

NATURA & CO HOLDING S.A.

CNPJ/ME No.
32.785.497/0001-97

Publicly-Held Company

NIRE 35.3.0053158-2

**Minutes of the Board of Directors' Meeting
held on October 7, 2021**

I. Date, Time and Place: October 7, 2021, at 7:00 p.m., Brasília standard time, by conference call.

II. Call Notice: Waived due to the attendance, through conference call, of all members of the Board of Directors, pursuant to paragraph 2, article 15 of the Bylaws of Natura & Co Holding S.A. ("Company").

III. Quorum: All members of the Company's Board of Directors were in attendance, namely: Guilherme Peirão Leal, Chairman of the meeting and Co-Chairman of the Board of Directors; Antônio Luiz da Cunha Seabra, Co-Chairman of the Board of Directors; Pedro Luiz Barreiros Passos, Co-Chairman of the Board of Directors; Roberto de Oliveira Marques, Executive Chairman of the Board of Directors; Gilberto Mifano, independent board member; Carla Schmitzberger, independent board member; Fábio Colletti Barbosa, independent board member; Jessica DiLullo Herrin, independent board member; Ian Martin Bickley, independent board member, Nancy Killefer, independent board member, W. Don Cornwell, independent board member, Andrew George McMaster Jr., independent board member and Georgia Garinois-Melenikiotou, independent board member. Mr. Moacir Salzstein, secretary of the meeting, was also present.

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

V. Agenda: To discuss the issuance of new common shares, with no par value, carried out in the period from (and including) July 1st, 2021 to (and including) September 30, 2021, as a result of the exercise of call options or options for the subscription of common shares issued by the Company, by the Company's managers and employees, as well as by the managers and employees of the companies directly or indirectly controlled by it, which participate in the current long-term incentive plans ("ILP Plans"), as authorized by the wording of article 6, paragraph 2, of the Company's Bylaws.

VI. Resolutions: After the analyses of the corresponding matters and the discussions on the items contained in the Agenda, the members of the Board of Directors unanimously approved, without reservation, and pursuant to the provisions of article 20, item (xiv) of the Company's Bylaws, subject to the limit of the Company's authorized capital, as set forth in article 6 of the Company's Bylaws, the issuance, without preemptive right, of 422,269 new registered common shares, without par value, at the total payment price of R\$6,803,804.13, subscribed by the managers and employees of the Company and of its directly or indirectly controlled companies, during the period from (and including) July 1st, 2021 to (and including) September 30, 2021, so that the Company's corporate capital was changed **from** R\$12,686,385,714.95, divided into 1,379,035,739 registered common shares, with no par value **to** R\$12,693,189,519.08, divided into 1,379,458,008 registered common shares, with no par value, as a result of the exercise of call options or options to subscribe common shares issued by the Company, by the Company's managers and employees, as well as by the managers and employees of its directly or

indirectly controlled companies, who participate in the ILP Plans. The new shares shall be entitled, under equal conditions as the currently existing common shares, to all rights granted to the latter, including dividends, interest on net equity and possible payments that may be declared by the Company after their date of issuance.

VII. Adjournment: The Chairman thanked everyone for being present and declared the meeting adjourned, but first he suspended the meeting so that these minutes could be drawn up, which, after being read, discussed and found to be in order, were approved and signed by the board and by the attending board members.

São Paulo, October 7, 2021.

These minutes are a true copy of the original drafted in the proper book.

Moacir Salzstein
Secretary