



Natura Cosméticos S.A.

**Sustainability-Linked Bond
Framework**

April 2021

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1. Introduction

1.1. Background and missions¹

Natura Cosméticos S.A. ("Natura Cosméticos" or the "Company") was founded in Sao Paulo, Brazil in 1969 and in just over 50 years has grown into Brazil's largest multinational player in the cosmetics sector. Natura Cosméticos is a wholly owned subsidiary of Natura &Co Holding ("Natura &Co"), the fourth-largest pure play beauty group in the world made up of four iconic beauty companies: Natura, The Body Shop, Aesop and Avon.

History and Organizational Structure:

Natura Cosméticos has made key strategic acquisitions of Aesop, The Body Shop and Avon to advance the Company's goal: **Creating the best beauty group FOR the world.**



The Company's corporate structure changed following the acquisition of Avon. The acquisition, which was completed in January 2020, involved a share exchange and the creation of Natura &Co, which became the holding company of both Avon and Natura Cosméticos. Natura Cosméticos, in turn, controls Aesop and The Body Shop. The following chart sets out Natura &Co's corporate structure:



¹ Natura Cosméticos: <https://naturaeco.com/en/brands/natura/>

1.2. Sustainability Vision 2030: Commitment to Life²

All of the Natura &Co brands are united in the belief that there is a better way of living and doing business, committed to generating positive economic, social and environmental impact.

The Natura &Co Commitment to Life, released in June 2020, sets out our commitments over the next 10 years to tackle some of the world's most pressing issues:

- addressing the **climate crisis** and protecting the **Amazon**
- ensuring **equality** and **inclusion**
- shifting our business towards **circularity** and **regeneration**

Our approach calls for an all-encompassing business model that restores more than it depletes.

To Address the Climate Crisis and protect the Amazon

Net Zero greenhouse gas emissions



- Contribute to limiting global warming to 1.5 degrees celsius, 20 years ahead of United Nations ("UN") Commitment
- Science Based Targets Initiative ("SBTi") verified targets for all companies within Natura&Co
 - Scope 1: direct company emissions (owned or controlled sources)
 - Scope 2: purchased energy
 - Scope 3: upstream (all third-party company activities and suppliers)
 - Scope 3: downstream (consumers, waste disposal, etc.)

Protect the Amazon

- Expand influence to protect forest areas from 1.8 million to 3 million hectares, and increase our work with local communities from 33 to 40 communities
- Increase revenue streams with 55 bio-ingredients (from 38)
- Share at least R\$60 million by 2030 in value with communities (from R\$33 million in 2019), considering shared value through value chain as purchased raw materials, access and benefit sharing payments and studies/technical support for communities
- Foster collective efforts towards zero deforestation by 2025

Help create Science Based Targets for Biodiversity

- Help create targets with a network of partnerships established through 2023
 - UEBT – The Union for Ethical Biotrader
 - SBTN – Science Based Targets Network
 - WEF – Business for Nature Coalition
- Expand from Natura Cosméticos 16 year payment of ABS (access and benefit sharing) to the entire Natura &Co group by 2025, in line with the UN Convention on Biological Diversity and the Nagoya Protocol

² Sustainability Vision 2030 – Commitment to Life: <https://api.mziq.com/mzfilemanager/v2/d/9e61d5ff-4641-4ec3-97a5-3595f938bb75/31213384-235e-a318-b58a-27782c1b1cbd?origin=1>

To Defend Human Rights and be Human-Kind



Our people

- Gender balance: from 35% women on board of directors/senior leadership positions to 50% by 2023
- Equitable pay, closing the gender gap by 2023
- Work towards 30% inclusion, in management, of under-represented groups: racial or ethnic, sexual diversity and gender identity (LGBTI), socioeconomically disadvantaged, physical or mental disability
- Living wage (or above) for all by 2023

Our wider network

- Measurable gains for consultants/representatives and sourcing communities (earnings, education, health and digital inclusion)
- Increase investments in key causes by 20% to US\$600 million by 2030. Key causes include sourcing communities, breast cancer awareness, domestic violence and education
- Promote our trusted and reliable model for the future of direct sales

