

Nature Transition Plan

natura

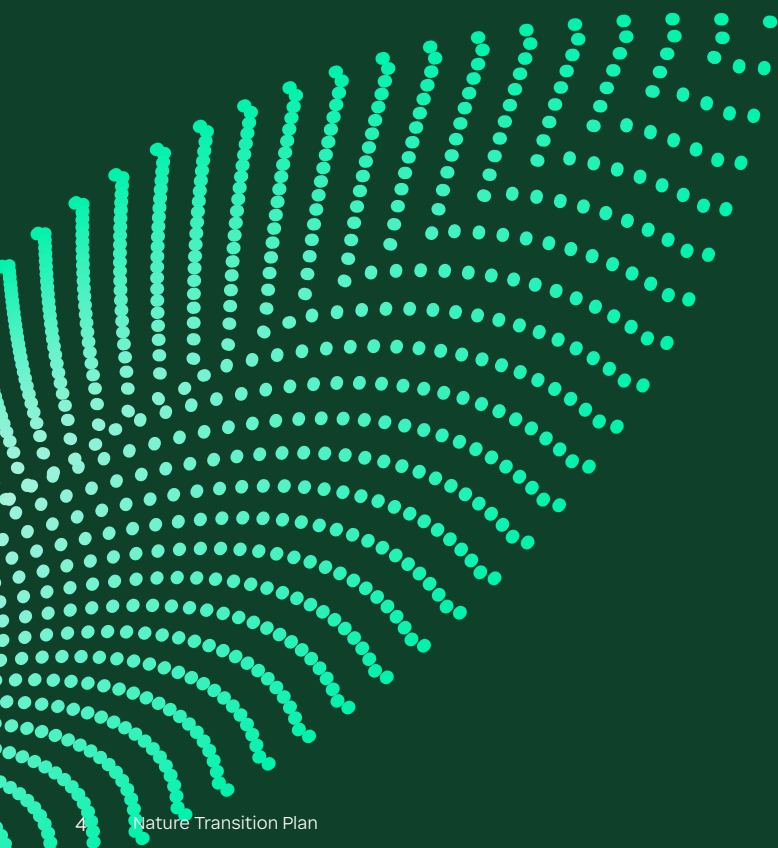


For an
inclusive and
regenerative
transformation

May 2026

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A photograph of a body of water with a blue boat on the left and a green boat on the right. The green boat contains four woven baskets filled with dark, round pearls. A wooden post is in the water between the two boats. The text "When relationships are healthy, life is inexhaustible and has enough power to respond to all multiple crises that lie before us." is overlaid on the left side of the image.

When relationships
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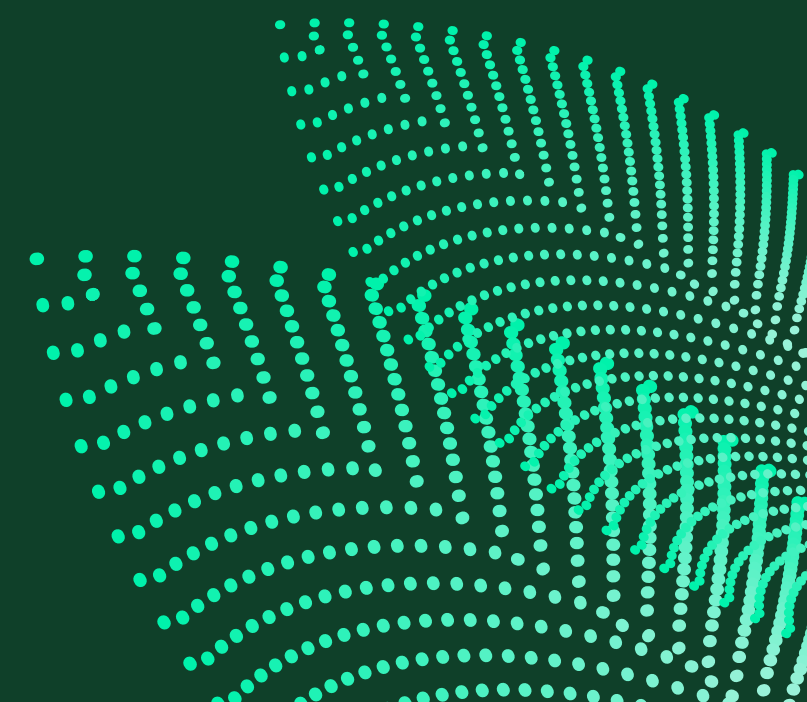
(2025-2050 Vision - Paths to Regeneration, by Natura)

Natura is a Brazilian multinational and a leader in the beauty and personal care sector in Latin America. It is also a benchmark in direct sales. It operates in eight Latin American countries and has an omnichannel business model. Its products can be purchased through more than 3 million Beauty Consultants in the region.

Since the acquisition of the pioneering North American cosmetics company Avon in 2020, the operations and practices of the two brands have been integrated in Latin America. Whenever possible, this document presents data corresponding to the combined operations (referred to simply as Natura).

However, depending on the year when they were obtained, some data still refer to Avon's activities before the integration. In these cases, we clearly distinguish which data refer to Natura and which refer to Avon.

natura



INTRODUCTION

Reaffirming our commitment
to nature, regeneration,
and people

Our relationship with nature goes beyond raw materials. It is at the heart of our history, shapes our worldview, and guides our strategic decisions. Since Natura was created, we have recognized that people's well-being is deeply connected to the health of the planet and the vitality of ecosystems. This interdependence guides our way of doing business.

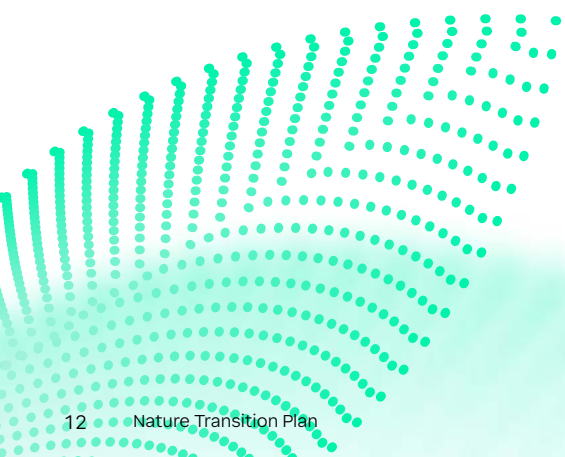
With every product we develop, every innovation we bring to market, and every decision we make, we renew our commitment to an economy that respects natural cycles, values the diversity of life, and creates conditions for us to live in harmony with nature. Biodiversity is the foundation that sustains Natura's economy and businesses. After all, our production chain depends directly on the ecosystem services generated from biodiversity, such as the provision of fresh water and the regulation of water flow and precipitation patterns. Without these services, our ability to innovate and deliver sustainable value to our customers would be at risk.

However, many signs indicate that nature is in danger. The Global Risks Perception Survey 2025, conducted by the World Economic Forum, warns of the risk of biodiversity loss and ecosystem collapse, which are among the greatest global risks of the next decade in Latin America and the Caribbean. These regions concentrate some of the greatest biological wealth on the planet and are home to Natura's main operations.

sixth mass extinction will occur on Earth (the only one not caused by extreme events such as meteor impacts or major geological changes). The current rate of species loss is estimated to be between 1,000 and 10,000 times faster than in normal periods. The main drivers (or "pressures") contributing to biodiversity loss are related to changes in terrestrial, aquatic, and marine ecosystems, such as changes in land use and occupation (e.g., deforestation), pollution, climate change, resource exploitation, and invasive alien species.

We understand that the root of this collapse is the dominant idea that we are separate from nature. This is a very limited view of existence. In fact, life is made up of relationships of mutual enrichment.

For Natura, this idea reinforces the path that it chose a long time ago: caring for biodiversity and nature ensures the future. Because our activities are based on nature, respecting its rhythms is imperative to us. By using regenerative solutions, valuing traditional knowledge, and promoting sustainable production chains, the company demonstrates that it is possible to transform risks into opportunities, driving innovation and positive impact for society and the planet.





Companies that fail to meet this challenge will face increasing financial, regulatory, and reputational risks. Then, we see the protection and regeneration of nature as a strategic opportunity to strengthen our leadership and create a positive impact.

With this Nature Transition Plan, the first developed by a company in Latin America, we aim to deepen our understanding of our business and its relationship with nature and improve the management of our nature-related impacts and dependencies. We also seek to align our efforts with a regenerative economy that benefits businesses, people, the planet, and life. This Plan expresses our commitment to creating sustainable value for everyone.

Together, we will
continue building a
future where nature and
businesses support
each other through
innovation, prosperity,
and purpose.



CHAPTER 1

Strategy and purpose for a
future in balance with life

Natura's business model is based on the sustainable use of biodiversity, relying on science, innovation, and the traditional knowledge of communities. In order to align this model with people and nature, we issued the first version of our Biodiversity Policy in 2009. In 2023, we updated it with the following specific objectives:

Contribute to achieving the 2050 Vision of the Kunming-Montreal Global Biodiversity Framework.

Integrate biodiversity guidelines into all our activities to move in order to halt and reverse nature loss.

Value socio-biodiversity and traditional knowledge.

Promote awareness of biodiversity and regeneration through our products and services.

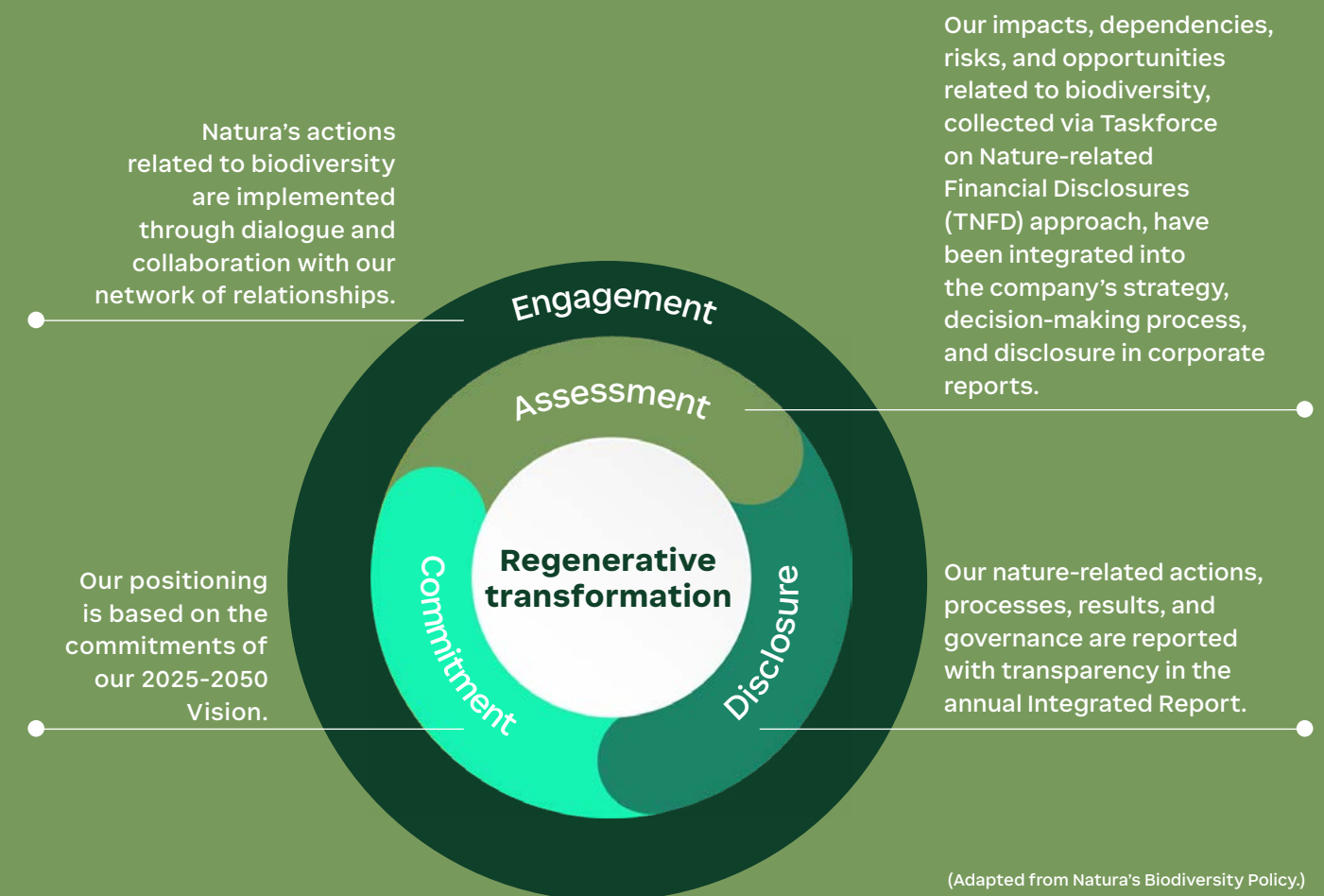
Connect nature, climate, and people.

The Policy applies to all our operations in Latin America and covers the activities of Avon and Natura in the region. Although each brand has its own approach to biodiversity, they are both on a regenerative journey that seeks to simultaneously benefit people and nature.

In 2025, we released another important document, the [2025-2050 Vision - Paths to Regeneration](#). It outlines our commitment to the continuous transformation of our business based on clear targets, so that every aspect of our work creates a positive impact.

Act to transform

Pillars of our actions in biodiversity and nature toward a regenerative transition



Following this path of regeneration is part of our existence. Rather than merely meeting goals, we seek to inspire a new relationship with nature for the future we want to leave for the next generations. Taking action today means sowing possibilities so that, in 2050, we can enjoy the results of a truly regenerative company — where every action, every product, and every decision is a source of life, abundance, and expanded well-being for everyone.

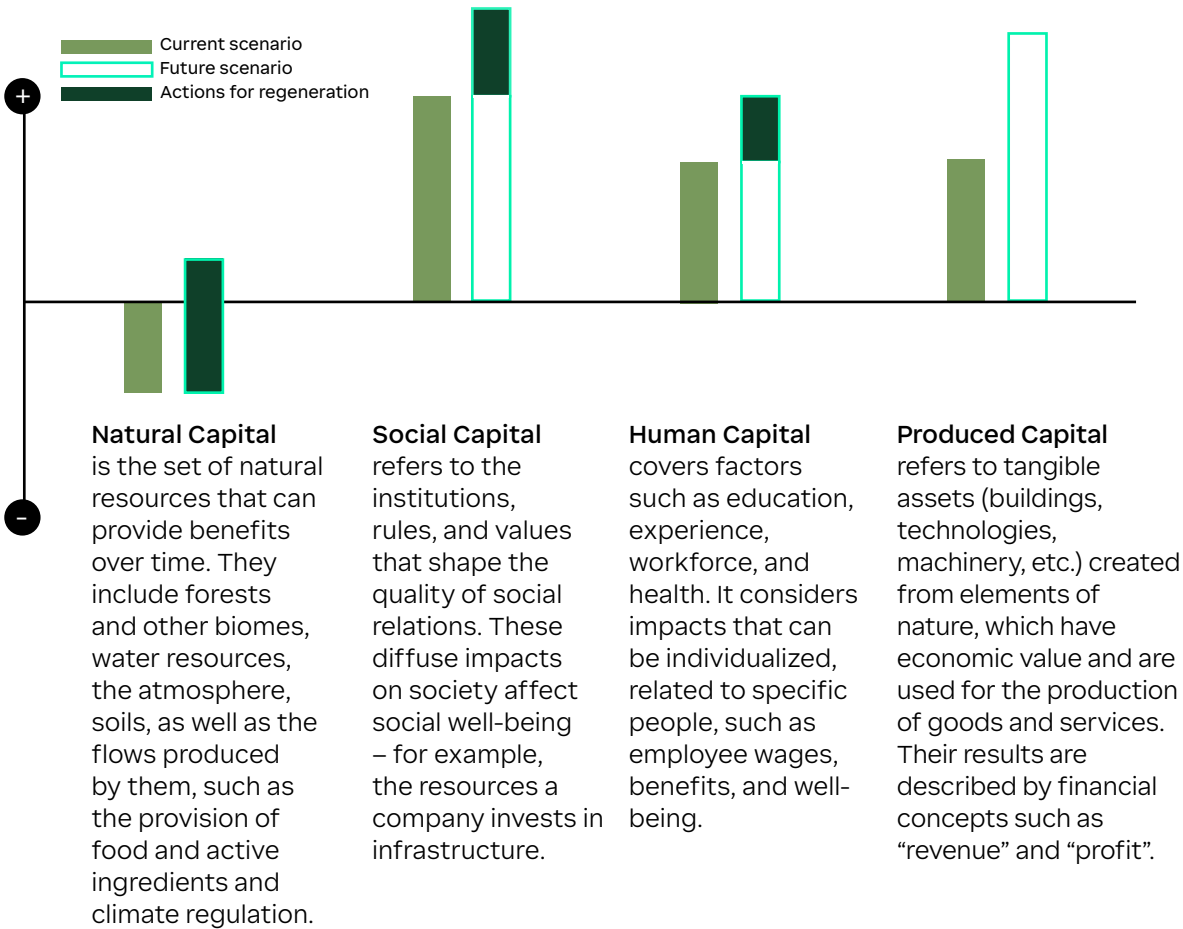


Since 2022, we have disclosed the results of the Integrated Profit & Loss (iP&L), a tool we use to express socio-environmental impacts in monetary terms. We found that our activities have already generated a positive balance (considering that the negative effects are offset by the positive effects).

The iP&L measures the social and environmental impacts generated by the business. In addition to Produced Capital, whose results are traditionally expressed in financial disclosures, it considers Natural Capital, Social Capital, and Human Capital. Although Natura already contributes positively to the latter two, when we focus solely on Natural Capital, we see that there is room for significant improvement. Our business will only be truly regenerative when we generate positive impacts in each capital individually. This is the path we want to follow with this Nature Transition Plan.

Our vision of regenerative business

The chart below shows where we are and where we want to be, as measured by iP&L

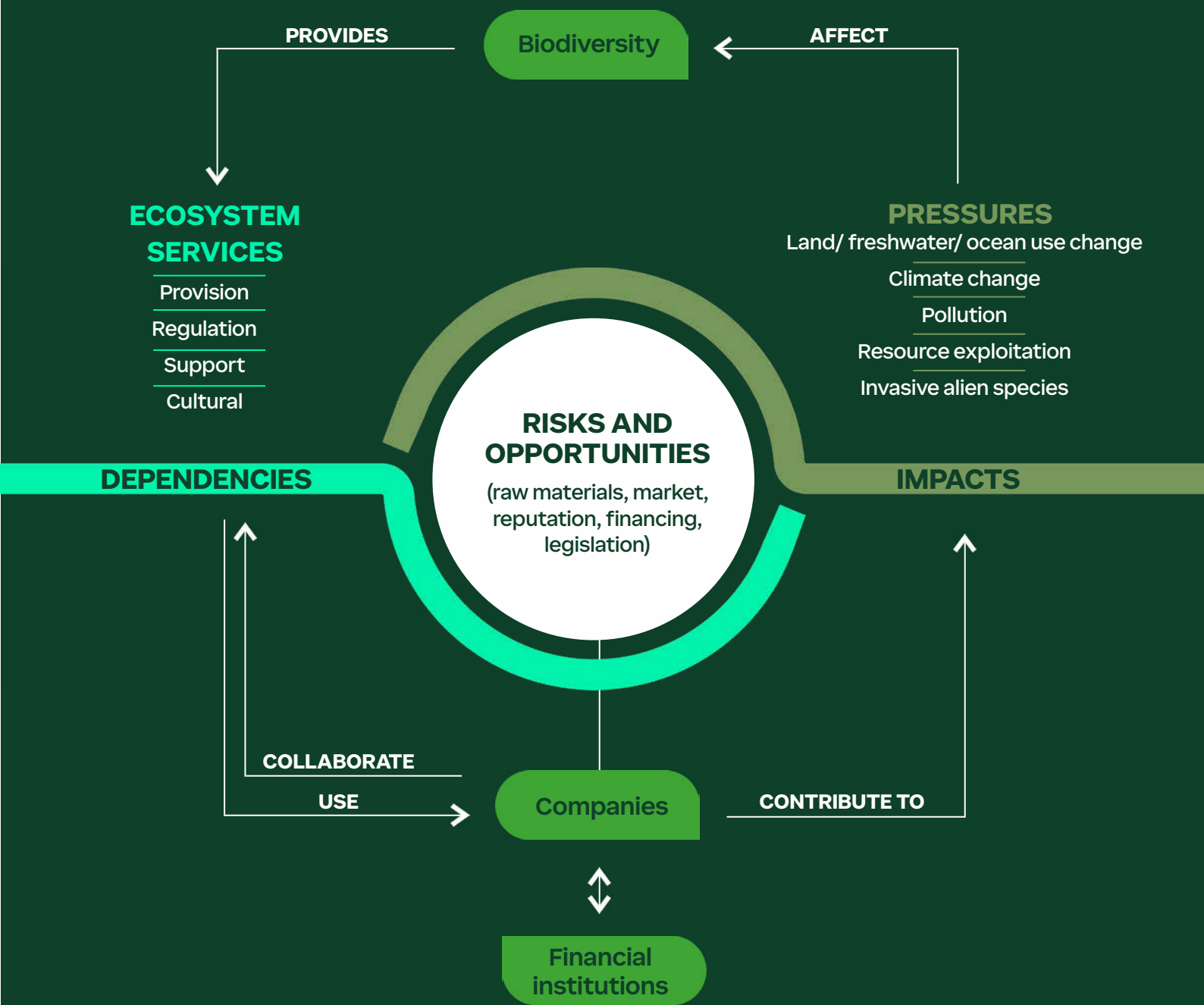


(Adapted from Natura's 2025-2050 Vision.)



Nature and businesses

A double materiality assessment:
impacts and dependencies



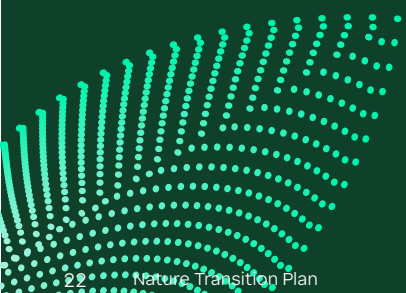
Global commitments and collective action

Since 2020, we have participated in discussions that led to the launch of the Taskforce on Nature-related Financial Disclosures (TNFD) framework. This initiative, complementary to the Taskforce on Climate-related Financial Disclosures (TCFD), provides guidelines for the assessment and disclosure of the most material issues associated with nature, using an approach integrated into the climate agenda.

In 2023, we committed to becoming early adopters of the TNFD to report our nature-related impacts and dependencies by 2025, based on its internationally recognized standard. It marked the beginning of our journey to map, assess, and report the most significant nature-related issues for our business, with the support of the consulting firm *I Care Brasil*. Also in 2023, we conducted an initial diagnostic assessment to evaluate Natura’s overall adherence to the TNFD guidelines.

In 2024, we started implementing the LEAP approach recommended by TNFD, which comprises four stages: Locate, Evaluate, Assess, and Prepare. It provided greater clarity on the intersection of nature, our direct operations, and our value chain, and helped identify priority areas for action based on a materiality assessment and interaction with ecologically sensitive sites. We also made progress in assessing nature-related impacts and dependencies, generating relevant information to refine our strategy.

Our [Climate Transition Plan](#) released in 2024 outlines Natura’s long-term decarbonization commitments, reaffirming our resilience in the face of the climate emergency and paving the way for a broader agenda.



In 2025, we focused on assessing nature-related risks and opportunities, their correlation with previously mapped climate risks, and defining action plans aligned with our Biodiversity Policy and the targets of our 2025-2050 Vision. As we advanced in this process, we reinforced our prominent role in the global environmental agenda, inspiring more companies to incorporate nature-related considerations into their financial and strategic decisions.

Now, we are taking a new and important step with this Nature Transition Plan, showing our progress toward integrated corporate planning that connects climate, nature, and human rights. It offers an insight into how nature has been integrated into the company's governance, strategy, and risk management processes.

It is crucial to assess nature-related issues (impacts, dependencies, risks and opportunities) in order to guide the construction of a future that balances human activities with ecosystems. This Plan provides transparency and visibility to this process. It brings us closer to achieving the Kunming-Montreal Global Biodiversity Framework (GBF) of 2022, which represents for nature what the Paris Agreement represents for the climate: a historic consensus that defines targets, principles, and commitments to protect nature by 2030 and restore ecosystems by 2050.

Natura has contributed to the achievement of several of the 23 targets proposed by the Global Biodiversity Framework, especially Target 15, which proposes that companies and financial institutions regularly monitor, assess, and disclose their nature-related risks, impacts, dependencies and opportunities.

Here is a brief history of Natura's journey in nature

1969

Natura is created, inspired by cosmetics and relationships.

1975

Natura starts to use plant-based ingredients.

1983

Natura becomes the first cosmetics company to use refills.



2000

Natura creates Ekos, a product line based on the socio-biodiversity of the Amazon.

2009

Natura releases its Biodiversity Policy.



2011

Natura creates the Natura Amazon Program.

