



4Q25 Institucional  
**Presentation**

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Portobello Grupo

# Company Snapshot

## IDENTITY

PBG

Institutional commitments

**46 YEARS OF  
HISTORY**

**NOVO  
MERCADO | ISE B3**

**UM GLOBAL  
PACT**

**SUSTAINABLE  
ENERGY**

## BUSINESS

MODEL

Integrated operating model

**INDUSTRY**

**RETAIL**

**GLOBAL**

**+ 70  
COUNTRIES  
SERVICED**

## PERFORMANCE

IN NUMBERS

Financial results

**NET  
REVENUE**

4Q25 R\$ 642.4 MM  
2025 R\$ 2,606.1 MM

**EBITDA**

4Q25 R\$ 52.8 MM  
2025 R\$ 321.2 MM

**FREE CASH  
FLOW**

4Q25 R\$ 48.4 MM  
2025 R\$ 316.0 MM

# Portobello Pillars

## Positioning

A design brand that creates and distributes tiling solutions, making its consumers dreams come true.

## Purpose

Live *design*.  
Shape environments.  
And inspire people.

## Vision

To be the Brazilian leader and global protagonist in ceramic solutions for environments, through design and innovation.

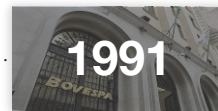
## Belief

A life with design is smarter, more beautiful, and safer.

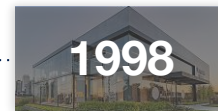
# Portobello's History



**1979**  
**START** of operations, in Tijucas/SC



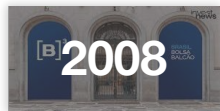
**1991**  
**Initial Public Offering (IPO)**



**1998**  
**LAUNCH** of the Portobello Shop franchise chain



**2000**  
 100% use of natural gas



Joined **B3's Novo Mercado**  
 Reached **100** Portobello Shop **stores**



**2015**  
**START** of operations of the **POINTER** factory



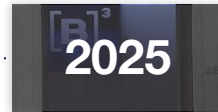
**2018**  
**PBA Expansion Project**  
**UN Sustainable Development Goals (SDG)**



**2023**  
 PBG's **1°** Receivables Investment Fund (**FIDC**)  
**163** Stores  
**29** Owned stores



**2025**  
**6th Issue of Debentures**  
**Private Placement** with XP S.A. Bank



**2025**  
**B3 ISE** (Environmental Sustainability Index)

With 46 years of history, we have accelerated in the last three years, gaining market share and exceeding R\$ 3 billion of gross revenue in 2024, with more than 30 years listed on the stock exchange and 17 years on the B3 Novo Mercado.



# Generation Portobello

The entrepreneurial spirit of the Gomes family spans generations and has shaped the history of Portobello.

Founded in 1979 by César Gomes in Tijucas, Santa Catarina, the company was created with the aim of innovating the Brazilian ceramics sector and soon took its first steps towards internationalization.

In the 1990s, under the leadership of César Gomes Jr., the company expanded its production, modernized

its processes, and revolutionized the market by creating Portobello Shop, bringing the brand, design, and end consumers closer together.

The family's entrepreneurial spirit remains alive, with the fourth generation already active and shaping the company's future through strategic committees and the Board of Directors.

# Innovation Portobello



**1979**

Portobello's  
Foundation

**2002**

Debut in Expo  
Revestir trade fair

**1981**

Start of the Export  
Channel

**2015**

Inauguration of Pointer  
and Portobello Group

Launch of the Engineering  
Channel – PBA Project

**1991**

Initial Public Offering  
(IPO)

**2016**

Opening of Officina  
Portobello

Showroom Portobello

**1998**

Portobello Shop  
Grand Opening

**2023**

Portobello America  
factory inauguration

# GLOBAL FOOTPRINT

FROM **BRAZILIAN COMPANY** TO STRATEGICALLY LOCATED **GLOBAL PLAYER**.

One of the largest ceramic groups in the world<sup>1</sup>, with a global presence and strategically located hubs<sup>2</sup>.

Portobello consolidates its position as a producer and distributor in the two main countries with opportunities for consumption of high value-added products: Brazil and the United States.

