

Portobello

Results Presentation 3Q24

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These forward-looking statements do not constitute guarantees of performance. They involve risks, uncertainties, and assumptions, and their expectations depend on circumstances that may or may not occur. Furthermore, such expectations are subject to national and international market conditions, the general economic performance of the country, and the specific sector in which the company operates. These variables may lead to results that materially differ from those expressed in the forward-looking statements.

Therefore, it is important to note that the forward-looking statements made by the company's management reflect only their expectations as of the date they were made and are subject to change. Factors such as changes in legislation, tax policy changes, economic fluctuations, technological advancements, increased competition, and unpredictable events, such as pandemics or international conflicts, can significantly impact actual results.

This presentation should not be construed as an offer to sell securities, nor as a solicitation or invitation to purchase any securities."



Agenda

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

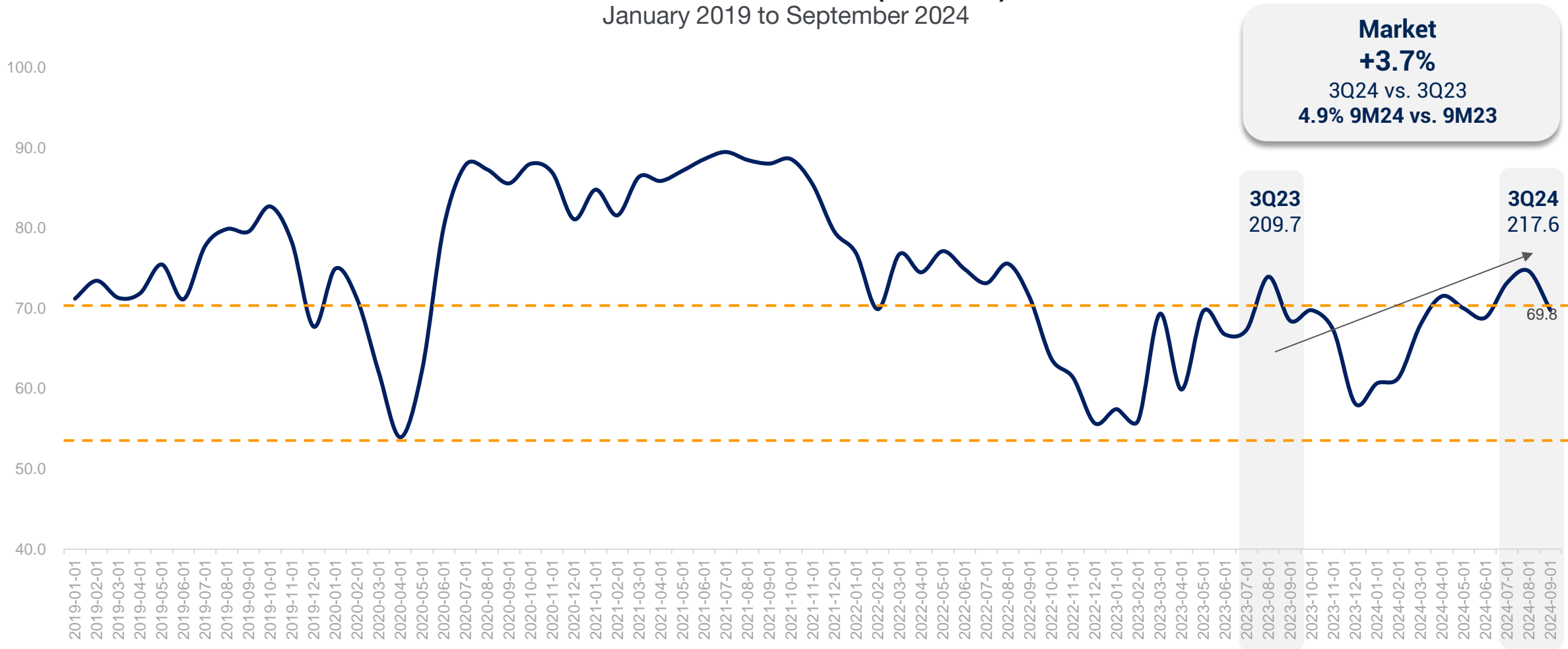


Market Overview

Domestic Market (Ceramic Tiles)

The sector in Brazil has been showing moderate growth, reflecting a gradual recovery in demand, although it faces macroeconomic challenges

Ceramic Market Evolution (million m²) January 2019 to September 2024



Domestic Market vs. PBG

PBG has gained market share with consistent performance significantly above the market, confirming our leadership and ability to seize opportunities in a still-challenging market. We have reached volumes similar to the peak period during the pandemic phase

