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1Q24 EARNINGS VIDEOCONFERENCE

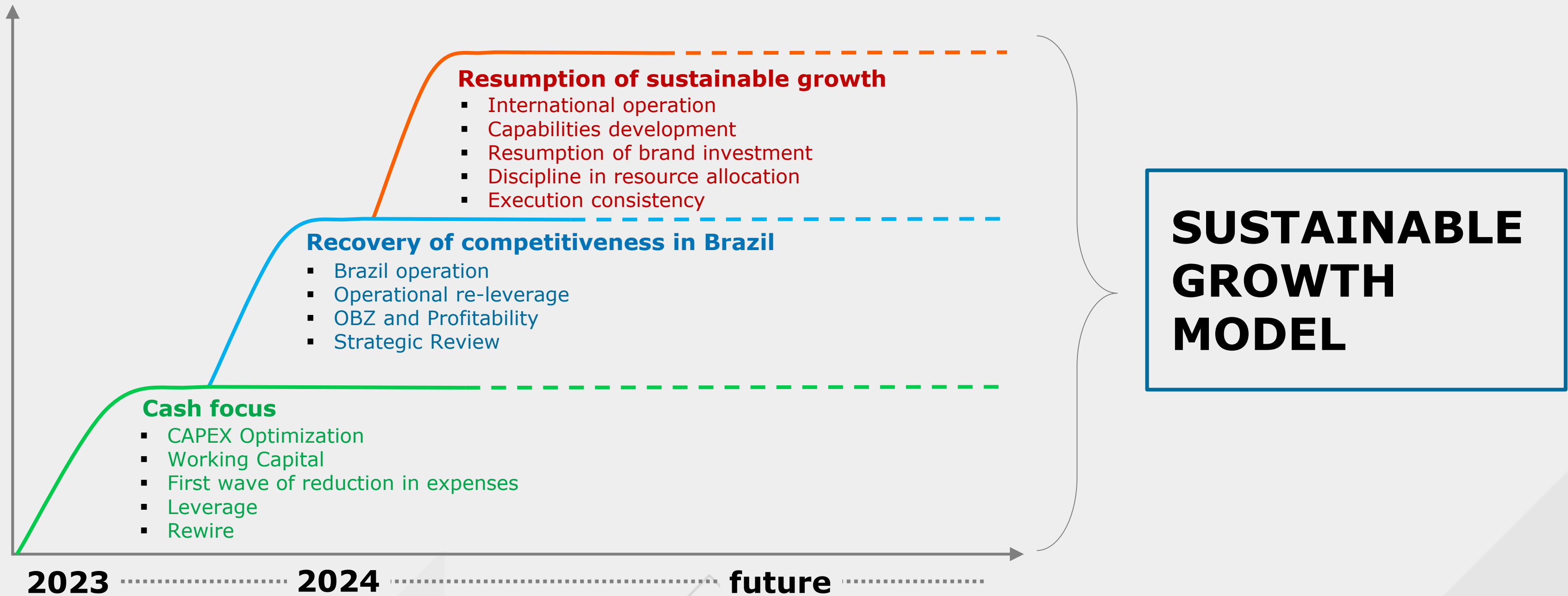


DISCLAIMER

This presentation includes forward-looking statements or statements about events or circumstances that have not occurred. Alpargatas has based these forward-looking statements largely on its current expectations and projections about future events and financial trends affecting the business and its future financial performance. These forwardlooking statements are subject to risks, uncertainties and assumptions, including, among other things: general economic, political and business conditions, in Brazil and in other markets where the Company is present.

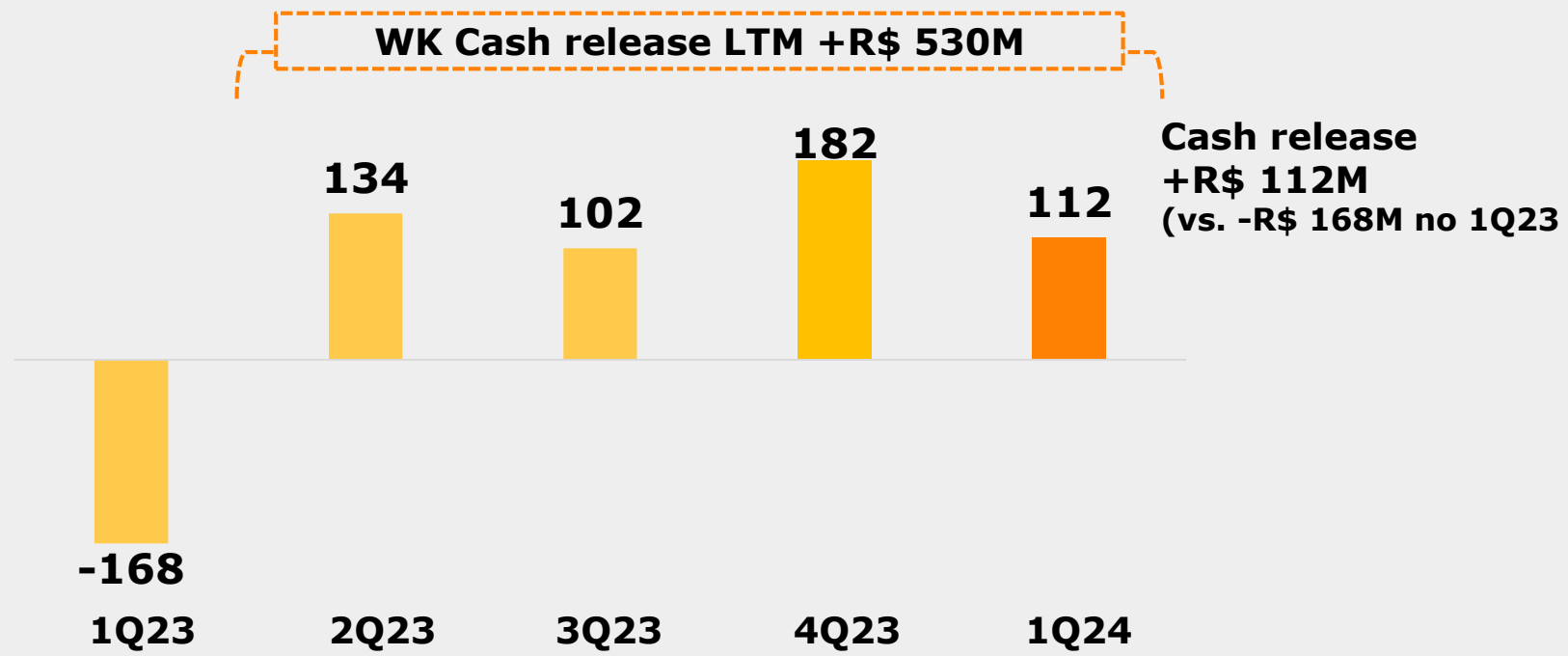
The words believes, may, will, estimates, continues, anticipates, intends, expects and similar words are intended to identify forward-looking statements. Alpargatas undertakes no obligations to update publicly or revise any forwardlooking statements because of new information, future events or other factors. In light of these risks and uncertainties, the forward-looking events and circumstances discussed on this conference call might not occur. The Company's actual results could differ substantially from those anticipated in the forward-looking statements.

