



RANDONCORP

Building **tomorrow**

A horizontal row of six colored rectangular bars: teal, blue, green, yellow, orange, and pink.

Institutional Presentation 1Q25



Safe Harbor Statement

We make forward-looking statements that are subject to risks and uncertainties. Such statements are based on beliefs and assumptions of our Management and information that the Company currently has access to.

Forward-looking statements include information about our intentions, beliefs or current expectations, as well as those of the Company's Board of Directors and Officers.

Disclaimers regarding forward-looking statements and information also include information about possible or assumed operating results, as well as statements that are preceded, followed by, or that include the words "believe", "may", "will", "continue", "expects", "anticipates", "intends", "plans", "estimates" or similar expressions.

Forward-looking statements and information are not guarantees of performance. They involve risks, uncertainties and assumptions because they refer to future events, depending, therefore, on circumstances that may or may not occur. Future results and the creation of shareholder value could differ significantly from those expressed or suggested by forward-looking statements. Many of the factors that will determine these results and values are beyond our ability to control or predict.

Summary



Randoncorp

Who we are

Where we are

What we do

Our governance

Our strategy



Business Verticals

Auto Parts

Motion Control

OEM

Financial Solutions & Services

Advanced Technology



ESG Ambition

Public commitments

Sustainable practices

Planet

People

Business



Performance & Outlook

Financial Results

Investment Cycles

Market Outlook 2025

Strategic Pillars and Opportunities

Guidance 2025



Disruptive Technologies

e-Sys

AT4T

Modular Platform

Randon Solar

Compass

Nione



Attachments

Operating Results

Financial Results

Indebtedness

Quarterly Information

MASTER





Who
we are

Where
we are

What
we do

Our
governance

Our
strategy

Who we are

We develop transport solutions based on valuing people, generating profit with sustainability, in trust, innovation and technology.

In our more than 76 years of history, we have built a global and leadership presence in the sectors in which we operate.

Purpose

Connect people and riches to generate prosperity.

RAPT
B3 LISTED N1

Listed since
1971

Principles

- > Satisfied customer
- > Ethics
- > Innovation and technology
- > Profit with sustainability
- > People valued and respected
- > Image and legacy preservation
- > Safety and quality
- > We are Randoncorp



~19k
Employees



5 business
verticals



Presence in
+125
countries

Who we are

Leadership in OEMs

- Long-term contracts
- Partnership in product development
- Large-scale volumes

Pioneering and technological vanguard

- Higher resale value
- Most remembered brand
- Modern solutions connected with mobility megatrends

Strong Brands

We are one of the largest players in the Brazilian automotive market



House of Brands

- Iconic brands
- Strength of synergies

Dynamism



1949 - 1999

- Mecânica Randon
- Air brakes
- 3rd axle for trucks
- Trailers manufacturing
- IPO
- Freios Master
- Randon Consórcios
- Fras-le S/A and Fras-le USA
- Randon Argentina
- JOST Brasil
- Suspensys
- Fras-le Andina

2000 - 2018

- Fras-le Europe
- Fras-le México
- Castertech Caxias do Sul
- Fras-le China
- Randon Bank
- Centro Tecnológico Randon
- Controil
- Fras-le Panamericana
- Armetal, Farloc and Fanacif
- Randon Messias
- ASK Fras-le
- Fremax and Fras-le Europe BV
- Jurid

2019 - 2021

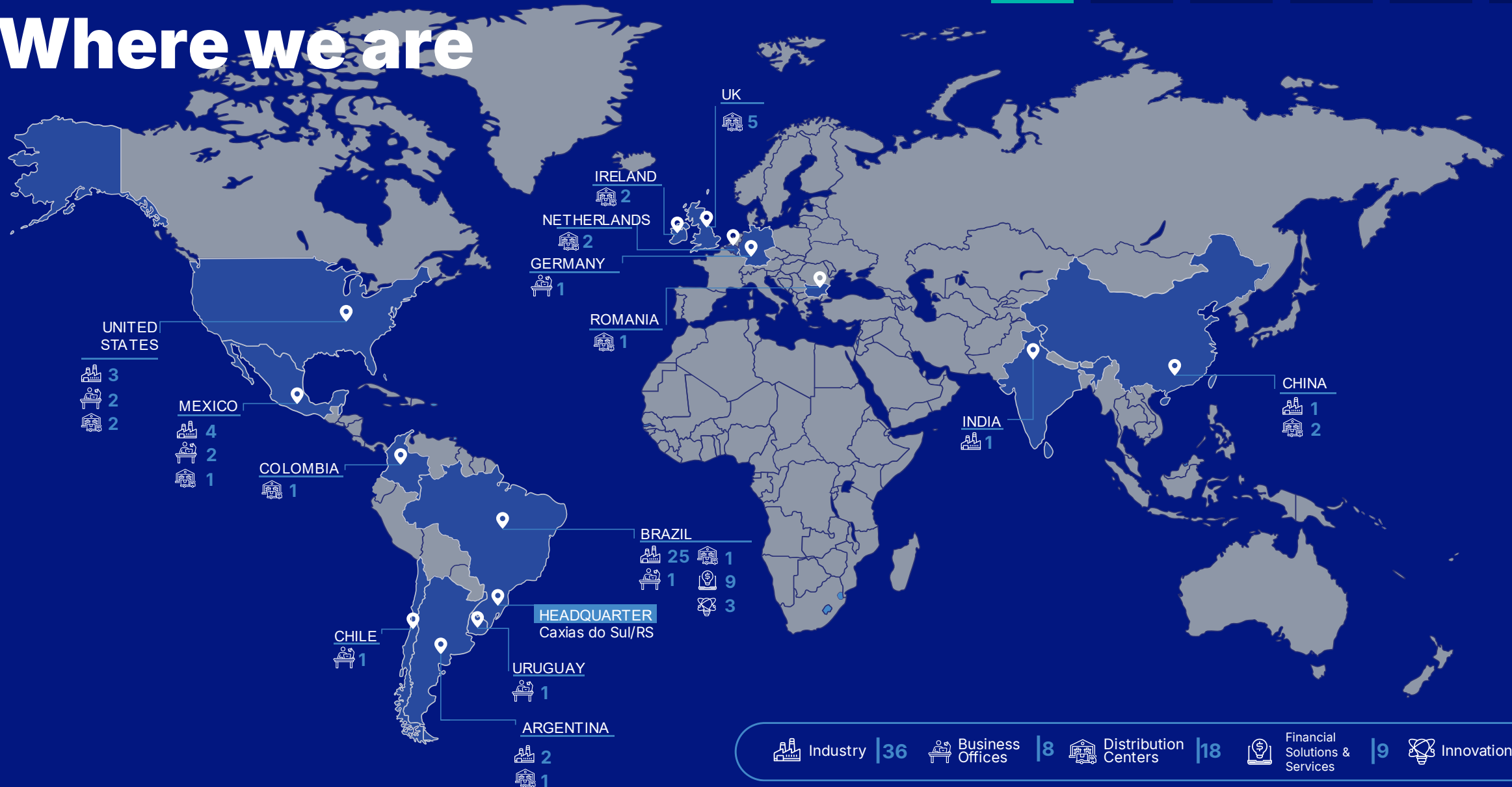
- Nakata
- Randon Araraquara
- Randon Triel-HT
- Suspensys México
- Master Flores da Cunha
- Randon Ventures
- Conexo
- Auttom
- Castertech Indaiatuba
- Castertech Usinagem
- Castertech Schroeder
- NIONE

2022...

- Randon Venice
- Hercules
- JOST Campinas
- Castertech Mogi Guaçu
- Addiante
- Juratek
- DB Server
- Suspensys Mogi Guaçu
- EBS
- Delta Global
- Dacomsa
- AXN Heavy Duty



Where we are



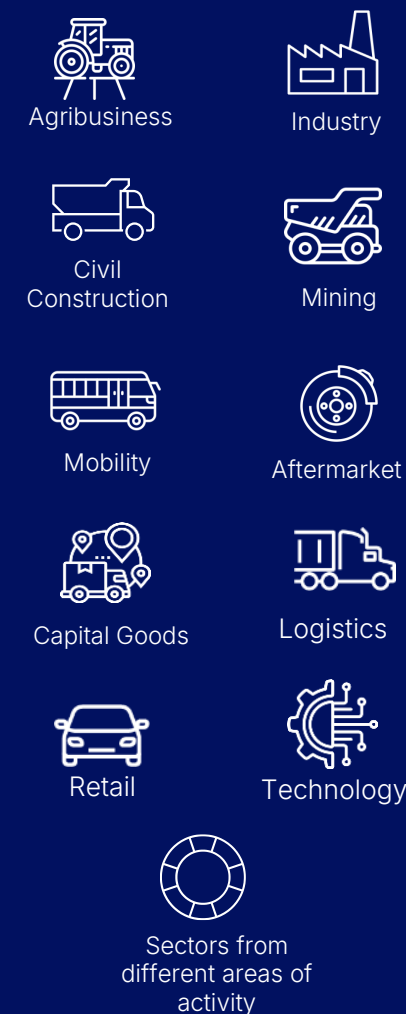
What we do

MAIN CUSTOMERS

1. Trucks, buses and trailers manufacturers
2. Agricultural equipment manufacturers
3. Distributors
4. Auto Parts retailers
5. Cargo transportation
6. Self-employed customers
7. Suppliers, distributors, and customers of Randoncorp
8. Logistics operators
9. Technology companies
10. Randoncorp controlled companies



MAIN MARKETS



What we do:

Competitive Advantages

Verticalization

Complementary businesses that make Randoncorp the most complete player in the Brazilian automotive market.

Global presence

Presence in key global economies, generating revenues in strong currencies.

Long-term Relationships

Partnerships based on the quality of our products and services.

Innovation

Pioneering and technological leadership, developing products aligned with the megatrends of mobility. Combining engineering, manufacturing, and automation.

Diversification

Exposure to various sectors and geographies, adding resilience to the business.

Sinergy

End-to-end solutions for the automotive ecosystem, achieving synergies, especially in industrial and commercial areas.

Strong and recognized brands

A broad portfolio of products and brands, with leadership in most of the sectors in which we operate.





What we do

We offer solutions for various sectors, making us a complete ecosystem.



Agribusiness



Industry



Mining



Aftermarket



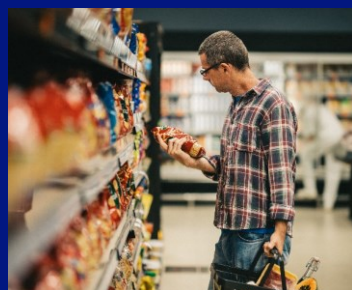
Urban
Mobility



Civil
Construction



Logistics



Retail



Financial
Institutions

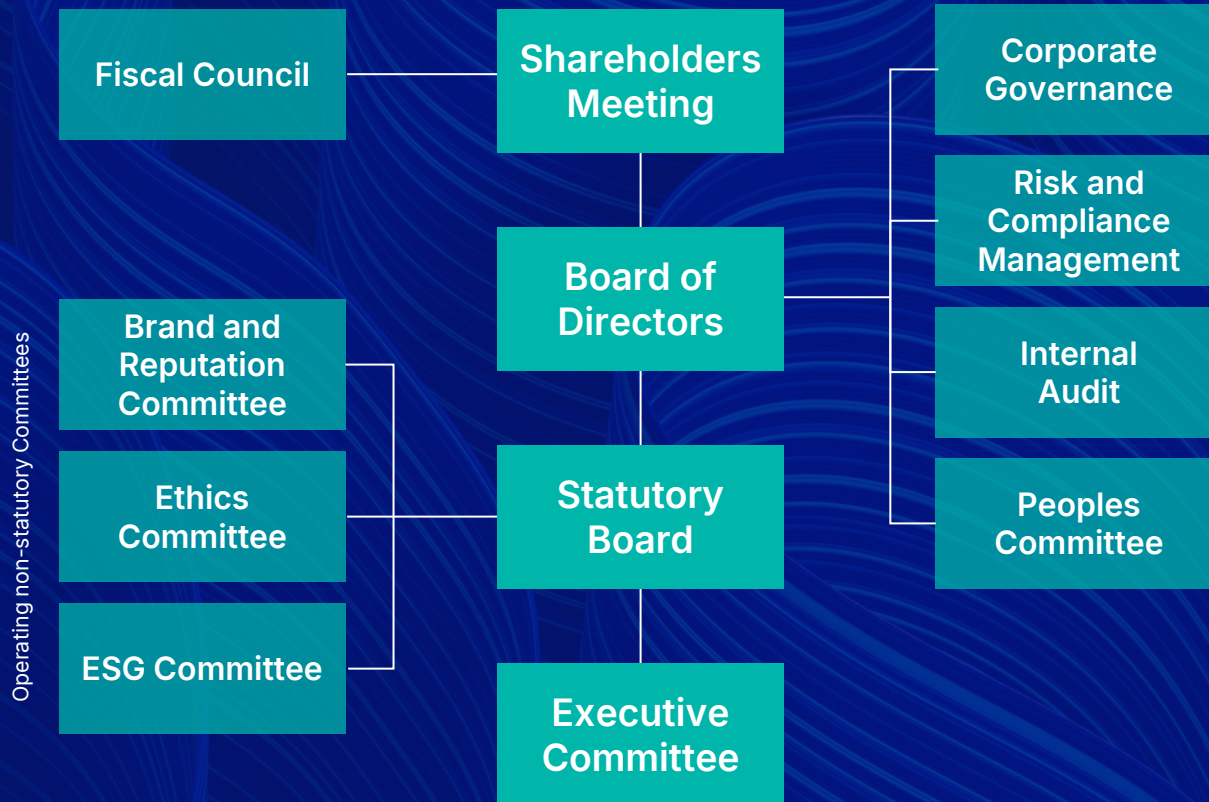


Technology



Others

Our Governance



- > **Minimum dividend policy** of 30% of adjusted net income
- > **60% independent members** on the Board of Directors
- > **5 Committees**, including 1 advisory to the Board and 4 operational
- > **Board evaluation** as a collegiate and self-assessment of members
- > **80.9% adherence** to governance practices recommended by CVM Resolution No. 80
- > **Outsourced and independent** whistleblower channel



Our Governance

Board, Councils and Committees

Shareholders Meeting

Fiscal Council

Ademar Salvador Américo F. Neto

Rosângela C. Süffert Valmir P. Rossi

Alexandre R. Barbosa

Board of Directors

David Abramo Randon Alexandre Randon
Chairman Vice-President

Vicente F. Assis Ana Carolina Strobel Pedro Ferro
Board Member Board Member Board Member

Statutory Board

Daniel Raul Randon Sérgio L. Carvalho
President CEO

Paulo Prignolato Daniel M. Ely Alexandre Randon
EVP, CFO and IRO EVP and COO Director

Executive Committee

Sérgio L. Carvalho Paulo Prignolato
CEO EVP, CFO and IRO

César A. Ferreira Anderson Pontalti Daniel M. Ely Ricardo Escoboza Marcos Baptistucci
CTIO EVP International and Motion Control COO EVP and Financial Solutions and Services COO EVP South America and Auto Parts COO CPCO

Corporate Governance

Risk and Compliance Management

Internal Audit

Peoples Committee

Daniel Raul Randon Alexandre Randon
Ana Carolina Strobel Vicky Bloch
Isabelle Randon Frota (Invited member)

Brand and Reputation Committee

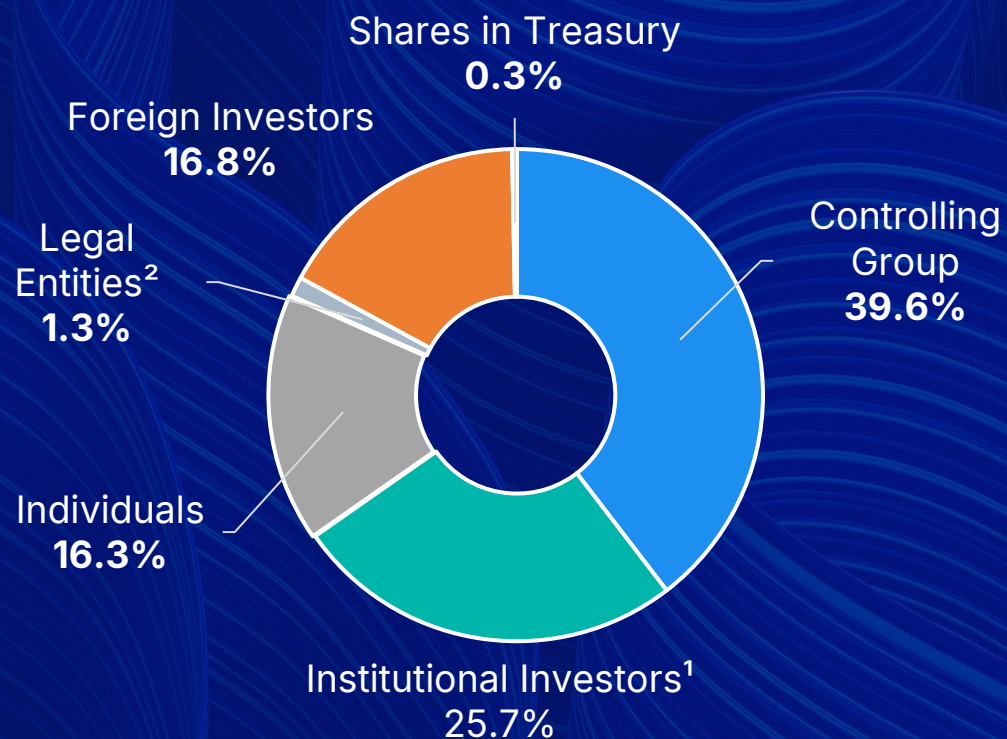
Ethics Committee

ESG Committee

Operating non-statutory Committees

Our Governance

Capital Market



FREE FLOAT
60.1%

TAG ALONG
80%

TOTAL SHAREHOLDERS
37K

RAPT
B3 LISTED N1

IBRA B3

IGC B3

IGCT B3

ITAG B3

INDX B3

SMLL B3

IAGRO-FFS B3

¹ Investment clubs and funds

² Companies, banks, brokers and associations

Our strategic guidelines



Differential in **innovation and technology**
Products-processes-manufacturing-services



Absolute focus on **customers**



Diversification with focus



Financial strenght



Leveraging **sinergies**



Company **desired** to work



Sustainability (ESG) prioritized



Strategic Cycles

Cycle 1

Construction of a success story, initiated by the trailers market.



- > Entrepreneurship
- > Few products
- > Basic processes
- > Locally focused businesses

Cycle 2

Strengthening our core business and expansion moves have marked a new era for the Company.



- > Joint Ventures
- > Diversified products
- > Professionalization
- > Start of internationalization

Cycle 3

Growth and resilience through business diversification, focusing on value generation.

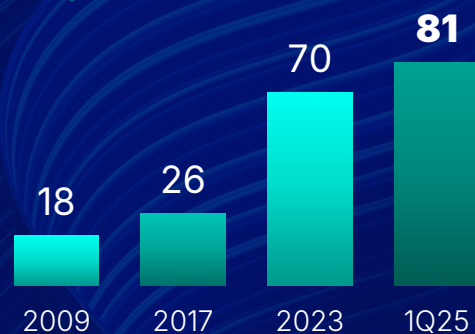


- > Accelerated growth
- > Advanced technology
- > Internationalization

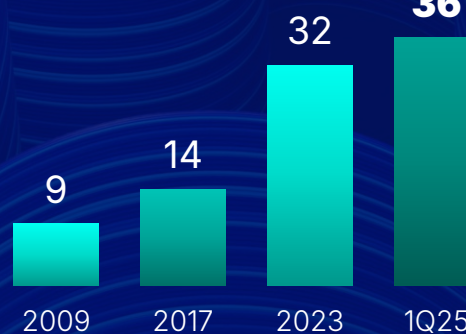
Focus on diversification and resilience

Strategy

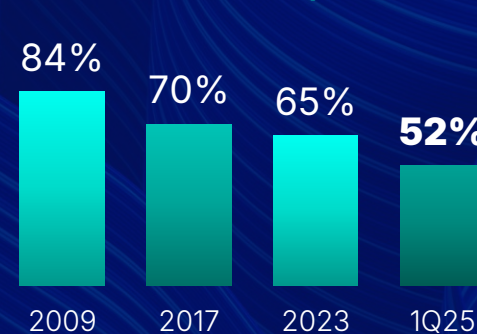
Companies



Facilities



% Revenue from Capital Goods



2009

OEM, with complementary businesses.

