



# Corporate Presentation

3Q22

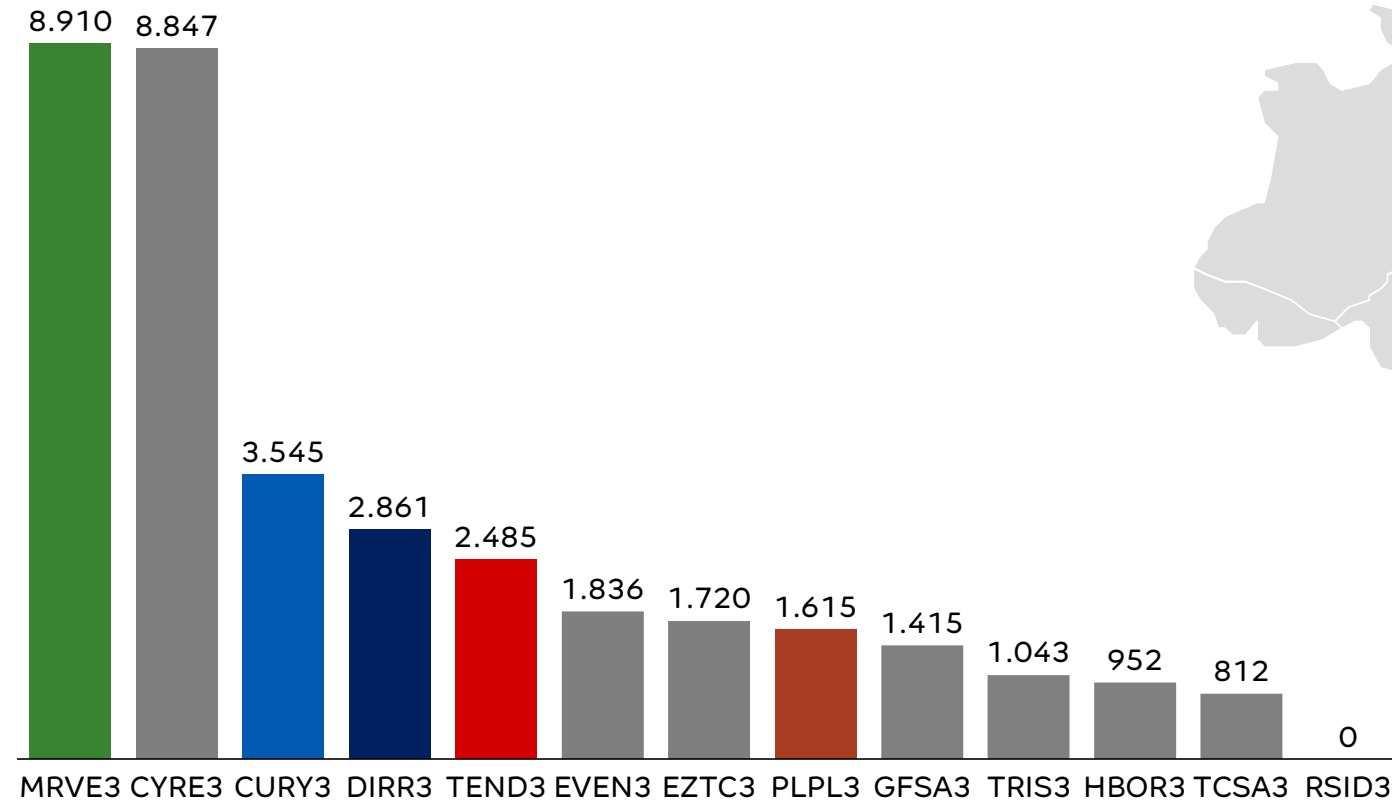
## Tenda at a Glance

**Tenda is the fifth largest developer of low-income housing in Brazil and operates in ten metropolitan regions of the country**



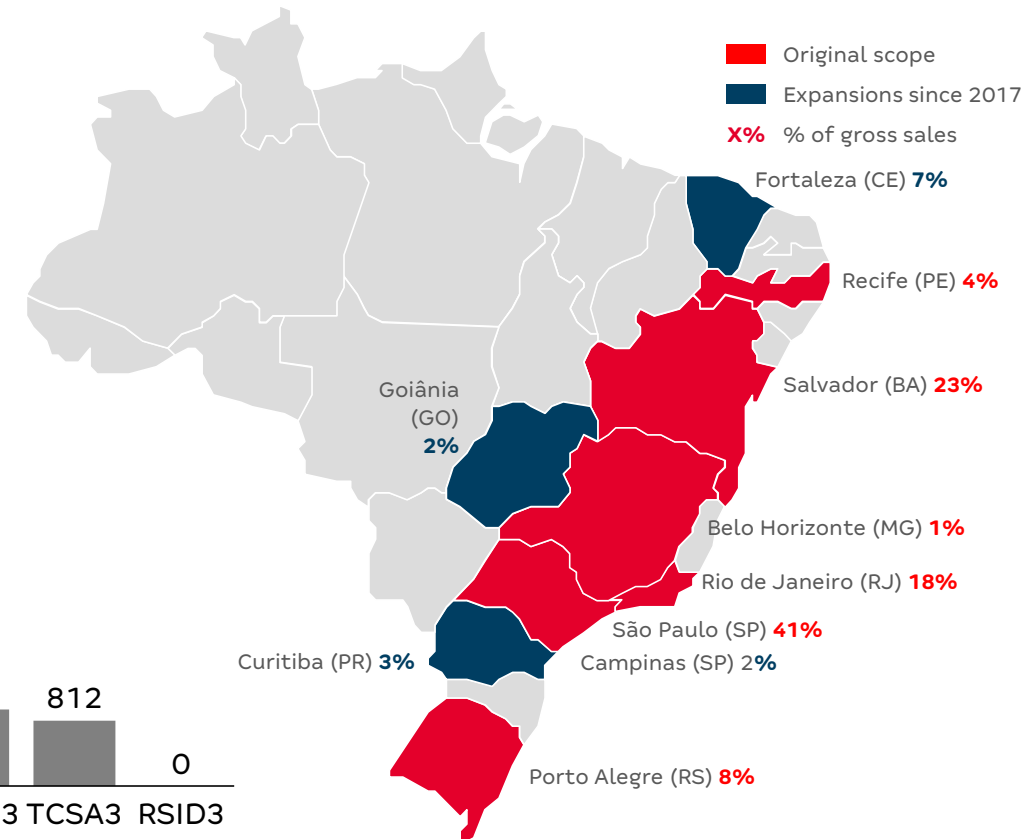
### Launches

R\$ million, 3Q22 LTM

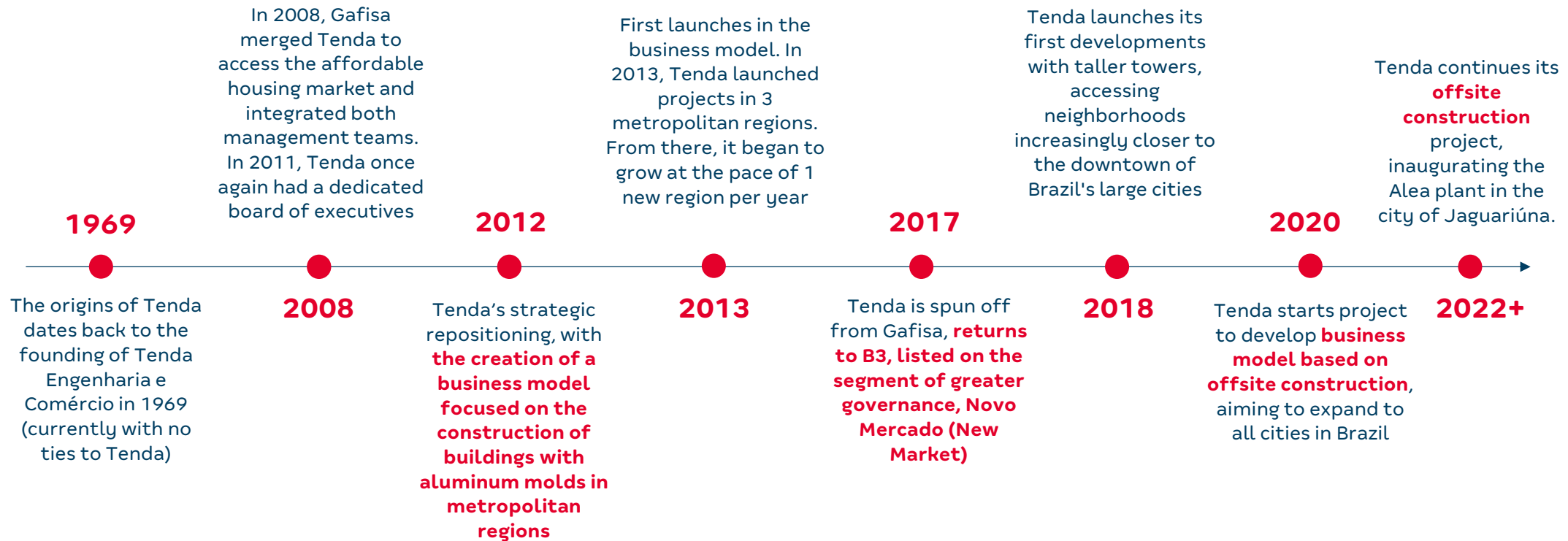


### Operating Regions

% of gross sales (PSV) in 9M22



# With more than 50 years of history, Tenda underwent a successful strategic repositioning in 2012 and now begins a new phase

