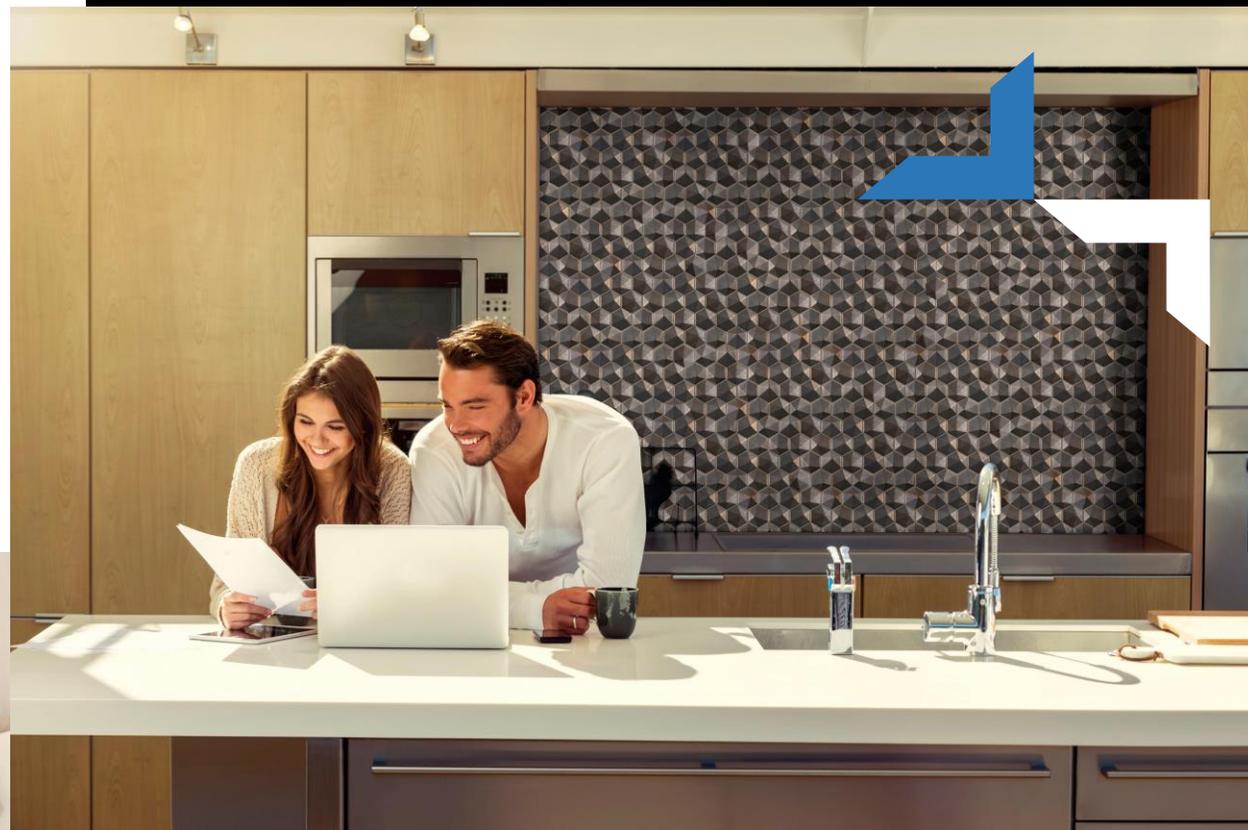


Dexco



InvestorDay

OCTOBER 28 2022



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.

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



Dexco

1 YEAR

NEW BRAND POSITIONING

ONGOING focus on **PRODUCTIVITY** and **COST REDUCTION**

CAPTURE OF SYNERGIES among the businesses

INVESTMENT plan 2022/2024

Proximity to, and focus on, **SERVING CLIENTS & INFLUENCERS**

DIGITAL transformation

INNOVATION

CULTURAL TRANSFORMATION and evolution

WOOD



PANELS AND FORESTS

duratex durafloor

- Production and sale of MDP and MDF and laminated and vinyl panels
- EBITDA 9M22: **R\$ 895 million**



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
- EBITDA 9M22: **R\$259 million**



TILES

ceusa portinari castelatto

- Production and sale of ceramic and cement tiling
- EBITDA 9M22: **R\$212 million**

DX Ventures

urbem

WOOD BUILDING DESIGN
noah

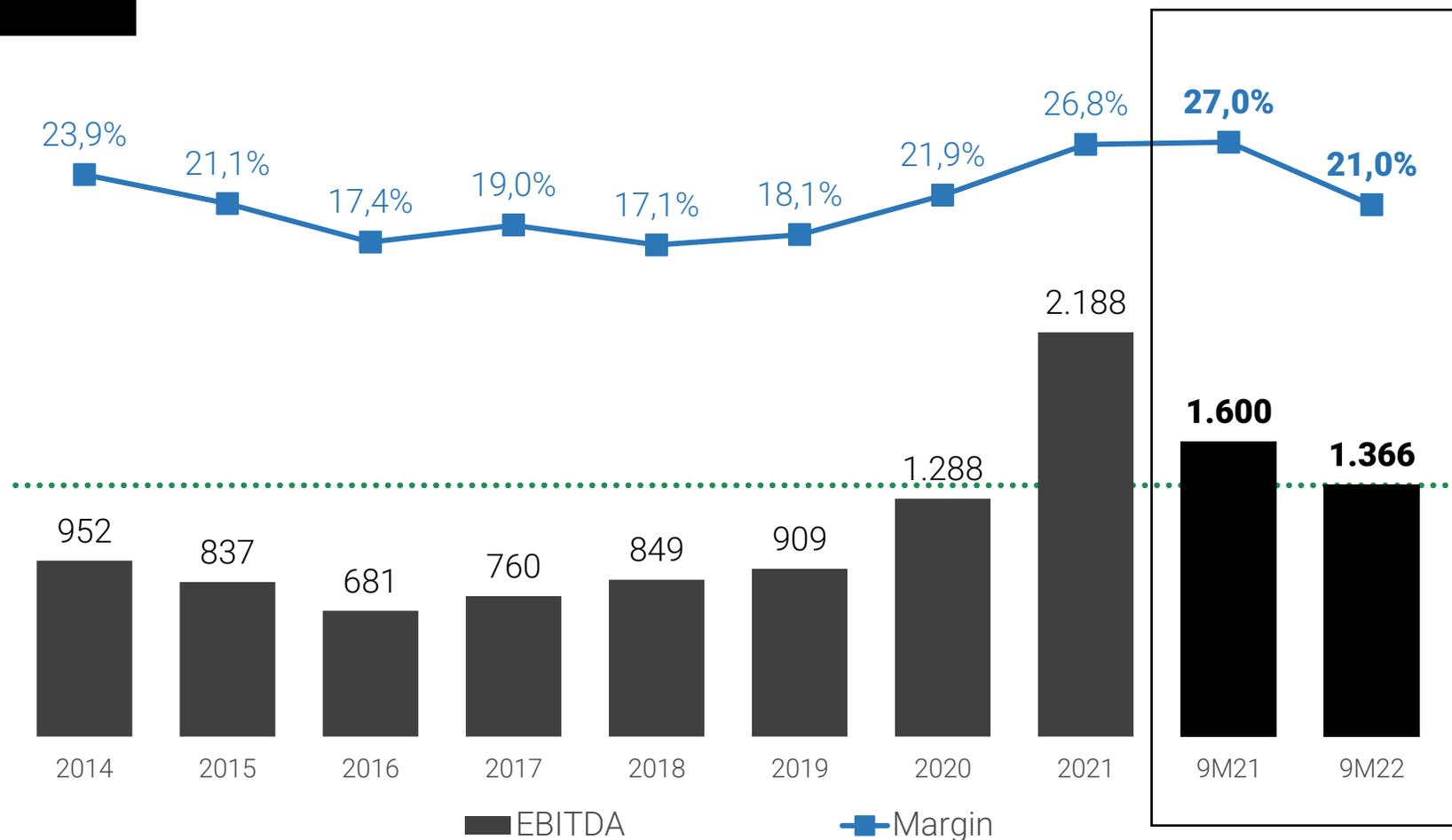
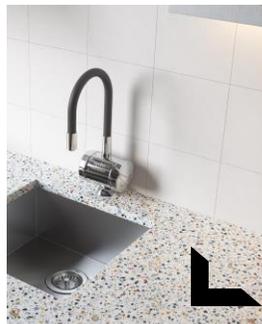
abc
da construção

