Ceramica Portobello

Portobello shop

POINTER

Portobello America

Result Presentation 2Q26

Portobello Grupo

Disclaimer

The information provided by PBG S/A, including outlooks, projections, operational and financial targets related to the business, are forecasts based on management's expectations regarding the company's future.

These considerations are not guarantees of performance. They involve risks, uncertainties, and assumptions, with their expectations dependent on circumstances that may or may not occur. In addition, such expectations are subject to conditions in the domestic and international markets, the overall economic performance of the country, and the specific sector in which the company operates. These variables may lead to results that differ significantly from those expressed in the statements regarding future results.

Therefore, it is important to note that the forward-looking statements made by the company's management only reflect expectations on the date they were made and are subject to change. Factors such as changes in legislation, taxation policies, economic fluctuations, technological advances, increased competition, and unforeseeable events, such as pandemics or international conflicts, can substantially impact actual results.

Brazilian Ceramic Tile Market

Declining volumes and high idle capacity continue to put pressure on the market.

- The Brazilian market continues to operate in a competitive environment, with moderate demand and average capacity utilization still below the sector's potential.
- The Brazilian wet-process market remains the most impacted, with a cumulative decline of 1.9% in the year (-3.1% in 2Q26), partially offset by export growth.
- PBG maintained full capacity utilization and preserved a competitive position above the market based on historical volume performance.

Factory Occupancy 2Q26

Market	PBG
71%	95% (Full)

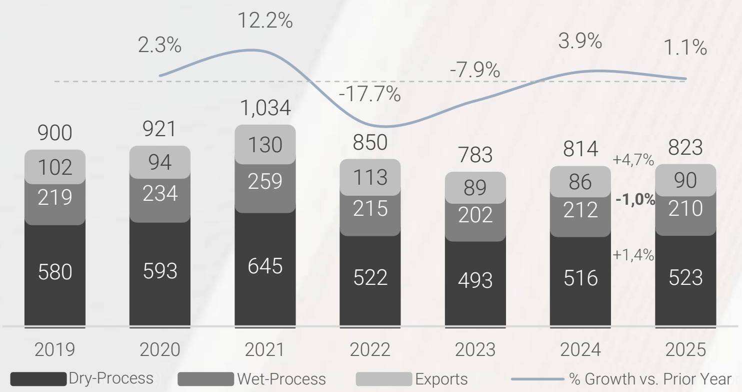
Ceramic Tile Volume Growth

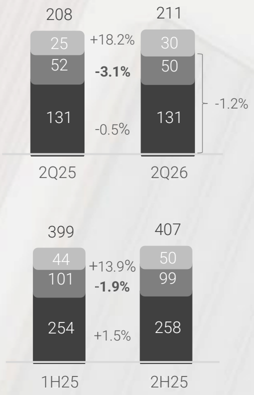
(Brazilian Market)

Wet-Process [1]	Total [2]	PBG Wet-Process [3]
2Q26 vs. 2Q25	2Q26 vs. 2Q25	2Q26 vs. 2Q25
-3.1%	-1.2%	-10.6%

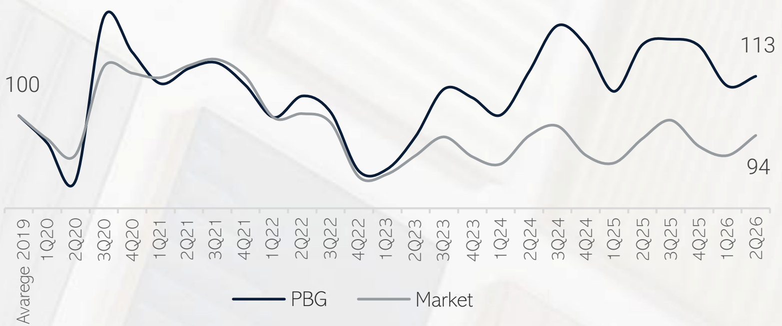
Sales Volume Performance | Anfacer (Total Market)

Million sq. m.





Base 100 Evolution of Market and PBG Sales Volume



[1] Brazilian market sales volume: wet-process. Source: Anfacer.
[2] Brazilian market sales volume: wet- and dry-process. Source: Anfacer.
[3] Portobello Brazil sales volume: wet-process.

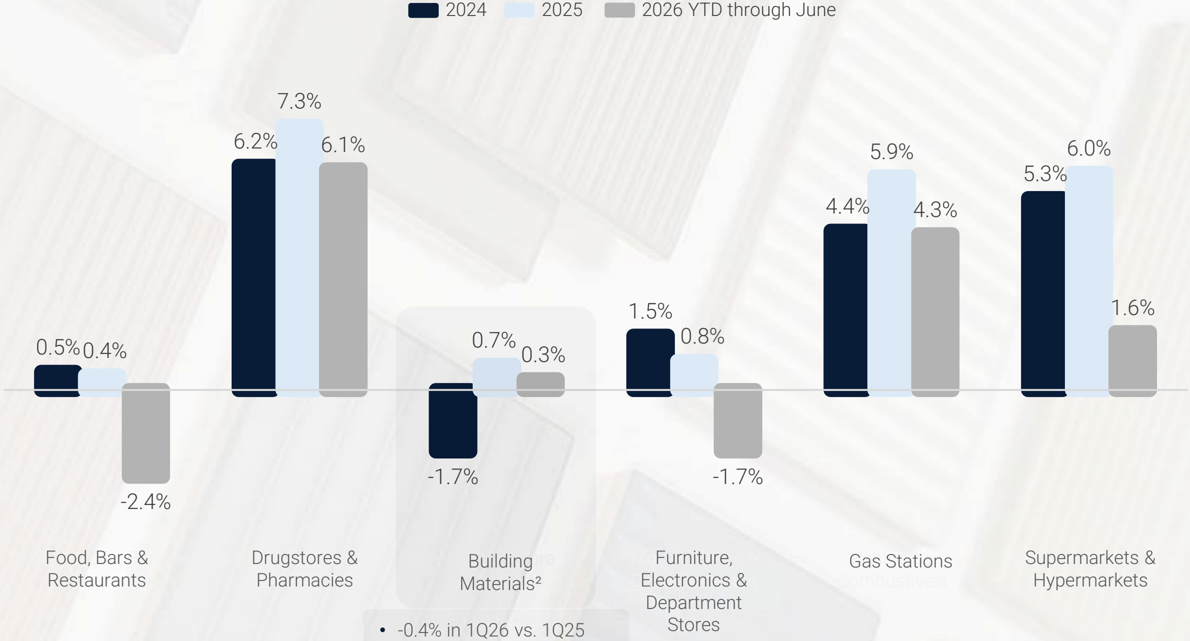
Brazilian Retail Market

Moderate demand in the Building Materials sector in value terms, with selective growth and performance well below the Consumer Goods, Pharmacies, Fuel, and Supermarket sectors.