Market¹

+3.7%

3Q24 vs. 3Q23

PBG²

+20.6%

3Q24 vs. 3Q23

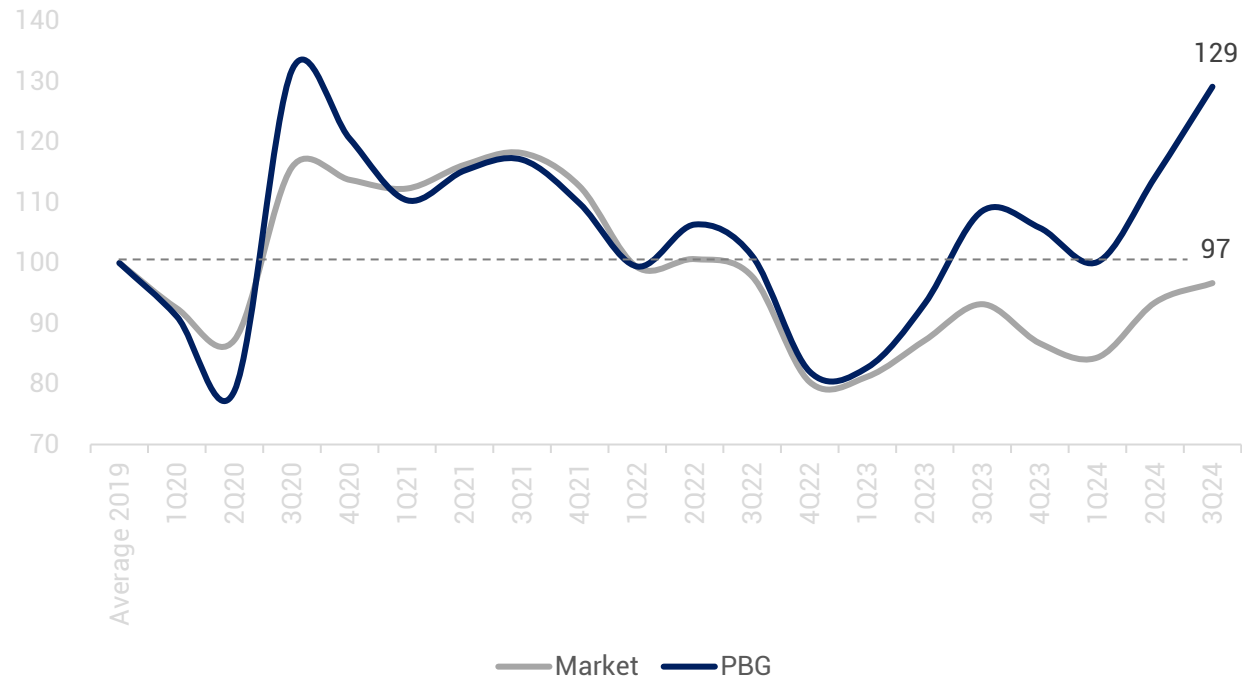
+4.9%

9M24 vs. 9M23

+19.5%

9M24 vs. 9M23

Base 100 evolution of market and PBG volume



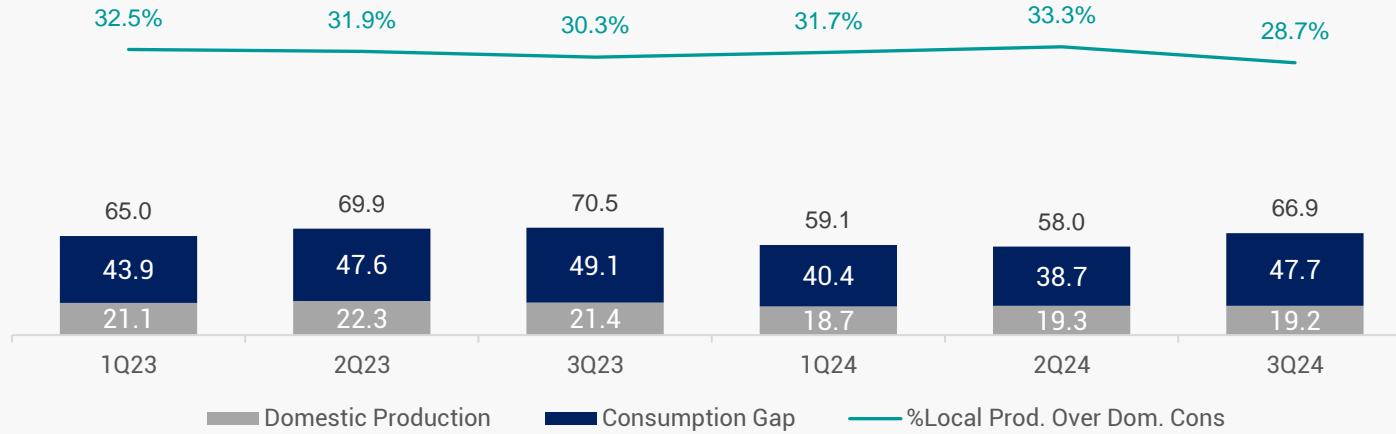
¹ Market volume: dry process and wet process, source: Anfacer. ² PBG Brazil sales volume.

North American Market (Ceramic Tiles)

We continue to grow by seizing import opportunities to strengthen our position in the U.S., even with a decline in local production

Consumption of Ceramic Tiles (TCNA)¹

Volume in million m²



Domestic Consumption

-4.2% 2Q24 vs. 2Q23

Local Producer

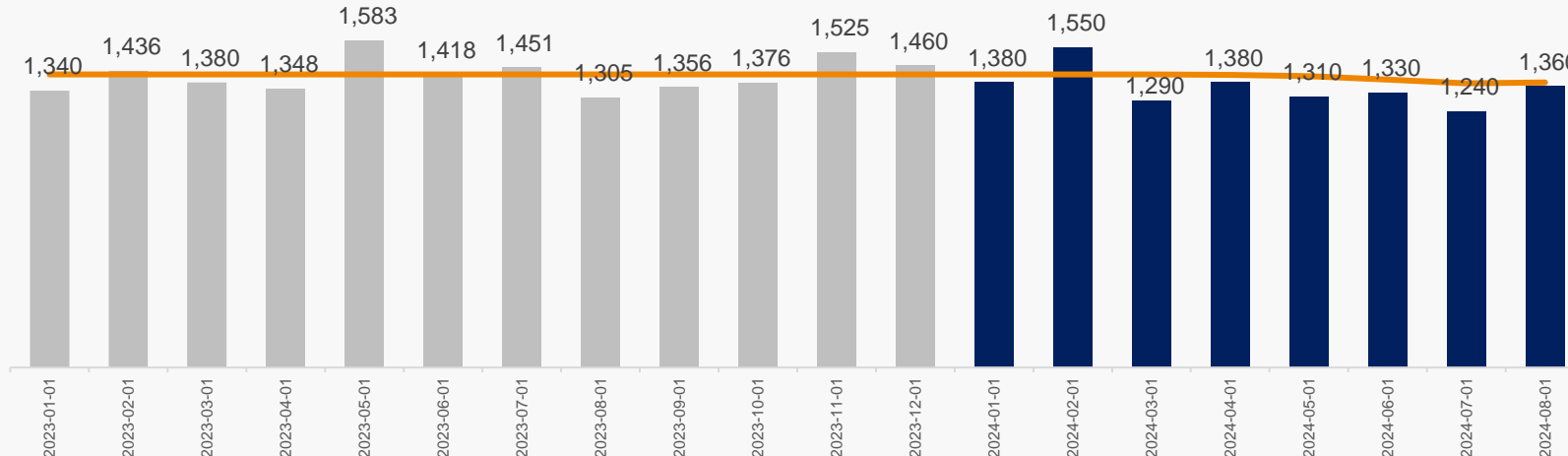
-14.0% 2Q24 vs. 2Q23

Import

+0.3% 2Q24 vs. 2Q23

Housing Starts²

Annualized and seasonally adjusted volume



¹ Source: Tile Council of North America; ² Source: U.S. Census Bureau. Values in thousands.



