



INSTITUTIONAL PROFILE

1Q22

Building the Future. Now.


SAFE HARBOR STATEMENT

This presentation contains forward-looking statements that are subject to risks and uncertainties. These statements are based on Management's beliefs and assumptions, as well as on currently available information. Forward-looking statements include information on our current intentions, beliefs or expectations, as well as those of the Company's Board of Directors and Board of Executive Officers.

The reservations as to forward looking statements and information also include data on possible or presumed operating results, as well as any statements preceded, followed or including words such as "believes", "may", "will", "expects", "intends", "plans", "estimates" or similar expressions.

Forward-looking statements are not performance guarantees, they involve risks, uncertainties and assumptions because they refer to future events and, therefore, depend on circumstances which may or may not occur. Future results may differ materially from those expressed or suggested by forward-looking statements. Many of the factors which will determine these results and figures are beyond our ability to control or predict.





We are Randon Companies and for over 73 years, we have been developing solutions in transportation equipment, automotive systems and logistic services.

Foundation
1949

IPO
1974

16,210
Employees¹

R\$ 3.4 b
Market Cap¹

Principles

- Valued and respected people
- Satisfied customer
- Safety and quality
- Preservation of our image and legacy
- Ethics
- Profitability with sustainability
- Innovation and Technology
- Randon is all of us



Purpose

Connecting people and riches, to generate prosperity.



Our beliefs

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

RANDON[®]
Companies

¹Data from 03/31/2022

OUR STRATEGY

Innovation and technology as differentiators

Absolut focus on **CUSTOMERS**

DIVERSIFICATION with focus

FINANCIAL strength

Leveraging **SYNERGIES**

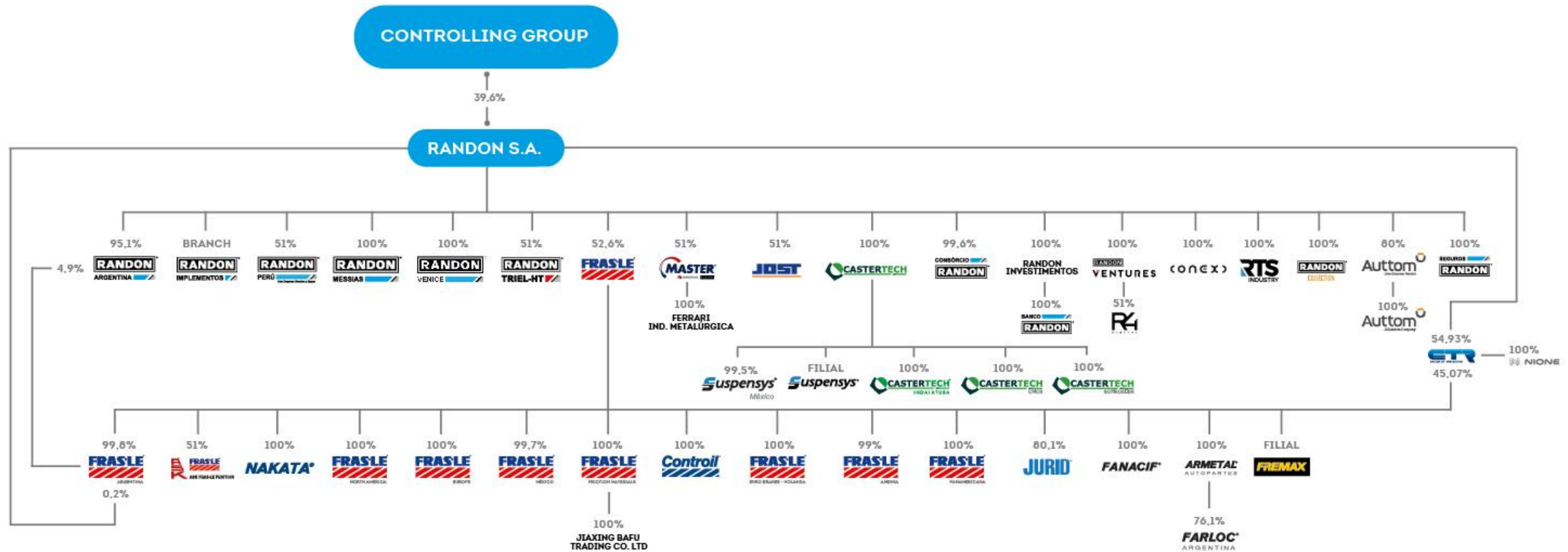
Company **DESIRED** to work

SUSTAINABILITY prioritized

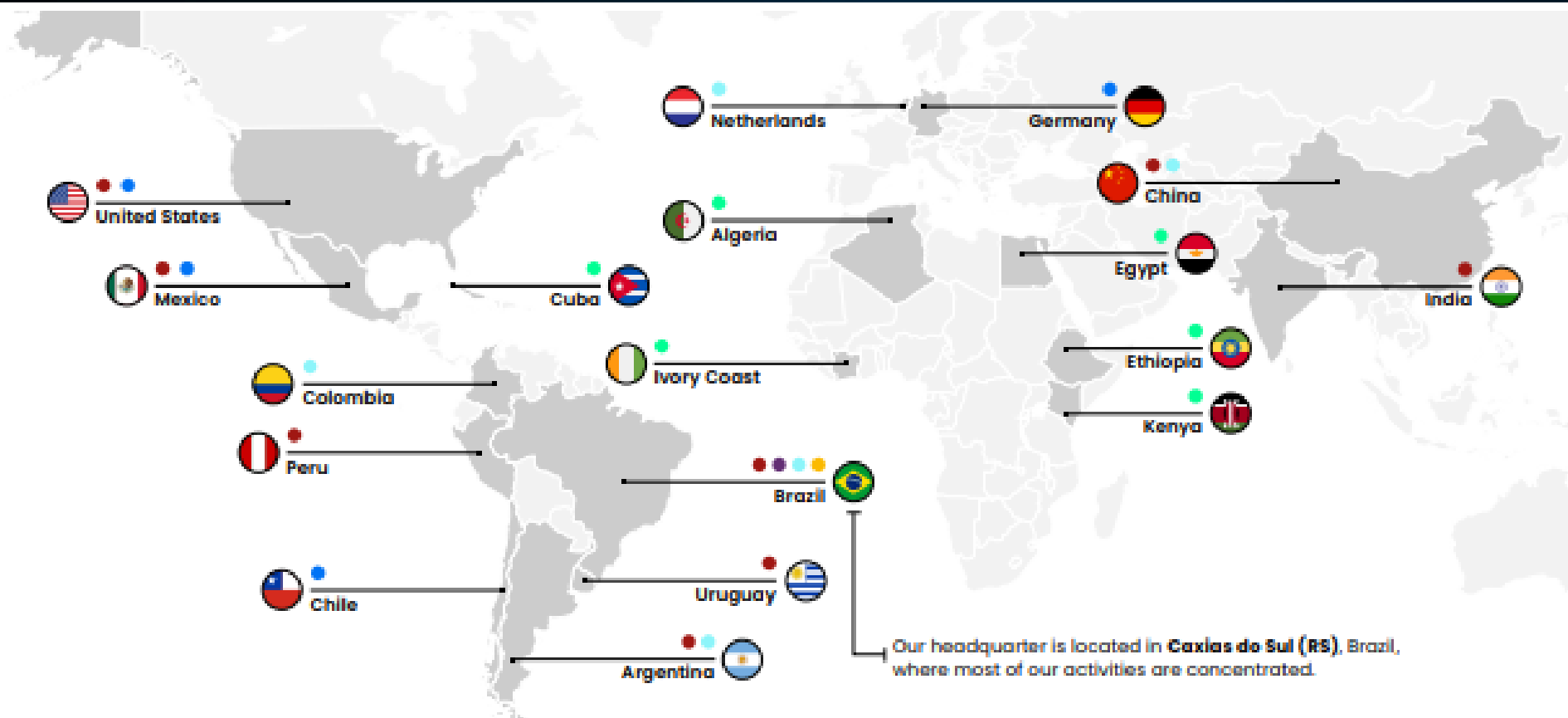
RANDON

Companies

OUR BUSINESS



GLOBAL PRESENCE



29 Industrial units

- 21 Brazil
- 2 Argentina
- 1 China
- 1 USA
- 1 India
- 1 Mexico
- 1 Peru
- 1 Uruguay

7 Distribution centers

- 2 Argentina
- 2 Brazil
- 1 China
- 1 Colombia
- 1 Netherlands

5 Commercial offices

- 1 Germany
- 1 Chile
- 2 USA
- 1 Mexico

6 Technology and Innovation Centers

- 6 Brazil

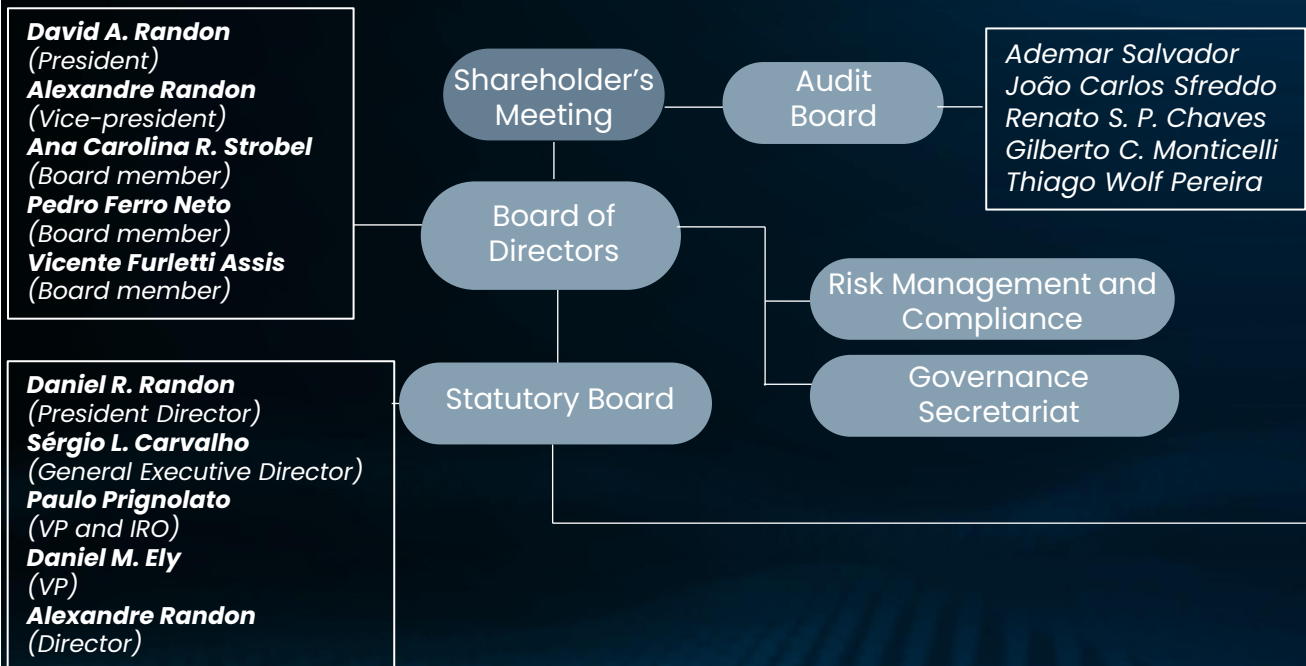
4 Financial and Digital Services

- 4 Brazil

6 Trailers and CKD Units

- 1 Algeria
- 1 Egypt
- 1 Ethiopia
- 1 Ivory Coast
- 1 Cuba
- 1 Kenya

CORPORATE GOVERNANCE



TOTAL SHARES

329,330,533

RAPT3

116,515,527

RAPT4

212,815,006

TAG ALONG

80%

FREE FLOAT

60,4%

RAPT

B3 LISTED N1

IBRA B3

IGC B3

IGCT B3

INDX B3

ITAG B3

SMLL B3



EXECUTIVE COMMITTEE

Anderson Pontalti – Superintendent Director

Daniel M. Ely – CTO

Paulo Prignolato – CFO and IRO

Sérgio L. Carvalho – CEO

Sandro A. Trentin – Superintendent Director

Ricardo Escoboza – Superintendent Director





STRONG BRANDS

RANDON[®]
IMPLEMENTOS

Suspensys[®]

CASTERTECH

MASTER
MERITOR RANDON

JOST

FRASLE

BANCO
RANDON

CONSÓRCIO
RANDON

SEGUROS
RANDON

Raçon
Consórcios

R4
DIGITAL

RANDON
VENTURES

Controil

FANACIF[®]

FARLOC[®]
ARGENTINA

ARMETAL[®]
AUTOPARTES

FRASLE
ASK FRAS-LE FRICTION

FREMAX

NAKATA[®]

NIONE
Uma Empresa Randon

(ONEX)

RTS
INDUSTRY | Randon
Tech
Solutions

Auttom[®]
Uma Empresa Randon



TECHNOLOGY INNOVATION



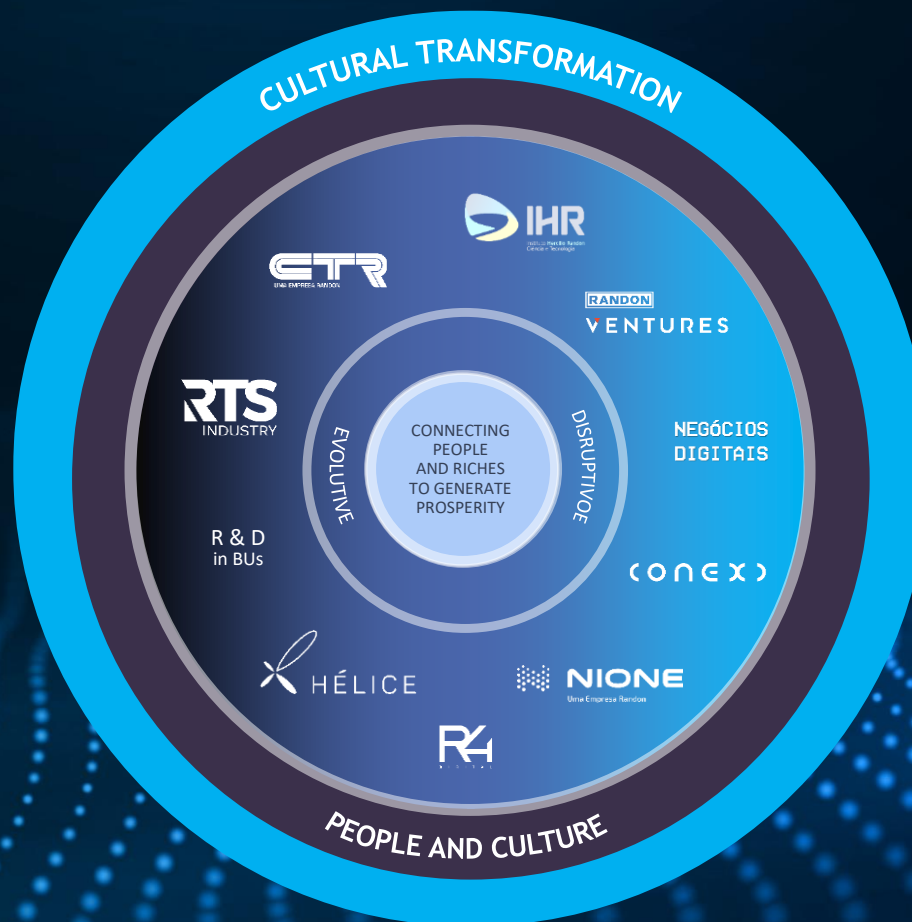
We have the biggest independent technological center of the automotive sector in **Latin America**



