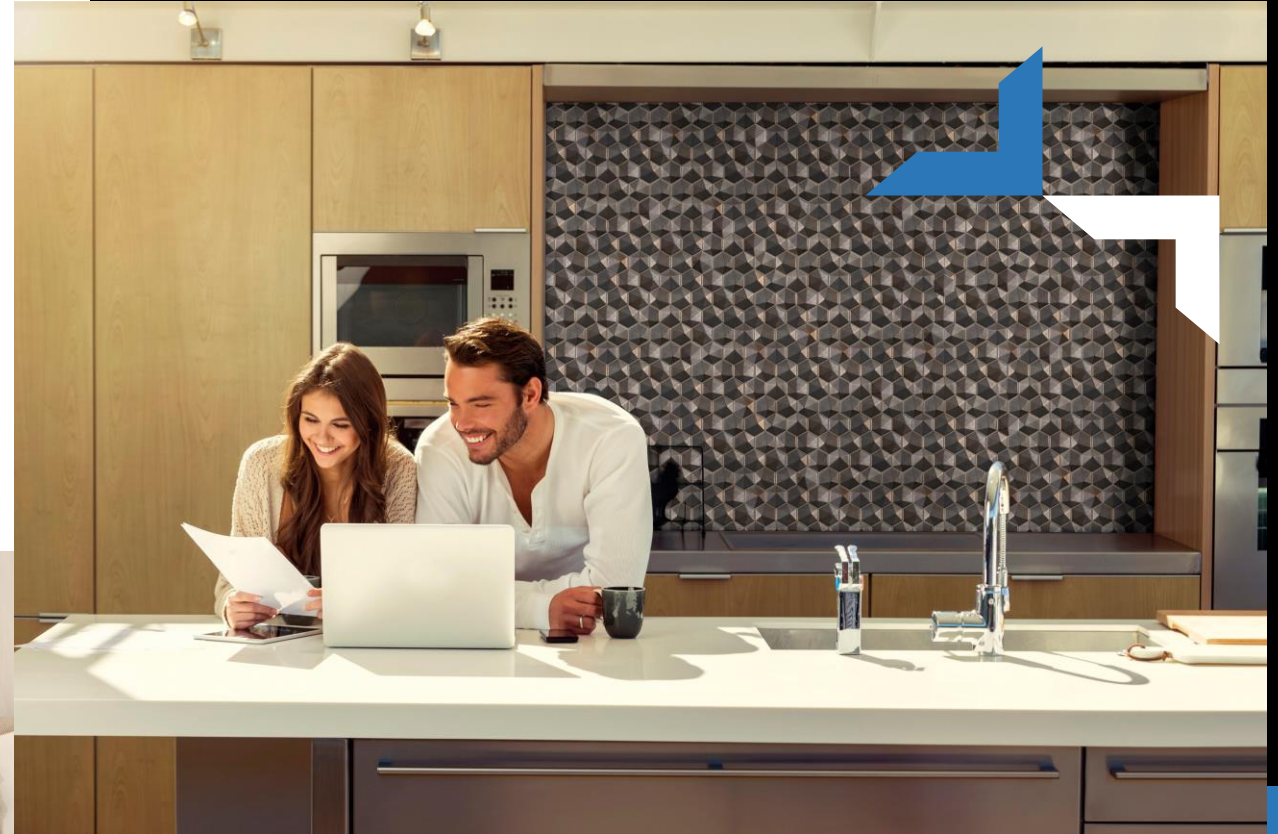


# Dexco



## Institutional Presentation

deca portinari hydra duratex castelatto ceusa durafloor

# Disclaimer

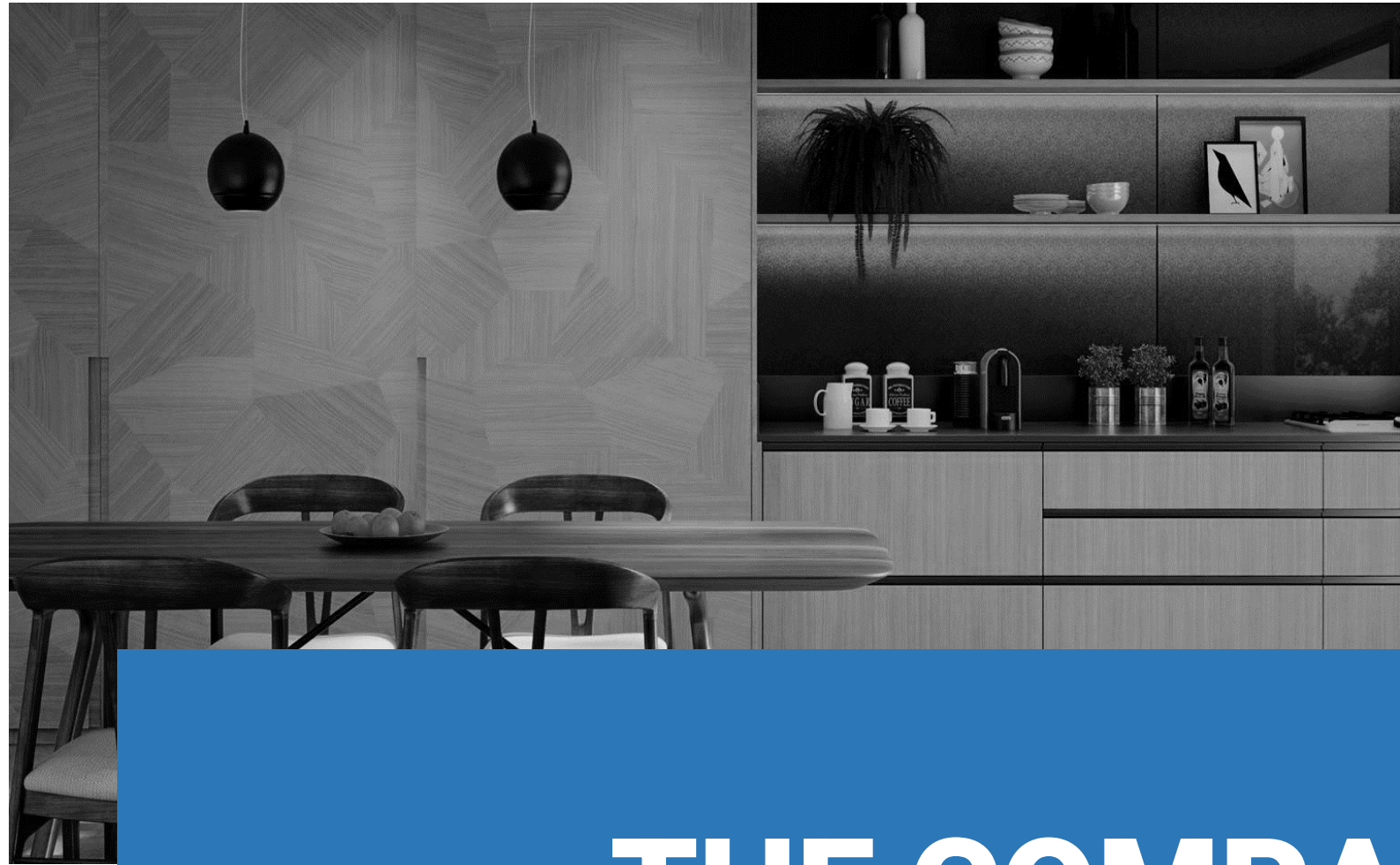
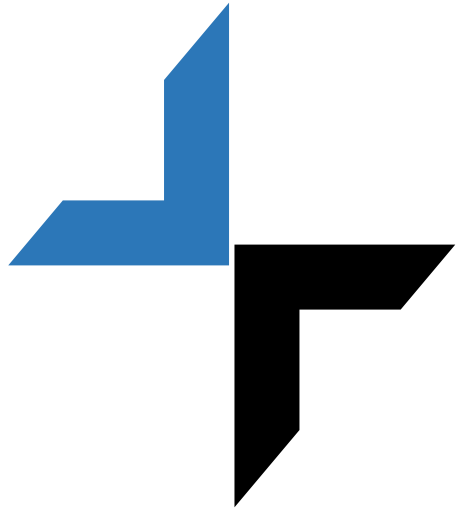
The information herein has been prepared by Dexco S.A. and does not represent any form of prospectus regarding the purchase or subscription to the company's shares or securities.

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.





# THE COMPANY





# Dexco

## WHO ARE WE

**71** years of history, listed since 1951 on the stock Exchange market

**+14** Thousand employees

**19** industrial units, 3 in Colombia, **5** forest units and **2** joint ventures

**Leader** in the market where it operates



### WOOD



#### PANELS AND FORESTS

duratex durafloor

- Production and sale of MDP and MDF and laminated and vinyl panels



#### DISSOLVING WOOD PULP

LD Celulose

- Joint venture set up with Lenzing AG, for the production of Dissolving Wood Pulp

### FINISHINGS FOR CONSTRUCTION & HOME IMPROVEMENT



#### METALS & SANITARY WARE

deca hydra

- Production and sale of metals, sanitary ware and electric showers



#### TILES

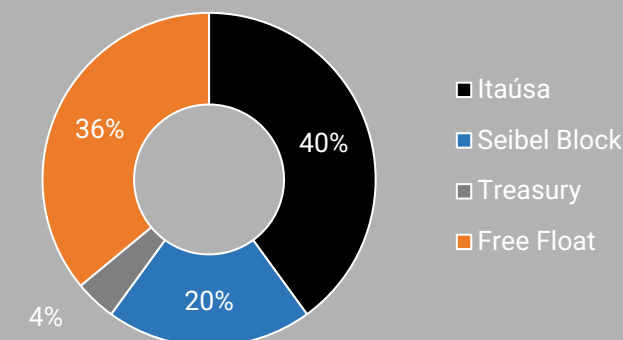
ceusa portinari castelatto

- Production and sale of ceramic and cement tiling

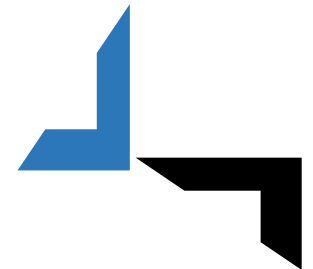
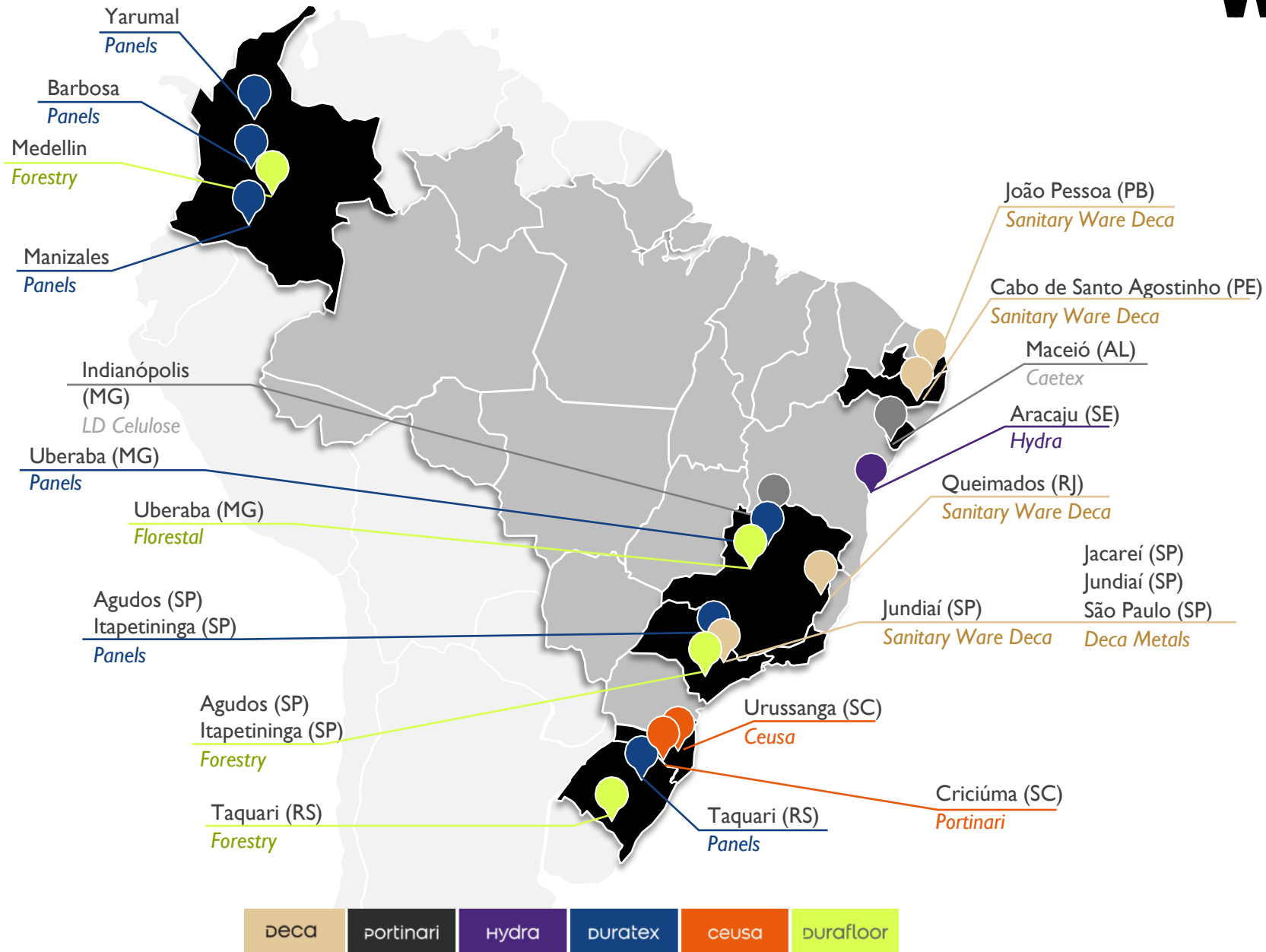
### CORPORATE GOVERNANCE

