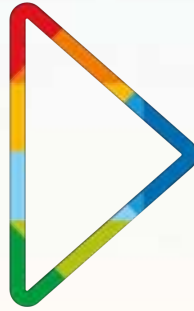





# ALPA DAY




 ALPARGATAS ————— 2025





**BEM-VINDOS!**

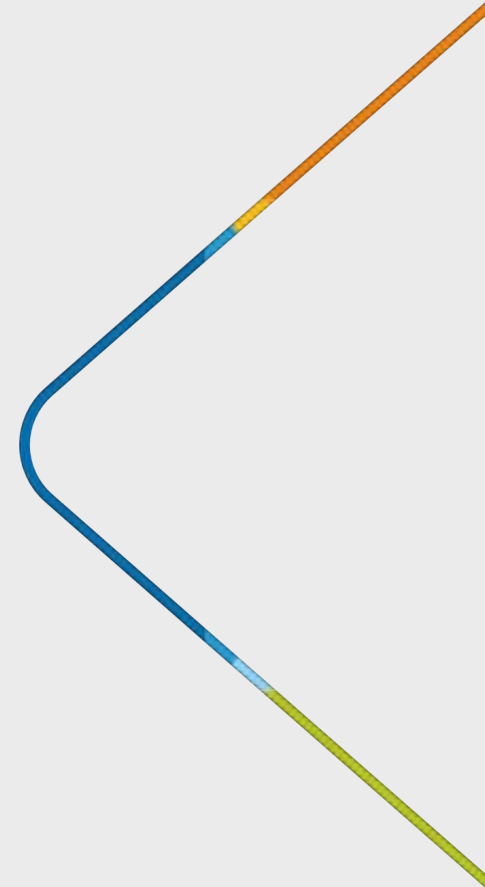
**ALPA  
DAY** 

 ALPARGATAS ————— 2025



# Disclaimer

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# Key Messages

Liel Miranda

ALPA  
DAY

ALPARGATAS

2025

**Our journey over the past century has been marked by significant achievements. Looking ahead, we will continue to evolve as a global brand in a sustainable way**

**< 2015**

We are Brazil's **holding of brands**

**2015-2018**

Focus on building a **Prestigious Global Portfolio**

**House of Brands Strategy**

**2019-2022**

**Global powerhouse,** expanding across channels, categories and geographies

**2023-2024**

**Turnaround: strategy realignment,** prioritizing financial discipline

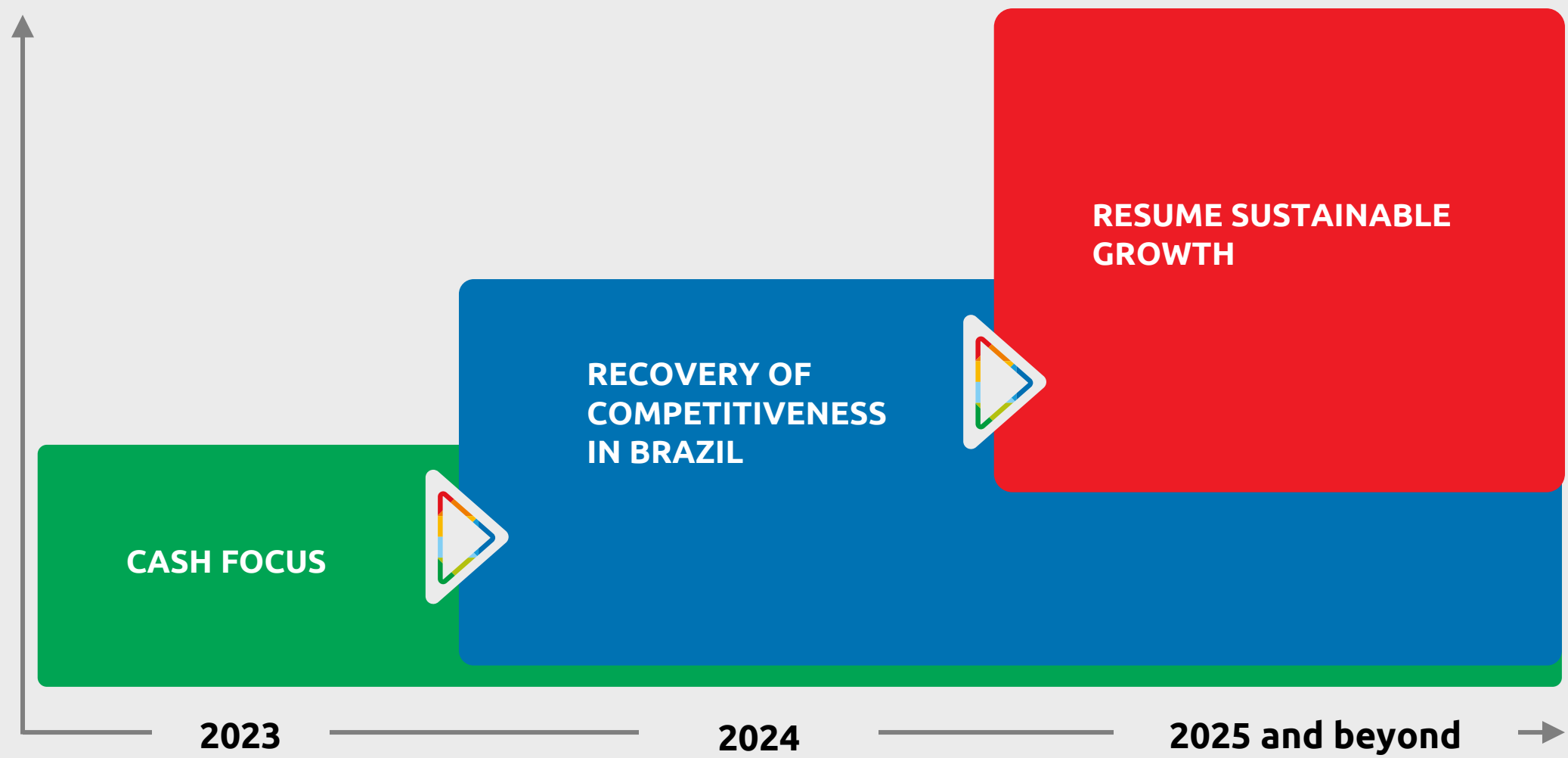
**Back to basics strategy**

**> 2025**

Grow within core with **efficiency and discipline**



In 2023, we had to take immediate action while reviewing the long-term strategy to define a clear roadmap for Alpargatas



# STRATEGY | Our steps




## FOCUS AND COMPETITIVENESS

- ▶ Portfolio Strategy: Focus on our strength of being an inclusive brand and on our iconic products.
- ▶ Brazil Growth Model: Protect our position as market leaders in the grocery channel and women category in Brazil.
- ▶ Simplification & Efficiency: Capture operational efficiency through simplification of portfolio, structures, and processes.
- ▶ Enablers: Enhance capabilities to deliver outstanding customer and consumer experience.

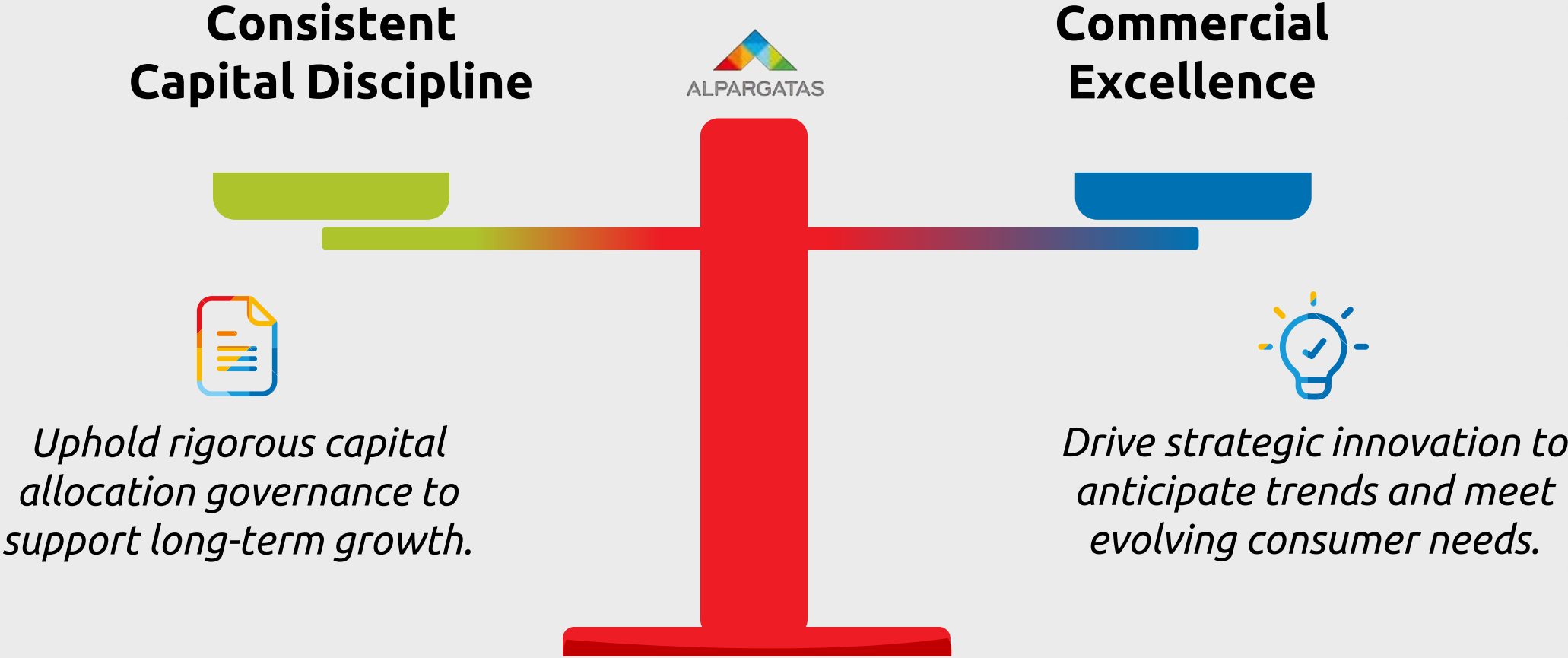


## SUSTAINABLE GROWTH

- 
- ▶ International Growth Model: Focus on priority markets, with consistent deliveries in operations and brand building.
  - ▶ Brazil Growth Model: Develop the competencies necessary to advance in the Specialized and DTC channels. Increase men's and kids' market share.
  - ▶ Enablers: Connect with emerging trends. Innovate based on the needs of customers and consumers.
  - ▶ Capital Allocation: Allocate capital with rigor and discipline to achieve best-in-class levels of return.



# We pursue sustainable growth by striking the right balance between innovation and disciplined capital management





# VISION

*Our path*

**INSPIRE**  
**THE WORLD**  
**TO WALK**  
**A LIGHTER**  
**PATH.**

WALK  
TOGETHER 

 MAKE IT  
HAPPEN

 INSPIRED  
BY CONSUMERS



# Alpa:

*A Brazilian global company*



Dimension	Multinational	Global
Governance	Decentralized, with full autonomy of subsidiaries	Focused on strategic decisions, with adapted local execution
Global Teams Focus	Focus on support	Focus on activities with economies of scale: campaigns, insights, RGM, reporting, etc
Commercial Execution	Totally local, with little standardization	Responsibility of BUs, aligned with global strategy
Process Standardizations	Each region defines its own processes	Strategic processes are defined globally and replicated with local requirements
Decision Structure	Each region decides for itself	Aligned strategic decisions, local execution and adaptation
Strategic Focus	Local Relevance	<b>Global alignment with local competitiveness</b>





# Strategy

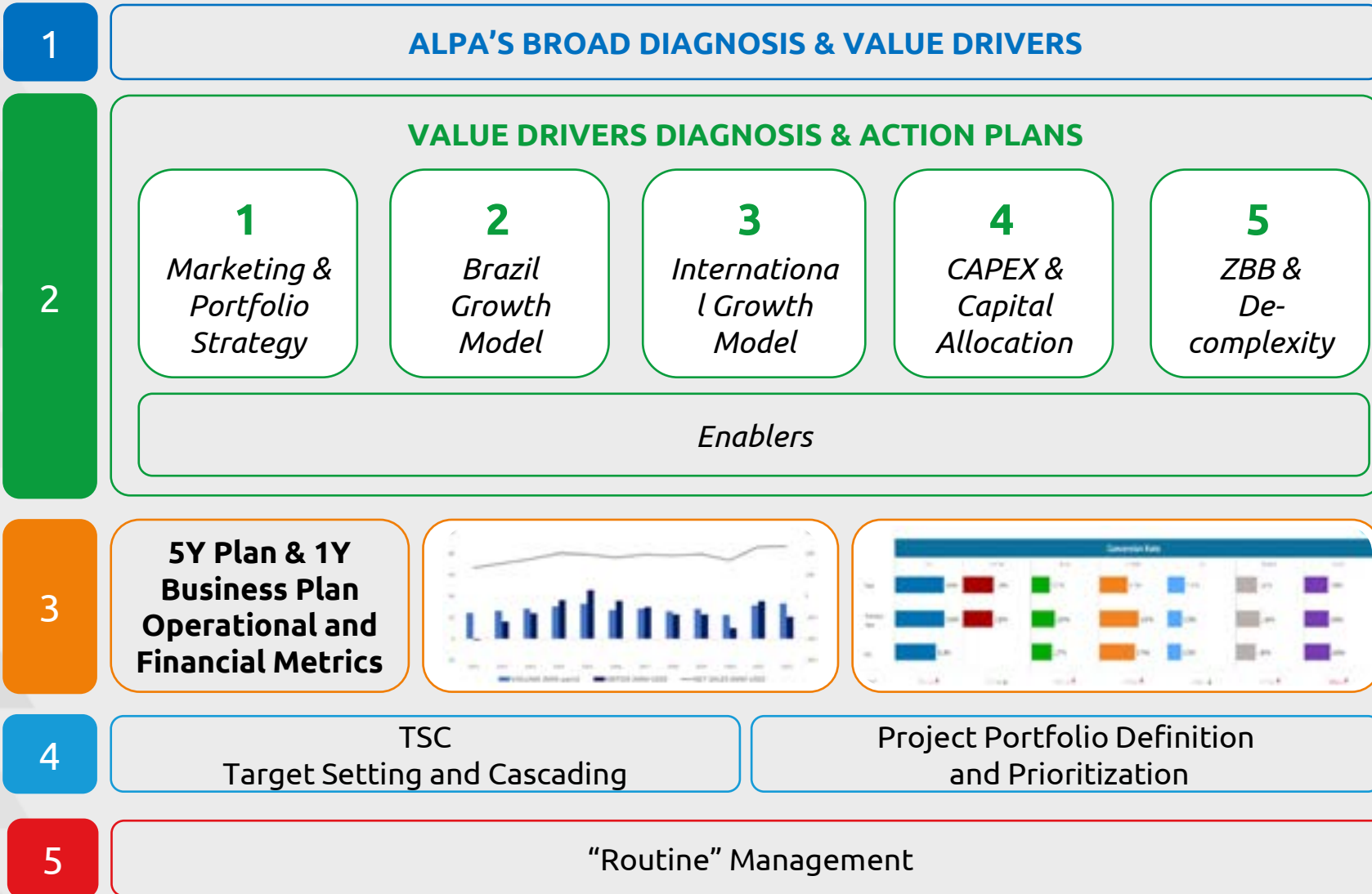
André Natal

ALPA  
DAY

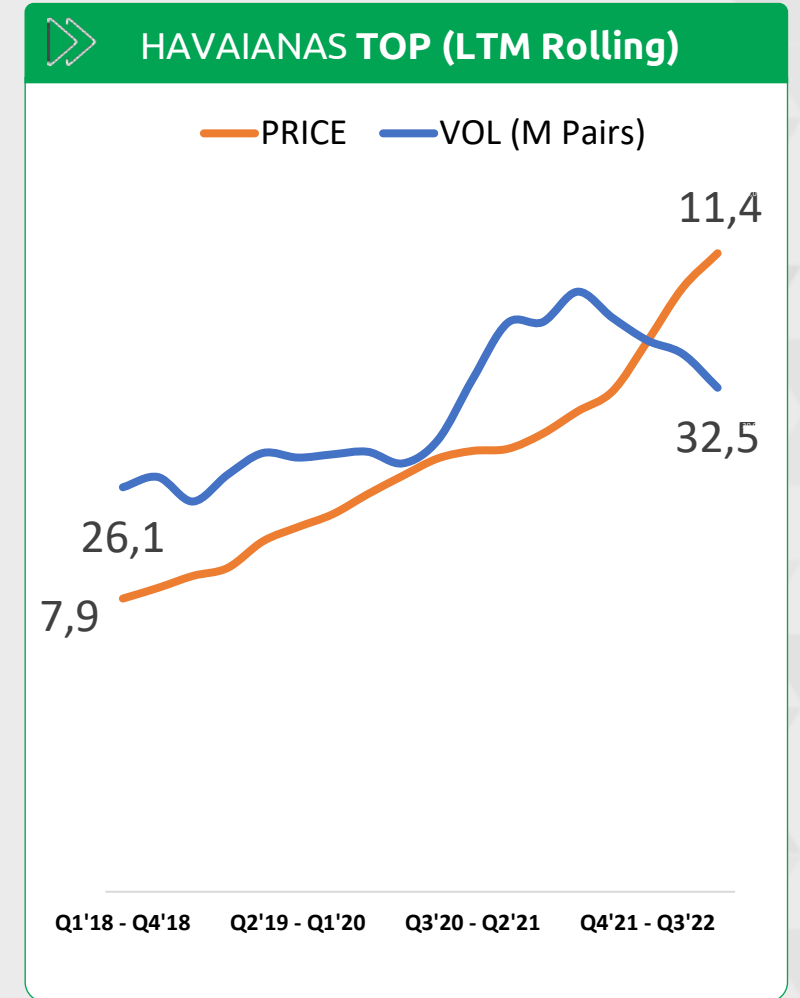
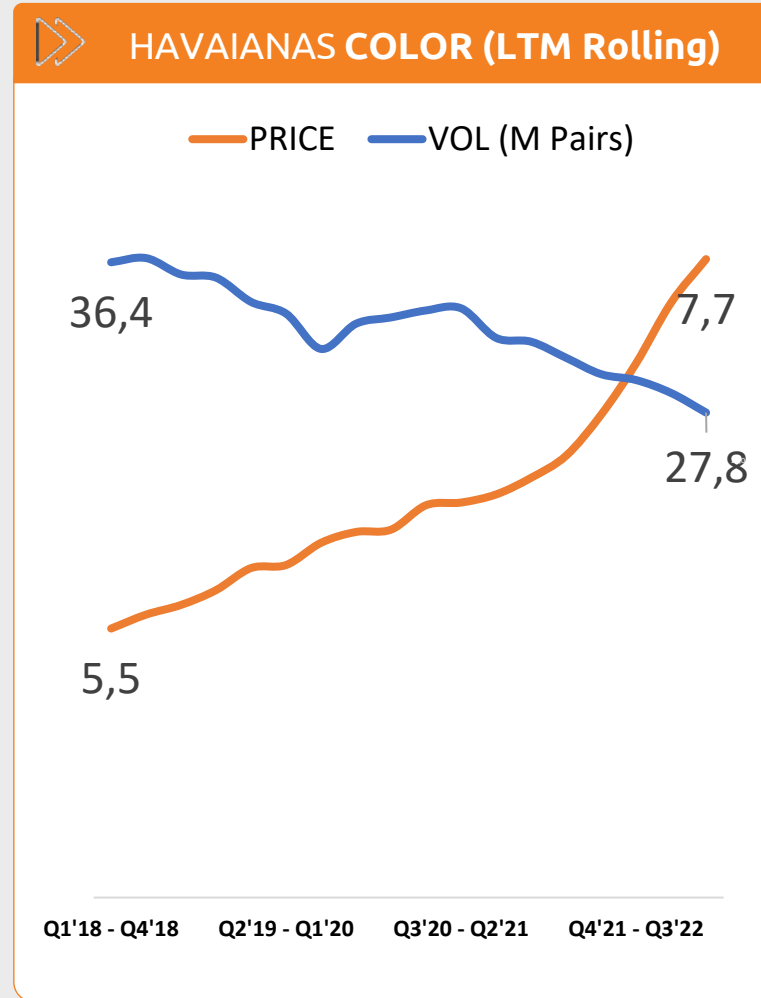
ALPARGATAS

2025

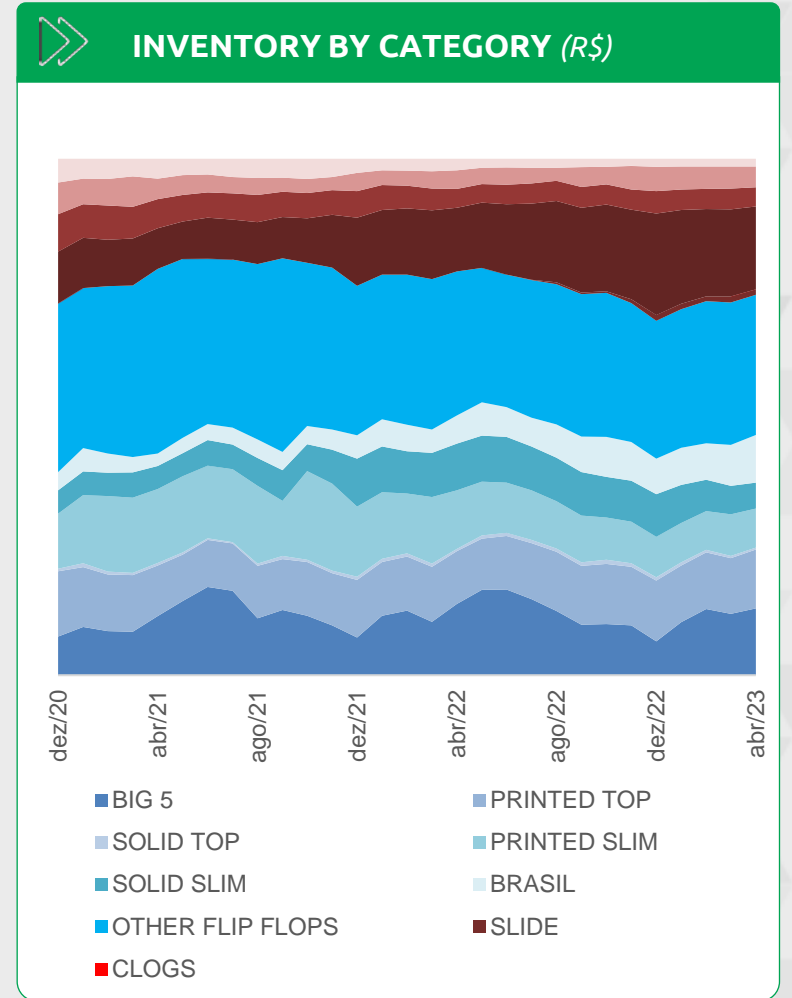
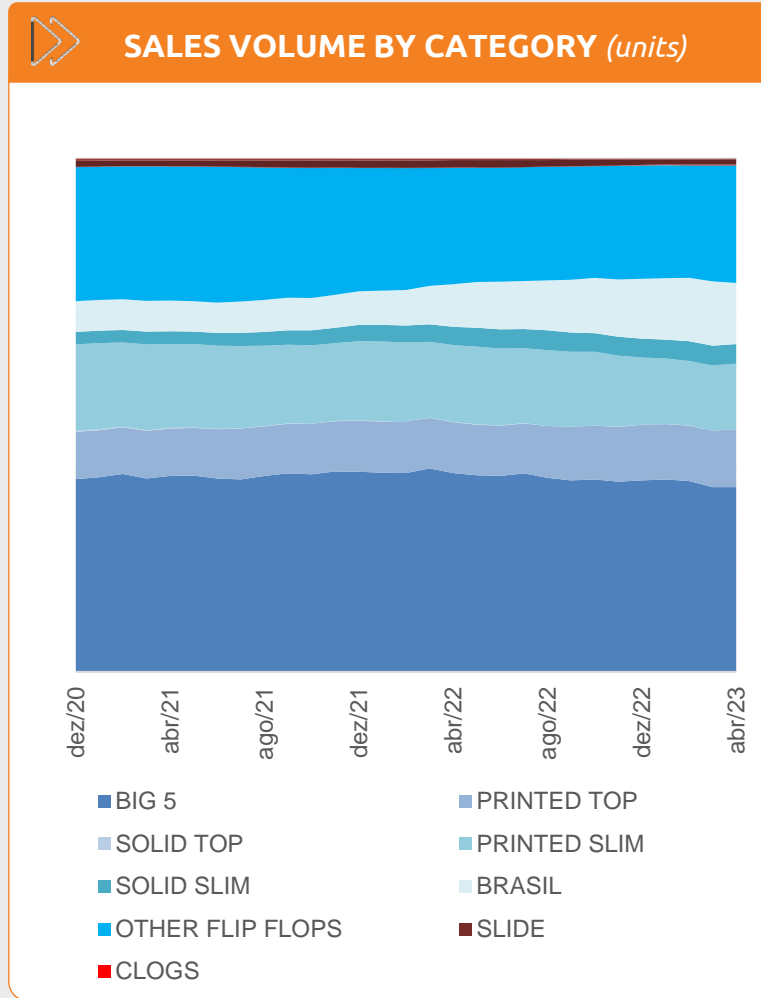
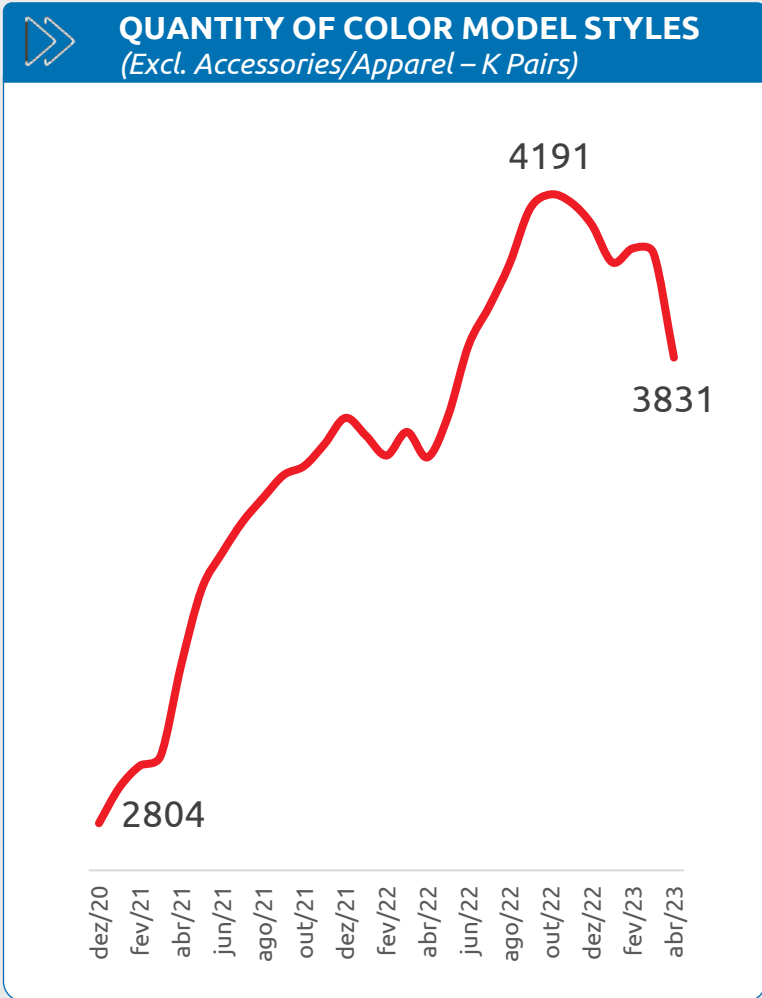
# A revamped strategy planning process to pursue end-to-end alignment over Alpargatas value creation priorities



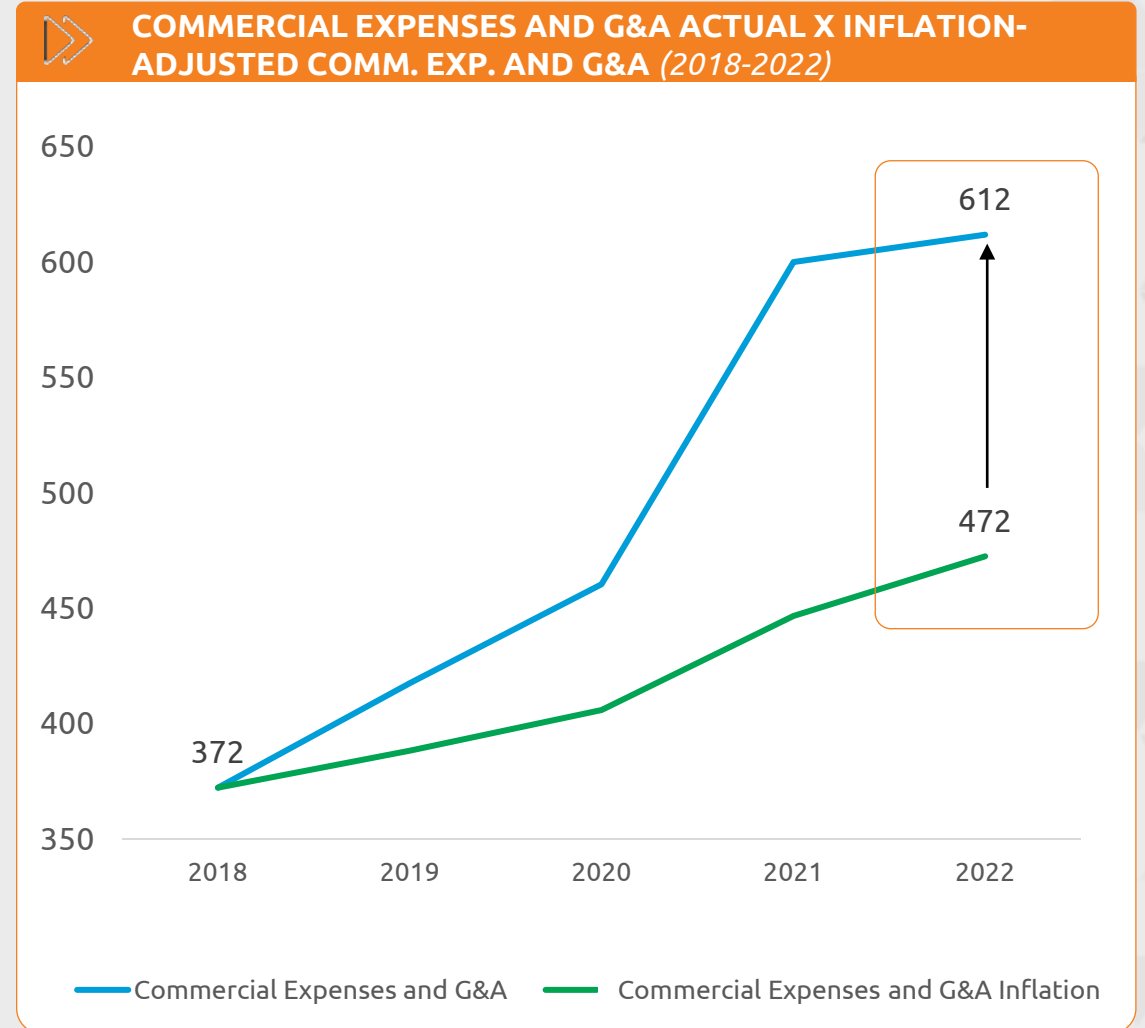
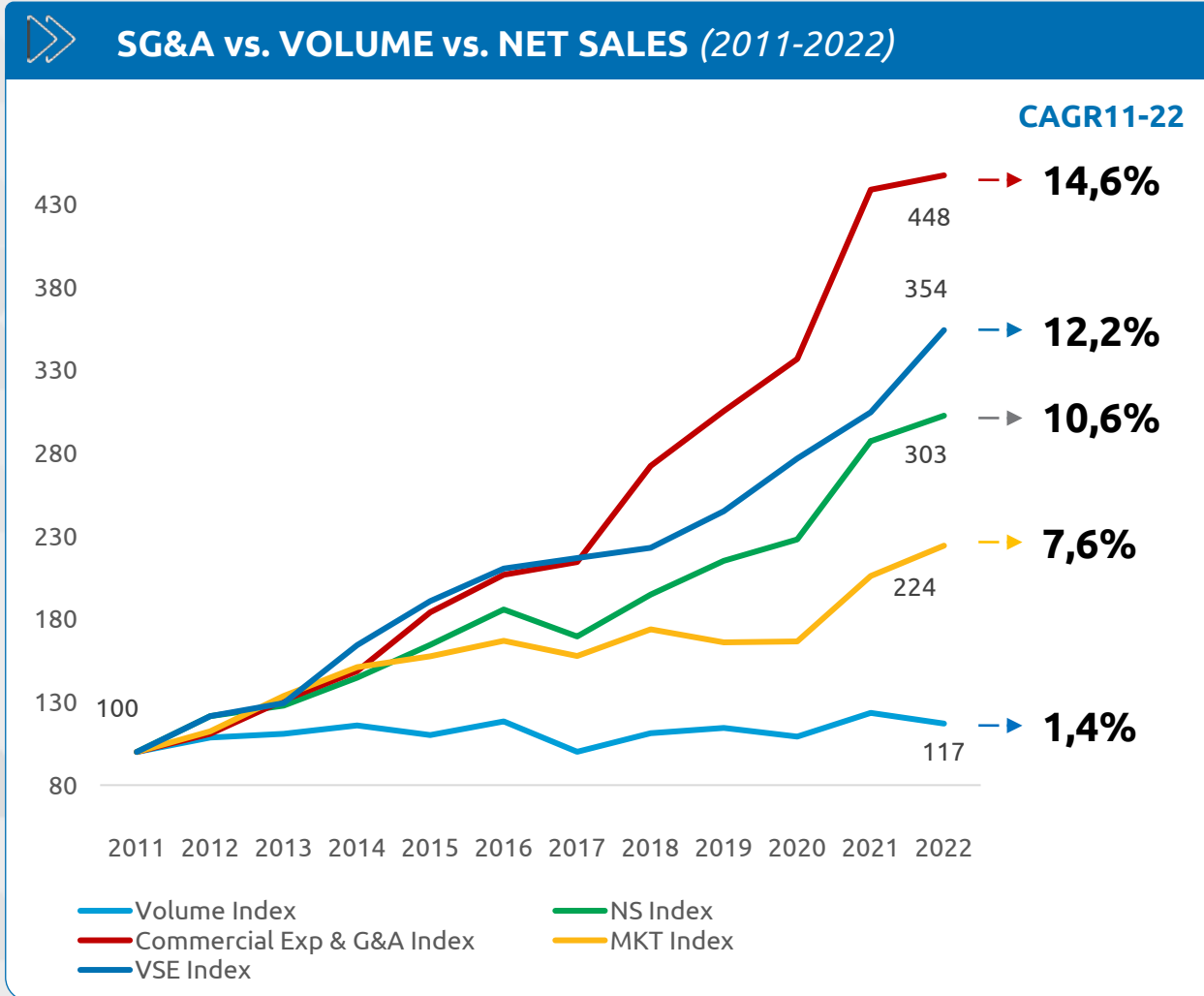
# Higher pricing should always be supported by better value proposition



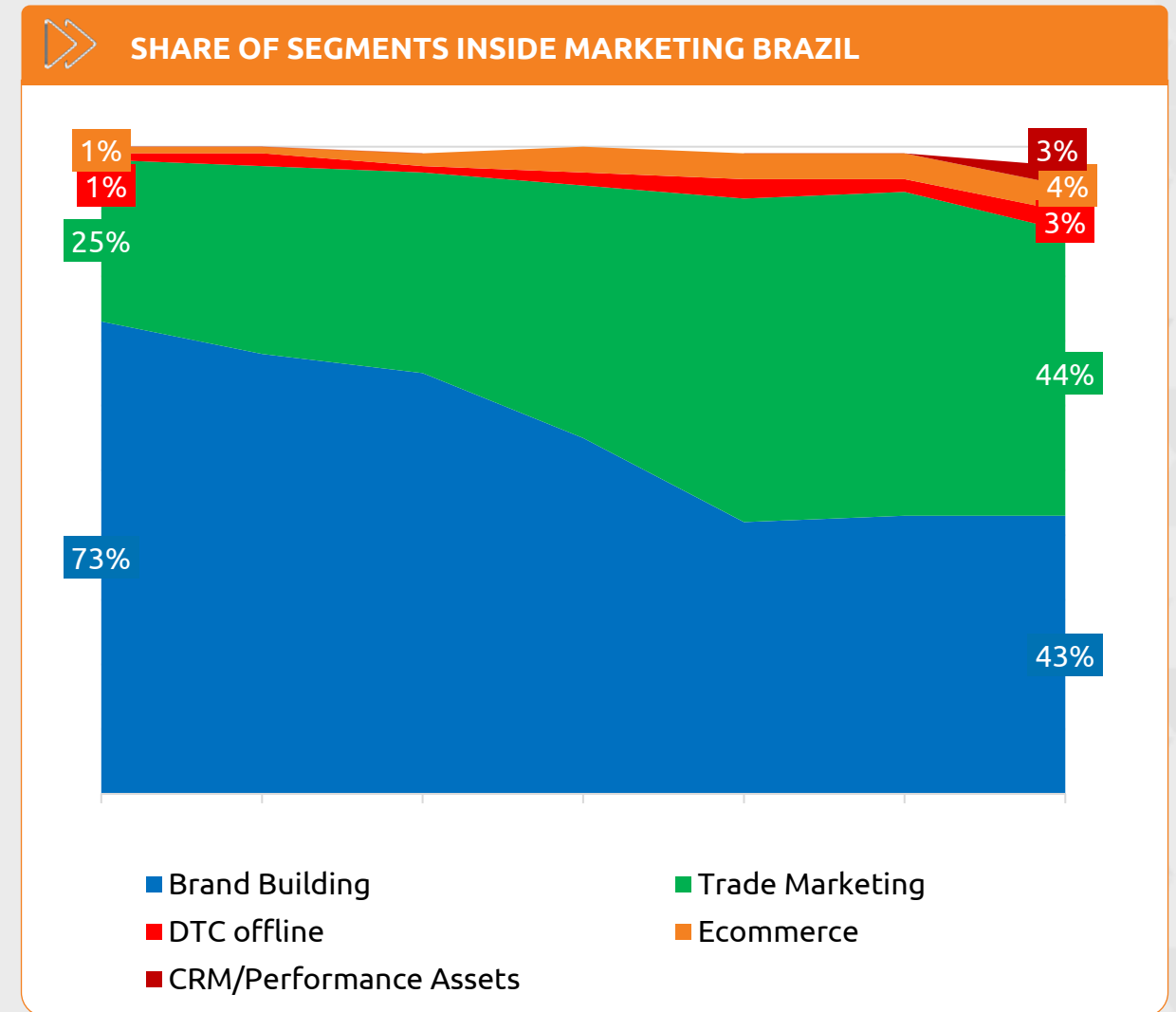
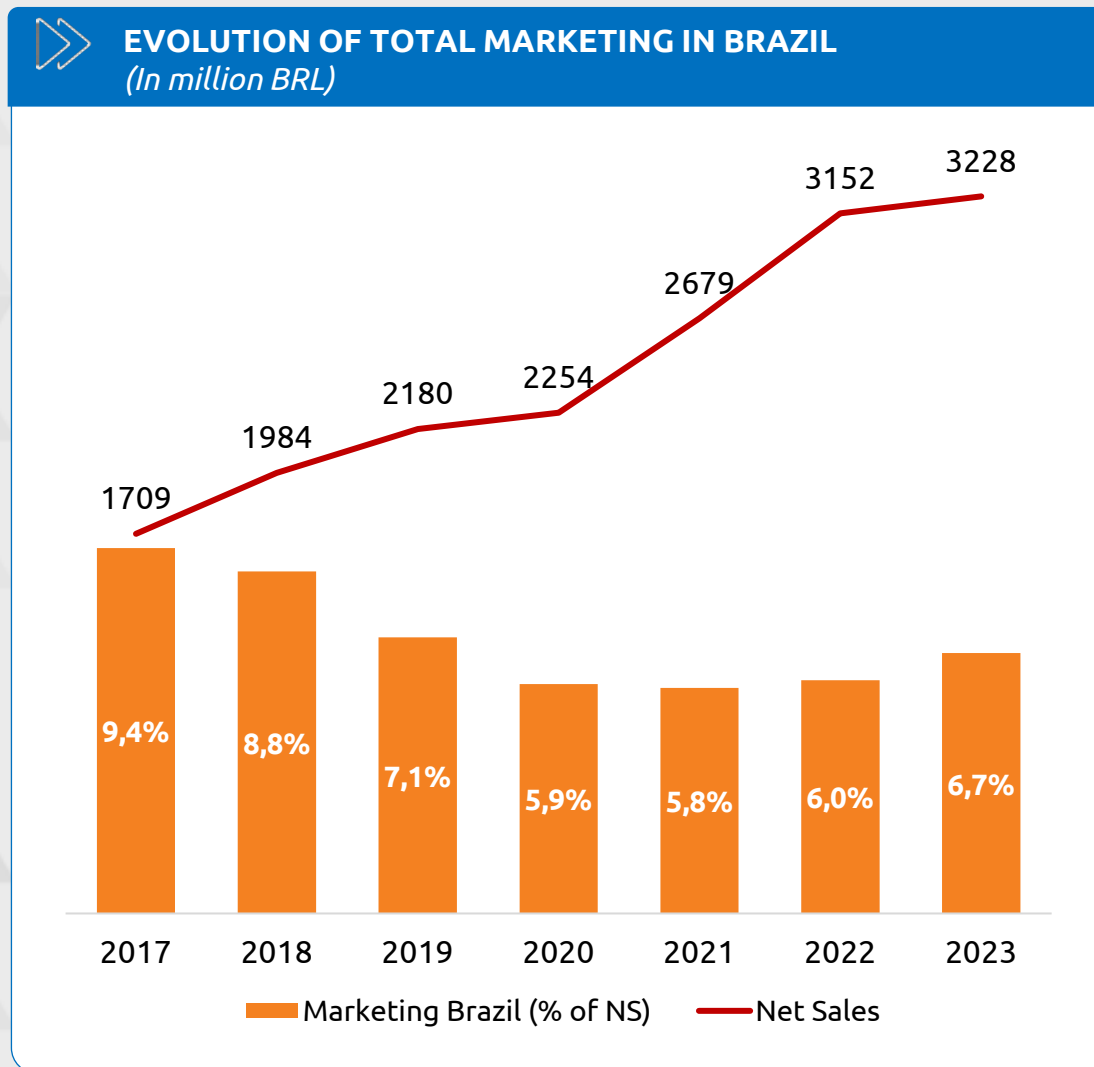
# Keeping complexity in check is mandatory



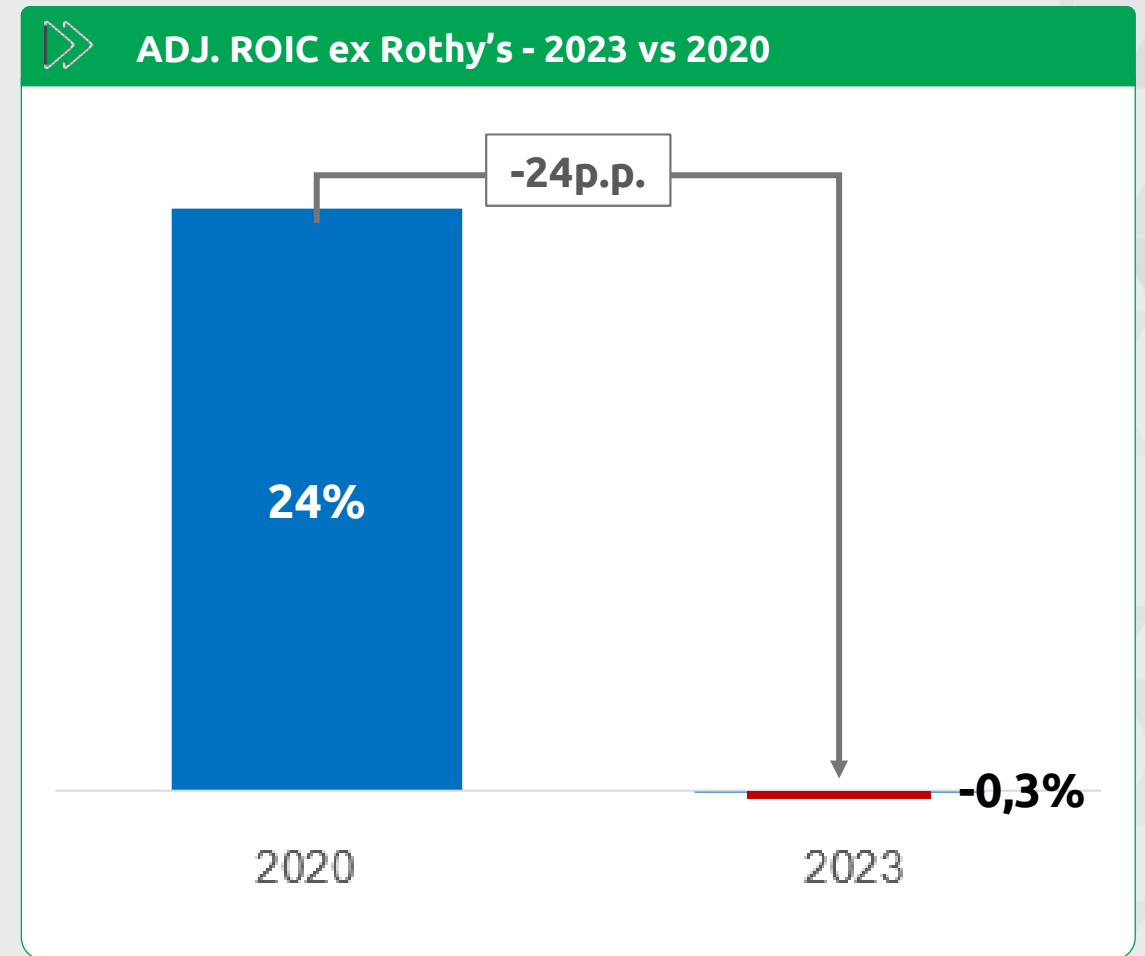
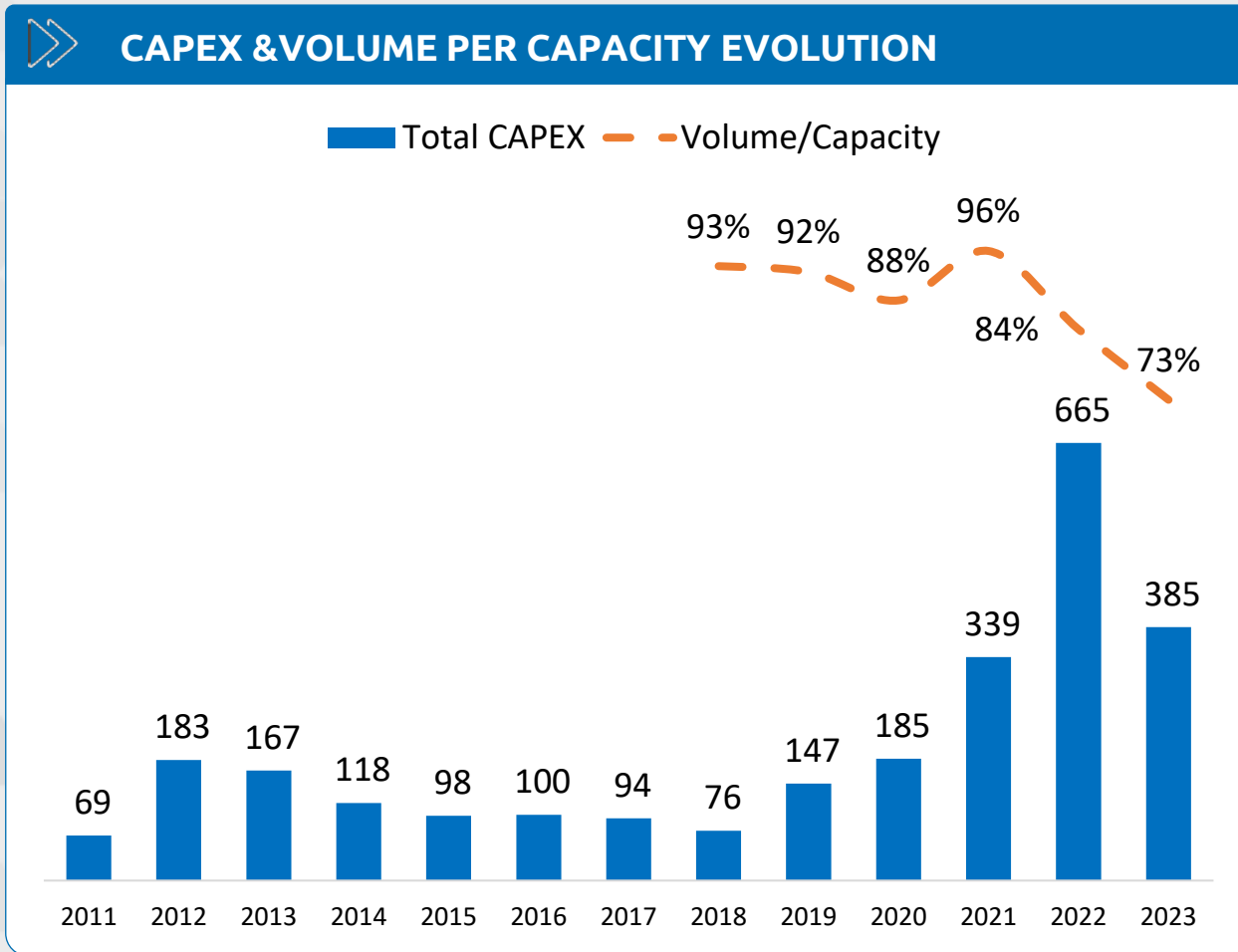
# We should not escalate expenses based on an alleged future topline growth



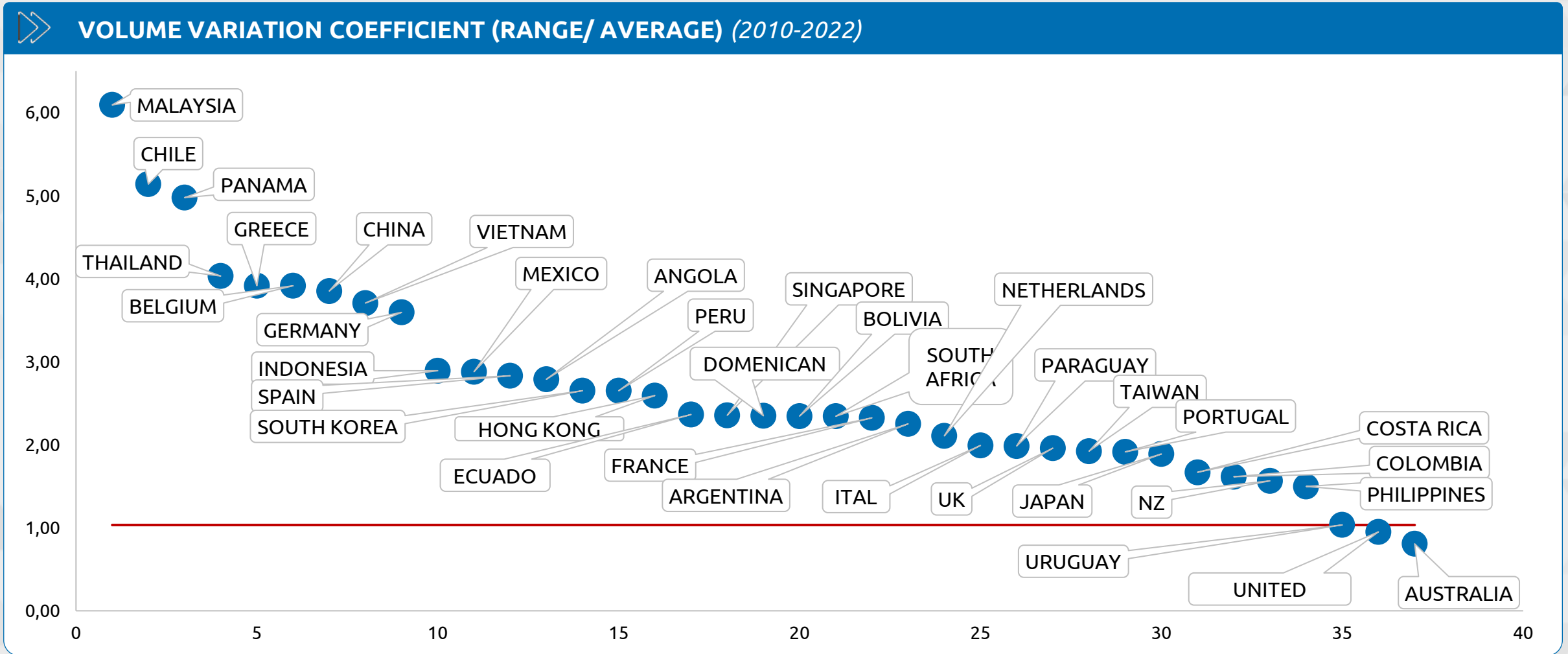
# We should not drive marketing investments towards trade and performance only



We should carefully analyze capacity expansions and make them more gradual



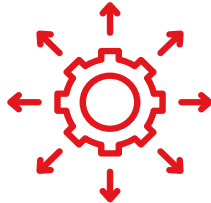
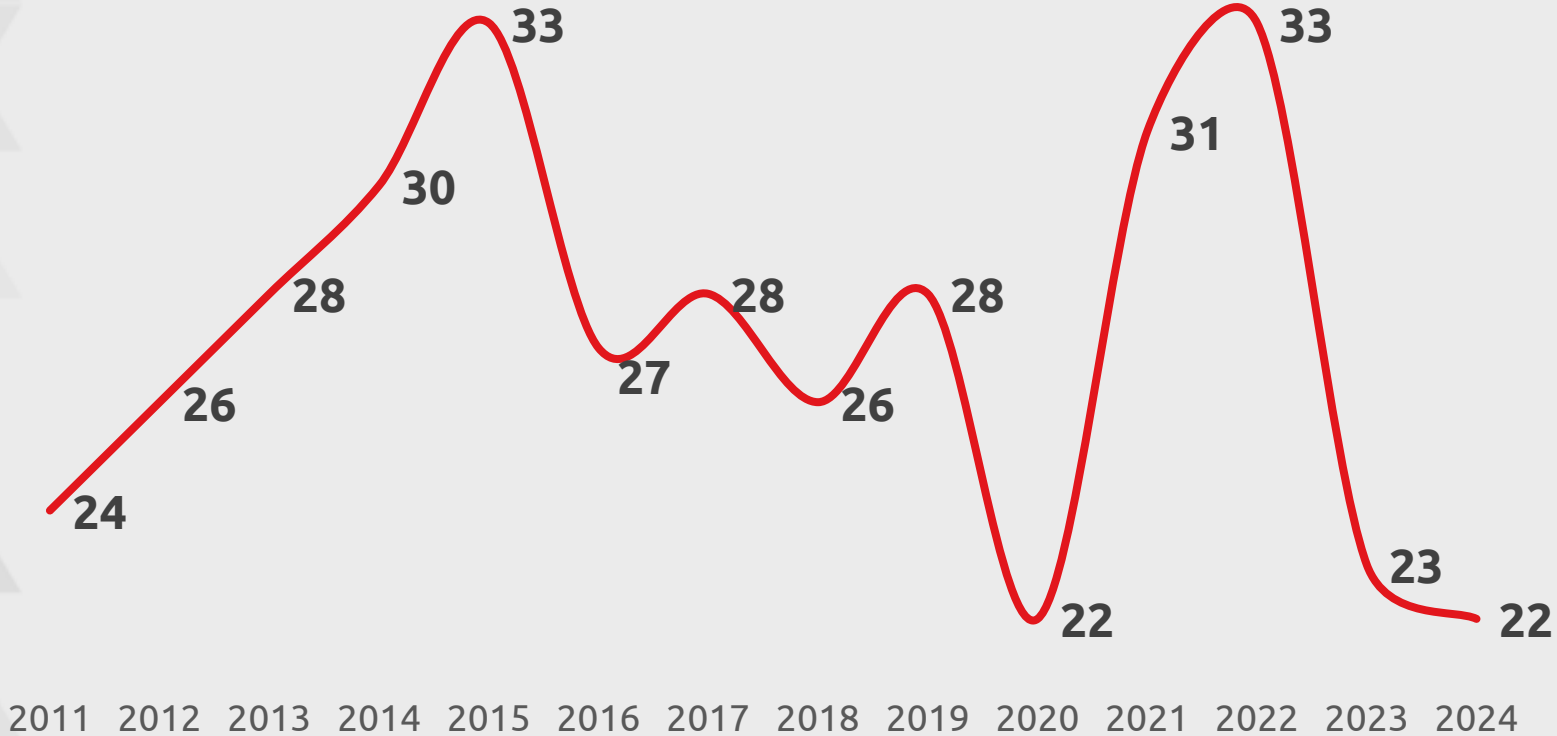
# Without consistency we will not build a true international business



The sum of all volatilities leads to an overall volatile international business



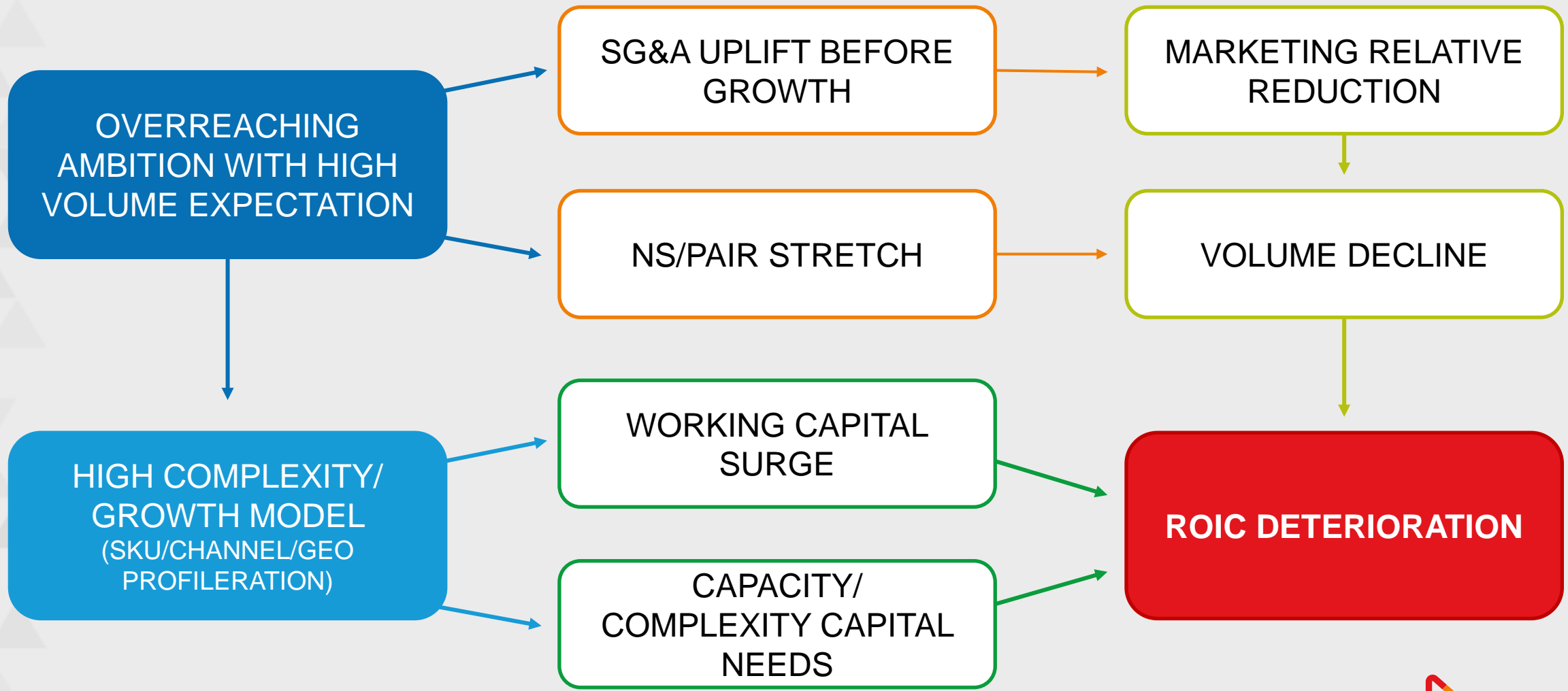
**Havaianas International Volume Evolution**  
2011 to 2024 (M Pairs)



**The volume growth strategy has not reflected into sustainable expansion, with highly inconsistent levels throughout the years.**



# Havaianas set an **overreaching volume ambition**, **pivoting the business model**, **increasing complexity**, and **ramping up the structure**



# Go Alpargatas: Prioritize Flip Flops, Reinforce Brand Leadership in Brazil, Build Consistency in International, and Streamline Operations for Enhanced Efficiency

## MARKETING AND PORTFOLIO STRATEGY

### GO FLIP FLOPS

**Re-focus on Flip Flops**, addressing other needstates before considering new categories

## BRAZIL GROWTH MODEL

### GO BOLD

**Rebuild the democratic brand stronghold**, protecting leadership in grocery and women while advancing in specialized and men in Brazil

## INTERNATIONAL GROWTH MODEL

### GO CONSISTENT

**Become more focused and consistent** in international operations

## RETURN ON CAPITAL IMPROVEMENT

### GO DISCIPLINED

**Build stronger governance** and more **rigorous capital** allocation, while supporting growth model priorities

## EDGE & SIMPLIFICATION

### GO LEAN

**Drive simplification and centralization** to regain efficiency levels and support future growth

## CAPABILITIES BUILD-UP

### BUILD EXCELLENCE

**Enhance capabilities** to deliver to translate strategy into execution



# How can we Go Flip Flops?

Protect Women, go All in for Men & Build Kids

Own the **Free & Airy** Needstate



Address **Versatile & Cozy & Relaxing** Needstate

Maximize **brand investment** in priority markets



# Methodological Disclaimer:

## How do we define and identify a Casual Shoe consumer unmet need?

A "Consumer Unmet Need" is identified on U&A quantitative study and is the byproduct of three combined factors:

### USAGE OCCASION

To which occasions consumers declare usage of casual shoes

Ex.: at work; bar with friends; at the beach, etc.

### EMOTIONAL NEEDS

What kind of intangible benefits they associate casual shoes with

Ex.: looking good, status, discretion, etc.

### FUNCTIONAL NEEDS

Tangible concrete benefits associated with different casual shoes

Ex.: comfortable, resistant, odorless, etc.

On the 2022 U&A study we identified **08 UNMET NEEDS** for Casual Shoes...