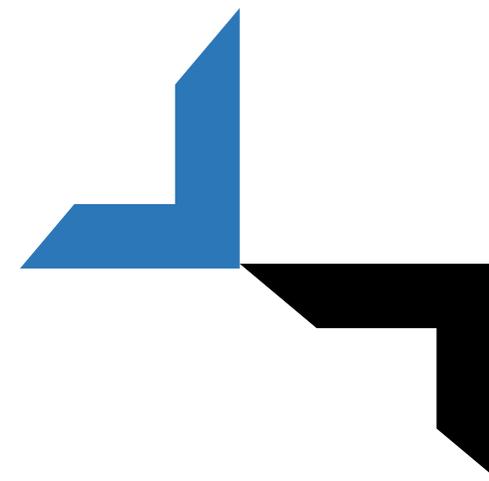
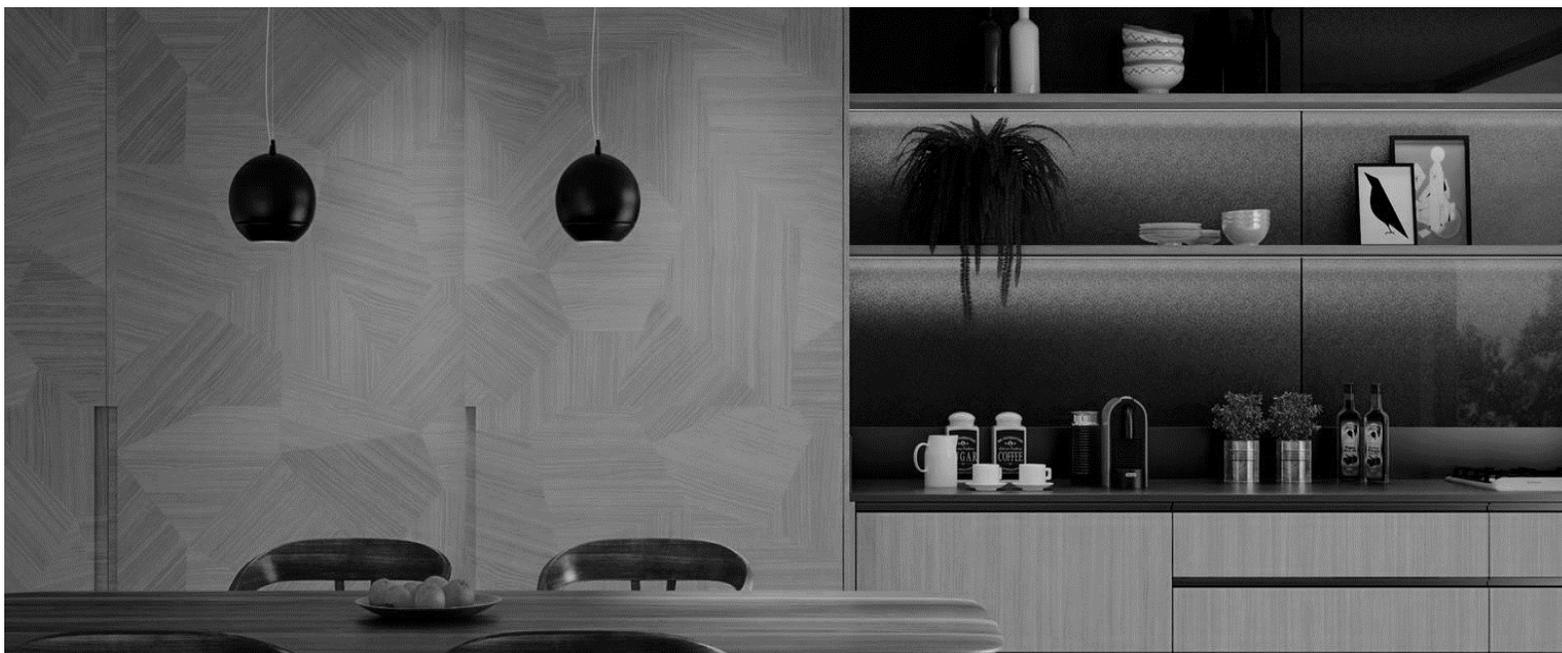
BRASIL
AO CUBO

DEXCO 1 YEAR

New level of results, despite cost pressures and a more challenging market.

In the first 9 months, Dexco **has already matched** the results reported for **the whole year of 2020**.





QUARTERLY RESULTS

3Q22

HENRIQUE HADDAD



Highlights 3Q22

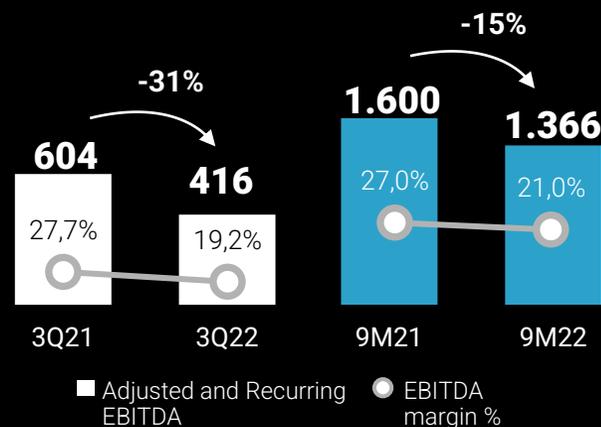
Adjusted & Recurring EBITDA of **R\$1.365M** in 9M22, despite the deteriorating macro scenario



