

TEGRA
INCORPORADORA

INSTITUTIONAL
PRESENTATION

March, 2024

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1. Tegra Overview

Tegra at a Glance

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



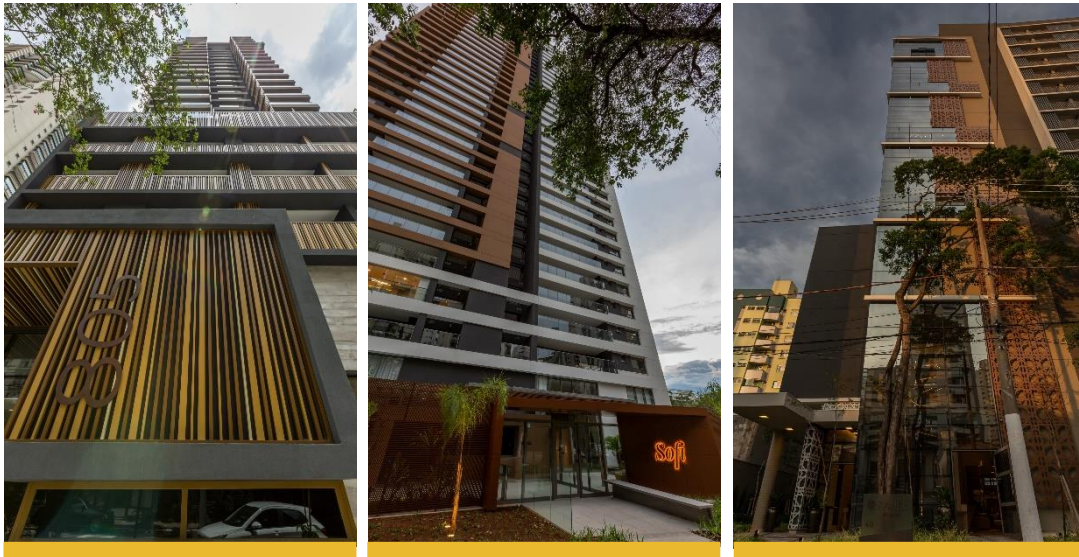
Strategically positioned as a **residential** developer for **middle & high income** segments in **SP & RJ** metropolitan areas, Brazil's **most relevant** economic centers and real estate markets



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



Strong **corporate governance**, with a **seasoned management** and an **expert Board of Directors**, backed by a **distinguished sponsor** throughout **45 years of history**



TEGRA In Numbers LTM

Operational¹



R\$ 1.0 B
launched



R\$1.4 B
gross sales



R\$ 10.4 B
landbank



R\$ 0.9 B
deliveries

Financial¹



R\$ 1.3 B
net revenue



8.9%
net margin



25.6%
gross margin



12.8%
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**.

Shareholders	% Common shares
BRKB RE OPP fund LLC	99.74%
Other Shareholders	0.26%

Brookfield



US\$ 850 B assets worldwide



200 k+ employees in the world



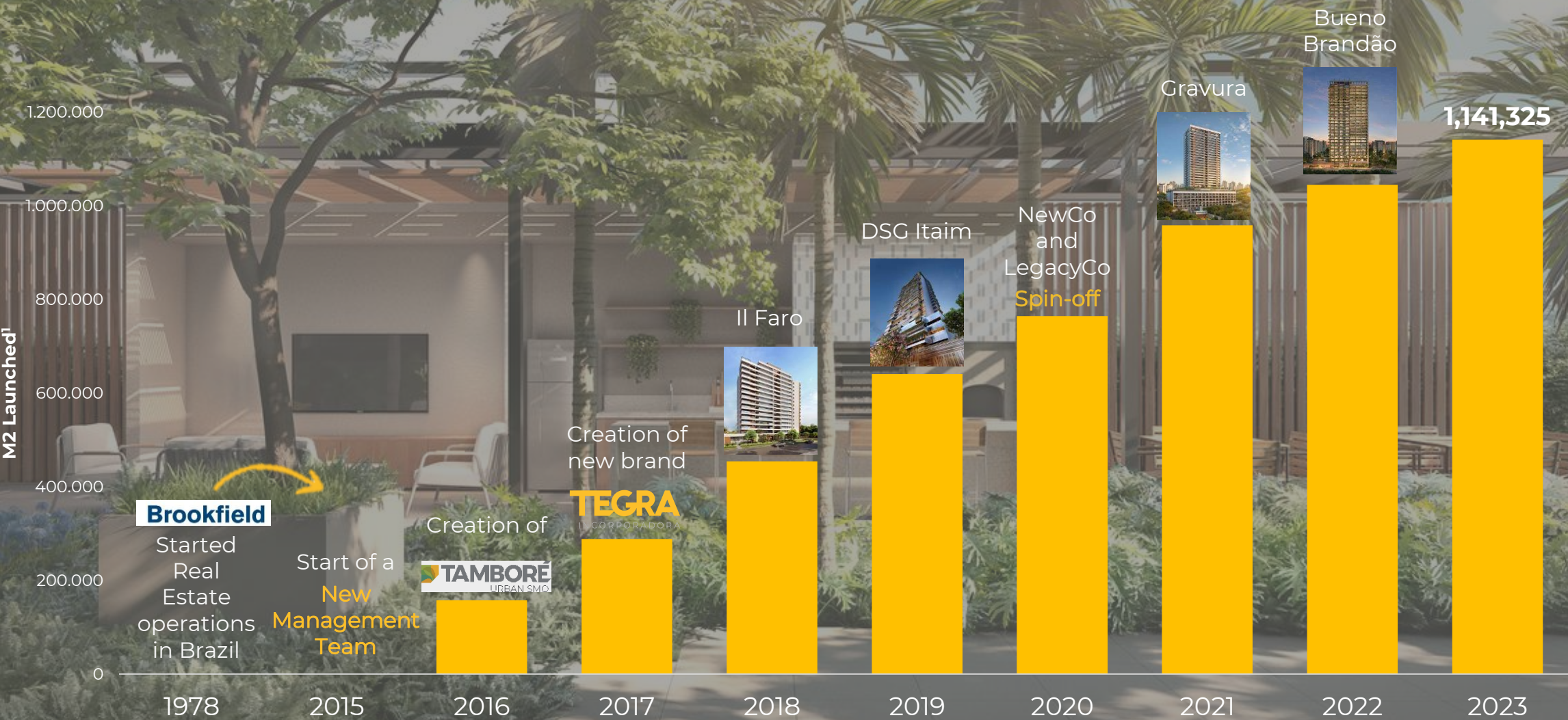
Presence in 30+ countries, in 5 continents