 **+ 70 COUNTRIES**

Presence of the Portobello brand across more than 70 countries

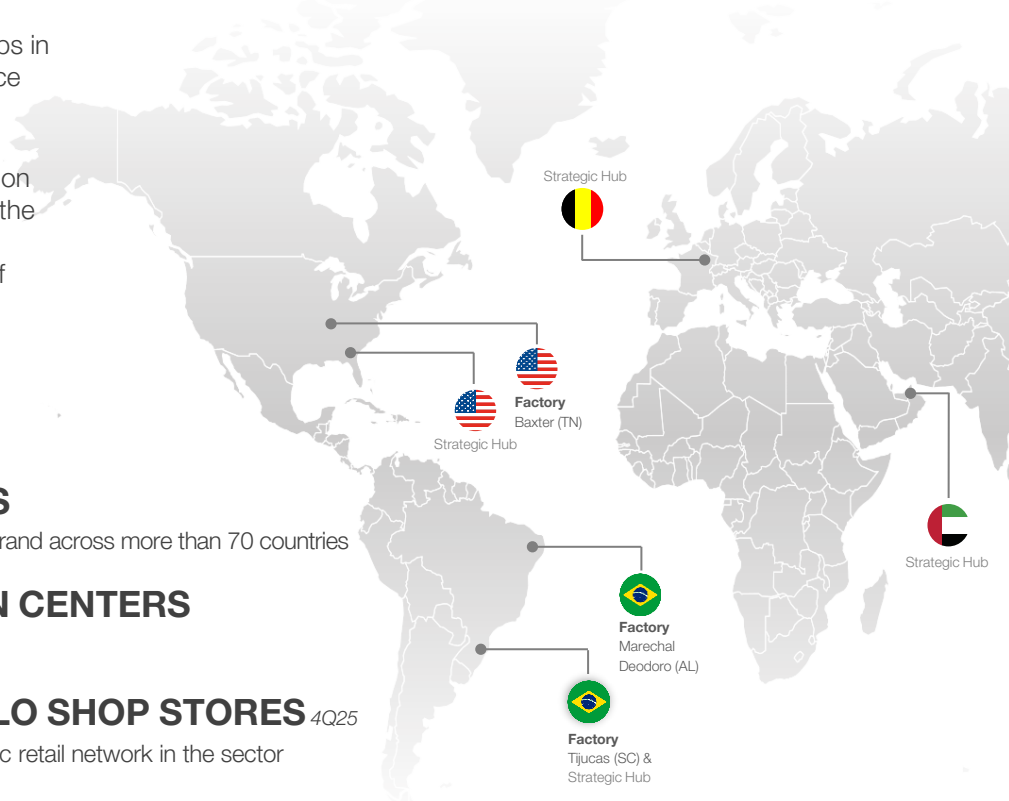
 **8 DISTRIBUTION CENTERS**

6 in Brazil and 2 in the US



**161 PORTOBELLO SHOP STORES** 4Q25

Largest specialized domestic retail network in the sector



RANKING	
biggest producers/consumers	
Volume   Production and Consumption <sup>3</sup>	
<b>China</b>	Production <b>1°</b> : 6.7 billion m <sup>2</sup> Consumption <b>1°</b> : 6.1 billion m <sup>2</sup>
<b>India</b>	Production <b>2°</b> : 2.4 billion m <sup>2</sup> Consumption <b>2°</b> : 1.7 billion m <sup>2</sup>
<b>Brazil</b>	Production <b>3°</b> : 800 million m <sup>2</sup> Consumption <b>3°</b> : 694 million m <sup>2</sup>
<b>Spain</b>	Production <b>4°</b> : 500 million m <sup>2</sup> Consumption: 160 million m <sup>2</sup>
<b>Iran</b>	Production <b>5°</b> : 450 million m <sup>2</sup> Consumption <b>12°</b> : 210 million m <sup>2</sup>
<b>USA</b>	Production <b>22°</b> : 80 million m <sup>2</sup> Consumption <b>9°</b> : 240 million m <sup>2</sup> (~70% import-dependent)

<sup>1</sup> Published in TileLetter magazine (NTCA); <sup>2</sup> Hubs in Florida, Central America, the Middle East (Dubai), Europe (Belgium), and South America.