PHASES OF THE TURNAROUND PROCESS

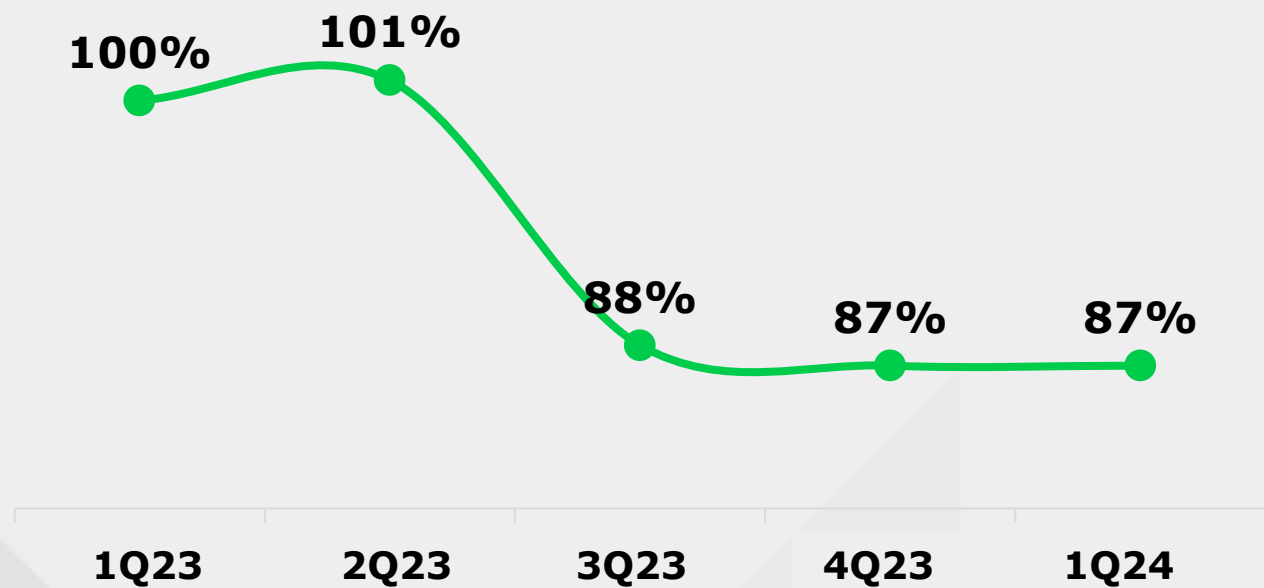


ALPARGATAS – ROUTE ADJUSTMENT: CASH MAINTENANCE

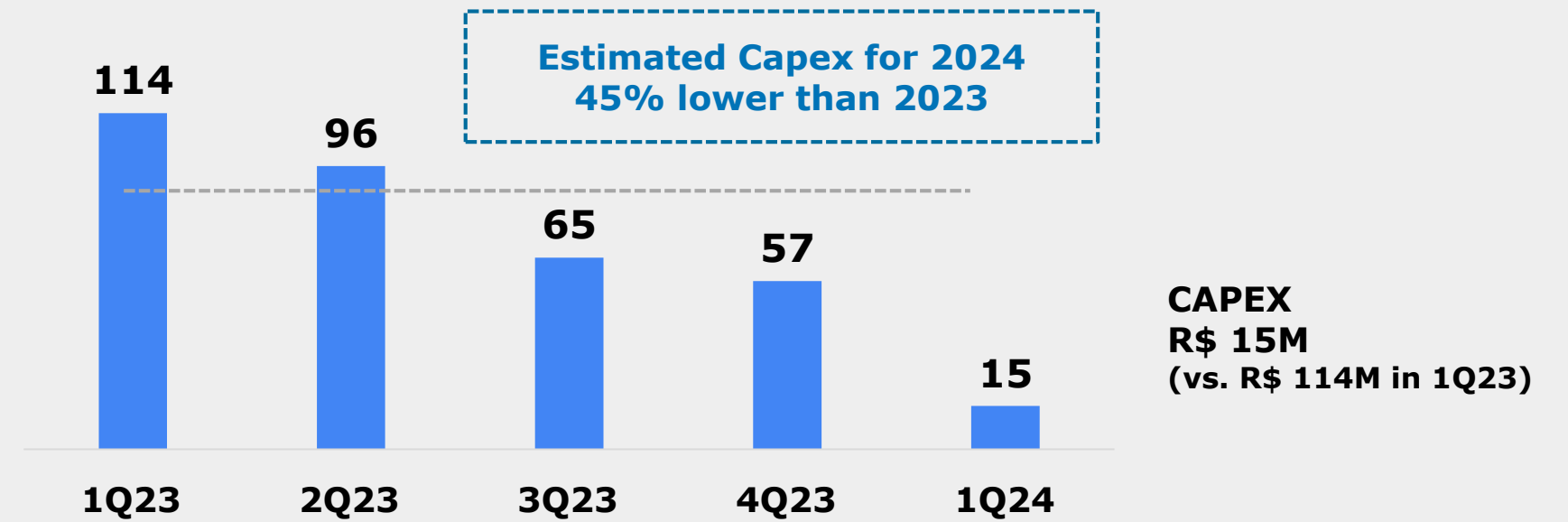
WORKING CAPITAL CASH RELEASE



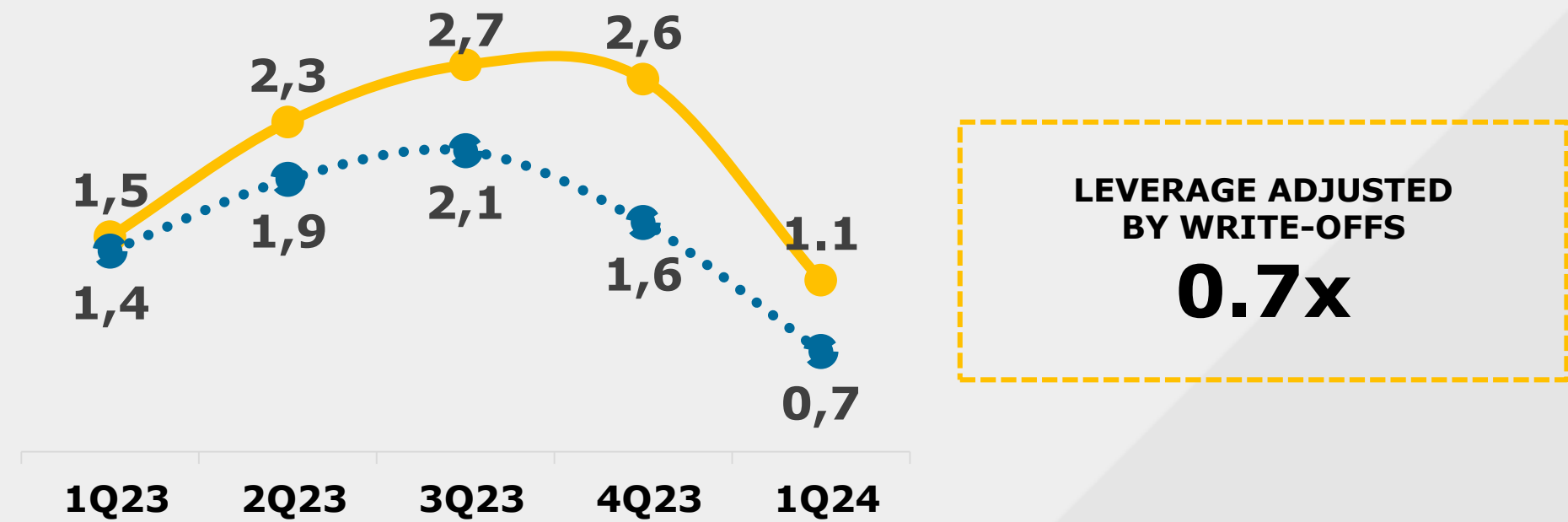
ZBB FIXED EXPENSES PACKS



CAPEX



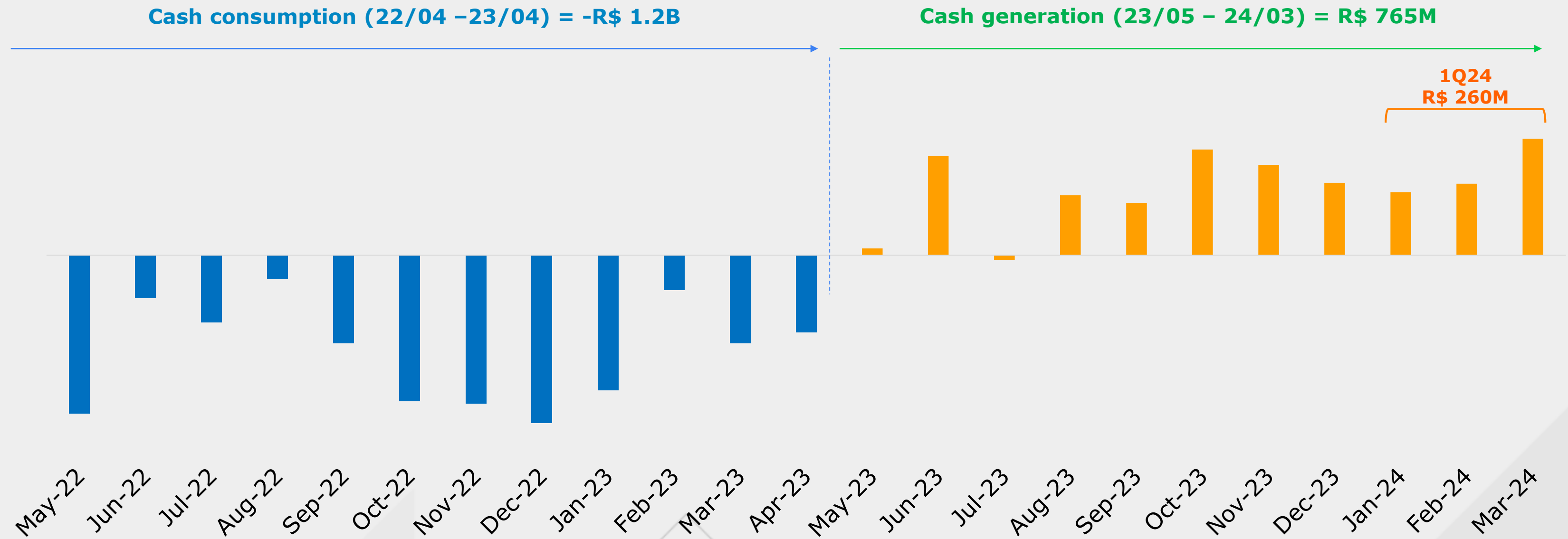
LEVERAGE



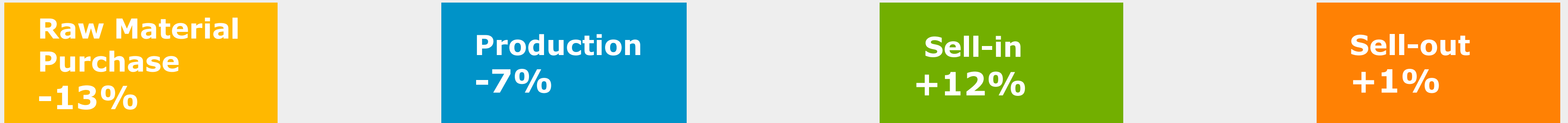
ALPARGATAS – CASH GENERATION

NET CASH GENERATION

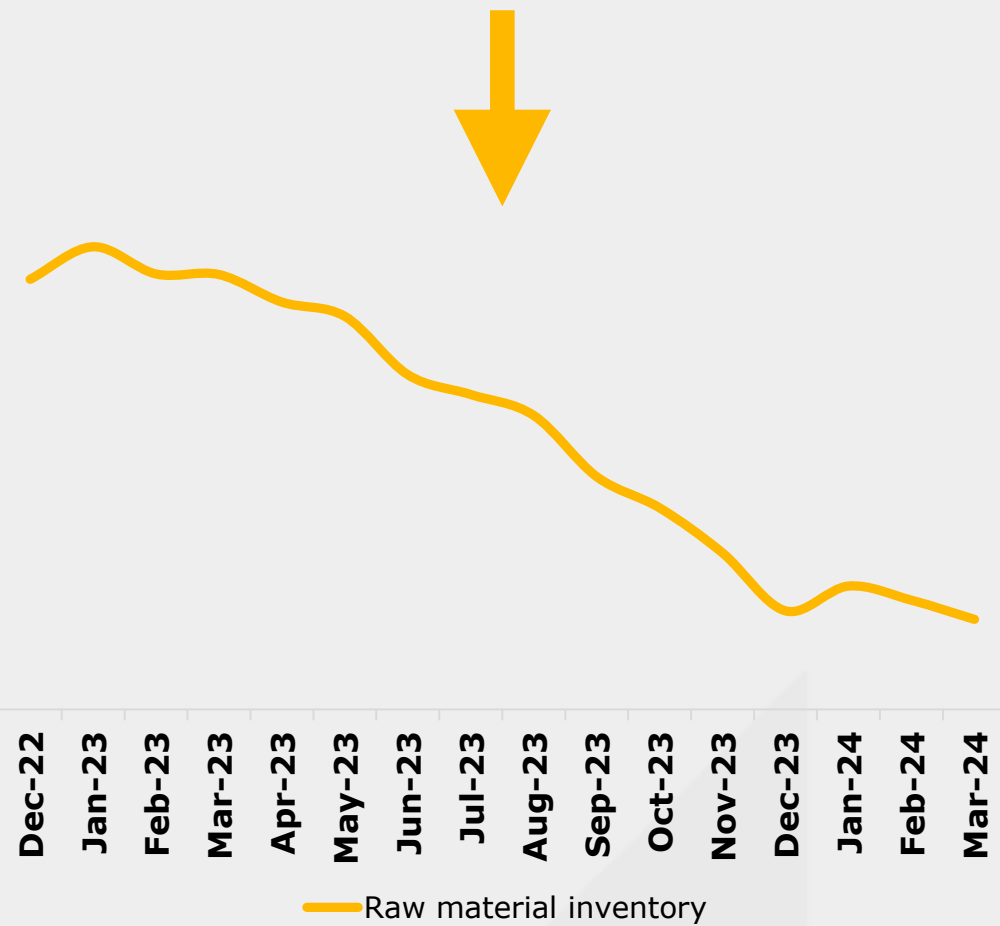
(R\$ MILION)



