

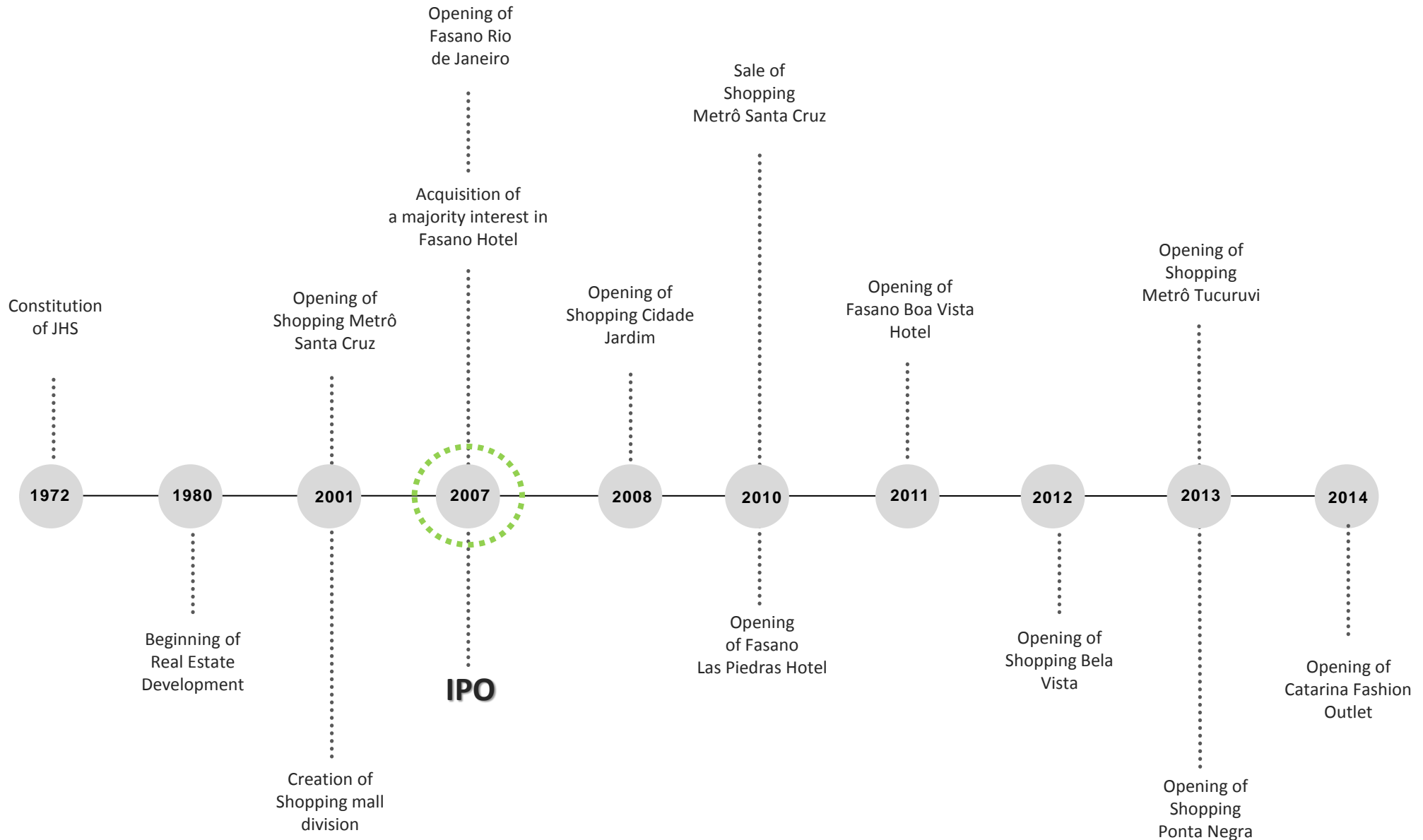
APRIL 2017

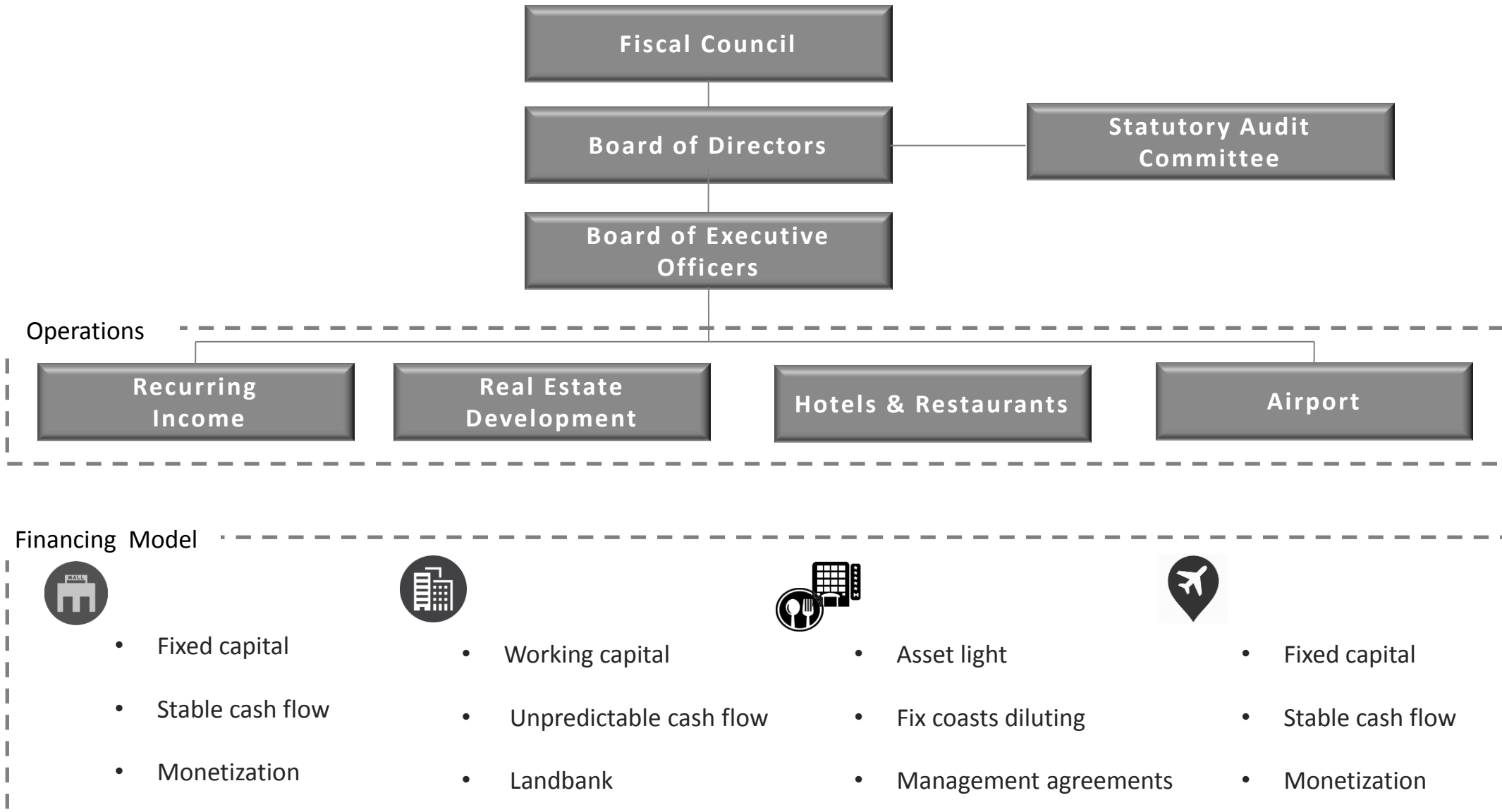






## COMPANY HISTORY







BUSINESS AREAS &  
DEDICATED MANAGEMENT TEAM

Recurring Income

Wilmar Rodrigues
•Executive Vice-President
Robert Harley
•CEO
Patrick Fernandes
•CFO
Delphine di Menza
•Executive

Hotels & Restaurants (Fasano)

Rogério Fasano
•Partner
Constantino Bittencourt
•CEO
Ernane Abrahão
•CFO

Real Estate Development

Rogério Lacerda
•CEO
Ronaldo Mazarini
•CFO
Duílio Reis
•COO

Executive Airport

Rogério Lacerda
•CEO
Ronaldo Mazarini
•CFO
Duílio Reis
•COO

Priorities

Deleverage



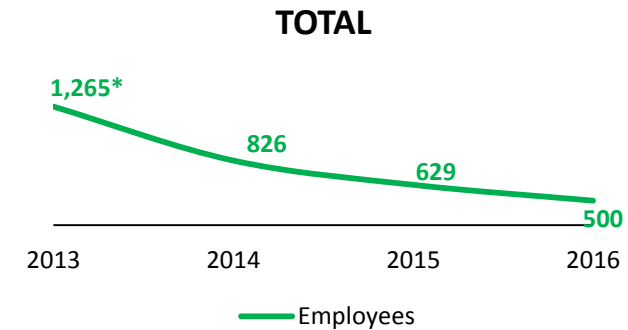
Cost reduction



Turning from “provider to collector”