- 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.**

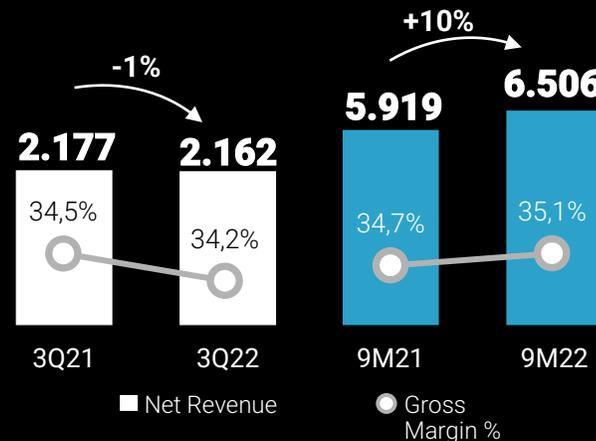
Adjusted and Recurring EBITDA and Margin

R\$ million / %



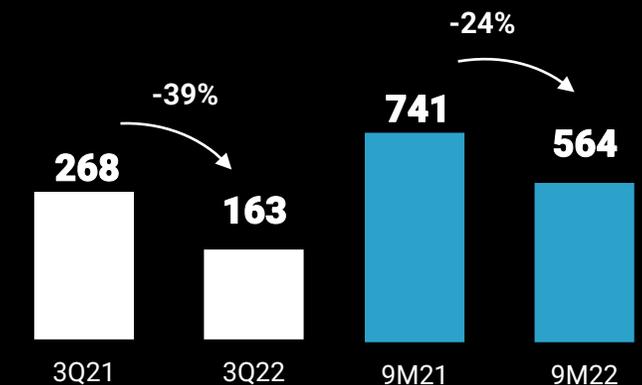
Recurring Net Revenue and Gross Margin

R\$ million / %



Recurring Net Income

R\$ million



Cash Flow

3Q22

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

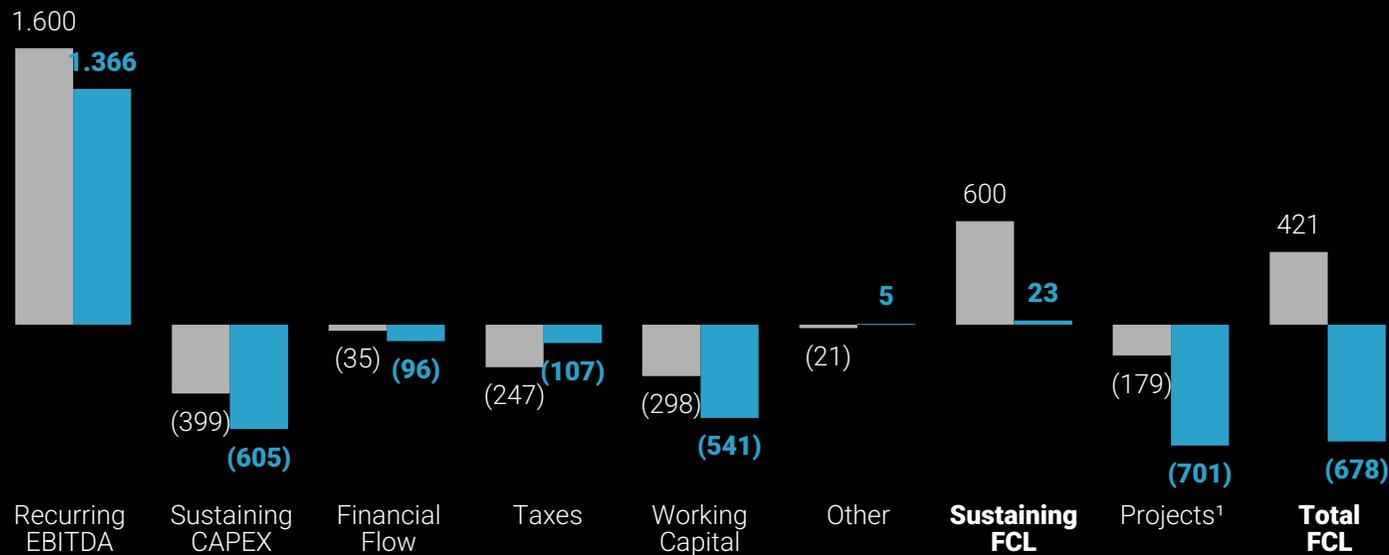
- Replacement of inventory to support service levels in the face of the market scenario;
- Sustaining Capex focused on rebuilding forestry assets;
- Confirmation of investment in projects in 9M22, with:



- 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



Cash Conversion Cycle

Days



CAPEX

R\$ million

INVESTMENTS	3Q21	3Q22	9M21	9M22
FORESTRY OPEX	69	75	115	299
MAINTENANCE	104	120	239	305
Sustaining CAPEX²	173	195	399	604
PROJECTS³	65	145	179	686

Corporate Debt 3Q22

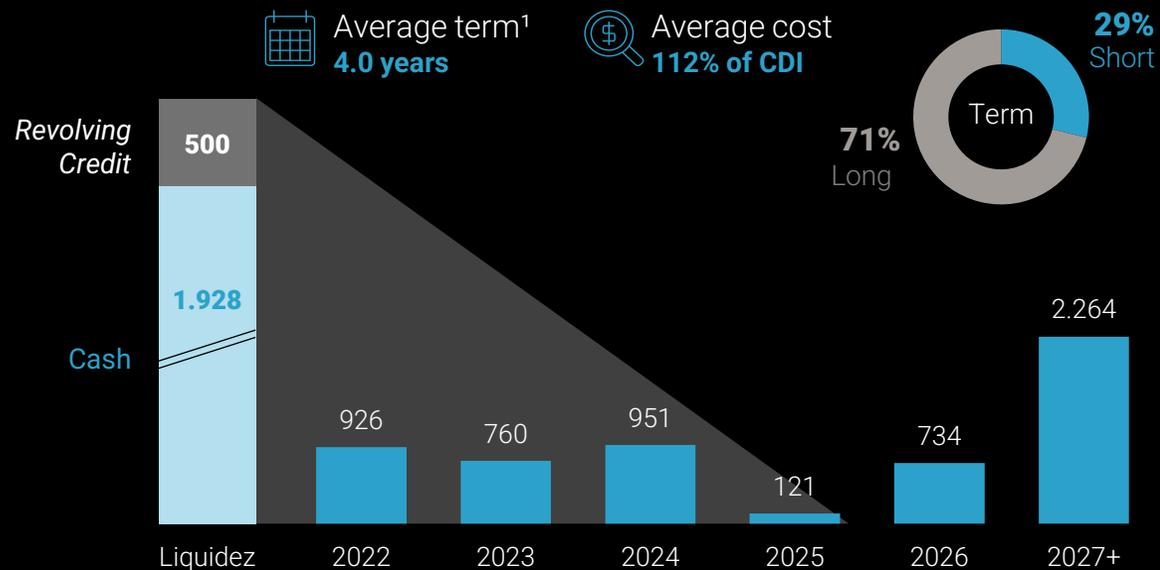
Leverage at 2.0x
- at healthy levels for the operation

- 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.



