Institutional Presentation **3Q25**

06.11.2025

Deca Portinari Hydra Duratex castelatto ceusa Durafloor

Dexco

DISCLAIMER

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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.

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

Forestry[1]

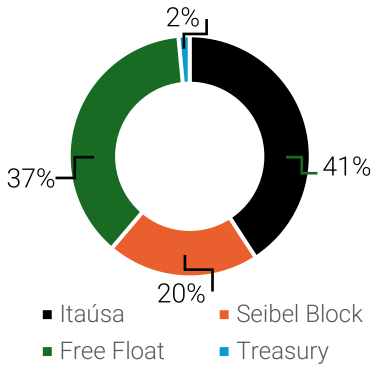
132 thousand hectares available for planting and **187 thousand** total hectares with a differentiated and secure position compared to other players

Dissolving Wood Pulp

LD Celulose

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

Control Block



~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.

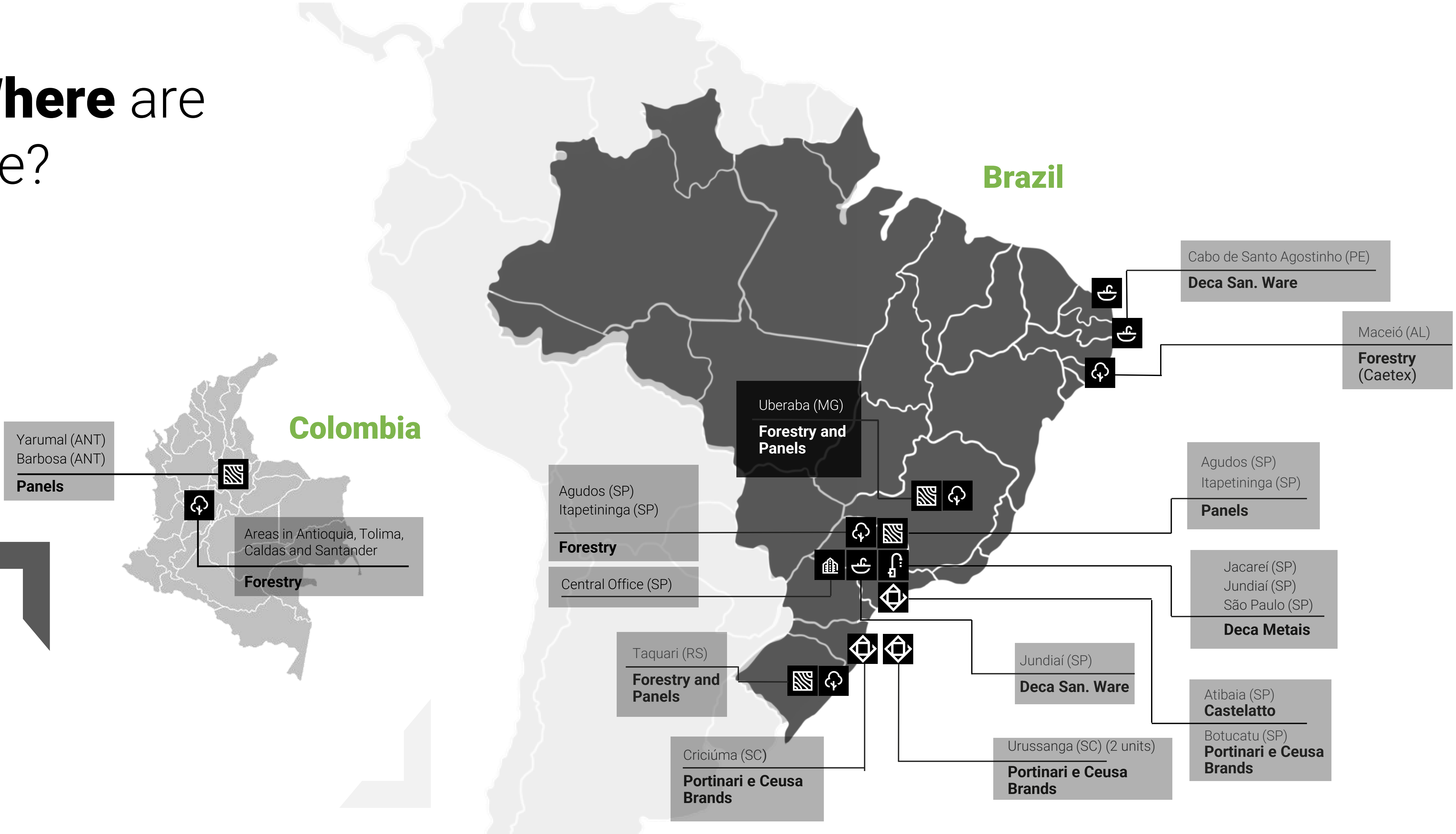
Sustainability Strategy 2025

Public commitments to environmental, social and corporate governance practices.

22 manufacturing and forestry units in Brazil and Colombia

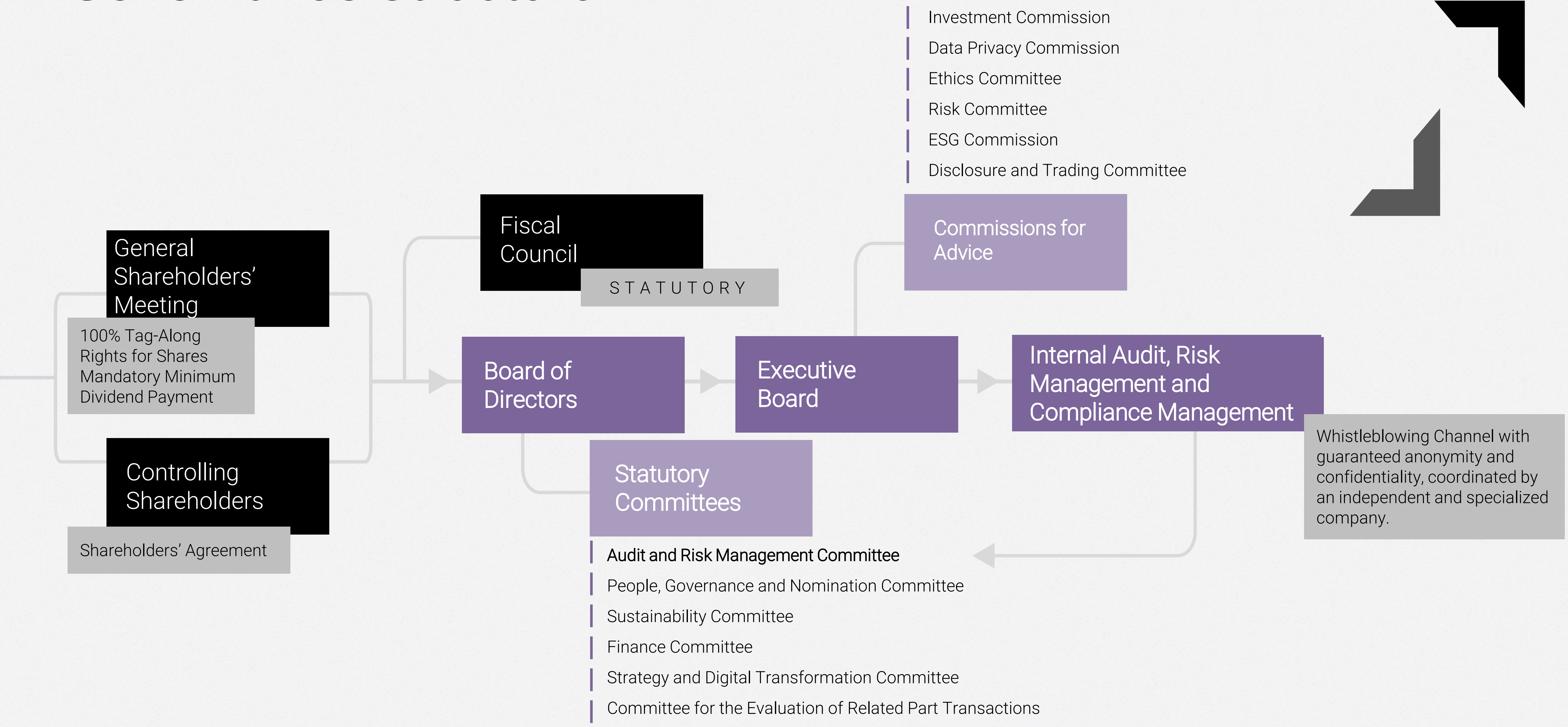
Public data 2024

Where are we?



