QUESTION**.
- If your question is not answered during the event, our IR team will reply to you by e-mail.



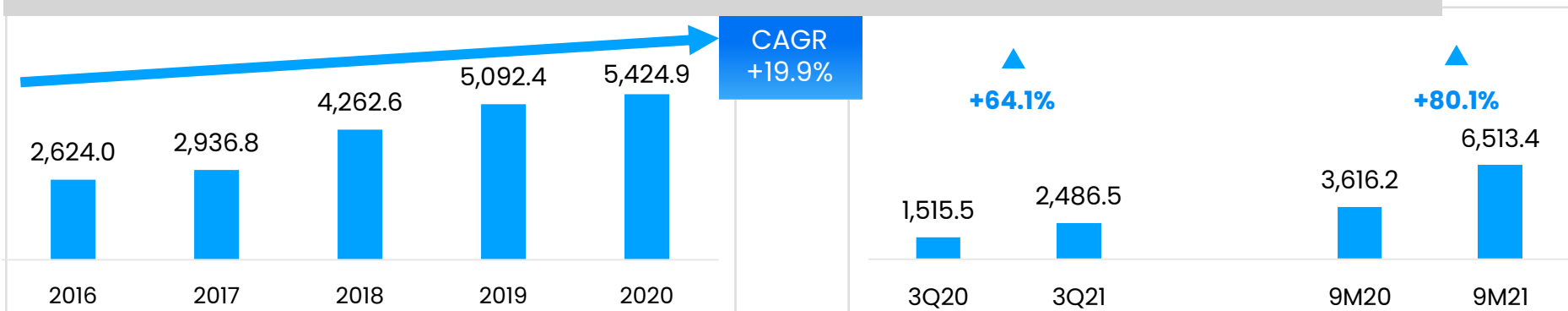
# SUPPORT MATERIAL 3Q21

# Operating Results

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

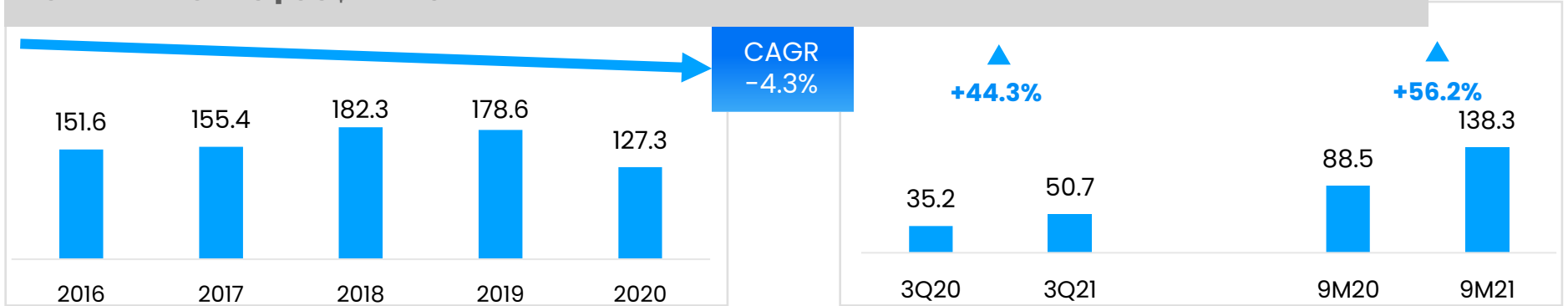


## CONSOLIDATED NET REVENUE | R\$ Million

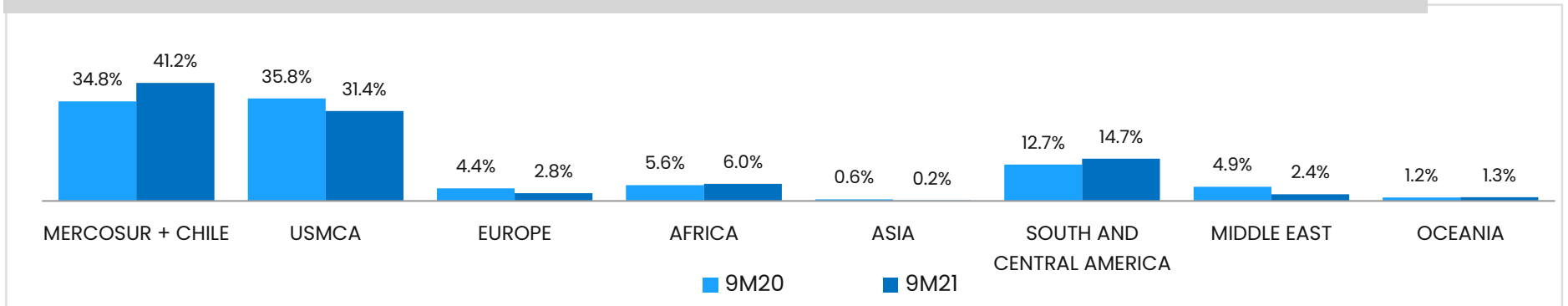


