



**TEGRA**  
INCORPORADORA

May 2026

# Institutional Presentation

Rio by Piero Lissoni, RJ



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# TEGRA at a Glance

One of the largest residential and urban real estate developers in Brazil

## TEGRA

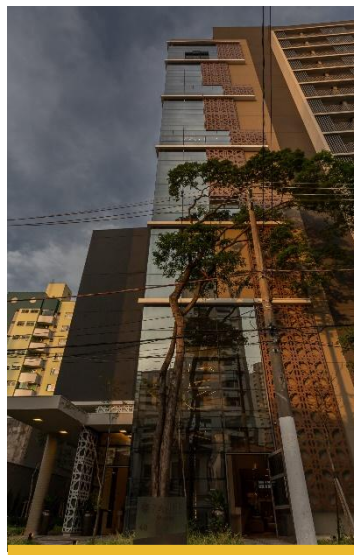
Strategically positioned as a **residential** developer for **middle & high-income** segments in **SP & RJ** metropolitan areas, Brazil's **most relevant** economic centers and real estate markets

## TAMBORÉ URBANISMO

Urban development platform under **Tamboré Urbanismo** brand in mid-sized cities, focused on **middle- and high-income** plots for main residence in **prime locations**

## Brookfield

Strong **corporate governance**, with a **seasoned management** and an **expert Board of Directors**, backed by a **distinguished sponsor**



## TEGRA In Numbers<sup>(1)</sup>

### Operational | LTM

**R\$ 3.4bn**  
*launched*

**R\$ 1.9bn**  
*gross sales*

**R\$ 8.1bn**  
*landbank*

**R\$ 1.2bn**  
*deliveries*

### Financial | LTM

**R\$ 1.2bn**  
*net revenue*

**-5.4%**  
*net margin*

**29.4%**  
*adj, gross margin <sup>(2)</sup>*

**23.0% | 5.5%<sup>(3)</sup>**  
*net debt / equity*

Notes: (1) Considers last twelve months ended on March 31, 2026 @ Company stake. (2) In Adjusted Gross Margin, financial expenses allocated to cost are purged; (3) Considers only corporate net debt / equity.

# Ownership Breakdown

Tegra is indirectly controlled by Brookfield Corporation

Tegra is one of the largest **residential** and **urban** real estate development companies in the country, and indirectly controlled by **Brookfield Corporation**.

<b>Shareholders</b>	<b>% Common shares</b>
BRKB RE OPP fund LLC	99.74%
Other Shareholders	0.26%

## Brookfield



US\$ 1 trillion+ assets worldwide



250 k+ employees worldwide



Present in 50+ countries, in 5 continents



Over 125 years of presence in Brazil



# Top Tier Homebuilder in the Brazilian Space

## MASSIVE PRESENCE IN THE WEALTHIEST REGIONS IN THE COUNTRY



**1** BOUTIQUE IN SCALE MODEL IN CORE SEGMENTS AND LOCATIONS



**A** PURCHASE LAND

**B** MARKETING & SALES

**C** CONSTRUCTION

**D** COLLECTION

**2** ROBUST GOVERNANCE & LONG-LASTING ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

**3** GOOD PROSPECTS FOR MID- AND HIGH-INCOME REAL ESTATE DEVELOPMENT, SUPPORTED BY A DOWNWARD TREND IN INTEREST RATES

**4** PROVEN TRACK-RECORD IN EXECUTION AND SCALE

**5** WELL DEFINED PLAN WITH SEVERAL GROWTH AVENUES AHEAD



# 1.A Diligent Purchase Process Leads to Strong & Strategic Landbank

Paving the way with a secured pipeline of projects set to be launched, bolstering the anticipated growth ahead