- The Building Materials market remains stable, in an environment of selective consumption and continued competitive pressure.
- No material change in performance was observed in 2Q26 vs. 1Q26.
- Year-to-date, the Building Materials sector remained stable compared to the same period of the previous year.
- Brazilian retail continues to be driven primarily by Consumer Goods segments, including Drugstores & Pharmacies, Fuel, and Supermarkets.

ICVA[1] | Building Materials

% Change in Brazilian Revenue | Annual Performance



- -0.4% in 1Q26 vs. 1Q25
- +1.1% in 2Q26 vs. 2Q25

[1] Expanded Retail Trade Index (ICVA). Nominal value.
[2] Weighted average YoY.

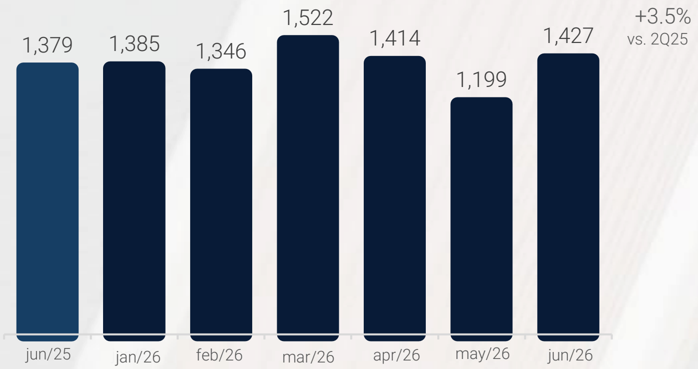
North American Ceramic Tile Market

The ceramic tile market continues to contract in volume, while local manufacturers have gained share over the past three quarters.

- The macroeconomic and housing environment remains challenging.
- Housing starts increased 3.5% in June 2026 vs. the prior year (moving average).
- Ceramic tile sales volume declined 12.6% in 1H26 vs. 1H25.[1]
- Portobello America continues to expand its local presence and capture market opportunities (+1.7% in 1H26 vs. 1H25).

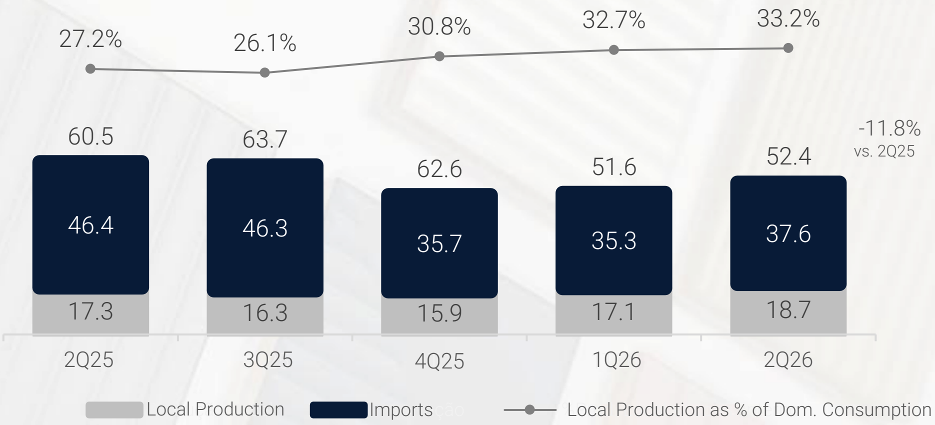
Housing Starts [2]

Seasonally Adjusted Annual Rate (thousand units)



North American Ceramic Tile Sales (TCNA)[1]

Volume in million sq. m.



[1] Source: Tile Council of North America (TCNA).
[2] Source: U.S. Census Bureau. Figures in thousands.

Recap:

2026 Priorities

1. Operational Improvement.

2. Capital Structure Optimization.

Operational Improvement as a priority redefines the key drivers of the **Value Creation Model**.

	2023 - 2025	2026
Volume	↑	↔
Revenue	↑	↑
Gross Margin	↓	↑
Expenses	↑	↔
EBITDA	↔	↑
Working Capital	↑	↓

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2Q26 and 2026 Outlook

2Q26 Delivery

Market & Revenue

- **Stable market, idle capacity,** high inventory levels and pressure from price reductions.
- For the Company, **Net Revenue expected to remain broadly stable** compared to the previous year.

- Brazilian **wet-process** market **volume declined 3.1%** vs. 2Q25.
- **Net Revenue increased 10.3% vs. 1Q26 and remained broadly stable vs. 2Q25**, down 1.9% on a constant-currency basis.

Gross Margin

- Adjustment of the value creation model focused on **recovering Gross Margin** through enhanced pricing management, a more profitable product mix and industrial productivity initiatives, driving margin **above 37.0%.**

- **Gross Margin reached 37.9%,** up **4.6 p.p**. vs. 1Q26 and **1.6 p.p.** vs. 2Q25 on a constant-currency basis, supported by pricing, mix and operational gains.

Expenses

- **Expenses** will also remain a key focus, with efficiency initiatives and organizational/structural optimization aimed at **offsetting inflationary pressure of approximately 7.0%** throughout 2026.

- **Adjusted and Recurring Total Expenses** remained stable, up 0.7% vs. 2Q25 and 1.4% vs. 1Q26.
- Approximately **R$ 10 million in optimization** gains were **captured in 2Q26**, totaling **R$ 19 million in 1H26.**

Working Capital

- In addition, the Company will work to sustainably **reduce working capital investments**, freeing up resources to partially fund the adjustments required to optimize its capital structure.

- **Cash Conversion Cycle (CCC) remained stable**, increasing by 2 days vs. 1Q26 and by 19 days vs. 2Q25, mainly due to higher inventory levels.

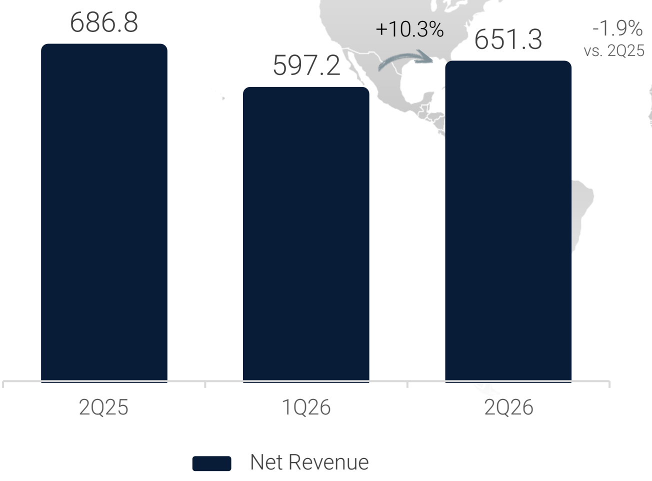
Capital Structure

- **Capital structure optimization** through debt reprofiling, disciplined capital allocation and cash generation.