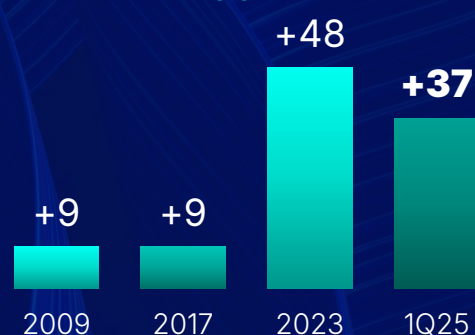
2017

Execution of the business model diversification plan.

2023...

Consolidation of strategy and less cyclical businesses.

Shareholders (k)



Market Cap (R\$ B)



Employees (k)





Drivers of our accelerated growth

Enhanced synergies and connection with core business.



Internationalization

- > Strong currencies
- > Developed economies
- > Great market potential
- > Geopolitical shielding



Aftermarket

- > Resilience
- > Brand strength
- > Cash Cow
- > Optimization of distribution channels
- > Recurring demand



Innovation and services

- > Disruptive businesses
- > Efficiency
- > Sustainability
- > Digitalization
- > Servitization



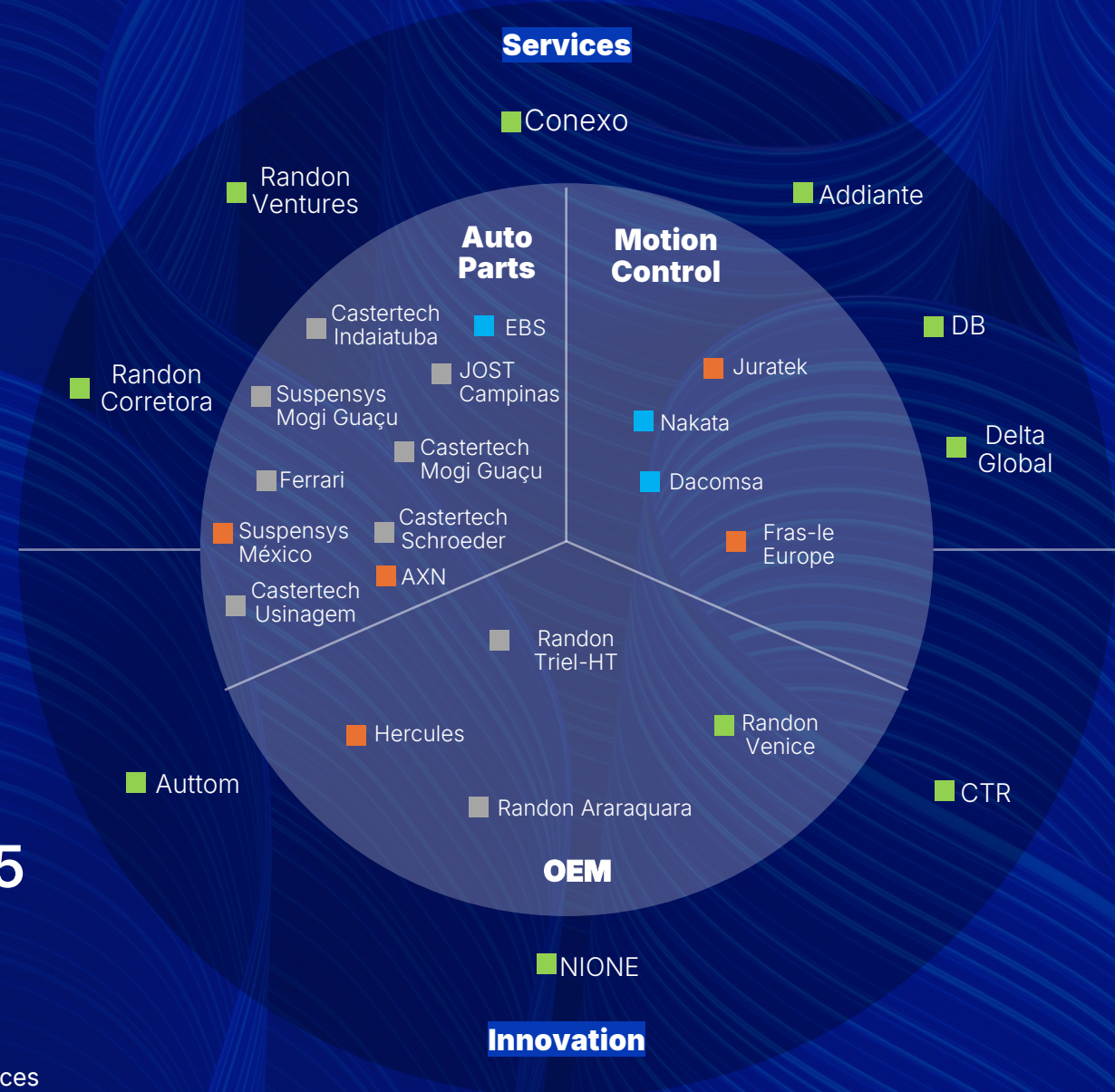
Productive capacity

- > Portfolio expansion
- > Strategic geographies
- > Ensuring or achieving leadership
- > Smart Factories

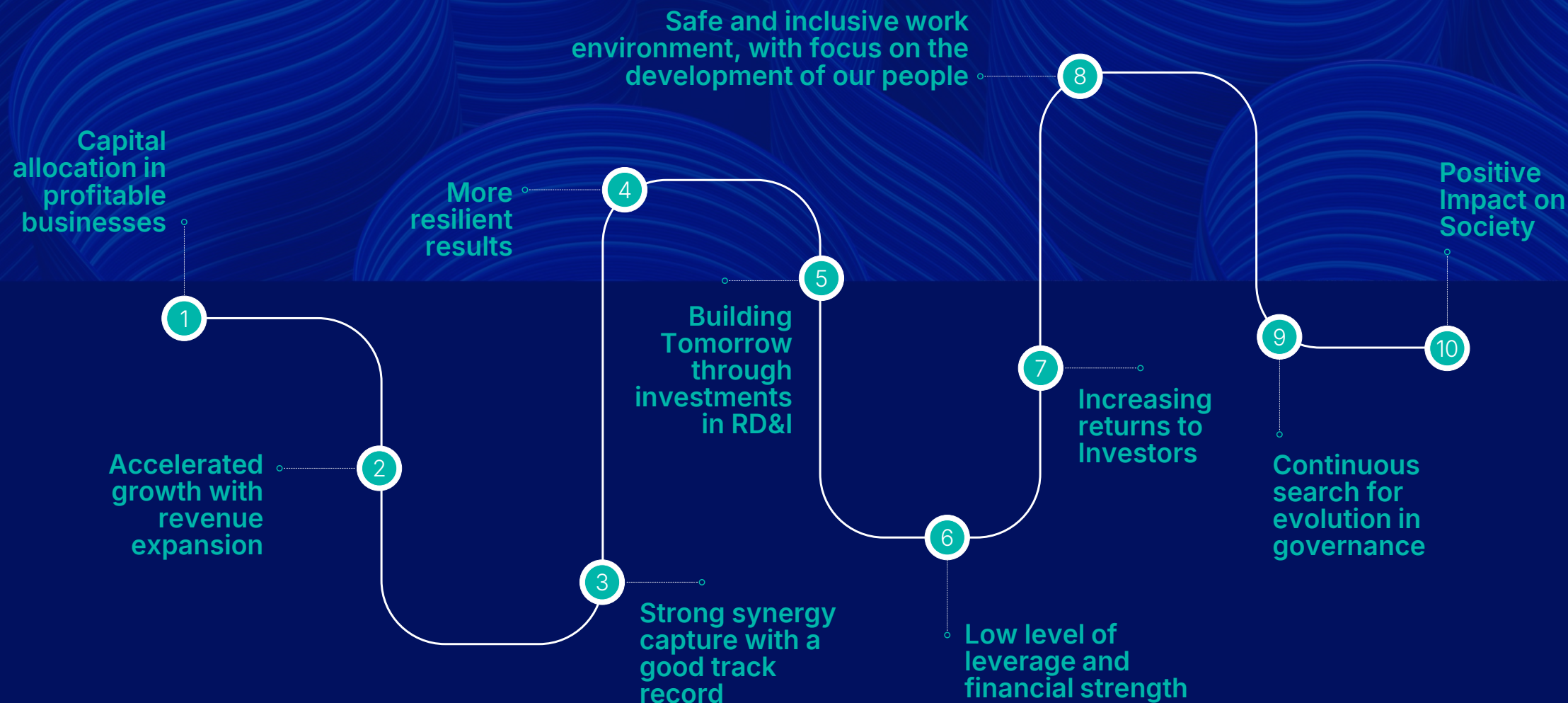
We made important moves that made us a complete ecosystem.

2019-1Q25

- Internationalization
- Aftermarket
- Capacity
- Innovation and Services



Value generation journey



Business Verticals



Auto Parts

Motion
Control

OEM

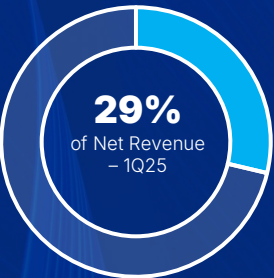
Financial
Solutions &
Services

Advanced
Technology

Auto Parts

Leaders in various vehicle and machine components

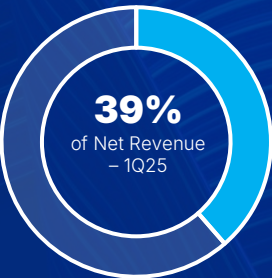
Brake systems, axles and suspensions, coupling systems, electromobility, foundry and machining, etc.



Motion Control

Safety and innovation in motion control

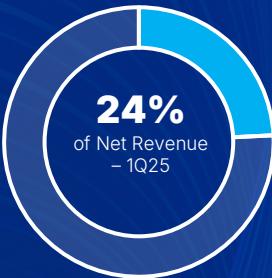
Friction material, components for brake, suspension, steering, and powertrain systems.



OEM

The most complete line of equipment for ground cargo transportation

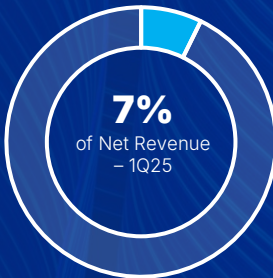
Trailers, truck bodies, rail cars, and aftermarket.



Financial Solutions & Services

Financing and investment options for the business chain of Randoncorp

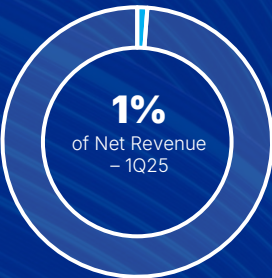
Coop-payment plans, credit, insurance, and technology/software investments.



Advanced Technology

At the forefront of technology in the development of sustainable products

Robotic cells, industrial automation, products for the mobility industry, nanotechnology



Business Verticals

Auto Parts

R\$ 988.7 M

Net Revenue 1Q25

12.0%

Adjusted EBITDA Margin 1Q25

Structure

15



Factories

9



Distribution
Centers

8



Countries

2



Joint Ventures

With
~4.7 k



Employees

Main Markets



Agribusiness



Industry



Civil Construction



Mobility



Aftermarket

Brands

CASTERTECH

Suspensys[®]

JOST

MASTER

EBS

AXN
HEAVY DUTY

Business Verticals

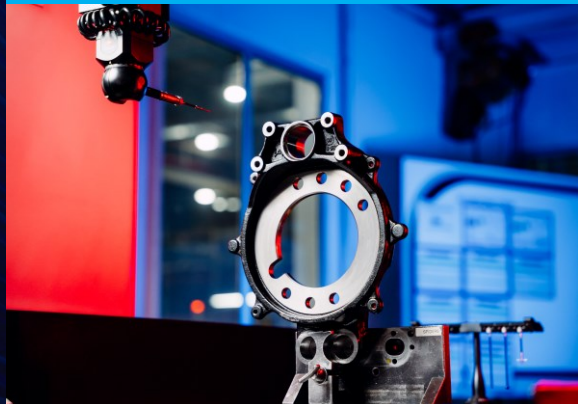
Auto Parts

Leaders in their segments.

Ranked among the **largest Brazilian players** in the auto parts segment for commercial vehicles.

With a broad product portfolio, they are a **benchmark in quality** and globally recognized by their customers.

MASTER



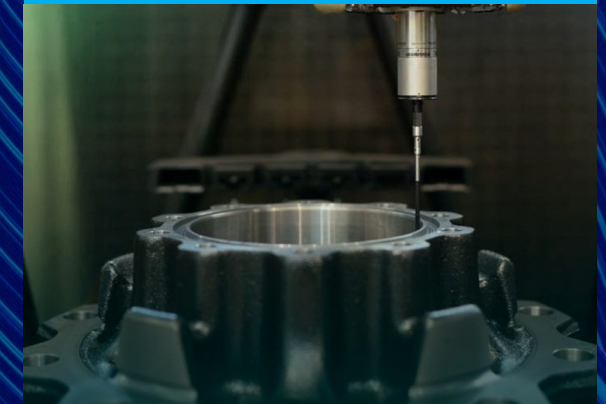
JOST



Suspensys



CASTERTECH



Auto Parts: Coupling Systems



Landing Gear



King Pin



Ball Hitch



Axle Lift



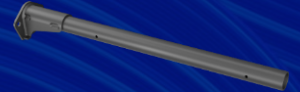
Fifth Wheel



Aluminium Wheel



Semi-Rod



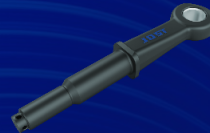
Hubodometer



Towing Hitch



Rotating Tip



Bus Link



Twist Lock

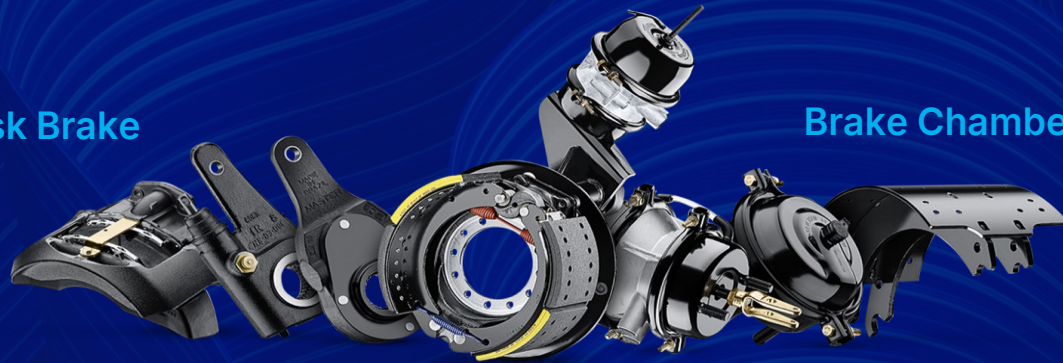


Spare Holder



Auto Parts: Brake Systems

Disk Brake



Brake Chamber

Drum Brakes

EBS
Aftermarket

>30,000
SKUs

Brake Chamber



Sensors



Air Dryers



Valves



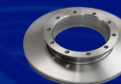
EBS and ABS



Suspension



Brake Disc



Compressors



Calipers



Slack Adjuster



Pressure Limiting



Clutch Servos

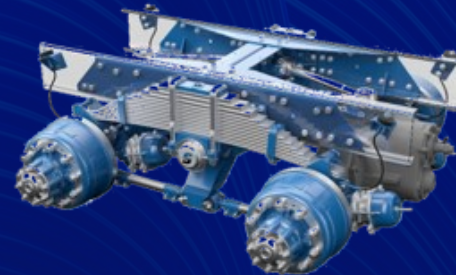


Auto Parts: Axles and Suspensions

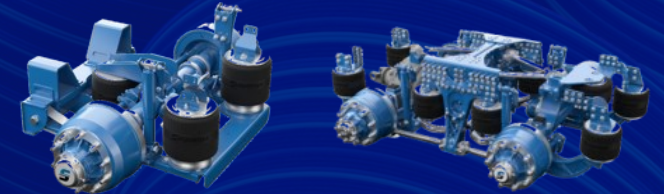
Axles



Mechanical Suspension



Air Suspension



Electromobility

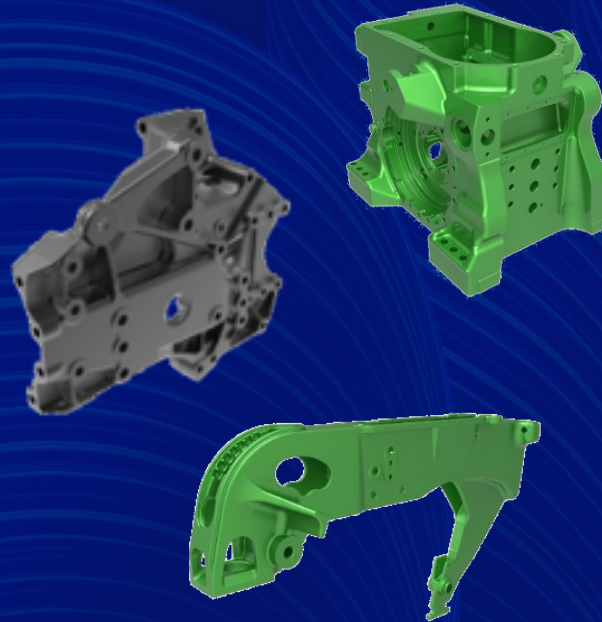


Auto Parts: Hubs and Drums

Hubs, drums and rotors



Foundried and Machined Supports and Components



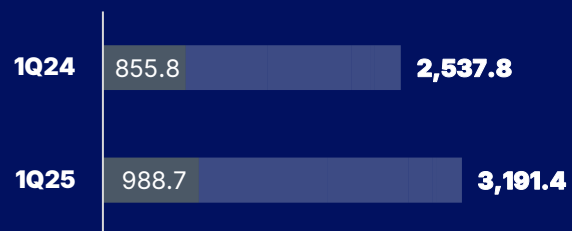
Aftermarket



Business Verticals

Auto Parts

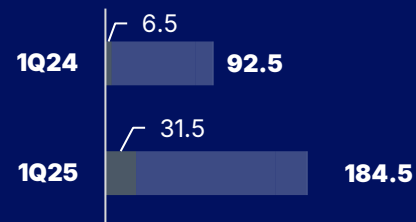
Consolidated Net Revenue
(R\$ Million)



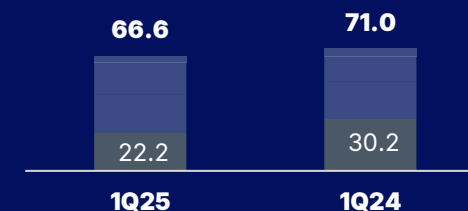
EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR



