

RANDONCORP

FRASLE

 **FRASLE** *KEEP LIFE
IN MOTION*
MOBILITY

*MANAGEMENT
REPORT
2025*



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01

*FRASLE MOBILITY
UNIVERSE*

INTRODUCTION

2025 RESULTS

FRASLE MOBILITY | B3: FRAS3, ANNOUNCES ITS RESULTS FOR 2025. THE CONSOLIDATED FINANCIAL STATEMENTS WERE PREPARED IN ACCORDANCE WITH THE ACCOUNTING PRACTICES ADOPTED IN BRAZIL AND THE INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) ISSUED BY THE INTERNATIONAL ACCOUNTING STANDARDS BOARD (IASB).

CAPITAL MARKETS¹

"FRAS3" SHARE PRICE

R\$ 24.15

MARKET CAP

R\$ 6.8 BN

EARNINGS VIDEOCONFERENCE

MARCH 12, 2026 (THURSDAY)

11:00 A.M. BRASÍLIA

10:00 A.M. NEW YORK | 2:00 P.M. LONDON

BROADCAST IN PORTUGUESE AND ENGLISH

[CLICK HERE TO ACCESS](#)

INVESTOR RELATIONS

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Forward-looking statements and information are not guarantees of performance. They involve risks, uncertainties, and assumptions for future events and, therefore, rely on circumstances that may or may not occur. Future results and the creation of shareholder value may differ materially from those expressed or implied by the forward-looking statements. Many of the factors that may determine these results and figures are beyond our control or ability to make predictions.

¹Data from 12/30/2025

MESSAGE FROM MANAGEMENT

ANDERSON PONTALTI

The year 2025 was a year that invited us to look beyond the numbers. A year in which we grew but, above all, transformed ourselves. In every integration completed, in every unit connected to our global ecosystem, and in every challenge faced across the different markets where we operate, we saw the strength of an organization that knows how to evolve without losing its identity.

Throughout the exercise, we witnessed the building of a company that is increasingly diverse in cultures, capabilities, and geographies. The arrival of new teams and brands expanded our technical expertise, while also renewing the way we think. Integrations such as Dacomsa, in Mexico, demonstrated that bringing together different histories can generate a unique strength, not only through complementary portfolios but also through the genuine exchange of experiences, learnings, and perspectives.

Even amid an environment marked by volatility and rising demands, we found resilience wherever it has always been: in people. In operations impacted by severe weather, in markets pressured by high inventory levels or economic volatility, we saw entire teams reorganize routines, redesign processes, and ensure continuity of delivery. This posture reaffirms something that lies at our core: we are a company built on the collective courage of those who make things happen.

This was also a year in which our institutional awareness grew stronger. We took concrete actions to care for people: we revitalized our health center in Caxias do Sul, expanded medical and psychological services, and invested in ergonomics and safer working environments. We also advanced in diversity, and every woman who assumed new leadership positions brought not

only representation but also competence, sensitivity, and transformation.

On the environmental front, we delivered results that reflect commitment and responsibility: full water reuse, the elimination of waste sent to landfills, and significant progress in reducing our emissions. Projects such as the power substation in Joinville, along with decarbonization initiatives across several units, recorded more than just numbers — they reflected a deliberate choice: to operate responsibly, honor the territories where we operate, and protect resources for future generations.

We also experienced a year of recognition and stronger engagement with the capital markets. We participated in several conferences, events, and dialogues with investors, reinforcing what we deeply value: transparency, fairness, and respect. We carried out our 3rd follow-on offering, which expanded our shareholder base, strengthened liquidity, and reinforced investor confidence in our business model. This movement represents more than a financial milestone — it is recognition of the consistency of our trajectory and the credibility we have built over the years.

From the innovation born in our technology centers to projects that improve the lives of employees and communities, all the achievements of this cycle share one common element: they were built together — through collaboration, trust, and purpose. For all these reasons, 2025 will be remembered as a year that reaffirmed who we are. A year that showed us that when we move forward aligned in values, strengthened by diversity, and committed to generating positive impact, we are able to deliver results that

transcend indicators. We extend our sincere thanks to every employee, customer, partner, community, and shareholder who was part of this journey. Each story experienced throughout this year is now intertwined with the history of Frasle Mobility, and that is, without a doubt, our greatest asset.

“IN 2025, WE REAFFIRMED OUR BELIEF THAT GROWTH IS MORE THAN REVENUE EXPANSION: IT IS ABOUT EXPANDING CULTURAL HORIZONS, STRENGTHENING RELATIONSHIPS, CULTIVATING TALENT, AND BUILDING PROGRESS THAT LEAVES A POSITIVE MARK ON SOCIETY”.

Anderson Pontalti
CEO Frasle Mobility



GUIDANCE 2025

ACHIEVEMENT OF ALL INDICATORS

Indicators	Guidance 2025	Perfomed 2025
 Consolidated Net Revenue	R\$ 5.4 ≤ X ≤ R\$ 5.8 billion	BRL 5.5 billion
 Revenues - Foreign Market ¹	US\$ 500 ≤ X ≤ US\$ 540 million	US\$ 520 million
 EBITDA Margin ²	17.5% ≤ X ≤ 20.5%	17,8%
 Investments ³	R\$ 170 ≤ X ≤ R\$ 210 million	R\$ 190 million

¹ Amount referring to the sum of exports from Brazil and revenues generated by operations abroad, net of intercompany transactions.

² Percentage considers the margin adjusted for non-recurring events.

³ Amount referring to organic investments.

The year was marked by a more challenging global environment, with greater volatility in export markets and exports. This context reflected the slowdown in the North American market, increased competitiveness in certain geographies, and foreign exchange effects, with the depreciation of the U.S. dollar against other currencies.

In Argentina, the Company advanced in physical volumes throughout the year, reinforcing its commercial presence. Revenue, in turn, was impacted by the need for price adjustments in an environment of lower demand and a transition toward a more open economic context.

Even so, Frasle Mobility recorded organic growth 3.3%, demonstrating its ability to expand even in a more demanding environment.

In Brazil, although the aftermarket slowed throughout 2025, affected by household indebtedness and inventory adjustment across the chain amid the high cost of capital, the Company reported growth of 8.8% for the year, reflecting the continued strengthening of its brands, solid commercial execution, and the resilience of the aftermarket.

In the heavy vehicle market, the year required greater selectivity and discipline, particularly in exports, due to the slowdown in the North American market, especially in the second half, amid tariff uncertainties.

Even in a more challenging scenario, the Company maintained consistent execution, combining commercial discipline, active portfolio management, and efficiency initiatives. As a result, Frasle Mobility achieved its revised Guidance and closed the year with solid fundamentals, reinforcing its ability to navigate more volatile environments and capture growth opportunities.

GUIDANCE 2026

OUTLOOK

For 2026, Frasle Mobility is focusing its strategic agenda on the integration of Dacomsa, in Mexico, the largest transaction ever carried out by the Company. The priority is to capture the mapped industrial and commercial synergies, with a focus on increasing efficiency, optimizing invested capital, and strengthening its presence in the Mexican market. The progress of this integration will be the main driver of execution and value creation throughout the year.

At the same time, the Company continues to advance a structured pipeline of operational efficiency initiatives aimed at increasing productivity and optimizing costs. Industrial modernization — supported by standardization, automation, and robotics — seeks to enhance return on assets, reduce operational variability, and strengthen competitiveness in strategic geographies. Initiatives such as the expansion of automated capabilities in international operations illustrate the potential replicability of this agenda and reinforce discipline in capital allocation.

The aftermarket will remain a key pillar of stability and cash generation, given its more predictable and resilient characteristics. At the same time, expanding the Company's presence with OEMs in Europe and Brazil contributes to diversifying revenues, increasing exposure to higher value-added markets, and strengthening the Company's global positioning — balancing resilience with opportunities for profitable growth.

From a macroeconomic perspective, the Company continues to monitor a scenario that still requires caution, with potential improvement drivers linked to increased liquidity in the economy and possible adjustments in monetary policy, depending on the evolution of variables such as exchange rates and fuel prices. Even so, value creation in 2026 will depend primarily on internal factors: strengthening the portfolio, expanding and deepening the customer base, disciplined commercial execution, and consistent market share gains in strategic categories. These pillars continue to guide the Company's strategy and its ability to deliver sustainable growth, with a focus on profitability and shareholder returns.

Overall, the outlook for 2026 is constructive, supported by the combination of aftermarket resilience and the expected progress of internal initiatives — particularly the integration in Mexico and the efficiency agenda — which may support a trajectory of operational improvement throughout the year, provided market conditions remain stable.

Indicators	Guidance 2026
 Consolidated Net Revenue	R\$ 5,6 ≤ X ≤ R\$ 6,2 bilhões
 Revenues – Foreign Market ¹	US\$ 540 ≤ X ≤ US\$ 570 milhões
 EBITDA Margin ²	17,5% ≤ X ≤ 20%
 Investments ³	R\$ 170 ≤ X ≤ R\$ 210 milhões

¹ Refers to the sum of exports from Brazil and revenue generated by operations abroad, net of intercompany transactions; Exchange rate of R\$5.60 to every US\$1.00 considered for the translation of foreign export revenues;

² Percentage considers margin adjusted for non-recurring events;

³ Refers to organic investments.

02

*OUR
ECOSYSTEM*



ABOUT US

FRASLE MOBILITY'S PROFILE

**WE ARE THE UNION OF STRONG BRANDS.
WE ARE THE INNOVATION CARING FOR PEOPLE AND THE PLANET.
WE ARE A GLOBAL BRAND WITH A KEEN EYE ON THE FUTURE.**

MISSION

To keep life in motion through an ecosystem of intelligent and sustainable solutions.

