



Results Presentation

1Q24

Disclaimer

Information prepared by PBG, such as business outlooks, projections or operating and financial targets, are forecasts based on management's expectations regarding the company's future.

Future considerations are not guarantees of performance. They involve risks, uncertainties and assumptions. These expectations depend on circumstances that may or may not occur, as well as national and international market conditions, the general economic performance of the country and the industry, which may lead to results that differ materially from those expressed in such forward-looking statements.



Agenda

- 1 Market Overview
- 2 Operational and Financial Performance 1Q24
- 3 Strategic Projects Update
- 4 Outlook 2024
- 5 Q&A

A modern outdoor lounge area featuring a wooden armchair with a cane backrest, a low wooden coffee table, and a potted plant. The floor is made of large, light-colored hexagonal tiles. The background shows a concrete wall and a large window reflecting the outdoor furniture.

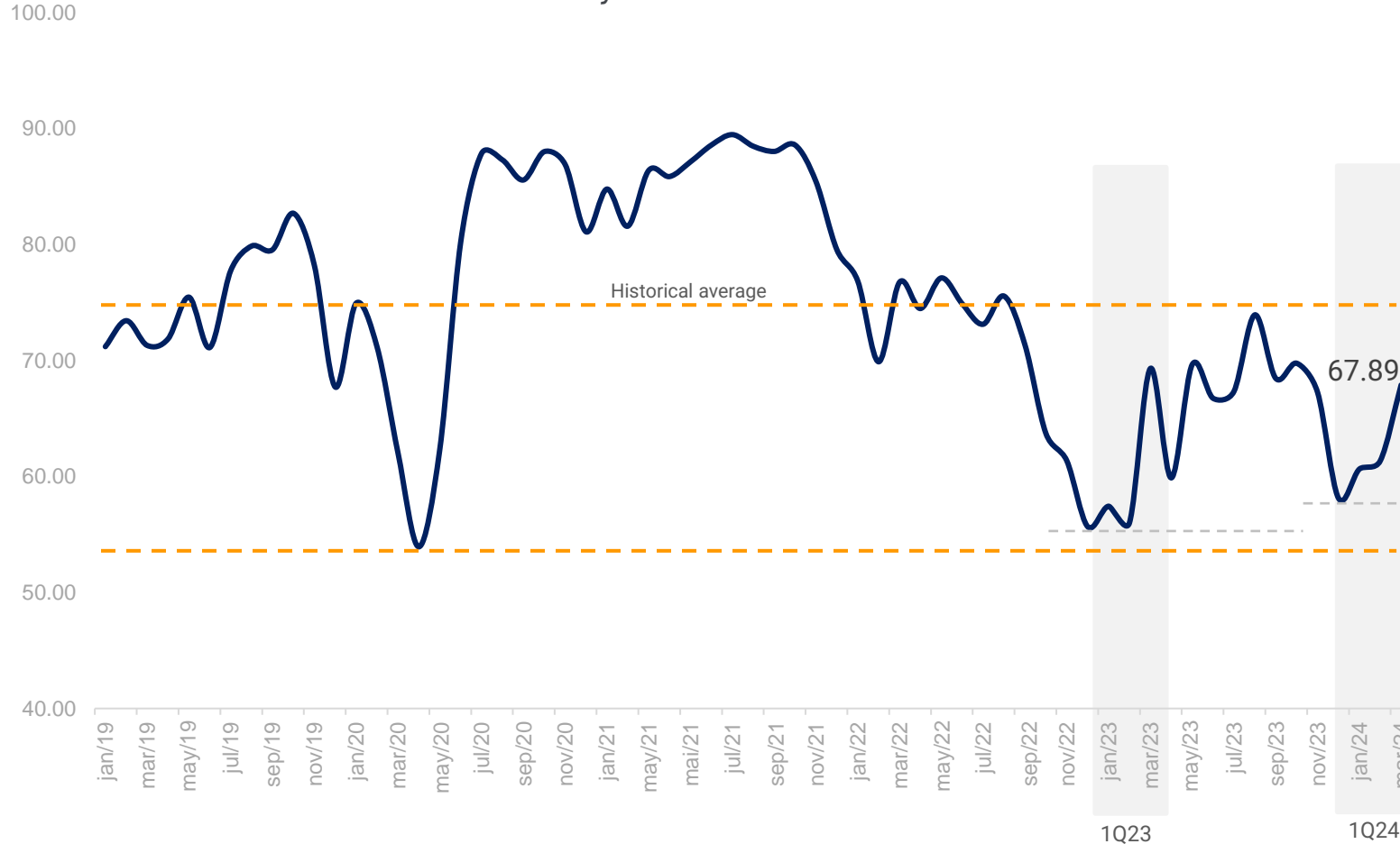
Market Overview

Domestic Market Performance (Brazil) | Ceramic Tile

Growth of 3.8% in 1Q24 vs. 1Q23, with a more consistent sales volume increase over the months, yet demand still lower than pre-pandemic period

Ceramic Total Market Evolution (million m²)

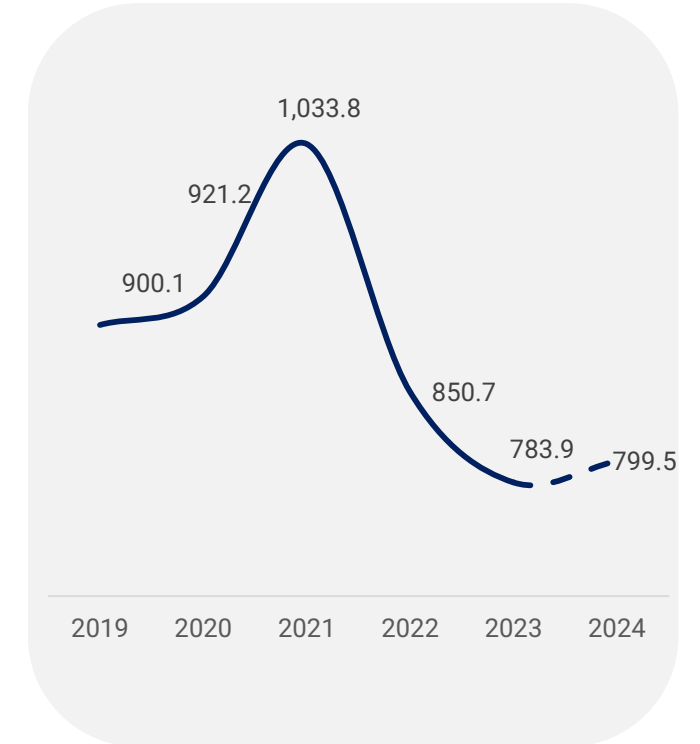
January 2019 a March 2024



Source: Anfacer

Total Market Volume

(million m²)



