



RANDONCORP

Building **tomorrow**



Institutional Presentation 4Q25



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

Compass

NIONE



Attachments

Operating Results

Financial Results

Indebtedness

Quarterly Information





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 77 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



~17k
Employees



5 business verticals

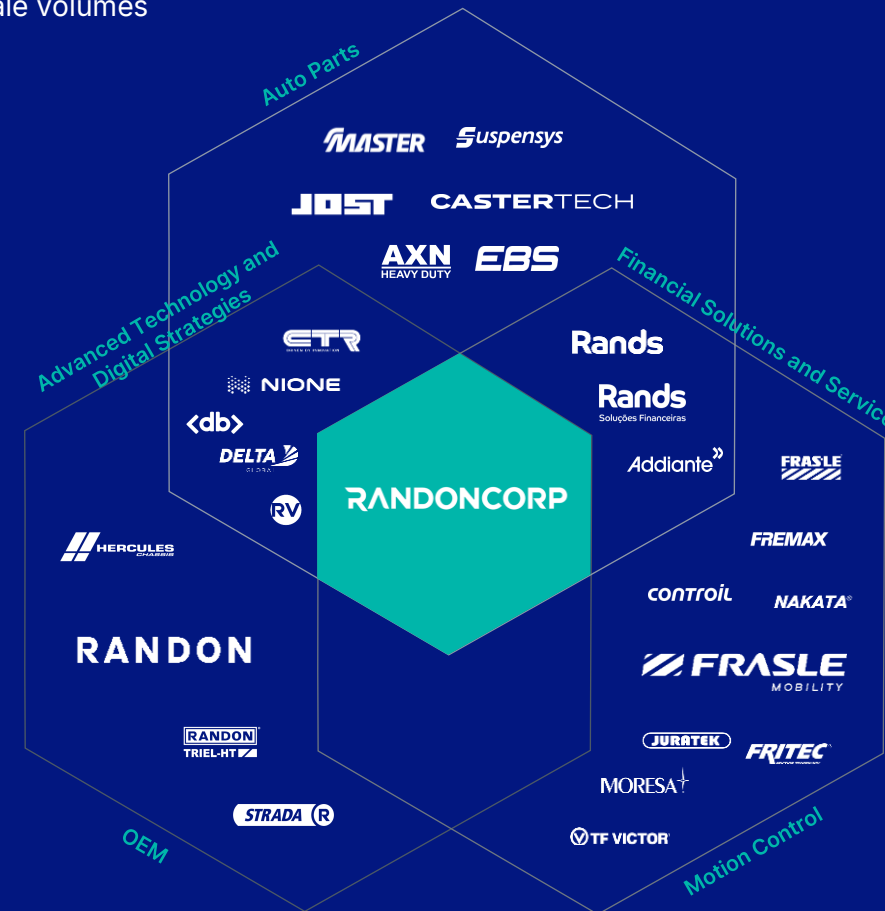


Presence in
+125 countries

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

House of Brands

- Iconic brands
- Strength of synergies













Strong Brands

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



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
-  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
-  Randon Corretora de Seguros
-  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

Products present in **OVER 125 COUNTRIES**, across all continents.

Industries **33**
 14 12 6 1

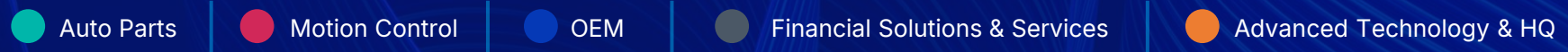
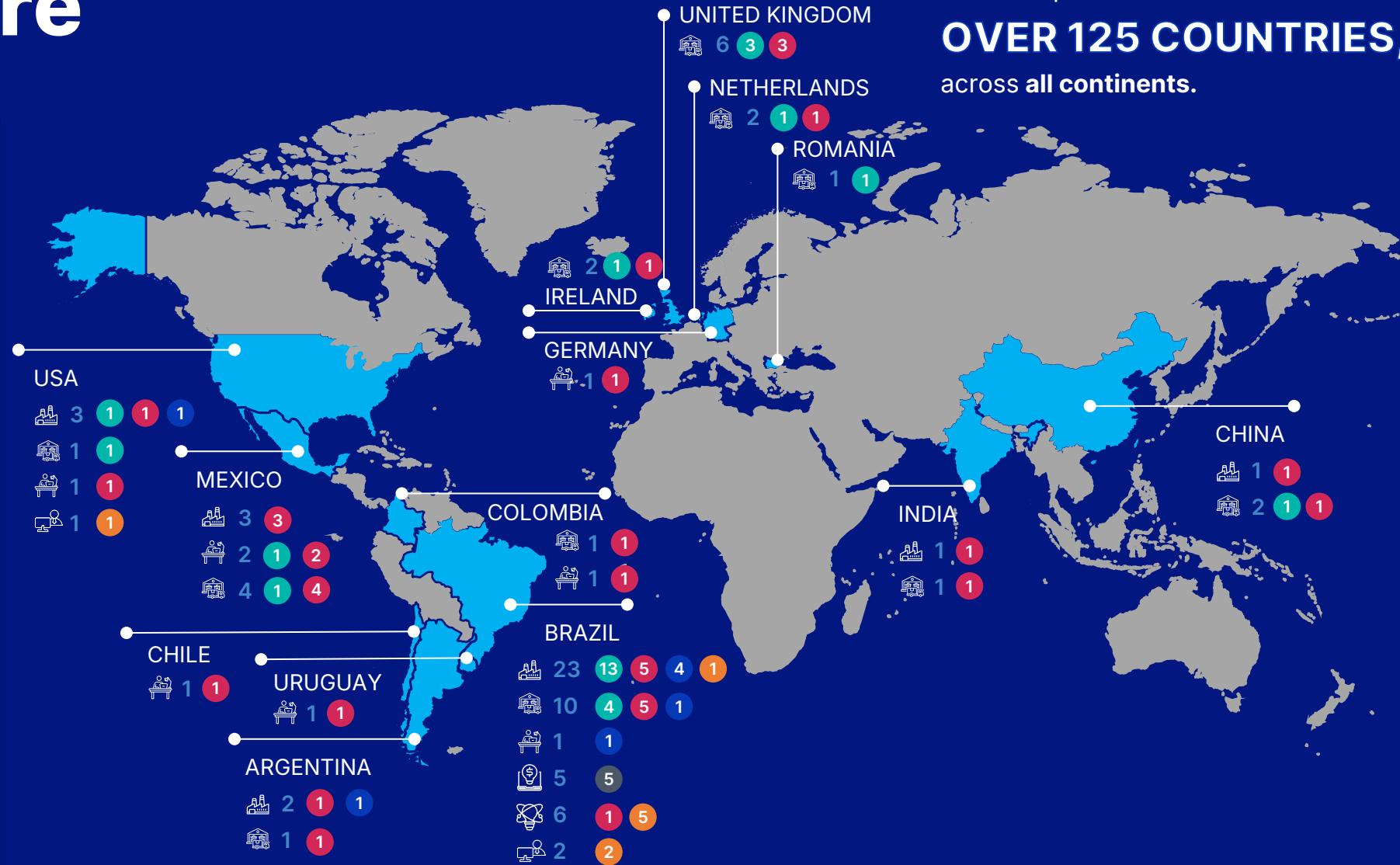
Distribution Centers **32**
 13 18 1

Business Offices **9**
 1 7 1

Financial Solutions and Services **5**
 5

Innovation and Digital Strategies **6**
 1 5

Headquarter and Administrative Offices **3**
 3



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

- Agribusiness
- Industry
- Civil Construction
- Mining
- Mobility
- Aftermarket
- Capital Goods
- Logistics
- Retail
- Technology
- Sectors from different areas of activity

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



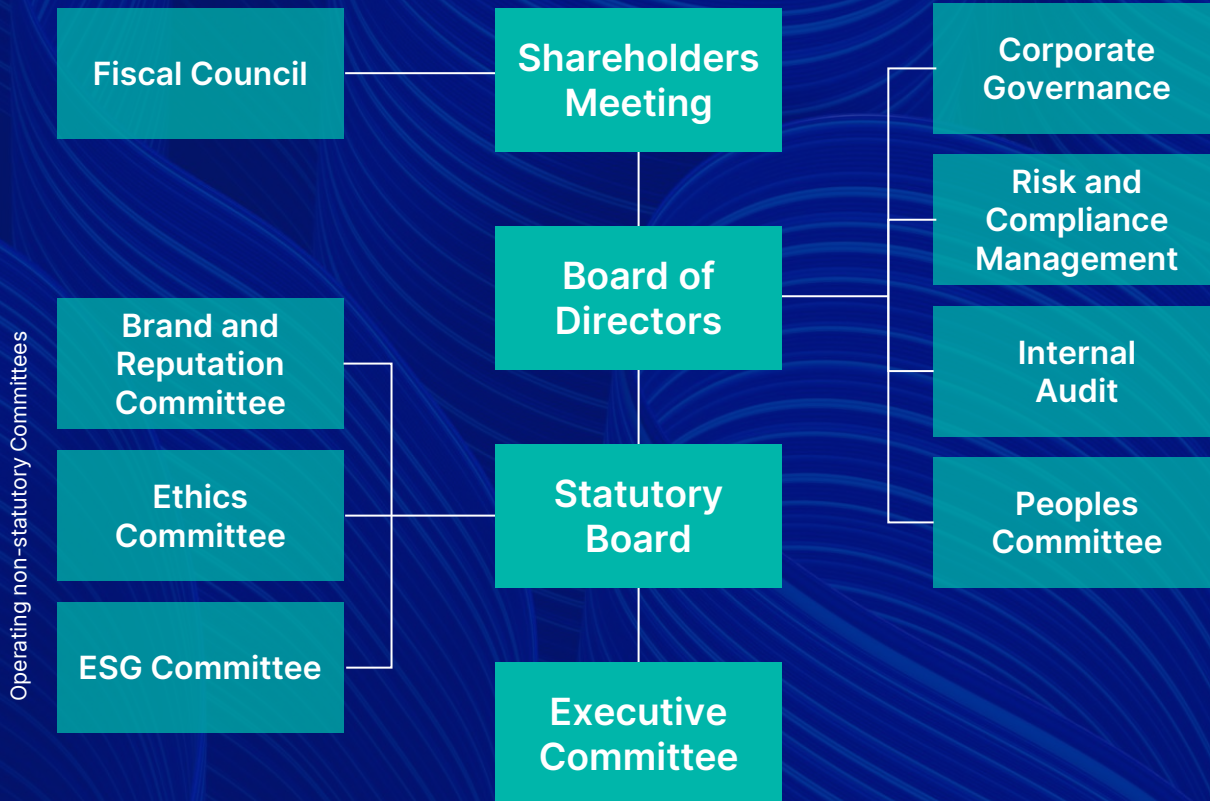
Technology



Others



Our Governance

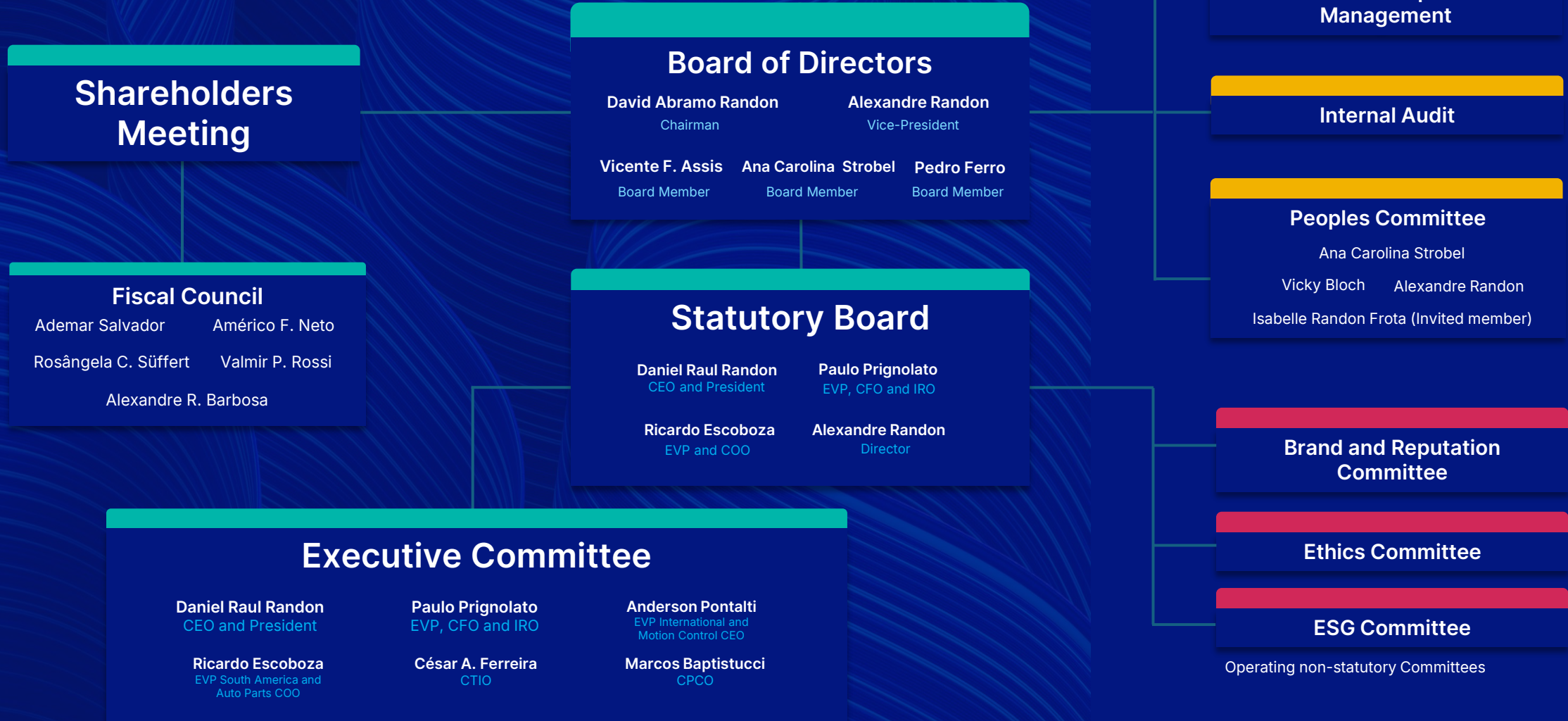


- > **Minimum dividend policy** of 30% of adjusted net income
- > **60% independent members** on the Board of Directors
- > **5 Committees**, including 1 advisory to the Board and 4 operational
- > Evaluation of the **Board of Directors Effectiveness**
- > **80.9% adherence** to governance practices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



Our Governance

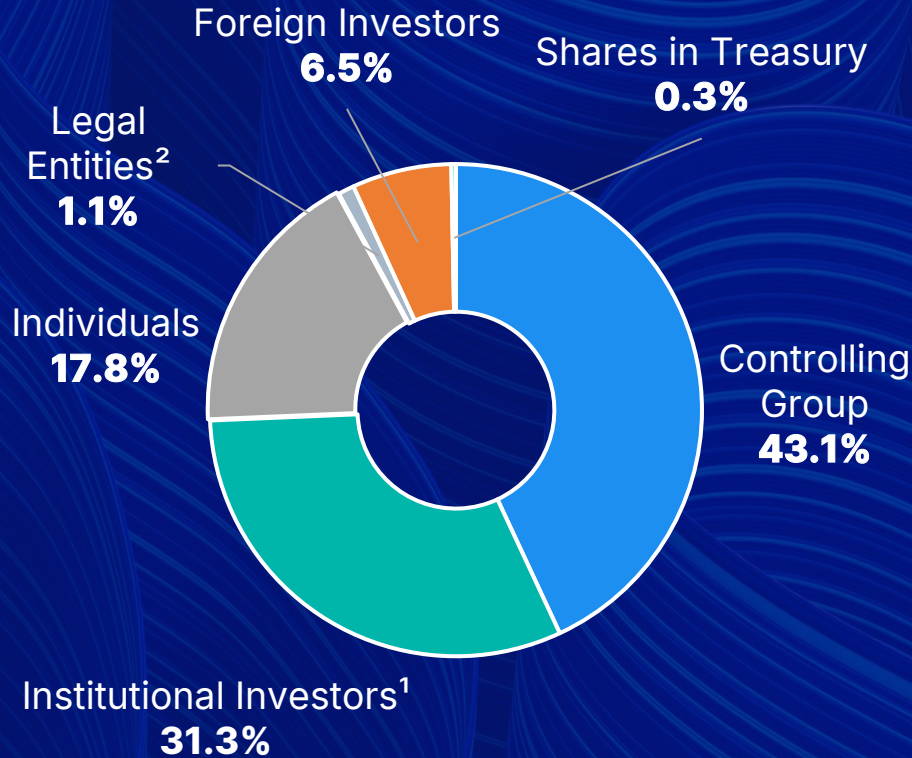
Board, Councils and Committees





Our Governance

Capital Market



FREE FLOAT
56.6%

TAG ALONG
80%

TOTAL SHAREHOLDERS
39K

RAPT

B3 LISTED N1

IBRX100 B3

IBRA B3

SMLL B3

IGC B3

IGCT B3

ITAG B3

IGPTWB3

INDX 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.

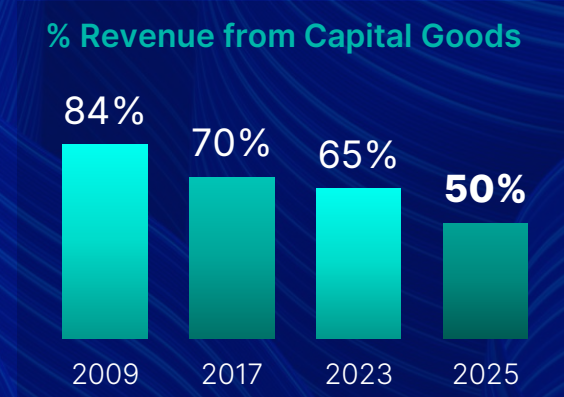
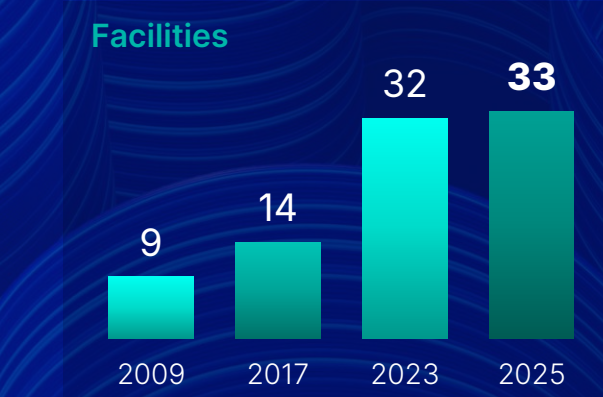
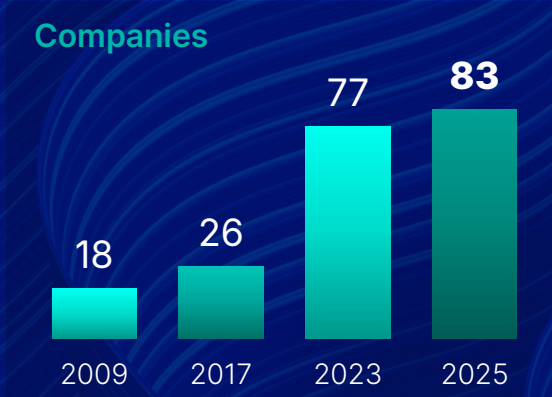


- > Accelerated growth
- > Advanced technology
- > Internationalization

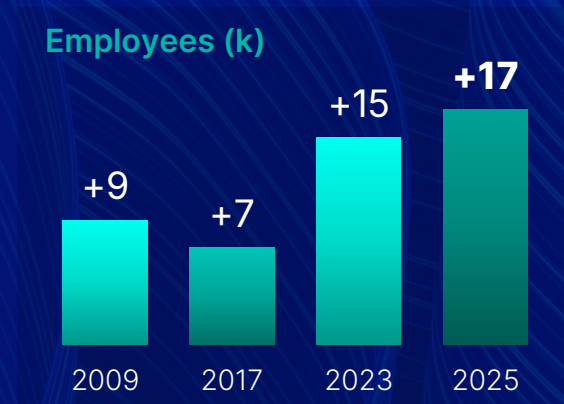
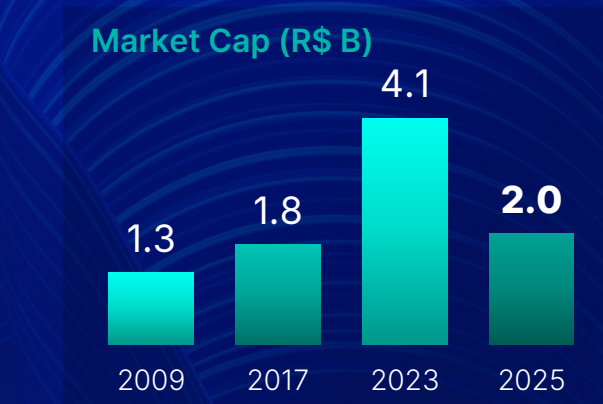


Focus on diversification and resilience

Strategy



2009
OEM, with complementary businesses.



2017
Execution of the business model diversification plan.

2023...
Consolidation of strategy and less cyclical businesses.



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

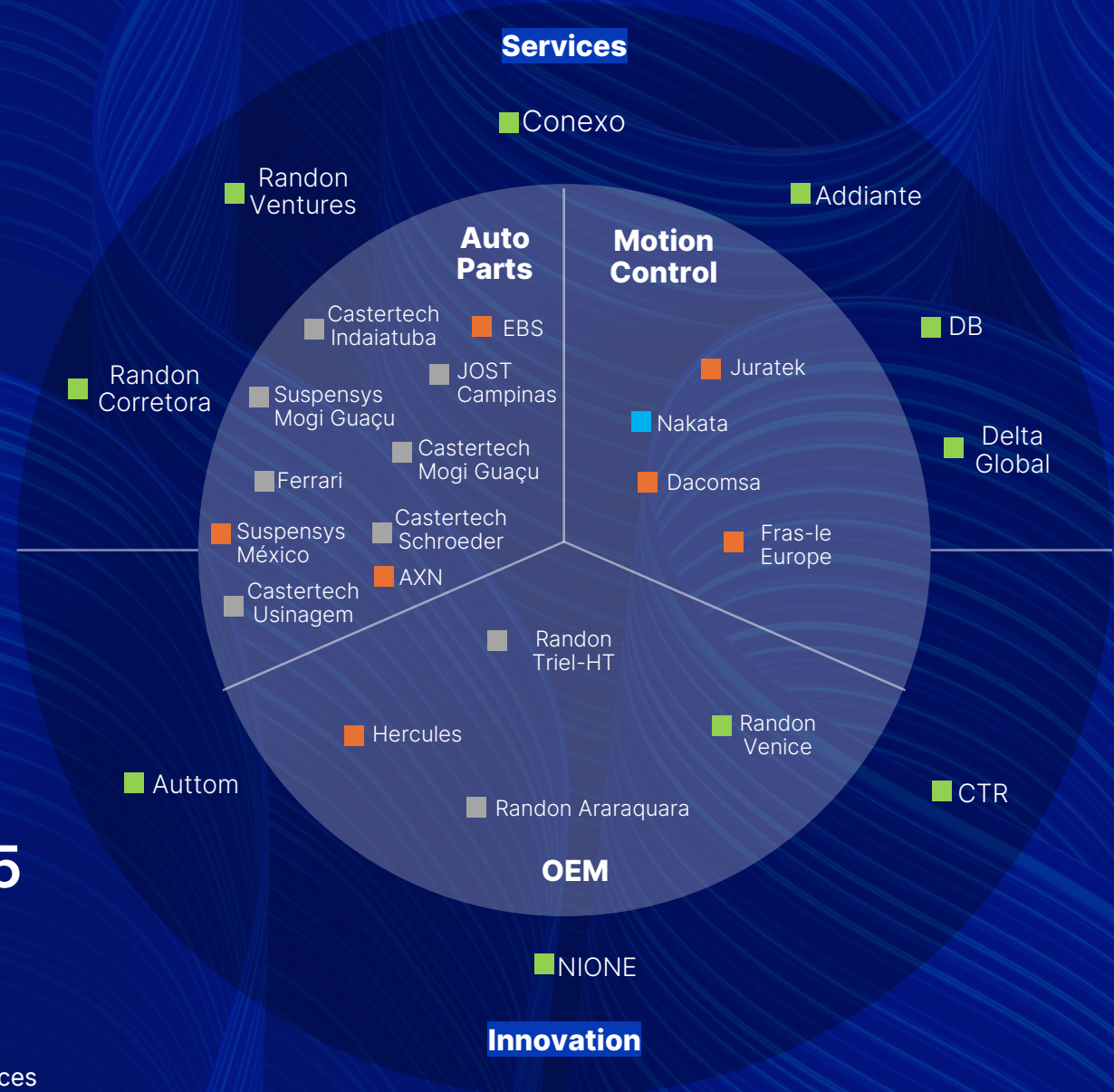


Productive capacity

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



We made important moves that made us a complete ecosystem.