Brazil
Colombia
Yarumal (ANT)
Barbosa (ANT)
Panels
Areas in Antioquia, Tolima, Caldas and Santander
Forestry
Cabo de Santo Agostinho (PE)
Deca San. Ware
Maceió (AL)
Forestry (Caetex)
Uberaba (MG)
Forestry and Panels
Agudos (SP)
Itapetininga (SP)
Forestry
Central Office (SP)
Agudos (SP)
Itapetininga (SP)
Panels
Jacareí (SP)
Jundiaí (SP)
São Paulo (SP)
Deca Metais
Jundiaí (SP)
Deca San. Ware
Taquari (RS)
Forestry and Panels
Atibaia (SP)
Castelatto
Botucatu (SP)
Portinari e Ceusa Brands
Urussanga (SC) (2 units)
Portinari e Ceusa Brands
Criciúma (SC)
Portinari e Ceusa Brands

Governance Structure



Our **History**

Until 2009 — Where do we come from

- Pioneering: Sheets, MDF, MDP, Metals
- Market Leadership
- Reputation: Quality and Solidity
- Merger with SATIPEL

2010-2014 — Succession and growth plans

- Acquisition of Colombia Unit
- New Shareholder Culture and Beginning of Cultural Transformation
- Entry into the Electric Shower Business
- Closure of operations in Argentina
- Growth of panel operations
- Implementation of a Robust Management System (Duratex Management System)

2015-2017 — Moments of Crisis and transformations

- New purpose: Solutions for Better Living
- Consolidation in the electric shower business
- The universe of startups and the acquisition of Viva Decora
- The 3rd Business: Ceramic Tiles and acquisition of Ceusa
- First publication of commitments related to Sustainability

2018-2019 — Cultural and financial challenges

- Sale of fibreboard and forestry assets
- Acquisition of Cecrisa and consolidation in the Ceramic Tiles market
- LD Celulose and the 4th Business: dissolving pulp
- Closure of the Botucatu/SP panel unit and reopening of the Itapetininga/SP unit
- Closure of the Sanity ware unit in São Leopoldo/RS

2020 — Pandemic

- Moments of tension with factory closures and lockdown
- Record results and another twist for Dexco's history
- Start of construction of the LD Celulose plant

Our **History**

Now we are Dexco

2021

- 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

2022

- 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

2023

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

Preparing for the future

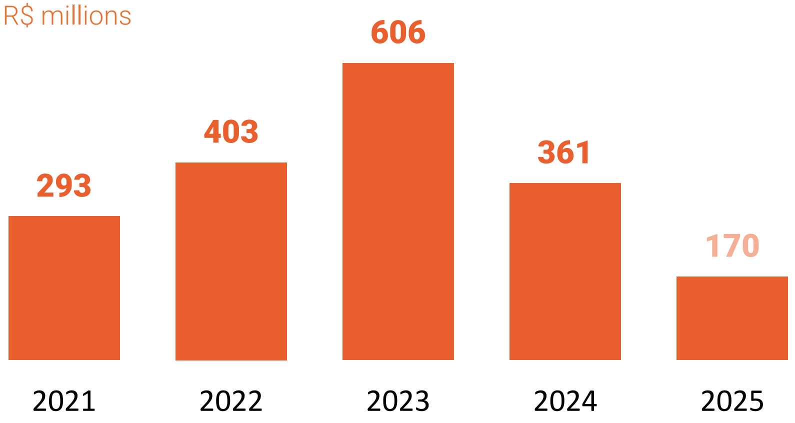
2024

- 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

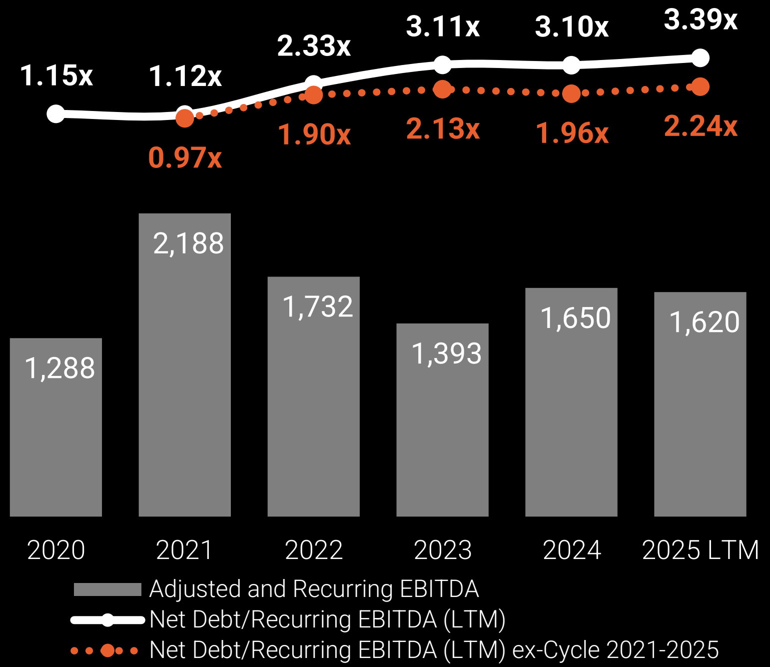
R$ 0.4 billion

Innovation and Retail

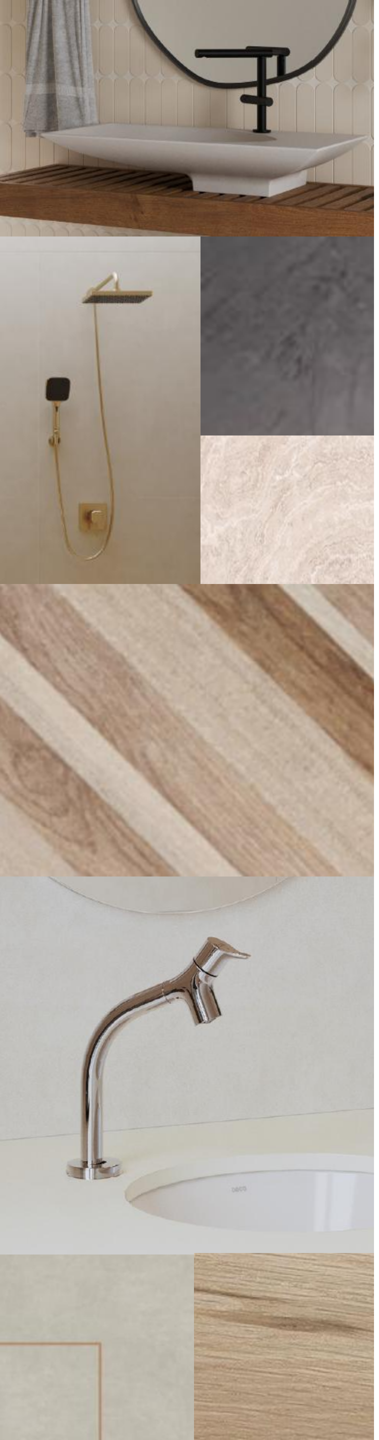
Investments in DX Ventures and projects to get closer to the end consumer, such as Casa Dexco

R$ 0.3 billion

Leverage levels impacted by investments made



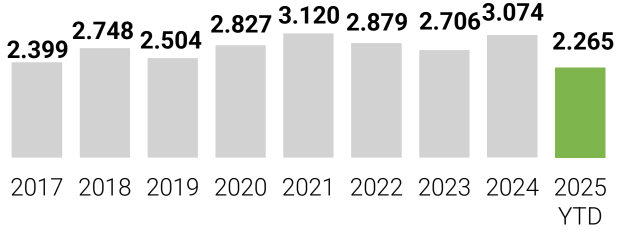
DEXCO
Viver ambientes.



Results by **Division**

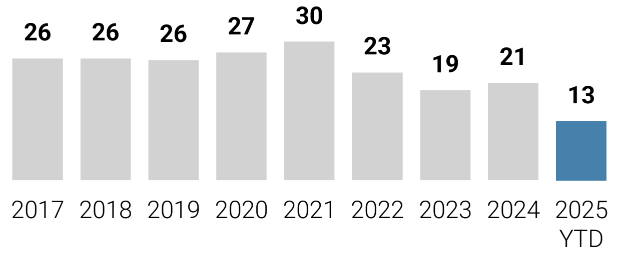
Wood Panels

Volume (‘000 m^3)



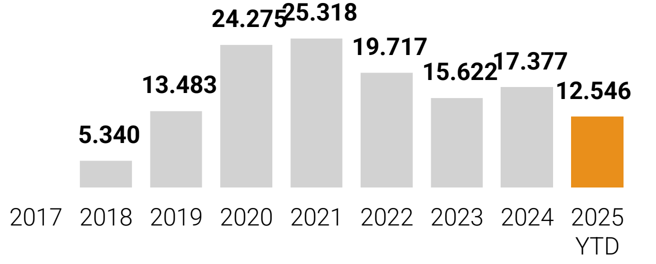
Metals and Sanitary Ware

Volume (‘000 pieces)