- Dividend policy requiring minimum distribution of 30% of adjusted net earnings;
- 30% of independent members on the Board Directors;
- Senior board members can not hold an executive position within the Company;
- 6 executive committees;
- Risk management, Compliance, Audit and Ombudsman Departments;

#### Shareholders Structure



# Where are we



# Strategic Development

## Growth Cycle

**Boom in demand**

**Increase in market share**

Geographical and product  
**diversification**

## Cultural Transformation

Strategic review of the **Dexco culture**

Rejuvenated culture ready to face  
**new challenges**

**High performance teams**

**Active and engaged leadership**

## Asset Management

**Sale of land and forestry assets**

**Sale of the Hardboard business**

**Closure** of Botucatu unit and  
**reopening** of Itapetininga unit

**Unification of shower operations**  
with the closure of Tubarão/SC unit

## Strategy Translated into Numbers

**Partial shutdown** of industrial units  
in the 1H20

**Market share gain** with the demand  
resumption

Industries operating in **full capacity**  
in the end of the year

**Record Results**

**First Integrated Reporting**

Launch of **Deca's marketplace**

Economy expanding

2007  
to 2014

2015

## Management Excellence

**Dexco Management System (SGD)**

**Zero Based Budgeting**

**EVA** as performance  
metric

Economic Crisis

2016

2017

## The New Dexco

The New Proposal:  
**Solutions For Better Living**

**Dexco 2025**

**Client as center of strategy**

Welcome: **Ceusa** and  
**Viva Decora**

2018

Economy  
Recovery

2019

## Company in Transformation

**Aquisition of Cecrisa**

**Closure** of São Leopoldo/RS  
(Louças) and Santa Luzia/MG  
(Cecrisa) units

Approval of the **creation of the joint venture LD Celulose** to produce  
dissolving wood pulp

**Sale of land and forestry assets**

2020

COVID-19 Pandemic

# New Cycle of Investments 2021-2025

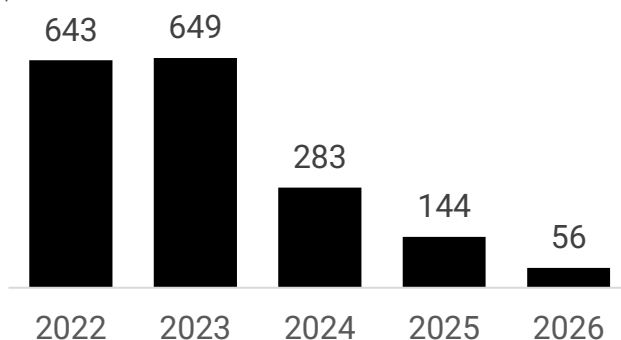
## Looking for the Future

~**R\$ 2.1 Bi**  
invested

Focus on high return projects

### EXPECTED TIMELINE CAPEX(PROJECTS)

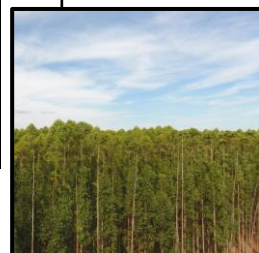
R\$ million



## ORGANIC GROWTH

Focus on improving the mix and productivity gains

### PANELS AND FORESTS



**Factory Debottlenecking**  
+10% capacity  
**MIX**  
+45% capacity  
**Forestry Base**  
Expansion to the Northeast region

**+R\$500 million**

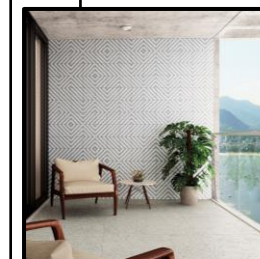
### METALS AND SAN. WARE



**Capacity & MIX (Metals)**  
+35% capacity  
**Capacity and Automation (Sanitary Ware)**

**+R\$750 million**

### TILES



**New Factory**  
+35% capacity  
**Factory Modernization**

**+R\$620 million**

## DX ventures CORPORATE VENTURE CAPITAL

Investment fund for start-ups and scale-ups, addressing the business environment of renovations and constructions

**urbem**

Construction company that aims to use engineered wood in buildings  
Investment: R\$ 30 million (sep/21)  
Participation: 24%

**noah**

Development of customized and sustainable premium commercial ventures  
Investment: R\$ 15 million (nov/21)

**abc**  
da construção

Construction company offering materials and consulting  
Investment: R\$ 123 million (dec/ 2021)  
Participation : ~10%

**BRASIL**  
AO CUBO







Construction in the Industrial, Residential, Hospital and Building segments  
Investment: R\$ 74 million (jan/22)  
Participation: 13%

# New **sustainability** strategy

2020 | 2021

## Development of the Strategic Framework

## Roll out

	 <b>CONSUMER ENVIRONMENT</b>	 <b>COMPANY ENVIRONMENT</b>	 <b>SOCIETY ENVIRONMENT</b>
WELLBEING 	<b>Comfort and experience</b> Promote comfortable experiences in environments, through a portfolio of solutions that seek the perfect balance between form and function.	<b>Better living for employees</b> Promote diversity, development and better living for our employees in the work environment.	<b>Promote conscious renovation</b> Facilitate access and improve the renovation experience, promoting better living for the whole society
IMPACT 	<b>Eco-efficient solutions</b> Offer sustainable solutions in the use of water, energy and materials, contributing to conscious consumption along the value chain.	<b>Positive carbon footprint</b> Ensure that the company has a positive carbon footprint by using materials and inputs efficiently in operations and developing the value chain and local communities.	<b>Low impact construction and renovation</b> Develop products and services that contribute in a sustainable way to the new construction methods.
CARE 	<b>Health in environments</b> Spearhead solutions that contribute to safety, maintenance, prevention and promotion of health in the environments where we live.	<b>Conscious management</b> Drive sustainable and innovative practices in forest management, industrial asset management, and health and safety.	<b>Influencer engagement</b> Engage and influence professionals from civil construction, renovation, decoration and furniture industry.

## STRATEGIC COMMITMENTS

TO FACILITATE THE BUILDING AND REFURBISHMENT JOURNEY

TO ENSURE SUSTAINABLE GROWTH, MAINTAINING POSITIVE CARBON BALANCE

TO PROMOTE HEALTH AND WELL-BEING IN THE ENVIRONMENTS



2022

## Dissemination and Tracking

### CRITICAL ANALYSIS

Consolidation and periodic reporting of the status of targets at forums such as the ESG Commission, and the Executive and Sustainability Committees.

### MANAGEMENT TOOL

Online platform with dashboard that centralizes the management system.

### DISCLOSURE

Disclosure Book for the New Sustainability Strategy and Integrated Annual report.

Invest **140 million**  
in initiatives that promote conscious reform by 2025

Sustain **positive carbon balance**, by 2030

Achieve **35% women in leadership positions** by 2025

# Dexco

A company focused on...

**... cash generation, while maximizing shareholder value**

Remuneration of executives based on cash generation and EVA

**... sustainable growth**

Organic and inorganic growth within our Way of Being and Doing

**... innovation and digitalization**

As a way to simplify our processes and leverage our sales channels

**... strategic assets**

Optimization of current assets and productive management with strategic partners

**... client solutions**

One-stop shop, complete experiences and environments

## Strategic Pillars



### People

People are our strength



### Results

Sustainable high performance



### Processes

We work well, simply and safely

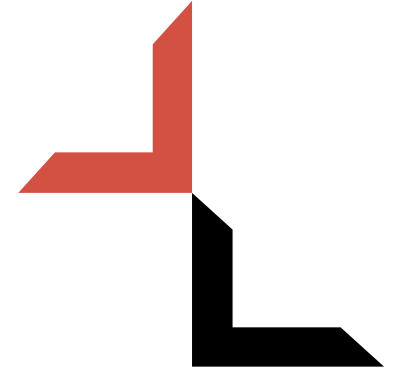


### Client

We are the best choice







# BUSINESS UNITS



Durafloor  
Duratex



WOOD





# Portfolio – Wood Panels

durafloor  
duratex



## MDP

Uncoated MDP, with applications in the furniture and real estate sectors



## Madeplac LP<sup>1</sup>

Coated MDP, standard and textured



**55% of the capacity in coated wood panels**



## MDF

Uncoated MDF, with applications in the furniture sector



## Madefibra LP<sup>1</sup>

Heavy-duty, coated MDF, standard and textured



**Low use of formaldehyde**



## Durafloor

Laminated wooden floor coverings and vinyl floor coverings made from PVC 100% recyclable



## High-gloss LP<sup>1</sup>

Coated MDF, with different degrees of gloss finish



**Market benchmark in design**

<sup>1</sup> Low pressure: production process for coating wood panels.

**How about  
knowing more  
about Duratex  
products?**

Click on the links below and  
check out our content



Origin of the  
Wood



MDP and MDF  
Production



Panels Finishing



Evolution of  
Wooden Furniture

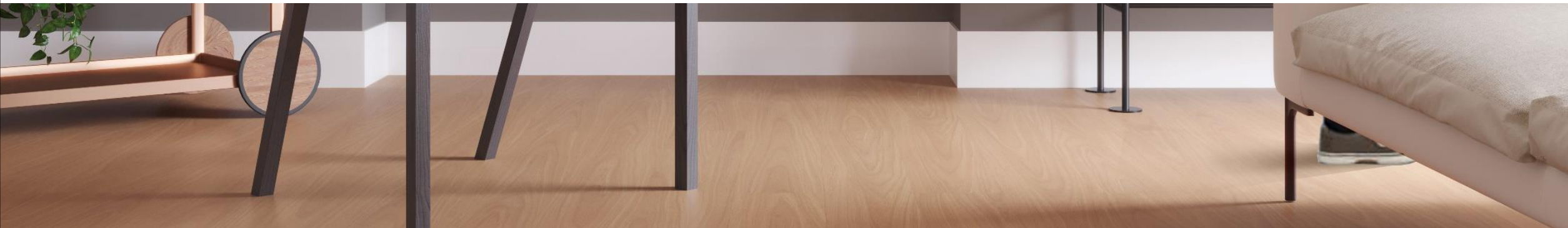
# Sector Environment

## Wood Panels

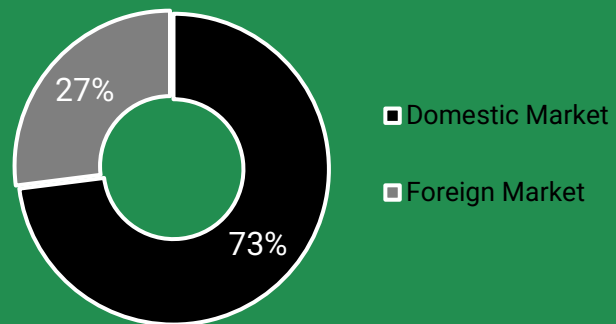
Main Association: IBÁ (Indústria Brasileira de Árvores)

