

# *RESULTS PRESENTATION*

## *4Q25*

**FRAS**  
**B3 LISTED N1**

**IBRA B3**

**IGC B3**

**IGCT B3**

**SMLL B3**



The meeting is being recorded.



To access the simultaneous translation, click on the 'interpretation' button.

**Questions may be submitted in two ways:**



Via audio, by clicking the "raise hand" icon.



In writing, through the "Q&A" button.

Any statements that may be made during this video conference regarding the Company's business outlook, projections, and operational and financial targets are based on the assumptions of Frasle Mobility's management, as well as on information currently available to the Company. Forward-looking statements are no guarantee of performance and involve risks, uncertainties, and assumptions. They refer to future events and, therefore, depend on circumstances that may or may not occur.

Investors should be aware that general economic conditions, industry conditions, and other operating factors may affect the Company's future performance and may lead to results that differ materially from those expressed in such forward-looking statements.

# WELCOME!

PARTICIPANTS IN OUR 4Q25 CONFERENCE:



**DANIEL  
RANDON**

**PRESIDENT**  
FRASLE MOBILITY AND  
PRESIDENT & CEO,  
RANDONCORP



**ANDERSON  
PONTALTI**

**CEO**



**HEMERSON  
DE SOUZA**

**EXECUTIVE DIRECTOR**  
NORTH AMERICA, IR AND  
M&A



**JÉSSICA  
CANTELE**

**IR SPECIALIST**



**ESTEBAN  
ANGELETTI**

**IR AND FINANCE DIRECTOR**  
RANDONCORP  
**GUEST**

# EVENTS

OF THE QUARTER



**INCORPORATION**  
Nakata Automotiva Ltda.

**FRASLE MOBILITY UNIVERSE**  
It took place on 11/18/25 and it was ranked among the 5 best public meetings by APIMEC

 Watch on **@FrasleMobility's** Youtube



## AWARDS

**AUTOMOTIVE BUSINESS**  
Industry 4.0 Category  
**Green Boiler Project**

**TOPS OF TRANSPORTATION & BEST IN TRANSPORTATION**  
**Fras-le brand** stood out in the  
Truck & Bus Parts Category

# 2025 | GUIDANCE



NET REVENUE

**R\$ 5.5 B**

GUIDANCE 2025

**R\$ 5.4 ≤ X ≤ R\$ 5.8  
billion**



INTERNATIONAL  
MARKET<sup>1</sup>

**US\$ 520.1 M**

GUIDANCE 2025

**US\$ 500 ≤ X ≤ US\$  
540 million**



EBITDA MARGIN<sup>2</sup>

**17.8%**

GUIDANCE 2025

**17.5% ≤ X ≤ 20.5%**



INVESTMENTS<sup>3</sup>

**R\$ 190.5 M**

GUIDANCE 2025

**R\$ 170 ≤ X ≤ R\$  
210 million**

<sup>1</sup> Refers to the sum of exports from Brazil and revenue generated by operations abroad, net of intercompany transactions.

<sup>2</sup> Percentage considers margin adjusted for non-recurring events.

<sup>3</sup> Refers to organic investments.

# 4Q25 | HIGHLIGHTS

## LEVERAGE

1.5x leverage  
-1.1x reduction compared to  
1Q25



## ROIC

Adjusted Return on Capital:  
**14.2% Adjusted: 14.7%**  
Invested Capital **+95.7%**  
vs. 4Q24



## DACOMSA

Receipt of Fremax brand **discs**  
and **brake linings produced in**  
**Brazil**