## Land Acquisition Strategy



Market intelligence provides **substantiated guidelines**



Tegra **evaluates all landplot opportunities** in target segments and regions



**Discipline** in calculating **project returns**, including land payment conditions (physical swap & duration)

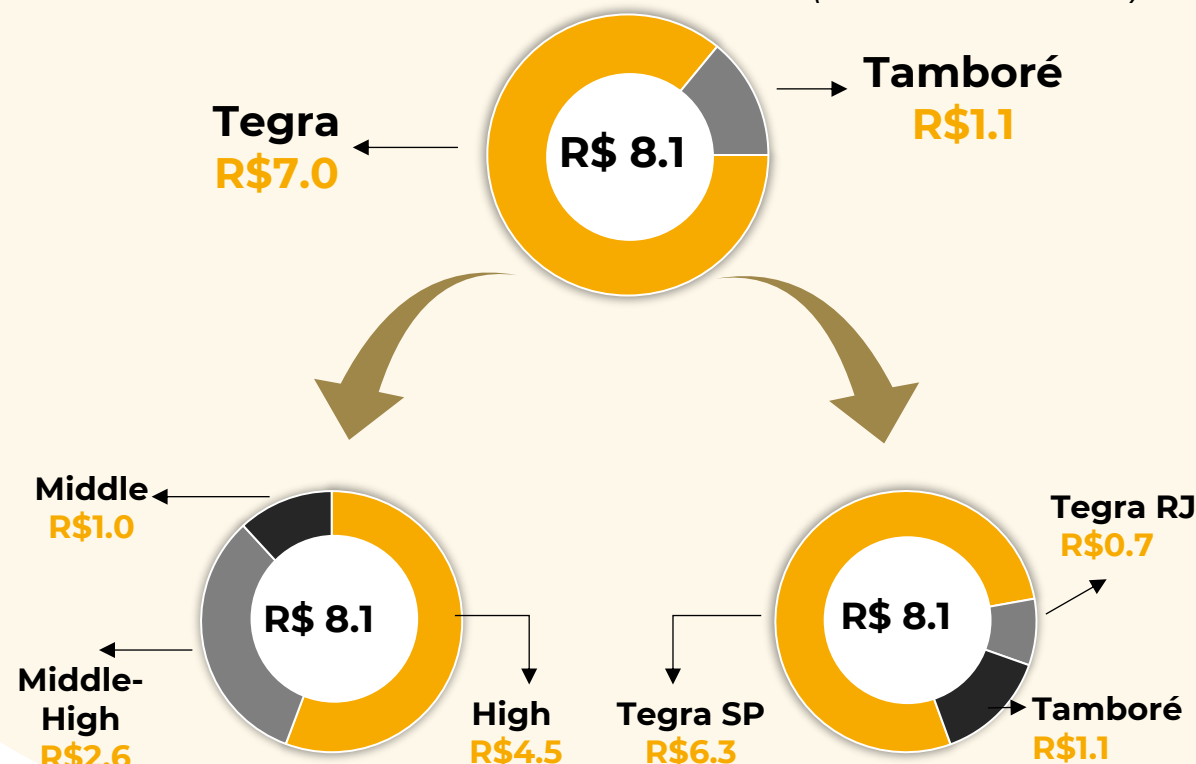


**Land Acquisition Investment Committee** must approve all acquisitions

## Strong & Strategic Landbank

**R\$ 8.1bn<sup>(1)</sup>**

(PSV Breakdown)



*Tegra has an unmatched market intelligence when compared to other Homebuilders*

# 1.B Development of Differentiated Products Through Client-centric Approach, Leading to Successful Launches Supported by Strong Go-to-market Capabilities

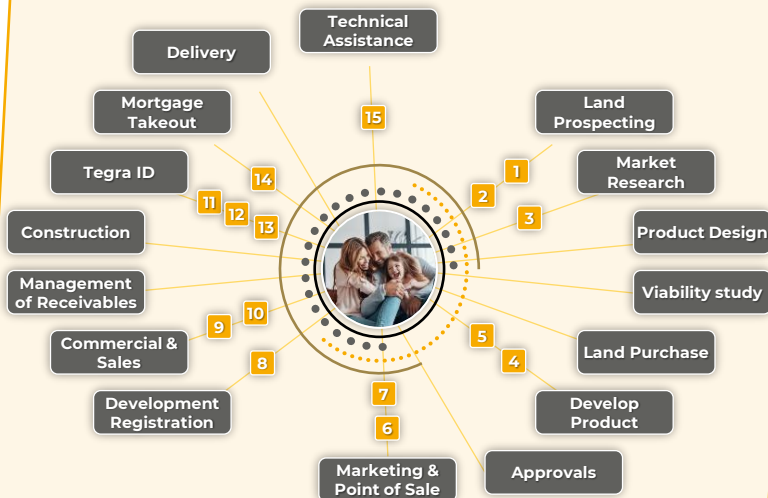
## Product Development

### Client Centric

- Boutique in Scale
- Innovative bespoke developments to meet lifestyle aspirations
- Aligning the Right Product, for the Right Person, in the Right Location

### Research Based

15+ surveys throughout product life cycle



## Differentiated Go-to-market Approach

### Point of Sale

Differentiated Launch Point of Sales



### Salesforce

- In-house sales
- Strong digital strategy
- Deep knowledge of products
- 739 sales agents

TEGRA Vendas

75%<sup>(3)</sup>

Tegra Vendas

Lopes

LGMotaf

RIT.T

patrimóvel

25%<sup>(3)</sup>

Partnerships

## Successful Launches in All Strategic Segments

### Middle Income

27%

**Amaro**

**Launch:** Mar-22 Units: 254  
**Delivery:** Nov-24 % Units Sold<sup>(2)</sup>: 100%  
**PSV:** R\$ 175mm<sup>(1)</sup>



### Middle-High Income

38%

**Reserva Caminhos da Lapa – Torre 2**

**Launch:** Mar-23 Units: 171  
**Delivery:** Mar-25 % Units Sold<sup>(2)</sup>: 100%  
**PSV:** R\$ 106 mm<sup>(1)</sup>