# Operating Results

## TOTAL EXPORTS | US\$ Million

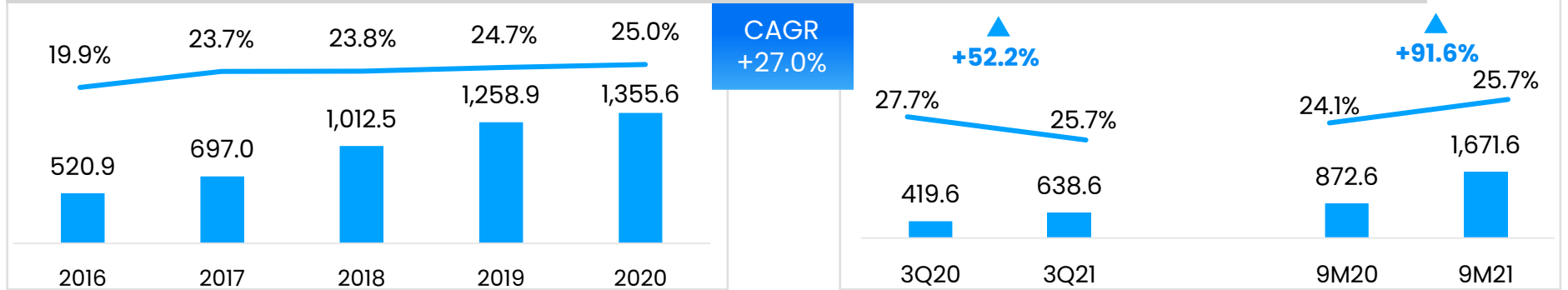


## EXPORTS BY ECONOMIC REGION | US\$ Million



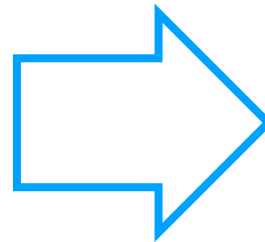
# Operating Results

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

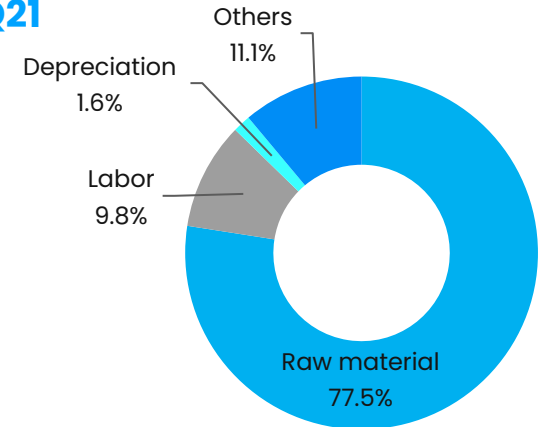


**COGS 3Q21**  
R\$ 1.8 Bn  
(74.3% o/CNR)

