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SYN's HISTORY

# ESTABLISHMENT

Start of operation as a  
Joint Venture between  
IRSA and George Soros

- JK Financial Center
- Corporate Park
- Faria Lima Financial Center
- Faria Lima Square

90s

2000-2006

## SPIN-OFF AND STRATEGIC PARTNERSHIPS

2007  
Spin-off  
2008  
JK 1455  
2009  
Strategic Partnerships

## FOCUS ON EXPANSIONS

- Shopping Estação BH
- Parque Shopping Belém
- Cajamar Industrial Park
- Shopping Metropolitano Barra
- Thera
- Tietê Plaza Shopping

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2007-2010

2010-2014

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## FOCUS ON OPERATION

2015

- Capital increase of R\$400 MM
- Shopping Cidade SP

2016

- Shopping Cerrado

2017

- Miss Silvia Morizono
- Exchange Of Asset (CPPIB's Participation in Prologis)  
*R\$ 501 MM*
- Joint Venture with CPPIB
- Sale of the warehouse portfolio for Prologis  
*R\$ 1,130 MM*
- Launching ON Stores

## ACQUISITIONS AND SALES

2018

- Sale of Parque Shopping Belém
- Sale of 8% of Shopping Cidade SP
- Sale of the Tamboré Logistics Park
- Unit acquisition on the JK 1455
- Purchase option at Miss Silvia Morizono

2015-2016

2017

2018

## 2019

- Acquisition of a unit at Miss Silvia Morizono
- Acquisition of unit at Faria Lima Financial Center
- Acquisition of Birmann Building 10  
*12,160 sqm*
- Follow On (Re-IPO)
- Sale of the Faria Lima Business Center
- Acquisition of JKD and JKE towers  
*35,152 sqm*

## 2020

- Two Share Buyback Programs  
*R\$ 177 MM*
- Acquisition of units at Faria Lima Financial Center
- Sale of Corporate  
*R\$ 36.6 MM*

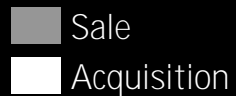
## 2021

- JV SPX  
*R\$ 150 MM*
- Sale 4 Triple A  
*R\$ 1,779 MM*
- Sale of JKFC  
*R\$ 82 MM*
- Sale of Shopping Estação BH  
*R\$ 150 MM*
- Acquisition of units at JKD Tower
- Partial Sale of CLD  
*R\$ 63 MM*