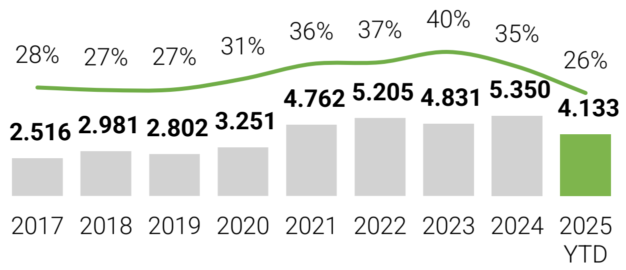


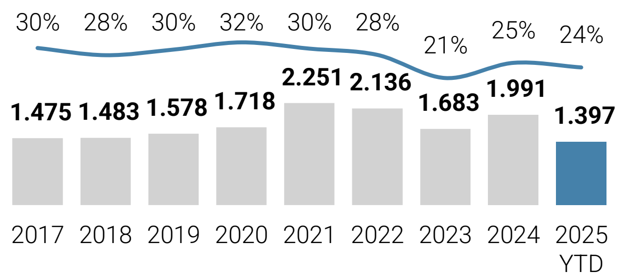
Tiles

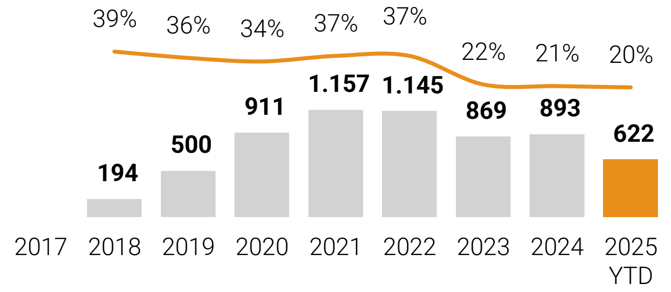
Volume (‘000 m^2)



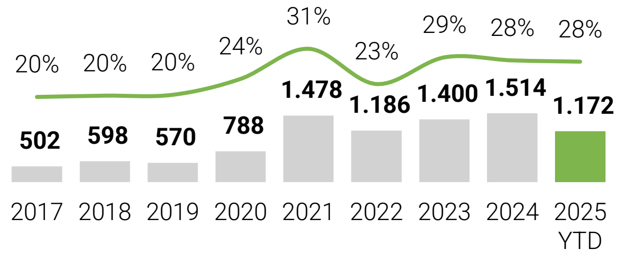
Recurring Net Revenue and Gross Mg. Pro Forma

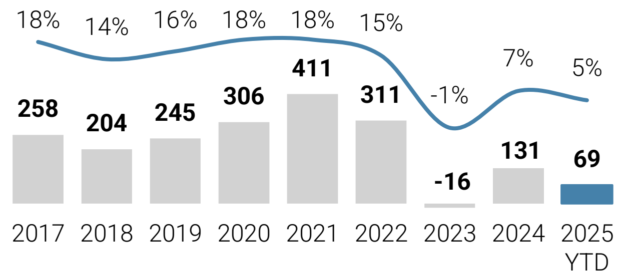


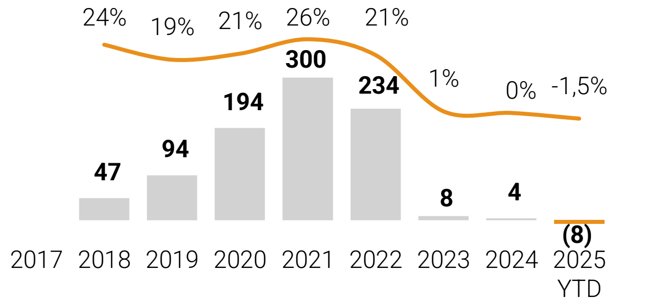




Recurring EBITDA and EBITDA Margin

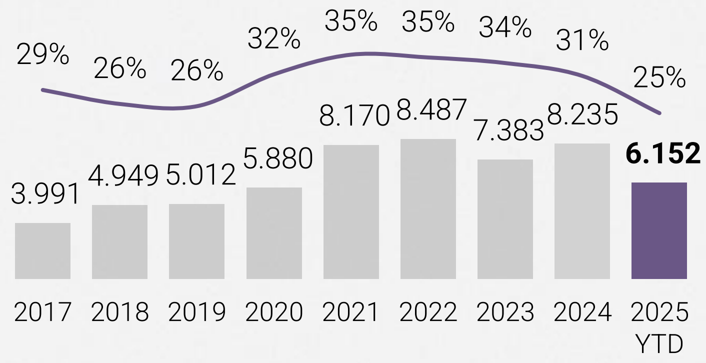




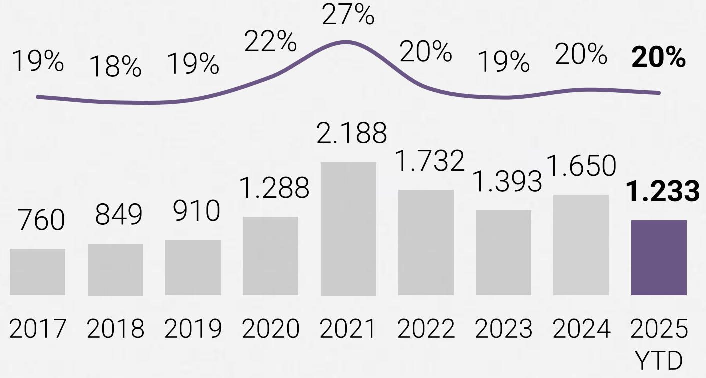


Consolidated Results

Recurring Net Revenue and Gross Mg. Pro Forma
R$ million | %



Recurring EBITDA[1] and EBITDA Margin
R$ million | %

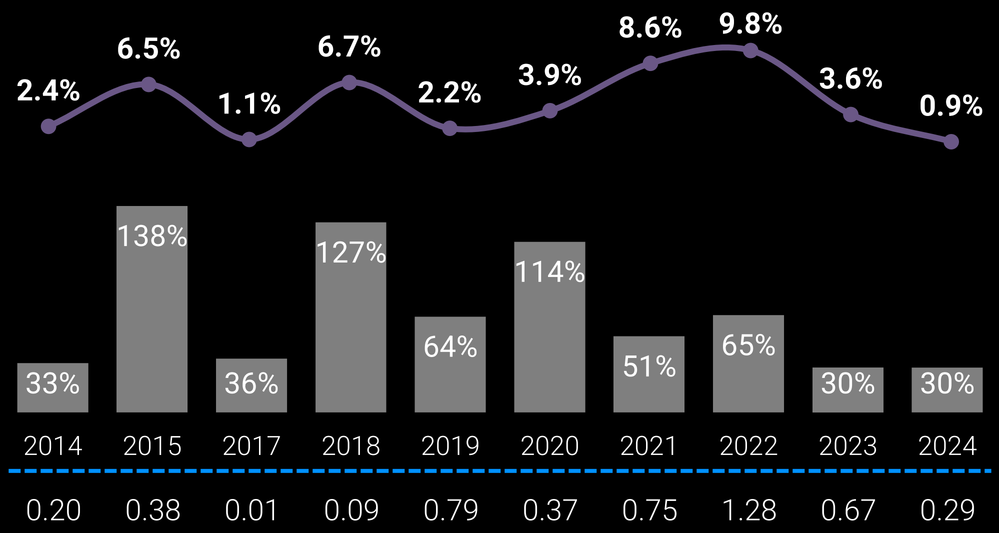


Recurring Net Income[1]
R$ million

Dividends Policy[2]

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.

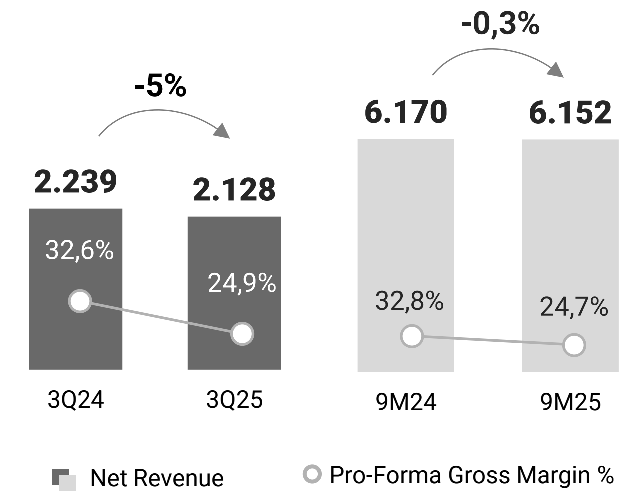
Dexco
Viver ambientes.

Highlights
3Q25 | 9M25

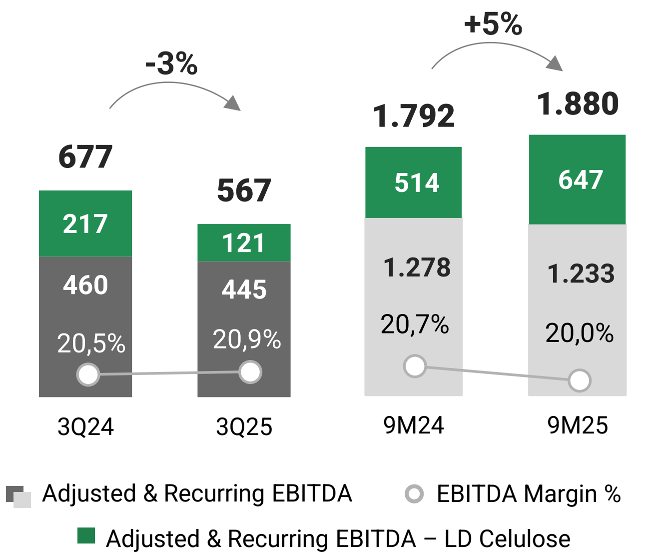
Proo-forma Adjusted & Recurring EBITDA of **R$1.9 billion for 9M25**, including the 49% of EBITDA from LD Celulose.

