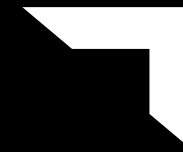
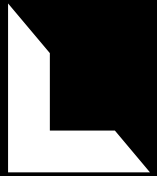




deca portinari hydra duratex castelatto ceusa durafloor

Dexco
Viver ambientes.



INSTITUTIONAL
Presentation



2Q25





Disclaimer

The information herein has been prepared by Dexco S.A. and does not represent any form of prospectus regarding the purchase or subscription to the company's shares or securities.

This material contains general information relating to Dexco and the markets in which the company operates.

No representation or guarantee, expressed or implied, is made herein, and no reliance should be placed on the accuracy, justification or completeness of the information provided.

Dexco does not offer any assurances or guarantees regarding the fulfilment of expectations described.

We are Dexco

More than
70 years of
history

listed since 1951
on the Stock
Exchange

DXCO
B3 LISTED NM

Wood

Production and sale of MDP
and MDF panels, laminate
and vinyl flooring.

duratex
durafloor



Finishings for Construction

Production and sale of
Metals and Sanitary Ware
for Bathroom, Toilet,
Kitchens and Outdoor Area,
as well as Ceramic Tiles and
Architectural Concrete

deca
hydra
ceusa
portinari
castelatto

Forestry¹

132 thousand hectares
available for planting and
187 thousand total
hectares with a differentiated
and secure position compared
to other players

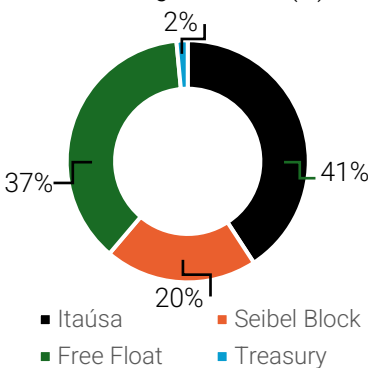
Dissolving Wood Pulp

 **LD Celulose**

Joint Venture created with
Lenzing AG, for the production
of Dissolving Pulp

Control Block

Shareholding Structure (%)



~**12 thousand**
employees



Added to the operations in
Brazil and Colombia

- Dividend policy guaranteeing a minimum payout of 30% of Adjusted Net Income;
- No member of the board holds or may hold an executive position in the Company;
- 1/3 (one third) of independent members on the Board of Directors.

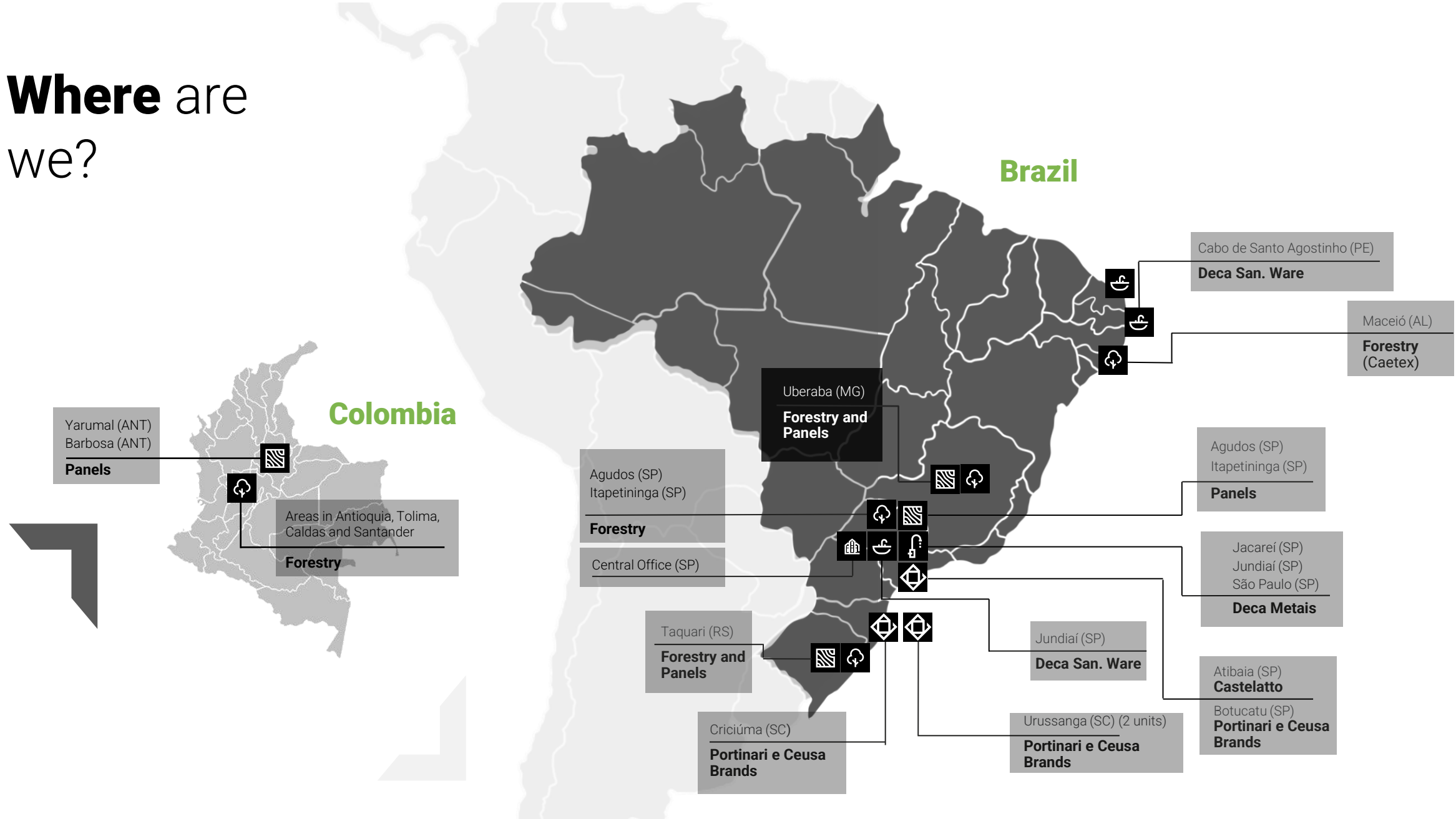
**Sustainability
Strategy**
2025

Public commitments to
environmental, social and
corporate governance
practices.

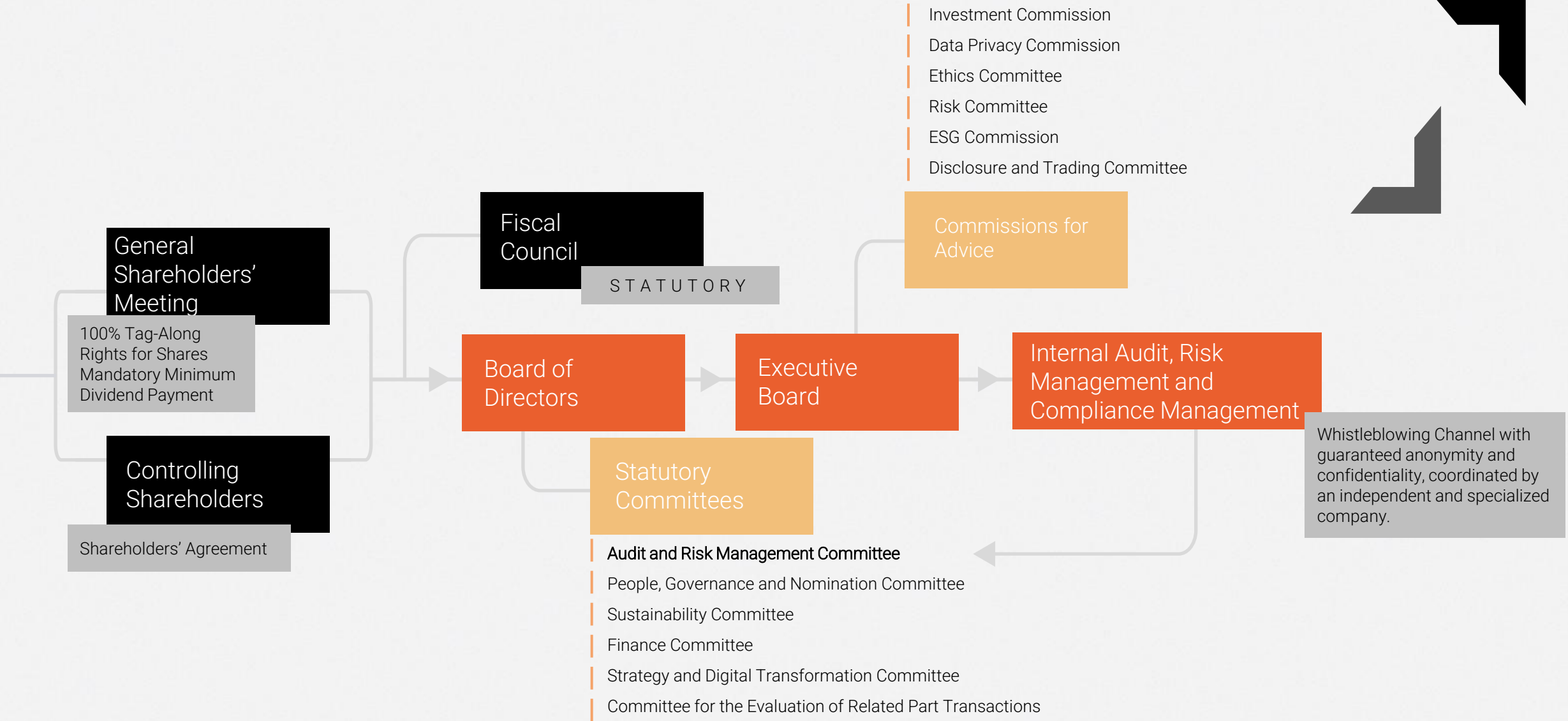
22 manufacturing and forestry units
in Brazil and Colombia



