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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

## FOCUS ON OPERATION

- 2015
- Capital increase of R\$400 MM
  - Shopping Cidade SP
- 2016
- Shopping Cerrado

2007-2010

2010-2014

2015-2016

## ACQUISITIONS AND SALES

### 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

### 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

### 2019

- Acquisition of a unit at Miss Silvia Morizono
- Acquisition of unit at Faria Lima Financial Center
- Acquisition of Birman 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*

2017

2018

2019

## 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*

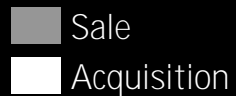
## 2022

- Acquisition of startup CondoConta
- Early amortization of R\$ 433.7 in debt.
- Installation of the ESG and Sustainability Committee
- Valor 1000 Award for the best company in the Real Estate Development sector

2020

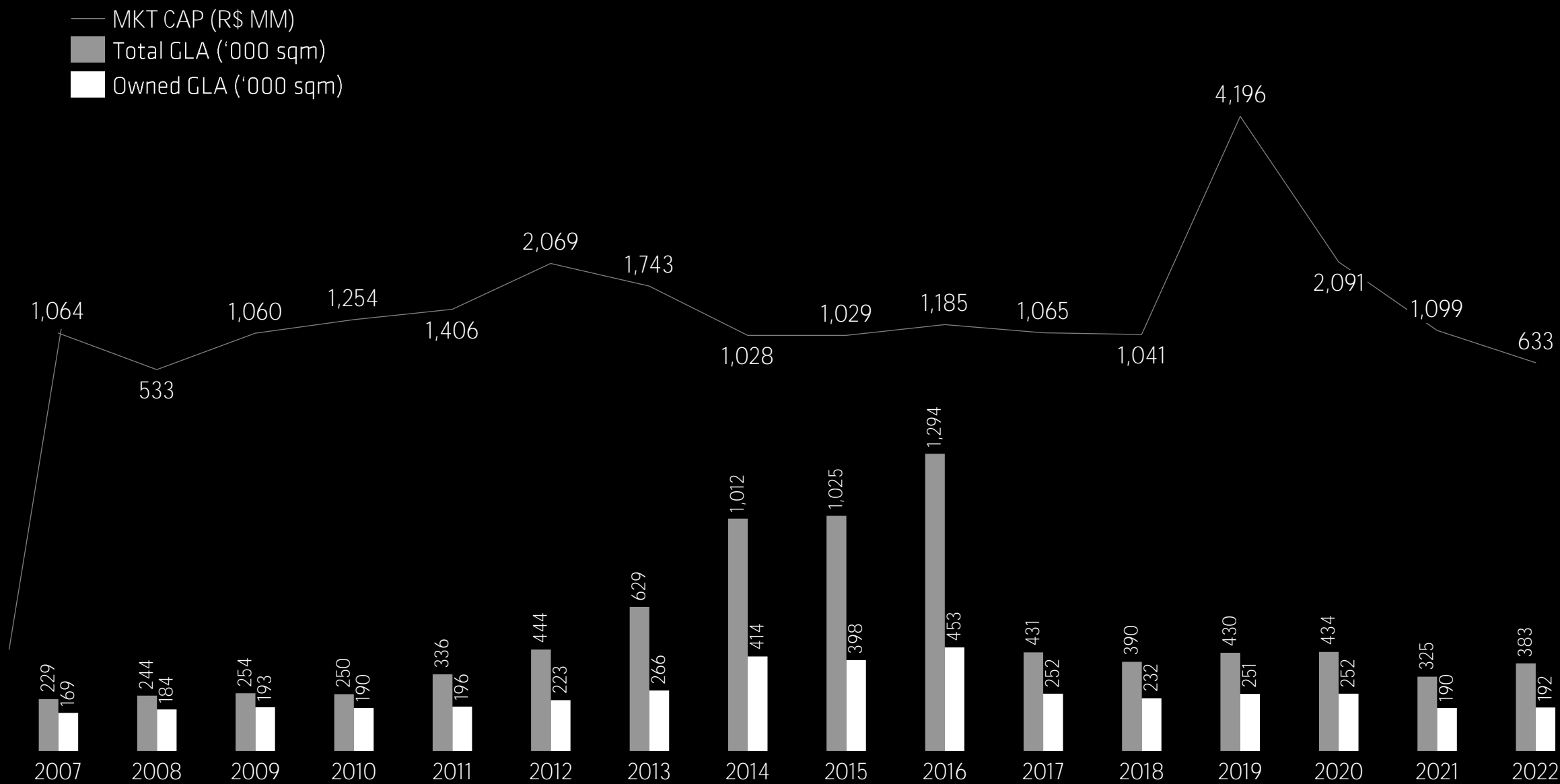
2021

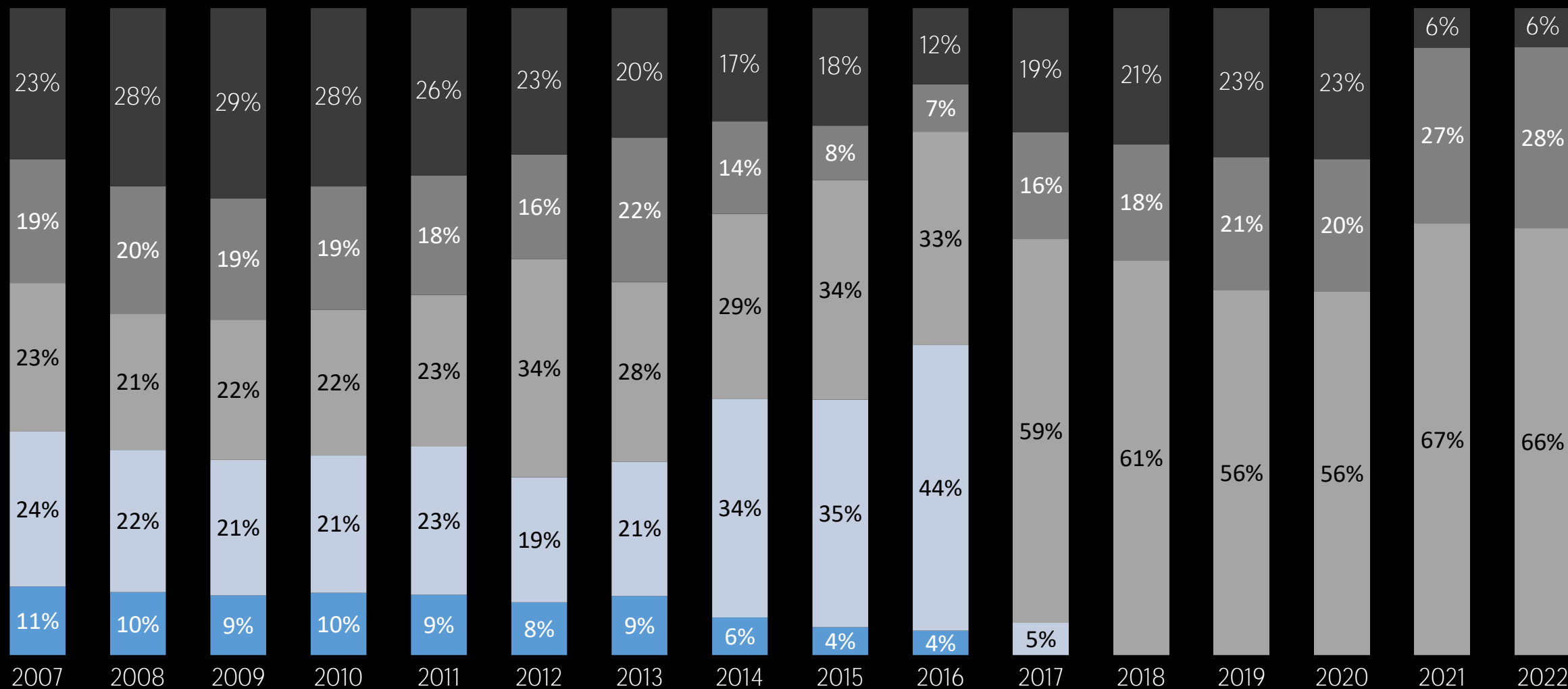
2022



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.

