Tierra Viva Investments

Schools and communities, designed together.

A platform for Latin America and the Caribbean.
First community planned in Santiago, DR.

Living Capital for Living Places

NAA Miami | October 2026
Ramon Marmolejos



Illustrative school concept. Subject to design and approvals.

A regional platform. A focused first market.

Cross-border ties are the context. Family-level demand is the underwriting task.

$173.7B	$11.9B	$5.0B	Santiago
LAC remittances	**DR remittances**	**DR foreign investment**	**First community planned**
2025 | IDB estimate	2025 | included in LAC total	2025 | preliminary BCRD data	Dominican Republic



Illustrative residential concept; final program subject to validation.

WHO WE ARE DESIGNING FOR

Local professionals and business owners.

Returning diaspora families.

Internationally connected executives and entrepreneurs.

Our thesis: a credible school and a complete neighborhood can influence where families choose to live.

Sources: IDB, 16 Jun 2026; BCRD 2025 FDI release reported by Diario Libre, 1 Feb 2026. Macro flows are not a qualified buyer pool.

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Santiago is the first test of the platform.

Gurabo, Santiago de los Caballeros | Site under evaluation



247,167 m²

Modeled site area, subject to survey and title.

200 homes

160 townhomes + 40 apartments

330 students

Internationally oriented school

10,000 m² commercial

Rentable neighborhood services

Autopista del Ámbar (Santiago–Puerto Plata, ~35 km) awarded July 2026; it connects to the Circunvalación Norte, the site's frontage road.

Acquisition, final program, approvals and delivery timing remain subject to diligence.

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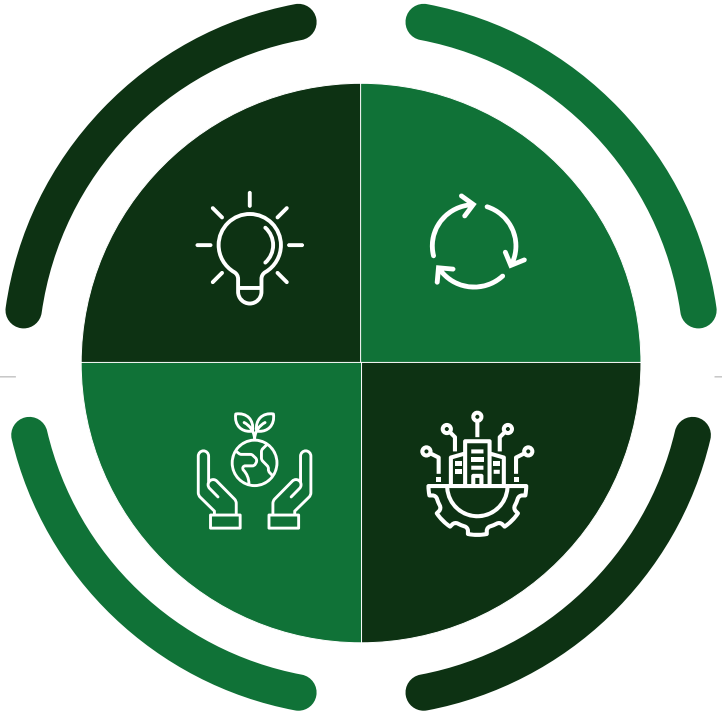
One community, four connected elements.

Learning

- Internationally oriented school, planned with the community.
- 20% scholarship participation target, subject to funding.
- Teacher and principal development.

Homes

- Townhomes and apartments for family life.
- Shared amenities, walkable green space and everyday services.
- Integrated solar power, water reuse systems, and energy-efficient designs.



Stewardship

- Responsible land use and shared infrastructure.
- Accountable community governance.

Enterprise

- Retail, health services and coworking.
- Space for local enterprise.

Santiago financial base case: 200 homes | 330 students | 10,000 m² rentable commercial

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Impact built into the model, not added on.

Targets for the first community at full operation. Estimates and goals, not measured outcomes.

Education access



20%

scholarship participation target

About 66 of 330 seats, plus teacher and principal development and community learning programs. Subject to funding.