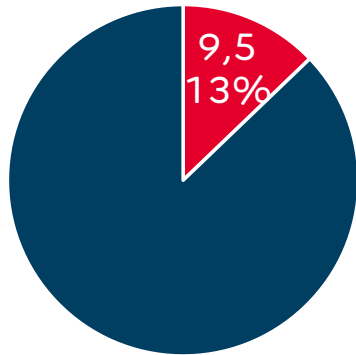


## Industrial approach

The continued strong demand from the low-income segment has enabled the company to adopt an innovative industrial approach



### Global GDP Construction<sup>1</sup> US\$ trillion (2014) and %



Global GDP: 74.0 (100%)

### CONSTRUCTION INDUSTRY

No standardization

Small players

No coordination

Cyclical demand



Only 3 SKUs

+20 thousand launched units 2021

Fully integrated

Constant demand

**Only 3 SKUs:** buildings with no elevator, buildings with 1 elevator (up to 10 floors) and more than 1 elevator (more than 11 floors)

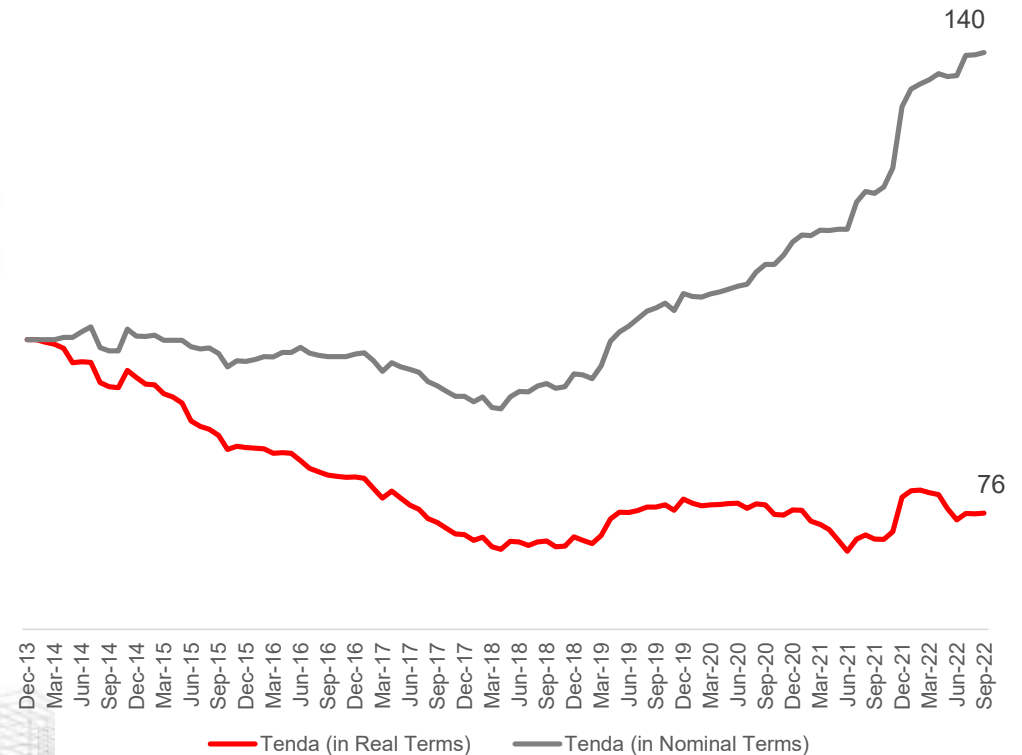


**This industrial approach enables continuous improvement, leading to consistent reductions in construction costs, despite the recent rise**



## Tenda's Construction Cost Evolution

Dec 2013 = 100

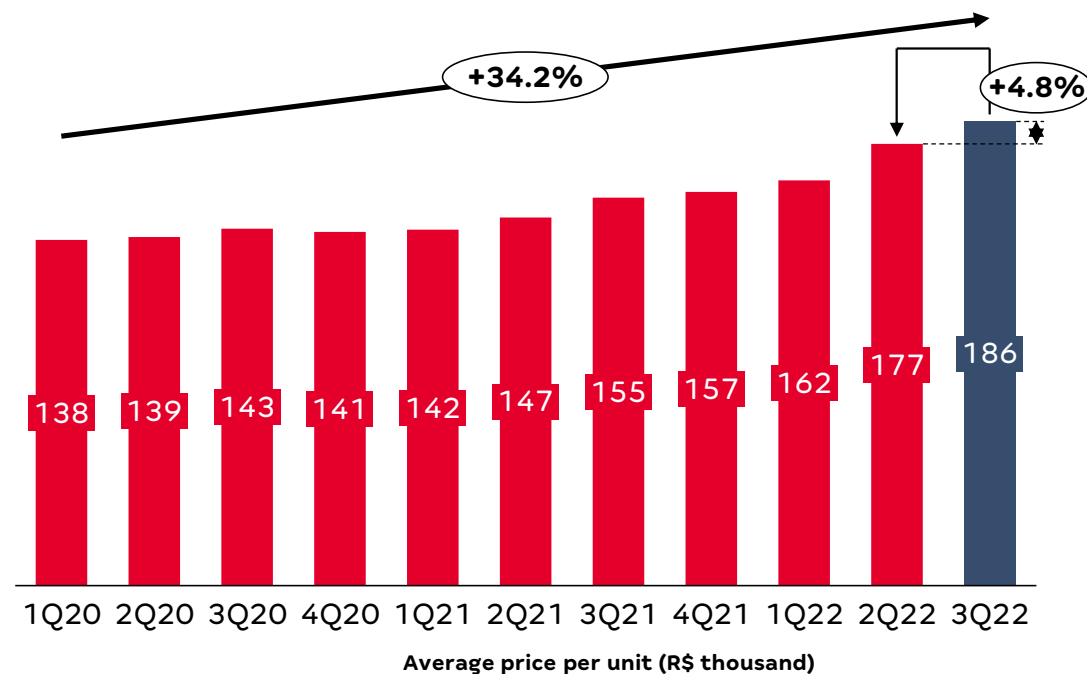


## Highlights

Our sales prices are the lever with the highest speed of result response in Tenda's business model



- ✓ We are constantly evolving our sales prices, sustaining competitive levels;
- ✓ This price evolution positively impacts the gross margin of new sales, which reached 30.4% in 3Q22;
- ✓ Gross sales of R\$ 2,098 billion by 2022;
- ✓ Tenda has sold over 118,000 units since 2015, an average of 3,800 per year<sup>1</sup>;