- The Tiles Division was impacted by high inventory levels in the sector and softening prices, factors which put pressure on the quarter's results;
- Improved results for the Metals & Sanitary Ware Division in 3Q25, with gains resulting from a richer product mix, price adjustments, reductions in production costs, and gains in market share across several product lines;
- The Wood Division reported another quarter of solid results, driven by strong demand for panels, but with no forestry trading;
- LD Celulose was impacted by scheduled maintenance, with Recurring EBITDA of R$248 million for 3Q25, with a margin of 37.8%, of which R$121.5 million pertained to Dexco;
- Adjusted and Recurring EBITDA of R$445 million, with a margin of 20.9% for 3Q25, excluding the effects of LD Celulose equity equivalence.

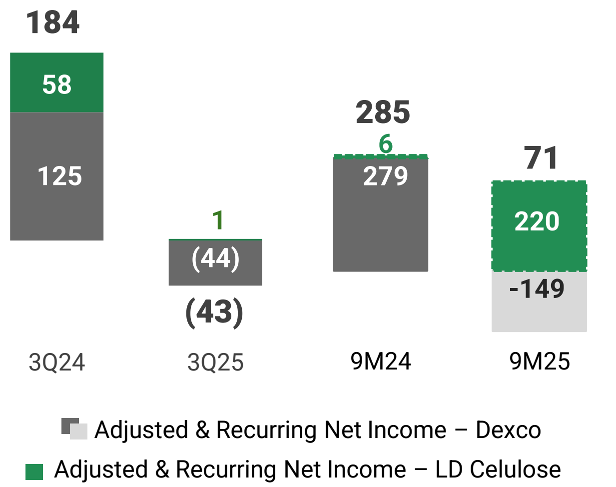
Rec. Net Revenue & Gross Margin R$ million / %



Adjusted & Recurring EBITDA and Margin R$ million / %



Recurring Net Income R$ million

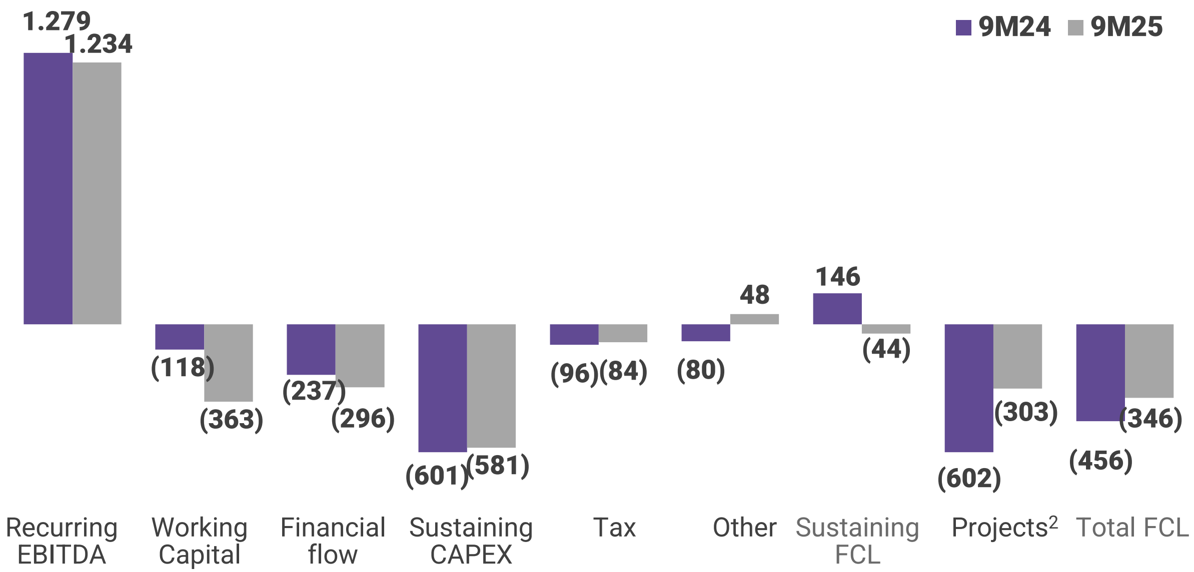


Cash Flow

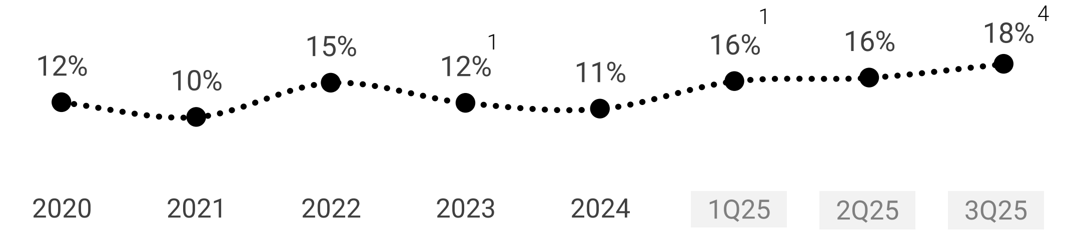
3Q25 | 9M25

- Increase in inventory levels and a temporary suspension of the supplier finance in 2Q25 led to a higher need for working compared to the same period of the previous year;
- High interest rates putting pressure on financial expenses, with a negative impact on the Financial Flow line;
- 50% drop-off in the Expansion Projects line as we approach the end of the 2021-2025 Investment Cycle.

Free Cash Flow YTD R$ million



Working Capital/Net Revenue %



CAPEX
R$ million / %

Investment	3Q24	3Q25	9M24	9M25
Forestry OPEX	107	140	432	407
Maintenance	69	67	170	175
Sustaining CAPEX[3]	**176**	**214**	**601**	**581**
Expansion Projects	139	36	413	303

1 – Excludes one-off events | 2 – Projects 9S25: R$105.4 million for modernization, efficiency and factory expansion; R$69.1 million for DX Ventures; and R$128.1 million for other projects | 3 – Maintenance, factory modernization and business sustaining. | 4- Figure adjusted for the accounting reclassification of Tax Credits.

Corporate Debt
3Q25 | 9M25

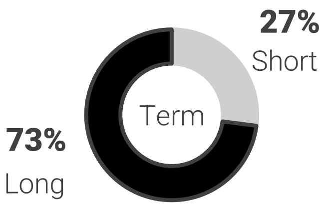
- Leverage held to the same levels as recent quarters, with liquidity available to meet financial obligations until the end of 2026. The 0.09x increase in leverage is within the expected range, consistent with operational performance and debt management;
- Issue of R$1.5 billion in debentures, completed on October 24, focused on restructuring the Company's debt, reducing the average cost and extending the amortization timeline;
- Increase in net debt impacted by the end of the 2021-2025 Investment Cycle.

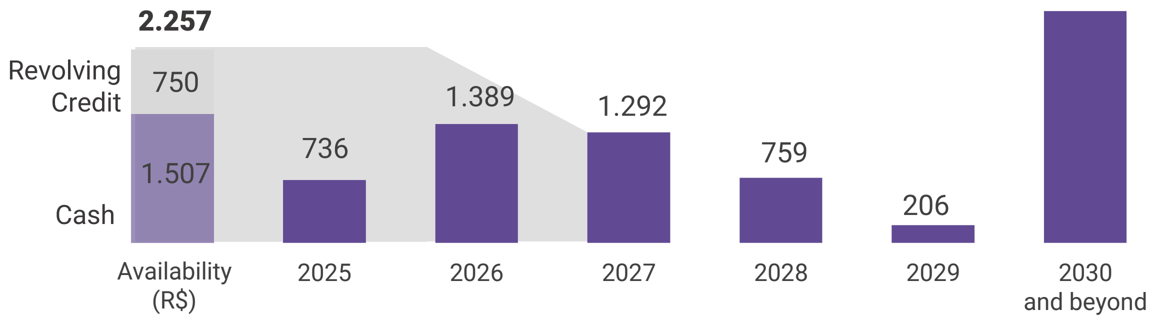
Amortization Timeline

R$ million

Avge Term[1.2]
4.0 years

Avge Cost[2]
107.6% of CDI

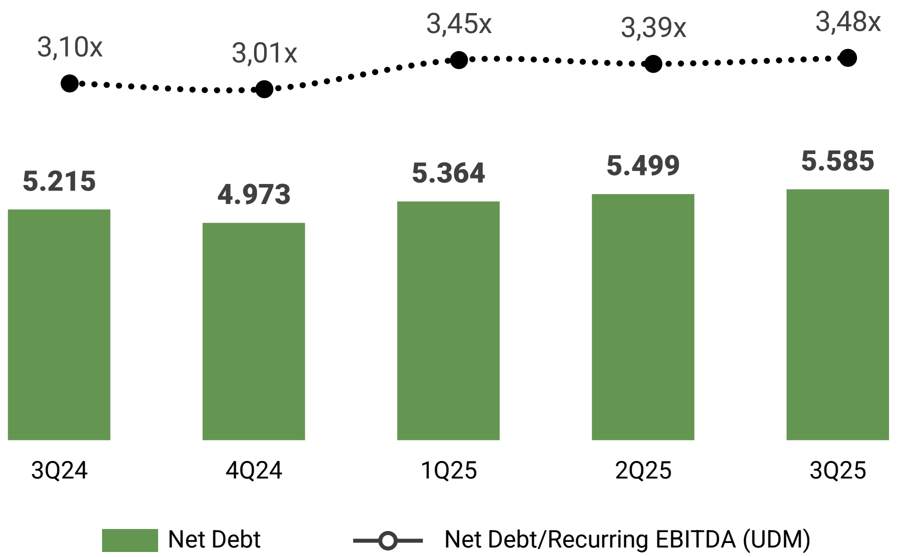




1 – Weighted average debt term. | 2 – does not include issue of debenture concluded in October/25.