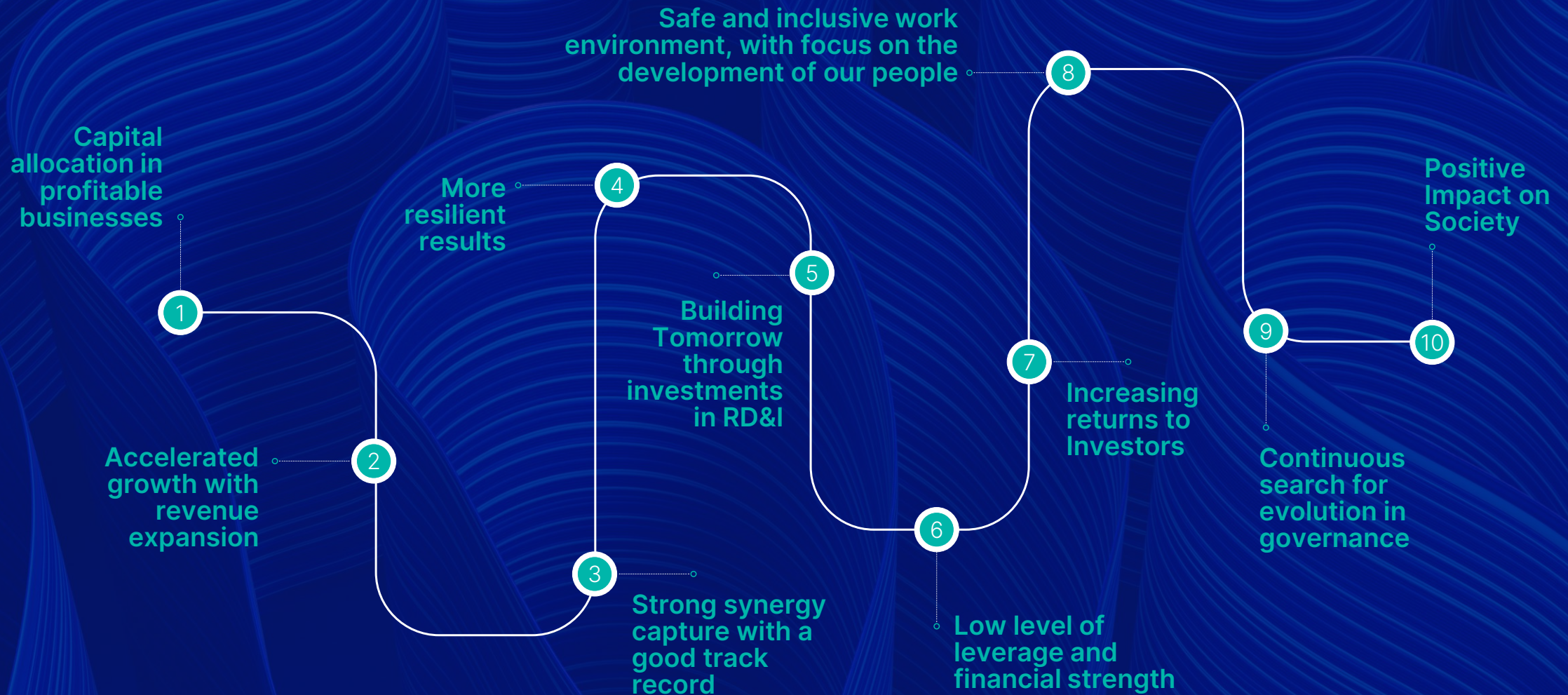


2019-2025

- Internationalization
- Aftermarket
- Capacity
- Innovation and Services



Value generation journey



Business Verticals



Auto Parts

Motion Control

OEM

Financial Solutions & Services

Advanced Technology



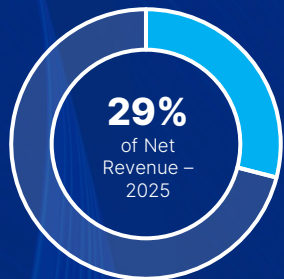
Business Verticals



Auto Parts

Leading manufacturers of solutions for commercial vehicles

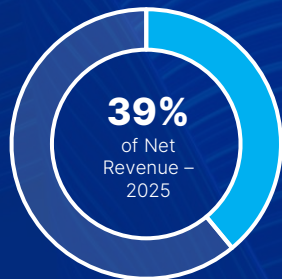
Brake systems, axles and suspensions, coupling systems, electromobility, casting and machining, etc.



Motion Control

Safety and innovation in motion control

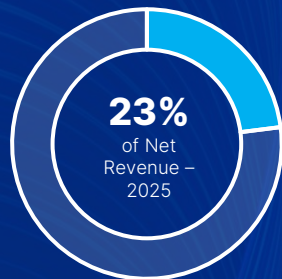
Friction materials, components for brake, suspension, steering, engine, transmission and powertrain systems.



OEM

The most complete line of equipment for ground cargo transportation

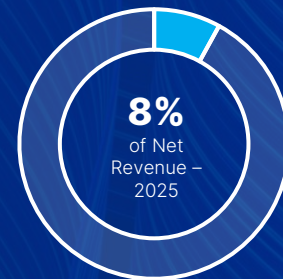
Trailers, rail cars, and aftermarket.



Financial Solutions & Services

The financial solutions and services platform for various sectors

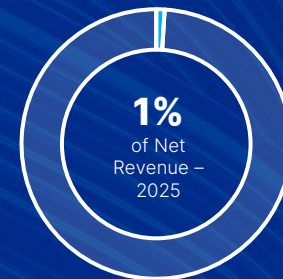
Financing, coop-payment plans, insurance, fleet rental and management, 24/7 assistance, telemetry, technology, and innovation.



Advanced Technology

At the forefront of technology in the development of sustainable products

Robotic cells, industrial automation, products for the mobility industry, nanotechnology platform, and material transformation solutions.



Auto Parts

R\$ 4.0 B

Net Revenue 2025

10.3%

Adjusted EBITDA
Margin 2025

Structure

14



Factories

13



Distribution
Centers

1



Business
Office

Located in

8



Countries

2



Joint Ventures

With

~4.1 k



Employees

Brands

CASTERTECH

Suspensys

JOST

MASTER

EBS

AXN
HEAVY DUTY

Main Markets



Agribusiness



Industry



Civil Construction



Mobility



Aftermarket

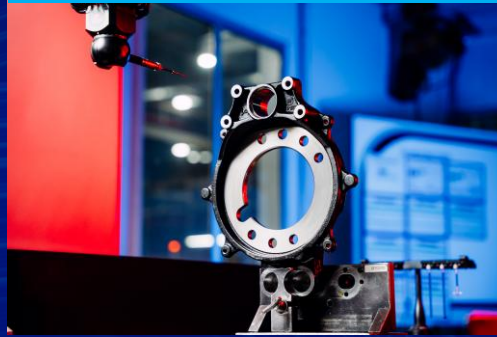
Auto Parts

Leaders in their segments.

Ranked among the largest 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



EBS



**AXN
HEAVY DUTY**



Auto Parts: Coupling Systems

Landing Gear



King Pin



Ball Hitch



Axle Lift



Fifth Wheel



Aluminium Wheel



E-lock



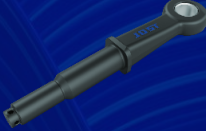
Hubodometer



Towing Hitch



Rotating Tip



Bus Link



Twist Lock



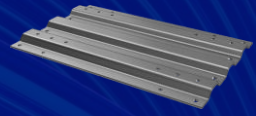
Spare Holder



Turntable

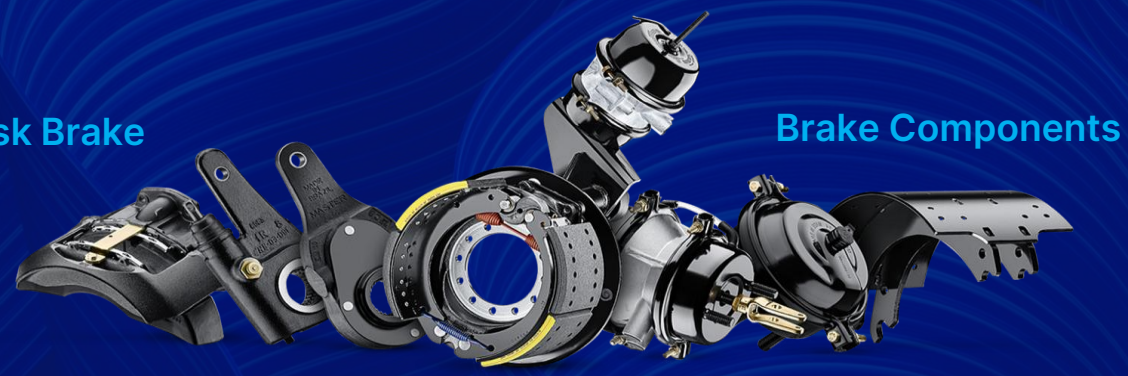


Table for Fifth Wheel



Auto Parts: Brake Systems

Disk Brake



Drum Brakes

Brake Components

EBS
Aftermarket

>30,000
SKUs

<p>Brake Chamber</p> 	<p>Sensors</p> 	<p>Air Dryers</p> 	<p>Valves</p> 
<p>ABS</p> 	<p>Suspension</p> 	<p>Compressors</p> 	
<p>Calipers</p> 	<p>Slack Adjuster</p> 	<p>Pressure Limiting</p> 	<p>Clutch Servos</p> 



Auto Parts: Axles and Suspensions

Axles



Mechanical Suspension



Air Suspension

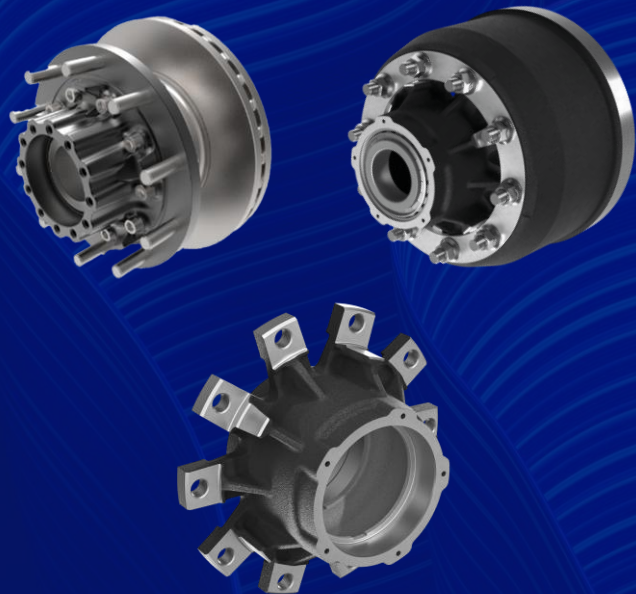


Electromobility

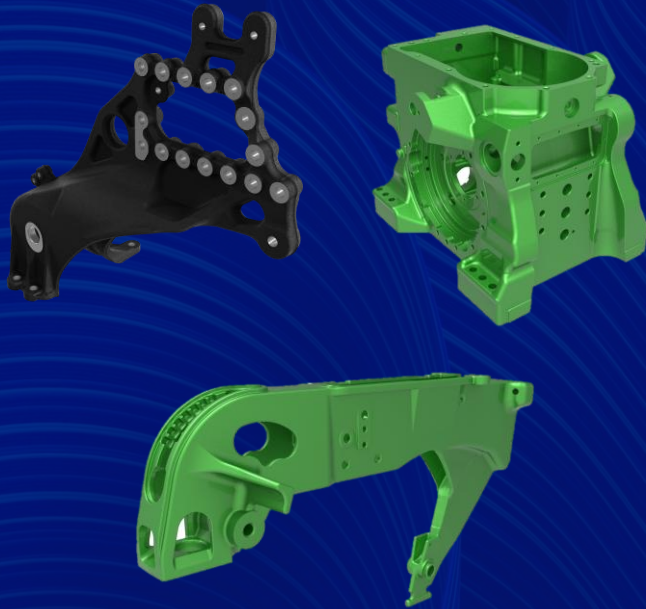


Auto Parts: Hubs and Drums

Hubs, drums and rotors



Cast and Machined Supports and Components



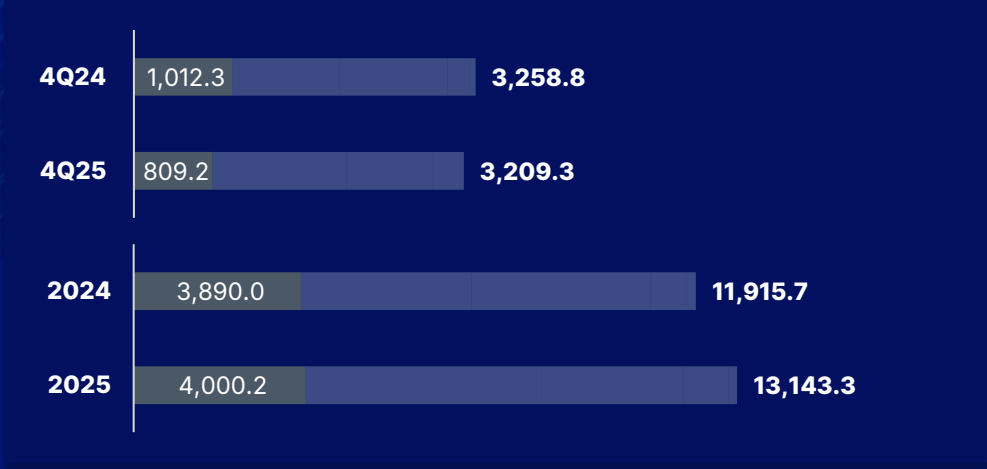
Aftermarket



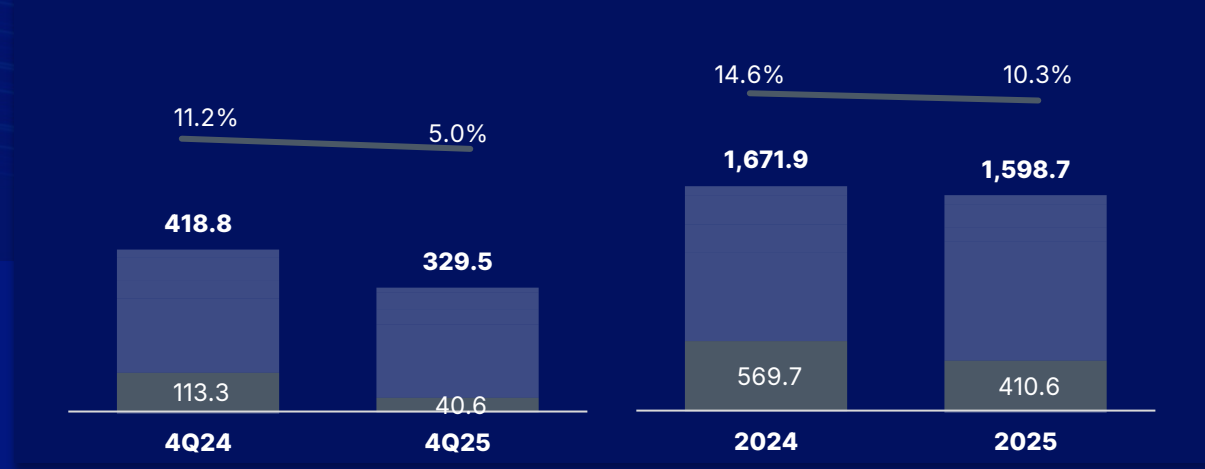
Auto Parts



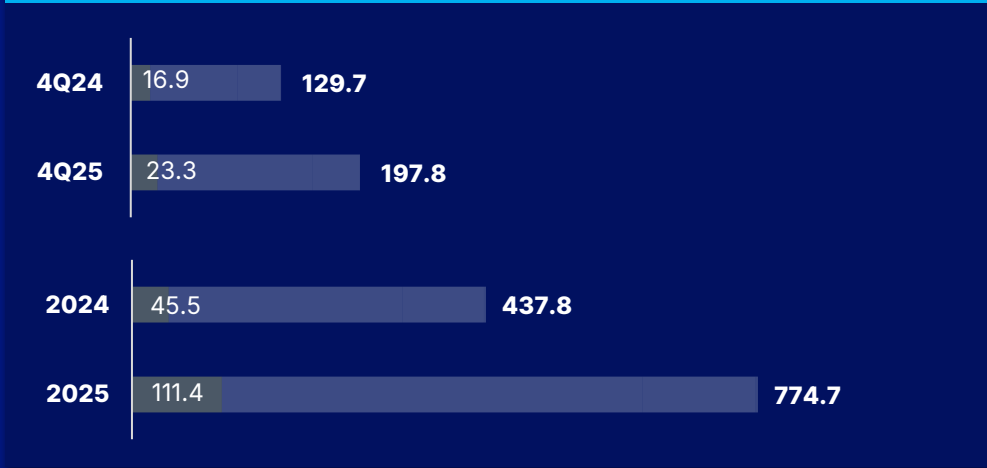
Consolidated Net Revenue (R\$ Million)



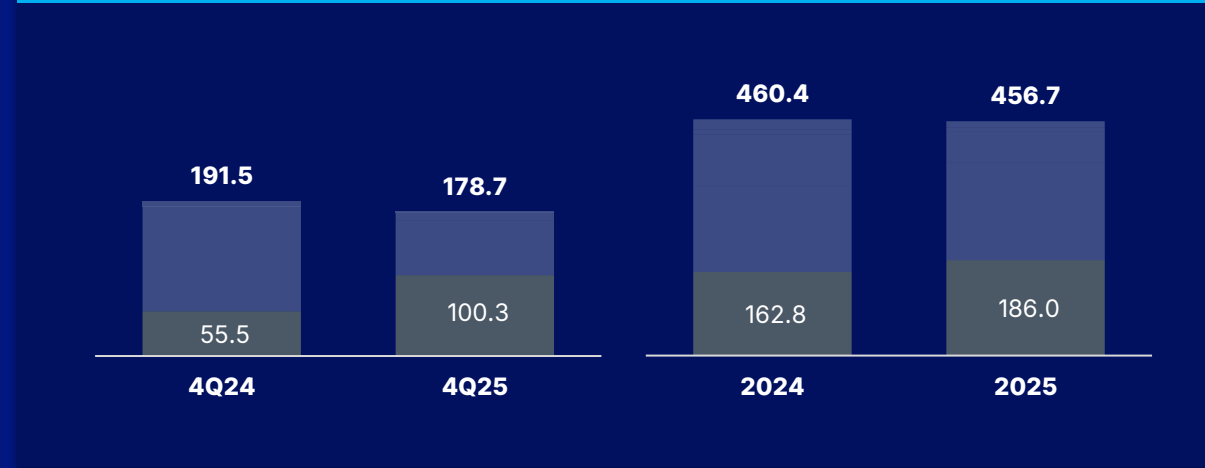
EBITDA | EBITDA Margin (R\$ Million) | % o/CNR



International Market Revenue (US\$ Million)



CAPEX (R\$ Million)



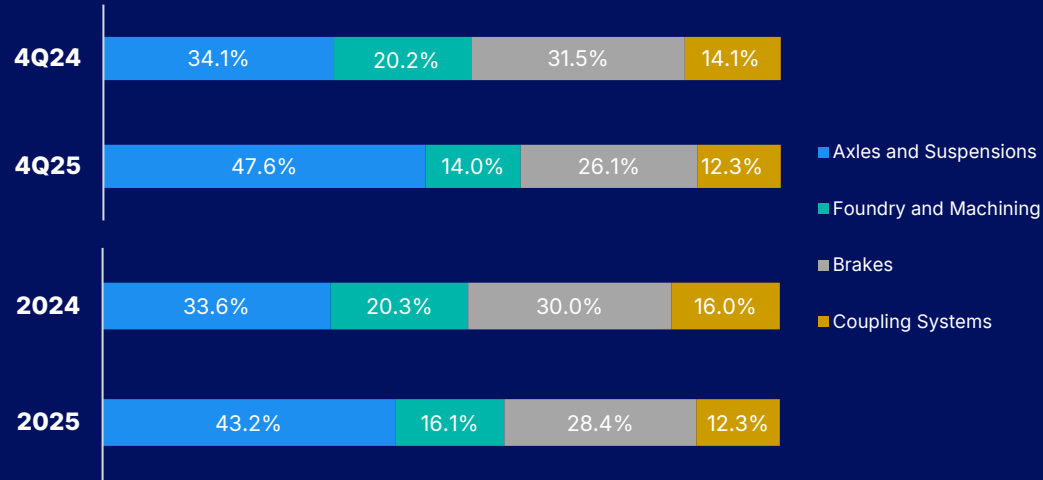
■ Auto Parts ■ Other Verticals



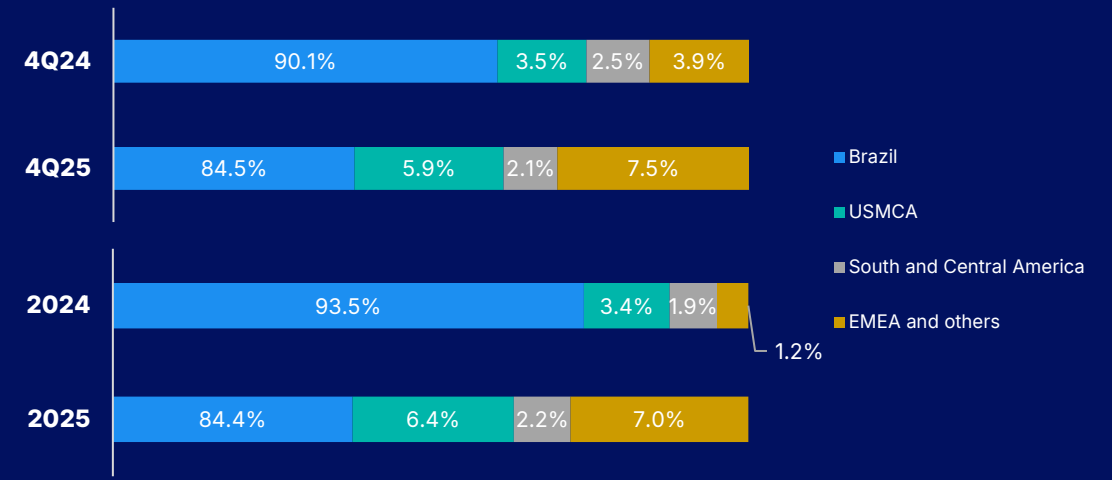
Auto Parts



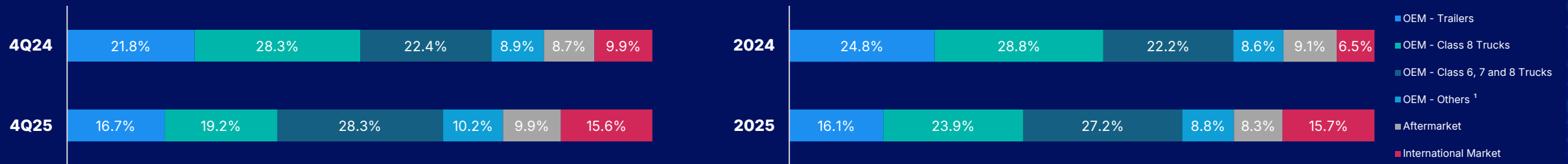
Net Revenue by Product (% o/CNR)