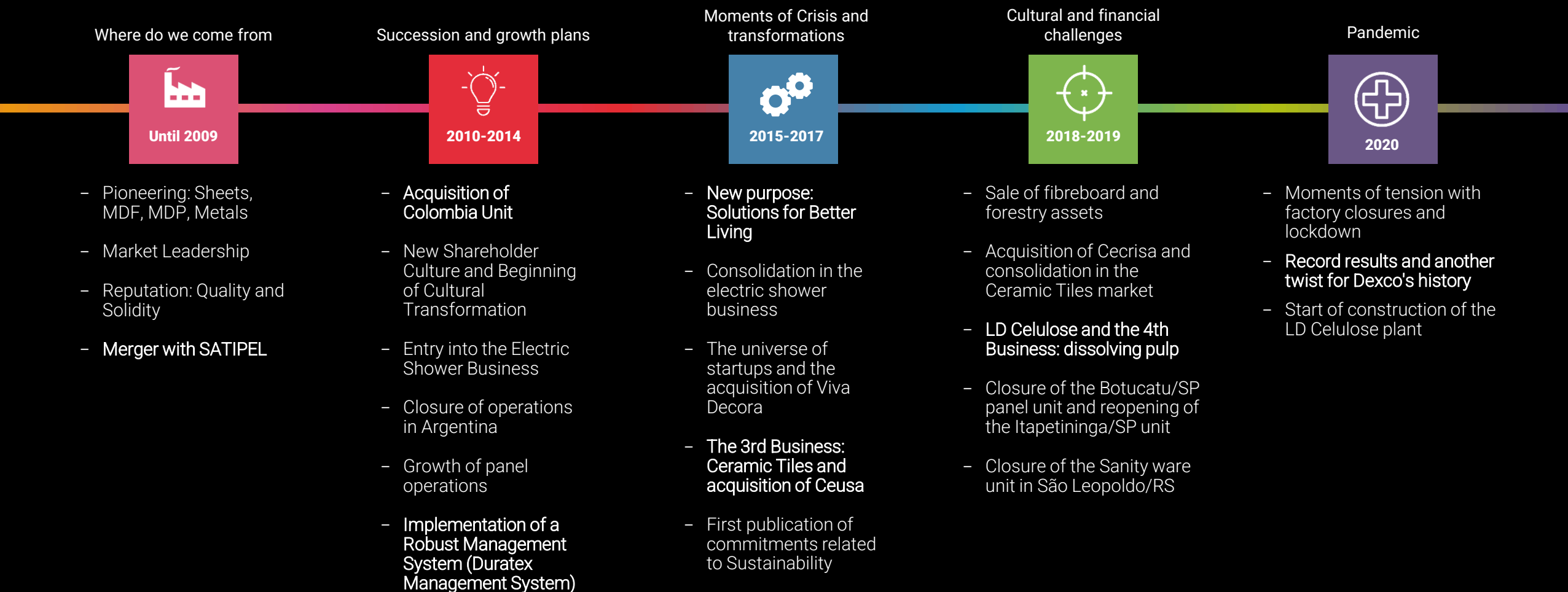
Where are we?



Governance Structure

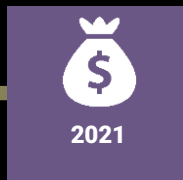


Our History



Our History

Now we are Dexco



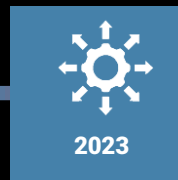
- Corporate rebranding
- A new investment cycle for all the Company's businesses
- DX Ventures and the approach to New Business
- New Sustainability Strategy
- New level of financial results

Hangover Moments and Business Alternatives



- Start of operations of LD Celulose
- Portfolio diversification: Acquisition of Castelatto
- Closure of the Coating unit in Urussanga/SC (RC3)
- Operational Challenges in Metals, Sanitary Ware and Tiles

Restructuring: challenges and opportunities



- Change in the Executive Committee
- Forest performance sustaining results
- Review of the Sustainability Strategy
- Closure of the Sanitary Ware unit in Queimados/RJ and panels in Manizales, Colombia
- Suspension of the Ceramic Tiles operation in Criciúma/SC (RC2)

Preparing for the future

2024

- Casa Dexco: entry into Retail and advancement in the consumer journey
- Conduct of the CEO Succession process by the Board of Directors
- Announcement of the exit from the electric faucets and showers segment
- Wood Division sustaining results
- End of construction of the new Coatings plant in Botucatu (SP), the largest project of the Investment Cycle started in 2021

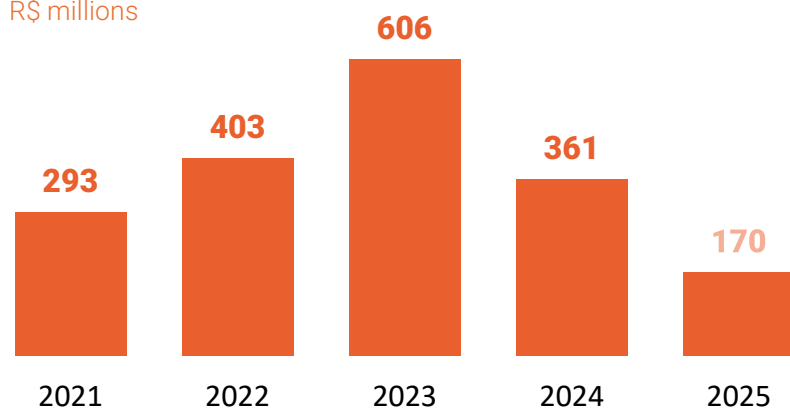
Investment Cycle

2021-2025

CAPEX TIMELINE

(PROJECTS)

R\$ millions



Investments

forecasted total

R\$ 1.8 bn

after a reduction of R\$ 700 million in the initial plan, considering gains from negotiation and adaptation of projects to the market scenario

Ceramic Tiles

New plant in Botucatu (SP), with new technologies, products and factory modernization

R\$ 0.7 billion

Metals and Sanitary Ware

Improved product mix with investments in automation and manufacturing innovation

R\$ 0.5 billion

Wood

2 lines of panel coatings and factory debottlenecking already implemented, and a forest-based expansion project in the Northeast, still in progress

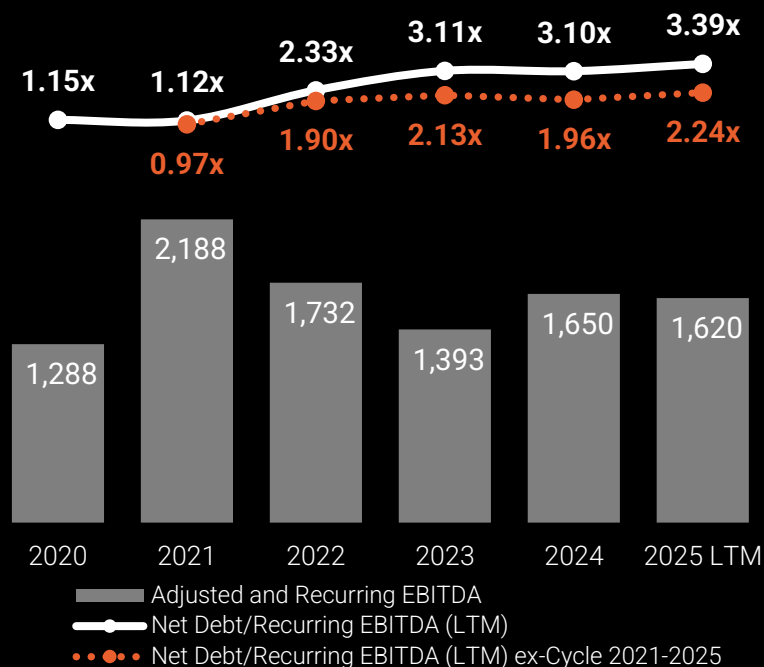
R\$ 0.4 billion

Innovation and Retail

Investments in DX Ventures and projects to get closer to the end consumer, such as Casa Dexco

R\$ 0.3 billion

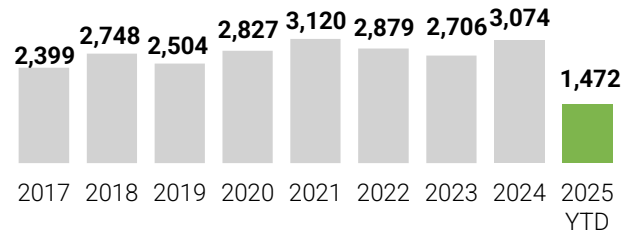
Leverage levels impacted by investments made



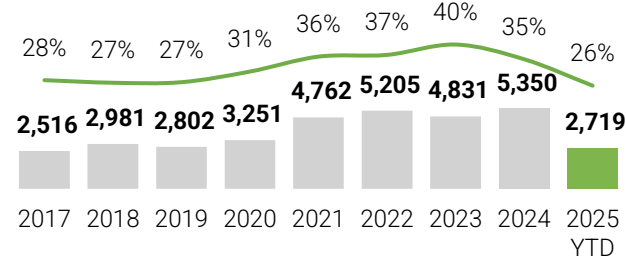
Results by Division

Wood Panels

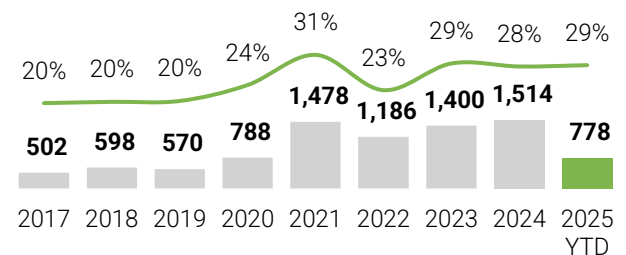
Volume ('000 m³)



Recurring Net Revenue and Gross Mg. Pro Forma

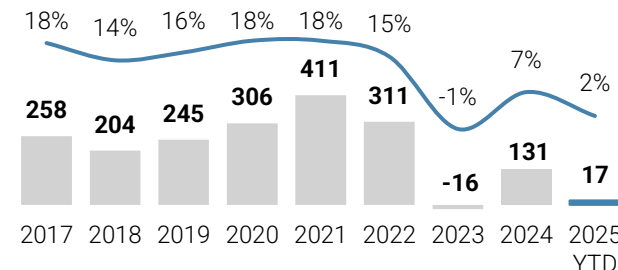
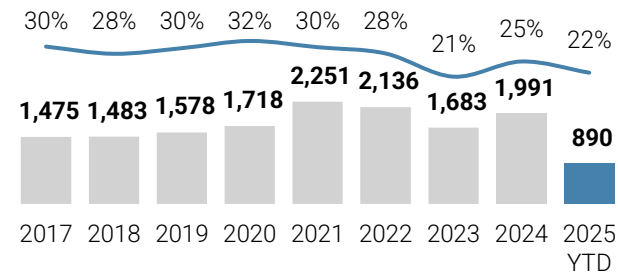
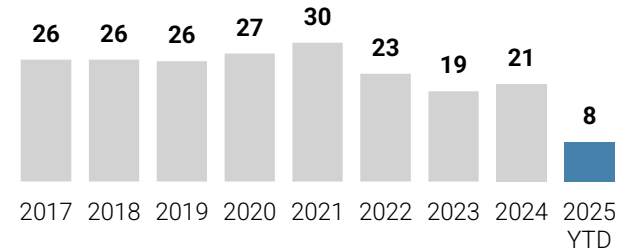


