

**TEGRA**  
INCORPORADORA

November 2025

# Institutional Presentation

Ode Perdizes, SP



This presentation may contain certain statements and declarations that express expectations, beliefs and forecasts regarding Tegra Incorporadora (“Tegra” or “Company”) and its subsidiaries, which reflect the current views and/or expectations of Tegra and its management with respect to its businesses and upcoming events. Such statements, although considered reasonable by the Company, are not historical data, and are based on financial and economic information currently available, and on current projections regarding the industry in which Tegra operates, and may be incorrect or imprecise, or may not materialize. The verbs “anticipate”, “believe”, “estimate”, “expect”, “predict”, “plan”, “project”, “aim” and other similar verbs are intended to identify these statements, which involve risks and uncertainties that may result in material differences between current data and projections in this presentation and do not guarantee any future performance of Tegra, including for factors beyond the Company's control. All statements in this presentation are based on information and data available on the date they were made, and Tegra undertakes no obligation to update them based on new information or future developments. This presentation does not constitute an offering material for the subscription or sale of any securities of the Company.



# TEGRA at a Glance

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

**TEGRA**  
INCORPORADORA

## 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\$ 1.8bn**  
launched

**R\$ 1.4bn**  
gross sales

**R\$ 9.5bn**  
landbank

**R\$ 1.8bn**  
deliveries

### Financial | LTM

**R\$ 1.1bn**  
net revenue

**-6.9%**  
net margin

**25.4%**  
adj. gross margin <sup>(2)</sup>

**19.9% | 4.4%<sup>(3)</sup>**  
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\$ 1 trillion+ assets worldwide



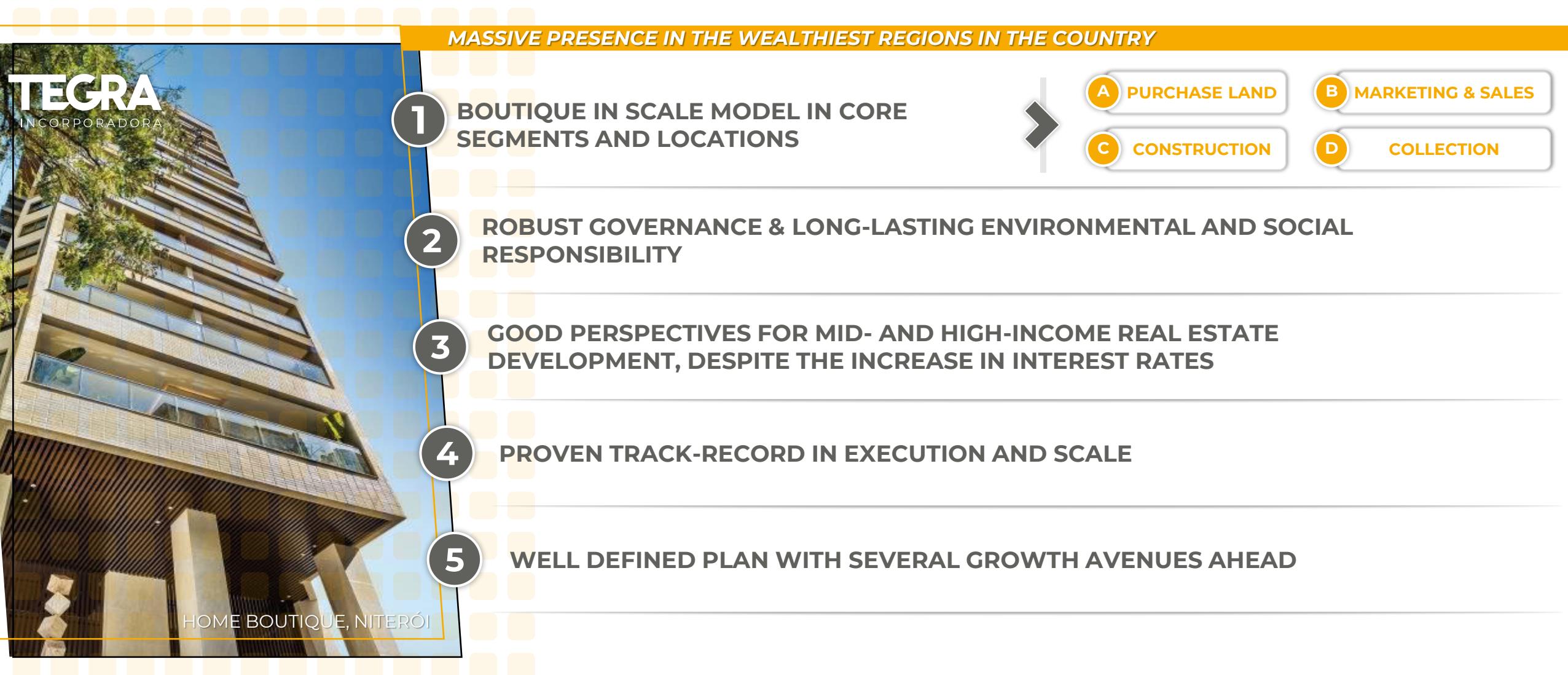
250 k+ employees worldwide



Present in 50+ countries, in 5 continents



Over 125 years of presence in Brazil



## Land Acquisition Strategy

Market intelligence provides **substantiated guidelines**

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

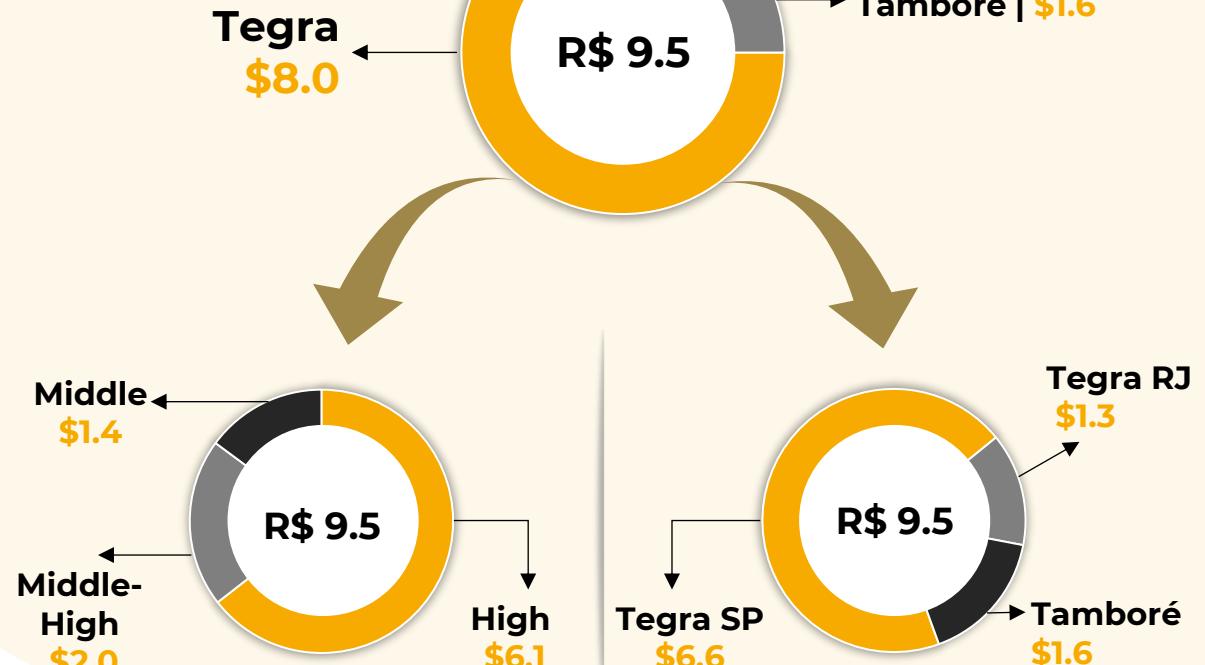
**Discipline** in calculating **project returns**, including land payment conditions (physical swap & duration)