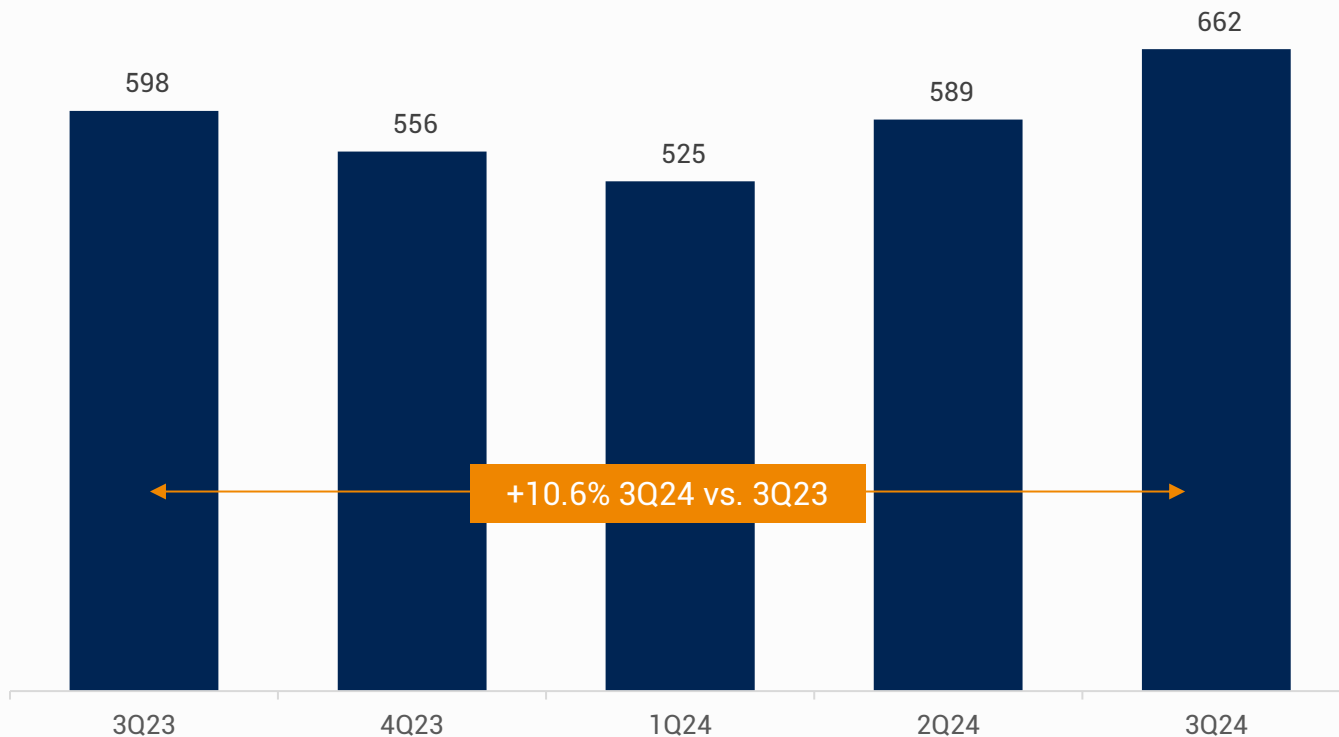
Operational and Financial Performance

3Q24

Net Revenue

We achieved the highest net revenue in our history, R\$662 million, with a growth of 10.6% compared to 3Q23. This result reinforces our ability to grow consistently, even in a challenging scenario.

Net Revenue R\$ million



PBG continues with sales volume above the market and gains market share in both wet and dry channels in 3Q24 vs. 3Q23

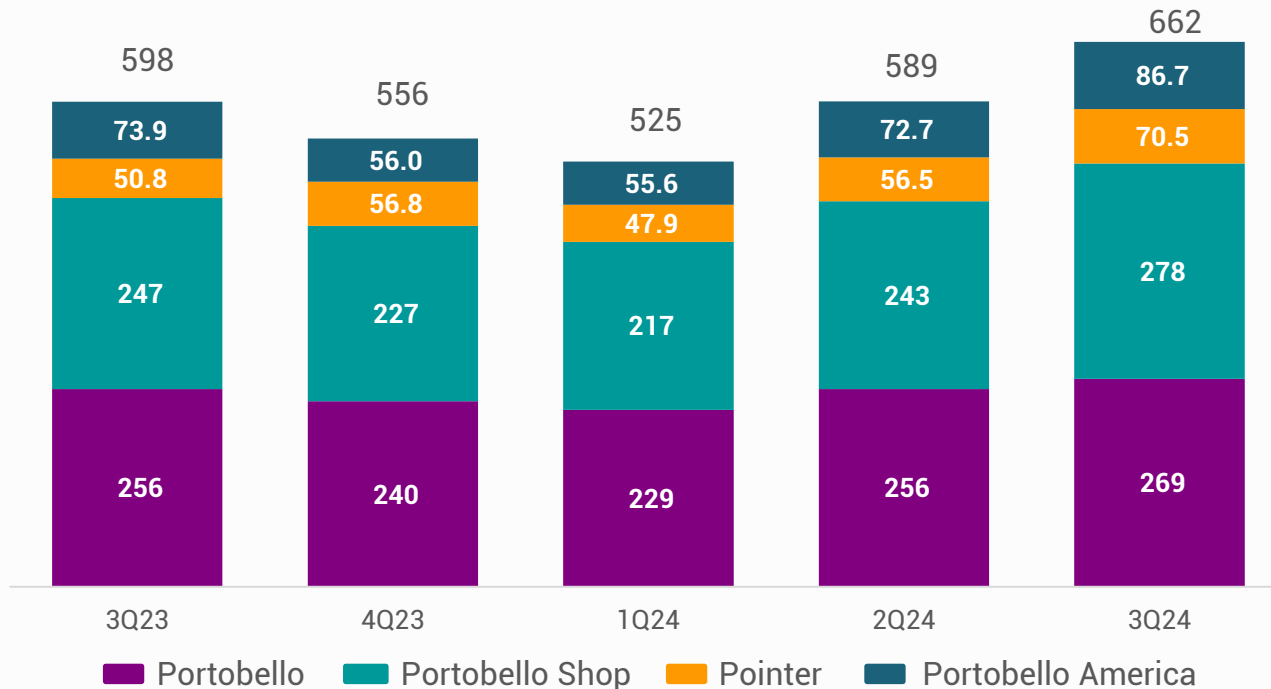
Growth across all business units in 3Q24 vs. 3Q23