VISION

To be globally recognized for its sustainable mobility solutions.

PURPOSE

To connect people and wealth, generating prosperity.

BUSINESS

Safety and innovation in motion control.

STRONG DISTRIBUTION PLATFORM

COMPLETE PORTFOLIO OF AUTOMOTIVE PARTS AND SOLUTIONS

HOME TO MARKET-LEADING BRANDS

R\$ 5.5 B

CONSOLIDATED NET REVENUE

US\$ 520.1 M

EXPORT MARKET¹

17.8%

ADJUSTED EBITDA MARGIN

14.2%

ROIC

Note: Data from 2025. ¹Amount referring to the sum of exports from Brazil and revenues generated by operations abroad, net of intercompany transactions.

FRASLE MOBILITY IN FIGURES

PROFILE 2025



Market leadership¹



33K+ SKUs



+7,500 employees



93% aftermarket



+125 countries served



79% light vehicles line



25 brands



59% non-friction



~40% co-manufacturing



53% international



¹In the main products

GLOBAL PRESENCE

OUR OPERATIONS



12 Industrial plants	7 Business offices
9 Distribution centers	2 Technology and development centers

HOUSE OF BRANDS

STRENGTH IN THE AFTERMAREKET



Leader in friction components in Brazil



Specific solutions for each application



Leader in suspension components



Comprehensive solutions for your engine



A benchmark in innovation



Fit, durability, and innovation



Leader in hydraulic brake components in Brazil



High-quality brake components for passenger cars, light vehicles, and commercial vehicles



AWARDS

TRUSTED BRANDS IN THEIR MARKETS



INOVA AWARD

- FRAS-LE**
- Best brake pad manufacturer
- NAKATA**
- Best suspension ball joint
 - Best tie rod end



TOP TRANSPORT & BEST IN TRANSPORT

- FRAS-LE**
- 1st PLACE – Parts for trucks and buses



O MECÂNICO/IPSOS-IPEC

- FRAS-LE**
- Brake lining/shoe: 1st place – most recalled brand and most purchased brand
- NAKATA**
- 2nd place as preferred brand
 - Shock absorber: 1st place – most recalled brand
 - Homokinetic Joints, Suspension Control Arm, Steering Rod, Suspension Link, Suspension Ball Joint, Axle Shaft, Steering Tie Rod End: 1st place – most recalled and most purchased brand
- FREMAX**
- Brake Disc: 1st place – most recalled brand



SINDIREPA-SP

- FREMAX**
- 1st PLACE/GOLD – Best brake disc
- FRAS-LE**
- 2nd PLACE/SILVER – Best brake pad



AUTOMOTIVE BUSINESS AWARD

- FRASLE MOBILITY**
- Winner – Industry 4.0 Category – Green Boiler Project



WORKSHOP BRANDS/CINAU

- FRAS-LE**
- Brake Pad: 1st place – most purchased brand
- NAKATA**
- Steering rod / Tie Rod Ends: 1st place – most recalled and most purchased brand
 - Suspension Ball Joint: 1st place – most recalled brand
- FREMAX**
- Brake Disc: 1st place – most recalled and most purchased brand
- CONTROLIL**
- Master Cylinder: 1st place – most recalled and most purchased brand
 - Brake Booster: 1st place – most purchased brand



SINDIREPA-RJ

- FREMAX**
- 2nd PLACE/SILVER – Best brake disk
- NAKATA**
- 1st PLACE/GOLD – Best water pump
 - 2nd PLACE/SILVER – Best bearing



AUTOP OF MIND SURVEY

- NAKATA**
- Best suspension ball joint
 - Best tie rod end
- FREMAX**
- Brake Disc – Most recalled brand

03

*OUR
RESULTS*



KEY FIGURES

2025 vs. 2024

	2025	2024	Δ %
ECONOMIC HIGHLIGHTS			
Net Revenue	5,490.9	3,965.8	38.5%
Domestic Market	2,577.1	2,403.6	7.2%
Foreign Market	2,913.7	1,562.2	86.5%
Foreign Market US\$	520.1	289.7	79.5%
Exports - Brazil US\$	117.0	125.0	-6.3%
Gross Profit	1,795.9	1,330.5	35.0%
Gross Margin	32.7%	33.5%	-0.8 pp
Operating Profit	724.1	519.2	39.5%
Operating Margin	13.2%	13.1%	0.1 pp
EBITDA	991.5	677.9	46.3%
EBITDA Margin	18.1%	17.1%	1.0 pp
Net Profit	283.2	374.7	-24.4%
Net Margin	5.2%	9.4%	-4.3 pp
Adjusted EBITDA	975.1	729.0	33.8%
Adjusted EBITDA Margin	17.8%	18.4%	-0.6 pp

In R\$ million, except for export market and exports

Note: Dacomsa has been included in the Company's results as of January 14, 2025, the date on which the acquisition was completed.

	2025	2024	Δ %
FINANCIAL HIGHLIGHTS			
Investments	190.5	165.8	14.9%
Net Debt	-1,447.6	258.2	-660.6%
Net Leverage	1.5 x	0 x	N/A
ROIC	14.2%	15.6%	-1.4 pp
ROE	12.6%	20.0%	-7.4 pp
CAPITAL MARKET			
Market Value¹	6,770.1	5,535.3	22.3%
Average Daily Traded Volume	9.9	6.3	56.0%
Average Price of the US Dollar	5.59	5.39	3.7%

In R\$ million; ¹Market cap considers the closing share price on the last day of the quarter multiplied by the Company's total number of shares outstanding.

DA COMSA

FIRST YEAR OF INTEGRATION

On January 14, 2026, Frasle Mobility completed the first year of the integration of Dacomsa, a strategic move aimed at expanding scale and strengthening its presence in the Americas. Throughout this period, the integration was conducted with strong collaboration between the teams in Mexico and Brazil, with a high level of engagement from Dacomsa employees and a continued focus on operational continuity, disciplined execution, and the structured capture of synergies.

Since the closing, the Company has prioritized a robust change management agenda, with initiatives aimed at strengthening the sense of identity and belonging.



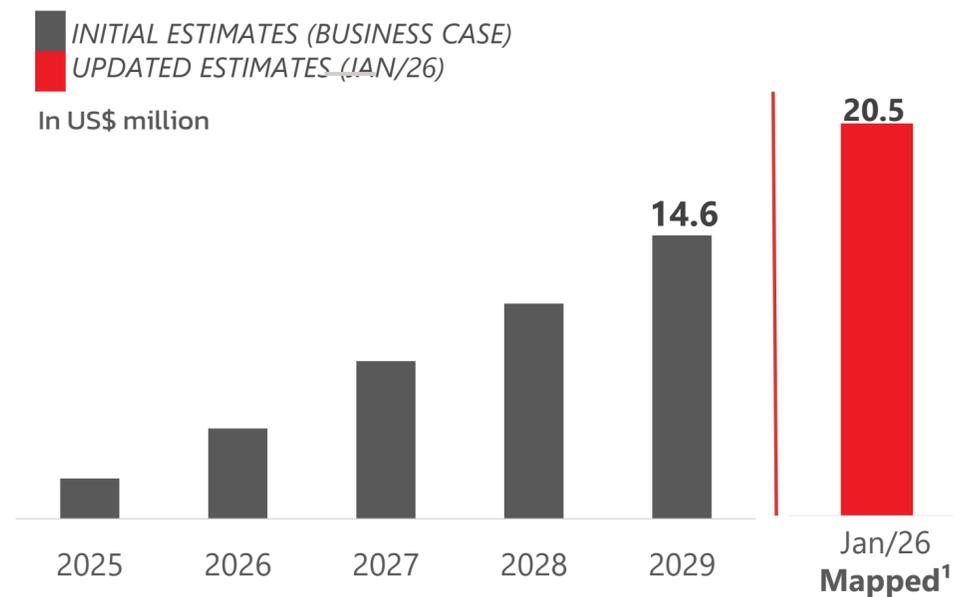
The integration journey has been supported by a Brazilian consulting firm specialized in business transformation. The Company also relies on a dedicated team of four expatriates in the areas of people and culture, controllership, procurement, and manufacturing, working closely with the local team to coordinate critical workstreams and sustain the pace of implementation of key initiatives.

Regarding synergies, at the acquisition closing, the Company indicated a potential to capture approximately R\$300 million in cumulative EBITDA over five years. Upon completing the first year of integration, execution progress points to a more constructive scenario than originally estimated, with the potential to exceed the initial ambition over the integration cycle, depending on the pace of implementation and market conditions.

The Company has advanced in capturing cost and productivity opportunities through volume consolidation, greater leverage of the global supply chain, and coordinated procurement efforts, generating benefits associated with improved commercial conditions and process efficiency initiatives. At the same time, projects aimed at industrial improvement and production organization were launched, with a focus on increasing productivity, reducing waste, and sustaining the competitiveness of operations.

On the growth front, the first year of integration also enabled the acceleration of commercial initiatives and the strengthening of the portfolio in Mexico. Among the highlights was the structuring of Project Eagle, aimed at increasing engine parts sales in the United States. These initiatives reinforce the Company's disciplined growth strategy, with a focus on capturing value throughout the integration process.

The chart below illustrates the expected trajectory of synergy capture throughout the integration cycle, with a five-year horizon. Compared to the business case, which estimated incremental EBITDA of US\$14.6 million in year five, the Company observes — based on the progress of the first year of integration, initiatives already implemented, and the structured pipeline currently underway — a more constructive outlook, now estimated at approximately US\$20.5 million in incremental EBITDA to be caught potentially in the interval of 6 to 24 months.



