



Corporate Presentation

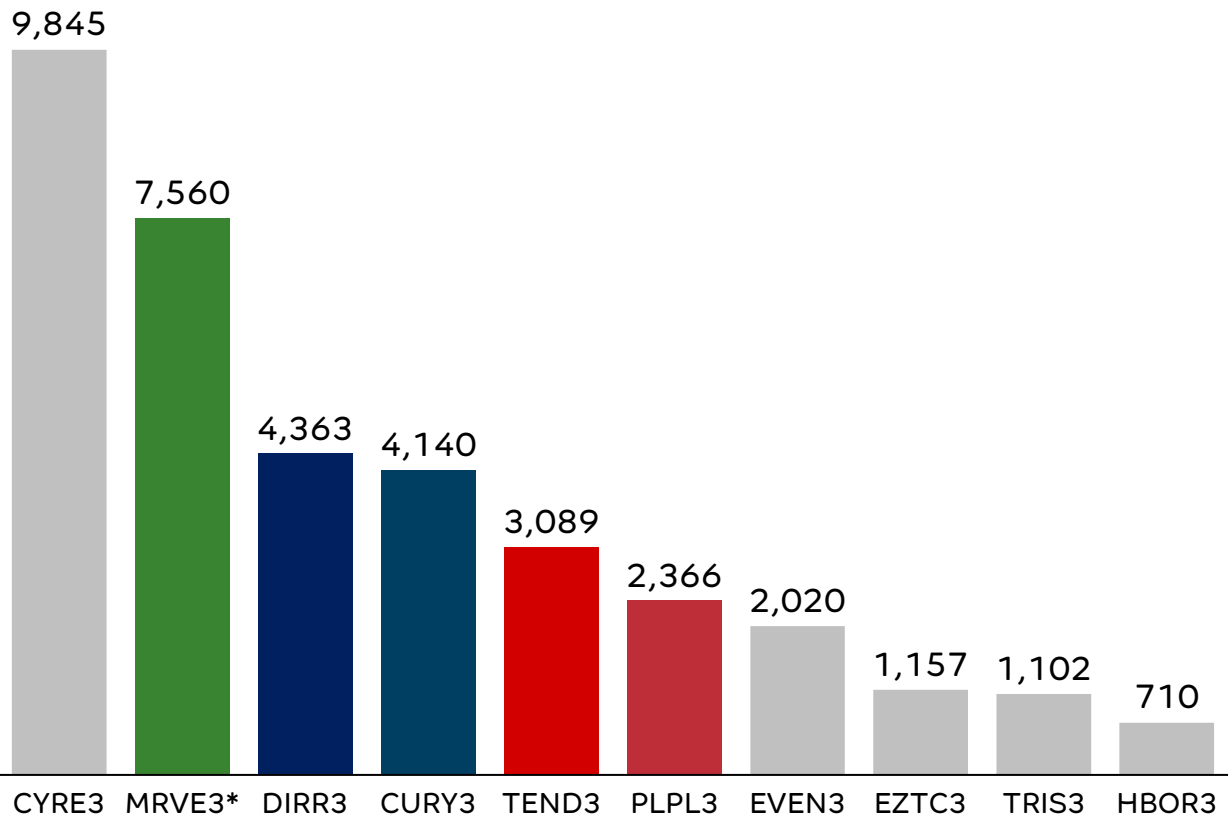
3Q23





Launches

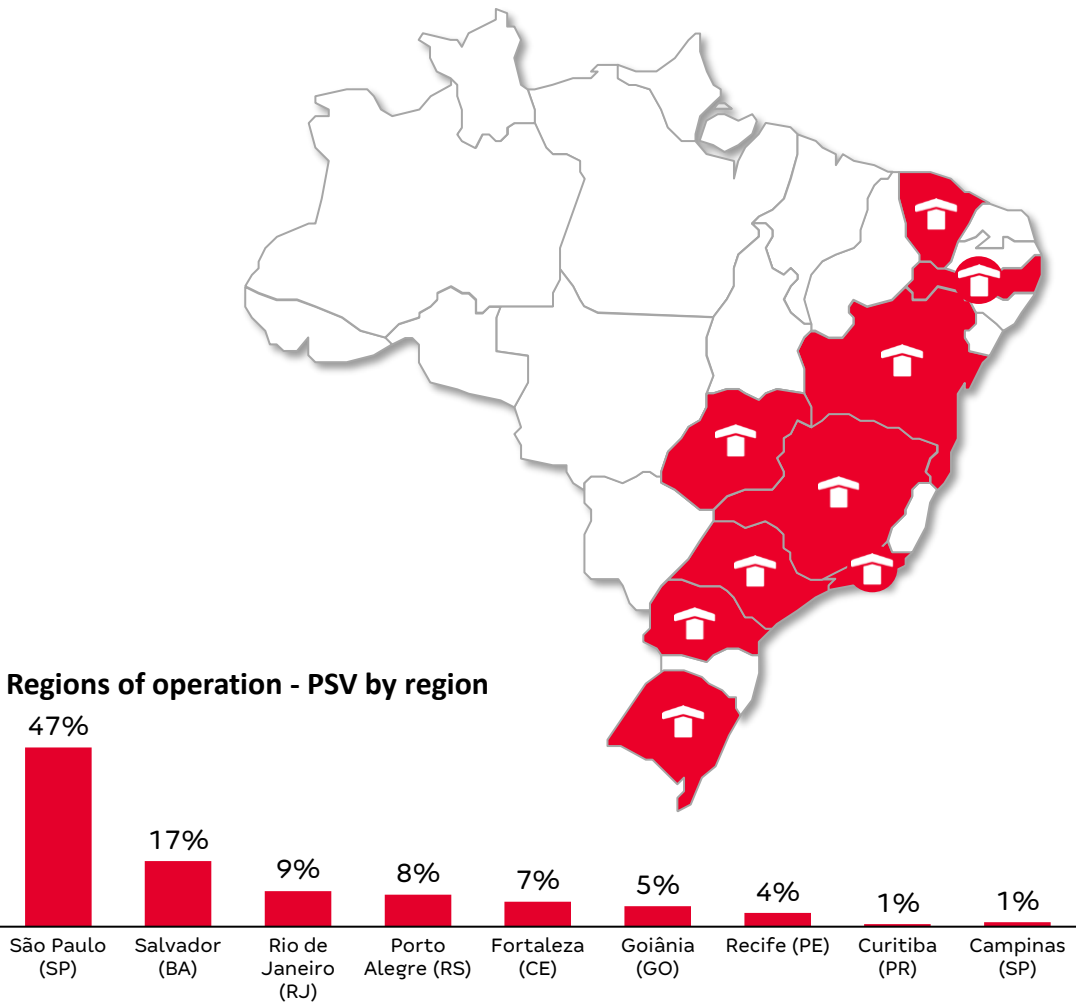
R\$ million, 3Q23 LTM



15,545 units launched in the last 12 months

Operating regions

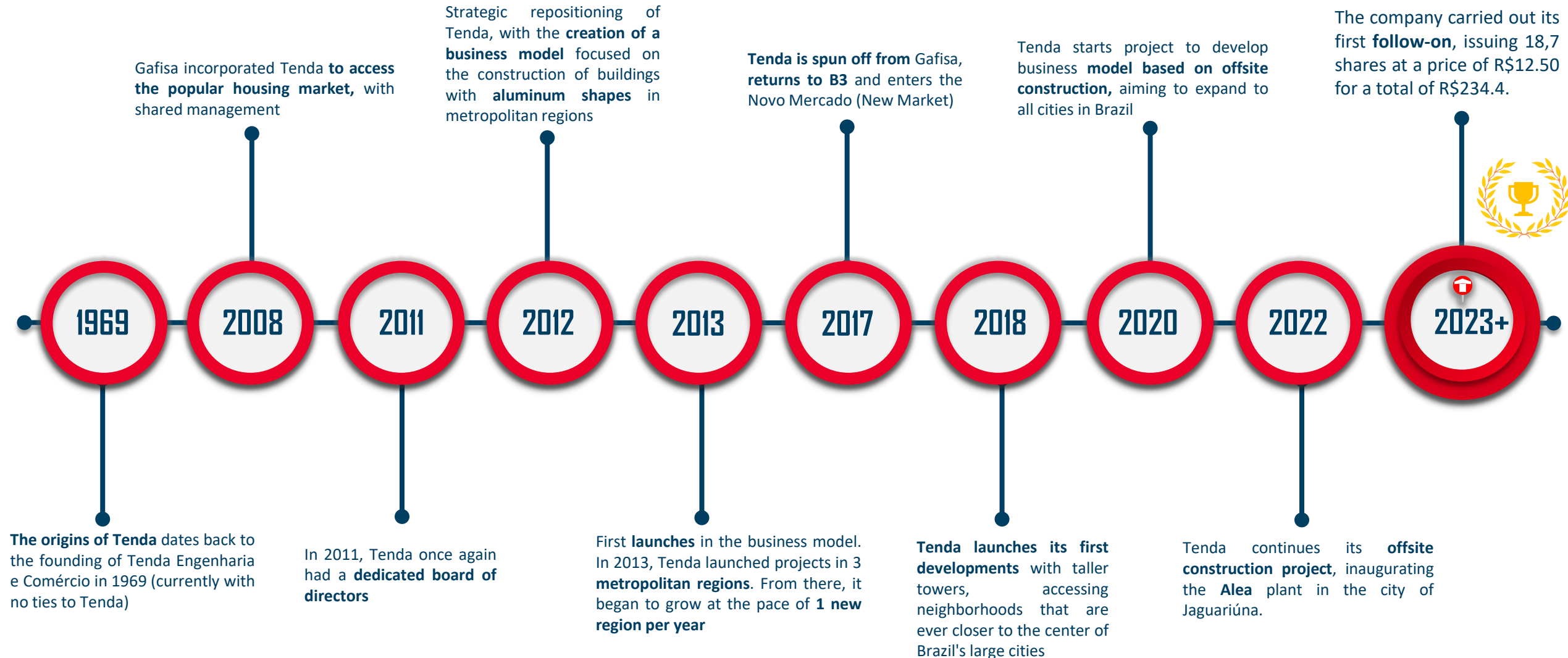
% of gross sales (PSV) in 3Q23



Source: Reference Form – Tenda, Reports of the Mentioned Companies


* MRV Brazil

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



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



	Conventional model of the construction industry	 Tenda
✓ Product	Without standardization	Only 2 SKUs
✓ Scale	Small players with limited scale	+12.1 thousand units launched in 2022
✓ Organization	Lack of coordination	Totally integrated
✓ Demand	Cyclical demand	Constant demand