Financial Leverage

R$ million



Deleveraging & Liability Management

Dexco has been implementing a number of short- and medium-term initiatives **aimed at reducing leverage and optimizing the Company's debt profile.**

Deleveraging – ONGOING INITIATIVES:

- Operations to monetize land and forestry assets;
- Monetization of tax credits;
- Sale of land and potential structures via Sales Lease-Back; and
- Assessment of opportunities related to the Company's portfolio of operational and non-operational assets.

Liability Management – MEASURES ALREADY TAKEN:

- 3rd Debenture Issue in October 2025, to the value of R$1.5 billion;
- Average Debt Term extended from 4.0 to 4.3 years, with an average cost of 107.1% of the CDI (Brazilian Interbank Deposit Certificate), a reduction of 0.5 percentage points, a result of optimizing the debt profile;
- Renewal of the revolving credit line to the amount of R$750 million, with the term extended from 1 to 2 years, enhancing the Company's liquidity and financial flexibility.

Our Business

Wood

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 (m²)

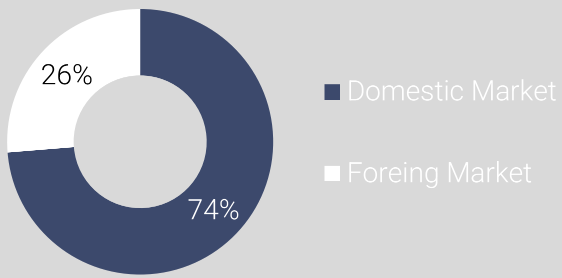
- MDP Brazil: ~1.6 million m³/year
- MDF Brazil: ~1.6 million m³/year
- Colombia: ~0.2 million m³/year

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

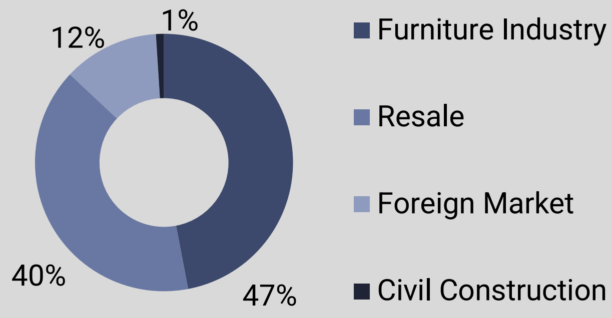
Average Volume Allocation 2Q25



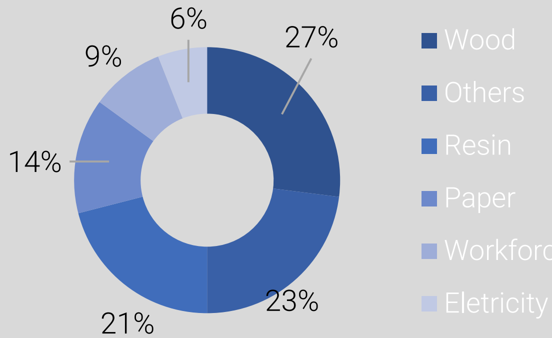
Capacity Share[2] Dexco

MDP: 43.9% | MDF: 24.1%

3Q25 Sales Segmentation



3Q25 Cost Breakdown[3]



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.

Best Wood Cost
Post Industry[1]

92% of forest areas
FSC certified®[2]

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

Forestry units

5 units in Brazil and 1 in Colombia[3]

- 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)	Planted forests + available areas for planting (HA)
BRAZIL	**176 thousand**	121 thousand
COLOMBIA	**11 thousand**	7 thousand

Data updated 2024 | License code: FSC-C006042 | 1 – Consider Dexco vs. wood panel players | 2 – includes Brazil | 3 – Concept of forestry administrative unit

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Sector Environment
Wood Panels

IBÁ data[1]

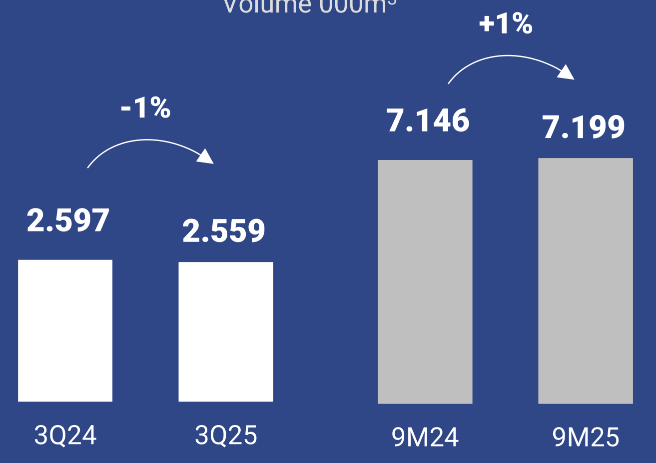
1 – At the end of 2024, the IBÁ revised its volume estimates for non-associated companies, impacting historical data

- Healthy market fundamentals maintained with high levels of capacity utilization;
- Exports remained under pressure, reflecting stronger domestic demand and lower volumes shipped to the United States.

vs. 2024	3Q25	9M25
Domestic	-1%	+2%
Foreign	-6%	-7%

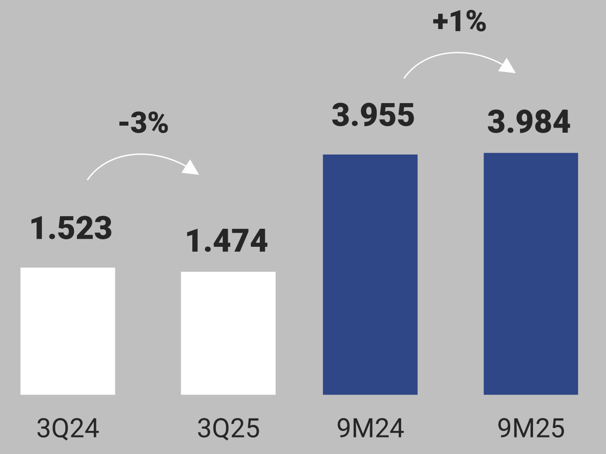
Panels Total

Volume 000m³



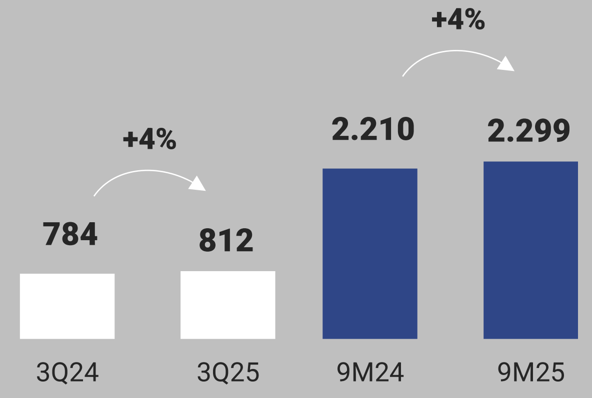
MDF Domestic Market

Volume 000m³



MDP Domestic Market

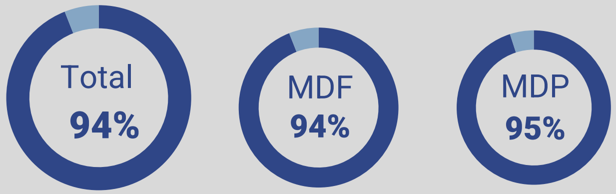
Volume 000m³



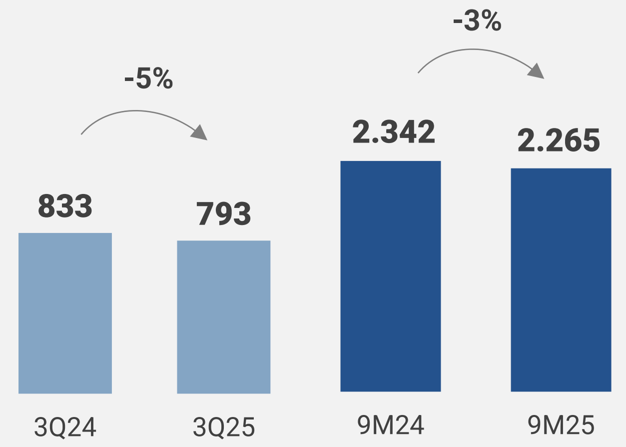
Results
Wood

- Sustainable growth in panel sales volumes, with a 5.4% rise over 2Q25, for both MDP and MDF, with strong capacity utilization in 3Q25;
- Capture of price increase announced in the previous quarter and richer product mix in 3Q25 partially offset the lack of forestry trading;
- Adjusted & Recurring EBITDA of R$394 million in 3Q25, with the EBITDA margin stable at 27.9%, without forestry trading, which demonstrates a strong operating performance and growing profitability of the wood panels business.