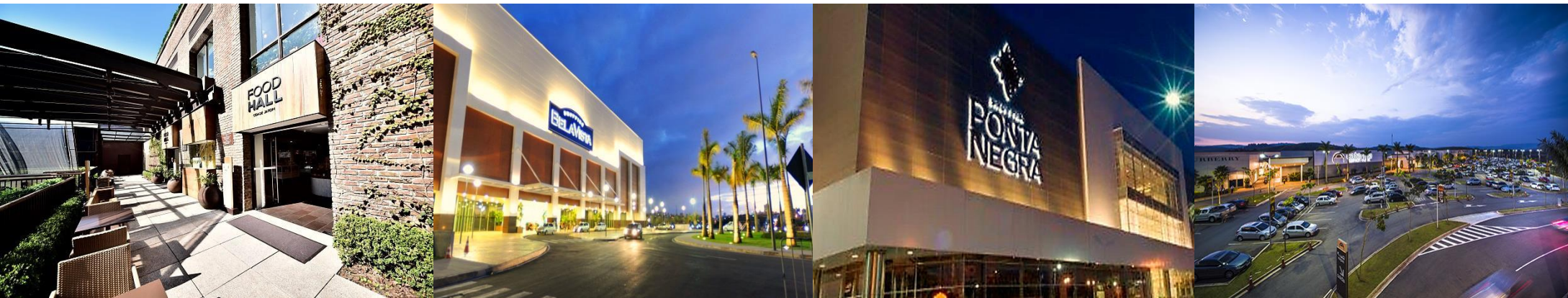
Headcount reduction



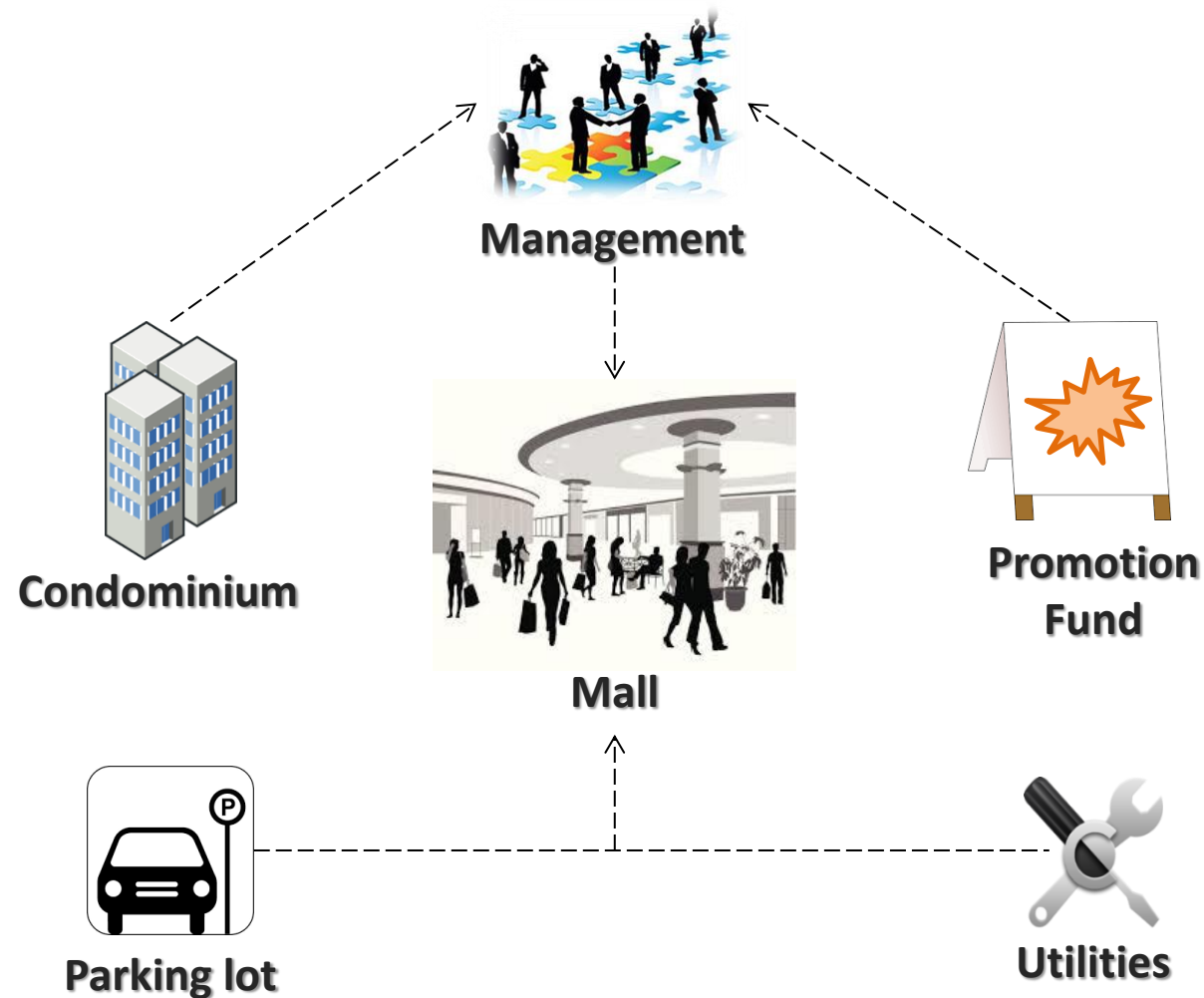
\*Includes construction employees

Strategy

- Create value through Real Estate projects to serve high-end clients in Brazil;
- Building a platform of business with recurring revenues stream to offset RE development top line volatility;
- Growth based on existing landbank synergic to existing successful projects.



Centralized management fully controlling mall operations and tenant mix.





