

MANAGEMENT REPORT

2024

**KEEP
LIFE
IN
MOTION**





INTRODUCTION

[03](#) Message from the CEO /Chairman
[04](#) Subsequent Events



OUR ECOSYSTEM

[06](#) Who we are
[07](#) Global presence
[08](#) Our brands
[09](#) Awards and recognitions
[10](#) Auto Experts



OUR RESULTS

[12](#) Main figures
[13](#) Sales performance
[17](#) Operational performance
[21](#) Financial management
[24](#) Capital markets



ESG AMBITION

[28](#) Sustainability in Focus
[29](#) Planet
[30](#) People
[31](#) Business



APPENDICES

[33](#) Income Statement
[34](#) Balance Sheet
[35](#) Cash Flow Statement/ Value Added
[36](#) Detailed description by product family

The maturity of a company with decades of experience and the youthfulness of a company that seeks to always be in motion. It is with this spirit that we recorded another historic year for Frasle Mobility, with record consolidated net revenue and impressive results. In the symbolic year in which we celebrate 70 years since the founding of the pioneering Fras-le brand, the company achieved almost R\$4 billion in net revenue, 17% more than the previous year.

The most significant milestone in this journey was the announcement of the largest transaction in Frasle Mobility's history with the acquisition of Dacomsa (Kuo Refacciones), a leader in the Mexican automotive market. This deal expands our portfolio with new iconic brands, with great representation in the local market, and opens the door to significant synergies. The figures recorded in 2024 do not yet account for this important movement, which will position the company, as of 2025, as a leader in Latin America in the automotive aftermarket segment, with prominent positions in the three main markets in the region: Brazil,

Mexico and Argentina.

It was a year of achievements, but also of many challenges. The floods in Rio Grande do Sul, where the Company is headquartered, impacted our people and operations, demanding even greater resilience from our team and assertiveness in decision-making.

"... our commitment to keeping life in motion through strategic actions, with the confidence that our business model is consistent and assertive....".

We are committed, together with Randoncorp and Elisabetha Randon Institute, to remaining attentive to the affected communities and to the ongoing work of rebuilding the State, through initiatives to promote entrepreneurship, support for schools and coordination to recover mobility infrastructure.

We remain steadfast, building the future with boldness and confidence in our current actions. We have appointed new executive positions to our executive board, preparing the company for the

challenges of new businesses. We are also working on decarbonizing our value chain and products, with new projects under development. The inauguration of the Green Boiler, powered by biomass, is one of the milestones of 2024 in this regard. It reduces Frasle Mobility's greenhouse gas (GHG) emissions by 60%, the equivalent of 10 thousand tons of CO2 per year.

I reaffirm our commitment to keeping life in motion through strategic actions, with the confidence that our business model is consistent and assertive. The facts and figures we present in this report represent not only the quality of the results, but mainly the assertiveness of our strategies and the expertise of our people, in building a company with constant growth, resilience and solidity every day, always concerned with developing intelligent and sustainable solutions in components for motion control. We are increasingly consolidating Frasle Mobility as a global company, focused on safety, sustainability and innovation in its products and services.



Sergio L. Carvalho
President and CEO of Frasle Mobility

01 INTRODUCTION / SUBSEQUENT EVENTS

COMPLETION OF THE ACQUISITION OF DACOMSA

KUO REFACCIONES

In continuation of the Material Fact disclosed on June 24, 2024, on January 14, 2025, through a Notice to the Market, the Company announced the conclusion of the precedent conditions related to the purchase and sale agreement of the aftermarket division of the Mexican group KUO.

The acquisition of Dacomsa reinforces Frasle Mobility's strategy of expanding its global presence in the aftermarket. With this move, approximately 55% of the Company's revenue will be generated abroad, strengthening its international presence. In addition, the acquisition of Dacomsa diversifies the product portfolio, adding engine components and brands recognized in their segments, further increasing the Company's competitiveness.

 Check out Dacomsa's profile in the signing presentation

SYNERGIES

The acquisition of Dacomsa brings significant synergy opportunities to Frasle Mobility, both on the revenue and cost fronts. On the revenue front, the integration of operations allows the expansion of product offerings through cross-selling, introducing new product lines, increasing the Company's exposure in the US market and expanding the presence of heavy-duty products in Mexico. On the cost front, the main synergies are related to sourcing, with the consolidation of purchases of finished products and raw materials, in addition to operational efficiency gains in the manufacturing of friction materials, optimizing processes and reducing costs.



EMPLOYEES AT THE MORESA AND TF VICTOR FACTORIES IN CELAYA, MEXICO.
Between January 14th and 17th, we held face-to-face communication meetings with all employees at the factories, warehouses and DACOMSA head office.

FINANCIAL STRUCTURE– FUNDING

The acquisition, worth approximately R\$2.2 billion, was financed by a combination of own resources and debt. Of the total, R\$450 million came from the Company's cash, while the remainder was obtained through two debt issuances: R\$750 million in Brazil and the remaining amount in Mexico. The funds raised in Brazil, together with the cash of Fras-le Holding (R\$1.2 billion), were used to capitalize Fras-le Mexico and Fras-le North America, which in turn transferred the funds to Fras-le Mexico for the acquisition of Dacomsa's distribution unit. The funds raised in Mexico were raised directly by Dacomsa, which used them to acquire the other operations involved in the transaction, including KUO Motor, Fritec, land and associated brands.

At Frasle Mobility, we value the individuality and operational culture of each unit, taking into account its geographical and organizational characteristics..

02

*KEEP
LIFE
IN
MOTION*

OUR ECOSYSTEM

 **FRASLE**
MOBILITY

02 OUR ECOSYSTEM / WHO WE ARE

We are an automotive consumer ecosystem with smart and sustainable solutions



Watch our
institutional
video

MISSION

Provide safety and comfort for the transportation of people and goods so that life remains in motion.

VISION

Be recognized for sustainable mobility solutions..

PURPOSE

Connect people and wealth, generating prosperity.

BUSINESS

Safety and innovation in motion control.

R\$ 4.0 B NET REVENUE *

R\$ 374.7 M NET PROFIT *

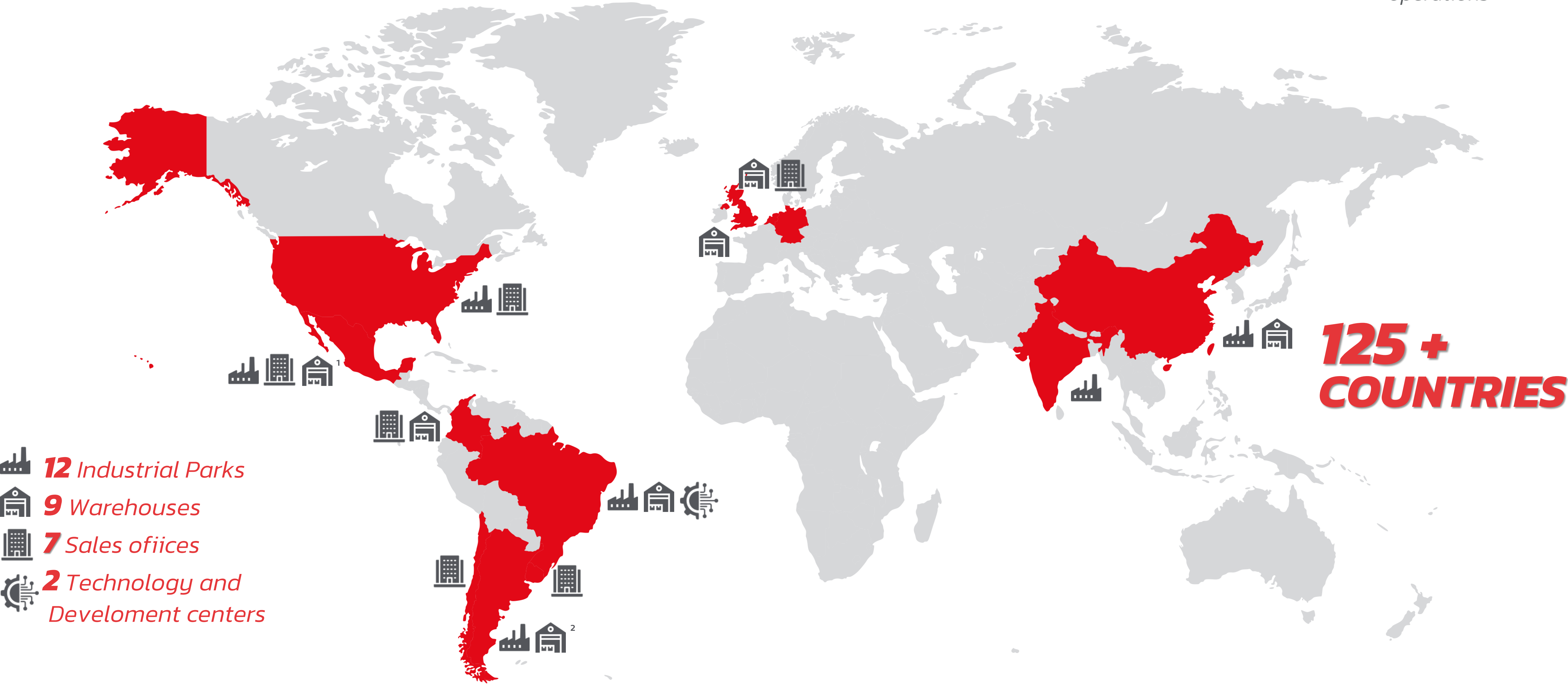
18.4% ADJUSTED EBITDA MARGIN*

15.6% ROIC*

* Figures for 2024

02 OUR ECOSYSTEM / Global Presence

 Access more
about our
operations



¹Dacomsa, a conglomerate with operations in Mexico, was acquired in January 2025.
²Armetal Autopartes S.A was incorporated into Fras-le Argentina S.A operation in January 2025.

02 OUR ECOSYSTEM / Our Brands

**We are a House
of leading
Brands with
global presence**



With the slogan "Thought of Brakes, Fras-le", the brand, a global leader in the segment, has been on the market for over 70 years, standing out for its broad portfolio of products and components for motion control on roads, rails and runways.

14.000+ SKU'S
140 LIGHT LINE SKU'S LAUNCHED IN 2024

FREMAX



"The ultimate in motion" is the slogan of the brand that has been operating for 39 years with brake discs and drums for light vehicles.

2,000+ SKU'S
90 SKU'S LAUNCHED IN 2024



"Confidence is key? Controil is the answer". – The brand that has been operating in the replacement market for hydraulic brake components for 68 years.

1.000+ SKUS
207 SKU'S LAUNCHED IN 2024

NAKATA



For 73 years, "Tudo Azul, Tudo Nakata" (All sunshine, all rainbows with Nakata) has been the motto that represents the brand, a leader in the segment of replacement components for suspension, steering and comfort in light and heavy vehicles and motorcycles.

6,400+ SKU'S
148 SKU'S LAUNCHED IN 2024

**OUR PORFOLIO
ALSO INCLUDE:**

MORESA⁺

TF VICTOR

FRITEC[®]

JURATEK

ABTEX

ARMETAL

AUTO EXPERTS

Autopar

BestBrake

BIOCERAMIC

composs

durbloc

IEA

LonaFlex

plabestof

POWER ENGINE

RACE

sello

TENSA

TSP

Vehyco

* Moresa, TF Victor and Fritec will join our iconic brands along with Fras-le, Controil, Fremax and Nakata from January 2025. Also joining the portfolio following the acquisition of Dacomsa: BioCeramic, IEA, RACE, Sello, Tensa, TSP and Vehyco.

02 OUR ECOSYSTEM / Awards and recognitions



BEST BRAKE PAD

2ND PLACE/SILVER Sindirepa-SP Award

PARTS FOR TRUCKS AND BUSES

1st PLACE Biggest in Transport & Best in Transport Award

MOST PURCHASED BRAND

1ST PLACE BRAKE PADS Brands of the Workshop/Cinau Award



BEST BRAKE PAD

2ND PLACE/SILVER Sindirepa-SP Award



MOST REMEMBERED AND PURCHASED BRAND

1ST PLACE MASTER CYLINDER AND SEERVO BRAKE Oficina/Cinau Brands Award



BEST BRAKE DISC

1st PLACE/GOLD Sindirepa-SP Award

MOST REMEMBERED AND PURCHASED BRAND

1ST PLACE BRAKE DISC Oficina/Cinau Brands Award



MOST REMEMBERED AND PURCHASED BRAND

1ST PLACE STEERING BAR, STEERING TIE ROD END, AND SUSPENSION PIVOT Brands of the Workshop/Cinau Award



AUTOMOTIVE SUPPLIER OF THE YEAR

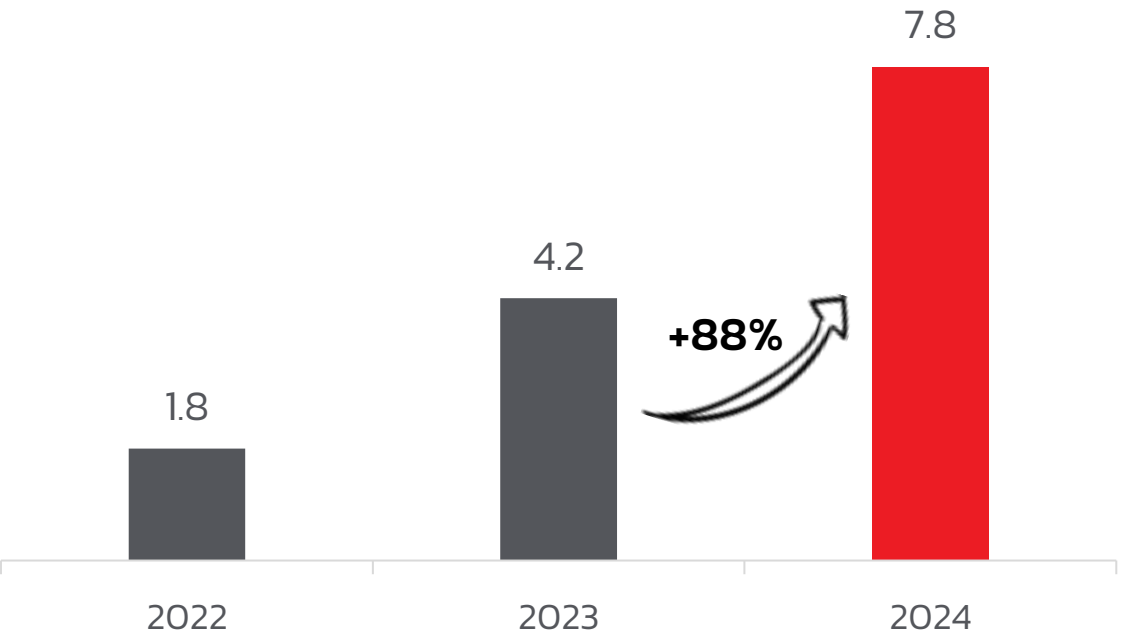
IAAF Annual Awards

02 OUR ECOSYSTEM / Auto Experts

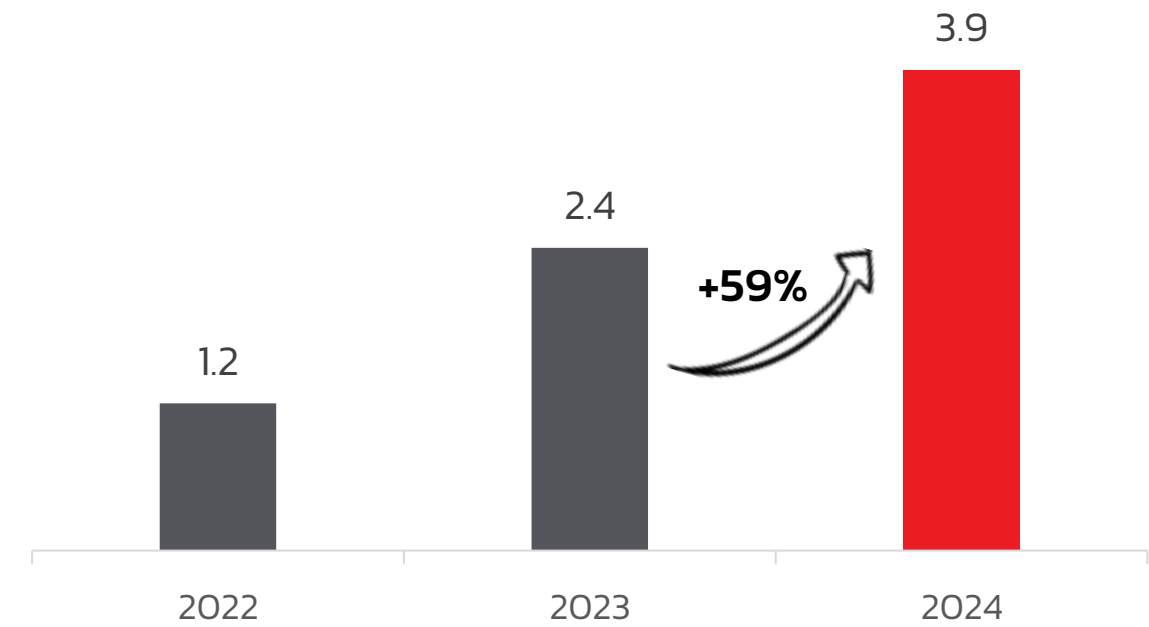
Digital platform
that accelerates
business