Recurring EBITDA and EBITDA Margin



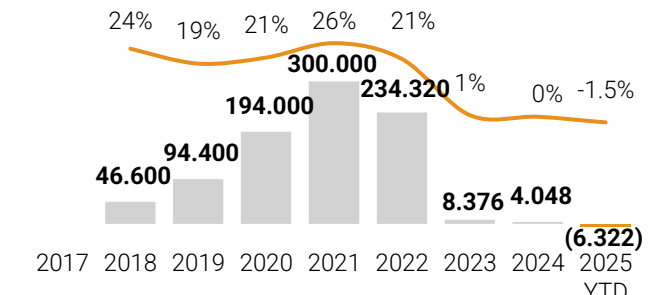
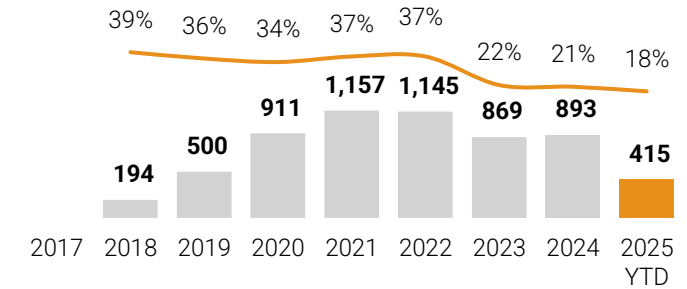
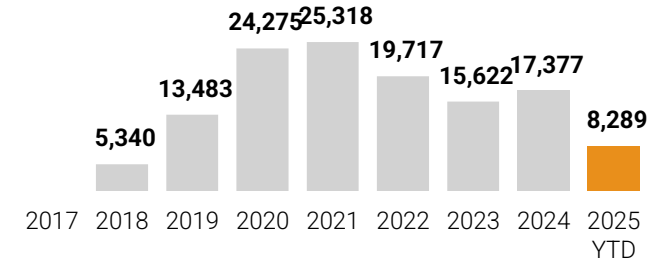
Metals and Sanitary Ware

Volume ('000 pieces)



Tiles

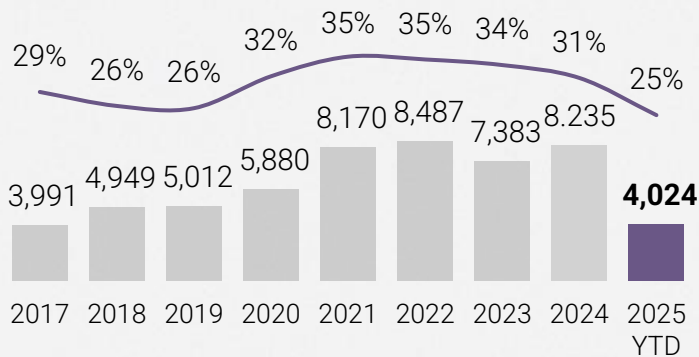
Volume ('000 m²)



Consolidated Results

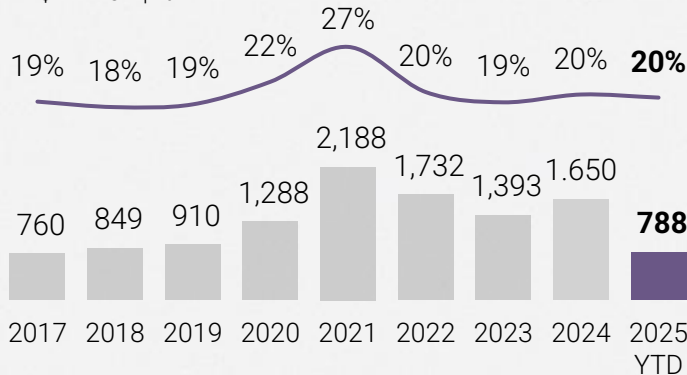
Recurring Net Revenue and Gross Mg. Pro Forma

R\$ million | %



Recurring EBITDA¹ and EBITDA Margin

R\$ million | %



Recurring Net Income¹

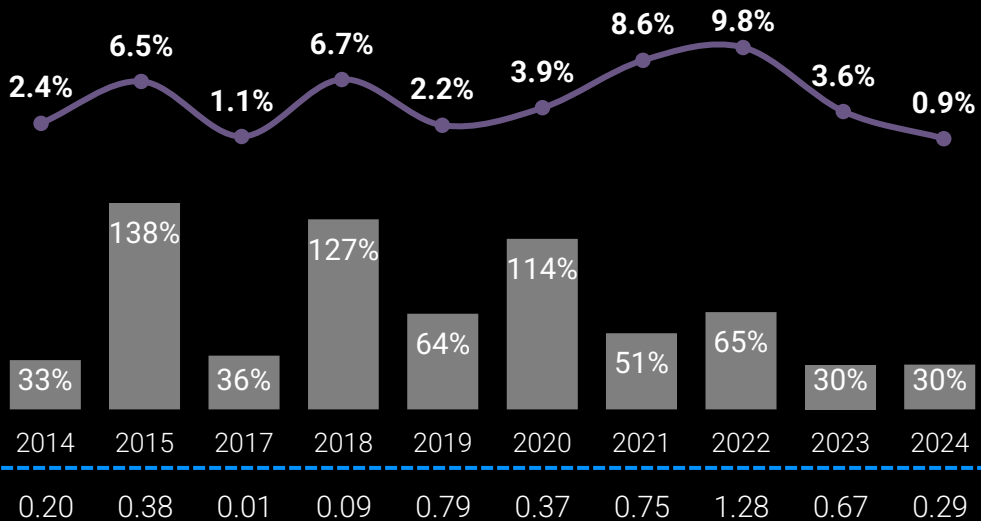
R\$ million



Dividends Policy²

Minimum dividend of 30% of Net Income, as defined in the Bylaws.

Payments at least once per fiscal year.



Dividend Yield (%)

(R\$ / Share) / Quote on the last business day of the year

Payout

((Gross total earnings distributed * Total shares extreasury) / Net Profit

Payment

R\$ / Share

1 – Does not consider the result of LD Celulose | 2 – In 2016, no disbursements were made related to Dividends and Interest on Equity.

Headlines

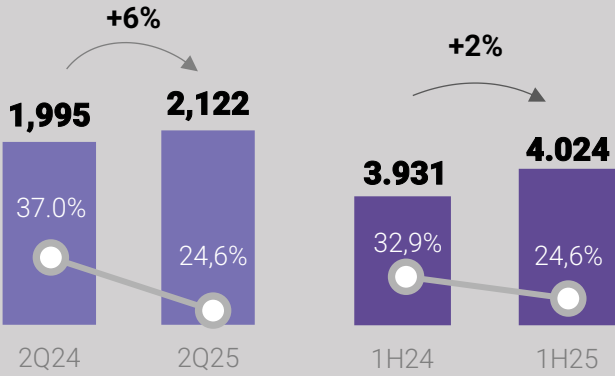
2Q25 | 1H25

Pro-forma Adjusted & Recurring EBITDA **R\$1,313 million** in **1H25**, including the 49% of EBITDA from LD Celulose

- Another quarter of steady results in the Wood Division, driven by strong demand for panels and forestry trading;
- LD Celulose operating at full capacity during the semester, with efficiency gains and a solid contribution to results;
- Positive results from the Finishes Division in 2Q25, despite the challenging sector scenario, which remained highly competitive with cost pressures;
- Adjusted and Recurring EBITDA of R\$443 million in 2Q25, with a margin of 20.9%, and of R\$788 million for the half, with a margin of 19.6%, excluding the equivalence effects of LD Celulose.

Rec. Net Revenue and Gross Margin

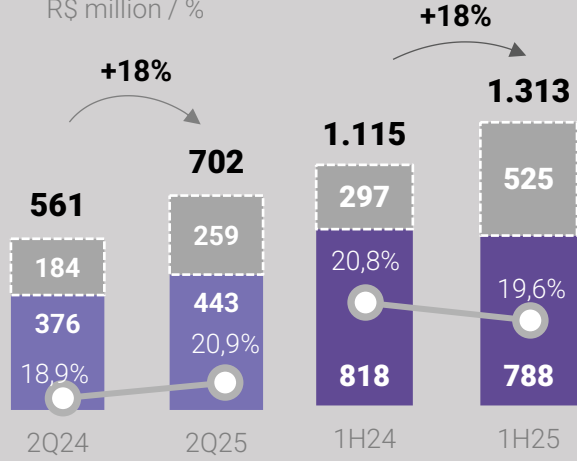
R\$ million / %



■ Net Revenue
● Pro-Forma Gross Margin %

Adjusted and Recurring EBITDA and Margin

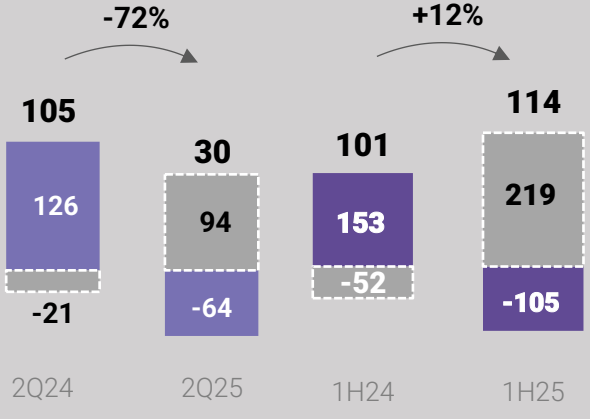
R\$ million / %



■ Adjusted & Recurring EBITDA- LD Celulose
■ Adjusted & Recurring EBITDA
● EBITDA Margin %