Brazilian Market vs. PBG

Increase in market share across all units compared to 1Q23

Total market¹

+3.8%

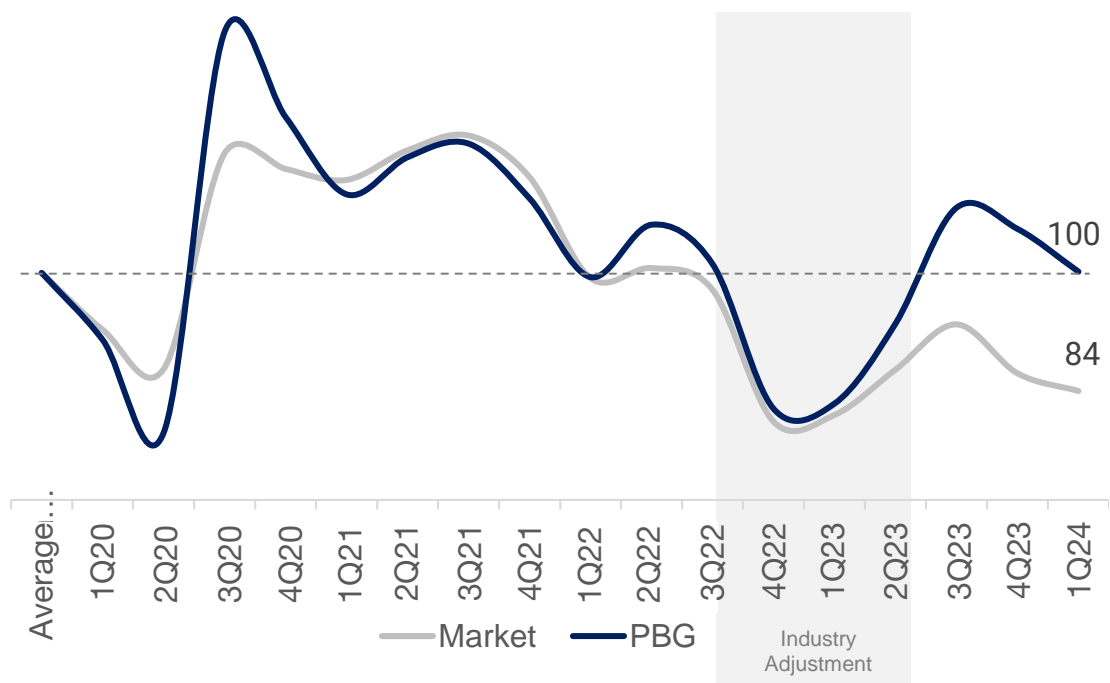
1Q24 vs. 1Q23

PBG

+15.4%

1Q24 vs. 1Q23

Base 100 evolution of the Brazilian market and PBG volume



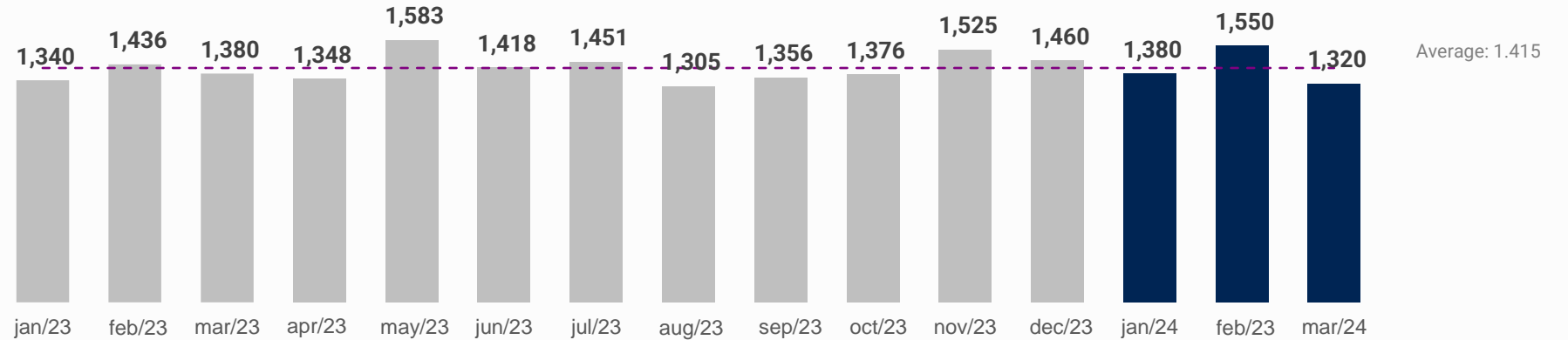
¹ Market volume: dry process and wet process, source: Anfacer. ² PBG Brazil sales volume.

North American market

The North American real estate sector remains under pressure due to high interest rates, impacting the Housing Starts indicator. TCNA reported a 7.3% decrease in 2023 compared to 2022

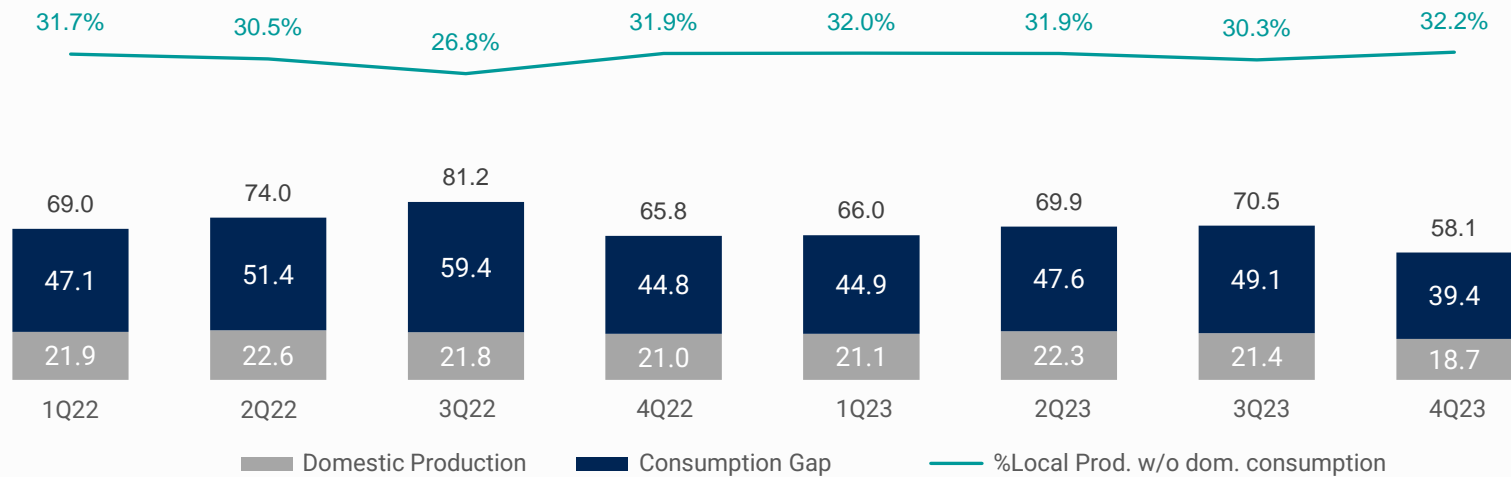
Housing Starts²

Seasonally adjusted annualized volume



Ceramic Tile Consumption (TCNA)¹

Volume in million of m²



¹ Source: Tile Council of North America; ² Source: U.S. Census Bureau. Values in thousands. ³ Domestic consumption equals the sum of production + imports - exports.



