

WEF 2025

RANDONCORP

Building tomorrow

January 2025



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.







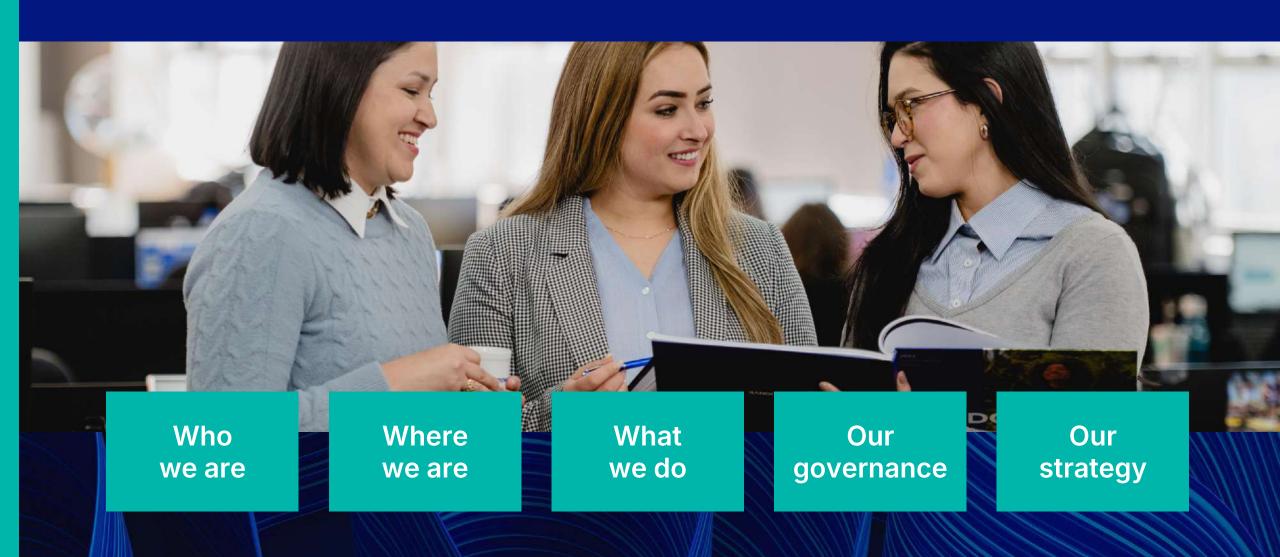








Randoncorp















Who we are

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

In our more than 75 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.



Listed since 1974

Principles

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



~18k Employees



5 business verticals



Presence in

+120

countries







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











Leadership in OEMs

- Long-term contracts
- Partnership in product development

Large-scale volumes



House of Brands

- Iconic brands
- Strength of synergies

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













Where we are





RANDONCORP

What we do

MAIN CUSTOMERS

- Trucks, buses and trailers manufacturers
- Agricultural equipment manufacturers
- Distributors
- Auto Parts retailers
- Cargo transportation
- 6. Self-employed customers
- Suppliers, distributors, and customers of Randoncorp
- Logistics operators
- Technology companies
- 10. Randoncorp controlled companies



MAIN MARKETS







Civil Construction



Mining



Mobility



Aftermarket



Capital Goods





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



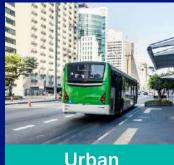
Industry



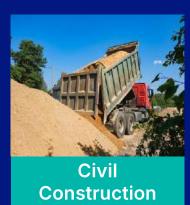
Mining



Aftermarket



Urban Mobility





Logistics



Retail



Financial Institutions



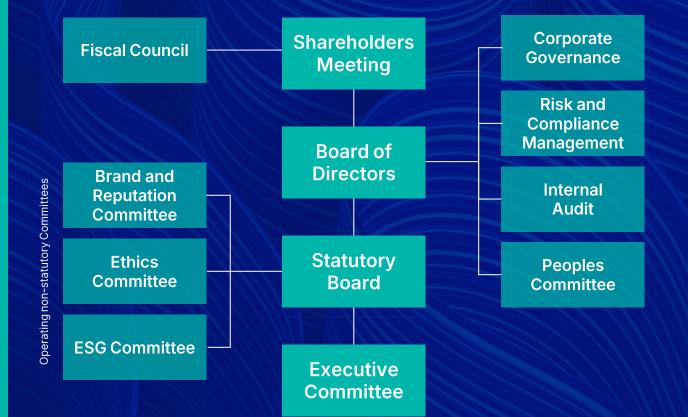
Technology



Others



















- > **Minimum dividend policy** of 30% of adjusted net income
- > 60% independent members on the Board of Directors
- > **5 Committees**, including 1 advisory to the Board and 4 operational
- Board evaluation as a collegiate and selfassessment of members
- > **80,9% adherence** to governance practices recommended by CVM Resolution No. 80
- > **Outsourced and independent** whistleblower channel