## DOMESTIC MARKET

Year-end recess, destocking at  
automakers and high **cost of**  
**capital**



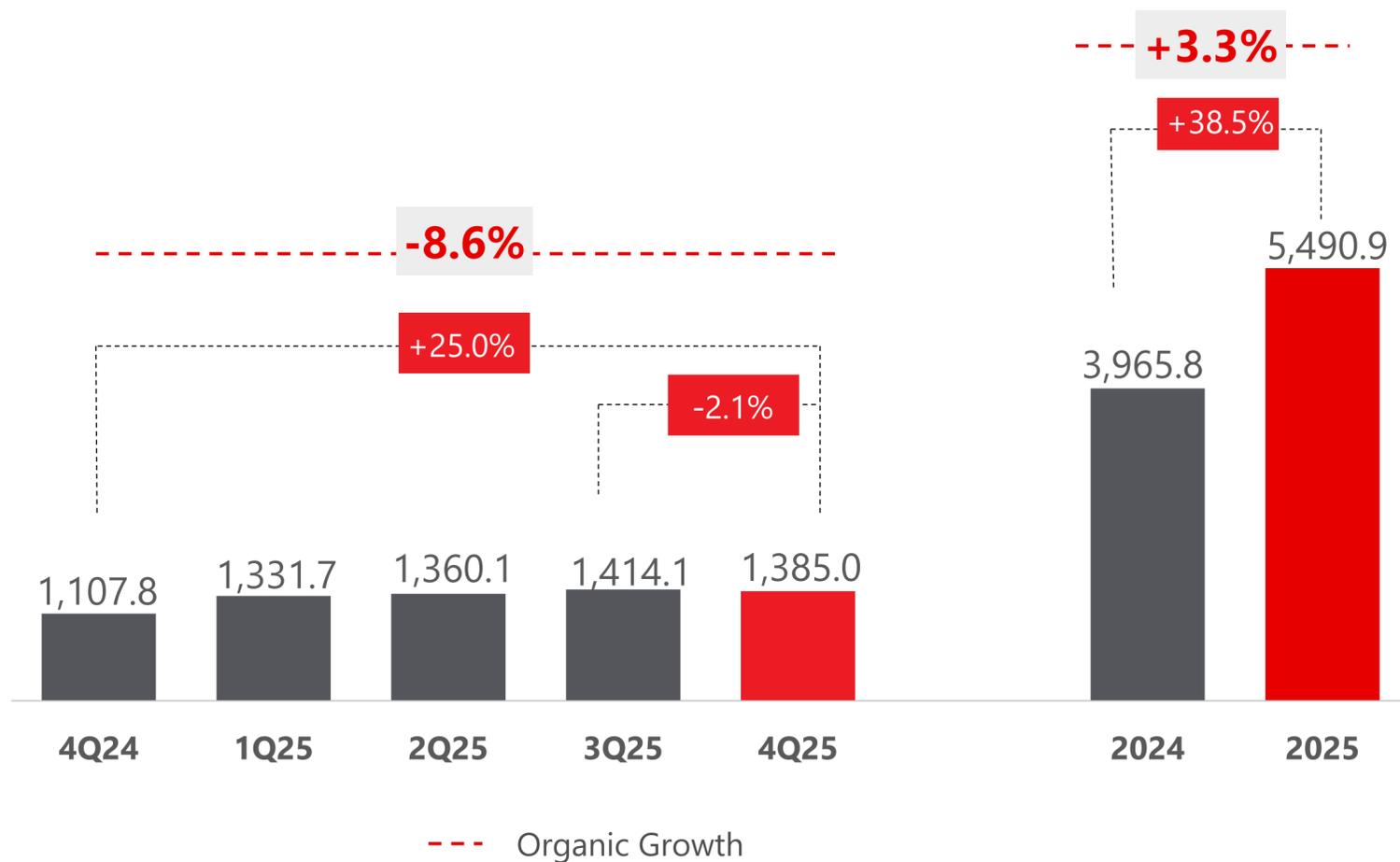
## FOREIGN MARKET

Increased **price competitiveness**  
and **cautious consumption** due  
to macroeconomic uncertainties

