

Duratex Day 2021

July.15.2021

DISCLAIMER

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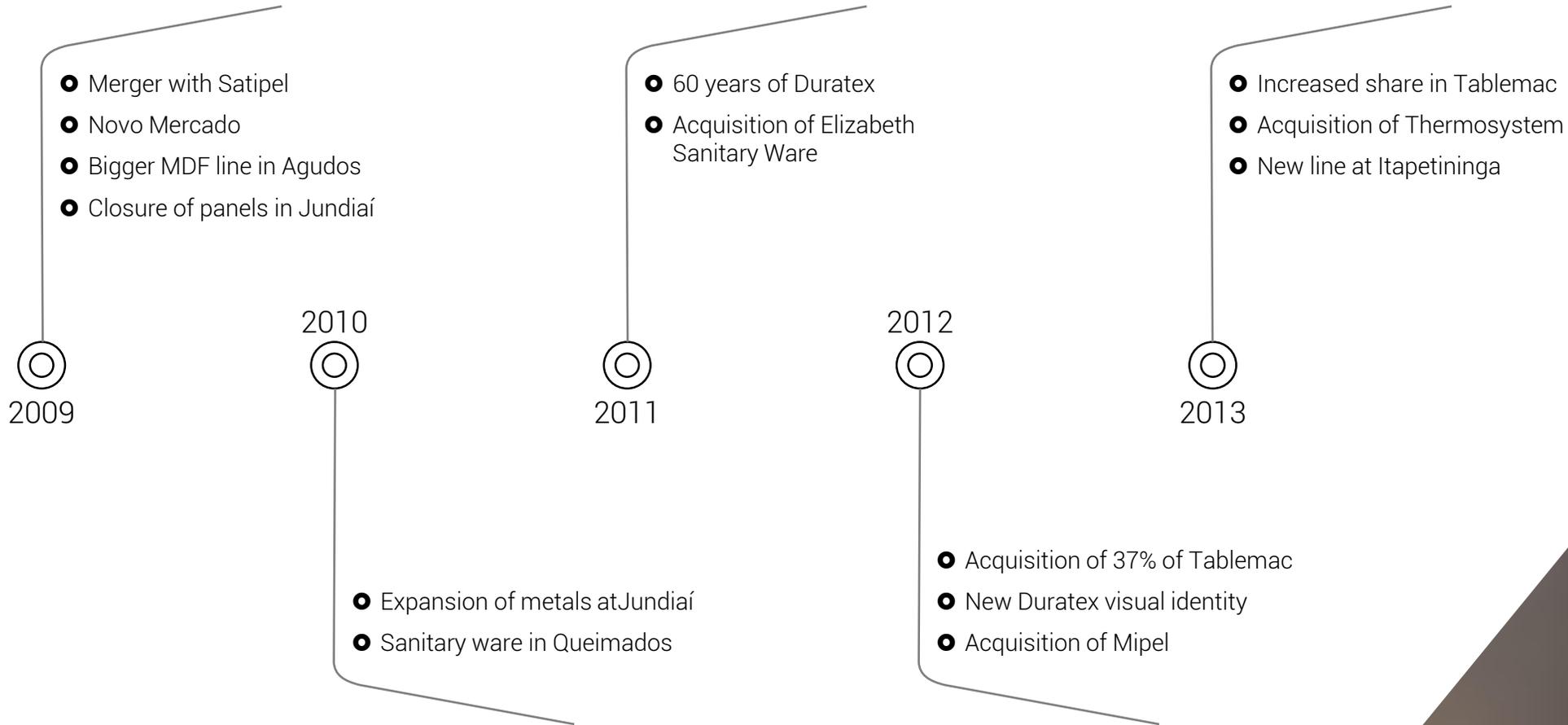
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Duratex does not offer any assurances or guarantees regarding the fulfilment of expectations described

CYCLE 2009 - 2013

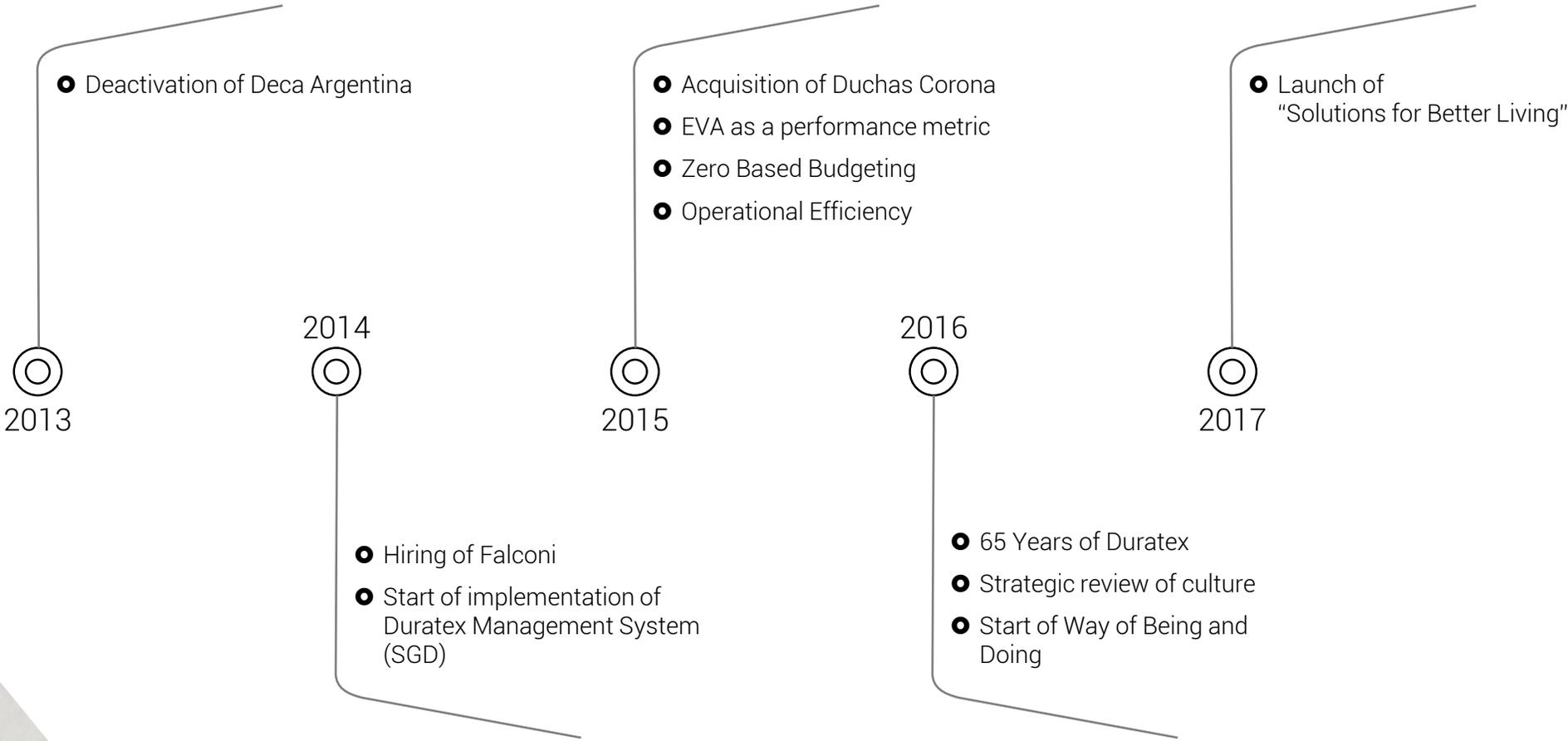
Duratex continues to experience growth in the Deca and Wood businesses