2

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



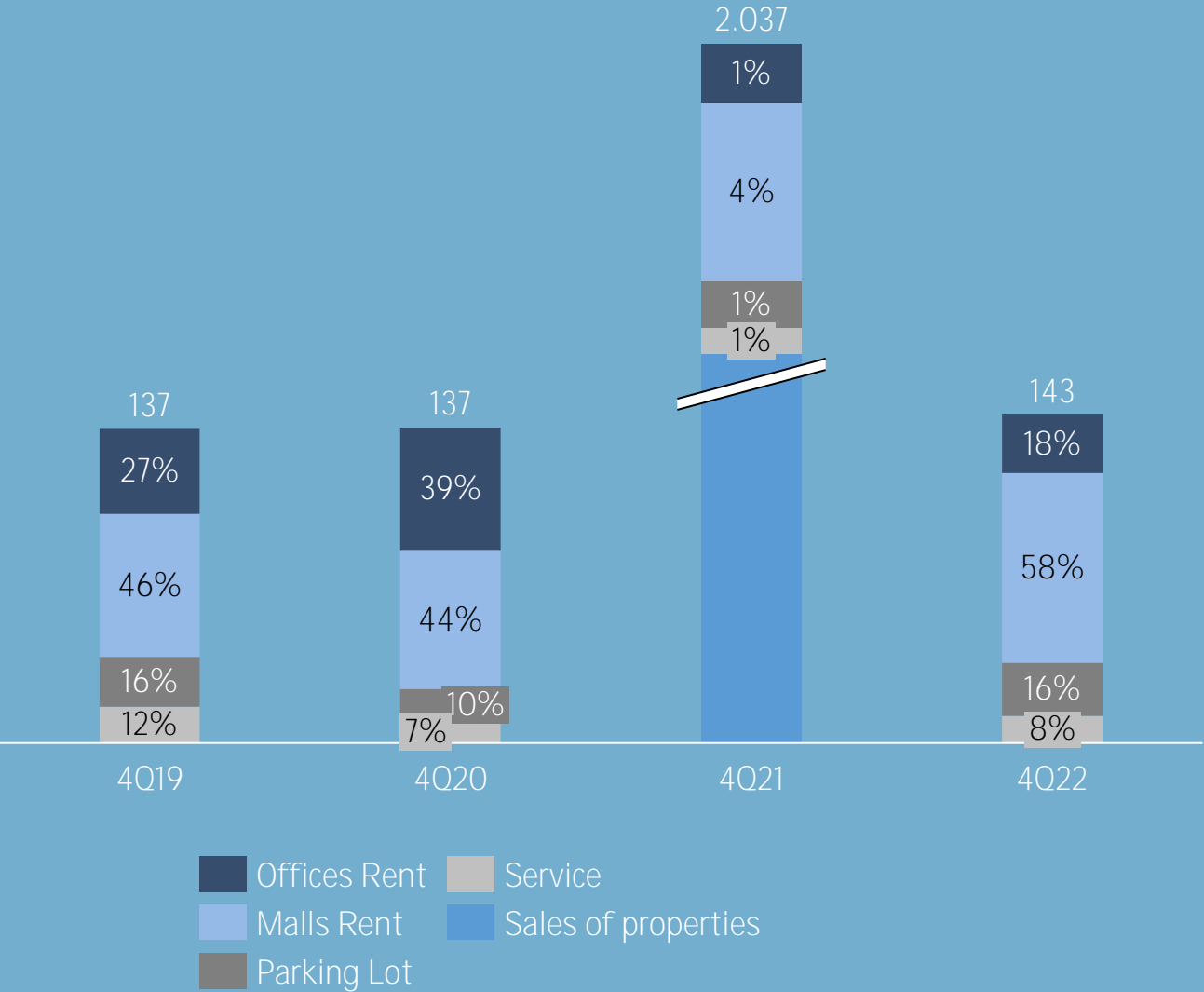


# FINANCIAL HISTORY

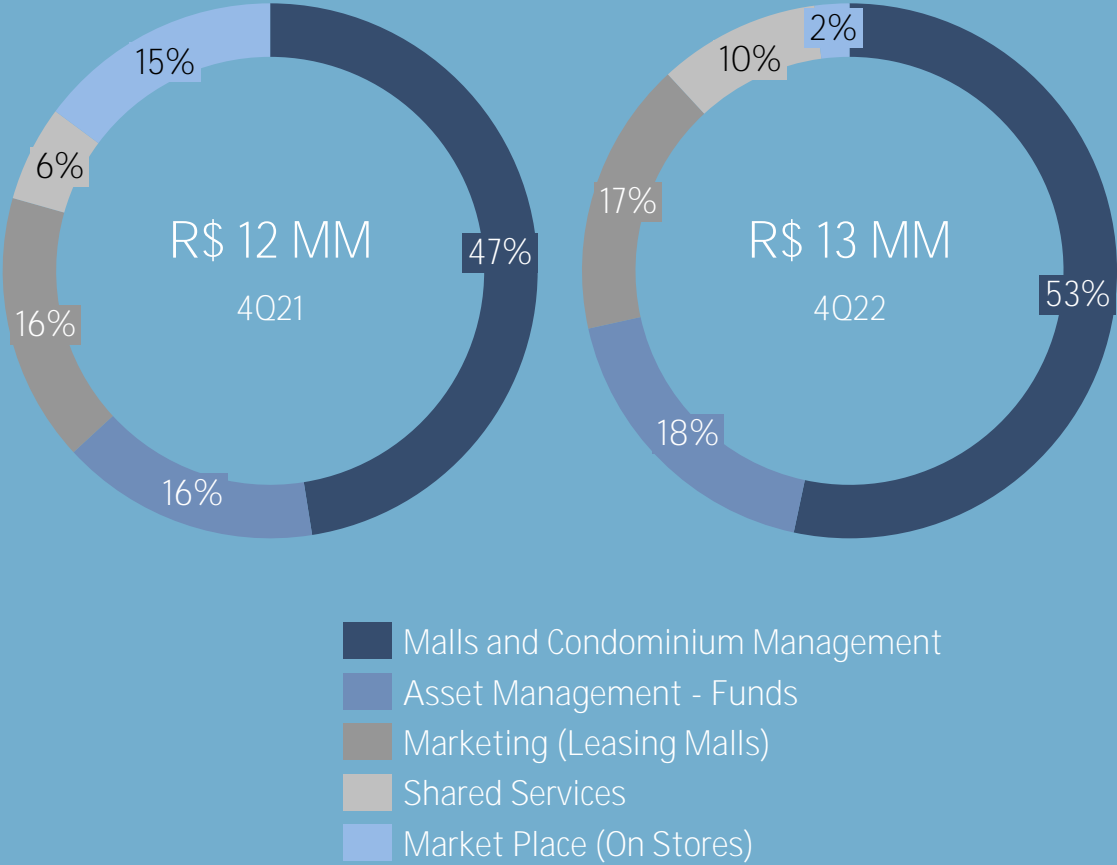
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# GROSS REVENUE BREAKDOWN



# SERVICES BREAKDOWN





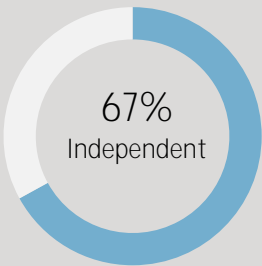


# CORPORATE GOVERNANCE

# 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.

A photograph of a modern building entrance with large glass doors and white panels. The image is partially obscured by a large white curved shape on the left side, which serves as a background for the text.