Main indicators:

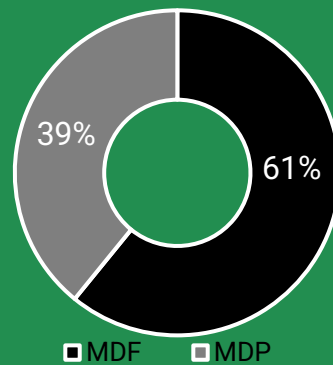
- Brazilian GDP
- GDP – Civil Construction
- Consumer Confidence



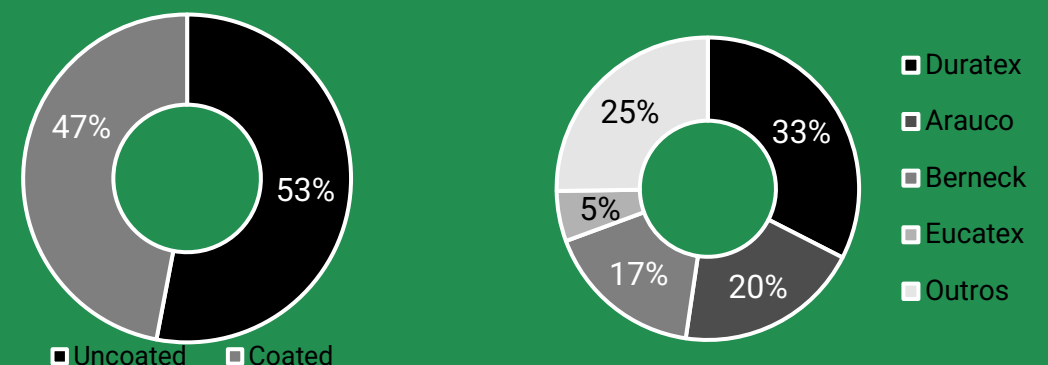
**Final Destination**



**Volume by type<sup>1</sup>**



**Capacity Share Brazil<sup>2</sup>**



- Duratex
- Arauco
- Berneck
- Eucatex
- Outros

<sup>1</sup>Domestic Market

<sup>2</sup>Dexco internal estimatives

# Operational Data

## Wood Panels

**Verticalized** production with more than **140k ha** of forestry base

### Annual production capacity (m³)

- MDP Brazil: ~1.7 million
- MDF Brazil: ~1.8 million
- Colombia: ~0.3 million

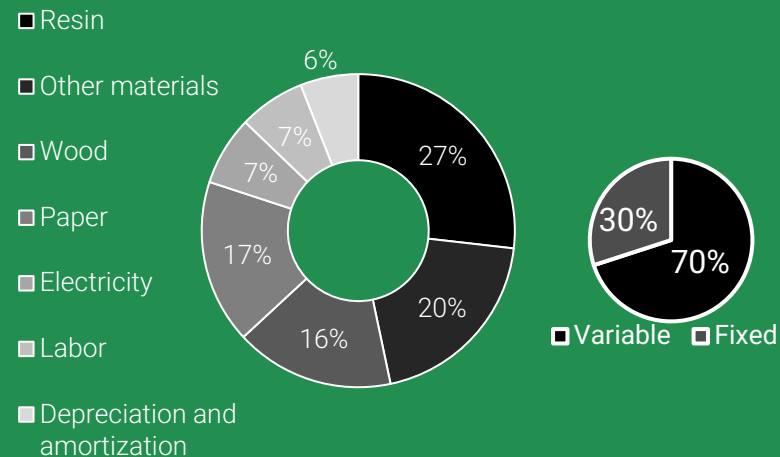
### 4 Industrial Units - Brazil

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

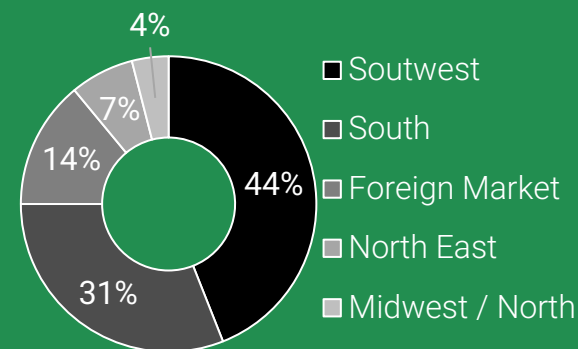
### Capacity Share Brazil (2020)

- MDP: 39%
- MDF: 28%

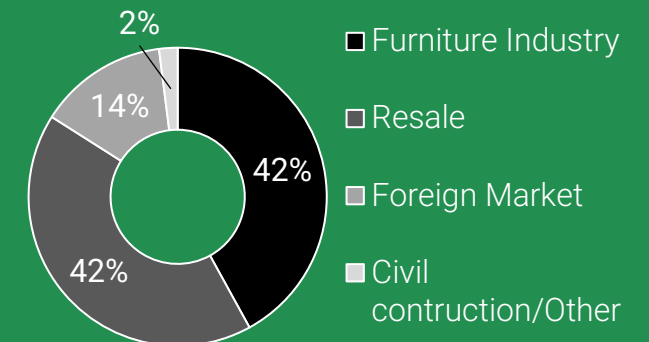
### Cost Breakdown (%)



### Net Revenue Geographic Breakdown(%)



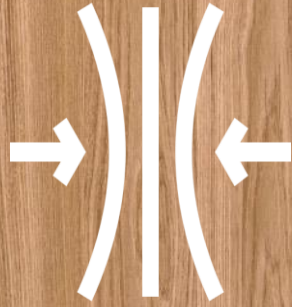
### Sales Breakdown by Industry (%)



# Dexco

## Strategic Pillars

To be among the companies with the best forest products in the world, promoting sustainable growth and unquestionably leading the panel markets, Brazil and Colombia



BUILDING  
RESILIENCE

*To lead the game*

Lower Costs  
Integration of the Chain  
Judicious capital allocation



ANTICIPATING  
TRENDS

*To change the rules of the game*

Preferred brand and differentiated products  
Leverage competitive essentials and diversify



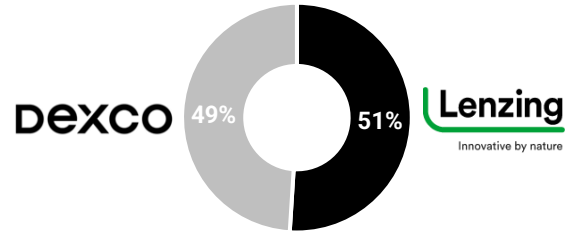
PROTAGONISM  
IN THE CLIENT  
AND CONSUMER  
JOURNEY



# Dissolving Wood Pulp Unit

Creation of a JV to supply Lenzing's demand for DWP

SHAREHOLDERS STRUCTURE

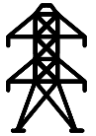


INVESTMENT OF AROUND

USD **1.4** BILLION



**PRODUCTION VOLUME OF 500 Thousand ton/year**, with a debottlenecking capacity of +10%



Generation of **CLEAN ENERGY**, with 95 mw for sale



**START OF OPERATION IN APRIL/2022**, with expectation to end 2022 close to full capacity



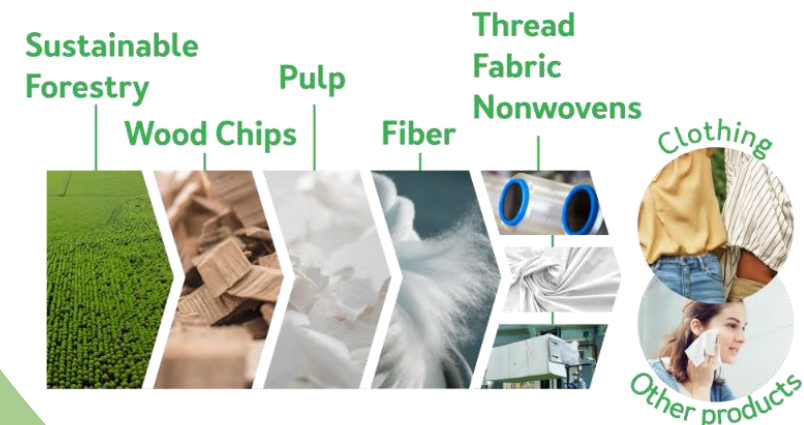
Long-term average price  
**DWP USD ~900/ton**



Production cash cost  
**USD ~300/ton (freight China)**



## PRODUCTION CHAIN



# Sector Environment

## Dissolving Wood Pulp

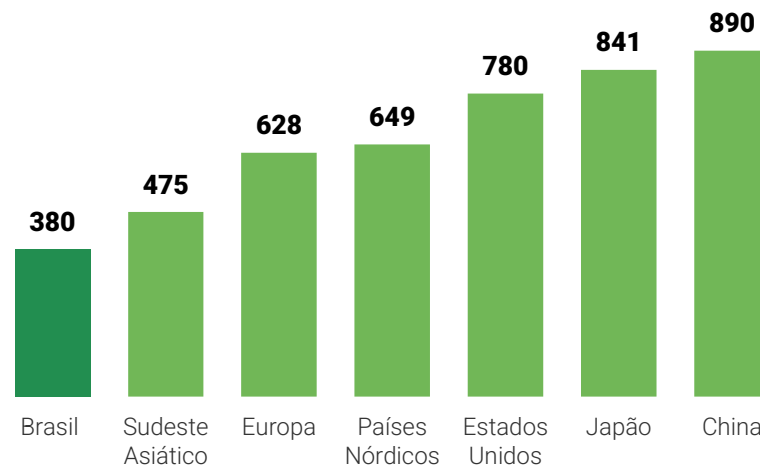
Global Insights

Prospects for the sector remain **positive**



### Cash cost per Region

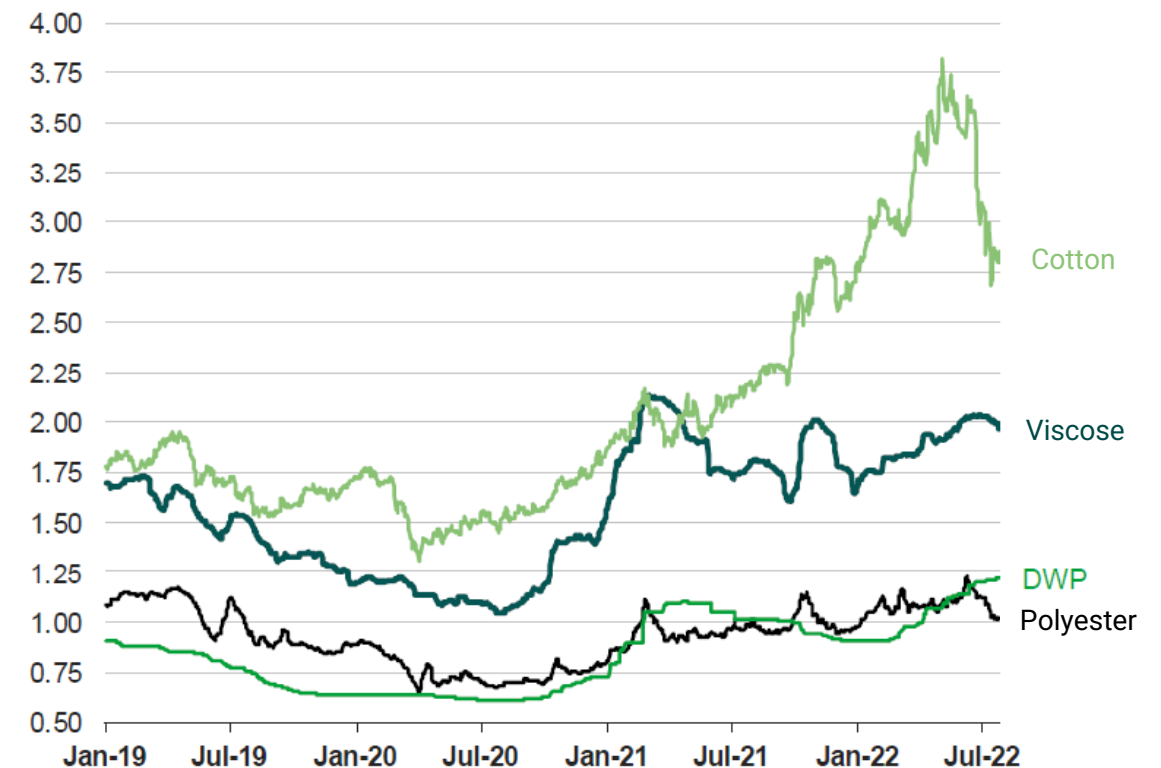
US\$/ton



- Cash cost of production a differential for the project, being one of the most competitive in Brazil;
- Prices of DWP China at high levels, with good prospects in the medium term.

