



ALPARGATAS S.A.
Publicly-Held Company
CNPJ/MF No. 61.079.117/0001-05
NIRE 35.300.025.270

MATERIAL FACT
CHANGE IN THE COMPOSITION OF THE BOARD OF DIRECTORS

ALPARGATAS S.A. (“Alpargatas” or “Company”), in compliance with Article 157, paragraph 4, of Law No. 6,404, of December 15, 1976, as amended (“Brazilian Corporations Law”), and with CVM Resolution No. 44, of August 23, 2021, as amended, hereby informs its shareholders and the market in general that its Board of Directors, at a meeting held on this date, accepted the resignation submitted by Mr. Pedro Moreira Salles from the position of Chairman of the Board of Directors. The resignation was motivated by scheduling conflicts arising from academic activities that Mr. Moreira Salles will undertake throughout 2026, as an Adjunct Professor at Columbia University, in the United States, where he will reside during such period. On the same date, the Board approved the election of Mr. João Moreira Salles — who is already a sitting member of the Board of Directors — to the position of Chairman of the Board of Directors.

The members of the Board of Directors also approved an amendment to the Board’s Internal Regulations, creating the position of Vice-Chairman of the Board of Directors, to which Mr. Rodolfo Villela Marino — also currently a sitting member of the Board — was elected.

As a result of the vacancy on the Board of Directors, the remaining members approved the election of Mr. Guilherme Bottura, currently a member of the Company’s Finance Committee, to serve as a sitting member of the Board of Directors, in which capacity he shall remain until the next General Shareholders’ Meeting, pursuant to Article 14, paragraph 1, of the Company’s Bylaws.

The Company expresses its appreciation to Mr. Pedro Moreira Salles for his contributions and leadership during his tenure as Chairman of the Board of Directors.

Additionally, the Company informs that, in support of the aforementioned changes to the composition of its Board of Directors, the Second Amendment to the Shareholders’ Agreement of Alpargatas S.A., dated January 26, 2026, was executed by Alpa Fundo de Investimento Financeiro em Ações Responsabilidade



Limitada, Cambuhy Alpa Holding Ltda., and MS Alpa Participações Ltda. (jointly, the “MS Group”), and Itaúsa S.A. (“Itaúsa” and, together with the MS Group, the “Parties”), with the consent of the Company and BW Gestão de Investimentos Ltda.

The aforementioned Second Amendment to the Shareholders’ Agreement contains provisions to: (i) align the number of members of the Board of Directors with the Company’s Bylaws, maintaining the right of Itaúsa to appoint at least two board members and the MS Group to appoint at least two board members; (ii) address the position of Vice-Chairman of the Board of Directors, whose election — like that of the Chairman — must occur by consensus between Itaúsa and the MS Group; and (iii) establish that João Moreira Salles will serve as Chairman and Rodolfo Villela Marino as Vice-Chairman of the Board of Directors until the 2027 Annual General Meeting. Future replacements for these positions will require consensus among the Parties and must consider competence, experience, and performance criteria, always aligned with Alpargatas’ corporate interests.

All other provisions of the Shareholders’ Agreement remain unchanged.

The aforementioned amendment, as well as the Shareholders’ Agreement, are available to the Company’s shareholders at its headquarters, and on the CVM (www.cvm.gov.br), B3 (www.b3.com.br), and Alpargatas (ri.alpargatas.com.br) websites, and may be consulted by shareholders in accordance with applicable regulations.

Alpargatas will keep its shareholders and the market in general duly and timely informed of any relevant updates, in compliance with applicable law.

São Paulo, January 28, 2026

André Corrêa Natal
Vice-President, Finance and Investor Relations