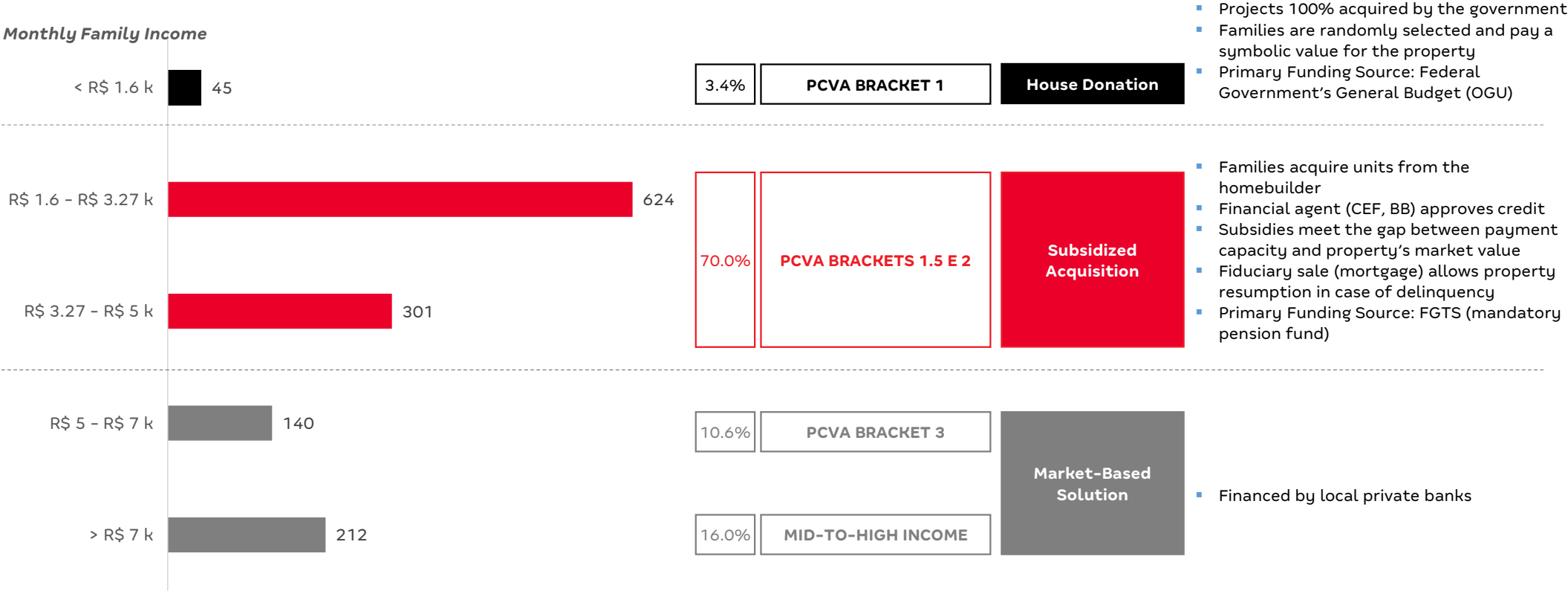
Source: Company  
<sup>1</sup> Base date considered 3Q22

# Significant demand for housing among those ineligible for market-based financing



## Annual Increase in Households per Income Range, from 2015 to 2025

As projected by FGV/SECOVI. In thousands of units.



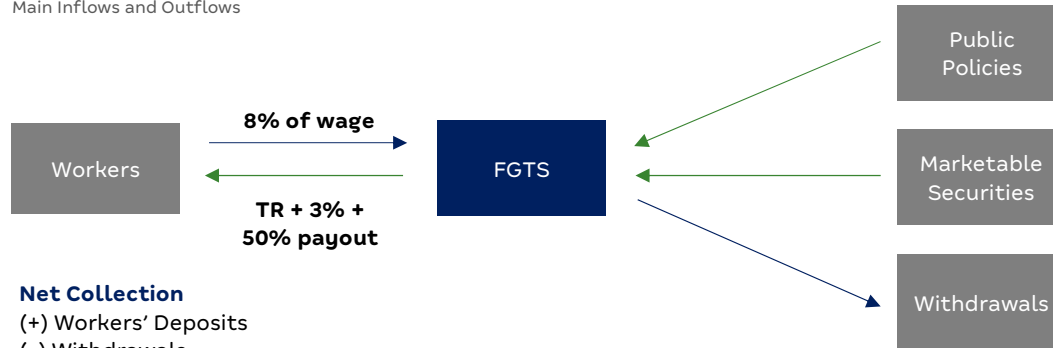
On average, ~1.3 million new households are expected to be formed annually in Brazil

# ~80% of FGTS budget is earmarked for Housing, representing the main source of funding for low-income housing in Brazil



## FGTS Simplified Flowchart

Main Inflows and Outflows

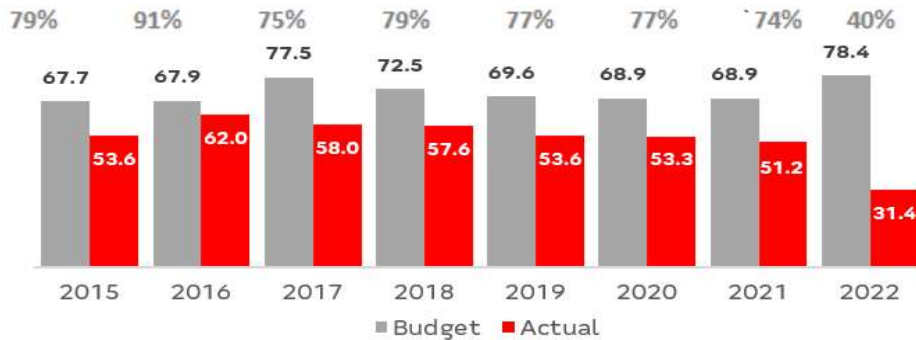


### Net Income

- (+) Revenues from Loans (Public Policies)
- (+) Revenues from Marketable Securities
- (-) Worker's Deposits Remuneration
- (-) Management Fee

## FGTS Budget Execution – Total

R\$ billion | 06/2022

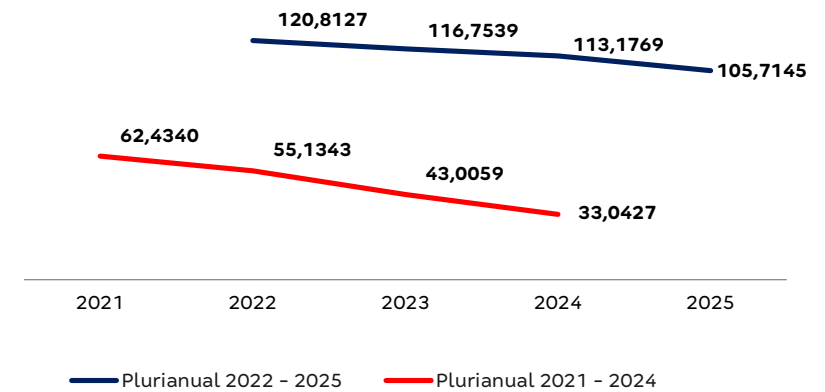


Source: FGTS. Diário Oficial da União (955/2020).

Note: (1) Net Collection and Net Profit according to Itaú BBA projections, and Cash in accordance with the FGTS Budget (Resolution 903/2018)

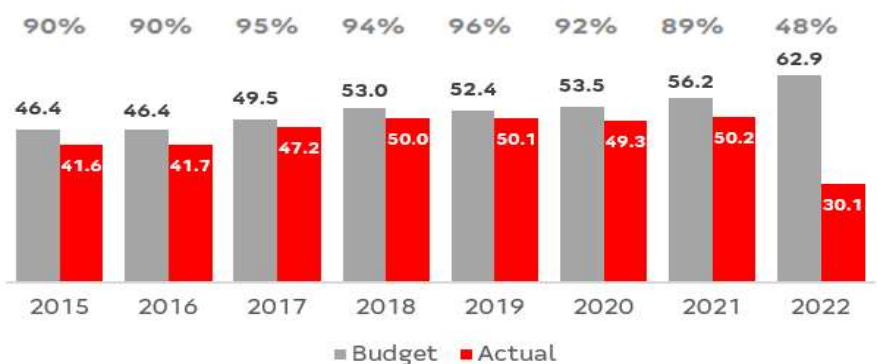
## Revenues ex-Liquidity fund

R\$ billion – According to FGTS Pluriannual Budget



## FGTS Budget Execution – Housing

R\$ billion | 06/2022







## DUO Vila Matilde - SP



### Leisure area



634

units launched

Source: Company

153.5

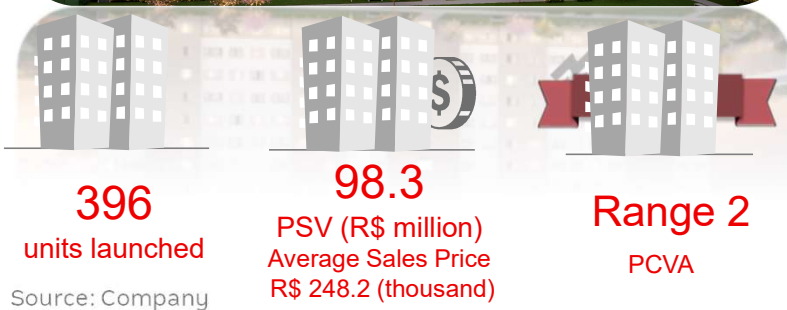
PSV (R\$ million)  
Average Sales Price  
R\$ 242.2 (thousand)