MIXED USED MALL OPERATOR  
MAIN STORES



ARMANI  
OUTLET



BURBERRY



ZARA



ANIMALE



SIBERIAN

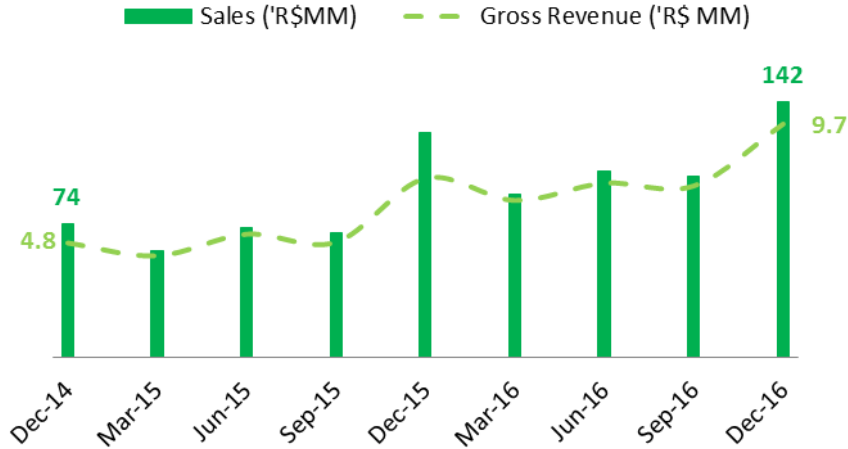


JOHN JOHN



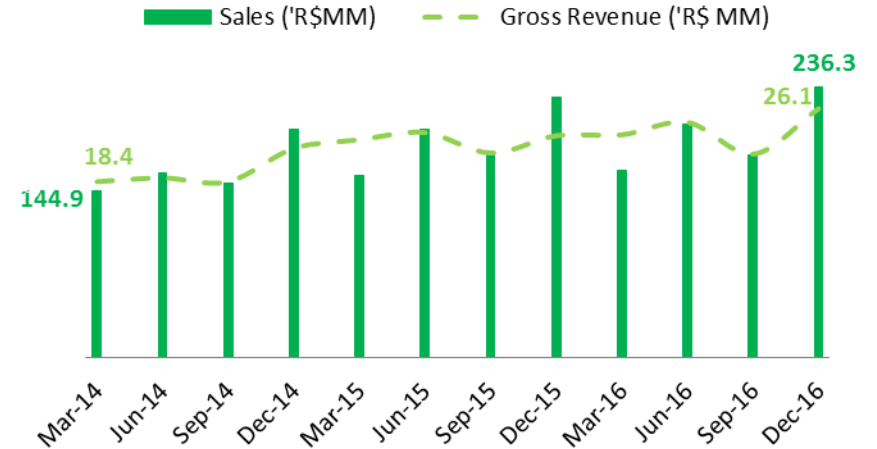
### Catarina Fashion Outlet

Sales: +92%  
Gross Revenue: +104%



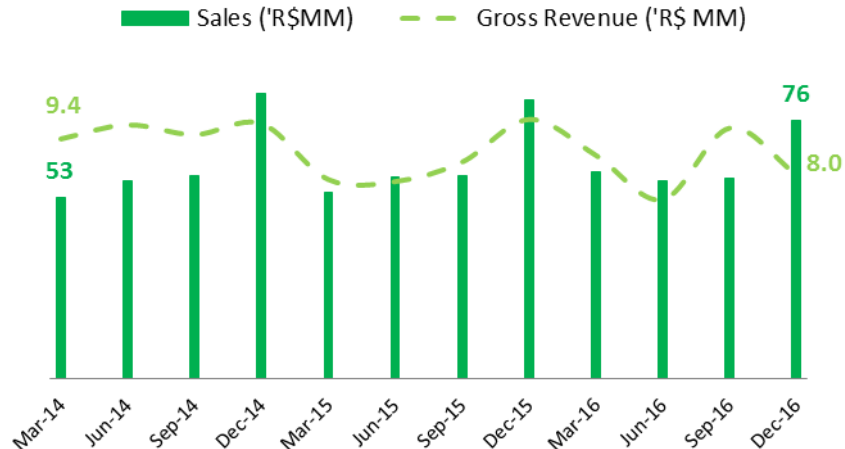
### Shopping Cidade Jardim

Sales: +63%  
Gross Revenue: +42%



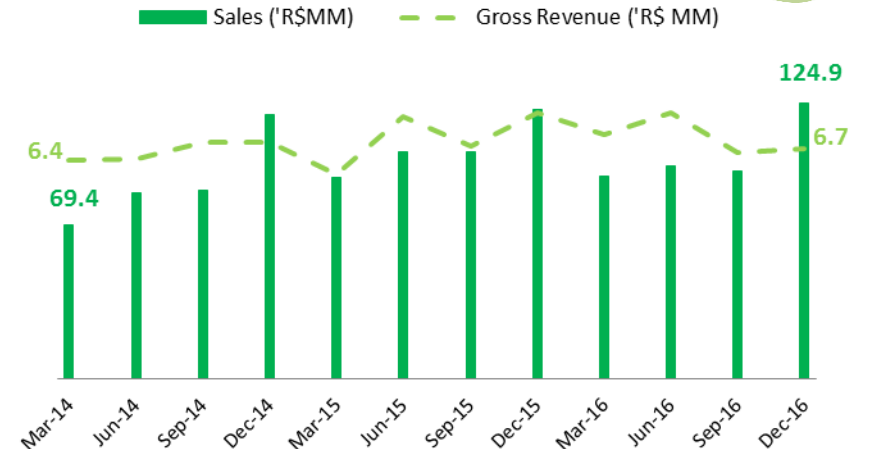
### Shopping Ponta Negra

Sales: +43%  
Gross Revenue: -15%