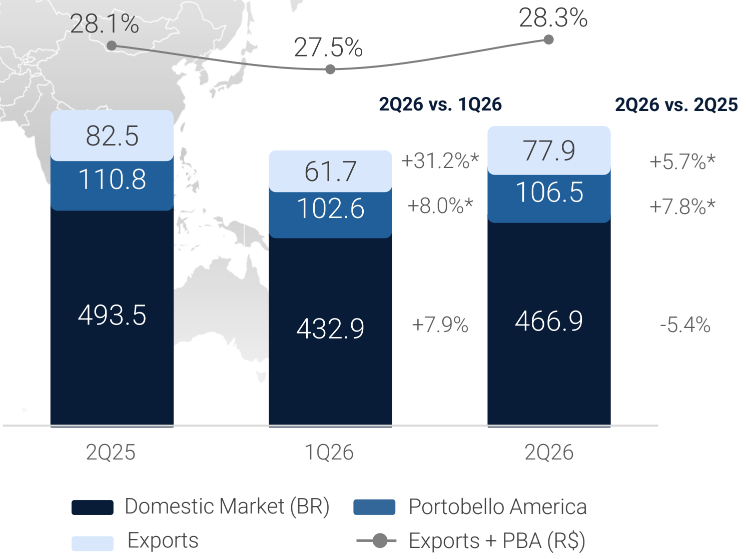
- We continue to make structured progress on initiatives to improve the Company's capital structure. During the quarter, we completed the divestment of the **Pointer Business Unit.**

Net Revenue increased 10.3% vs. 1Q26 and remained broadly stable vs. 2Q25, with strong international growth offsetting a more moderate demand environment in the Brazilian market, amid price adjustments and product mix optimization aimed at improving profitability.

Consolidated Net Revenue
R$ Million and constant-currency change*



Net Revenue by Geographic Area
R$ Million | % of Net Revenue



* Constant-currency change.

Net Revenue by Business Unit

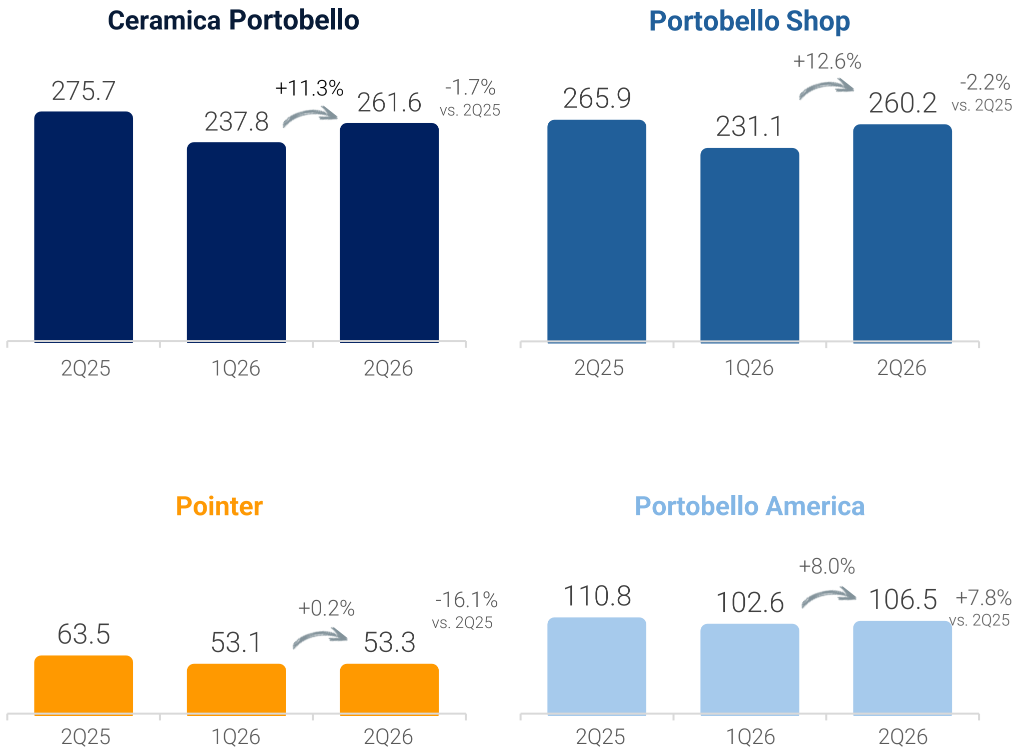
Ceramica Portobello: Faced a more challenging domestic market environment due to industry competition, while growth in international markets helped offset weaker domestic demand.

Portobello Shop: Grew compared to 1Q26, driven by positive performance across all sales channels, despite the decline vs. 2Q25 due to pricing competition.

Pointer: Remained broadly stable vs. 1Q26, supported by growth in the Resale Channel, while declining vs. 2Q25 due to the discontinuation of export operations.

Portobello America: Grew compared to previous quarters, driven by an improved channel mix and a higher share of value-added products.

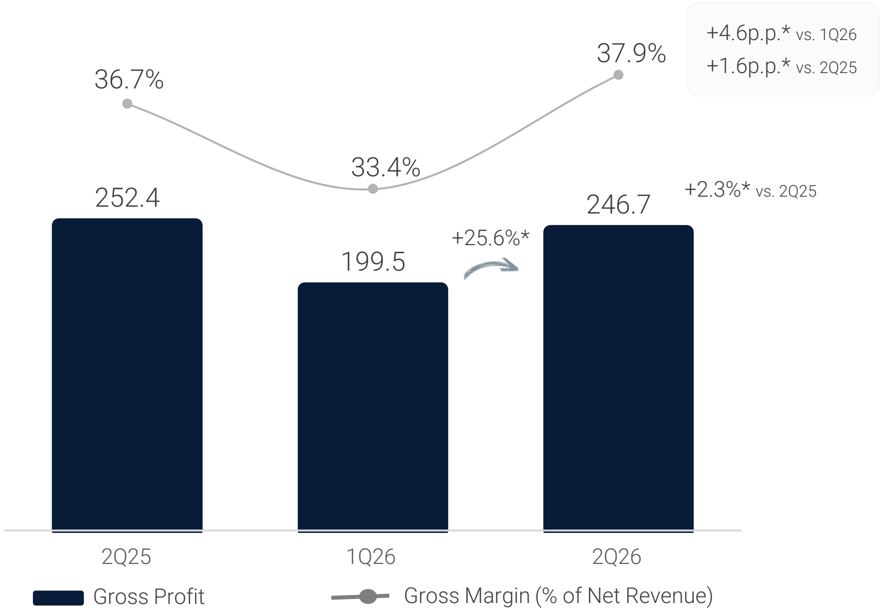
Net Revenue by Business Unit*
R$ Million and constant-currency change



* Consolidated Net Revenue reflects the impact of intercompany eliminations.