¹Synergies mapped up to Jan/26 considering Frasle Mobility consolidated, with approx. 85% expected to be reflected in Dacomsa.

SALES PERFORMANCE

VOLUMES AND NET REVENUE BY FAMILY

FRICION MATERIALS

In 2025, revenue and volume growth were driven by brake pads for light vehicles (despite a 1% decline in workshop traffic), supported by pricing, brand strengthening, and service levels, as well as the expansion of exports to Latin America and new projects for the OEM segment. In addition, there was a contribution from the acquisition of the Fritec brand (through Dacomsa).

In brake linings for commercial vehicles, sales softened due to the dynamics of the OEM market in Brazil — pressured by high interest rates — and in the United States, amid uncertainties related to tariffs.

BRAKE SYSTEM COMPONENTS

Performance in 2025 was positive for brake discs, supported by increased capacity (following the completion of the substation in the second half of the year), price repositioning, and the resumption of exports to Argentina.

In hydraulic components, there was a year-over-year recovery following normalization after the effects of the floods in the previous year, along with stronger operations in Latin America and portfolio expansion through product development, supported by the co-manufacturing strategy.

STEERING AND COMFORT

The increase in the average ticket during the period was driven by a strategy focused on the newer vehicle fleet (up to 10 years of average age), which tends to demand solutions with greater complexity and technological content, increasing value per application/repair. At the same time, the resumption of exports to Argentina and operational improvements — resulting in greater product availability — supported the growth of the family throughout the year, particularly for shock absorbers, as well as the performance of rods, ball joints, and tie rod ends, which remain among the main sub-lines in terms of volume within the portfolio.

ENGINE, TRANSMISSION, AND POWERTRAIN COMPONENTS

The relevance of engine and powertrain product lines increased following the acquisition of Dacomsa, which added scale and portfolio breadth, raising the importance of these families within the consolidated results. As this is a higher value-added product family, they are more sensitive to macroeconomic fluctuations, particularly given the political and economic environment in Mexico and the country's strong commercial integration with the United States — factors that influence demand and overall performance.

	2025	2024	Δ %
SALES VOLUMES BY PRODUCT LINE			
Friction Material	113.4	109.0	4.0%
Components for Brake System	11.7	9.9	17.9%
Ride and Comfort	21.7	18.8	15.5%
Components for Engine	21.2	6.7	215.7%
Transmission and Powertrain Components	6.4	3.8	69.6%
Other Products	4.4	3.2	34.6%
Total Sales Volume	178.7	151.4	18.1%

in R\$ million

	2025	2024	Δ %
SALES REVENUE BY MATERIAL			
Friction Material	2,234.2	1,868.0	19.6%
Components for Brake System	862.9	741.4	16.4%
Ride and Comfort	1,085.5	960.2	13.0%
Components for Engine	796.9	57.3	1291.6%
Transmission and Powertrain Components	421.6	245.7	71.6%
Other Products	89.7	93.3	-3.8%
Total Net Revenue	5,490.9	3,965.8	38.5%

Note: The components are detailed at the end of this report – Annex IV. Refer to the Modeling Guide for the details of the changes applied to the historical series. It is necessary to highlight that the performance of sales revenue per family of material does not necessarily reflect the same behavior in volumes, as there are effects of variation in the exchange rate, product mix and prices.

in R\$ million

	2025		2024		Δ %
DOMESTIC MARKET	2,577.1	46.9%	2,403.6	60.6%	7.2%
Aftermarket	2,353.4	42.9%	2,162.4	54.5%	8.8%
OEM	223.7	4.1%	241.1	6.1%	-7.2%
FOREIGN MARKET	2,913.7	53.1%	1,562.2	39.4%	86.5%
Aftermarket	2,720.3	49.5%	1,345.1	33.9%	102.2%
OEM	193.4	3.5%	217.2	5.5%	-10.9%
TOTAL NET REVENUE	5,490.9	100.0%	3,965.8	100.0%	38.5%
Aftermarket	5,073.7	92.4%	3,507.5	88.4%	44.7%
OEM	417.2	7.6%	458.3	11.6%	-9.0%

**DOMESTIC MARKET
AFTERMARKET**

The year 2025 revealed a new behavior in the segment. In an environment of high cost of capital, distributors began to reduce and optimize inventories, with more selective purchases aligned with sales pace. Even so, the Company observed strong sell-out of its brands, supported by consistent work on mix/portfolio management, product availability, service levels, and strategic pricing positioning.

OEM

The decline reflected the reduction in heavy vehicle production in the country, combined with the Selic rate remaining at elevated levels, which tends to restrict credit conditions and consequently postpone fleet renewal decisions. In addition, performance was impacted by inventory destocking initiatives.

FOREIGN MARKET

The export market comprises the sum of exports from Brazil and the revenue generated by the Company's international operations.

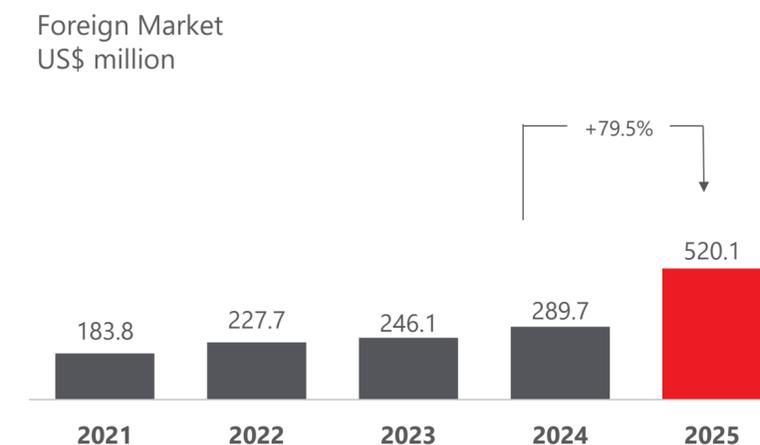
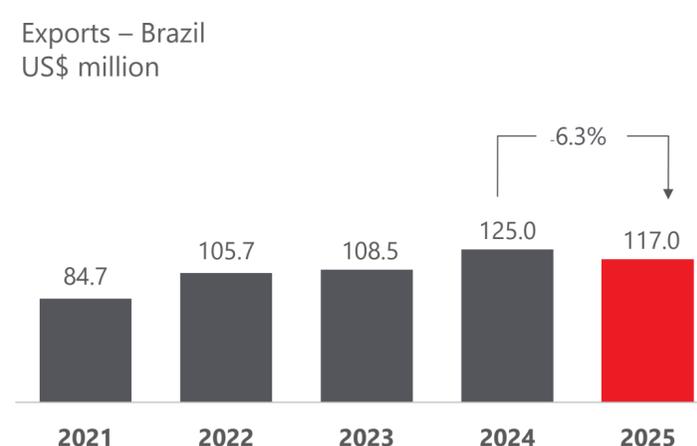
Foreign exchange effects influenced the year-over-year comparison of revenues, as the average exchange rate increased from R\$5.39/US\$ in 2024 to R\$5.59/US\$ in 2025 (an increase of +3.7%). From a conversion standpoint, a higher average exchange rate increases the Brazilian real equivalent of revenues denominated in foreign currency, contributing positively to the comparison between 2025 and 2024 under the conversion perspective.

AFTERMARKET

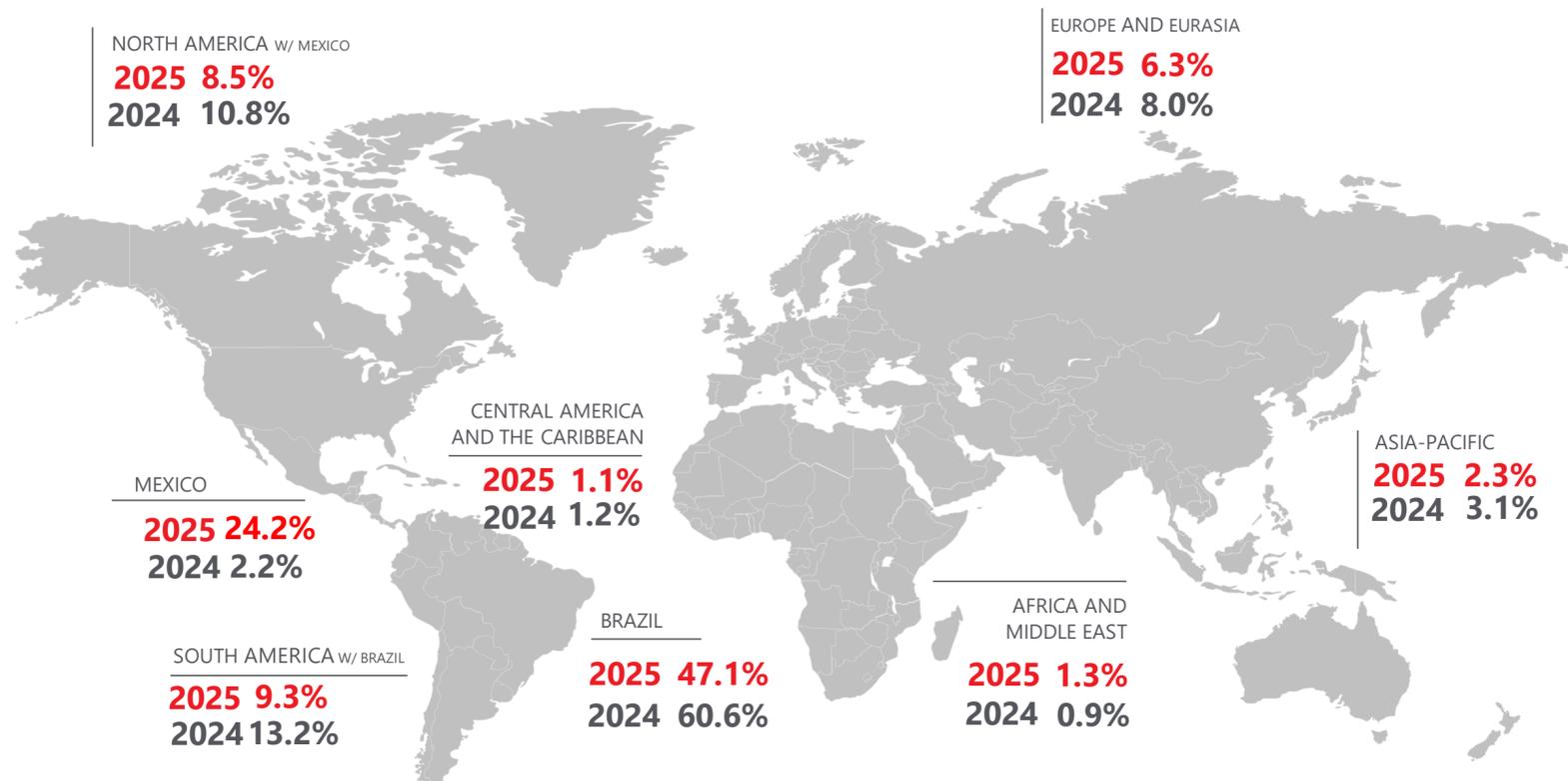
In the foreign market, the reported performance was influenced by the progress of Dacomsa, whose operations are entirely focused on the aftermarket. Excluding Dacomsa, a contraction is observed in 2025 versus 2024, with a significant impact from the Argentine market, which went through a slowdown cycle characterized by declining consumption, reduced household purchasing power, and price adjustments due to increased competitiveness. Additionally, the family of linings for commercial vehicles was also impacted during the period, mainly due to the postponement of fleet maintenance in the United States, in a context of fleet idleness associated with the slowdown in economic activity, which reduced demand in the market.