Recurring Net Income

R\$ million



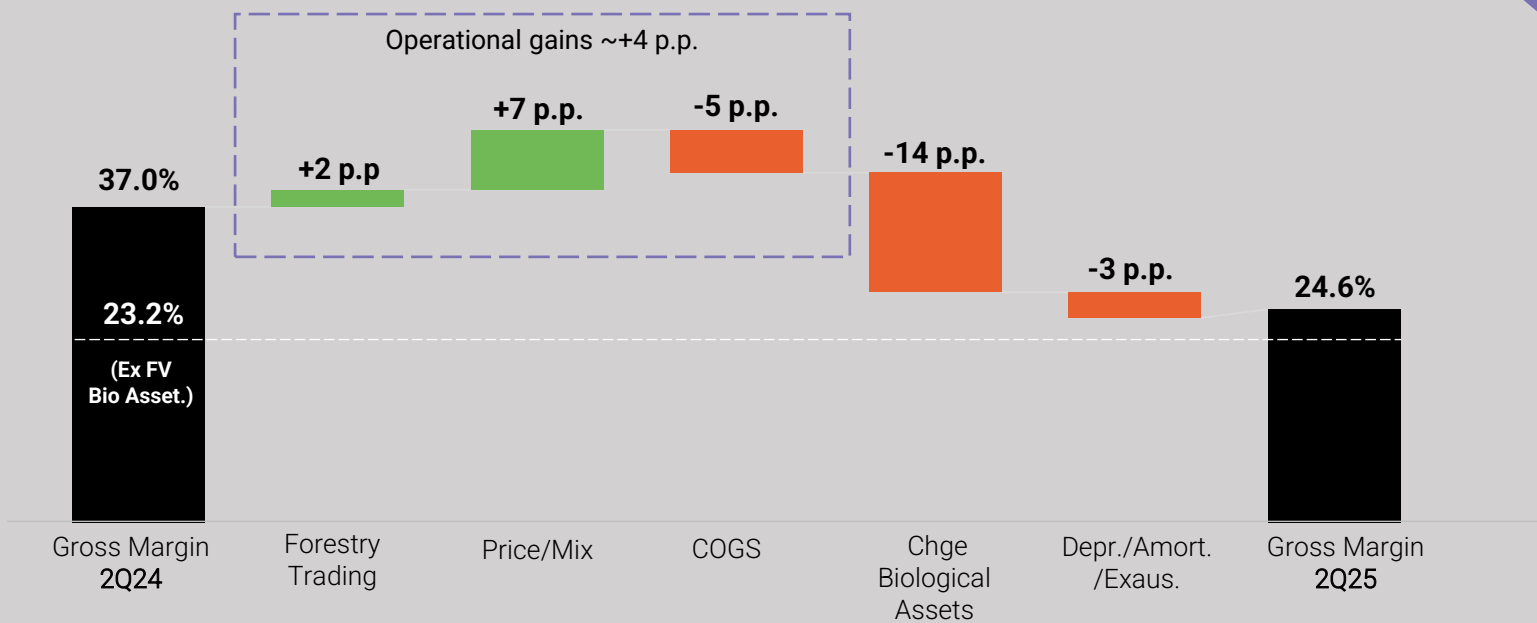
■ Adjusted & Recurring Net Income- Dexco
■ Adjusted & Recurring Net Income - LD Celulose

Headlines 2Q25

- Improved price and mix dynamics offset the impact of cost increases in the period, disregarding the effect of Biological Asset Fair Value Variation, which influenced the year-over-year comparison base.

Consolidated Gross Margin

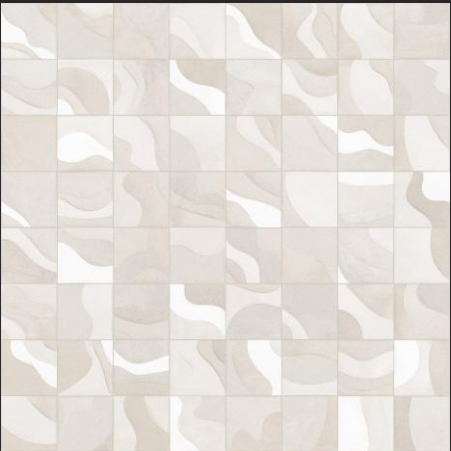
approximate figures



Cash Flow

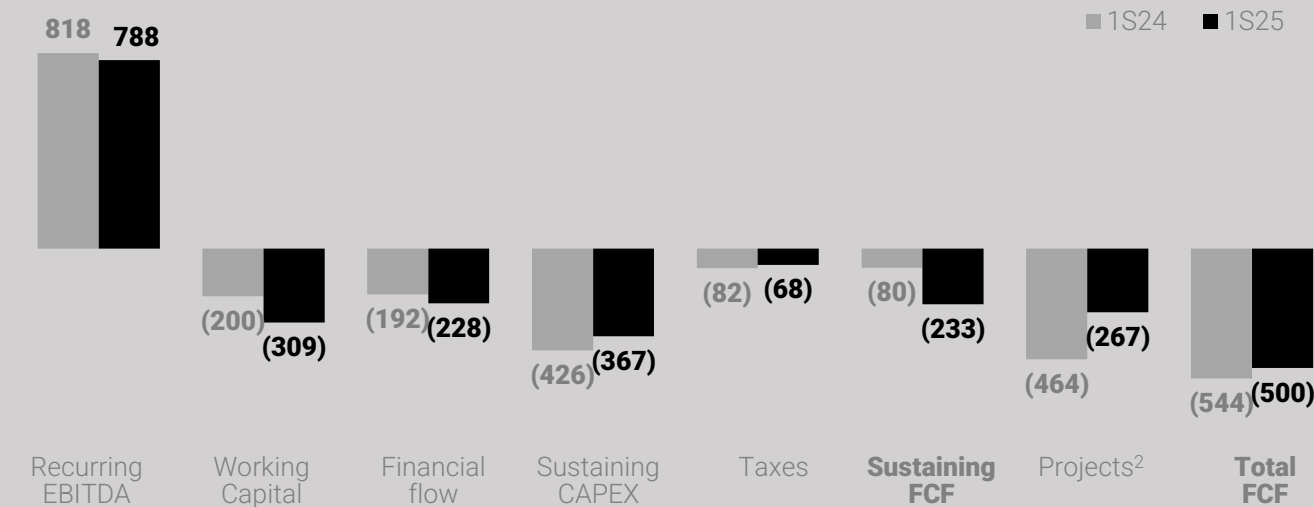
2Q25 | 1H25

- Greater need for working capital in the half arising from the balancing of inventory levels, linked to the improvements in service levels and factory restructuring;
- Increase in interest rates impacting financing expenses;
- Reduction of 42% in the Projects line, as we reach the end of the 2021-2025 investment cycle, for which R\$89 million was allocated during the half.

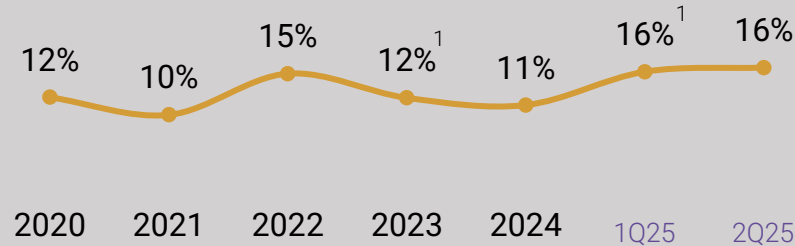


Free Cash Flow YTD

R\$ million / %



Working Capital/Net Revenue



CAPEX R\$ million / %

| Investment | 2Q24 | 2Q25 | 1H24 | 1H25 |
|-------------------------------|------|------|------|------|
| Forestry OPEX | 209 | 140 | 325 | 259 |
| Maintenance | 57 | 66 | 101 | 107 |
| Sustaining CAPEX ³ | 266 | 205 | 426 | 367 |
| Projects | 139 | 106 | 274 | 267 |

1 – Discounting one-off items | 2 – 2Q24: Investment Cycle: R\$109.2 million; other projects and LD Celulose R\$ 134.2 million; 2Q25: Investment Cycle: R\$ 89.0 million; other projects R\$ 17.2million | 3 – Maintenance, factory modernization and sustaining the business.

Corporate Debt

2Q25 | 1H25

- High cost of debt impacted by the macroeconomic scenario;
- Reduction in leverage to 3.4x, reflecting the increase in EBITDA, despite cash flow generation being impacted by the increase in working capital.

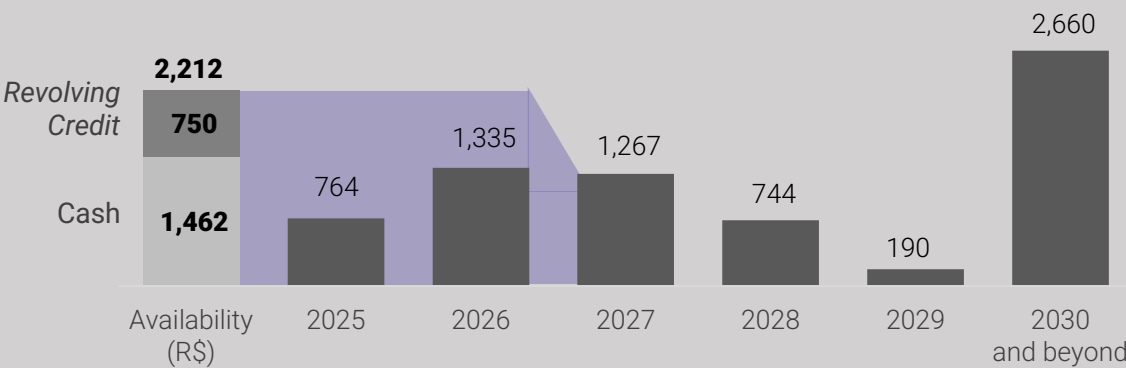
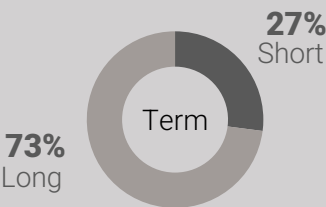


Amortization Timeline

R\$ million

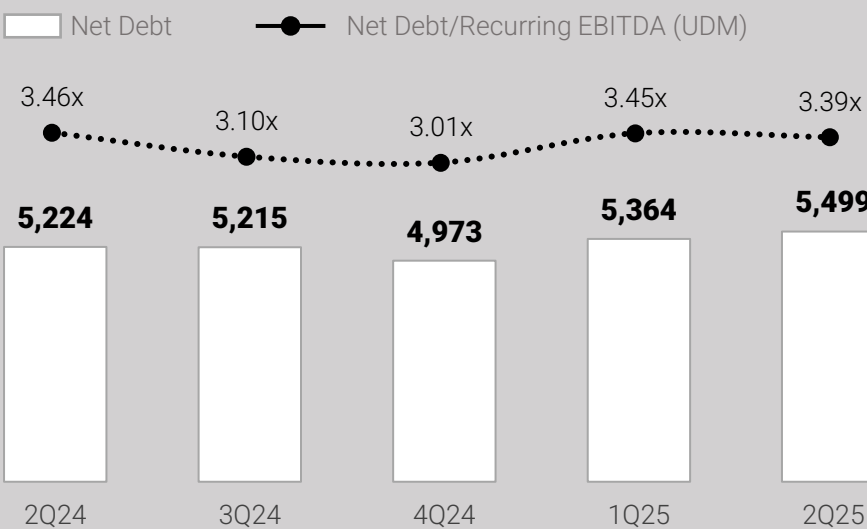
Avg Term¹
4.3 years

Avg Cost
107.1% of CDI



Financial Leverage

R\$ million



1 – Average weighted debt term



Our Business

WOOD

duratex

durafloor

 LD Celulose



Wood Panels

Dexco is a leader in the production of industrialized wood panels in Brazil, offering innovative and sustainable solutions with FSC®1 certified reforestation wood. **Duratex** brand MDF and MDP panels are classified as E1, indicating low formaldehyde emissions.