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

## Strong & Strategic Landbank

**R\$ 9.5bn<sup>(1)</sup>**

(PSV Breakdown)



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

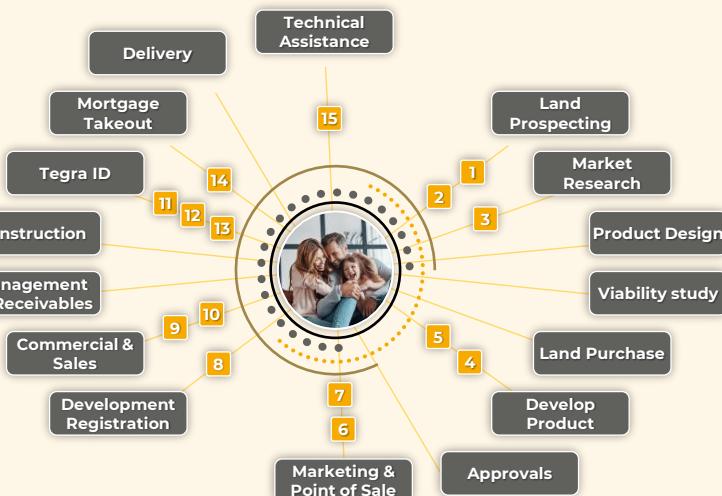
## Product Development

### 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
- 737 sales agents



77%<sup>(3)</sup>



23%<sup>(3)</sup>

Tegra Vendas

Partnerships

## Successful Launches in All Strategic Segments

### Middle Income

#### TEG Mansões

Launch: Mar-21 Units: 185  
Delivery: Dec-23 % Units Sold<sup>(2)</sup>: 100%  
PSV: R\$ 93mm<sup>(1)</sup>



29%

### Middle-High Income

#### Reserva Caminhos da Lapa – Torre 2

Launch: Mar-23 Units: 171  
Delivery: Mar-25 % Units Sold<sup>(2)</sup>: 99%  
PSV: R\$ 106mm<sup>(1)</sup>



38%

### High Income

#### Gaea Home Resort

Launch: Apr-24 Units: 176  
Delivery: Jan-27 % Units Sold<sup>(2)</sup>: 57%  
PSV: R\$ 582mm<sup>(1)</sup>



33%

### Very High Income

#### Bueno Brandão 257 Residences

Launch: Nov-22 Units: 18  
Delivery: Sep-25 % Units Sold<sup>(2)</sup>: 67%  
PSV: R\$ 478mm<sup>(1)</sup>



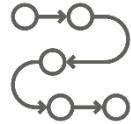
35%

## Five Key Pillars



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

## Planning &amp; 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**

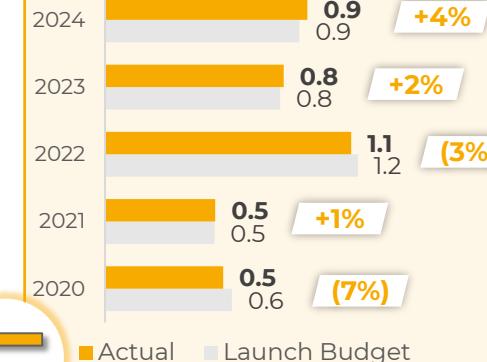
## On-Site Construction



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

**100% on-time**  
(deliveries since 2016)

**Controlled Cost**  
**R\$bn**



## 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



Winner in the  
Construction  
Safety category



Fontano –  
Platinum  
Category  
Winner



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

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



# 1.D Robust Credit & Collection Management Process

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>

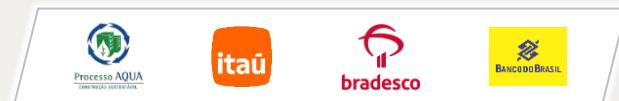
Loan-to-value (LTV) avg:  
53%<sup>(1)</sup>

