



BRIDGEHousing Annual Continuing Disclosure Investor Call May 30, 2024



Cautionary Statement Regarding Forward-Looking Statements

Welcome to today's BRIDGE Housing Corporation ("BRIDGE") investor call. The material being reviewed with you today can be found on our website of https://bridgehousing.com/investor-information/

Certain statements included, incorporated by reference or verbally discussed, constitute projections or estimates of future events, generally known as forward-looking statements. These statements are generally identifiable by the terminology used such as "plan," "expect," "estimate," "budget" or other similar words. These forward-looking statements include, but are not limited to, the information contained within this presentation and the financial statements being referenced as part of this presentation. By providing this information, BRIDGE is not committing to providing some or all such information in future investor communications.

The achievement of certain results or other expectations contained in such forward-looking statements involves known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements described to be materially different from any future results, performance or achievements expressed or implied by these forward-looking statements. BRIDGE and its affiliates do not plan to issue any updates or revisions to those forwardlooking statements if or when changes in its expectation, or events, conditions or circumstances on which such statements are based occur.



Presenters

Ken Lombard President & Chief Executive Officer



Delphine Sherman Executive Vice President & Chief Financial Officer





Key 2023 Performance and Organizational Achievements (or Changes)

- Broke ground on three communities with 418 affordable units including a major phase of the redevelopment of the storied Jordan Downs community in Watts – with a total development cost of \$261.5 million
- Acquired 195 additional units in the Bay Area, at least half of which will remain affordable in perpetuity
- Secured \$223 million in debt financing and \$132 million in LIHTC equity for future projects
- S&P credit rating upgraded to AA-
- Received our largest-ever charitable donation \$8 million from philanthropist MacKenzie Scott and an additional \$1 million donation from the Orkney Trust



BRIDGE Launches 2024-2027 Strategic Plan

The Strategic Plan is designed to chart a path for BRIDGE to continue addressing the affordable housing crisis on the West Coast by creating thousands more units of affordable housing, and in turn greater opportunity for thousands of residents

BRIDGE has set three overarching goals to achieve this vision:

- 1. Create 5,100 more affordable housing units
- 2. Ensure that residents experience greater economic opportunity, housing stability, and satisfaction
- 3. Continually improve BRIDGE's operational efficiency and financial strength through outstanding asset and property management

As a result of this plan, BRIDGE will become a larger and financially stronger organization, growing in flexibility and agility to adapt to changing market conditions



Agenda

- I. BRIDGE Housing Overview
- II. Housing Portfolio Management
- III. Financial Performance
- IV. Summary



BRIDGE Housing Overview



BRIDGE Housing Overview

- Founded in 1983, BRIDGE is a California nonprofit public benefit corporation, a public charity exempt from tax under Section 501(c)(3) of the Internal Revenue Code. BRIDGE was founded as a mission-driven, affordable housing developer headquartered in San Francisco. BRIDGE currently owns 128 multifamily properties comprised of 13,500 units
- BRIDGE's mission is to strengthen communities and improve the lives of these residents, beginning – but not ending – with affordable housing. In all its developments, BRIDGE utilizes a holistic community development lens on how it plans, implements, and manages affordable housing
- BRIDGE has three main business lines: Real Estate Development, Asset Management, and Property Management
- BRIDGE offers quality resident support services that ensures that its developments help stabilize the neighborhoods that surround its properties, improve housing conditions, and increase access to economic advancement and social mobility
- BRIDGE Housing Corporation ("BRIDGE") controls other not-for-profit corporations ("Affiliates") that have been formed either as supporting entities to BRIDGE or as instruments to further BRIDGE's organizational objectives







Before and after: Jordan Downs in Los Angeles, CA

BRIDGE pays close attention to the double-bottom line of financial and social return on investment



BRIDGE Housing's Impact

Participated in development of more than

21,432

homes with a total development cost of over

\$5.76 billion



Received more than

232

local, national and international awards, including five ULI Global Awards for Excellence for Real Estate Development





