2025 ANNUAL SUSTAINABILITY REPORT

ALPARGATAS



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Moving forward with focus, consistency and positive impact

This is Alpargatas's 2025 Annual Sustainability Report, reflecting our continued progress on our transformational journey, guided by strategic focus, disciplined execution, and sustainable growth.

Throughout the year, we streamlined our structures, strengthened our operational and financial foundations, and concentrated our efforts on activities that create long-term value. We advanced our strategy, enhanced governance practices, increased operational efficiency, and strengthened our connection with consumers, business partners, and communities in Brazil and around the world.

Sustainability remained integrated into our corporate strategy, guiding decisions and driving initiatives related to circular economy practices, climate change, diversity and inclusion, and social responsibility. In 2025, we advanced our materiality assessment, enhanced our management of risks and opportunities, and reinforced practices that connect economic performance with positive impact.

This progress reflects the collective efforts of individuals, teams, and partnerships built on trust and a shared long-term vision. This report presents this journey with transparency, balance, and clarity, highlighting achievements, lessons learned, and challenges, all guided by our purpose of **inspiring the world with a lighter footprint**.

Enjoy your reading!

Click here to access Alpargatas's Annual Sustainability Reports from previous years.

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Letter from **the president**

GRI 2-22



Liel Miranda | *CEO Alpargatas*

Throughout 2025, Alpargatas reaffirmed the commitments embedded in its strategy through consistent and disciplined execution.

During the year, we made progress on our journey to resume growth and overcome strategic challenges for the business. Guided by our vision to inspire the world with a lighter footprint, we adjusted the company's course, improved distribution, and strengthened our operational and financial fundamentals. This restructuring process, initiated in 2023 and solidified in 2024, set the stage for a 2025 marked by consistent results, reconnected teams, and a stronger organizational culture.

These results reflect a more mature company that is closer to its operations and more cohesive in pursuing its growth agenda. This is not merely a continuation of the transformation cycle initiated in 2023, but a turning point: 2025 marks a new beginning for Alpargatas, with stronger inventory management, volume growth in international operations, margins exceeding historical levels, and commercial execution translating actions into clear, tangible results.

In Brazil, we reinforced our competitive position and deepened relationships with the channels. Internationally, we took important steps to reinforce the brand's positioning in Europe through strategic marketing investments. In the United States, we restructured the business model by adopting a new distribution approach designed to address the operation's profitability challenges. We also continued to expand our global presence, with Havaianas serving as the primary growth driver and Rothy's and ioasys strategically complementing the Alpargatas portfolio.

This occurred in the context of economic volatility, shifts in consumer behavior, and growing social and environmental demands. Internally, the challenge was – and continues to be – to maintain focus, prioritization, and speed without losing strategic coherence. Externally, we maintained a watchful eye on macroeconomic dynamics, inflationary pressures, regulatory changes, and the impacts of climate change on the business.

In terms of social initiatives, 2025 was a year focused on strengthening our positive impact. The Alpargatas Institute continued to expand its activities, focusing on education and creating professional opportunities to generate tangible value for communities where we operate in Brazil. We also remain signatories to the *Movimento pela Equidade Racial* (Mover), a Brazilian business coalition that promotes racial equity, thereby reinforcing our commitment to a more just, diverse, and inclusive society – not as a trend, but as a conviction.

We made steady progress on our environmental agenda, advancing the management of industrial and post-consumer waste and expanding circular economy solutions. Through developments carried out by business partners, we launched new products originating from the Havaianas reCYCLE program, which transforms waste into new possibilities. The program's advancement and its tangible contribution to the circular rubber supply chain were recognized at the SB COP Awards during COP30. We continued to advance our efforts to reduce greenhouse gas emissions, making progress toward our scope 1 and 2 targets by replacing machinery and implementing other actions across our operations. We also deepened our assessment and management of climate risks. Our efforts were reflected in a significant improvement in our performance on the CDP Climate Change Questionnaire.

None of this would be possible without a culture that supports execution and values simplicity, collaboration, focused innovation and discipline. It is a culture that understands that great achievements are the result of collective work. In 2025, our teams were more engaged, connected, and aligned than ever before, recognizing that every decision, process, and product also leaves a footprint on the world.

In previous years, we moved forward with a significant transformation process that repositioned the company onto a more consistent growth trajectory. This progress reinforces our confidence in the evolution of the business and in the continuity of our strategic agenda. We remain confident in our plan, in the business's potential and, above all, in the people who make Alpargatas happen every day. To our entire team, my sincere thanks. To everyone who has accompanied us on this journey, I hope you enjoy reading this report.

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About the report

GRI 2-2, 2-3

Alpargatas' 2025 Annual Sustainability Report details the company's key initiatives and achievements from January 1 to December 31, 2025. Both this report and our financial disclosures follow an annual reporting cycle. Although they refer to the same reporting year, the standards require information for sustainability indicators, which delays its publication. All content aligns with the Environmental, Social, and Governance (ESG) agenda and the United Nations Sustainable Development Goals (SDGs), taking into consideration Alpargatas's material topics – revised in 2025 – and the company's Sustainability Strategy.

Presently, the Executive Board, comprising the Vice Presidents and the CEO, serves as the primary governing body responsible for reviewing and approving the company's sustainability reporting. **GRI 2-14**

The following pages contain financial results and performance indicators in accordance with the standards established by the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), including references to the International Integrated Reporting Council (IIRC). As a highlight of the year, Alpargatas voluntarily began reporting under the new GRI Standards GRI 102: Climate Change and GRI 103: Energy.

The information reported pertains to Alpargatas S.A. (corporately*), the Havaianas brand, and ioasys (the group's technology company) presented in a section appended to this report, and is therefore not included in the other indicators. Rothy's brand, in which we hold a 48.8% stake, is included for contextual purposes only. The consolidated financial statements comprise Alpargatas, Havaianas, Rothy's, and ioasys.

The Alpargatas 2025 Annual Sustainability Report was externally assured, a standard annual practice that was conducted this year by PricewaterhouseCoopers (PwC). The assurance process was validated by the Sustainability leadership team, and the Board of Directors reviewed and approved the report upon its completion. View the Letter of Assurance here. **GRI 2-5**

Click here to learn more about the corporate structure and legal form.

** International operations are addressed in the report, and are specifically noted when included.*

Materiality

GRI 3-1

As we continue to evolve, we recognize the need to review the topics deemed material to the company, updating Alpargatas's priorities from the perspective of different stakeholder groups. The previous materiality assessment was conducted in 2023.

In addition, we are continuously working to enhance our sustainability reporting practices.

The review process was conducted between August and November 2025 in accordance with the requirements of the ISSB, the European Sustainability Reporting Standards (ESRS), and the Global Reporting Initiative (GRI). To support this process, Alpargatas engaged with a specialized consultancy and adopted the Double Materiality methodology. This approach is intended to further strengthen the transparency of the company's disclosures. The selected methodology considers the business's positive and negative impacts – both actual and potential – across social, economic, and environmental dimensions, as well as the effects of sustainability-related risks and opportunities on financial performance. In all:

11 interviews
were conducted with 8 Alpargatas C-level executives and 3 investors

475 questionnaires
were completed through online consultations with customers, employees, consumers, franchisees, local community representatives, and other internal and external stakeholders.

The results of the review were approved by the Sustainability Commission. **GRI 2-14**

Questions regarding the Annual Sustainability Report and its contents may be sent to sustentabilidade@alpargatas.com.

Impact materiality
GRI 3-1

Considers the significant environmental and social impacts generated by the business, including those associated with the company's operations and value chain (upstream and downstream).

Financial materiality

Considers sustainability-related risks and opportunities with financial effects, whether positive or negative, real or potential, in the short, medium, or long term. In other words, matters that affect or may affect the company's financial position, financial performance, cash flow, access to financing, or cost of capital.

Double Materiality considers both impact and financial materiality.

The process assessed impacts, risks, and opportunities based on sector benchmarking, a detailed value chain analysis, stakeholder consultation, and a review of internal and external documents. Prioritization considered criteria such as scope, scale, irremediability, and likelihood of occurrence.

Scope of operations covered in the materiality review

Impact materiality

Operations of Havaianas brand

Financial materiality

Operations of Havaianas, Rothy's, and ioasys brands



Compared with the 2023 materiality assessment, Economic and Financial Performance and Technology and Innovation were no longer identified as material topics, while Communities and Local Engagement, Diversity, Equity, and Inclusion, and Corporate Governance emerged as new priorities, reflecting growing stakeholder expectations and increasing importance to risk mitigation and value creation in the company's current context.

Explore our value chain and its social and environmental impacts on page 36.

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We are **ALPA**



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We are **Alpa**

GRI 2-1, 2-6

Alpargatas is a global company founded and headquartered in Brazil, with a history spanning more than 119 years. Its story has been shaped by generations that inspire us to move forward, connecting cultures and spreading happiness. Alpargatas is committed to inspiring the world with incredible brands that bring lightness and joy to consumers' everyday lives around the world.

And consumers inspire every decision we make. The greatest example is Havaianas, our flagship brand, renowned for its iconic flip-flops, which embody the Brazilian spirit, comfort, and style.

In addition to Havaianas, our portfolio includes two other companies: Rothy's, a U.S.-based sustainable footwear and accessories brand in which we hold a 48.8% stake, and ioasys, a Brazilian digital-native company that delivers technology and innovation solutions.

With a workforce of 12,133 employees, across Alpargatas and ioasys operations, and products available in more than 100 countries, we operate across four priority regions: South America, North America, Europe, and Southeast Asia.

Our goal is not only to delight consumers, but also to inspire the world with a lighter footprint and generate positive impact in the regions where we operate. To this end, for more than 20 years, the Alpargatas Institute has led our social initiatives in Brazil, where all our industrial operations are concentrated.







havaianas

The brand that "everyone wears and loves" was founded in São Paulo, Brazil, in 1962, inspired by the traditional Japanese Zori sandal. This innovation led to the creation of the sandal originally named Tradi, making the company the inventor and patent holder of the world's first rubber flip-flop. Since then, the product has won over consumers worldwide and evolved into countless new designs and styles, keeping pace with evolving fashion and lifestyle trends. Over time, the brand has also expanded into accessories and apparel collections. The most important thing is to provide our consumers with a sense of freedom and comfort – always with style.

We operate more than 1,000 brand stores worldwide, including over 800 in Brazil and nearly 400 abroad. Havaianas products are available in more than 100 countries. In Brazil alone, we have over 350,000 points of sale through partnerships with distributors and wholesalers, in addition to an e-commerce channel.

ioasys

Born in the digital environment, the company was acquired in 2021 by Alpargatas, its sole shareholder. It specializes in developing agile and efficient solutions focused on user experience through a deep understanding of each client's business environment. Its work ranges from strategy design to solution development, support, and continuous improvement. The company relies on multidisciplinary teams throughout all phases of each project, whether remotely or on-site. The company directly contributes to Alpargatas's digital transformation journey by strengthening technology as a pillar for growth. It also serves a large portfolio of clients across different industry segments in Brazil and abroad.

ROTHY'S

Rothy›s is a U.S.-based company founded on a sustainability-driven proposition. Its products are made from textile fibers derived from recycled plastic waste, such as PET bottles. The brand›s premium footwear, handbags, and accessories bring style and comfort to consumers in the United States, Australia, Spain, France, Hong Kong, and the United Kingdom. In addition to online sales, Rothy›s operates 31 brick-and-mortar stores.

Learn more about the company's 2025 initiatives by accessing the ioasys annex here.

Global presence*

GRI 2-1, 2-6



United States
1 office
Los Angeles

United Arab Emirates
1 office
Dubai

Brazil
1 office
• São Paulo (SP)
Alpargatas's headquarters

4 manufacturing sites
• Campina Grande
• Santa Rita (PB)
• Carpina (PE)
• Montes Claros (MG)

2 Distribution Centers
• Campina Grande (PB)
• Extrema (MG)

Europe
4 offices
• Bologna, Italy
• London, United Kingdom
• Madrid, Spain
• Paris, France

**The map includes company offices and coworking spaces used for corporate purposes, which are not necessarily exclusive company properties.*

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Value creation model

This infographic illustrates how Alpargatas transforms its resources into results for its stakeholders. Through its corporate and sustainability strategies, the company creates value not only for itself, but also for people and society across multiple dimensions (the capitals).

VISION:
Inspire the world with a lighter footprint

Global corporate strategy:

- Focus and competitiveness
- Sustainable growth

Sustainability strategy:

- Circular economy
- Responsible operations
- Diversity & Inclusion and Social Responsibility

Manufactured capital

Resources	Results
• 4 manufacturing plants • 2 company-owned Distribution Centers (DCs) • 1 Innovation Center • 7 offices worldwide • 1,200 exclusive stores worldwide and over 350,000 points of sale, as well as an e-commerce channel • 184 Tier 1 suppliers (raw materials and finished products) • ioasys: 2 offices	• More than 228 million pairs of Havaianas sold globally • A portfolio of Havaianas accessories and apparel • New, exclusive, and innovative designs, including the second collection from the collaboration with Dolce & Gabbana, as well as the expansion of the men's line with the launch of the Track Waves, Top Max Comfort, and Track Plus models. • ioasys: 44% growth in its active client portfolio (vs. 2024).

Financial capital

Resources	Results
• Publicly traded company listed on B3 • R$200 million in CAPEX at Alpargatas • Havaianas: estimated brand value of more than R$700 million*	• R$4,564.9 million in net revenue (+11.1% vs. 2024) • R$865.5 million in adjusted EBITDA (+145.5% vs. 2024) • R$567.9 million in adjusted net income income, the best annual result in the company's history

** BrandZ ranking, a 2024 Kantar survey of Brazil's most valuable brands.*

Intellectual capital

Resources	Results
• R$2.2 million invested in reverse logistics and circular economy programs • New management and control system for daily warehouse operations at the Campina Grande (PB) Mixing Center • Innovation and Research & Development area fully integrated into the Industrial Vice Presidency, connecting technology, manufacturing processes, and business strategy • Alpa Learning Universe (ALU): focus on onboarding, leadership development, industrial frontline training, and strategic capability building	• SIM Experience: A gathering of leaders from the four manufacturing plants to strengthen industrial management • Active participation in COP30, in partnership with IPÊ – Institute for Ecological Research • Recognition of the Havaianas reCYCLE program at the Sustainable Business COP (SB COP) Awards • Continuous improvement of the company's data governance, with a focus on information security and privacy • 3D-printed flip-flops developed in partnership with Zellerfeld

Human capital

Resources	Results
• 12,133 employees at Alpargatas (32% women) and ioasys (41% women) • Sustainability Strategy commitments related to D&I and living wage • You well-being program focused on the body, mind, and soul • Safety as a non-negotiable value	• Alpargatas culture principles: We are inspired by consumers, We move forward together, We make things happen • Continued participation in the Racial Equity Movement (MOVER), with 143% of proposed actions implemented • Implementation of the 5S program, which focuses on safety and reinforces key occupational safety protocols

Social and relationship capital

Resources	Results
• Sustainability Strategy commitments related to diversity and inclusion and local development • R$ 5.8 million invested directly by the Institute in 2025, including R$46 million in donations of Alpargatas products • Empreender Alpa Program • Alpa Volunteers in Action platform for employees • B2B, Direct-to-Customer (DTC), and global e-commerce initiatives	• R$150,000+ donated to the NGO All Out through product sales • 7,859 people trained through vocational education programs in 2025 • 49 initiatives involving 359 volunteers • ABRH-PB Human Being Award (ESG category) and the 2025 Aplaude Award (Outstanding Education Program category) for the Sustainable Carpentry project, developed using the Alpargatas Institute's proprietary methodology • 80%+ performance in OTIF, which measures order fulfillment accuracy

Natural capital

Resources	Results
• Sustainability Strategy commitments related to Circular Economy and Responsible Operations • More than R$15 million invested in environmental initiatives, including the reCYCLE reverse logistics program • Products featuring prints by IPÊ (the Institute for Ecological Research), with IPÊ receiving 7% of revenue • IFRS S1 and S2 compliance assessment and development of action plans • Improved measurement of Scope 3 emissions in the purchased goods and services and transportation and distribution categories	• Partnerships with companies to develop products from rubber waste collected through the Havaianas reCYCLE program, including corporate gifts, furniture, and home products • 100% of Havaianas stores in Brazil participating in the Havaianas reCYCLE flip-flop collection program • R$10 million+ provided to IPÊ through more than two decades of partnership supporting Brazilian biome conservation projects • Achieved a B score in CDP's Climate Change assessment

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Governance

ESG ▸ Governance

Material topics covered in this section:
- Corporate governance
- Supplier management

SDG corresponding to this section:



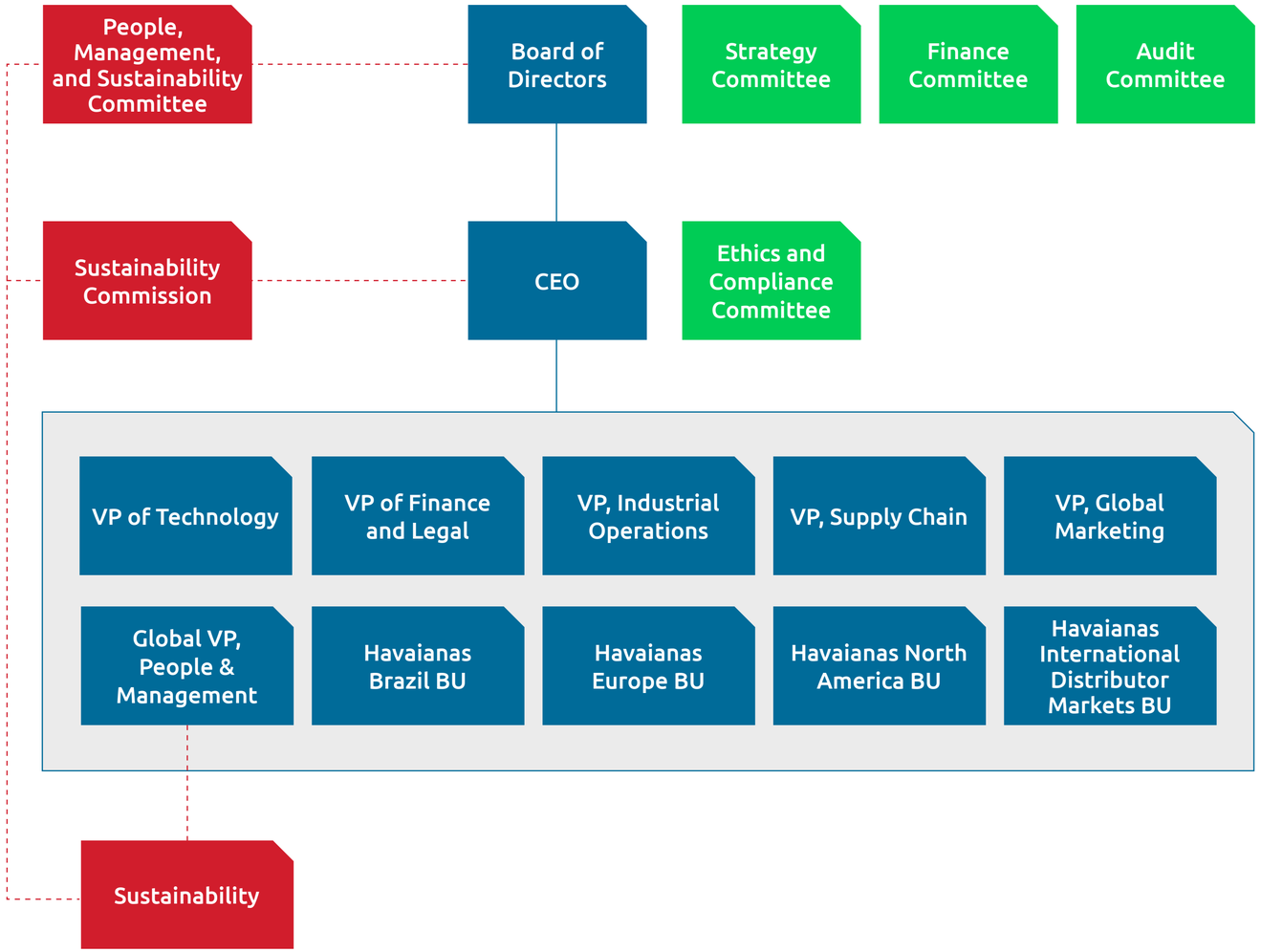




Governance structure

GRI 2-9, 3-3 Corporate governance

Organization Chart



Transparency and ethics are fundamental to Alpargatas, which operates in accordance with best corporate governance practices. By prioritizing responsibility and integrity in all business dealings and relationships, Alpargatas is part of B3's Level 1 Corporate Governance listing segment, which requires high standards of management, transparency, and market disclosure.

Our Corporate Governance Policy consolidates the governance principles and practices adopted and continuously enhanced by Alpargatas, helping promote and strengthen transparency in the company's management practices.

Board of Directors

GRI 2-9, 2-10, 2-11, 2-17

Alpargatas's highest governance body, the Board of Directors, is responsible for defining the company's long-term strategy and electing its executive officers. The eight members, who are elected by the General Shareholders' Meeting, deliberate on matters pertaining to the business. The Board currently comprises seven men and one woman, including two independent members and one representative of minority shareholders. None of the members holds an executive position at the company, and they all serve one-year terms with the possibility of reelection.

Board members are nominated and selected for their commitment to complying with the rules, the Articles of Incorporation, the Board of Directors' Internal Bylaws, the company's policies and Code of Conduct and Ethics, and applicable legislation.

The Board regularly convenes to assess the organization's performance and the effectiveness of its processes, providing guidance as needed, including on matters related to the sustainability strategy.

Four committees advise the Board of Directors: the Audit Committee, the Strategy Committee, the Finance Committee, and the People, Management, and Sustainability Committee. The Board elects their members, taking into account their high level of knowledge and experience in each committee's area of focus. The company also relies on the support of the Ethics and Compliance Committee and the Sustainability Commission.

The Sustainability Commission acts as a bridge by bringing priority sustainability strategy topics to the attention of Alpargatas's C-level leadership, including the CEO and the vice presidents responsible for the Legal, People, Industrial Operations, Marketing, and Supply Chain areas. The People, Management, and Sustainability Committee advises the Board on decision-making and the formulation of guidelines, taking into account the business's social and environmental aspects, as well as matters related to people and management. In 2025, the Committee held one meeting to discuss sustainability, and the Commission held four.

Executive Board

The Executive Board is responsible for managing the company's business and executing the resolutions of the Board of Directors. Through weekly meetings coordinated by the Chief Executive Officer, the company's 10 vice presidents plan and lead the initiatives required to achieve the company's objectives.

In April 2026, Adalberto Fernandes Granjo concluded more than two decades at Alpargatas. Following this change, the Legal Vice Presidency will be divided, with the Tax & Labor Legal and Corporate Legal departments becoming part of the Finance and Legal Vice Presidency. In addition, the Corporate Affairs and Compliance departments will report to the People & Management Vice Presidency.

Information about the responsibilities and composition of Alpargatas's governance bodies is available on the Investor Relations page.

Changes to the Board

On January 28, 2026, João Moreira Salles, who already served as a member of the Board of Directors, assumed the role of Chair, following Pedro Moreira Salles' resignation. The transition has been progressing smoothly, as the succession had already been planned.

To replace João Moreira Salles on the Board, the directors approved the election of Guilherme Bottura, who had already been serving as a member of Alpargatas's Finance Committee.

In addition, the company established the position of Vice Chair of the Board of Directors, currently held by Rodolfo Villela Marino, who already served as a member of the Board.



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Remuneration **policy**

GRI 2-19, 2-20

Alpargatas's remuneration strategy provides executives and employees with a competitive pay package designed to promote meritocracy, performance, and value creation, combining fixed and variable pay tied to the achievement of targets.

The Remuneration Policy governs and guides this strategy. The policy is managed by the Global People & Management Vice Presidency of in conjunction with the CEO. Any proposed revisions must be submitted to the People, Management, and Sustainability Committee for evaluation and to the Board of Directors for approval. The policy is guided by the principles of competitiveness, internal equity, and alignment with business performance. In addition, external consulting firms support the company in this area. In 2025, Alpargatas continued advancing pay equity practices by conducting systematic analyses to ensure fair pay for equivalent roles, regardless of gender, race, or other characteristics.

Members of the Board of Directors and advisory committees receive fixed monthly fees. Independent members who serve on the Board and chair one of the advisory committees also participate in the company's long-term incentive program.



Alpargatas's remuneration strategy includes the following:

Fixed pay

The strategy recognizes and reflects the value of the position, both internally and externally, as well as the executive's individual performance, experience, educational background, and expertise.

Variable pay

The company's short-term incentive program considers financial indicators, as well as area-specific and individual targets linked to the business strategy.

Benefits

Employee benefits are aligned with market practices and include an optional defined contribution private pension plan. Retirement benefit plans and contribution rates are the same for the highest governance body, senior executives, and all other employees.

Bonuses

Attraction and incentive mechanisms are used at the time of hiring, in accordance with the company's strategy and the competitiveness of the offer.

Risk **management**

GRI 2-12, 2-13, 2-16

At Alpargatas, risk management is a pillar of corporate governance and has been consistently strengthened to support decision-making, protect the company's strategy, and sustain long-term growth. In 2025, the company made significant progress in this area, strengthening its risk management structure and processes and further integrating them with other key business areas.

Throughout the year, the company restructured its Risk and Internal Controls area. Governance practices were revised to adopt an even more analytical and preventive approach, closely aligned with Alpargatas's strategic priorities. The appointment of new leadership for the area also helped enhance the maturity of internal controls and integrated risk management.

A major milestone in 2025 was the structured review and update of the corporate risk mapping process, carried out with direct involvement from senior leadership. The most material risks were systematically discussed with the Executive Committee, enabling prioritization, assignment of responsibilities, continuous monitoring, and greater visibility into the progress of mitigation plans. This process strengthens management discipline and enhances the company's ability to anticipate scenarios and respond to emerging issues.

A key challenge on the risk agenda has been fostering a culture of risk management. Throughout 2025, the area worked closely with leadership and operational teams to broaden understanding of the value of risk management in day-to-day activities, promoting a more integrated approach embedded across business routines. The goal is for risk management to be seen not as a formal requirement, but as an enabler of safer and more sustainable decision-making at all levels of the organization.

Sustainability risk management

GRI 2-25, 3-3: Climate change, 102-2

The sustainability agenda became more integrated into risk management. Departments such as Risk and Internal Controls, Sustainability, Finance, Controllership, and Investor Relations collaborated to incorporate Environmental, Social, and Governance (ESG) aspects into the risk identification, assessment, and monitoring process, including climate and social and environmental risks. This initiative was primarily driven by progress in discussions regarding International Financial Reporting Standards (IFRS) S1 and S2, which introduce a new layer of accountability and transparency to the company.



In 2025, Alpargatas conducted a gap analysis of the IFRS S1 and S2 requirements, evaluating what was already in place, what needed improvement, and what additional actions were necessary. The analysis resulted in the creation of action plans with clear responsibilities and timelines. Advances already achieved include the quantification of climate risks and the execution of scenario analyses with financial impacts, strengthening the link between risks, strategy, and economic performance. We intend to continue making progress on the identified areas for improvement to better align with the standards.

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Climate risks and opportunities

GRI 201-2

A study was conducted to identify and prioritize climate-related risks and opportunities, including an assessment of their potential impact and likelihood, as well as the associated mitigation methods or strategies for leveraging opportunities.

The study mapped physical and transition risks, as well as opportunities related to climate change. Based on these findings, we conducted a robust prioritization process aligned with the review of the company's impact and financial materiality and received the necessary approvals from senior leadership. In parallel, we proceeded with quantifying and analyzing climate scenarios for the prioritized risks and opportunities.

The risks covered in the study include the company's operations and its supply chain, especially those related to climate factors and the transition to a lower-carbon economy. In addition to addressing climate-related value chain risks, we collaborated closely with the Procurement team to assess the potential impact on the availability, cost, and continuity of the supply of strategic raw materials, including under scenarios of greater climate or regulatory volatility.

Furthermore, in alignment with the CDP disclosure submitted in 2025, we maintain disclosures on risks and opportunities identified prior to the more in-depth study currently underway, namely carbon pricing mechanisms and the use of low-emission energy sources.

We consider carbon pricing mechanisms to be a medium-term regulatory transition risk of low magnitude, but with a high probability of impacting Alpargatas's business. Given the regulation of the Brazilian Carbon Market, it is possible that the company may exceed its emission allowances and incur costs to purchase additional credits in order to remain compliant.

This regulated market could have a cross-cutting effect on the business, influencing not only operations, but also the value chain. Our vertically integrated operation, with company-owned manufacturing sites, will represent one of the largest shares of our carbon budget, considering direct Scope 1 and 2 emissions. However, the effect will also be felt throughout our value chain, particularly among raw material suppliers and logistics providers, whose Scope 1 and 2 emissions, which are reflected in our Scope 3 emissions, could exceed emission allowances and increase the cost of these materials and services.

To adapt to the risks associated with the regulated CO_2 emissions market, we have been working on the development of a climate transition plan that, in addition to the emission reduction targets already established, outlines the company's decarbonization roadmap, as well as the commitments and positioning required to support this transition. Continued investment in greenhouse gas emissions management and planned decarbonization initiatives is essential.

The use of low-carbon energy sources is expected to generate short-term benefits for the company's sustainability performance. Replacing combustion-powered machinery in our operations with electric alternatives will enable us to achieve significant operational gains in our production process, allowing us to operate with greater energy efficiency and lower energy consumption costs. These initiatives also reduce our Scope 1 and 2 emissions and direct environmental impact, while enabling us to make progress toward our 2030 goals.

Click here to learn more about supply chain management.



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Data privacy and **security**

Alpargatas has a formal Information Security and Data Privacy framework that is integrated into its corporate governance and aligned with the Brazilian General Data Protection Law (LGPD) and applicable regulations. The framework is guided by an Information Security Master Plan, internal policies, and global guidelines on privacy, artificial intelligence (AI) use, third-party risk management, and incident response.

In 2025, the Data and AI Steering Committee was established to strengthen strategic oversight of initiatives related to data and artificial intelligence. The company's process maturity was assessed using the NIST CSF 2.0 framework, and its security and privacy practices are evaluated through internal and external audits conducted by an independent firm.