### Shopping Bela Vista

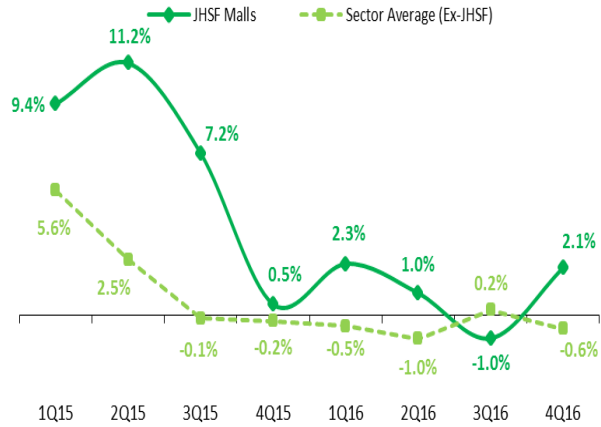
Sales: +80%  
Gross Revenue: +5%



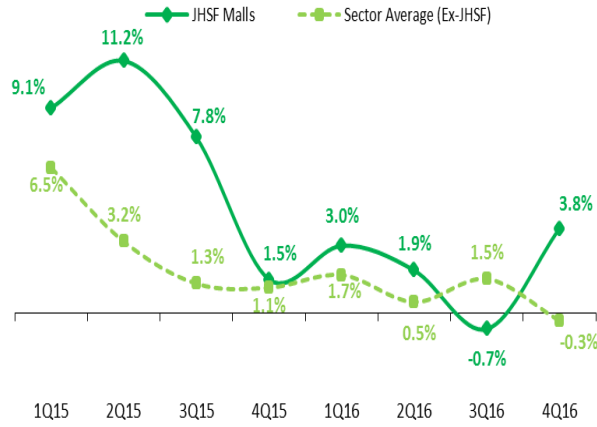


# CONSOLIDATED MALL OPERATIONS INDICATORS

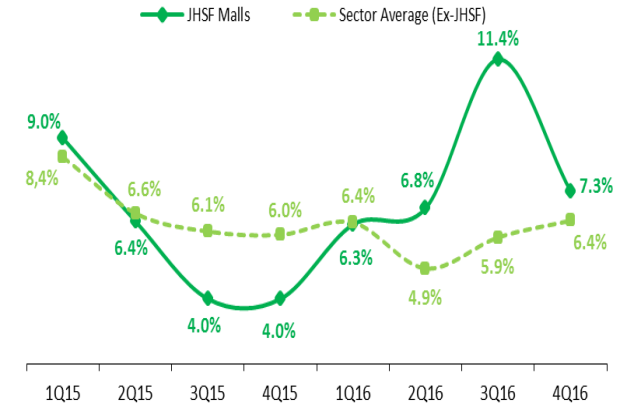
### SSS (%)



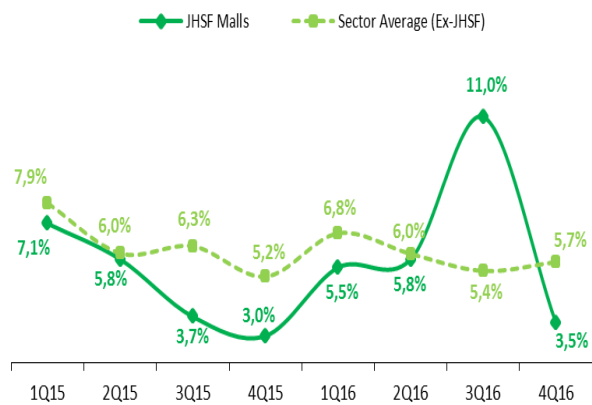
### SAS (%)



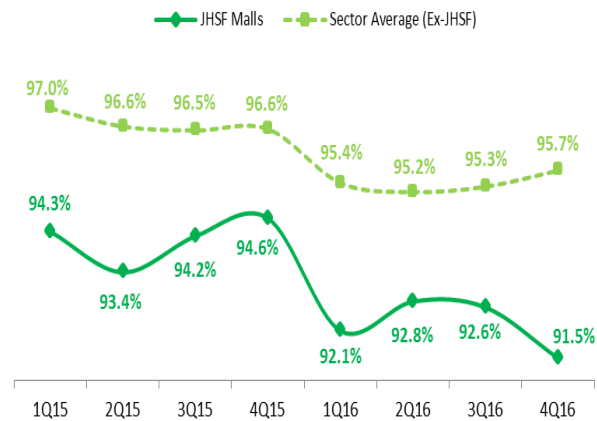
### SSR (%)



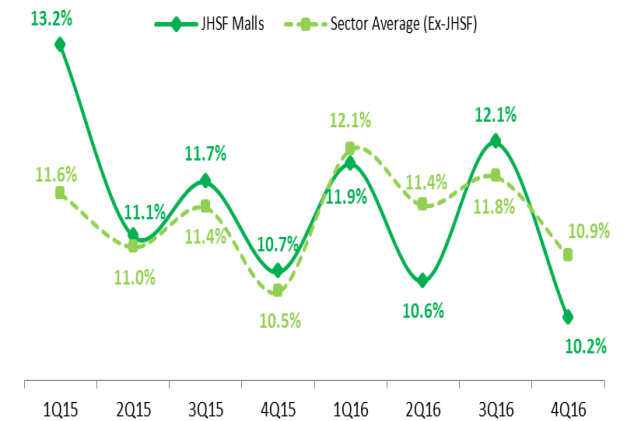
### SAR (%)



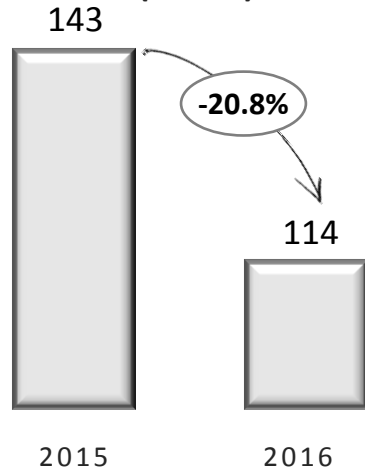
### Leased Area (%)



