



ALPARGATAS S.A.

Publicly Held Company
CNPJ/MF nº 61.079.117/0001-05
NIRE 35.300.025.270

MATERIAL FACT

CHANGE IN HAVAIANAS' BUSINESS MODEL IN THE UNITED STATES

ALPARGATAS S.A. ("Alpargatas"), in compliance with the provisions of CVM Resolution No. 44, of August 23, 2021, as amended, and in art. 157, § 4, of Law No. 6,404, of December 15, 1976, as amended, informs its shareholders and the market in general that, on this date, it has executed a Supply and Distribution Agreement with Eastman Group, Inc. ("Eastman"), through the Eastman Outdoor Group Inc. entity, in which Eastman is going to be the exclusive distributor of Havaianas brand products in the United States and Canada ("Distribution Agreement").

The aforementioned geographies are relevant markets for Alpargatas internationalization strategy, given our category consumption relevance within these geographies and their importance for Havaianas brand consolidation as a global reference. These markets offer opportunities for our product portfolio, distribution and sales channels diversification, and operational leverage.

The legal agreement signed constitutes an important strategic step by changing our operating model in these markets, moving from a direct operation to a distributor's operating model. In this model, Alpargatas will remain exclusively focused on brand building, whereas the logistics operation, sales and commercial, and back office will be performed by our strategic partner, leveraging on his current operational and commercial scale and his presence in sales strategic channels of Havaianas through his current portfolio of other brands.

The strategic partnership with Eastman Group endeavors to simultaneously address two critical objectives: On one hand, employ an operational and commercial model that enables cost efficiency as it relies on a leaner local structure, exclusively focused on brand building, than the current one; On the other hand, leverage our presence in strategic channels, expanding our distribution network.



We will remain investing in brand building, strengthening Havaianas brand power while focusing in portfolio assertiveness and brand competitiveness, aligned with Havaianas brand positioning and global strategy.

The Eastman Group is a renowned distributor that operates in the US market since 1939, with relevant presence in various footwear, apparel, and lifestyle categories. Over the decades, it has built a robust distribution network and market penetration across the entire United States territory, having distribution centers in both coasts, consolidated relationships with major retailers across various channel, and a brand portfolio of about 30 distributed or licensed brands.

The Distribution Agreement does not foresee any initial cash outflow for any party and will have the initial length of 4 (four) years, starting from the date of its execution, and may be extended if certain metrics previously agreed upon by the Parties are met or by mutual agreement. Throughout 2025, we will work together on the transition process so that the 2026 season will already be the first under the new model.

The Company will keep its shareholders and the market in general duly informed about the subsequent material facts under the terms of the applicable legislation.

São Paulo, 13 June, 2025.

André Corrêa Natal

Finance and Investor Relations Vice-President