# SHAREHOLDING COMPOSITION

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

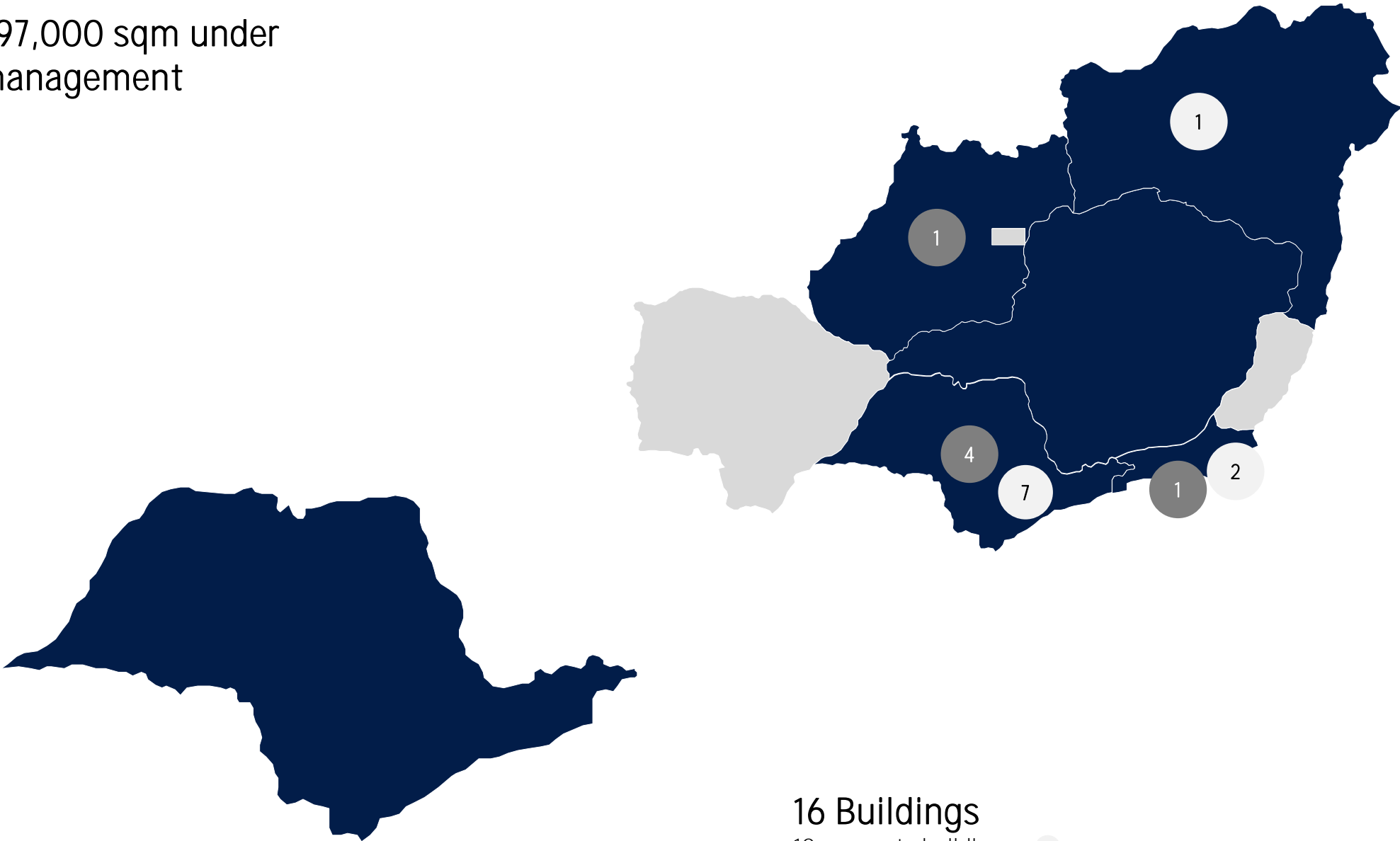




PORTFOLIO

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
<b>Triple A</b>		<b>129,824</b>	<b>42,368</b>	<b>12,165</b>	<b>129,824 (7 assets)</b>
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	✓
<b>Class A Offices</b>		<b>112,072</b>	<b>81,592</b>	<b>53,015</b>	<b>42,540 (4 assets)</b>
Nova São Paulo	SP - Chác. Sto. Antonio	11987	11987	7,980	✓
Verbo Divino	SP - Chác. Sto. Antonio	8386	8386	5,582	✓
ITM	SP - Vila Leopoldina	45808	34356	19,162	
Brasílio Machado	SP - Vila Olimpia	10005	10005	5,003	✓
Leblon Corporate	RJ - Leblon	4200	846	563	
Suarez Trade	BA - Salvador	19524	3850	2,563	
Birmann 10	SP - Chác. Sto. Antonio	12162	12162	12,162	✓
<b>Total</b>		<b>241,896</b>	<b>123,960</b>	<b>65,180</b>	<b>172,364 (11 assets)</b>
<b>Shopping Centers</b>					
Shopping D	SP - São Paulo	29816	9419	9,419	✓
Grand Plaza Shopping	SP - Santo André	69620	42754	42,754	✓
Shopping Metropolitano Barra	RJ - Rio de Janeiro	44035	44035	35,228	✓
Tietê Plaza Shopping	SP - São Paulo	36914	36914	9,229	✓
Shopping Cidade São Paulo	SP - São Paulo	16869	15520	15,520	✓
Shopping Cerrado	GO - Goiânia	27,688	27,688	14,710	✓
<b>Total</b>		<b>224,942</b>	<b>176,330</b>	<b>126,860</b>	<b>224,942 (6 assets)</b>
<b>TOTAL CONSOLIDATED</b>		<b>466,838</b>	<b>300,290</b>	<b>192,040</b>	<b>397,306 (17 assets)</b>



A close-up photograph of a green leaf, showing a prominent central vein and a network of smaller veins. The leaf's surface has a fine, textured appearance. The lighting is soft, highlighting the natural patterns of the leaf.

ESG

6





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## APPENDIX 1T22 PERFORMANCE

# ESG REPORT HIGHLIGHTS

## ENVIRONMENTAL



In 2021, 85% of all water resources used in our developments came from alternative sources.



All AAA buildings use incentivized energy sources (wind, solar and hydroelectric), and in malls this rate is 51% in 2021.

## SOCIAL



ISYN invested R\$4.1 million in social initiatives.



Anti-racist approach training for shopping center security guards.



50% of directors and 57% of managers and superintendents were women in 2021.