Gross Profit and Gross Margin improved, mainly driven by pricing initiatives and product mix optimization across Portobello America, Portobello Shop and Ceramica Portobello.

Gross Profit and Gross Margin
R$ Million and % of Net Revenue



* Constant-currency change.

Gross Margin by Business Unit

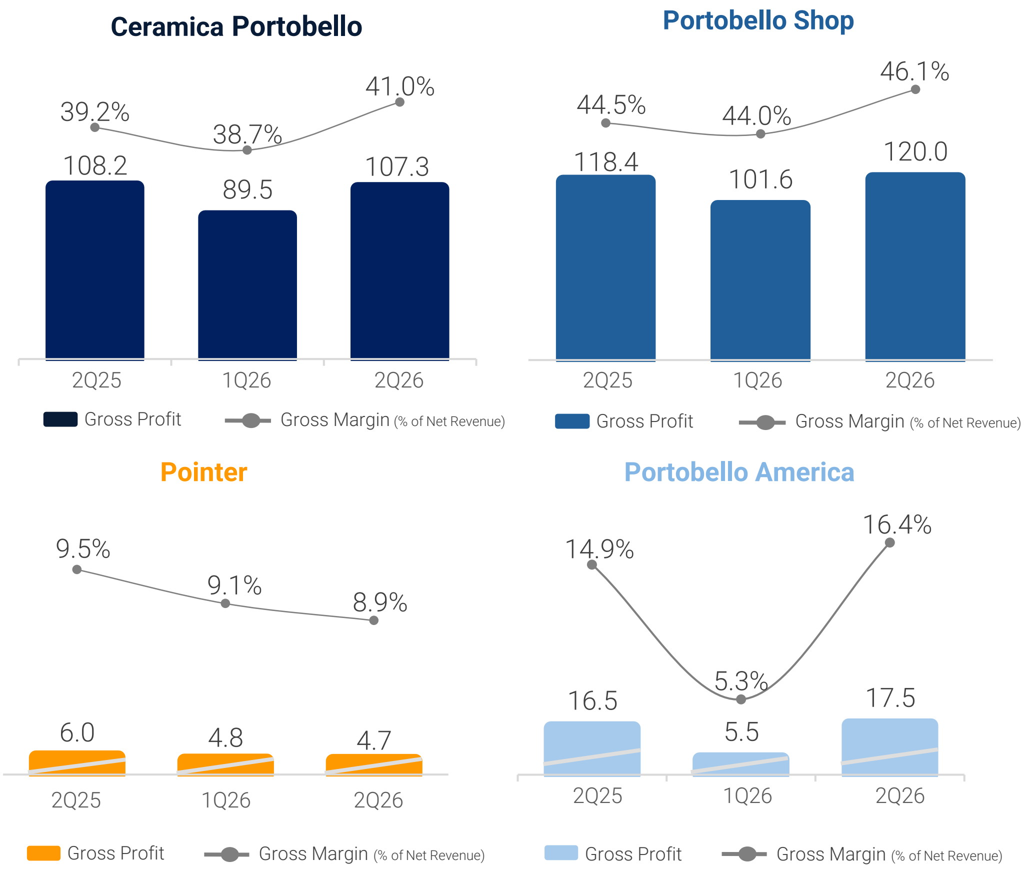
Ceramica Portobello: Performance was driven by a higher share of international markets, pricing management and production cost optimization resulting from long-term energy planning.

Portobello Shop: Gross Margin improved, driven by higher average prices across all sales channels, particularly Company-Owned Stores, and product mix optimization focused on higher value-added products.

Pointer: Performance declined, reflecting the discontinuation of export operations and challenging domestic market conditions.

Portobello America: Growth reflected improved efficiency and capacity utilization, an enhanced product mix and progress in the distribution channel.