Net Revenue by Business Unit

All of our units recorded significant growth in this period. Highlights include Pointer, with an increase of 38.8%, and Portobello America, with an increase of 17.3% in 3Q24 compared to 3Q23, reflecting our strong execution and effectiveness in our business channel diversification strategy

Net Revenue by segment
R\$ million



Highlights 3Q24 vs. 3Q23 and vs. 2Q24

- UN Pointer **+38.8%** e **24.6%**
- UN Portobello America **+17.3%** e **19.3%**
- UN Portobello Shop **+12.7%** e **14.6%**
- UN Portobello **+5.1%** e **5.1%**

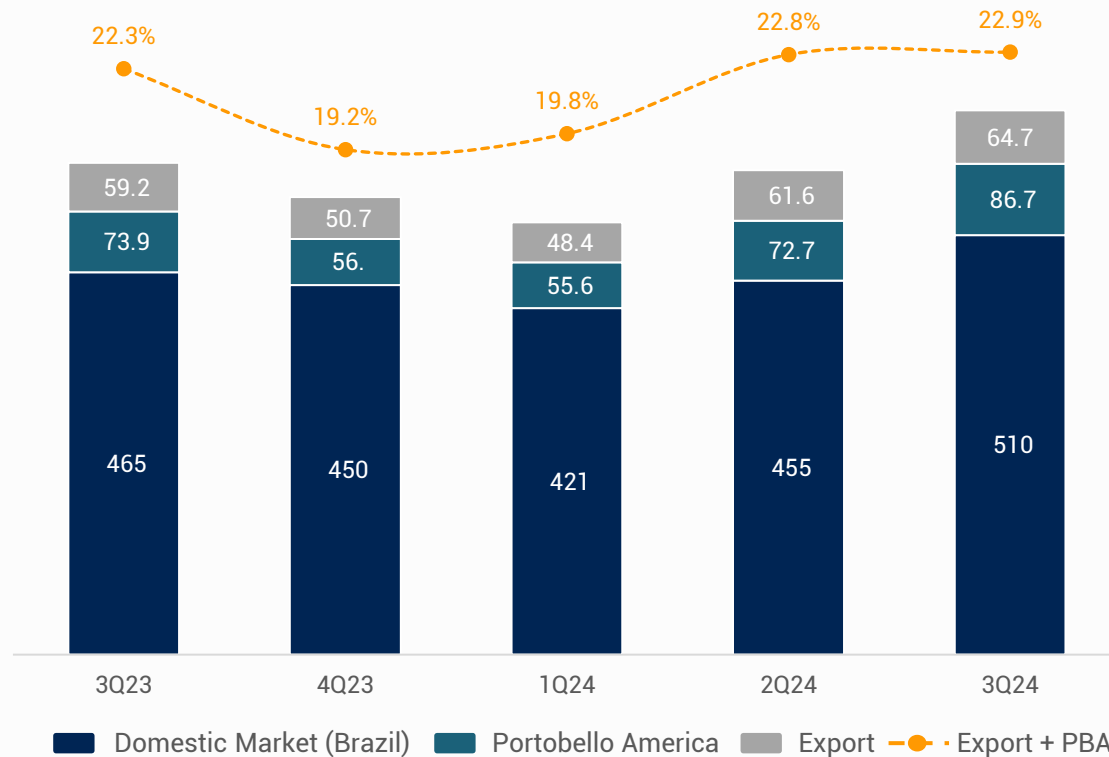


Net Revenue by Geograph Area

Operations in international markets represented 22.8% of the Group's total revenue in 3Q24, demonstrating the strong performance of our international expansion strategy and solid presence in the local market

Share of Net Revenue

R\$ million | % of Net Revenue



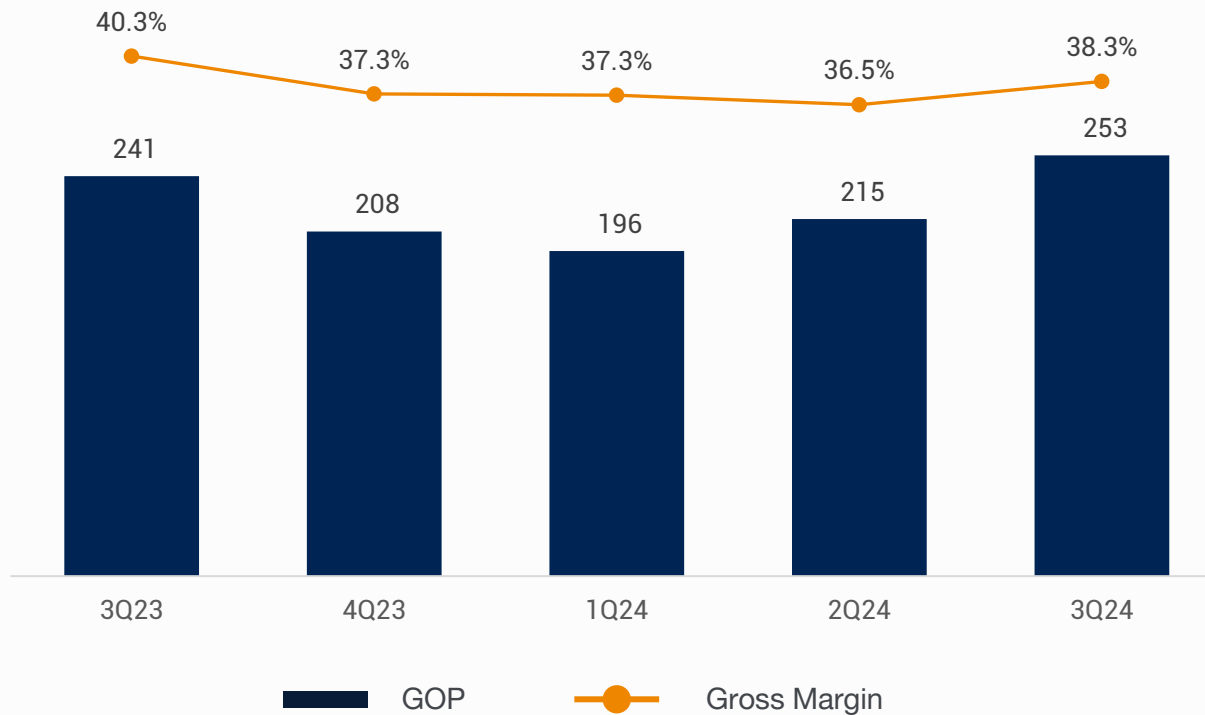
- **Domestic Market (BR)** +9.7% in 3Q24 vs. 3Q23
- **Portobello America** grew by +17.3% in 3Q24 vs. 3Q23 (+15.7% in USD).
- Operations in **international markets** represented 28.9% of the Group's total revenue in 3Q24

