



RANDONCORP

Building **tomorrow**

A row of six horizontal bars in teal, blue, green, yellow, orange, and pink.

Institutional Presentation 3Q25



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

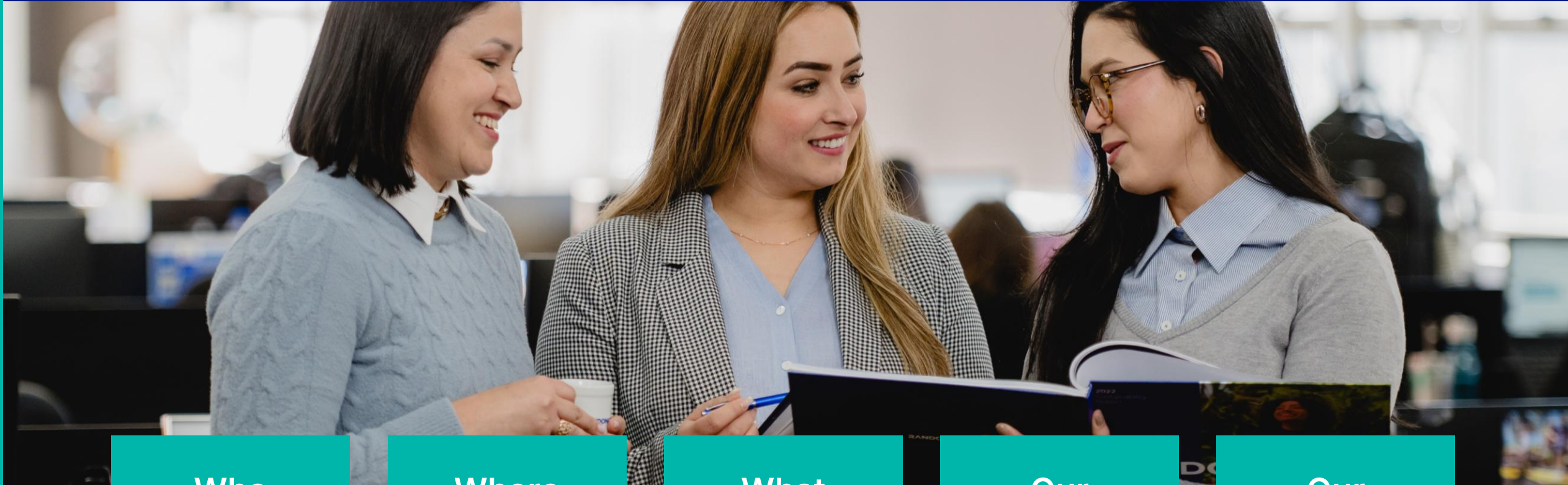
Operating Results

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 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.

Principles

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

RAPT
B3 LISTED N1

Listed since
1971



~18k
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
- 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.**

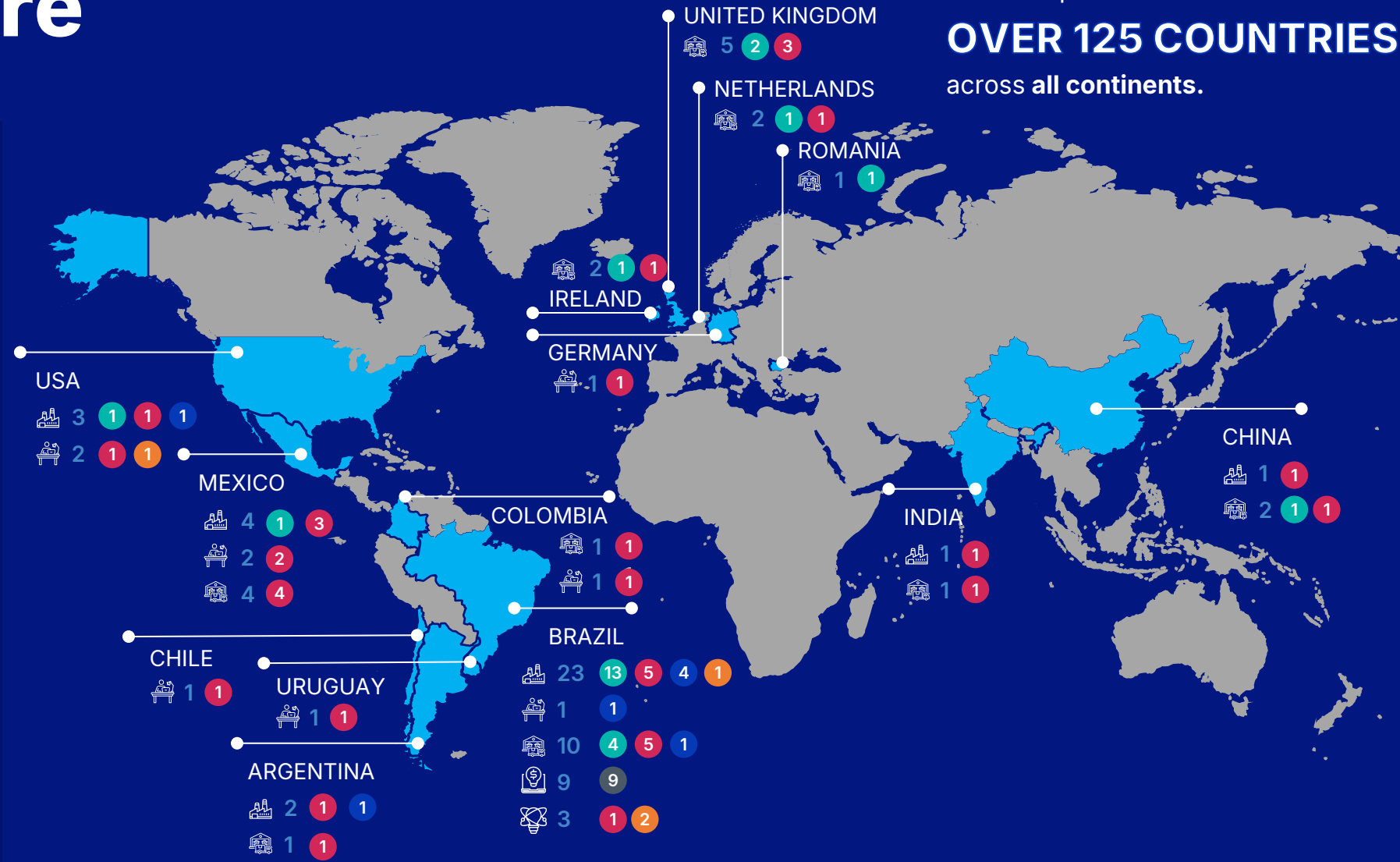
Industry **34**
15 12 6 1

Business Office **9**
7 1 1

Distribution Center **28**
10 17 1

Financial Solutions & Services **9**
9

Innovation **3**
1 2



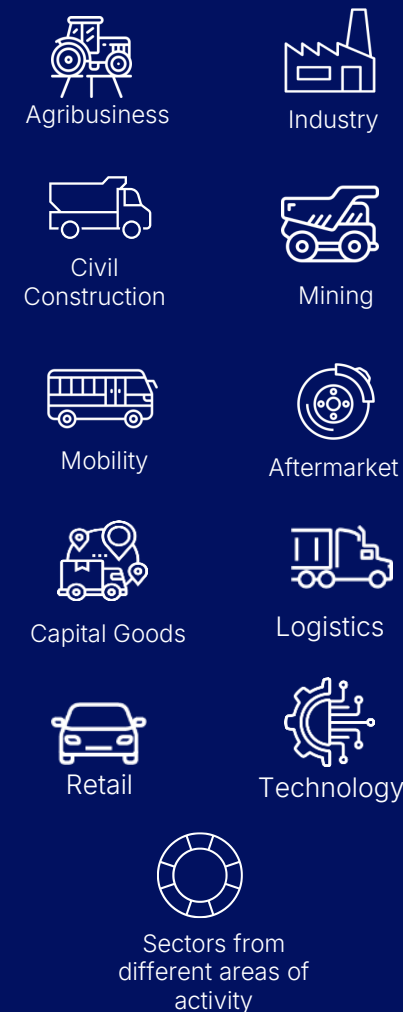
What we do

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



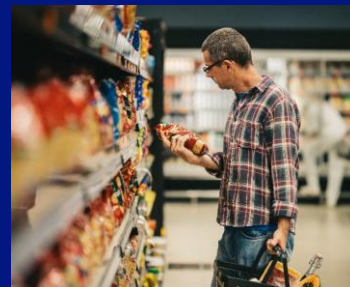
Urban
Mobility



Civil
Construction



Logistics



Retail



Financial
Institutions

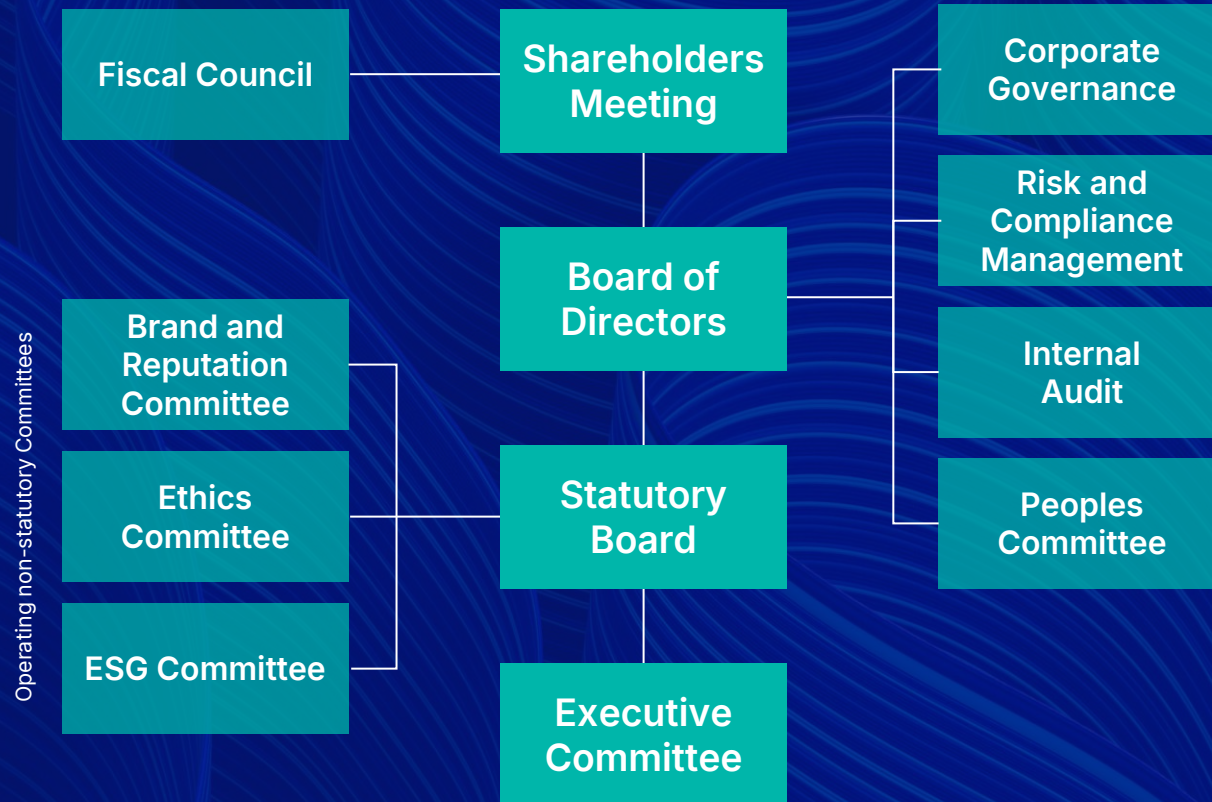


Technology



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
- > 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

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 Paulo Prignolato
CEO and President EVP, CFO and IRO

Daniel M. Ely Alexandre Randon
EVP and COO Director

Executive Committee

Daniel Raul Randon Paulo Prignolato Anderson Pontalti Ricardo Escoboza
CEO and President EVP, CFO and IRO EVP International and Motion Control CEO EVP South America and Auto Parts COO

Daniel M. Ely César A. Ferreira Marcos Baptistucci
EVP and Financial Solutions and Services COO CTIO CPCO

Corporate Governance

Risk and Compliance Management

Internal Audit

Peoples Committee

Ana Carolina Strobel

Vicky Bloch Alexandre Randon

Isabelle Randon Frota (Invited member)

Brand and Reputation Committee

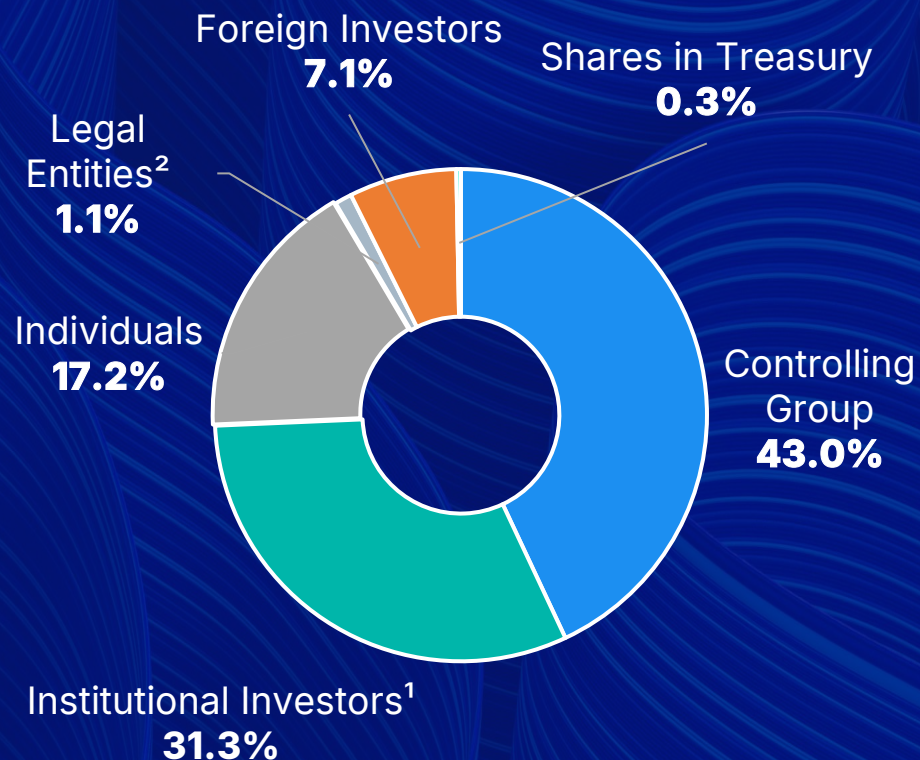
Ethics Committee

ESG Committee

Operating non-statutory Committees

Our Governance

Capital Market



FREE FLOAT
56.7%

TAG ALONG
80%

TOTAL SHAREHOLDERS
35K

RAPT

B3 LISTED N1

IBRX100 B3

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.

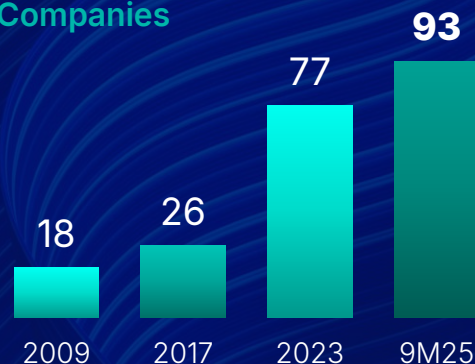


- > Accelerated growth
- > Advanced technology
- > Internationalization

Focus on diversification and resilience

Strategy

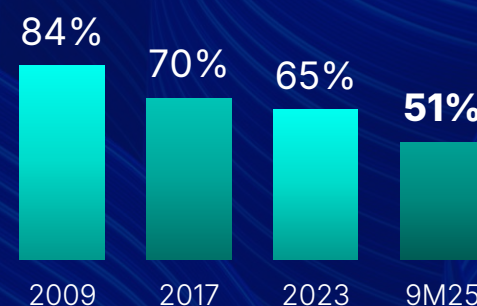
Companies



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.

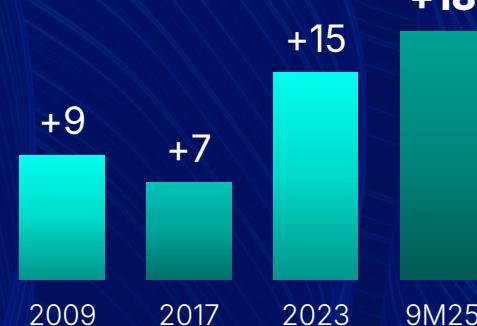
Shareholders (k)



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



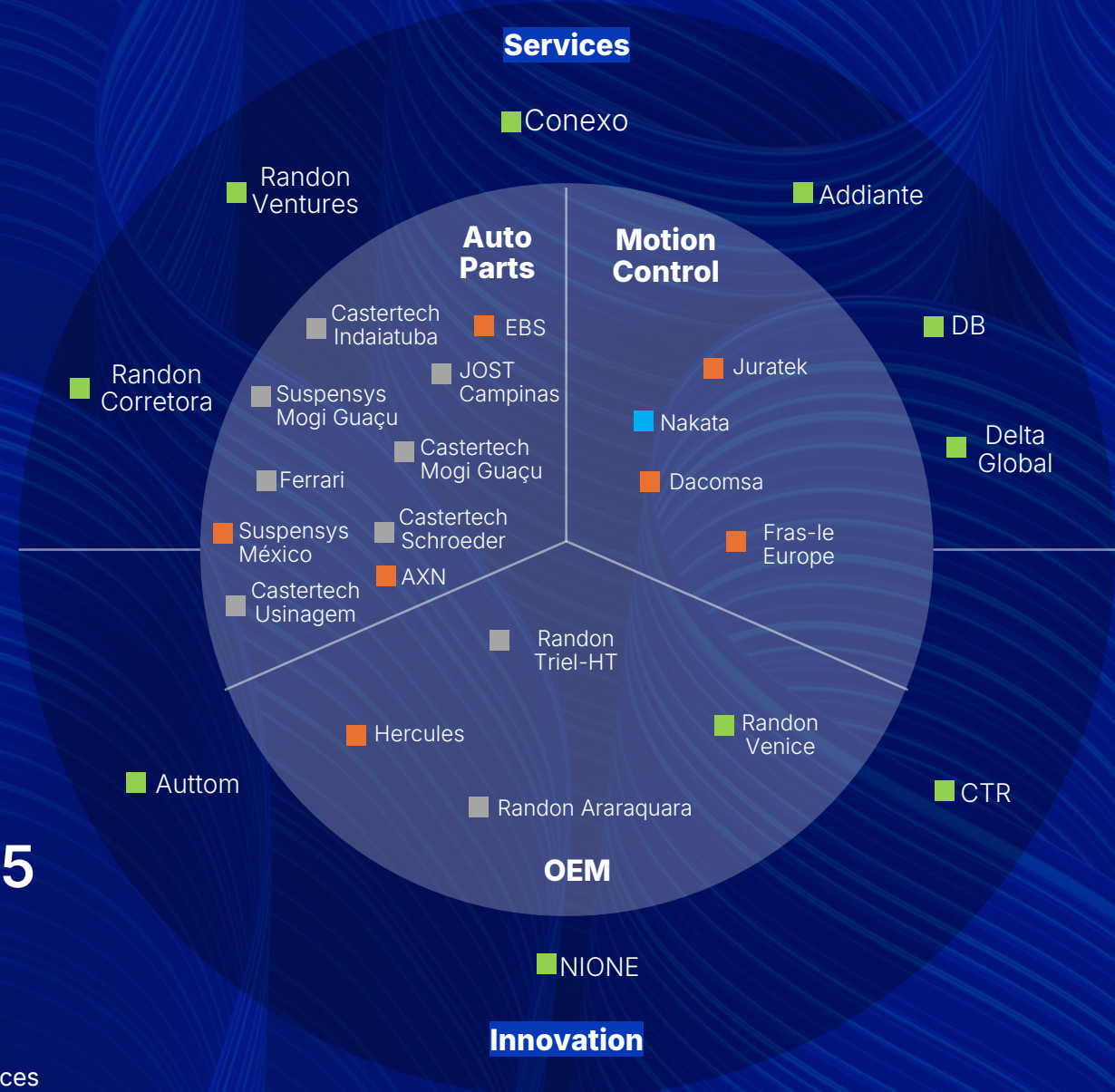
Productive capacity

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

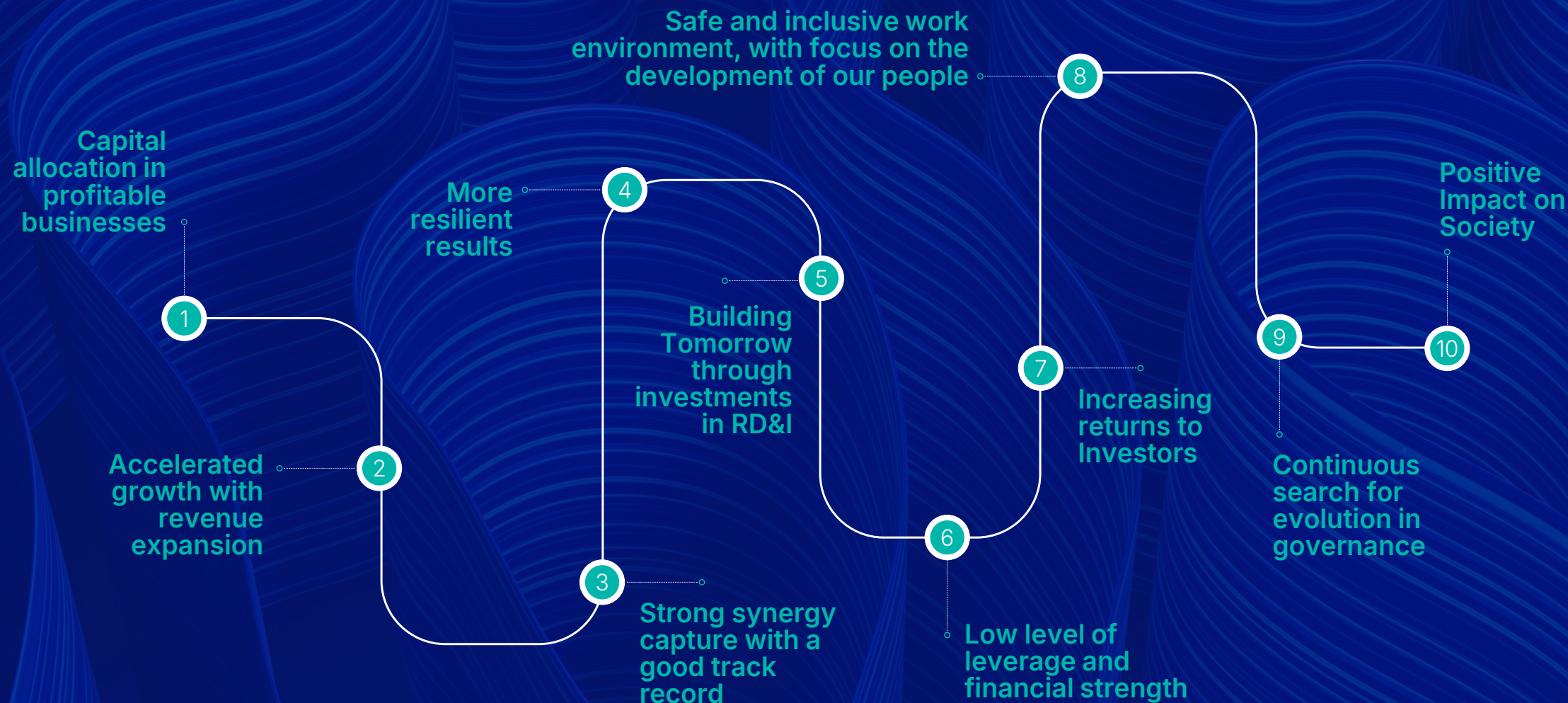
We made important moves that made us a complete ecosystem.

