

4Q24 EARNINGS VIDEOCONFERENCE

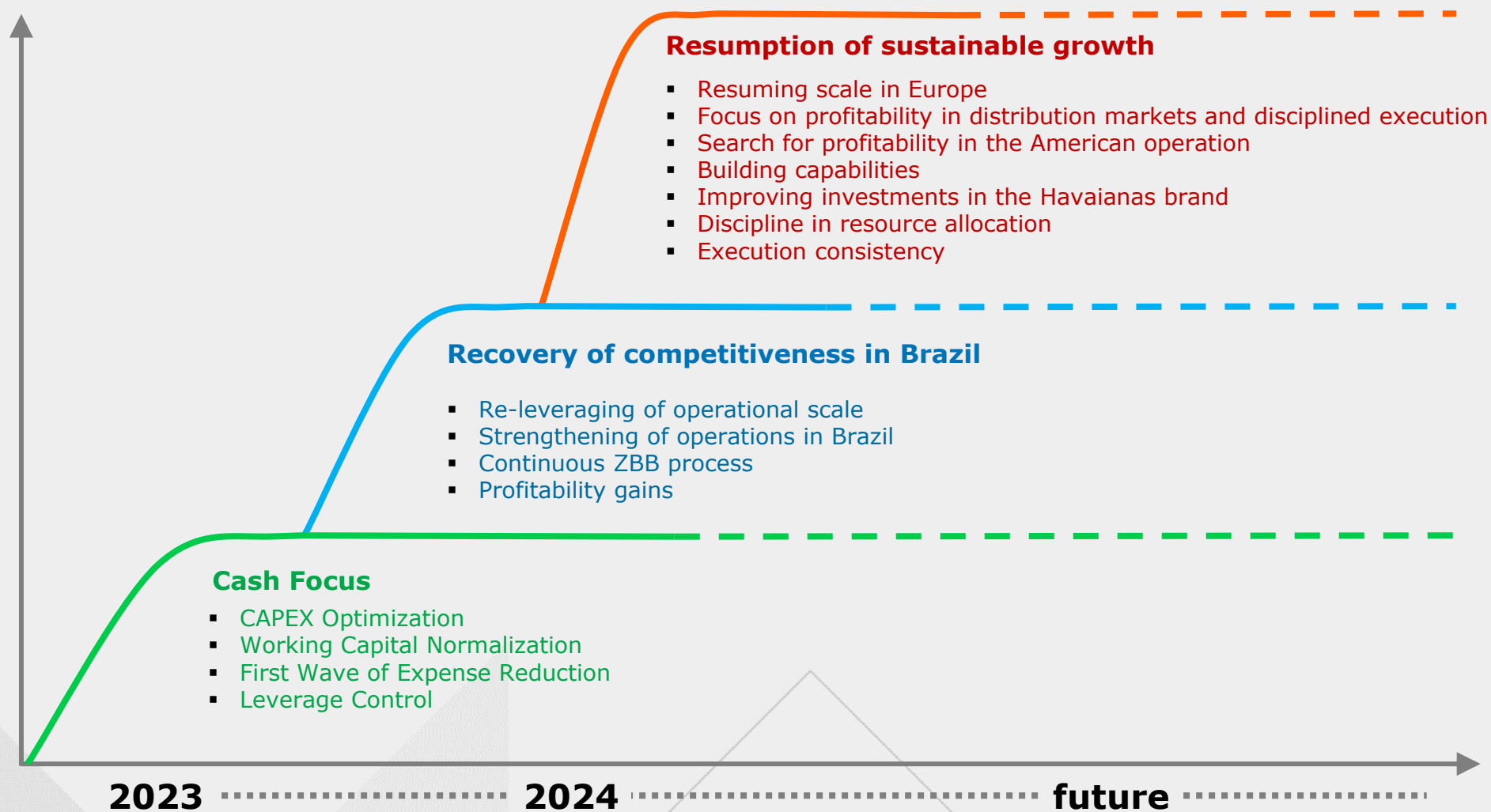


DISCLAIMER

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 forward-looking 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 forward-looking 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.

TURNAROUND PROCESS



2024 RESULTS

Focus and competitiveness

Brazil Growth Model

- ✓ Market share gain of 1.7 p.p. vs 4Q23;
- ✓ Adjusted EBITDA Margin (*) of 26% - aligned with the best 4Q over the last decade;

Simplification

- ✓ ZBB Culture with 8% reduction over 1Q23;
- ✓ Continuous diligence regarding the reductions achieved;

Ability Enhancement

- ✓ Structural OTIF improvements, consolidated OTIF in 70%;
- ✓ Greater manufacturing and logistical efficiency, with 10% reduction in COGS/Pair(*) consolidated yoy;

Portfolio Strategy

- ✓ Second most admirable brand in Brazil;
- ✓ Post write-off inventory normalization - Composed of 90% Flip Flop and 90% of items from the last two collections;

Sustainable growth

International Growth Model

- ✓ Recovery of competitiveness in Europe;
- ✓ Correcting profitability in countries operated by distributors;

Strengthening Capabilities

- ✓ Execution at the point of sales, with modernization and increase in the number of displays;

Ability Enhancement

- ✓ Black Friday events, with market share gain;
- ✓ 21% growth in sales of the men's collection in Brazil;

Capital Allocation

- ✓ Evolution of net cash position;
- ✓ EBITDA of US\$ 17.7 million coming from Rothy's in 2024 result;

2025 PERSPECTIVES

Focus and competitiveness

Portfolio Strategy

Launch of products to address new usage occasions, 25/26 Collection addressing portfolio gaps.

Brazil Growth Model

Progress in improving the level of service, mainly in specialized channels and continue expanding share in the grocery segment.

Simplification

Continuity of ZBB efforts; Advance with the implementation of logistics and manufacturing systems.

Ability Enhancement

Consolidate the management processes implemented in 2024; Consolidate the global RGM area.

Sustainable growth

International Growth Model

Europe – Rebuilding brand value and operational scale;
US – Achieve profitability;
Distributors – Focus on priority geographies and discipline in execution.

Strengthening Capabilities

Strong action in consolidating corporate culture to reduce turnover and increase engagement.

Trend Capture

Improve the return on marketing investments and continue building the brand in Brazil and worldwide.

Capital Allocation

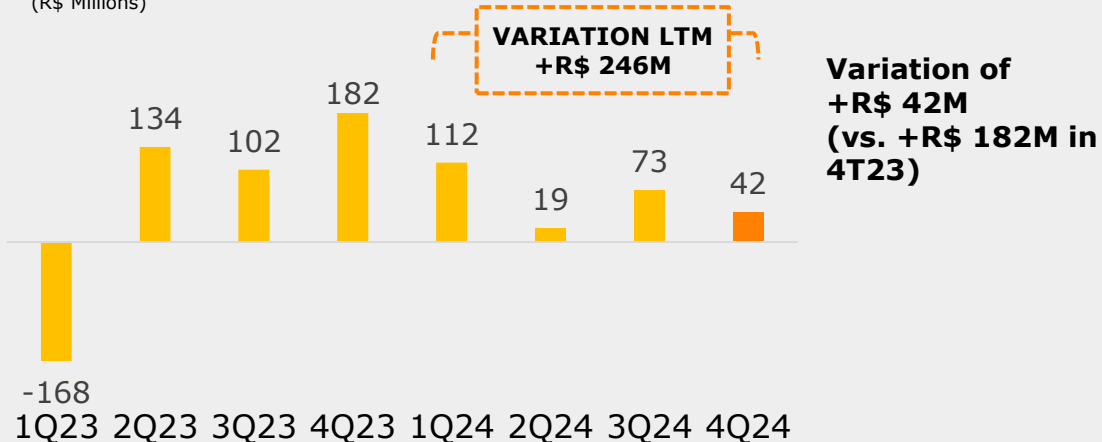
Ensure continued focus on capital discipline with gradual growth in returns.