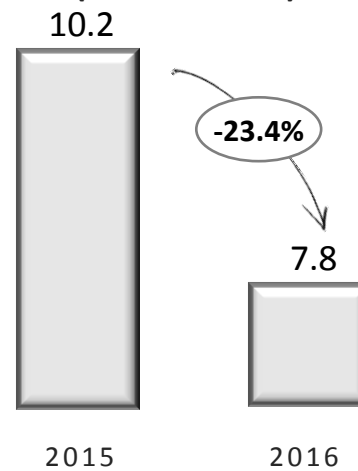
### Occupancy Cost (%)



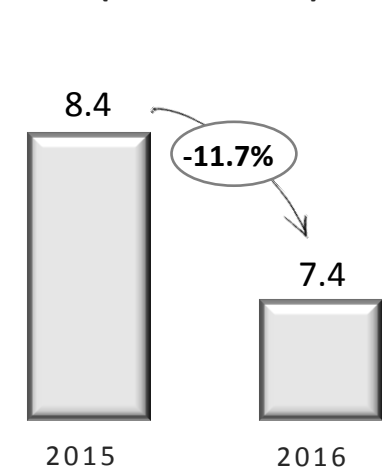
**Discounts to Tenants  
(units)**



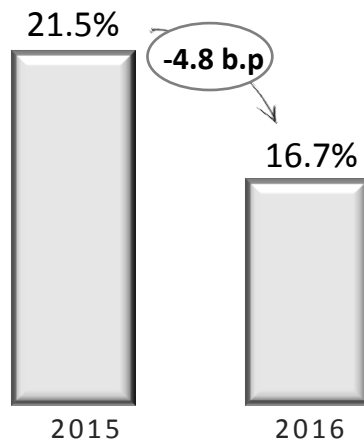
**Nominal Discount  
(R\$' million)**



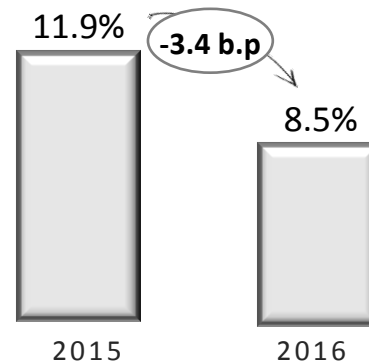
**Net Delinquency  
(R\$' million)**



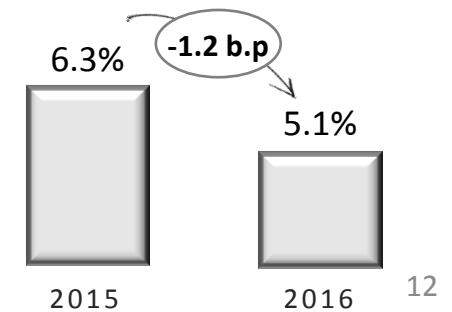
**Discounts to Tenant (%)**

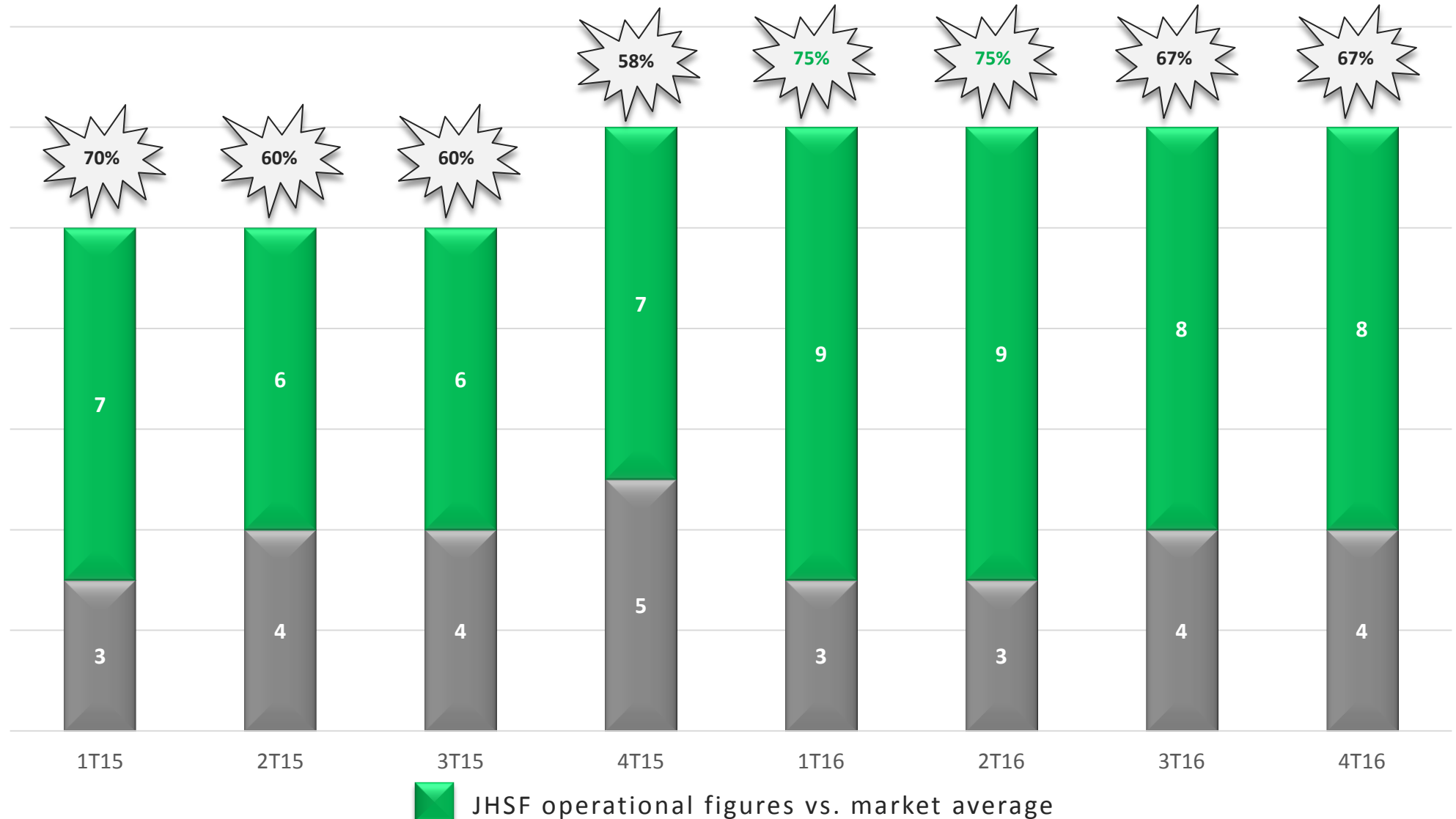


**Discount including the  
Percentage Rent (%)**



**Net Delinquency (%)**





<sup>1</sup> Analyzed indicators: Total Sales; SSS; SAS; SSR; SAR; Occupancy Cost; Vacancy; EBITDA Margin, Growth and per GLA; and Gross Revenue Margin, Growth and per GLA.