## 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 30%+ of clients<sup>(2)(3)</sup>

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

Special mortgage rates for client base with partner banks

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

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



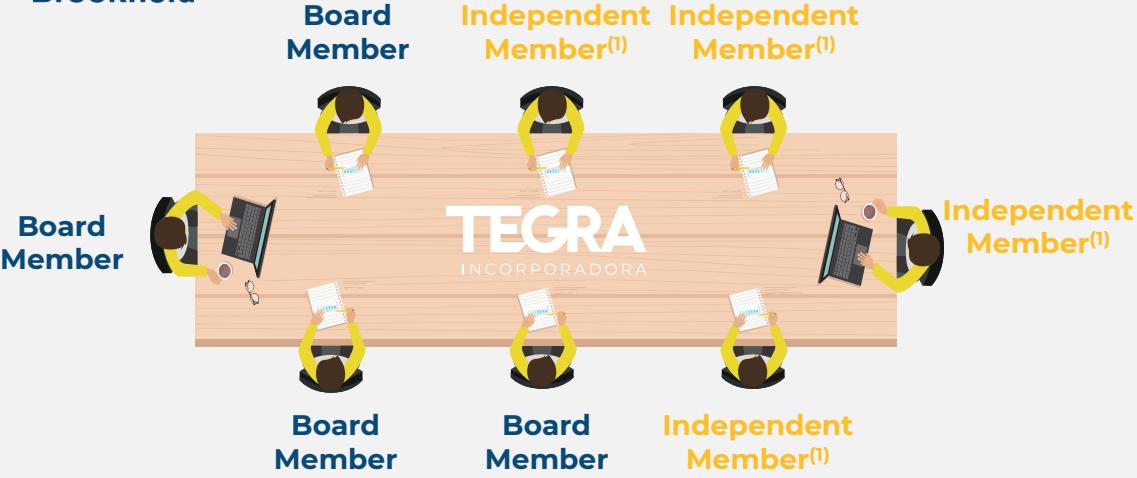
**100% Professional** Board of Executive Officers, with **vast experience** in the sector

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

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



**Brookfield**



**Committees**



## Seasoned Management Team with Solid Sector Expertise

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



**Ubirajara Freitas**

CEO



**Alexandre Wolynec**

CFO & IRO



**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

3

10

10

11

9

10

Years of Sector  
Experience

45

7

21

18

11

25

25

Previous  
Experience



BRKB  
DTVM  
antigo Banco  
Brascan



## TEGRA's ESG Practices Ahead of Sector Peers

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

**E**

- 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 **7<sup>th</sup> 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