OEM

In 2025, exports originating in Brazil and destined for the United States — the Company's main market in this segment — and Mexico declined, due to the environment of macroeconomic and tariff uncertainties. Performance was also affected by lower sales of new commercial vehicles and still-elevated inflation, factors that reduced demand.



GLOBAL NET REVENUE DISTRIBUTION



Note: The percentage share was impacted by the inclusion of Mexico's results, following the consolidation of Dacomsa's results, which was acquired on January 14, 2025.

NORTH AMERICA

The region presented a more challenging demand environment, with more cautious consumption. There was a postponement of repairs and delays in investments in heavy vehicle fleet renewal, in addition to large distributors adopting inventory reduction and rationalization strategies, which limited the pace of purchases throughout the year. As a positive highlight, in December, the Company began selling engine components under the TF Victor and Moresa brands, incorporated into its portfolio through the acquisition of Dacomsa.

MEXICO

Given its strong economic integration with the United States, Mexico experienced a decline in consumption amid an environment of economic uncertainty, which resulted in greater volatility in performance throughout the year, including in quarter-over-quarter comparisons. As part of the synergy plan, 4Q25 was marked by the receipt of the first shipment of Fremax brake discs, whose commercialization is scheduled for 1Q26, as well as the receipt of Fritec brake linings for heavy vehicles, produced in Brazil, with a positive impact on product availability and portfolio expansion in the region.

SOUTH AMERICA

The region was marked by a more competitive environment, particularly in Argentina, where the Company prioritized inventory optimization, portfolio strengthening, and the adoption of targeted discounts by product family. These initiatives aimed to mitigate the effects of increased competition following the normalization of imports in the country. Outside Argentina, exports originating in Brazil continued to support growth in Latin America, with highlights including markets such as Chile and Colombia.

EUROPE AND EURASIA

The year 2025, the Company began selling wheel hubs and bearings under the Nakata brand in the United Kingdom, reinforcing portfolio expansion in the region. For the coming year, the Company is advancing portfolio expansion projects that include Steering and Comfort products. Additionally, Germany recorded progress supported by export dynamics in the aftermarket segment, while the Distribution Center in the Netherlands stood out for securing new business related to original equipment vehicles.

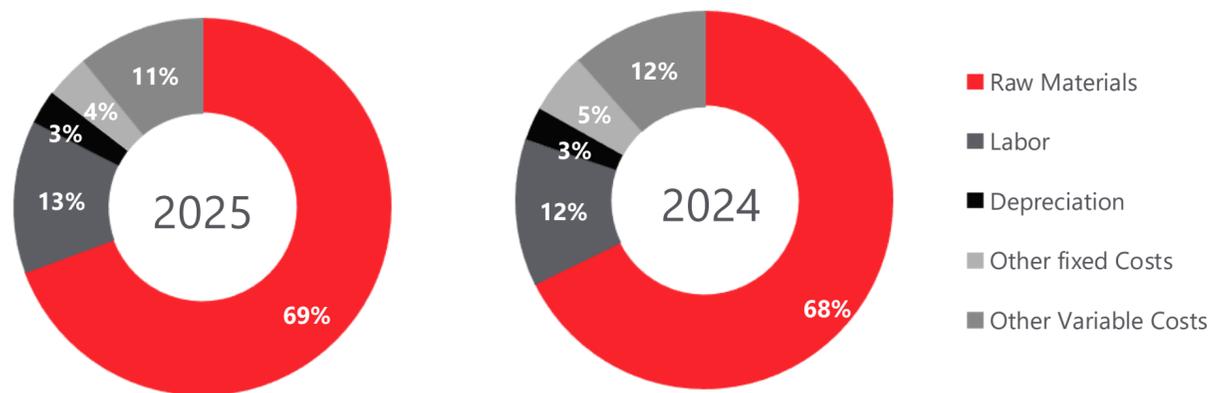
ASIA-PACIFIC

The operation in China focused its efforts on product development as a response to the more competitive price environment in the domestic market, while also advancing the expansion of exports to the Eurasia region. In India, the Company closed the year with a consolidated presence among the country's automakers, strengthening its commercial reach and positioning within the segment.

OPERATIONAL PERFORMANCE

COST OF GOODS SOLD (COGS) AND GROSS PROFIT

In 2025, the Cost of Goods Sold (COGS) totaled R\$3.7 billion, equivalent to 67.3% of net revenue. As a result, the Company reported gross profit of R\$1.8 billion and a gross margin of 32.7%, a 0.8 percentage point decrease compared to 2024. The breakdown of COGS is presented below.



*General Manufacturing Expenses

The dynamics of COGS throughout the year reflect the combined effects of mix/portfolio and cost discipline. A slight increase in the share of raw materials and labor was observed, indicating a sales mix with greater material content and higher production complexity. On the other hand, there was a proportional reduction in manufacturing expenses (both fixed and variable), evidencing a focus on industrial efficiency, expense control, and improved absorption of indirect costs throughout the period, with stable depreciation.

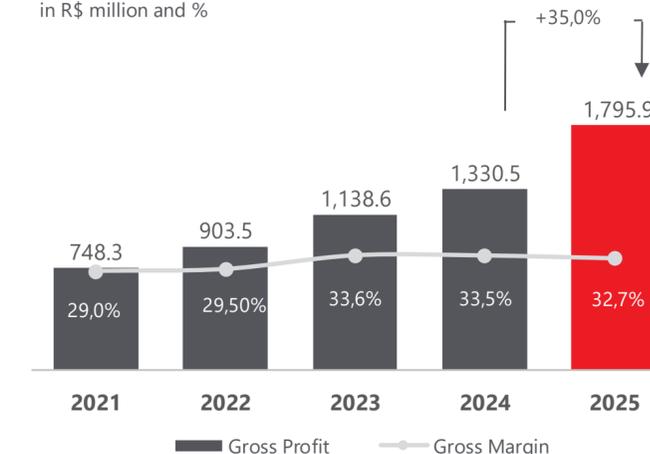
The combination of these factors helped sustain the gross margin at a high level (above 32% for the third consecutive year), while also supporting the expansion of gross profit in 2025. Although a slight normalization of margins occurred during the year, gross profit growth was supported by

greater operating scale and improvements in the mix and portfolio, partially offsetting cost pressures.

Among the main management initiatives during the period, the following stand out:

- Prioritization of industrial efficiency initiatives, with a focus on productivity and operational stability.
- Advancement of cost optimization initiatives, including procurement projects and volume consolidation, where applicable.
- Strengthening of mix/portfolio management and commercial discipline, seeking to capture value and tailor offerings to different applications and markets.
- Ongoing monitoring governance for operational indicators (costs, productivity), aimed at ensuring consistency in margin evolution.

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



OPERATING EXPENSES AND REVENUES

	2025		2024		Δ %
Selling Expenses	-564.0	-10.3%	-404.7	-10.2%	39.3%
Administrative Expenses	-490.0	-8.9%	-317.4	-8.0%	54.3%
Other Net Expenses/Income	-19.8	-0.4%	-89.6	-2.3%	-77.9%
Other Operating Expenses	-91.6	-1.7%	-142.6	-3.6%	-35.8%
Other Operating Income	71.8	1.3%	53.0	1.3%	35.5%
Equity Equivalence	1.9	0.0%	0.5	0.0%	301.0%
Total Operating Exp/Income	-1071.8	-19.5%	-811.3	-20.5%	32.1%

In 2025, operating expenses and revenues reflected the expansion of the Company's operating scale and the execution of strategic initiatives, with disciplined resource allocation and a continued focus on efficiency. A breakdown of variations by nature is presented below.