## COGS DISTRIBUTION 3Q21

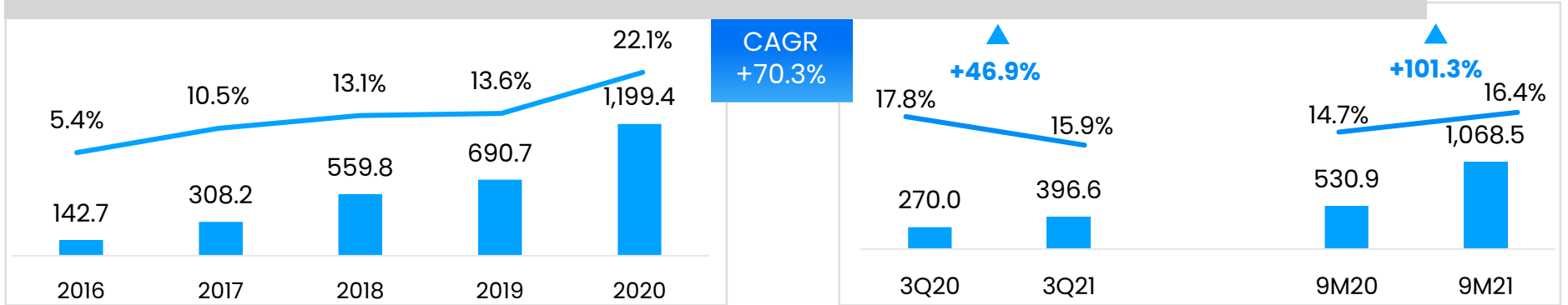


## 3Q21 COGS BREAKDOWN

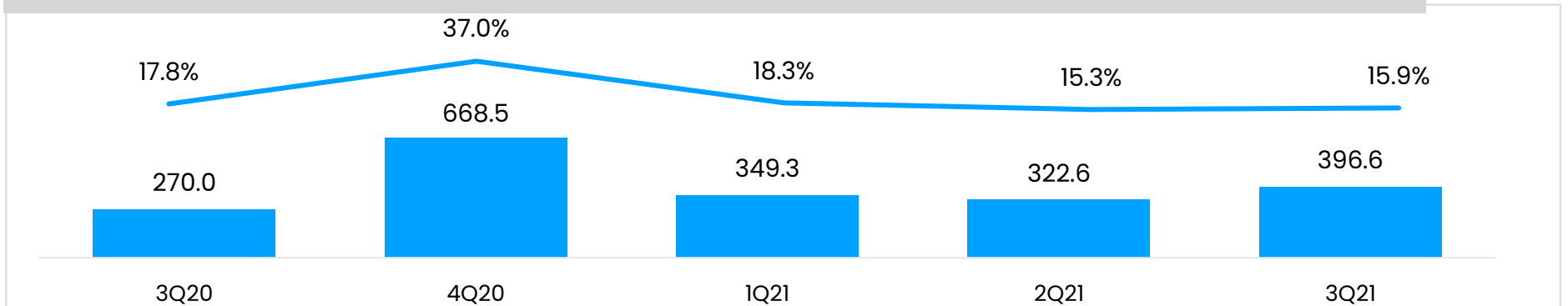


# Operating Results

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



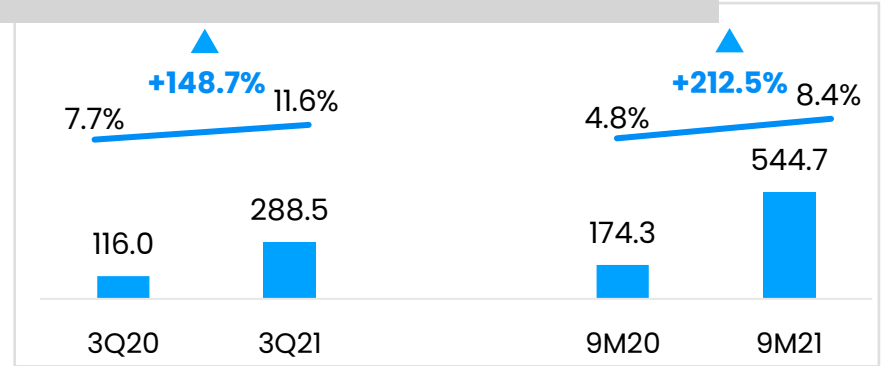
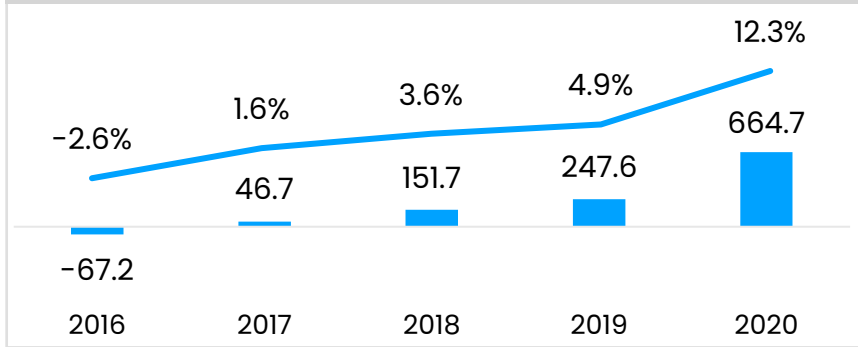
## EBITDA | EBITDA MARGIN QUARTERLY | R\$ Million | %