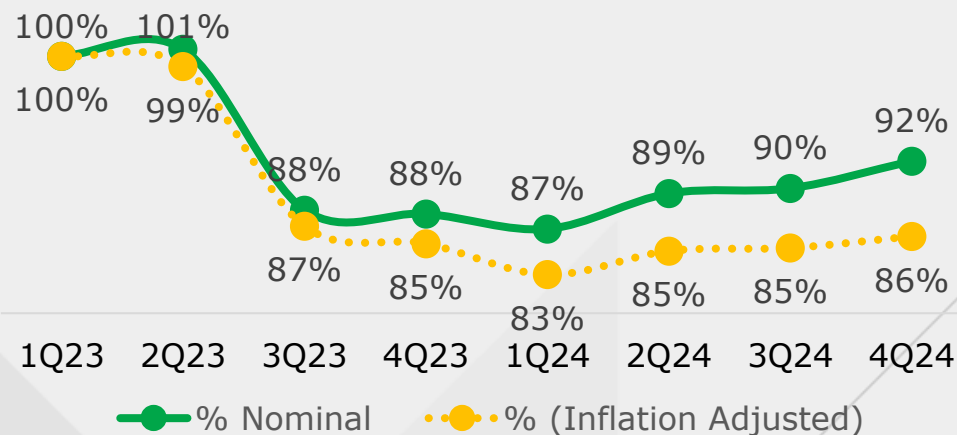
ALPARGATAS – CASH MAINTENANCE

WORKING CAPITAL VARIATION

(R\$ Millions)

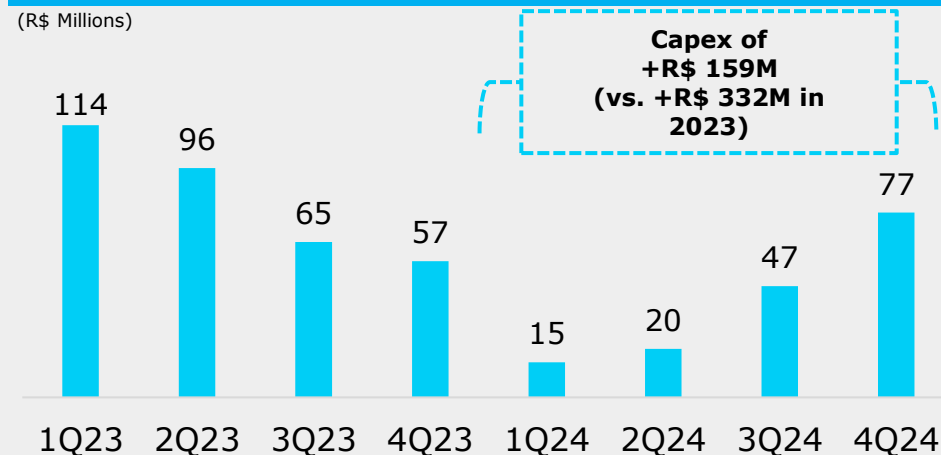


ZBB FIXED EXPENSES PACKS⁽¹⁾



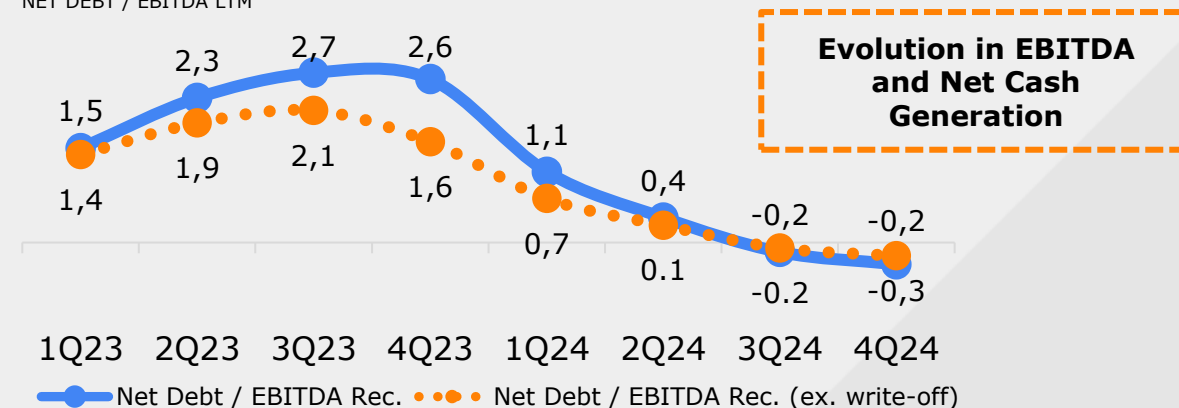
CAPEX

(R\$ Millions)



LEVERAGE

NET DEBT / EBITDA LTM



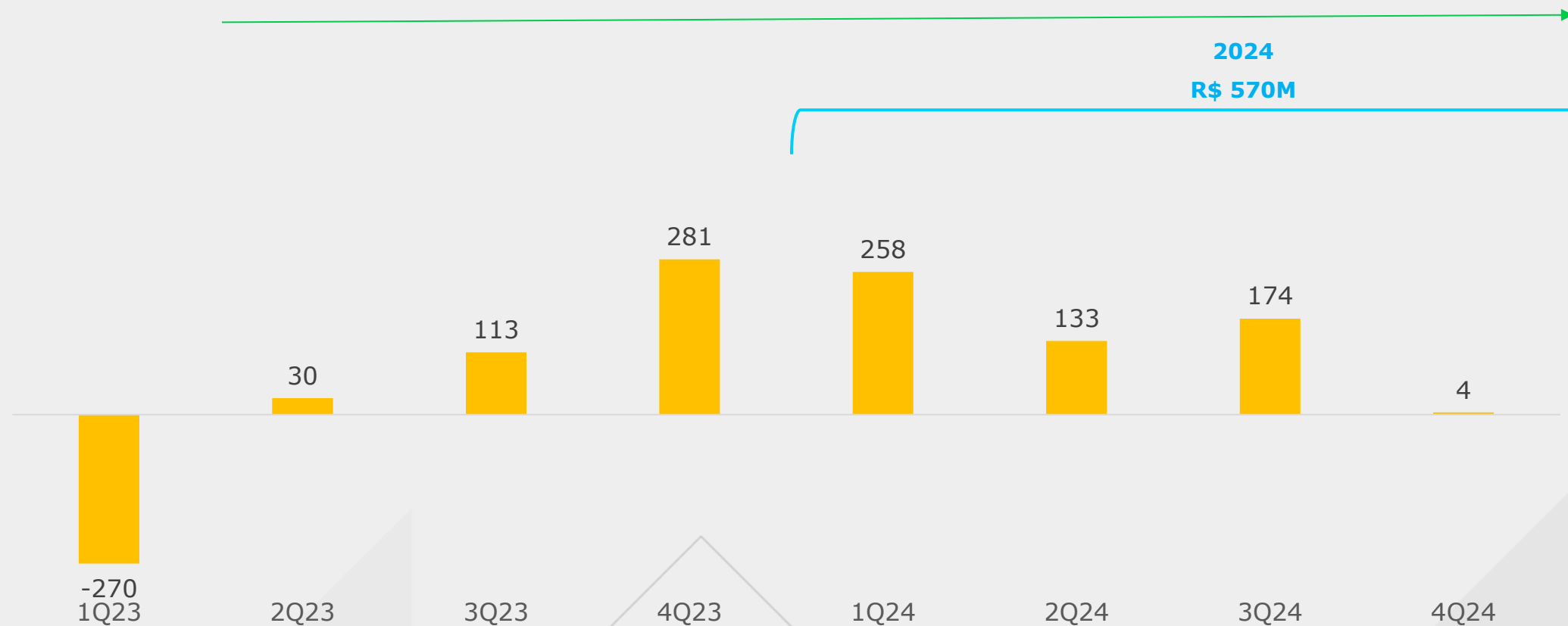
(1) Fixed and recurring expense packages, monitored by the Zero-Based Budgeting (ZBB) method, including personnel, travel, rent, administrative expenses, among others.