Durafloor is the reference brand in the Brazilian market of laminate and vinyl flooring, produced from reforestation wood certified by FSC® and ensuring low emissions of volatile organic compounds (VOCs), certified by Greenguard Gold.

PORTFOLIO



Raw MDP and **MDP coated** with patterns and textures, made with pressed wood particles, having a more resistant surface when compared to conventional finishes.



Raw MDF and **MDF coated** with patterns and texture, made with a composition of shorter fibers, making it more resistant and guarantee of superior finish.



100% recyclable PVC-based **vinyl flooring** and **laminate flooring** composed of HDF, with high resistance to abrasion (scratches, wear), as well as **accessories** (baseboards and finishes).

License code: FSC-C003088 | 1 – Forest Stewardship Council® | 2 – Estimates calculated by the Dexco Market Intelligence team | 3- The Other category considers costs such as depreciation and amortization, fuel, outsourced activities, inventory, direct tools, freight, general materials, occupation and operation.

Operational Data

Annual production capacity (m³)

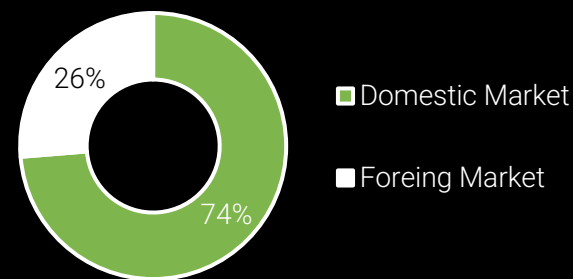
- MDP Brazil: ~1.6 million m³/year
- MDF Brazil: ~1.6 million m³/year
- Colombia: ~0.2 million m³/year

Industrial Units

4 units in Brazil and 2 in Colombia

- Agudos (SP): MDF and Durafloor
- Itapetininga (SP): MDP and MDF
- Uberaba (MG): MDP and MDF
- Taquari (RS): MDP
- Yarumal (CO): MDP
- Barbosa (CO): MDP and MDF

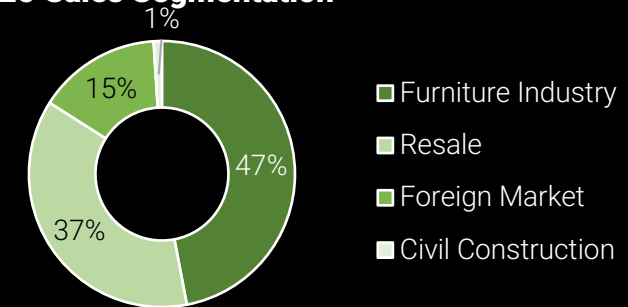
Average Volume Allocation 2025



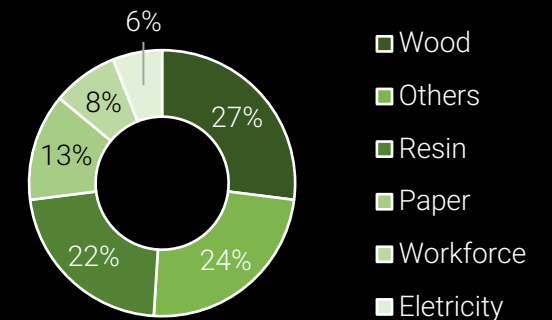
Capacity Share² Dexco

MDP: 43.9% | MDF: 24.1%

2025 Sales Segmentation



2025 Cost Breakdown³



Dexco
Viver ambientes.

Forestry

We are proud to be the first company in South America to obtain FSC® certification for Forest Management. Since 1995, we have had the seal, which demonstrates that **our activities related to the practice are environmentally appropriate, socially beneficial and economically viable.**

We maintain procedures to assess and mitigate the environmental and social impacts related to the management activities of our planted forests, in order to conserve natural resources and have an increasingly better relationship with the communities where we operate. To learn more about our practices, check out the summary of our Forestry Management Plan below.

We seek

To provide opportunities for surplus assets and **prioritize margins**

To carry out operations that **monetize forest assets**

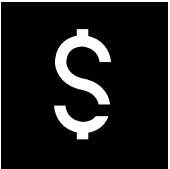
Ongoing expansion projects while maintaining competitiveness

We ensure

Best Average Radius vs. Its Top Competitors

Forest productivity 52% above the Brazilian average

More than 50 years of genetic improvement program



Best Wood Cost
Post Industry¹



92% of forest areas
FSC certified^{®2}



Forestry units

5 units in Brazil and 1 in Colombia³

- Agudos (SP)
- Itapetininga (SP)
- Uberaba (MG)
- Taquari (RS)
- Maceio (AL) **CAETEX**
- Areas in Antioquia, Tolima, Caldas and Santander (CO)

Total Owned and Leased Areas

HA

176thousand

Planted forests + available areas for planting

HA

121thousand

BRAZIL

11thousand

7thousand

COLOMBIA

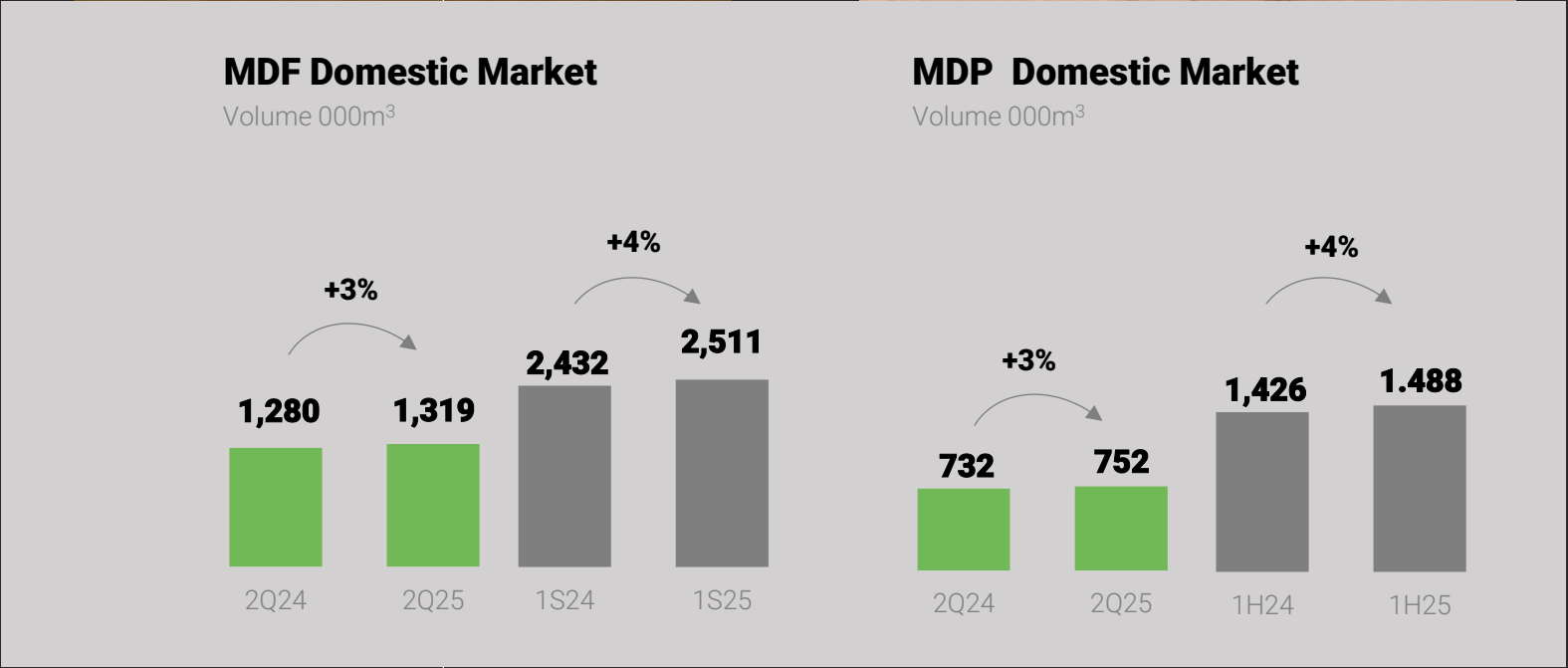
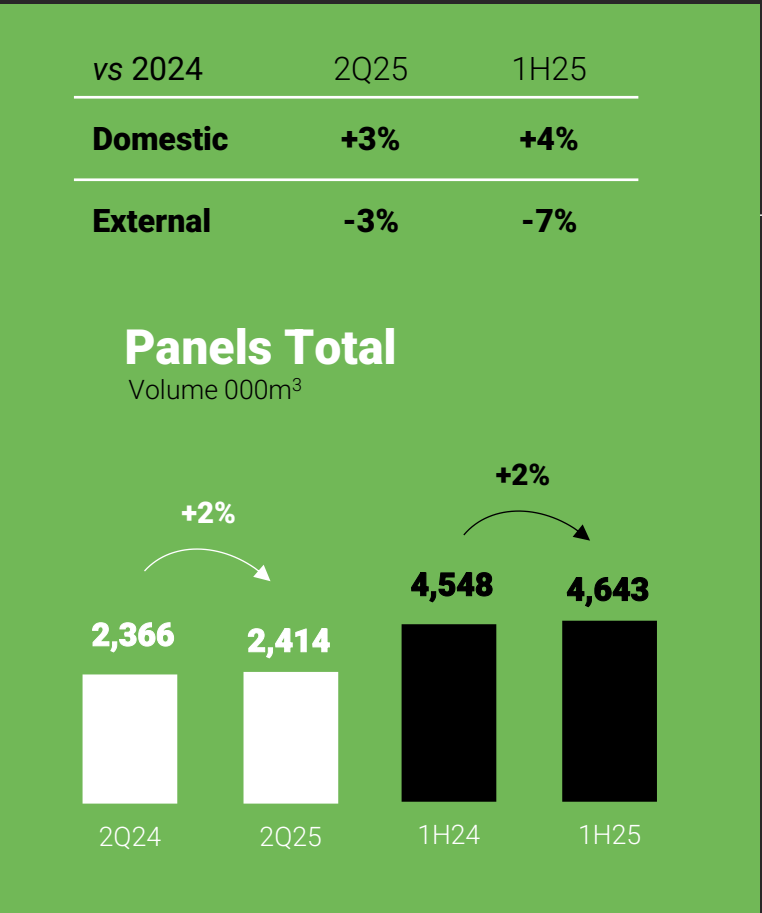


Sector Environment

Wood Panels

IBÁ Data¹

- Cost pressures and high capacity utilization enabled price adjustments in the sector;
- Instability of the foreign market affected export results, on the back of currency volatility and tariff pressures.