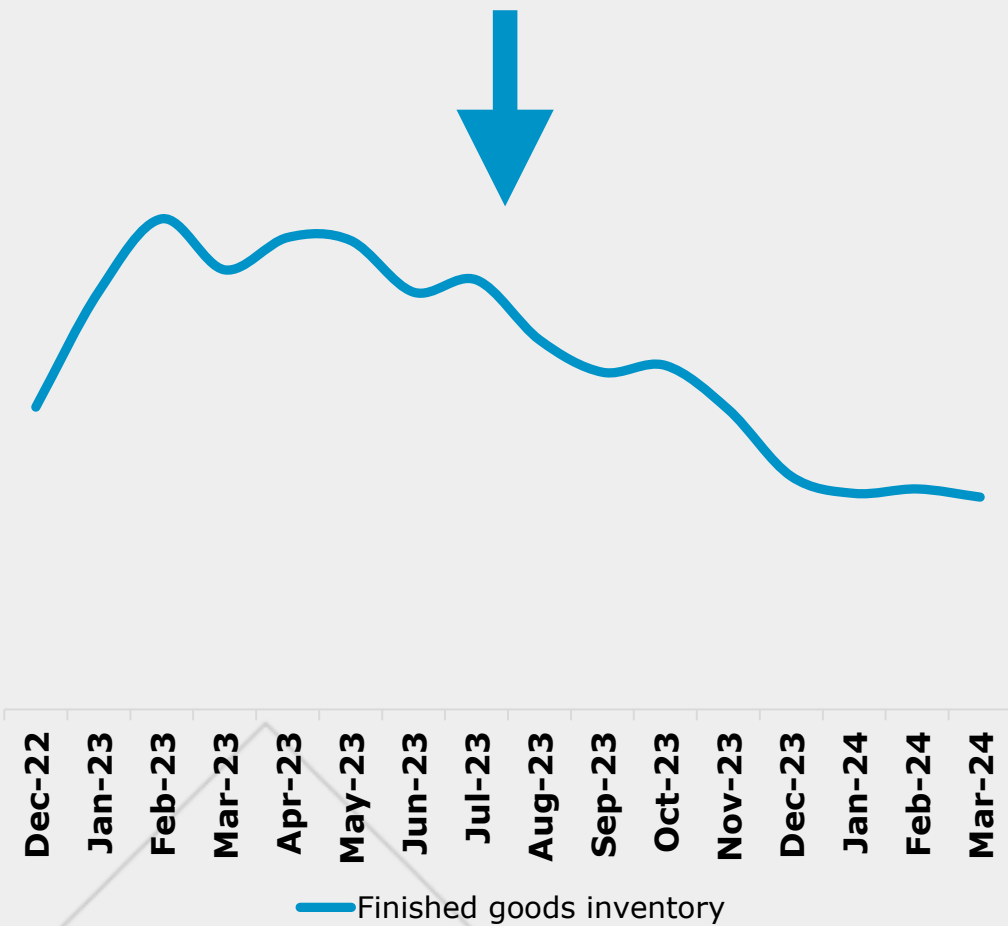
HAVAIANAS BRAZIL – BUSINESS CYCLE – 1Q24 YoY