Net Revenue By Region (% o/CNR)



Net Revenue by Segment (% o/CNR)



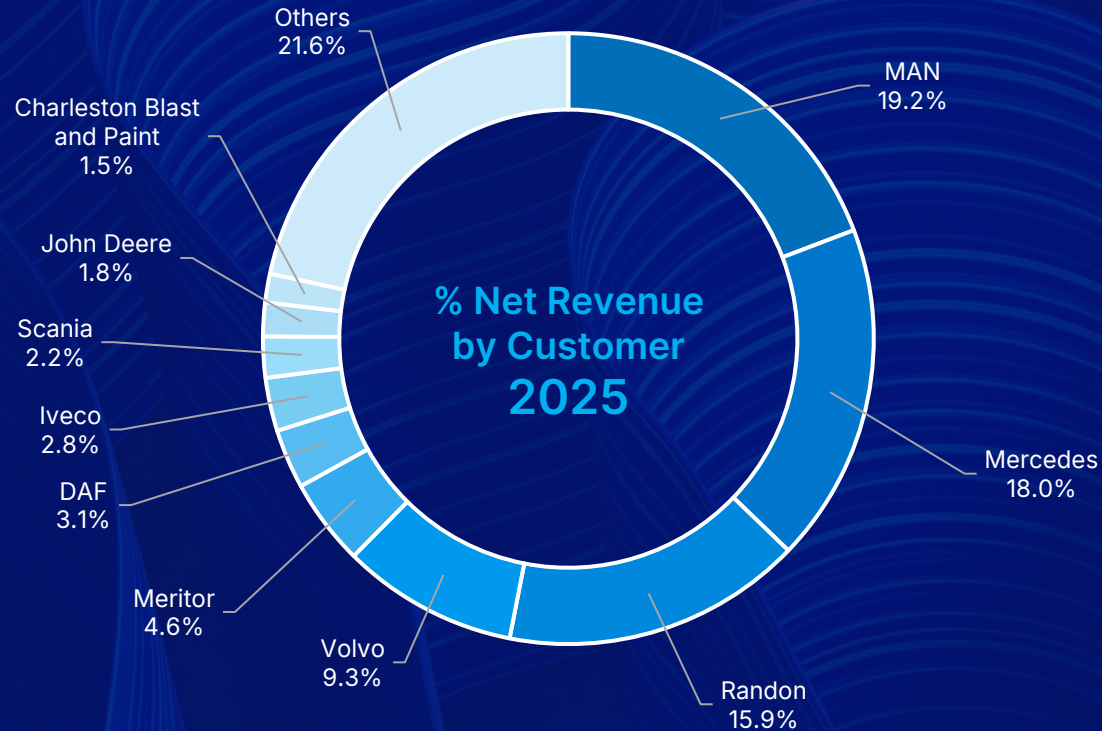
¹ Class 3 to 6 trucks, buses, and agricultural machinery

Auto Parts



Volumes and Net Revenue	4Q25		4Q24			3Q25		2025		2024			
	Units	Revenue	Units	Revenue	Δ%	Units	Revenue	Units	Revenue	Units	Revenue	Δ%	
Brakes (units)	116,717	210,905	234,180	319,251	-50.2%	159,919	285,946	-27.0%	664,950	1,134,074	944,768	1,166,426	-29.6%
Coupling Systems (units)	21,006	99,791	33,860	143,241	-38.0%	26,953	126,007	-22.1%	107,608	493,674	143,417	623,596	-25.0%
Axles and Suspensions (units)	36,705	384,808	45,862	344,883	-20.0%	52,202	519,690	-29.7%	183,058	1,728,468	182,388	1,308,826	0.4%
Foundry and Machining (Tons)	14,876	113,682	21,995	204,960	-32.4%	21,604	174,149	-31.1%	79,319	644,030	94,853	791,113	-16.4%

Values in R\$ Thousands, except when indicated otherwise



Main competitors

Brake Systems

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

Casting and Machining

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

Motion Control

R\$ 5.5 B

Net Revenue 2025

17.8%

Adjusted EBITDA
Margin 2025

Structure

12



Factories

18



Distribution
Centers

7



Business
Offices

Located in

13



Countries

With

~7.8 k



Employees

Brands

FRASLE

NAKATA®

FREMAX

CONTROIL

FRITEC®

MORESA†

TF VICTOR

JURATEK

ABTEX

ARMETAL®

AUTO EXPERTS

Autopar®

BestBrake

BIOCERAMIC®

composs

durbloc

iea

LonaFlex

plabestof

POWER ENGINE

RACE

sello

TENSA

TSP

Vehyco

Main Markets



Aftermarket



Mobility



Agribusiness



Industry



Civil Construction

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**



Motion Control: Portfolio

Friction Materials

Commercial Line
> 6,300 SKUs



Light Line
> 9,300 SKUs



Brake Actuation
> 1,000 SKUs



Disc Brakes and Drum Brakes
> 2,000 SKUs



Shock Absorbers
> 1,500 SKUs



Motorcycle Parts
> 200 SKUs



Suspension and Steering
> 1,600 SKUs

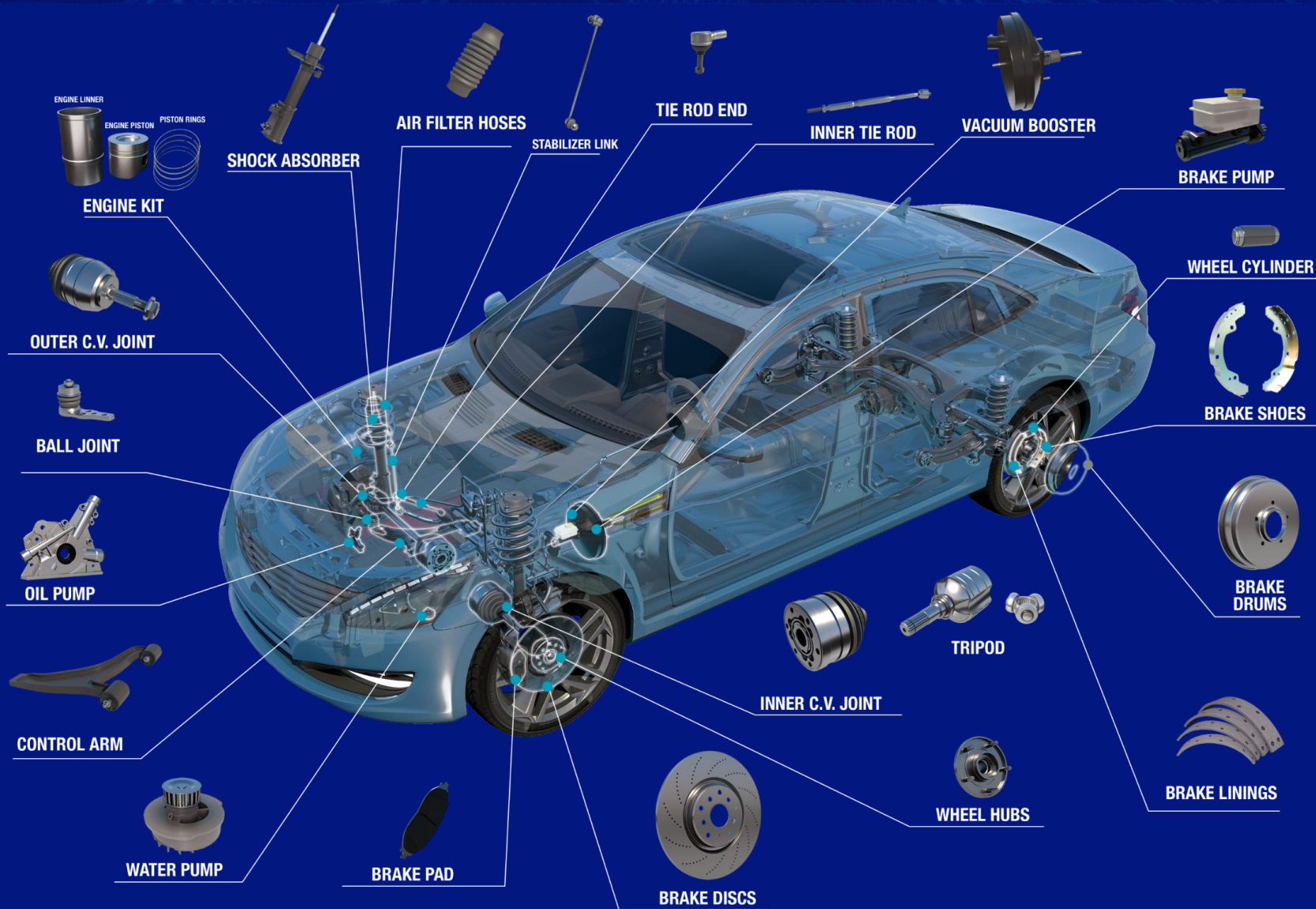


Engine Components
> 11,600 SKUs



> 33,000 SKUs

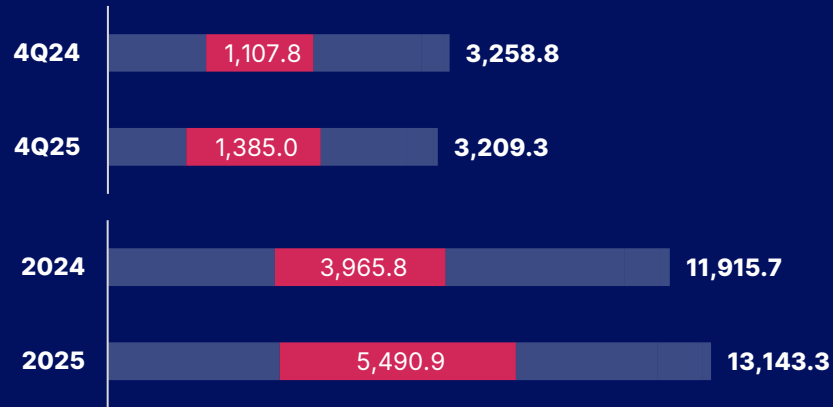
Motion Control: Portfolio



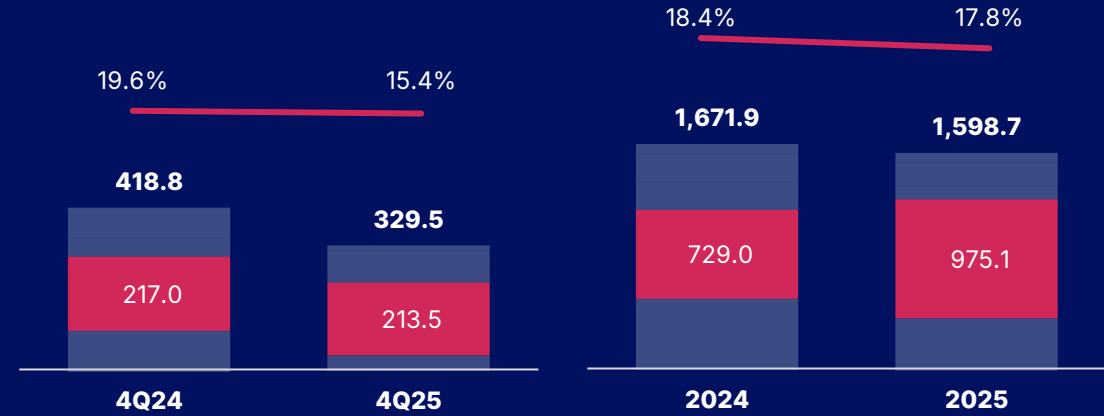
Motion Control



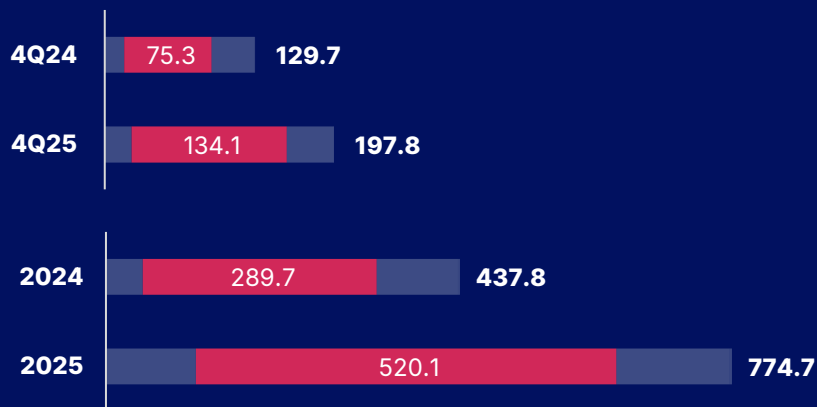
Consolidated Net Revenue (R\$ Million)



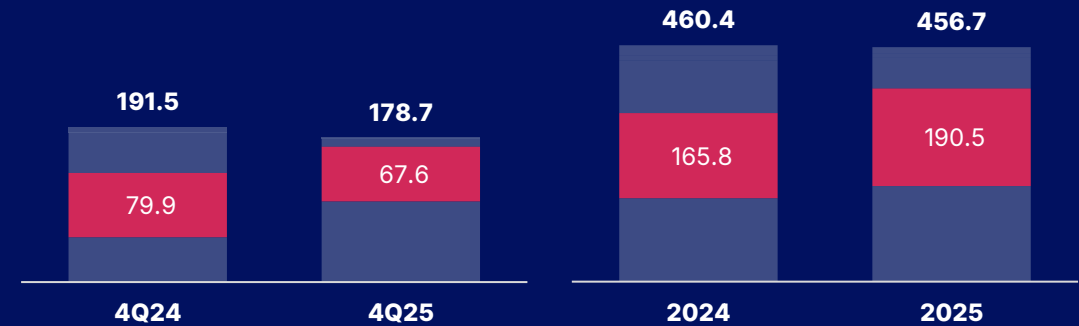
EBITDA | EBITDA Margin (R\$ Million) | % o/CNR



International Market Revenue (US\$ Million)



CAPEX (R\$ Million)



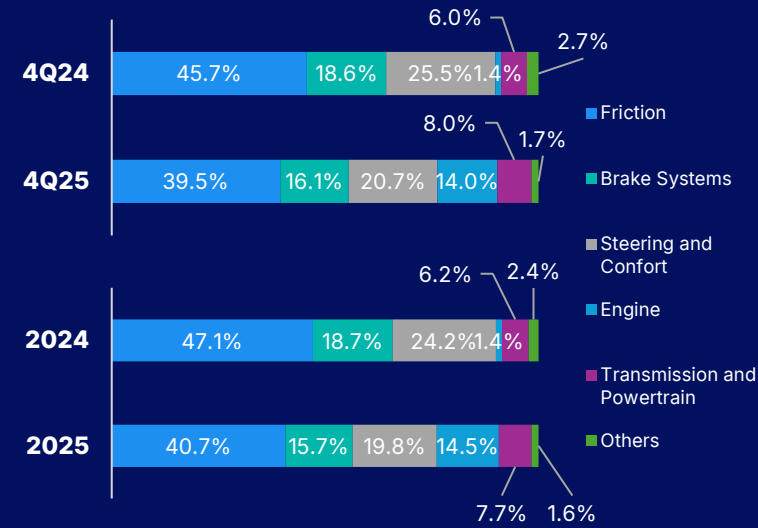
■ Motion Control
 ■ Other Verticals



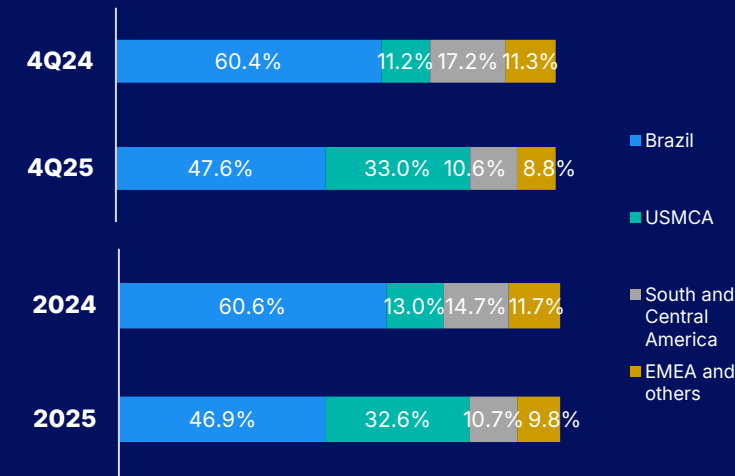
Motion Control



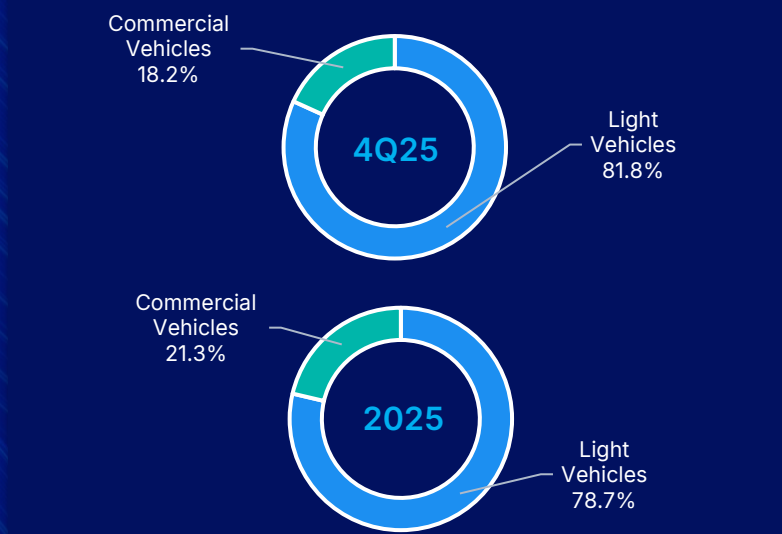
Net Revenue by Product
(% o/CNR)



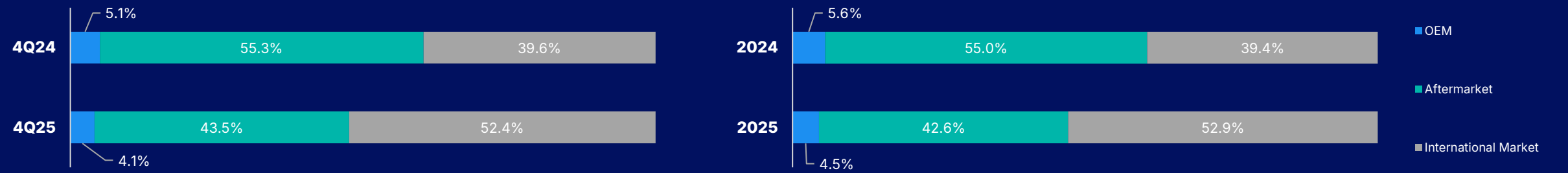
Net Revenue By Region
(% o/CNR)



Net Revenue by Vehicle Type
(% o/CNR)



Net Revenue by Segment
(% o/CNR)



Motion Control

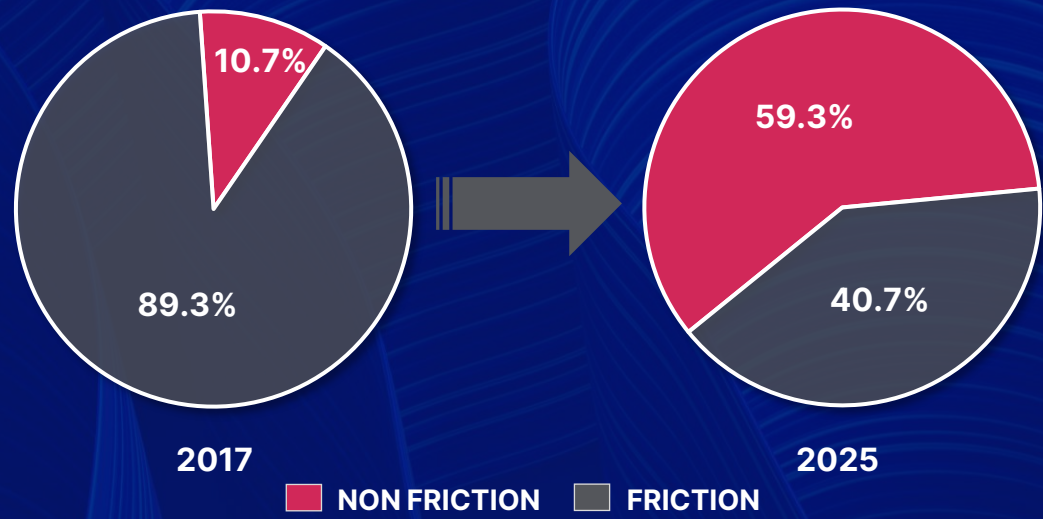


Volumes and Net Revenue	4Q25		4Q24			3Q25			2025		2024		
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units	Units	Revenue	Units	Revenue	Δ% Units
Friction Materials (Thousand/un.) ¹	28,766	546,440	28,384	506,495	1.3%	29,458	563,715	-2.3%	113,368	2,234,181	108,950	1,867,979	4.1%
Brake System Components (Thousand/un.)	2,999	223,172	2,676	206,114	12.1%	3,077	220,059	-2.5%	11,689	862,928	9,914	741,363	17.9%
Steering and Confort (Thousand/un.)	5,772	287,372	5,020	282,781	15.0%	5,939	291,699	-2.8%	21,656	1,085,548	18,756	960,237	15.5%
Engine Components (Thousand/un.)	4,929	193,526	1,416	15,549	248.2%	5,334	206,662	-7.6%	21,242	796,880	6,716	57,264	216.3%
Transmission and Powertrain Comp. (Thousand/un.)	1,771	111,181	1,017	66,688	74.2%	1,684	109,534	5.2%	6,402	421,648	3,774	245,660	69.6%
Other products ²	1,143	23,261	919	30,133	24.4%	1,246	22,399	-8.3%	4,360	89,694	3,240	93,272	34.6%

Values in R\$ Thousands, except when indicated otherwise

The sales volume and revenue from friction materials and brake system components were revised in the totals previously disclosed for 2024, due to adjustments in parts accounting.
¹ For a breakdown of the "Others" line, see Annex IV of the Frasle Mobility Earnings Release.