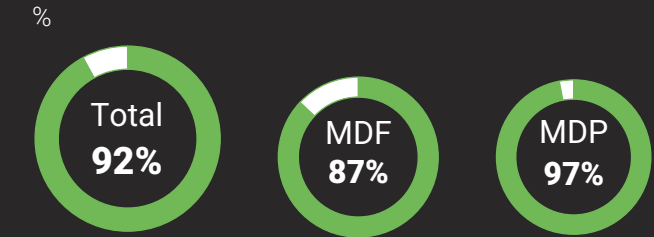


1 – At the end of 2024, the IBÁ revised its volume estimates for non-associated companies, impacting historical data

Results Wood

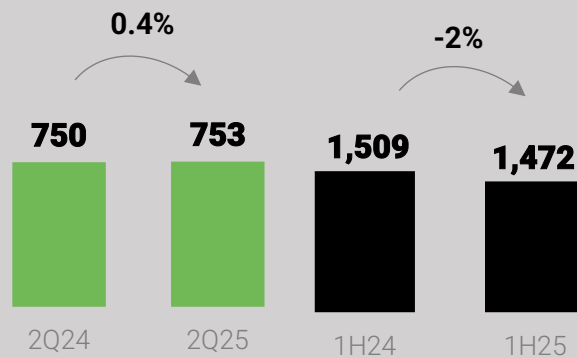
- Volumes held steady, particularly with respect to the high levels of demand for MDP for the furniture sector, which contributed to another quarter of solid results;
- Price increases and forestry trades in 2Q25 offset costs arising from maintenance shutdowns during the semester, boosting Recurring Net Revenue;
- Adjusted and Recurring EBITDA of R\$428 million for the quarter, with an increase in the EBITDA margin reflecting greater profitability in wood panels.

Capacity Utilization 2Q25



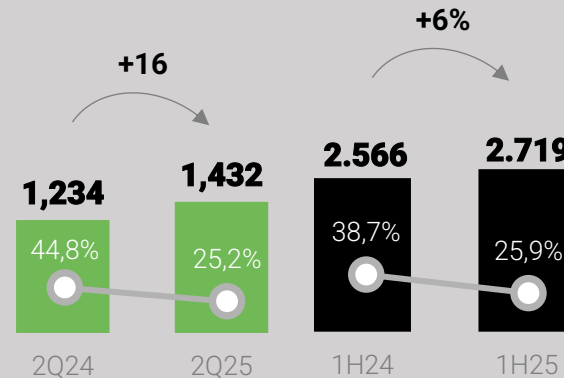
Volume

000m³



Rec. Net Revenue e Gross Margin

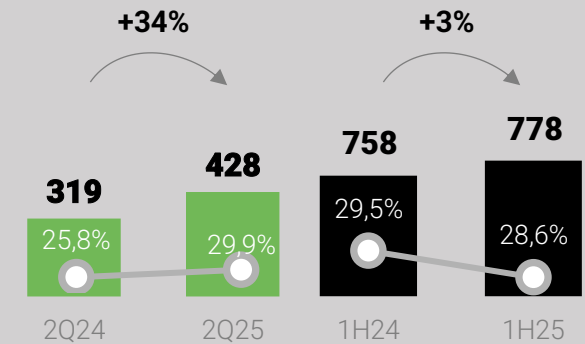
R\$ million / %



■ Net Revenue ● Gross Margin %

Adjusted and Recurring EBITDA¹ and Margin

R\$ million / %



■ Adjusted & Recurring EBITDA ● EBITDA Margin %

1 – The Adjusted & Recurring EBITDA is net of the effects of changes to biological assets.

Dissolving Wood Pulp

LD Celulose S.A. is a **joint venture for the production of dissolving cellulose¹**, produced specifically for the manufacture of viscose, modal and lyocell fibers. Unlike pulp intended for paper production, dissolving pulp is a purer product of greater complexity.

Located in the Triângulo Mineiro, the factory is located between the municipalities of Indianópolis and Araguari. It also has **1,400 direct jobs** generated by one of the largest pulp mills in the world.

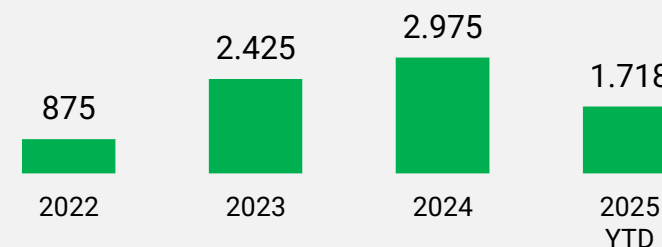
COMPETITIVE ADVANTAGES

- All production purchased by Lenzing¹ and exported to factories in Europe and Asia
- DWP average price ~1,000 USD/ton²
Lower volatility against other commodities
- Dollarized Revenue
Operating as a natural hedge to Dexco's exposure to the local market
- Installed production capacity of 500 thousand tons/year.
In 2024, the nominal installed production capacity was exceeded by ~10%, reaching ~550 thousand tons/year
- Highly integrated production process, with a average distance of wood supply of ~70Km, between the plantations and the factory

Net Recurring Revenue¹

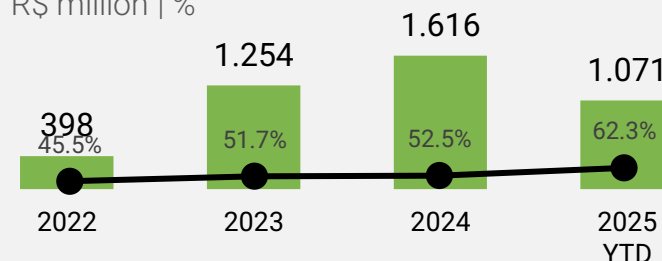
R\$ million

100%
OPERATION

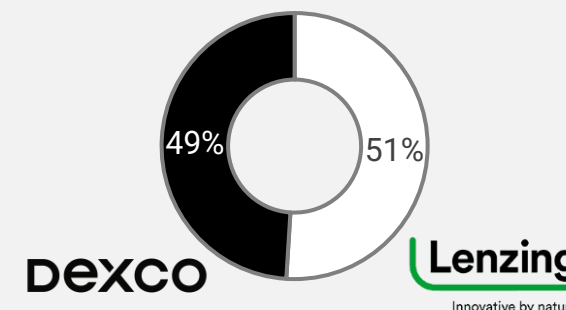


EBITDA and EBITDA Margin¹

R\$ million | %



Shareholder Structure



Consolidated results by equity

Data updated 2024 | 1 – Through the trading company PTG, owned by Lenzing | 2 – Market price in China (CCF), with CIF China condition | – Start of 4Q22 operating results

Dexco
Viver ambientes.

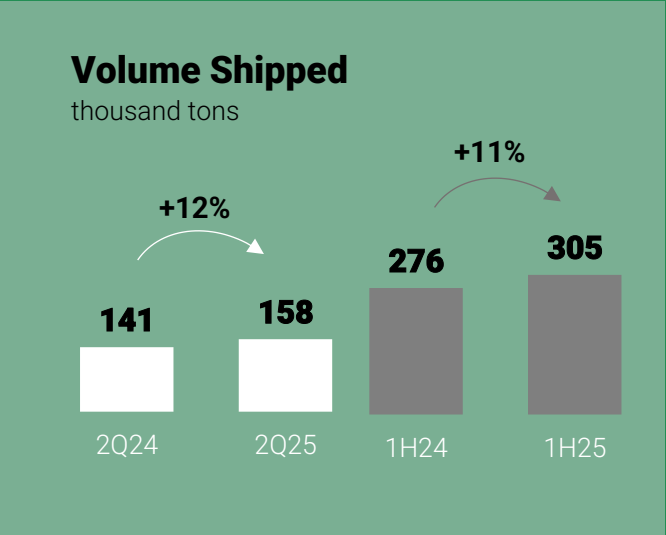
Results

LD Celulose



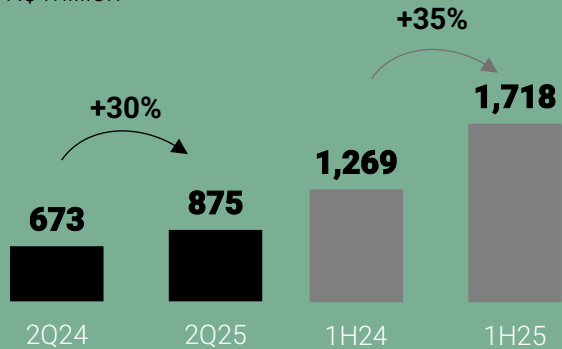
- Very positive operating performance boosted Volumes and Net Revenue in the quarter;
- Adjusted and Recurring EBITDA of R\$529 million, with a margin of 60.5%, reflecting efficiency gains and steady levels of productivity;
- Increase in Net Income reflects the base comparison being impacted by accounting effects related to exchange rate fluctuations and deferred taxes, as well as an improved operating performance;