Over 120 years of presence in Brazil

First Rate Developer with over 45 years of experience in Brazil

Started a new chapter in 2015 implementing a successful turnaround



Source: Company
¹ Square meters launched, in an accumulated view considering 100% Tegra and excluding Tamboré launches

Tegra's DNA: Boutique-In-Scale Model

Pursue **long-term sustainable growth** through execution and culture



Client-centric approach,
bespoke developments
to meet lifestyle
aspirations



Scalable business model
in core segments and
locations



Robust Governance &
long-lasting
environmental and social
responsibility



Financial discipline to
deliver consistent
returns

PER
SONA
LIDA
DE

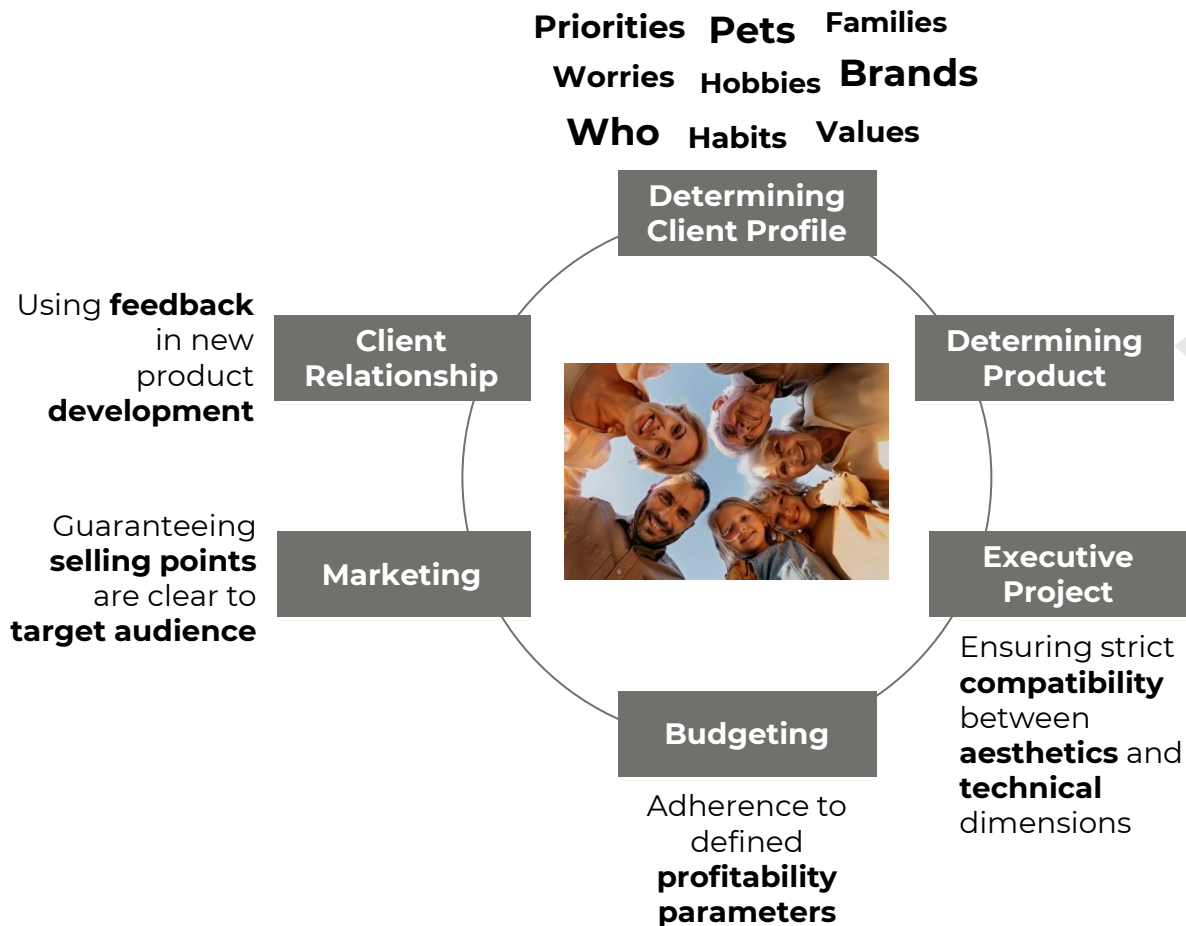
A
LMA
A



Client Centric Approach

Innovative & Bespoke developments to meet lifestyle aspirations

Aligning the right product, for the right person, in the right location: customer-centric products in all operating segments



Successful Launches in all Strategic Segments

Middle Income



TEG Mansões
Launch: Mar-21
Delivery: Oct-23
PSV: R\$93 MM
Units: 185

% PSV Sold: 85%

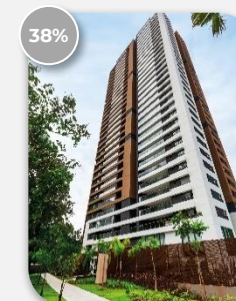
Middle-High Income



ELO Caminhos
Launch: Nov-19
Delivery: Dec-23
PSV: R\$111 MM
Units: 311

% PSV Sold: 85%

High Income



Sofi Campo Belo
Launch: Oct-19
Delivery: Nov-23
PSV: R\$156 MM
Units: 117

% PSV Sold: 96%

Very High Income



Bueno Brandão 257 Residences
Launch: Nov-22
Delivery: Sep-25*
PSV: R\$478 MM
Units: 18