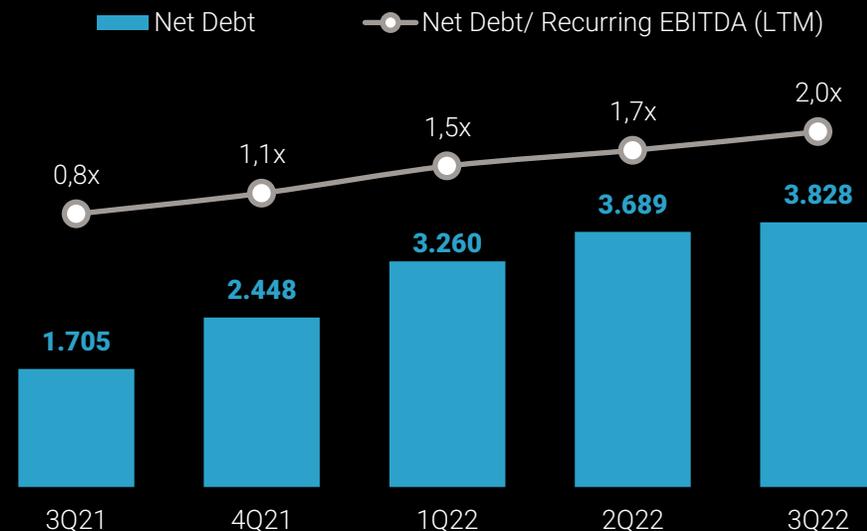
Amortization Timeline

R\$ million



Financial Leverage

R\$ million



1 – Average weighted borrowing term.



deca portinari ceusa
Hydra castelatto

MARCELO IZZO

**FINISHES FOR CIVIL
CONSTRUCTION**

Sector Environment

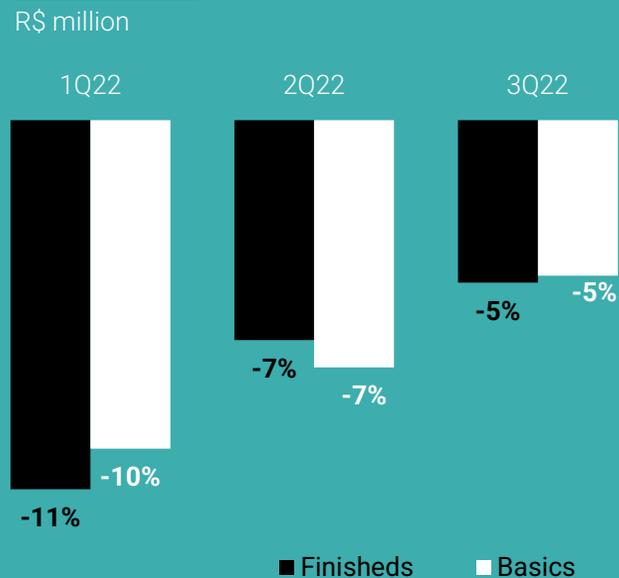
Metals and Sanitary Ware

ABRAMAT data

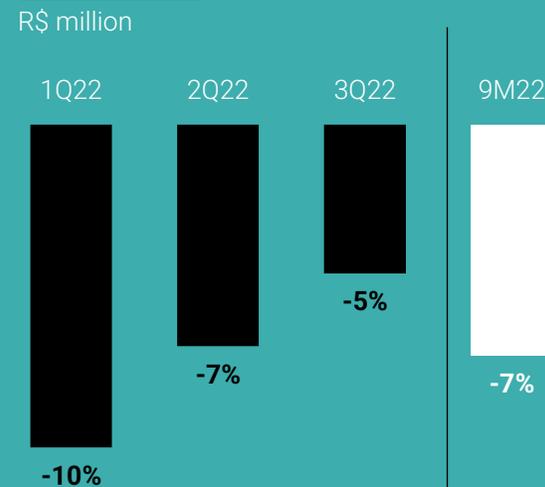
- Industry revenue has been declining since the beginning of the year.;
- Positive trend for 4Q22.



Gross deflated revenue by type of product vs 2021¹



Construction materials revenues vs 2021¹



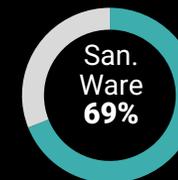
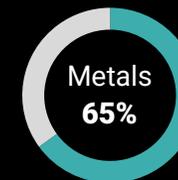
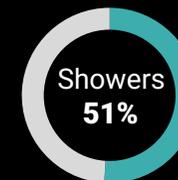
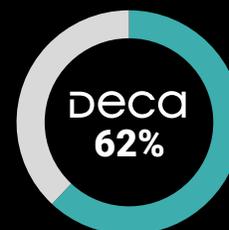
Results

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;