## GOVERNANCE



In 2021, 67% of the members of the Board of Directors were independent

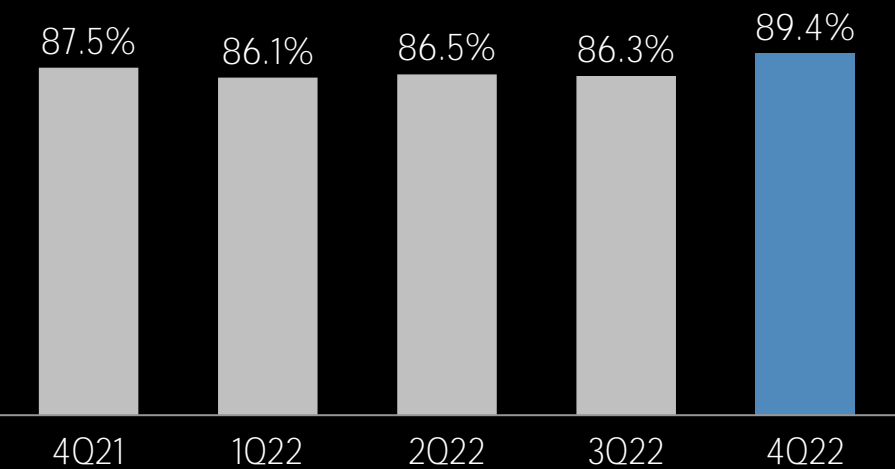


Installation of the ESG and Sustainability Committee in Nov/2022

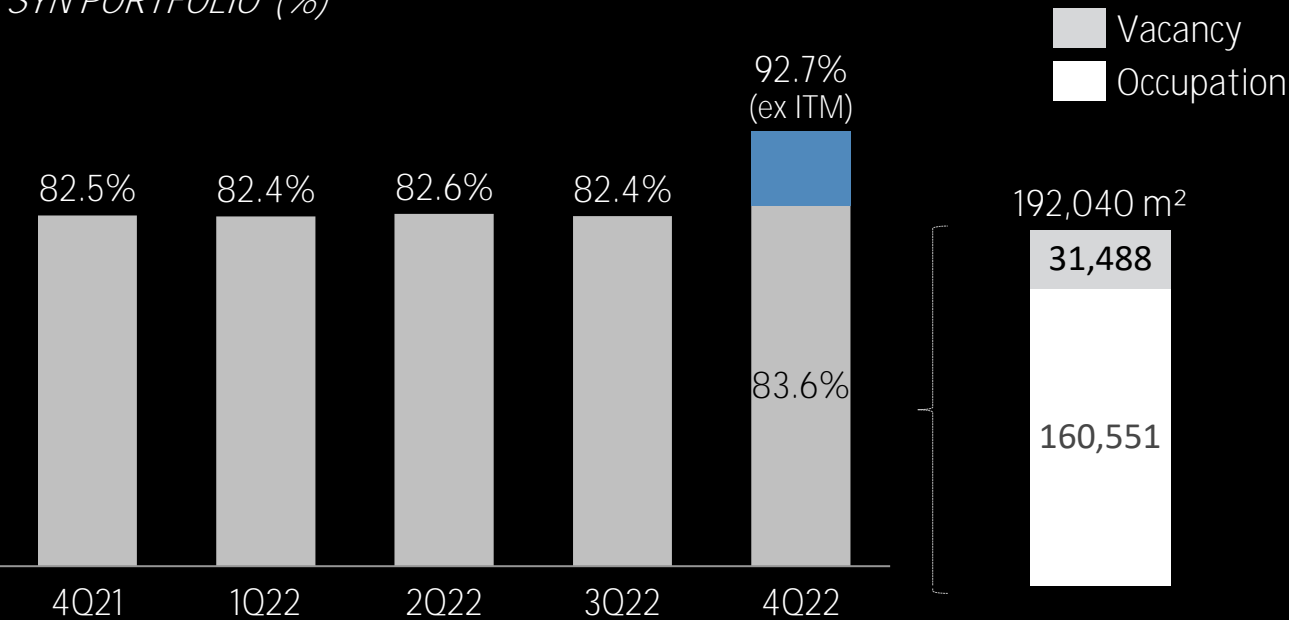


# OCCUPANCY INDEX

FINANCIAL OCCUPANCY  
*SYN PORTFOLIO (%)*