The company employs formal processes for prevention, detection, continuous monitoring, and incident response, including a structured cyberattack communication plan that defines roles, responsibilities, and escalation procedures. Risk indicators guide target-setting and initiative prioritization, with periodic reporting to senior management. Operational continuity is supported by specific initiatives for industrial environments, such as the CyberOT program, which reinforces the integrity and availability of operational technology systems.

All employees undergo mandatory training in information security and privacy, supplemented by regular awareness communications and tests, reinforcing a culture of data protection and responsible technology use.



Ethics and compliance

GRI 2-23, 2-24, 2-25

We are committed to upholding the highest standards of ethics and integrity in our business practices. This commitment is fundamental to responsible management and is shared by all members of our team and our value chain.

Our Code of Conduct and Ethics establishes the guidelines and principles that must be followed by employees, board members, suppliers, customers, shareholders, and other stakeholders. The document summarizes our way of doing business and guides how everyone should act to always make the right decision. Alpargatas's contracts with third parties also incorporate the Code's rules, and the document, along with the Anti-Corruption and Good Practices Handbook, was signed by our suppliers upon registration. Our employees are also required to formally acknowledge the Code of Conduct upon hiring and reaffirm their acknowledgment whenever the document is revised. **GRI 205-2**

The Compliance Program establishes procedures to strengthen corporate control and management, fostering ethical environments free from corruption and other unlawful acts. The program consolidates guidelines established by Brazilian legislation and the main international laws aimed at combating corruption and other unlawful acts.

Fighting corruption

GRI 205-1, 205-3

Alpargatas does not tolerate corruption and actively combats it both internally and throughout its business relationships.

In addition to addressing corruption through our Compliance Program, we assessed 100% of our operations for corruption-related risks in 2025, and no significant risks were identified. We have incorporated the risks of private and public corruption, as well as influence peddling, into Alpargatas Brazil's Corporate Risk Matrix. These risks include, but are not limited to, the offering or receipt of undue advantages, bribery, or fraudulent acts involving the company's relationships with public officials and business partners. Each identified risk is addressed through a mitigation plan that may include measures such as training, enhancements to internal controls, and contractual provisions.

In our European operations, we completed a criminal risk assessment involving anti-corruption measures. This resulted in an action plan for each business area based on identified risks and improvements to existing controls. Additionally, we published the Compliance and Criminal Risk Prevention Handbook and the Non-Retaliation Protocol in accordance with European Union legislation. To monitor corruption risks in international operations, we will conduct periodic risk assessments.

The company has not been involved in any public legal proceedings related to corruption over the past three years. **GRI 205-3**

Our commitment to responsible business conduct guides the company and its value chain to adopt behaviors aligned with our principles and that do not violate what is considered non-negotiable for the company. These documents are fundamentally based on the precautionary principle and address topics such as human rights, ethics, corruption, and the environment.

Compliance training

GRI 205-2

In 2025, courses were made available to all corporate and administrative employees, along with in-person and online training sessions on topics such as Anti-Corruption Practices, the Whistleblower Channel, Abusive Conduct, and Conflicts of Interest. In-person training sessions were held at all factories for managers and production support teams. Monthly Direct Safety Dialogues (DSD) on ethics and integrity topics are held for all factory operators.

Compliance risk assessment

GRI 2-25

A Compliance risk assessments are periodic surveys conducted with senior and middle management to identify compliance-related risks across all areas of the company. Based on these assessments, action plans may be developed to eliminate or mitigate identified exposures. These plans include specific training for each area, tailored to the risks identified, as well as recommendations to improve internal procedures and processes.

Corporate policies

GRI 2-23, 2-24

Alpargatas's compliance and sustainability governance is supported by corporate policies covering Anti-Corruption, Respect for Diversity and Sponsorship. All of these policies can be accessed here.

Internal standards designated as "policies," which address the company's principles and values, are approved by the respective advisory bodies and the Board of Directors. Those designated as "procedures," which establish rules and guidelines related to business processes, are approved by the Executive Board.

Human rights protection

GRI 2-23, 2-24, 3-3 Supplier management, 407-1, 408-1, 409-1

Respect for human rights is non-negotiable for Alpargatas. We are committed to complying with local and international labor laws in our own operations and safeguarding the well-being of our direct and indirect employees. This means that we do not tolerate any form of forced or compulsory labor, slave-like labor, or the use of child labor. Individuals aged 16 to 18 are hired by the company exclusively as apprentices.

We also do not tolerate the hiring of undocumented immigrants or any form of discrimination, harassment, physical coercion, verbal abuse, or behavior deemed threatening, abusive, or exploitative. Our due diligence process is designed to prevent the approval of any supplier operating under such conditions.

To this end, the Supplier Management department addresses and monitors issues such as freedom of association and collective bargaining, child labor, the exposure of young workers to hazardous work, and forced and/or slave-like labor during qualification and requalification audits for suppliers of raw materials and finished goods. Click here to learn more about supply chain management.

As in previous years, in 2025 we did not identify any risks related to child or forced labor, nor any violations of the right to freedom of collective bargaining, in qualification audits involving our suppliers and own operations.

To ensure a safer and more inclusive environment, we combat all forms of discrimination. One of the tools supporting this effort is our Whistleblower Channel, whose visibility was reinforced in 2025, alongside intensified preventive actions and initiatives aimed at identifying abusive conduct through internal communications and training. All 189 complaints related to discrimination and harassment received during the year were reviewed, and all cases remaining unresolved from 2024 were concluded in 2025. **GRI 406-1**

Total number and status of incidents of harassment and discrimination GRI 406-1

	2023	2024	2025
Number of discrimination complaints reported	178	172	189
Number of incidents reviewed	178	172	173
Number of remediation plans being implemented	32	9	16
Number of incidents for which remediation plans were implemented, with results reviewed	68	45	46
Number of incidents no longer subject to action	146	163	172

Note 1: *the following types of misconduct are considered forms of discrimination: physical assault, workplace harassment, sexual harassment, sexual misconduct, verbal abuse, and discrimination based on factors such as race, nationality, age, gender, and sexual orientation, among others. Of the 172 incidents reported in 2024, 161 involved harassment and 11 involved discrimination. In 2025, 154 incidents involved harassment and 19 involved discrimination.*

Note 2: *the data reported for 2025 cover the period from January 1, 2025, to January 15, 2026.*

Commitment to the Principles of the Global Compact

Alpargatas is a signatory to the United Nations Global Compact, and its ten principles, which relate to the protection of human and labor rights, the environment, and anti-corruption practices are reflected in the company's publicly disclosed guidelines.

These guidelines are also aligned with the three pillars of the United Nations Guiding Principles on Business and Human Rights, which focus on protecting, respecting, and remedying human rights impacts across the company's operations and throughout the value chain.

Conflict of interest

GRI 2-15

We have a Conflict of Interest Policy that guides employees on the expected conduct regarding this matter. The policy is approved by the Board of Directors. Board members and their advisory committees are also required to complete questionnaires regarding relationships with politically exposed persons (PEPs). For more information, please refer to the policy.

In the event that the Compliance department becomes aware of a potential or existing conflict of interest, the case is referred to the Ethics and Compliance Committee, which determines the measures required to eliminate the conflict and mitigate potential risks, in accordance with the Policy guidelines. Cases deemed material are referred to the Audit Committee.

The types of conflicts of interest reported to the Committee include cross-membership on other governing bodies and cross-shareholdings involving suppliers and other stakeholders.

Whistleblower Channel

GRI 2-25, 2-26

The Whistleblower Channel is the primary tool we provide for individuals to report suspected misconduct or behaviors that are inconsistent with our commitment to integrity and that violate the guidelines set forth in the Code of Conduct and Ethics.

Employees and partners are informed about the channel through communications, training sessions, and Direct Safety Dialogues (DSD), which are held monthly for all factory operators.

Employees and external stakeholders may file complaints or seek guidance regarding responsible business conduct and the company's policies and practices, either by identifying themselves or remaining anonymous. The channel can be accessed at any time by phone or online, and reports may be submitted in Portuguese, English, or Spanish.

All cases are received and managed by an independent company and forwarded to the Alpargatas Compliance area for investigation. This area reviews these reports in accordance with the Whistleblower Channel Procedure, ensuring non-retaliation against whistleblowers and other parties involved, as well as the confidentiality of investigations, data, and identities. Cases deemed substantiated may result in warnings, suspension, termination of employment or contractual relationships involving the reported parties, or changes to the company's internal procedures. All reports are categorized to support better case management and the identification of vulnerabilities requiring corrective action.

To preserve data confidentiality, the results of cases are not disclosed to whistleblowers, who are only informed about whether investigations have been concluded. However, each year, the Compliance area shares the Whistleblower Channel's main indicators with all employees, including the percentage of reports by result, case categorization, and the number of disciplinary measures adopted in substantiated cases.

In 2025, in addition to regular communications on compliance matters, the Compliance department conducted in-person training sessions for management teams and production support areas at all manufacturing sites. The increase in the number of reports reflects the maturity of the Compliance Program and the effectiveness of the Whistleblower Channel and its investigations, demonstrating that employees increasingly trust the tool to report behaviors that are not aligned with the company's Code of Conduct and Ethics and other compliance policies.

Official whistleblower channels

Websites

Portuguese
www.canalconfidencial.com.br/alpargatas

English and Spanish
www.compliancehelplinealpargatas.com

Telephone

Toll-free number
0800 770 7791
(available only in Brazil)

Number of requests for advice, concerns, and complaints received through the Whistleblower Channel and percentage of requests addressed GRI 2-26

	2023	2024	2025
Number of requests for advice received	n/a	32	41
% of requests for advice addressed	n/a	100%	100%
Number of concerns and complaints received	492	608	632
% of concerns and complaints addressed, resolved, or found to be unsubstantiated	100%	100%	74%

Note 1: *all requests for advice received in 2025 were related to the nine pillars of the Alpargatas Compliance Program and included inquiries about offering or receiving gifts or event tickets, as well as questions regarding the interpretation of the company's internal policies, among others. The concerns mentioned pertain to the period from January 1, 2025 to January 15, 2026.*

Note 2: *the predominant concerns identified in the reports relate to interpersonal relationships, as previously disclosed. The remaining 26% of concerns and complaints were still under review at the end of the reporting period and will be concluded in the following year.*

Note 3: *the data reported for 2025 cover the period from January 1, 2025, to January 15, 2026.*

Our stakeholders

GRI 2-29

For us, it is essential to have an open and ongoing relationship with our stakeholders. And the best way to achieve this is by being transparent and using appropriate communication channels for each audience.

	Purpose of engagement	Form of engagement
Employees	• Strengthen employees' connection with Alpargatas by fostering lasting and positive relationships with the brand and a strong sense of belonging. • Strengthen the organizational culture.	• Implementation of action plans. • Creation of well-being and career development programs and initiatives. • Segmented and customized communication channels by location and employee profile. • Establishment of cultural rituals. Feedback on engagement initiatives is collected through surveys and post-action assessments.
B2B customers, franchisees, distributors, wholesalers, and retailers	Ensure that this audience is served by making our products available to consumers across different points of sale.	• Ordering and management portals focused on franchisees. • Customer Service department. • Trade departments focused on customers and points of sale. • Sales executives and consultants dedicated to commercial support. • Merchandising team (promoters). Joint goals and plans are established each year, and progress on the action plans is monitored on a regular basis.
Consumers	Inspire consumers to live with a lighter footprint through differentiated brands and products with high perceived value, while operating with social and environmental responsibility.	• Marketing campaigns. • Interactions on the company's social media channels. • Availability of information on institutional and e-commerce websites. • Complaint and whistleblower channels. • Interest surveys.
Investors	Enhance Alpargatas's appeal as a solid and strategic investment option, aligning transparency, innovation, and value creation for all stakeholders.	• Financial reports. • Annual and Extraordinary Shareholders' Meetings. • Notices to the Market and material disclosures. • Participation in meetings and events. • Investor Day. • Dedicated Investor Relations website. Feedback on engagement initiatives is collected through dedicated channels and periodic meetings. Suggestions received are incorporated into our materials for this audience.
General public	Ensure, through alignment across brand touchpoints and spokespersons, that our image and messaging convey our institutional positioning in accordance with our strategic business vision and cultural principles.	• Publication of reports. • Presence at events and meetings. • Communications through media relations. • Presence on social media. • Updates to information available on Alpargatas's website.

Membership associations

GRI 2-28

Alpargatas participates in the following associations:

- **Amcham Brazil**
- **Brazilian Association of Publicly Held Companies (Abrasca)**
- **Brazilian Footwear Industries Association (Abicalçados)**
- **Brazilian Advertisers Association (ABA)**
- **Brazilian Association of Wholesalers and Distributors of Industrialized Products (Abad)**
- **Brazilian Association of Corporate Communication (Aberje)**
- **Brazilian Franchising Association (ABF)**
- **International Trademark Association (INT)**
- **Cámara de Lucha contra la Piratería y el Contrabando (CALPYC)**
- **Brand Protection Group (BPG)**
- **MM360 – Movimento Mulher 360 (Women Moviment 360)**
- **Movement for Racial Equity (Mover)**
- **UN Global Compact**
- **REACT – The Anti-Counterfeiting Network**
- **The International Trademark Association (INTA)**

Additionally, we adhere to the standards of the Brazilian Textile Retail Association (ABVTEX) and promote transparency by formally communicating our proposals and positions – whether through direct contact with policymakers responsible for public policies related to our business or through trade or industry associations.

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Strategies and results

ESG ▸ Governance

Material topic covered in this section:
• Corporate governance

SDG corresponding to this section



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From both financial and strategic standpoints, 2025 was a period of consolidation and steady recovery for Alpargatas. We moved forward with greater focus, discipline, and strategic clarity.

After a period of significant adjustments, 2025 marked the consolidation of the journey that started in 2023 and gained momentum in 2024. Although the environment remained challenging from a macroeconomic and geopolitical perspective, we were better prepared to manage volatility, make data-driven decisions, and execute consistently.

Alpargatas ended the year with clear signs of economic stability, record-level performance in its domestic operation, and the first positive results from its new international growth model.

Financial **results**

In 2025, the company's financial results more clearly reflected a structural transformation in its operations and decision-making processes, driven by operational efficiency gains, strict capital allocation discipline, and focus on more profitable markets and channels. More than a short-term movement, the year's results demonstrate a consistent shift in mindset, in which discipline and growth are viewed as complementary drivers rather than opposing forces. The company reported record net revenue of R$4.6 billion, an 11.1% increase for the year – a significant expansion supported by margins and recurring operating cash flow (R$256.6 million in the 12 months of 2025).

Operations in Brazil remained the main driver of performance, combining market leadership, portfolio rationalization, an improved product mix, and more balanced inventory management. A total of 205.4 million pairs were sold. This performance reflects a more accurate understanding of sell-out dynamics, greater commercial discipline, and industrial productivity gains, which enabled margin recovery while maintaining competitiveness.

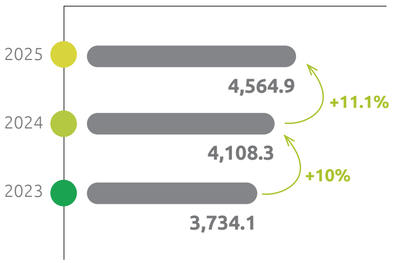
In the international market, 2025 results indicate that the operational turnaround initiated in recent years is progressing positively. In terms of volume, sales grew 1%, reaching 228.7 million pairs, while net revenue increased 14%, reflecting operational improvements across all geographies. Consolidated EBITDA from the international operation totaled R$42.1 million during the period, marking a significant inflection point compared to the previous two years, during which the operation reported negative results.

In Europe, we closed the year with an 8% increase in sales volume and a 14% rise in annual net revenue. These results reinforce the region's recovery of scale, positively impacting the profitability of international operations.

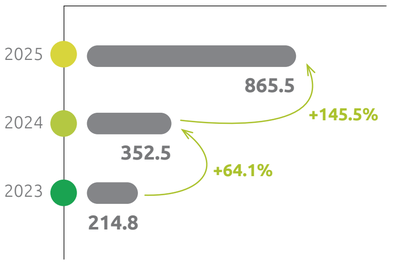
In the United States, 2025 was a pivotal year marked by the formalization of a new strategic partnership and the transition to a new business model. Sell-in volume increased by 50%, and net revenue grew 35% during the period, driven by the initial supply of the new structure.

In international distributor markets, the year ended with a 5% volume decline, accompanied by a 4% net revenue increase, reflecting greater commercial discipline and a stronger focus on protecting profitability.

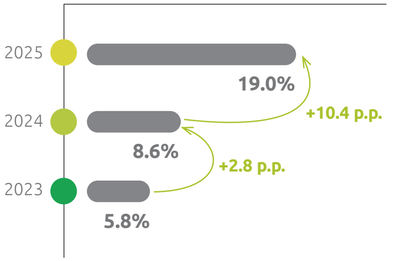
Net revenue (R$ million)



Adjusted EBITDA (R$ million)



Adjusted EBITDA margin



Maintaining positive operating cash flow over the past 12 months, reaching R$256.6 million in 2025, is a testament to our consistency. This milestone demonstrates our capacity to finance strategic investments while maintaining the strength of our balance sheet. It also supports a robust capital structure with ample flexibility for medium- and long-term decision-making and provides opportunities for future growth.

Our working capital management remained aligned with activity levels and operational planning. Factors that directly contributed to stable cash generation include greater predictability across the supply chain, stricter inventory control, and disciplined supplier management.

Positive operating cash flow of R$257 million in 2025

Net income of R$567.9 million, the best annual result in the company's history



Economic value generated and distributed (R$ thousand) GRI 201-1

	2023	2024	2025
Economic value generated - total revenues	**3,849,040.58**	**4,275,232.18**	**4,715,294.70**
Economic value distributed			
Operating costs	2,237,930.96	2,335,615.00	2,183,227.74
Employee wages and benefits	874,684.00	1,003,743.00	1,088,396.00
Payments to providers of capital	284,206.00	270,477.00	205,633.00
Payments to government	459,046.00	361,494.00	470,738.00
Community investments	12,684.09	8,534.74	52,828.25
Total	**3,868,551.05**	**3,979,863.74**	**4,000,822.99**
Economic value retained	**-19,510.47**	**295,368.44**	**714,471.71**

Note 1: *total revenues included income from financial investments, asset sales, and net sales.*

Note 2: *community investments also included R$46 million in product donations between Alpargatas and Instituto Alpargatas. For more information, visit the Social Investment page by clicking here.*

Note 3: *the economic value retained was calculated as direct economic value generated less economic value distributed.*

Note 4: *the economic value generated and distributed is presented on a consolidated basis, in line with the Financial Statements, since the company's most significant operations are concentrated in Brazil. The amounts for the other countries are not significant and are distributed in a dispersed manner.*

During the period, we also recorded a significant improvement in service levels, with a structural advance in the OTIF (On Time In Full) indicator, which increased from 61.8% to 81.3%. This progress occurred alongside a 7% increase in production, for a total of 231 million pairs produced, demonstrating the company's ability to scale operations with greater reliability. A significant achievement in management was the standardization of OTIF measurement across all our operating markets (Brazil, Europe, the United States, and distributor markets), with positive results observed in all regions.

OTIF performance improved as a result of stronger S&OP (Sales and Operations Planning) processes, greater integration between the commercial, industrial, and logistics teams, and increased predictability across the supply chain. At the same time, the company reduced OCT (Order Cycle Time, or promised delivery time), which declined from historical levels of 80 to 90 days to an average of 40 to 45 days. We aim to further reduce this lead time for strategic areas such as franchise operations and the specialty channel. These improvements in indicators reinforce the company's operational maturity and demonstrate how supply chain excellence directly supports growth, profitability, and customer experience.

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International operations

The change in our business model for our U.S. operations has yielded positive results in terms of both pairs sold and financial returns. The new model includes an exclusive distribution agreement with the U.S.-based Eastman Group for Havaianas products in the United States and Canada, which was signed in 2025. This partnership represents an evolution in Alpargatas's operating model in North America, as the company transitions from a direct operation to an outsourced structure. Under this structure, Alpargatas will focus on brand building, while Eastman Group will manage logistics, sales, and other activities, enabling greater operational efficiency and expansion of the distribution network.

This decision represented a necessary departure from a model that historically had not been creating value for the company and enabled a significant reduction in the cost structure, reestablishing more sustainable foundations for the operation. The new business model allows us to balance expenses while targeting sustained growth in the region.

In Europe, sales totaled 9.2 million pairs, an 8% increase. This result reflects the strategic decision to resume investments in brand-building initiatives and expand our presence in key channels. These efforts have generated greater brand traction, strengthened the sales pipeline, and created a more consistent foundation for sales volume recovery in the coming periods.

In distributor markets, particularly in Asia, we experienced a year of adjustment and recovery following a period of excess inventory throughout the supply chain.

During the first half of the year, our priority was to normalize inventory levels, which limited sales and growth in certain regions. This purposeful and necessary measure helped preserve profitability, restore operational predictability, and rebuild healthier customer relationships.

In the second half of the year, distributor markets returned to volume growth, with a gradual recovery in order momentum and margin preservation, reflecting greater commercial discipline, better alignment between sell-in and sell-out, and improved operational predictability. This performance indicates that the company is better positioned to capture growth opportunities consistently and sustainably.



Alpa Day 2025

In 2025, Alpargatas resumed hosting Alpa Day, an event dedicated to analysts and investors. During the event, the company presented its strategic plan for the next five years, detailing priorities, recent lessons learned, and the value creation strategy that will guide the next cycle.

The event was structured in a transparent and dynamic format that provided a clear understanding of the challenges faced, the decisions made, and the opportunities ahead. The market's positive response reinforced the credibility of the strategy presented and recognition of the company's discipline as a central element for sustaining growth, avoiding excessive risks, and preserving long-term value.



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Alpargatas Sustainability Strategy | 2030 Targets

GRI 2-12, 2-13, 2-24

Our Sustainability Strategy is an integral part of our corporate strategy. Structured around three pillars (see below), it guides decisions, investments, and priorities. The Sustainability area oversees governance of the strategy. In 2025, we advanced the consolidation of this agenda, focusing on governance, measurement, and increasing integration with the business.

Each pillar includes public commitments undertaken by Alpargatas and is managed by multidisciplinary groups known as Jornadas (Journeys), composed of a sponsor, an operational leader, and other members – totaling approximately 60 people from 20 areas across the company. These commitments are overseen through bimonthly meetings between leaders and the key VPs responsible for each topic to review progress, discuss developments, and support decision-making. Additionally, periodic reports are submitted to the Sustainability Commission and the People, Management, and Sustainability Committee.

CIRCULAR ECONOMY

Operate in accordance with the principles of the circular economy throughout our entire value chain, from design to post-use.

- Ensure structured progress in products with environmental attributes by launching lines of open footwear.
- Achieve 100% use of renewable and/or recycled raw materials in packaging.
- Ensure the sustainability of the Havaianas rubber recycling chain (industrial and post-consumer waste).
- Implement a reverse logistic program in all monobrand stores (by 2025).

RESPONSIBLE OPERATIONS

Reduce the impact of our operations by acting as a catalyst of a responsible value chain.

- Have 100% of factory electricity come from renewable sources.
- Reduce the energy intensity of factories by 25% (entire energy mix of industrial operations).
- Reduce emissions (Scope 1 and 2) by 57% by 2030. Advance value chain visibility to define Scope 3 targets (by 2026).
- Have 100% of raw material and finished product suppliers approved and monitored in accordance with Alpargatas's social and environmental criteria.

DIVERSITY & INCLUSION AND SOCIAL RESPONSIBILITY

Engage with the regions and environments where we operate, contributing to a more diverse, inclusive, and equitable society.

- Ensure that 25% of management positions are held by underrepresented groups.
- Ensure that 50% of leadership positions are held by women.
- Promote 5 million development opportunities in the regions where we operate, through structural programs.
- Ensure that all employees are paid 20% above the living wage.

CIRCULAR ECONOMY

Product

Ensure a structured evolution of products with environmental attributes through the launch of open footwear lines.

In 2025, a multidisciplinary working group was established to advance this agenda, bringing together teams from Sustainability, Innovation, Product, Marketing, Industrial Operations, and Supply Chain. Its objective is to design and launch products with improved environmental performance compared to business-as-usual alternatives, considering key aspects such as raw materials (with a focus on renewable and post-consumer recycled sources), carbon footprint, water footprint, and product end-of-life management.

To support the consistent and structured evolution of our products, we conduct consumer research, explore new material alternatives, and assess environmental product performance through tools such as life cycle assessments.

Packaging

Achieve 100% use of renewable and/or recycled raw materials in packaging.



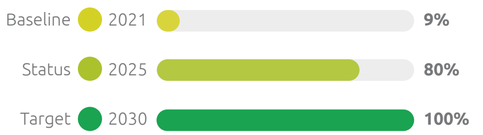
In 2025, hanger production was brought in-house, enabling the transition to hangers made from 100% recycled material and contributing to progress toward the target.

As the next step toward achieving this objective, the company is planning the phased replacement of the remaining individual plastic packaging items across the portfolio.

For further details, please refer to page 80.

Recycling chain

Strengthen the Havaianas rubber recycling value chain.

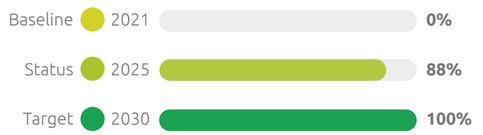


The health of the rubber recycling value chain reflects the progress made in establishing and strengthening a circular ecosystem that previously did not exist. Our commitment is to recycle 100% of rubber waste, including both post-consumer and industrial materials. The current rate of 80% represents the level of achievement toward this goal and demonstrates the value chain's continued progress toward scalability and long-term viability.This advancement has been enabled through the development of strategic partnerships, the implementation of innovative solutions, and the creation of market demand. To date, more than 20 products incorporating recycled rubber have been launched, including three new product lines introduced in 2025.

Additional information can be found at page 48.

Reverse logistics

Implement the reverse logistics program across 100% of monobrand stores.



The Havaianas reCYCLE Program expanded significantly in 2025, with 317 additional monobrand stores adopting the initiative, reaching 100% of Havaianas stores in Brazil.

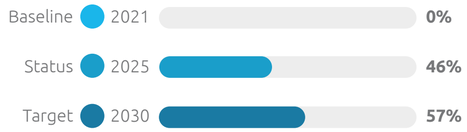
The company continues to work toward further expanding the program, focusing on priority international markets.

To learn more, visit page 48.

RESPONSIBLE OPERATIONS

Climate change

Reduce Scope 1 and 2 emissions by 57% by 2030 and advance value chain emissions management to establish a Scope 3 target by 2026.

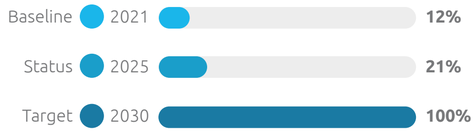


In 2025, the company made significant progress in reducing Scope 1 and 2 emissions through energy efficiency initiatives across its manufacturing operations, as well as generator replacement projects and other measures to optimize energy consumption, contributing to lower stationary emissions. To further advance this agenda, the company plans to continue modernizing its manufacturing equipment to reduce fossil fuel consumption in its operations. In addition, substantial progress was made in Scope 3 emissions measurement through greater engagement across the value chain, enabling the company to define its Scope 3 target, which is expected to be published as established under this objective.

For more information, see page 42.

Renewable energy

Have 100% of electricity from renewable sources.



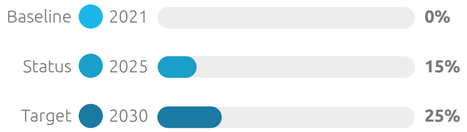
The company has made progress toward sourcing 100% of the electricity used in its manufacturing operations from renewable, low-emission sources by increasing the procurement of renewable electricity through regulatory incentive mechanisms, with the Carpina (PE) and Santa Rita (PB) plants now operating on this type of energy.

As a next step, the company plans to expand the use of these renewable electricity procurement mechanisms. In parallel, studies are underway to evaluate different self-generation models and identify the most suitable approach for Alpargatas.

Please consult page 51 for further details.

Energy intensity

Reduce energy intensity across manufacturing operations by 25%.



To reduce energy intensity across its manufacturing operations, the company has implemented a range of efficiency initiatives, including equipment upgrades and maintenance, as well as operational improvements and standardized routines through the Environmental pillar of its Integrated Manufacturing System (SIM).

This contributed to the improvement of the indicator. The company plans to continue implementing its pipeline of energy efficiency projects, in addition to exploring new solutions through open innovation, to ensure achievement of the objective and sufficient progress in the indicator.

You can find additional details at page 51.

Sustainable suppliers

Ensure that 100% of suppliers are approved and monitored in accordance with Alpargatas's social and environmental criteria.



Ensuring that all raw material and finished product suppliers continue to meet the company's social and environmental criteria is the challenge associated with this supplier development objective. This is especially important for outsourced finished products, where changes in annual collection can lead to significant changes in the supplier base. Another challenge is ensuring the re-qualification of suppliers in the portfolio.

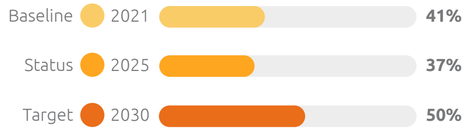
The company has focused on addressing outstanding non-conformities among suppliers in its portfolio, while maintaining supplier requalification processes and the qualification of new partners.

Please see page 39 for more details.

DIVERSITY & INCLUSION AND SOCIAL RESPONSIBILITY

Women in leadership positions

Ensure that 50% of leadership positions are held by women.



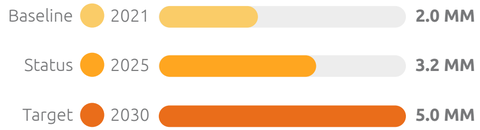
Despite the company's efforts to continuously increase the representation of women in senior leadership positions, significant internal and organizational changes, along with subsequent changes in senior leadership, resulted in a decline in the indicator associated with this objective.

However, the company remains committed to advancing gender equity in these positions and plans to focus, in the coming cycles, on accelerating the development of women within the senior leadership pipeline.

More details are outlined in page 62.

Local development

Create 5 million development opportunities in the regions where we operate through development programs.