A photograph of a modern coffee shop interior. The background is a wall made of dark brown, rectangular bricks. A wooden counter runs across the middle of the frame. On the counter, there are several coffee-making items: two black coffee grinders on the left, a black coffee machine in the center, and a silver gooseneck kettle on the right. There are also bags of coffee and a small black coffee cup. Above the counter, there are two shelves. The top shelf has several bags of coffee and three black coffee cups. The bottom shelf has three black coffee cups and three black coffee bottles. A large window is on the left side of the frame, showing a view of green trees outside. A black pendant lamp hangs from the ceiling. In the foreground, there is a brown leather tufted chair on the left and three wooden stools on the right.

# BUSINESS MODEL & VALUE CREATION

# Operations Portobello

## Industry



## 3 Factories

In Brazil and the United States

**30 million mt<sup>2</sup>**

Tiles production 2025 – Tijucas Unit

## Retail



**First store in the world to receive  
LEED O+M V5 Platinum**

**certification**, Portobello Shop Jardim  
Social has become a global benchmark  
in sustainability.

## Internationalization



Participation in the main hall of  
**Cersaie in 2025**, the world's largest  
tile fair, reinforcing internationalization  
and consolidating the brand's global  
presence.

# 4 Business Units

The Group adopts a **multichannel strategy**, with **units** that integrate **production, distribution, retail**, and **international presence**, expanding the brand's reach and driving sustainable growth.

## Ceramica Portobello

### Multichannel Producer and Distributor

- + Pioneer: First player in Brazil to introduce large-format ceramic tiles
- + Production Capacity: Full Capacity
- + Outsourcing
- + Competitiveness: Operation within free gas market

## Portobello shop

### Network of Owned Stores and Franchises

- + Exclusivity: Exclusive parts and complete solutions, right up to installation
- + Presence: +54,000 m<sup>2</sup> of retail space
- + Relationship: Over 13,000 active architects and over 108,000 clients served annually

## POINTER

### Producer and Distributor in the North/Northeast

- + Distribution Reach: 1,300 points of sale in the North and Northeast regions of Brazil
- + Internationalization: Present in more than 30 countries
- + Production: 15,5 million m<sup>2</sup> produced in 2025

## Portobello America

### Producer and Distributor in the USA

- + Technology: High-end production line
- + Recognition: TECNA 2024 Award for Best New Ceramic Tile Factory in North America
- + Florida *Technical Office*: strategic space to connect, support, and strengthen relationships with specifiers and distributors.

# Industries

## Portobello Group





Portobello Shop Maringá



Portobello Shop Alphaville



Portobello Shop Londrina

# Retail

## Portobello Shop





Ed. Platina 220, São Paulo



Hotel Qoya, São Paulo



Oficinas Reñaca Norte, Chile

# Projects Portobello

Present in a variety of architectural projects around the world, strengthening our global presence and bringing Portobello's design to different cultures and lifestyles.