2019-9M25

- 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

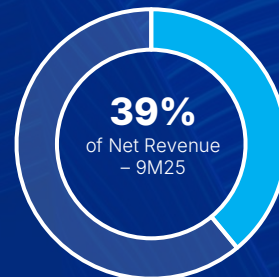
Brake systems, axles and suspensions, coupling systems, electromobility, casting and machining, etc.



Motion Control

Safety and innovation in motion control

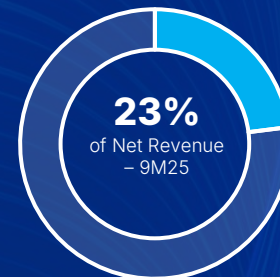
Friction materials, components for brake, suspension, steering, engine, transmission and powertrain systems.



OEM

The most complete line of equipment for ground cargo transportation

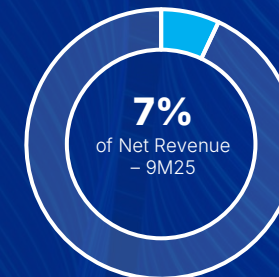
Trailers, rail cars, and aftermarket.



Financial Solutions & Services

The financial solutions and services platform for various sectors

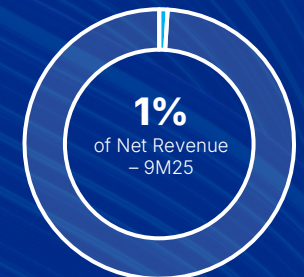
Financing, coop-payment plans, insurance, fleet rental and management, 24/7 assistance, telematics, technology, and innovation.



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\$ 3.2 B

Net Revenue 9M25

11.6%

Adjusted EBITDA
Margin 9M25

Structure

15



Factories

10



Distribution
Centers

Located in

8



Countries

2



Joint Ventures

With

~4.0 k



Employees

Brands

CASTERTECH

Suspensys®

JOST

MASTER

EBS

AXN
HEAVY DUTY

Main Markets



Agribusiness



Industry



Civil Construction



Mobility



Aftermarket

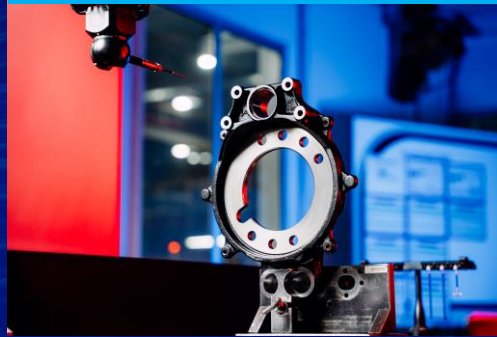
Auto Parts

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®



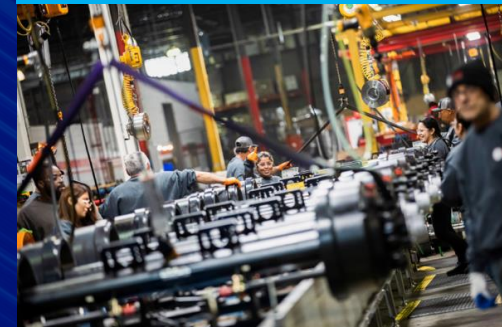
CASTERTECH



EBS



**AXN
HEAVY DUTY**



Auto Parts: Coupling Systems



Landing Gear



King Pin



Ball Hitch



Axle Lift



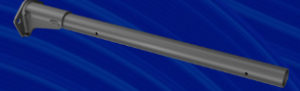
Fifth Wheel



Aluminium Wheel



Semi-Rod



Hubodometer



Towing Hitch



Rotating Tip



Bus Link



Twist Lock



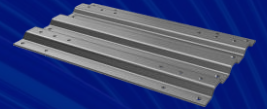
Spare Holder



Turntable

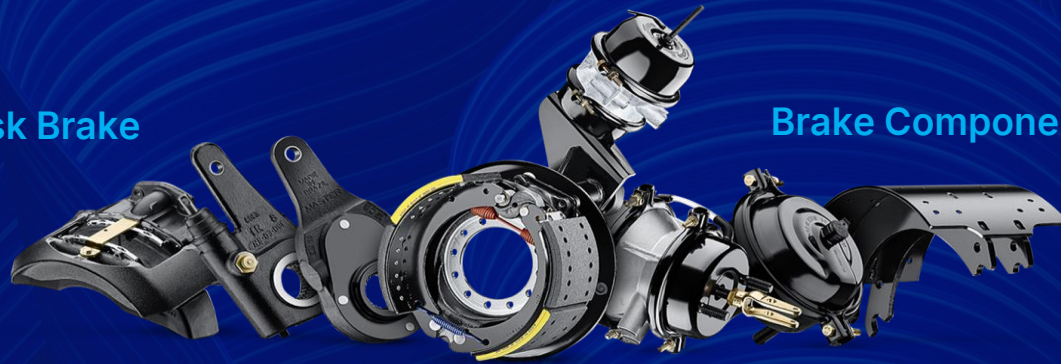


Table for Fifth Wheel



Auto Parts: Brake Systems

Disk Brake



Drum Brakes

Brake Components

EBS
Aftermarket

>30,000
SKUs

Brake Chamber



Sensors



Air Dryers



Valves



ABS



Suspension



Compressors



Calipers



Slack Adjuster



Pressure Limiting



Clutch Servos



Auto Parts: Axles and Suspensions

Axles



Mechanical Suspension



Air Suspension



Electromobility

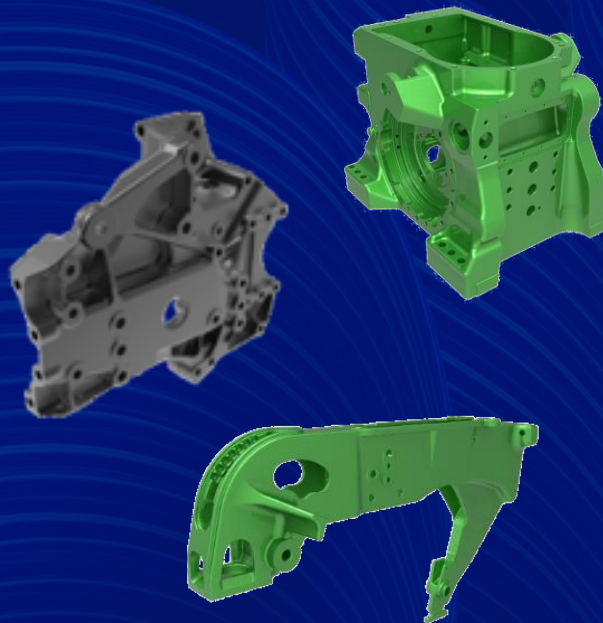


Auto Parts: Hubs and Drums

Hubs, drums and rotors



Cast and Machined Supports and Components



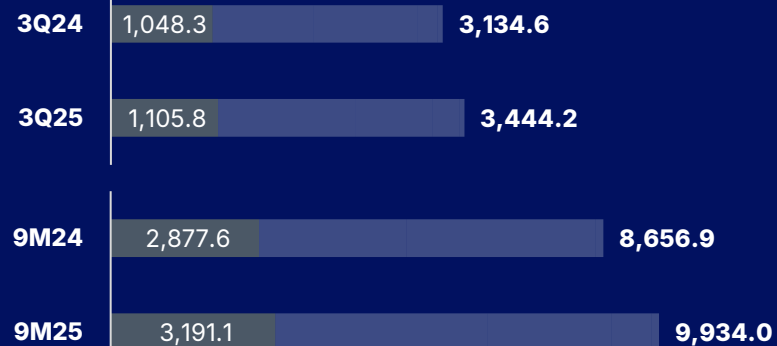
Aftermarket



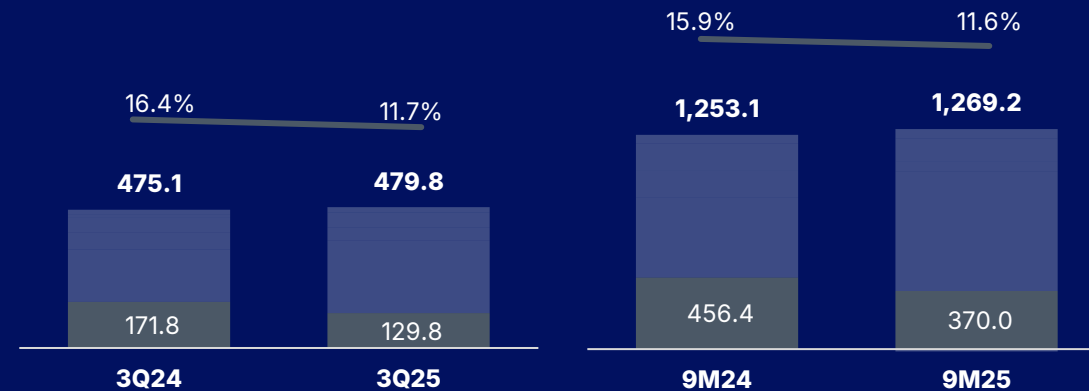
Auto Parts



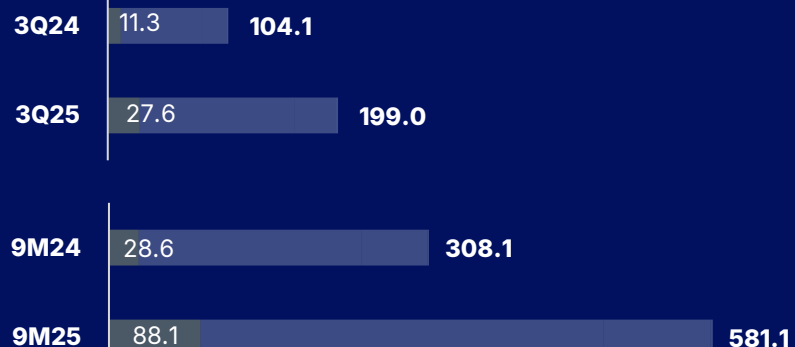
Consolidated Net Revenue (R\$ Million)



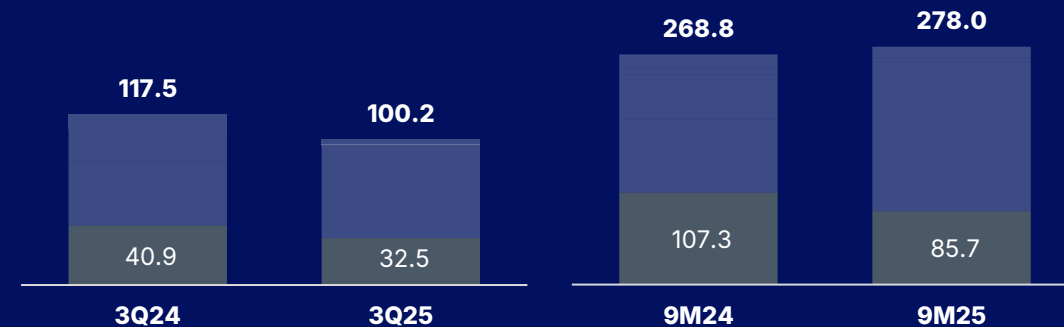
EBITDA | EBITDA Margin (R\$ Million) | % o/CNR



International Market Revenue (US\$ Million)



CAPEX (R\$ Million)

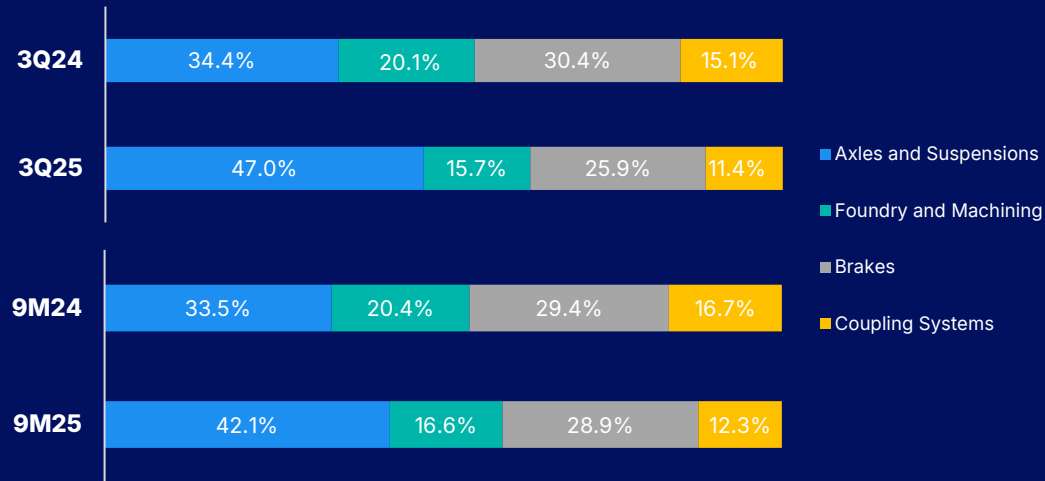


Auto Parts Other Verticals

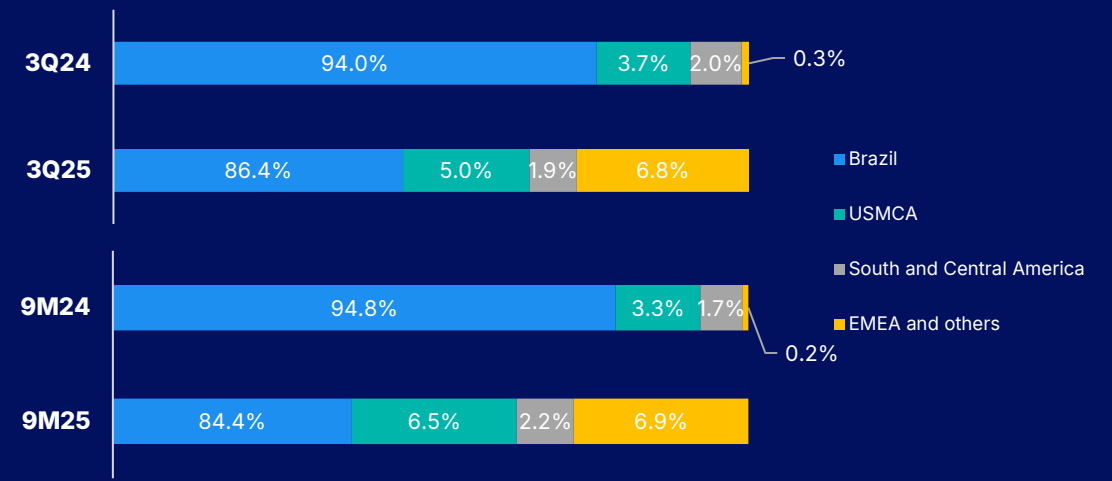
Auto Parts



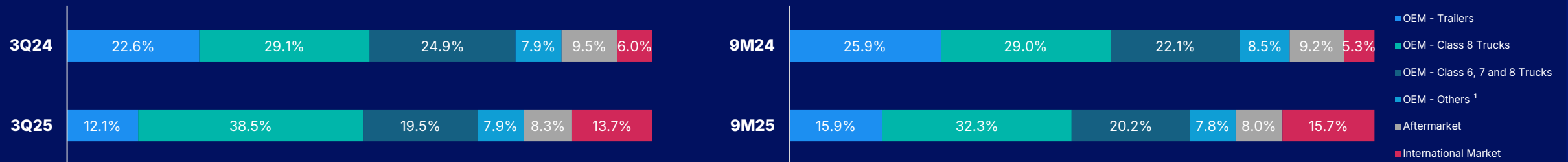
Net Revenue by Product
(% o/CNR)



Net Revenue By Region
(% o/CNR)



Net Revenue by Segment
(% o/CNR)



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

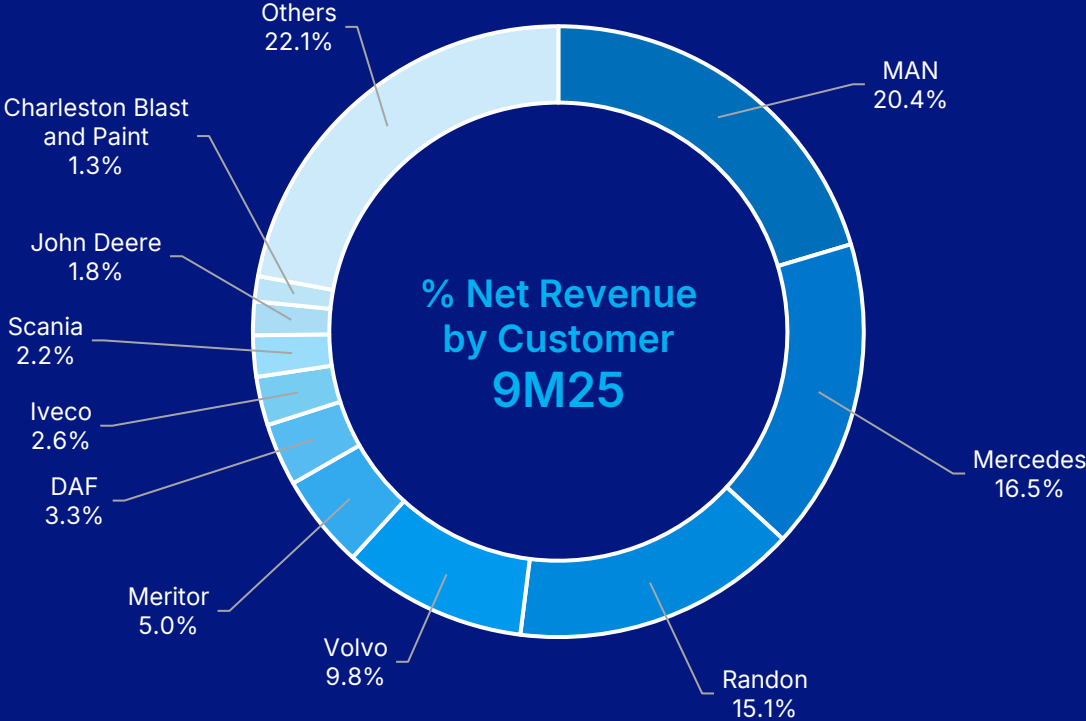
Auto Parts



Volumes and Net Revenue	3Q25		3Q24			2Q25			9M25		9M24		
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units	Units	Revenue	Units	Revenue	Δ% Units
Brakes (units)	159,919	285,946	255,441	318,817	-37.4%	189,784	307,008	-15.7%	548,233	923,169	710,588	847,175	-22.8%
Coupling Systems (units)	26,953	126,007	36,464	158,185	-26.1%	28,212	133,407	-4.5%	86,602	393,883	109,557	480,355	-21.0%
Axles and Suspensions (units)	52,202	519,690	49,386	360,230	5.7%	48,865	469,635	6.8%	146,353	1,343,659	136,526	963,943	7.2%
Foundry and Machining (Tons)	21,604	174,149	26,583	211,033	-18.7%	21,237	186,537	1.7%	64,443	530,348	72,858	586,153	-11.6%

Values in R\$ Thousands, except when indicated otherwise

Note: In 3Q25, changes were made to the volumes of coupling systems due to item reclassification, with historical data already adjusted accordingly in the table above