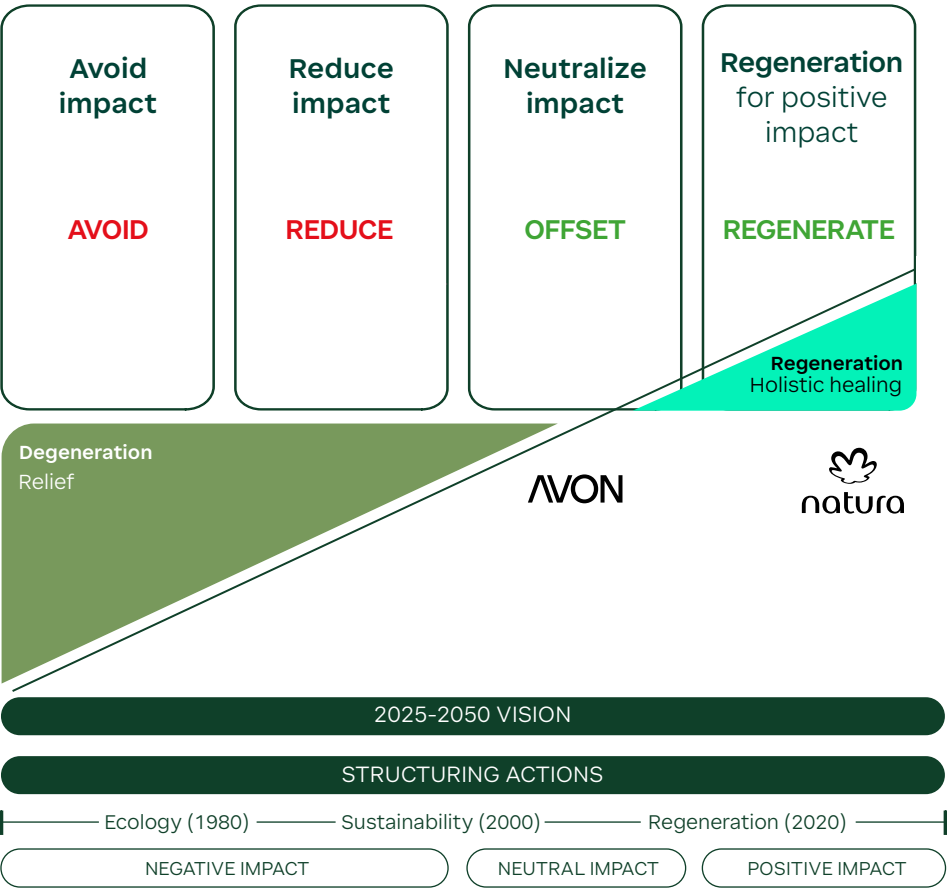
2014

Natura releases its 2050 Sustainability Vision and becomes the first publicly traded B Corporation.



Paths to Regeneration

A graphic representation of what we propose in our 2025-2050 Vision



We shifted from a model of action that only minimizes damage to one that generates positive impact and holistic healing. To guide our path toward regeneration, we adopted the Mitigation Hierarchy steps: avoid, reduce, offset and, finally, regenerate (see chart above).

Our aim is to contribute to the creation of a world in which companies routinely consider their socio-environmental impact, and where the financial system links profit with the generation of well-being and the conservation and regeneration of nature.



2018

Ekos earns the UEBT (Union for Ethical Biotrader) seal, attesting that its bio-ingredients are obtained through ethical methods.

2020

The Commitment to Life is launched, with socio-environmental targets for 2030; Natura joins the preparatory groups for the TNFD; the acquisition of Avon is completed.



2021

Natura publicly supports the official launch of the TNFD.

2022

Natura applies the science-based targets for nature (SBTN) (Scope 1 and 2) to the Ekos product line.



2023

We begin the first diagnostic assessment of adherence to the TNFD; the Biodiversity Policy is relaunched, in line with the Global Biodiversity Framework (GBF) for the topic.

2024

Natura is recognized among the 320 official early adopters of the TNFD at the World Economic Forum; we apply the LEAP approach; Natura launches the Climate Transition Plan.



2025

We publish 14 recommendations of the TNFD in our 2024 Integrated Report; Natura launches its 2025-2050 Vision – Paths to Regeneration and this Nature Transition Plan.





CHAPTER 2

Pillars of the Nature Transition Plan



What is the Nature Transition Plan?

In its Discussion Paper on Nature Transition Plans, of 2004, TNFD defines a Nature Transition Plan as:

“an aspect of an organization’s overall business strategy that lays out the organization’s goals, targets, actions, accountability mechanisms and intended resources to respond and contribute to the transition implied by the Global Biodiversity Framework”

This Nature Transition Plan outlines how Natura manages its nature-related impacts, dependencies, risks, and opportunities, aligned with the company’s 2025-2050 Vision and the Biodiversity Policy. It reinforces our responsibility to help reverse biodiversity loss by 2030 and create the conditions for nature to be fully restored by 2050, complying with the Global Biodiversity Framework.

In its vision of the future, TNFD presents several scenarios to be achieved by companies, value chains, projects, and others. One of them is “No Net Loss,” which is a less ambitious scenario where biodiversity losses would be fully offset by adopting conservation or regeneration measures. On our journey, we aim to be Nature Positive, a state in which natural systems improve, considering

biodiversity recovery, restoration of ecosystem functions, and reduction of environmental pressures. This is only possible if we work together to reduce our negative impacts and increase our positive ones.

At Natura, we achieve this through the sustainable use of biodiversity, fostering prosperity and social inclusion, maintaining ecosystem services, and conserving and restoring ecosystems connected to our business model. This Plan represents our public commitment and long-term efforts toward systemic, ethical, and collaborative regeneration.

A transition to a regenerative, inclusive, low-carbon, and Nature Positive economy requires substantial efforts coordinated with our network of relationships. For this reason, we have systematically structured the main steps of this journey in this Plan in order to guide our actions and engage organizations in this collective movement for life.

Our greatest ambition is to actively build a regenerative future that is positive for people, nature, and the planet.

How this Plan was created

This document is the result of a collective effort with the TNFD’s Nature Transition Plans Working Group, in partnership with the biodiversity consultancy I Care. It was based on the Discussion Paper on Nature Transition Plans, which later originated the [Guidance on Nature in Transition Plans](#) (released in 2025).

The Plan is centered on five pillars developed by the Glasgow Financial Alliance for Net Zero (GFANZ): Foundations, Implementation Strategy, Engagement Strategy, Metrics and Targets, and Corporate Governance (see the illustration on page 33).

Our Plan is the result of the lessons we learned from our progress in the nature agenda. Its main inputs were the assessments made using the TNFD LEAP methodology, which has four stages: Locate, Evaluate, Assess, and Prepare. See Chapter 3 for details.

In our assessments, we apply nature-related scientific, transparent, and realistic approaches, guided by the search for materiality across our value chain. This Plan will be updated as needed, aligned with the company’s strategic planning cycles, with transparency and a commitment to continuous improvement.

Pillars of the Nature Transition Plan

Based on the framework created by the Glasgow Financial Alliance for Net Zero (GFANZ) to guide climate transition plans



Pillar 1: Foundations

The overall approach to regenerative transition, including scope, required changes, and priorities.



Articulated conception

In order to progress consistently, we have developed this Plan, which is designed to interoperate with other nature-related frameworks, policies, and reporting standards, including:



GLOBAL BIODIVERSITY FRAMEWORK (GBF)
Provides objectives and targets for the conservation and sustainable use of biodiversity by 2030.



PLANETARY BOUNDARIES (PB)
This framework defines safe boundaries for the planet in areas such as climate, biodiversity, and land use.



EU REGULATION ON DEFORESTATION-FREE PRODUCTS (EUDR)
European Union regulation that requires traceability of commodities and deforestation-free supply chains.



CORPORATE SUSTAINABILITY DUE DILIGENCE DIRECTIVE (CSDDD)
A directive of the European Union that proposes companies should identify, prevent, and mitigate negative impacts on human rights and the environment in their operations and value chains.



GLOBAL REPORTING INITIATIVE (GRI)
An international standard for disclosing information in integrated reports.



CARBON DISCLOSURE PROJECT (CDP)
A global reporting system that collects and evaluates data from companies about climate, water, and forests for investors and stakeholders.



CAPITALS COALITION
A global collaboration that supports companies and governments in incorporating the value of nature, people, and society into their economic decisions.



SUSTAINABLE DEVELOPMENT GOALS (SDGs)
United Nations goals that guide the global agenda until 2030 in various socio-environmental aspects.

Scope of the Nature Transition Plan

Whenever possible, we seek to include the entire cycle of our value chain in our analysis – from the origin of raw materials to the final disposal of packaging, divided into three segments (*see page 36 for details*):

UPSTREAM:

our direct and, in some cases, indirect supply chain partners, grouped into six Analysis Lenses (*see page 38 for details*), based on the prioritizations made in the LEAP studies.

MIDSTREAM:

the units under our operational control that are considered nature-related priorities.

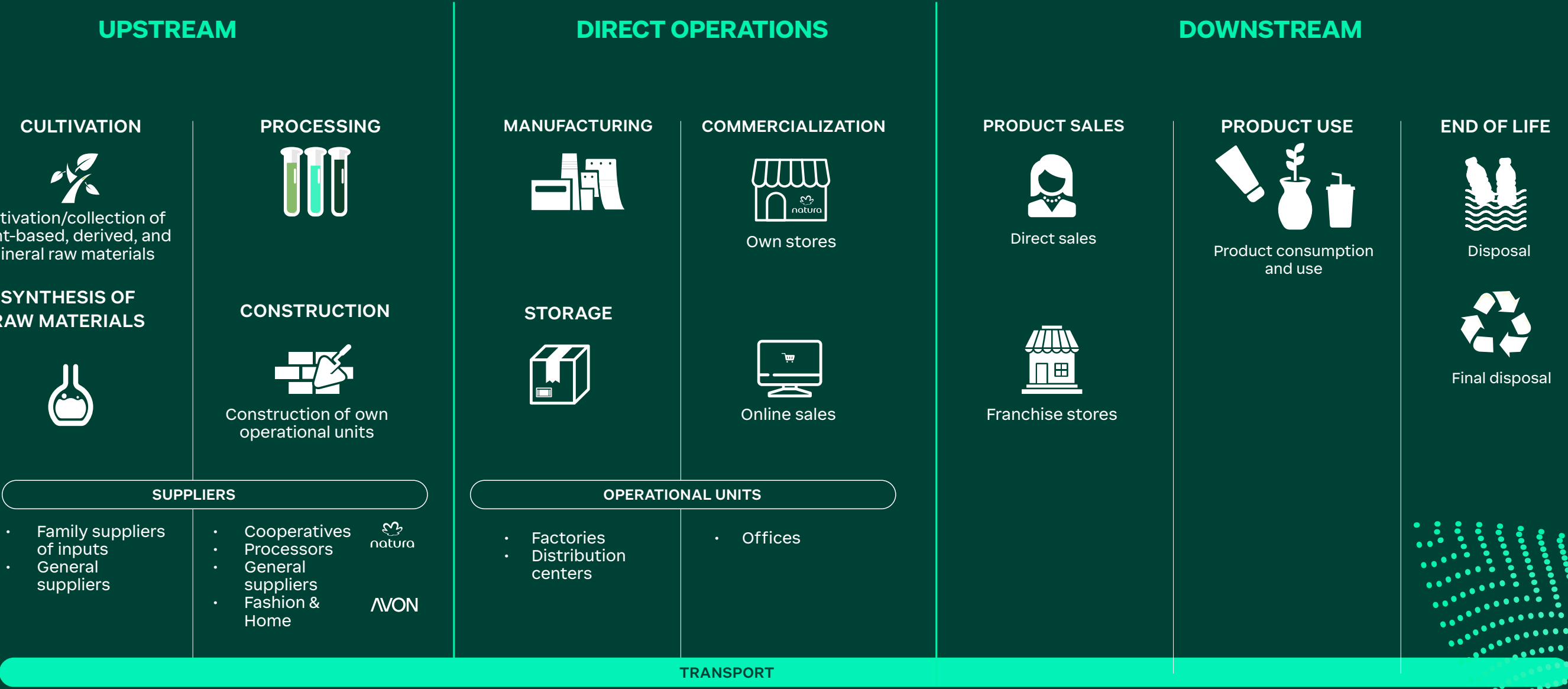
DOWNSTREAM:

distribution, use and final disposal of our products.



Segments of our value chain

Steps and/or processes restricted to only one of the brands (Natura or Avon) are indicated; The rest are shared by both



Our Six Analysis Lenses

How we group the items considered in the upstream segment

1	2	 3	4	5	AVON 6
MATERIALITY IN TERMS OF WEIGHT AND PURCHASE VALUE	CRITICAL RAW MATERIALS	SOCIO-BIODIVERSITY RAW MATERIALS	PACKAGING	MAGAZINES AND PRINTED MATERIALS	FASHION & HOME
Raw materials that significantly contribute in terms of monetary value and high weight (t); it considers samples from 2022 and 2023	Raw materials that are part of critical chains – palm, alcohol, cotton, mica, paper, and soy; it considers samples from 2023	Raw materials that are part of socio-biodiversity chains (from Natura only); it considers samples from 2022	Materials used in product packaging (plastic, paper, glass, cardboard, and metal) coming from Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, and Peru; it considers samples from 2022 and 2023	Materials used in the printing process, including magazines; it considers samples from 2023	Main materials that are part of the Fashion & Home chain (from Avon only): glass, stainless steel, zinc, cotton, plastic/other synthetic materials, polypropylene, ABS plastic, and polyester; it considers samples from 2023

Impact drivers

To enable a robust and quantitative analysis, we conducted our impact diagnosis using the Corporate Biodiversity Footprint (CBF) tool, developed by I Care and Iceberg Datalab. It measures the corporate biodiversity footprint and, in the case of Natura, it calculates how much our business impacts the condition of ecosystems. The tool considers Life Cycle Assessment and ecological data and quantifies the impact of biodiversity loss in km².MSA.year.

This metric represents the loss of ecosystem condition in Mean Species Abundance (MSA), considering area and time. Then, 1 km².MSA.year represents an impact equivalent to reducing the biodiversity of 1 km² to zero, for one year, when compared to the original (untouched) state.

In this analysis, we observed that 96.88% of our biodiversity footprint is due to upstream factors, as seen in detail in Chapter 3, and we identified the main impact drivers by segment of the value chain (see table on page 40).

Prioritized impacts

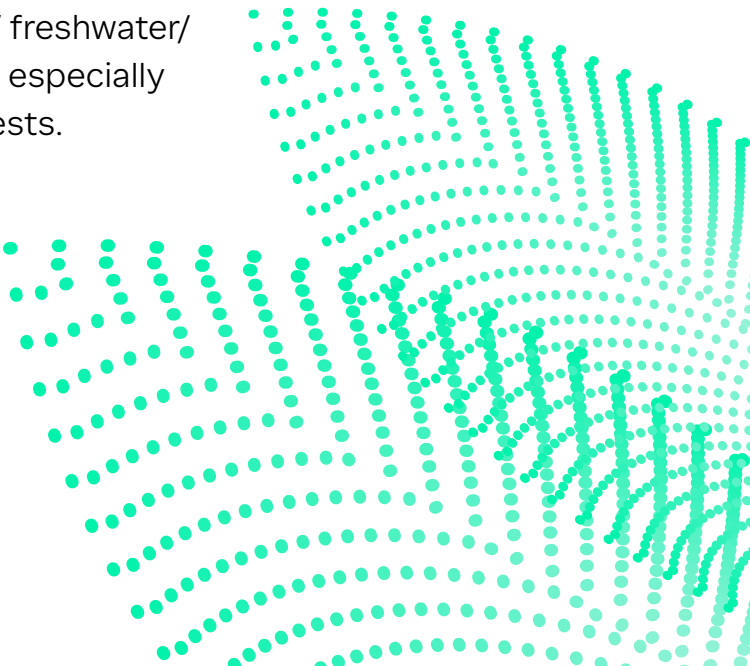
Among the most material pressures mapped in our impacts, we prioritize at this time: Land Use (part of Land/ freshwater/ ocean use change), Climate Change and Pollution (see table on page 40 for the detailed relevance of these impacts for the Upstream Lens).

It is important to emphasize that Land Use pressure refers to the use of a given area for purposes such as farming, construction, and industry, while maintaining the characteristics of the land and its cover relatively constant during the period. It is different from Land Change, which refers to the intentional alteration of the area properties, that is, changing one type of use or cover into another (for example, transforming forest into pasture).

We also objectively analyzed how much we contributed to generating a positive impact on nature, based on the [Natura Amazon Program](#), in our relationship and supply model with wild collection cooperatives and smallholders families in Latin America, in addition to programs aligned with our commitment to Net Zero, validated by the Science-Based Targets Initiative (SBTi) and described in our [Climate Transition Plan](#).

Our focus was on conservation initiatives, sustainable use of biodiversity, insetting (Circular Carbon Project), and recovery of degraded areas with agroforestry systems, developed primarily with value chain partners.

These actions were evaluated as positive, associated with the pressures of Land/ freshwater/ ocean use change and Climate change, especially due to the conservation of tropical forests.



More material impacts on supply chain segments
 including details of the Analysis Lenses* of the upstream segment

natura		UPSTREAM					DIRECT OPERATIONS	DOWNSTREAM
PRESSURES		LENS 1 Weight and value of purchases	LENS 2 Critical chains	LENS 3 Socio-biodiversity	LENS 4 Packaging	LENS 5 Magazines and printed materials		
 Land/ freshwater/ ocean use change	Land Use	●	●	●	●	●	●	—
	Land Change	○	○	—	—	—	—	—
	Water Stress	—	—	—	—	—	—	○
 Climate change		—	○	○	○	○	●	●
 Pollution		○	—	○	●	○	○	○
 Resource exploitation		—	—	—	—	—	—	—
 Invasive alien species		—	—	—	—	—	—	—
MATERIALITY ● VERY HIGH ● HIGH ○ MODERATE								

*Lens 6 is not included in the table because, due to strategic decisions, it was not part of the initial prioritization of this Plan.



Dependency factors

Each of the main processes of our value chain was evaluated in terms of its dependency on ecosystem services (*see the results obtained, by brand and by chain segment, on page 44*). They were assigned a significance factor based on the ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) tool for materiality of dependency. It allowed us to identify again the relevance of the upstream segment.

MATERIALITY - UPSTREAM

- **Very high:** Water flow regulation, freshwater provision, precipitation pattern regulation, and soil and sediment retention
- **High:** Water flow regulation

MATERIALITY - DIRECT OPERATIONS

- **Very High:** Freshwater provision
- **High:** Storm mitigation
- **Moderate:** Flood mitigation

MATERIALITY – DOWNSTREAM

- **Very High:** Solid waste remediation
- **High:** Precipitation pattern regulation and freshwater provision

Prioritized dependencies

Aware that our dependencies on nature are extremely important for defining priorities, we focus on improving our resilience in the face of our high dependency on ecosystem services associated with water. Considering our entire value chain, studies have indicated the following levels of materiality:

- **Very high:** Freshwater provision and precipitation pattern regulation
- **Moderate:** Water flow regulation



Risks and opportunities

The most material nature-related risks and opportunities are an important input for the development of this Plan. We assessed nature-related physical and transition risks and opportunities for business performance and sustainability.

Of the ten most material risks, three are physical risks, resulting from ecosystem degradation and the consequent loss of services, usually specific to the site, and seven are transition risks, which can be market, reputational, technological, political, and legal (the most significant) risks.

Emphasizing the relevance of our supply chain in nature-related issues, we observed that all ten risks were linked to the upstream segment, with the potential reduction in the availability of plant-based raw materials and byproducts, the basis of our business, emerging as a key element, whether due to water availability restrictions or other events resulting from the climate change. These events also represented a risk of compromising direct operations. Some of these risks had already been mapped by Natura and imply a very high exposure in both the short term (2025-2030) and medium-to-long term (2031-2050).

Our studies also resulted in ten most material opportunities at the corporate level, associated with the business, especially in resource efficiency. All opportunities highlighted may be applied to the upstream segment and our direct operations. See Chapter 3 for more details about our diagnostic assessment of risks and opportunities using the LEAP approach.

Reinforcing the integrative role of this Plan for the climate and nature agendas, we highlight that four risks and four opportunities had already been identified in the analysis conducted within the framework of the Task Force on Climate-related Financial Disclosures (TCFD).

Most material dependencies by brand
 Considering value chain segments for Natura and Avon

natura				AVON		
Upstream:						
Raw materials, packaging, and magazines	●	Water flow regulation	●	Freshwater supply	●	Rainfall pattern regulation
Construction of distribution centers and factories	●	Freshwater supply	●	Soil and sediment retention	●	Water flow regulation
Direct operations						
Distribution centers and factories	●	Freshwater supply	●	Storm mitigation	●	Flood mitigation
Downstream:						
Distribution, use, and final disposal of products	●	Solid waste remediation	●	Rainfall pattern regulation	●	Freshwater supply
Priority services for the company (entire value chain)						
	●	Freshwater supply	●	Rainfall pattern regulation	●	Water flow regulation

MATERIALITY

●

VERY HIGH

●

HIGH

○

MODERATE

Five priorities of the Nature Transition Plan

These priorities were defined according to the lessons learned from studies using the LEAP approach, in line with the 2025-2050 Vision targets. Four of these priorities are related to impacts and one to dependencies

- See the details of our LEAP journey in Chapter 3
- Natura’s targets are outlined on page 170 and the following pages

DEPENDENCIES

PRIORITY ECOSYSTEM SERVICES:
Freshwater supply, Rainfall pattern regulation, Water flow regulation

5. WATER STRATEGY

Develop an approach that prioritizes the water resilience of ecosystems with direct operations and ecosystems that are priorities for the supply chain.

CONTEXT: Our operation basically depends on nature to guarantee access to fresh water and the maintenance of rainfall cycles. Water crises can impact our operations, limiting the supply of raw materials of suppliers and our production facilities.

TARGET: 25

1. TRACEABILITY AND CERTIFICATION

Reduce and mitigate impacts on critical chains, especially those of palm and alcohol (present in 84% of the raw materials prioritized in the Locate stage of the LEAP journey), focusing on increasing traceability, certification, and adoption of regenerative practices to generate a positive impact.

CONTEXT: Critical chains (Lens 2) represented 11.27% of the total impact on our corporate biodiversity footprint, especially in relation to Land Use pressure.

TARGETS: 14, 15, and 17

ASSOCIATED BIOMES

- Tropical and Subtropical Moist Broadleaf Forests

IMPACTS

PRIORITY PRESSURES:
Land/ freshwater/ ocean use change, Climate change, Pollution

4. POSITIVE IMPACT ON UPSTREAM VALUE CHAINS

Strengthen and launch new initiatives focused on regenerative practices that generate a proven positive impact on biodiversity and people, such as: agroforestry systems, sustainable use of biodiversity, payment for environmental services and/or carbon insetting.

CONTEXT: Upstream value chains represent 97% of the corporate biodiversity footprint, with the Land Use pressure being the most prominent. Ongoing projects directly affect this pressure, generating significant positive impacts (restoration) and avoiding negative impacts (conservation). These practices also generate a considerable reduction in the Climate Change pressure.

TARGET: 8, 10, 11 e 16

ASSOCIATED BIOMES

- Tropical and Subtropical Moist Broadleaf Forests

2. PACKAGING AND PRINTED MATERIALS

Reduce the impact of packaging and magazine printing (upstream and downstream value chains) by increasing the use of recycled materials in packaging composition, adopting effective actions for the correct post-consumer disposal of products, and developing functional, efficient, and safe packaging that prioritizes circularity, biomimetic technologies, and regenerative solutions.

CONTEXT: In our corporate biodiversity footprint, 50.4% of the total impact is linked to Packaging (Lens 4) and Magazines and Printed Materials (Lens 5). According to the iP&L tool, much of the materiality of the impact on downstream value chains comes from the potential for plastics to reach the ocean.

TARGETS: 17, 19, 20, and 23

3. DIRECT OPERATIONS

Reduce the impact of our operational units, especially the most representative ones in Brazil (the factory in Cajamar and the distribution center in Cabreúva), Argentina (the factory in Moreno), and Mexico (the factory in Celaya); prioritize efficiency gains, clean production processes, and the energy transition, in line with our Climate Transition Plan.

CONTEXT: Although the impact of direct operations is only 2.9% of the total corporate biodiversity footprint, this segment offers opportunities for the implementation of new technologies.

TARGETS: 18

ASSOCIATED BIOMES

- Tropical and Subtropical Moist Broadleaf Forests;
- Temperate grasslands, savannas, and shrublands



Expected changes in the business model and value chain

The studies conducted using the TNFD's LEAP approach represented a qualitative advancement in how Natura understands, structures, and guides its business model and value chain in relation to nature. Based on this approach, we have made progress in four main areas:

1. STRATEGIC INTEGRATION OF NATURE INTO THE BUSINESS MODEL

The Nature Transition Plan represented a paradigm shift by developing the theme of nature as a broader strategic pillar, with a vision of value creation and corporate resilience.

The idea is to systematically incorporate nature indicators and targets into the company's strategic and financial planning, connecting biodiversity, climate, and human rights to business decisions.

This integration highlights the goal of creating regenerative value by focusing on natural capital, demonstrating that ecosystem health and business prosperity are interconnected.

2. STRUCTURED APPROACH OF THE ENTIRE VALUE CHAIN

We manage biodiversity from the origin of our raw materials (upstream) to consumption and post-consumption (downstream).