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



R\$ 3.3 B

Net Revenue 2025

3.4%

Adjusted EBITDA
Margin 2025

Structure

6

Factories

1

Distribution
Centers

1

Business Office

Located in
3

Countries

With
~3.3 k

Employees

Main Markets

Agribusiness

Industry

Aftermarket

Civil Construction

Mining

Brands

RANDON

RANDON[®]
TRIEL-HT

HERCULES
CHASSIS

STRADA

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



OEM: Trailers



Grain



Dump



Sider



Container Chassis



Reefer



Tanker

Carbon
Stainless
Aluminum



Sugar Cane



Flatbed



Silo

OEM: Other Products

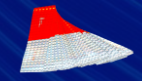
Rail Cars



Mud Flap



New R Tail Light



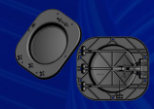
Reflective Tapes



Fender



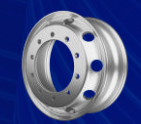
Battery



Drain Spout



Water Tank



Aluminum Wheel



Lights



Trailer Plug



Piston



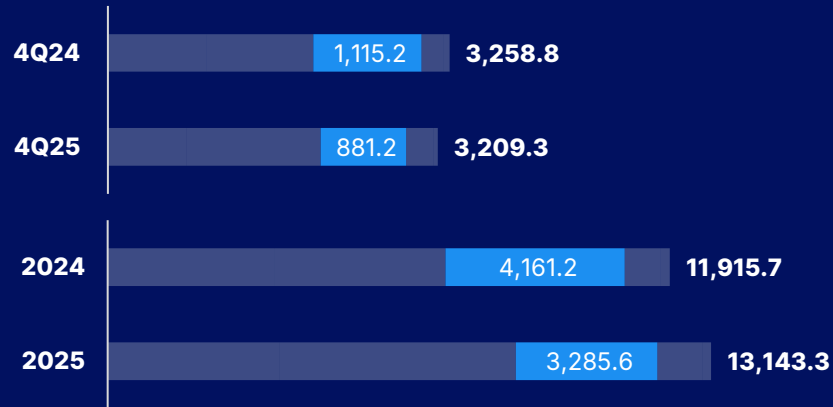
Strap and Ratchet

Aftermarket Parts

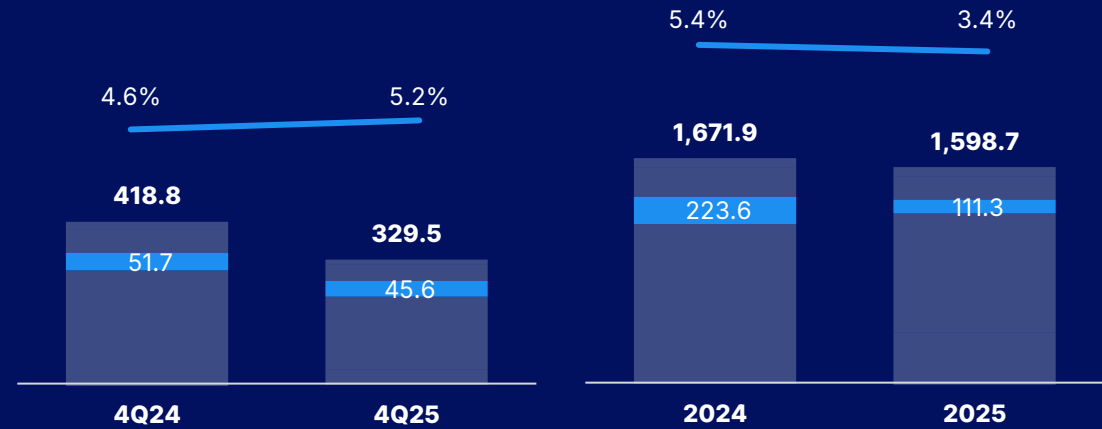


StradaR Tire

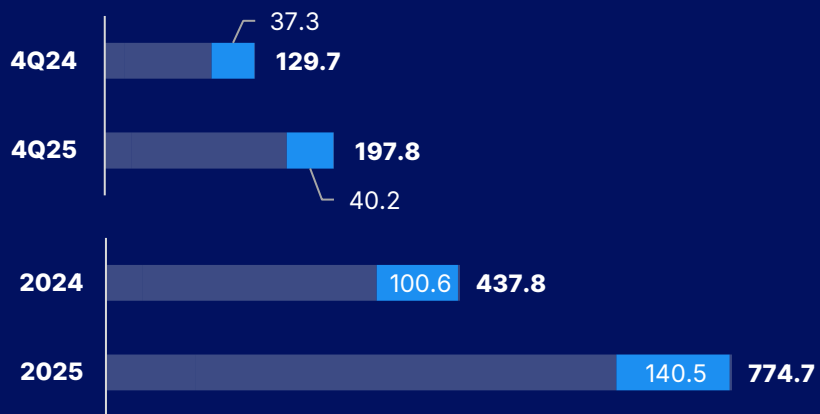
Consolidated Net Revenue (R\$ Million)



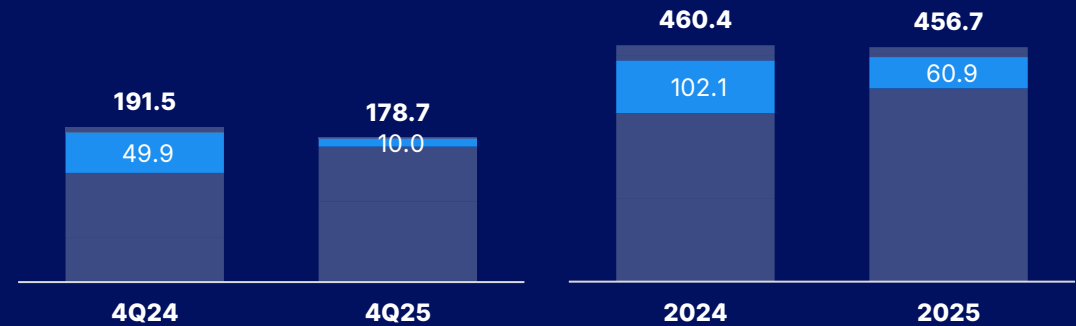
EBITDA | EBITDA Margin (R\$ Million) | % o/CNR



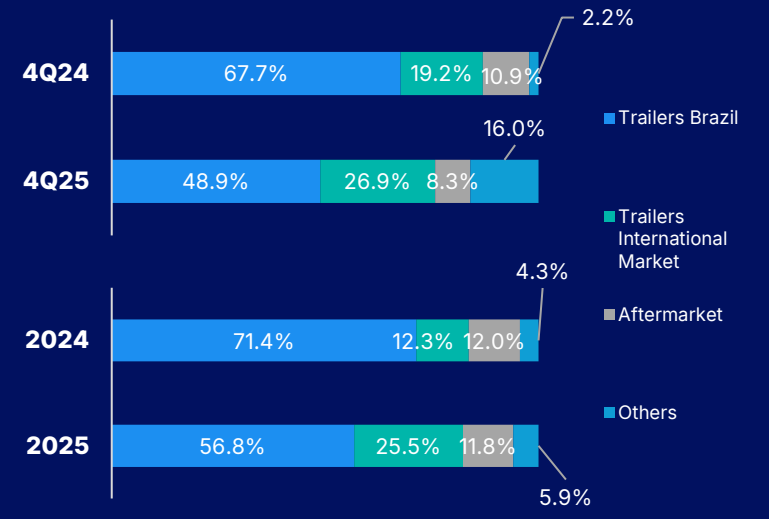
International Market Revenue (US\$ Million)



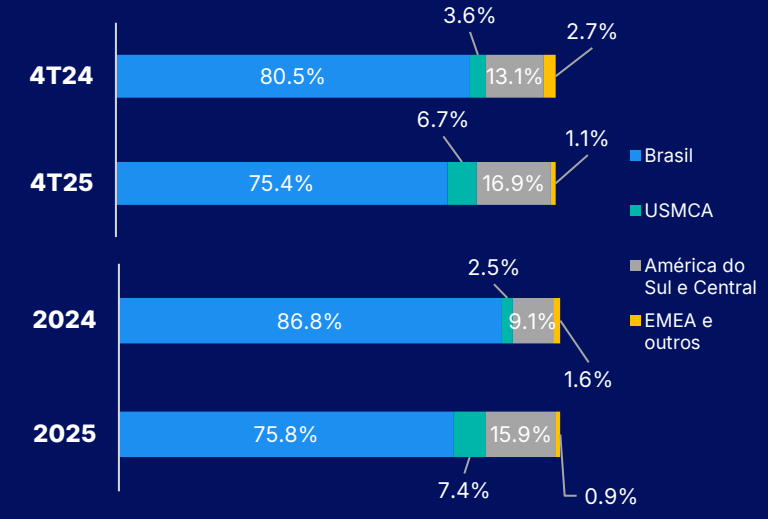
CAPEX (R\$ Million)



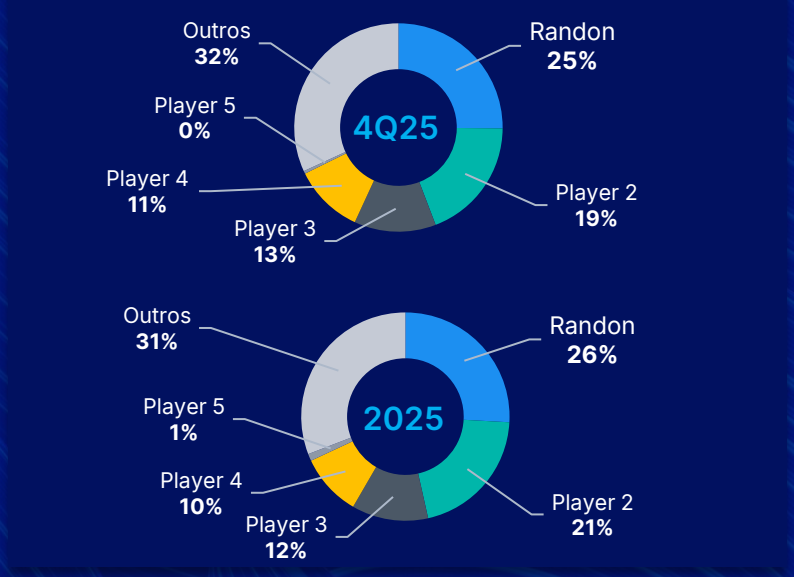
Net Revenue by Product (% o/CNR)



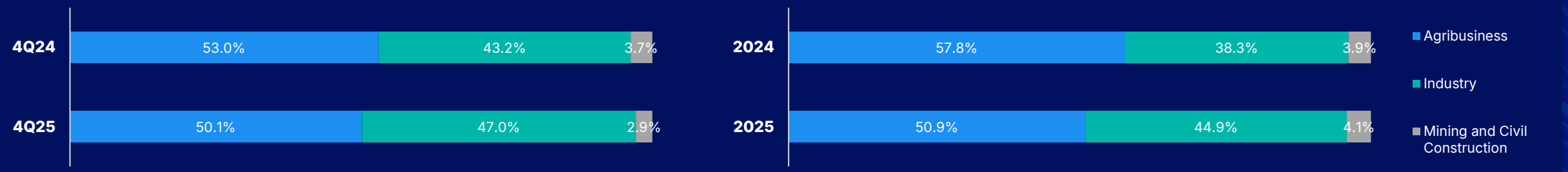
Net Revenue by Region (% o/CNR)



Quarterly Market Share (% o/delivers)



Sector Exposure (% o/delivers)



Volumes and Net Revenue	4Q25		4Q24			3Q25			2025		2024		
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units	Units	Revenue	Units	Revenue	Δ% Units
Trailers Brazil (un.)	3,758	436,024	6,497	773,303	-42.2%	3,904	457,818	-3.7%	15,727	1,891,361	24,646	3,043,891	-36.2%
Trailers United States ¹	686	58,696	540	40,565	27.0%	851	51,268	-19.4%	3,338	242,206	1,061	102,688	214.6%
Trailers Others Geographies (un.)	875	178,288	784	173,941	11.6%	828	154,611	5.7%	3,007	595,730	1,993	407,778	50.9%
Railcars (un.)	218	135,302	11	5,963	1881.8%	54	33,547	303.7%	272	168,849	185	105,818	47.0%
Aftermarket	-	72,854	-	121,386	-	-	105,256	-	-	387,404	-	501,038	-

¹ Volumes sold by Hercules + exports from Brazil.

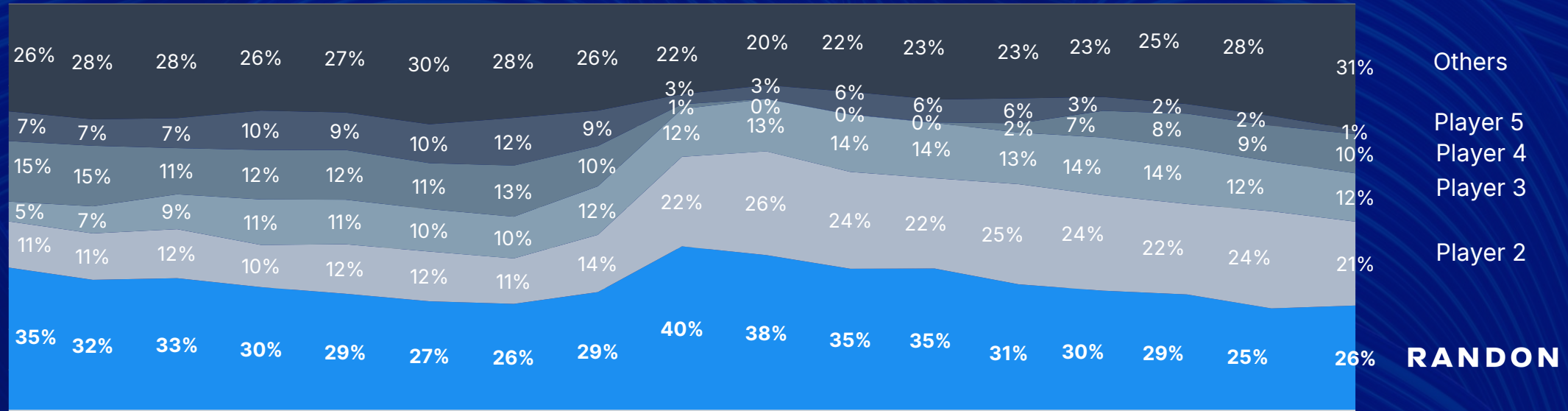
Note: The comparative volumes for 3Q25, related to Trailers Others Geographies, were adjusted due to the exclusion of intercompany sales identified by the Company.

Values in R\$ Thousands, except when indicated otherwise

Historical Market Share

SIZE OF THE MARKET
(Deliveries - Brazil)

40,493 59,284 59,436 52,537 70,162 56,453 29,620 23,075 24,927 44,589 63,437 67,372 90,323 82,837 90,284 88,549 70,922



2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025

COMPETITORS

142 145 153 171 166 171 161 148 136 148 141 154 158 184 196 189 202

Financial Solutions & Services

R\$ 1.1 B

Net Revenue 2025

18.2%

Adjusted EBITDA
Margin 2025

Structure

2



Coop-payment
and Bank

1



Insurance
Broker

4



Innovation

1



Rental and sale of
heavy-duty vehicles

With
~1.3 k



Employees

Brands

Rands

Rands (ONEX)
Financial Solutions



Addiante[®]



DELTA
GLOBAL

Main Markets



Agribusiness



Transportation
and Logistics



Retail



Aftermarket



Technology
and Innovation

Financial Solutions & Services: Portfolio



Financial Solutions

- Credit
- Financing
- Investments
- Working Capital
- Agricultural Portfolio

- Coop-payment Plans of:
- Automobiles
 - Trucks
 - Trailers
 - Agricultural Machinery
 - Real Estate
 - Services

- Car Insurance
- Fleet Insurance
- Cargo Insurance
- Life Insurance
- Credit Life Insurance
- Home Insurance



Fleet Rental and Management

- Heavy Vehicle Rental
- Fleet Management



Technology and Innovation

- Softwares
- Digital Products
- Innovation Support
- Digital Transformation
- Startup Acceleration and Investment
- New Business Development
- 24-hour assistance and telemetry

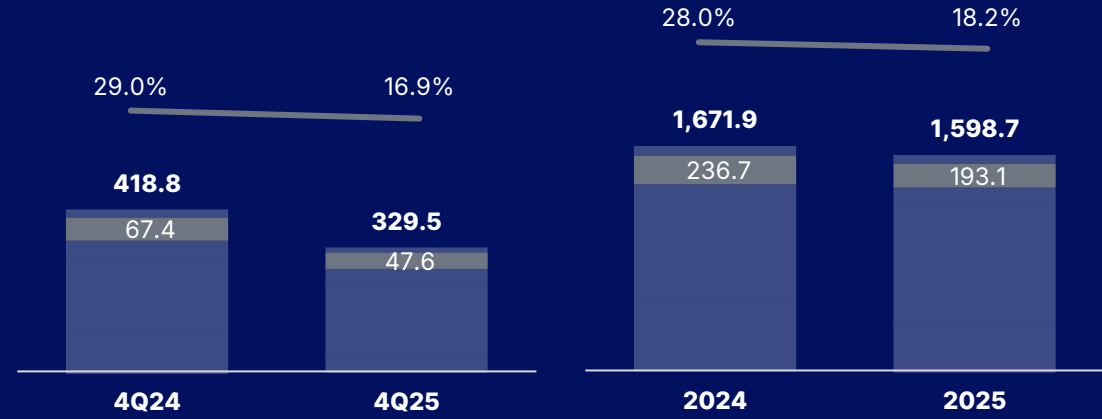
Fin. Solutions & Services



Consolidated Net Revenue
(R\$ Million)



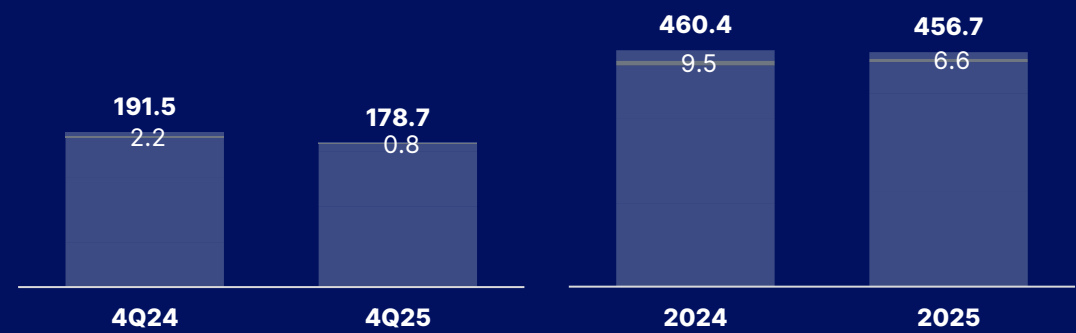
EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR



International Market Revenue
(US\$ Million)



CAPEX
(R\$ Million)



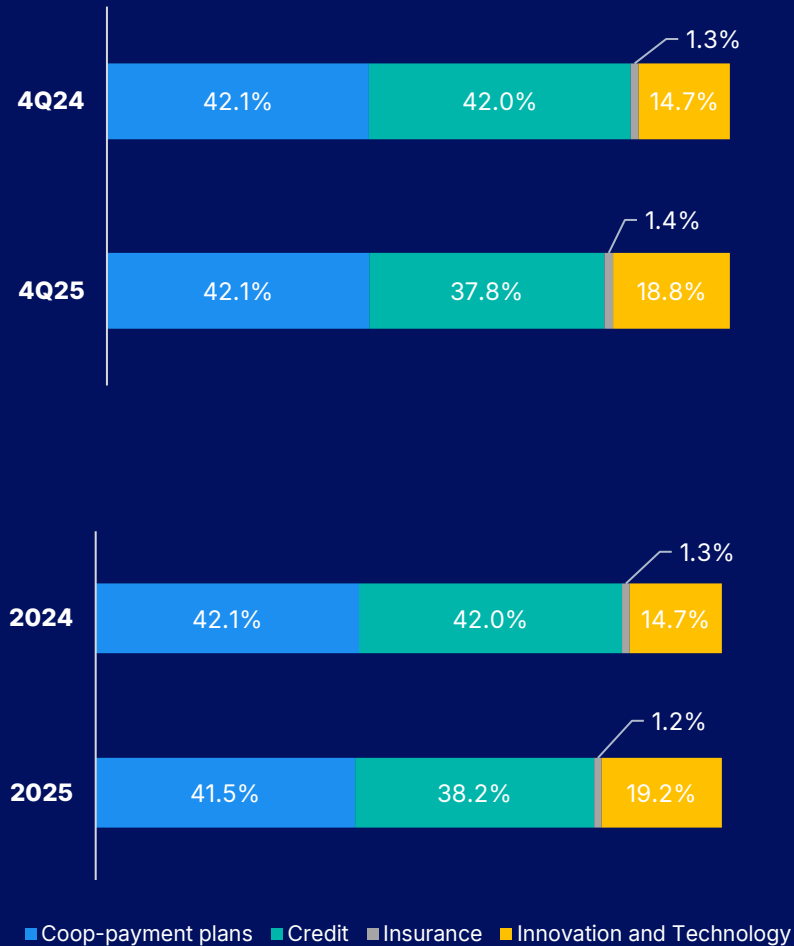
■ Fin. Solutions & Services ■ Other Verticals



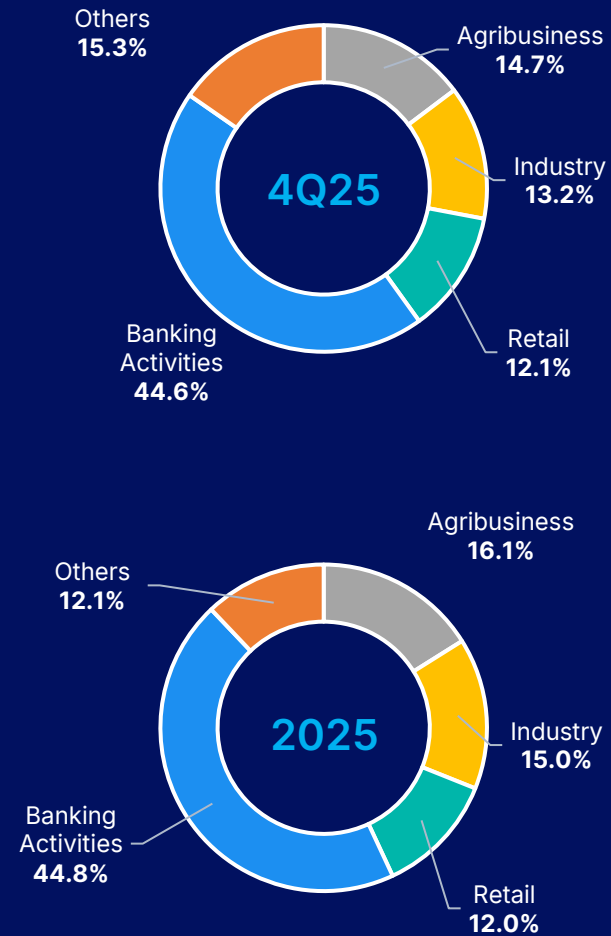
Fin. Solutions & Services



Net Revenue by Product
(% o/CNR)



Net Revenue by Segment
(% o/CNR)



Fin. Solutions & Services

Coop-payment Plans

44 thousand
Active customers

348 thousand
Quotas commercialized

112 thousand
Active quotas

168 thousand
Quotas awarded

R\$ 2.8 billion
In cumulative aggregate administrative fee

Bank

R\$ 2.4 billion
In credit assets

R\$ 337 million
Equity

+7 thousand
Customers

RV

Venture Capital unit

R\$ 38.0 M
Capital invested

5
Startups invested

26
Startups co-invested through funds

+1100
Startups in our database

Insurance Broker

19%
National Transport Insurance

66%
Lender insurance

10%
Life Insurance

5%
Other Insurances

Advanced Technology

R\$ 88.7 M

Net Revenue 2025¹

-8.7 %

Adjusted EBITDA
Margin 2025¹

¹ Without Headquarter numbers.

Structure

1



Industrial
automation
industry

1



Technology Center for
product testing and
certification

1



Niobium
nanotechnology
solutions

1



Sales
Office

With
~170
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
- > Services



Product Development and Certification

- > Vehicle Dynamics
- > Various Tests
- > Mechanical Testing
- > Safety (ADAS + Passive)
- > Electric Vehicle Testing
- > Energy Efficiency Testing
- > Virtual Simulation



Nanotechnology

- > Nanostructuring of materials and development and production of additives with metal oxide nanoparticles
- > Main applications include:
 - Paints
 - Coatings
 - Thermoplastic and thermoset polymers
 - Cosmetics
 - Metals
- > Pioneers in large-scale production of niobium nanoparticles

Advanced Technology: Nanotechnology

Main benefits



**Mechanical
Strength
Enhancement**



**Chemical
Resistance
Enhancement**



**UVA / UVB
Resistance
Improvement**



**Antimicrobial
Action**



**Cost
Reduction**



**Weight
Reduction**



**Circular
Economy**

NIONE Applications



**TiO₂-free
sunscreens**



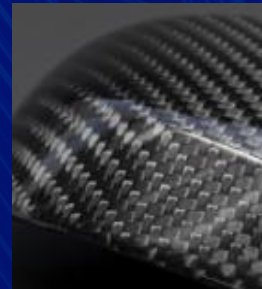
**High-
corrosion-
resistance
paints**



**Weld beads with
greater strength
and reduced
HAZ (Heat-
Affected Zone)**



**Lighter and
stronger metal
parts**



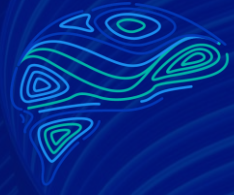
**High-
performance,
long-lasting
polymers**



**High-
performance,
sustainable metal
pretreatments**

Advanced Technology: Internal Practices

Data-Driven Company: AI, Simulations and Data



RANDONCORP
BRAIN
Jornada de Inteligência Artificial

AI Program applied to operations and administration, focused on efficiency, automation, and decision-making.