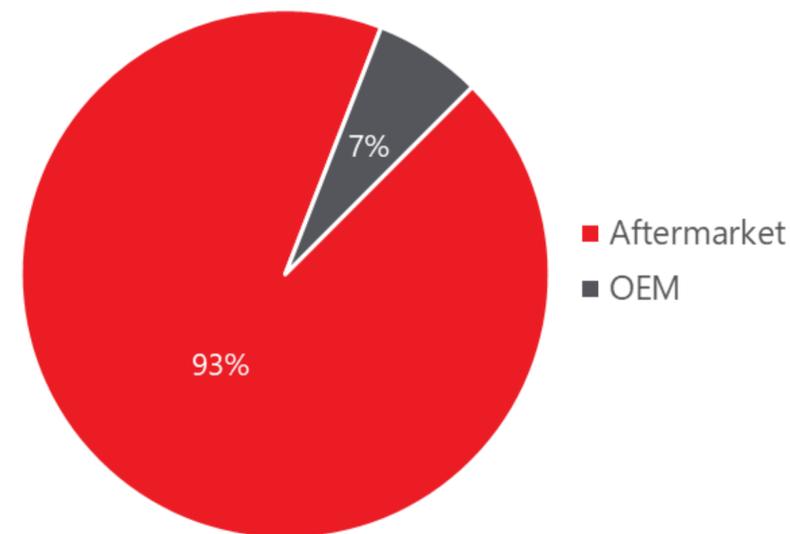


# NET REVENUE

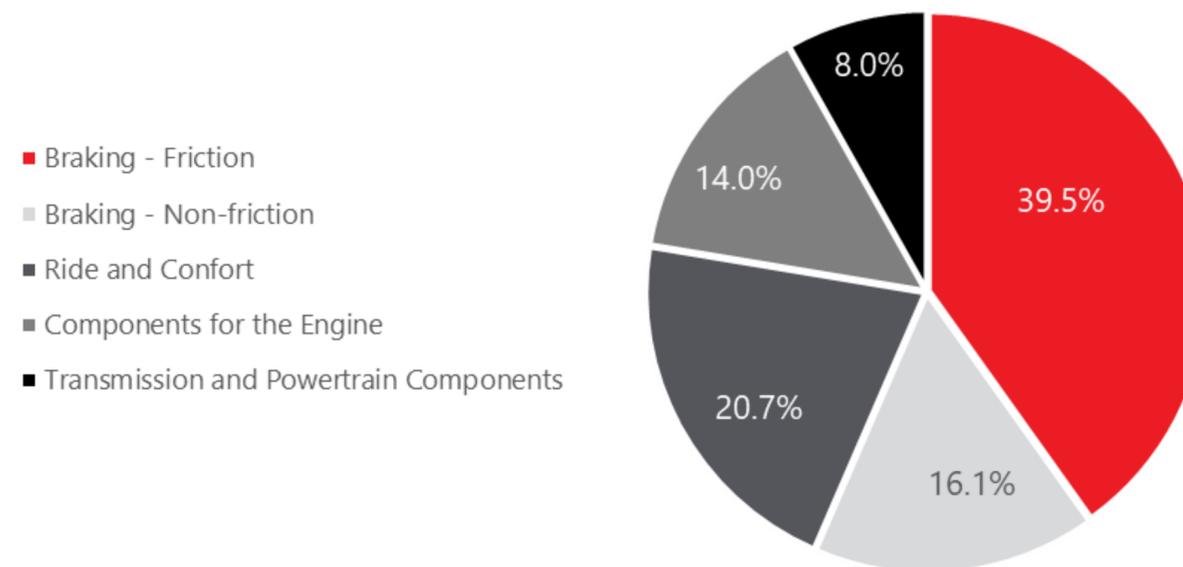
R\$ MILLION - 4Q25 and 2025



% REVENUE BY SECTOR AND PRODUCT LINE



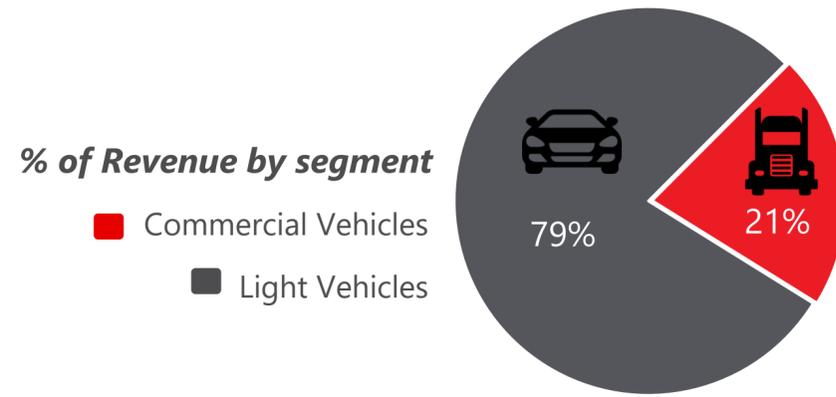
% REVENUE BY PRODUCT FAMILY



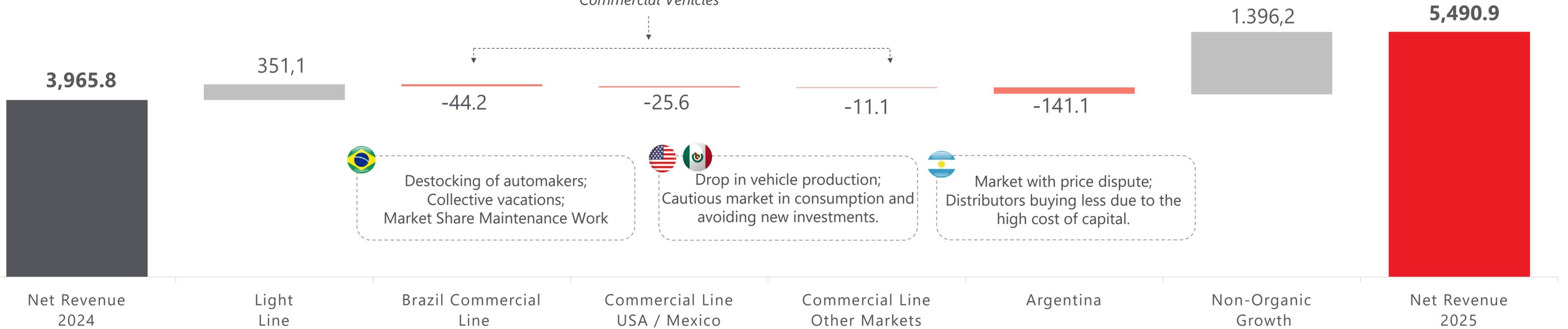
Data for 4Q25

# NET REVENUE

R\$ MILLION - 2025



Commercial Vehicles



Destocking of automakers; Collective vacations; Market Share Maintenance Work

Drop in vehicle production; Cautious market in consumption and avoiding new investments.