#### Free & Airy

**16%**

Feeling Relaxed and Free at home/pool

Categories:  
Flip-flops, Slides



#### Cozy & Relaxing

**15%**

Extra comfort in warm days or after sports

Categories:  
Flip-flops, Slides



#### Versatile

**13%**

Suited to different all day long occasions

Categories:  
Sandals, Sneakers



#### Shelter

**12%**

Suited to household chores

Categories:  
Clogs



#### Ready to Move

**15%**

"On the go" situations

Categories:  
Sneakers



#### Discreet & Elegant

**12%**

Protected to do household chores

Categories:  
Clogs



#### Trendy & Cool

**10%**

Trendy and confident to meet friends

Categories:  
Sneakers, Sandals



#### Show Off

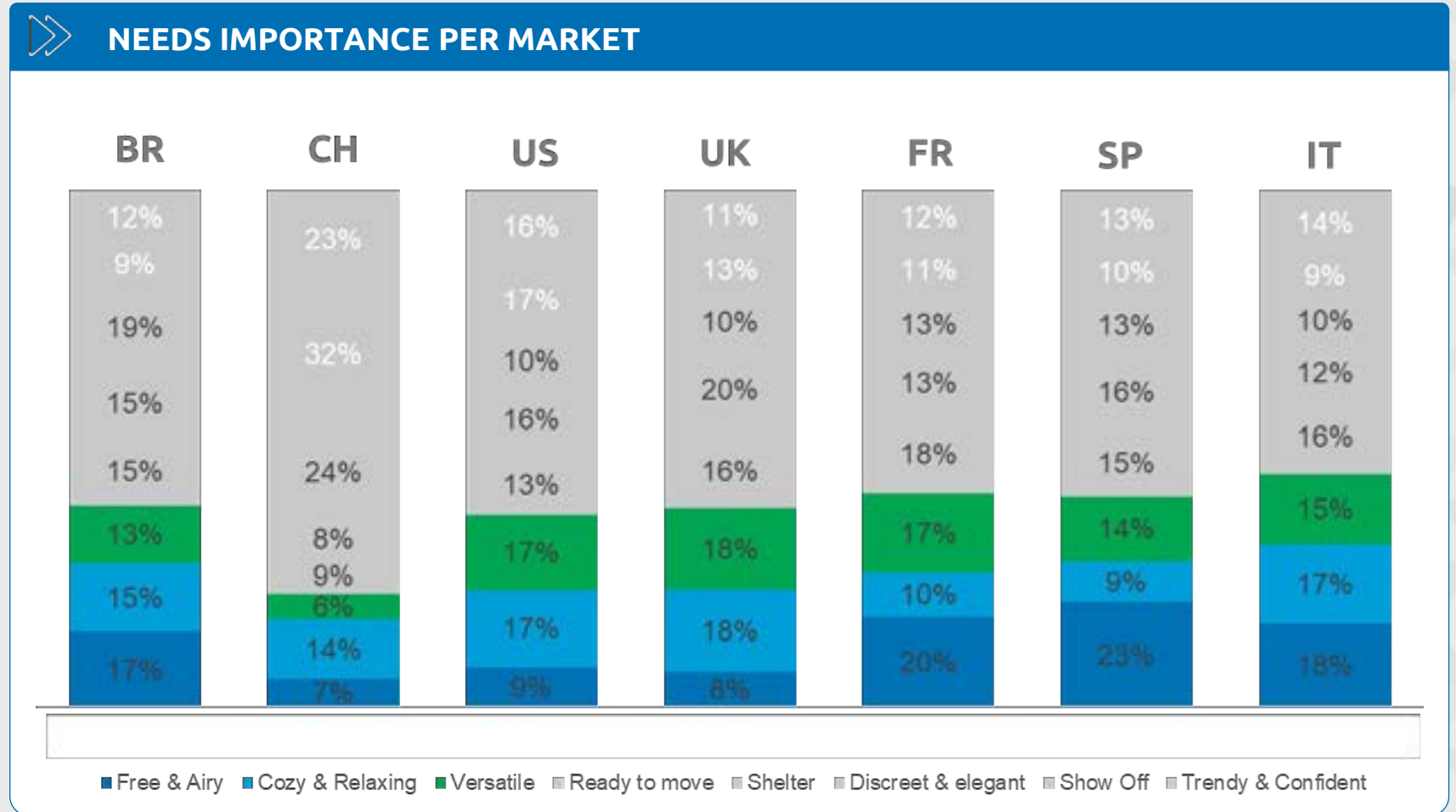
**11%**

"To cause strong social impression, Standout"

Categories:  
Sandals, Espadrilles



# Free & Airy stands out as the most consistent need across markets, while Versatile and Cozy & Relaxing are key spaces to address for further growth

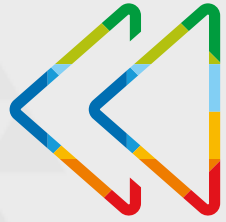







# To capture the full prize, Brazil must protect Women stronghold secure fair share in Men & Kids, while building Slides and Sandals

	<b>TAM MM pairs</b>	<b>Sell In MM pairs (Share %)</b>	<b>Basic Assumption</b>
<b>Flip-flops Women</b>	129	77%	Protect current position
<b>Flip-flops Men</b>	127	63%	Close part of the share gap
<b>Flip-flops Kids</b>	49	33%	Close part of the share gap
<b>Slides</b>	84	0.2%	Establish Havaianas in category
<b>Sandals Women</b>	100	2%	Establish Havaianas in category
<b>Total</b>	489		



# Havaianas International shows significant opportunity



										
	TAM MM pairs	Havaianas Sell In (Share %)	TAM MM pairs	Havaianas Sell In (Share %)	TAM MM pairs	Havaianas Sell In (Share %)	TAM MM pairs	Havaianas Sell In (Share %)	TAM MM pairs	Havaianas Sell In (Share %)
<b>Flip-flops Women</b>	15	6%	8	10%	12	8%	12	7%	95	1%
<b>Flip-flops Men</b>	12	6%	7	5%	10	5%	10	7%	88	0,4%
<b>Flip-flops Kids</b>	3	9%	4	4%	4	7%	2	9%	33	1%
<b>Slides</b>	32	0,1%	28	0,2%	34	0,2%	25	0,2%	306	0%
<b>Sandals Women</b>	44	1%	31	0%	37	1%	31	1%	265	0,1%
<b>Total</b>	106		78		97		80		787	



*Brazil Growth Model*

# How can we Go Bold?

**Protect Women, All in Men, build Kids and Shape Slides**

**Protect Grocery:** Defend traditional trade and attack modern trade



**Turnaround Specialized and DTC**

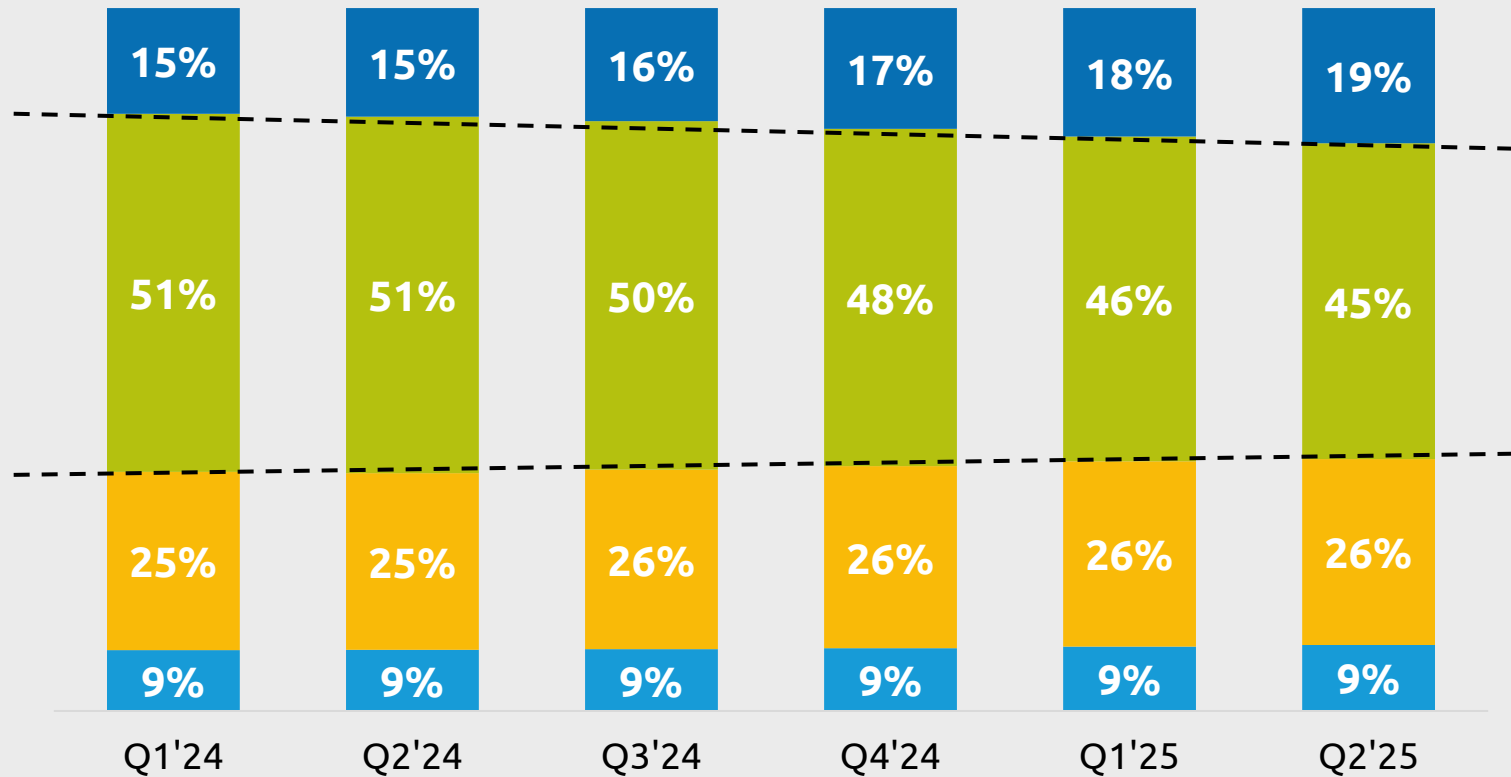
**Foster Brand Power**



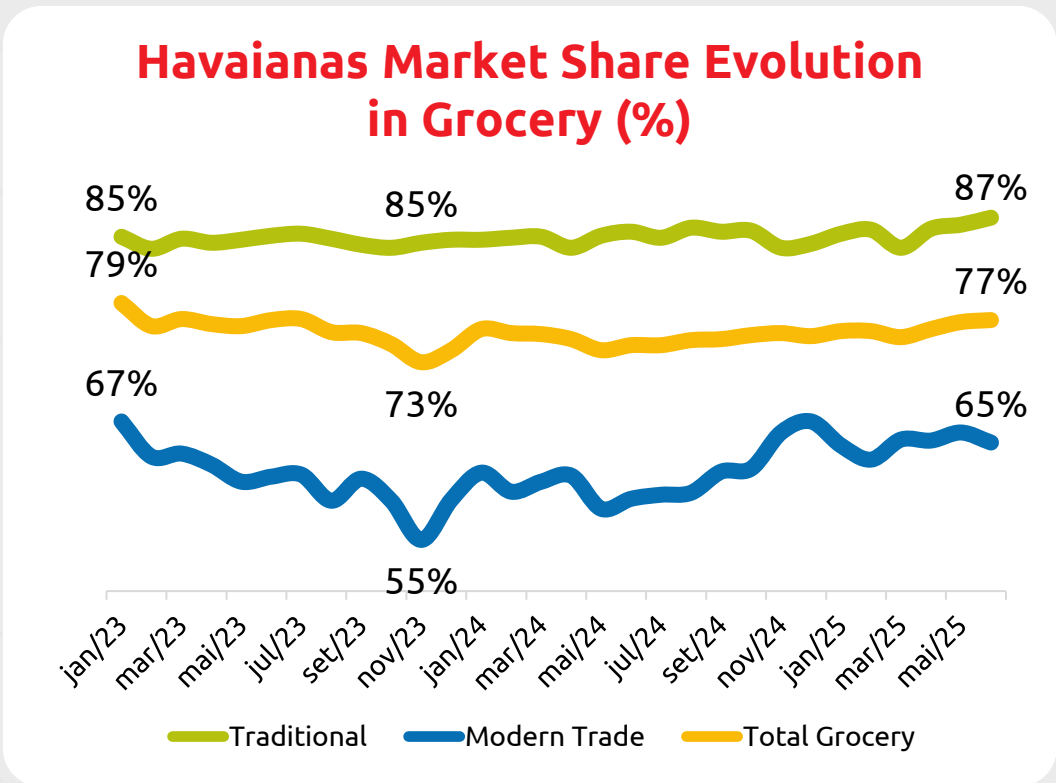
# The main shift in channel dynamics comes from the transition out of traditional and into modern trade, **while specialized channel are showing growth**

## Channel sell-out volume weight | Havaianas | L12M Moving Average

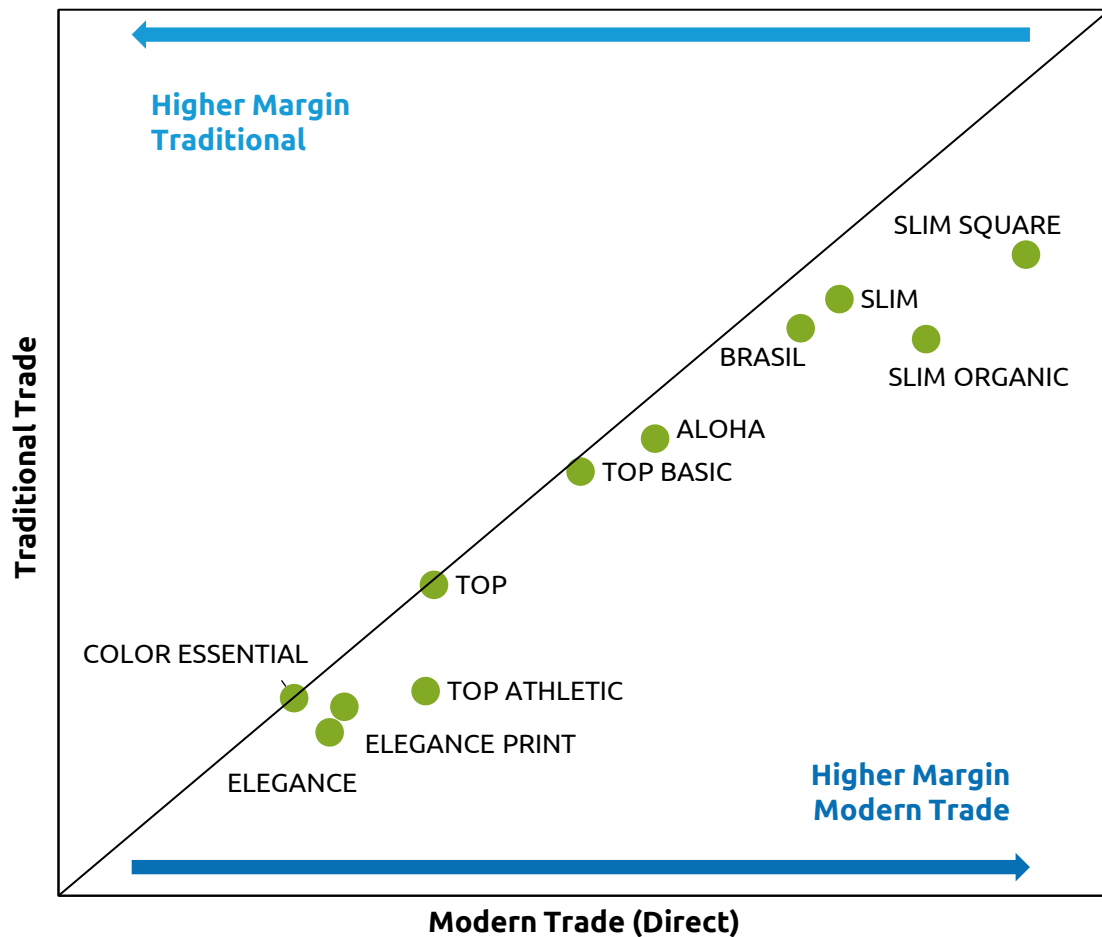
■ Specialized Monobrand ■ Specialized Multibrand ■ Traditional Trade ■ Modern Trade



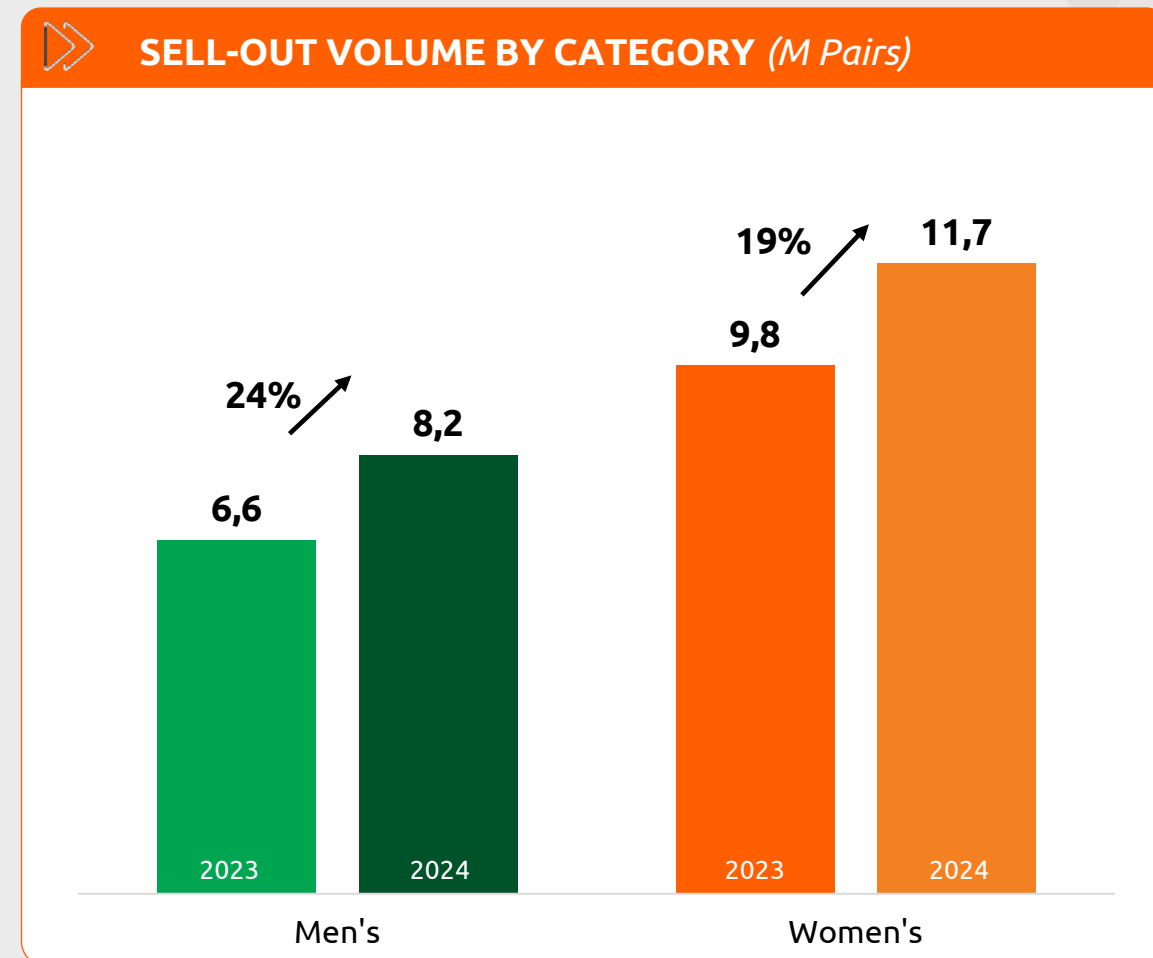
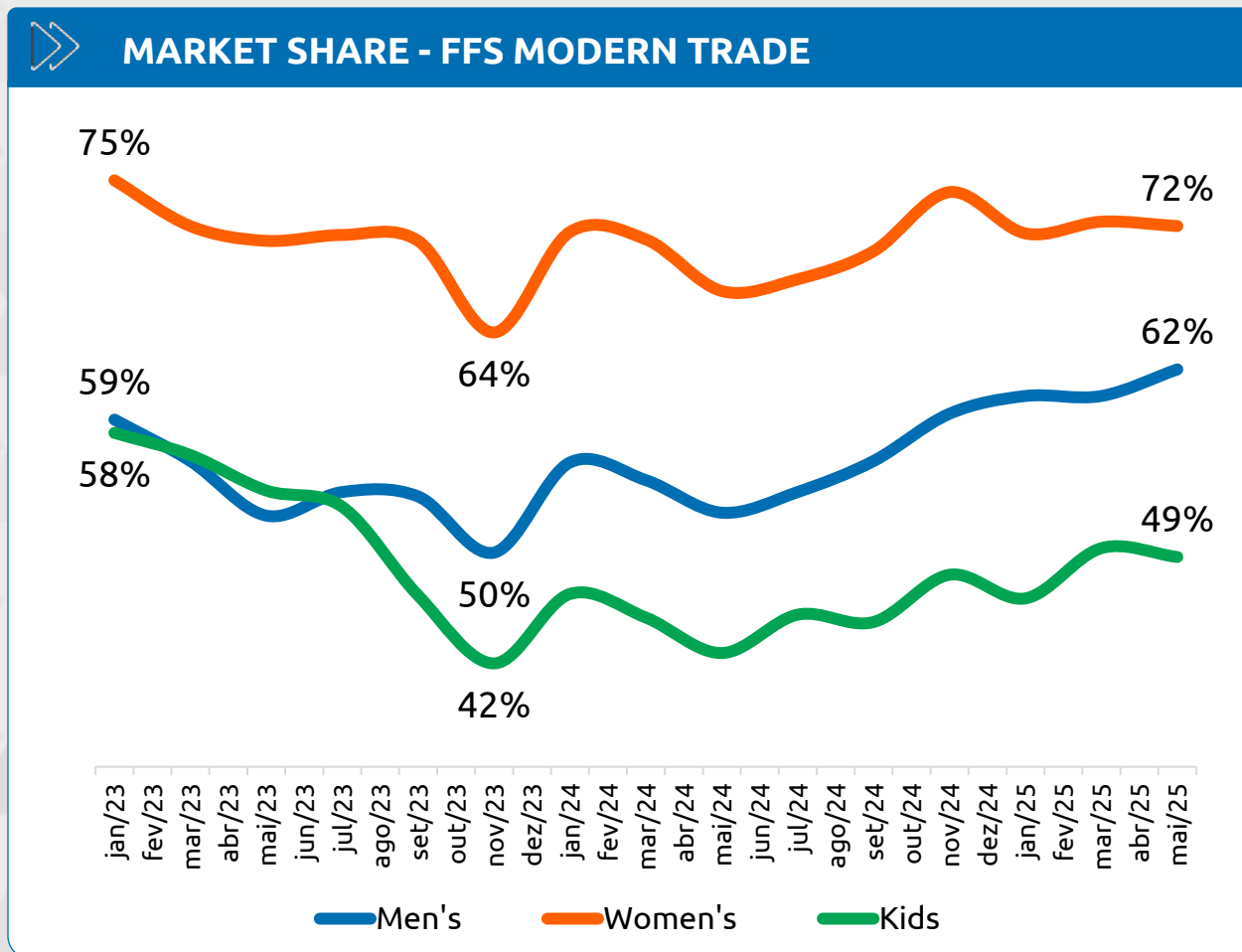
**Protect grocery** - It's also key to gain share in Modern Trade as the channel attracts new consumers. Besides poorer mix, Modern Trade (Direct) overcomes Traditional Trade in Cont. Margin/pair per Style



## Contribution Margin/Pair per Style

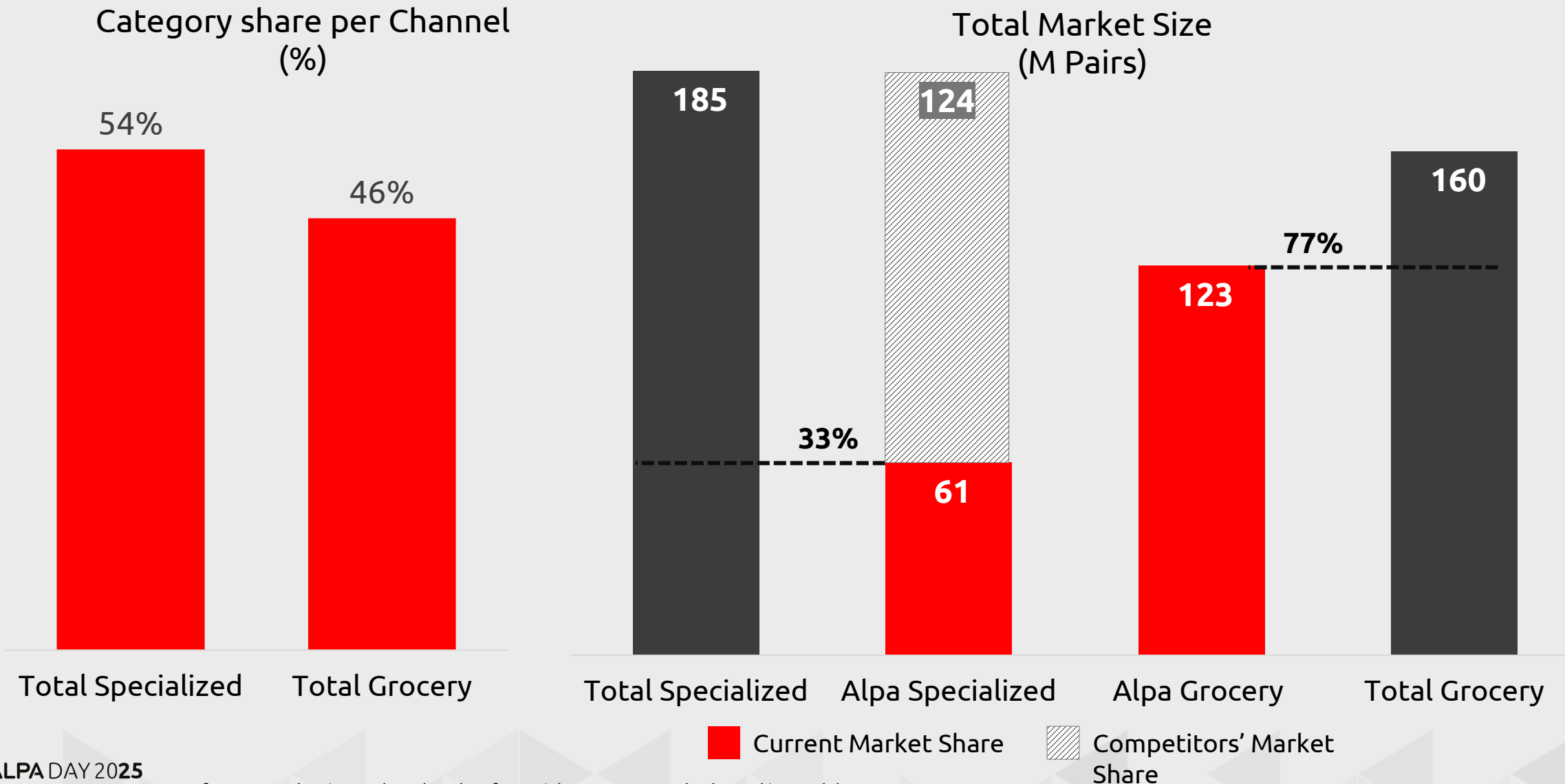


# Closing the gap in Men's and Kids' market share is a clear opportunity

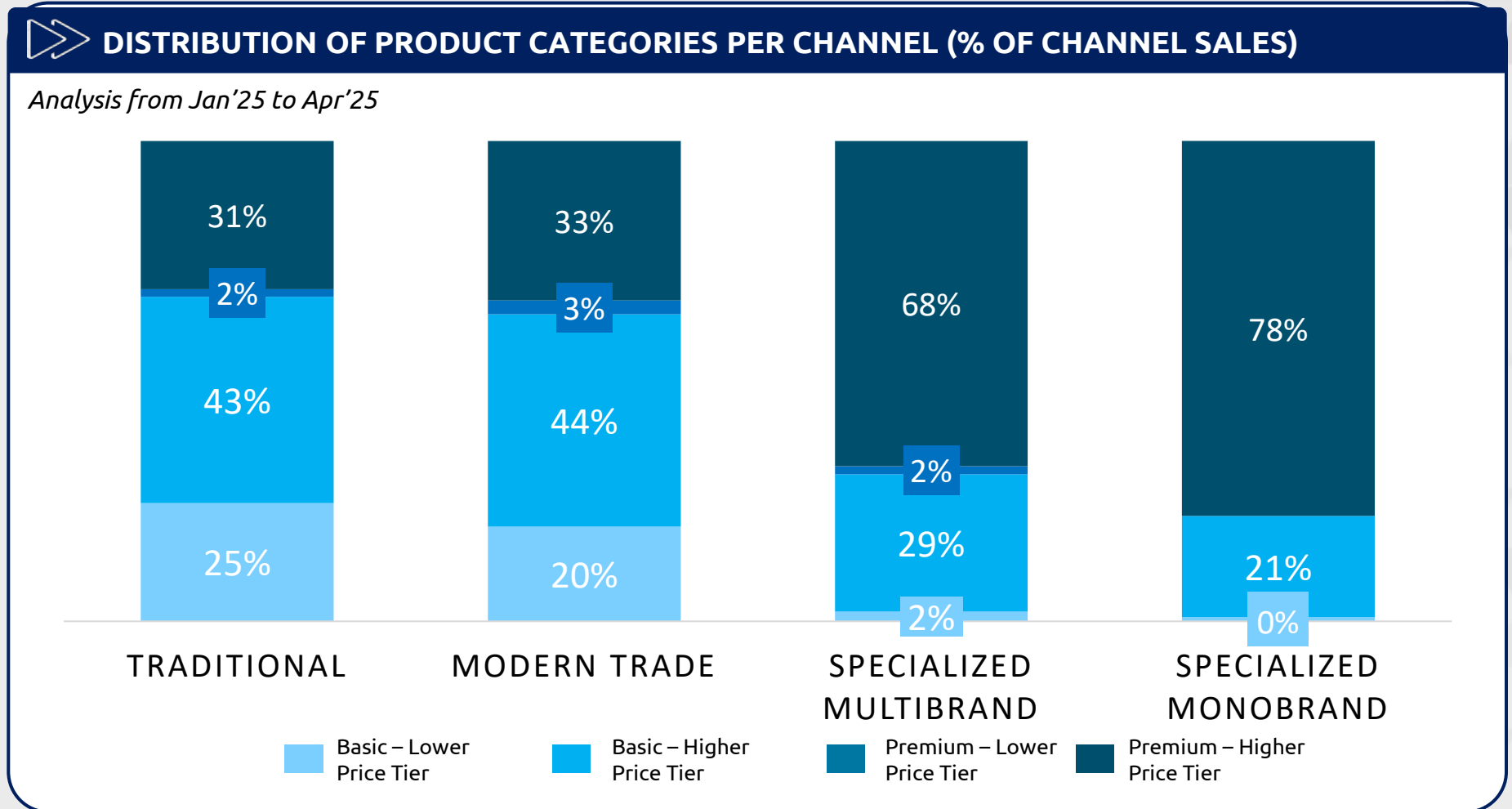


# Alpargatas faces a large opportunity in Specialized

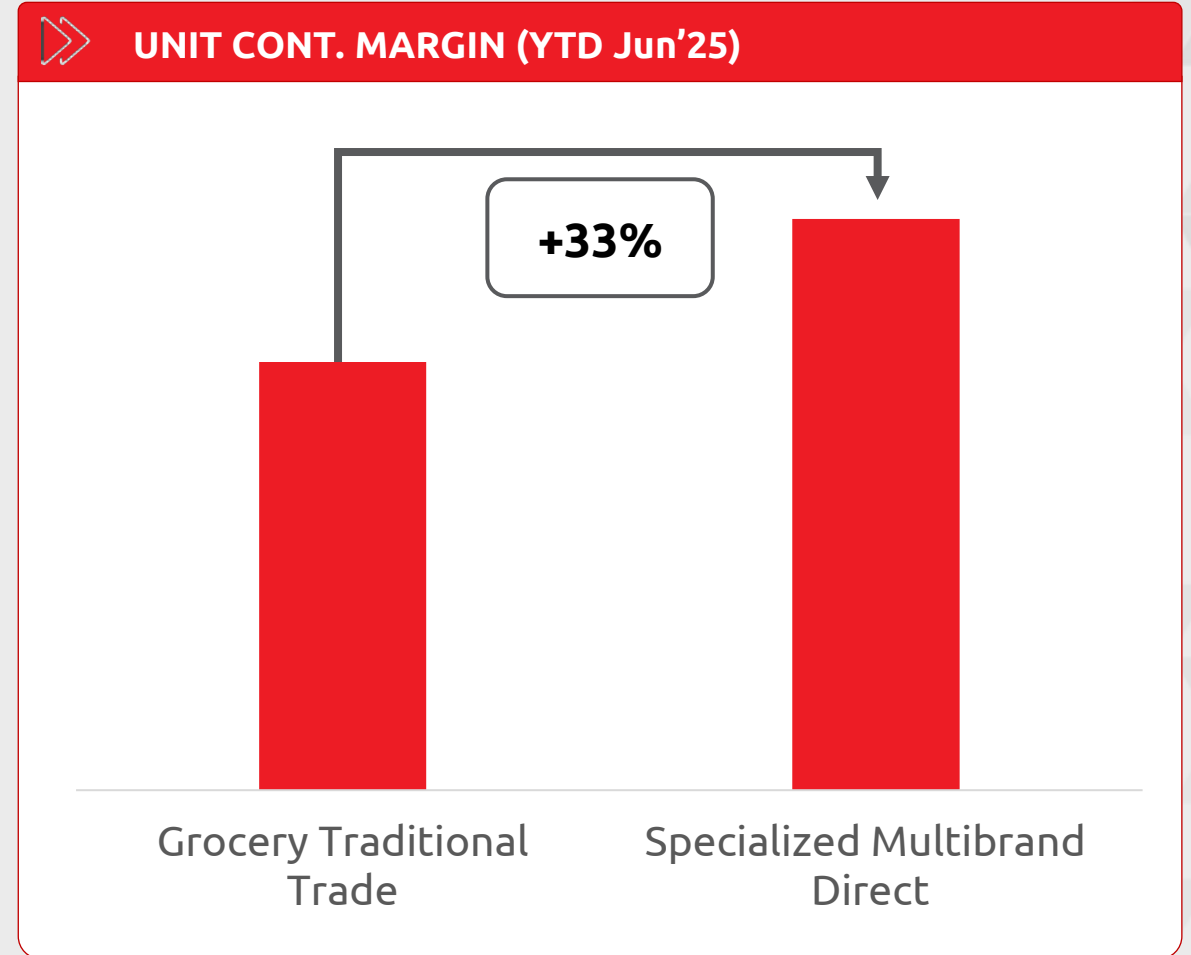
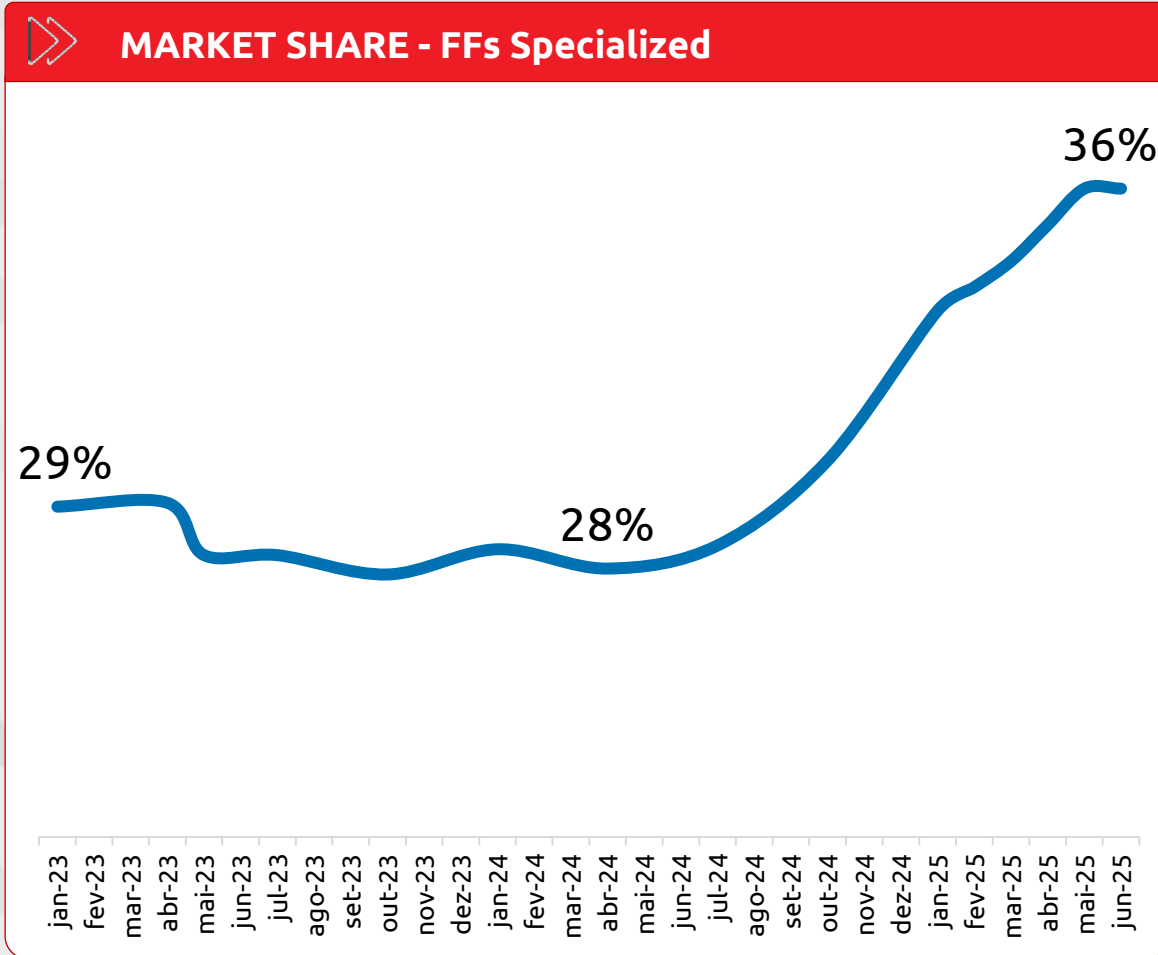
## MARKET SHARE AND OPPORTUNITY – 2024



Product mix differs strongly across channels. **Traditional and Modern Trade are balanced between Basic and Premium**, while **Specialized channels rely heavily on Premium**, especially higher price tier



# We're gaining share in the Specialized channel and with solid margins



*International Growth Model*

# How can we Go Consistent?

Focus on gaining **market share in Flip Flops**

**Increase distribution** in relevant channels for Flip Flops in the US and Europe

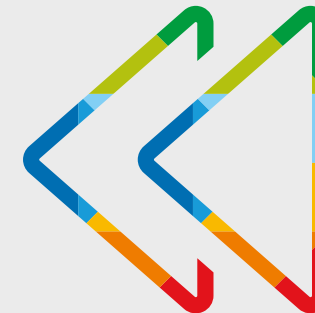
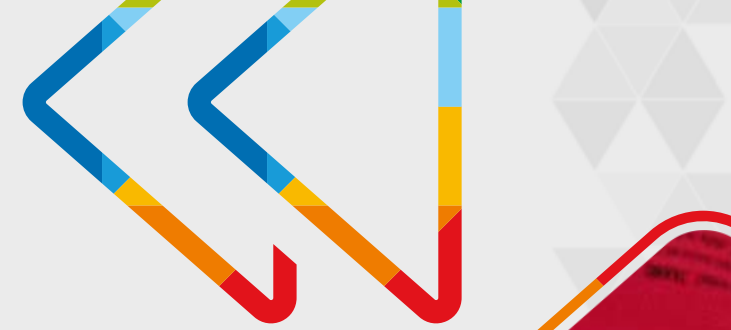
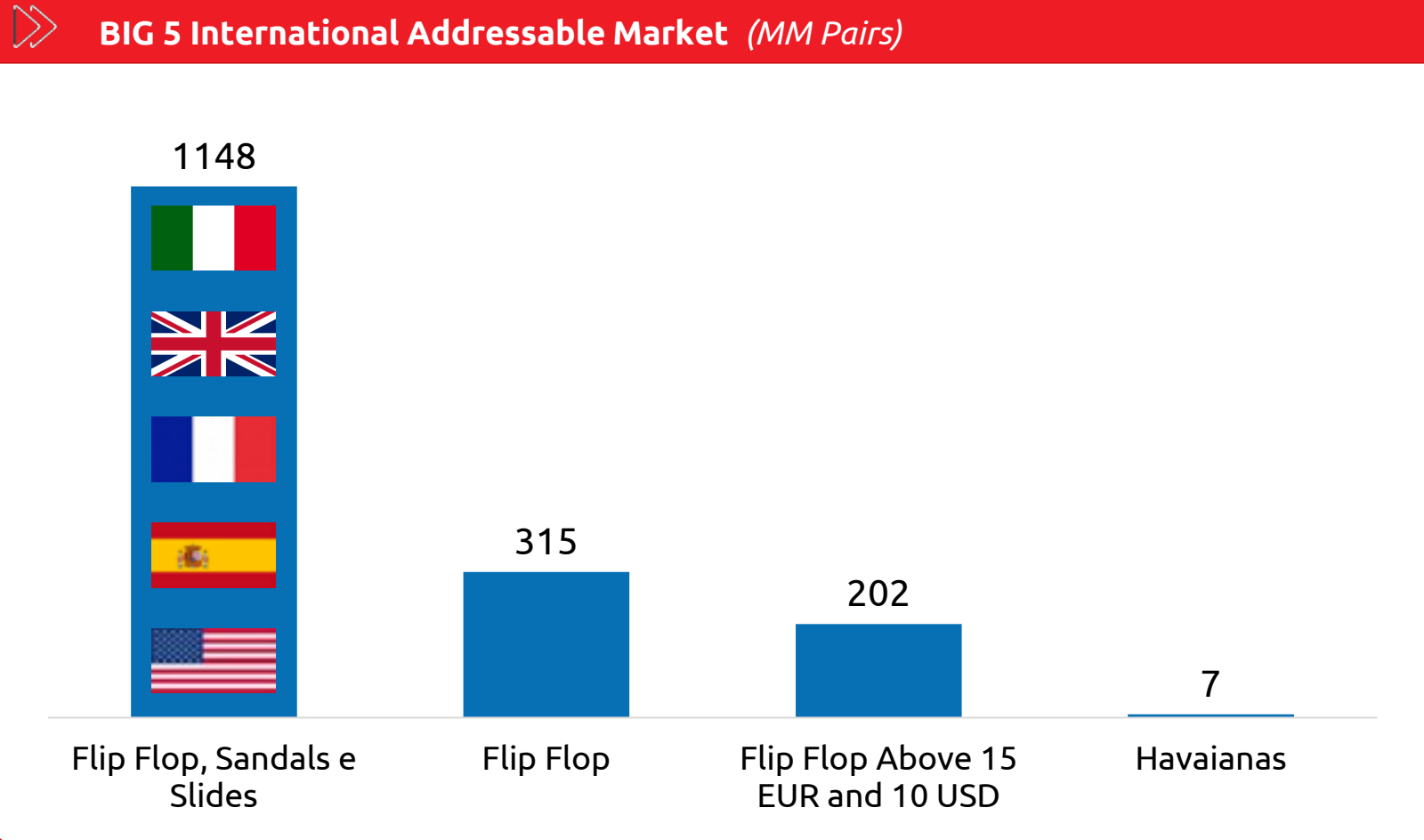


**Resume branding investment** in the US and Europe

Consistently execute the **clusterization playbook** in each market



# The Global Footwear Industry offers a sizeable market opportunity for the Havaianas brand



# Havaianas has had high volatility and no consistency over the past +10 years in International markets

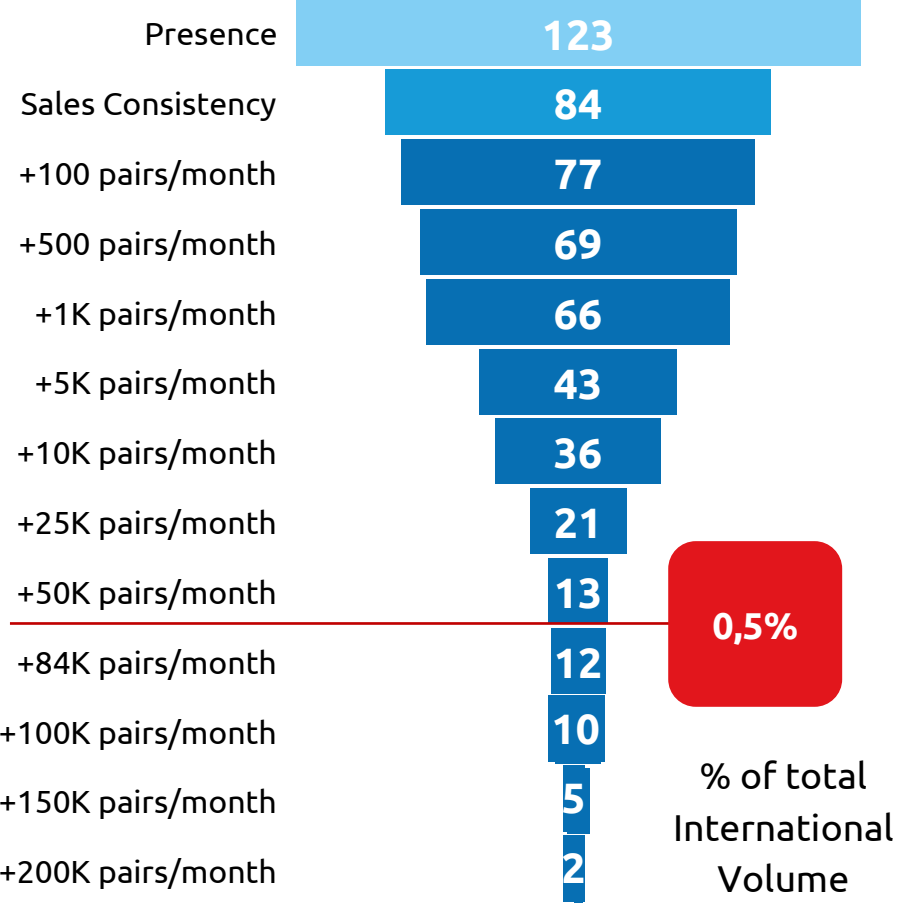
## Havaianas Global Footprint 2022



Havaianas sold in 120+ countries but achieved annual sales of 1M+ pairs in only 12 markets from 2020-2022 (1M Pairs = ~0,5% Havaianas Total Volume)

## Havaianas International Volume Funnel

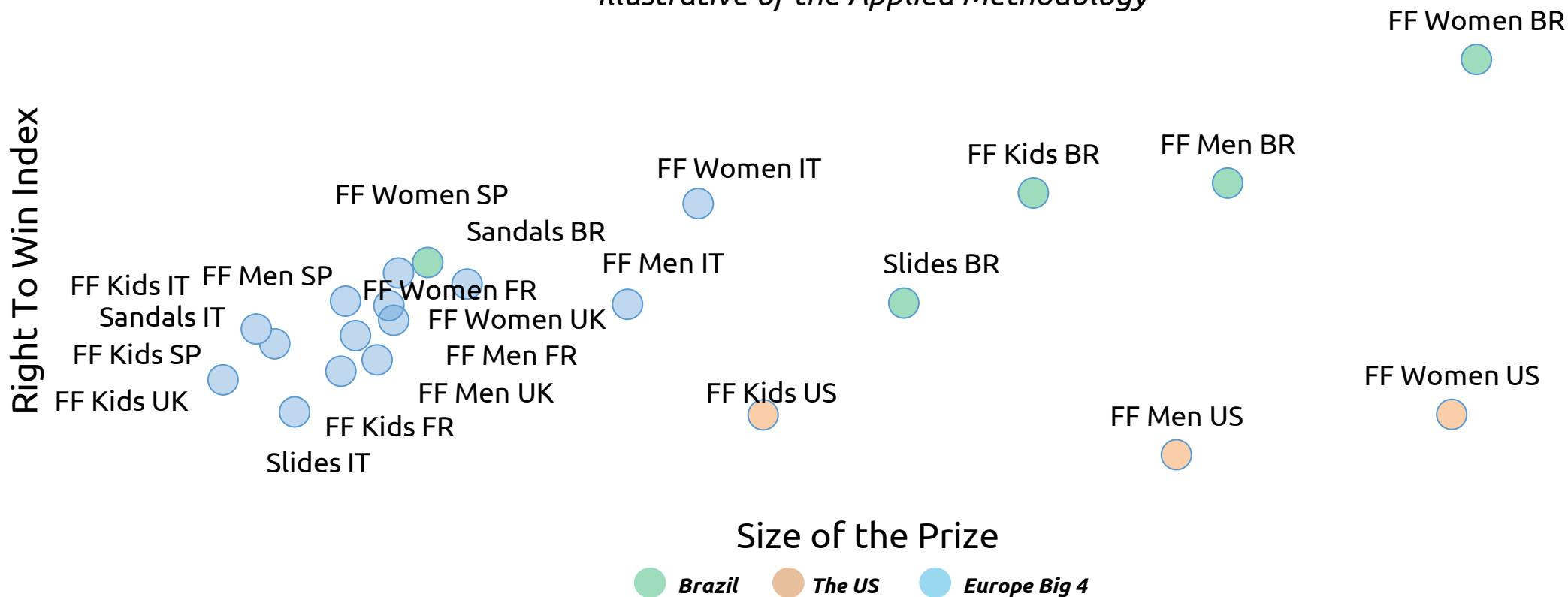
2020-2022 Monthly Average – N of countries



The Ability to **Play Index** x **Size of the Prize Matrix** indicates that the **opportunities** that should be prioritized are on the top right corner of the chart

## SIZE OF THE PRIZE X RIGHT TO WIN INDEX

*Illustrative of the Applied Methodology*



# Europe Strategic Choices

**Price Increases**  
justified by Innovation

Ensure healthy **brand**  
**investments**

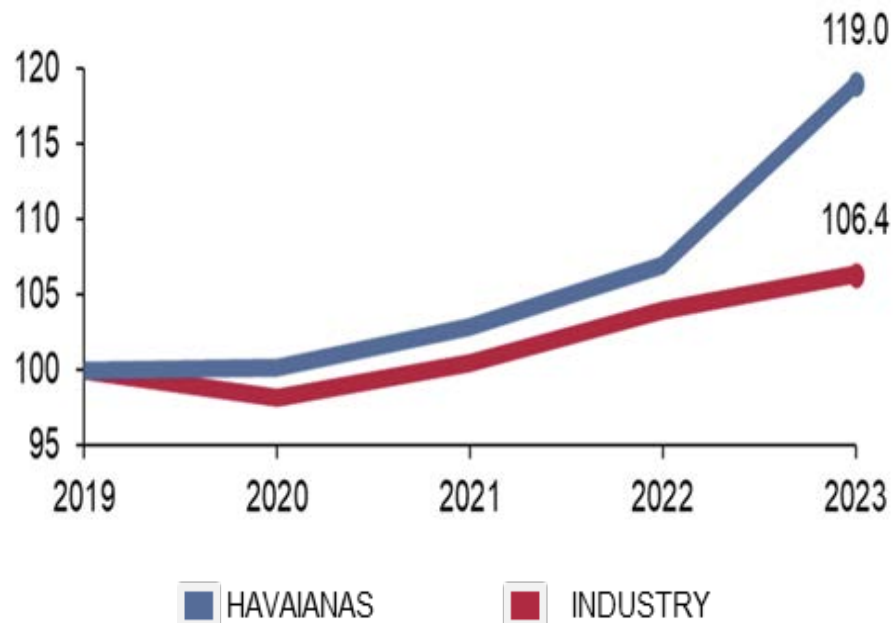
**Distribution footprint in**  
the right channels

**Fix operations and**  
**execution**

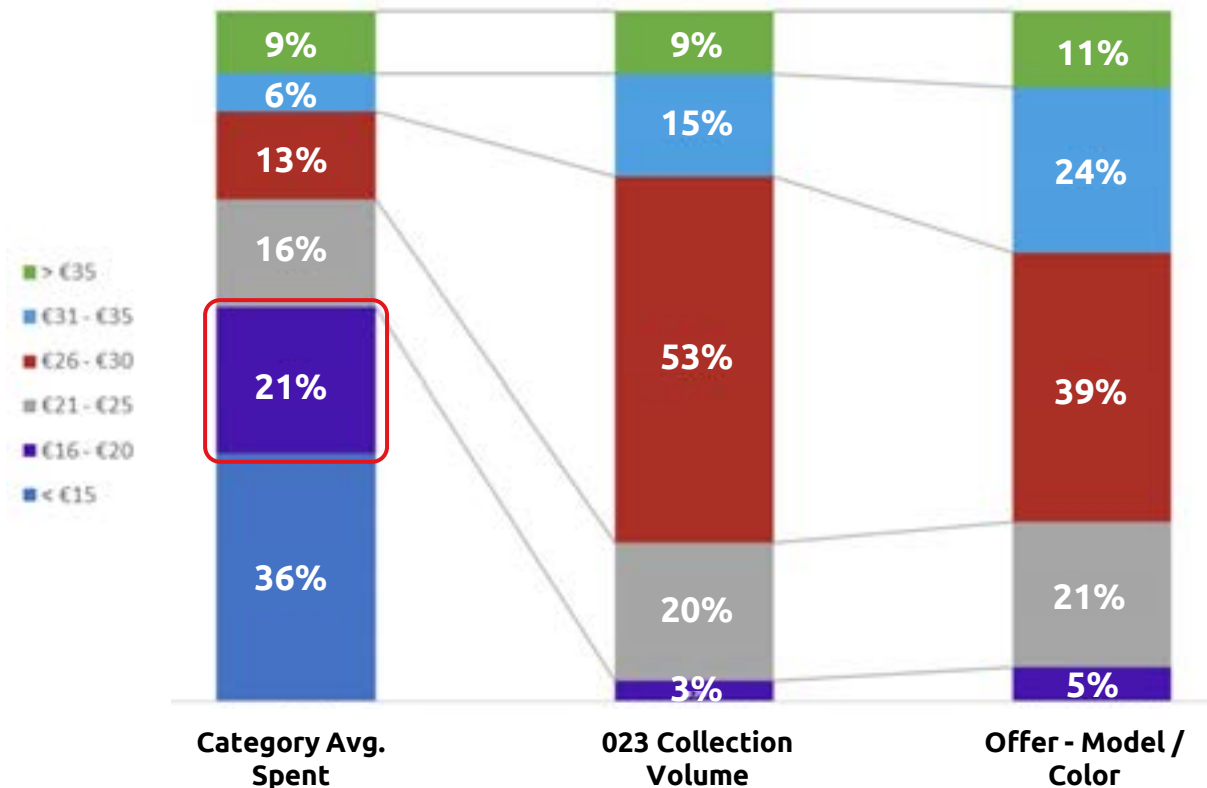


# Recent price increases have exacerbated the mismatch between our price points and the flip-flop market

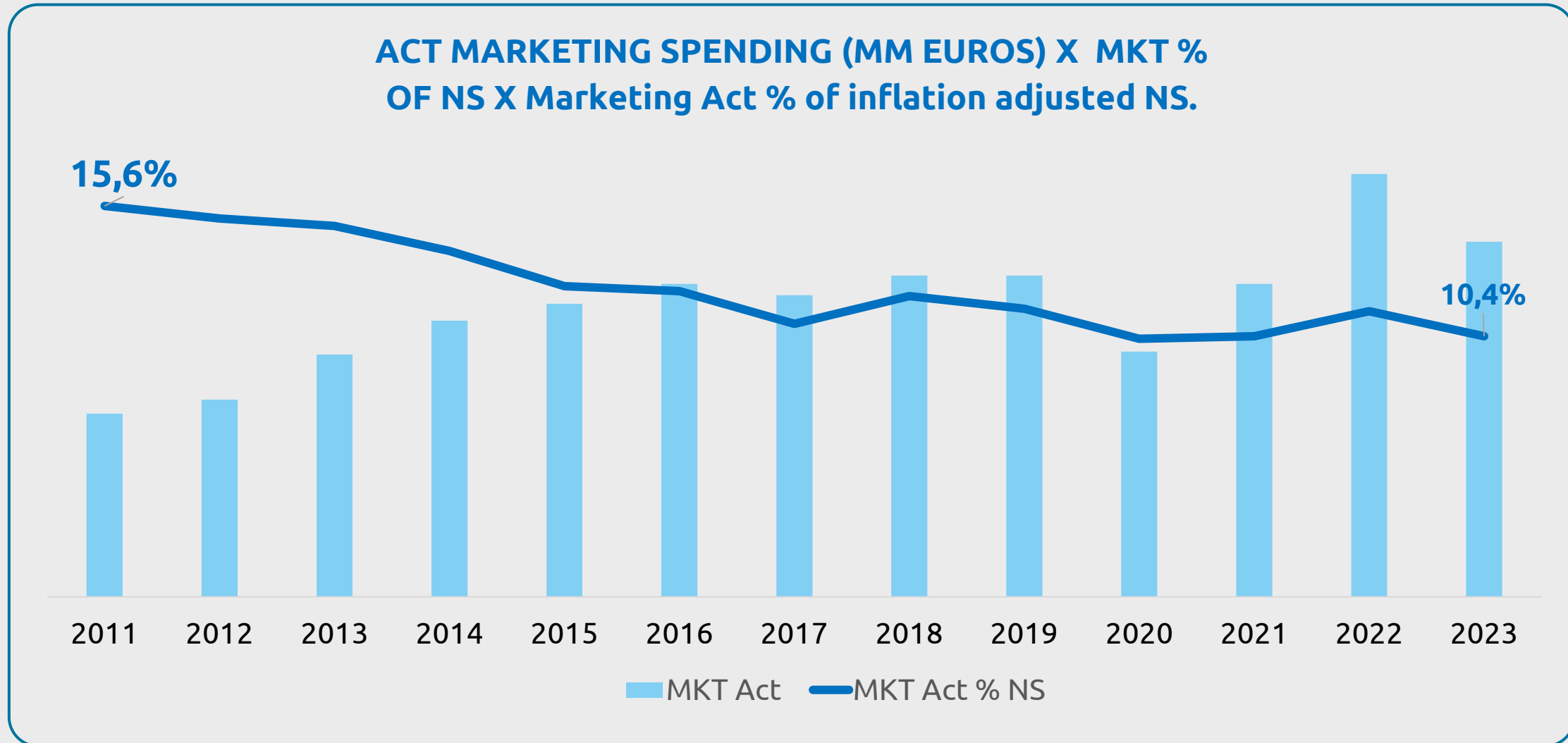
## Price Increases not justified by Innovation



## Price Ranges Comparison



# Total EMEIA Marketing investment as % of Net Sales has decreased over the years



# Distribution is the largest barrier for Havaianas consumption



HAVEN'T TRIED BECAUSE (%)      SPAIN   ITALY   UK   FRANCE

HAVEN'T TRIED BECAUSE (%)	SPAIN	ITALY	UK	FRANCE
<b>The price is too high</b>	29	28	19	28
<b>Not available in stores where I buy flip-flops</b>	13	15	14	15
I don't like this brand's models	16	10	11	15
<b>I don't know where to find the brand</b>	8	9	17	16
The models don't fit well on my feet	10	14	5	4
I can't find the size options I'm looking for	7	7	9	9
Has little variety of models	7	6	7	4
I don't understand what size I should buy	3	4	7	5
It doesn't have quality products	3	3	3	2

**Consumers that are aware of the Havaianas brand but have never tried**

## Price Increases not justified by Innovation

		DISTRIBUTION (#CUSTOMERS)		
		2015	2023	Var%
B2B	<b>A DIFFERENTIATOR</b>	170	29	-83%
	<b>B FASHION</b>	2.102	1.964	-7%
	<b>C HOTSPOT</b>	102	112	+10%
	<b>D FUNCTIONAL</b>	792	496	-37%
	<b>TOTAL</b>	3166	2601	-18%



# US Strategic Choices



**Gain distribution** in mid-tier & sports/athletic channels

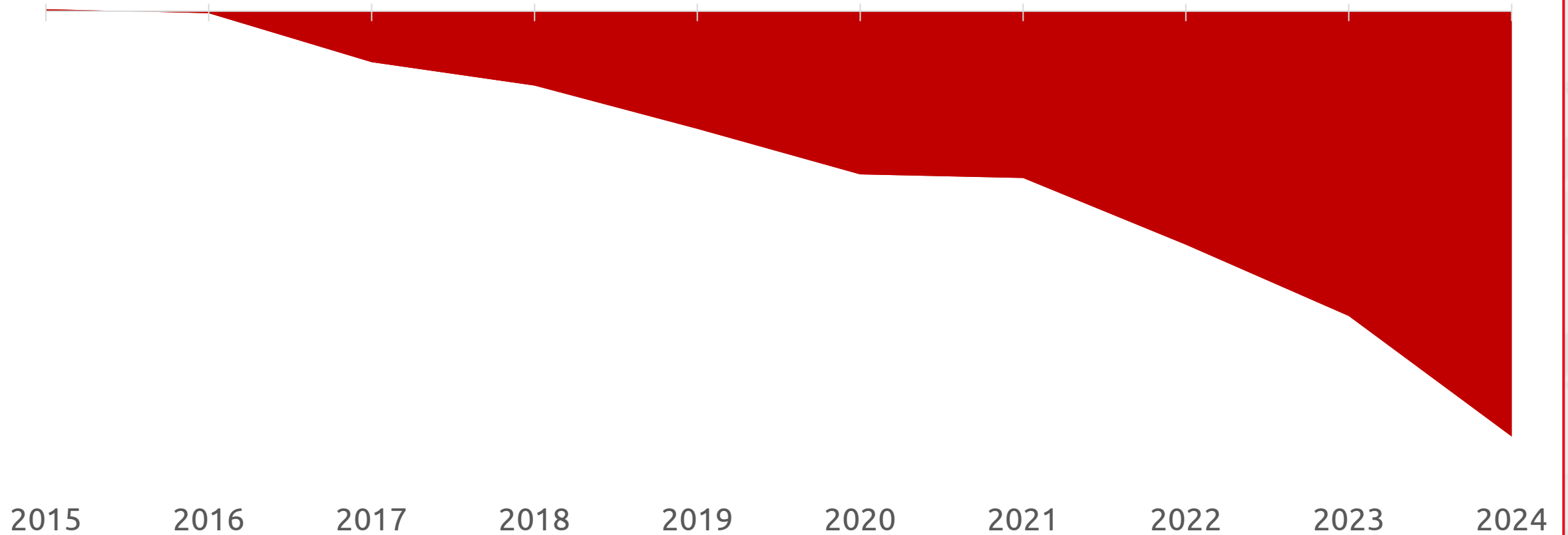
**Scale topline** leveraging on brand position

Fix profitability through **G&A efficiency**



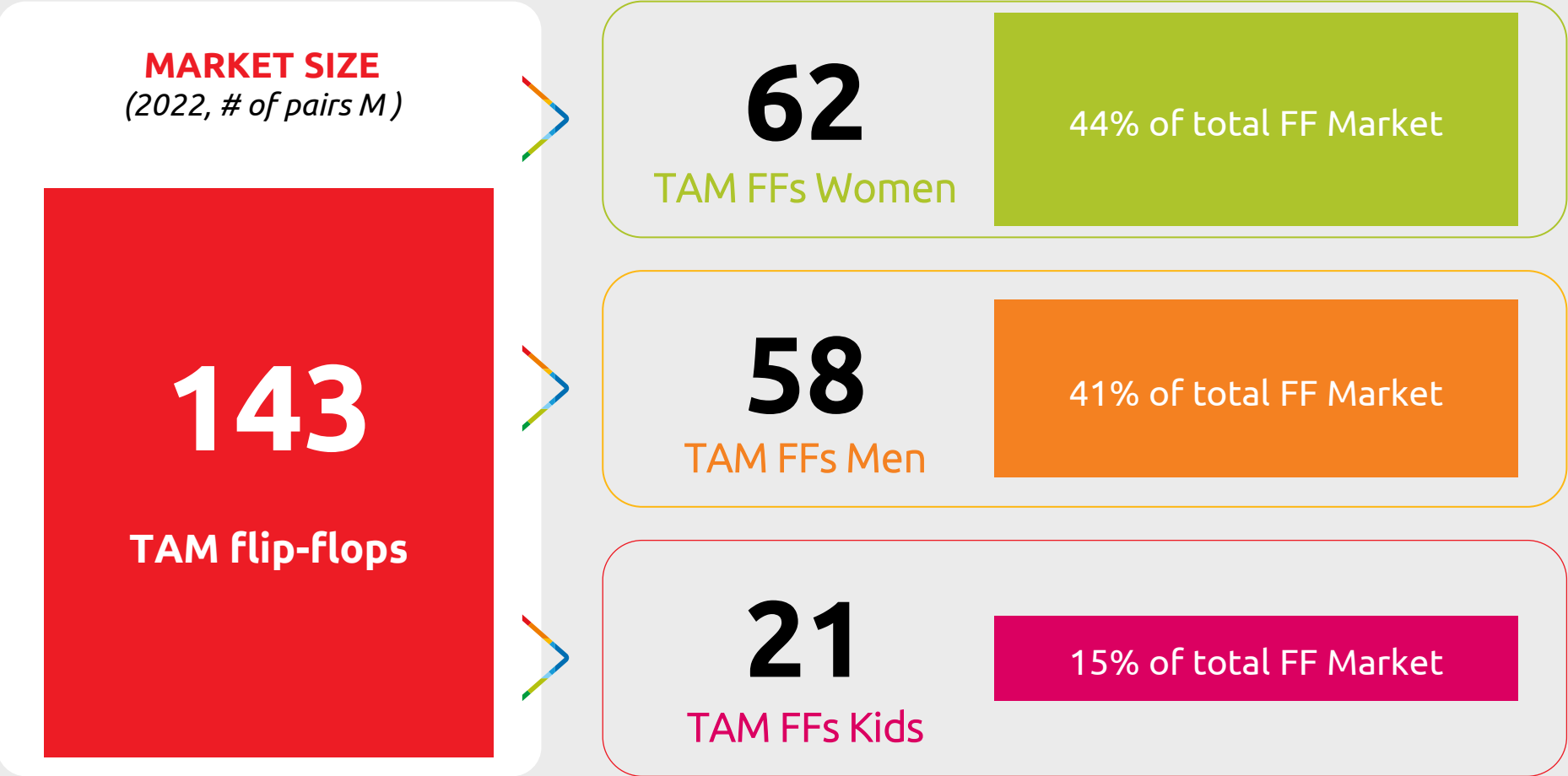
Over more than a decade we have never crossed the volume threshold necessary to make the US a profitable operation.

**Cumulative US EBITDA over the past decade | In real USD | Total -USD 50M**

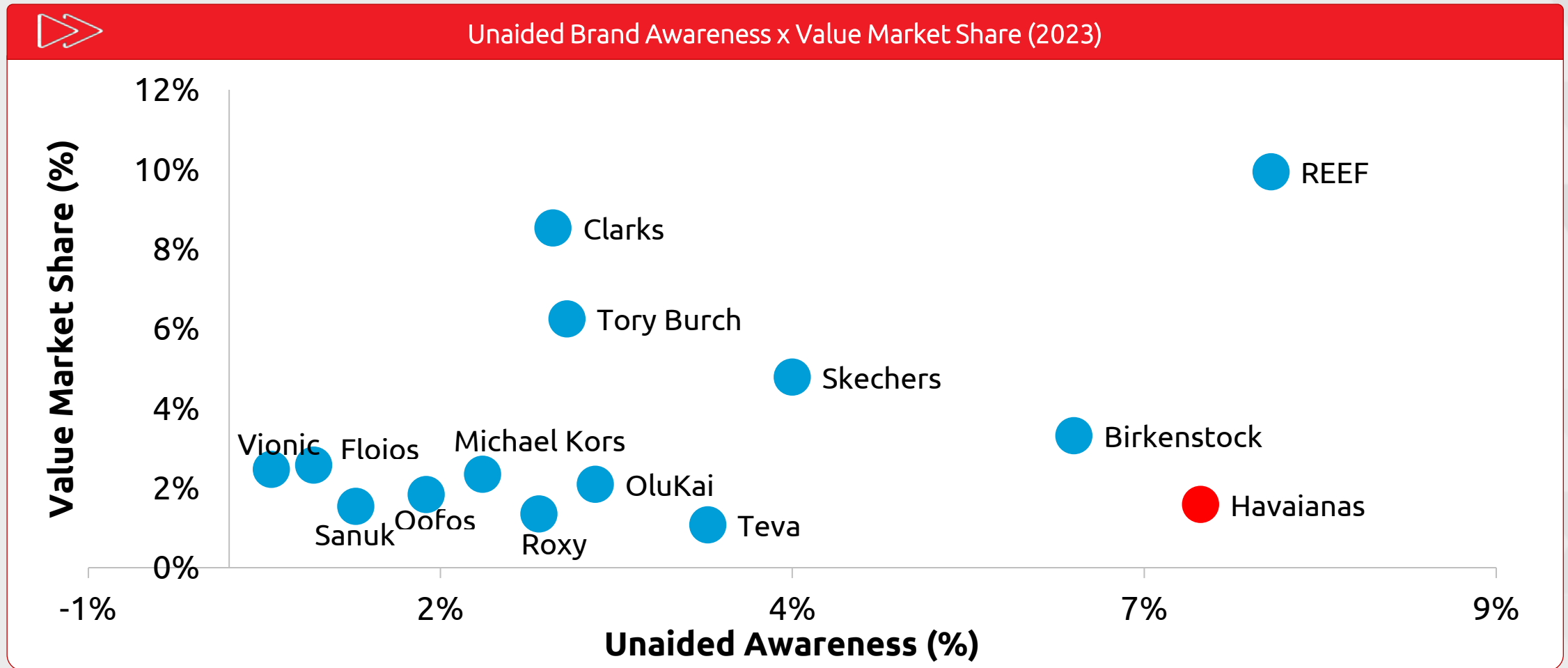


In the industry view, Flip flops for women and men represent 85% of the total FF market, with a balanced opportunity among genders.

**INDUSTRY VIEW** There's a balanced opportunity of Flip Flops for Men and Women in the US

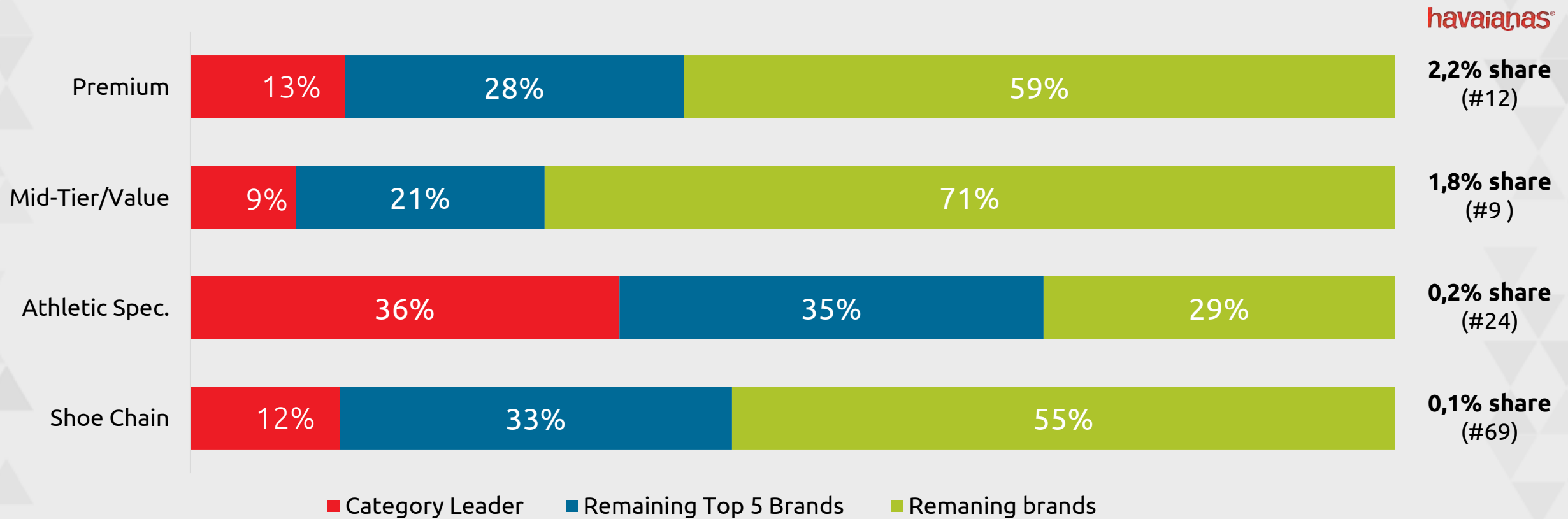


Havaianas has similar levels of unaided awareness as the category leader, yet shows one of the lowest market share among comparable peer groups, presenting an opportunity to improve its volumes



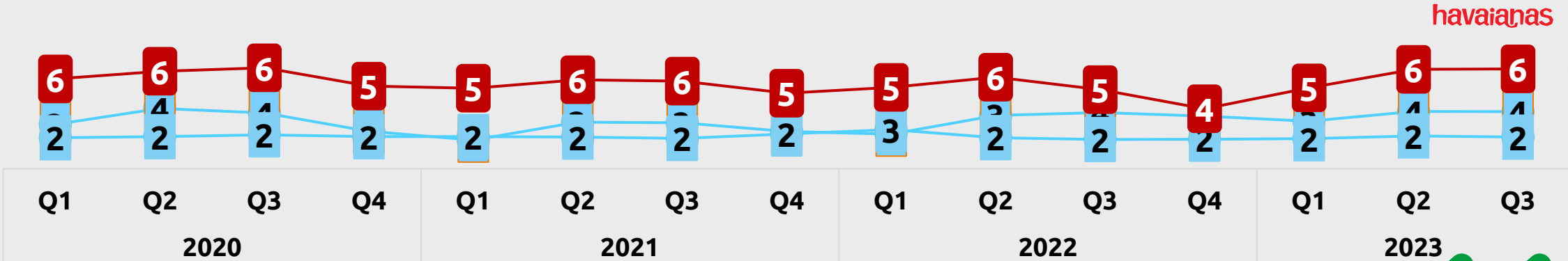
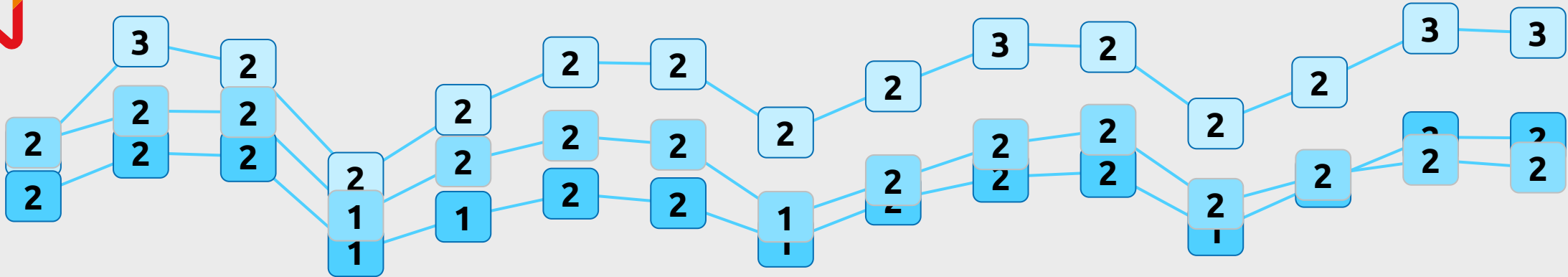
# Havaianas Has Headroom to Grow Across All Channels

VALUE MARKET SHARE CONCENTRATION – CATEGORY LEADER X REMAINING BRANDS AMONG THE TOP 5 X ALL OTHER BRANDS (FY23)



# Expanding Distribution: A Clear Opportunity to Unlock Growth

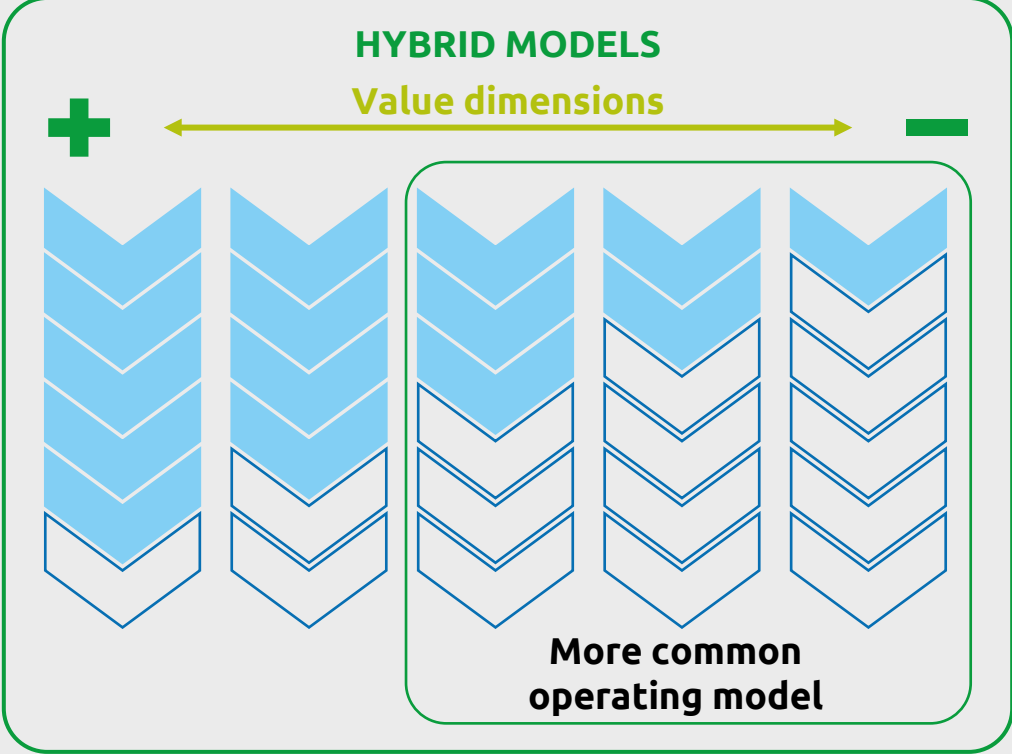
## UNWEIGHTED DISTRIBUTION (%) – MAIN COMPETITORS



# Market View from the Perspective of a New Entrant

**OWN OPERATIONS**

- Brand Stewardship ✓
- Portfolio design ✓
- Manufacturing ✓
- Distribution ✓
- Commercial ✓
- Support Functions

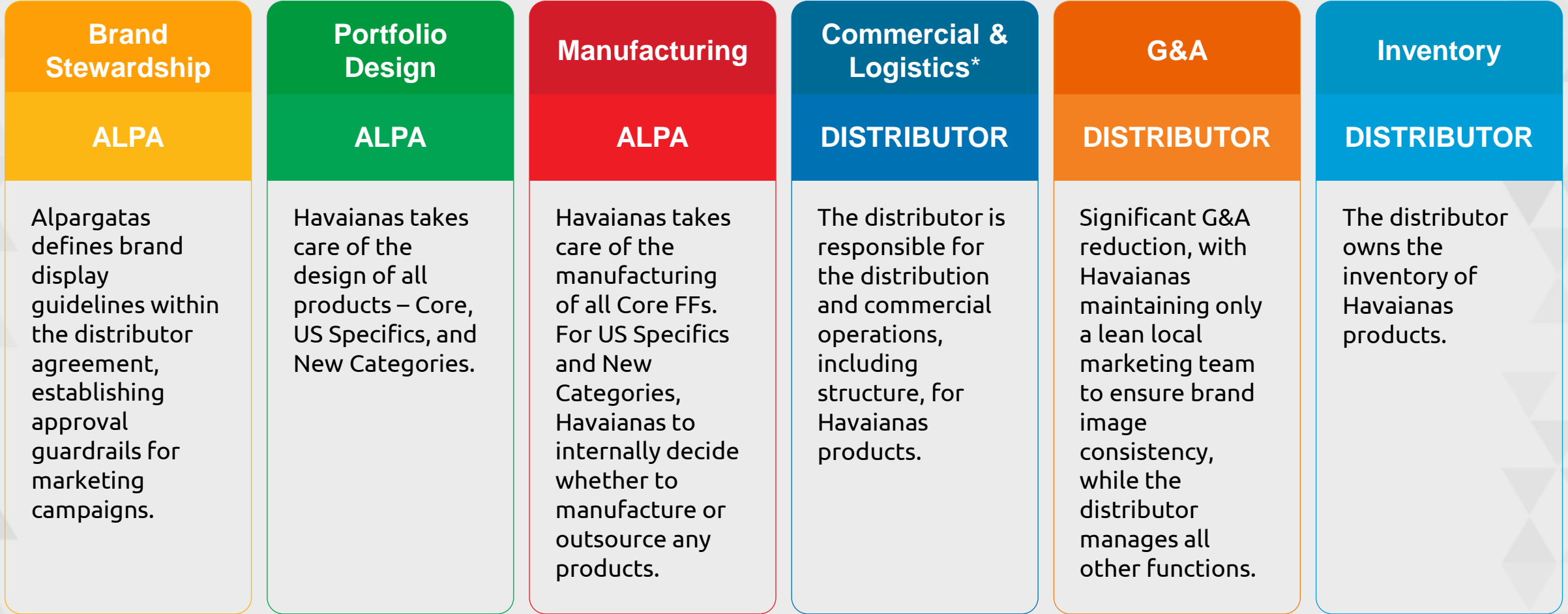


**IP OWNERSHIP**

- Brand Stewardship ✓
- Portfolio design ✓
- Manufacturing ✓
- Distribution ✓
- Commercial ✓
- Support Functions



# Havaianas US New Business Model



# IDM Strategic Choices

**Fix profitability**  
throughout the regions

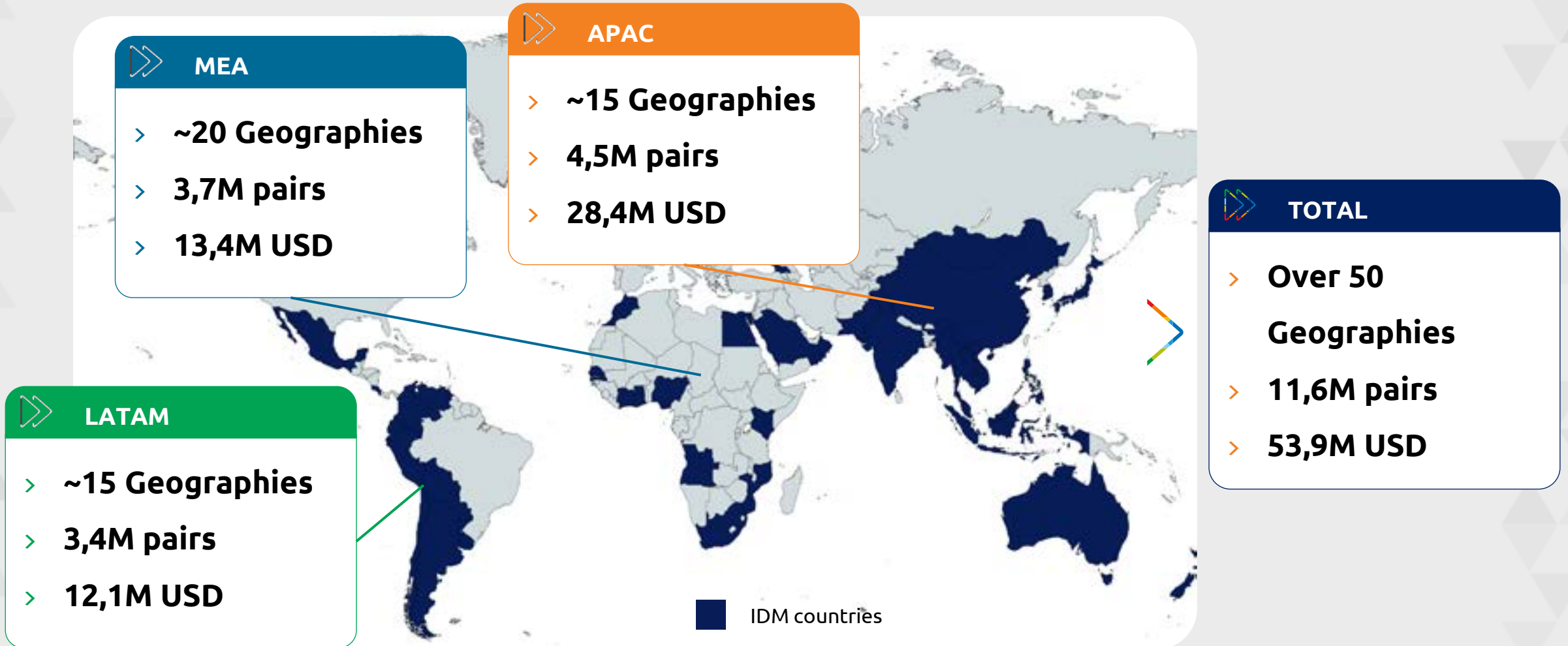
**Build the brand** in priority  
markets

**Reduce volume volatility**  
focusing on sellout

Guarantee **consistent**  
**playbook execution** with  
clear focus on priority  
markets

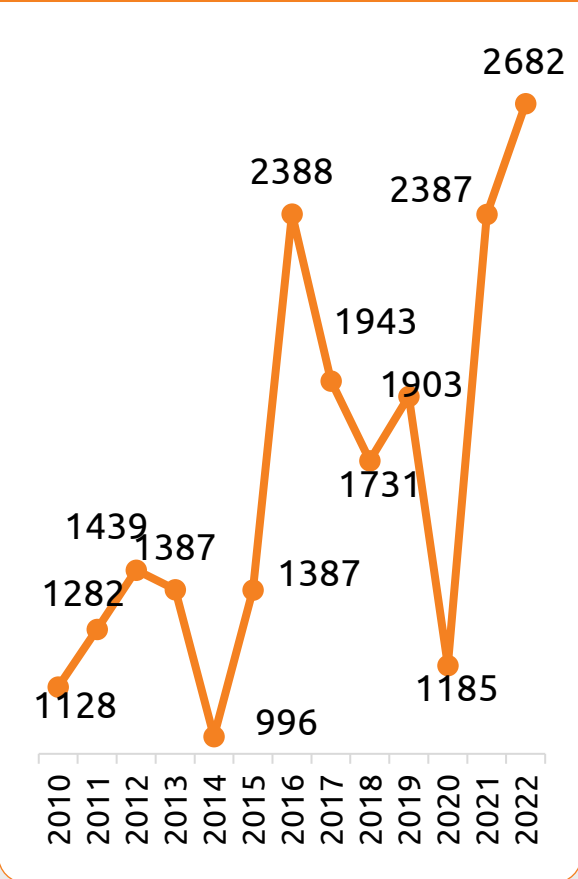


Our International Distributors Markets cover over 50 countries worldwide, with more than 11M pairs sold in 2024, representing 52% of the total international volume.