Intolerance to Human rights infringement

- Full traceability and/or certification for critical supply chains by 2025:
 - Palm Oil, Mica, Paper, Alcohol, Soy and Cotton
- Adopt robust Human Rights policy in line with UN Guiding Principles by 2023

To Embrace Circularity and Regeneration



Packaging Circularity

- 20%+ less packaging material (in weight) by 2030
- 50% (in weight) of all plastic used to be of recycled content by 2030
- 100% of all packaging material: reusable, recyclable or compostable by 2030
- Offset through "collection and reuse" programs to reach 100% responsible disposal where recycling infrastructure is not available by 2030

Formula Circularity

- 95%+ renewable or natural ingredients by 2030
- 95%+ biodegradable formulas (rinse off) by 2030
- 100% of new formulas will have lower environmental footprint, measured by life cycle analysis by 2025

Investment in Regenerative Solutions

- Invest US\$100 million (or more) in developing solutions, such as:
 - Biotechnology e.g. from waste to ingredients, plastics, etc.
 - Regenerative agriculture in deforested areas to reduce use of chemicals and create alternative to monocultures
 - Creation of revenue streams (new ingredients) that are renewable more economically attractive than deforestation

1.3. Sustainability at Natura Cosméticos

Natura Cosméticos for the purposes of this Framework should not be considered as a consolidated group, but as an individual company.

Natura Cosméticos is known for the way it integrates sustainability into its business model. The Company has been carbon neutral since 2007, and is a signatory to Transform to Net Zero, a coalition of global corporations and world leaders dedicated to accelerating the world transition to a low carbon economy by 2050. In 2014, Natura Cosméticos became the first publicly traded company to achieve B Corporation certification.

Natura Cosméticos has adopted a "Sustainable Supply Chain" strategy to select and develop suppliers based on a methodology for evaluating social and environmental aspects. These social and environmental aspects are converted into monetary values for assessment. Using this methodology, which was developed with the help of international specialists and suppliers, the Company can perform a better assessment of the potential environmental and social impacts of its supply chain. This also allows the Company to develop plans for its supply partners to manage their main social and environmental indicators and commit to making further investment to matters such as education for employees, labor safety and private social investment.

The Company considers the market, financial, social, environmental, occupational health and safety and quality factors, in addition to other legal requirements, when managing supplier risks under the Natura Cosméticos brand. Furthermore, all agreements with suppliers contain clauses regarding human rights issues, such as child labor and work analogous to slavery. Natura Cosméticos has a zero tolerance policy with respect to human rights violations.

In 2019, Natura Cosméticos' stock was included for the 15th year in the Brazilian stock exchange's Corporate Sustainability Index. Since 2014, Natura Cosméticos has been listed on the Dow Jones Sustainability Index as the only company from the *Household and Personal Products* segment in emerging markets. The Dow Jones Sustainability Index is a benchmark for investors who base their investment decisions on social and environmental aspects.

As a result of Natura Cosméticos' efforts to reduce greenhouse gas ("GHG") emissions and combat climate change, the Company received one of the most important global awards in this area, granted by the United Nations ("UN") at the 2019 UN Global Climate Action Awards (Climate Neutral Now category). This constitutes public recognition on a global scale of the Company's initiatives to reduce and offset GHG emissions under its Carbon Neutral Program, in place since 2007. Natura Cosméticos was the only Brazilian company featured on the list of 15 winning initiatives. In all, 670 projects were submitted. The list of winners was disclosed in September 2019, at Climate Week NYC, a UN event. The award presentation ceremony took

place during the United Nations Climate Change Conference (COP 25), in December 2019 in Madrid.

For 11 years Natura Cosméticos has been listed as one of most sustainable companies in the world on the Global 100 ranking of the Canadian media and research company Corporate Knights. Natura Cosméticos is the only Brazilian company from its sector featured on the list, which assesses approximately 7,500 companies from 21 countries.

We were also elected one of the most ethical companies in the world by the Ethisphere Institute, a global organization committed to enhancing business practices. In April 2020, we came first in the Merco Corporate Reputation Monitor. This was the sixth edition of this survey in Brazil, and Natura Cosméticos led the ranks in every category. João Paulo Ferreira, CEO of Natura &Co Latin America, was recognized as one of the 10 business leaders with the best reputation in Brazil.