30,000 individuals housed **128** properties **13,500+** units





properties



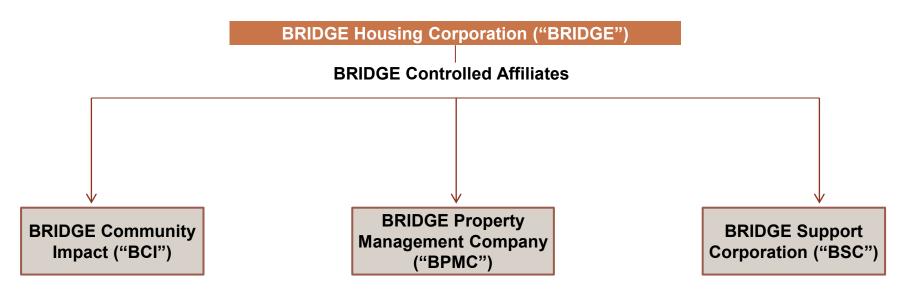
BRIDGE Housing Structural Overview

BRIDGE Housing Corporation ("BRIDGE") controls other not-for-profit corporations ("Affiliates") that have been formed either as supporting entities to BRIDGE, or as instruments to further BRIDGE's organizational objectives

BRIDGE Community Impact ("BCI"): BCI was formed to fund and provide services to support programs that assist the low- and moderate-income, elderly and disabled households who reside in BRIDGE-related housing developments, and to lessen the burden of local government, combat community deterioration and lessen neighborhood tensions in communities associated with BRIDGE-related housing developments through programs that provide service to the communities

BRIDGE Property Management Company ("BPMC"): BPMC is the provider of property and marketing services to rental properties developed or acquired by BRIDGE and Affiliates

BRIDGE Support Corporation ("BSC"): BSC is a not-for-profit established as a support corporation to BRIDGE



^{1.} These are the main BRIDGE affiliate entities. BRIDGE has numerous controlled affiliates that are used at property ownership level



Experienced, Engaged, and Diverse Board of Directors

Name	Business Title and Affiliation
Kenneth M. Novack Chairman	Co-Founding Partner. Schnitzer West
Connie Moore	Retired CEO, BRE Properties, Inc.
Doug Bibby	Retired President, National Multifamily Housing Council
Ray Carlisle	President and Founder, NID Housing Agency
Daryl J. Carter	Founder, Chairman and CEO, Avanath Capital Management, LLC
Robert Freed	President & CEO, SummerHill Housing Group
Nancy Hemmenway	Retired Chief Human Resources Officer, Prologis
Kiran Jain	Chief Legal Officer and Corporate Secretary, Replica, Inc.
Ed McNamara	Owner, Turtle Island Development LLC
Ron Nahas	Partner, Rafanelli & Nahas
Anrienne E Willinn	Retired Distinguished Practitioner, University of Washington Evans School of Public Policy and Governance
Stennen & Richardson	Retired Co-Chief Executive Officer, Alexandria Real Estate Equities, Inc., Consultant - Executive Management
Nadia Sagar	Partner, Latham and Watkins
Paul Stein	Managing Partner, SKS Investments LLC
Molly Turner	Lecturer, University of California at Berkeley, Haas School of Business



BRIDGE HOUSING LEADERSHIP

A seasoned and diverse management team brings experience from the private sector to operating a well-run nonprofit



KEN LOMBARD. President & CEO. Ken Lombard joined **BRIDGE** Housing as President and CEO in 2021, bringing four decades of private sector experience to

the Affordable housing industry As former president of Earvin "Magic" Johnson's Johnson Development Corporation, he helped bring new capital infusions, development and retail partnerships to long overlooked and underrepresented communities.

Later, as President of the Capri Urban Fund, COO of Seritage Properties and President of MacFarlane Partners, he helped deploy tens of billions of dollars in highly successful real estate investments, business ventures. and corporate expansions that have fostered urban renewal and economic development in major cities and underserved minority communities throughout the United States.



DELPHINE SHERMAN EVP & CFO Experience: 20+ Years



SEAN CLARKE SVP Acquisitions & Development Experience: 26+ Years



ERIC R. BROWN SVP Communications & Policy Experience: 30+ Years



FVP & CIO Experience: 20+ Years



MARY JANE JAGODZINSKI SVP Development, SoCal Experience: 20+ Years



SUSAN NEUFELD PAUL **SVP** Community Services Experience: 20+ Years



SIERRA ATILANO EVP Head of Development & SoCal Experience: 25+ Years

ELIZABETH VAN BENSCHOTEN

SVP Capital Markets

Experience: 20+ Years

MELISSA HAYNES MARTIN

SVP Property Management

Experience: 20+ Years



SMITHA SESHADRI EVP Development, NorCal Experience: 20+ Years



NATALIA WILLIAMS SVP Asset Management Experience: 15+ Years



REBECCA HLEBASKO SVP & General Counsel Experience: 25+ Years



BRIDGE's Mission

BRIDGE's mission is to strengthen communities and improve the lives of residents, beginning – but not ending – with affordable housing