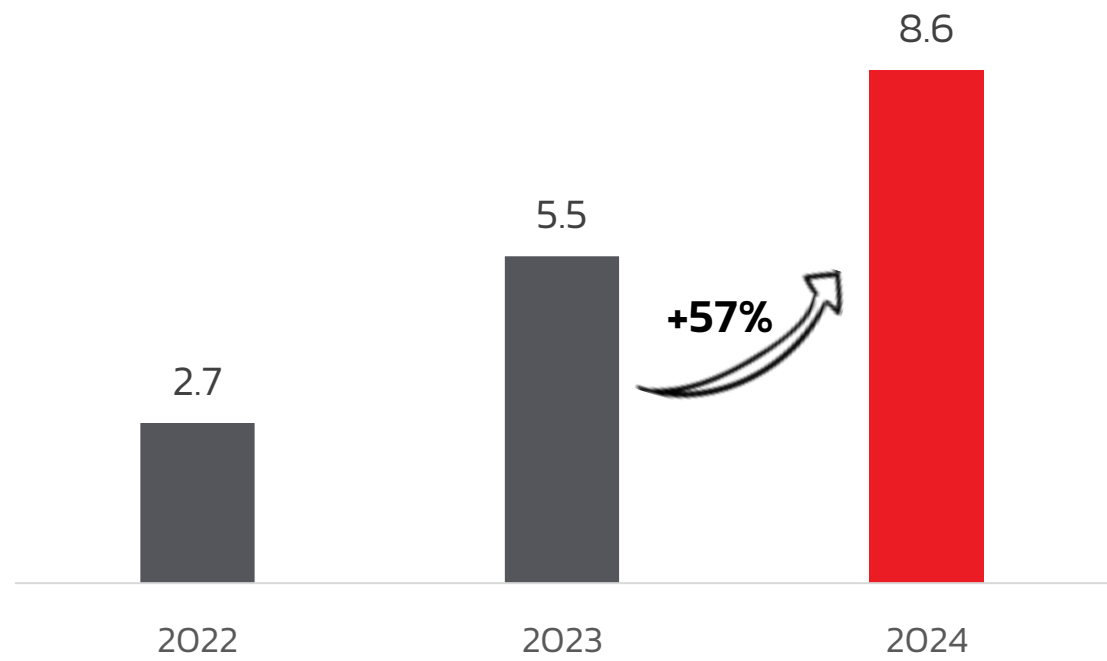
SESSIONS
Values in million



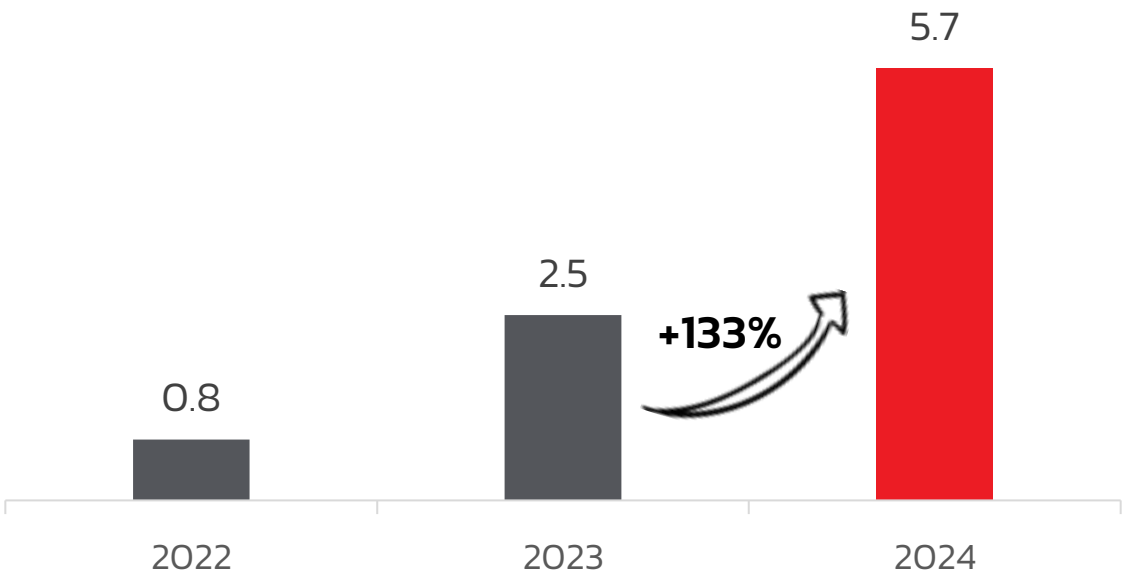
USERS
Values in million



SURVEYS
Values in million



SEARCH BY LICENSE PLATE
Values in million



OUR BRANDS
PRESENT ON THE
PLATFORM



AVERAGE SITE
SEARCH TIME 12 MIN

SKUs IN
CATALOG* 24,100

* Sum of the number of SKUs in the markets of Argentina; Brazil; Colombia and Mexico.

03

*KEEP
LIFE
IN
MOTION*

*OUR
RESULTS*

 **FRASLE**
MOBILITY

03 OUR RESULTS / Key figures

KEY FIGURES

	2024	2023	Δ %	2022	2021	2020	Δ %
Net Revenue	3,965.8	3,388.7	17.0%	3,058.2	2,582.2	1,670.8	54.5%
Domestic Market	2403.6	2156.5	11.5%	1882.1	1,590.6	920.2	72.8%
Foreign Market	1562.2	1232.2	26.8%	1176.0	991.5	750.5	32.1%
Foreign Market US\$	289.7	246.1	17.7%	227.7	183.8	145.8	26.0%
Exports – Brazil US\$	125.0	108.5	15.2%	105.7	84.7	68.9	23.0%
Gross Profit	1,330.5	1,138.6	16.9%	903.5	748.3	479.9	55.9%
Gross Margin	33.5%	33.6%	-0.1 pp	29.5%	29.0%	28.7%	0.3 pp
Operating Profit	519.2	542.6	-4.3%	333.0	275.2	240.0	14.7%
Operating Margin	13.1%	16.0%	-2.9 pp	10.9%	10.7%	14.4%	-3.7 pp
EBITDA	677.9	667.2	1.6%	453.1	388.1	330.9	17.3%
EBITDA Margin	17.1%	19.7%	-2.6 pp	14.8%	15.0%	19.8%	-4.8 pp
Net Profit	374.7	388.7	-3.6%	203.3	210.6	182.0	15.7%
Net Margin	9.4%	11.5%	-2.0 pp	6.6%	8.2%	10.9%	-2.7 pp
Adjusted EBITDA	729.0	664.7	9.7%	475.6	413.3	283.1	46.0%
Adjusted EBITDA Margin	18.4%	19.6%	-1.2 pp	15.6%	16.0%	16.9%	-0.9 pp
Investments	165.8	133.7	24.0%	106.4	115.6	56.0	106.6%
ROIC	15.6%	19.3%	-3.7 pp	13.8%	12.6%	9.4%	3.2 pp

Values in R\$ million (except for exports, profit per share and percentage)

	2024	2023	Δ %	2022	2021	2020	Δ %
Average price of the US dollar	5.39	4.99	7.9%	5.16	5.40	5.16	4.6%

GUIDANCE 2024

On March 11, 2024, the Company released its projections for the year 2024 through a Material Fact. Below, we present a comparative table between the projected and actual figures for the year:

Guidance		
Drivers	Forecast	Performed
Consolidated Net Revenue	R\$ 3.7 ≤ X ≤ R\$ 4.0 billion	R\$ 4.0 billion
Foreign Market Revenues ¹	US\$ 250 ≤ X ≤ US\$ 290 million	US\$ 290 million
Adjusted EBITDA Margin	17% ≤ X ≤ 21%	18.4%
Investments ²	R\$ 130 ≤ X ≤ R\$ 170 million	R\$ 166 million

¹ Value referring to the sum of exports out of Brazil and revenues generated by operations abroad, net of intercompany transactions; ² Percentage considers margin adjusted for non-recurring events; ³ Value referring to organic investments.

The year 2024 was marked by major challenges, but also by important achievements for Frasle Mobility. We faced a complex scenario, with the biggest climate disaster in the history of Rio Grande do Sul, the update of our ERP, the consolidation of our footprint with the closure of the plant in Uruguay, in addition to the impact of the elimination of subsidies and the international logistical disruptions that affected supply chains.

Nevertheless, we overcame these obstacles and delivered good results, achieving our goals for the year. Frasle Mobility’s resilience once again proved to be a competitive edge, driven by our geographic diversification and a defensive and essential mobility portfolio. Our exposure to diverse markets and recurring demand for replacement allowed us to maintain stable and predictable revenue, even in a challenging environment.

We ended 2024 with the certainty that we are prepared to continue growing and delivering value, further strengthening our position in the market and reinforcing the trust of our customers, partners and shareholders.

03 OUR RESULTS / Sales performance

FRICTION MATERIALS

- Brake pads for light vehicles had a record year of sales, driven by strong demand for repairs in workshops, strengthening of the portfolio with the launch of new products and price repositioning.
- In the line of brake pads for commercial vehicles, the marketing strategy focused on increasing the relevance and growth of the product in the segment of disc brakes for trucks and light commercial vehicles, with emphasis on mature markets such as the United States and Europe.
- Brake Linings for commercial vehicles contributed positively to the growth in volume and revenue, driven by the gaining of new business abroad, strengthening of the brand, price repositioning and geographic diversification.

BRAKE SYSTEM COMPONENTS

- The brake disc line started the year facing challenges due to high inventory levels at distributors, increased price competition in the domestic market, and shutdowns at automakers. Given this scenario, price repositioning efforts were carried out, which generated positive results in 2H24. In addition, the normalization of exports to Argentina also contributed to growth in revenue and volume.
- The Controil site had a challenging year, impacted by shutdowns due to flooding. Resuming operations required maintenance of the machines so that the manufacturing park could resume operations. Stocks maintained at the Extrema/MG warehouse, combined with co-manufacturing initiatives to increase availability, helped mitigate the financial impacts, resulting in growth in volume and revenue compared to 2023.

Sales Volumes by Product Line in millions of pieces																		
VOLUMES			2024		2023		Δ %		2Q24		Δ %		2022		2021		Δ %	
	Friction Material		108.1		104.8		3.2%		26.8		303.1%		98.5		102.1		-3.5%	
	Components for the Brake System		10.6		9.5		10.9%		2.6		314.0%		8.7		8.5		1.9%	
	Components for the Suspension, Steering and Powertrain		21.5		19.4		10.5%		5.5		290.6%		16.6		15.6		6.6%	
Sales Revenue by Material in R\$ million																		
NET REVENUE			2024		2023		Δ %		2Q24		Δ %		2022		2021		Δ %	
	Friction Material		1,873.4	47.2%	1,635.4	48.3%	14.6%		467.3	47.7%	300.9%		1,502.7	49.1%	1,262.9	48.9%	19.0%	
	Components for the Brake System		787.8	19.9%	676.0	19.9%	16.5%		193.6	19.8%	306.9%		591.6	19.3%	492.9	19.1%	20.0%	
	Components for the Suspension, Steering and Powertrain		1,126.5	28.4%	948.6	28.0%	18.8%		272.1	27.8%	314.0%		821.0	26.8%	671.6	26.0%	22.3%	
	Other products *		178.0	4.5%	128.7	3.8%	38.4%		47.2	4.8%	277.0%		142.8	4.7%	154.7	6.0%	-7.7%	
	Total Net Revenue		3,965.8	100.0%	3,388.7	100.0%	17.0%		980.3	100.0%	304.6%		3,058.2	100.0%	2,582.2	100.0%	18.4%	

*The components are detailed at the end of this report.
Friction volume has changed in total for 2023 due to the reclassification of intercompany sales and accounting for sets for parts.

SUSPENSION, STEERING AND POWERTRAIN COMPONENTS

- The Extrema site contributed to the increase in revenue and volume, driven by commercial strategies that resulted in market share gains in the domestic market. In the second half of the year, maritime logistics problems impacted the subsidiary, which receives co-manufactured products. In the fourth quarter, with pent-up demand, it was possible to recover performance and end the year with growth in these indicators.

- The Cartagena Warehouse also stood out positively in terms of performance, portfolio development, commercial and logistics work to win new business and market space.

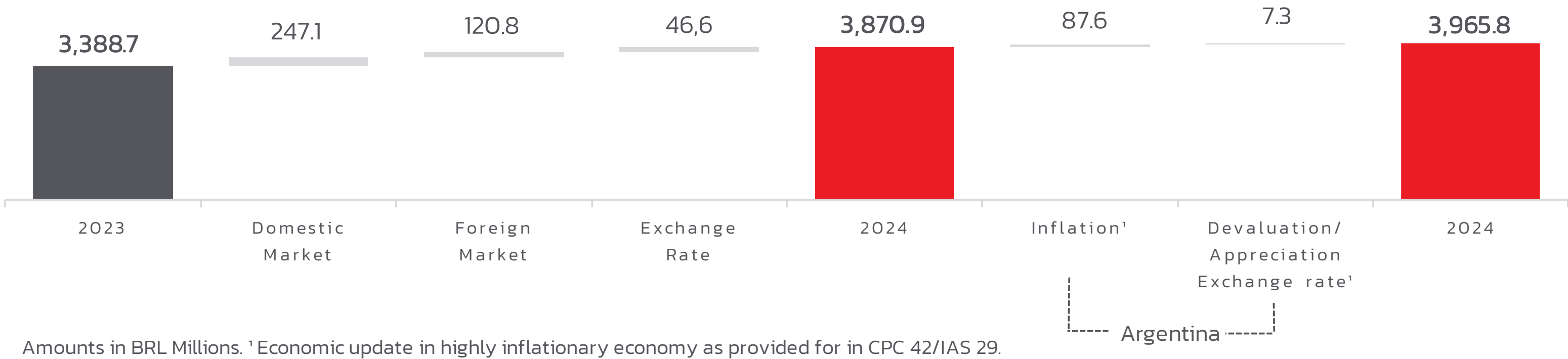
OTHER PRODUCTS

- Composs had a slow start in the year due to the shutdown caused by the restructuring of its main client's production lines. Business gradually resumed, and the unit ended the year exporting products to Argentina. In addition, it maintained its initiative in research and development of new technologies applied to the products.

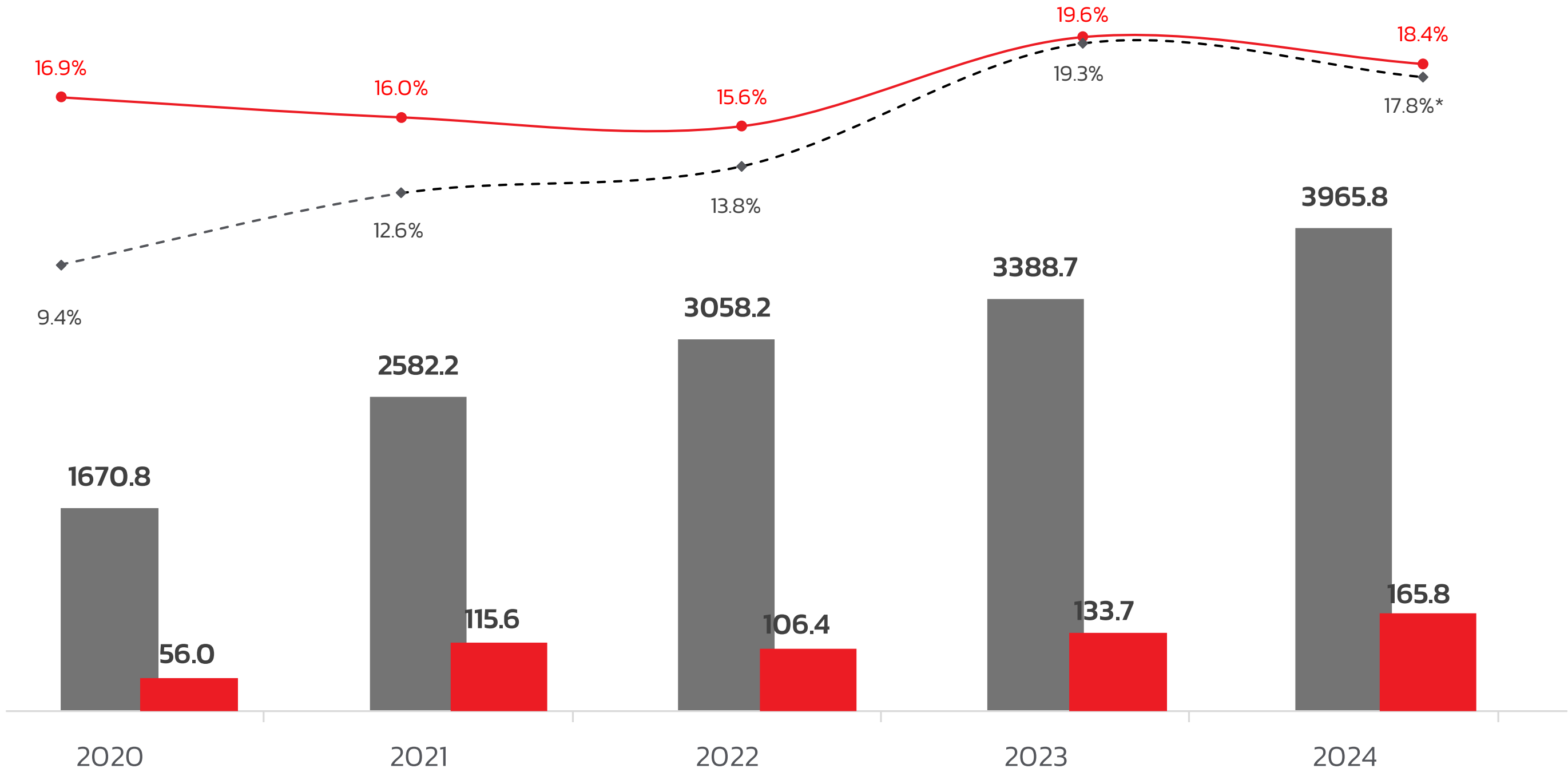
03 OUR RESULTS / Sales performance

NET REVENUE PERFORMANCE

It is important to note that the performance of sales revenue by material family does not necessarily reflect the same behavior in volumes, as there are effects of exchange rate variations, product mix and prices charged. For more details on the families, see Annex IV. The graph in causal format is presented alongside, showing the effects that modified the performance of consolidated net revenue in 2024 compared to 2023.



Our evolution reflects the strength of our business model, built over the years to ensure resilience and sustainable growth. Our results are driven by portfolio diversification, strategic global presence and synergies between our operations, which allow us to capture opportunities in different markets. This combination makes us a Company prepared for the future, with robust performance and aligned with the dynamics of the sector.



■ NET REVENUE (R\$ THOUSAND OF REAIS) — ADJUSTED EBITDA MARGIN
■ INVESTMENTS (R\$ THOUSAND OF REAIS) - - ROIC

* Without effects of the closure of Fanacif S.A. activities.