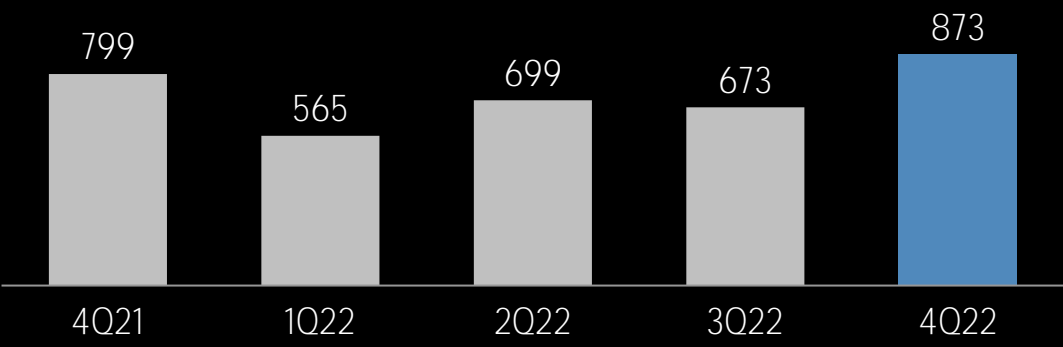


PHYSICAL OCCUPATION  
*SYN PORTFOLIO (%)*

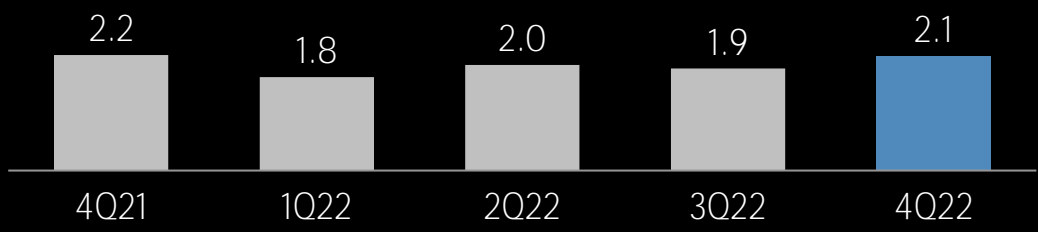


# SHOPPING MALLS

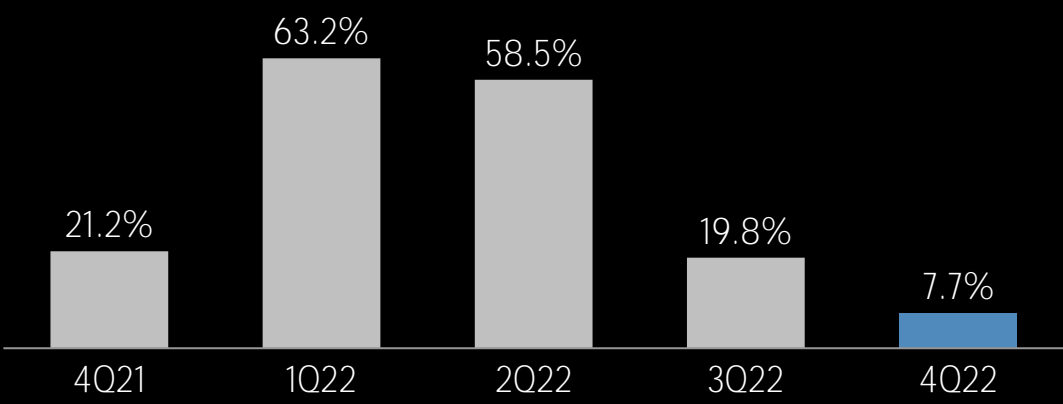
SALES (R\$ MM)



PARKING FLOW (Millions of vehicles)

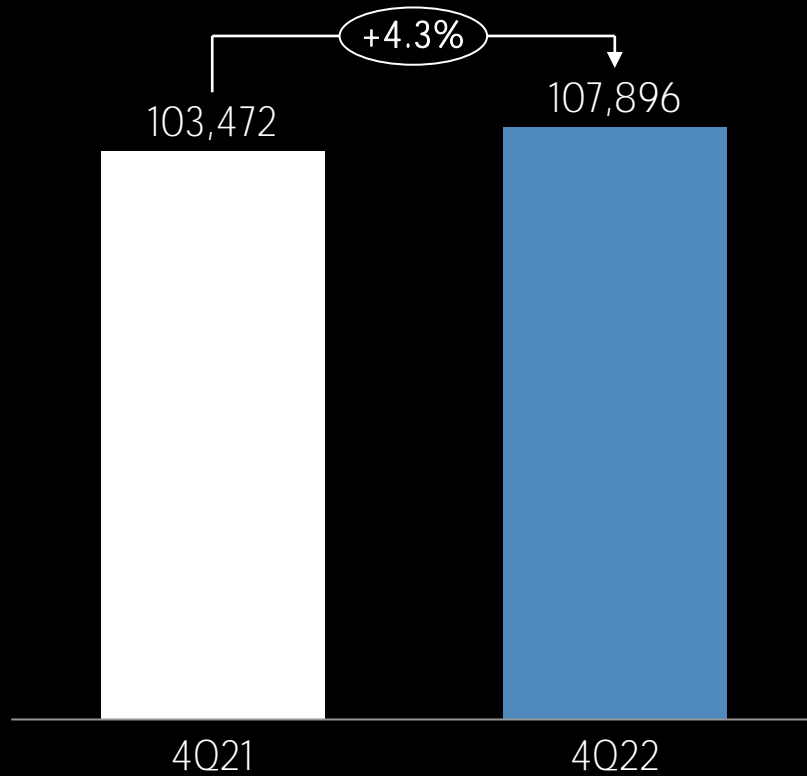


SAME STORE SALES (SSS)