ALPARGATAS – CASH GENERATION

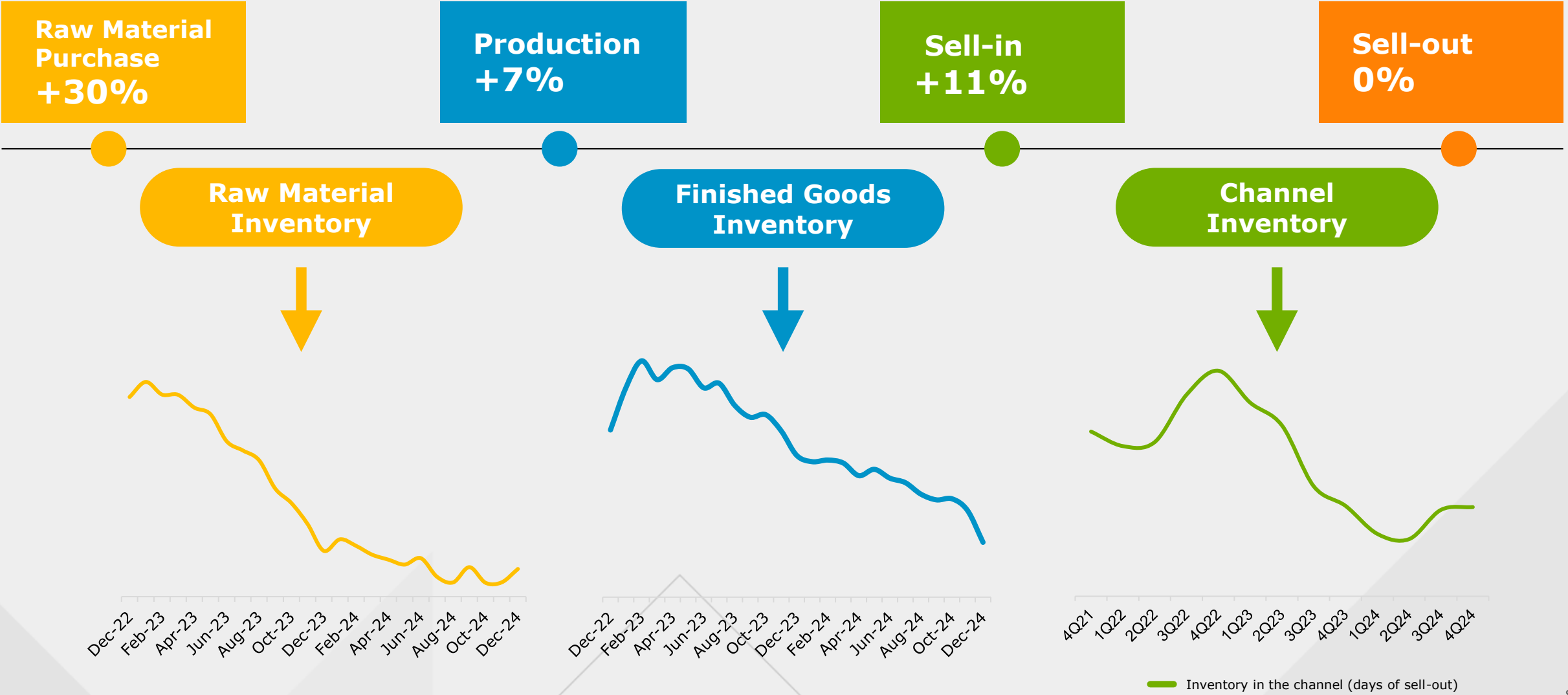
NET CASH GENERATION

(R\$ million)

Cash Generation (05/23 – 12/24) = R\$ 1,1B



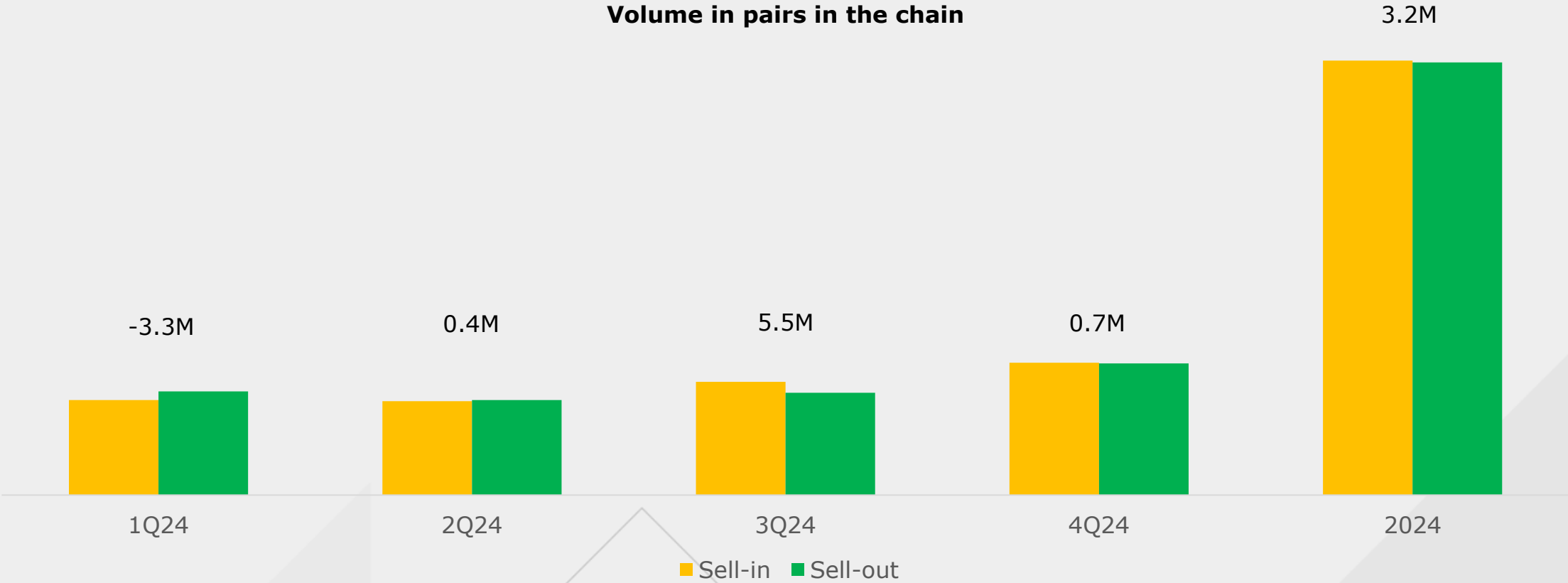
HAVAIANAS BRAZIL – BUSINESS CYCLE – 2024 YoY



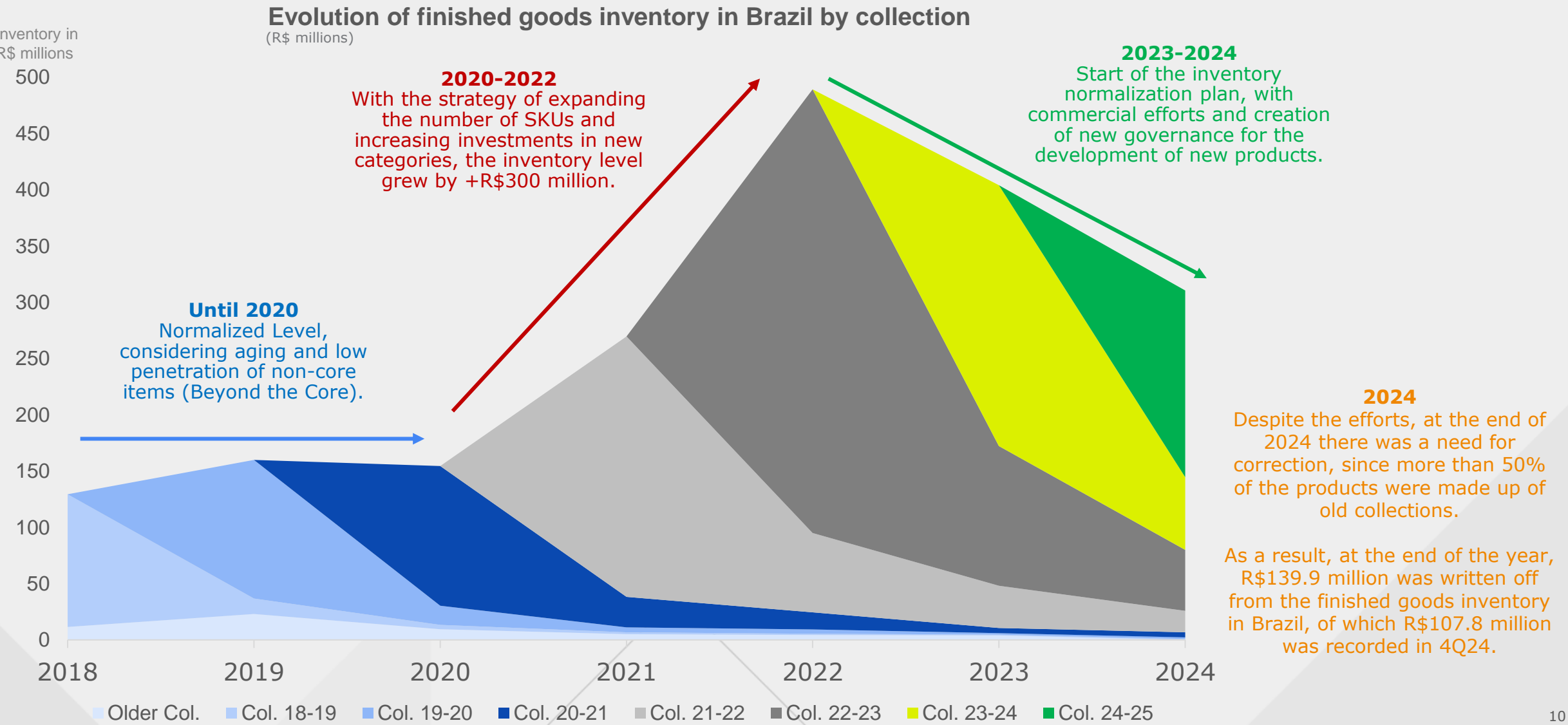
HAVAIANAS – INVENTORY EVOLUTION IN THE CHAIN

2024
 The sell-in is in line with the sell-out in terms of number of pairs, following the evolution of Market Share in the period.