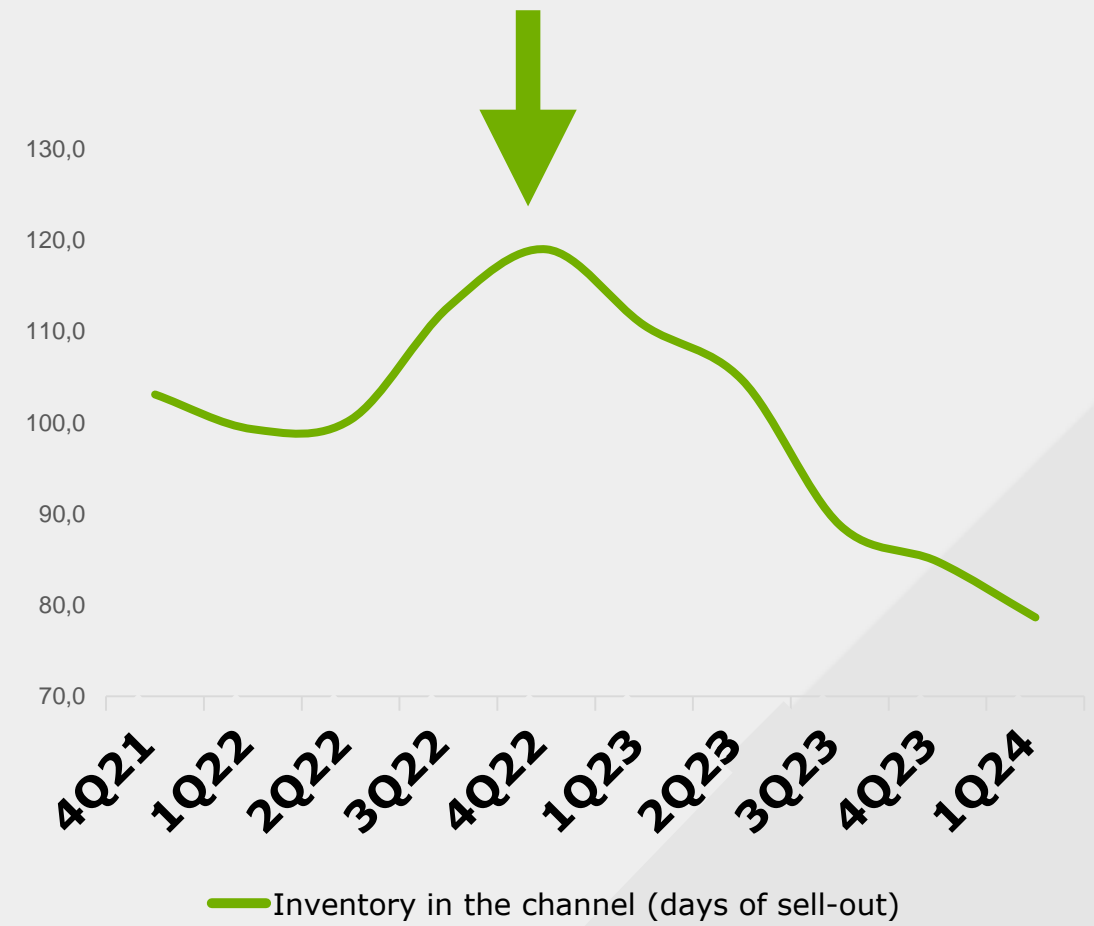
Raw material inventory



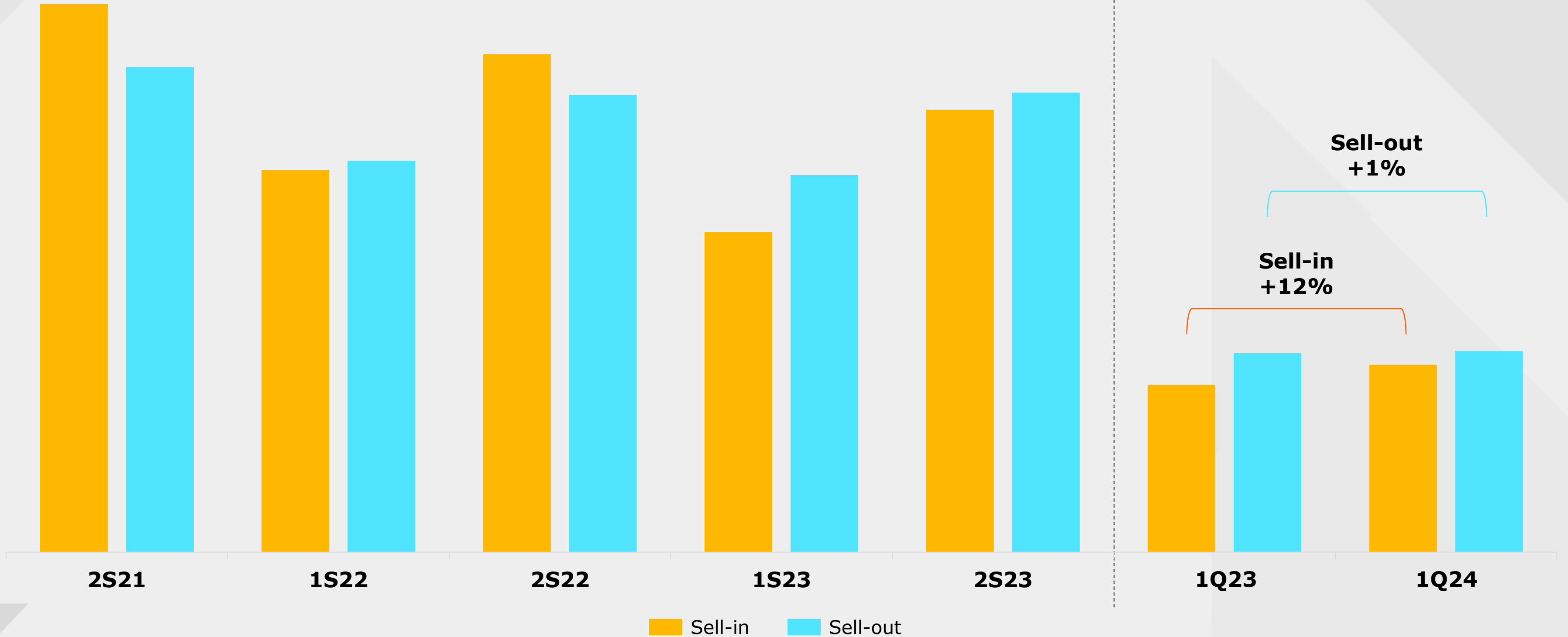
Finished goods inventory



Channel inventory

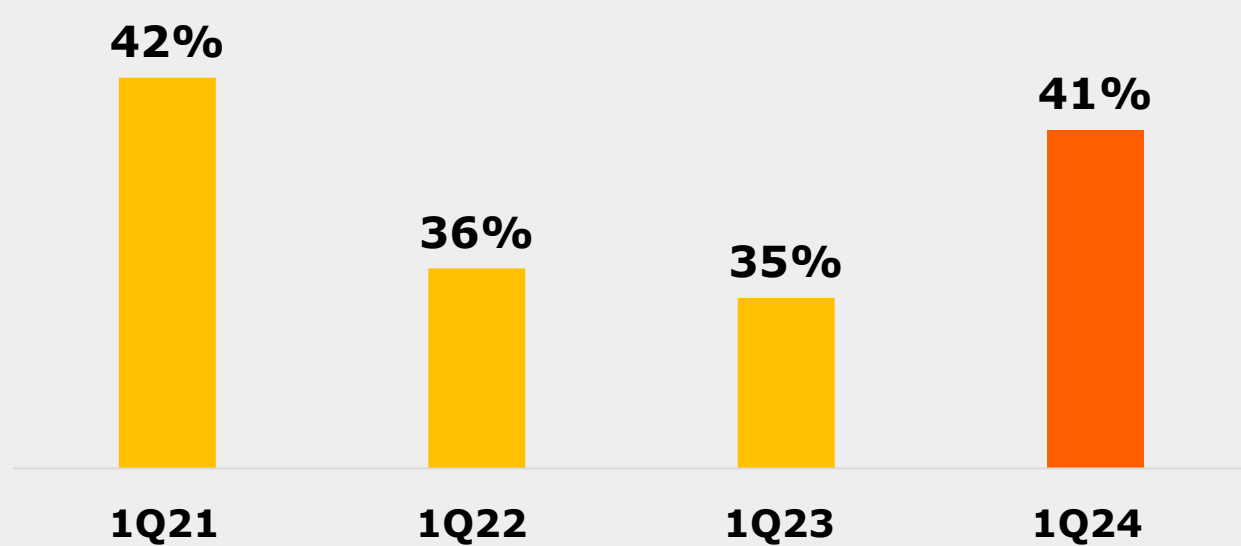


HAVAIANAS BRAZIL – SELL-IN x SELL-OUT

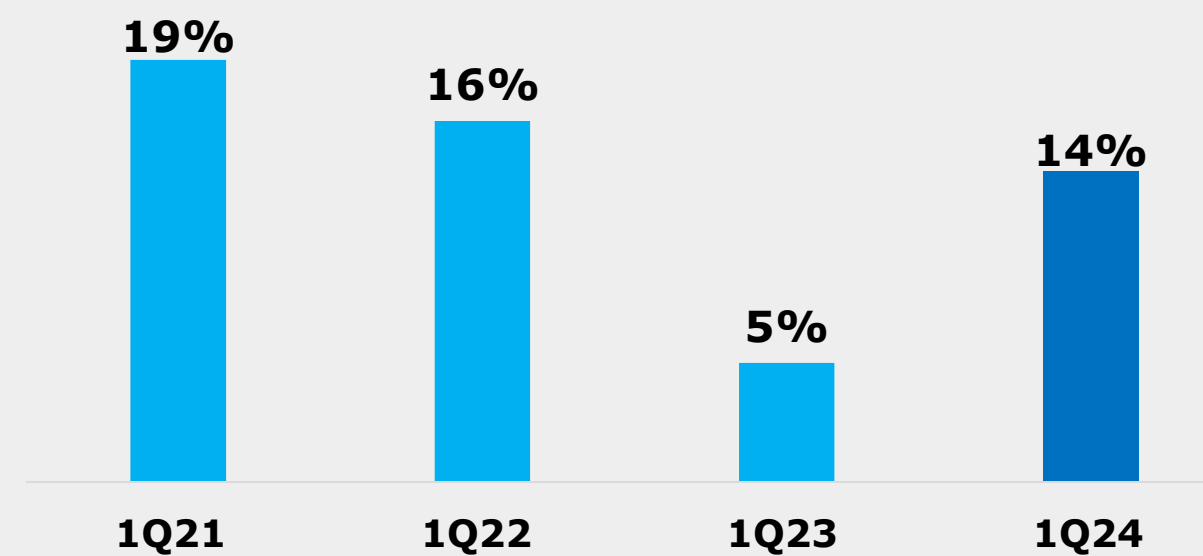


HAVAIANAS BRAZIL – GROSS MARGIN AND EBITDA MARGIN

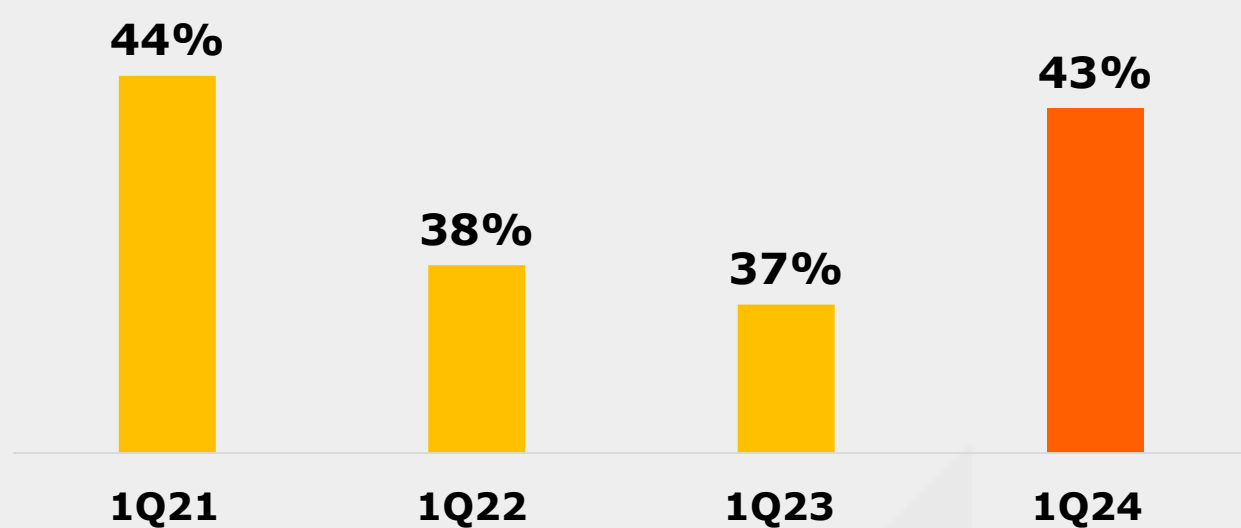
GROSS MARGIN



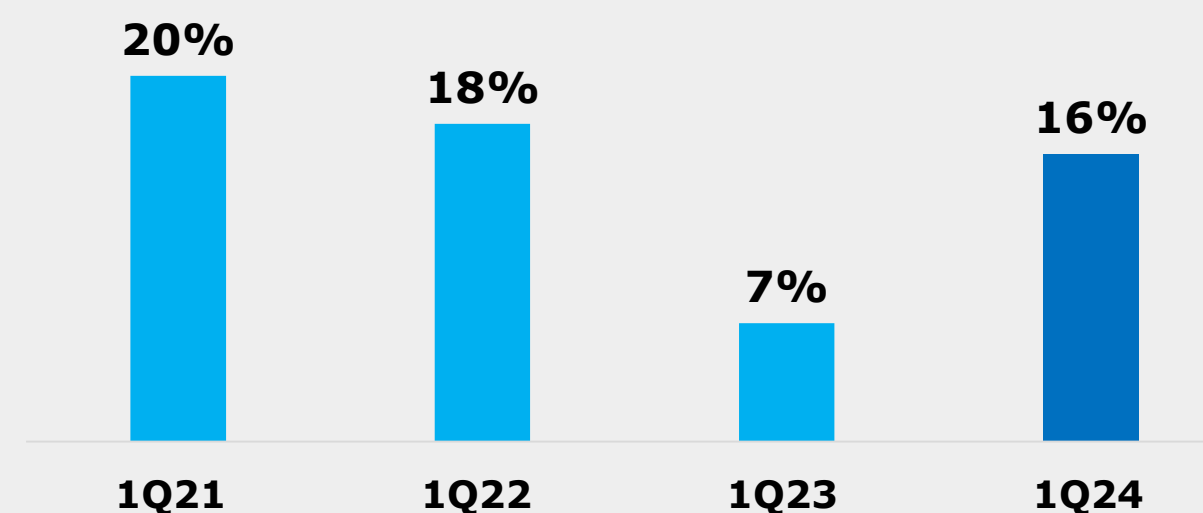
EBITDA MARGIN



GROSS MARGIN ADJUSTED BY WRITE-OFFS

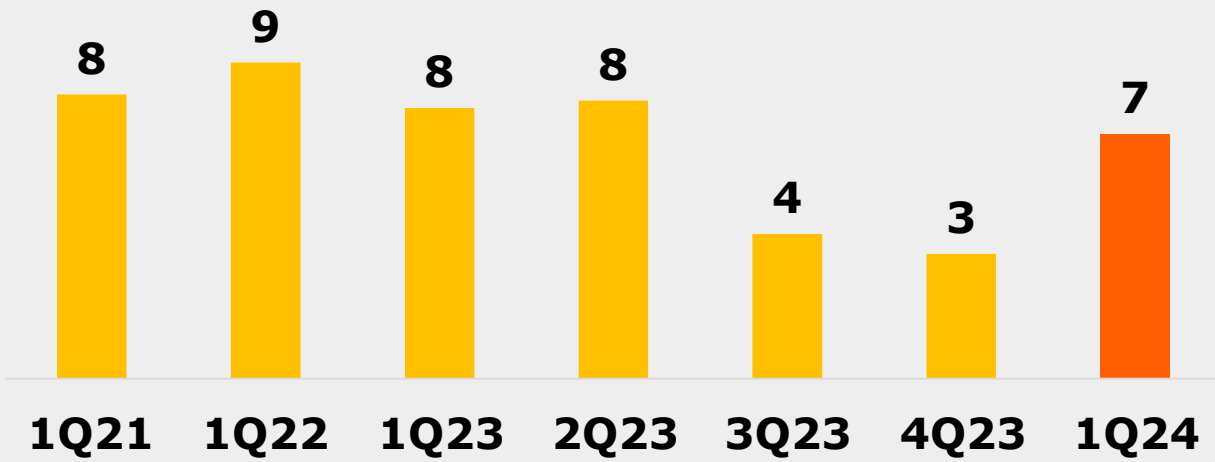


EBITDA MARGIN ADJUSTED BY WRITE-OFFS

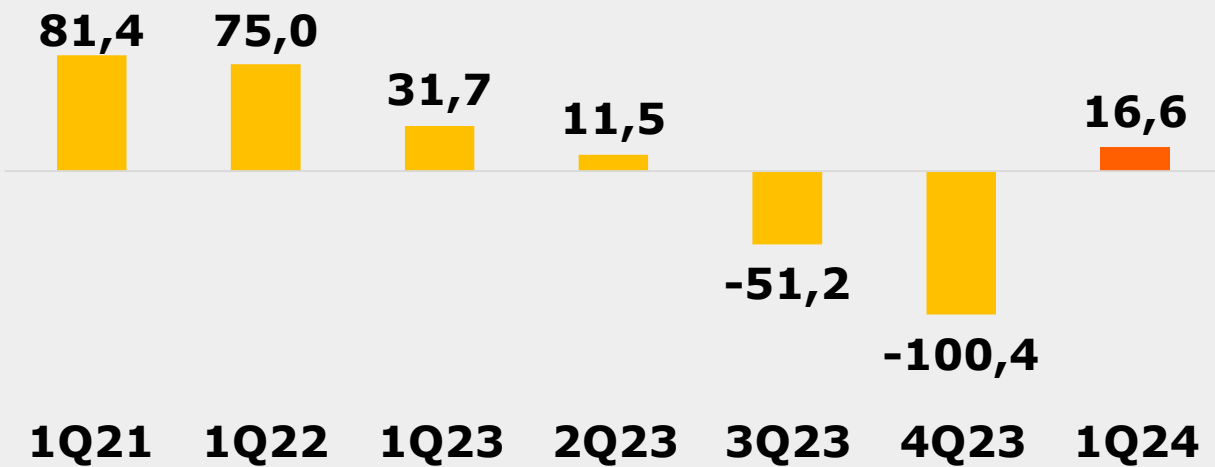


HAVAIANAS INTERNATIONAL – VOLUME AND EBITDA