+200
Trained employees



+100
Projects implemented



+75
Projects in development

Low-complexity projects:

- > Task and email automation
- > Document and data analysis
- > Project and contract management
- > Technical support and operational routines

High-complexity projects:

- > Demand forecasting and pricing
- > Footprint and programming optimization
- > Purchasing and logistics intelligence
- > Industrial productivity
- > Predictive maintenance and quality
- > Energy efficiency

EasyMES

Proprietary platform that acts as a driver of industrial digital transformation, connecting units, processes, and decisions.



14
Connected industrial units



+856
Monitored workstations



+2.2 M
Recorded activities



+2 M
Status Logs (machines and workstations)



Advanced Simulation

Digital manufacturing tools that provide a **technical basis for strategic decisions**, optimizing operations and investments.



33¹
Projects completed



R\$ 40.5 M¹
In efficiency and contribution margin gains

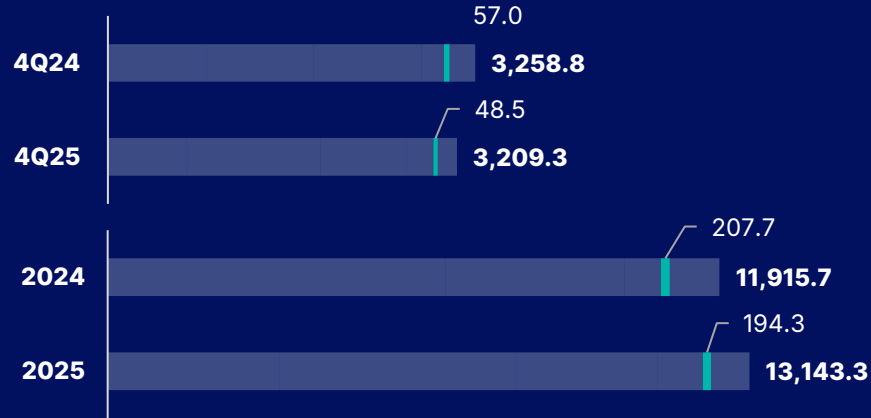


¹ Data from 2023 to 2025.

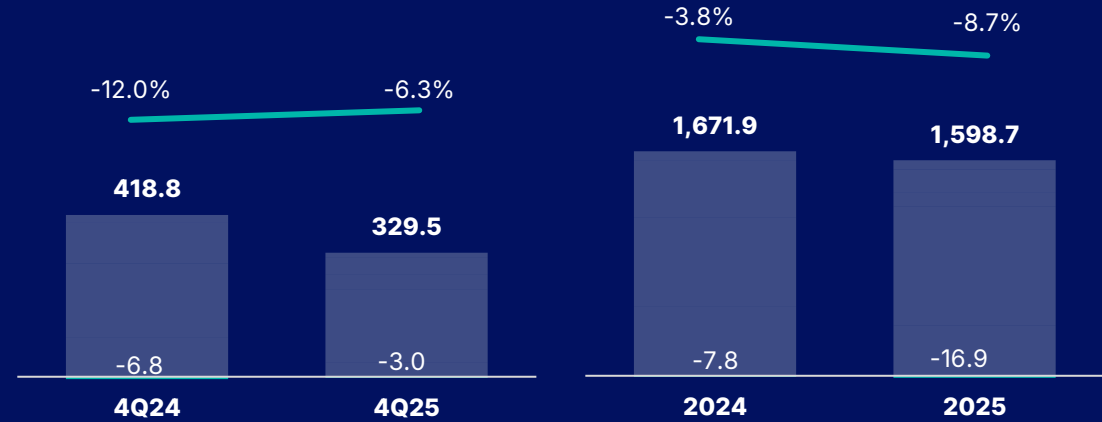
Advanced Technology



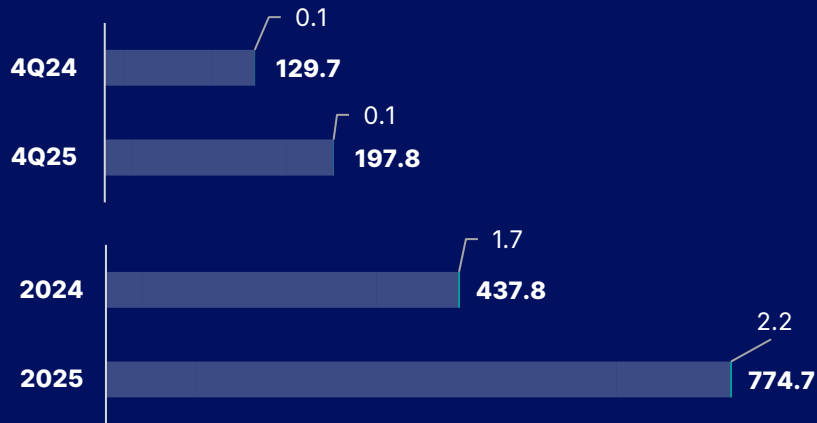
Consolidated Net Revenue (R\$ Million)



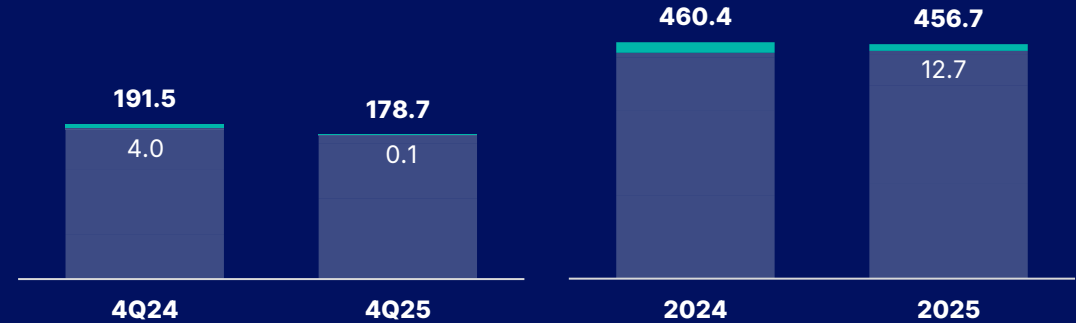
EBITDA | EBITDA Margin (R\$ Million) | % o/CNR



International Market Revenue (US\$ Million)



CAPEX (R\$ Million)



■ Advanced Technology & HQ
 ■ Other Verticals

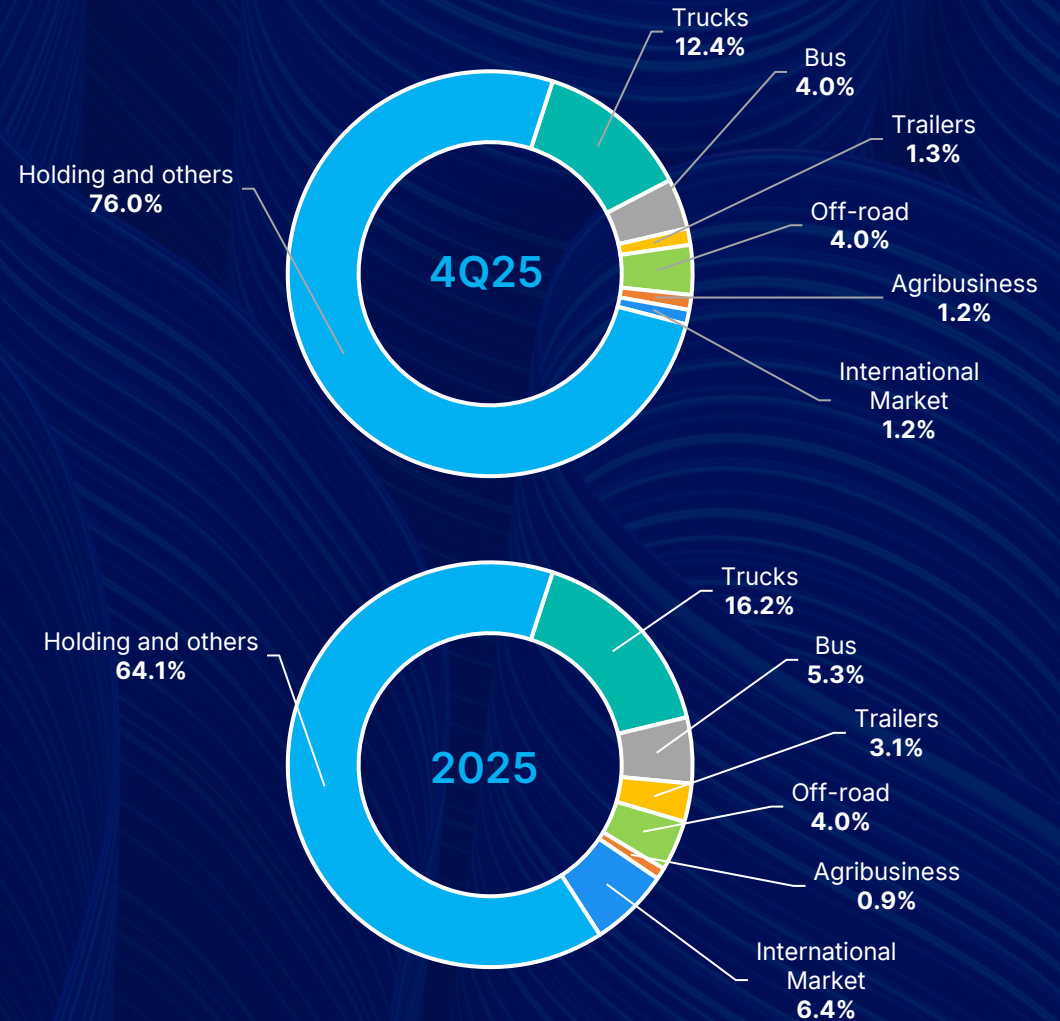
Advanced Technology



Net Revenue by Business Unit
(% o/CNR)



Net Revenue by Segment
(% o/CNR)



ESG Ambition



Public commitments

Sustainable practices

Planet

People

Business

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



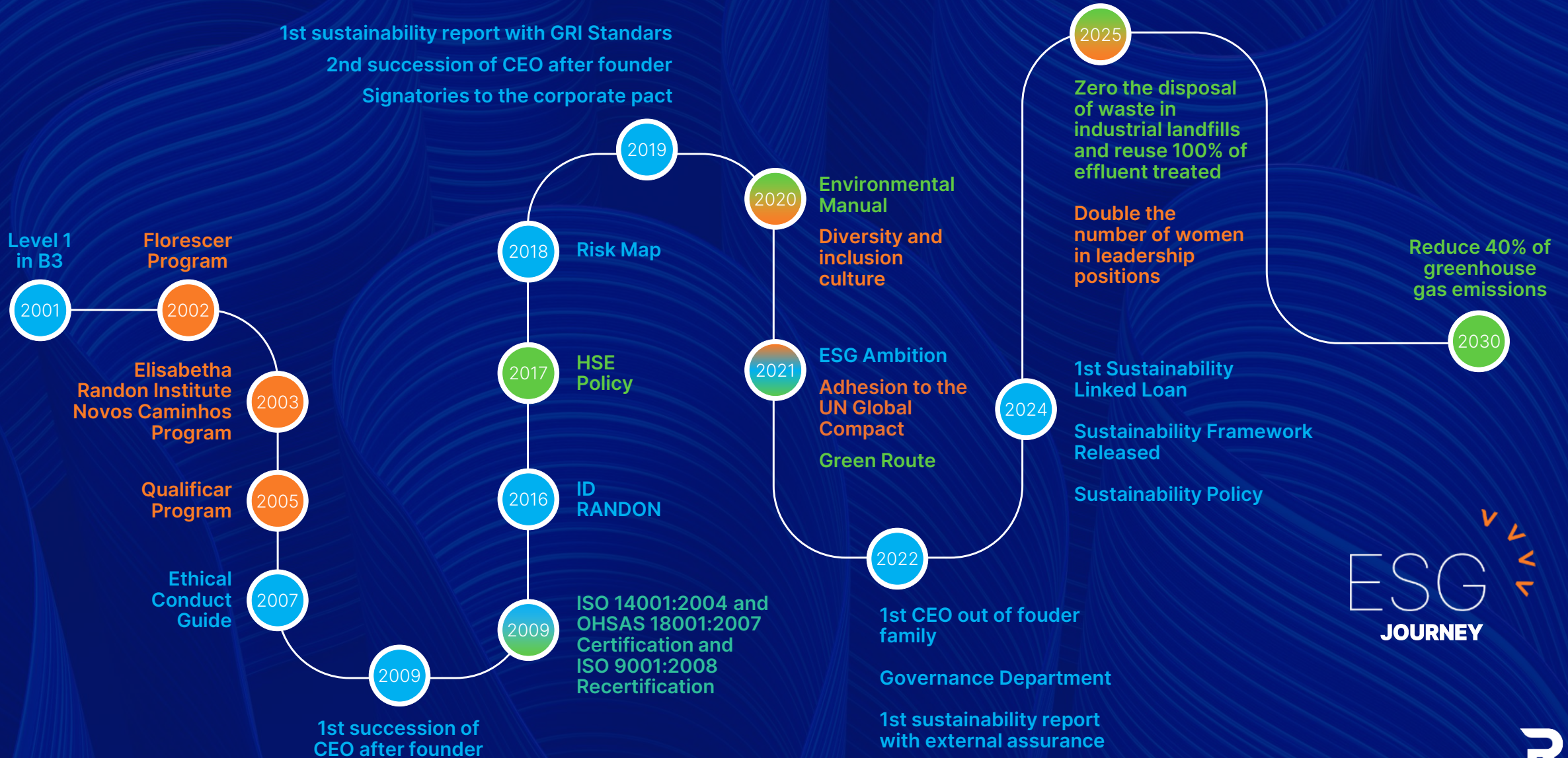
We are signatories to the UN Global Compact.



Access our Sustainability Report

ESG Ambition

ENVIRONMENTAL SOCIAL GOVERNANCE



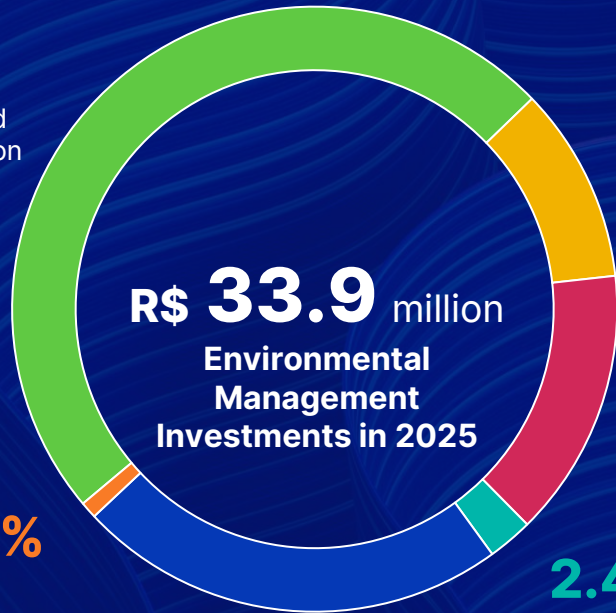
ESG
JOURNEY



Sustainable Practices for the Planet

48.8%

Waste treatment and transportation



R\$ 33.9 million
Environmental Management Investments in 2025

10.5%

Emissions treatment

14.3%

Wastewater treatment

2.4%

Analyses (wastewater, waste, emissions, water and soil)

0.9%

Fees

23.0%

Environmental projects

Main Projects

Reuse of wastewater and compliance with public commitments.



Sustainable Practices for the People



Programs and initiatives for the development of our employees

- > Qualificar Program
- > Potencialize.se
- > Languages
- > Novos Caminhos – Prosperity Journey
- > Performance Evaluation
- > Pra.Vc Platform
- > Employer Brand
- > Hers Journey
- > Circles of Conversation
- > Affinity Groups

**Social
Investment**



Florescer
Instituto Elisabetha Randon



Vida Sempre
Instituto Elisabetha Randon



Ser Voluntário
Instituto Elisabetha Randon

Sustainable Practices for Business



Innovation



R\$ 202 million invested in R&D and innovation in 2025



75 patents registered in Brazil in 2025

Mobility Megatrends

Number of Projects in 2025

7 Mobility

7 Embedded Systems

23 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	4Q25	4Q24	Δ%	3Q25	Δ%	2025	2024	Δ%
Consolidated Gross Revenue	3,784,335	3,934,799	-3.8%	4,084,808	-7.4%	15,515,064	14,595,233	6.3%
Consolidated Net Revenue	3,209,298	3,258,811	-1.5%	3,444,219	-6.8%	13,143,266	11,915,740	10.3%
International Market Revenues US\$ ¹	197,833	129,675	52.6%	195,698	1.1%	774,694	437,788	77.0%
Consolidated Gross Profit	745,043	859,396	-13.3%	905,835	-17.8%	3,297,410	3,184,151	3.6%
Gross Margin (%)	23.2%	26.4%	-316 bps	26.3%	-309 bps	25.1%	26.7%	-163 bps
Consolidated EBITDA	167,029	423,907	-60.6%	484,543	-65.5%	1,355,183	1,622,549	-16.5%
EBITDA Margin (%)	5.2%	13.0%	-780 bps	14.1%	-886 bps	10.3%	13.6%	-331 bps
Adjusted EBITDA	329,510	418,772	-21.3%	479,784	-31.3%	1,598,715	1,671,897	-4.4%
Adjusted EBITDA Margin (%)	10.3%	12.9%	-258 bps	13.9%	-366 bps	12.2%	14.0%	-187 bps
Net Income	-231,294	117,786	-296.4%	23,149	-1099.1%	-250,743	408,501	-161.4%
Net Margin (%)	-7.2%	3.6%	-1082 bps	0.7%	-788 bps	-1.9%	3.4%	-534 bps
Earnings per share R\$	-0.66	0.36	-284.9%	0.07	-1099.1%	-0.72	1.24	-157.8%

Financial Highlights	4Q25	4Q24	Δ%	3Q25	Δ%	2025	2024	Δ%
Equity	3,232,963	3,229,923	0.1%	3,284,652	-1.6%	3,232,963	3,229,923	0.1%
Investments ²	218,645	710,817	-69.2%	125,665	74.0%	2,988,913	1,169,043	155.7%
Net Debt	6,400,024	4,681,510	36.7%	7,546,577	-15.2%	6,400,024	4,681,510	36.7%
Net Debt Without Randon Bank	4,399,031	2,598,217	69.3%	5,462,599	-19.5%	4,399,031	2,598,217	69.3%
Net Leverage	4.72 x	2.89 x	63.7%	4.68 x	0.9%	4.72 x	2.89 x	63.7%
Net Leverage Without Randon Bank	3.21 x	1.63 x	96.2%	3.40 x	-5.6%	3.21 x	1.63 x	96.2%
ROE (last 12 months)	-7.8%	14.7%	-2247 bps	3.0%	-1081 bps	-7.8%	14.7%	-2247 bps
ROIC (last 12 months)	5.0%	10.8%	-586 bps	8.6%	-362 bps	5.0%	10.8%	-586 bps

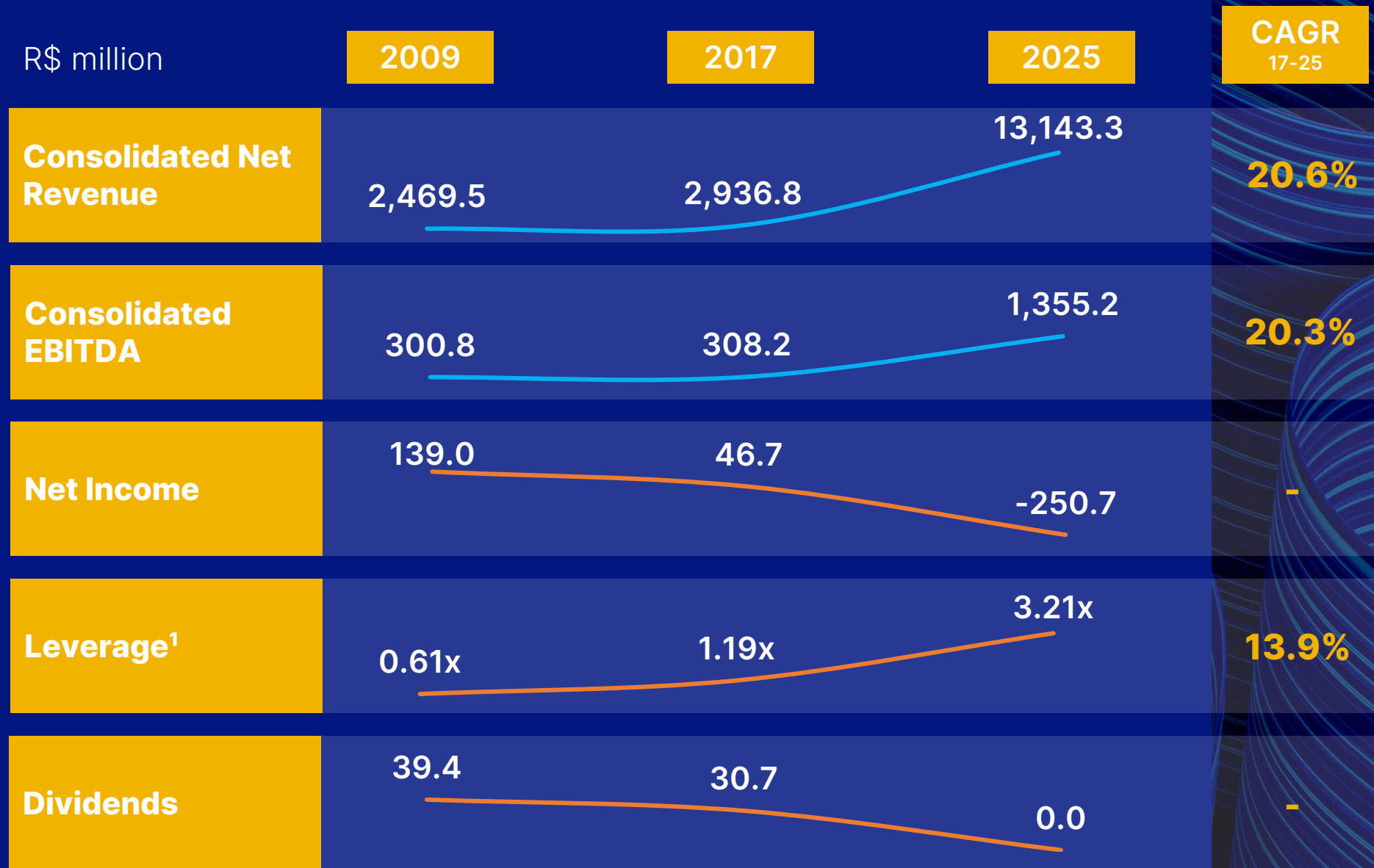
¹ Exports from Brazil + Revenues from International Markets (both consolidated)

² Capex + Non-Organics + Paid-in Capital

Values in R\$ Thousands, except when indicated otherwise

Note: The comparative information for 3Q25 related to International Market revenue was adjusted due to the exclusion of intercompany sales identified by the Company.