The Palm - Dubai



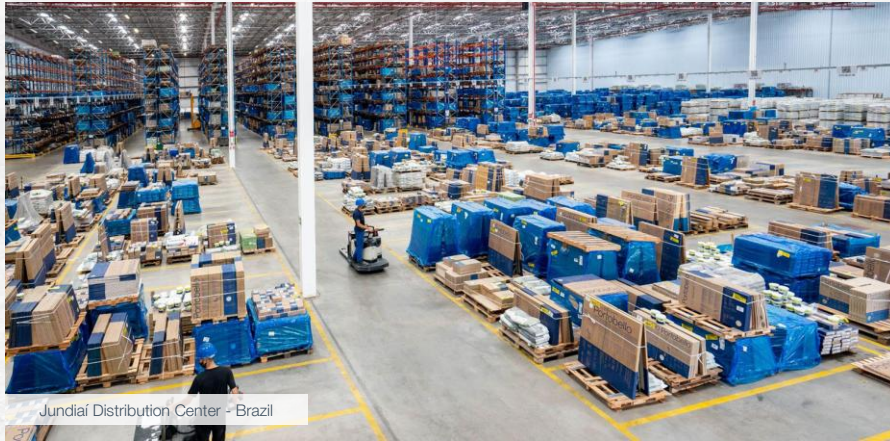
Floripa Airport - Brazil



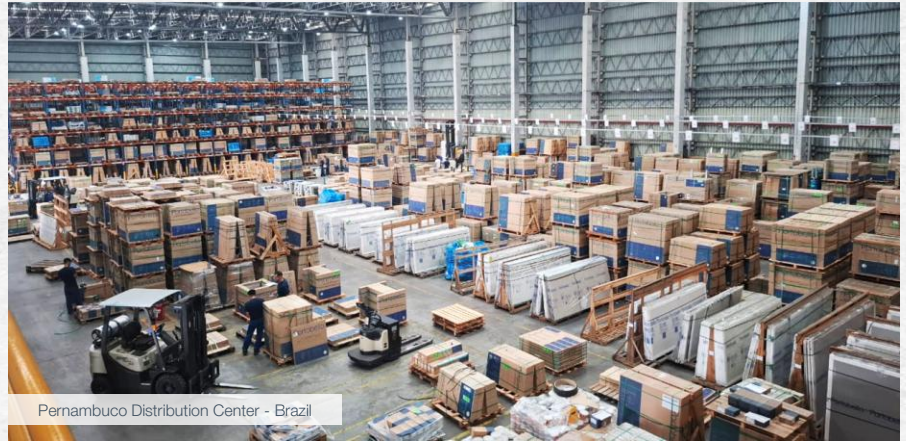
Starbucks - Brazil



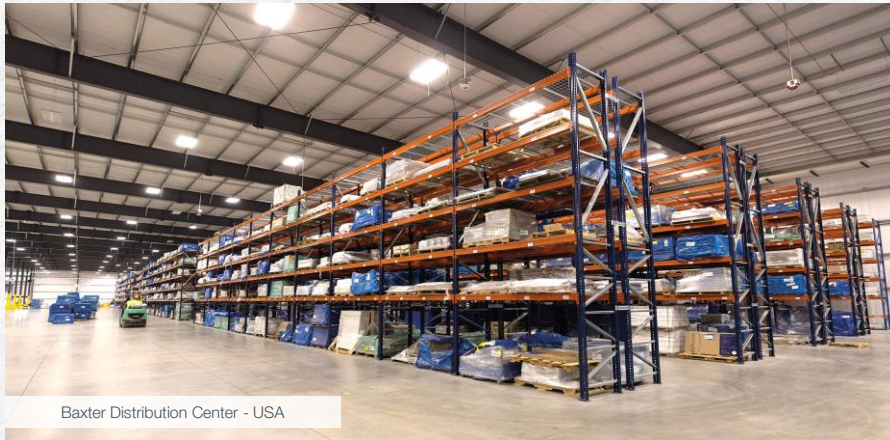
BYD - Brazil



Jundiaí Distribution Center - Brazil



Pernambuco Distribution Center - Brazil



Baxter Distribution Center - USA

## Internationalization Portobello

With a global network of strategically located Distribution Centers, the Portobello Group guarantees logistical efficiency and proximity in every market in North America, Central America, South America, Europe, the Middle East, Africa, Asia, and Oceania.

An international structure designed to serve more than 60 countries with agility and excellence, bringing design and innovation to every continent.

# What makes us unique

Innovation at the core

Integrated Model

## Business Model Portobello

By staying **connected** to **trends**, and with agile **production** and efficient distribution, we **reduce inventory and optimize working capital throughout the chain.**

We work with **smaller lots**, maintaining a dynamic inventory, and delivery of **innovative products** at the right time, in line with the **cutting edge of the sector.**

All this to deliver the **best customer experience, turning dreams into reality.**

# Integrated Business Model

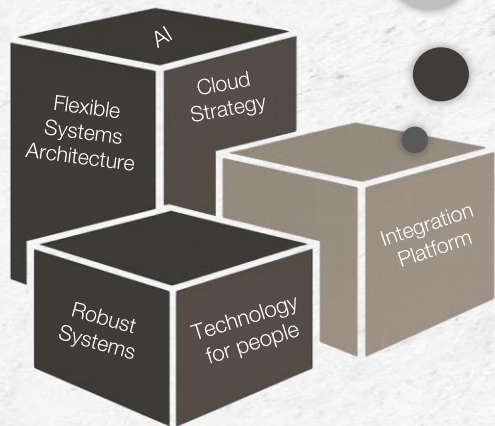
We believe that **controlling the value chain** allows for **end-to-end integration** from raw materials to customer experience, resulting in **lower inventory levels** throughout the chain and **greater assertiveness and agility in product launches**.



From kiln to customer, capturing value across the entire chain

# Digital Ecosystem Portobello

Every value chain is realized with **integrated digitization**, which drives **revenue growth** and **loyalty** by **connecting customers**, specifiers, and operations in a **unique experience**.