### Price of fibers/China

US\$/kg, excl. VAT





Deca portinari ceusa  
Hydra castelatto

**FINISHES FOR CIVIL  
CONSTRUCTION**

# Portfolio – Metals and Sanitary Ware

Deca  
Hydra



## Sinks

Applications in commercial and residential kitchens and bathrooms (Inox sink, "Brutalistas")



## Sanitary Ware ("SW")

Applications in commercial and residential bathrooms



## Electric Products

Electric taps and showers for bathrooms and kitchens



## Valves

Used to activate the water systems of the sanitary basin



## Metals

Wide range of tap and shower heads for bathrooms and kitchens



## Accessories

Towel racks, soap dishes, among others



**~40% of Metals  
Market Share<sup>1</sup>**



**~40% of Sanitary  
Wares Market Share<sup>1</sup>**



**~20% of Showers Market  
Share<sup>1</sup>**

**How about knowing more  
about Metals and San.  
Ware products?**

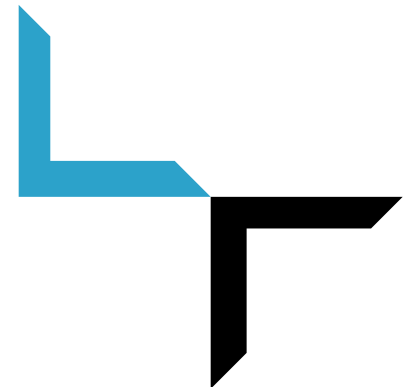
Click on the links below and check out our content



Casacor 2021

Institutional Plant

Kitchen Sinks





# Sector Environment

## Metals and Sanitary Ware

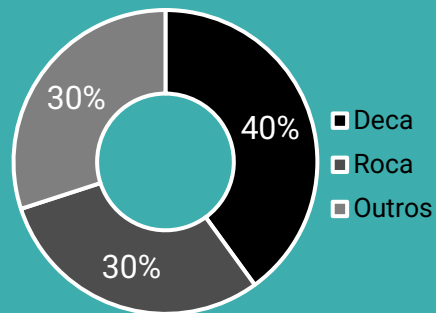
Main Association: ABRAMAT (Associação Brasileira de Materiais de Construção)

Main Indicators:

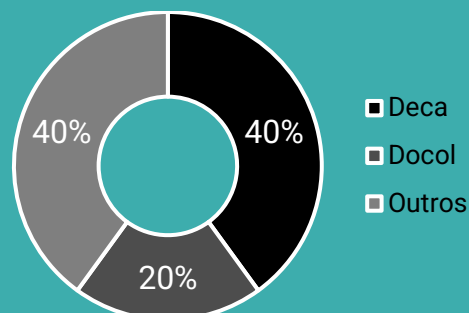
- Brazilian GDP
- GDP – Civil Construction
- Consumer Confidence
- New Constructions
- Resale – Civil Construction



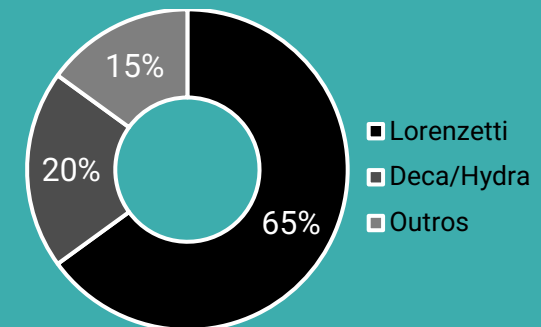
**Market Share Metals (% Revenue)<sup>1</sup>**



**Market Share San. Ware (% Revenue)<sup>1</sup>**



**Market Share Showers(% Revenue)<sup>1</sup>**



# Operational Data

## Metals and San. Ware



### Metals

3 Industrial Units

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

Annual production Capacity (units)

- San. Ware: ~11 millions
- Metals: ~ 22 millions
- Showers: ~ 12 millions

### Sanitary Ware

4 Industrial Units

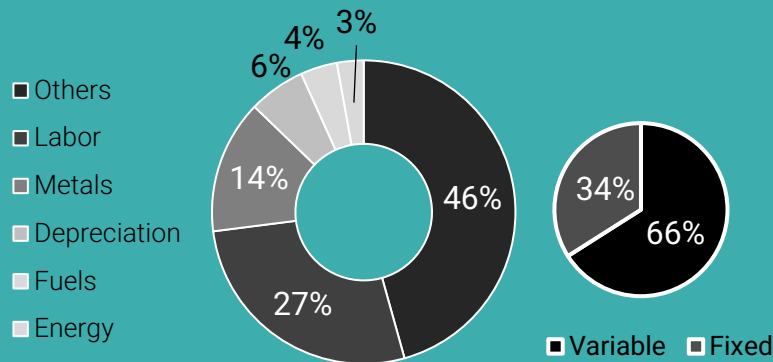
- Jundiaí (SP)
- Queimados (RJ)
- João Pessoa (PB)
- Cabo de Santo Agostinho (PB)

### Showers

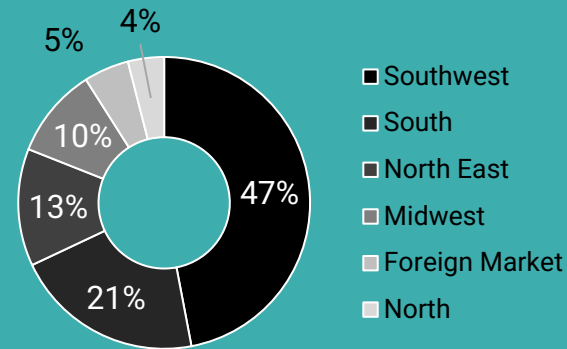
1 Industrial Unit

- Aracaju (SE)

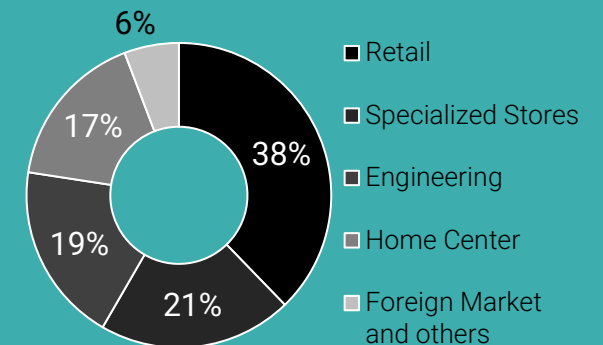
#### Cost Breakdown (%)



#### Net Revenue Geographic Breakdown (%)



#### Sales Breakdown By Industry



# Portfolio – Tiles

portinari ceusa  
castelatto

## Product Differentials



**Monotone**



**Mono-caliber**



**Dry Joint Fitting**



### Polished Porcelain Tiles

Applications in drier environments such as living rooms, corridors and bedrooms



### Roof Tiles

Wide range of applications with high durability and lifetime, preserving characteristics over time



### Tiles

Wide range of applications for wet or dry environments



### Special Finishings

Wide range of applications with exclusive designs using 3D technology



**~7% of Ceramic Tiles  
market share<sup>(1)</sup>**

<sup>1</sup> Data from internal studies

# Sector Environment Tiles

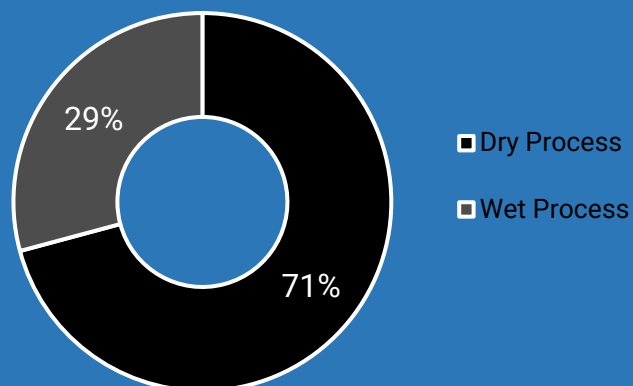
**Main Association:** ANFACER  
(Associação Nacional dos Fabricantes  
de Revestimentos Cerâmicos)

Main Indicators:

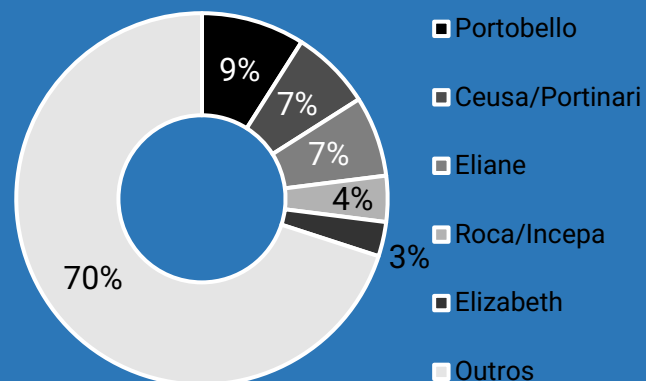
- Brazilian GDP
- GDP – Civil Construction
- Consumer Confidence
- New Constructions
- Resale – Civil Construction



**Production By Type (%)**



**Market Share (% Revenue)<sup>1</sup>**





# Operational Data Tiles

## 4 Industrial Units

- 2 in Urussanga/SC
- 2 in Criciúma/SC

## Annual Production Capacity

- 31 million of m<sup>2</sup>/year

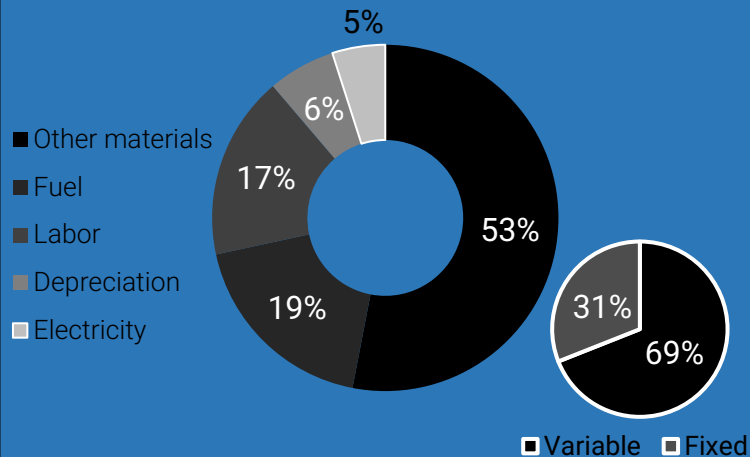
## Capacity Share

- 3%

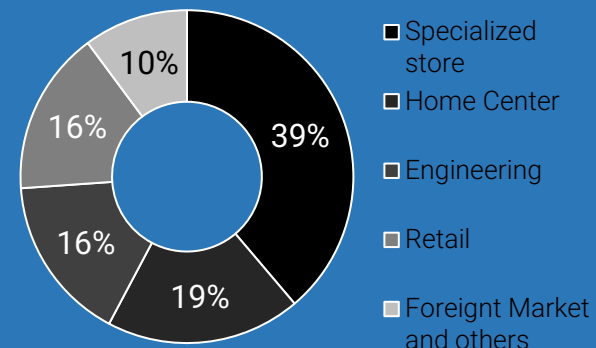
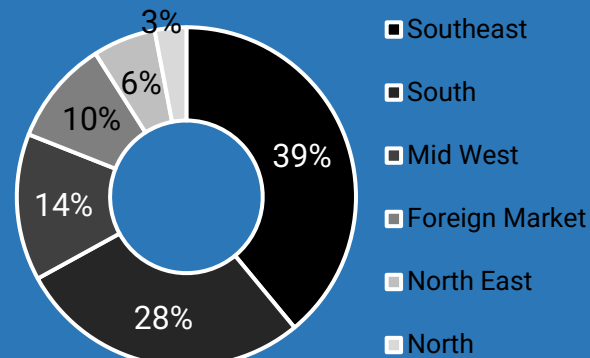
## Product Differentials