GLA: 4,500 + 24,500

- Existing landbank – Contiguous to existing operation



GLA: 23,000

- Existing landbank – “Across the street”



GLA: 3,500

- Ongoing project



### EXPANSION BASED ON:

- Existing demand
- Positioning
- Market share consolidation

### WHY GREENFIELD?

- High-performing assets with additional landbank
- Commercial clustering
- Attractive IRR & ROIC







**CIDADE JARDIM CORPORATE CENTER**  
(São Paulo – SP)  
100% Sold  
Already delivered  
PSV: R\$820 million  
Appreciation: 55%



**PARQUE CIDADE JARDIM**  
(São Paulo – SP)  
100% Sold  
Already delivered  
PSV: R\$920 million  
Appreciation: 330%



**FAZENDA BOA VISTA**  
(Porto Feliz – SP)  
PSV: R\$2,800 million  
Appreciation (landbank):  
350%



**PRAÇA VILA NOVA**  
(São Paulo – SP)  
100% Sold  
Already delivered  
PSV: R\$240 million  
Appreciation: 140%



**BENEDITO LAPIN**  
(São Paulo – SP)  
100% Sold  
Already delivered  
PSV: R\$80 million  
Appreciation: 87%



**HORTO BELA VISTA**  
(Salvador – BA)  
99% Sold  
Already delivered  
PSV: R\$1,100 million  
Appreciation: 80%



**VITRA**  
(São Paulo – SP)  
100% Sold  
Already delivered  
PSV: R\$130 million  
Appreciation: 82%



**RESIDÊNCIA CIDADE JARDIM**  
(São Paulo – SP)  
100% Sold  
Already delivered  
PSV: R\$220 million  
Appreciation: 120%



**MENA BARRETO 423**  
(São Paulo – SP)  
72% Sold  
Already delivered  
PSV: R\$80 million  
Appreciation: 5%



**CIDADE JARDIM TOWN HOUSES**  
(São Paulo – SP)  
50% Sold  
Already delivered  
PSV: R\$40 million  
Appreciation: -

- Metrics
  - 885 properties
  - 570 sold
- Inventory
  - 315 units (land)
- Receivables
  - R\$194 million
- “New Phase”
  - Leverage brand value
  - Independent infra





Source: Google Maps/Animation: JHSF

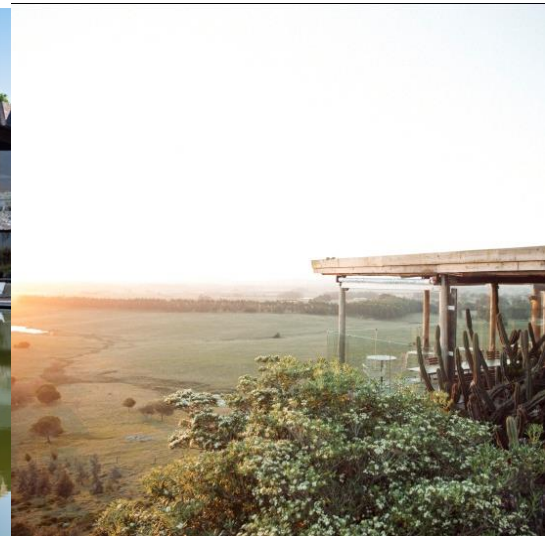
**1 SALVADOR**

- R\$86,0 million (book value)
- Last transaction: landbank sold to a Construction Power Center in 2016 for R\$30,0 million

**2 DUO - MOEMA**

- Landbank sold to HSI in 2016 for R\$21,0 million







## HOTELS

- Acquired in 2007
- Operations in SP, Rio, Fazenda Boa Vista and Punta del Este
- Local & int'l pipeline already signed
- Management agreements using a asset light model (no CAPEX)

## RESTAURANTS

- Acquired in 2014
- Synergy gains, improvement on profitability
- 14 operations focused on SP, Rio and Brasilia

PARIGI RESTAURANTE – SÃO PAULO



FASANO FAZENDA BOA VISTA HOTEL





**Location:** Angra dos Reis, Rio de Janeiro, Brazil  
**Project Status:** Under construction  
**Opening:** 2017



**Location:** Salvador, Bahia, Brazil  
**Project Status:** Under construction  
**Opening:** 1S18



**Location:** Belo Horizonte, Minas Gerais, Brazil  
**Project Status:** Under construction  
**Opening:** 1S18



**Location:** Trancoso, Bahia, Brazil  
**Project Status:** Under construction  
**Opening:** 2019



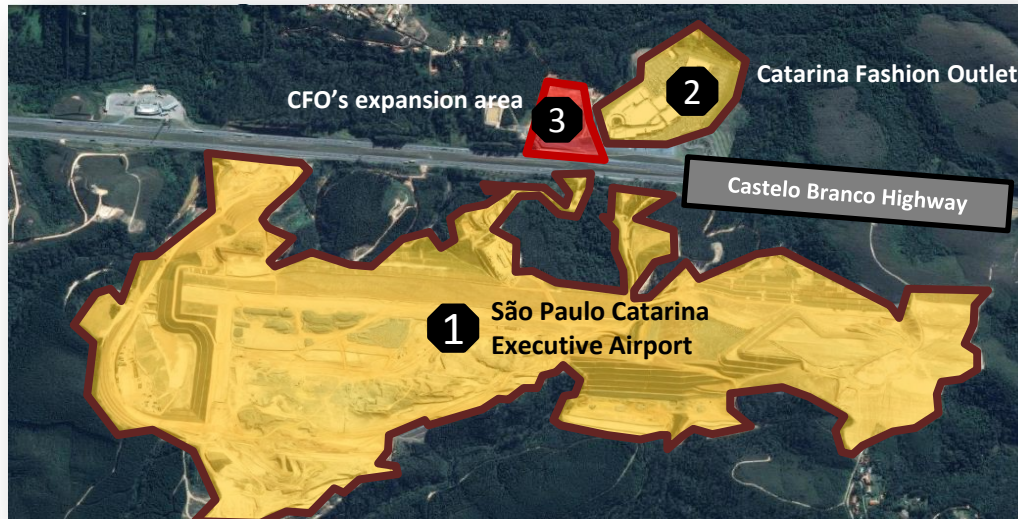
**Location:** Miami, USA  
**Project Status:** Under construction  
**Opening:** 2019





- **Scant infrastructure** for executive aviation;
- Commercial airports prioritize commercial aviation;
- **Global trend:** segmentation in different airports;
  - Le Bourget – Paris
  - Teterboro – NY
  - Farnborough – London
- **Brazil: 2<sup>nd</sup> largest executive aviation fleet** in the world;
- **São Paulo: 34% of executive aircraft fleet**