This expanded vision allows us to identify risks and dependencies based on concrete data and scientific evidence, promoting traceability and the prioritization of actions and geographies.

3. STRENGTHENING MULTI-SECTORAL ENGAGEMENT

The application of the TNFD framework and the development of the Nature Transition Plan improve engagement with a multi-sectoral focus, based on a more strategic approach to prioritizing audiences and partnerships.

Key actors were mapped – supplier communities, critical chain suppliers, public policy makers and technical partners, as well as consumers – according to their influence and relevance to the transition.

This prioritization makes the plan more effective and actionable, reinforcing the company's role as an articulator of solutions that connect nature, economy, and society.

4. GOVERNANCE AND TRANSPARENCY FOR SCIENCE-BASED DECISIONS

Our studies have enabled an advance in the organization and systematization of data about nature, allowing more accurate, measurable, and evidence-driven decisions.

We started to connect nature metrics to corporate governance and integrated reporting, periodically revisiting our adherence to the 14 TNFD disclosure statements.

This structure intensifies the company's transparency, comparability, and credibility with investors, partners, and society.

Pillar 2: Implementation strategy



Nature in transition requires an evolution in how we operate and how this Plan integrates with our climate and human rights strategy and the various areas of the company, throughout our value chain: upstream, direct operations and downstream.

Therefore, we have defined targets that correlate to the aspects of the Mitigation Hierarchy (avoid, reduce, offset, regenerate), ensuring that each decision is guided by science, co-responsibility, and a long-term vision.

The Implementation Strategy pillar has a practical and progressive roadmap: we start by avoiding and reducing damage, move on to offsetting residual impacts, and consolidate regeneration as a central focus until 2050.

Governance also ensures the monitoring of our Corporate Risk Management, which now includes climate and nature risks, which have been identified using the LEAP methodology, in addition to meeting the commitments anchored in the 2025-2050 Vision.

Timeframes of this Plan

Our short- and medium- to long-term horizons align with two critical timeframes for climate and nature scientists:

- **Short term: 2025-2030, targets already published (see table on page 170)**
- **Medium to long term: 2031-2050**

We created a Nature Action Plan, an internal document to support the implementation of the Biodiversity Policy and this Nature Transition Plan. It outlines more than 60 actions, distributed across four thematic areas (see more details on page 52), aiming to achieve priority objectives and transition targets (see more information in Metrics and Targets on page 73, and Prepare Stage: to respond and report on page 158).

Thematic area 1 GOVERNANCE FOR REGENERATIVE TRANSFORMATION

Nature governance is the foundation of our regenerative journey. It incorporates the interdependencies of businesses, people, and ecosystems into the strategic management of the company, strengthening the integration of nature- and climate-related impacts, dependencies, risks, and opportunities.

Our governance consolidates policies, roles, and responsibilities that transform the commitment to protecting biodiversity into tangible practices. In the context of this Plan, this structure ensures a focus on nature at all organizational levels — from corporate planning to local operations — promoting transparent, evidence-based decisions aligned with our long-term vision. Governance supports the advancement of the core commitments of our Biodiversity Policy.



Thematic areas of the Action Plan

The implementation plan has a cross-cutting focus on four thematic areas, each with its own distinct objectives

EIXO

1. Governance for regenerative transformation

Create Natura’s roadmap for regenerative transformation with a focus on nature (2025-2050).

Integrate human rights and nature.

2. Data and information management for decision making and transparency

Enhance the database of ingredients to improve management and metrics.

3. Nature in balance: integrating biodiversity, climate, and water

Reduce the contribution of internal activities, both our own and those of our value chain, to the main pressures that generate biodiversity loss.

Improve the collection of nature-related data from priority suppliers and engage them to improve the traceability of our supply chains.

Improve the support for the transformation of our supply chains into regenerative chains.

Develop and structure a water resources strategy.

Develop a strategy for the sustainable use and conservation of endangered species.

Create advocacy initiatives regarding Access and Benefit-Sharing and regulatory assessment of ingredients.

4. Metrics and monitoring: continuous learning and evolution

Improve tools and instruments for nature measurement and evaluation integrated into business.

ASSOCIATED OBJECTIVE

Thematic area 2

DATA AND INFORMATION MANAGEMENT FOR DECISION MAKING AND TRANSPARENCY

Data and information management is the common thread that connects all aspects of caring for nature. It is the foundation of good governance, strategy, and results measurement, allowing the company to move forward consistently and transparently on its regenerative journey.

In the TNFD structure, this topic is cross-cutting – permeating all pillars and recommendations – because robust and comparable data are necessary to fully understand the impacts and dependencies on nature, identify risks and opportunities, and guide evidence-based decisions.

Data integration is more than a technical exercise; it is a way of caring. It involves building a common language, strengthening the reliability of information, and transforming data into instruments of regeneration. Therefore, we seek to ensure that every decision – from planning to operation – is based on reliable information.

In this context, the development of Life Cycle Assessment inventories that consider the origins of our raw materials is an important measure to provide more granular data that can support periodic improvements in our impact analyses.

Thematic area 3

NATURE IN BALANCE: INTEGRATING BIODIVERSITY, CLIMATE, AND WATER

Our way of doing business starts and returns to nature. By integrating biodiversity, climate, and water, we recognize that every corporate decision has an impact on living systems – and that our ability to thrive depends on maintaining the balance of these elements.

Our strategy seeks to reduce greenhouse gas emissions, avoid the conversion of natural ecosystems, reduce waste generation, and

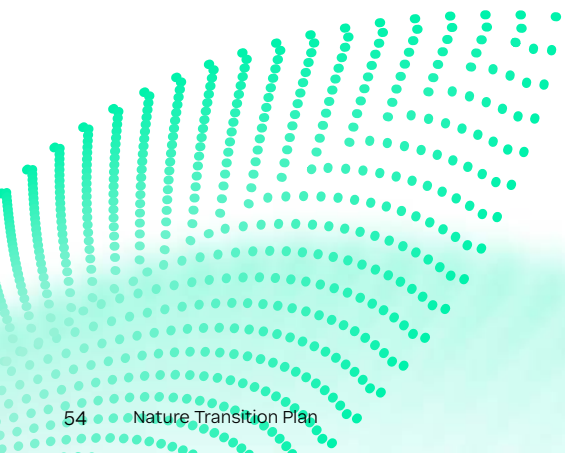
increase our resilience to our dependence on ecosystem services associated with water, strengthening this connection.

Thematic area 4
METRICS AND MONITORING:
CONTINUOUS LEARNING AND EVOLUTION

Measuring is a method to learn, evolve, and add transparency to our trajectory. Through metrics and monitoring, we transform data into knowledge and knowledge into action, seeking to ensure that each decision contributes to a positive impact.

This dimension is central to governance and decision making in the entire value chain. It allows us to understand, in a consistent and comparable way, how our activities and products relate to the ecosystems we impact and depend on.

The development of robust and transparent indicators incorporated into Integrated Profit and Loss (iP&L) offers a systemic view of socio-environmental performance and the value created in natural, social, and human capital.



Strategy connected to the global agenda

As previously mentioned, our implementation strategy aligns with key nature reporting frameworks, policies, and standards, ensuring consistency between our corporate commitments and global best practices regarding transparency, governance, and the integration of climate, biodiversity, and human rights:



CONTRIBUTION TO ACHIEVING THE TARGETS OF THE GLOBAL BIODIVERSITY FRAMEWORK (GBF):

- TARGET 1 - Plan and manage all areas to reduce biodiversity loss
- TARGET 2 - Restore 30% of all degraded ecosystems
- TARGET 3 - Conserve 30% of land, water, and seas
- TARGET 5 - Ensure sustainable, safe, and legal harvesting and trade of wild species
- TARGET 7 - Reduce pollution to levels that are not harmful to biodiversity
- TARGET 8 - Minimize the impact of climate change on biodiversity and increase resilience
- TARGET 10 - Increase biodiversity and sustainability in agriculture, aquaculture, fisheries, and forestry
- TARGET 11 - Restore, maintain and enhance nature's contributions to people
- TARGET 13 - Increase the sharing of benefits arising from genetic resources, digital sequence information, and traditional knowledge
- TARGET 14 - Integrate biodiversity into decision making at all levels
- TARGET 15 - Assess, disclose, and reduce risks and negative impacts related to biodiversity
- TARGET 16 - Encourage sustainable consumption and production practices
- TARGET 19 - Mobilize financial resources for biodiversity, doubling funds by 2030
- TARGET 22 - Ensure the full participation of indigenous peoples, local communities, women and youth.
- TARGET 23 - Ensure gender equality and a gender-sensitive approach in biodiversity action.



CONTRIBUTION TO THE BALANCE OF PLANETARY BOUNDARIES:

- 1 - Climate change
- 2 - Biosphere integrity
- 4 - Ocean acidification
- 5 - Biogeochemical flows
- 7 - Freshwater use



ACTIONS IN LINE WITH THE EUROPEAN UNION DEFORESTATION REGULATION (EUDR) FOR DEFORESTATION-FREE PRODUCTS:

Continuous improvement in the traceability and zero-deforestation verification process for raw materials in the palm, cocoa, and soy supply chains.



ACTIONS IN LINE WITH THE CORPORATE SUSTAINABILITY DUE DILIGENCE DIRECTIVE (CSDDD)

Continuous improvement of the due diligence process in order to prevent and mitigate human rights risks.



ALIGNMENT WITH THE GLOBAL REPORTING INITIATIVE

- GRI 101 - Biodiversity
- GRI 2 - General disclosures
- GRI 301 - Materials
- GRI 302 - Energy
- GRI 303 - Water and effluents
- GRI 305 - Emissions
- GRI 306 - Waste
- GRI 308 - Supplier Environmental Assessment



ALIGNMENT WITH THE CARBON DISCLOSURE PROJECT – Sections:

- Climate
- Forests
- Water
- Biodiversity



CONTRIBUTION TO CAPITALS COALITION

References and methodologies for measuring natural, social, and human capital and for their integration into the business model (via iP&L).



CONTRIBUTION TO ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS (SDGs):

- SDG 8 – Decent work and economic growth
- SDG 12 – Responsible consumption and production
- SDG 13 – Climate action
- SDG 14 – Life below water





Strategy aligned with Natura’s internal policies

The implementation of this Nature Transition Plan is supported by a set of corporate policies and documents that guide the integrated management of socio-environmental risks, impacts, and opportunities. These policies reflect Natura’s commitment to integrating nature as a fundamental pillar of its strategic decisions, promoting synergies among climate, biodiversity, human rights, and circularity.

The main policies and standards that support the Plan include the Biodiversity Policy, the Standard for Critical Supply Chains, the Climate Transition Plan, the Policy for Sustainable Use of Post-Consumer Recycled Material, the Declaration of Commitment to Human Rights, and Corporate Risk Management.

These instruments outline common guidelines for all Natura’s operations, strengthening governance, traceability, and the adoption of regenerative practices throughout the value chain. Together, they translate into action the purpose of building our 2025-2050 Vision, in which environmental and social performance are fully integrated with economic performance.



BIODIVERSITY POLICY

As a central strategic document, published in 2009 and updated in 2023 (with approval from the Board of Directors via the Sustainability Committee), the Biodiversity Policy guides the sustainable use of biodiversity, the conservation of biological diversity, and the fair and equitable sharing of benefits. It also seeks to contribute to the Kunming-Montreal Global Biodiversity Framework (GBF). The long-term action plans and efforts of this Plan are aligned with this Policy. Its areas of action include:

Science and technology: it is a strong technological and innovation platform based on sustainability, circularity, and the search for regenerative solutions, with three Innovation Centers in Latin America (two in Cajamar, SP, and one in Benevides, PA);

Formula and packaging development: it is focused on the creation of functional, efficient, and safe formulas and packaging that prioritize circularity, nature-inspired technologies, and regenerative solutions aiming to reduce carbon emissions and optimize positive impacts;

Relationship with traditional peoples and communities and smallholders families: it supports ethical supply with regenerative practices, focused on the conservation and sustainable use of biodiversity;

Benefit-sharing and incentives for ecosystem services: it is focused on applying the rules of access to genetic resources and associated traditional knowledge, promoting a fair and equitable sharing of benefits, in line with the Convention on Biological Diversity and the Nagoya Protocol, and maximizing the positive local impact, based on the financial benefits obtained from the sale of products;

Purchasing inputs from private producers or companies: it aims to promote the acquisition of raw materials with respect for people and nature, and help protect and restore biodiversity and ecosystems, reduce greenhouse gas emissions, and identify, prevent, and mitigate risks to human rights;

Direct operations: it prioritizes clean, high-yield production processes with a positive impact, implementing improvements in energy, waste, water, and carbon management.





CLIMATE TRANSITION PLAN

Released in 2024, the document outlines the company's decarbonization commitments, indicating an evolution toward integrated corporate planning that connects climate, nature, and human rights. The company's climate resilience strategy is also aligned with this Plan.

STANDARD FOR CRITICAL SUPPLY CHAINS

This standard provides guidelines for the purchase and monitoring of critical supply chains, promoting positive impacts with suppliers and the market as a whole, in addition to establishing goals for full traceability, seeking to eliminate deforestation and the conversion of ecosystems, and adopting regenerative practices by 2030. Natura initially prioritized six critical chains, considering cultivation and supply: palm, alcohol, soy, paper, cotton, and mica. The application of the LEAP methodology was essential to that process, so in early 2026, seven other critical chains started to be monitored: carnauba, candelilla, corn, canola, green polyethylene, critical fragrances, and post-consumer recycled material.

The guidelines aim to support internal areas and partners involved, ensuring the adoption of more sustainable socio-environmental practices throughout the supply chain. These guidelines are essential for achieving the public sustainability commitments assumed by Natura.

To complement and expand the implementation of the Standard, we foresee, as an integral part of this Plan, the revision of the supplier due diligence process, with improvements in the collection of information on raw materials in 2025, aiming to guarantee their full traceability. These improvements will be supported by the foreseen requests for geographical reference information at least at the municipal level to the sites of raw material cultivation and collection.

DECLARATION OF COMMITMENT TO HUMAN RIGHTS

The declaration formalizes the company's responsibility and commitment to intolerance of human rights violations and establishes what Natura expects from all its employees and business partners in all countries where it operates. The document is based on the United Nations Universal Declaration of Human Rights, which includes the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights, as well as the principles related to the fundamental rights established in the International

Labour Organization's Declaration on Fundamental Principles and Rights at Work and the Ethical Trading Initiative Base Code.

POLICY FOR THE SUSTAINABLE USE OF POST-CONSUMER RECYCLED MATERIAL (internal document)

This policy provides guidelines for the use of post-consumer recycled materials in product packaging, according to the principles of eco-efficiency and eco-design, with traceability of the supply chain and social and environmental responsibility. Through reverse logistics practices linked to the packaging supply chain, and observing the legislation of each country, the policy aims to minimize and mitigate risks and negative impacts, while expanding opportunities and positive impacts. All Natura operations related to the research, development, and production of product packaging and consultant boxes must adhere to this policy.

CORPORATE RISK MANAGEMENT

The governance of this Plan is integrated into Natura's Corporate Risk Management, which observes guidelines such as those of COSO (Committee of Sponsoring Organizations of the Treadway Commission), the *Instituto Brasileiro de Governança Corporativa*, and the ISO 31000 standard for Risk Management. The Risk Management Policy, updated in 2024, provides guidelines for the classification, analysis, and mitigation of corporate risks.

2025-2050 VISION - PATHS TO REGENERATION

Natura's 2025-2050 Vision guides its ambition to become a regenerative company, detailing aspects such as brands, products and services, and relationships with employees, suppliers, the Amazon, consultants, shareholders, and investors.

INTEGRATED PROFIT & LOSS (IP&L)

This is a measurement tool that assigns a financial value to Natural, Social, and Human Capital, in addition to Produced Capital. This Plan uses IP&L to measure and monetize impacts.

Products and services

How this Plan promotes improvements to what we do

Innovation and technology: it strengthens the development of innovations focused on nature-based solutions;

Regenerative design: it guides the development of products based on principles of circularity, eco-efficiency, and positive impact;

Raw materials and supply: it prioritizes bio-based, traceable inputs that are free from deforestation and conversion;

Packaging and materials: it promotes reduced use of materials, the use of biomaterials, and the expansion of post-consumer recycled materials, strengthening packaging circularity and redesign, as well as reverse logistics;

Services and experiences: it strengthens conscious consumption practices and socio-environmental engagement with consultants and consumers;

Governance and continuous innovation: it connects Research & Development, Marketing, and Operations to the regeneration strategy and the performance of this Nature Transition Plan.

Pillar 3: Engagement Strategy



The effectiveness of this Plan depends on the ability of our network of relationships to engage with various areas. Aligning our policies and efforts with the targets and objectives of the Global Biodiversity Framework (as well as the publication of this pioneering Nature Transition Plan) is an important part of this process.

Also, we should highlight our participation in key discussion forums with peers inside and outside the cosmetics sector, as well as with governments, civil society organizations, local communities, and academia. Together, we have established spaces where we can collectively reflect on the practical challenges of a regenerative transition journey, primarily focusing on Brazil and other Latin American countries where we operate.

This engagement also occurs through direct and structured actions of programs for our suppliers, aiming to combine efforts and enhance network actions on topics identified as priorities.

We recognize that the nature in transition requires the effective collaboration of the entire value chain and multiple stakeholders, and therefore, it is only possible collectively. Our actions are guided by science and values that support us at different levels – local, national, and international – promoting integration and engagement between people, businesses, and territories in order to accelerate the regenerative transition.

In this pillar, we present the engagement strategy that will support the implementation of this Plan, ensuring inclusive dialogue and transparency, co-responsibility, and systemic change to generate positive and shared impacts.

Supply chain engagement

The area of Procurement is one of the most important in terms of stopping and reversing biodiversity loss. Our products are made from raw materials sourced from a wide variety of species, materials, production systems, and locations around the world. Packaging is also an important part of our portfolio. Consequently, our activities impact various ecosystems and the people who live in them.

Most targets of the 2025-2050 Vision associated with this Plan are linked to the supply chain, which highlights the leading role of our suppliers in the implementation of the nature transition. At Natura, they are evaluated according to the impact of the 2025-2050 Vision indicators.

Based on a socio-environmental analysis, suppliers are classified into levels of sustainability maturity to discuss strategies and action plans focused on gradually improving their socio-environmental performance. These interactions allow us to identify opportunities for improvement and design joint initiatives, which suppliers can implement individually or in partnership.

The Sustainable Procurement team is responsible for managing suppliers in our critical chains and monitoring the specific goals for these chains with a focus on the regenerative transition.

The partnership program aims to develop long-term, quality relationships with our key suppliers and to be an agent of transformation by leveraging supply chain performance and joining forces to increase our value and create positive impacts.

Every two or three months, Natura offers thematic training sessions to all members of the Regenerative Alliance, reinforcing its commitment to continuous alignment with global best practices. In 2024, meetings were held to discuss topics related to carbon, critical chains, and diversity.

EMBRACE – OUR PARTNERSHIP PROGRAM

Our partnership program aims to develop long-term, quality relationships with our key suppliers and to be an agent of transformation by leveraging supply chain performance in innovation and sustainability commitments, and joining forces to increase our value and accelerate our positive impact on the world.

The Embrace program is monitored and evaluated by Natura through a scoring system that identifies and recognizes partners who demonstrate best practices within pre-established indicators, according to each category. We meet annually at an award event to celebrate the strength of our relationships, thank our partners for their commitment and effort, and recognize the best in different categories.

THE REGENERATIVE ALLIANCE

In 2024, we created an unprecedented coalition with suppliers from various sectors to accelerate the adoption of regenerative practices across all service and input supply chains of the company. It addresses and monitors topics such as climate and nature transition, circularity solutions, and human rights.

Called the Regenerative Alliance, it already has more than 100 signatories. It will also receive support and training to promote sustainable practices and help achieve the targets established in the 2025-2050 Vision and disseminate innovations in the market.

Members of the Alliance have exclusive access to Natura’s innovation projects and sustainability experts. The Alliance also receives support from the company’s Sustainable Procurement team.



Community engagement

Socio-biodiversity suppliers play a fundamental role in our business model and strategy, as they ensure the most representative inputs for the brand, such as Brazil nuts, ucuuba, and tucumã. Natura maintains relationships with nearly 50 communities, predominantly in the Amazon, that sustainably collect and process natural ingredients. This collaboration is based on principles of fair trade, environmental conservation, and local development, guaranteeing an ethical supply of raw materials with UEBT (the Union for Ethical BioTrade) certification and promoting the socio-bioeconomy in the region. It is also aligned with our commitment to the Amazon biome (Tropical and Subtropical Moist Broadleaf Forests).

These partners represent, in practice, real possibilities for reducing the impacts resulting from land use, pollution, and climate change, by adopting agro-extractive practices based on safer and more sustainable management techniques.

Socio-biodiversity suppliers are managed by the Socio-biodiversity Relationship and Supply Management team. This specific team closely monitors the families and the technical work in the field, in addition to the goals associated with these chains. The team visits the territory and conducts an annual loyalty survey to assess and monitor the quality of the relationship with the communities.

Complementing this approach, the *Amazônia Viva* Financial Mechanism, created in 2023, is a collaborative initiative involving Natura, VERT/Violet, and the Brazilian Biodiversity Fund (Funbio), which uses a blended finance model to finance the socio-bioeconomy in the Amazon. The idea is to strengthen wild collection cooperatives and associations through credit, investments in management and infrastructure, combining economic development, social strengthening, environmental conservation, and participatory governance.

Engagement with governments, universities, investors, and civil society

Engagement with strategic audiences is a central pillar of the implementation of this Nature Transition Plan. We operate in a coordinated manner at the regional, national, Latin American, and global levels, prioritizing Brazil and the Amazon region, coordinating actions with key stakeholders in order to accelerate the regenerative transition and expand positive impacts.

At the governmental level, Natura seeks to promote environmental, climate, and bioeconomy public policies, providing technical support and business expertise.

By maintaining structuring alliances with supporting entities, impact investors, and non-governmental organizations, which provide

financing, technical advice, and collaborative instruments, the company leverages its regenerative strategy and strengthens initiatives in priority territories.

In the academic field, we have established partnerships with universities and research centers to support the integration of science, innovation, and business practice. This approach focuses on advancing the regeneration strategy by encouraging studies on topics such as biomaterials, management of native species, and ingredient development.

These alliances expand Natura's advocacy capacity and influence in public policies and strengthen the nature agenda at the national and international levels. Then, this is a dynamic arrangement that leverages the regenerative transition and strengthens the engagement of strategic partners and audiences, promoting co-responsibility and socio-environmental resilience aligned with this Nature Transition Plan and TNFD's recommendations.



Pillar 4: Metrics and Targets



In the 2025-2050 Vision, we established targets related to nature, climate, and people, assessed at different levels – local, product, service, and regional – in order to accurately reflect the magnitude of risks and opportunities and guide short-, medium-, and long-term strategic actions. The targets associated with sustainability and regeneration topics are regularly monitored in governance forums, with quarterly follow-up by the Executive Committee (comprised of the CEO and vice presidents of Natura).

As part of ongoing improvements, Natura has advanced in the Life Cycle Assessment of products and packaging, incorporating more robust criteria to more accurately measure dependencies on ecosystem services and impacts on biodiversity. In parallel, the company seeks to improve the valuation of nature-related priority impacts and dependencies, at different levels, aiming to strengthen the resilience of ecosystems and support more effective business strategies.

Natura recognizes the importance of moving forward in its science-based commitments. For this reason, the company has invested in studies aligned with the TNFD and developed this Nature Transition Plan.



Our 2030 public nature-related targets (described in Annex I), have been linked to the following, where appropriate:

- The biomes on which they have an impact;
- The pressures on nature;
- The associated scope within the value chain;
- The Mitigation Hierarchy;
- The targets of the Global Biodiversity Framework (GBF) to which they contribute.

In addition, each target was classified according to its typology, aligned with the TNFD:

NATURE INTERFACE TARGETS

Final impact drivers on nature.

State of nature, where quantifiable.

Size and quality of an ecosystem service, where quantifiable.

OPERATIONAL TARGETS

Indicators correlated to impacts or dependencies on nature, or state of nature, but which do not directly assess them.

BUSINESS MODEL TARGETS

Targets for changes to the overall business to address impacts, dependencies, risks, and opportunities.



Pillar 5: Corporate Governance



Integrated sustainability management is conducted by the Executive Committee (comprised of the company’s CEO and vice presidents) and the Sustainability Board (subordinate to a vice president who is also a member of the Executive Committee and the Statutory Board). The Sustainability Board provides information on this topic to two committees associated with the Board of Directors: the Sustainability Committee and the Audit, Risk Management, and Finance Committee.

According to Natura’s bylaws, at least one-third of the Board must be independent members, with two-year terms and the option of reelection. The Board’s responsibilities include the election and removal of members of the Statutory Board, the assignment of their roles and approval of their authority and policies, as well as the oversight of management. The Board prioritizes members with expertise in environmental, social, and governance topics.

The Sustainability Committee advises the Board on the short- and long-term interests of the company and its shareholders, and on the economic, social and environmental effects of its operations. This advisory forum to the Board is comprised of board members and an external consultant with extensive technical knowledge and recognition. The Sustainability Committee ensures the monitoring and alignment of the strategy defined for the topic.

The risks associated with sustainability are analyzed in a consolidated manner with the other risks of the company and

periodically submitted to the Audit, Risk Management, and Finance Committees and, at least once a year, to the Board.