Gross Profit and Gross Margin by Business Unit*
R$ Million and % of Net Revenue

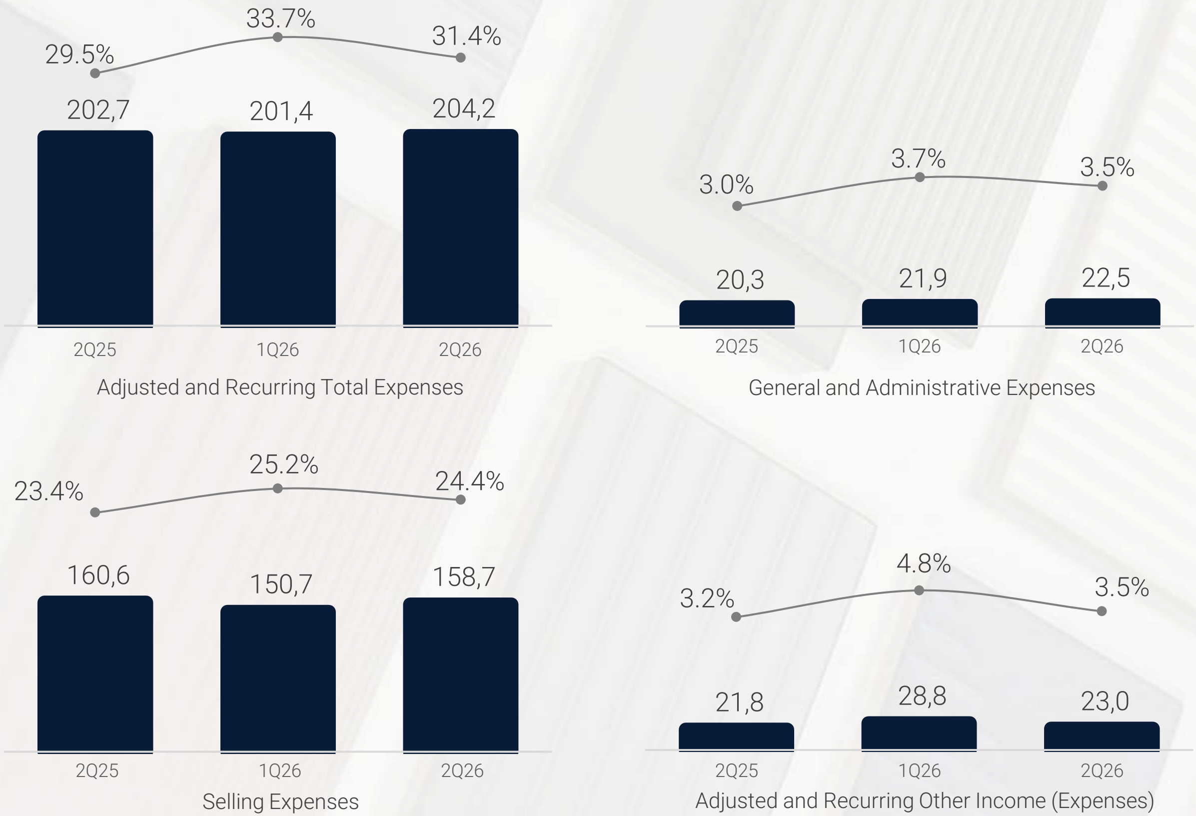


* Consolidated Net Revenue reflects the impact of intercompany eliminations.

Adjusted and Recurring Expenses remained broadly stable vs. 2Q25 and 1Q26, reflecting increased commercial activity and disciplined cost management. The increase as a percentage of Net Revenue reflects the decline in Net Revenue.

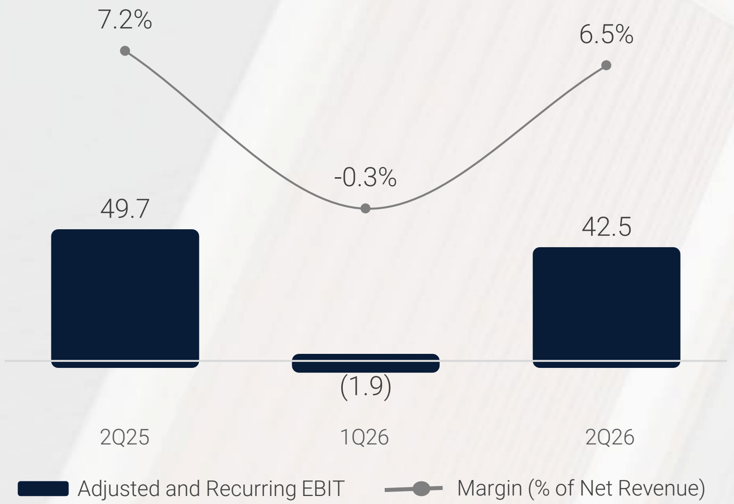
Expenses

R$ Million and % of Net Revenue

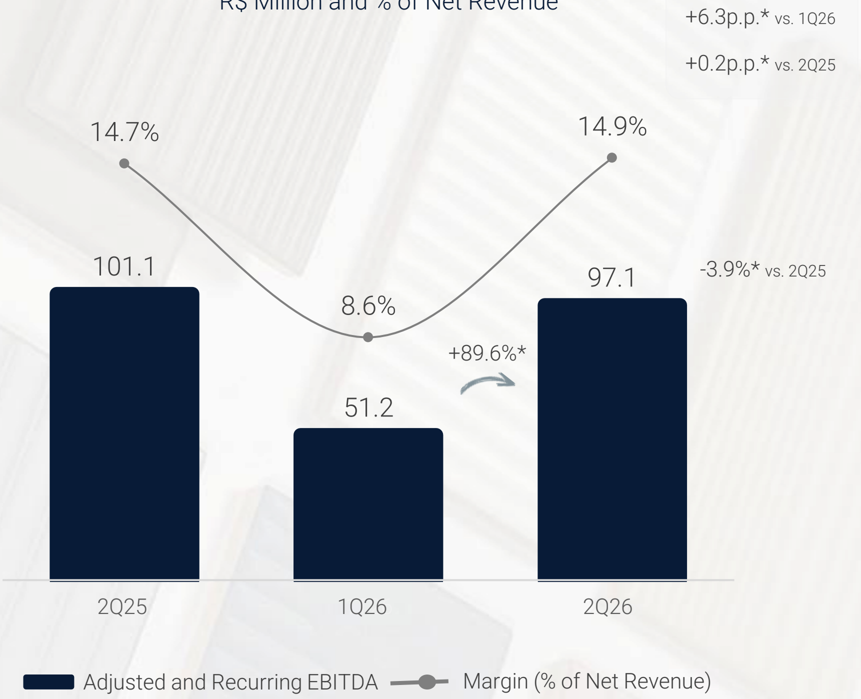


Adjusted and Recurring EBITDA reflected the continued focus on operational improvement across the businesses, driven by Gross Margin expansion and greater efficiency in expense management.

Adjusted and Recurring EBIT
R$ Million and % of Net Revenue



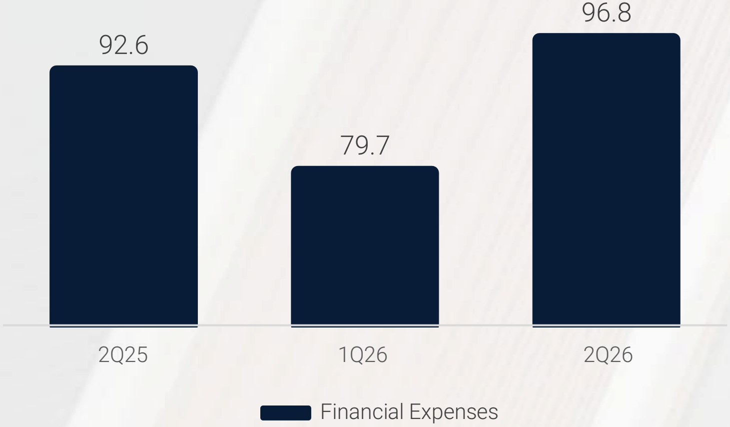
Adjusted and Recurring EBITDA
R$ Million and % of Net Revenue



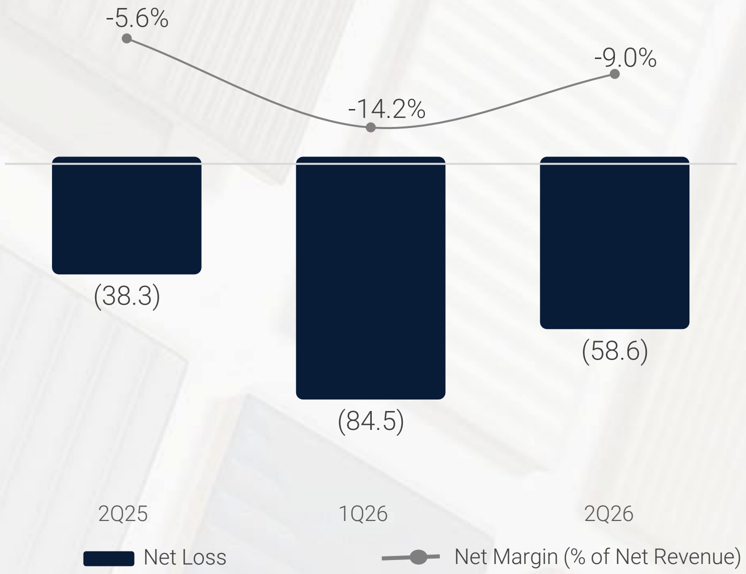
* Constant-currency change.