R\$ 94 million invested in R&D and innovation in 2021



47 new patents registered in 2021



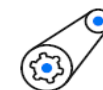
WE WORK IN
MEGATREND
PROJECTS
(NUMBER OF
PROJECTS IN 2021)



5 Mobility and Electrification



10 Embedded Electronics



24 Smart Materials



TECHNOLOGY INNOVATION



Randon
Tech
Solutions



- **Special Machines**
- **Automation**
- **Handling**
- **Smart Manufacturing**

Digital Business



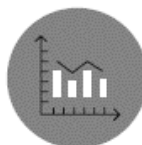
ROBOTIC PROCESS
AUTOMATION (RPA)



ARTIFICIAL
INTELLIGENCE



BLOCKCHAIN



ANALYTICS



ACADEMY



AGILE SOLUTIONS



NIONE
Uma Empresa Randon

**Large-scale production
of nanoparticles**

- **Mechanical resistance**
- **Lightness**
- **Durability**
- **Sustainability**



TECHNOLOGY INNOVATION



ELECTROMOBILITY TESTS



Measurement of
vehicle autonomy



Validation of battery
protection degrees



Authentication of the
durability of the
electromechanical
system



Functional validations of
the powertrain set

20 Tracks

15 km with different
pavements and irregularities
for tests in different conditions



STRUCTURAL TESTING LABORATORY



2.200 m²
for vehicle preparation



COLLABORATIVE INNOVATION

• We are members of **Hélice**, an innovation institute

• We are supporters of **Instituto Hercílio Randon**, which enhances, accelerates and shares innovation

• Partnership with **Startups and Universities**



Programs

ExO

Start

Startup
Creator

Conexo
Challenge

Services and initiatives

Cocriation
and
colaboration

Strategy

Innovation
Diagnosis

Training and
Qualifications

Immersion

RANDON
VENTURES

**Investments in
startups**



Fintechs
Acesso ao
crédito



Insurtechs
Digitalização
e distribuição
de seguros



Autotechs
Mobilidade
elétrica e
tecnologias
automotivas



Logtechs
Complementares
ao portfólio



Indústria 4.0
Smart
manufacturing



E mais
Blockchain, ESG,
IA, IoT e visão
computacional

OUR PEOPLE

OUR WAY OF BEING AND DOING



Self-knowledge and
continuous learning



Positive
innovation



Inspires
with confidence



Results with a
strategic vision

Performance in 2021

15,433
employees

18.1%
are women

12% (+1 pp)
of women in
leadership positions
(2020 base year: 11%)



Average of

19 hours
of training per
collaborator



Qualificar

1,950 young
people have already
passed through the
program



Novos Caminhos

785 professionals
have already
participated of
program

RANDON

Companies

INCLUSION DIVERSITY

DIVERSITY

- » Awareness-building;
- » Sensitization
- » Education on relevant issues;
- » Dissemination;
- » Unconscious biases.

Focus

INDIVIDUAL

INCLUSION

- » Affinity committees and groups;
- » Multipliers of plurality;
- » Diagnostic census;
- » Minorities' Day;
- » Communication actions.

Focus

RELATIONSHIP

EQUALITY

- » People are valued and respected;
- » Ethics Channel and Code of Ethics;
- » Revision of policies and processes
- » Brand and Reputation.

Focus

ORGANIZATION

OUR ACTIONS IN 2021

PLURAL JOURNEY

100%

of the Leadership
sensitized

100%

of Directors took
part in webinars

AFFINITY COMMITTEES AND GROUPS

- » Gender Equity
- » Ethnic-racial equity
- » Respect for LGBTQIA+ rights
- » Inclusion of people with disabilities
- » Age Diversity: generations



SOCIAL

RESPONSABILITY



ENVIRONMENTAL COMMITMENT



Reduction

Greenhouse gases
40% UNTIL 2030.

ENERGY
Consumption

WATER
Consumption

Increase

Reverse logistics

ECO FRIENDLY
Products and Processes

Circular economy

Conversion rate

ALTERNATIVE ENERGY
Sources



94% Is our conversion rate from raw material to product

79% Our waste has a sustainable destination

80% **Metal Scrap** Used in the foundry process comes from the reuse of residues

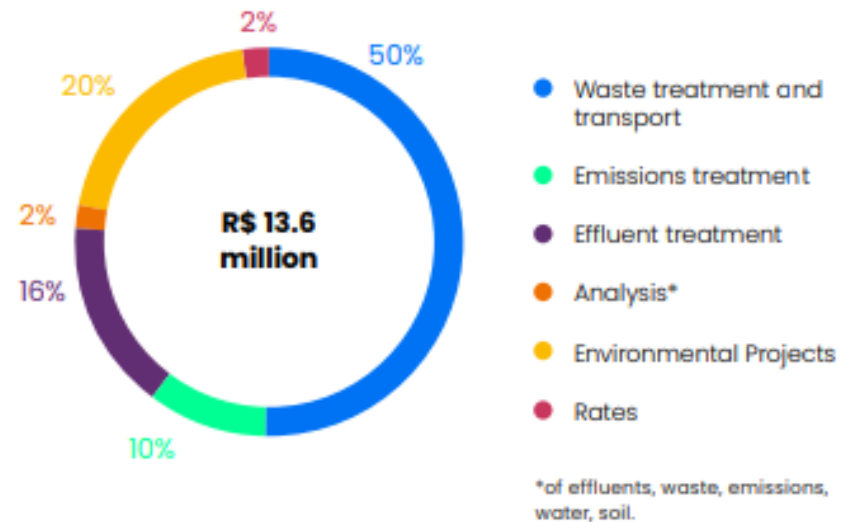
Data from 2021

RANDON

Companies

ENVIRONMENTAL COMMITMENT

Investments in Environmental Management in 2021



Our actions are guided by the principles of Circular Economy

 **Climate changes**

Data from 2021

**74.4
Tons**

CO2 emissions in 2021 (Scopes 1 and 2)

3.3
kgCO2e/hours worked

Emissions Intensity

OUR ESG

AMBITION



Public Commitments

- »» Double the number of women in leadership positions by 2025.
- »» Zero serious accidents.
- »» Increase the consolidated annual net revenue generated by new products.
- »» Reduce 40% of greenhouse gas emissions by 2030.
- »» Zero waste disposal in industrial landfill and discharge of effluents by 2025.



MAIN FIGURES 1Q22



Consolidated Net
Revenue

R\$ 2.5B

Revenues from
International Markets

US\$ 99.9M

Consolidated EBITDA

R\$ 401.4M
16.2% o/CNR

Net Profit

R\$ 130.1M
5.3% o/CNR

CAPEX

R\$ 45.7M

Net Debt and Leverage
Without Randon Bank

R\$ 2.1B
1.58x

ROE

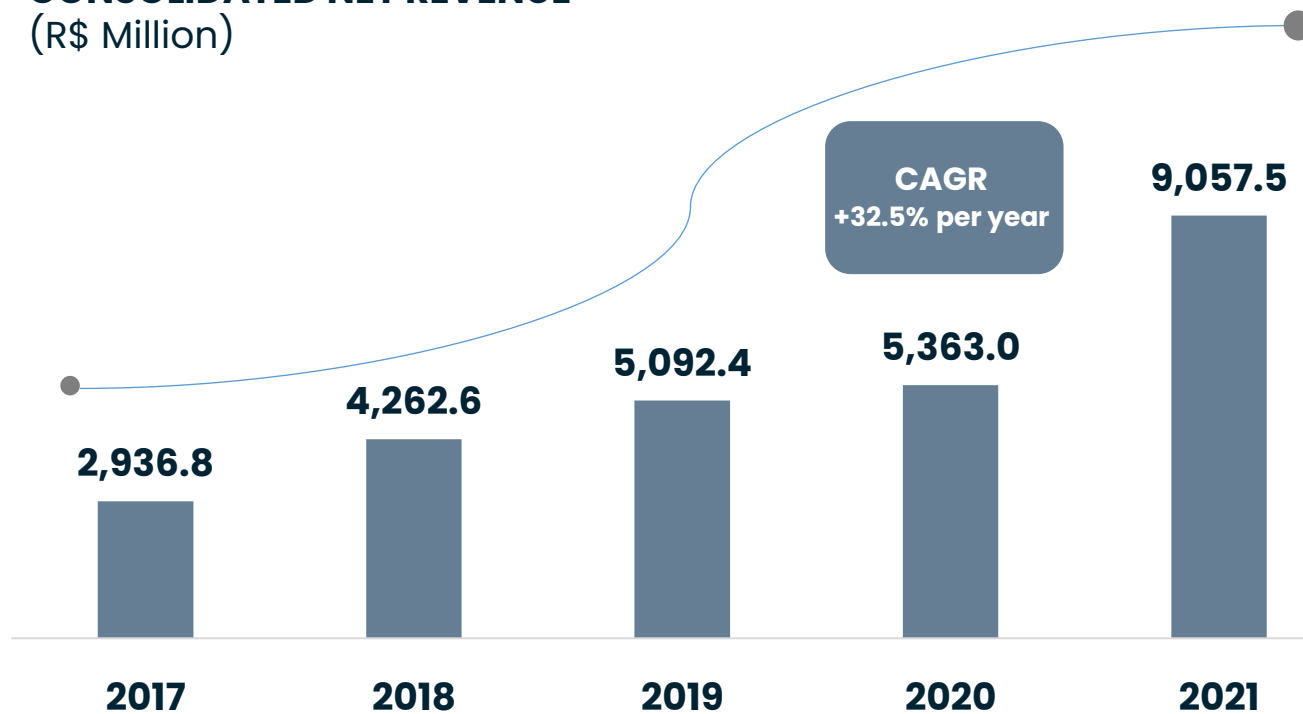
27.5% per year

ROIC

11.9% per year

ACCELERATED GROWTH

CONSOLIDATED NET REVENUE¹ (R\$ Million)



¹As of 2020, revenues do not consider the discontinued operation – Randon Veículos



MARKET

		1Q22	1Q21	Δ%	4Q21	Δ%
Production	Trucks ¹	34,383	33,082	3.9%	40,508	-15.1%
	Trailers ³	20,632	22,382	-7.8%	23,556	-12.4%
Brazil Sales	Trucks ¹	26,852	26,077	3.0%	33,406	-19.6%
	Trailers ²	19,502	21,296	-8.4%	22,061	-11.6%
Exports	Trucks ¹	4,685	5,279	-11.3%	6,040	-22.4%
	Trailers ³	1,130	1,086	4.1%	1,495	-24.4%

¹ Anfavea

² Anfir

³ Anfir + Aliceweb

Volumes in units

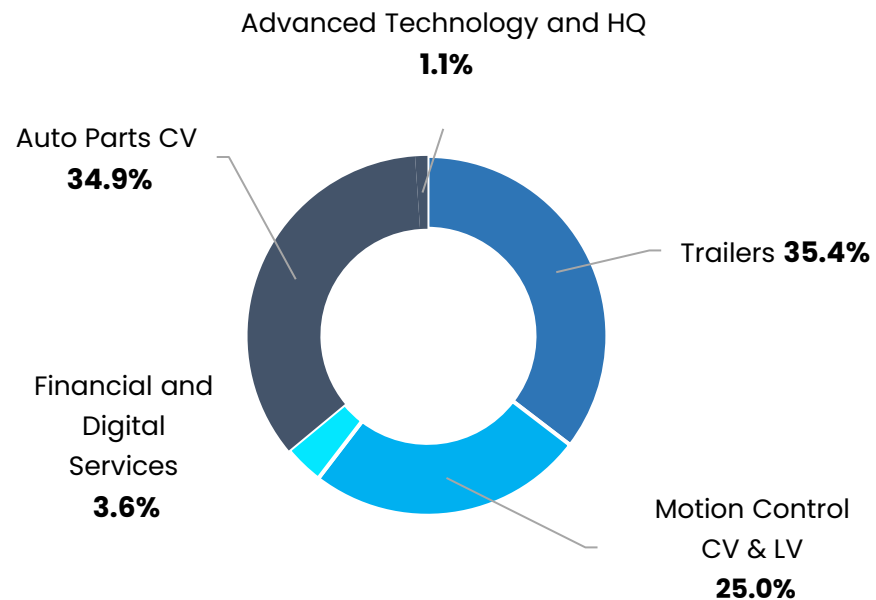
DETERMINANT FACTORS OF DEMAND

- GDP
- Harvest
- Confidence
- Unemployment rate
- Interest rate
- Inflation



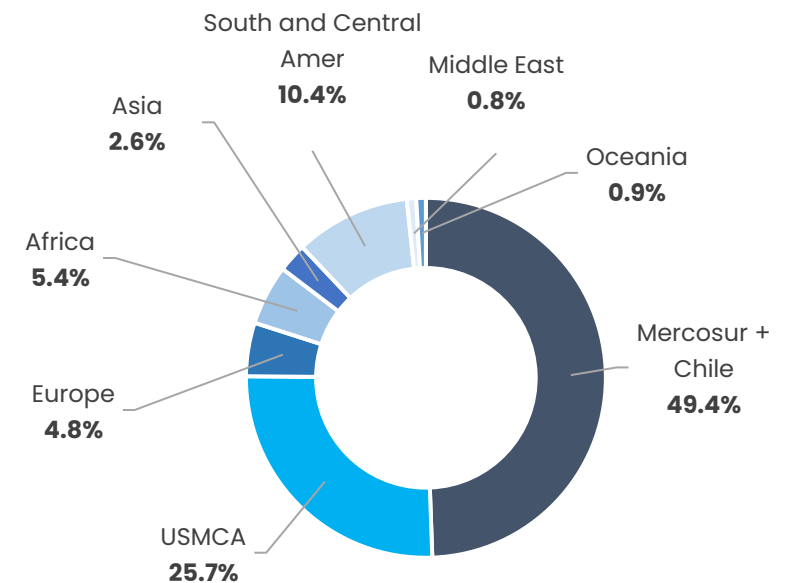
MODEL DIVERSIFIED BUSINESS

%Net Revenue by Business Vertical 1Q22



Note: CV - Commercial Vehicles | LV - Light Vehicles | HQ - Headquarter

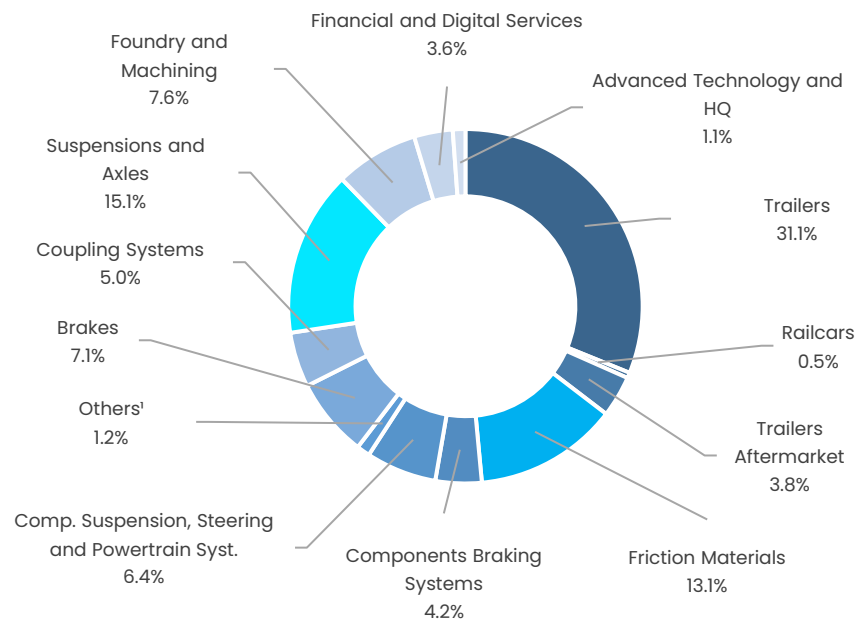
%International Market Revenues by Region 1Q22