The Sustainability Board maintains regular contact with the leaders of all departments of the company to ensure the strategy development receives appropriate data, in line with Natura’s business, culture, results, innovation, and decision-making processes. To ensure this cross-cutting approach, the strategic sustainability plan is periodically monitored by the Executive Committee, through pre-established practices and governance.

In addition, the Board of Directors and the Executive Committee monitor the metrics and indicators related to the 2025-2050 Vision quarterly. In line with the implementation of this Nature Transition Plan, nature-related considerations, in connection with climate and human rights, will be incorporated into the company’s strategic and financial planning reviews. Also in 2025, processes for nature-related risk management were indicated, including the frequency with which the topic will be addressed by the Board.

Our governance is supported by:

Clear prioritization of initiatives, based on the materiality of nature-related risks and opportunities.

Continuous monitoring mechanisms, integrated into the processes of the Sustainability Board and the Sustainability Committee, with reports submitted to the Board of Directors at its ordinary meetings.

Transparency and accountability to investors, suppliers, and society, through regular disclosures such as the Integrated Report and the Integral Impact Report of iP&L, in addition to other socio-environmental publications.

(For more information, see the section outlining our corporate governance corporate governance.)

Roles and Responsibilities for the Implementation of this Nature Transition Plan

Sustainability Committee of the Board of Directors

Responsible for monitoring sustainability strategies, tracking results, proposing adjustments to corporate strategies and business areas, and periodically reporting to the Board of Directors on the main topics discussed within the Committee.

Audit, Risk Management, and Finance Committee

Responsible for monitoring internal and external audit processes, overseeing risk management mechanisms and controls, and ensuring the consistency of financial policies with strategic guidelines and the business risk profile.

Executive Committee

Responsible for the strategic and operational management of the company, ensuring the implementation of business priorities and alignment between the executive areas.

Sustainability Board

Responsible for proposals and the executive management of sustainability guidelines approved by the Board of Directors, ensuring the integration of all departments of the company around the topic. It also manages the Biodiversity Policy, ensuring its incorporation into corporate and decision-making processes.

Technical teams and business areas

Responsible for the operational implementation of this Plan, integrating principles of regeneration, traceability, circularity, and human rights into decision-making and results measurement processes.

Incentives mechanisms and performance

Natura incorporates sustainability and climate indicators into the variable compensation of executives and employees, which can change every year, strengthening shared responsibility in achieving the commitments of this Plan.

Annual incentives (Profit and Result Sharing) consider goals such as the use of post-consumer recycled plastic, directly associated with the reduction of greenhouse gas emissions.

These mechanisms reinforce the alignment of environmental, social, and financial performance, encouraging a culture of co-responsibility across the organization.

Regenerative management and culture

Natura's governance structure is designed to enable the implementation of this Plan in an integrated, transparent, and evidence-driven manner.

By aligning leadership, technical teams, and incentive mechanisms, Natura strengthens its execution capability and ensures that results related to nature and climate are monitored with the same attention as financial results.

In addition, we believe that this movement helps promote the continuous development of leadership, preparing it to incorporate nature into strategic decisions and strengthen the organization's regenerative culture.

This way, the Plan governance consolidates the transition to regenerative corporate management, in which transparency, co-responsibility, and positive impact guide all strategic decisions.



CHAPTER 3

Lessons from our
LEAP journey

What is the TNFD’s LEAP approach?



The LEAP approach is a method proposed by TNFD to identify and respond to nature-related issues with the precision and care that this mission requires. Each letter of the acronym represents one of the four stages of this effort: Locate, Evaluate, Assess, and Prepare. We use TNFD’s principles and the LEAP approach to:

- Make Natura’s relationship with nature measurable and manageable;
- Develop this Nature Transition Plan.

The proposed methodological framework is based on six requirements:

1. Approach focused on the relevance of materiality;
2. The scope of disclosures in terms of business and value chain coverage;
3. Assessment of nature-related impacts and dependencies, as well as associated risks and opportunities;
4. Specific location of the nature interface as an integral part of the assessment;
5. Integration with other sustainability topics, including climate-related disclosures;
6. Stakeholder engagement.

The TNFD framework offers 14 recommendations, organized into four pillars: Governance, Strategy, Risk and Impact Management, and Metrics and Targets. We adopted the LEAP approach to align with these guidelines. This chapter summarizes the key findings and lessons learned at each step of this journey.

From 2023 to 2025, studies were conducted to better understand the relationship between Natura’s direct operations and those of the value chain with nature. These studies aimed to identify priority locations, evaluate impacts and dependencies, assess risks and opportunities, and prepare us to respond and report accordingly.

These assessments used data from Natura and Avon from 2022, 2023, and 2024, depending on data availability and granularity. The analyses were adopted as representative of 2023 (the year of the most data).

During this period, the two brands advanced in their operational integration process in Latin American countries, but some of these analyses were conducted before this movement and, therefore, still refer to Natura and Avon separately.

Multiple perspectives on nature

Main data sources and tools used in each LEAP stage



Pre-TNFD analysis

The first study conducted was the initial pre-TNFD diagnosis, or Scoping, in which we assessed our adherence to the methodological framework to identify material issues of the organization.

Scope analyzed

In order to obtain an initial picture of our materiality in impacts and dependencies, we used the Materiality Screening Tool from the Science-Based Goals Network (SBTN). It correlates the main processes associated with each stage of the value chain to those described in the International Standard Industrial Classification of All Economic Activities (ISIC). Whenever an activity in our value chain could be associated with more than one ISIC industrial process, the highest materiality values for each pressure and dependency were adopted.

To structure the analysis, we used the segmentation of the business chain into three parts:

1. UPSTREAM

Grouped into the six Analysis Lenses (see table on the side).

2. DIRECT OPERATIONS (MIDSTREAM)

The initial analysis allowed us to identify that the activities associated with our stores and offices have significantly lower materiality than those related to our factories and distribution centers. The focus is on the units with the greatest potential materiality in terms of impacts and dependencies on the environment, among the 25 in operation in 2023 (considering factories and distribution centers).

3. DOWNSTREAM

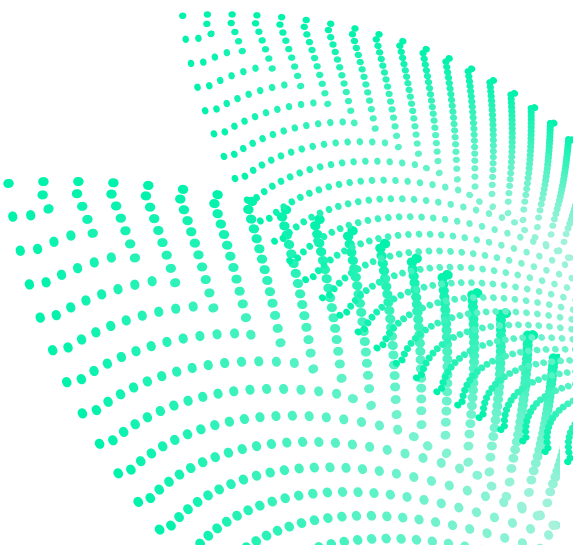
Refers to the distribution, use, and end-of-life of products.

Detailed Analysis Lenses

Related to upstream data, with representative data from 2022 and 2023

1	2	3	4	5	6
					
MATERIALITY IN TERMS OF WEIGHT AND PURCHASE VALUE (2022/2023)	CRITICAL RAW MATERIALS (2023)	SOCIO-BIODIVERSITY RAW MATERIALS (2022)	PACKAGING (2022/2023)	MAGAZINES AND PRINTED MATERIALS (2023)	FASHION & HOME (2023)
Most significant raw materials by weight and monetary value	Raw materials that are part of critical supply chains: palm, alcohol, cotton, mica, paper, and soy	Raw materials that are part of socio-biodiversity supply chains	Materials of product packaging: plastic, paper, glass, cardboard, and metal	Materials used in the printing process, including magazines	Main materials that are part of the Fashion & Home product category
105* raw materials (71% of the total weight of ingredients purchased in the period)	298* raw materials (100% of those that fit this description)	22 raw materials (100% das que se encaixam nesta descrição)	Materials from Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, and Peru	Materials from Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, and Peru	Sample of eight main materials (glass, stainless steel, zinc, cotton, plastics, other synthetic materials, polypropylene, ABS polymer, polyester) from available databases

*Raw materials used by both Natura and Avon are considered only once in this consolidated table.



Process and main results

The initial analysis mapped materiality, particularly in upstream and direct operations, aligned with TNFD’s general guidelines and Natura’s specificities. We summarize this process below.

1. DATA COLLECTION AND PROCESSING:

First, data is collected (such as information about the purchasing base, ingredients, and operational units). Then, the different available databases are processed and cross-referenced to generate representative data for 2022 and 2023.

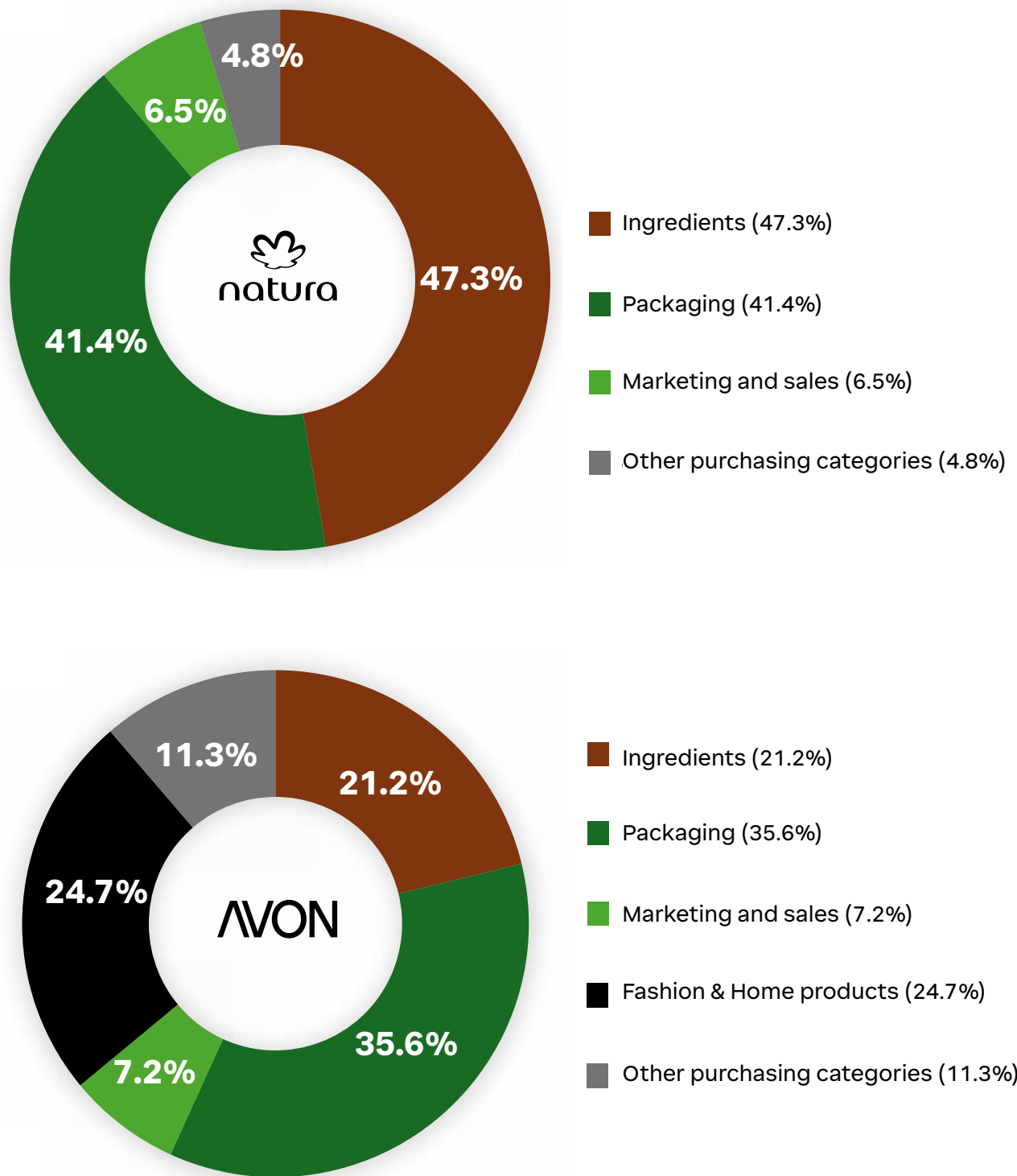
2. DEFINITION OF REPRESENTATIVE SAMPLES FOR UPSTREAM VALUE CHAINS:

The purchasing profile of Natura and Avon was assessed using 2022 and 2023 as reference years. This assessment highlighted the relevance of some purchasing categories, as well as differences between the profiles of the two brands (see *the graphs on page 87*). After that, the Analysis Lenses were adopted, considering:

- **Materiality, in terms of weight and purchase value (spend), associated with each raw material/material;**
- **The existence of raw materials or materials identified as relevant to the business strategy.**

Purchasing Profile – Natura and Avon

Representative data from 2022 and 2023, separated by brand



3. DEFINITION OF CRITERIA:

The main criteria in line with TNFD and Natura were considered in our initial materiality analysis:

TNFD CRITERIA

DATA QUALITY

Representativeness and consistency of the internal data analyzed.

MATERIALITY OF THE PRODUCTION CHAIN IN RELATION TO BIODIVERSITY

Examples: presence on the SBTN High Impact Commodity List; supply chain presenting a risk of deforestation; water consumption; relationship with exotic species with invasive potential in the cultivation area; relationship with species with some level of threat (IUCN Red List of Threatened Species); and type of production.

INTERSECTION WITH NATURE-SENSITIVE AREAS

Examples: percentage of Key Biodiversity Areas, biodiversity hotspots (BirdLife), and priority ecoregions (WWF) in the country of origin of the raw material; annual rate of tree cover loss in the country of origin (Global Forest Watch - Biodiversity Risk Filter).

INFORMATION ON POTENTIAL SOURCES OF IMPACT ON BIODIVERSITY

Examples: relationship with freshwater pollution resulting from wastewater generation, solid waste generation, water stress resulting from water consumption, and land use and occupation; greenhouse gas (GHG) emissions associated with electricity consumption and fossil fuel burning.

INTERSECTION WITH NATURE-SENSITIVE AREAS

Examples: Range rarity (WWF); intersection with Key Biodiversity Areas (BirdLife); annual rate of tree cover loss in the country of origin (Global Forest Watch - Biodiversity Risk Filter); protected areas (World Database on Protected Areas - Biodiversity Risk Filter); water scarcity risk (WWF); indigenous lands and traditional territories (Funai, Incra, and LandMark).

NATURA CRITERIA

ASSOCIATED ECONOMIC RELEVANCE

Representation in total purchases and volume of ingredients purchased; participation in total purchase; raw materials from socio-biodiversity.

SUPPLIER ENGAGEMENT

Certification submitted by the supplier; indication of the supplier's strategic level.

INFORMATION ON THE PRODUCTION CHAIN

Existence and degree of granularity regarding the origin of raw materials and materials purchased (geographic reference unit) and the level of uncertainty associated with this origin.

RELEVANCE TO NATURA

Relationship with: the Climate Transition Plan; Amazon protection commitments; circularity targets; intolerance of human rights violations in the supply chain; UEBT natural ingredient management; access to benefit sharing; other socio-environmental programs of the company.

UPSTREAM
DIRECT OPERATIONS
DOWNSTREAM

ECONOMIC RELEVANCE

Representation in total purchases.

RELEVANCE TO NATURA

Relationship with Natura's socio-environmental programs and with the Research & Development department.

RELATIONSHIP WITH NATURA'S ALREADY MAPPED RISKS

Relationship with climate risks mapped according to TCFD parameters.

RELEVANCE TO NATURA

Relationship with circularity targets (biodegradability for ingredients and recycling rate of packaging materials in the countries where the company has direct operations); vision of Natura consumers and eco-shoppers in general (relationship with traceability, recyclability, deforestation, nature and Amazon conservation, support for small producers, and fair trade).

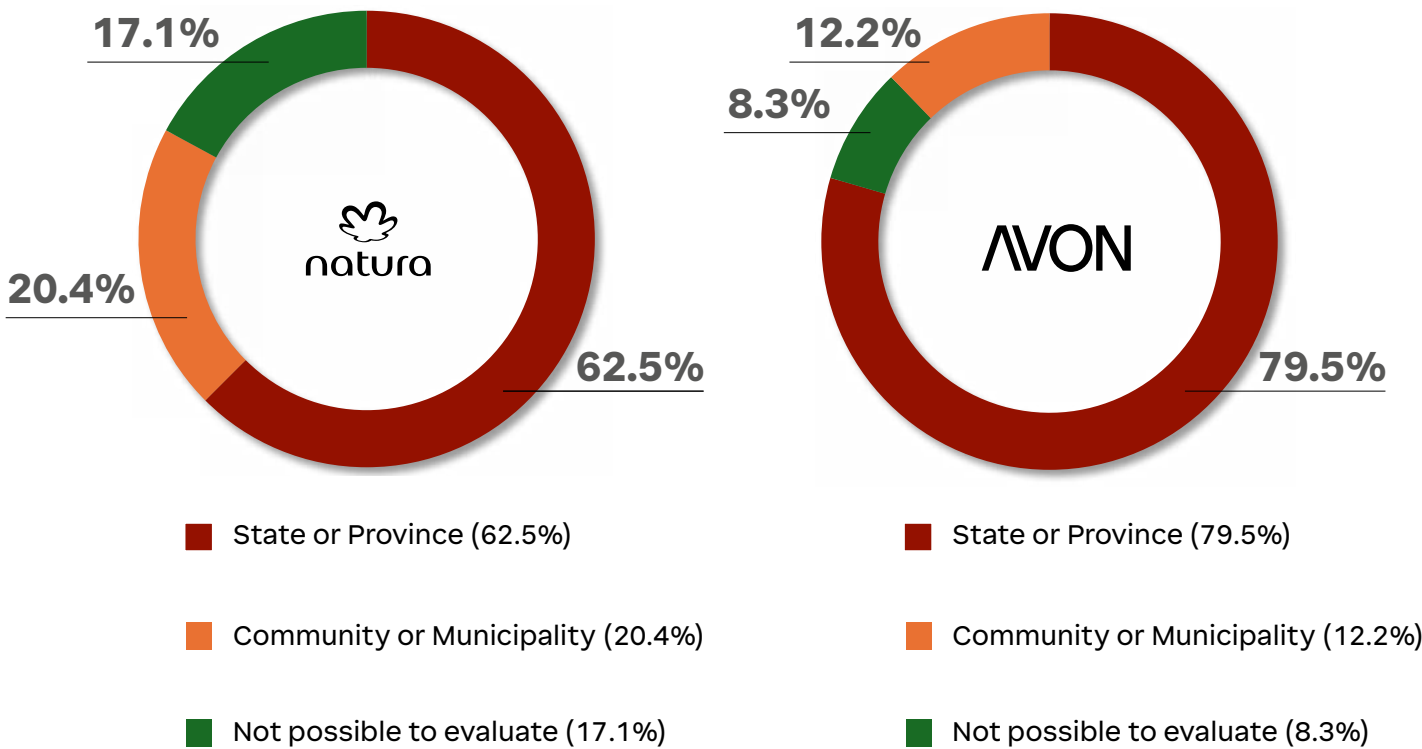
For the analysis of the supply chain, we used the most granular geographic data available on the places of origin and/or collection of the base raw materials of the ingredients, preferably at the community or municipal level and, when unavailable, at the regional, state, or provincial level. When these internal data were unavailable, we adopted assumptions based on information available on platforms such as Trase and Comex Stat, which provide information on the most common places of origin for commodities.

However, it was not possible to perform the geospatial analysis for some raw materials due to the absence of granular information (see the graphs on page 90).



Levels of granularity of information about origin

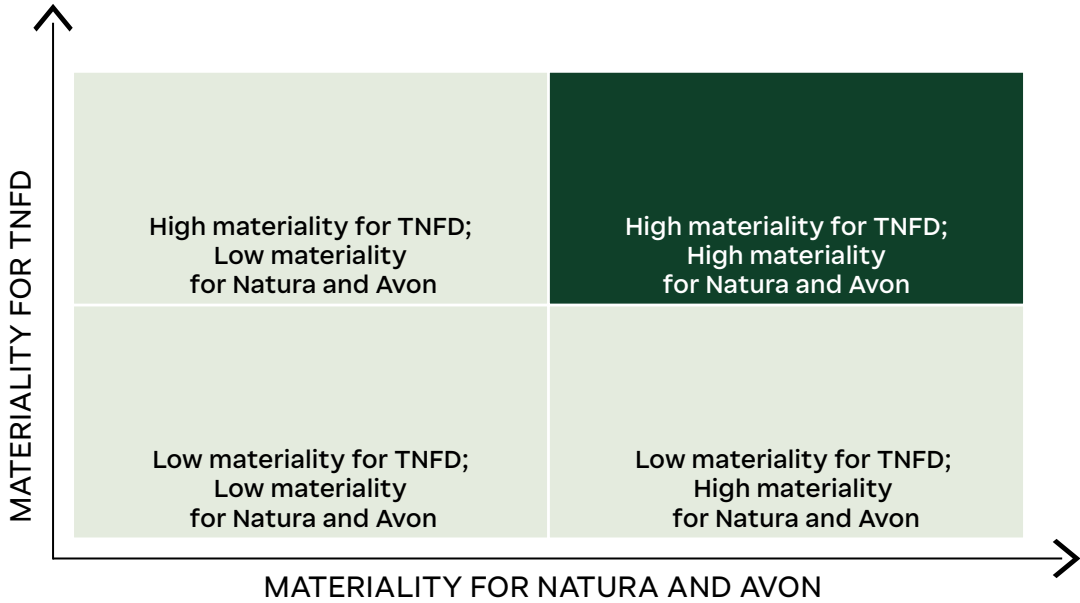
By brand, in relation to raw materials and materials purchased (2022-2023)



Analysis from TNFD and Natura materiality perspectives

Each raw material, material, or operational unit was evaluated individually based on the defined criteria. Materiality was calculated as the average of the values assigned to the analyzed criteria, generating a specific value for each evaluated item.

As a result, we selected those with the highest materiality in each upstream lens and for each asset, whose average values were located in the indicated quadrant in the following illustration:



After that, we gained an initial perspective on the materiality in nature-related impacts and dependencies for the two brands (Natura and Avon):

UPSTREAM:

LENS 1 (Weight and Purchase Value): Of all 105 raw materials that were analyzed, 55 were selected;

LENS 2 (Critical Chains): Of all 298 raw materials analyzed, 158 were selected;

LENS 3 (Socio-biodiversity): Of all 22 raw materials analyzed, 4 were selected;

LENS 4 (Packaging): the combinations of material and respective country of origin were selected:

- a. **Glass:** Argentina, Brazil, Chile, Colombia, Mexico, and Peru
- b. **Paper:** Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, and Peru
- c. **Cardboard:** Brazil
- d. **Plastic:** Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, and Peru
- e. **Metal:** Brazil, Chile, Colombia, Ecuador, and Peru

LENS 5 (Magazines and Printed Materials): printing paper from Brazil, Colombia, Mexico, and Peru was selected.

LENS 6 (Fashion & Home Products): products whose main material is polypropylene were selected from the categories of Self-Care, Entertainment, and Leisure, and those whose main material is polyester (categories: Accessories, Footwear, Home Products, Children's Fashion, Children's Home, and Unclassified).

All raw materials evaluated as materials for Lenses 1, 2, and 3 advanced to the next stage of analysis, Locate.

Due to the unavailability of more granular information regarding the origin or extraction location of the main materials for Lenses 4 (Packaging), 5 (Magazines and Printed Materials), and 6 (Fashion & Home Products), these data could not be evaluated in terms of their intersection with nature-sensitive areas. Therefore, they could not be considered in the Locate stage. These data were only analyzed starting in the Evaluate stage in terms of the materiality in impacts and dependencies.

DIRECT OPERATIONS:

Of all 25 operational units, 17 (four factories and 13 distribution centers) were considered material in this first materiality analysis (see map on the next page). After that, in the Locate stage, 23 operational units were subject to more granular evaluation (two operational units were in the process of closing down their activities so they were not included).

CALIBRATION AND SENSITIVITY ANALYSIS

To complement the evaluation, a calibration analysis was conducted in which different weights were assigned to certain criteria, according to their strategic importance or potential impact on the nature and operations of the company. This refinement allowed the analysis to highlight critical aspects.

For the TNFD criteria, greater weight was assigned to aspects related to potential sources of impact on nature. For the Natura criteria, weights were assigned according to the importance of each criterion for the company's operations and strategy.

Factories and Distribution Centers considered after prioritizations of the LEAP journey



Lessons learned

With the pre-TNFD diagnosis, we promoted even greater integration between the different departments of the company that are responsible for nature-related data. These departments were extensively involved in the data collection and analysis stage, as well as the validation and refinement of the results.

The management of nature-related data and information is a process of continuous improvement. In this study, there were advances, such as the revision of data collection forms from suppliers aiming to increase the granularity of locations of production chains, refinement of databases, and validation of the assumptions adopted from secondary research (on the Trase and Comex Stat platforms).