Source: Google Maps

- Distance to/from São Paulo → 50 km



35 minutes



14 minutes

### PHASE ZERO

- Capex to go R\$55 million
- Total Capex R\$300 million
- 2,400 meters of runway
- 5,000 sq.m. of hangars
- 10,000 sq.m. of patios

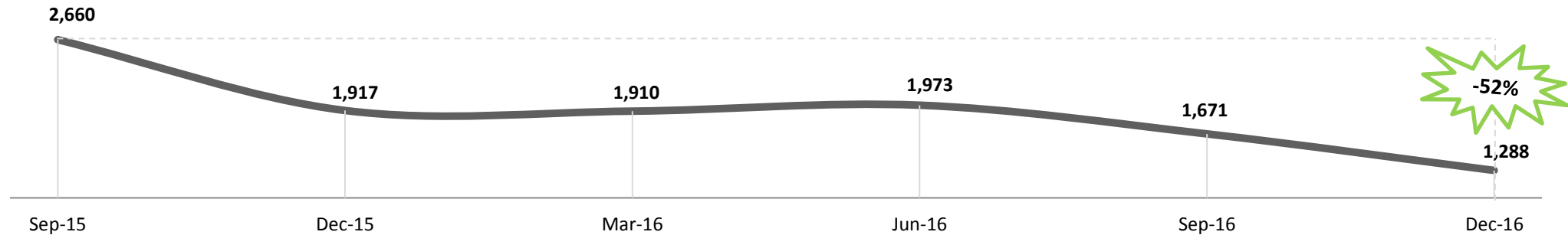


Picture took in December, 2016



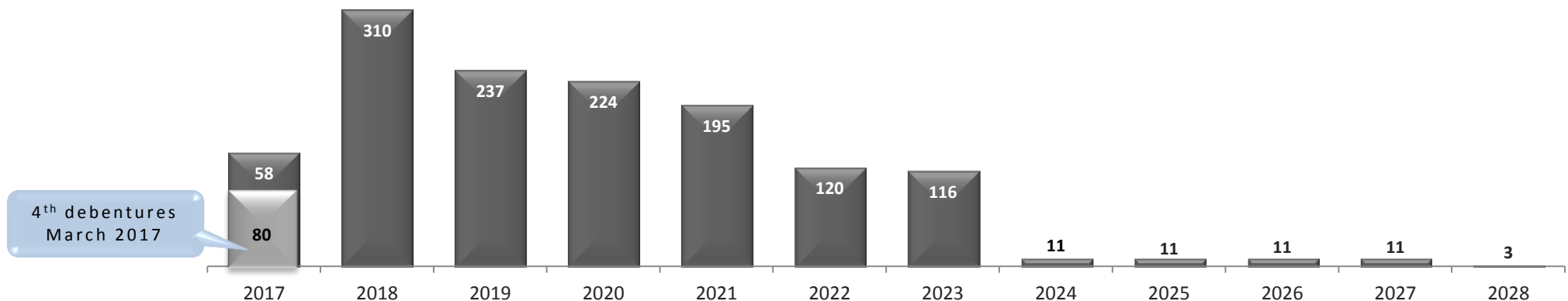
- Deleveraging balance sheet

Indebtedness (R\$ million)



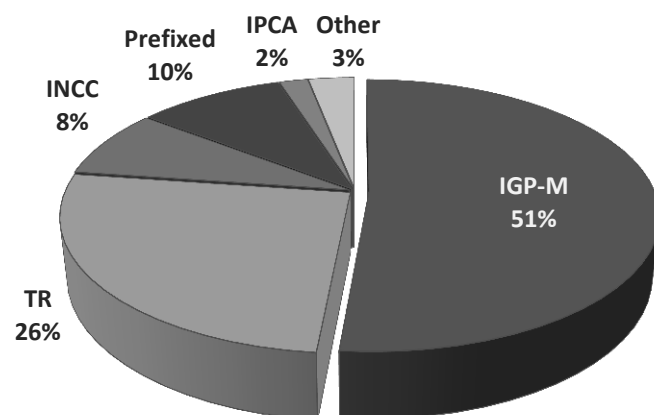
(R\$'million)	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16
Adjusted Ebitda	51.1	38.6	31.7	136.0	43.2	37.6
Ratio	5.6x	5.2x	3.0x	2.8x	2.7x	2.8x

- Targeting to increase asset turnover, ROE and ROIC improving debt profile



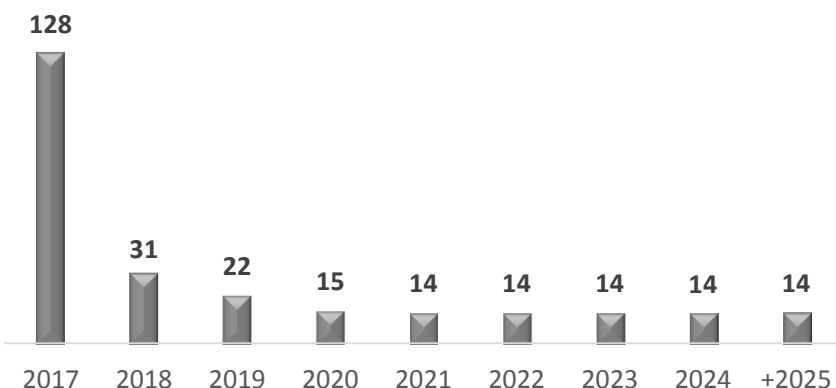
## ACCOUNTS RECEIVABLE INDICES

(base December 2016)



## MATURITY

(base December 2016)



### FAZENDA BOA VISTA

RECEIVABLES	INVENTORY <sup>1</sup>
R\$ 194 million	~ R\$ 1,2 billion

### MENA BARRETO

RECEIVABLES	INVENTORY <sup>1</sup>
-	~ R\$ 20 million

### TOWN HOUSES

RECEIVABLES	INVENTORY <sup>1</sup>
-	~ R\$ 17 million

### HORTO BELA VISTA

RECEIVABLES	INVENTORY <sup>1</sup>
R\$ 69 million	~ R\$ 12 million

### BOSQUE CIDADE JARDIM <sup>2</sup>

RECEIVABLES	INVENTORY <sup>1</sup>
-	~ R\$ 130 million

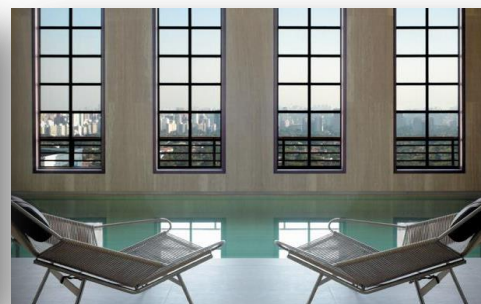
<sup>1</sup> Estimated inventory at current market prices.