Natura Cosméticos and the Amazon

Our actions in the Amazon region are based on the three fronts of the **Natura Amazonia Program**: (1) science, technology and innovation; (2) social biodiversity production chains; and (3) institutional reinforcement. Our work respects natural cycles, contributes to the preservation of the rainforest and supports Natura Cosméticos' community partners. Our strategy involves scientific research, technology and innovation, traceability in supply chains sourcing ingredients from local communities, income generation and valuing indigenous ways of life, knowledge and practices.

Natura Cosméticos activities and involvement in the Amazon region, in partnership with supplier communities, non-governmental organizations and public authorities, has already contributed to the conservation of 2.0 million hectares of forest land. This area is equivalent to half the size of Holland or 12 times the size of the city of São Paulo.

Due to rising levels of illegal deforestation and burning affecting various states in the north Brazil in 2019, Natura Cosméticos is taking urgent action to contribute to the conservation of the Amazon region and certain other territories, through interactions with supplier communities and support to socioeconomic development and biodiversity conservation projects.

In August 2020, we disclosed the Company's official positioning on deforestation and publically stated our belief that the world's future depends on conservation of the forest.

1.4. Sustainability governance

Management and decision making on sustainability-related topics, including the effects of climate change on the business, are shared by leaders and teams across the organization. Accordingly, there is no specific sustainability committee in our governance structure. We identify and prioritize the main socio-environmental challenges for our business through the

scope of the 2050 Vision and the Company's Strategic Planning. Commitment to these goals also influences executives' variable compensation (e.g. by taking certain social and environmental targets, such as GHG emissions, into account). Moreover, the status of our sustainability ambitions and the 2050 Vision is presented to the Executive Committee on a monthly basis and to the Board of Directors on a quarterly basis.

A working group involving risk management, internal controls and the Sustainability areas undertook an exercise to map risks and opportunities due to climate change. The work was based on the recommendations of the Task Force on Climate-related Financial Disclosures, a global movement that Natura Cosméticos joined in 2017, which pursues the development of standards for the disclosure of climate-related financial risks.

1.5. Rationale for issuing Sustainability-Linked Bonds

In order to demonstrate a commitment to sustainability and to concretely link our financing to core objectives of Natura &Co's Sustainability Vision 2030, Natura Cosméticos has developed a Sustainability-Linked Bond ("SLB") Framework in accordance with the Sustainability-Linked Bond Principles ("SLBP") 2020³ as administered by the International Capital Markets Association ("ICMA").

The following five components form the basis of the Framework:

1. Key Performance Indicators ("KPIs")
2. Sustainability Performance Targets ("SPTs")
3. Bond Characteristics
4. Reporting
5. Verification

2. Natura Cosméticos Sustainability-Linked Bond Framework

We may issue SLBs from time to time and this Framework outlines our approach. Prior to issuing a SLB, Natura Cosméticos may use a selection of one or more of the following KPIs, which are core, relevant and material to the Company's business. There is no assurance that the proceeds of any SLB will be allocated toward green or social projects.

The KPIs and SPTs set out in this Framework will remain applicable throughout the tenor of any security issued under the Framework, regardless of any changes to the sustainability strategy of Natura Cosméticos. Any new or updated Sustainability-Linked Bond Framework, related or not to any future capital markets transactions, shall not have any effects on the SLBs issued under this Framework.

³ SLBP 2020 : <https://www.icmagroup.org/assets/documents/Regulatory/Green-Bonds/June-2020/Sustainability-Linked-Bond-PrinciplesJune-2020-100620.pdf>

2.1. Key Performance Indicators (KPIs)

Boundary definition for KPI measurement: Natura &Co's Sustainability Vision 2030 goals are group wide and all brands will meet the commitments by 2030. The KPIs defined in this section 2.1 will address the Natura Cosméticos business, excluding Avon, The Body Shop and Aesop. The perimeter of the KPIs may change if there is a material change to Natura Cosméticos business, such as through a material acquisition or divesture of assets.