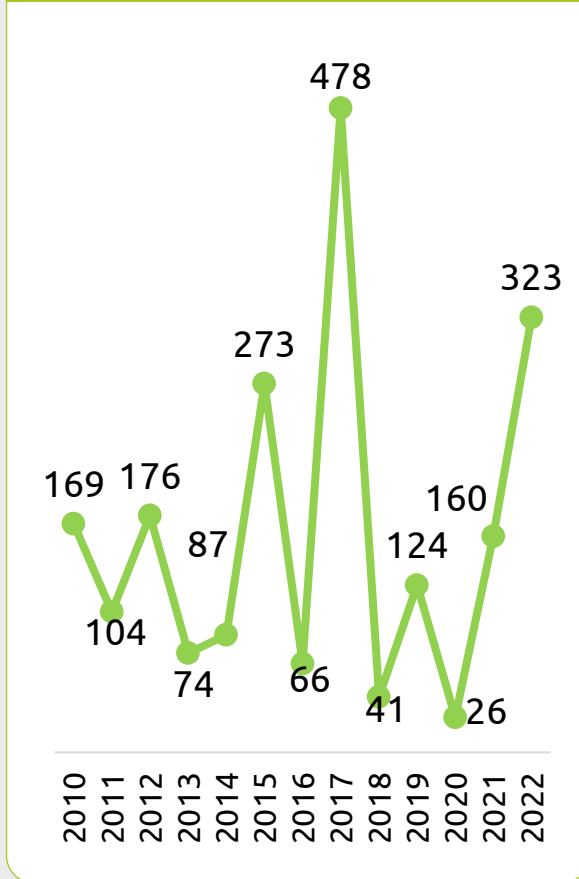


# In the past years, Havaianas has faced volatile volume trends across its key international distributor markets

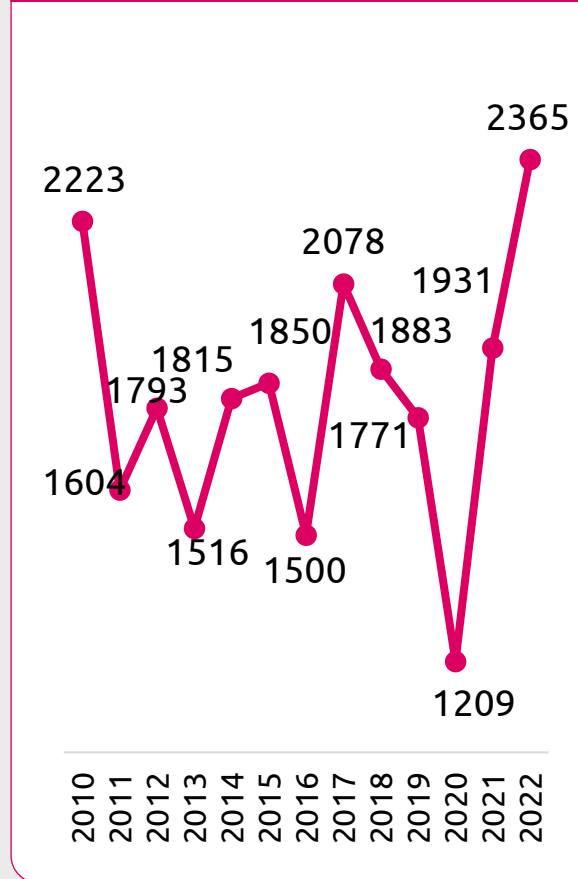
PARAGUAY VOLUME EVOLUTION (K Pairs)



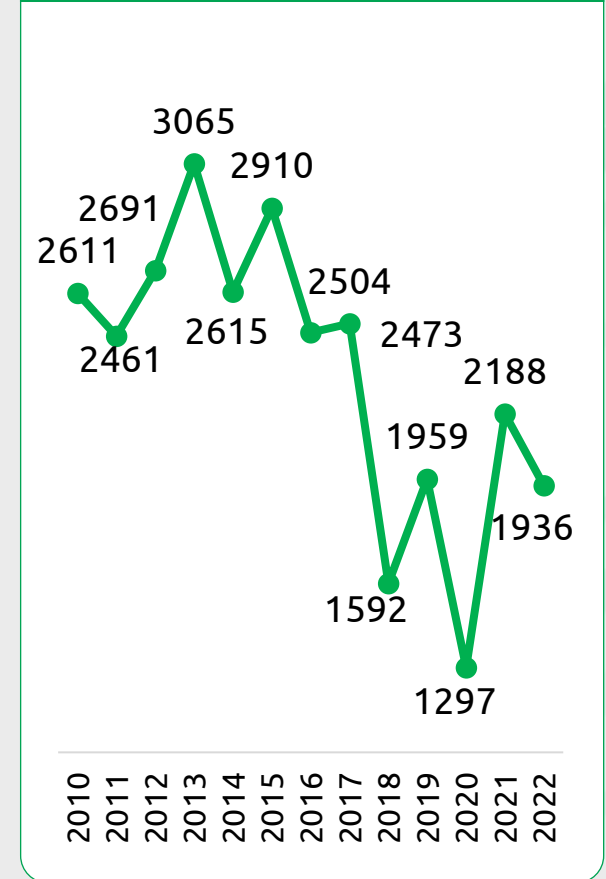
MEXICO VOLUME EVOLUTION (K Pairs)



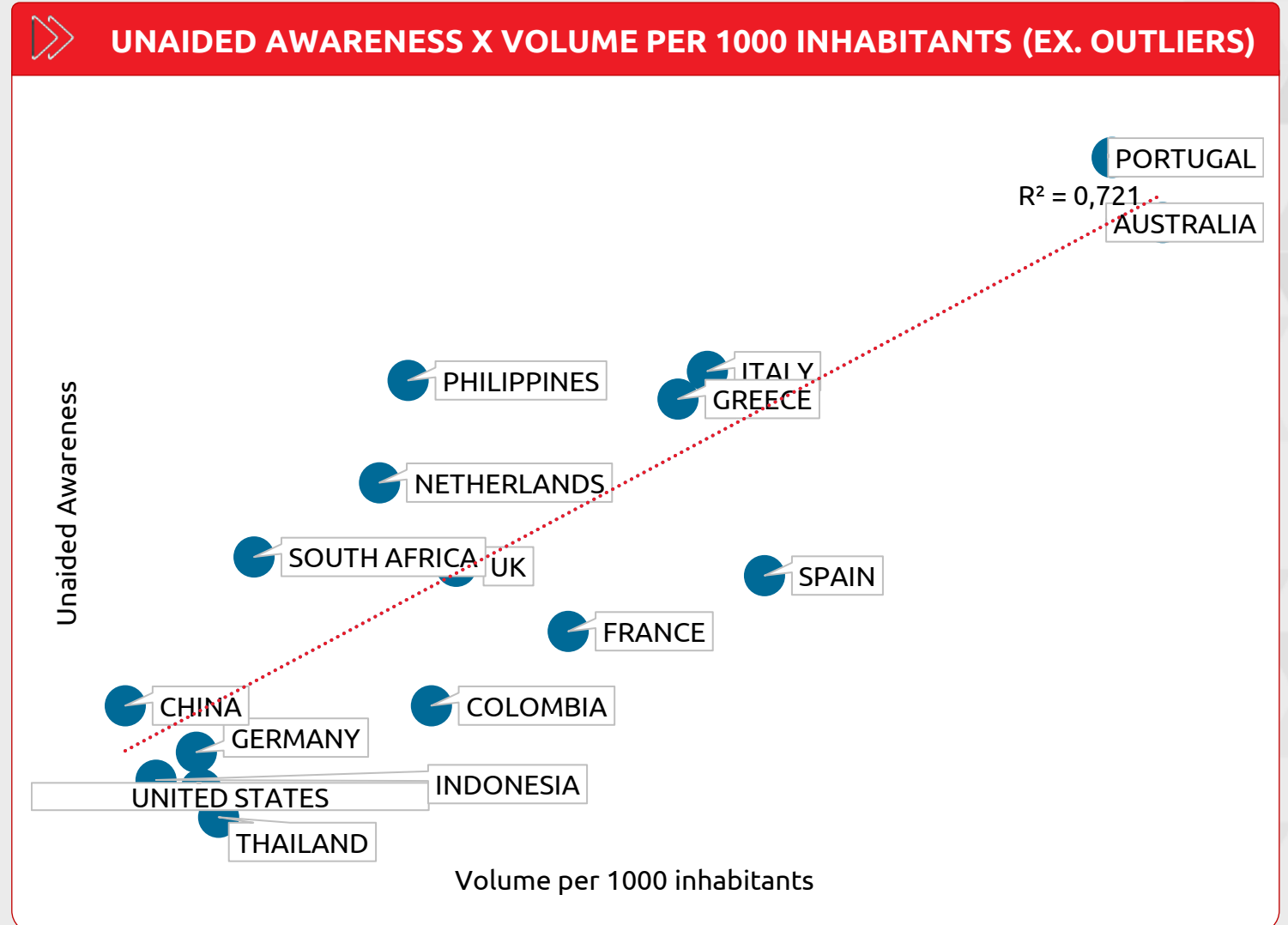
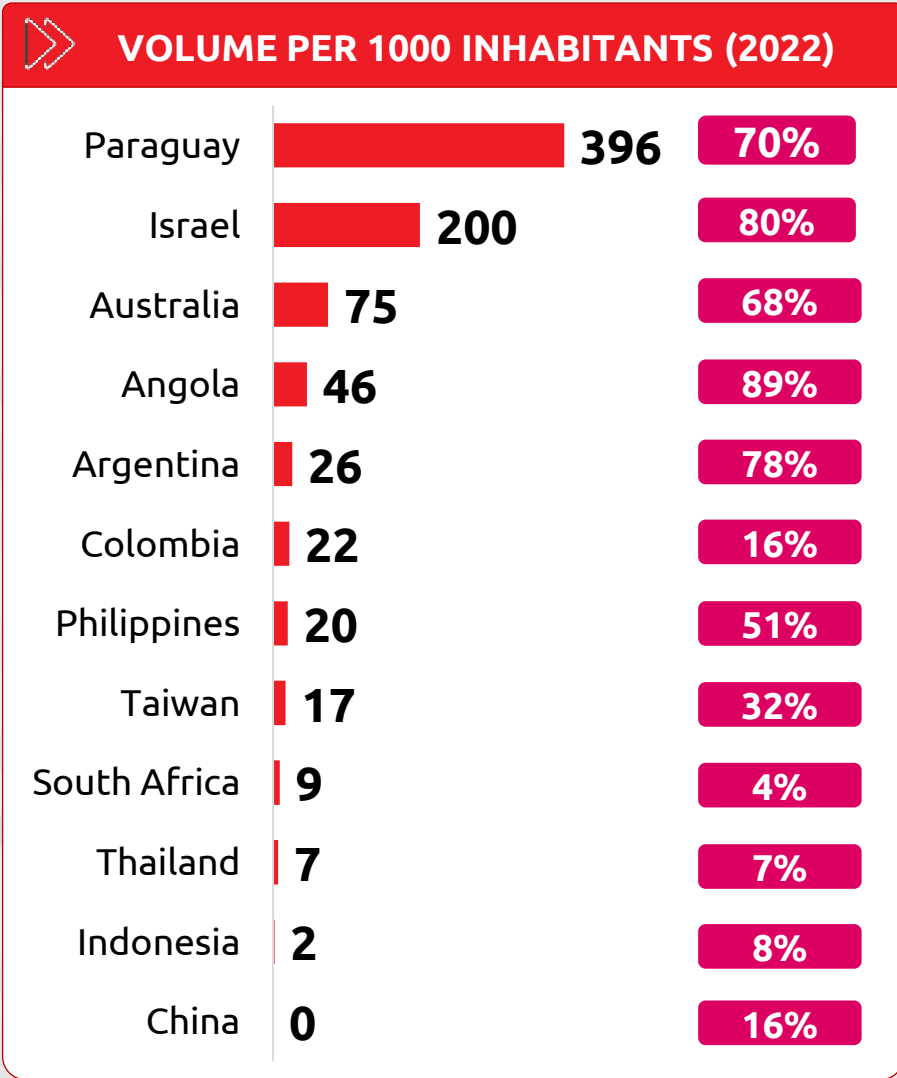
PHILIPPINES VOLUME EVOLUTION (K Pairs)



AUSTRALIA VOLUME EVOLUTION (K Pairs)

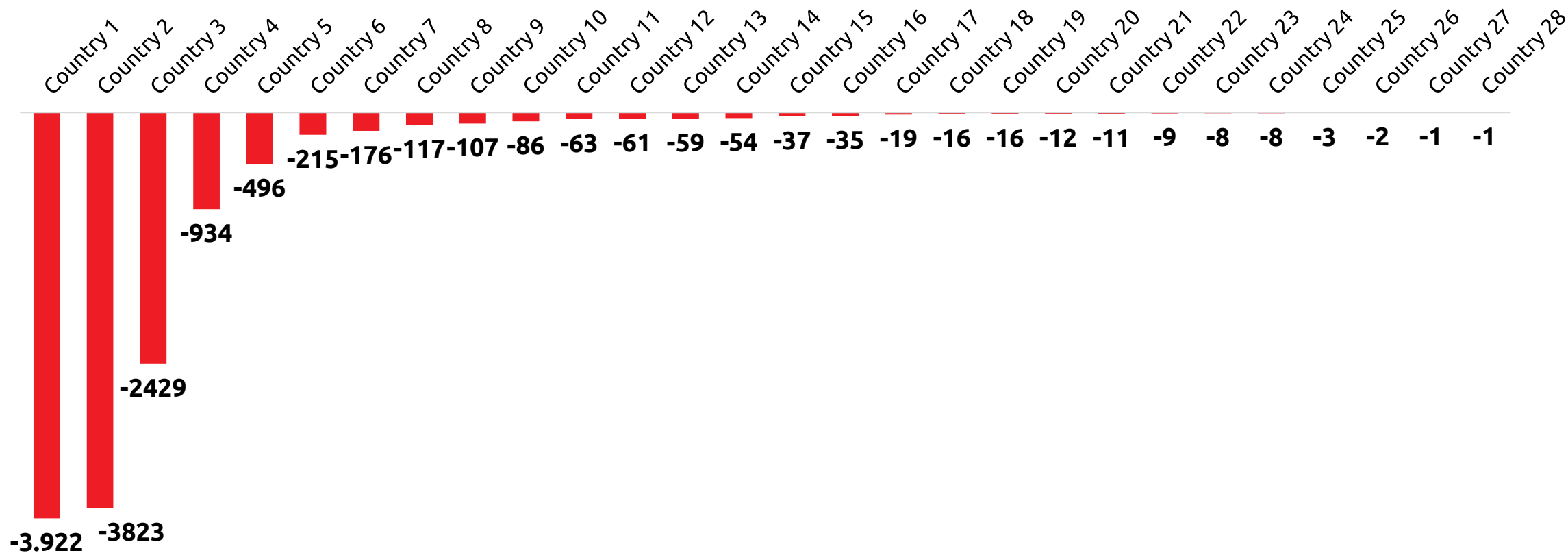


# Countries where Havaianas has higher awareness are also where the brand has higher penetration



Havaianas had 28 IDM countries, which totaled a loss of USD 12,7M, with a negative adj. EBITDA that more than offset the benefit of accretive, but at lower scale markets. **6 countries concentrate 93% of total loss.**

### EBITDA ex Ind. Exp., G&A and Others | Detractors Pareto (2022)



*Capital Allocation*

# How can we Go Disciplined?

**Focus the IT investments on automation**, reducing labor-intensive processes

Re-assess and **optimize our logistics footprint**



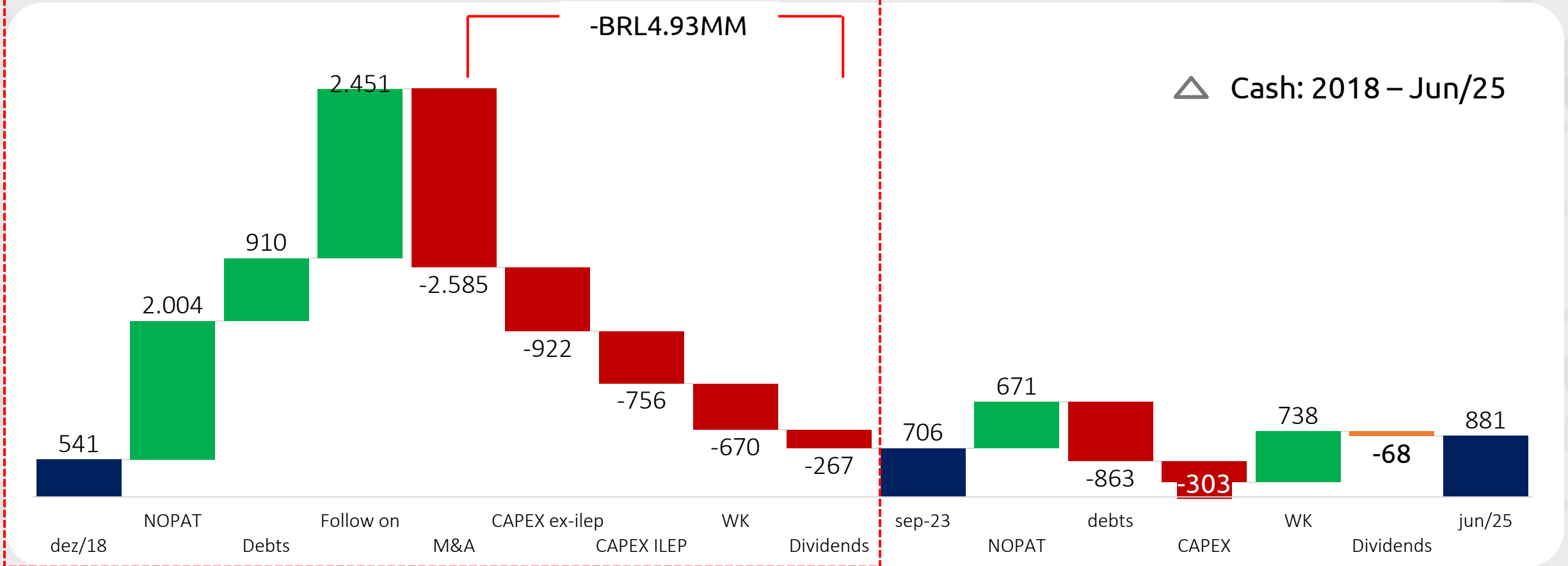
**No relevant investments for industrial capacity expansion**

**Maximize value of loasys and Rothy's for Alpa**

# In the past 2 years, discipline in capital allocation has improved, with more balanced cash generation and deployment



From 2018 to 2023, Alpa had allocated BRL ~5B to drive value creation, ~80% of which underperformed the business cases.

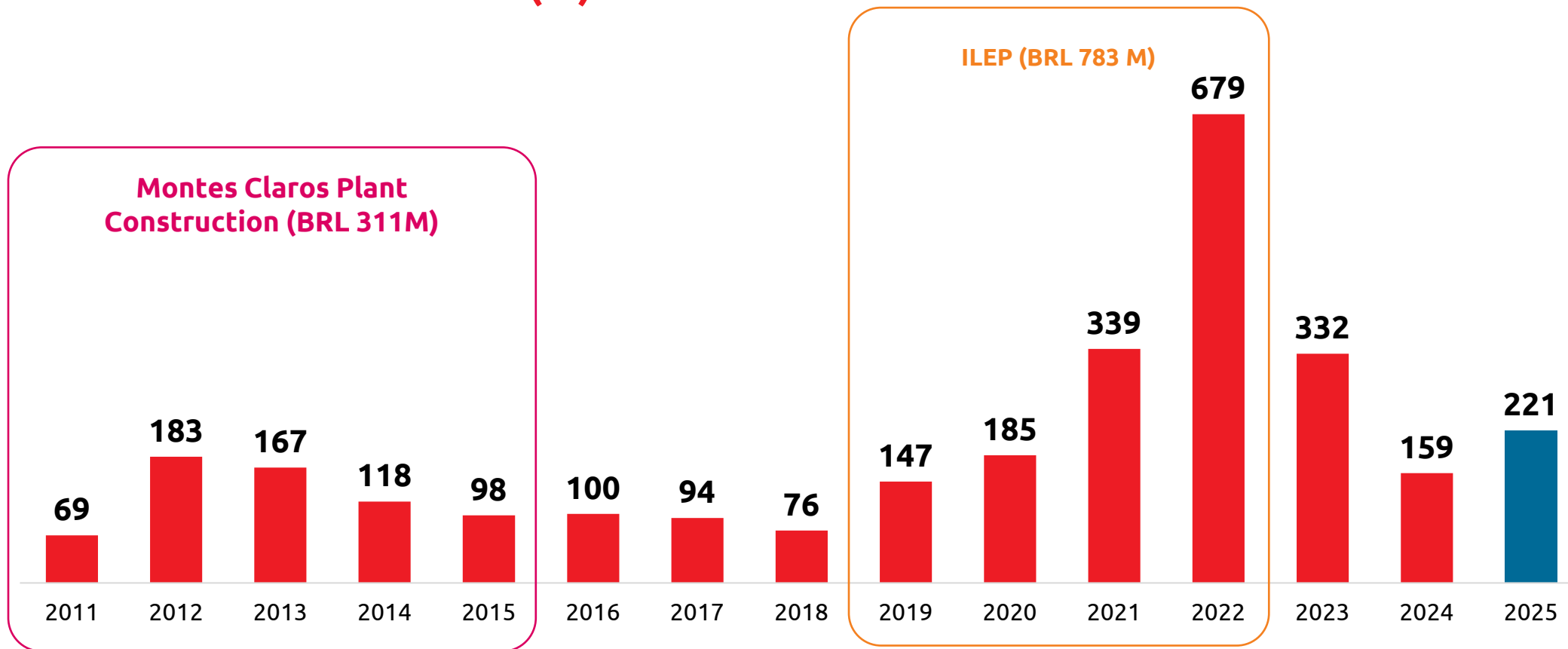


Having expectations of a new growth cycle, **Havaianas started in 2019 to finance capacity expansion through ILEP**, investing +783M until 2023E



## MARKET SHARE - FFs Specialized

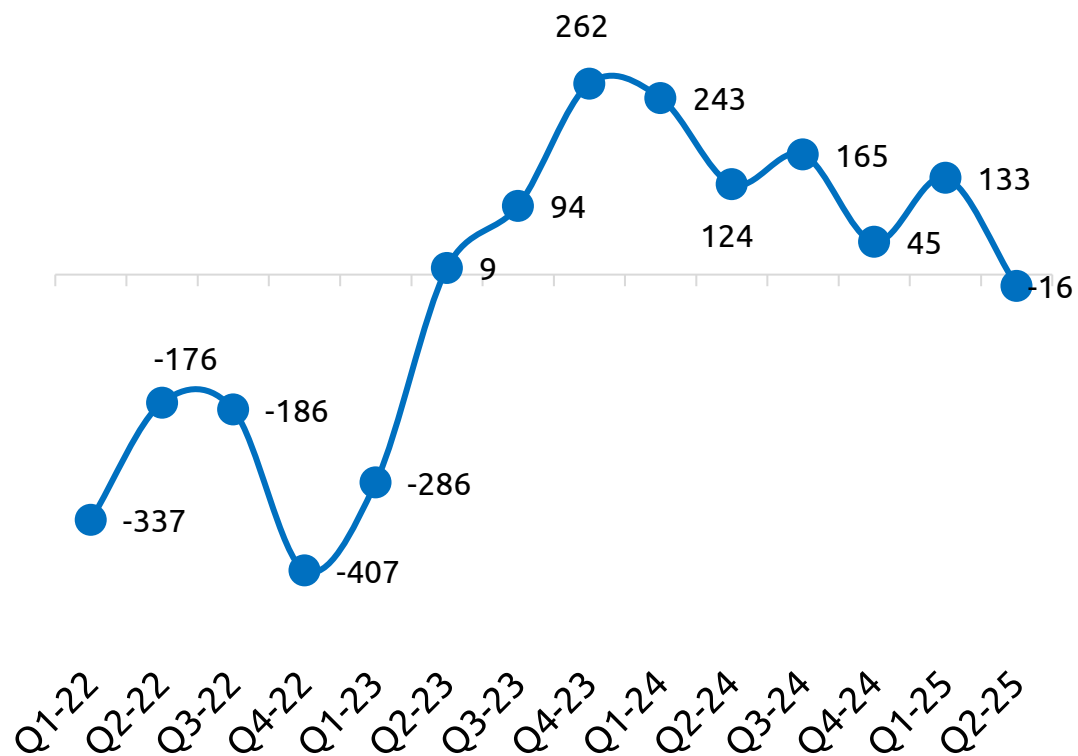
### CAPEX Evolution 2011-2025 (M)



# Cash Discipline

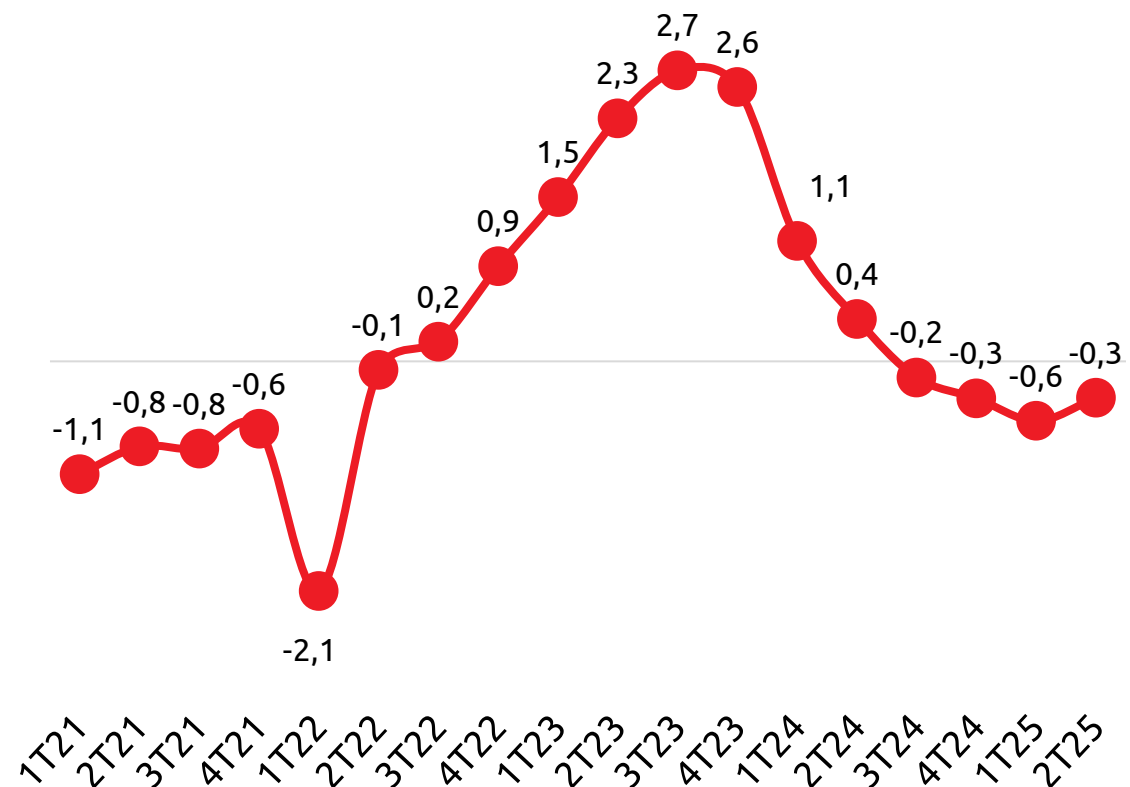
## CASH FLOW EVOLUTION

(BRL Million)

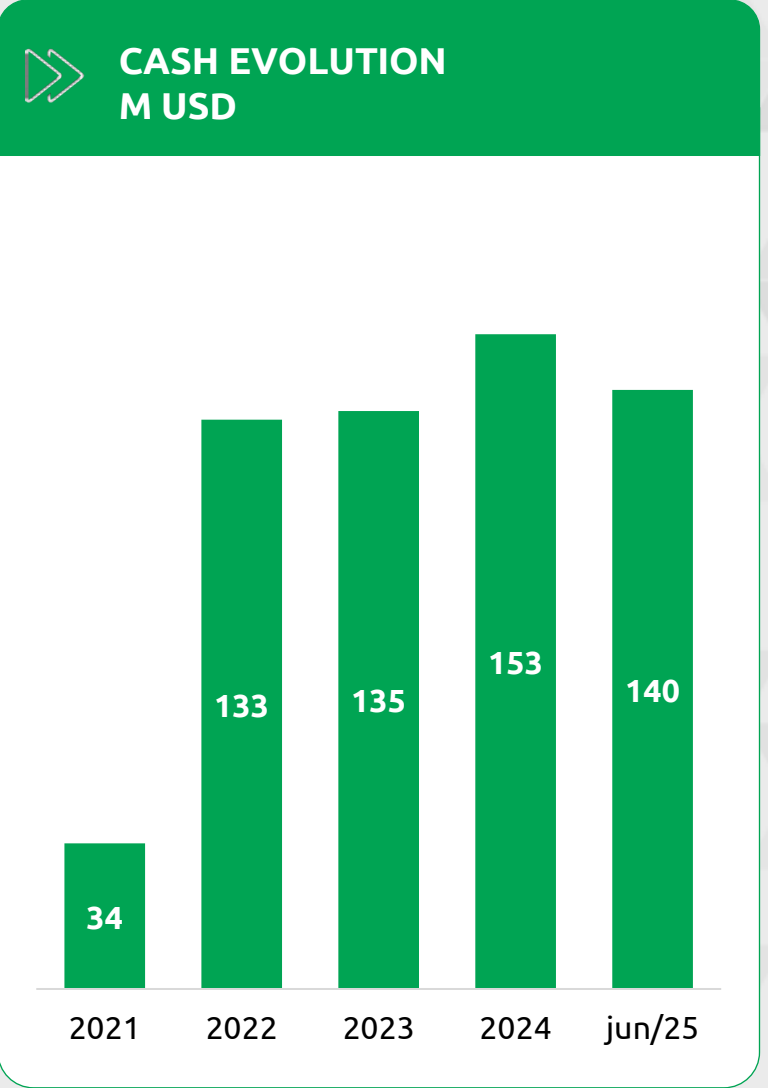
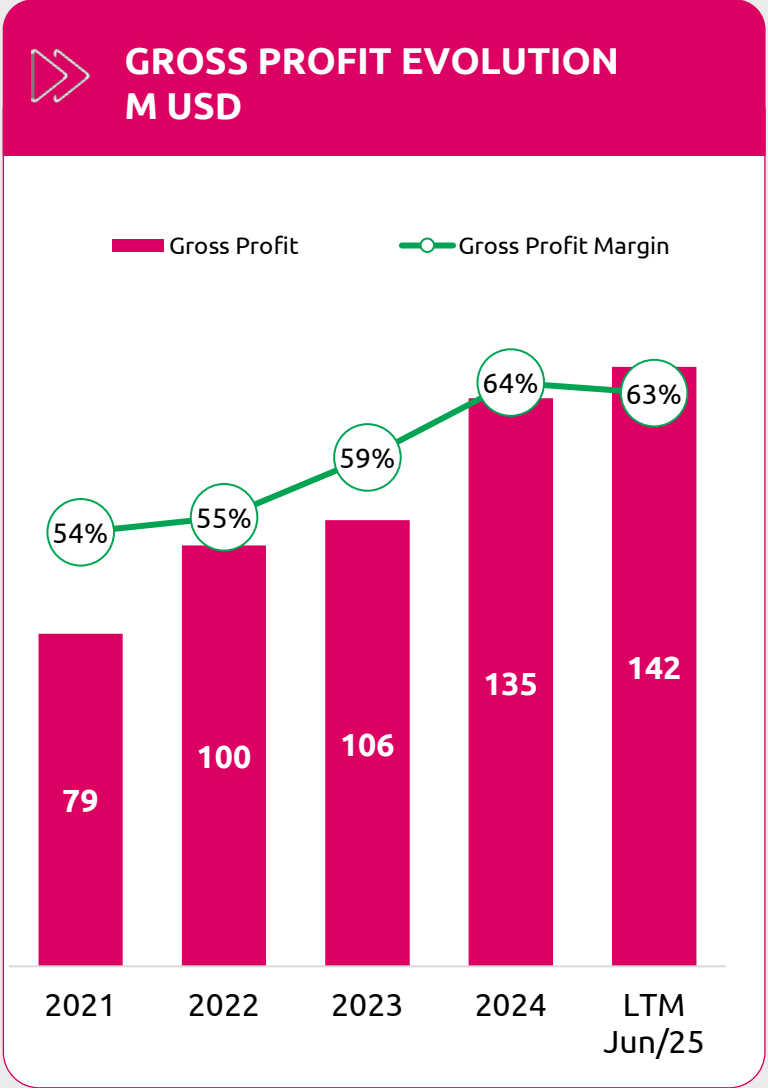
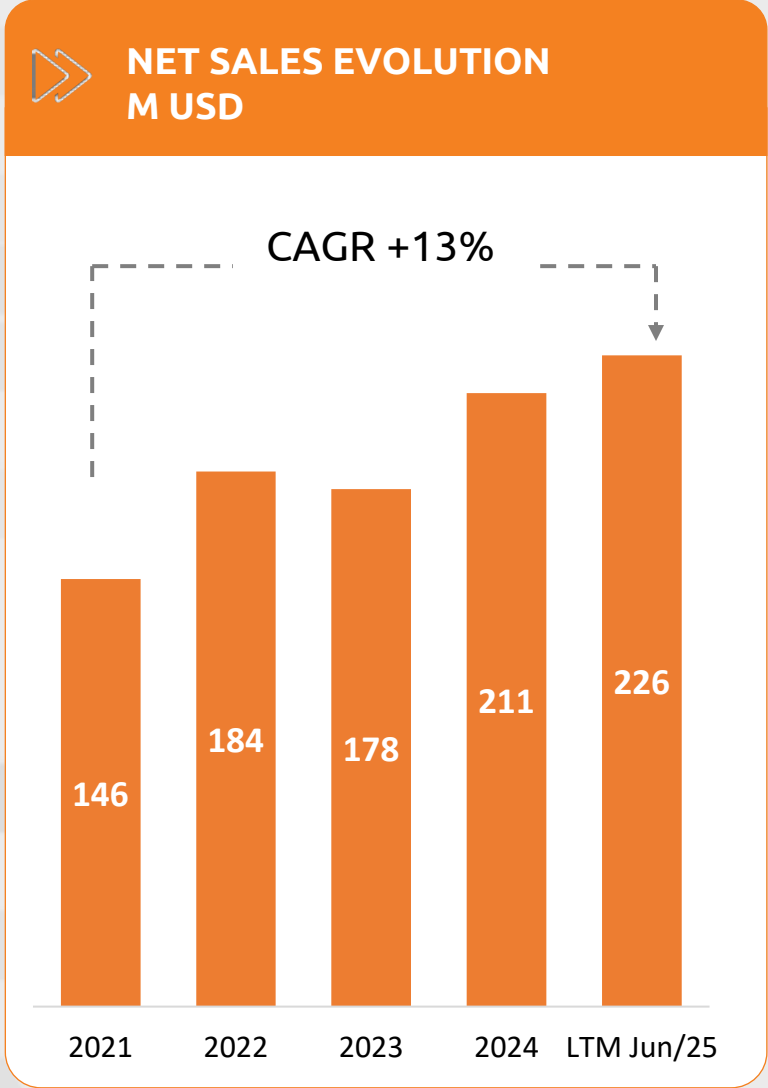


## LEVERAGE

Net Debt/EBITDA LTM



# Rothy's has consistently enhanced its financial performance, showing steady growth in key metrics and demonstrating strong profitability over time



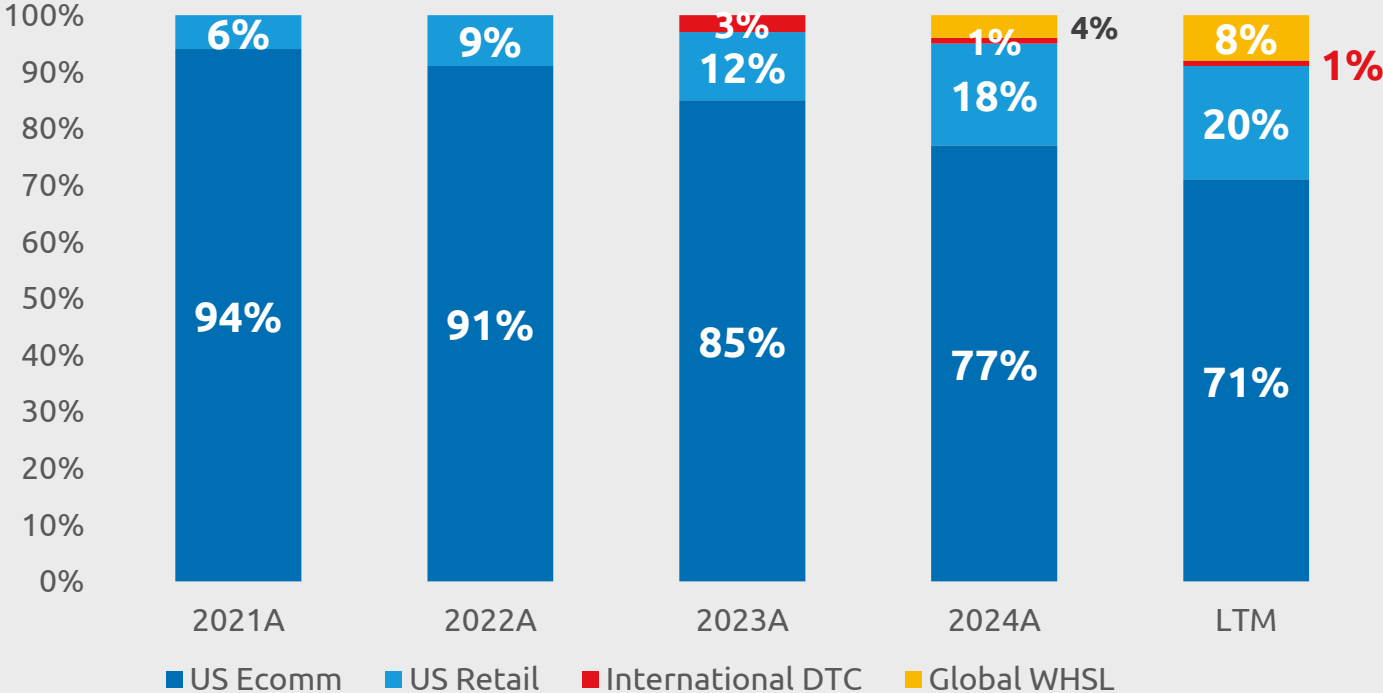
# Continued Upward Progress in all Facets of the Business



	FY 2021		2025 LTM (June)	Notes
<b>Net Sales</b>	\$146M	>	\$226M	Channel Diversification and Share Gains
<b>Gross Margin</b>	53.5%	>	63.3%	More optimal freight management with focus on ocean vs. air, and improved inventory management and disposition
<b>Marketing Spend % of Sales</b>	33%	>	21%	More focused and efficient spending and channel leverage
<b># of Total customers</b>	2M	>	4M	2x the customers have come into the brand
<b>EBITDA (\$)</b>	(-\$8.2)M	>	\$27.1M	Significant profit growth with higher sales and better expense management
<b># of Stores</b>	8	>	29	Priority strategy to build our brand & gain share
<b>Stores 4 Wall profit %</b>	19%	>	33%	Profitable Store Openings and Operations leverage



# Channel Diversification Driving Growth & Leverage

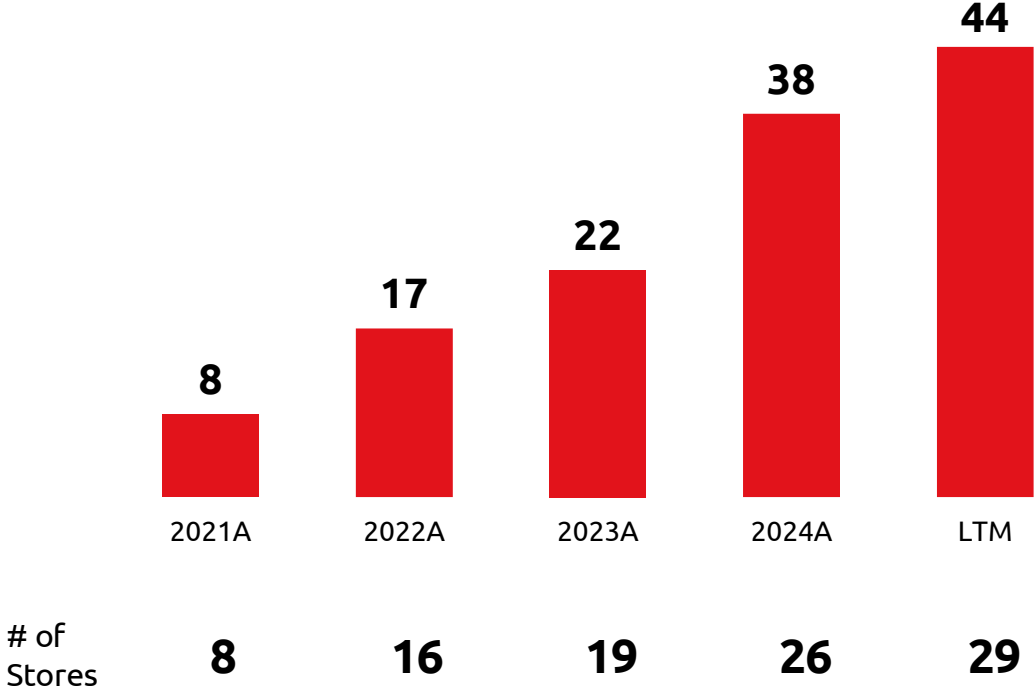


<b>Net Sales:</b>	<b>\$146M</b>	<b>\$183M</b>	<b>\$180M</b>	<b>\$211M</b>	<b>\$226M</b>
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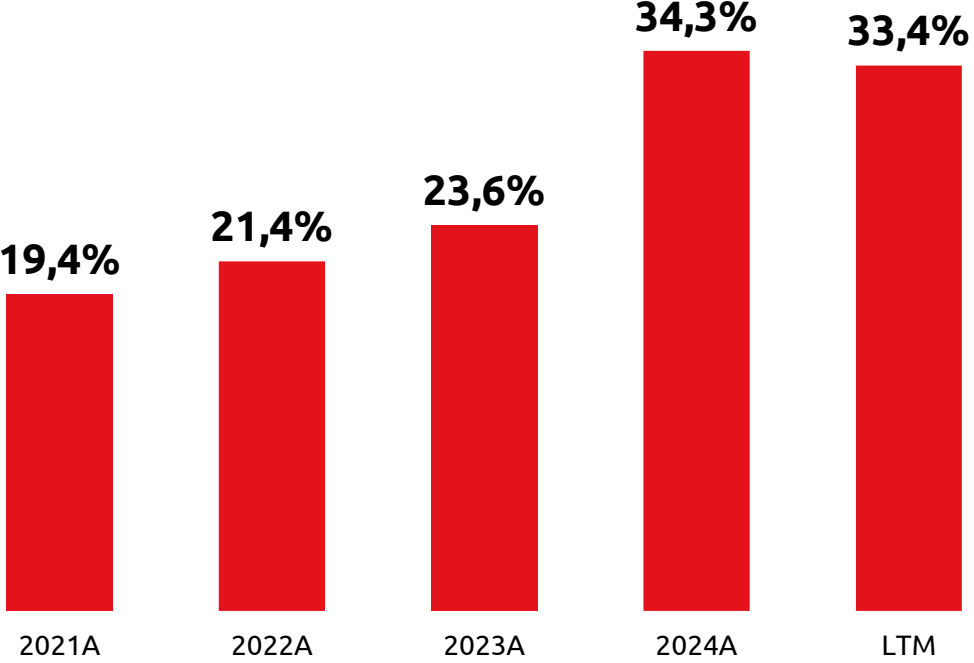
- › Rothy’s strategy of channel diversification and growth is paying off and is accelerating
- › They continue to take share in wholesale accounts and expand into high-quality, anchor partnerships
- › Retail build continues at a rapid pace in the U.S. market

# Retail Stores Growth & Profitability is Accelerating

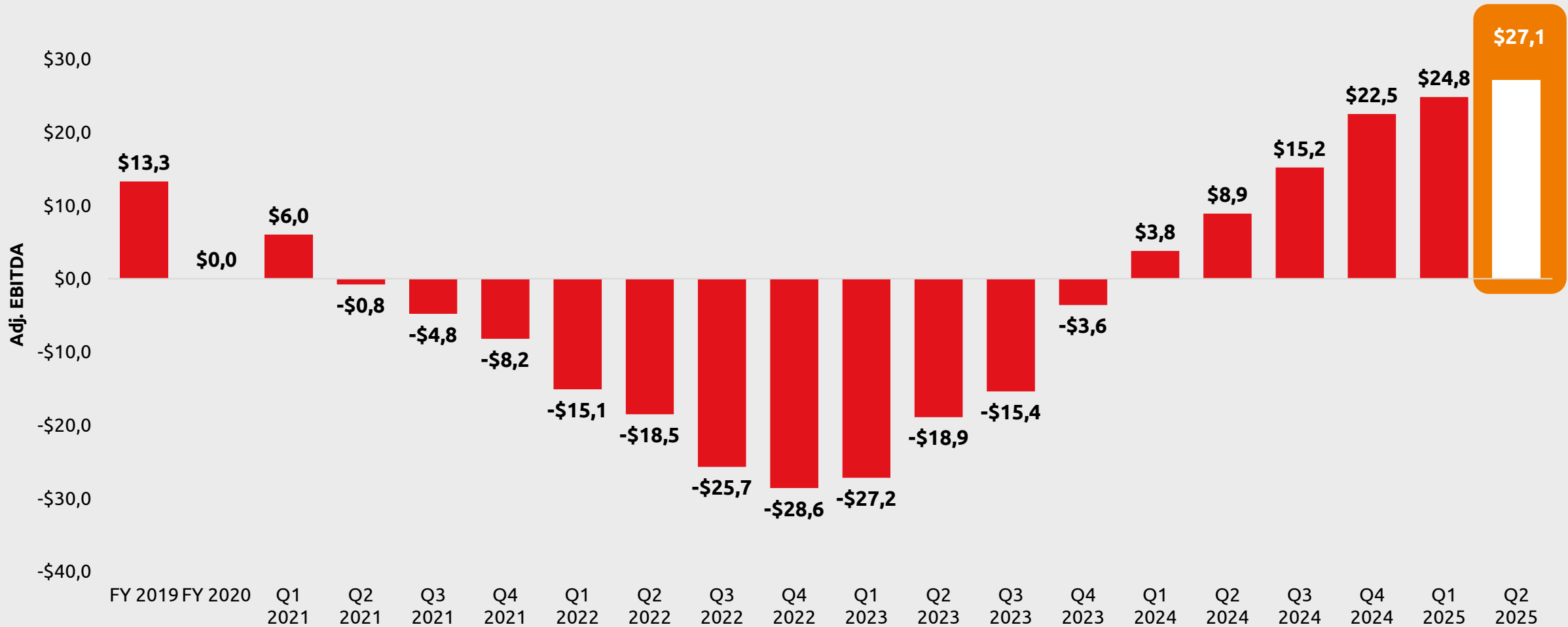
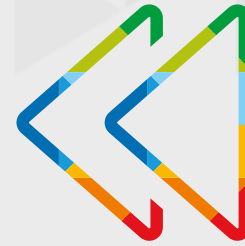
### US Retail Sales (\$ Millions)



### 4 Wall EBITDA Margin Evolution (%)



# Quality and Consistency in Earnings Improvement



*ZBB & Simplification*

# How can we Go Lean?

**Right size the organization** to support the growth model

**Increase centralization** through a revamped organizational structure

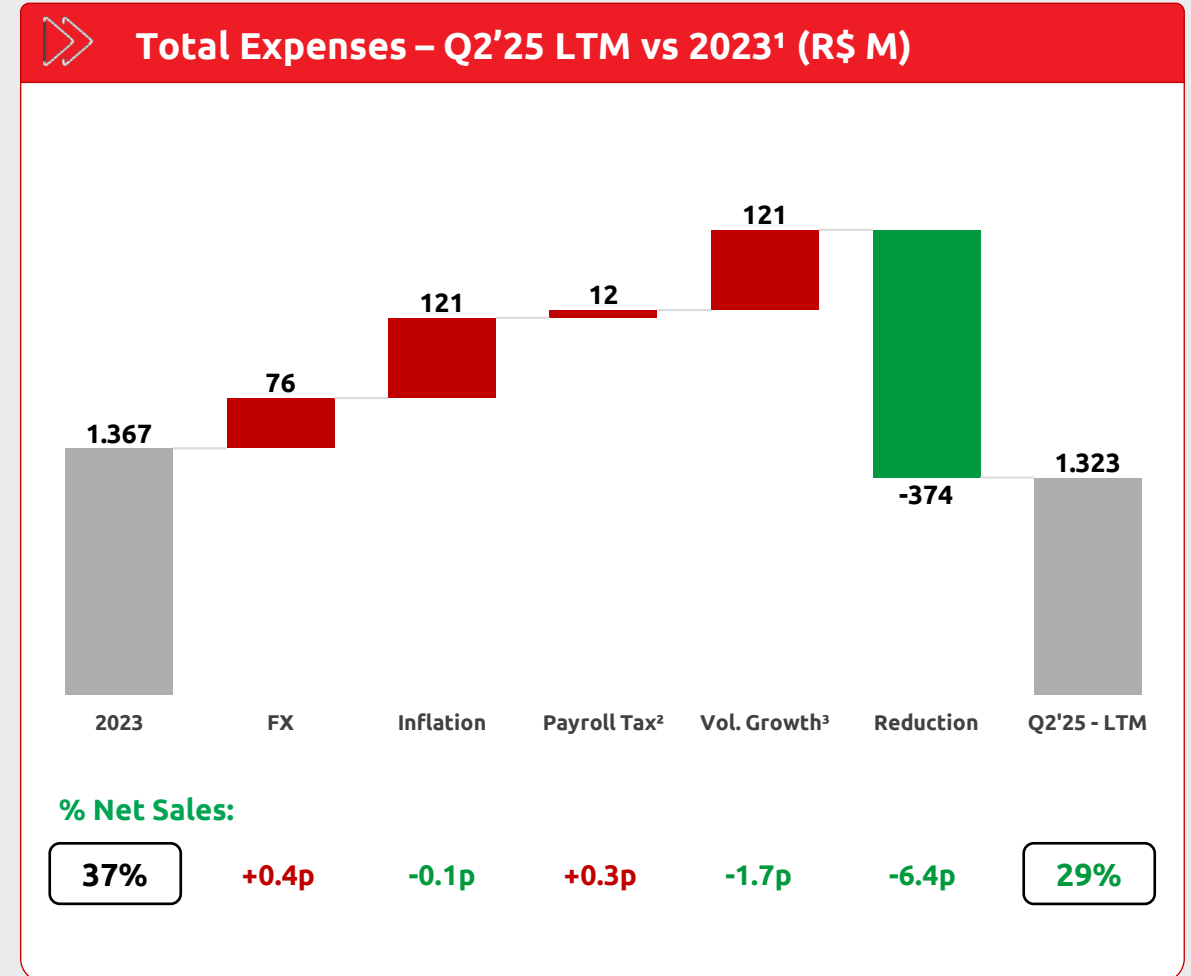
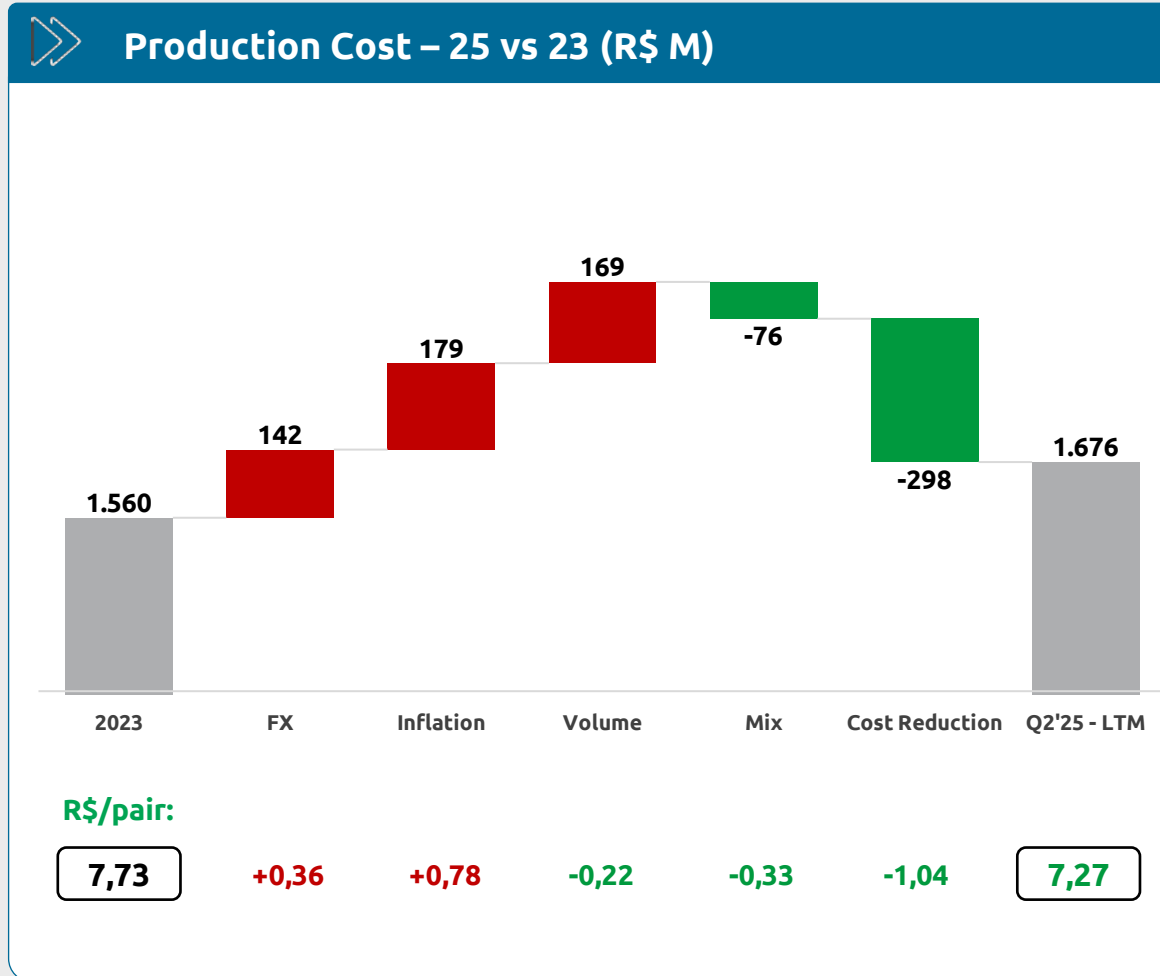


**Generate savings** to partially **reinvest in the brand**

**Implement and disseminate ZBB Culture**

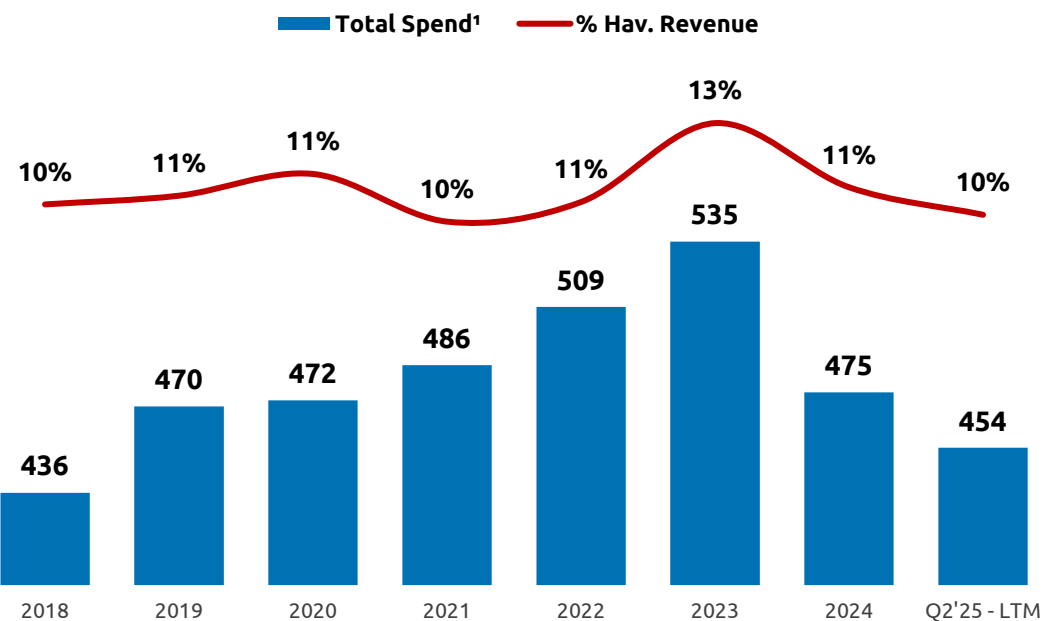


Since the program started in H2'23, our cost/pair decreased **R\$0.46/pair** and total expenses reduced **-8pp** as % of revenue



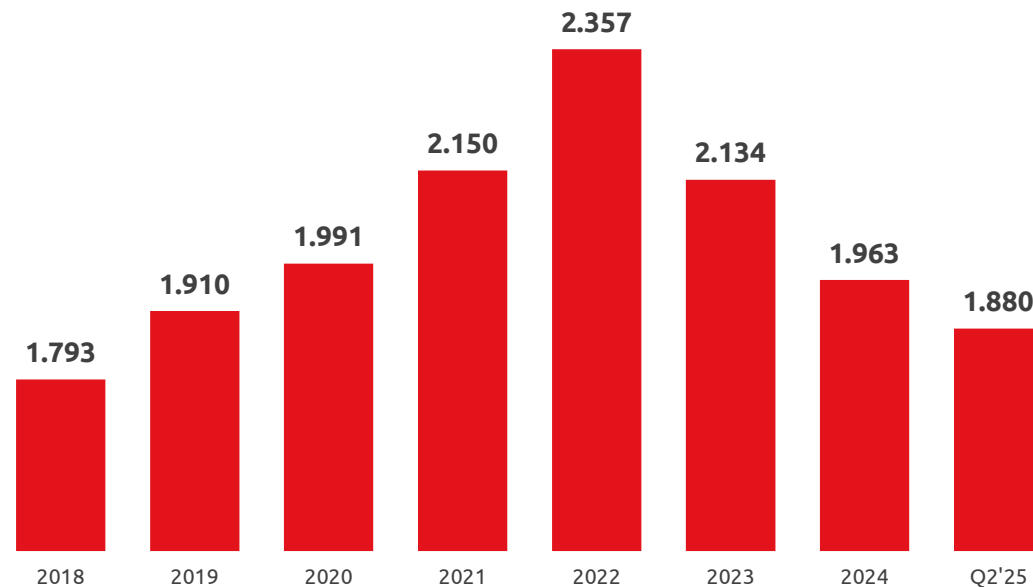
Our expenses with personnel reduced R\$ 81M versus 2023, driven by admin/corporate headcounts reduction with a continuous effort of right-sizing the organization

## People Expenses (SG&A)



- Compensation costs flat as % of revenue versus 2018, with continuous reduction effort since 2023

## Headcounts



- Total admin/corporate<sup>2</sup> headcount at lower level since 2018
- Reduction of -20% versus highest level (2022), with -8% CAGR



Since 2024, we carry out an intensive schedule of efficiency workshops across all departments and expense packages



# Go Alpargatas:

*Enable growth through capability optimization*



**Enablers**

**BUILD EXCELLENCE**

**Enhance capabilities**  
*to deliver to translate strategy into execution*

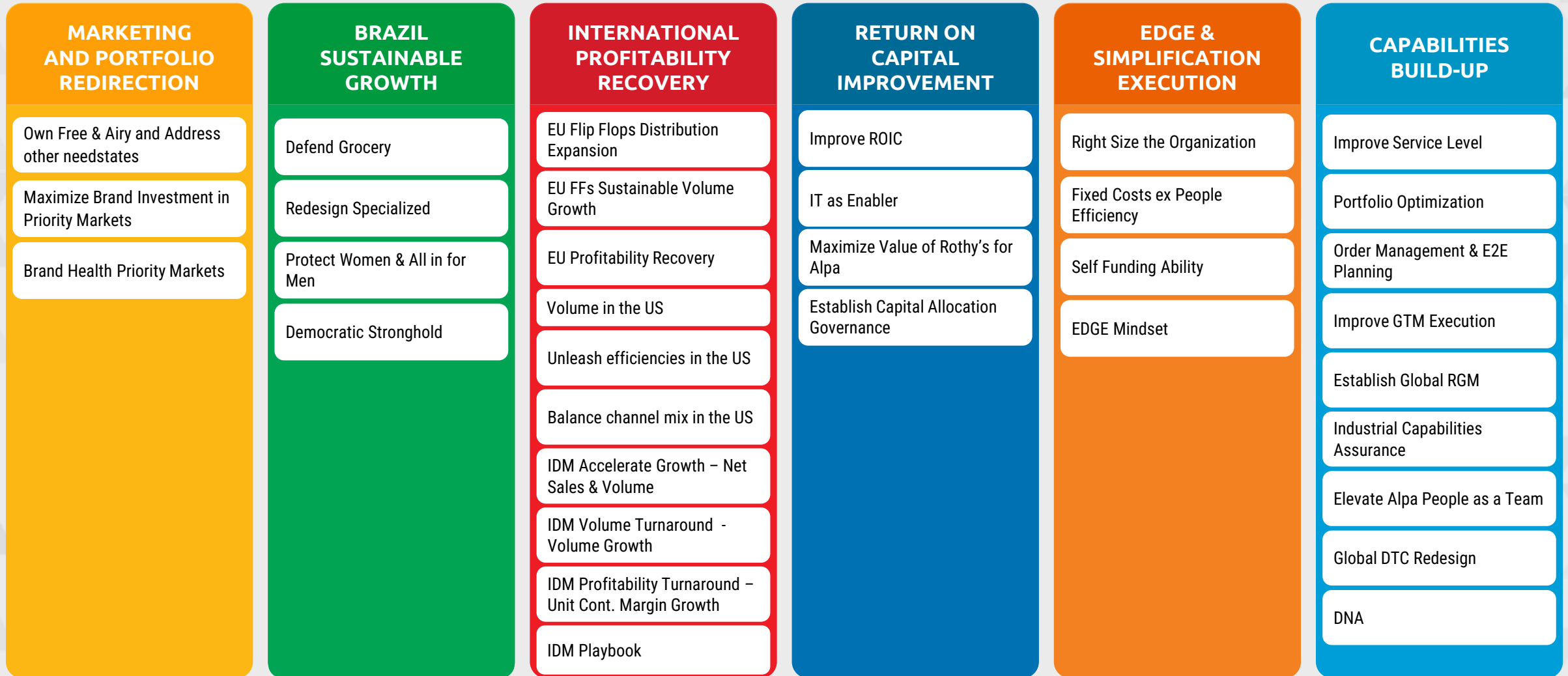


- Improve Service Level
- Order Management
- Improve GTM Execution
- E2E Planning
- Establish Global RGM
- Global DTC Redesign
- Elevate Alpa People as a Team
- Industrial Capabilities Assurance



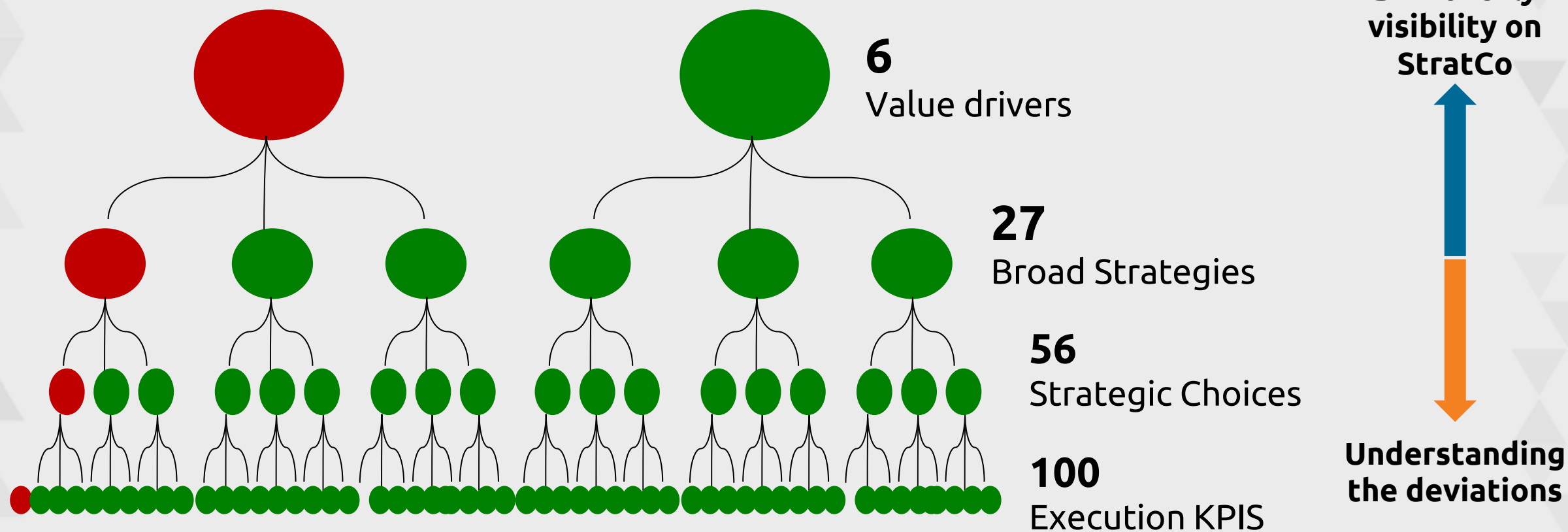
# Alpargatas is progressing towards translating the strategy into execution

*Yet, has to work on building end-to-end action plans to overcome a few roadblocks*



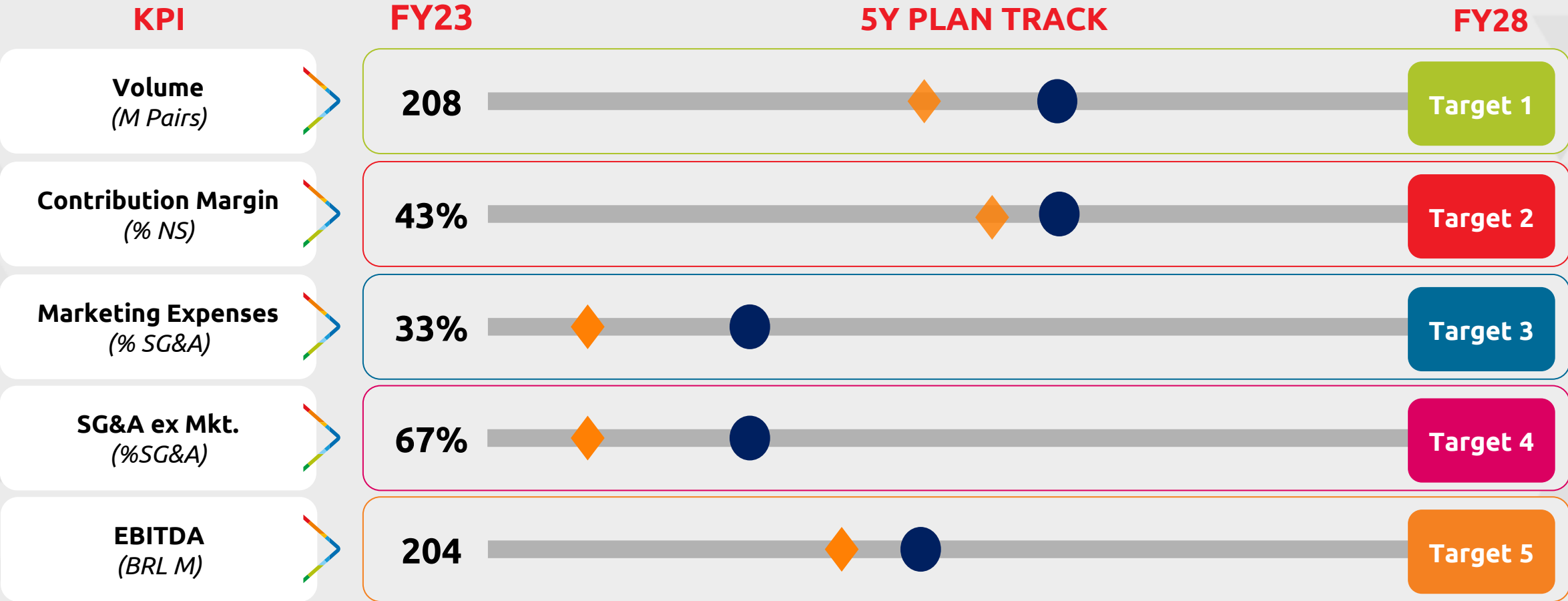
We have developed a user-friendly dashboard based on a **robust KPI analysis** to **quarterly monitor the continuous strategy evolution**

## KPIS GOVERNANCE



# To track and monitor our financial progress, we use a dashboard to support periodic analyses and ensure we stay on the right path

This dashboard is for **illustrative purposes** and the positions displayed do not represent actual data.