Only 2 SKUs

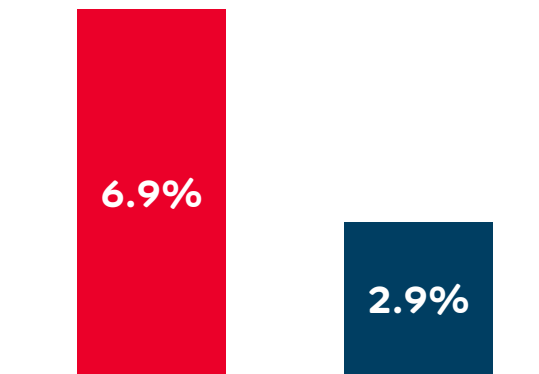


buildings T+4 without an elevator



Buildings with 1 or more elevators up to 16 floors

GDP 2022 - BRAZIL¹

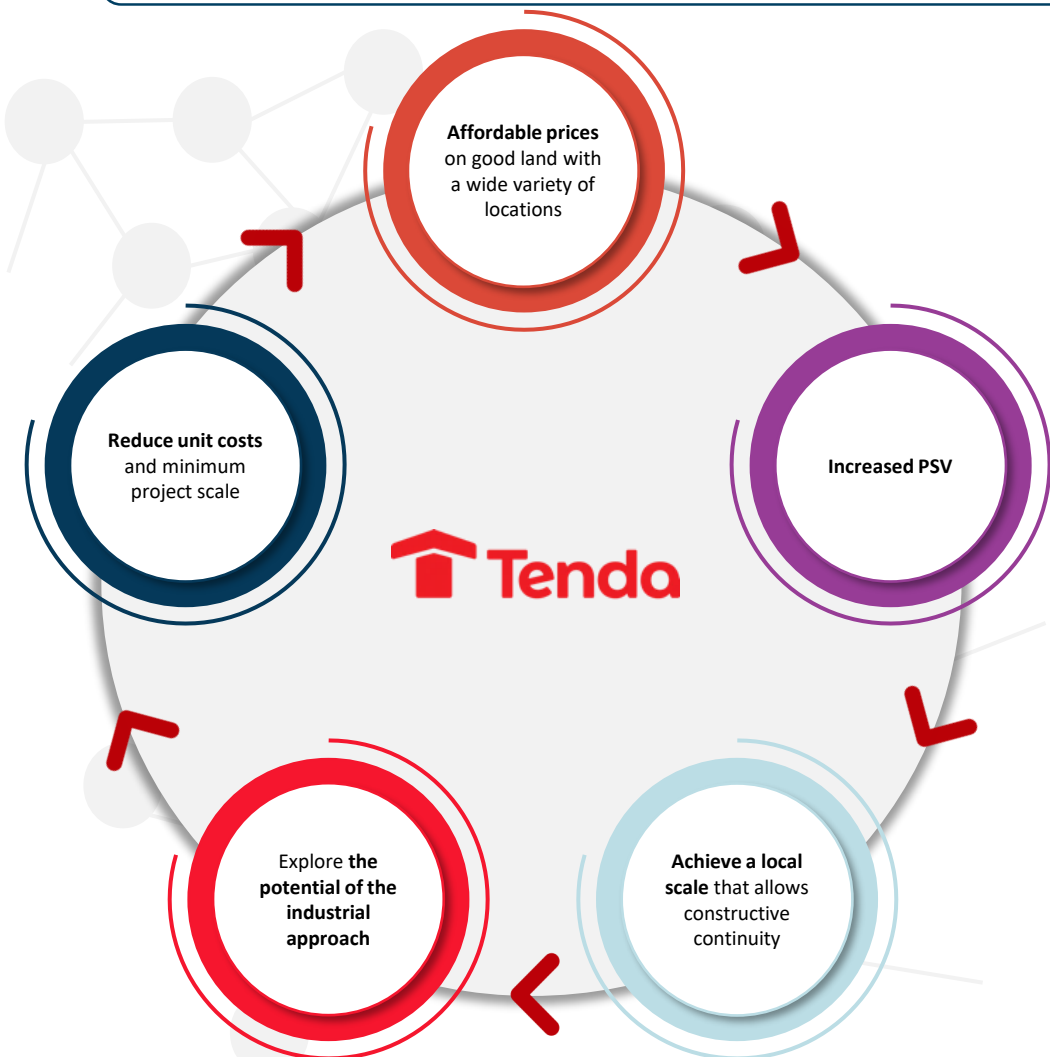


■ % Civil Construction ■ % total GDP

Civil Construction was the precursor of GDP growth in Brazil in 2022.

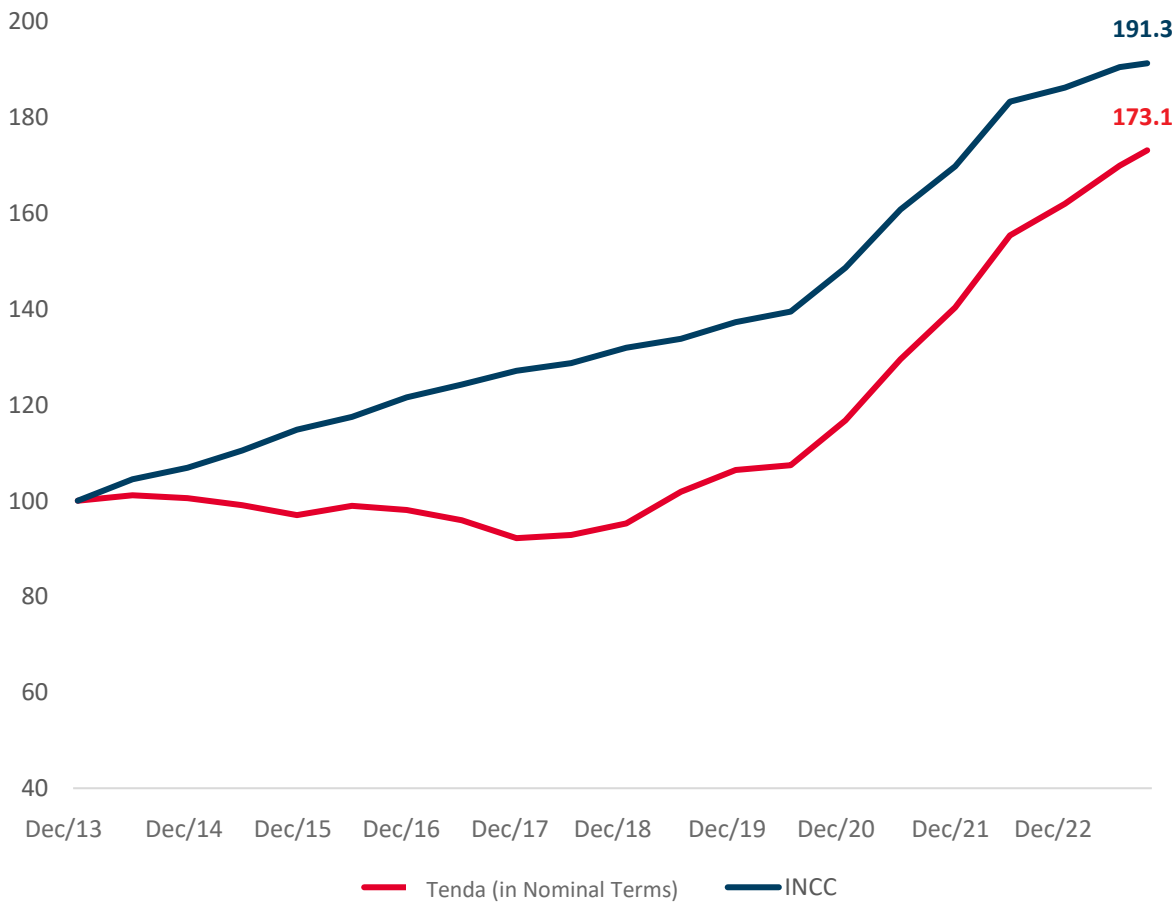


Industrial approach that allows great cost efficiency



Robust business model with a strategy focused on **scale and operational efficiency**

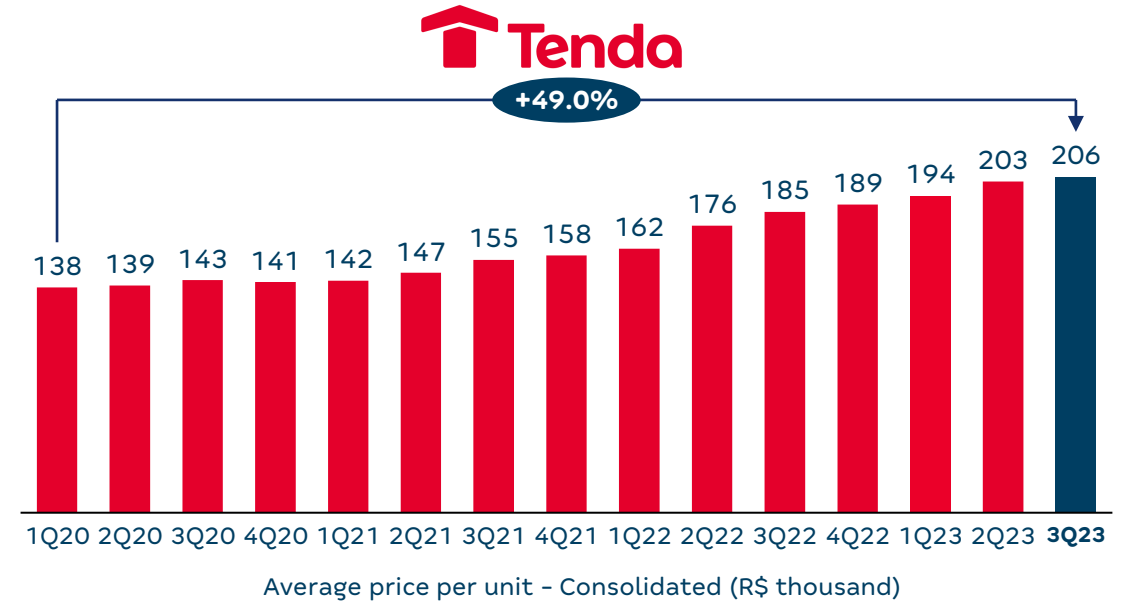
Tenda's Construction Cost Evolution
Dec 2013 = 100



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

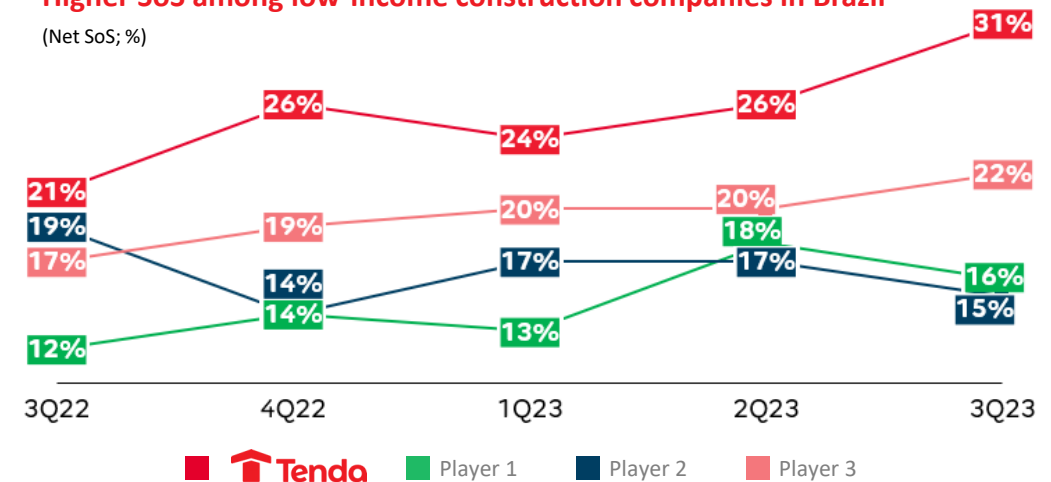


- ✓ We are **constantly evolving** our sales prices, maintaining competitive levels;
- ✓ This price evolution positively **impacts the gross margin of new sales**, which reached 33.0% in 3Q23;
- ✓ Gross sales reached R\$ 1.070 million in the quarter of 2023, and 35.0 Gross SoS;
- ✓ **Net SoS** of 30.2%, an increase of 9.1 p.p. compared to the previous year.