Performance



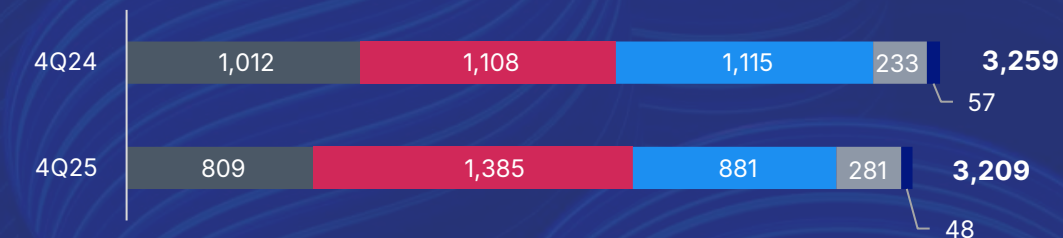
Performance

Consolidated Results | 4Q25



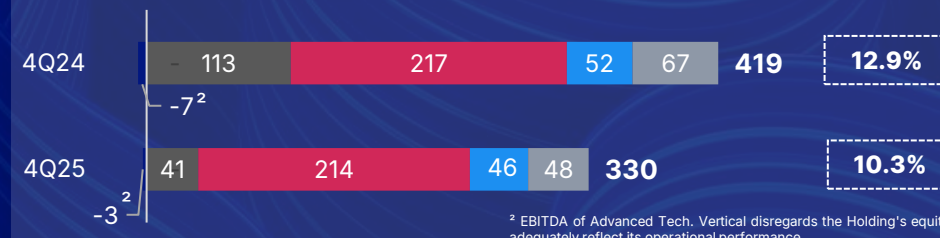
Consolidated Net Revenue¹

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 Margin²

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:

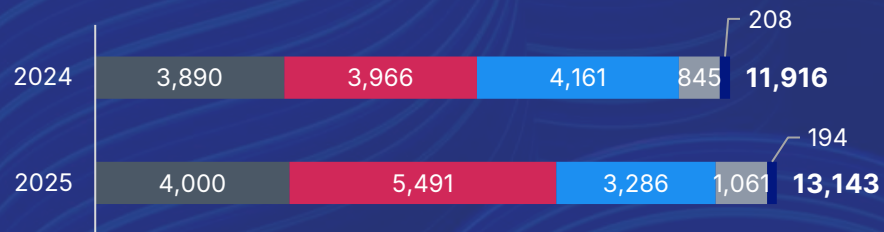
- Auto Parts
- Motion Control
- OEM
- Financial Solutions and Services
- Advanced Technology and Headquarter

Performance

Consolidated Results | 2025

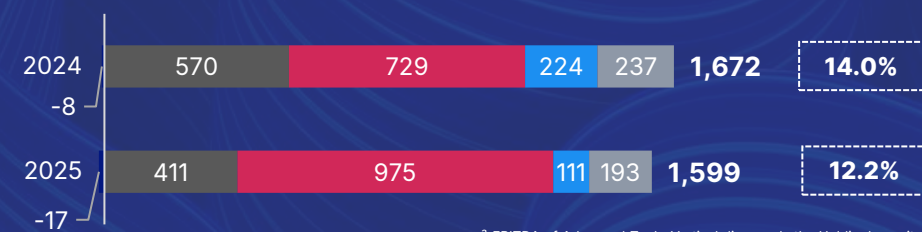
Consolidated Net Revenue¹

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 Margin²

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

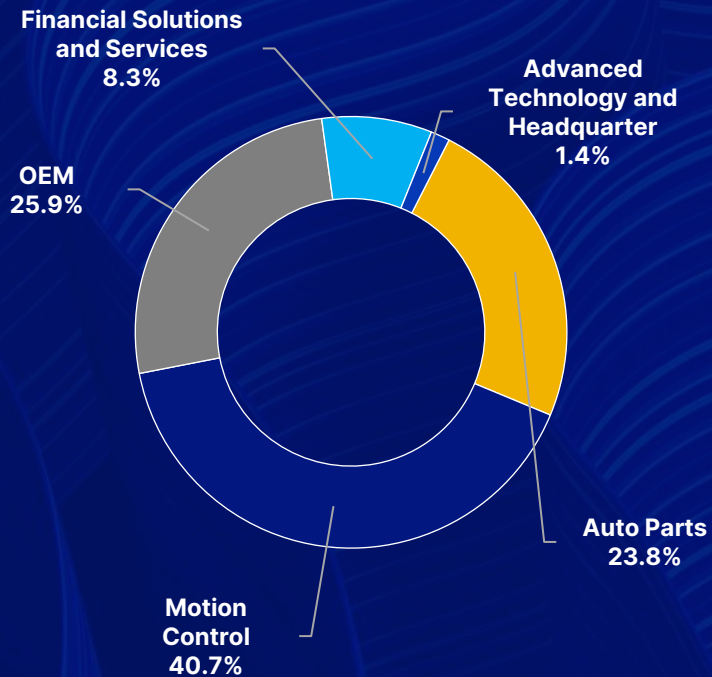
■ Advanced Technology and Headquarter

Performance

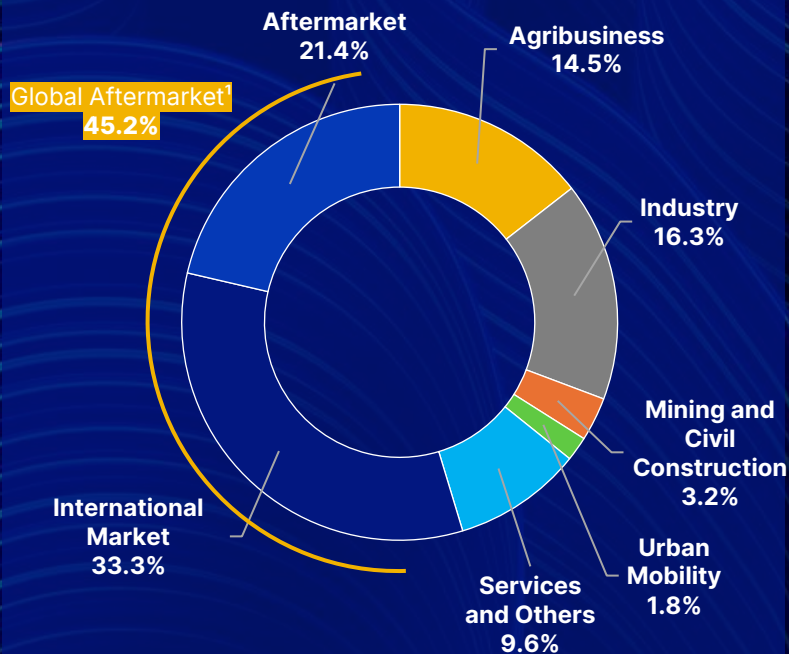
Diversified business model | 4Q25



% Net Revenue by Vertical

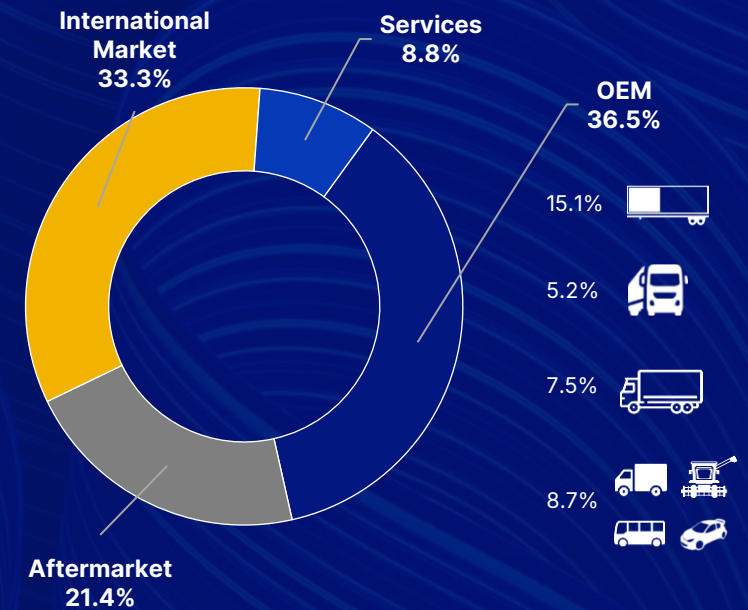


% Net Revenue by Sector



¹ Brazilian market + international sales, including exports from Brazil.

% Net Revenue by Segment

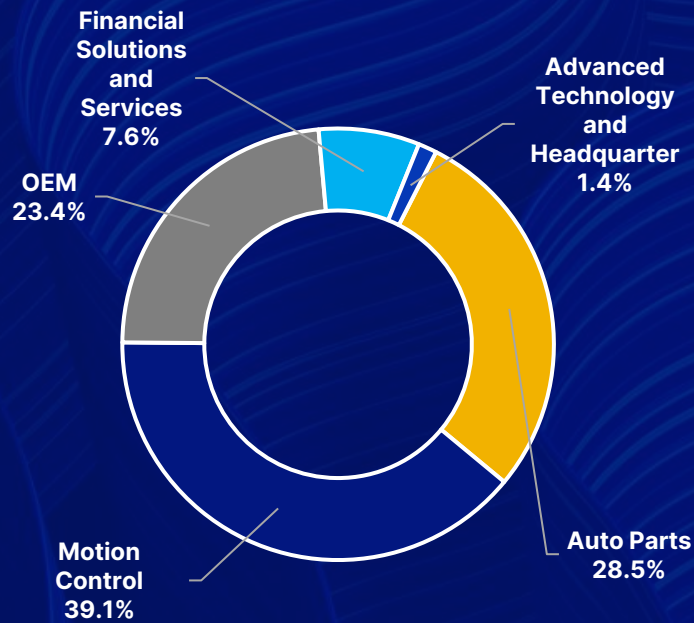


Performance

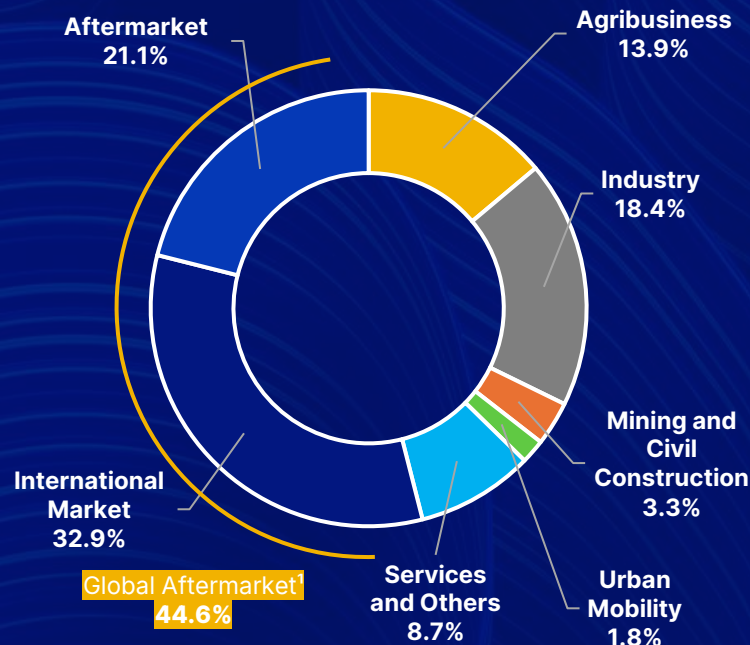
Diversified business model | 2025



% Net Revenue by Vertical

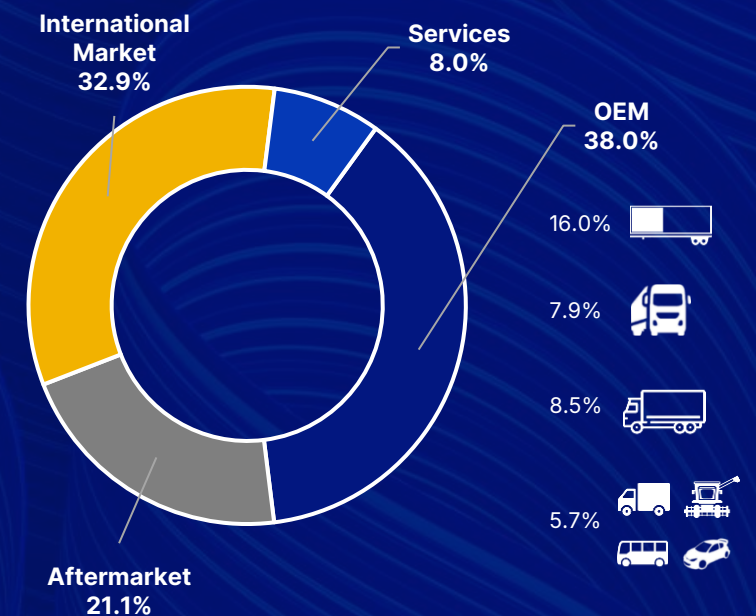


% Net Revenue by Sector



¹ Brazilian market + international sales, including exports from Brazil.

% Net Revenue by Segment

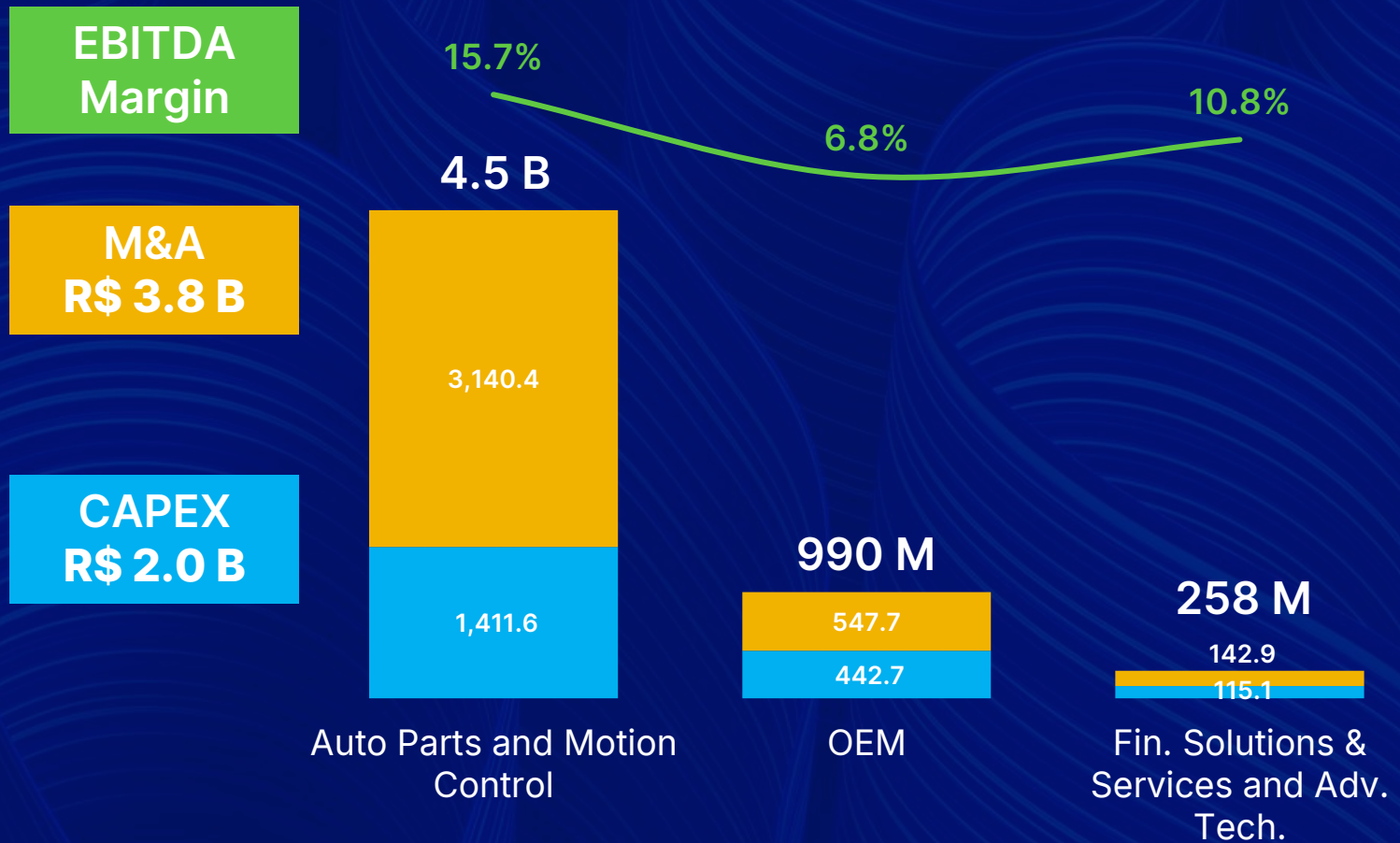


Capital allocation in profitable businesses



R\$ 5.8 billion

in CAPEX and M&A
(2021-2025)



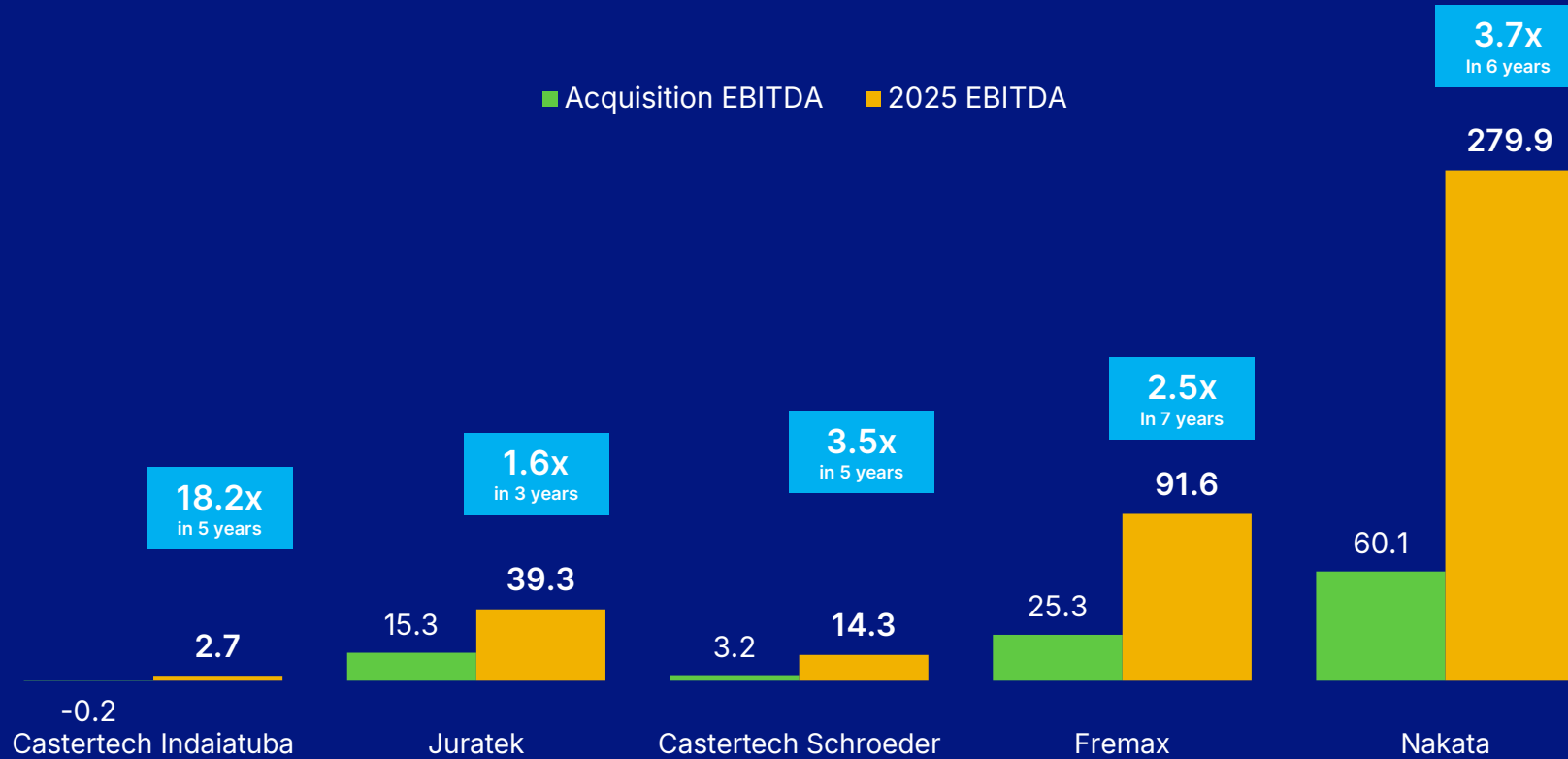
Performance

Excellent track record

Capturing synergies guarantees the evolution of the results of acquired companies

Values in R\$ million

■ Acquisition EBITDA ■ 2025 EBITDA

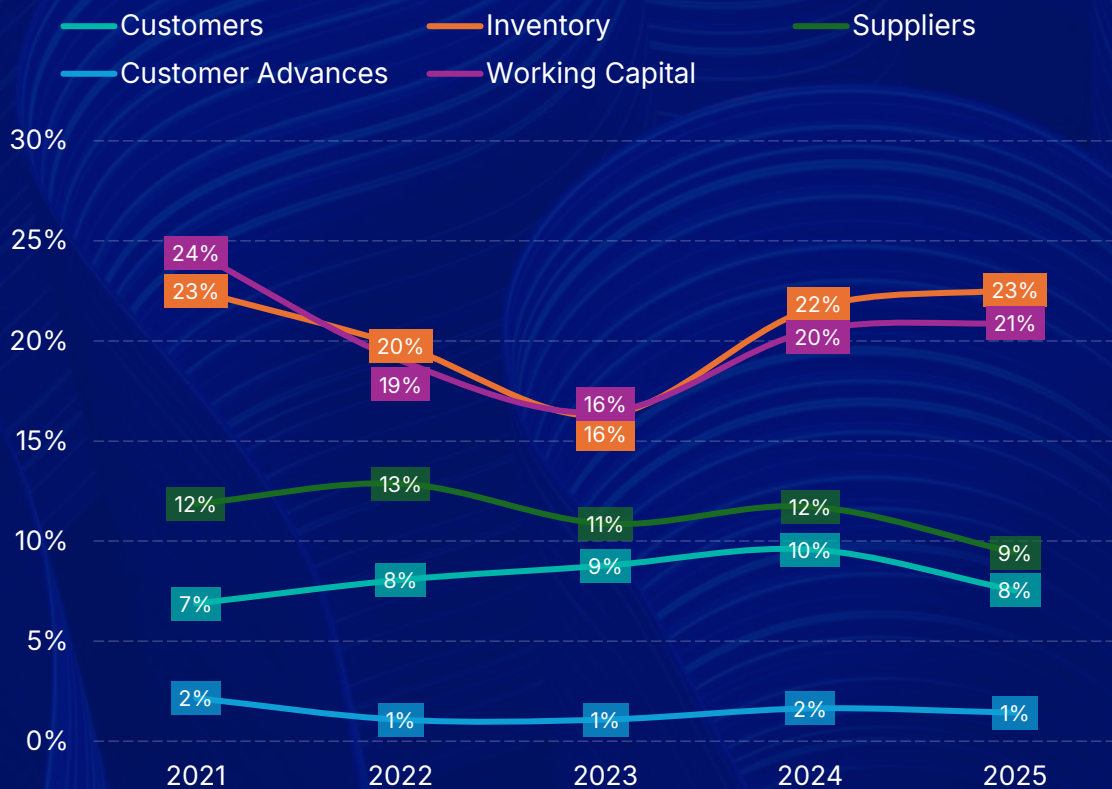


Performance

Smart capital management and value creation

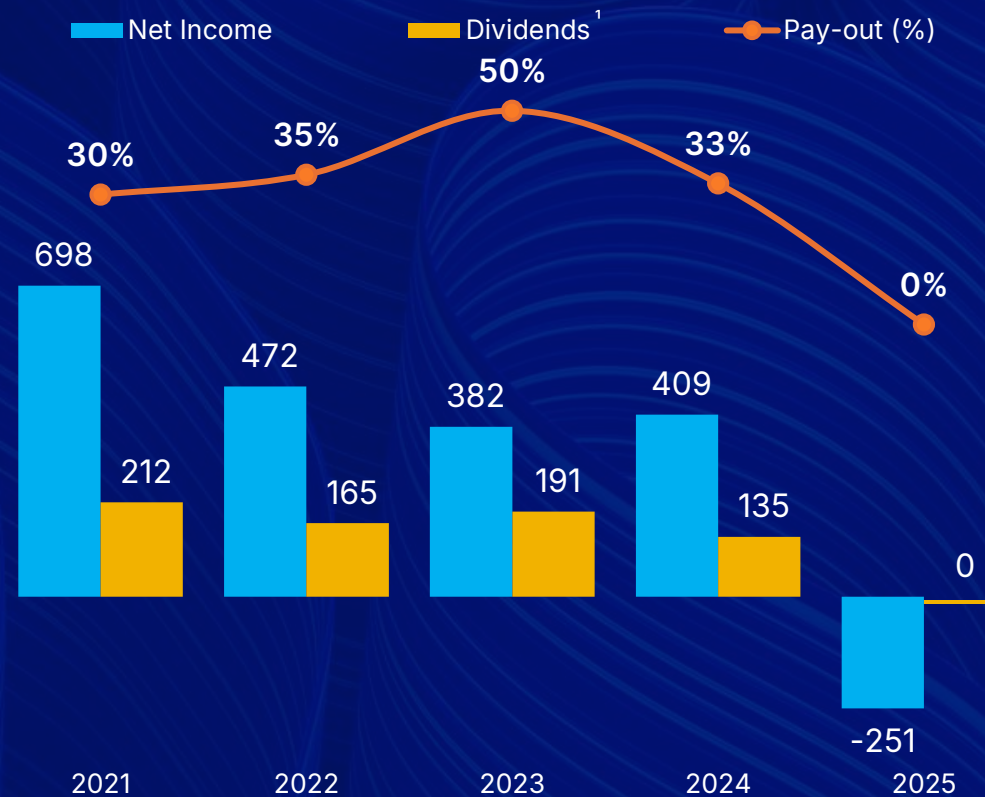
Working Capital

% of Net Revenue



Net Income and Dividends

R\$ Million



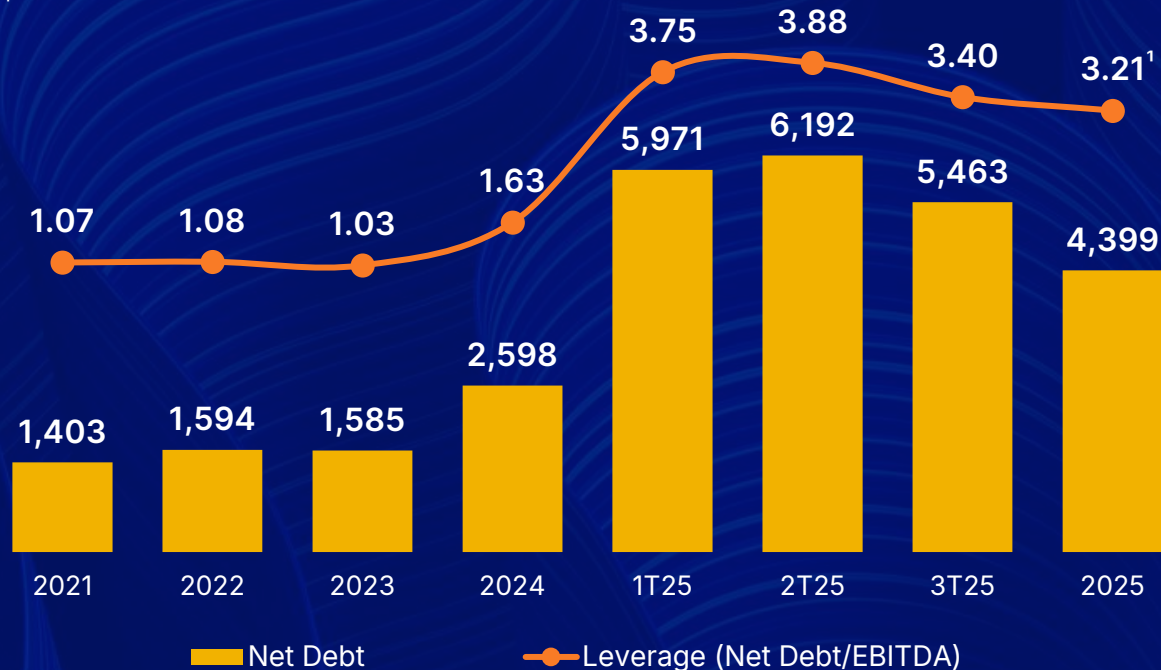
¹ Considers the gross distribution of Dividends and Interest on Equity (IoE) for the period.