In 2025, the Alpargatas Institute's flagship programs enabled the company to continue making consistent progress in creating opportunities in the regions where it operates.

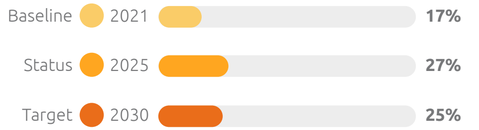
Development opportunities offered through these programs are focused on the following key areas:

- Economic inclusion and livelihood generation, through the Empreender Alpa program, which promotes entrepreneurship and income-generation opportunities for local communities.
- Inclusive and quality education, through initiatives that support teacher training, environmental education, sustainability education, and other programs aimed at fostering learning and development.

To learn more, visit the chapter *Engagement with society*.

Underrepresented groups in management positions

Ensure that 25% of management positions are held by individuals from underrepresented groups.



The objective of ensuring that underrepresented groups – including racial minorities, the LGBTI+ community, and people with disabilities – account for at least 25% of management positions has already been achieved.

Nevertheless, the company remains committed to advancing this agenda and has been working to improve the quality of representation across these groups through initiatives such as its partnership with MOVER, with a focus on racial diversity.

You can find additional details at page 62.

Living wage

Ensure that all employees are paid 20% above the living wage.



Ensuring fair compensation for the company's employees has been an ongoing priority. Given that a significant proportion of our workforce is engaged in manufacturing operations, this is a substantial challenge.

To continue advancing this agenda and achieve the objective, the company has been pursuing solutions tailored to the gaps identified by manufacturing site and job category, addressing the specific compensation realities of each location and aligning benefit offerings with the cost of living and local conditions in each region.

For further reference, visit page 13.

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Awards and recognition

- **2025 Ibevar-FIA Award:** recognition for the Reverse Logistics / Rubber Program in the ESG category
- **Thought Leaders 100 Brazil:** Liel Miranda recognized as one of the 100 most influential leaders in Brazil
- **Merco Leaders Brazil Ranking:** Liel Miranda recognized as the leader with the strongest corporate reputation in Brazil's Apparel, Footwear, and Accessories sector
- **Merco Talent Brazil Ranking:** Alpargatas recognized as a leader in talent attraction and retention in the Apparel, Footwear, and Accessories sector
- **Merco ESG Responsibility Ranking:** Alpargatas recognized as a leader in ESG responsibility in the Apparel, Footwear, and Accessories sector
- **Merco Corporate Reputation Ranking:** Alpargatas recognized as a leader in the Apparel, Footwear, and Accessories sector
- **2025 Youth Employability Brazil Trophy – ESG Edition:** recognition by the Center for Business-School Integration (CIEE) for social investors that stood out in supporting the productive inclusion of young Brazilians
- **RankBrasil:** Alpargatas Institute officially recognized for its record-breaking education through culture program in public schools, the largest carried out by an NGO
- **2025 Aplaude Award:** recognition in the Outstanding Education Program category for the Sustainable Carpentry project, carried out through the Alpargatas Institute
- **18th Caliber Reputation Ranking:** Havaianas ranked first in public trust and admiration



Top of Mind and consumer demand

In the third quarter of 2025, Lyst, one of the leading global fashion platforms, ranked Havaianas TOP as one of the most desired products worldwide. This recognition highlights the brand's international growth strategy, which blends style, authenticity, and Brazilian flair with comfort and a strong sense of identity.

This marks the first time a Brazilian or Latin American brand has appeared on the list.

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Our products and campaigns

ESG ▸ Environmental ▸ Social ▸ Governance

Material topic covered in this section:
• Circular economy and resource use



Havaianas

GRI 2-6

In 2025, the development of products and campaigns at Alpargatas was guided by the vision of **inspiring the world with a lighter footprint**, combining design, comfort, innovation, and cultural relevance. More than launching products centered on the Havaianas brand, the company sought to strengthen connections. Internally, these connections improved processes that directly support product delivery across different sales channels. Externally, with a focus on consumers, partners, and society, we reinforced the role of the portfolio as the brand's main point of contact.

Throughout the year, integrated collaboration between marketing, product, operations, and channel teams enabled more consistent execution, with a unified commercial calendar, greater alignment between launches, communication, and in-store presence, as well as a more streamlined portfolio capable of balancing scale, brand building, and experimentation.

Campaigns: cultural relevance and connection with consumers

In 2025, the campaigns reinforced Havaianas's positioning as a global brand connected to culture.



Gigi Hadid as global ambassador

The appointment of U.S. model Gigi Hadid as global ambassador marked an important step forward in the international strategy, expanding the brand's reach, increasing desirability for its products, and strengthening its presence in lifestyle and fashion spaces without losing the broad appeal that defines the brand. Havaianas launched a capsule collection designed by its new ambassador, reinforcing the promise that these stylish flip-flops can be worn anywhere – whether in Paris, New York, or at the beach.



Havaianas + Corinthians

The ability to understand context and respond quickly to the digital environment was evident in the Havaianas + Corinthians campaign. In February, a comment by the former president of Corinthians mentioning the brand went viral on social media. The brand responded with humor and creativity, turning the moment into a high-impact campaign built around the tagline "*Tira o pé, vai de Havaianas onde quiser*" ("Take your foot off the gas and wear Havaianas wherever you go"), reinforcing the brand's invitation to slow down and embrace a lighter way of life. The campaign generated significant organic reach and engagement, as well as relevant commercial results, further reinforcing the flip-flops' broad appeal and close connection to people's everyday lives.



Havaianas + Copacabana Palace

The partnership entered a new phase, expanding the brand's presence into new lifestyle spaces. From May to December 2025, guests at the iconic hotel could cross the avenue separating the hotel from the beach and enjoy a customized seaside experience. Havaianas-branded beach chairs, umbrellas, and accessories were made available to provide a more immersive, sensory experience of the brand. This initiative reinforced the brand's premium positioning in select settings while maintaining its accessibility and identity.

Launches: innovation with a clear purpose

The product strategy in 2025 was supported by a leaner, more intentional portfolio. Following a streamlining process initiated in previous years, each new launch was assigned a clear role, whether as a volume driver or as a brand-building platform.

Men's line

One of the main highlights was the addition of new products to the men's line, including the Track Waves, Top Max Comfort, and Track Plus models. Featuring Pedro Certezas and Diogo Defante, the campaign adopted an authentic and culturally relevant tone, strengthening connections with new audiences. Throughout the year, the category achieved significant gains in both brand perception and volume.



Havaianas "Encardida"

The brand's active listening on social media and its ability to quickly react to consumer behavior enabled another successful initiative that strengthened its connection with consumers: renaming the cream-colored Havaianas Brasil Logo on the e-commerce platform after consumers affectionately nicknamed it "*Encardida*" ("grimy"). This initiative not only allowed the brand to take an active role in the conversation but also had a significant direct impact on engagement and sales.





3D-printed flip-flops in partnership with Zellerfeld

In the field of innovation and experimentation, the launch of 3D-printed flip-flops developed in collaboration with Zellerfeld, a European footwear company, and debuting at Dover Street Market Paris, marked Havaianas's entry into new technological frontiers and a new partnership in Europe. More than just a mass-market product, the initiative served as a manifesto of innovation, generating buzz, international visibility, and reinforcing the brand's aspirational attributes.



Second collection with Dolce & Gabbana

The new collaboration with Dolce & Gabbana, in its second capsule collection, deepened the narrative established previously by combining the sophistication, craftsmanship, and design codes characteristic of both brands. The collection sold out within 48 hours of its launch in Brazil, as strong demand for an exclusive product once again proved to be a key factor in its success. This partnership contributed to strengthening Havaianas's global positioning in strategic markets and within the fashion industry.

Cause products: impact, legacy, and learning

Cause products connect the brand to priority social and environmental agendas, with 7% of net sales proceeds allocated to the development of related strategies and initiatives in collaboration with renowned partners.

Havaianas IPÊ

The partnership with IPÊ – Institute for Ecological Research, built over more than two decades, remained one of the company's most consistent initiatives. In 2025, Alpargatas participated in COP30 through *Casa IPÊ*, contributing to discussions on biodiversity, climate, and the circular economy. Throughout the year, R$126,264.00 was transferred to the Institute to support Brazilian biome conservation projects.



Havaianas Pride

In partnership with All Out, we transformed products in the Pride line into tools to raise awareness of and support for the LGBTI+ cause, reinforcing the brand's commitment to diversity, equity, and inclusion. In 2025, R$150,381.00 was transferred to support the initiative.



Click here **to learn more about Alpargatas's partnership with IPÊ for COP30.**

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Our operation

ESG ▸ Environmental ▸ Governance

Material topics covered in this section:
- Circular economy and resource use
- Climate change
- Supplier management

SDG corresponding to this section:





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Alpargatas's operation is the link that transforms strategy into execution. In 2025, we continued advancing a more efficient, integrated, and resilient operational foundation, connecting manufacturing processes, the supply chain, technology, and sustainability – always focused on scale, competitiveness, and long-term value creation.

Our production process

Havaianas's production process involves an integrated supply chain that spans from selecting and preparing raw materials to finishing and distributing products to domestic and international markets. Rigorous standards of quality, safety, and efficiency guide each stage, and operational decisions are based on data and continuous improvement.

In 2025, despite an environment marked by greater complexity in product mix, seasonality, and cost pressures, we made progress in simplifying processes and increasing operational predictability.

Our execution discipline and evolving management systems enabled us to maintain production stability, improve efficiency indicators, and support service levels across different channels and markets.

This flow is represented in the updated infographic of our value chain, which shows how supply, production, logistics, sales channels, and post-consumer initiatives are seamlessly connected, reinforcing the role of the circular economy as a structural part of the operation.

Our value chain and social and environmental impacts[1]

This infographic illustrates Alpargatas's value chain and the stages involved in each link of our business model. At each stage, we identify impacts inherent to our operations, linking them to our material topics and continuously monitor them to guide prevention and mitigation actions. **GRI 2-6**

Material topic

- **Supplier management**
- **Climate change**
- **Communities and local engagement[2]**
- **Diversity, equity, and inclusion**
- **Corporate governance**
- **Labor practices**
- **Circular economy and resource use**

Material topics

1. Supply chain audits and monitoring
2. Inadequate social and environmental practices in the supply chain
3. Greenhouse gas emissions
4. Electricity consumption in operations
5. Development and technical training in local communities
6. Economic dependence of communities associated with operational concentration
7. Customer service that does not adequately address diverse audiences
8. Limited diversity and accessibility in internal spaces
9. Structured governance to prevent corruption and bribery and mitigate significant risks
10. Promotion of transparency in corporate information disclosed to stakeholders
11. Accidents, injuries, and occupational diseases in operations
12. High-pressure work environment driven by targets and performance expectations
13. Demand for living wage practices in socially vulnerable regions
14. Procurement and use of petrochemical inputs
15. Procurement and use of water and other natural resources in production
16. Absence of eco-design practices
17. Encouragement of seasonal and recurring consumption
18. Inadequate disposal of merchandising materials
19. Disposal of non-renewable, low-recyclability packaging
20. Release of microplastics during use and after disposal
21. Disposal of waste generated by industrial operations
22. Inadequate disposal of post-consumer products

Business model stages

Upstream value chain stages

- Input Procurement: 1, 2, 3, 14, 15
- Inbound Logistics: 1, 2, 3
- Raw materials (98%)
- Road transportation
- Finished products for resale (2%)
- Maritime transportation
- Other modes of transportation

Internal stages

- Innovation and Development: 5, 8, 9, 12, 13, 16
- Manufacturing: 3, 4, 5, 6, 8, 9, 11, 12, 13, 21
- Warehousing and Distribution: 5, 6, 8, 9, 11, 12, 13
- Marketing, Communications, and Sales: 7, 8, 9, 10, 12, 13, 17, 18
- Campina Grande (PB) Innovation Center
- Campina Grande (PB) Manufacturing Plant (48%)
- Montes Claros (MG) Manufacturing Plant (31%)
- Santa Rita (PB) Manufacturing Plant (3%)
- Carpina (PE) Manufacturing Plant (18%)
- Campina Grande (PB) DC Mixing Center (67%)
- Montes Claros (MG) DC (31%)
- Extrema (MG) DC (2%)
- E-commerce
- Company-owned stores and franchises
- Direct customers
- Distributors and wholesalers

Downstream value chain stages

- Inbound Logistics: 3, 11
- Point-of-Sale Merchandising: 17, 18
- Consumer Use: 20
- Post-consumer Disposal: 3, 19, 20, 22
- Road transportation
- Maritime transportation
- Other modes of transportation
- Displays
- Printed marketing materials
- Flip-Flops and Footwear (99%)
- Accessories (1%)
- Recycling
- Landfilling
- Other destinations

Note 1: *material topics and impacts are not presented in order of priority or significance.*
Note 2: *the scope includes local communities surrounding manufacturing operations.*

Sourcing

Raw materials

SASB CG-AA-440a.3

Our supply chain consists of various types of raw materials, each with distinct risk, opportunity, and impact profiles. A significant portion of our inputs still comes from petrochemicals, including PVC, synthetic rubber, oils, and plasticizers. These materials are subject to geopolitical and market volatility, as well as growing regulatory pressure related to the climate transition and restrictions on the use of fossil-based inputs. We recognize that these factors may affect the costs, availability, and environmental footprint of the value chain, necessitating continuous monitoring and active supplier management.

We also use renewable raw materials, such as natural rubber, soy derivatives, paper, and other agricultural inputs. The main risks associated with these materials are greater exposure to climate change, exchange rate fluctuations, and social and environmental practices within the production chain. We continuously monitor and expand our supplier base to strengthen traceability and compliance. At the same time, we acknowledge the technical and economic challenges of transitioning to lower-impact alternatives.

Our Innovation and Products team continuously evaluates solutions that balance technical feasibility, cost competitiveness, and impact reduction throughout the product life cycle.

Rubber is the most widely used material in the manufacturing process for Havaianas flip-flops, accounting for 23% of the total volume of purchased materials. In addition, a significant portion of the rubber scrap generated during the manufacturing process is reincorporated into production.

Materials used to manufacture and package the main products and services, broken down by renewable and non-renewable materials (kg)

GRI 301-1, SASB CG-AA-440a.4

	2023			2024			2025		
Material type	**Volume of renewable materials**	**Volume of non-renewable materials**	**Total volume**	**Volume of renewable materials**	**Volume of non-renewable materials**	**Total volume**	**Volume of renewable materials**	**Volume of non-renewable materials**	**Total volume**
Purchased materials									
Rubber	40,320	14,350,630	14,390,950	20,160	20,669,061	20,689,221	78,120	28,063,909	28,142,029
Processing aid	292,032	194,788	486,820	359,640	240,060	599,700	568,278	350,732	919,010
Oils and plasticizers	0	5,777,989	5,777,989	0	7,376,128	7,376,128	0	8,001,935	8,001,935
Epoxidized soybean oil	485,840	121,460	607,300	1,050,888	262,722	1,313,610	1,311,520	327,880	1,639,400
Paints and pigments	0	337,206	337,206	0	389,385	389,385	0	518,451	518,451
Transfers and pins	0	6,091,273	6,091,273	0	280,942	280,942	135,449	122,711	258,160
Kaolin	0	17,299,580	17,299,580	0	18,662,854	18,662,854	0	21,787,210	21,787,210
PVC	n/a	n/a	n/a	n/a	n/a	n/a	0	4,955,500	4,955,500
Other	133,584	14,670,420	14,804,004	192,486	22,570,479	22,762,964	791,159	16,170,838	16,961,996
Packaging	3,478,408	6,113,591	9,591,999	6,638,407	6,386,984	13,025,392	5,877,158	6,824,633	12,701,791
Reincorporated materials									
Rubber scrap from the production process	1,750,036	22,987,042	29,167,261	2,610,594	23,495,350	26,105,944	2,498,123	25,258,807	27,756,930
Total volume									
Total	**6,180,209**	**94,124,197**	**98,554,381**	**10,872,175**	**100,333,965**	**111,206,140**	**11,259,806**	**112,382,606**	**123,642,412**

Note 1: *all materials were purchased from suppliers, except for rubber scrap, which was generated through the company's manufacturing process. The purchases presented in this table refer only to raw materials used in our factories. Alpargatas considers the materials used to manufacture its flagship product, Havaianas flip-flops, to be of critical importance to its business. For this reason, the company reports data on all materials essential to their production, as well as "Other" and "Packaging" materials. Purchases of finished products have not been included, as they accounted for less than 2% of Alpargatas's portfolio in 2025.*

Note 2: *"Other" includes various raw materials from other categories that are used in the manufacturing process but are not individually significant, such as sulfur, paraffin, and engage.*

Note 3: *beginning in 2025, PVC was reported separately due to its relevance. In previous years, it was included under "Other".*

Note 4: *waste from the manufacturing process refers to the rubber scrap generated during the production of Havaianas flip-flop soles. To calculate the volume of renewable and non-renewable waste, we used the overall proportion of renewable and non-renewable materials, excluding PVC because it is not used in the soles. The 2023 and 2024 data were adjusted to reflect this scope. Previously, all reincorporated waste was considered non-renewable.* **GRI 2-4**

See page 46 for more details on how we manage waste.

Contracted suppliers

GRI 2-6, 204-1

In 2025, our network of contracted suppliers played a key role in supporting the business.

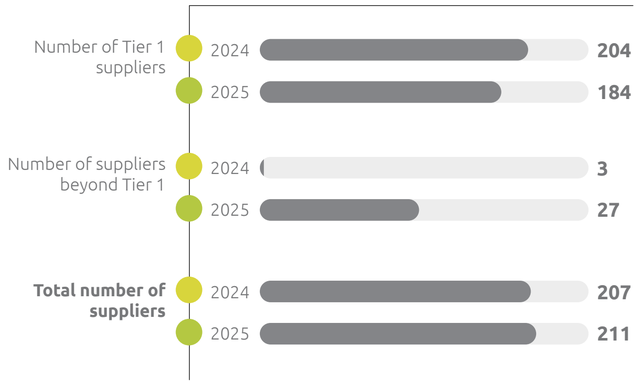
Domestic suppliers accounted for 62% of the procurement budget, reinforcing our commitment to local production. The reduction in domestic spending over the year reflected the more competitive opportunities offered by the global market. This indicator covers only Tier 1 suppliers (those with a formal purchase agreement directly with Alpargatas) of raw materials and finished goods.

Alpargatas's supplier base spans diverse industries, including automated segments, such as injection-molded parts and chemicals, as well as labor-intensive segments, such as apparel manufacturing and outsourced garment production.

The company's supplier base currently consists of 184 Tier 1 suppliers and 27 suppliers beyond Tier 1.

Number of suppliers

SASB CG-AA-000.A



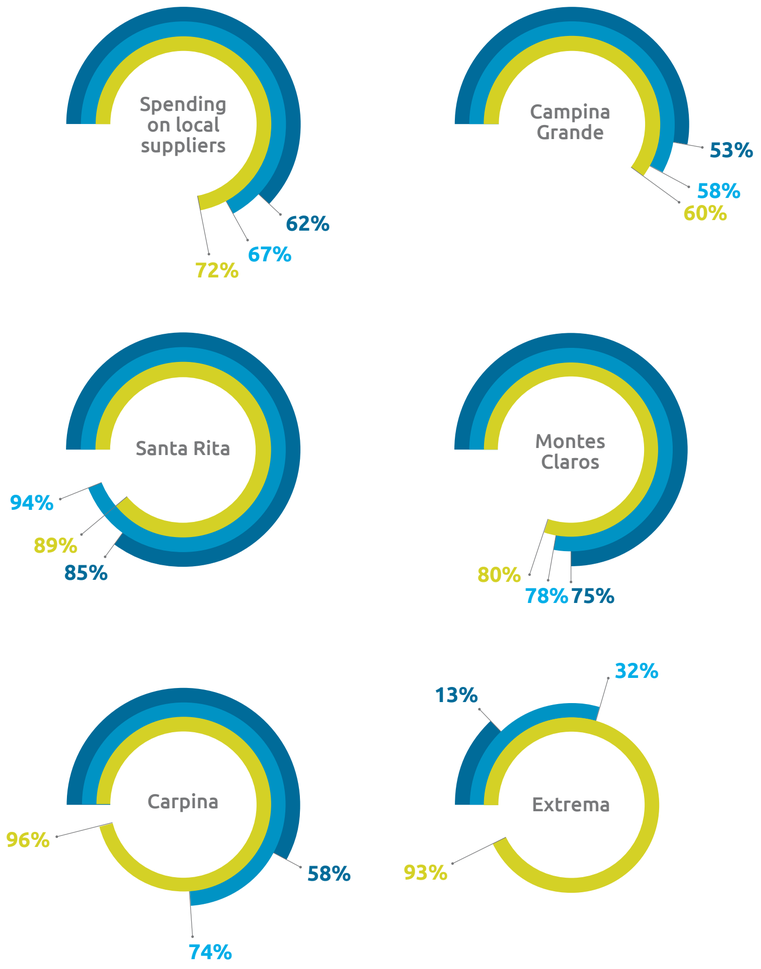
Note 1: *tier 1 suppliers include active suppliers of raw materials, packaging, and petrochemical products, as well as companies that provide labor for the production of apparel and accessories ready for resale. They also include suppliers classified as indirect, which provide goods and services that are not directly used in the final product but are required for operations and the manufacturing process. These goods and services include molds, machine oils and lubricants, and maintenance materials. Suppliers beyond Tier 1 are the suppliers of our suppliers — namely, companies that support the supply chain of finished products associated with the Havaianas brand at some stage of the production process..*

Note 2: *this indicator was first reported in 2024, and the breakdown of suppliers by tier is unavailable for 2023. Beginning in 2025, we expanded the number of suppliers beyond Tier 1 covered by the indicator to improve alignment with the standard.*



Percentage of the procurement budget spent on local suppliers, by operating unit

GRI 204-1



2023 | 2024 | 2025

Note 1: *domestic suppliers in Brazil were considered local, and the significant locations of operations considered were Alpargatas's manufacturing sites in Brazil on a consolidated basis. Satellite factories were excluded due to their low volume, as well as the Extrema facility, where outsourcing deliveries take place.*

Note 2: *this indicator covers only direct (Tier 1) suppliers with a formal purchase agreement with Alpargatas for raw materials and finished products.*

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Supply chain management

GRI 2-6, 3-3 Supplier management,
SASB CG-AA-430b.1, CG-AA-430b.2

AAlpargatas monitors up to the second tier of its supply chain and assesses its suppliers' suppliers when applicable. Subcontractors that have direct contact with products must undergo the supplier's qualification process to ensure compliance with quality, legal, social, and environmental requirements.

The Supplier Management and Development area (GDF) leads a structured process for supplier qualification, monitoring, and requalification to ensure legal compliance, product quality, and risk management throughout the supply chain. The scope of the qualification process depends on the type of supplier and its classification in the risk matrix. It may include raw material suppliers, finished-product suppliers, and indirect suppliers whenever their supply affects the company's production, brand, or regulatory compliance.

Additionally, to ensure that partners supporting the company's energy transition properly manage and control their potential social and environmental impacts, we apply mandatory criteria in the supplier approval process. These criteria cover waste management, greenhouse gas (GHG) emissions management, and environmental compliance. We conduct document reviews and on-site visits to ensure compliance with these requirements.

Supplier qualification, monitoring, and requalification

The process begins when the requesting departments submit a qualification request, followed by a document review to assess the supplier's compliance with legal, environmental, and labor regulations. Next, an on-site qualification audit – whether domestic or international – is conducted to provide a comprehensive assessment of key operational, legal, and social and environmental risks.

The audit considers the following assessment criteria:

- Legal requirements
- Process and quality control
- Occupational health and safety
- Social responsibility
- Traceability
- Sustainability
- Restricted substances

From an environmental standpoint, the assessment covers criteria such as the validity of environmental certificates, including registrations with the Brazilian Institute of the Environment and Renewable Natural Resources (IBAMA), compliance with the Solid Waste Management Plan, encompassing recovery initiatives through recycling and reverse logistics, effluent control and treatment, the management and use of natural resources, permits for water use and effluent discharge, environmental emergency plans, air emissions, and other environmental management practices.

Social criteria include the assessment of working conditions and compliance with labor laws. There is zero tolerance for child labor, forced labor, slave-like labor, the employment of undocumented foreign workers, and practices involving discrimination and harassment. The assessment also considers principles of dignity, respect, and integrity in labor relations, including workers' rights to freedom of movement, freedom of association, and parental leave, as well as working hours, overtime, and wage payments in accordance with applicable legislation, among other practices. **GRI 408-1, 409-1**



Based on the audit results, suppliers are classified as follows:

- **Approved:** supplier authorized to provide goods or services to Alpargatas, with ongoing monitoring to ensure the implementation of any corrective actions related to issues identified during the audit.
- **Approved with restrictions:** supplier authorized to provide goods or services, subject to the remediation of non-conformities within the defined timeframe and monitored by GDF.
- **Rejected:** supplier not authorized to provide goods or services to Alpargatas and only eligible for reconsideration after resolving critical issues and achieving the minimum required score through a new assessment.

In 2025:

100% of the 35 new finished-product and raw material suppliers were screened using environmental and social criteria, as were the 22 new suppliers in 2024 and the 84 in 2023. **GRI 308-1, 414-1**

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Ongoing partner management

After suppliers are qualified, they remain under ongoing management.
This includes monitoring the implementation of action plans, conducting preventive risk assessments, performing periodic requalification processes, and reassessing whenever relevant changes occur. This model helps ensure the integrity of the supply chain and reinforces Alpargatas's commitment to ethical and responsible operations that align with applicable legislation.

The main labor, environmental, and health and safety risks identified across the supply chain related to working conditions were the employment of individuals under the age of 18, slave-like working conditions, and the employment of foreign workers with irregular immigration status. Regarding health and safety and environmental matters, the main risks identified were compliance with Conduct Adjustment Agreements (TACs), proper disposal of effluents, and waste management and disposal. These are the main challenges to be monitored and mitigated in the supply chain to ensure legal compliance and improve social and environmental conditions. **SASB CG-AA-430b.3**

We are committed to ensuring that 100% of our raw material and finished goods suppliers are qualified and comply with the company's social and environmental criteria by 2030.

This goal applies only to suppliers of raw materials and finished products undergoing qualification and requalification processes. For non-compliant suppliers, periodic meetings are held with the relevant interface teams to address root causes.

Our supply chain significantly impacts biodiversity due to the use of natural resources, emissions, water consumption, and land use associated with our operations. These impacts involve petrochemical-based inputs and the production of paper and cardboard for packaging. We are making progress in increasing visibility into the impacts associated with our supply chain and intensifying our engagement in initiatives to measure emissions and conduct life cycle assessments of our key products. **GRI 101-4**

Suppliers assessed for environmental and social impacts

GRI 308-2, 414-2, SASB CG-AA-430b.2

	2023		2024		2025	
	Environmental	Social	Environmental	Social	Environmental	Social
Number of suppliers assessed for impacts	234	234	207	207	87	87
Number of suppliers identified as causing negative impacts	78	41	120	38	66	28
Number of suppliers identified as having impacts with which improvements were agreed upon	0	41	120	38	38	10
% of suppliers with which improvements were agreed upon as a result of assessment	0%	100%	100%	100%	58%	36%
Number of suppliers identified as having impacts with which relationships were terminated	0	0	0	0	9	6
% of suppliers with which relationships were terminated as a result of the assessment	0%	0%	0%	0%	14%	21%

Note 1: *the number of suppliers identified as having significant environmental or social impacts corresponds to the number of suppliers that did not receive the maximum score in the "Sustainability" and "Social Responsibility" sections of the audit. The criteria used to evaluate suppliers do not quantify impacts, but rather assess suppliers' ability to manage risks based on the established criteria.*

Note 2: *in previous years, we assumed that all active suppliers had undergone impact assessments, since all suppliers are evaluated against social and environmental criteria before joining Alpargatas's supplier base. However, to improve alignment with the standard, starting in 2025 we considered only the impact assessments effectively conducted during the reporting year, including qualification and requalification processes.* **GRI 2-4**

Note 3: *relationships were terminated due to suppliers' failure to meet disqualifying environmental and/or social criteria, as described in "Supplier Qualification, Monitoring, and Requalification" on page 39.*



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Production and operational excellence

Industrial highlights

In 2025, the Industrial area maintained its focus on operational excellence as a driver of competitiveness. The Integrated Manufacturing System (IMS) is the management model that guides Alpargatas's industrial operations and serves as the basis for measuring this excellence. It structures how the company plans, executes, measures, and improves its manufacturing processes, creating a common language across factories and ensuring operational discipline, comparability of results, and a focus on continuous improvement.

A significant advancement in 2025 was the standardization of how operational efficiency is measured across all plants. As a result, regardless of product or factory, Alpargatas adopted the same assumptions and measurement criteria, ensuring true comparability of performance and greater transparency in indicator management. This standardization strengthens the IMS's role as a unified industrial management system, enabling the identification of opportunities, the prioritization of investments, and the consistent acceleration of productivity improvements across the operation.

The results show that this standardization has yielded significant improvement opportunities that were efficiently implemented. All indicators consolidated within the IMS improved. Production increased by 7%, rising from 217,047 thousand pairs in 2024 to 231,387 thousand pairs in 2025. Overall Equipment Effectiveness (OEE) improved by 0.4 percentage points from 2024 to 2025.

Other indicators we track and their changes between 2025 and 2024 include:

- **eNPS:** 69, compared to 66
- **Leadership Turnover (LTO):** 14.60%, compared to 15.32%
- **Absenteeism:** 4.05%, compared to 3.80%



IMS Experience

In 2025, we hosted the IMS Experience, an event that brought together over 100 leaders from our four factories. The event aimed to align expectations, strengthen the culture of excellence, and accelerate the evolution of our industrial management system. Both participants and organizers responded positively to the initiative, and the event has become a recurring part of the Industrial team's calendar and will take place again in 2026.

SSC in Santa Rita

One of the year's milestones was consolidating the new Shared Services Center (SSC) in Santa Rita, Paraíba, a company-owned structure operated by an internal team after insourcing services that had been outsourced since 2021. The centralization of transactional, administrative, and support activities generated gains in scale, standardization, cost efficiency, control, and quality, enabling business areas to focus more on strategic activities. The initiative also simplified processes, advanced digital transformation, and supported regional development by hiring and training 109 people, approximately 90% of whom were from the local region, without impacting business continuity.