% PSV Sold: 34%

● Gross Margin



Winner in the category Medium Size Residential Development, with Skylux

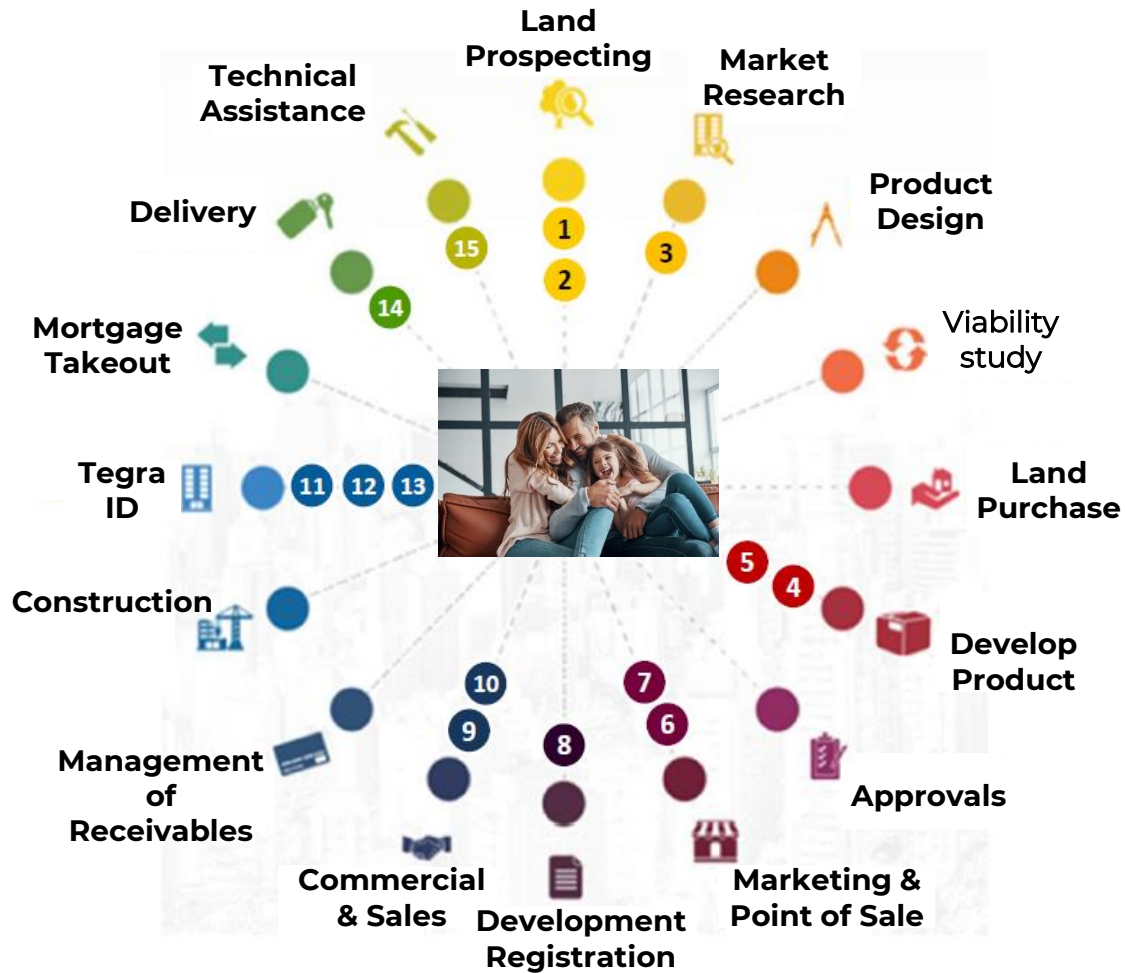
Recent Awards



Winner with Gabell Jardins, Pin Home Design, Autoral, Union Square and 17007 Nações

Robust Market Intelligence grounding decision-making on all stages

Qualitative and quantitative evaluations of competitive scenario and client feedback



1. Indication of **ideal product** for each location
2. Analysis of the **market & competition**
3. **Validation** of product through **qualitative & quantitative research**
4. Updates on **performance & characteristics** of competitors' buildings
5. **Selling Campaign** test survey
6. **Meeting, Training & Sales Art**
7. **Sales Duty** survey (weekly visitors)
8. Market analysis to define **launch price**
9. **Post-sales** survey
10. **Non-buyers** survey
11. **Model/prototype apartment** survey
12. **Unit size** survey
13. **Inspection** survey
14. **Post-delivery** survey
15. **Post-occupation** survey



A group of construction workers wearing white hard hats and light-colored shirts are gathered on a rooftop, looking at and pointing to architectural blueprints. In the background, a city skyline with various buildings and a tall antenna tower is visible under a blue sky with scattered clouds. A semi-transparent grey banner with a yellow border is overlaid across the middle of the image.

Scalable Business Model

Competitive Advantages in all stages

Seamless integration provides assertiveness and predictability

1

Purchase Land

- Robust process to identify and purchase land
- Strong landbank in strategic locations

2

Marketing & Sales

- Robust in-house sales team
- Responsible for ~80% of sales

3

Construction

- Detailed and integrated planning, procurement & management process
- BIM 4D as an essential tool

4

Collection

- 85% of SFH loans settled in up to 6 months
- 62% LTV

1 Diligent purchase process leads to strong landbank in strategic locations

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 land plot opportunities** in the segments and regions we operate