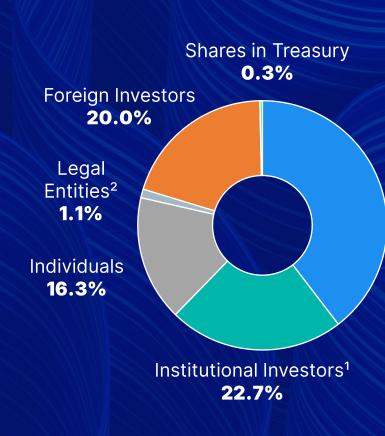






Our Governance





FREE FLOAT **60,1%**

TAG ALONG **80%**

Controlling

Group

39.6%

TOTAL SHAREHOLDERS **48K**

RAPT
B3 LISTED N1

IBRAB3

IGC B3

IGCTB3

ITAG B3

INDXB3

SMLL_{B3}

IAGRO-FFS B3

¹ Investment clubs and funds

² Companies, banks, brokers and associations



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





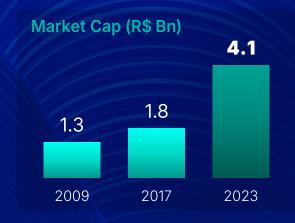


Strategy 2009 OEM, with

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
- Seopolitical shielding



Aftermarket

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



Innovation and services

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



Productive capacity

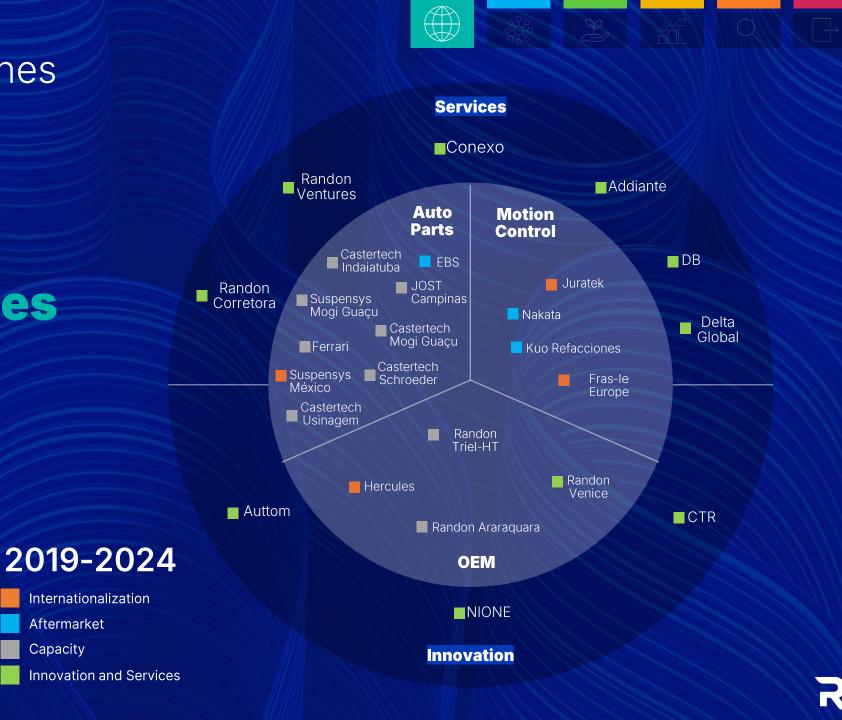
- > Portfolio expansion
- > Strategic geographies
- Ensuring or achieving leadership
- > Smart Factories





We made important moves that made us a complete ecosystem

> **Aftermarket** Capacity















Value generation journey































Auto Parts

Motion Control

OEM

Financial and Digital Services

Advanced Technology

Leaders in various vehicle and machine components

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



Safety and innovation in motion control

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



The most complete line of equipment for ground cargo transportation

Trailers, truck bodies, rail cars, and aftermarket.



Financing and investment options for the business chain of Randoncorp

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



At the forefront of technology in the development of sustainable products

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





Auto Parts











15.9% EBITDA Margin 9M24

Structure

13





Located in



Countries

Being



Joint Ventures

With

 \sim 4.6 k



Employees

Brands

CASTERTECH



=uspensys[®]

FULLISTER

EB5

Main Markets





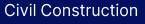




Aftermarket







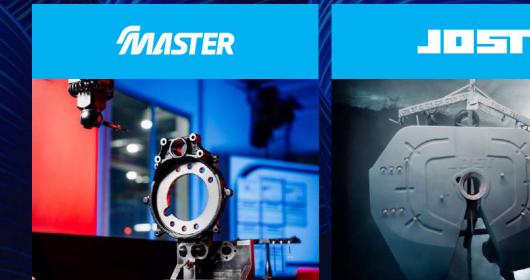


Auto Parts

Leaders in their segments.