2019

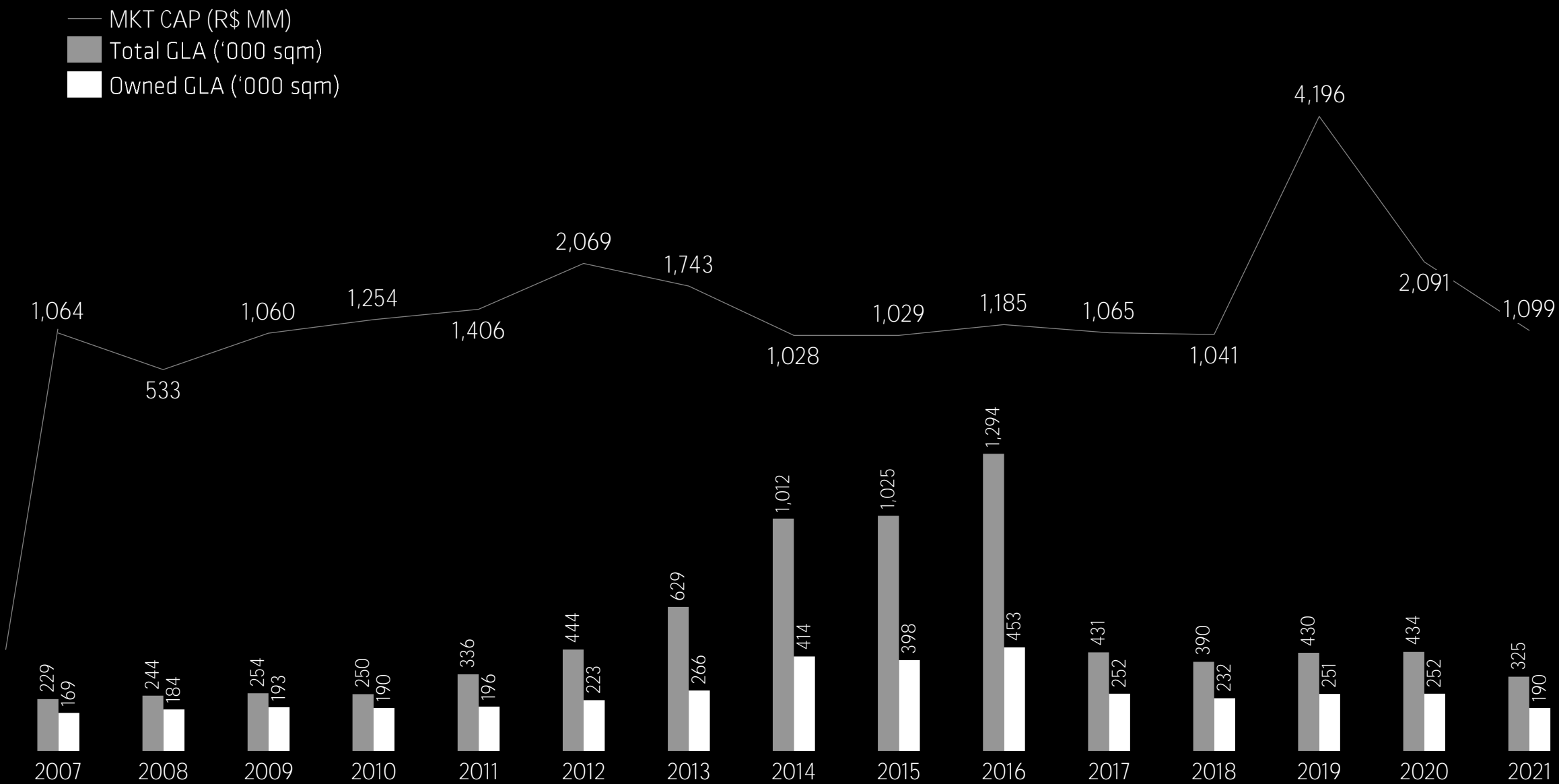
2020

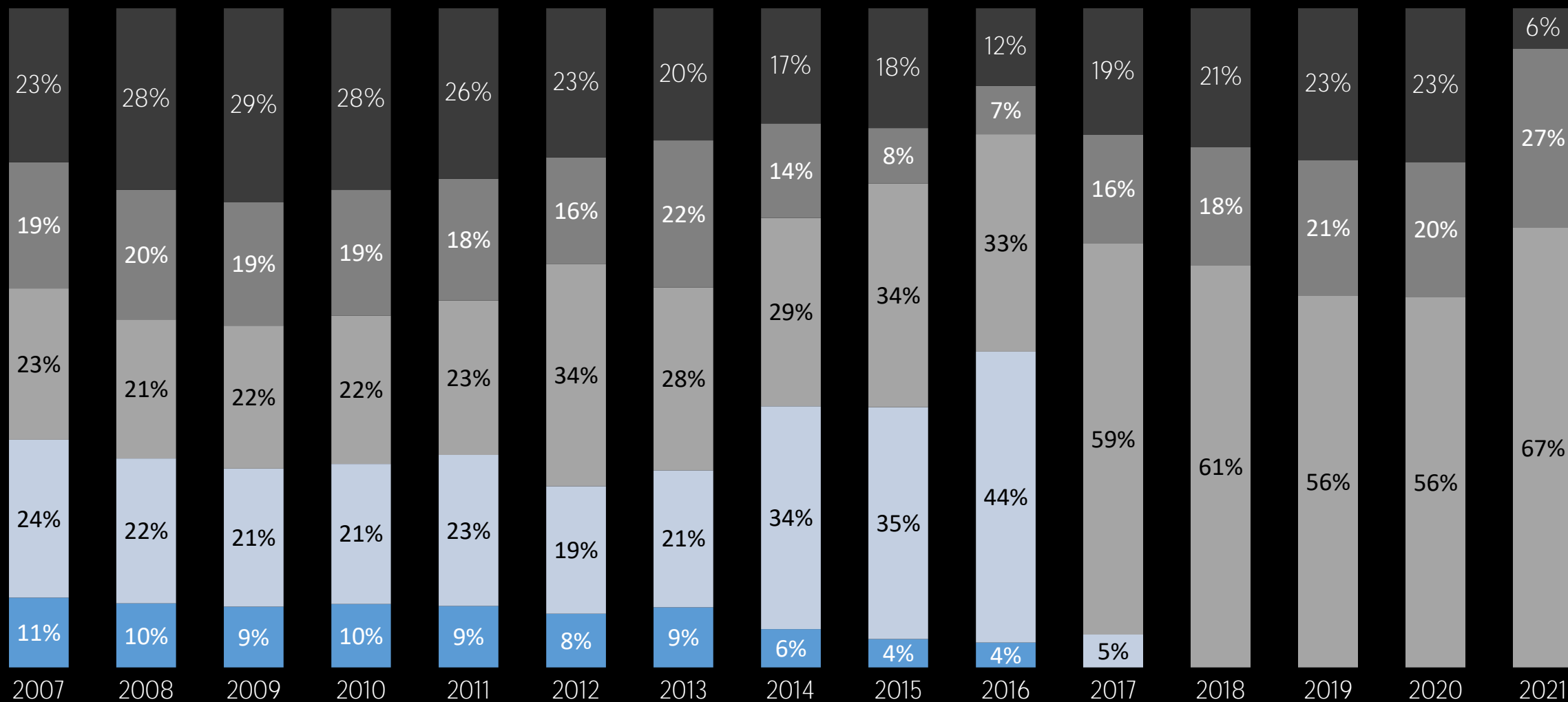
2021



ACQUISITIONS AND SALES (R\$ MM)







Triple A Offices
  Class A Offices
  Shopping Centers
  Distribution Centers
  Others

\*Others: As of 2016, ITM entered the Class A category. Itaú branch sold in 2015.

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GROWTH  
PILLARS



# 1. ORGANIC

- Increase in occupancy of Class A assets and shopping malls
- Mall expansions
- Resumption of Flow and Sale of Shopping Malls

# 2. PORTFOLIO RECYCLING

- Divestments and Strategic Acquisitions (asset light)
- Acquisition → Retrofit → Sale
- Opportunistic action

# 3. NEW DEVELOPMENTS

- Minority Investments (JV SPX)
- broad mandate

# 4. SERVICES PROVISION

- Condominium and commercial management for third parties
- Third-party capital management
- Greater margin