**S**

**G**



XCarb™

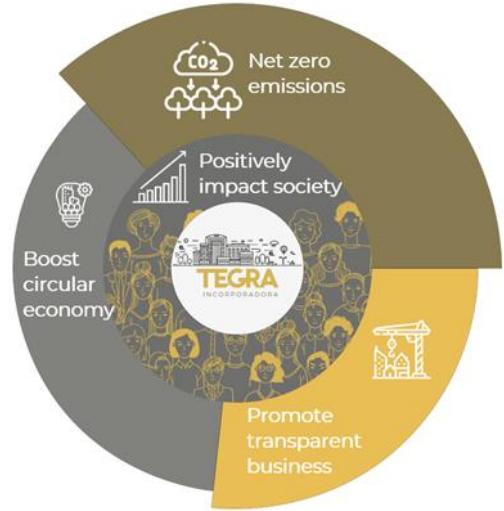


### Environmental Panel



Used since 2021

### Regenerative Cities 2030



### RECENT AWARDS & ACCREDITATIONS



#### Best of ESG 2022 EXAME



Performance in Civil Construction and Real Estate category



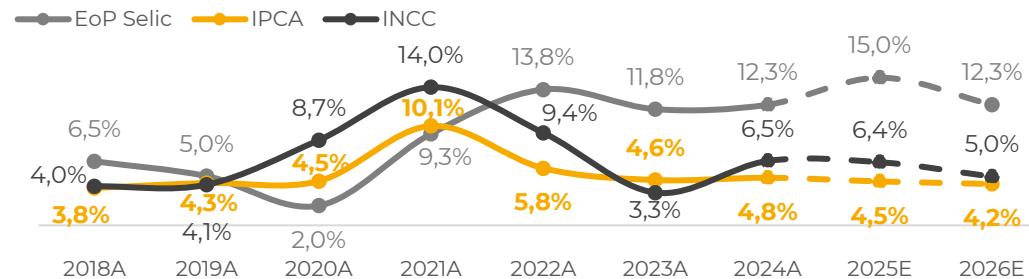
#### 28<sup>th</sup> & 29<sup>th</sup> Master Imobiliário Award



Winner in the ESG Best Practices category

# 3 Good perspectives for mid- and high-income real estate development, despite the increase in interest rates

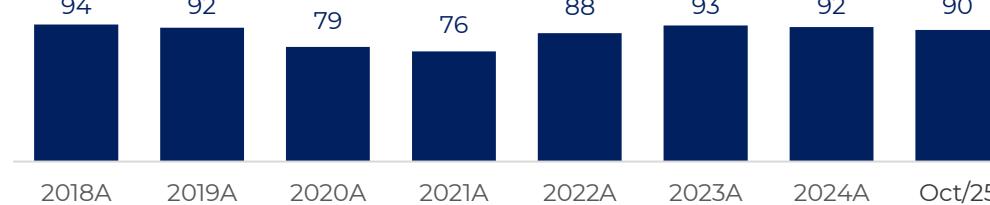
## INFLATION AT HISTORICAL LEVELS...



1

## STABILITY REGARDING CONSUMER CONFIDENCE

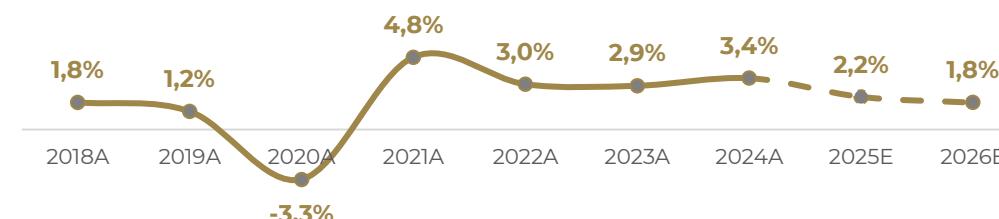
### Consumer Confidence Index (EoP)



4

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

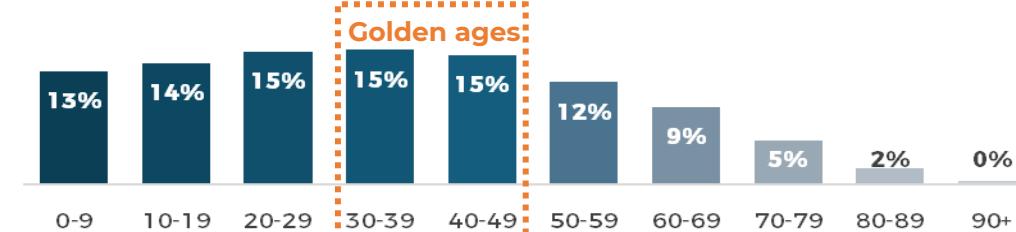
### Real GDP Growth (%)



2

## FAVORABLE DEMOGRAPHICS

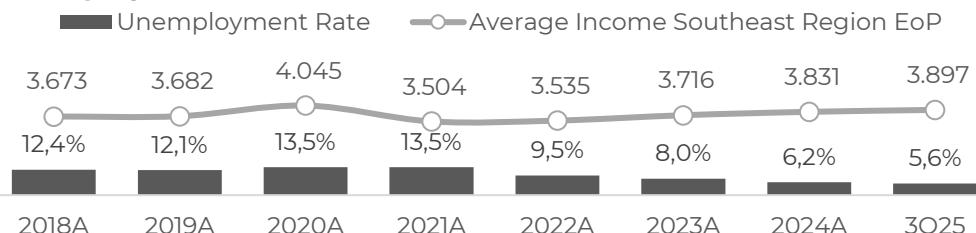
### 2025 Brazilian Population by age group