Development and Preservation of Affordable Housing	• BRIDGE's development expertise includes: family and senior housing, supportive housing and assisted living and transit-oriented development, among others. Since inception, BRIDGE has created or preserved over 21,000 units of housing
Property Management	BRIDGE has led professional property management services for its apartments since 1988
Asset and Portfolio Management	 The goal of this business line is to ensure the long-term financial and physical health of BRIDGE-owned real estate. Activities include risk management, compliance oversight and reporting, proactive asset management using key indicators and regular financial reviews, and long-term planning to ensure adequate reserves. BRIDGE currently owns 128 multifamily properties comprised of 13,500 units
Resident Services and Programs	 BRIDGE has coordinated more than 72,000+ hours of programming at 100+ properties, partnering with local agencies and the best providers in the field to bring programs to residents for free. Examples include: Programs for children and teens, such as summer camps, homework clubs, and afterschool programs Adult programs ranging from English as a Second Language to resume workshops and financial literacy Senior programs, such as health programs, community building, and service coordination to support their independence and quality of life Workforce development, including career training, job acquisition, and post-employment mentoring and supports Supportive services for residents with disabilities, exiting homelessness, or experiencing mental health challenges

BRIDGE HOUSING



Tressa, Seattle

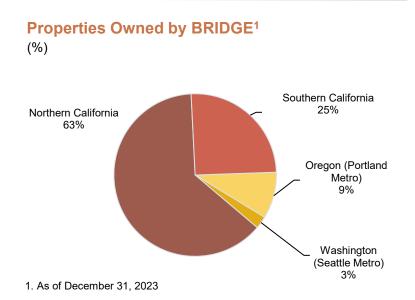
Housing Portfolio Management



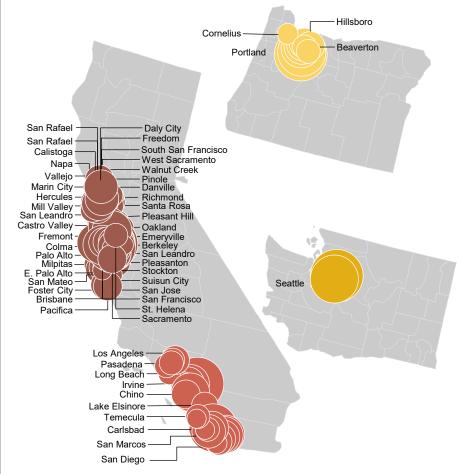
Current Housing Portfolio

Portfolio Overview

- BRIDGE's current portfolio comprises 128 properties consisting of 13,500 units across four major regions: Northern California, Southern California, Seattle Metro, and Portland Metro
- BRIDGE is one of the largest nonprofit affordable housing developers on the West Coast and is known for creating affordable homes that reflect the character of the community and display the same quality as market-rate housing



Map of BRIDGE's Current Portfolio by City¹

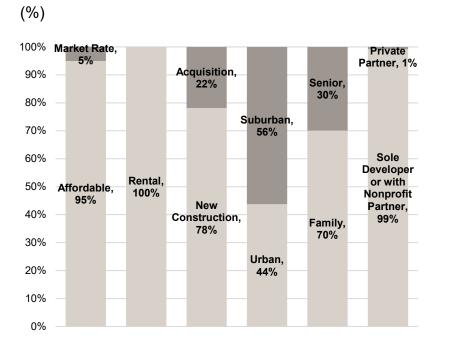




Current Housing Portfolio

Breakdown by Product and Resident Types

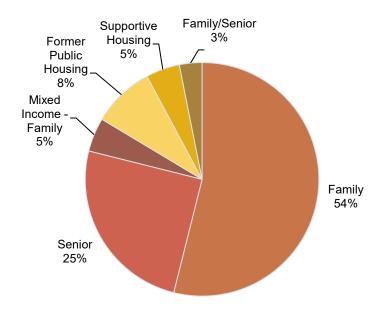
- BRIDGE serves a diverse population, which mitigates the risk profile of any single resident type
- Approximately half of the residences serve families, and the remainder is a mix of senior, mixed income, former public housing, and supportive housing
- 95% of BRIDGE's housing portfolio is comprised of affordable units



Range of BRIDGE Product Types¹

BRIDGE Resident Types¹

(%)