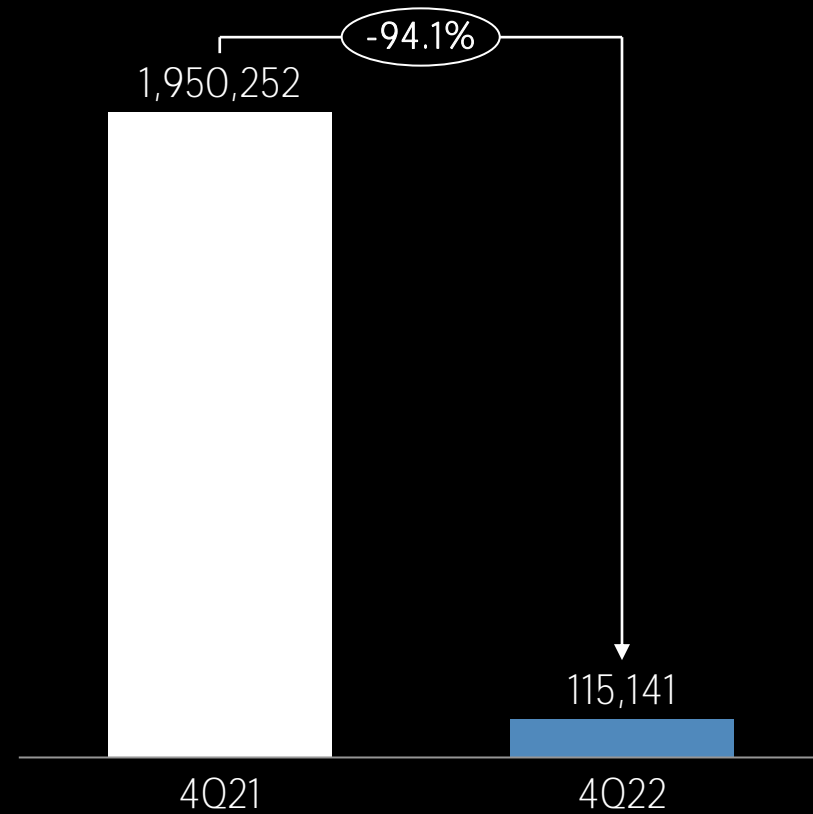


# IFRS RESULTS (R\$ MM)

## RENT REVENUE

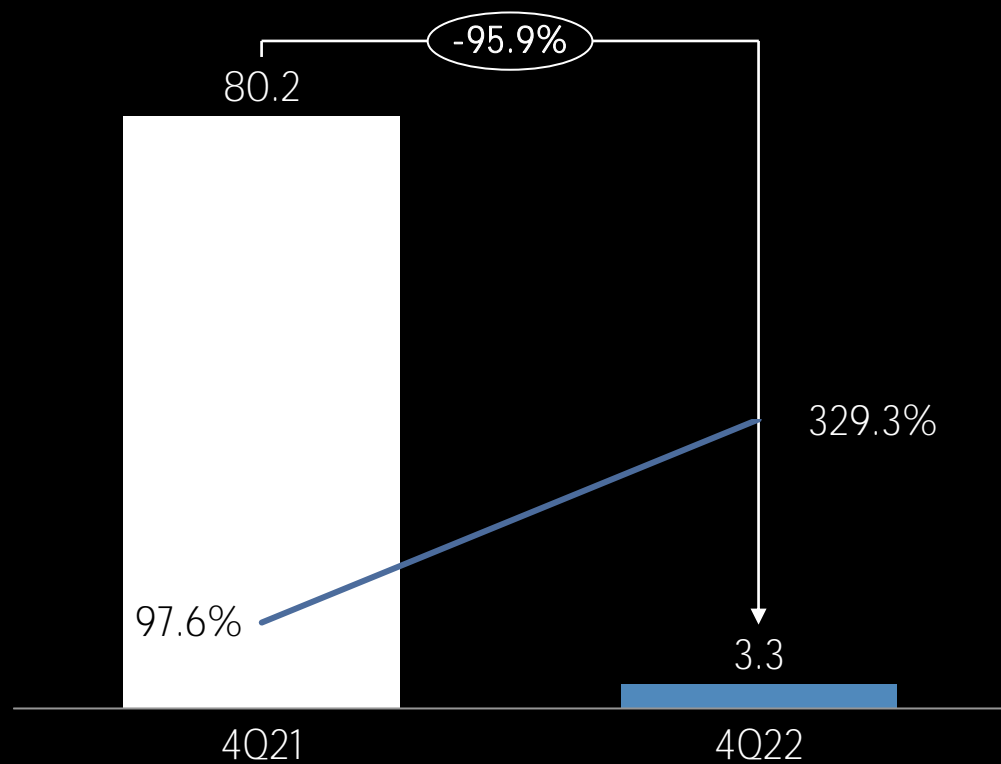


## NET REVENUE

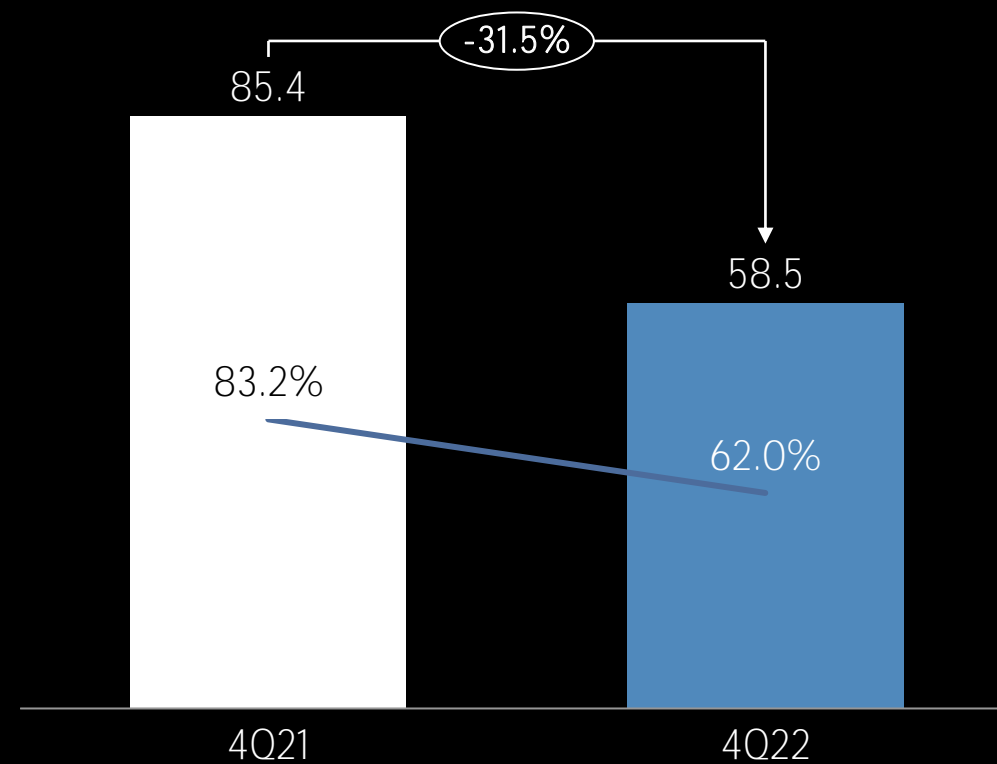


# IFRS RESULTS (R\$ MM)

## NOI

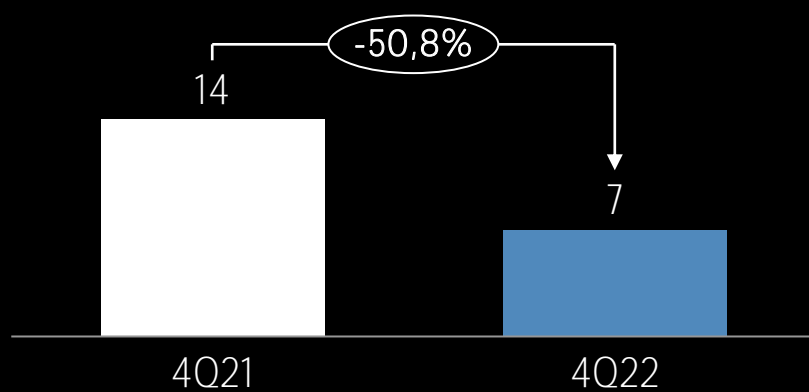


## ADJUSTED EBITDA

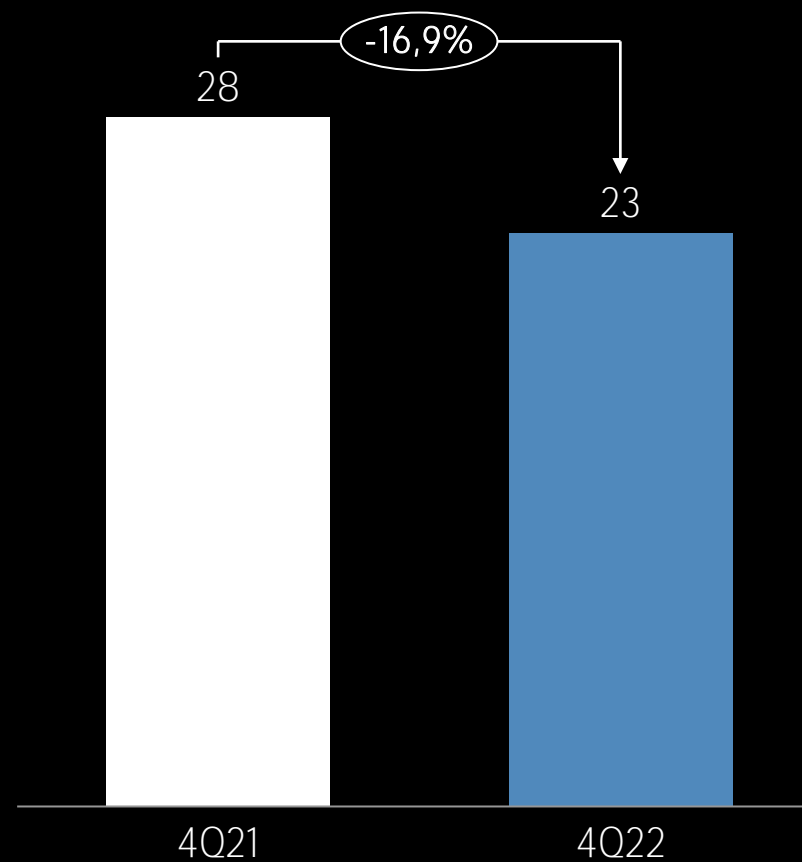