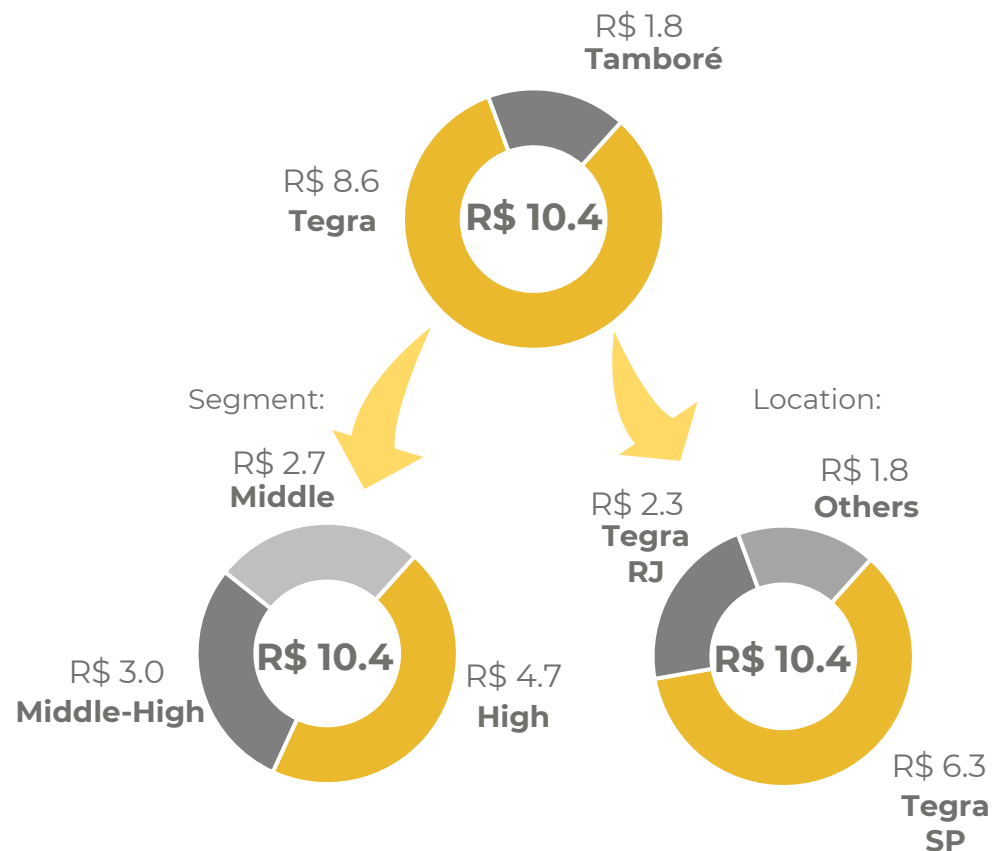
Discipline in calculating **project returns**, including land payment conditions (physical swap & duration)



Land Acquisition Investment Committee must approve all acquisitions

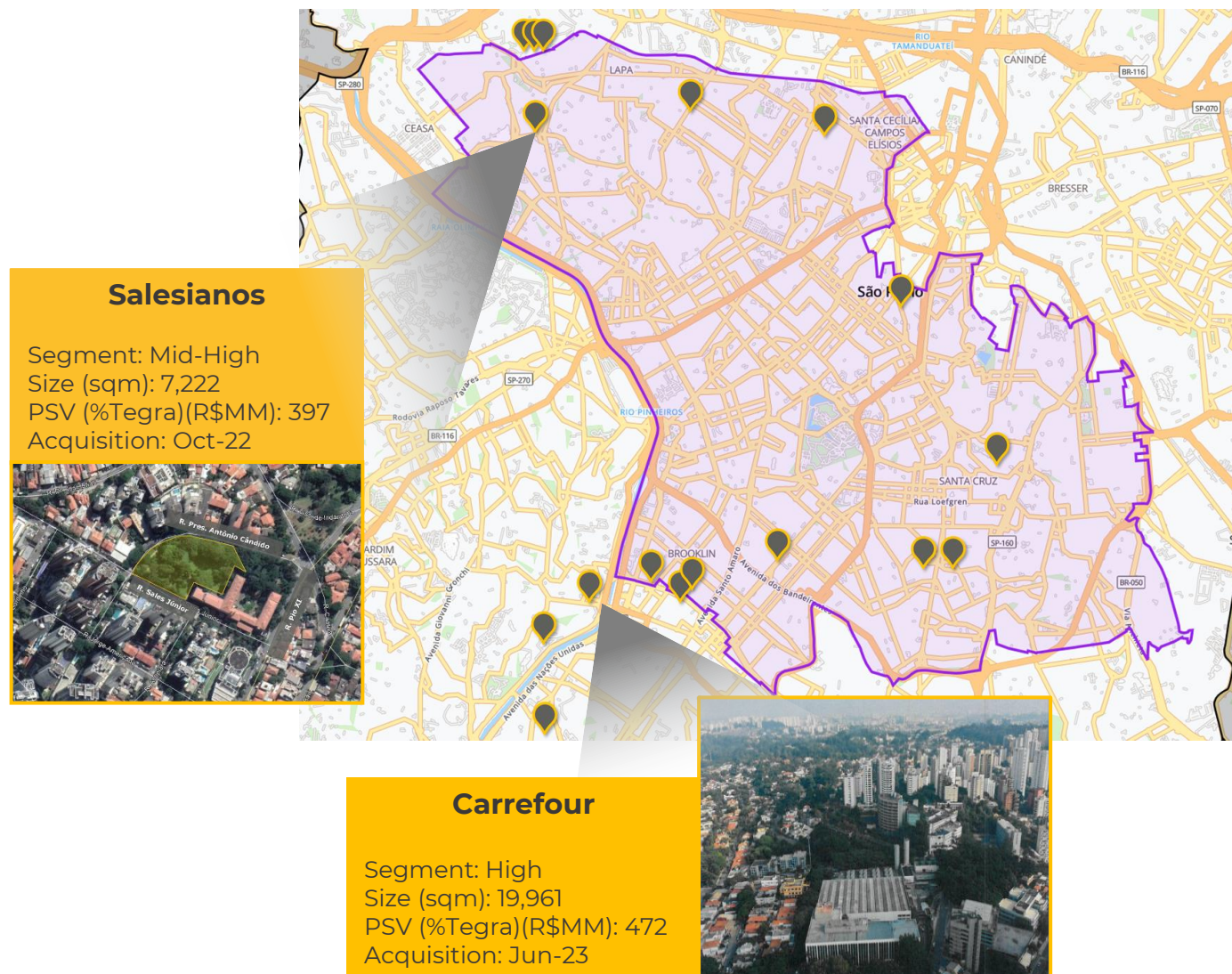
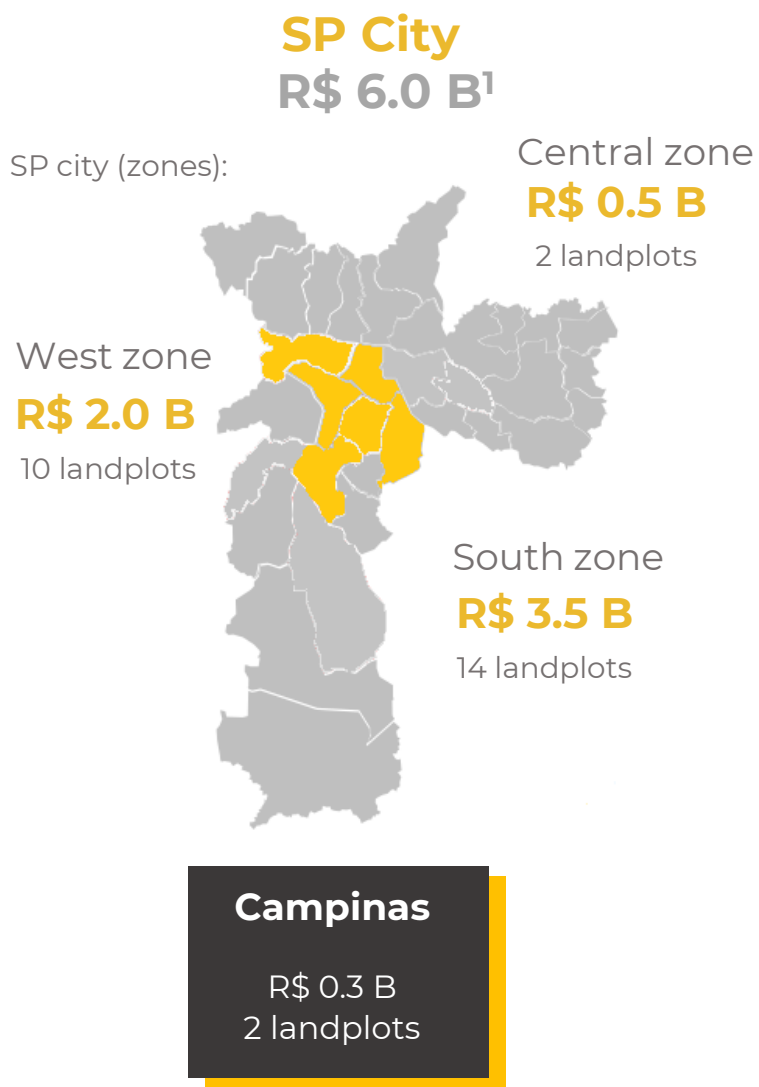
Strong & Strategic Landbank