- Monotone
- Mono-caliber
- Dry Joint Fitting

### Cost Breakdown (%)



### Net Revenue Geographic Breakdown (%) Sales Breakdown By Industry



# STRATEGIC PILLARS

## FINISHES FOR CIVIL CONSTRUCTION

 **METALS**

 **TILES**

 **SANITARY  
WARES**

 **CASTELATTO**

 **HYDRA**

### LEVEL OF SERVICE



**EXCELLENCE IN  
SUPPLY CHAIN**



**OPERATIONAL  
EFFICIENCY AND  
RENEWAL  
INDUSTRIAL**



**SALES  
EXECUTION WITH  
EXCELLENCE**



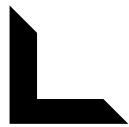
**CONSUMER  
CENTRIC**



**PEOPLE**



**GROWTH  
M&A | OEM**



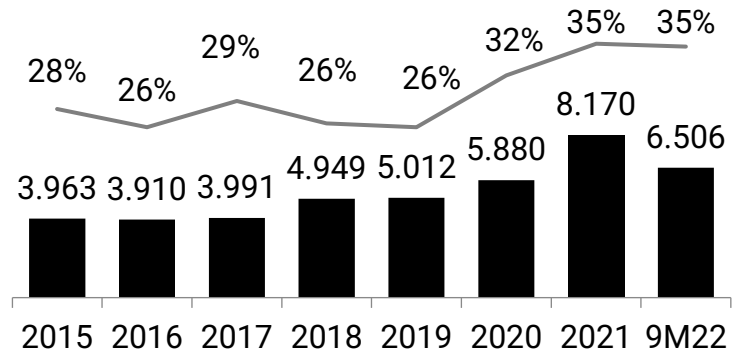
# FINANCIAL INFORMATION



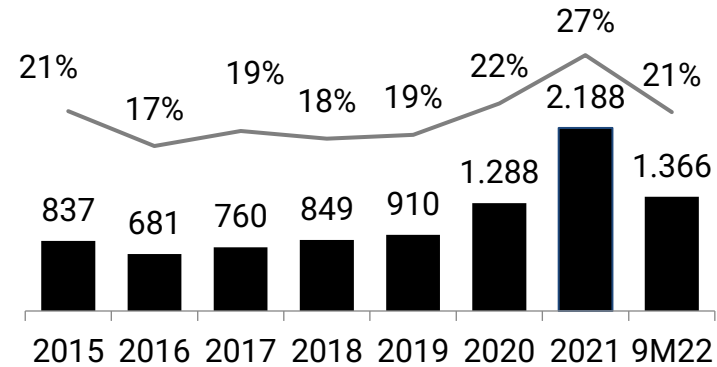


# Consolidated Results

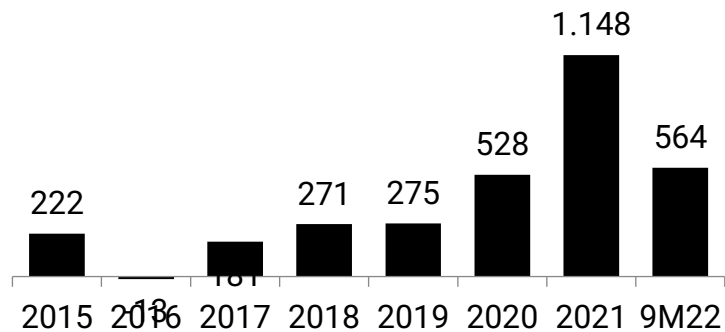
## Net Revenue and Gross Margin



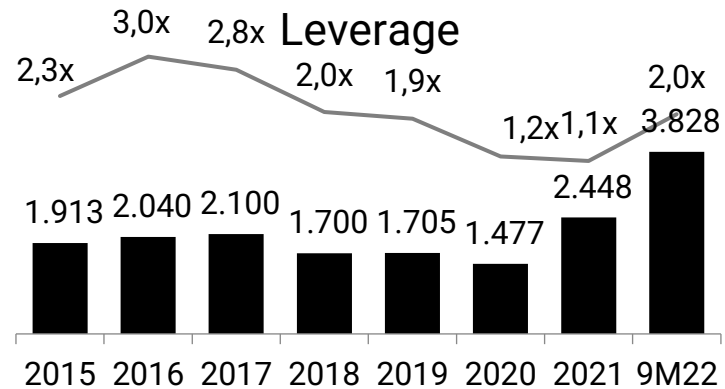
## Recurring EBITDA and EBITDA Margin



## Recurring Net Income



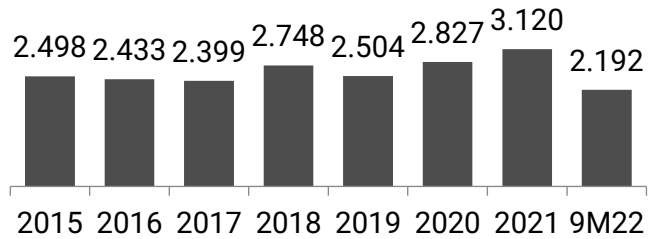
## Net Debt and Financial



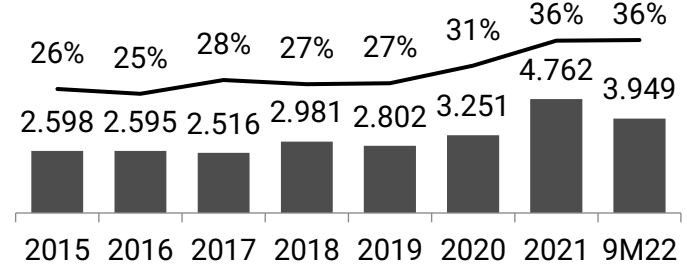
# Business Units Results

## Wood Panels

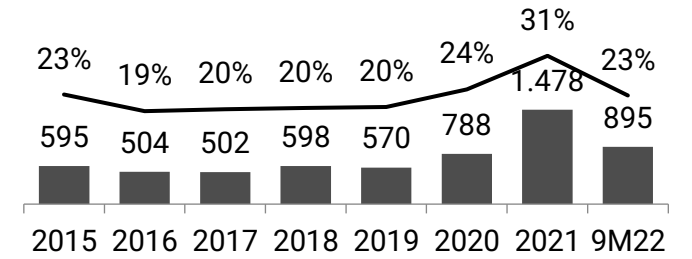
Volume ('000 m<sup>3</sup>)



Recurring Net Revenue and Gross Margin

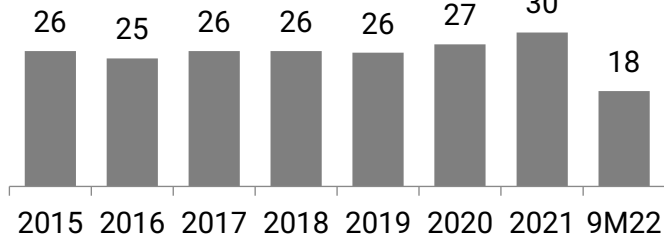


Recurring EBITDA and EBITDA Margin

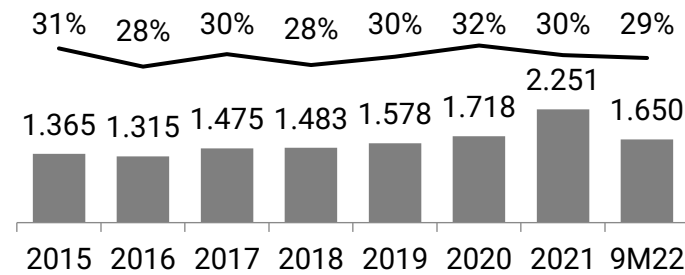


## Metal and Sanitary Ware

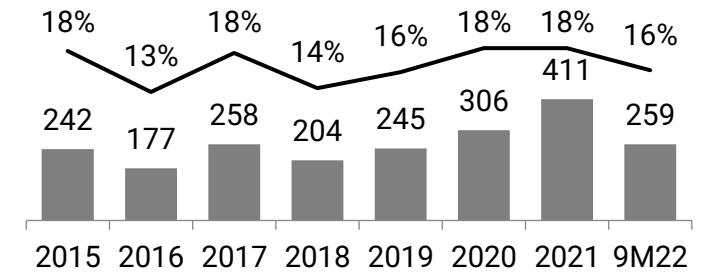
Volume (millions of itens)



Recurring Net Revenue and Gross Margin

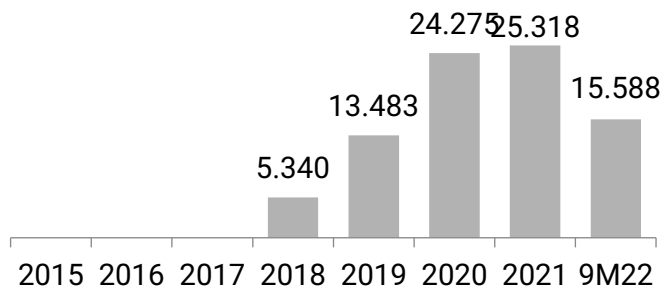


Recurring EBITDA and EBITDA Margin

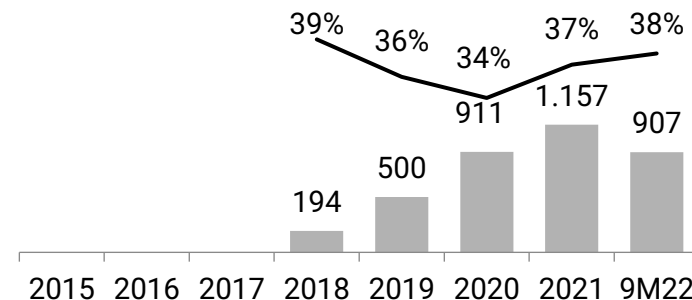


## Tile

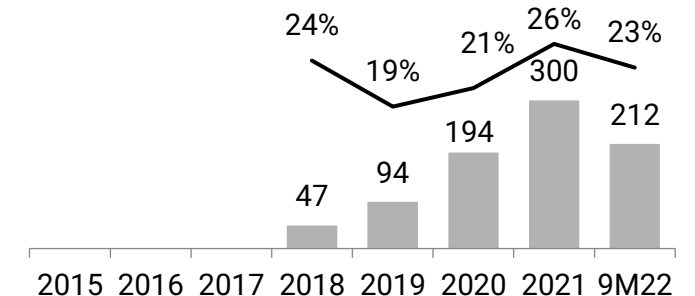
Volume ('000 m<sup>2</sup>)