Volume in pairs in the chain



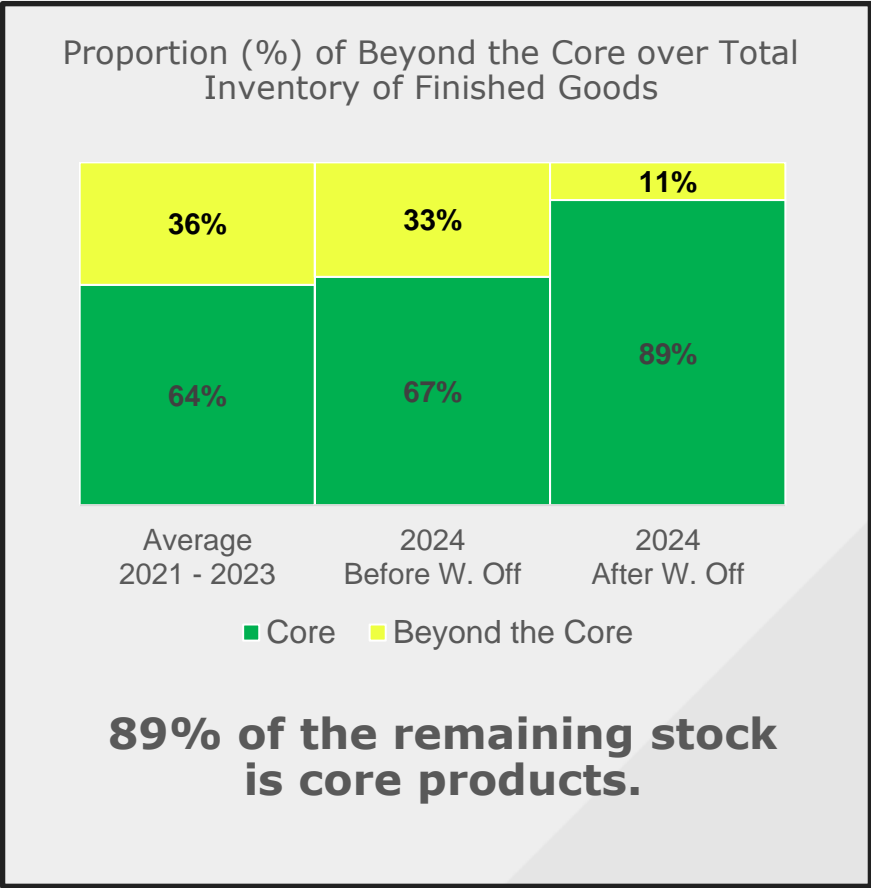
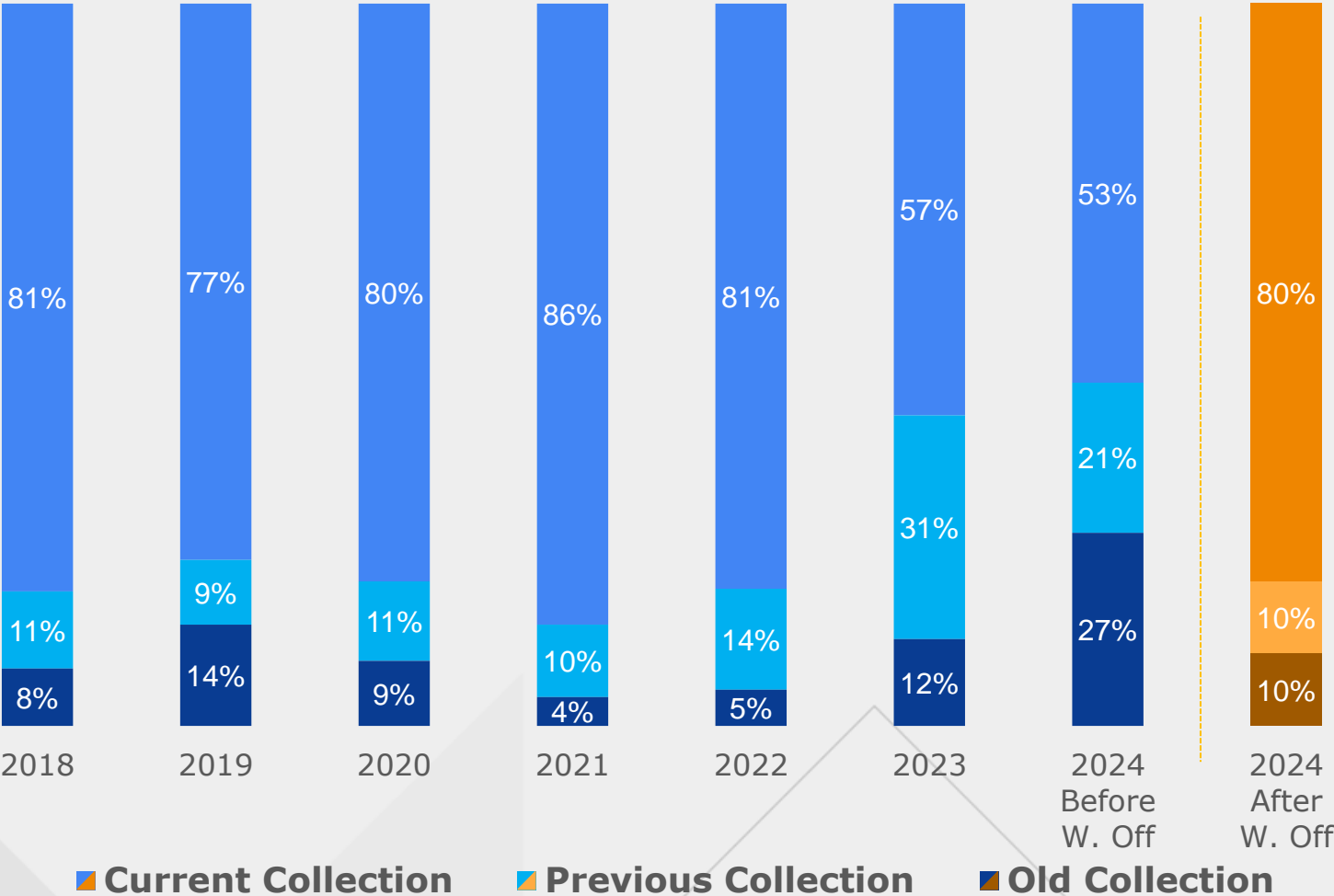
Write Off – Finished Goods Brazil



*Final stock position as of Dec/24 before W. Off adjustment

Write Off – Finished Goods Brazil

At the end of 2024, after the reduction, the inventory level of Finished Goods returns to a proportion similar to the levels prior to 2020.



Write Off – Finished Goods Brazil and Raw Material

Write Off

(R\$ millions)

(R\$ millions)	FLIP FLOPS	BEYOND THE CORE	4Q24	FLIP FLOPS	BEYOND THE CORE	RAW MATERIAL	2024
Brazil	25.6	82.2	107.8	32.8	107.1	26.3	166.2
International	27.1	29.4	56.5	27.1	29.4	-	56.5
Total	52.7	111.6	164.3	59.9	136.5	26.3	222.7



Write Off – Route Correction

Simplification

Portfolio reduction and prioritization of Core products.

Policy Review

Production limited to “Test and Learn” of each release.

Structured Promotion Strategy

Preparation and execution of the promotional calendar, with segmentation criteria and discount policies.