Innovation integrated into the business

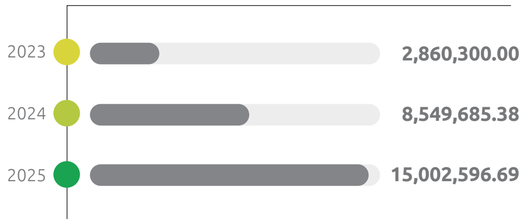
In 2025, Alpargatas consolidated the integration of the Innovation and Research & Development area into the Vice Presidency of Industrial Operations, bringing innovation closer to operations and connecting technology, manufacturing processes, and business strategy. This change strengthened a more structured, practical, and results-oriented approach, expanding the focus beyond product and collection development to include materials, processes, operational efficiency, and sustainability. Greater interaction with suppliers, startups, universities, and partners advanced open innovation and expanded the company's technological capabilities. This enabled the development of a suite of solutions to support future portfolio developments based on technical, efficiency, and social and environmental impact criteria.

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Environmental management

We continue to integrate environmental management into our operations, guided by the principles of resource efficiency, impact reduction, and regulatory compliance. In 2025, R$15 million was allocated to environmental management initiatives. The amount supported initiatives aimed at improving climate management and environmental transparency, as well as investments in the Havaianas reCYCLE reverse logistics program and strategic industrial projects focused on waste management, effluent treatment, and energy efficiency.

Environmental investments (R$)



Climate change

GRI 3-3: Climate change, 102-4

In the area of climate change, we made progress in managing Scope 1 and 2 emissions and in measuring Scope 3 emissions, including value chain engagement, with a focus on raw material suppliers and transportation.

In 2025, we also made progress in the process of engaging raw material suppliers, covering over 80% of Category 1 emissions (purchased goods and services).

Additionally, we have implemented a process for collecting primary data on efficiency and transported cargo with our logistics partners. These efforts significantly advanced our calculation of emissions associated with transporting raw materials and products in Brazil. This improvement was essential for enhancing the measurement of these emissions and expanding opportunities to collaborate with these partners to promote emissions reductions.

One of our strategic objectives is to reduce our Scope 1 and 2 greenhouse gas (GHG) emissions by 57% by 2030.



Alpargatas is committed to reducing its Scope 1 greenhouse gas emissions by 42% by 2030, which is equivalent to 7,359 tons of CO_2 equivalent (tCO_2e). The selected base year was 2021, when emissions totaled 17,521 tCO_2e. The company also aims to reduce its Scope 2 emissions by 72% (11,794 tCO_2e) by 2030, compared to the 2021 base year, when emissions totaled 16,381 tCO_2e. This is the first sustainability report in which we account for Scope 2 GHG emissions using the market-based approach.

Progress toward the Scope 1 and 2 emissions reduction target reached 46% in 2025, with total emissions of 18,243.33 tCO_2e.

Last year's sustainability report disclosed the revised emissions reduction targets, which are now aligned with the IPCC (Intergovernmental Panel on Climate Change) 1.5°C warming scenario, using the Science Based Targets methodology to define the commitment reported here. This revision primarily reflects the increased maturity of Alpargatas's climate agenda and more accurately reflects the decarbonization capacity of the industrial process, while keeping the company aligned with the most current climate science.

The reduction in direct emissions reported since 2021 is mainly due to internal factors. Alpargatas's Industrial team maintains a pipeline of decarbonization projects at various stages of implementation, ranging from reducing the company's dependence on fossil fuels to process optimization and energy efficiency projects, which have accelerated Alpargatas's transition journey.

Climate risk and opportunity management continues to evolve, with significant progress in alignment with IFRS S1 and S2 guidelines.

In 2025, we further strengthened governance structures and processes to identify, assess, and monitor climate risks, focusing on integrating these analyses into strategic decision-making and business management. This work includes strengthening internal routines, engaging in different areas of the company, and preparing the company to meet future regulatory requirements. **Further details are presented on page 15.**

At the same time, we advanced our climate transparency and reporting mechanisms, highlighted by our progress in the CDP Climate Change questionnaire, in which we achieved a B score in 2025, reflecting greater maturity in climate management and in the quality of the information reported. The company also remains aligned with the GHG Protocol for emissions management and disclosure. Alpargatas's participation in COP30 strengthened its positioning by expanding dialogue with different stakeholders, partners, and experts while increasing the visibility of the company's climate agenda in relevant global forums.

The next step in our climate agenda is to publish a Climate Transition Plan outlining the direction of our climate transition strategy and the key goals and positioning related to this topic. **GRI 102-1**



Total GHG emissions for the organization (tCO_2e)

GRI 102-5, 102-6, 102-7

	2023	2024	2025
Scope 1 GHG emissions	16,672.94	15,451.20	13,063.10
Scope 2 GHG emissions	3,613.70	5,429.82	5,180.23
Scope 3 GHG emissions	547,511.59	537,137.30	214,029.14
Total Scope 1 + Scope 2 GHG emissions	**20,297.86**	**20,881.01**	**18,243.33**
Total Scope 1 + Scope 2 + Scope 3 GHG emissions	**567,798.23**	**558,018.33**	**232,272.47**

Note 1: *the data cover Alpargatas's consolidated operations. The consolidation approach adopted is based on operational control. The standards, methodologies, and calculation assumptions applied follow the Greenhouse Gas Inventory, which is monitored through the Climas platform and externally audited. Emission factors are sourced from the Brazilian GHG Protocol Program, based on the following references: ANP 2012; ANTT 2012; ASHRAE 2010; BEN 2019; CETESB 2017; DEFRA 2019; IPCC 2006; IPCC 2007; MCTIC 2016; MMA 2011; SEESP 2011; USEPA 2007; and MC 2008.*

Note 2: *total emissions include only location-based Scope 2 GHG emissions, consistent with the approach historically adopted by the company.*

GHG emissions intensity ratio within the organization

GRI 102-8

	2023	2024	2025
GHG emissions intensity (Scope 1)	0.08	0.07	0.06
GHG emissions intensity (Scope 2)	0.02	0.03	0.02
GHG emissions intensity (Scope 3)	2.71	2.48	0.92
GHG emissions intensity (Scope 1 + Scope 2)	0.10	0.10	0.08
GHG emissions intensity (Scope 1 + Scope 2 + Scope 3)	2.81	2.58	1.01

Note 1: *the data covers Alpargatas's consolidated operations.*

Note 2: *intensity was calculated based on Havaianas's total production volume. Production totaled 231,387 thousand pairs in 2025, 217,047 thousand pairs in 2024, and 201.9 million pairs in 2023. The ratios were calculated based on gross GHG emissions for each scope, as reported in the "Total GHG emissions for the organization" table above.*

Direct Scope 1 GHG emissions, by type (tCO_2e)

GRI 102-5

	2023	2024	2025
Generation of electricity, heating, cooling, or steam	9,951.62	9,229.34	8,655.35
Physico-chemical processing	341.31	308.25	107.80
Transportation of materials, products, waste, employees, and passengers	281.92	279.86	364.36
Fugitive emissions	6,098.09	5,633.74	3,935.58
Total gross Scope 1 GHG emissions	**16,672.94**	**15,451.19**	**13,063.10**
Biogenic CO_2 emissions	85.15	37.22	14.35

Note: *the gases included in the calculations were CO_2, CH_4, N_2O, SF_6, HFCs, NF_3, and PFCs. CO_2 emissions from renewable sources are not included. The base year was selected as 2021, when gross emissions were 17,521.36 tCO_2e and biogenic emissions totaled 104.20 tCO_2e. This year serves as the reference year for the company's public emissions reduction target.*

Gross Scope 1 GHG emissions by gas (tCO_2e)

GRI 102-5

	2025
Carbon dioxide (CO_2)	8,985.12
Methane (CH_4)	137.36
Nitrous oxide (N_2O)	6.92
Hydrofluorocarbons (HFCs)	3,933.71
Perfluorocarbons (PFCs)	0.00
Sulfur hexafluoride (SF_6)	0.00
Nitrogen trifluoride (NF_3)	0.00

Indirect Scope 2 GHG emissions (tCO_2e)

GRI 102-6

	2025	
	Location-based	Market-based
Carbon dioxide (CO_2)	5,179.60	4,125.70
Methane (CH_4)	0.29	0.29
Nitrous oxide (N_2O)	0.34	0.34
Biogenic non-CO_2 GHG emissions from electricity use	0.00	0.00
Total gross Scope 2 GHG emissions	**5,180.23**	**4,126.33**
Total biogenic CO_2 emissions	0.00	0.00

Note: *the base year was selected as 2021, when gross emissions were 16,381 tCO_2e. This year serves as the reference year for the company's public emissions reduction target. There were no biogenic CO_2 emissions in 2021 or subsequent years. In addition to the Brazilian GHG Protocol Program, Alpargatas used company-specific emission factors for market-based Scope 2 emissions based on a combination of the emission factors associated with the energy sources purchased in the free energy market.*

Other indirect Scope 3 GHG emissions (tCO_2e)

GRI 102-7

	2023	2024	2025		
	Indirect GHG emissions	Indirect GHG emissions	Indirect GHG emissions	Biogenic emissions	Share (%)
Upstream	**181,756.54**	**212,535.49**	**207,069.03**	**25,006.11**	**96.7%**
Purchased goods and services	111,890.54	151,656.60	175,994.91	0	82.9%
Upstream transportation and distribution	39,398.70	33,925.57	18,676.51	1,609.36	8.9%
Waste generated in operations	25,640.20	22,953.90	8,439.99	22,635.36	2.9%
Business travel	224.29	237.80	175.03	28.46	0.1%
Employee commuting	4,602.81	3,761.62	3,782.59	732.94	1.8%
Downstream	**365,755.04**	**324,601.82**	**6,960.11**	**510.49**	**3.3%**
Downstream transportation and distribution	365,755.04	324,601.82	6,960.11	510.49	3.3%
Total gross Scope 3 GHG emissions	**547,511.58**	**537,137.31**	**214,029.14**	**25,516.60**	**100.0%**
Biogenic CO_2 emissions (Scope 3)	**49,139.59**	**53,866.25**	**-**	**25,516.60**	**-**

Note: *the calculations above include the following gases: CO_2, CH_4, N_2O, SF_6, HFCs, and PFCs. CO_2 emissions from renewable sources are not included. The base year was selected as 2025, when total emissions were 21,749.19 tCO_2e, and biogenic emissions were 25,516.60 tCO_2e, due to methodological improvements implemented in the calculations during the year. With respect to conversion factors, in addition to those provided by the Brazilian GHG Protocol Program, we used primary emission factors provided by our suppliers for certain raw materials included in Scope 3, Category 1 (Purchased Goods and Services) emissions.*

In 2025, we made significant progress in managing the company's GHG emissions. Scope 1 emissions decreased by more than 15% compared to the previous year, driven by the replacement of fossil fuel-powered machinery and generators, as well as improvements in refrigerant management and consumption. As for Scope 2 emissions, there was a decrease in the volume of emissions when compared on a "location-based" basis, since, despite the increase in electricity consumption, the 2025 emission factor was lower than the 2024 emission factor.

Beginning in 2025, we started calculating market-based Scope 2 GHG emissions associated with the use of renewable energy in some of our manufacturing operations. During the reporting period, emissions totaled 4,126.33 tCO_2e. **GRI 102-6**

We also enhanced the methodology used to calculate value chain emissions (Scope 3). Improvements included more precise emission factors, particularly for emissions from waste generated in operations, as well as the use of primary data for the Purchased Goods and Services and Upstream and Downstream Transportation and Distribution categories. As a result, Scope 3 emissions decreased significantly. However, because of the methodological changes introduced, comparisons with previous years are not appropriate. Therefore, 2025 has been established as the base year for Scope 3 emissions, as it provides a more accurate basis for measurement. **GRI 102-7**

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Alpargatas at COP30: Circularity, Partnerships, and Legacy

The United Nations Climate Change Conference of the Parties (COP) is the world's premier forum for negotiating and coordinating actions to address climate change. Hosting the conference in Belém, Pará, Brazil, for the first time, in the heart of the Amazon rainforest, presented a unique opportunity for Brazil to strengthen its position as a leader in the transition to a green economy and in discussions on global climate policies.

Our participation marked an important milestone in the company's sustainability journey, as it allowed us to reinforce our commitment to the climate agenda and to develop practical solutions to environmental challenges. Participating in this global forum enabled us to expand dialogue with different stakeholders, share practical experiences, and connect innovation, business, and social and environmental impact in a region central to discussions on climate and biodiversity.



We participated through our partnership with IPÊ (Institute for Ecological Research), an organization dedicated to biodiversity conservation, applied scientific research, and social and environmental development with which we have **partnered for more than two decades**. During COP30, *Casa IPÊ*, a space for dialogue and cross-sector collaboration, promoted discussions, knowledge sharing, and the joint development of integrated solutions to climate challenges.





In Belém, we also donated

40 recycling bins

for public spaces to promote environmental education and strengthen waste separation and recycling practices.

At *Casa IPÊ*, we showcased practical examples of our circular economy agenda through the Havaianas reCYCLE program, featuring furniture, decorative items, and materials produced from recycled post-consumer flip-flops. We also led panels and discussions on circularity and innovation, sharing insights and reinforcing our commitment to solutions that reduce environmental impacts throughout the value chain.

The significant results of the impact achieved through the Havaianas recycle program also guided our participation in panels promoted by the UN Global Compact in the Green Zone and the C.A.S.E. Solutions House.

Waste

GRI 3-3 Circular economy and resource use

Waste management and the circular economy are core pillars of Alpargatas's strategy. As part of our commitments through 2030, we aim to ensure the viability of the Havaianas rubber recycling chain by creating the ecosystem needed to enable the effective recycling of our rubber and ensure its continuity and long-term sustainability. We work with two main types of waste: industrial waste and post-consumer waste. Our management of each waste stream is described below.

Industrial waste

GRI 306-1, 306-2

This waste is produced by our manufacturing facilities in Brazil. In 2025, we generated 50,500 metric tons of this waste. Industrial waste is sorted, segregated, and stored according to its type and final destination.

Alpargatas manages this waste internally through a system that is updated weekly.

Data is extracted from the Waste Transport Manifest System and supplemented by internal spreadsheets for daily and weekly monitoring. Specialized third-party companies ensure the proper disposal. For each type of waste, we adopt specific treatment and disposal technologies, always seeking to minimize environmental impacts.

Waste generated by composition (t)

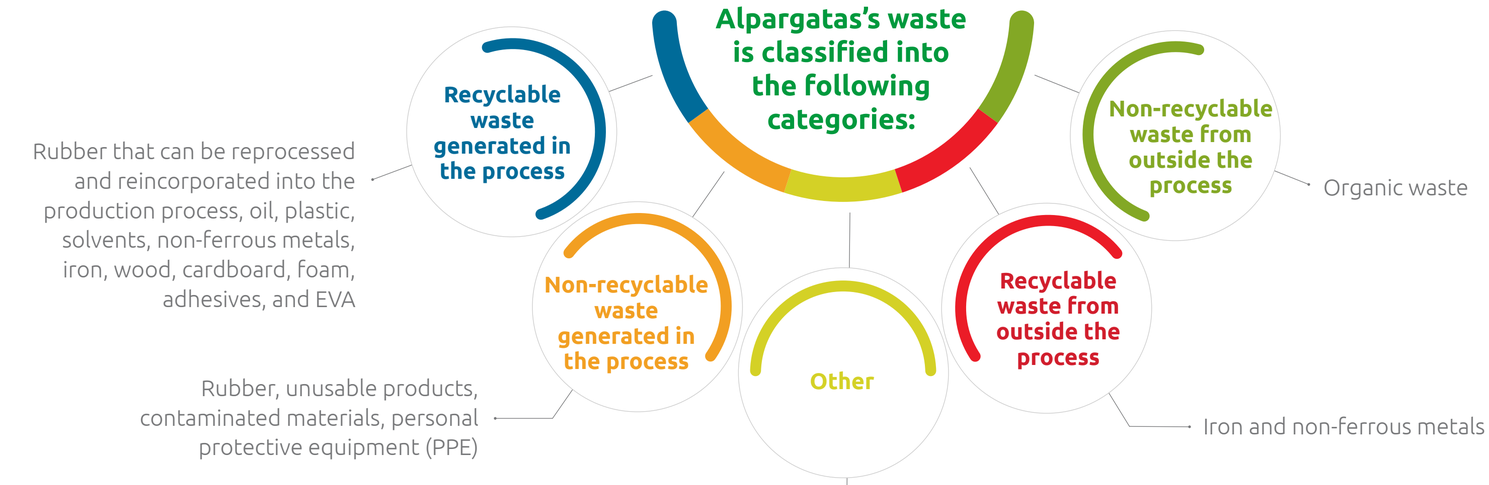
GRI 306-3, 306-4, 306-5

	2023	2024	2025
Waste sent for recovery operations	**36,216.58**	**33,535.98**	**38,297.64**
Non-hazardous	36,216.58	33,461.93	38,150.88
Hazardous	0.00	74.05	146.77
Waste sent for final disposal	**9,287.74**	**7,341.87**	**12,210.14**
Non-hazardous	7,141.69	6,842.60	8,233.09
Hazardous	2,146.05	499.27	3,977.05
Total waste generated	**45,504.31**	**40,877.85**	**50,507.78**
Non-hazardous	43,358.27	40,304.53	46,383.97
Hazardous	2,146.05	573.32	4,123.81

Note 1: *the total amount of waste generated was calculated as the sum of the waste sent for recovery operations and final disposal.*

Note 2: *beginning in 2024, the data reflects a new approach to calculating waste reincorporation at our main plant, based on direct measurements at the production units. This adjustment improves traceability and accuracy, though it results in variations compared to previous years.*

Note 3: *the volumes of waste reported for 2023 and 2024 have been restated in this report. Non-hazardous waste previously classified as "other final disposal operations" has been reclassified as "recovery operations," as it is recovered through composting and use as animal feed. Furthermore, volumes sent for aerobic, anaerobic, and physico-chemical treatment are no longer considered recovered waste, as they relate to effluents.* **GRI 2-4**



Learn more about our waste management and disposal practices in the Annex.

Rubber waste in industrial processes

GRI 3-3 Circular economy and resource use

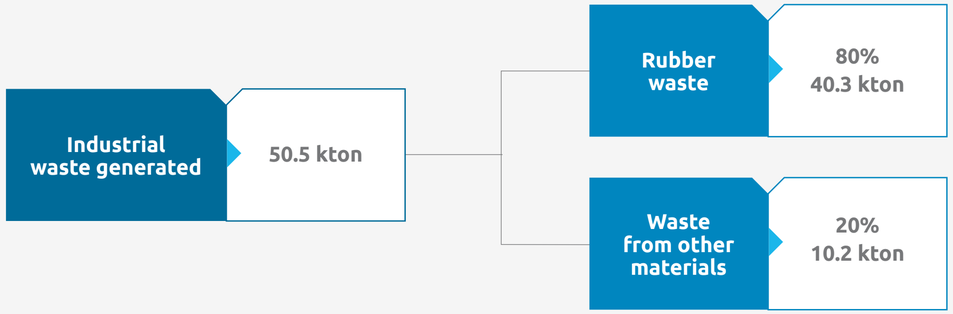
Rubber is our main industrial waste stream, accounting for 80% of total waste generation. To consistently find the best alternatives for the treatment and disposal of this waste, we invest in innovation, infrastructure, and strong partnerships. In 2025, 69% of all rubber waste generated at our plants was reincorporated into the production process, representing approximately 27.7 metric tons. This includes trimmings from the pressing process, non-conforming products generated during production, and waste from sweepings and screening operations.

The remaining 31% of rubber waste that could not be reincorporated into the production process was sent to external facilities. This portion consists of raw or vulcanized rubber waste that is either contaminated or non-contaminated. For non-contaminated vulcanized rubber waste, we are committed to supporting the long-term viability of the rubber value chain by 2030 by ensuring that 100% of this type of waste is recycled. As for the portion consisting of raw (unvulcanized) and/or contaminated rubber waste, we continue to assess the best available solutions with the aim of enabling more sustainable alternatives in the future.

Rubber can become contaminated during the production process itself, typically by oil, dirt, and/or other contaminants inherent to the manufacturing environment.

Initiatives carried out internally or with partners to reduce waste generation and ensure proper management and disposal take into account the technical and financial feasibility of the project and its sustainability benefits. We also play an active role in developing and strengthening this network of partners.

Segregation of industrial waste





Post-consumer waste

GRI 306-1

This refers to waste generated after end consumers have discarded the products. Havaianas's reCYCLE program has become a strategic end-to-end reverse logistics and circular economy platform focused on the collection and environmentally sound management of these materials.

Rubber waste from discarded products – Havaianas reCYCLE

Rubber accounts for a large portion of the composition of most Havaianas flip-flops, specifically the soles. In addition to increasing the volume of pairs collected, the program has deepened its focus on building a circular rubber value chain and strengthening its viability and efficiency. The long-term success of the initiative depends on balancing the stages of collection through stores and recycling cooperatives, processing, and transformation, while ensuring effective waste inventory management and economic value creation across the entire value chain. This evolution marked a significant shift in the circular economy approach, where performance is no longer assessed solely based on the volume collected through stores and partnerships with recycling cooperatives, but also on indicators related to inputs, outputs, chain sustainability, and other factors.

This systemic approach strengthened the circular rubber ecosystem, highlighting the true value generated through its development and long-term sustainability, while also expanding the program's potential for scale.

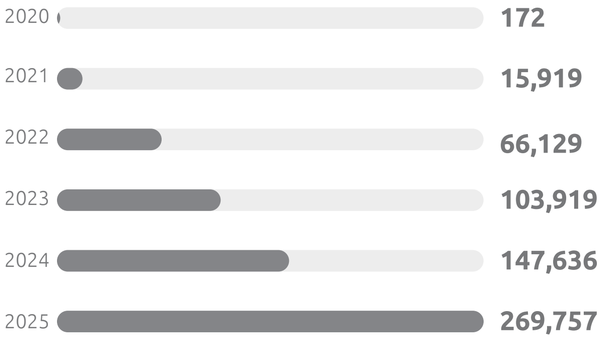
In Brazil, we achieved 100% store coverage for flip-flop collection, fulfilling one of the company's commitments. We expanded the program to more than 300 additional stores, increasing the number of participating locations from 200 to 515, and recorded a 90% increase in products recovered in 2025 compared with 2024, considering materials collected through stores, cooperatives, ecoparks, and other sources.

We have two goals

related to the circular economy to be achieved by 2030:

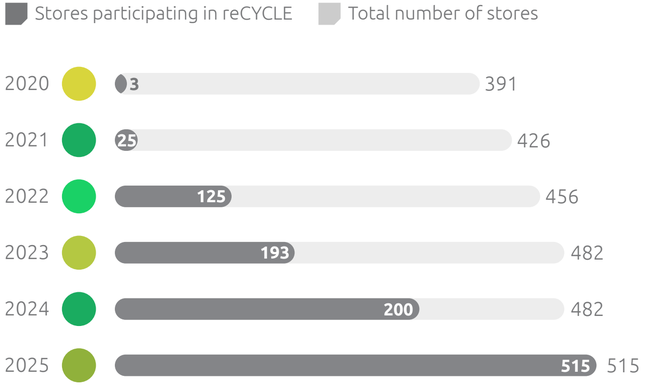
- **Ensure the long-term viability of the Havaianas rubber recycling chain (industrial and post-consumer waste).**
- **Implement a reverse logistics program in 100% of monobrand stores.**

Pairs of flip-flops collected through Havaianas reCYCLE



Note: *beginning in 2024, we no longer include in this indicator the volume of flip-flops collected through Distribution Centers. Historical data have been revised in this report to ensure methodological consistency.* **GRI 2-4**

Number of stores participating reCYCLE x total number of stores (Brazil)



Note 1: *excludes kiosks and containers.*
Note 2: *beginning in 2024, we no longer include in this indicator the volume of flip-flops collected through Distribution Centers. Historical data have been revised in this report to ensure methodological consistency, with no material impact on the results reported.* **GRI 2-4**

havaianas reCICLO by the numbers in 2025

269,757
pairs of Havaianas collected worldwide

650+
collection points, with collection bins available in stores across more than **10** countries

70+
partner recycling cooperatives in more than **10** Brazilian states

93 metric tons
of waste transformed

20+
products launched by our partners.

Learn more about the Havaianas reCYCLE program and its process here.

Stages of the reCYCLE program

Collection through stores

End consumers can dispose of their old Havaianas flip-flops in reCYCLE collection bins located in brand stores. The flip-flops are also accepted through other channels, such as cooperatives and ecoparks (technology centers for waste sorting and management).

In 2025, collections through in-store bins increased by 13%.

STAGE 1



STAGE 3



Processing

Havaianas flip-flops collected through reCYCLE are processed by specialized partners, who perform additional sorting and transform the materials into new raw materials.

During this process, all rubber is decontaminated and processed into small granules that can ultimately be used as raw materials in other production chains and transformed by partners into new products.

Collection through recycling cooperatives and ecoparks

In Brazil, more than 70 partner recycling cooperatives are responsible both for storing flip-flops collected in stores and for sorting those received through channels such as selective waste collection programs. Since the launch of reCYCLE, recycling cooperatives have collected more than 350,000 pairs of flip-flops.

In 2025, volumes collected through cooperatives increased by 90%, and by 198% in ecoparks.

STAGE 2





STAGE 4

Transformation

Post-consumer waste, now converted into raw material, is supplied to processing partners, which use technology to create innovative, market-disrupting products.

In 2025, for example, partnerships with the brands Desmobilia and Revoada resulted in the launch of furniture and corporate gifts made from these recycled materials.

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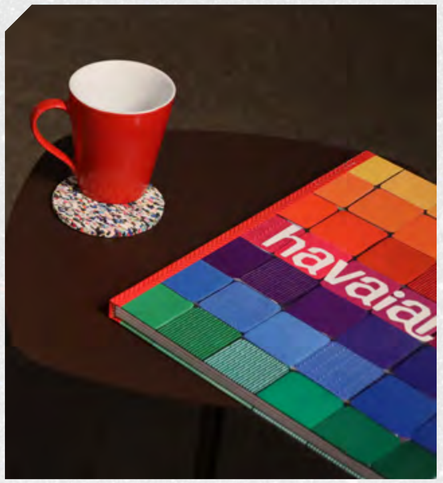
Transforming rubber waste into new products

The year 2025 was also pivotal for bringing circular economy principles to products, directly contributing to the advancement of the value chain and the creation of value from recycled rubber.

Highlights include:

Launch of the Home Collection

in partnership with Grupo Force, featuring placemats, trivets, and coasters.

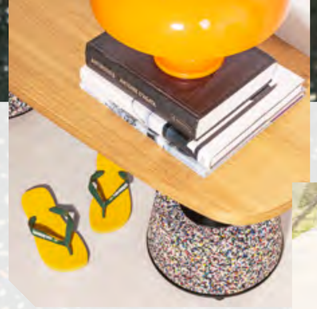


Revoada's collection of corporate gifts and accessories

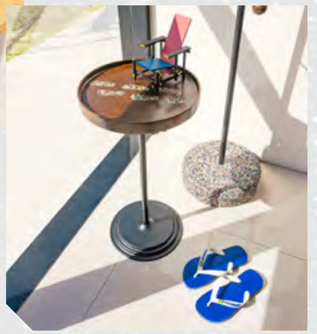
including bags, toiletry pouches, wallets, and other accessories. Click **here** to view the collection.











The Resola furniture collection

developed together with Desmobilia, featuring armchairs, lamps, side tables, coat racks, umbrella stands, and stools. Click **here** to view the collection.

SB COP AWARDS

Alpargatas's commitment to circularity and the development of the rubber value chain continues to advance year after year. The Havaianas reCYCLE program was recognized for its consistent evolution at a major industry forum: the Sustainable Business COP (SB COP) Awards. Among nearly 700 entries, the reCYCLE initiative was selected as one of 48 standout initiatives recognized for innovation and circularity. The awards ceremony took place during COP30 in Belém, Pará, Brazil.





Energy

GRI 103-1, 103-5

We manage energy as an integral part of Alpargatas's operational efficiency strategy, recognizing energy consumption as a critical production input for industrial performance. Energy performance indicators are monitored through the Integrated Manufacturing System (IMS).

In 2025, production increased by 7% compared with 2024, while energy consumption also rose by 7%, mantaining an energy intensity of 2.37%. This proportional stability ocurred despite the decrease in non-renewable fuel consumption and efficency gains per pair produced, driven by greater operational stability, process standardization, and waste elimination – pillars of the industrial management model. During this period, we experienced an increase in electricity consumption, which helped to keep the indicator at a stable level. Nevertheless, we recognize additional opportunities to further improve the energy efficiency of our operations.

We have two energy-related goals that we aim to achieve by 2030:

- **Reduce the energy intensity of our factories (kWh/pair of flip-flops) 25%.**
- **Ensure that 100% of the energy used in our operations comes from renewable sources.**

Several initiatives have been implemented to support the achievement of these goals. One such initiative is a project to upgrade industrial machinery, prioritizing the replacement of gas-fired boilers with electric alternatives. This allows us to purchase electricity from renewable sources through the free energy market and even consider self-generation. Currently, 21% of our annual electricity consumption comes from renewable energy purchase contracts.

Alpargatas believes these actions generate positive environmental and social impacts, as investments in renewable energy support the sector's economic viability, promote the creation and maintenance of green jobs, and expand solar, wind, and small-scale hydropower generation capacity, thereby supporting the decarbonization of the Brazilian economy.

Energy intensity within the organization (GJ/thousand pairs) GRI 103-4

2023	2024	2025
2.56	2.37	2.37

Note 1: *energy intensity includes fuel and electricity consumption within the organization from sources classified as Scope 1 and Scope 2 emissions associated with the company's manufacturing operations. It includes the consumption of acetylene, gasoline, diesel, LPG, natural gas, anhydrous ethanol, biodiesel, and electricity.*

Note 2: *intensity was calculated using the total energy consumed within the organization divided by the total production volume of 231,387 thousand pairs in 2025, 217,047 thousand pairs in 2024, and 201,916 thousand pairs in 2023. This energy intensity ratio differs from the 2030 target, because it considers the energy consumption of the entire company, including transport and other categories. The 2030 target considers the energy consumption per manufacturer's production.*

We have been working to shift our energy sources to lower-emission alternatives. During the year, we converted the boiler burner at our Carpina plant from LPG to natural gas. Electricity consumption also increased following the conversion of a generator at the Santa Rita plant, which operated partially on diesel in 2024 and transitioned to 100% electricity in 2025. In addition, operational issues at the Montes Claros plant resulted in electricity consumption increasing at a higher rate than production volumes.