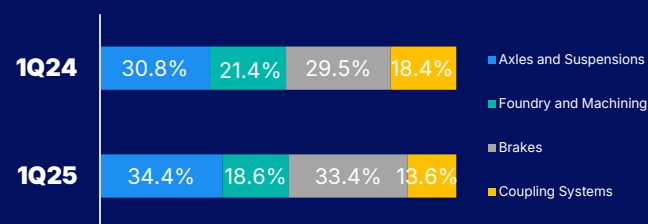
International Market Revenue
(US\$ Million)



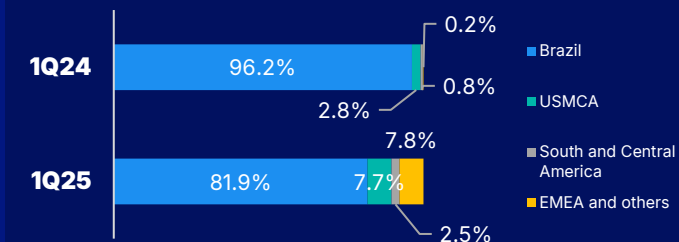
CAPEX
(R\$ Million)



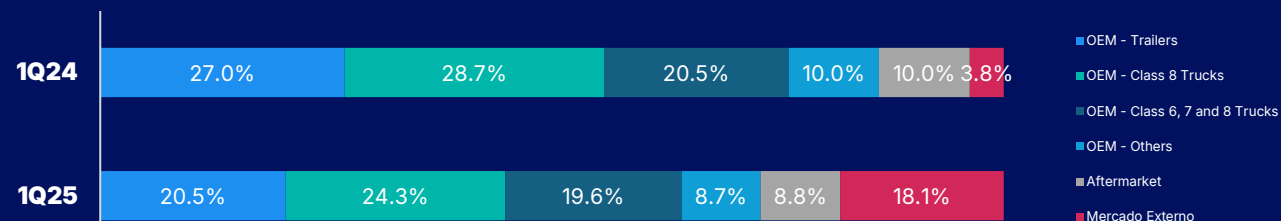
Net Revenue by Product
(% o/CNR)



Net Revenue By Region
(% o/CNR)



Net Revenue by Segment
(% o/CNR)

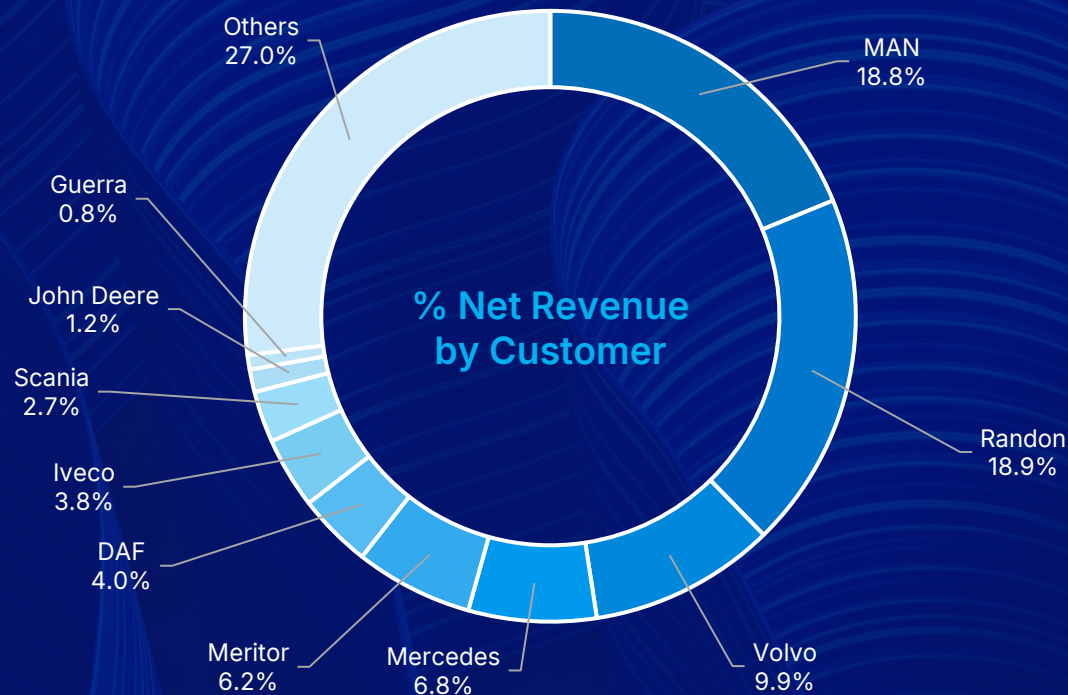


Business Verticals

Auto Parts

Volumes and Net Revenue	1Q25		1Q24		4Q24			
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units
Brakes (units)	192,411	330,215	216,151	252,149	-11.0%	235,397	319,251	-18.3%
Coupling Systems (units)	32,360	134,469	35,060	157,061	-7.7%	33,860	143,241	-4.4%
Axles and Suspensions (units)	45,286	339,961	38,269	263,649	18.3%	45,862	344,883	-1.3%
Foundry and Machining (Tons)	21,602	184,035	21,930	182,905	-1.5%	21,995	204,960	-1.8%

Values in R\$ Thousands, except when indicated otherwise



Main competitors

Brake Systems

Knorr (Germany)
Wabco (USA)
Captive market – MB/Scania
Liberio/Silpa

Coupling Systems

Fontaine (Brazil/PR)
Fuwa (China)
SAF-Holland (Germany)

Suspensions and Axles

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

Foundry and Machining

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

Business Verticals

Motion Control

R\$ 1.3 B

Net Revenue 1Q25

19.0%

Adjusted EBITDA Margin 1Q25

Structure

11



Factories

9



Distribution
Centers

Located in

13



Countries

6



Sales Offices

With

~8.1k



Employees

Main Markets



Aftermarket



Mobility



Agribusiness



Industry



Civil Construction

Brands

FRASLE

NAKATA®

FREMAX

FRITEC®

MORESA†

TF VICTOR

CONTROIL

JURATEK

ABTEX

ARMETAL

**AUTO
EXPERTS**

Autopar®

BestBrake

BIOCERAMIC®

composs

durbloc

iea

LonaFlex

plabestof

**POWER
ENGINE**

RACE

sello

TENSA

TENSA

TSP

Vehyco

Business Verticals

Motion Control

Leader in aftermarket in Brazil and **among the largest** in Latin America

Broad product portfolio with iconic brands, desired by customers

Products available in **over 125 countries**



Business Verticals

Motion Control: Portfolio



Friction Materials

Commercial Line
> 1,000 SKUs



Light Line
> 9,300 SKUs



Brake Actuation > 1,000 SKUs



Brake Discs > 2,000 SKUs



Shock Absorbers > 1,000 SKUs



Motorcycle Parts > 200 SKUs



Suspension and Steering > 1,600 SKUs



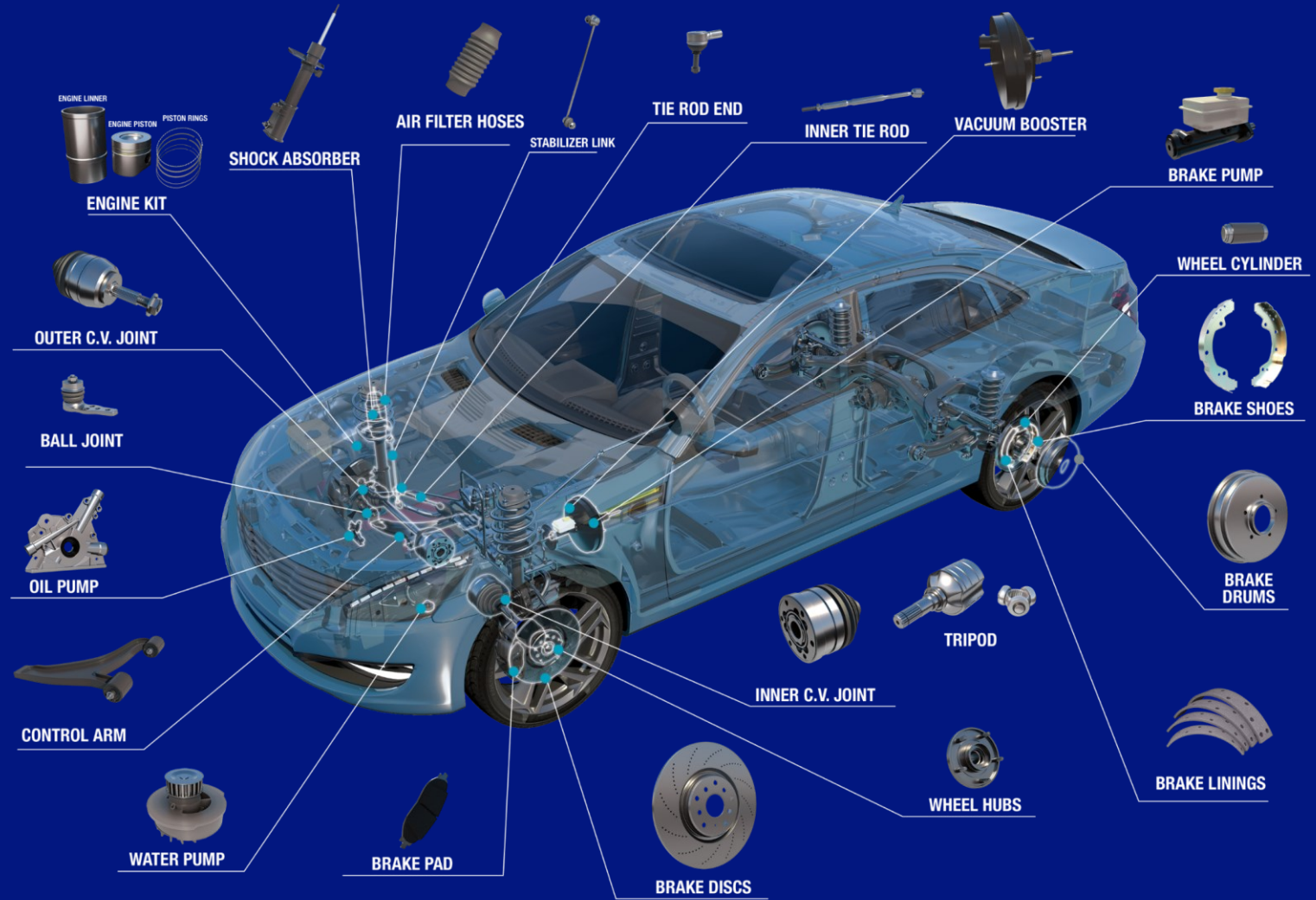
Engine Components > 11,600 SKUs



>33,000 SKUs

Business Verticals

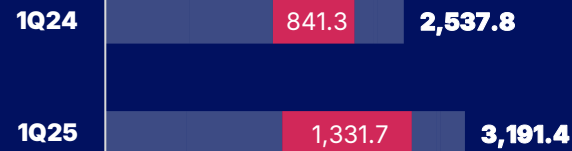
Motion Control: Portfolio



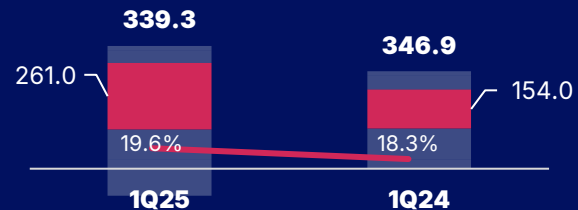
Business Verticals

Motion Control

Consolidated Net Revenue
(R\$ Million)

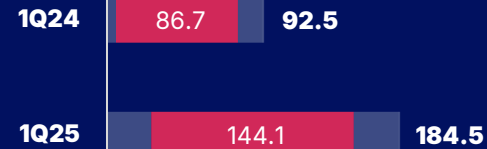


EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR

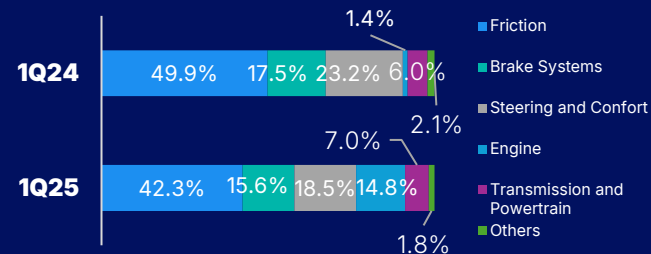


■ Motion Control ■ Other Verticals

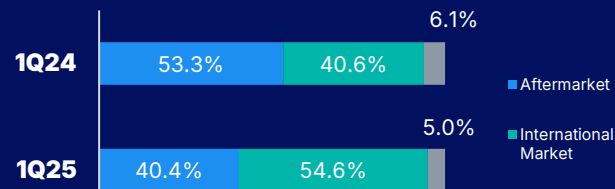
International Market Revenue
(US\$ Million)



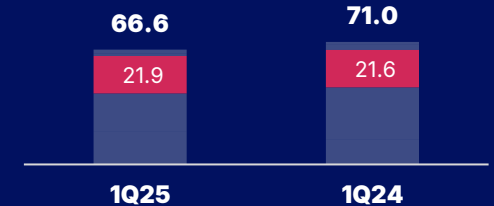
Net Revenue by Product
(% o/CNR)



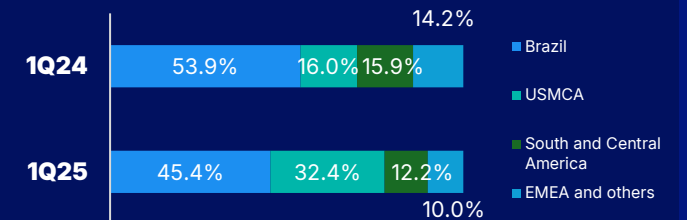
Net Revenue by Segment
(% o/CNR)



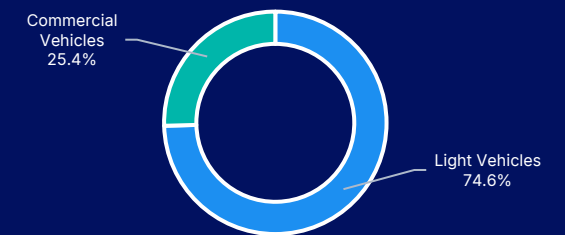
CAPEX
(R\$ Million)



Net Revenue By Region
(% o/CNR)



Net Revenue by Vehicle Type
(% o/CNR)



Business Verticals

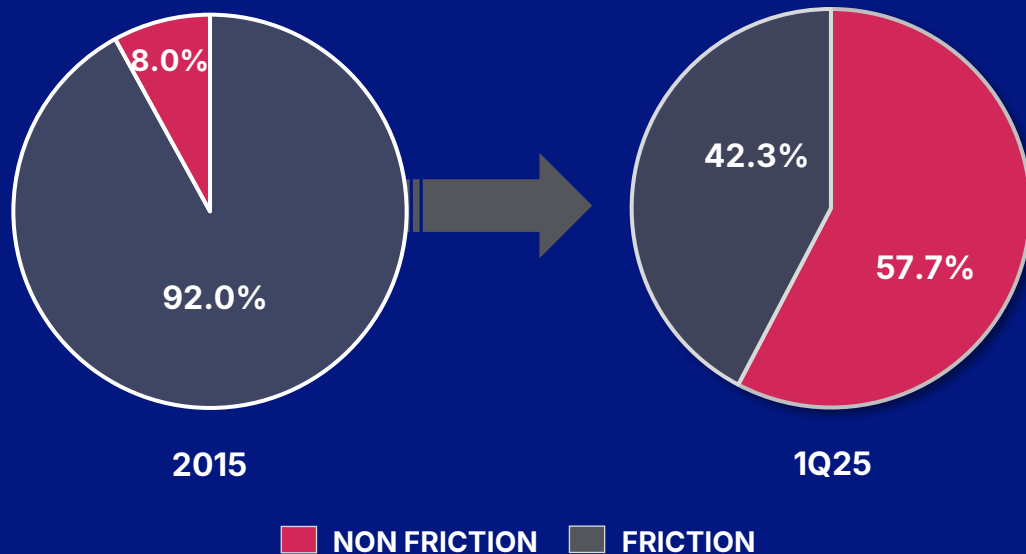
Motion Control

Volumes and Net Revenue		1Q25		1Q24		4Q24		
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units
Friction Materials (Thousand/un.) ¹	26,897	563,819	24,738	419,476	8.7%	28,384	506,495	-5.2%
Brake System Components (Thousand/un.)	2,807	207,422	2,162	147,058	29.8%	2,676	206,114	4.9%
Steering and Confort (Thousand/un.)	4,738	246,803	3,938	194,993	20.3%	5,020	282,781	-5.6%
Engine Components (Thousand/un.)	5,518	196,440	1,574	11,868	250.7%	1,416	15,549	289.8%
Transmission and Powertrain Comp. (Thousand/un.)	1,305	93,866	713	50,274	83.1%	1,017	66,688	28.3%
Other products ²	-	23,368	-	17,585	-	-	30,133	-

The 2024 historical data was adjusted to reflect the new product family breakdown following the acquisition of Dacomsa.
¹ For the opening of the Others line, see attachment IV of the Frasle Mobility Release.