Skills Development

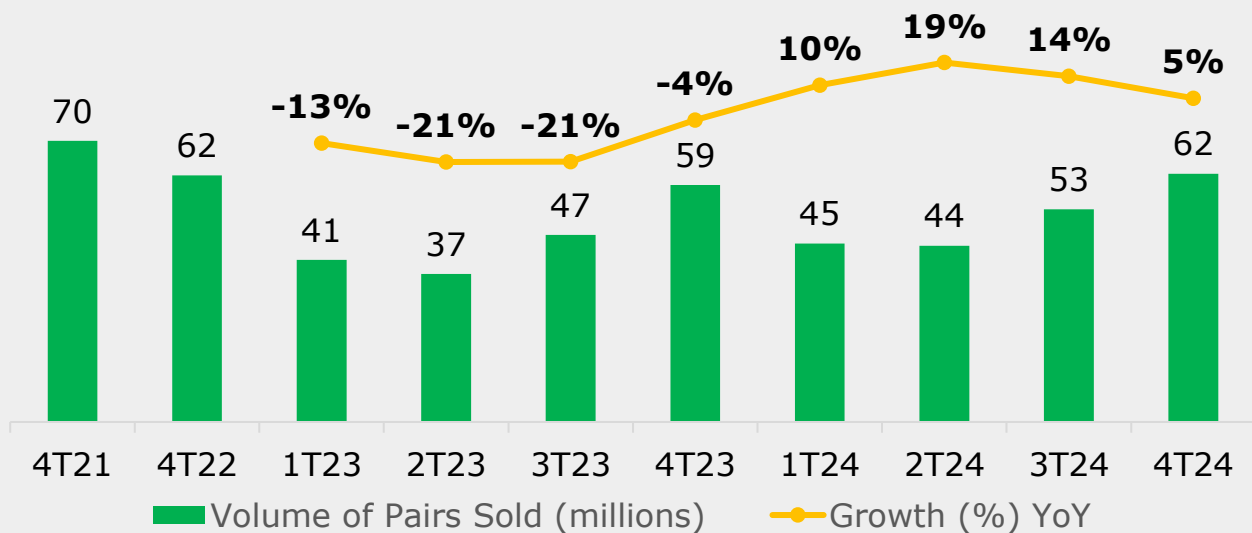
Improvement of the S&OP process, bringing agility, predictability and savings;
Discipline in the transition of collections.

HAVAIANAS – 4Q24 vs. 4Q23

havaianas®

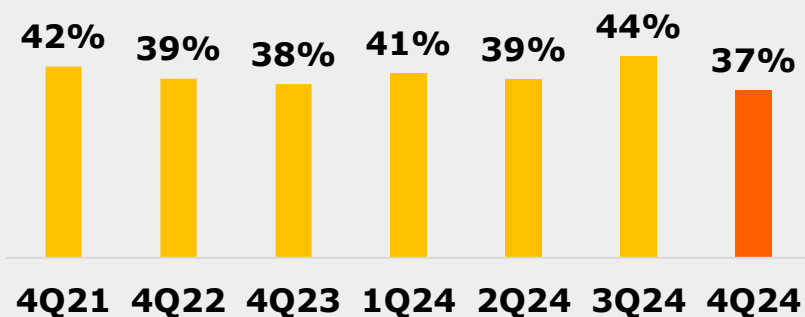
BRAZIL Volume recovery in line with market share growth.**0%**
SELL-OUT**+5%**
VOLUME**+9%**
NET SALES

Improvement in the number of pairs sold
Million of pairs/ YoY Growth (%)

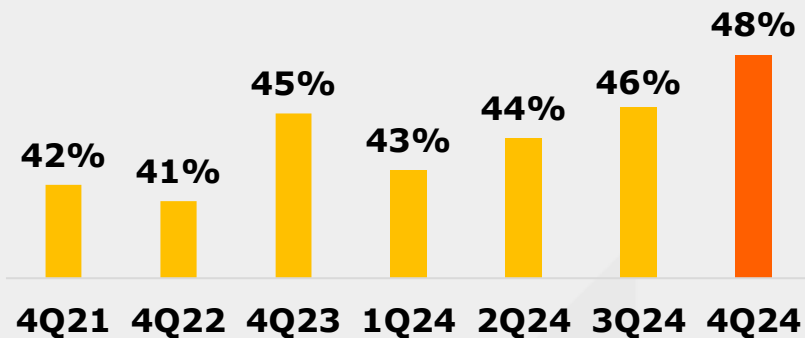


HAVAIANAS BRAZIL – GROSS MARGIN AND EBITDA MARGIN

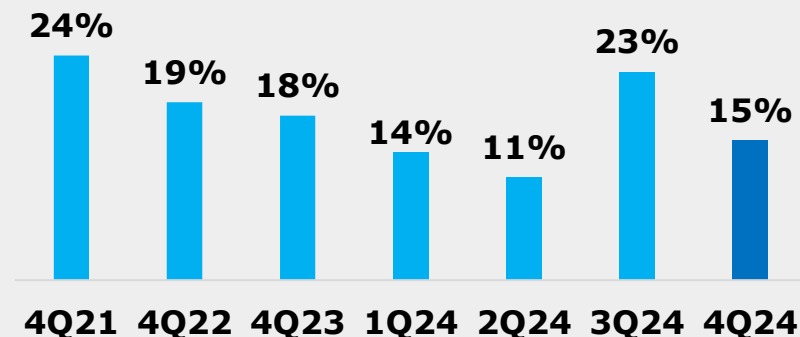
GROSS MARGIN



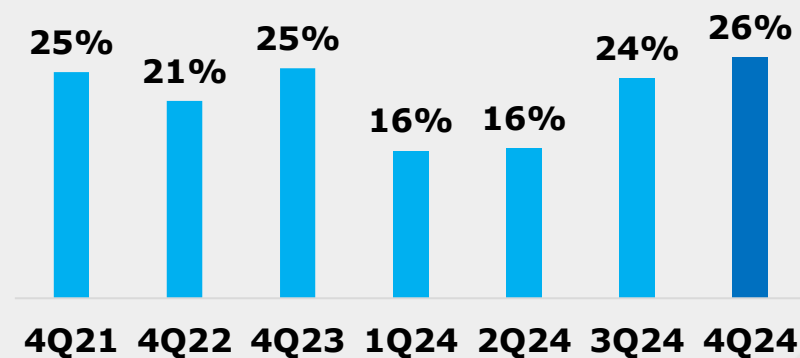
GROSS MARGIN ADJUSTED BY WRITE-OFFS*



EBITDA MARGIN



EBITDA MARGIN ADJUSTED BY WRITE-OFFS*



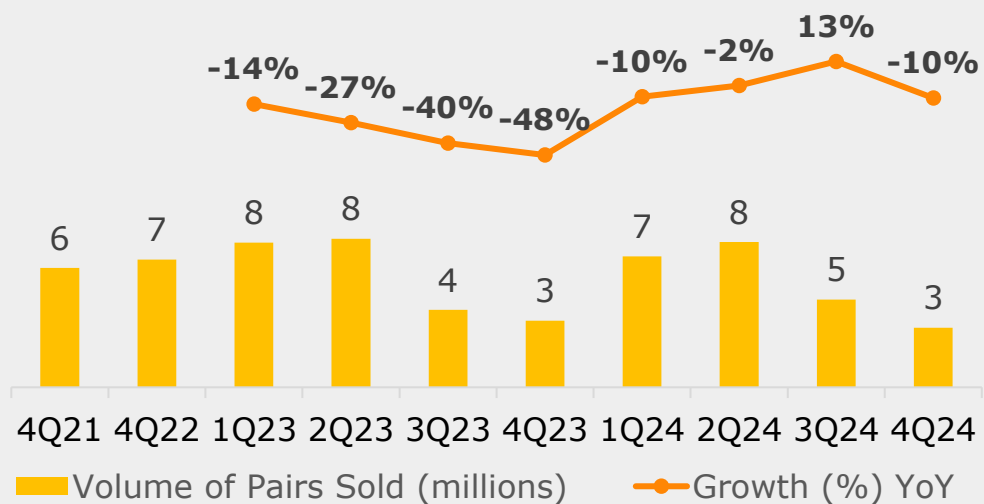
*For better comparability, the graph excludes 100% of inventory write-off provisions in all periods.