In 2025, all renewable energy consumption occurred at the manufacturing facilities. As a result, 79,761.20 GJ of the total electricity consumption came from renewable sources. The renewable energy sources used included:

- Wind energy: 46,143.96 GJ;
- Small hydropower plants: 24,619.56 GJ;
- Biomass: 8,997.68 GJ.

GRI 103-2

Reduction of energy consumption

GRI 103-5

In 2025, we implemented several energy efficiency initiatives, resulting in a 9,403 GJ reduction based on a comparison between expected theoretical consumption and actual consumption measured or reported in energy purchase or consumption records.

The initiatives included:

- Installation of a flash steam tank at the Campina Grande plant, reducing natural gas consumption (1,606 GJ reduction).
- Shutdown of the power generation unit at the Santa Rita plant, reducing diesel consumption (1,910 GJ reduction).
- Installation of a centralized compressed air system, reducing electricity consumption (1,070 GJ reduction).
- Installation of hydrogen burners in boilers previously powered by conventional fuels (1,338 GJ reduction).
- Implementation of automated machine shutdown systems, reducing electricity consumption (803 GJ reduction).
- Installation of harmonic filters, also contributing to lower electricity consumption (803 GJ reduction).



Energy consumption within the organization by type (GJ)

GRI 103-2

	2023	2024	2025
Non-renewable fuels	**176,370.58**	**165,774.76**	**158,505.29**
Acetylene	33.14	27.98	27.00
Gasoline	624.52	344.24	876.08
Diesel	9,597.12	2,917.69	107.67
LPG	29,926.68	19,707.83	8,644.68
Natural gas	136,189.12	142,777.02	148,849.86
Renewable fuels	**1,128.33**	**506.62**	**202.11**
Anhydrous ethanol	168.62	127.32	187.91
Biodiesel	959.71	379.30	14.20
Electricity consumption	**339,892.75**	**348,162.10**	**389,273.84**
Total	**517,391.66**	**514,443.48**	**547,981.24**

Note 1: *energy consumption is monitored monthly at each unit via the internal system and reported on a consolidated basis for the entire company. The data includes energy consumption from sources classified within Scopes 1 and 2 of the company's manufacturing operations.*

Note 2: *the units are automatically converted by the system, which is based on the GHG Protocol, and as such takes into account sources such as ANP 2012; ANTT 2012; ASHRAE 2010; BEN 2019; CETESB 2017; DEFRA 2019; IPCC 2006; IPCC 2007; MCTIC 2016; MMA 2011; SEESP 2011; USEPA 2007; and MC 2008.*

Note 3: *electricity is measured in MWh and then converted to GJ. Fuel is measured in m³, kg, and liters and then converted to GJ. Calculation of anhydrous ethanol and biodiesel was based on the average composition of gasoline and diesel, respectively. The assumed biodiesel content in diesel was 14% from January to July and 15% from August to December. The assumed ethanol content in gasoline was 27% from January to July and 30% from August to December.*

Note 4: *Alpargatas does not consume energy for heating, cooling, or steam and does not generate or sell any type of energy.*

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Water management

GRI 303-1, 303-2

Water and effluent management is conducted in accordance with applicable regulations and internal optimization targets aligned with industry best practices. Water use is integrated into the company's operational efficiency strategy. Water withdrawal and discharge indicators are monitored monthly and reported in management forums. Based on these assessments, action plans are developed as needed to guide corrective actions and address deviations. In 2025, we achieved a 6% reduction in total water withdrawal.

We address water-related impacts internally through campaigns promoting best practices aimed at improving efficiency and reducing both domestic and manufacturing water consumption. Across our value chain, suppliers undergo a rigorous document review process, including environmental assessments. Once approved and qualified, they are expected to demonstrate responsible water management practices.

At Alpargatas, most of the water consumed is for human use, due to the labor-intensive nature of our operations. Only a portion is used indirectly in the production process, mainly in cooling towers and for steam generation for the manufacturing system.

Water supply to the facilities comes from licensed wells and local water utilities.

All Alpargatas manufacturing facilities strictly adhere to the parameters established by the National Environmental Council (CONAMA), which takes into account the characteristics of the receiving water body. At facilities without their own wastewater treatment plants (WWTPs) – Campina Grande and Carpina – effluents are collected and analyzed annually by local sanitation companies to ensure regulatory compliance. Effluent generated at the Carpina plant is discharged into a seepage pit, while effluent from the Campina Grande unit is sent to the local sanitation company.

At facilities with on-site WWTPs – Montes Claros (MG) and Santa Rita (PB) – physicochemical analyses are conducted internally in accordance with applicable regulations. The treated water is subsequently reused within the facilities, eliminating the need for external discharge.



Water consumption, withdrawal, and discharge (ML)

GRI 303-3, 303-4, 303-5

	2023	2024	2025
Total water withdrawal	158.37	154.97	146.06
Groundwater withdrawal	69.58	87.73	81.07
Third-party water withdrawal (surface water)	88.79	67.24	64.99
Total water discharge (third-party water)	**40.09**	**42.07**	**36.05**
Total water consumption (ML)	**118.28**	**112.90**	**110.01**

Note 1: *Alpargatas does not directly withdraw from or discharge into surface water or seawater. The company also has no sources of produced water. All water withdrawn, discharged, and consumed is freshwater (≤1,000 mg/L total dissolved solids).*

Note 2: *all plants are equipped with flow meters to monitor daily water withdrawal. Beginning in 2024, the Mixing Center operating unit was included in the water withdrawal indicator. In 2025, technical issues affected the water flow meters at the Carpina plant, and water withdrawal was therefore estimated based on the facility's historical average consumption.*

Note 3: *the water discharge indicator includes only volumes discharged by the Campina Grande facility. The other units manage water through reuse, fertigation systems, seepage pits, and on-site ponds. No substances of concern have been identified. No incidents were reported in 2025.*

Note 4: *we used the WRI Water Risk Atlas to assess water stress at the four Alpargatas factories in Brazil. Three of them are located in areas classified as having "medium-high" water risk, and one in a "low-medium" risk area. Since only "high" or "extremely high" risk areas are considered water-stressed areas, no unit was classified as such.*

Note 5: *water consumption was calculated as total water withdrawn less total water discharged, and volumes of reused water were not considered.*

Total water withdrawal by operating unit (ML)

	2023	2024	2025
Campina Grande (PB)	67	52	49
Santa Rita (PB)	27	26	27
Carpina (PE)	17	19	19
Montes Claros (MG)	47	48	52
Extrema Distribution Center (MG)	0	1	0
Mixing Center	n/a	9	0

Note: *beginning in 2024, the Mixing Center operating unit was included in the indicator.*

Use of chemical substances and products

GRI 417-1, SASB CG-AA-250a.1, SASB CG-AA-250a.2

To manage the risks and hazards associated with the use of restricted substances in products, a material topic for our industry, we employ various verification and testing processes to confirm that the materials used comply with applicable requirements.

When specific technologies are used, such as neon effects and thermochromic inks, we promote the safe use of our products by providing clear instructions to consumers. In 2024 and 2025, 100% of significant product and service categories were assessed. Internal guidelines covering proper use, care instructions, and exposure limitations were communicated to consumers through product labels.

The company complies with the regulatory requirements of each market in which it operates, including specific labeling requirements such as component sourcing information and packaging disposal instructions, where applicable. As in 2024, Alpargatas identified no significant* legal or regulatory non-compliance related to product and service labeling in 2025. **GRI 417-2**

** We consider any fine over R$50,000 to be significant.*

Annual laboratory testing is conducted across the entire product portfolio to verify compliance with restricted substances regulations. Technical reports are sent to markets that require this documentation for regulatory compliance purposes.

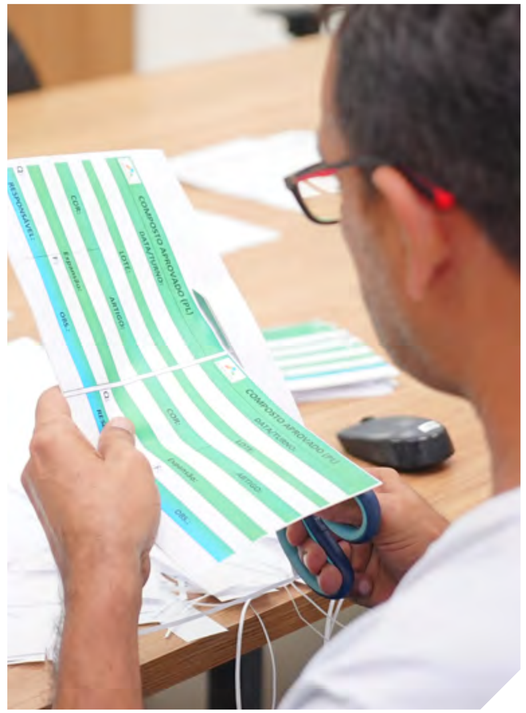
Information regarding the origin of product and packaging components, as well as the composition of chemical substances, is not disclosed directly on product labels. However, we maintain a rigorous verification process for restricted substances across the entire product portfolio.

Restricted substances

SASB CG-AA-250a.1, CG-AA-250a.2

Alpargatas has a structured system in place to ensure its products comply with international restricted substances regulations, including REACH, the European Chemicals Agency (ECHA) guidelines, and California Proposition 65. All new products and materials undergo validation by specialized laboratories to ensure compliance with applicable requirements across all markets.

The Restricted Substances Handbook, developed internally, consolidates mandatory regulations, requirements from strategic markets, customer protocols, and industry technical references, always applying the most stringent regulatory standard among the countries where the company manufactures, markets, or distributes its products. The Handbook also establishes testing and laboratory verification procedures for raw materials, as well as input stream management requirements for all substances, including their respective limits and acceptance criteria in accordance with the regulations applicable in each country. It is not publicly available; however, it can be provided upon request through the Central Laboratory or the Supplier Management and Development (SMD) team.





To ensure consistency and mitigate risks, the company internally applies a single global Restricted Substances List (RSL), which incorporates mandatory requirements and voluntary limits established proactively and aligned with international best practices.

Laboratory testing follows specific standards for each type of raw material, and all suppliers must be approved and comply with the established requirements. Raw material approval is monitored annually through the distribution of the Restricted Substances Handbook to suppliers for review and signature, a requirement for initial approval or reapproval. In cases where a product is found to be non-compliant, the partner laboratory evaluates the product, and the GDF team takes appropriate action with Alpargatas's suppliers.

The Handbook informs suppliers of legislation restricting or prohibiting the use of certain chemical substances in both domestic and international markets. The use of new chemical products is subject to prior review and approval, while products already in use undergo annual review and approval.

At the facilities, management is supported by the Chemicals Management Program (PGPQ), which assesses risks to human health and the environment based on Chemical Safety Data Sheets (FISPQs) – technical documents that provide information on risks, characteristics, safe handling guidelines, and control measures related to chemical substances. The program is adopted as an internal safety measure for evaluating chemicals entering the company.

The PGPQ also evaluates chemicals used by suppliers before approval is granted. In the event of non-approval, supplier qualification is only completed after corrective actions have been implemented and an action plan has been submitted. The process includes laboratory analysis, technical assessment by the PGPQ Committee, and a decision on approval or rejection. The approach adopted combines risk- and hazard-based assessment.

The operational processes employed for chemicals management include sending the chemical to the laboratory along with its FISPQ and supporting test reports, where analyses of restricted substances are conducted. If the product fails to meet requirements, the process is restarted until compliance is achieved. Once the physicochemical assessment is completed, the responsible area at Alpargatas evaluates environmental, human health, and occupational health risks before proceeding. If the product fails, an action plan is created.

The reduction or elimination of chemical use is guided by these assessments and by recommendations developed through new projects, prioritizing employee health, cost reduction, and project optimization.





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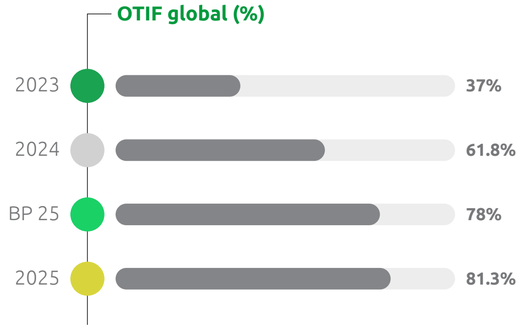
Supply chain

In 2025, Alpargatas's Supply Chain area made consistent progress in consolidating a more integrated, efficient and customer-centric operating model, reinforcing its strategic role as a liaison between the company's different business areas. The area's operations remained anchored in three pillars, supported by an increasingly robust foundation of operational excellence. These pillars are:



Customer centricity

The **Customer centricity** pillar delivered one of the most significant advances of the year. The OTIF (On Time In Full) indicator, which measures the accuracy and completeness of customer order fulfillment, improved from historically lower levels (37% in 2023 and 61.8% in 2024) to above 80%, and is now consistently measured across all markets in which the company operates. This result marks a structural shift in customer service performance: what was once a source of dissatisfaction is becoming a competitive differentiator. While the progress achieved is significant, we recognize there is still room for continuous improvement, with a focus on enhancing the quality of the indicator and reducing the Order Cycle Time (OCT), particularly in the franchise and specialty channels.



Resource allocation

Within the **Resource allocation** pillar, the area remained focused on working capital optimization and productivity improvements across the entire supply chain. In 2025, for the second consecutive year, significant results were achieved in reducing material consumption and warehousing costs, as well as lowering inventory levels of raw materials and finished products. These advances helped make the company more agile, financially sound, and better positioned to support future growth.

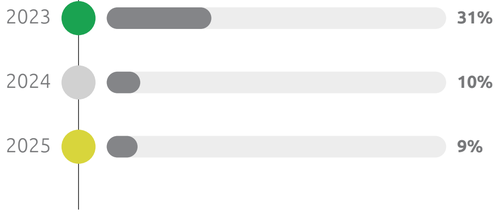
People and sustainability

The **People and sustainability** agenda also made structured progress. The Supply Chain area underwent a leadership renewal and strengthening process, with more than 60% of promotions filled by internal talent, reinforcing the development of an experienced team and reducing leadership turnover. On the environmental front, we advanced our Scope 3 emissions analysis through increased engagement with raw material suppliers and transportation providers. This effort was supported by close collaboration between the Supply Chain and Sustainability teams.



Among raw material suppliers, priority partners were selected based on their emissions data. For transportation providers, we considered all companies providing services to Alpargatas. Information was collected through questionnaires and meetings with the objective of gathering primary data for emissions calculations and identifying opportunities to improve environmental performance and reduce emissions. This work began in 2024 to help us better understand how our suppliers were positioned with respect to emissions management. In 2025, we analyzed the information collected and conducted a deeper engagement process, which contributed to improving the accounting of Scope 3 emissions.

Leadership turnover (%)





New Warehouse Management System (WMS)

From an operational standpoint, 2025 was marked by significant technological and systems-related advances. A new management and control system for daily warehouse operations was implemented at the Mixing Center in Campina Grande (PB), raising the level of logistics management across the operation. The transition from the legacy system to the new platform, carried out in partnership with the consulting firm Infios, was seamless and yielded substantial productivity gains while also supporting record sales volumes since the distribution center began operations.

Implementation of the Control Tower

Technology has also been leveraged to provide greater visibility, predictability, and real-time monitoring of deliveries. In partnership with DHL Supply Chain, we implemented the Control Tower, an initiative that has enabled the internal Customer Experience (CX) team to focus on more strategic activities and build closer relationships with customers, as order delivery monitoring is now automated.

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Commercial

In 2025, Havaianas' commercial strategy in Brazil continued to focus on optimizing its channel portfolio, with a clear emphasis on strengthening the specialty channel and driving growth in strategic categories, such as kids' and men's products. This approach combined commercial discipline, executional excellence, and closer engagement with different retail outlets, reinforcing the brand's presence where consumers seek experience, convenience, and differentiation.

Specialty channel

The specialty channel maintained its steady growth trajectory, with significant contributions from both multi-brand retailers and the monobrand store network, which surpassed 600 locations nationwide during the year. The expansion of the physical store base was accompanied by significant improvements in service levels, supported by operational enhancements and greater logistics efficiency, which contributed to higher-quality delivery and more reliable replenishment.

Food retail channel

Within the food retail channel, the distinction between direct and indirect models provided greater strategic clarity and performance gains. The direct channel delivered strong volume growth alongside market share gains, particularly among small retailers, where the brand further expanded its already extensive reach. At the same time, a gradual shift in consumer demand toward cash-and-carry formats was observed, a trend that has since been incorporated into the company's commercial and distribution strategy.

Portfolio

From a portfolio perspective, the performance of the kids' and men's categories reinforced the effectiveness of the choices made throughout the year. The men's category posted double-digit growth, driven by a more targeted collection and efforts to address long-standing gaps in the brand's offering. Meanwhile, the kids' category maintained consistent growth, approaching double digits and retaining significant potential for acceleration in the coming years.

Our commercial strategy, combined with a deep understanding of consumer behavior and evolving channel dynamics, has become one of the key pillars supporting growth, market share gains, and brand strengthening in the Brazilian market.

Havaianas at the APAS SHOW

Havaianas' participation in APAS SHOW 2025 reinforced its strategy of strengthening ties with the supermarket channel and deepening relationships with customers and business partners. The company's presence at the event provided a valuable opportunity to expand dialogue with the food retail sector, showcase the Havaianas portfolio, and discuss consumer trends, point-of-sale execution, and supply chain efficiency. In addition to enhancing institutional visibility, APAS SHOW served as a strategic forum for active market listening, information exchange, and expectation alignment, contributing to the continuous improvement of the company's commercial and logistics operations.



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Our people

ESG ▸ Social

Material topics covered in this section:

- Diversity, equity, and inclusion
- Labor practices

SDGs corresponding to this section:







People are at the heart of Alpargatas's decision-making. In a year marked by the recovery of results and the consolidation of its strategy, the company made progress in structuring its teams, reinforcing its culture, advancing its diversity and inclusion agenda, and developing critical capabilities to support long-term growth.

Our employees

GRI 2-7

At the end of 2025, Alpargatas had 11,976 employees across its manufacturing operations, corporate offices, and international commercial network. The workforce profile reflects the diversity of the company's operations, with employees working in different regions of Brazil and abroad.

Alpargatas seeks to foster a diverse and inclusive environment through a strong culture that encourages collaboration and co-creation across different areas of the business, always guided by responsibility, focus, and commitment.



Alpargatas employees in 2025*

GRI 2-7, 405-1

11,976 employees

587 people with disabilities

Location

8,405 in Northeastern Brazil

3,394 in Southeastern Brazil

177 in other countries

Gender

8,183 male | **3,688** female | **97** other genders | **8** not disclosed

Race

122	Asian
2,191	White
20	Indigenous
875	Black
8,352	Mixed-race (*Pardo*)
416	not disclosed

** Data exclude ioasys and Rothy's.*

Other professionals*

GRI 2-8

459 interns and apprentices

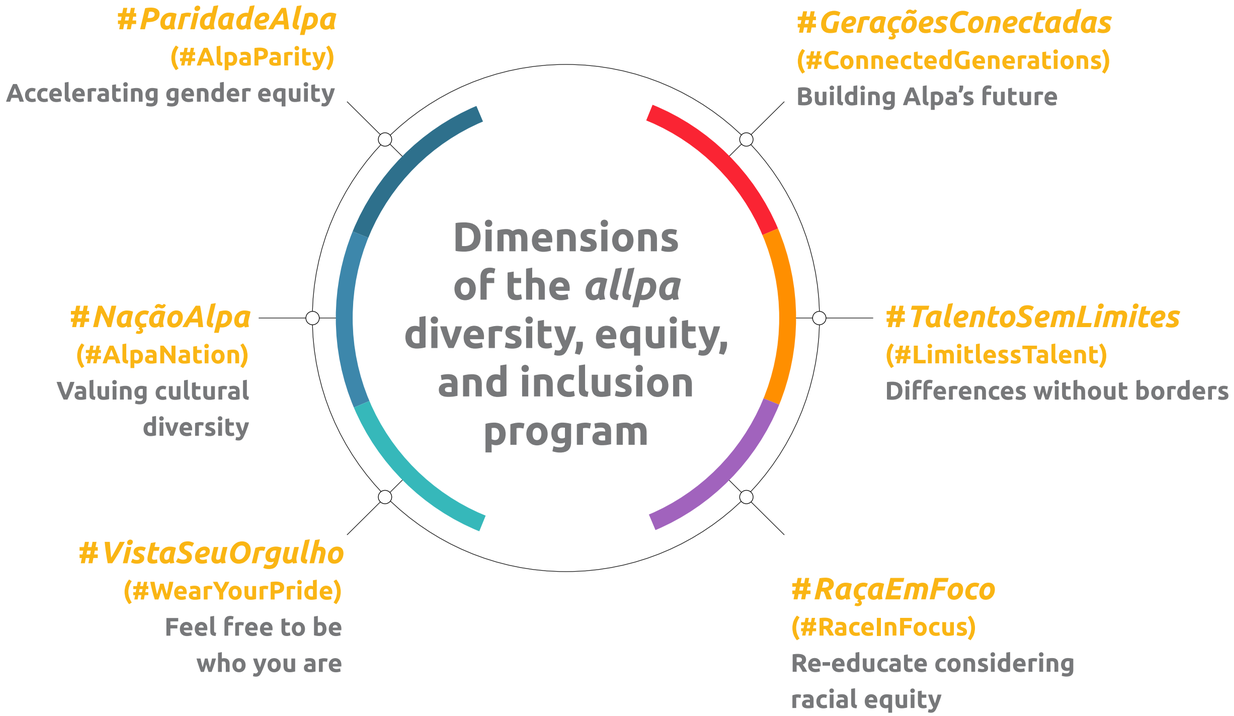
1,215 contractors

** Interns, apprentices, and contractors are not included in the data reported by location, gender, or race.*

Diversity, equity, and inclusion

GRI 3-3 Diversity, equity, and inclusion

Diversity and inclusion remained a strategic priority in 2025, guided by *allpa*, the program that structures the company's initiatives across six dimensions.



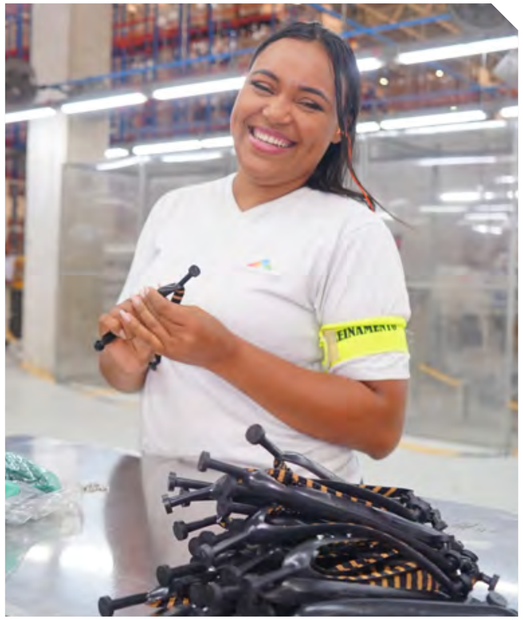


Learn more about the program and its initiatives here.

Throughout the year, awareness, development, and engagement initiatives were carried out across different audiences, including corporate offices, manufacturing facilities, and franchises.

GRI 3-3: Diversity, equity, and inclusion

Under the ***#AlpaParity*** dimension, we continued the Gender Balance project and the EmpoderAlpa Program in our manufacturing facilities, with the goal of fostering a fairer and more equitable environment while reinforcing our commitment to the development and inclusion of women in manufacturing roles. Some areas, such as forklift operation, had historically lacked female representation. To address this, we developed training and integration initiatives in partnership with SENAI (National Industrial Training Service) to encourage women to enter these and other areas across Alpargatas.



Under ***#WearYourPride***, we held a discussion on LGBTI+ culture and its impact on society and business results, featuring specialists and business leaders.

Under the ***#LimitlessTalent*** dimension, we have multidisciplinary committees in São Paulo and Montes Claros dedicated to advancing initiatives related to people with disabilities. In 2025, we partnered with two companies specializing in the recruitment of professionals with disabilities for a range of opportunities, while preparing our internal teams to conduct inclusive recruitment processes. We also mapped the accessibility resources available in the workplace and explored opportunities for flexibility within the hybrid work model in specific situations. Additionally, we provided leadership training and conducted awareness initiatives addressing ableism.

Under ***#RaceInFocus***, in addition to promoting discussions on career development, we also supported the professional development of Black employees toward their first leadership role. Furthermore, 2025 marked Alpargatas's first full year as a member of MOVER (Movement for Racial Equity). Participation extended beyond the required initiatives, with 143% usage of the proposed actions, reinforcing the company's commitment to promoting racial equity in the corporate environment. This contributed to progress across key indicators and strengthened a long-term strategic agenda for racial equity.

Also as part of this partnership, we welcomed 30 young people from Instituto PROA Institute in an initiative carried out in partnership with MOVER, focused on connecting participants with the corporate environment. The initiative fostered knowledge sharing, broadened participants' perspectives, and strengthened their connection to the professional world, reinforcing the company's role in developing future talent.

In 2025:

Women held 37% of leadership positions – with a goal of reaching 50% by 2030 – while people from underrepresented groups accounted for

27%

of leadership positions, exceeding the 25% target set for 2030.

These commitments are part of our Sustainability Strategy, which is presented in greater detail on page 28.



Diversity and Inclusion Week

One of the highlights of 2025 was the inaugural Diversity and Inclusion Week, held under the theme "Diversity That Drives Business." More than 2,000 participants attended the event, including our employees and leaders from signatory forums.

Our Respect for Diversity Policy sets out guidelines to promote inclusion for all people with whom we interact and to protect the diversity of our teams and the identity of every person who works with us from discriminatory attitudes, behaviors, or conduct that may create a hostile environment.

Percentage of employees by employee category and gender

GRI 405-1

	2023				2024				2025			
	Female	Male	Other	Not disclosed	Female	Male	Other	Not disclosed	Female	Male	Other	Not disclosed
Executive Leadership	33%	67%	0%	0%	9%	91%	0%	0%	8%	75%	8%	8%
Executive Management	44%	56%	0%	0%	44%	54%	2%	0%	41%	58%	0%	1%
Management	53%	47%	0%	0%	49%	48%	4%	0%	48%	49%	1%	1%
Administrative	44%	55%	0%	0%	44%	54%	2%	0%	44%	54%	1%	0%
Operational	25%	75%	0%	0%	25%	74%	1%	0%	28%	71%	1%	0%
Trainees	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	15%	75%	10%	0%
Interns	77%	23%	0%	0%	62%	38%	0%	0%	58%	39%	3%	0%
Apprentices	29%	68%	4%	0%	60%	36%	4%	0%	32%	67%	1%	0%
Total	**28%**	**71%**	**0%**	**0%**	**29%**	**69%**	**1%**	**0%**	**32%**	**67%**	**1%**	**0%**

Note: *for gender classifications, we considered self-identification and, where this information was unavailable, the gender indicated on the employment registration form. In addition to employees reported under GRI 2-7, this indicator includes interns and apprentices. Trainees were included in the "Administrative" category in previous years and are therefore not available (n/a).*



Percentage of employees by employee category and race

GRI 405-1

	2023						2024						2025					
	Asian	White	Indigenous	Black	Mixed-race (Pardo)	Not disclosed	Asian	White	Indigenous	Black	Mixed-race (Pardo)	Not disclosed	Asian	White	Indigenous	Black	Mixed-race (Pardo)	Not disclosed
Executive Leadership	0.0%	88.9%	0.0%	0.0%	0.0%	11.1%	0.0%	72.7%	0.0%	0.0%	0.0%	27.3%	0.0%	75.0%	0.0%	0.0%	0.0%	25.0%
Executive Management	1.1%	73.6%	0.0%	0.0%	4.4%	20.9%	1.1%	69.0%	0.0%	0.0%	11.5%	18.4%	1.3%	67.1%	0.0%	1.3%	14.5%	15.8%
Management	1.4%	50.3%	0.0%	1.7%	19.9%	26.7%	1.9%	49.8%	0.0%	2.7%	21.5%	24.1%	1.8%	49.1%	0.0%	3.7%	20.7%	24.7%
Administrative	1.7%	35.8%	0.3%	5.1%	42.3%	14.9%	1.8%	36.5%	0.2%	5.1%	43.5%	12.9%	1.4%	36.1%	0.1%	5.6%	46.7%	10.1%
Operational	1.0%	15.0%	0.1%	7.3%	73.6%	2.9%	0.9%	14.7%	0.2%	7.7%	74.0%	2.5%	0.9%	14.5%	0.2%	7.7%	74.8%	1.9%
Trainees	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.0%	78.6%	0.0%	7.1%	14.3%	0.0%
Interns	0.0%	69.2%	0.0%	15.4%	15.4%	0.0%	0.0%	61.5%	0.0%	0.0%	38.5%	0.0%	0.0%	45.0%	0.0%	10.0%	45.0%	0.0%
Apprentices	0.0%	60.7%	0.0%	7.1%	14.3%	17.9%	0.4%	24.8%	0.4%	10.0%	64.1%	0.2%	0.7%	21.6%	0.0%	7.7%	69.9%	0.0%
Total	**1.1%**	**19.0%**	**0.4%**	**6.9%**	**67.7%**	**5.1%**	**1.0%**	**19.1%**	**0.2%**	**7.3%**	**68.1%**	**4.3%**	**1.0%**	**18.5%**	**0.2%**	**7.3%**	**69.7%**	**3.3%**

Note: *in addition to employees reported under GRI 2-7, this indicator includes interns and apprentices. Trainees were included in the "Administrative" category in previous years and are therefore not available (n/a).*

Percentage of employees by employee category and age group

GRI 405-1

	2023			2024			2025		
	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
Executive Leadership	0%	67%	33%	0%	55%	45%	0%	58%	42%
Executive Management	0%	79%	21%	1%	86%	13%	0%	89%	11%
Management	7%	85%	8%	4%	89%	7%	8%	85%	7%
Administrative	29%	65%	6%	30%	65%	5%	29%	66%	5%
Operational	38%	56%	6%	34%	60%	6%	35%	59%	6%
Trainees	n/a	n/a	n/a	n/a	n/a	n/a	93%	7%	0%
Interns	100%	0%	0%	100%	0%	0%	100%	0%	0%
Apprentices	89%	11%	0%	100%	0%	0%	100%	0%	0%
Total	**36%**	**58%**	**6%**	**35%**	**59%**	**6%**	**36%**	**58%**	**6%**

Note: *in addition to employees reported under GRI 2-7, this indicator includes interns and apprentices. Trainees were included in the "Administrative" category in previous years and are therefore not available (n/a).*



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Alpargatas culture

Organizational culture played a central role in supporting the business during a period of transformation and recovery. In 2025, Alpargatas continued to strengthen an environment that encourages autonomy, accountability, and proactive leadership, reinforcing a sense of ownership at all levels of the organization.