Operational and Financial Performance

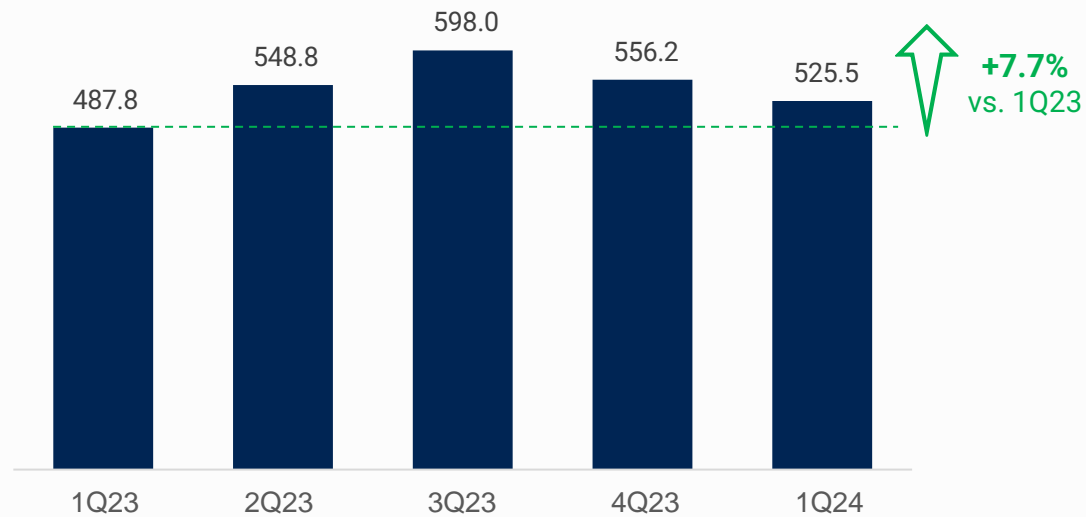
1Q24

Net Revenue

Growth in net revenue in 1Q24 versus 1Q23 demonstrates the consistency of the group's performance evolution

Net Revenue

R\$ million



Net revenue for 1Q24 was 7.7% higher than 1Q23, with performance exceeding the market

Historically, the first quarter presents a seasonality effect with lower demands

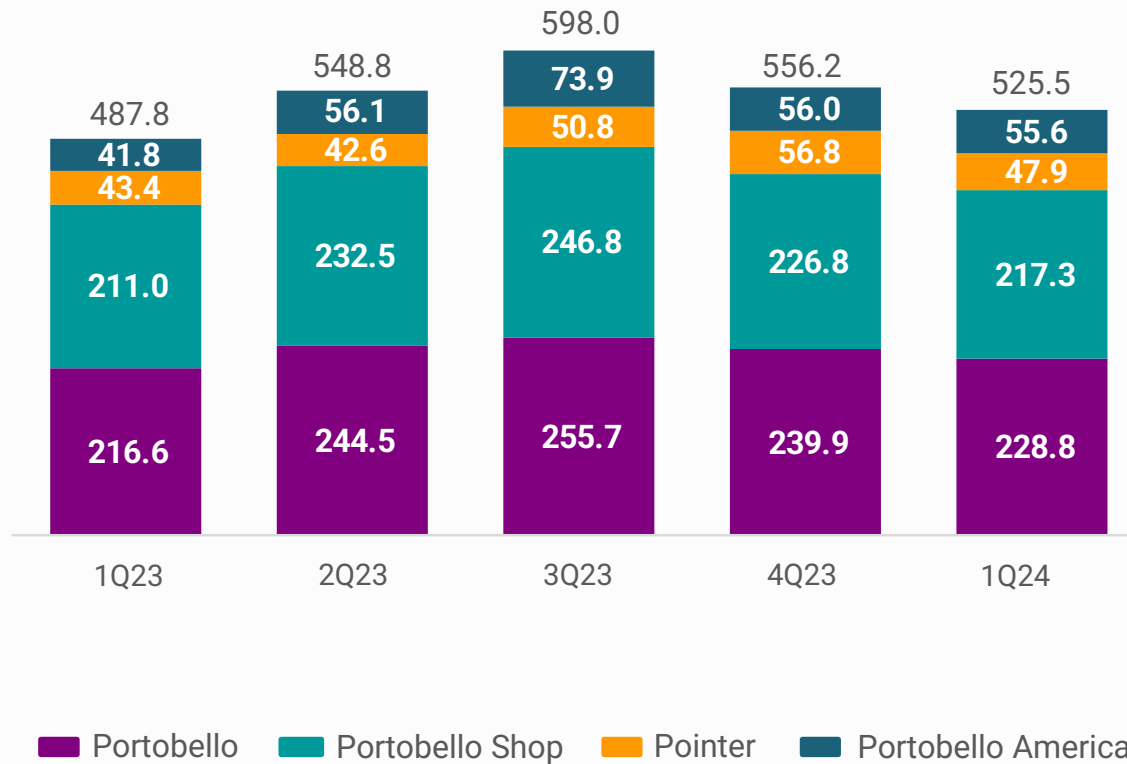


Net Revenue by Business Unit

Growth in revenue across all business units in 1Q24 vs. 1Q23.
Highlighting a 33.1% revenue growth for Portobello America

Net Revenue by segment

R\$ million



Growth vs. 1Q23

- UN Portobello +5.6%
- Portobello Shop +3.0%
- Pointer +10.5%
- Portobello America +33.1%