HAVAIANAS INTERNATIONAL – 4Q24 vs. 4Q23

havaianas®

INTERNATIONAL

Rebuilding profitability among Distributors impacting the quarter's volume

-10%
VOLUME**+11%**
NET
SALES***Number of pairs sold**
Million of pairs/ YoY Growth (%)

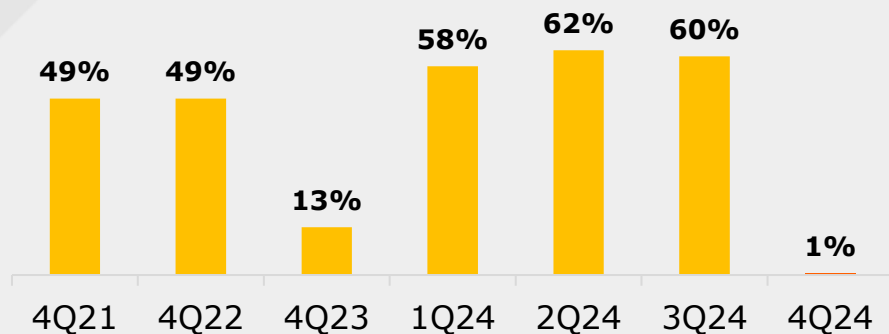
*in constant currency (CC)

+10%
VOLUME**+31%**
NET SALES***+29%**
VOLUME**+11%**
NET SALES ***-23%**
VOLUME**-3%**
NET SALES *

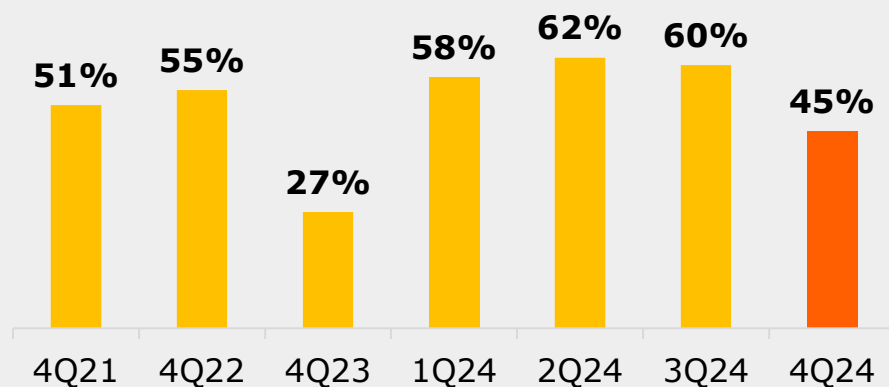
HAVAIANAS INTERNATIONAL – 4Q24

GROSS MARGIN

(% net sales)

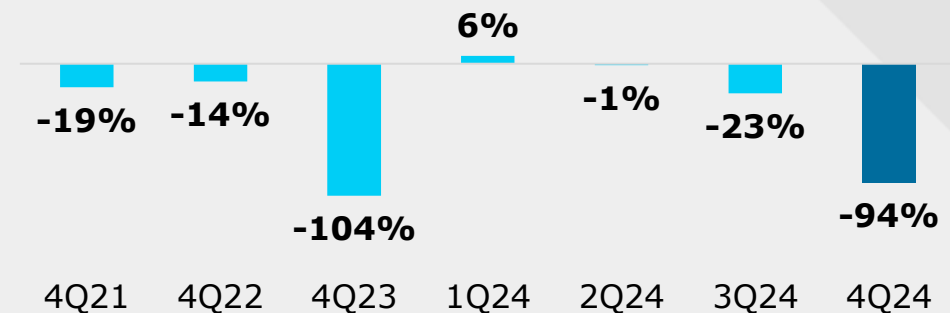


GROSS MARGIN ADJUSTED BY WRITE-OFFS*

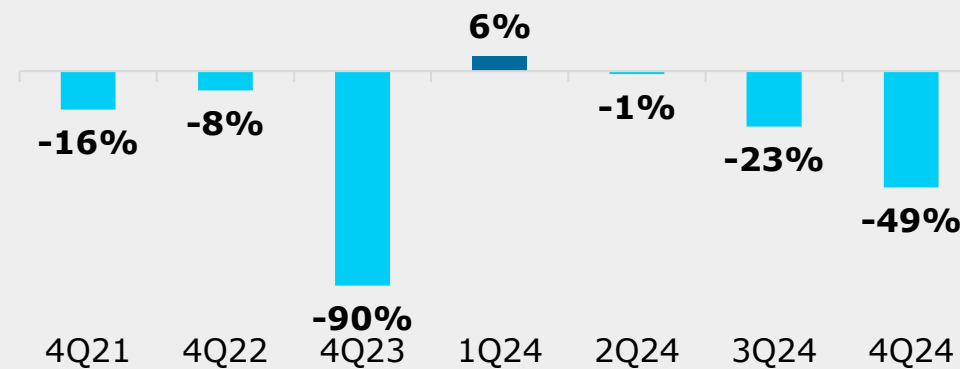


EBITDA MARGIN

(% net sales)



EBITDA MARGIN ADJUSTED BY WRITE-OFFS*



*For better comparability, the graph excludes 100% of inventory write-off provisions in all periods.

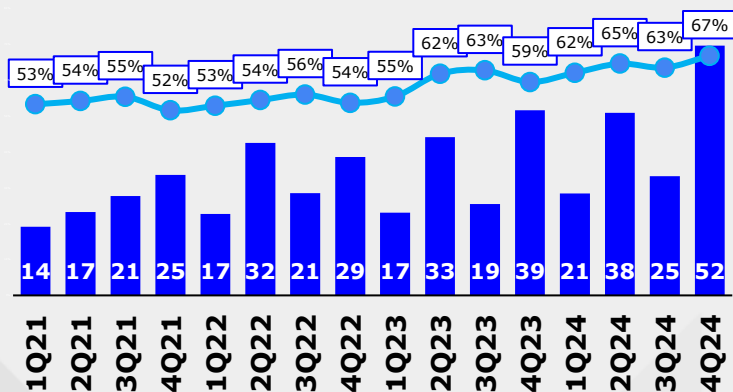
ROTHY'S

NET SALES
USD 78M
(+20% vs. 4Q23)

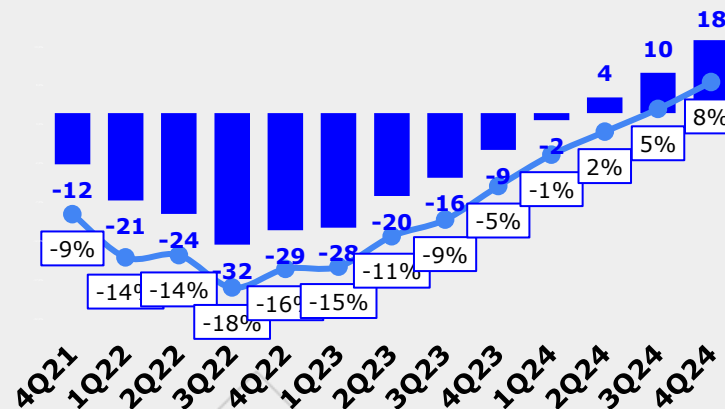
EBITDA
USD 12.6M
(+USD 7.9M vs. 4Q23)

NET PROFIT
USD 11.0M
(+USD 5.4M vs. 4Q23)

GROSS PROFIT AND MARGIN EVOLUTION
(USD million and %RL)



EBITDA AND MARGIN LTM EVOLUTION
(USD million and %RL)



Net sales

- Black Friday and Cyber Week campaigns above expectations
- SSS* +20% YoY in 4Q24

Gross margin

- Continuous efficiency gains in industrial and logistics costs
- Positive channel mix