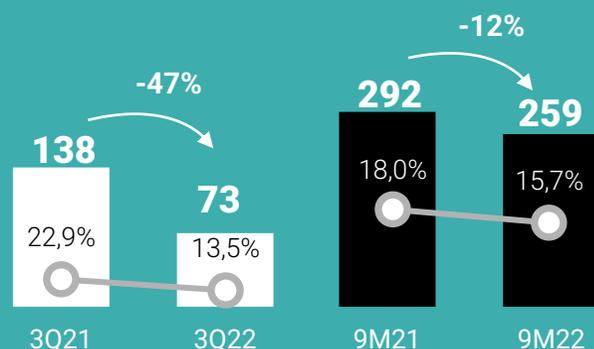
Capacity Utilization 3Q22

%



Adjusted and Recurring EBITDA and Margin

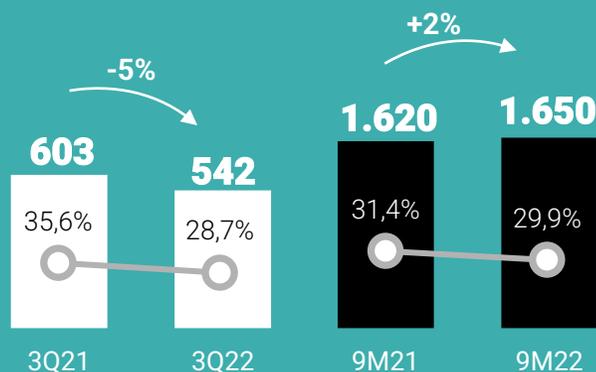
R\$ million / %



■ Adjusted and Recurring EBITDA ● EBITDA margin %

Pro Forma Recurring Net Revenue and Gross Margin

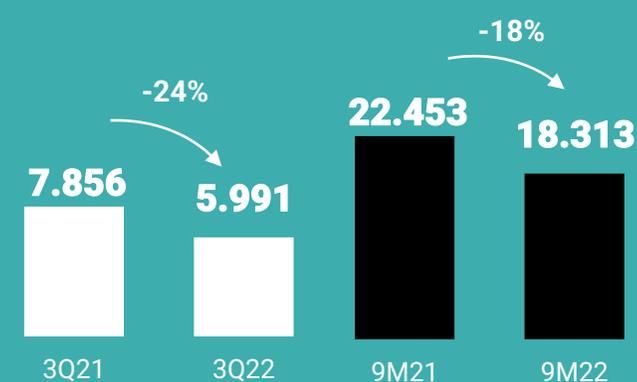
R\$ million / %



■ Net Revenue ● Gross Margin %

Volume

Pieces



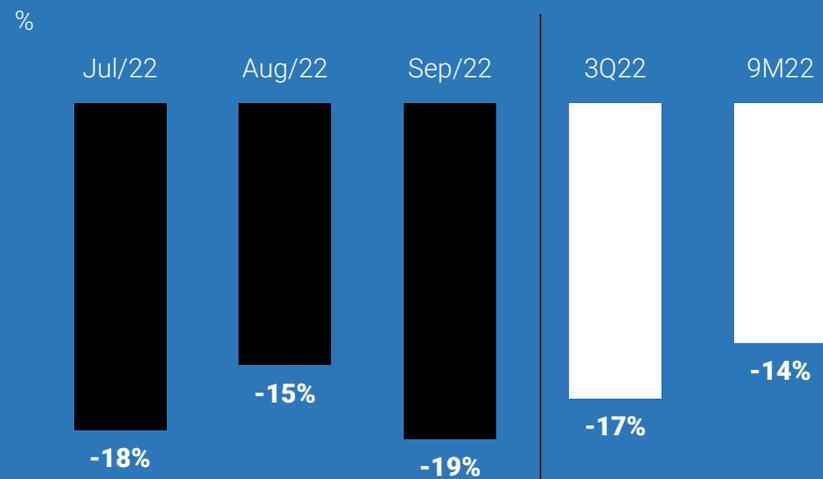
Sector Environment

Tiles

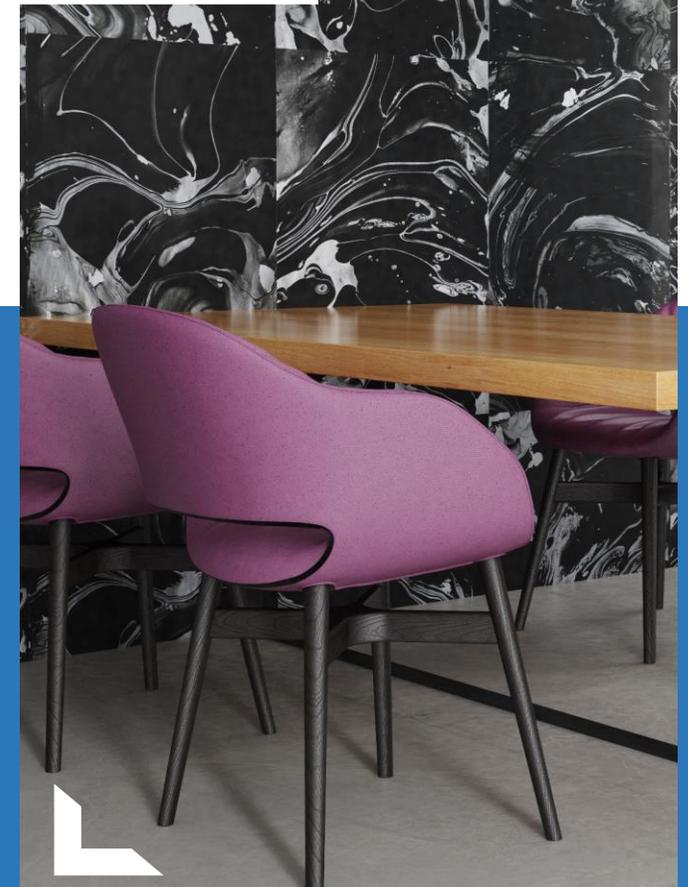
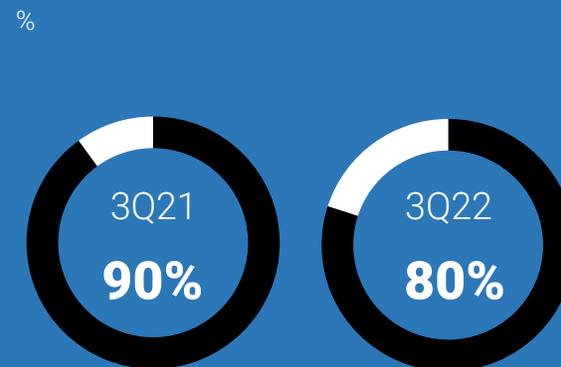
ANFACER data

- 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 2021¹



Capacity utilization

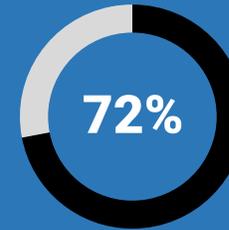


Results Tiles

- 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%.

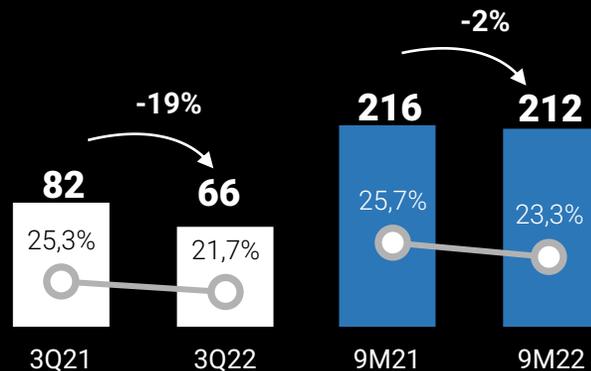
Capacity Utilization 3Q22

%



Adjusted and Recurring EBITDA and Margin

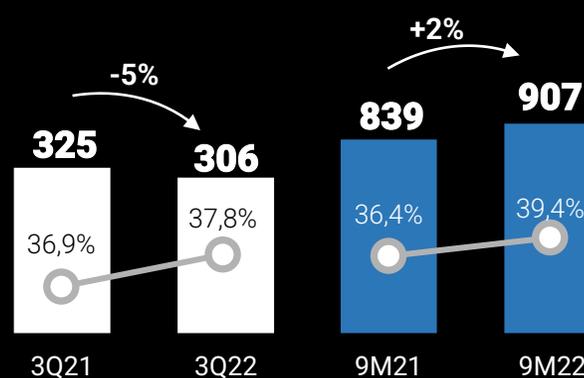
R\$ million / %



■ Adjusted and Recurring EBITDA ● EBITDA margin %

Pro Forma Recurring Net Revenue and Gross Margin

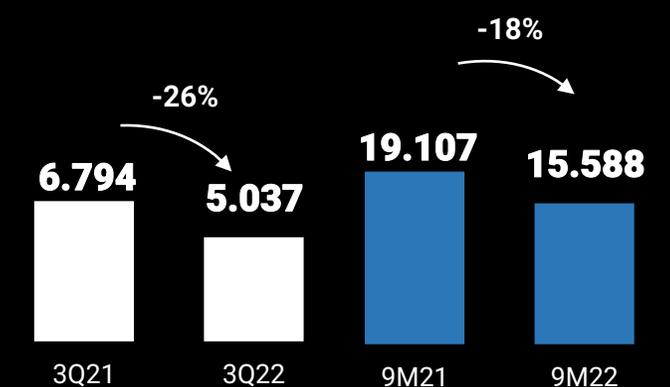
R\$ million / %



■ Net Revenue ● Gross Margin %

Volume

000m²



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**

Durafloor
Duratex



WOOD

RAUL GUARAGNA



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.



