

NATURA &CO HOLDING S.A.

CNPJ/ME No.
32.785.497/0001-97

Publicly Held Company

NIRE 35.3.0053158-2

**Extract of the Minutes of the Ordinary Board of Directors' Meeting
held on May 12, 2025**

I. Date, Time and Place: On May 12, 2025, at 6pm, at the headquarter of Natura &Co Holding S.A. ("Company")

II. Call Notice: The summons for the present Board of Directors meeting was made in accordance with the provisions of Article 15, §2º, of the Company's Bylaws.

III. Quorum: The majority of the members of the Company's Board of Directors were present, namely: Guilherme Peirão Leal, chairman of the meeting and Co-chairman of the Board of Directors; Antonio Luiz da Cunha Seabra and Pedro Luiz Barreiros Passos, Co-President of the Board of Directors; Fábio Colletti Barbosa, Director; Gilberto Mifano, Independent Director; Bruno de Araújo Lima Rocha, Independent Director; Maria Eduarda Mascarenhas Kertész, Independent Director. Also present was Mr. Moacir Salzstein, Secretary of the meeting.

IV. Presiding Board: Mr. Guilherme Peirão Leal chaired the meeting and invited Mr. Moacir Salzstein to act as secretary.

V. Agenda: To resolve on: (i) the resignation of Mr. Guilherme Strano Castellan from the positions of Chief Financial Officer and Investor Relations Officer of the Company, pursuant to the resignation form submitted to the Board of Directors on this date; (ii) as a result of the resignation submitted, the election of Ms. Silvia Lopes Vilas Boas Magalhães to the positions of Chief Financial Officer and Investor Relations Officer of the Company; and (iii) the ratification and consolidation of the composition of the Company's Statutory Executive Board.

VI. Resolutions: After the discussions relating to the matters contained in the agenda, the members of the Board of Directors unanimously resolved, without reservation:

- (i) **To signify the resignation from the positions of Chief Financial Officer and Investor Relations Officer of the Company submitted by Mr. Guilherme Strano Castellan**, Brazilian, married, business administrator, holder of identity card RG nº 4788627-7, SSP/SC, registered with the CPF/MF under nº 310.505.638-67, with professional address in the city of São Paulo, state of São Paulo, at Avenida Alexandre Colares, nº 1.188, Parque Anhanguera, CEP 05106-000, according to the resignation form submitted to the Company on this date and with effect from this date;
- (ii) As a result of the resignation submitted, **to elect to the positions of Chief Financial Officer and Investor Relations Officer of the Company Ms. Silvia Lopes Vilas Boas Magalhães**, Brazilian, married, engineer, holder of identity card RG nº 6.615.771 SSP/MG, registered with the CPF/MF under nº 988.187.756-34, with a professional address in the city of São Paulo, state of São Paulo, at Avenida Alexandre Colares, nº 1188, Parque Anhanguera, CEP 05106-000.

Ms. Silvia Lopes Vilas Boas Magalhães takes office in the positions for which she was elected on this date, with a term of office unified with that of the other members of the Company's Executive Board, i.e. until April 26, 2026.

The investiture in the position of Investor Relations Officer will be made by signing (a) a declaration that she has the necessary qualifications and meets the requirements established in articles 146 and 147 of Law No. 6,404 of 1976, for the exercise of said position, and that she does not have any legal impediment that would prevent her election, under the terms of CVM Resolution No. 80, of March 29, 2022; and (b) an instrument of investiture, drawn up in the minutes book of the Board of Directors and filed at the Company's headquarters;

(iii) By virtue of the above resolutions, **to ratify and consolidate the composition of the Company's Statutory Board:**

Mr. Fábio Colletti Barbosa, Brazilian, married, business administrator, holder of identity card RG nº 5.654.446/7, registered with the CPF/MF under nº 771.733.258-20, as Chief Executive Officer;

Mrs. Silvia Lopes Vilas Boas Magalhães, qualified above, Chief Financial and Investor Relations Officer;

Mr. Itamar Gaino Filho, Brazilian, married, lawyer, holder of identity card RG nº 25.053.367-4 SSP/SP, registered with OAB/SP under nº 162.292 and with the CPF/ME under nº 272.341.378-07, Legal and Compliance Director;

Mr. João Paulo Brotto Gonçalves Ferreira, Brazilian, married, electrical engineer, holder of identity card RG nº 16.356.342 SSP/SP, registered with the CPF/MF under nº 050.269.878-00, Executive Director for Latin America;

Mr. Moacir Salzstein, Brazilian, married, chemical engineer, holder of identity card RG nº 6.674.323-0 SSP/SP, registered with the CPF/MF under nº 036.269.088-01, Director of Corporate Governance;

All with a business address on in the city of São Paulo, state of São Paulo, at Avenida Alexandre Colares, nº 1.188, Parque Anhanguera, CEP 05106-000.

VII. Closing: The Chairman thanked everyone for being present and declared the meeting adjourned, suspended the meeting for these minutes to be drafted, which, after being read, discussed and found to be in order, were approved and signed by the board and by the attending members.

I hereby attest that this document is an extract from the Minutes of the Ordinary Board of Directors' Meeting held on May 12, 2025.

São Paulo, May 12, 2025.

Moacir Salzstein
Secretary