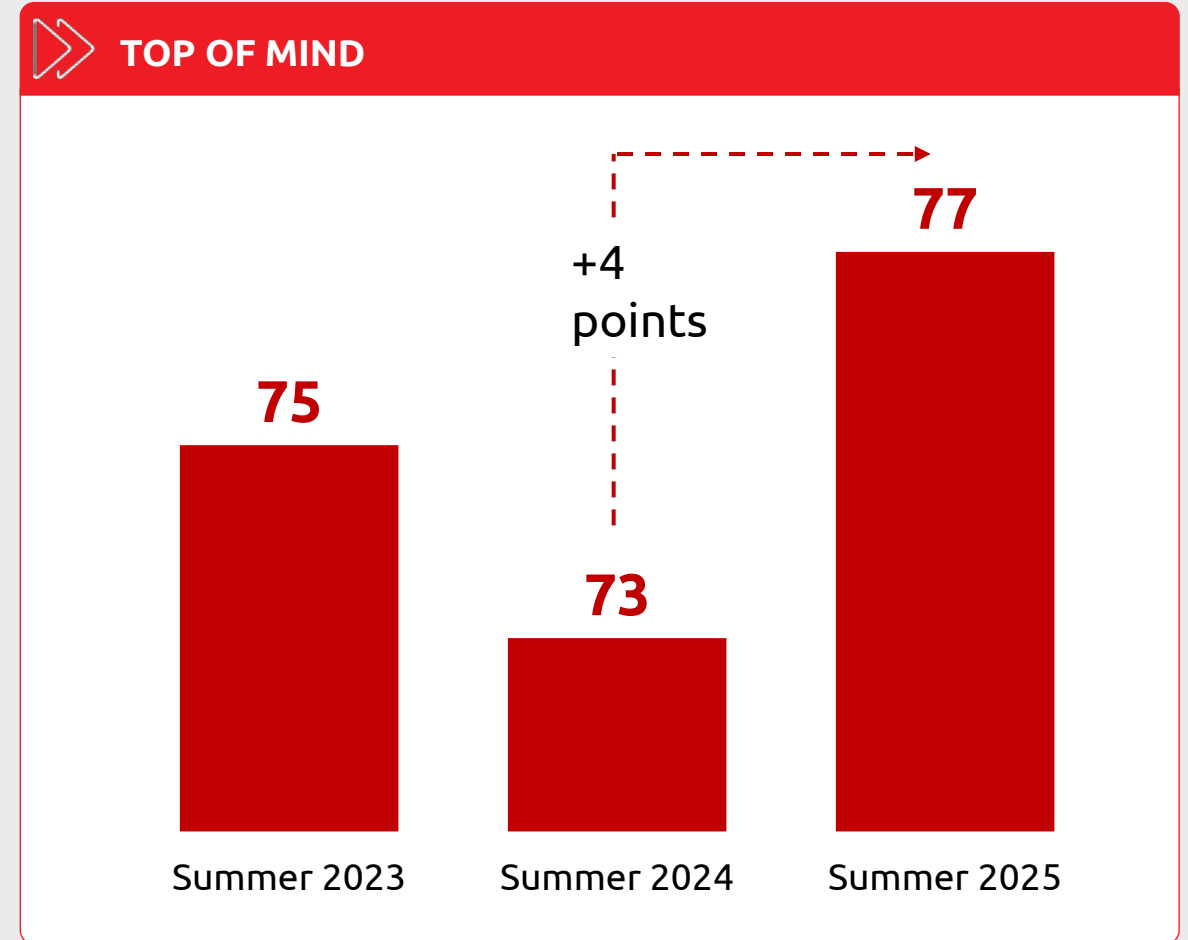
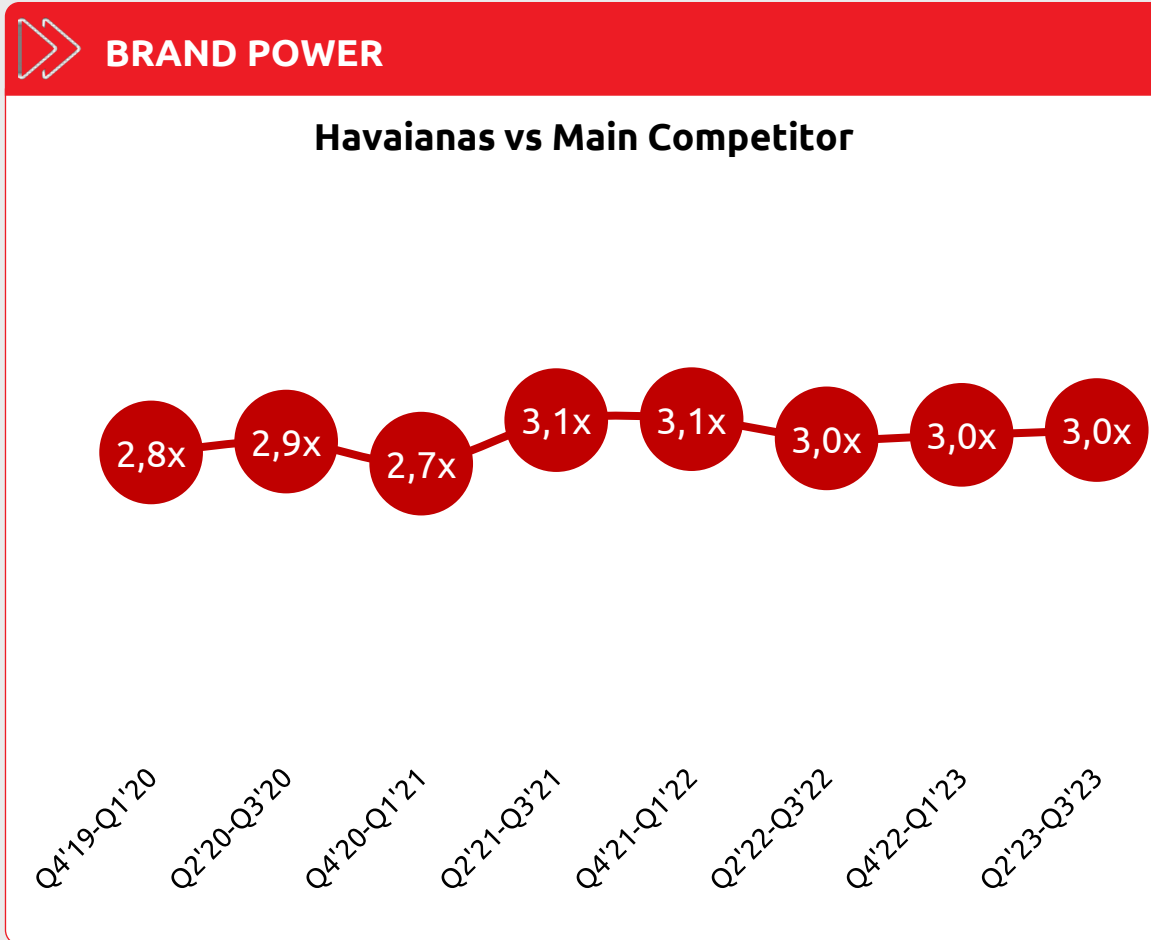
ALPA  
DAY

ALPARGATAS 2025

**Marketing**

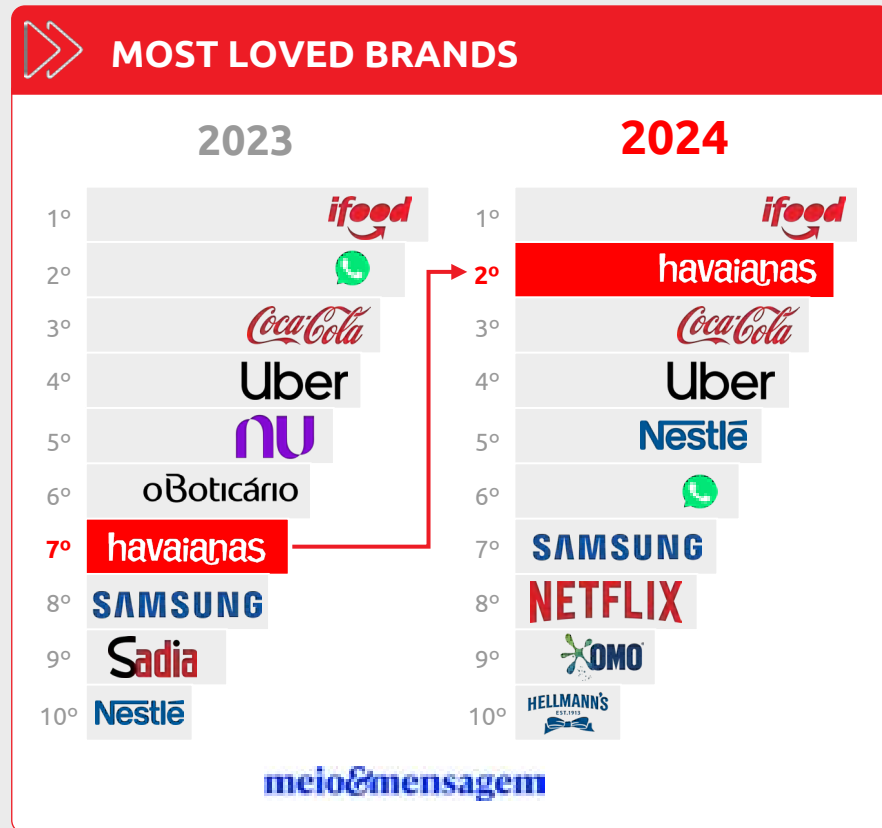
Mafê Albuquerque

# Consumers increasingly perceive the brand as innovation-driven, while we continue to hold the Top of Mind position over time



Clearly, the brand is picking up momentum, as it can be seen growing among the most relevant ones

*In Brazil, Havaianas is regaining status as one of the most important brands*



**#1** In Brand Reputation

**#20** most valuable brand



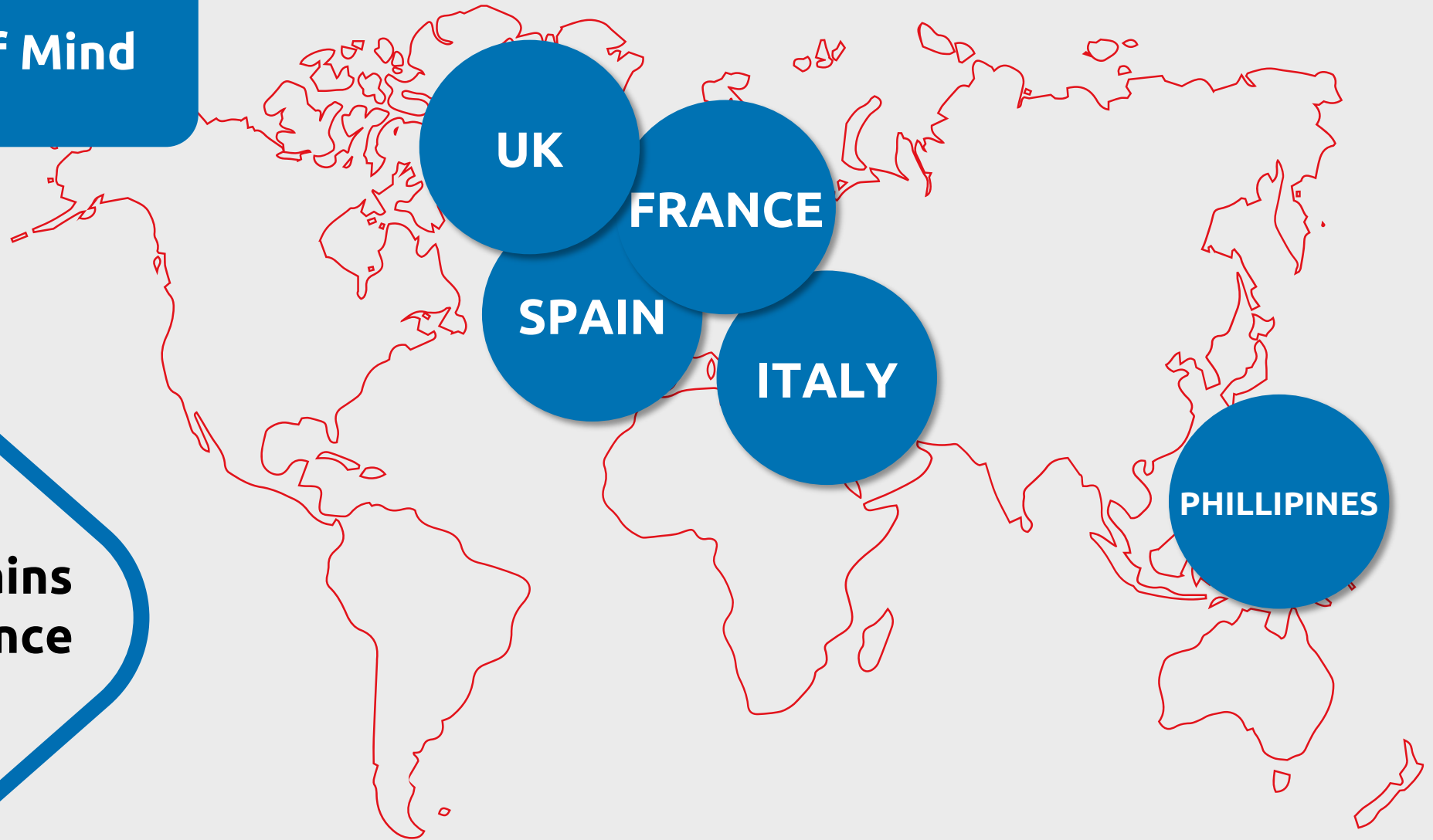


Clearly, the brand is picking up momentum, as it can be seen growing among the most relevant ones

*In Brazil, Havaianas is regaining status as one of the most important brands*



**#1 Top of Mind**

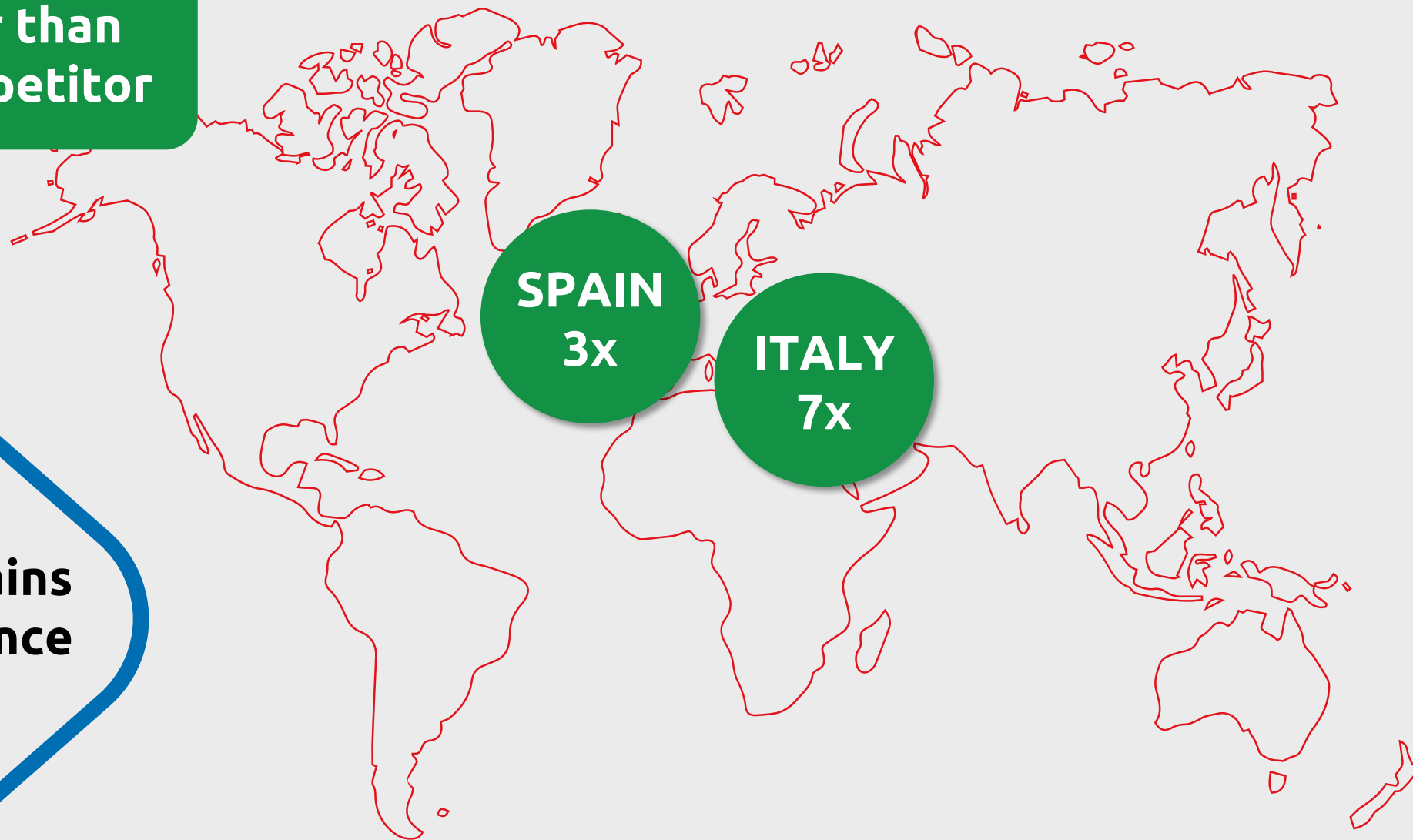


**Internationally,  
the brand maintains  
itself as a reference  
in key markets**



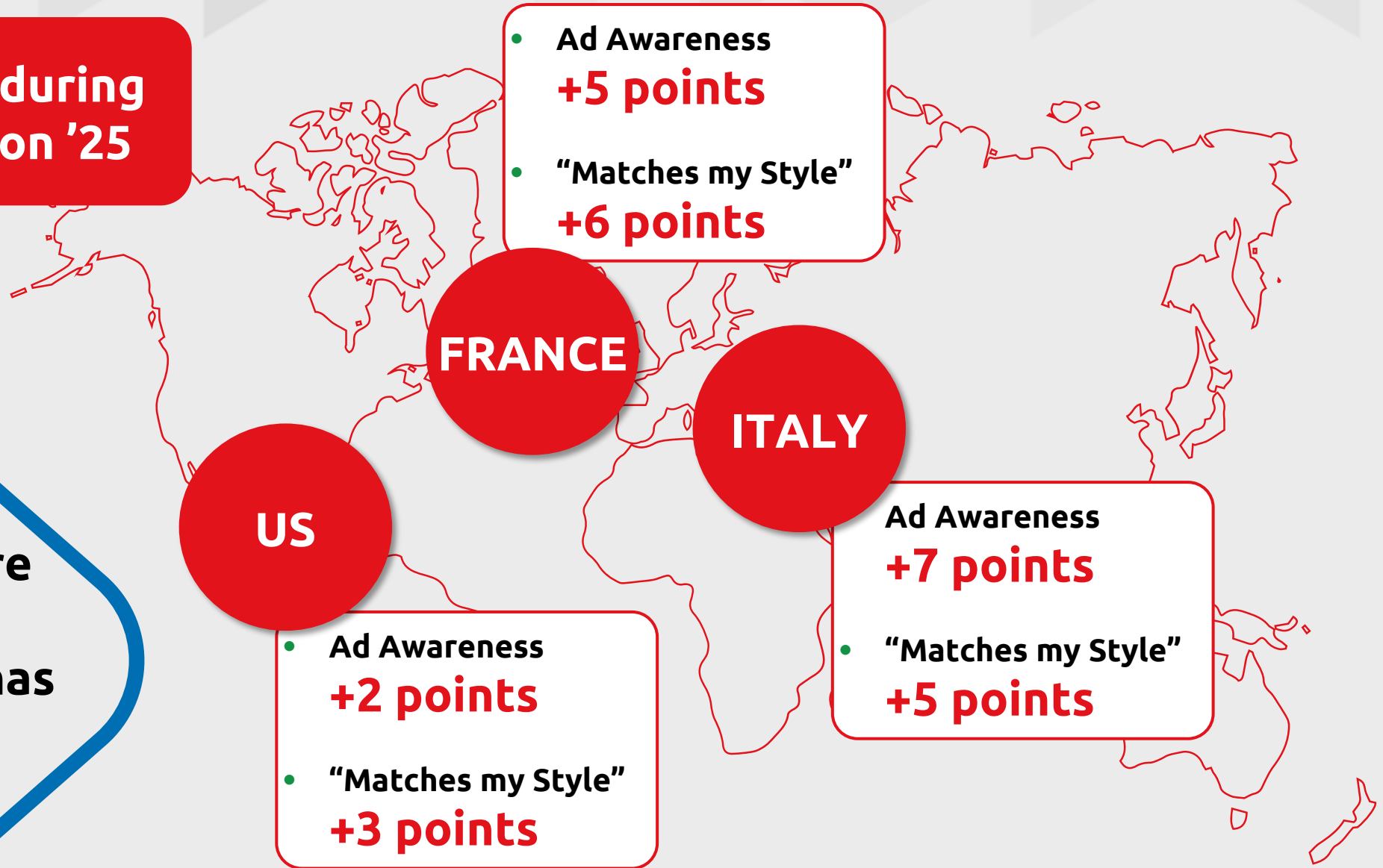
**Stronger than  
main competitor**

**Internationally,  
the brand maintains  
itself as a reference  
in key markets**



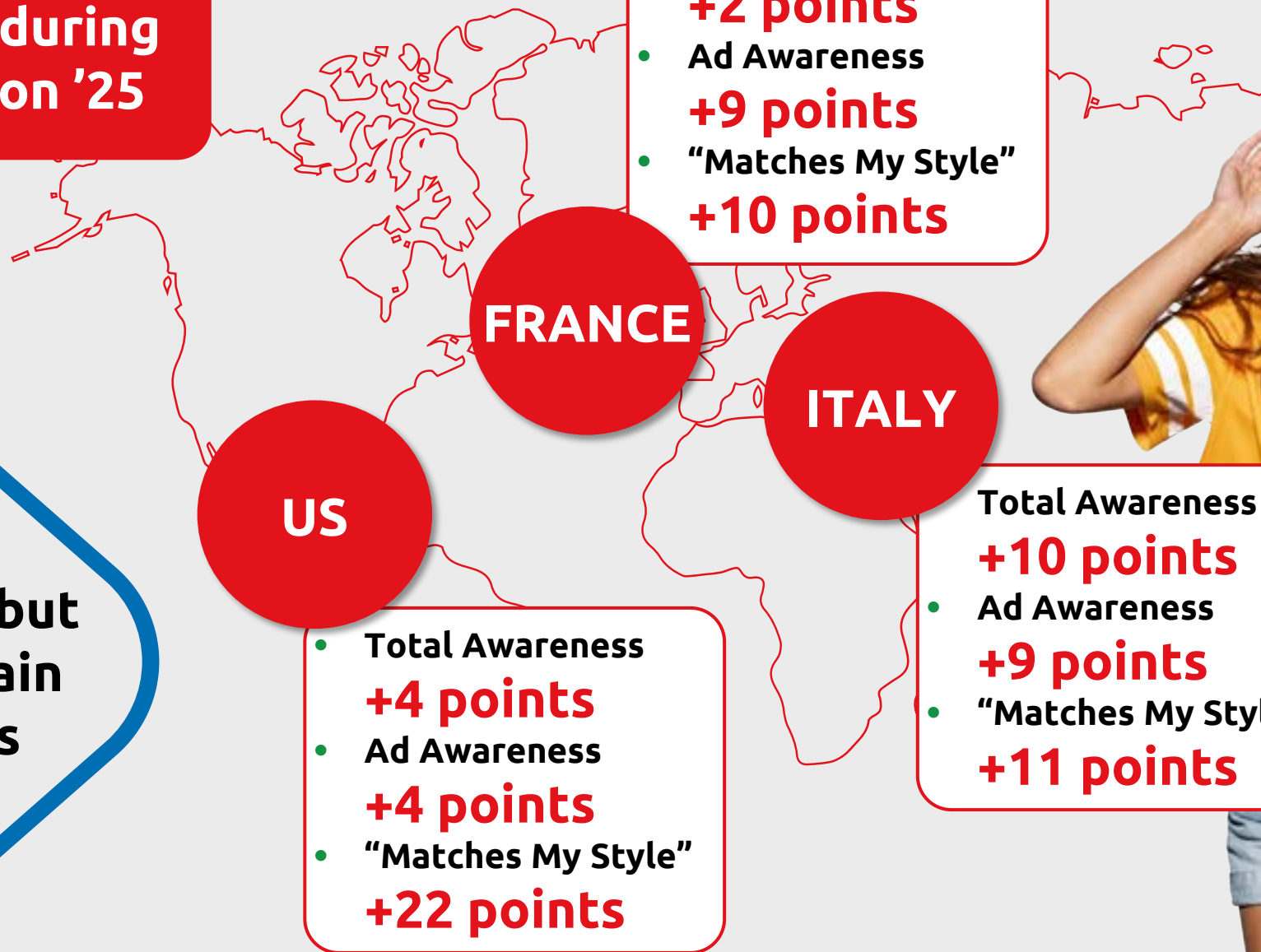
## Variation during high season '25

Recent results are encouraging and show the brand has found the right direction



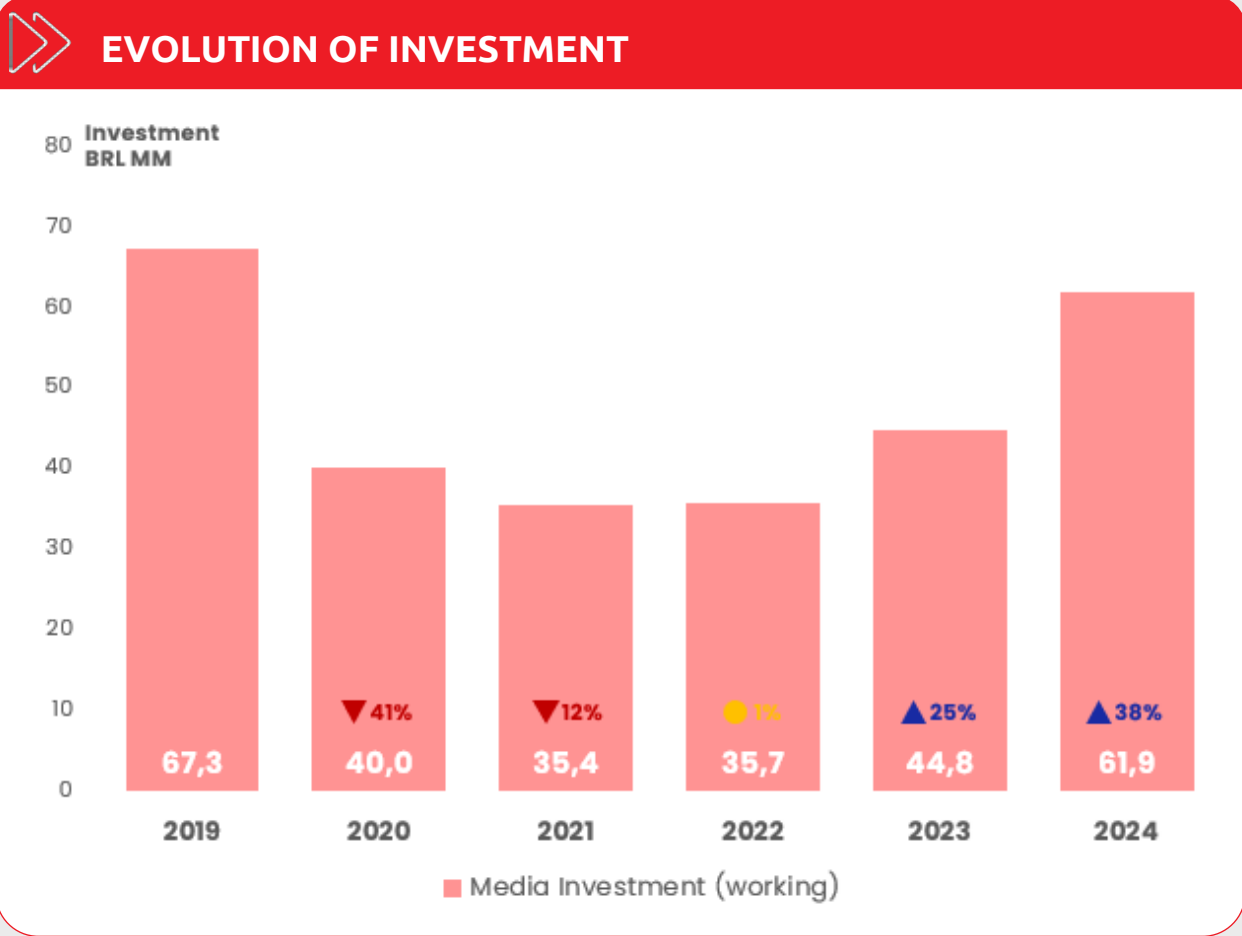
## Variation during high season '25

The brand lost part of its awareness in key Europe markets, but is starting to regain it and improve its image specially among **youngsters**



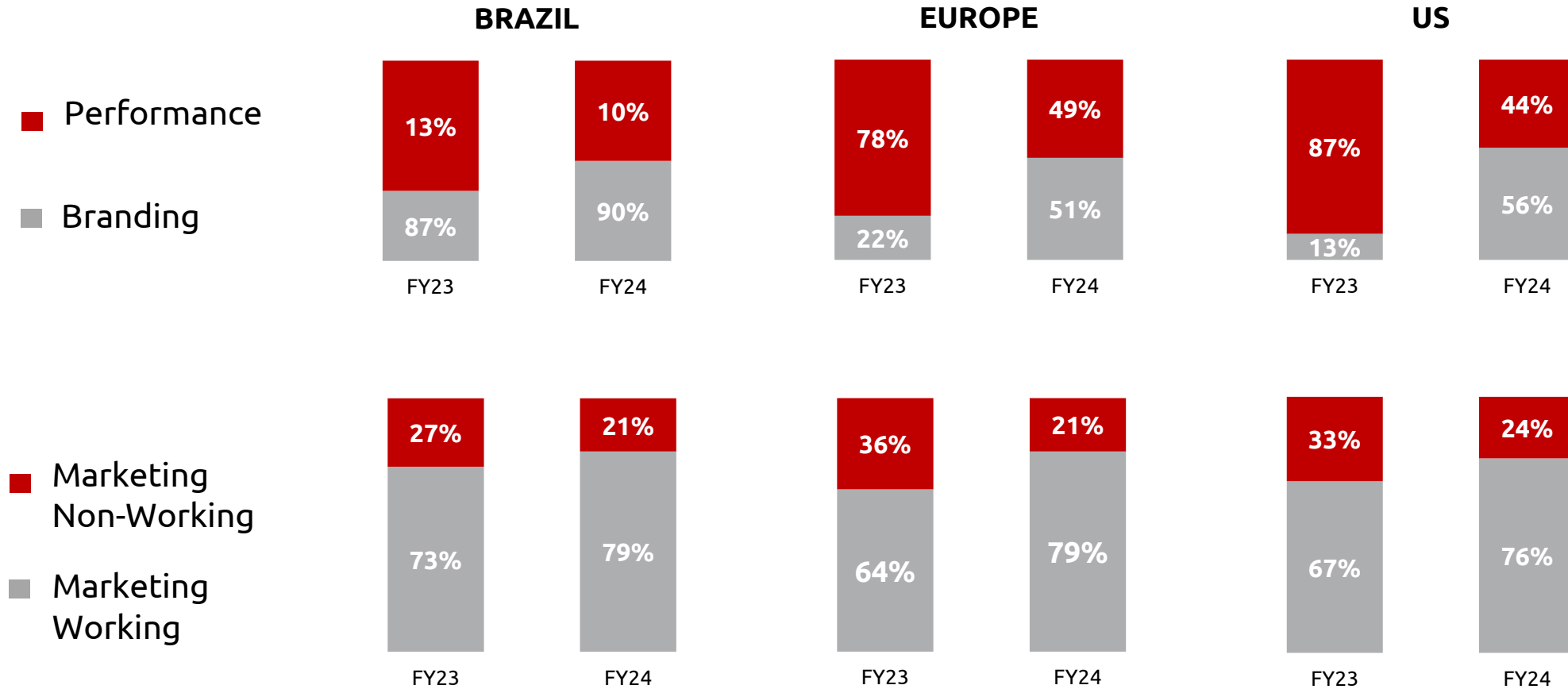
# Media investment is growing back closer to the 2019 levels in Brazil, driving more momentum around the brand

*Recent brand momentum can be attributed to a return in media investment levels*

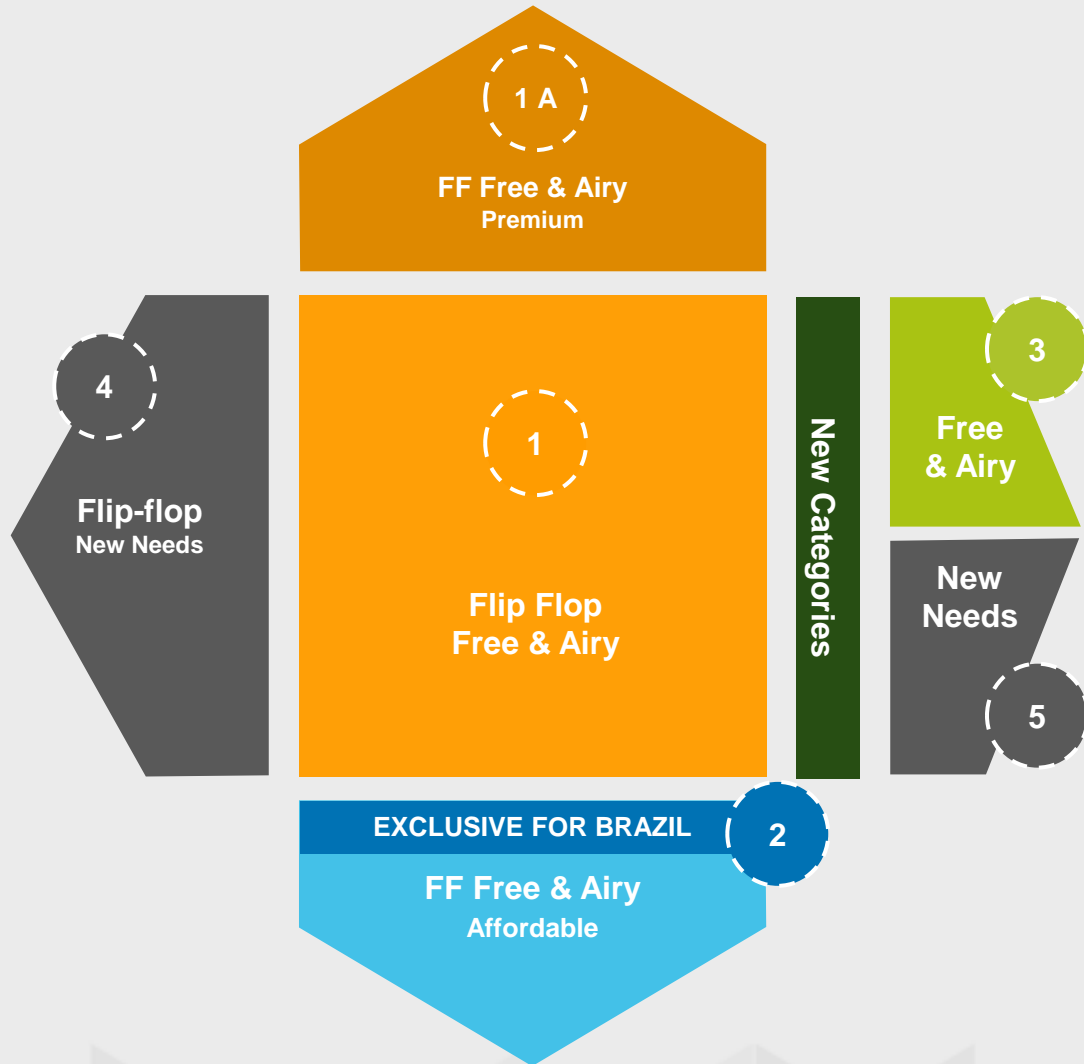




## BMUs MEDIA INVESTMENT BREAKDOWN



**We took transformative steps in order to accelerate our turnaround, and executed a thorough portfolio review to reduce complexity & inefficiencies, focusing our efforts on FF categories around the world**



## 01 Dominate Flip-Flops (GLOBAL)

- **Women:** protect Brazil and dominate in Int. Markets
- **Men:** conquer Havaianas fair share
- **Kids&Baby:** conquer Havaianas fair share

## 02 Defend Flip-Flops (BR)

by building and Leading the Slides category

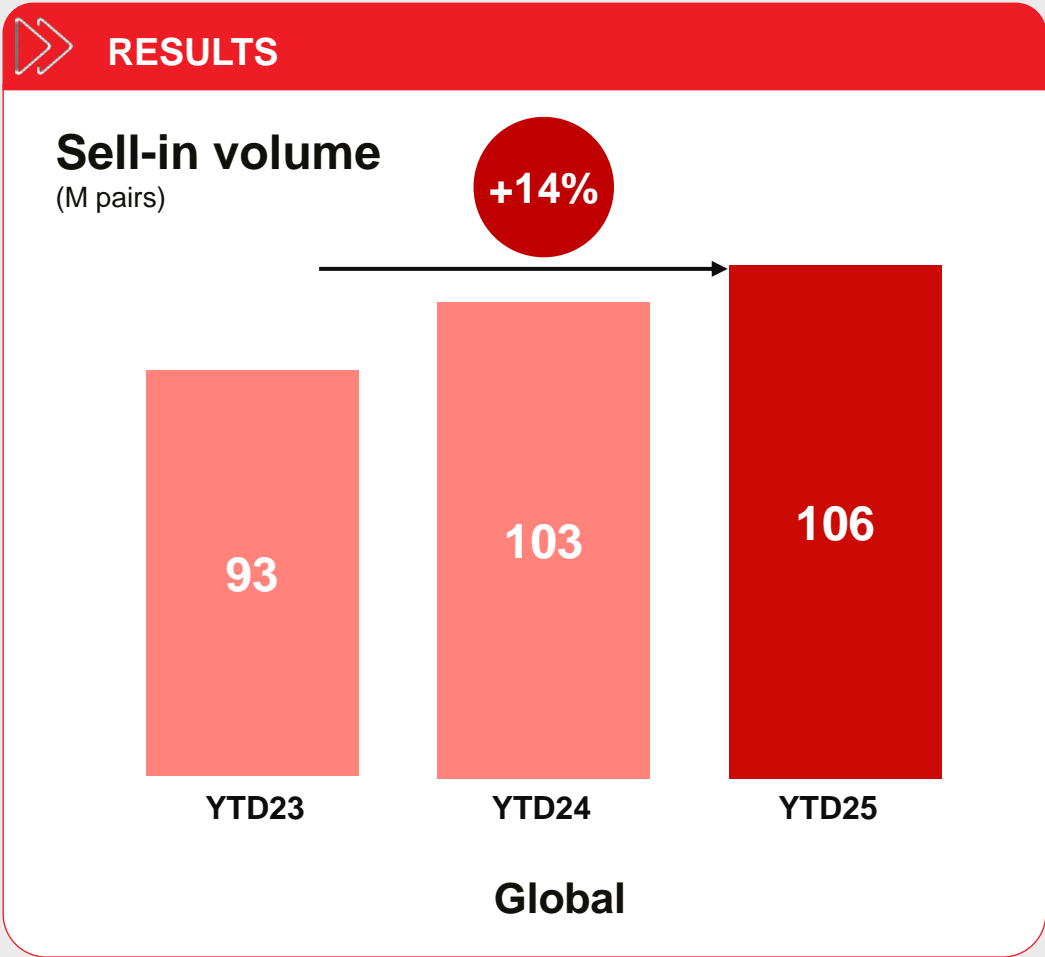
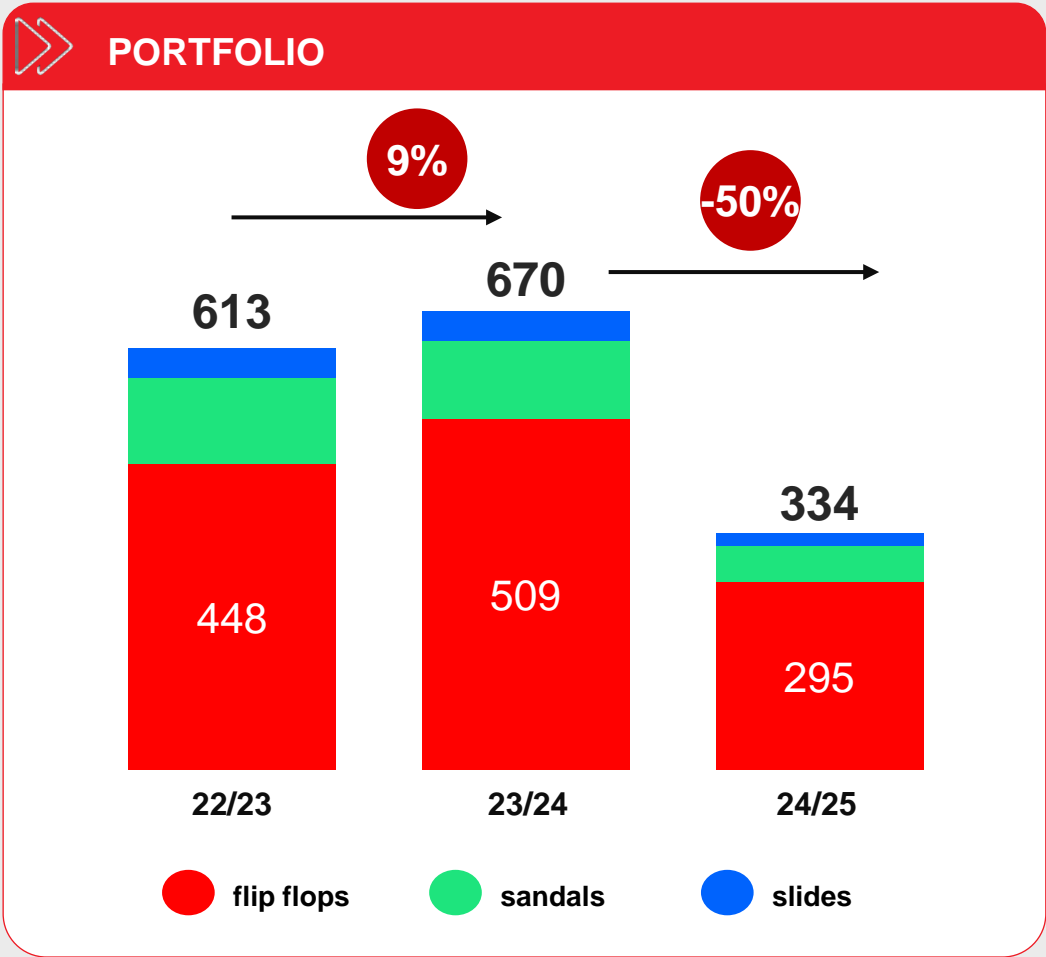
## 03 Expand Flip-Flops (BR & EUR)

by increasing frequency and average price

## 04 Enable DTC business (GLOBAL)

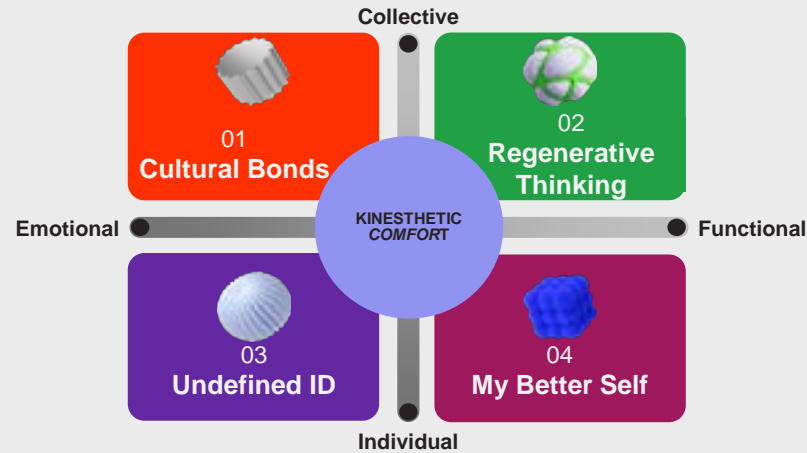


Challenges led to clarity — and the path forward was defined: **portfolio optimization and simplification**. A sharper, consumer-driven portfolio — with the right channel segmentation and greater **efficiency, without volume loss**



We're making an important shift from **Portfolio Strategy** into a **Consumer-Centric Vision** — *harnessing Global Insights, Behavioral Trends, and Style Territories to unlock both long-term and incremental growth*

## DNA Project



## BEHAVIOR

### U&A

essential buyer



comfort seeker



fashion seeker



quality dressy



brand enthusiast



## PROFILE

CONSUMER CENTRIC APPROACH

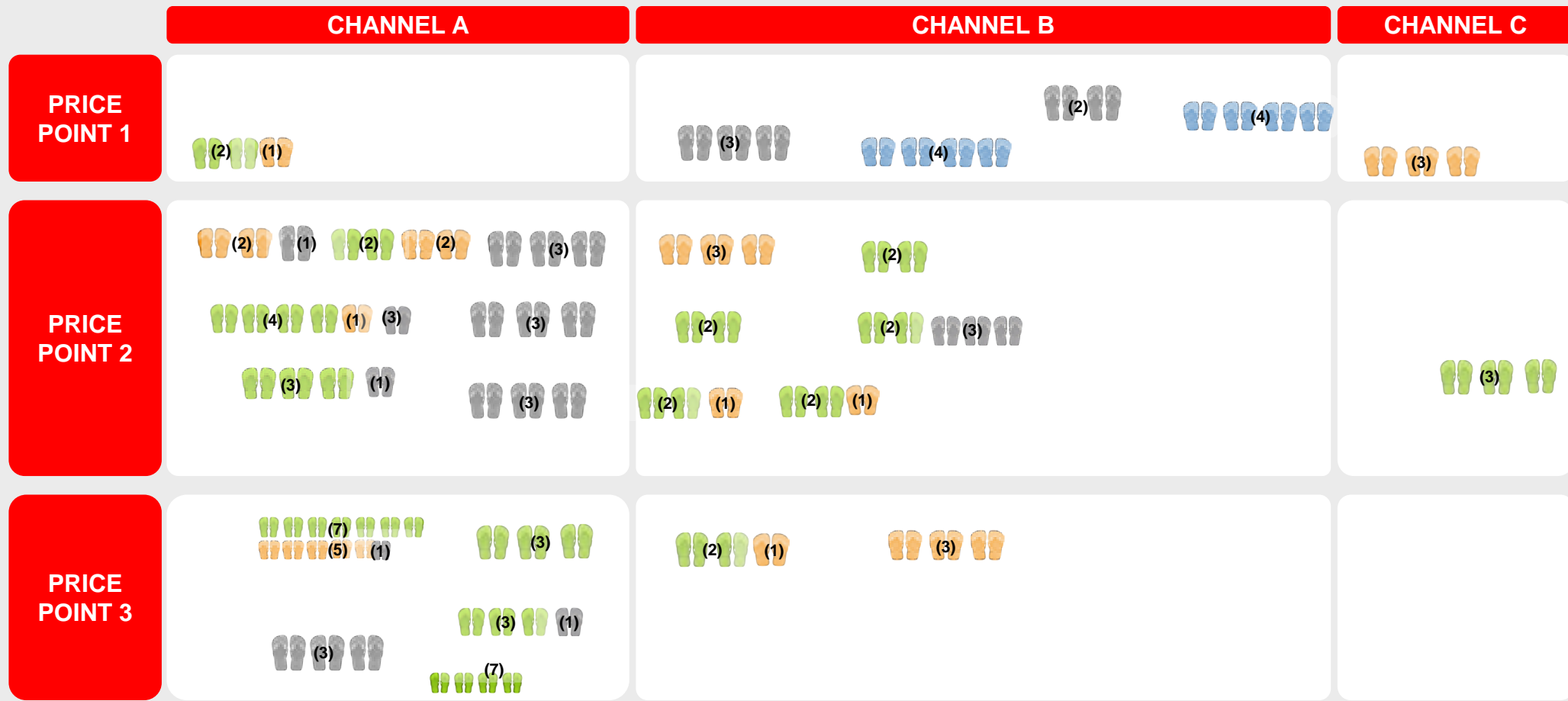
## Hava Territories



## STYLE



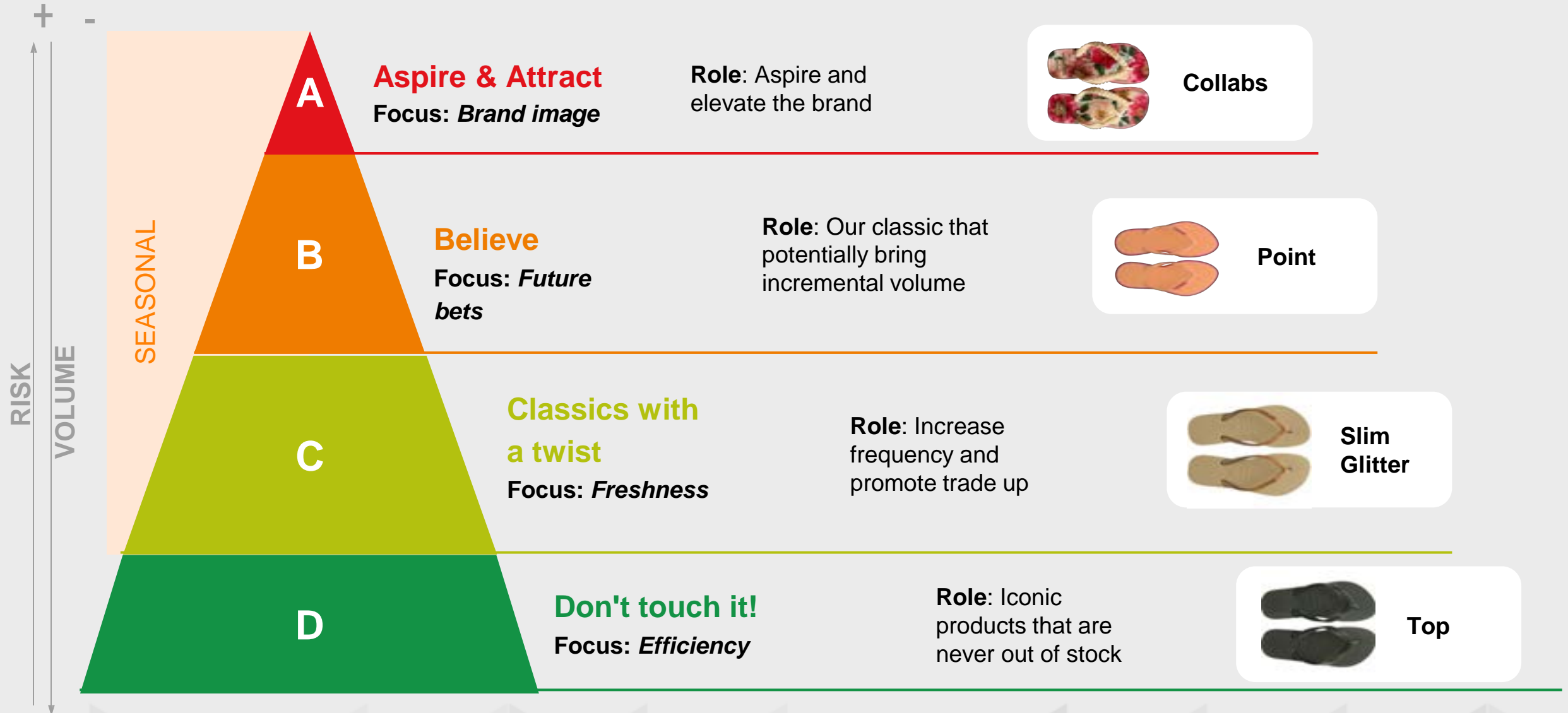
We deep dived into physical POS space, and based on **shelf**, we created a **blueprint** by channel and segment, in order to have the right portfolio size and assortment, considering the shopper drivers and channels profiles



Channel X | Category Y



Also, we implemented The ABCD pyramid tool, segmenting the portfolio in 4 layers, helping to create coherent volume expectation according to the risk and having a clear product lifecycle that will guide the entire chain




Together with strategy and tools, **the end-to-end control** was implemented to guarantee product innovations & other portfolio initiatives delivery on time and according to execution plan



## INNO CONTROL TOWER

a management tool that permeates the complete innovation process, in order to deliver:

 **On time launches**

 **360° execution plan alignment**

 **financial goals (volume, net sales and margins)**

### Outcome 2024.25

**VOLUME:**  
82% of innovations above business case

**COST:**  
91% aligned/ bellow business case

**MARGIN:**  
75% above business case



*This strategic journey led us to a healthier portfolio, stronger management practices, and **continued room for innovation** — enabling us to bring both top-performing and incremental sellers into our lineup*

**5% of TT Women's Volume**

- DTC BR:**
  - Ranking: top 3 since march/24
  - Margin: +5pp vs total womens line
  - 100% incremental volume

**point**



**fusion**



- DTC BR:**
  - Top 1** volume contribution for women's line growth

**wider straps family grew**

**149%**  
vs '23

**70%** of DTC growth in Men's Line

# Flip Flop is back and everyone is talking about it!

*Flip-flops made a major come back as one of the most desired fashion items all over the globe*

BR

US

EUROPE

APAC

GLAMOUR

Chinelo de dedo é hit: confira 8 looks para aderir à tendência do verão

Os chinelos são tendência para o verão 2024 nos desfiles das semanas de moda

Like  
MAGAZINE

En vacances, Rihanna confirme la tendance tongs

The Return of the Flip-Flop

The 2000s trend is back, this time with a luxury twist. Its resurgence is evidence that the old school playbook for styling trends can still work in 2024.

The Row City Leather Flip Flops

Chinelo de dedo é tendência no street style de Copenhagen

VOGUE

BOF

It's High Time The Divisive Havaiana Flip-Flop Made A Comeback

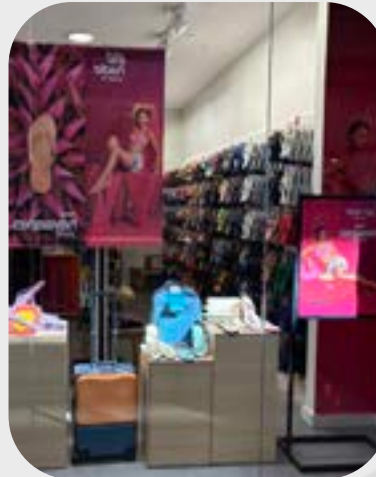
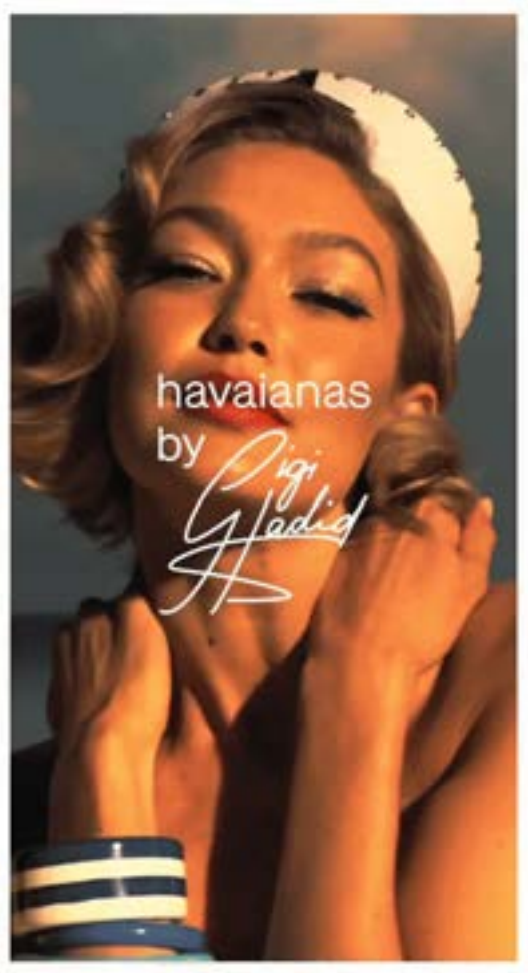
Flip-Flops Are Coming Back. It's Going to Be Okay

How to Dress Like a Scandi Girl? Wear Flip Flops



**From the very beginning of the year, we stole the show by announcing Gigi Hadid as the new global ambassador**

*The partnership highlighted our icons, amplified the Point family, and introduced a special collab with the supermodel – all a huge success*

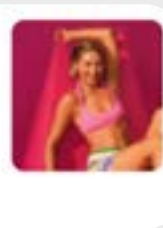


# The partnership enhanced the brand's presence in the fashion environment, with *great visibility and sales*

*From press coverage to product performance, the collab drove awareness, engagement, and sales across key markets*



**Globo**  
**Gigi Hadid é anunciada como a nova embaixadora de Havaianas**  
Gigi Hadid é a nova embaixadora global da Havaianas! Sim, você leu certo. A top foi escolhida para estrelar a campanha do modelo Slim Point. O...



**FashionNetwork Brasil**  
**Havaianas nomeia Gigi Hadid como sua nova embaixadora global**  
"Ser embaixadora global da Havaianas é surreal e nostálgico. Cresci na praia e não consigo me lembrar de um único verão sem esse clássico. Estou..."



The partnership enhanced the brand's presence in the fashion environment, with *great visibility and sales*

*From press coverage to product performance, the collab drove awareness, engagement, and sales across key markets*

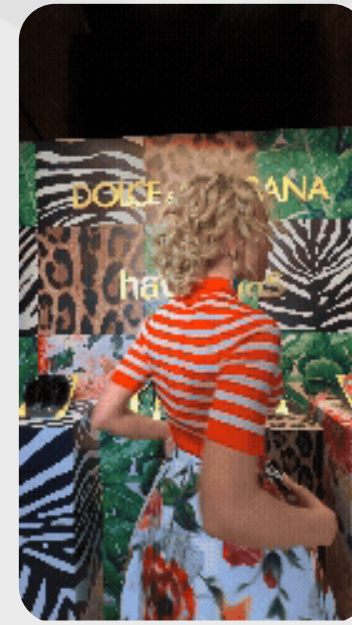
**+ 200 Organic publications**

**+15M In earned media**

**+4B Impressions**

# Right after, a second drop with Dolce and Gabanna kept momentum - \$6M in earned media and 400 global outlets

*What started as an event for 280 key opinion formers made headlines everywhere and helped enhance brand aspirationality*



**\$6M** in earned media

**3k+** mentions

**~400** placements in global outlets

**80%** positive mentions



# Meanwhile, the brand keeps a radar in opportunities in pop culture, increasingly engaging and sparking talkability

*After a football exec mocked fans wearing Havaianas in stadiums, we partnered with Corinthians and turned the backlash into cultural relevance*

**THROUGH PR, MEDIA, AND POWERFULL STORYTELLING:**



**+ R\$10M** AD Value

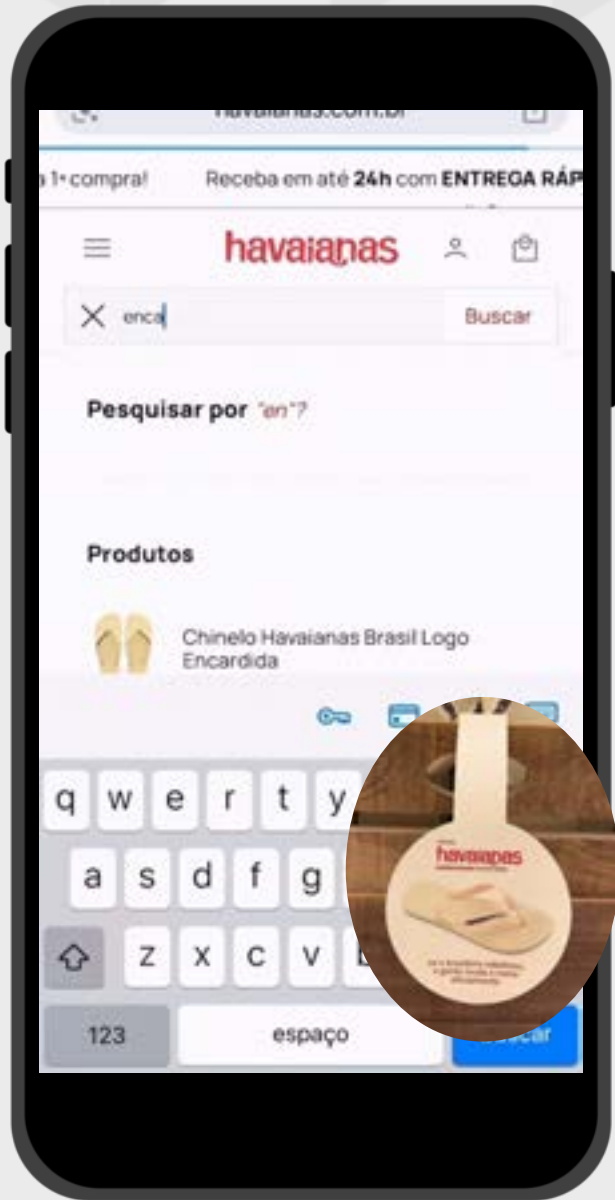
**+300** Publishers

**~100K** Engagement

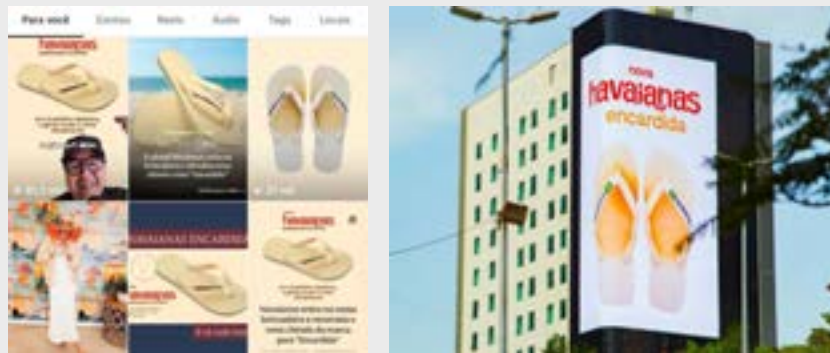


o resto,  
é história





**The conversation around the brand never ceases, as Havaianas keeps picking the best opportunities to react**  
*As we launched the new Buttercream colorway, but consumers quickly dubbed it "Encardida" - and we embraced the buzz*



**+R\$576k** earned media  
*25 publishes!*

**+66%** ecomm sales  
*on the weekend of the activation, vs last weekend*

**4.5%** eng rate  
*vs 2% - IG Reels / Brazilian average*

**+1MI** organic views  
*on TikTok*

**R\$74.7MM**

Brazil YTD earned media total results



# The brand hit its pick owning the European summer: The mirror for the rest of the world to follow

Brand activities keep sparking global interest around the brand, winning the hearts of celebrities and fashion icons

@kyliejenner



@kendalljenner



@livia



@lamineyamal



@romeobeckham



@mnijungkook



POV: You want the...  
sofiagonz... 293.6K



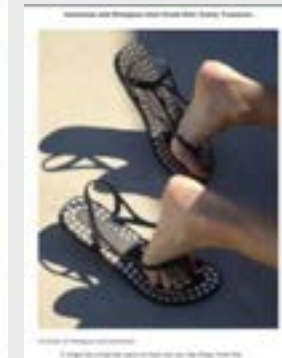
thumbtacks in your...  
\_christinag... 773.8K



Had to add a Pilgrim...  
pilgrim.canada 1.1M



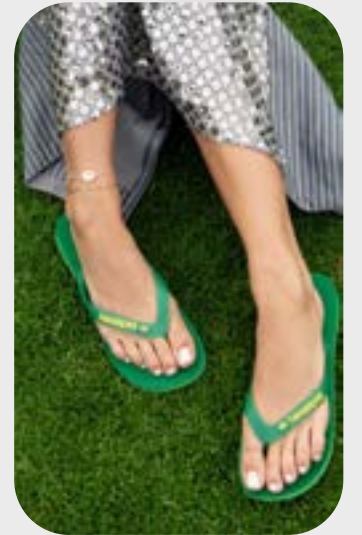
DIY studded flip flops...  
sara\_strueby 299K



TikTok @cristopop

BTS





# Copenhagen Fashion Week was the great recognition of our place as the OG Flip Flops in the biggest stage

*The entire week made space for footwear with a special focus on Flip Flops, putting Havaianas right in the center of it*

**VOGUE**

Why Were Havaianas the It Shoes at Copenhagen Fashion Week?

graziamagazine.com

<https://graziomagazine.com/ha...> Traducir esta página

Havaianas presenta en Copenhague su nueva silueta - Grazia

La nueva havaianas se llama "SLIM SPLIT" y está inspirada en la sandalia tradicional japonesa Zori, que dio origen a este estilo de chancía.

Intelligence Portal

Instant 3D flip-flops: Havaianas innovates on the catwalk

Havaianas and Zellerfeld surprise on the Copenhagen catwalk with 3D flip-flops, printed on the spot and full of innovation and style.

1 day ago

HIGHXTAR

<https://highxtar.com/havaianas...> Traducir esta página

Havaianas returns to the spotlight at Copenhagen ...

8 de ago. de 2024 — Havaianas, the Brazilian flip-flop brand, has once again established itself as the footwear of choice at this year's Copenhagen Fashion Week.



nss magazine

<https://www.nssmag.com/fashion...> Traducir esta página

Flip-flops enter the future with the Slim Split by Havaianas

7 de ago. de 2025 — At Copenhagen Fashion Week, the brand redesigns the Brazilian icon.



Bella Social VIP

Havaianas enters the future with custom-made, seamless 3D flip-flops

There's a curious thing about the future: it doesn't arrive suddenly, it creeps in little by little, until the day you look at one...