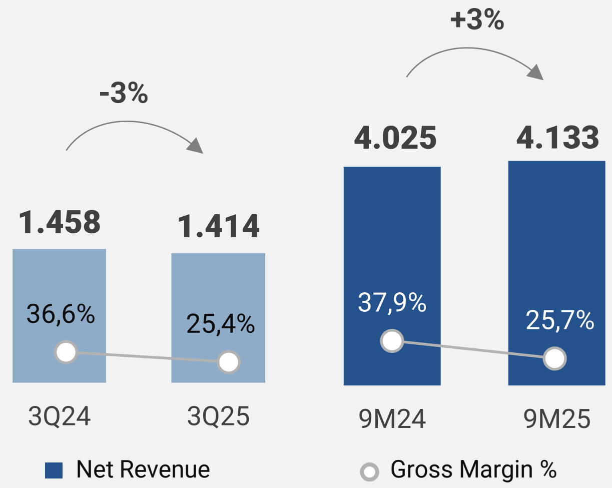
Capacity Utilization 3Q25



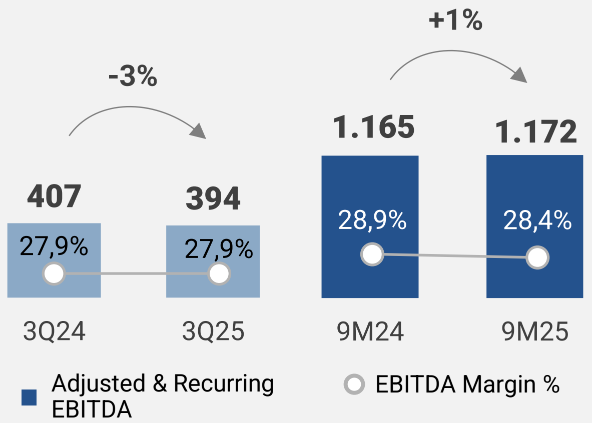
Volume
000m³



Rec. Net Revenue & Gross Margin R$ million / %



Adjusted & Recurring EBITDA[1] and Margin R$ million / %



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 cellulose[1]**, 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.

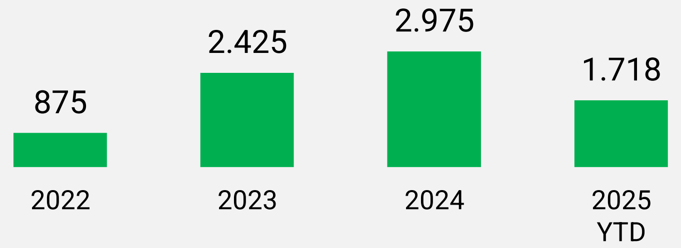
Located in the Triângulo Mineiro, the factory is located between the municipalities of Indianópolis and Araguari. It also has **1,400 direct jobs** generated by one of the largest pulp mills in the world.

COMPETITIVE ADVANTAGES

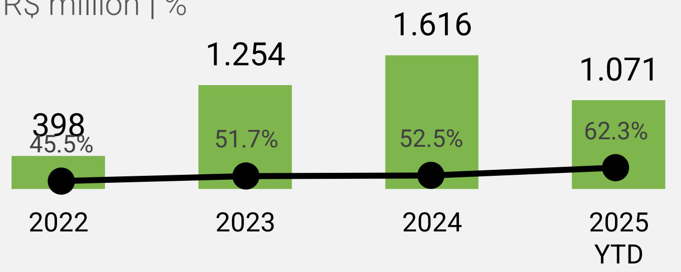
- All production purchased by Lenzing[1] and exported to factories in Europe and Asia
- DWP average price ~1,000 USD/ton[2]
  Lower volatility against other commodities
- Dollarized Revenue
  Operating as a natural hedge to Dexco's exposure to the local market
- Installed production capacity of 500 thousand 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 Revenue[1]
R$ million

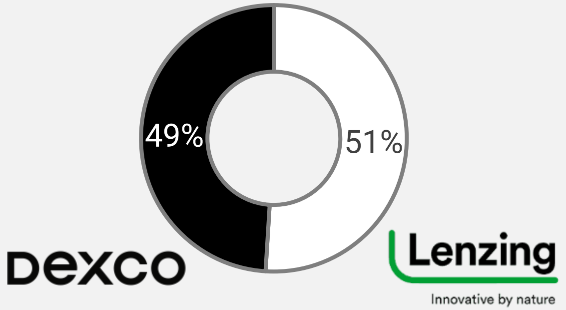
100% OPERATION



EBITDA and EBITDA Margin[1]
R$ million | %



Shareholder Structure



Consolidated results by equity

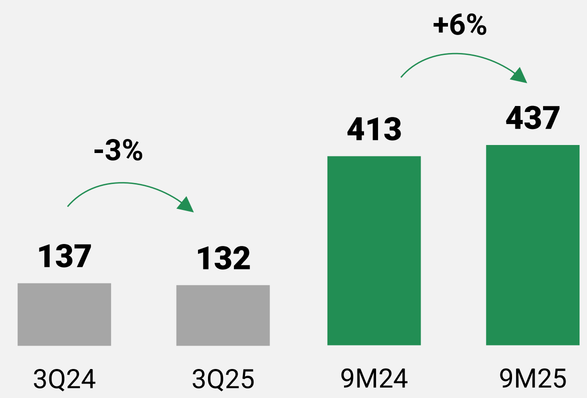
Data updated 2024 | 1 – Through the trading company PTG, owned by Lenzing | 2 – Market price in China (CCF), with CIF China condition | – Start of 4Q22 operating results

Results
LD Celulose

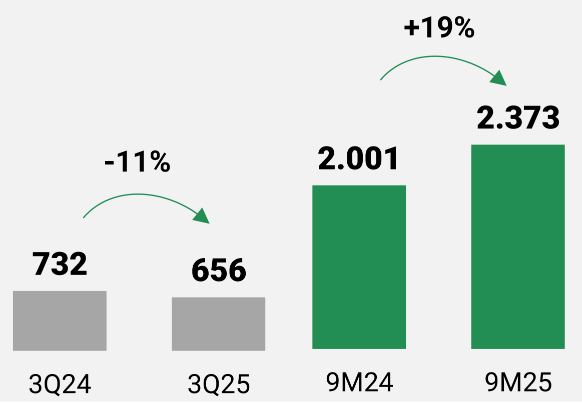
- Net income decreased year over year, impacted by costs related to the maintenance shutdown, exchange rate fluctuations, and lower international prices for dissolving wood pulp.;
- Adjusted & Recurring EBITDA of R$248 million, with a margin of 37.8%, reflecting the one-off effects of the maintenance shutdown on the cost per ton of dissolving wood pulp shipped;
- Solid operating performance, with 6% growth in Volumes Shipped for 9M25 YTD versus the same period of the prior year.

RESULTS RELATE TO 100% OF THE OPERATION

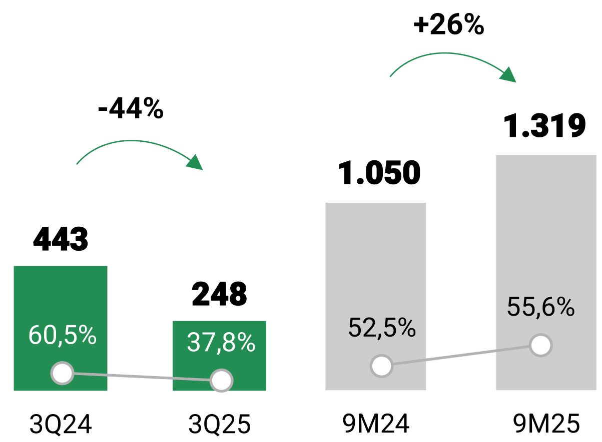
Volume Shipped
k tons



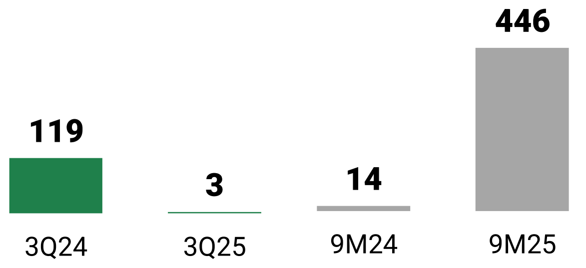
Recurring Net Revenue
R$ million



Adjusted & Recurring EBITDA and Margin
R $ million / %



Net Income
R$ million / %



Metals & Sanitary Ware

Metals and Sanitary Ware

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

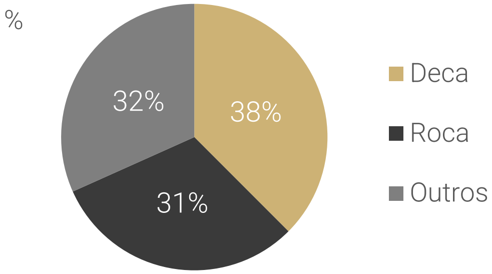
METALS

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

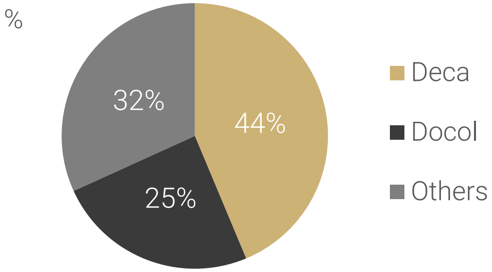
SAN. WARE

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

Revenue Share San. Wares 2024[1]