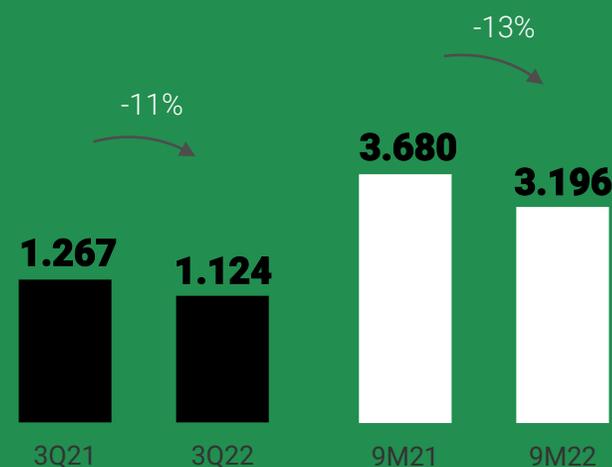
Total panels

Volume 000m³



MDF Domestic Market

Volume 000m³



MDP Domestic Market

Volume 000m³



Sector Environment

Forests

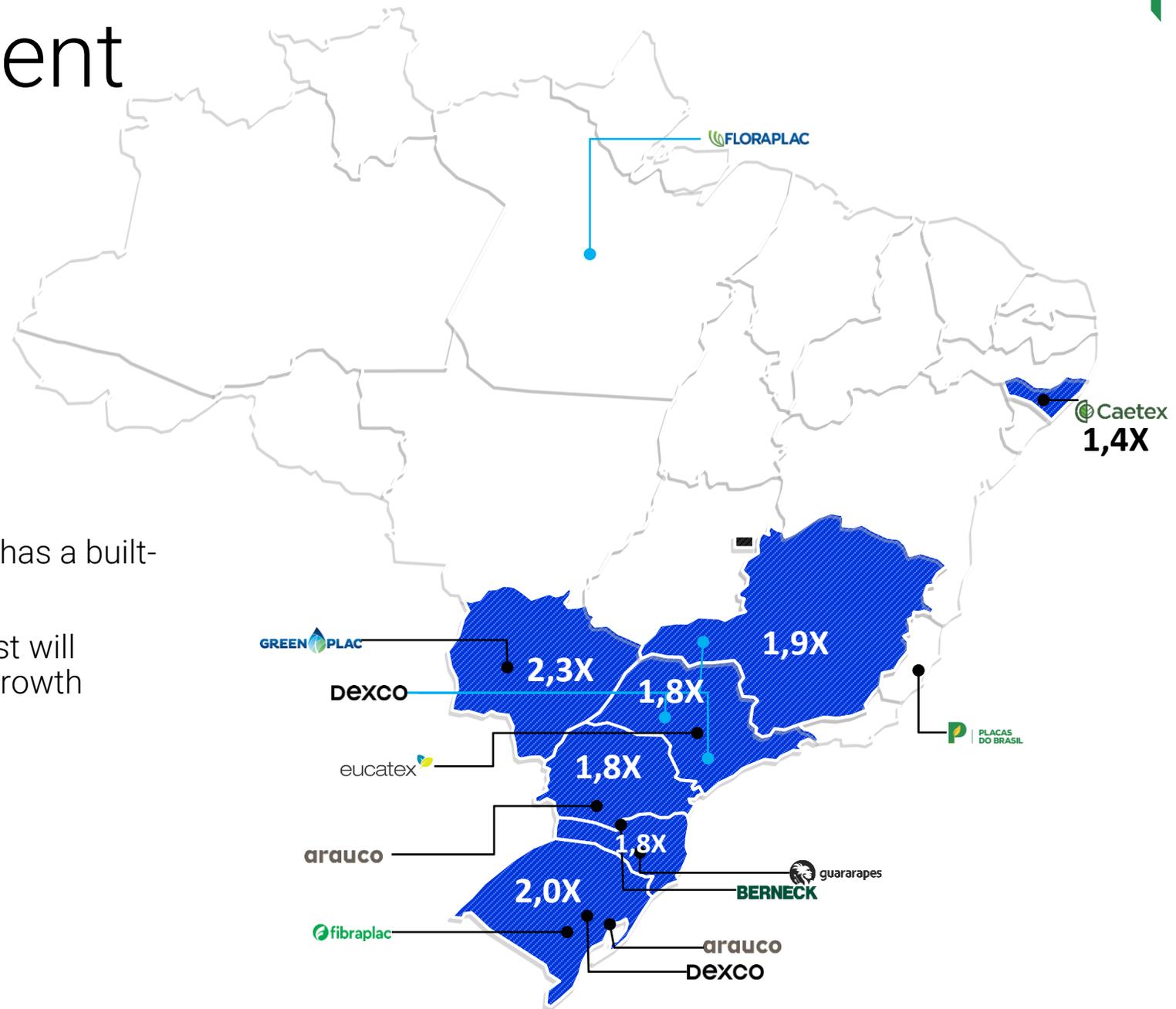
Worldwide shortage of wood and high prices have impacted sectors that consume timber **in general**

- With more than 90% verticalization, Dexco has a built-in competitive differential;
- Growth of the forestry base in the Northeast will secure manufacturing inputs for the next growth cycle.

BRAZILIAN SCENARIO | WOOD PRICE

Increase % Standing Wood Price

R\$ practiced | 3Q22 vs 1Q21



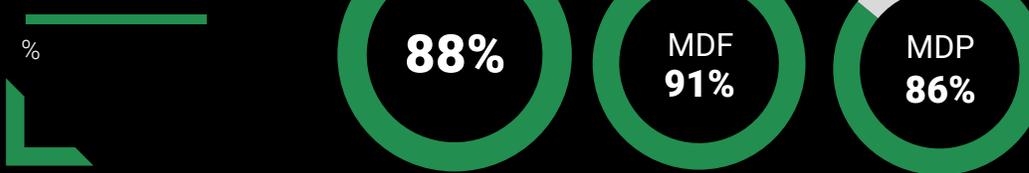
Results

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.