5

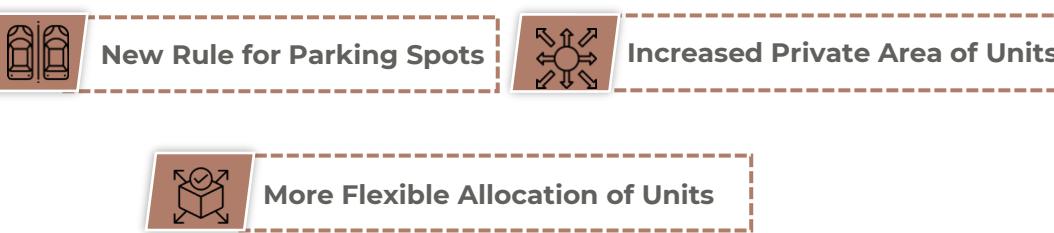
## ... LOW UNEMPLOYMENT AND INCOME INCREASING

### Unemployment Rate and Consumer Confidence Index (%)



3

## BENEFITS FROM THE NEW SÃO PAULO MASTER PLAN



6

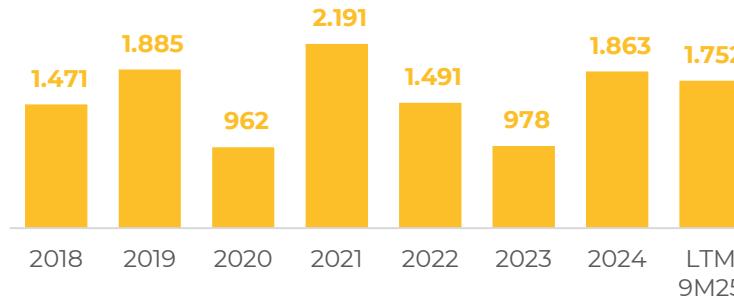


## 4 Proven track-record in execution and scalability

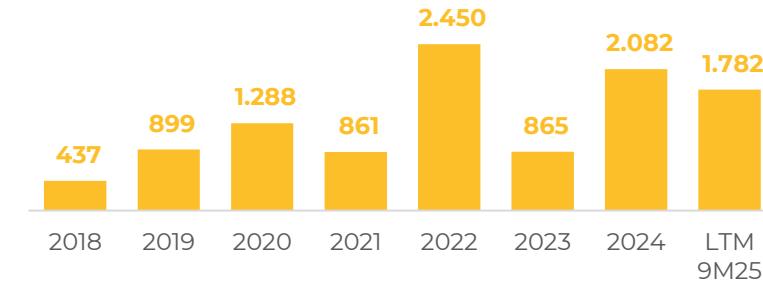
Financial Discipline to Deliver Under Different Conditions