03 OUR RESULTS / Sales performance

Net Revenue by Markets										
Markets	2024		2023		Δ %	2022		2021		Δ %
DM Aftermarket	2,162.4	54.5%	1,946.5	57.4%	11.1%	1,660.1	54.3%	1,425.4	55.2%	16.5%
DM OEM	241.1	6.1%	210.0	6.2%	14.8%	222.0	7.3%	165.2	6.4%	34.4%
Domestic Market	2,403.6	60.6%	2,156.5	63.6%	11.5%	1,882.1	61.5%	1,590.6	61.6%	18.3%
FM Aftermarket	1,345.1	33.9%	1,037.7	30.6%	29.6%	1,000.6	32.7%	850.1	32.9%	17.7%
FM OEM	217.2	5.5%	194.4	5.7%	11.7%	175.5	5.7%	141.4	5.5%	24.0%
Foreign Market	1,562.2	39.4%	1,232.2	36.4%	26.8%	1,176.0	38.5%	991.5	38.4%	18.6%
Total Aftermarket Net Revenue	3,507.5	88.4%	2,984.2	88.1%	17.5%	2,660.7	87.0%	2,275.5	88.1%	16.9%
Total OEM Net Revenue	458.3	11.6%	404.4	11.9%	13.3%	397.5	13.0%	306.7	11.9%	29.6%
Total Net Revenue	3,965.8	100%	3,388.7	100%	17.0%	3,058.2	100%	2,582.2	100%	18.4%

Values in R\$ million

DOMESTIC MARKET (DM)

REPLACEMENT

- The growth of the replacement market is related to several factors, such as increased productivity and capacity in manufacturing plants, increased market share driven by greater product availability and the intense development of new solutions, combined with a continuous review of the portfolio. In addition, a relevant factor is the flow of vehicles in workshops, driven by the record resale of used vehicles in 2024.

AUTOMAKERS

- Strikes at automakers at the beginning of the year had a negative impact on results. However, over the course of the year, this effect was offset by gains from new business and approvals made in previous cycles. In addition, the increase in new vehicle sales and more attractive financing conditions contributed to the recovery.

INTERNATIONAL MARKET (IM)

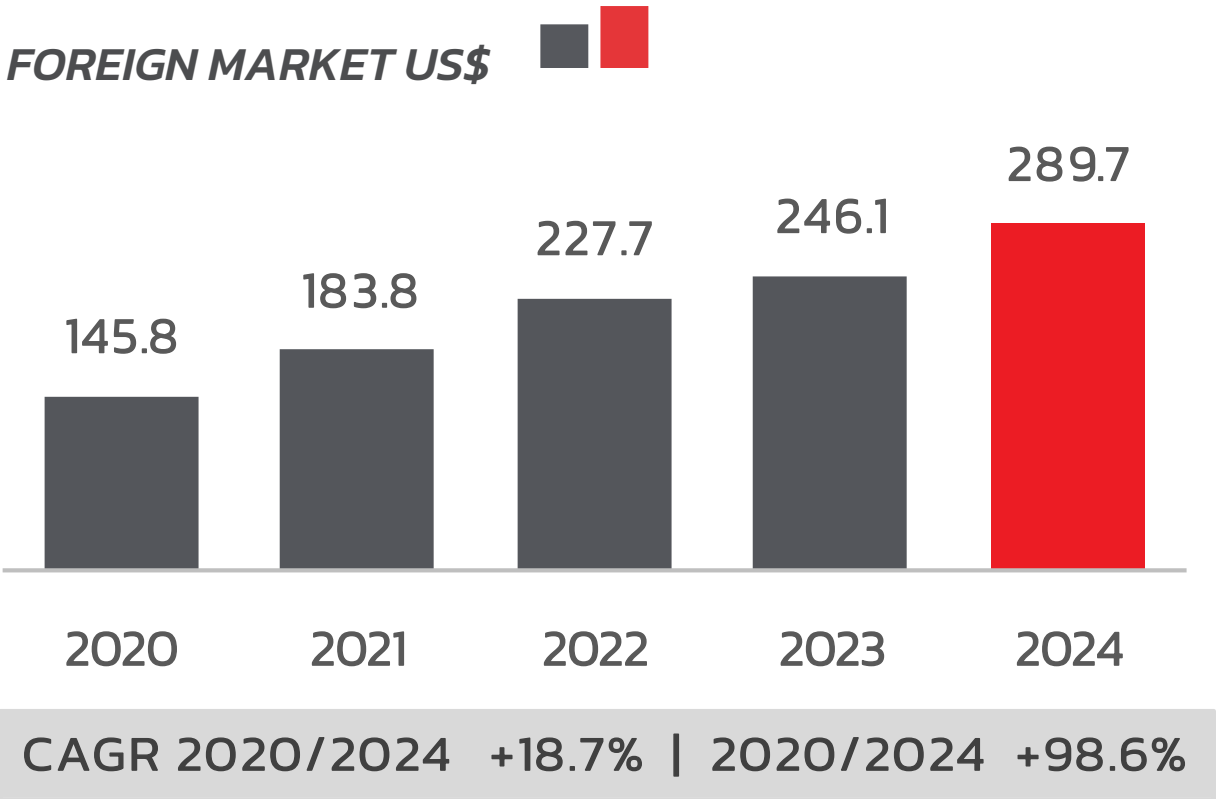
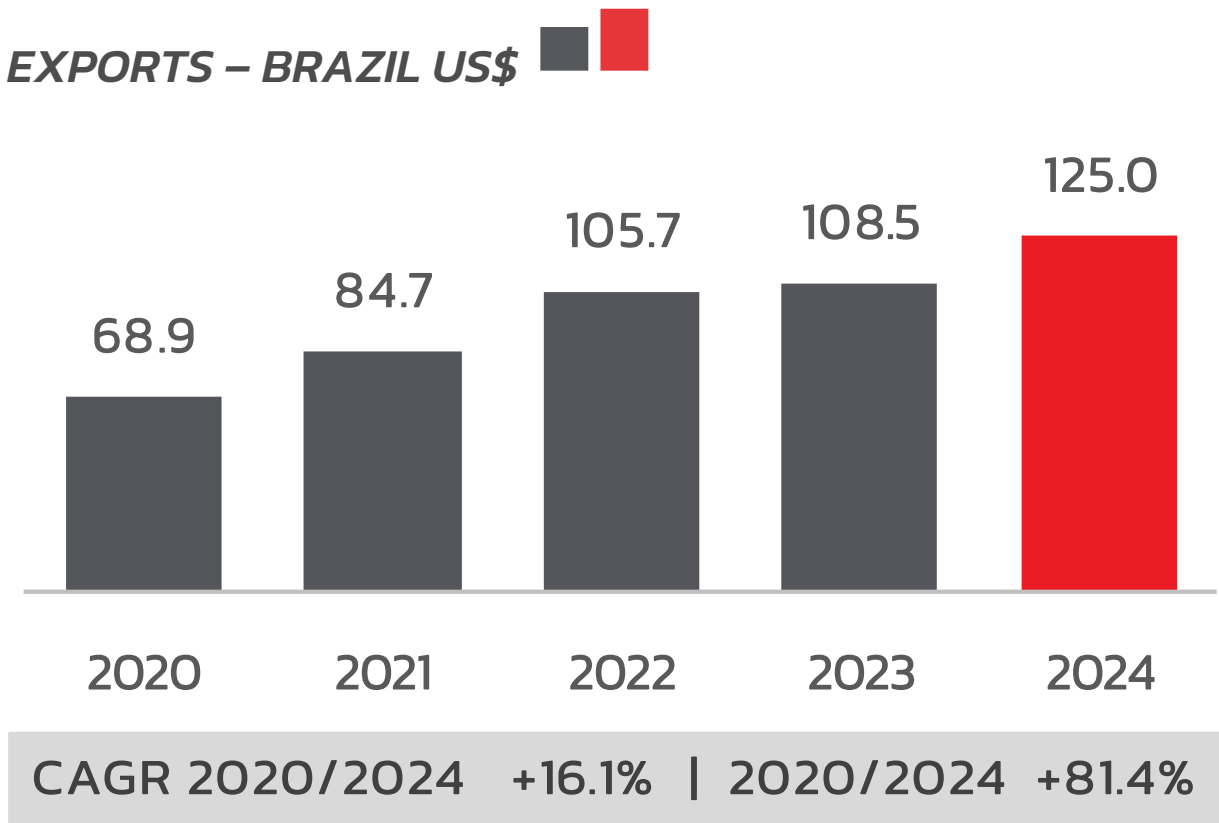
REPLACEMENT

- The Argentine government's authorization to resume imports helped to replenish stocks and recover revenue.
- The closure of the Fanacif manufacturing plant in Uruguay contributed to the increase in exports, since the products began to be manufactured at the Caxias do Sul plant and then exported to Argentina.
- The heated demand in the American market for heavy-duty products, combined with the fear of shortages caused by the port crisis, boosted the growth of exports.

AUTOMAKERS

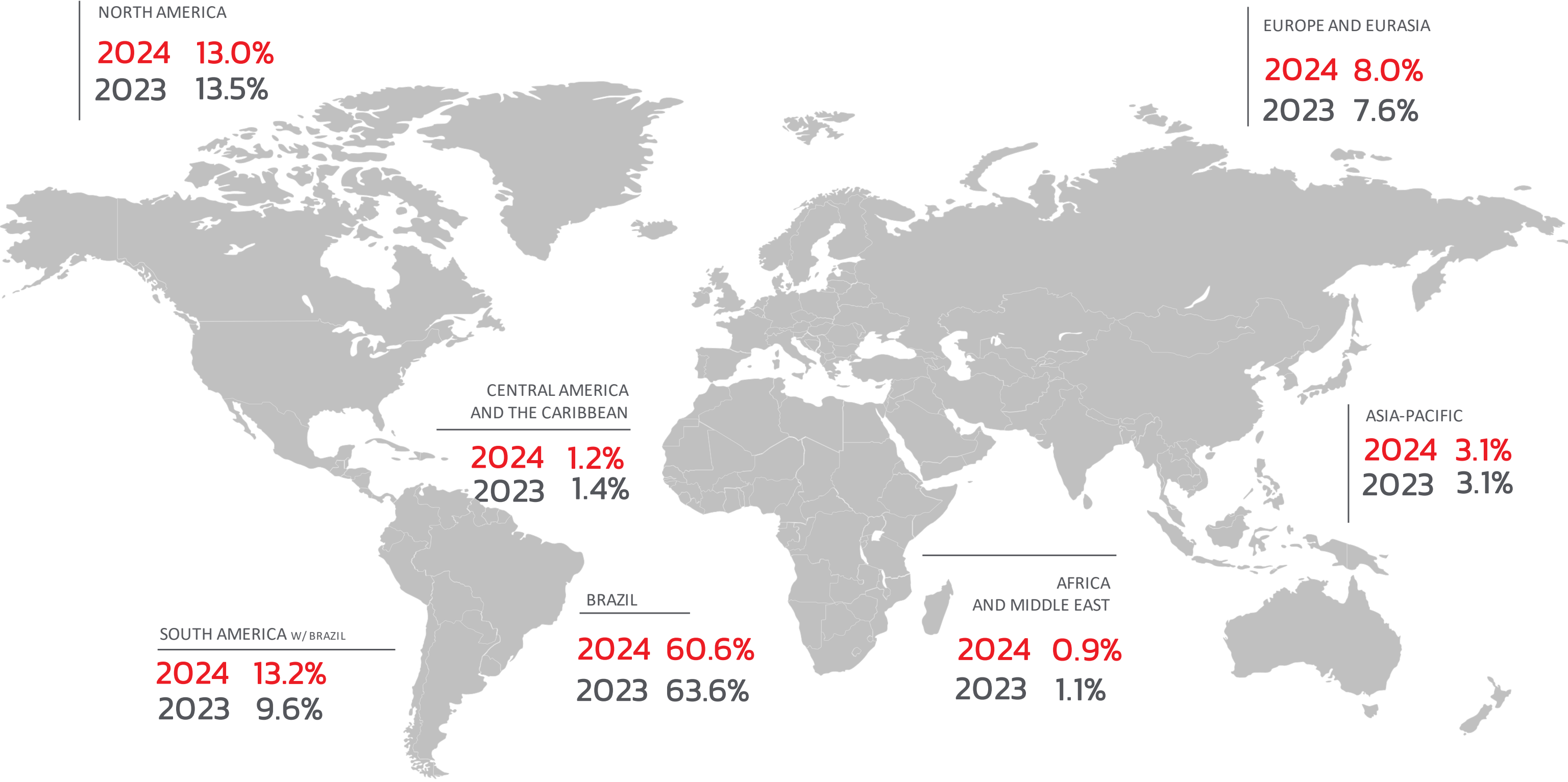
- Average variation of the US dollar of 7.9 percentage points between 2024 x 2023, the product mix, the gain of new business and geographic diversification are factors that contributed to the advance..

Logistical challenges related to sea freight impacted exports and overseas operations, mainly affecting the third quarter and, to a lesser extent, the fourth.



03 OUR RESULTS / Sales performance

BREAKDOWN OF NET REVENUE ACROSS THE GLOBE



NORTH AMERICA

In the first half of the year, operations on the continent faced a more cautious market in the replacement segment, influenced by the persistent high inflation in the country and the electoral period. In the second half of the year, problems in global maritime logistics impacted inventories, making it difficult to provide the ideal mix of products and, consequently, increase revenue.

SOUTH AMERICA

In 2023, operations in Argentina were impacted by political changes, currency depreciation and changes in import taxes. The recovery in 2024 was mainly driven by the reopening of the country. In addition, operations focused on price repositioning, inventory equalization, new product development and portfolio strengthening..

EUROPE AND EURASIA

The launch of brake calipers under Fremax brand and brake discs and drums under Fras-le brand are the highlights of the launch. In addition, the replacement segment is growing, mainly due to the increase in sales of used vehicles.

ASIA AND PACIFIC

Although the operation in India stood out throughout the year in terms of increasing new business focused on heavy vehicles for the automaker segment, the operation in China faced difficulties due to idle logistics in the domestic market and problems at ports. These factors contributed to maintaining the result.

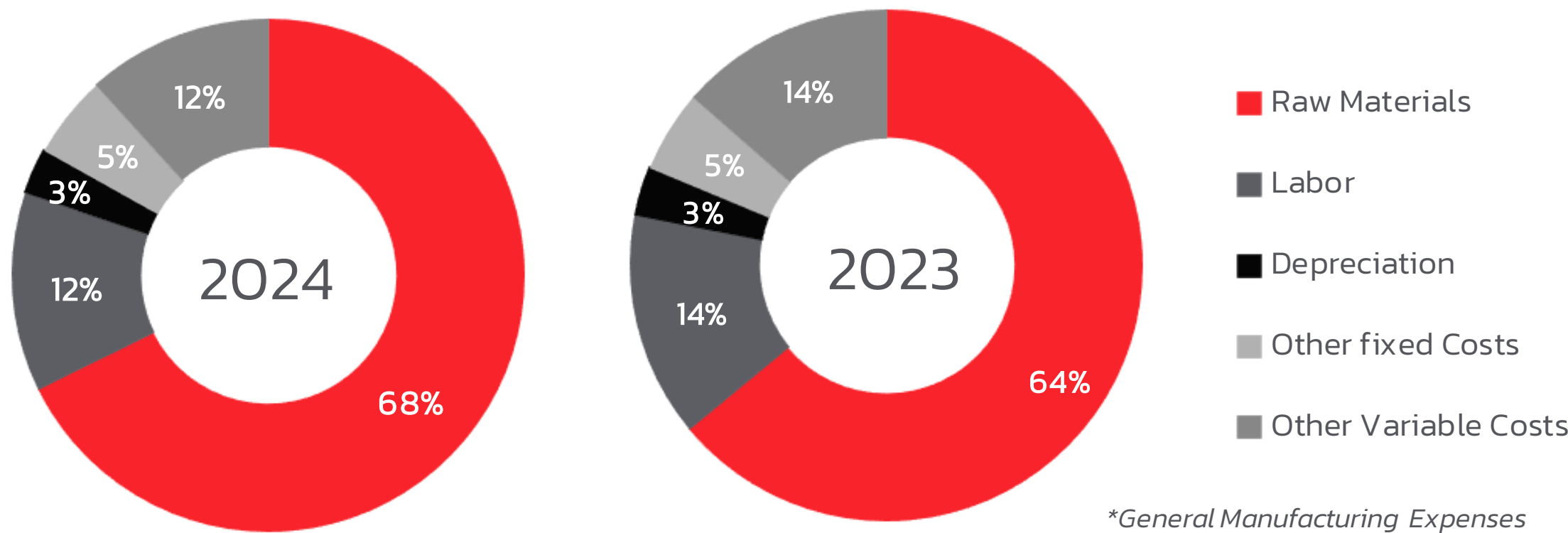
03 OUR RESULTS / Operational performance

COST OF GOODS SOLD AND GROSS PROFIT

The cost of goods sold reached R\$2.6 billion during the 2024 fiscal year, accounting for 66.5% of the period's net revenue. This value represents an increase of 0.1 percentage point compared to 2023, which ended with R\$2.2 billion, accounting for 66.4% of the period's net revenue. Highlights of the period:

- The first half of 2024 was marked by price adjustments and discounts in Argentina. In the second half of the year, the country's economic and financial improvement, recovery in sales volumes, combined with government measures and the reversal of the PAIS tax (R\$ 10.2 million in the year), helped to reduce pressure on margins.
- The percentage increase in the cost of raw materials was driven by inflation in chemical inputs and petroleum derivatives, in addition to the increase in maritime freight costs. These factors were especially relevant in 2H24, when exchange rate variations also intensified.
- Difficulties in maritime transportation in 2H24 resulted in a mismatch between the receipt of costs and the transfer of prices, putting pressure on the gross margin.