# IFRS RESULTS (R\$ MM)

## NET PROFIT



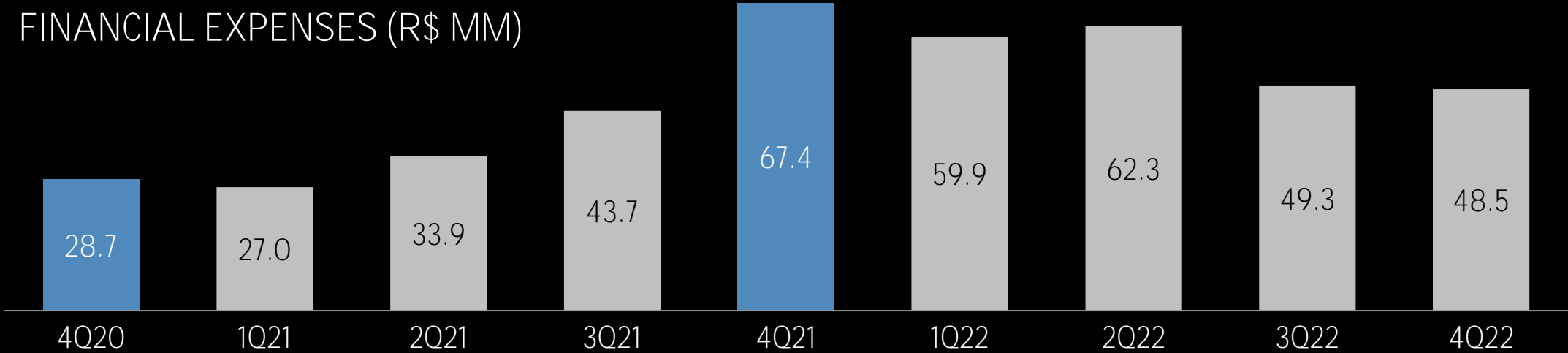
## ADJUSTED FFO



# DEBT IFRS (R\$ MM)

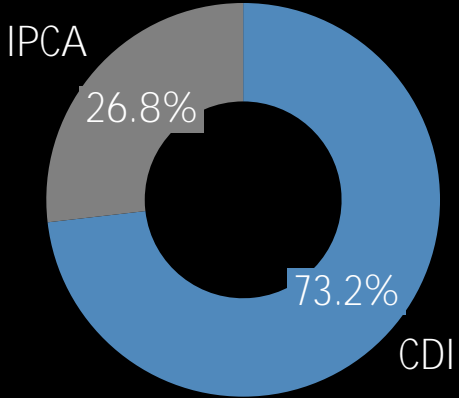
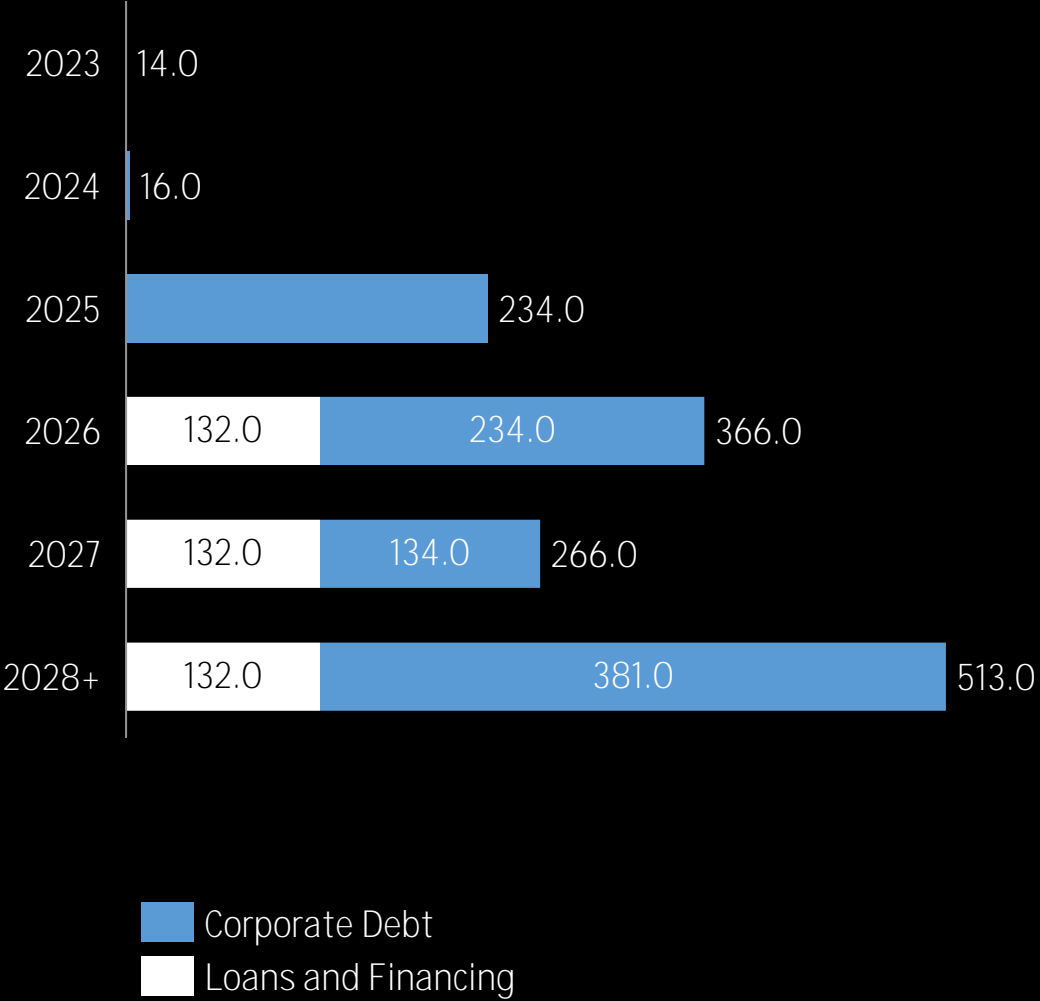
NET DEBT - (R\$ '000)	3Q22	2Q22	3Q21
Cash and Equivalents	329.206	432.107	740.308
Total Net Debt	1.414.316	1.441.474	1.996.886