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\$ 4.1 B

Net Revenue 9M25

18.5%

Adjusted EBITDA
Margin 9M25

Structure

12



Factories

17



Distribution
Centers

Located in

13



Countries

7



Sales Offices

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

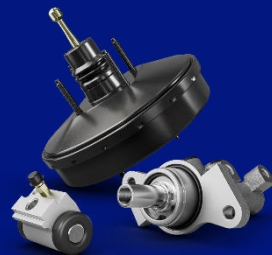
Commercial Line
> 6,300 SKUs



Light Line
> 9,300 SKUs



Brake Actuation
> 1,000 SKUs



Disc Brakes and Drum Brakes
> 2,000 SKUs



Shock Absorbers
> 1,000 SKUs



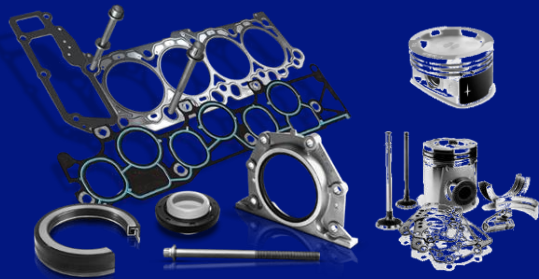
Motorcycle Parts
> 200 SKUs



Suspension and Steering
> 1,600 SKUs

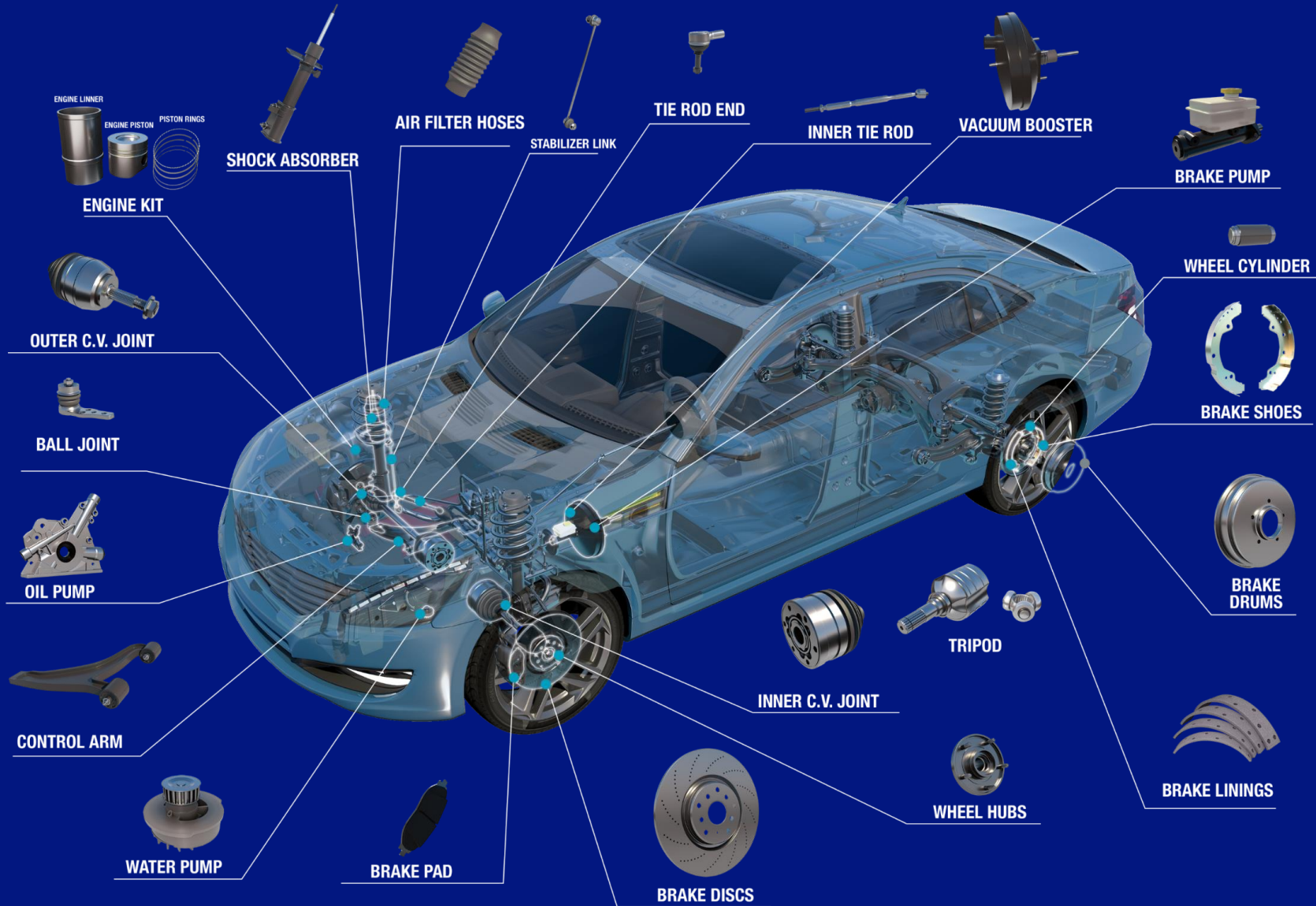


Engine Components
> 11,600 SKUs



>33,000SKUs

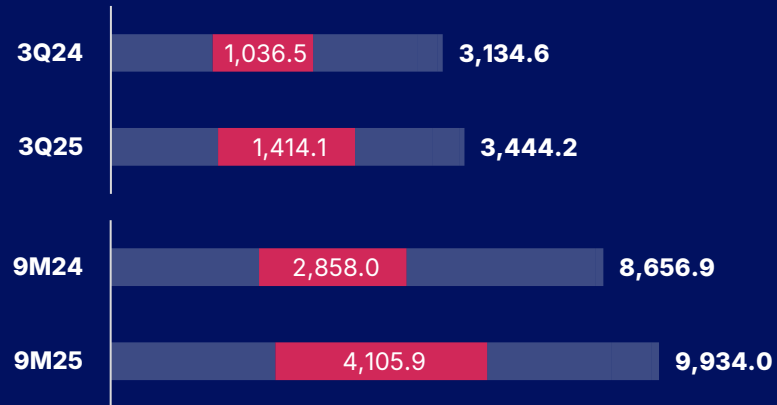
Motion Control: Portfolio



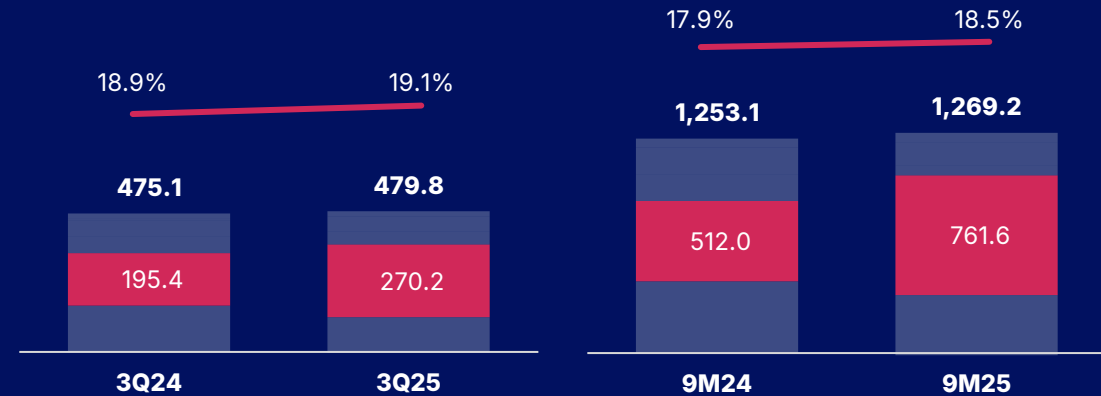
Motion Control



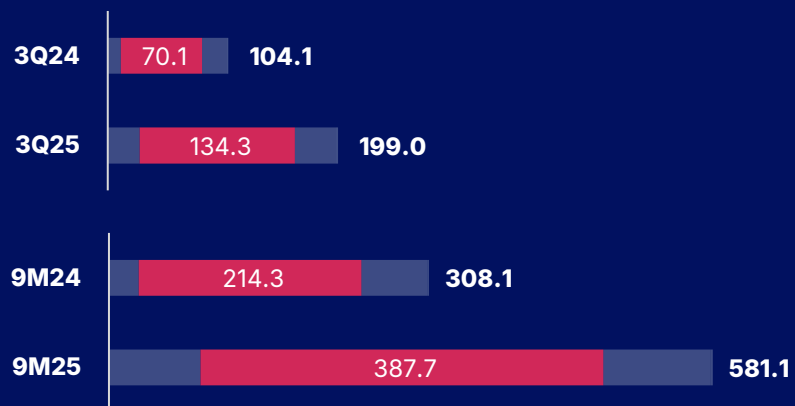
Consolidated Net Revenue
(R\$ Million)



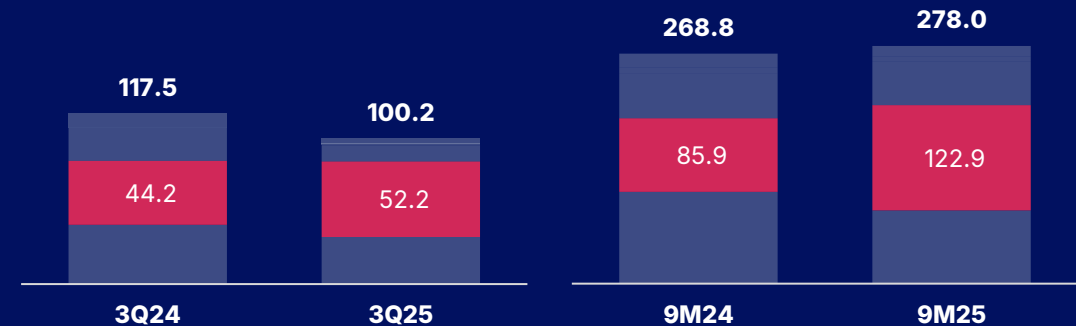
EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR



International Market Revenue
(US\$ Million)



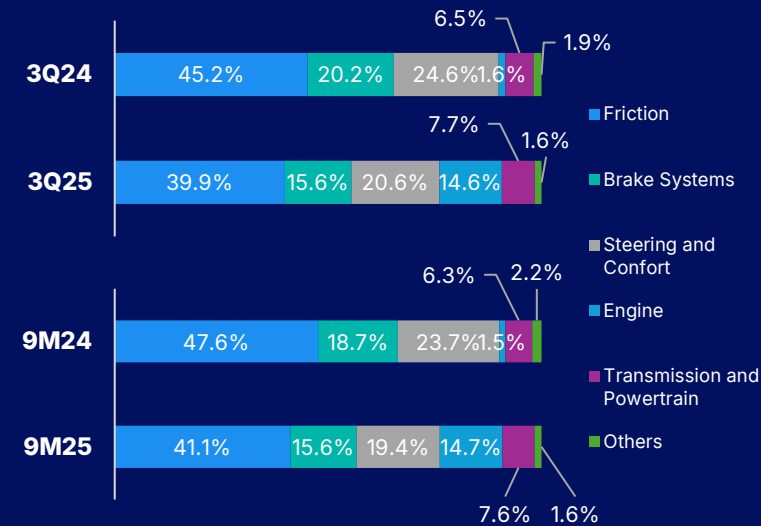
CAPEX
(R\$ Million)



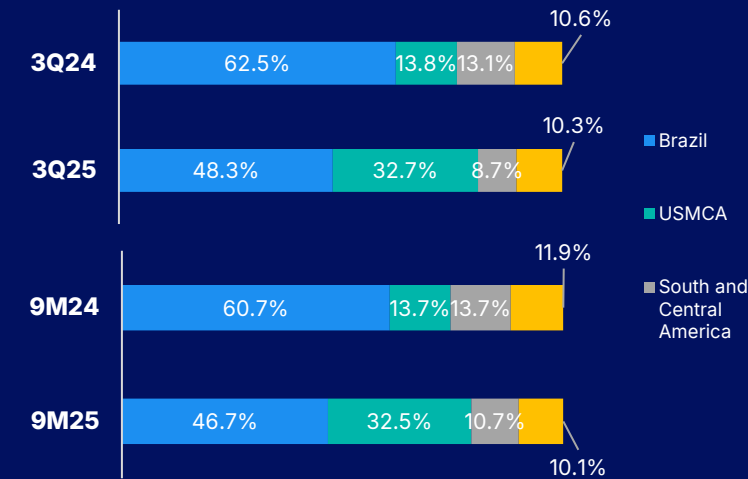
■ Motion Control ■ Other Verticals

Motion Control

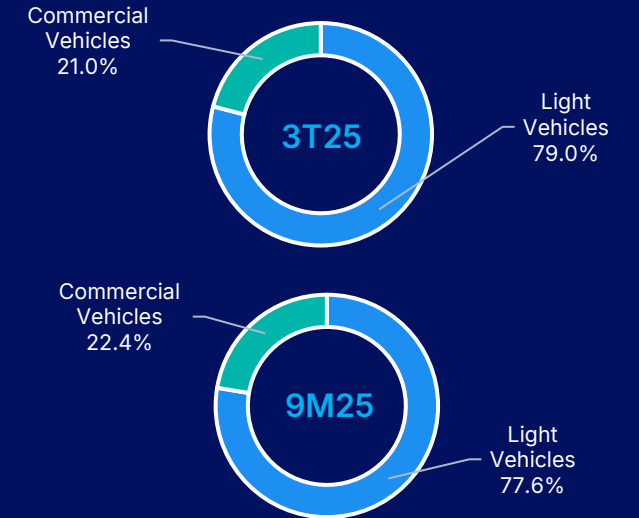
Net Revenue by Product
(% o/CNR)



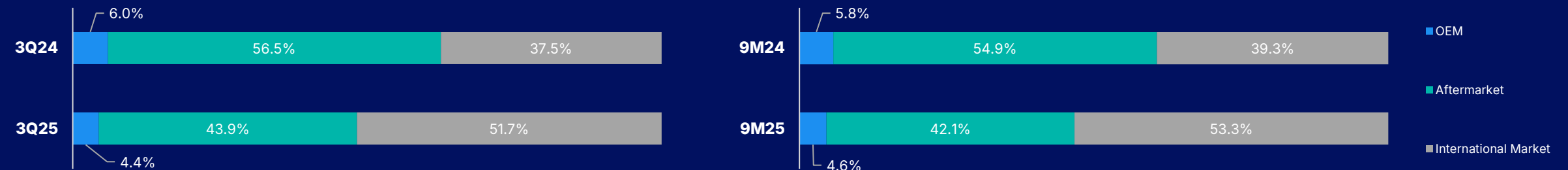
Net Revenue By Region
(% o/CNR)



Net Revenue by Vehicle Type
(% o/CNR)



Net Revenue by Segment
(% o/CNR)



Motion Control

Volumes and Net Revenue

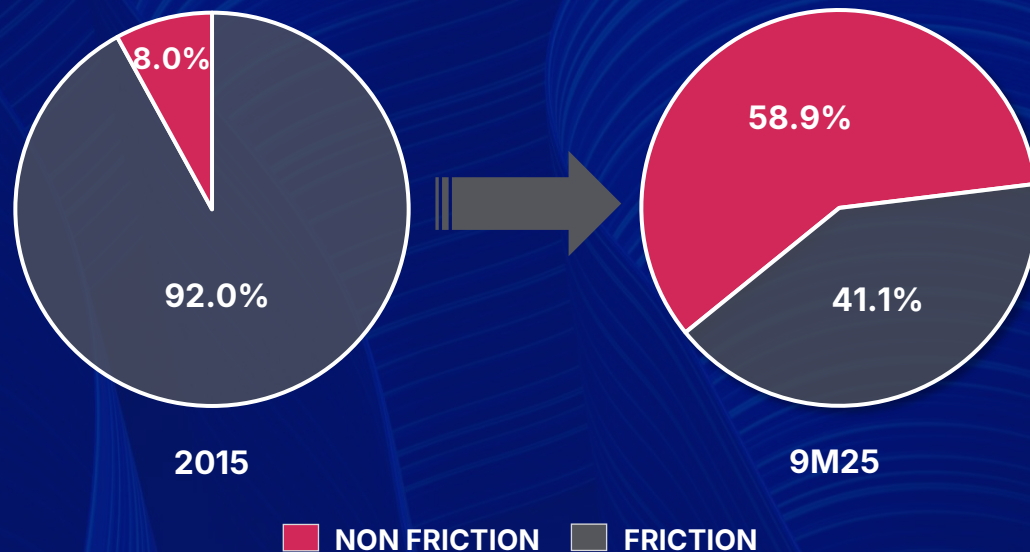
Volumes and Net Revenue	3Q25		3Q24			2Q25			9M25		9M24		
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units	Units	Revenue	Units	Revenue	Δ% Units
Friction Materials (Thousand/un.) ¹	29,458	563,715	28,492	468,713	3.4%	27,850	555,327	5.8%	84,602	1,687,741	80,565	1,361,484	5.0%
Brake System Components (Thousand/un.)	3,077	220,059	2,762	209,042	11.4%	2,802	217,155	9.8%	8,690	639,756	7,238	535,250	20.1%
Steering and Confort (Thousand/un.)	5,939	291,699	4,987	254,532	19.1%	5,206	259,674	14.1%	15,884	798,176	13,737	677,457	15.6%
Engine Components (Thousand/un.)	8,274	206,662	2,047	16,746	304.2%	5,461	200,252	51.5%	19,253	603,353	5,300	41,715	263.3%
Transmission and Powertrain Comp. (Thousand/un.)	1,656	109,534	1,063	67,846	55.8%	1,643	107,068	0.8%	4,604	310,467	2,757	178,972	67.0%
Other products ²	1,246	22,399	656	19,614	89.8%	1,191	20,665	4.6%	3,218	66,433	2,322	63,139	38.6%

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

Structure

Located in

6



Factories

1



Distribution
Centers

3



Countries

1



Sales Office

With

~3.2 k



Employees

Main Markets



Agribusiness



Industry



Aftermarket



Civil Construction



Mining

Brands

RANDON

RANDON
TRIEL-HT

HERCULES
CHASSIS

STRADA (R)

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



Closed Hopper



Open Hopper



Gondola



Sider



Platform



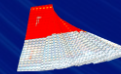
Tanker



Telescopic



Mud Flap



Reflective Tapes



New R Tail Light



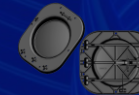
Fender



Battery



Water Tank



Drain Spout



Aluminum Wheel



Lights



Trailer Plug



Piston



Strap and Ratchet

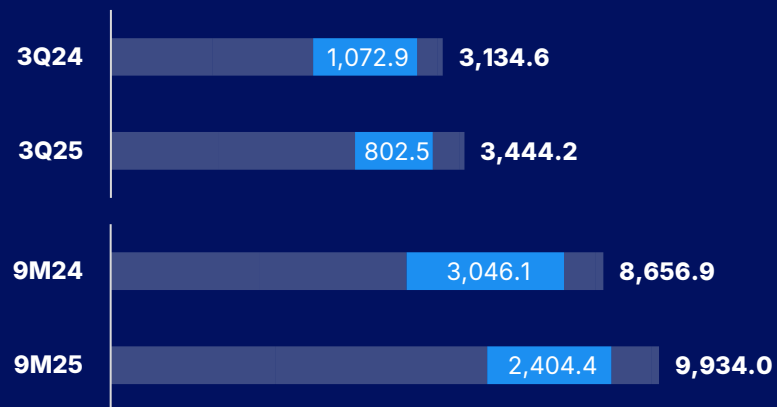


StradaR Tire

Aftermarket Parts

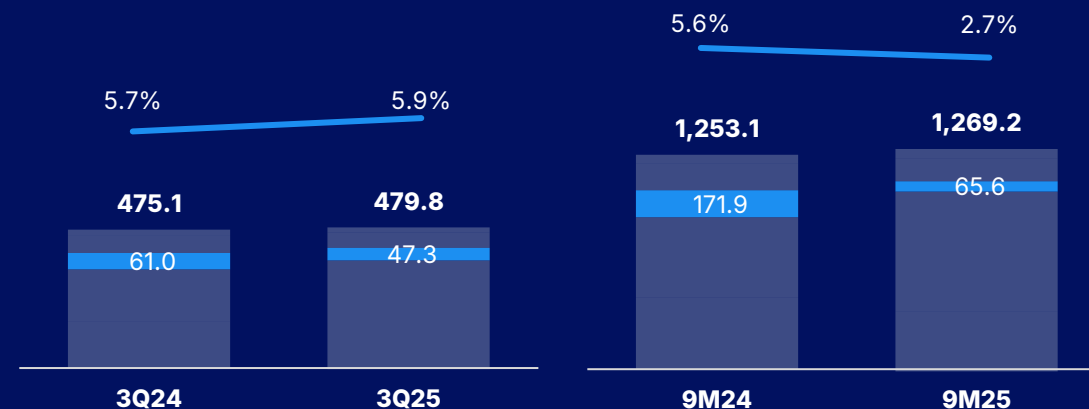
Consolidated Net Revenue

(R\$ Million)



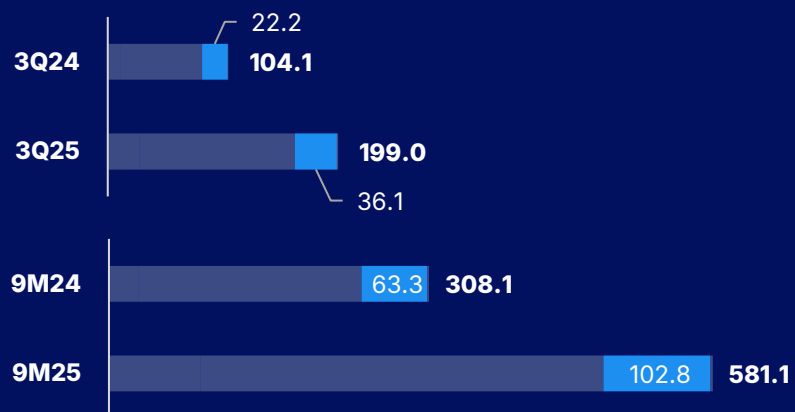
EBITDA | EBITDA Margin

(R\$ Million) | % o/CNR



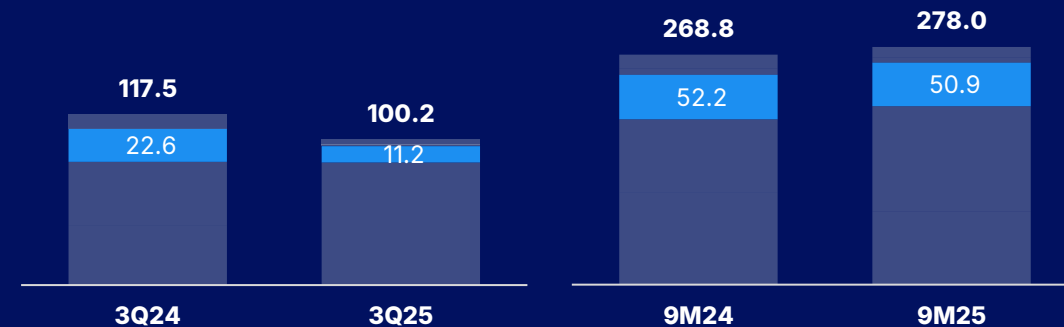
International Market Revenue

(US\$ Million)