COMPOSITION OF COSTS OF GOODS SOLD



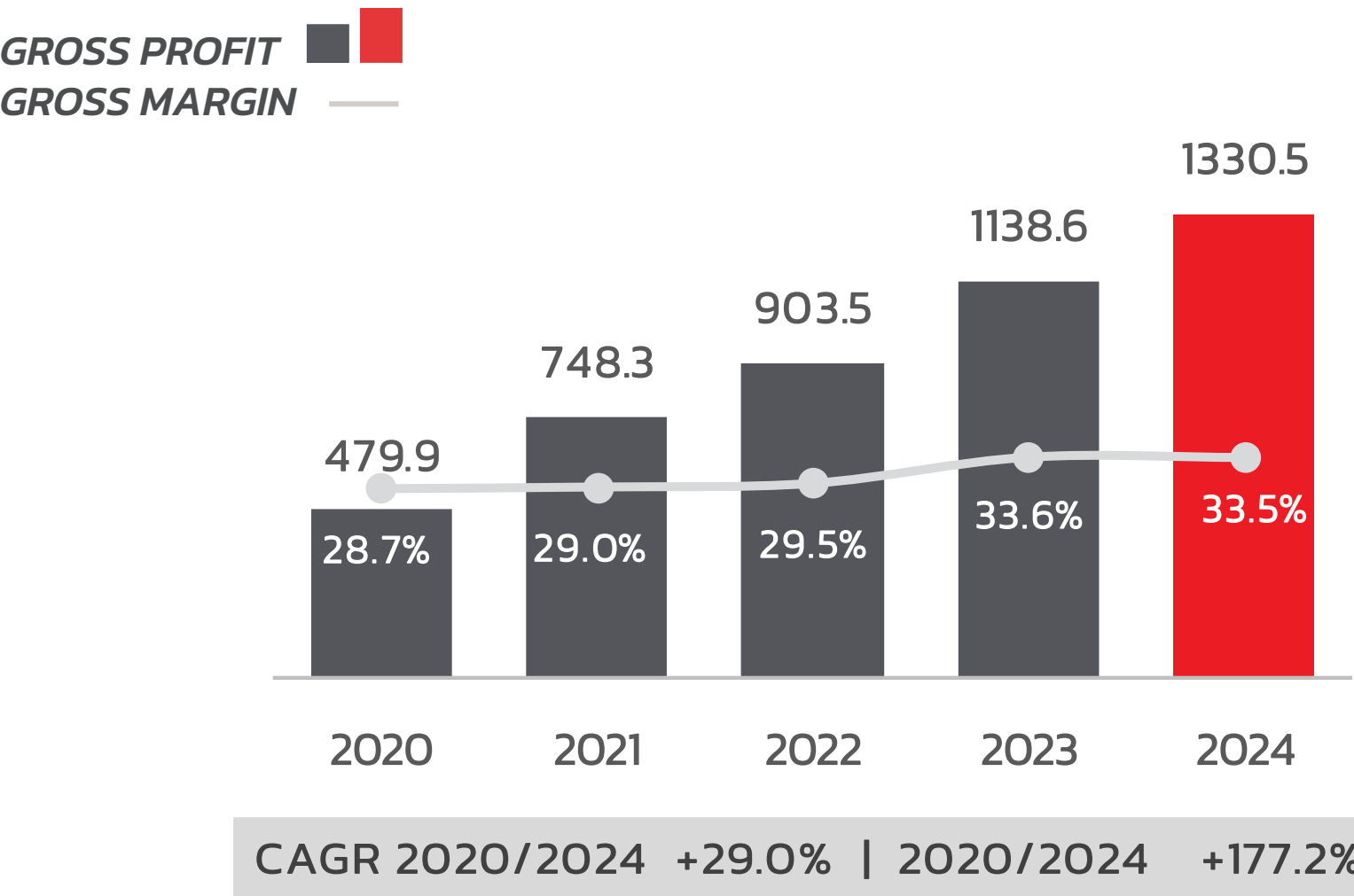
*General Manufacturing Expenses

The changes in Argentine economic scenario and their inflationary effects are detailed in our modeling guide

To minimize operational challenges, the Company implemented several initiatives throughout the year, including:

- Optimization of the production process: At the Nakata shock absorber plant, replacing water-based paint with electrostatic powder paint brought efficiency gains, reducing production time, improving coating durability and reducing waste.
- Energy efficiency and sustainability: Fremax adopted initiatives to reduce electricity costs, in addition to improving its environmental management, which contributed to reducing greenhouse gas (GHG) emissions.

These and other strategic actions helped mitigate the challenges faced throughout the year, providing greater operational efficiency and contributing to maintaining gross margin.



03 OUR RESULTS / Operational performance

OPERATING EXPENSES

	2024		2023		Δ %	2022		2021		Δ %
Selling Expenses	-404.7	-10.2%	-313.0	-9.2%	29.3%	-291.6	-9.5%	-237.2	-9.2%	22.9%
Variable Expenses w/ Sales	-142.8	-3.6%	-115.2	-3.4%	24.0%	-101.5	-3.3%	-77.1	-3.0%	31.6%
Other Expenses w/ Sales	-262.0	-6.6%	-197.9	-5.8%	32.4%	-190.1	-6.2%	-160.1	-6.2%	18.8%
Administrative Expenses	-317.4	-8.0%	-250.0	-7.4%	27.0%	-211.1	-6.9%	-187.2	-7.3%	12.7%
Other Net Expenses/Income	-89.6	-2.3%	-32.5	-1.0%	175.6%	-67.8	-2.2%	-49.2	-1.9%	37.7%
Other Operating Expenses	-142.6	-3.6%	-102.0	-3.0%	39.8%	-101.0	-3.3%	-91.2	-3.5%	10.7%
Other Operating Income	53.0	1.3%	69.5	2.1%	-23.8%	33.2	1.1%	41.9	1.6%	-20.9%
Equity Equivalence	0.5	0.0%	-0.5	0.0%	-205.0%	0.02	0.0%	0.55	0.0%	-97.1%
Total Operating Exp/Income	-811.3	-20.5%	-596.0	-17.6%	36.1%	-570.4	-18.7%	-473.1	-18.3%	20.6%

Values in R\$ millions and % over Net Revenue

SALES EXPENSES

- In February, the aftermarket sales teams in Brazil were unified. This integration was part of the final phase of operational synergies foreseen in the business case for the acquisition of the subsidiary Nakata.
- The growth in variable sales expenses is linked to commissions and freight costs, mainly maritime freight, which impacted the second half of the year due to global logistics problems related to the shortage of containers and port congestion.
- Sales campaigns, marketing actions such as promotion and advertising, and product warranties increased the sales expenses item compared to 2023.

ADMINISTRATIVE EXPENSES

- M&A expenses in the amount of R\$7.2 million. Considering the connection with the Company's M&A strategy, which is increasingly in recurrence, these expenses will not be considered for adjusted EBITDA purposes.

- Increased expenses related to adjustments in administrative sectors and restructuring of the organizational structure are the main contributions to this item.

OTHER OPERATING EXPENSES/REVENUES

- In the third quarter, the building of the subsidiary Farloc was sold, which transferred its operations to Buenos Aires site, impacting the other expenses and revenues lines. Net profit was negative R\$5.7 million, due to the accumulated monetary correction of this asset over the last few years.

- Other operating expenses were impacted by the impairment of assets and the restructuring of Fanacif S.A., totaling R\$50.2 million. In the second half of the year, there were reversals in other revenues of R\$4.4 million, totaling an impact of R\$45.8 million, in other operating expenses. For more information, see Note no. 14.4.

- Also in other operating expenses, in 4Q24, the update of the business combination (supervenience) of R\$2.0 million of Nakata Automotiva S.A. was recorded, referring to its acquisition and reversal of impairment in the parent company and in Frasle Europe B.V. (Distribution Center Netherlands) of R\$ 2.4 million.

- The highlight in other operating revenues is the increase of R\$20.0 million related to the Green Mobility and Innovation Program (Mover).

03 OUR RESULTS / Operational performance


EBITDA AND ADJUSTED EBITDA

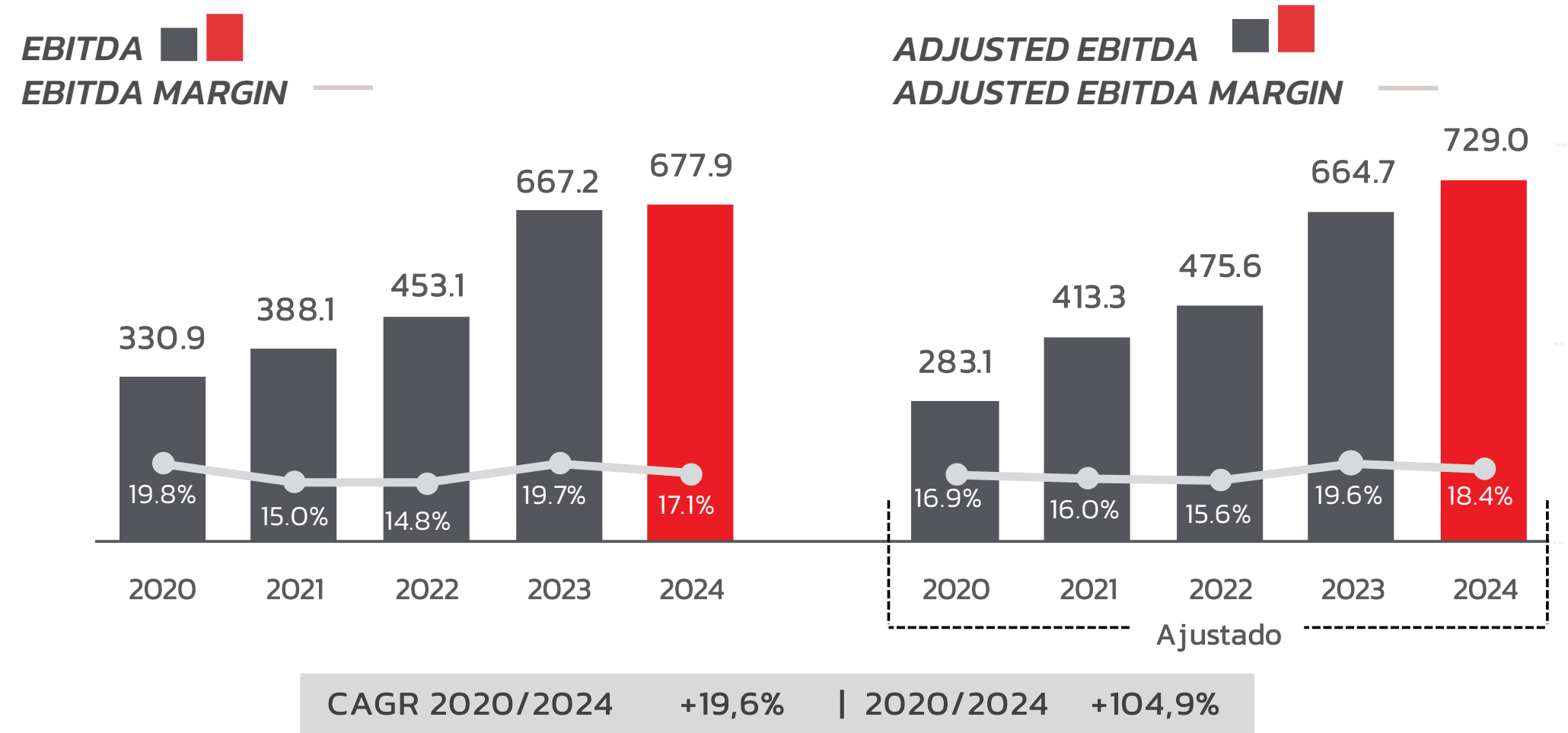
EBITDA Reconciliation and Adjusted EBITDA			
	2024	2023	Δ %
Net Profit	374.7	388.7	-3.6%
Financial Result	-24.1	15.9	-252.0%
Depreciation	158.7	124.7	27.3%
Income Tax / Social Contribution	168.6	137.9	22.2%
EBITDA	677.9	667.2	1.6%
EBITDA Margin	17.1%	19.7%	-2.6 pp
Non-recurring Events	51.1	-2.6	-2095.2%
Asset impairment	5.9	13.3	-55.4%
Fanacif Restructuring	37.5	0.0	0.0%
Rescission action Nakata	0.0	-24.5	-100.0%
Business combination update	2.0	-28.5	-107.1%
Exclusion of ICMS from the PIS calculation base and COI	0.0	37.1	-100.0%
Sale of assets	5.7	0.0	0.0%
Adjusted EBITDA	729.0	664.7	9.7%
EBITDA Margin - Adjusted	18.4%	19.6%	-1.2 pp

Values in R\$ million

The Company ends 2024 with Adjusted EBITDA of R\$729.0 million and Adjusted EBITDA margin of 18.4%. One-off events were recorded during the year, namely:

- Registration impairment of investment related to the restructuring of Fanacif S.A (R\$8.3 million) and reversal of impairment of Fras-le Europe B.V (Netherlands warehouse) (R\$ 1.7 million) and the parent company (R\$ 0.7 million). The year ended with impairment of R\$ 5.9 million. The opening is available in notes 14.4 e 15.2.
- In 4Q24, there was a reversal of the restructuring provision of Fanacif S.A. in the amount of R\$3.0 million, relating to the sale of assets that had been provisioned as losses. The fiscal period was concluded with R\$37.5 million. The breakdown of values is available in explanatory note number 14.4.
- Update of the business combination (supervening) of R\$2.0 million related to the acquisition of Nakata. For more information, see explanatory note number 5.
- Sale of the Farloc building in Argentina for a negative net amount of R\$5.7 million. The sale took place because the operation was transferred to Buenos Aires site in Garín, along with the other operations present in the country. The opening is available in note 31.

 Access the history of one-off items for 2023



03 OUR RESULTS / Operational performance

FINANCIAL RESULT

	2024	2023	Δ %	2022	2021	Δ %
Exchange Variation	358.2	93.3	283.8%	175.9	129.4	36.0%
Interests on Capital Investment	183.9	219.0	-16.0%	108.6	25.5	325.0%
Present Value Adjust	20.9	19.7	6.4%	17.2	14.3	20.7%
Other Financial Income	12.8	5.4	137.6%	21.7	24.0	-9.5%
Financial Income	575.9	337.4	70.7%	323.5	236.3	36.9%
Exchange Variation	-389.5	-201.2	93.6%	-226.2	-152.9	47.9%
Financing Interests	-130.3	-109.1	19.5%	-112.0	-68.3	64.0%
Present Value Adjust	-29.4	-37.9	-22.5%	-27.5	-21.6	27.2%
Bank Expenses	-53.1	-47.1	12.7%	-52.0	-16.3	219.5%
Other Financial Expenses	-61.9	-38.9	59.0%	-45.2	-26.3	71.5%
Financial Expenses	-664.2	-434.2	53.0%	-462.8	-285.4	62.1%
Monetary adjustment (IAS 29)	112.4	80.9	38.9%	55.2	43.1	28.1%
Financial Result	24.1	-15.9	-252.0%	-84.2	-49.1	71.3%

Values in R\$ millions

The Company's financial result was R\$24.1 million, with the main highlights being:

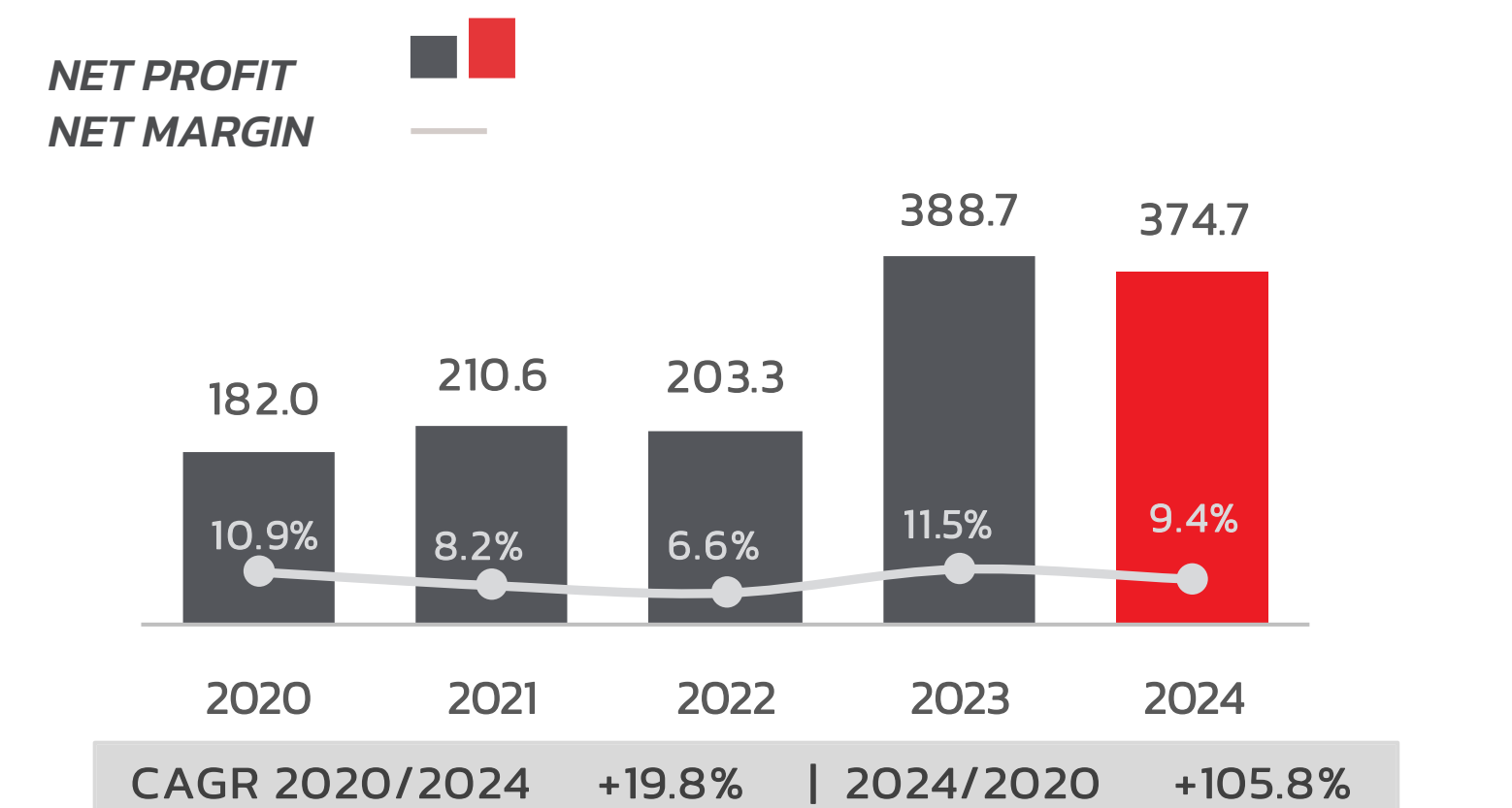
- The average exchange rate of the US dollar against the Real increased by 7.9 percentage points, driving growth in the exchange rate variation line.
- Advance in other financial income in 2024 linked to gains from legal proceedings.
- Operations located in Argentina impact the financial result in hyperinflation (IAS 29) as the country had 117% accumulated inflation in the twelve months of 2024 (211.4% in 2023). The breakdown of the impact by business unit is in Note 33.