Recurring Net Revenue and Gross Margin

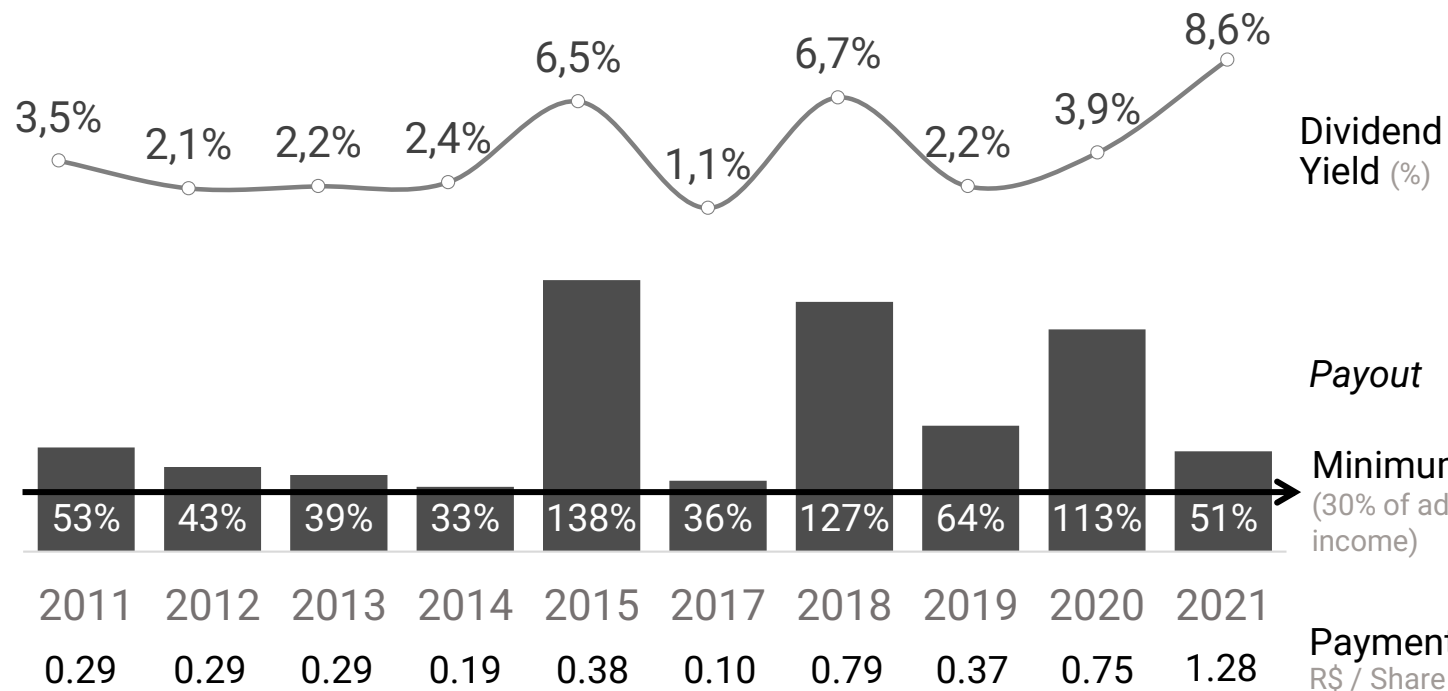


Recurring EBITDA and EBITDA Margin

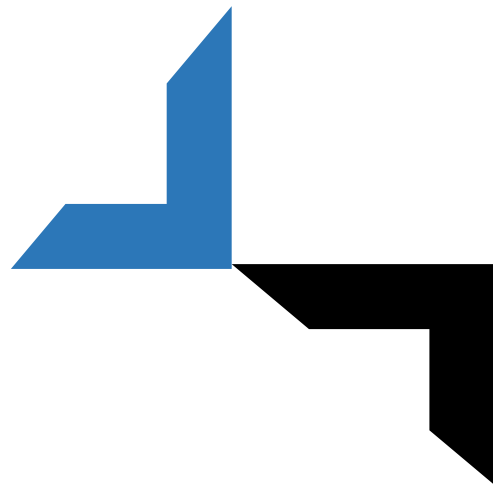


# Dividends Policy<sup>1</sup>

— Payments at least once per fiscal year.



<sup>1</sup> In 2016, no disbursements was made regarding dividends and interest on capital



# QUARTERLY RESULTS

3Q22





# Highlights 3Q22

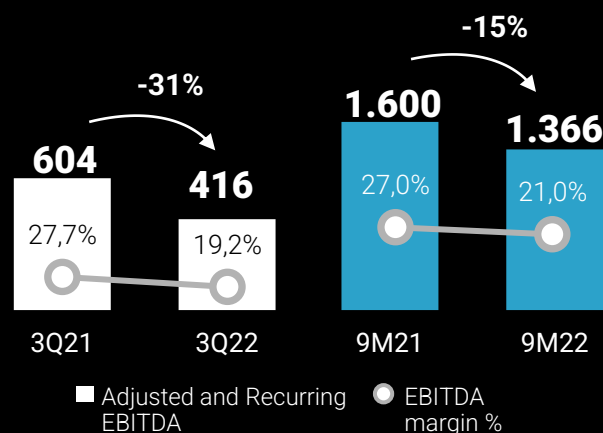
Adjusted & Recurring EBITDA of **R\$1.365M** in 9M22, despite the deteriorating macro scenario



- Shrinking market impacted results, especially for Sanitary Ware and Tiles;
- Price and mix adjustments maintained Revenue levels;
- EBITDA of R\$ 416 million in 3Q22, under strong cost and volume pressures;
- Positive pre-operating results for LD Celulose, with an EBITDA of USD 23 million in 3Q22 and USD 12 million in 9M22, **which are not reflected in the numbers below.**

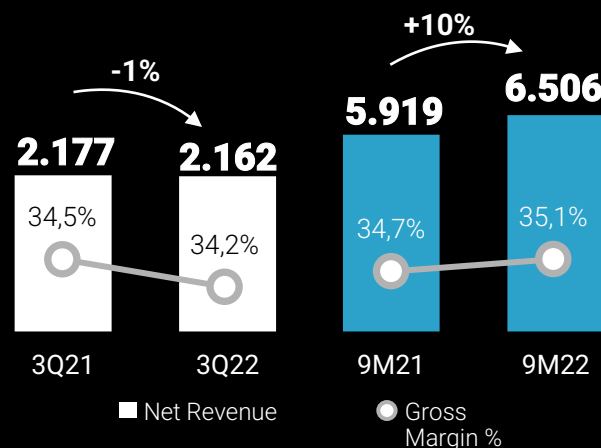
## Adjusted and Recurring EBITDA and Margin

R\$ million / %



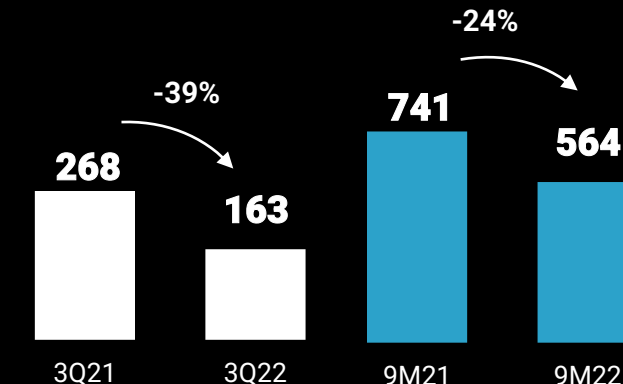
## Recurring Net Revenue and Gross Margin

R\$ million / %



## Recurring Net Income

R\$ million



# Cash Flow

## 3Q22

Working Capital /Net Revenue remains at low levels (~16%)

- Replacement of inventory to support service levels in the face of the market scenario;
- Sustaining Capex focused on rebuilding forestry assets;
- Confirmation of investment in projects in 9M22, with:

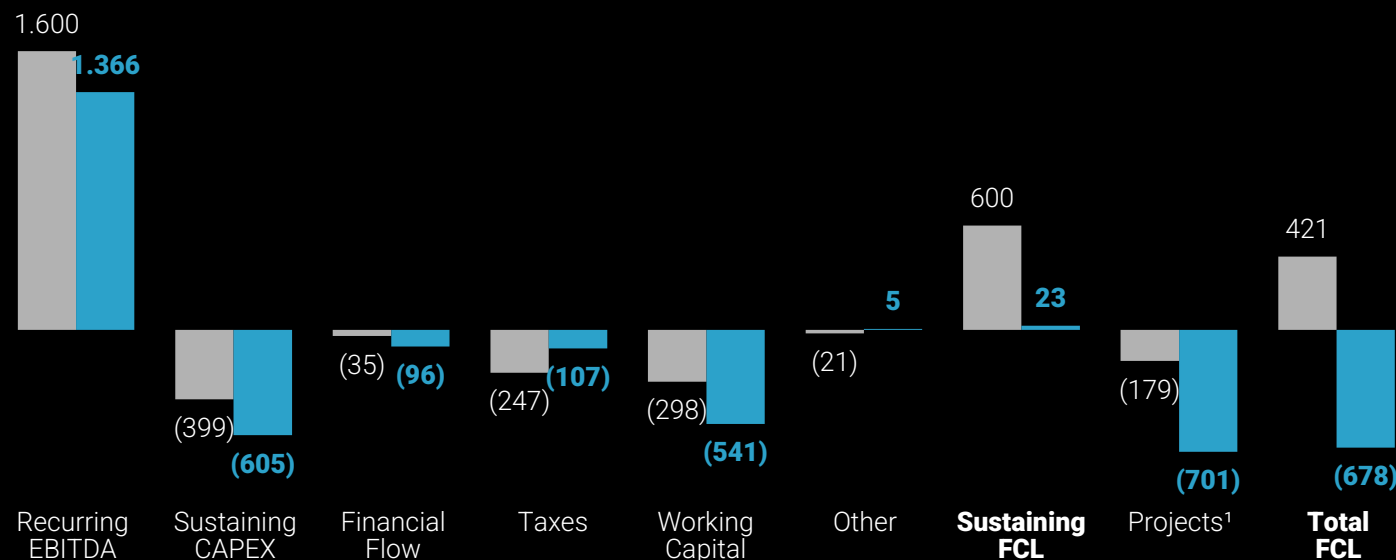


- R\$ 169 million: New ceramic tiles unit in São Paulo;
- R\$ 94 million: Projects driving productivity, improvements to the mix and Deca automation;
- R\$ 76 million: Improvements to the panels mix, factory debottlenecking and forestry expansion.

### Free Cash Flow YTD

R\$ million

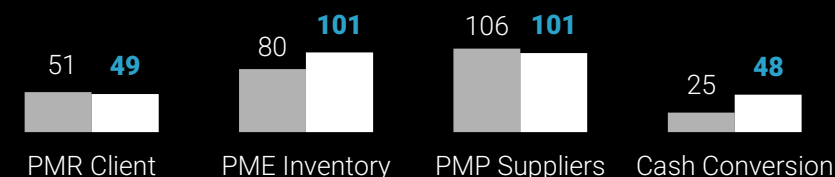
■ 9M21 ■ 9M22



### Cash Conversion Cycle

Days

■ 9M21 ■ 9M22



### CAPEX

R\$ million

INVESTMENTS	3Q21	3Q22	9M21	9M22
FORESTRY OPEX	69	75	115	299
MAINTENANCE	104	120	239	305
<b>Sustaining CAPEX<sup>2</sup></b>	<b>173</b>	<b>195</b>	<b>399</b>	<b>604</b>
<b>PROJECTS<sup>3</sup></b>	<b>65</b>	<b>145</b>	<b>179</b>	<b>686</b>

# Corporate Debt 3Q22

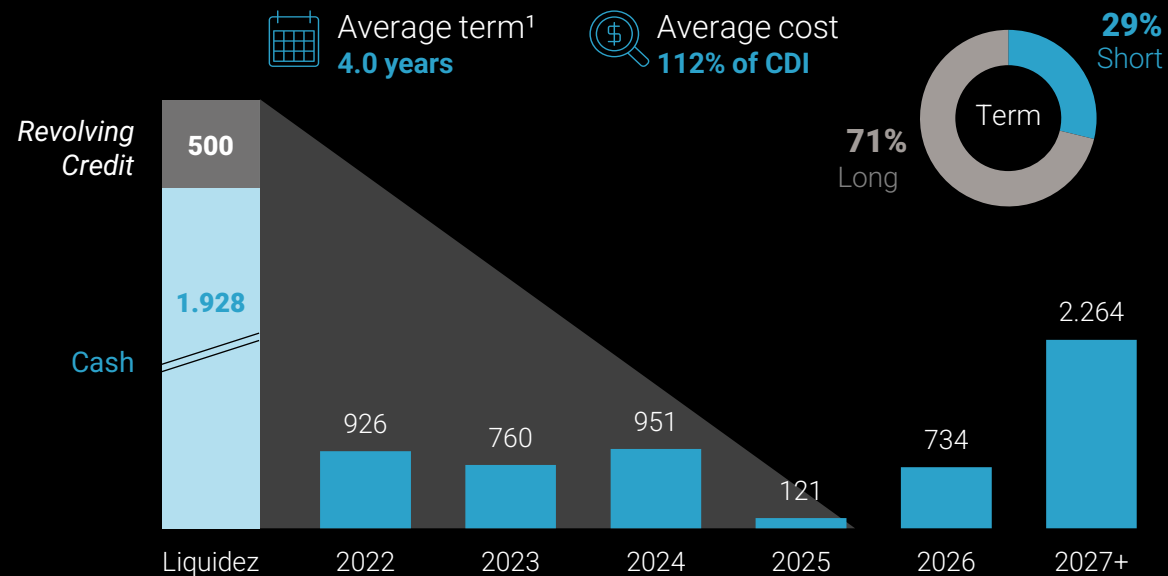
Leverage at 2.0x  
- at healthy levels for the operation

- Increase in leverage arising from investment in projects;
- Renewal of revolving credit facility to the amount of R\$ 500 million, available for drawdown over the next 12 months
- Significant impact on financial costs arising from the increase in interest rates vs. 2021.