The company revisited key rituals and communication practices to ensure that its culture was embedded across both corporate offices and manufacturing operations, fostering strategic alignment and closer connections with teams. The effort that began with senior leadership was gradually extended to other levels of the organization, laying the groundwork for a new cycle of growth.

The three principles that define the Alpargatas culture are:
- We are inspired by consumers
- We move forward together
- We make things happen

These principles underpin the company's leadership model and serve as the foundation for alignment between strategy, behavior, and performance.

Engagement Survey

In 2025, we completed another cycle of our Engagement Survey, achieving consistent and meaningful results for Alpargatas. We reached a 70% favorability rate, the survey's primary indicator, representing an increase of four percentage points compared to 2024 (66%). This progress reflects the positive transformation of our workplace environment and the ongoing efforts of our people and leaders to strengthen our culture.

The survey also achieved a 91% participation rate, with over 9,000 respondents, a high level of engagement that reinforces the credibility of the process and enhances the quality of the analyses and action plans derived from it.

Following the consolidation of the results, we progressed to the next phase, presenting the findings to the Executive Committee, cascading the results across business areas, and developing action plans. The process concluded with the implementation of the company-wide Alpargatas Action Plan and specific action plans for each vice presidency.



Development

GRI 3-3 Labor practices

People development is an important focus for Alpargatas. In 2025, ALU (Alpa Learning Universe) celebrated its fifth anniversary as the company's primary learning platform. Throughout the year, ALU delivered over 37,500 hours of training, with more than 22,000 participations recorded and approximately 196,000 visits to the platforms.

Beyond these figures, ALU has established itself as a key vehicle for embedding the company's culture, strengthening leadership, and developing critical business capabilities. Given its strategic role and the company's new phase, Alpargatas recognized that it was time to reassess ALU's role and priorities. In 2025, the platform underwent a strategic refocusing, prioritizing onboarding, leadership development, training for the manufacturing frontline workforce, and the development of strategic capabilities.

Development in manufacturing operations

In addition to corporate development initiatives, 2025 was marked by significant progress in strengthening the talent pipeline across manufacturing operations, with a focus on technical development, succession planning, and the long-term sustainability of the business.

The Industrial area continued to make consistent investments in mentoring, coaching, training, and development programs covering different levels of the organization, from senior leadership to operational teams. For the first time, a career pathway was designed and implemented for operational employees, linking technical development, continuous learning, and career progression.

The program is directly aligned with the industrial strategy and the Integrated Manufacturing System (IMS), reinforcing the enhancement of technical capabilities as a lever for improving efficiency, productivity, engagement, and talent retention. The focus is not only on salary progression, but also on creating an environment that encourages continuous learning, a sense of belonging, and the delivery of sustainable results.

New talent

The continued offering of trainee and internship programs is a strategic pillar for the long-term sustainability of the business, enabling the attraction, development, and structured preparation of new talent, while strengthening the talent pipeline and supporting succession for key positions over the medium and long term. In this context, the company welcomed new cohorts into its programs, reinforcing these initiatives as valuable entry points for young professionals and drivers of organizational renewal. The global trainee program reached its seventh year, and the industrial program its fifth year, attracting 13,713 applicants, of whom 8 joined the company. In the internship program, 57 positions were filled.

Collective bargaining

All employees are consulted and informed about matters subject to collective bargaining agreements. However, the company does not establish a minimum notice period for such communications.

GRI 402-1



Alpa at FENICS 2025

We participated in the *Feira Nacional da Indústria, Comércio e Serviços* (FENICS) (National Industry, Commerce and Services Fair), held in Montes Claros, Minas Gerais, strengthening our relationship with the local community while attracting and engaging new talent for our operations. During the event, attendees had access to information about open positions at the company's local facility and could also register in the Talent Pool for future opportunities.

The fair attracts approximately 100,000 visitors each year and is organized by the *Associação Comercial, Industrial e de Serviços de Montes Claros* (ACI) (Montes Claros Commercial, Industrial and Services Association).





Safety

GRI 403-1

At Alpargatas, safety culture is a non-negotiable value built on two fundamental pillars: strict compliance with the Golden Rules and leadership by example.

Our Occupational Health and Safety Management System complies with a range of regulatory and legal requirements and is based on risk management standards and guidelines. To support the practical application of this system in employees' day-to-day activities, we have procedures in place, such as hazard identification and risk assessments, as well as internal standards and instructions for safe operations.

The system covers all employees and contractors working in Brazil, as well as all operational, administrative, maintenance, manufacturing, logistics, and support activities performed within our facilities or externally on behalf of Alpargatas. In 2025, 100% of the system was audited both internally and externally. **GRI 403-8**

Our international locations primarily focus on corporate and commercial activities. Each local operation manages occupational health and safety in compliance with applicable local regulations and requirements. Therefore, occupational health and safety management in these locations does not fall under the responsibility of the Brazilian operation. Other measures adopted to eliminate hazards and minimize accident risks include safety briefings for employees with up to two months of service, reinforcement of onboarding safety topics, improvements to the safety management system through training on essential tools, and routine inspections. Additionally, in 2025, we eliminated 40% of cutting tools used in our operations and provided training and refresher training on risk awareness and the safe operation of carts and presses. **GRI 403-5**

Despite our precautions, on June 17, 2025, a serious incident occurred when a chartered vehicle transporting company employees was involved in a commuting accident. Tragically, the incident resulted in the death of one employee. We immediately provided support to those affected and their families, including physical and psychological assistance, transparent communication, and ongoing follow-up. At the same time, we collaborated with the relevant authorities to determine the cause of the incident. Brazil's Federal Highway Police identified the direct cause as the other vehicle's failure to comply with traffic signage and the improper parking of the vehicle, which was stopped on the highway. For indicator tracking and statistical reporting purposes, however, this incident is excluded from the industrial operations indicators presented in this report, as it did not occur at an Alpargatas operational facility and was classified as a commuting accident. Nevertheless, as a preventive measure, Alpargatas undertook a further review of its vehicle safety procedures, strengthening vehicle and driver inspection, control, and safety protocols while increasing the frequency of inspections and enhancing operational requirements.



Safety training

GRI 403-5

We regularly provide our employees with training on safety-related topics All employees working in our manufacturing facilities undergo training tailored to the risks associated with their roles, as well as the specific machinery and ergonomic requirements involved.

Contractors also receive this training through their employers. For critical activities involving work at height, electricity, or machinery, we require formal evidence of the legally required training before work begins.

All workers receive standardized basic training covering onboarding, safe behavior, accident reporting, personal protective equipment (PPE), internal rules, emergency response, and general workplace hazards.

Health and safety numbers and rates

In 2025, the number of accidents increased as a direct result of workforce growth. Actions aimed at improving the onboarding process and enhancing safety during the initial stages of employment are already being implemented. Measures taken to eliminate risks included increasing onboarding briefings for employees within their first two months of employment, intensifying inspection routines, and expanding the use of proactive tools, such as behavioral safety observations conducted by company leaders.

During the year, we also developed a standardized corporate manual for hand tools, implemented a 5S program focused on safety linked to step 4 of the Health and Safety pillar, and updated safety signage and key occupational health and safety protocols.

Health and safety numbers and rates

GRI 403-9

	2023			2024			2025		
	Employees	Contractors	Total	Employees	Contractors	Total	Employees	Contractors	Total
Number of fatalities	0	0	0	0	0	0	0	0	0
Rate of fatalities	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Number of high-consequence work-related accidents	0	4	4	1	1	2	6	1	7
Rate of high-consequence work-related accidents	0.00	2.34	0.22	0.06	0.60	0.11	0.35	0.65	0.37
Number of recordable work-related accidents	22	0	22	21	1	22	44	2	46
Rate of recordable work-related accidents	1.31	0.00	1.19	1.23	0.60	1.17	2.57	1.31	2.46
Number of hours worked	16,802,905	1,707,300	18,510,205	17,112,523	1,669,140	18,781,663	17,151,902	1,526,940	18,678,842

Note 1: *beginning in 2025, all workers in Brazil were included. In previous years, the employee population covered only employees in manufacturing operations and at the Mixing Center Distribution Center. The indicator does not include commuting accidents.* **GRI 2-4**

Note 2: *in 2025, the main work-related injuries involved crushed fingers and upper limbs, finger lacerations, and burns, all associated with operational, support, and maintenance activities. The most significant lost-time injury resulted from an incident involving the mill roller at the Santa Rita manufacturing facility. Throughout the year, 6 high-potential incidents and 1,085 near misses were reported.*

Note 3: *hazards presenting a risk of high-consequence injuries involved the handling of mill rollers and pistons, the rocker press, the pin maker, the Banbury ram, and boiler valves. These hazards were identified through a detailed investigative process using the cause tree analysis.*

Note 4: *the number and rate of high-consequence work-related injuries involving contractors in 2023 and 2024, as well as the number of recordable work-related injuries in 2024, were restated in this report to better align with the definitions of high-consequence work-related injuries and recordable injuries.* **GRI 2-4**

Note 5: *internationally, Alpargatas does not operate its own manufacturing facilities, and its distribution centers are operated by third parties. Occupational health and safety management at these locations does not fall under the responsibility of the Brazilian operation. Therefore, all data and information in this report refer exclusively to operations in Brazil. Occupational health and safety rates were calculated based on one million hours worked.*

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Health and well-being

GRI 403-3

The YOU well-being program remained active across its three pillars: soul, body, and mind. Throughout the year, we implemented initiatives focused on emotional, physical, and social well-being, including improvements to shared spaces, mental health initiatives, encouragement of healthy habits, and expanded access to support services.

The occupational health area is responsible for monitoring employees' health through clinical examinations, initial care in acute cases, support for return-to-work processes, participation in accident investigations, and the development of health promotion programs.

A technical team composed of an occupational physician, an occupational health nurse, and nursing technicians is responsible for these activities. To ensure employees' access to the services provided, the company maintains medical units operating across all three shifts at its manufacturing facilities and distribution centers, providing immediate on-site care to employees and third-party workers. Whenever necessary, the company arranges transportation to external healthcare facilities.

The company evaluates the quality of these services through internal audits and the monitoring of performance indicators, such as absenteeism rates and average service times.

Note: *internationally, Alpargatas does not operate its own manufacturing facilities, and its distribution centers are operated by third parties. Occupational health and safety management at these locations does not fall under the responsibility of the Brazilian operation. Therefore, all data and information in this report refer exclusively to operations in Brazil.*



Benefits

GRI 401-2

In 2025, the benefits package remained aligned with market practices and included benefits focused on health, well-being, food assistance, psychological support, and quality of life. Throughout the year, the company held benefits fairs at different locations, increasing awareness of and participation in the programs available.

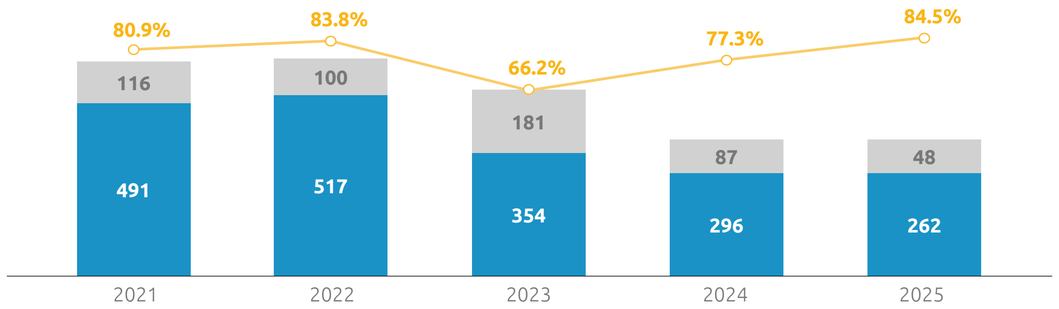
Parental leave

In 2024, to create a more supportive and sustainable environment, we launched the Parenting Policy, which provides flexible work arrangements for employees during this period, in line with market best practices. In 2025, the 12-month retention rate of women returning from maternity leave at Alpargatas reached 52%, an increase of 8 percentage points compared to 2024. We recognize that there is still room for improvement and therefore continue to identify and assess practices that can be adapted and incorporated into our business.

GRI 401-3

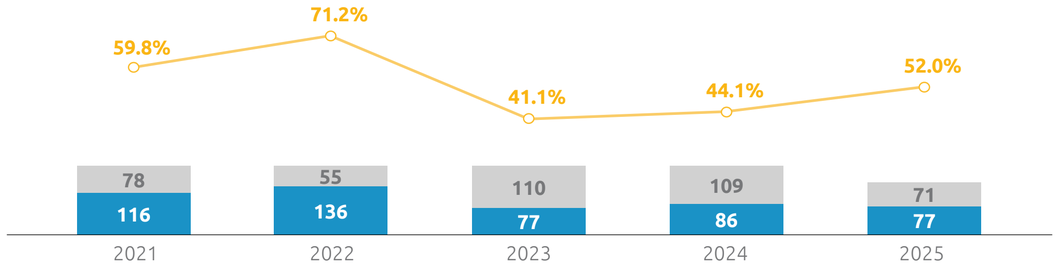
Paternity

12-month retention rate



Maternity

12-month retention rate



Employees who completed 12 months of retention during the year
Employees not retained for 12 months
Retention rate

View the full indicator here.

Our benefits GRI 401-2

- Health plan
- Dental plan
- Parental leave
- Private pension/pension fund/ benefits plan
- Wellness program: partnership with a marketplace offering access to gyms, nutritional support, and mental health services.
- Life insurance
- Meal allowance (provided at São Paulo, Alpa Vendas, and Havaianas locations. Employees at manufacturing facilities have access to on-site cafeterias)

We also offer the following benefits to employees and service providers:

- *Birthday day off*
- *Partnership with a marketplace platform offering access to gyms*

Note 1: *Alpargatas has no temporary or part-time employees.*

Note 2: *the following locations are considered significant locations of operation and are reported on a consolidated basis: São Paulo/SP, Montes Claros/MG, Extrema/MG, Campina Grande/PB, Santa Rita/PB, Carpina/PE, Mixing Center, Alpa Vendas, and Havaianas.*

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Engagement with society

ESG ▸ Social

Material topic covered in this section:
• Communities and local engagement

SDGs corresponding to this section:





Alpargatas Institute

GRI 2-6, 3-3 Communities and local engagement, 203-1, 203-2
Alpargatas Institute Results

For more than 20 years, our social initiatives have been structured and implemented through the Alpargatas Institute. This nonprofit organization, funded through private social investment, operates with a focus on delivering consistent social impact and creating value in the communities where the company is present.

In 2025, the Institute maintained its data-driven approach, focused on monitoring results and strengthening partnerships, expanding its geographic reach, deepening its educational impact, and consolidating its contribution to the sustainable development agenda in the states of Paraíba, Pernambuco, and Minas Gerais.

In 2025, we donated a total of R$46 million, including R$38 million in Havaianas products and R$8 million in raw materials. The main recipients were Amigos do Bem, education departments, social assistance departments, Gerando Falcões, among others.

In 2023 and 2024, donations totaled R$7 million and R$3 million, respectively.

This increase aligns with the company's strategy to strengthen relationships with strategic partners while promoting the responsible allocation of surplus inventory.

Learn more on page 78.



Number of opportunities provided through Alpargatas Institute programs and social investments

Social Investments, Alpargatas Institute Results

	2023	2024	2025
Transformative Education	157,830	175,443	161,334
Education through Culture	140,581	172,000	161,334
Volunteering	8,569	3,819	1,064
Vocational Education	3,915	4,119	7,863
Education through Sustainability	3,210	5,316	8,959
Total number of opportunities provided	**314,105**	**360,697**	**357,367**
Amount invested in social programs (R$)	**5,505,543.63**	**5,628,350.18**	**5,849,454.18**

Note: *to better present our initiatives, we revised how the data are presented and adjusted the scope of some projects. However, all projects remain included in the reporting.*

By 2030, we aim to create

5 million opportunities

for development in the regions where we operate through structured programs.

Explore the Alpargatas Institute's focus areas.

Strategic focus areas

Focus Area I

Opportunity generation and economic inclusion



Vocational education:

- Empreender Alpa

Focus Area II

Inclusive and quality education



Education through culture

- Education through Culture Program
- Capoeira in Schools
- Inclusive Capoeira



Education through sustainability

- LISE – Educational Innovation and Sustainability Laboratory
- Environmental Education (*Muro Papão* Project and Sustainable Library)
- Teacher Training
- Teacher Training on the SDGs
- Pedagogical Week



Transformative education

- Education Award (Outstanding Student and Outstanding Educator)
- National Education Seminar

Cross-cutting focus area



Volunteering

- Taekwondo School
- Volunteer Leadership Recognition
- Basic Electricity
- Sustainable Carpentry
- Social Mentoring, and Various Projects – Alpa Volunteers in Action (AVA)

Focus Area I

Opportunity generation and economic inclusion

Under this focus area, the Institute promotes income generation and economic inclusion in its areas of influence. The emphasis is on vocational education as a pathway to income generation, aligned with the needs and economic strengths identified in each region.

The initiatives prioritize training quality, technical certification, and employability, with ongoing monitoring of the methodologies employed and the quality standards established by the Institute and its partners.

Program #1:

Vocational Education

The *Empreender Alpa* program provides training that encourages entrepreneurship, expanding opportunities for employment and economic inclusion. The diversification of technical and vocational courses aligned with local needs, together with the program's recognition by the market and by Alpargatas itself, increased enrollment and retention rates. In partnership with the Alpargatas Institute, SENAI also offered additional spots, expanding the program's reach.

Empreender Alpa in 2025:

41 municipalities reached, including **37** in Paraíba, **3** in Pernambuco, and **1** in Minas Gerais

7,863 people reached through partnerships with SENAI, SESI, and FUNEAD, as well as Municipal Boards of Education and Social Assistance and *Casas do Empreendedor* (Entrepreneur Support Centers).



Focus Area II

Inclusive and quality education

Through this focus area, the Institute fosters and promotes inclusive, high-quality public education, strengthening multidisciplinary learning through support for science, innovation, and Brazilian diversity, particularly the inclusion of Afro-Brazilian and Indigenous history and culture in public schools.

Program #2:

Education through culture

In 2025, the Institute strengthened its flagship educational initiative, the Education Through Culture Program, recognized by RankBrasil as the largest program in the country dedicated to implementing Laws No. 10,639/03 and No. 11,645/08, which address the teaching of Afro-Brazilian, African, and Indigenous history and culture in public education. The program's activities prioritized continuing education for teachers through structured learning pathways, pedagogical support, and the integration of content into school curricula. During the year, the program, together with the Capoeira in Schools and Inclusive Capoeira initiatives, expanded to the Indigenous territory of Baía da Traição (PB).

Education through Culture in 2025:

516 public schools across **17** municipalities in 2 states were reached, including the municipality of Baía da Traição, located in the Potiguara Indigenous Territory, with **14** additional schools joining the program.

More than **310,000** hours of training delivered

5,514 educators trained through the program

Another important milestone was the consolidation of SDG 18 – Racial and Ethnic Equality as a cross-cutting focus area of the Institute's work. In partnership with the Ministry of Racial Equality and the SDG 18 Observatory, the Alpargatas Institute became the first organization in the country to certify 100% of the 516 participating schools with the SDG 18 Seal, reinforcing its pioneering role in the localization of the 2030 Agenda.

Program #3:

Education through Sustainability

Education through Sustainability remained integrated into the Institute's educational programs, with a focus on hands-on learning and circularity.

- **Educational Innovation and Sustainability Laboratories (LISE):** developed in partnership with SENAI and Municipal Departments of Education, the program aims to foster interest in science, research, and innovation among students in municipal public schools through active learning methodologies, encouraging initiative, creativity, and collaborative work. Open to both teachers and students, the laboratories are equipped for activities involving information technology, gamification, the metaverse, and applied research, and are used throughout the school year to support scientific initiation projects and multidisciplinary activities.

3,862 students reached

Introduction of educational programs integrating science, technology, engineering, arts, and mathematics (STEAM)

6 laboratories established in the municipalities of Cabaceiras, Caturité, Guarabira, Ingá, Mogeiro, and Queimadas in the state of Paraíba

- **Environmental education:** an initiative focused on collecting recyclable waste and promoting environmental awareness through interactive and educational activities developed in partnership with municipal schools. The collected materials are sent to local cooperatives and waste pickers.



5,097 people reached through the *Muro Papão* initiative, which features interactive recycling walls installed outside schools for the collection of recyclable materials, including electronic waste. In addition to raising awareness about waste separation and encouraging active participation by the school community, the collected recyclable materials are donated to local waste pickers registered by the schools themselves.

- **Sustainable Library:** promotes access to education and reading through small libraries located in public and community spaces, freely accessible to the public. The structures are built using pallets repurposed from Alpargatas facilities, and the books are collected through volunteer efforts and donations from local residents, reinforcing sustainability and community engagement.



More than **20** **libraries established in three years, including four in 2025.**

One step ahead

Beginning in 2026, the Ministry of Education's National Common Core Curriculum (BNCC) for Computing, which establishes guidelines for Digital and Media Education in basic education, will become mandatory across all basic education curricula in Brazil. Schools equipped with LISE already meet these BNCC requirements, giving them a head start in complying with the new mandate.

LISE was one of the highlights of the Institute's booth at the 11th National Congress on Education (CONEDU), held in October 2025. The booth welcomed more than 11,500 visitors over the three-day event, and LISE was among the most sought-after topics.



Program #4:
Transformative education

Education Award: recognizes students and educators for the results achieved throughout the year. The award includes two categories:

- ***Aluno Nota 10*** **(Outstanding Student):** recognizes students who demonstrate dedication to their studies, commitment to learning, and a desire to excel. In the 2025 edition, more than 5,000 students from over 500 schools across Paraíba, Pernambuco, and Minas Gerais were recognized for their efforts.

- ***Educador Nota 10*** **(Outstanding Educator):** recognizes educators whose projects contribute to the SDGs, the UN's global agenda. In the 2025 edition, 367 projects were submitted and 14 educators were recognized. The winners had the opportunity to participate in the 23rd International Scientific Congress of the International Federation of Physical Education and Sports (FIEPS), held in January 2026 in Foz do Iguaçu, state of Paraná, where they presented their projects. The winners also receive international certification and will have their work published in the FIEP Bulletin, a multidisciplinary journal with international recognition and impact.

National Education Seminar:
an annual event organized by the Alpargatas Institute, it reached its 19th edition in 2025, bringing together more than 2,200 participants to discuss pathways, challenges, and innovations in public elementary education in the state of Paraíba.

Two initiatives were launched during the 2025 edition:
- 1st Alpargatas Institute Congress on Education and Innovative Practices in Public Schools
- SDG 18 Education Seal, launched in partnership with the SDG 18 Observatory – Racial and Ethnic Equality and representatives of the Federal University of Southern Bahia. The initiative recognizes public schools that effectively implement pedagogical practices grounded in racial and ethnic equality.

Learn more about the Seal and the schools participating in the Education through Culture Program here.

Alpargatas Institute in 2025: impact by the numbers

36 municipalities reached across the states of Paraíba, Minas Gerais, and Pernambuco

516 public schools supported

17 municipalities with active educational programs

5 partner social organizations

7,859 people trained through vocational education programs

5,146 educators trained

46,608 hours of training in education

1,210,700 hours of training in economic inclusion

R$ 128.8 million invested since the Institute's establishment in 2003

R$ 5.8 million invested directly by the Institute in 2025, plus R$46 million contributed by partners



Cross-Cutting Focus Area

Volunteering

Community engagement remained a cross-cutting focus area of the Institute's work due to its importance in mobilizing people and contributing to the results achieved. In 2025, the Alpa Volunteers in Action (AVA) volunteer program underwent a review. Nevertheless, it maintained recurring community support initiatives while strengthening the participation of Alpargatas employees. The reduction in the number of activities was not related to a decline in Alpargatas's commitment to volunteerism, but rather to a process of reassessing and reorganizing the program's guidelines.

Activities carried out during the year included *Alpa Solidária*, *Alpa Bem-Fazer*, the Kilo Campaign, the Taekwondo School, Social Mentoring, Santa Claus at School, and Volunteer Leadership Recognition.

Since 2018, 2,269 volunteers have participated in the Institute's initiatives, including solidarity campaigns, educational activities, and emergency support projects in various regions. In 2025, 49 initiatives were carried out involving 359 volunteers and reaching 1,064 people. **GRI 2-29**



Fundamentals of Electricity: vocational training and skills development in electrical work.

- 31 cohorts completed since 2015 in the municipalities of Santa Rita (PB) and Campina Grande (PB)
- 706 people trained
- Partnership with SENAI and volunteers from the AVA program

Sustainable Carpentry: theoretical and hands-on training focused on building furniture from pallets discarded by Alpargatas's manufacturing operations, transforming waste into opportunities.

- 11 cohorts held in the city of Campina Grande (PB)
- 193 people trained
- Partnership with SENAI and 86 volunteers from the AVA program since 2019



The **Sustainable Carpentry** project, developed using the Institute's proprietary methodology, received two awards in 2025:

- The ABRH-PB Human Being Award, in the ESG category. This was the second consecutive year that the Institute received this award.
- B3 Aplaude Award 2025, in the Outstanding Education Program category.

The project's transformative potential is such that it has been incorporated into SENAI's training curriculum, reinforcing the integration of education, sustainability, and income generation.

By the end of **2025**, the initiative had reached **193 people** across **11 cohorts** in the municipality of Campina Grande (PB).

Donations and community support

In 2025, the company enhanced its internal processes for planning and allocating donations, ensuring greater alignment with priority social needs and partner organizations. In this context, the Institute managed donations of products and raw materials totaling R$46 million, representing the accounting value of the donated products and materials.

Product and material donations are managed through the Institute and aligned with the company's strategy of strengthening relationships with strategic partners while ensuring the responsible use of surplus inventory.

Most of the donations consisted of Havaianas products (flip-flops and accessories). The donated raw materials are mostly surplus from manufacturing processes and are repurposed in the Institute's programs, such as the Sustainable Carpentry project, as well as in craft and production activities carried out by local communities.

Among the main beneficiaries of donations in Brazil are public education and health departments, as well as strategic partners such as Amigos do Bem and Instituto Gerando Falcões, which carry out structured initiatives in vulnerable communities and help expand the reach of these efforts.









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GOVERNANCE

GRI 2-16 Communication of critical concerns

In 2025, as in the previous two years, the five concerns reported to the Board of Directors were related to processes that could pose financial, operational, reputational, technological, and/or regulatory risks, such as assessments of the company's inventory health, sustainability resolutions (S1 and S2), data privacy, and general IT controls (ITGCs).

All critical concerns, as well as other matters identified in internal audit reports, are communicated to senior management, the CEO, vice presidents, directors, and the Audit Committee. Additionally, a monthly follow-up process is conducted regarding ongoing actions in response to these concerns.

GRI 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices

In 2025, as in the previous two years, there were no pending or concluded legal actions related to anti-competitive behavior, anti-trust, or monopoly practices in which the organization was identified as a participant.

Compliance with laws and regulations GRI 2-27

	2023	2024	2025
Number of significant instances for which non-monetary sanctions were incurred	1	0	0
Number of significant fines	1	1	2
Total monetary value of fines for instances of non-compliance with laws and regulations (R$ thousand)	146	222	47

Note 1: *the company considered fines significant when their individual value exceeded R$50,000. The significance threshold was set at R$60 million only for instances of non-compliance with tax laws and regulations, due to the distinct nature and scale of this type of occurrence.*

Note 2: *the reported fine in 2024 relates to fines paid in previous reporting periods.*

Note 3: *the two fines reported in 2025 relate to additional Occupational Environmental Risk (RAT) charges associated with activities classified as involving exposure to noise. As a result, the applicable contribution rate was adjusted by 6% for employee retirement purposes. One fine relates to 2022 and the other to 2020. The fines have only been received but have not yet been paid.*

OUR OPERATION

Percentage of recycled input materials used to manufacture primary products GRI 301-2

Materials	2023	2024	2025
Packaging	48%	37%	38%

Note: *packaging includes recycled paper and plastic in its composition.*

SASB CG-AA-430b.1: Suppliers audited to a labor code of conduct

In 2025, as in the previous two years, 100% of our Tier 1 suppliers were audited for compliance with a labor code of conduct. All suppliers beyond Tier 1 were also assessed in 2025 and in the prior year. The assessments cover compliance with applicable labor legislation, including Brazil's Consolidation of Labor Laws (CLT), as well as Regulatory Standards NR-24 (Sanitary and Comfort Conditions in Workplaces) and NR-12 (Machinery and Equipment Safety). These aspects are reviewed as part of supplier qualification and requalification audits. When potential labor-related risks are identified, Alpargatas monitors the implementation of the corresponding audit action plans. For more information on how these audits are conducted, see the Supply Chain Management section **here**.

GRI 413-2: Operations with significant actual and potential negative impacts on local communities

The assessment of significant actual and potential negative impacts considered Alpargatas's main manufacturing operations and distribution centers in Campina Grande (PB), Santa Rita (PB), Carpina (PE), Montes Claros (MG), and Extrema (MG).