Revenue Share Metals 2024[1]



Production Capacity (Pieces)

METALS

20.3 million/year

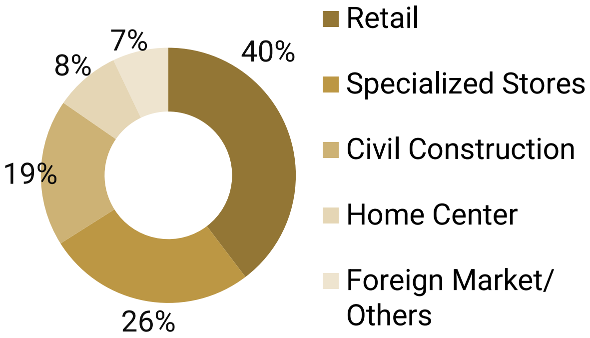
Small and large pieces

SAN. WARE[3]

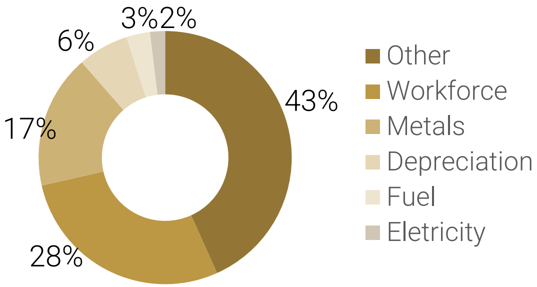
5.5 million/year

Large pieces

3Q25 Sales Segmentation



3Q25 Cost Breakdown[2]



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 Sanity ware unit – PB in July/2025.

Viver ambientes.

Sector Environment
Metals & San Ware

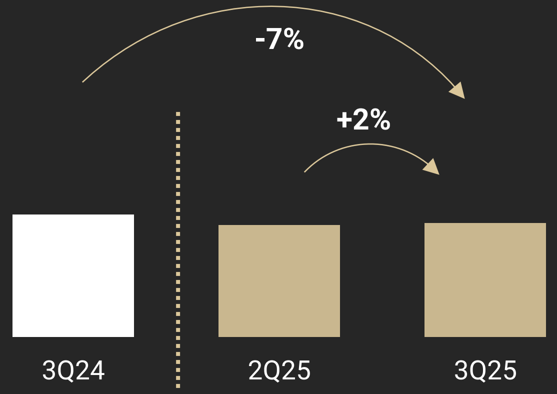
ASFAMAS combined data[1]

- Quarterly growth in gross revenue, reflecting gradual recovery of the Metals sector. Cost pressures and high inventories in the supply chain still undermining the sector's performance;
- Results for the Sanitary Ware sector improved on both a quarterly and annual comparison, indicating signs of recovery. Basic products segment outperforming the historical average despite the more competitive environment.

Metals

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

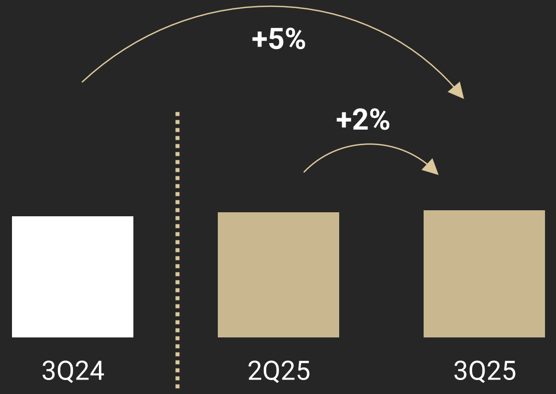
Base 100



San Ware

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

Base 100

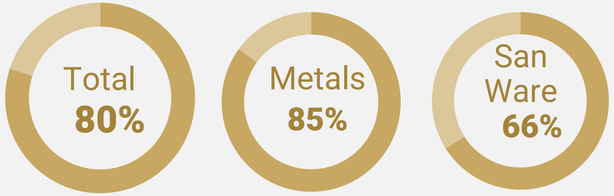


1 – From 2Q25, the Company has begun to report sector data based on the analysis of data provided by ASFAMAS (Brazilian Association of Sanitary Ware Materials) together with internal estimates.

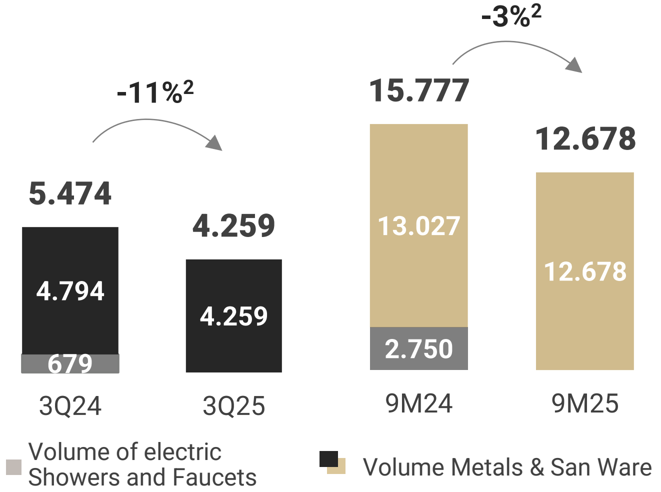
Results
Metals & San Ware

- Strong operating performance for Metals, with a richer mix, driving gains in market share and reinforcing the Company's leadership in a competitive environment;
- Unit Net Revenue grew 20% in 3Q25 and 17% in 9M25, on the back of price increases and prioritization of a richer product mix;
- Optimization of factory utilization in Sanitary Ware contributed to greater profitability for the Division over the quarter;
- Adjusted & Recurring EBITDA of R$52 million, with margin improvement and significant growth versus 2Q25 (R$8.6 million), driven by (i) efficiency gains; (ii) factory reorganization; and (iii) price increases that offset the drop-off in volume.

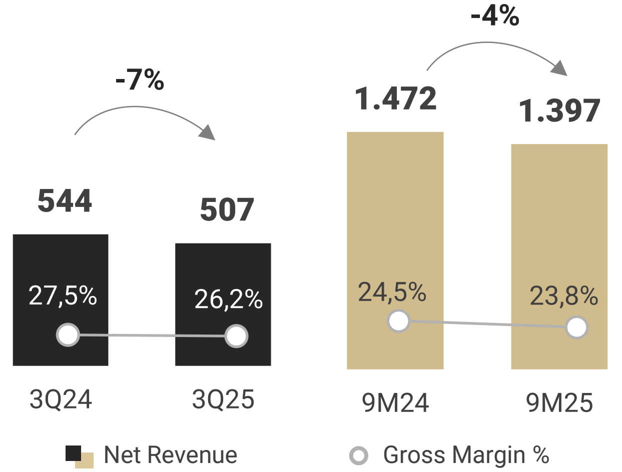
Capacity Utilization 3Q25



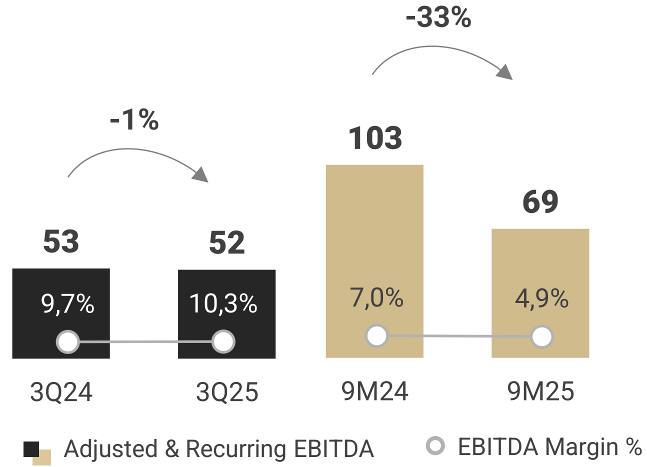
Volume
'000 pieces



Rec. Net Revenue & Gross Margin R$ million / %



Adjusted & Recurring EBITDA[1] and Margin R$ million / %



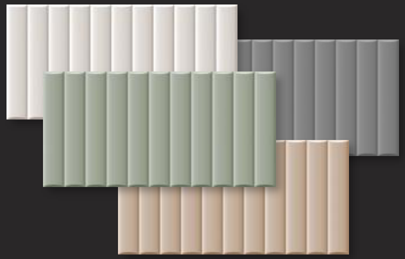
1 – Capacity includes San Ware operation in João Pessoa (PB), whose closure was announced effective July/2025 | 2 – Does not include contribution from electric showers and faucets business.