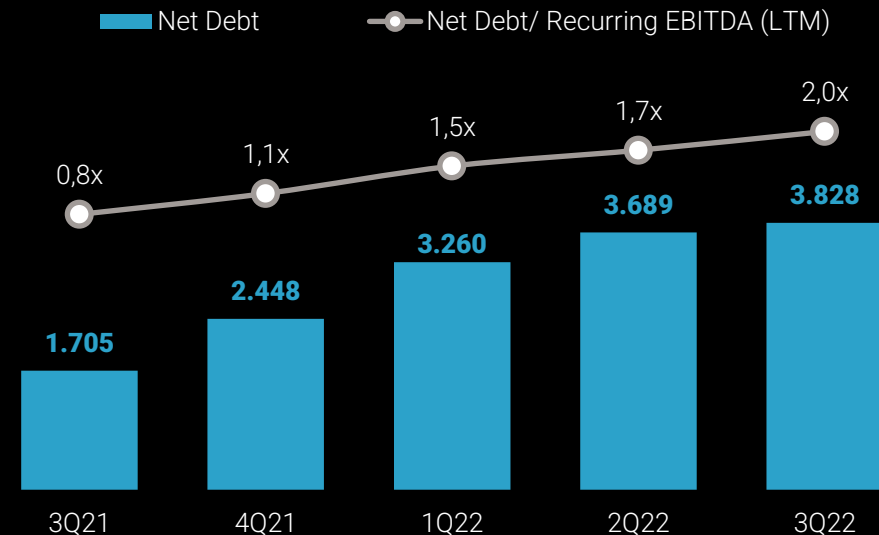
## Amortization Timeline

R\$ million



## Financial Leverage

R\$ million





Deca portinari ceusa  
Hydra castelatto

**FINISHES FOR CIVIL  
CONSTRUCTION**



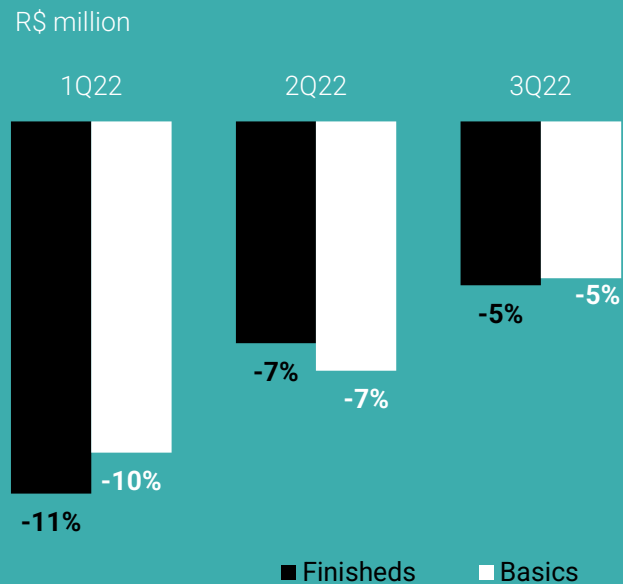
# Sector Environment

## Metals and Sanitary Ware

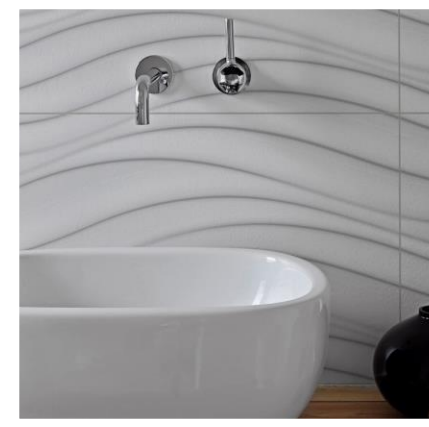
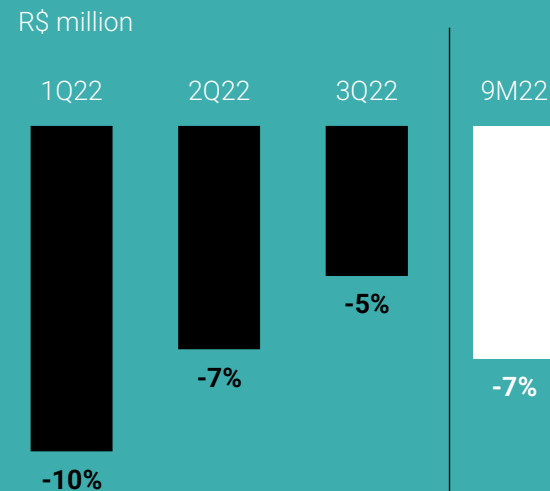
ABRAMAT data

- Industry revenue has been declining since the beginning of the year.;
- Positive trend for 4Q22.

**Gross deflated revenue by type of product vs 2021<sup>1</sup>**



**Construction materials revenues vs 2021<sup>1</sup>**



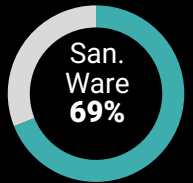
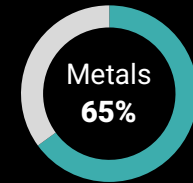
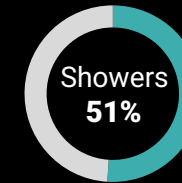
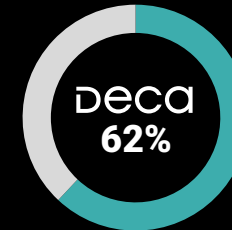
# Results

## Metals & San. Ware.

- Deterioration of the market led to a drop in both quarterly and 9M22 sales;
- Increase in unit revenue of 18% in 3Q22, and of 25% in 9M22, with an improvement in the mix and price adjustments;
- Adjusted and Recurring EBITDA of R\$ 73 million;

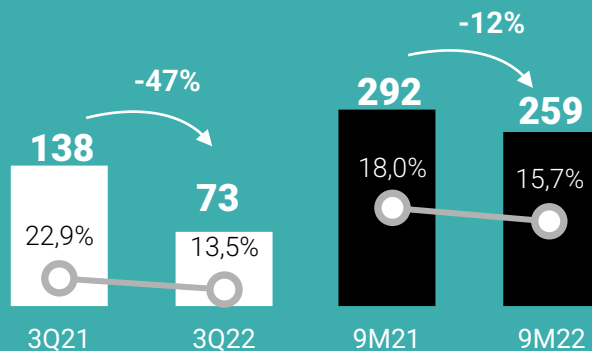
### Capacity Utilization 3Q22

%



### Adjusted and Recurring EBITDA and Margin

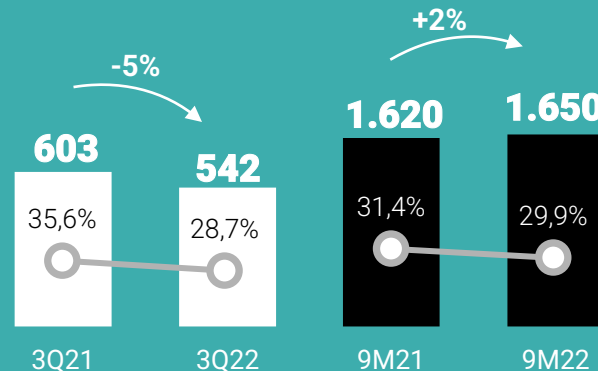
R\$ million / %



■ Adjusted and Recurring EBITDA  
● EBITDA margin %

### Pro Forma Recurring Net Revenue and Gross Margin

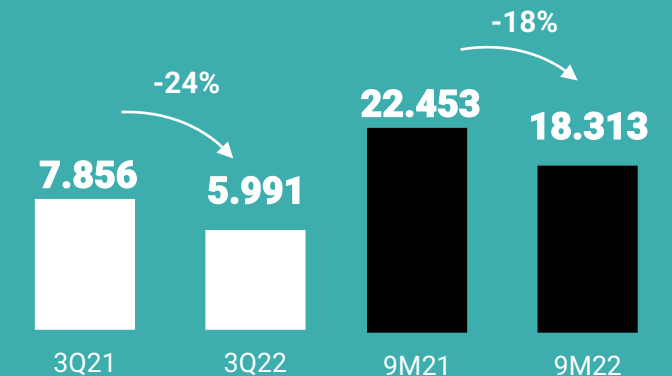
R\$ million / %



■ Net Revenue  
● Gross Margin %

### Volume

Pieces

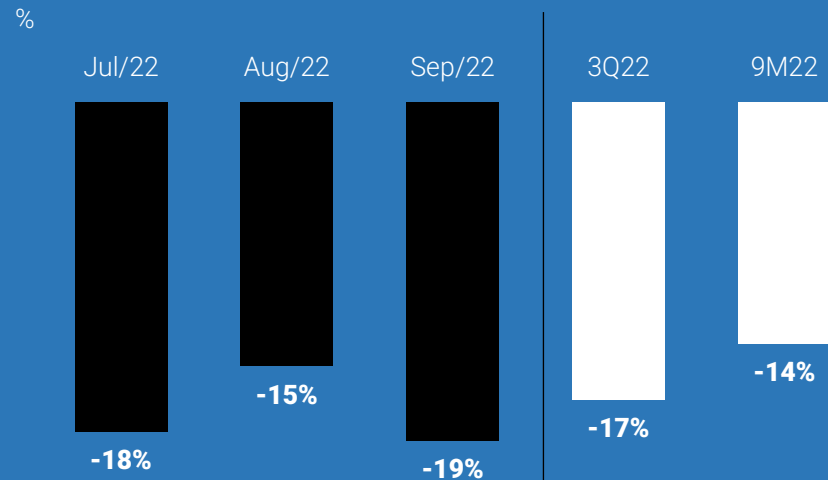


# Sector Environment Tiles

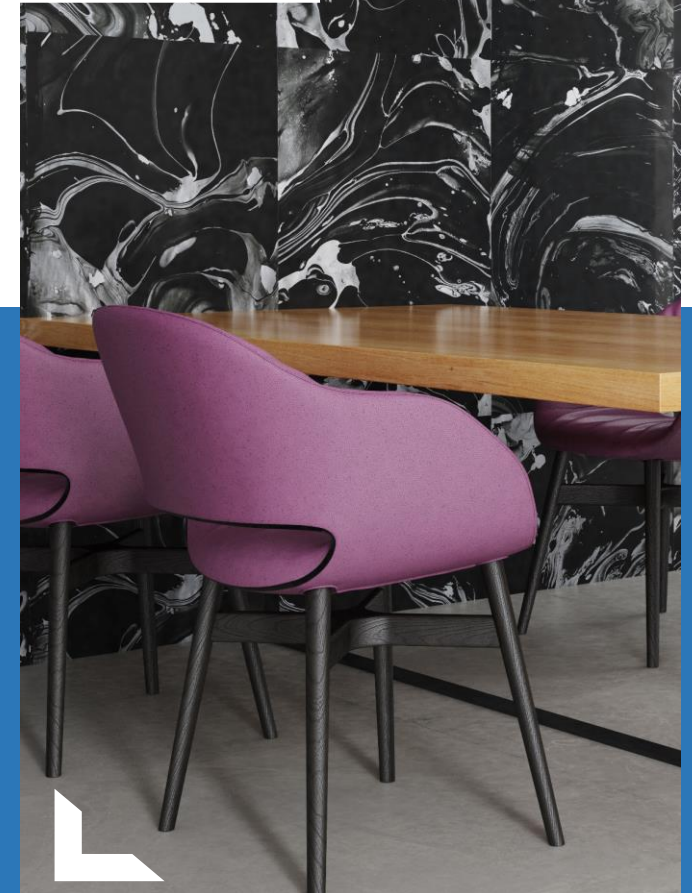
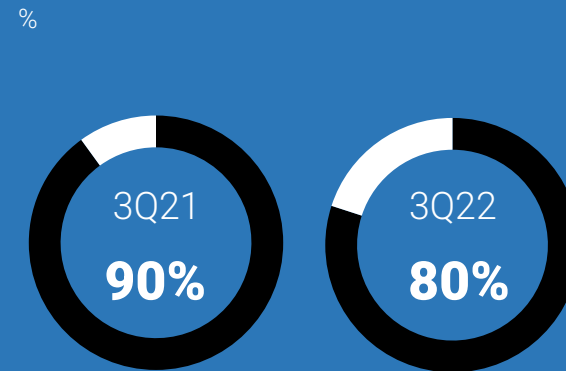
ANFACER data

- Fall in the factory utilization rates as sales volumes have cooled;
- Drop off in results in September, with little sign of an upturn, according to data provided by ABRAMAT.