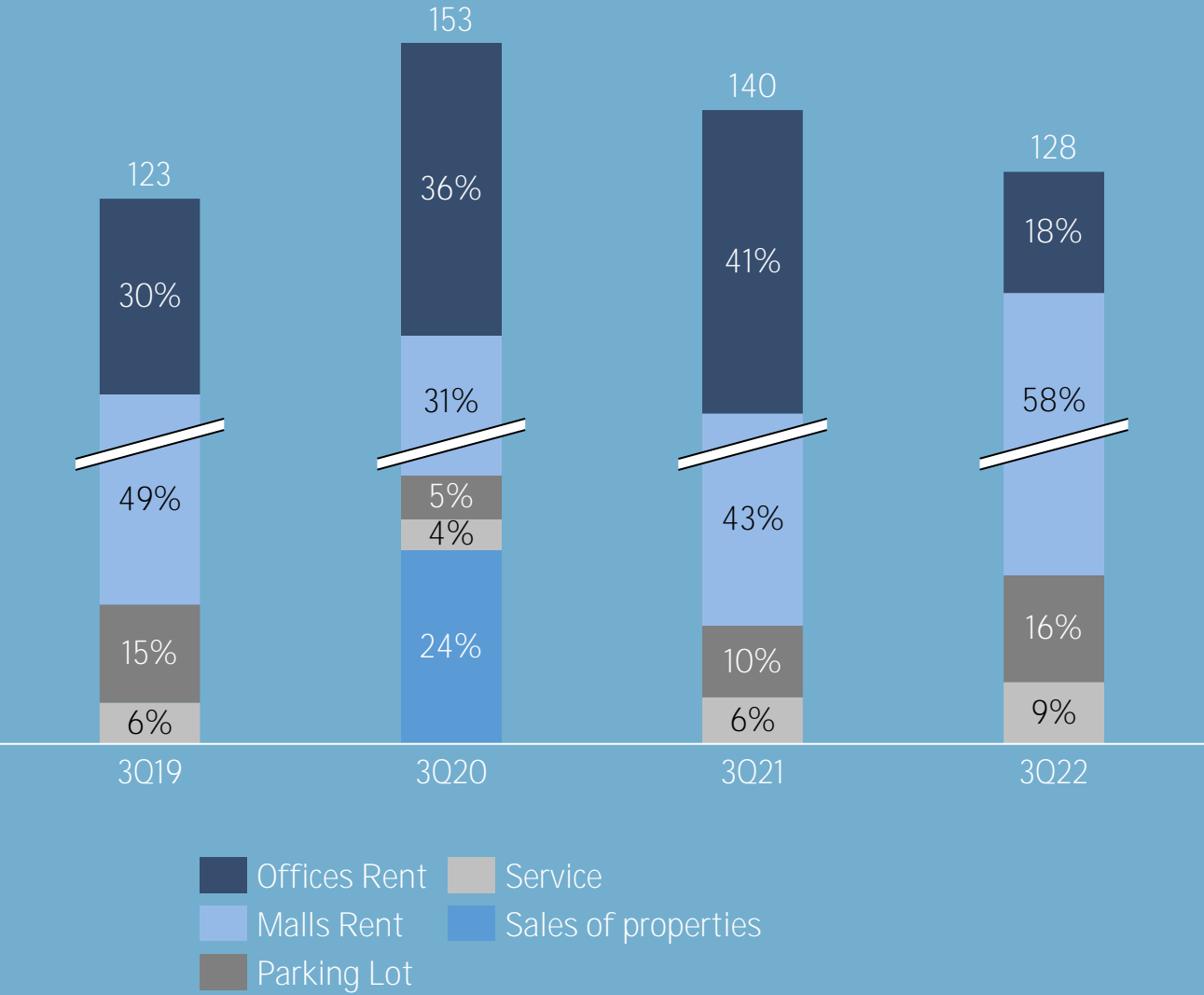


# FINANCIAL HISTORY

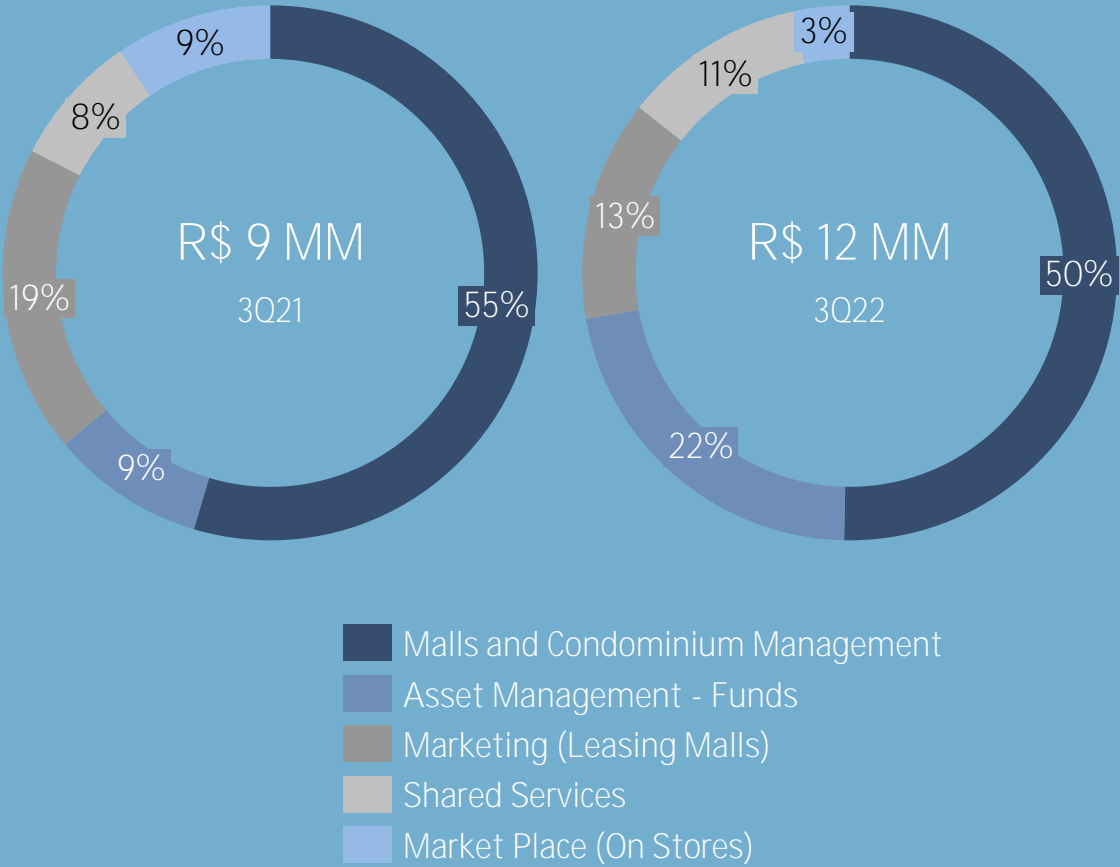
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# GROSS REVENUE BREAKDOWN



# SERVICES BREAKDOWN





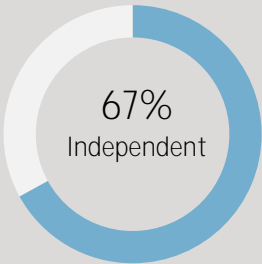


# CORPORATE GOVERNANCE

# 4



# BOARD OF DIRECTORS



**Elie Horn**  
Chairman

**Leo Krakowiak**  
Vice chairman

**Claudio Bruni**  
Independent Director

**Kristian Schneider Huber**  
Independent board member

**José Carlos Reis de Magalhães Neto**  
Independent board member

**Flavio Celso Pripas**  
Independent board member

# AUDIT AND RISKS COMMITTEE

The Company has established an Internal Audit and Risk Committee whose purpose is to advise the Company's Board of Directors with regard to the fulfillment of its responsibilities for supervising the integrity of the financial statements, internal audits and internal control systems of the Company. Together with the Compliance Committee, it also verifies the effectiveness of the risk management actions and practices adopted by the Company.

# COMPLIANCE COMMITTEE

- Monitor, improve and approve other business conduct policies;
- Train, raise awareness, disseminate and apply the rules of ethical conduct;
- Interpret and clarify the internal rules of the business ethics and conduct program;
- Implement and maintain the Ethics Channel, ensuring the preservation of anonymity;
- Conduct the investigation and investigation of any violation of anti-corruption laws, the Code of Ethics and Conduct and other applicable policies;
- Recommend to the Board of Directors the application of applicable penalties;
- Report directly and periodically to the Board of Directors matters related to the achievement and development of activities within its competence, in particular all violations of ethical precepts, as well as any punitive, mitigating or remedial measures eventually adopted; and
- Verify the effectiveness of the risk management actions and practices adopted by the Company.

# SHAREHOLDING COMPOSITION

Elie Horn (Controller)	38.6%
Leo Krakowiak (Controller)	22.2%
Other Shareholders	39.2%
<hr/> TOTAL	<hr/> 100.0%