### High Income

36%

**Grand Thai**

**Launch:** Aug-25 Units: 229  
**Delivery:** Jul-28 % Units Sold<sup>(2)</sup>: 42%  
**PSV:** R\$ 642 mm<sup>(1)</sup>



### Very High Income

35%

**Bueno Brandão 257 Residences**

**Launch:** Nov-22 Units: 18  
**Delivery:** Dec-25 % Units Sold<sup>(2)</sup>: 72%  
**PSV:** R\$ 478mm<sup>(1)</sup>



# 1.C Vertically Integrated Construction Process

Integrated planning, strategic sourcing, and discipline in execution leads to budget adherence and on-time deliveries

### Five Key Pillars

- Health and Safety
- Construction Quality
- Environment
- Budget Adherence
- Delivery Deadline

### Planning & Innovation

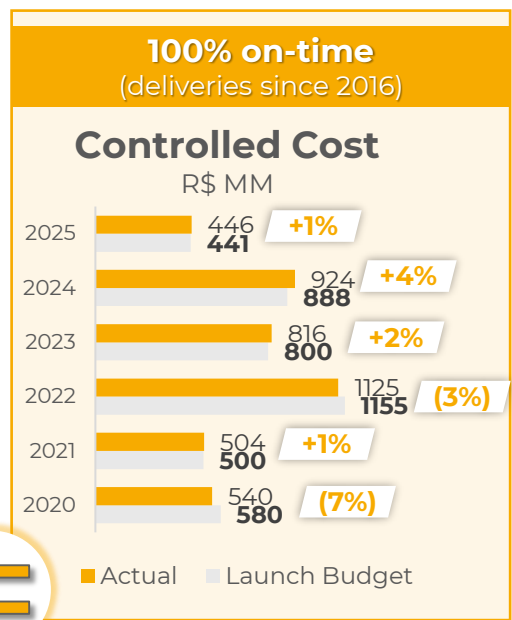
- AQUA Certification** since early planning (high **ESG** standards)
- Itemized planning** and construction strategy with **BIM**
- Innovation** and construction **industrialization**

### Strategic Sourcing

- Costs** and **delivery timing** control by **early contracting**
- Partnerships** with strategic suppliers
- Aggregated **demand negotiations**

### On-Site Construction

- Rigorous** Budget & Deadline **Control**
- Workplace **Safety Protocols**
- 15** active construction sites<sup>1</sup>



### BIM - Building Information Modeling

- Virtual model with technical information
- Collaboration of different professionals during all stages of the project
- Utilization of BIM 4D for optimization of procurement process project evolution

### Recent Awards

Prêmio **MASTER IMOBILIÁRIO**

Winner in the Construction Safety category

Prêmio **VITAE RIO**

Fontano – Platinum Category Winner

90 Prêmio **seconciSP**

Health control on construction sites for the Luce Cambuí and Bem Moema projects

**Tegra's construction method reiterates the scalability of its business model**

Source: Company filings  
Notes: (1) Considers position on March 31, 2026.

Fast project financing repayment track record ensures credit availability and higher IRR

**A**

## Healthy Receivables

**Credit assessment aligned to bank criteria**

**98% of clients with on-time payments<sup>(1)</sup>**

**Loan-to-value (LTV) avg: 53%<sup>(1)</sup>**

**B**

## Full Project Financing

**100% of project financed in SFH (incentivized terms)**

**100% of Project Loans (SFH) settled under grace period<sup>(2)</sup>**

**Sustainable loans with lower rates**


**C**

## Fast Mortgage Takeout

**Leading early mortgage takeout reaching 26%+ of clients<sup>(2)(3)</sup>**

**Average mortgage takeout period: 42 days<sup>(2)</sup>**

**Special mortgage rates for client base with partner banks**

# 2 High Corporate Governance Standards

Strong corporate governance practices in-place

*Professional management team with solid and fully aligned governance, way ahead among Homebuilders*