R\$10.4 B¹
(in PSV % Tegra)



1 Strong landbank in São Paulo

A reference brand in São Paulo: concentration in the most attractive neighborhoods in the mid-high segment

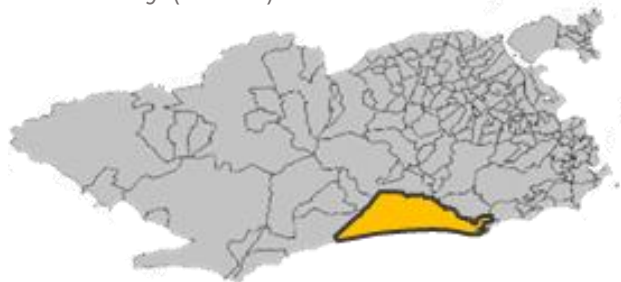


1 Strategic landbank in Rio de Janeiro

Tegra's landbank in Rio de Janeiro: concentrated in Barra da Tijuca prime locations

RJ City
R\$ 2.3 B¹

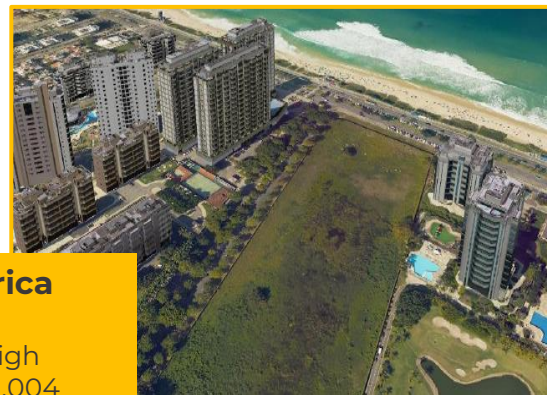
RJ city (zones):



Barra da Tijuca

R\$ 2.3 B

6 landplots



Transamérica

Segment: High
Size (sqm): 30,004
PSV(%Tegra)(R\$MM): 675
Acquisition: Feb-23



Evandro Lins e Silva

Segment: High
Size (sqm): 26,624
PSV(%Tegra)(R\$MM): 480
Acquisition: Sep-22

2

Prepared to scale launches to ~R\$2.5 B annually

Experienced team with proven track record of successful launches

Pre-Launch Meeting



Create a buzz with agents, emphasizing key points

Stand



Key lead generator, with the presence of coordinators

Decorated Apartment



Helps clients get a feel of what life would be like

Advertisement



Online and offline targeted communications

Launch



Official moment when sales begin

Tegra Vendas - Integrated, in-house sales with strong digital strategy



Greater knowledge
of Tegra products

~80%
of Tegra Sales¹

58k
Online Leads¹

581
active sales agents¹

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

Five pillars



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

Detailed Planning Process



Three-tier budgeting system for projects, with **Board of Directors' committee approval** required

- **B1:** land acquisition
- **B2:** project launch
- **B3:** construction management