Rationale: Natura Cosméticos represents the most material portion of the holistic business (Natura Cosméticos, The Body Shop and Aesop). In 2020, Natura Cosméticos made up 75% of the total units of products sold. Additionally, Natura Cosméticos represents 74% of the total consumption of plastics.

As a part of the overall integration of Natura Cosméticos, Avon, The Body Shop and Aesop businesses, the company is in the process of implementing a group-wide methodology for the calculation of the below KPIs, in addition to the other KPIs set out in Natura &Co's Sustainability Vision 2030. As this process is implemented and audited, Natura Cosméticos will seek to make more reporting available on its other brands.

KPI #1: Scopes 1, 2 & 3 GHG emissions intensity (in tonnes CO₂ per tonnes product billed)

Rationale: It is vital to reduce GHG emissions to combat climate change. Natura Cosméticos is committed to not only reducing GHG emissions in its own operations (Scope 1 and 2), but also throughout the value chain (Scope 3 – excluding Use phase). In 2007 Natura Cosméticos launched its Carbon Neutral Program to address three main areas:

1. Mapping of emissions throughout the value chain
2. Constant pursuit of emissions reductions
3. Offsetting emissions that cannot be avoided

The role Natura Cosméticos plays in the Amazon biome is also an integral part of combating climate change. In our offsetting program we seek to support projects that help keep the forest standing. Furthermore, we maintain a platform to share our knowledge from emissions neutralization with other companies and encourage the adoption of a low carbon economy.

This KPI is aligned with the following United Nations Sustainable Development Goals⁴ ("UN SDGs"):

- SDG 7: Affordable and Clean Energy. Target 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix. Target 7.3 By 2030, double the global rate of improvement in energy efficiency;
- SDG 9: Industry, Innovation and Infrastructure. Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency

⁴ United Nations Sustainable Development Goals: <https://sdgs.un.org/>

and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries acting in accordance with their respective capabilities.

Definition and methodology for KPI measurement: Scope 1 GHG emissions represent direct emissions, Scope 2 emissions represent indirect emissions from the acquisition of energy and Scope 3 represents all other upstream (all company activities and suppliers) and downstream (consumers, waste disposal, etc.) emissions. Natura Cosméticos complies with GHG Protocol⁵ standards and the principles of Brazil's ABNT NBR ISO 14064-1 standard, which establish rules for their conception, development, management and elaboration.

Scope: 96% of Natura Cosméticos carbon footprint is from Scope 3 emissions, with Scope 1 & 2 making up 2% respectively. The largest contributors are:

Product - Packaging	33%
Product - Raw Material	24%
Transports (Distribution and Exports)	19%
Printed & Support Material (Catalogues, Boxes and Bags)	17%
Others (including Energy Consumption)	7%

KPI #2: Post-consumer recycled ("PCR") plastic used in plastic product packaging (in %)

Rationale: Offering the most, using the least and reducing excesses is one of the foundational principles for Natura Cosméticos. We were pioneers in the use of refillables 35 years ago. To prioritize renewable or recyclable material, as well as reducing packaging material volume, we adopt a systemic approach to diminishing our environmental footprint, using and reusing materials already present in the production process.

To solidify this commitment, in 2018 Natura Cosméticos became a signatory to the Ellen MacArthur Foundation's ("EMF") New Plastics Economy Global Commitment⁶ which is designed to accelerate a transition to a circular economy.

This KPI also advances Natura Cosméticos More Beauty, Less Waste cause in which we invite our consumers and society in general to reflect on their choices and habits beyond the consumption of our products.

This KPI is aligned with the following United Nations Sustainable Development Goal:

- SDG 12: Responsible Consumption and Production. Target 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse

Definition and methodology for KPI measurement: the proportion of absolute post-consumer recycled plastic used in finished product plastic packaging in relation to total absolute amount of plastic packaging materials. This KPI is applicable to Natura Cosméticos entire product portfolio.