We also identified the need to support our suppliers in understanding their own nature-related issues by providing training and other engagement actions.

Fragrance production was not included in this scope due to its formulas and the confidential nature of the information. However, given their significant materiality in terms of purchases, we recognize the need to develop an action plan to encourage fragrance houses to provide information about their ingredient components. Critical fragrances have been identified and will be prioritized for traceability and/or certification, based on a human rights and nature-based approach by 2030.

In the purchasing profile of operations (*see graphs on page 87*), products developed or manufactured by third parties are included in the “other purchasing categories” section. In both cases, better access to the origins of raw materials is necessary.

At this stage, we did not evaluate synthetic ingredients due to a lack of information about manufacturing processes, verifiable information, and data for most of the criteria adopted. Considering the samples of the raw material purchased in 2022 and 2023, we assessed that:

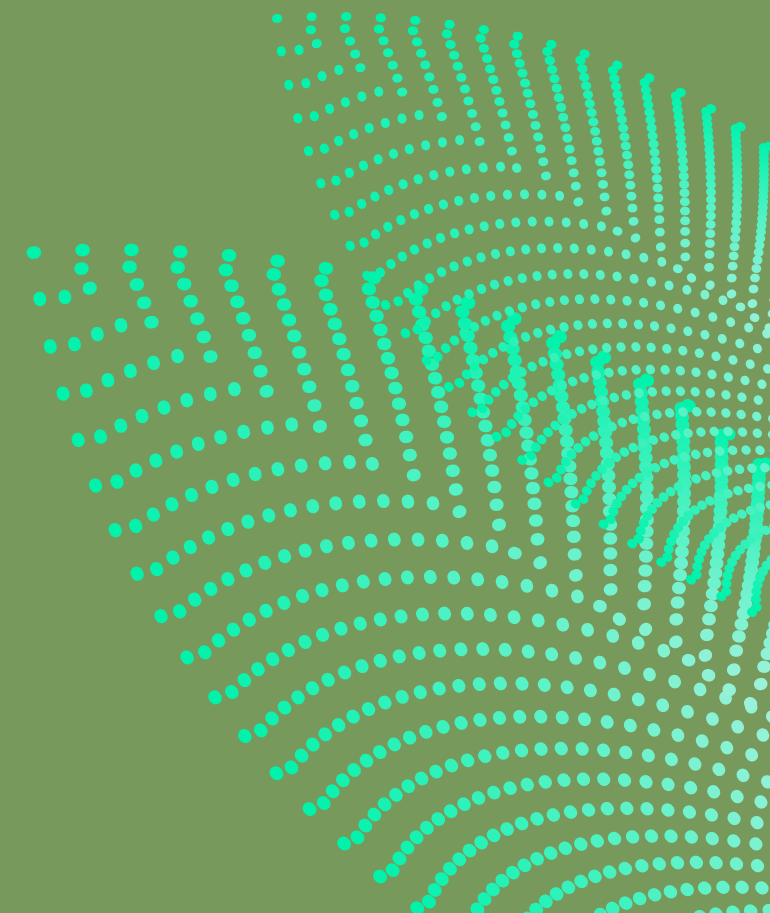
AT NATURA (2022/2023):

- 13% of raw materials are of synthetic origin;
- 82% of raw materials are plant-based or derived from plants;
- 5% of raw materials are of mineral origin.

AT AVON (2023):

- 25% of raw materials are of synthetic origin;
- 62% of raw materials are plant-based or derived from plants;
- 13% of raw materials are of mineral origin.

We understand that some of our synthetic ingredients may have material impacts on biodiversity, particularly regarding Climate Change and Pollution. Using the Ecoinvent platform, we obtained information about these pressures, enabling us to analyze these ingredients in their respective Lenses in our biodiversity footprint, in the Evaluate stage.



Locate stage: Nature interface



The Locate stage aims to identify our priority nature interface. This is accomplished by cross-referencing the most material locations where we identify our potential impacts and dependencies with our interface with ecologically sensitive locations.

Scope analyzed

The scope of Lenses 1, 2, and 3 of upstream value chains was defined based on the results of the pre-TNFD diagnosis, which determined the focus of the analysis for the Locate stage:

natura 1	natura 2	 3
MATERIALITY IN TERMS OF WEIGHT AND PURCHASE VALUE (2022/2023)	CRITICAL RAW MATERIALS (2023)	SOCIO-BIODIVERSITY RAW MATERIALS (2022)
55 raw materials	158 raw materials	4 raw materials

For direct operations, 23 operational units were considered: 19 distribution centers and four factories (a maximum of 21 of the 23 units in the initial scope are represented on the maps in this document, corresponding to the factories and distribution centers operated by Natura at the end of 2025).

Process phases and main results

1. DEFINITION OF MATERIAL LOCATIONS IN IMPACTS AND DEPENDENCIES

We identified Material Locations in direct and upstream value chains, i.e., sectors, value chains, and geographic areas that may potentially be associated with impacts and dependencies of moderate to high level.

In the Locate stage, we used the ENCORE 2024 tool as a scientific basis, applying its economic activities according to the ISIC classification. It allowed us to assess 13 factors of pressure on biodiversity and 25 ecosystem services.

In the absence of a specific classification for the cosmetics sector, the following industrial classes were considered:

- **For factories:** production of pharmaceutical, medicinal chemical and botanical products; research and experimental development in natural sciences and engineering;
- **For distribution centers:** storage and warehousing.

For upstream processes, several industrial classes were considered, such as cultivation of perennial crops, sugarcane and other non-perennial crops; forestry and other forestry activities; manufacture of plastic products; mining of non-ferrous metals; printing and activities of printing-related services.

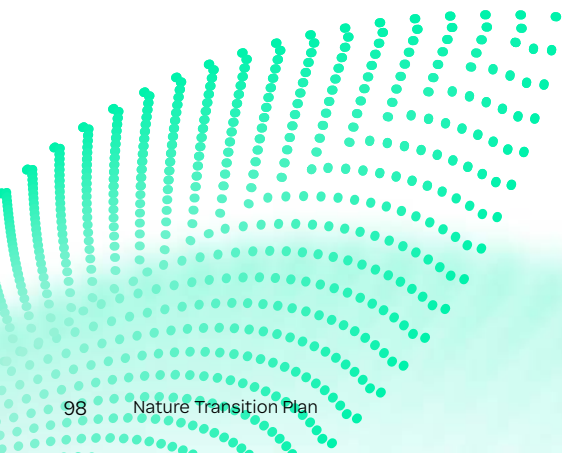
Recognizing that each territory has its own particularities, we calibrated the ENCORE results considering our operational reality, primarily for:

- Raw materials from socio-biodiversity;
- Cosmetics manufacturing processes;
- Product storage activities.

This way, the processes considered in this scope could be evaluated in terms of their materiality of impacts and dependencies, with Very High, High, Moderate, Low, and Very Low levels. In this assessment, we used the Impact and Dependency Materiality Index, which combines ENCORE results with specific factors of potential impact, such as the presence of the raw material chain in the SBTN High Impact Commodity List (which shows the most common environmental impacts associated with the production of commodities), risk of deforestation, water consumption, and relationship with species under some level of threat (Vulnerable, Threatened, and Critically Endangered).

2. NATURE INTERFACE

We identified the ecosystems and biomes in which direct operations and upstream value chains are located, based on the Brazilian biome classification of IBGE (2021) and the global biome classification of WWF (2017).



Our factories and distribution centers are predominantly located in the biome of Tropical and Subtropical Broadleaf Moist Forests, according to the classification of the World Wide Fund for Nature (WWF) (see *graph with the complete distribution on the next page*).

In Brazil, this biome includes the Atlantic Forest, where we have the greatest presence, besides the Amazon. We also have operations in the Cerrado (Tropical and Subtropical Grasslands, Savannas, and Shrubs in the WWF classification). In other locations in Latin America, we are also present in Tropical and Subtropical Dry Broadleaf Forests (Colombia and Mexico); Temperate Grasslands, Savannas, and Shrublands (Argentina); Deserts and Xerophytic Shrublands (Mexico and Peru); Mediterranean Forests, Woodlands, and Scrub (Chile).

Considering the origin (cultivation or collection) of the main raw materials of our products, an interface was observed with the following WWF biomes (see *map on page 102*): Tropical and Subtropical Moist Broadleaf Forests (primarily in the Amazon, Indonesia, and Malaysia); Tropical and Subtropical Grasslands, Savannas, and Shrublands (Cerrado in Brazil), Tropical and Subtropical Dry Broadleaf Forests (Indonesia), Tropical and Subtropical Coniferous Forests (Indonesia), Temperate Broadleaf and Mixed Forests (United States).

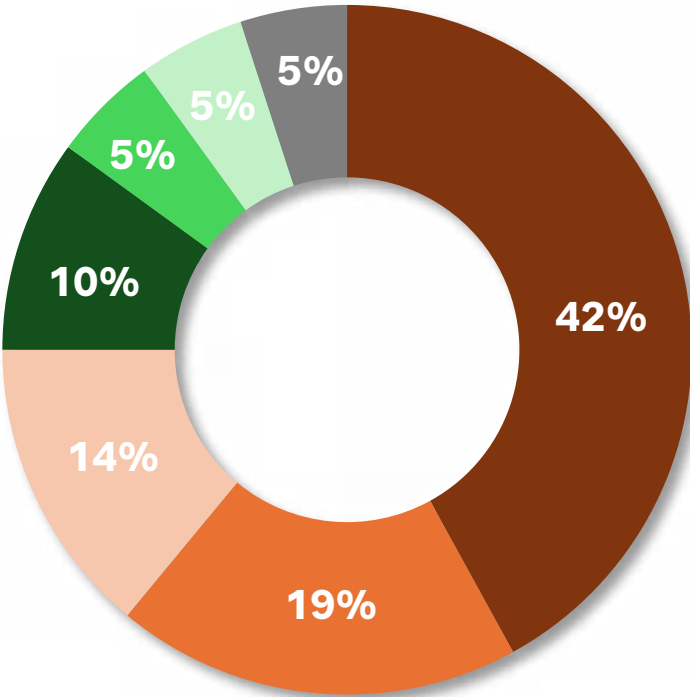
3. INTERFACE WITH ECOLOGICALLY SENSITIVE SITES

The interface between our direct operations and the origin of the raw materials for Lenses 1, 2, and 3 of upstream value chains was then related to the ecological sensitivity of the locations, considering direct overlap or a distance of up to 5 km. To determine these locations, we used the TNFD definition of sensitive locations:

1. Areas important for biodiversity;
2. Areas of high ecosystem integrity;
3. Areas of rapid decline in ecosystem integrity;
4. Areas of high physical water risks;
5. Areas of importance for ecosystem service provision, including benefits to Indigenous Peoples, Local Communities and stakeholders.

Biomes of Natura and Avon’s direct operations

Include all factories and distribution centers in Latin America

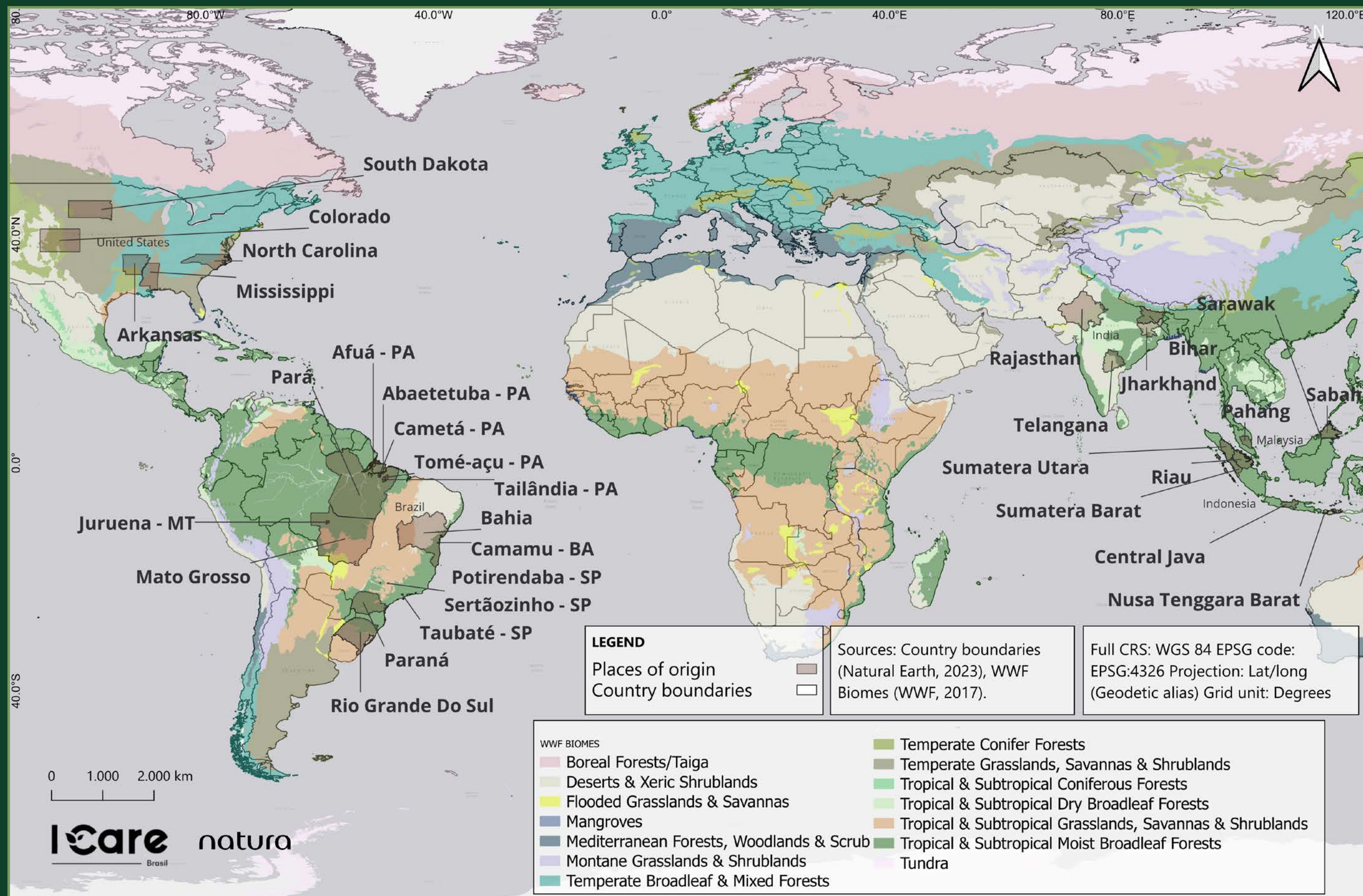


-  Tropical and Subtropical Moist Broadleaf Forests (42%)
-  Temperate Grasslands, Savannas, and Shrublands (19%)
-  Dry Tropical and Subtropical Broadleaf Forests (14%)
-  Deserts and Xerophytic Shrublands (10%)
-  Tropical and Subtropical Coniferous Forests (5%)
-  Mediterranean Forests, Woodlands, and Scrubs (5%)
-  Tropical and Subtropical Grasslands, Savannas, and Shrublands (5%)

Locations of Natura and Avon's direct operations and the biomes of Brazil (IBGE) and Latin America (WWF)



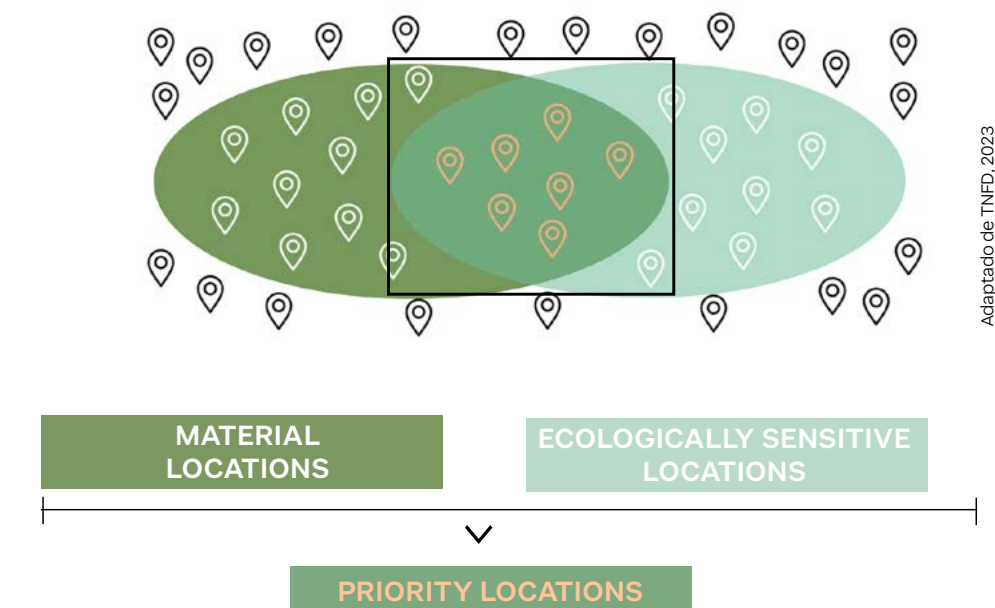
Global origin of the raw materials used by Natura and Avon



The 15 databases used in the analysis of ecologically sensitive locations are listed below:

- Priority ecoregions ([World Wide Fund For Nature - WWF, 2018](#));
- Biodiversity hotspots ([Critical Ecosystem Partnership Fund - CEPF, 2016](#));
- Protected areas ([World Database on Protected Areas - WDPA, 2024](#); [Brazil's Ministry of the Environment - MMA, 2022](#));
- Global Ramsar sites ([RAMSAR.org, 2024](#));
- Global critical habitats ([UN Environment Programme World Conservation Monitoring Centre, UNEP-WCMC, 2023](#));
- Priority areas for biodiversity conservation ([MMA, 2018](#));
- Richness of threatened species ([International Union for Conservation of Nature - IUCN, 2022](#));
- Weighted richness of threatened species ([IUCN, 2022](#));
- Area of native vegetation ([MapBiomas, 2022](#); [European Space Agency - ESA, 2021](#));
- Forest Landscape Integrity Index ([Grantham et al., 2020](#));
- Loss of forest area ([Global Forest Change, 2024](#); [Global Forest Watch, 2022](#));
- Physical risk of water quantity ([Aqueduct, 2023](#));

4. NATURE-RELATED PRIORITIZATION



Nature-related prioritization was consolidated by defining our “Priority Locations” based on the intersection between Material Locations and Ecologically Sensitive Locations.

For upstream value chains (Lenses 1, 2, and 3), we generated combined results by location and by raw material (*see table on page 108*). For direct operations, we generated results by operational unit, classified into three increasing priority levels (High, Very High, and Extremely High), in addition to non-priority locations.



Prioritization of raw materials for Lenses 1, 2, and 3

Based on the results of the Locate stage

natura 1 MATERIALITY IN TERMS OF WEIGHT AND PURCHASE VALUE (2022/2023) 51 prioritized raw materials (out of 55) Among them: - 92% are from the palm chain - 4% are from the Brazil nut chain - 2% are from the alcohol chain - 2% are from the cocoa chain	natura 2 CRITICAL RAW MATERIALS (2023) 145 prioritized raw materials (out of 158) Among them: - 78% are from the palm chain - 18% are from the mica chain - 2% are from the alcohol chain - 2% are from the soybean chain	natura 3 SOCIO-BIODIVERSITY RAW MATERIALS (2022) 2 prioritized raw materials (out of 4) Among them: - 100% are from the Brazil nut chain
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In a consolidated manner, the prioritization levels of the operational units that are relevant to the Locate stage, considering 13 distribution centers (DCs) and four factories, were:

Extremely high priority: Guarne DC, Colombia; Murici DC, Brazil; Pudahuel DC, Chile; Cabreúva DC, Brazil; São Paulo/Nasp DC, Brazil; Moreno Factory, Argentina; Cajamar Factory, Brazil.

Very high priority: Garín DC, Argentina; Itupeva DC, Brazil; Lurín DC, Peru; San Fernando DC, Argentina; Puentes DC, Mexico; Uberlândia DC, Brazil; Celaya DC, Mexico; Celaya Factory, Mexico; Ecoparque Factory, Brazil.

High priority: Castanhal DC, Brazil.

Key lessons learned

Information about the origin or collection location of the raw materials used in our products and ingredients is essential for robust nature-related analysis. This information reinforces the previously identified need to engage our supply chain partners in identifying and collecting such data.

The results of the analysis of the prioritized raw materials from the Locate stage also supported the revision of the company’s Critical Chain Standard. Regional and national databases were very important when identifying Ecologically Sensitive Locations due to their granularity, and should be prioritized whenever possible.

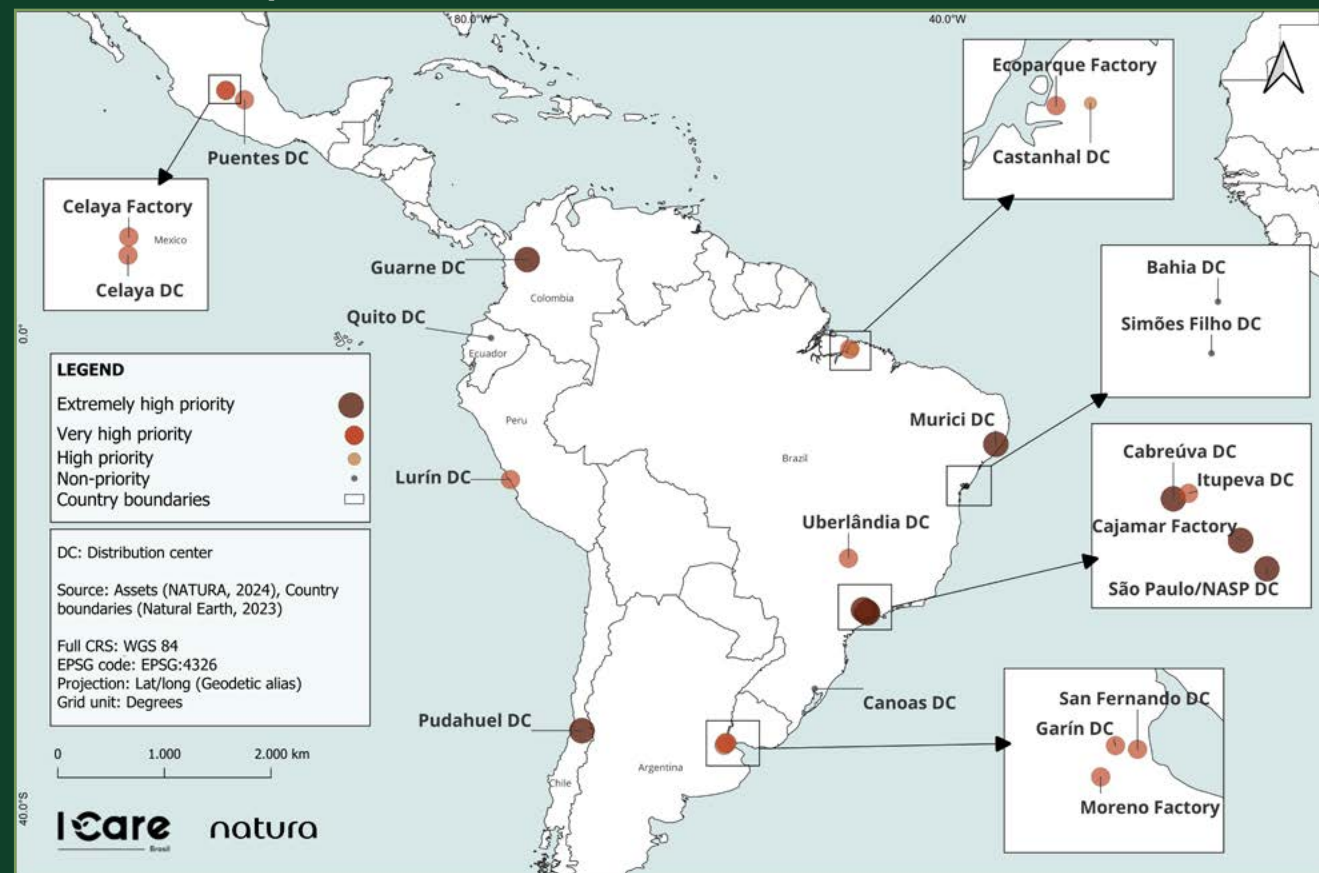
The findings from the Locate stage were essential for the development of our Nature Action Plan.