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

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























Auto Parts: Coupling Systems

















Auto Parts: Brake Systems







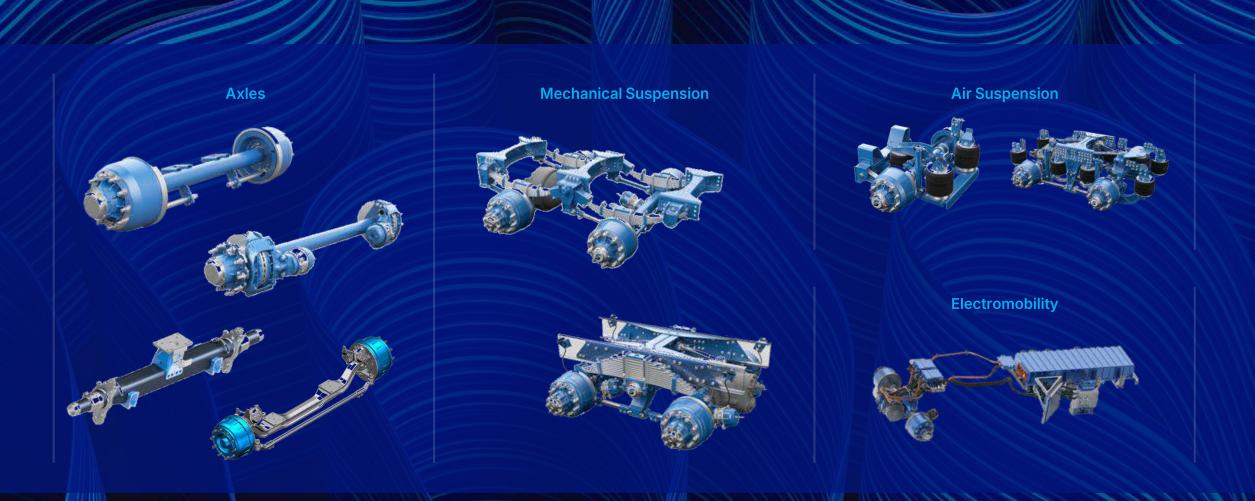








Auto Parts: Axles and Suspensions









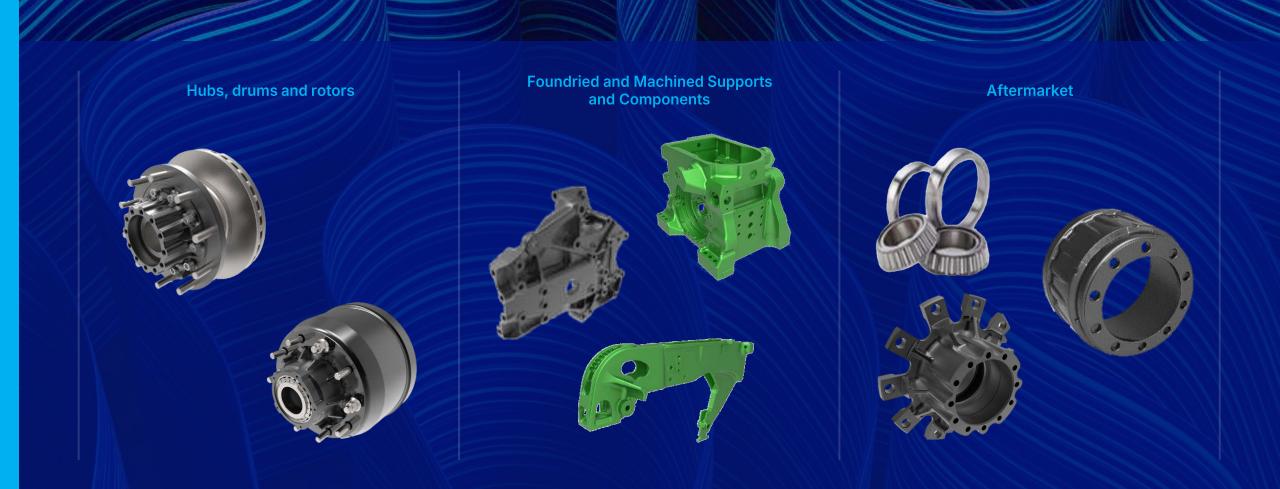








Auto Parts: Hubs and Drums



Motion Control











17.9% EBITDA Margin 9M24

Structure







Located in

13





Sales Offices

With

~6.2k



Employees

Brands



NAKATA®































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 120 countries



















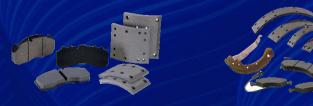






Motion Control: Portfolio











Shock Absorbers



Motorcycle Parts



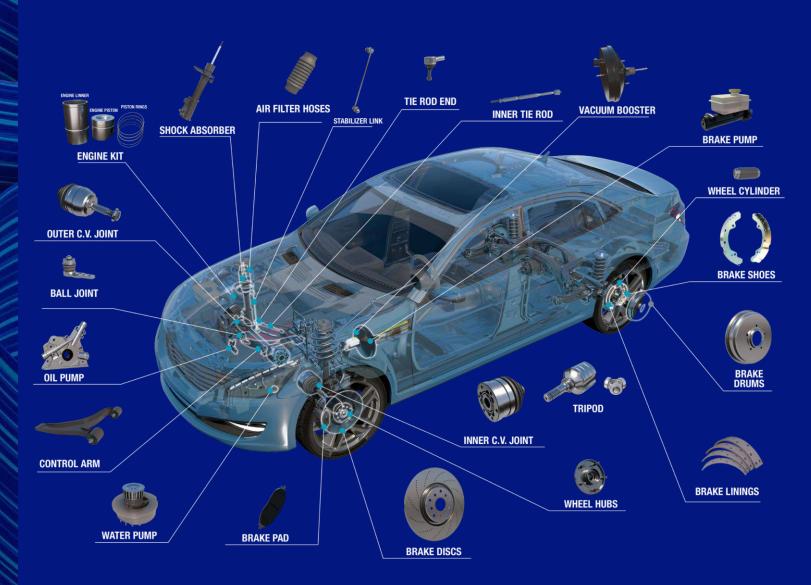
Suspension and Steering



Total

>21,400 SKUs

Motion Control: Portfolio















5.6% EBITDA Margin 9M24

Structure







Located in



Sales Office

With

~6.6k



Employees

Main Markets



Agribusiness



Industry



Aftermarket



Civil Construction



Mining

Brands

RANDON







OEM

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

Brazilian Leader in the segment

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











OEM: Trailers











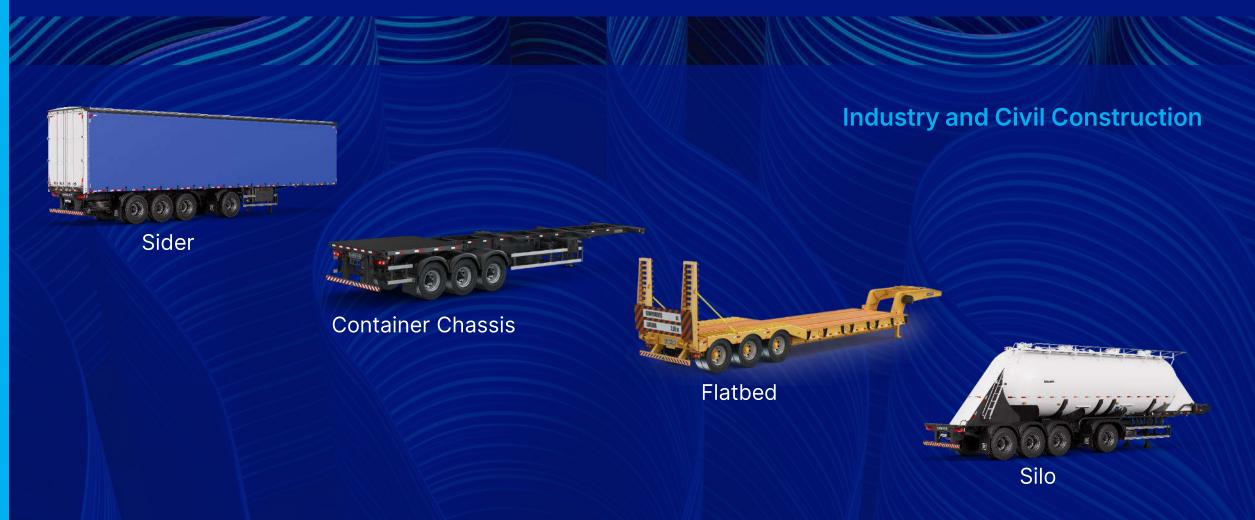














OEM: Other Products

















OEM: Other Products









Brands



Financial and Digital Services

R\$ 612.2 M

Net Revenue 9M24

27.7%

EBITDA Margin 9M24

Structure



Coop-payment and Bank



Insurance brokerage



Innovation



Rental of Machinery and Equipment

With







CONSÓRCIO W

RANDON



Rands













Main Markets



Agribusiness



Transportation and Logistics



Retail



Aftermarket



Technology and Innovation













Financial and Digital Services: Portfolio



Financing, Investiments and Payments

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



Coop-payment Plans

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



Insurance and **Assistance**

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



Fleet Rental and Management

- Heavy Vehicle Rental
- Fleet Management



Technology and Innovation

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



Advanced Technology











Net Revenue 9M24

9.3 %

EBITDA Margin 9M24

Structure

1



Industrial automation industry

1



Technology Center for product testing and certification

ا



Niobium nanotechnology solutions 1



Sales Office With

~200



Brands





Main Markets



Agribusiness



Industry



Mobility



Aftermarket



Technology











Advanced Technology: Portfolio



Automation and robotics

- **Palletizing**
- Loading and Unloading
- Deburring
- Welding
- Smart Warehouses
- AGVs/AMRs