⁵ Brazilian GHG Protocol: <https://ghgprotocol.org/>

⁶ <https://www.ellenmacarthurfoundation.org/our-work/activities/new-plastics-economy>

Scope: Plastic is the most widely used packaging product in our portfolio and the second most used in volume. Plastic packaging represents 27% of Natura Cosméticos waste, which amounts to 11,178 tonnes of material in 2020.

2.2. Sustainability Performance Targets (SPTs)

Baseline for SPTs: Natura Cosméticos will use 2019 as a baseline for the SPTs. 2019 was chosen because business performance in 2020 is considered an outlier due to the effects of the COVID-19 pandemic. As a result of COVID-19 our business experienced a significant increase in demand for basic hygiene products (hair and body care, soaps and refills). When compared to luxury products, basic hygiene products have a lower carbon footprint as they generally use lighter packaging. Additionally, packaging materials have a lower carbon impact due to projects incorporating PCR and green plastic over recent years. We reduced the number of printed catalogues and catalogue pages as a result of the COVID-19 pandemic, as well as decrease energy consumption, global air travel, executive fleet and private transportation emissions reduction.

SPT #1: Reduce Scopes 1, 2 & 3 GHG emissions intensity by 13% by 2026 (baseline year: 2019)

This reduction target is a science based target and an interim target on Natura Cosméticos path towards net-zero GHG emissions by 2030, aligned with a global temperature rise of 1.5 °C. In Natura & Co's Sustainability Vision 2030 the company commits to all brands transitioning to net-zero by 2030.

Historical Performance:

	2018	2019	2020	2026 Target
Relative emissions (tonnes CO2e/ tonnes of product billed)	3.14	3.18	2.85	2.76

Natura Cosméticos implemented the following measures to reduce GHG emissions but remain engaged in the pursuit of new solutions to throughout our value chain.

- Increase the portfolio of lower impact products (PCR incorporation, reusable solutions and regenerative ingredients);
- Use more renewable energy (investments in energy efficiency and clean energy such as I-RECs and PPAs for solar/wind power);
- Reduction in air freight for exports (group integration process should amplify our capacity to manufacture in countries, reducing export needs);
- Improve logistics efficiency and optimization (group integration process already optimizes routes and distribution. Investments will be needed to electrify fleet and expand the use of biofuels);

- Increase the digitalization of sales channel (moving towards the future of direct sales in line with GHG intensity reduction); and
- Implement an internal carbon price to evaluate reduction projects.

Natura &Co has also committed to having their GHG emission reduction targets verified by the Science Based Targets initiative⁷ ("SBTi") and expects to publish verified targets which cover all brands (including Natura Cosméticos) by the end of 2021. In 2022, Natura Cosméticos intends to evaluate if the group-wide carbon emissions reduction targets adopted by Natura &Co as a part of its SBTi approval process imply a materially different trajectory for Natura Cosméticos GHG emissions intensity reduction from the SPT stated in this Framework. If necessary, Natura Cosméticos is committed to modify the SPT to appropriately reflect a similar or more ambitious level of reduction as its verified SBTi targets for the Natura Cosméticos business. Any such changes will be communicated within the annual reporting.

SPT #2: Reach 25% of PCR plastic usage in plastic product packaging by 2026

Natura Cosméticos is an innovation leader in packaging and is committed to achieving full packaging circularity. This is an interim target *en route* to achieving 50% PCR plastic used for all brands by 2030, set in Natura &Co's Sustainability Vision 2030. Additionally, this target is aligned with Natura Cosméticos' actions under the Ellen MacArthur Foundation's New Plastics Economy Global Commitment⁸, Natura Cosméticos will also seek to:

- Eliminate problematic or unnecessary plastic packaging
- Move from single-use towards reuse models
- 100% reusable, recyclable or compostable plastic packaging

Historical Performance:

	2018	2019	2020	2026 Target
PCR plastic used in finished plastic product packaging (%)	5%	9%	16%	25%

Natura Cosméticos has a multidisciplinary committee comprising of employees from the design, environmental, packaging development, consumer experience and sustainability areas, focused on identifying more circular packaging solutions and defining commitments and guidelines that will enable us to reduce our environmental footprint. As a commitment to governance, incorporating PCR plastic is monitored internally as part of a portfolio dashboard. New product developments are evaluated by sustainability and packaging areas to guarantee adherence to renewing portfolio strategies and targets as the portfolio is renewed. Natura Cosméticos has implemented the following measures to achieve this SPT:

- Development of new recycled resins such as polyethylene and incorporating PCRs PET in other product categories currently using virgin plastic;

⁷ <https://sciencebasedtargets.org/>

⁸ Natura Cosméticos EMF Organisation report for 2020: <https://www.ellenmacarthurfoundation.org/resources/apply/global-commitment-progress-report/organisation-reports/report/ppu/recFE7ybSXe2A2b70>

- Increase the percentage of recycled PET in products that already have recycled PET in its packaging;
- Expand the incorporation of recycled polypropylene (PP) in products that use virgin polypropylene;
- Develop and validate technically the use of recycled polyethylene (PE) in product packaging;
- Natura Innovation Challenge – Zero Waste Packaging: innovation challenges to incentivize open innovation contribution to create packaging solutions;
- Developing solutions that do not require packaging (naked products);
- Natura Elos Program: reverse logistics program, recovers and builds up volume of post consumed recycled materials so it can be incorporated in packaging; and
- As a broader strategy, Natura Cosméticos is involved in the development of the Plastics Pact for Brazil.

Boundaries to achieve SPT 1 and 2: PCR supply chains have seen great impact in their operations due to COVID-19, and Natura Cosméticos has set a recovery action plan to re-establish those operations. However, for the Latin America region, 2021 is still challenging and uncertain as COVID-19 continues to have a great impact in the cooperatives of PCR material. Other solutions as green plastics have seen a rise in export demand as it became very competitive resin in the international market, limiting the supply for national demand.

2.3. Bond Characteristics

The characteristics of any security issued under this Framework, including a description of the selected KPI(s) or SPTs will be specified in the relevant documentation of the specific transaction (e.g. prospectus or other offering document of the relevant SLB).

If the SPT has not been reached at the target observation date, as per the annual reporting published following the target observation date, a premium will be payable by Natura Cosméticos. The mechanism for payment of the premium will be specified in the relevant documentation of the specific transaction and may include a step-up in the coupon payable.

2.4. Reporting

Natura Cosméticos will publish a Sustainability-Linked Bond Report to provide information to investors and other stakeholders about the implementation of Natura Cosméticos sustainability strategy, the progress made on the KPIs, and the achievement or not of the SPTs set out in this Framework and any transaction-specific documentation.

This Sustainability-Linked Bond Report will be published on Natura &Co's website⁹ after each calendar year-end at least until Natura Cosméticos has reported on the performance of the SPT on the stated SPT observation date for each SLB. Thereafter, Natura Cosméticos may provide updates related to its GHG emissions and recycled packaging performance through its consolidated annual sustainability reporting.

⁹ <https://ri.naturaeco.com/en/>

This information will form the basis for evaluating the impact on the bond characteristics as outlined in section 2.3, Bond Characteristics, and will contain all the information needed to assess if any changes to the financial characteristics are to be made.

The Sustainability-Linked Bond Report may include:

- Up-to-date information on the performance of each selected KPI, as per the relevant reporting period and when applicable, as per the target observation date, the calculation methodology and baselines;
- A verification assurance certificate relative to each KPI outlining the performance against each SPT; and
- Any additional relevant information enabling investors to monitor the progress of the KPI.

Information may also include when feasible and possible:

- Qualitative and/or quantitative explanations of the main factors behind the evolution of the KPIs;
- Illustration of the positive sustainability impacts of the performance improvement;
- Any reassessments of KPI perimeters and/or restatement of the SPT to align with Natura &Co's SBTi verified targets, if relevant; and/or
- Updates on new or proposed regulations from regulatory bodies relevant to the KPIs and the SPTs.

The performance level against each SPT for each KPI outlined above shall be verified by qualified external reviewer(s) with relevant expertise as described in the following section 2.5, Verification.

2.5. Verification

Post- Issuance Review of KPI against SPT

To provide transparency to investors and in alignment with the SLBP, Natura Cosméticos' performance against each SPT for each KPI at the relevant observation date will be verified by a qualified external and independent reviewer. The verification will be conducted with limited assurance and will be made publicly available on the Company's website.