1 day ago



**Expand into new occasion is a must, specially for our core target**

*Be present in more consumer moments and gaining share of closet*



➤ MEN



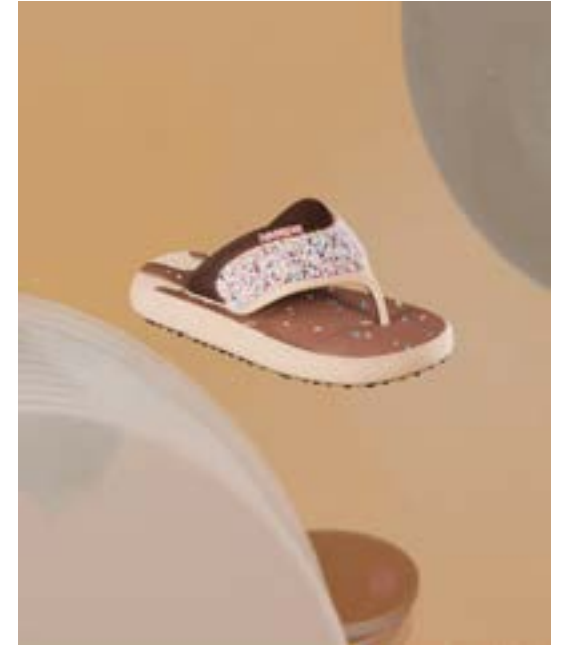
**+50%**

**wider straps portfolio offer**  
(maintaining blueprint)



**SLIDES**  
relaunch

➤ Kids



**1st** designed  
for kids new  
platform

## New Audiences: Men & Kids

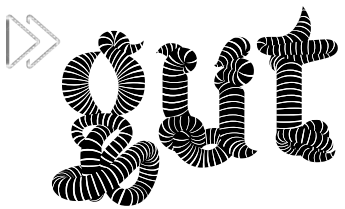
*By creating products that truly deliver what they're looking for and go for our fair share*



# To win in key international markets, we're investing in what matters most

*A best-in-class network of global partners and a regionally tailored portfolio are helping us grow with precision and impact*

## ▶ GLOBAL PARTNERS



Brand  
Advertising  
Agency



Public  
Relations

WMG

Collabs &  
Partnership  
Broker

## ▶ TAILORED PORTFOLIO





ORIGINAL FROM  
BRAZIL SINCE 1962

# Havaianas Brazil

Fernando Rosa

**havaianas**

**ALPA  
DAY** 

 ALPARGATAS

2025



# Penetration Scheme 2024

## SELL OUT 2024

**199 M pairs**  
0,94 pairs / hab

## DISTRIBUTION

**315k+**  
**Grocery POS**  
~75% Channel

## MARKET SHARE

**55%**  
72% Grocery  
33% Specialized



# Business model

## LINE



## DISTRIBUTION CHANNEL



## CONSUMER CHANNEL



# Growth strategy

**PROTECT WOMEN:** entry price portfolio, new occasions, higher frequency  
**DOMINATE MEN:** wide strip portfolio, low price printed, gain from competitors  
**BUILD KIDS:** increase distribution, execution, functional and security attributes

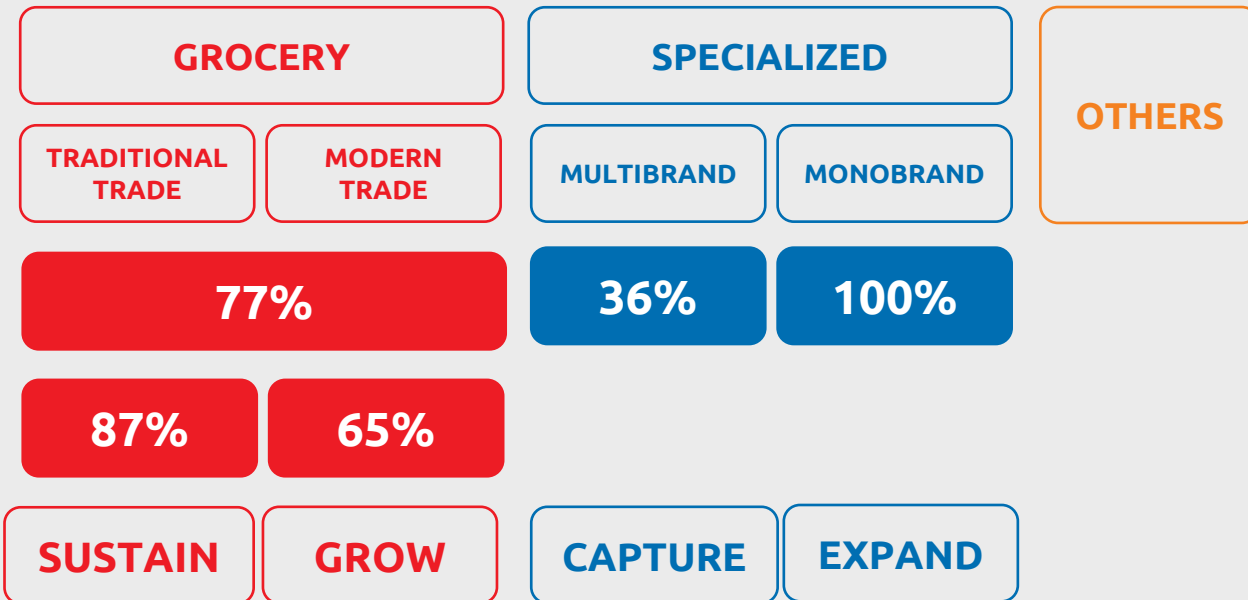
**DIRECT:** ensure top clients, continued service level improvement, best in class POS execution  
**INDIRECT:** grow capilarity, top distributors only, execution and merchandising culture

**GROCERY:** consistent growth in modern, with trade actions and great visibility, while protecting volume and market share in traditional through indirect  
**SPECIALIZED:** gain distribution and ensure service level, to market share growth, with direct and indirect strong strategy.  
**MONOBRAND:** expand the network, with new stores opening and launching new concepts.  
**OTHERS:** explore new channels GTM, as pharma.

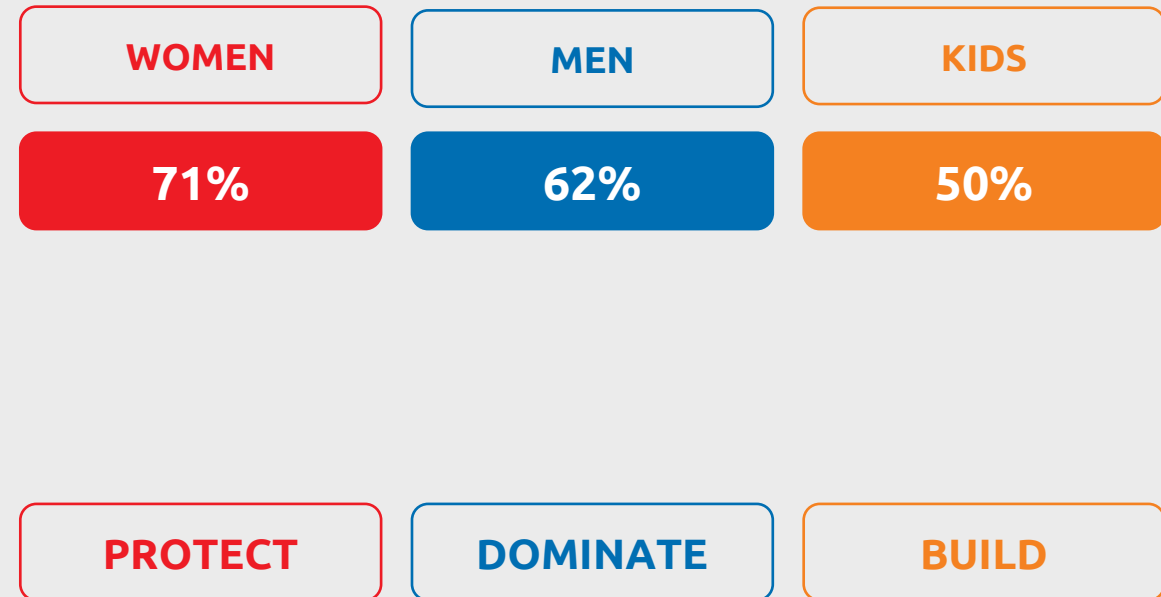


# Market Share

## CONSUMER CHANNEL

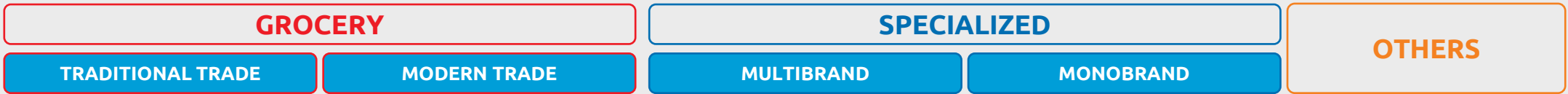


## LINE



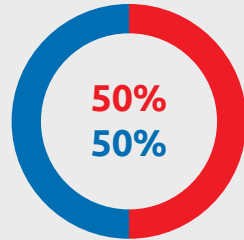
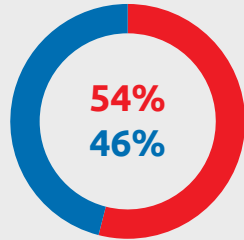
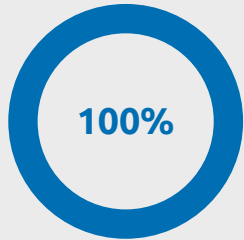
# Consumer Channel | 67% of supply is carried out through indirect distribution

## Consumer Channel



## Distribution Channel

DIRECT    INDIRECT



## Stores Attended

'000 stores



## 60% GROCERY

### 40% TRADITIONAL TRADE

### 20% MODERN TRADE

Independent Supermarkets, Local Shops, Balcony Grocery stores



- › Lower price portfolio
- › Displays/ Visibility
- › Trade activations

National and regional Hyper/Supermarkets chains, Cash and carry chains



- › Visibility/POSM/Store in Store
- › Additional Exhibition (Displays/ backlights)
- › Seasonal calendar activations
- › Segmented portfolio: Women, Men, Kids

## 36% SPECIALIZED

### 26% MULTIBRAND

### 10% DTC

Department stores, Shoes chains, Independent Shoes stores, Flipflop stores



- › Additional Exhibition (Displays/ store in store, and extra hooks)
- › Right portfolio for retail calendar
- › Differenced portfolio

Franchises, Own stores, Digital (ecommerce, Marketplaces, Omnichannel)



- › Shopper experience
- › Activations & gifting
- › Multichannel experience
- › Upselling through recommendation

## 4% OTHERS

- Pharma
- Beauty Stores
- Newsstand
- Construction
- Hotels



- › Drive growth through distribution
- › Portfolio strategy for small stores

Strategy:

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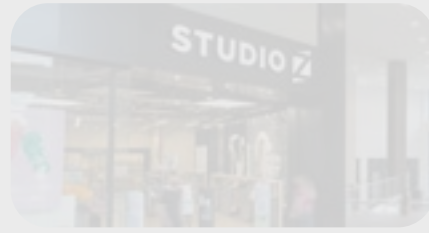
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- › Multichannel experience
- › Upselling through recommendation

## 4% OTHERS

- Pharma
- Beauty Stores
- Newsstand
- Construction



- › Drive growth through distribution
- › Portfolio strategy for small stores

Strategy:



# GROCERY

**Two main channels**  
Modern Trade, mainly served directly;  
and Traditional Trade, served indirectly.

**Consumer is migrating from Traditional Trade to Modern Trade**

## CHANNEL MIX SHIFT



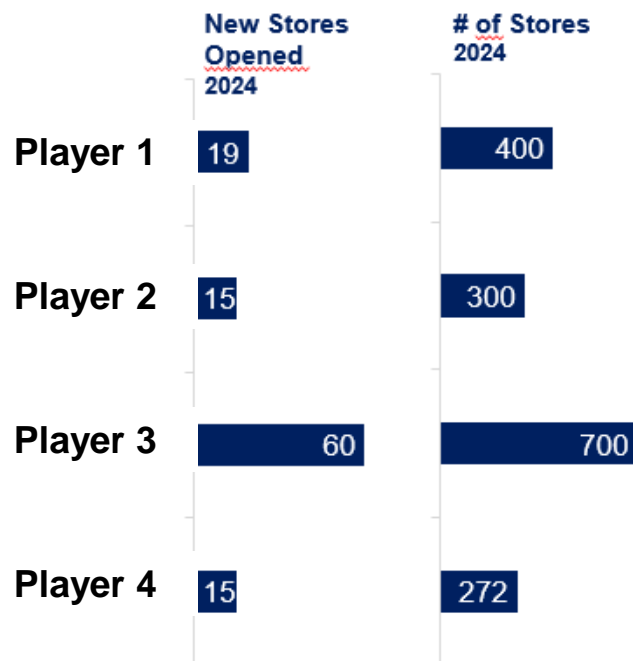
### CONSUMER BEHAVIOR

Channel dynamics are shifting toward more **value, essential, and low-price** formats, fueling growth in **Cash & Carry and Modern Trade**



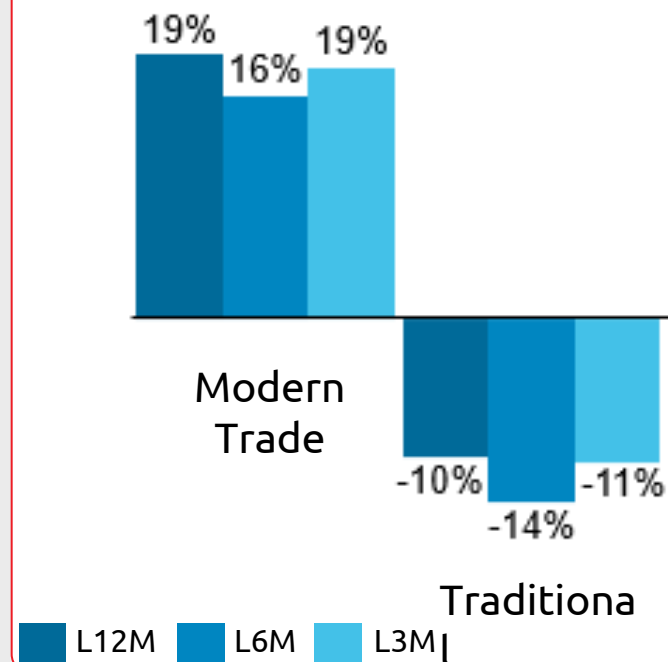
### MODERN TRADE STORES

#### TOP 4 PLAYERS



### FF CATEGORY MIX

#### SELL OUT VOL VARIATION TOTAL FLIP FLOP CATEGORY

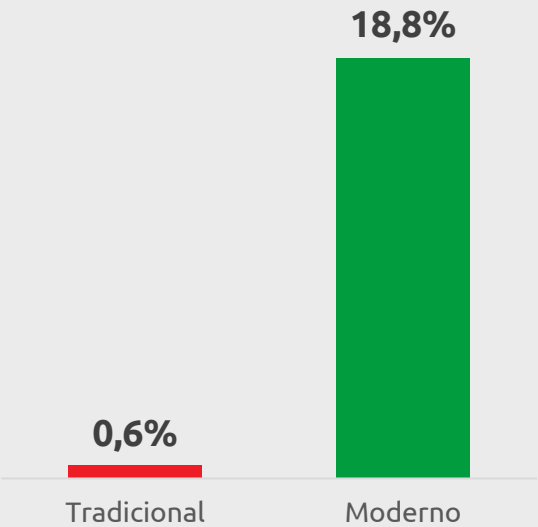




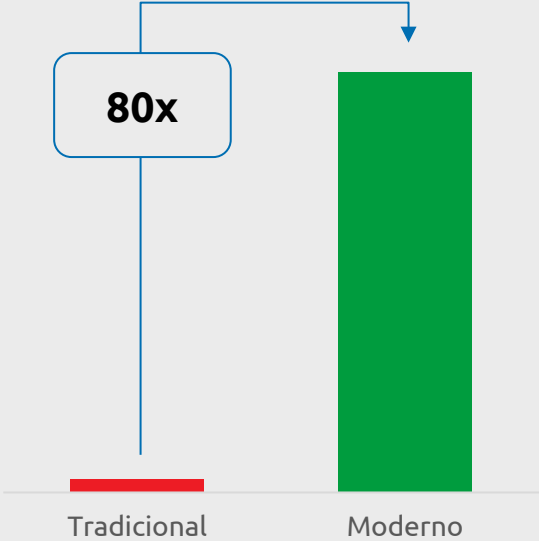
# Grocery Channel | Sub channel performances

**GROCERY** Modern trade has a lower penetration in the grocery channel, but is increasing it gradually with a higher yoy growth in the number of POS and has store net sales 80 times higher than the traditional one

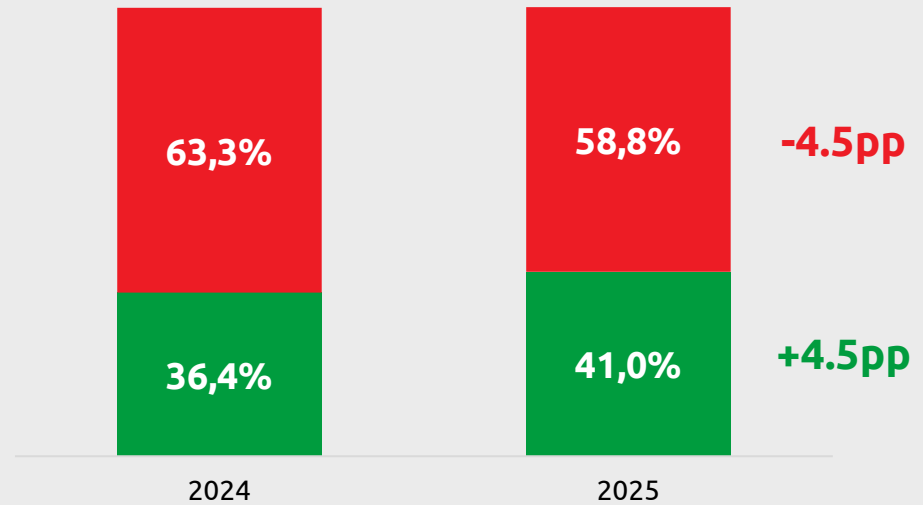
# OF POS GROWTH  
2024 vs 2022



AVG NET SALES  
PER STORE 2025



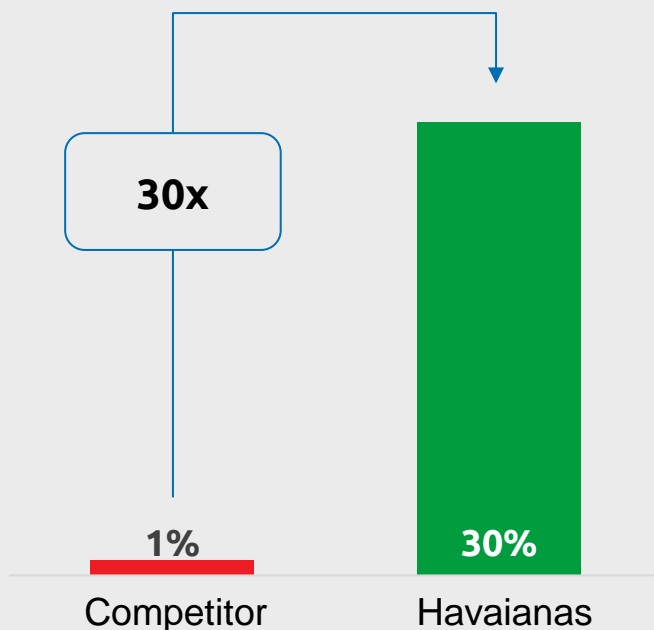
FLIP FLOP CATEGORY SHIFT  
AMONG CHANNELS  
*FFs/Sandals*





As the consumer is migrating to modern trade, following the trend and growing our presence in the modern trade is essential

**% STORES WITH ONE BRAND ONLY**



Havaianas' strength is perceived by our customers, allowing us to be the **only brand present** in 30 times more places than our competitors

**STRATEGIC PARTNERSHIPS**

To compete in the other 69% of the Modern trade, strategic partnerships are being settled



**Visibility and merchandising**



**Presence on Retail Callendar** (aniversaries, Black Friday)



**Direct service to TOP ABRAS chains**



**Commercial structure**





# Modern has growth driven by key initiatives as additional display space, enhanced visibility points, and store-in-store activations

## VISIBILITY

**85%** of category purchase decisions happen on POS

**50%** of purchases are non-planned (impulse buying)

**73%** decide brand and product inside the store

**BE IN CONTACT WITH THE CONSUMER BOTH NATURAL AND EXTRA SPACES**



**23 Backlights implemented**  
average sell out growth +26% vs. LY

**Additional ExpoCheck-out**  
additional exposition



**Store in store, with major customers**  
average sell out growth +42% vs. LY



Displays distributed to modern trade, conquering 56,7K extra hooks



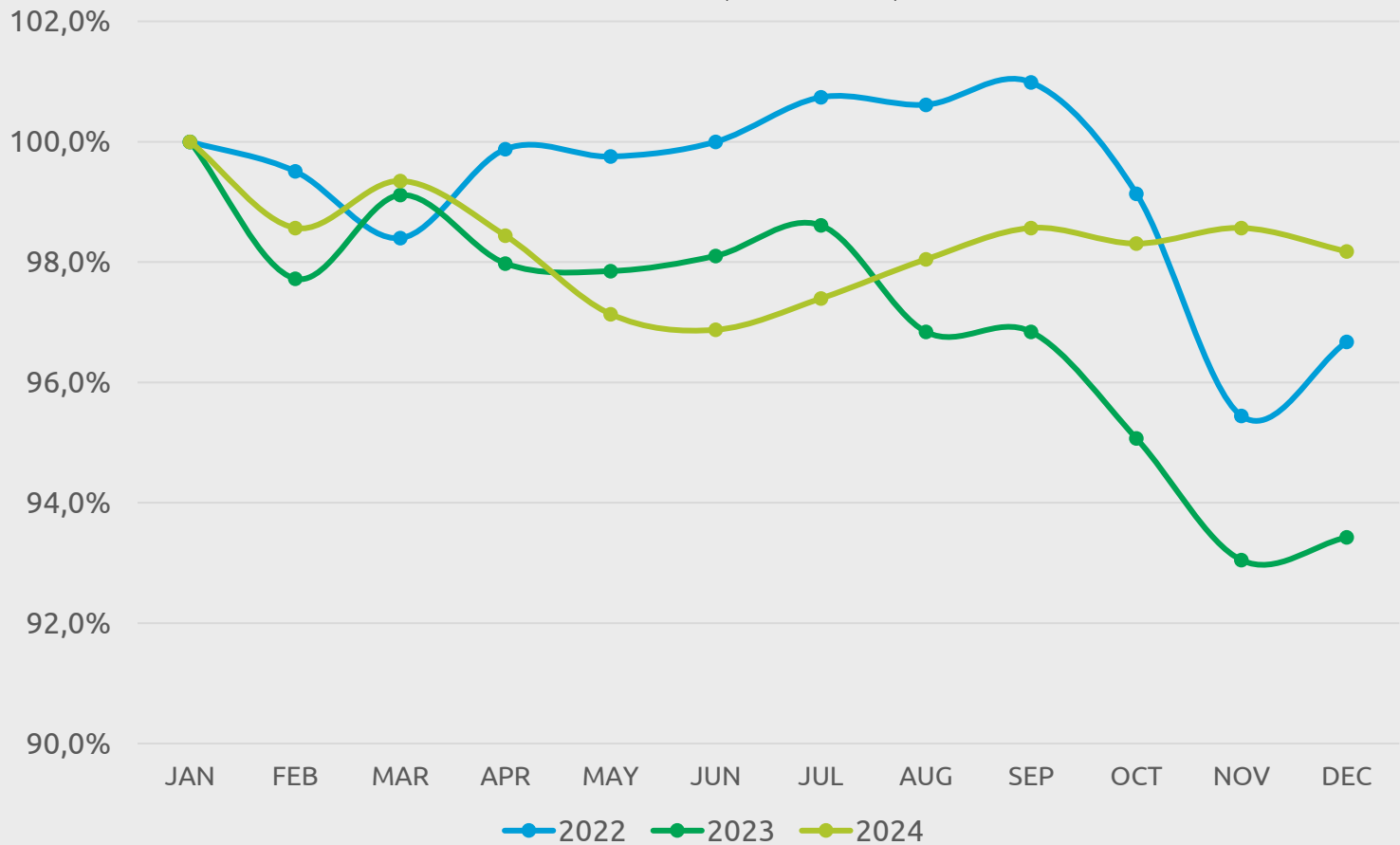


**Market share loss in seasonal events in the previous years has been addressed with new BF and seasonal campaigns**



**Historic Black Friday in 2024  
– average growth +148% vs.  
LY.  
Pilot expansion for 2025.**

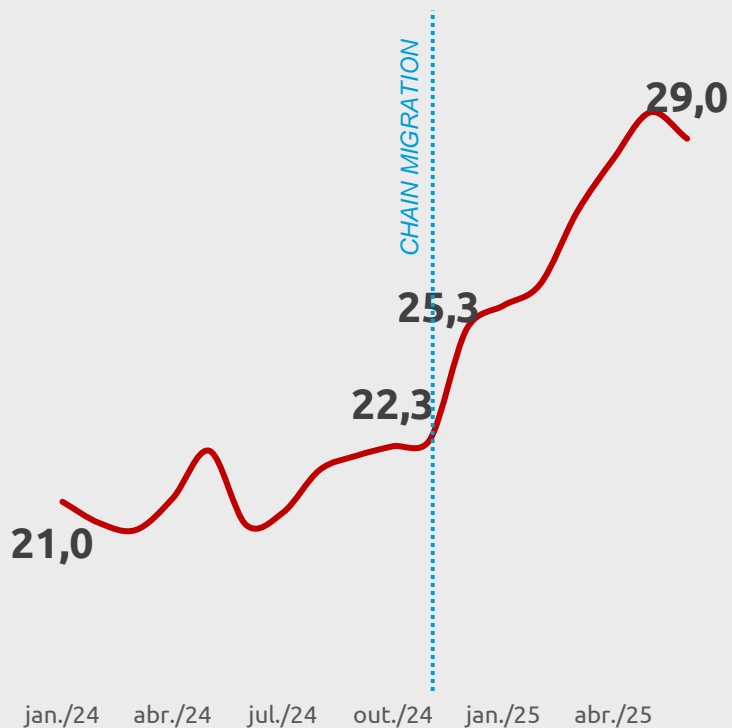
**Marketshare Evolution  
(100 base)**



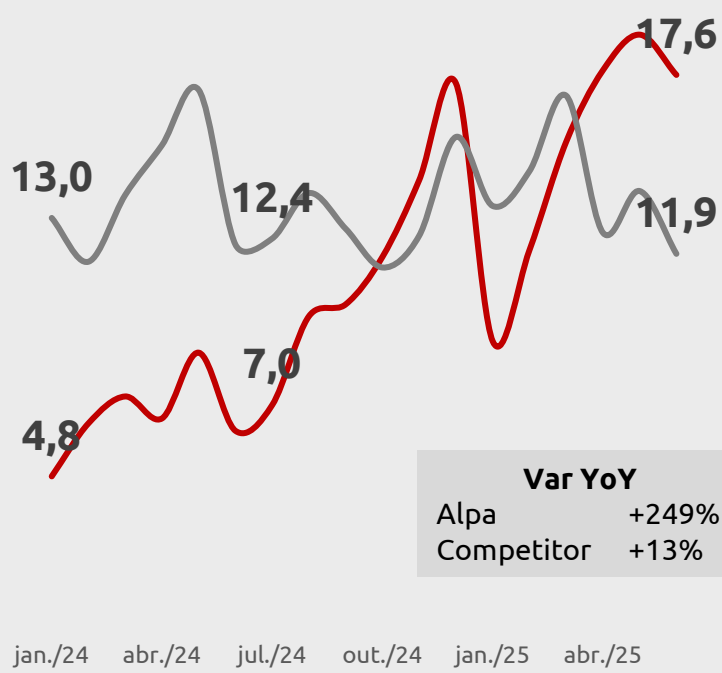


## CASE STUDY: chain migrated to direct service in jan-25

### CATEGORY VOLUME

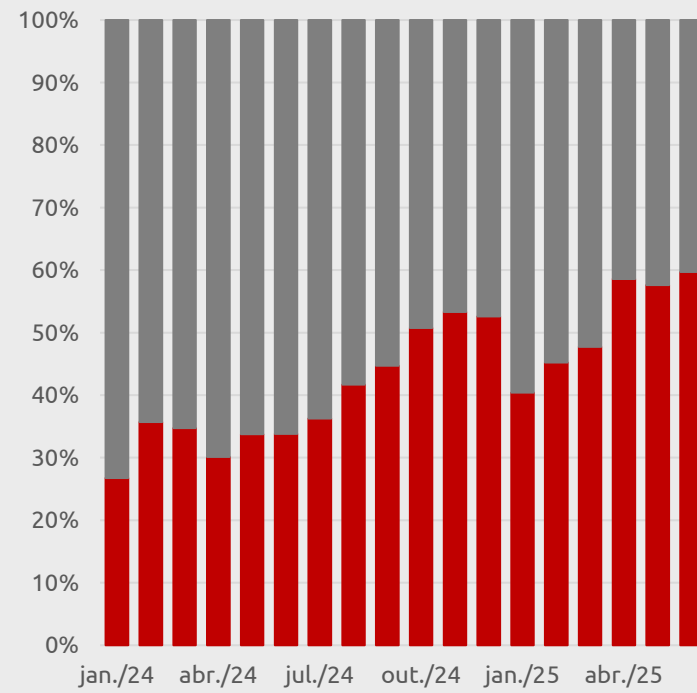


### BRAND VOLUME



Var YoY	
Alpa	+249%
Competitor	+13%

### MARKET SHARE

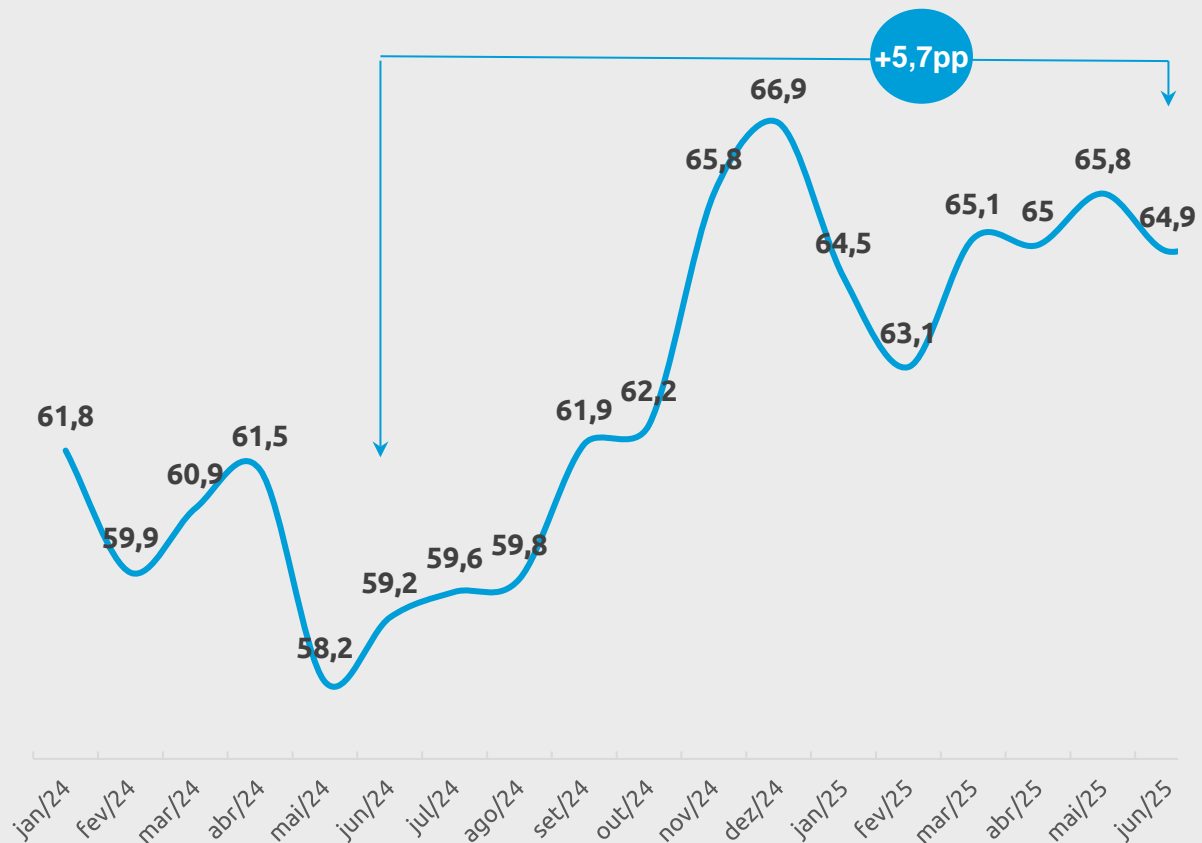




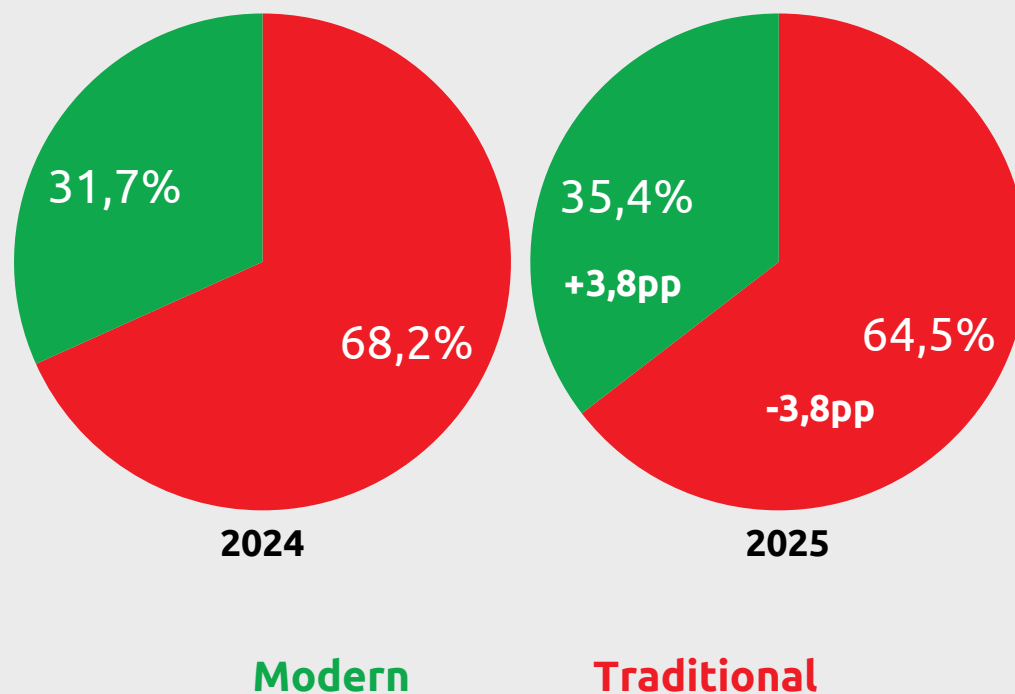
**GROCERY**  
MODERN TRADE

Havaianas performance over Modern Trade is following the category trend, resulting in market share growth and channel mix shift

Havaianas Market Share – Modern Trade



Havaianas Channel Relevance % of volume market



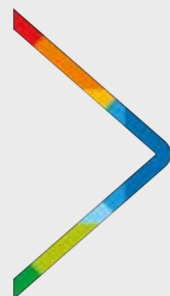


**GROCERY**  
MODERN TRADE

Not over yet. We still have plenty of room to play

**Migrations in progress**  
**800+ stores**

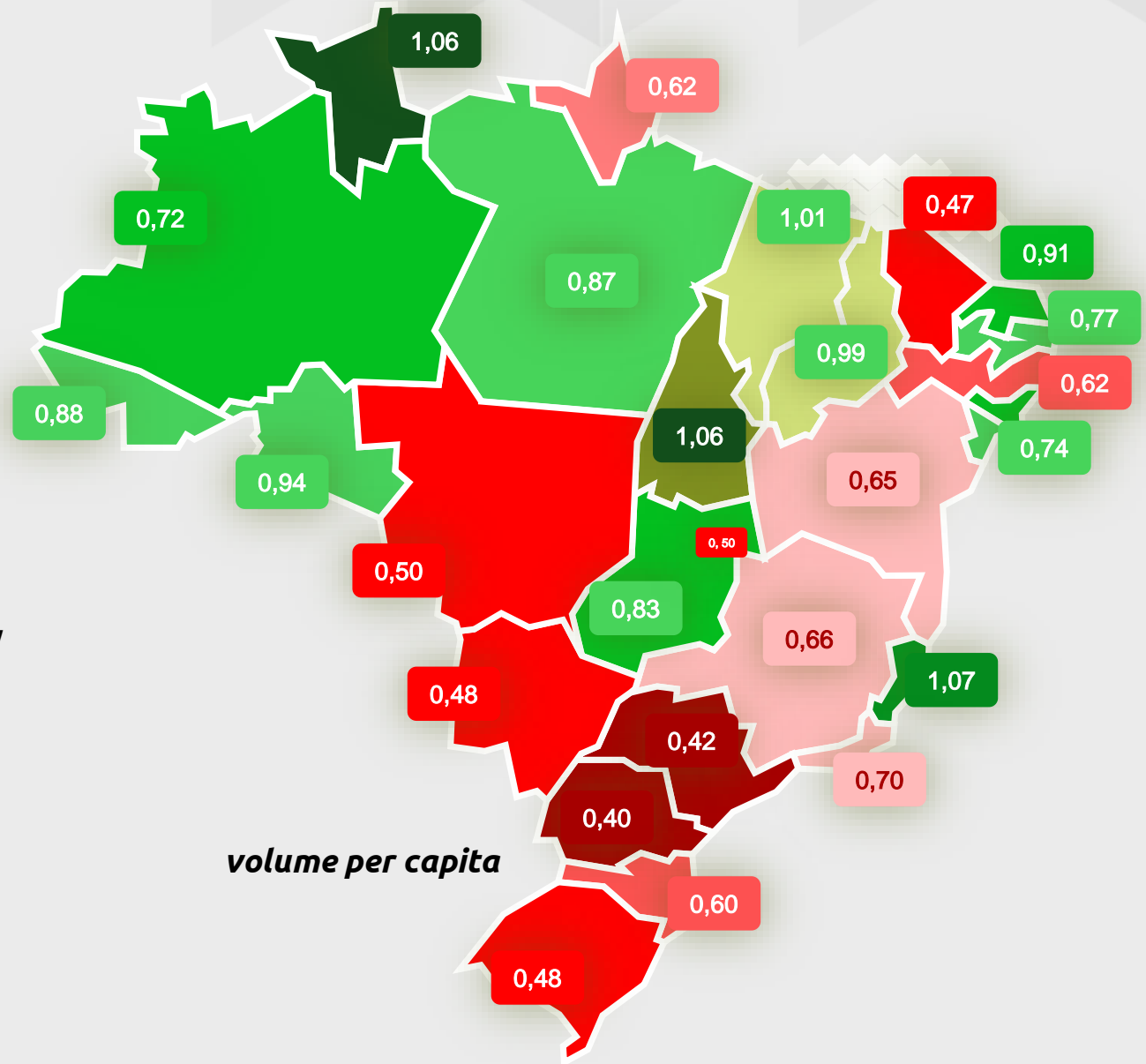


**+New**  
**customers**  
**under analysis**





# GROCERY



Even with a volume per capita of almost 1 per inhabitant in Brazil, the opportunity to increase penetration in some states still exists.

Strong “Go to Market” strategy and execution are key levers for winning in some of these places.



## 60% GROCERY

40% TRADITIONAL TRADE

20% MODERN TRADE

Independent Supermarkets,  
Local Shops, Balcony Grocery  
stores



- › Lower price portfolio
- › Displays/ Visibility
- › Trade activations

National and regional  
Hyper/Supermarkets chains,  
Cash and carry chains



- › Visibility/POSM/Store in Store
- › Additional Exhibition (Displays/ backlights)
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Digital (ecommerce,  
Marketplaces,  
Omnichannel)



- › Shopper experience
- › Activations & gifting
- › Multichannel experience
- › Upselling through recommendation

## 4% OTHERS

- › Pharma
- › Beauty Stores
- › Newsstand
- › Construction



- › Drive growth through distribution
- › Portfolio strategy for small stores

Strategy:

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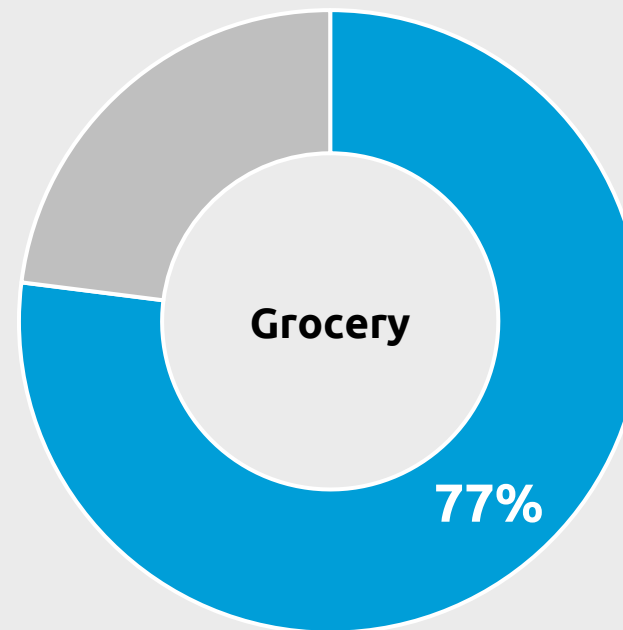
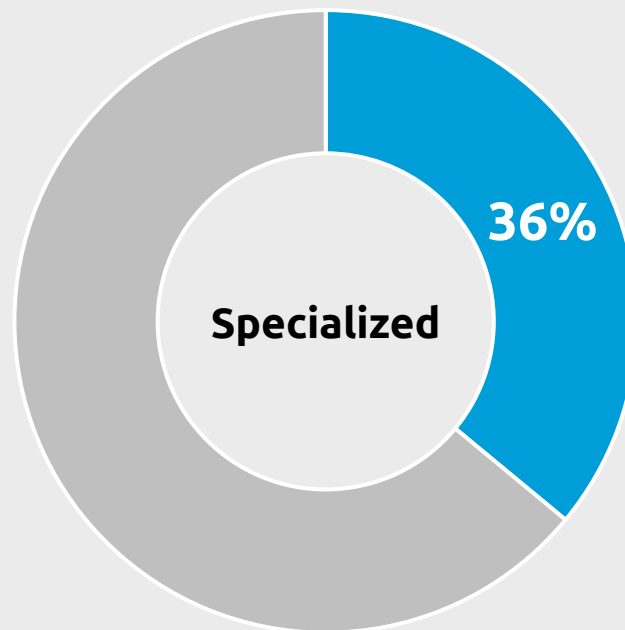


## SPECIALIZED

High sensibility to portfolio differentiation and service level, with good contribution Margin (+3,5 p.p. vs grocery - modern) and with lower penetration in the channel (>40% of marketshare)



### 2024 HAVAIANAS MARKET SHARE PER CHANNEL





# SPECIALIZED

High sensibility to portfolio differentiation and service level, with good contribution Margin (+3,5 p.p. vs grocery - modern) and with lower penetration in the channel (>40% of marketshare)

## SERVICE LEVEL

OTIF  
Improvement

59,1



2024

## GO TO MARKET

STRONG INDIRECT NETWORK  
to ensure channel capilarity



New business model to indirect service with selected players

## VISIBILITY



Stores' windows, store in store, brand visuals, displays

## PORTFOLIO



Men wide straps  
Women innovations  
Kids w/ collabs





# SPECIALIZED

High sensitivity to portfolio differentiation and service level, which were though challenges for the company in the past, are now being addressed and delivering incremental gains

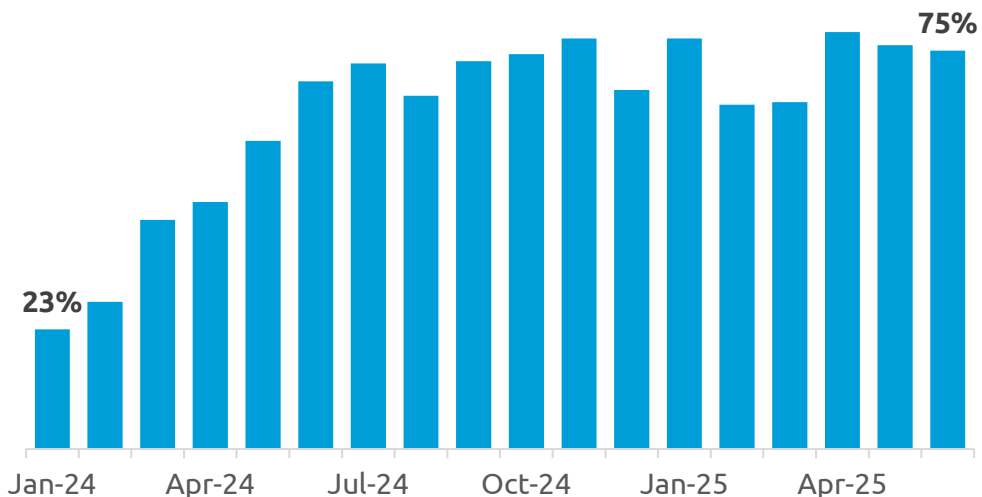


## SERVICE LEVEL

### OTIF

Consistent evolution

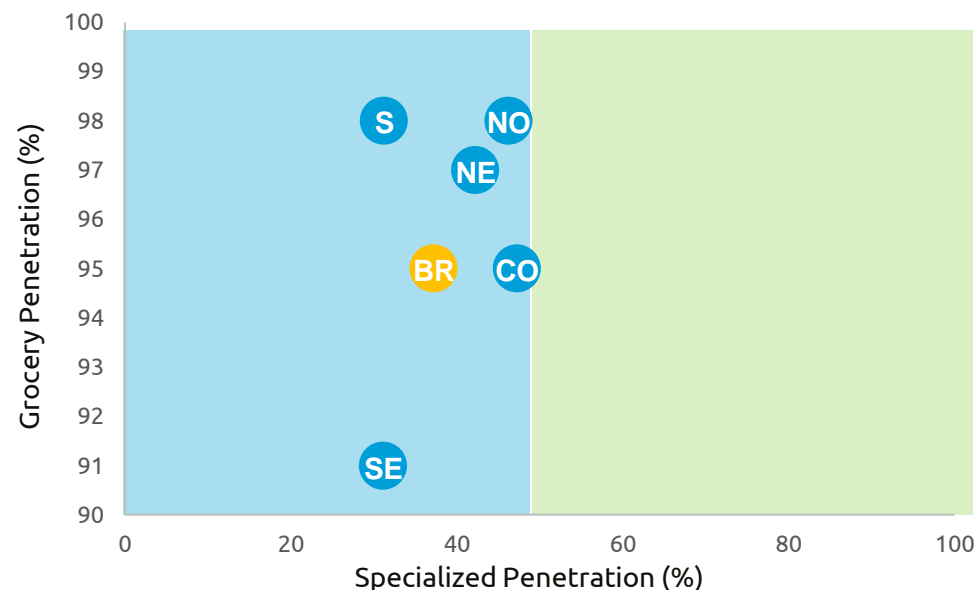
+52 p.p.



## DISTRIBUTION

### Penetration Matrix

Specialized distribution opportunities



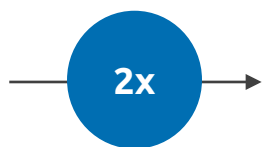


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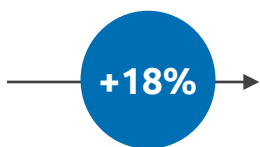
## VISIBILITY

# of Displays



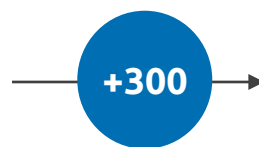
2024 YTD 2025

Obligatory mix for the channel



2024 YTD 2025

Avg. Store visit per month



2024 YTD 2025

## PORTFOLIO

TOTAL VOLUME GROWTH (yoy)  
direct service



PURCHASE OF MIX  
< 75% OF TOTAL

PURCHASE OF MIX  
> 75% OF TOTAL





# SPECIALIZED

# Brand Visuals & Displays





# SPECIALIZED

## Brand Visuals & Displays

### Store Ambientation



### Store in Store



### Stores Windows





# SPECIALIZED

## Brand Visuals & Displays

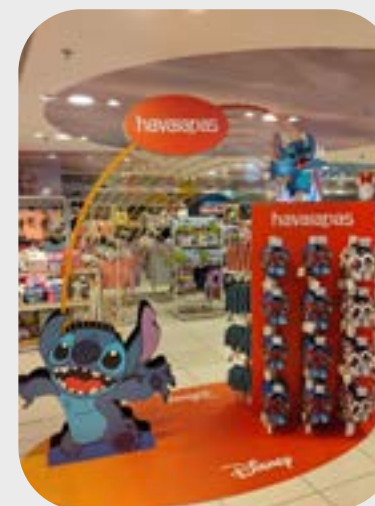
### Channel driven Launches



### Fathers Day



### Kids Day



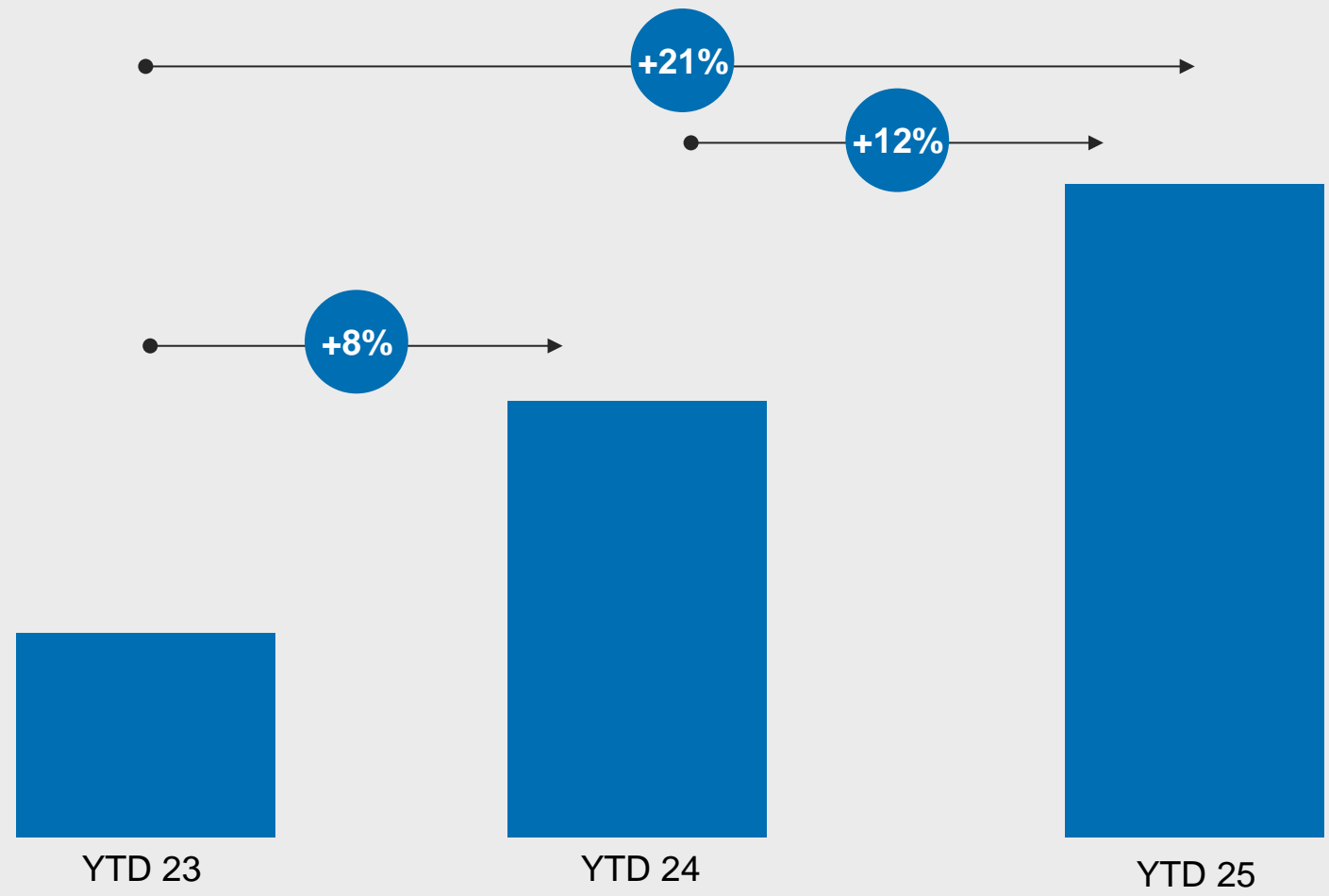


# SPECIALIZED

The execution plan started in 2023 and was enhanced in 2024. It has already delivered important Sell-out growth in the channel



## SELL-OUT ESPECIALIZADO



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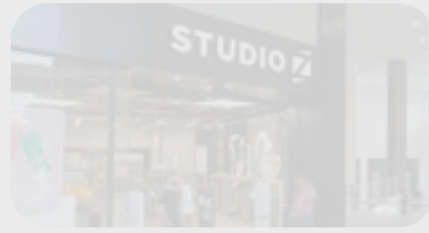
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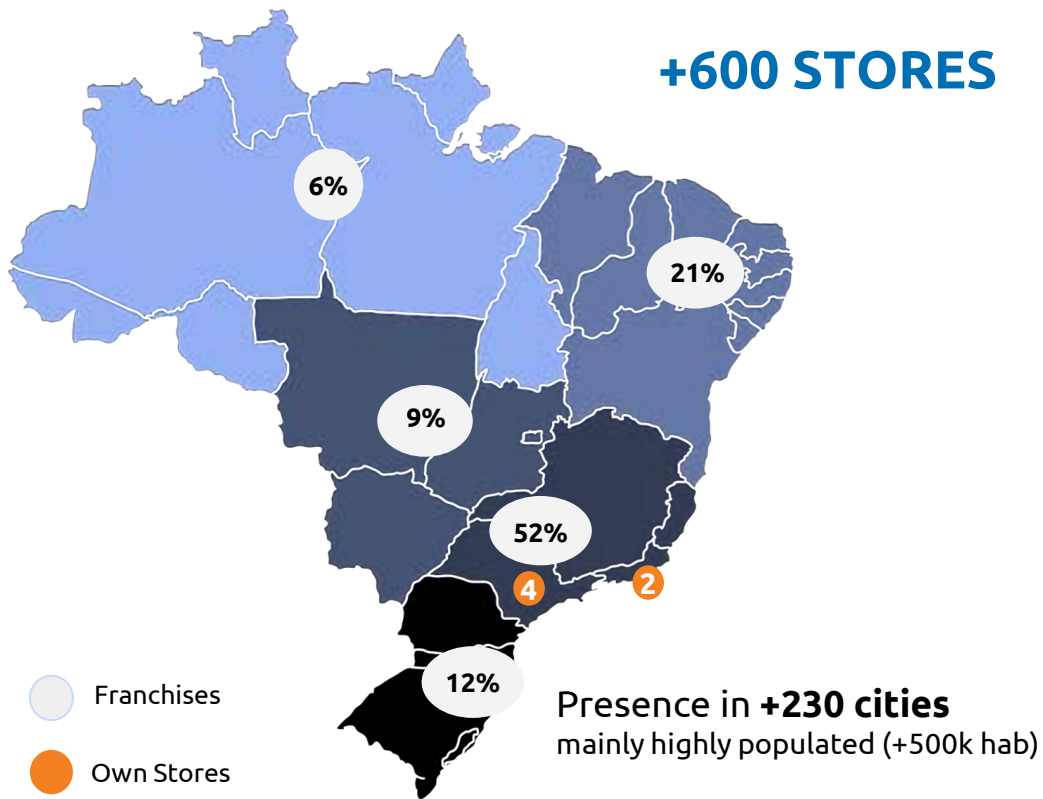
# SPECIALIZED Monobrand

National presence, with +600 stores in 230 cities, but still underpenetrated in 100k+ inhabitants cities



## 2025 FOOTPRINT

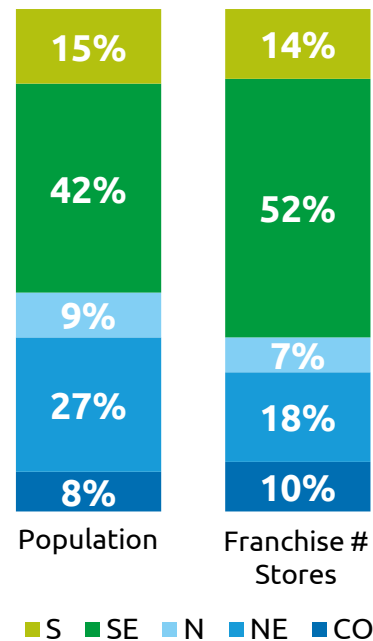
### +600 STORES



## FOOTPRINT OPORTUNITIES

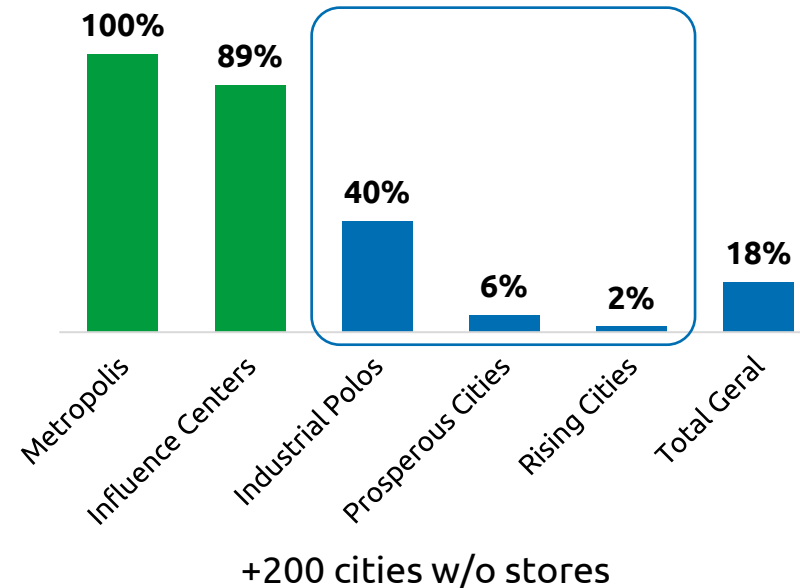
### Coverage by region

% of population vs % of franchises



### Underrepresented in cities with +100k hab

### % Coverage HVN Store by city segmentation (High Potential Areas)





## SPECIALIZED Monobrand

# Experience hub with positive contribution to profitability

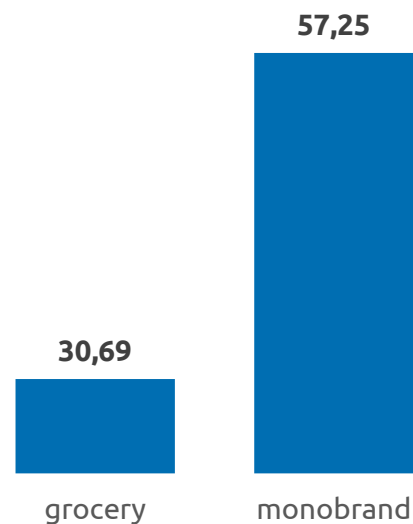
➤ Leverages the brand & loyalty, helping multibrand stores sales increase

➤ Creates demand to new categories

### ➤ Positively contributes to Company's profitability increase

**Average Price**  
87% higher than Grocery

**Profitability**



YTD JUN/25





# SPECIALIZED Monobrand

## GIFTING AS A GROWTH ENABLER

**NO CANNIBALIZATION ACROSS CHANNELS | When a franchise is installed, the full category volume rises, making it a non-detractor channel to Havaianas**

### Brands typically consumed as a gift



### Researches show we need to invest

After buying Havaianas as a gift, would the consumer intend to buy again?

When not buying Havaianas as a gift, would this consumer consider buying?





# SPECIALIZED Monobrand

The improvements in the service level well connected with a new DTC design, an enhanced execution and an exclusive portfolio are already delivering a **+19% Sell-out growth yoy**



## SERVICE LEVEL

**OTIF**  
consistent evolution

+23 p.p.



72

47



2024



YTD Jun25



## ADAPTABLE MODEL



## VISUAL MERCHANDISING



Driven by consumer experience and portfolio growth connected with gifting model



# INTERNATIONAL

Harm van de Camp

Sandro Ribeiro

Srinivasan Appan

ALPA  
DAY

ALPARGATAS

2025



ALPA DAY 2025 

# *havaianas* EUROPE



# The European Business

*The immediate actions taken*

## **ISSUES**

**Price Increases  
over-indexing  
the industry**

**Delivery performance  
deteriorating partner  
relationships**

**Performance  
Marketing  
over-indexing  
Brand Marketing**

**Costly organizational  
set up**



# The European Business | Price and Service Level progressing

## Issue:

Price Increases over-indexing the industry

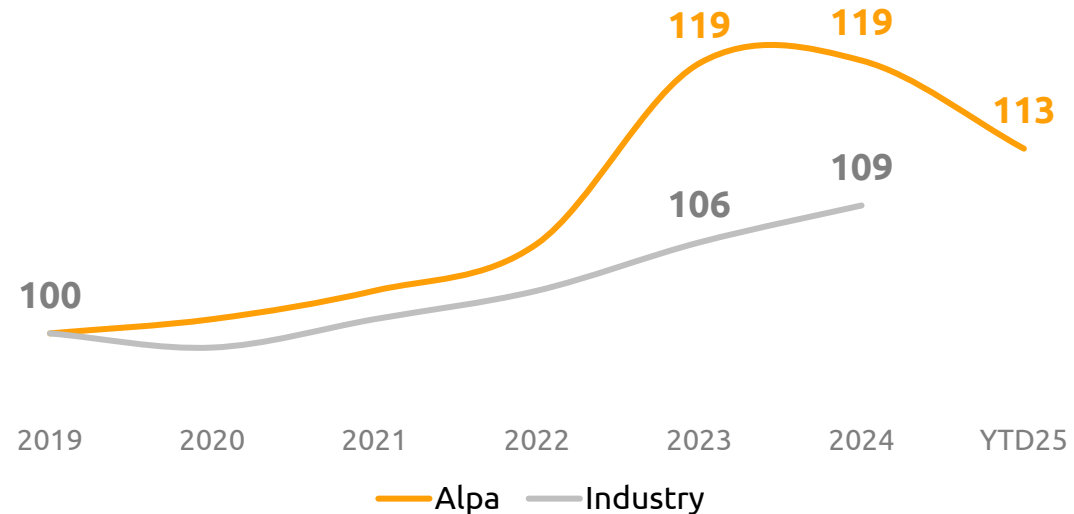


## Action taken:

No Price increase 2024 and 2025

Driving a clear agenda of product innovation globally

### Price Variation YoY Alpa vs Industry (100 base)



Reference	20 vs 19	21 vs 20	22 vs 21	23 vs 22	24 vs 23	25 vs 24
Industry	-1,8%	2,3%	3,9%	2,3%	3,8%	-5,2%
Alpargatas	0,2%	2,7%	3,9%	11,2%	0,4%	-



# The European Business | Price and Service Level progressing

## Issue:

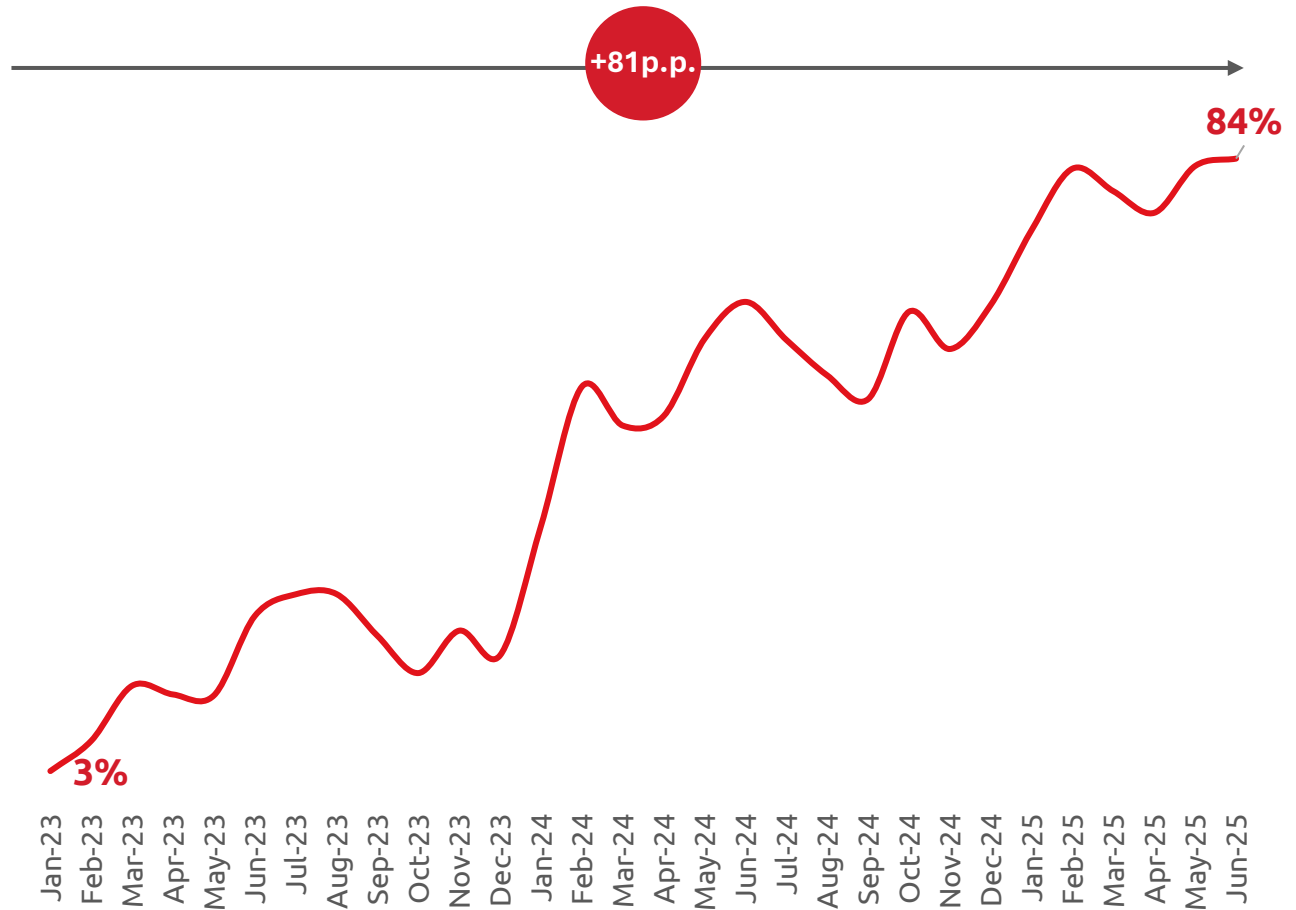
Delivery performance deteriorating partner relationships



## Action taken:

Relentless focus on OTIF by implementing weekly S&OP process.

## OTIF EUROPE




# The European Business

## Brand struggled but remained category leader in Europe



**Issue:**

Performance Marketing  
over-indexing  
Brand Marketing




**Action taken:**


Reallocating Marketing budget  
to brand Building vs  
Performance Mkt

 **HAVAIANAS IS THAT CATEGORY LEADER IN EUROPE**

- › Highest market share of all brands.
- › Highest Brand Awareness of all brands in FF Category.
- › Highest Satisfaction, Recommendation, and Re-Purchase index across all brands

 **THE COMPETITIVE LANDSCAPE IS HIGHLY FRAGMENTED**

- › Top 5 brands equate for less than 50% percent of the market.
- › Leaves a massive share growth opportunity for a strong category leader.

 **OUR BRAND IS STRONG**

- › Despite a declining market post covid, we are Nr.1 Top of Mind brand in 5 of top 6 countries.