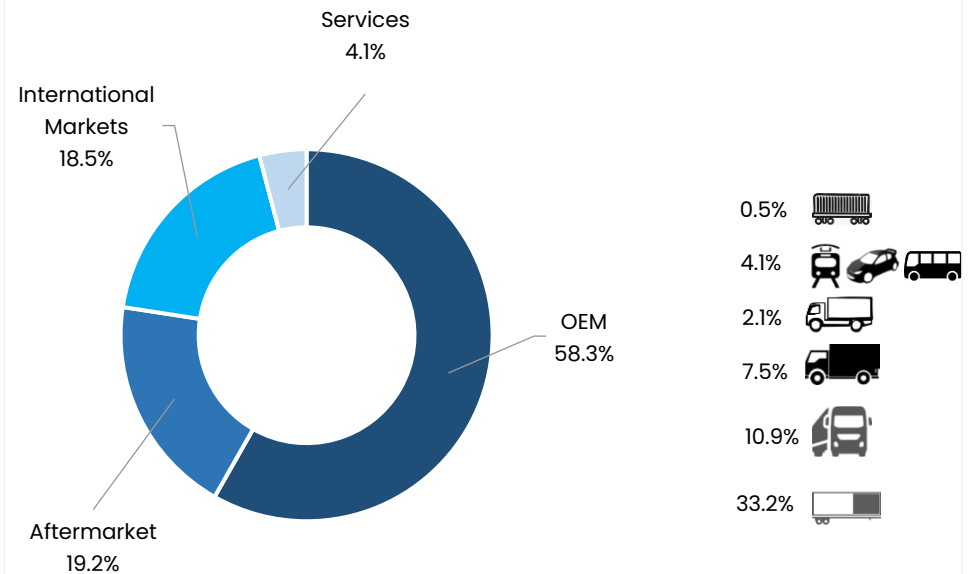
MODEL DIVERSIFIED BUSINESS

%Net Revenue by Product 1Q22



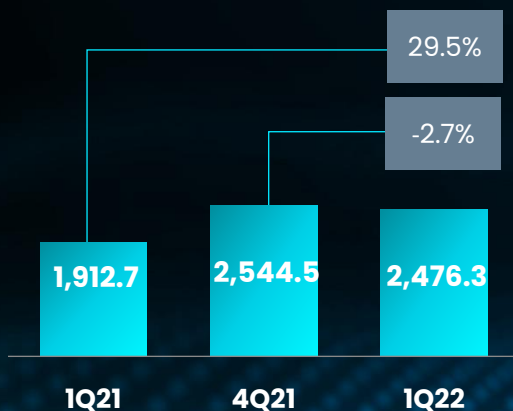
¹ For the opening of the Others line, see attachment IV of the Fras-le's Earnings Release

%Net Revenue by Segment 1Q22

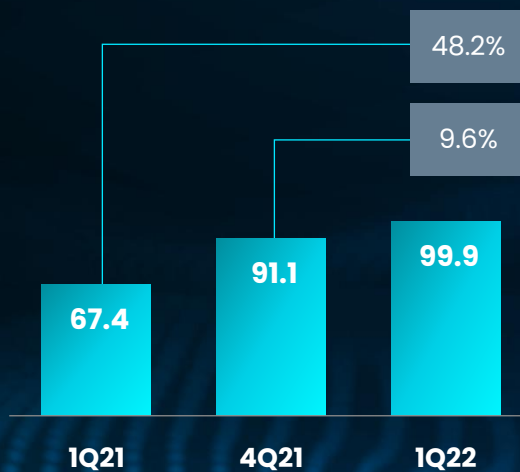


CONSOLIDATED 1Q22 RESULTS

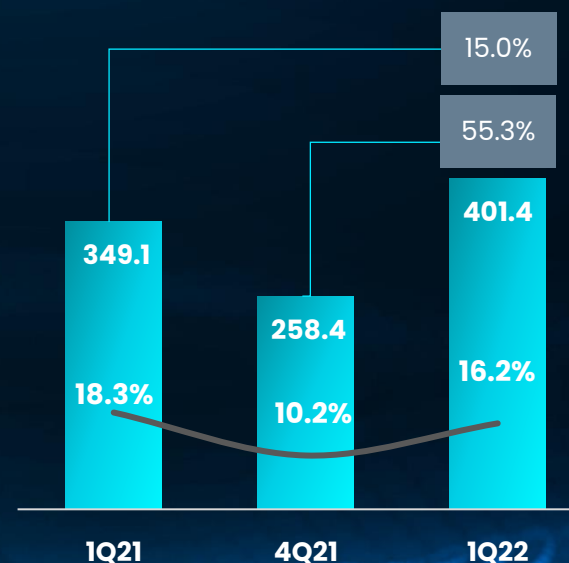
Consolidated Net Revenue
(R\$ Million)



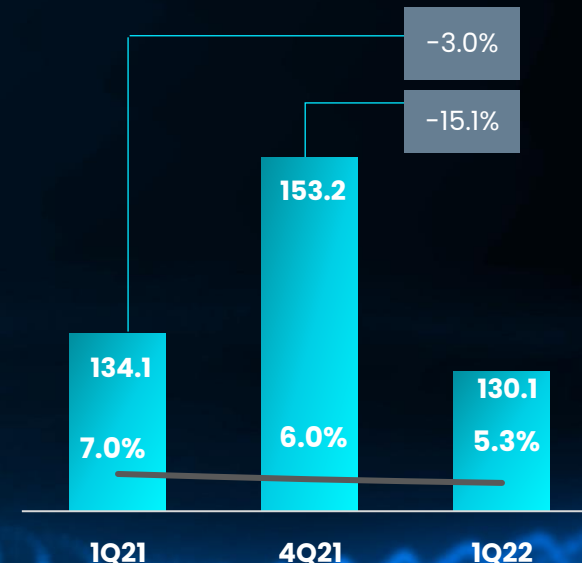
International Markets
(US\$ Million)



EBITDA and EBITDA Margin
(R\$ Million | %)

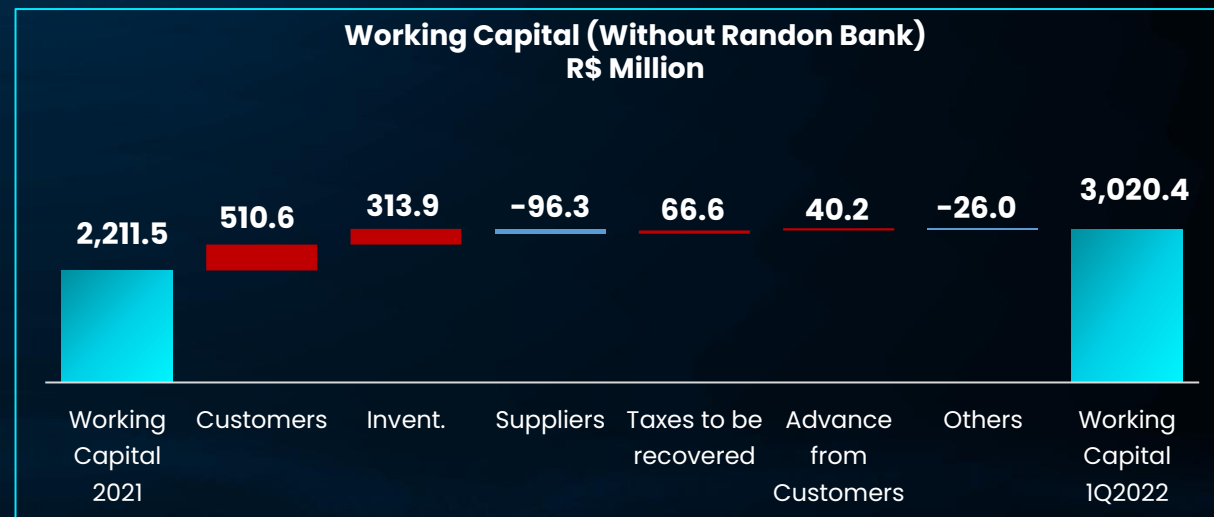
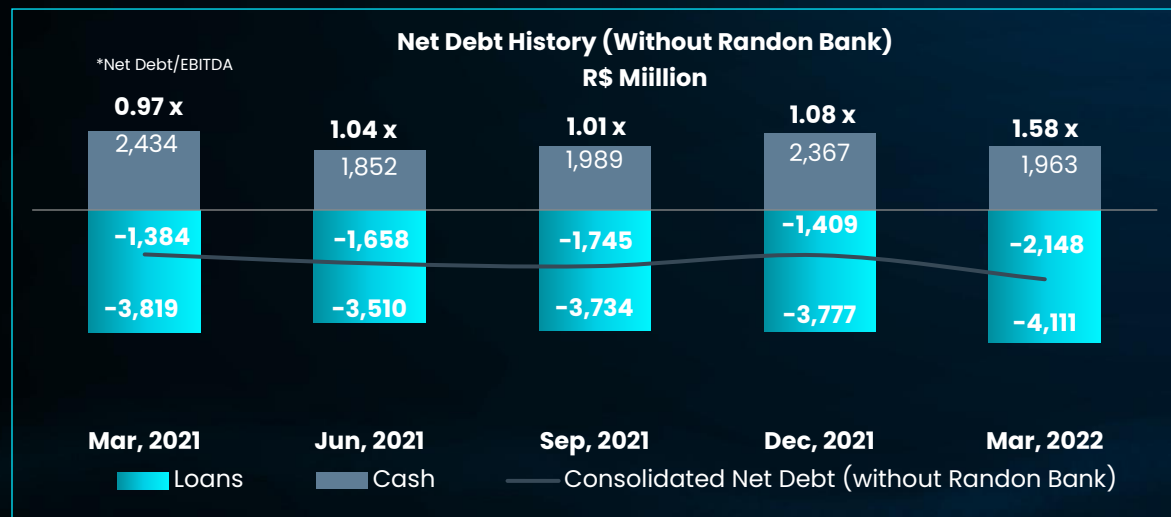


Net Profit and Net Margin
(R\$ Million | %)



With a demanding market and a lot of dedication from our teams, we obtained consistent revenues and margins this quarter. However, in 2022, we have an extremely challenging business environment that requires caution and discipline.

FINANCIAL HIGHLIGHTS 1Q22



Total Gross Debt

Total Gross Debt	R\$ 5,150
Gross Debt in domestic currency (without Randon Bank)	R\$ 3,500
Randon Bank's Gross Debt	R\$ 1,039
Gross Debt in foreign currency	R\$ 424
Business Combination	R\$ 187

R\$ Million

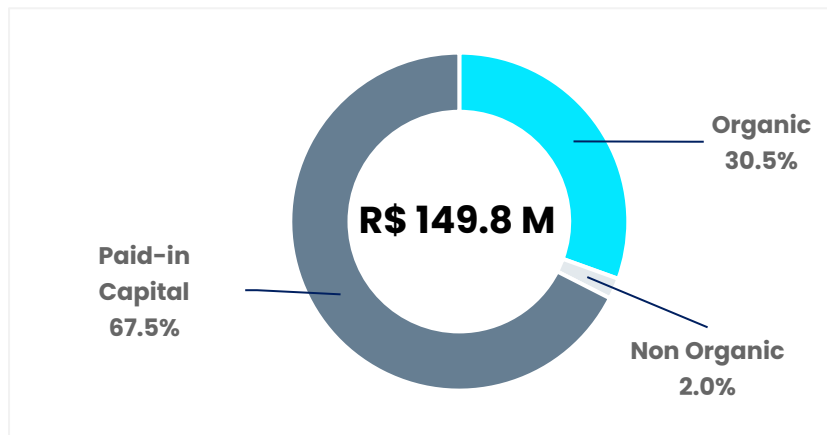
USD rate on March 31, 2022	R\$ 4.7378
Average cost of bank debt in Domestic Currency	13.1% per year
Average cost of bank debt in Foreign Currency	3.9% per year
Average bank debt term	2.4 years
Average bank debt term without Randon Bank	2.7 years

Net debt continues to reflect the increase in the Company's working capital needs, which has been using the advance purchase of inventories as a strategy to mitigate the effects of inflation.



INVESTMENTS

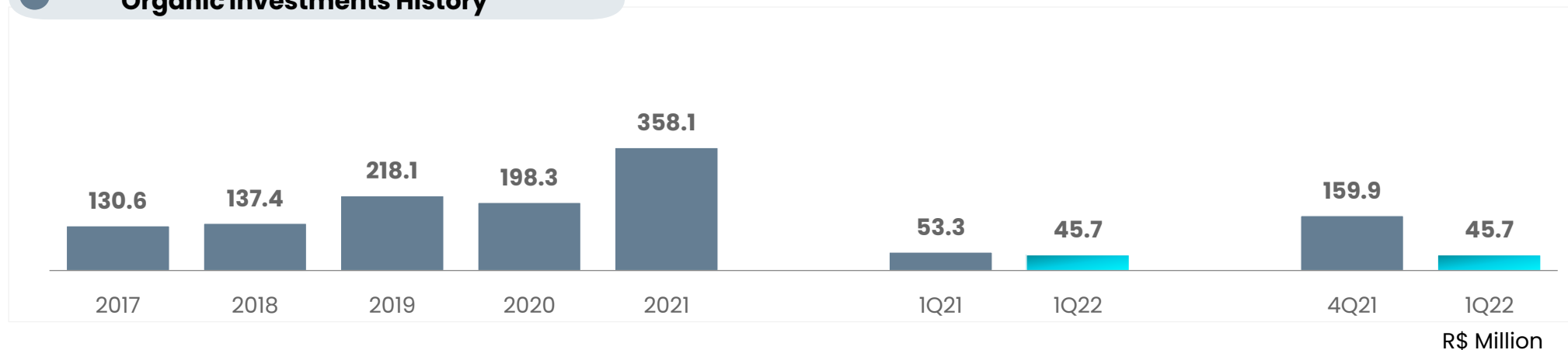
Total Investments 1Q22



HIGHLIGHTS 1Q22

- > **R\$ 23.6M** in machinery and equipment
- > **R\$ 101M** invested in Paid-in Capital of the companies Randon Messias, Randon Peru, Banco Randon, NIONE and Castertech Schroeder