RESULTS RELATE TO 100% OF THE OPERATION



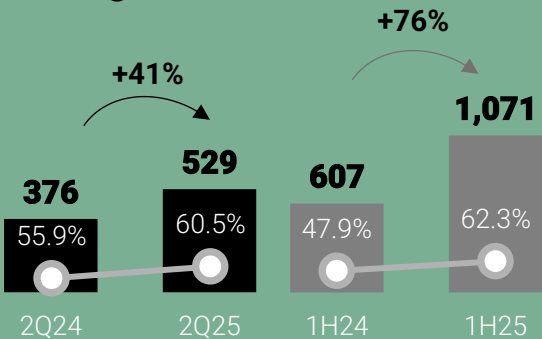
Recurring Net Revenue

R\$ million



Adjusted and Recurring EBITDA and Margin

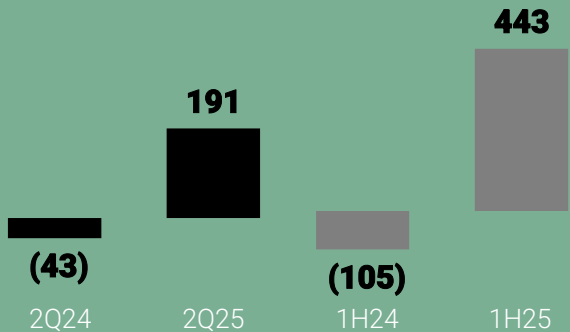
R\$ million / %



■ Adjusted & Recurring EBITDA ● EBITDA Margin %

Net Income

R\$ million





FINISHINGS FOR CONSTRUCTION

deca portinari hydra castelatto ceusa



Metals and Sanitary Ware



Deca Hydra

Leading brand in the production and sale of sinks and toilets, with applications in bathrooms and residential and industrial kitchens, in addition to the production of a wide variety of metal faucets and showers for bathrooms and kitchens, as well as valves and accessories.

Operational Data

Industrial Units

5 units in Brazil

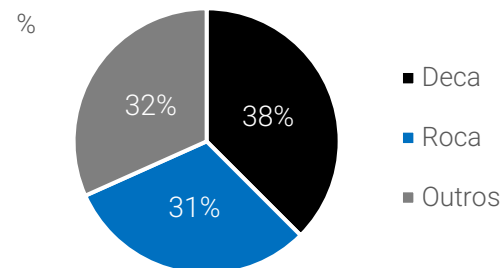
METALS

- Jacareí (SP)
- Jundiaí (SP)
- São Paulo (SP)

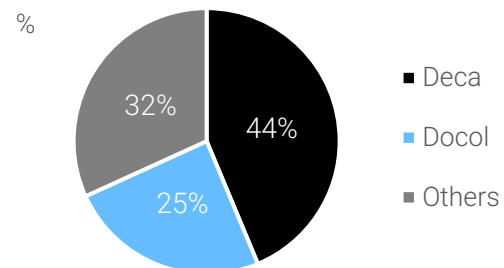
SAN. WARE

- Jundiaí (SP)
- Cabo de Sto. Agostinho (PE)

Revenue Share San. Wares 2024¹



Revenue Share Metals 2024¹



Production Capacity (Pieces)

METALS

20.3 million/year

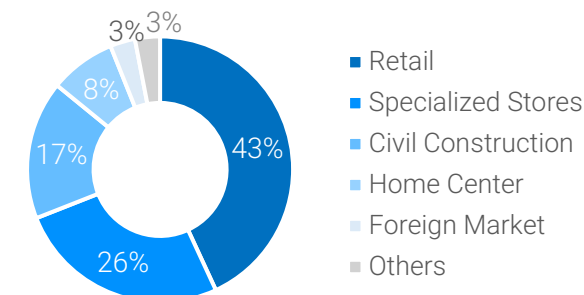
Small and large pieces

SAN. WARE³

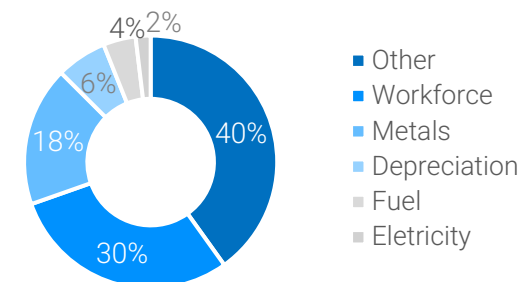
5.5 million/year

Large pieces

2025 Sales Segmentation



2025 Cost Breakdown²



Data updated in 3Q24 | 1 – Estimates calculated by the Dexco Market Intelligence team. | 2- The category of Others considers costs such as electricity, fuel, outsourced activities, inventory, direct tools, freight, general materials, occupation, packaging and other inputs. | 3- Considers adjustments after the closure of the Sanitary ware unit – PB in July/2025.

Dexco
Viver ambientes.

Sector Environment

Metals & San Ware

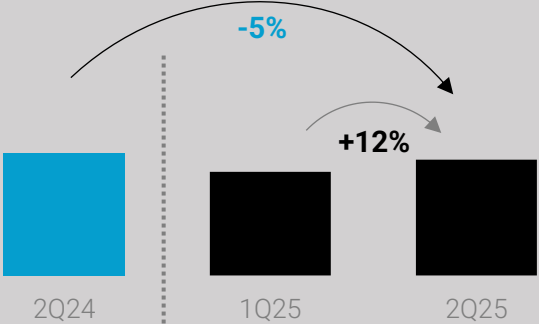
ASFAMAS combined data¹

- Process of accommodating higher new operating levels versus 2024, but the Metals sector is already showing consistent signs of recovery in 2025;
- Improvement in results for the Sanitary Ware segment versus both the prior quarter and the prior year, indicating that the sector is heating up when compared to the same period of the previous year.



METALS

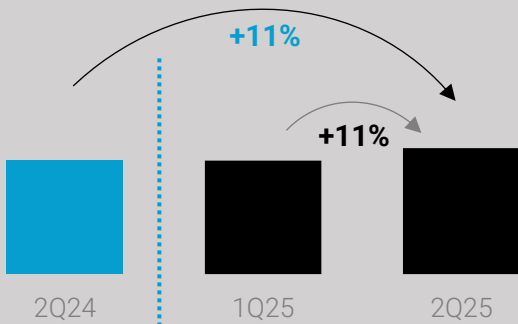
Analysis of Sector Index
based on **Gross Revenue**
Base 100



■ Market Average Month

SANITARY WARE

Analysis of Sector Index
based on **Gross Revenue**
Base 100



■ Market Average Month

1 – From 2Q25, the Company has begun to report sector data based on the analysis of data provided by ASFAMAS (Brazilian Association of Sanitary Ware Materials) together with internal estimates.

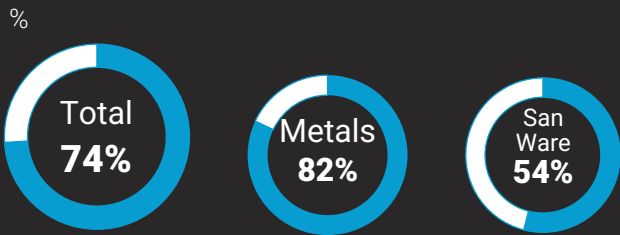
Results

Metals & San Ware



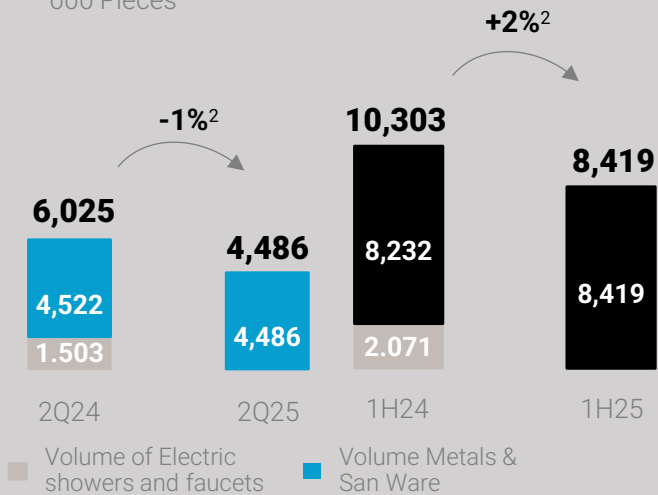
- Leadership position in Metals maintained, for the medium and high segments in particular, reflecting the strategic focus of the Division and improvement in Recurring Net Revenue;
- Volumes stable on an annual comparison, with 14% growth versus 1T25 (excluding the discontinued electric shower and faucets operation);
- Adjusted and Recurring EBITDA of R\$9 million, reflecting the impacts from factory restructuring and the increase in the cost of manufacturing inputs.

Capacity Utilization¹ 2Q25



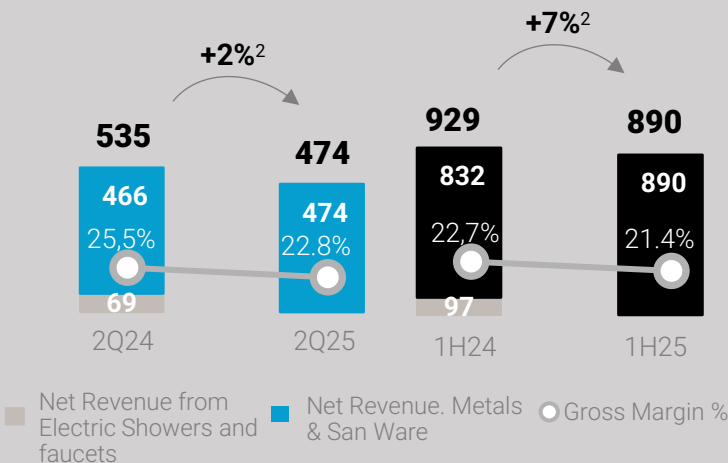
Volume

'000 Pieces



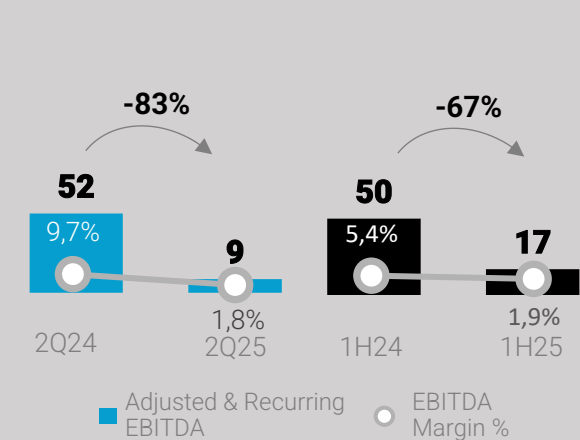
Rec. Net Revenue e Gross Margin

R\$ million / %



Adjusted and Recurring EBITDA and Margin

R\$ million / %



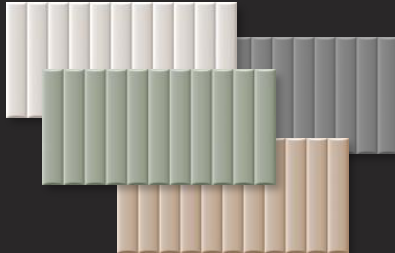
1 – Capacity includes San Ware operation in João Pessoa (PB), whose closure was announced effective July/2025 | 2 – Does not include contribution from electric showers and faucets business.