Performance

Financial strength

Net Debt History (Without Randon Bank)

R\$ million



¹ In 2025, the Company leverage, as measured under the financial covenants methodology (excluding Randon Bank and equity income), was **2.90x**, below the 3.5x threshold.

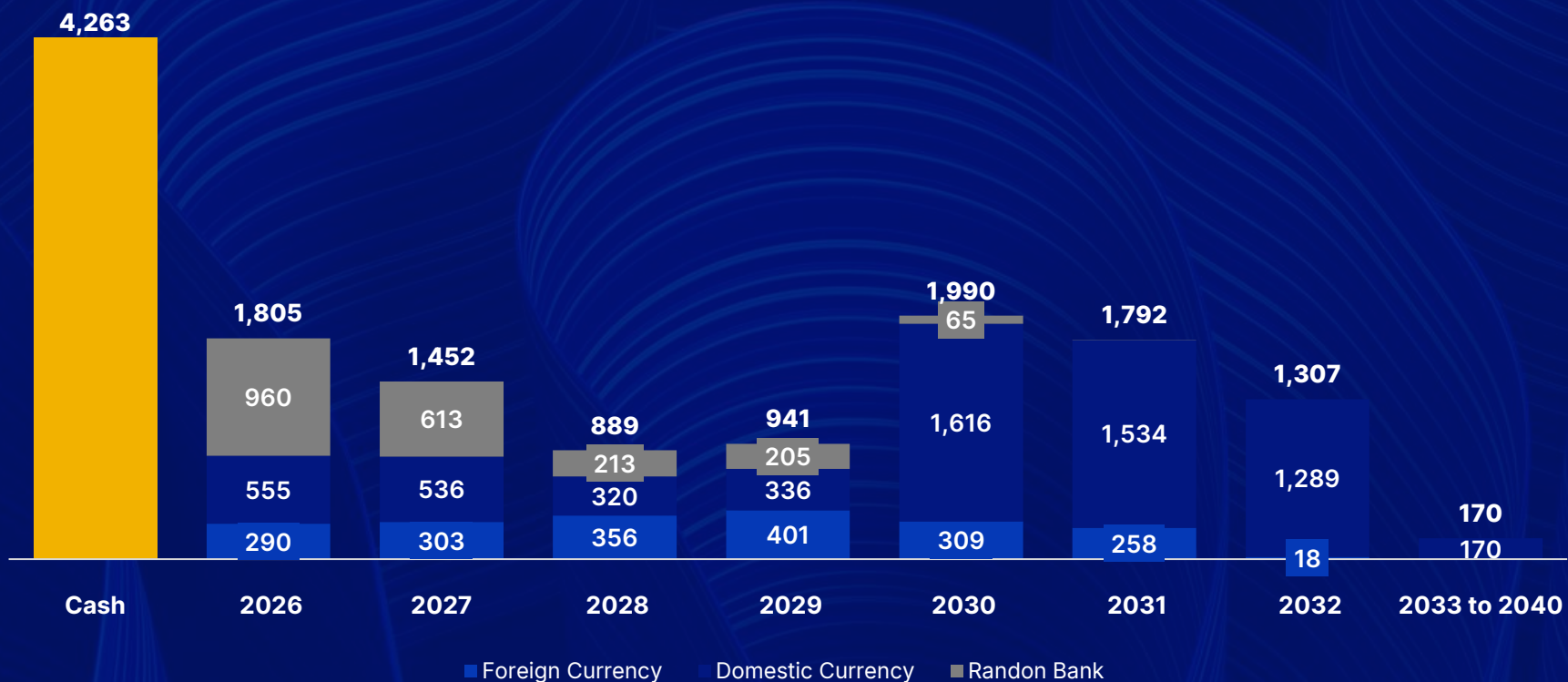
S&P Global
Ratings
BrAAA

Performance

Sufficient liquidity to meet short and medium term commitments

Amortization of Bank Debt

R\$ million



Total Cost¹
13.9% p.a.

Average term¹
4.3 years

¹ Indicators for 4Q25, 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\$ 646 M

in shareholder remuneration over the past 5 years

R\$ 5.31

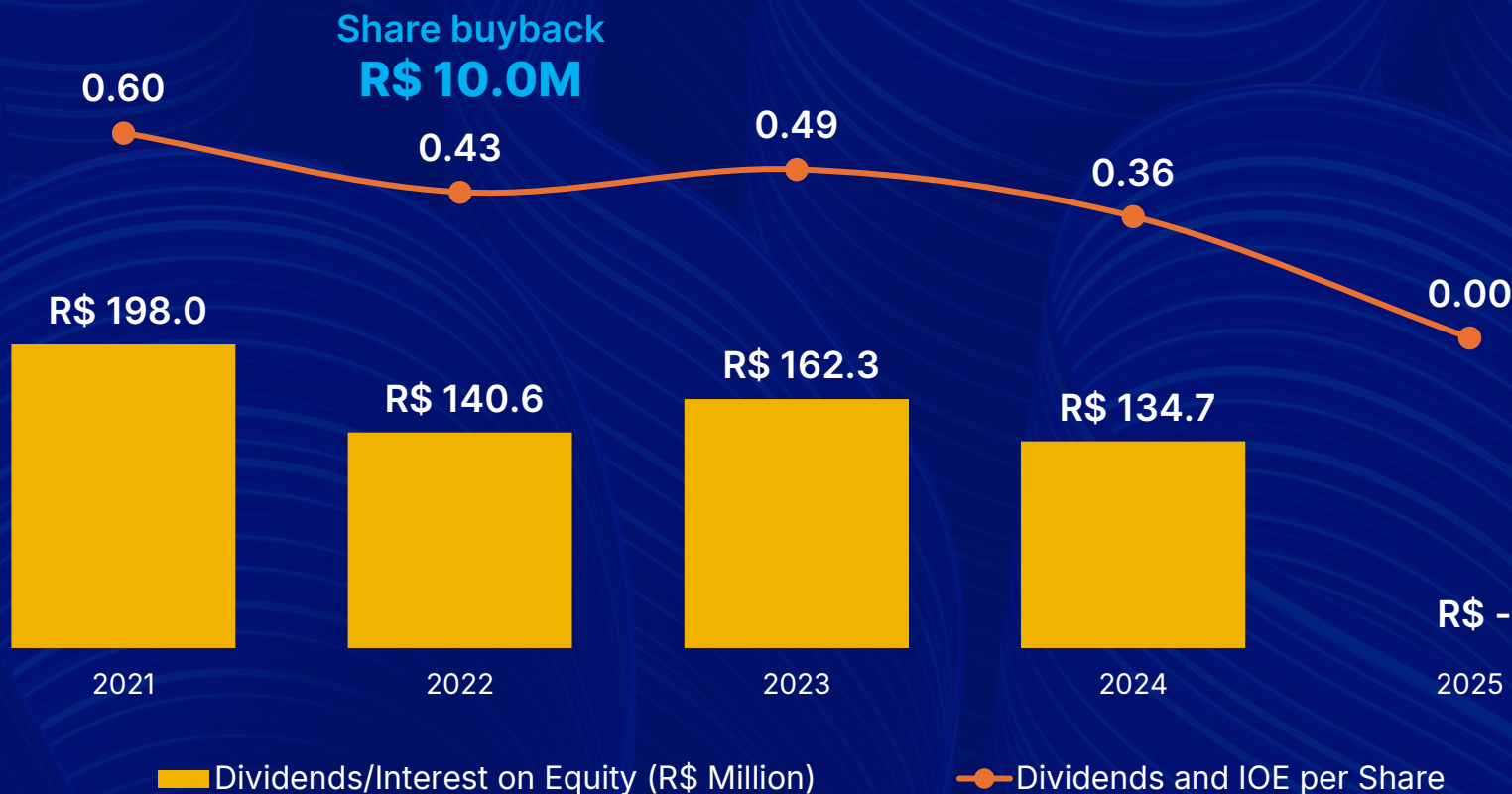
earnings per share over the last 5 years

25.9%

Average payout

18.0%

Dividend Yield¹



Market Outlook 2025

Brazilian Automotive Market

		4Q25	4Q24	Δ%	3Q25	Δ%	2025	2024	Δ%
Production	Trucks ¹	25,484	38,641	-34.0%	32,261	-21.0%	124,116	141,252	-12.1%
	Trailers ³	18,709	22,281	-16.0%	19,218	-2.6%	75,881	91,986	-17.5%
Brazil Sales	Trucks ¹	29,430	33,835	-13.0%	29,312	0.4%	113,496	124,933	-9.2%
	Trailers ²	17,309	21,170	-18.2%	17,791	-2.7%	70,922	88,549	-19.9%
Exports	Trucks ¹	5,345	6,174	-13.4%	8,195	-34.8%	26,984	17,890	50.8%
	Trailers ³	1,400	1,111	26.0%	1,427	-1.9%	4,959	3,437	44.3%

¹ Anfavea

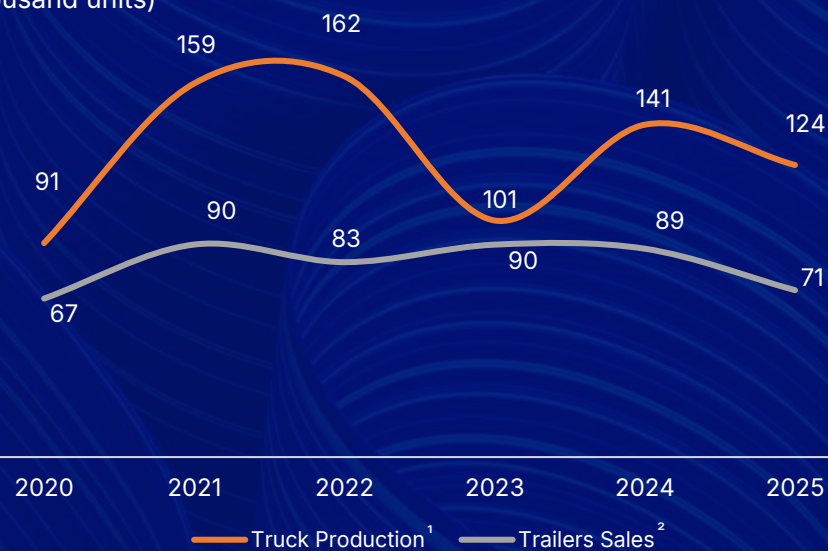
² Anfir

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

- > Recurring demand
- > Consolidate leadership
- > Strong brands
- > Optimized distribution channels
- > Product availability



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

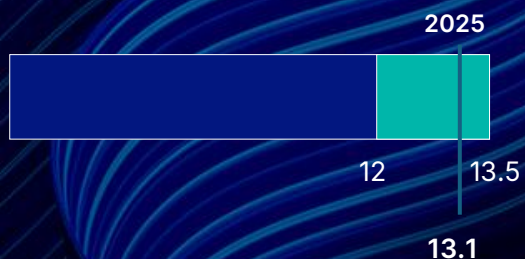


Innovation and Services

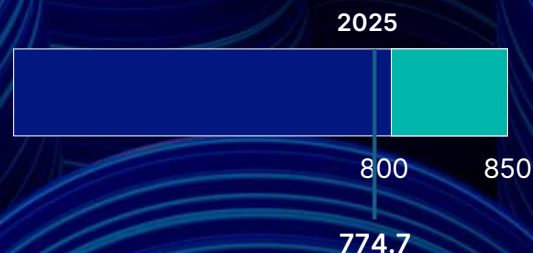
- > Disruption
- > Sustainability as a differentiator
- > Technological leadership
- > Service ecosystem for transportation

Guidance 2025

Consolidated Net Revenue
(R\$ Billion)



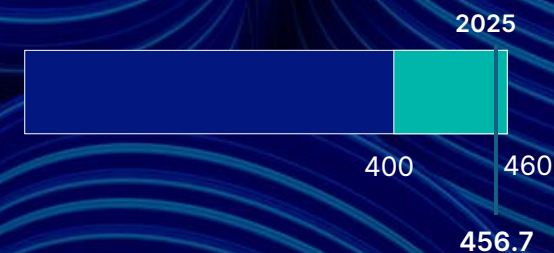
Revenues from International Market¹
(US\$ Million)



EBITDA Margin²
(% EBITDA o/ NR)



Investments³
(R\$ Million)



■ Guidance Range

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

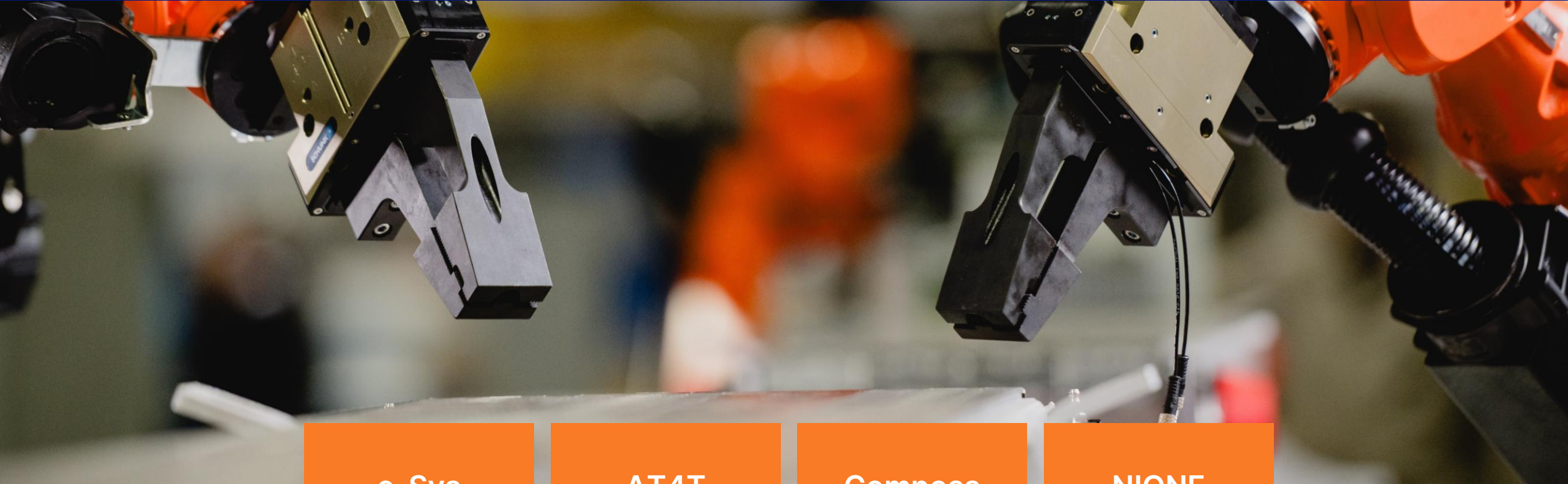
² Percentage reflects margin adjusted for non-recurring events;

³ Figures refer to organic investments.

Projection Premises

- > **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

Compass

NIONE

Disruptive Technologies

Electric Mobility

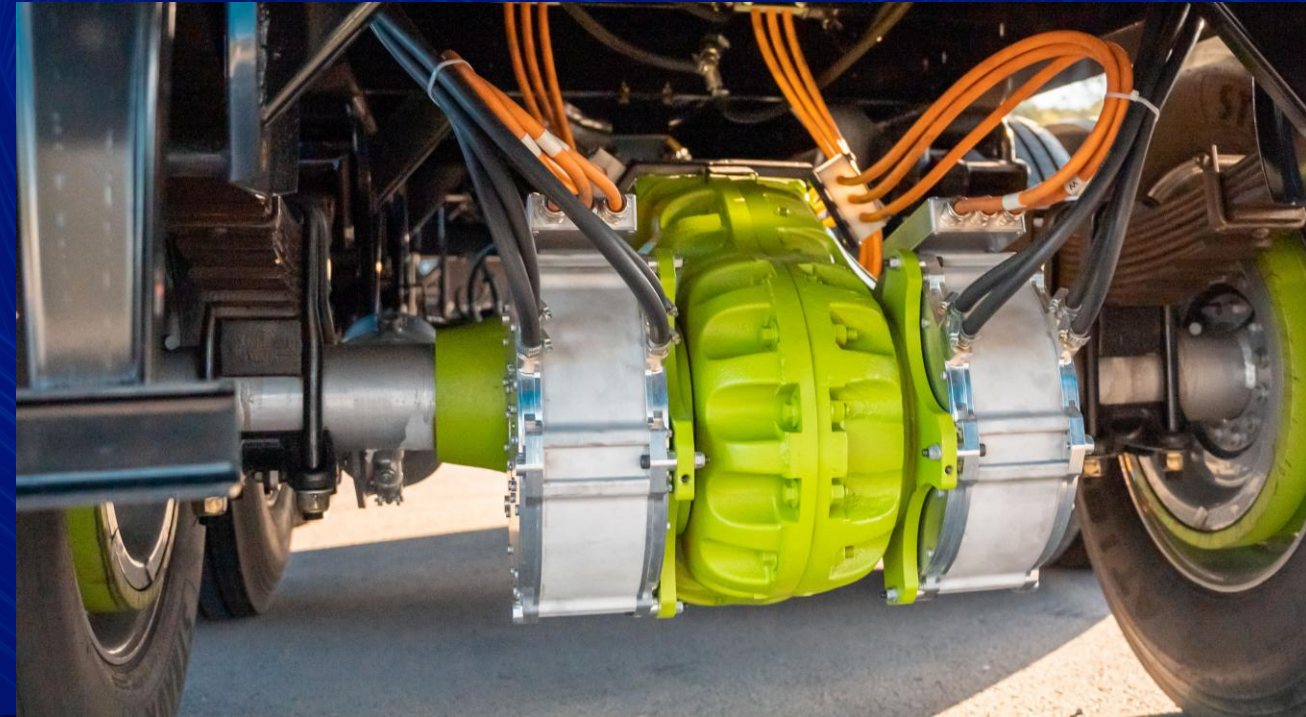
VIDEO
click or scan



E ← S Y S

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.



Trailers



Trucks



Tractors and
Agricultural
Line



Buses



Delivery
Vehicles



Dedicated
Vehicles



Disruptive Technologies

Autonomous Technology



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.



VIDEO
click or scan

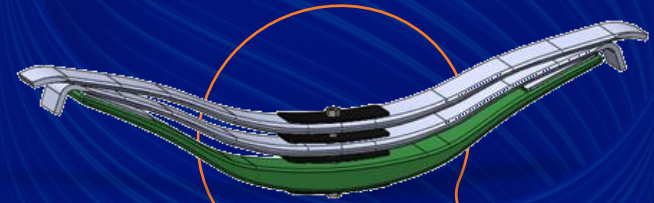


Disruptive Technologies

Composite Materials



VIDEO
click or scan



Lower weight 

No painting and no corrosion 

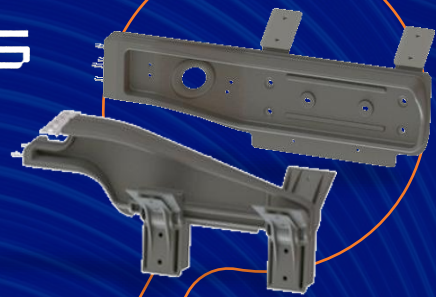
Simple assembly 

More durable 

Updated design 



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



Mechanical Strength Enhancement



Chemical Resistance Enhancement



UVA / UVB Resistance Improvement



Cost Reduction



Weight Reduction



Circular Economy



Antimicrobial Action



Applications in various segments:



Sunscreens
TiO₂-free



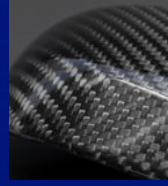
Paints
High corrosion resistance



Weld Beads
High strength and reduced HAZ (Heat-Affected Zone)



Metal Parts
Lighter and stronger



Polymers
High performance and durability



Metal Pretreatments
High performance and sustainability

Click or scan



NIONE

Case:

Nanostructuring of Recycled Thermoplastic Polymers

Benefits:

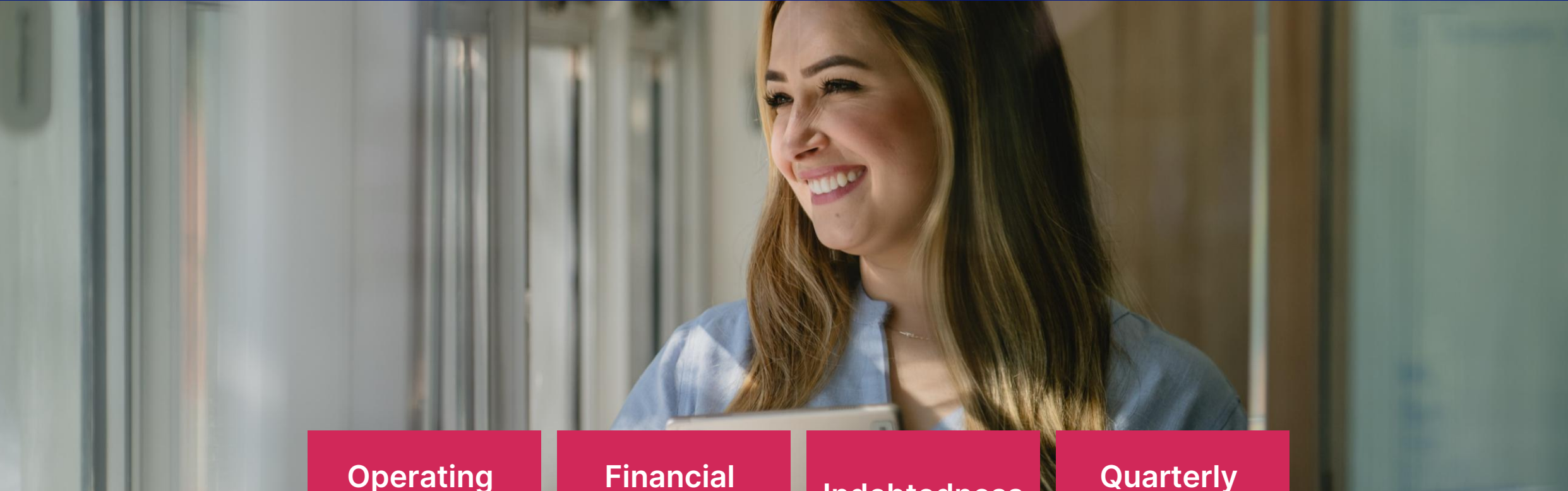
- Improvement of physical and chemical properties, enabling the use of recycled materials in high-performance applications.
- Property stability after multiple recycling cycles, maintaining material performance and its original application.