Higher SoS among low-income construction companies in Brazil

(Net SoS; %)





In the third quarter of 2023, the company's **launches** totaled R\$ 880.6 million.



Tendo

PORTAL PARQUE - SP

- Launches: Sep/23
- 828 Units launched
- Bracket 2
- PSV – R\$ 177.7 million
- Average price R\$ 214.6 thousand



Alea
casa com seus sonhos

ALEA CAÇAPAVA – SP

- Launches: Aug/23
- 143 Units launched
- Bracket 2
- PSV – R\$ 29.3 million
- Average price R\$ 205.2 thousand

VIVA LIMÃO F2 – SP

- Launches: Jul/23
- 397 Units launched
- Bracket 2
- PSV – R\$ 93.4 million
- Average price R\$ 235.3 thousand



Tendo

CASAPATIO SANTA CRUZ DO RIO PARDO – SP

Launches: Sep/23

- 152 Units launched
- Bracket 2
- PSV – R\$ \$ 26.4 million
- Average price R\$ 173.8 thousand



Casapatio

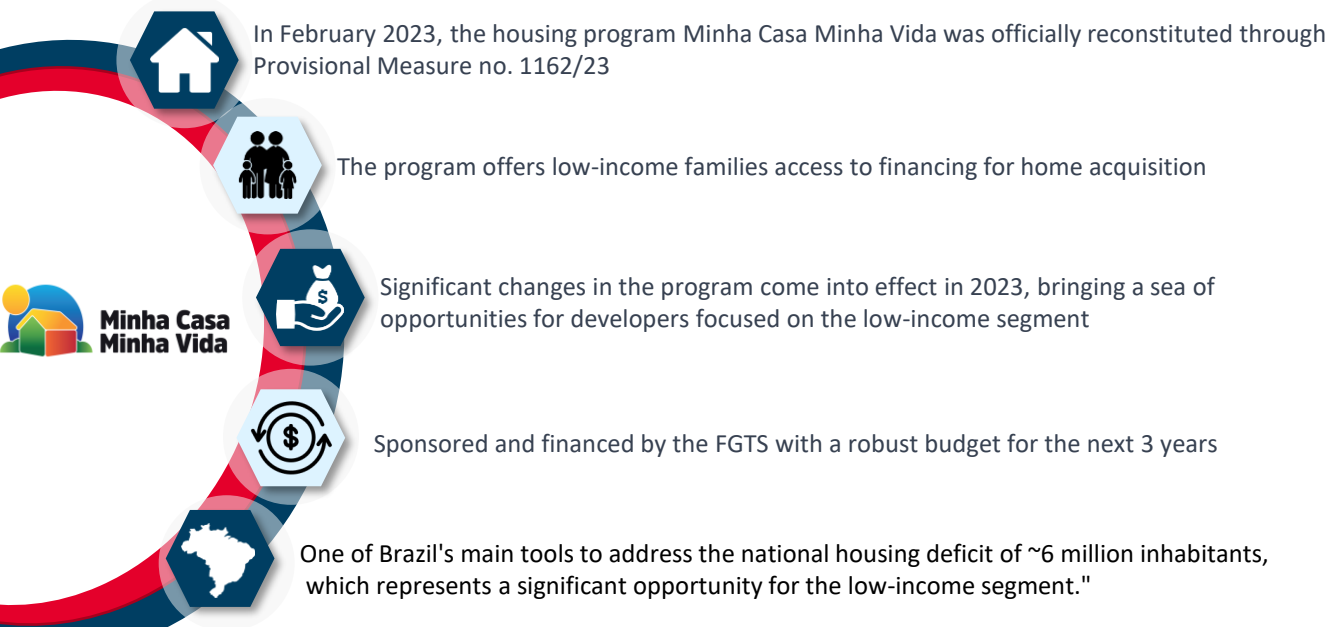
Housing Program

Minha Casa Minha Vida








Affordable Housing Market in Brazil





Highlights of Minha Casa Minha Vida


**+2 mm**
new units by 2026

**R\$725 bi**
in credit granted with FGTS resources since 2009

**+6 mm**
units delivered since 2009

**~R\$109 bi**
budgeted by the FGTS in 2023, the largest volume since 2009

**Até R\$55 mil**
potential subsidy for MCMV beneficiaries

**R\$369 bi**
total FGTS budget between 2023 and 2026

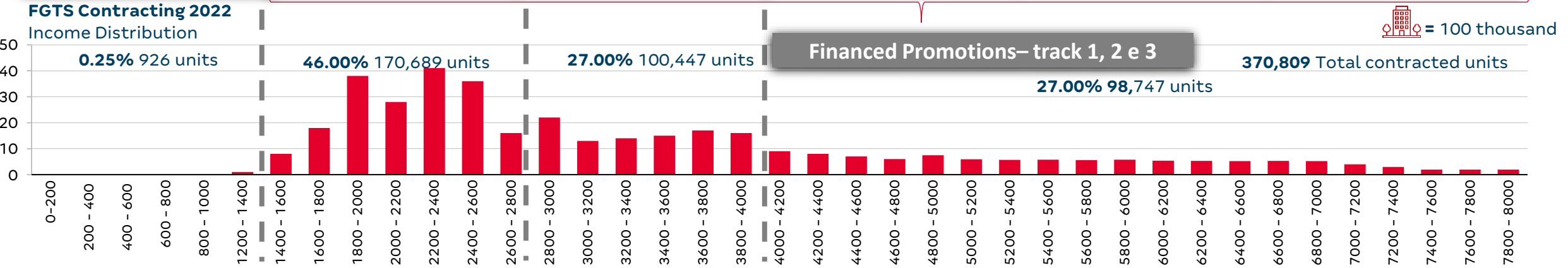
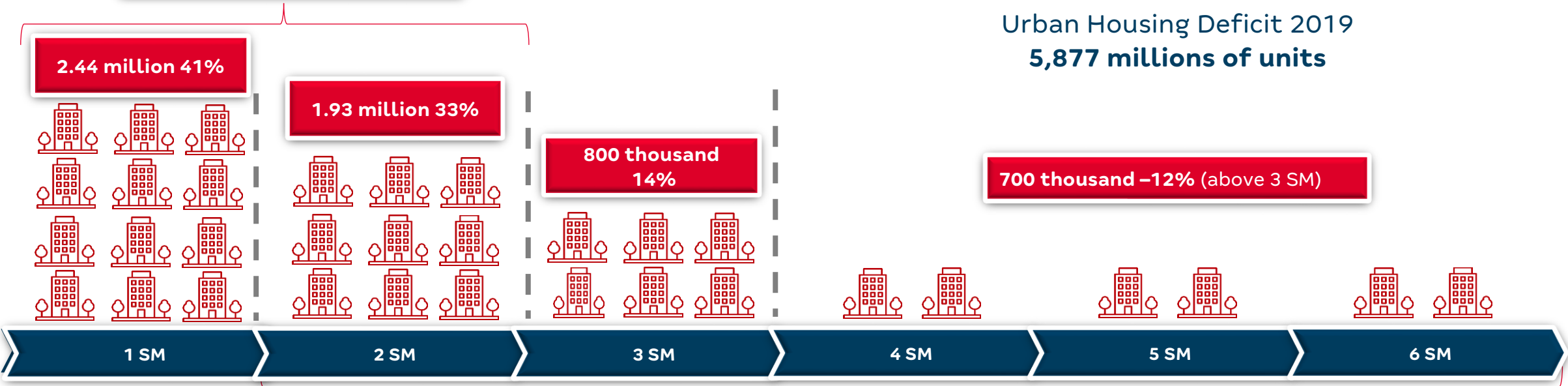
Major changes in the program

Bracket	Income bracket		Interest rates (without FGTS deposit)		Interest rates (with FGTS deposit)	
	Income range (current)	Income range (new)	S, SE, CO	N, NE	S, SE, CO	N, NE
Bracket 1	Up to R\$2,000	Up to R\$2,000	4.75% ↓	4.50% ↓	4.25% ↓	4.00% ↓
		Up to R\$2,640 ↑	5.00% ↓	4.75% ↓	4.50% ↓	4.25% ↓
Bracket 2	Up to R\$3,000	Up to R\$3,200 ↑	5.50% ↓	5.25% ↓	5.00% ↓	4.75% ↓
	Up to R\$3,700	Up to R\$3,800 ↑	-	6.00%	-	5.50%
Bracket 3	Up to R\$4,400	Up to R\$4,400	-	7.00%	-	6.50%
	Up to R\$8,000	Up to R\$8,000	-	8.16%	-	7.66%



The Affordable Housing Market and Housing Needs in Brazil

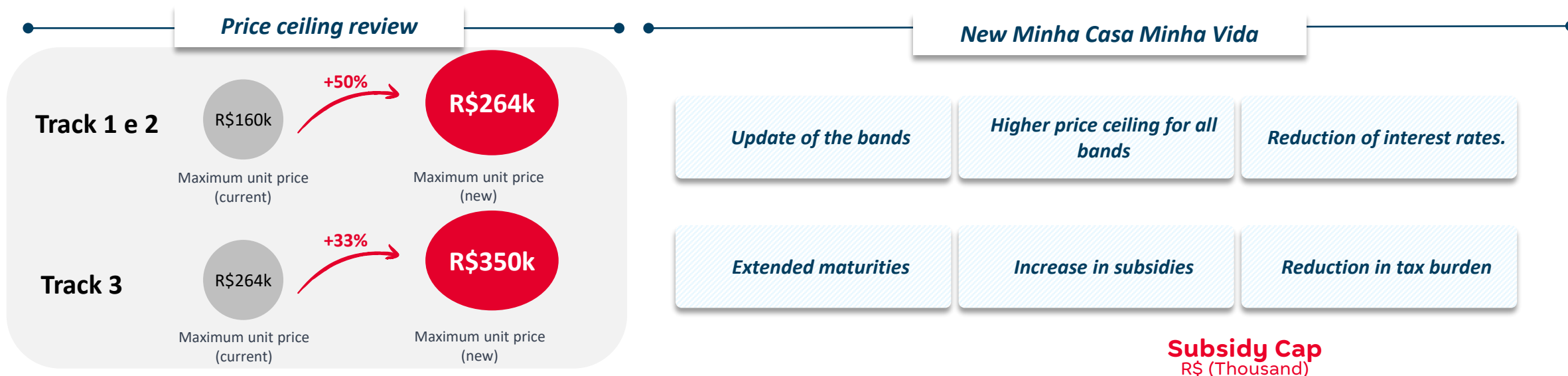
Subsidized promotion - track 1



Minimum wage 2023 = R\$ 1,320.00

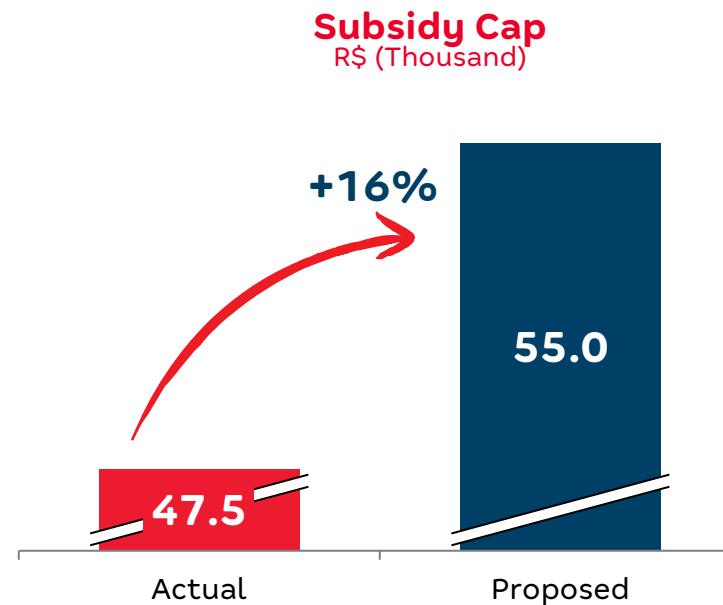


New proposals in the resumption of the program Minha Casa Minha Vida



The subsidy is the portion of the financing paid by the Union through the housing program for families that fall within income bands 1 and 2.