NET PROFIT

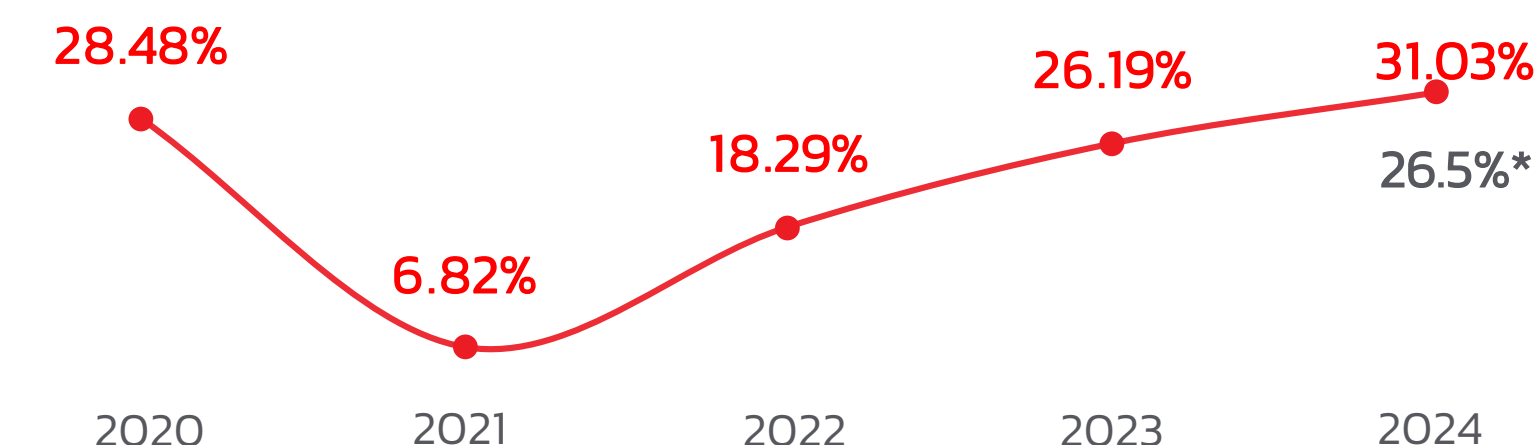
The combination of the factors mentioned above, especially the restructuring of Fanacif S.A., which impacted net income by R\$43.0 million, contributed to the final result for the period of R\$374.7 million and a net margin of 9.4%.

The effective Income Tax/Social Contribution for the year was 31.0%, 4.84 percentage points higher than that of the 2023 cycle, which ended at 26.2%. There are two main reasons for the increase:

- The restructuring of Fanacif S.A, with deferred tax not constituted in the amount of R\$ 11.1 million.
- Subsidy Taxation Law, by which ICMS tax benefits began to be taxed in PIS/COFINS and IR/CS in the amount of R\$13.3 million.



EFFECTIVE TAX RATE



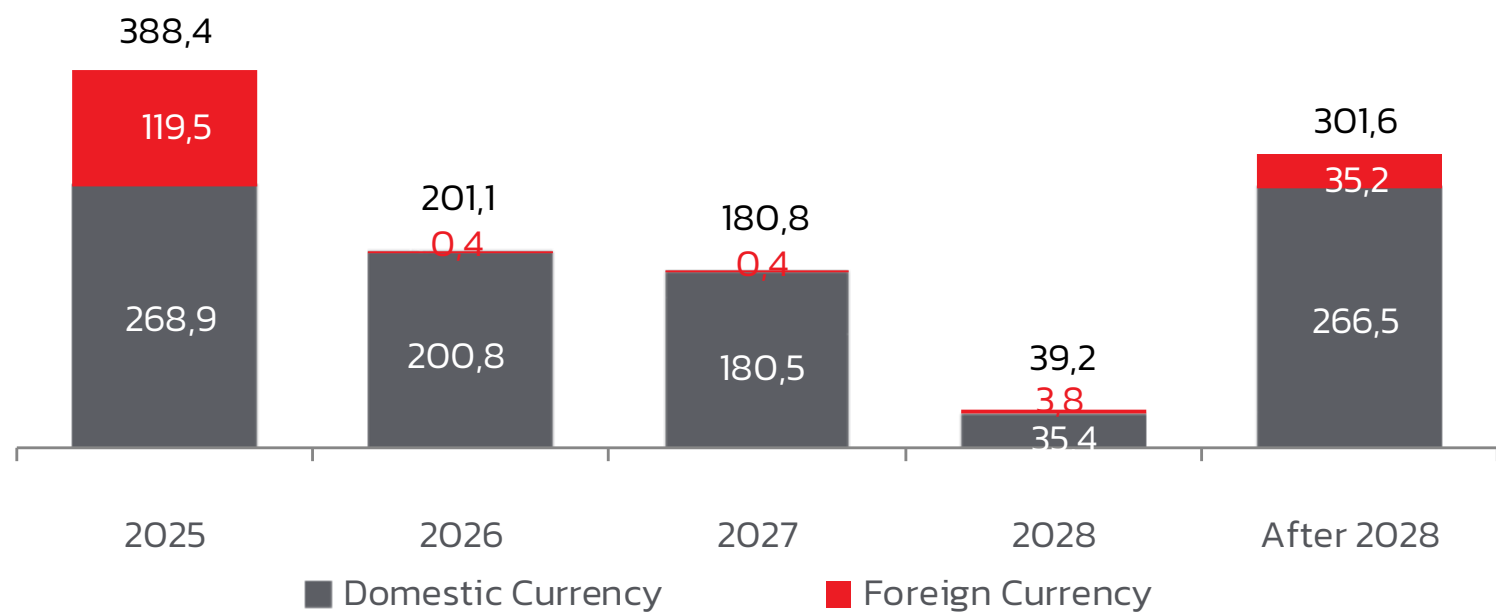
*Without effects of the restructuring of Fanacif and the Law on Taxation of Subsidies.

03 OUR RESULTS / Financial management

NET DEBT

In 2024, the Company repaid R\$313.6 million, of which R\$151.8 million was disbursed by the Parent Company and R\$161.8 million by the controlled units. New loans were raised in the amount of R\$500.2 million, of which R\$389.4 million was disbursed by the Parent Company and R\$110.8 million by the controlled units.

LOAN AMORTIZATION

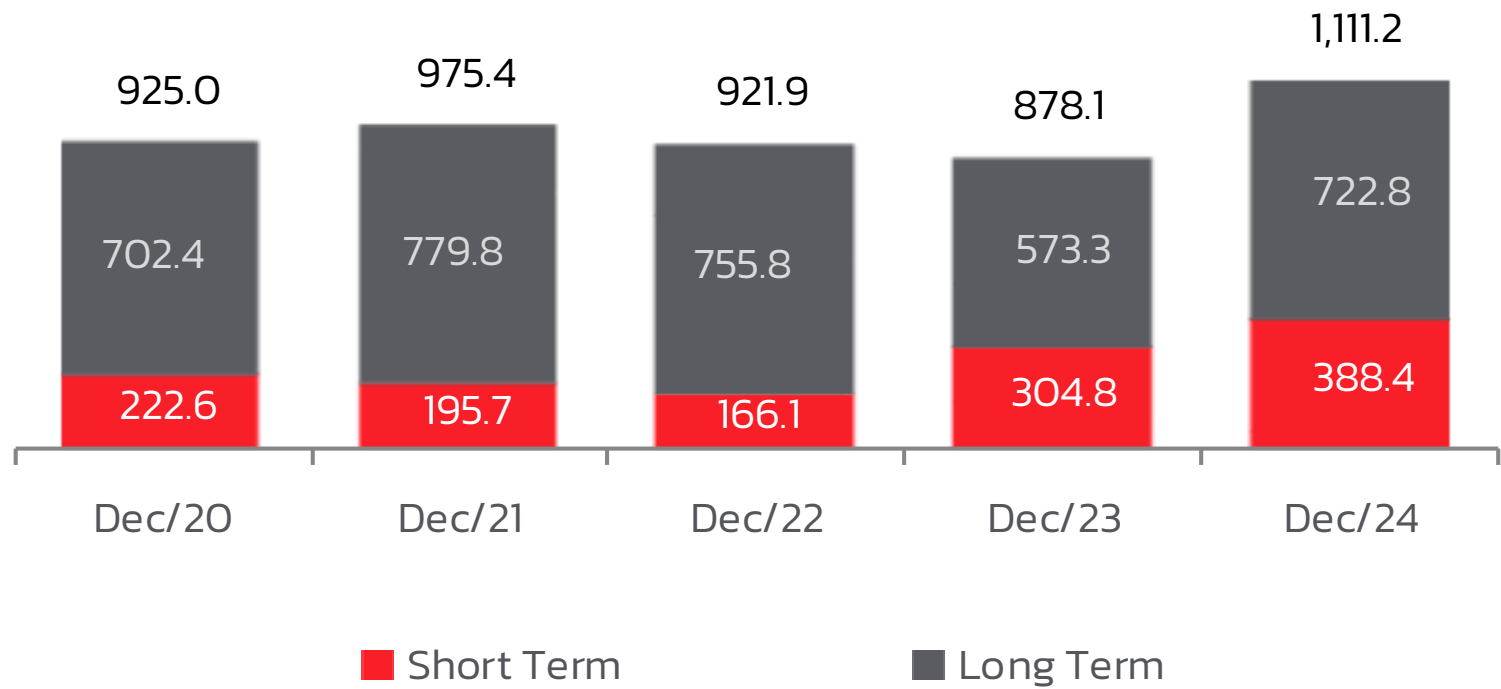


LOANS AND FINANCING

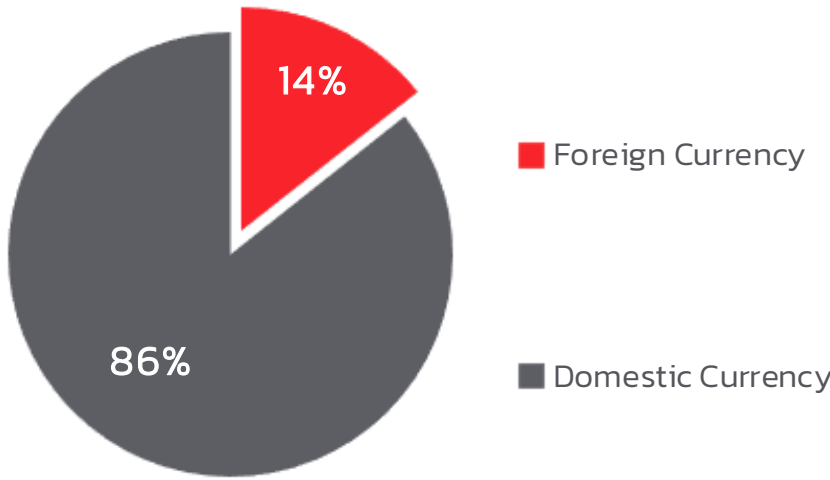
The consolidated gross financial debt ended the 2024 fiscal year with a balance of R\$ 1.2 billion, of which R\$ 1.1 billion in loans and financing (R\$ 388.4 million short-term and R\$ 722.8 million long-term) and R\$ 127.0 million related to accounts payable for business combinations.

The main indexers of consolidated gross debt at the end of 2024 were:

- Lines in Reais indexed to the CDI, which represented 73.99% (average cost CDI + 1.45%);
- Lines in Euros (Euro + 2.0% per year) with 0.44%;
- Lines in Dollars (US\$ + average of 5.1% per year) with 13.89%;
- Lines in Reais indexed to Others, which represented 11.68% (average cost CDI + 1.38%).



ORIGIN OF DEBT (Dec/24)

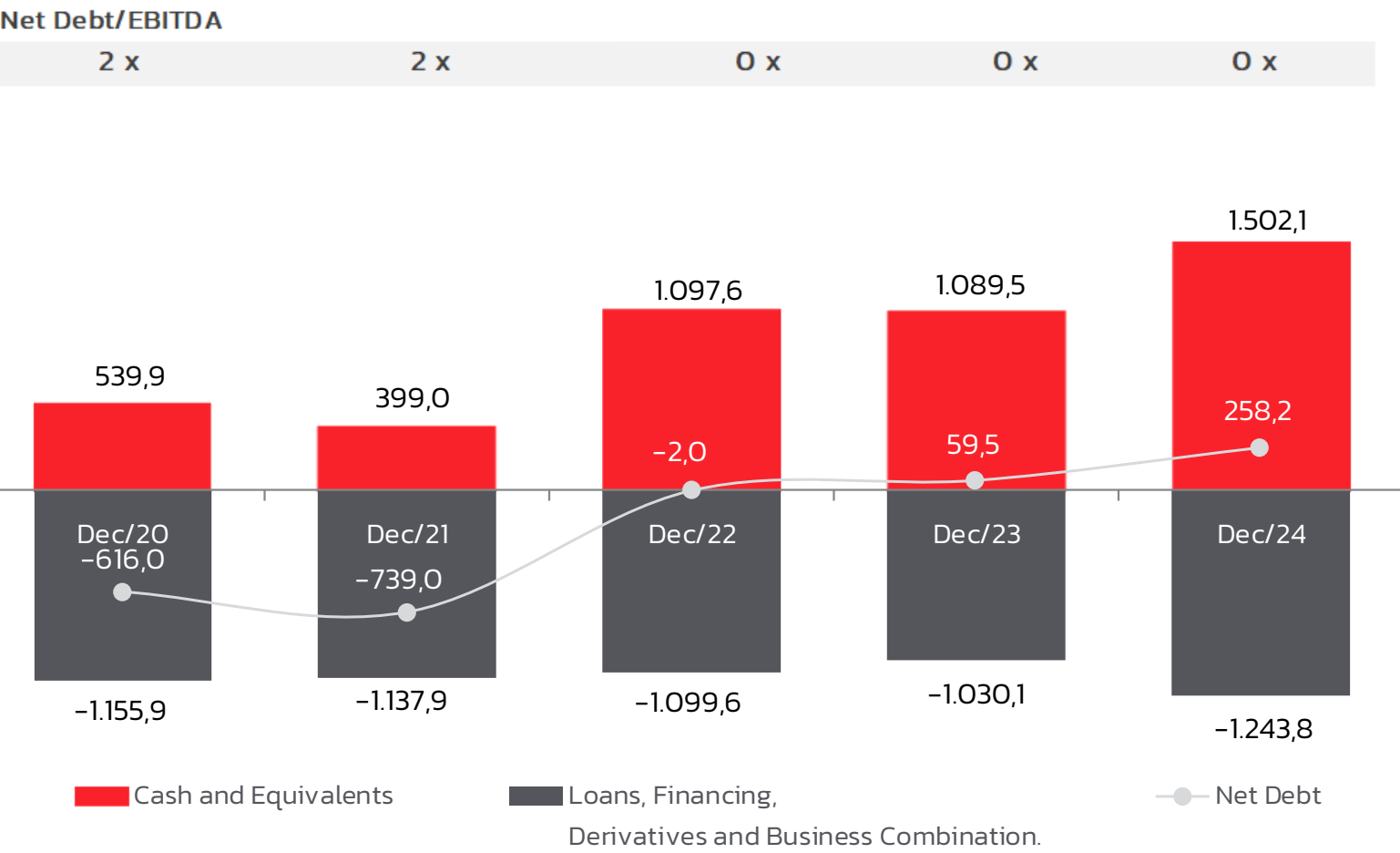


NET DEBT

The highlights in the composition of the Company's consolidated net debt and leverage in recent years are:

- 2020: the Company issued two debentures with the aim of using the proceeds to pay the purchase price of the shares related to the acquisition of Nakata and to reinforce cash;
- 2022: the Company carried out a public offering of shares (follow-on) totaling R\$629.4 million;
- 2024: The Company carried out the 5th issuance of debentures, non-convertible into shares, to reinforce cash.

The 2021 and 2023 cycles did not see significant movements in net debt.



03 OUR RESULTS / Financial management

WORKING CAPITAL

	2020	2021	2022	2023	2024
Resources Investment					
Customers	289,2	268,3	271,7	422,8	434,4
<i>In Days</i>	49 d	29 d	25 d	35 d	31 d
Inventory	494,1	825,2	857,7	783,5	1.054,8
<i>In Days</i>	84 d	89 d	80 d	65 d	76 d
Others Resources	221,9	150,6	116,4	109,4	182,0
Total of Resources Invested	1.005,2	1.244,2	1.245,8	1.315,7	1.671,2

Sources

Suppliers*	-265,4	-348,4	-388,2	-435,9	-619,0
<i>In Days</i>	45 d	38 d	36 d	36 d	45 d
Others Resources	-133,9	-155,0	-189,3	-212,8	-311,2
Total of Sources	-399,3	-503,4	-577,5	-648,7	-930,2

WC in R\$	606,0	740,8	668,2	667,0	741,0
WC in Days	103 d	80 d	62 d	55 d	54 d

Values in R\$ million. *Total value is the sum of the Suppliers and Drawn Risk accounts
NCG in R\$ disclosed in 2023 was R\$664.8 but there were changes to the values in the "customers" line and the value was changed to R\$667.0.

The 2024 cycle was completed in a linear manner in terms of working capital requirements, with exchange rate variation (US dollar x real) being one of the main factors that impacted the line. In addition, the following highlights:

- In the first half of the year, the customer line was impacted by the extension of maturity dates for customer bonds in the southern region of the country affected by the floods in May. The year ended with growth in the line due to the greater volume of products in transit.;

- Stocks increased in the second half of the year with the arrival of a larger quantity of co-manufactured products. Problems in global logistics led to delays in maritime transit.
- The increase in suppliers is linked to negotiations on deadlines and the acquisition of equipment to automate the warehouse at the Extrema site. The project began in December 2024 and is scheduled for completion in December 2025.

FREE CASH FLOW

	2020	2021	2022	2023	2024
EBITDA	330.9	388.1	453.1	667.2	677.9
Investments	-56.0	-115.6	-106.4	-133.7	-165.8
Financial Result	14.6	-49.1	-84.2	-15.9	24.1
Income and Social Taxes	-72.5	-15.4	-45.5	-137.9	-168.6
Working Capital Variation	-272.6	-134.8	44.2	1.2	-74.0
Operating Cash Flow	-55.6	73.2	261.2	381.0	293.6
Dividends/ROE	-15.5	-78.9	-70.1	-111.3	-162.8
Capital Integr. / Business Acquis.	-283.4	-57.6	595.8	-110.3	-38.4
Others	-82.3	-59.7	-49.9	-98.0	106.3
Free Cash Flow	-436.8	-123.0	737.0	61.4	198.8
NET DEBT (NET CASH)	-616.0	-739.0	-2.0	59.5	258.2

Values in R\$ million

During the year, the Company generated R\$198.8 million in cash, highlighting the achievement of a historic level in gross cash generation.