SELLING EXPENSES

Selling expenses increased in nominal terms but remained at a virtually flat level regarding net revenue, preserving commercial efficiency. In this line item, the following stand out:

- > Intensification of marketing initiatives and commercial strengthening, including expanded presence at global automotive industry events, in line with the Company's positioning and commercial expansion strategy.

ADMINISTRATIVE EXPENSES

Administrative expenses increased and represented a higher share of revenue, in line with the evolution of the Company's structure and initiatives supporting business growth and management. In addition, the following stand out:

- > Expenses related to M&A, totaling R\$6.3 million in the year;
- > Costs associated with the implementation of the ERP at the Extrema site, totaling R\$4.4 million in the year.

On the other hand, the other operating expenses and revenue line showed a significant improvement, with a net reduction in negative impacts, contributing to total operating expenses/income closing the period with a lower share of net revenue compared to 2024. Highlights include:

OTHER OPERATING REVENUES

- > Recognition of benefits from the Green Mobility (MOVER) program, totaling R\$12.8 million in 2025;
- > Tax gains arising from administrative and judicial proceedings, with highlights in the period: R\$3.0 million – favorable decision in a tax proceeding. R\$1.6 million – reversal of a tax provision.
- > Revision of tax incentives (Extrema site – PPA) totaling R\$7.2 million.
- > Write-off of fair value step-ups (Extrema and Dacomsa) totaling R\$5.0 million.

OTHER OPERATING EXPENSES:

- > Restructuring of Fanacif S.A., with a net impact of R\$5.0 million in 1Q25;
- > Provisions for contingencies and litigation, with a total impact of R\$22.7 million in the year.
- > Impairment of R\$0.4 million related to machinery in Alabama.

Although operating expenses increased in nominal terms, the Company recorded operating leverage, with total operating expenses/income declining as a percentage of net revenue, from 20.5% in 2024 to 19.5% in 2025.

EBITDA AND ADJUSTED EBITDA

	in R\$ million		
	2025	2024	Δ %
EBITDA Reconciliation and Adjusted EBITDA			
Net Profit	283.2	374.7	-24.4%
Financial Result	-403.2	-24.1	1571.1%
Depreciation	267.4	158.7	68.5%
Income Tax / Social Contribution	37.7	-107.7	-135.0%
EBITDA	991.5	677.9	46.3%
EBITDA Margin	18.1%	17.1%	1.0 pp
Non-recurring Events			
Impairment de ativos	5.9	5.9	-0.6%
Reestruturação Fanacif	N/A	37.5	0.0%
Processos diversos	-4.6	N/A	0.0%
Atualização de combinação de negócios	-7.2	2.0	-457.7%
Venda de ativo	-10.5	5.7	-284.2%
EBITDA Ajustado	975.1	729.0	33.8%
EBITDA Margin - Adjusted	17.8%	18.4%	-0.6 pp

Note: Adjusted EBITDA is presented as a complementary management measure with the objective of improving comparability between periods.

In 2025, the Company recorded an increase in EBITDA, mainly reflecting non-organic growth resulting from the consolidation of the subsidiary Dacomsa starting on January 14, 2025. In addition, the result was supported by the combination of revenue growth, evolution of mix and portfolio, and discipline in cost and expense management, with efficiency gains and operating leverage contributing to greater cash generation.

By excluding the effects associated with non-recurring events and items of a specific nature, Adjusted EBITDA is obtained, with the objective of improving comparability between periods.

Main non-recurring events considered in the reconciliation (R\$ million):

2025

- > Business combination/PPA update (-7.2). Note 6.b.
- > Asset impairment (5.9) and asset disposal (-10.5). Note 15.5.
- > Miscellaneous legal proceedings' (-4.6), comprising R\$ 3.0 million 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). Notes 12 and 12.a, respectively.

2024

- > Asset impairment (5.9);
- > Fanacif restructuring (37.5);
- > Business combination/PPA update (2.0);
- > Asset disposal (5.7).

The Adjusted EBITDA performance highlights the strength of the Company's operational cash generation, anchored in the aftermarket, which is traditionally characterized by high recurrence and strong capacity to convert results into cash. This attribute represents a relevant competitive advantage, as it allows the Company to finance growth and operational improvements with discipline, preserving the sustainability of performance and long-term value creation.

*Monetary update gains related to the recognition of the tax proceeding were recorded, with a net amount of R\$ 6.4 million (comprising R\$ 6.7 million in monetary correction and R\$ 0.3 million related to PIS and COFINS, since the correction of tax credits is considered new revenue). The fiscal year 2025 was concluded with R\$ 12.3 million considering gains from tax proceedings and monetary updates. It is important to emphasize that monetary update gains do not affect Adjusted EBITDA.

FINANCIAL RESULT

em R\$ milhões

	2025	2024	Δ %
RECEITAS FINANCEIRAS	251.9	575.9	-56.3%
DESPESAS FINANCEIRAS	-679.1	-664.2	2.2%
Ajuste Correção monetária (IAS 29)	24.0	112.4	-78.7%
RESULTADO FINANCEIRO	-403.2	24.1	-1771.1%

FINANCIAL REVENUES

In 2025, financial revenues declined significantly compared to the previous year, reducing the contribution from returns and results associated with cash, financial investments, and other financial instruments. This lower contribution reduced the natural offsetting effect against the financial cost of the period, in a context of greater selectivity in cash allocation and more restrictive financial conditions.

FINANCIAL EXPENSES

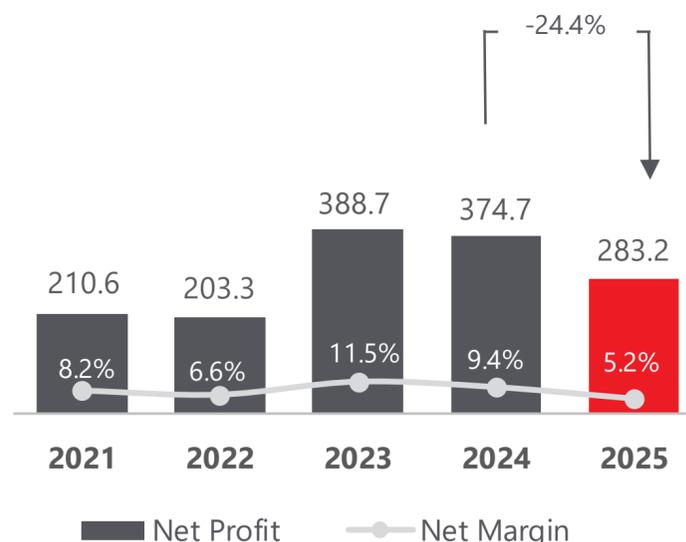
Financial expenses remained at a high level, with a slight increase year over year. This behavior mainly reflects a higher interest in financing and bank expenses, associated with the increase in the Selic rate and the greater volume of credit contracted, particularly related to transactions linked to the acquisition of Dacomsa and the 5th debenture issue.

The monetary correction adjustment (IAS 29/CPC 42) had a smaller impact in 2025, in line with the slowdown in inflation in Argentina and the foreign exchange dynamics observed during the period. In hyperinflationary economies, IAS 29 requires the restatement of financial statements based on the variation of a general price index, recognizing in the income statement the gain or loss on the net monetary position. In 2024, the Argentine CPI accumulated 117.8%, while in 2025 the index accumulated 31.5%, which tends to reduce the

magnitude of the restatement and, consequently, the effect recognized in the income statement.

Thus, the combination of lower financial income, pressured financial expenses, and the smaller compensatory effect of IAS 29 contributed to the deterioration of financial results in 2025.

NET INCOME



In 2025, net income and net margin were mainly impacted by effects below the operating line, despite the improvement in operating performance (higher revenue, operating income, and EBITDA). The main pressure came from financial results, reflecting higher financing costs in a high-interest-rate environment and the increase in indebtedness/credit volume. On the other hand, the effective tax rate for the year (11.8%), lower than that of 2024 (31.0%), was mainly favored by the tax benefit from IoE, contributing to partially mitigate the financial impacts on net income.

HIGHLY INFLATIONARY ECONOMY IMPACT (IAS 29/CPC 42)

in R\$ million

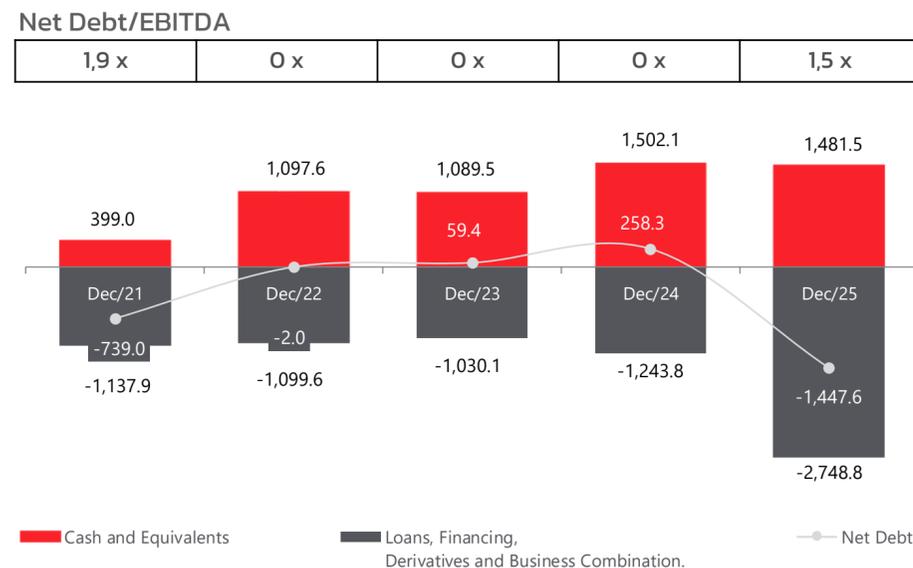
	2025	2024	Δ %
Net Revenue	5,490.9	3,965.8	38.5%
Indexation ¹	40.7	87.6	-53.6%
Currency Translation ²	-56.2	7.3	-867.4%
Total Impact on Net Revenue	-15.6	94.9	-116.4%
Net Revenue ex-effects	5,506.4	3,870.9	42.3%
Adjusted EBITDA	975.1	729.0	33.8%
Indexation ¹	-11.9	-74.7	-84.0%
Currency Translation ²	-9.8	1.7	-689.0%
Total Impact on Adjusted EBITDA	-21.7	-73.1	-70.3%
Adjusted EBITDA ex-effects	996.8	802.1	24.3%
Adjusted EBITDA Margin ex-effects	18.1%	20.7%	-2,6 pp
Reported Adjusted EBITDA Margin	17.8%	18.4%	-0,6 pp

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

In 2025, the application of IAS 29/CPC 42 to operations in a highly inflationary economy (Argentina) implies the restatement of financial statements to reflect the effects of local inflation and, subsequently, the translation into Reais, which may generate accounting fluctuations in lines such as revenue and EBITDA that do not necessarily follow the operational dynamics of the period. Disregarding these effects, the Company's Adjusted EBITDA margin would have been 0.4 p.p. higher in 2025, indicating that the net impact of the standard on consolidated profitability was non-recurring and limited.

