



ALPARGATAS

SEPTEMBER, 2021

DISCLAIMER

This presentation includes forward-looking statements or statements about events or circumstances which have not occurred. Alpargatas has based these forward-looking statements largely on its current expectations and projections about future events and financial trends affecting the business and its future financial performance. These forward-looking statements are subject to risks, uncertainties and assumptions, including, among other things: general economic, political and business conditions, in Brazil and in other markets where the Company is present.

The words believes, may, will, estimates, continues, anticipates, intends, expects and similar words are intended to identify forward-looking statements. Alpargatas undertakes no obligations to update publicly or revise any forward-looking statements because of new information, future events or other factors. In light of these risks and uncertainties, the forward-looking events and circumstances discussed on this conference call might not occur. The Company's actual results could differ substantially from those anticipated in the forward-looking statements.

WHAT SUCCESS LOOKS LIKE

Growth and margin acceleration powered by iconic brands

havaianas®

ioasys OSKLEN

- 1** Mid-digit+ footwear market share powered by iconic, on-trend brands
- 2** Sustainable expansion into global lifestyle categories
- 3** Digital led business model
- 4** Global footprint with opportunity to scale portfolio and new brands
- 5** World-class management team, digital tech talent platform
- 6** ESG high standards
- 7** Sustainable value creation model with high economic profit

WHERE WE ARE

**Growth and margin
acceleration
powered by
iconic brands**

havaianas®

ioasys OSKLEN

- 1** Global company powered by iconic, on-trend brands
- 2** From flip-flop global brand leader to high growth in footwear & lifestyle
- 3** Industry-leading digital sales growth powered by user centric experiences
- 4** Global footprint with high potential to scale in key geographies
- 5** World-class management team, digital tech talent platform
- 6** High governance standards with ESG commitment
- 7** Solid financial profile with strong free cash flow

HAVAIANAS WELL POSITIONED FOR GROWTH ACCELERATION

Global company powered by iconic, on-trend brand

On trend

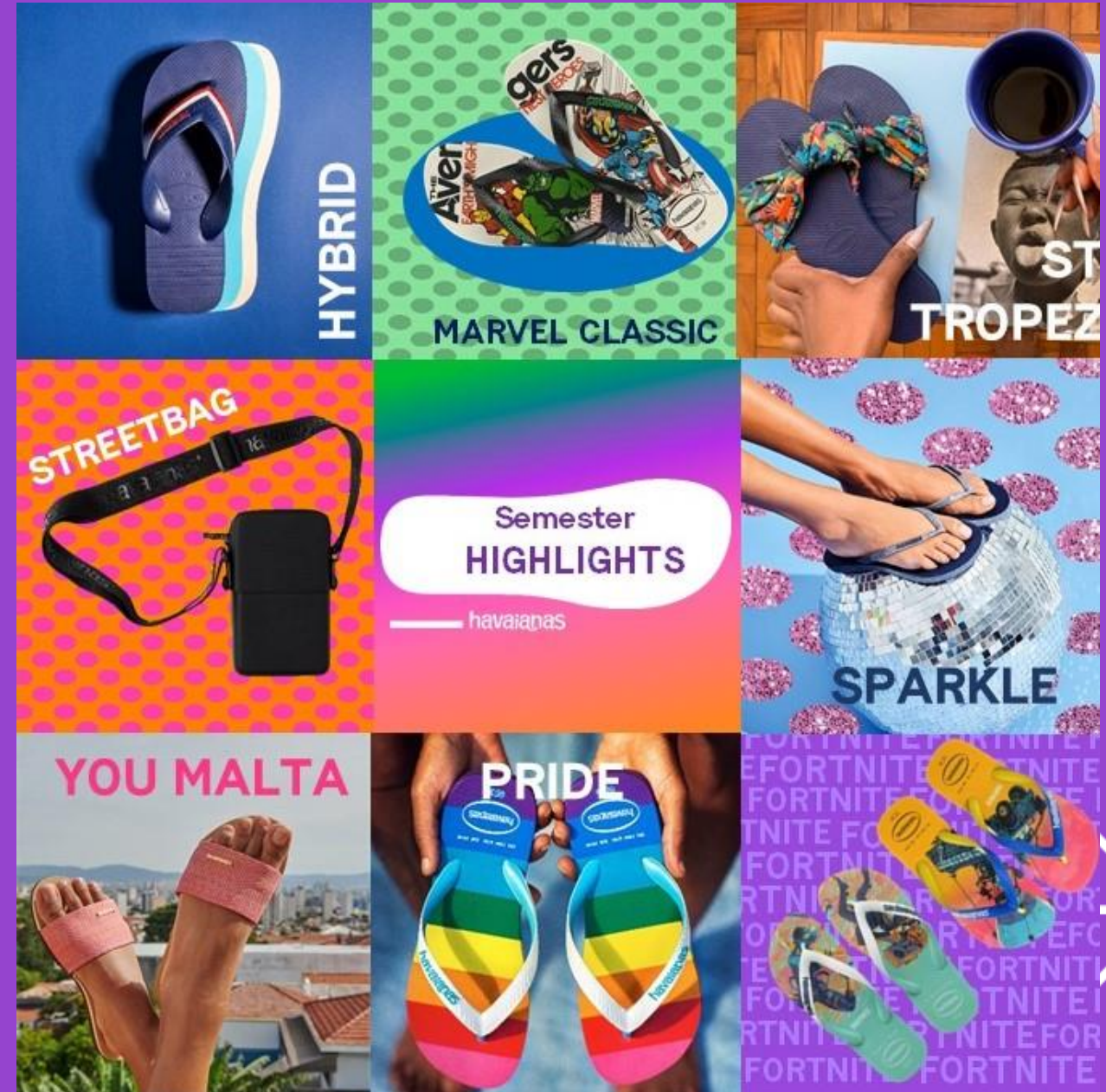
- **Feel good, casual wear**
- **Digital influenced, online channels**
- **Sustainability as a choice driver**