SG&A

- Greater control over personnel expenses

Equity Income

- R\$27 million vs. R\$8 million in 4Q23

*Considers only retail stores

CONSOLIDATED FINANCIAL HIGHLIGHTS | ALPARGATAS

FINANCIAL HIGHLIGHTS (R\$ million)	4Q24	4Q23	4Q24 vs. 4Q23	2024	2023	2024 vs. 2023
Operational Net Sales	1,122.4	1,009.2	+11.2%	4,108.3	3,734.1	+10.0%
Gross Profit	373.4	366.6	+1.8%	1,772.7	1,496.2	+18.5%
<i>Gross Margin (%)</i>	<i>33.3%</i>	<i>36.3%</i>	<i>-3.1pp</i>	<i>43.1%</i>	<i>40.1%</i>	<i>+3.1pp</i>
Gross Profit ex. Write-off	537.7	443.4	+21.3%	1,995.4	1,630.7	+22.4%
<i>Gross margin ex. Write-off (%)</i>	<i>48.6%</i>	<i>44.7%</i>	<i>+3.9pp</i>	<i>49.1%</i>	<i>44.2%</i>	<i>+4.9pp</i>
Adjusted EBITDA¹	36.0	67.3	-46.5%	352.5	214.8	+64.1%
<i>Adjusted EBITDA margin (%)</i>	<i>3.2%</i>	<i>6.7%</i>	<i>-3.5pp</i>	<i>8.6%</i>	<i>5.8%</i>	<i>+2.8pp</i>
Adjusted EBITDA ex. Write-off²	200.3	144.2	+38.9%	575.2	349.3	+64.7%
<i>Adjusted EBITDA margin ex. Write-off (%)</i>	<i>17.8%</i>	<i>14.3%</i>	<i>+3.6pp</i>	<i>14.0%</i>	<i>9.4%</i>	<i>+4.6pp</i>
Equity Income	27.0	(364.4)	-	21.3	(422.0)	-
Net Profit	2.1	(1,606.2)	-	107.4	(1,867.5)	-
<i>Net Margin (%)</i>	<i>0.2%</i>	<i>-159.2%</i>	<i>+159.3pp</i>	<i>2.6%</i>	<i>-50.0%</i>	<i>+52.6pp</i>

1. Excludes impact of Extraordinary Items

2. Excludes impact of Write-offs

Q&A

APPENDIX

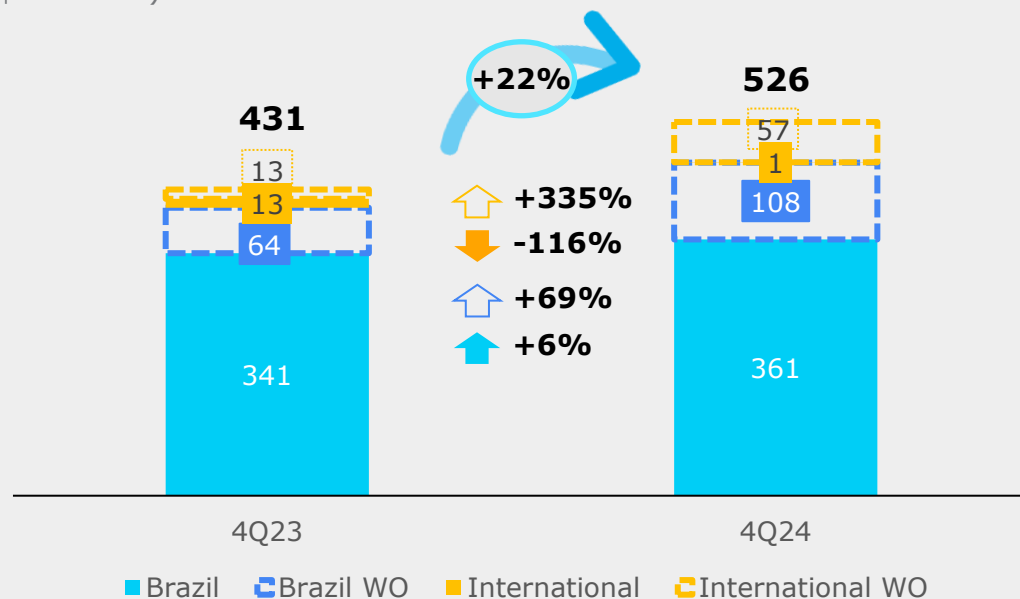
FINANCIAL HIGHLIGHTS | TOTAL HAVAIANAS

FINANCIAL HIGHLIGHTS* (R\$ million)	4Q24	4Q23	4Q24 vs. 4Q23	2024	2023	2024 vs. 2023
Volume	65,4	62,9	+4,0%	226,6	206,9	+9,5%
Brazil	62,2	59,4	+4,8%	204,4	183,9	+11,1%
International	3,1	3,5	-10,4%	22,2	22,9	-3,1%
Net Sales	1.106,5	991,8	+11,6%	4.061,2	3.689,9	+10,1%
Brazil	979,7	895,2	+9,4%	3.106,5	2.716,4	+14,4%
International	126,8	96,6	+31,3%	954,6	973,6	-1,9%
Gross Profit ex. Write-off	525,5	430,6	+22,0%	1.964,2	1.608,1	+22,1%
Gross Mg. ex. Write-off (%)	47,5%	43,4%	+4,1pp	48,4%	43,6%	+4,8pp
Brazil	468,3	417,8	+12,1%	1.408,9	1.069,9	+31,7%
Gross Mg. (%)	47,8%	46,7%	+1,1pp	45,4%	39,4%	+6,0pp
International	57,2	25,7	+122,4%	555,3	538,3	+3,2%
Gross Mg. (%)	45,1%	26,6%	+18,5pp	58,2%	55,3%	+2,9pp
Adjusted EBITDA ex. Write-off	194,4	136,4	+42,6%	564,8	332,6	+69,8%
Adjusted EBITDA Mg. ex. Write-off (%)	17,6%	13,8%	+3,8pp	13,9%	9,0%	+4,9pp
Brazil	256,6	223,8	+14,7%	663,9	420,4	+57,9%
EBITDA Mg. (%)	26,2%	25,0%	+1,2pp	21,4%	15,5%	+5,9pp
International	(62,2)	(87,4)	-28,9%	(99,1)	(87,7)	+13,0%
EBITDA Mg. (%)	-49,0%	-90,5%	+41,5pp	-10,4%	-9,0%	-1,4pp

FINANCIAL HIGHLIGHTS | TOTAL HAVAIANAS

Adjusted GROSS PROFIT

(R\$ MILLION)



Havaianas Brazil

- Cost per Pair stable yoy (ex. write-offs)
- Labor productivity improvement

Additional costs

- Write-offs of R\$ 108M

Havaianas International

- Improvements in Labor and Distribution Costs

Additional costs

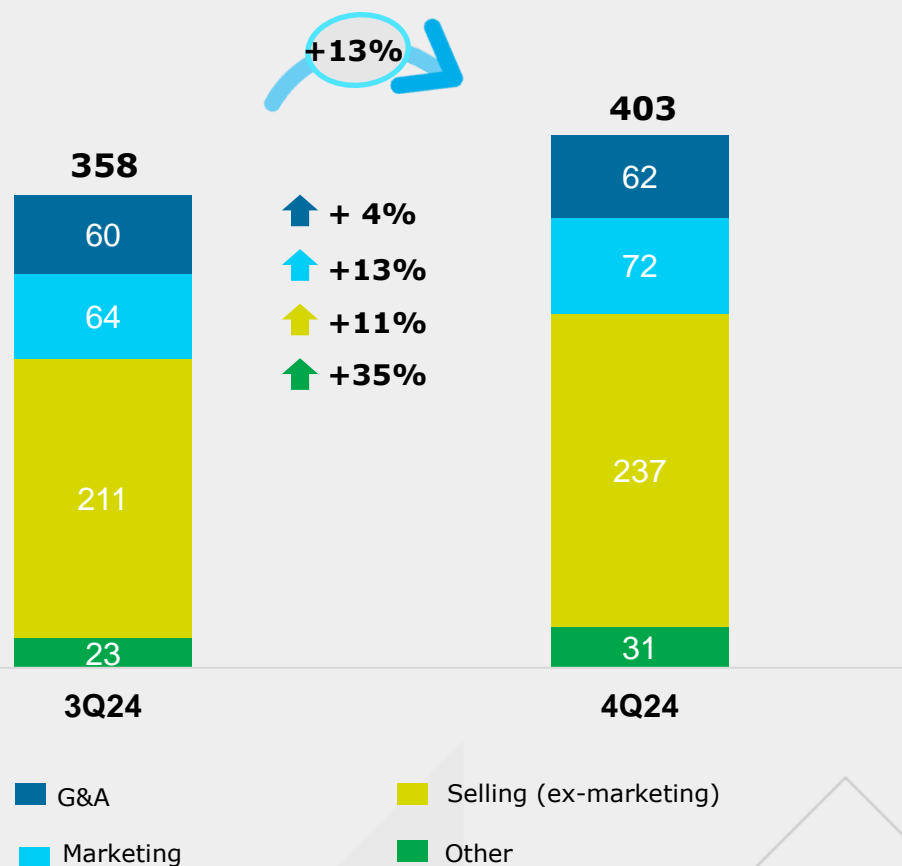
- Write-offs of R\$ 57M

Gross Margin	4Q23	4Q24	Var.
Havaianas Brazil	38.1%	36.8%	-1.3pp
Havaianas Brazil ex. write-off	46.7%	47.8%	1.1pp
Havaianas International	13.2%	0.5%	-12.7pp
Havaianas International ex. write-off	26.6%	45.1%	18.5pp
Havaianas total	35.7%	32.6%	-3.0pp
Havaianas total ex. write-off	43.4%	47.5%	4.1pp