- > Specialized Machines
- > Automation **Panels**
- > AI
- > WMS



Product development and certification

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



- Nanometric Niobium
- Nanometric Titanium















Advanced Technology: Nanotechnology

Main benefits



Increased Mechanical Strength



Increased Chemical Resistance



Increased UVA/UVB Resistance



Reduction in Raw Material Consumption



Reduction in Mass



Sustainability



Fungicidal and Bactericidal













Advanced Technology: Nanotechnology

NIONE Applications



Transparent Sunscreens and TiO₂ Free



High Corrosion-**Resistant Paints**



Welding Wire with **Better Performance**



Lighter and More **Resistant Metal Parts**



High-Performance Nanocomposites



High-Performance and Sustainable Metal Surface Pre-**Treatments**







Public commitments







- 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





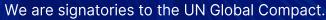












ENVIRONMENTAL

SOCIAL GOVERNANCE

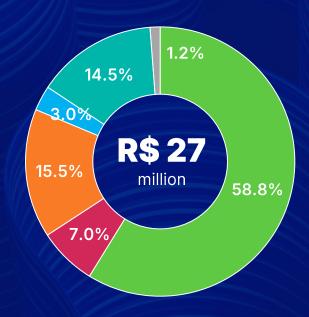




Sustainable Practices for the Planet

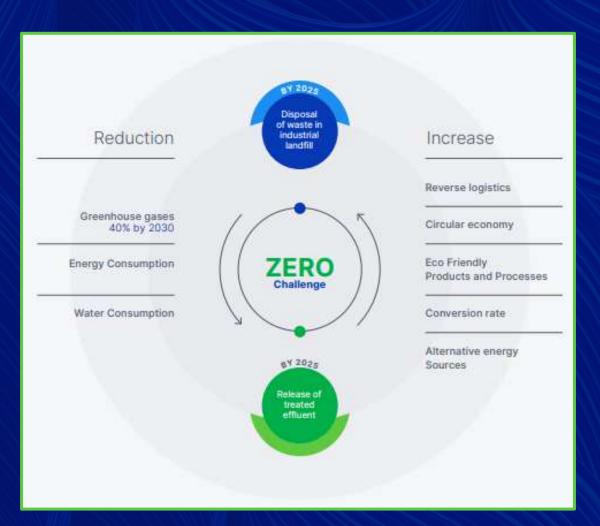
Investments in environmental management initiatives in 2023

- Waste treatment and transport
- **■** Emissions treatment
- **■** Effluent treatment
- Analysis (effluents, waste, emissions, water, soil)
- **■** Environmental projects
- **■Taxes**



Main Projects

Renewable energies, carbon footprint and effluent reuse.



Sustainable Practices for the People



Programs and initiatives for the development of our employees

- > Qualificar Program
- > Be Digital
- > Languages
- Novos Caminhos Prosperity Journey
- > Leadership in Movement
- > Performance Evaluation

- > Pra.Vc Platform
- **Employer brand**
- > Hers Journey
- > Female Mentoring
- > Circles of Conversation
- Affinity Groups: Women, Race and Ethnicity, LGBTQIAPN+, and PWDs

Social Investment













Sustainable Practices for Business

Innovation



R\$ 193 million invested in R&D and innovation in 2023



66 patents registrated in Brazil in 2023

Mobility Megatrends

Number of Projects in 2023

5 Mobility and Electrification

7 Embedded Electronics

21 Smart Materials

Development of new technologies





















9M24 Results (vs 9M23)

Net Revenue R\$8.7 billion

+3.9%

EBITDA Margin

13.8%

-1.6 p.p.

ROIC

9.5%

-3.6 p.p.

Intl. Revenues **US\$ 308.1** million

-20.1%

Net Profit **R\$ 290.7** million

-10.9%

Net
Leverage
(Without Randon Bank)

1.55 x

+14.9%

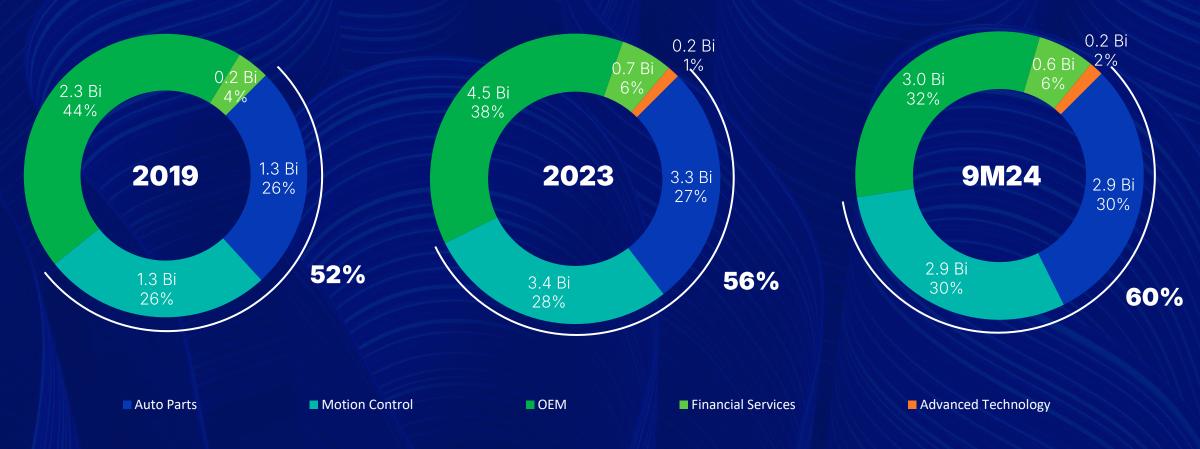


2009 2017 R\$ million 2023 10,887.8 **Consolidated Net** 2,469.5 2,936.8 Revenue 1,570 Consolidated 300.8 308.2 **EBITDA** 381.7 **Net Profit** 139.0 46.7 1.19 1.03 Leverage¹ 0.61 162.3 Dividends 39.4 30.7