Iconic brand power

- **Top of mind and awareness ahead of competition**
- **High repeat (up to 9 first users out of 10) on a proven trial model**
- **Unique core attributes: comfort, style and “brand for me”**
- **High affinity across audiences and next generation of users**
- **High economic profit**

havaianas®

DESIRED AND HYPERCONNECTED

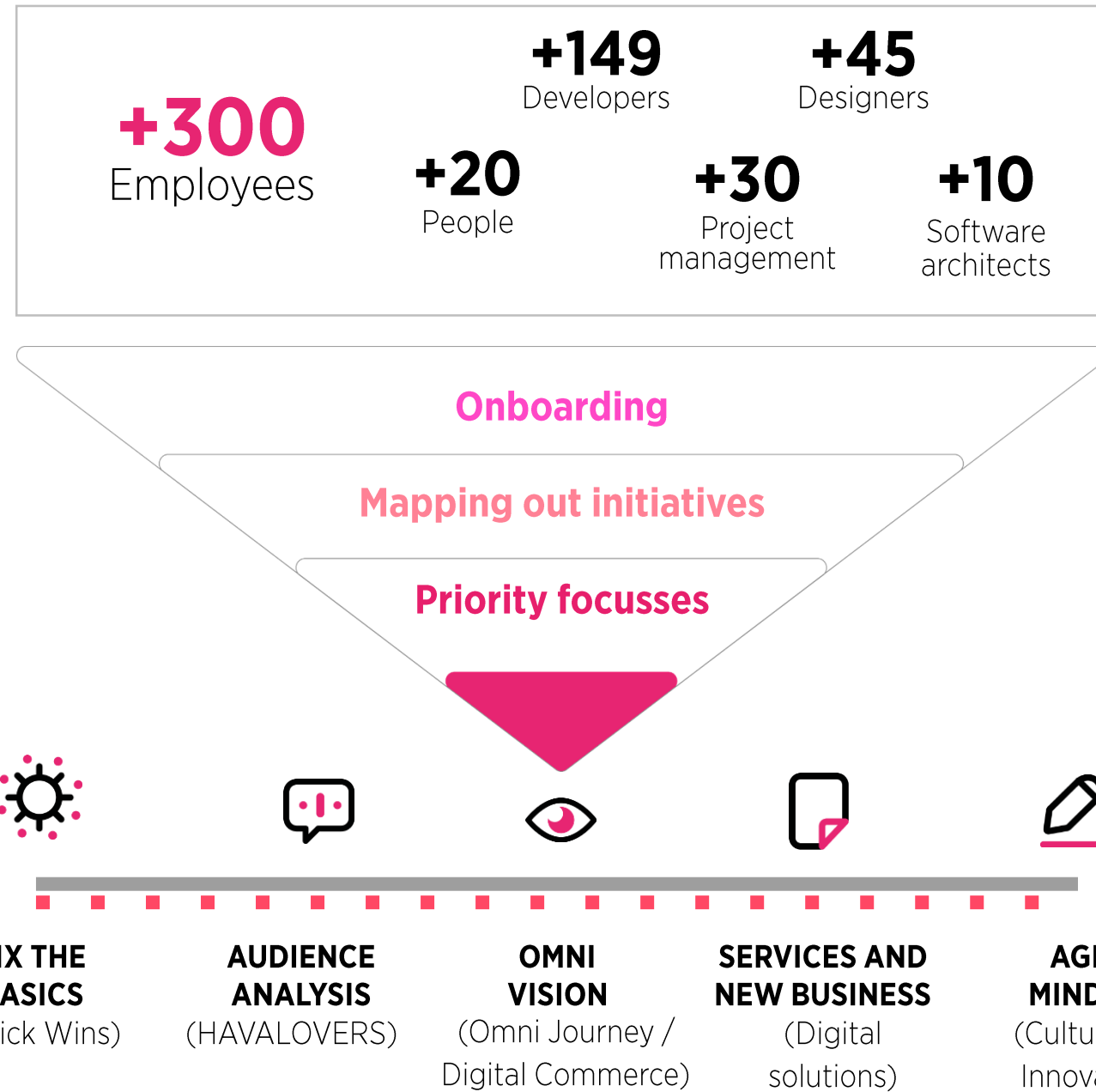


ACQUISITION OF IOASYS – MAY 2021
Industry-leading user centric, digital led growth

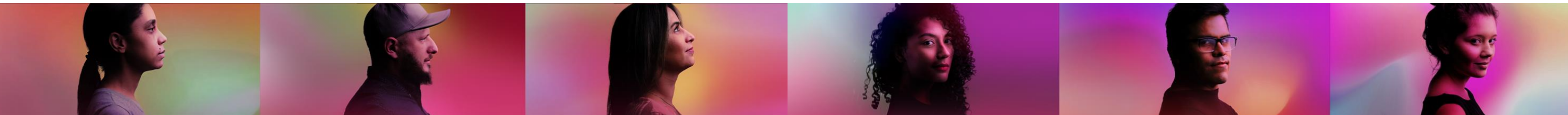
**A PLATFORM OF
HYPER CONNECTED AND
DESIRED BRANDS**



By humans. For humans.