The most significant direct impacts identified include dependence on operational labor and occupational health and safety risks in more vulnerable regions, particularly in the states of Paraíba and Pernambuco; impacts associated with logistics flows and truck traffic, such as increased congestion, noise, and emissions; and the generation and disposal of rubber waste, which require rigorous management and control.

Most environmental impacts occur within the value chain, which accounts for more than 92% of greenhouse gas emissions (Scope 3), as well as water consumption and potential impacts on biodiversity associated with the extraction and processing of raw materials. From a social perspective, Alpargatas conducts audits and due diligence processes to mitigate labor-related risks in its supply chain and promotes social initiatives through the Alpargatas Institute, focusing on education, sports, and vocational training in surrounding communities.

Recovered waste by type of operation (t) GRI 306-4

	2023			2024			2025		
	Onsite	Offsite	Total	Onsite	Offsite	Total	Onsite	Offsite	Total
Hazardous waste	**0.00**	**0.00**	**0.00**	**0.00**	**74.05**	**74.05**	**0.00**	**146.77**	**146.77**
Preparation for reuse	0.00	0.00	0.00	0.00	31.75	31.75	0.00	29.54	29.54
Recycling	0.00	0.00	0.00	0.00	42.30	42.30	0.00	117.23	117.23
Non-hazardous waste	**29,167.26**	**7,049.32**	**36,216.58**	**26,105.94**	**7,355.99**	**33,461.93**	**27,756.93**	**10,393.95**	**38,150.88**
Preparation for reuse	29,167.26	0.00	29,167.26	26,105.94	0.00	26,105.94	27,756.93	0.00	27,756.93
Recycling	**0.00**	**6,627.97**	**6,627.97**	**0.00**	**7,095.30**	**7,095.30**	**0.00**	**9,109.66**	**9,109.66**
Animal feed and composting	0.00	421.35	421.35	0.00	260.69	260.69	0.00	334.06	334.06
Blending for co-processing	n/a	n/a	n/a	n/a	n/a	n/a	0.00	886.23	886.23
Pyrolysis	n/a	n/a	n/a	n/a	n/a	n/a	0.00	23.44	23.44
Bioremediation	n/a	n/a	n/a	n/a	n/a	n/a	0.00	40.56	40.56
Total waste recovered	**29,167.26**	**7,049.32**	**36,216.58**	**26,105.94**	**7,430.04**	**33,535.98**	**27,756.93**	**10,540.71**	**38,297.64**

Note 1: *data are controlled and monitored through an internal system that is updated monthly with the volume of waste generated, broken down by type and destination. The data are also tracked daily and weekly using spreadsheets.*

Note 2: *beginning in 2025, we started reporting waste sent for bioremediation, blending for co-processing, and pyrolysis; therefore, data for prior years are not available. We also began including waste sent for composting and use as animal feed in this indicator, which had previously been reported under GRI 306-5. Volumes sent for aerobic, anaerobic, and physico-chemical treatment – all of which relate to fertigation – were excluded from this indicator. As a result, the data for 2023 and 2024 have been restated in this report.* **GRI 2-4**

Waste directed to disposal by type of disposal operation (t) GRI 306-5

	2023	2024	2025
Hazardous waste	**2,146.05**	**499.27**	**3,977.05**
Co-processing	0.00	83.11	0.00
Incineration (without energy recovery)	2,146.05	416.16	3,977.05
Non-hazardous waste	**7,141.69**	**6,842.60**	**8,233.09**
Co-processing	6,296.77	5,960.71	7,140.74
Incineration (without energy recovery)	267.64	598.51	811.79
Landfilling	577.28	283.38	280.56
Total waste directed to disposal	**9,287.74**	**7,341.87**	**12,210.14**

Note 1: *all waste directed to final disposal is managed offsite. Data are controlled and monitored through an internal system that is updated monthly with the volume of waste generated, broken down by type and destination. Information is also tracked daily and weekly using internal spreadsheets.*

Note 2: *the non-hazardous waste reported as other operations in 2023 and 2024 has been restated in this report These volumes were removed from this indicator and reported under GRI 306-4, as they relate to waste directed to recovery through composting and use as animal feed. The term "Incineration (with energy recovery)" has been replaced by "Co-processing" in this report; the data remain unchanged.* **GRI 2-4**

OUR PEOPLE

GRI 2-7 Employees

All our employees are employed under permanent, full-time employment contracts. In 2025, our workforce grew by 22%, with the number of women employees increasing at the same rate. In addition, 70% of our employees are based in northeastern Brazil, where most of our manufacturing facilities are located.

Number of employees by gender GRI 2-7

	Female	Male	Other	Not disclosed	Total
2023	3,307	8,390	54	0	11,751
2024	3,031	7,626	122	0	10,779
2025	3,688	8,183	97	8	11,976

Note 1: *the reported data refer to the total number of employees at the end of the reporting period (December of each year), including active employees and those who were terminated during that month. The company does not have temporary, part-time, or non-guaranteed-hours employees.*

Note 2: *beginning in 2024, to improve alignment with the standard, Alpargatas started including trainees in this indicator. Previously, they were reported as non-employee workers under GRI 2-8. Likewise, young apprentices, who were previously considered employees, are now classified as non-employee workers.*

Note 3: *gender classifications are based on self-identification and, where this information is unavailable, on the gender recorded at the time of hire.*

Number of employees by region GRI 2-7

	Northeast	Southeast	Other countries	Total
2023	8,235	3,288	228	11,751
2024	7,353	3,223	203	10,779
2025	8,405	3,394	177	11,976

Note 1: *the reported data refer to the total number of employees at the end of the reporting period (December of each year), including active employees and those who were terminated during that month. The company does not have temporary, part-time, or non-guaranteed-hours employees.*

Note 2: *beginning in 2024, to better align with the standard, Alpargatas started including trainees in this indicator. Previously, they were reported as non-employee workers under GRI 2-8. Likewise, young apprentices, who were previously considered employees, are now classified as non-employee workers.*

GRI 2-8: Other workers

At Alpargatas, service providers primarily perform security, cleaning, maintenance, and food service activities. Interns perform administrative tasks, while apprentices are paid on an hourly basis and assigned to industrial operations, where they perform administrative, operational, or vocational training activities.

Number of workers who are not employees and whose work is controlled by the organization GRI 2-8

	2023	2024	2025
Interns and apprentices	41	461	459
Service providers	950	1,248	1,215
Total	**991**	**1,709**	**1,674**

Note 1: *the reported data refer to the total number of workers at the end of the reporting period (December of each year), including active workers and those who were terminated during that month.*

Note 2: *beginning in 2024, to better align with the standard, Alpargatas started including apprentices in this indicator and no longer includes trainees, who are now classified as employees under GRI 2-7.*

Percentage of total employees covered by collective bargaining agreements GRI 2-30

2023	2024	2025
98%	98%	99%

Note: *the differences observed over the last three years refer to employees in international operations, who are subject to the applicable laws of each country. In Brazil, 100% of employees are covered by collective bargaining agreements. Only direct employees were considered, as reported under GRI 2-7: Employees.*

GRI 202-1 Ratios of standard entry level wage by gender compared to local minimum wage

At Alpargatas, the national minimum wage is the lowest wage paid to employees. Therefore, the ratio has been 100% for all genders over the last three years. The Brazilian operation, considered on a consolidated basis, is regarded as a significant location of operation, as it represents 98% of the employee base.

GRI 401-1 New employee hires and employee turnover

In 2025, Alpargatas's employee turnover rate increased compared to the previous year, rising from 0.17 to 0.24. This increase was primarily among operational employees at the company's two largest plants, the Montes Claros and Campina Grande manufacturing sites, with most departures occurring voluntarily.

The rate of new employee hires was driven by the increase in departures, but also reflected higher production volumes and the growing complexity of the product mix in 2025, which required additional hiring and workforce replenishment across operational roles.

Number and rate of new employee hires GRI 401-1

	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Gender						
Female	853	0.26	789	0.26	1,575	0.43
Male	765	0.09	1,036	0.14	2,355	0.29
Other	11	0.05	86	0.70	0	0.00
Not disclosed	0	0.00	0	0.00	6	0.75
Age group						
Under 30 years old	1,112	0.26	1,217	0.35	2,229	0.55
30-50 years old	501	0.07	675	0.10	1,618	0.22
Over 50 years old	16	0.02	19	0.03	89	0.13
Region						
Northeast	910	0.11	835	0.11	2,455	0.29
Southeast	672	0.20	1,048	0.33	1,437	0.42
Other countries	47	0.20	28	0.14	44	0.25
Total	**1,629**	**0.14**	**1,911**	**0.18**	**3,936**	**0.33**

Note 1: *beginning in 2024, the employee base used to calculate this indicator is the same as that reported under GRI 2-7 and includes only employees hired under Brazil's CLT employment regime.*
Note 2: *Alpargatas does not operate in or employ workers in Brazil's North, Midwest, or South regions.*
Note 3: *the new hire rate was calculated as follows: number of employees hired ÷ number of employees at the end of the reporting period.*

Number and rate of employee turnover GRI 401-1

	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Gender						
Female	816	0.25	581	0.19	1,061	0.29
Male	1,490	0.18	1,203	0.16	1,819	0.22
Other	38	0.17	17	0.14	0	0.00
Not disclosed	0	0.00	0	0.00	0	0.00
Age group						
Under 30 years old	1,409	0.33	803	0.23	1,632	0.40
30-50 years old	795	0.12	937	0.14	1,165	0.16
Over 50 years old	140	0.20	61	0.08	83	0.12
Region						
Northeast	1,361	0.16	851	0.12	1,558	0.19
Southeast	946	0.28	894	0.28	1,302	0.38
Other countries	37	0.16	56	0.28	20	0.11
Total	**2,344**	**0.20**	**1,801**	**0.17**	**2,880**	**0.24**

Note 1: *beginning in 2024, the employee base used to calculate this indicator is the same as that reported in GRI 2-7.*

Note 2: *the turnover rate was calculated as follows: number of employees who left the company / number of employees at the end of the reporting period.*

Note 3: *to preserve historical comparability and comparability with market benchmarks, employee departures resulting from workforce adjustments (due to seasonal fluctuations in production) or job restructuring without planned replacement were excluded from the calculation. The number of cases meeting these conditions totaled 3,179 in 2023, 712 in 2024, and 327 in 2025. Had workforce adjustment- or restructuring-related departures been included, the rate would have been 0.23 in 2024 and 0.27 in 2025.*

Parental leave by gender GRI 401-3

		2023	2024	2025
Employees who took parental leave	Female	179	139	139
	Male	380	308	287
	Other	0	0	0
	Not disclosed	0	0	0
Employees who returned to work after parental leave ended	Female	195	148	129
	Male	383	310	284
	Other	0	0	0
	Not disclosed	0	0	0
Employees who remained employed 12 months after returning from parental leave	Female	77	86	77
	Male	354	296	262
	Other	0	0	0
	Not disclosed	0	0	0
Return-to-work rate	Female	99%	100%	100%
	Male	100%	100%	100%
	Other	n/a	n/a	n/a
	Not disclosed	n/a	n/a	n/a
Retention rate	Female	41%	44%	52%
	Male	66%	77%	85%
	Other	n/a	n/a	n/a
	Not disclosed	n/a	n/a	n/a

Note 1: *all employees are entitled to maternity and paternity leave. This indicator uses the same employee base reported under GRI 2-7, which includes employees hired under Brazil's CLT labor regime.*

Note 2: *return-to-work and retention rates are not applicable to employees classified as Other or Not disclosed, as no employees in these categories took parental leave.*

Note 3: *some data from 2023 and 2024 were restated in this report. In 2024, the total number of men who returned to work was revised from 309 to 310. In 2023, the number of employees who took parental leave was revised from 180 women and 379 men to 179 women and 380 men, respectively. The number of men who returned from parental leave was adjusted from 382 to 383. The number of women who remained employed 12 months after returning from leave was adjusted from 78 to 79.* **GRI 2-4**

Percentage of individuals within governance bodies by diversity category GRI 405-1

Governance body		2023	2024	2025			
		Board of Directors	Board of Directors	Board of Directors	Audit Committee	Strategy Committee	People, Management, and Sustainability Committee
Gender	Female	13%	13%	13%	25%	17%	0%
	Male	87%	87%	88%	75%	83%	100%
	Other	0%	0%	0%	0%	0%	0%
	Not disclosed	0%	0%	0%	0%	0%	0%
Age group	Under 30 years old	0%	0%	0%	0%	0%	0%
	30-50 years old	25%	25%	25%	50%	33%	40%
	Over 50 years old	75%	75%	75%	50%	67%	60%
Race	Asian	0%	0%	0%	0%	0%	0%
	White	100%	100%	100%	75%	100%	100%
	Indigenous	0%	0%	0%	0%	0%	0%
	Mixed-race (Pardo)	0%	0%	0%	0%	0%	0%
	Black	0%	0%	0%	0%	0%	0%
	Not disclosed	0%	0%	0%	25%	0%	0%
People with disabilities		n/d	13%	13%	0%	17%	20%

Note 1: *in 2026, the composition of the governance bodies was restructured. These changes were not reflected in this indicator so that it would continue to consider members active as of December 31, 2025.*
Note 2: *beginning in 2025, advisory committees were included to improve alignment with the standard, with the exception of the Finance Committee, which is not included in the analysis.*
Note 3: *gender classifications are based on self-identification and, where this information is unavailable, on the gender recorded at the time of hire.*

Percentage of employees with disabilities by employee category GRI 405-1

	2023	2024	2025
Executive Leadership	0.0%	0.0%	0.0%
Executive Management	0.0%	0.0%	2.6%
Management	0.0%	0.0%	1.8%
Administrative	0.2%	0.2%	2.2%
Operational	4.3%	4.7%	4.4%
Trainees	n/a	n/a	0.0%
Interns	0.0%	0.0%	0.0%
Apprentices	0.0%	0.0%	0.2%
Total	**4.5%**	**5.0%**	**4.7%**

Note: *in addition to employees, this indicator includes interns and apprentices. In 2023 and 2024, trainees were included in the "Administrative" category and began to be reported separately in 2025.*

Ratio of basic salary and remuneration by gender and employee category GRI 405-2

	2023	2024		2025	
	Basic salary	Basic salary		Basic salary	
	Female	Female	Other	Female	Other
Executive Leadership	0.98	0.85	n/a	0.85	0.81
Executive Management	0.96	0.94	1.08	1.06	n/a
Management	0.98	0.96	0.96	0.98	1.06
Technical/Supervisory	1.16	1.10	1.41	1.17	1.68
Administrative	1.17	1.16	1.26	1.07	1.04
Operational	0.83	0.86	0.83	0.87	0.86
Trainees	n/a	n/a	n/a	1.00	1.00
Apprentices	n/a	0.94	0.67	1.01	0.87
Interns	0.96	1.29	n/a	0.91	1.39
Total	**n/a**	**0.98**	**1.06**	**0.93**	**0.72**

Note 1: *in addition to employees reported under GRI 2-7, this indicator includes interns and apprentices. Some categories are not applicable because no individuals of the respective gender were represented in those categories. Undisclosed genders were not included in this indicator. To avoid distorting the comparison of average remuneration between genders, the CEO's salary was excluded from the calculation of average remuneration in the "Executive Leadership" category.*

Note 2: *at Alpargatas, basic salary corresponds to the employee's nominal salary. Since not all remuneration components are available in a single information system, the ratio of remuneration could not be reported.*

Note 3: *the significant locations of operation considered for this indicator were those in Brazil, as they account for the largest share of employees (99%) and remuneration is paid in the local currency (R$), enabling meaningful comparison.*

Read our latest Women and Men Equal Pay Transparency Report.

Work-related ill health

Hazards are identified through risk assessments, which are regular inspections conducted by the Health and Safety department, including ergonomic assessments of workstations and feedback from employees. To eliminate or mitigate these risks, the company implemented ergonomic improvements and modified work activities subject to medical restrictions to prevent existing conditions from worsening.

Work-related ill health

GRI 403-10

	2023	2024	2025
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	68	57	50

Note: *in 2025, cases of work-related ill health included musculoskeletal disorders such as repetitive strain injuries (RSIs) and work-related musculoskeletal disorders (WMSDs), including tendinitis, bursitis, and carpal tunnel syndrome. Hazards associated with these conditions include repetitive movements, manual handling of loads, movements that may result in joint injuries, and awkward postures, among other hazards inherent to certain stages of the manufacturing process.*

IOASYS

GRI 2-4, 2-6

Beginning in 2025, ioasys's reported indicators were reviewed to focus on matters most relevant to its operations. As a result, certain indicators are no longer reported on a consolidated basis with Alpargatas and are instead disclosed separately in this section, with no loss of reporting quality.

ioasys is a digital-native technology company specializing in the creation, evolution, and support of digital products, enterprise platforms, and data solutions. Its approach combines strategic vision, technical expertise, and consistent execution, with a focus on delivering tangible business impact for its clients.

In 2025, ioasys strengthened its position as a strategic partner to companies across various sectors, including retail, manufacturing, mining, healthcare, tourism, and financial services, supporting organizations at different levels of digital maturity. At ioasys, technology is treated as a means, not an end, guiding solutions tailored to each business context.

The company engages suppliers across a range of categories, including technology, services, content, and talent solutions.

Portfolio and Integration with Alpargatas

GRI 2-6

ioasys's portfolio is structured around five pillars:

- **Digital Products:** solutions focused on digital efficiency, including software products
- **Strategy & Acceleration**: solutions focused on customer and business experience, as well as future-ready strategy
- **Data & AI:** data services to accelerate business reinvention, including data-driven tools, data strategy, data squads, and artificial intelligence solutions.
- **Culture & Learning:** learning journeys and change management solutions
- **Enterprise Platforms:** technology to streamline operations, maximize productivity, and enhance intelligence capabilities, including cloud solutions and enterprise platform customization.

As part of the Alpargatas ecosystem, ioasys continues to operate in alignment with the Alpargatas's corporate strategy, particularly in advancing its digital transformation agenda. Throughout the year, approximately 60 ioasys professionals were dedicated to strategic Alpargatas projects, with a focus on initiatives involving B2B, Direct-to-Consumer (DTC), global e-commerce, systems architecture, data, and observability.

At the same time, ioasys continues to serve external clients, maintaining commercial autonomy and a focus on generating impact beyond the group.

ioasys 2025 Highlights

44% growth
in the active client portfolio compared to 2024

25% improvement
in the internal satisfaction index compared to the first half of 2025

Key Projects in 2025

GRI 2-6

The year was marked by significant project deliveries and external recognition. Highlights included projects developed end-to-end by ioasys, generating a direct impact on user experience and client efficiency.

Selfcolor for Suvinil

Selfcolor, a paint tinting software solution developed for Suvinil, established itself as a market benchmark and expanded its reach through a nationwide rollout, generating operational gains and cost savings for the client. The new system integrated inventory management, organized data, reduced errors, and created a paint reuse workflow. As a result, the brand achieved a 20% increase in revenue, reduced waste and costs, and earned approval from 85% of store operators. The project received broad recognition, winning five awards in 2025 in addition to the two awards received in the previous year, in categories such as design, agility, and customer experience.

App for Instituto Inhotim

How can a visit to Latin America's largest open-air museum become more engaging and rewarding? To address this challenge, ioasys partnered with the Institute to develop the Inhotim App, a free digital service that integrates interactive maps with offline geolocation, personalized itineraries, curatorial information, ticket purchasing, and accessibility features. The project was developed through a co-creation process involving visitors and museum staff, enabling the redesign of the entire visitor journey to enhance visitor autonomy, visit planning, and immersion in the museum experience while creating a more seamless and enjoyable visit.

Vale Energia Zero

In the industrial and sustainability area, a key highlight was the solution developed for Vale, which combined technology and occupational safety during energy isolation and lockout/tagout (LOTO) procedures for equipment maintenance – a critical activity where failures can have serious consequences. The new application features a lighter, more intuitive interface, clear and straightforward language, and a system that operates both online and offline, ensuring safety even in areas without internet connectivity.

Data security

SASB TC-SI-230a.2

To identify, monitor, and mitigate data security risks, ioasys maintains a structured and proactive cybersecurity approach aligned with recognized standards and market best practices. This approach combines real-time monitoring, vulnerability assessments, threat detection, and incident response across critical information technology environments.

The company uses an integrated cybersecurity platform for continuous monitoring, threat detection, anomalous behavior analysis, and incident response. The solution is deployed across both the Microsoft Azure cloud environment and Google Workspace, enhancing visibility into risks related to access management, data, and corporate applications. ioasys also engages a specialized Cloud Security Posture Management (CSPM) provider to continuously assess its Microsoft Azure environment, identifying vulnerabilities, misconfigurations, risks related to sensitive data exposure, and compliance gaps without requiring agents.

Despite these measures, in 2025 ioasys identified the exposure of credentials associated with three employee accounts, all related to the use of personal accounts within the company's internal systems. All cases were addressed through the immediate reset of all credentials, and additional training was provided on data security, password-sharing risks, and security verification procedures for all work devices. It is important to note that neither employees nor clients experienced any adverse impacts, and no resulting risks were identified.

SASB TC-SI-230a.1

It should also be noted that ioasys has never recorded legal proceedings or monetary losses related to user privacy, nor has it received any requests from government authorities for user information.

SASB TC-SI-220a.3, TC-SI-220a.4

Number of licenses or subscriptions and percentage cloud-based

SASB TC-SI-000.A

	2023	2024	2025
Number	1,448	1,351	1,470
Percentage (%)	100%	100%	100%

In 2025, the number of licenses increased due to two factors. One was the growing need for specialized software tools to support development activities and accelerate the delivery of initiatives and solutions for clients. The other was the expansion of ioasys's workforce.

Management of risks to operations

SASB TC-SI-550a.2

As a consulting company, ioasys does not identify any direct material risks to its own operations. Business continuity is managed primarily through insurance coverage, with a focus on mitigating losses and strengthening operational resilience. The company's priority is to ensure the continuity of its clients' critical operations, regardless of the infrastructure model adopted. Risks associated with the solutions developed are inherent to clients' own operations, and ioasys therefore focuses on strengthening the capabilities of its technical teams and providing continuous guidance to its professionals.

Energy management

Total energy consumed, percentage grid electricity, and percentage

SASB TC-SI-130a.1

	2023	2024	2025
Total energy consumption (GJ)	200	255	199
Percentage grid electricity	100%	100%	100%

Nota: *energy consumption data are obtained directly from electricity bills, and no fuels are consumed. There is no consumption of energy from renewable sources; all energy consumed is supplied through the electricity grid.*

Awards and Recognition in 2025

Brazilian Design Award
15th Edition

Silver category:

- Future Design (Concept) – Future of Food and Work with Hub MBRF
- Digital Design (App) – Inhotim App

People's Choice Award:

- Service Design – Vale Energia Zero
- Future Design – Future of Food and Work with Hub MBRF

Agile Trends

Selfcolor App for Suvinil

- 3rd Place – Technical Committee Ranking
- 1st Place – People's Choice Award

Abrart Award

Selfcolor App for Suvinil

- 1st Place – Innovation of the Year
- 1st Place – Best Tinting System

The Customer Summit Awards

Selfcolor App for Suvinil

- 1st Place – Best Technological Innovation – Impact

People, culture, and development

ioasys closed 2025 with a highly qualified, diverse, and engaged workforce. Employee turnover remained low (below 5%), reflecting a consistent strategy focused on employee development, knowledge management, and employee well-being.

ioasys employees

All our employees are employed under permanent, full-time employment contracts.

Number of employees by gender GRI 2-7

	Female	Male	Other	Not disclosed	Total
2023	85	186	2	4	277
2024	65	101	1	2	169
2025	63	94	0	0	157

Note 1: *the reported data refer to the total number of workers at the end of the reporting period (December, 31 of each year). Beginning in 2024, only employees hired under Brazil's CLT employment regime are included in this indicator. The company did not have temporary, part-time, or non-guaranteed hours employees in 2024 and 2025. Previously, the data included CLT employees, workers engaged through legal entities (PJ), and interns. In 2023, 269 workers were permanent and 8 were temporary. In terms of working time arrangements, 99 workers had no guaranteed hours, 170 worked full-time, and 8 worked part-time.*

Note 2: *gender classifications are based on self-identification and, where this information is unavailable, on the gender recorded at the time of hire.*

Number of employees by region GRI 2-7

	North	Northeast	Midwest	Southeast	South	Other countries	Total
2023	1	33	10	199	32	2	277
2024	1	26	7	122	13	0	169
2025	2	22	7	114	11	1	157

Note: *the reported data refer to the total number of workers at the end of the reporting period (December, 31 of each year). Beginning in 2024, only employees hired under Brazil's CLT employment regime are included in this indicator. The company did not have temporary, part-time, or non-guaranteed hours employees in 2024 and 2025. Previously, the data included CLT employees, workers engaged through legal entities (PJ), and interns. In 2023, 269 workers were permanent and 8 were temporary. In terms of working time arrangements, 99 workers had no guaranteed hours, 170 worked full-time, and 8 worked part-time.*

Number of workers who are not employees and whose work is controlled by the organization

GRI 2-8

	2023	2024	2025
Interns and apprentices	8	20	7
Service providers	99	118	130
Total	**107**	**138**	**137**

Note 1: *the reported data refer to the total number of workers at the end of the reporting period (December of each year), including active workers only.*

Note 2: *the primary activities performed by interns and apprentices involved information technology projects across the development and data, design, commercial, and people functions. The scope of work performed by service providers is broader, encompassing activities ranging from project management and marketing to administrative and technology support functions.*

Despite not being covered by collective bargaining agreements, ioasys employees are subject to the provisions established in the collective labor agreement applicable to the information technology sector in the state of Minas Gerais. **GRI 2-30**

Although ioasys does not conduct a formal employee engagement survey, initiatives focused on direct communication, active listening, and employee well-being, with particular attention to mental health, contributed to a significant increase in engagement and satisfaction levels. The topic will remain a priority in 2026, including in alignment with the requirements of NR-1 (Brazil's Regulatory Standard on Occupational Safety and Health Management), reinforcing a culture of care, support, and shared responsibility.

SASB TC-SI-330a.2

Number and rate of new employee hires

GRI 401-1

	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Gender						
Female	11	0.13	16	0.16	24	0.38
Male	39	0.21	19	0.09	50	0.53
Other	1	0.50	0	0.00	0	0,00
Not disclosed	1	0.25	1	0.17	0	0.00
Age group						
Under 30 years old	32	0.22	19	0.13	20	0.31
30-50 years old	20	0.15	17	0.11	51	0.58
Over 50 years old	0	0.00	0	0.00	3	0.60
Region						
North	1	1.00	0	0.00	1	0.50
Northeast	6	0.18	6	0.15	7	0.32
Midwest	3	0.30	2	0.13	5	0.71
Southeast	39	0.20	25	0.11	55	0.48
South	3	0.09	3	0.10	5	0.45
Other countries	0	0.00	0	0.00	1	1.00
Total	**52**	**0.19**	**36**	**0.12**	**74**	**0.47**

Note: *beginning in 2024, the employee base used to calculate this indicator is the same as that reported under GRI 2-7 and includes only employees hired under Brazil's CLT employment regime. The rate of new employee hires was calculated as follows: number of employees hired / number of employees at the end of the reporting period.*

Number and rate of employee turnover

GRI 401-1

	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
Gender						
Female	71	0.84	18	0.18	23	0.37
Male	192	1.03	27	0.13	29	0.31
Other	3	1.50	0	0.00	1	1.00
Not disclosed	2	0.50	1	0.17	1	1.00
Age group						
Under 30 years old	142	0.99	22	0.15	27	0.42
30-50 years old	124	0.95	24	0.15	27	0.31
Over 50 years old	2	0.67	0	0.00	0	0.00
Region						
North	4	4.00	0	0.00	0	0.00
Northeast	47	1.42	3	0.08	5	0.23
Midwest	13	1.30	0	0.00	1	0.14
Southeast	175	0.88	36	0.16	43	0.38
South	26	0.81	7	0.23	5	0.45
Other countries	3	1.50	0	0.00	0	0.00
Total	**268**	**0.97**	**46**	**0.15**	**54**	**0.34**

Note: *beginning in 2024, the employee base used to calculate this indicator is the same as that reported under GRI 2-7 and includes only employees hired under Brazil's CLT employment regime. The turnover rate was calculated as follows: number of employees who left the company / number of employees at the end of the reporting period.*

Occupational health and safety

GRI 403-1, 403-3, 403-10

While ioasys operates primarily in corporate and digital environments, it maintains a structured occupational health and safety program integrated with its Operations area, helping ensure the technical and emotional well-being of employees and third parties. Occupational health and safety is managed by a specialized service provider and has been implemented to ensure compliance with applicable legal requirements and Regulatory Standards, based on the identification and mitigation of risks mapped through the Risk Management Program (PGR). Access to occupational health services is ensured through clear communication and electronic systems for scheduling and follow-up, under the supervision of an occupational physician. The company has never recorded any work-related ill health.

Benefits

GRI 401-2

The benefits provided to employees, all of whom are employed under permanent, full-time contracts, include health insurance and a food allowance, in addition to those required by law, such as transportation assistance for on-site employees, a home-office allowance for remote employees, parental leave, a childcare allowance, and family allowance. All operating units in São Paulo (SP) and Belo Horizonte (MG) were considered significant locations of operation and reported on a consolidated basis, as there are no differences between them.

Parental leave by gender

GRI 401-3

	Gender	2023	2024	2025
Employees who took parental leave	Female	2	1	3
	Male	4	3	2
Employees who returned to work after parental leave ended	Female	2	1	3
	Male	4	3	2
Employees who returned to work after parental leave ended and remained employed 12 months after their return to work	Female	1	1	1
	Male	2	3	1
Return-to-work rate	Female	100%	100%	100%
	Male	100%	100%	100%
Retention rate	Female	n/a	50%	100%
	Male	n/a	75%	33%

Note: *all employees are entitled to parental leave. This indicator reflects the same employee population reported under GRI 2-7 and includes only employees hired under Brazil's CLT employment regime. There were no employees classified as other genders or undisclosed genders who took parental leave.*

Diversity

SASB TC-SI-330a.3

At ioasys, diversity and inclusion are fundamental pillars that guide our culture and operations, reflected in our goal of ensuring that at least 35% of quarterly hires come from underrepresented groups. To support this commitment, we maintain a diverse talent pool that includes people with disabilities (PwDs), combined with continuous monitoring of indicators by the People team. This strategy is reinforced by active internal communication, including discussion groups and educational content, as well as ethical guidelines that promote respect and flexible working arrangements for all employees. In addition, we pursue meaningful equity through ongoing analyses of salary ranges, which inform our compensation policies and help ensure a fair, inclusive, and balanced workplace.

