



**KEEP LIFE
IN MOTION**



Frasle Mobility Pinghu site - China

EARNINGS RELEASE 4Q25

FRAS
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IBRA B3

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SMLL B3

 ri.fraslemobility.com

Caxias do Sul, March 11, 2026. Frasle Mobility (Fras-le S.A. - B3: FRAS3) discloses its results for the fourth quarter of 2025 (4Q25) and twelve months of 2025 (2025). The Company's Financial Information is consolidated in accordance with international standards IFRS – International Financial Reporting Standards and monetary vales are expressed in Reais, unless otherwise indicated. Comparisons are made with the fourth quarter of 2024 (4Q24) and twelve months of 2024 (2024).

2025 HIGHLIGHTS



NET REVENUE (R\$)

5.5 B

+38.5% vs. 2024

GUIDANCE R\$ 5.4 - 5.8 B



INTERNATIONAL MARKET¹ (US\$)

520.1 M

+79.5% vs. 2024

GUIDANCE US\$ 500 - 540 M



ADJUSTED EBITDA (R\$)

975.1 M

+33.8% vs. 2024

MARGEM EBITDA² 17.8%

GUIDANCE² 17.5% - 20.5%



INVESTIMENTOS³ (R\$)

190.5 M

+14.9% vs. 2024

GUIDANCE R\$ 170 - 210 M

MARKET CAP

R\$ 6.8 B (12/30/2025)

CLOSING QUOTE "FRAS3"

R\$ 24.15

FREE FLOAT

38.1%

Videoconference of Results 4Q25

March, 12, 2025 (Thursday)

11 am Brasília
10 am New York
02 pm London

WEBCAST (Portuguese/English): [Click here](#)

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FORWARD-LOOKING STATEMENTS. The statements contained in this report regarding FRASLE MOBILITY's business prospects, projections and results and the company's growth potential are merely forecasts and were based on management's expectations regarding the Company's future. These expectations are highly dependent on changes in the market, the general economic performance of the country, the sector, and international markets, and may undergo changes

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

4Q25 EVENTS

EXTRAORDINARY GENERAL MEETINGS "EGM"

On December 31, the Company approved the following items at the ESM: (i) the merger of the subsidiary Nakata Automotiva Ltda. into the Company; (ii) The change of the corporate name from Fras-le S.A. to Frasle Mobility S.A.

[ACCESS DOCUMENTS](#)

AUTOMOTIVE BUSINESS AWARD

In December, the Company was recognized with the Automotive Business Award in the Industry 4.0 category for the Caldeira Verde Project. The initiative replaced the use of natural gas with renewable biomass in industrial steam generation. The project involved an investment of R\$17 million, and enables a monthly reduction of 440.000 m³ in natural gas consumption, as well as a 60% decrease in greenhouse gas emissions at Frasle Mobility, equivalent to approximately 10.000 tons of CO₂ per year. These results represents 50% of Randoncorp's corporate target, which foresees a 40% reduction in emissions by 2030.

[LEARN MORE ABOUT THE GREEN](#)

[LEARN MORE ABOUT THE AWARD](#)

MAIORES DO TRANSPORTE & MELHORES DO TRANSPORTE AWARD

For 38 years, the award has recognized business excellence in the transportation and logistics sector. Fras-le brand stood out in parts for trucks and buses, securing first place in the category.



INVESTOR DAY

Frasle Mobility Universe 2025 took place in a hybrid manner on November 18, gathering investors and capital market analysts in São Paulo. The event's sixth edition aimed at bringing investors closer to the Company's business strategies, as well as presenting the long-term planning. In addition, the Company also provided further details on the operation of the recently acquired Dacomsa, in Mexico, reinforcing its international expansion strategy.

Photo: Alexandre Takashi

[ACCESS THE EVENT RECORDING](#)

BUSINESS OVERVIEW IN THE QUARTER

In 4Q25, Frasle Mobility's revenue showed notable growth compared to the same period last year, driven by the acquisition of Dacomsa. This operation solidified Mexico as a strategic geographic location and broadened the Company's scale in the Americas. Conversely, the quarter was marked by pressure on profitability, with margins below the levels seen in previous periods. This performance is primarily driven by product mix changes, dollar devaluation against the Real, and reduced working days in December due to collective shutdown period, implemented in most industrial operations, as well significant reductions in the sales volumes for the commercial line, especially to the USA.

Throughout 2025, there was an environment of greater uncertainty and reduced demand in the heavy vehicle segment in Brazil and the United States, with a decline in truck production in these markets, even more intense in the last quarter of the year. Additionally, there was a slowdown in the replacement of these items, in line with the lower economic activity in the North American market, resulting from fleet idleness and industry instability, which disrupted the organic growth trajectory in this segment.

In the light vehicle replacement market in Brazil, performance was positive, with gains in market share among distributors. This progress sustained the maintenance — and, in some lines and products, the expansion — of market share.

In Argentina, demand came under pressure due to the reduced consumption, especially from the second half of the year onwards, due to the loss of household purchasing power. In addition, there was a significant reduction in inventory throughout the supply chain and increased competition, associated with changes in the country's economic context and greater market opening. In this scenario, the Company intensified commercial initiatives to sustain volume growth in this region.

Despite a tougher environment in 4Q25, Frasle Mobility closes the year with a stronger international footprint, identified synergies, and significant advances in key projects, such as the expansion of Fremex capacity, efficiency initiatives (including 4.0 Mobility and the AutoStore concept at the Extrema site) and the expansion of operations in Mexico. These factors strengthen the Company's execution capacity and sustain the value generation agenda in the short, medium, and long term.

PROSPECTS

Frasle Mobility begins 2026 focused on growth, supported by the integration of Dacomsa and the capture of synergies. In the short term, certain geographies need sales discipline and proactive management of product mix and pricing. Even so, the strong position in the aftermarket, the diversified portfolio, the global presence, and the greater scale in Mexico support the expectation of operational evolution and growth throughout the year. It is worth noting that the benchmark of the North American market (connected to the demand for friction materials for heavy vehicles) reflects a strong first half of 2025, which is exactly the opposite at the start of 2026. Furthermore, the incorporation of Nakata and the implementation of the new ERP bring some challenges to revenue in the first months of the fiscal year, recovering throughout the year.

KEY FIGURES

in R\$ million, excluding foreign market, exports and %

	4Q25	4Q24	Δ %	3Q25	Δ %	2025	2024	Δ %
ECONOMIC HIGHLIGHTS								
Net Revenue	1,385.0	1,107.8	25.0%	1,414.1	-2.1%	5,490.9	3,965.8	38.5%
Domestic Market	659.7	668.6	-1.3%	682.7	-3.4%	2,577.1	2,403.6	7.2%
Foreign Market	725.2	439.2	65.1%	731.3	-0.8%	2,913.7	1,562.2	86.5%
Foreign Market US\$	134.1	75.3	78.0%	132.5	1.2%	520.1	289.7	79.5%
Exports - Brazil US\$	26.1	38.5	-32.3%	29.9	-12.6%	117.0	125.0	-6.3%
Gross Profit	427.8	394.4	8.5%	476.9	-10.3%	1,795.9	1,330.5	35.0%
Gross Margin	30.9%	35.6%	-4.7 pp	33.7%	-2.8 pp	32.7%	33.5%	-0.8 pp
Operating Profit	147.1	171.4	-14.2%	213.8	-31.2%	724.1	519.2	39.5%
Operating Margin	10.6%	15.5%	-4.9 pp	15.1%	-4.5 pp	13.2%	13.1%	0.1 pp
EBITDA	220.3	220.4	0.0%	271.8	-18.9%	991.5	677.9	46.3%
EBITDA Margin	15.9%	19.9%	-4.0 pp	19.2%	-3.3 pp	18.1%	17.1%	1.0 pp
Net Profit	55.9	135.1	-58.6%	107.6	-48.0%	283.2	374.7	-24.4%
Net Margin	4.0%	12.2%	-8.2 pp	7.6%	-3.6 pp	5.2%	9.4%	-4.3 pp
Adjusted EBITDA	213.5	217.0	-1.6%	270.2	-21.0%	975.1	729.0	33.8%
Adjusted EBITDA Margin	15.4%	19.6%	-4.2 pp	19.1%	-3.7 pp	17.8%	18.4%	-0.6 pp
FINANCIAL HIGHLIGHTS								
Investments	67.6	79.9	-15.4%	52.2	29.5%	190.5	165.8	14.9%
Net Debt	-1,447.6	258.2	-660.6%	-1678.2	-13.7%	-1,447.6	258.2	-660.6%
Net Leverage	1.5 x	0 x	N/A	1.7 x	N/A	1.5 x	0 x	N/A
ROIC	14.2%	15.6%	-1.4 pp	13.1%	1.1 pp	14.2%	15.6%	-1.4 pp
ROE	12.6%	20.0%	-7.4 pp	16.0%	-3.4 pp	12.6%	20.0%	-7.4 pp
CAPITAL MARKET								
Market Value¹	6,770.1	5,535.3	22.3%	6,324.4	7.0%	6,770.1	5,535.3	22.3%
Average Daily Traded Volume	9.3	6.1	52.8%	12.7	-26.8%	9.9	6.3	56.0%
Average Price of the US Dollar	5.41	5.84	-7.5%	5.45	-0.7%	5.59	5.39	3.7%