Range 2

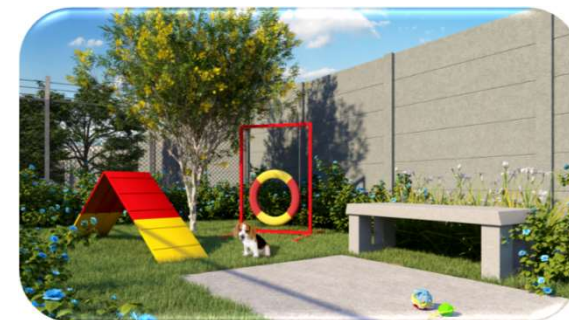
PCVA



## Viva Limão - SP



## Leisure area







## Berlim - BA



## Morada do Campo - RS



## Jasmim - RJ



**760**  
units launched

Source: Company



**124.3**  
PSV (R\$ million)



**Range 2**  
PCVA  
T+4



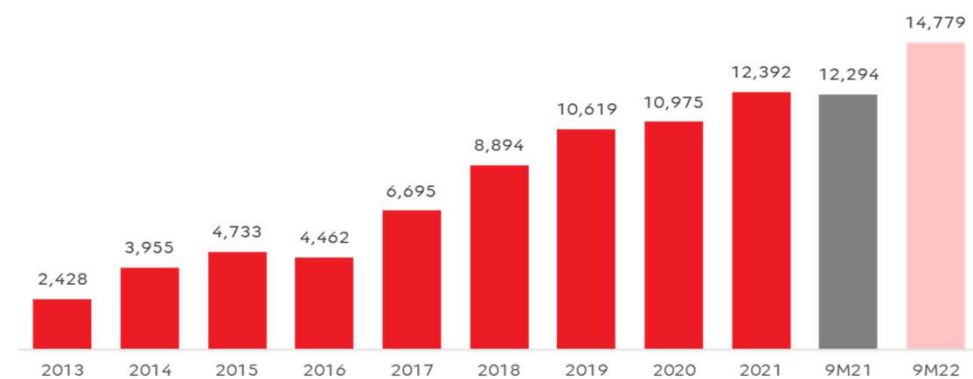
# Tenda in Numbers

## Operational Highlights



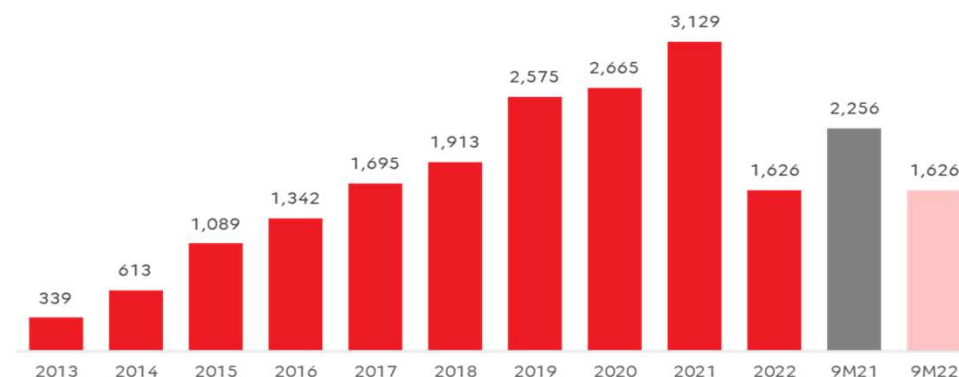
### Landbank

R\$ million



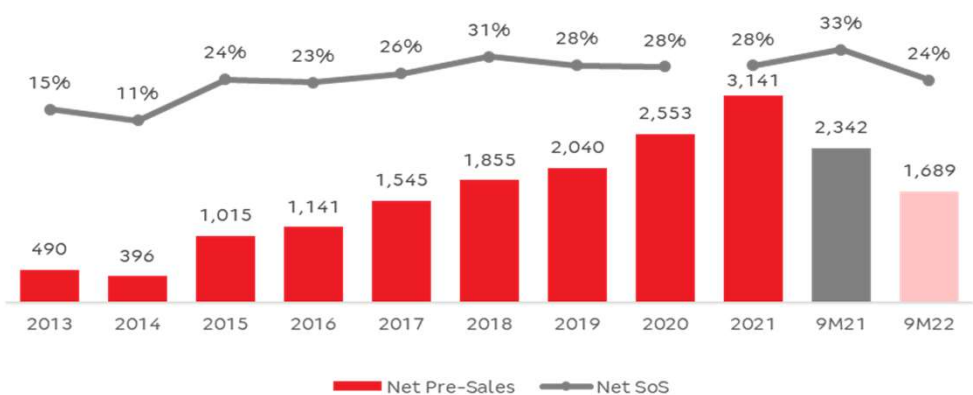
### Launches

R\$ million



### Net Pre-Sales and Net Pre-Sales Over Supply (SoS)

R\$ million. % (quarterly average)



### Inventory at Market Value

R\$ million (PSV) and inventory turnover (in months of net pre-sales)



## Financial Highlights



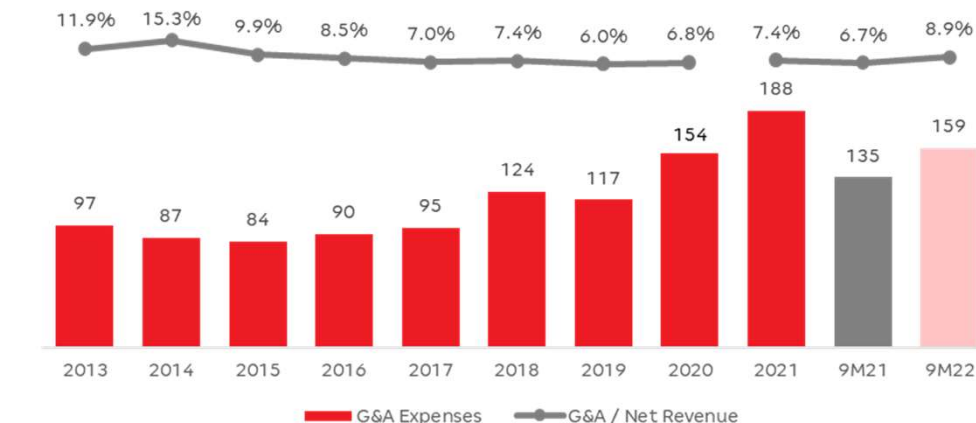
### Net Revenues and Adjusted Gross Margin<sup>1</sup>

R\$ million, %



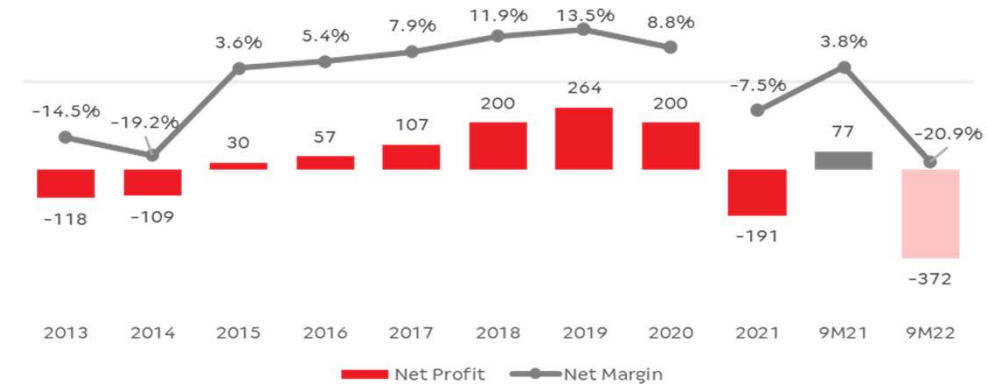
### G&A Expenses and G&A / Gross Sales

R\$ million, %



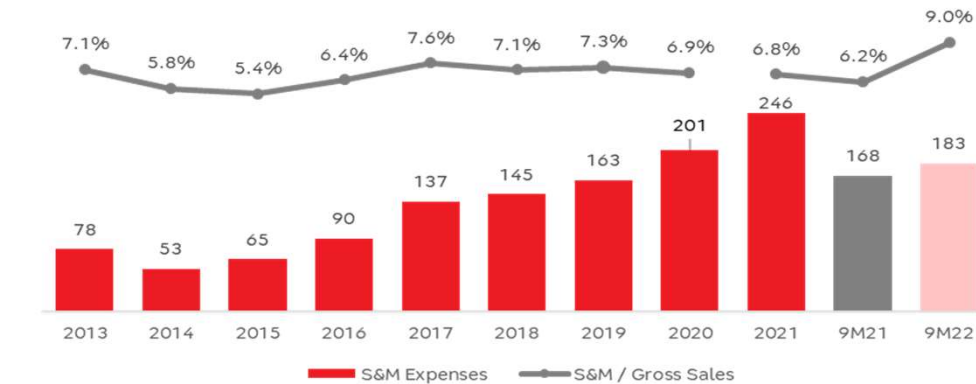
### Net Income and Net Margin

R\$ million, %



### S&M Expenses and S&M / Gross Sales

R\$ million, %



Source: Company

Note: (1) Adjusted by capitalized interests.