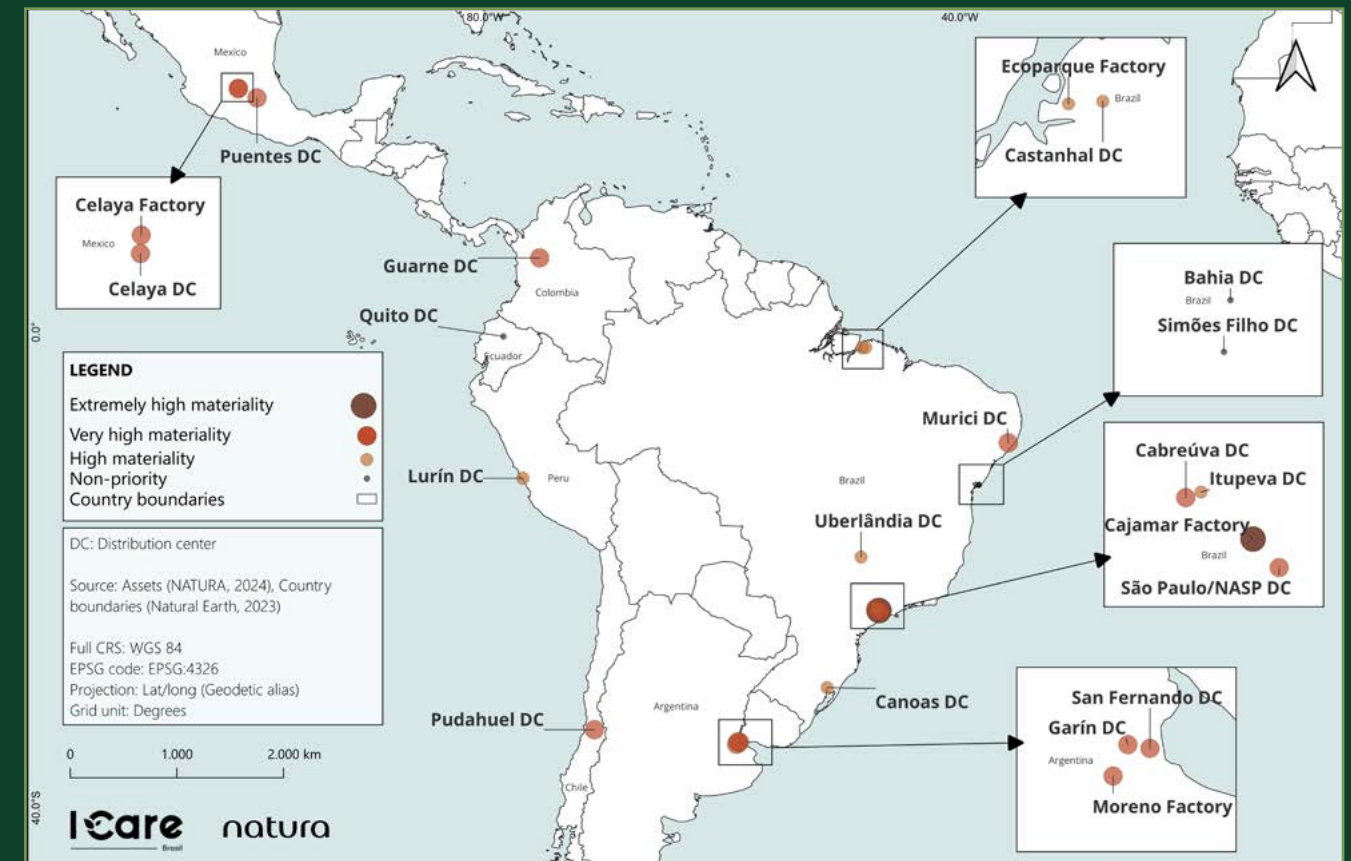
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DIRECT OPERATIONS OF NATURA AND AVON
17 units (four factories and 13 distribution centers) prioritized in the Locate stage

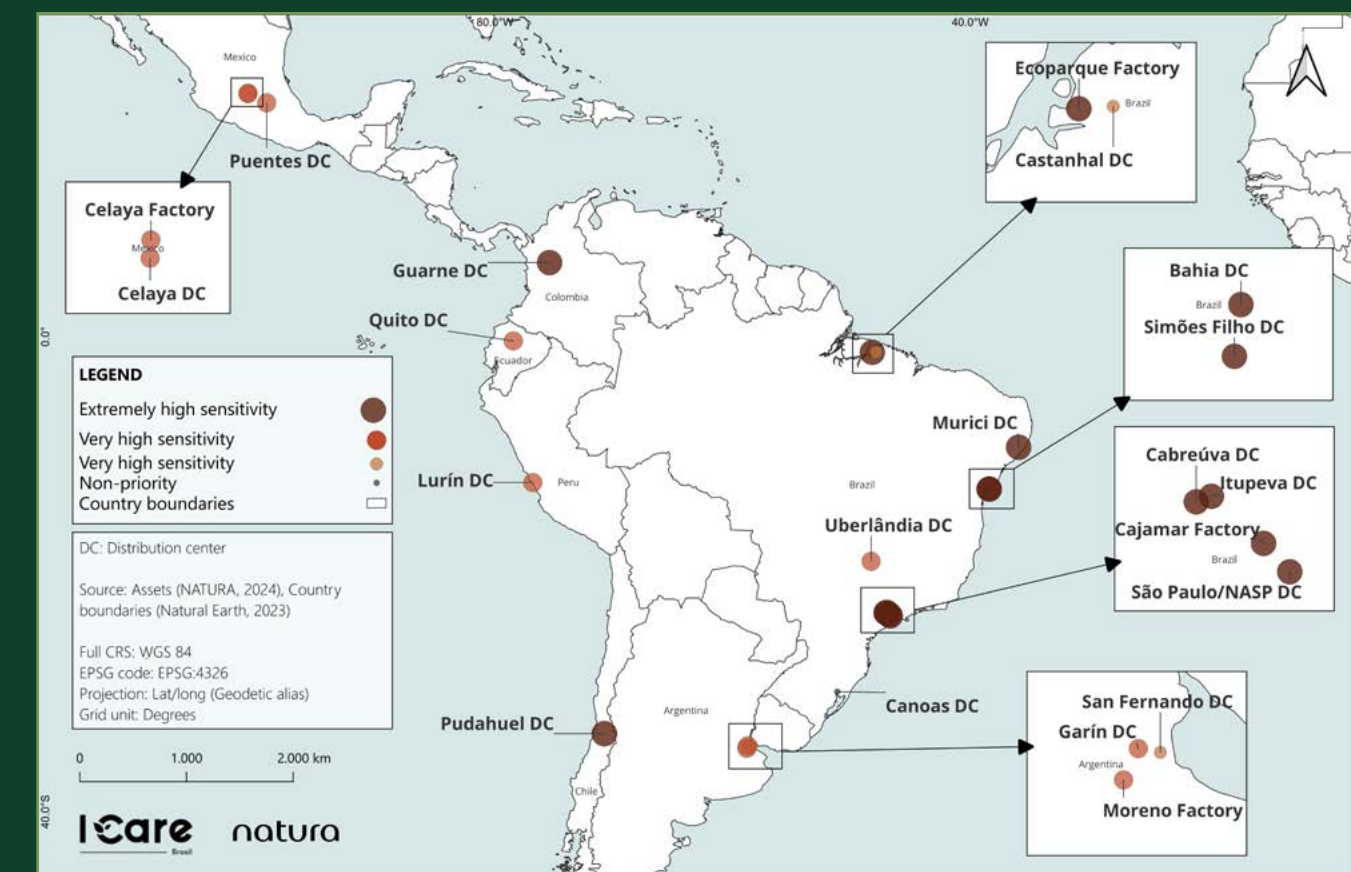
Nature-related prioritization



Materiality in impacts and dependencies



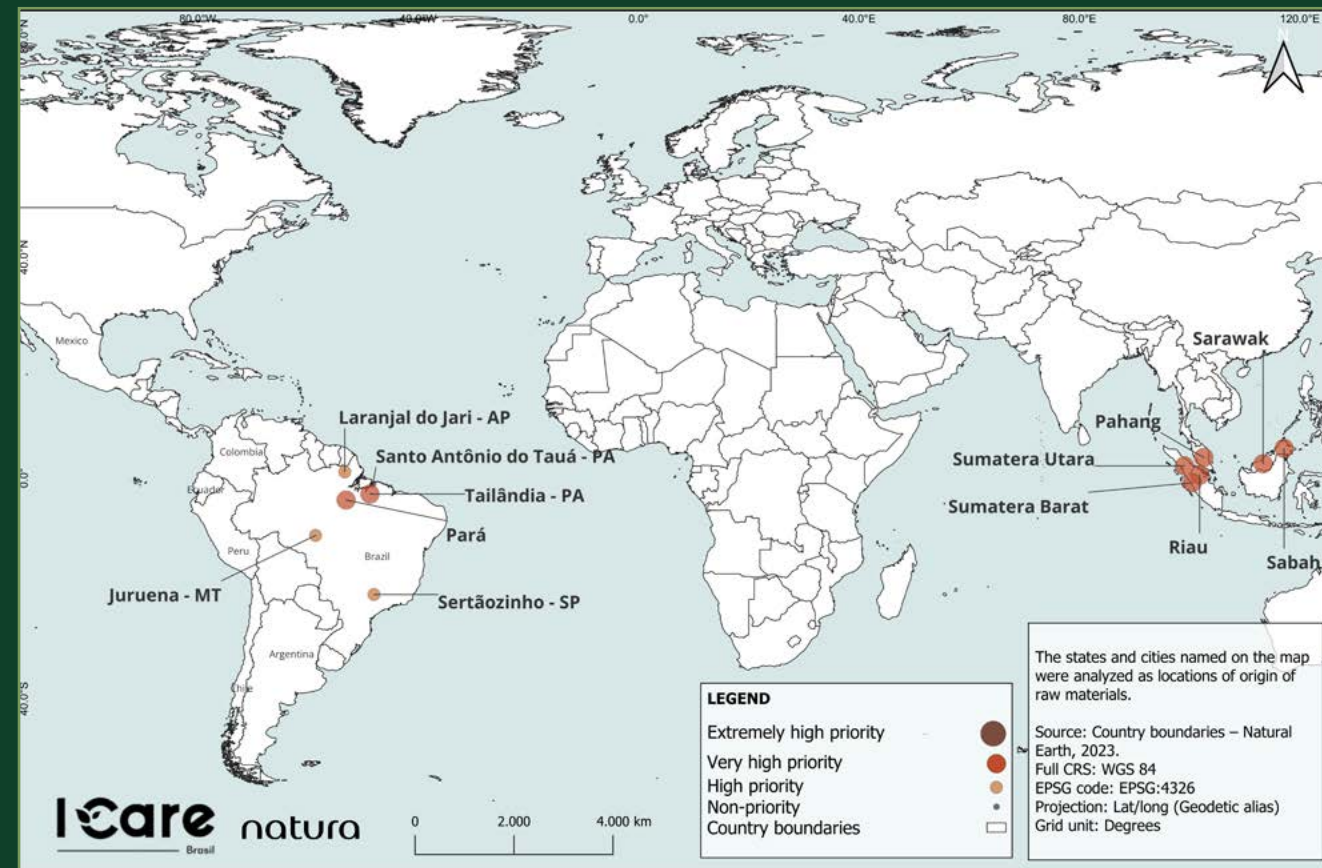
Ecological sensitivity



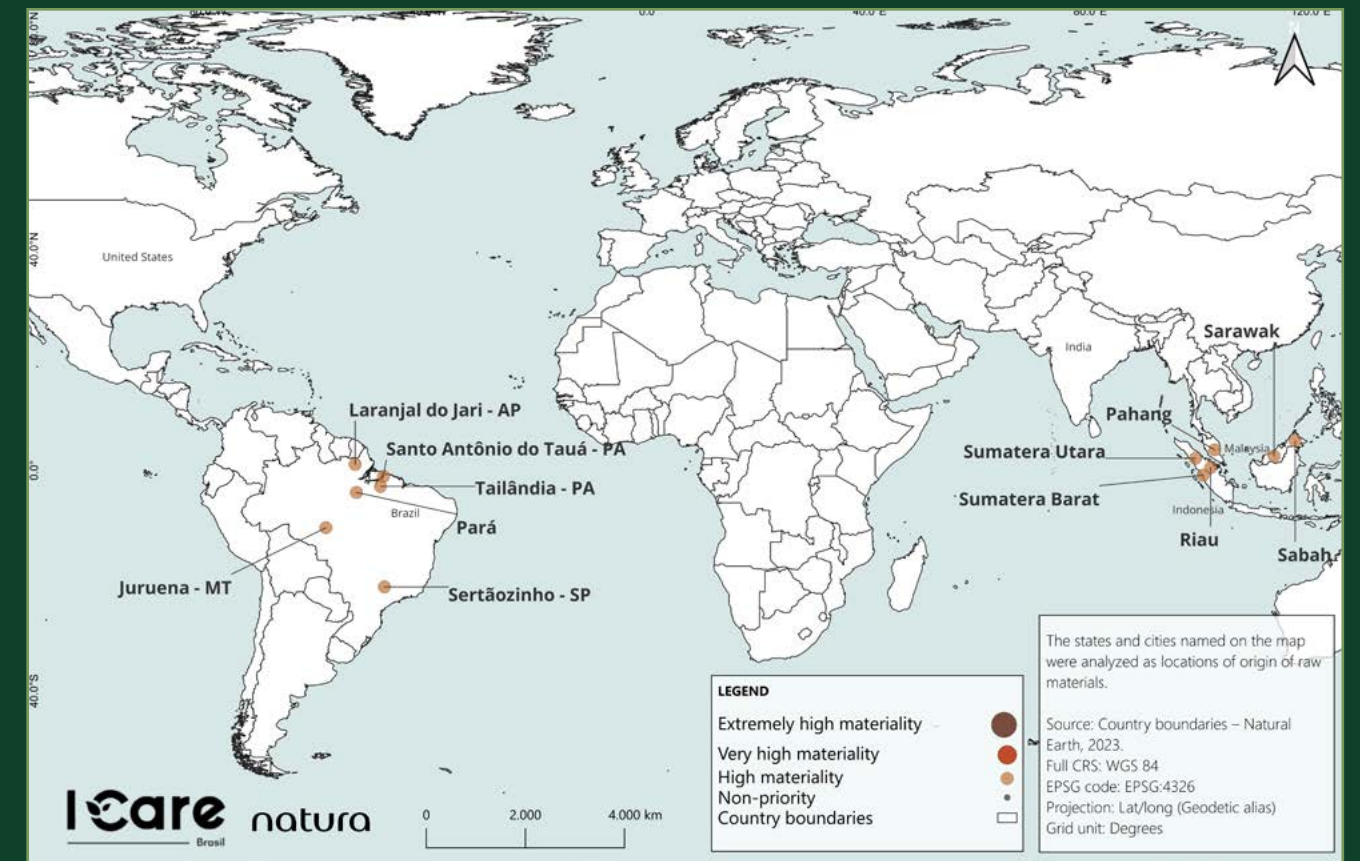
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UPSTREAM: LENS 1
Origins of the 51 raw materials
prioritized in the Locate stage