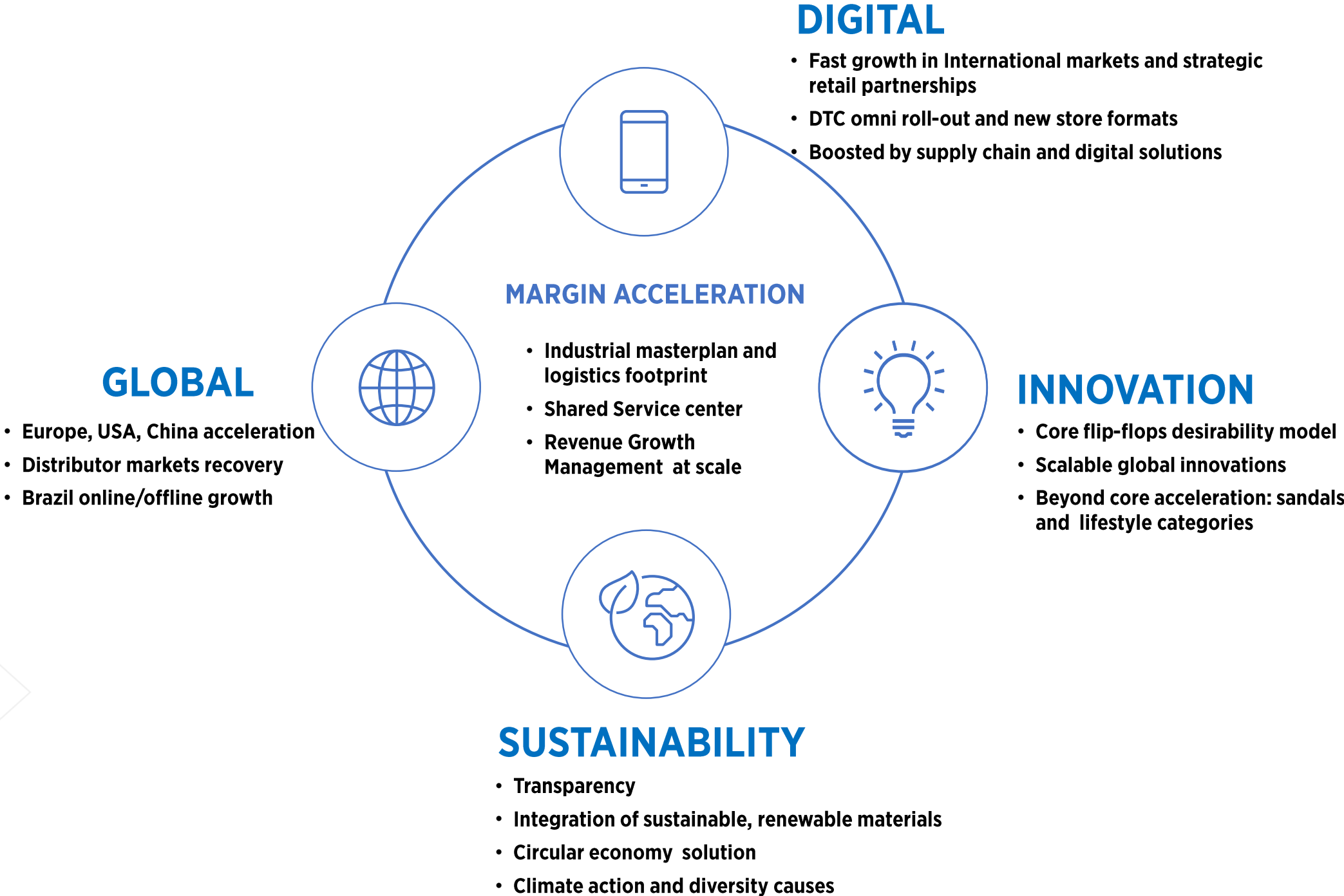


ioasys



2021: GROWTH AND MARGIN ACCELERATION

From flip-flop global brand leader to high growth potential in footwear & lifestyle



INTERNATIONAL: BIG BETS

Global footprint with high potential to scale in key geographies



BEST SELLERS






- INTERNATIONAL ORGANIZATION FOCUSED ON SCALE-UP, DIGITAL LED
- FOCUSING IN DIGITAL STRATEGY (BALANCE OF ON / OFF CHANNELS)
- INVESTING IN PRESENCE WITH QUALITY INSIDE STORES: RAINBOW WALL / DISPLAYS
- INVESTING IN SOCIAL MEDIA, PERFORMANCE MARKETING AND PR
- CUSTOMER SUCCESS PLAYBOOKS