Note: Dacomsa is included in the Company's results starting January 14, 2025, the date of the acquisition's completion. For more information, please refer to the market announcement released on that date. ¹The market value considers the closing share price on the last day of the quarter multiplied by the total number of outstanding shares.

SALES PERFORMANCE

VOLUMES AND NET REVENUE BY PRODUCT FAMILY

in million of pieces

	4Q25	4Q24	Δ %	3Q25	Δ %	2025	2024	Δ %
SALES VOLUMES BY PRODUCT LINE								
Friction Material	28.8	28.4	1.3%	29.5	-2.3%	113.4	109.0	4.0%
Components for Brake System	3.0	2.7	12.1%	3.1	-2.5%	11.7	9.9	17.9%
Ride and Comfort	5.8	5.0	15.0%	5.9	-2.8%	21.7	18.8	15.5%
Components for Engine	4.9	1.4	248.2%	5.3	-7.6%	21.2	6.7	215.7%
Transmission and Powertrain Components	1.8	1.0	74.2%	1.7	5.2%	6.4	3.8	69.6%
Other Products	1.1	0.9	24.4%	1.2	-8.3%	4.4	3.2	34.6%
Total Sales Volume	45.4	39.4	15.1%	46.7	-2.9%	178.7	151.4	18.1%

in R\$ million

	4Q25	4Q24	Δ %	3Q25	Δ %	2025	2024	Δ %					
SALES REVENUE BY MATERIAL													
Friction Material	546.4	39.5%	506.5	45.7%	7.9%	563.7	39.9%	-3.1%	2,234.2	40.7%	1,868.0	47.1%	19.6%
Components for Brake System	223.2	16.1%	206.1	18.6%	8.3%	220.1	15.6%	1.4%	862.9	15.7%	741.4	18.7%	16.4%
Ride and Comfort	287.4	20.7%	282.8	25.5%	1.6%	291.7	20.6%	-1.5%	1,085.5	19.8%	960.2	24.2%	13.0%
Components for Engine	193.5	14.0%	15.5	1.4%	1144.6%	206.7	14.6%	-6.4%	796.9	14.5%	57.3	1.4%	1291.6%
Transmission and Powertrain Components	111.2	8.0%	66.7	6.0%	66.7%	109.5	7.7%	1.5%	421.6	7.7%	245.7	6.2%	71.6%
Other Products	23.3	1.7%	30.1	2.7%	-22.8%	22.4	1.6%	3.8%	89.7	1.6%	93.3	2.4%	-3.8%
Total Net Revenue	1,385.0	100.0%	1,107.8	100.0%	25.0%	1,414.1	100.0%	-2.1%	5,490.9	100.0%	3,965.8	100.0%	38.5%

Note: The components are detailed at the end of this report. Please refer to the Modeling Guide for details on the adjustments applied to the historical series. It is important to note that the performance of sales revenue by product family does not necessarily reflect the same trend in volumes, as it is impacted by exchange rate fluctuations, product mix, and pricing effects. For further details on product families, see Appendix IV.

Friction Materials

- > The line of **brake pads** for light vehicles closed 4Q25 with record sales conversion fuelled by peak workshop activity during the pre-holiday period, portfolio reinforcement, and improved product mix.
- > The line of **brake linings** for heavy vehicles experienced a slowdown in 4Q25, due to the accommodation of demand in the domestic market, caused by typical seasonal effects of the period, with shutdowns and early holidays in the supply chain, the main reason for the contraction versus 3Q25. Year-over year, the line showed a decline driven by market dynamics; however, market share was preserved, supported by pricing strategies implemented throughout the year.

Brake System Components

- > **Brake discs** continued to grow throughout the year, fueled by increased product availability after the energy substation launch, which expanded production capacity as of the 2nd half of the year. The volume decline compared to 3Q25 is due to the shutdown of the manufacturing plant in December for maintenance, a common procedure in the foundry sector, and collective shutdown in the supply chain.
- > In terms of **hydraulic components**, competition was intense. The Company took steps to rebuild supply and boost its presence in channels, supporting sales recovery in a price-and term-sensitive market.

Steering and Comfort

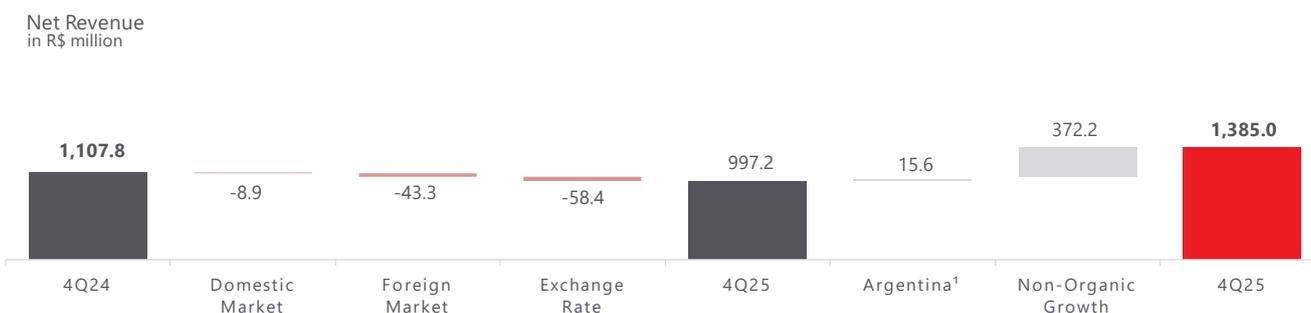
- > The increase in volumes, when comparing 4Q25 to 4Q24, was largely driven by a product mix more concentrated on fast-moving items with lower average ticket prices. Due to this mix, revenue remained stable during the period, despite the higher volume. The decline compared to 3Q25 stems from the implementation of the ERP¹ system at the Extrema site, which required the operation to prematurely interrupt activities in December.
- > The warehouse in Cartagena closed the year with significant gains in volume and revenue compared to 2024, mainly concerning Nakata brand **shock absorbers**, which gained market share backed by higher availability and brand credibility.

¹ The Extrema and Osasco units carried out an ERP system migration between December 29, 2025, and January 11, 2026. The period of operational unavailability ("dark period") lasted nine business days.

Engine, Transmission and Powertrain Components:

- In 4Q25, the **engine** components line slowed down compared to Q3 2025 due to the less favourable economic environment in Mexico. As it is a higher value-added family, it tends to be more sensitive to macroeconomic conditions. It should be noted that, when comparing 4Q25 to Q4 2024, Dacomsa was not yet integrated into the Company's consolidated figures.
- The Extrema site and the Warehouse in Cartagena advanced in the **motorcycle transmission components line**, by expanding the portfolio to serve the existing fleet.

Below is a causal chart showing the effects that changed the consolidated net revenue performance of 4Q25 compared to 4Q24.



¹ Economic update in highly inflationary economy as provided for in CPC 42/IAS 29. Adjustments related to inflation and currency appreciation/devaluation.