With the aim of reducing the down payment for financing and expanding their purchasing capacity, a new subsidy ceiling was approved by the FGTS Board of Trustees in June 2023, increasing from R\$ 47,500 to up to R\$ 55,000.

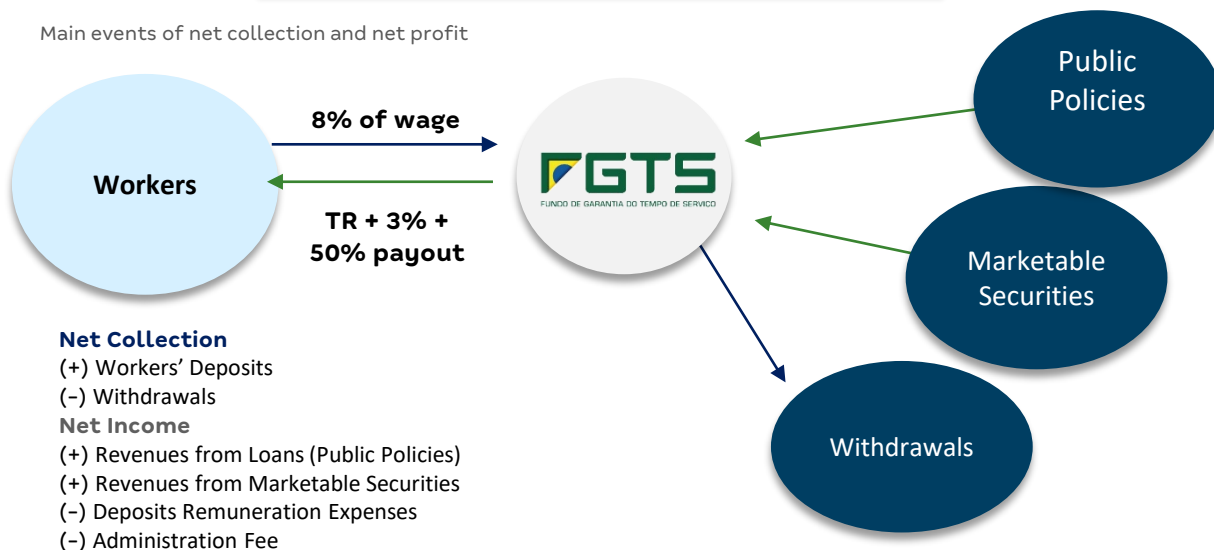


~80% of the FGTS budget is earmarked for Housing, constituting the main source of resources for low-income housing in Brazil



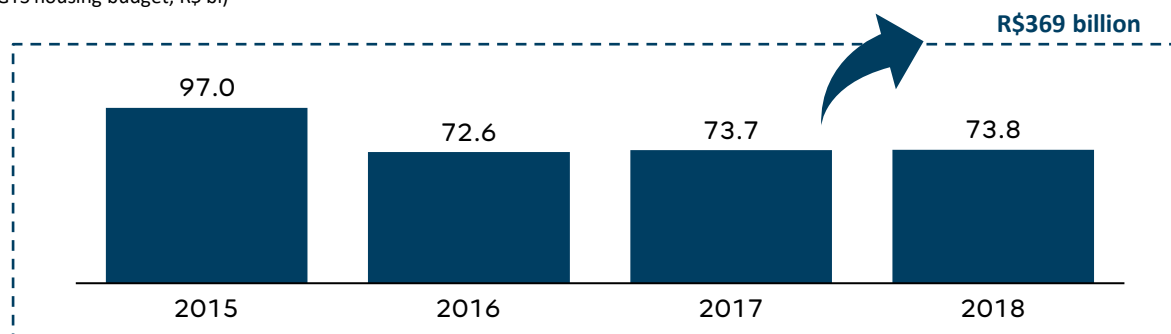
FGTS Flowchart

Main events of net collection and net profit



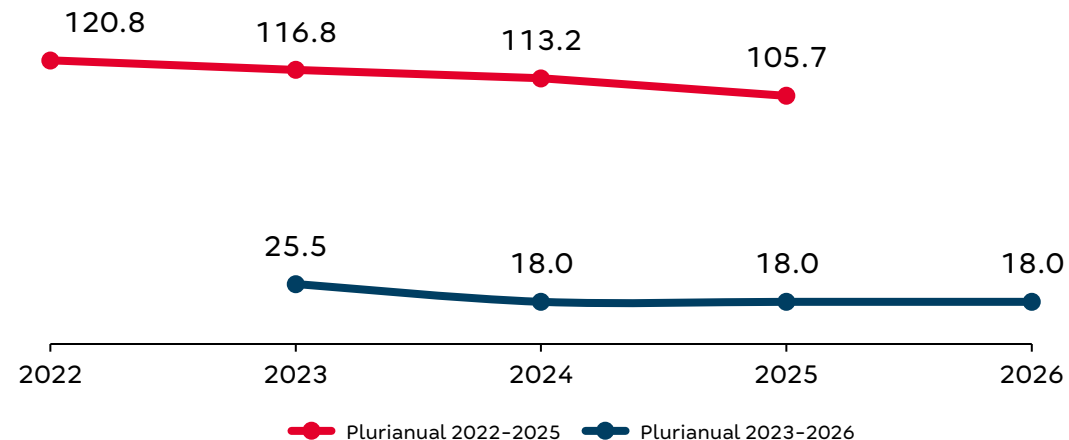
The FGTS budget has R\$369 billion earmarked for the real estate market over the next 3 years

(FGTS housing budget; R\$ bi)



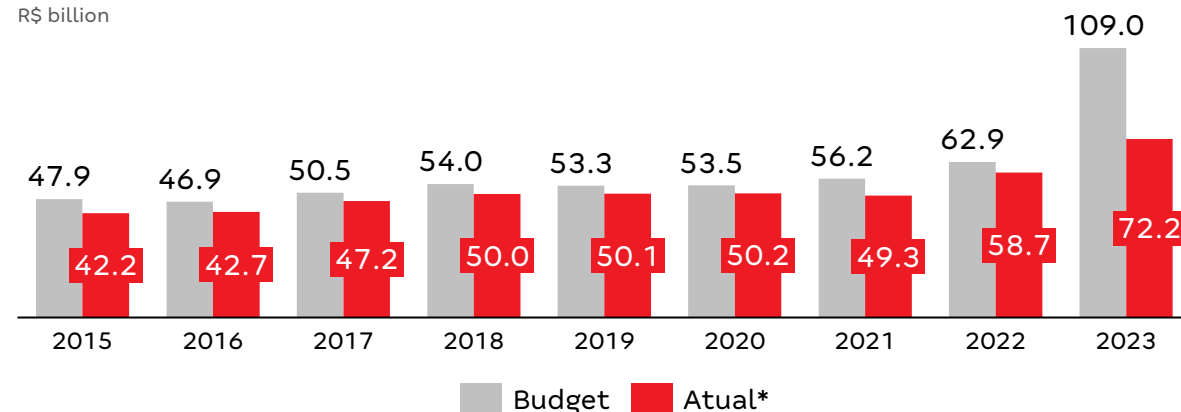
Cash and cash equivalents ex-Liquidity Fund

R\$ billion – According to FGTS Budget



FGTS Budget Execution – Housing

R\$ billion









The majority of our revenue comes from Band 1 of the program, reaching levels of 59% in the 3rd quarter of 2023 LTM (Last Twelve Months).

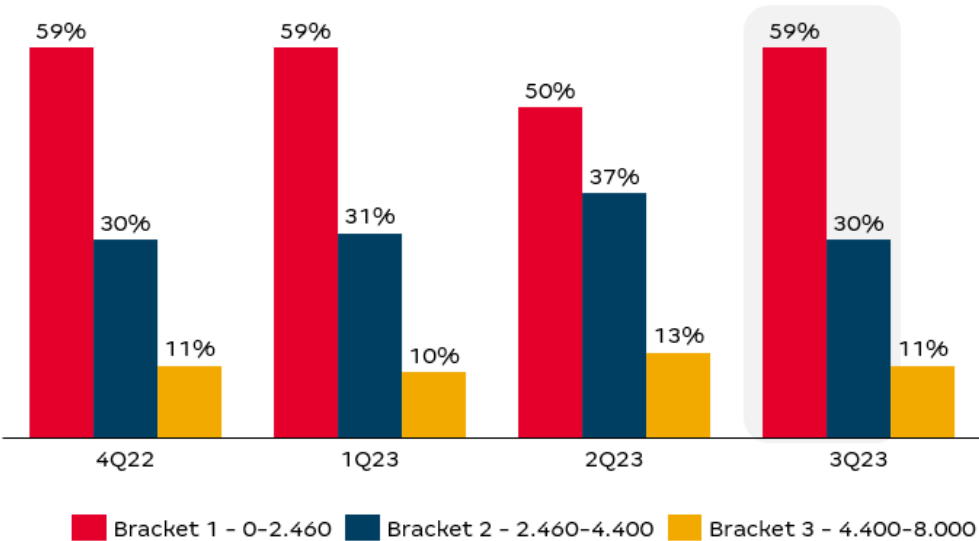
The increase in price ceilings within bands 1 and 2 of the program, combined with the changes that will come into effect in the second half of 2023, represents significant potential for value generation.



Gross VGV by income bracket in 3Q23

	Implementation deadline	Operational impact	Full potential
 New parameters MCMV	July 2023	Increase in average affordability of R\$7k in Band 1 through higher subsidies and lower interest rates.	2.1p.p. of margin
 Price 420	August 2023	Average increase of R\$6k in financing capacity due to the possibility of extending the financing from 360 to 420 months.	1.9p.p. of margin
 Future FGTS	Approved by Law. Implementation in December 2023.	Average increase of R\$6k in families' financing capacity through the increase in income commitment from the current 28% to up to 30%.	2.0p.p. of margin
 R.E.T. 1	1Q24	Average increase in gross margin of R\$2k through a reduction in the RET (Real Estate Transfer Tax) rate, decreasing from 4% to 1% of monthly revenue for Band 1 projects.	0.7p.p. of gross margin / 1.6p.p. of net margin

Focused operation on bands 1 and 2 of the Minha Casa Minha Vida program, with 89% of the Gross Sales Value (VGV) generated by properties in bands 1 and 2.