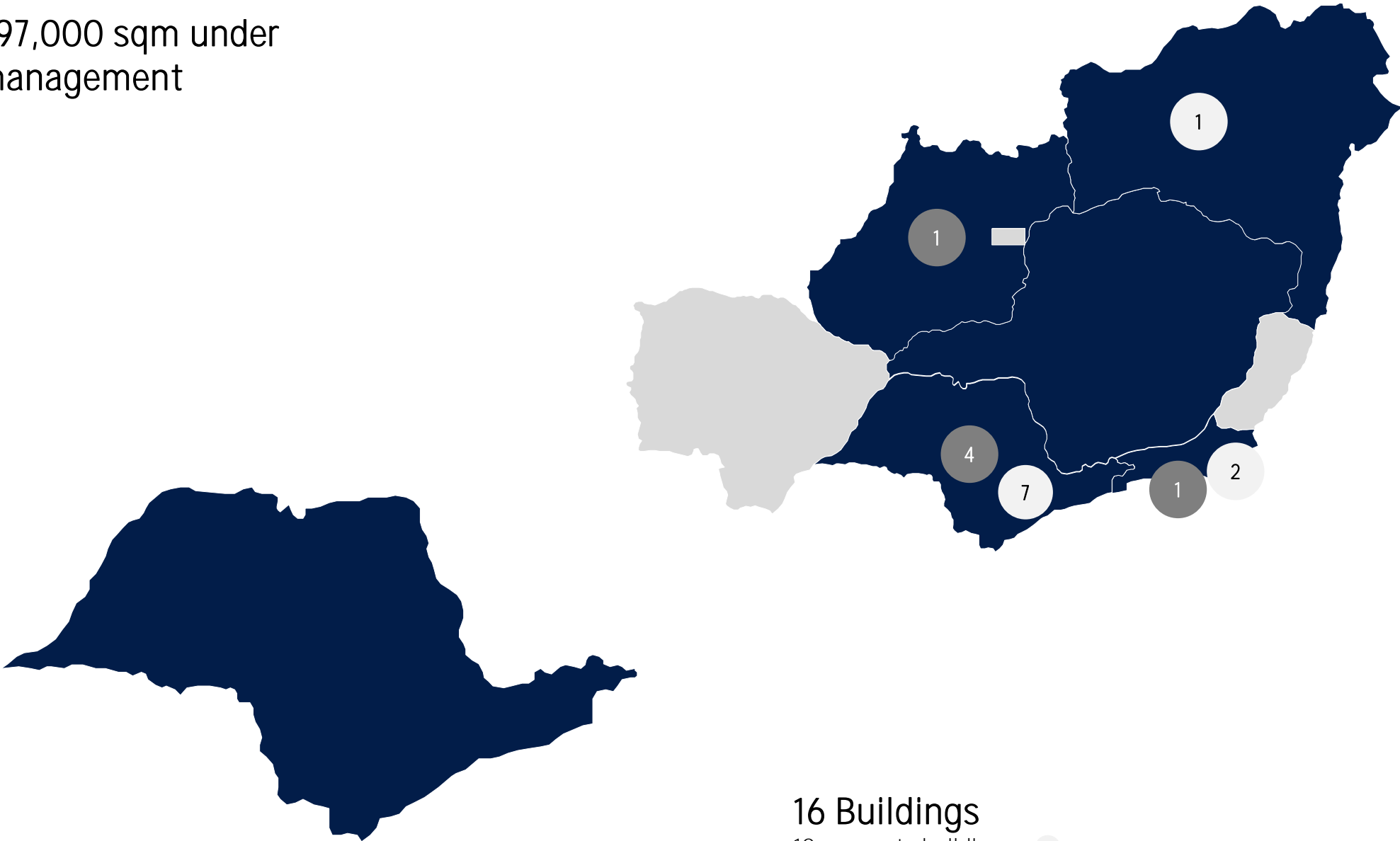




PORTFOLIO

b

397,000 sqm under  
management



16 Buildings  
10 corporate buildings ●  
6 malls ●

Offices	Location	AREA TOTAL (Sq.m.)	AREA SPE (Sq.m.)	SYN Private Area (Sq.m.)	ADM SYN
Triple A		129,824	42,368	12,165	129,824 (7 assets)
CEO	RJ - Barra da Tijuca	14,968	10,886	2,721	✓
JK Torre D	SP - Juscelino Kubitschek	12,064	12,064	3,619	✓
JK Torre E	SP - Juscelino Kubitschek	19,418	19,418	5,825	✓
Faria Lima Financial Center	SP - Faria Lima	26,693	0	0	✓
Faria Lima Square	SP - Faria Lima	18,244	0	0	✓
JK 1455	SP - Juscelino Kubitschek	22,148	0	0	✓
Miss Silvia Morizono	SP - Faria Lima	16,289	0	0	✓
Class A Offices		112,072	81,592	51,413	42,540 (4 assets)
Nova São Paulo	SP - Chác. Sto. Antonio	11.987	11.987	7,980	✓
Verbo Divino	SP - Chác. Sto. Antonio	8.386	8.386	5,582	✓
ITM	SP - Vila Leopoldina	45.808	34.356	17,560	
Brasília Machado	SP - Vila Olímpia	10.005	10.005	5,003	✓
Leblon Corporate	RJ - Leblon	4.200	846	563	
Suarez Trade	BA - Salvador	19.524	3.850	2,563	
Birmann 10	SP - Chác. Sto. Antonio	12.162	12.162	12,162	✓
Total		241,896	123,960	63,578	172,364 (11 assets)
Shopping Centers	Location	AREA TOTAL (Sq.m.)	AREA SPE (Sq.m.)	SYN Private Area (Sq.m.)	ADM SYN
Shopping D	SP - São Paulo	29.787	9.410	9,410	✓
Grand Plaza Shopping	SP - Santo André	69.620	69.620	42,754	✓
Shopping Metropolitano Barra	RJ - Rio de Janeiro	44.035	44.035	35,228	✓
Tietê Plaza Shopping	SP - São Paulo	36.886	36.886	9,221	✓
Shopping Cidade São Paulo	SP - São Paulo	16.851	15.503	15,503	✓
Shopping Cerrado	GO - Goiânia	27,688	27,688	14,710	✓
Total		224,867	203,142	126,826	224,867 (6 assets)
TOTAL CONSOLIDATED		466,763	327,102	190,404	397,231 (17 assets)





ESG

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## ENVIRONMENTAL

- 85% of all water resources come from alternative sources
- 50% of enterprises use incentivized energy, such as wind, solar and hydroelectric (SHPs)

## GOVERNANCE

- 3 new directors, all independent. As a result, independent directors now represent 67% of SYN's Board of Directors
- Audit and Risk Committee
- Compliance Committee.

## SOCIAL

- Diversity: 50% of directors and 57% of managers and superintendents are women
- Diversity Committee: promote diversity and inclusion practices within the Company, disclosing them to internal and external stakeholders
- 80+ tons of food distributed around the malls and 100+ thousand doses of vaccine administered in the parking lots of SYN malls in 2020
- Instituto SYN: Investment of BRL 1.7 million in employability, entrepreneurship and relationships





## WATER

Within 5 years, 90% of the water resources in your malls will come from an alternative source of water



## WASTE

70% recycling level in 3 years. Commitment to, over the next 5 years, prioritize the use of sustainable materials in its operations



## ENERGY

Within 5 years, 100% of the electricity consumed in the managed projects will come from incentivized sources



## EFFLUENTS

implementation of ETA and ETE for projects that do not yet have these resources



SYN will carry out the inventory of Greenhouse Gases throughout 2022 for the year 2021 of the assets in its portfolio