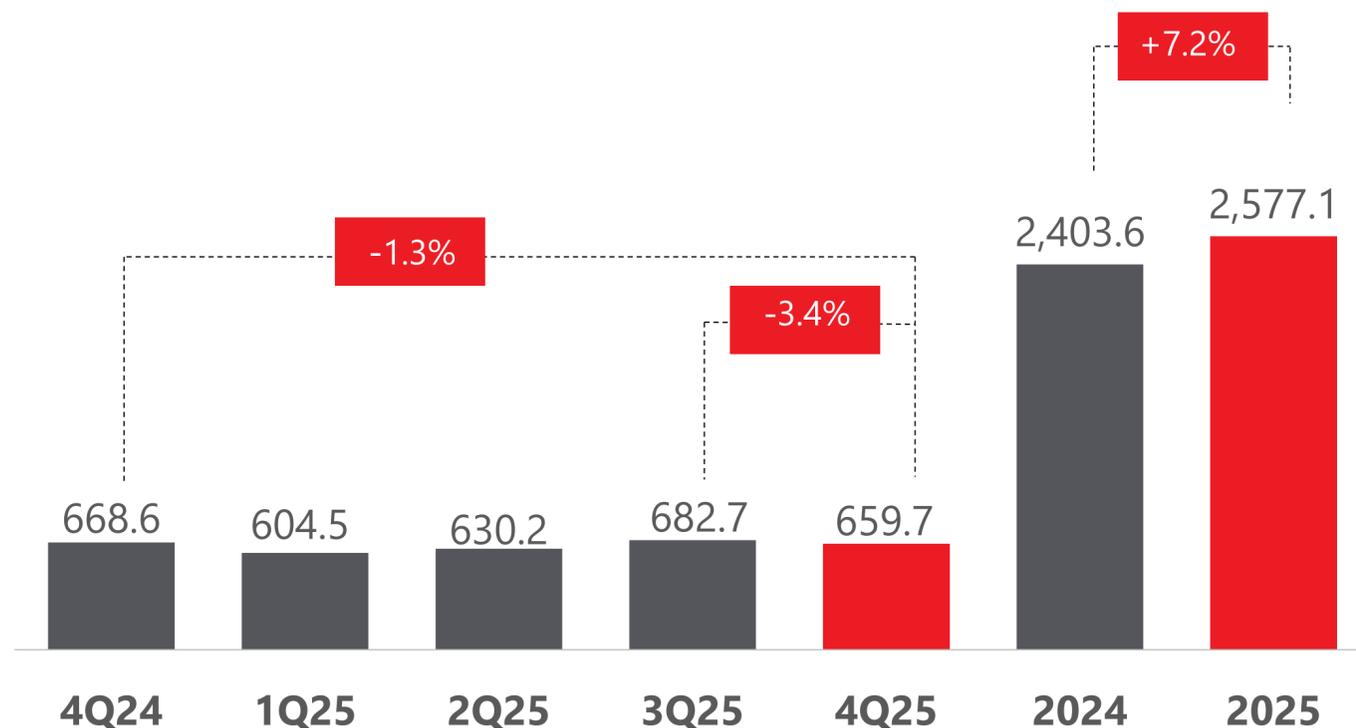
Market with price dispute; Distributors buying less due to the high cost of capital.