Values in R\$ Thousands, except when indicated otherwise

Revenues Evolution



Main competitors

Friction

Brakeparts - Brazil
 Syl - Brazil
 Cobreq - Brazil
 Thermoid - Brazil
 Duroline - Brazil

Braking Systems

Hipper Brakes – Brazil
 MDS – Brazil
 TRW – Germany
 Zimmermann – Germany
 Textar – Germany
 Brembo – Italy
 Raybestos – USA
 Centric - USA

Suspension, Steering and Powertrain

Cofap - Brazil
 Monroe - Brazil
 Kayaba - Brazil
 Trw - Germany
 Lemforder - Brazil
 Viemar - Brazil
 Dellarosa - Brazil
 Ima - Brazil
 Spicer - Brazil

Business Verticals

OEM

R\$ 833.3 M

Net Revenue 1Q25

3.7%

Adjusted EBITDA Margin 1Q25

Structure

8



Factories

1



Distribution
Centers

3



Countries

1



Sales Office

With
~4.2 k



Employees

Main Markets



Agribusiness



Industry



Aftermarket



Civil Construction



Mining

Brands

RANDON

RANDON
TRIEL-HT

HERCULES
CHASSIS

Business Verticals

OEM



Largest trailer manufacturer
in Latin America and among the
TOP 10 worldwide

Brazilian Leader in the
segment

Over **600,000** products
manufactured, with
100,000 destined for the
international market



Business Verticals

OEM: Trailers



Grain

Agribusiness and Energy



Dump



Tanker

Carbon
Stainless
Aluminum



Reefer



Sugar Cane



Sider

Industry and Civil Construction



Container Chassis



Flatbed



Silo

Business Verticals

OEM: Other Products



Rail Cars



Closed Hopper



Open Hopper



Gondola



Sider



Platform



Tanker



Telescopic

Truck Bodies



Beverages



Reefer



Dump



General Cargo



Dry Cargo

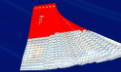
Aftermarket



Mud Flap



New R Tail Light



Reflective Tapes



Fender



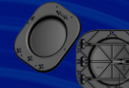
Battery



Lights



Trailer Plug



Drain Spout



Strap and Ratchet



Water Tank



Piston



Aluminum Wheel

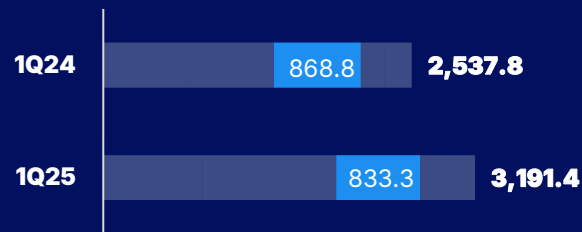


StradaR Tire

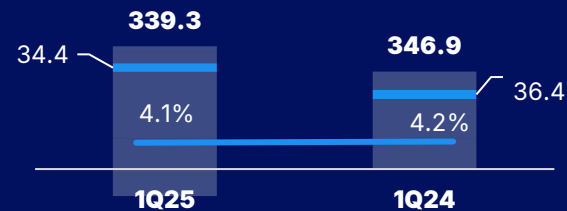
Business Verticals

OEM

Consolidated Net Revenue
(R\$ Million)

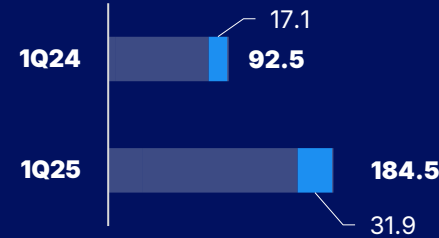


EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR

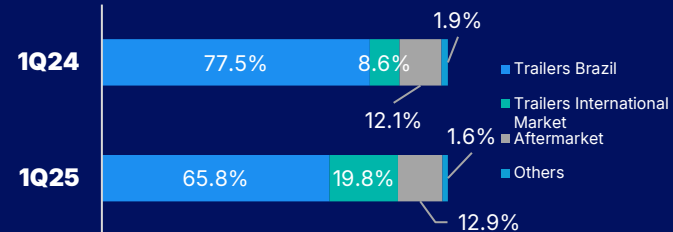


■ OEM ■ Other Verticals

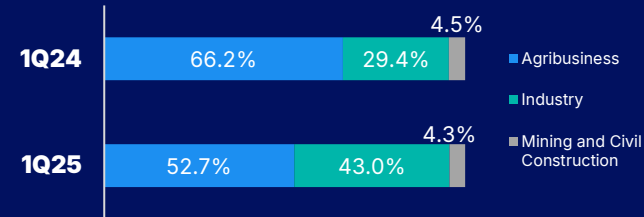
International Market Revenue
(US\$ Million)



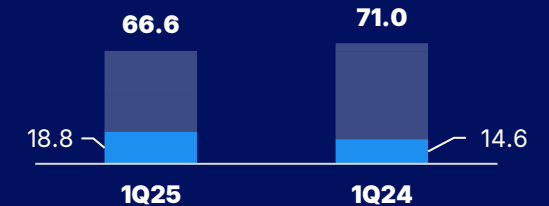
Net Revenue by Product
(% o/CNR)



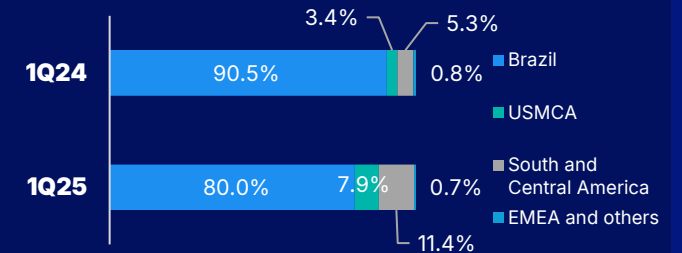
Sector Exposure
(% o/delivers)



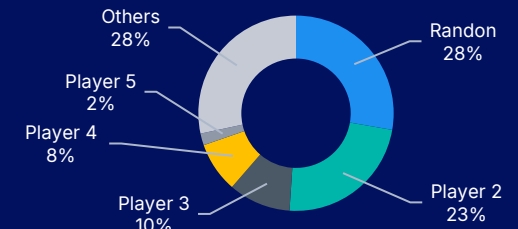
CAPEX
(R\$ Million)



Net Revenue by Region
(% o/CNR)



Quarterly Market Share
(% o/delivers)

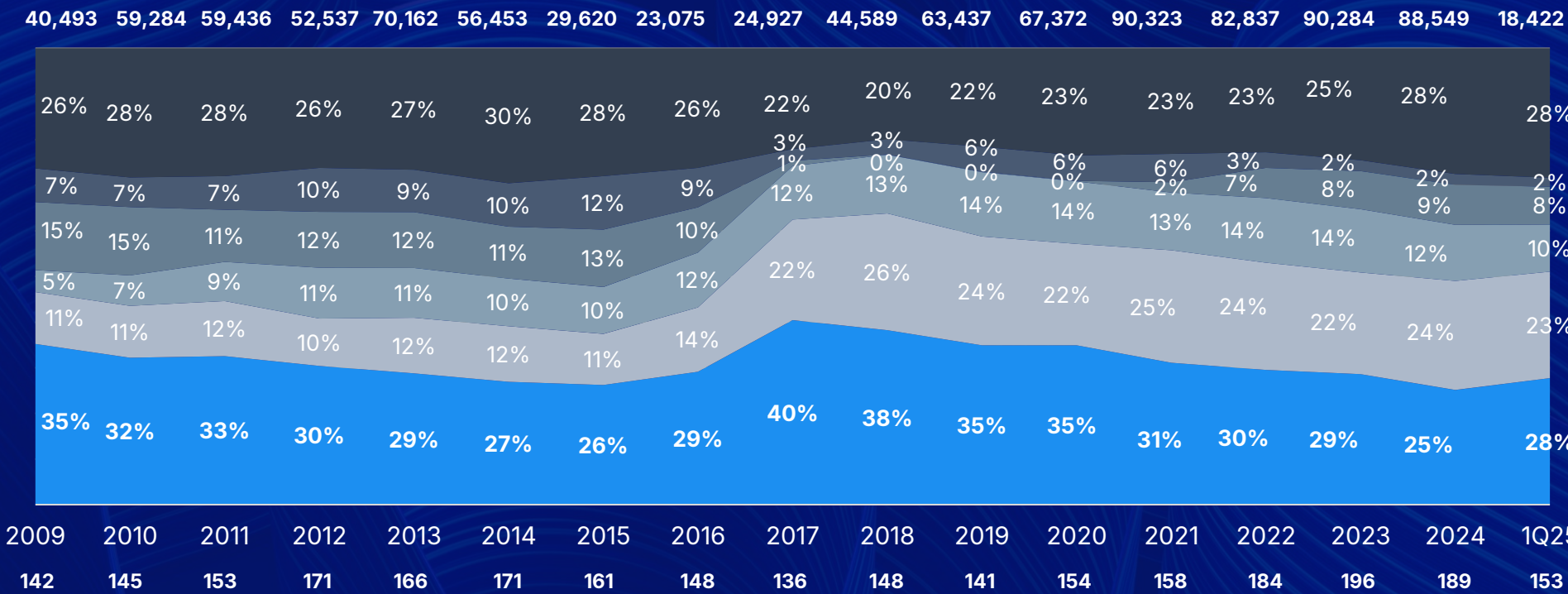


Business Verticals

OEM

Historical Market Share

SIZE OF THE MARKET
(Deliveries – Brazil)



Volumes and Net Revenue

	1Q25		1Q24			4Q24		
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units
Trailers Brazil (un.)	4,620	561,116	5,785	688,844	-20.1%	6,497	773,303	-28.9%
Trailers United States ¹	966	65,543	307	30,080	214.7%	540	40,565	78.9%
Trailers Others Geographies (un.)	510	99,407	223	44,266	128.7%	784	173,941	-34.9%
Railcars (un.)	-	-	2	391	-100.0%	11	5,963	-100.0%
Aftermarket	-	107,253	-	105,182	-	-	121,386	-

¹ Volumes sold by Hercules + exports from Brazil.

Values in R\$ Thousands, except when indicated otherwise

Business Verticals

Financial Solutions & Services

R\$ 250.3 M **19.0%**

Net Revenue 1Q25

Adjusted EBITDA Margin 1Q25

Structure

2



Coop-payment
and Bank

1



Insurance
Broker

4



Innovation

1



Rental of Machinery
and Equipment

With
~1.1k



Employees

Main Markets



Agribusiness



Transportation
and Logistics



Retail



Aftermarket



Technology
and Innovation

Brands

Rands

<db>

Addiante™

(ONEX)

DELTA



Financial Solutions & Services: Portfolio



Financing, Investments and Payments

- Credit
- Financing
- Loan
- Digital Account
- Investments
- Working Capital



Coop-payment Plans

- Automobiles
- Trucks
- Trailers
- Agricultural Machinery
- Real Estate
- Services



Insurance and Assistance

- Auto Insurance
- Fleet Insurance
- Cargo Insurance
- Life Insurance



Fleet Rental and Management

- Heavy Vehicle Rental
- Fleet Management



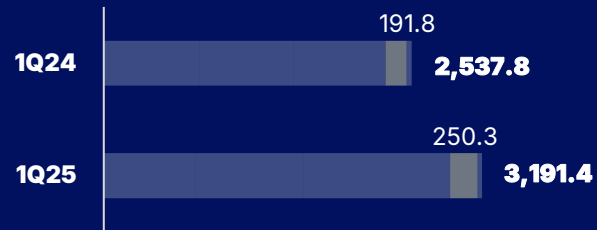
Technology and Innovation

- Software
- Digital Products
- Support for Innovation
- Digital Transformation
- Startup Acceleration
- Assistance Services

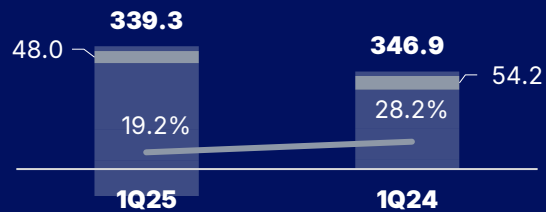
Business Verticals

Fin. Solutions & Services

Consolidated Net Revenue
(R\$ Million)

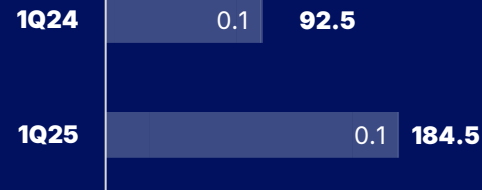


EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR

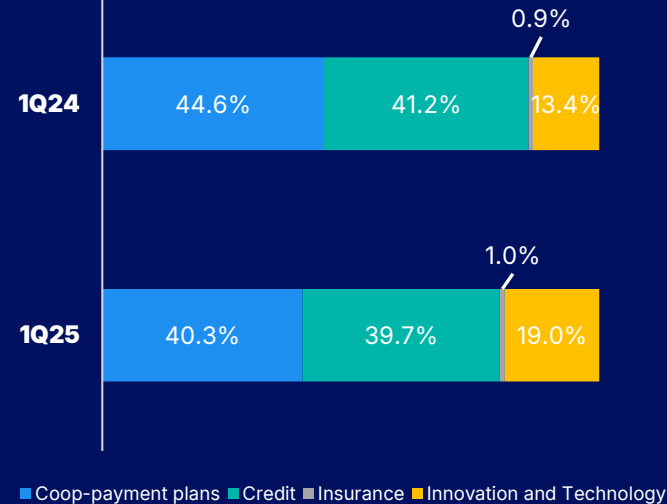


■ Financial Solutions & Services ■ Other Verticals

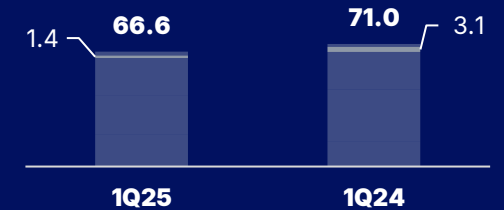
International Market Revenue
(US\$ Million)



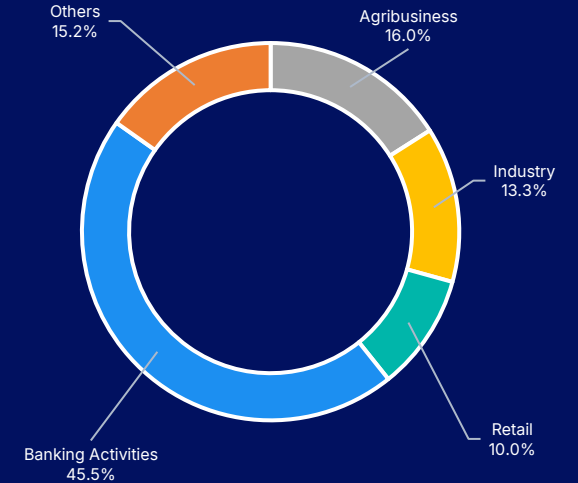
Net Revenue by Product
(% o/CNR)



CAPEX
(R\$ Million)



Net Revenue by Segment
(% o/CNR)



Financial Solutions & Services: Portfolio

Randon Consórcios

Coop-payment Plans
Administrator unit

40 thousand
Active
customers

328 thousand
Quotas
commercialized

103 thousand
Active quotas

166 thousand
Quotas awarded

R\$ 2,2 billion
In cumulative aggregate
administrative fee

Banco Randon

Bank unit

R\$ 2,4 billion
In credit assets

R\$ 374 million
Equity

7,399
Customers

Randon Ventures

Venture Capital unit

R\$ 35,8 million
Capital invested

7
Startups
invested

25
Startups co-invested
through funds

+900
Startups in
our database

Randon Seguros

Insurance Broker unit

19%
National Transport
Insurance

61%
Lender
insurance

11%
Life Insurance

9%
Other
Insurances

Business Verticals

Advanced Technology

R\$ 43.0 M

Net Revenue 1Q25

13.5 %

Adjusted EBITDA Margin 1Q25

Structure

1



Industrial
automation
industry

1



Technology Center for
product testing and
certification

1



Niobium
nanotechnology
solutions

1



Sales
Office

With
~200
Employees

Main Markets



Agribusiness



Industry



Mobility



Aftermarket



Technology

Brands

Auttom^o

ETR
CENTRO TECNOLÓGICO RANDON

 **NIONE**

Advanced Technology: Portfolio



Automation and robotics

- > Palletizing
- > Loading and Unloading
- > Deburring
- > Welding
- > Smart Warehouses
- > AGVs/AMRs
- > Specialized Machines
- > Automation Panels
- > AI
- > WMS



Product development and certification

- > Vehicle Dynamics
- > Various tests
- > Mechanical Testing
- > Active Safety (ADAS)



Nanotechnology

- > Nanometric Niobium
- > Nanometric Titanium

Advanced Technology: Nanotechnology

Main benefits



Increased
Mechanical
Strength



Increased
Chemical
Resistance



Increased
UVA/UVB
Resistance



Reduction in
Raw Material
Consumption



Reduction in
Mass



Sustainability



Fungicidal
and
Bactericidal

Advanced Technology: Nanotechnology

NIONE Applications



Transparent
Sunscreens and TiO_2
Free



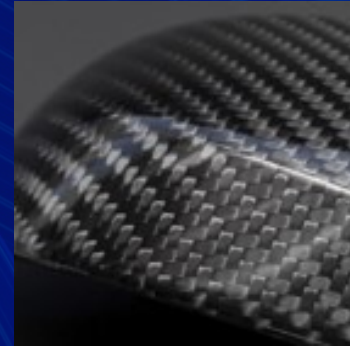
High Corrosion-
Resistant Paints



Welding Wire with
Better Performance



Lighter and More
Resistant Metal Parts



High-Performance
Nanocomposites

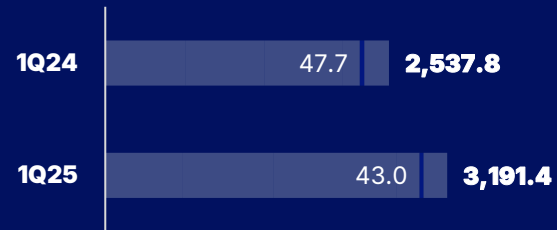


High-Performance
and Sustainable Metal
Surface Pre-
Treatments

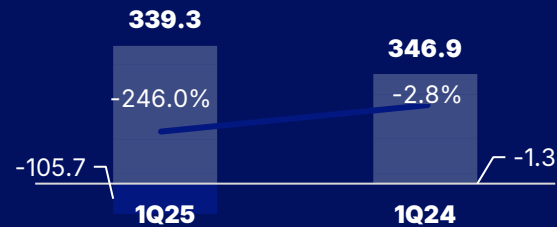
Business Verticals

Advanced Technology

Consolidated Net Revenue
(R\$ Million)

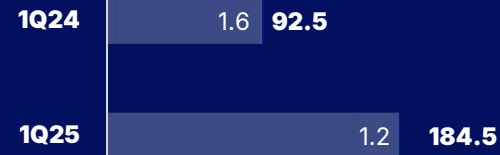


EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR

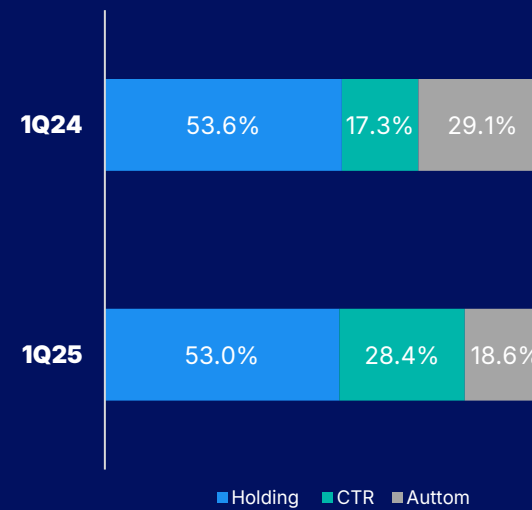


Advanced Technology & HQ Other Verticals

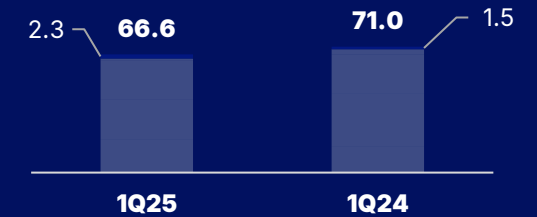
International Market Revenue
(US\$ Million)



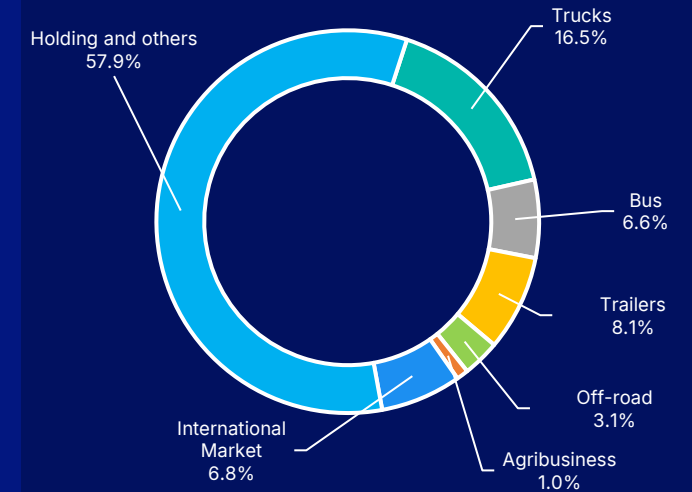
Net Revenue by Business Unit
(% o/CNR)



CAPEX
(R\$ Million)



Net Revenue by Segment
(% o/CNR)



ESG Ambition



Public
commitments

Sustainable
practices

Planet

People

Business

ESG Ambition

Public commitments



- > Reduce greenhouse gas emissions by 40% by 2030
- > Zero waste disposal in industrial landfills and reuse 100% of the effluent treated by 2025
- > Double the number of women in leadership positions by 2025
- > Zero serious accidents
- > Increase annual net revenue generated by new products.

Contribution to the SDGs



We are signatories to the UN Global Compact.