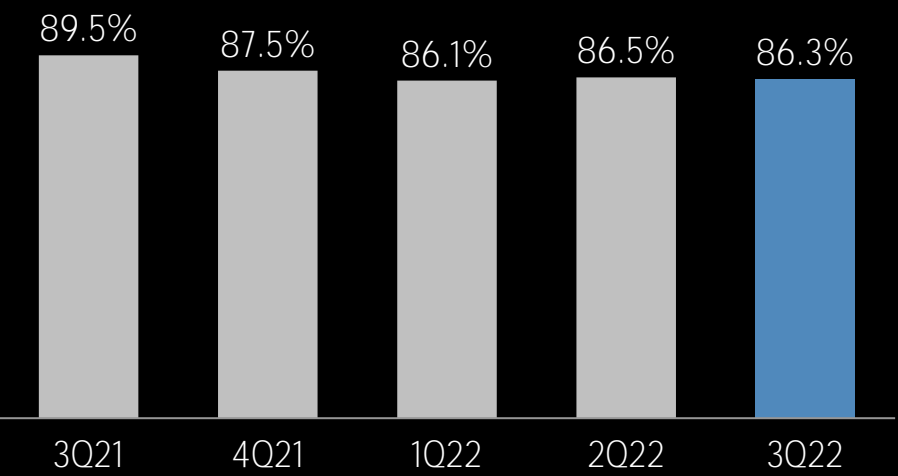


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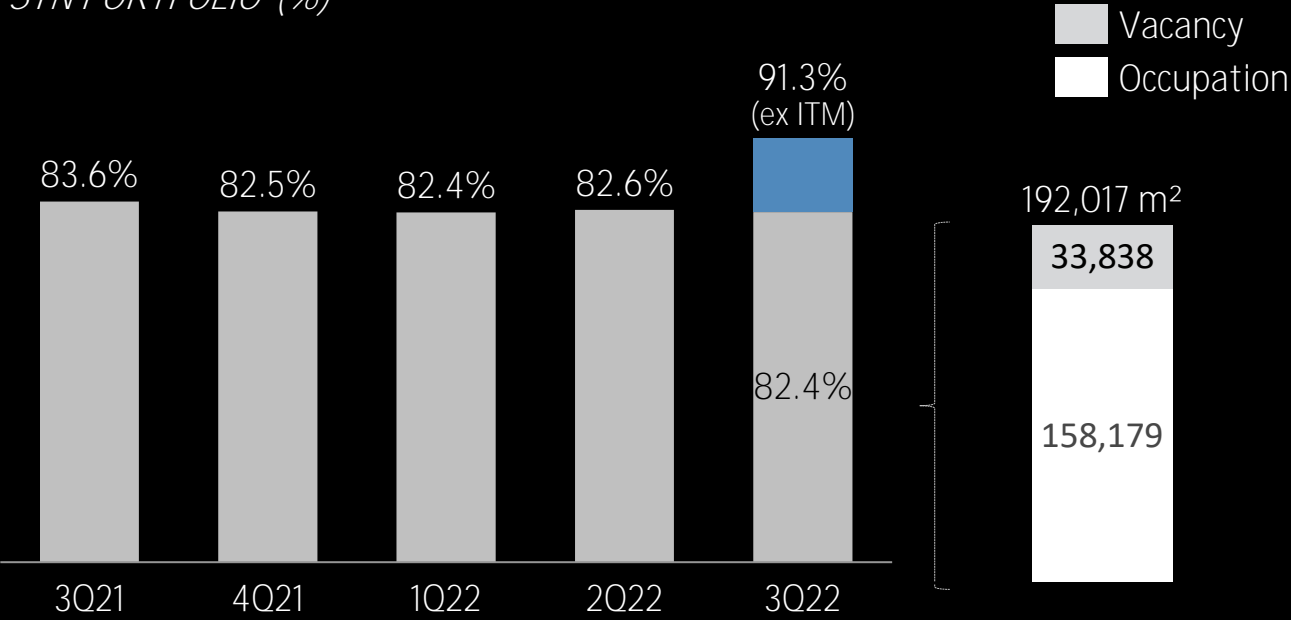
## APPENDIX 1T22 PERFORMANCE

# OCCUPANCY INDEX

FINANCIAL OCCUPANCY  
*SYN PORTFOLIO (%)*

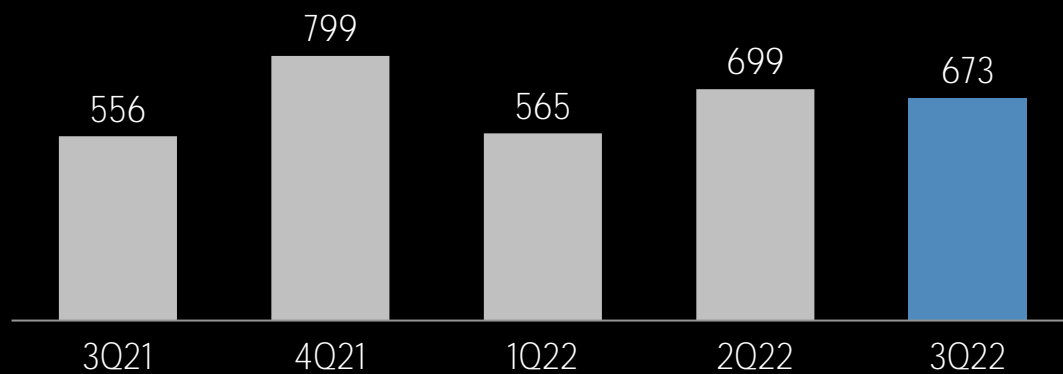


PHYSICAL OCCUPATION  
*SYN PORTFOLIO (%)*

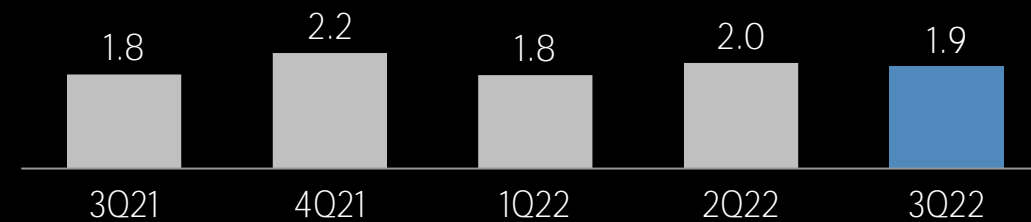


# SHOPPING MALLS

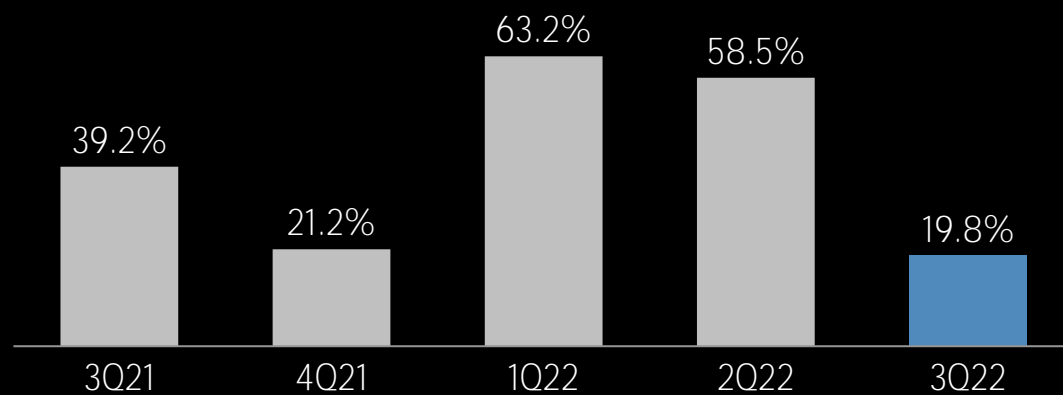
SALES (R\$ MM)