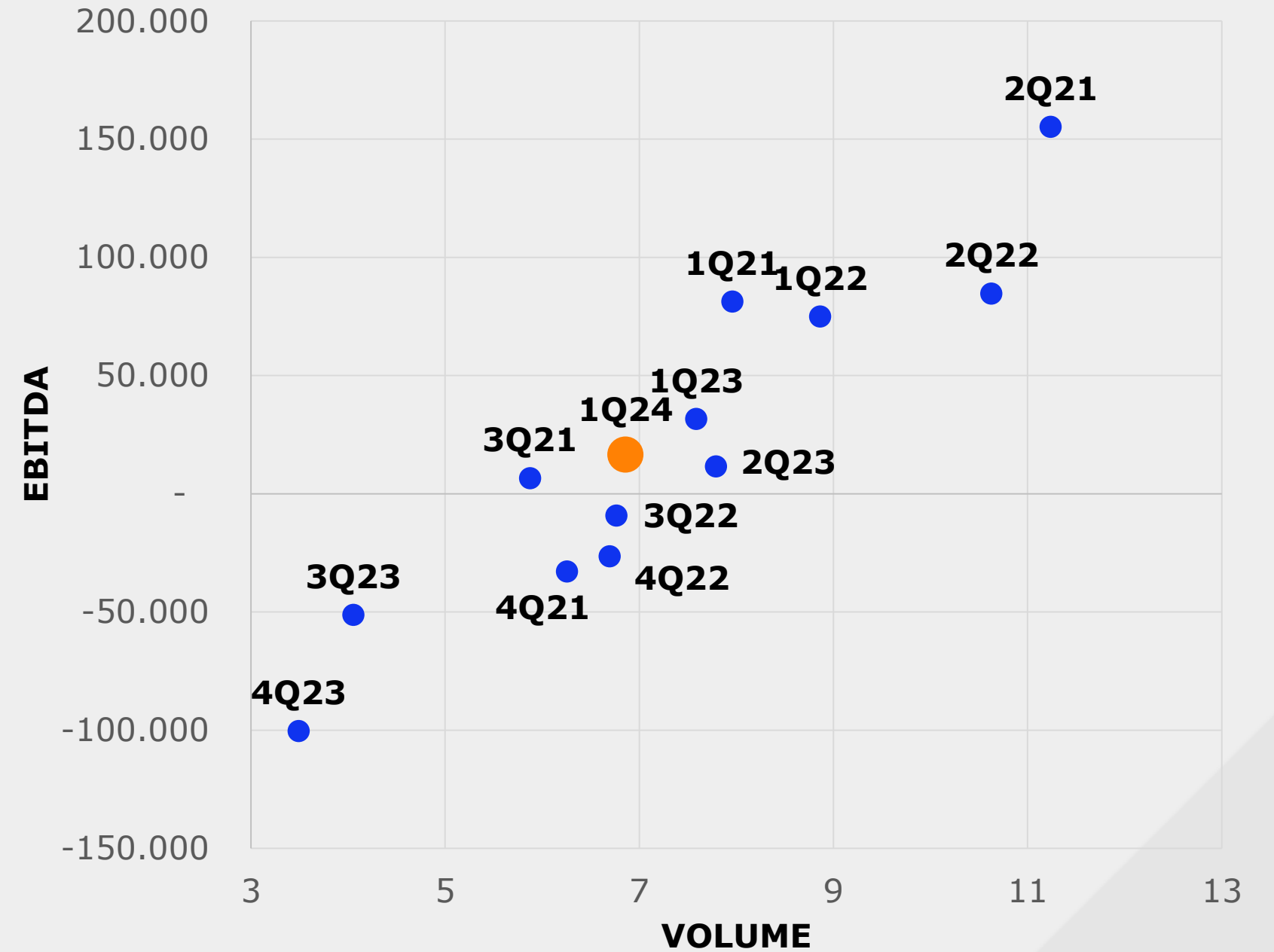
VOLUME SOLD



EBITDA



EBITDA VS. VOLUME DISPERSION BY QUARTER



HAVAIANAS – 1Q24 vs. 1Q23

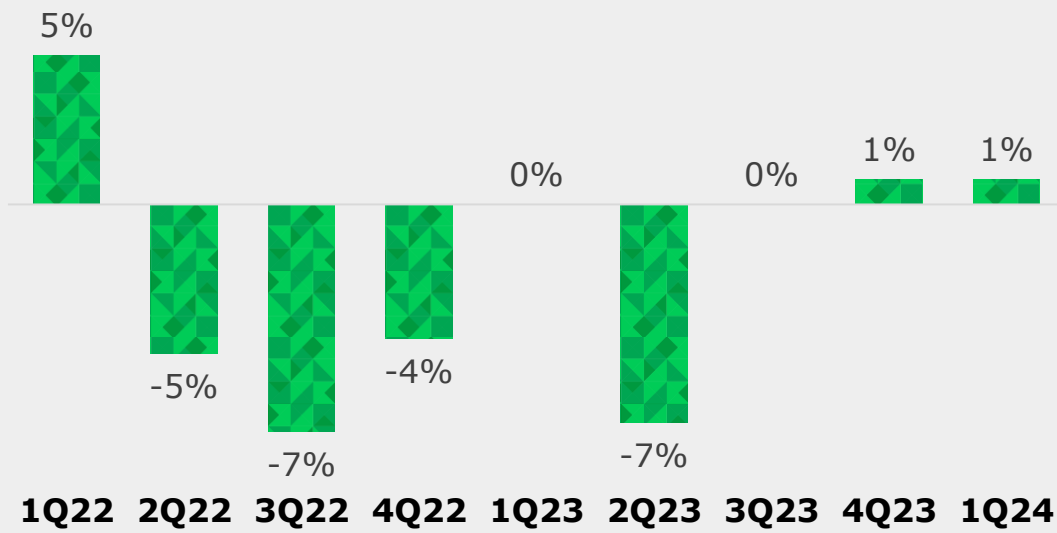
havaianas®

BRAZIL

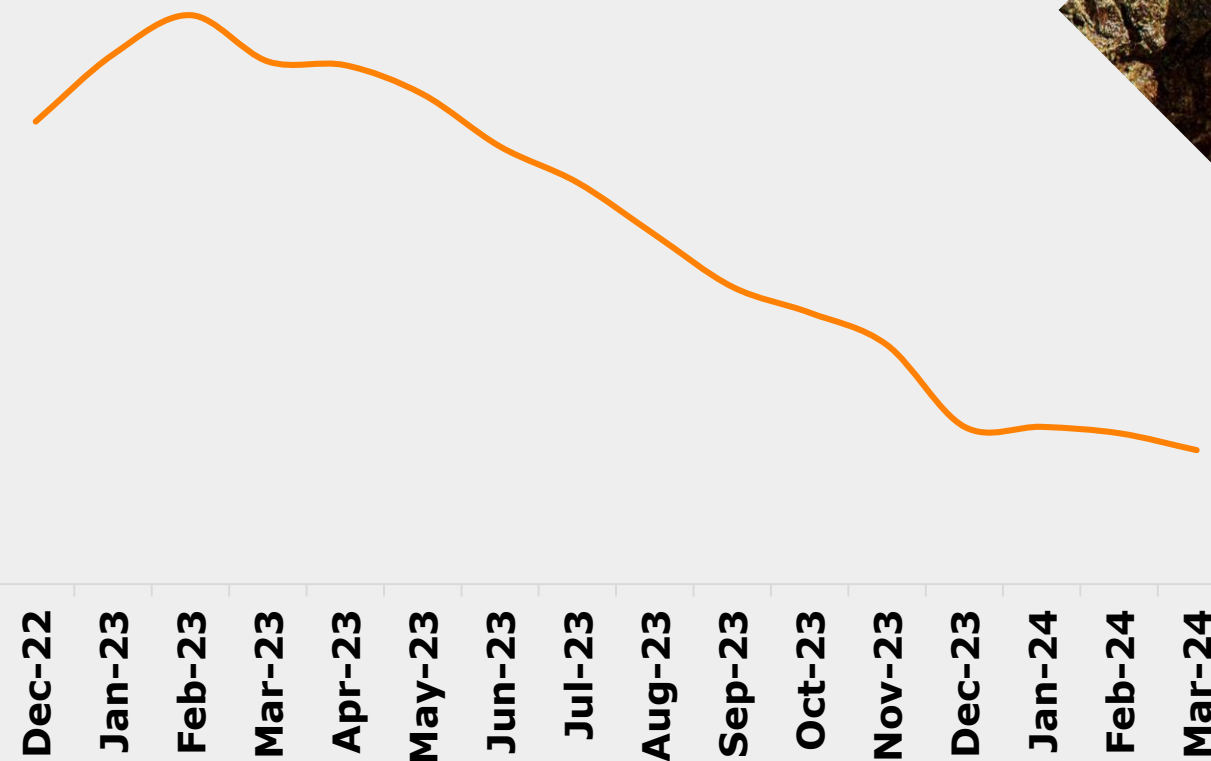
+12%
VOLUME

+14%
NET SALES

VOLUME HAVAIANAS SELL-OUT*
(Quarterly evolution – var. YoY)



Alpargatas inventory evolution



*sell-out/sell-through internal dashboard – NEOGRID/Scan Track

HAVAIANAS – 1Q24 vs. 1Q23

havaianas®

INTERNATIONAL

**-10%
VOLUME**

**-14%
NET SALES***

EMEA

**-10%
VOLUME**

**-14%
NET SALES***

NA&C

**-20%
VOLUME**

**-18%
NET SALES***

DISTRIBUTORS

**-4%
VOLUME**

**-9%
NET SALES***