Audited by a **Big 4** since **2006**



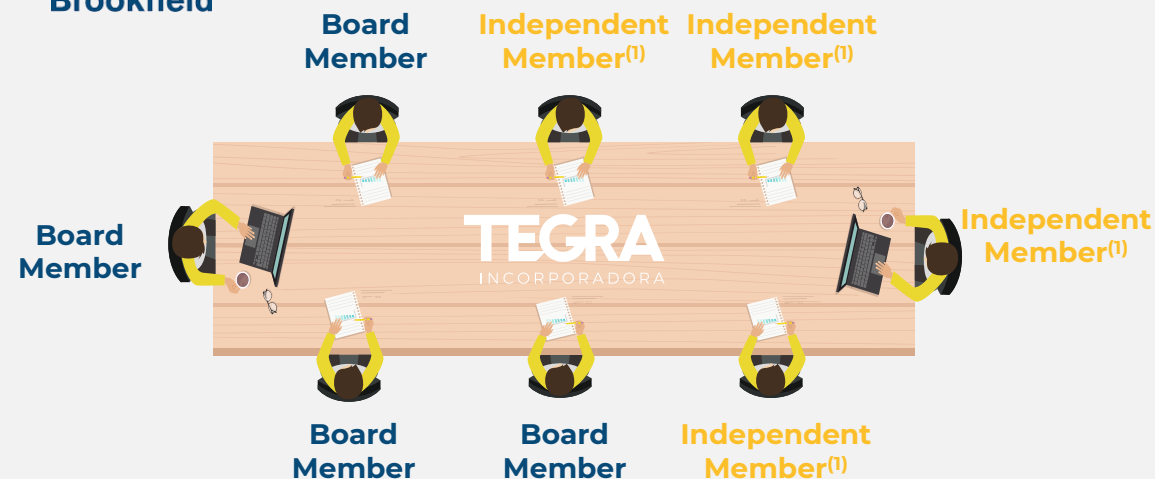
**100% Professional** Board of Executive Officers, with **vast experience** in the sector

Committees to approve **Land Acquisition and Project Launches** according to **defined profitability parameters**

Established **compliance** and **internal audit** departments



## Brookfield



## Committees



Source: Company filings.  
Note: (1) To be implemented until potential IPO.

# 2 Seasoned Management Team with Solid Sector Expertise

TEGRA's management team combined has over 150 years of experience in the sector



**Ubirajara Freitas**  
CEO



**Luiz Gustavo Pereira**  
CFO & DRI



**Thiago Castro**  
Head of Business



**João Mendes**  
Head of Sales



**Patrícia Caseira**  
Head of Corporate



**Dan Suguio**  
Head of Legal



**Fabio Barros**  
Head of Construction

Years at TEGRA	10	4	10	10	12	10	11
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Years of Sector Experience	45	10	21	18	12	26	26
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Previous Experience	  	 	  	   	 	  	  
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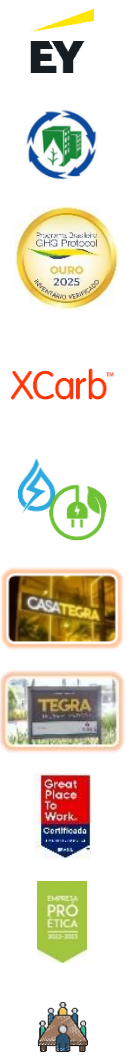
Source: Company filings.

# 2 TEGRA's ESG Practices Ahead of Sector Peers

Tegra is currently at the forefront of ESG initiatives, combining multiple appraised efforts

E  
S  
G

- Audited Sustainability Report** (since 2019)
- First AQUA Developer Certified Homebuilder** in Brazil in June 2021
- Compensation of **100% of CO2 emissions** (scopes 1, 2 & 3) and **Gold Seal** in Brazilian GHG Protocol
- Development of sustainable products, e.g. **Spectra Concrete & ArcelorMittal 50 S XCarb™ rebar**
- Water and Energy Management**, with -2.8% in water consumption and -5.3% in energy use (CAGR 2018-2024)
- Casa Tegra:** Multiuse space for exhibitions, art, coworking, etc.
- Care for local communities with **Gentilezas Urbanas program**
- Certification of the seal **“Best Companies to Work For”** for **7th consecutive year**
- “Pró Ética”** seal and **Brazil Pact for Business Integrity** from Brazilian General Controller of the Union
- 100% Professional** management, with vast sector experience