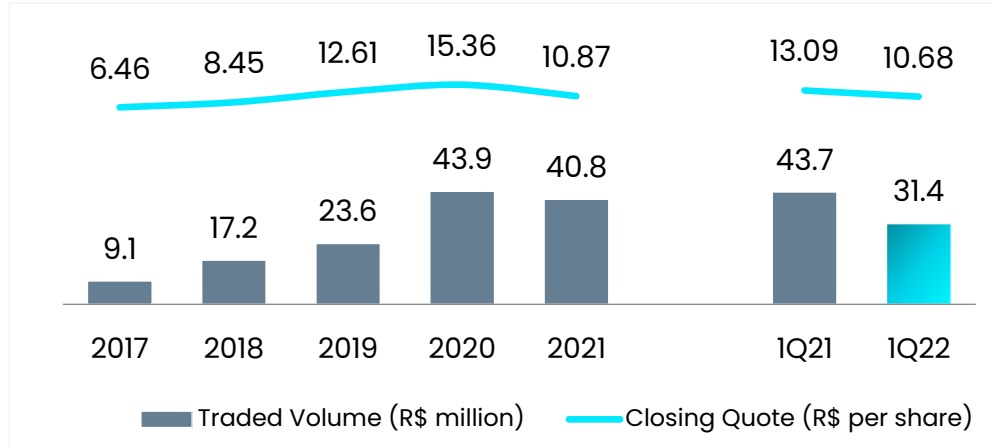
Organic Investments History



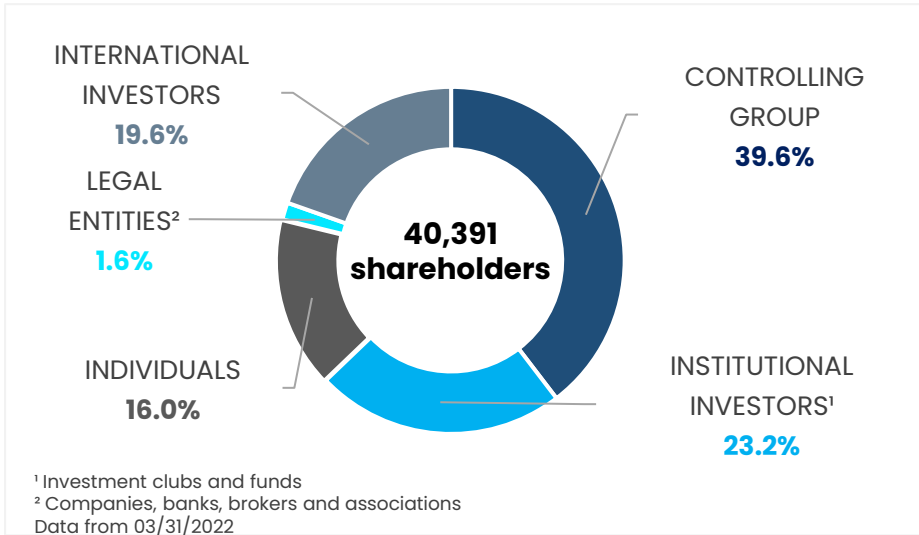


STOCK MARKET

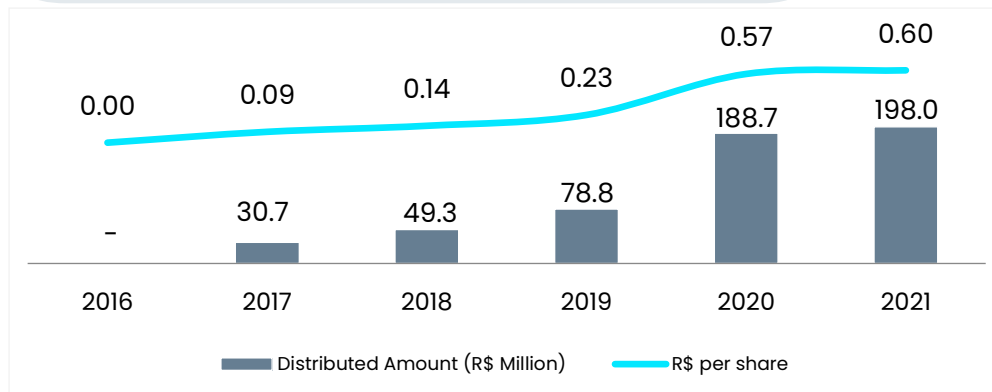
RAPT4 Price | Daily Average Liquidity



Shareholders Profile % total shares



Dividends and Interest on Equity¹

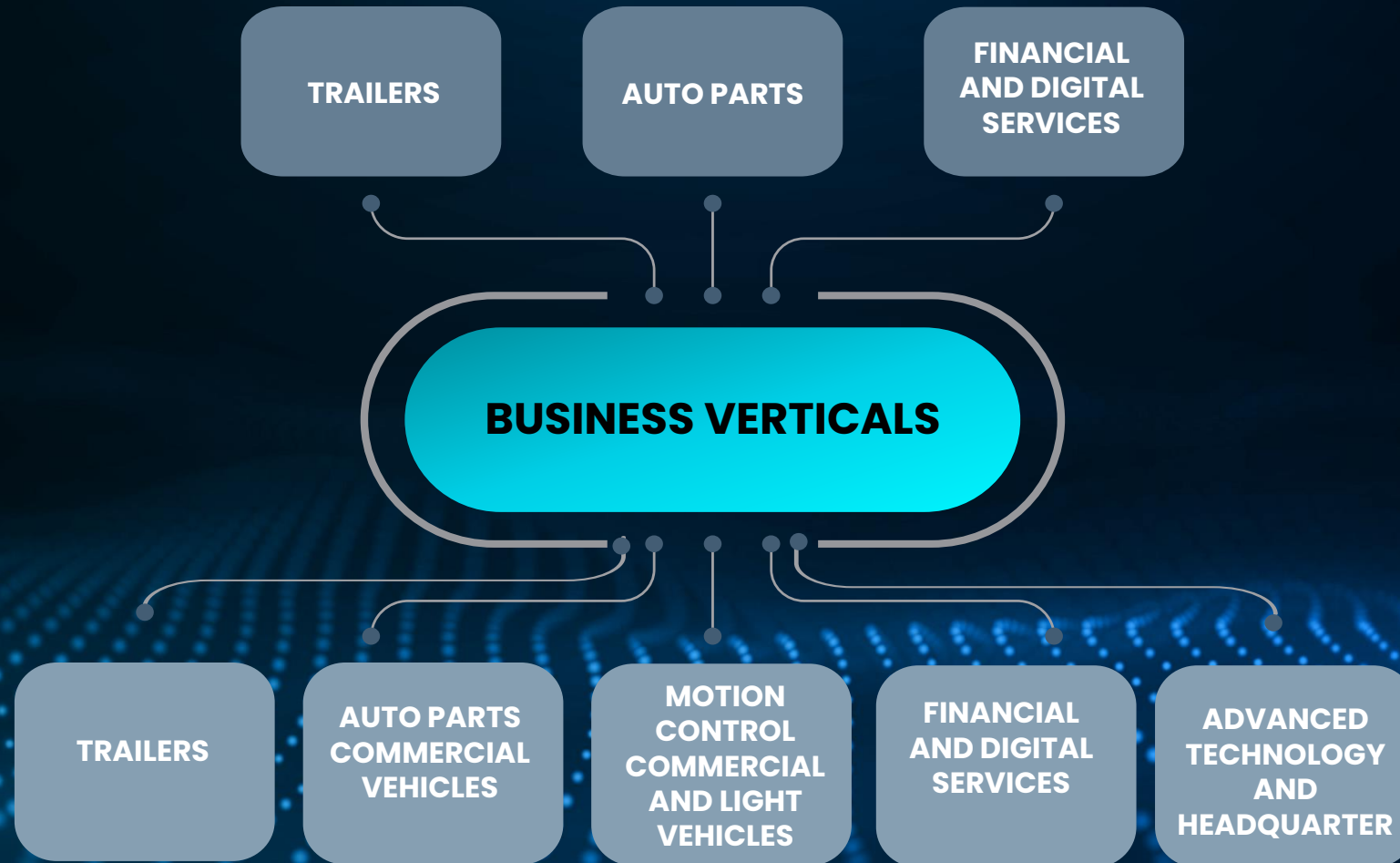


DIVIDENDS PAYMENT

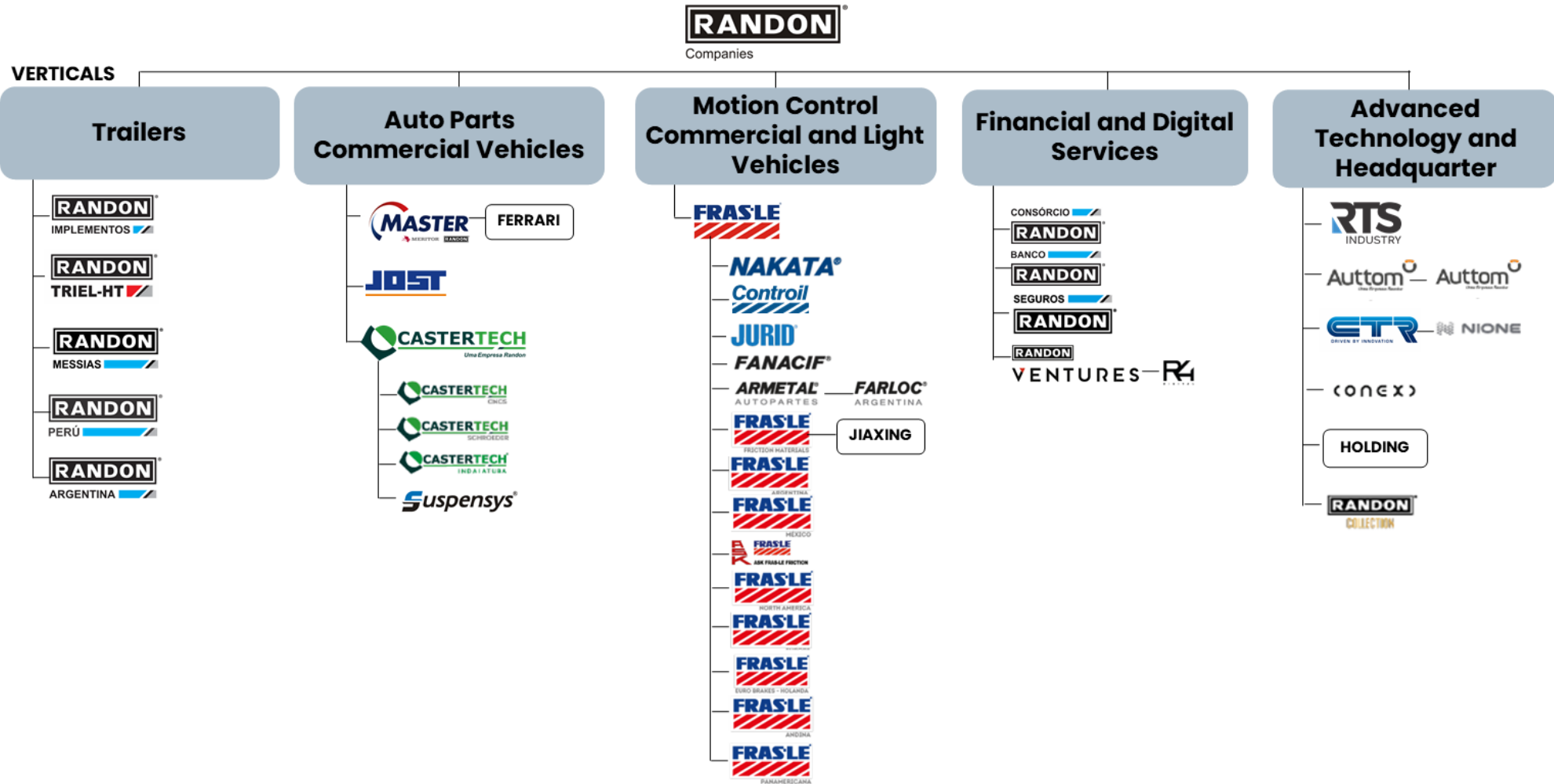
- > R\$ 117.6 million
- > R\$ 0.356978 per share
- > Ex-right as of April 20
- > Payment on April 29

¹ Distribution by period of competence and without income tax

RESULTS BY **BUSINESS VERTICALS**



RESULTS BY BUSINESS VERTICALS

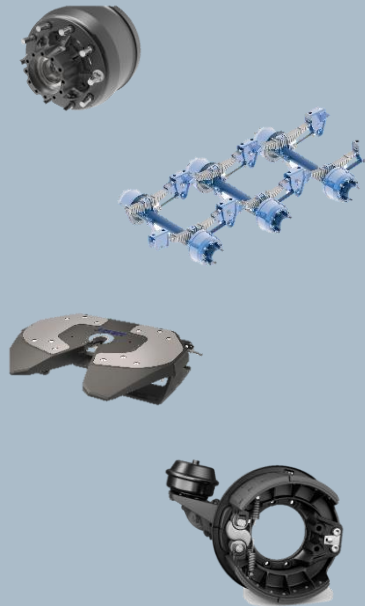


RESULTS BY BUSINESS VERTICALS

TRAILERS



AUTO PARTS CV¹



¹Commercial Vehicles

MOTION CONTROL CV&LV¹



¹Commercial and Light Vehicles

FINANCIAL AND DIGITAL SERVICES



ADVANCED TECHNOLOGY AND HEADQUARTER



TRAILERS

Net Revenue
R\$ 998.1M

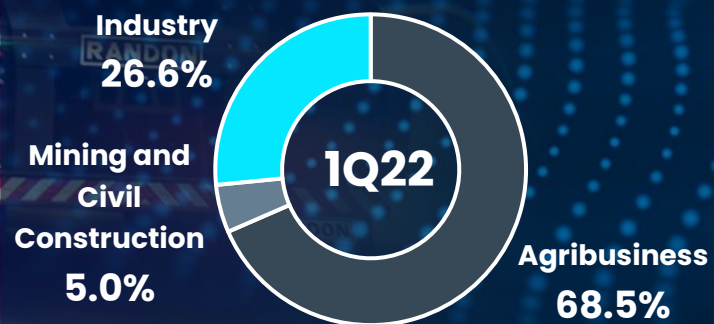
**Revenues from
International Market**
US\$ 38.7M

EBITDA | Margin
R\$ 119.5M
12.0%

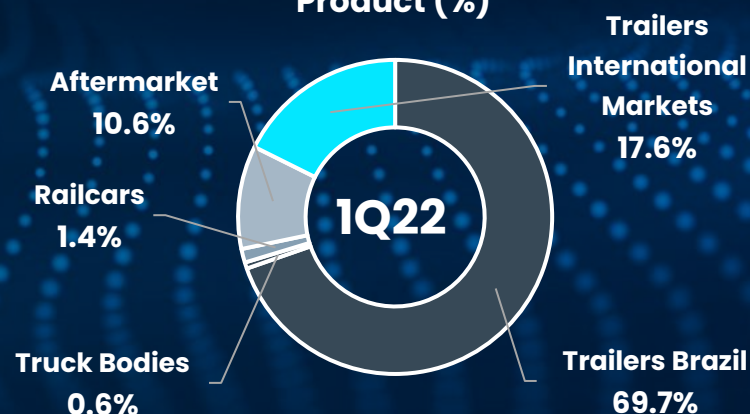
Investments
R\$ 22.4M

Volumes	1Q22	1Q21	Δ%	4Q21	Δ%
Trailers Brazil (un.)	5,621	6,993	-19.6%	6,659	-15.6%
Trailers International Markets (un.)	1,240	925	34.1%	1,249	-0.7%
Railcars (un.)	27	9	200.0%	147	-81.6%