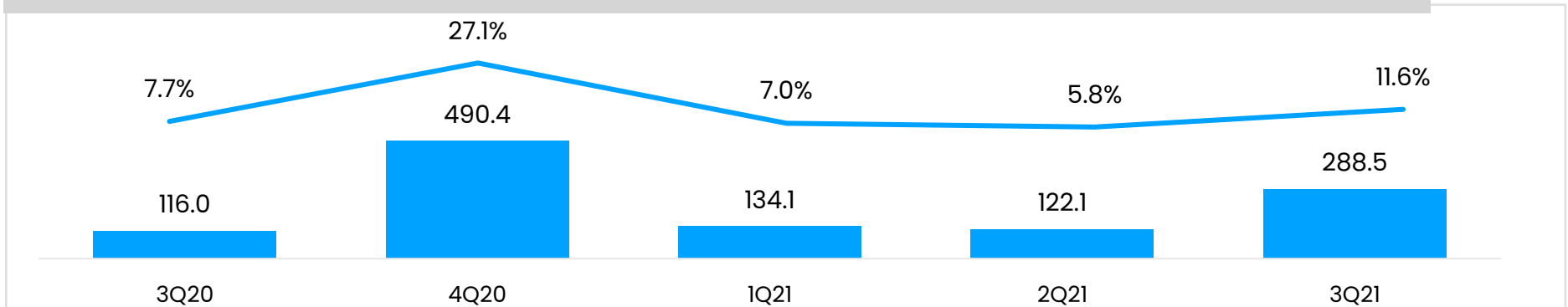


# Financial Results

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

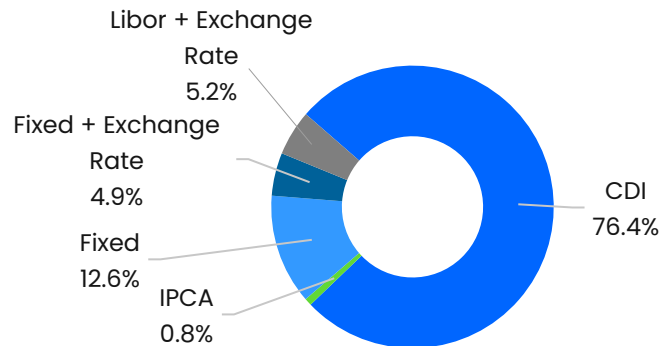


## NET PROFIT | NET MARGIN QUARTERLY | R\$ Million | %



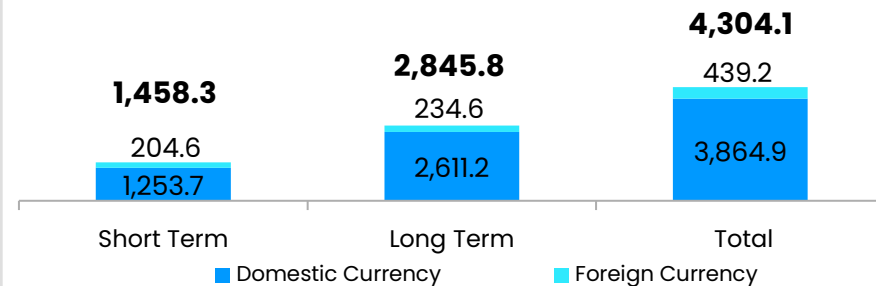
# Indebtedness

## DEBT INDEXES

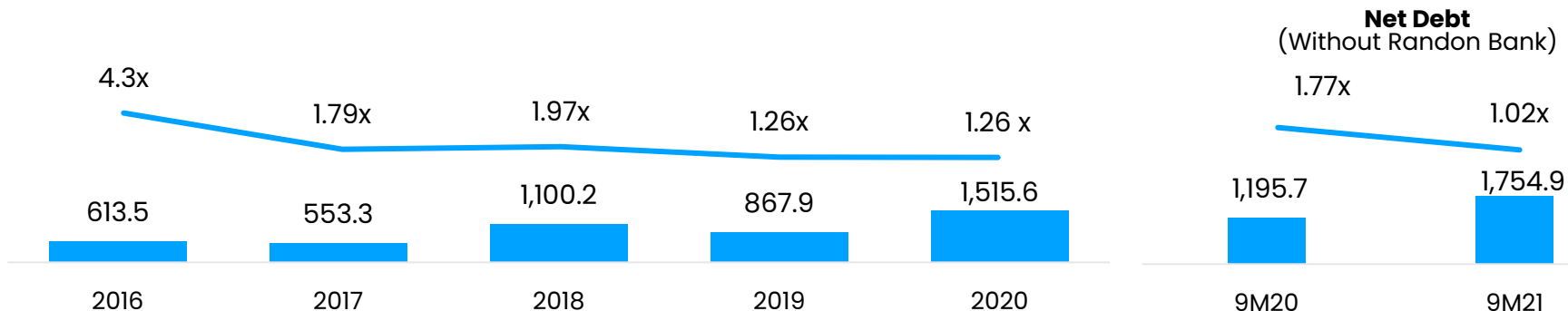


## ORIGIN OF DEBT SHORT AND LONG TERM

R\$ Million

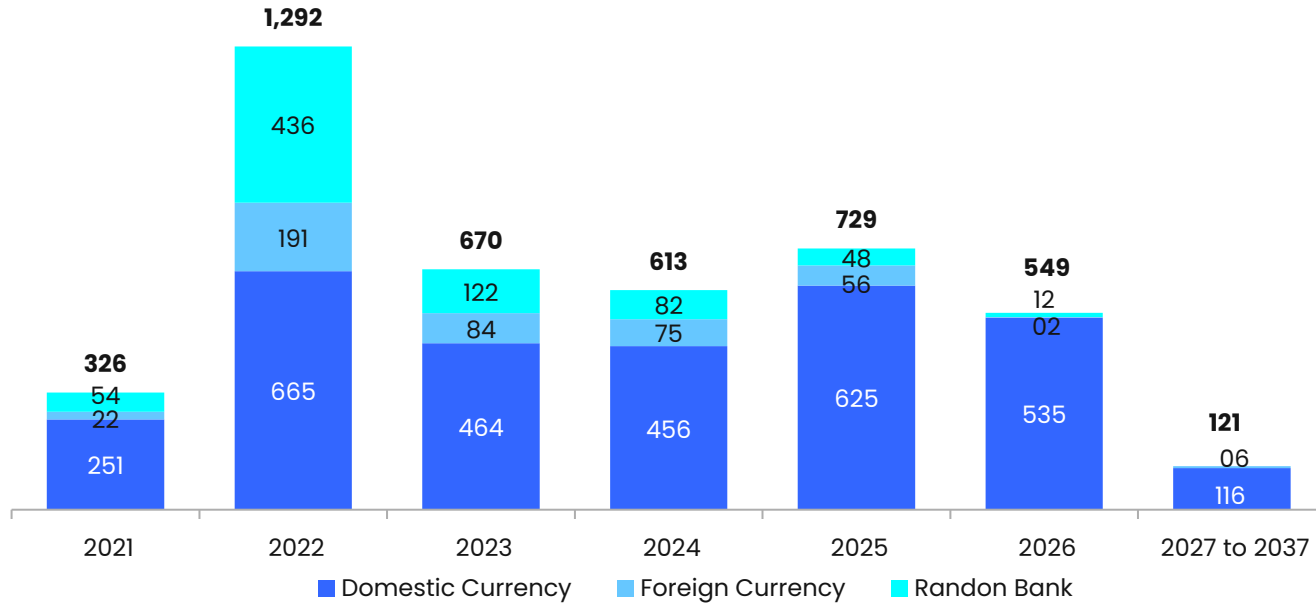


## INDEBTEDNESS | NET DEBT / EBITDA | R\$ Million



# Indebtedness

## SCHEDULE OF DEBT PAYMENT | R\$ Million



# Quarterly Information

## R\$ million | %

	3Q2020	4Q2020	2020	1Q2021	2Q2021	3Q2021
Consolidated Net Revenue	1,515.5	1,808.6	5,424.8	1,913.1	2,113.8	2,486.5
% Trailers	45.4%	42.0%	44.4%	40.2%	43.8%	45.0%
% Auto Parts	51.1%	54.9%	51.8%	56.6%	52.9%	52.3%
% Services	3.5%	3.1%	3.8%	3.2%	3.3%	2.7%
Consolidated Gross Profit	419.6	483.0	1,355.6	512.4	520.6	638.6
% Gross Margin	27.7%	26.7%	25.0%	26.8%	24.6%	25.7%
EBITDA	270.0	668.5	1,199.4	349.3	322.6	396.6
% EBITDA Margin	17.8%	37.0%	22.1%	18.3%	15.3%	15.9%
Net Profit	116.0	490.4	664.7	134.1	122.1	288.5
% Net Margin	7.7%	27.1%	12.3%	7.0%	5.8%	11.6%



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