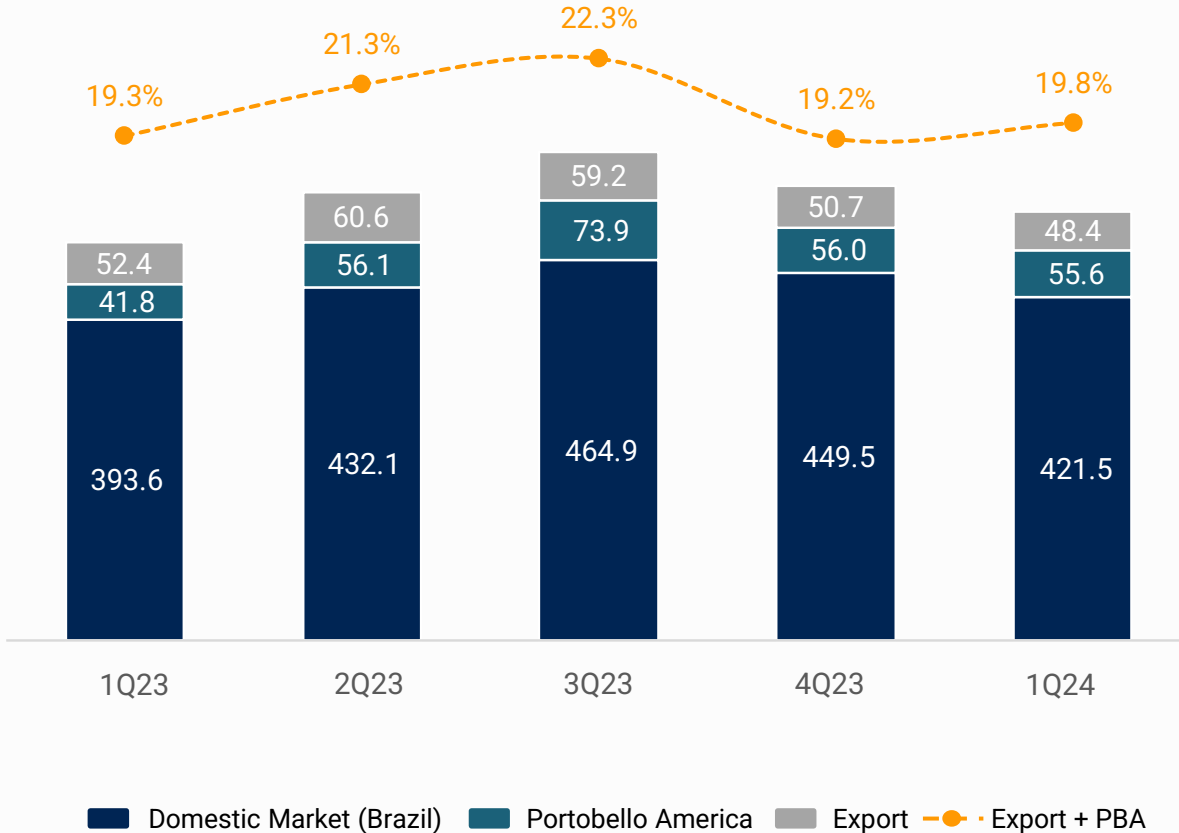


Net Revenue by Geograph Area

Growth of the domestic market (BR) in 1Q24 vs. 1Q23 and advancement of sales of local production in the North American market

Share of Net Revenue

R\$ million | % of Net Revenue



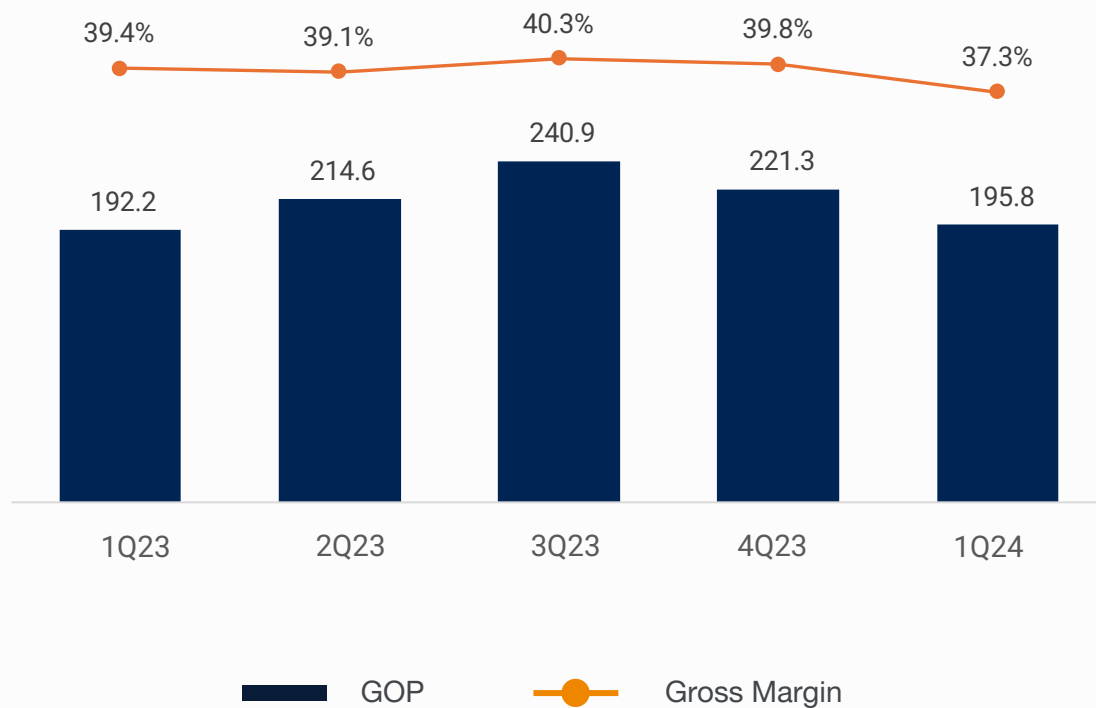
- **Domestic Market (BR) +7.1%** vs. 1Q23
- **Portobello America** grew **+33.1%** in 1Q24 vs. 1Q23 (**+33.1%** in R\$). Highlight for local distributors operation (**+39.2%** vs. 1Q23).
- International markets operation grew **+10.4%** vs. 1Q23, with development of new markets and evolution of Portobello America

Gross Profit and Consolidated Gross Margin

Market competitiveness generating pressure on business margins, partially offset by the evolution of Portobello Shop margins

Gross Profit and Gross Margin

R\$ million and % margin



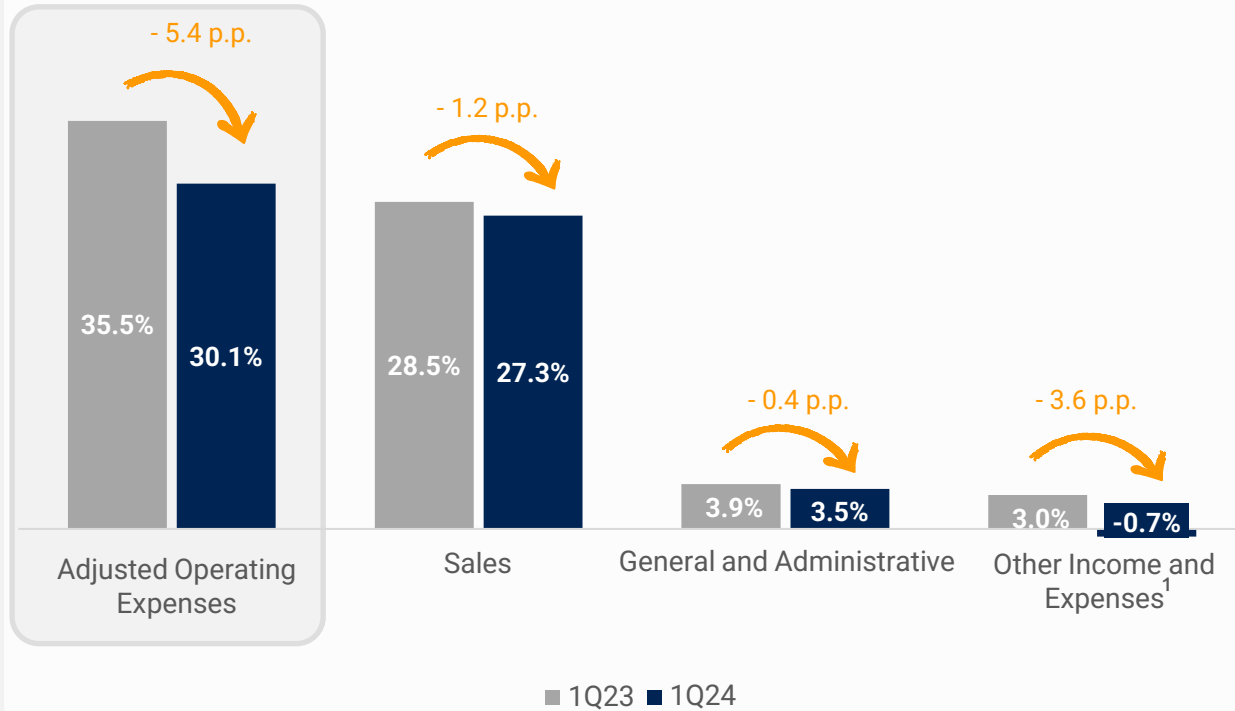
2.0% growth in Gross Profit in 1Q24 vs. 1Q23, however with a decrease in gross margin by - 2.1 p.p during the period