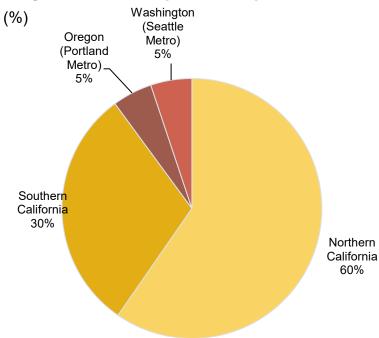


1. As of December 31, 2023



Expanding Footprint on the West Coast

• Over 10,800 units (58 properties) in development pipeline across four major regions: Northern California, Southern California, Seattle Metro, and Portland Metro



	Units	# of Properties
Southern California	6,449	28
Northern California	3,274	23
Oregon (Portland Metro)	536	4
Washington (Seattle Metro)	554	3
Total	10,813	58

Projects in Development / Pipeline¹

1. As of March 31, 2024



Select Examples of BRIDGE Housing's Projects

St. Luke's, Seattle, CA

Developed on land owned by St. Luke's Episcopal Church, this new eight-story project will bring 84 affordable family apartments to Seattle's amenity-rich Ballard neighborhood. St. Luke's will consist of studio, one-, two-, and three-bedroom apartment homes and will be affordable to households earning 60% AMI and below for the City of Seattle. Planned amenities include a community room, resident services, bike storage, shared laundries on each floor, and a rooftop deck and play area.

Jordan Downs Phase IIIB, Los Angeles, CA

Part of the third phase of affordable housing in the master-planned redevelopment of the Jordan Downs public housing site, phase 3B consists of 119 apartment homes. 107 of the one-, two-, three-, fourand five-bedroom apartments will be affordable to families earning between 30%-80% AMI with the remaining 12 apartments at marketrates. Property amenities include a leasing office, community room and ample outdoor areas. The property is adjacent to a new transit stop at the Jordan Downs Plaza retail center which includes a grocery store, restaurants, and other services, and is in close proximity to a medical clinic, pharmacy, schools, library and a Metro Blue Line stop.





Source: https://bridgehousing.com/properties/



BRIDGE Has Consistently Maintained High Occupancy Levels

Over the last five years from FY 2019 to FY 2023, inclusive of the COVID pandemic, economic slowdown and eviction moratorium, **physical and economic occupancy averaged 95.4% and 95.1%**, respectively. Moreover, in 2024 YTD, physical occupancy has shown further year over year increases across the portfolio.

100 97.0 97.2 96.1 96.2 94.6 94.9 94.7 94.1 93.9 90 94.2 80 70 60 50 40 30 20 10 0 2019 2020 2021 2022 2023 Physical Occupancy Economic Occupancy

Physical and Economic Occupancy Levels (%)



Underwriting and Financing

Underwriting Analysis and Approval

- BRIDGE's Business Development Group is responsible for initial underwriting and due diligence for all
 projects. BRIDGE evaluates each project against a comprehensive list of underwriting criteria which
 include financial feasibility (examples include positive cash flow, soft cost contingencies, loan to
 value), affordable housing and transit-oriented metrics.
- Project Financing is led by BRIDGE's Capital Markets Group, a team of four individuals led by the Chief Investment Officer; Capital Markets cultivates relationships with banks, equity investors, and Low-Income Housing Tax Credit ("LIHTC") syndicators to find the most advantageous capital sources for Affordable Housing Development

Project Selection

- When considering a potential project, BRIDGE does a thorough evaluation of social impact and financial feasibility
- Once the Business Development team has carried out appropriate due diligence, BRIDGE will conduct an evaluation of social impact and financial feasibility, which considers factors such as affordability targets, community benefit guidelines and services provision
- The assessment is presented to the Project Review Committee (the "Internal Projects Committee") for approval, which is comprised of the BRIDGE Executive Team, which includes the President and CEO, Chief Financial Officer ("CFO"), Chief Investment Officer ("CIO"), and Executive Vice Presidents for all development regions, and General Counsel
- Projects that have been approved by the Internal Projects Committee are submitted to the Projects Committee of the BRIDGE Board of Directors for review. The Projects Committee reviews and approves project capital expenditures and financing over a dollar threshold established from time to time by the BRIDGE Board. The Projects Committee also reviews and approves all project related property acquisitions and project-related corporate guaranties
- As part of the project selection process, the Projects Committee is also presented with the Property Management plan for the project. BRIDGE is the property manager for almost every property that it develops. The exception would be if BRIDGE completes a single property in a new geography