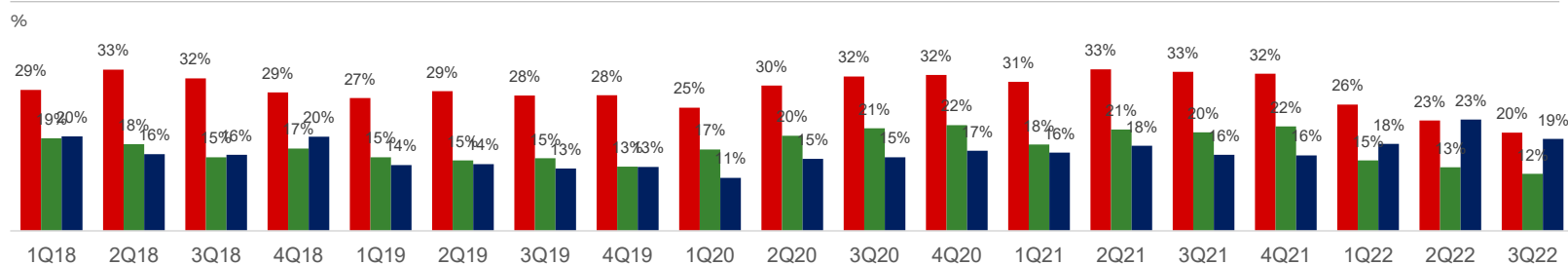
# Cash Generating Model

## Sales and Transfers

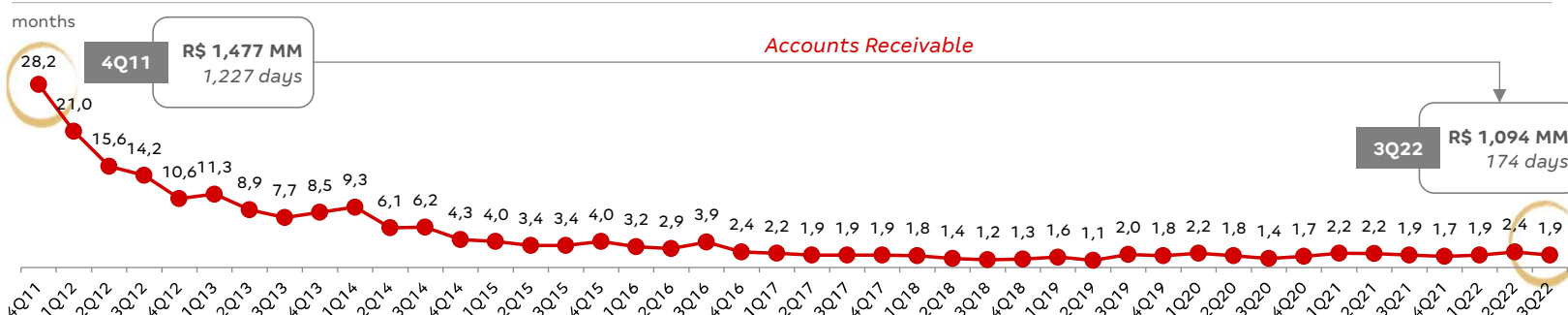
# Outstanding management of sales and accounts receivables significantly reduces working capital



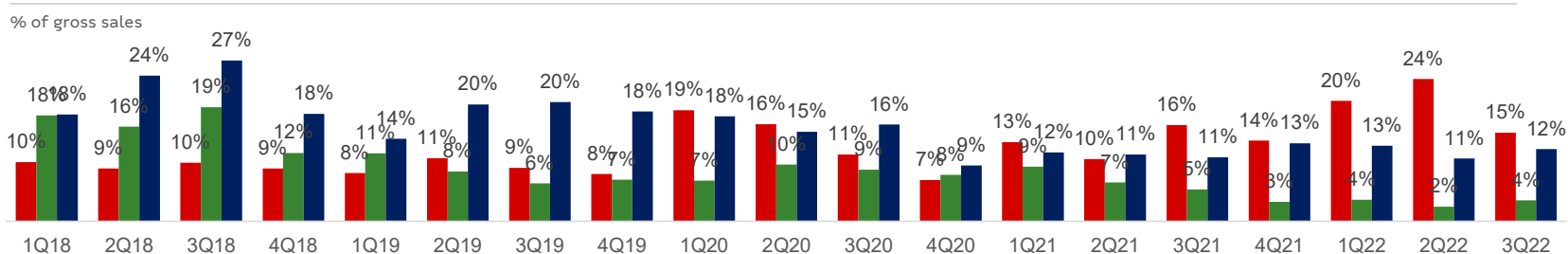
## Net Pre-Sales over Supply (Net SoS)



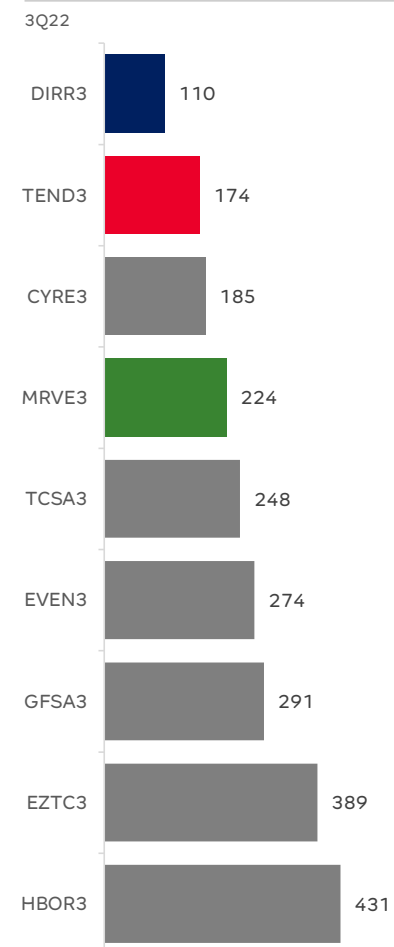
## Mortgage Transfer



## Cancellations



## Days of Accounts Receivable



Source: Reports from the Companies Mentioned and Company



## Cash, Leverage and Capital Distribution

# The company is at a crossroads after Covid, but continues to be strategically well-positioned in the low-income housing segment in Brazil



### Cash Generating Business Model

- Mortgage transfer right after sales
- Fast construction cycle
- Accelerated cash flow generation



### Minimum Cash Policy

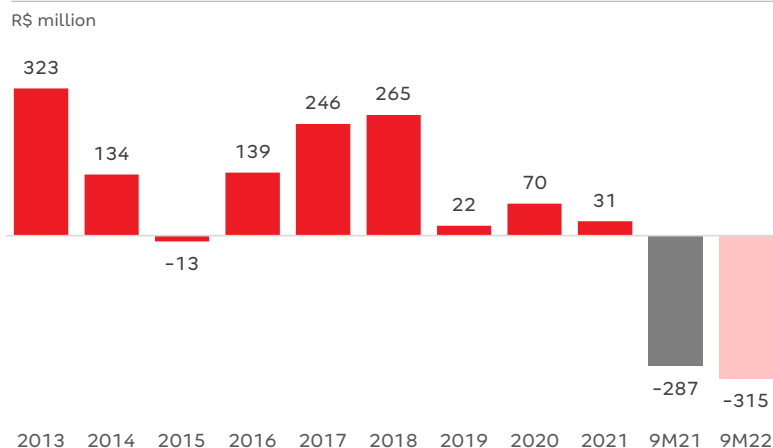
- Minimum cash equivalent to:
  - 3 months of operational cash outflows
  - Debt (short term)
  - Land (short term)