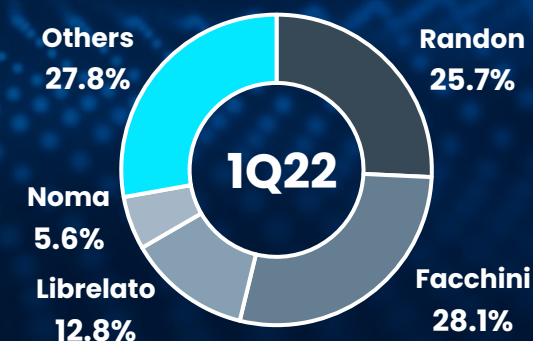
**Net Revenue Breakdown by
Economic Sector (%)**



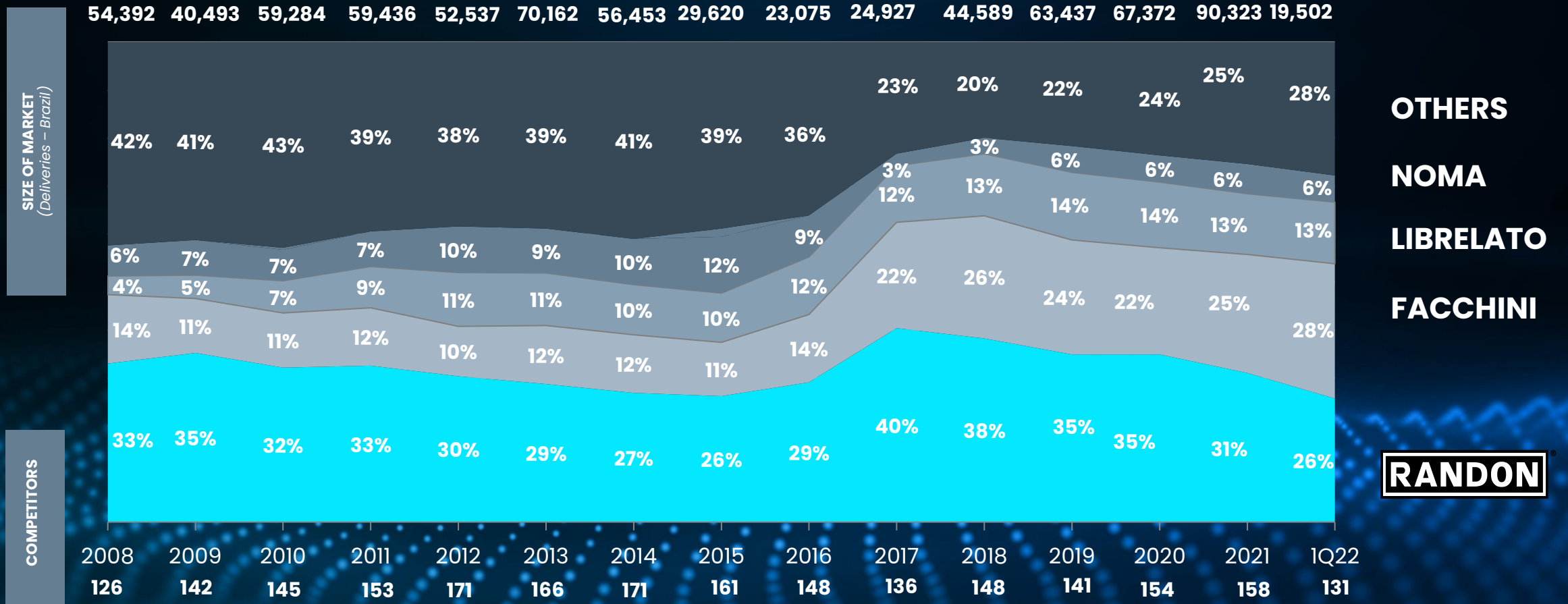
**Net Revenue Breakdown by
Product (%)**



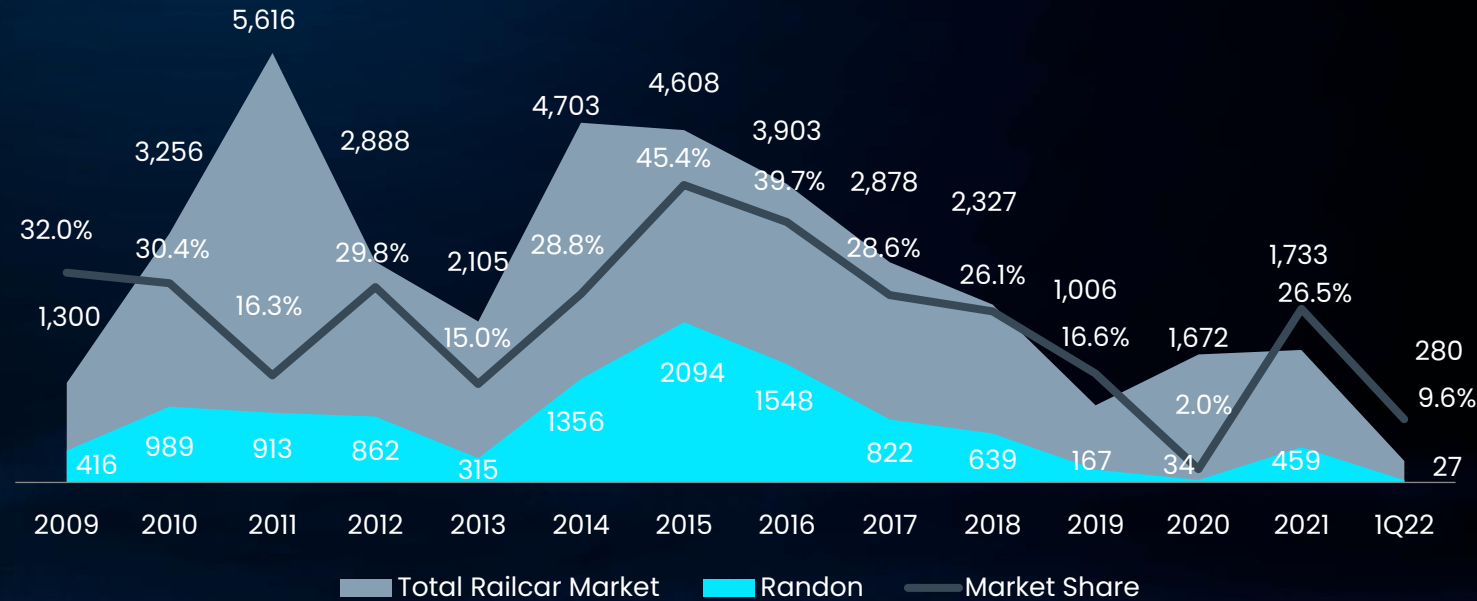
**Quarterly Market Share
(%)**



VERTICAL TRAILERS



VERTICAL TRAILERS



RAILCARS MARKET CHARACTERISTICS:



Customer base concentrated in large industries or concessionaires



Long cycle between order and delivery

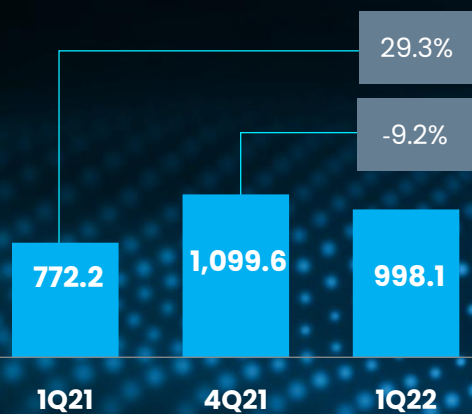


Higher cargo volume

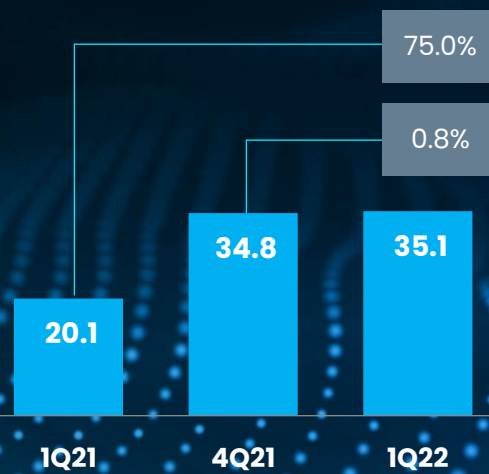
VERTICAL TRAILERS

1Q22 PERFORMANCE

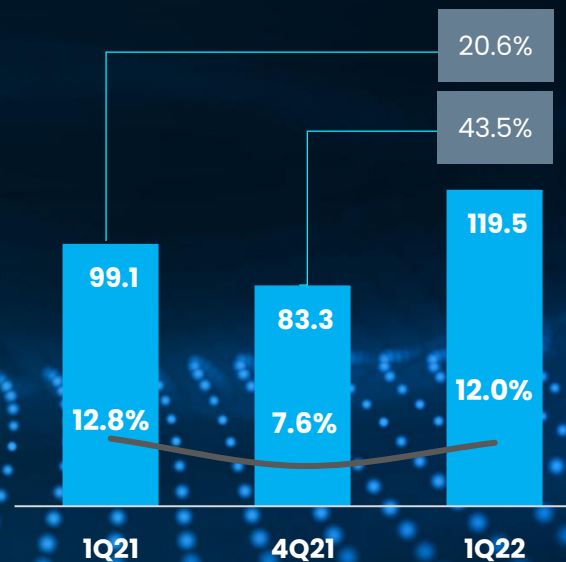
Consolidated Net Revenue (R\$ million)



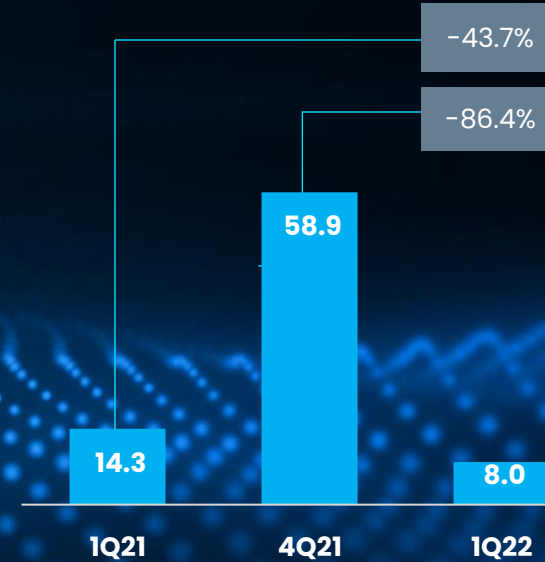
International Markets (US\$ million)



EBITDA and EBITDA Margin (R\$ million | %)



Organic Investments (R\$ million)



RANDON[®]

Companies

VERTICAL AUTO PARTS COMMERCIAL VEHICLES

Net Revenue
R\$ 983.6M

Revenues from
International Market
US\$ 11.2M

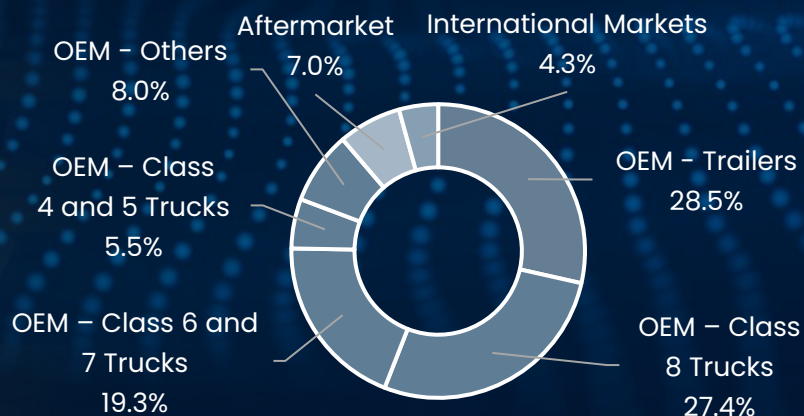
EBITDA | Margin
R\$ 170.5M
17.3%

Investments
R\$ 52.4M

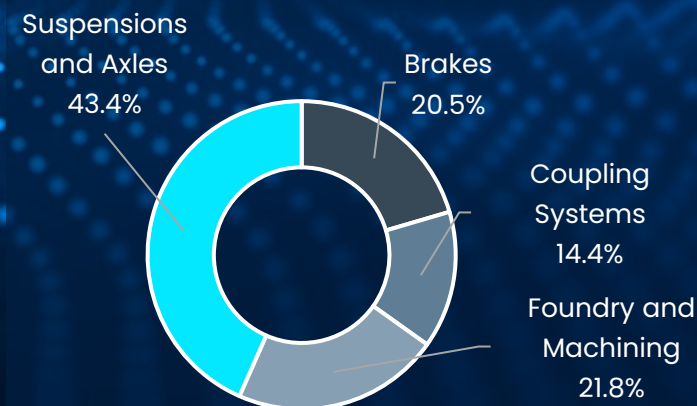
Volumes	1Q22	1Q21	Δ%	4Q21	Δ%
Brakes (un.)	245,526	214,918	14.2%	225,250	9.0%
Coupling Systems (un.)	34,426	36,929	-6.8%	38,803	-11.3%
Suspensions and Axles (un.)	48,638	45,772	6.3%	49,481	-1.7%
Foundry and Machining (tons) ¹	26,659	18,960	40.6%	24,989	6.7%

¹We changed the reporting of Castertech volumes due to this business unit growth and better market practices, in addition to reflecting the way we look at the business internally.