Adjusted and Recurring Net Income (Loss) reflects improved operating performance vs. 1Q26 and 2Q25, but remains pressured by high Financial Expenses amid elevated interest rates and capital structure challenges.

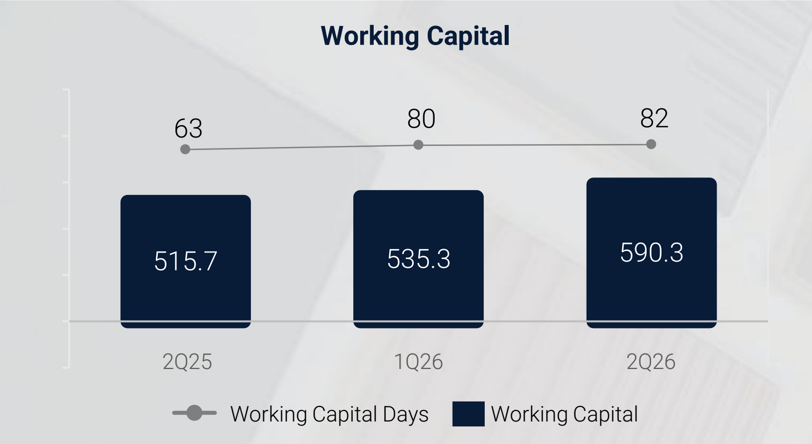
Financial Expenses
R$ Million

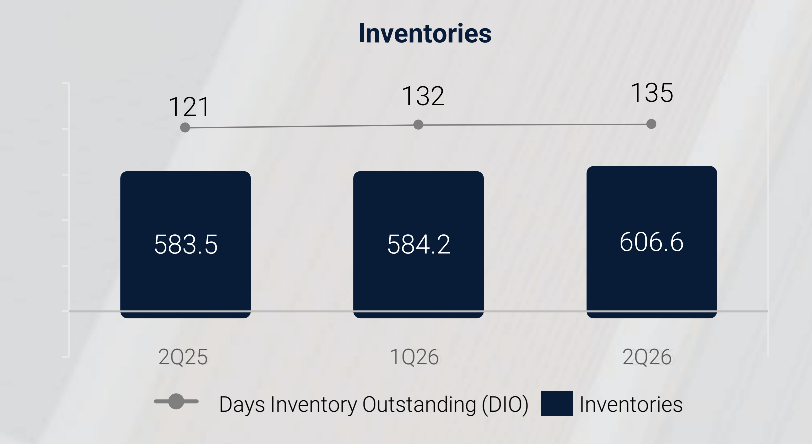


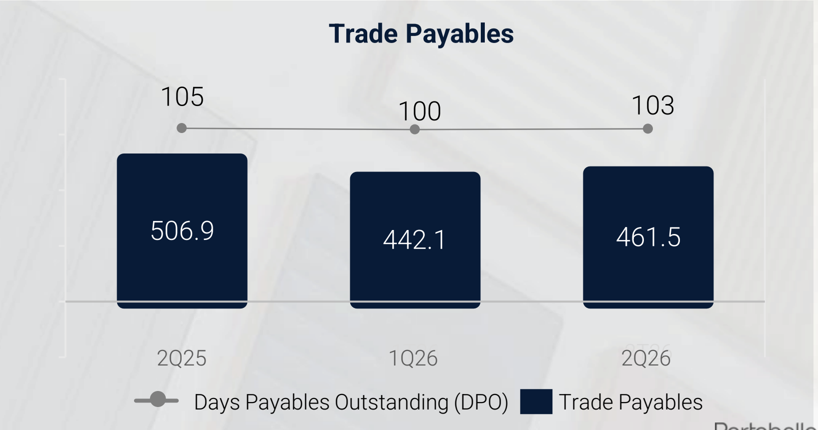
Adjusted and Recurring Net Loss
R$ Million and % of Net Revenue



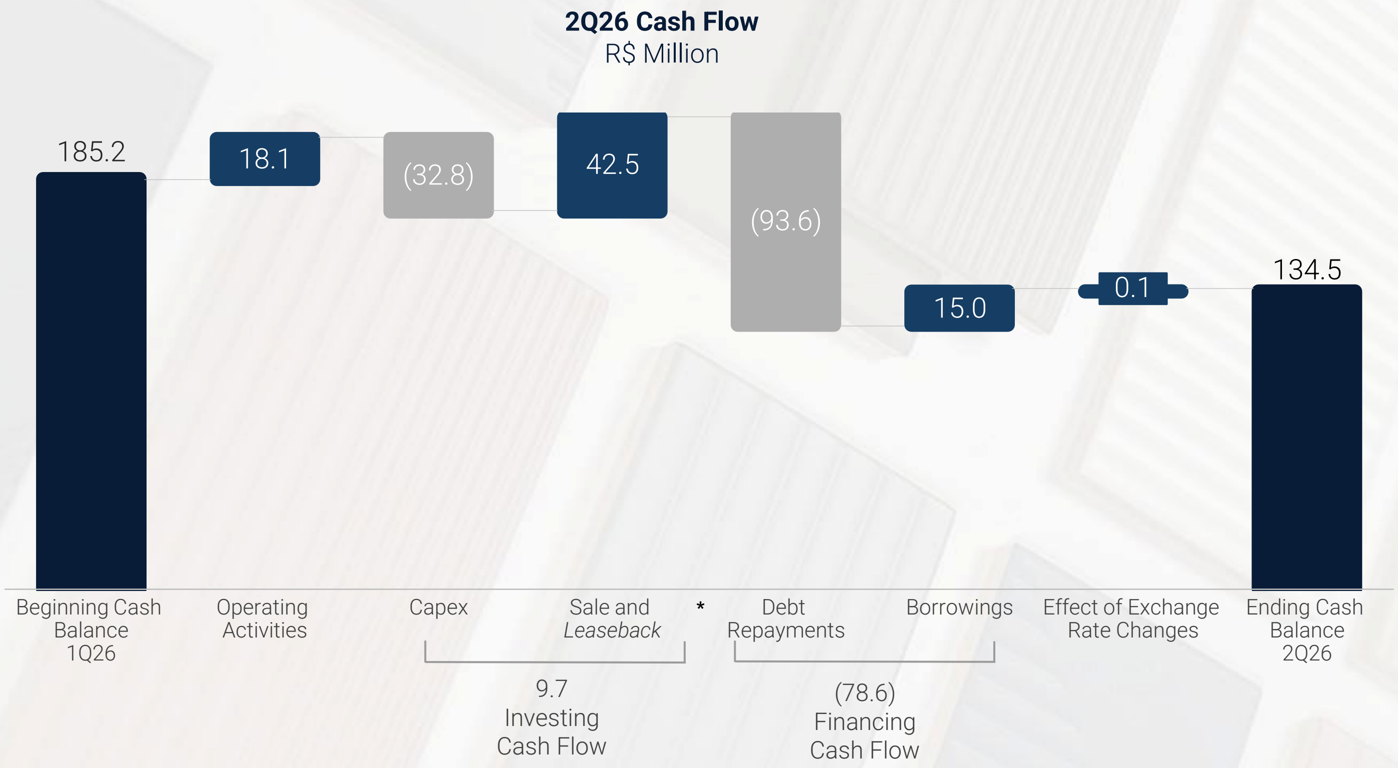
Working Capital, with a stable CCC, reflects the adjustments implemented in the value creation model, which contributed to margin expansion but also required higher Working Capital in absolute terms.