REVENUE BY MARKET

	4Q25		4Q24		Δ %	3Q25		Δ %	2025		2024		Δ %
DOMESTIC MARKET	659.7	47.6%	668.6	60.4%	-1.3%	682.7	48.3%	-3.4%	2,577.1	46.9%	2,403.6	60.6%	7.2%
Aftermarket	615.3	44.4%	602.4	54.4%	2.1%	629.7	44.5%	-2.3%	2,353.4	42.9%	2,162.4	54.5%	8.8%
OEM	44.4	3.2%	66.2	6.0%	-32.9%	53.0	3.8%	-16.2%	223.7	4.1%	241.1	6.1%	-7.2%
FOREIGN MARKET	725.2	52.4%	439.2	39.6%	65.1%	731.3	51.7%	-0.8%	2,913.7	53.1%	1,562.2	39.4%	86.5%
Aftermarket	678.4	49.0%	388.5	35.1%	74.6%	679.1	48.0%	-0.1%	2,720.3	49.5%	1,345.1	33.9%	102.2%
OEM	46.9	3.4%	50.7	4.6%	-7.5%	52.2	3.7%	-10.2%	193.4	3.5%	217.2	5.5%	-10.9%
TOTAL NET REVENUE	1,385.0	100.0%	1,107.8	100.0%	25.0%	1,414.1	100.0%	-2.1%	5,490.9	100.0%	3,965.8	100.0%	38.5%
Aftermarket	1,293.6	93.4%	990.8	89.4%	30.6%	1,308.9	92.6%	-1.2%	5,073.7	92.4%	3,507.5	88.4%	44.7%
OEM	91.3	6.6%	116.9	10.6%	-21.9%	105.2	7.4%	-13.2%	417.2	7.6%	458.3	11.6%	-9.0%

Domestic Market (DM)

Aftermarket

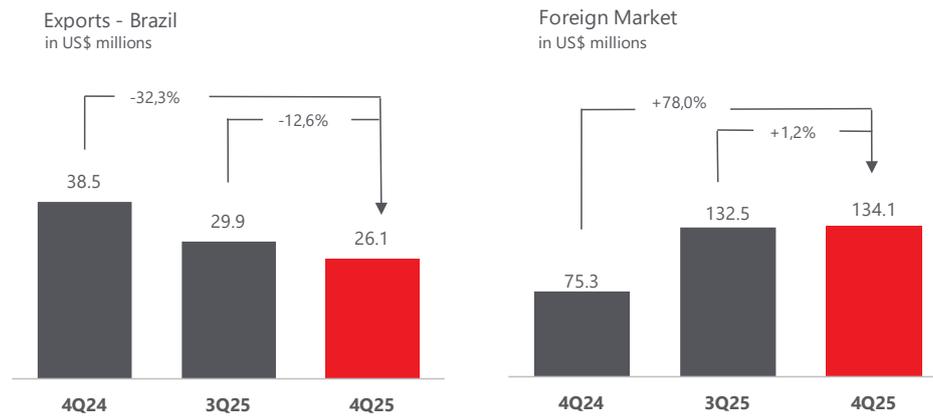
- 4Q25 saw a more cautious consumption and credit environment, with inventory adjustments throughout the supply chain and the seasonal recess impacts. Even so, the Aftermarket segment remained resilient and ended the year with positive performance, sustaining growth in the Domestic Market.

OEM (Automakers)

- The 4Q25 performance was affected by reduced truck production in the country, the destocking of vehicles by automakers, and scheduled shutdowns, including collective shutdown. In parallel, the high Selic rate continued to affect credit conditions, especially for the renewal of the heavy vehicle fleet, pressuring the quarter-over-quarter comparison.

International Market (IM)

The international market comprises exports from Brazil and revenue from our international operations.



Note: The Company's exports, together with intercompany sales to the United States originating from Brazil, accounted for 6.0% of the Company's total net revenue in 4Q25 and 5.6% for the full year 2025.

The exchange rate effect impacted currency conversion in 4Q25 compared to 4Q24, due to the variation in the average exchange rate for the period, which was R\$ 5.41/US\$ in 4Q25 versus R\$ 5.84/US\$ in 4Q24 (-7.5%). This difference in the average exchange rate impacted the BRL equivalent of foreign currency revenues.

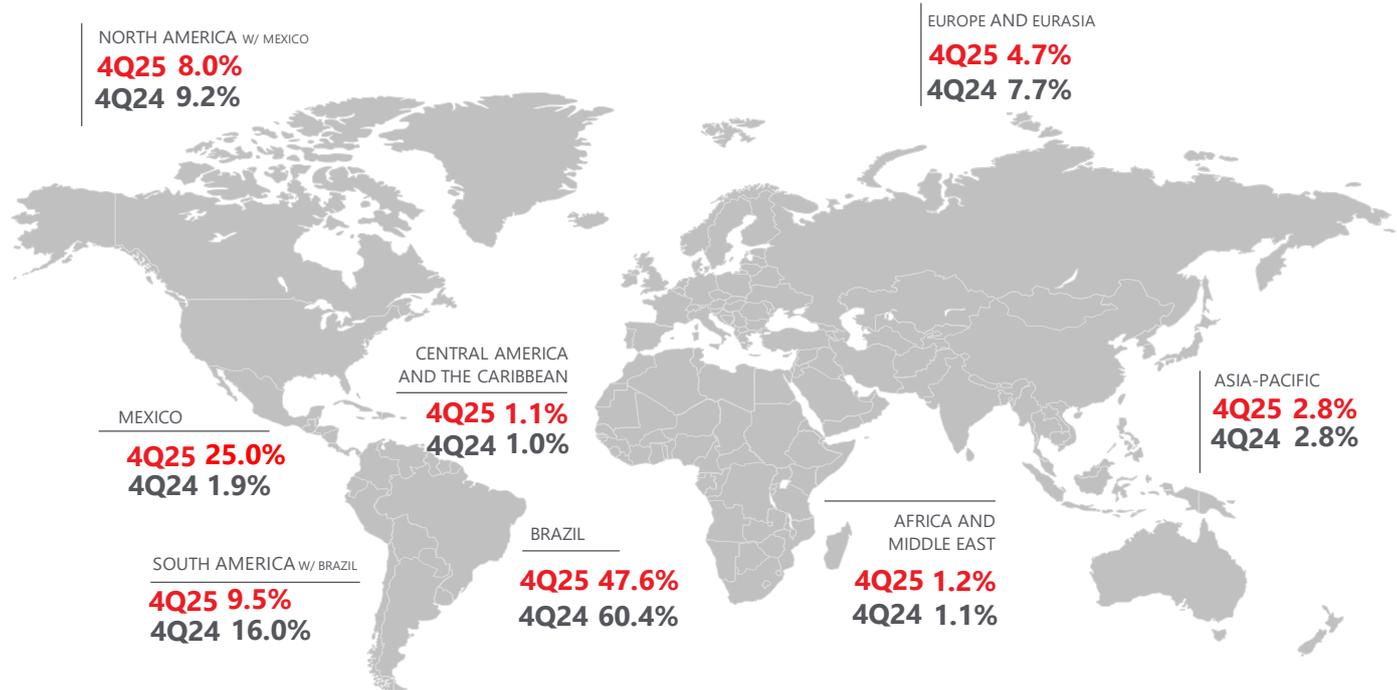
Aftermarket

- > Exports in 4Q25 went down when compared to 4Q24, largely because of reduced demand from the United States due to macroeconomic market uncertainties. Additionally, the shift of Brazil-to-Mexico sales to an intercompany model like Dacomsa, under the Fritec brand, reduced the volume regarded as direct exports and boosted international market revenue.
- > In the international market, 4Q25 performance reflects the incorporation of Dacomsa's results, acquired in January 2025, contributing to the improvement in this item. Excluding Dacomsa, the result showed a decline in 2025 compared to 2024, mainly impacted by the Argentine market, which went through a period of slowdown marked by a drop in consumption, reduced household purchasing power, and significant price adjustments due to increased competition. Nevertheless, the Company increased volumes with adjustments made to fit the new market dynamics, while maintaining profitability.