CYCLE 2013 - 2017

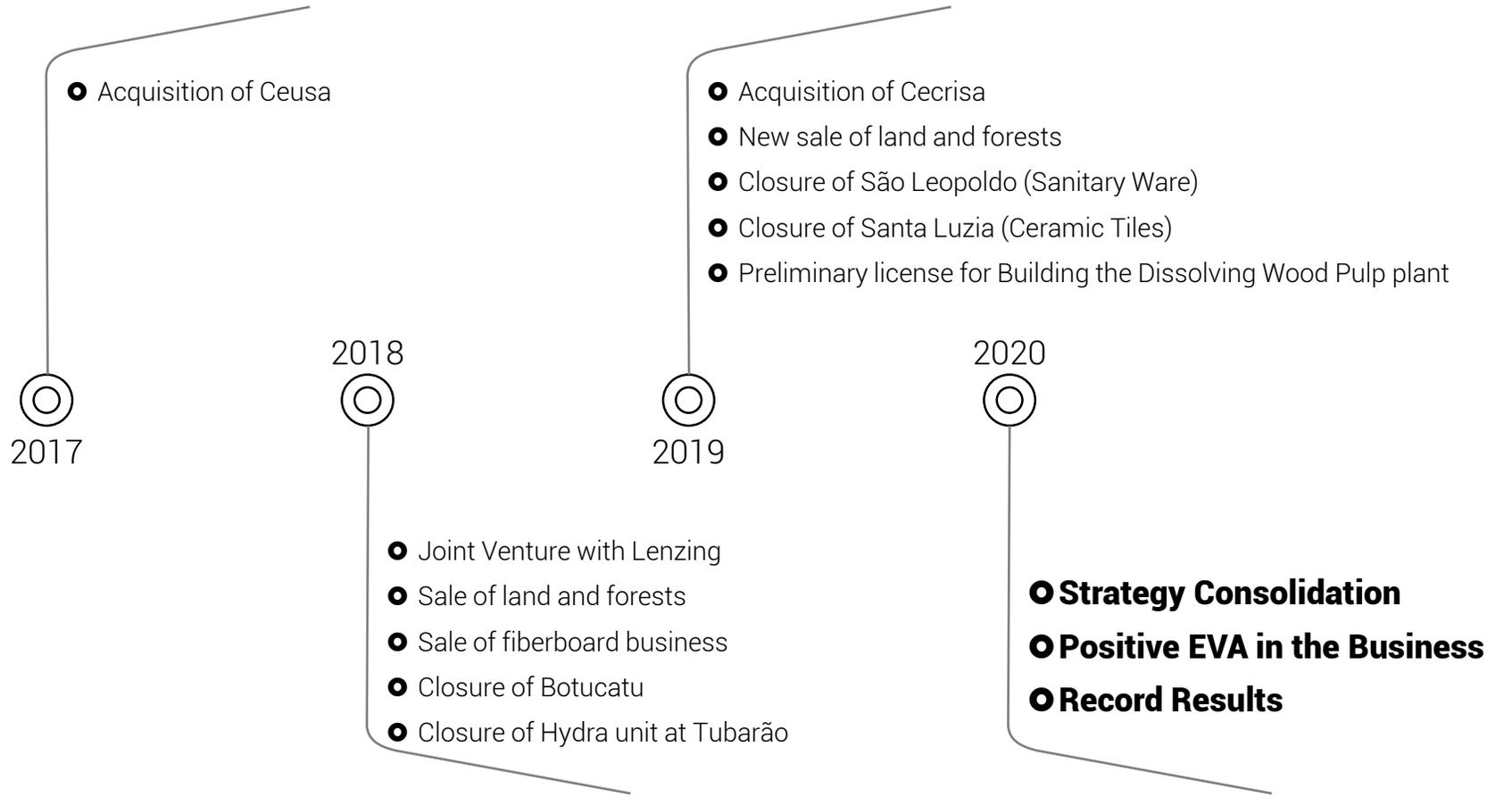


In the middle of a recession, the process of cultural transformation began



CYCLE 2017-2020

Rationalization, portfolio management and consolidation of strategy and culture



NEW GROWTH CYCLE (2021-2025)

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Day 2021

+R\$2.5B
invested

- High return
- Generation of sustainable cash flow
- Low levels of leverage

ORGANIC



INORGANIC



CORPORATE VENTURE CAPITAL

DX ventures

WOOD

STRATEGIC PILLARS:

Product
Differentiation

Cost Leadership

Asset Optimization

GROWTH PLAN:

DE-BOTTLENECKING OF PRODUCTION

- Capex: ~R\$90 million
- +10% of panel capacity
- 2021-2023

IMPROVEMENT OF THE MIX

3 new coated panel lines (BP)

- Capex: ~R\$180 million
- +45% of capacity in treated products
- 50% of total capacity of the Division directed towards treated products
- 2021-2023

EXPANSION OF FORESTRY BASE IN THE NORTH-EAST REGION

- Capex: ~R\$240 million
- 2021-2026

+R\$ 500
million

DECA

Growth of products with greater added value

+R\$1.1
billion



METALS

EXPANSION OF PRODUCTION CAPACITY & IMPROVEMENT OF THE MIX

- Capex: ~R\$600 million
- +35% capacity of metals
- 2022-2024

SANITARY WARE

EXPANSION OF PRODUCTION CAPACITY AND AUTOMATION

- Capex: ~R\$550 million
- +30% capacity of sanitary ware
- 2021-2024



Merger of Deca and Ceramic Tiles
R\$150 million EBITDA in synergies over the next 4 years

CERAMIC TILES

The best Ceramic Tiles company in Brazil

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Day 2021

NEW LINE:



Investment
~R\$ 600 million



Capacity increase
+35% (total of 42 million m²)



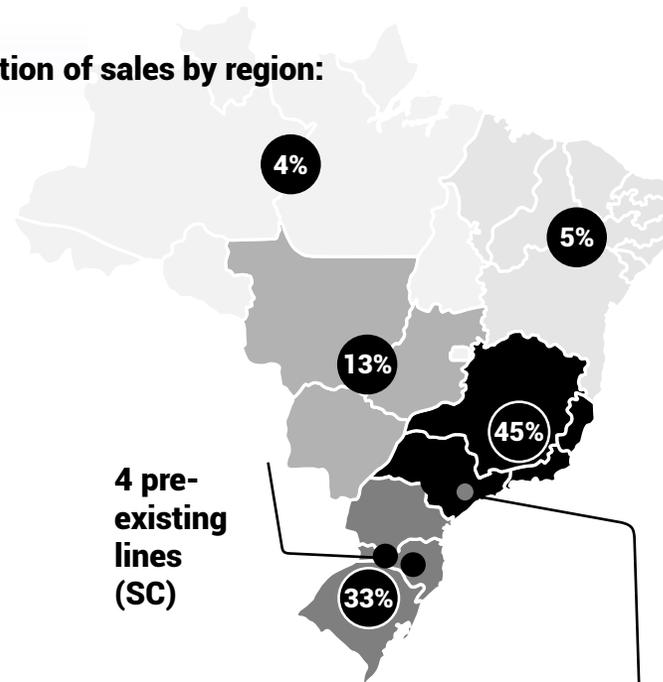
Most modern industrial plant in Brazil



To launch in 2023

- Footprint in the region of greatest importance to Ceramic Tiles
- New hyper premium category – giant products

Distribution of sales by region:



COMPETITIVE ADVANTAGES:

- Proximity to raw materials
- Proximity to suppliers of natural gas
- Proximity to clients
- Space available for future expansion

+
Modernization
of the current
lines



BOTUCATU

+R\$ 620
million

DISSOLVING WOOD PULP.

