

VIVARA PARTICIPAÇÕES S.A.
CNPJ/ME nº 33.839.910/0001-11
NIRE 35.300.539.087
A Publicly Company with Authorized Capital
CVM Code nº 2480-5

MATERIAL FACT CHANGE IN COMPOSITION OF BOARD

Vivara Participações S.A. (“Company” or “Vivara”), in compliance with the provisions of Article 157, 4th paragraph, of Law No. 6,404, of December 15, 1976, as amended and CVM Resolution No. 44, of August 23rd, 2021, hereby informs to its shareholders and the market in general that, at a meeting held today, its Board of Directors accepted the resignation of Mr. Nelson Kaufman from his position as a chair and member of the board. On the same date, the Board approved the election of Ms. Marina Kaufman, current Vice-Chair of the Board, to the position of Chair of the Board of Directors.

This change is part of the natural succession process established between generations of the Kaufman Family, founders and reference shareholders of the Company for over 60 years. Mr. Nelson, a reference shareholder and founder of Vivara, led the expansion and development of the business model under which the Company operates. He will remain the Company’s principal shareholder and will now dedicate himself to personal matters.

Ms. Marina assumes the role of Chair of the Board after nearly twenty years of experience in various roles within the Company, having led several departments, including Marketing, Product, and Human Resources, and having stood out for her leadership in building and strengthening the Vivara and Life brands.

Also on this date, considering the vacancy of a seat on the Board of Directors, the Board approved the election of Mr. Paulo Kruglensky as Vice-Chair of the Board. Mr. Kruglensky served as an executive at Vivara for 17 years and made significant contributions to the Company’s successful growth journey during his tenure as COO and CEO.

These appointments will be duly ratified by the General Shareholders’ Meeting, in accordance with the Company’s Bylaws.

Attached to this Material Fact is a letter signed by Ms. Marina Kaufman addressed to the shareholders and the market.

São Paulo, July 18th, 2025

Elias Leal Lima
Chief Financial and Investor Relations Officer

São Paulo, July 18, 2025

Dear Shareholders,

Today, my father, Nelson Kaufman, submitted his resignation from the positions of Chair and member of the Company's Board of Directors, continuing a natural and thoughtful leadership transition.

With calm and confidence, he proposed my appointment as Chair of the Board of Directors and nominated Paulo Kruglensky to join the Board. Both proposals were approved by the Board.

I feel very prepared to take on this new responsibility. I've had the privilege of growing up alongside a visionary leader, an inspiring father, and a civil engineer who revolutionized the jewelry sector in Brazil. We worked together for more than 20 years—learning from his example and building, as a family, a solid, innovative, and passionate company.

I was especially pleased with Paulo's return—a brilliant professional and a trusted partner in my journey. His return reinforces our shared commitment to continuity, excellence, and Vivara's sustainable growth.

The Kaufman family has always led Vivara with dedication, responsibility, and passion for its purpose. In this new chapter, I remain committed to upholding our core pillars: profitable growth, constant innovation, and a deep passion for delighting our customers.

Nelson will remain a signatory to the Shareholders' Agreement, supporting this new phase closely and confidently. As a family, we are more united than ever and confident in the future of the Company.

I reaffirm my full confidence in the executives leading our operations and in the long-term vision that continues to guide our strategic decisions.

Best regards,
Marina Kaufman