Ceramic Tiles

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 Units[1]

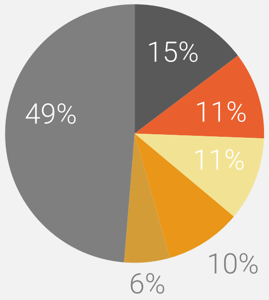
4 active units in Brazil

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

Production Capacity[2] (m^2)

Ceramic Tiles
29.4 million m^2/year
Architectural Concrete:
305 thousand m^2/year

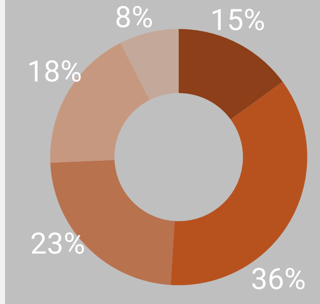
***Revenue Share* Ceramic Tiles 2024[3]**



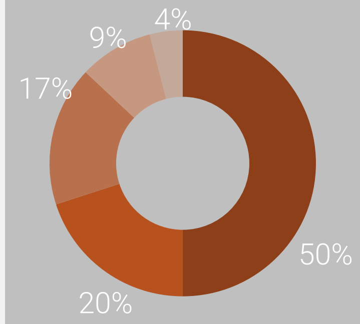
Productive Method Wet Process

Dexco does not operate under dry process

3Q25 Sales Segmentation



3Q25 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.

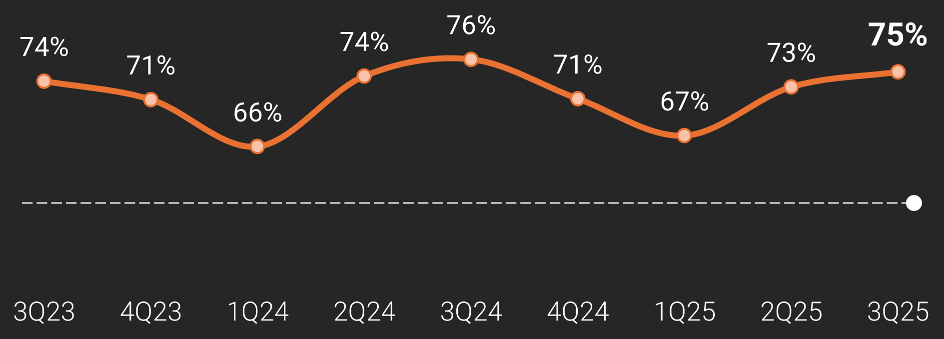
Dexco
Viver ambientes.

Sector Environment

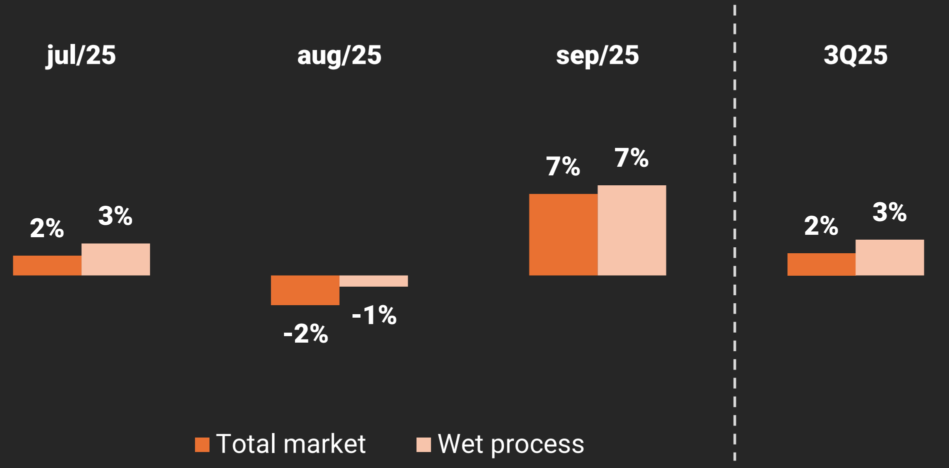
Tiles

- Excess capacity in the sector has kept inventory levels elevated, intensifying price pressures in an increasingly competitive market environment.
- The wet process tiles market continues to show signs of a gradual recovery but is yet to offset the fall in sales from previous years and the slow correction of inventory levels in the sector.

Capacity utilization in the sector over time in %



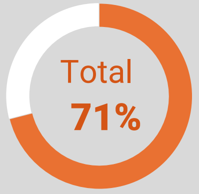
Ceramic tiles sector sales volumes vs 2024 in %



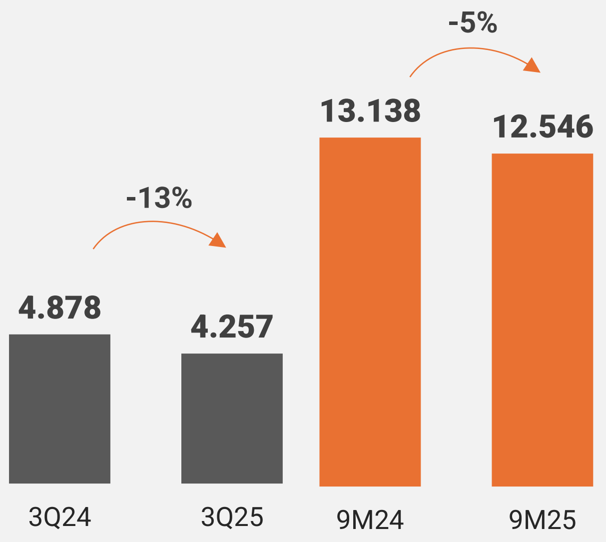
Results
Tiles

- Quarterly results were impacted by the sector's competitive landscape, marked by excess idle capacity and high inventory levels, which continue to pressure margins across all industry players;
- Division focused on repositioning of sales channels and products, with an emphasis on restoring profitability, price discipline, and inventory reduction;
- Adjusted and Recurring EBITDA was negative R$1.3 million in the quarter, reflecting a sector environment that remains challenging.

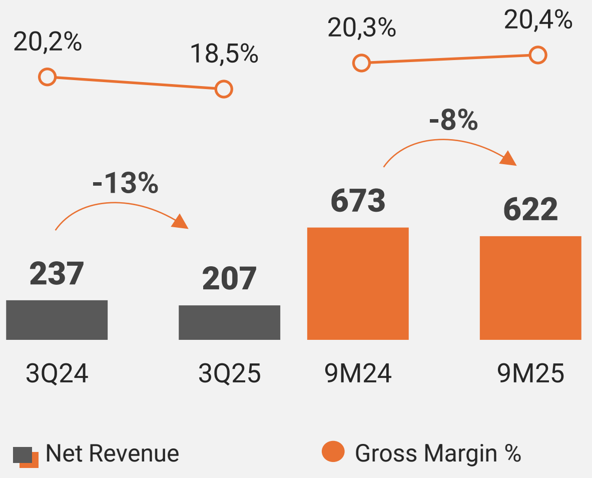
Capacity Utilization 3Q25



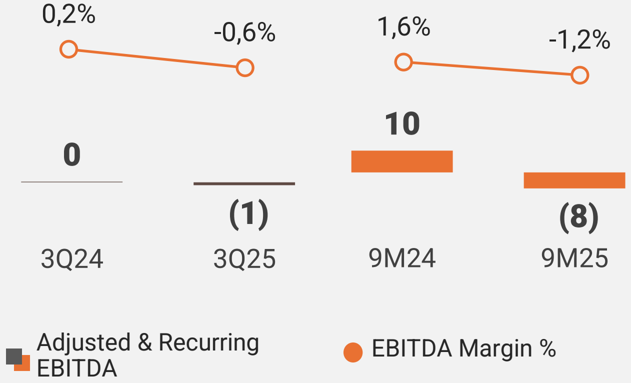
Volume
000m³



Rec. Net Revenue & Gross Margin R$ million / %



Adjusted & Recurring EBITDA and Margin



PROSPECTS
4Q25

Dexco

Deca Portinari Hydra Duratex castelatto ceusa Durafloor

PROSPECTS **4Q25**

Focus on **measures and projects related to deleveraging and efficiency**, reinforcing our commitment to the financial sustainability of the business.

Elevated demand in the wood panels sector expected to continue, with the strong results boosting the performance of the Wood Division.

Review of sales strategy and product portfolio of Ceramic Tiles, aimed at balancing elevated inventory levels. This agenda should contribute to a **gradual rebuild** of margins during 2026.

Following the maintenance shutdown, LD Celulose is expected to **maintain an efficient level of operating performance**, even in the face of greater external pressures from a market characterized by volatility in both dissolving wood pulp prices and exchange rates.

Scheduled maintenance shutdown of the Metals & Sanitary Ware division in 4Q25, with a temporary impact on volumes and revenues, **plus the typical seasonality seen in Finishings over the period**.

Advancement of **productivity and operational efficiency initiatives**, reinforcing discipline in resource allocation and cost reduction..

Dexco 75 years

Transformation Plan

In 2025, Dexco launches its transformation plan, focused on five priority projects::

- **Financial Deleverage**
- **Go To Market**
- **Tiles Turnaround**
- **Wood Innovation**
- **Deca Competitiveness**

Results
3Q25

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