Launch in March 2022



THE PROJECT:



Capacity:
500 ton/year



De-bottlenecking:
+10% capacity



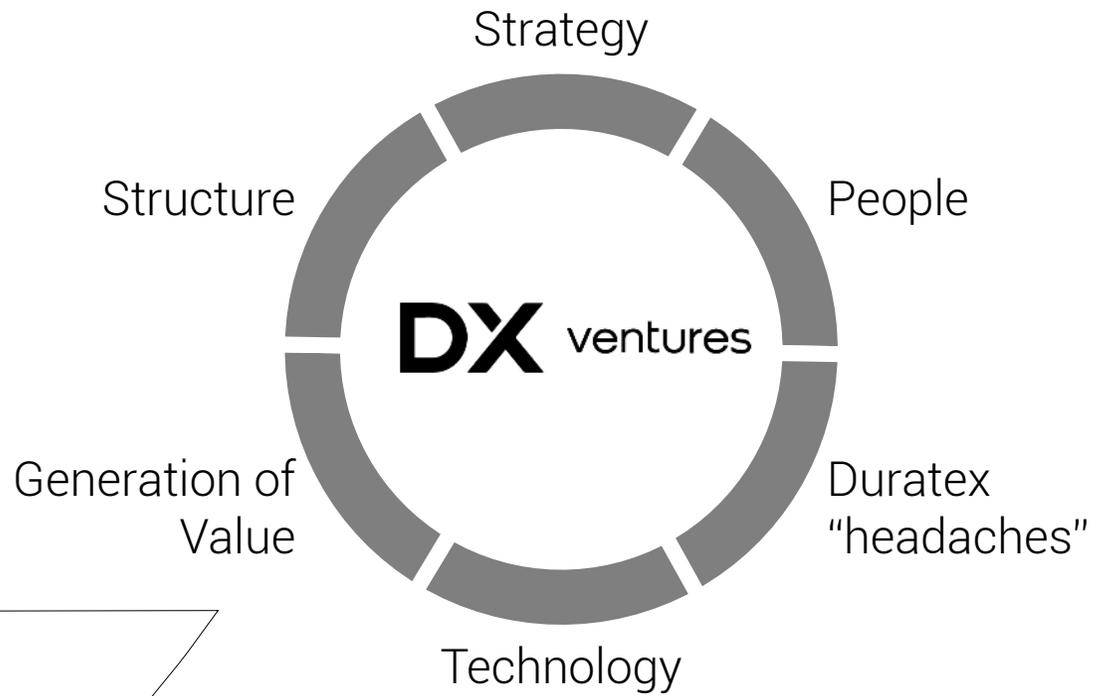
Cash cost
~300 USD
(china freight)

Update

DX VENTURES

Leading the transformation and innovation of the construction materials sector

Initial injection of R\$100 million



DEXCO
Viver Ambientes

ABC Venture



Investment of R\$ 100 million with minority shareholding

Multichannel with differential to the consumer



Integrated Supply Chain platform*

- 150 stores (including Ponto.ABC)
- 15 DCs, with 1 central, 4 regional and 10 advanced (just collect and ship).
- Attending 350 towns and cities, in a 450 km radius
- Logistical and stock management carried out by ABC
- Delivery in up to 48hrs

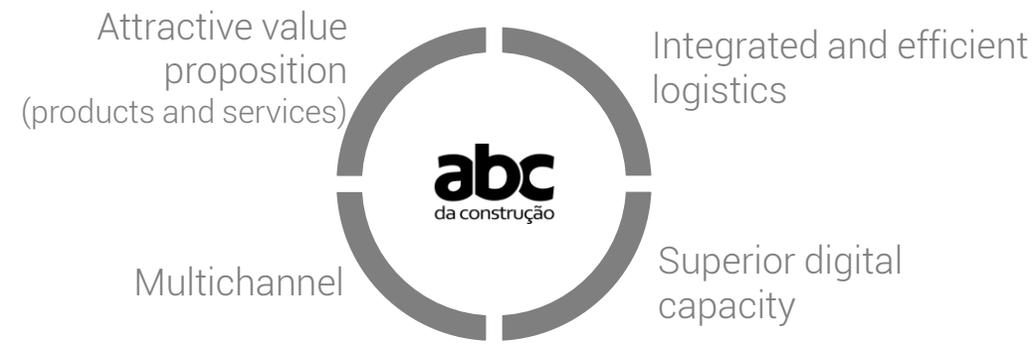


* Information as of December/20

What do we expect from this strategic change?



- To actively participate in the digitalization process of the sector
- To get close to the consumer through the development of a construction and renovation ecosystem



WE WANT TO IMPROVE UNDERSTANDING OF THE CUSTOMER JOURNEY...

CONSIDERATION

EXECUTION



INSPIRATION

CONVERSION

LOYALTY BUILDING

Complete mapping of the whole journey

Consumer research and tracking of metrics

...AND DEVELOP THE VISION OF THE COMPANY

From a fragmented vision

- Industrial mindset
- Focus on products
- Product-centric

To a unified vision

- Solution mindset
- Focus on brands
- Consumer-centric

HOW CAN WE POTENTIALIZE THE POWER OF OUR BRANDS?



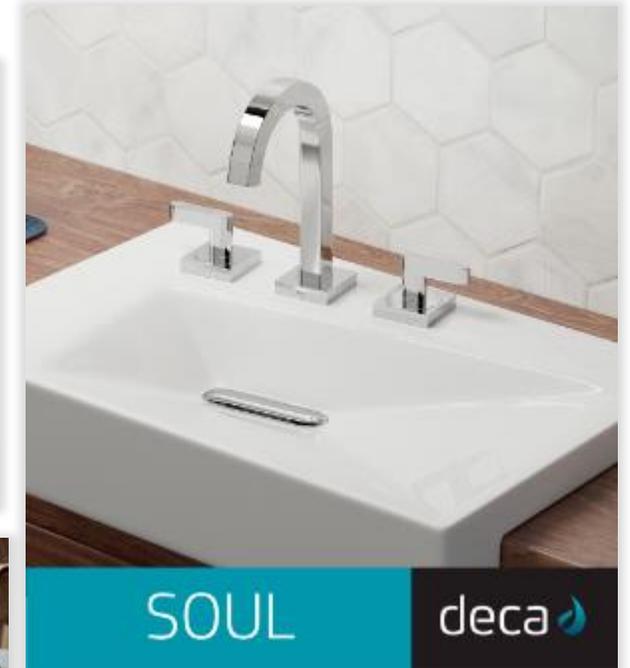
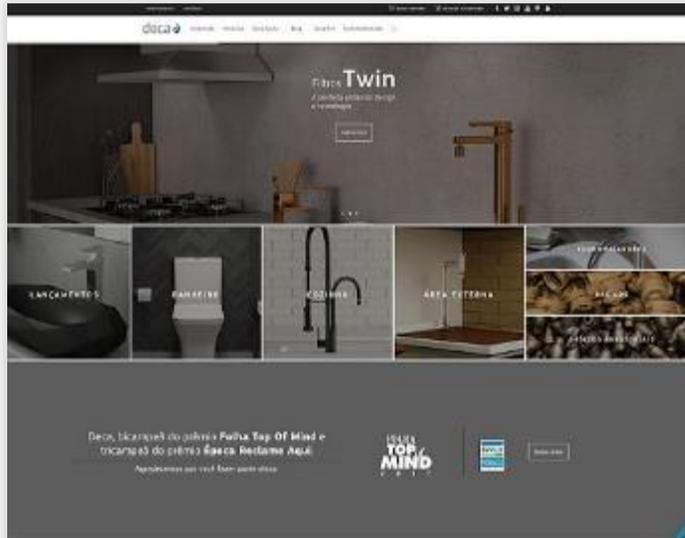
The challenge was to create a two-way street for positioning the corporate brand and the brands that make up our portfolio:



- hydra
- duratex
- durafloor
- deca
- ceusa
- PORTINARI

- Solid management
- Ethics
- Credibility
- Responsibility

- Premium positioning
- Quality
- Components of innovation, with focus on design





deca

design para ver e viver



Pietra Portinari Prime
Pavimento Torino
Design de alta performance

25
ANOS
DE
GABRIELLA

PORTINARI
AMBIENTES COM EMOÇÃO



lançamentos
REVESTIR 19

A arte de viver bem.
Onde se encontra a vida.