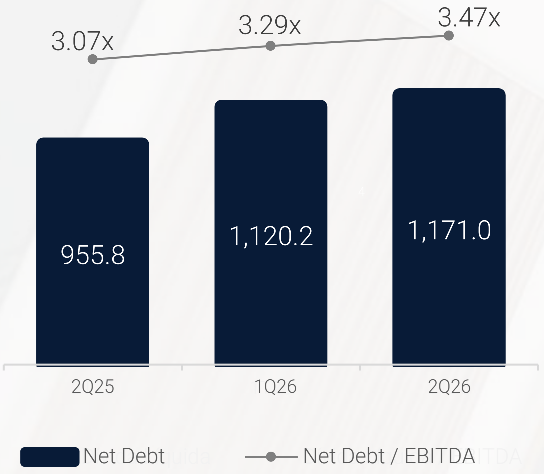
Free Cash Flow was positive at R$ 27.8 million, supported by R$ 18.1 million in operating cash generation and R$ 9.7 million in cash inflows from investing activities (Pointer Sale & Leaseback).



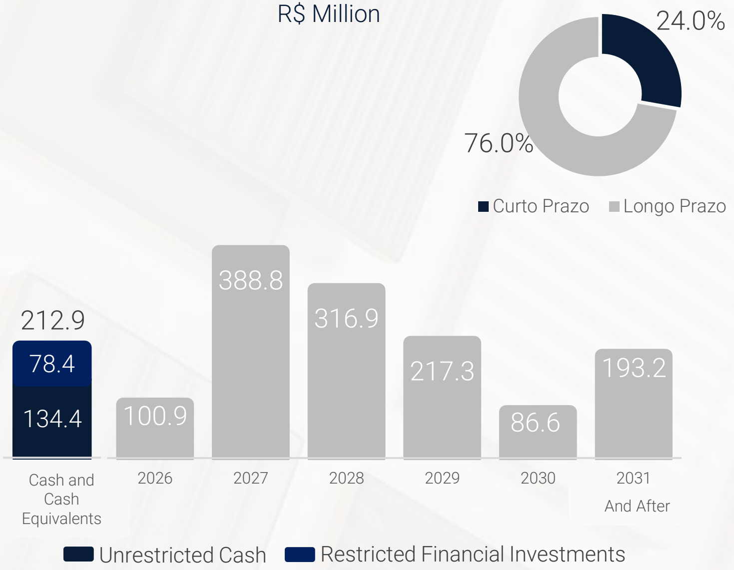
* Pointer plant Sale & Leaseback totaled R$ 102.5 million in the year.

Capital Structure remains focused on optimizing the debt maturity profile and maintaining financial discipline, seeking to preserve the Company's financial flexibility even in a high-cost funding environment.

Net Debt and Net Debt / EBITDA
R$ Million



Debt Maturity Schedule | 2Q26
R$ Million



2Q25
Average Cost | Duration
CDI +1.52% | 2.73 years

2Q26
Average Cost | Duration
CDI +0.71% | 2.67 years

Divestment of the Pointer Business Unit

Strategic Alignment

Strategy focused on integrated retail and international expansion.

Portfolio Optimization focused on premium wet-process products.

Operational simplification with 3 Business Units.

Financial

The transaction value, combined with the release of working capital allocated to the business unit, will directly contribute to the **optimization of the Company's capital structure.**

Timeline

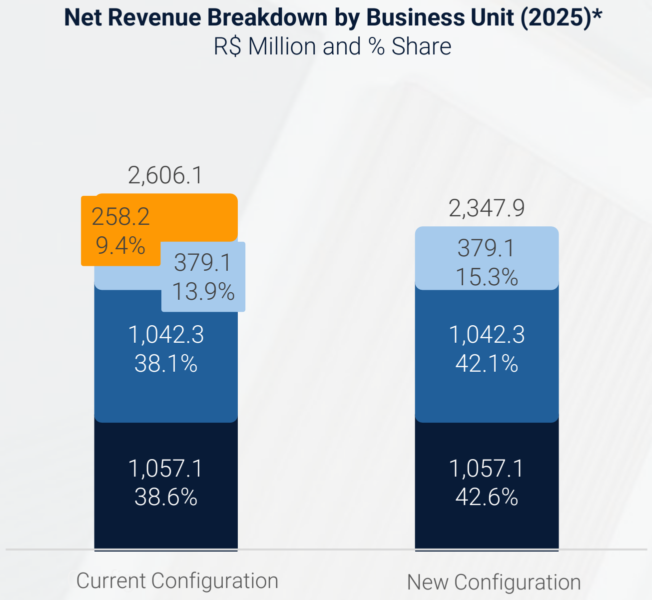
Aug 10: Transaction approved by CADE.