- NPS TRACKING EXPANDED TO RETAIL
- CONTINUOUS BRAND HEALTH TRACKING




EUROPE

ACCELERATION




PRESENT FOR 12 YEARS


LEADING INDICATOR



20 STORES
100% OMNI



RECURRENCE FROM 10, 7
BUY AGAIN



RGM STARTED

STRATEGIC PARTNERSHIPS

PULL&BEAR

ZARA

ONLINE PARTNERSHIPS

amazon

zalando

SELFRIDGES&CO



USA

#4 TOM

ACCELERATION



PRESENT FOR 12 YEARS

ROADMAP



12 STORES



RECURRENCE FROM 10, 6
BUY AGAIN



RGM IN EARLY STAGE

ONLINE PARTNERSHIPS








CHINA

#2 TOM

DISCOVERY



PRESENT SINCE 2020

STRATEGY



DIGITAL FIRST



RECURRENCE FROM 10, 6
BUY AGAIN



MAPPING SOCIAL COMMERCE,
STRATEGIC PARTNERS AND
FRANCHISEES

ONLINE PARTNERSHIPS







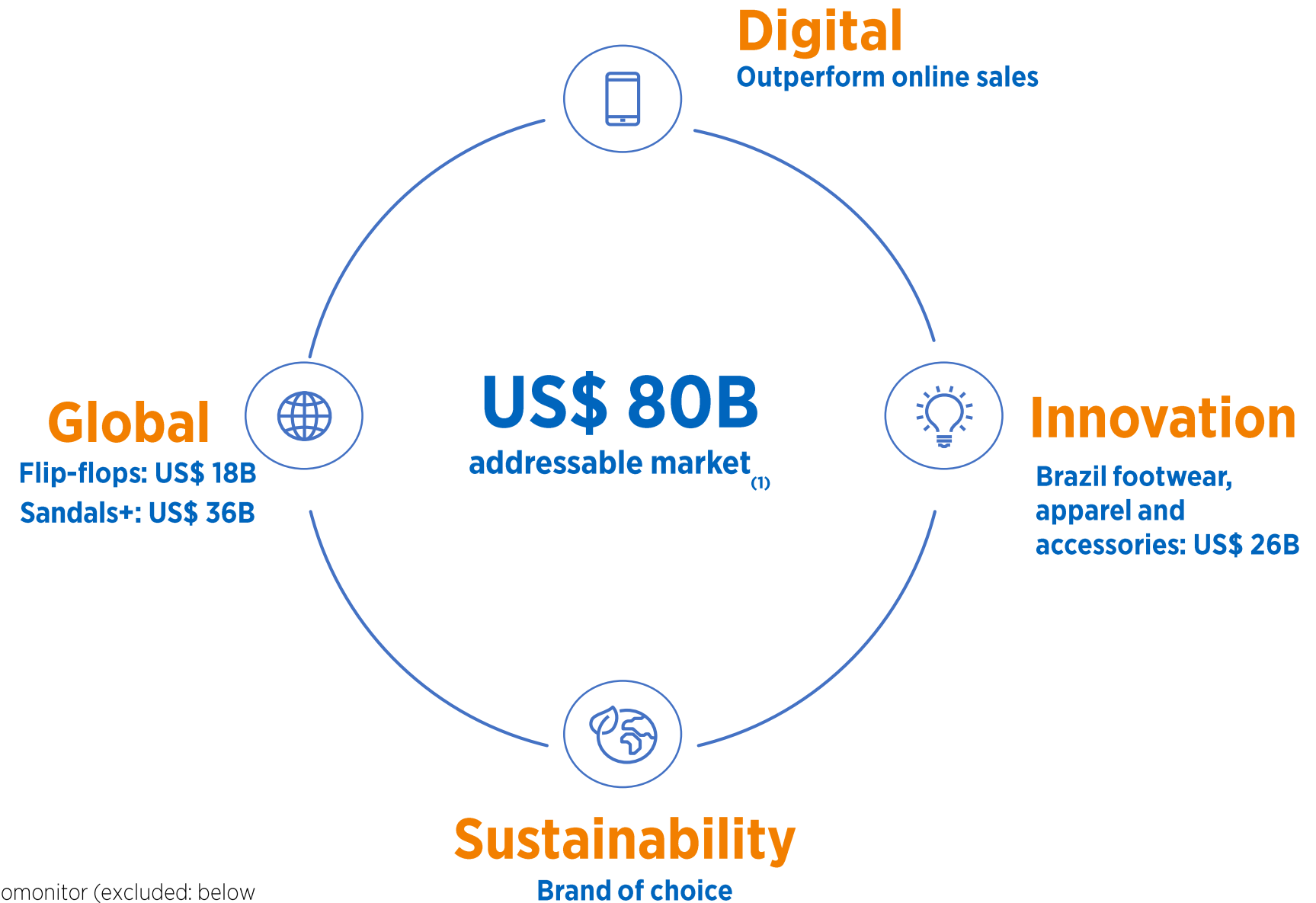
Mid+ single-digit market share in Global open footwear and Brazil's lifestyle categories