PORTINARI
AMBIENTES COM EMOÇÃO

PEÇAS
especiais

VOCÊ EM CADA
DETALHE

PORTINARI
AMBIENTES COM EMOÇÃO

colorconnection

Um projeto e uma coleção que integram cores e texturas em ambientes modernos e sofisticados. A coleção é composta por 10 cores e 10 texturas, proporcionando uma infinidade de possibilidades.

Um ambiente de alta qualidade, pensado para oferecer ambientes modernos e sofisticados. A coleção é composta por 10 cores e 10 texturas, proporcionando uma infinidade de possibilidades.

PORTINARI
AMBIENTES COM EMOÇÃO

new collections
REVESTIR

PORTINARI
AMBIENTES COM EMOÇÃO

Amplitude e leveza
para seu ambiente

FORMATOS IMPONENTES

120x120
80x160

PORTINARI
AMBIENTES COM EMOÇÃO

NEW COLLECTION 2023

NOVAS CORES
novas gerações

PORTINARI
AMBIENTES COM EMOÇÃO

PORTINARI
AMBIENTES COM EMOÇÃO



portinari
ambientes com emoção

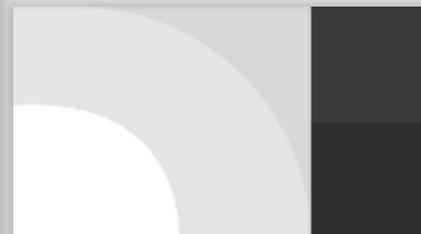


Apaixonados por encantar

Alquimia

A realidade de um determinado espaço não é que se cria a partir do nada. É o resultado de uma profunda observação. A Alquimia se inspira no mundo real, buscando referências e criando um universo próprio. A Alquimia é uma coleção de peças que se conectam e se complementam, criando um ambiente único e encantador. Cada peça é cuidadosamente selecionada e projetada para proporcionar uma experiência única e memorável. A Alquimia é a arte de transformar o comum em extraordinário.

Continue a criar a sua história...



Alquimia

Uma coleção de peças que se conectam e se complementam, criando um ambiente único e encantador. Cada peça é cuidadosamente selecionada e projetada para proporcionar uma experiência única e memorável. A Alquimia é a arte de transformar o comum em extraordinário.

portinari

portinari

Fuja do rotineiro. Viva o inesperado.

Uma coleção de peças que se conectam e se complementam, criando um ambiente único e encantador. Cada peça é cuidadosamente selecionada e projetada para proporcionar uma experiência única e memorável. A Alquimia é a arte de transformar o comum em extraordinário.



Apaixonados por encantar

portinari

Personalidade

portinari

Porcelanato Artemis

portinari



Fuja do rotineiro. Viva o inesperado.

Uma coleção de peças que se conectam e se complementam, criando um ambiente único e encantador. Cada peça é cuidadosamente selecionada e projetada para proporcionar uma experiência única e memorável. A Alquimia é a arte de transformar o comum em extraordinário.

portinari

portinari
ambientes com emoção

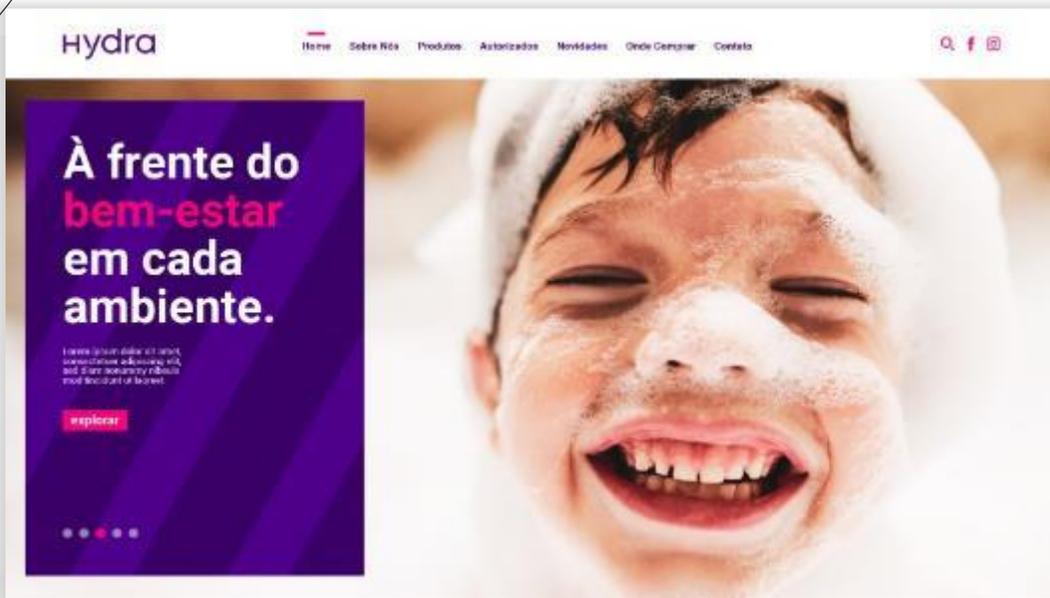
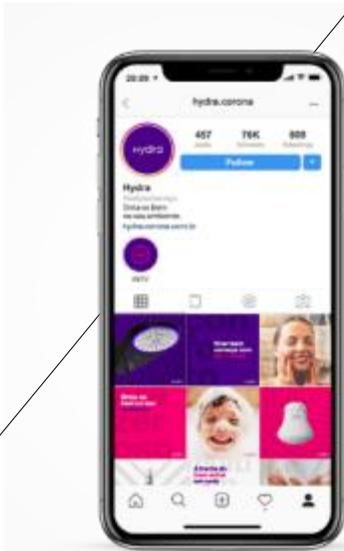


hydra

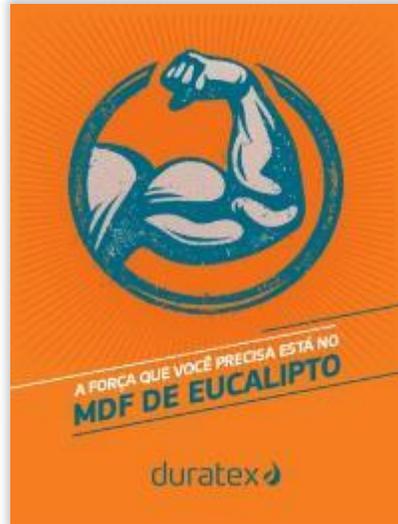
A large, white, stylized geometric shape, resembling a double-headed arrow or a stylized 'H', is positioned on the left side of the image. It has rounded corners and a central negative space. The background is a solid purple color with a subtle pattern of thin, parallel lines radiating from the center.