OEM (Automakers)

- > The primary decrease stems from lower export levels of brake linings to Mexico and the United States. Throughout the period, customers got more cautious, focusing on cutting operational costs, which impacted demand negatively. On the positive side, in 2025, the operation in India expanded its presence with local automakers and recorded increased volumes in this segment. Even operating in a highly protectionist market, the unit remained competitive, advancing projects that strengthen its portfolio and expand its participation in this segment.

DISTRIBUTION BREAKDOWN ACROSS THE GLOBE



The percentage representation was impacted by the inclusion of Mexico's results when comparing the quarters of 2025 vs. 2024, due to the consolidation of Dacomsa's results, acquired on January 14, 2025.

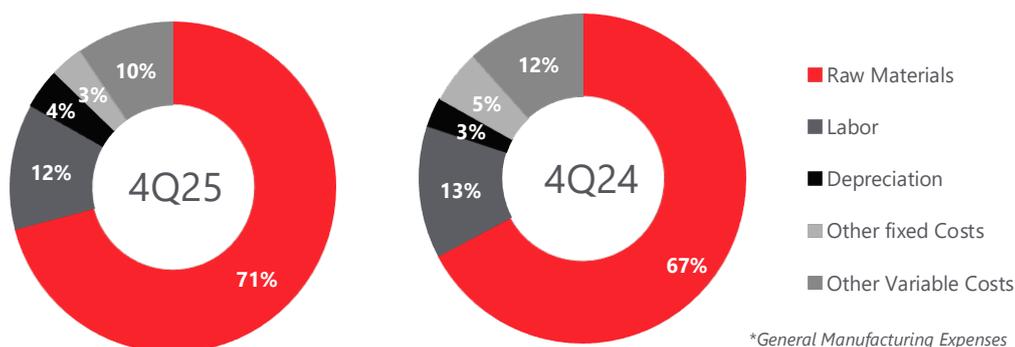
- > **North America:** 4Q25 saw cautious consumption in the aftermarket, with postponed maintenance, amidst political and economic turbulence and the impact of tariffs. On a positive note, sales of engine components under the TF Victor and Moresa brands began in December, incorporated into the Company's portfolio through the acquisition of Dacomsa and currently in the process of capturing commercial synergies. Additionally, the Alabama unit is advancing in strengthening its portfolio with the inclusion of shock absorbers for heavy vehicles under the Nakata brand.
- > **Mexico:** The country has strong trade relations with the United States, which is going through a period of macroeconomic instability, slowing activity in Mexico. Despite this scenario, Dacomsa's operation received its first shipment of brake discs under the Fremex brand, whose commercialization began in January 2026, continuing the capture of synergies identified in the acquisition context. This quarter saw the beginning of the consolidation of co-manufacturing sources aligned with Frasle Mobility. The estimated gains are part of the synergies identified for the operation, and the impacts on results will begin at the end of 1Q26.
- > **South America:** In Argentina, the combination of weaker consumption, still high inflation, and increased supply after import normalization increases competitiveness and requires attention. To mitigate the impacts of higher price pressure, the unit has adopted targeted discounts for specific product families and intensified its distribution strategy to qualify inventory and reduce delivery time.
- > **Europe and Eurasia:** In the United Kingdom, AML Juratek began distributing bearings under the Nakata brand, with plans to expand into steering and comfort components throughout 2026. In Europe, operations ended the year with significant gains in the aftermarket segment, due to a strengthened portfolio, new business acquisitions, and increased exports.

- > **Asia-Pacific:** We closed the last quarter of the year remaining in leadership in the automotive segment in the Indian market. In China, the increase in volume in existing projects helped sustain our performance in that region.

OPERATING PERFORMANCE

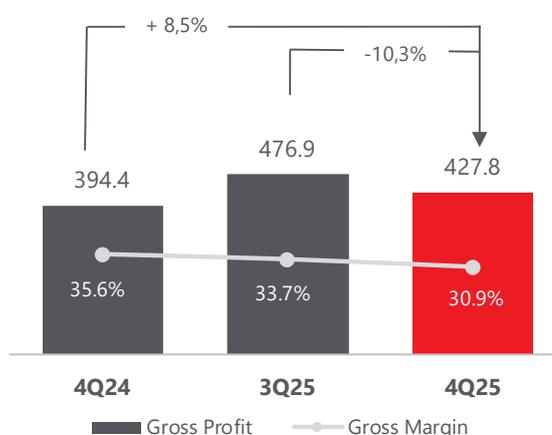
COST OF GOODS SOLD (COGS) AND GROSS PROFIT

In 4Q25, the cost of goods sold totalled R\$ 957.1 million, which is 69.1% of net revenue, resulting in gross profit of R\$ 427.8 million and a gross margin of 30.9%, a decrease of 4.7 percentage points compared to the same period of the previous year. The breakdown of COGS is below.



- > **Raw Material:** Raw Materials had an increase during the period, impacted by the sales mix and the growth in sales of co-manufactured items, which have higher material intensity in their cost structure.
- > **Labor:** recorded a one-off increase from structural adjustments in specific units, including Pistons (MX) and the Commercial Linings (BR) line.
- > **Depreciation:** was impacted by R\$ 9.4 million related to the depreciation of machinery and equipment at the Alabama (USA) site, due to impairment recognition.
- > **General Manufacturing Expenses:** The reduction in the quarter results from discipline in managing fixed costs and calendar effects, with the scheduling of collective shutdown at the end of December (December 22nd to January 5th), which helped reduce utility usage and discretionary industrial costs during the period.

Gross Profit and Gross Margin in R\$ million and %



It is important to note that, in Q4 2024, Dacomsa was not yet included in the consolidated results.

OPERATING EXPENSES AND REVENUES

	4Q25		4Q24		Δ %	3Q25		Δ %	2025		2024		Δ %
Selling Expenses	-152.0	-11.0%	-129.4	-11.7%	17.5%	-141.6	-10.0%	7.4%	-564.0	-10.3%	-404.7	-10.2%	39.3%
Variable Expenses with Sales	-35.9	-2.6%	-43.2	-3.9%	-16.8%	-48.6	-3.4%	-26.2%	-179.5	-3.3%	-142.8	-3.6%	25.7%
Other Expenses with Sales	-116.1	-8.4%	-86.2	-7.8%	34.7%	-93.0	-6.6%	24.9%	-384.5	-7.0%	-262.0	-6.6%	46.8%
Administrative Expenses	-125.6	-9.1%	-85.5	-7.7%	46.9%	-115.2	-8.1%	9.1%	-490.0	-8.9%	-317.4	-8.0%	54.3%
Other Net Expenses/Income	-2.7	-0.2%	-8.3	-0.7%	-67.1%	-7.4	-0.5%	-62.9%	-19.8	-0.4%	-89.6	-2.3%	-77.9%
Other Operating Expenses	-16.3	-1.2%	-21.2	-1.9%	-23.1%	-20.4	-1.4%	-20.0%	-91.6	-1.7%	-142.6	-3.6%	-35.8%
Other Operating Income	13.6	1.0%	12.9	1.2%	5.2%	13.0	0.9%	4.3%	71.8	1.3%	53.0	1.3%	35.5%
Equity Equivalence	-0.3	0.0%	0.3	0.0%	-204.6%	1.0	0.1%	-127.8%	1.9	0.0%	0.5	0.0%	301.0%
Total Operating Exp/Income	-280.7	-20.3%	-222.9	-20.1%	25.9%	-263.1	-18.6%	6.7%	-1071.8	-19.5%	-811.3	-20.5%	32.1%

Main highlights of operating revenues and expenses in 4Q25:

- **Sales Expenses:** The increase in this item, compared to 3Q25, results from participation in trade fairs, notably Dacomsa's presence at one of the world's largest automotive industry events, held in Las Vegas.
- **Administrative Expenses:** The quarter was impacted by depreciation related to the purchase price allocation (PPA) of the business combination from the acquisition of Dacomsa, in addition to expenses associated with implementing the ERP system at the Extrema site (R\$ 1.3 million).
- **Other Operating Income:** The balance of other operating income primarily reflected effects associated with business combinations, including a net impact of R\$7.2 million related to the acquisition of the Extrema site, resulting from a revision of estimates of future tax benefits, which led to a reduction in the business combination accounts payable liability. Additionally, the quarter recorded R\$5.0 million related to the write-off of fair value adjustments (step-ups) on assets sold from the Extrema and Dacomsa sites.
- **Other Operating Expenses:** The quarter recorded R\$ 4.1 million in provisions for litigation (total of R\$ 29.3 million in 2025) and impairment of R\$ 0.4 million at the Alabama site.