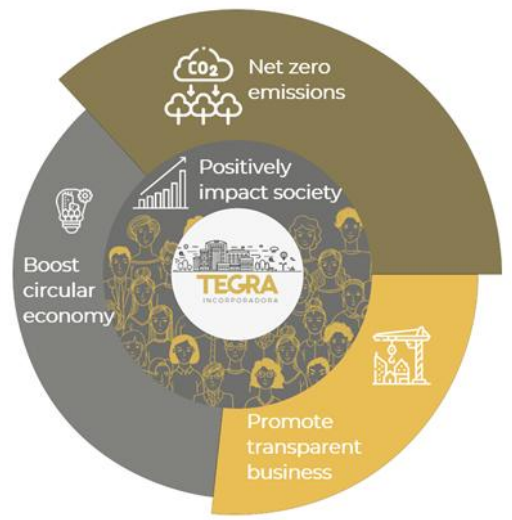


## Environmental Panel



Used since 2021

## Regenerative Cities 2030



## RECENT AWARDS & ACCREDITATIONS

**EXAME MELHORES do ESG 2022 EXAME**

Performance in Civil Construction and Real Estate category

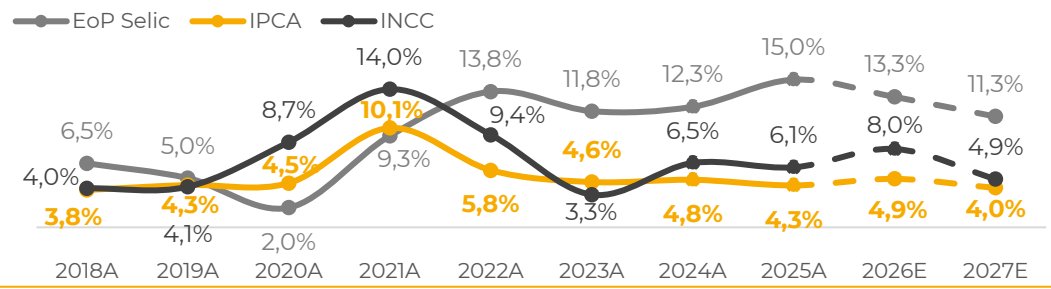
**28th & 29th Master Imobiliário Award**

Winner in the ESG Best Practices category



# 3 Good prospects for mid- and high-income real estate development, supported by a downward trend in interest rates

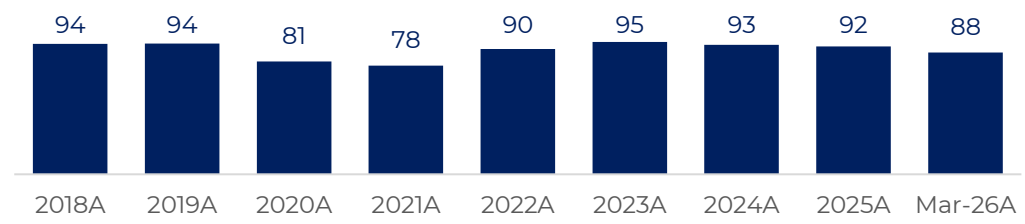
## INFLATION AT HISTORICAL LEVELS...



1

## STABILITY REGARDING CONSUMER CONFIDENCE

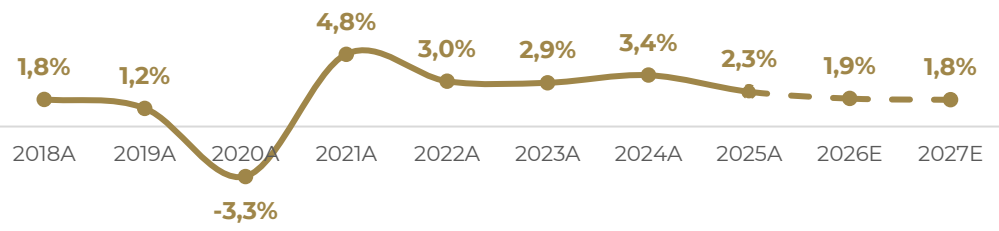
Consumer Confidence Index (EoP)



4

## ...IN THE BACK OF A GROWING ECONOMY...

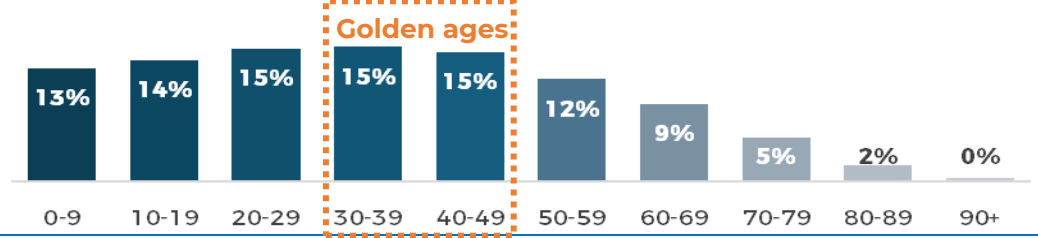
Real GDP Growth (%)