# MARKETS

## NET REVENUE

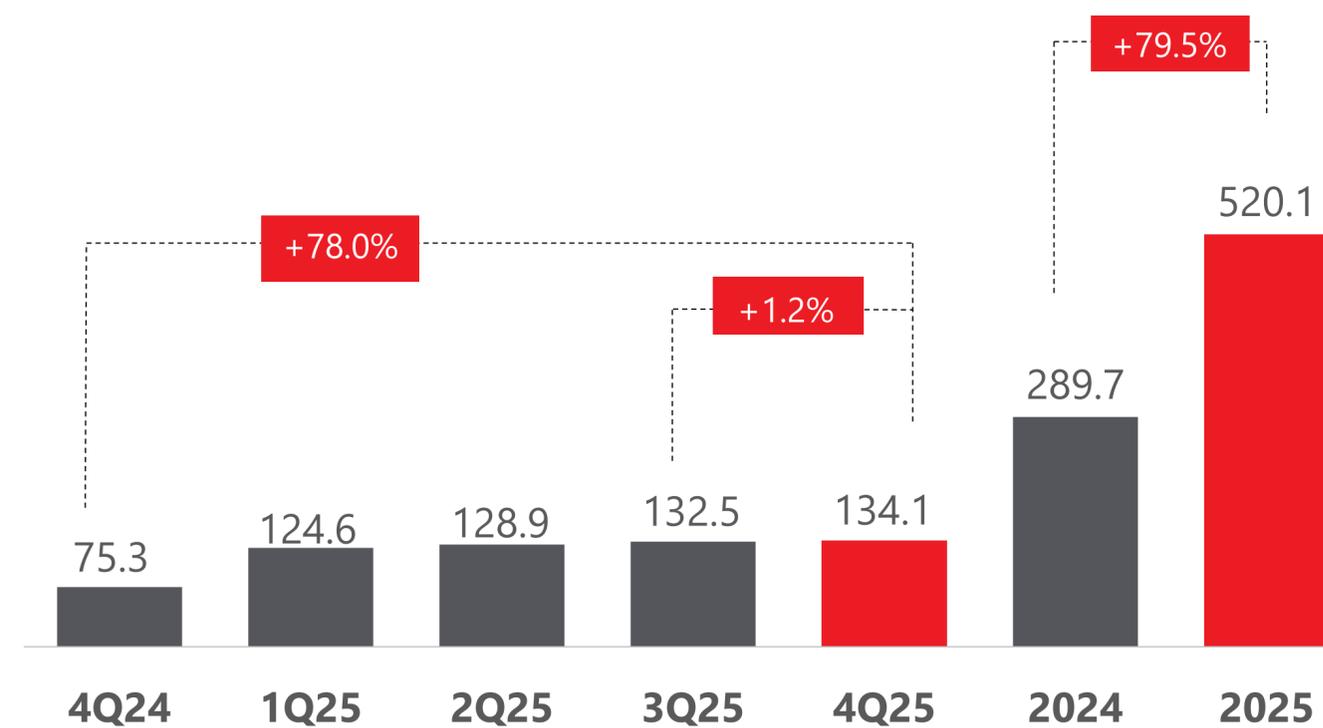
### DOMESTIC

R\$ million



### EXPORT

US\$ million

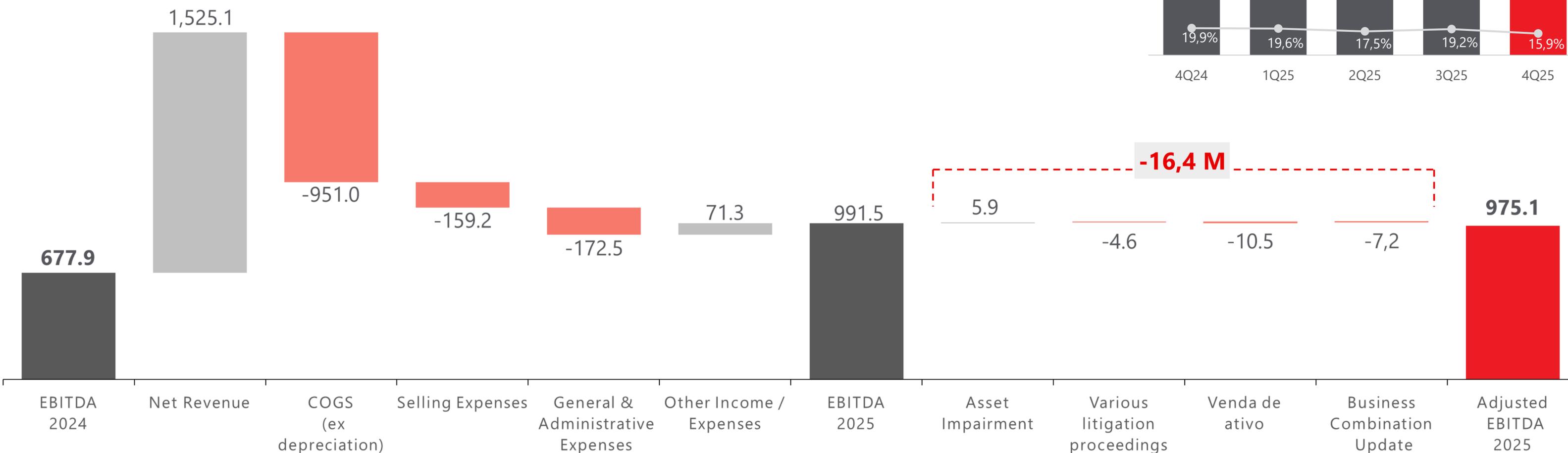


# OPERATIONAL PERFORMANCE

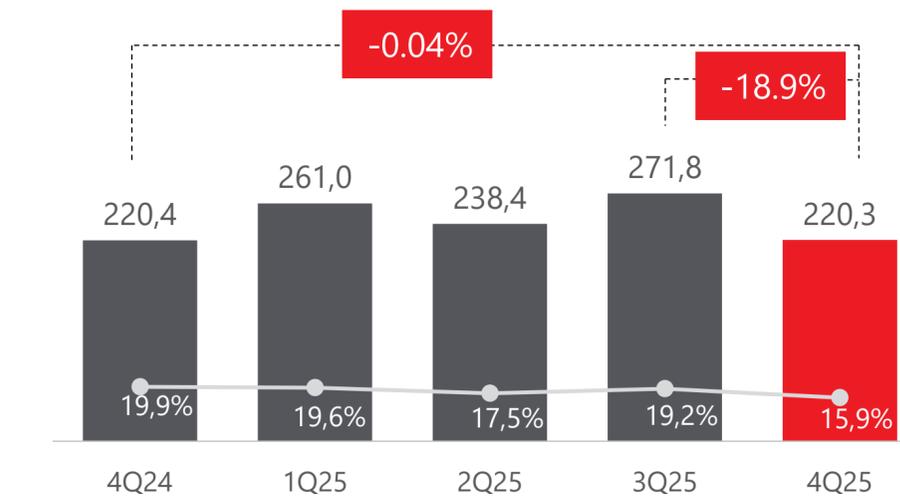
R\$ MILLION

## CAUSAL EBITDA

○ EBITDA Margin  
 - - Non-Recurring



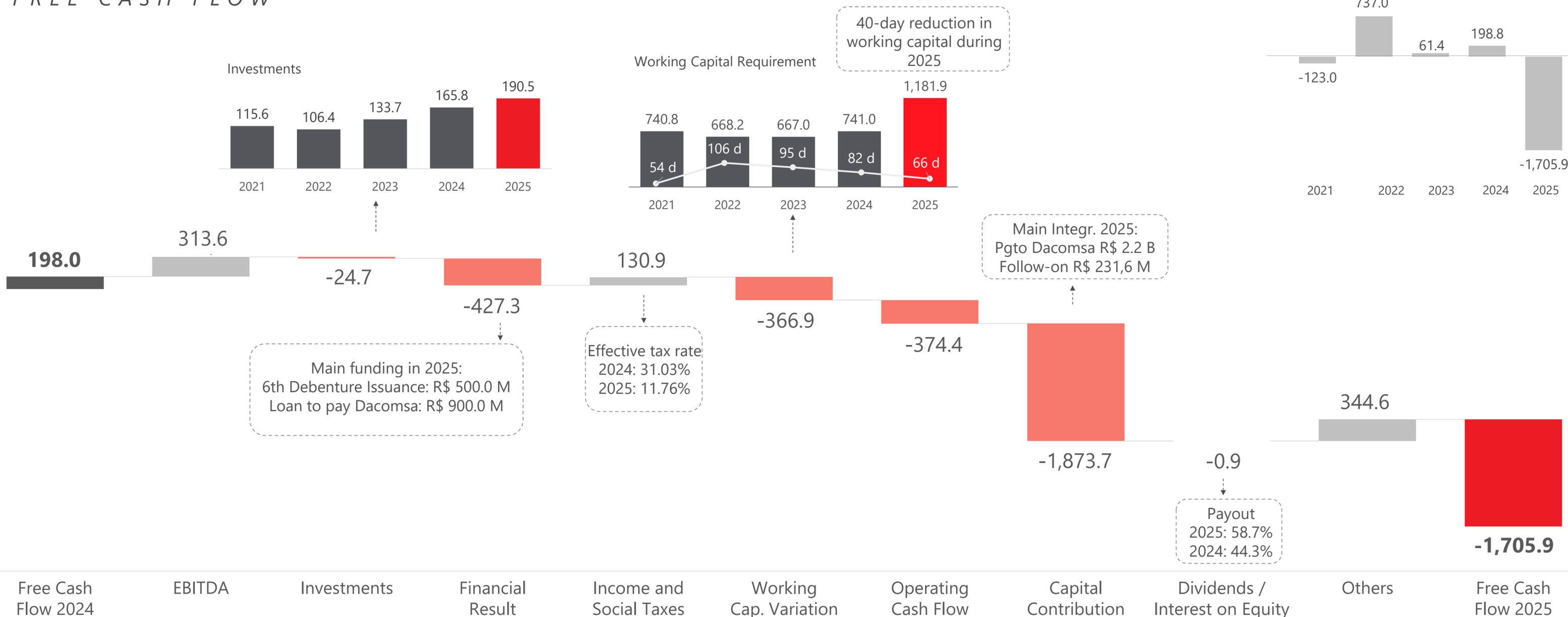
Historical EBITDA and EBITDA Margin



# FINANCIAL PERFORMANCE

R\$ MILLION

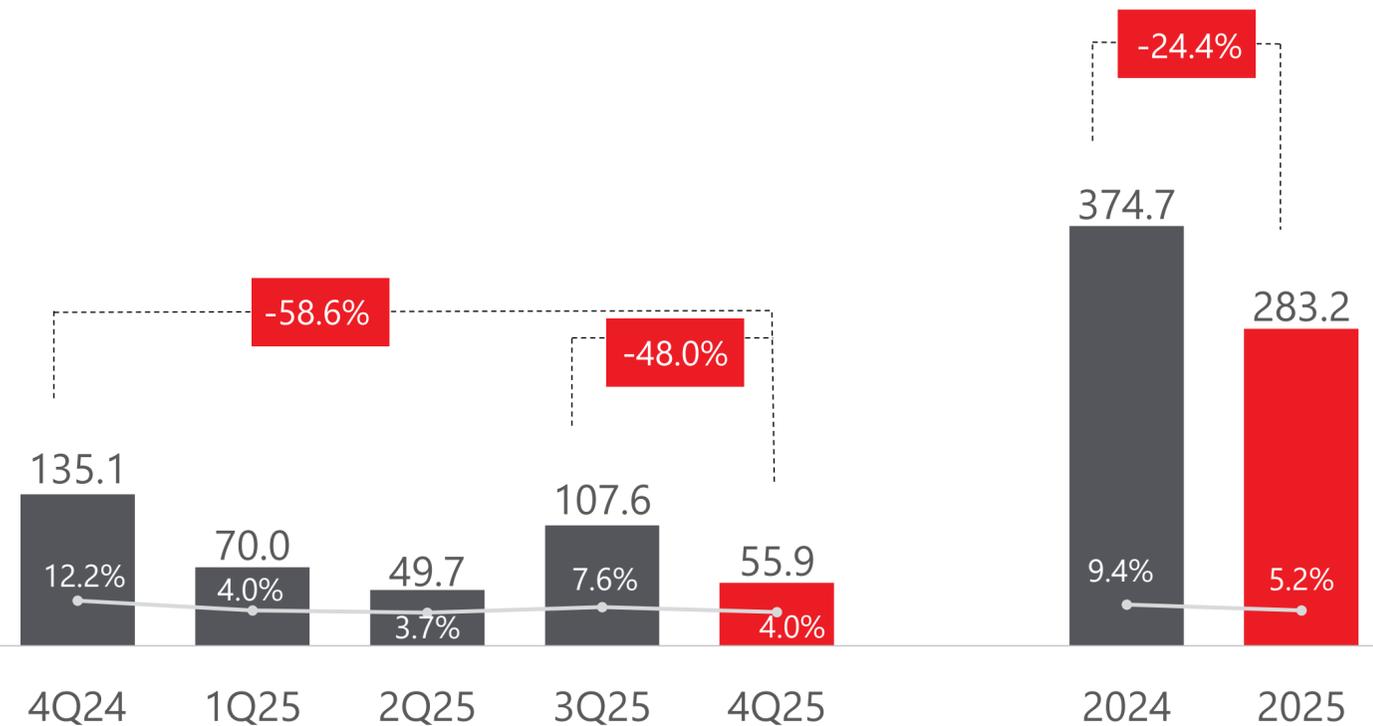
## FREE CASH FLOW



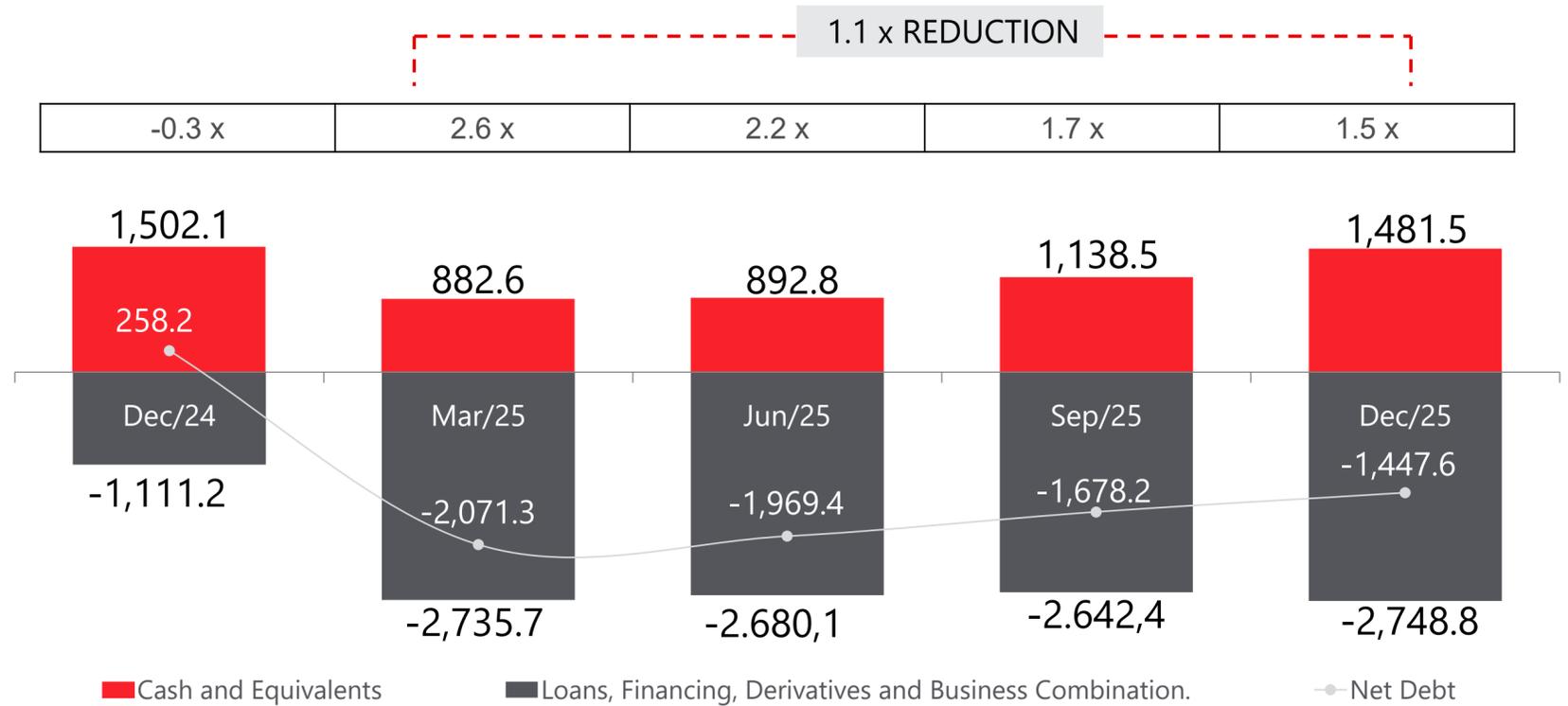
# NET INCOME AND NET DEBT

R\$ MILLION

NET INCOME AND NET MARGIN

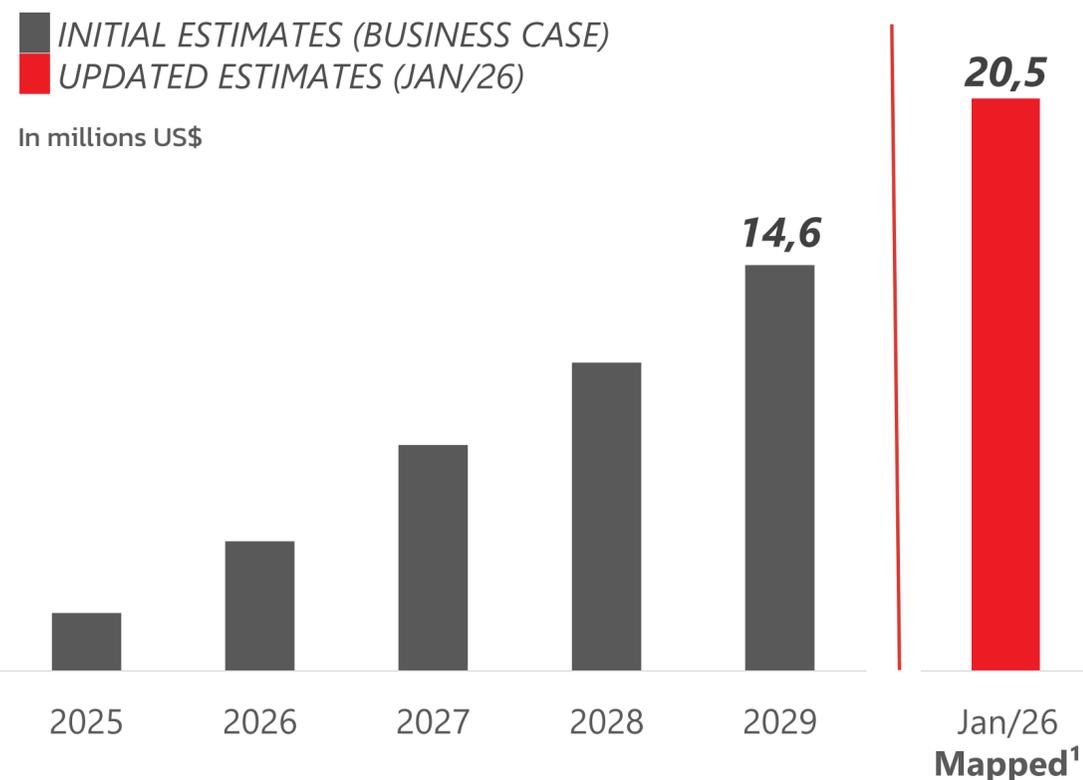


NET DEBT/EBITDA



# INTEGRATION DACOMSA

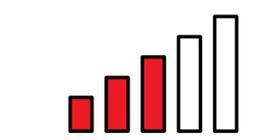
## MAPPED SYNERGIES – UPDATE JAN/26



### DACOMSA'S SYNERGIES ACCELERATING

<sup>1</sup>US\$ 20.5 million mapped until Jan/26, with **relevant capture between 6 and 24 months.**

Consolidated Frasle Mobility synergies, with **~85% effect on Dacomsa.**