ADJUSTED EBITDA AND EBITDA

in R\$ million

	4Q25	4Q24	Δ %	3Q25	Δ %	2025	2024	Δ %
EBITDA Reconciliation and Adjusted EBITDA								
Net Profit	55.9	135.1	-58.6%	107.6	-48.0%	283.2	374.7	-24.4%
Financial Result	101.9	-2.0	-5218.1%	102.7	-0.9%	-403.2	-24.1	1571.1%
Depreciation	73.2	49.0	49.4%	58.1	26.0%	267.4	158.7	68.5%
Income Tax / Social Contribution	-10.6	38.3	-127.8%	3.5	-406.7%	37.7	-107.7	-135.0%
EBITDA	220.3	220.4	0.0%	271.8	-18.9%	991.5	677.9	46.3%
EBITDA Margin	15.9%	19.9%	-4.0 pp	19.2%	-3.3 pp	18.1%	0.0%	18.1 pp
Non-recurring Events	-6.8	-3.4	100%	-1.6	324.5%	-16.4	51.1	-132.1%
Asset impairment	0.4	-2.4	-1.2	N/A	0%	5.9	5.9	-0.6%
Fanacif Restructuring	N/A	-3.0	0.0	N/A	0%	N/A	37.5	0.0%
Various litigation proceedings	N/A	N/A	0.0	-1.6	0%	-4.6	N/A	0.0%
Business combination update	-7.2	2.0	-4.6	N/A	0%	-7.2	2.0	-457.7%
Sale of assets	N/A	N/A	0.0	N/A	0%	-10.5	5.7	-284.2%
Adjusted EBITDA	213.5	217.0	-1.6%	270.2	-21.0%	975.1	729.0	33.8%
EBITDA Margin - Adjusted	15.4%	19.6%	-4.2 pp	19.1%	-3.7 pp	17.8%	18.4%	-0.6 pp

Note: Adjusted EBITDA is a non-GAAP measure under Brazilian accounting practices, used as supplementary information for investors, and should be analyzed together with the financial statements and other performance and cash generation indicators.

In 4Q25, EBITDA remained stable in value compared to the previous year, but the margin decreased, reflecting the dynamics of the period. In addition to the factors already mentioned, the following stand out:

- The devaluation of the dollar against the real, whose average exchange rate was R\$ 5.41 in 4Q25, compared to R\$ 5.45 in 3Q25 (a decrease of 0.7%) and R\$ 5.84 in 4Q24 (a decrease of 7.5%), influencing export costs and margins.
- Lower production in the period, when compared to Q4 2024, due to collective shutdown period.

Regarding the one-off events of 4Q25:

- Impairment of R\$ 0.4 million on the block production line at the Alabama site. Information available in Note No. 16.3.
- Update on the business combination value (R\$ 7.2 million) related to the acquisition of the Extrema site. More information available in Note No. 6.b.

One-off events in 2025:

- > The restructuring of Fanacif led to a gain of R\$ 10.5 million from land sale in Uruguay and a loss of R\$ 5.5 million from goodwill write-offs and impairment reversal. For more details, see Note 15.5.
- > Gains from tax-related legal proceedings totaling R\$ 4.6 million (net) were recognized in different periods, with R\$ 3.0 million recorded in 1Q25 (principal amount of R\$ 3.7 million and R\$ 0.7 million in legal fees) and R\$ 1.6 million in 3Q25 (principal amount of R\$ 1.9 million and R\$ 0.2 million in legal fees). Additional information is available in Notes 12 and 12.a, respectively.

Additionally, monetary restatement gains related to the recognition of the tax proceeding were recorded, totaling R\$ 6.4 million (net), comprising R\$ 6.7 million in monetary adjustment and R\$ 0.3 million related to PIS and COFINS, as the monetary restatement of tax credits is treated as new revenue for tax purposes.

In total, 2025 closed with R\$ 12.3 million in gains, considering both tax litigation gains and monetary restatement. It is important to note that monetary restatement gains do not impact Adjusted EBITDA.

FINANCIAL RESULT

in R\$ million

	4Q25	4Q24	Δ %	3Q25	Δ %	2025	2024	Δ %
FINANCIAL INCOME	57.4	149.1	-61.5%	61.0	-5.9%	251.9	575.9	-56.3%
FINANCIAL EXPENSES	- 160.2	- 173.7	-7.8%	- 169.9	-5.7%	- 679.1	- 664.2	2.2%
Monetary adjustment (IAS 29)	0.9	26.6	-96.5%	6.1	-84.7%	24.0	112.4	-78.7%
FINANCIAL RESULT	- 101.9	2.0	-5218.1%	- 102.7	-0.9%	- 403.2	24.1	-1771.1%

In the quarter, the Company's financial result totaled a negative R\$ 101.9 million. The main highlights are:

- > **Financial Income:** The return on financial investments decreased compared to 2024, due to the devaluation of the Argentine peso against the US dollar, which negatively impacted the operation's investments, which are linked to the dollar. Additionally, the parent company had lower average cash availability throughout 2025, due to payments for the acquisition of Dacomsa.

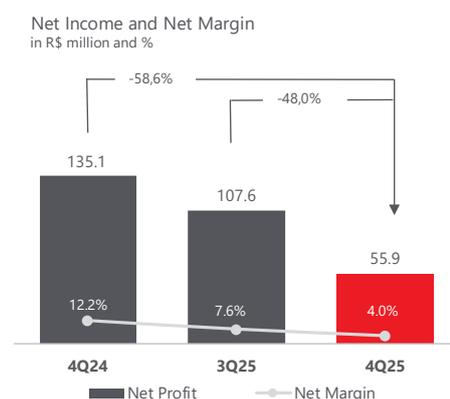
It is important to highlight that the 2025 fiscal year ended with a higher cash and cash equivalents balance, reflecting the inclusion of Dacomsa's cash in consolidation.

- > **Financial Expenses:** 4Q25 saw higher interest on loans and banking expenses due to higher borrowing levels out, the most relevant being the 6th debenture issuance of R\$ 500 million. In fiscal year 2025, the main move was raising funds to enable the acquisition of Dacomsa, totaling R\$ 900.0 million.

It is worth reinforcing that the acquisition was financed through: (i) R\$ 750.0 million raised by the 5th simple debenture issuance (raised in November 2024); (ii) R\$ 900.0 million raised by Dacomsa; (iii) and the remaining amount settled with the Company's own resources. Additional information on loans and financing can be found in Note No. 23.

NET INCOME

The combination of the aforementioned factors resulted in a net profit of R\$ 55.9 million in 4Q25, with a net margin of 4.0%. The effective tax rate for the quarter was 23.5%, mainly due to the tax benefit from interest on equity in December 2025 and paid in January 2026, creating a R\$ 34.8 million deferred tax asset in the period.