Portfolio Monitoring and Oversight

Active Management and Monitoring of Potential Portfolio Risks

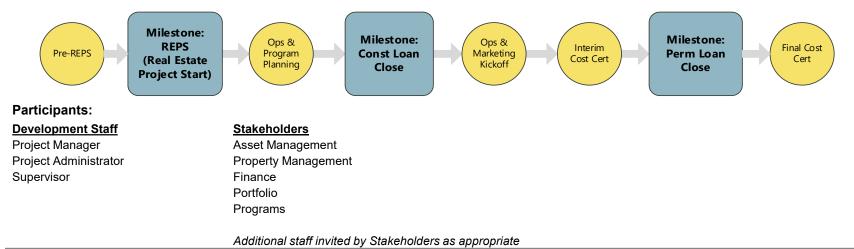
Major Milestones

- ✓ Real Estate Project Start ("REPS")
- ✓ Construction Loan Closing
- ✓ Permanent Loan Closing

Milestone Transition Meetings

Milestone Transition Meetings ("MTMs") take place shortly after a development project hits a milestone specified above. These meetings allow Development Staff to Communicate the progress of a project's development, and provides Stakeholders an opportunity to review and provide input

Milestones are denoted by blue rectangles in the diagram below. At an MTM meeting, stakeholders may also raise items that are specific to sub-groups' needs. These items can be taken off-line and addressed at a separate meeting. Additionally, Senior Development leaders meet once a month to review progress on all projects and provide monthly reports. Furthermore, Project Managers must update Project Status Reports monthly for any project in pre-development or in construction



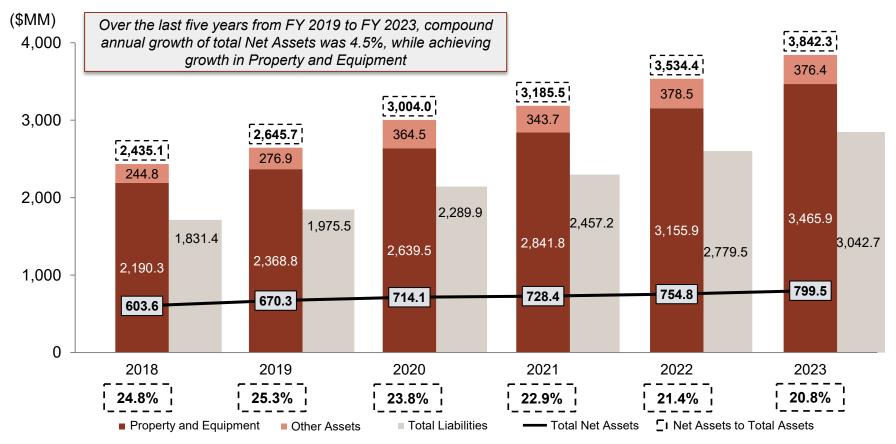


Financial Performance



Intentional Balance Sheet Growth

Exceptionally Steady Net Asset Position Through Balance Sheet Growth



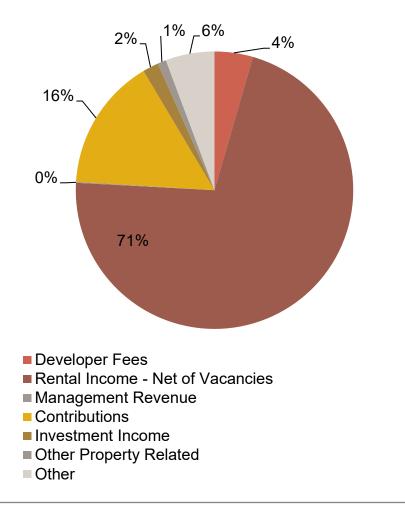
- Along with portfolio growth since December 31, 2019, BRIDGE has maintained steady net asset growth as well, with unrestricted net assets growing at a last-five-year CAGR of 4.5%
- Over the last five years, from FY 2019 to FY 2023, net assets averaged 22.8% of total assets, demonstrating disciplined financial management and consistently positive returns



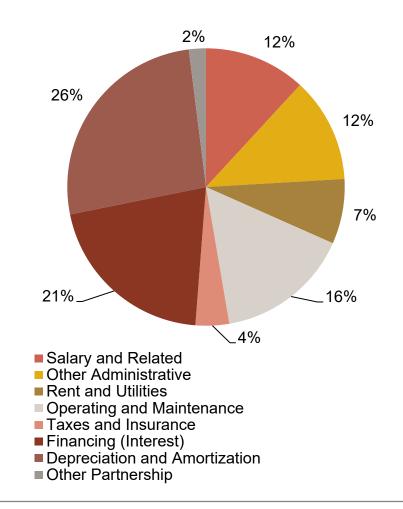
Revenue Sources and Uses: December 31, 2023