# The European Business | Right sizing cost of operation



## Issue:

Costly organizational set up

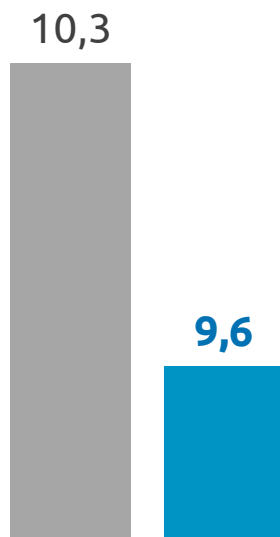
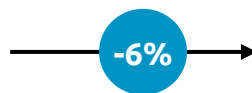


## Action taken:

**Efficiency agenda:**  
Streamlined the corporate structure, closed local offices, and centralized operations.

### Fixed Distribution Cost

Inflation Adj.  
(EUR M)



■ 2023 ■ 2024

### Variable Distribution Cost

(% of NS)



■ 2023 ■ 2024

### People Costs

Inflation Adj.  
(EUR M)



■ 2023 ■ 2024



# Our Opportunity as the leader of the category

Population In Europe



**600MM**  
PEOPLE

Recently Bought



**153MM**  
PAIRS

Average Units Per Transaction (AUT)



**1,3**  
PAIRS

Marketsize



**199MM**  
PAIRS

Adressable Market



**120MM**  
PAIRS



# Our Target Consumer

*When being in the path of the consumer*

## Trend Setter



**Age target:**  
17-35

*Adults, urban  
early adopters &  
high-income  
earners*

- > Seeks a differentiated shopping experience
- > High propensity to spend large amounts
- > Prefers bold and niche styles

## Fashion Addict



**Age target:**  
16-25

*Teenagers &  
Young adults*

- > Seeks a unique and exclusive shopping experience
- > Willing to spend significantly on rare, high-end footwear
- > Prefers bold, niche styles or limited-edition releases

## Sport Enthusiast



**Age target:**  
17-45

*Professionals,  
parents, families*

- > Seeks sport-specific footwear that enhances performance and supports recovery
- > Prioritizes functionality and technical features
- > Loyal to athletic brands, especially those with bold logos and strong reputations in sports

# Where do they shop

*When being in the path of the consumer*



ITALY



SPAIN



FRANCE



UK

Fast fashion- / Apparel- / Dept- / Surf- / Beach- / Small Neighborhood- stores

28%

36%

28%

32%

Sport stores

17%

19%

22%

20%

Footwear stores

13%

7%

8%

6%

Online

21%

17%

16%

20%

Supermarket / Hypermarket / Convenience Store / Street store / Informal markets / Small Neighborhood Shops

15%

16%

22%

16%

Off-price channels / Warehouse clubs / Cash & Carry

5%

5%

4%

5%



# Where do they shop

*When being in the path of the consumer*



ITALY



SPAIN



FRANCE



UK

Fast fashion- / Apparel- / Dept- / Surf- / Beach- / Small Neighborhood- stores

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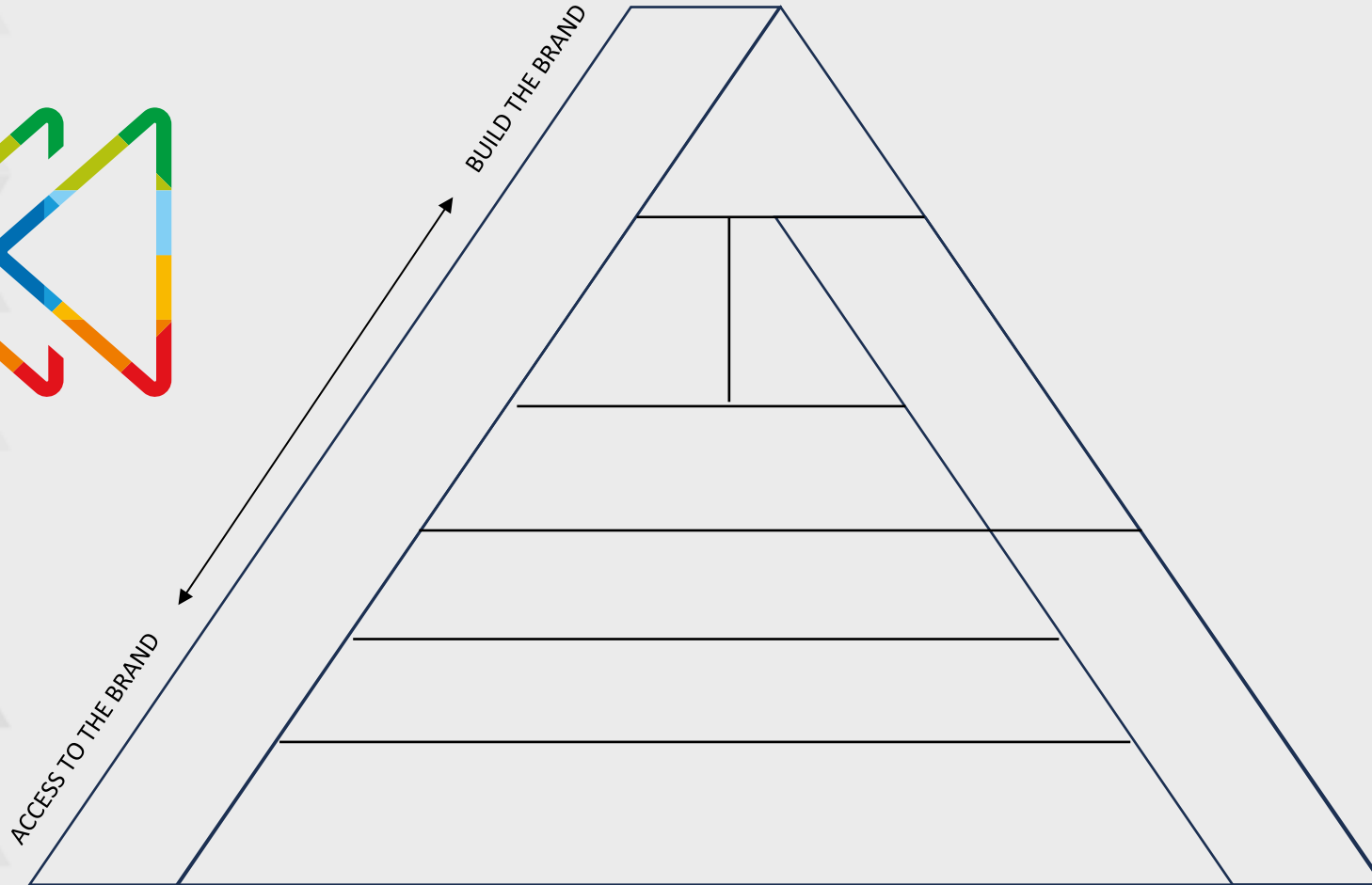
4%

5%



# Where do we need to serve them

*Segmenting the marketplace with differentiated assortments by channel*



## **10 Different distribution channels**

### **They have been identified based on:**

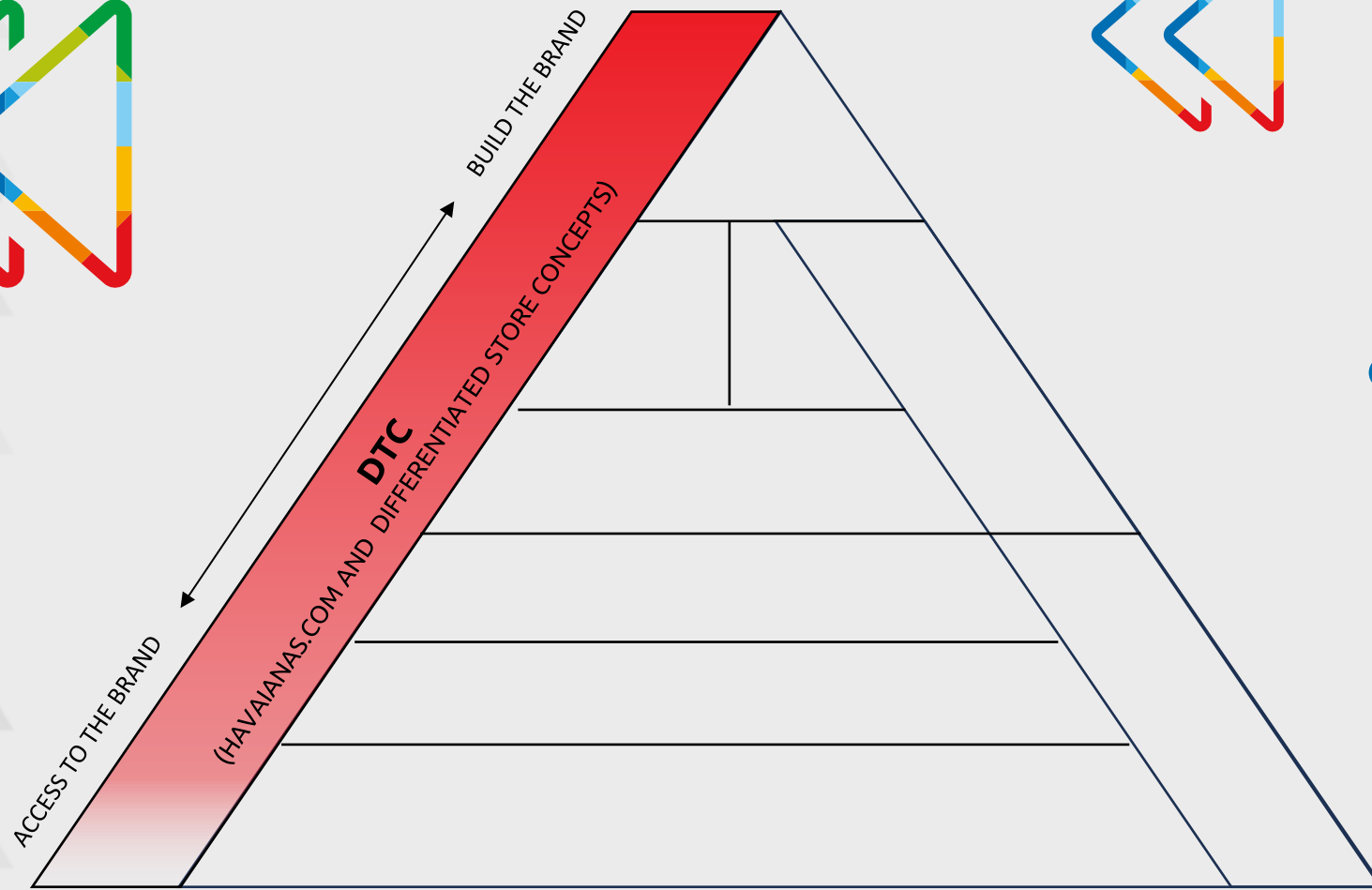
- › The role they play for us strategically
- › Where consumers actually shop
- › The type of consumers that they are serving
- › The price-range and brands they offer
- › The Consumer Experience (CX) and services they offer

**For every one of these channels a specific assortment will be defined on a seasonal basis.**

**The identified partners within these channels do only have access to the assortment, specified for this particular channel.**

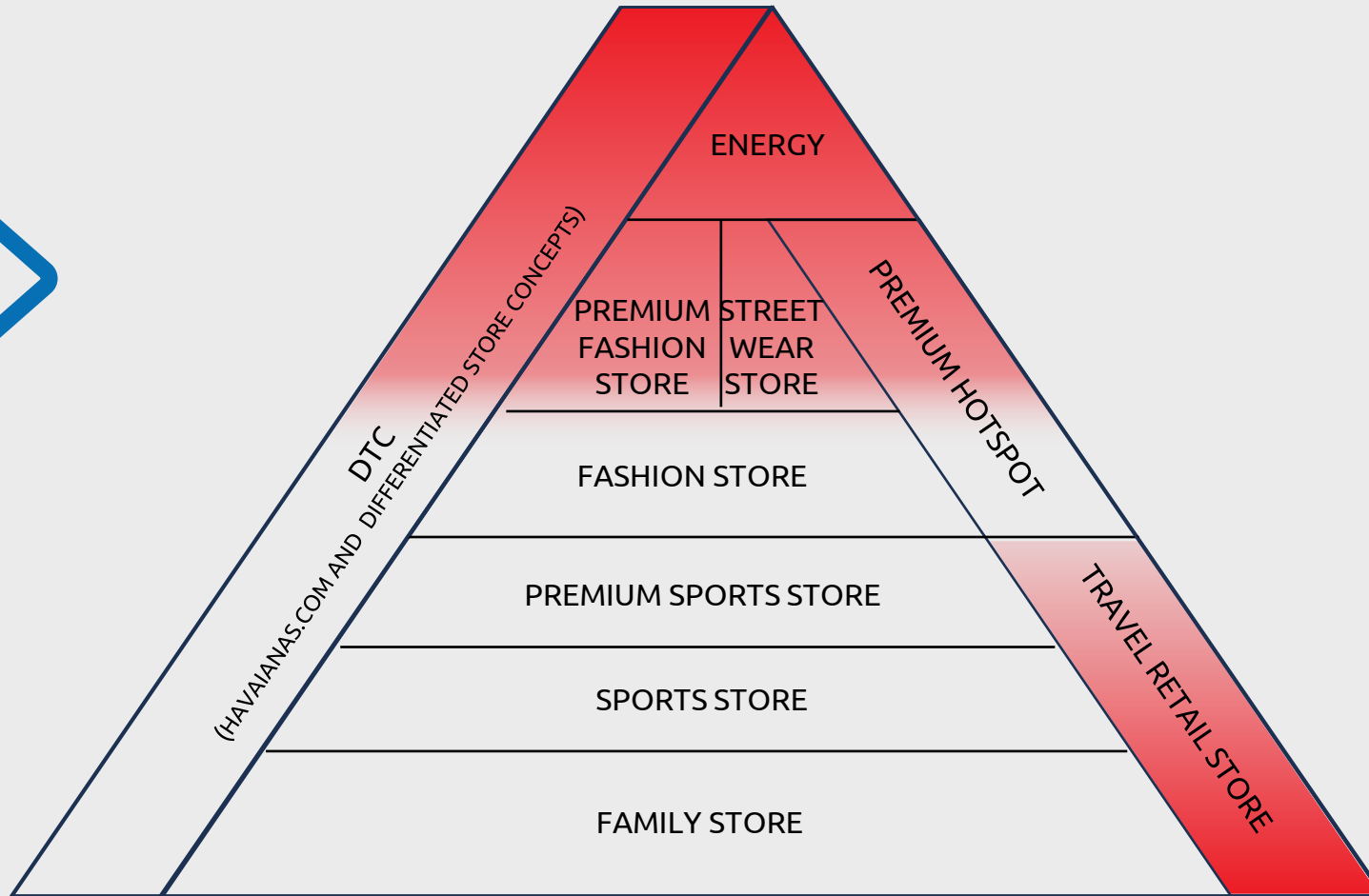
# Where do we need to serve them

*Distribution Pyramid Defined*



# Where do we need to serve them

*Distribution Pyramid Defined*



**Trend Setter**

**Age target:**

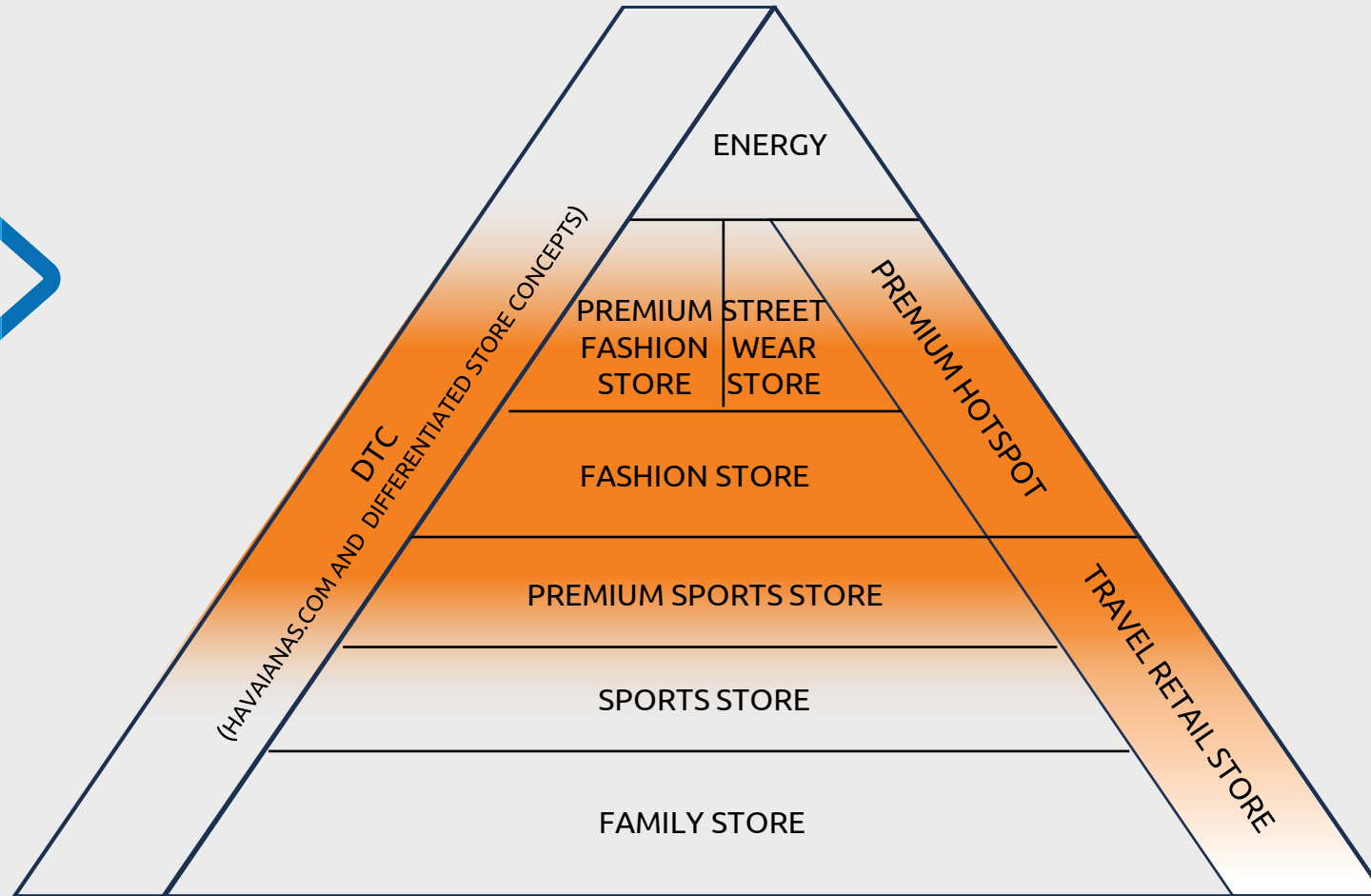
**18-35**

Adults, urban early adopters  
& high-income earners



# Where do we need to serve them

*Distribution Pyramid Defined*



## Fashion Addict

**Age target:**

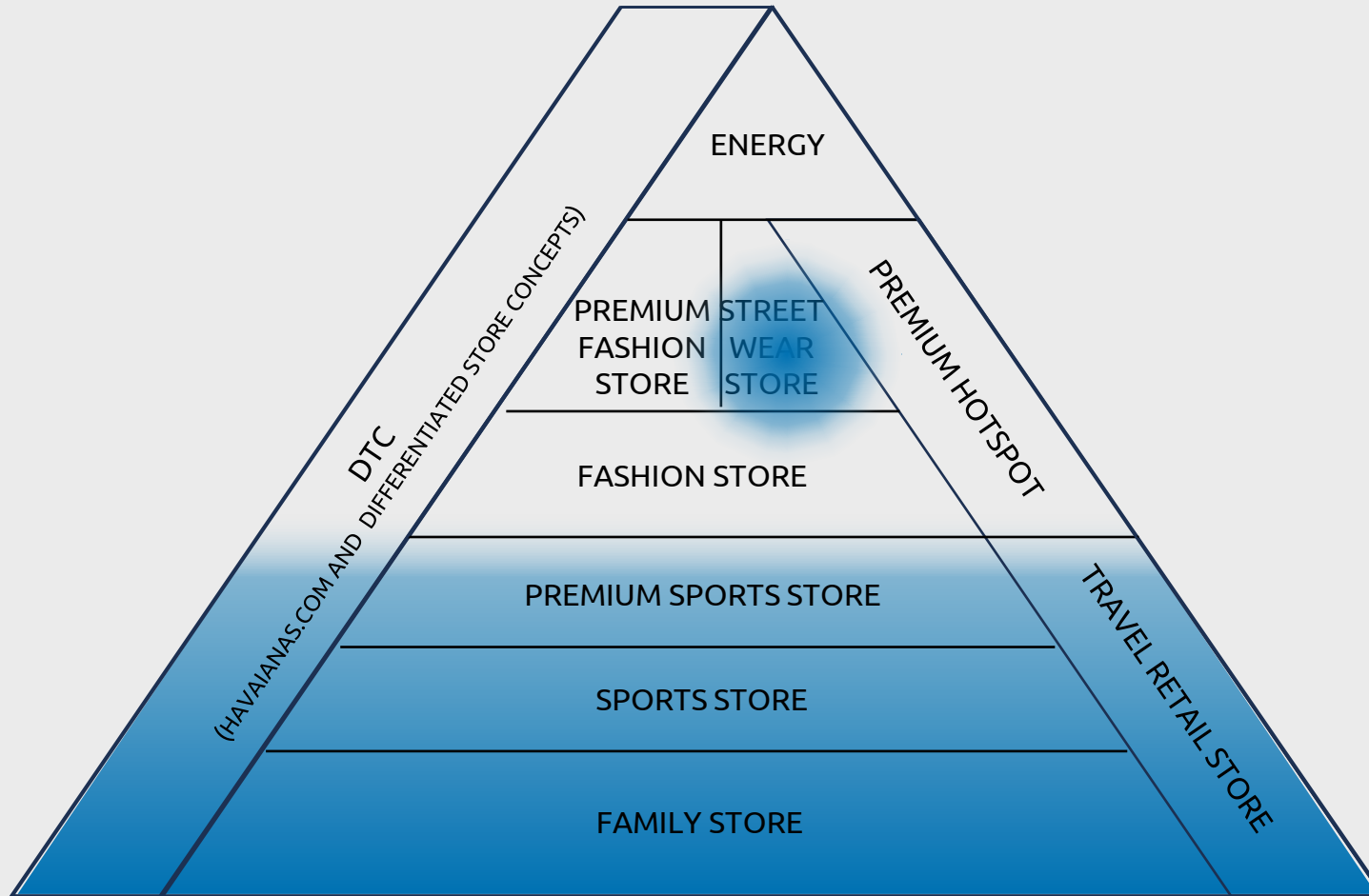
16-25

Teenagers & Young adults



# Where do we need to serve them

*Distribution Pyramid Defined*



**Sport  
Enthusiast**

**Age target:**

**25-45**

(Young) Professionals,  
parents, families



# We have an Integrated Offense

*Creating a healthy and sustainable marketplace*

Lead  
With  
Digital



Extend  
With  
Physical DTC



Amplify  
With  
MB Wholesale

**Building the brand**

**Generating the business**



# Growing in multiple dimensions

FROM



TO



Female Dominant

Male & Female  
brand and  
business dominant



Summer Staple

Spring, Summer  
& Fall Staple



Dominating The Beaches

Dominating Beaches  
And Cities



# Must win Destinations

## *Key Cities and Beaches*



- Different locations serve distinct consumer roles and brand impact.
- Limited resources require tailored approaches for maximum effect.
- Strategic impact creates a HALO effect nationally and globally.
- MUST WIN destinations will be cross-functional priorities.

# Key European City and Beach destinations

*Will determine where we will invest our energy, time and funds.*

	Number of cities	Brand Marketing					Retail Marketing		Distribution / Retail		
		OOH	Media	Social	Pr	Events	Consumer Activation	Retail Brand	.COM localized	DTC B&M	Full WHLS presence
<b>Tier 0</b>	4	○	●	●	●	●	●	●	●	●	●
<b>Tier 1</b>	4	●	●	●	●	●	●	●	●	●	●
<b>Tier 2</b>	6	●	●	●	●	●	●	●	●	●	●
<b>Tier 3</b>	70	●	●	●	●	○	○	●	●	○	●

● Must have   
 ○ Nice to have   
 ● No investment



# What winning looks like

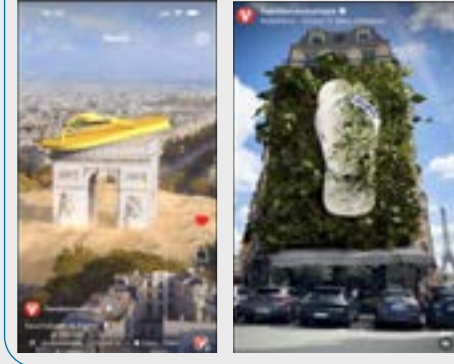
## OHH



## DIGITAL



## SOCIAL



## DTC



## PR



## WHOLESALE RETAIL



# Marketing



**Delight them  
with the right  
products**

Ensuring a continuous flow of freshness whilst leveraging our icons.



**Connect with  
them 360/365**

Being the 'top of mind' brand and 'brand of choice' throughout the full year



**Create a healthy  
and sustainable  
marketplace**

Driving sustainable growth through Digital and B&M holistic marketplace management



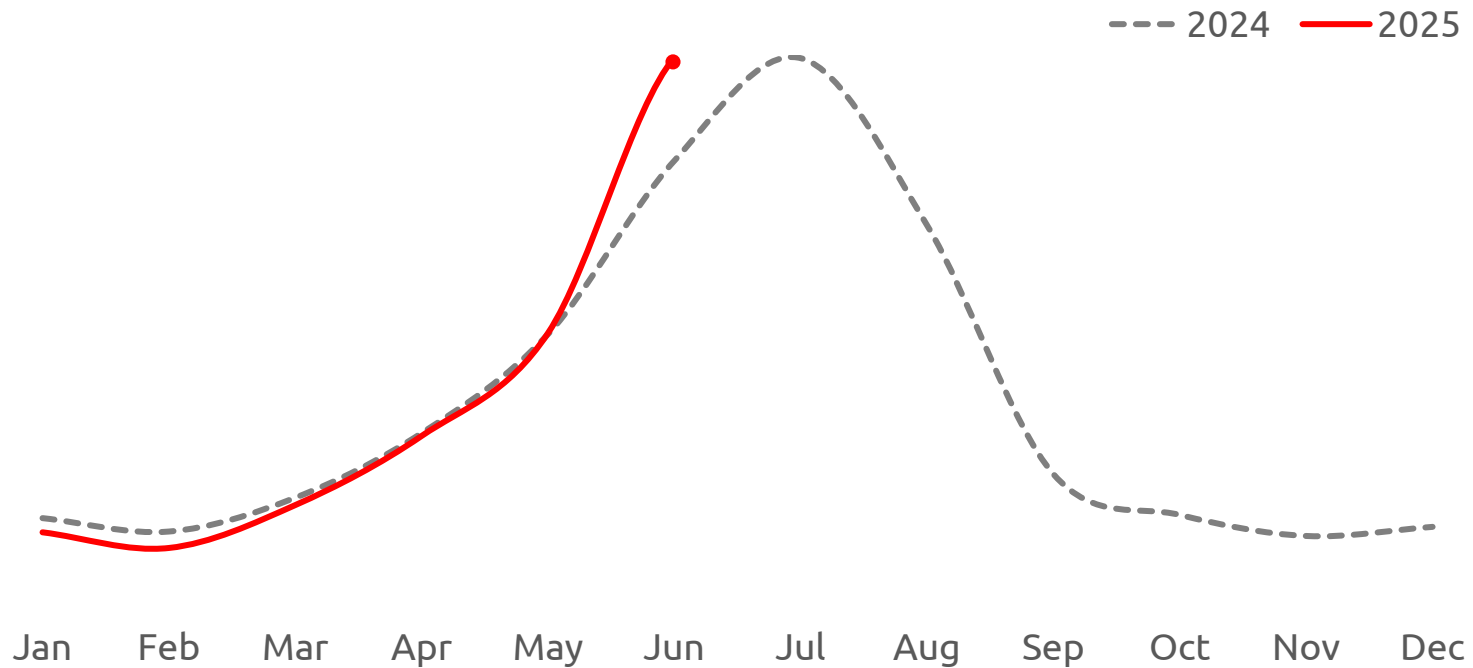
**Execute with  
excellence  
End -to- end**

Aligned planning, executing with diligence and speed, keeping always the end in mind



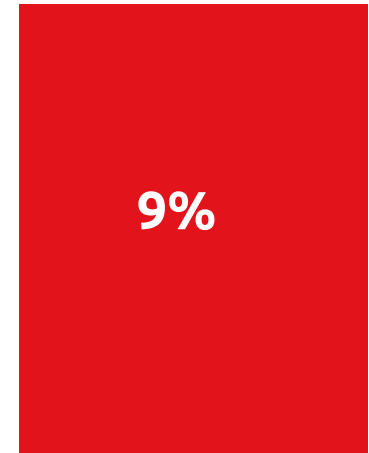
# Sell-Out accelerated from the start of the season already above 2024 levels

## Sell-Out – Havaianas Europe



## B2B Sell-Out Growth

YTD June - 2024 vs 2025 (%)



B2B

2025





ALPA DAY 2025 

**havaianas**  
**USA**

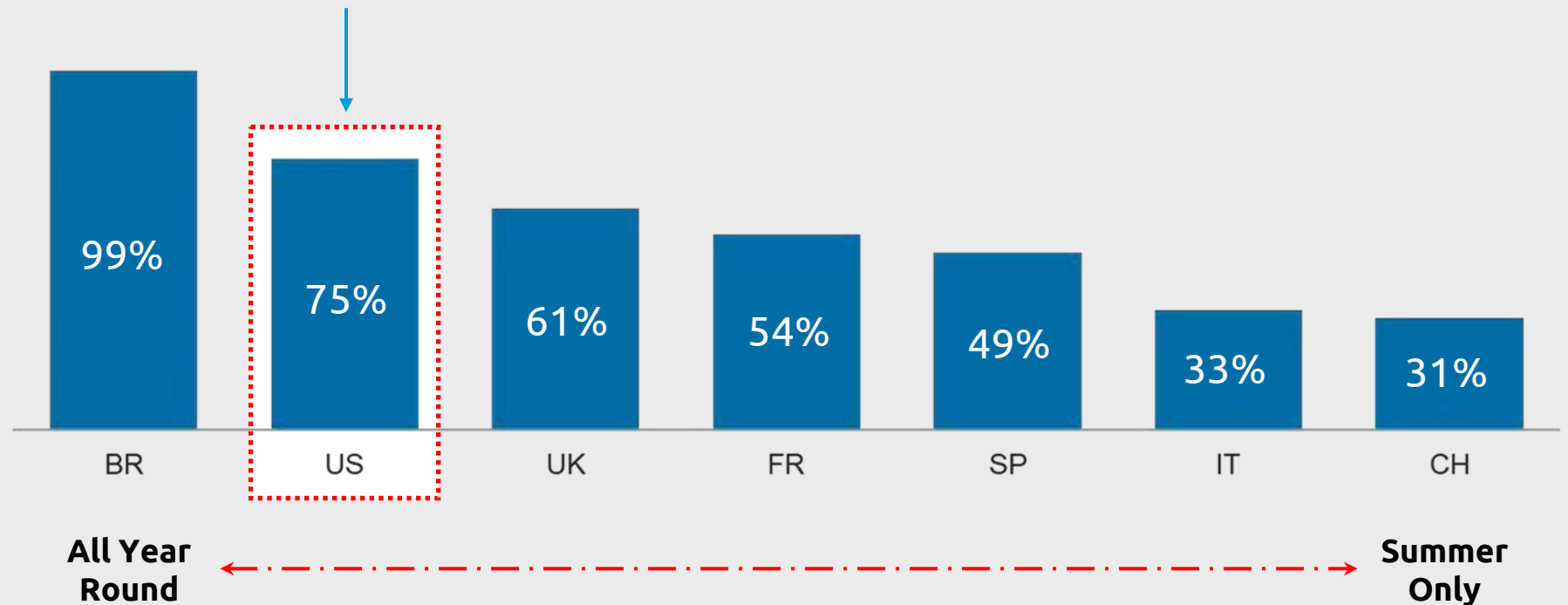


# Getting the US Flip Flop Market Right | Size of the Prize



**3 in every 4**  
consumers wear  
FFs all year round

**Seasonality**  
Flip-flops Usage All Year Round





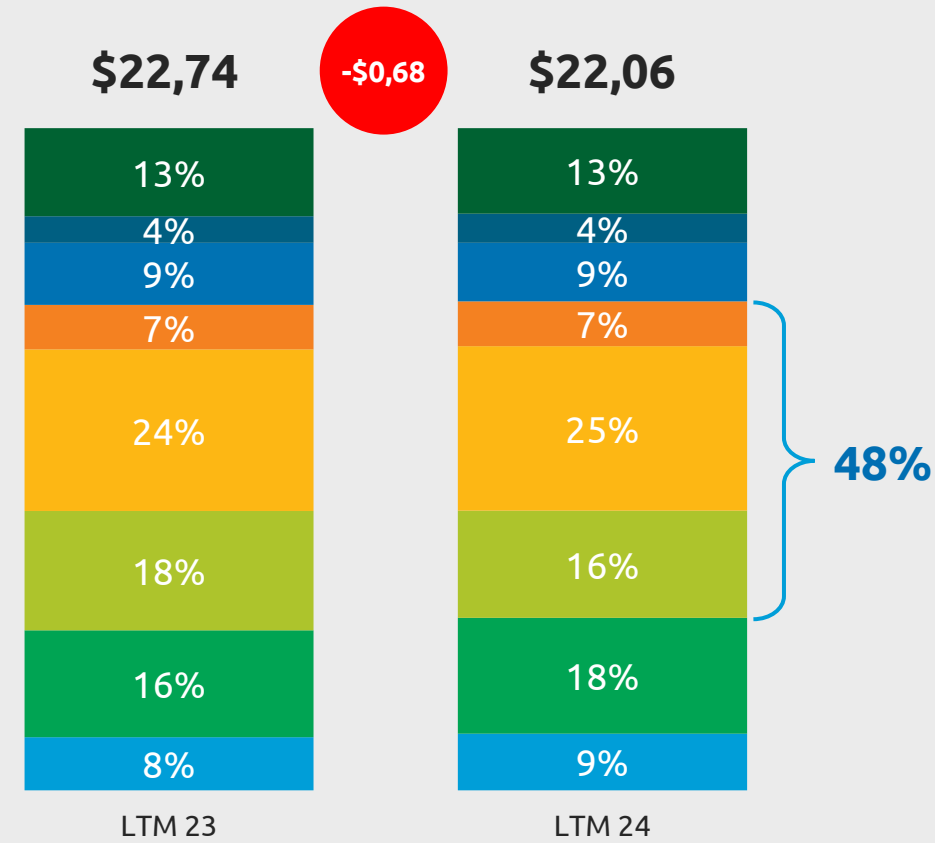
# Getting the US Flip Flop Market Right | Price Tiers

## Price Range Importance & Avg. Price Evolution (%)

### Market Size per Price Range (USD MM)

Price Range (LTM Sep 24)	Total Market (\$MM)	Share (%)
Less than \$9.99	\$63,8	9%
Between \$10 - \$14.99	\$71,4	10%
Between \$15 - \$19.99	\$59,7	8%
Between \$20 - \$24.99	\$56,7	8%
Between \$25 - \$29.99	\$64,2	9%
Between \$30 - \$34.99	\$92,6	12%
Between \$35 - \$44.99	\$93,0	12%
Between \$45 - \$54.99	\$50,7	7%
Between \$55 - \$74.99	\$66,2	9%
Between \$75 - \$99.99	\$33,0	4%
> \$100	\$96,5	13%

\$357M



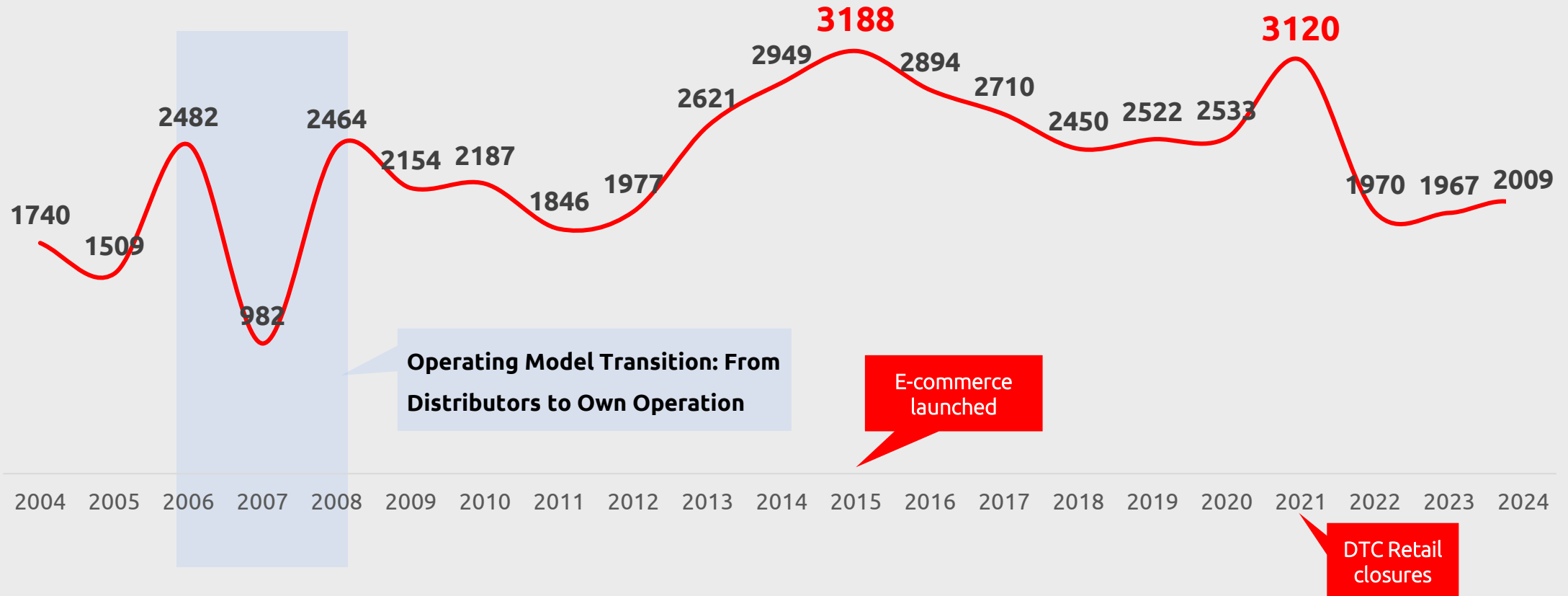
- Less than \$9.99
- Between \$10 - \$19.99
- Between \$20 - \$29.99
- Between \$30 - \$44.99
- Between \$45 - \$54.99
- Between \$55 - \$74.99
- Between \$75 - \$99.99
- > \$100





# Sell-in Volume – No consistency and high volatility

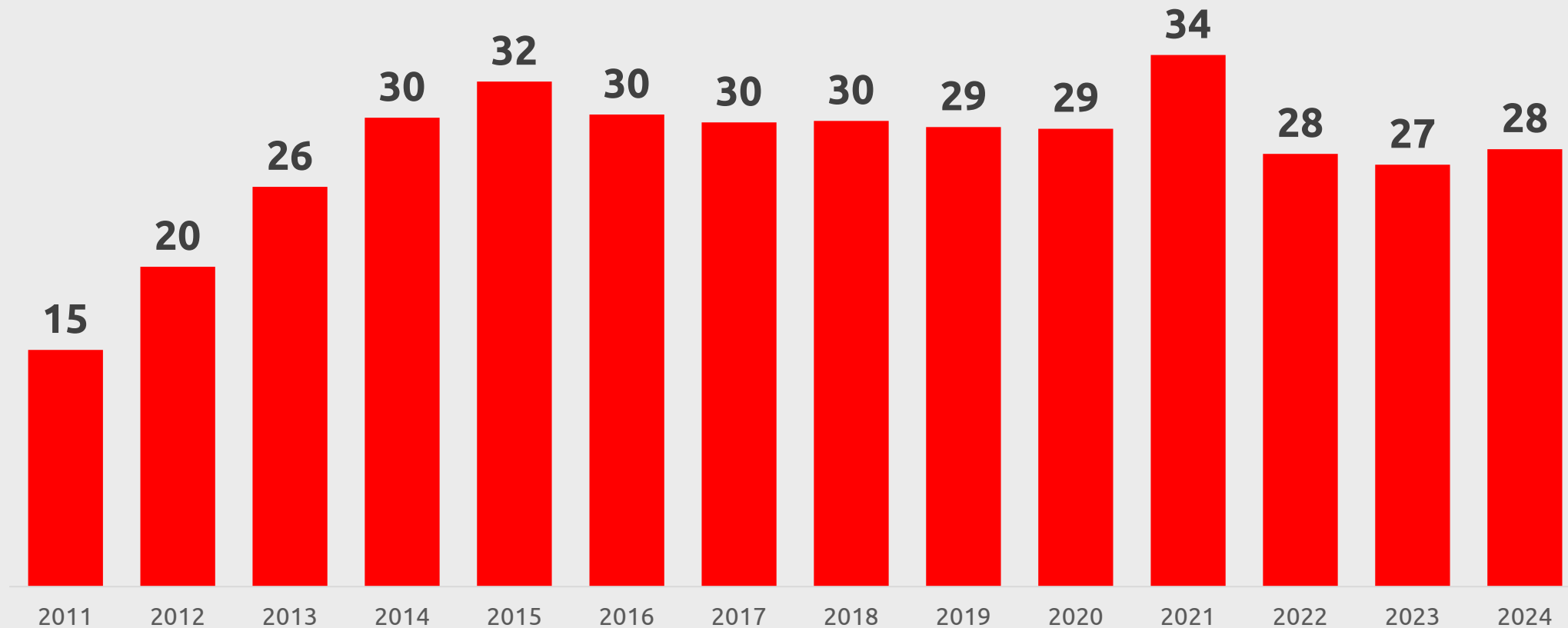
## US Volume Evolution (K Pairs)





# Net Sales – Growth Until 2015, Followed by Nine-Year Plateau

## Net Sales Evolution (USD M)



5J30/ij4-70 / şħo o Ł<sup>03</sup>/7



## KEY CHALLENGES:

- › Vast geographies to cover
- › Fragmented subchannels & accounts
- › Expensive cost to serve
- › Barriers to enter
- › Low presence mainly in mid-tier

# Getting the US Flip Flop Market Right | Size of the Prize

## Needs Importance per Market

Flip-flops Usage All Year Round

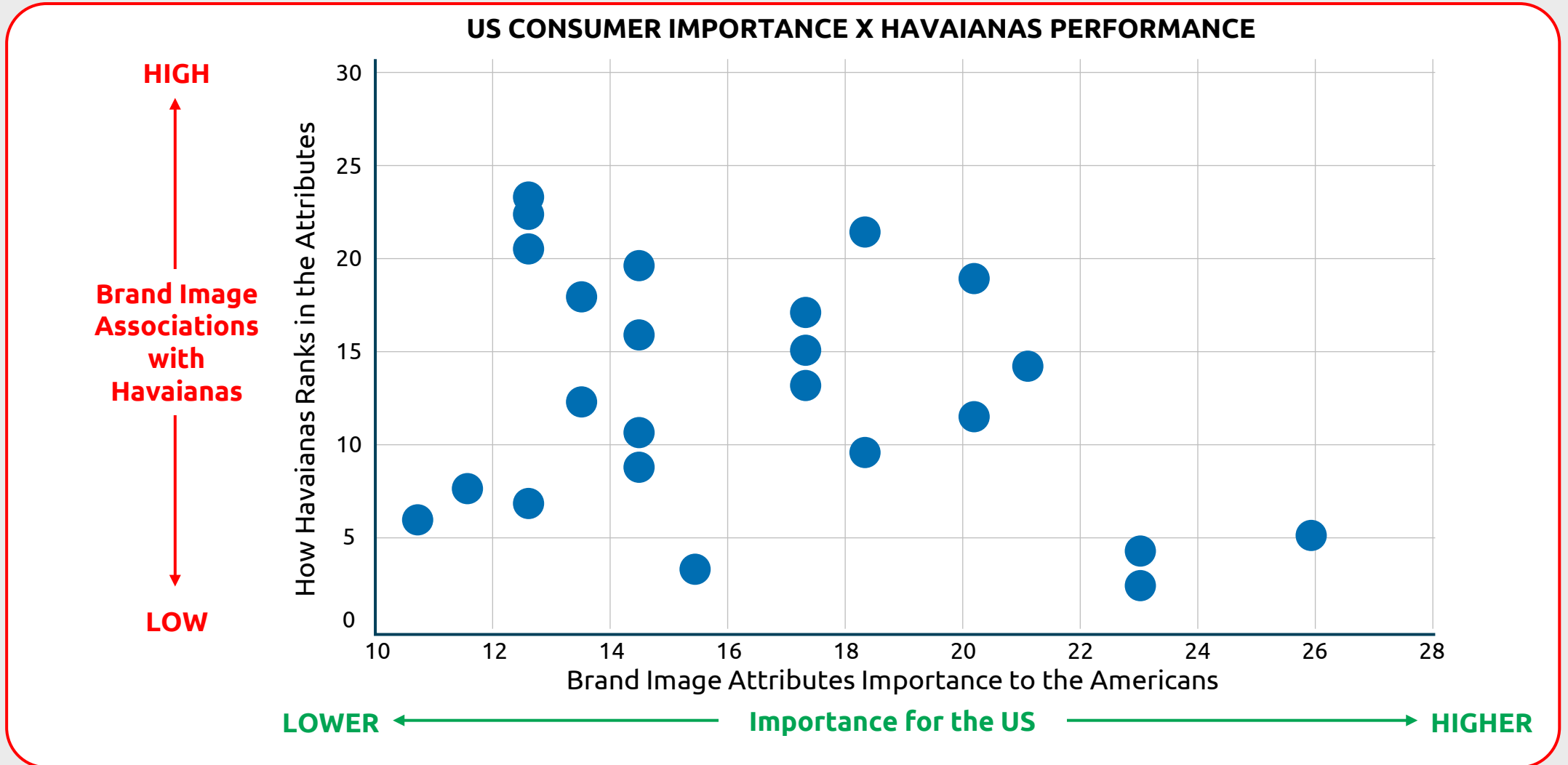


Versatile and C&R are the most relevant needstates for US consumers

■ Free & Airy    
 ■ Cozy & Relaxing    
 ■ Versatile    
 ■ Other Needstates



# Getting the US Flip Flop Market Right | Consumer Preferences





# About the Group

## EG

### EIGHT DECADES OF SUCCESS

Since the beginning The Eastman Group has been committed to our customers and product. From our retail beginnings to our brands, Eastman stands for honesty, quality and expertise.



### LONG TERM PARTNERSHIPS

Eastman prides itself in long-term partnerships with some of America's most trusted brands. With brand relationships over 20 years, Eastman is committed to creating the best product and value for their brands & customers.



### GLOBAL BRAND PRESENCE

Eastman's brands are product leaders across categories in North America and beyond. Eastman prides itself in partnering with the most trusted brands in their space.



### EXCELLENT PERFORMANCE

Eastman has been honored to have received awards of vendor of the year from several of our partners and consistency ranks near the top in almost all of our partners measurable vendor KPIs.



### RETAIL & BRAND BUILDING

Eastman knows retail, licensing and brand building. This diversity of experience has allowed us to build one of the most successful consumer products businesses in our space.



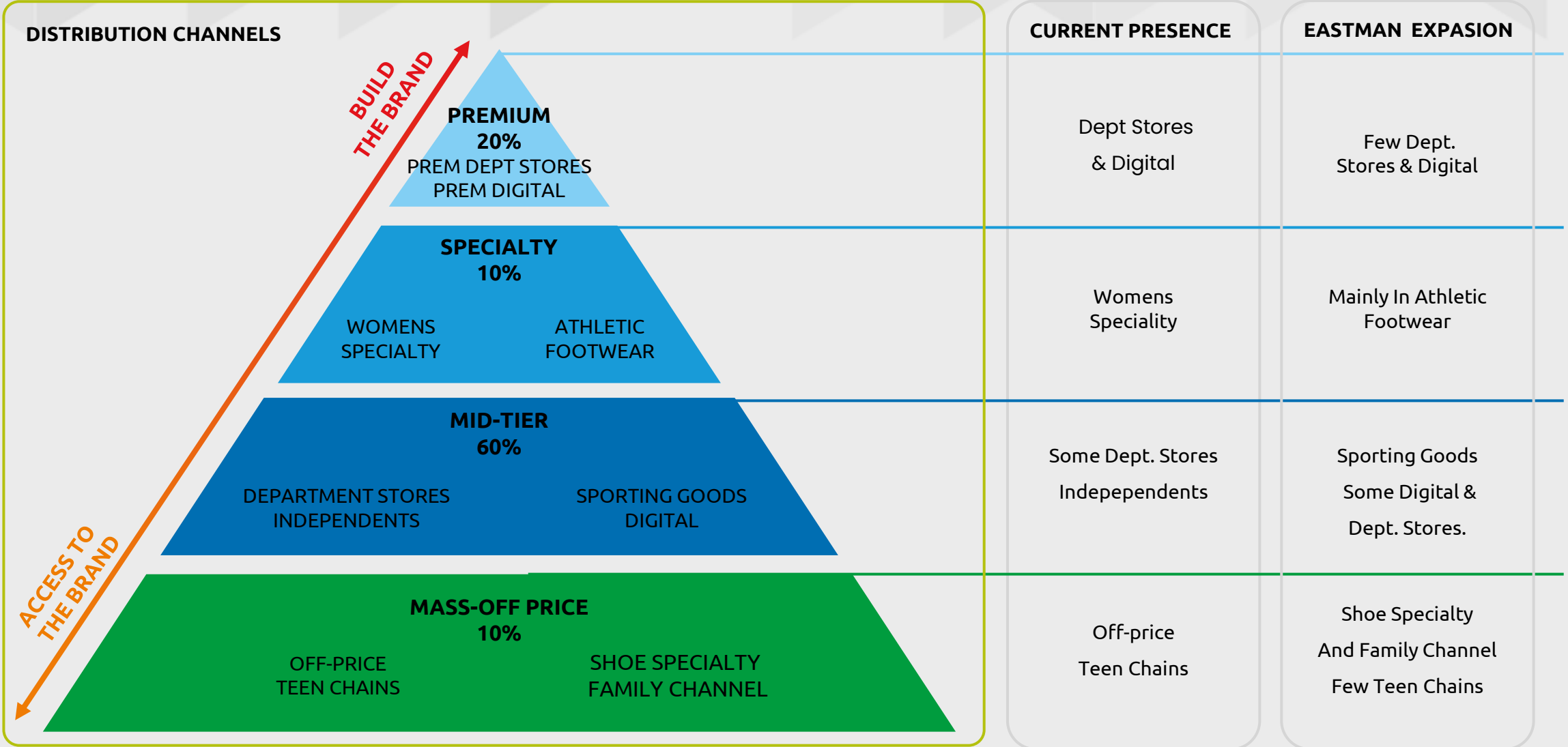
### ECONOMIES OF SCALE

Eastman's depth of brands has given us a quality sourcing structure across the globe, giving our partners access to years of experience and value-added economies of scale.



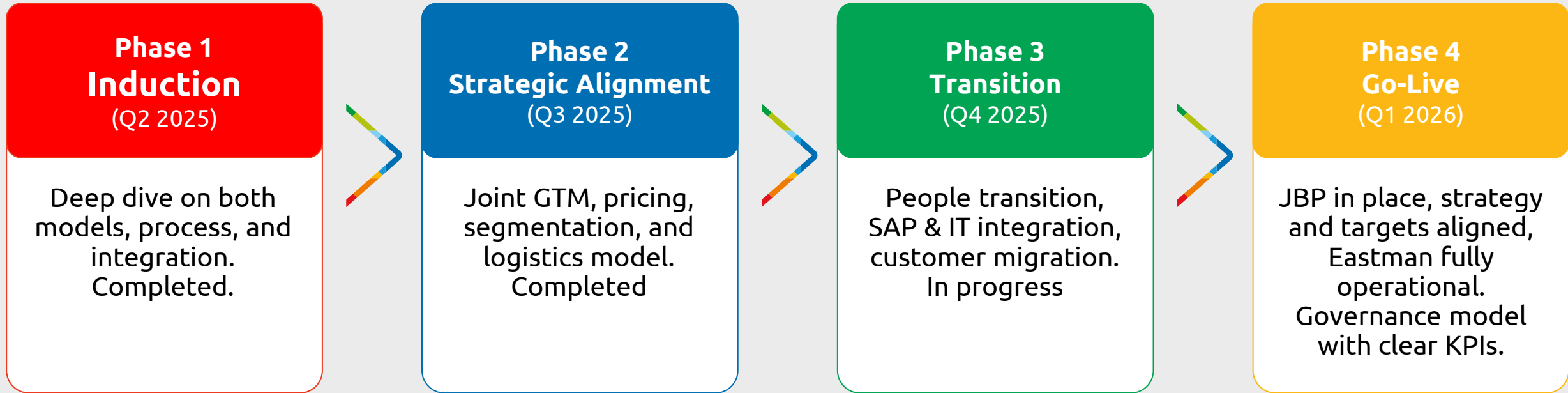
# Global Resources





# Execution Roadmap: Structured to Win

## De-risked Rollout. Governance to Scale



### Governance Structure:

Monthly & quarterly reviews, cross-functional workstreams (commercial, supply, legal, IT, brand).

### Execution KPIs already defined:

Sell-in vs. plan, door expansion, inventory efficiency, gross margin performance.





# Strategic Growth Pillars

## Partnership Strategic Growth Pillars

### Invest in Brand Building

Continue to build  
brand equity and  
guarantee visibility  
from day one

### Evolve Portfolio

Elevate relevance  
for U.S. consumers  
needs and  
occasions

### Expand Distribution

Broadening  
distribution to  
leverage brand  
awareness and  
unlock growth,

### Execution Readiness

Ensure operational  
excellence across  
all channels

### Governance & monitoring

Drive growth, and  
accountability with  
JBP, aligned KPIs  
and regular reviews





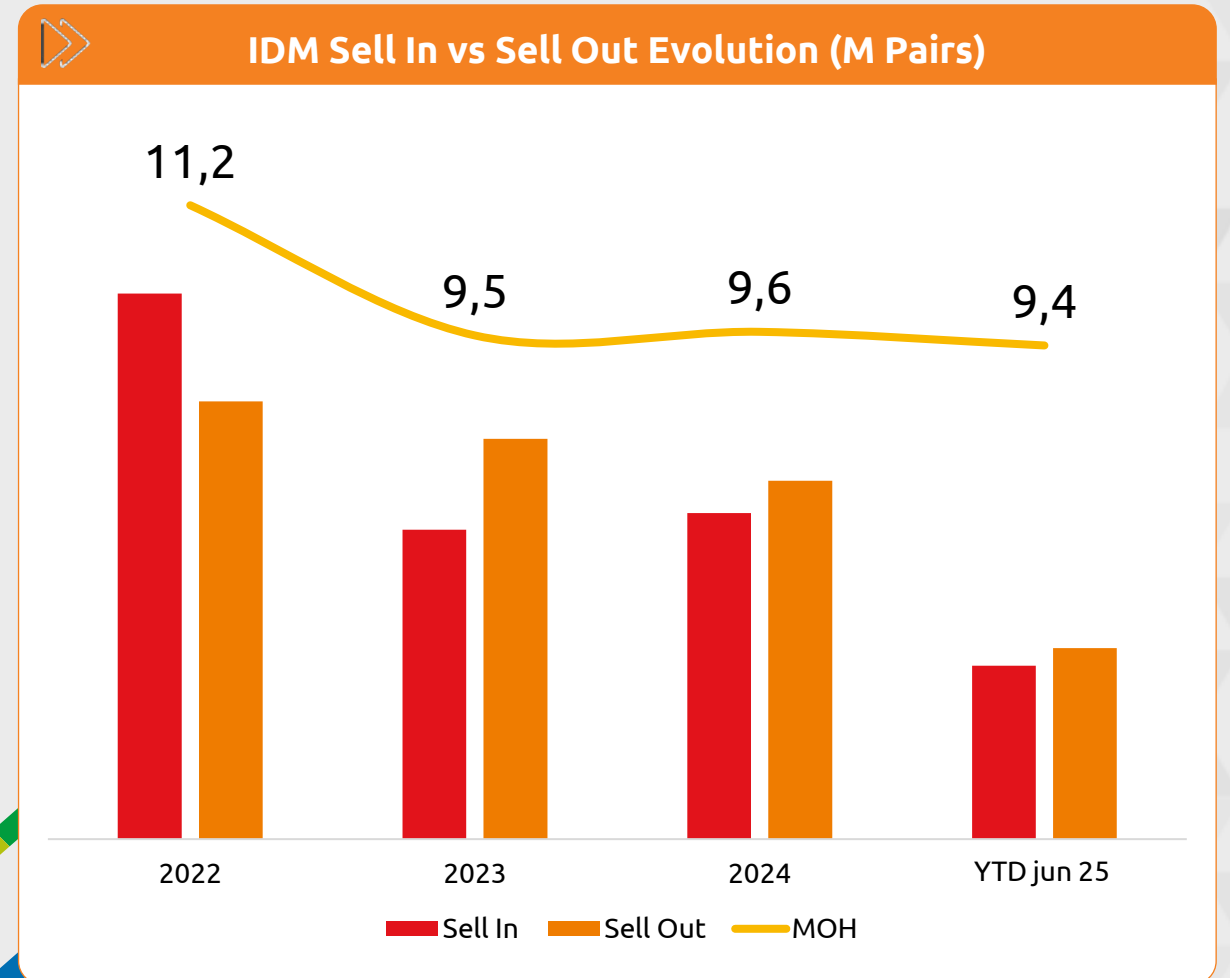
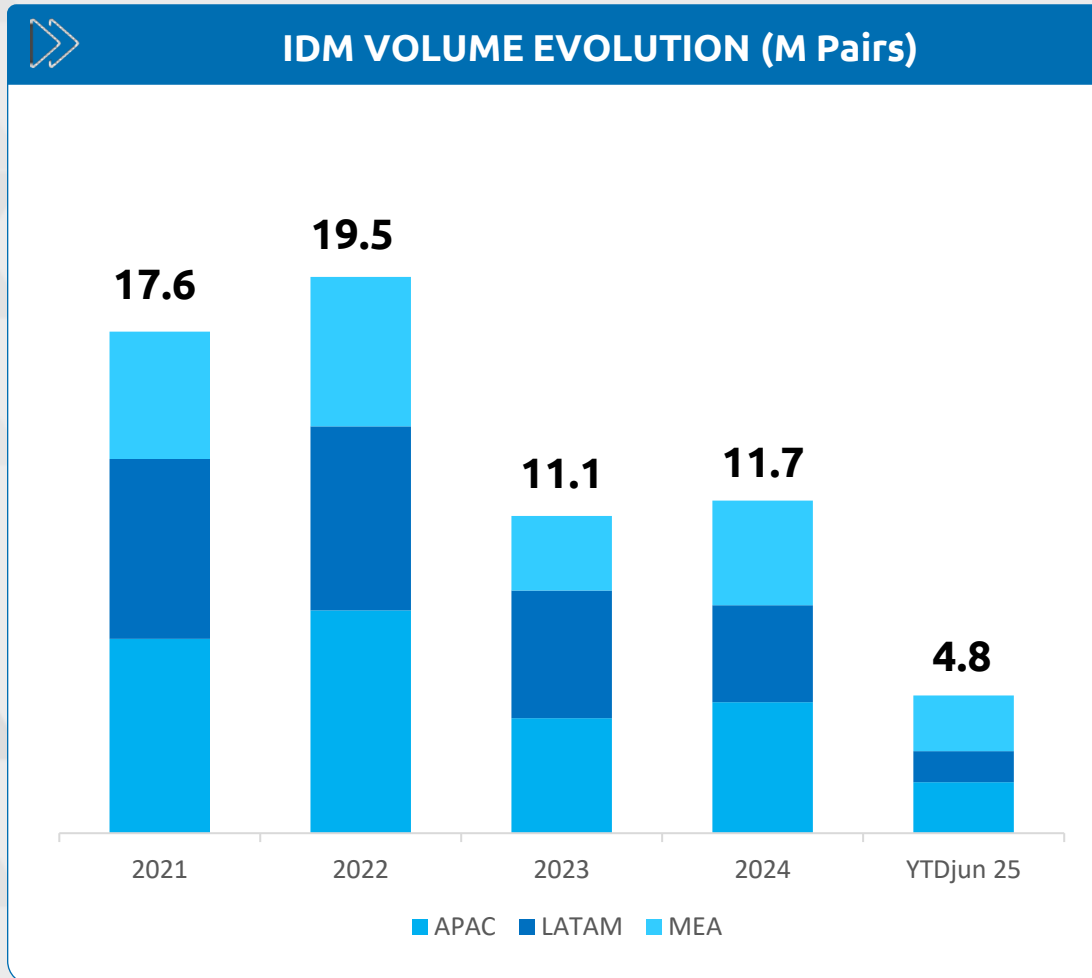
ALPA DAY 2025 

# **havaianas**

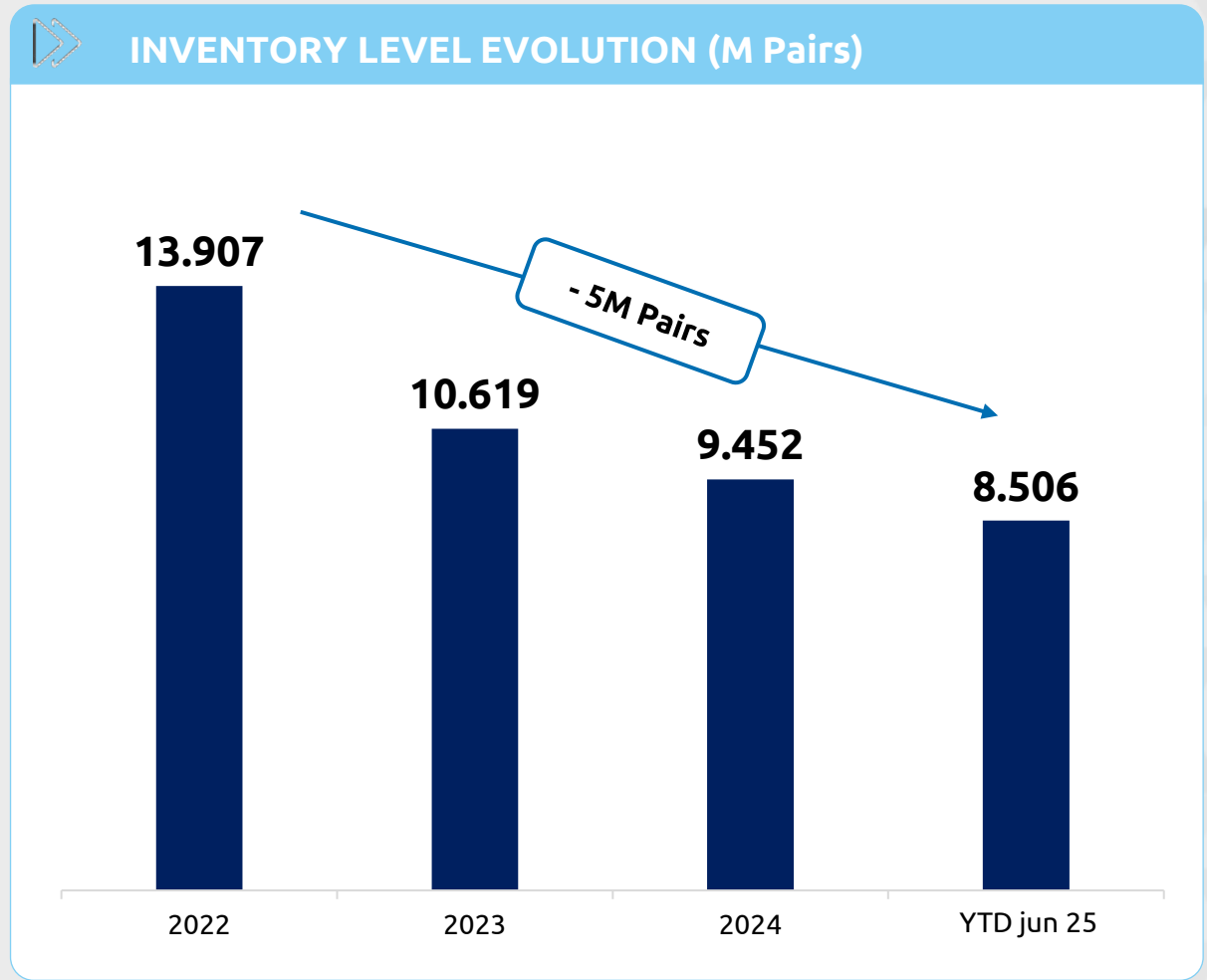
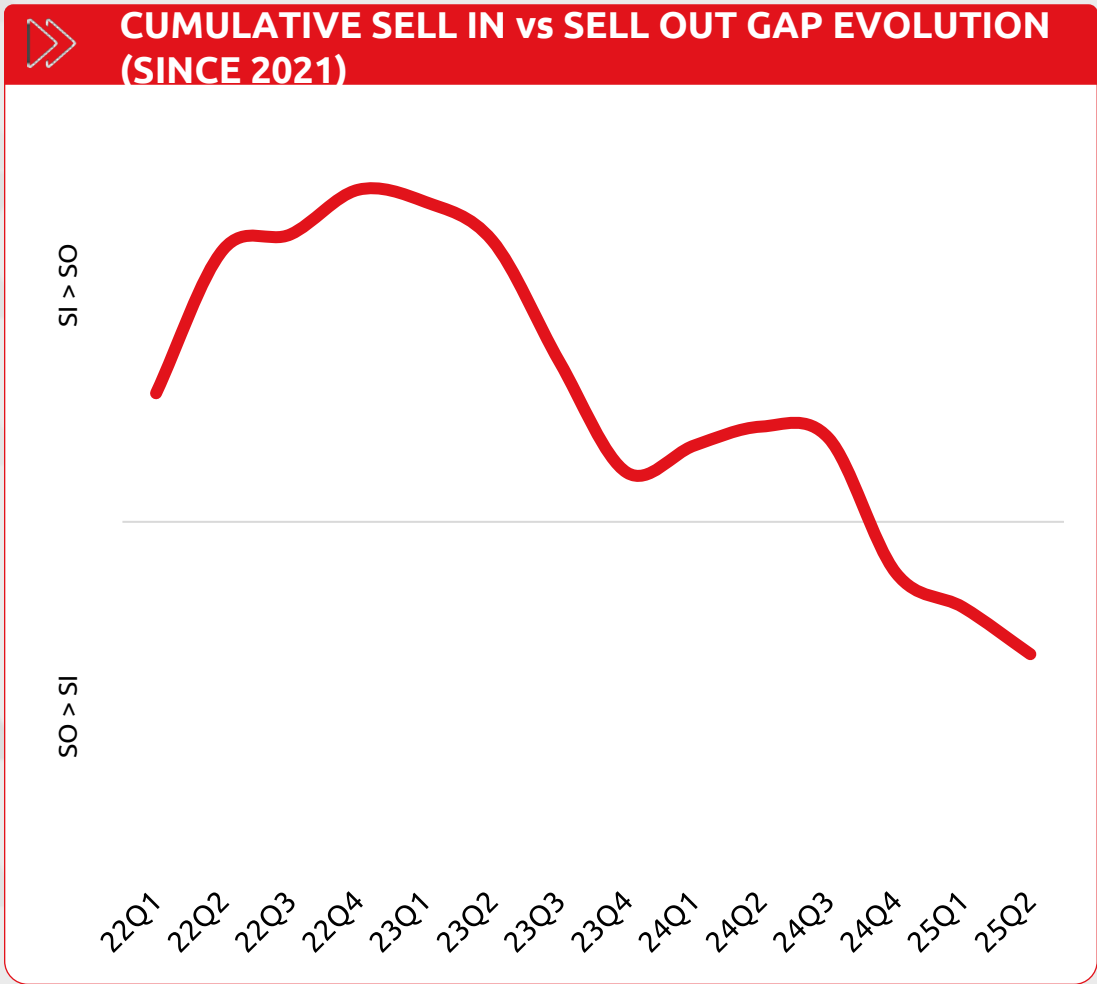
## **IDM**



**IDM Operation** is progressing to revert the inventory levels with  $SO > SI$  from 23-25

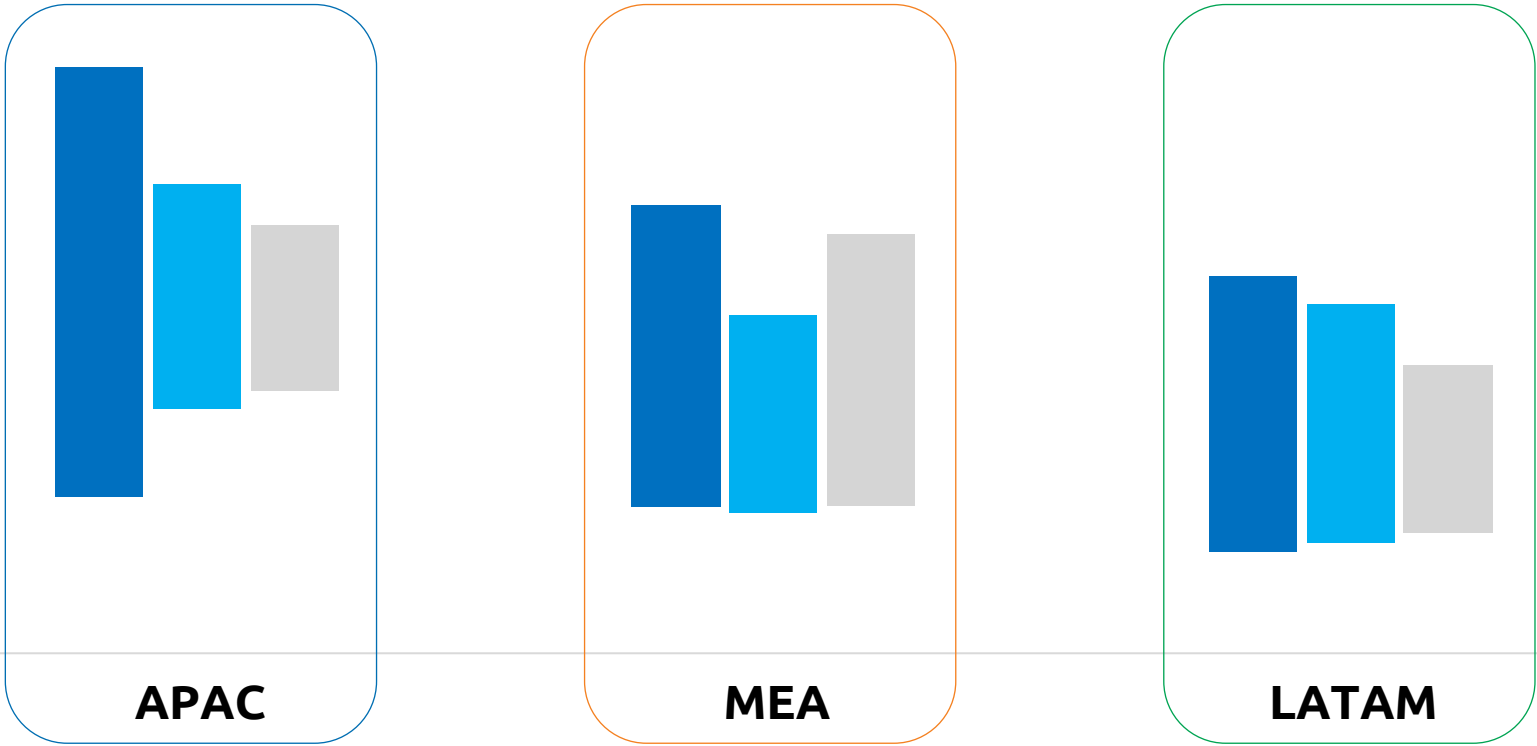


**The inventory rebalancing process is underway,** as in most IDM countries reducing past overstock issues and bringing healthier inventory levels with the equivalent of 3 months of stock cleared



Price discrepancies in distributor markets have been monitored in the past years **to drive greater regional price consistency**

**REGIONAL PRICE GAP EVOLUTION (2023–2025)**



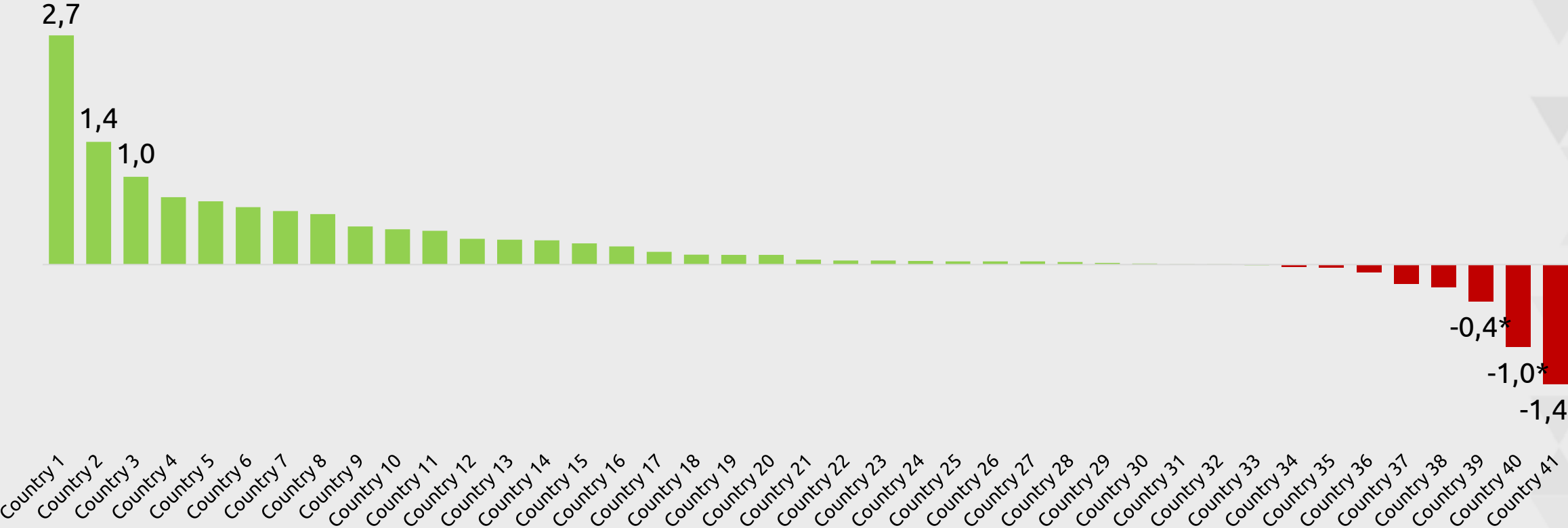
■ 2023 ■ 2024 ■ 2025



While many IDM countries faced EBITDA challenges in the past, today the scenario is highly positive, with 33 countries delivering positive EBITDA



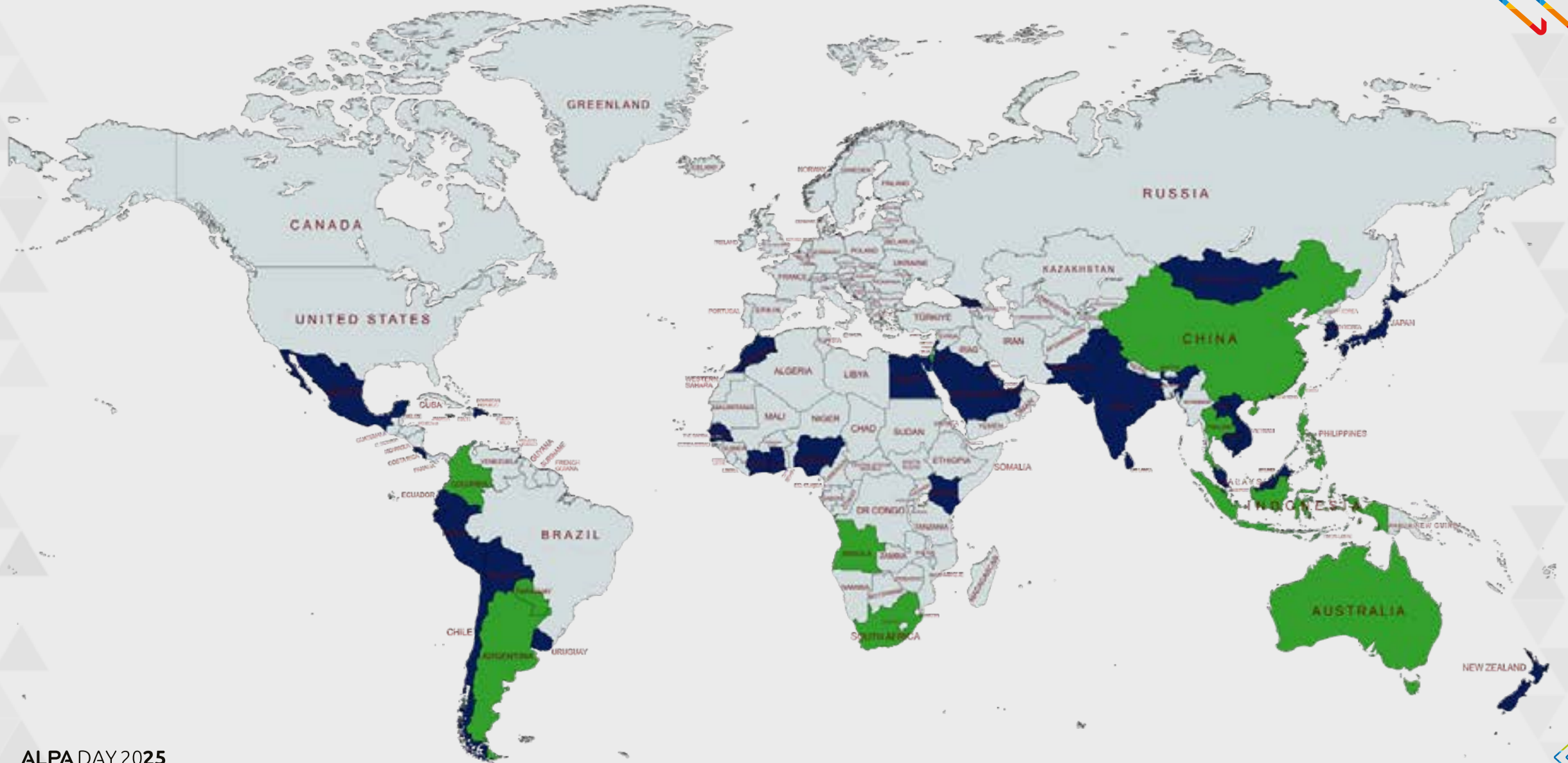
### EBITDA IDM Countries – LTM Jun2025 (M USD)



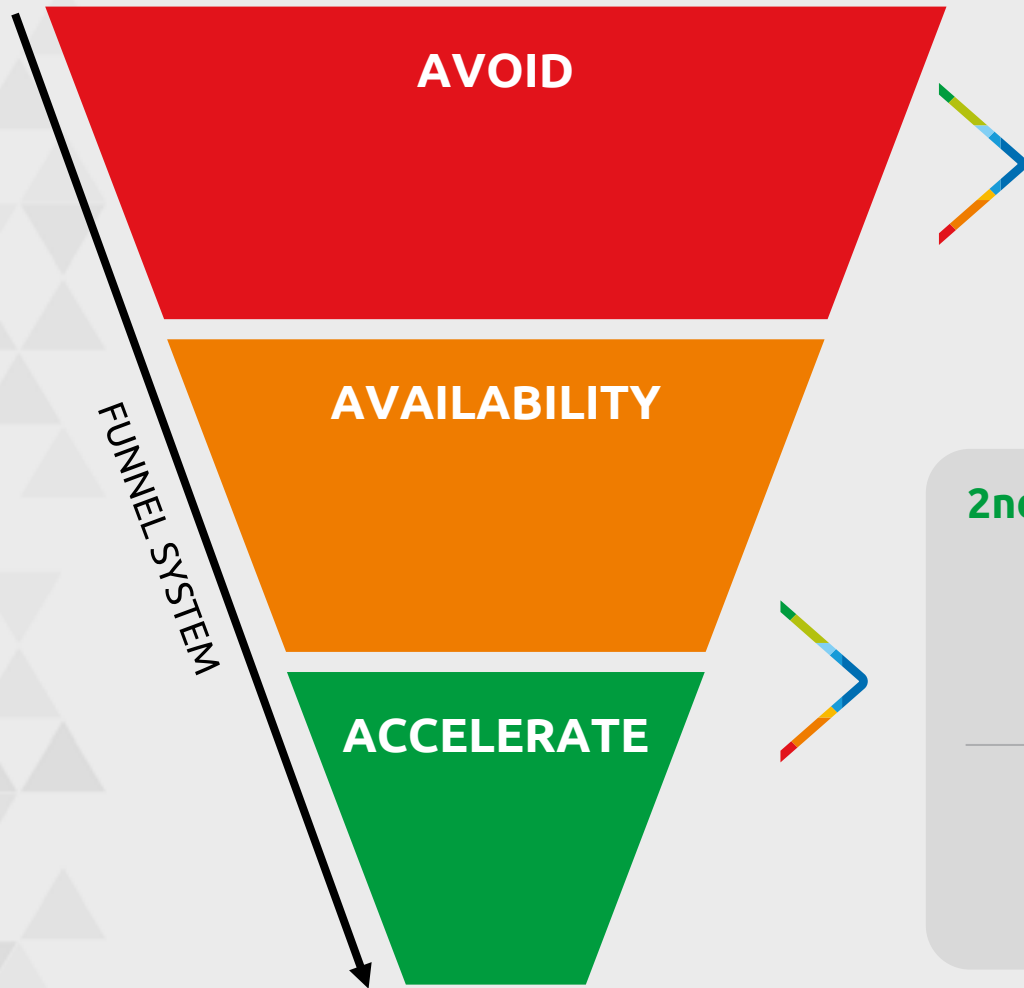
\*Colombia, China and India included in the graph above are own operations.