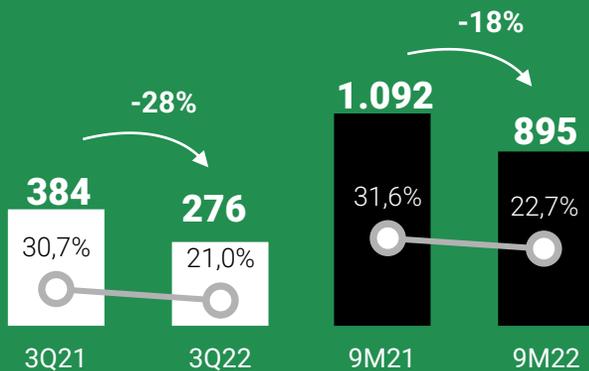


Capacity utilization¹ 3Q22



Adjusted and Recurring EBITDA and Margin

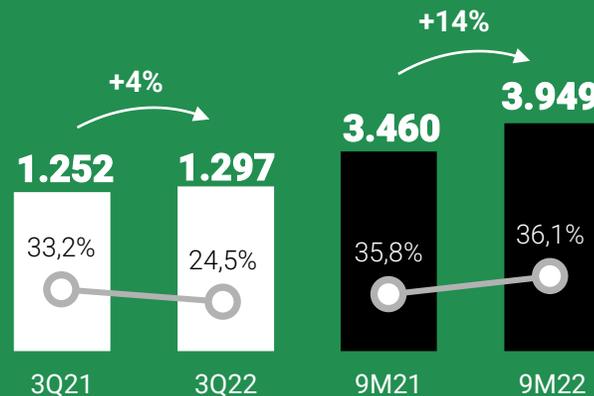
R\$ million / %



■ Adjusted and Recurring EBITDA ● EBITDA margin %

Recurring Net Revenue and Gross Margin Pro Forma

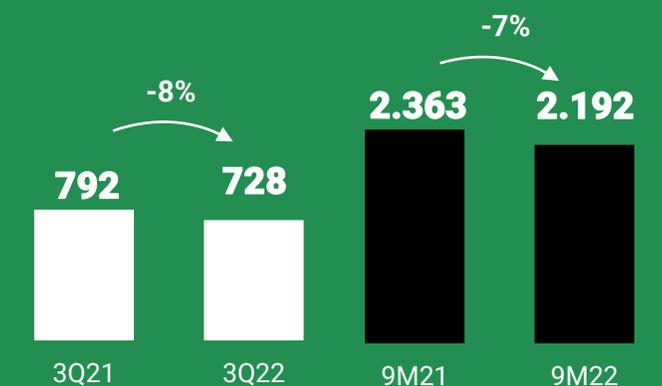
R\$ million / %



■ Net Revenue ● Gross Margin %

Volume

000m³



Sector Environment

Dissolving Wood Pulp

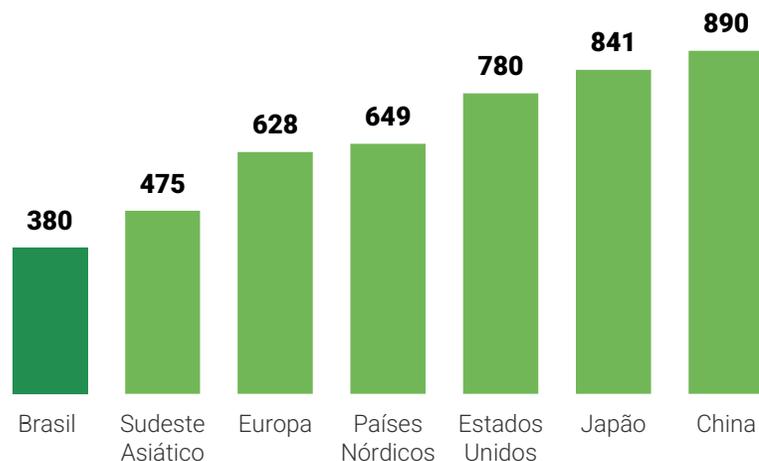
Global Insights

Prospects for the sector remain **positive**



Cash cost per Region

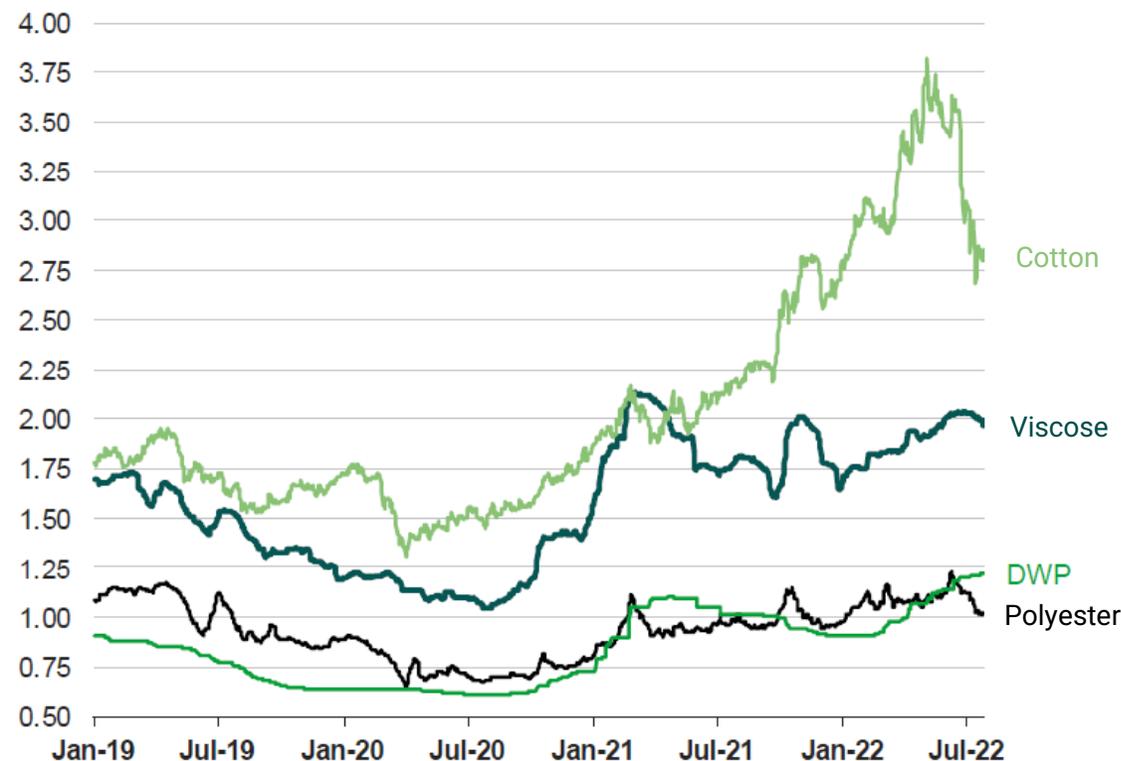
US\$/ton



- 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



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

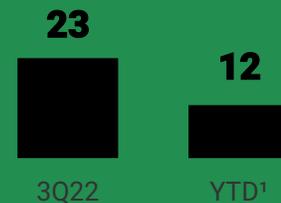
500k tons / year, with potential debottlenecking of +10% in the medium term