### Capital Distribution

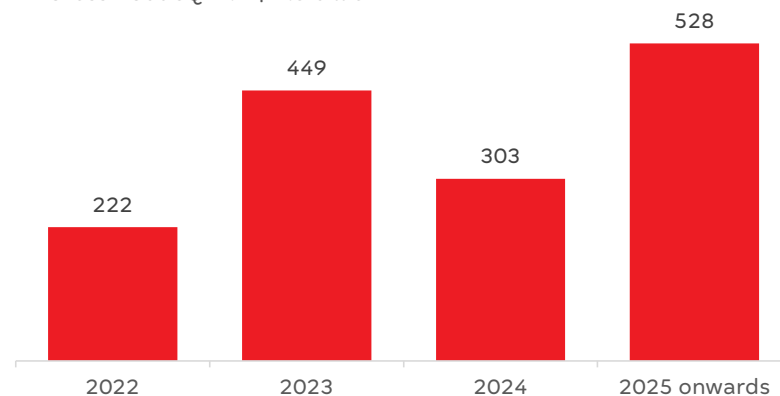
- Share buyback
- Dividends payment

### Operational Cash Generation/Consumption

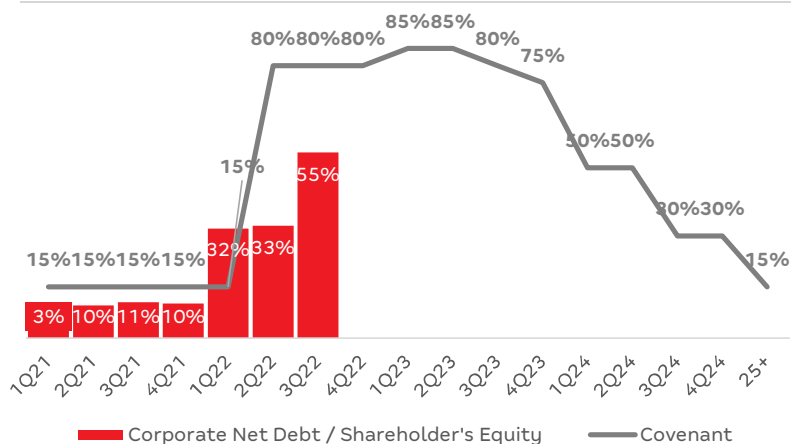


### Debt Profile

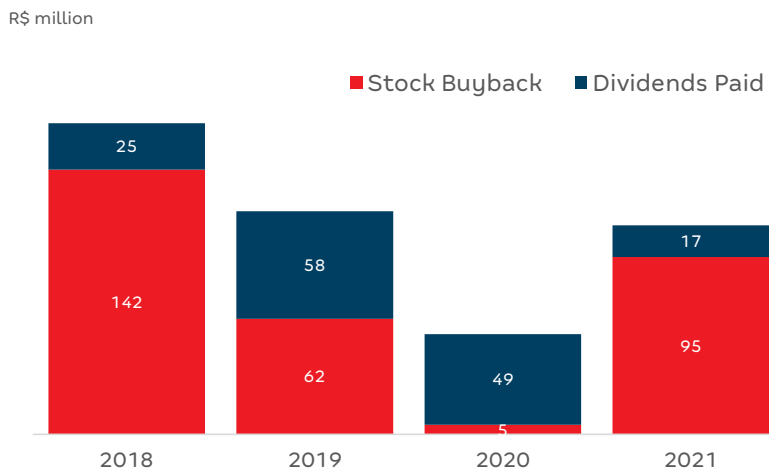
- Gross Debt 3Q22: R\$ 1.5 billion



### Net Debt - Covenants



### Capital Distribution



Note: (1) Distribution Yield = Capital Distribution LTM / Market Cap LTM. Market Cap LTM calculated based on TEND3 average price in the last 12 months



**[Click Here](#) to access Earnings Release 3Q22**



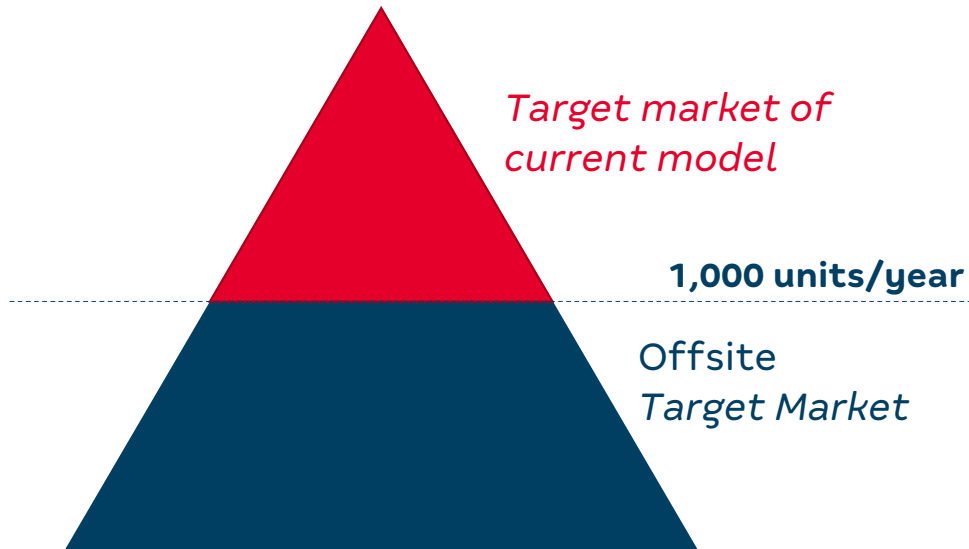
## Growth Strategy

Both the segment and our business model allow us to get back on the growth path, in addition, Tenda is developing an innovative business model, based on offsite construction, to reach new markets.

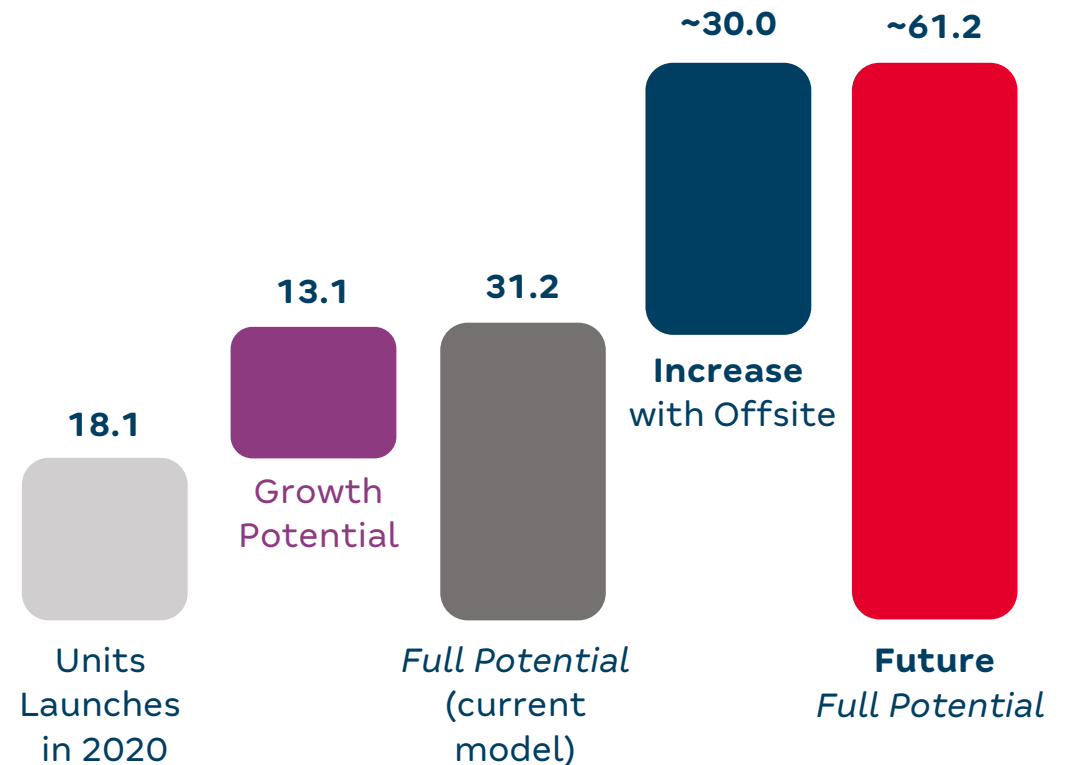
Tenda's target markets would expand from the current 13 major metropolitan regions to all medium-sized cities in Brazil