Revenue Driven Primarily by Rental Income

Sources of Revenue



Functional Expense Composition

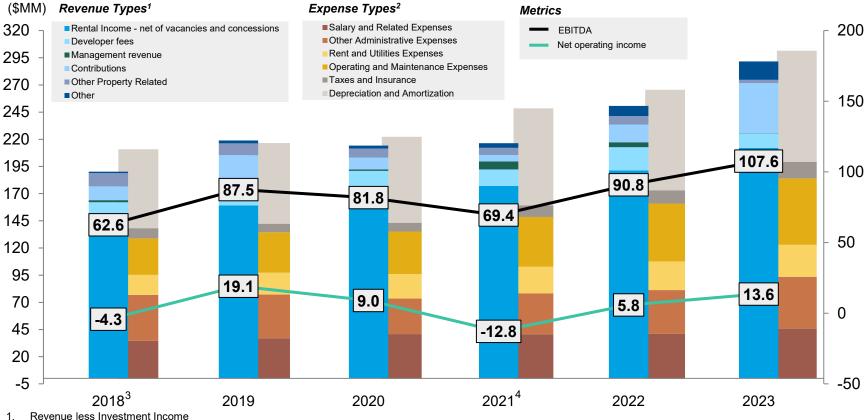




Net Operating Income and EBITDA

Core Operational Revenue Stream Supported by Excellent Portfolio Performance and Asset Management

Net Operating Income and EBITDA



Expenses less Interest & Partnership Expenses

3. 2018 deviates from the NOI trend due to a reduction in development grant contributions recognized in 2018 and a significant increase in depreciation expense of assets newly placed in service

4. 2021 deviates from the NOI trend due to an increase in property-related costs and little to no increase in rental income as rents were held flat during the COVID-19 pandemic. 2021 also deviates from the EBITDA trend due to a small reduction in contribution revenue and, in 2020, BRIDGE had more development grants and PPP loan forgiveness of \$5.7 million



Debt-to-EBITDA

Debt-to-EBITDA Declines by 43% When Excluding "Soft Debt" Payments

Composition of BRIDGE's capital stack for any given development

- ✓ BRIDGE's capital stack includes tax credit equity, hard debt, and soft debt
- "Soft debt" refers to subordinated loans that require current payments only to the extent that the property has sufficient cash flow and, in some cases, do not require any payments until the maturity of such loans even if there is surplus cash flow

✓ Soft debt enables BRIDGE to fill funding gaps, enabling BRIDGE to maximize the housing it produces to serve very low-income households in high-demand areas

Notes Payable	2018	2019	2020	2021 ⁽³⁾	2022	2023
	Principal	Principal	Principal	Principal	Principal	Principal
Type of Note						
w/ Regular Payments	840,646,000	912,288,000	1,154,972,000	1,209,968,000	1,373,790,000	1,517,446,000
Total Hard	840,646,000	912,288,000	1,154,972,000	1,209,968,000	1,373,790,000	1,517,446,000
w/ Annual Payments from Available Excess Cash (Soft)	737,885,000	799,592,000	857,701,000	901,696,000	1,001,184,000	1,118,759,000
w/ Repayments Due at Maturity	25,209,000	25,208,000	29,562,000	34,032,000	34,682,000	32,128,000
Total Soft	763,094,000	824,800,000	887,263,000	935,728,000	1,035,866,000	1,150,887,000
Total, Gross	1,603,740,000	1,737,088,000	2,042,235,000	2,145,696,000	2,409,656,000	2,668,333,000
Debt Issuance Costs, net	11,485,000	14,841,000	17,544,000	20,384,000	21,401,000	21,475,000
Total, Net	1,592,255,000	1,722,247,000	2,024,691,000	2,125,312,000	2,388,255,000	2,646,858,000
Cash Paid for Interest	27,694,000	37,062,000	32,978,000	37,325,000	44,186,000	44,398,000
Ein						
Earnings	400 044 000	040.050.000	044 470 000	040 450 000	250 700 000	004 507 000
Total Operating Revenue ⁽¹⁾	190,241,000	218,952,000	214,176,000	216,452,000	250,726,000	291,567,000
Total Operating Expenses ⁽²⁾	194,493,000	199,821,000	205,157,000	229,283,000	244,916,000	278,010,000
Net Operating Income	(4,252,000)	19,131,000	9,019,000	(12,831,000)	5,810,000	13,557,000
Depreciation & Amortization Expense	66,803,000	68,387,000	72,787,000	82,258,000	85,025,000	94,023,000
EBITDA	62,551,000	87,518,000	81,806,000	69,427,000	90,835,000	107,580,000
Hard Debt-to-EBITDA	13.4x	10.4x	14.1x	17.4x	15.1x	14.1x
Aggregate Total Debt-to-EBITDA ⁽⁴⁾	25.5x	19.7x	24.7x	30.6x	26.3x	24.6x
EBITDA / Operating Revenue	32.88%	39.97%	38.20%	32.08%	36.23%	36.90%
EBITDA / Cash Paid for Interest	2.3x	2.4x	2.5x	1.9x	2.1x	2.4x