Hydra

inovações que aquecem a vida



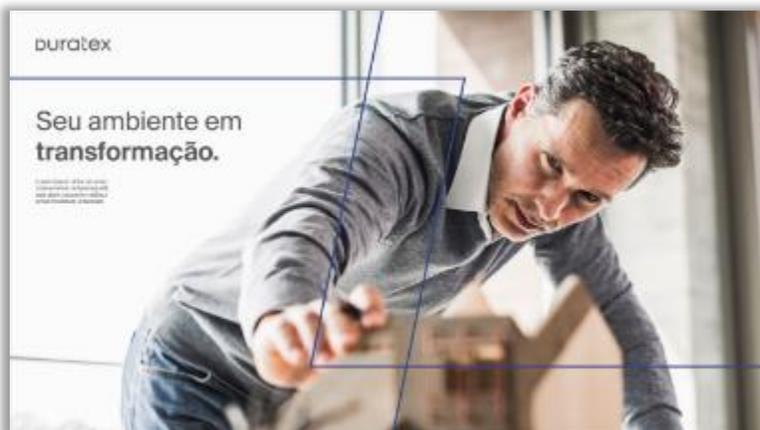
Hydra
inovações que aquecem a vida



duratex

The image features a solid dark blue background. On the right side, there are two large, white, geometric shapes. The top one is a trapezoid with a rounded top-right corner, and the bottom one is a larger trapezoid below it, both pointing towards the right. The Duratex logo and tagline are centered in the blue area.

DURATEX
inspiração que transforma



duratex
inspiração que transforma

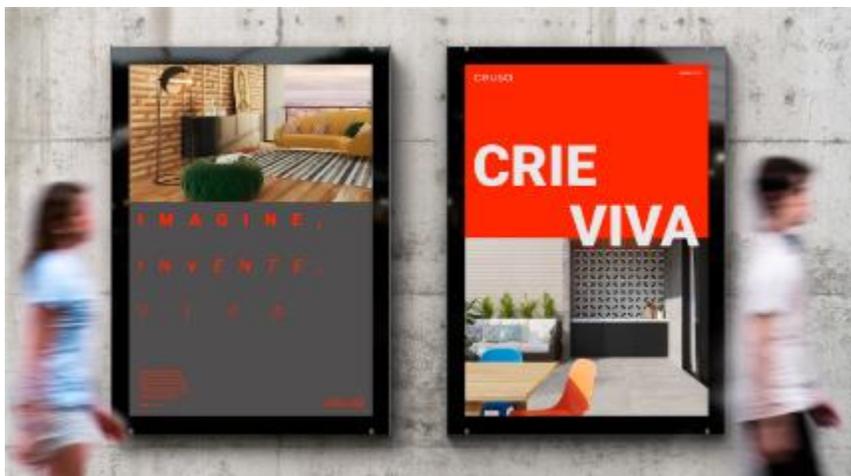
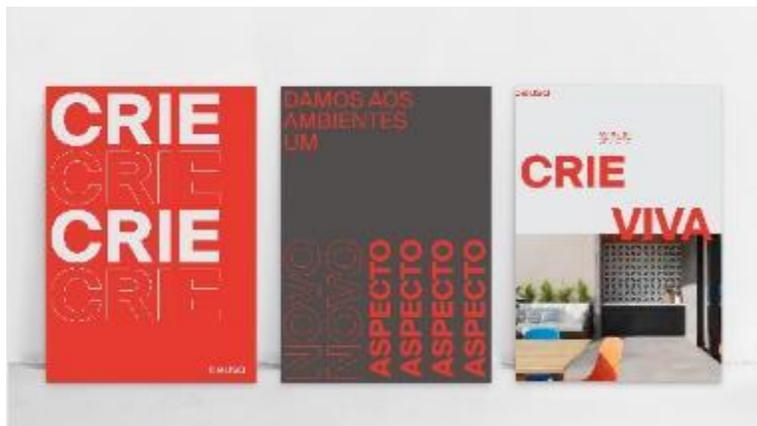


ceusa 

ceusa

criatividade que surpreende





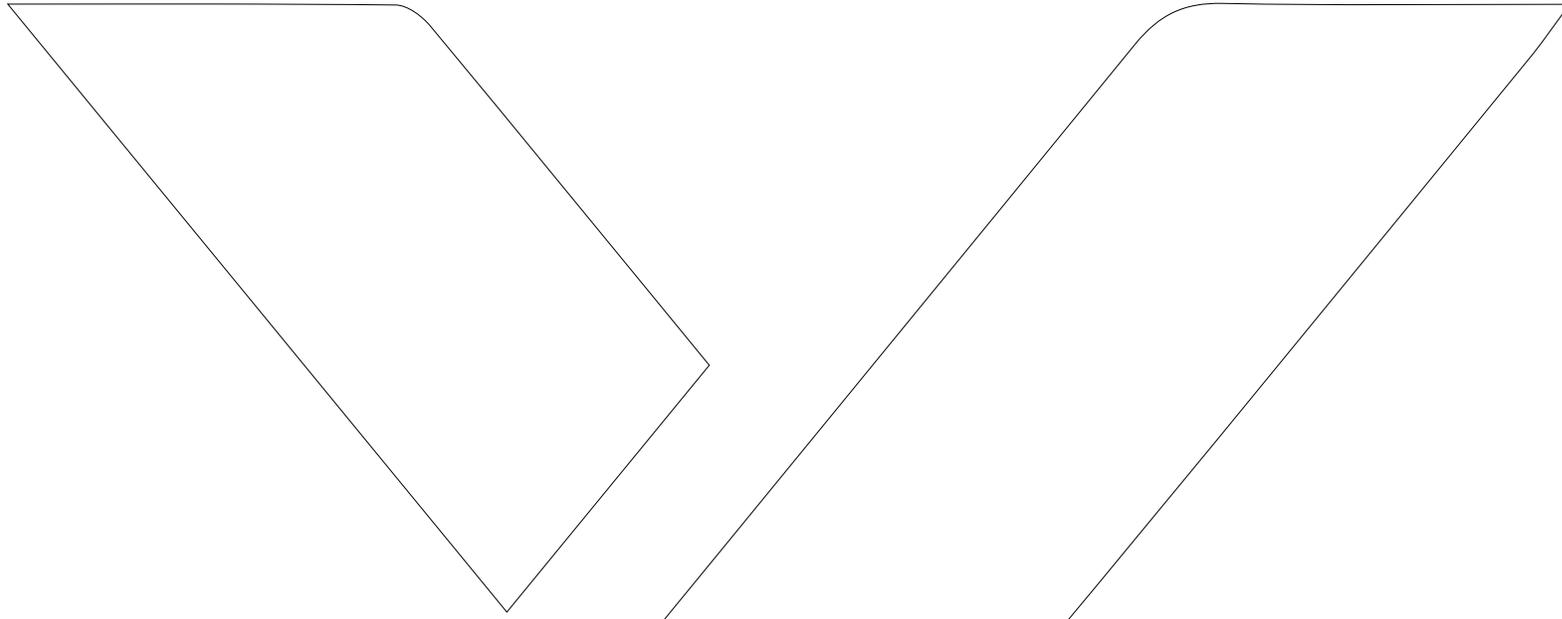
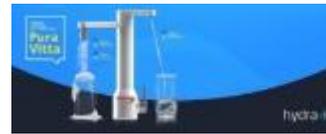
ceusa
criatividade que surpreende



durafloor



DURAFLOOR
a base de toda beleza



deca
design para ver e viver

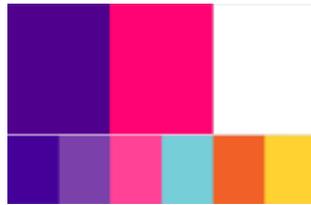
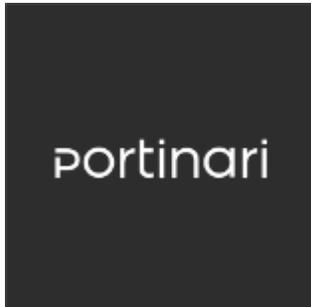
portinari
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Hydra
inovações que aquecem a vida

Duratex
inspiração que transforma

ceusa
criatividade que surpreende

Durafloor
a base de toda beleza



WHY REVISE OUR BRAND ARCHITECTURE?