PARKING FLOW (Millions of vehicles)

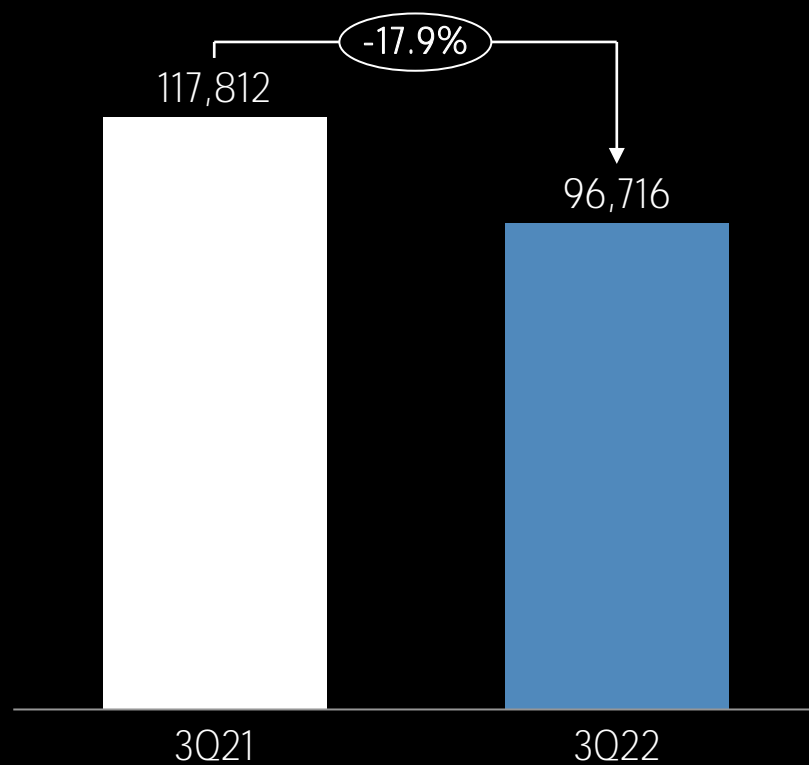


SAME STORE SALES (SSS)