- The capital contribution/business acquisition line had movements related to the business combination of the Fremax site (R\$3.6 million), the Extrema site (R\$18.6 million) and Armetal (R\$12.0 million). In addition, R\$2.0 million was allocated to the full capitalization of Randon Technology Center and R\$2.2 million to pay contingencies at the Extrema site.
- Growth in net debt linked to the increase in loans and financing obtained by the Company, the most relevant being the contract signed with the International Finance Corporation ("IFC") in the amount of R\$250 million in March and financing for export promotion in the amount of R\$145.0 million carried out in June.

03 OUR RESULTS / Financial management

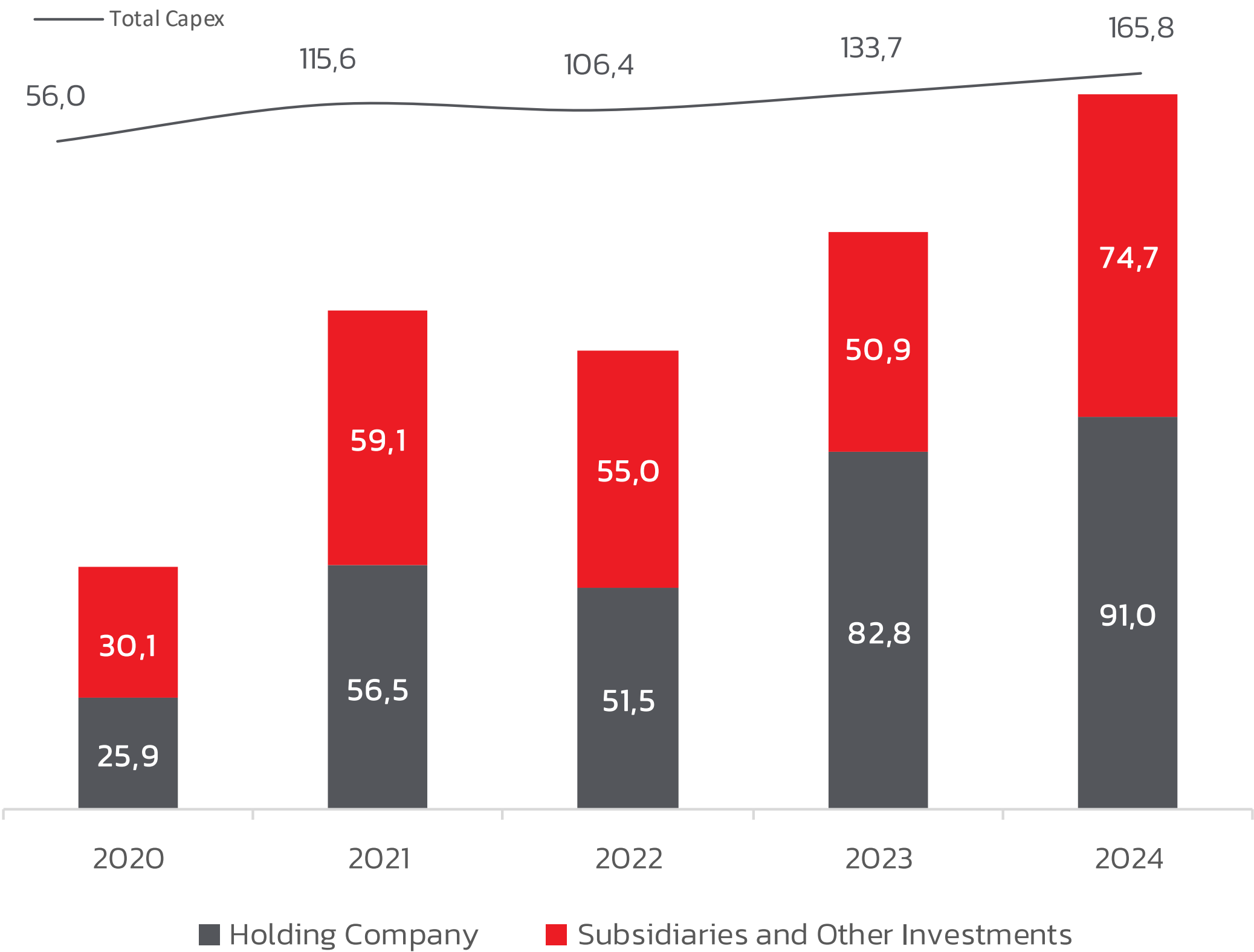
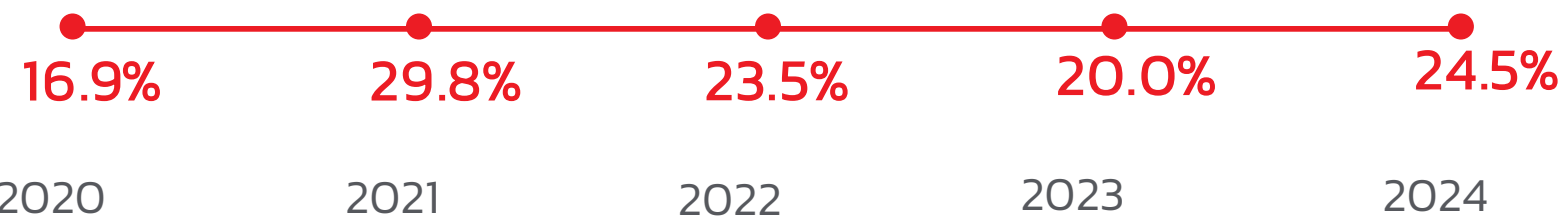
CONTROLLING COMPANY

The main investments during the fiscal year were: adaptation of machinery/equipment resulting from the restructuring of Fanacif S.A., projects aimed at increasing productivity, acquisition of machinery and equipment, adaptations to the manufacturing plant and investments in the construction of Caldeira Verde (Green Boiler) , a clean energy source designed to replace fossil fuels. At the Fremax subsidiary, the focus was on continuing the substation project, an initiative aimed at expanding the plant's production capacity.

CONTROLLED COMPANIES

The operations located in Argentina made adjustments to the structure of the warehouse, partly due to the move of Farloc to site in Buenos Aires and partly due to general improvements. Controil focused on expanding machining capacity and updating the manufacturing plant with the acquisition of new equipment; the Sorocaba and ASK Fras-le sites invested in productivity, reflecting the gain in new business; and the Extrema site began the automation project for the distribution center.

% OF INVESTMENT VERSUS EBITDA

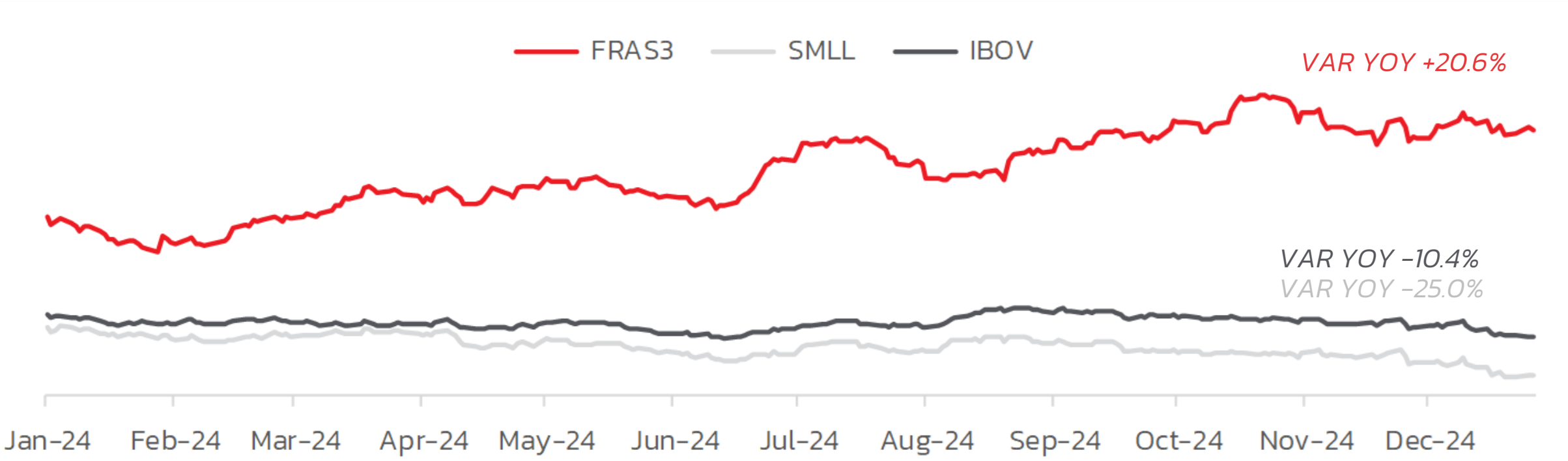
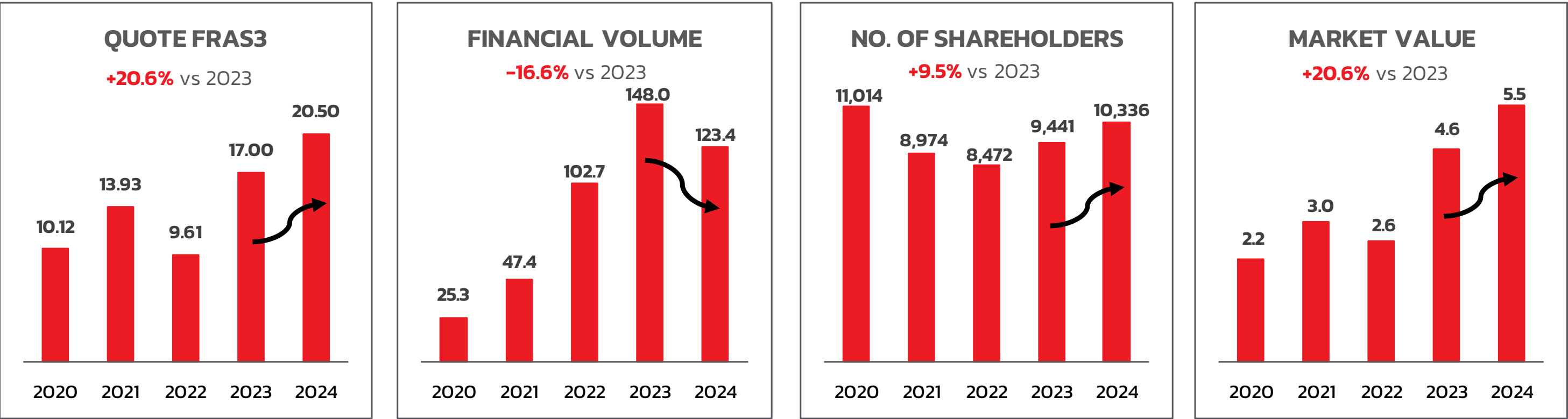
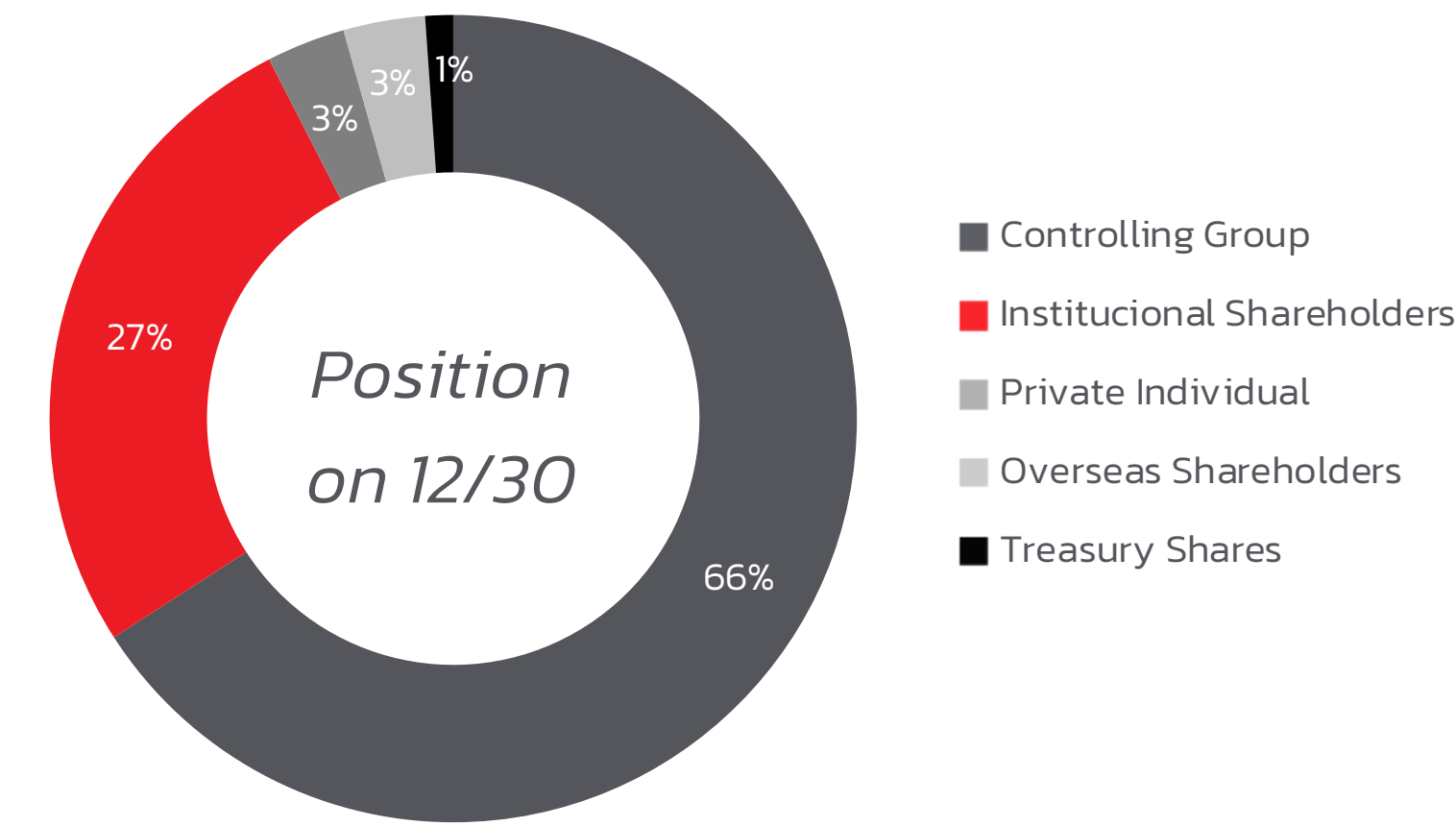


03 OUR RESULTS / Capital market

FRAS3 TURNOVER

During 2024, 417.21 thousand shares of “FRAS3” were traded, 10.0% less than in the previous year. Regarding volume, in the same period, 1.6 billion were traded, accounting for 23.5% growth in relation to 2023. The Company's market value at the end of December 2024 reached R\$ 5.5 billion.

SHAREHOLDER BASE PROFILE



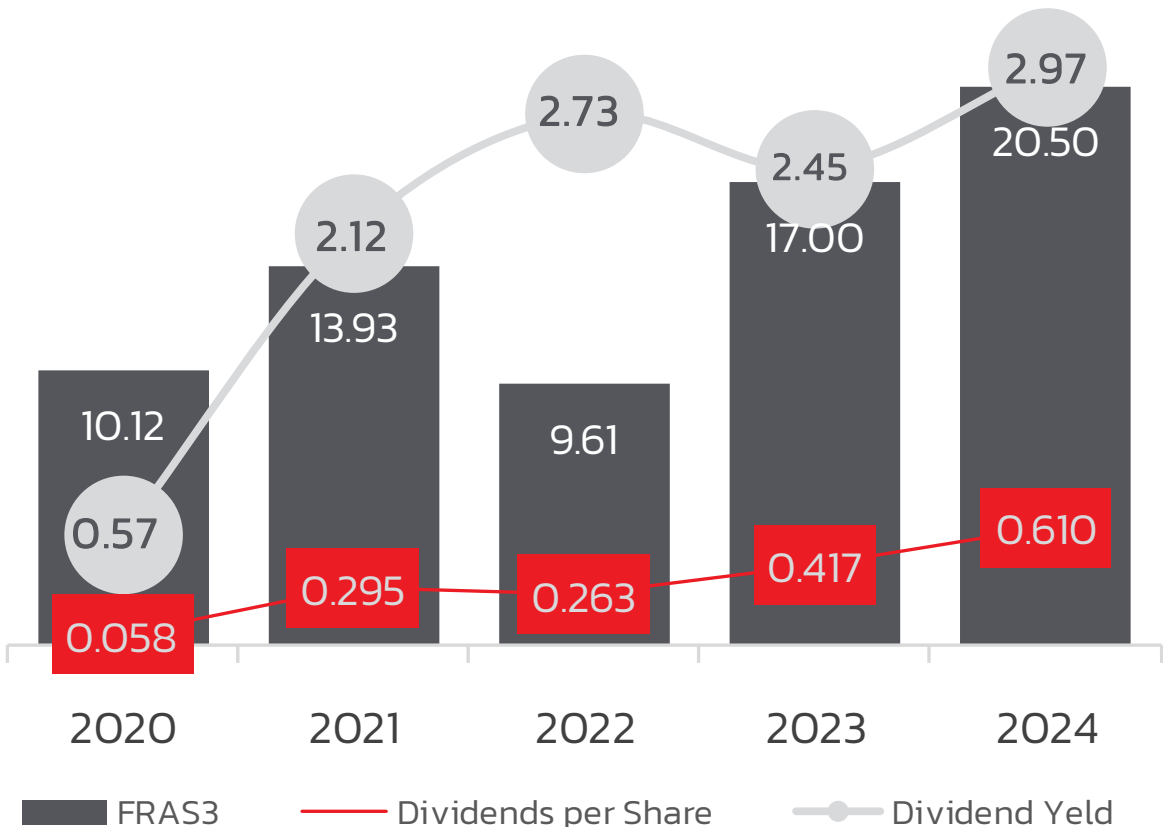
03 OUR RESULTS / Capital market

SHAREHOLDER REMUNERATION

The Company granted Interest on Equity to shareholders for the fiscal year 2024, in compliance with the conditions and limits established by current legislation. The main details of this distribution include: (i) total amount credited and paid of R\$138.5 million, equivalent to R\$0.51855 gross per common share; (ii) payments were made on August 14, 2024 and January 23, 2025; (iii) shares were traded ex-rights as of July 23, 2024 and December 20, 2024, respectively. In this cycle, dividends were also distributed in the amount of R\$35.3 million, corresponding to the gross amount of R\$0.13207 per common share, with payment made on April 30, 2024. Thus, throughout the year, shareholders received a total net remuneration of R\$153.0 million.