Consolidated Gross Profit and Gross Margin

Our gross profit grew by 5.2% year-over-year with a sequential improvement in margin, reinforcing our operational efficiency and sales mix strategy, despite the price pressures faced in the market

Gross Profit and Gross Margin

R\$ million and % margin



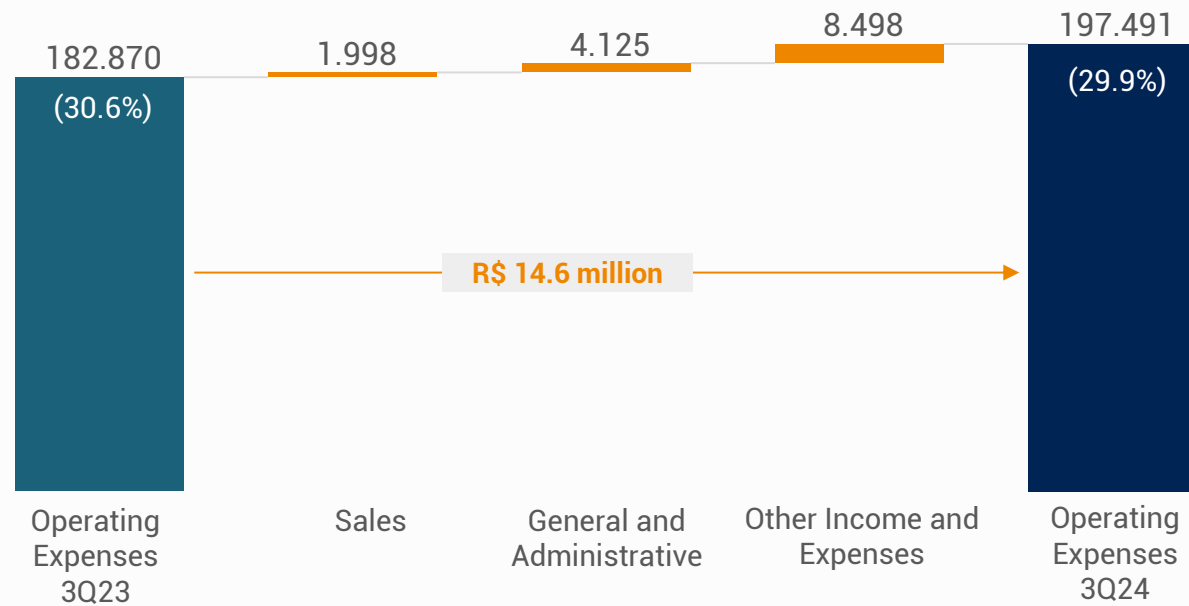
- Gross profit in 3Q24 exceeded R\$250 million, with a sequential recovery in gross margin of 1.8 p.p. compared to 2Q24, but 2.0 p.p. below 3Q23
- Margin performance of the Brazil units partially offsetting the impacts of the PBA operation ramp-up

Operating Expenses

We maintain efficient control over operating expenses, which represented 29.9% of net revenue, with a decrease of 0.7p.p. compared to 3Q23

Operating Expenses

R\$ million and % of Net Revenue

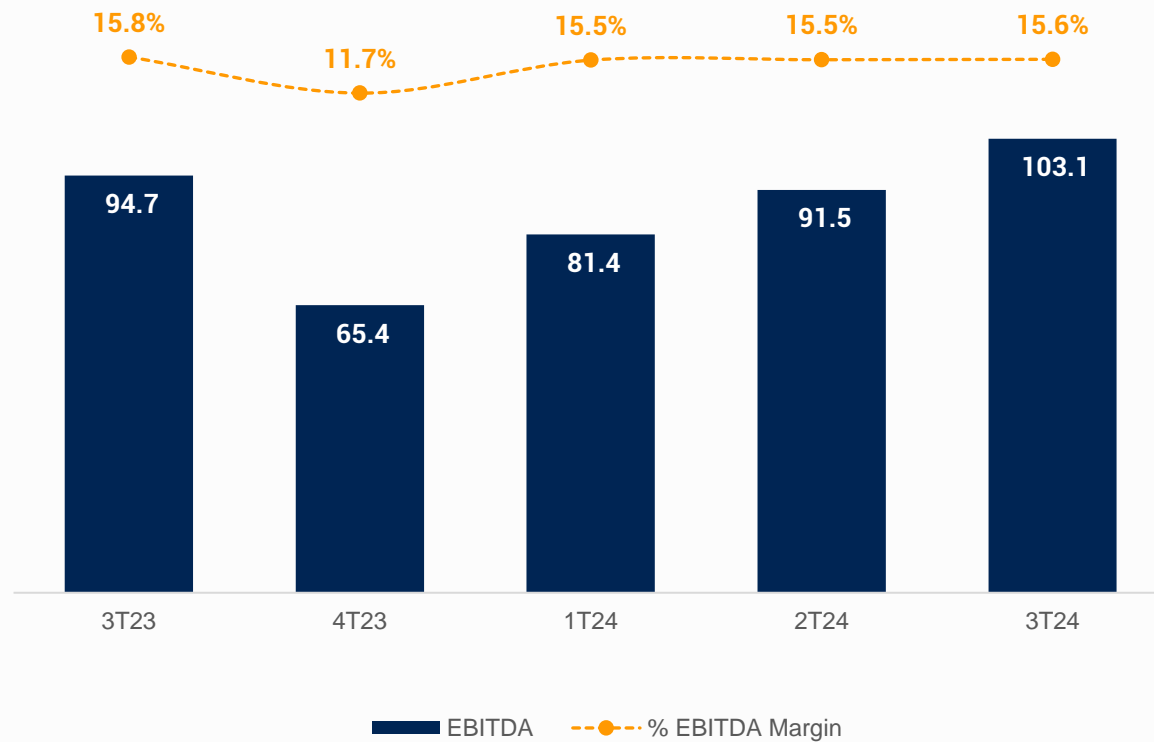


EBITDA

EBITDA grew by 8.9%, reaching R\$ 103 million, with a margin of 15.6%. This performance reinforces the strength of our strategy and focus on the sequential improvement of operational results