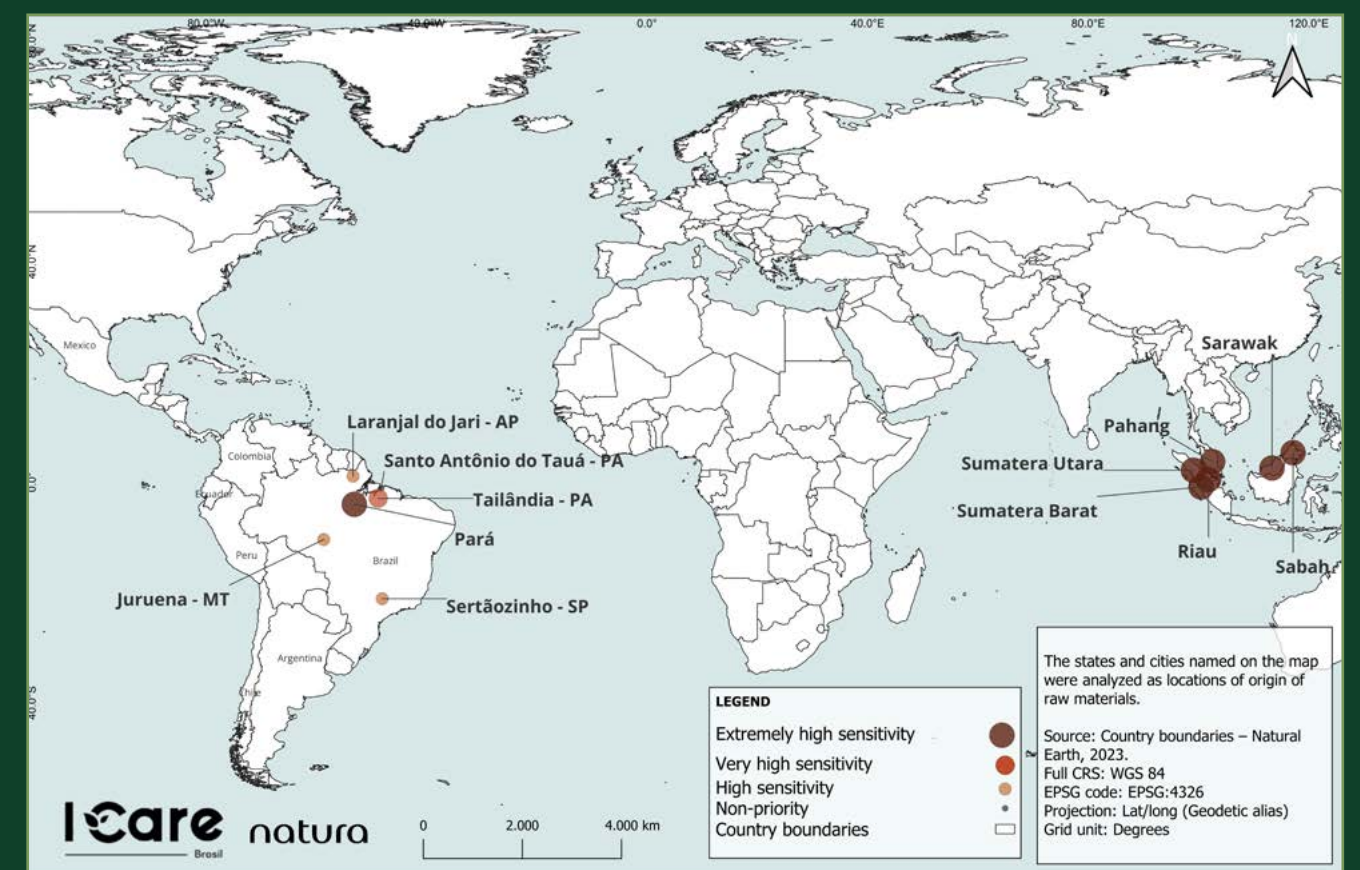
Nature-related prioritization



Materiality in impacts and dependencies



Ecological sensitivity

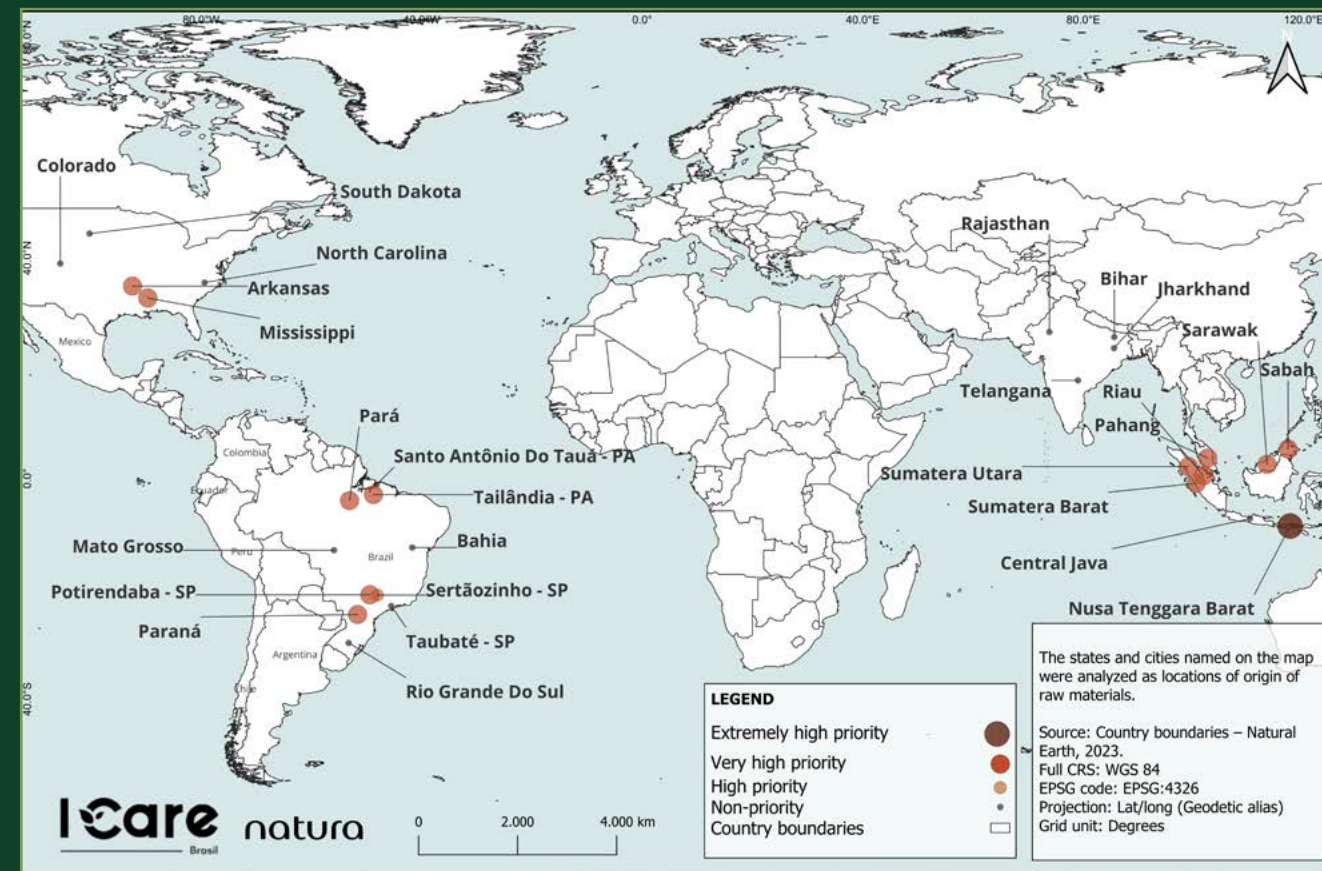


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UPSTREAM: LENS 2

Origins of the 145 raw materials prioritized in the Locate stage

Nature-related prioritization



Materiality in impacts and dependencies



Ecological sensitivity

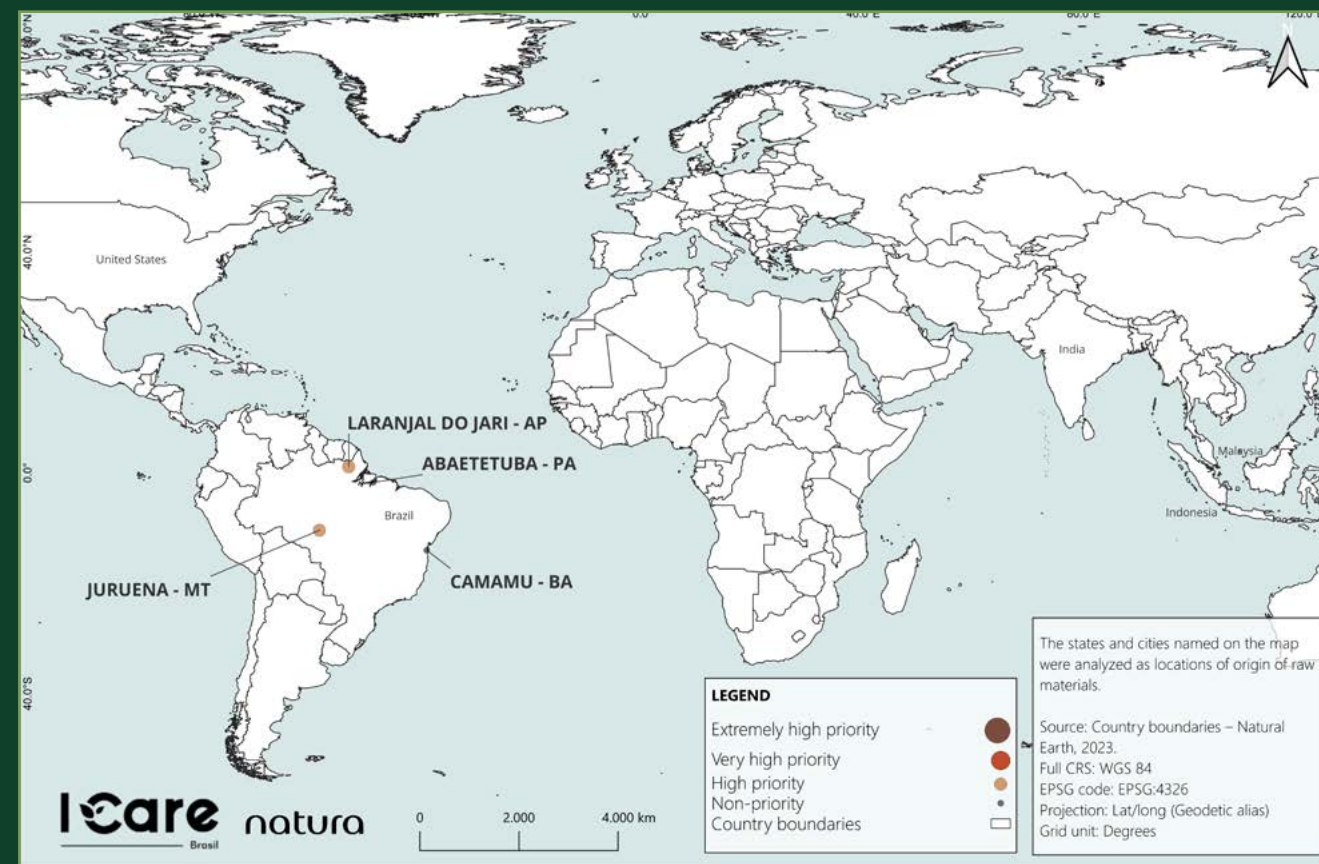




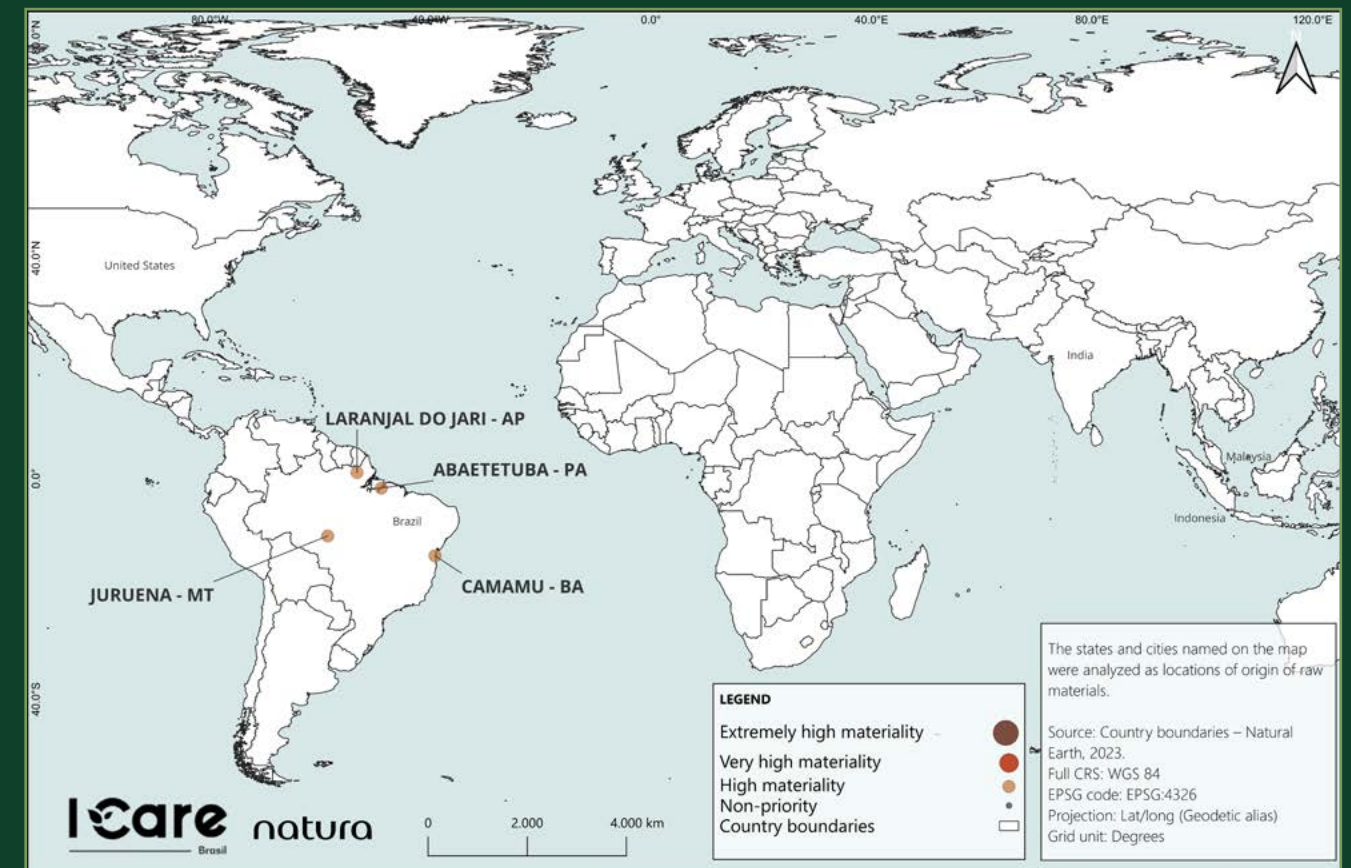
UPSTREAM: LENS 3

Origins of the two raw materials prioritized in the Locate stage

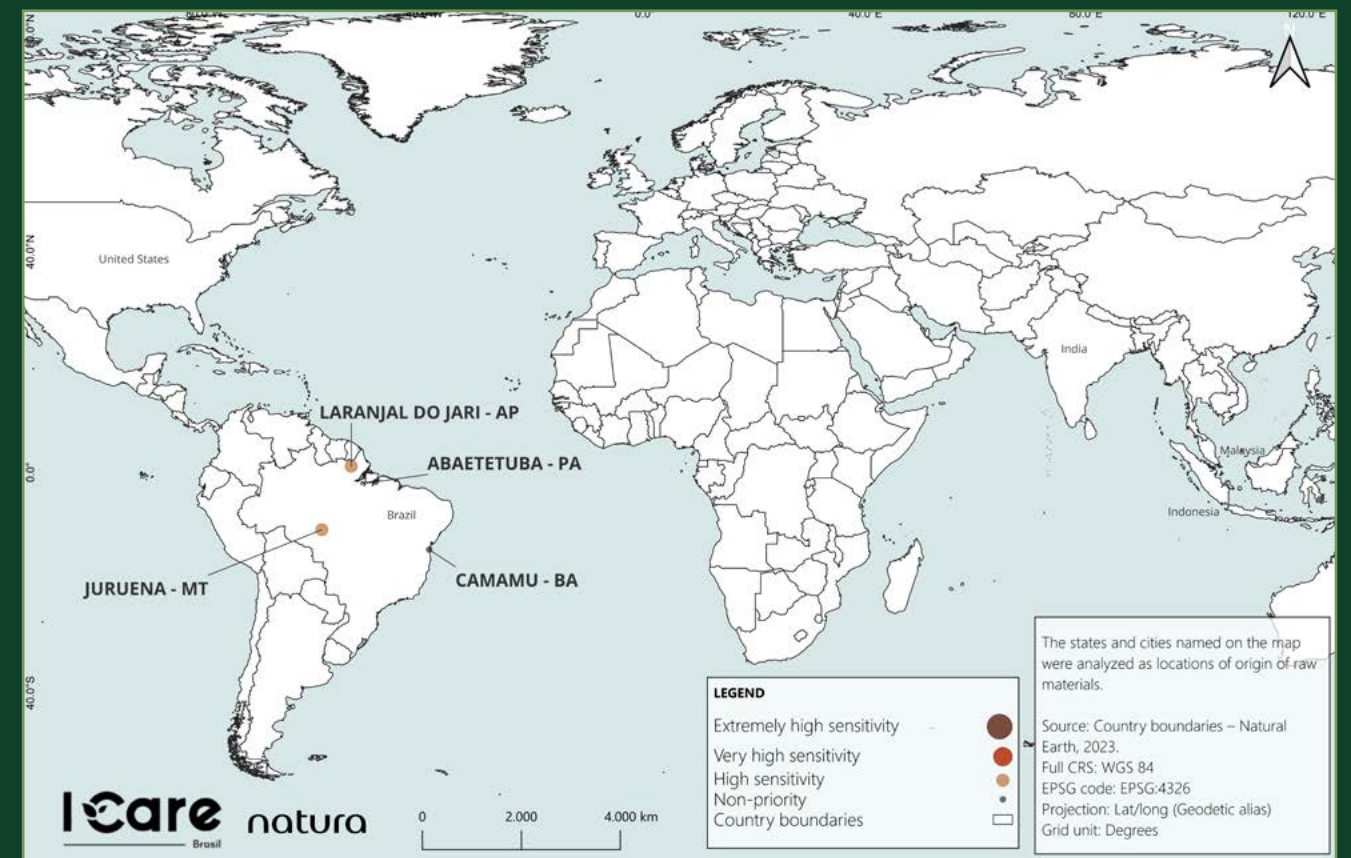
Nature-related prioritization



Materiality in impacts and dependencies



Ecological sensitivity





Evaluate stage: impacts and dependencies



In the Evaluate stage, companies analyze and prioritize their nature-related impacts and dependencies in previously identified locations. A combination of data about the state of nature, pressures, and environmental responses is used to measure potential impacts.

The idea is to provide a comprehensive view of the environmental context affecting the company, establishing a solid foundation for making informed strategic decisions about risks, feeding the prioritization results from the Locate stage back into the process.

Estimating our impacts

Scope analyzed

The Evaluate stage encompassed all segments of the value chain (upstream, direct operations and downstream), i.e., from raw material collection to the final disposal of waste, packaging, and products, an approach called “cradle to grave” in the context of Life Cycle Assessment.

The upstream process considered the cultivation, collection and processing phases of raw materials and materials from Lenses 1 to 6, as well as the life cycle stages of the main materials used to construct our operational units.

In this case, the total modeled weight of raw materials and materials was approximately:



LENSES 1, 2, AND 3: 73,100 tons, corresponding to 88% of the total raw materials (2022/2023);
LENS 4: 54,300 tons (2022);
LENS 5: 10,300 tons (2023).

AVON

LENS 1 AND 2: 13,200 tons, corresponding to 69% of the total raw materials (2023);
LENS 4: 42,100 tons (2023);
LENS 5: 17,000 tons (2023);
LENS 6: 68,500 tons (2023).

natura

LENS 1, 2, AND 3: 86,300 tons, corresponding to 85% of the total weight of raw materials (2022 and 2023);
LENS 4: 96,400 tons;
LENS 5: 27,300 tons;
LENS 6: 68,500 tons.

Our biodiversity footprint was calculated for the reference year of 2023. Therefore, all 25 units in operation in that year had their impact estimated, including those not prioritized in the Locate stage.

In downstream value chains, we assessed the impacts of the distribution, use, and end-of-life of our products.

Process and results

CALCULATION OF CORPORATE BIODIVERSITY FOOTPRINT

As mentioned in Chapter 2, we used the Corporate Biodiversity Footprint (CBF) tool, developed by I Care and Iceberg Datalab, which combines ecological assessment and Life Cycle Assessment (LCA) to obtain a quantitative result of the impact (pressure) on biological diversity, using the km².MSA.year metric.

We considered the following pressures:

- **Land/ freshwater/ ocean use change:** Land Use, Land Change, and Water Stress;
- **Pollution:** ecotoxicity, NOx (nitrogen oxide) and SOx (sulfur oxide) emissions;
- **Climate Change:** greenhouse gas emissions.

The life cycle inventories were obtained from the Ecoinvent database, always adopting the most regionalized flow. In some cases, we were able to use our own sources of primary data.

MODEL REFINEMENT

Refinement was an important stage in the modeling process, with the reduction of impact factors after the verification of environmental certifications that guarantee “zero land conversion” associated with the cultivation stage of raw materials:

LENS 2:

- For raw materials from the alcohol chain, the reduction was proportional to the total percentage with Regenerative Organic Certified (ROC) and Deforestation- and Conversion-Free (DCF) certifications, obtained in 2024, with 100% for Natura and 6.5% for Avon;
- For raw materials from the palm chain, the proportional reduction considered the percentage certified by the Roundtable on Sustainable Palm Oil (RSPO), with 98.2% for Natura and 67.9% for Avon.

LENS 4 AND 5:

- A proportional reduction was made considering the FSC certification or PEFC for 99.8% Natura and 99.8% Avon;

Recycled material flows were also considered, referring to the percentages of post-consumer recycled material used.

FINAL QUANTIFICATION

Natura’s total impact for 2023 was -141.01 km².MSA.year, without discounting subsequent offsets (*see the details by scope in the graph on page 124*).

The impact divided between each brand was:

 natura	AVON
-58.51 km².MSA.year	-82.50 km².MSA.year
41.49% of the total impact	58.51% of the total impact

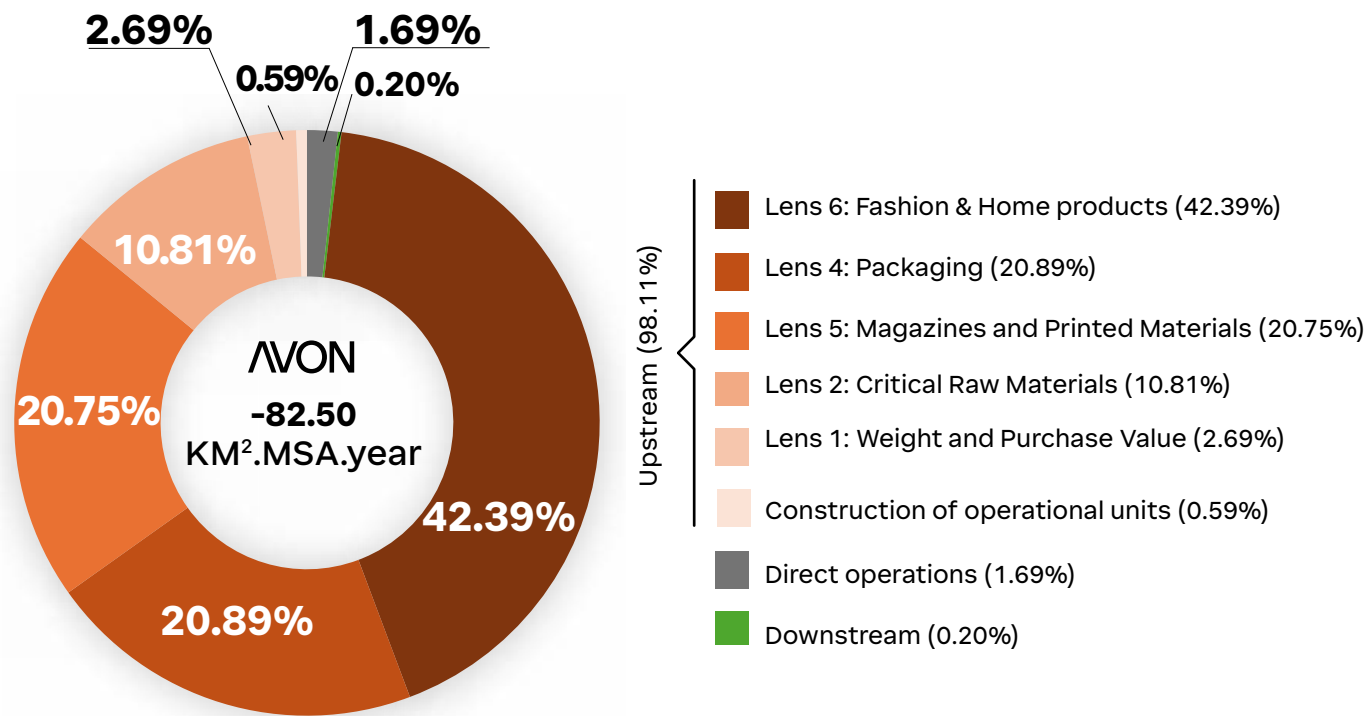
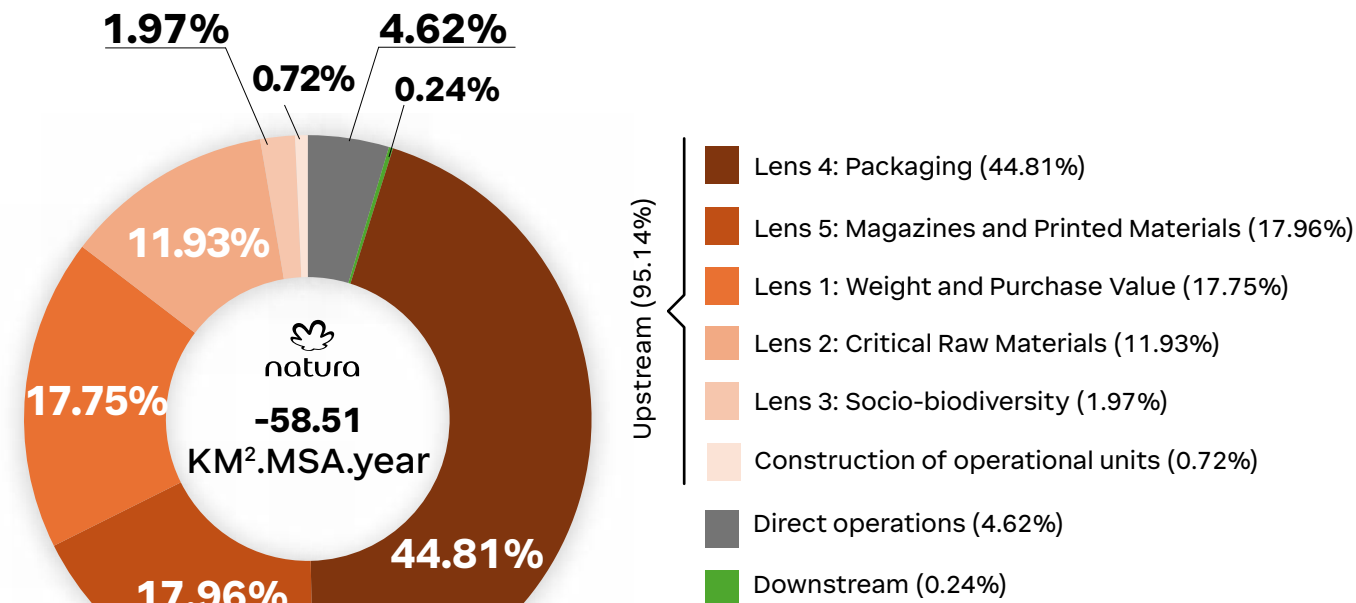
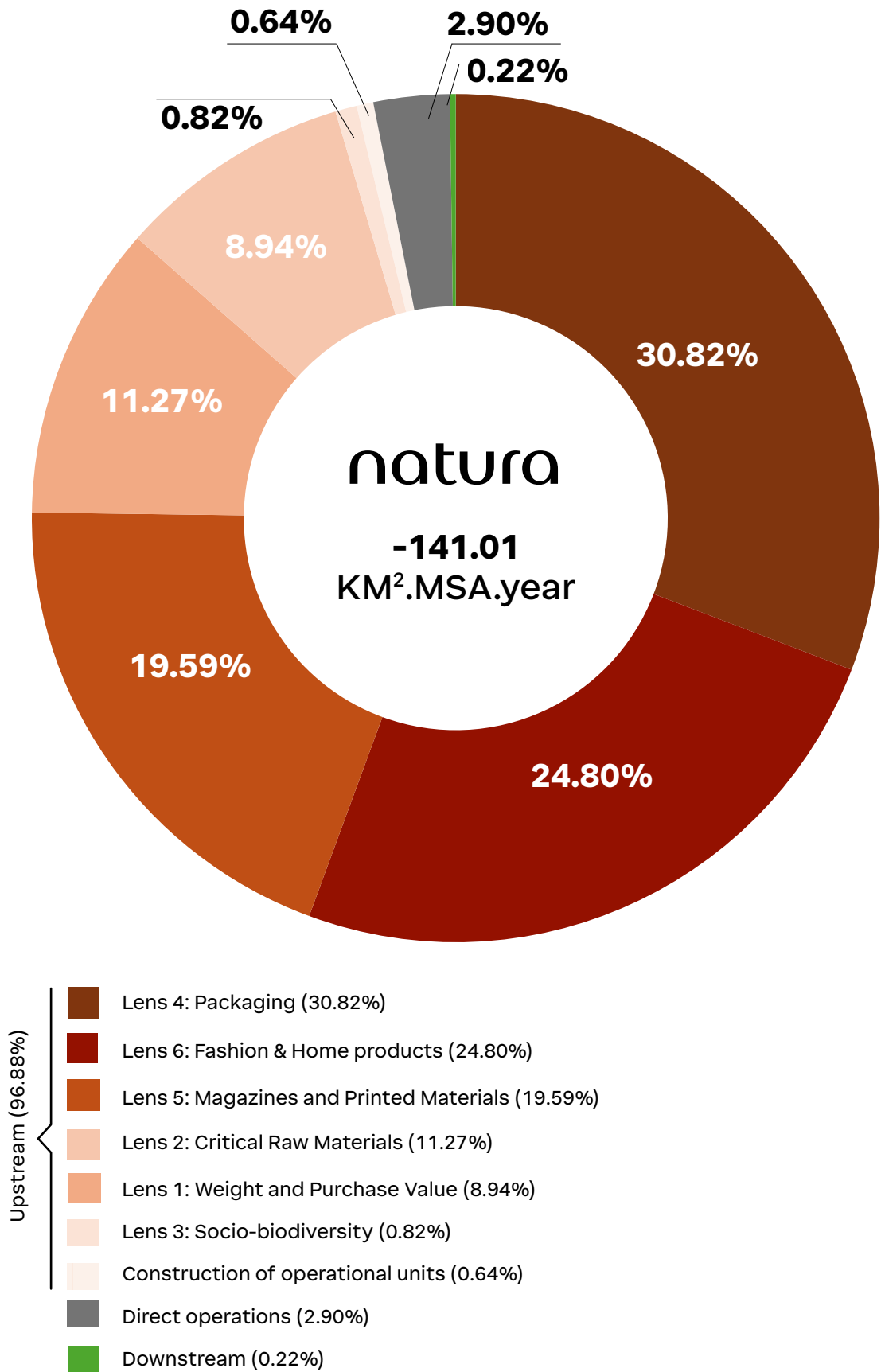
The footprint of -141.01 km².MSA.year corresponds to the complete conversion of an untouched natural area of 141.01 km² in one year (a pristine habitat has an MSA of 100%, while a fully built-up area has an MSA equal to 0%).

The greatest impact is concentrated in upstream value chains: 96.88% of the total (*see the percentages by segment in the graph on page 122*).



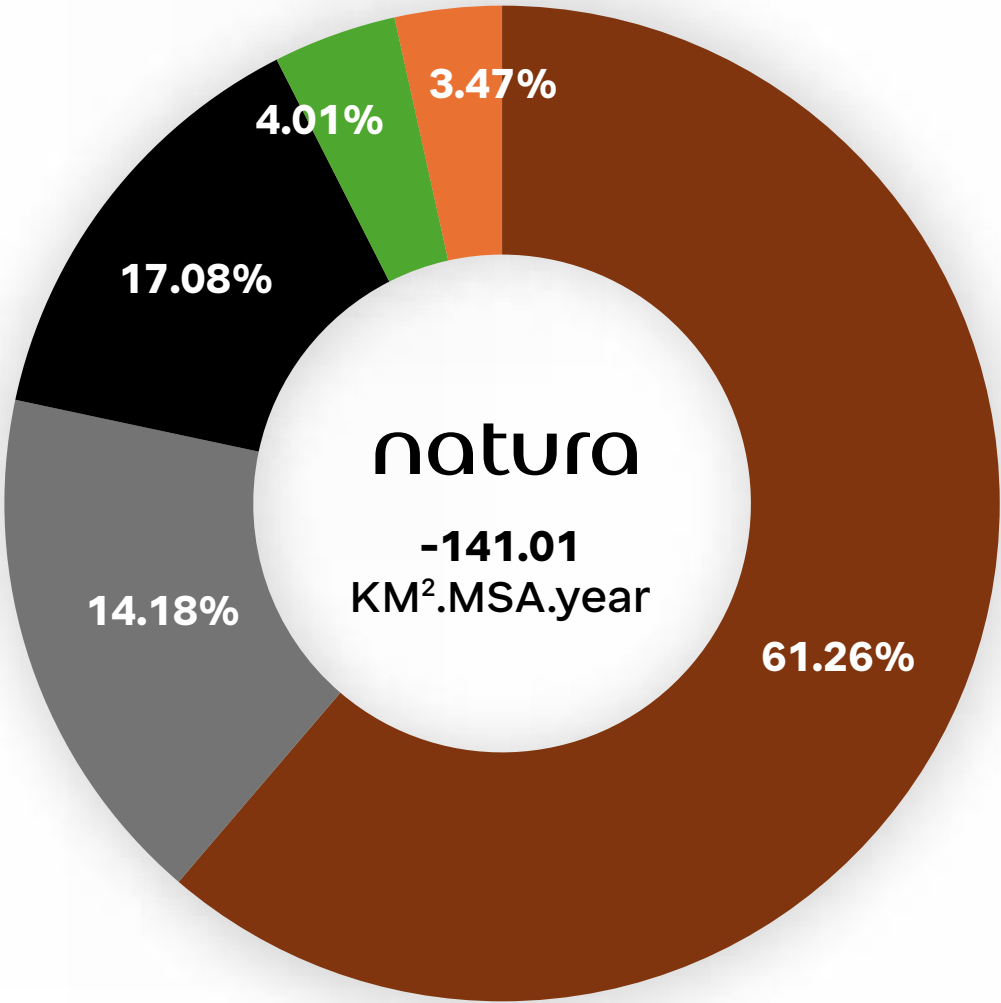
Corporate biodiversity footprint
by value chain segment

Values compared to 2023 (reference year),
including details for Natura and Avon

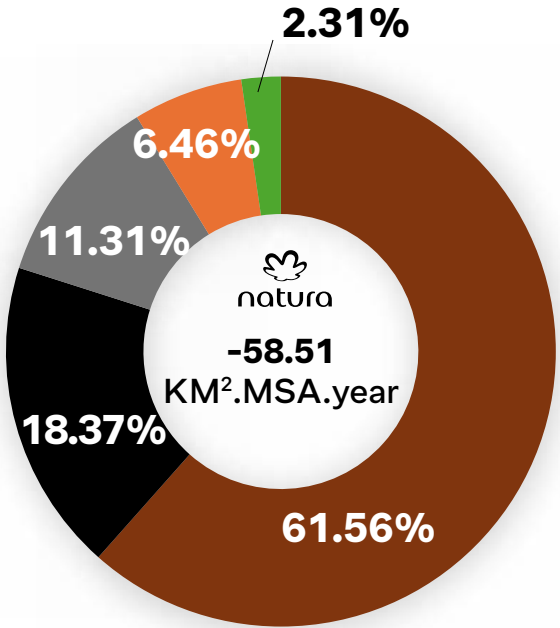


Corporate biodiversity footprint by pressure

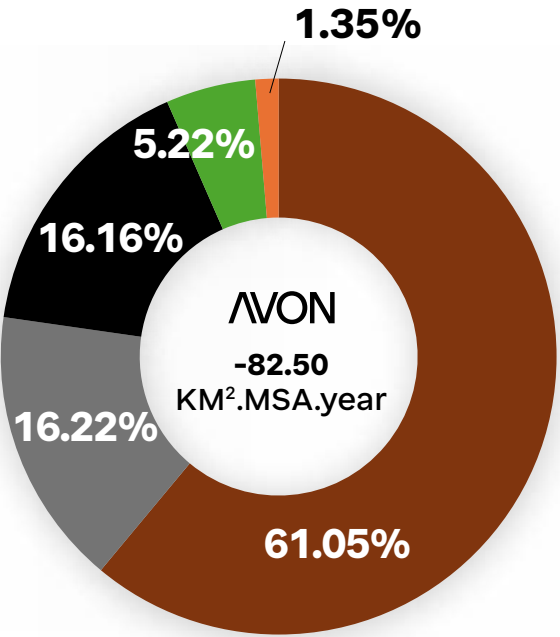
Values compared to 2023 (reference year),
including details for Natura and Avon



- Land Use (61.26%)
- Climate Change (14.18%)
- Pollution (17.08%)
- Water Stress (4.01%)
- Land Change (3.47%)



- Land Use (61.56%)
- Pollution (18.37%)
- Climate Change (11.31%)
- Land Change (6.46%)
- Water Stress (2.31%)



- Land Use (61.05%)
- Climate Change (16.22%)
- Pollution (16.16%)
- Water Stress (5.22%)
- Land Change (1.35%)

The data analysis revealed a significant reduction in the impact on nature resulting from the acquisition of raw materials from socio-biodiversity, which are obtained from more sustainable chains with UEBT (Union for Ethical BioTrade) certification. The analysis identified that 1 kg of these raw materials associated with Lens 3 has a production impact approximately 100 times lower than the impact of 1 kg acquired in the traditional market.