IMPACT OF ACCOUNTING AND DISCLOSURE UNDER HYPERINFLATIONARY ECONOMY STANDARD (IAS 29/CPC 42)

in R\$ million

	4Q25	4Q24	Δ %	2025	2024	Δ %
Net Revenue	1,385.0	1,107.8	25.0%	5,490.9	3,965.8	38.5%
Indexation ¹	20.2	27.2	-25.6%	40.7	87.6	-53.6%
Currency Translation ²	-4.6	23.5	-119.6%	-56.2	7.3	-867.4%
Total Impact on Net Revenue	15.6	50.7	-69.2%	-15.6	94.9	-116.4%
Net Revenue ex-effects	1,369.3	1,057.0	29.5%	5,506.4	3,870.9	42.3%
Adjusted EBITDA	213.5	217.0	-1.6%	975.1	729.0	33.8%
Indexation ¹	5.1	-4.5	-214.3%	-11.9	-74.7	-84.0%
Currency Translation ²	-0.7	3.5	-119.1%	-9.8	1.7	-689.0%
Total Impact on Adjusted EBITDA	4.5	-1.0	-537.6%	-21.7	-73.1	-70.3%
Adjusted EBITDA ex-effects	209.1	218.1	-4.1%	996.8	802.1	24.3%
Adjusted EBITDA Margin ex-effects	15.3%	20.6%	-5,7 pp	18.1%	20.7%	-2,6 pp
Reported Adjusted EBITDA Margin	15.4%	19.6%	-4,2 pp	17.8%	18.4%	-0,6 pp

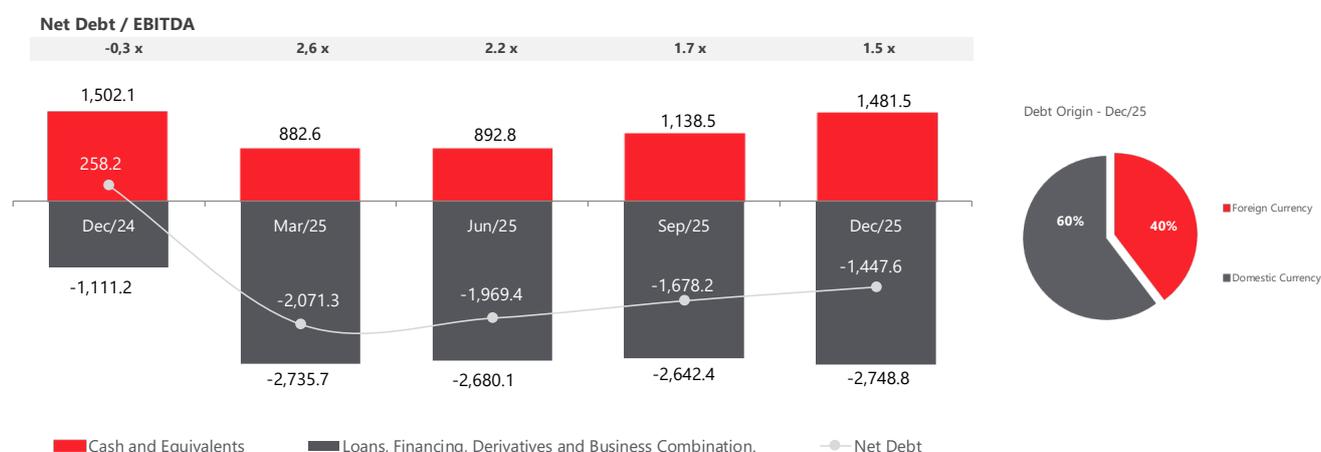
¹Indexation: refers to the effect of the monetary restatement of the financial statements of operations in a hyperinflationary economy, in accordance with IAS 29/CPC 42. ²Currency translation: refers to the effect of the translation into Brazilian Reals after monetary restatement, considering the average and closing exchange rates for the period.

Between 4Q24 and 4Q25, Argentina went through a meaningful disinflation process: 2024 ended with inflation at 117.8%, while by 4Q25 annual inflation was already at a much lower level (31.5% year-to-date), pointing to a less disrupted pricing environment.

In parallel, progress was made in liberalizing foreign trade, including the elimination of SEDI (simplifying imports), which increased competitiveness in Argentina's domestic market. As a result, in 4Q25 currency translation began to exert negative pressure on Revenue (from +R\$ 23.5 million in 4Q24 to -R\$ 4.6 million in 4Q25), making the total impact on Net Revenue +R\$ 15.6 million, while EBITDA had a net effect of +R\$ 4.5 million—reinforcing the importance of analyzing metrics excluding these effects to assess operating performance.

FINANCIAL MANAGEMENT

Net Debt

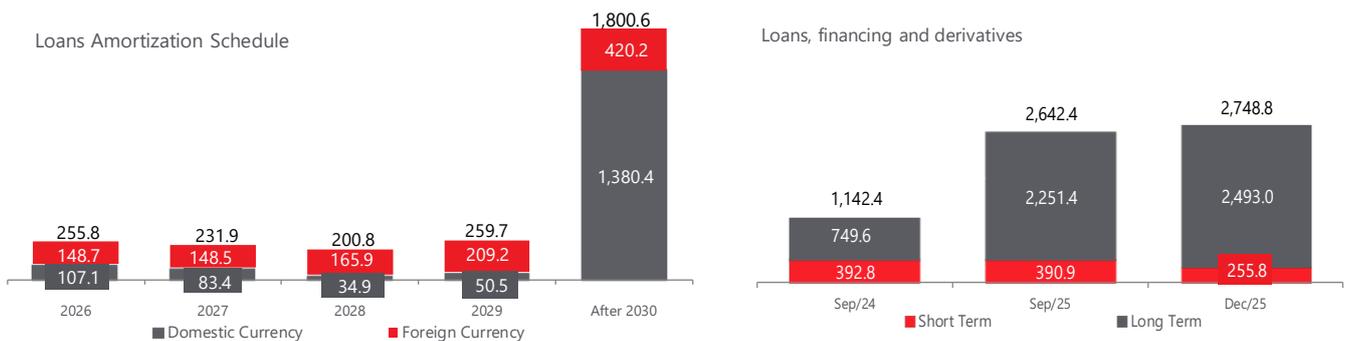


The Company's financial leverage reached 1.5x in 4Q25, accounting for a reduction of 0.2x compared to 3Q25, due to operational cash generation during the period.

The key drivers of consolidated gross debt at the end of 4Q25 were:

- > Lines in Reais indexed to the CDI accounted for 58.73% (average cost CDI +1.12%);
- > Lines in Euros (Euro + 2.00% per year) with 0.17%;
- > Lines in Dollars (US\$ + average of 0.50% per year) with 4.01%;
- > Lines in Mexican Pesos (TIIE + 2.39% per year) with 35.38%;
- > Lines in Rupees (INR + average of 9.00% per year) with 0.19%;
- > Lines in Reais indexed to others accounted for 1.52% (average cost CDI -0.30%).

The following charts provide a detailed breakdown of the debt at the end of 4Q25:



WORKING CAPITAL NEED

in R\$ million

	2021	2022	2023	2024	1Q25	2Q25	3Q25	4Q25
RESOURCES INVESTMENT								
Customers	268.3	271.7	422.8	434.4	662.3	576.7	606.3	505.1
<i>In Days</i>	29 d	25 d	35 d	31 d	44 d	36 d	35 d	28 d
Inventory	825.2	857.7	783.5	1,054.8	1,676.3	1,661.7	1,584.1	1,451.8
<i>In Days</i>	89 d	80 d	65 d	76 d	103 d	103 d	92 d	81 d
Others Resources	150.6	116.4	109.4	182.0	213.8	153.4	170.0	150.5
TOTAL OF RESOURCES INVESTED	1,244.1	1,245.8	1,315.7	1,671.2	2,552.4	2,405.8	2,360.4	2,099.1
SOURCES								
Suppliers*	-348.4	-388.2	-435.9	-619.0	-641.1	-614.0	-619.8	-633.3
<i>In Days</i>	38 d	36 d	36 d	45 d	42 d	38 d	36 d	35 d
Others Resources	-155.0	-189.3	-212.8	-311.2	-305.1	-249.2	-332.5	-292.2
TOTAL OF SOURCES	-503.4	-577.5	-648.7	-930.2	-946.2	-877.2	-952.4	-917.1
WC IN R\$	740.8	668.2	667.0	741.0	1,606.2	1,528.6	1,408.0	1,181.9
<i>WC in Days</i>	80 d	62 d	55 d	54 d	106 d	95 d	82 d	66 d

*Total value is the sum of the Suppliers and

The 2025 fiscal year ended with 66 days of working capital need, which is an increase of 12 days compared to 2024. This movement resulted from the inclusion of Dacomsa, whose operation, due to its logistics and commercial model — with characteristics of a warehouse — demands higher levels of working capital than those historically used by the Company.