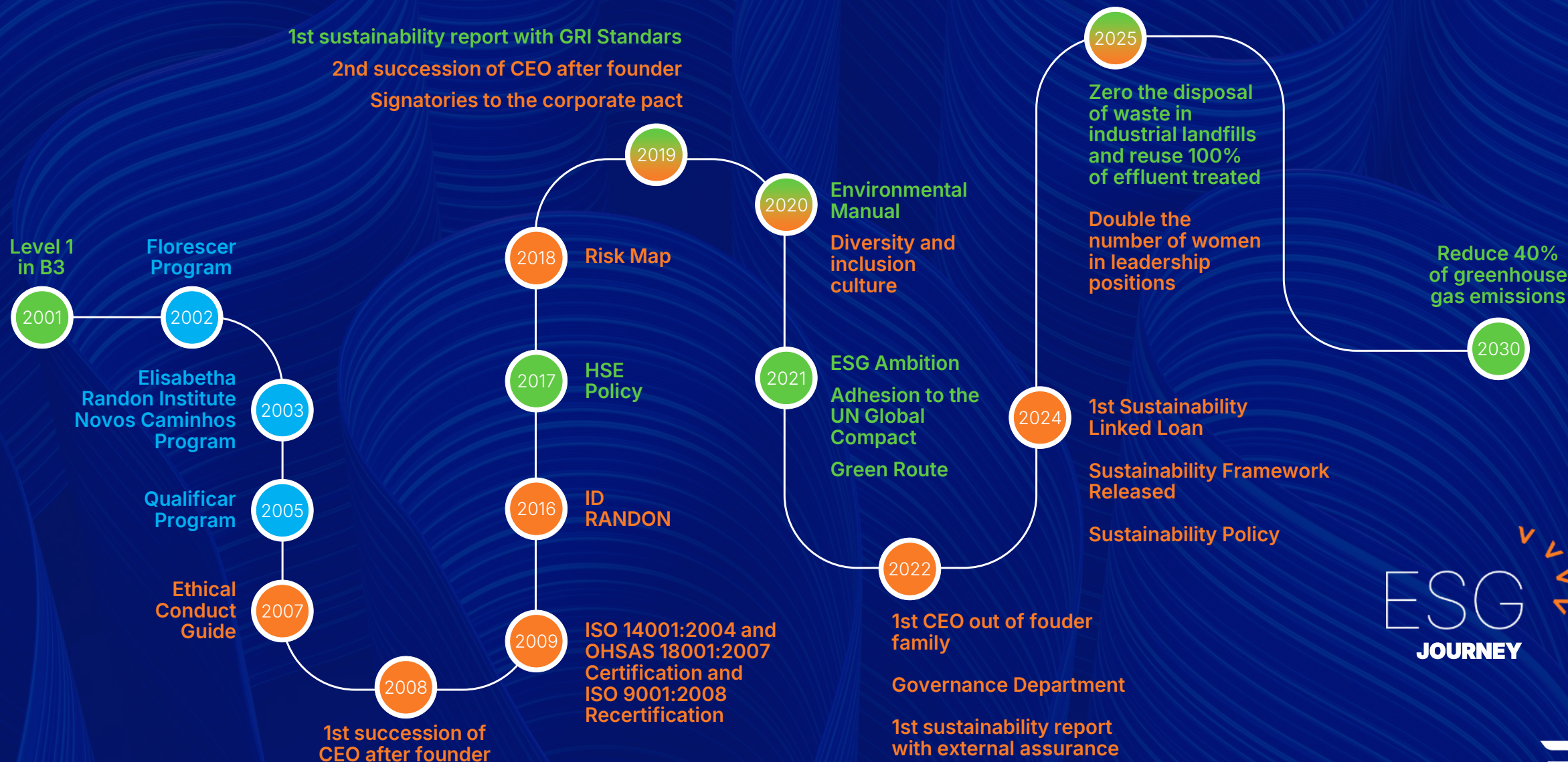


ESG Ambition

ENVIRONMENTAL

SOCIAL

GOVERNANCE



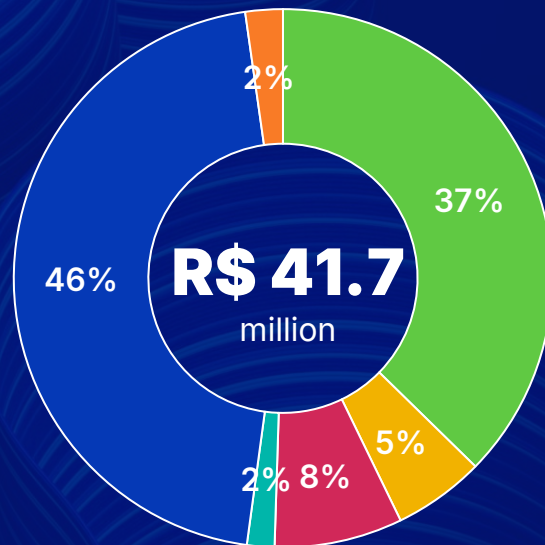
ESG
JOURNEY



Sustainable Practices for the Planet

Investments in environmental management initiatives in 2024

- Waste treatment and transportation
- Emissions treatment
- Effluent treatment
- Analyses (effluents, waste, emissions, water, and soil)
- Environmental projects
- Fees



Main Projects

Renewable energies, carbon footprint and effluent reuse.



Sustainable Practices for the People



Programs and initiatives for the development of our employees

- > Qualificar Program
- > Be Digital
- > Languages
- > Novos Caminhos – Prosperity Journey
- > Leadership in Movement
- > Performance Evaluation
- > Pra.Vc Platform
- > Employer brand
- > Hers Journey
- > Female Mentoring
- > Circles of Conversation
- > Affinity Groups: Women, Race and Ethnicity, LGBTQIAPN+, and PWDs

**Social
Investment**

IER Instituto
Elisabetha
Randon



Florescer
Instituto Elisabetha Randon



**Vida
Sempre**
Instituto Elisabetha Randon



**Ser
Voluntário**
Instituto Elisabetha Randon

Sustainable Practices for Business

Innovation



R\$ 212 million invested in R&D and innovation in 2024



73 patents registered in Brazil in 2024

Mobility Megatrends

Number of Projects in 2024

10 Mobility

11 Embedded Electronics

17 Smart Materials

Development of new technologies



Performance & Outlook



Financial
Results

Investment
Cycles

Market
Outlook 2025

Strategic
Pillars and
Opportunities

Guidance
2025

Performance

Financial Results

Economic Highlights	1Q25	1Q24	Δ%	4Q24	Δ%
Consolidated Gross Revenue	3,752,517	3,144,978	19.3%	3,934,799	-4.6%
Consolidated Net Revenue	3,191,364	2,537,785	25.8%	3,258,811	-2.1%
International Market Revenues US\$ ¹	184,476	92,515	99.4%	129,675	42.3%
Consolidated Gross Profit	849,195	686,265	23.7%	859,396	-1.2%
Gross Margin (%)	26.6%	27.0%	-43 bps	26.4%	24 bps
Consolidated EBITDA	339,255	346,865	-2.2%	423,907	-20.0%
EBITDA Margin (%)	10.6%	13.7%	-304 bps	13.0%	-238 bps
Adjusted EBITDA	425,064	346,865	22.5%	418,772	1.5%
Adjusted EBITDA Margin (%)	13.3%	13.7%	-35 bps	12.9%	47 bps
Net Income	-7,669	81,829	-109.4%	117,786	-106.5%
Net Margin (%)	-0.2%	3.2%	-346 bps	3.6%	-385 bps
Earnings per share R\$	-0.02	0.25	-109.4%	0.36	-106.5%

Financial Highlights	1Q25	1Q24	Δ%	4Q24	Δ%
Equity	3,105,147	2,875,313	8.0%	3,229,923	-3.9%
Investments ²	2,329,150	93,731	2384.9%	710,817	227.7%
Net Debt	7,984,449	3,668,264	117.7%	4,681,510	70.6%
Net Debt Without Randon Bank	5,970,619	1,910,659	212.5%	2,598,217	129.8%
Net Leverage	4.94 x	2.49 x	98.8%	2.89 x	71.4%
Net Leverage Without Randon Bank	3.75 x	1.32 x	183.1%	1.63 x	129.3%
Net Leverage Pro forma Without Randon Bank ³	3.19 x	1.32 x	141.3%	1.59 x	100.7%
ROE (last 12 months)	9.9%	12.3%	-241 bps	14.7%	-483 bps
ROIC (last 12 months)	7.9%	10.2%	-226 bps	10.9%	-292 bps

¹ Exports + Revenues from International Markets (both consolidated)

Values in R\$ Thousands, except when indicated otherwise

² Capex + Non-Organics + Paid-in Capital

³ Considers the pro forma EBITDA for the last 12 months of acquired operations.

Performance



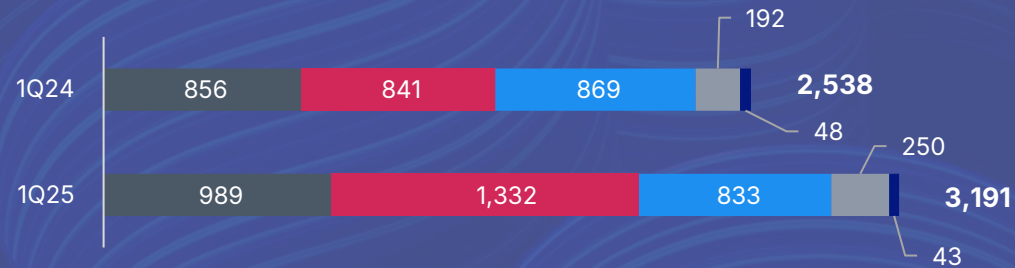
Performance

Consolidated Results



Consolidated Net Revenue¹

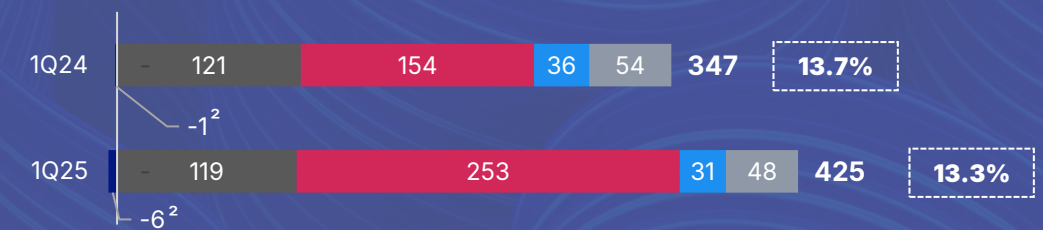
R\$ Million



Adjusted EBITDA and Adjusted EBITDA Margin¹

R\$ Million

² EBITDA of Advanced Tech. Vertical disregards the Holding's equity income effects, to more adequately reflect its operational performance.



International Market Revenue¹

US\$ Million

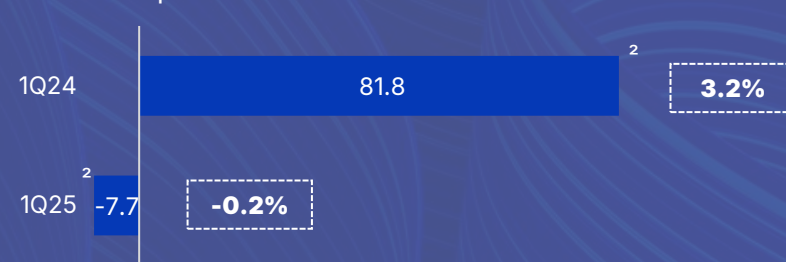
² Financial Solutions and Services
³ Advanced Technology and Headquarter



Net Income and Net Margin

R\$ Million | %

² Net income is presented only on a consolidated basis.



¹ The difference between the sum of verticals and the consolidated figure is the elimination of intercompany sales.

Legend:

Auto Parts

Motion Control

OEM

Financial Solutions and Services

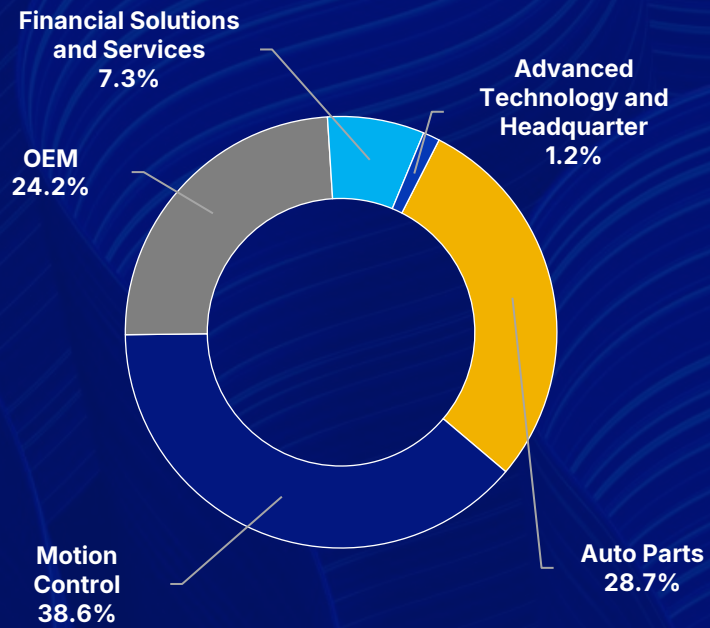
Advanced Technology and Headquarter

Performance

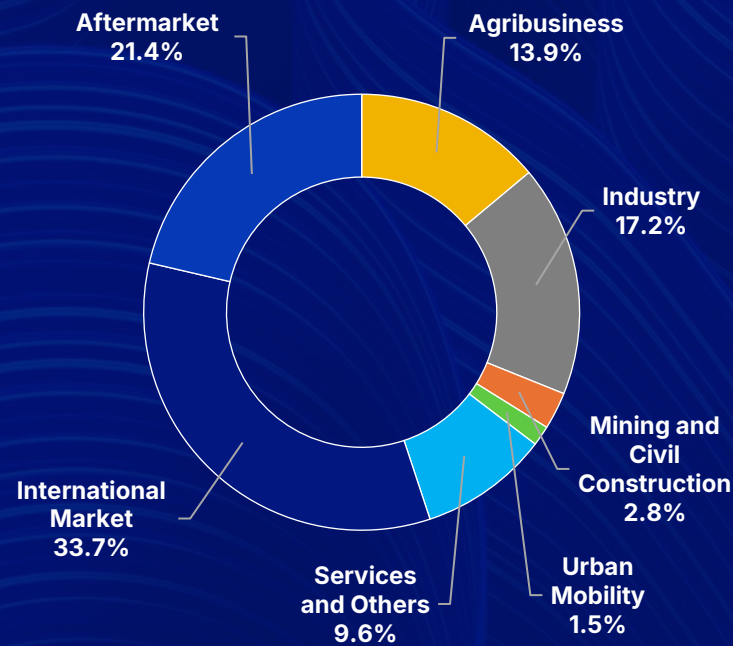
Diversified business model | 1Q25



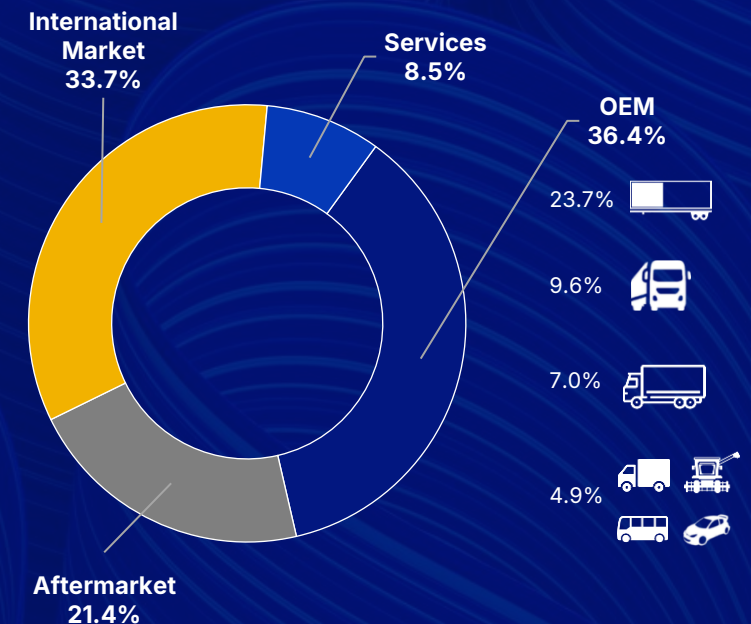
% Net Revenue by **Vertical**



% Net Revenue by **Sector**



% Net Revenue by **Segment**



Performance

Capital allocation in profitable businesses

R\$ 3.4 billion

in CAPEX and M&A
(2020-2024)