In an effort to enhance the quality of Natura Cosméticos sustainability disclosures and strengthen its credibility, Natura Cosméticos will also seek assurance over the performance against each SPT in the annual reporting periods leading up to the SPT observation date.

Pre-Issuance Review of the Framework

The Framework has been reviewed by V.E. who provided a Second Party Opinion, confirming alignment with the SLBP. The Second Party Opinion report will be made publicly available on Natura Cosméticos website.

Disclaimer

This Sustainability-Linked Bond Framework (the "Framework") does not constitute a recommendation regarding any securities of Natura &Co, Natura Cosméticos or any affiliate of Natura &Co or Natura Cosméticos. This Framework is not, does not contain and may not be deemed to constitute an offer to sell or a solicitation of any offer to buy any securities issued by Natura &Co, Natura Cosméticos or any affiliate of Natura &Co or Natura Cosméticos. In particular, neither this document nor any other related material may be distributed or published in any jurisdiction in which it is unlawful to do so, except under circumstances that will result in compliance with any applicable laws and regulations. Persons into whose possession such documents may come must inform themselves about, and observe any applicable restrictions on distribution. Any bonds or other debt securities that may be issued by Natura &Co, Natura Cosméticos or its affiliates from time to time, including any Sustainability-Linked Securities, shall be offered by means of a separate prospectus or other offering document in accordance with all applicable laws, any decision to purchase any such securities should be made solely on the basis of the information contained in any such prospectus or other offering document provided in connection with the offering of such securities, and not on the basis of this Framework. The information and opinions contained in Framework are provided as of the date of this Framework and are subject to change without notice. None of Natura &Co, Natura Cosméticos or any of their affiliates assume any responsibility or obligation to update or revise such statements, regardless of whether those statements are affected by the results of new information, future events or otherwise. This Framework represents current Natura &Co and Natura Cosméticos policy and intent, is subject to change and is not intended to, nor can it be relied on, to create legal relations, rights or obligations. This Framework is intended to provide non-exhaustive, general information. This Framework may contain or incorporate by reference public information not separately reviewed, approved or endorsed by Natura &Co or Natura Cosméticos and accordingly, no representation, warranty or undertaking, express or implied, is made and no responsibility or liability is accepted by Natura &Co or Natura Cosméticos as to the fairness, accuracy, reasonableness or completeness of such information. This Framework may contain statements about future events and expectations that are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are generally identified through the inclusion of words such as "aim," "anticipate," "believe," "drive," "estimate," "expect," "goal," "intend," "may," "plan," "project," "strategy," "target" and "will" or similar statements or variations of such terms and other similar expressions. Forward-looking statements inherently involve risks and uncertainties that could cause actual results to differ materially from those predicted in such statements. None of the future projections, expectations, estimates or prospects in this document should be taken as forecasts or promises nor should they be taken as implying any indication, assurance or guarantee that the assumptions on which such future projections, expectations, estimates or prospects have been prepared are correct or exhaustive or, in the case of assumptions, fully stated in the Framework. No representation is made as to the suitability of any Sustainability-Linked securities to fulfil environmental and

sustainability criteria required by prospective investors. This Framework does not create any legally enforceable obligations against Natura &Co or Natura Cosméticos or any of their affiliates; any such legally enforceable obligations relating to any Sustainability-Linked Securities are limited to those expressly set forth in the legal documentation governing each such series of Sustainability-Linked Securities. Therefore, unless expressly set forth in such legal documentation, Natura &Co's or Natura Cosméticos' failure to adhere or comply with any terms of this Framework, including, without limitation, failure to achieve any sustainability targets or goals set forth herein, will not constitute an event of default or breach of contractual obligations under the terms and conditions of any such Sustainability-Linked Securities. Factors that may affect Natura &Co's or Natura Cosméticos' ability to achieve any sustainability goals or targets set forth herein include (but are not limited to) market, political and economic conditions, changes in government policy (whether with a continuity of the government or on a change in the composition of the government), changes in laws, rules or regulations, and other challenges.