TEGRA  
INCORPORADORA

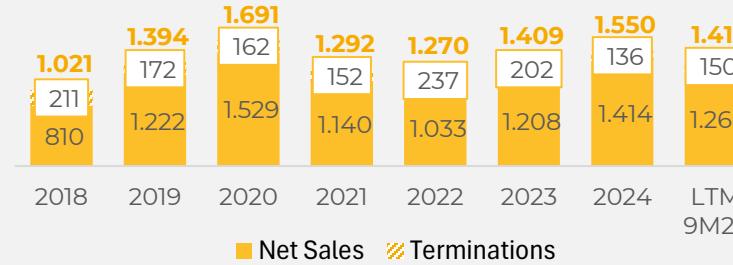
Launched PSV | R\$ mm



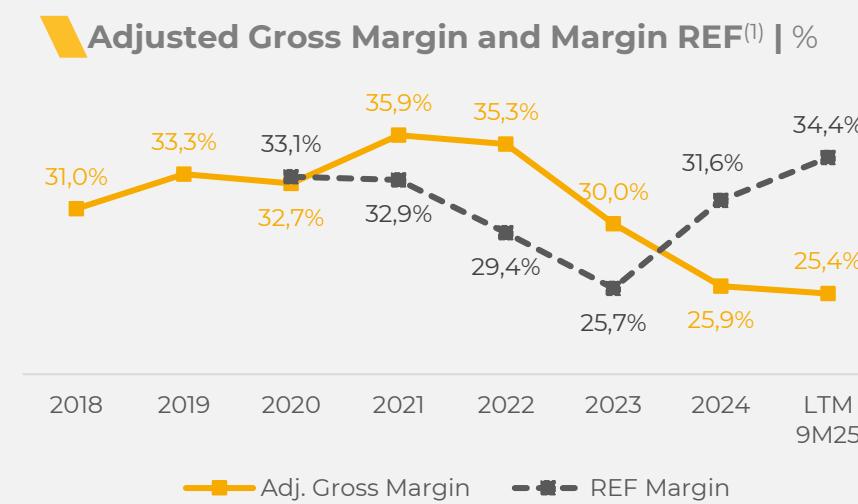
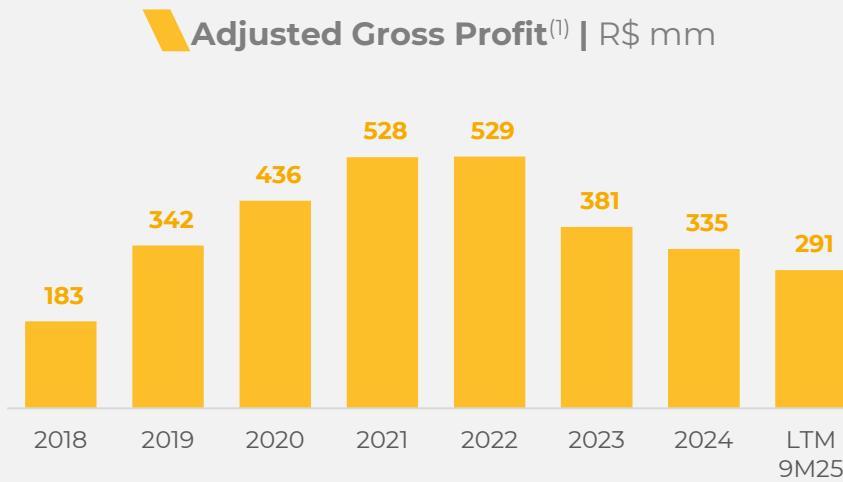
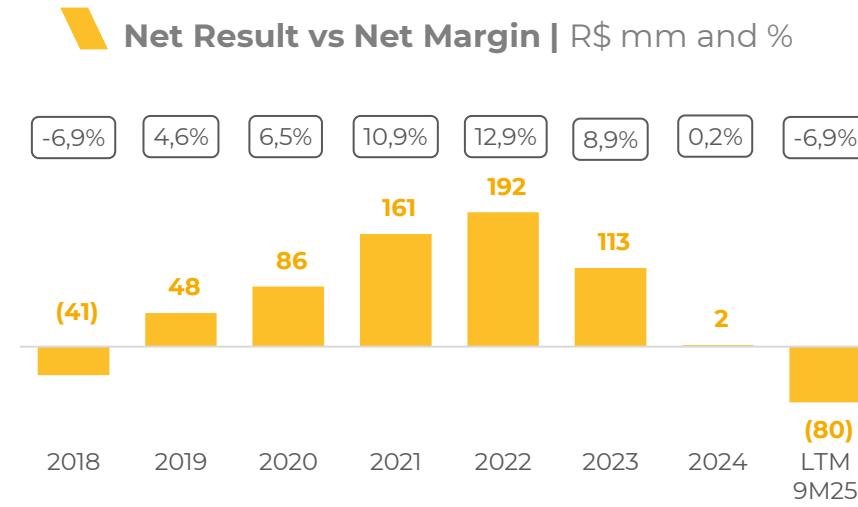
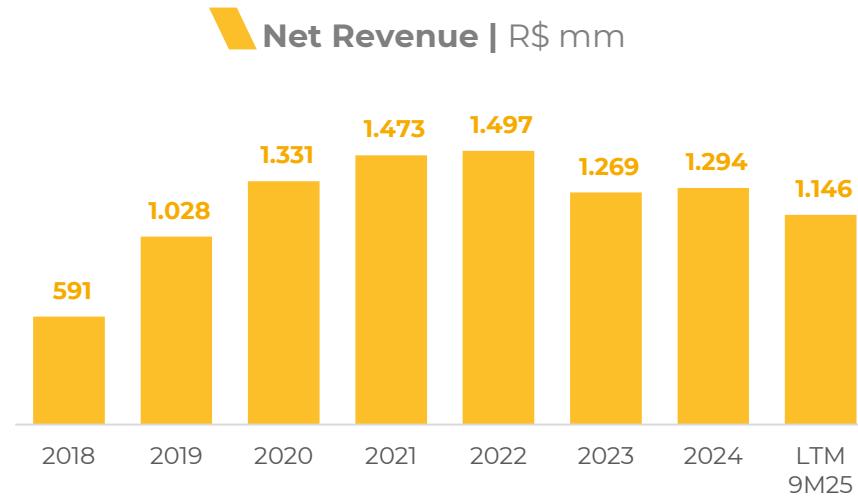
Deliveries PSV | R\$ mm