2

## FAVORABLE DEMOGRAPHICS

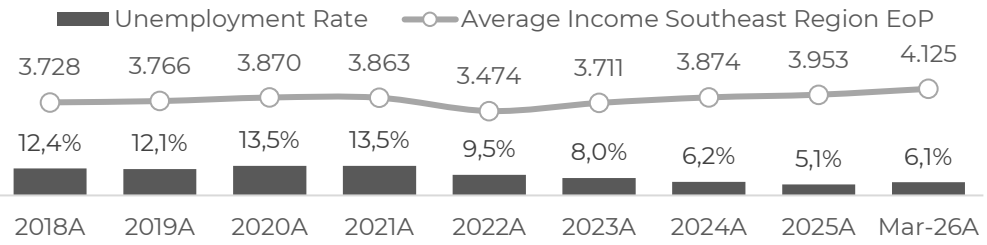
2025 Brazilian Population by age group



5

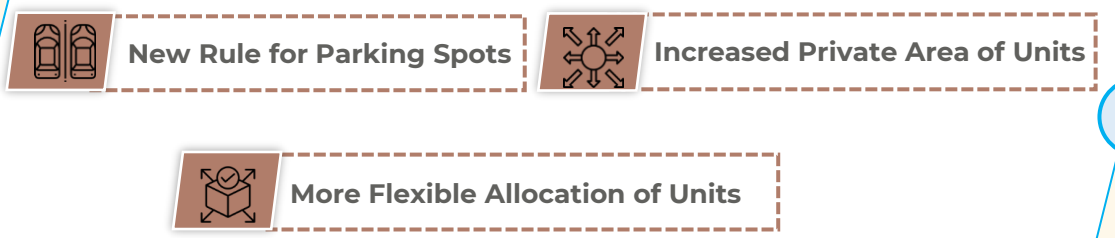
## ... LOW UNEMPLOYMENT AND INCOME INCREASING

Unemployment Rate and Consumer Confidence Index (%)



3

## BENEFITS FROM THE NEW SÃO PAULO MASTER PLAN

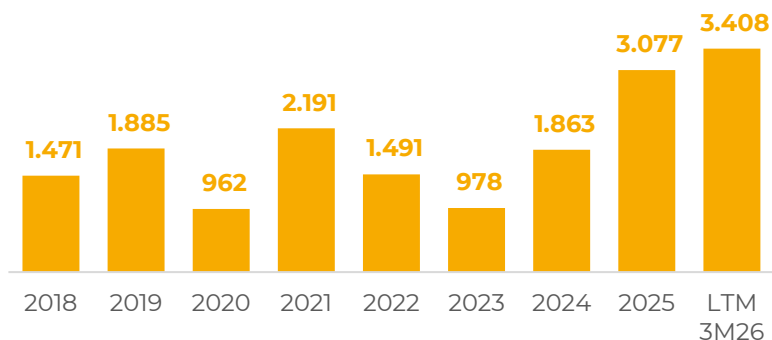


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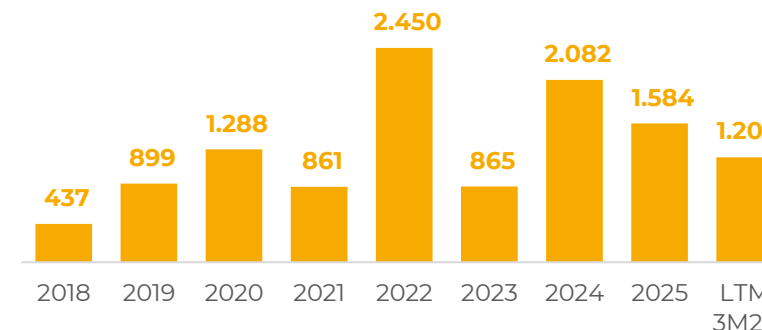
# 4 Proven track-record in execution and scalability