Operating Expenses

Discipline in management enabled expense reduction

Adjusted and Recurring Operating Expenses

% of Net Revenue



With a reduction of R\$ 15.3 million in 1Q24 vs. 1Q23, operating expenses represented 30.1% of the Net Operating Revenue in 1Q24 (-5.4 p.p. vs. 1Q23)

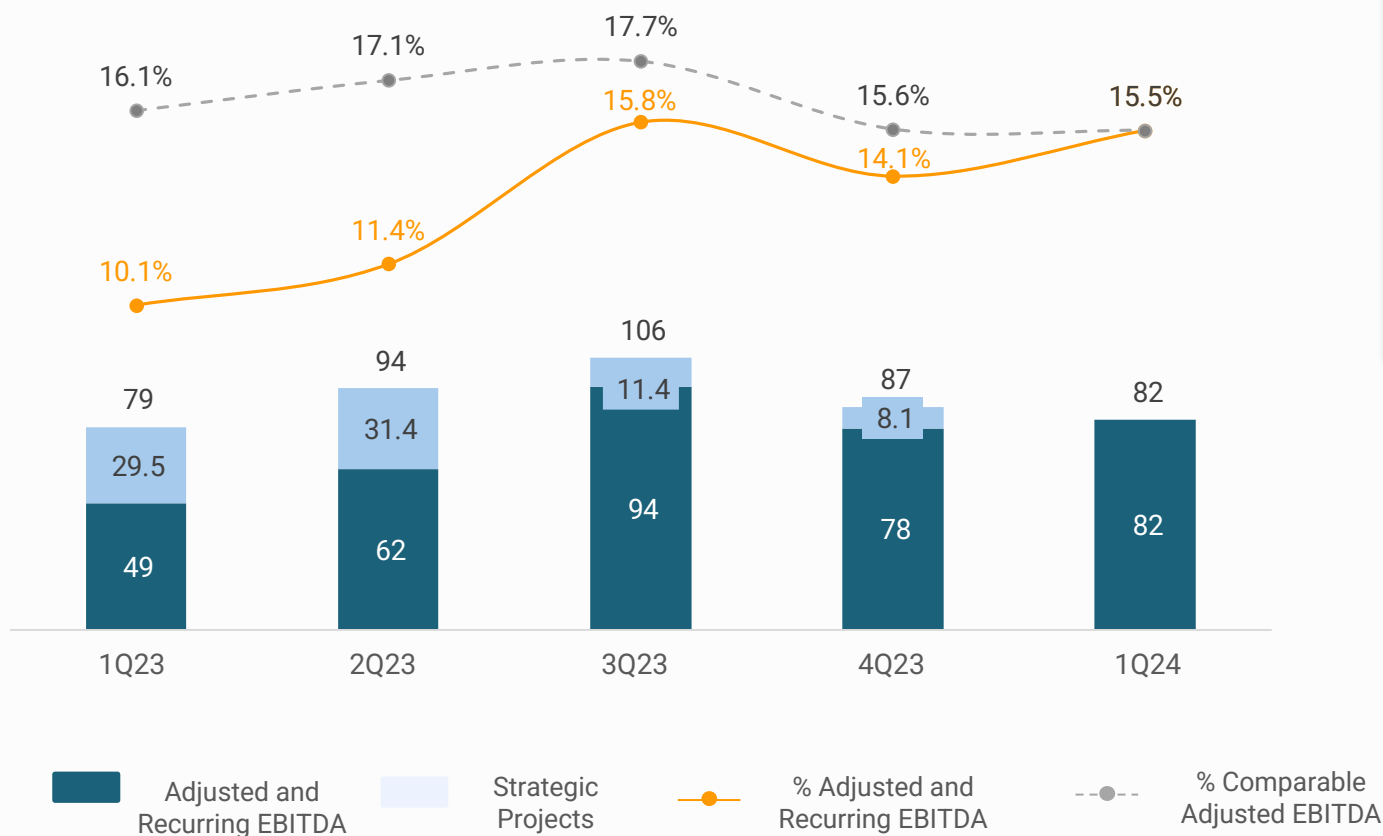
¹Includes Other Revenues and Expenses: PPR and Corporate
Note: the operational expenses presented refer to the managerial perspective.

Adjusted and Recurring Comparable EBITDA

The Adjusted and Recurring EBITDA for 1Q24 showed a performance 66.0% higher than 1Q23

Adjusted and Recurring Comparable EBITDA and Margin

R\$ million and % of Net Revenue



- Positive trajectory of operating results, even in a scenario of restricted demand
- PBG continues to prioritize strategic projects and results optimization

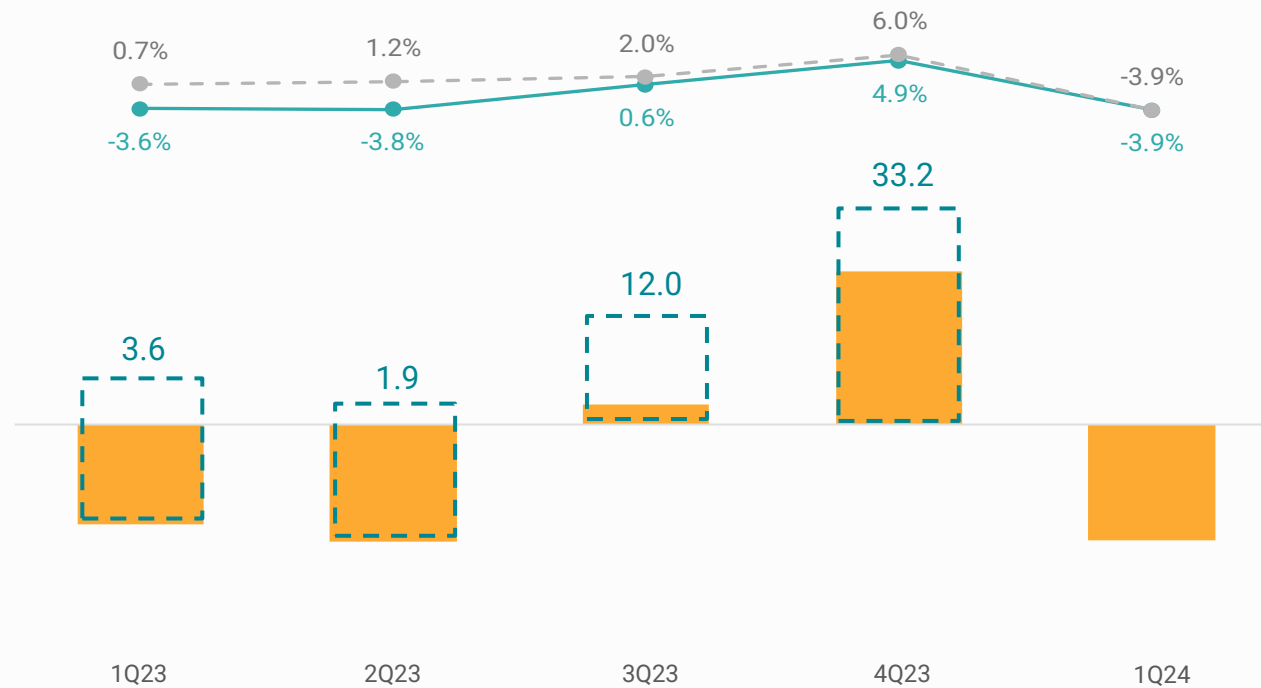
¹Comparable excluding strategic projects in the Portobello Shop network and Portobello America in 2023