Great market opportunity with regional housing programs

Pode Entrar



Housing program of the city of São Paulo

First stage of the program approved in April with significant participation from Tenda

More than 3,510 units granted to the company, representing a total VGV (Sales Value) of R\$712.6 million



Project	number of units	Value per property	Total PSV
Estação Tolstoi	216	R\$209.9k	R\$45.3 million
Guarapiranga ¹	1,310	R\$206.9k	R\$271.1 million
Citta Vila Prudente	1,984	R\$199.7k	R\$396.2 million
TOTAL	3,510¹		R\$712.6 million

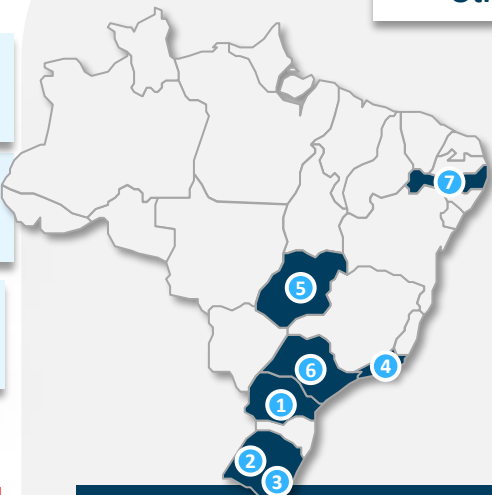
1,468 additional units from Tenda

Eligible to be included in the program if other projects are rejected during document verification

~R\$21 thousand per unit

at a premium in pricing compared to the main competitors participating in the program

Other Regional Programs



Various opportunities in Tenda's operational regions through housing programs targeted at the low-income segment

Program Name	State /Municipality	Target audience / Income bracket	Benefit per unit	Size of the program
1 Casa Fácil	Paraná	Up to 4 minimum wages	R\$20,000	R\$200 million / year
2 Compra Compartilhada	Porto Alegre	Up to 3 minimum wages	R\$15,000	R\$12 million in 2023
3 De Portas Abertas	Rio Grande do Sul	Up to 4 minimum wages	R\$20,000	in definition
4 Habita+ RJ	Rio de Janeiro	Up to R\$4.4k ²	R\$25,000	R\$350 million in 2023
5 Pra ter onde morar	Goiás	Up to 4 minimum wages	R\$45,800	n.a.
6 Casa Paulista	São Paulo	Up to 3 minimum wages	Between R\$11,000 and R\$16,000	R\$4 billion
7 Morar Bem	Pernambuco	Up to 2 minimum wages	Up to R\$20,000	R\$200 million / year

Current



▶ Family with a gross income of R\$ 1,650.

Property value of R\$ 198,000 

▶ Family with a gross income of R\$ 1,980.

Data from 4,426 properties acquired in São Paulo/SP by families with an income of up to R\$ 2,400.00 in 2022, under the Assistance program:

- Average value: R\$ 189,000
- Minimum value: R\$ 98,000
- Maximum value: R\$ 264,000

São Paulo - SP

CURRENT CONDITIONS		PROPOSED CONDITIONS		PROPOSED CONDITIONS	
Down payment	R\$ 69,000	Down payment	R\$ 59,100 Δ= -10,000	Down payment	R\$ 34,900 Δ= -34,200
Supplemental Discount	R\$ 47,500	Supplemental Discount	R\$ 55,000 Δ= +7,500	Supplemental Discount	R\$ 55,00 Δ= +7,500
Financing	R\$ 81,400	Financing	R\$ 83,900 Δ= +2,500	Financing	R\$ 108,100 Δ= +26,700
Rate	CR 25% + 360 months	Rate	CR 25% + 360 months	Rate	CR 30% + 420 months
Installment	R\$ 408.00	Installment	R\$ 409.00	Installment	R\$ 490.00

CURRENT CONDITIONS		PROPOSED CONDITIONS		PROPOSED CONDITIONS	
Down payment	R\$ 58,200	Down payment	R\$ 54,400 Δ= -3,800	Down payment	R\$ 25,300 Δ= -23,900
Supplemental Discount	R\$ 42,100	Supplemental Discount	R\$ 42,900 Δ=+0,8 Thousand	Supplemental Discount	R\$ 42,900 Δ= +0,8 thousand
Financing	R\$ 97,700	Financing	R\$ 100,600 Δ= +2,900	Financing	R\$ 129,700 Δ= +32,000
Rate	CR 25% + 360 months	Rate	CR 25% + 360 months	Rate	CR 30% + 420 months
Installment	R\$ 490.00	Installment	R\$ 490.00	Installment	R\$ 588.00



Salvador - BA

Family with a gross income of R\$ 1,650

Property value of R\$ 167,000

Family with a gross income of R\$ 1,980.

Data from 1,673 properties acquired in Salvador/BA by families with an income of up to R\$ 2,400.00 in 2022, under the Assistance program:

- Average value: R\$ 159,000
- Minimum value: R\$ 98,000
- Maximum value: R\$ 209,000

CURRENT CONDITIONS		PROPOSED CONDITIONS		PROPOSED CONDITIONS	
Down payment	R\$ 35,700	Down payment	R\$ 25,600 Δ= -10,100	Down payment	R\$ 0,2 thousand Δ= -35,400
Supplemental Discount	R\$ 47,500	Supplemental Discount	R\$ 55,000 Δ= +7,500	Supplemental Discount	R\$ 55,000 Δ= +7,500
Financing	R\$ 83,800	Financing	R\$ 86,400 Δ= +2,600	Financing	R\$ 111,800 Δ= +27,900
Rate	CR 25% + 360 months	Rate	CR 25% + 360 months	Rate	CR 30% + 420 months
Installment	R\$ 409.00	Installment	R\$ 409	Installment	R\$ 490.00

CURRENT CONDITIONS		PROPOSED CONDITIONS		PROPOSED CONDITIONS	
Down payment	R\$ 32,000	Down payment	R\$ 24,000 Δ= -8,000	Down payment	-
Supplemental Discount	R\$ 34,400	Supplemental Discount	R\$ 39,300 Δ= +4,900	Supplemental Discount	R\$ 39,300 Δ= +7,300
Financing	R\$ 100,600	Financing	R\$ 103,700 Δ= +3,100	Financing	R\$ 127,700 Δ= +27,100
Rate	CR 25% + 360 months	Rate	CR 25% + 360 months	Rate	CR 30% + 420 months
Installment	R\$ 490.00	Installment	R\$ 491.00	Installment	R\$ 560.00



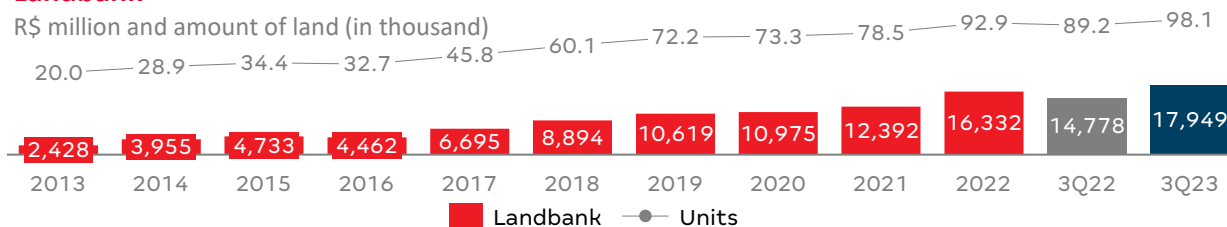
Tenda in Numbers

Track record comprovado com resultados operacionais robustos

Consistent and disciplined growth of Tenda's main operational indicators ensuring the company's positioning among the leading real estate developers in the country

Landbank

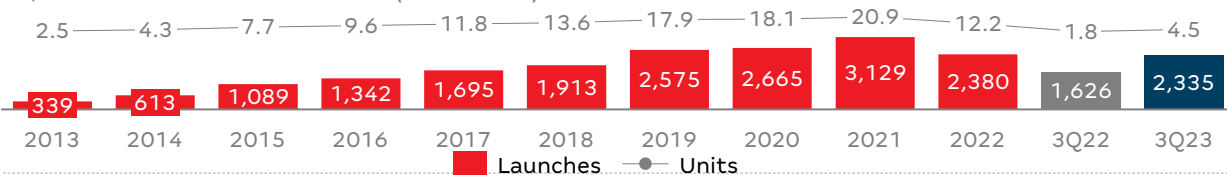
R\$ million and amount of land (in thousand)



Extensive land bank ready to be accessed for the development of profitable projects

Launches

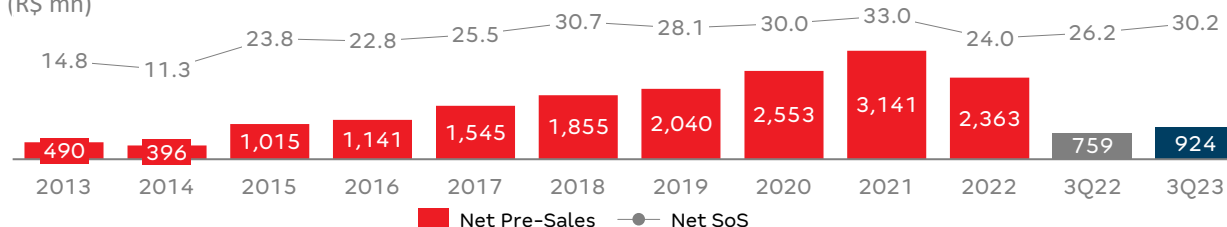
R\$ million and number of launches (in thousand)



Sustainable launch speed with several successful projects delivered over the last 10 years

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

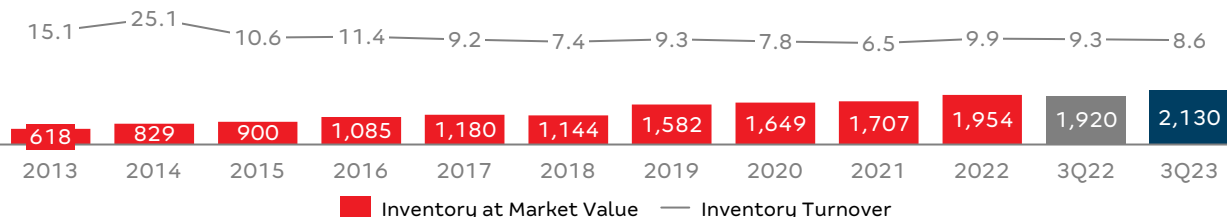
(R\$ mn)