Potential demand  
with aluminum molds +  
offsite



Current Model + Offsite → Future Full Potential  
(thousands of units)





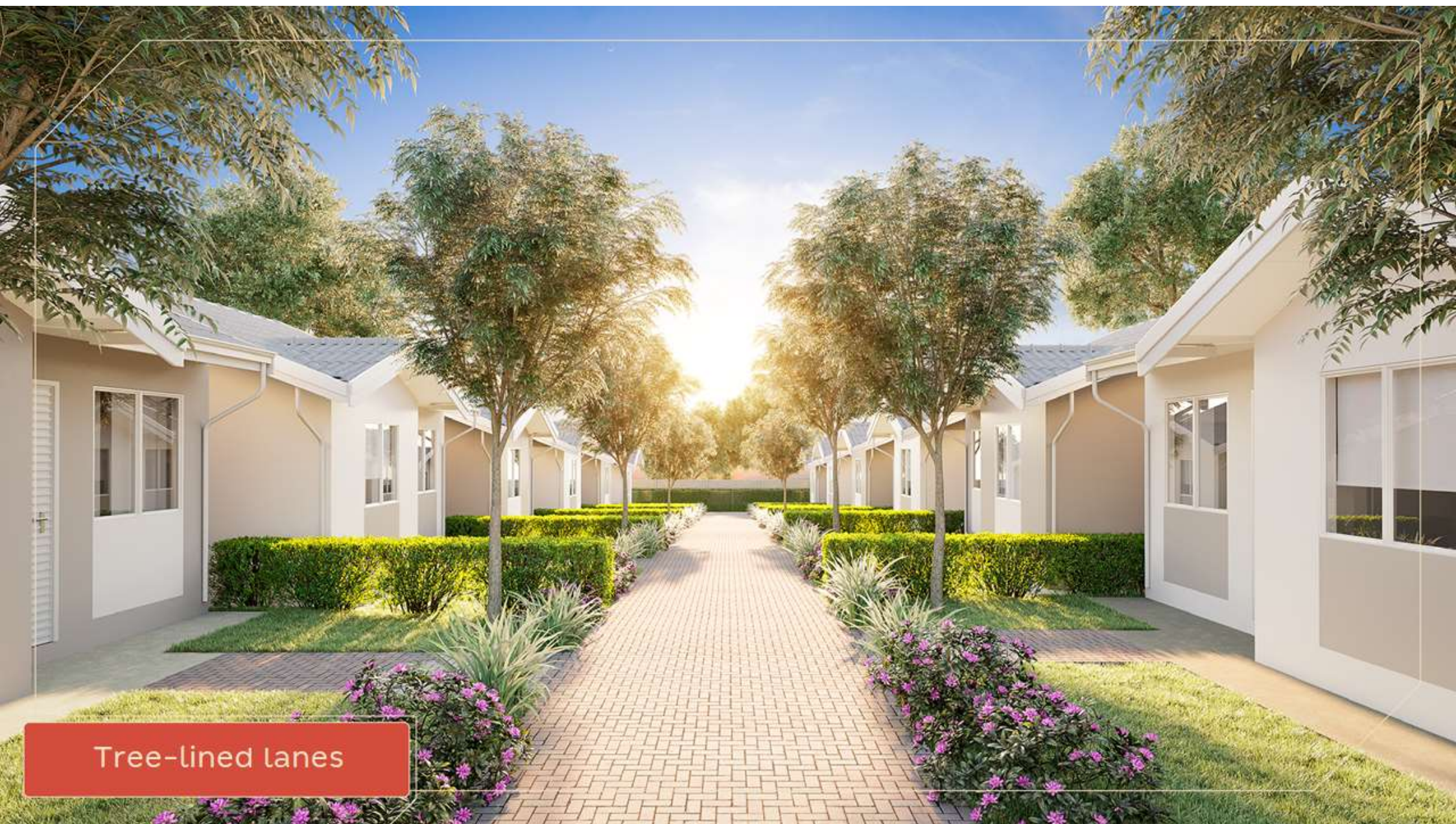
## **Development of different product concepts**

Two pilot projects  
under construction and  
two under approval

New tests continue to be  
performed  
(products, pricing point,  
technology)







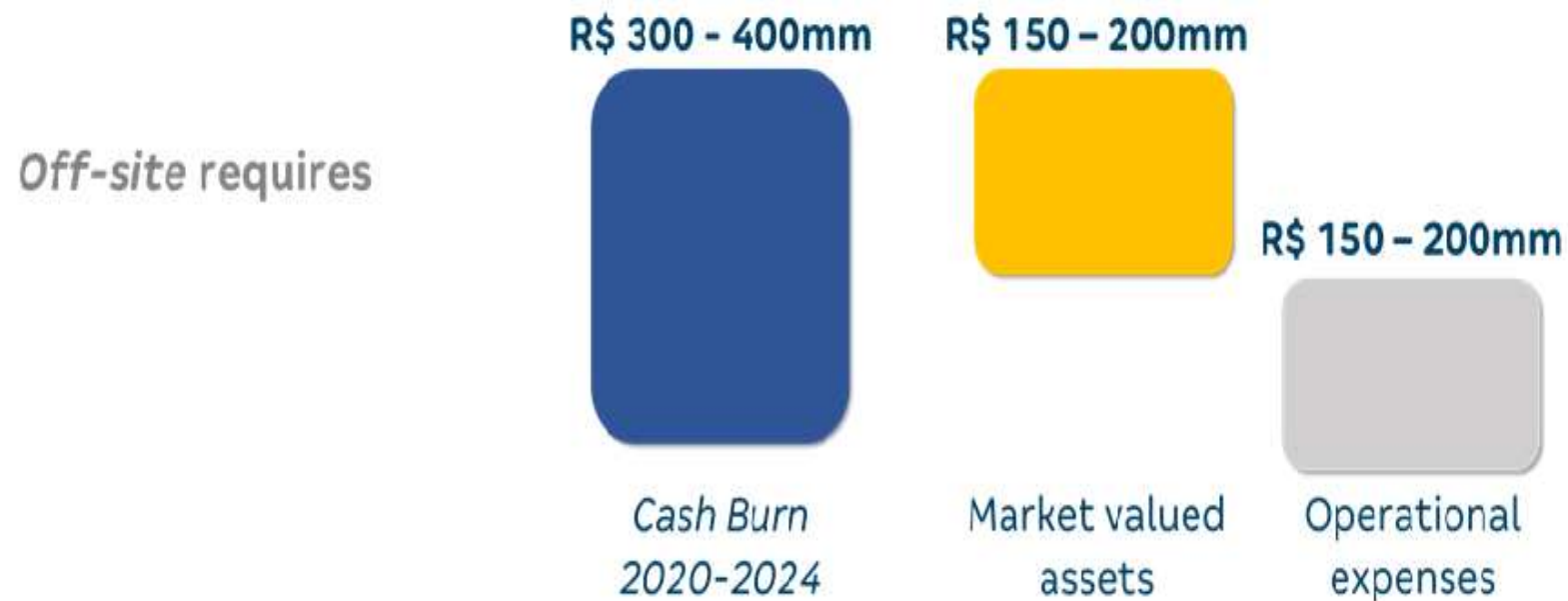
Tree-lined lanes





Single storey houses

From 2020 to 2024, we expect a cash burn of R\$ 300-400 mm, which accounts for 10% of Tenda's Market Cap, with high optionality





**ESG**



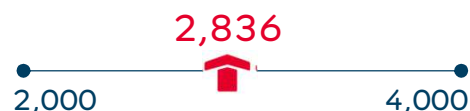


## Social inclusion

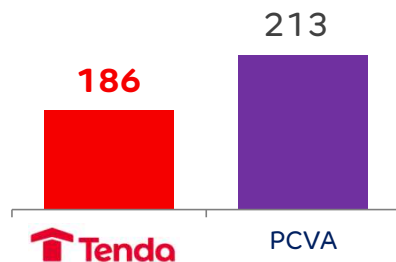
### Properties affordable by low-income families