1. Revenue less Investment income

2. Expenses less Interest & Partnership Expenses

3. 2021 deviates from the EBITDA trend due to a small reduction in contribution revenue and, in 2020, BRIDGE had more development grants and PPP loan forgiveness of \$5.7 million

4. Net of Issuance Costs

5. Includes Construction Debt

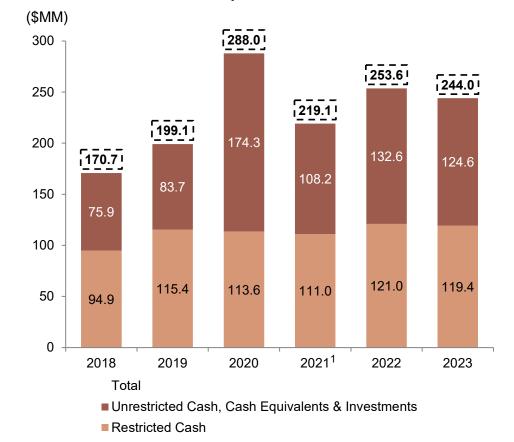


Cash and Cash Equivalents

As of December 31, 2023, BRIDGE had approximately \$244.0 Million in Cash, Cash Equivalents & Investments

- BRIDGE has designated certain cash and cash equivalents for the:
 - ✓ Development of affordable homes
 - ✓ Operating and replacement reserves at the properties
- Over the last five years from FY 2019 to FY 2023, total Unrestricted Cash, Cash Equivalents, and Investments grew at a compound annual growth rate of approximately 10.5%

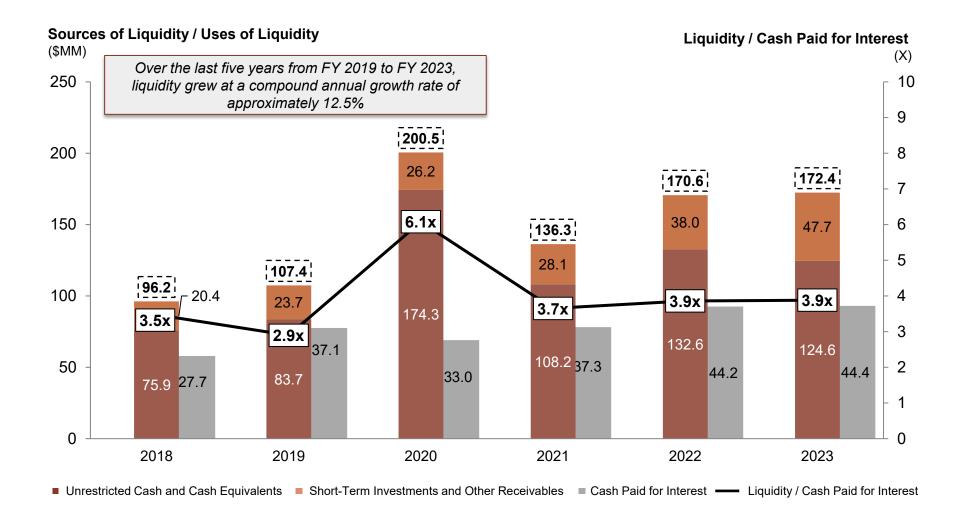
BRIDGE Cash and Cash Equivalents



1. 2020 Cash and Cash Equivalents was significantly higher due to proceeds from Series 2020 bond issuance in December 2020, of which ~\$25 million was deployed. In 2021, an additional \$~50 million of the proceeds were deployed and all corporate debt was paid off except for one loan