Net Revenue by Segment (%)

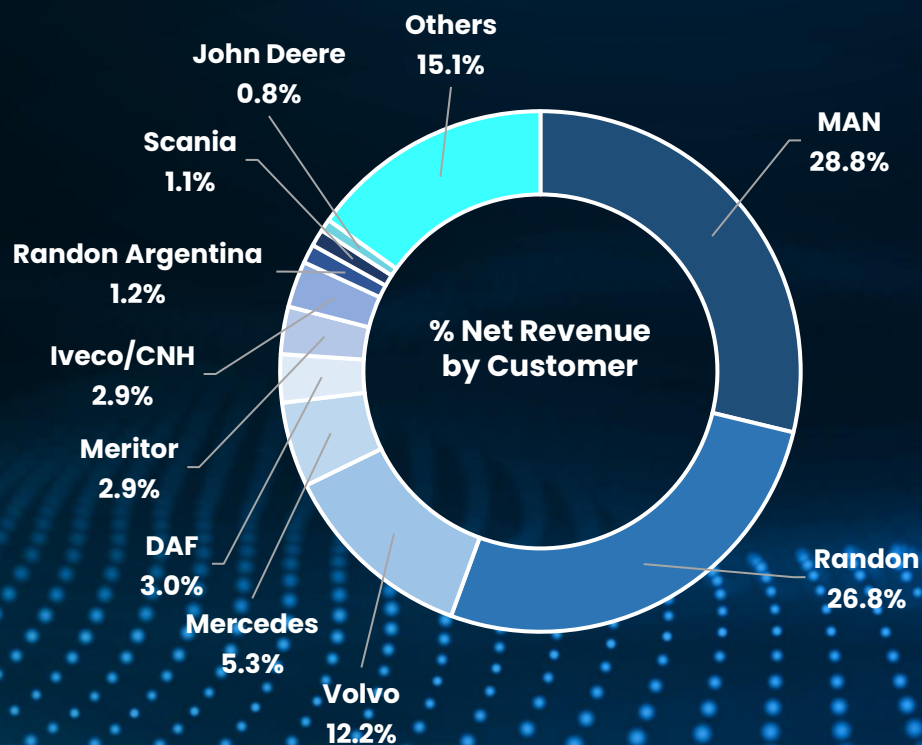


Net Revenue by Product (%)



VERTICAL AUTO PARTS COMMERCIAL VEHICLES

LEADERSHIP OEM SOUTH AMERICA



MAIN COMPETITORS

BRAKES

Knorr (Germany) - Brazil/SP
Wabco (USA) - Brazil/SP
Captive Market - (MB, Scania and Silpa)

COUPLING SYSTEMS

Fontaine - Brazil/PR
GF - George Fischer (Switzerland)
Fuwa (China)

SUSPENSIONS AND AXLES

KLL/ SAF Holland - Brazil/SP
Ibero - Brazil/SP
Hendrickson (USA)
BPW (Germany)
Fuwa (China)
Captive Market - (Facchini, Noma)

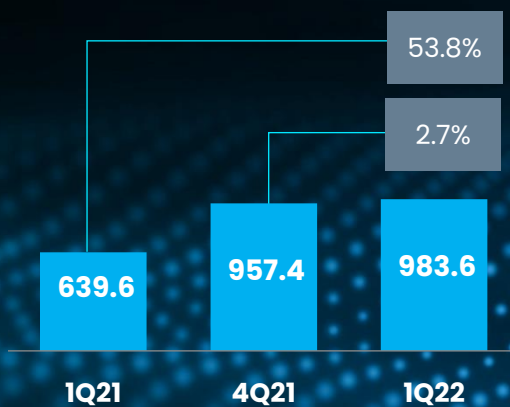
FOUNDRY AND MACHINING

Durametal (Brazil/CE)
Schulz (Brazil/SC)
Frum (Brazil/MG)
Fundimisa (Brazil/RS)

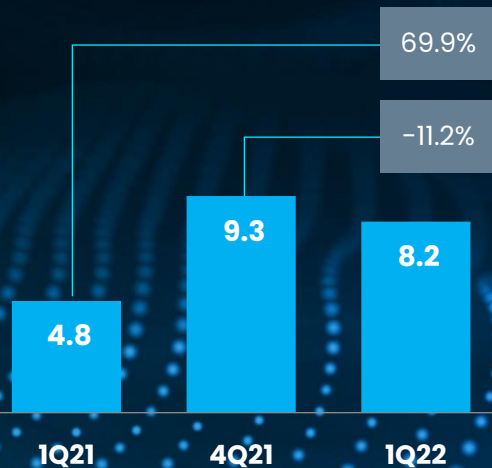
VERTICAL AUTO PARTS COMMERCIAL VEHICLES

1Q22 PERFORMANCE

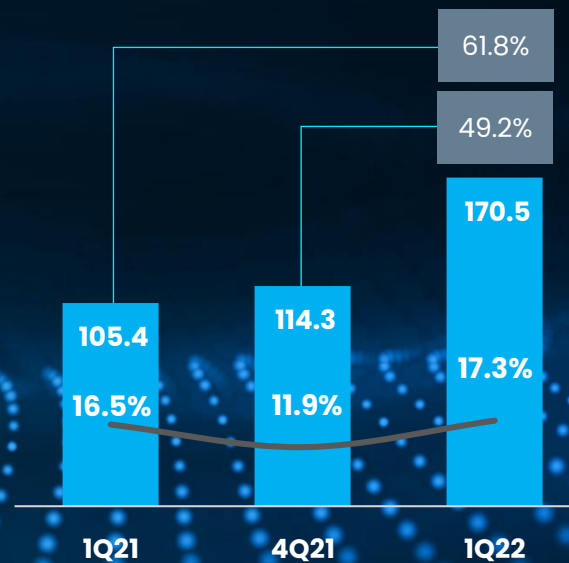
Consolidated Net Revenue (R\$ million)



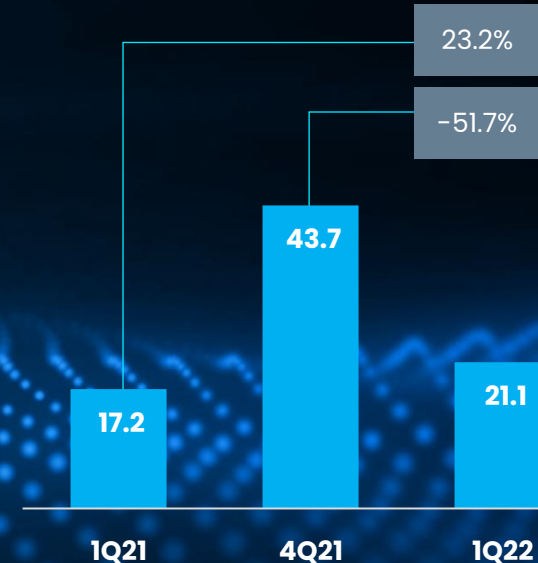
International Markets (US\$ million)



EBITDA and EBITDA Margin (R\$ million | %)



Organic Investments (R\$ million)



RANDON

Companies

VERTICAL

MOTION CONTROL COMMERCIAL AND LIGHT VEHICLES

Net Revenue
R\$ 704.8M

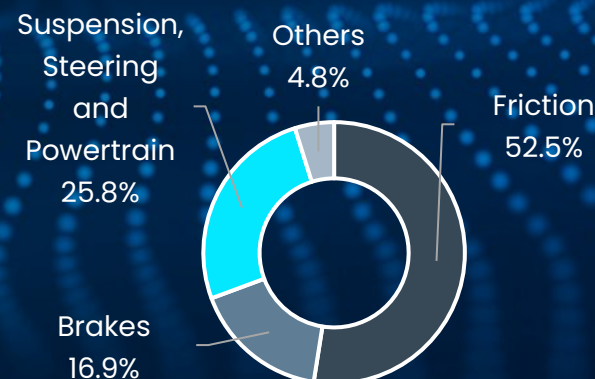
Revenues from
International Market
US\$ 73.9M

EBITDA | Margin
R\$ 106.0M
15.0%

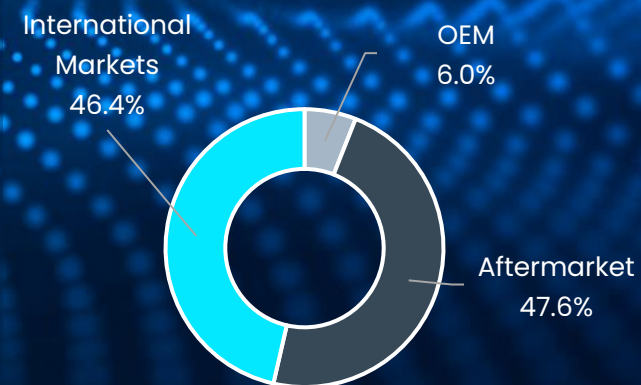
Investments
R\$ 13.6M

Volumes	1Q22	1Q21	Δ%	4Q21	Δ%
Friction Materials (Thousand/un.)	23,822	26,843	-11.3%	23,417	1.7%
Components Braking Systems (Thousand/un.)	2,097	2,218	-5.4%	1,942	8.0%
Comp. Suspension, Steering and Powertrain Syst. (Thousand/un.)	3,973	4,042	-1.7%	4,282	-7.2%

Net Revenue by Product (%)



Net Revenue by Segment (%)



VERTICAL

MOTION CONTROL

COMMERCIAL AND LIGHT VEHICLES

MARKET SHARE
Brazil Aftermarket
Friction Material

It has a portfolio with more than 16,000 references, distributed in friction and non-friction, and exports to all continents.

33%



BRAKE PADS
LIGHT
VEHICLES

48%



BRAKE LININGS
COMMERCIAL
VEHICLES

38%



BRAKE PADS
COMMERCIAL
VEHICLES

42%



BRAKE LININGS
CARS

22%

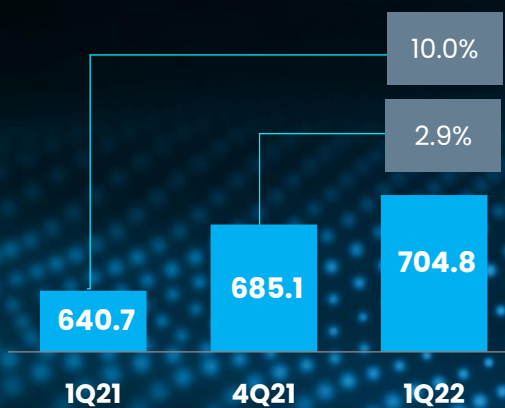


BRAKE SHOES
FOR CARS

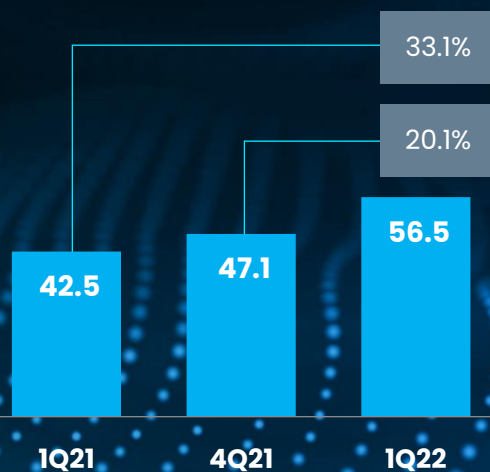
MOTION CONTROL COMMERCIAL AND LIGHT VEHICLES

1Q22 PERFORMANCE

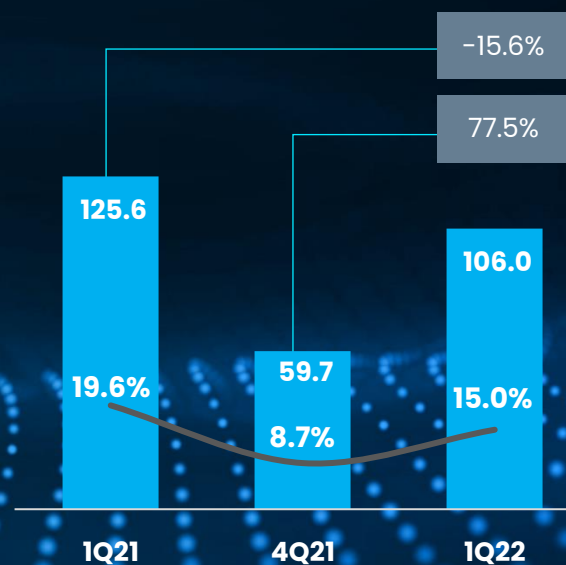
Consolidated Net Revenue (R\$ million)



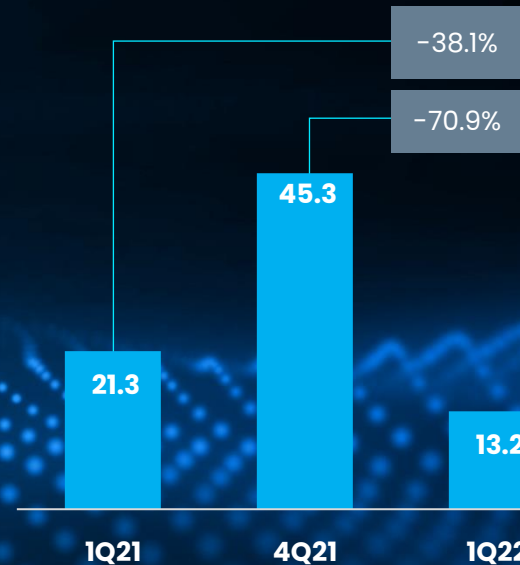
International Markets (US\$ million)



EBITDA and EBITDA Margin (R\$ million | %)



Organic Investments (R\$ million)



VERTICAL FINANCIAL AND DIGITAL SERVICES

Net Revenue
R\$ 100.7M

EBITDA | Margin
R\$ 25.5M
25.3%

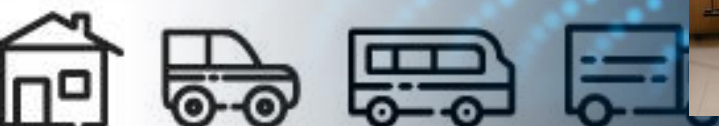
Venture Capital
R\$ 21.9M

8 Startups
invested and
16 co-invested

Volumes	1Q22	1Q21	Δ%	4Q21	Δ%
Coop-payment plan quotas sold	3,426	3,023	13.3%	5,703	-39.9%



Randon Ventures led investments in the *fintech* Money Money Invest, a platform that connects investors willing to lend money to small and medium entrepreneurs looking for credit.



VERTICAL FINANCIAL AND DIGITAL SERVICES

CONSÓRCIO

RANDON
33 thousand

Customers

247 thousand

Quotas commercialized

72 thousand

Active quotas

R\$ 969 M

Accrued
administration fee

139 thousand

Quotas awarded

BANCO

RANDON
R\$ 1.2 B

Assets

R\$ 252.8 M

Equity

4,700

Customers

RANDON
VENTURES
R\$ 21.9 M

Invested Capital

8 startups
invested

16 startups
co-invested

+ 250 startups
analysed

SEGUROS

RANDON

Main insurance
products (% o/NR)

24%

National Transportation
Insurance

23%

Lender Insurance

20%

Life Insurance

33%

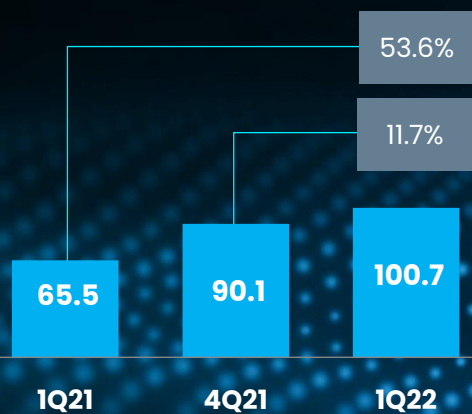
Others

VERTICAL

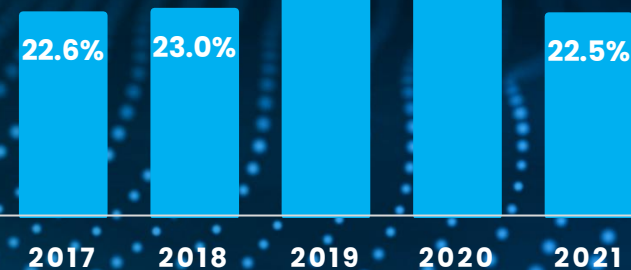
FINANCIAL AND DIGITAL SERVICES

1Q22 PERFORMANCE

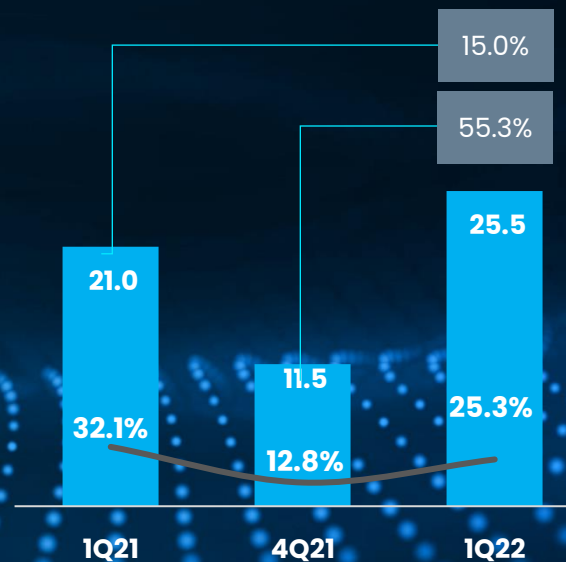
Consolidated Net Revenue (R\$ million)