Strong sales growth with recovery observed in 2023

Inventory at Market Value

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



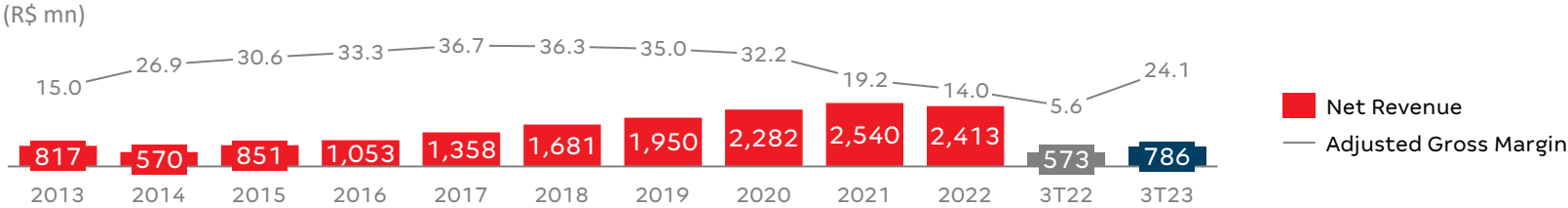
one of the smallest inventories among public companies, demonstrating strong absorption of our units



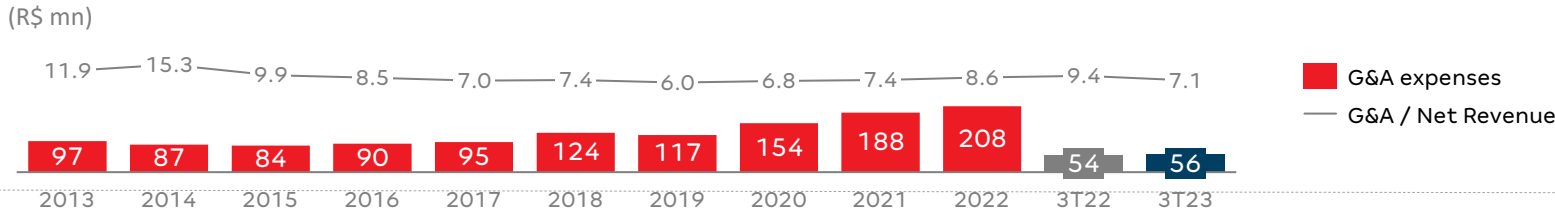
The company is regaining good financial results, bringing optimism and confidence for the future



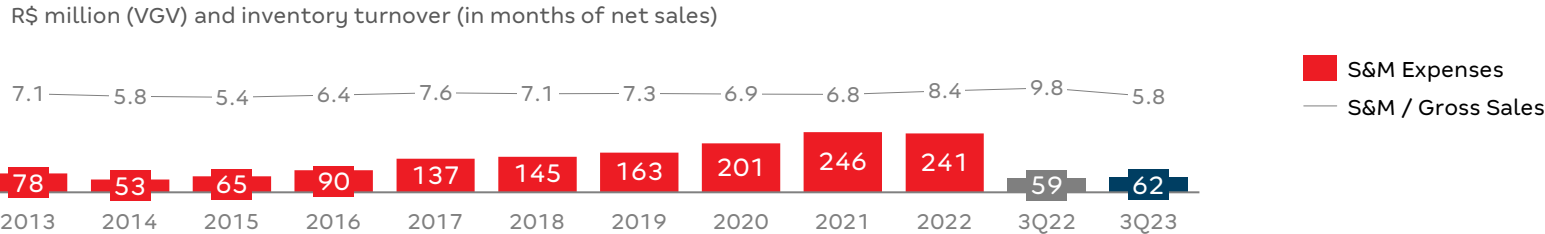
Net Revenues and Adjusted Gross Margin¹



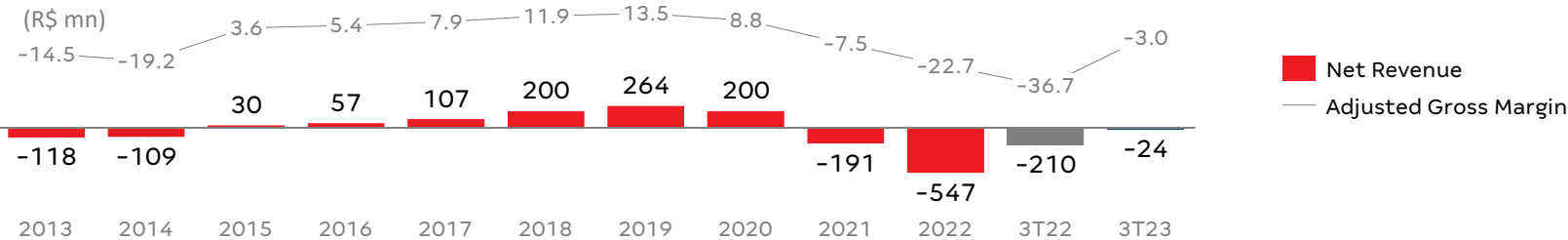
G&A Expenses and G&A / Gross Sales



S&M Expenses S&M / Gross Sales



Net Income and Net Margin



Source: Company. Consolidated numbers.1. Adjusted for capitalized interest.





Cash Generator Model



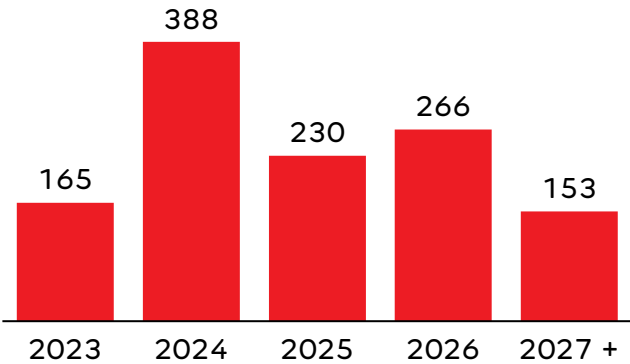
Debt overview

(R\$ mn)

Gross debt	1,200.9
Cash and cash equivalents ¹	(748.2)
Net debt	452.8
Net Debt / Equity (SE+MS) ²	50.3%
Corporate Net Debt / Shareholders' Equity	13.0%

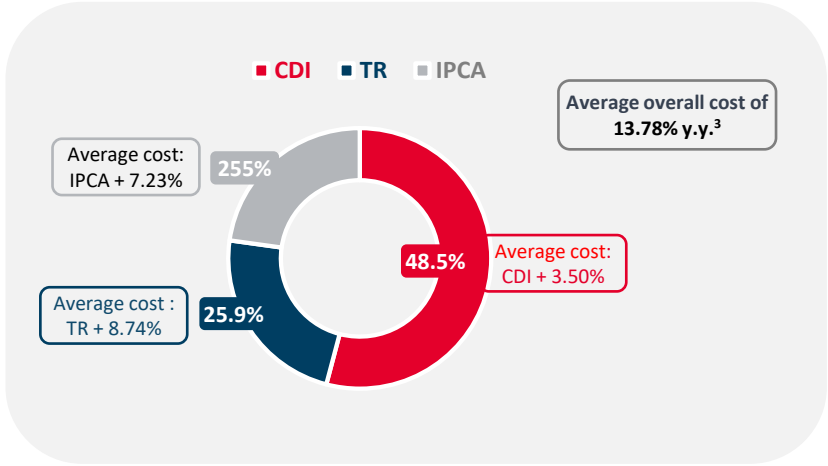
Amortization schedule

(R\$ mn)



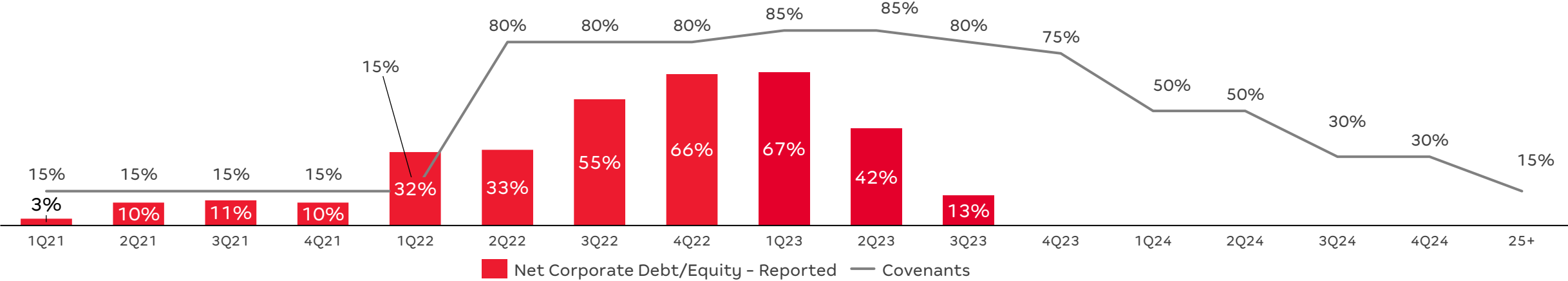
Average cost of debt

(R\$ mn)



Covenant tracking

(Net Corporate Debt / Equity; Covenant)



Net Corporate Debt/Equity - Reported — Covenants

The company has already gone through its most challenging period and remains strategically well-positioned in the affordable housing segment in Brazil.



Cash-Generating Business Model

- Transfer after sales
- Construction execution speed
- Cash flow acceleration

Minimum Cash Policy

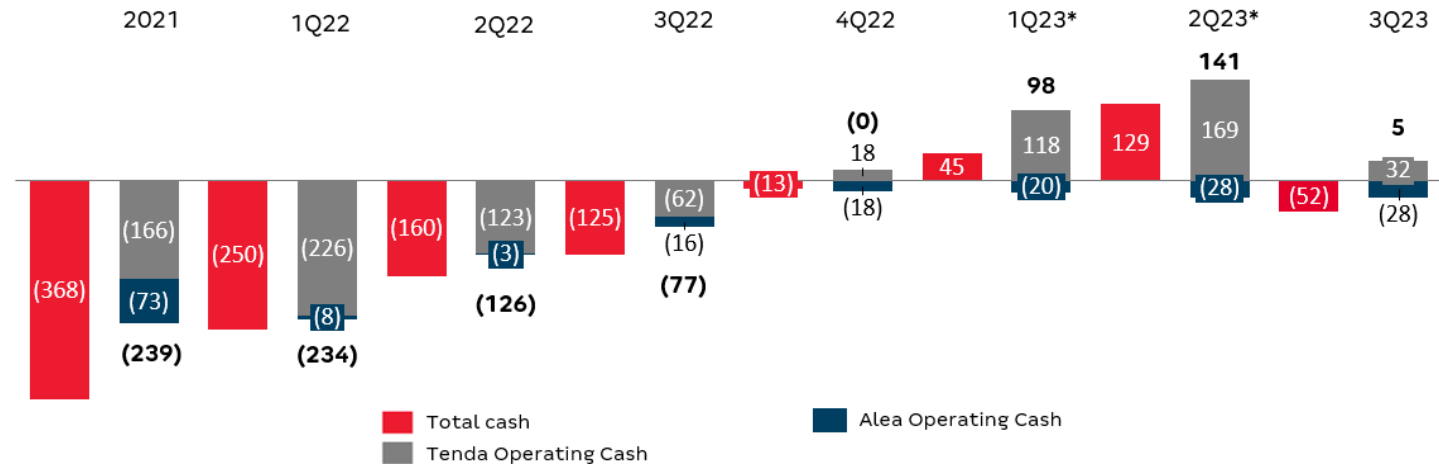
Minimum cash equivalent to :

- 3 months of operational outflows
- Short-term debts
- Land (short term)

Capital Allocation

- Share buyback
- Dividend payment

Generation/Consumption of Operating Cash



Quarterly updates

- 1 Operational generation of 5 million;
- 2 By including the benefit of the Follow on, we experienced a reduction in net debt of R\$ 172.9 million;
- 3 The gross margin of new sales also continued to evolve, with an increase of 130 basis points in 3Q23 compared to 2Q23.