<sup>2</sup> Embargoed

2016 Income Statement (R\$' million)	Shopping Malls	Hotels and Restaurants	RE Development	Holding	Consolidated
Gross Revenue	286.6	193.3	(46.4)	-	433.4
Taxes on Revenue	(34.9)	(16.5)	2.5	-	(48.9)
Net Revenue	251.7	176.8	(43.9)	-	384.6
COGS	(62.7)	(145.0)	(23.5)	-	(231.1)
Gross Profit	189.0	31.8	(67.3)	-	153.4
<b>Gross Margin (% of Net Revenue)</b>	<b>75%</b>	<b>18%</b>	-	-	<b>40%</b>
Operating Expenses	(45.8)	(15.9)	(17.1)	(263.5)	(342.3)
Commercial Expenses	(6.8)	(0.1)	(11.3)	(1.2)	(19.3)
Administrative Expenses	(25.8)	(17.3)	(8.2)	(42.5)	(93.7)
Other Operating Expenses	(13.2)	1.4	2.3	(219.8)	(229.3)
Fair Value of Investment Properties	35.6	-	-	-	35.6
Operating Income	178.8	15.9	(84.5)	(263.5)	(153.3)
Adjusted EBITDA	146.3	20.2	(42.0)	125.3	249.9
<b>EBITDA Margin (% of Net Revenue)</b>	<b>58%</b>	<b>11%</b>	<b>96%</b>	-	<b>65%</b>
Financial Result					(286.3)
Income Taxes and Social Contribution					54.1
Discontinued Operations					134.9
Net Income					(250.6)
<b>Net Margin (% of Net Revenue)</b>					<b>-65.2%</b>

[thousand BRL]	2016	2015	Δ %
<b>Assets</b>	<b>4,750,550</b>	<b>6,565,587</b>	<b>-28%</b>
<b>Current</b>	<b>1,162,738</b>	<b>1,881,373</b>	<b>-38%</b>
Cash and equivalents	69,653	151,377	-54%
Interest earnings bank deposits	38,536	39,588	-3%
Accounts receivable	512,652	315,730	62%
Inventory	464,346	453,494	2%
Other current assets	41,819	80,130	-48%
Recoverable taxes and contributions	29,726	30,484	-2%
Expenses to appropriate	6,006	6,269	-4%
Non-current assets available for sale	-	804,300	-100%
<b>Non-Current</b>	<b>3,587,812</b>	<b>4,684,214</b>	<b>-23%</b>
Accounts receivable	156,553	275,240	-43%
Taxes and deferred contributions	33,587	40,882	-18%
Inventory	162,291	191,821	-15%
Other non-current assets	36,879	54,094	-32%
Credit with related parties	42,970	14,743	191%
Investments	4,502	7,044	-36%
Fixed assets	736,078	652,963	13%
Investment property	2,326,959	3,357,969	-31%
Intangible	87,993	89,458	-2%
<b>Liabilities</b>	<b>2,533,366</b>	<b>3,900,658</b>	<b>-35%</b>
<b>Current</b>	<b>609,449</b>	<b>1,671,085</b>	<b>-64%</b>
Suppliers	50,626	97,042	-48%
Loans, financing and debentures	280,315	559,888	-50%
Social, labor and tax obligations	27,507	24,412	13%
Deferred income and social contributions taxes	18,533	31,854	-42%
Other obligations	179,412	253,192	-29%
Dividends to be paid	53,056	-	-
Liabilities available for sale	-	704,697	-100%
<b>Non-Current</b>	<b>1,923,917</b>	<b>2,229,573</b>	<b>-14%</b>
Loans, financing and debentures	1,207,990	1,356,924	-11%
Social, labor and tax obligations	14,184	13,127	8%
Taxes and deferred contributions	477,808	697,164	-31%
Other obligations	200,702	135,971	48%
Provisions	23,233	26,387	-12%
<b>Shareholder's Equity</b>	<b>2,217,182</b>	<b>2,664,928</b>	<b>-17%</b>
<b>Total Liabilities and Shareholder's Equity</b>	<b>4,750,551</b>	<b>6,565,587</b>	<b>-28%</b>

[thousand BRL]	2016	2015	Δ %
<b>Cash Flow from Operating Activities</b>	<b>(498,965)</b>	<b>309,846</b>	<b>-261%</b>
Earnings Before Income Taxes (EBIT)	(439,593)	246,376	-278%
<b>Expenses (revenues) not affecting cash flow</b>			
Depreciation and amortization	14,594	17,390	-16%
Equity in net income of subsidiaries	(2,710)	217	-1349%
Interest and monetary variations on loans	247,307	234,993	5%
Accumulated foreign exchange effect in other comprehensive income	(131,005)	-	-
Adjustments to present value	448	(1,814)	-125%
Commercial expenses - Amortizations of stand	1,801	1,743	3%
Provision for doubtful accounts	21,171	30,723	-31%
Provision for contingencies	(3,154)	509	-720%
Provision for stock options plan	7,279	-	-
Fair value of investment properties	(35,578)	(313,861)	-89%
Discontinued Operations	145,020	(26,697)	-643%
<b>Variation in current and non-current assets and liabilities</b>			
Accounts receivable	(107,968)	56,986	-289%
Properties for sale	18,678	(81,727)	-123%
Sales to be appropriated	263	966	-73%
Related parties	(47,182)	114,871	-141%
Other assets	42,308	21,600	96%
Advances from clients	28,668	(27,580)	-204%
Other liabilities	(105,477)	(16,452)	541%
<b>Income and social contribution taxes paid</b>	<b>(7,521)</b>	<b>(8,699)</b>	<b>-14%</b>
<b>Cash Flow from Investing Activities</b>	<b>786,377</b>	<b>(268,900)</b>	<b>-392%</b>
Acquisition of fixed and intangible assets	(130,375)	(266,400)	-51%
Sale of fixed and intangible assets	425,296	-	-
Sale of equity investments	491,456	(2,500)	-19758%
<b>Cash Flow from Financing Activities</b>	<b>(514,153)</b>	<b>(210,808)</b>	<b>144%</b>
Additions of new loans and financing	592,259	738,149	-20%
Payment of debentures	(307,433)	(229,113)	34%
Payment of loans and financing	(798,980)	(911,978)	-12%
Capital increase (decrease)	-	192,134	-100%
<b>Effect of exchange variations on cash and equivalents</b>	<b>-</b>	<b>42,585</b>	<b>-100%</b>
<b>Cash Flow generated (used) in the period</b>	<b>(81,724)</b>	<b>(153,974)</b>	<b>-47%</b>
<b>Cash and equivalents at the beginning of the period</b>	<b>151,377</b>	<b>305,351</b>	<b>-50%</b>
<b>Cash and equivalents at the end of the period</b>	<b>69,653</b>	<b>151,377</b>	<b>-54%</b>



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