Total Net Debt/ADJUSTED EBITDA LTM	1.085.110	1.009.367	1.256.578
Total Net Debt/ EBITDA LTM	5,24x	0,62x	0,74x

## FINANCIAL EXPENSES (R\$ MM)

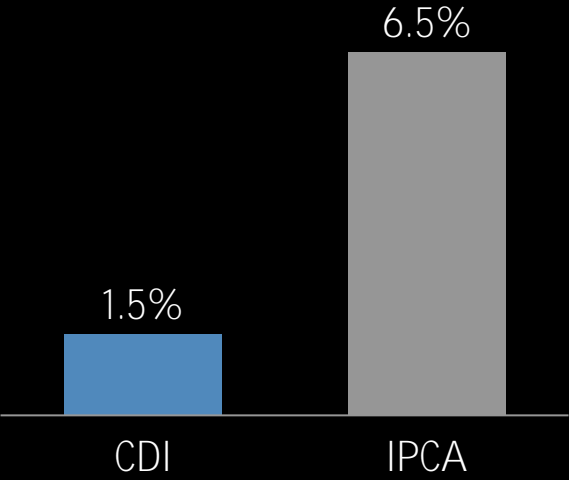


# INDEBTEDNESS IFRS (R\$ MM)

## AMORTIZATION SCHEDULE (R\$ MM)



## AVERAGE SPREAD





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