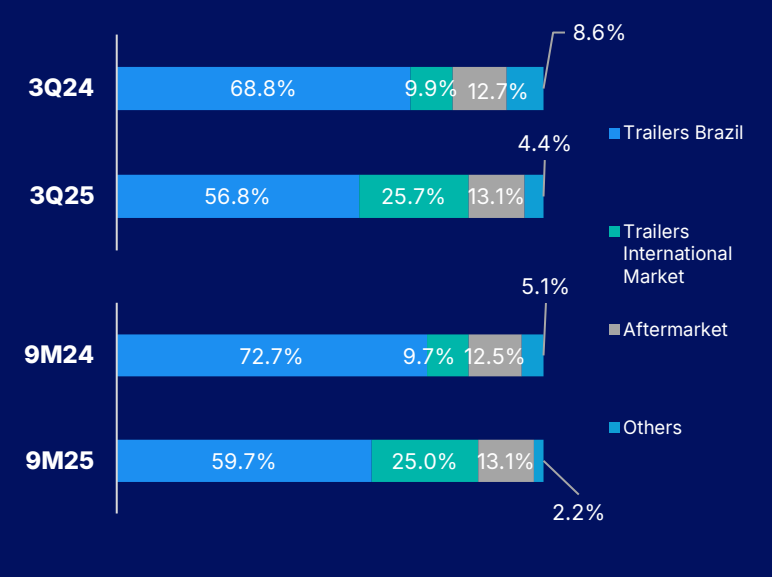


CAPEX

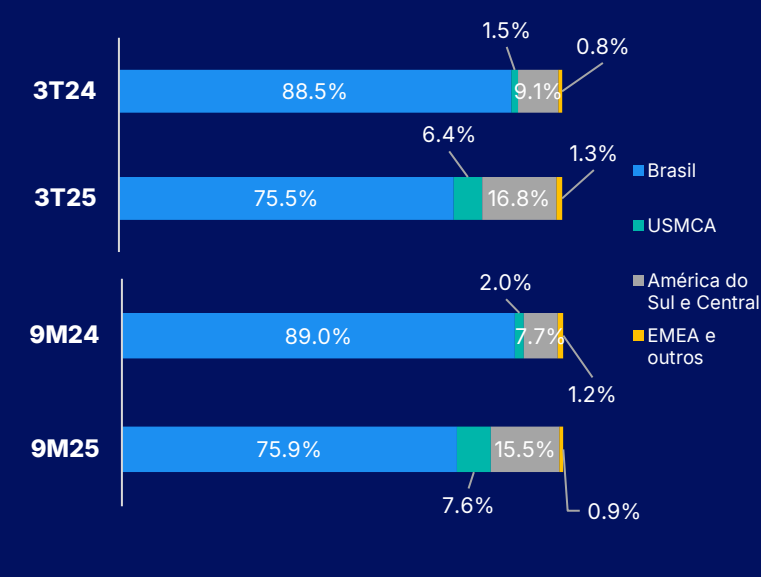
(R\$ Million)



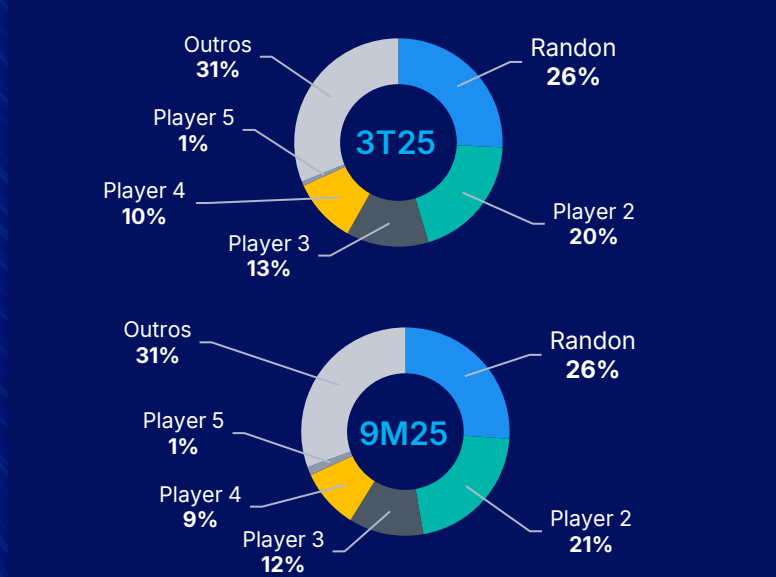
Net Revenue by Product (% o/CNR)



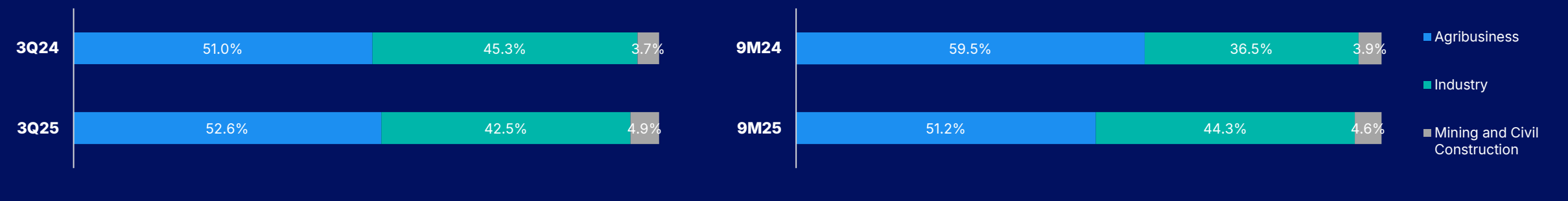
Net Revenue by Region (% o/CNR)



Quarterly Market Share (% o/delivers)



Sector Exposure (% o/delivers)



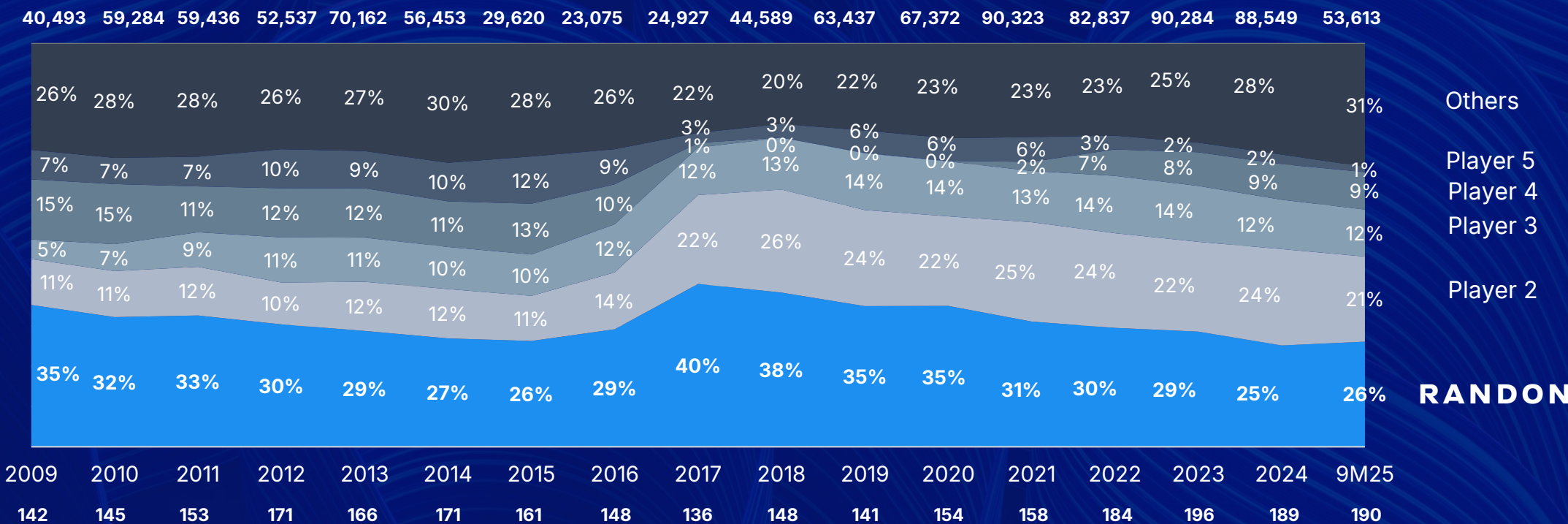
Volumes and Net Revenue	3Q25		3Q24			2Q25			9M25		9M24		
	Units	Revenue	Units	Revenue	Δ% Units	Units	Revenue	Δ% Units	Units	Revenue	Units	Revenue	Δ% Units
Trailers Brazil (un.)	3,904	457,818	5,657	760,630	-31.0%	3,445	436,403	13.3%	11,969	1,455,337	18,149	2,270,588	-34.1%
Trailers United States ¹	851	51,268	125	16,349	580.8%	835	66,699	1.9%	2,652	183,510	521	62,123	409.0%
Trailers Others Geographies (un.)	913	154,611	449	89,585	103.3%	929	163,425	-1.7%	2,352	417,443	1,209	233,837	94.5%
Railcars (un.)	54	33,547	120	70,462	-55.0%	-	-	-	54	33,547	174	99,855	-69.0%
Aftermarket	-	105,256	-	135,862	-	-	102,041	-	-	314,550	-	379,652	-

Values in R\$ Thousands, except when indicated otherwise

¹ Volumes sold by Hercules + exports from Brazil.

Historical Market Share

SIZE OF THE MARKET
(Deliveries – Brazil)



COMPETITORS

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	9M25
142	145	153	171	166	171	161	148	136	148	141	154	158	184	196	189	190

Financial Solutions & Services

R\$ 779.5 M

Net Revenue 9M25

18.7%

Adjusted EBITDA
Margin 9M25

Structure

2



Coop-payment
and Bank

1



Insurance
Broker

4



Innovation

1



Rental of
heavy-duty vehicles

With
~1.3 k



Employees

Main Markets



Agribusiness



Transportation
and Logistics



Retail



Aftermarket



Technology
and Innovation

Brands

Rands

Rands

Financial Solutions

(ONEX)



Addiante™

<db>

DELTA
GLOBAL

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



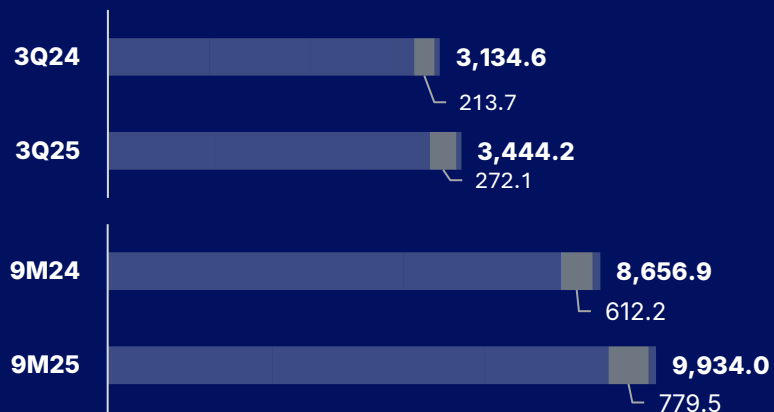
Technology and Innovation

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

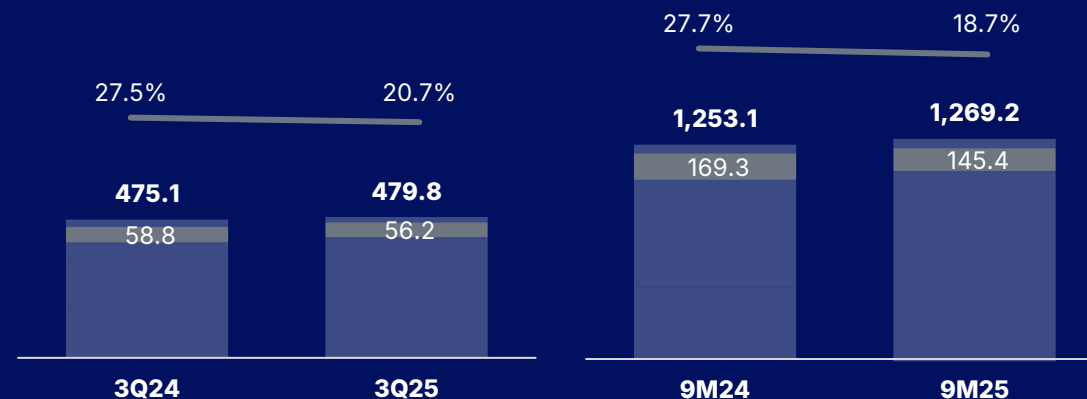
Fin. Solutions & Services



Consolidated Net Revenue
(R\$ Million)



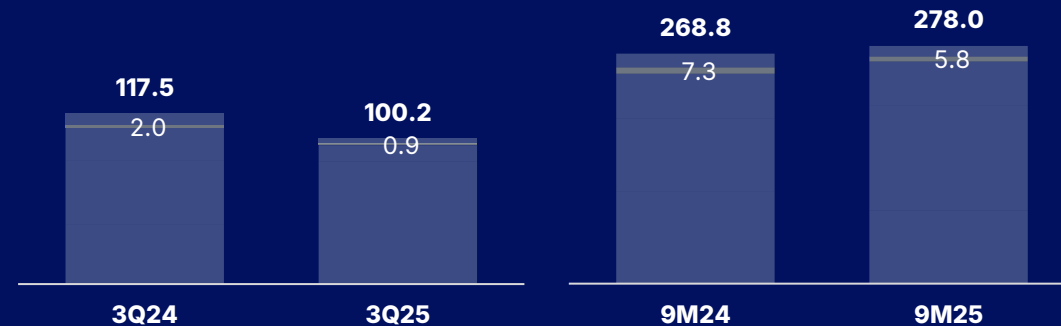
EBITDA | EBITDA Margin
(R\$ Million) | % o/CNR



International Market Revenue
(US\$ Million)



CAPEX
(R\$ Million)

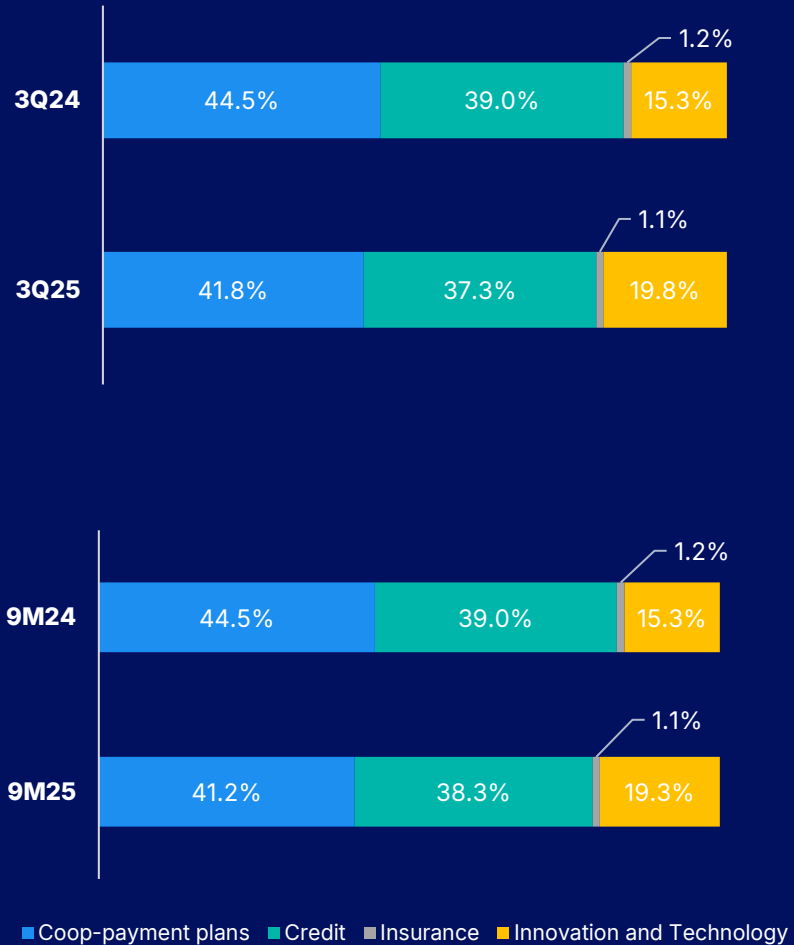


Fin. Solutions & Services Other Verticals

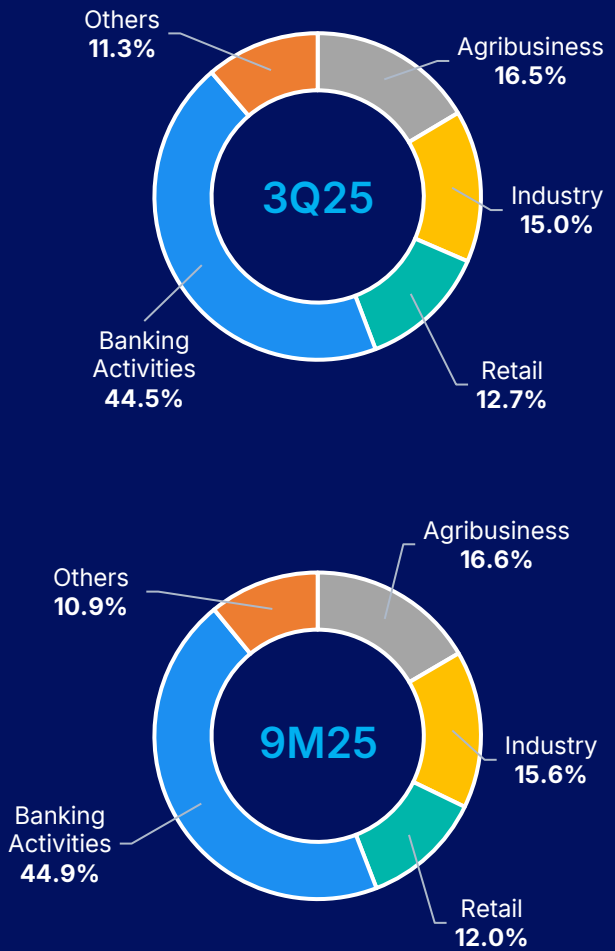
Fin. Solutions & Services



Net Revenue by Product
(% o/CNR)



Net Revenue by Segment
(% o/CNR)



Fin. Solutions & Services

Coop-payment Plans

43 thousand
Active customers

341 thousand
Quotas commercialized

108 thousand
Active quotas

165 thousand
Quotas awarded

R\$ 2.6 billion
In cumulative aggregate administrative fee

Bank

R\$ 2.5 billion
In credit assets

R\$ 368 million
Equity

7,033
Customers

RV

Venture Capital unit

R\$ 35.8 M
Capital invested

4
Startups invested

26
Startups co-invested through funds

+1100
Startups in our database

Insurance Broker

16%
National Transport Insurance

62%
Lender insurance

13%
Life Insurance

9%
Other Insurances

Advanced Technology

R\$ 71.6 M

Net Revenue 9M25¹

1.4 %

Adjusted EBITDA
Margin 9M25¹

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**



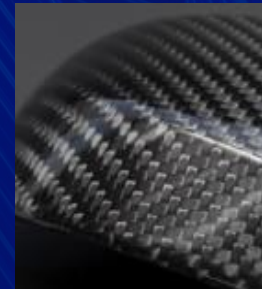
**High-
corrosion-
resistance
paints**



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



**Lighter and
stronger metal
parts**



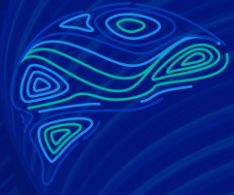
**High-
performance,
long-lasting
polymers**



**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.

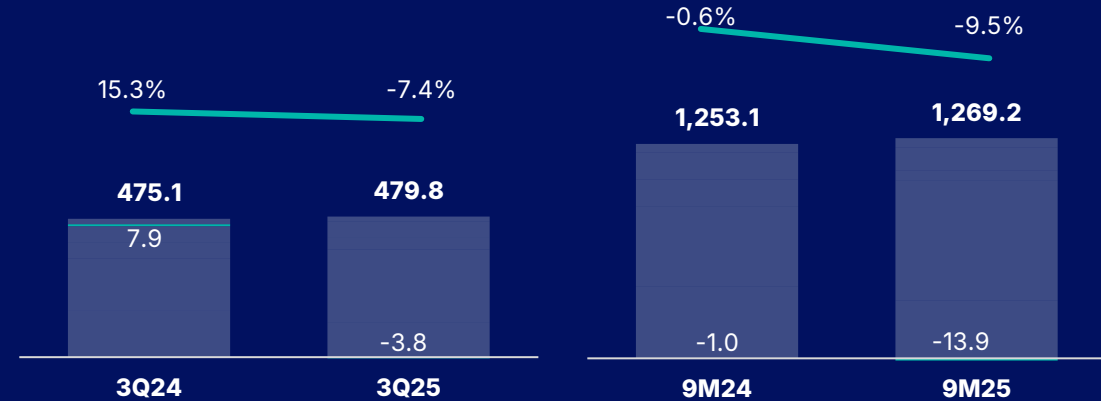
Advanced Technology



Consolidated Net Revenue
(R\$ Million)



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



International Market Revenue
(US\$ Million)



CAPEX
(R\$ Million)