FINANCIAL MANAGEMENT

NET DEBT



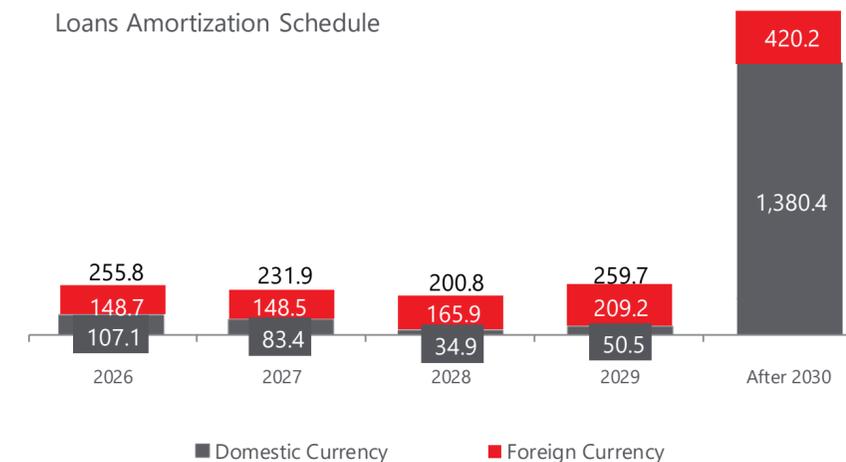
The Company ended 2025 with higher financial leverage, reflected in the Net Debt/EBITDA ratio, which returned to a negative level after a period of a net cash position in previous years. This change mainly reflects the evolution of the capital structure to support the growth cycle and the consolidation of acquisitions, particularly Dacomsa, whose acquisition was completed in January 2025.

Despite the increase in gross debt, the Company maintained a strong cash position at year-end, reinforcing a prudent liquidity management approach while preserving execution capacity and financial flexibility. With the integration and synergy capture of Dacomsa underway, the priority will be cash generation, operational efficiency, and capital discipline, balancing growth and deleveraging over time.

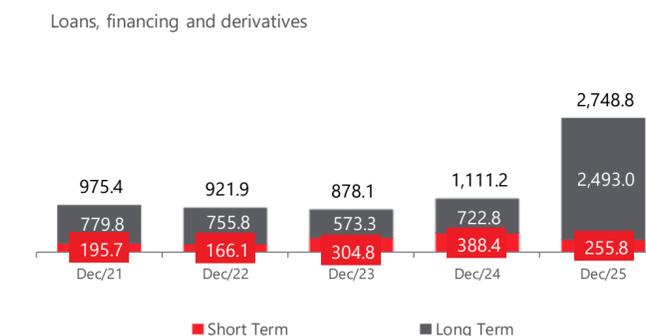
INDEBTEDNESS

In 2025, the Company amortized R\$701.0 million in loans and financing on a consolidated basis (R\$596.4 million at the Parent Company and R\$104.7 million at the subsidiaries) and raised R\$2,331.2 million (R\$1,279.1 million at the Parent Company and R\$1,052.1 million at the subsidiaries). At the end of the year, consolidated gross financial debt totaled R\$2,925.7 million, consisting of R\$2,748.8 million in loans and financing (R\$255.8 million in the short term and R\$2,493.0 million in the long term) and R\$176.9 million in payables related to business combinations.

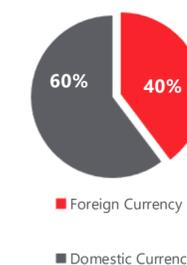
Loans Amortization Schedule



Loans, financing and derivatives



Debt Origin - Dec/25



WORKING CAPITAL REQUIREMENTS (NCG)

in R\$ million

	2021	2022	2023	2024	2025
RESOURCES INVESTMENT					
Customers	268.3	271.7	422.8	434.4	505.1
<i>In Days</i>	29 d	25 d	35 d	31 d	28 d
Inventory	825.2	857.7	783.5	1,054.8	1,451.8
<i>In Days</i>	89 d	80 d	65 d	76 d	81 d
Others Resources	150.6	116.4	109.4	182.0	150.5
TOTAL OF RESOURCES INVESTED	1,244.1	1,245.8	1,315.7	1,671.2	2,099.1
SOURCES					
Suppliers*	-348.4	-388.2	-435.9	-619.0	-633.3
<i>In Days</i>	38 d	36 d	36 d	45 d	35 d
Others Resources	-155.0	-189.3	-212.8	-311.2	-292.2
TOTAL OF SOURCES	-503.4	-577.5	-648.7	-930.2	-917.1
WC IN R\$	740.8	668.2	667.0	741.0	1,181.9
<i>WC in Days</i>	80 d	62 d	55 d	54 d	66 d

Sum of Supplier and Drawn Risk accounts

In 2025, working capital requirements increased significantly, with a rise also in NCG in days, reflecting a greater allocation of operating resources to support business expansion. The main driver during the period was the increase in inventories, primarily due to the higher inventory requirements associated with the structure acquired in Mexico, which operates with a distribution center and requires higher inventory levels to support the portfolio and service levels. Additionally, suppliers' operational financing declined due to a shorter average payment period, thereby increasing working capital requirements. On the other hand, the management of accounts receivable reduced the average collection period from customers, partially mitigating working capital consumption during the year.

FREE CASH FLOW

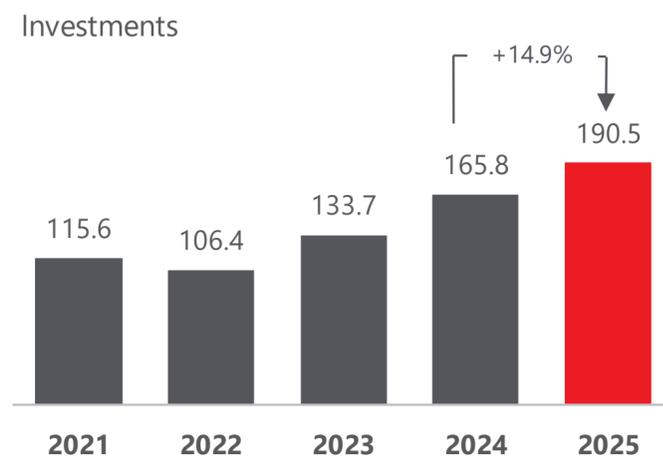
in R\$ million

	2021	2022	2023	2024	2025
EBITDA	388.1	453.1	667.2	677.9	991.5
Investments	-115.6	-106.4	-133.7	-165.8	-190.5
Financial Result	-49.1	-84.2	-15.9	24.1	-403.2
Income and Social Taxes	-15.4	-45.5	-137.9	-168.6	-37.7
Working Capital Variation	-134.8	44.2	1.2	-74.0	-440.9
OPERATING CASH FLOW	73.2	261.2	380.9	293.6	-80.8
Dividends/ROE	-78.9	-70.1	-111.3	-162.8	-163.7
Capital Integr. / Business Acquis.	-57.6	595.8	-110.3	-38.4	-1,912.1
Others	-59.7	-49.9	-98	106.3	450.9
FREE CASH FLOW	-123.0	737.0	61.4	198.8	-1,705.8
NET DEBT (NET CASH)	-739.0	-2.0	59.5	258.2	-1,447.6

In 2025, the Company recorded an expansion in EBITDA, reflecting the evolution of operating performance throughout the year. However, cash generation was impacted by factors concentrated below EBITDA, particularly the cash consumption resulting from the higher working capital requirements — especially inventories associated with the operation acquired in Mexico — and the greater impact of financial results during the period. Additionally, free cash flow reflected significant disbursements related to acquisitions, as well as the execution of the investment plan and the maintenance of dividends, partially offset by other one-off inflows.

Thus, the year highlights the combination of operating progress and capital allocation to support growth, while preserving liquidity and focusing on capturing synergies and efficiency to support cash generation in the coming cycles.