Financial Discipline to Deliver Under Different Conditions

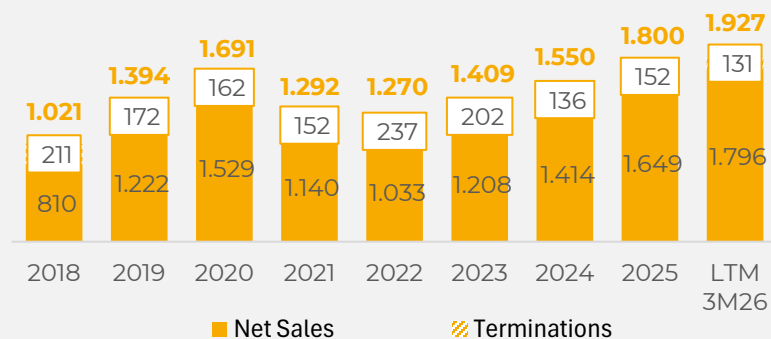
Launched PSV | R\$ mm



Deliveries PSV | R\$ mm



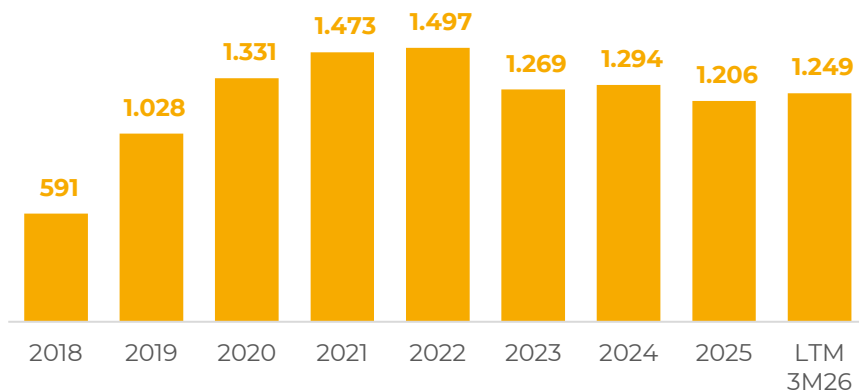
Gross Sales PSV | R\$ mm



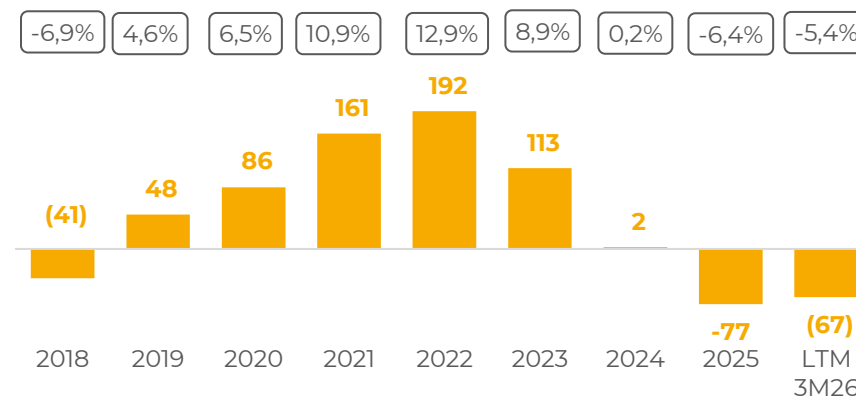
# 4 Proven track-record in execution and scalability

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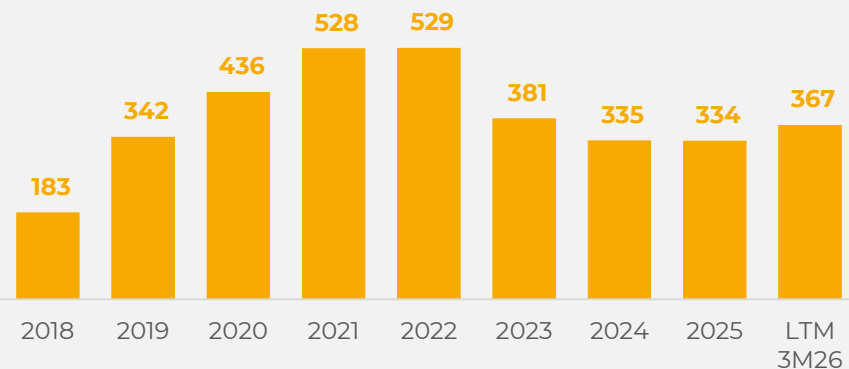
Net Revenue | R\$ mm



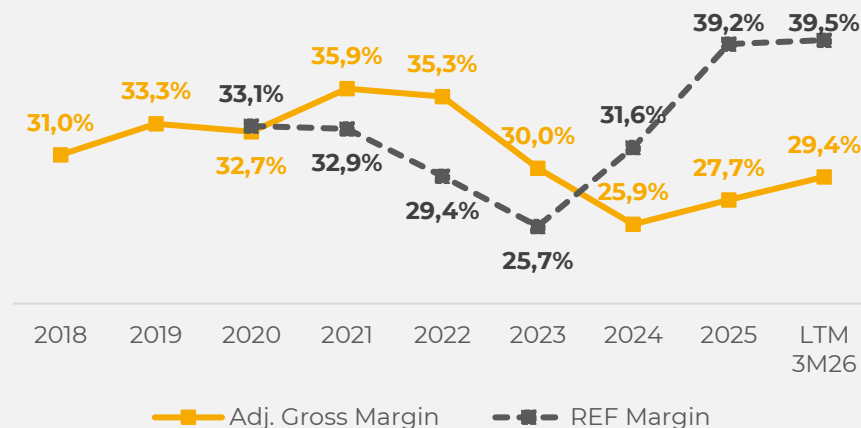
Net Result vs Net Margin | R\$ mm and %



Adjusted Gross Profit<sup>(1)</sup> | R\$ mm



Adjusted Gross Margin<sup>(1)</sup> and Margin REF | %



Source: Company filings.

Note: (1) In Adjusted Gross Profit and Margin, financial expenses allocated to cost are purged. The year 2021 was adjusted to include warranty provision, for comparison purposes.

# 5 Well Defined Plan with Several Growth Avenues Ahead

THERE'S A WHITESPACE TO GROW THROUGH OUR CURRENT STRATEGY

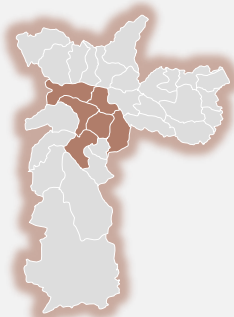
KEEP ON DELIVERING OUR STRATEGY IN A FRAGMENTED MARKET WITH OPPORTUNITIES TO GROW IN ESTABLISHED REGIONS AND SEGMENTS...