ROIC of the period

2020
15.7%

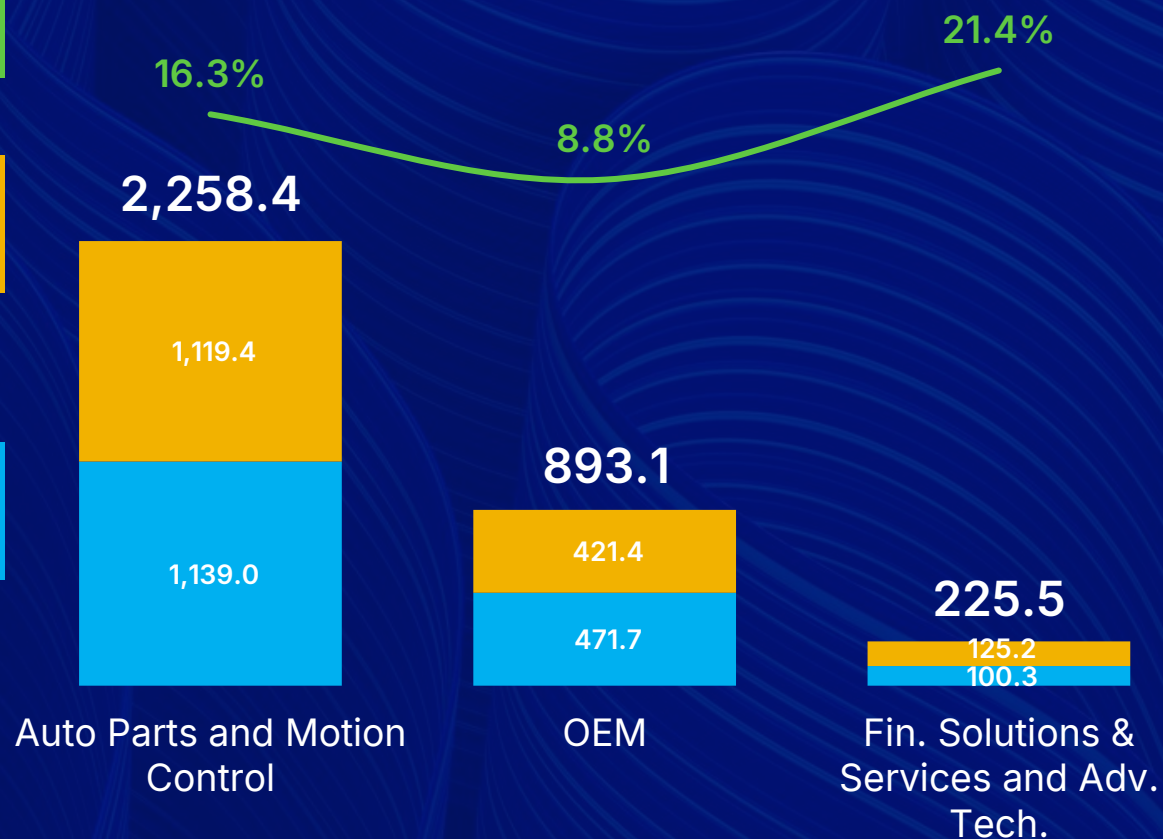
-487 bps

2024
10.9%

EBITDA
Margin

M&A
R\$ 1.7 B

CAPEX
R\$ 1.7 B



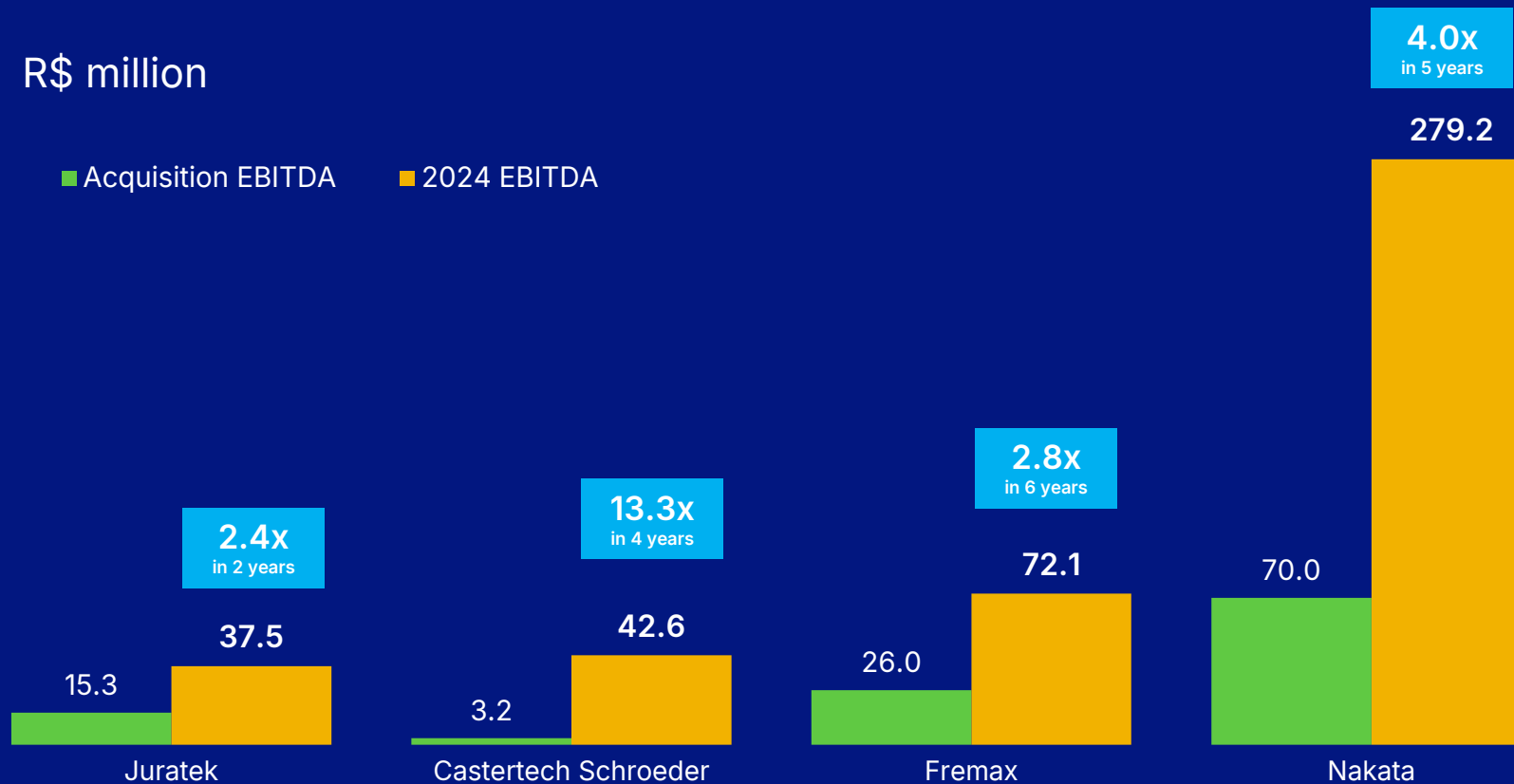
Performance

Excellent track record

Capturing synergies guarantees the evolution of the results of acquired companies

R\$ million

■ Acquisition EBITDA ■ 2024 EBITDA

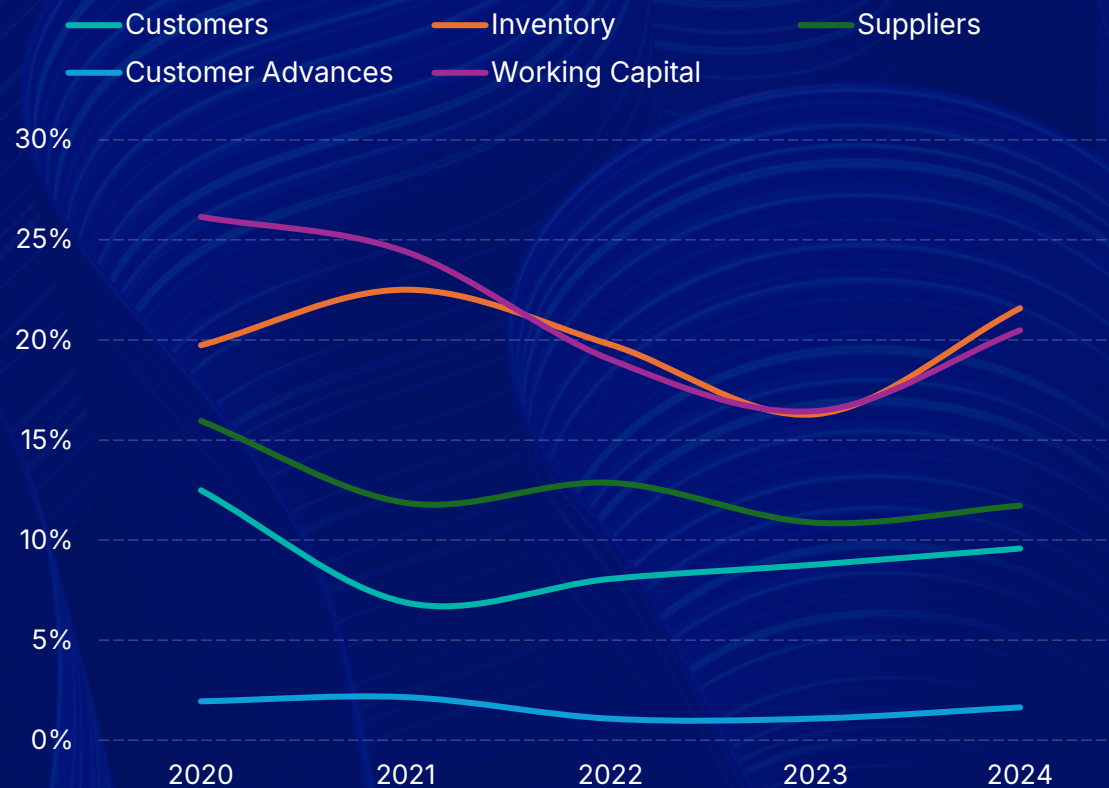


Performance

Smart capital management and value creation

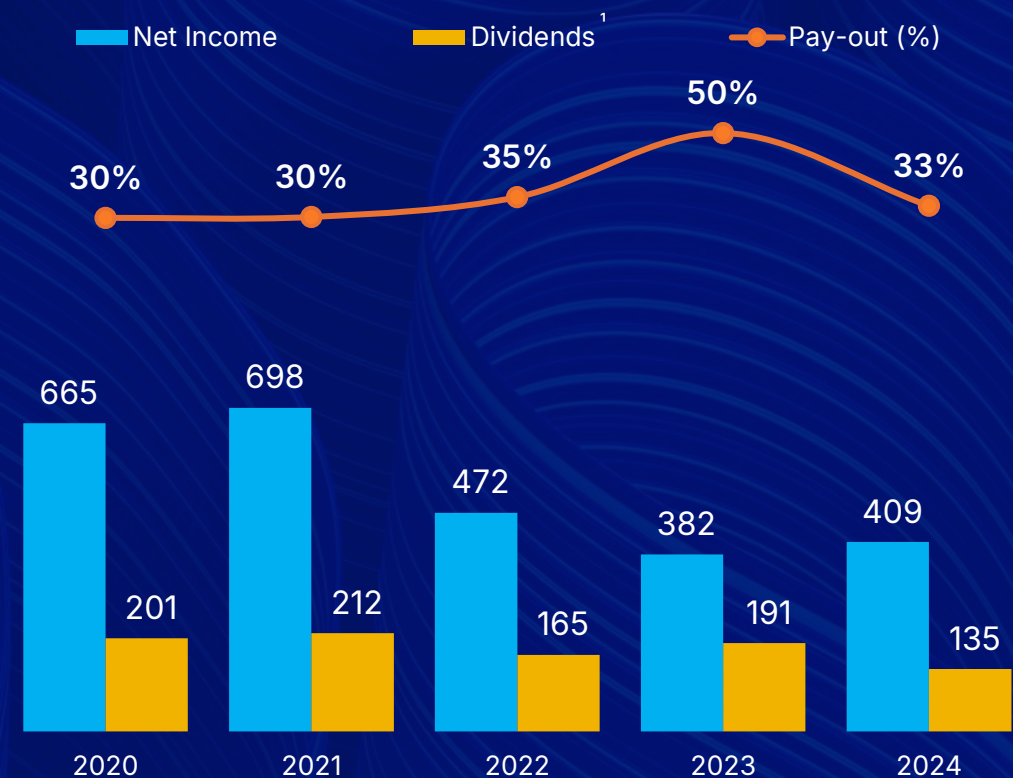
Working Capital

% of Net Revenue



Net Income and Dividends

R\$ Million



¹ Considers the gross distribution of Dividends and Interest on Equity (IoE) for the period.

Performance

Financial strength

Net Debt History (Without Randon Bank)

R\$ million



¹ In 1Q25, the Company's leverage, considering the pro forma EBITDA of the acquired companies, was 3.19x. Also considering the one-off events in the EBITDA of the last twelve months, it would be 2.98x.

S&P Global
Ratings

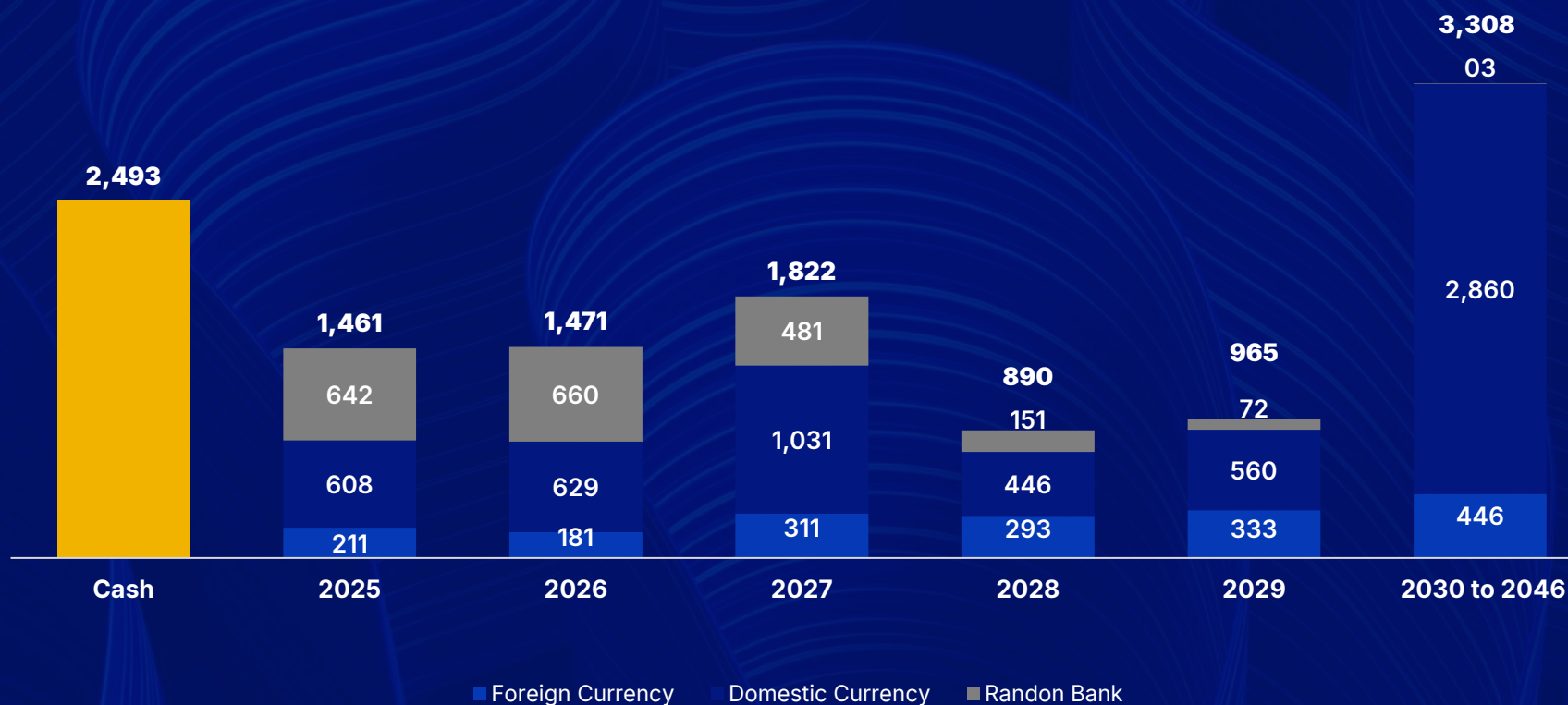
BrAAA+
With stable
outlook

Performance

Sufficient liquidity to meet short and medium term commitments

Amortization of Bank Debt

R\$ million



Total Cost¹
14.0% p.a.

Average term¹
4.0 years

¹ Indicators for 1Q25, without Randon Bank. Most of the debt is post-fixed CDI+.

Performance

Our funding strategy

Diversification of
financing sources

Reduction in the
average cost of
debt

Synergy
opportunities due
to the strength of
the group

Continuous control
of leverage and
foreign exchange
exposure

Credibility with
the financial
market

Reduction and
optimization of
working capital

Extending the
debt term

Cost and
investment
discipline



Performance

Shareholder remuneration

R\$ 806 M

in shareholder remuneration over the past 5 years

R\$ 7.95

earnings per share over the last 5 years

30.2%

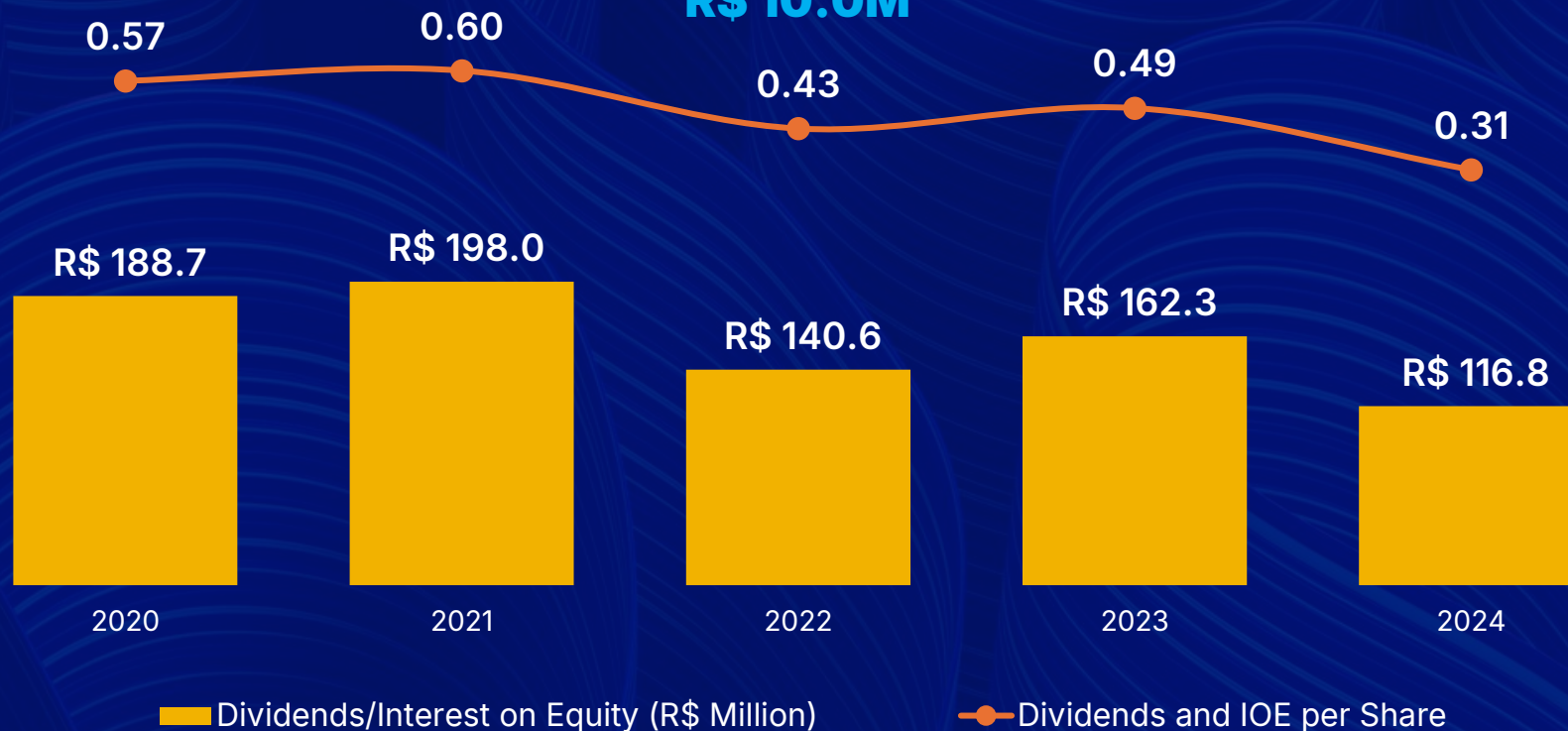
Average payout

21.4%

Dividend Yield¹

Share buyback
R\$ 124.0M

Share buyback
R\$ 10.0M



Market Outlook 2025

Brazilian Automotive Market

		1Q25	1Q24	Δ%	4Q24	Δ%
Production	Trucks ¹	31,731	29,327	8.2%	38,641	-17.9%
	Trailers ³	19,317	22,838	-15.4%	22,281	-13.3%
Brazil Sales	Trucks ¹	27,749	26,480	4.8%	33,835	-18.0%
	Trailers ²	18,422	22,123	-16.7%	21,170	-13.0%
Exports	Trucks ¹	5,947	3,322	79.0%	6,174	-3.7%
	Trailers ³	895	715	25.2%	1,111	-19.4%

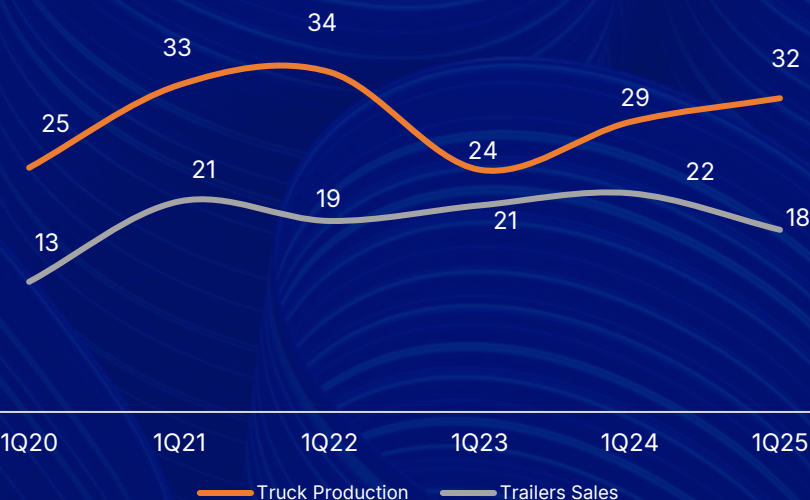
¹ Anfavea

² Anfir

³ Anfir + Aliceweb

Volumes in units

BRAZILIAN AUTOMOTIVE MARKET HISTORY
(thousand units)