Tiles

PORTFOLIO



Porcelain and Special Tiles



Tiles



Architectural Concrete

DIFFERENTIAL



DRY JOINT

It ensures dimensional uniformity in ceramic and porcelain tiles, ensuring compliance between specification and final product.



MONOCALIBER

Allows the installation of coatings without spacing, providing visual continuity and sophisticated finish.



DEEP DESIGN

It combines advanced digital techniques to reproduce textures and effects with high precision, allowing aesthetic customization and conferring exclusivity and uniqueness.

Operational Data

Industrial Units¹

4 active units in Brazil

- Botucatu (SP) **NEW FACTORY**
- Urussanga (SC)
- Criciúma (SC)
- Atibaia (SP)

Production Capacity² (m²)

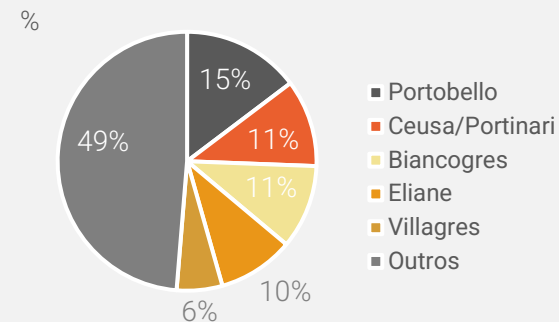
Ceramic Tiles

29.4 million m²/year

Architectural Concrete:

305 thousand m²/year

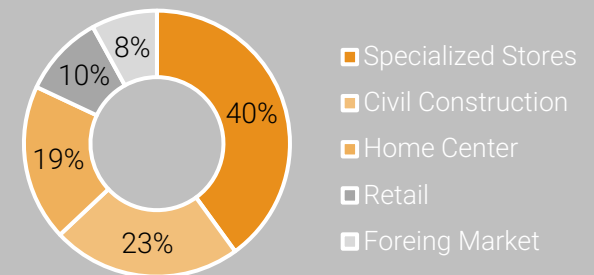
Revenue Share Ceramic Tiles 2024³



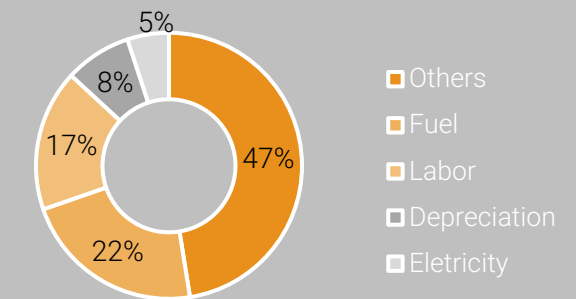
Productive Method Wet Process

Dexco does not operate under dry process

2025 Sales Segmentation



2025 Cost Breakdown



Data updated 2024 | 1 – The RC2 Unit has been on temporary suspension since 2023. | 2 – Considers available lines in operating units. | 3 – estimates calculated by the Dexco Market Intelligence team.

Dexco
Viver ambientes.

Sector Environment

Tiles

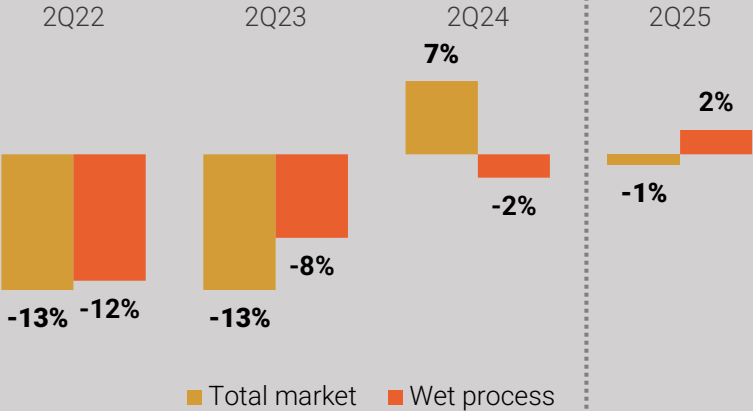
ANFACER data



- High inventory levels and idle capacity arising from the challenges of demand that continue to shrink in the sector;
- Uptick in the wet process segment in 2Q25 not enough to offset the accumulated losses from prior years;
- Price reductions impacting margins and competitive balance.

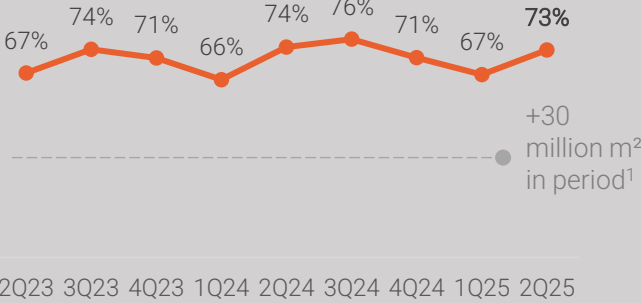
Ceramic tile sector sales volumes year-on-year

% | Days



Sector capacity utilization over time

%



+30 million m² in period¹

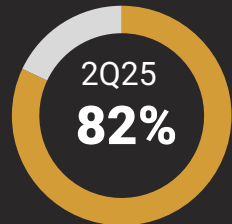
1 – Sector capacity growth also reflects Dexco's expansion plans.

Results Tiles

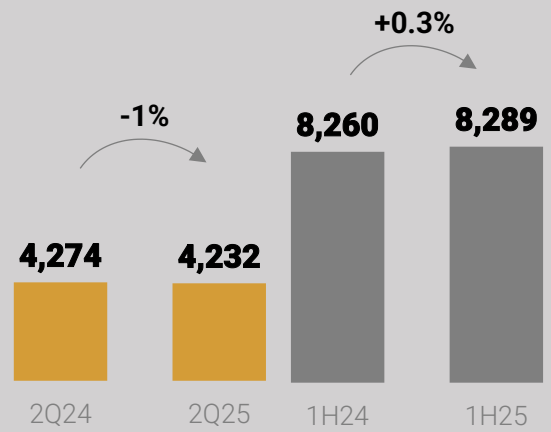


- Volumes in line with those seen for 1H24, still impacted by the challenging levels of demand in the sector;
- Progress with the profitability strategy agenda, with advances in the portfolio adjustments and optimization of the factory infrastructure;
- Adjusted and Recurring EBITDA totaled R\$6 million for the quarter, with the margin improving on both a quarterly and annual basis, driven by greater operating efficiency and cost control.

Capacity Utilization¹
2Q25
%

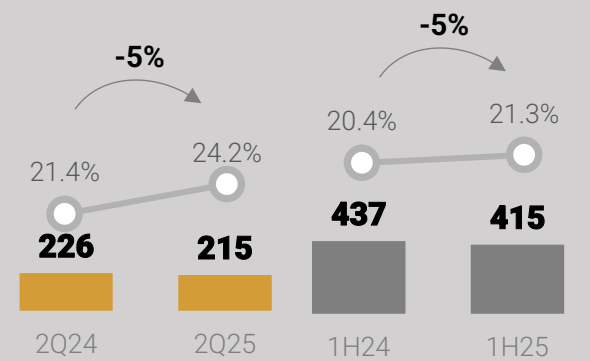


Volume
000m²



Rec. Net Revenue
e Pro-Forma Gross Margin

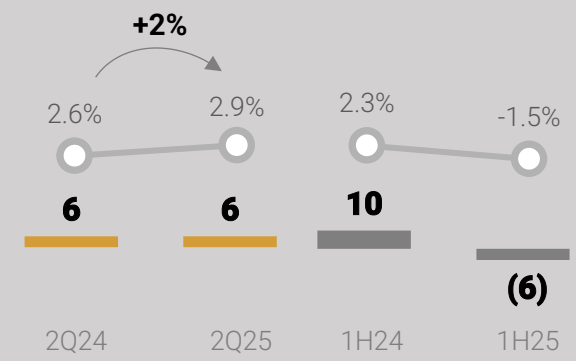
R\$ million / %



■ Net Revenue ● Pro-Forma Gross Margin %

Adjusted and Recurring EBITDA
and Margin

R\$ million / %



■ Adjusted & Recurring EBITDA ● EBITDA Margin %

1 – Capacity includes adjustments disclosed under the Market Communication of 07/02/2025.



Casa Dexco

We want to deliver an unparalleled experience in the consumer's journey in renovation and decoration.

- Start of product sales in the two existing showrooms;
- Hiring and training of staff to continue in the commercial operation and lead Casa Dexco.



Retail

Taking another step in the Consumer Journey, with this **differentiated franchise channel**, we seek to maximize the delivery of the value proposition of our brands, elevating the consumer experience through differentiation and innovation, bringing us closer to the consumer, increasing the understanding of the journey, capturing data and generating insights.



CHANNELS

- **Phygital Retail:** offer the consumer a truly omnichannel experience;
- **Logistics and Distribution:** Maximize the delivery of our brands' value proposition and get closer to the consumer;
- **Services:** To be the reference in after-sales service and in the training of professionals.



Watch the video at : <https://youtu.be/Tr2sBKDPG1U>

casa Dexco

Dexco opens the doors of its flagship store at Conjunto Nacional, located on Avenida Paulista (São Paulo).

Announced in 2021 as part of the investment cycle set to conclude in 2025, **Casa Dexco represents the Company's strategy to strengthen its connection with end consumers**, setting a new chapter in the architecture and interior design sector.



Official launch on March 10, 2025,
open to the public starting March 11, 2025



Approximately 4,000 m²
spread across two floors



Designed Spaces signed
by 20 architects



To offer the most comprehensive experience in the construction segment, **Casa Dexco will feature partners that complement the company's portfolio**, including furniture industry companies, electronics and home appliance brands, LED panels, air conditioning systems, lighting, and paint manufacturers.





Dexco
Viver ambientes.

dexa portinari hydra duratex castelatto ceusa durafloor

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Institutional
Presentation