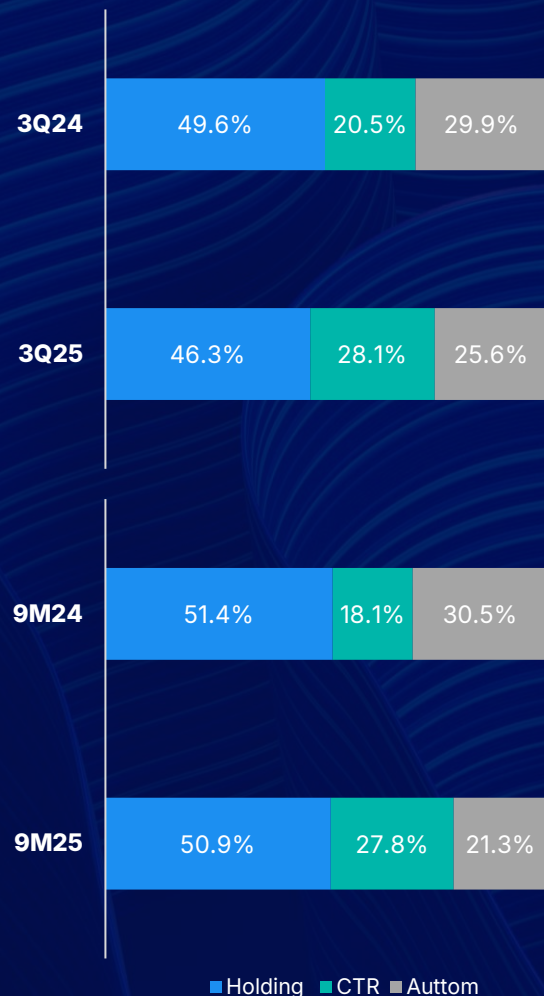


■ Advanced Technology & HQ
 ■ Other Verticals

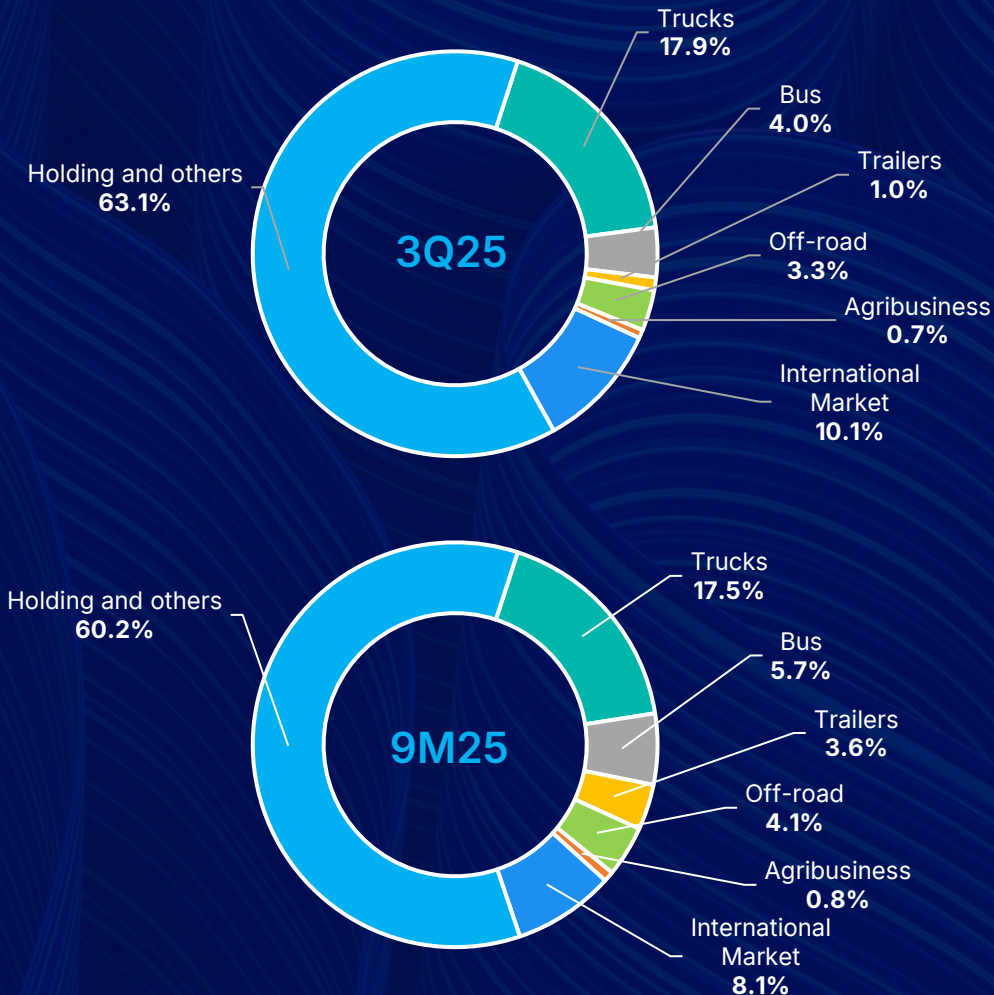
Advanced Technology



Net Revenue by Business Unit
(% o/CNR)



Net Revenue by Segment
(% o/CNR)



ESG Ambition



Public
commitments

Sustainable
practices

Planet

People

Business

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.

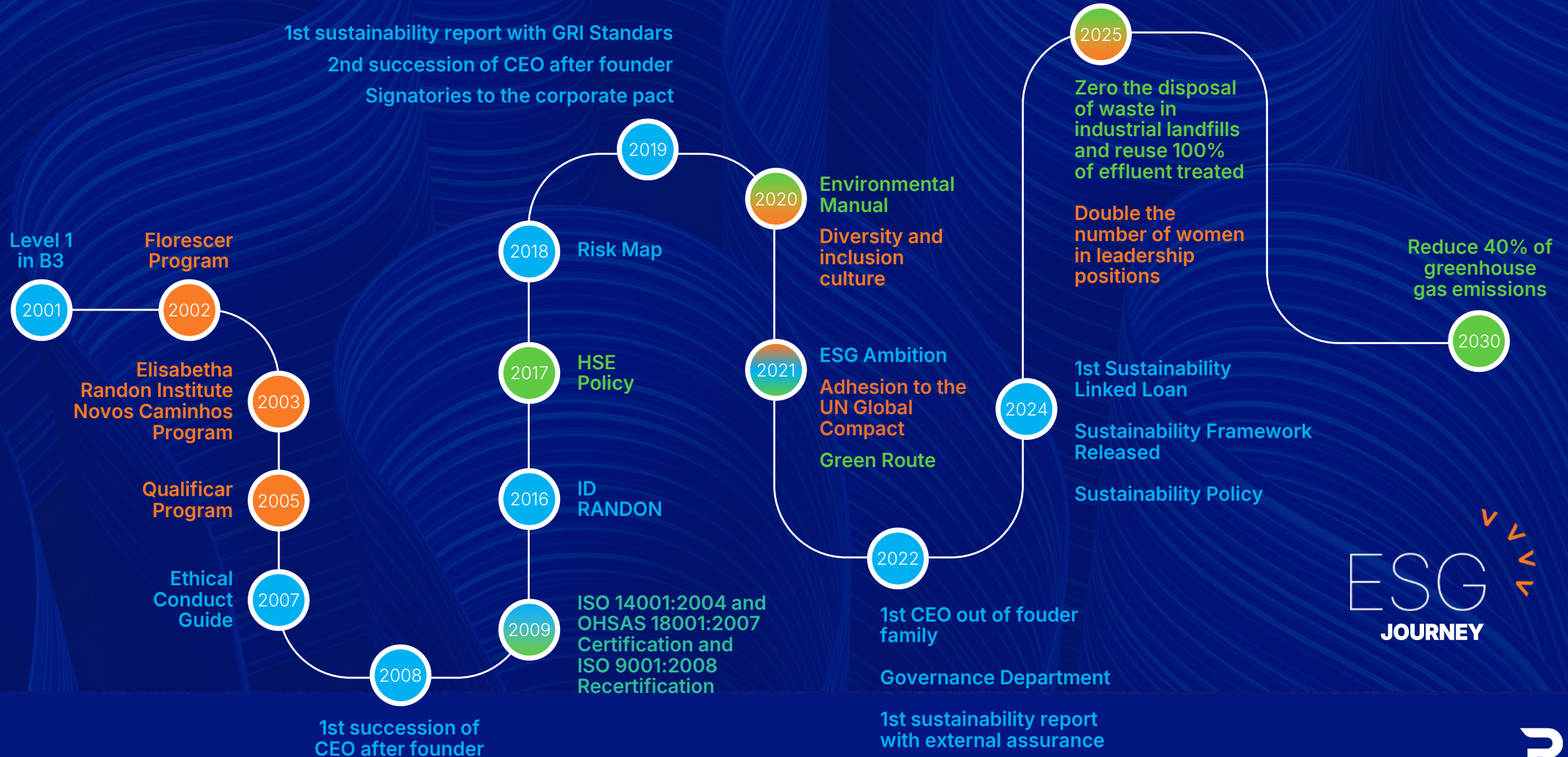


ESG Ambition

ENVIRONMENTAL

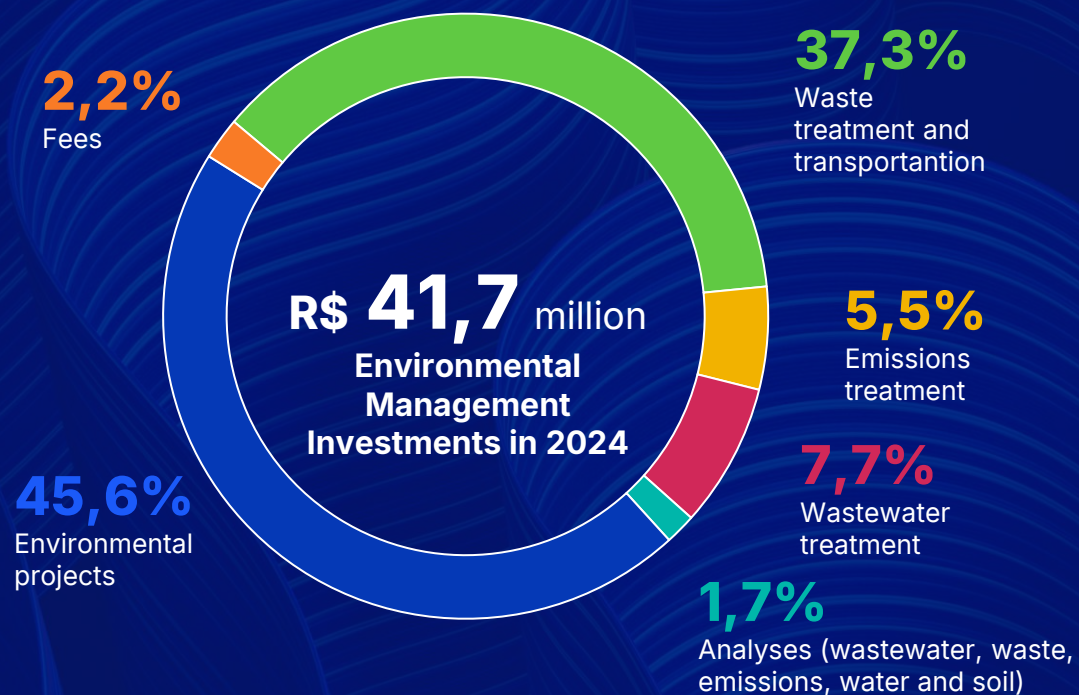
SOCIAL

GOVERNANCE



ESG
JOURNEY

Sustainable Practices for the Planet



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
- > Potencialize.se
- > 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	3Q25	3Q24	Δ%	2Q25	Δ%	9M25	9M24	Δ%
Consolidated Gross Revenue	4,084,808	3,847,658	6.2%	3,893,403	4.9%	11,730,728	10,660,434	10.0%
Consolidated Net Revenue	3,444,219	3,134,566	9.9%	3,298,384	4.4%	9,933,968	8,656,930	14.8%
International Market Revenues US\$ ¹	198,979	104,072	91.2%	197,641	0.7%	581,095	308,113	88.6%
Consolidated Gross Profit	905,835	823,930	9.9%	797,336	13.6%	2,552,367	2,324,755	9.8%
Gross Margin (%)	26.3%	26.3%	1 bps	24.2%	213 bps	25.7%	26.9%	-116 bps
Consolidated EBITDA	484,543	470,871	2.9%	364,357	33.0%	1,188,155	1,198,642	-0.9%
EBITDA Margin (%)	14.1%	15.0%	-95 bps	11.0%	302 bps	12.0%	13.8%	-189 bps
Adjusted EBITDA	479,784	475,075	1.0%	364,357	31.7%	1,269,205	1,253,124	1.3%
Adjusted EBITDA Margin (%)	13.9%	15.2%	-123 bps	11.0%	288 bps	12.8%	14.5%	-170 bps
Net Income	23,149	121,904	-81.0%	-34,930	-166.3%	-19,450	290,715	-106.7%
Net Margin (%)	0.7%	3.9%	-322 bps	-1.1%	173 bps	-0.2%	3.4%	-355 bps
Earnings per share R\$	0.07	0.37	-82.1%	-0.11	-162.4%	-0.06	0.89	-106.3%

Financial Highlights	3Q25	3Q24	Δ%	2Q25	Δ%	9M25	9M24	Δ%
Equity	3,284,652	3,079,521	6.7%	3,056,777	7.5%	3,284,652	3,079,521	6.7%
Investments ²	125,665	283,925	-55.7%	315,454	-60.2%	2,770,268	458,226	504.6%
Net Debt	7,546,577	4,142,641	82.2%	8,149,947	-7.4%	7,546,577	4,142,641	82.2%
Net Debt Without Randon Bank	5,462,599	2,266,869	141.0%	6,192,140	-11.8%	5,462,599	2,266,869	141.0%
Net Leverage	4.68 x	2.79 x	67.9%	5.10 x	-8.2%	4.68 x	2.79 x	67.9%
Net Leverage Without Randon Bank	3.40 x	1.55 x	118.4%	3.88 x	-12.4%	3.40 x	1.55 x	118.4%
Net Leverage Pro forma Without Randon Bank	3.27 x	1.55 x	110.2%	3.52 x	-7.3%	3.27 x	1.55 x	110.2%
ROE (last 12 months)	3.0%	12.5%	-941 bps	6.1%	-306 bps	3.0%	12.5%	-941 bps
ROIC (last 12 months)	8.7%	9.5%	-79 bps	8.0%	69 bps	8.7%	9.5%	-79 bps

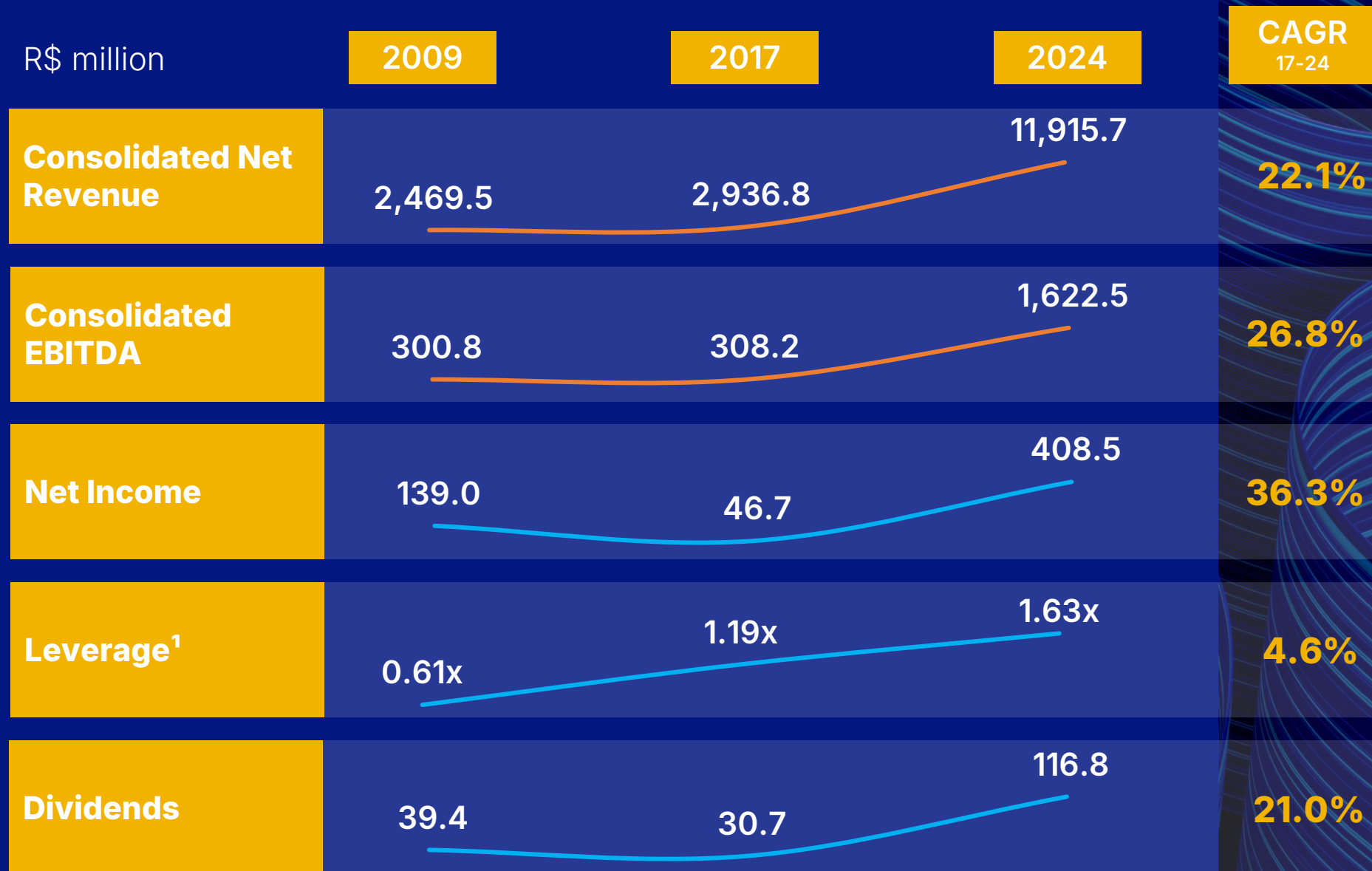
¹ Exports from Brazil + Revenues from International Markets (both consolidated)