Aggregated demand and early contracting

Through **early contracting**, Tegra is able to control **costs** and **timing** of deliveries

Partnerships with strategic suppliers allow for better **productivity, quality, total cost** and delivery **on time**



Rigorous Control & Safety Protocols

Budget & Deadline Control

- Monthly monitoring of adherence to cost and physical evolution

Workplace Safety

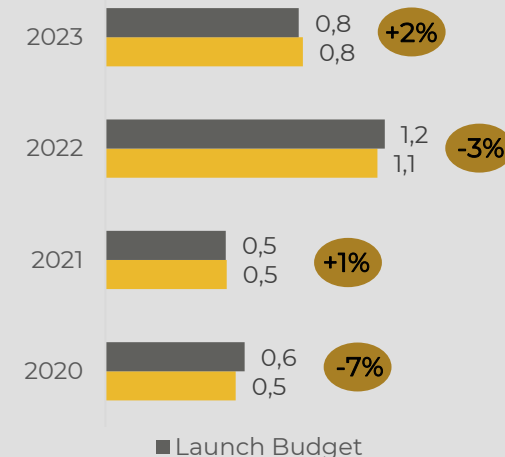
- Zero high-risk incident
- Ministry of Labor & Brookfield use Tegra practices as references



100% on-time deliveries since 2016

Controlled Cost

R\$B



BIM - Building Information Modeling

- Creation of the virtual model with technical information
- Collaboration of different professionals during the feasibility, design, planning, execution and operation of the project
- BIM 4D used since planning allows for greater visibility in the procurement process, and helps with consistent management of the project evolution

Recent Awards



Winner in the Construction Safety category



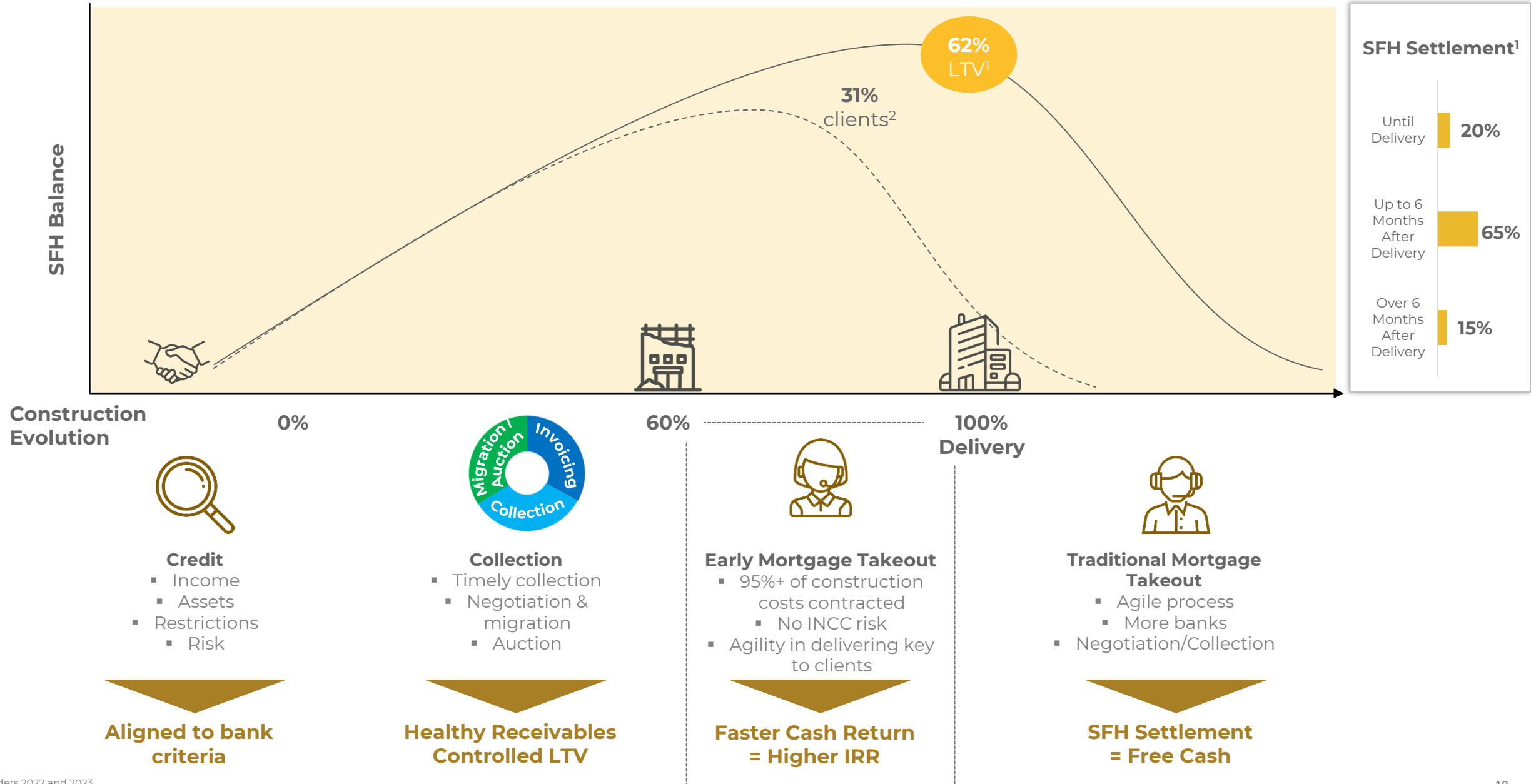
Fontano – Platinum Category Winner



Uniqueness Cambuí – Danger and risk control at construction sites



4 Robust Credit & Collection Management Process



¹ Considers 2022 and 2023
² % of clients who opted for early mortgage takeout in 2022 and 2023

ESG Highlights

Tegra's ESG Strategy ahead of sector peers

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

E



Integrated Sustainability Report, **Audited** since 2019



First AQUA Developer Certified Homebuilder in Brazil (Jun/21)



Compensation of 100% of CO2 emissions of scopes 1, 2 and 3, with **Gold seal** in Brazilian GHG Protocol and **B- grade** in CDP



Development of sustainable products, e.g. **Spectra Concrete & ArcelorMittal 50 S XCarb™ rebar**



Water and Energy Management, with -7.3% in water consumption and -10.1% in energy use (CAGR 2018-2022)

S



Casa Tegra: Multiuse space for exhibitions, art, coworking, etc.