# OPERATIONAL & FINANCIAL PERFORMANCE

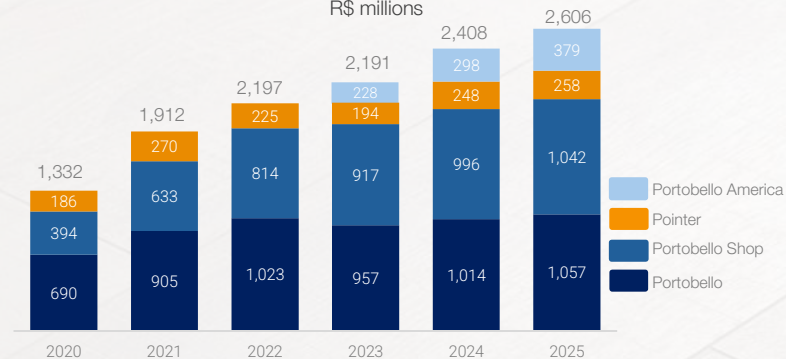
# Financial Development

2020 – 2025

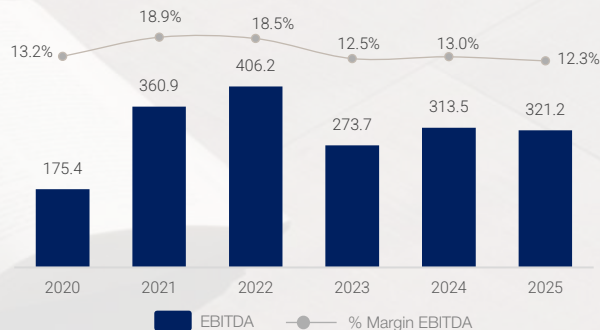
**Net Revenue**  
R\$ millions



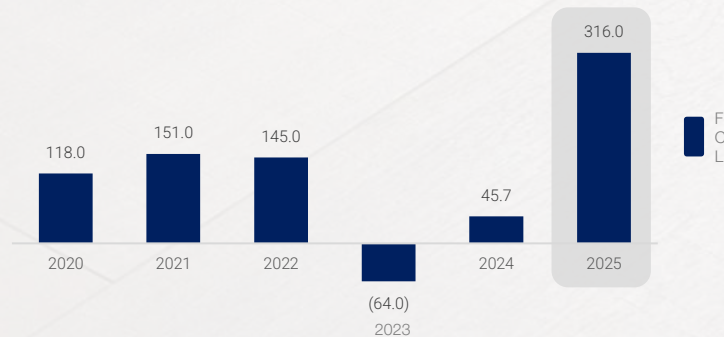
**Net Revenue (Business Unit)<sup>1</sup>**  
R\$ millions