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

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

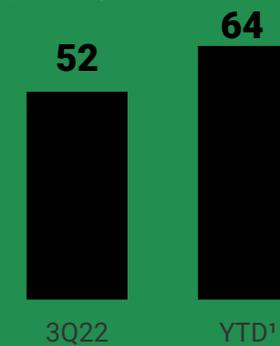
EBITDA

USD million / %



Recurring Net Revenue

USD million / %



Net Income

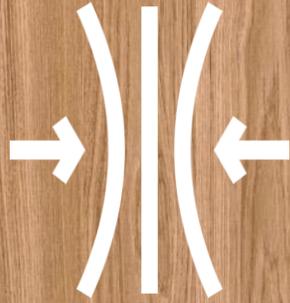
USD million



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



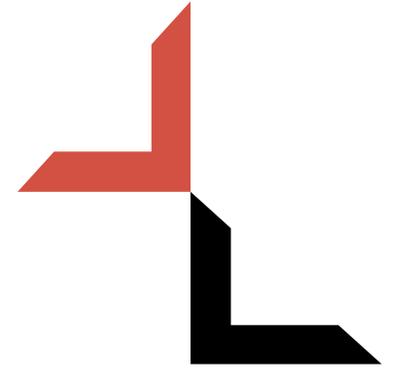
ANTICIPATING
TRENDS

To change the rules of the game

Preferred brand and differentiated products
Leverage competitive essentials and diversify



PROTAGONISM
IN THE CLIENT
AND CONSUMER
JOURNEY



INNOVATION & Corporate Venture Strategy

Daniel Franco

Remembering the **Consumer's Journey**

Journey

Civil Construction



Journey

Refurbishment & Decoration



Journey

Repairs & Maintenance



MARKET

R\$ 107B



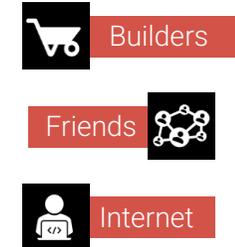
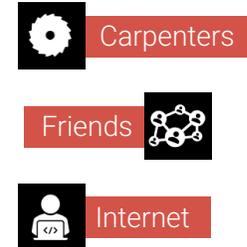
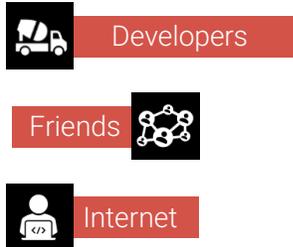
R\$ 118B



R\$ 7B

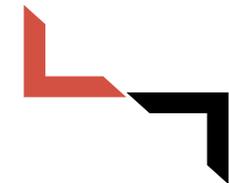


INFLUENCERS



Our **Corporate Venture** thesis

Protagonizing the transformation of the Consumer Journey



Civil Construction

Thesis

Innovative use of the Forest

- Carbon Neutrality
- Structural Properties
- Viability of Industrialization

urbem

WOOD BUILDING DESIGN
noah



Thesis

Offsite Construction

- Modularization of Civil Construction
- High standard inspiring residences
- Leadtime and client experience
- Sustainability

INVESTMENT¹

R\$ 135 million

Refurbishment & Decoration

Thesis

New Retail and Franchising

abc
da construção

- Omnicanility
- Efficient Logistics
- Store experience

INVESTMENT¹

R\$ 102 million



ESG & CULTURE

GLIZIA PRADO



NEW TIMES
NEW CHALLENGES
NEW ATTITUDES

We have evolved and continue to **grow**

The culture of an organization should serve as its strategy, and this is why we have begun a new series of **Way of Being and Doing**

NEW GROWTH CYCLE

DEXCO

"Solutions for Better Living"

22-26

Digital Transformation / Centrality of the Client and Consumer / ESG

CURRENT BUSINESS

NEW BUSINESS

DX VENTURES



WAY OF BEING AND DOING



SUSTAINABILITY STRATEGY



3 JOURNEYS TO DIGITAL TRANSFORMATION

The choice of behaviors was made by way of ensuring HOW we want to deliver our business goals. We need to practice the six behaviors together and understand that they are intertwined if we are to get the results we want.



**NOSSO
JEITO
DE SER
E FAZER**
Cultura que se **constrói**

1

We take care of life wherever it is

2

We invest in people and build amazing teams

3

We are agile and seek the best solutions in digital

4

We innovate, simplify and learn from mistakes

5

We inspire customers and clients

6

We are efficient and we generate differentiated results

New **sustainability** strategy

2020 | 2021

Development of the Strategic Framework

Roll out

WELLBEING



CONSUMER ENVIRONMENT

Comfort and experience
Promote comfortable experiences in environments, through a portfolio of solutions that seek the perfect balance between form and function.

COMPANY ENVIRONMENT

Better living for employees
Promote diversity, development and better living for our employees in the work environment.

SOCIETY ENVIRONMENT

Promote conscious renovation
Facilitate access and improve the renovation experience, promoting better living for the whole society

IMPACT



Eco-efficient solutions
Offer sustainable solutions in the use of water, energy and materials, contributing to conscious consumption along the value chain.

Positive carbon footprint
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.

Low impact construction and renovation
Develop products and services that contribute in a sustainable way to the new construction methods.

CARE



Health in environments
Spearhead solutions that contribute to safety, maintenance, prevention and promotion of health in the environments where we live.

Conscious management
Drive sustainable and innovative practices in forest management, industrial asset management, and health and safety.

Influencer engagement
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.

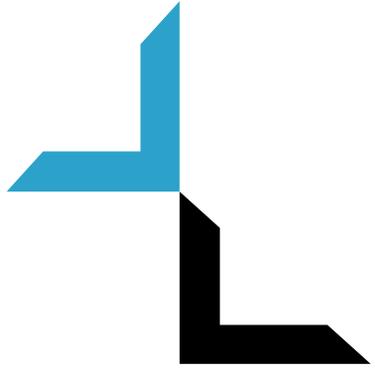
DISCLOSURE

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



PERSPECTIVES

2022

Perspectives

MACRO SCENARIO

- Volatility due to the electoral scenario and international situation
- Stimulus measures will make a positive economic impact, despite the slowdown versus 2021
- Start of the cycle for reducing interest rates in 1H23
- High level of real estate launches in the last few years continues to impact the sector, especially with respect to medium and high-income projects
- Challenging scenario with respect to the availability and price of wood in the market set to continue
- Expectation that the cost and international logistics / exports scenarios will normalize

DEXCO

Even in the midst of a market downturn, the Company has consolidated its new performance levels

Continued focus on cultural change and people management

Process and business innovation driving the future of the Company

Results gathering pace at LD Celulose, with maintenance of price levels of DWP and ongoing cost reduction

Continued focus on productivity and process evolution, together with the search for synergies among the business units

Company remains confident in both its strategic direction and its organic investment plan

DEXCO

deca portinari hydra duratex castelatto ceusa durafloor



INVESTOR RELATIONS

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Natasha Utescher – IR Manager

Alana Santos – IR Specialist

Carolina Mulet- IR Analyst

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