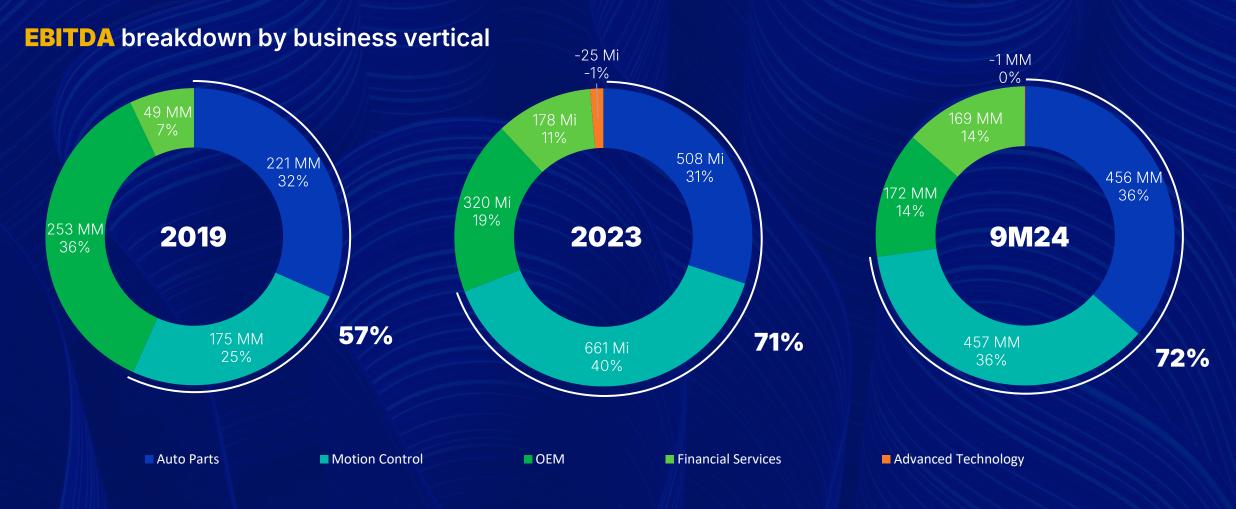
Revenue distribution demonstrates the transformation of our businesses

Net revenue breakdown by business vertical



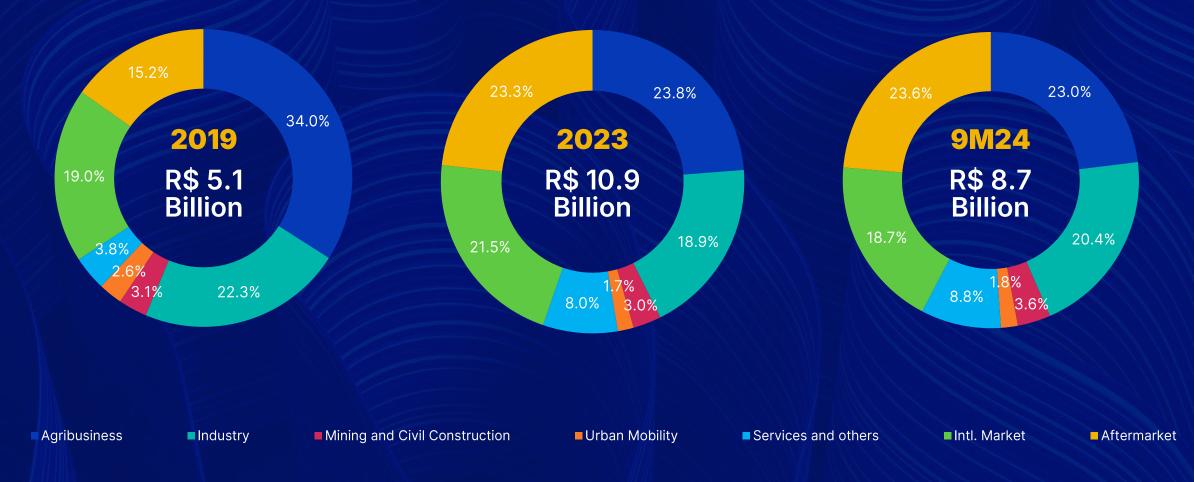


Results strengthened with relevance of Auto Parts





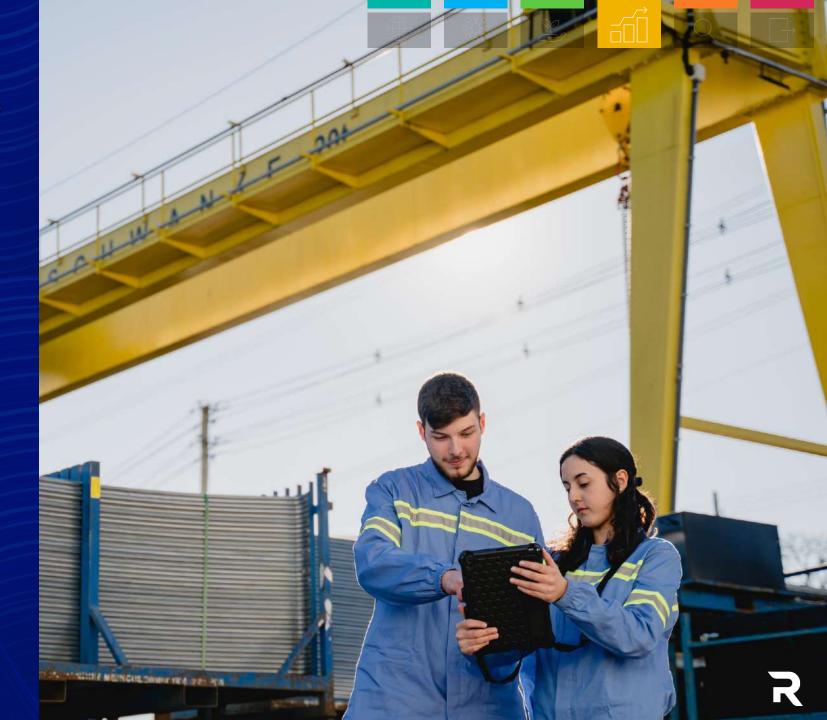
Reduction of Business Cyclicality





Performance
Investment Cycles

R\$2.5 billion in CAPEX and M&A (2019-2023)