Application example:

Replacement of PA6 by PP-PCR (Post-Consumer Recycled) nanostructured with niobium

- ▼ Cost reduction
- ▼ Carbon footprint reduction
- ▲ Productivity increase
- ▶ Plug-and-play solution
- ▶ No interference with polymer color

Attachments



**Operating
Results**

**Financial
Results**

Indebtedness

**Quarterly
Information**

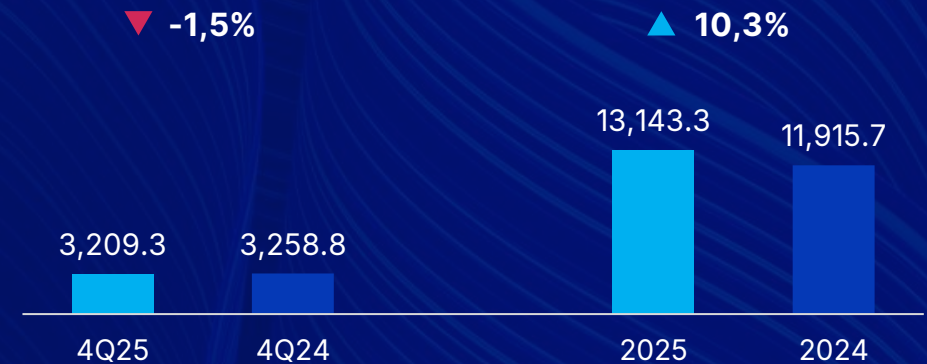
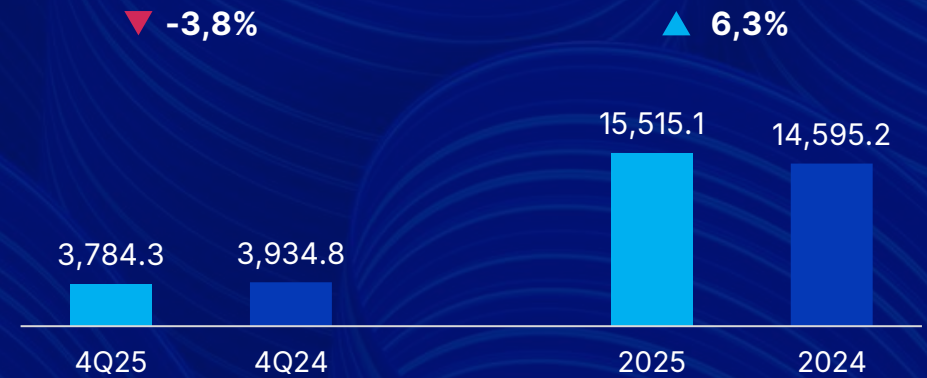
Attachments

Operating Results

Consolidated Gross Revenue | R\$ Million



Consolidated Net Revenue | R\$ Million

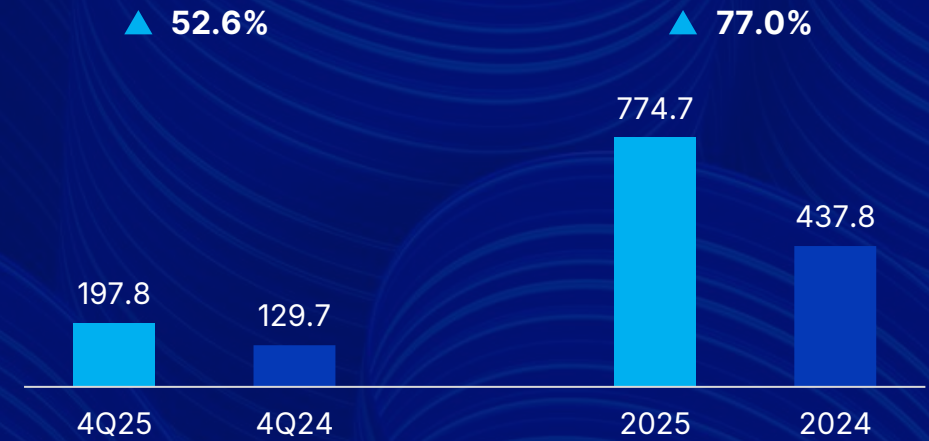
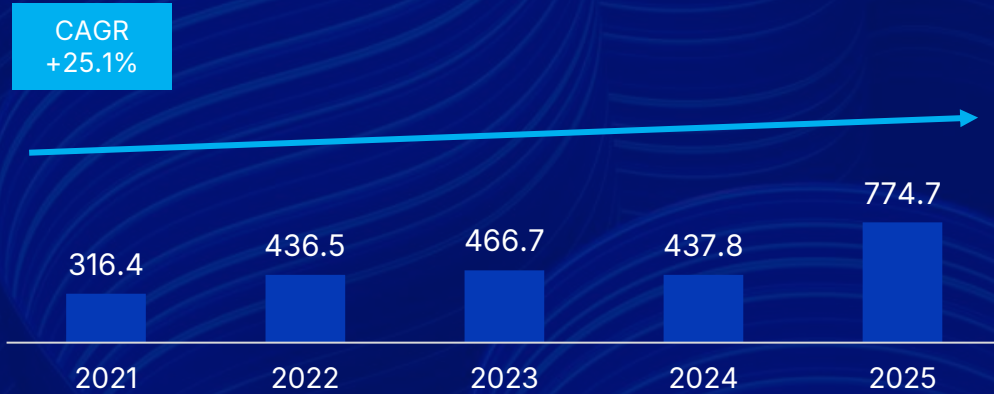


Attachments

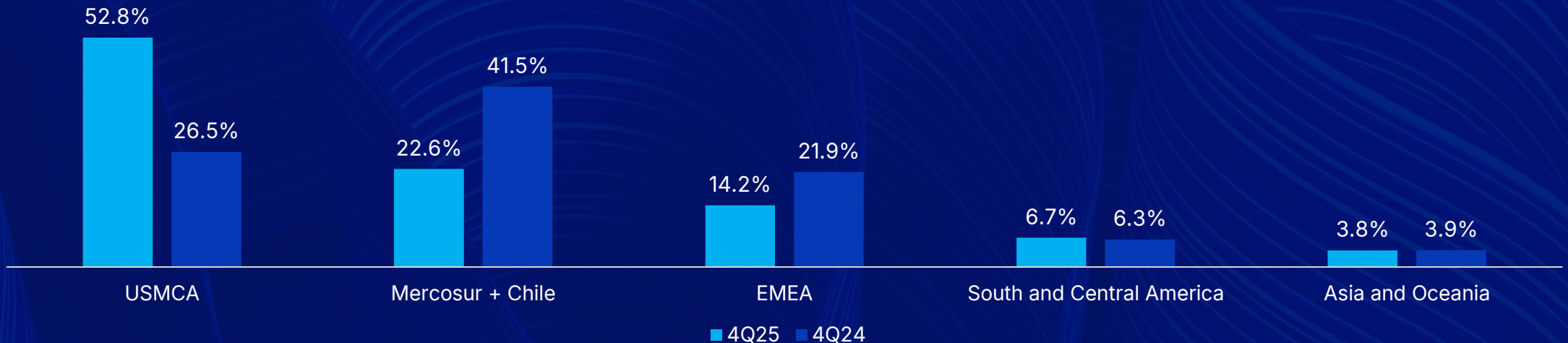
Operating Results



International Market Revenues | US\$ Million



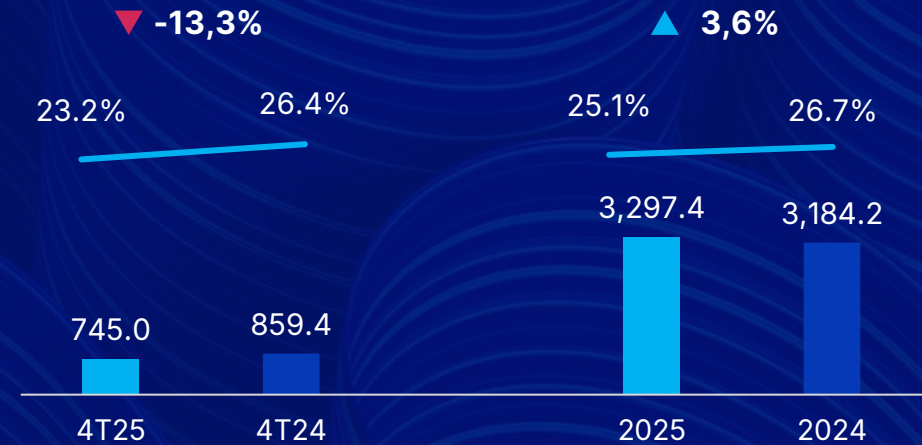
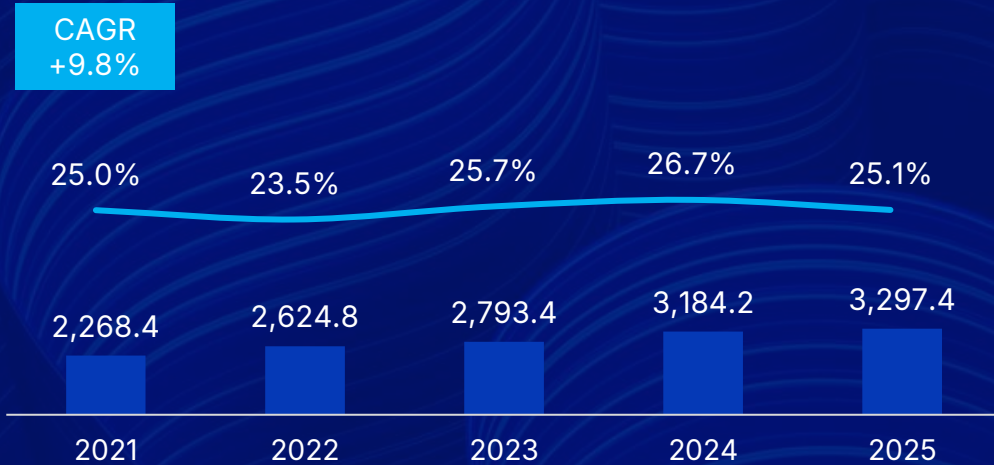
International Market Revenues by Region (% o/ International Market Revenues)



Attachments

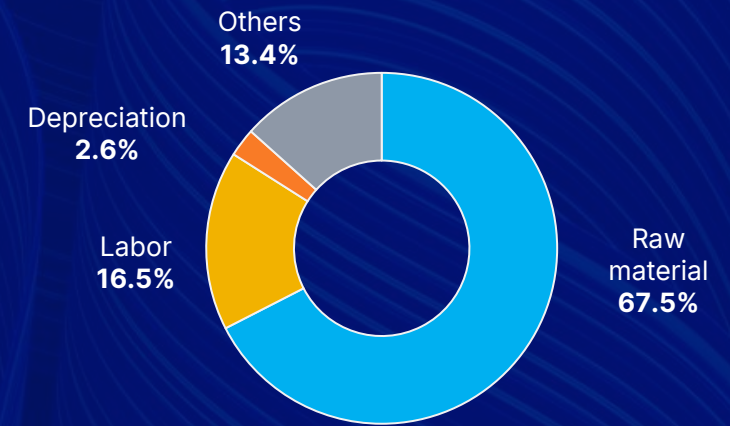
Operating Results

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



COGS 2025
R\$ 9.8 B
(74.9% o/CNR)

COGS DISTRIBUTION 2025

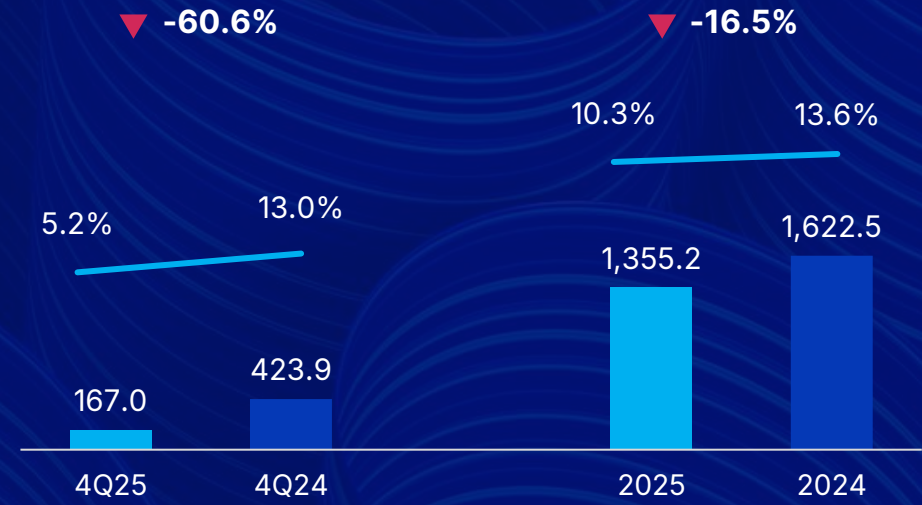


Attachments

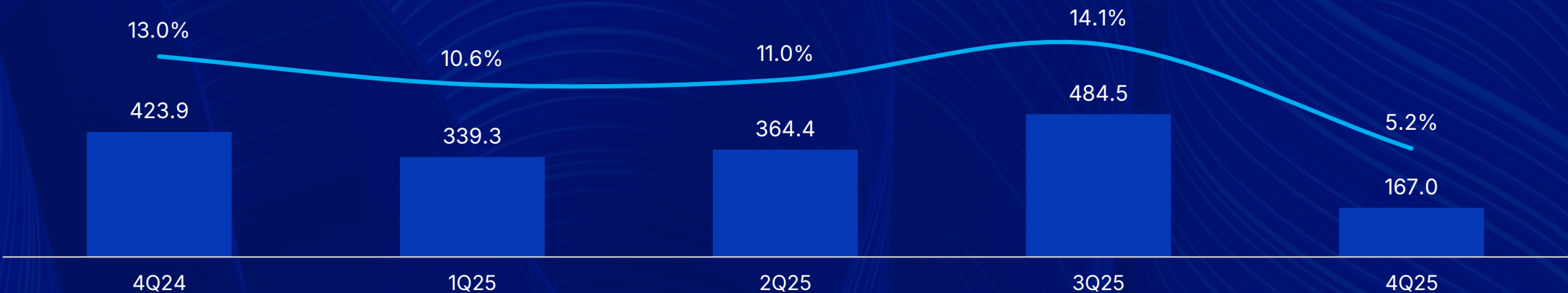
Operating Results



EBITDA | EBITDA Margin | R\$ Million | %



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

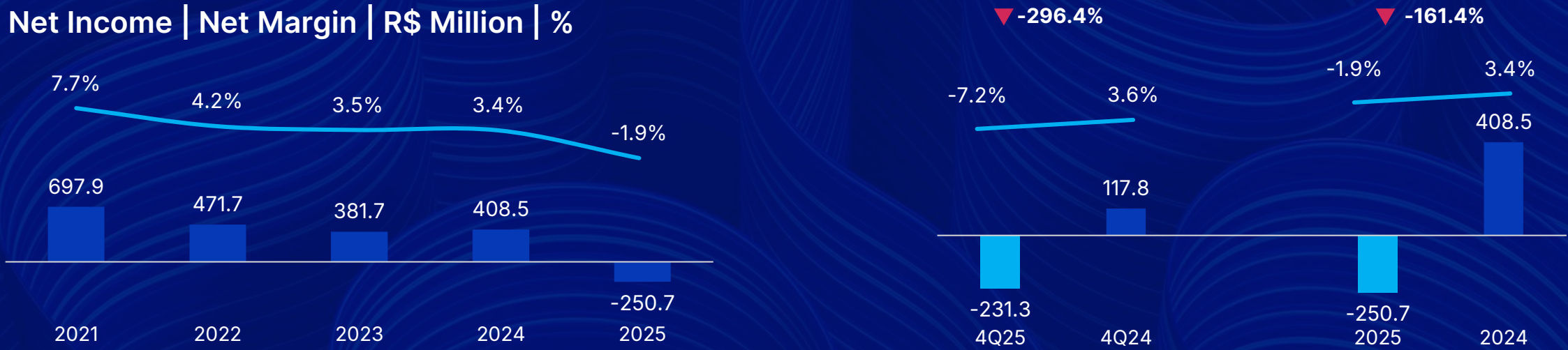


Attachments

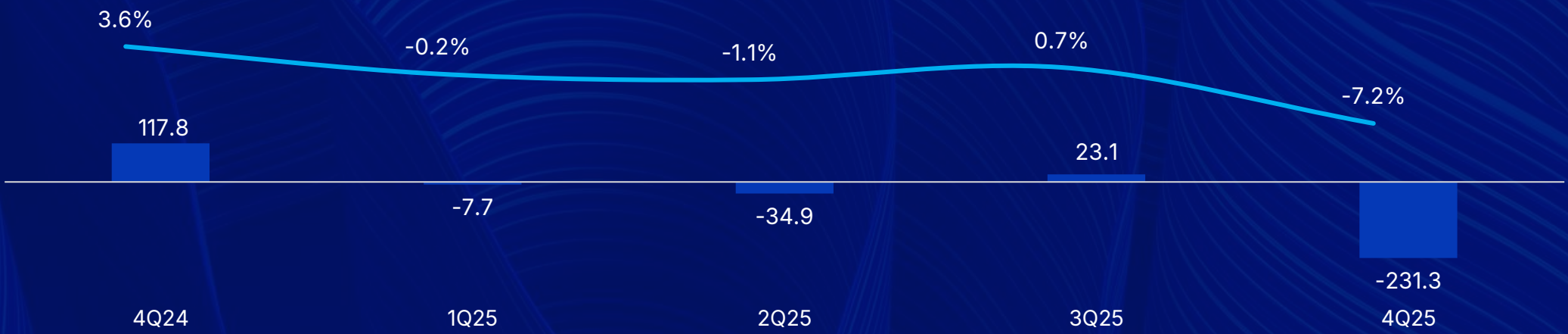
Financial Results



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



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

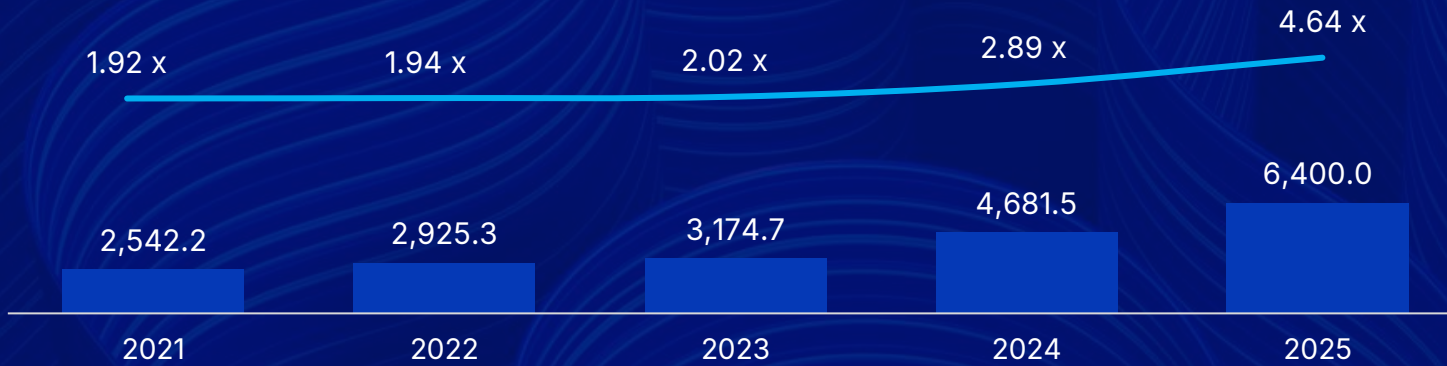


Attachments

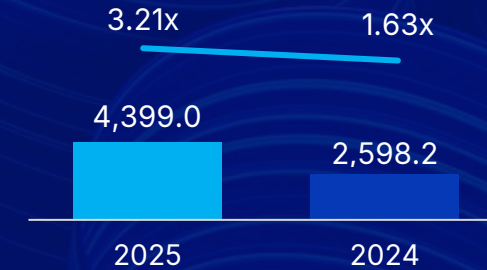
Indebtedness



Indebtedness | Net Debt / EBITDA
R\$ Million



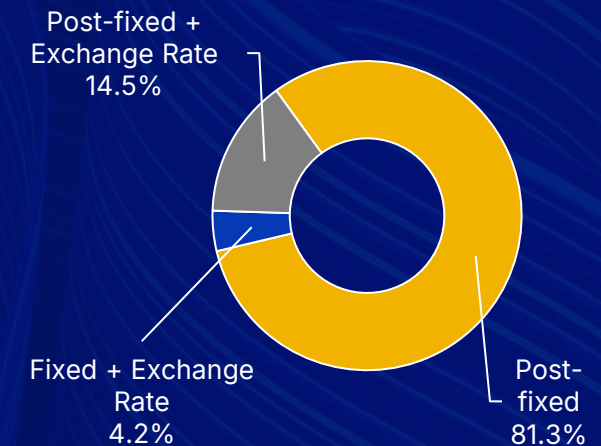
Net Debt Without Randon Bank
R\$ Million



Origin of Debt¹ | Short and Long Term
R\$ Million



Gross Debt Indexes



¹ Does not consider business combination values



Attachments

Quarterly Information

	4Q24	2024	1Q25	2Q25	3Q25	4Q25	2025
Net Revenue	3,524.8	13,069.4	3,446.9	3,533.1	3,646.7	3,404.9	14,031.6
% Auto Parts	28.7%	29.8%	28.7%	31.0%	30.3%	23.8%	28.5%
% Motion Control	31.4%	30.3%	38.6%	38.5%	38.8%	40.7%	39.1%
% OEM	31.6%	31.8%	24.2%	21.8%	22.0%	25.9%	23.4%
% Financial Solutions & Services	6.6%	6.5%	7.3%	7.3%	7.5%	8.3%	7.6%
% Advanced Technology and HQ	1.6%	1.6%	1.2%	1.4%	1.4%	1.4%	1.4%
Consolidated Net Revenue	3,258.8	11,915.7	3,191.4	3,298.4	3,444.2	3,209.3	13,143.3
Consolidated Gross Profit	859.4	3,184.2	849.2	797.3	905.8	745.0	3,297.4
% Gross Margin	26.4%	26.7%	26.6%	24.2%	26.3%	23.2%	25.1%
EBITDA	423.9	1,622.5	339.3	364.4	484.5	167.0	1,355.2
% EBITDA Margin	13.0%	13.6%	10.6%	11.0%	14.1%	5.2%	10.3%
Net Income	117.8	408.5	-7.7	-34.9	23.1	-231.3	-250.7
% Net Margin	3.6%	3.4%	-0.2%	-1.1%	0.7%	-7.2%	-1.9%

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ri.randoncorp.com



ri@randoncorp.com