As part of the post-acquisition synergies, a strategy to reduce working capital need was implemented throughout the period, with emphasis on inventory and supplier items. The reduction shows progress in integration and the Company's commitment to align the acquired operation with consolidated standards, respecting the particularities and reality of each unit. Additionally, the consolidated accounts, there was an extension of credit terms to customers.

FREE CASH FLOW

in R\$ million

	2021	2022	2023	2024	1Q25	2Q25	3Q25	4Q25
EBITDA	388.1	453.1	667.2	677.9	261.0	499.4	771.2	991.5
Investments	-115.6	-106.4	-133.7	-165.8	-21.9	-70.7	-122.9	-190.5
Financial Result	-49.1	-84.2	-15.9	24.1	-98.8	-198.6	-301.4	-403.2
Income and Social Taxes	-15.4	-45.5	-137.9	-168.6	-23.9	-44.9	-48.4	-37.7
Working Capital Variation	-134.8	44.2	1.2	-74.0	-865.2	-787.7	-667.1	-441.1
OPERATING CASH FLOW	73.2	261.2	380.9	293.6	-748.8	-602.5	-368.5	-80.8
Dividends/ROE	-78.9	-70.1	-111.3	-162.8	-72.8	-72.8	-163.7	-163.7
Capital Integr. / Business Acquis.	-57.6	595.8	-110.3	-38.4	-2,089.3	-2,132.2	-1,911.6	-1,912.1
Others	-59.7	-49.9	-98	106.3	581.5	579.9	507.2	450.9
FREE CASH FLOW	-123.0	737.0	61.4	198.8	-2,329.4	-2,227.6	-1,936.6	-1,705.8
NET DEBT (NET CASH)	-739.0	-2.0	59.5	258.2	-2,071.3	-1,969.4	-1,687.2	-1,447.6

The Company recorded negative operating cash generation of R\$ 81.0 million and negative free cash flow of R\$ 1.7 billion in 2025, mainly reflecting the following factors:

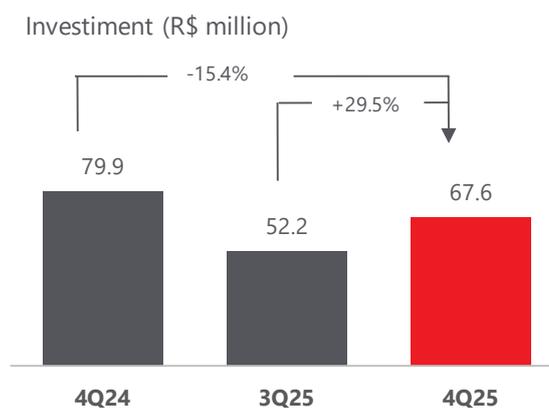
- Despite strong operating performance and productivity gains, free cash flow was impacted mainly by M&A cash outflows and working capital consumption.
- The balance of capital /acquisitions line balance is comprised of the payment for the business combination of Extrema site (R\$ 11.7 million) and AML Juratek (R\$ 14.7 million), as well as the payment for the acquisition of Dacomsa (R\$ 2.2 billion), as detailed in Note No. 6. Additionally, this balance includes the primary offering and related transaction costs, amounting to R\$ 231.6 million, with further information available in Note No. 5.

INVESTMENTS (CAPEX)

In 4Q25, investments totaled R\$ 67.6 million, primarily concentrated in initiatives related to modernization and sustainability.

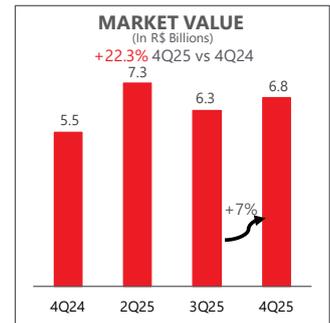
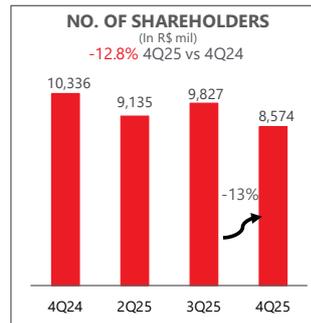
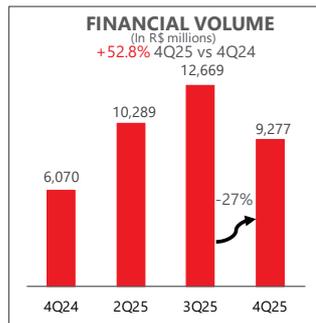
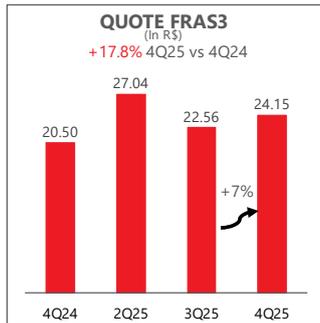
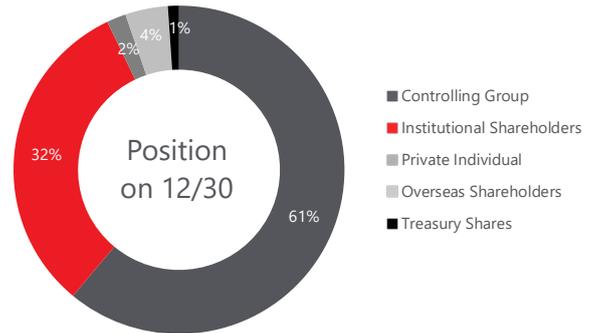
At the parent company, investments stand out in sustainability - green boiler and elimination of effluent discharge - in addition to acquisition of equipment and tooling (R\$ 3.5 million), acquisition of machines (R\$ 3.8 million), projects related to processes, safety and plant layout modernization and increase of production capacity (R\$ 3.2 million). The Fremex subsidiary's investments included projects related to equipment acquisition, a power substation, and the elimination of effluents (R\$ 6.0 million).

Concerning the subsidiaries, abroad, ASK Fras-le site in India acquired tooling (R\$ 2.5 million); Dacomsa invested in machinery (R\$ 11.5 million); and the Alabama site acquired equipment (R\$ 7.5 million). In Brazil, the Controil site focused resources on expanding production capacity and updating tooling (R\$ 5.9 million). The Sorocaba site invested in a wastewater treatment plant (R\$ 0.6 million) and projects to increase production capacity (R\$ 5.0 million), and finally, the Extrema site dedicated itself to occupational health and safety projects (R\$ 0.3 million), equipment acquisition and capacity expansion projects (R\$ 0.4 million), ERP implementation (R\$ 0.8 million), and the continuation of the modernization of the distribution center (R\$ 3.3 million).



CAPITAL MARKET

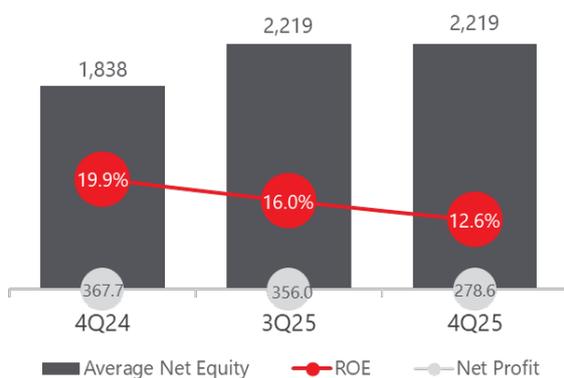
In the fourth quarter of 2025, an average of 24.0 million shares of "FRAS3" were traded. During this period, an average daily trading volume of R\$ 9.3 million was recorded, accounting for an increase of 52.2% when compared to the movement recorded in the fourth quarter of 2024. The Company's market value at the end of the quarter was R\$ 6.8 billion.