...WHILE UNLOCKING YET UNTAPPED MARKETS THROUGH PORTFOLIO DIVERSIFICATION

A

SÃO PAULO

R\$ 72bn+  
TAM<sup>(1)</sup>



Reserva Caminhos da Lapa



Carrefour



2%  
Market Share<sup>(2)</sup>

R\$ 6.3bn  
Tegra's  
Landbank PSV

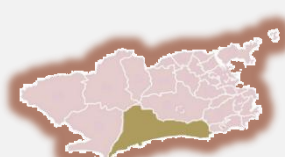
21  
Landplots

NEW LAUNCHES CAPTURING BENEFITS FROM SP's NEW MASTER PLAN AND CONSOLIDATING OUR PRESENCE

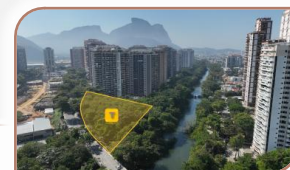
A

RIO DE JANEIRO

R\$ 15bn+  
TAM<sup>(1)</sup>



Ager



Casa Shopping



8%  
Market Share<sup>(2)</sup>

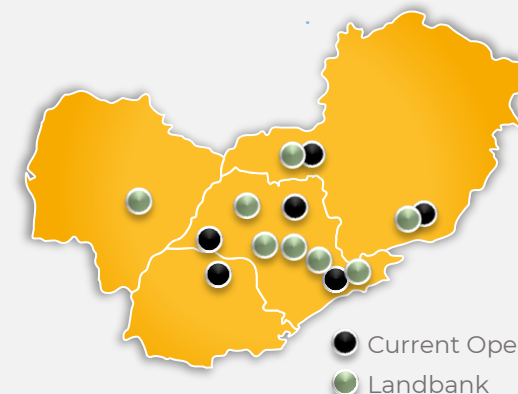
R\$ 0.7bn  
Tegra's  
Landbank PSV

2  
Landplots

LANDBANKS CONCENTRATED IN PRIME LOCATIONS SOLIDIFYING OUR STRATEGY

B

TAMBORÉ URBANISMO



● Current Operation  
● Landbank

R\$ 1.1bn  
Landbank PSV

16  
Landplots

CASH-LIGHT  
BUSINESS

HIGH  
PROFITABILITY

Source: Company filings.

Notes: (1) TAM: Total Addressable Market of Mid/High-Income PSV launched, as of 2025. (2) Tegra's market share of mid/high-income launched PSV in 2021-2025.



# 5 High Growth Platform in the Gated-Community Segment in Brazil

Tamboré Urbanismo at a Glance

## Business Highlights

### Tamboré's History

- **High-profile** gated community from the **1980's**
- In 2018, Tegra **acquired Tamboré brand rights** to launch its Urban Development projects

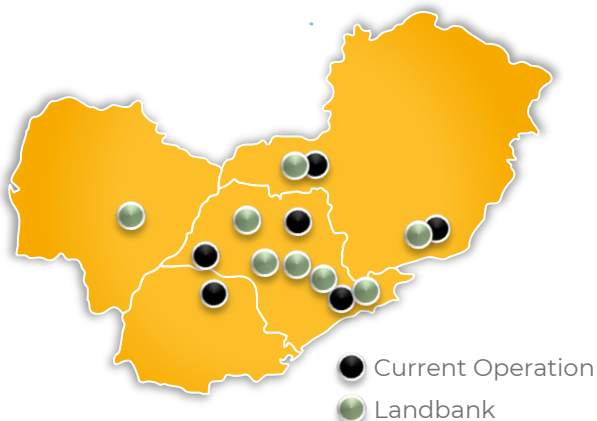
### Project Profile

- Cities with **250k+** citizens, high **HDI** & favorable **city planning**
- **Middle- and high-income** plots for main residence in prime locations
- Scale up to **R\$ 500mm** PSV launches per year

### Business Model

- **Cash-light:** landplots purchased by **revenue sharing agreements** with landowners
- **High margins** and **low risk** level
- **Securitization of receivables** from clients upon delivery

## Privileged Geographic Footprint



**R\$ 1.1bn**  
Landbank PSV<sup>(1)</sup>

**16**  
Landplots

## Tamboré Jundiaí Case Study

**126**  
# of lots

**Dec/21**  
Launch

**Jul/24**  
Delivery

**98%**  
Sold

**R\$ 94mm**  
PSV



# Closing Remarks: Our Team is Focused on **What Matters**

# TEGRA

INCORPORADORA

**Premium & strategic landbank** to support growth with attractive profitability levels

**Professional management** with 150+ years of experience

Leading **Governance & ESG initiatives** in the industry

Superior **operational execution** track-record

**POISED  
TO GROW**

# TEGRA

INCORPORADORA

## Investor Relations



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