**EBITDA**  
R\$ millions and % margin

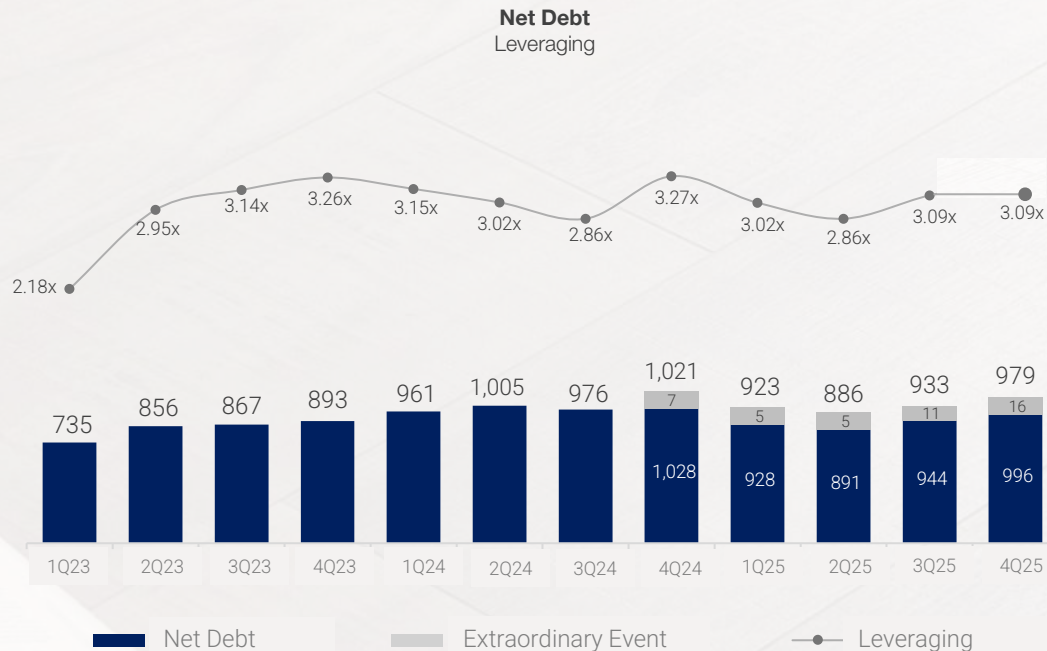


**Free Cash Flow**  
R\$ millions



<sup>1</sup> Revenue with eliminations considered..

# Financial Development



# HIGHLIGHTS



# Overall Outlook

Our businesses will continue to deliver consistent operating results, despite more moderate growth expected across all markets.

The U.S. operation maintains a positive outlook, driven by the maturation of the business and the global political and economic environment.

Financial discipline remains a core pillar, while optimizing the capital structure continues to be a strategic priority.

Governance and strategy remain aligned for the year, strengthening the Company's ability to navigate a more challenging environment.

The Group has already exceeded its emission reduction targets and is recognized on the ISE B3, proving that ESG is part of its business model and global growth strategy.



### Recoverable Deposits

The main raw material used in ceramics is clay, which is extracted from layers closer to the surface than other natural materials, an essential characteristic for the recovery of deposit areas.



### Total GHG Emissions (kgCO<sub>2</sub>e/m<sup>2</sup>)

Portobello Group's commitment to sustainability and mitigating the impacts of climate change, with potential progress in reducing emissions with a new biogas oven.



### Use of Renewable Sources

Cleaner energy mix. Thinner products, lower resource and energy consumption, greater logistical efficiency.



### Water Management

13% reduction in drinking water consumption in 2024 (vs. 2023) at the Portobello Unit  
 Dry production (-70% consumption)  
 LEED initiatives (-76% at Portobello Shop).



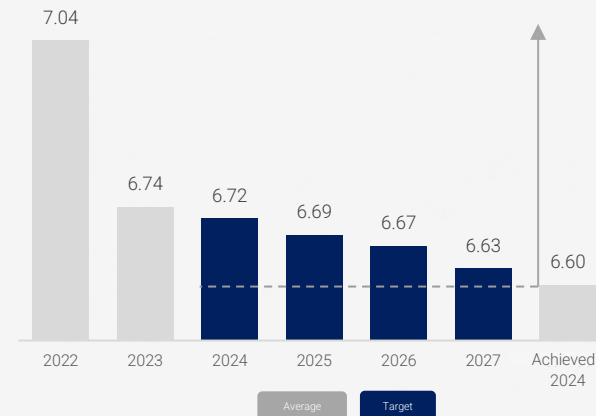
### ISE B3

Portobello is part of the 20th ISE B3 portfolio (May/2025), alongside 82 companies from 40 sectors, recognized for their environmental, social, and governance (ESG) practices.

# Commitments & Practices ESG

## Total GHG Emissions (kgCO<sub>2</sub>e/m<sup>2</sup>)

The Group monitors its GHG emissions in accordance with recognized methodology and, in 2024, has already exceeded the target set for 2027 (6.60 kgCO<sub>2</sub>e/m<sup>2</sup>).



## Portobello **+Efficiency**

Doing more with less, through the regenerative use of natural resources and a focus on managing raw materials, water, and neutralizing emissions and waste.

## Portobello **+People**

Promote a diverse, inclusive, and attractive environment for talent, which delivers excellence and drives social transformation in the communities where we operate.

## Portobello **+Governance**

Advancing sustainability together, engaging the entire ecosystem with structured and transparent governance, guided by compliance.



# Investor Relation

Website: [ri.portobello.com.br](http://ri.portobello.com.br)  
Email: [dri@portobello.com.br](mailto:dri@portobello.com.br)  
+55 (48) 99111.4946



**Caio Gonçalves de Moraes**  
*Vice-President of Finance and Investor Relations*

**Josiane Soares Tamanini**  
*Manager of Investor Relations*

**Suelen Toniane Hames**  
*Investor Relations Coordinator*

**Tayni Batista das Neves**  
*Investor Relations Analyst*