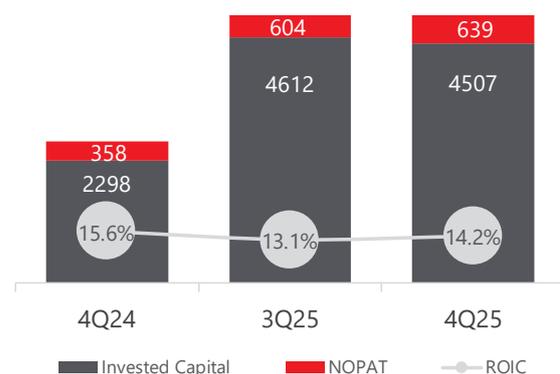
ROE AND ROIC

The Q42025 ended with a reduction of 1.4 percentage point decrease in ROIC, compared to the same period in 2024. **Adjusting the calculation to exclude one-off effects recorded throughout 2025, and the goodwill from the business combination resulting from the acquisition of Dacomsa, the pro forma ROIC for the period would reach 14.7%.** This indicator offers a more accurate view of the profitability of mature and comparable operations, free from the impact of extraordinary events.

ROE - Return on Equity



ROIC - Return on Invested Capital



APPENDICES

Appendix I

CONSOLIDATED STATEMENT OF INCOME

Values in thousands of Reais

	4Q25		4Q24		2025		2024		Variations	
		%		%		%		%	4Q25/4Q24	1H25/1H24
Net Revenue	1,384,953	100.0%	1,107,760	100.0%	5,490,878	100.0%	3,965,776	100.0%	25.0%	38.5%
COGS – Cost of Goods Sold	-957,142	-69.1%	-713,383	-64.4%	-3,694,967	-67.3%	-2,635,267	-66.5%	34.2%	40.2%
Gross Profit	427,811	30.9%	394,377	35.6%	1,795,911	32.7%	1,330,509	33.5%	8.5%	35.0%
Selling Expenses	-152,016	-11.0%	-129,383	-11.7%	-563,965	-10.3%	-404,730	-10.2%	17.5%	39.3%
Administrative Expenses	-120,954	-8.7%	-80,958	-7.3%	-475,206	-8.7%	-303,419	-7.7%	49.4%	56.6%
Other Operation Expens./Incom.	-2,734	-0.2%	-8,301	-0.7%	-19,793	-0.4%	-89,647	-2.3%	-67.1%	-77.9%
Financial Result	-101,856	-7.4%	1,990	0.2%	-403,209	-7.3%	24,129	0.6%	-5218.1%	-1771.1%
Financial Income	57,413	4.1%	149,091	13.5%	251,870	4.6%	575,936	14.5%	-61.5%	-56.3%
Financial Expenses	-160,212	-11.6%	-173,748	-15.7%	-679,050	-12.4%	-664,229	-16.7%	-7.8%	2.2%
Monetary adjustment	943	0.1%	26,647	2.4%	23,971	0.4%	112,422	2.8%	-96.5%	-78.7%
Income Before Tax	45,280	3.3%	173,429	15.7%	320,897	5.8%	543,300	13.7%	-73.9%	-40.9%
Income and Social Tax	10,637	1.0%	-38,301	-5.2%	-37,731	-1.0%	-168,597	-5.0%	-127.8%	-77.6%
Net Profit	55,916	4.0%	135,128	12.2%	283,166	5.2%	374,704	9.4%	-58.6%	-24.4%
Attributable to non-controlling shar.	-1,373	-0.1%	-1,403	-0.1%	-6,271	-0.1%	-6,961	-0.2%	-2.2%	-9.9%

Appendix II

CONSOLIDATED BALANCE SHEET

Values in thousands of Reais

	12.31.25	12.31.24
ASSETS	7,222,660	4,869,614
Current Assets	3,418,527	3,078,097
Cash and Cash Equivalents	1,316,248	844,881
Financial Applications	13,869	13,993
Receivables	546,566	475,497
Inventory	1,443,447	1,054,752
Taxes Recoverable	98,308	143,381
Other Current Assets	89	545,593
Non-current Assets	3,804,133	1,791,517
Long-Term Realisable Assets	411,446	197,931
Investments	67,141	36,896
Fixed Assets and Leases	1,450,996	969,831
Intangible	1,874,550	586,859
LIABILITIES	7,222,660	4,869,614
Current Liabilities	1,420,074	1,499,219
Salaries and Charges	104,713	108,686
Suppliers	624,902	617,387
Tax Obligations	140,580	140,895
Loans and Financing	255,782	388,411
Others Obligations	284,776	230,046
Provisions	9,321	13,794
Non-current Liabilities	3,321,105	1,118,910
Loans and Financing	2,493,018	722,767
Others Obligations	474,278	275,442
Deferred Taxes	213,082	8,720
Provisions	139,790	110,506
Profits and Revenues to Be Appropriated	937	1,475
Equity	2,481,481	2,251,485
Social Capital	1,800,000	1,229,400
Capital Reserves	-12,795	-16,556
Profit Reserves	795,369	1,034,004
Other Comprehensive Results	-122,740	-27,998
Non-controlling Participation	21,647	32,635

Appendix III

STATEMENTS OF CASH FLOW – INDIRECT METHOD

Values in thousands of Reais

	12.31.25	12.31.24
OPERATIONAL CASH FLOW		
Net Operational Cash	1,530,042	113,984
Cash generated from operations	944,136	829,624
Net Income for the Period	283,166	374,703
Depreciation and Amortization	246,009	158,712
Provision for Disputes	21,947	14,243
Provision for Doubtful Settlement Credit	2,485	2,022
Other Provisions	-4,952	7,456
Residual Cost of Assets and Leases Downloaded and Sold	27,041	13,630
Variation on Loans, Derivatives and Leases	339,064	148,758
Government Grant	-538	0
Equity	-1,903	-475
Provision for Income Tax and Current and Deferred Social Contribution	37,731	168,597
Provision for Obsolete Inventories and Negative Margin	15,587	7,357
Monetary Correction Adjustment	-23,971	-112,422
Revenue From Active Lawsuits	-14,773	-11,904
Impairment Reduction	-16,936	6,100
Inventory Step-up Amortization	21,415	0
Foreign Exchange and Lease Interest	20,763	55,319
Clearing Retained Amounts in Business Combination	-7,999	-2,472
Changes in assets and liabilities	585,906	-715,640
Accounts Receivable from Customers	155,977	-14,994
Inventory	233,123	-290,695
Suppliers	-124,858	182,635
Accounts Payable	-117,538	192,525
Income Tax and Social Contribution Paid	-91,273	-92,092
Financial Investments	491,215	-617,381
Judicial Deposits	-3,006	30
Taxes to be Recovered	42,266	-75,668
INVESTMENT CASH FLOW		
Net investment cash	-2,280,815	-201,082
Fixed and Intangible Purchases	-190,491	-165,843
Capital Payment in Affiliates	0	-2,028
Business Combination	-2,090,324	-33,211
CASH FROM FINANCING ACTIVITIES		
Net funding cash	1,305,482	-118,433
Payment Interest Equity and Dividends	-163,658	-162,805
Loans and Financial Instruments Taken	2,331,186	500,156
Payment of Loans and Financial Instruments	-701,030	-313,612
Interest Paid with Loans	-330,936	-102,928
Capital Injection	247,650	0
Share Issuance Costs	-16,068	0
Lease Payment	-61,662	-39,244
Foreign Exchange Variation on Cash and Cash Equivalents	-83,342	0
FUNDING CASH FLOW	471,367	-205,531

Appendix IV
DETAILING BY PRODUCT FAMILY

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, automobiles and motorcycles, 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.
Ride and Confort	Shock absorbers, Gas Springs, Suspension Plate, Bars, Pivots and Terminals, Steering Boxes, Rubber & Metal Rubber Parts, Suspension bushing kits, ball joints, Suspension springs, Terminal, Connecting, Reaction and Side Steering Bars, End Links, Joints.
Components for the Engine	Pistons, valves, water pumps, oil pumps, fuel pumps, hoses, air filters, Engine gaskets.
Transmission and Powertrain Components	CV joints, Wheel hubs, Crown and pinion sets, Cardan components, Crossheads, Motorcycle parts - Transmission, Bearings, shafts, flanges.
Other Various Products	Packed liquids (Brake fluids, coolants, Antifreeze, anticorrosive, additives, Lubricants), Composite Materials, Other Various Products (Polymer materials that do not fall into the previous categories, riveting machines, rivets, dies and iron and steel scrap).



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