- To leverage our competitive advantage – we are present in all environments, with different solutions
- To enable expansion of New Business
- The opportunity to symbolize a new phase for our company
- To end associations with other competitors

**THE NEW PROMISE OF OUR
CORPORATE BRAND:**

**Duratex
Day 2021**

VIVER AMBIENTES

THE CHALLENGE IS GREAT

- How do we transfer our brand equity to the new corporate brand?
- How do we transfer the grandeur of the corporate brand to the new business brands?

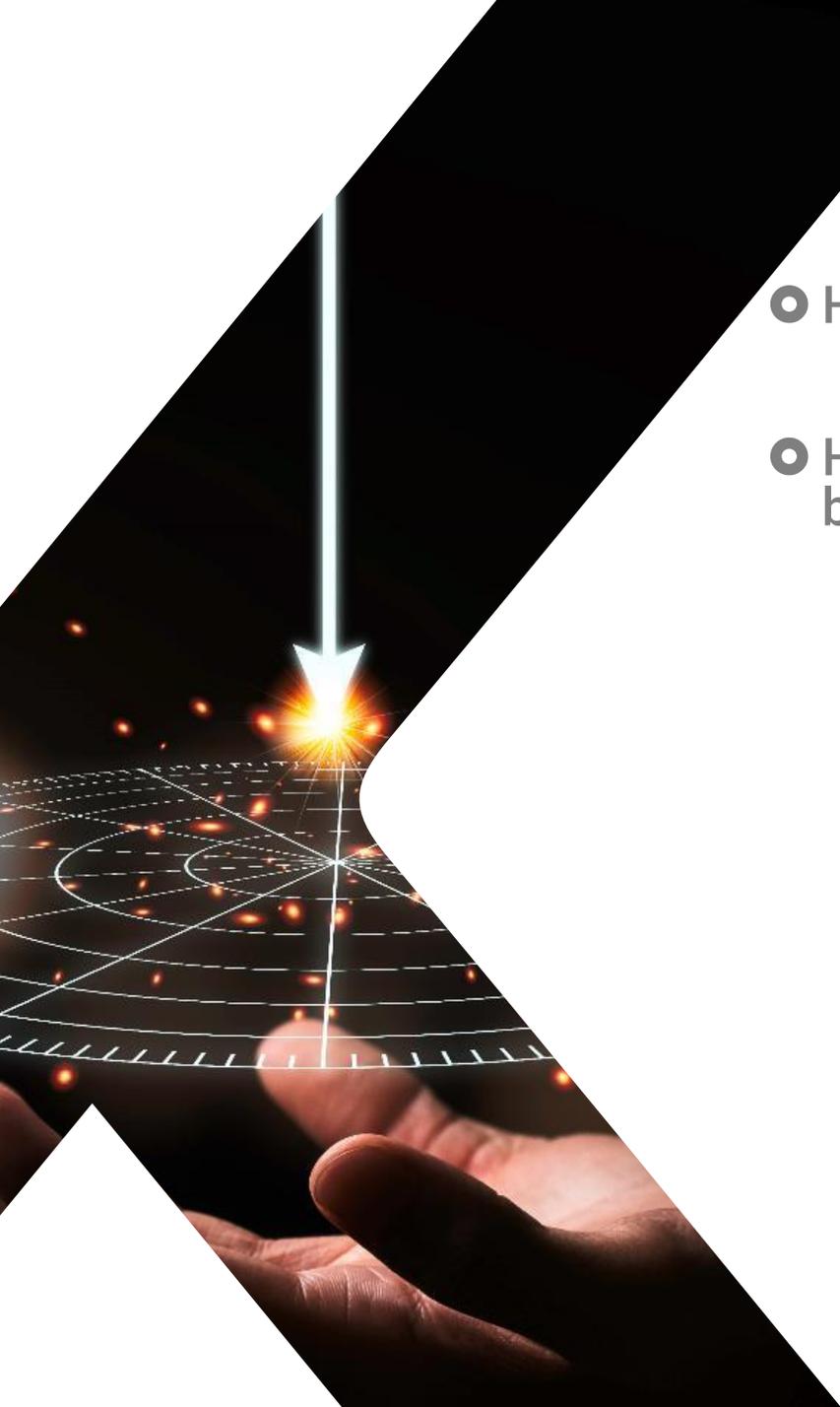


CONCEPT

GENUINE

DIVERSE

But, with many possible interpretations



If on one side, the **environments** are:

- **Emotion**
- **Affection**
- **Personality**
- **Intimacy**



OUR SEGMENT
NEEDS

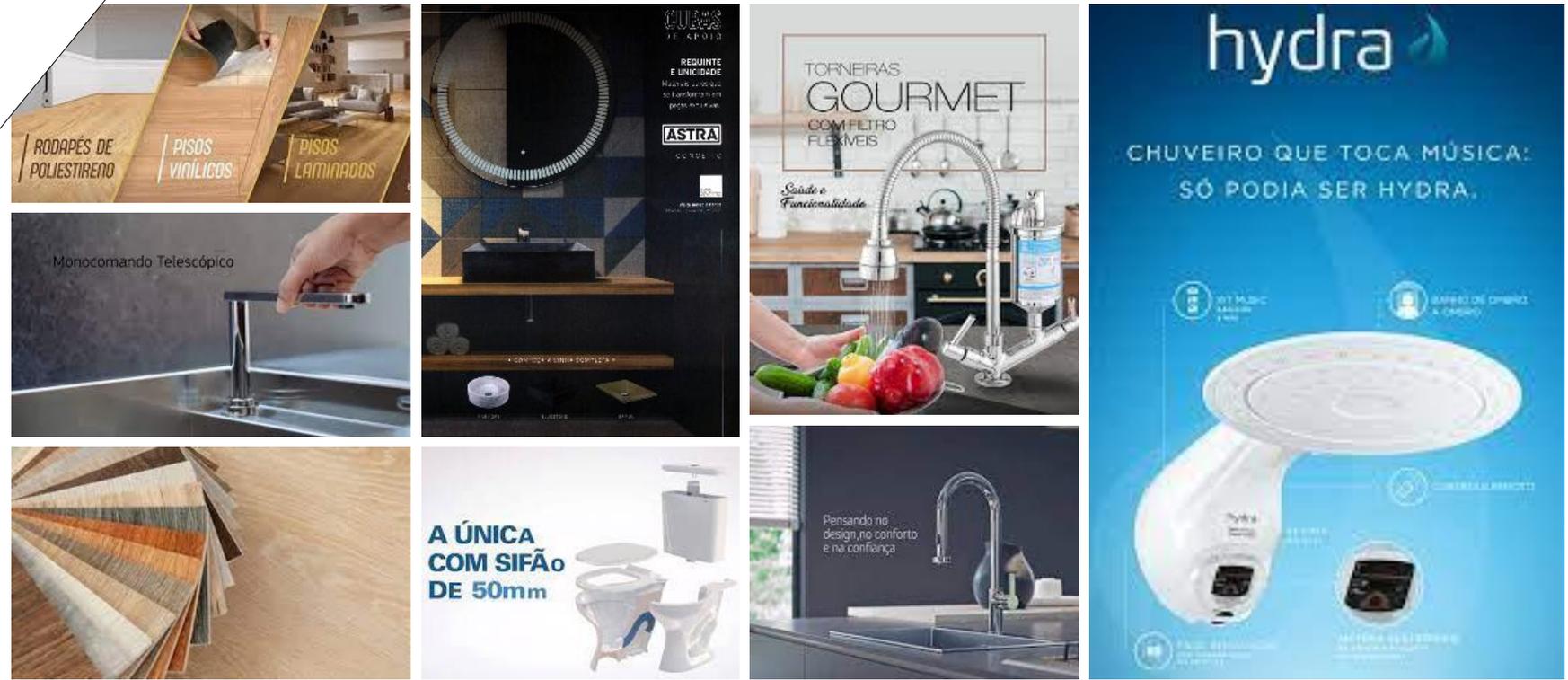
RENOVATION



On the other they
require:

- **Rationality**

COMMUNICATION OF THE CATEGORY IS NO DIFFERENT: **PRODUCT FOCUS**



(Advertising 2015 to 2020)

WE NEED

TO INVERT THE LOGIC OF THE CATEGORY

Overcome
INERTIA

Bring
MORE LIFE
to communications

To bring more
**LIFE TO THE
ENVIRONMENTS**

Let's bring warmth to our
relationship, so that our
communications carry the same
sentiments people have when they
think of their environments

We need to invert the logic of the category

TO TRANSFER A NOUN INTO A VERB.