Adjusted and Recurring Net Income

Recurring net loss of -R\$ 20.6 million in 1Q24 compared to a loss of -R\$ 17.7 million in 1Q23, impacted by the increase in financial expenses, despite the improvement in operating results

Comparable Adjusted and Recurring Net Income

R\$ million and % of Net Revenue



-  Adjusted and Recurring Net Income
-  Adjusted and Recurring Net Margin
-  Net income excluding the effect of expenses related to strategic projects
-  Comparable Adjusted Net Margin

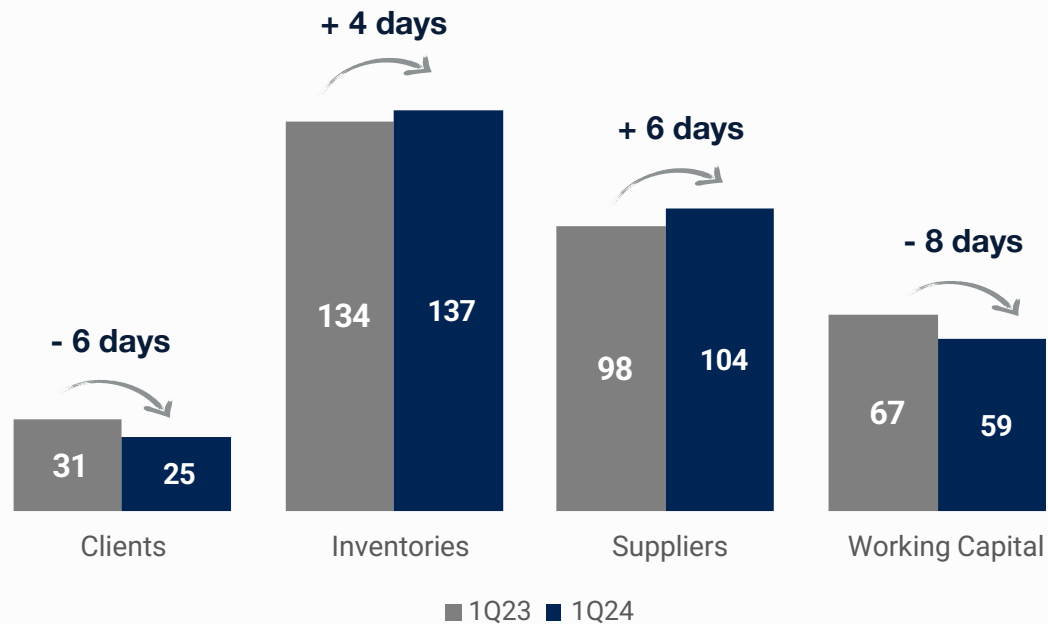
¹Comparable excluding strategic projects in the Portobello Shop network and Portobello America in 2023.

Working Capital

Working capital decreased by 21.1%, -8 days, in 1Q24 vs. 1Q23. Growth in inventory levels, in preparation for the launch season, offset by optimization of receivables and supplier portfolio

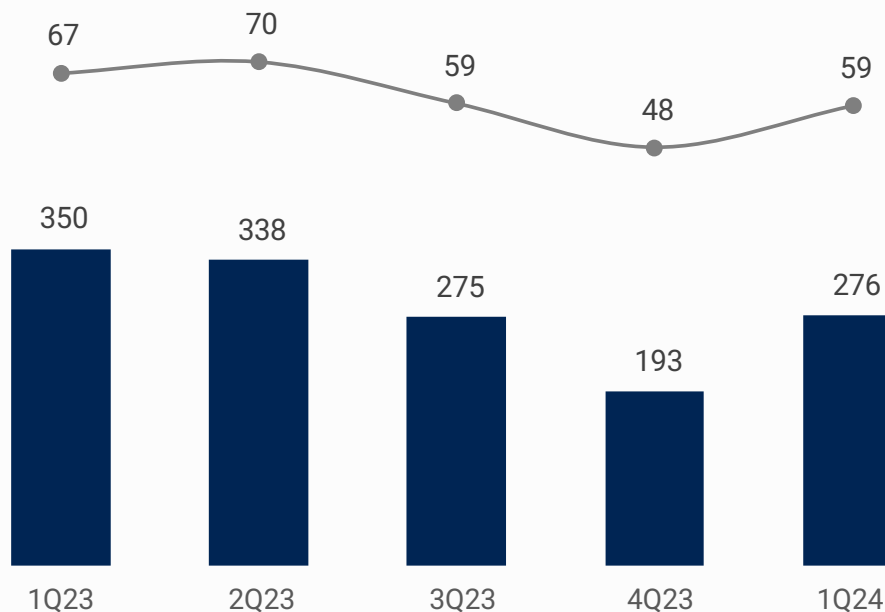
Cash Conversion Cycle (CCC)

Days



Evolution of the Cash Conversion Cycle (CCC)