Gross Sales PSV | R\$ mm



**4** **Proven track-record in execution and scalability**  
 Financial Discipline to Deliver Under Different Conditions



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

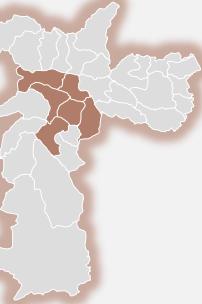
**SÃO PAULO**

R\$ 46bn+  
TAM<sup>(1)</sup>



**Reserva  
Caminhos  
da Lapa**

**Carrefour**



**3%**  
Market Share<sup>(2)</sup>

**R\$ 6.6bn**  
Tegra's  
Landbank PSV

**23**  
Landplots

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

A

**RIO DE JANEIRO**

R\$ 11bn+  
TAM<sup>(1)</sup>



**Transamérica**



**3%**  
Market Share<sup>(2)</sup>

**R\$ 1.3bn**  
Tegra's  
Landbank PSV

**1**  
Landplot

**LANDBANKS CONCENTRATED IN PRIME  
LOCATIONS SOLIDIFYING OUR STRATEGY**

B

**TAMBORÉ URBANISMO**



● Current Operation  
● Landbank

**R\$ 1.6bn**  
Landbank PSV

**22**  
Landplots

**CASH-LIGHT  
BUSINESS**

**HIGH  
PROFITABILITY**

## 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

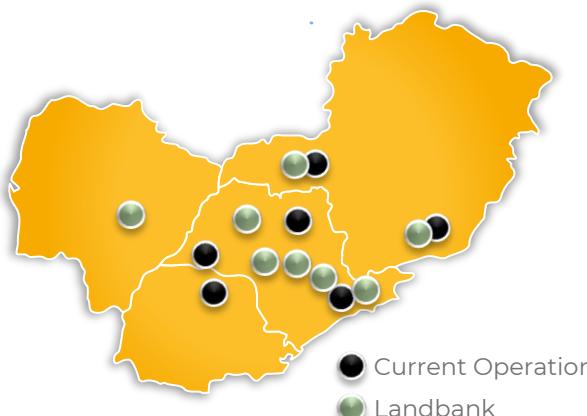
### Project Profile

- 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



**TAMBORÉ**  
URBANISMO

**R\$ 1.6bn**  
Landbank PSV<sup>(1)</sup>

**22**  
Landplots

### Tamboré Jundiaí Case Study



## 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



[ir.tegraincorporadora.com.br](http://ir.tegraincorporadora.com.br)



[ri@tegraincorporadora.com.br](mailto:ri@tegraincorporadora.com.br)