Strategic Pillars and Opportunities



Agri business

- > Thriving sector
- > Growing harvest
- > Increase in global grain and animal protein consumption
- > Limitation in grain storage capacity
- > Expansion in road freight transportation



Aftermarket

- > Resilient
- > Consolidate leadership
- > Strong brands
- > Optimized distribution channels



Internationalization

- > Strengthen global presence
- > Focus on mature markets
- > Capture new opportunities



OE Business

- > Maintain leadership in OEMs
- > Expand product portfolio
- > Conquer new customers and businesses

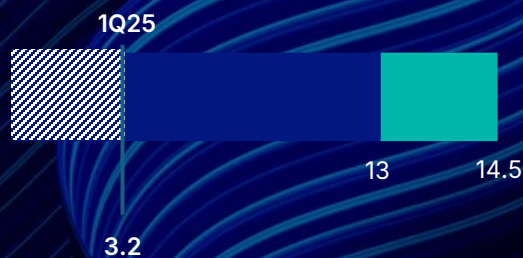


Innovation and Services

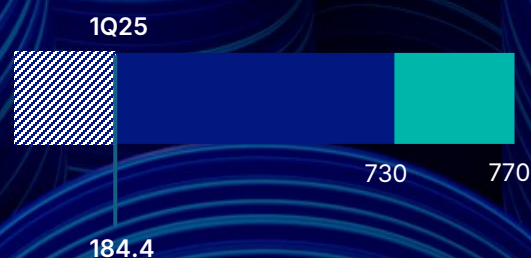
- > Disruption
- > Sustainability as a differentiator
- > Technological leadership
- > Service ecosystem for transportation

Guidance 2025

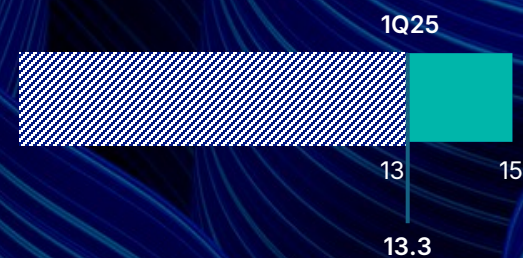
Consolidated Net Revenue (R\$ Billion)



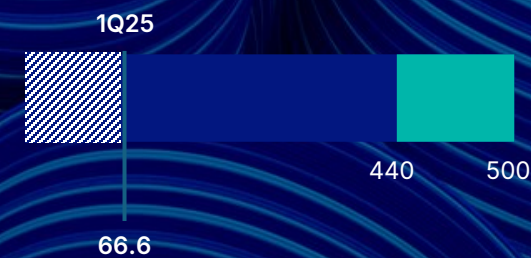
Revenues from International Market¹ (US\$ Million)



EBITDA Margin² (% EBITDA o/ NR)



Investments³ (R\$ Million)



■ Guidance Range ■ Actual

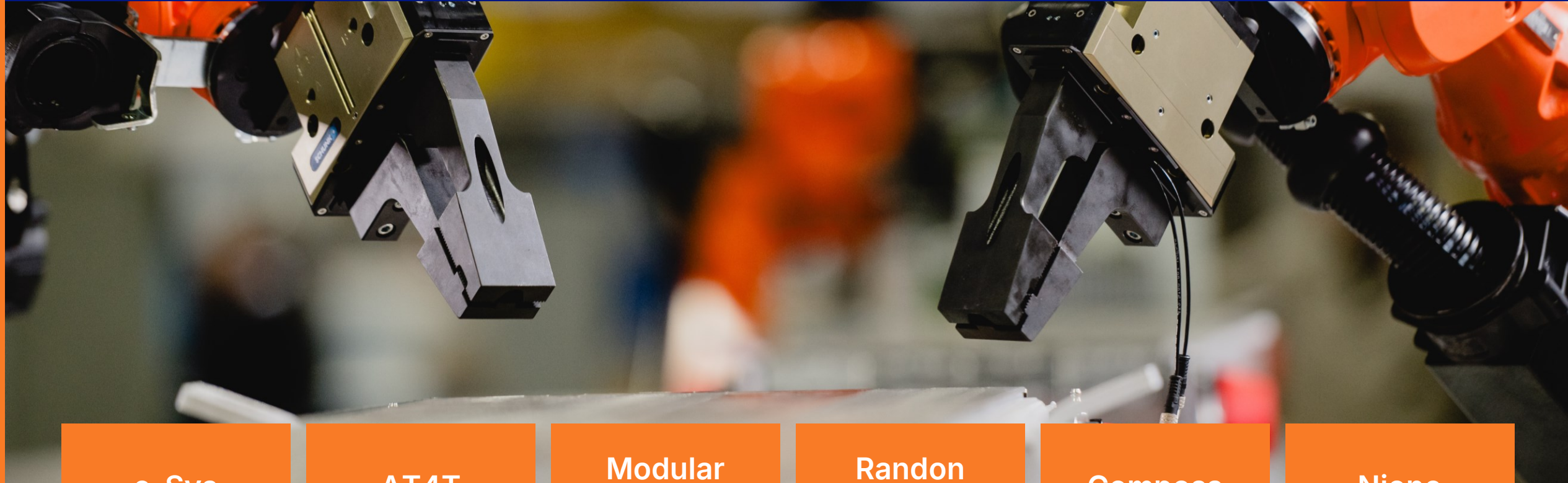
¹ Figures refer to the sum of exports from Brazil and revenues generated by international operations, net of intercompany transactions;

² Percentage reflects margin adjusted for non-recurring events;

³ Figures refer to organic investments.

- > **Consolidated Net Revenue:** Growth driven by aftermarket sales and the addition of new revenue streams through acquisitions and new auto parts factories;
- > **International Market Revenue:** Global expansion with highlights in the U.S. and U.K., along with the consolidation of new operations;
- > **EBITDA Margin:** Margins sustained by appropriate pricing and synergy capture, despite partial pressure from product mix and costs;
- > **Investments:** Focus on increasing capacity and efficiency, with ongoing strategic projects and organic investments.

Disruptive Technologies



e-Sys

AT4T

Modular
Platform

Randon
Solar

Compass

Nione

Disruptive Technologies

Electric Mobility

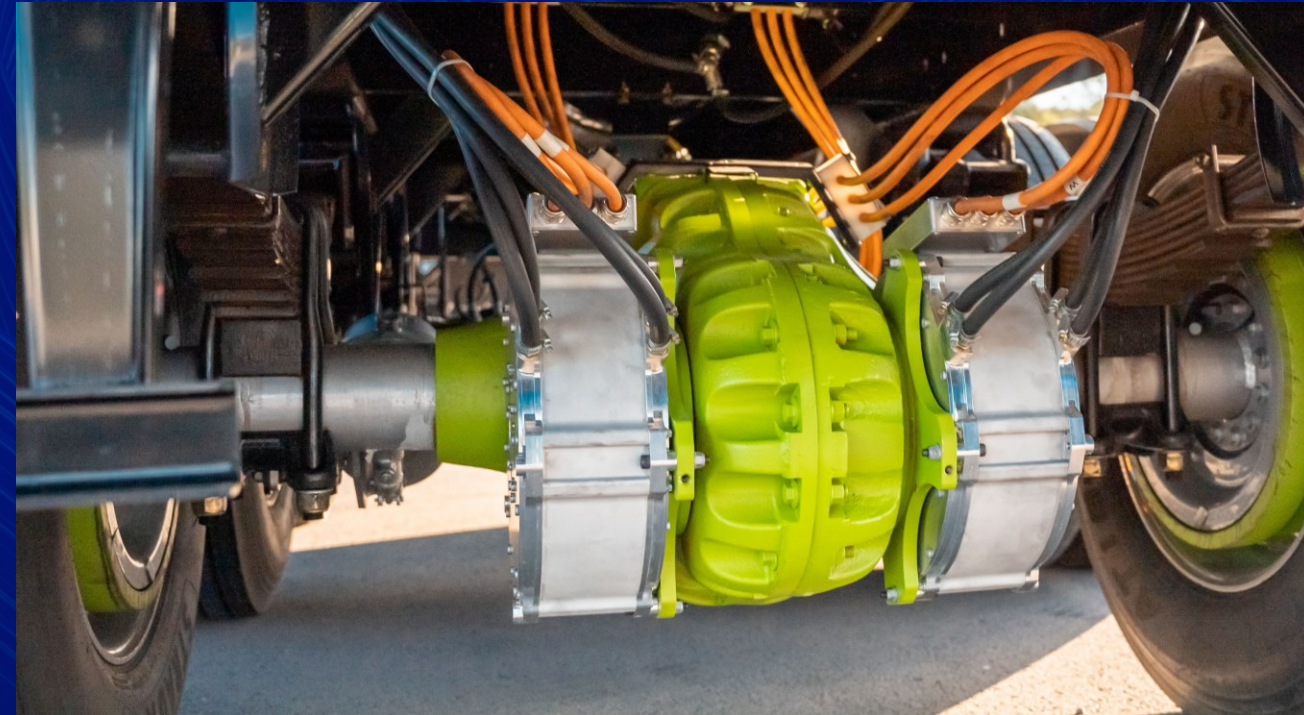
1st Regenerative Auxiliary Electric Axle in Latin America

- > **High-Performance Engine**
154 kW, 1,000 Nm torque, 13-ton capacity.
- > **Smart Battery**
600V, 52 kWh, with a durability of 5,000 cycles (5-7 years).
- > **Up to 25% Fuel Savings**
Reduces brake wear and increases profitability.
- > **Up to 10% Less Travel Time**
Extra power for climbs and overtaking.
- > **Reduction of up to 51 Tons of CO₂/year**
Electric solution that reduces emissions and fossil fuel usage.

VIDEO
click or scan



E ← S 4 S



Trailers



Trucks



Tractors and
Agricultural
Line



Buses



Delivery
Vehicles



Dedicated
Vehicles



Disruptive Technologies

Autonomous Technology

AT4T Autonomous
Technology
for Transportation



Autonomous and precise technology: Movement in controlled environments with smart sensors and complex maneuvers without human intervention.



Application in strategic sectors: Efficient and safe operation in terminals, logistics parks, mining, and agriculture.



Sustainability and innovation: 100% electric traction, aligned with sustainable and disruptive mobility demands, incorporating various innovation solutions from Randoncorp.



Cutting-edge research and development: Result of 5 years of research with the Hercílio Randon Institute and support from the Randon Technology Center.



Disruptive Technologies

Modular Platform



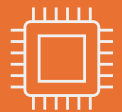
Modular and sustainable design: 70% reduction in the use of welding, greater lightness, and improved fuel efficiency.



High versatility: Adaptation for all axle combinations with options for mechanical and pneumatic suspension.



Patented innovation: Structure with 14 exclusive patents, designed for agility in operations and lower maintenance costs.



Integration with smart solutions: Support for technologies like Randon Smart for tracking and preventive maintenance.



Operational Improvement: Simplification of the production process and product logistics, along with enhanced safety for the operator.

VIDEO
click or scan



Structural Innovation



Disruptive Technologies

Sustainable Energy

- > Ultra-thin and durable solar panels
- > Generation of up to 11.5 thousand kW/year
- > Reduction of consumption by up to 1.8 thousand liters/year
- > Less noise and greater comfort for the driver
- > Fully automated system
- > Compatible with the e-Sys system and Randon Smart intelligence



Disruptive Technologies

Composite Materials

Lower weight



No painting and no corrosion



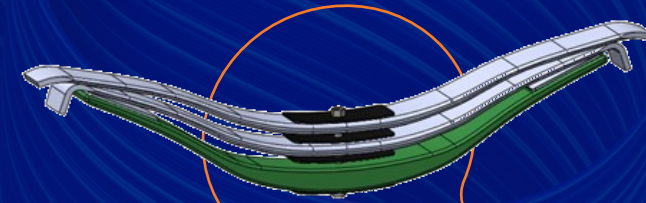
Simple assembly



More durable



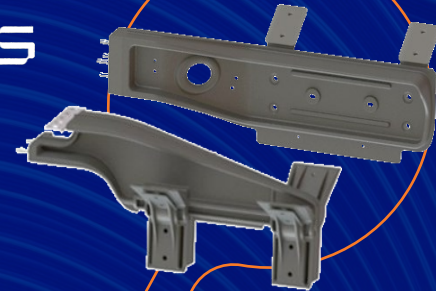
Updated design



VIDEO
click or scan



composs



**Components in
Alternative Materials**



Disruptive Technologies

Nano Niobium

Nione is the first company in the world to produce niobium nanoparticles on a large scale

Technology that enhances products to provide unique benefits



Durability



Clean energy generation and consumption



Lightness



Greater energy efficiency



Greater sustainability



Reduction in material consumption



Carbon footprint reduction



Resistance

Click or scan



NIONE

Case:

Nanostructuring of epoxy resin

Benefits

+25% Toughness

+50% UV Resistance

+30% Hydrophobicity

+ Performance and Durability

Unchanged color

Finalist of the
Automotive
Business 2024
Award



Applications in various segments:

Electronics

Pharma.

Agriculture

Construction

Chemicals

Cosmetics

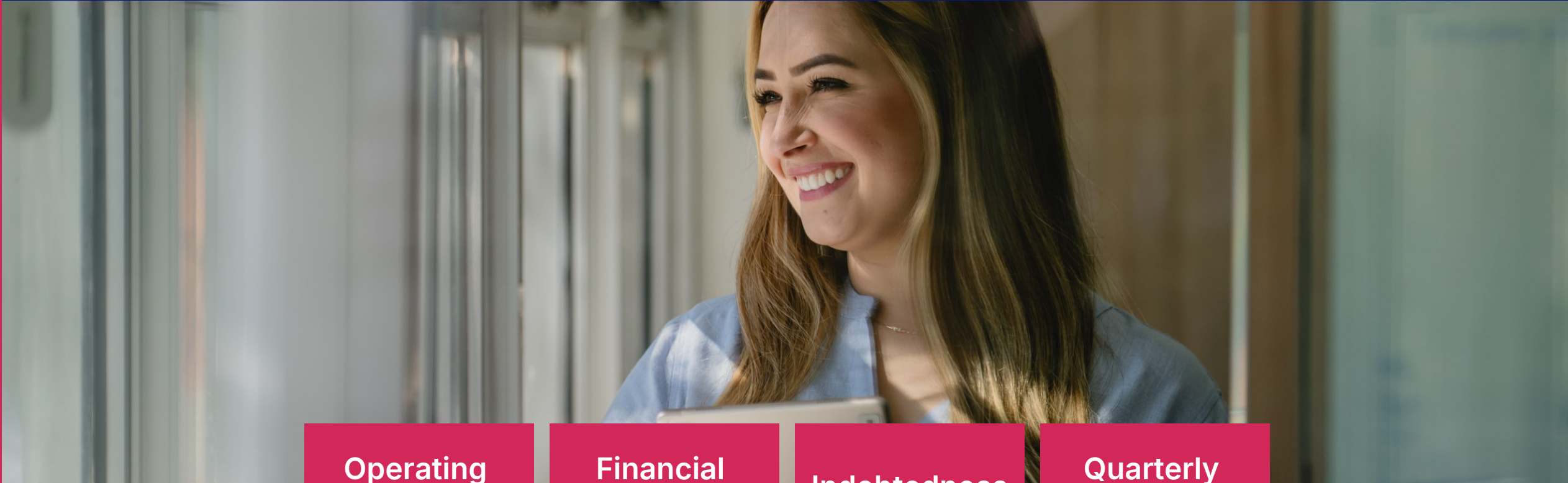
Steelmaking

Metallurgy

Automotive



Attachments



Operating
Results

Financial
Results

Indebtedness

Quarterly
Information

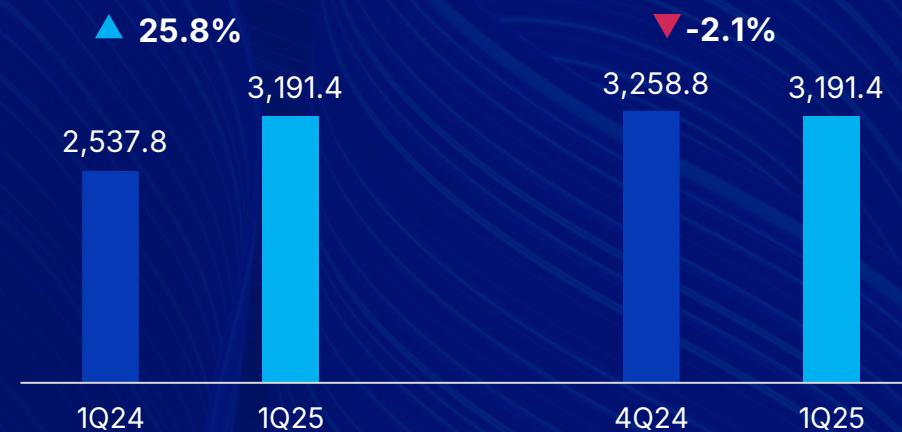
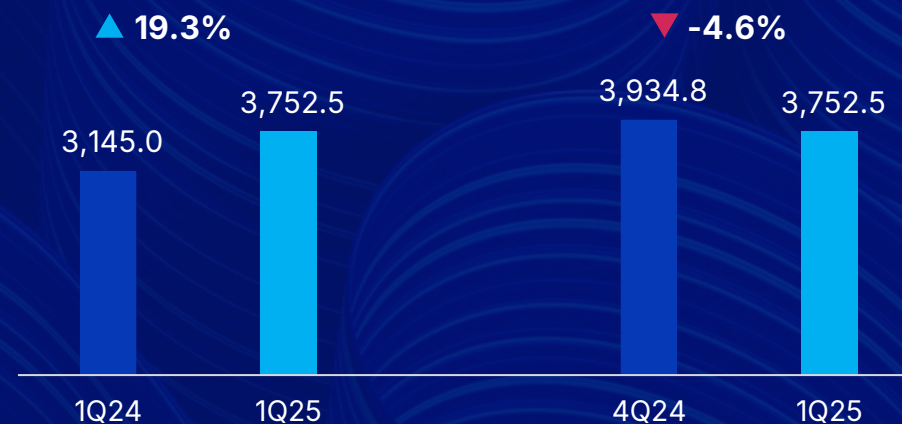
Attachments

Operating Results

Consolidated Gross Revenue | R\$ Million



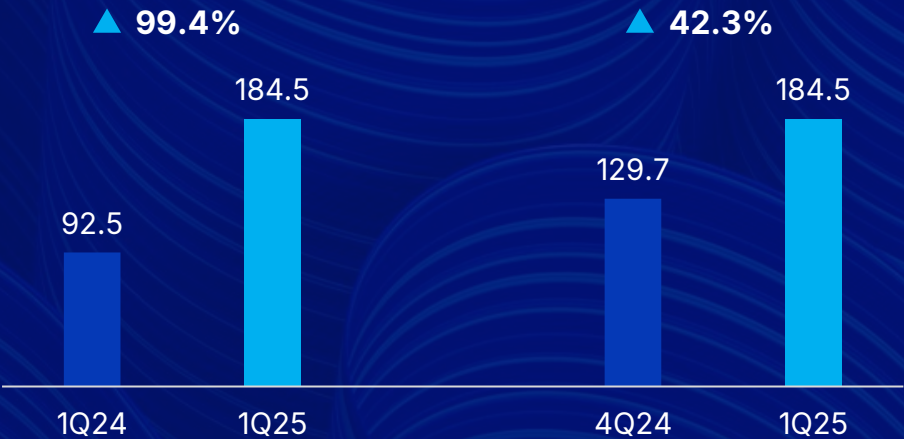
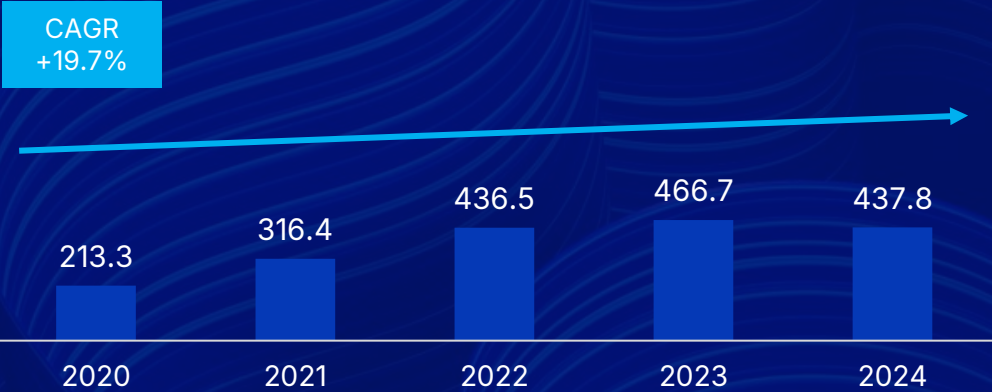
Consolidated Net Revenue | R\$ Million