Capital allocation in profitable businesses

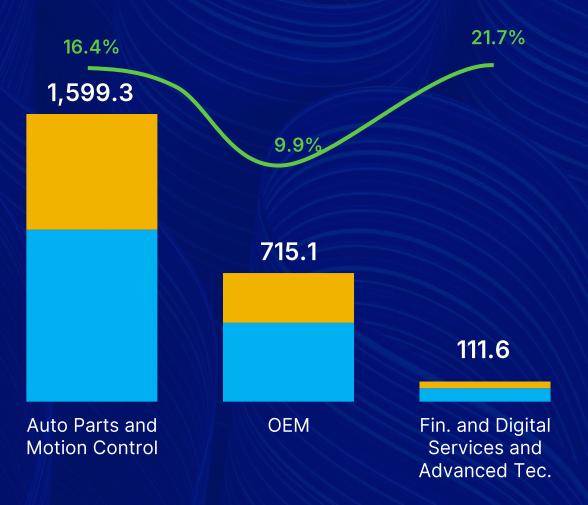
R\$2.5 billion in CAPEX and M&A (2019-2023)

ROIC of the period

+180 bps 2023 2019 14.1% 12.3% Ebitda Margin

M&A **R\$ 1.0 B**

CAPEX R\$ 1.5 B





Excellent track record

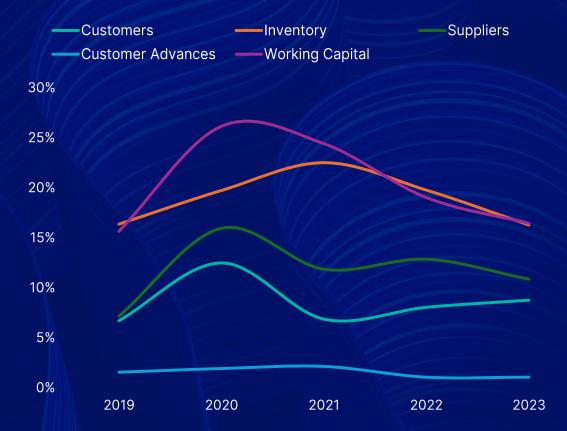
Capturing synergies guarantees the evolution of the results of acquired companies





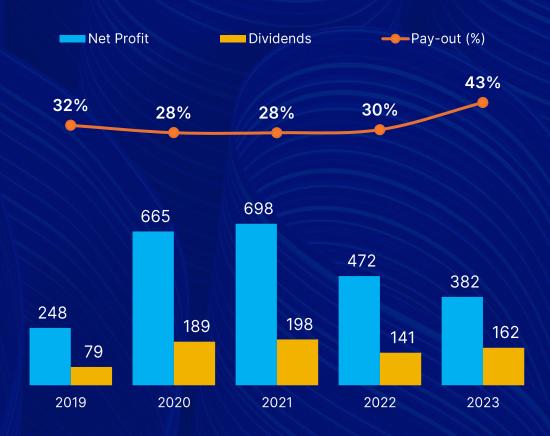
Smart capital management and value creation

Working Capital % of Net Revenue



Net Profit and Dividends

R\$ millions





59

Financial strength: growth with low leverage

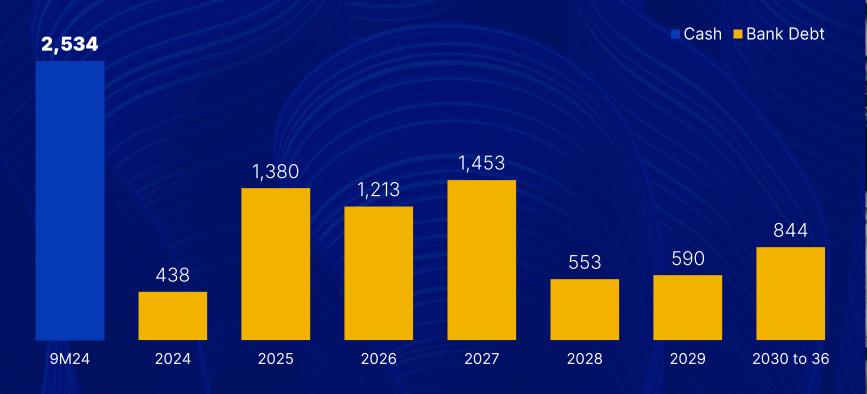
Net Debt History (Without Randon Bank)
R\$ millions





Sufficient liquidity to meet short and medium term commitments

Amortization of Bank Debt R\$ millions





Average term¹ 3.2 years

¹ Indicators for 9M24, without Randon Bank. Most of the debt is post-fixed CDI+.