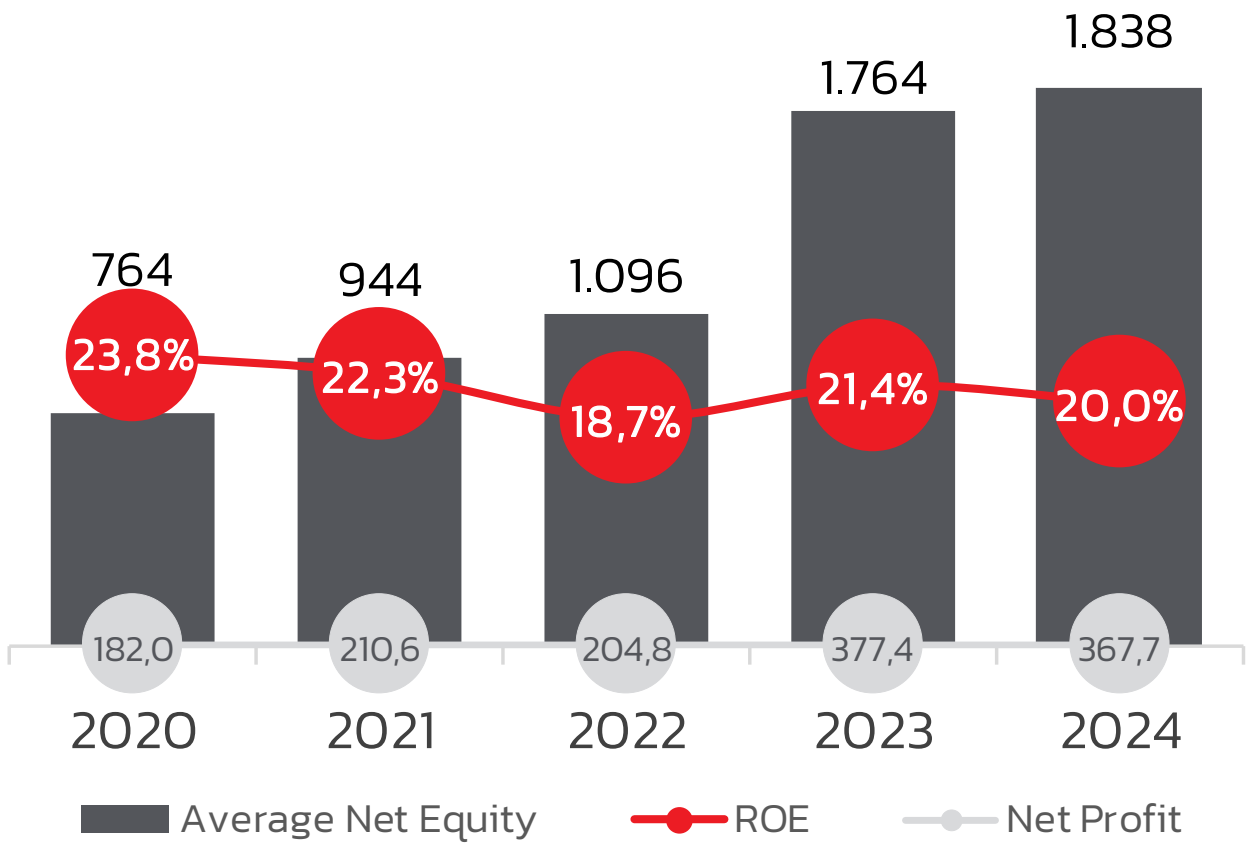
+ Dividend and Interest on Equity History

DIVIDEND YIELD

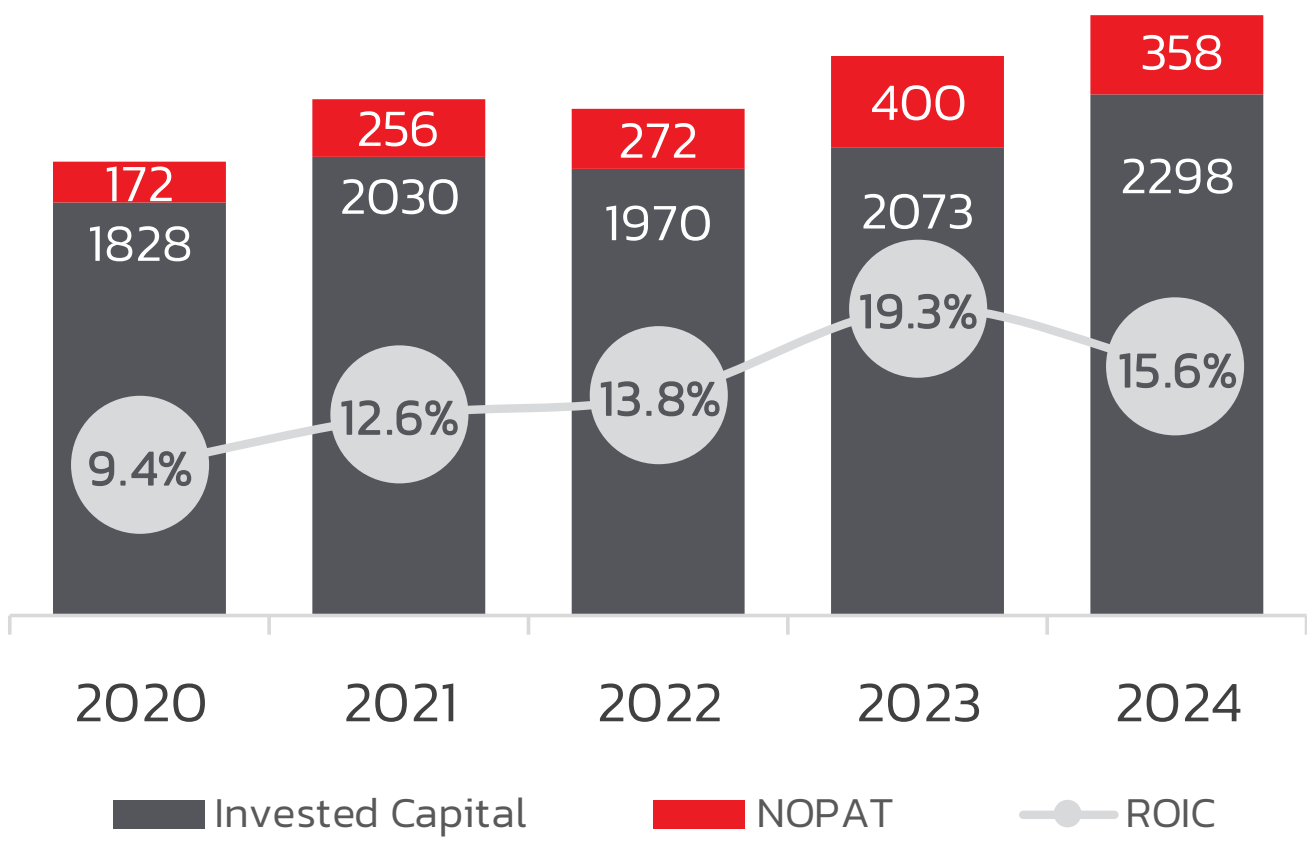


ROE AND ROIC

ROE - RETURN ON EQUITY



ROIC - RETURN ON INVESTED CAPITAL



PUBLICATIONS TO THE MARKET

NOTICE TO THE MARKET

- Mar 11, 2024 - Replacement of Independent Auditors
- Apr 16, 2024 - Termination of activities of subsidiary FANACIF S.A.
- May 02, 2024 - Temporary Suspension - Public Calamity in RS
- May 05, 2024 - Partial Return - Public Calamity in RS
- May 28, 2024 - Resumption of Site Controil Operations - Public Calamity in RS
- Jul 08, 2024 - Live 4Um (PT-BR)
- Aug 14, 2024 - Live ESG Ambition
- Nov 25, 2024 - Relevant Participation (PT-BR)

MATERIAL FACT

- Feb 28, 2024 - Sustainable Fundraising
- Mar 11, 2024 - Guidance 2024
- Jun 24, 2024 - Kuo Refacciones Acquisition
- Jul 17, 2024 - Interest on Equity
- Sept 04, 2024 - 5th Debenture Issuance
- Dec 11, 2024 - Interest on Equity

03 OUR RESULTS / Capital market

SITE VISIT

In June, we held a site visit for investors and analysts at the Frasle Mobility Extrema (MG) site. Participants were able to visit Nakata's shock absorber manufacturing plant and warehouse. During the meeting, Frasle Mobility executives explained Nakata's synergy gains after 5 years of integration and the challenges and opportunities mapped out for the future. In addition, it was possible to connect the similarities of this business with the recent acquisition in Mexico.

IR AWARDS

QUALITY AWARD 2024

Since 2019, we have been among the seven best public meetings of the Quality Award, which recognizes excellence and transparency in the financial market.

5th APIMEC IBRI AWARD

Award in the Best Small/Middle Cap Investor Relations Professional category, in 1st place with our specialist Jéssica Cristina Cantele. We were also finalists in the Best Small/Middle Cap Investor Relations Practice and Initiative category.



Access the event page



FRASLE MOBILITY UNIVERSE

The Universo Frasle Mobility 2024 event, which brought together investors and analysts from the capital market in Caxias do Sul/RS, took place in a hybrid format on December 4th. The fifth edition of the event aimed to bring investors closer to the Company's business strategies, innovation, sustainability and long-term planning.



Access the event recording



Check out the best moments

04

*KEEP
LIFE
IN
MOTION*

*ESG
AMBITION*

 **FRASLE**
MOBILITY

04 ESG AMBITION / Sustainability in focus

A JOURNEY OF DECADES...

Sustainability is a priority in our decisions. Since its listing on the Brazilian Stock Exchange in the 1970s, the Company has been improving its governance, evolving and adapting to the challenges of each era. In the environmental and social spheres, this commitment has been strengthened over the years: the ISO 14001 certification, awarded in the 1990s, reflects the responsible management of environmental impacts, while the Elisabetha Randon Institute, maintained by the controlling group for over 20 years, has been an agent of social transformation in the communities where we operate.

Over time, this vision has evolved and become consolidated in our culture, guiding decisions and driving initiatives that generate value for society and the business. Today, this approach is reflected in our internal pillars: Planet, People and Business, reinforcing Frasle Mobility's ongoing commitment to innovation, socio-environmental responsibility and the creation of a more sustainable future.

In 2024, we held the 4th edition of the ESG Ambition event in partnership with Randoncorp, where we updated the general public on the advances in each pillar of action.



Access the
event
recording



OUR PUBLIC COMMITMENTS

REDUCE GREENHOUSE GAS EMISSIONS BY 40% BY 2023

ELIMINATE WASTE DISPOSITION IN INDUSTRIAL LANDFILLS AND REUSE 100% OF TREATED EFFLUENT BY 2025

INCREASE ANNUAL NET REVENUE GENERATED BY NEW PRODUCTS

ZERO SERIOUS ACCIDENTS IN OUR OPERATIONS

DOUBLE THE NUMBER OF WOMEN IN LEADERSHIP BY 2025



Visit our
Sustainability
page

04 ESG AMBITION / Planet

RECYCLE MAX

In 2024, the project known as Safe Disposal gained a new identity and was renamed Recycle Max. The program is one of Fremax's main initiatives aimed at reducing the environmental impact of the automotive repair segment. The initiative promotes the reuse of brake discs and drums, which are collected from partner mechanics and sent back to the plant where they are melted and transformed into liquid iron, maintaining the purity of the high-quality standard alloy, which will give rise to new brake discs and drums. In 2024, approximately 250 tons of parts were recycled per month. This shows how it is possible for us to work together for conscious consumption and environmental education.

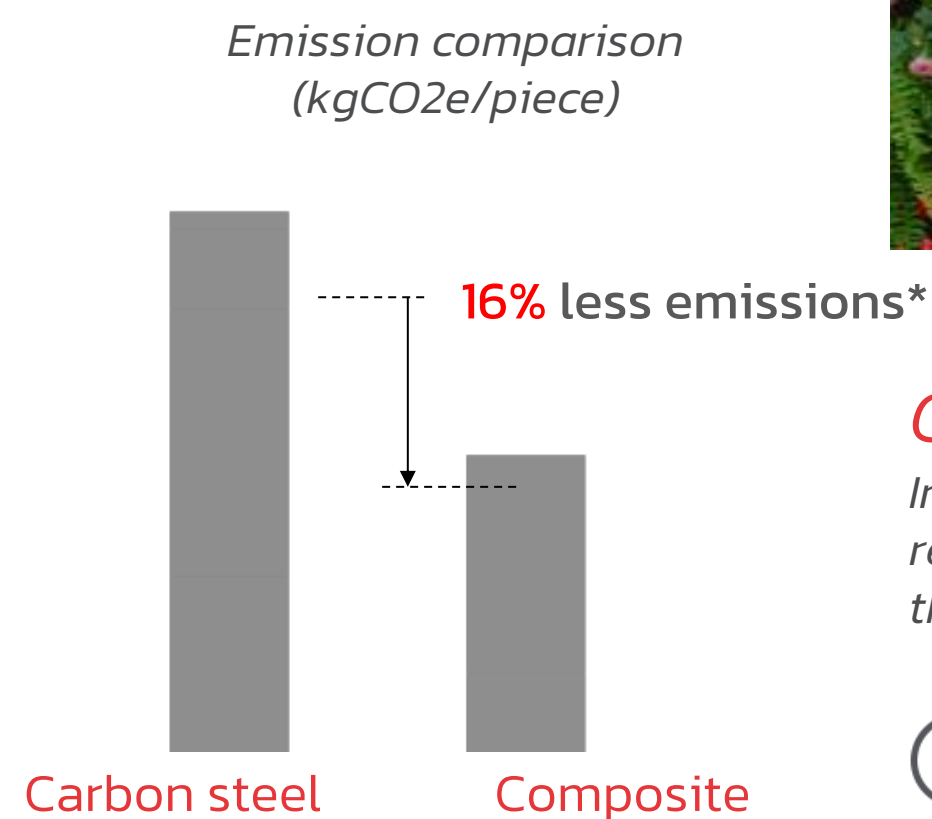
Recycle Max, already consolidated in the states of Rio Grande do Sul, Paraná and Santa Catarina, now covers the four southeastern states of the country (Espírito Santo, Minas Gerais, São Paulo and Rio de Janeiro).



Watch the explanatory video

CARBON FOOTPRINT – GREEN PRODUCTS

We prioritize the development of smart materials that add competitive advantages and generate benefits in ESG aspects. One example is Composs products, which, because they are lighter than metal components, reduce the weight of vehicles, directly impacting fuel consumption and, consequently, greenhouse gas emissions.



*Considering the extraction and manufacturing of raw materials. Data being checked by third party.



GREEN BOILER

In December, the Green Boiler began to operate at the Frasle Mobility site in Caxias do Sul, where we replaced natural gas with biomass, reducing CO₂ emissions by 60%, the equivalent of eliminating 10 thousand tons of CO₂ per year.

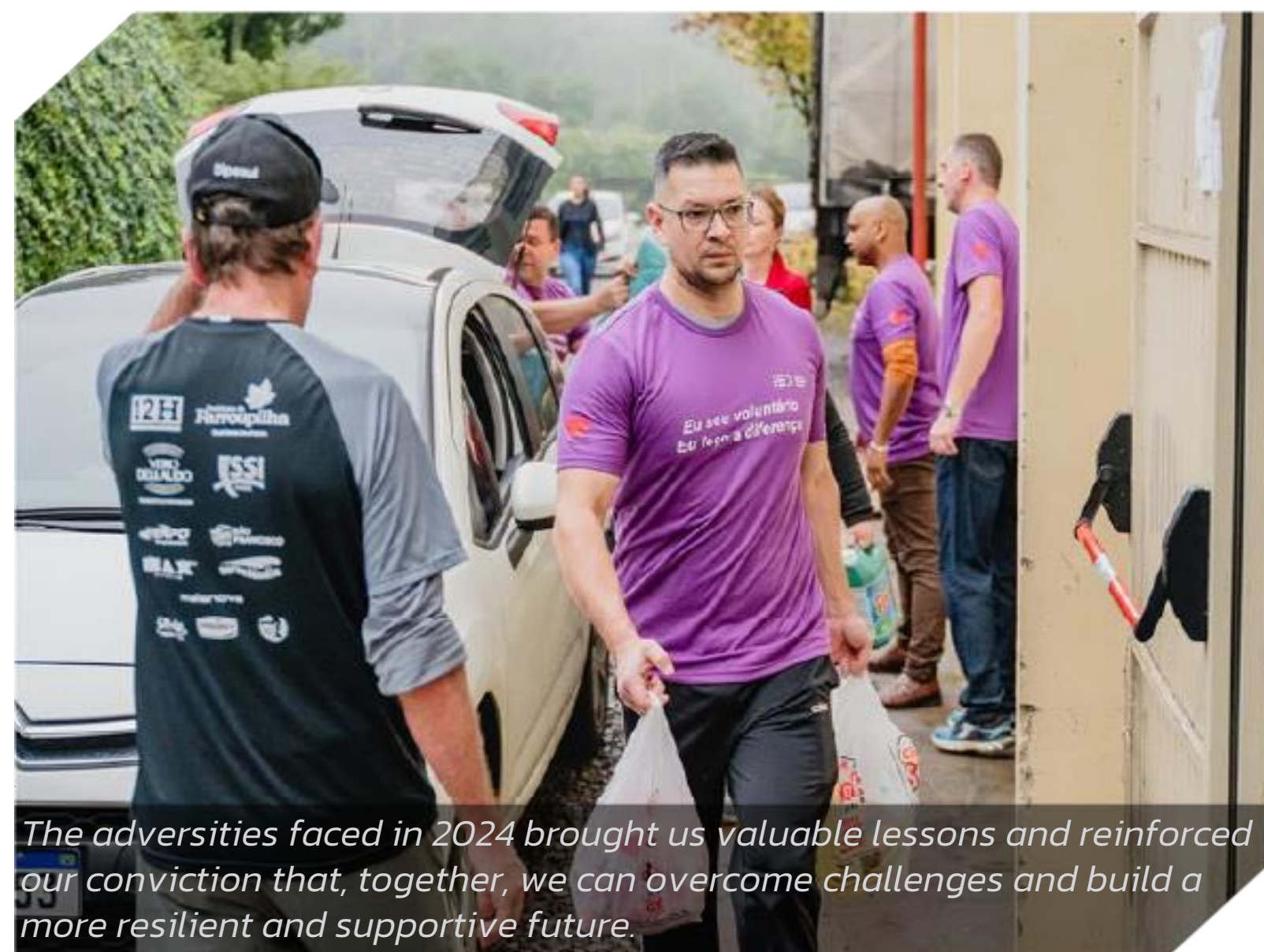


Watch the launch video

04 ESG AMBITION / People

FLOODS: OUR ACTION

In 2024, Rio Grande do Sul faced a historic climate tragedy, and Frasle Mobility, together with Randoncorp, was mobilized from the beginning to support our community. We acted quickly to provide assistance to our employees and the affected population, ensuring financial, psychological and structural support. The Elisabetha Randon Institute (IER) was a key player in coordinating actions to support employees, the community and the government.