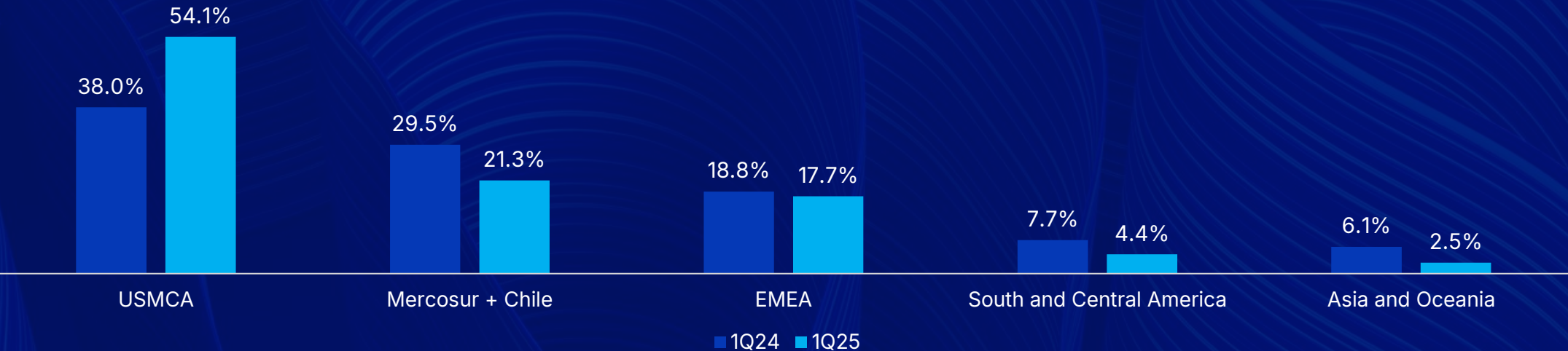
Attachments

Operating Results

International Market Revenues | US\$ Million



International Market Revenues by Region
(% o/ International Market Revenues)

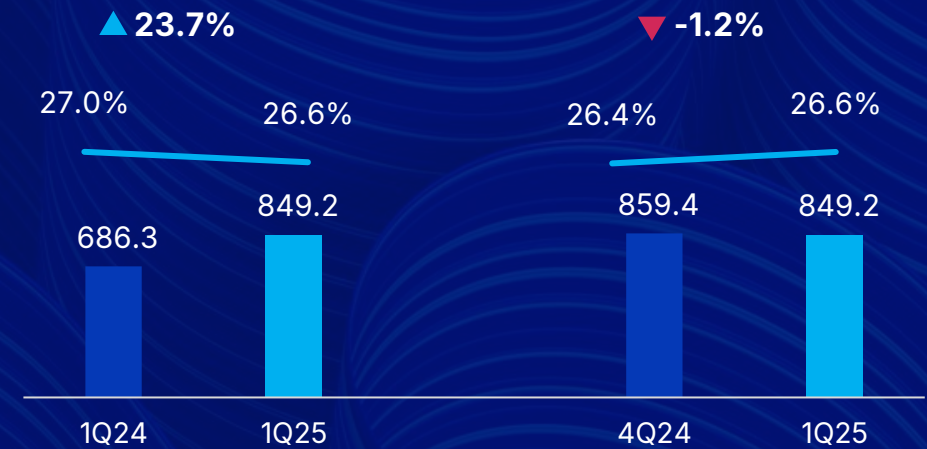


Attachments

Operating Results

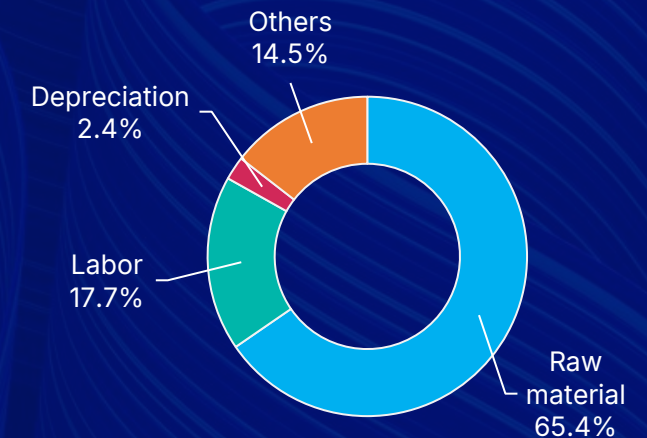


Gross Profit | Gross Margin | R\$ Million | %



COGS 1Q25
R\$ 2.3 B
(73.4% o/CNR)

COGS DISTRIBUTION 1Q25



Attachments

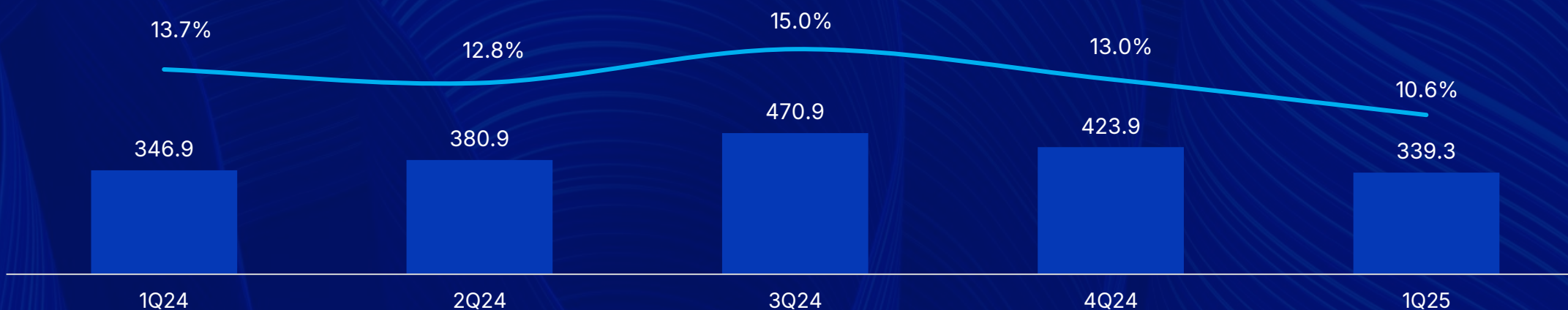
Operating Results



EBITDA | EBITDA Margin | R\$ Million | %



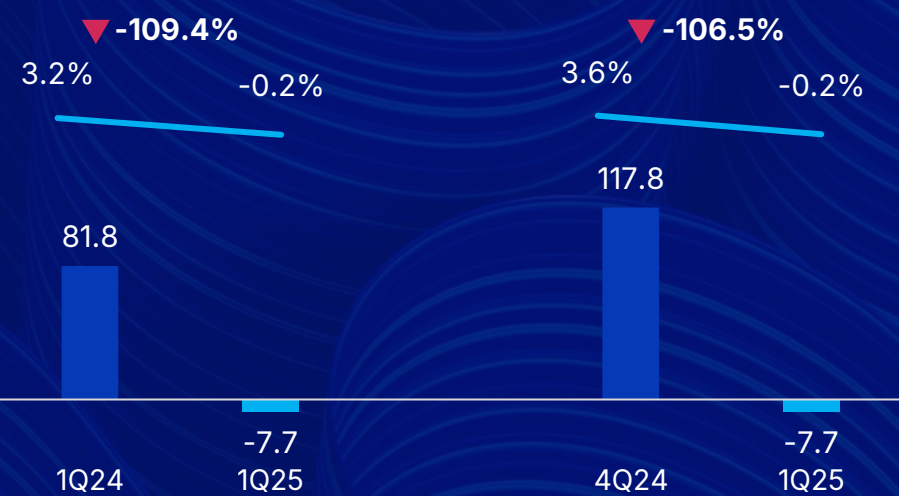
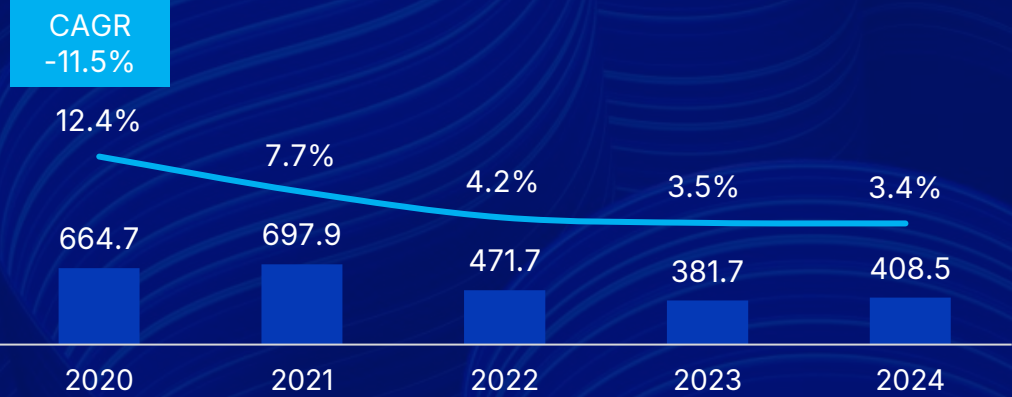
EBITDA | Quarterly EBITDA Margin | R\$ Million | %



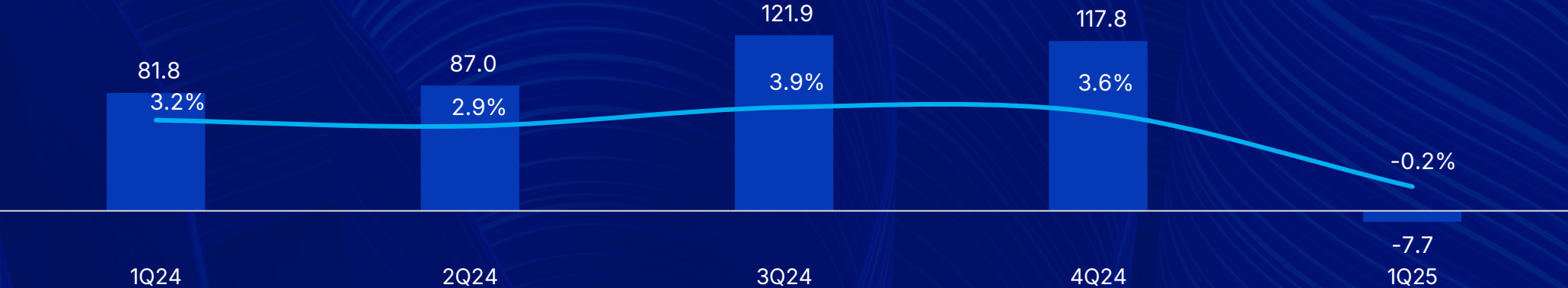
Attachments

Financial Results

Net Income | Net Margin | R\$ Million | %



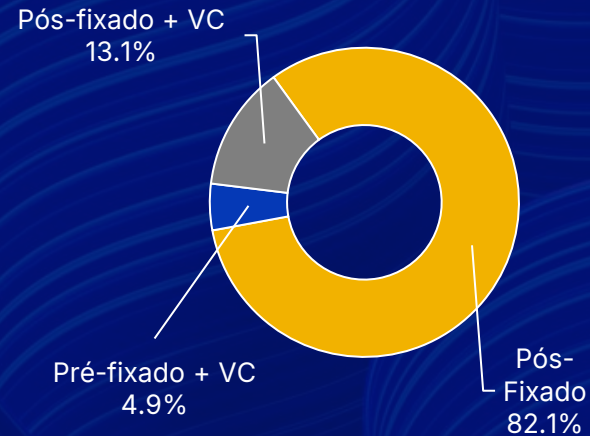
Net Income | Quarterly Net Margin | R\$ Million | %



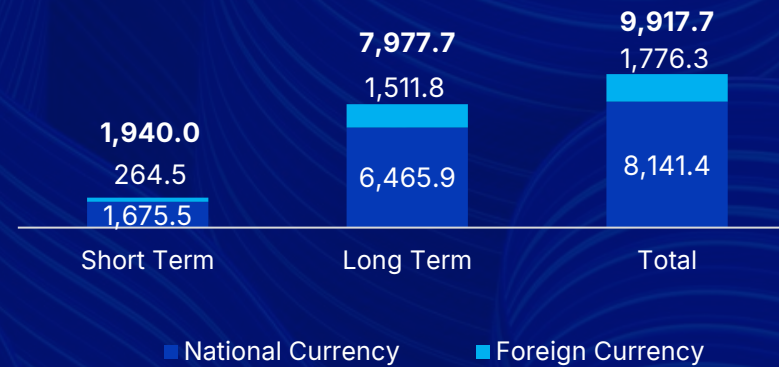
Attachments

Indebtedness

Gross Debt Indexes

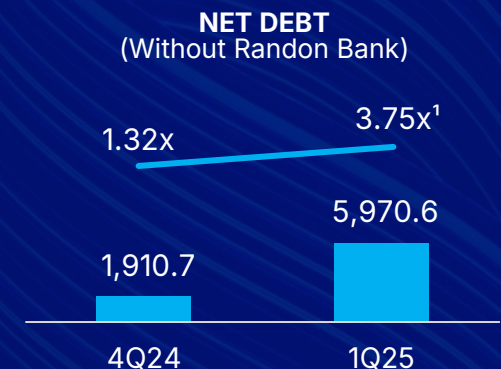


Origin of Debt¹ | Short and Long Term



¹ Does not consider business combination values

Indebtedness | Net Debt / EBITDA | R\$ Million

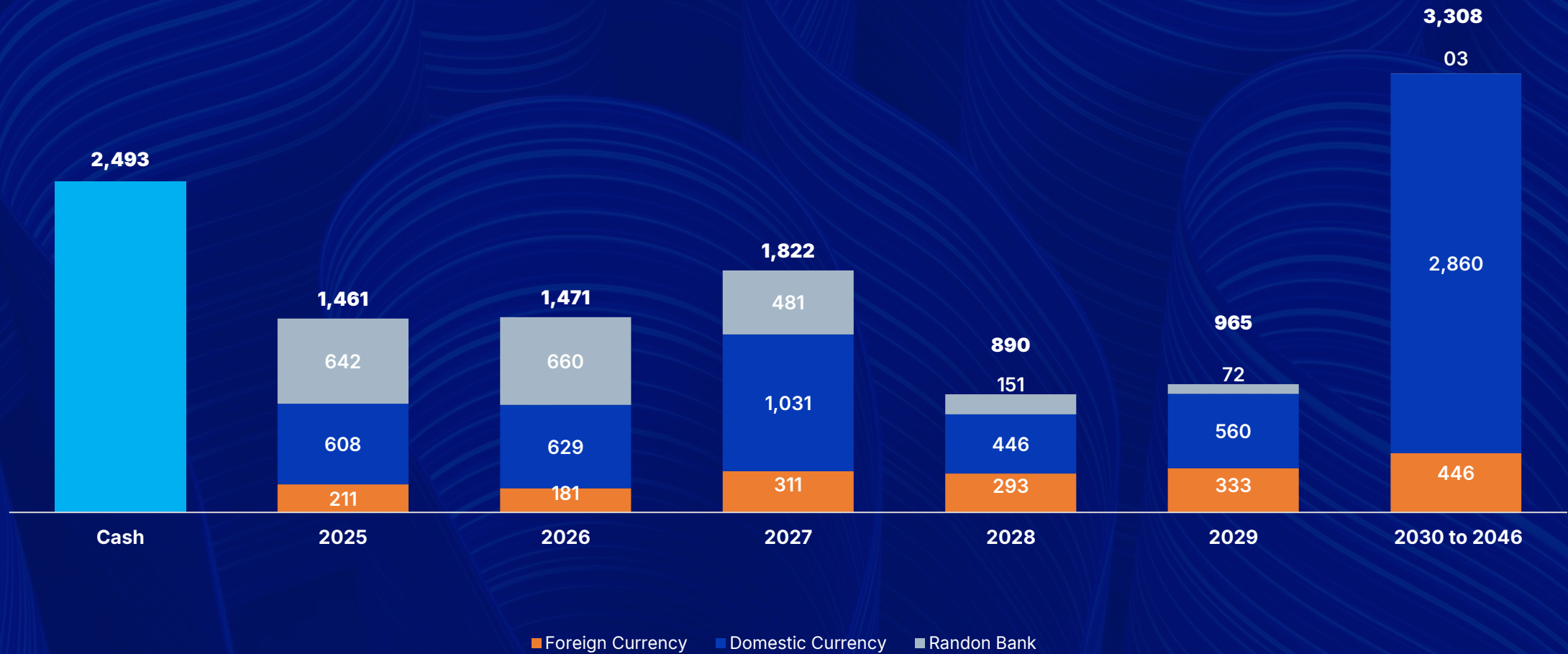


¹ In 1Q25, the Company's leverage, considering the pro forma EBITDA of the acquired companies, was 3.19x. Also considering the one-offs in the EBITDA of the last twelve months, it would be 2.98x.

Attachments

Indebtedness

Schedule Of Debt Payment | R\$ Million



Attachments

Quarterly Information



	2023	1Q24	2Q24	3Q24	4Q24	2024	1Q25
Net Revenue	12,086.7	2,805.3	3,316.3	3,423.0	3,524.8	13,069.4	3,446.9
% Auto Parts	27.1%	30.5%	29.4%	30.6%	28.7%	29.8%	28.7%
% Motion Control	28.0%	30.0%	29.6%	30.3%	31.4%	30.3%	38.6%
% OEM	37.6%	31.0%	33.3%	31.3%	31.6%	31.8%	24.2%
% Financial Solutions & Services	5.8%	6.8%	6.2%	6.2%	6.6%	6.5%	7.3%
% Advanced Technology and HQ	1.4%	1.7%	1.6%	1.5%	1.6%	1.6%	1.2%
Consolidated Net Revenue	10,887.8	2,537.8	2,984.6	3,134.6	3,258.8	11,915.7	3,191.4
Consolidated Gross Profit	2,793.4	686.3	814.6	823.9	859.4	3,184.2	849.2
% Gross Margin	25.7%	27.0%	27.3%	26.3%	26.4%	26.7%	26.6%
EBITDA	1,570.2	346.9	380.9	470.9	423.9	1,622.5	339.3
% EBITDA Margin	14.4%	13.7%	12.8%	15.0%	13.0%	13.6%	10.6%
Net Income	381.7	81.8	87.0	121.9	117.8	408.5	-7.7
% Net Margin	3.5%	3.2%	2.9%	3.9%	3.6%	3.4%	-0.2%

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