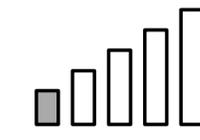


**COSTS**  
88% of synergies mapped

**Products**  
Finished products (co-manufacture)

**Raw Materials**

**Operational Efficiency**  
Automation and Efficiency



**RECEITAS**  
12% das sinergias mapeadas

**Mexico Expansion**

**Expansion USA**

**Latam Expansion**

- > **Pace of integration signals good results in 2026;**
- > **Dacomsa occupying space from competitors** with problems in the market, accelerating growth in new lines (brake linings for heavy vehicles, brake discs and hydraulics);
- > **Expansion of the product offer outside Mexico** (USA and LATAM).

# OUTLOOK

- > **Dacomsa / Mexico:** integration in progress with a **focus on operational synergies**, factory optimization and **commercial expansion** in 2026;
- > **Brazil (Replacement – light line):** **resilient** market, **supported by a gain in share with distributors** and a competitive portfolio, even with more moderate economic activity;
- > **Short-term with discipline (specific geographies):** active mix and price management; in **Argentina**, focus on portfolio development and **pricing strategies to mitigate new entrants and sustain volumes**;
- > **North America** (comparative): **more challenging base — strong 1H25 in heavy** (friction materials) makes the start of 2026 more demanding;
- > **Temporary factors** (early 2026): **Nakata's incorporation and implementation of the new ERP** may pressure revenue in the first months, with **recovery throughout the year**.

# 2026 | GUIDANCE



## NET REVENUE

**$R\$ 5.6 \leq X \leq R\$ 6.2$   
billion**

- > Growth in suspension, steering and disc lines;
- > Contracts signed with automakers;
- > Preserve competitive position.



## EXPORT MARKET<sup>1</sup>

**$US\$ 540 \leq X \leq US\$ 570$   
million**

- > USMCA: geopolitical uncertainties and weaker demand;
- > LATAM: expansion of the portfolio and strengthening of the brand;
- > EUROPE: portfolio expansion.



## ADJUSTED<sup>2</sup> EBITDA MARGIN

**$17.5\% \leq X \leq 20.0\%$**

- > Mostly stable selling prices;
- > Dacomsa Synergies Capture;
- > Operational efficiency and productivity.



## INVESTMENTS<sup>3</sup>

**$R\$ 170 \leq X \leq R\$ 210$   
million**

- > Maintenance and conservation of the industrial park and other asset;
- > Productivity, automation and operational improvement projects.

<sup>1</sup> Refers to the sum of exports from Brazil and revenue generated by operations abroad, net of intercompany transactions.

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<sup>3</sup> Refers to organic investments.

# Q & A



By audio  
Showing interest by using the "Raise hand" icon  
or \*9 if connected via telephone.



In writing  
Questions can be submitted in writing via the  
"Q&A" button.



**FINAL MESSAGE**  
**DANIEL**  
**RANDON**

**PRESIDENT**  
FRASLE MOBILITY

**CLICK HERE**  
PT - BR ONLY



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

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