INVESTMENTS (CAPEX)



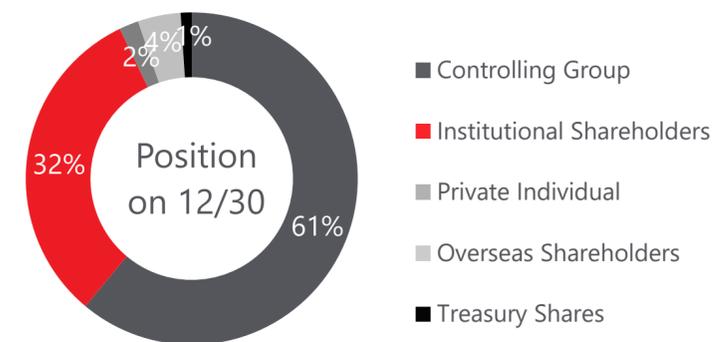
In 2025, the Company recorded R\$190.5 million in organic investments, an increase of 14.9% compared to 2024 (R\$165.8 million) and in line with the annual Guidance of R\$170–210 million. Disbursements were primarily aimed at modernization, sustainability, and expansion/operational efficiency initiatives, including environmental projects (such as the Energy Substation and the elimination of effluent discharge), as well as investments in capacity and industrial upgrades at strategic facilities.

CAPITAL MARKETS

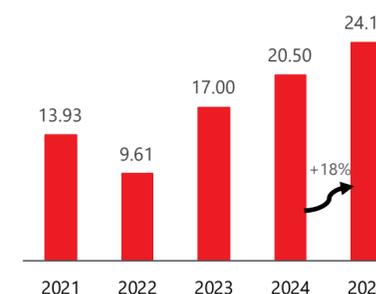
In 2025, Frasle Mobility maintained a consistent presence in the capital markets, reinforcing transparency practices and its relationship with investors and analysts through ongoing communication throughout the year. In this context, the Company ended the year with a free float of 38.1% and a market capitalization of R\$6.8 billion at the end of 2025, reflecting the evolution of its shareholder base and the trading dynamics of its shares.

Throughout the period, the Company advanced initiatives aimed at strengthening its capital structure and expanding financial flexibility. In July 2025, the Company concluded a follow-on offering totaling R\$400 million, combining primary and secondary offerings, priced at R\$24.00 per share. In the primary tranche, 10,318,748 new common shares were issued, totaling R\$247.7 million (gross) and R\$231.6 million (net), with the proceeds allocated to a capital increase, while the secondary offering totaled R\$152.3 million (gross) (proceeds allocated to the selling shareholders). As a result, the number of shares increased to 280,335,091, contributing to greater shareholder dispersion and to the increase in free float observed during the year, in addition to supporting the Company's growth and internationalization strategy. Additionally, the Company carried out liability management and debt market funding initiatives, highlighted by the 6th debenture issue, totaling R\$500 million with a five-year term, whose net proceeds were allocated to strengthening the cash position, risk management, and the payment of amounts related to the early redemption of debentures from previous issues, strengthening the management of the debt profile.

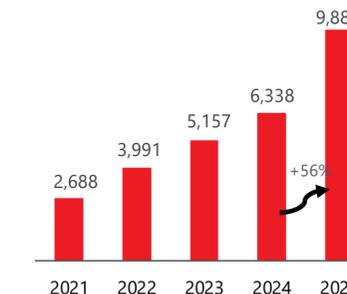
From a trading perspective, 2025 was marked by improved liquidity throughout the year, with an average daily trading volume of R\$9.9 million, an increase of 56.0% compared to 2024, when the average was R\$6.0 million.



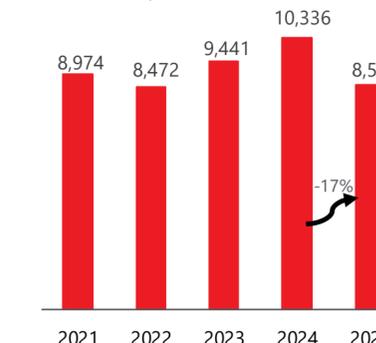
QUOTE FRAS3
(In R\$)
+73.4% 2025 vs 2021



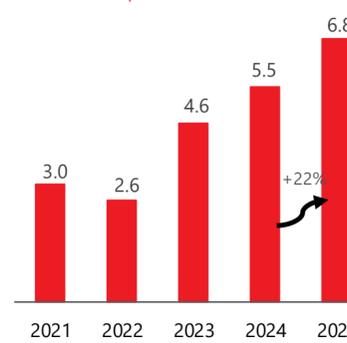
FINANCIAL VOLUME
(In R\$ millions)
+267.7% 2025 vs 2021



NO. OF SHAREHOLDERS
(In R\$ mil)
-4.5% 2025 vs 2021



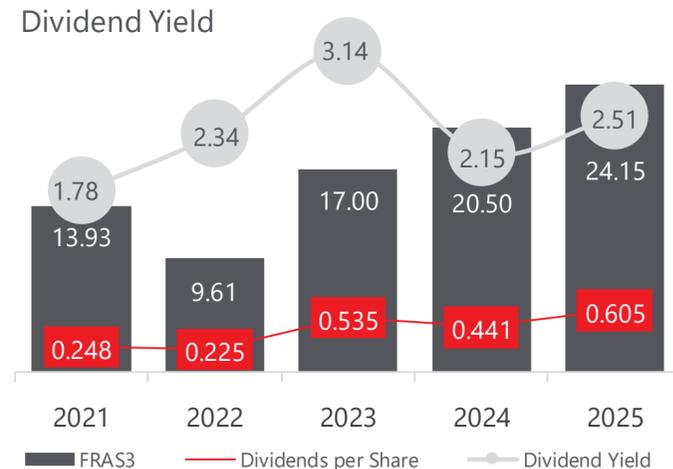
MARKET VALUE
(In R\$ Billions)
+123.4% 2024 vs 2021



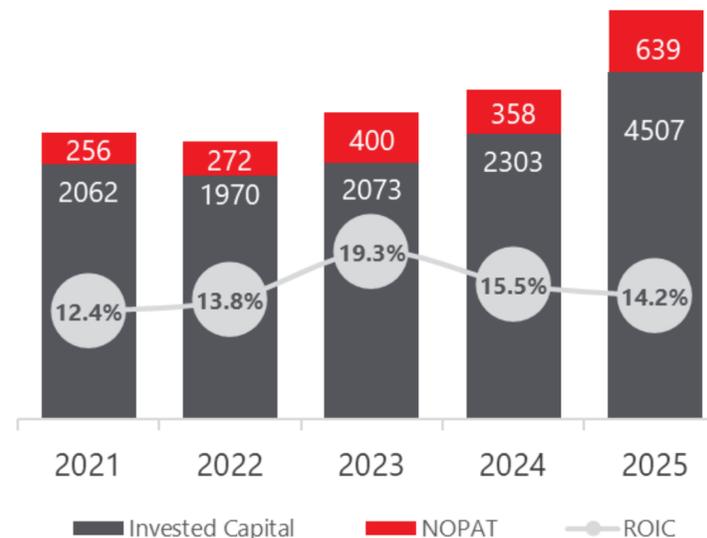
SHAREHOLDER REMUNERATION

In 2025, the Company remunerated its shareholders through Interest on Equity (IoE), totaling R\$ 164.2 million (net) paid during the year. The amount was distributed in two installments: (i) IoE related to fiscal year 2024, in the gross amount of R\$ 72.8 million (R\$ 0.272669 per share), with shares traded ex-rights as of December 20, 2024, and payment made on January 23, 2025; and (ii) IoE related to fiscal year 2025, in the gross amount of R\$ 90.9 million (R\$ 0.340245 per share), with shares traded ex-rights as of July 7, 2025, and payment made on August 14, 2025.

Additionally, in December 2025 a new IoE distribution was approved, with shares traded ex-rights as of December 17, 2025, and payment scheduled for January 16, 2026.



ROIC – Return on Invested Capital



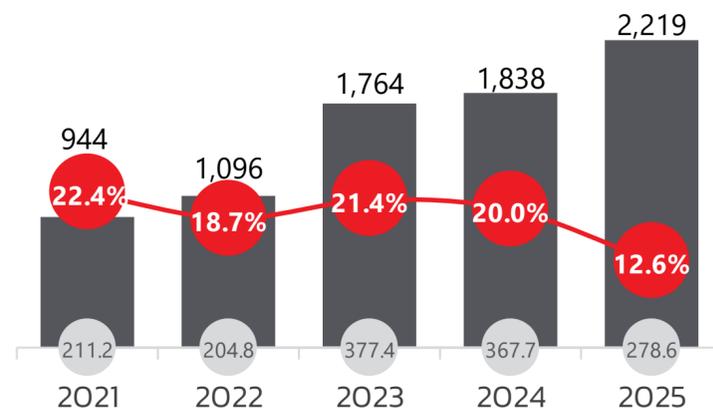
ROIC – Return on Invested Capital

In 2025, ROIC was 14.2%, compared to 15.6% in 2024. The variation mainly reflects the significant increase in the base of invested capital throughout the year, resulting from the expansion cycle and international consolidation — particularly the integration of Dacomsa, which increased invested capital (operating assets and working capital requirements). Although the Company maintained operational progress and revenue growth during the year, the period was also marked by specific pressures on profitability, especially in 4Q25, associated with mix, exchange rate movements, and calendar effects, which contributed to limiting the expansion of operating returns regarding the increase in invested capital.

ROE (Return on Equity)

In 2025, ROE was 12.6%, compared to 20.0% in 2024. Performance reflects the combination of lower net income during the year and a larger equity base, impacted by capital strengthening throughout the year — including the capital increase resulting from the follow-on offering, which increased share capital and contributed to expanding the calculation base of the indicator. Additionally, the dynamics of financial results in 2025 (in a context of capital structure evolution and integrations) also influenced the generation of returns for shareholders, contributing to the ROE level observed during the period.