R\$ million and days

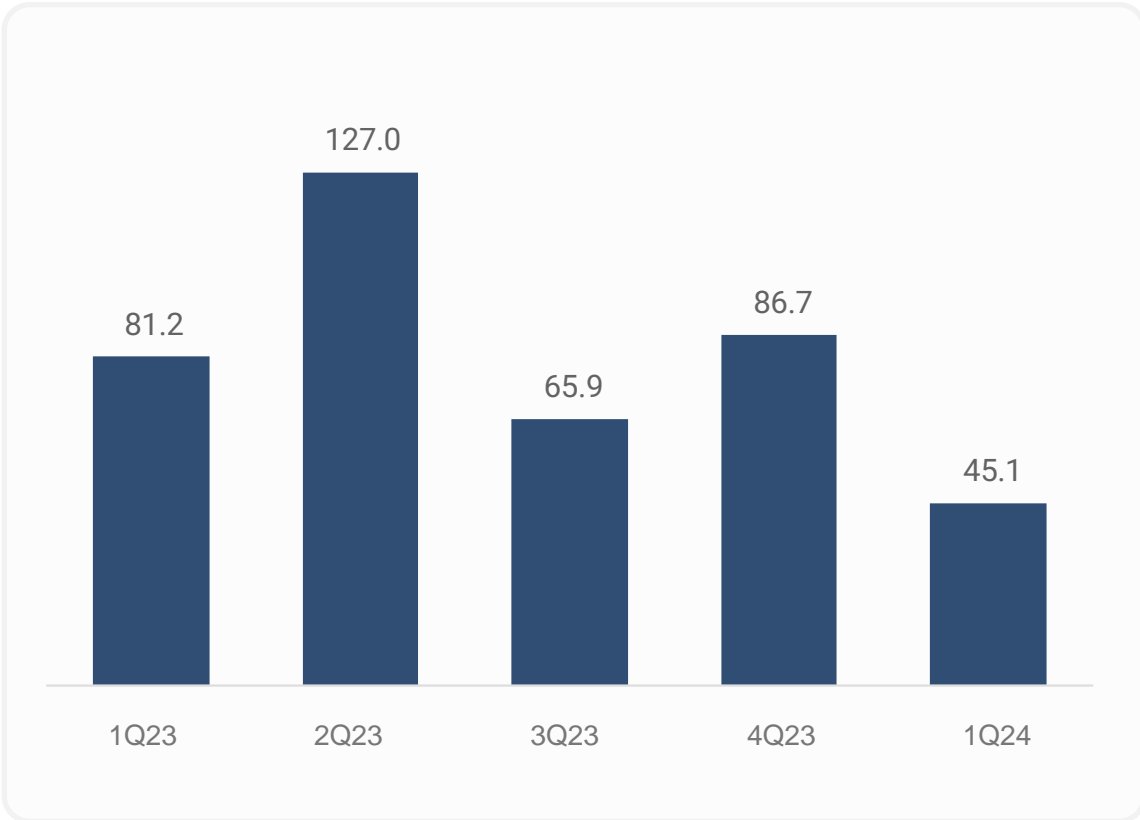


Investments

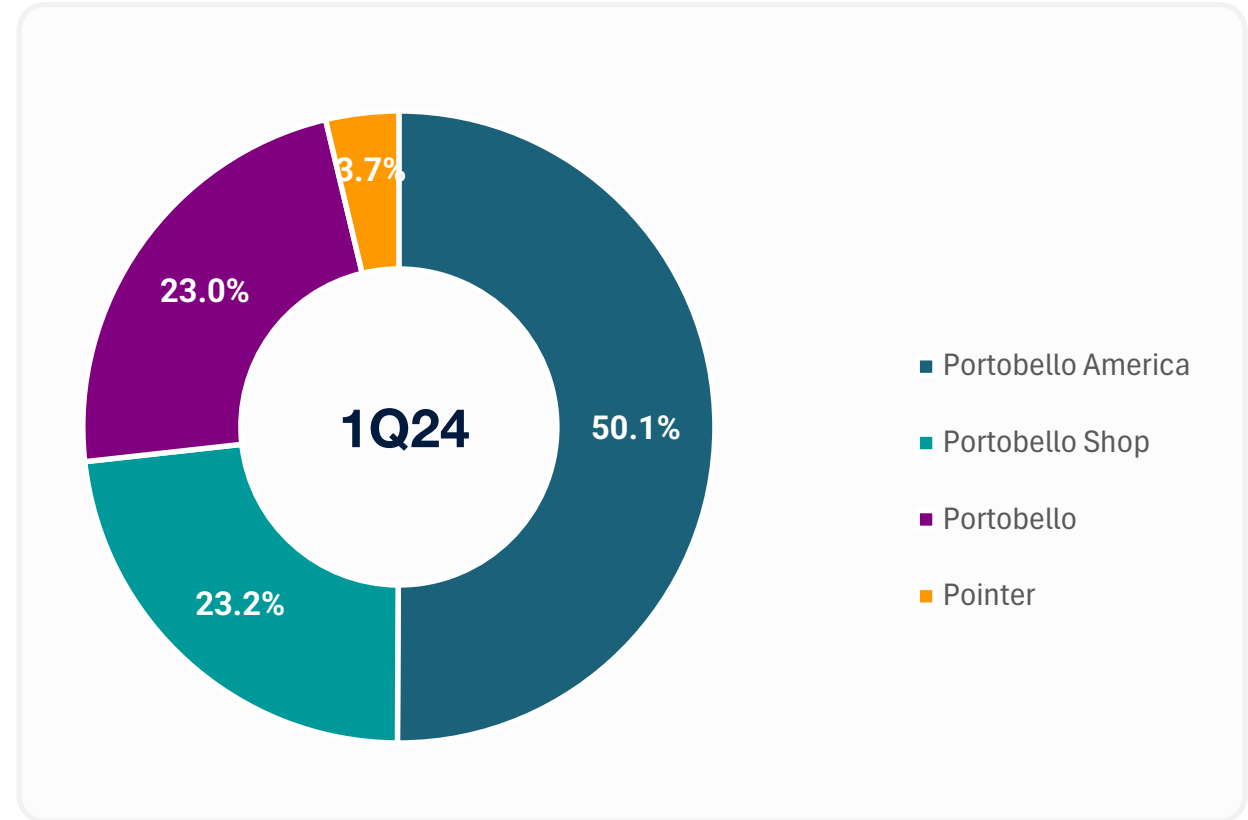
Investments in 1Q24 totaled R\$ 45.1 million. Concentrated in the PBA unit, due to the first kiln and special pieces, and in Portobello Shop with the opening of stores and in the Digital sector.