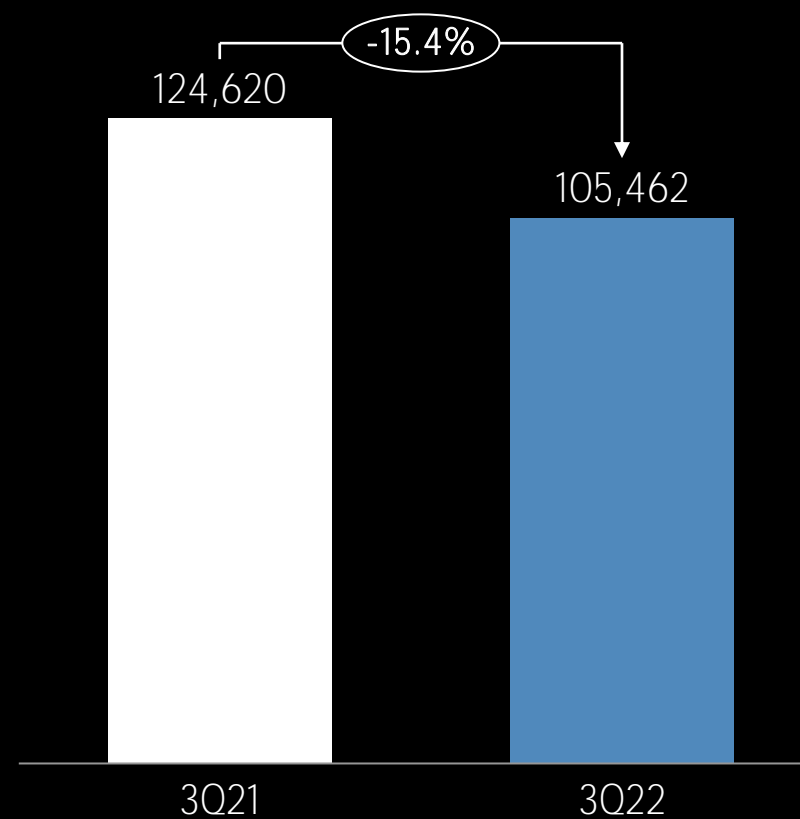


# IFRS RESULTS (R\$ MM)

## RENT REVENUE

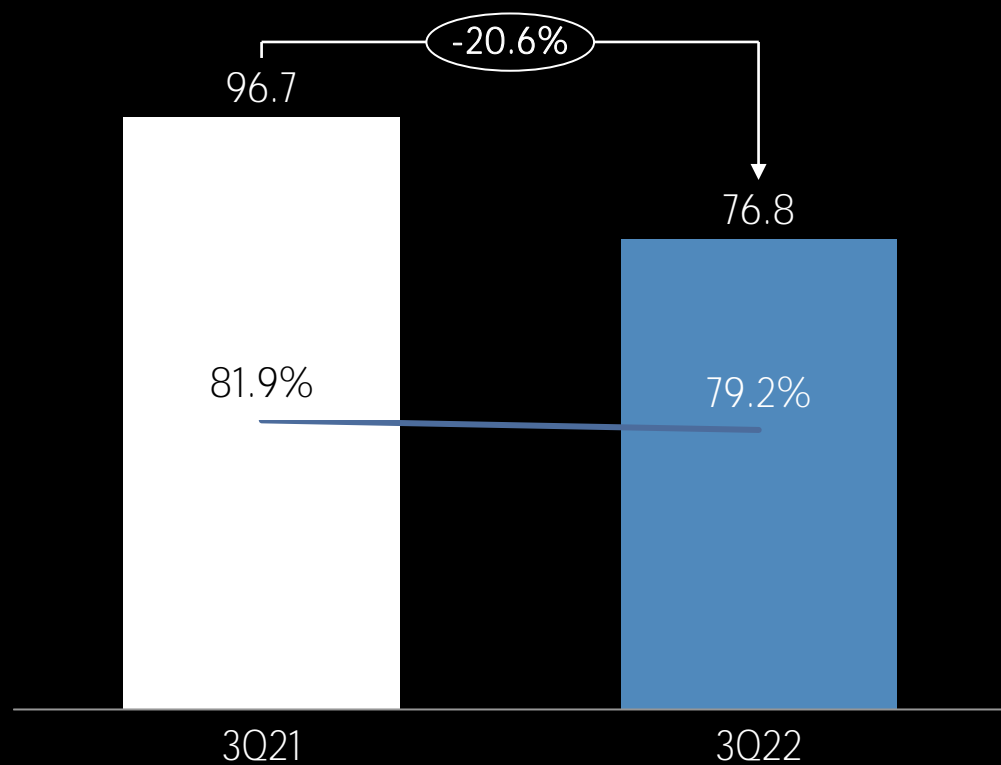


## NET REVENUE

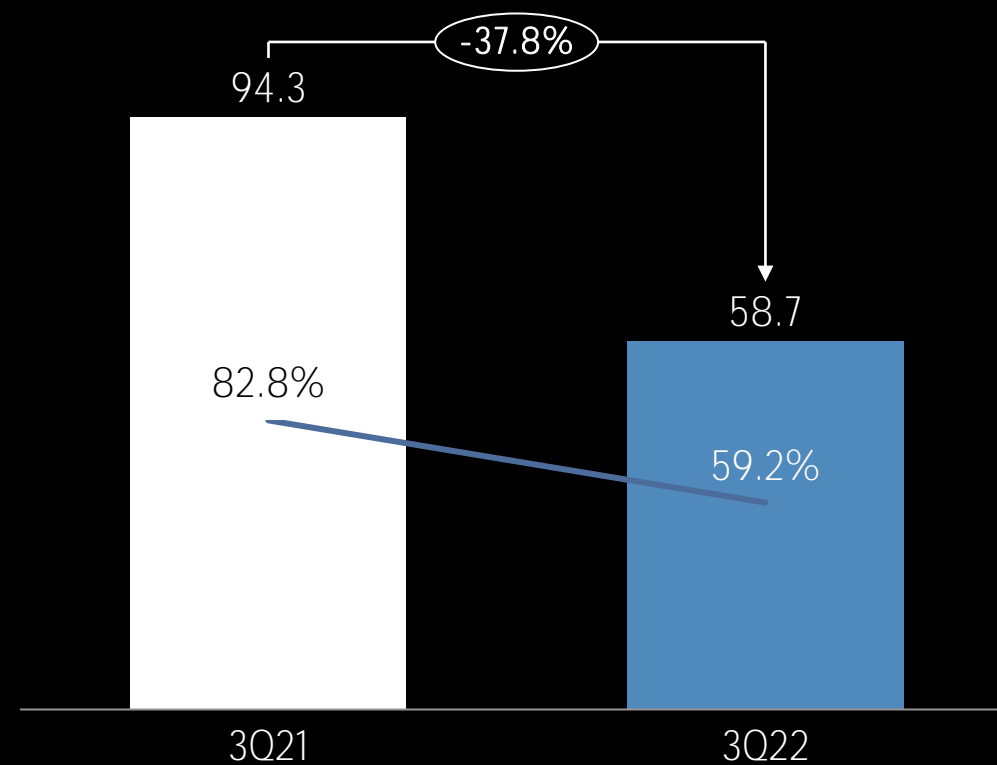


# IFRS RESULTS (R\$ MM)

## NOI

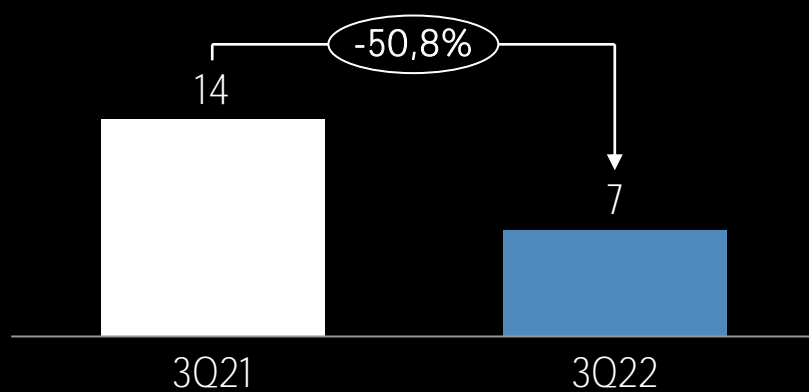


## ADJUSTED EBITDA

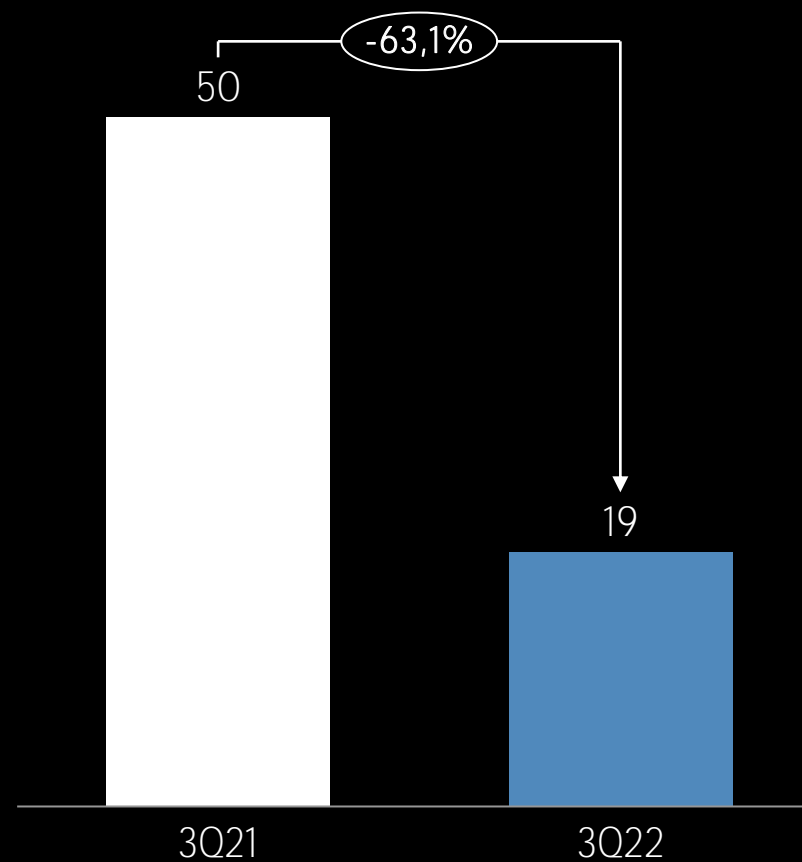


# IFRS RESULTS (R\$ MM)

## NET PROFIT



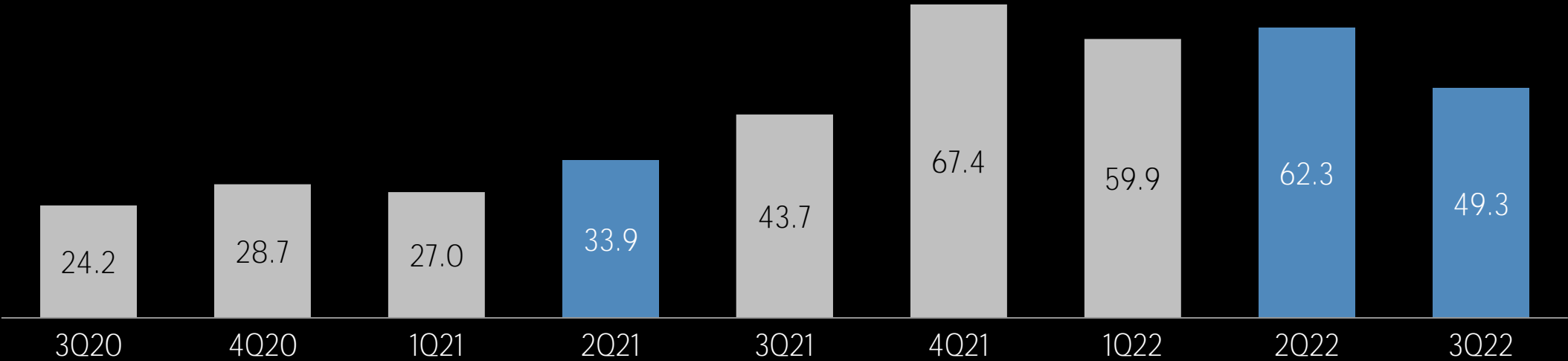
## ADJUSTED FFO



# DEBT IFRS (R\$ MM)

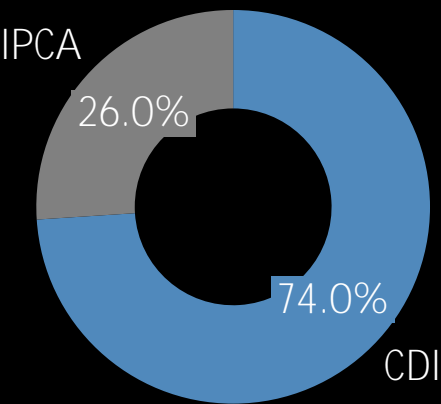
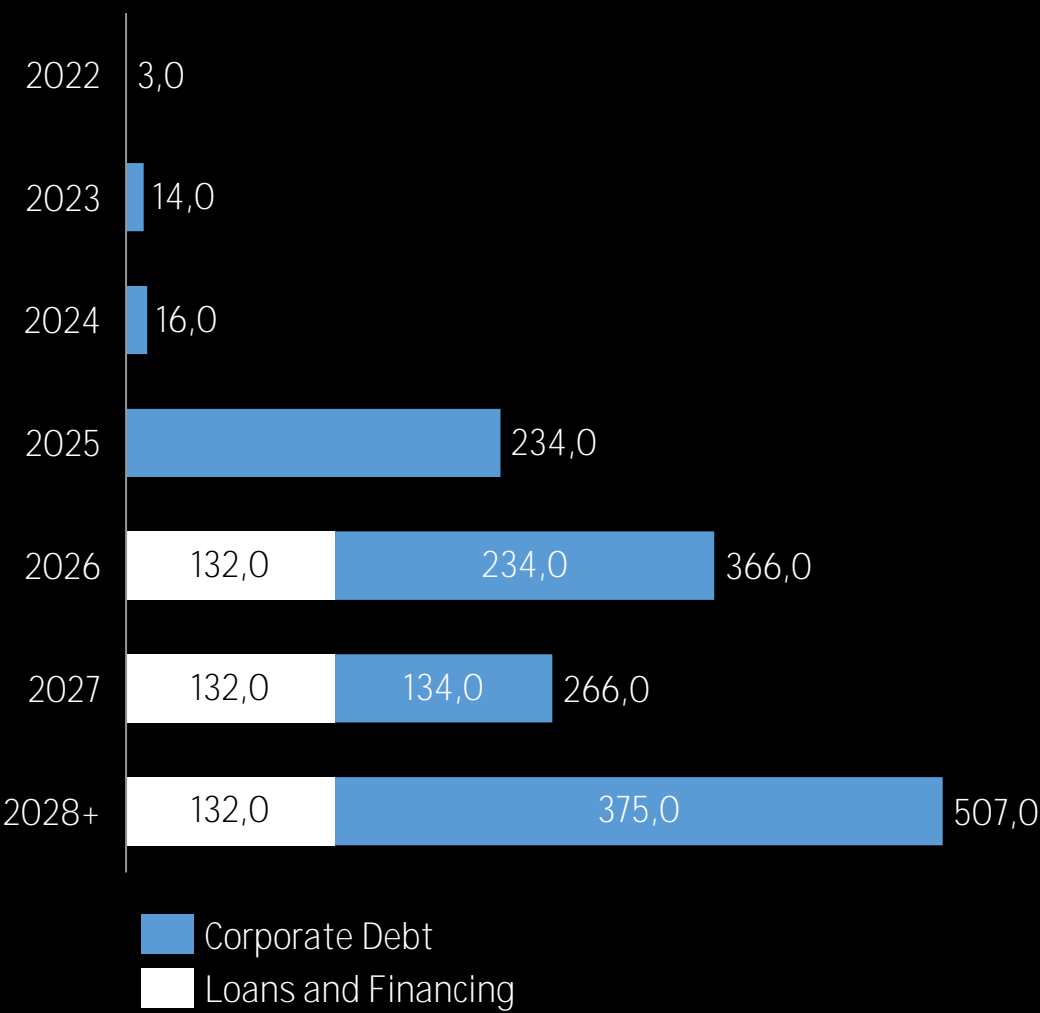
NET DEBT - (R\$ '000)	3Q22	2Q22	3Q21
Cash and Equivalents	432,107	653,431	632,853
Total Net Debt	1,009,367	989,549	1,442,787
Total Net Debt/ADJUSTED EBITDA LTM	3.8x	3.3x	4.4x
Total Net Debt/ EBITDA LTM	0.6x	0.7x	4.4x