**Sales volumes for the Ceramic Tiles industry v 2021<sup>1</sup>**



**Capacity utilization**



# Results Tiles

- More challenging market hurting sales in both the quarter and year;
- Implementation of price adjustments compensating for increase in the cost of natural gas, with gains in gross margin;
- Adjusted and Recurring EBITDA of R\$ 66.3 million in 3Q22, with a margin of 21.7%.

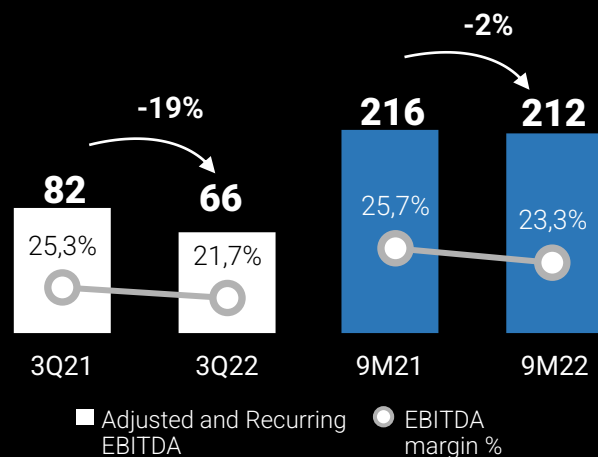
## Capacity Utilization 3Q22

%

72%

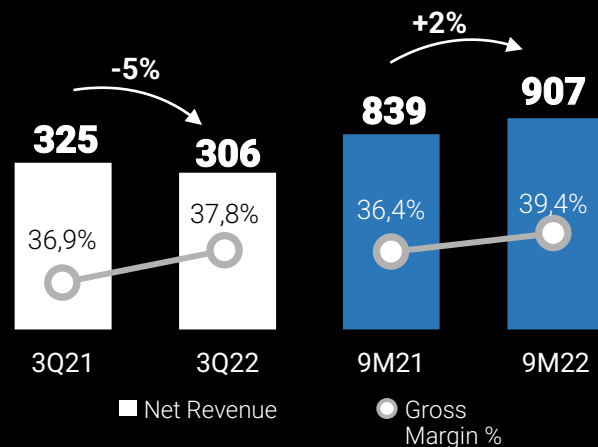
## Adjusted and Recurring EBITDA and Margin

R\$ million / %



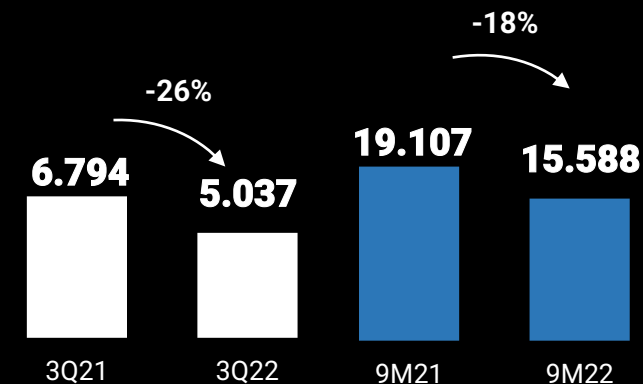
## Pro Forma Recurring Net Revenue and Gross Margin

R\$ million / %



## Volume

000m<sup>2</sup>





Durafloor  
Duratex



WOOD



# Sector Environment

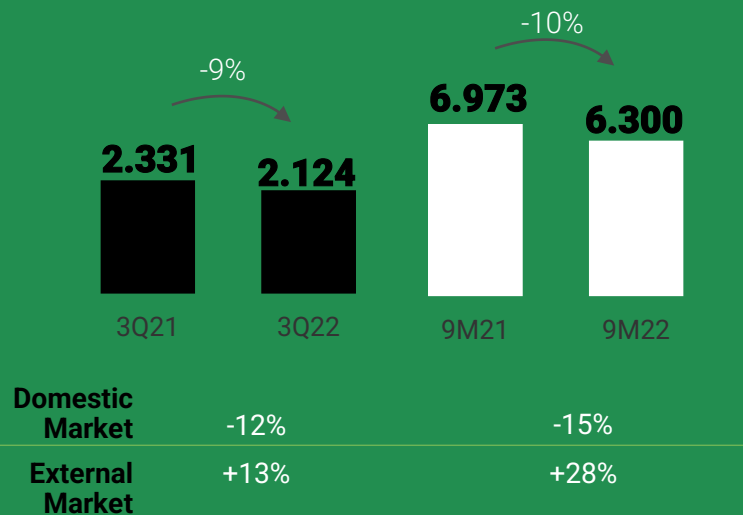
## Wood Panels

IBÁ data

- Market saw a fall in relation to 2Q22, highlighting an even more challenging demand scenario
- Slight drop off in the sector's capacity utilization.

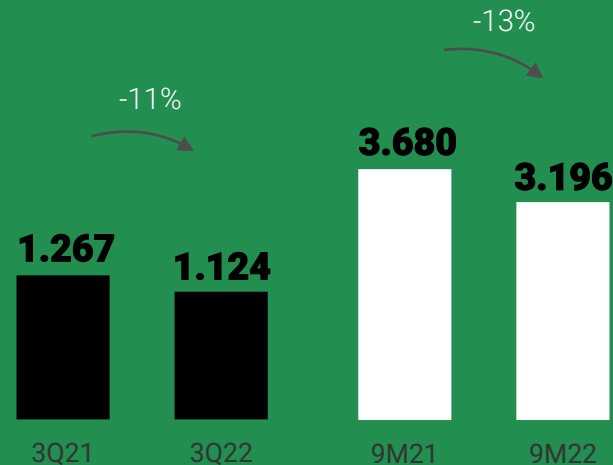
### Total panels

Volume 000m<sup>3</sup>



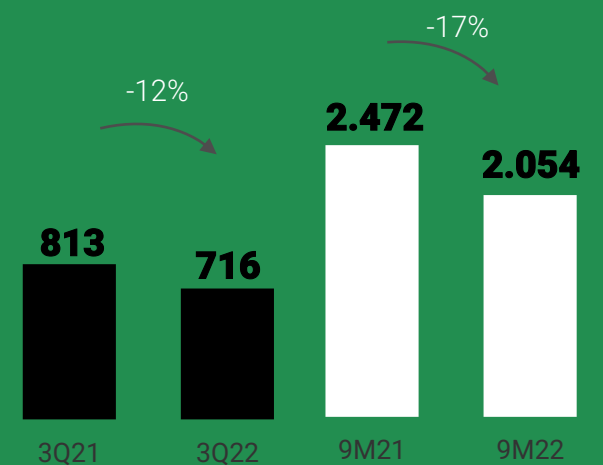
### MDF Domestic Market

Volume 000m<sup>3</sup>



### MDP Domestic Market

Volume 000m<sup>3</sup>

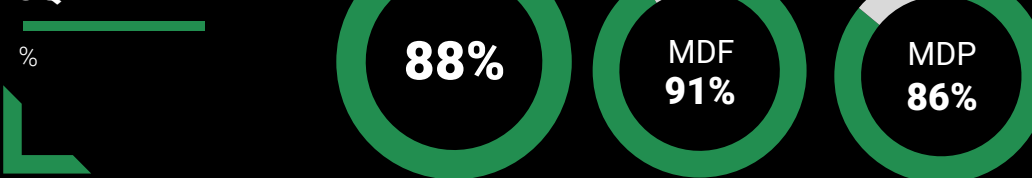


# Results Wood



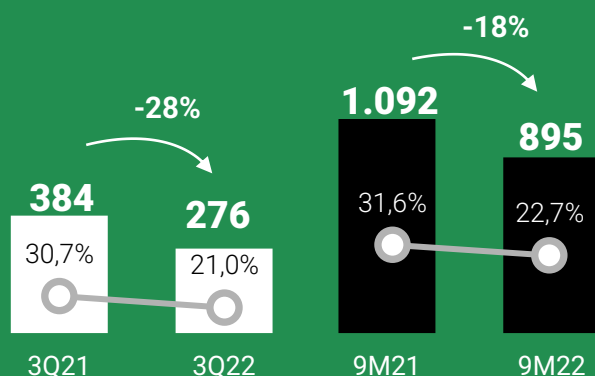
- Maintenance of volume, with a strong presence in the domestic market and evolution in the foreign market;
- Inflationary pressure, FX and shipping costs impacted margins during the period;
- Adjusted and Recurring EBITDA of R\$ 276 million in the quarter, an increase of 6% versus 2Q22.

## Capacity utilization<sup>1</sup> 3Q22



## Adjusted and Recurring EBITDA and Margin

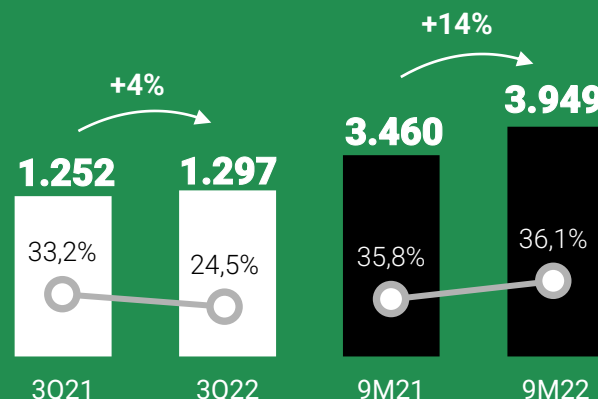
R\$ million / %



■ Adjusted and Recurring EBITDA  
● EBITDA margin %

## Recurring Net Revenue and Gross Margin Pro Forma

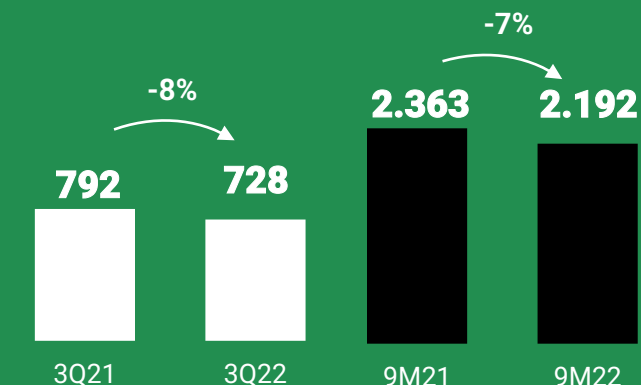
R\$ million / %



■ Net Revenue  
● Gross Margin %

## Volume

000m<sup>3</sup>





# Results

## Dissolving Wood Pulp

3Q22 with a pre-operating result,  
before becoming operational in 4Q22

- Volumes sold: 45k tons in 3Q22;
- Quality levels exceeding initial expectations;
- Costs under pressure from high cost of chemicals and the ramp up process;
- Results reflect 100% of the operation, equity equivalence (49%) of R\$ 15.3 million in 3Q22

### VOLUME OF PRODUCTION

500k tons / year, with potential debottlenecking of +10% in the medium term

Ramp up expected to reach **Full Capacity** later this year

Generation of **CLEAN ENERGY**, with surplus to sell to the market

### EBITDA

USD million / %

23

3Q22

12

YTD¹

### Recurring Net Revenue

USD million / %

52

3Q22

64

YTD¹

### Net Income

USD million

9

3Q22

5

YTD¹



## RELAÇÕES COM **INVESTIDORES**

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