Investments
R\$ million



Investments Composition

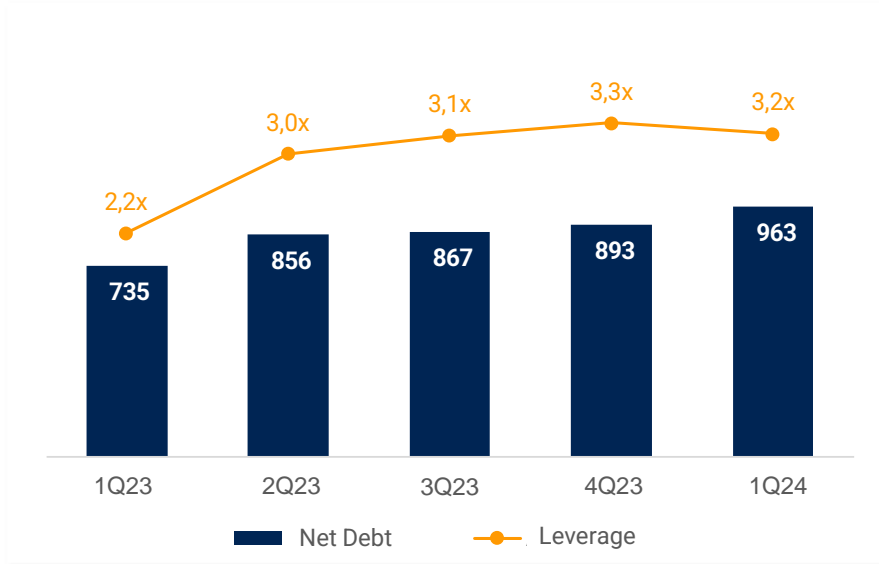


Net Debt

Resumption of deleveraging in 1Q24

Net Debt and Net Debt/EBITDA

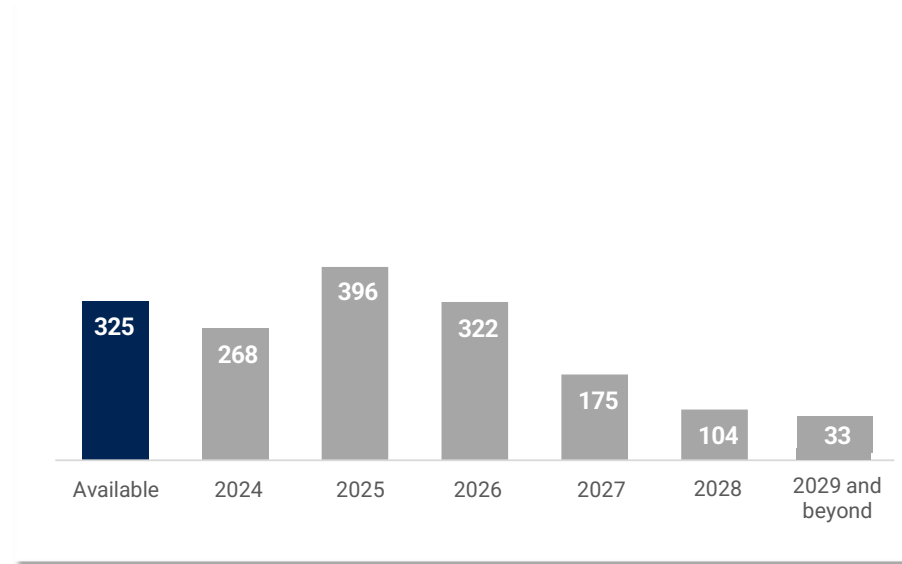
R\$ million



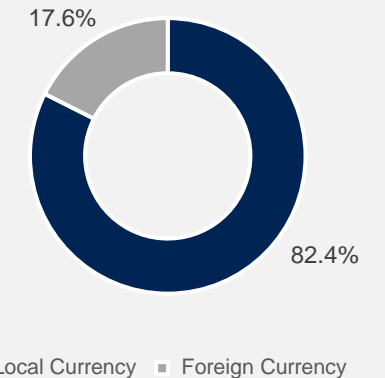
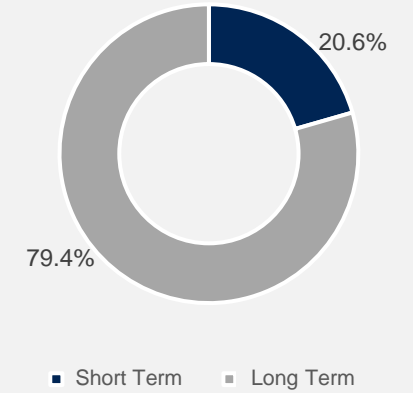
Amortization Schedule

R\$ million

The Group remains confident in its ability to meet short-term debt payments and is engaged in debt extension actions.



Debt Composition



Average cost
13.0% p.y.

-0.8 p.p in 1Q24 vs. 1Q23

1Q24: 103.0% of CDI
1Q23: 103.8% of CDI



Average term
5.3 years

+1.5 years in 1Q24 vs. 1Q23

Strategic Projects Update



Expo Revestir 2024

Portobello Group was highlighted at the largest coatings fair in Brazil

+800 thousand m² of incoming orders:
+ 23% vs. 2023

Revestir Visits:

+ 150 customers from 24 different countries in exports

Total area: 1,000m².

600m² of exhibition area
400m² of networking area

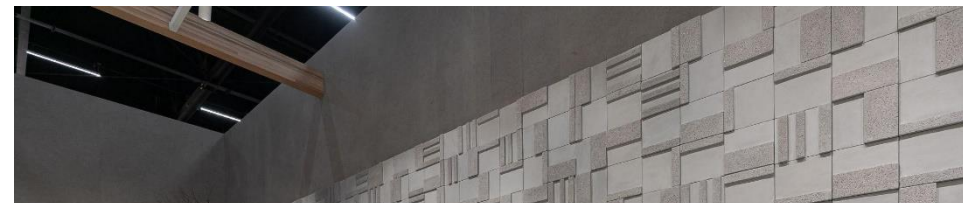
Community + Architecture

2,836 total of people



3 awards
Best in show

- Fita
- V stone
- The Edge



Portobello Shop

Portobello
shop



Portobello Shop

Business unit achieved another Gross Margin record:
48.7% in 1Q24



Performance of the Business Unit

R\$ 217 million
of Net Revenue in 1Q24

Growth
of **3.0%**
vs. 1Q23



Open Stores

156 stores
128 franchises | **28** owned stores

Performance of owned stores

47.9%
of Shop unit
revenue

+11%
in sales vs.
1Q23

4,9%
Same Store Sale

88,8%
NPS

Portobello America



Portobello America

We advanced with our strategy, making short-term adjustments in production ramp-up

Portobello
America

We are facing operational challenges related to the start of factory operations,

Building the team and the culture

Still in the initial ramp-up phase, with a new action plan implemented for process stabilization

We remain confident in our strategy

Our action plan involves several pillars

People and Culture

Training and Development

Production Stabilization:

- **Product Portfolio**
Simplification of the production mix
- **Quality**

Sales Plan

With portfolio adjustment and production speed, the sales plan underwent adjustments

Costs and Expenses

Adjustment of fixed costs and expenses

Reinforcing our strategic focus for 2024



- **Competitiveness** in the North American market with local distribution



- **Profitability** with a more automated process and lower costs in the energy matrix and raw materials



- Recognition as a **design brand** with local production (Made in USA).



- Guarantee of **service level** adequate to the North American consumer

ESG Advancements: Sustainability

In March, we published our Annual Sustainability Report, prepared based on the most current market methodologies, such as GRI (Global Reporting Initiative) and SASB (Sustainability Accounting Standards Board)

Highlighting the initial results of our Sustainability Plan 2023-2027

The plan was developed in 2022 based on the Sustainability Declaration, materiality matrix, and Sustainable Development Goals (SDGs), divided into 3 pillars within the Company: +Ecoefficient, +People, and +Governance



GOAL

■ Reach 50% of renewable sources in the company's energy matrix by 2024.

■ Obtain LEED certification for new Portobello Shop stores.

■ Reach 50% of women in leadership positions by 2027.

■ Have 20% of employees involved in the volunteer program by 2027.

■ Have 100% employees trained in ESG, Ethics Code and LGPD topics (annual target).

■ Reach 100% of suppliers assessed by activity risk by 2026.

STATUS AT THE END OF

■ Contract signed with partner so that the goal can be achieved in 2024.

■ Certification obtained by Portobello Shop Jardim Social in Curitiba (PR).

44%* of women in leadership.
*Calculated in March 2024

13.64% of employees.

58.38% of active employees on the EAD platform took the ESG course.

■ Start of the pilot project at the Portobello unit.

Outlook
2024



Outlook 2024 | Strategic Agenda

Focus on execution and operational excellence, optimizing investments made with disciplined management

Portobello America

Evolve in sales and factory ramp-up, seeking profitability and preparation for the next stages of the project

Portobello shop

Leverage our retail value proposition (design, product, experience...) and grow our B2B network

Portobello

Grow across all channels, advance in internationalization, with evolution in our product mix and gain of market share

POINTER

Advance in the market strategy targeting small and medium retailers and strengthen the home centers channel

EBITDA



Expense management discipline through Matrix Management (GMD) and focus on cash generation

Capex



Investments focused on maintenance and technological updates

Leverage



Sequential advancement in reducing leverage by the end of the year

Liability management



Development of financial solutions, improvement of capital structure, extension of debt amortization schedule, and cost reduction

Questions and Answers



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