# FINANCIAL EXPENSES (R\$ MM)

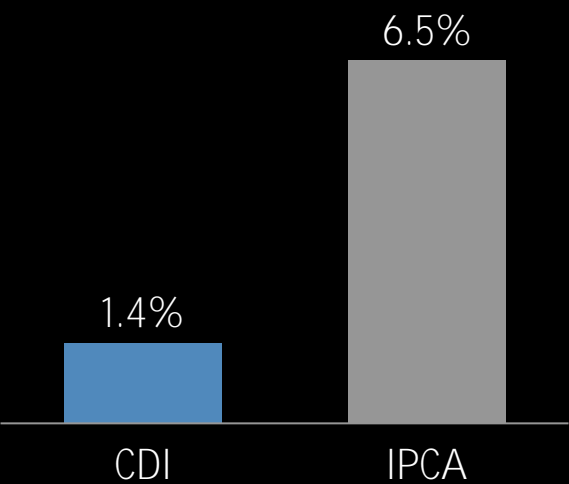


# INDEBTEDNESS IFRS (R\$ MM)

AMORTIZATION SCHEDULE (R\$ MM)



AVERAGE SPREAD







# INVESTOR RELATIONS INAS

Thiago Muramatsu  
CEO  
+55 (11) 5412-7601  
[ri@syn.com.br](mailto:ri@syn.com.br)

Hector Carvalho Leitão  
CFI and DRI  
+55 (11) 5412-7601  
[ri@syn.com.br](mailto:ri@syn.com.br)

Filipe Novi David  
IR & Funding Manager  
+55 (11) 5412-7612  
[filipe.david@syn.com.br](mailto:filipe.david@syn.com.br)

Bruno Silvestre  
IR & Funding Coordinator  
+55 (11) 5412-7624  
[bruno.silvestre@syn.com.br](mailto:bruno.silvestre@syn.com.br)



Syn Prop e Tech S.A. | Av. Brigadeiro Faria Lima, 3600 - 14º floor - Itaim Bibi

ZIP: 04538-132 - São Paulo/SP - Brazil