EBITDA

R\$ million and % of Net Revenue



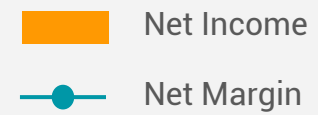
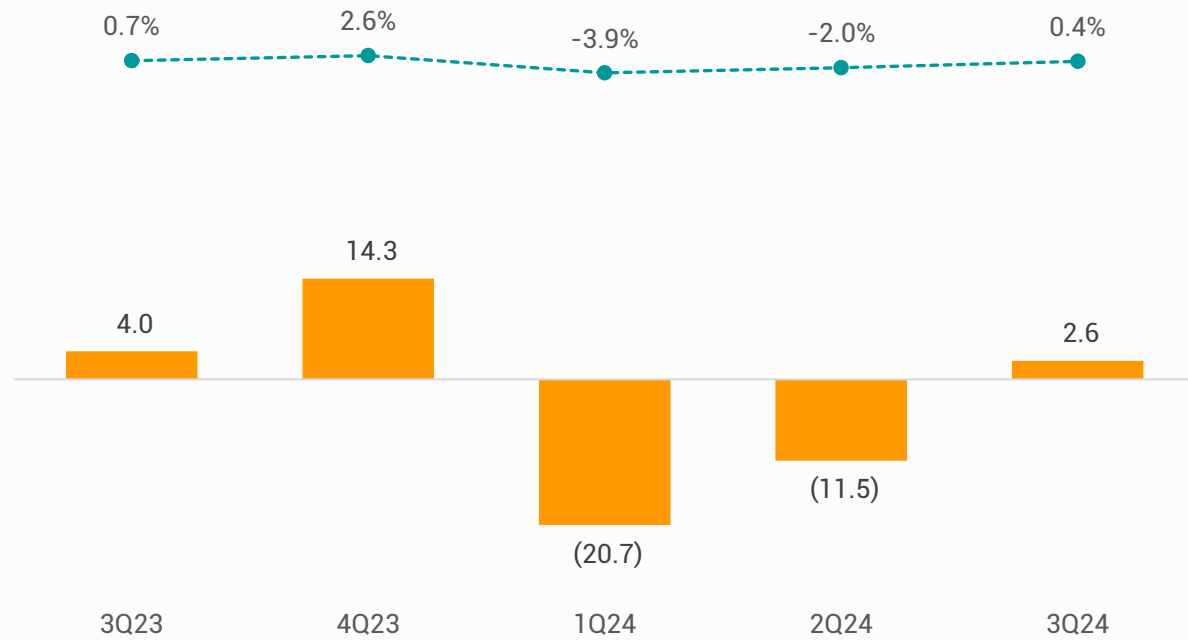
- 3Q24 EBITDA was R\$103 million, with an EBITDA margin of 15.6%
- Positive trajectory of operating results, even in a scenario of restricted demand
- PBG continues to prioritize strategic projects and optimizing results

Net Income

Net income totaled R\$ 2.6 million, demonstrating the company's ability to generate value even in a scenario of rising interest rates and significant investments already made

Net Income

R\$ million and % of Net Revenue



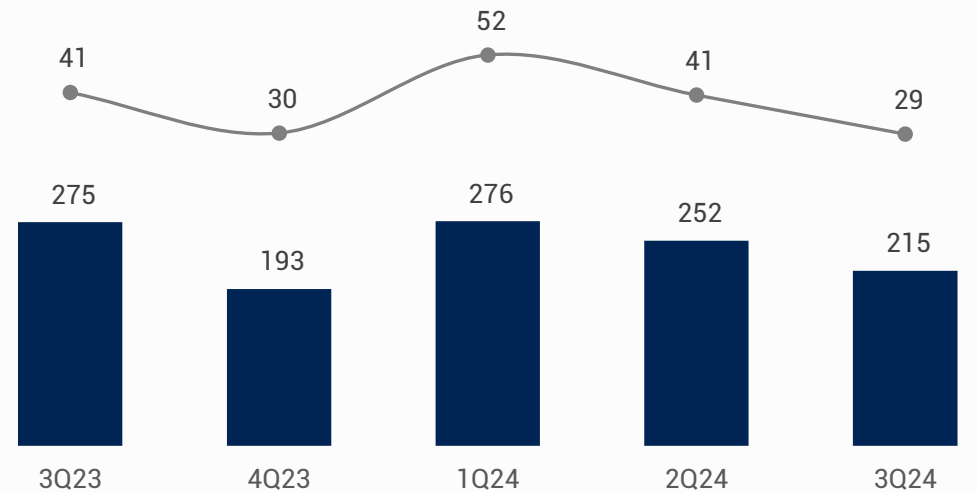
Working Capital

We reduced our cash conversion cycle by 12 days, demonstrating efficiency in working capital management and financial discipline

Cash Conversion Cycle (CCC) Days



Evolution of the Cash Conversion Cycle (CCC) R\$ million and days

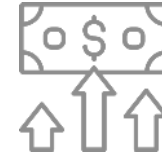
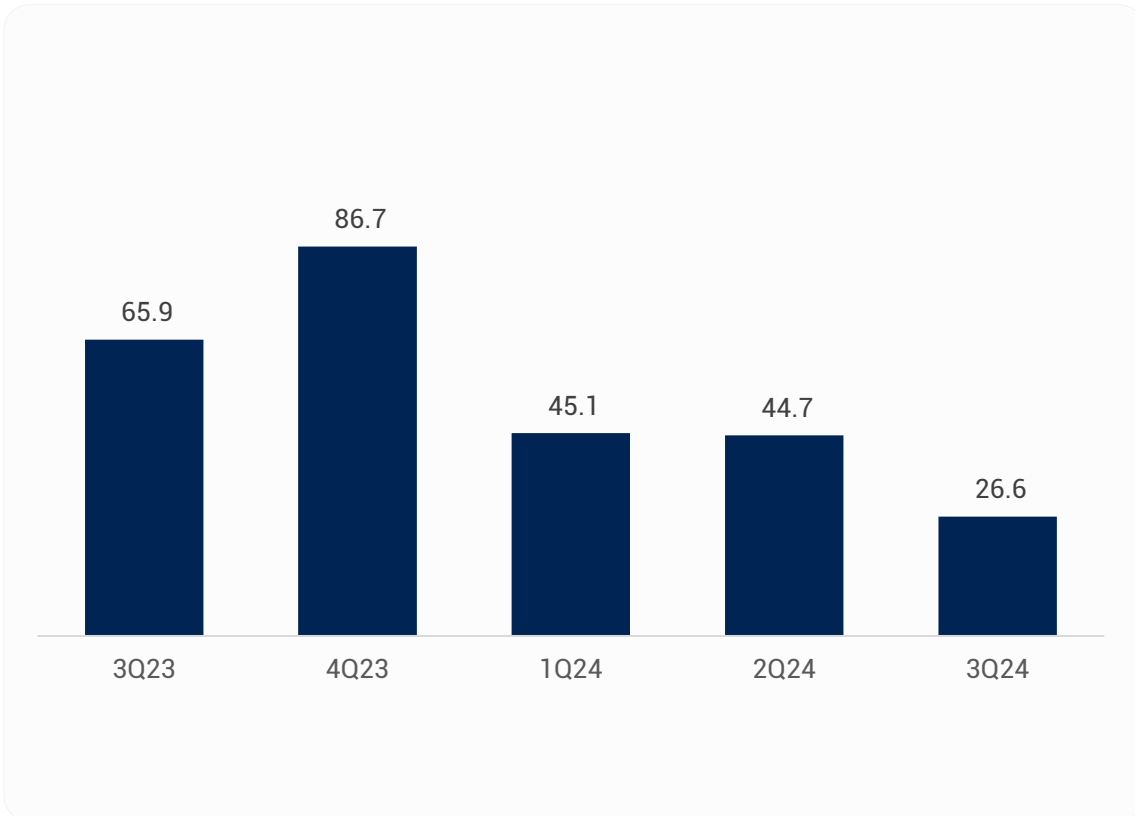