[Click here](#) to check Earnings Release 3Q23



Strategy

The segment and our business model enable a resumption of growth, in addition, Tenda has developed an innovative business model, based on offsite construction, to reach new markets



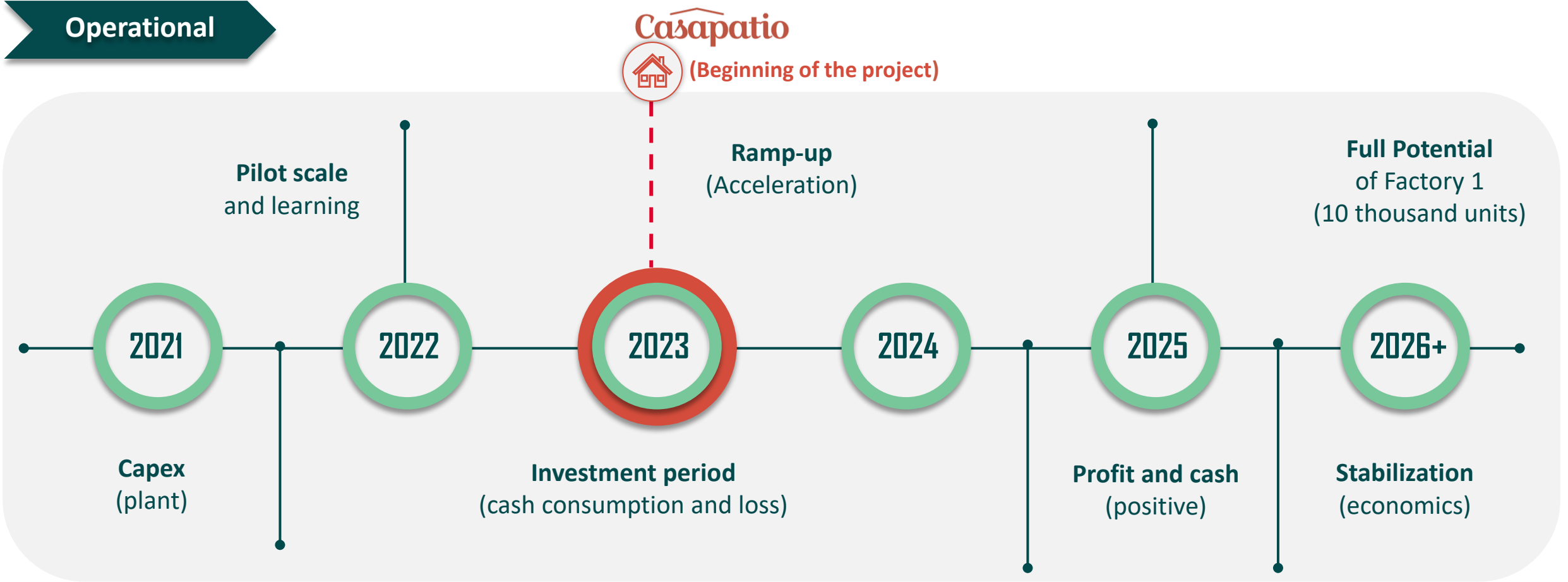
Tenda enters this market creating a competitive differential through off-site industrialization, with the adoption of wood frame technology

Alea houses are produced with a high-tech construction method, created in the United States and used in several countries around the world. Resistant, with thermal comfort and acoustic insulation, offering a new way of living.





Operational



Financial

Significant milestones were achieved in the first year of alea's operation, and solid strategic foundations were defined to ensure the platform's long-term sustainability



Foundation of Alea's strategy and main results so far

1



Product Market Fit

- ✓ The sales performance throughout the year confirmed Alea's product market fit, reinforcing the acceptance of the value proposition by customers
- ✓ Average VSO of 53.8% per quarter in 2022
- ✓ Average price gain of 14.3%

2



Supply Chain

- ✓ Significant evolution in the supply chain security, especially in the wood-frame chain.
- ✓ Verticalization of the timber chain, with strategic negotiations for the supply of key inputs.
- ✓ Reduction of risks associated with other items by a significant decrease in single-source and imported items.

3



Fields of Play

- ✓ Expansion of the addressable market, by incorporating smaller cities into the Fields of Play.
- ✓ Sales performance in Iperó and Cerquilha led to considering the inclusion of cities starting from 20,000 inhabitants.
- ✓ Evolution in realizing Alea's differential in operating with a low local minimum scale, difficult to replicate by traditional players

4



Post-Occupancy

- ✓ Differentiation in post-occupation.
- ✓ Belief in high value perception brought by the condominium.
- ✓ Low incidence of technical assistance requests so far

5



Landbank Formation

- ✓ Landbank in formation with significant developments carried out in 2022.
- ✓ Prospecting pipeline allowed interaction with various municipalities, creating technical knowledge of legislations and administrative approval processes.
- ✓ Validation of Alea's value proposition for key stakeholders.

Advancements in 2023



Increase in the minimum price per unit for compliance with the MCVM (Minimum Capital Value for Mortgage)



New CASAPATIO model with construction in 3 months



Expansion of prospecting with smaller cities in the Fields of Play



In 2023, Alea launched the 'Casapatio Project': a brand focused on products in open lots.

Custom patio homes model with 100% POC delivery in 3 months arrives to accelerate Alea's growth in Off-Site construction.

CASAPATIO: Key highlights



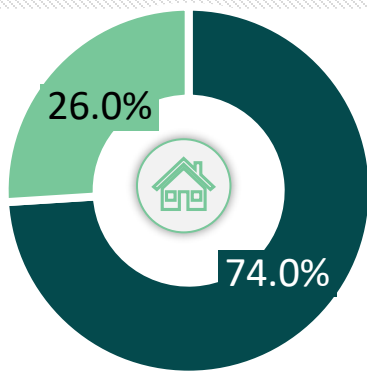
Negotiation timeframe of 1-2 months
(vs. Alea's 3-5 months)



Approval timeframe of 2-3 months
(vs. Alea's 2-3 years)



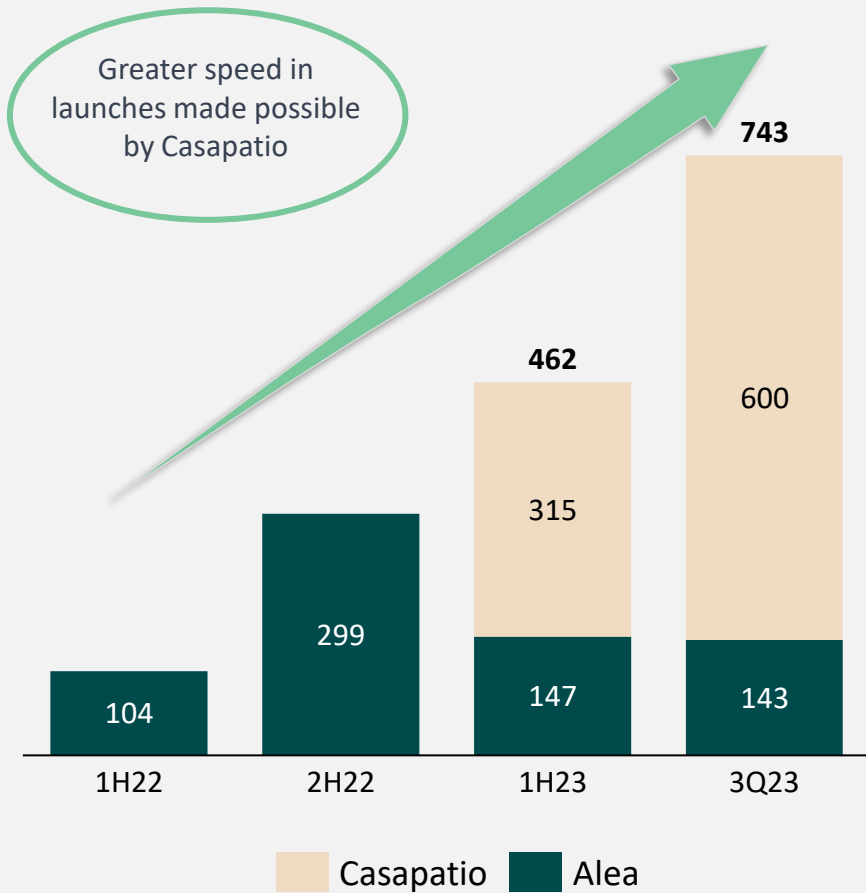
Infrastructure already executed
(vs. Alea's 4-5 months construction period)



Currently, **Casapatio** represents 75.9% of Alea's launches in 2023

■ Casa Pátio ■ Alea

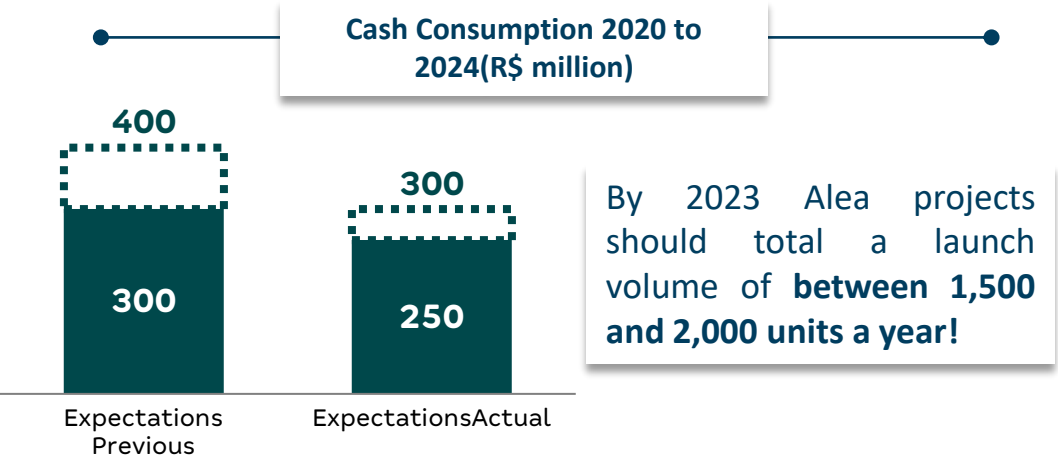
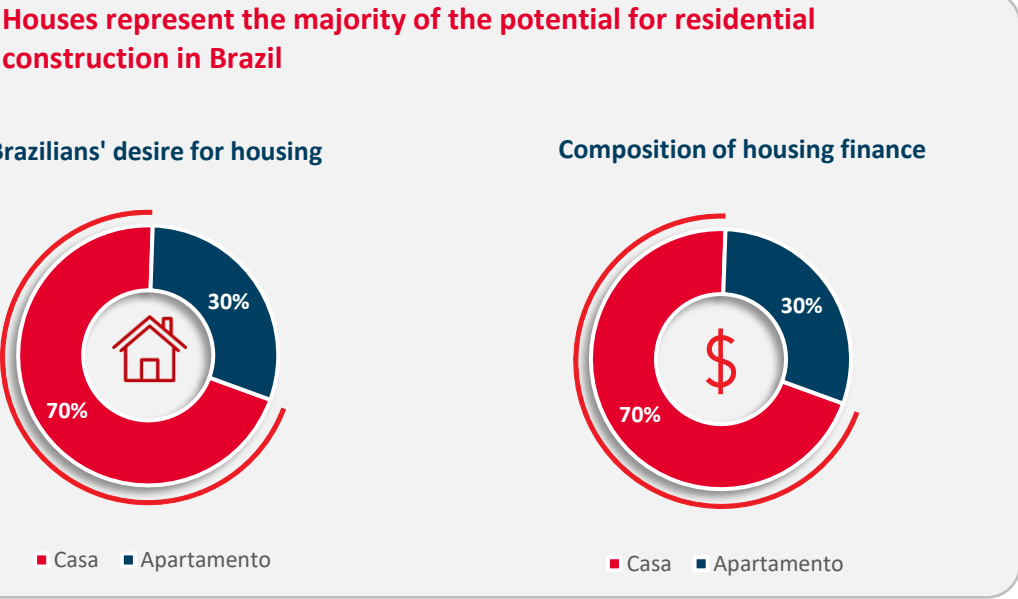
Alea launches