To present our new corporate brand, as a brand that was, and is part of those fond moments and memories that are shared every day:

Bathroom



Relaxing

Kitchen



Cooking

Floor

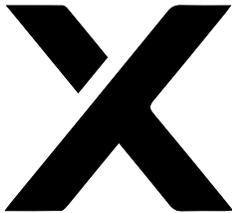


Walking

Office



Working



VIVER AMBIENTES

- the stage for building new memories.

This is our new role in people's lives.

Dexco

Viver ambientes.

deca portinari duratex hydra ceusa durafloor

DEXCO
viver ambientes

deca
design para ver e viver

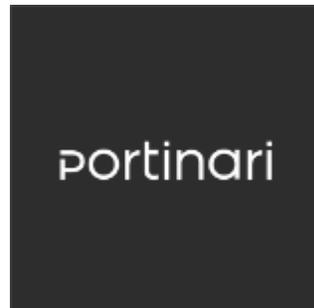
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Hydra
inovações que aquecem a vida

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ceusa
criatividade que surpreende

durafloor
a base de toda beleza



INVESTMENT IN PUBLICITY

930 million
impacts | AS 25+

110 million
people reached | AS 25+



-  Digital
-  Open TV
-  Pay TV
-  Press

+130%
Investment
in Marketing
In the next 5 years

CASA DEXCO

Duratex
Day 2021

- **CUSTOMER ORIENTED SPACE**
in-depth research with customers, architects and partners
- **FIRST FLAGSHIP STORE**



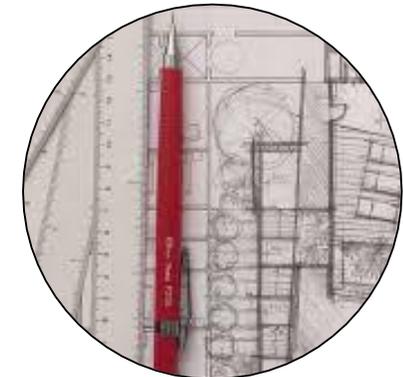
From: Showroom

To: DEXCO HOME



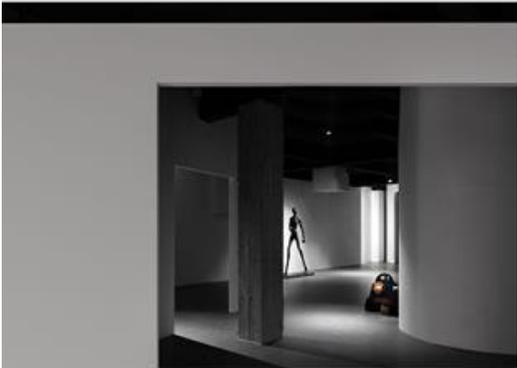
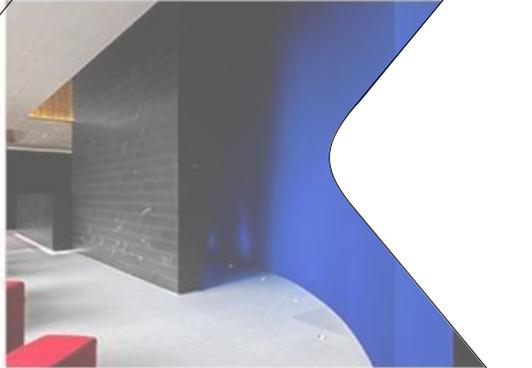
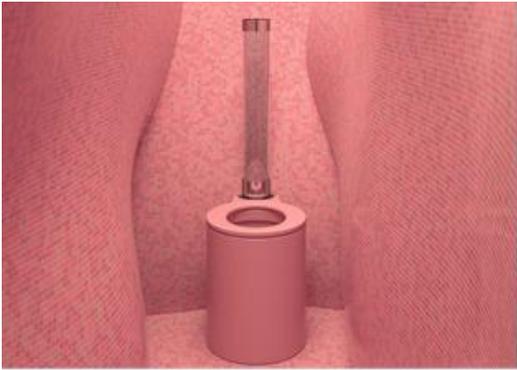
Forecast
launch:
Q3/2022

- **CONCEPT OF INNOVATIVE RETAIL**
partnership with specialist consultancy – Bittencourt
- **ICON IN SÃO PAULO**
- **SOLUTIONS FOR LIVING ENVIRONMENTS**
to clients through the union of the **DEXCO** brands and strategic partners





CASA **Dexco** LOOK & FEEL



CASA **Dexco** LOOK & FEEL

Our **DIGITAL** ambition



Consumer journey

Placing the **CONSUMER** at the center of decision making, using **TECHNOLOGY** as the main lever to bring **DEXCO** closer to all stages of the consumer **JOURNEY** in consuming products and services for **RENOVATION, REFURBISHMENT, and CONSTRUCTION.**

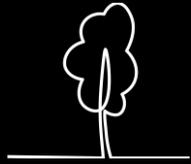
Efficiency journey

Making **DEXCO** a more **COMPETITIVE, AGILE, PRODUCTIVE and SAFE** company, with **TECHNOLOGY** and the **DIGITAL MINDSET** as the main agents in this transformation.

People journey

Creating an inclusive environment that promotes the **DIGITAL MINDSET** and **ESG**, forming multi-business teams that generate **EXCEPTIONAL RESULTS.**

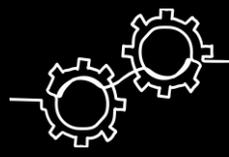




E



S



G

Environmental Social Governance

FROM AN INTERNAL VIEW TO MORE IMPACT



Consumer
Environment



Company
Environment



Society
Environment



WHERE WE ARE

3 FACTORIES - Colombia

- BARBOSA – ANTIOQUIA
- YARUMAL – ANTIOQUIA
- MANÍZALES – CALDAS



16 FACTORIES - Brazil

- JOÃO PESSOA
- CABO DE SANTO AGOSTINHO
- ARACAJÚ
- UBERABA
- QUEIMADOS
- CRISCIÚMA
- URUSSANGA
- TAQUARI
- AGÚDOS
- ITAPETININGA
- JACAREÍ
- JUNDIAÍ
- SÃO PAULO