Despite selling in **120+ Countries**, for IDM, 20 countries represent 88% of the business



# Funnel Clusterizes Countries Using **Unified Criteria** to Drive IDM Execution Globally



**1st step: Macroeconomic Risk + Volume Performance**

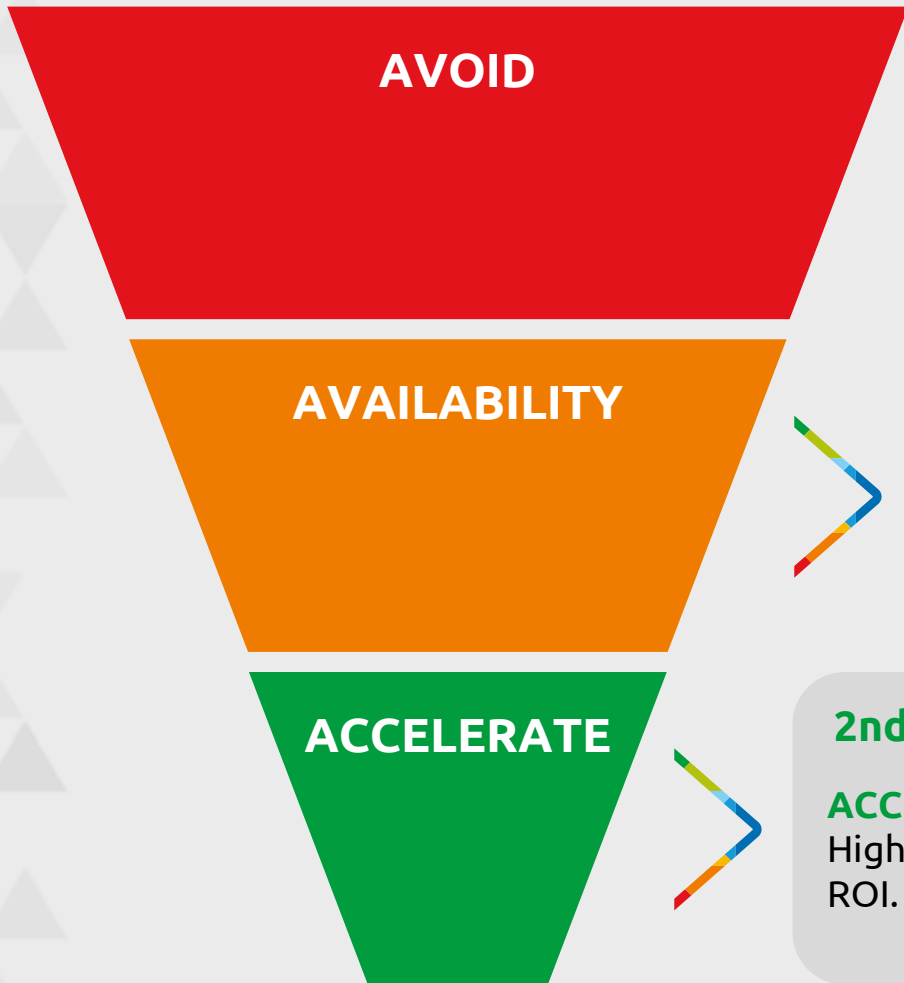
<b>Political Stability Index*</b>	<b>Democracy Index*</b>	<b>Financial Vulnerability Rate*</b>	<b>Volume 2025</b>
-----------------------------------	-------------------------	--------------------------------------	--------------------

**2nd step: Market Opportunities + Business History**

<b>INTERNAL Cash Cont. Margin</b>	<b>EXTERNAL Potential Pairs</b>
<b>INTERNAL Business History</b>	<b>EXTERNAL Buying Power</b>



# A Structured Funnel Framework to Prioritize Actions and Maximize Wins Across IDM Markets



## AVOID

### AVOID:

Countries with shy volume potential or commercial/political barriers that make entry unviable. There are white space markets not prioritized for activation now, but with future opportunity (e.g., India, Nigeria, Bangladesh).

## AVAILABILITY

### 1st step: Macroeconomic Risk + Volume Performance

### AVAILABILITY:

Countries with limited but still viable market opportunities for short-term engagements, requiring minimal resource allocation and simplified integration.

## ACCELERATE

### 2nd step: Market Opportunities + Business History

### ACCELERATE:

High-potential markets where significant investment will drive growth and ROI.



# Funnel Outcome: Each Country Assigned to the Cluster that Reflects Its Profile and Our Priorities

*NON EXHAUSTIVE LIST – AVOID DOES NOT REFLECT ALL THE COUNTRIES*

## AVOID



Jordan



Venezuela



Myanmar



India



Ivory Coast



Lebanon



Egypt

## AVAILABILITY



Paraguay



Morocco



Angola



Israel



South Africa



Peru



Japan



Taiwan



Uruguay



Colombia



Mexico



GCC



China



New Zealand



Chile

## ACCELERATE



Argentina



Australia



Philippines



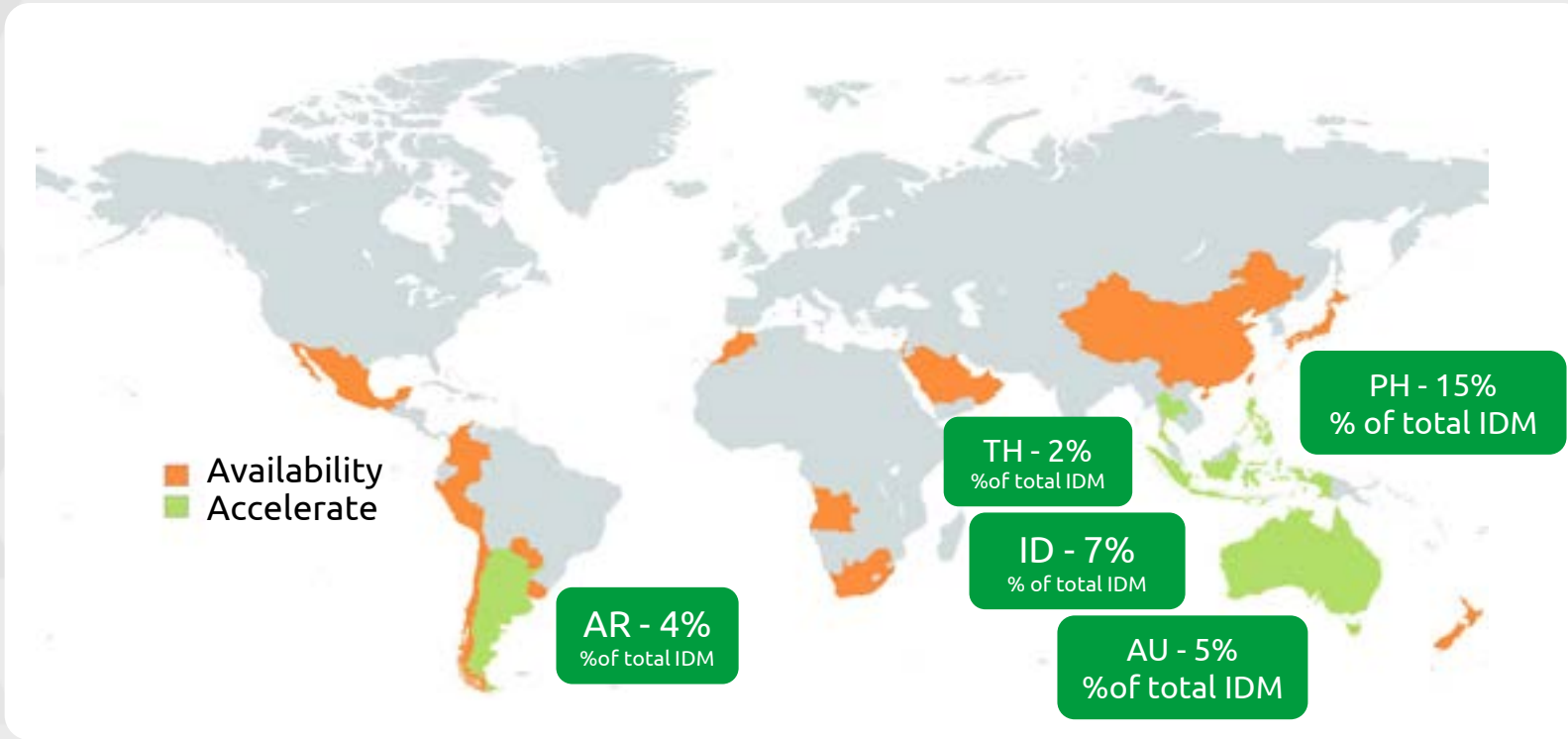
Indonesia



Thailand

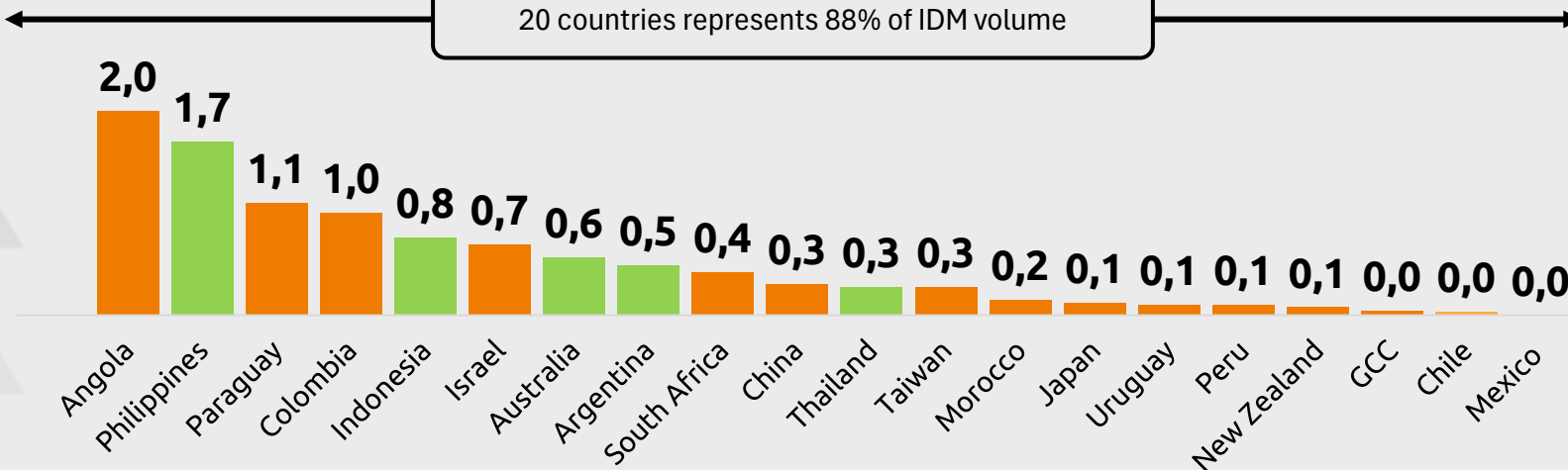


The accelerate markets grew +9% YTD June 2025 vs 2024.



Region	Volume 2024	%
IDM	11,6M	100%
<b>ACCELERATE</b> (5 countries)	<b>3,8M</b>	<b>32%</b>
<b>AVAILABILITY</b> (15 countries)	<b>6,5M</b>	<b>56%</b>
<b>AVOID</b> (35 countries)	<b>1,3M</b>	<b>11%</b>

20 countries represents 88% of IDM volume



To ensure consistent international growth, we are developing a **Playbook** to guide and accelerate expansion in our key priority markets.





ALPA  
DAY

ALPARGATAS

2025

## **CAPABILITIES**

Gabriel Aver

Adiano Negrão

Mauro Alarcon



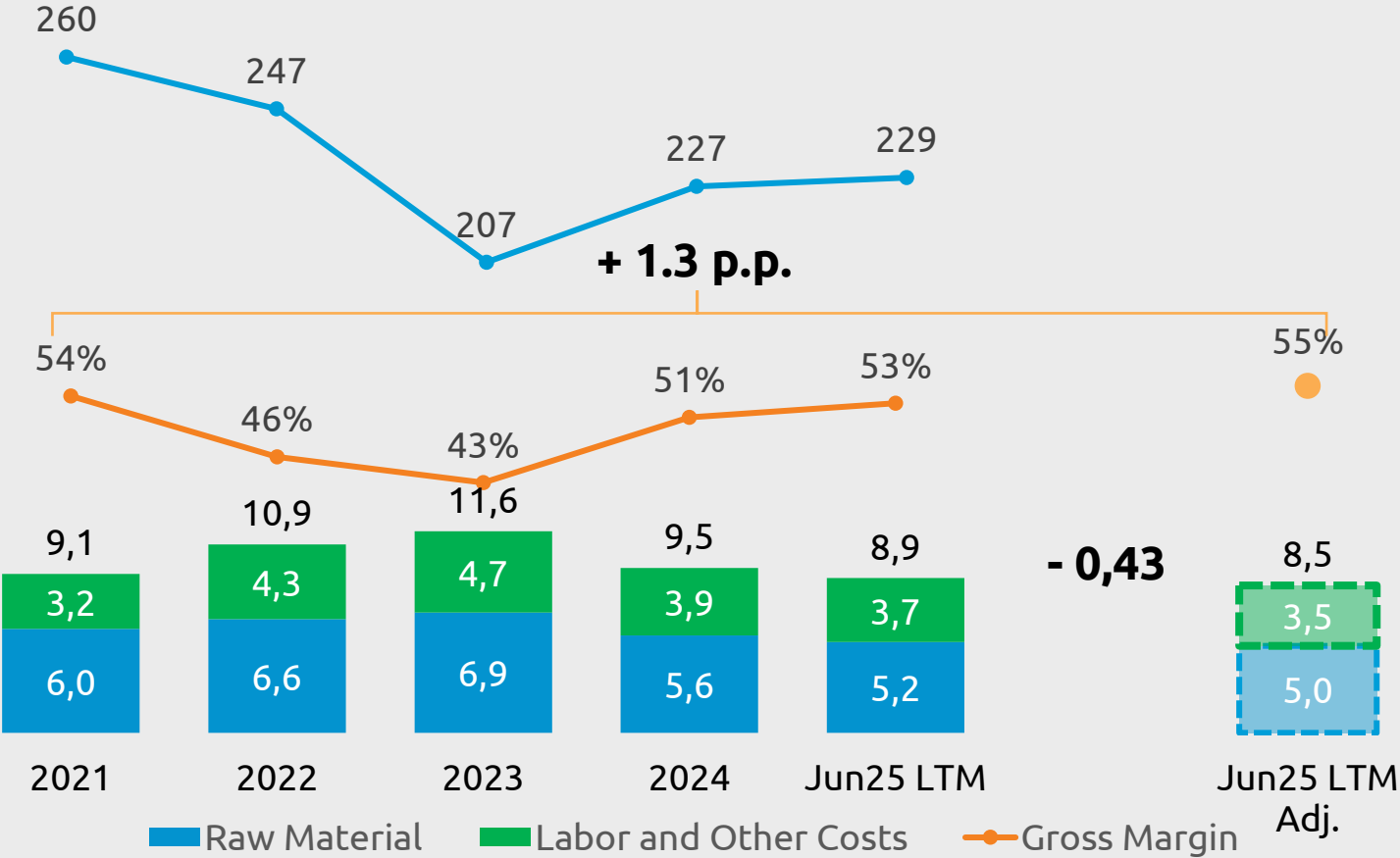
ALPA DAY 2025 

**INDUSTRIAL**



# Unpacking Record Gross Margins: How Operational Scale Shaped Our Trajectory

Historical COGS ex-D&A adjusted by inflation (R\$/unit) and Volume (million pairs)



Production **volume** dropped by over 30 million pairs, resulting in industrial cost deleveraging.

**RECORD**  
**Gross Margin** Adjusted by Volume and FX Rate

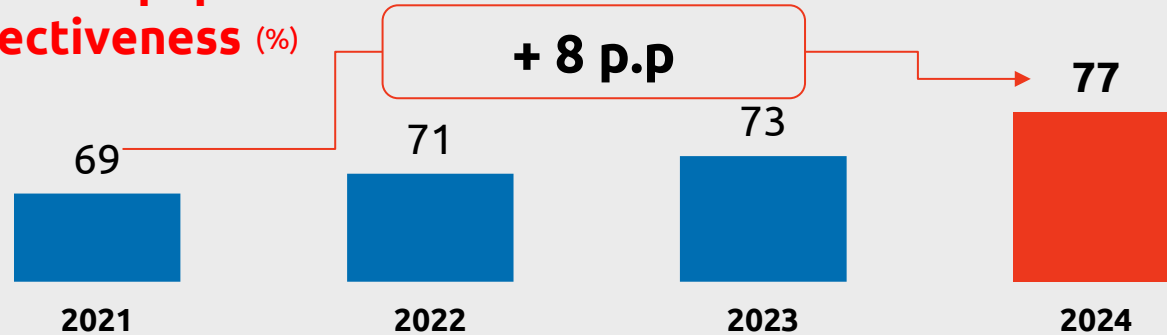
**REDUCTION OF R\$0.2**  
 Fixed Costs adjusted by Volume

**REDUCTION OF R\$0.2**  
 Raw Material adjusted by FX Rate

# Service Level as a Performance Guide for Industrial Process Optimization

PRODUCT

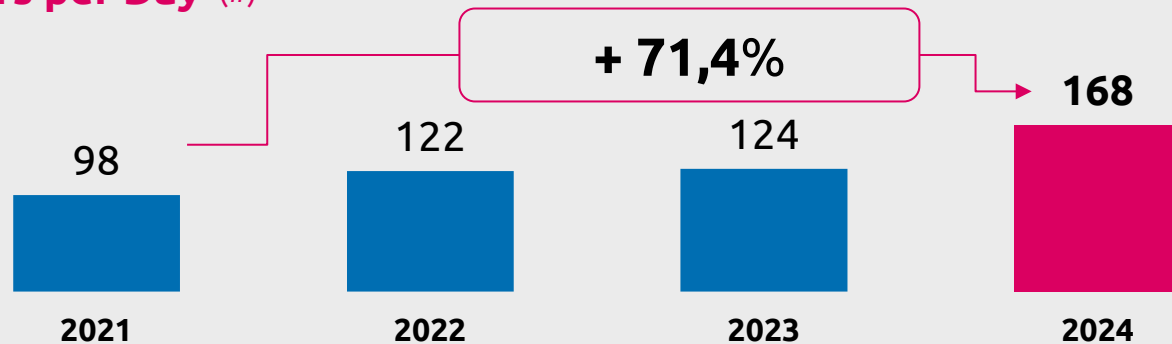
**Overall Equipment Effectiveness (%)**



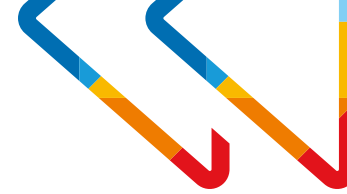
OEE (Overall Equipment Effectiveness) measures how efficiently equipment is.

PRODUCTION

**Pairs per Day (#)**



The production (pairs per day) indicator shows how well actual daily output meets planned production targets, measured as a percentage of completion and tracked monthly and yearly

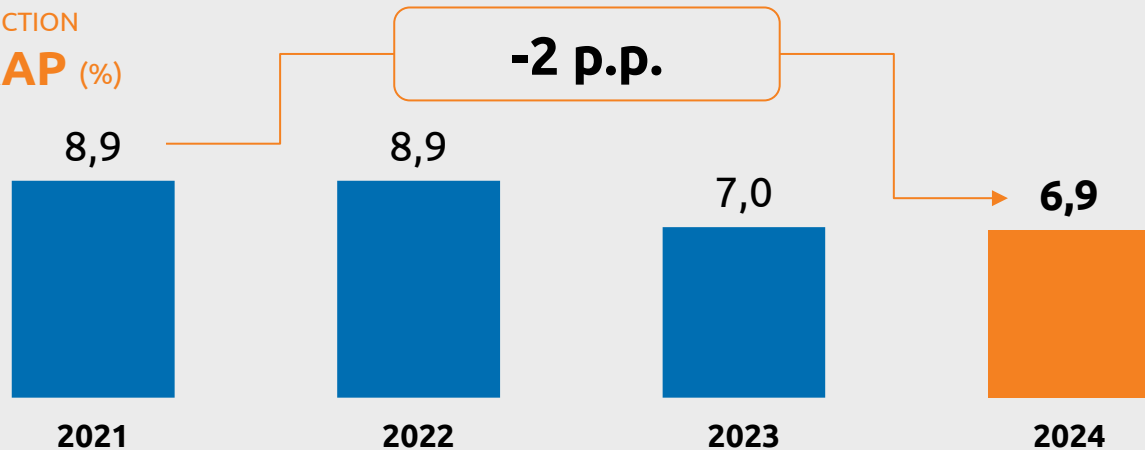


A higher OEE (**Overall Equipment Effectiveness**) leads to more efficient utilization of equipment within the expected timeframe.


The production (pairs per day) indicator shows how well actual daily output meets planned production targets, measured as a percentage of completion and tracked monthly and yearly.

# Quality as industrial compass

PRODUCTION  
**SCRAP (%)**



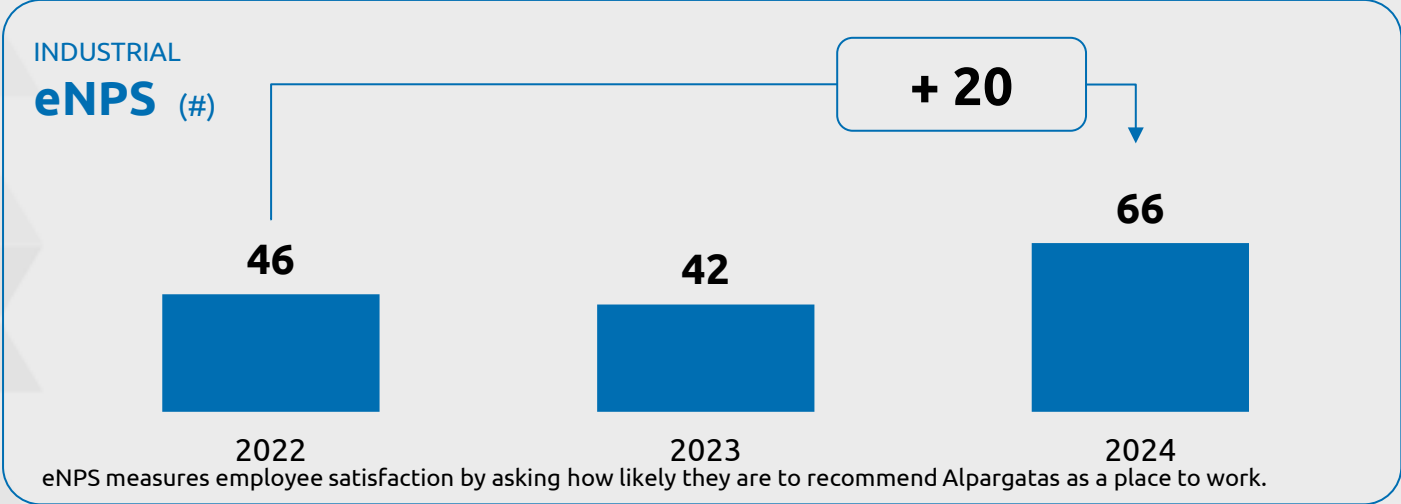
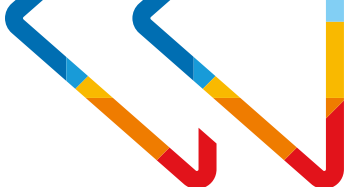
By increasing productivity and optimizing resources, we produce more with the same structure, lowering unit costs and improving margins.



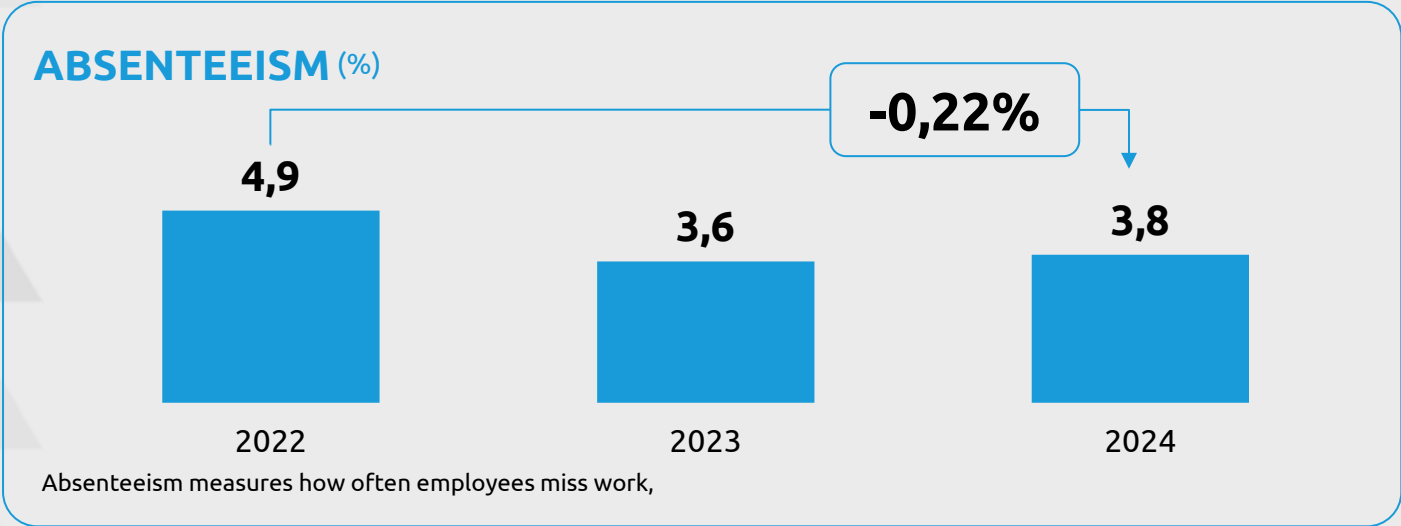
Minimizing scrap decreases the amount of raw material consumed during production



# Excellence, motivated **People** connected to results



Despite the reduction in headcount at the factories since 2022, employee motivation levels have been steadily increasing.

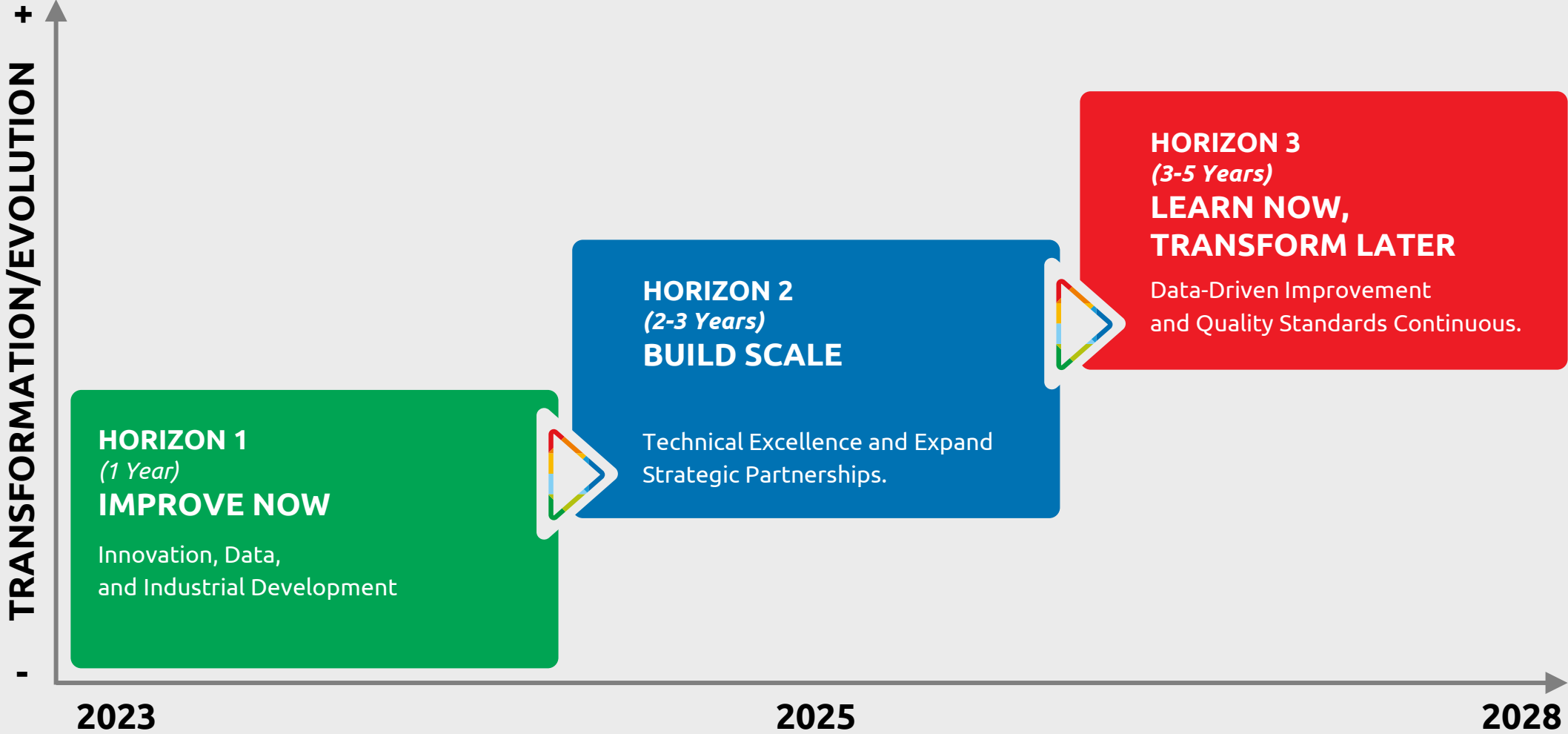


Low rates of Absenteeism indicate good health and positively impact productivity, costs, workplace morale, and company results.



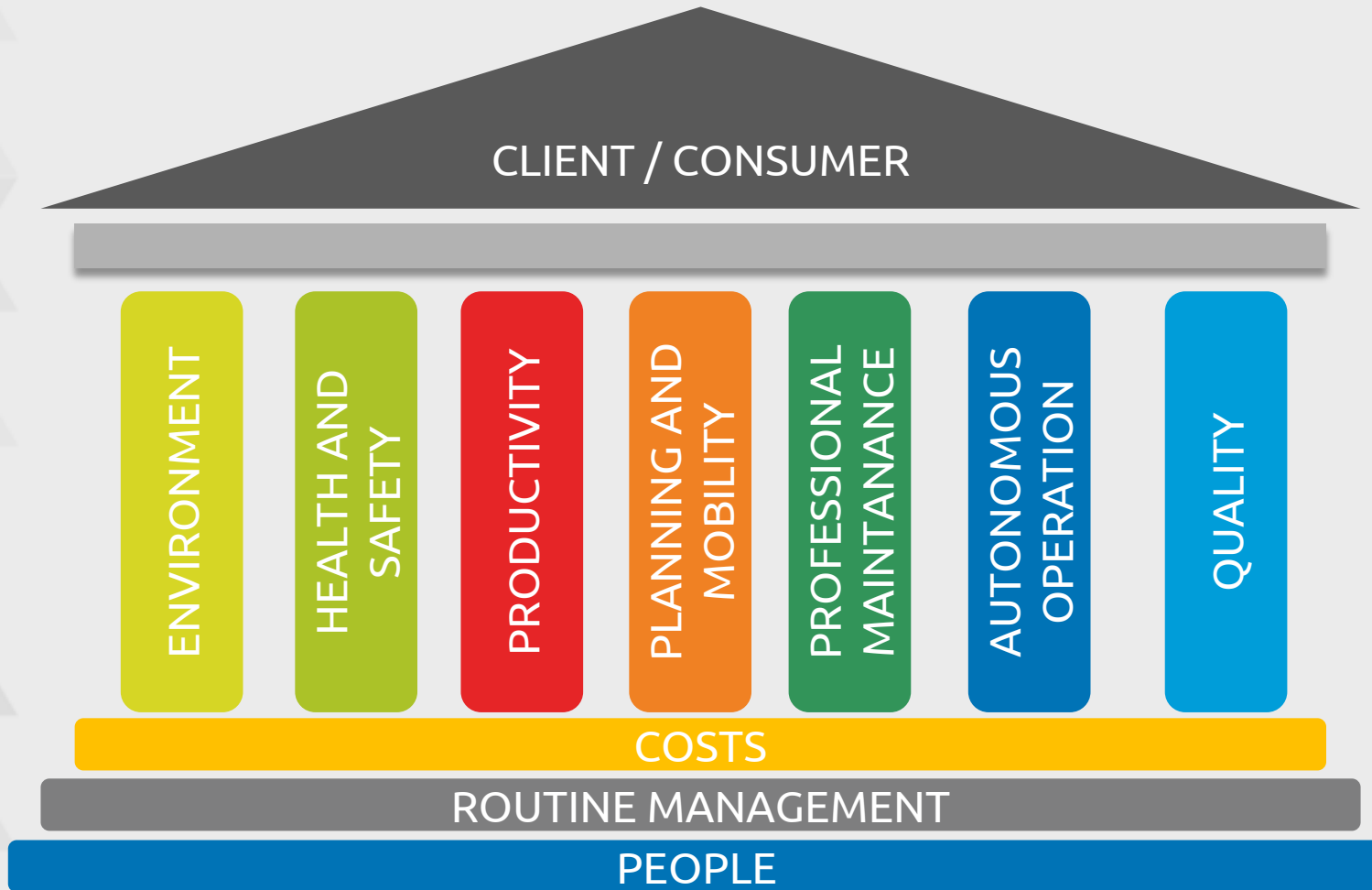
# Industrial Strategic Long Term framework

## 5-Year Industrial Objectives Roadmap



# Industrial Management System ("SIM")

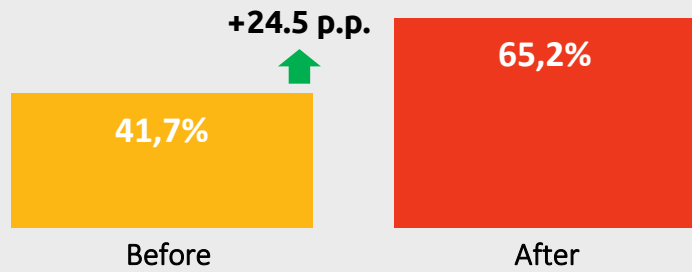
*Discipline, Routine Management & Simplification*



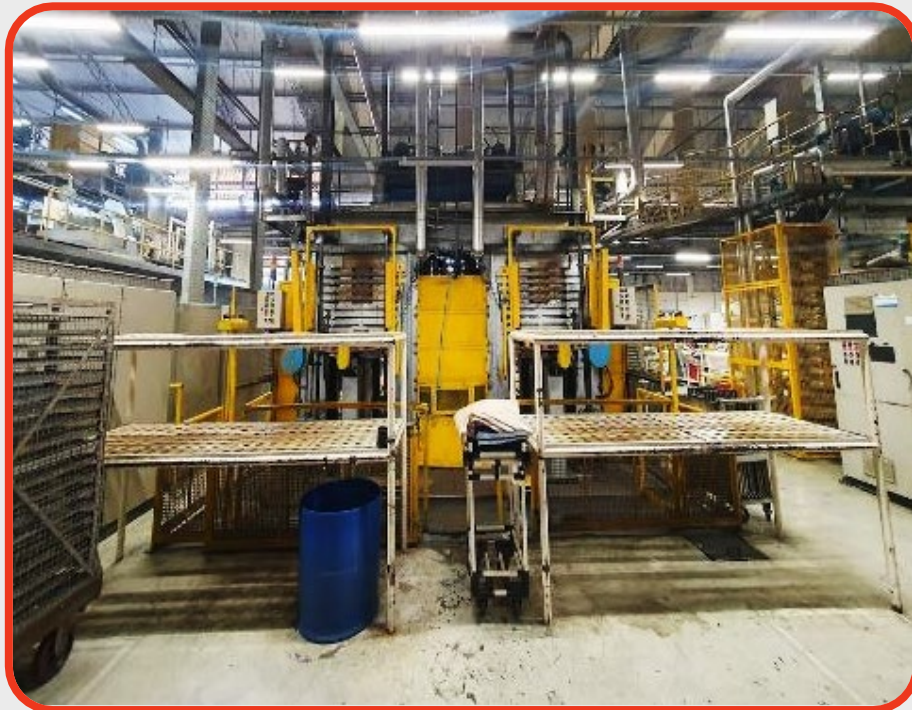
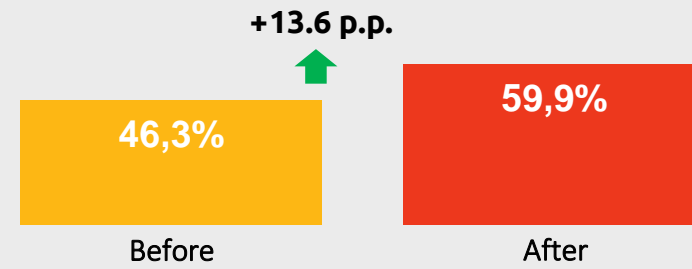
# SIM Initiative Delivers Measurable Impact on Key KPIs



## Overall Equipment Effectiveness



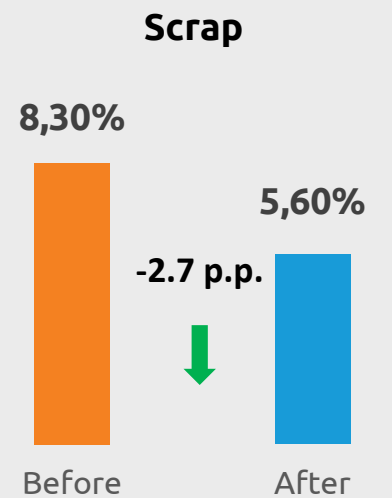
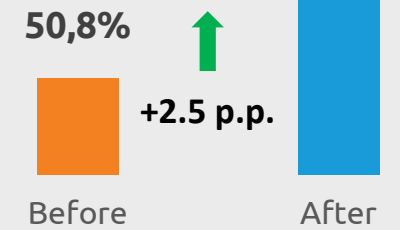
## Workforce Efficiency



# SIM Initiative Delivers Measurable Impact on Key KPIs

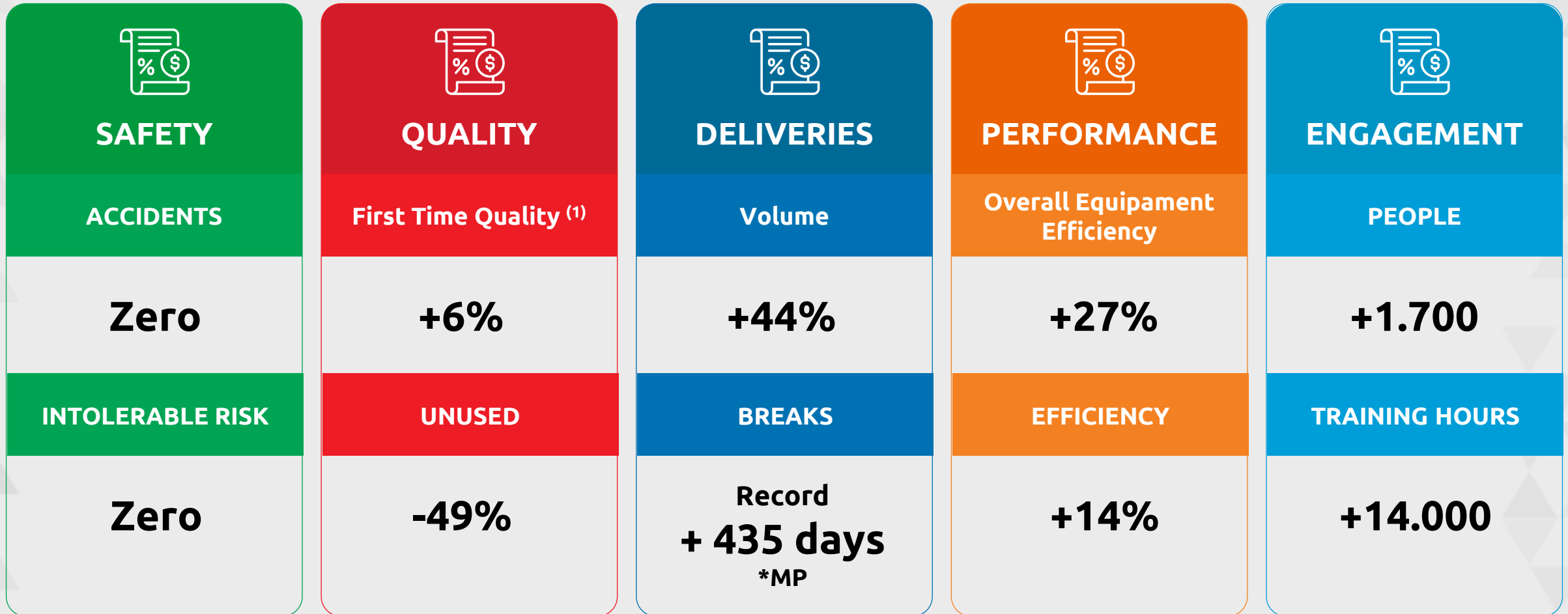


**Overall Equipment Effectiveness**  
53,3%



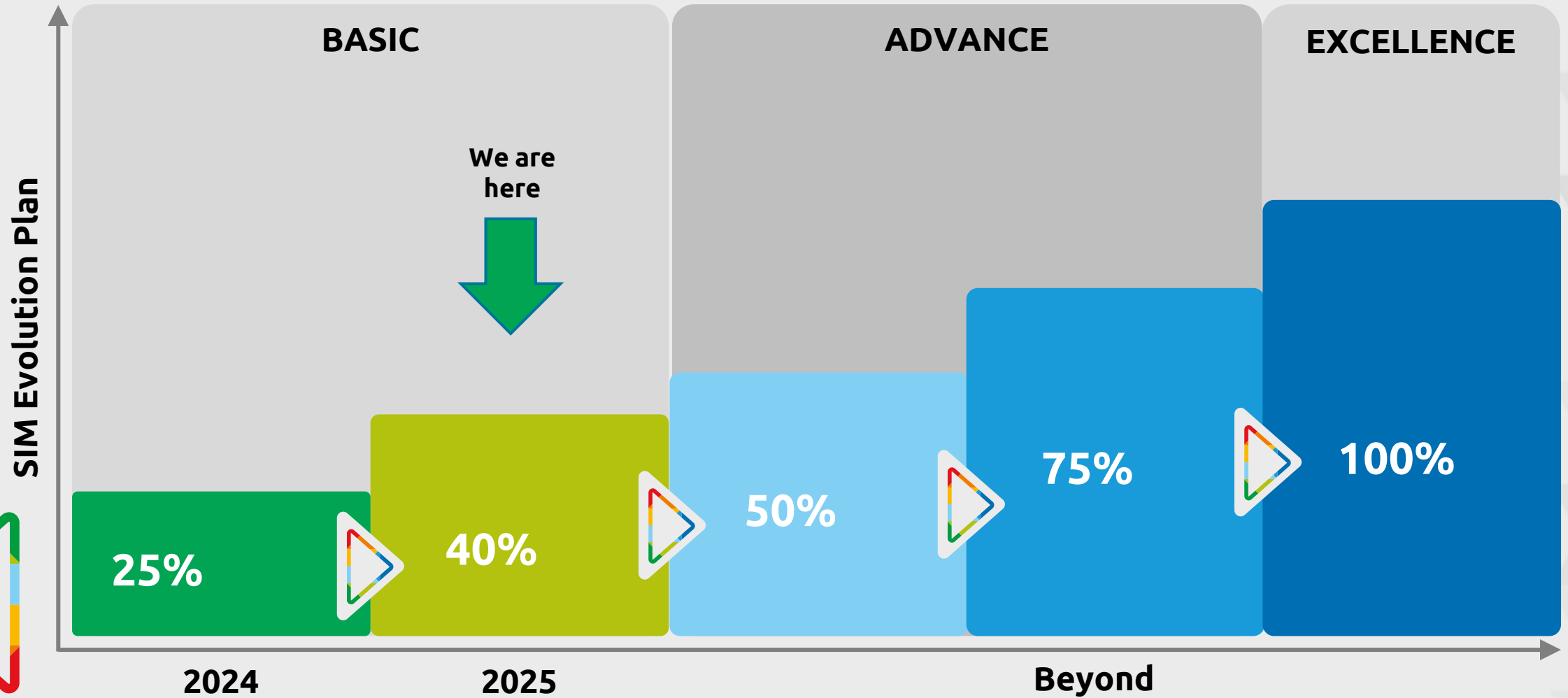
# SIM Initiative Delivers Measurable results in 2024

## 2024 Results

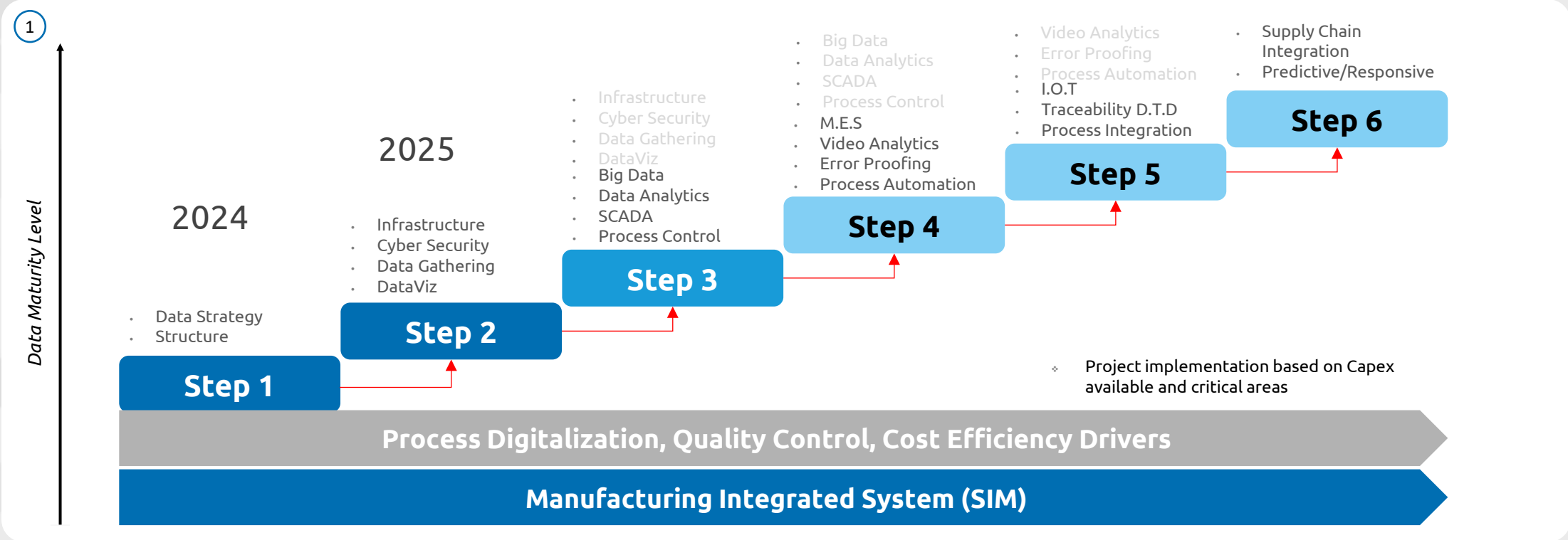
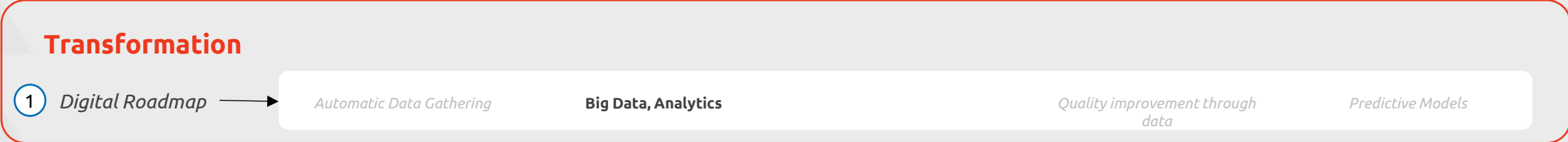


# SIM Maturity at 25%

## Early Gains Confirm Long-Term Potential



# Building the Digital Foundation: Collecting Data and Advancing Predictive Models in Manufacturing

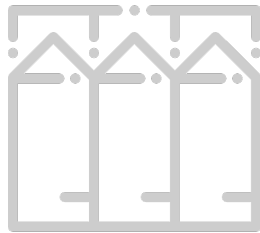


# Digital Transformation: A Key Lever to Unlock Operational Upside



## ORG. STRUCTURE R&D Structure – Marketing Industrial

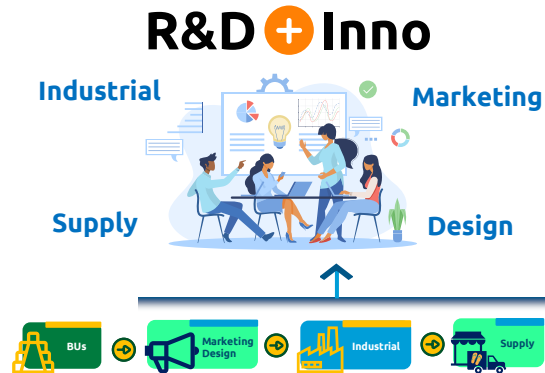
**ENSILED STRUCTURE:**  
R&D is part of MKT, the path furthest from Industrial



▲ Before

Now ▼

**INTEGRATED STRUCTURE**  
R&D itegrated with Innovation, connecting the need of MKT and Design to solutions of the Business.



## INDUSTRIAL MANAGEMENT System ("SIM") Discipline, Routine Management & Simplification

**INDUSTRIAL MGMT. SYSTEM:**  
Excellence Journey (steps), cross pillars, routine



▲ Before

Now ▼



SIM Evolution Plan

2024	2025	Beyond		
25%	40%	50%	75%	100%
Basic		Advance		Excellence



## QUALITY Inside Out / Outside in

**IN AND OUT:**  
100% reactive approach to the market.



**100% REACTIVE**  
*to Problems*

▲ Before

Now ▼



Market  
Shield



Outside In



Raw  
Material



Machine



Method

Reactive

Pro-active

## CAPABILITIES Small Batches and Digital Journey

**ILEP DEEP DIVE:**  
Investment propose, necessities review, productivity



- › High capacity;
- › High complexity;
- › Poor Footprint expertise (vs demand);
- › ILEP as the only solution for operational problems;
- › Problem Solving based on investments, external consulting, without method.

▲ Before

Now ▼

**FLEXIBILITY, PRODUCTIVITY  
AND DATA**

01 PILOT FACTORY

TOOLING SHOP 04

02 CENTRAL LABORATORY



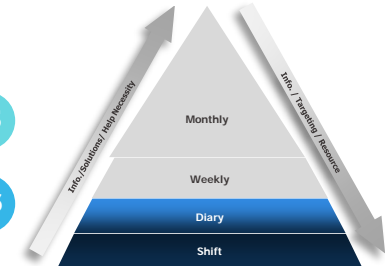
RESEARCH CENTER 05

03 AUTOMATION LABORATORY

TRAINING CENTER 06

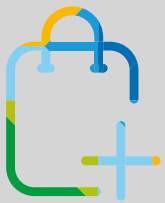
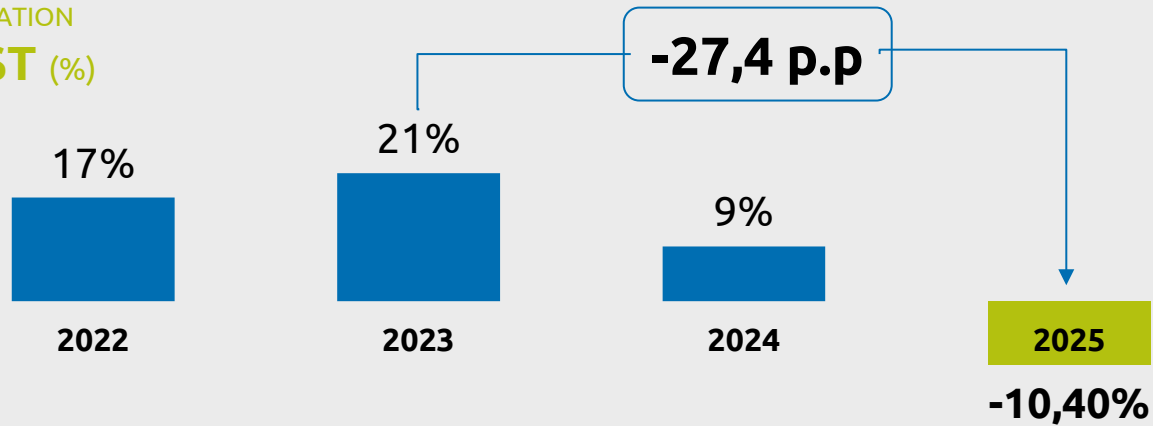
Inside Out

Digital Journey



# Delivering Innovation with Cost Discipline

INNOVATION  
COST (%)



Time to Market reduced from 21 to 12 months in one year

## What is Innovation Cost?

Innovation cost means keeping the actual production cost of new products as close as possible to the planned cost.

From 2021 to 2023 above the BC.





ALPA DAY 2025 

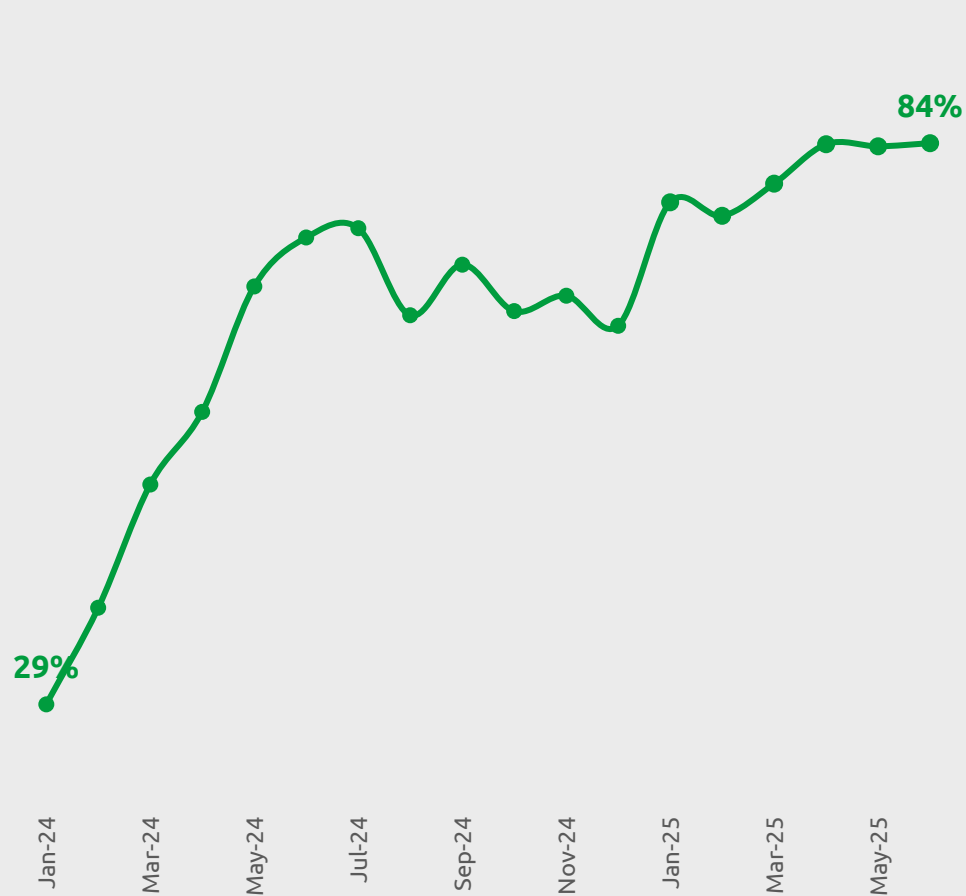
**Supply**



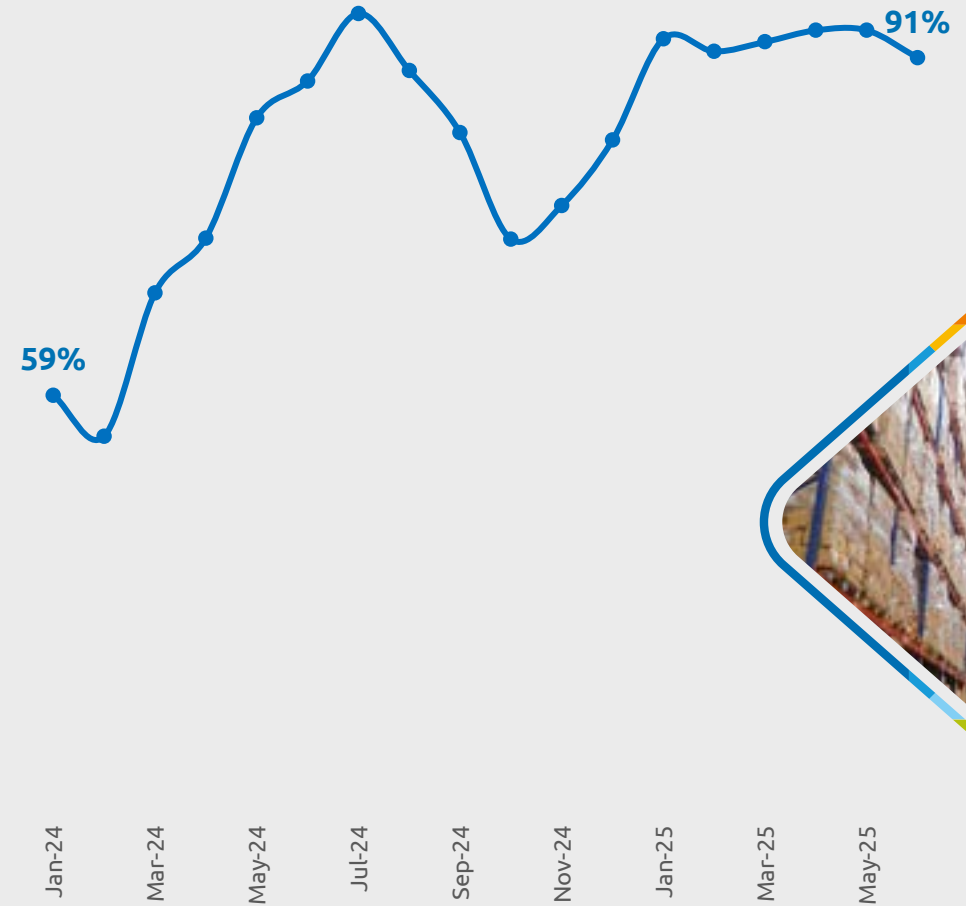


# Customer Centricity | OTIF and Fill rate Evolution

## Global OTIF



## Fill rate





# Customer Centricity | OTIF and Fill rate Evolution

## Global OTIF

JAN- JUN	2024	2025
<b>BR</b>	45%	<b>76%</b>
DTC	47%	<b>72%</b>
Specialized	41%	<b>73%</b>
<b>IDM</b>	75%	<b>86%</b>
<b>EUR</b>	65%	<b>80%</b>
<b>NA&amp;C</b>	96%	<b>93%</b>

## Fill rate

JAN- JUN	2024	2025
<b>BR</b>	70%	<b>92%</b>
DTC	73%	<b>91%</b>
Specialized	61%	<b>86%</b>
<b>IDM</b>	69%	<b>93%</b>
<b>EUR</b>	93%	<b>98%</b>
<b>NA&amp;C</b>	99%	<b>100%</b>



## Done 2025

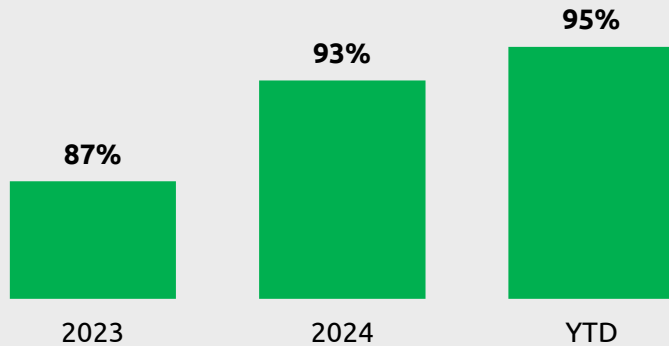
- Consistent S&OP with all BUs;
- Review the service SLA aligned with the committed delivery date;
- Customer Service proactive management of key clients focus on DTC and specialized channel;
- Expansion of availability with improved inventory planning.