² Capex + Non-Organics + Paid-in Capital

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

Values in R\$ Thousands, except when indicated otherwise

Performance



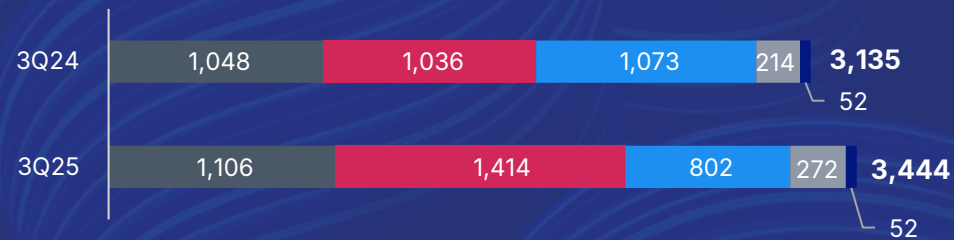
Performance

Consolidated Results | 3Q25



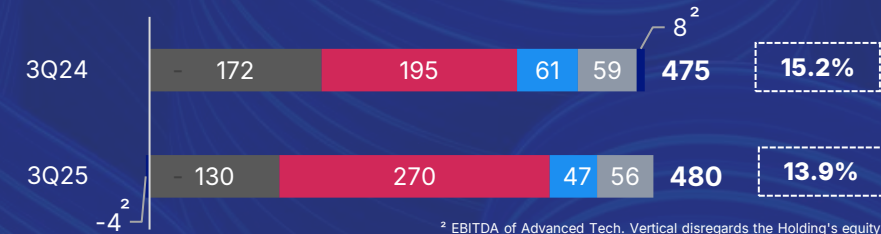
Consolidated Net Revenue¹

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

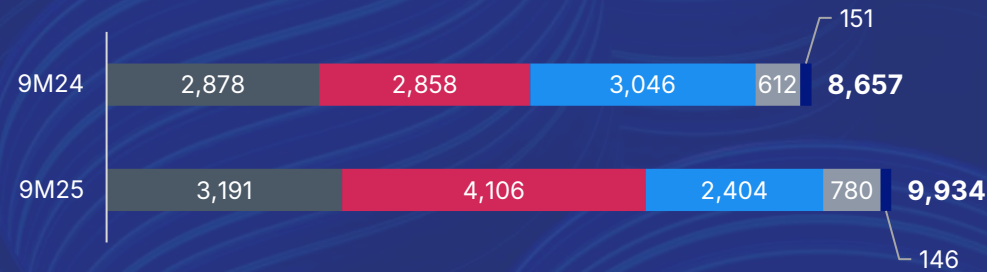
Performance

Consolidated Results | 9M25



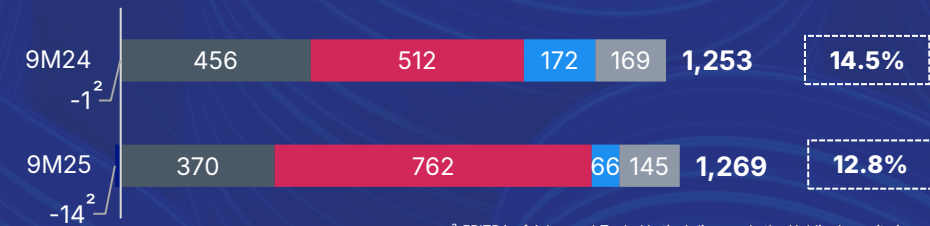
Consolidated Net Revenue¹

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

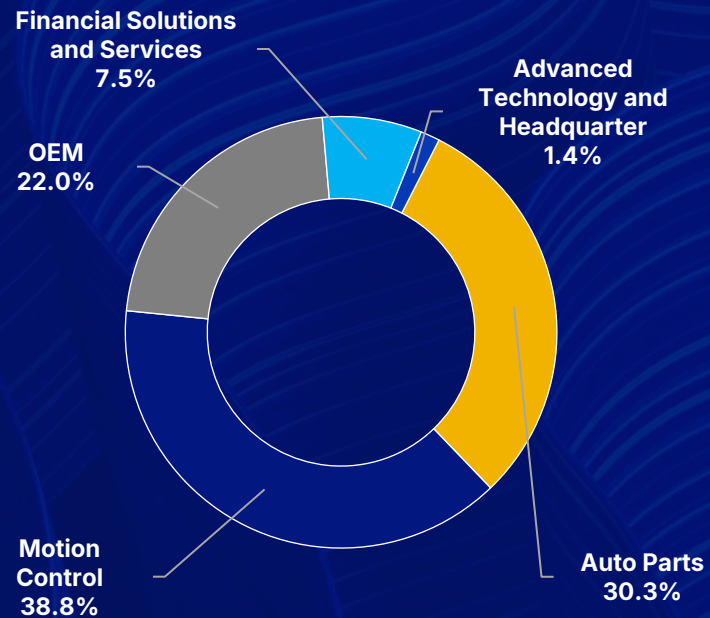
Advanced Technology and Headquarter

Performance

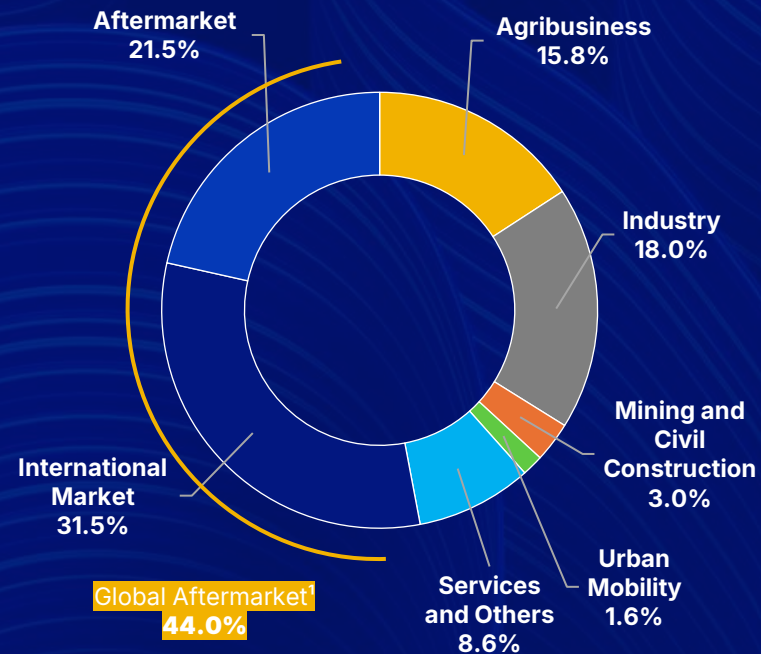
Diversified business model | 3Q25



% Net Revenue by **Vertical**

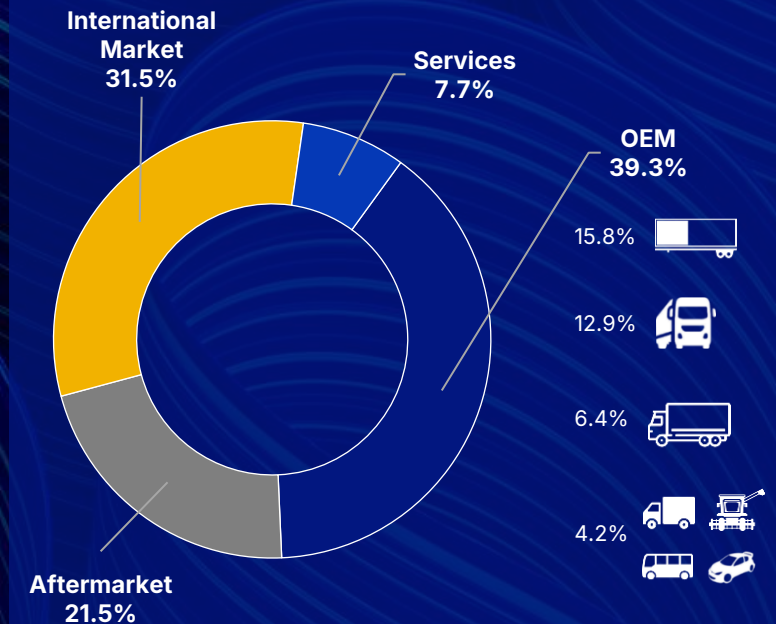


% Net Revenue by **Sector**



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

% Net Revenue by **Segment**

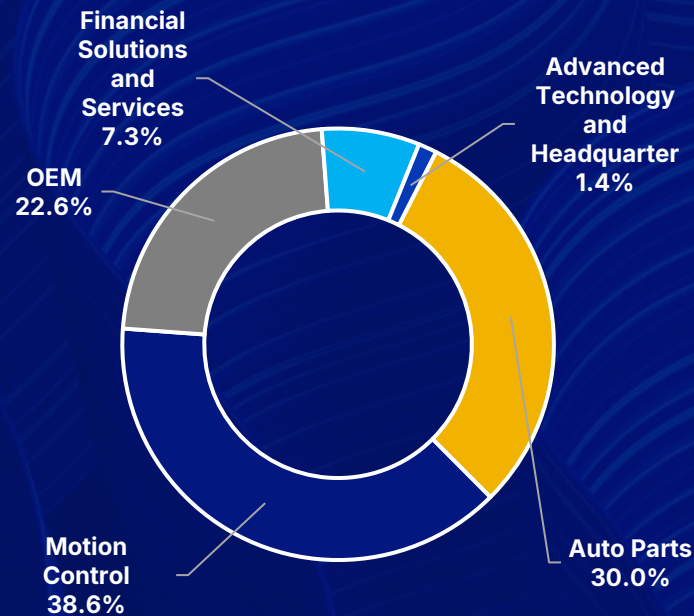


Performance

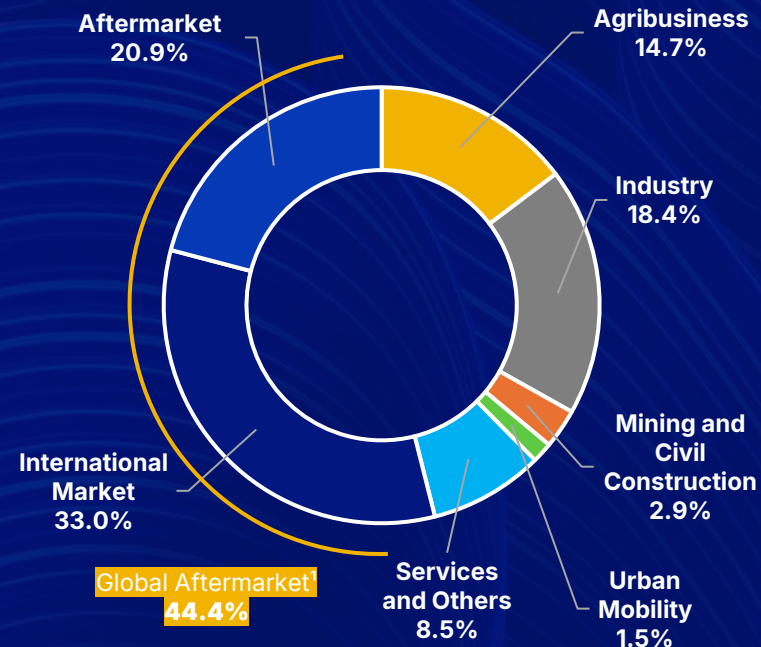
Diversified business model | 9M25



% Net Revenue by **Vertical**

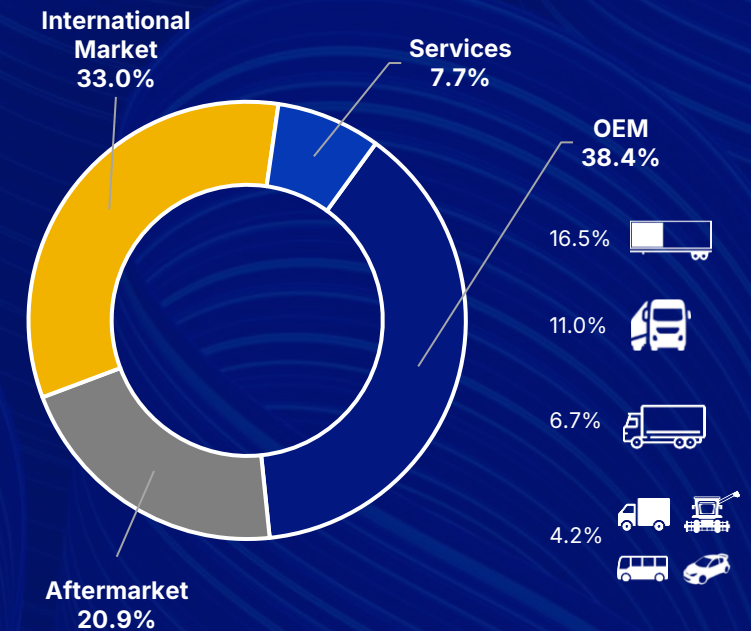


% Net Revenue by **Sector**



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

% Net Revenue by **Segment**

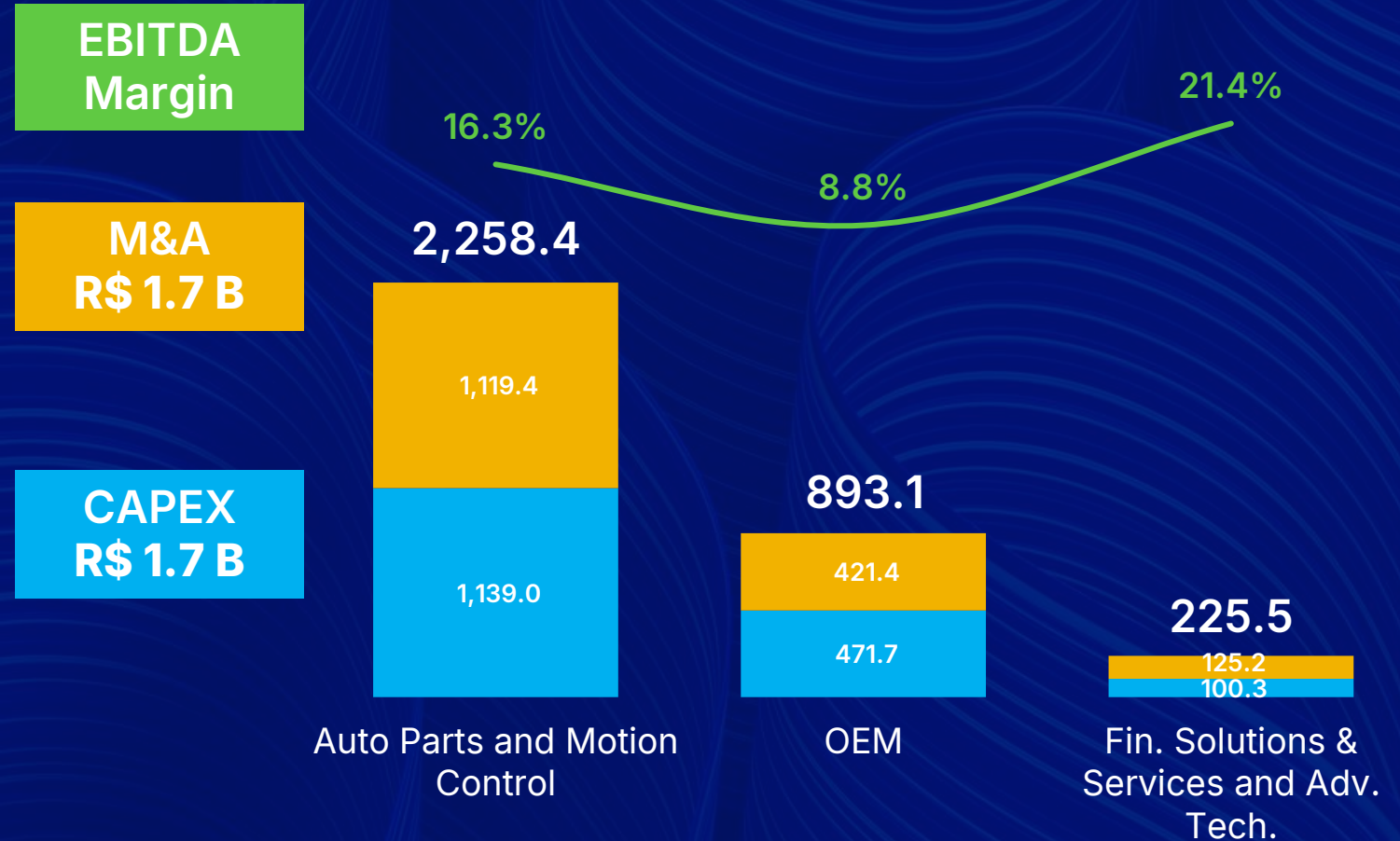


Performance

Capital allocation in profitable businesses

**R\$ 3.4
billion**

in CAPEX and M&A
(2020-2024)



Performance

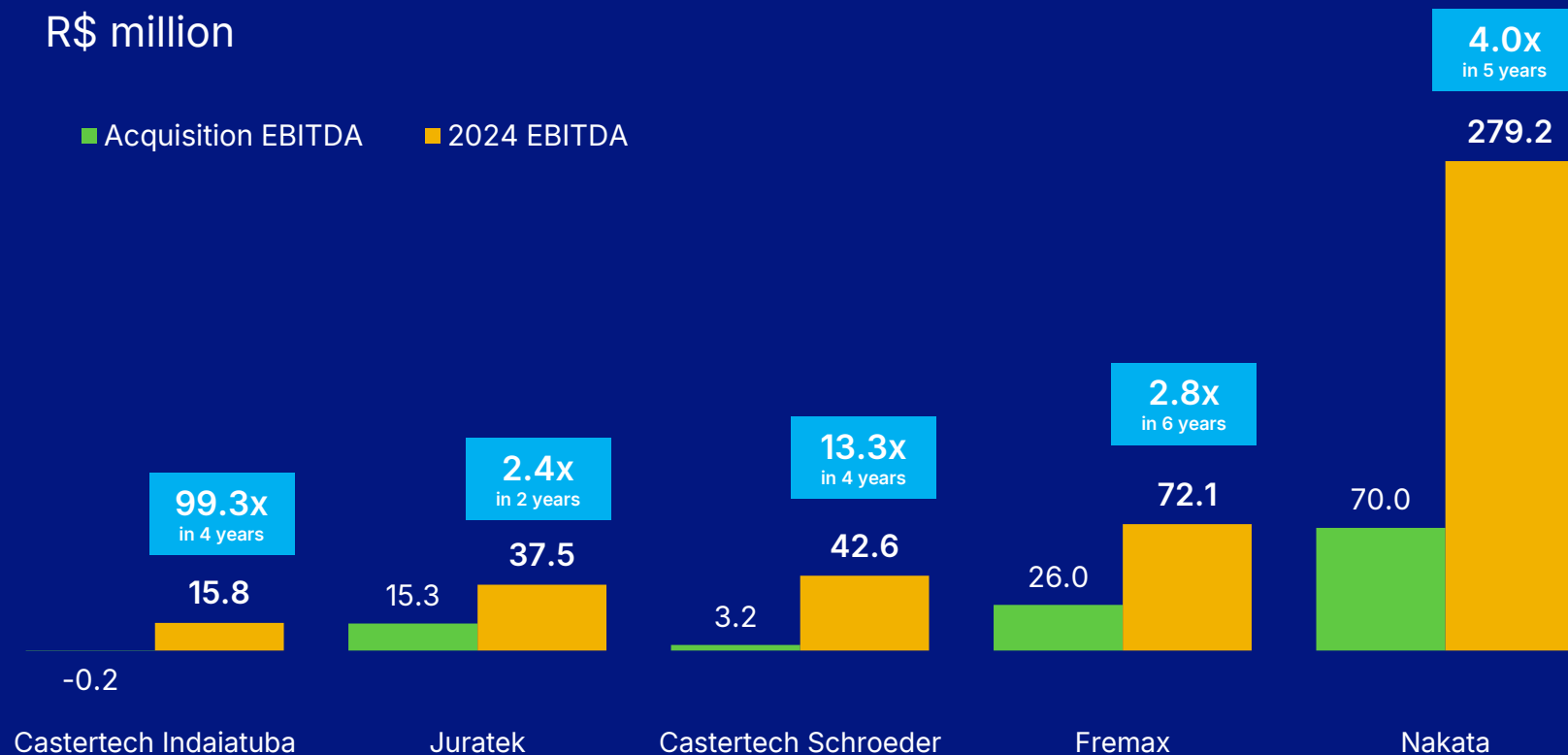
Excellent track record

Capturing synergies guarantees the evolution of the results of acquired companies

R\$ million

■ Acquisition EBITDA

■ 2024 EBITDA

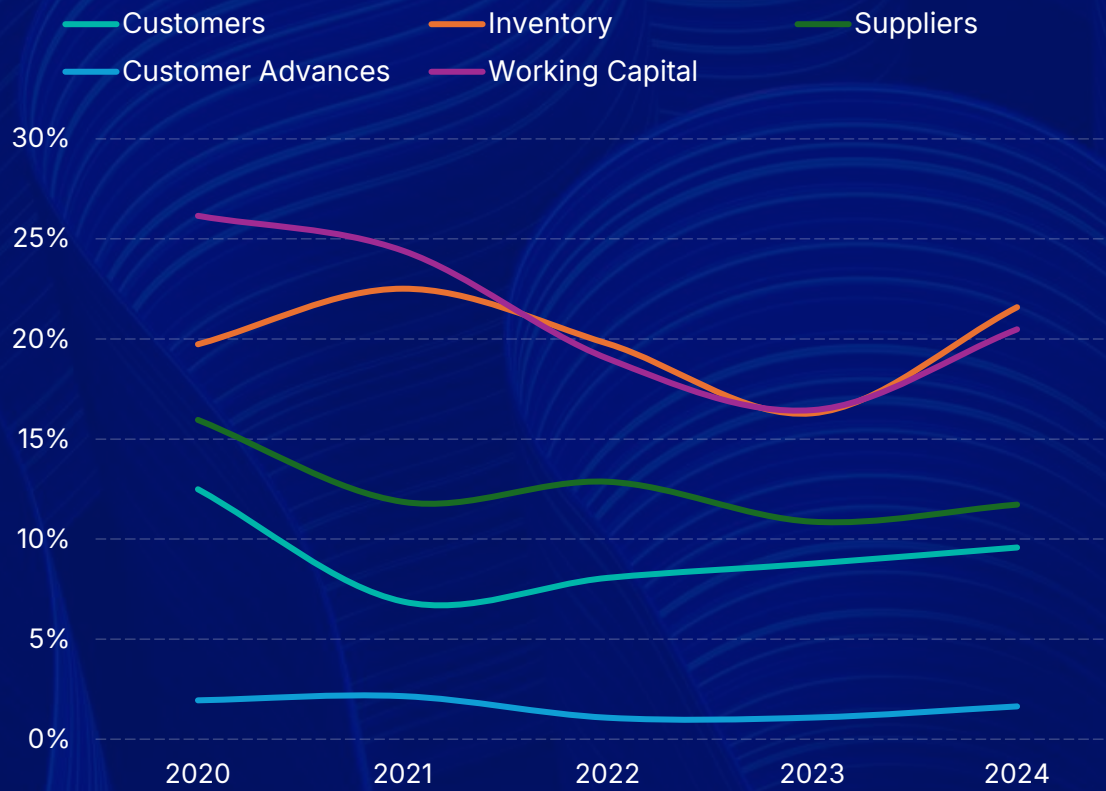


Performance

Smart capital management and value creation

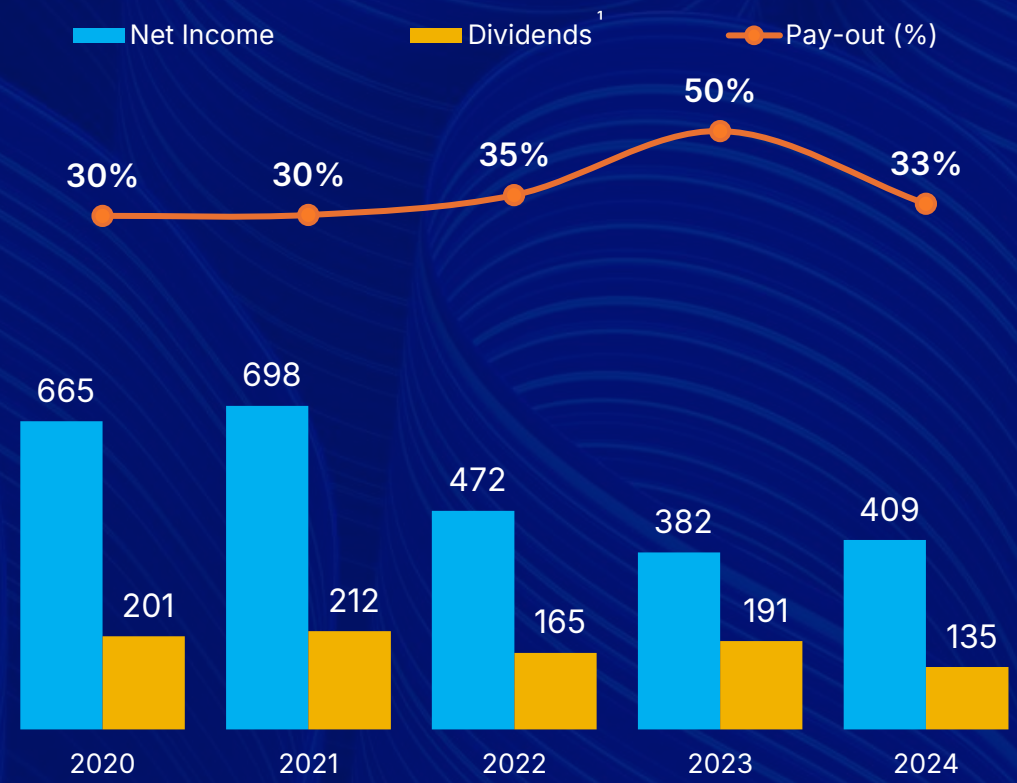
Working Capital

% of Net Revenue



Net Income and Dividends

R\$ Million



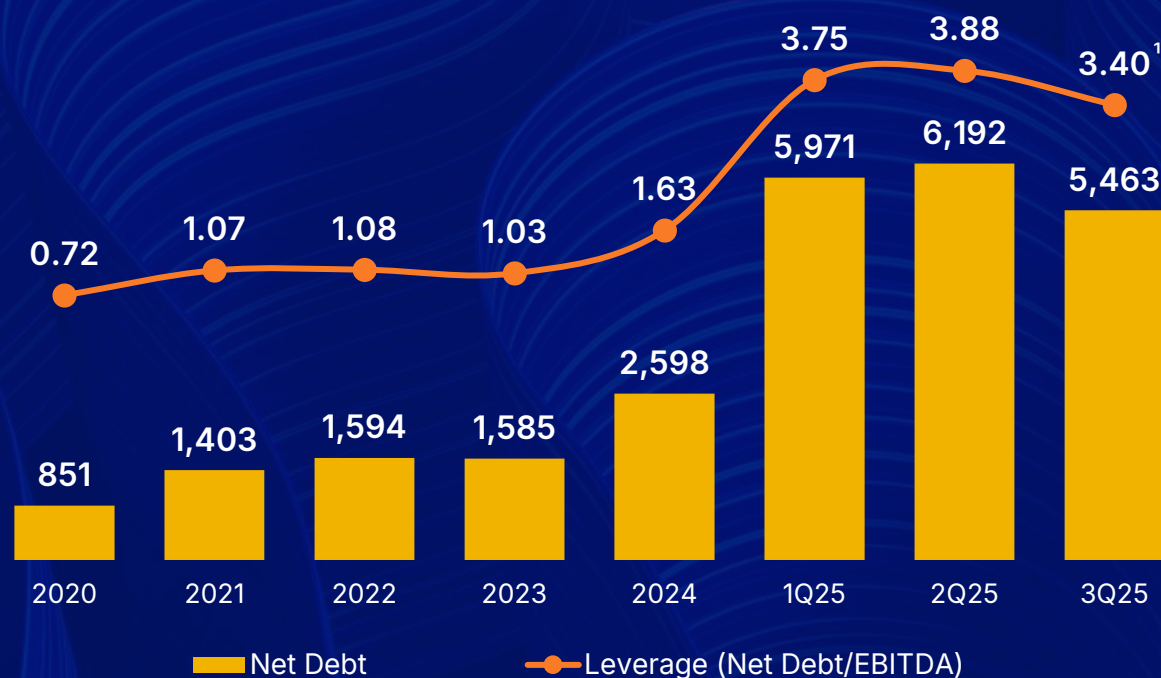
¹ Considers the gross distribution of Dividends and Interest on Equity (IoE) for the period.