Care for local communities with **Gentilezas Urbanas** program



RA1000 seal and grade **8.8** in **Reclame Aqui** website (Dec/23)



Certification of the seal **"Best Companies to Work For"** for **6th consecutive year**

G

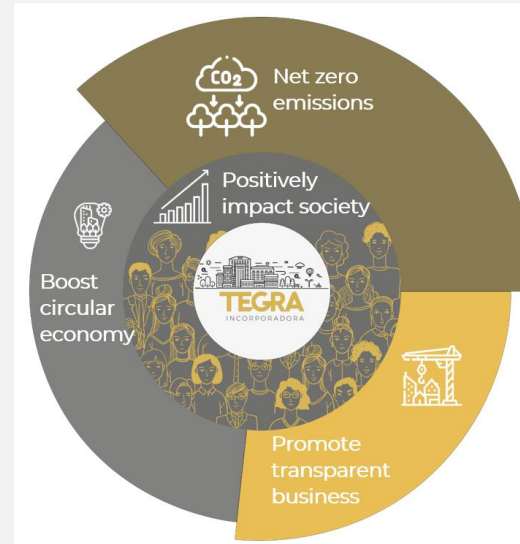


100% Professional management, with vast sector experience



"Pró Ética" seal from Brazilian General Controller of the Union

Regenerative Cities 2030



Environmental Panel



RECENT AWARDS & ACCREDITATIONS



Best of ESG 2022 EXAME



Performance in Civil Construction and Real Estate category
















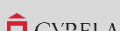





28th & 29th Master Imobiliário Award



Winner in the ESG Best Practices category

Seasoned Management Team with Solid Sector Expertise

Tegra's management team combined has over 160 years of experience in the sector

	 Ubirajara Freitas CEO	 Alexandre Wolyneo CFO & IRO	 Thiago Castro Head of Business	 João Mendes Head of Sales	 Patrícia Caseira Head of Corporate	 Marcelo Puntel Head of Tamboré Urbanismo	 Dan Suguio Head of Legal	 Fabio Barros Head of Construction
Years at Tegra	9	2	8	8	10	7	8	9
Years of Sector Experience	43	6	19	16	10	24	24	24
Previous Experience	  	   	  	   	 	    	  	  

Tamboré

Tamboré Urbanismo at a Glance

High growth platform in the gated-community segment in Brazil

Origins

- **Tamboré** is a high-profile gated community from the **1980's**
- In 2016, Tegra **acquired Tamboré brand rights** to launch its Urban Development projects

Strategy

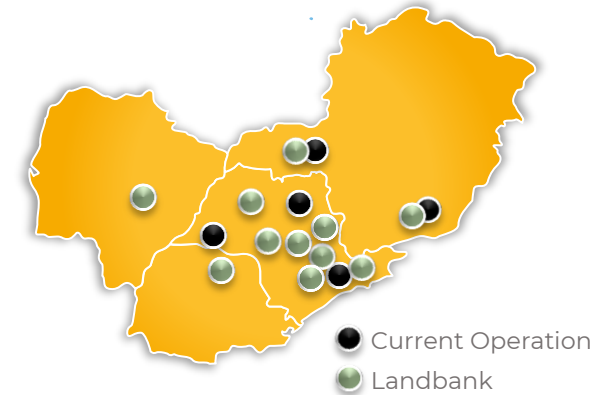
- Cities with **+250k** citizens , high **HDI** & favorable **city planning**
- **Middle** and **high income** plots for main residence in prime locations
- Scale up to **R\$500 MM** PSV launches per year