*in constant currency (CC)

Europe

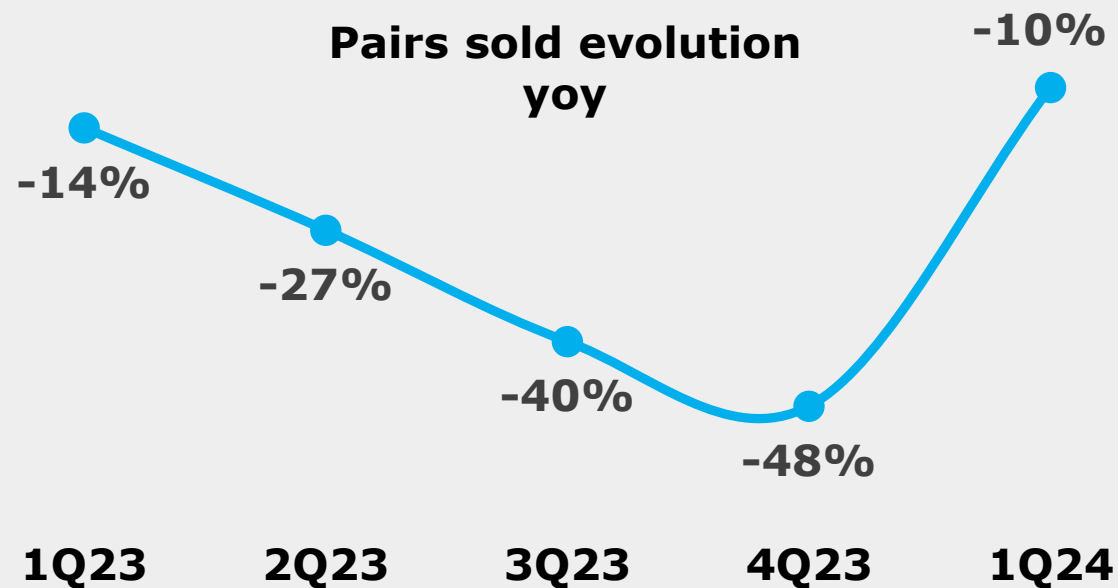
- Logistics already adjusted and prepared for high season

Distributors

- Inventory levels normalization process

NAC

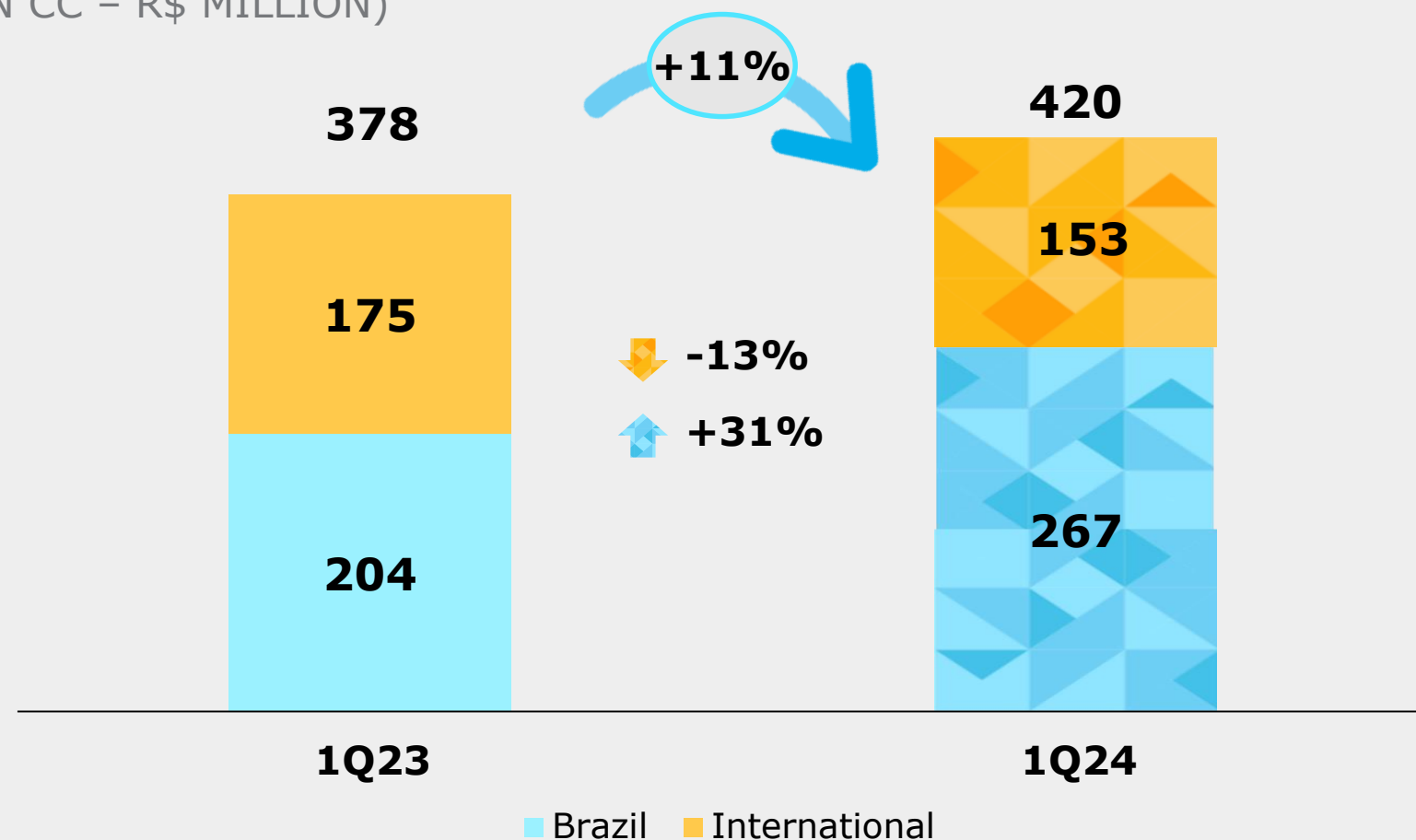
- Off-price volume decrease and lower discounts



FINANCIAL HIGHLIGHTS | TOTAL HAVAIANAS

GROSS PROFIT*

(IN CC – R\$ MILLION)



Havaianas Brazil

- 5% yoy cost per pair reduction
- Labor productivity improvement
- Raw material cost reduction

Additional costs

- R\$14M in write-offs
- R\$16M in labor contingencies

Havaianas International

- Warehousing costs improvement in EU and US
- Distributor markets cost reduction