Performance

Financial strength

Net Debt History (Without Randon Bank)

R\$ million



¹ In 3Q25, the Company's leverage, considering the pro forma EBITDA of the acquired companies, was 3.27x. Also considering the one-off events in the EBITDA of the last twelve months, it would be 3.13x.

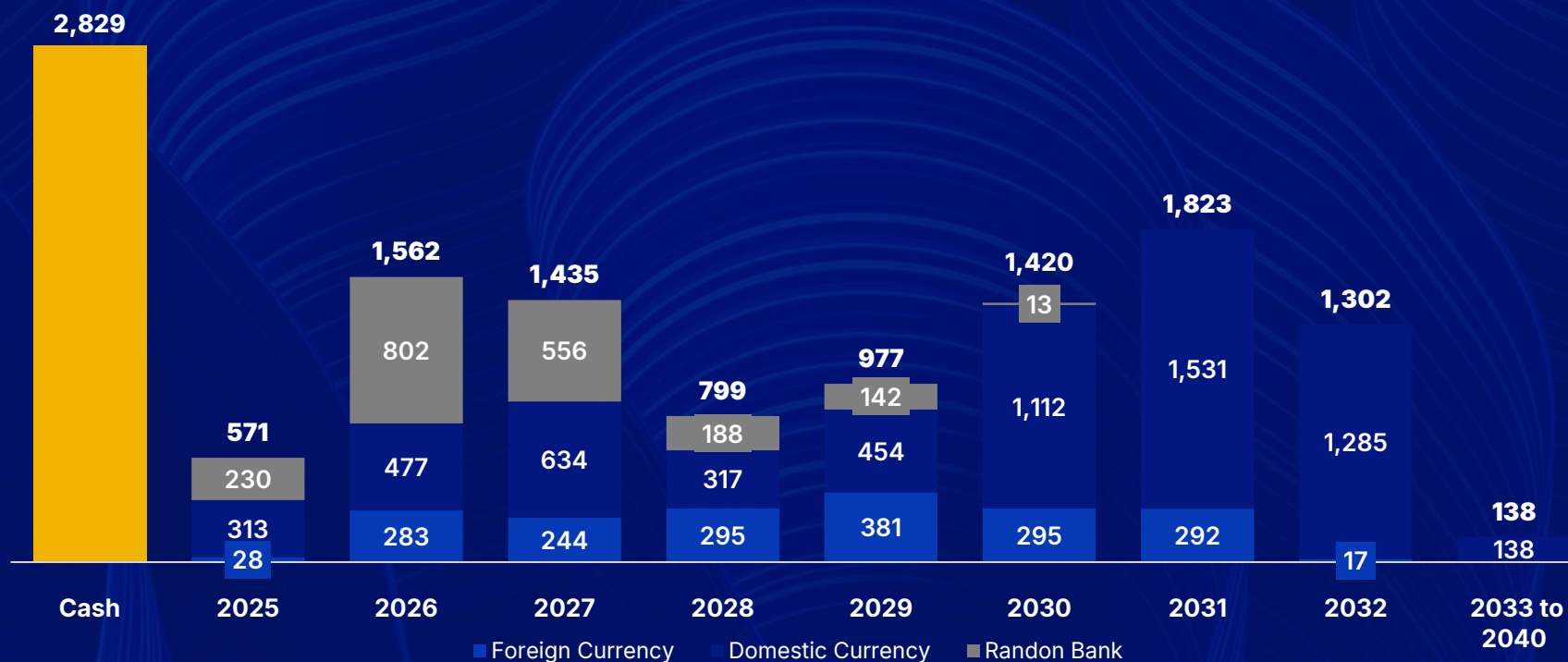
S&P Global
Ratings
BrAAA+

Performance

Sufficient liquidity to meet short and medium term commitments

Amortization of Bank Debt

R\$ million



Total Cost¹
14.2% p.a.

Average term¹
4.3 years

¹ Indicators for 3Q25, 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%

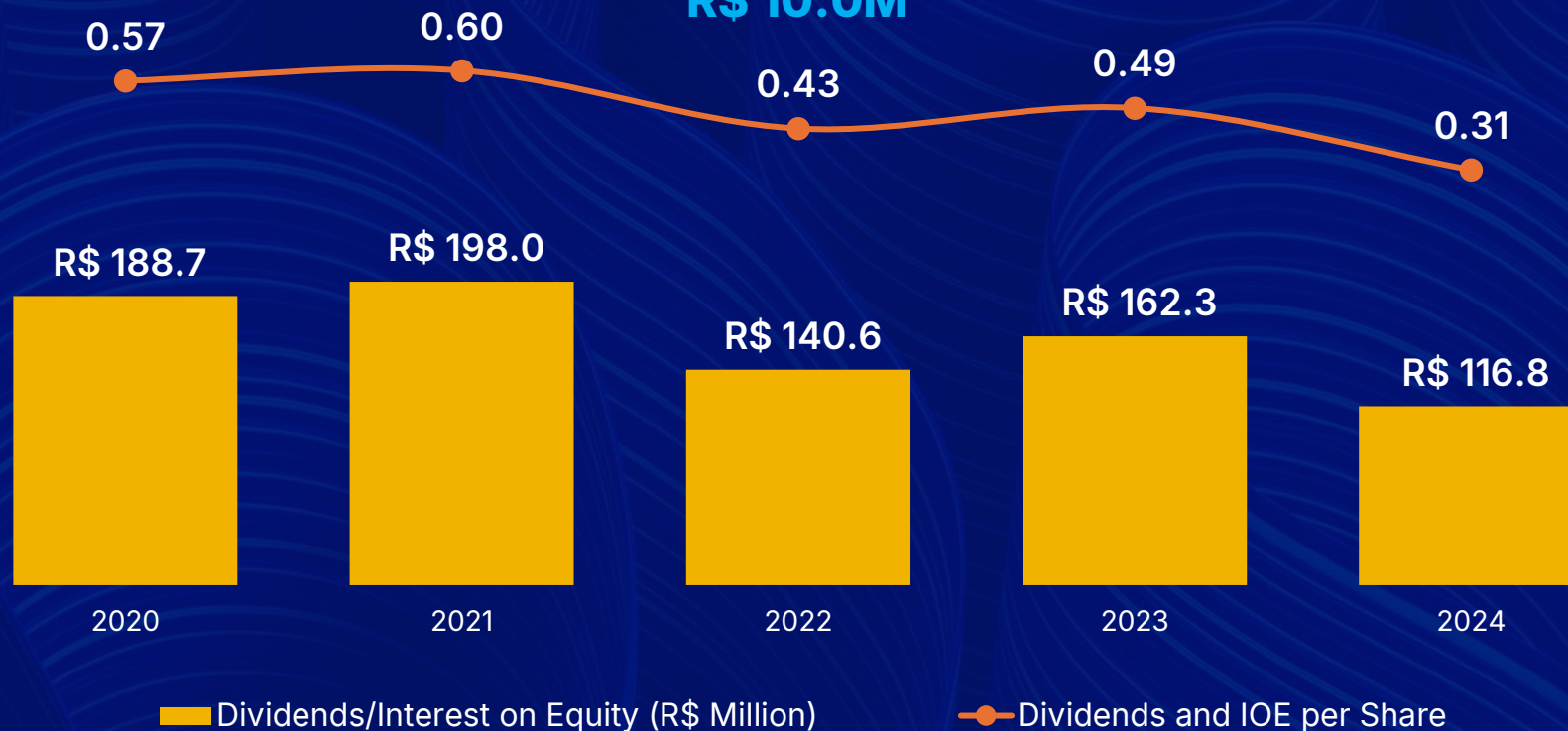
Average payout

21.4%

Dividend Yield¹

Share buyback
R\$ 124.0M

Share buyback
R\$ 10.0M



Market Outlook 2025

Brazilian Automotive Market

		3Q25	3Q24	Δ%	2Q25	Δ%	9M25	9M24	Δ%
Production	Trucks ¹	32,261	38,220	-15.6%	34,640	-6.9%	98,632	102,611	-3.9%
	Trailers ³	19,218	23,578	-18.5%	18,630	3.2%	57,172	69,705	-18.0%
Brazil Sales	Trucks ¹	29,312	34,331	-14.6%	27,005	8.5%	84,066	91,098	-7.7%
	Trailers ²	17,791	22,723	-21.7%	17,393	2.3%	53,613	67,379	-20.4%
Exports	Trucks ¹	8,195	4,676	75.3%	7,497	9.3%	21,639	11,716	84.7%
	Trailers ³	1,427	855	66.9%	1,237	15.4%	3,559	2,326	53.0%

¹ Anfavea

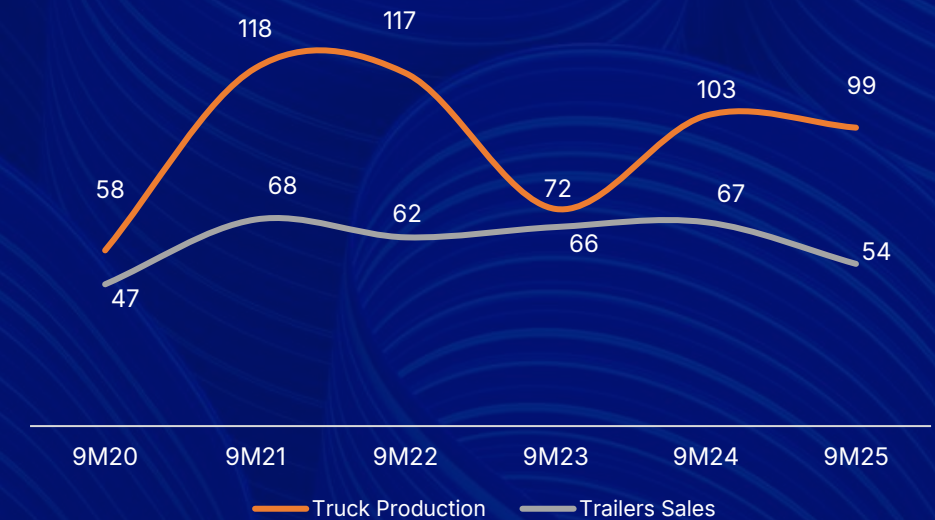
² Anfir

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

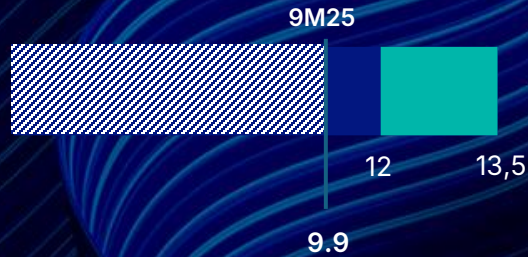


Innovation and Services

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

Guidance 2025

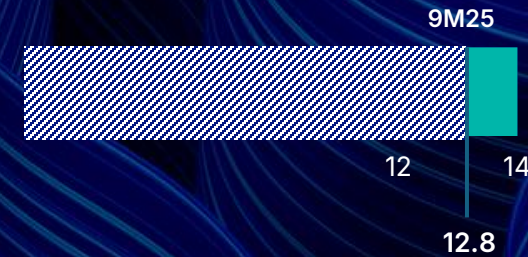
Consolidated Net Revenue (R\$ Billion)



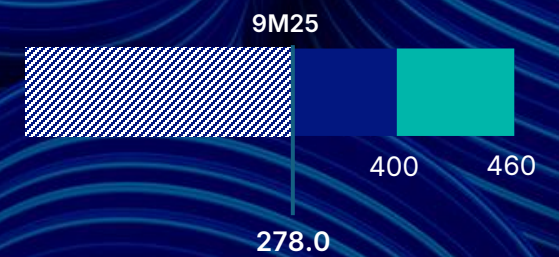
Revenues from International Market¹ (US\$ Million)



EBITDA Margin² (% EBITDA o/ NR)



Investments³ (R\$ Million)



■ Guidance Range ■ Actual

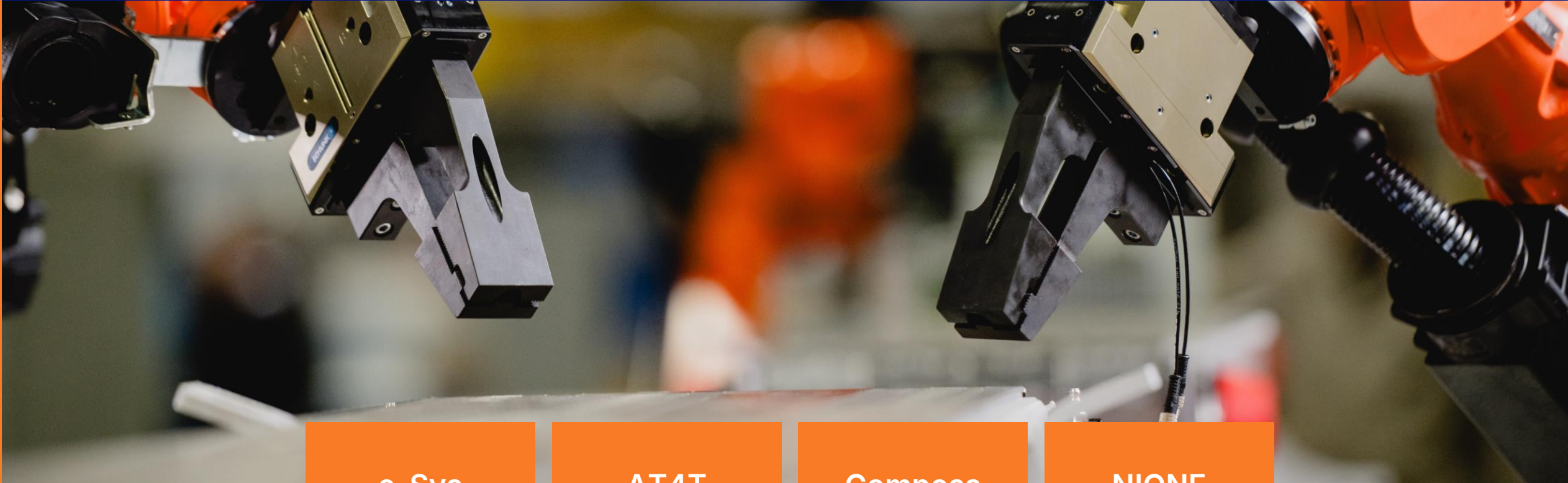
¹ Figures refer to the sum of exports from Brazil and revenues generated by international operations, net of intercompany transactions;

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

Compass

NIONE

Disruptive Technologies

Electric Mobility

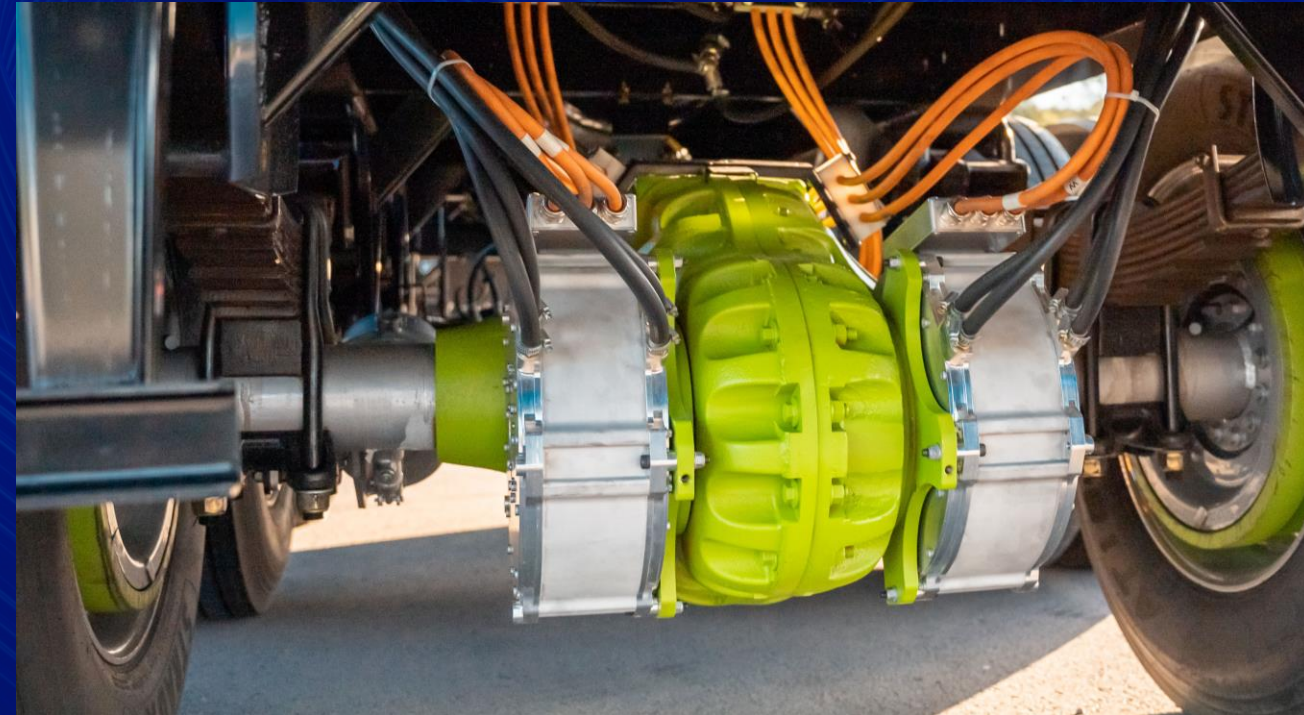
1st Regenerative Auxiliary Electric Axle in Latin America

- > **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

Composite Materials

Lower weight



No painting and no corrosion



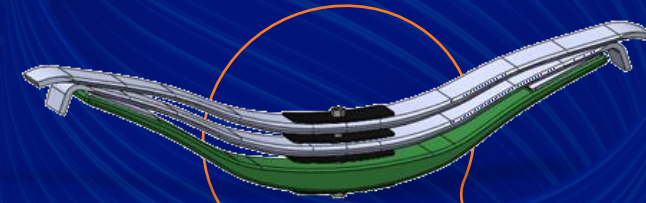
Simple assembly



More durable



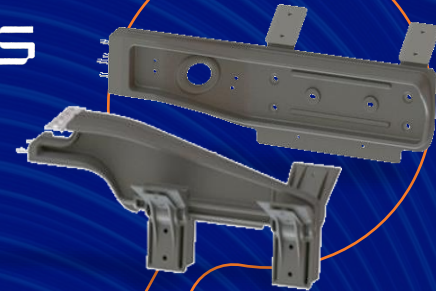
Updated design



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



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



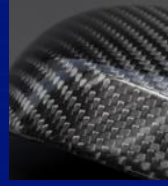
Paints
High corrosion resistance



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:

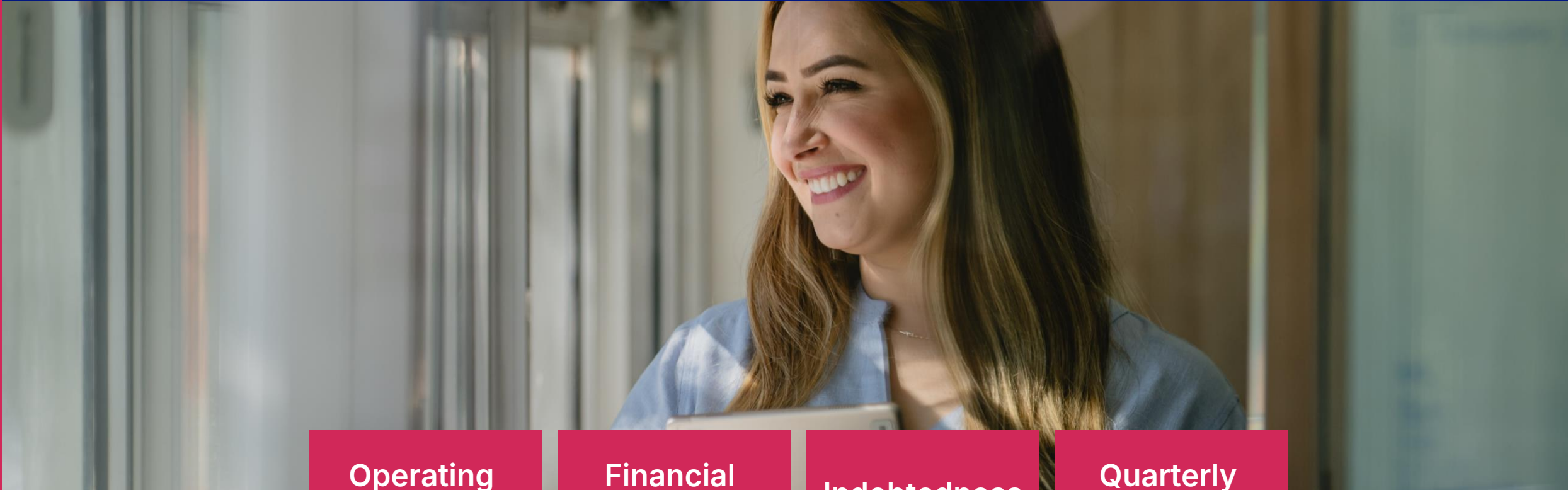
- Improvement of physical and chemical properties, enabling the use of recycled materials in high-performance applications.
- Property stability after multiple recycling cycles, maintaining material performance and its original application.