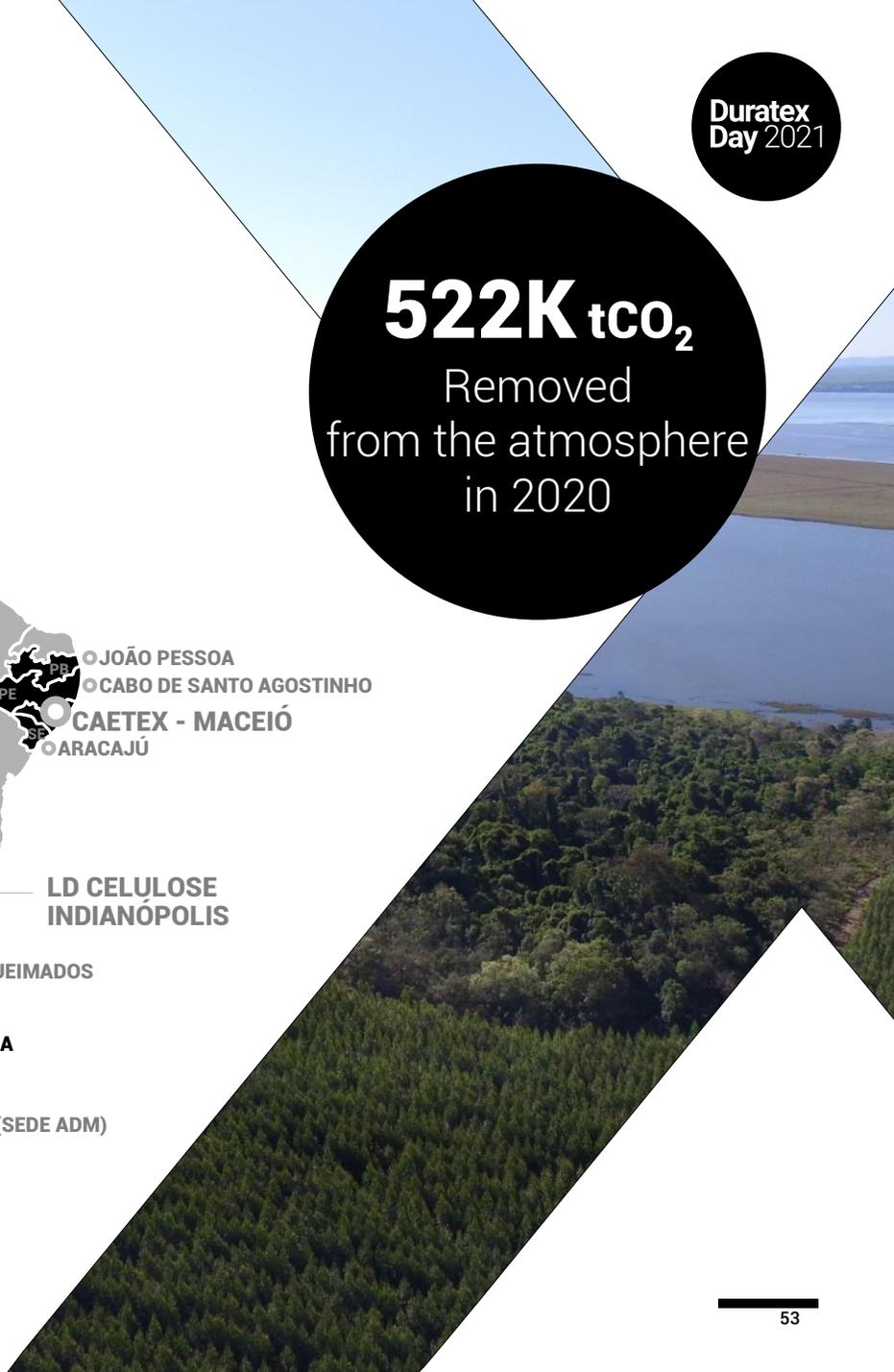
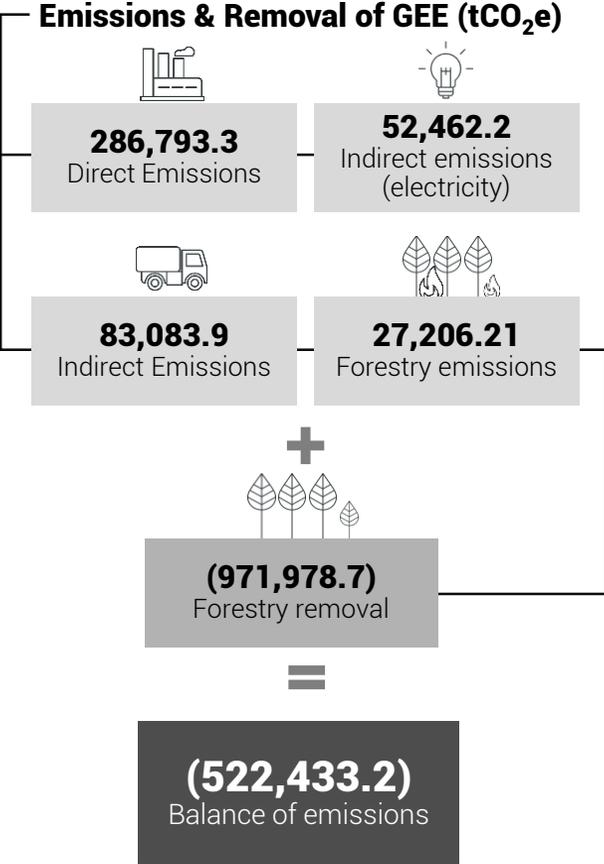


DEXCO HAS LAUNCHED AS A CARBON POSITIVE COMPANY



522K tCO₂
Removed from the atmosphere in 2020

Carbon balance 2020



FROM AN INTERNAL VIEW TO MORE IMPACT

Consumer
Environment



Company
Environment



Society
Environment



WELL BEING



To promote the well-being and health of the environments

IMPACT



To ensure sustainable growth and maintain the positive carbon balance

CARE



To facilitate the journey of construction and renovation

RECOGNITION
**INDICES &
QUESTIONNAIRES**



ISE B3

ICO2 B3



 **Climate: A**

 **Water: B**

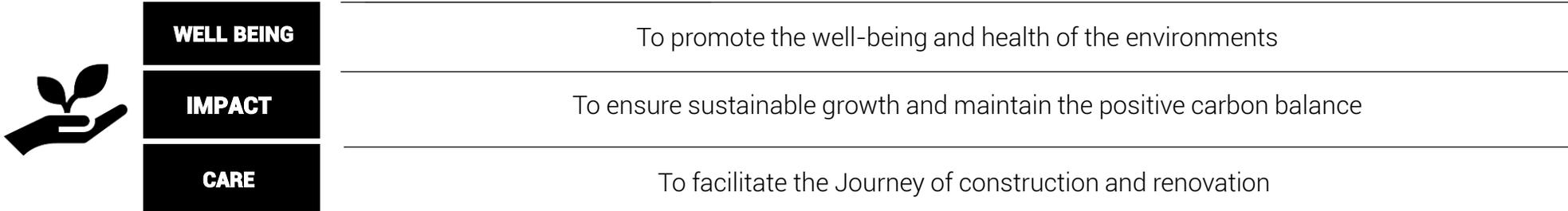
 **Forest: B**

S&P Global



**1st Certificated in
Latin America
since 1995**

deca Inspiração que transforma	portinari A base de toda beleza	duratex Design para ver e viver	Hydra Inovações que aquecem a vida	ceusa Ambientes com emoção	durafloor Criatividade que surpreende
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OUR WAY OF BEING AND DOING

- People:**
The people are our strength
- Processes:**
We do things well, safely and straightforwardly
- Clients:**
We are the best choice
- Results:**
Sustainable high performance

OUR PURPOSE

"Solutions for Better Living"

OUR PERSONALITY

- Talented Designers
- Determined engineers
- Driven inventors
- Committed managers

TICKER CHANGE

Our *ticker* is also going to change!
From August 19, to become a Dexco investor, just trade
under the *ticker* DXC03.

DTEX3



DXC03

If you already hold our shares, the change will be automatic.

Duratex Day 2021

Q&A

INVESTOR RELATIONS

Henrique Haddad - VP of Admin, Finance & IR

Natasha Utescher – IR Manager

Alana Santos – IR Analyst

Mariana Fontenelle – IR Analyst

Thank you.

DETXCO