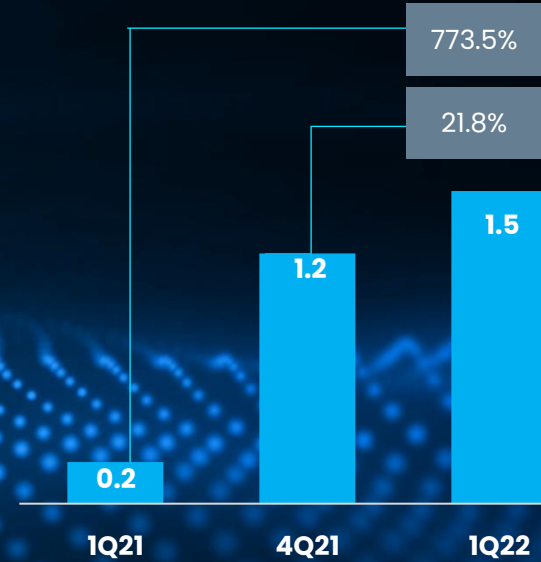
Return On Equity (ROE) (%)



EBITDA and EBITDA Margin (R\$ million | %)



Organic Investments (R\$ million)





RANDON

Companies

ADVANCED TECHNOLOGY AND HEADQUARTER

Net Revenue

R\$ 32.3M

EBITDA | Margin

R\$ 145.2M
449.1%

Equity Income

R\$ 149.1M

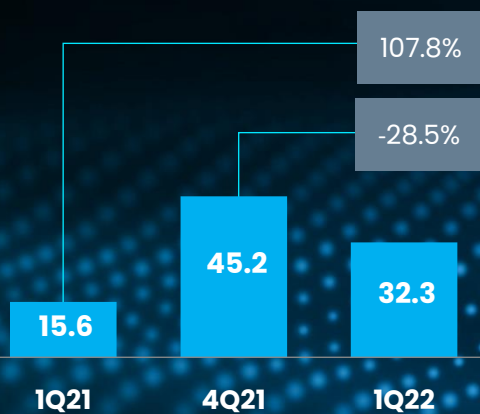
- › **CTR** renewed an important partnership with the bus and coach manufacturer Marcopolo
- › **NIONE** continues developing products and projects with the goal of soon offering new solutions to the market using nanotechnology
- › **Conexo** fostered and boosted innovation in *Serra Gaúcha* (Northeast of Rio Grande do Sul State) through Solo of Innovation
- › Equity Income is the investments by the **Holding**, which are eliminated in the consolidated results

VERTICAL

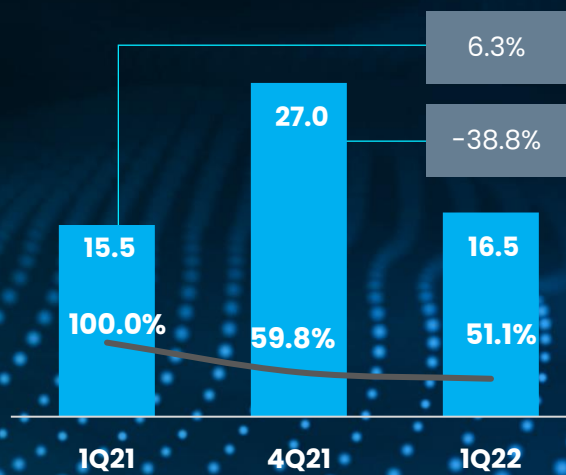
TECNOLOGIA AVANÇADA E HEADQUARTER

1Q22 PERFORMANCE

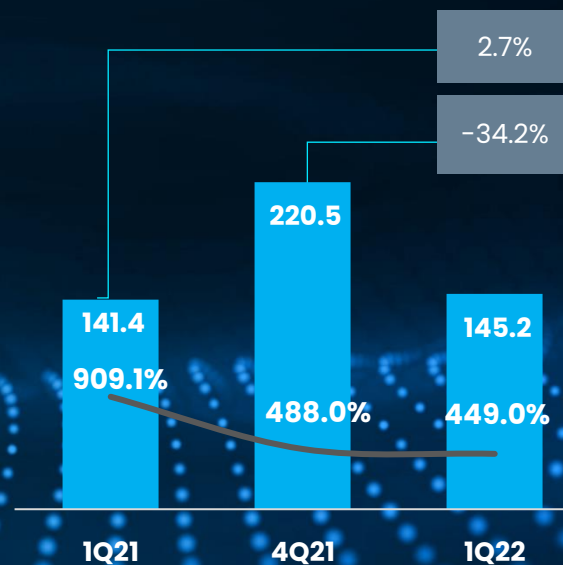
Consolidated Net Revenue (R\$ million)



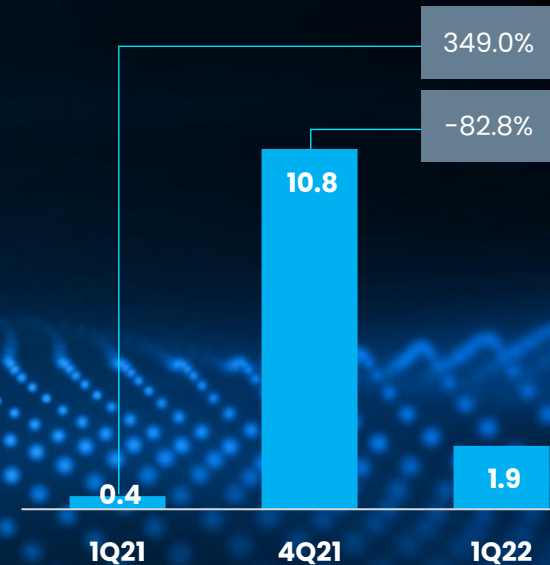
Gross Profit and Gross Margin (R\$ million | %)



EBITDA and EBITDA Margin (R\$ million | %)



Organic Investments (R\$ million)





SUPPORT

MATERIAL

 **1Q22**

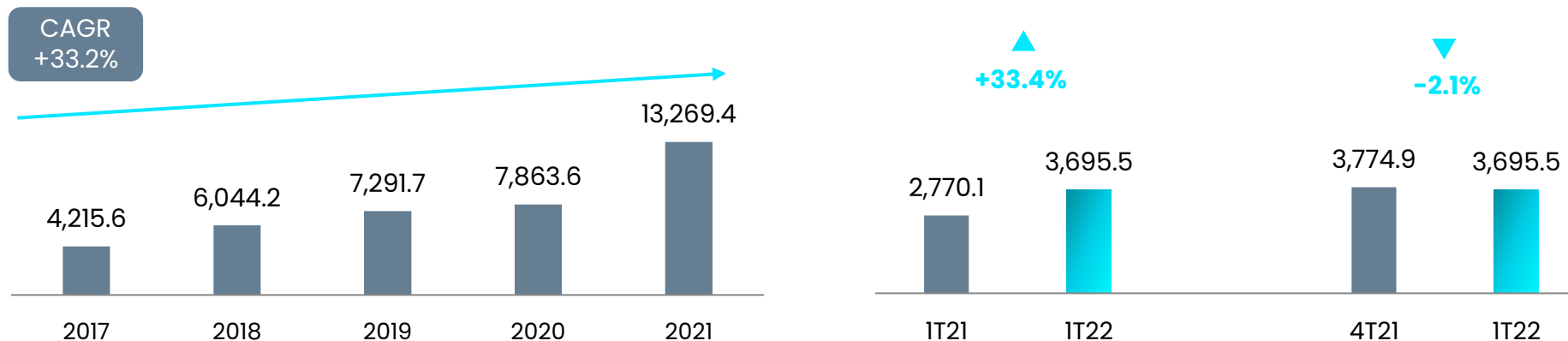
RANDON[®]
Companies

As of 2020 the numbers do not consider the discontinued operation of Randon Veículos

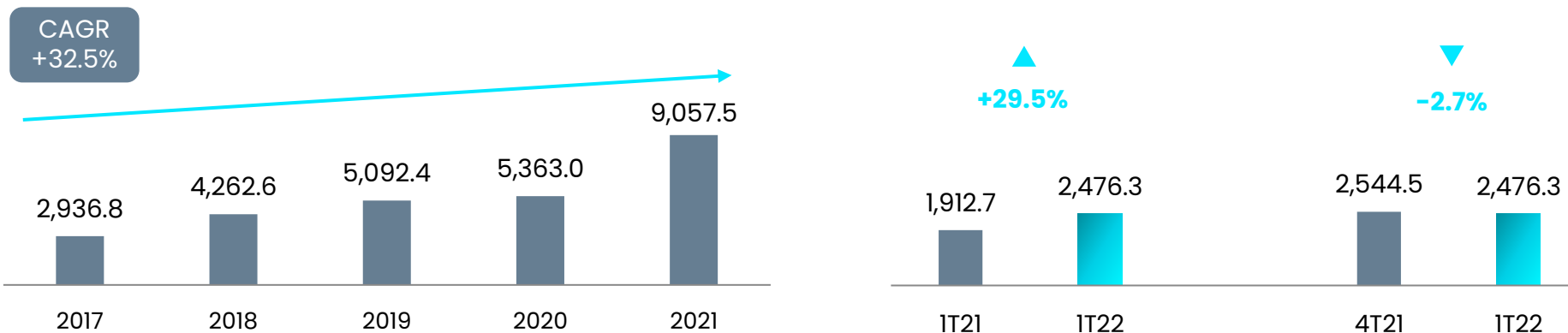


OPERATING RESULTS

TOTAL GROSS REVENUE (INCLUDING INTERCOMPANY SALES) | R\$ MILLION

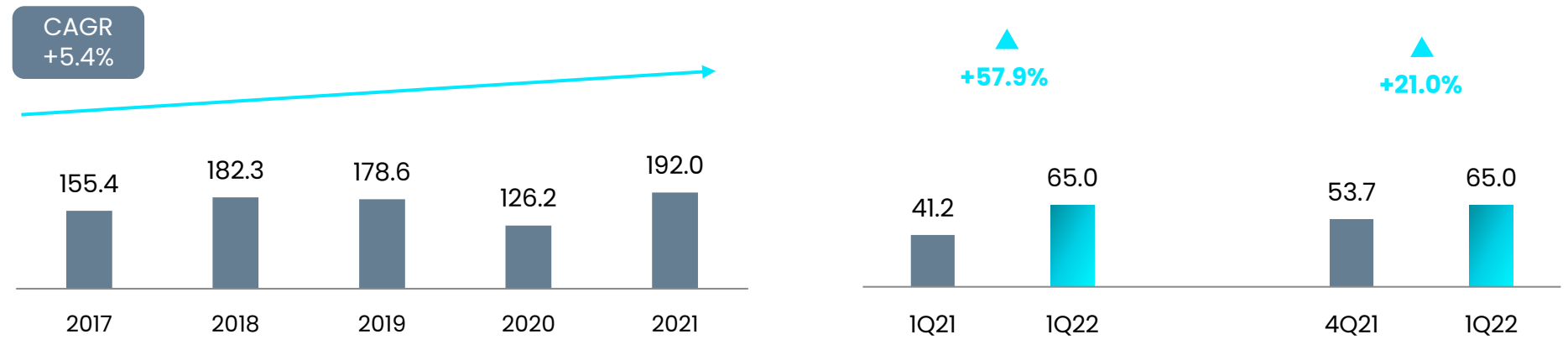


CONSOLIDATED NET REVENUE | R\$ MILLION

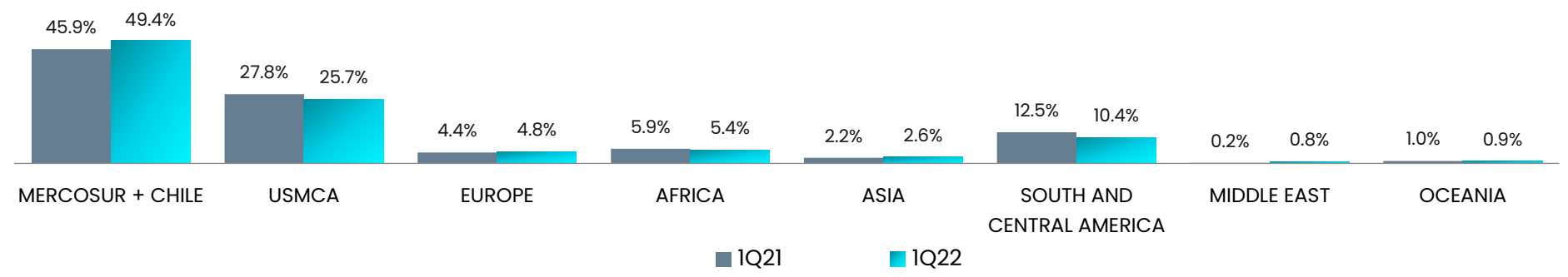


OPERATING RESULTS

TOTAL EXPORTS | US\$ MILLION



INTERNATIONAL MARKET REVENUES BY REGION | US\$ MILLION

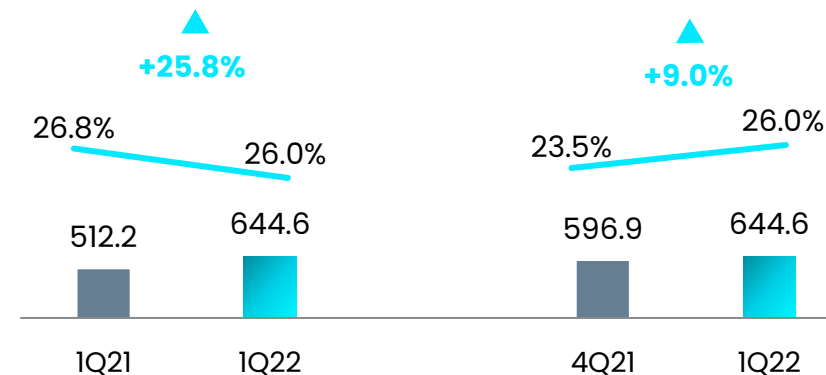
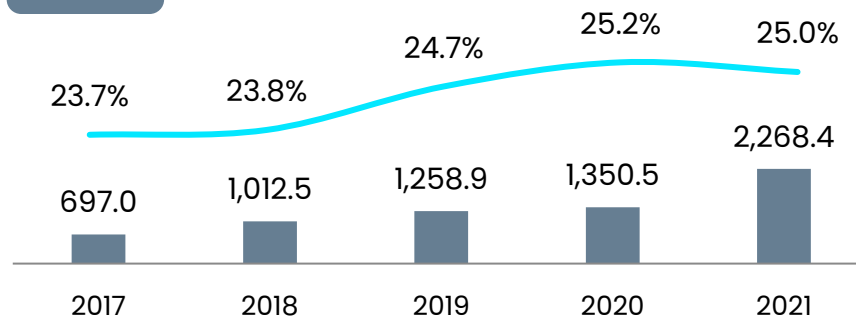