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**

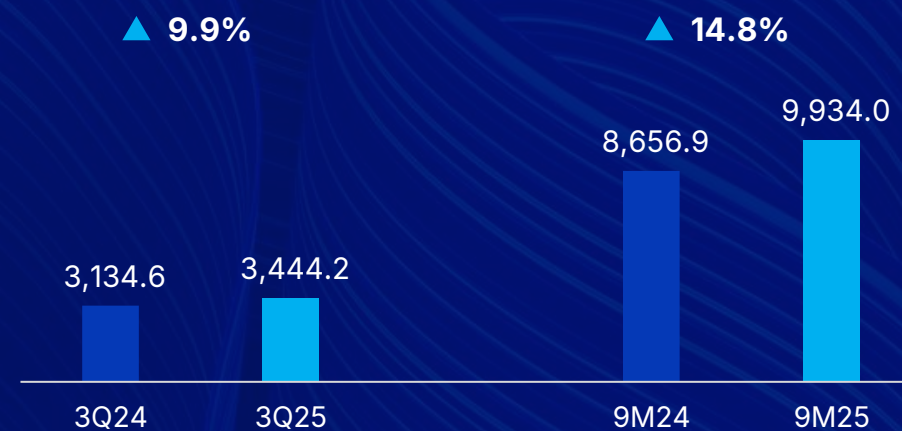
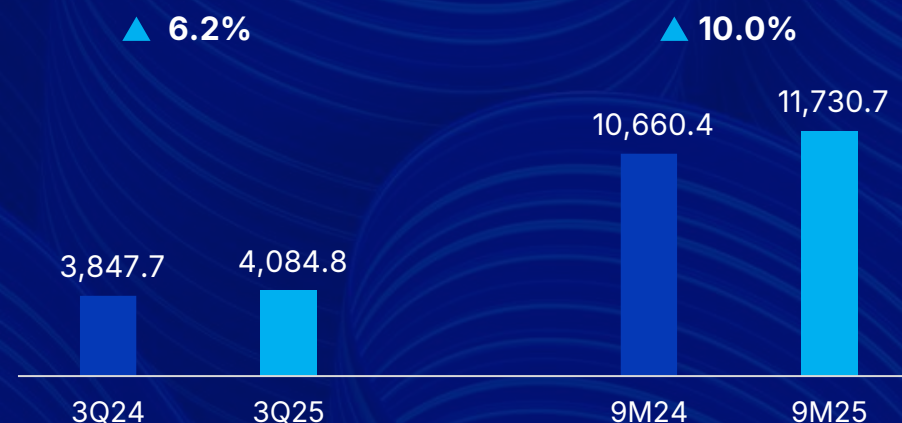
Attachments

Operating Results

Consolidated Gross Revenue | R\$ Million



Consolidated Net Revenue | R\$ Million

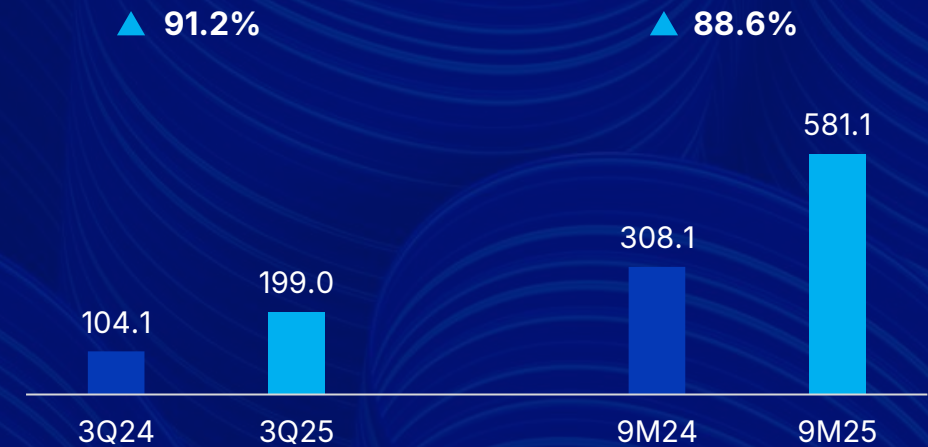
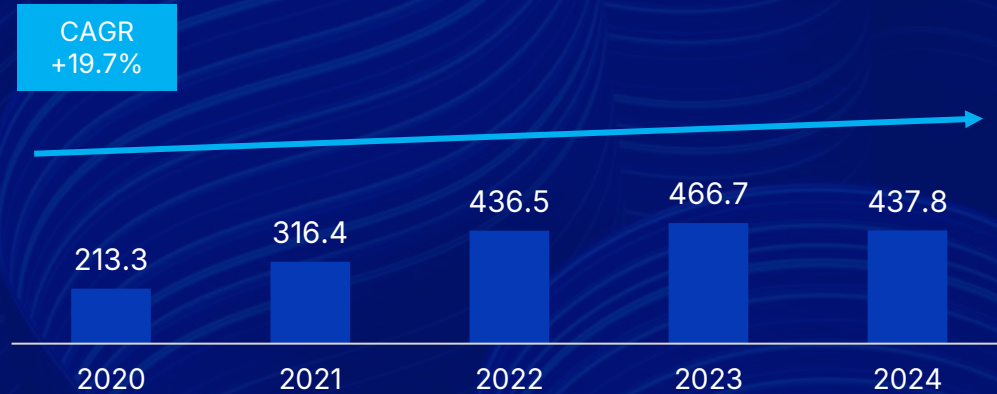


Attachments

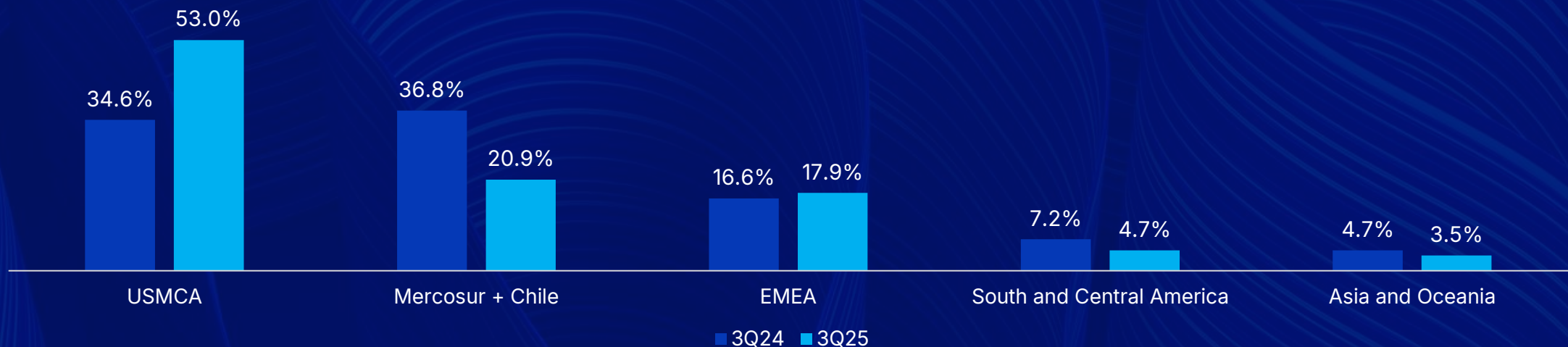
Operating Results



International Market Revenues | US\$ Million



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

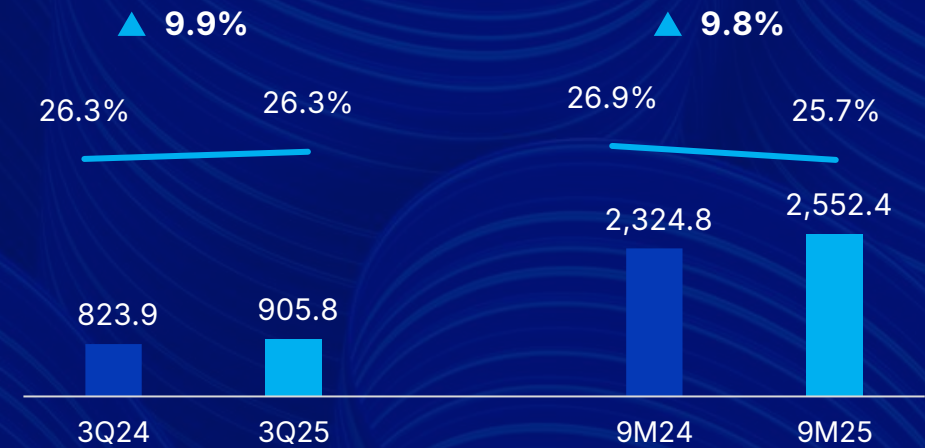


Attachments

Operating Results

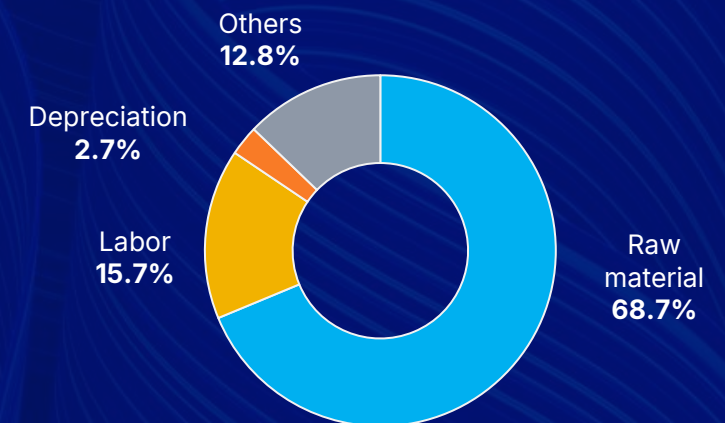


Gross Profit | Gross Margin | R\$ Million | %



COGS 3Q25
R\$ 2.5 B
(73.7% o/CNR)

COGS DISTRIBUTION 3Q25

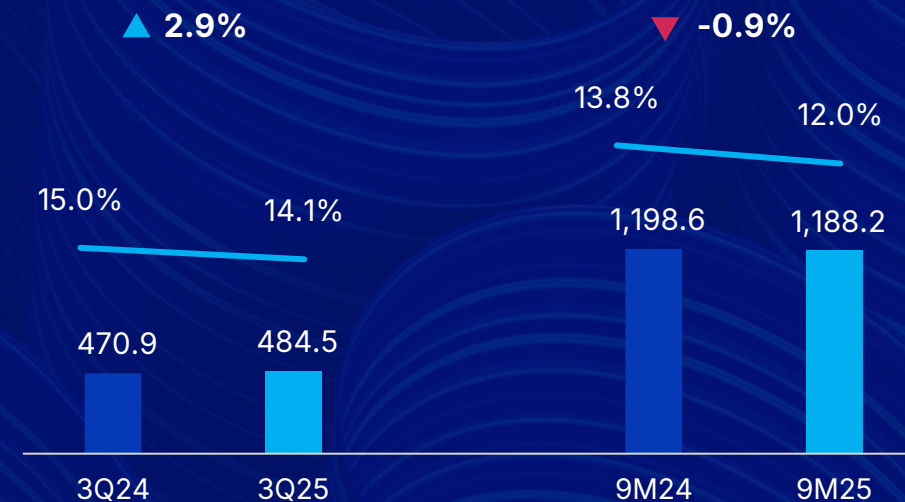


Attachments

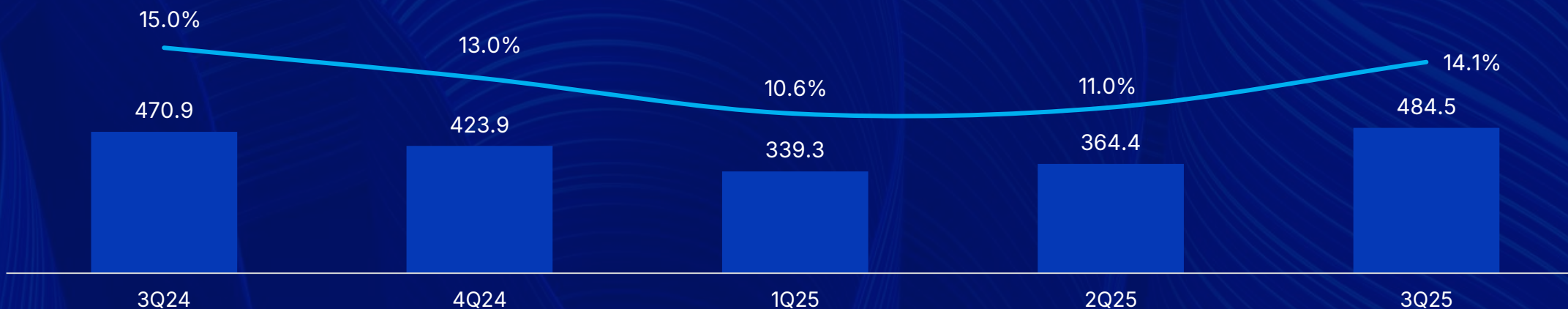
Operating Results



EBITDA | EBITDA Margin | R\$ Million | %



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

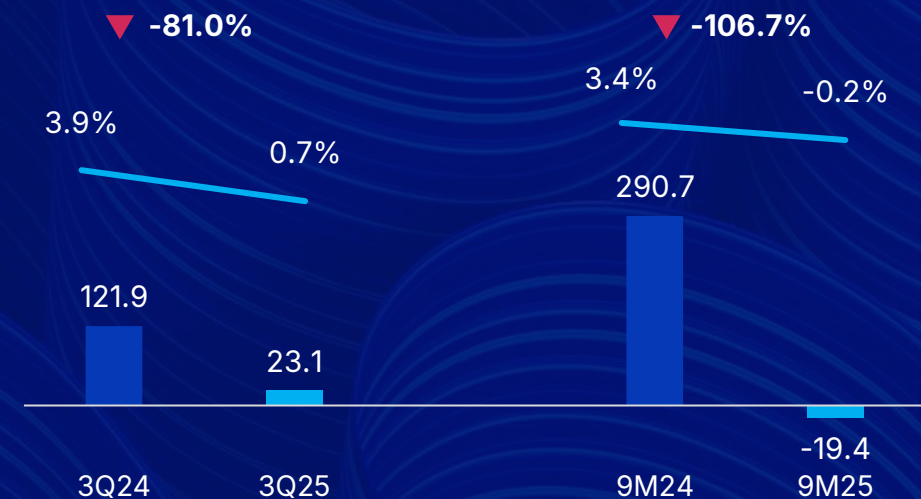


Attachments

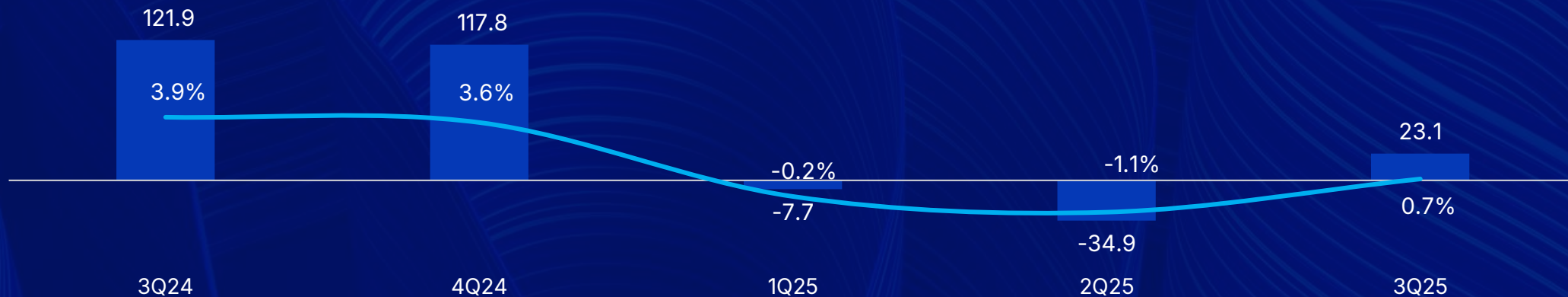
Financial Results



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



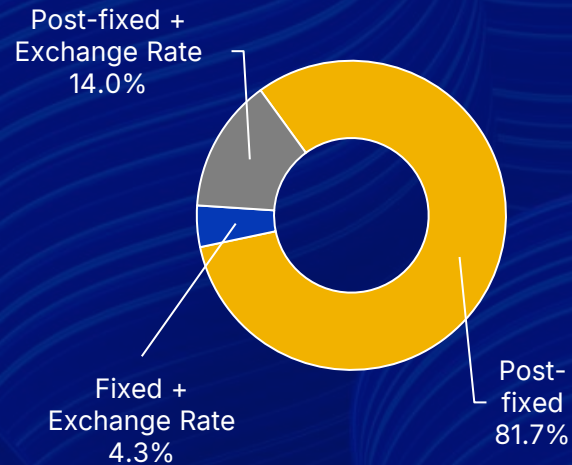
Net Income | Quarterly Net Margin | R\$ Million | %



Attachments

Indebtedness

Gross Debt Indexes

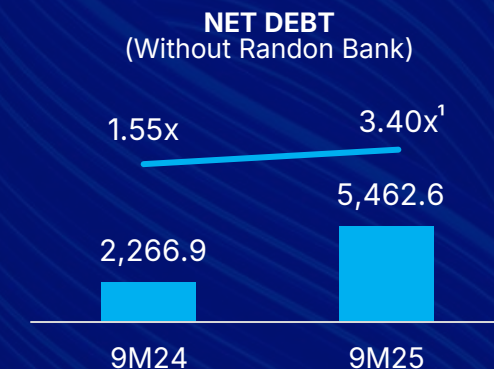
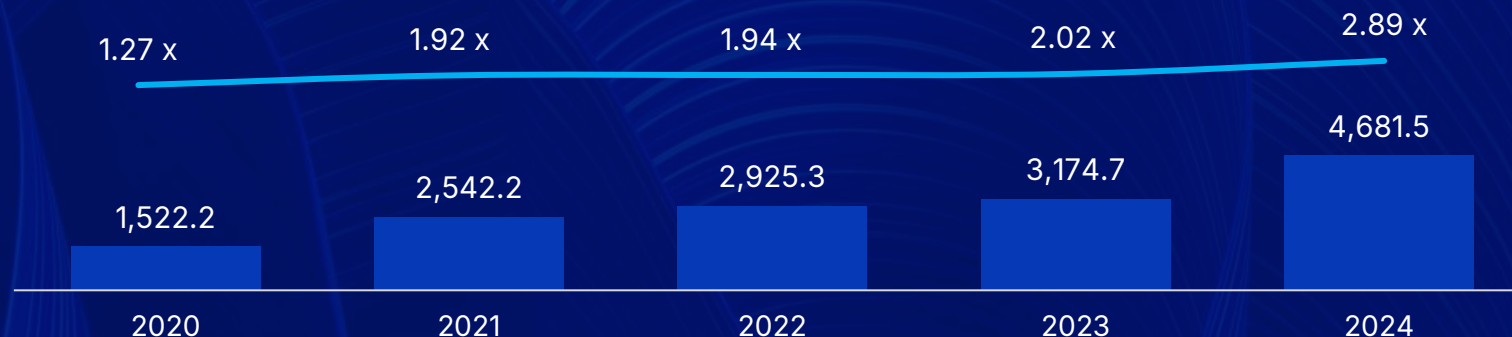


Origin of Debt¹ | Short and Long Term



¹ Does not consider business combination values

Indebtedness | Net Debt / EBITDA | R\$ Million



¹ In 2Q25, the Company's leverage, considering the pro forma EBITDA of the acquired companies, was 3.52x. Also considering the one-offs in the EBITDA of the last twelve months, it would be 3.36x.

Attachments

Quarterly Information



	3Q24	4Q24	2024	1Q25	2Q25	3Q25
Net Revenue	3,423.0	3,524.8	13,069.4	3,446.9	3,533.1	3,646.7
% Auto Parts	30.6%	28.7%	29.8%	28.7%	31.0%	30.3%
% Motion Control	30.3%	31.4%	30.3%	38.6%	38.5%	38.8%
% OEM	31.3%	31.6%	31.8%	24.2%	21.8%	22.0%
% Financial Solutions & Services	6.2%	6.6%	6.5%	7.3%	7.3%	7.5%
% Advanced Technology and HQ	1.5%	1.6%	1.6%	1.2%	1.4%	1.4%
Consolidated Net Revenue	3,134.6	3,258.8	11,915.7	3,191.4	3,298.4	3,444.2
Consolidated Gross Profit	823.9	859.4	3,184.2	849.2	797.3	905.8
% Gross Margin	26.3%	26.4%	26.7%	26.6%	24.2%	26.3%
EBITDA	470.9	423.9	1,622.5	339.3	364.4	484.5
% EBITDA Margin	15.0%	13.0%	13.6%	10.6%	11.0%	14.1%
Net Income	121.9	117.8	408.5	-7.7	-34.9	23.1
% Net Margin	3.9%	3.6%	3.4%	-0.2%	-1.1%	0.7%

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