The adversities faced in 2024 brought us valuable lessons and reinforced our conviction that, together, we can overcome challenges and build a more resilient and supportive future.

At Frasle Mobility, we believe that diversity is strength for our business. We promote an inclusive environment that encourages innovation, values talent and provides security to employees, following Randoncorp's guidelines for diversity, inclusion and equity. In 2024, the Jornada Delas program focused on developing female leadership potential for manufacturing positions.

QCC | QUALITY CONTROL CIRCLE



In 2024, we will celebrate 35 years of QCC, with projects developed by employees on key topics such as safety, quality and productivity at work. QCC projects aim to involve employees in developing improvements to the work environment. Throughout the year, volunteer participants discuss solutions to problems identified by them or raised by colleagues on a weekly basis.

 Learn more about the 2024 show

04 ESG AMBITION / Business

SUSTAINABLE CAPTURE

In February 2024, we completed a Sustainable Fundraising with the IFC (International Finance Corporation), a member institution of the World Bank Group. This financing, worth R\$250 million, will be essential to boost several initiatives related to sustainability, with a focus on combating climate change. The operation is aligned with ambitious and strategic goals for reducing greenhouse gas emissions, reinforcing the Company's commitment to sustainability and the relevance of this topic to its business.

MOVETECH

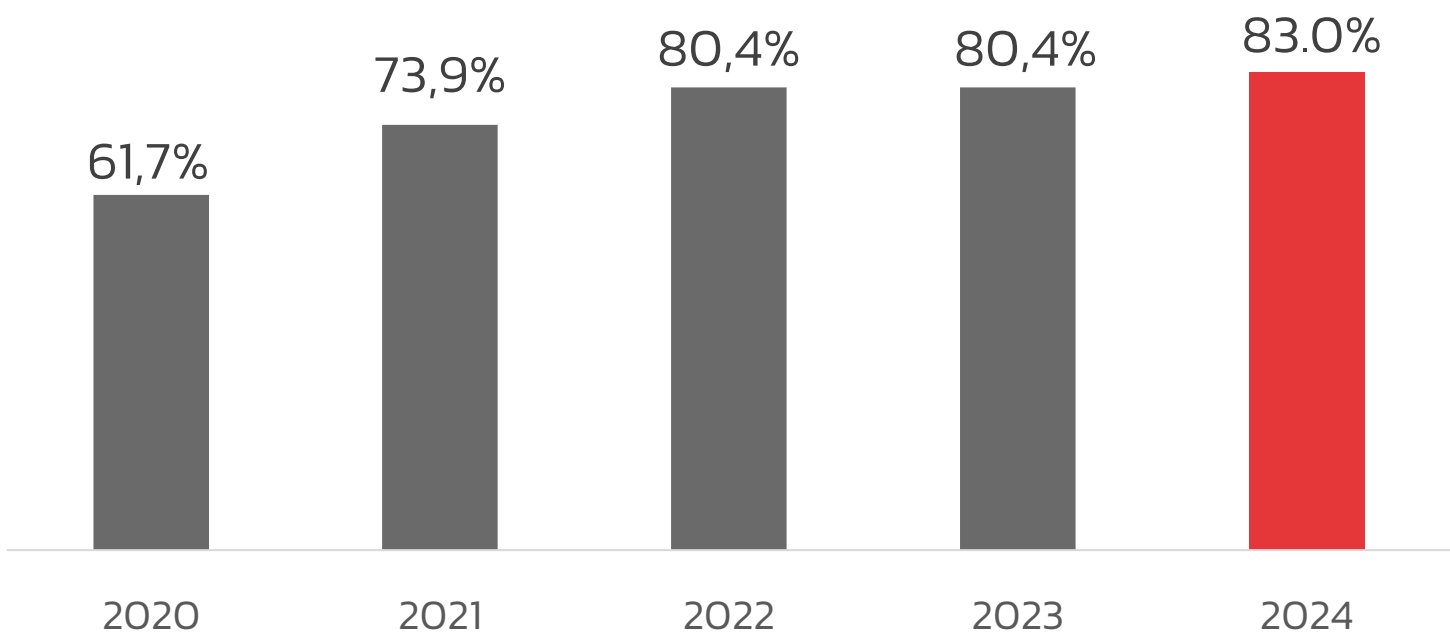
In July, the Research, Development and Innovation Center turned 50. Located at our headquarters in Caxias do Sul (RS), the Center gained a new identity and is now called Movetech. With five decades of existence, Movetech has consolidated itself as the largest center for advanced engineering in friction materials in the southern hemisphere, offering complete solutions for the mobility market.

 Watch the Movetech launch video

GOVERNANCE

Corporate governance is a priority topic for Frasle Mobility and we continue to evolve continuously in this area. In 2024, our percentage of adherence to the principles and recommended practices, according to the Corporate Governance Report of Brazilian public companies, exceeded the average for companies listed on the Novo Mercado.

% OF ACHIEVEMENT OF THE MOBILITY PHRASE OF GOVERNANCE PRACTICES RECOMMENDED BY CVM



 Learn more about the research

A 70-YEAR HISTORY, AFUTURE FULL OF POSSIBILITIES!

In 2024, our pioneering brand, Fras-le, turned 70. After seven decades, we continue to adapt to market changes, leading with responsibility, innovation and commitment to sustainable mobility. Our eyes are always ahead: we are clear about where we want to go, and we remain firm in our purpose of building the future with actions that consolidate smart and sustainable solutions. In this sense, at the end of the year, we made adjustments to our organizational structure to support a new cycle of growth. Among the milestones of the year, we carried out the largest transaction in the history of Frasle Mobility to date, with the acquisition of Dacomsa, completed in January of this year (2025).

ACKNOWLEDGMENT S

Despite the challenges, 2024 was a year full of achievements. Everyone's commitment and dedication were essential to achieving historic results, and the Company expresses its deep gratitude to its more than 6,000 employees for their tireless contribution. We also extend our thanks to our customers and suppliers for their valuable partnership, as well as to our investors for their trust. The unity of everyone was essential to overcome obstacles and achieve notable milestones. We are grateful to everyone who participated in yet another remarkable year in Frasle Mobility's trajectory. This synergy and commitment not only strengthen our resilience, but also drive the culture of innovation, guiding us towards an even more promising future.

05

*KEEP
LIFE
IN
MOTION*

APPENDICES

05 APPENDICES / Consolidated Income Statement (I)

	2024	%	2023	%	2022	%	2021	%	Variations	
									2024/2023	2022/2021
Net Revenue	3,965,776	100.0%	3,388,657	100.0%	3,058,171	100.0%	2,582,166	100.0%	17.0%	18.4%
COGS – Cost of Goods Sold	-2,635,267	-66.5%	-2,250,056	-66.4%	-2,154,694	-70.5%	-1,833,869	-71.0%	17.1%	17.5%
Gross Profit	1,330,509	33.5%	1,138,601	33.6%	903,477	29.5%	748,297	29.0%	16.9%	20.7%
Selling Expenses	-404,730	-10.2%	-313,025	-9.2%	-291,596	-9.5%	-237,211	-9.2%	29.3%	22.9%
Administrative Expenses	-317,435	-8.0%	-250,044	-7.4%	-211,064	-6.9%	-187,216	-7.3%	27.0%	12.7%
Other Operation Expens./Incom.	-89,647	-2.3%	-32,527	-1.0%	-67,792	-2.2%	-49,239	-1.9%	175.6%	37.7%
Financial Result	24,129	0.6%	-15,871	-0.5%	-84,200	-2.8%	-49,145	-1.9%	252.0%	71.3%
Financial Income	575,936	14.5%	337,397	10.0%	323,460	10.6%	236,302	9.2%	70.7%	36.9%
Financial Expenses	-664,229	-16.7%	-434,203	-12.8%	-462,837	-15.1%	-285,447	-11.1%	53.0%	62.1%
Monetary adjustment	112,422	2.8%	80,935	2.4%	55,178	1.8%	43,090	1.7%	38.9%	28.1%
Income Before Tax	543,300	13.7%	526,682	15.5%	248,841	8.1%	226,039	8.8%	3.2%	10.1%
Income and Social Tax	-168,597	-4.3%	-137,950	-4.1%	-45,512	-1.5%	-15,417	-0.6%	22.2%	195.2%
Net Profit	374,703	9.4%	388,732	11.5%	203,329	6.6%	210,622	8.2%	-3.6%	-3.5%
Attributable to non-controlling shar.	-6,961	-0.2%	-11,347	-0.3%	1,509	0.0%	-606	0.0%	-38.7%	-349.1%

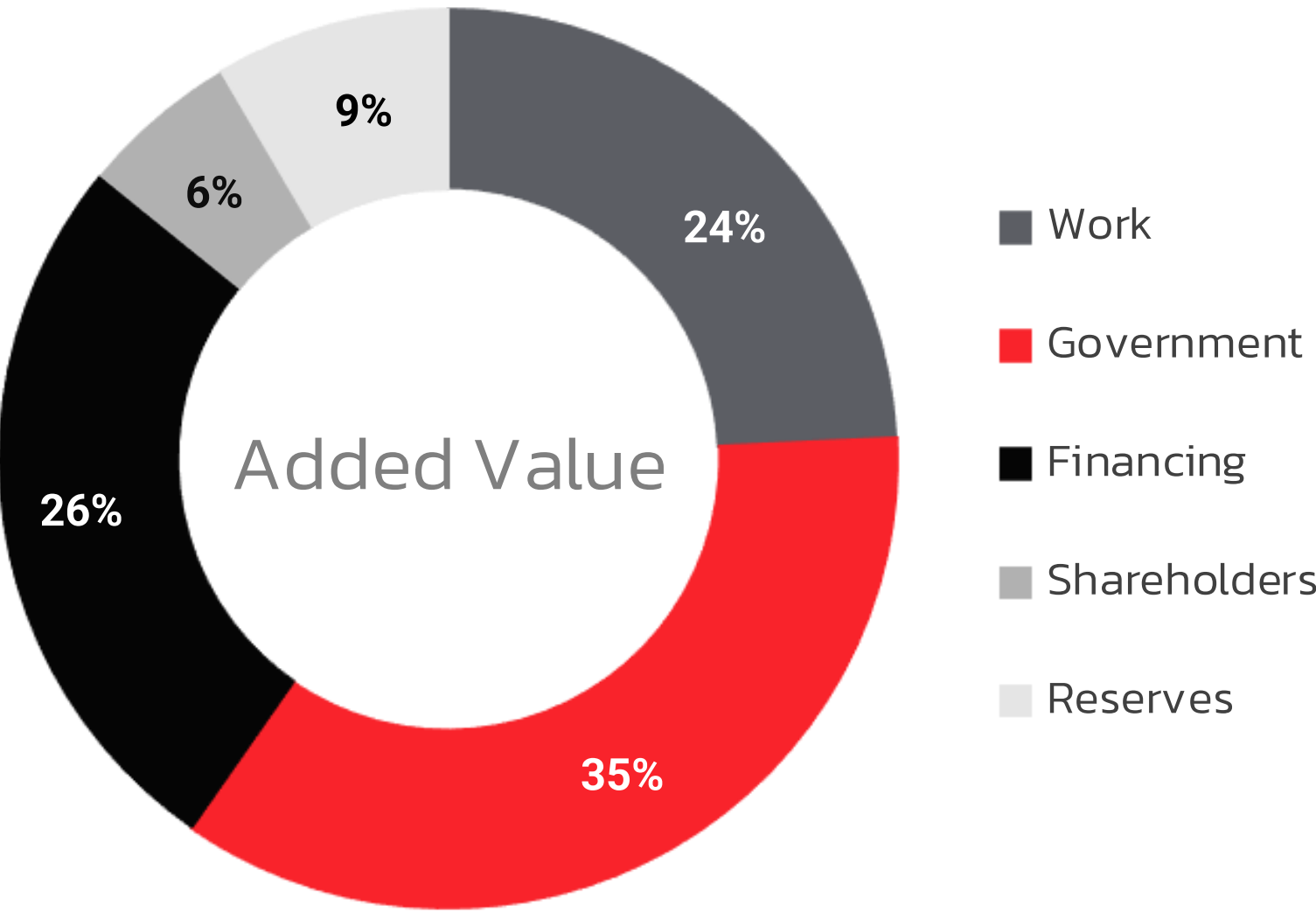
Values in R\$ thousands

05 APPENDICES / Consolidated Balance Sheet (II)

	12.31.24	12.31.23
Assets	4,869,614	3,911,999
Current Assets	3,078,097	2,372,623
Cash and Cash Equivalents	844,881	1,050,412
Financial Applications	13,993	52
Receivables	475,497	449,791
Inventory	1,054,752	783,465
Taxes Recoverable	143,381	88,903
Other Current Assets	545,593	0
Non-current Assets	1,791,517	1,539,376
Long-Term Realisable Assets	197,931	99,124
Investments	36,896	34,310
Fixed Assets and Leases	969,831	851,378
Intangible	586,859	554,564
Liabilities	4,869,614	3,911,999
Current Liabilities	1,499,219	1,113,326
Salaries and Charges	108,686	90,670
Suppliers	617,387	435,860
Tax Obligations	140,895	106,561
Loans and Financing	388,411	304,819
Others Obligations	230,046	169,262
Provisions	13,794	6,154
Non-current Liabilities	1,118,910	937,559
Loans and Financing	722,767	573,323
Others Obligations	275,442	266,498
Deferred Taxes	8,720	0
Provisions	110,506	96,263
Profits and Revenues to Be Appropriated	1,475	1,475
Equity	2,251,485	1,861,114
Social Capital	1,229,400	1,229,400
Capital Reserves	-16,556	-16,556
Profit Reserves	1,034,004	839,145
Other Comprehensive Results	-27,998	-213,801
Non-controlling Participation	32,635	22,926

Values in R\$ thousands

05 APPENDICES /
Cash Flow Statements (III)
/ indirect method



Operational Cash Flow

	12.31.24	12.31.23
Net Operational Cash	113,984	1,037,516
Cash generated from operations	829,624	669,887
Net Income for the Period	374,703	388,732
Depreciation and Amortization	158,712	124,695
Provision for Disputes	14,243	42,404
Provision for Doubtful Settlement Credit	2,022	-529
Other Provisions	7,456	6,571
Residual Cost of Assets and Leases Downloaded and Sold	13,630	5,511
Variation on Loans, Derivatives and Leases	204,077	106,312
Equity	-475	452
Provision for Income Tax and Current and Deferred Social Contribution	168,597	137,950
Provision for Obsolete Inventories and Negative Margin	7,357	-5,432
Monetary Correction Adjustment	-112,422	-80,935
Revenue From Active Lawsuits	-11,904	-462
Impairment Reduction	6,100	2,238
Clearing Retained Amounts in Business Combination	-2,472	-57,620
Changes in assets and liabilities	-715,640	367,629
Receivables	-22,662	1,397
Accounts Receivable from Customers	-14,994	-104,950
Inventory	-290,695	115,724
Suppliers	182,635	34,608
Accounts Payable	215,187	-122,773
Income Tax and Social Contribution Paid	-92,092	-55,894
Financial Investments	-617,381	490,632
Judicial Deposits	30	3,143
Taxes to be Recovered	-75,668	5,742

Investment Cash Flow

Net investment cash	-201,082	-236,388
Fixed and Intangible Purchases	-165,843	-133,700
Capital Payment in Affiliates	-2,028	-1,803
Business Combination	-33,211	-100,885

Cash From Financing Activities

Net funding cash	-118,433	-318,571
Payment Interest Equity and Dividends	-162,805	-111,267
Loans and Financial Instruments Taken	500,156	94,734
Payment of Loans and Financial Instruments	-313,612	-161,210
Interest Paid with Loans	-102,928	-108,813
Lease Payment	-39,244	-32,015

Funding Cash Flow

-205,531 482,557

Values in R\$ thousands

05 APPENDICES / Detailed Description – Product Family (IV)

Detailed description – Product family	
Friction Material	Brake linings for commercial vehicles, Brake pads for commercial vehicles, automobiles, motorcycles and small-sized aircraft, Brake linings for automobiles, railway shoes, Brake Shoes for commercial vehicles and automobiles clutch facings, molded linings, universal sheets and industrial products.
Components for the Brake System	Brake Discs, Brake Drums, Master Cylinder, Vacuum Booster, Wheel Cylinder, Wheel hubs, repair kits, actuators, and retaining valves.
Components for Suspension System, Steering, Powertrain	Shock absorbers, Suspension Plate, Bars, Pivots and Terminals, Rubber & Metal Rubber Parts, CV Joint, Crown and Pinion, Motorcycle – Suspension, Transmission & Brake, Suspension bushing kits, ball joints, gas and mechanical springs.
Other Various Products	Components for the Engine (Pistons, valves, water pumps, oil pumps, fuel pumps, hoses, air filters, gaskets), Packed liquids (Brake fluids, coolants, Antifreeze, anticorrosive, additives, Lubricants), Composite Materials, Other Various Products (Polymer materials that do not fall into the previous categories, Cardan shaft and accessories, bearings, cross pieces, axles, flange, linkage bar, reaction bar, side steering rod, rod ends, joints, backing plates, riveting machines, rivets, dies and iron and steel scrap).

 *ri.fraslemobility.com*

 *frasle-mobility*

***KEEP
LIFE
IN
MOTION***

 **FRASLE**
MOBILITY