VISION

havaianas®



High growth,
high margin

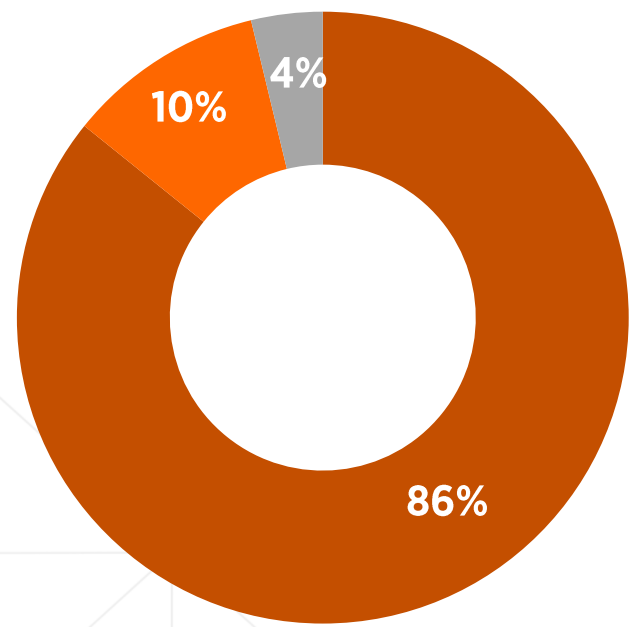


1. Source: Euromonitor (excluded: below US\$ 10 flip flops, sneakers, apparel and accessories in international markets)

CAPITAL STRUCTURE AND GOVERNANCE
High governance standards with ESG commitment

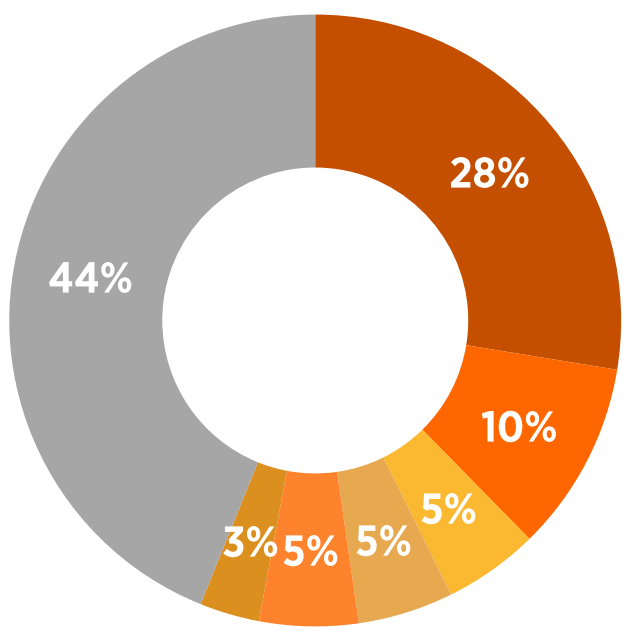
CAPITAL STRUCTURE

Common shares



- Controller group: Itaúsa and BW
- Silvio Tini / Bonsucex
- Atmos Capital
- Dynamo Adm

Preferred shares



- Constellation Asset Mgmt.
- Treasury
- Free float

NON-EXECUTIVE DIRECTORS BOARD

- Pedro Moreira Salles - Chairman
- Alfredo Egydio Setubal
- Marcelo Pereira Lopes de Medeiros
- Rodolfo Vilella Marino
- Silvio Tini de Araújo
- Luiz Fernando Ziegler de Saint Edmond (*)
- Stacey Brown (*)

(*) Independent

COMMITTEES

- Audit Committee
- Finance Committee
- Strategy Committee
- People Committee
- Ethics and Compliance Committee
- Sustainability Committee