Shareholder remuneration

R\$770 M

in shareholder remuneration over the past 5 years

R\$7.42

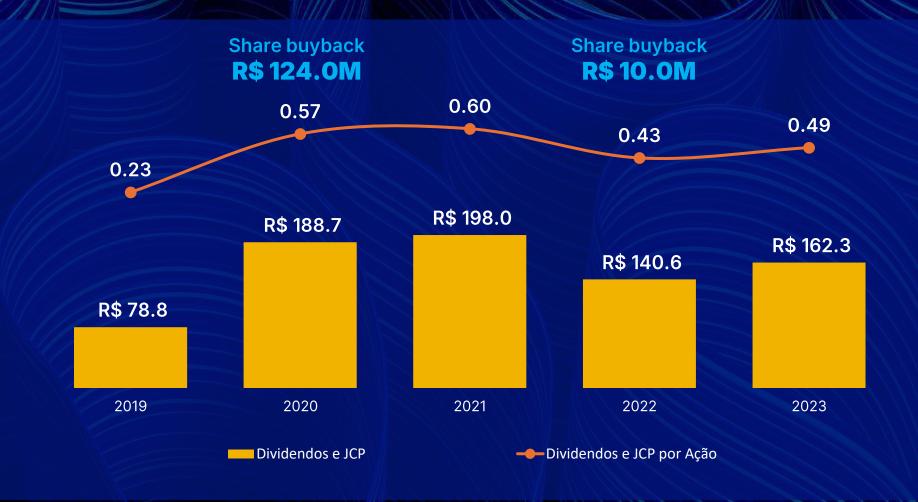
earnings per share over the last 5 years

31.5%

Average payout

21.2%

Dividend Yield¹





Outlook





Market Outlook 2025

Scenarios

Brazil







Scenario





Selic 14.00%



Exchange (Rate R\$5.85





Harvest 322.3 M/tons +8.2% vs 2024

Global



Global



Geopolitical Conflicts





Global Logistics



Barriers





Market Outlook 2025

Scenarios

Sectors



Agribusiness



Industry

















Products



Trailers













Agricultural 🕒 **Machinery**



①



Agri business



Aftermarket



Internationalization



OE Business



Innovation and Services

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

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

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

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

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



Agribusiness

Static storage capacity of grains in Brazil





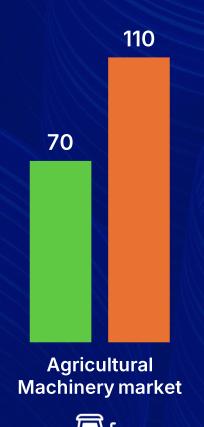
Agribusiness

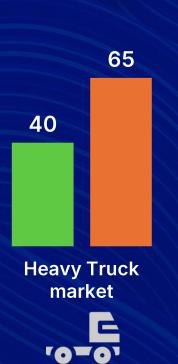
Current Demand

for New Machines, Vehicles, and Equipment for Agribusiness Transportation

Thousand units/year







Brazil Aftermarket

Leveraging our brands and portfolio to meet the growing fleet



Commercial Vehicle Fleet in Brazil

4 million

Trucks Trailers Buses

Railcars

2.2 million 950 thousand 600 thousand 130 thousand



Light Vehicle Fleet in Brazil

61 million

Automobiles Motorcycles Light Comm. 39 million 16 million 7 million Auto parts +R\$ 15 B



OEM + R\$ 19 B



Motion control +R\$ 50 B

























Internationalization

Further explore the potential of our brands in mature markets

Current Fleet

USA + Mexico



+8.1 million

Trucks



+16.6 million



+250 million

Light commercial vehicles



+78.3 million

Annual Production

North American Market for Trailers, Trucks, and Agricultural Machinery in 2023

Trailers¹



+380 k

Trucks1



+550 k

Agricultural Machinery²



+110 k

OE Business

Portfolio expansion ensures growth and relevance in OEMs...

















9,630

... and there is much more to come!

Sources: ANFIR, ANFAVEA, ACT Research, and OICA (2021–2023 average production).



¹ Volumes in thousands of units.



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.











Trucks



Tractors and Agricultural Line



Buses



Delivery Vehicles



Dedicated Vehicles





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.



Disruptive Technology Modular Platform



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



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



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



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



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



Sustainable Energy

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





Nano Niobium

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

Technology that enhances products to provide unique benefits



Durability



Clean energy generation and consumption



Lightness



Greater energy efficiency



Greater sustainability



Reduction in material consumption



Carbon footprint reduction



Resistance

Click or scan







Case:

Nanostructuring of epoxy resin

Benefits

+25% Toughness

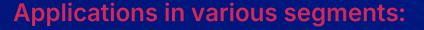
+50% UV Resistance

+30% Hydrophobicity

+ Performance and Durability

Unchanged color

Finalist of the Automotive Business 2024 Award



Electronics

Pharma.

Agriculture

Construction

Chemicals

Cosmetics

Steelmaking

Metallurgy

Automotive





WEF 2025

Thank You.

RANDONCORP

Building tomorrow