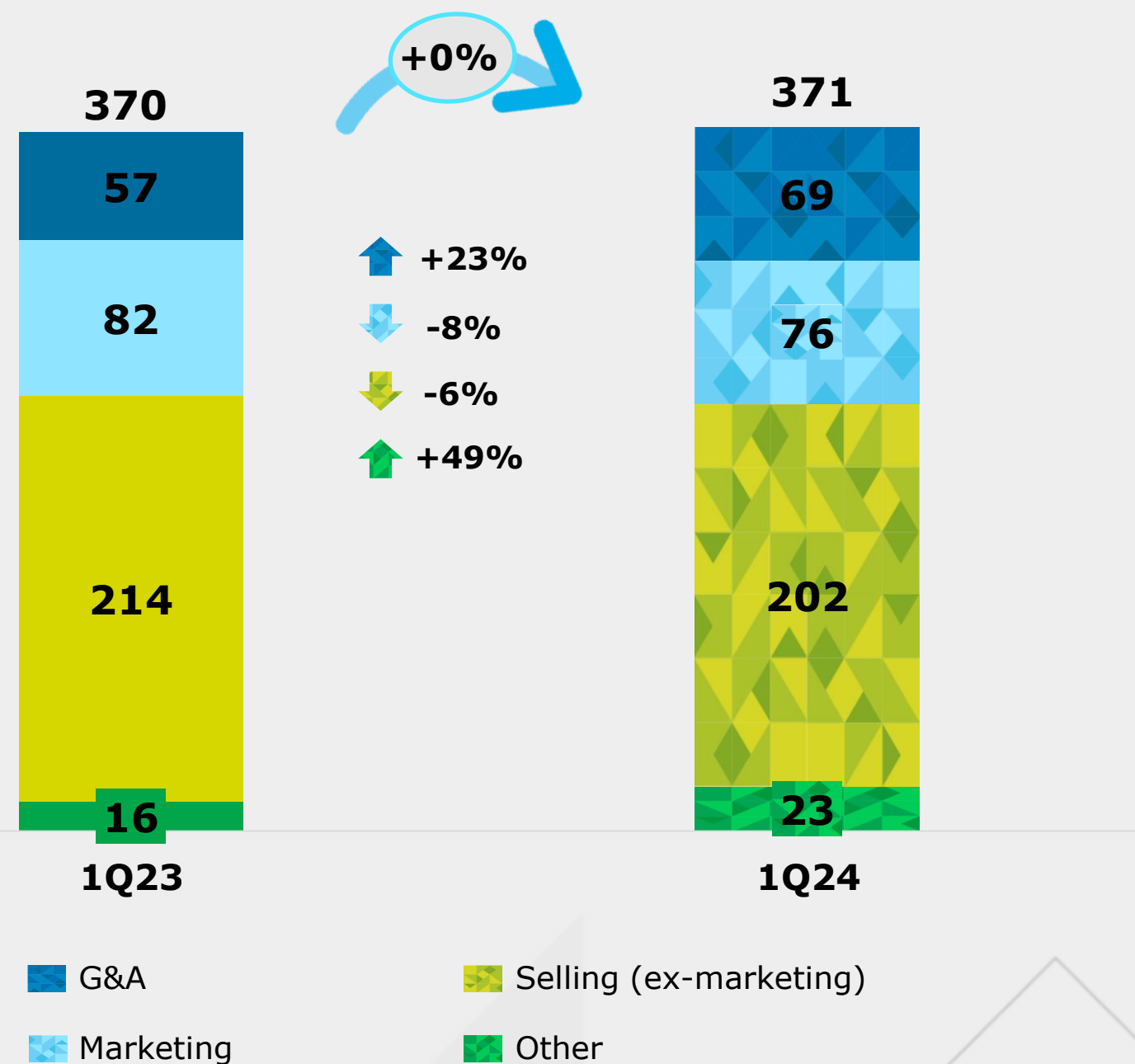
Gross margin	1Q23	1Q24	Var.
Havaianas Brazil	35.4%	40.7%	5.3pp
Havaianas International*	57.0%	57.6%	0.7pp
Havaianas Total*	42.9%	45.6%	2.7pp

*in constant currency (CC)

FINANCIAL HIGHLIGHTS | TOTAL HAVAIANAS

EXPENSES

(R\$ MILLION)



SG&A (ex-Marketing)

- Distribution expenses -9% vs. 1Q23 (-15% per pair)
- OBZ packages down 13% vs. 1Q23

Additional impacts:

- Bonus provision
- Expenses related to volume increase

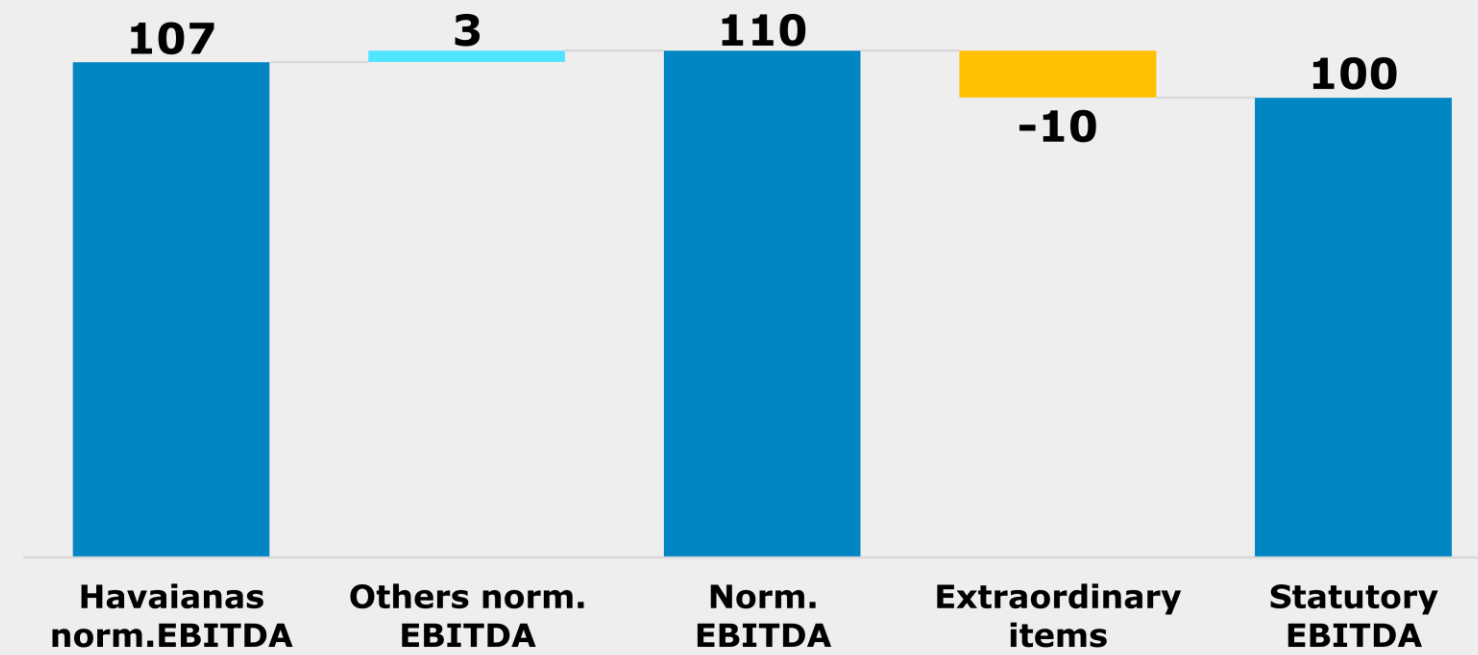
Marketing Expenses

- Marketing expenses -8% yoy, but 21% and 28% higher than 1Q22 and 1Q21 respectively

FINANCIAL HIGHLIGHTS | ALPARGATAS



EBITDA (R\$ MILLION)



EXTRAORDINÁRY ITEMS (R\$ million)

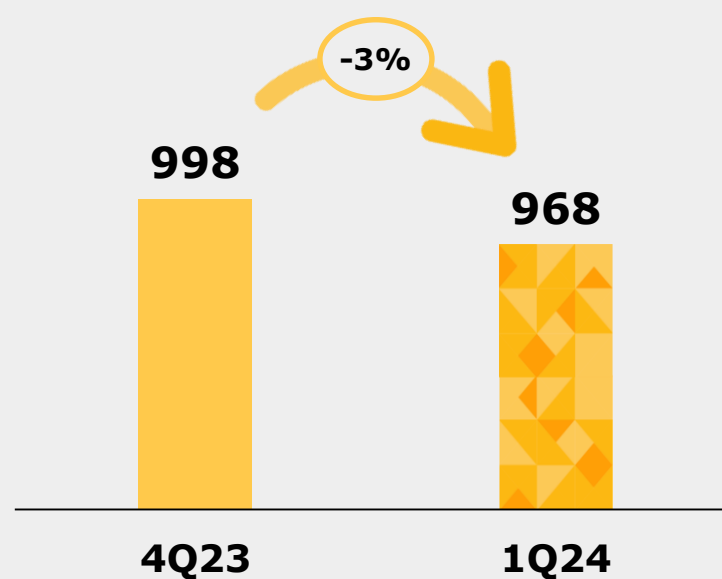
	1Q24
EBITDA	99.8
(-) Extraordinary items	10.2
<i>Simplification</i>	5.8
<i>Other</i>	4.4
(=) Alpargatas Normalized EBITDA	110.0

FINANCIAL HIGHLIGHTS | ALPARGATAS

WORKING CAPITAL

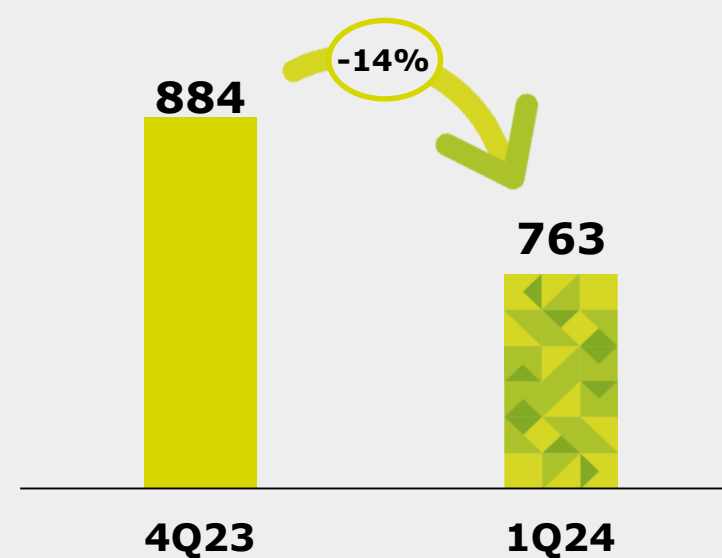
(R\$ MILLION)