Jobs



300

ongoing jobs at full operation

Across the school, local businesses and community services, after construction-phase employment.

Local enterprise



~40

businesses housed

Space for local businesses to launch or grow, connected to the community and the wider Santiago market.

Diaspora return



50

diaspora families (goal)

Help 50 diaspora families make Santiago home, connecting international experience with local opportunity.

Knowledge exchange



100

educators and entrepreneurs a year (goal)

Mentoring and skills exchange with an international professional network.

The planned foundation would carry public-benefit work with its own funding and governance. Access, learning outcomes, local hiring and resource use will be tracked and reported as the community operates.

Targets and estimates from Tierra Viva planning, October 2026; not measured outcomes. Scholarship seats are subject to funding and are not in the base-case returns. Sources: Navab Sept 2026, slides 9–13; Executive Summary July 2026, p. 2; Financial Overview v2, slides 2–3.

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How the business creates value.

Home sales drive capital recovery; school and retail add operating value.

Secure land with conditions

Validate school and household demand

Build and sell in phases

Operate school and commercial

Replicate after proof

SANTIAGO | PROJECTED RETURNS

30-40%	6-7x	$25-$30M	10 years
Projected LP IRR*	Projected LP MOIC	Total Invested Capital	Modeled hold

Base case: $2,500/m² starting price; 8% annual appreciation; 40% construction loan-to-cost.

Illustrative forecasts, not guarantees. LP returns are post-promote; fee and tax treatment needs confirmation. Capital is at risk.

*Post-promote, as reported. $23.7M is total LP + GP project equity, not the current raise. Source: Financial Overview July 2026 v2, slides 3, 5-6 and 9.

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The leadership team combines education, capital and local execution.



Ramon Marmolejos

Founder & Managing Partner

20+ years in education.
Alkimia Learning.
Wharton; IE MBA.
Harvard Ed.M.



Jose Luis Zardoya

Capital markets & asset management

20+ years in capital markets.
Oppenheimer; CIBC; Cowen.
Columbia MBA.



Ranjan Khan

Operations, controls & governance

20 years in regulated finance.
Credit Suisse; Morgan Stanley.
Dun & Bradstreet.



Henry González

Local market execution

15+ years in DR real estate.
Espejo y Asociados.
HG International founder.

Experience from:

Monitor Deloitte. · Oppenheimer · TD · CIBC · Goldman Sachs · Morgan Stanley · dun & bradstreet · Credit Suisse

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Building the execution network in the Dominican Republic.

Local relationships matter. The scope and status of each relationship matter too.

WORKSTREAM	SELECTED RELATIONSHIPS	CURRENT ROLE / STATUS
Land agreement & diligence	Estrella & Tupete	Buyer counsel; revised purchase-promise draft circulated in October.
Local development	Espejo y Asociados GRM Ingenieros	Local development relationship; engineering and infrastructure discussions.
Capital & structuring	SSLA | EY All Places (U.S.)	Market and structuring dialogue; advisory scope and mandates developing.
Education & local alignment	Prospective school operators Educators and local stakeholders	Education model, community access and operating arrangements under study.

Relationship discussions do not establish an appointment, financing commitment or regulatory approval.

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Where we can work together.

A useful first meeting ends with a specific next conversation.

CAPITAL PARTNERS

Family offices, real estate allocators and lenders

Review the underwriting and explore suitable equity or financing.

DEVELOPMENT & OPERATING PARTNERS

Co-developers, builders and school operators

Shape delivery, cost certainty and operating performance.

STRATEGIC & COMMUNITY PARTNERS

Employers, educators and local business networks

Build family demand, local enterprise and broader education access.



Illustrative commercial-village concept.

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Let’s continue the conversation.

Tell us what fits your mandate.

Join the Santiago site visit, 22–25 October.
Join us in New York on 26 October, 6 pm.
Virtual briefing sessions 11 & 13 November.
An introduction to a relevant team member.



Illustrative clubhouse concept. Subject to design and approvals.

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