ROE - Retorno sobre o Patrimônio Líquido



04

SUSTAINABILITY



SUSTAINABILITY IN FOCUS

For Frasle Mobility, sustainability is an integral part of the strategy and of how the Company creates value in the short, medium, and long term. Our understanding is that lasting competitiveness depends on responsible performance across the value chain: reducing environmental impacts, promoting a safe and inclusive work environment, and strengthening standards of governance, integrity, and innovation. This agenda is guided by material topics and by the ESG Ambition, structured around the pillars Planet, People, and Business, with targets and initiatives connected to corporate planning and monitored by governance bodies.

Throughout 2025, the Company continued to advance its ESG operating model, supported by: (i) materiality processes and internal reviews to guide priorities; (ii) integration of corporate practices and policies across global operations; and (iii) transparency and accountability, in line with recognized reporting standards.

CARE FOR THE PLANET

WATER AND EFFLUENTS: EFFICIENCY & REUSE

Water management is part of the environmental strategy, focusing on efficiency and increased reuse. In 2025, the Company maintained initiatives related to the treatment and proper disposal of effluents, as well as the advancement of projects supporting the ambition to expand reuse, strengthening operational resilience and compliance with environmental requirements across its facilities.

ENERGY TRANSITION AND EMISSIONS REDUCTION

In 2025, the Company advanced structural projects aimed at energy transition and emissions mitigation, particularly initiatives such as the Green Boiler (replacement of fossil fuel with renewable biomass) and the energy substation at the Fremax site, contributing to emissions reduction and improved air quality. These initiatives are connected to the Company's long-term climate commitment and its operational efficiency strategy.



Foto: Jefferson Leite

CIRCULARITY AND WASTE MANAGEMENT

The Company reinforced circular economy practices through initiatives that expand proper waste disposal and material reuse, reducing landfill disposal and encouraging more circular routes across the value chain. Circularity-related projects are connected both to the product pillar — by considering lifecycle and materials — and to industrial routines of continuous improvement.

RESPECT FOR PEOPLE

HEALTH, SAFETY, AND WELL-BEING

Safety and comprehensive care for people remain a priority. In 2025, the Company strengthened initiatives and support structures for well-being, including corporate health initiatives and a permanent focus on prevention, reinforcing a safe work environment aligned with best management practices.

LEADERSHIP DEVELOPMENT AND TRAINING

The Company also advanced in the development of critical competencies for the future, with programs aimed at leadership development and acceleration, as well as continuous learning. These initiatives contribute to strengthening succession, engagement, and organizational performance, connecting culture and strategy in a global and evolving environment.

DIVERSITY, EQUITY, AND INCLUSION (DE&I)

In 2025, the Company maintained the DE&I agenda as a driver of culture and competitiveness, with awareness initiatives, programs, and dedicated governance aimed at expanding opportunities and strengthening a sense of belonging. The topic remains at the center of the Company's social commitments, recognizing the structural challenges of the sector and reinforcing the ongoing journey of continuous improvement.

In compliance with the provisions of paragraph 6 of Article 133 of Law 6,404/76, as amended by Law 15,177/2025, the Company presents below the indicators related to gender equity calculated for fiscal years 2025 and 2024.

> **Number and proportion of women by hierarchical levels:**

	2025		2024		2025		2024	
	QUANTITY Women	QUANTITY Men	RATIO Women	RATIO Men	QUANTITY Women	QUANTITY Men	RATIO Women	RATIO Men
Technical, Administrative and Operational	1,127	3,530	24%	76%	1,174	3,585	25%	75%
Leadership	13	75	15%	85%	15	68	18%	82%
Apprentices	43	46	48%	52%	40	52	43%	57%
Interns	7	16	30%	70%	9	15	38%	63%

> **Statement of fixed, variable, and occasional compensation, broken down by gender, for similar roles/functions:**

	2025	2024
RATIO WOMEN x MEN		
Technical, Administrative and Operational	92%	97%
Leadership	119%	99%
Apprentices	111%	102%
Interns	108%	108%

Note: The data above consider operations located in Brazil, namely: Frasle Mobility site Caxias do Sul, Sorocaba site, Joinville site, São Leopoldo site, Osasco site, and Extrema site.

SUSTAINABLE BUSINESSES

In 2025, Frasle Mobility underwent significant changes in its corporate governance, with the transition of the positions of Chair and CEO, previously held by Sérgio L. Carvalho. Daniel Randon assumed the position of Chair, and Anderson Pontalti became CEO, while Sérgio L. Carvalho remained as Senior Executive Advisor, acting independently in support of strategic planning and ensuring continuity and alignment with the Company's long-term vision.



Foto: Alex Batistel

ETHICS, INTEGRITY, AND COMPLIANCE

The responsible conduct of business is supported by integrity policies and mechanisms, including a Code of Conduct, training programs, and reporting channels. In 2025, the Company continued to advance its integrity agenda and maintain discipline in its controls, reinforcing transparency and ethical standards in its relationships with employees, partners, and other stakeholders.

INNOVATION AND TECHNOLOGY AS DRIVERS OF SUSTAINABLE COMPETITIVENESS

Innovation is a central pillar of the business model and the ESG strategy. In 2025, the Company advanced projects in RD&I and digital transformation, including applications of artificial intelligence and solutions aimed at improving the efficiency, quality, and sustainability of products and processes, strengthening competitiveness and alignment with regulatory and technological trends in the sector.

INFORMATION PRIVACY & SECURITY

In an increasingly digital business environment, the Company advanced in governance and data protection practices, with structures and policies dedicated to cybersecurity and privacy. In 2025, there were significant advances in the maturity of this agenda, strengthening the trust of customers and partners and supporting operational continuity.

TISAX CERTIFICATION

Frasle Mobility reached a significant milestone in its governance and information security agenda with the TISAX certification at its operations in the United States (Alabama facility and Head Office in Michigan) and China (Pinghu facility). Focused on the information security standards required in the automotive value chain, the certification reinforces the Company's commitment to data protection and to the highest levels of reliability in its relationships with customers and partners.

05

EXHIBITS



EXHIBIT I

CONSOLIDATED INCOME STATEMENT

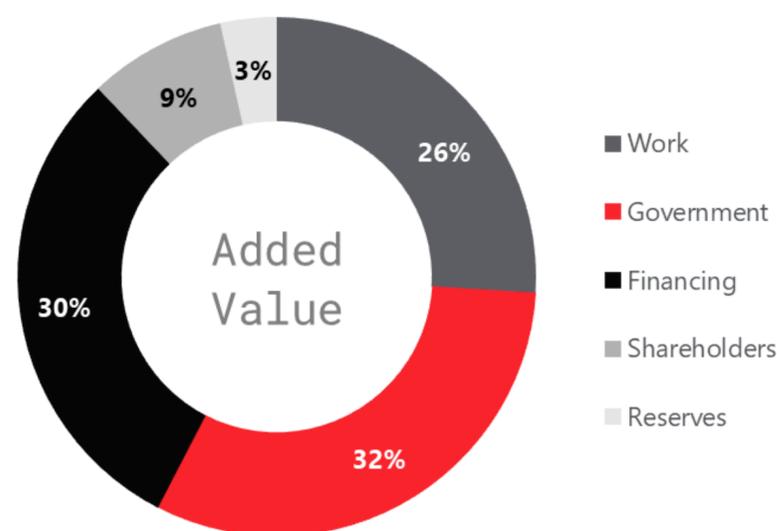
	2025	%	2024	%	2023	%	2022	%	Variations	
									2025/2024	1H25/1H24
Net Revenue	5,490,878	100.0%	3,965,777	100.0%	3,388,657	100.0%	3,058,171	100.0%	38.5%	10.8%
COGS – Cost of Goods Sold	-3,694,967	-67.3%	-2,635,267	-66.5%	-2,250,055	-66.4%	-2,154,694	-70.5%	40.2%	4.4%
Gross Profit	1,795,911	32.7%	1,330,510	33.5%	1,138,602	33.6%	903,477	29.5%	35.0%	26.0%
Selling Expenses	-563,965	-10.3%	-404,730	-10.2%	-313,025	-9.2%	-291,596	-9.5%	39.3%	7.3%
Administrative Expenses	-475,206	-8.7%	-303,419	-7.7%	-238,972	-7.1%	-200,581	-6.6%	56.6%	19.1%
Other Operation Expens./Incom.	-19,793	-0.4%	-89,647	-2.3%	-32,527	-1.0%	-67,792	-2.2%	-77.9%	-52.0%
Financial Result	-403,209	-7.3%	24,129	0.6%	-15,871	-0.5%	-84,200	-2.8%	-1771.1%	-81.2%
Financial Income	251,870	4.6%	575,936	14.5%	337,397	10.0%	323,460	10.6%	-56.3%	4.3%
Financial Expenses	-679,050	-12.4%	-664,229	-16.7%	-434,203	-12.8%	-462,837	-15.1%	2.2%	-6.2%
Monetary adjustment	23,971	0.4%	112,422	2.8%	80,935	2.4%	55,178	1.8%	-78.7%	46.7%
Income Before Tax	320,897	5.8%	543,300	13.7%	526,683	15.5%	248,841	8.1%	-40.9%	111.7%
Income and Social Tax	-37,731	-0.7%	-168,597	-4.3%	-137,950	-4.1%	-45,512	-1.5%	-77.6%	203.1%
Net Profit	283,166	5.2%	374,704	9.4%	388,733	11.5%	203,330	6.6%	-24.4%	91.2%
Attributable to non-controlling shar.	-6,271	-0.1%	-6,961	-0.2%	-11,348	-0.3%	1,509	0.0%	-9.9%	-851.8%

EXHIBIT II**CONSOLIDATED
BALANCE SHEET**

	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

EXHIBIT III

CASH FLOW STATEMENTS



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

EXHIBIT IV

DETAILED DESCRIPTION – 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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