INVENTORIES



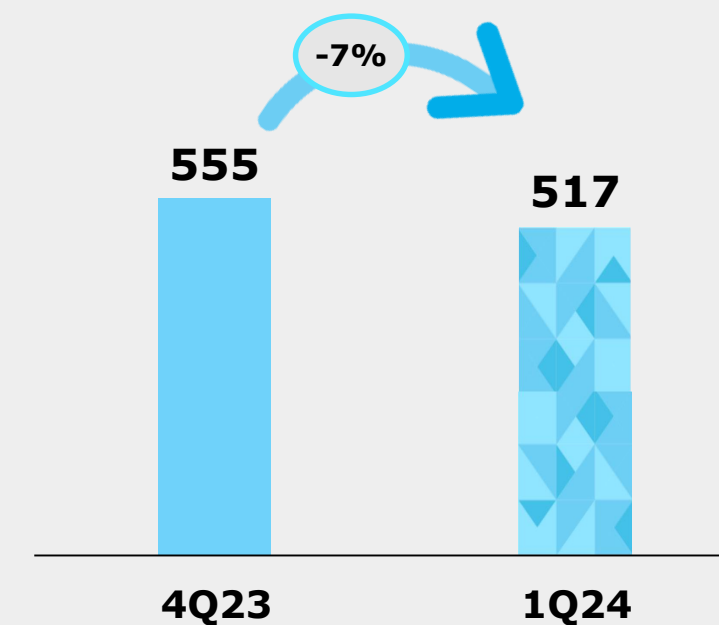
- Finished goods: -R\$ 9M
- Raw material and other: -R\$ 19M
- Decrease of 34 days of sales vs. 1Q23

RECEIVABLES



- Reduction of 8 days of net sales vs. 1Q23

SUPPLIERS

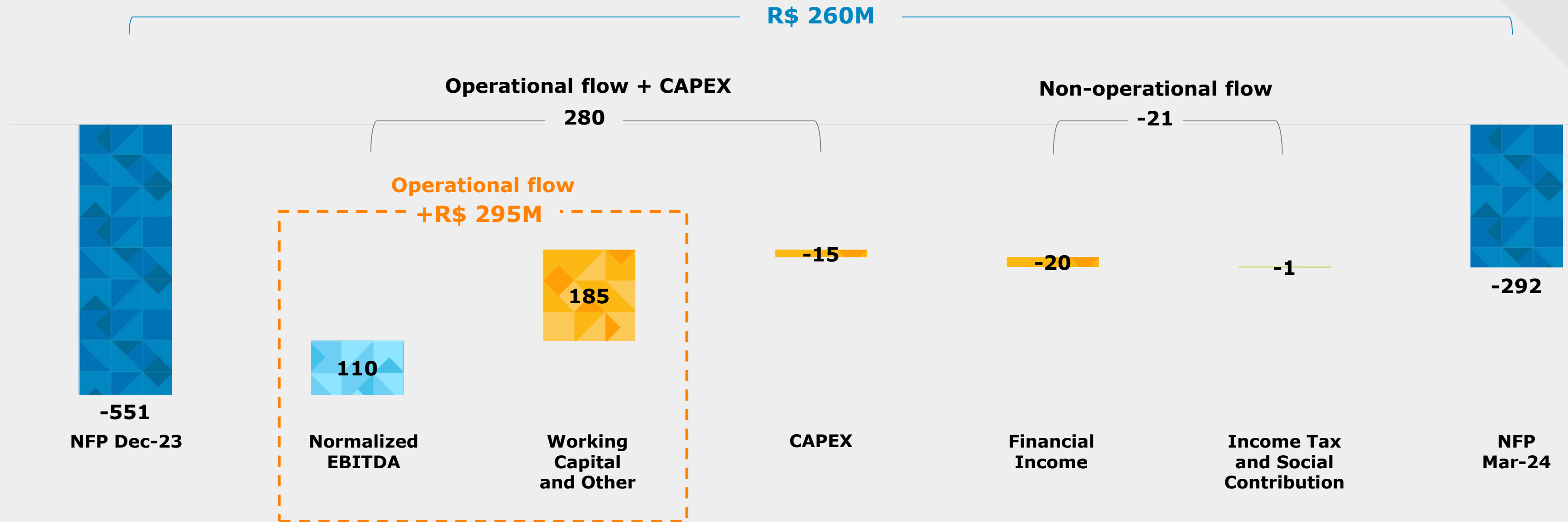


- Decrease of R\$ 38M
 - 13% drop in purchase volume YoY
 - 28% drop in purchase value YoY

FINANCIAL HIGHLIGHTS | ALPARGATAS

NET FINANCIAL POSITION

(R\$ MILLION)



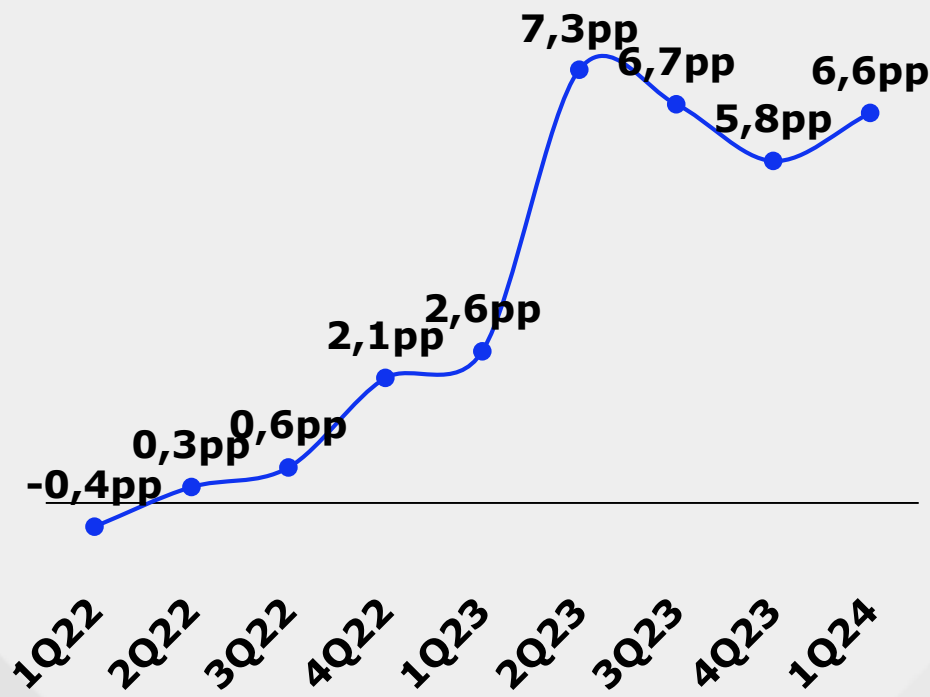
ROTHY'S

NET SALES
USD 34M
(+10% vs. 1Q23)

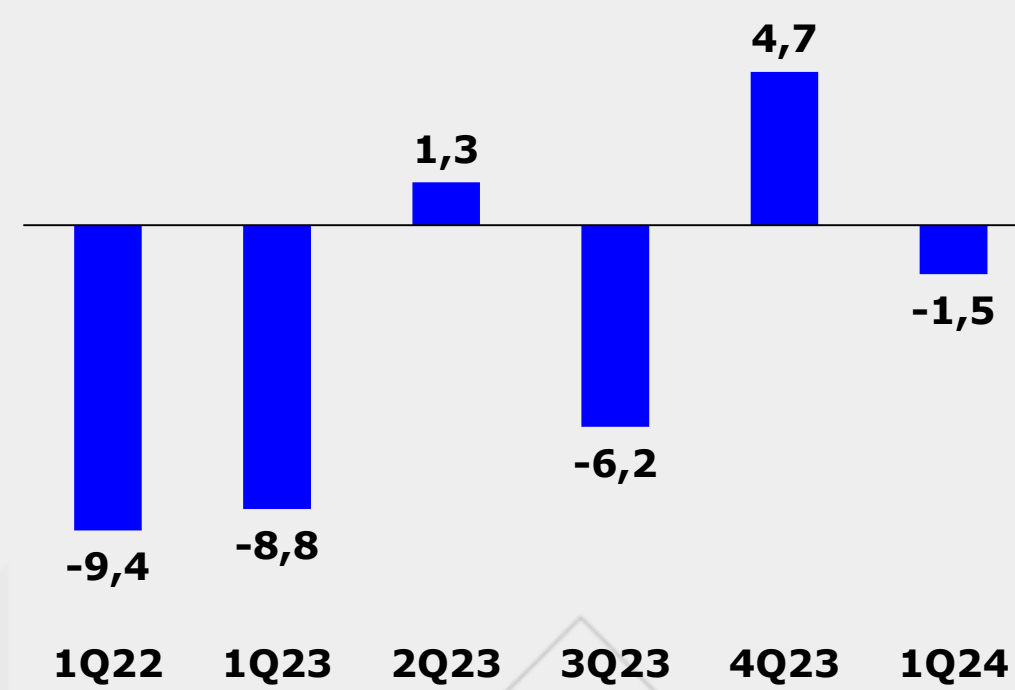
EBITDA
USD -1.5M
(+USD 7.3M vs. 1Q23)

NET PROFIT
USD -1.9M
(+USD 7.4M vs. 1Q23)

GROSS MARGIN EVOLUTION
(Var. YoY)



EBITDA EVOLUTION
(USD million)



Net sales

- Successful launches
- SSS +12% YoY

Gross margin

- Gain in industrial efficiency
- Reduction in international freight
- Lower last-mile cost

SG&A

- Lower customer acquisition cost
- Expenses optimization

Q&A

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ALPARGATAS

INVESTOR RELATIONS
ri@alpargatas.com