Investments

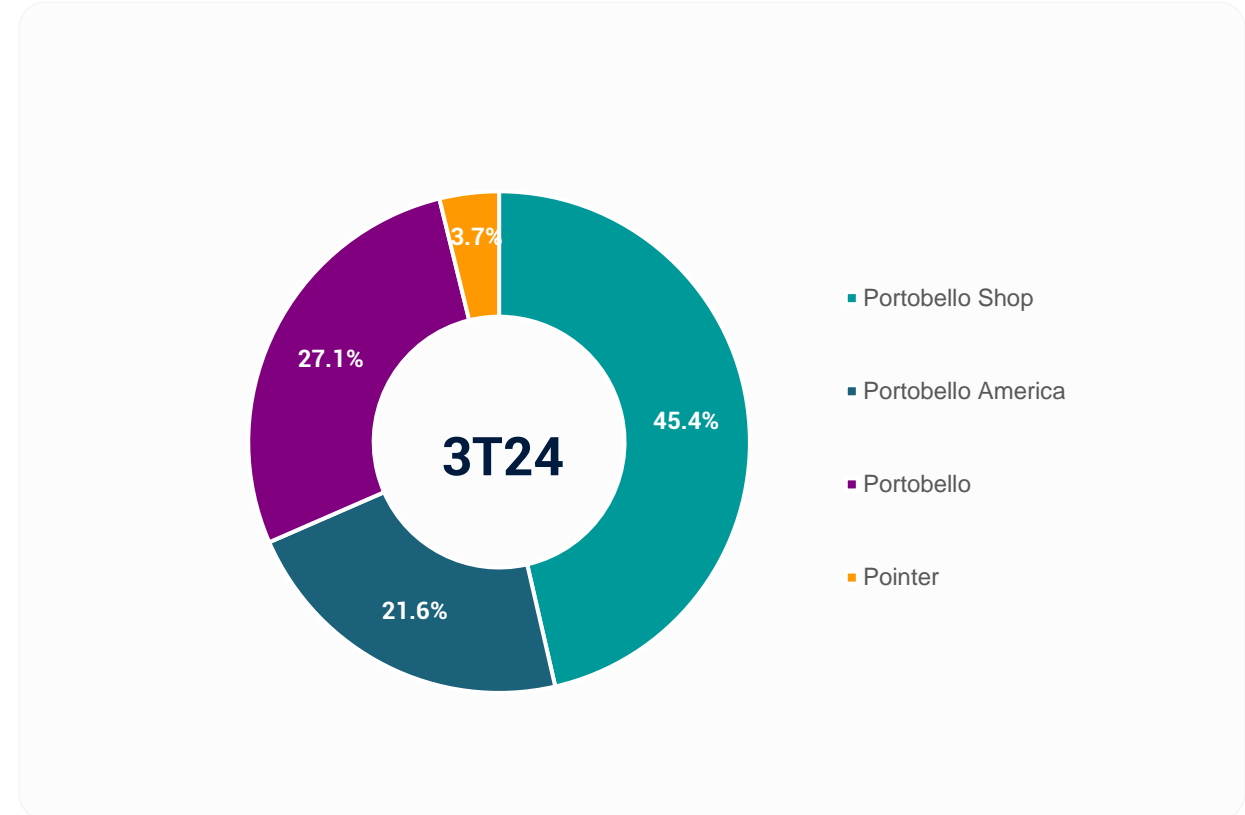
In 3Q24, investments totaled R\$ 26.6 million, with a strategic focus on Portobello Shop, Digital, and Portobello America, reflecting a selective and disciplined capital management approach



Investments
R\$ million



Investment Composition

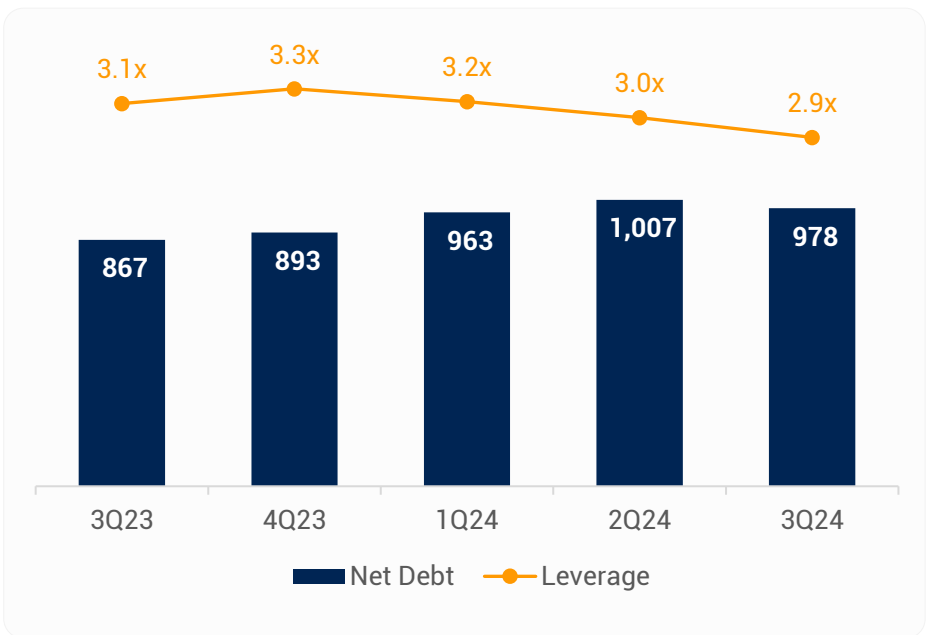


Net debt

Our leverage ended the quarter at 2.9x EBITDA, with a sequential reduction and an improvement in the debt profile