Massive growth avenue in Off-site construction with Alea

Houses represent a significant portion of the potential residential construction market in Brazil, and almost no major player is focused on the segment



Alea secures Tenda's exposure to a blue ocean of opportunities represented by an addressable market of nearly R\$250 billion





Single storey houses



ESG



Social inclusion

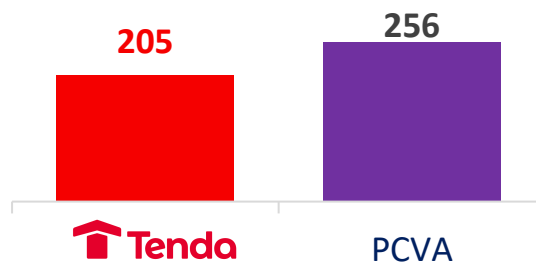
Properties affordable by low-income families

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

AVERAGE MONTHLY FAMILY INCOME (R\$, Jul/23 to Sep/23¹) *Closer to the floor value than bracket 2 of PCVA*



AVERAGE PRICE PER UNIT SOLD (R\$ thousand, 3Q23²)



Respect for clients and employees

Clients receive the housing units within schedule

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

Most employees directed hired

5,701 EMPLOYEES → **71%** ... of which **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 2019³

- ✓ **A Novo Mercado Company**
- ✓ All **board members are independent**
- ✓ All the **directors are statutory officers**, with 20% of compensation linked to long term incentives⁴




Corporate Governance

Tenda adopts the best Corporate Governance practices, holding a prominent position among the companies in the New Market, B3's highest level





Board composed of 6 highly experienced and independent members

Advisory Committees




Cláudio de Andrade
Chairman






Antonoaldo Neves
Independent Member





Maurício Luchetti
Independent Member



Michelle Rober
Independent Member







Flávio Menezes
Independent Member





CHICAGO BOOTH
The University of Chicago Booth School of Business

Marcos Duarte
Independent Member



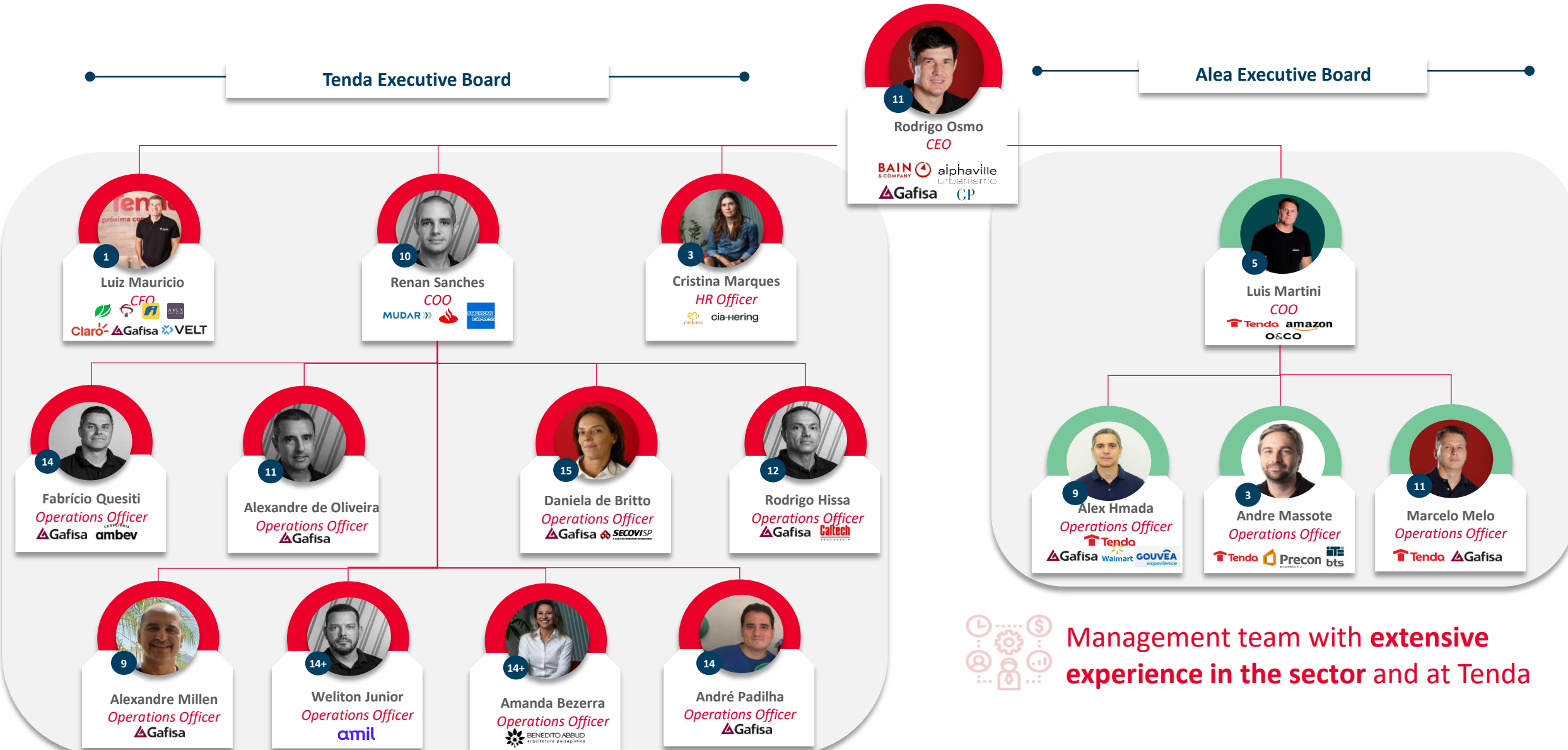
- 1 Audit Committee
- 2 Executive Investment Committee
- 3 Ethics Executive Committee
- 4 People Committee¹

		
Independent Board	✓ 100%	45%
No family relations	✓ 0%	43%
Individual performance evaluation	✓ Yes	69%

First-rate corporate governance: 100% independent board combined with a management team with extensive experience in the sector and at Tenda



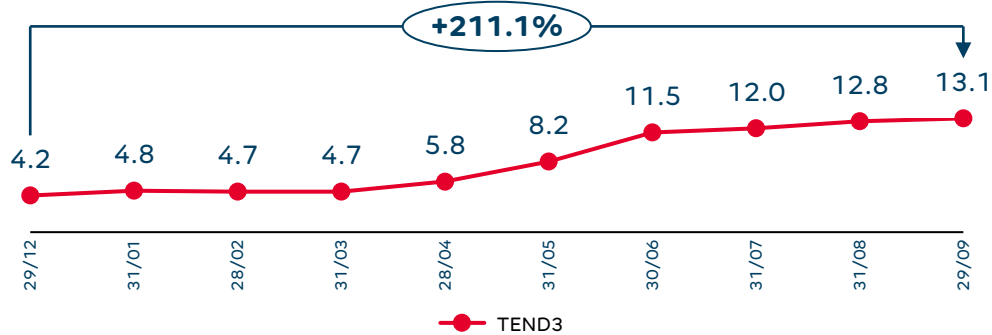
Management with extensive experience in the sector



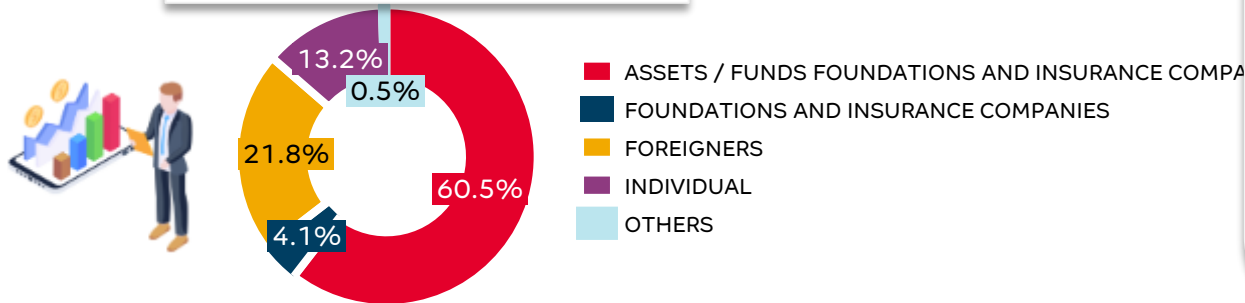
Management team with extensive experience in the sector and at Tenda

Stock Performance

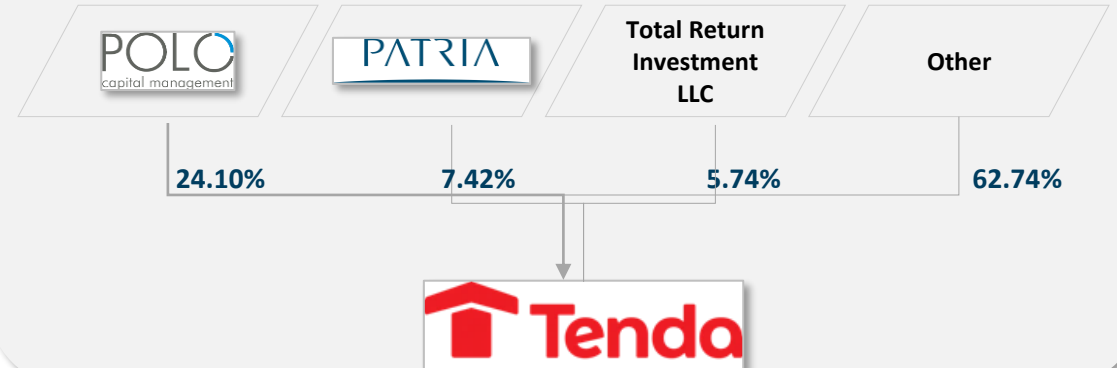
	30 Days	90 Days	180 Days
ADTV ¹	R\$ 26.0 mi	R\$ 26.6 mi	R\$ 23.4 mi
Performance	41.1%	144.7%	172.5%



Type of Tenda Investors



Share Structure



Ticker

TEND3

Listed segment

[B]³ NOVO MERCADO

Number of shares

123,094,246

Share price*

R\$ 13.13

Market value

R\$ 1,616,227,449.98

* Position as of 09/29/2023