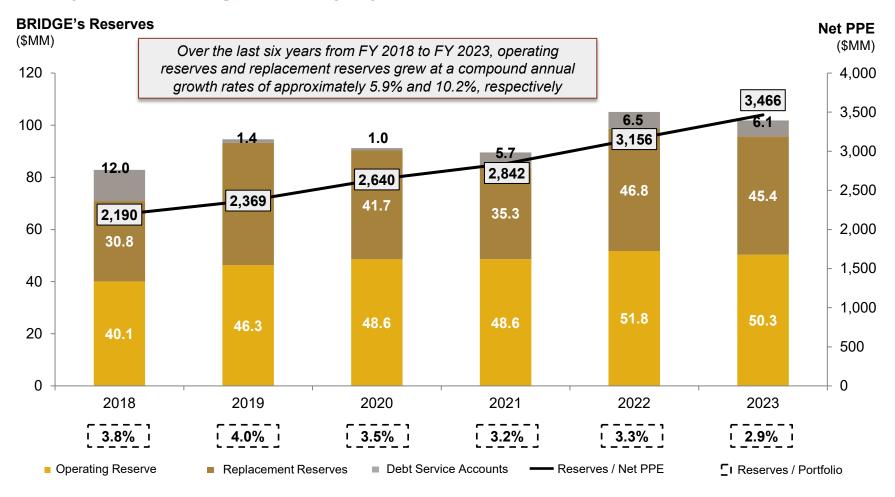
Consistently Strong and Growing Liquidity with Ample Interest Coverage





BRIDGE Maintains Ample Reserves

As of December 31, 2023, BRIDGE's properties have over \$95.7 million of operating reserves and replacement reserves. Reserves are held for the long-term maintenance of the assets. Properties are required to make regular monthly deposits into these accounts





Management Levers to Maintain and Create Liquidity

BRIDGE Provides Several Mechanisms to Maintain and Generate Additional Cash

Asset Sales & Portfolio Refinancing

- Asset and Property Management reviews and analyzes each asset with the goal of improving the livability, affordability and/or the sustainability of BRIDGE and its residents, on a rolling basis such that the entire portfolio has been reviewed every three years
 - Examples include: a) options for restructuring the financing of a property; b) capital expenditure planning for the property;
 c) location and other extenuating impediments that suggest that BRIDGE is unable to fully support continued ownership;
 d) resident survey information, as available, including livability; and e) current market conditions and options to strengthen the property's return on investment ("ROI") through repositioning
- As of December 2023, BRIDGE has 100% ownership in 55 properties, which could be asset sale or refinance candidates

Operating and Replacement Reserves

- Reserves are sized at the beginning of a project and are held for the long-term maintenance of the asset. When BRIDGE has full ownership of property, operating and replacement reserves are directed by BRIDGE; otherwise, using operating or replacement reserves may require investor and/or lender approval
- As of December 31, 2023, BRIDGE had over \$95.7 million of operating reserves and replacement reserves
 - Because of reserves, properties are protected and won't call on BRIDGE to make deposits into the property account; corporate assets and liquidity levels are protected

Presence of Government Subsidy

• For 2023, 32% of rental income was covered by government subsidies, including tenant subsidies and project-based vouchers, which were awarded prior to the start of construction

365-Day Cash Guideline

 The organization manages to a Board-approved liquidity guideline to maintain at least 365 days of cash on hand at the corporate level. Monthly cash balances are measured against this metric and presented to Senior Management and Projects Committee prior to any pre-development loans being made

Corporate Refinancing to Extract Savings

• Access to capital markets transactions allowing for long-term, fixed-rate capital to refinance outstanding debt obligations



Summary



Summary of 2023 Highlights

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Substantial Progress Toward Five-Year Strategic Plan Goals (as of 12/31/2023)

- Broke ground on three communities with 418 affordable units
- Acquired 195 additional units in the Bay Area, at least half of which will remain affordable in perpetuity
- Secured \$223 million in debt financing and \$132 million in LIHTC equity for future projects
- Completed a new strategic plan which runs through December 31, 2027 with similar focus areas

Demonstrated Support from Local and Federal Governments

- 32% of rental income covered by subsidies, including tenant subsidies and project based vouchers



Continued Financial Strength

- FY 2023 EBITDA of \$107.6 million (37% of revenues), demonstrating core operational revenue stream combined with asset management strength
- Strong Debt-to-EBITDA coverage; FY 2023 Debt-to-EBITDA falls from 24.6x to 14.1x (43%) when accounting for hard debt only
- Sufficient EBITDA-to-Interest coverage; FY 2023 EBITDA-to-Cash Paid for Interest of 2.4x
- S&P credit rating upgraded to AA-



Additional Investor Information

- For additional information, please see our Investor Information website:
 - <u>https://bridgehousing.com/investor-information/</u>
- Additionally, please feel free to contact Eric R. Brown, SVP of Communications and Policy for additional information:
 - ebrown@bridgehousing.com, 310-487-8823