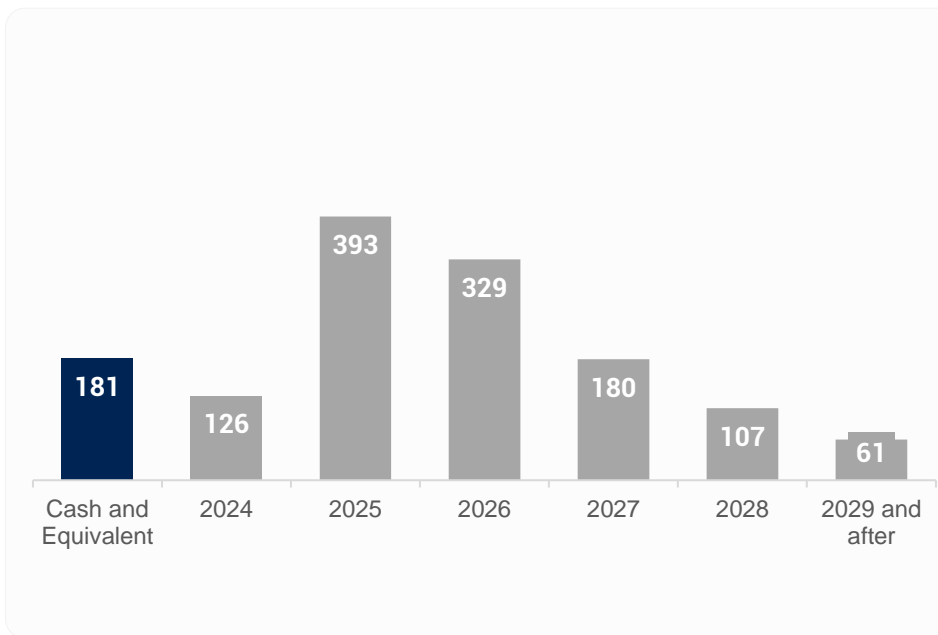
Net Debt and Net Debt/EBITDA

R\$ million



Amortization Schedule

R\$ million



Average cost
12.2% a.a.

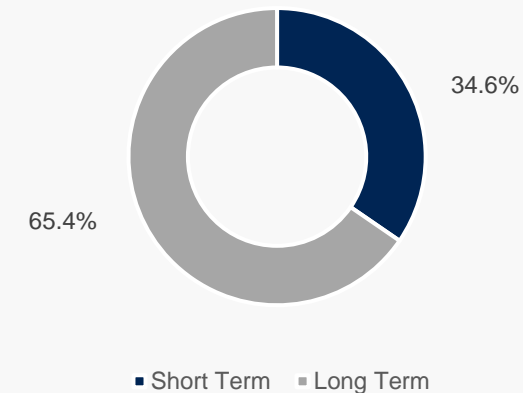
-1.8 p.p. in 3Q24 vs. 3Q23



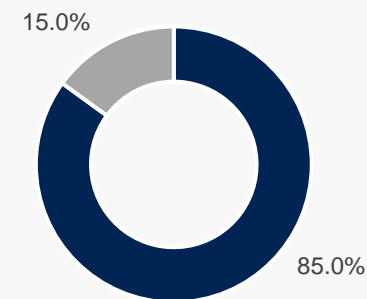
Average Maturity
5.4 years

+1.6 year in 3Q24 vs. 3Q23

Debt Composition



■ Short Term ■ Long Term



■ Local Currency ■ Foreign Currency

FitchRatings A-(bra)

Strategic Projects Update



Portobello America



85% production capacity



Progress in the production ramp-up of **Small Formats**



Progress in cost reduction
(positive gross margin in 3Q24)



Stabilization of the production process
(reduced turnover and improvements in product quality)



+17% in sales vs. 3Q23
7.2% growth in sales volume



Qualification of product and channel mix



Internationalization

We continue to make progress in our strategic projects, highlighted by the international launch of the Bossa On The Road collection and the award received by our U.S. factory, reinforcing our commitment to innovation and international expansion

At one of the largest international fairs, the Group stood out with the presentation of the Preview of the **Bossa On The Road** collection, featuring technological surfaces and sustainable finishes that evoke nature



TECNA Award 2024 Portobello America

Best New
Ceramic Tile
Manufacturing
Facility in
North America



Portobello Shop

Portobello Shop reported robust sales growth of 22.4%, driven mainly by the strong performance of company-owned stores and a focus on personalized customer service



158 stores

129 franchises | **29** own stores

Performance of company-owned stores

49,2%
of the Shop
unit's revenue

+22,4%
in sales vs.
3Q23

7,6%
Same Store
Sales

84,7
NPS

B2B

Focus on personalized service for key accounts, such as franchise networks and corporate sales, for commercial projects



8.7%
of Portobello
Shop's sales in
3Q24

+73.4%
in Net Revenue vs.
3Q23

6°

Largest retailer in the construction materials segment in Brazil



Perspectives 2024



Outlook 2024 | Strategic Agenda

Our outlook for 2024 includes maintaining a focus on operational excellence, optimizing the product mix, and gradually reducing leverage, while sustaining financial discipline and profitability

Portobello America

Advance in the ramp-up of sales and manufacturing, aiming for profitability and preparation for the next stages of the project

Portobello shop

Resume a higher growth trajectory, with progress in B2B sales, maturation of new stores, and pricing/product mix strategy

Portobello

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

POINTER

Advance market strategy for small and medium retailers and strengthen the home centers channel, with a return to industrial competitiveness

EBITDA



Discipline in expense management through Matrix Management (GMD) and focus on cash generation

Capex



Investments aimed at maintenance and technological upgrades

Alavancagem



Sequential progress 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 reduction of costs

Questions and Answers



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