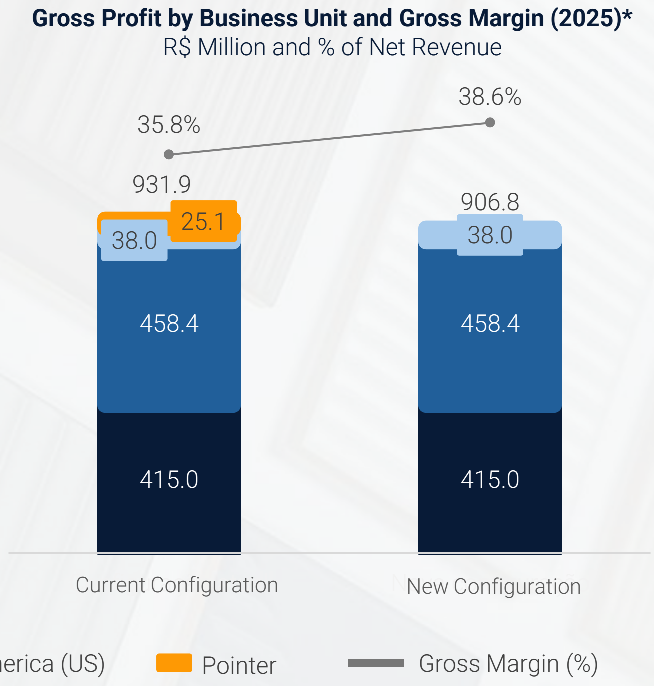
Aug 14: Agreement signed.

September: Management transition to Grupo Almeida.

3Q26: Impact from the deconsolidation of the Business Unit's results.

New Business Configuration for the Group, with 85% of Net Revenue generated by the Brazilian Business Units and 15% by Portobello America, and an approximately 2 p.p. increase in Gross Margin.





* Consolidated Net Revenue and Gross Profit reflect the impact of intercompany eliminations.

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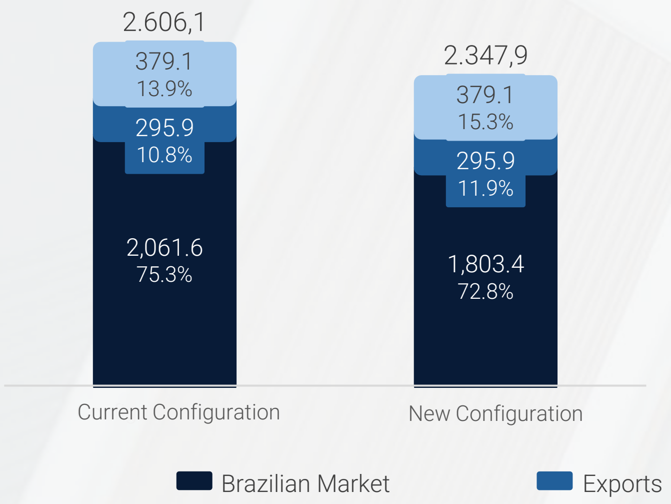
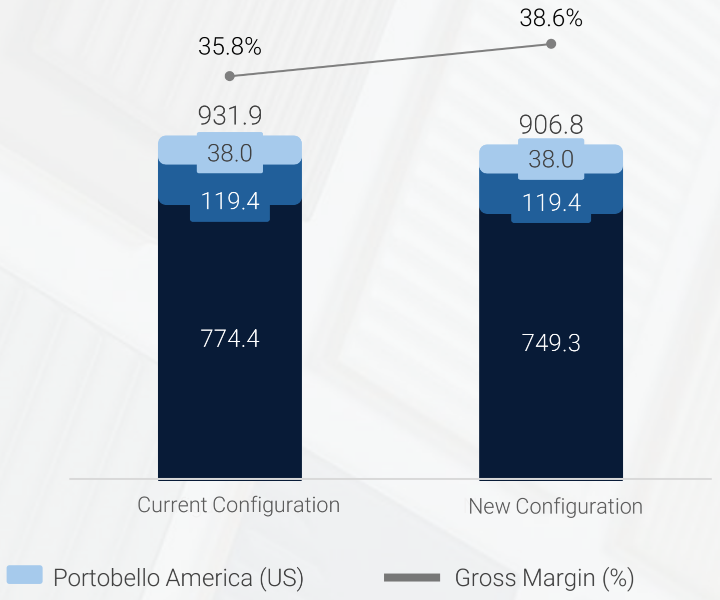
New Business Configuration for the Group with 73% of Net Revenue generated in Brazil and 27% in International Markets (Portobello America and Exports), and a Gross Margin increase of at least 2 p.p.

Net Revenue Breakdown by Business Unit (2025)*
R$ Million and % Share



Gross Profit by Business Unit and Gross Margin (2025)*
R$ Million and % of Net Revenue



* Consolidated Net Revenue and Gross Profit reflect the impact of intercompany eliminations.

The Group's new Organizational Structure seeks to enhance synergies across the distribution channels of the Brazil Business and drive greater efficiency in the management of Brazil Operations and the Group's Corporate Functions.

Cesar Gomes Jr.
Group CEO*

Ronei Gomes
Group VP of Finance & Investor Relations*

- Finance & Investor Relations
- Legal & Compliance

Carolina Giron
Group People & Management Director

- Human Resources
- Communications

Romael Soso
VP of Retail & Innovation and CEO of Portobello Business*

- Brazil Distribution Channels
- Pricing & Revenue Management
- Marketing
- Product Innovation & Development

Luciano Alves
CEO of Portobello Operations

- Exports
- Operations: Manufacturing, Logistics & Supply Chain
- Technology & Digital

João Oliveira
CEO of Portobello America

* Statutory Officer

2H26 Outlook

Market & Revenue

- **The macroeconomic and industry environment is expected to remain challenging throughout 2H26**, with continued pressure on volumes and prices in the Brazilian market.
- The Company will continue to **prioritize profitability**, with **volumes** expected to remain **in line with the market** and **slight Net Revenue growth**, supported by a **premium portfolio in higher value-added channels and international growth.**

Gross Margin

- The Company expects to sustain the improvement in margins, with Gross Margin at **approximately 37.0%,** supported by **pricing management, product mix optimization and operational improvements**, while operating at approximately 80% of production capacity.
- The continued **improvement of Portobello America** is expected to further strengthen profitability over the coming quarters.

Expenses

- **Expenses** remain a priority within the value creation model, with a focus on **capturing the benefits from organizational restructuring initiatives.**
- The Company expects to offset the impact of inflation on Expenses throughout 2026 (**approximately 7.0% of the expense** base).

Working Capital

- The Company will continue to prioritize Working Capital reduction initiatives, focusing on **optimizing inventory levels** and aligning production capacity utilization.
- The objective remains to **gradually reduce the Cash Conversion Cycle (CCC)** and release cash to support the business.

Capital Structure

- Capital structure optimization initiatives remain underway, with a focus on **reprofiling bank debt,** aimed at enhancing financial flexibility, strengthening liquidity and **gradually reducing financial leverage.**

Q&A

Final Consideration

Investor Relation

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