B3 COMPANY FULLY DEDICATED TO PROJECTS IN **CASA VERDE E AMARELA PROGRAM**

**AVERAGE MONTHLY FAMILY INCOME** (R\$, Jan/22 to Sep/22<sup>1</sup>) Closer to the bottom value than Bracket 2 of PCVA



**AVERAGE PRICE PER UNIT SOLD** (R\$ thousand, 3Q22<sup>2</sup>)



## Respect for customers and employees

### Customers receive the housing units within schedule

**100%** OF PROJECTS LAUNCHED AFTER 2013 WERE **DELIVERED WITHIN SCHEDULE**

### Most employees are directed hired

**6,290** EMPLOYEES  
**70%** ARE DIRECTLY HIRED BY TENDA

Own employees in ~100% of the tower's activities



**SAFE ENVIRONMENT:**  
INDUSTRIAL RISK MONITORING STANDARDS

## Commitment to ethics and governance

### Culture focused on ethical conduct

- ✓ **Ethics Committee** coordinated by the CEO
- ✓ **Ethics Code** for employees and suppliers
- ✓ **Preliminary Assessment** of suppliers
- ✓ Independent **Reporting Hotline**

### Reference Governance

**90%** COMPLIANT WITH IBGC'S BEST PRACTICES IN 2019<sup>3</sup>

- ✓ **A Novo Mercado Company**
- ✓ All **board members are independent**
- ✓ All the **officers are statutory officers**, with 40% of compensation linked to long term incentives<sup>4</sup>

Source: (1) Based on gross sales between Sep/21 and Sep/22; (2) Weighted average price between MRV (100%), Directional (Directional only), Plano&Plano and Cury; (3) Based on Tenda's CVM 586 form; (4) According to the management proposal approved at the AGM for the year 2021

## Tenda is listed on B3's Novo Mercado, highest level of Corporate Governance in Brazilian stock market



### Highest Level of Corporate Governance at B3:

- 100% common shares (ON)
- 100% Tag along

	Tenda	Novo Mercado <sup>1</sup>
Financial Committee	✓ Yes	77%
With Independent members	✓ 100%	31%
Installed Fiscal Council	✓ Yes	63%
Compensation Committee	✓ Yes	19%
Ethics Executive Committee	✓ Yes	N/A
Investment Executive Committee	✓ Yes	N/A
Executive Committee for Regulation and Strategy	✓ Yes	N/A
Internal Financial Committee	✓ Yes	85%
Strategic Risk Management Policy	✓ Yes	67%
Related Party Transaction Policy	✓ Yes	N/A
Board of Directors Nominating Policy	✓ Yes	N/A

### Board of Directors

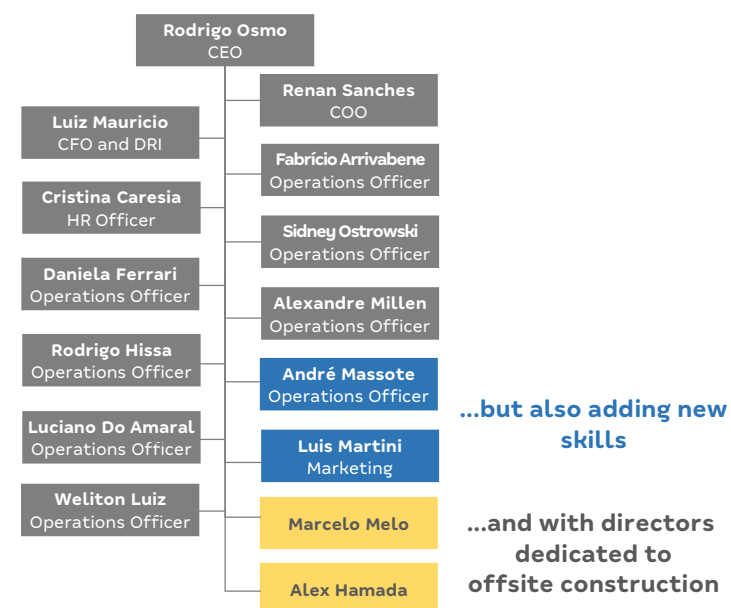
	Tenda	Novo Mercado <sup>1</sup>
Independent Board of Directors	✓ 100%	43%
No family relationship	✓ 0%	49%
Individual performance assessment	✓ Sim	54%

7 independent members,  
elected for 2 years-terms



### Board of Executive Officers

Qualified and experienced team, with years of experience in the sector...



Compensation based on long-term performance, ensuring alignment with shareholders

- 2022: 40% long-term incentives, 30% fixed compensation and 30% short-term incentives
- Long-term incentives: stock options programs rewarding results of a 3-year period

Source: Tenda, KPMG ("A Governança Corporativa e o Mercado de Capitais", edition 2020/2021)

Note: (1) Average of the companies of Novo Mercado in B3, according to the KPMG's report

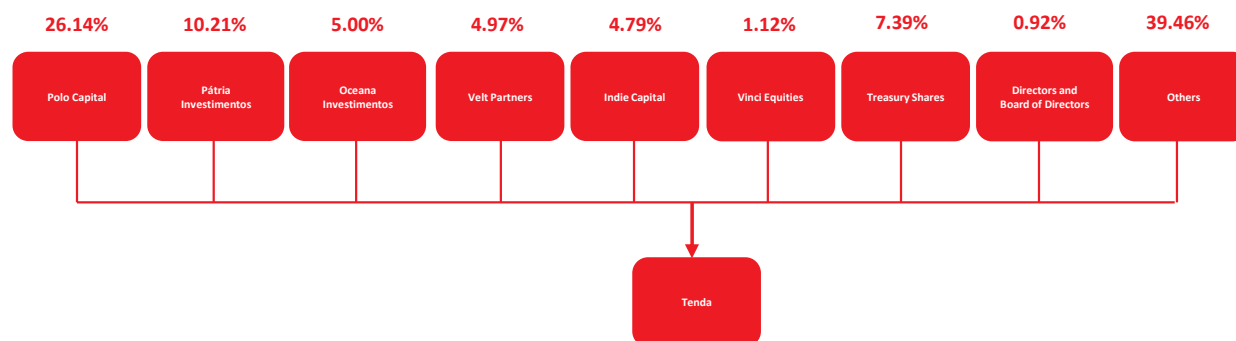
## Shareholders and Stock Performance

In January 2019, the Tenda was included in IBRX 100 theoretical portfolio.



### Shareholding Structure

% of total issued shares (November 18, 2022)



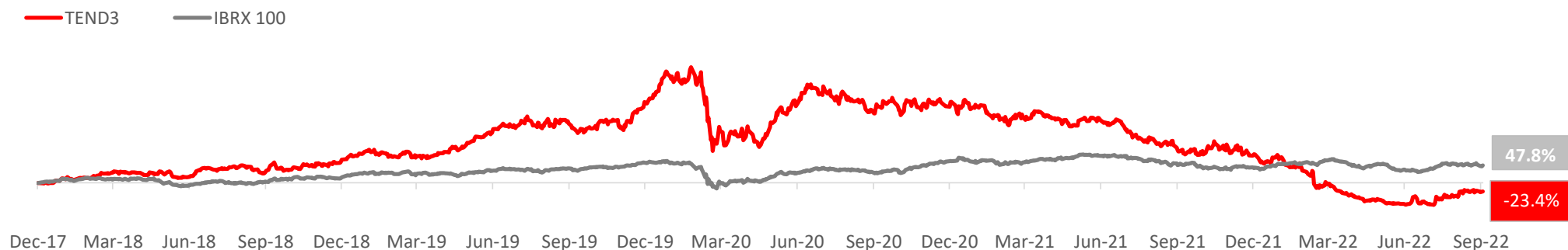
### Stock Performance

TEND3. As of September 30, 2022

	30 Days	90 Days	180 Days
ADTV <sup>1</sup>	R\$ 30.8 mi	R\$ 24.0 mi	R\$ 19.0 mi
Performance	17.4%	80.0%	-17.8%

### Stock Performance

TEND3 and IBRX100. Performance from December 28, 2017 to September 30, 2022. December 28, 2017 = 0.



**IBRX** Índice Brasil  
**SMLL** Índice Small Cap  
**IMOB** Índice Imobiliário  
**IGC** Índice de Ações com Governança Corporativa Diferenciada  
**IGC-NM** Índice de Governança Corporativa Novo Mercado  
**ITAG** Índice de Ações com Tag Along Diferenciado  
**ICON** Índice de Consumo  
**IGCT** Índice de Governança Corporativa Trade  
**IBRA** Índice Brasil Amplo BM&FBOVESPA  
**INDX** Índice do Setor Industrial

Source: Reference Form – Tenda; B3; Material Facts – Tenda

Notes: (1) ADTV: Average Daily Trading Volume; (2) B3 Negotiability Index ranks the companies that make up the IBRX100 index, which contains the 100 most traded shares of B3