WORLD-CLASS MANAGEMENT TEAM
Global leadership experience

CEO
Roberto Funari

INTERNATIONAL
FREDERIC LEVY

APAC ROBERT	EMEIA PROU
NA&C JACOB	LATAM TOMAS

BRAZIL
ANA
BÓGUS

IOASYS
WALTER GALVÃO
GILSON VILELA

**OSKLEN &
GLOBAL DIGITAL
CHANNELS**
LEANDRO
MEDEIROS

**GLOBAL
MARKETING**
FEFA
ROMANO

INDUSTRIAL
RUBIÃO

CFO & IRO
JULIAN
GARRIDO

SUPPLY CHAIN
SIMONE
FRANCO

IT
RAMALHO

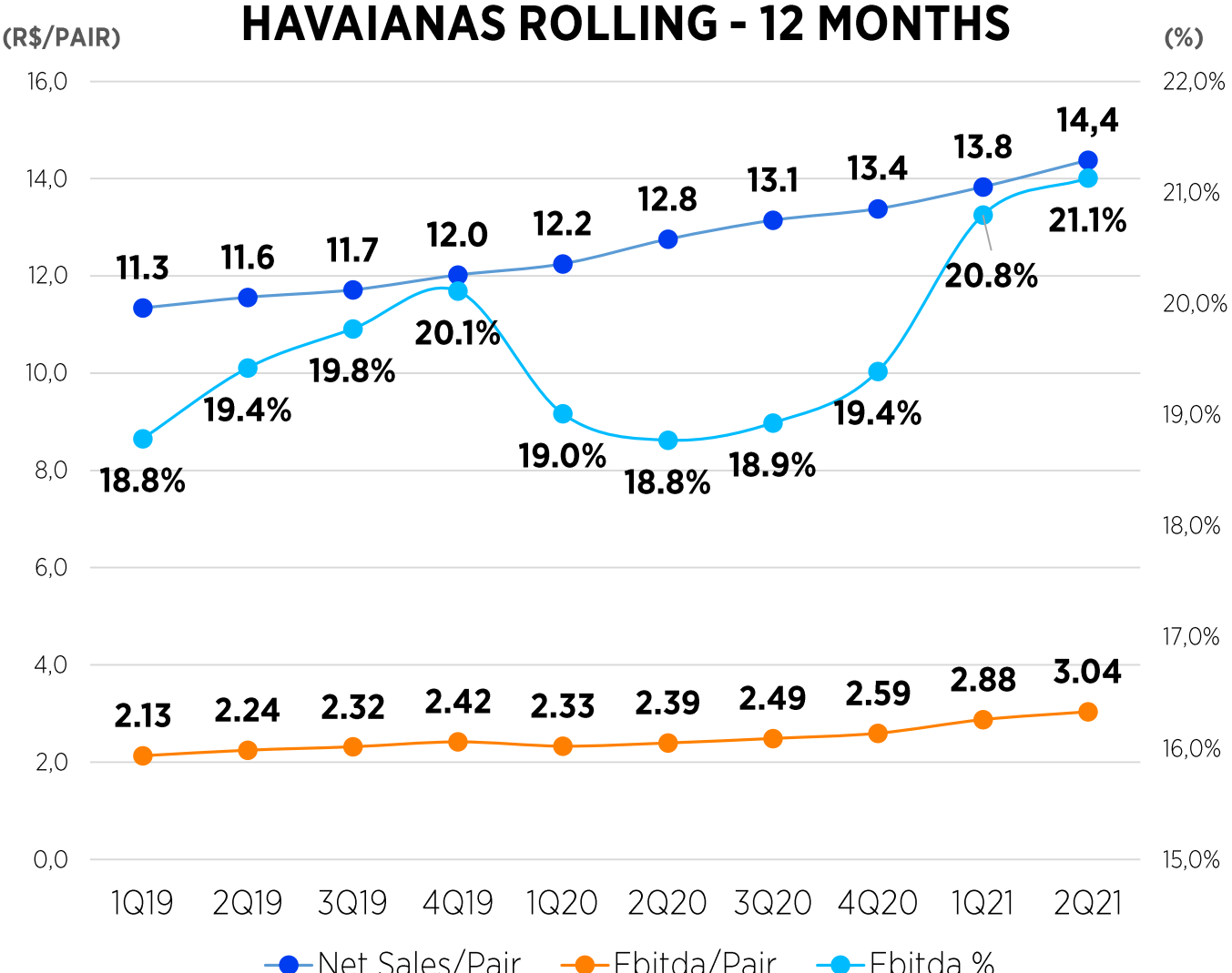
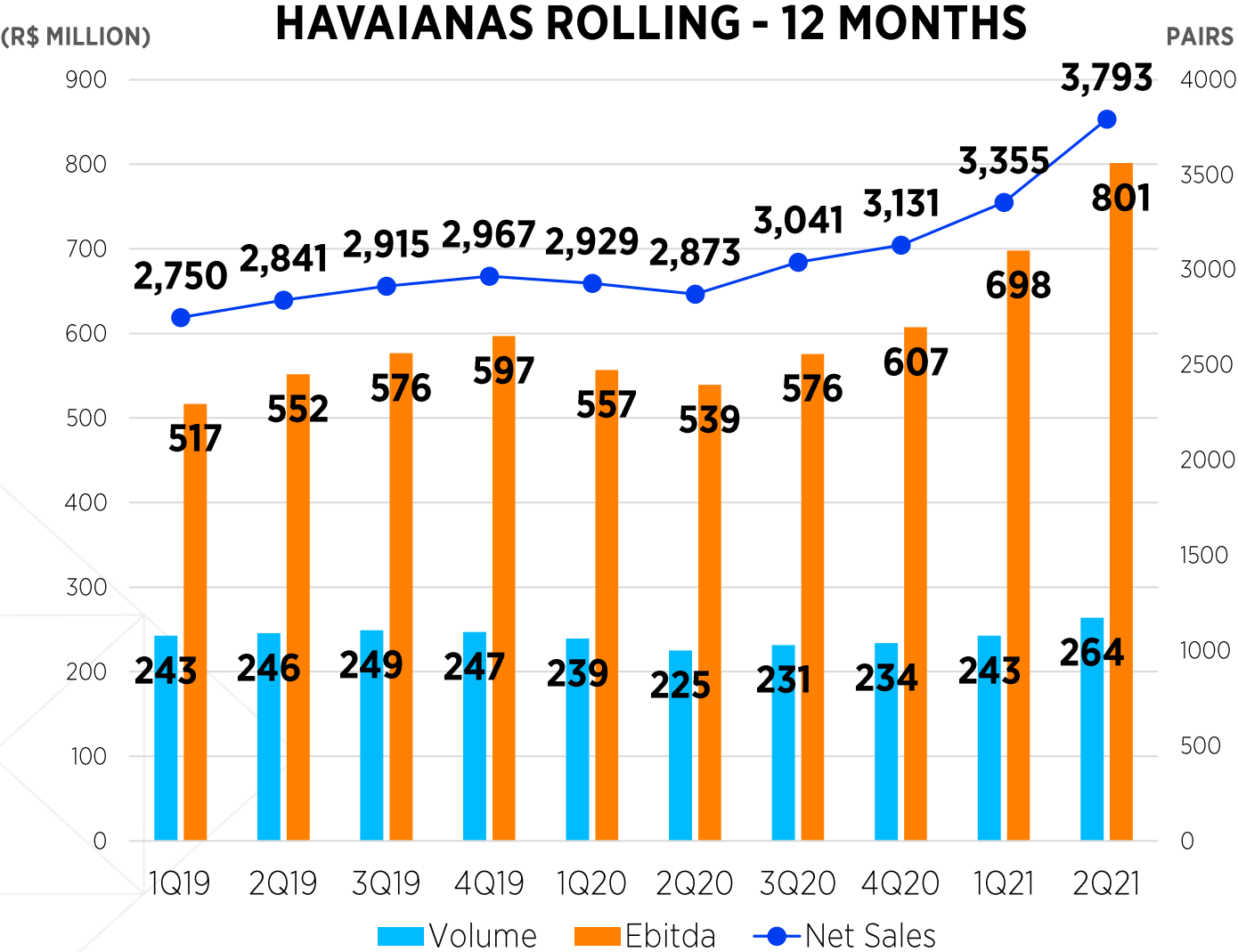
PEOPLE
DANIELLO