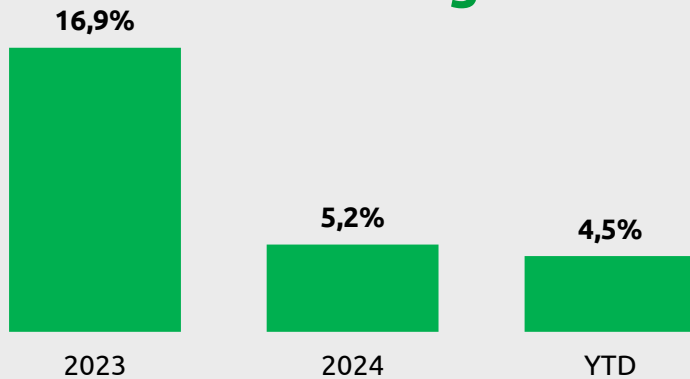


# Resource Allocation | Financial Discipline and Efficiency: Sustainable Cost reduction

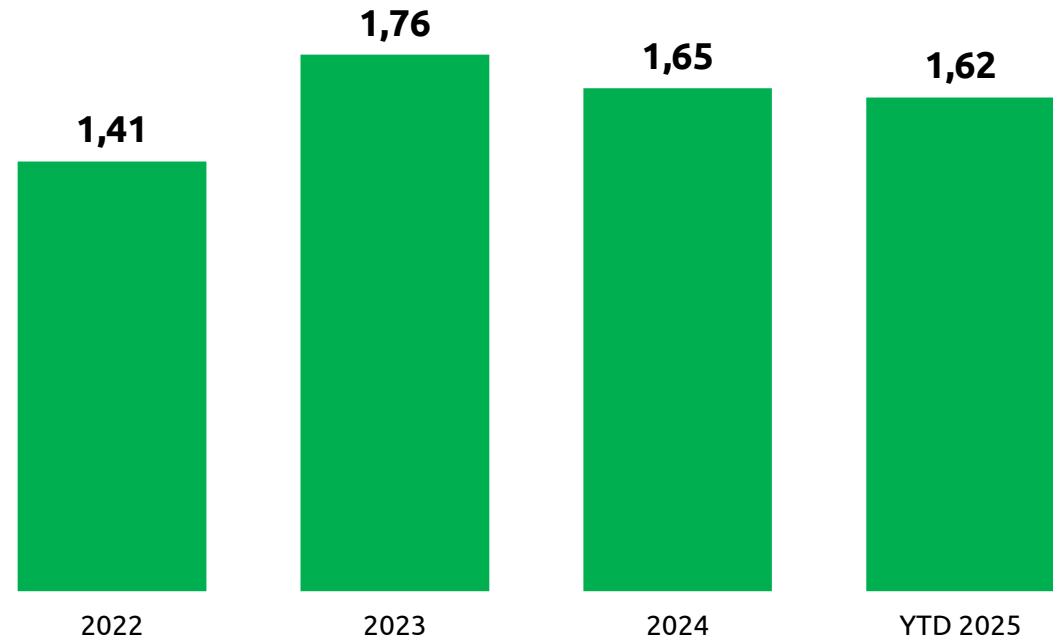
## Occupancy rate



## Unnecessary Double Handling



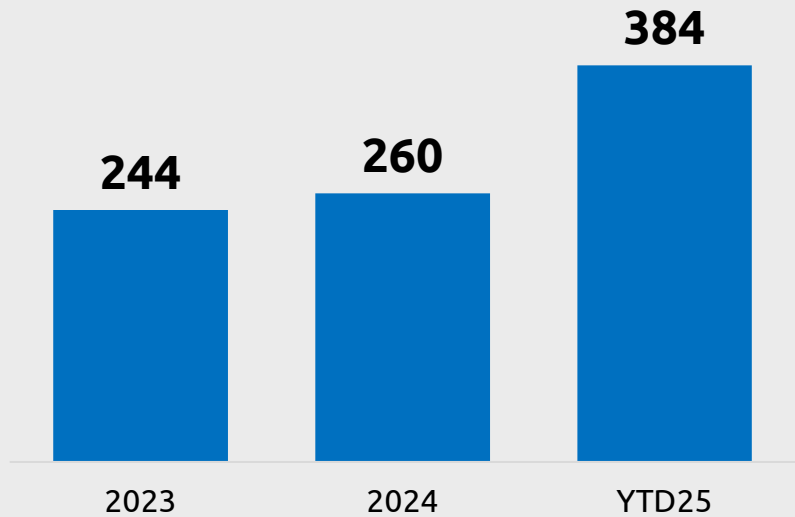
## Distribution (R\$/pair)



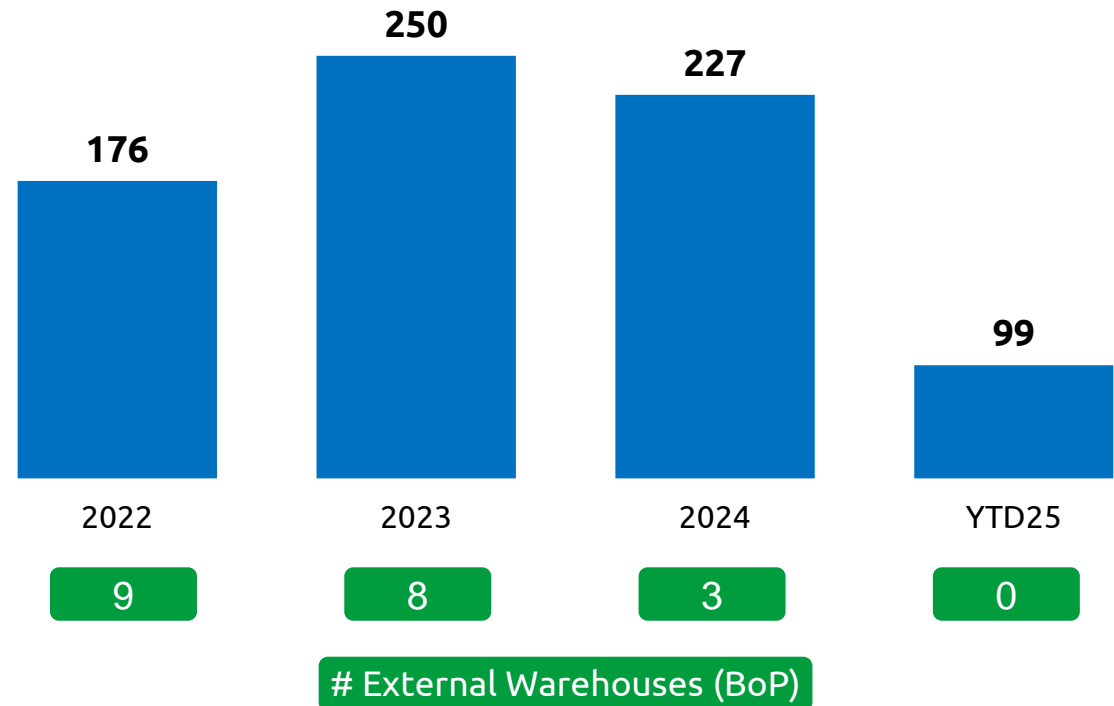


# Resource Allocation | Financial Discipline and Efficiency: Sustainable Cost reduction

## Productivity per Hour (PPH) Evolution



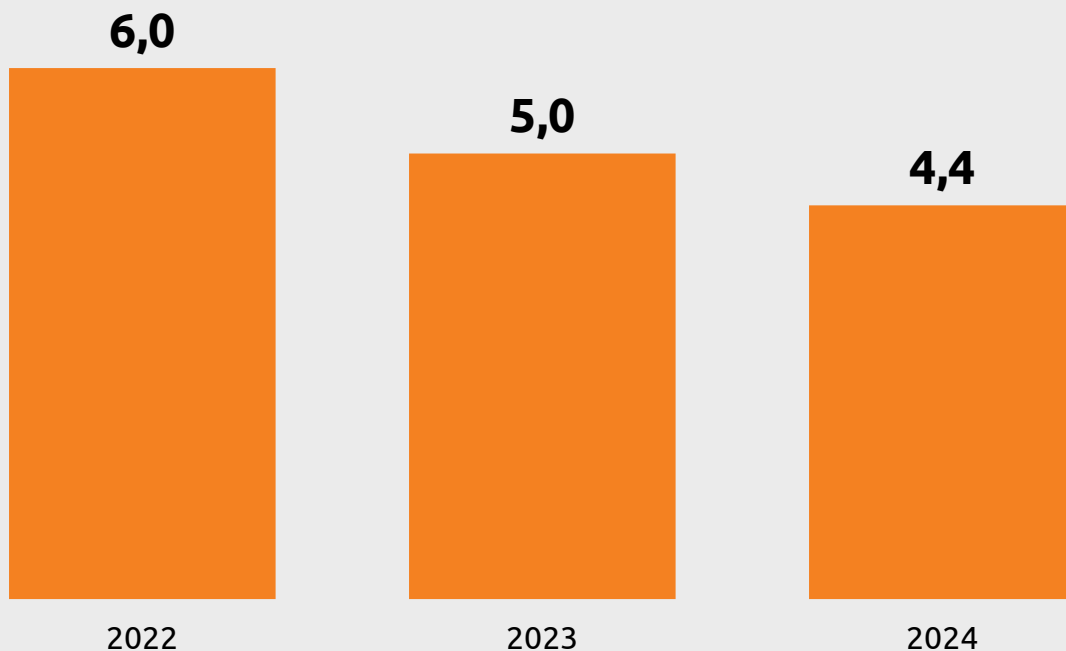
## Warehouse Spending (R\$ MM)





# Resource Allocation | Initiatives impacting on Raw Material cost per pair

Raw material (R\$/Pair)



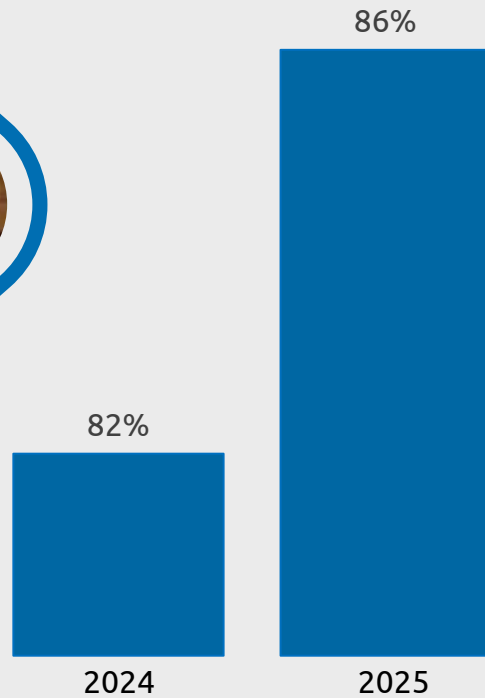
The strategic collaboration between Manufacturing and Procurement, focused on production optimization, packaging rationalization, and materials price efficiency, has delivered cost savings of R\$ 33 million in 2024.



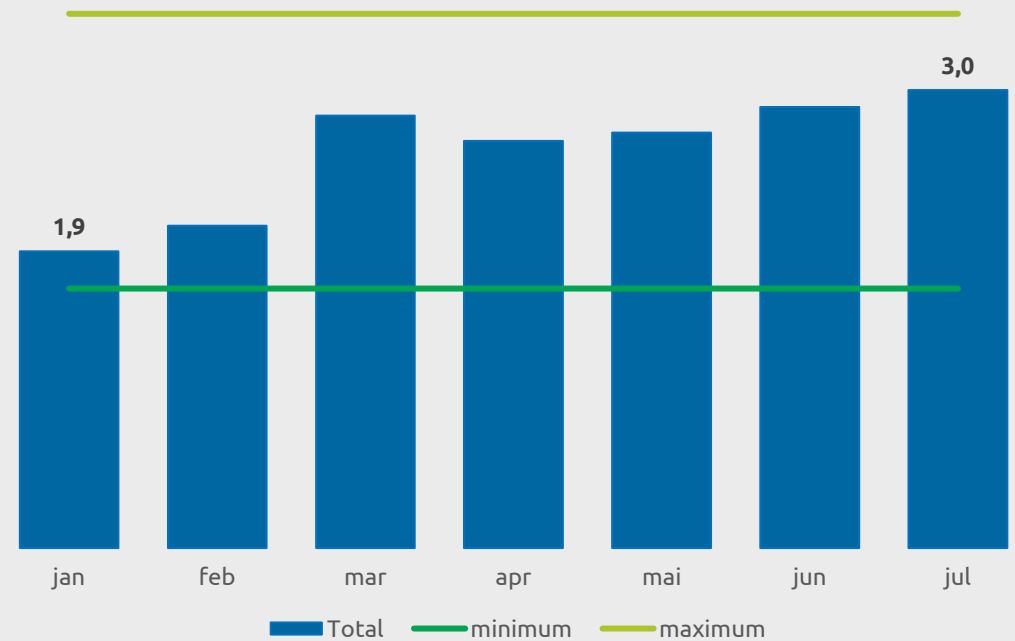
Alpa's Procurement covers **86% of total Alpa spent**, excluding people, and buy raw materials according to a clear Inventory Policy



### Procurement Centralization

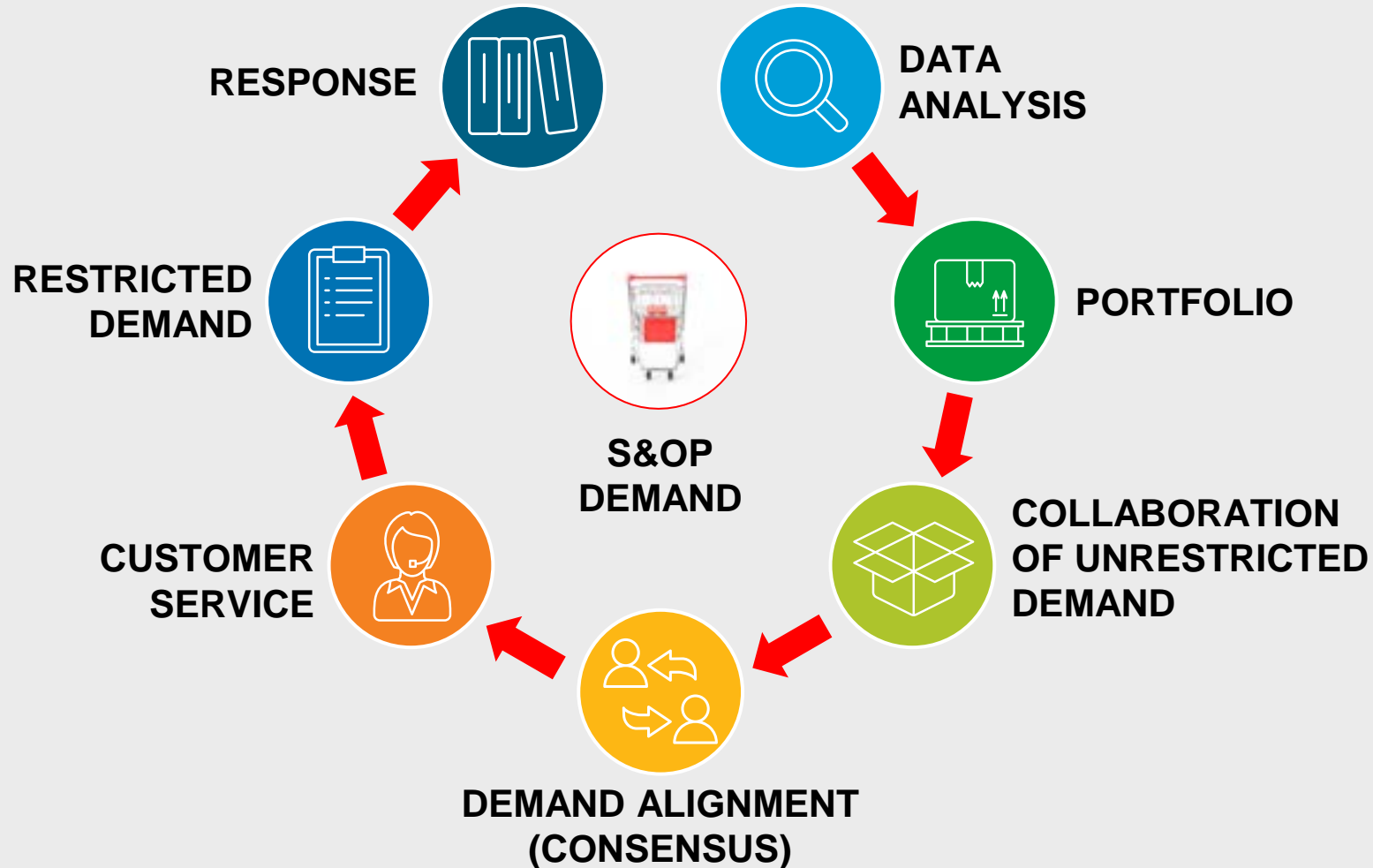


### Rubber Inventory Coverage





# Integrated Sales & Operations Planning

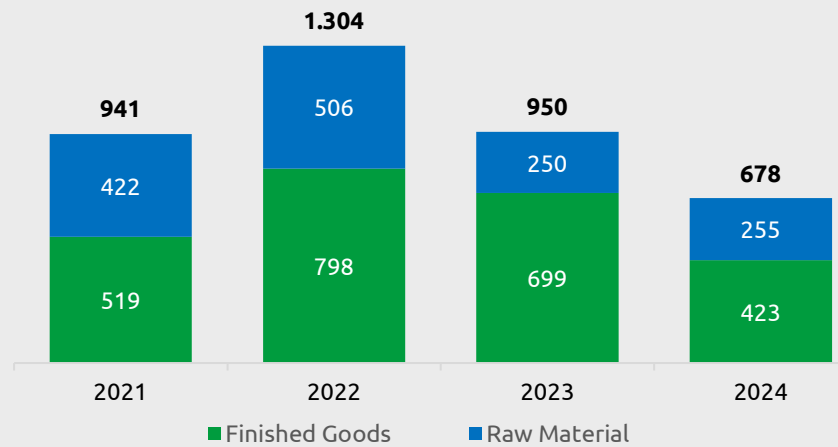


**S&OP drives end-to-end integration across commercial demand, production, and raw material sourcing, all governed by structured inventory policies**

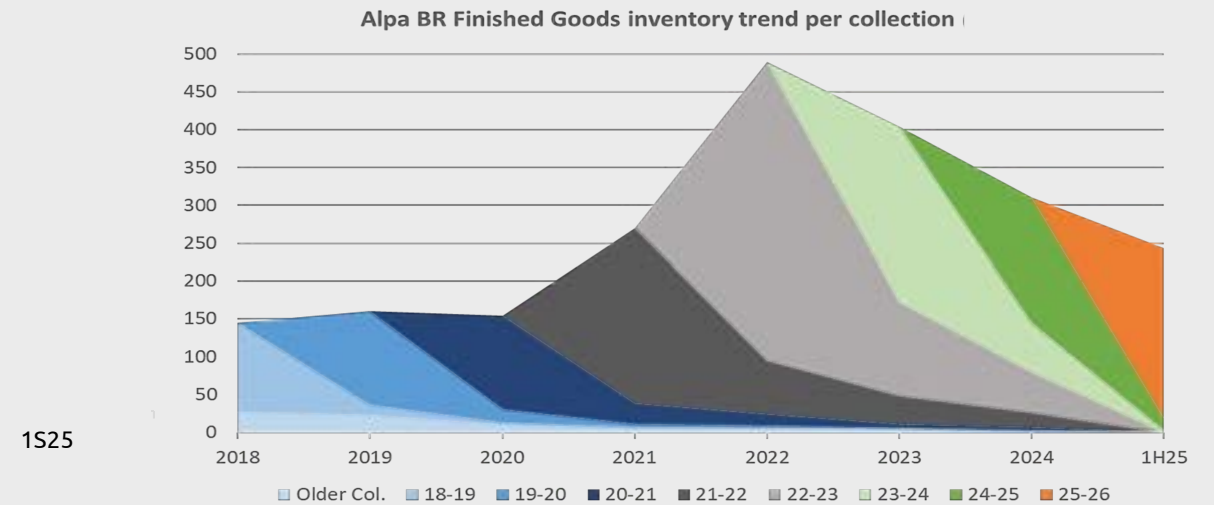


# Resource Allocation | Commitment to financial discipline, operational efficiency, and proactive inventory management

### Global Raw material and Finished Goods Inventory (R\$ million)



### Collections Inventory Evolution



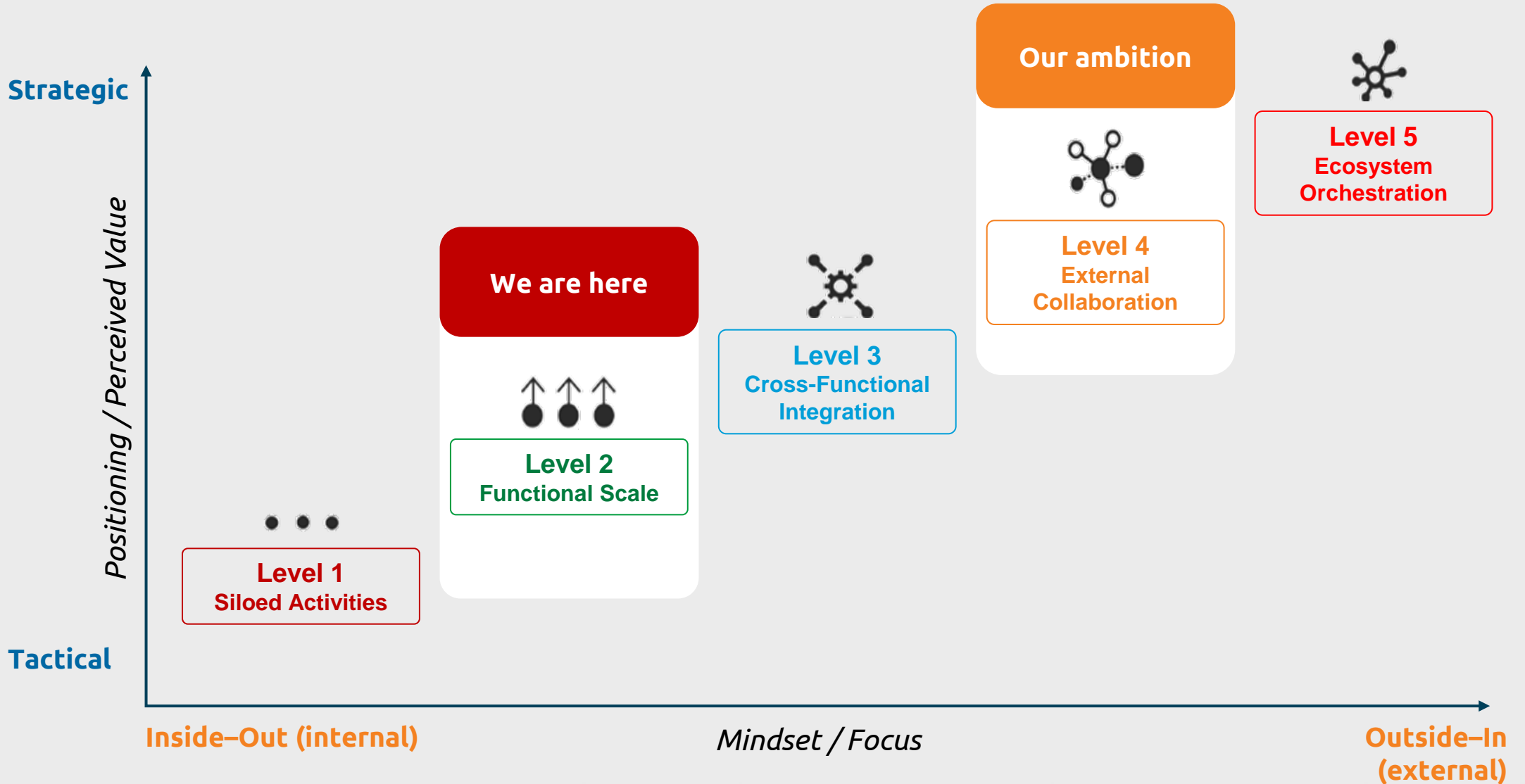
## Key Actions

- Portfolio optimization with higher focus on core products
- Collections transition discipline
- Test and Learn of innovations and clear rules of RM purchase
- Liquidation Strategy Implementation





# Five Levels of Supply Chain Maturity

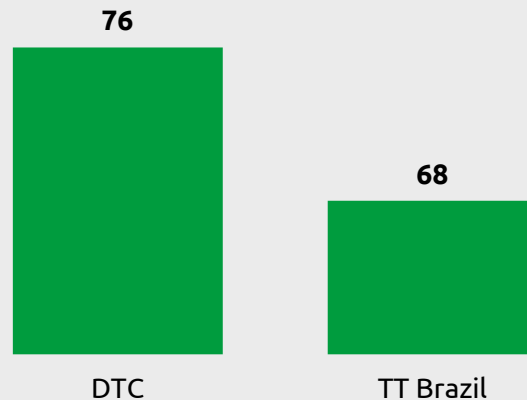




# Order Management | “Two Supply Chains”

## Segmented supply and service efficiency

Order cycle time  
OCT(days)



- Remove friction in the order entry process
- Personalized channel service as a lever to achieve competitive Order Cycle Time
- Automated inventory recommendation and replenishment (EDI / VMI)
- Full visibility of financial and order tracking to our customers;





E2E Planning will align demand and production to guarantee product availability with the correct level of inventories, low write offs and optimizing the business

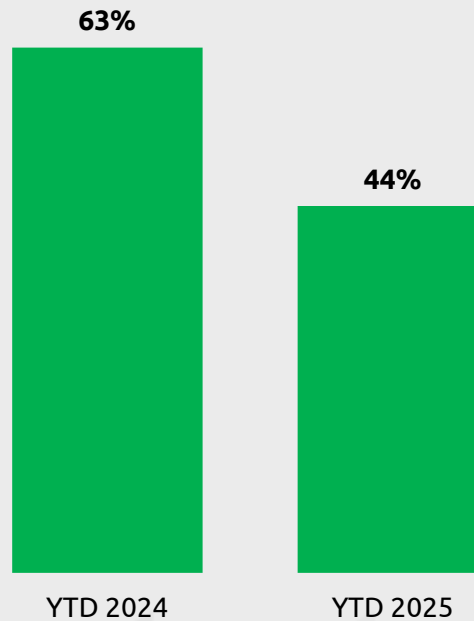
**Build the foundations of Integrated Planning**

**Demand Collaboration with a strong S&OP cycle**

**Contribution Margin Optimization**

- People development and pipeline
- Process + Roles & Responsibilities;
- Data integration ( Sales Inventory and Production).

**Demand Forecast Error WMAPE (%)**



**Supply Chain Network**





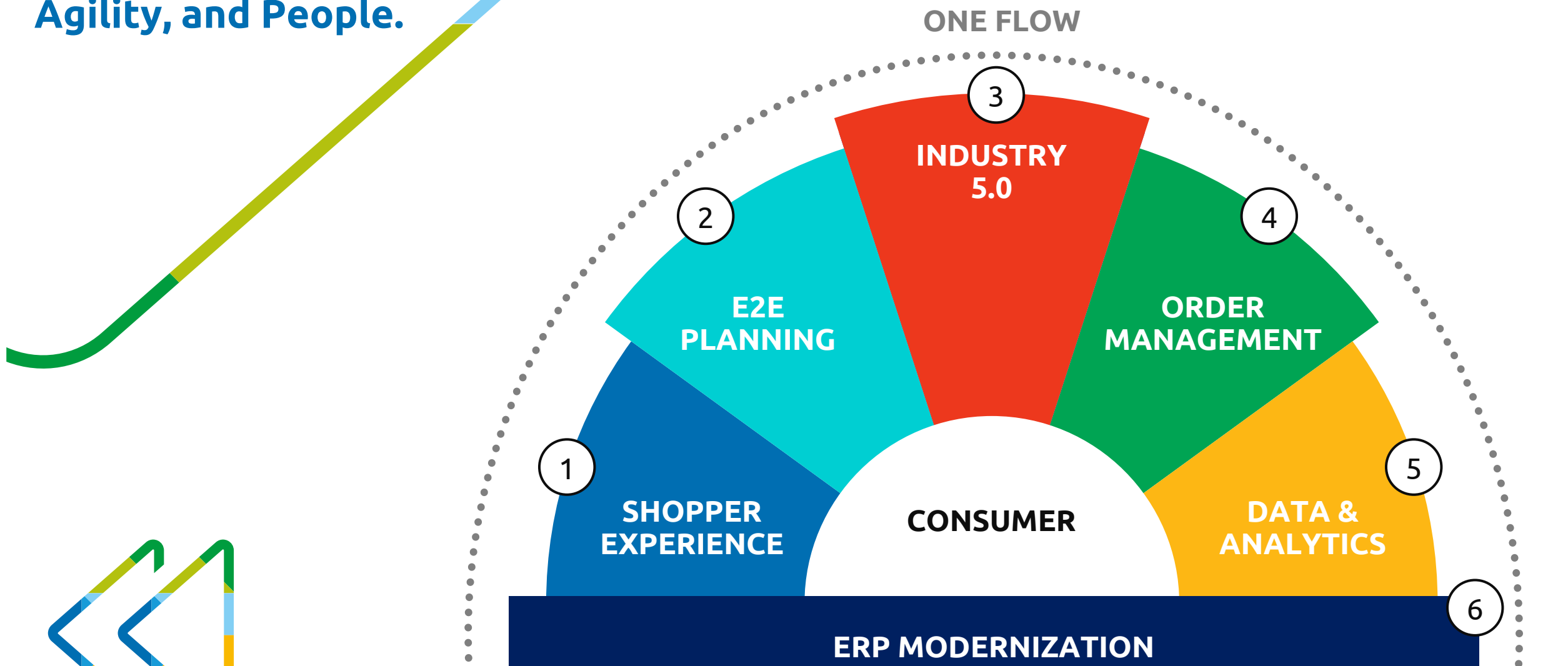
ALPA DAY 2025 

**Technology**



Transforming Strategy  
into Capability through  
**Innovation in  
Technology, Data,  
Agility, and People.**

# <Alpa.tech> Strategy



ONE FLOW

3

INDUSTRY  
5.0

2

E2E  
PLANNING

4

ORDER  
MANAGEMENT

1

SHOPPER  
EXPERIENCE

5

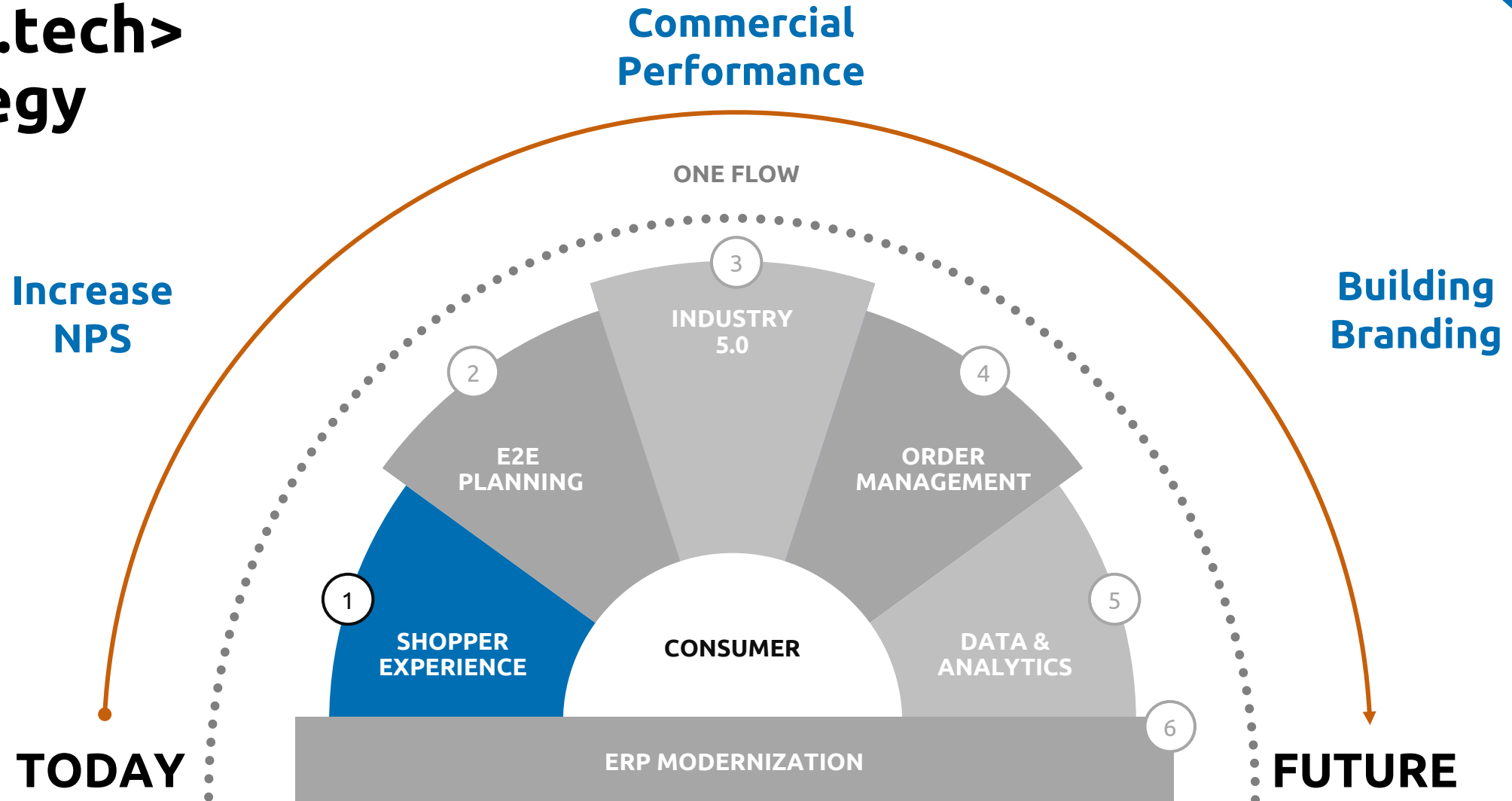
DATA &  
ANALYTICS

CONSUMER

6

ERP MODERNIZATION

# <Alpa.tech> Strategy



**100%**  
Unified  
consumer base

**+50%**  
Global  
Omnichannel

**Marketing  
Digital  
Conversion**

**Observability  
and Control  
Tower**

# <Alpa.tech> Strategy



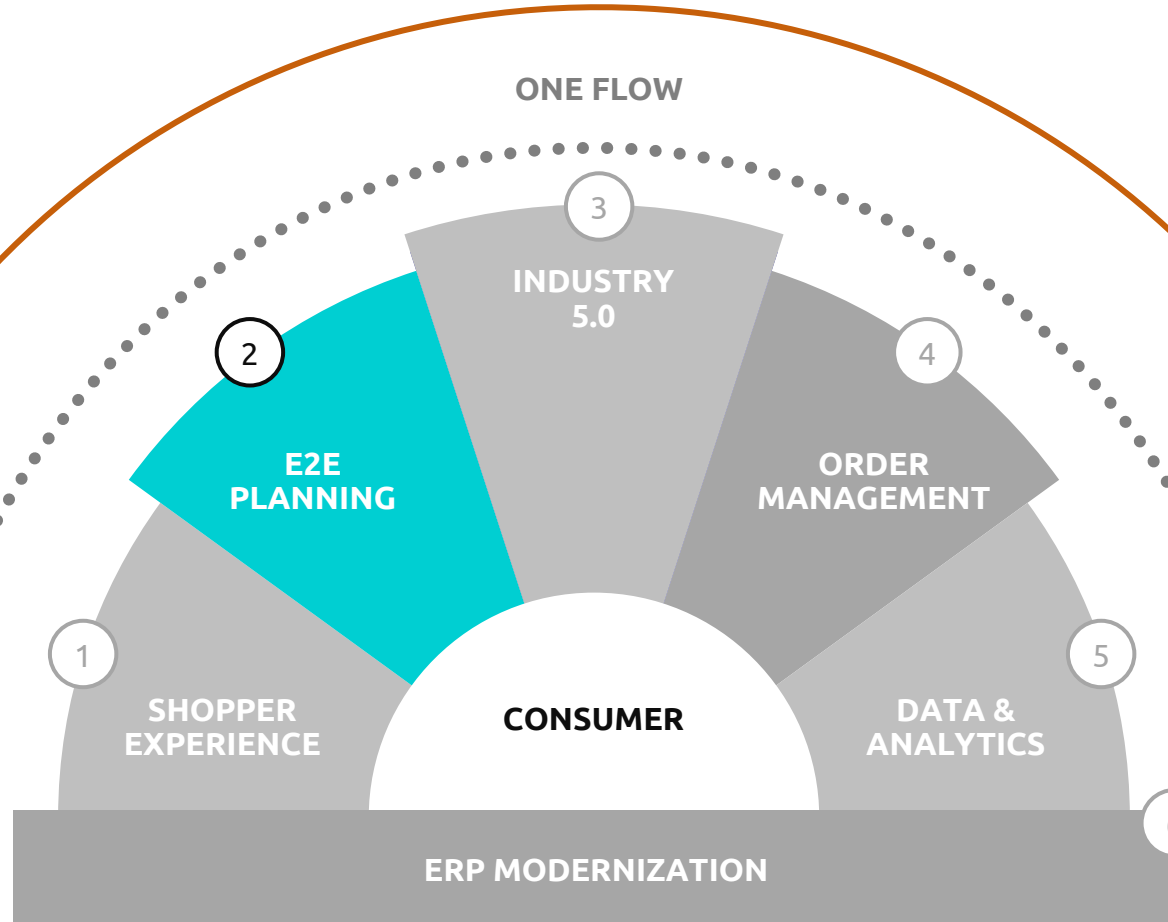
OTIF

Cost to Serve

Inventory

TODAY

FUTURE



**-50%**

reduction in the S&OP cycle

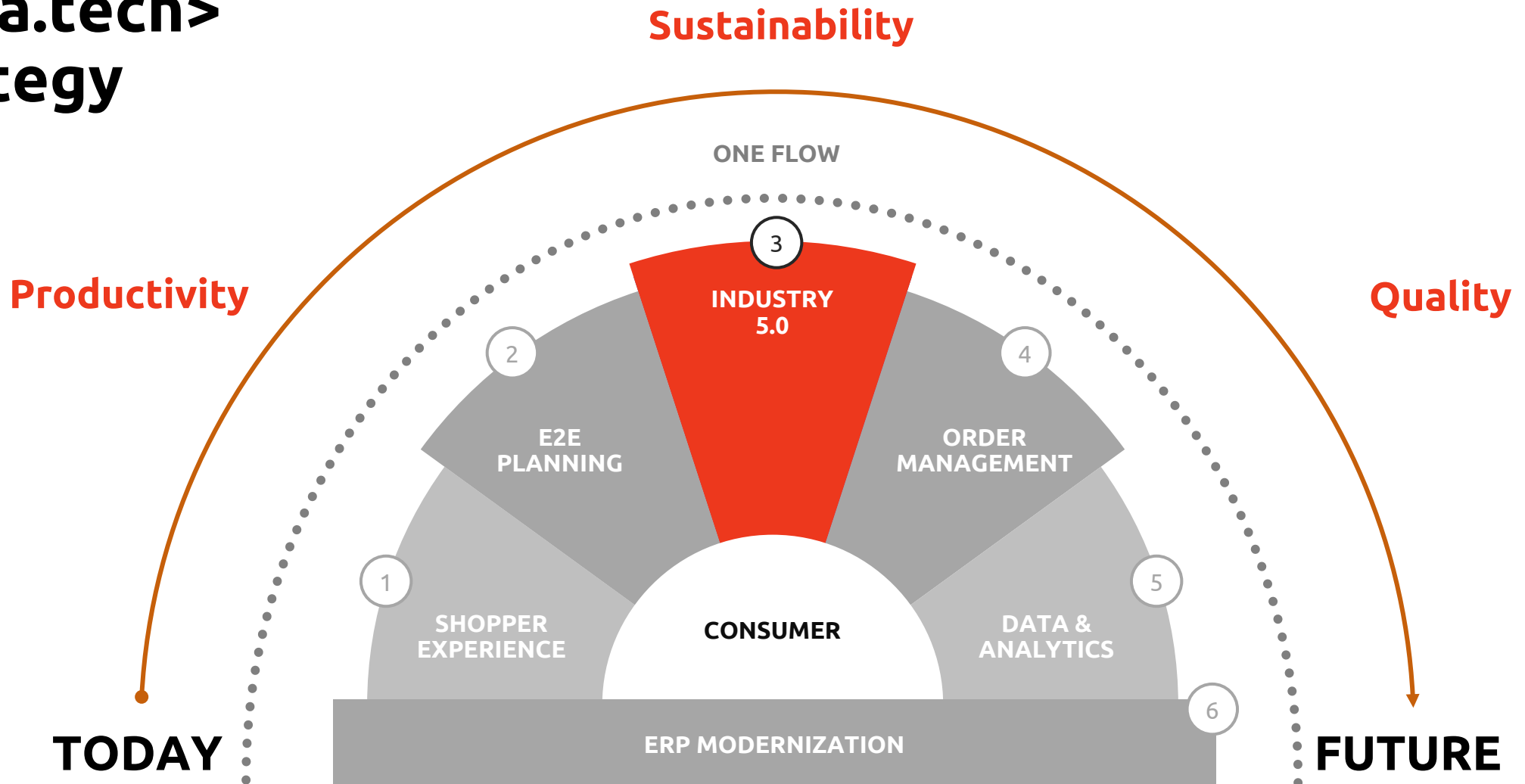
**+40%**

Demand accuracy for franchises

Processes and Systems Integration

Collaborative Tools

# <Alpa.tech> Strategy



**80%**

Digitalization of  
manual collection

**7x**

Faster decision  
making

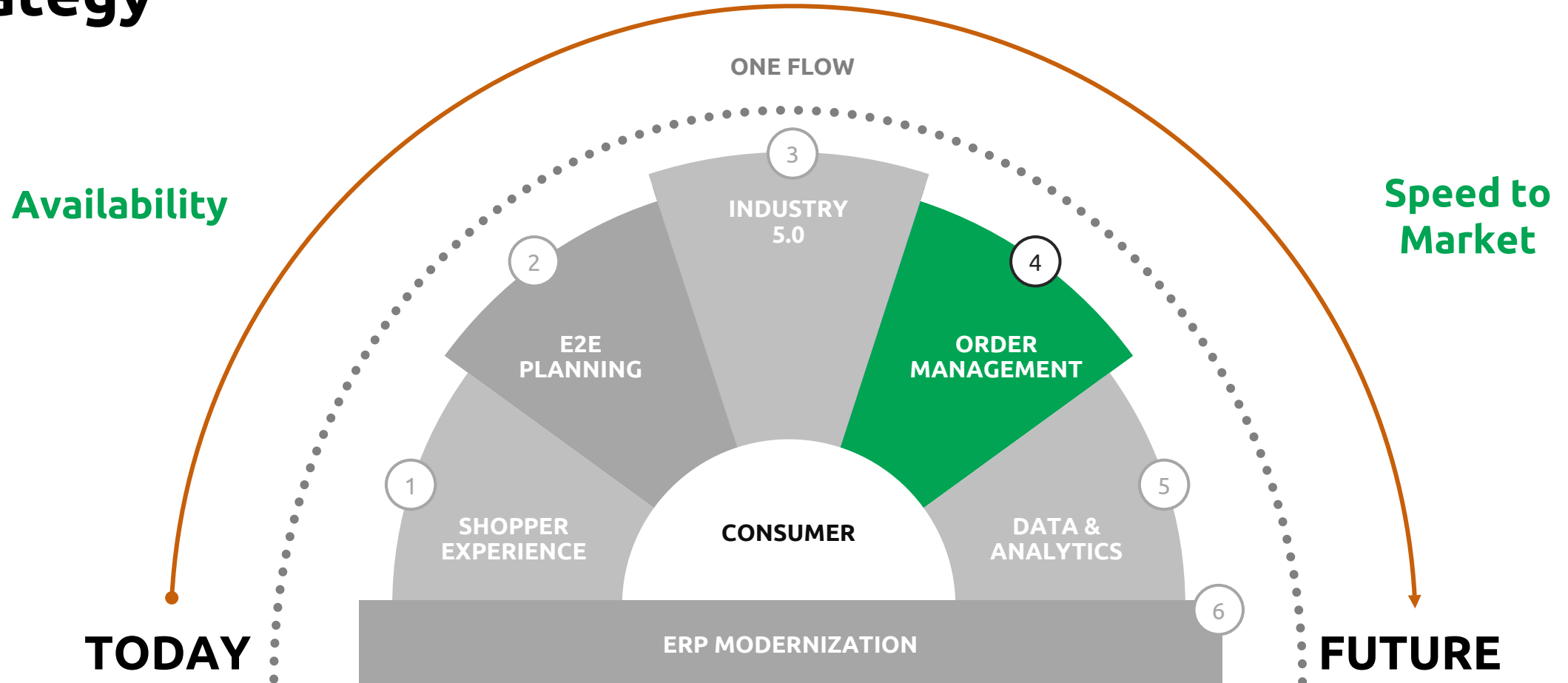
**Connectivity**

**Digital  
Maintenance**

# <Alpa.tech> Strategy



OTIF



**-30%**

Of the Order Cycle  
Time

**-50%**

In picking and  
loading time

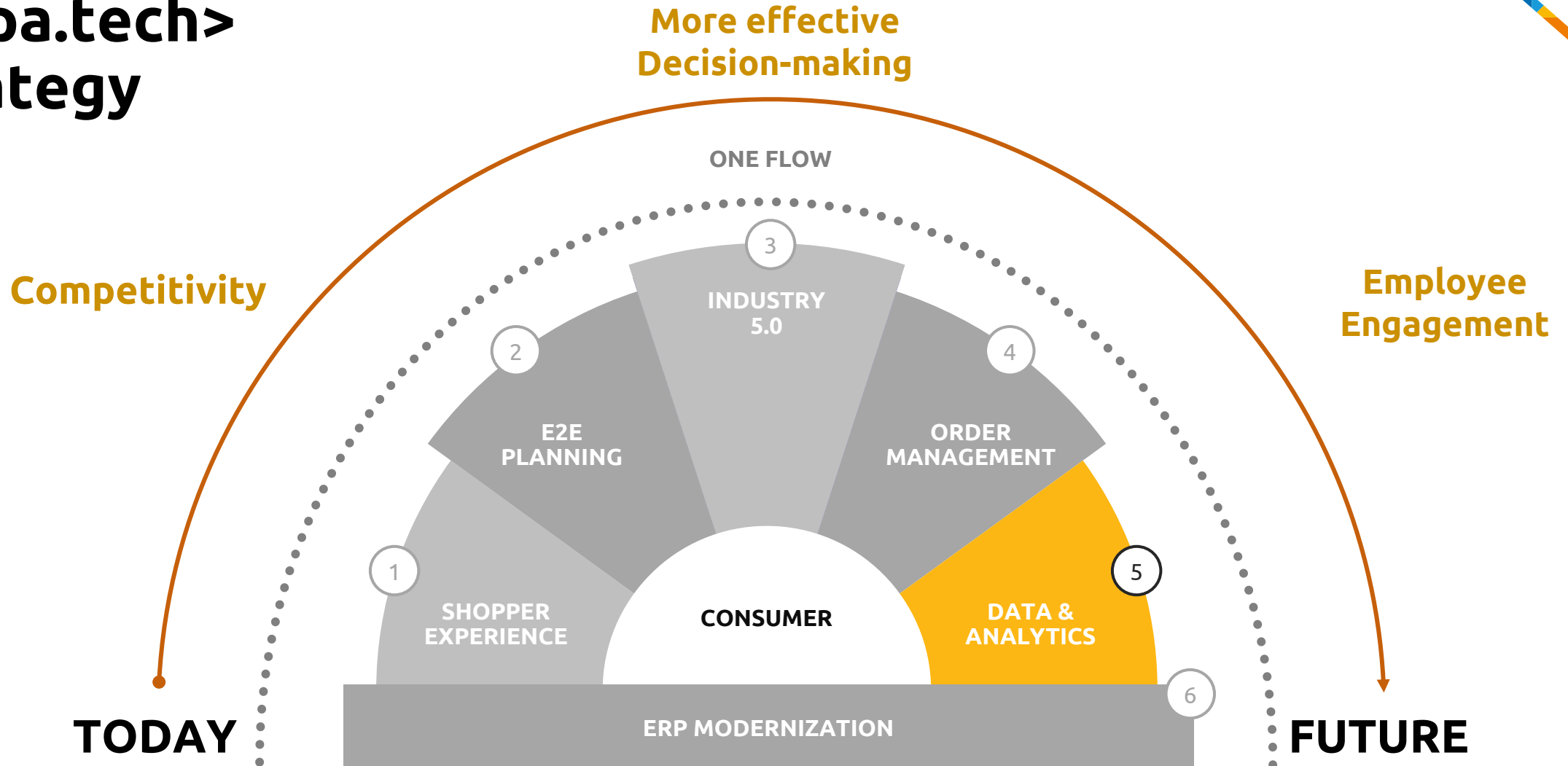
**+50%**

Faster  
order entry

**80%**

Self-service B2B Portal,  
VMI and EDI

# <Alpa.tech> Strategy



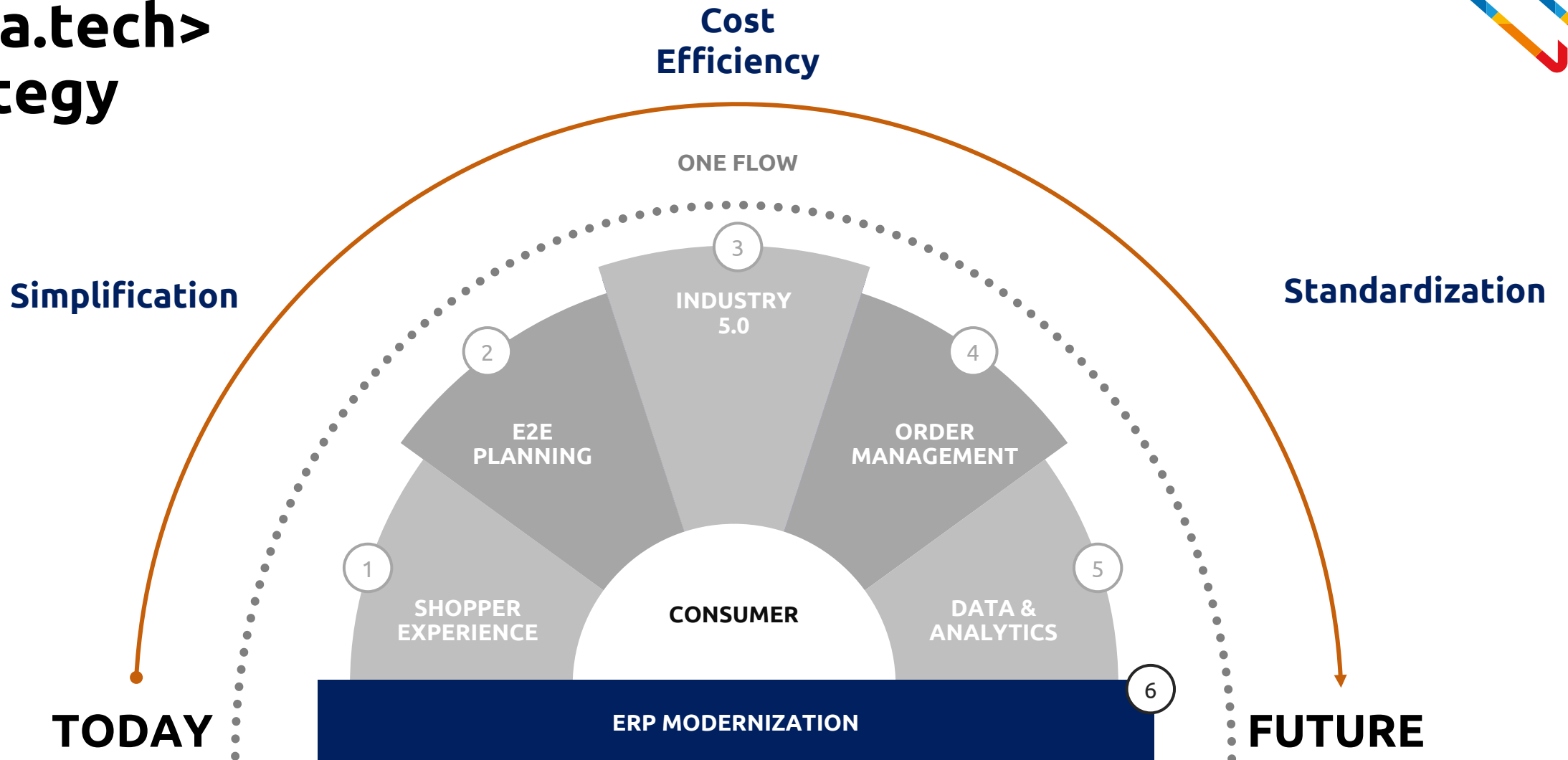
**New Global  
Data Strategy**

**100%**  
Employee  
Data-literate

**+40%**  
Quality data available  
on our data lake

**IA  
Roadmap**

# <Alpa.tech> Strategy



**Global  
Template**

**Greenfield  
Strategy**

**Cloud**

**96%**  
Standard  
Clean Core

# CULTURE & ESG

Adalberto Granjo

Marco Vidal

ALPA  
DAY 

ALPARGATAS 2025



ALPA DAY 2025 

**Legal**



# Sustainability Strategy

## Circular Economy

Operate according to circular economy principles throughout our entire value chain, from design to post-use

- › **Ensure structured evolution** in products with environmental attributes, through the launch of open footwear lines
- › **100% renewable** and/or recycled raw materials in packaging
- › **100% of stores with reCICLO** by 2025
- › **Ensure the health** of the Havaianas Rubber Recycling Chain (*industrial and post-consumer*)

## Responsible Operations

Reduce the impact of our operations, acting as catalysts for a responsible value chain

- › **100% renewable energy**
- › **-25%** energy intensity (total matrix)
- › **-57%** GHG emissions (Scopes 1 and 2)
- › **Value chain measurement** and Scope 3 target definition by 2026
- › **100% of suppliers** (raw materials and finished products) aligned with Alpargatas' social and environmental criteria

## Diversity & Inclusion and Local Development

Act in the regions and environments where we operate, contributing to a more diverse, inclusive, and equitable society

- › **50% women** in senior leadership
- › **25% underrepresented groups** in leadership
- › **Base salary 20% above** the Living Wage
- › **5 million** development opportunities created

CHECK OUT THE FULL  
2024 SUSTAINABILITY  
ANNUAL REPORT



> Founded in 2003, Alpargatas Institute has the mission to **build a legacy of opportunities for our communities**

> We promote social innovation as a way to **leverage the strengths of the Brazilian people through inclusive education and the creation of opportunities.**

> Areas of focus:

1. **Opportunity Creation and Productive Inclusion**
2. **Inclusive and Quality Education**



**R\$ 76 millions**

invested between 2003 and 2024



**2,9 millions**

opportunities generated



**496** schools benefited



**More than 41**

municipalities involved in  
Education for Sustainability and  
Vocational Education



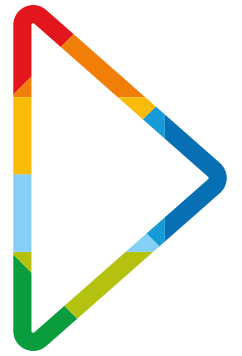
**More than 370**

scientific papers published in  
international conferences

# Consumption-Based Tax Reform



## Main Points



Replacement of **PIS/COFINS** by the **Contribution on Goods and Services (CBS)**

Taxes calculated “externally” and **due at the destination**

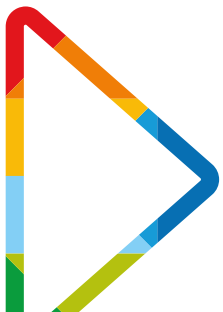
› Transition from **2026 to 2032**

› **From 2033 onwards**, regional incentives will be granted based on the **National Regional Development Fund**

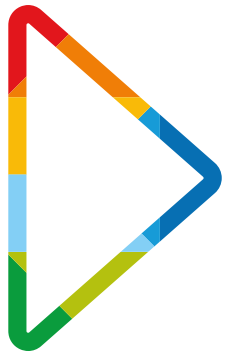
› Replacement of **ICMS/ISS** by the **Tax on Goods and Services (IBS)**

› **Full non-cumulativity** (credit taken from the tax paid in the previous stage)

› **From 2029** until the end of 2032, **ICMS** will gradually decrease. During this period, the loss of incentives must be **compensated by the Fiscal Benefits Compensation Fund**



# Consumption-Based Tax Reform | Overview



## Executive Summary

Suggestions for actions to implement improvements or necessary changes aimed at achieving a goal focused on optimization and increased efficiency throughout the transformation process.

# 450 ACTIONS

Consolidated into:

# 15 MACRO-RECOMMENDATIONS

To be executed over:

# 7 YEARS

### Process

Refers to adjustments in processes, procedures, and workflows to ensure they are adapted for the transition period and post-Tax Reform.

**134 Actions**

### Governance

Refers to adjustments in fiscal documentation, proper storage, and internal policies, ensuring the company is prepared for the transition period and post-Tax Reform.

**55 Actions**

### Systems

Refers to adjustments in existing technologies at Alpargatas, ensuring they support the new structure required by the Tax Reform and maintain the company's compliance.

**107 Actions**

### People

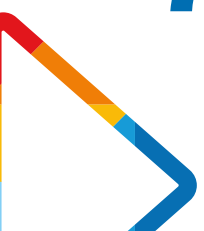
Refers to matters related to training, skill development (upskilling and reskilling), change management, and other aspects involving personnel.

**42 Actions**

### Business

Refers to strategic vision, monitoring, and decision-making that may impact the business during the transition period and post-Tax Reform.

**112 Actions**





ALPA DAY 2025 

# People and Management





**STRATEGY**  
Our steps



**FOCUS AND  
COMPETITIVENESS**



**SUSTAINABLE  
GROWTH**





# Vision

Our path:

Inspire the  
world to walk a  
lighter path



## CULTURE PRINCIPLES: Our footprint

### Inspired by Consumers

- We place consumers at the center of our decision-making process.
- We anticipate trends and innovate so we are always one step ahead.
- We work with clients to create the best experience for consumers.

### Make it Happen

- We adapt to challenges, facing them head-on, with transparency. From start to finish.
- We execute with excellence and efficiency.
- We deliver sustainable results in the short and long term.

### Walk Together

- We work in an inclusive, collaborative, and co-creative manner.
- We attract and develop talents so we can count on high-performance teams.
- We are focused and take responsibility, aiming for the company's success.



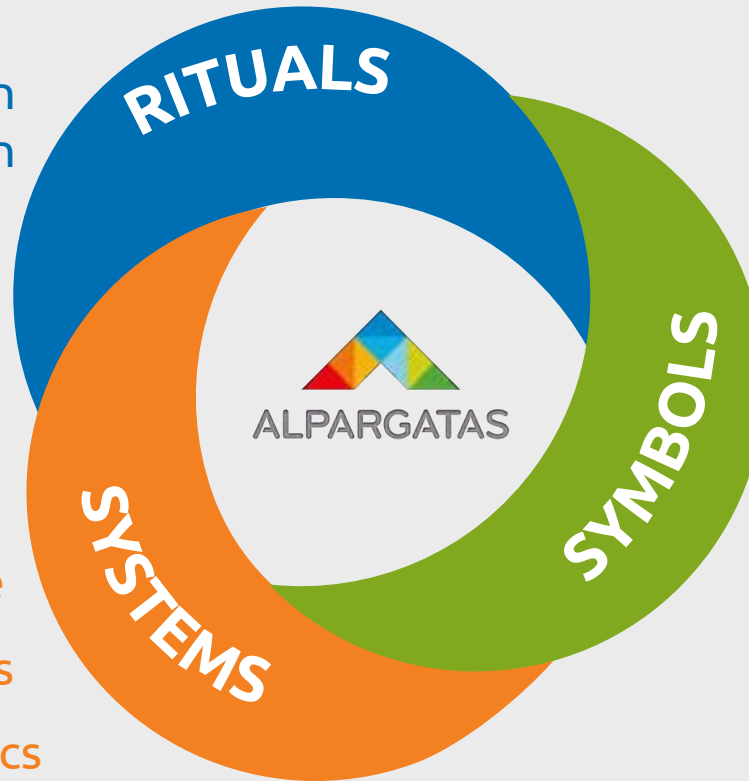
# Evolution of our Vision and Culture Principles



**Culture** that  
**EVOLVES** with the  
business and  
inspires people

- 1. Alpa Connection
- 2. Havaianas Sales Convention
- 3. Quarterly rituals of culture principles
- 4. Monthly Results Follow Up (N2;N3;N4)

- 1. People Cycle
- 2. Management Systems Projects & Targets
- 3. Code of Conduct and Ethics
- 4. Simplification of processes, systems, and structures



- 1. Visual Communication Update
- 2. Cultural Nudge: Right Foot of Havaianas in Meeting Rooms
- 3. Wellness spaces at HQ and factories



# Alpargatas, a Global Company

## Our People | July 2025

+ 11.500 employees

Global Administrative and Commercial : 840

Global Stores: 115

Operations: 10,732



## We are diverse

People with Disabilities			Gender	
	Female	Male	Transgender	
	4.8%	30.3%	69.3%	0.4%
Race and Ethnicity			Sexual Orientation	Generation
White	Black and Brown*	Other	LGBTI+	Avg. Age
22.4%	73.3%	4.3%	3.0%	34 year Millennials

\*Racial categories as defined by IBGE

## Company Avg. Time – Leadership

C-Level (N1 e N2) 4.0 Year

N3 5.5 Year

N4 5.7 Year



# Early Talent Programs

## Programs KPIs

### Trainees

- Retention: 55% (86 people)
- Trainees in Leadership Positions: 25% (21 people)
- Career Speed: On average, 2.76 times faster than other employees
- Trainees represent 7% of successors for leadership positions (7 people)

### Internship

- Retention: 65% (149 people)
- Interns in Leadership Positions: 5% (25 people)

Program	2019	2020	2021	2022	2023	2024	2025
Internship	-	20	40	65	39	31	33
Trainee	14	19	32	28	30	19	14



# People Cycle 2025: 1430 employees assessed



**Culture Fit to Alpa  
Culture Assessment**



**Talent Performance  
for Pipeline  
Strengthening**



**Leadership  
Succession Map  
Update**



**Development and  
Consequence  
Management**



**Reward**



# Our People Development - ALU

DELIVERABLES FOCUS

Leadership | ALU

Prepare **current and future leadership** to align with the company's business strategy and objectives.

**Alpa Leader Academy**

- 1. Internship
- 2. Trainee Program
- 3. Foundations
- 4. Management
- 5. Business

Future | ALU

Develop **strategic thinking** aligned with the business, while strengthening culture, DE&I, and sustainability.

**Alpa Culture Ambassador:**

- Living Havaianas
- Alpa Challenge
- Expedition Collaboration

Management System | ALU

Adopt **management methodologies** focused on simplification, efficiency, and business results.

**Belt Experience:**

- White Belt
- Green Belt
- Black Belt

Expertise | ALU

**Scale with quality** by internalizing and managing technical knowledge. **Promote excellence** across our sales force and supply chain.

**Functional Academies**

- Industrial Academy
- Tech Academy
- Supply Academy
- Sales Academy

2025 YTD May:

151 trainings

40k training hours

41K people

5,646 individual participants (49%)

7 hours of training on average per participant.



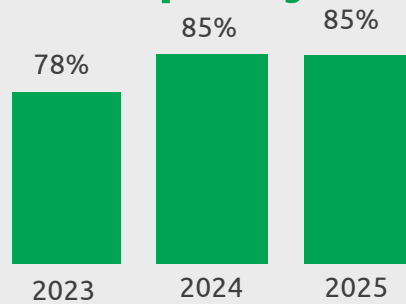
# Culture focused on *metrics and results*

2024 Engagement  
**65%**

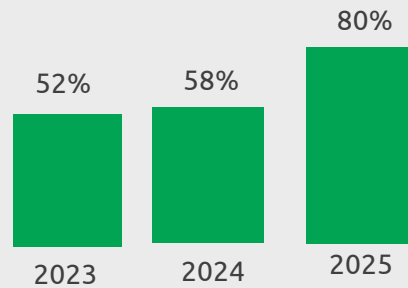


2025 Engagement Target  
**70%**

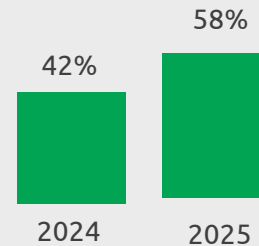
## Adherence to the People Cycle



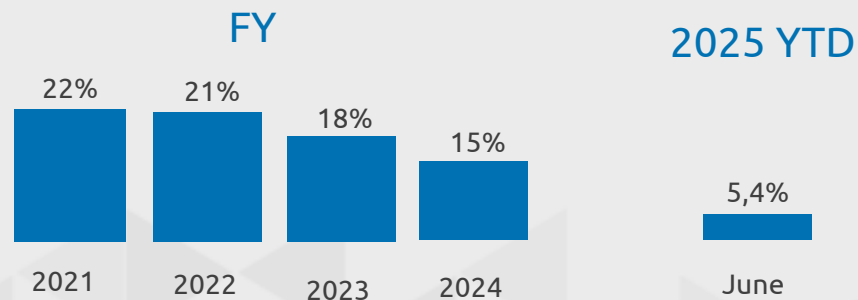
## Internal Hiring



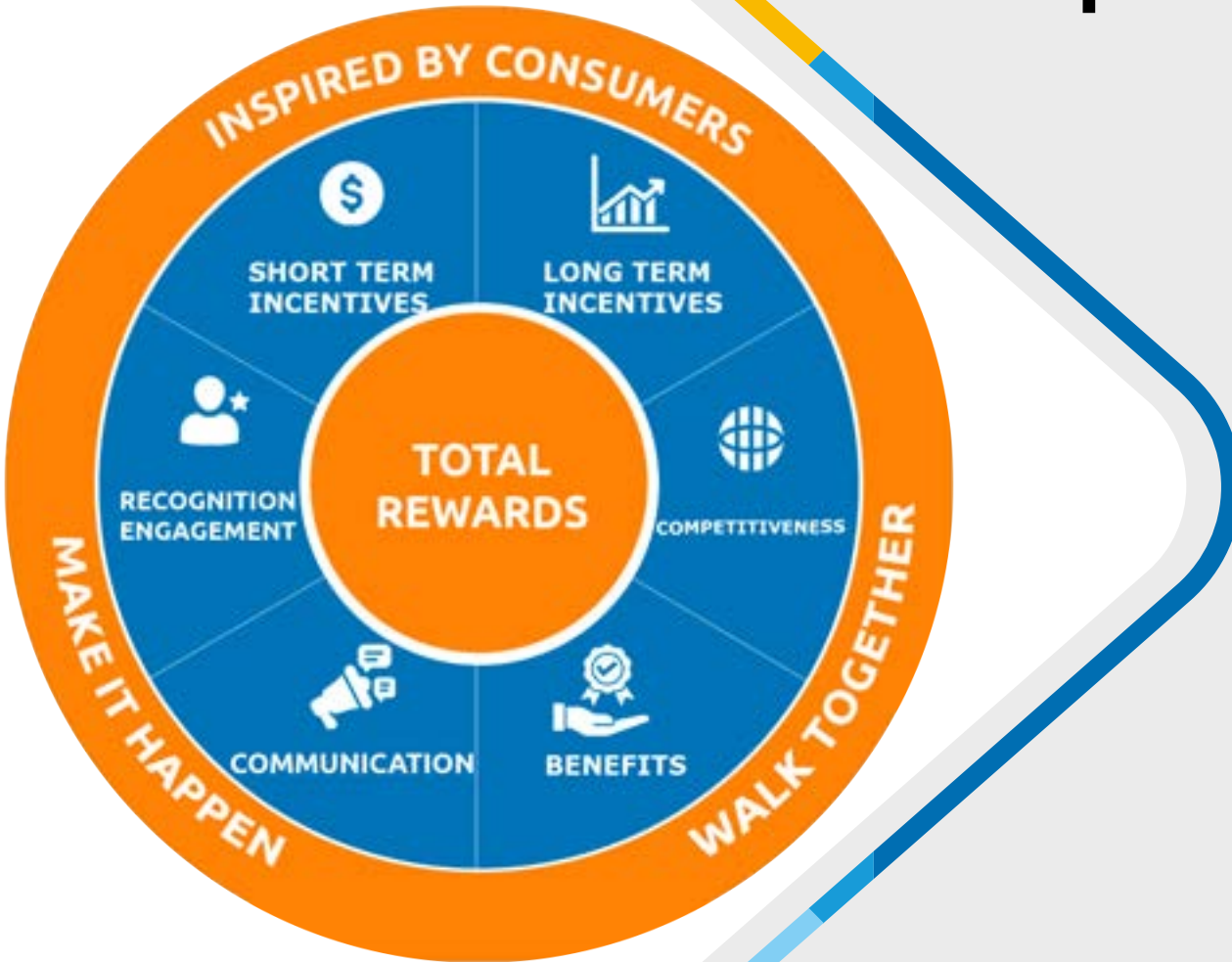
## Pipeline Health



## Leadership Turnover



# Compensation Strategy

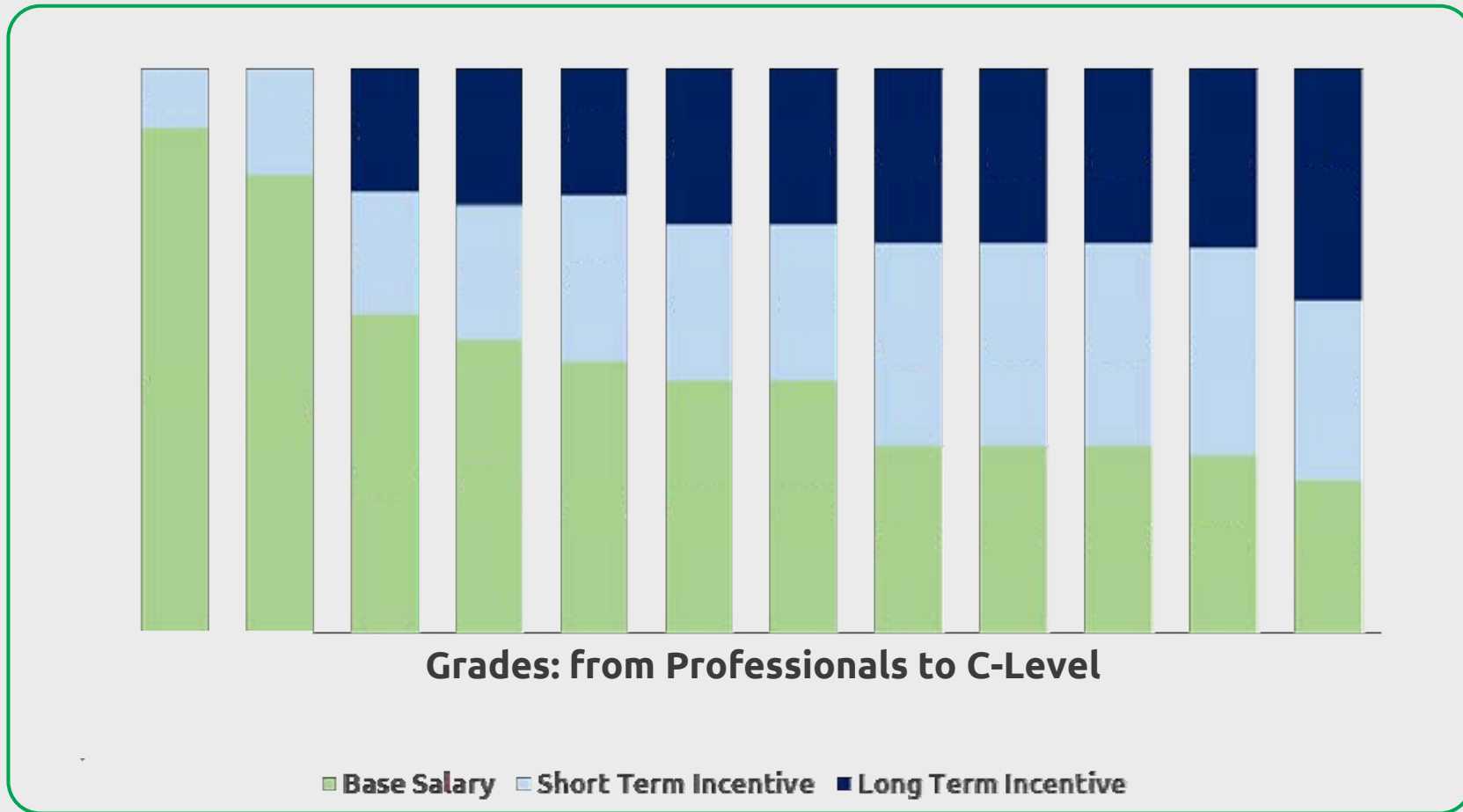


1. Align shareholder and executive interests
2. Share in wealth creation and grow together
3. Drive stronger medium and long-term performance through incentive and merit-based strategies
4. Attract and retain key executives
5. Boost Recognition and Engagement encouraging overachievements and paying by performance (Compensation Programs connected to Talent Review)
6. Clear communication, simple rules and policies to ensure understanding and governance
7. Long-term incentive governance (LTI) under the Board of Directors' oversight, enabling strategic and timely decisions

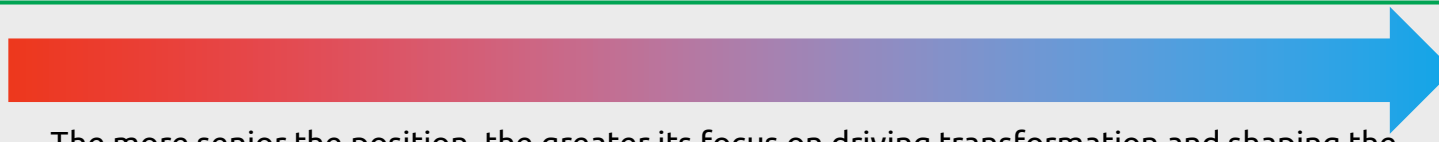




# Compensation Strategy



**Less Seniority**



**High Seniority**

The more senior the position, the greater its focus on driving transformation and shaping the company's future. Therefore, the long-term component of its compensation increases, reinforcing alignment and rewarding the successful execution of the company's long-term strategy





# Short Term Incentive Design

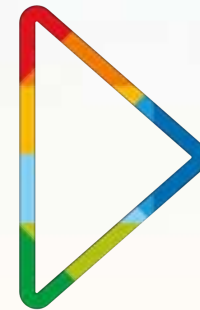
Our program structure is aligned with our Culture, encouraging the principles of *Make It Happen* and *Inspired by Consumers* through entity targets that ensure focus on Alpa's results. It also promotes *Walk Together* behaviors by rewarding both individual performance and team achievements.


TARGET TYPE	DESCRIPTION	WEIGHT	PURPOSE
ENTITY TARGETS	EBITDA	35%	Alignment and Focus on financial results
	CASH FLOW	15%	
AREA TARGETS	TARGET 1	15%	Maximize Collaboration and Boost Teamwork
	TARGET 2	15%	
INDIVIDUAL TARGETS	TARGET 3	10%	Reward and Recognize Individual Performance
	TARGET 4	10%	





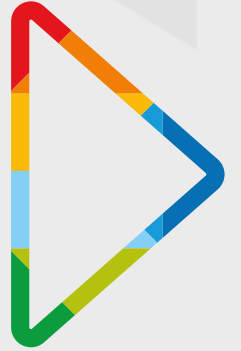
# ALPA DAY



 ALPARGATAS ————— 2025



# INSPIRE THE WORLD TO WALK A LIGHTER PATH.



**STRATEGY**

**BRAZIL**

**INTERNATIONAL**

**MARKETING**

**CAPABILITIES**


**PEOPLE & ESG**





**OBRIGADO!**

**ALPA  
DAY** 

 **ALPARGATAS** ————— **2025**