OPERATING RESULTS

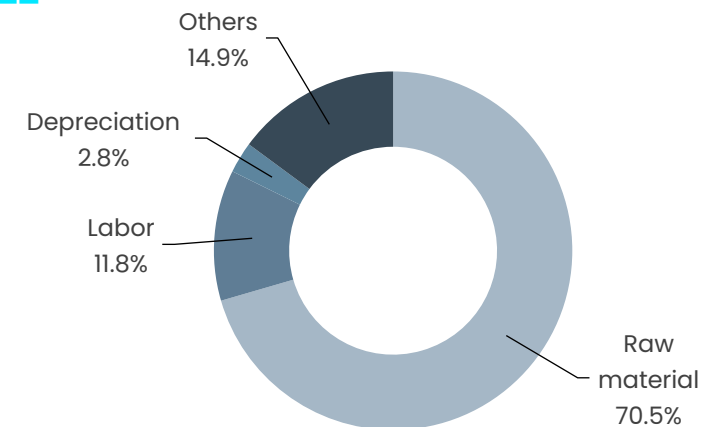
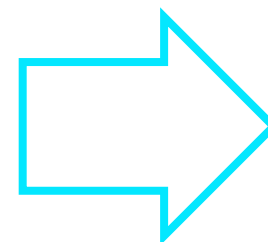
GROSS PROFIT | GROSS MARGIN | R\$ MILLION | %

CAGR
+34.3%



COGS 1Q22
R\$ 1.8 B
(74.0% o/CNR)

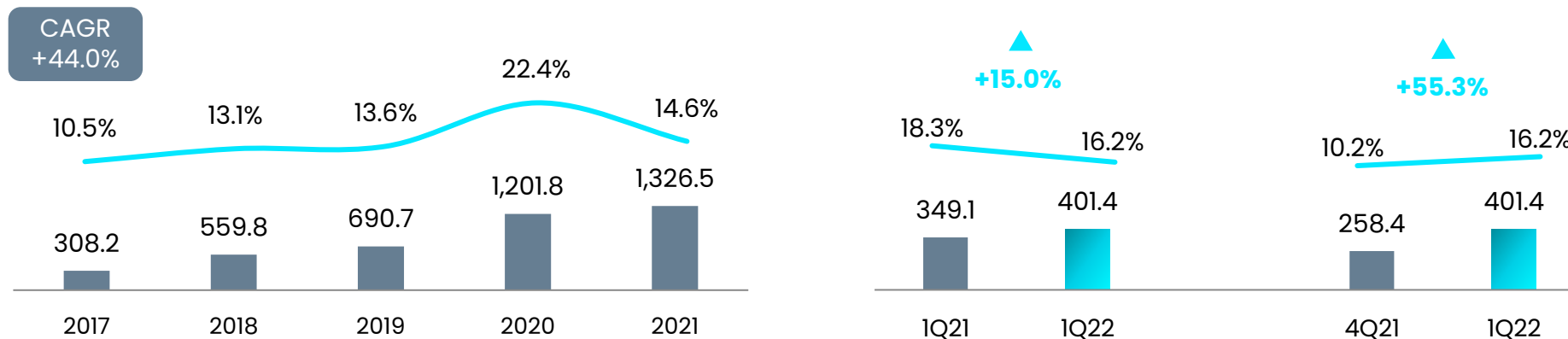
COGS DISTRIBUTION 1Q22



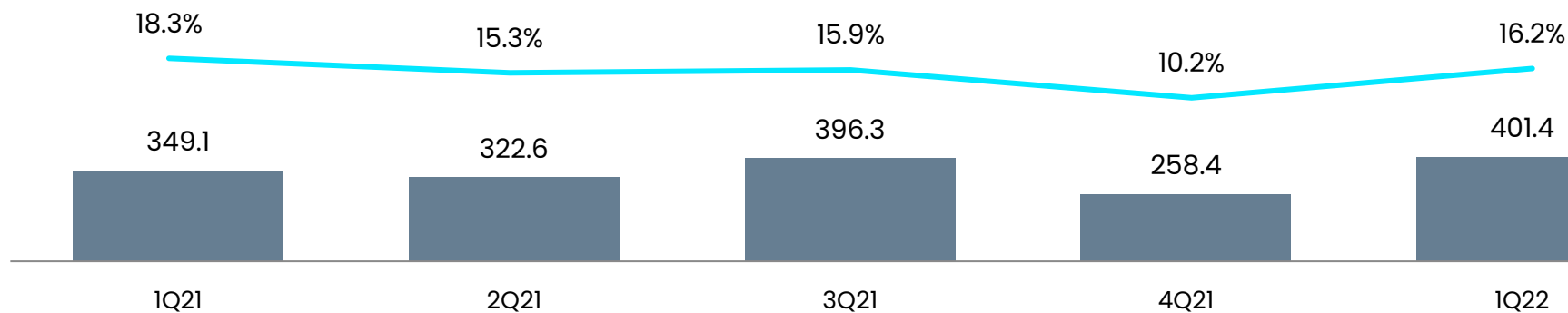


OPERATING RESULTS

EBITDA | EBITDA MARGIN | R\$ MILLION | %



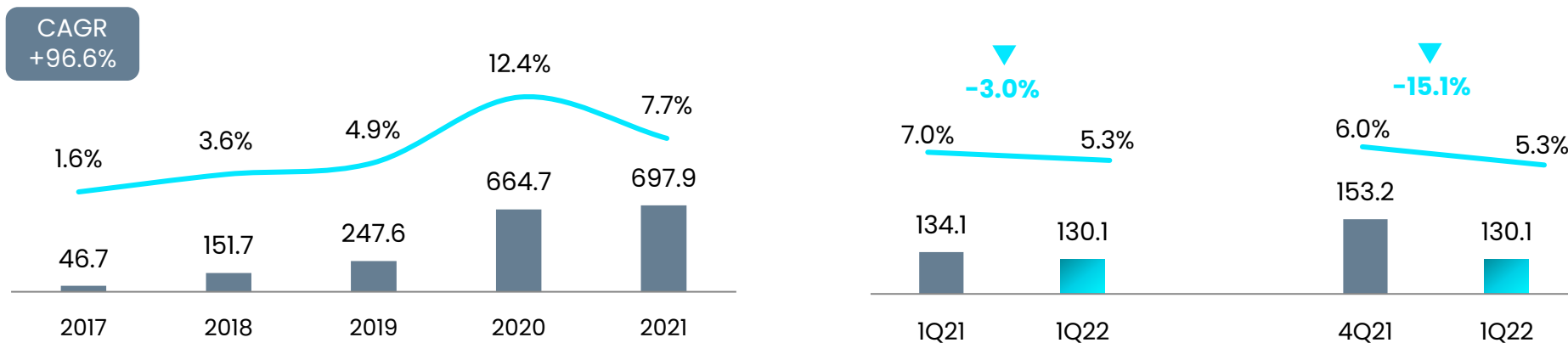
EBITDA | EBITDA MARGIN QUARTERLY | R\$ MILLION | %



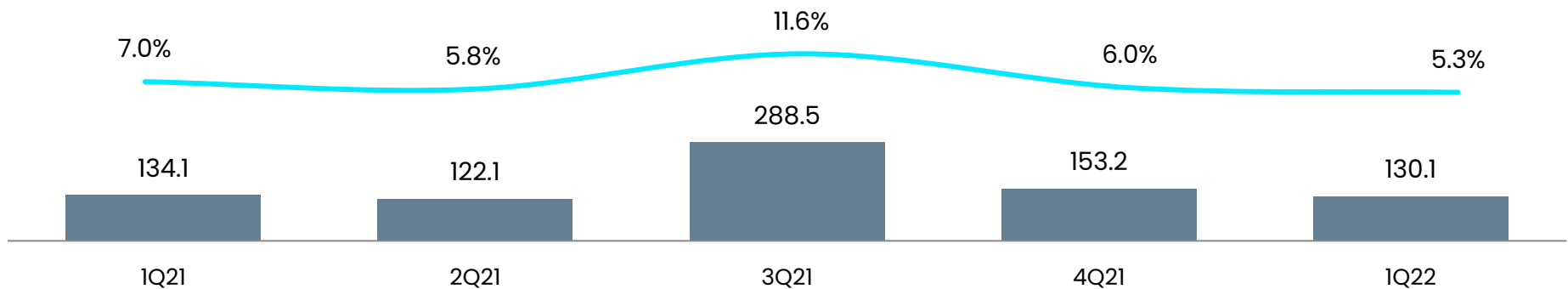


FINANCIAL RESULTS

NET | PROFIT | NET MARGIN | R\$ MILLION | %



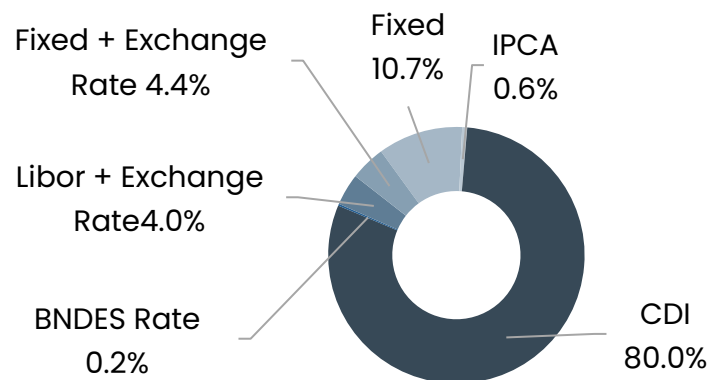
NET PROFIT | NET MARGIN QUARTELY | R\$ MILLION | %



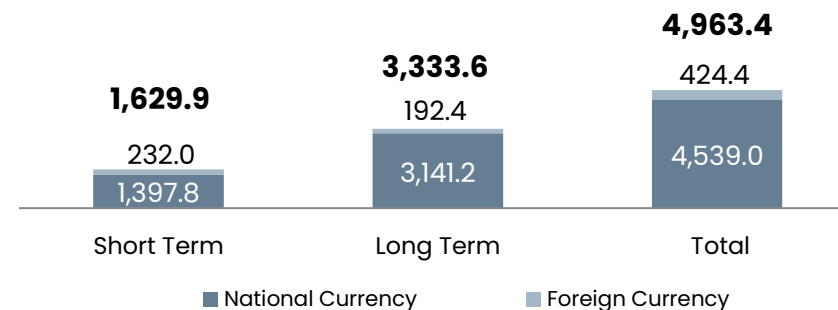


INDEBTEDNESS

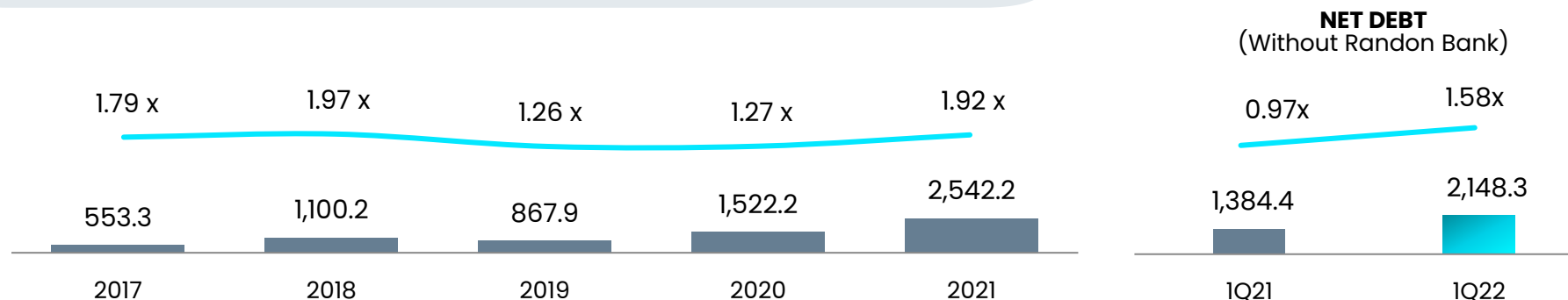
DEBT INDEXES



ORIGIN OF DEBT SHORT AND LONG TERM | R\$ MILLION



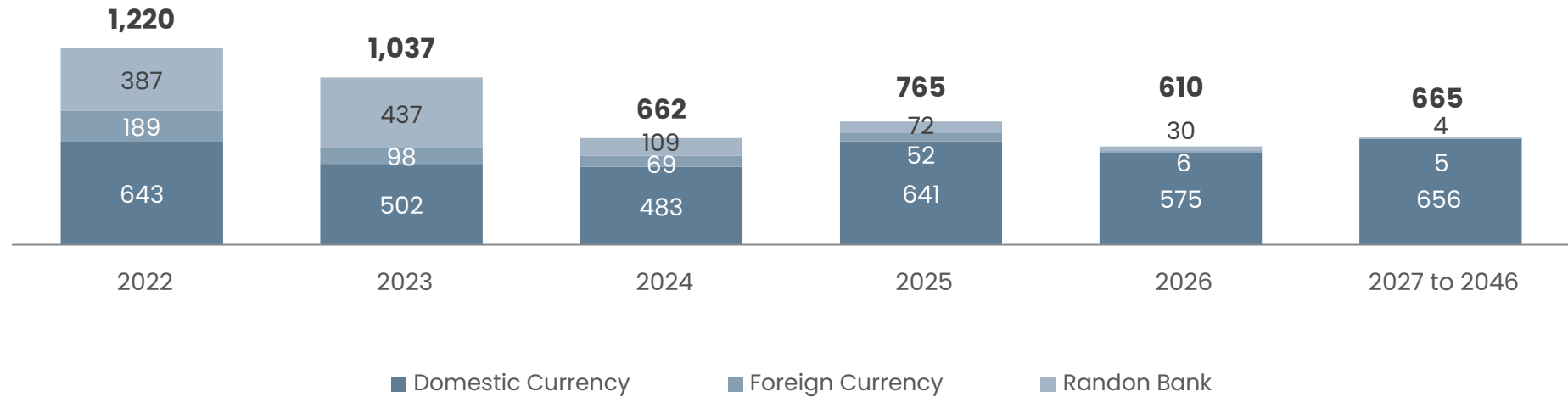
INDEBTEDNESS | NET DEBT | EBITDA | R\$ MILLION





INDEBTEDNESS

SCHEDULE OF DEBT PAYMENT | R\$ MILLION





QUARTERLY INFORMATION

R\$ MILLION | %

	1Q2021	2Q2021	3Q2021	4Q2021	2021	1Q2022
Net Revenue	2,133.6	2,357.1	2,812.7	2,877.5	10,180.9	2,819.6
% Trailers	36.2%	39.5%	39.8%	38.2%	38.5%	35.4%
% Auto Parts CV	30.0%	30.9%	33.0%	33.3%	31.9%	34.9%
% Motion Control CV and LV	30.0%	25.4%	23.4%	23.8%	25.4%	25.0%
% Financial and Digital Services	3.1%	3.1%	2.7%	3.1%	3.0%	3.6%
% Advanced Technology and HQ	0.7%	1.1%	1.2%	1.6%	1.2%	1.1%
Consolidated Net Revenue	1,912.7	2,113.8	2,486.5	2,544.5	9,057.5	2,476.3
Consolidated Gross Profit	512.2	520.6	638.7	596.9	2,268.4	644.6
% Gross Margin	26.8%	24.6%	25.7%	23.5%	25.0%	26.0%
EBITDA	349.1	322.6	396.3	258.4	1,326.5	401.3
% EBITDA Margin	18.3%	15.3%	15.9%	10.2%	14.6%	16.2%
Net Income	134.1	122.1	288.5	153.2	697.9	130.1
% Net Margin	7.0%	5.8%	11.6%	6.0%	7.7%	5.3%

Note: CV - Commercial Vehicles | LV - Light Vehicles | HQ - Headquarter



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