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

Tamboré Footprint

Launched 5 projects with **R\$400 MM** PSV
Landbank of **R\$1.8 B¹** PSV



Tamboré Jundiaí

126

Total Number of Lots



December, 2021

Launch



100%

Sold since launch



R\$94 MM

PSV



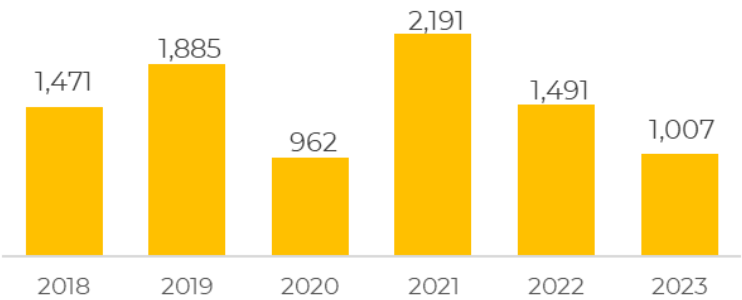
46%

2. Performance Evolution

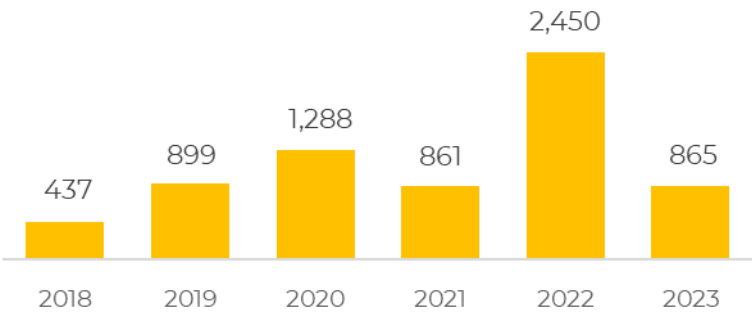
Strong Recent Performance

Proven track-record in execution and scalability

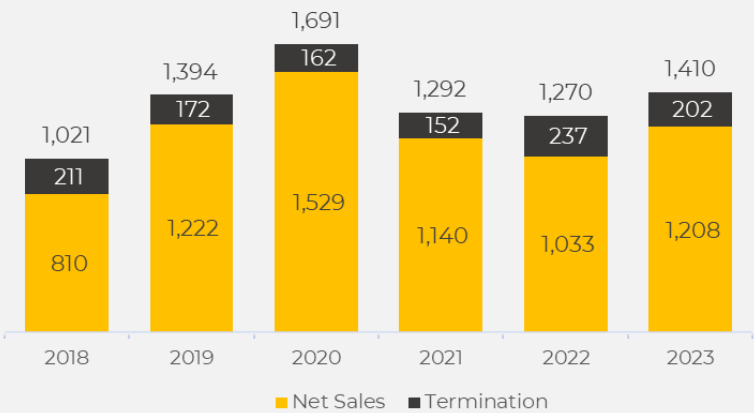
Launched PSV | R\$ MM



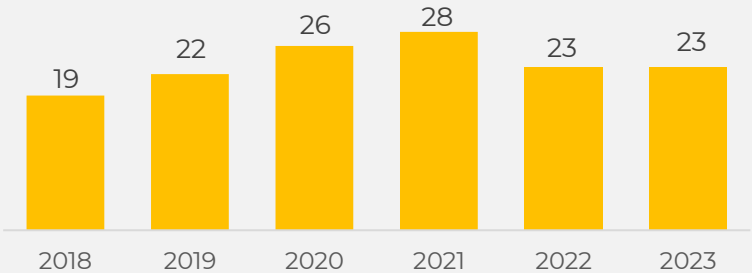
Deliveries PSV | R\$ MM



Gross Sales | R\$ MM



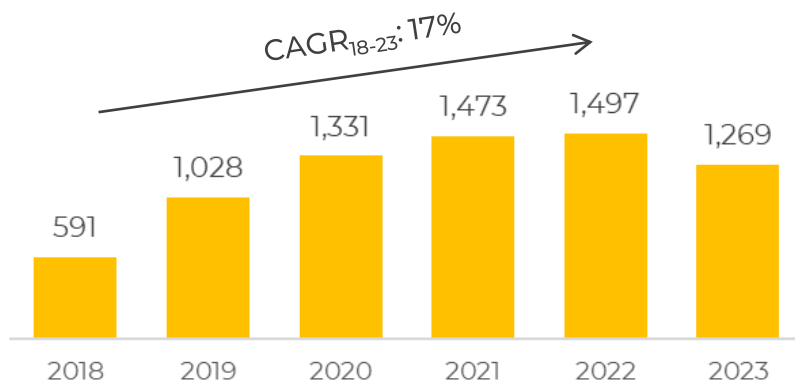
Construction Sites | #



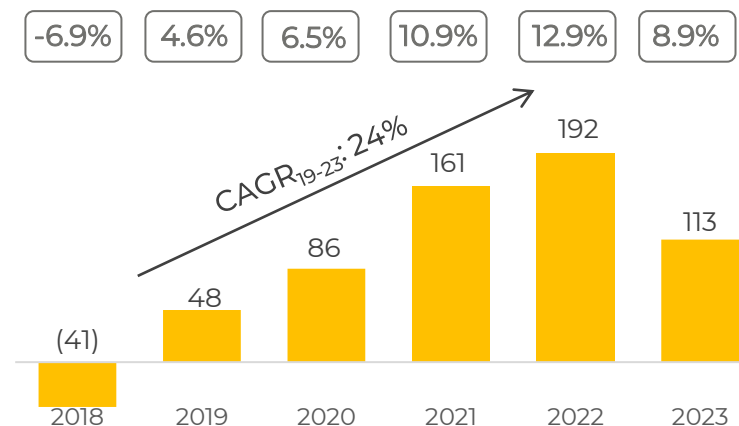
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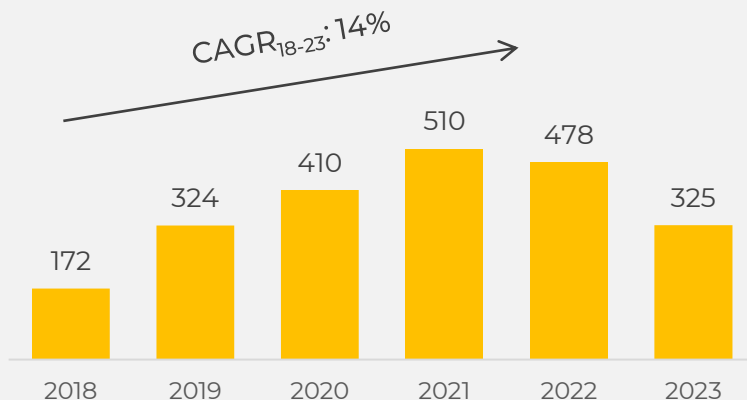
Net Revenue | R\$ MM



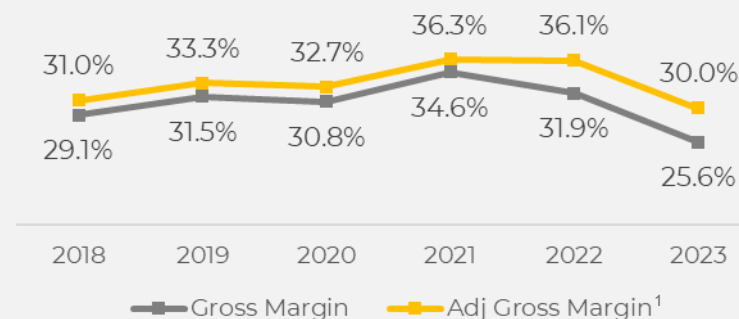
Net Income vs Net Margin | R\$ MM and %



Gross Profit | R\$ MM



Gross Margin and Adj. Gross Margin | %



3. Closing Remarks



TEGRA
INCORPORADORA

Superior
**operational
execution &
client-centric**
approach



Professional
management
with > **160
years of
experience**



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



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

Poised to Grow

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