**LEGAL AND
GOVERNMENT**
GRANJO

HAVAIANAS' STRENGTH AND POTENTIAL

Solid financial profile with strong free cash flow

HAVAIANAS BRAND IS STRONGER THAN EVER,
INSPIRED BY PEOPLE IN BRAZIL AND AROUND THE WORLD



STRATEGIC PILLARS PROGRESS

Sustainable value creation model with high economic profit

GLOBAL

HAVAIANAS NET REVENUE

BRAZIL

+34% vs. 2Q19
+25% vs. 1H19



INTERNATIONAL

+84% vs. 2Q19
+71% vs. 1H19

DIGITAL

TOTAL ONLINE SALES

~3x
vs. 2Q19

TOTAL BRAND REVENUE

20% 15%
2Q21 1H21

ACCELERATION OF THE DIGITAL TRANSFORMATION ACQUISITION OF

ioasys
By humans. For humans.

SUSTAINABLE

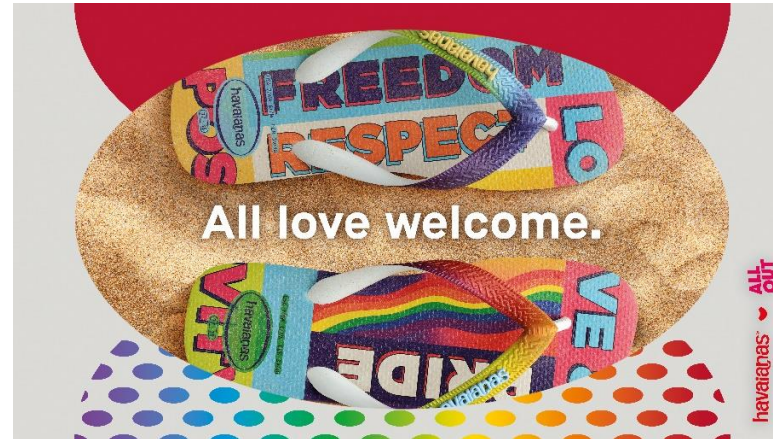


CIRCULAR ECONOMY

havaianas



repassa

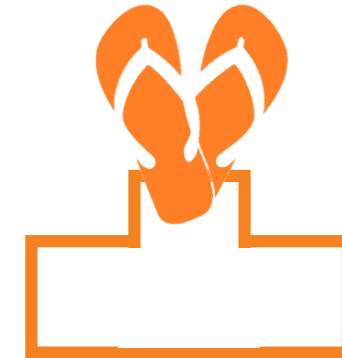


BRAND PURPOSE



SUSTAINABLE MATERIALS

INNOVATIVE



HAVAIANAS AMONG THE THREE MOST LOVED BRANDS BY BRAZILIANS*



GLITTER ~6 MILLION OF PAIRS SOLD IN 2021



SANDALS

2 VOLUME X HIGHER vs. 2Q20

8 MORE STYLES X vs. 2Q20

*Source: Ecglobal



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