FINANCIAL HIGHLIGHTS | TOTAL HAVAIANAS

EXPENSES

(R\$ MILLION)



SG&A (ex-Marketing)

- ZBB packages down 8% vs. 1Q23 (-14% ex. inflation)
- Bonus Provision of R\$26M in 4Q24 (SG&A)
- Higher sales expenses, as a result of the increased volume

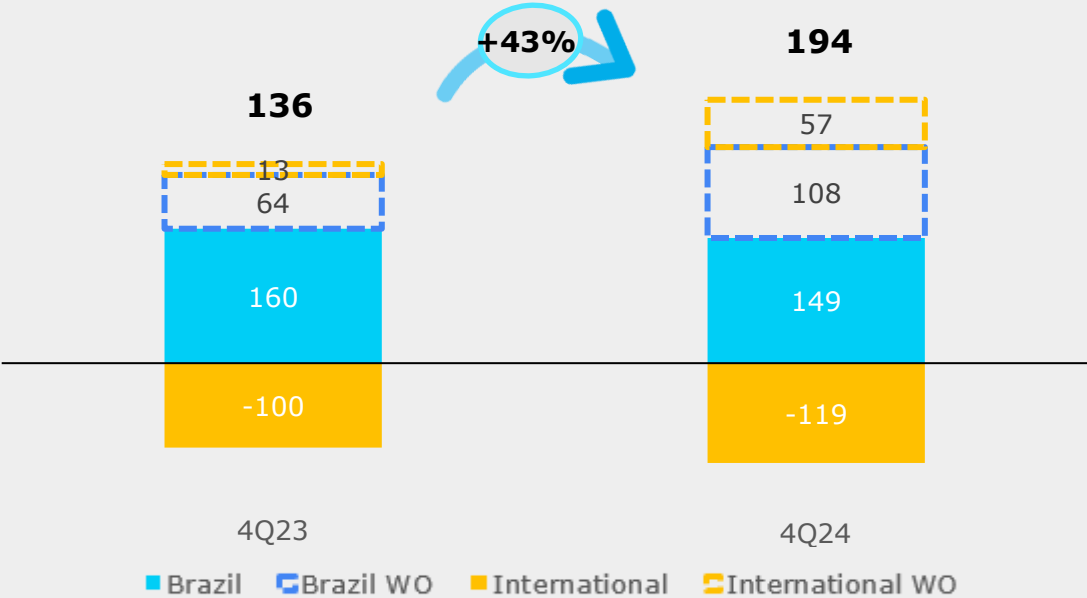
Marketing Expenses

- Marketing expenses +13% yoy, as a result of the process of rebuilding marketing investments

FINANCIAL HIGHLIGHTS | TOTAL HAVAIANAS

Adjusted EBITDA

(R\$ MILLION)



EBITDA Margin	4Q23	4Q24	Var.
Havaianas Brazil	17.9%	15.2%	-2.7pp
Havaianas Brazil ex. write-off	25.0%	26.2%	+1.2pp
Havaianas International	-103.9%	-93.6%	+10.3pp
Havaianas International ex. write-off	-90.5%	-49.0%	+41.5pp
Havaianas total	6.7%	3.1%	-3.6pp
Havaianas total ex. write-off	13.8%	17.6%	+3.8pp

CONSOLIDATED FINANCIAL HIGHLIGHTS | ALPARGATAS

FINANCIAL HIGHLIGHTS (R\$ million)	4Q24	4Q23	4Q24 vs. 4Q23	2024	2023	2024 vs. 2023
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Adjusted EBITDA¹	36.0	67.3	-46.5%	352.5	214.8	+64.1%
<i>Adjusted EBITDA margin (%)</i>	<i>3.2%</i>	<i>6.7%</i>	<i>-3.5pp</i>	<i>8.6%</i>	<i>5.8%</i>	<i>+2.8pp</i>
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<i>Adjusted EBITDA margin ex. Write-off (%)</i>	<i>17.8%</i>	<i>14.3%</i>	<i>+3.6pp</i>	<i>14.0%</i>	<i>9.4%</i>	<i>+4.6pp</i>
Equity Income	27.0	(364.4)	-	21.3	(422.0)	-
Net Profit	2.1	(1,606.2)	-	107.4	(1,867.5)	-
<i>Net Margin (%)</i>	<i>0.2%</i>	<i>-159.2%</i>	<i>+159.3pp</i>	<i>2.6%</i>	<i>-50.0%</i>	<i>+52.6pp</i>

1. Excludes impact of Extraordinary Items

2. Excludes impact of Write-offs

CONSOLIDATED FINANCIAL HIGHLIGHTS | ALPARGATAS

EBITDA

(R\$ MILLION)

EXTRAORDINARY ITEMS (IN R\$ MILLION)	4Q24	4Q23	4Q24 vs. 4Q23	2024	2023	2024 vs. 2023
EBITDA	(1,8)	(1,194.4)	-	279.8	(1,355.7)	-
(+) Extraordinary Items	37.8	1,261.7	-	72.7	1,570.5	-
(=) Adjusted EBITDA	36.0	67.3	-46.5%	352.5	214.8	+64.1%
(+) Others EBITDA	(5.9)	(7.8)	-24.4%	(10.4)	(16.6)	-37.5%
(+) Write-off	164.3	76.8	+113.8%	222.7	134.5	+65.6%
(=) Havaianas Adjusted EBITDA	194.4	136.4	+42.6%	564.8	332.6	+69.8%

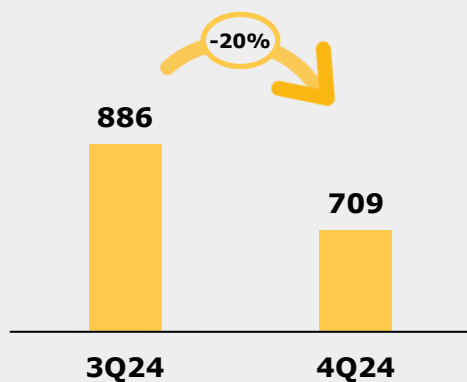


CONSOLIDATED FINANCIAL HIGHLIGHTS | ALPARGATAS

WORKING CAPITAL

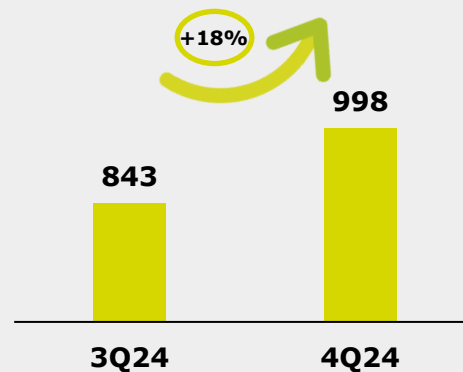
(R\$ MILLION)

INVENTORY



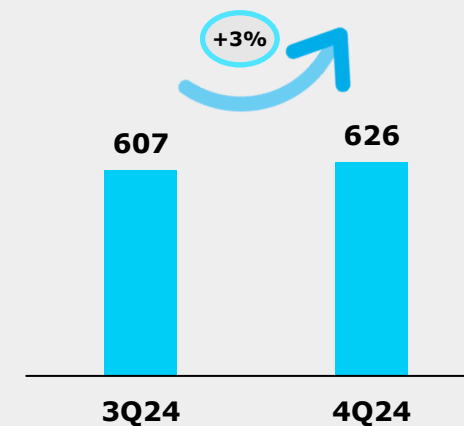
- Finished Goods: -R\$ 193M
- Raw Material and Others: +R\$ 18M
- Reduction of 34 days of sales vs. 4Q23, same level of 2017-2018

ACCOUNTS RECEIVABLE



- 3 days of net sales lower vs. 4Q23, as result of increased volume of sales in the period

SUPPLIERS



- Increase of R\$ 20M
- Increase of 54 days of COGS vs. 4Q23
- Raw material Purchase was 45% higher in the quarter versus last year, contributing for on-time increase.

INSPIRADOS PELAS PESSOAS
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ALPARGATAS

INVESTOR RELATIONS
ri@alpargatas.com