In 2025, as in the previous two years, ioasys recorded no incidents of discrimination. Maintaining a workplace free from discriminatory incidents over this period has been supported by effective recruitment processes that emphasize alignment with the company's values and principles, as established in the Guide to Ethical Principles and Conduct, as well as by the ongoing support provided to employees by Business Partner and leadership teams. **GRI 406-1**

Percentage of gender representation for executive management, non-executive management, technical staff, and all other employees

SASB TC-SI-330a.3

Gender	2023				2024				2025			
	Female	Male	Other*	Not disclosed	Female	Male	Other	Not disclosed	Female	Male	Other	Not disclosed
Employees in executive management positions	30%	70%	0%	0%	25%	75%	0%	0%	0%	100%	0%	0%
Employees in non-executive management positions	37%	63%	0%	0%	46%	54%	0%	0%	22%	78%	0%	0%
Technical staff	23%	75%	1%	2%	29%	69%	0%	2%	37%	63%	0%	0%
All other employees	68%	26%	6%	0%	84%	12%	4%	0%	72%	28%	0%	0%
Total	**30%**	**67%**	**1%**	**1%**	**38%**	**60%**	**1%**	**1%**	**40%**	**60%**	**0%**	**0%**

Note: *includes employees hired under Brazil's Consolidation of Labor Laws (CLT), reported under GRI 2-7, and interns, reported under GRI 2-8.*

Percentage of diversity group representation for executive management, non-executive management, technical staff, and all other employees

SASB TC-SI-330a.3

Diversity groups	2023			2024			2025		
	People with disabilities	Black employees	LGBTI+	People with disabilities	Black employees	LGBTI+	People with disabilities	Black employees	LGBTI+
Employees in executive management positions	0%	0%	0%	0%	0%	0%	0%	0%	0%
Employees in non-executive management positions	0%	37%	13%	0%	31%	15%	0%	22%	0%
Technical staff	2%	33%	14%	2%	33%	12%	5%	33%	24%
All other employees	12%	38%	15%	12%	76%	12%	6%	50%	22%
Total	**3%**	**33%**	**13%**	**3%**	**38%**	**12%**	**5%**	**34%**	**23%**

Note: *in addition to employees hired under Brazil's CLT employment regime and reported under GRI 2-7, this indicator includes interns reported under GRI 2-8. Certain historical data were revised in this report to align the classification of Black employees with the methodology adopted by the Brazilian Institute of Geography and Statistics (IBGE), which includes both Black and Mixed-race (Pardo) individuals. The revisions were as follows: Black employees in non-executive management positions increased from 34% to 37% in 2023, and Black employees in all other employee categories increased from 56% to 76% in 2024, which also resulted in the total percentage of Black employees being revised from 36% to 38%.* **GRI 2-4**

Remuneration

Ratio of basic salary and remuneration by gender and employee category GRI 405-2

	2023	2024		2025	
	Basic salary	Basic salary	Remuneration	Basic salary	Remuneration
	Female	Female		Female	
Executive Management	0.95	1.12	1.12	0.87	0.87
Management	1.06	1.08	1.08	1.00	1.00
Technical/ Supervisory	1.29	0.86	0.86	0.84	0.84
Administrative	0.86	0.88	0.88	0.92	0.92
Operational	0.79	0.91	0.91	0.71	0.72
Interns	0.78	1.00	1.07	0.75	0.75
Total	**n/a**	**1.03**	**1.03**	**0.89**	**0.90**

Note 1: *in addition to employees hired under Brazil's CLT employment regime and reported under GRI 2-7, this indicator includes interns reported under GRI 2-8. Basic salary consists of the employee's nominal salary, while remuneration includes gross salary and profit-sharing payments.*

Note 2: *the gender classifications "Other" and "Not disclosed," as reported under GRI 2-7, were not included in this indicator because basic salary and remuneration are recorded based on employee records that do not contain self-identification survey data. ioasys operates through a single location.*

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Statement of use Alpargatas S.A. has reported in accordance with the GRI Standards for the period of January 1 to December 31, 2025.
GRI 1 used GRI 1: Foundation 2021
Applicable GRI sector standards

The GRI indicators marked with asterisk (*) were included in the scope of PwC's limited assurance engagement.

GRI Standards / Alpargatas indicators	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
General disclosures			Requirement(s) omitted	Reason	Explanation	
GRI 2: General disclosures	2-1: Organizational details	Pages: 7, 8				-
	2-2: Entities included in the organization's sustainability reporting*	Page: 4				-
	2-3: Reporting period, frequency and contact point	Page: 4 This report was published on July 3, 2026				-
	2-4: Restatements of information*	Restated data are identified in the indicator footnotes throughout the report. Pages: 37, 40, 46, 48, 68, 81, 84, 86, 91				-
	2-5: External assurance*	Pages: 4, 104				-
	2-6: Activities, value chain and other business relationships	Pages: 7, 8, 31, 36, 38, 39, 72, 86, 87				-
	2-7: Employees	Pages: 60, 82, 88				8.5, 10.3
	2-8: Workers who are not employees	Pages: 60, 82, 89				8.5
	2-9: Governance structure and composition	Pages: 11, 12				5.5, 16.7
	2-10: Nomination and selection of the highest governance body	Página: 12 Alpargatas does not yet have diversity-related criteria in place for nominating and selecting members of the highest governance body.				5.5, 16.7
	2-11: Chair of the highest governance body	Page: 12				16.6
	2-12: Role of the highest governance body in overseeing the management of impacts	Pages: 14, 25				16.7
	2-13: Delegation of responsibility for managing impacts	Pages: 14, 25				-
	2-14: Role of the highest governance body in sustainability reporting	Page: 4				-
	2-15: Conflicts of Interest*	Page: 19				16.6
	2-16: Communication of critical concerns*	Pages: 14, 80				-
	2-17: Collective knowledge of the highest governance body	Page: 12				-

GRI Standards / Alpargatas indicators	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
General disclosures			**Requirement(s) omitted**	**Reason**	**Explanation**	
GRI 2: General disclosures	2-18: Evaluation of the performance of the highest governance body	Alpargatas does not evaluate the performance of members of its highest governance body.				-
	2-19: Remuneration policies	Page: 13				-
	2-20: Process to determine remuneration	Page: 13				-
	2-21: Annual total compensation ratio	-	2-21.a/b/c	Confidentiality restrictions	We do not disclose the compensation ratio.	-
	2-22: Statement on sustainable development strategy	Page: 3				-
	2-23: Policy commitments	Pages: 17, 18				16.3
	2-24: Embedding policy commitments	Pages: 17, 18, 25				-
	2-25: Processes to remediate negative impacts*	Pages: 14, 17, 18, 19				-
	2-26: Mechanisms for seeking advice and raising concerns*	Page: 19				16.3
	2-27: Compliance with laws and regulations*	Page: 80				-
	2-28: Membership associations	Page: 20				-
	2-29: Approach to stakeholder engagement*	Pages: 20, 77				-
	2-30: Collective bargaining agreements	Pages: 82, 89				8.8
Material topics						
GRI 3: Material topics 2021	3-1: Process to determine material topics*	Pages: 4, 5				-
	3-2: List of material*	Page: 5				-
Corporate governance						
GRI 3: Material topics 2021	3-3: Management of material topics	Page: 11				-

GRI Standards / Alpargatas indicators General disclosures	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
			Requirement(s) omitted	Reason	Explanation	
GRI 205: Anti-corruption 2016	205-1: Operations assessed for risks related to corruption*	Page: 17				16.5
	205-2: Communication and training about anti-corruption policies and procedures*	Page: 17	205-2.a/b/c/d/e	Information not available	We do not currently monitor the data requested for this indicator. However, we plan to begin monitoring these data in 2026 in order to report them in future disclosures.	16.5
	205-3: Confirmed incidents of corruption and actions taken*	Page: 17				16.5
GRI 206: Anti-competitive Behavior 2016	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page: 80				16.3
Diversity, equity, and inclusion						
GRI 3: Material topics 2021	3-3: Management of material topics	Pages: 61, 62				
GRI 405: Diversity and equal opportunity 2016	405-1: Diversity of governance bodies and employees	Pages: 60, 63, 64, 85				5.1, 5.5, 8.5
	405-2: Ratio of basic salary and remuneration of women to men	Pages: 86, 91				5.1, 8.5, 10.3
GRI 406: Non-discrimination 2016	406-1: Incidents of discrimination and corrective actions taken*	Pages: 18, 90				5.1, 8.8
Climate change						
GRI 3: Material topics 2021	3-3: Management of material topics	Pages: 14, 42				
GRI 102: Climate change 2025	102-1: Transition plan for climate change mitigation	Page: 43				13
	102-2: Climate change adaptation plan	-	102-2.a/b/c/d	Information not available	The company does not currently have a climate change adaptation plan.	13
	102-3: Just transition	In 2025, one employee was hired with a focus on the climate agenda. Therefore, the company does not yet have intentional hiring initiatives specifically focused on a just transition.				13
	102-4: GHG emissions reduction targets and progress	Page: 42				13

GRI Standards / Alpargatas indicators General disclosures	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
			Requirement(s) omitted	Reason	Explanation	
GRI 102: Climate change 2025 (cont.)	102-5: Scope 1 GHG emissions*	Pages: 43, 44	102-5a-ii	Information not available	In 2025, Alpargatas did not perform specific calculations for biogenic non-CO_2 emissions. However, beginning in 2026, these calculations will be included in the inventory.	3.9, 12.4, 13.1, 14.3, 15.2
	102-6: Scope 2 GHG emissions*	Pages: 43, 44				3.9, 12.4, 13.1, 14.3, 15.2
	102-7: Scope 3 GHG emissions*	Pages: 43, 44	102-7a-iii	Information not available	In 2025, Alpargatas did not perform specific calculations for biogenic non-CO_2 emissions. However, beginning in 2026, these calculations will be included in the inventory.	3.9, 12.4, 13.1, 14.3, 15.2
	102-8: GHG emissions intensity*	Page: 43				13.1, 14.3, 15.2
	102-9: GHG removals in the value chain*	Alpargatas does not currently undertake any CO_2 removal activities. As its operations are primarily industrial and have low associated emissions, there are currently no plans to implement carbon storage technologies.				13
	102-10: Carbon credits*	Alpargatas does not trade carbon credits. Currently, the company has no plans to use carbon credits as part of its climate strategy. Instead, it is focusing on implementing projects to reduce its Scope 1 and 2 emissions, as well as establishing targets to reduce emissions across its supply chain and logistics activities.				13
GRI 103: Energy 2025	103-1: Energy policies and commitments	Page: 51				7
	103-2: Energy consumption and self-generation within the organization*	Page: 52	103-aii	Information not available	Alpargatas does not monitor energy consumption by type of activity. Energy consumption is associated with the operation of machinery across its four manufacturing facilities.	7.2, 7.3, 8.4, 12.2, 13.1

GRI Standards / Alpargatas indicators General disclosures	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
			Requirement(s) omitted	Reason	Explanation	
GRI 103: Energy 2025 (cont.)	103-3: Upstream and downstream energy consumption*	-	103-3.a/b	Information not available	Alpargatas does not currently monitor energy consumption across its value chain. At present, the company is focused on other priority topics and, therefore, has not yet established an action plan addressing this topic.	7.2, 7.3, 8.4, 12.2, 13.1
	103-4: Energy intensity*	Page: 51				7.3, 8.4, 12.2, 13.1
	103-5: Reduction in energy consumption	Pages: 51, 52				7.3, 8.4, 12.2, 13.1
GRI 201: Economic Performance 2016	201-2: Financial implications and other risks and opportunities due to climate change	Page: 15				13.1
Circular economy and use of raw materials						
GRI 3: Material topics 2021	3-3: Management of material topics	Pages: 46, 47				
GRI 101: Biodiversity 2024	101-2: Management of biodiversity impacts	-	101-2.a/b/c/d/e/f	Information not available	This is the first year that biodiversity indicators have been considered material for Alpargatas. For this initial report, we have chosen to report only partially against the Standard while building the necessary structure for future reporting.	
	101-4: Identification of biodiversity impacts	Page: 40				
GRI 301: Materials 2016	301-1: Materials used by weight or volume*	Page: 37				8.4, 12.2
	301-2: Recycled input materials used*	Page: 80				8.4, 12.2, 12.5
	301-3: Reclaimed products and their packaging materials*	In 2025, 0.12% of the pairs of Havaianas sold during the year were recovered through the reCYCLE program. This figure was 0.06% in 2024 and 0.05% in 2023. The data for 2023 were restated in this report to exclude the volume of flip-flops originating from the Distribution Center and to include data from other countries.. **GRI 2-4**				8.4, 12.2, 12.5
GRI 303: Water and effluents 2018	303-1: Interactions with water as a shared resource	Page: 53				6.3, 6.4, 6A, 12.4

GRI Standards / Alpargatas indicators General disclosures	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
			Requirement(s) omitted	Reason	Explanation	
GRI 303: Water and effluents 2018 (cont.)	303-2: Management of water discharge-related impacts	Page: 53				6.3
	303-3: Water withdrawal	Page: 53				6.4
	303-4: Water discharge	Page: 53				6.3
	303-5: Water consumption	Page: 53				6.4
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	Pages: 46, 48				3.9, 6.3, 6.6, 11.6, 12.4, 12.5
	306-2: Management of significant waste-related impacts	Page: 46				3.9, 6.3, 8.4, 11.6, 12.4, 12.5
	306-3: Waste generated*	Page: 46				3.9, 6.6, 11.6, 12.4, 12.5, 15.1
	306-4: Waste diverted from disposal*	Pages: 46, 81				3.9, 11.6, 12.4, 12.5
	306-5: Waste directed to disposal*	Pages: 46, 81				3.9, 6.6, 11.6, 12.4, 12.5, 15.1
Company indicator	Environmental investments	Page: 42				
Labor practices						
GRI 3: Material topics 2021	3-3: Management of material topics	Page: 66				
GRI 202: Market Presence 2016	202-1: Ratios of standard entry level wage by gender compared to local minimum wage	Page: 83				1.2, 5.1, 8.5
GRI 401: Employment 2016	401-1: New employee hires and employee turnover	Pages: 83, 84, 89				5.1, 8.5, 8.6, 10.3
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	Pages: 70, 90				3.2, 5.4, 8.5
	401-3: Parental leave	Pages: 70, 84, 90				5.1, 5.4, 8.5
GRI 402: Labor Relations 2016	402-1: Minimum notice periods regarding operational changes	Page: 66				8.8
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	Pages: 67, 90				13.19.2

GRI Standards / Alpargatas indicators	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
General disclosures			Requirement(s) omitted	Reason	Explanation	
GRI 403: Occupational Health and Safety 2018 (cont.)	403-2: Hazard identification, risk assessment, and incident investigation	-	403-2.a/b/c/d	Information not available	This is the first year that occupational health and safety indicators have been considered material for Alpargatas. For this initial report, we have chosen to report only partially against the Standard while building the necessary structure for future reporting.	8.8
	403-3: Occupational health services	Pages: 69, 90				13.19.4
	403-4: Worker participation, consultation, and communication on occupational health and safety	-	403-4.a/b	Information not available	This is the first year that occupational health and safety indicators have been considered material for Alpargatas. For this initial report, we have chosen to report only partially against the Standard while building the necessary structure for future reporting.	8.8, 16.7
	403-5: Worker training on occupational health and safety	Pages: 67, 68				8.8
	403-6: Promotion of worker health	-	403-6.a/b	Information not available	This is the first year that occupational health and safety indicators have been considered material for Alpargatas. For this initial report, we have chosen to report only partially against the Standard while building the necessary structure for future reporting.	13.19.7
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-	403-7.a			8.8
	403-8: Workers covered by an occupational health and safety management system	Page: 67				8.8
	403-9: Work-related injuries*	Page: 68				3.6, 3.9, 8.8, 16.1
	403-10: Work-related ill health	Pages: 86, 90				3.3, 3.4, 3.9, 8.8, 16.1
Supplier management						
GRI 3: Material topics 2021	3-3: Management of material topics	Pages: 18, 39				
GRI 204: Procurement Practices 2016	204-1: Proportion of spending on local suppliers	Page: 38				8.3
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria	Page: 39				
	308-2: Negative environmental impacts in the supply chain and actions taken*	Page: 40				
GRI 407: Freedom of association and collective bargaining 2016	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page: 18				8.8

GRI Standards / Alpargatas indicators General disclosures	Disclosure	Location / Response	Omission			Sustainable Development Goals (SDGS)
			Requirement(s) omitted	Reason	Explanation	
GRI 408: Child Labor 2016	408-1: Operations and suppliers at significant risk for incidents of child labor*	Pages: 18, 39				5.2, 8.7, 16.2
GRI 409: Forced or Compulsory Labor 2016	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor*	Pages: 18, 39				5.2, 8.7
GRI 414: Supplier Social Assessment 2016	414-1: New suppliers that were screened using social criteria	Page: 39				5.2, 8.8, 16.1
	414-2: Negative social impacts in the supply chain and actions taken	Page: 40				5.2, 8.8, 16.1
Communities and local engagement						
GRI 3: Material topics 2021	3-3: Management of material topics	Page: 72				
GRI 203: Indirect Economic Impacts 2016	203-1: Infrastructure investments and services supported	Page: 72				5.4, 9.1, 9.4, 11.2
	203-2: Significant indirect economic impacts	Page: 72				1.2, 1.4, 3.8, 8.2, 8.3, 8.5
GRI 413: Local Communities 2016	413-1: Operations with local community engagement, impact assessments, and development programs	-	413-1.a	Information not available	We do not manage data in the manner requested by this indicator. Social initiatives in local operations are centralized through programs offered by the Alpargatas Institute, which are presented in the Institute's section of this report. Click here for more information.	
	413-2: Operations with significant actual and potential negative impacts on local communities	Page: 80				1.4, 2.3
Company indicators	Social investments	Page: 72				
	Results of the Alpargatas Institute	Pages: 72, 73, 74, 75, 76, 77, 78				
Other non-material indicators						
GRI 201: Economic Performance 2016	201-1: Direct economic value generated and distributed*	Page: 23				8.1, 8.2, 9.1, 9.4, 9.5
GRI 417: Marketing and Labeling 2016	417-1: Requirements for product and service information and labeling	Page: 54				12.8
	417-2: Incidents of non-compliance concerning product and service information and labeling	Page: 54				16.3

SASB indicators marked with asterisk (*) were included in the scope of PwC's limited assurance engagement.

SASB topic/Code	Accounting metric	Location / Response	Omission
SASB CG-AA Apparel, Accessories & Footwear			
SASB CG-AA Management of chemicals in products			
CG-AA-250a.1*	Discussion of processes to maintain compliance with restricted substances regulations	Page: 54	
CG-AA-250a.2*	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products.	Page: 54	
Environmental impacts in the supply chain			
CG-AA-430a.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreements.	All suppliers are assessed during qualification and requalification processes for compliance with water use and wastewater discharge permits.	This indicator has been partially reported, as the company does not currently track data in the format requested.
CG-AA-430a.2	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Higg FEM assessment or an equivalent assessment	-	Alpargatas does not conduct assessments using the Higg Facility Environmental Module (Higg FEM) or an equivalent environmental assessment.
Labor conditions in the supply chain			
CG-AA-430b.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor.	Pages: 39, 80	
CG-AA-430b.2	(1) Priority non-conformance rate and (2) associated corrective action rate for suppliers' labor code of conduct audits.	Pages: 39, 40	The indicator was partially addressed because we do not track data in the form of a non-conformance rate. However, we do track the number of non-conformances.
CG-AA-430b.3	Description of (1) the greatest labor and (2) environmental, health and safety risks in the supply chain.	Page: 40	
Raw materials sourcing			
CG-AA-440a.3	(1) List of priority raw materials; for each priority raw material: (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities	Page: 37	
CG-AA-440a.4*	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Page: 37 None of our raw materials are certified to a third-party environmental or social standard.	
Activity metrics			
CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1.	Page: 38	

SASB topic/Code	Accounting metric	Location / Response	Omission
SASB TC-SI Software & IT Services			
Environmental footprint of hardware infrastructure			
TC-SI-130a.1*	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Page: 88	
TC-SI-130a.2*	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	-	This indicator is not applicable to the company's operations. ioasys does not directly consume water as defined by this metric, as it does not operate its own data center.
TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	ioasys does not operate its own data center. Therefore, it does not have a strategy for incorporating environmental considerations into strategic planning related to data centers. When contracting data center services, the focus is exclusively on technical aspects, rather than environmental considerations.	
Data privacy & freedom of expression			
TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	-	ioasys focuses on consulting services and systems development and does not directly deal with targeted advertising or the privacy of users of these systems. Therefore, this indicator is not applicable.
TC-SI-220a.2	Number of users whose information is used for secondary purposes	-	This indicator is not applicable to ioasys's activities, as the company provides consulting services and expertise for the development of solutions within its clients' environments. We do not use user information.
TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Page: 87	
TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	Page: 87	
TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	ioasys does not have any products or services that are blocked, monitored, filtered, or otherwise subject to different treatment in any country, primarily because it provides consulting services and expertise for the development of solutions within its clients' environments.	
Data security			
TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Page: 87	
TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Page: 87	

SASB topic/Code	Accounting metric	Location / Response	Omission
Recruiting & managing a global, diverse & skilled workforce			
TC-SI-330a.1	Percentage of employees that are foreign nationals	ioasys has no history of employees requiring work visas.	
TC-SI-330a.2	Employee engagement as a percentage	Page: 89	
TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Pages: 90, 91	
Intellectual property protection & competitive behavior			
TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	In 2025, as in the previous two years, there were no monetary losses resulting from legal proceedings associated with anticompetitive behavior.	
Managing systemic risks from technology disruptions			
TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	-	This indicator is not applicable, as we do not currently offer software services.
TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	Page: 88	
Activity metrics			
TC-SI-000.A	(1) Number of licences or subscriptions, (2) percentage cloud-based	Page: 87	
TC-SI-000.B	(1) Data processing capacity, (2) percentage outsourced	-	This indicator is not applicable, as ioasys does not operate a physical data center. Therefore, our processing power varies according to the number of clients or projects we are handling in our public cloud environments.
TC-SI-000.C	(1) Amount of data storage, (2) percentage outsourced	ioasys's data storage amounted to 0.02 PB in 2025 and 0.02 PB in 2024, all of which was outsourced.	

Assurance report

GRI 2-5

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Alpargatas S.A.

Independent auditors' limited assurance report on the non-financial information contained in the 2025 Annual Sustainability Report

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Independent auditors' limited assurance report on the non-financial information contained in the 2025 Annual Sustainability Report

To The Board of Directors and Stockholders
Alpargatas S.A.
São Paulo - SP

Introduction

We were engaged by Alpargatas S.A. ("Company" or "Alpargatas") to present our limited assurance report on the non-financial information contained in the 2025 Annual Sustainability Report of Alpargatas, as detailed in the GRI/SASB Content Summary, for the fiscal year ended December 31, 2025.

Our limited assurance does not extend to information from prior periods or to any other information disclosed in conjunction with the 2025 Annual Sustainability Report, including any images, audio files, or embedded videos.

Responsibility of the Management of Alpargatas

The management of Alpargatas is responsible for:

(a) Selecting or establishing appropriate criteria for the preparation and presentation of the information contained in the 2025 Annual Sustainability Report.

(b) Preparing the information according to the GRI Standards, Sustainability Accounting Standards Board (SASB) and the basis of preparation, prepared by the Company itself.

(c) Designing, implementing and maintaining internal controls over the relevant information for the preparation of the information contained in the 2025 Annual Sustainability Report, so that it is free from material misstatement, whether due to fraud or error.

Limitations in the preparation and presentation of non-financial information and indicators

In preparing and presenting non-financial information and indicators, management followed the definitions set out in the basis of preparation prepared by the Company, the GRI Standards and the Sustainability Accounting Standards Board (SASB), therefore, the information presented in the 2025 Annual Sustainability Report is not intended to ensure compliance with social, economic, environmental, or engineering laws and regulations. The aforementioned standards, however, provide for the presentation and disclosure of any non-compliance with such regulations in the event of significant sanctions or fines.

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The absence of a significant set of established practices to rely on for evaluating and measuring non-financial information allows for different yet acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

Our independence and quality management

We comply with the independence requirements and other ethical demands of the Federal Accounting Council (CFC), which are based on the principles of integrity, objectivity, competence, and professional diligence, and which also consider the confidentiality and behavior of employees.

We applied NBC PA 01 - Quality Management for Independent Auditors' Firms (Legal Entities and Individuals), and consequently projected, implemented and maintained a comprehensive quality management system, including policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibility of the independent auditors

Our responsibility is to express a conclusion on the non-financial information contained in the 2025 Annual Sustainability Report based on limited assurance engagement conducted in accordance with NBC TO 3000 - "Assurance Engagements other than Audits or Reviews," issued by the CFC, which is equivalent to the international standard ISAE 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by International Auditing and Assurance Standards Board (IAASB), applicable to non-financial information. These standards require that the work be planned and performed for the purpose of obtaining limited assurance that the non-financial information included in the 2025 Annual Sustainability Report, taken as a whole, is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion.

A limited assurance engagement performed in accordance with NBC TO 3000 (ISAE 3000) consists mainly of making inquiries of Alpargatas management and other Alpargatas employees which are involved in the preparation of the information and applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the execution of additional procedures when the independent auditor becomes aware of matters that lead them to believe that the information disclosed in the 2025 Annual Sustainability Report, taken as a whole, might present significant misstatements.

As part of a limited assurance engagement in accordance with NBC TO 3000 (ISAE 3000), we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

(a) We determine the appropriateness in the Company's circumstances of using the GRI Standards and SASB as a basis for the preparation of non-financial information and indicators.

(b) We perform risk assessment procedures, including obtaining an understanding of the internal controls relevant to the work, to identify where relevant misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Company's internal controls.

Assurance report (cont.)

GRI 2-5

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(c) We design and implement procedures that address cases where significant misstatements in non-financial information and indicators are likely to arise. The risk of not identifying a relevant misstatement resulting from fraud is greater than the one resulting from error, as fraud may involve collusion, forgery, willful omissions, or breach of internal controls.

Summary of procedures performed

The procedures selected are based on our understanding of the aspects related to the compilation, materiality and presentation of the information contained in the 2025 Annual Sustainability Report, other circumstances of the engagement and our analysis of activities and processes associated with material information disclosed in the 2025 Annual Sustainability Report, where significant misstatements might exist. The following procedures were adopted:

(a) planning the work taking into consideration the materiality and the volume of quantitative and qualitative information and the operational and internal control systems that were used to prepare the information contained in the 2025 Annual Sustainability Report;

(b) understanding the calculation methodologies and the procedures adopted for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;

(c) the application of analytical procedures on quantitative information and inquiries about qualitative information and its correlation with the indicators disclosed in the 2025 Annual Sustainability Report;

(d) the application of substantive tests for certain non-financial information and indicators; and

(e) for cases where non-financial data correlates with financial indicators, the comparison of these indicators with the audited financial statements.

The limited assurance engagement also included the analysis of adherence to the GRI Standards, to the Sustainability Accounting Standards Board (SASB) and to the provisions in the basis of preparation prepared by the Company.

Our procedures did not include assessing the design adequacy or operational effectiveness of the controls, testing the data on which the estimates are based, or separately developing our own estimate to compare with the estimate of Alpargatas.

We believe that the evidence obtained in our job is sufficient and appropriate to support our conclusion in a limited manner.

Scope and limitations

The procedures applied in a limited assurance engagement are substantially less in scope than those applied in a reasonable assurance engagement for the purpose of issuing an opinion on the data contained in the 2025 Annual Sustainability Report. Consequently, we were unable to obtain reasonable assurance that we became aware of all the significant matters that might have been identified in a reasonable assurance engagement. If we had performed our engagement for the purpose of issuing an opinion, we might have identified other matters and potential misstatements that may exist in 2025 Annual Sustainability Report. Therefore, we will not issue an opinion on this information.

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Non-financial data is subject to more inherent limitations than financial data, given both the nature and the diversity of the methods used for determining, calculating or estimating such data. Qualitative interpretations of the relevance, materiality and accuracy of the data are subject to individual assumptions and judgments. In addition, we have not performed any procedures in relation to the information presented for prior periods, forecasts and goals. Our assurance report should be read and understood in the context of the inherent limitations of the process of preparing non-financial information and indicators by management, including the fact that this information is not intended to assure compliance with social, economic, environmental, or engineering laws and regulations.

The contents included in the scope of this assurance engagement are presented in the GRI and SASB Content Summary of 2025 Annual Sustainability Report.

Conclusion

Based on the procedures performed, described herein and the evidence we obtained, no matter has come to our attention that causes us to believe that the non-financial information contained in the 2025 Annual Sustainability Report of Alpargatas, were not compiled, in all relevant aspects, in accordance with the criteria established by the basis of preparation, by the GRI Standards and by the Sustainability Accounting Standards Board (SASB).

Other matters - Restriction of use and distribution

This report was prepared for the use of Alpargatas and may be presented or distributed to third parties, provided they are familiar with the subject matter and criteria applicable to this assurance engagement, in view of the specific purpose described in the first paragraph of this report.

Any party other than Alpargatas that obtains access to this report, or a copy of it, and relies on the information contained herein will do so at its own risk. We do not accept or assume any responsibility and disclaim any liability to any party other than Alpargatas for our work, the assurance report or our findings.

Other matters

The limited assurance of the non-financial information for the fiscal year ended December 31, 2024, was conducted under the responsibility of other independent auditors, who issued a limited assurance report dated June 20, 2025, without reservations.

São Paulo, July 3, 2026

PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/O-5

Maurício Colombari
Contador CRC 1SP195838/O-3

2025 ANNUAL SUSTAINABILITY REPORT

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ALPARGATAS

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