The most important pressure for both brands was Land Use (within Land/ freshwater/ ocean use change), corresponding to 61.56% of Natura's total impact and 61.05% of Avon's total impact. The second most relevant pressure for Natura was Pollution, with 18.37% of the impact, and Climate Change for Avon, with 16.22% (*see the detailed graphs with this detail on page 125*). It is important to emphasize that the footprint considered a life cycle approach and includes different stages of the production process.

As expected, factories accounted for the largest footprint values for direct operations in 2023, representing 82.95% of the total measured for this scope. The Cajamar factory represented 50.4% of the footprint of direct operations, which was almost 13 times higher than that of Ecoparque, which showed 3.9%. Distribution centers (DCs) accounted for 17.06% of the footprint (among them, the Cabreúva DC represented 3.1% of the total, surpassing the Castanhal DC by almost 38 times, which had the smallest footprint: 0.1%).

In downstream value chains, the impact on biodiversity was underestimated, since the CBF tool does not capture the impact from the disposal of inert materials (such as plastic) in freshwater bodies and oceans.

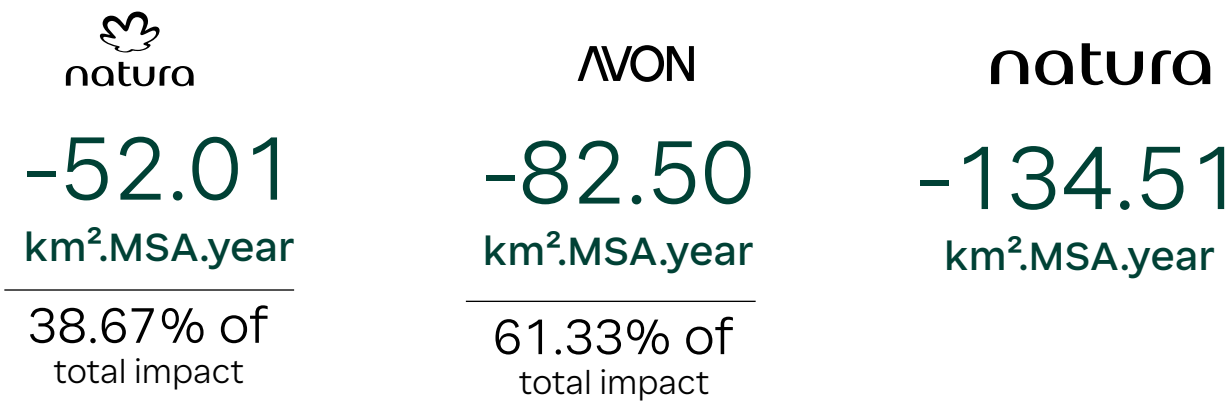


NET FOOTPRINT VALUE

Since 2007, Natura has offset 100% of the pressure of Climate Change for Scopes 1, 2, and 3 (excluding emissions associated with constructing operational units). Avon began offsetting carbon in 2024; however, the footprint presented here was calculated before that, for 2023. Taking these factors into account, our total impact on biodiversity, in net value, in relation to the reference year 2023, was -134.51 km².MSA.year.

NET IMPACT ON BIODIVERSITY

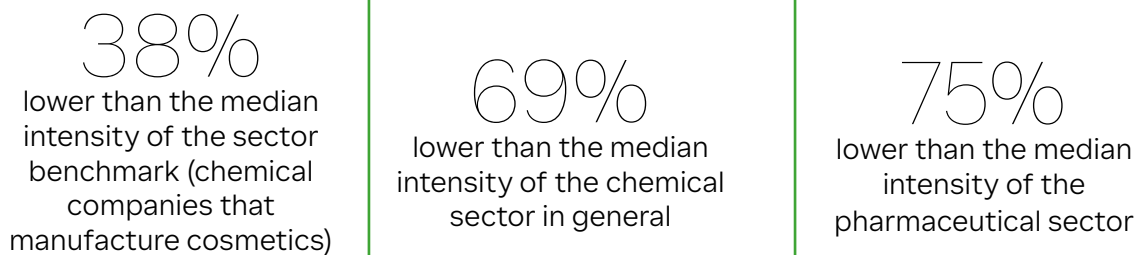
Excluding the offset of greenhouse gas emissions



FOOTPRINT INTENSITY

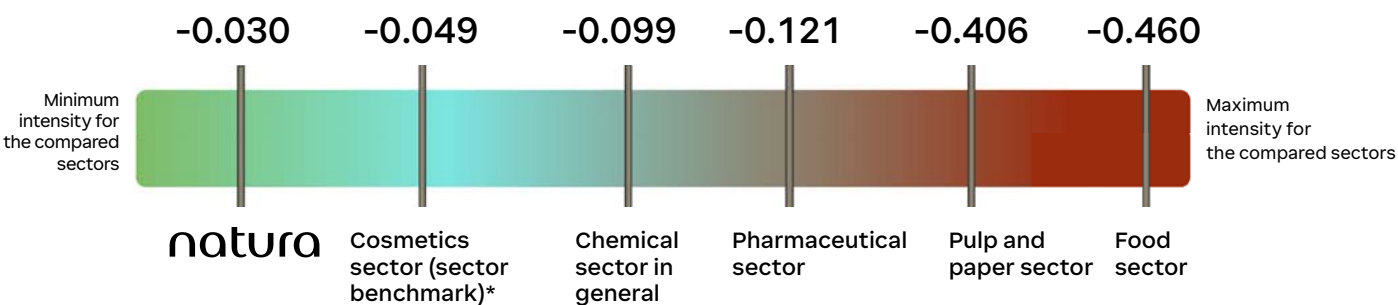
Our footprint intensity was calculated by dividing our total footprint (-141.01 km².MSA.year) by the capital employed in 2023 (BRL 28,583 million in 2023; converted to € 4,573.28 million for a standardized calculation), which resulted in -0.030.

We benchmarked our results using the intensity values of the global market provided by Iceberg DataLab (see the comparison in the illustration below). Then, we demonstrated that our total footprint intensity was approximately:

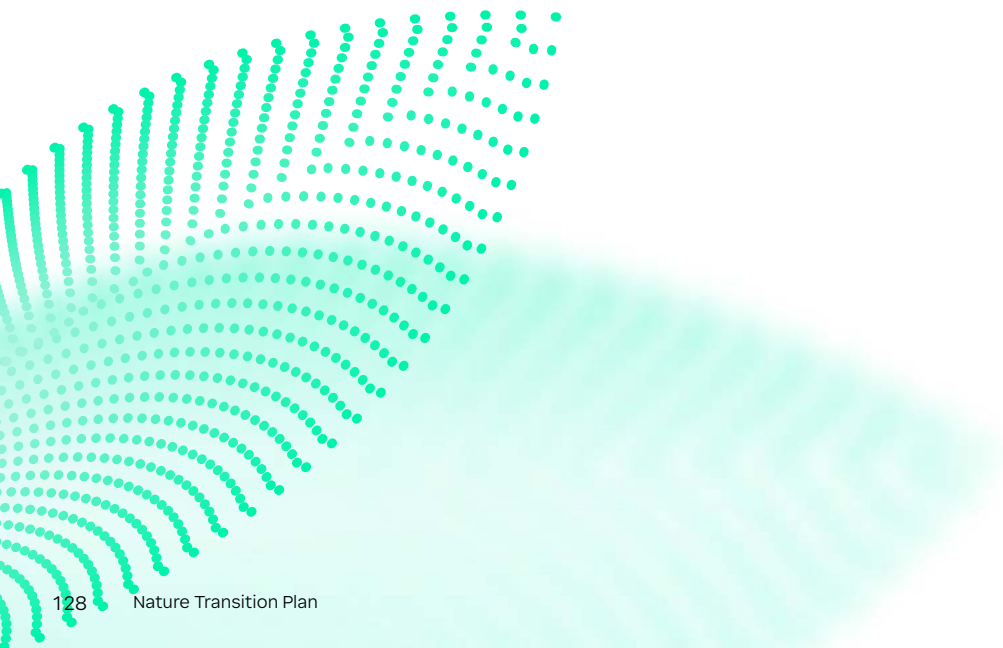


Intensity of the corporate biodiversity footprint by sector

Result of the footprint (in km².MSA.year) divided by the capital employed (in millions of euros) in 2023



*Chemical companies that manufacture cosmetics.



Projects with a positive impact

Spatial analysis is an essential tool for assessing impacts on biodiversity in areas subject to changes in land use and land cover. By integrating geographic data, satellite imagery, and ecological metrics, such as the Mean Species Abundance (MSA), it is possible to accurately understand how human activities affect natural ecosystems. This approach, increasingly relevant in the face of pressures on habitats, offers robust support for strategic decisions regarding the conservation and sustainable use of biodiversity.

In this study, spatial analysis was applied to quantify biodiversity gains and losses in Natura’s projects, highlighting the role of these initiatives in the protection and restoration of native vegetation.

The analysis methodology integrated spatial and ecological data into a strategic assessment of the impact on biodiversity. The project-by-project analysis allows the association of results with Natura’s fields of activity and the different types of initiatives implemented.

SCOPE

The scope included initiatives related to agroforestry, carbon, and socio-biodiversity, focusing on changes in land use and land cover and their effects on biodiversity.

Three types of initiatives implemented by Natura were evaluated:

- **Dendê AFS (agroforestry system):** consists in converting pastureland into agroforestry systems integrated with palm oil cultivation, promoting significant biodiversity gains by increasing the structural and functional complexity of the landscape
- **Carbon projects:** include initiatives certified by the Verra organization in the Brazilian Amazon, in the Jari-Amapá and Manoa areas, as well as the Carbono Circular project in



partnership with the RECA cooperative in Roraima, mainly for the conservation of native vegetation, with specific biodiversity gains in areas of restoration and maintenance of primary and secondary forests;

- **Socio-biodiversity projects:** involve cooperatives located mainly in the Amazon that promote sustainable production chains associated with forest conservation, resulting in important results for the protection of biodiversity and for the strengthening of the local socio-economic system.

How our projects contribute to the protection and sustainable use of biodiversity

In the project analyses, we identified significant conserved areas due to the sustainable use of biodiversity, partnerships with wild collection cooperatives and smallholders families, as well as carbon projects focused on conservation, and agroforestry systems associated with our supply chains.

In the temporal analysis, we observed a reversal or stabilization of negative vegetation loss trends in partner cooperatives and conservation projects since the beginning of the relationship with Natura, indicating a long-term structuring effect of the projects on biodiversity protection.

We also observed that the positive impacts associated with changes in land use were more significant among the cooperatives that are part of the socio-biodiversity chains with which we have maintained a relationship for a longer time (starting between 2000 and 2008). Additionally, the negative impact resulting from the pressure of surrounding areas to convert forest land was avoided.

In the Dendê AFS project, we identified the positive land use transformation of 4 km² of degraded areas to agroforestry systems, resulting in a positive impact of 2.6 km².MSA.year. This is equivalent to transforming 2.6 km² of fully anthropized land, with an MSA of zero, into a pristine area, with an MSA of 100%.

For the carbon offsetting projects certified by Verra, we identified a conserved forest area of about 1,428.2 km². For socio-biodiversity projects in communities and for the *Carbono Circular* (insetting, or compensation within the production chain), in partnership with the RECA cooperative, we have also moved forward by quantifying the negative impact avoided if our work in the territory did not exist. To do this, we calculated the deforestation rate within a 5 km radius of the center of the analyzed areas and compared it to that of a Business as Usual (BAU) scenario without initiatives against



deforestation. The difference between the forest conversion that would occur in the BAU scenario and the actual conversion was adopted as the avoided negative impact and quantified in km².MSA.year.

In 2023, in the *Carbono Circular* project, 91% of the properties showed a better performance compared to the BAU scenario, with emphasis on areas that avoided significant deforestation even in a context of high pressure, in the arc of deforestation. We identified a conserved area of approximately 24 km² and estimated an avoided negative impact (compared to the BAU scenario) of 11.7 km².MSA.year.

In the socio-biodiversity chains supported by Natura, although some cooperatives still face challenges, a conserved area of 22,771 km² of Amazon Rainforest was observed. The estimated avoided negative impact compared to the BAU scenario was 85 km².MSA.year.

Main results of the analysis of projects with positive impact

Considering environmental transformation, conservation, and avoided negative impact

AGROFORESTRY SYSTEMS (AFS)	CARBON PROJECTS WITH A FOCUS ON ENVIRONMENTAL CONSERVATION		SUSTAINABLE USE OF BIODIVERSITY
	OFFSETING	INSETTING (CARBONO CIRCULAR project)	SOCIO-BIODIVERSITY CHAINS
DENDÊ AFS PROJECT	OFFSETTING	INSETTING (CARBONO CIRCULAR project)	SOCIO-BIODIVERSITY CHAINS
9 properties, with delimited planting areas, 4 km² of area positively transformed into agroforestry system Positive impact: 2.6 km².MSA.year	2 properties included 1,428.2 km² of conserved area	84 properties, with delimited vegetation area, 24 km² of conserved area Negative impact avoided: 11.7 km².MSA.year	34 cooperatives 22,771 km² of conserved area Negative impact avoided: 85 km².MSA.year



Estimating our dependencies

After quantifying the Biodiversity Footprint and evaluating our main projects with positive impacts, we advanced to a crucial analysis for the Evaluate stage to understand how we depend on nature for the continuity of our business.

Assessing the changes in the state of nature as a result of the internal and external driving factors of impact, and understanding the materiality of dependencies along the stages of the value chain are also important objectives of this stage.

Scope Analyzed

Our dependencies were analyzed by process, allowing associations with the segments of the value chain:

UPSTREAM

Cultivation, collection, processing of raw materials, transportation (land, air, water, sea), and construction of operational units:

- Plant-based raw material from socio-biodiversity (Natura only)
- Plant-based raw material, except for socio-biodiversity (Natura and Avon)
- Products with glass from Home and Style (Avon only)
- Products with stainless steel from Fashion & Home (Avon only)
- Products with plastics from Fashion & Home (Avon only)
- Products with zinc from Fashion & Home (Avon only)
- Products with cotton from Fashion & Home (Avon only)
- Metal packaging (Natura and Avon)
- Paper/cardboard Packaging (Natura and Avon)
- Plastic packaging (Natura and Avon)
- Glass packaging (Natura and Avon)
- Paper for magazines and printed materials (Natura and Avon)
- Construction of factories and distribution centers (Natura and Avon)

DIRECT OPERATIONS

Factories and distribution centers (Natura and Avon)

DOWNSTREAM

Distribution, use, and final destination of products (Natura and Avon)

Process and results

IDENTIFICATION AND PRIORITIZATION OF DEPENDENCIES

We used the ENCORE tool, which was calibrated in the Locate stage to identify dependencies in each process. By combining the significance factors, we prioritized the priority ecosystem services, considering provisioning services, regulating services, support services, and cultural Services.

In our analysis, we included the main significance factors (adapted from the TNFD, 2023):

FACTOR	LOW	MEDIUM	HIGH
How significant is the loss of inputs to the company if the ecosystem service is disrupted?	Limited loss of inputs: The company or operation can continue as is or with minor modifications.	Moderate loss of inputs: The company or operation can continue only with important modifications e.g. slower production or use of substitutes.	Severe loss of inputs: Disruption in company or operation sites prevents operation.
How significant is the financial loss of impaired production/ services?	Limited financial loss: Disruption to the company/operation does not have the potential to materially affect the company's profits.	Moderate financial loss: Disruption to company or operations has the potential to materially affect the company's profits.	Severe financial loss: There is a reasonable possibility that the disruption to the company or operations could affect the financial viability of the company.
How significant is the impact of the loss of ecosystem services on society?	Limited Impact: Impacts are temporary and minor.	Moderate impact: Potential impacts may significantly constrain access to ecosystem services by other stakeholders.	Severe impact: Reasonable possibility that societal access/ use of ecosystem services is prevented.

MAPPING OF EXTERNAL FACTORS

It is important to highlight that we also considered factors external to our operations that could cause changes in the state of nature and affect the availability of priority ecosystem services, due to the following pressures: Land/ freshwater/ ocean use change, Climate Change, Pollution, Resource Exploitation, and Invasive Alien Species.

FINAL PRIORITIZATION

The prioritized ecosystem services were those with Very High, High, and Moderate levels of dependency. The most material ecosystem services were those associated with water, as mentioned in Chapter 2:

Freshwater Provision – Provisioning Service: relevant to all segments of the chain, with emphasis on: plant-based raw material cultivation activities (upstream); product manufacturing (direct operations); use of rinse-off products and wastewater treatment (downstream);

Water Flow Regulation – Regulating Service: greater materiality for the upstream value chains, especially in the stages of cultivation of plant-based raw materials (Lenses 1, 2, and 3), collection of materials for packaging and metal and glass products (Lenses 4 and 6) and processing of printed paper (Lens 5);

Precipitation Pattern Regulation – Regulating Service: it is material especially for the upstream value chains (cultivation of plant-based raw materials) and downstream value chains, in relation to: use of products and end-of-life of materials from all Lenses, wastewater treatment and recovery, treatment and disposal of solid waste.

Our prioritized dependencies are outlined in Chapter 2. Considering the brands separately, Avon presents greater materiality of dependency in relation to the ecosystem service of Precipitation Pattern Regulation, which is due to the processes associated with the materials used in the products of Lens 6 (Fashion & Home products).

At Natura, we want to transform dependency into resilience, and for this reason, in 2025 we began the pilot implementation of the *Água Positiva* program, focusing on the Cajamar (São Paulo) and Ecoparque (Pará) facilities. One of the main objectives of this initiative is to increase the resilience of our operational units to potential risks of water scarcity.

We have internal procedures to ensure water quality and use water standards to monitor it. We also have regulations for wastewater discharge to ensure that we do not cause adverse impacts on water bodies.

We recognize that regular investment in efficiency technologies for water use, reuse, and treatment is essential, as well as creating partnerships at the watershed level for the implementation of conservation actions in strategic areas.

In upstream value chains, our investment in regenerative agriculture also helps reduce pressure on ecosystems, while enhancing their ability to provide the water ecosystem services we need. We are developing a consolidated water strategy for 2026.



Assessment of changes in the availability of ecosystem services

The processes described so far define our Dependency Pathways for priority ecosystem services. For example, we outline below our Dependency Pathway for Freshwater Provision:

Resource Use: volume of water used in upstream value chains (cultivation, processing, and collection of raw materials, and packaging production) and in direct operations (production in factories).

Changes in Land Use: use of terrestrial and freshwater ecosystems for cultivation, collection, and transportation activities, and for the construction of distribution centers and factories.

Pollution: emission of nutrients and toxic pollutants into water and soil from activities involving cultivation, collection, processing, and transportation.



Lessons learned

In a comparative analysis of our two brands, we found that Natura's biodiversity footprint was 29% smaller than Avon's in 2023, the reference year. The main differences observed include the impact resulting from the Climate Change pressure for Avon of -13.38 km². MSA.year, which was more than double the amount calculated for Natura of -6.61 km².MSA.year. One factor explaining this difference is the impact of Climate Change corresponding to Lens 6 of the upstream value chains – Fashion & Home products of Avon – which totals -4.9 km².MSA.year.

The use of modeled life cycle data, from databases such as Ecoinvent, reduces the granularity of the analyses. But, even so, it provides a good overview of the main factors associated with each pressure (in the absence of more specific life cycle inventories).

In the upstream value chains, especially for raw materials from socio-biodiversity chains (Lens 3) and raw materials from agroforestry systems (such as palm oil produced by the Dendê AFS Project), the development of specific inventories would be an important step towards achieving greater accuracy in biodiversity footprint values, when compared to usual production methods.

Despite limited life cycle inventories, we were able to observe that, in the upstream value chains, the purchase of plant-based raw materials from socio-biodiversity had an impact 100 times lower than the average impact of acquiring conventionally produced ingredients. It reinforces the foundations of Natura's business model, which promotes the bioeconomy, socio-biodiversity, and the conservation of standing forests. In addition, it aligns with the company's public goals, such as expanding the key ingredients in its portfolio supplied by communities and smallholders families with regenerative practices—which will undoubtedly contribute to reducing the impact on biodiversity.

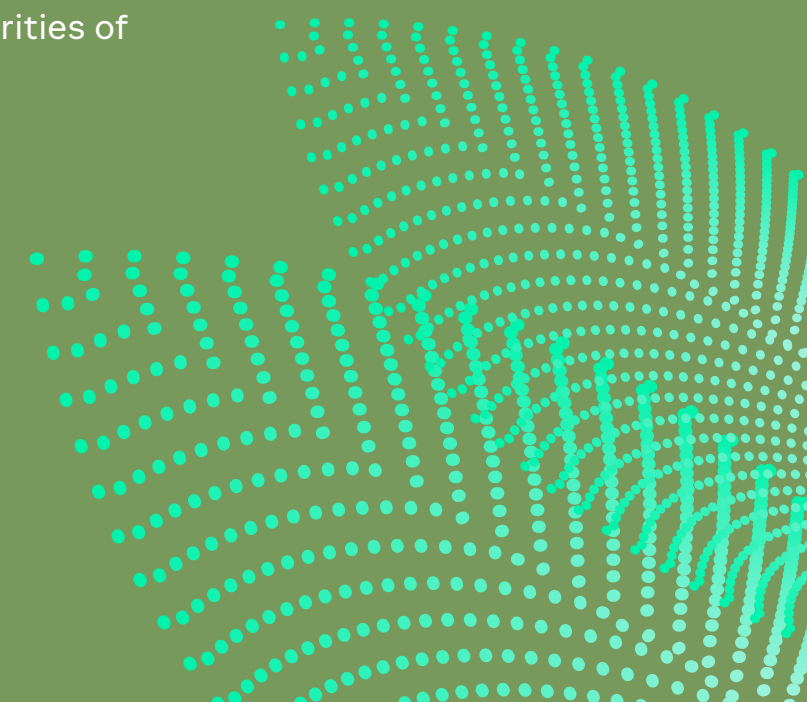
The footprint results of the upstream value chains supported the revision of the company's Critical Chain Standard.

In addition to quantifying the impact, it is important to continue internal traceability policies, enabling more precise identification of the ecosystems affected by the impacts generated. Similarly, greater granularity regarding the disposal locations of product packaging waste would enable more refined analysis of the impacts from downstream value chains.

In the positive impact projects, gains were observed in the pressures of Land/ freshwater/ ocean use change (specifically in Land Use and Land Change) and Climate Change, mainly due to the conservation and restoration of forests in the Amazon. These results reinforce the importance of projects for the implementation of agroforestry systems in degraded areas, carbon offsetting and insetting, and initiatives that promote the conservation of standing forests, associated with the sustainable use of biodiversity.

The main findings from footprint calculation also supported the definition of internal actions, which are included in our Nature Action Plan (an internal document that operationalizes this Transition Plan).

Because our business depends largely on the provision of water-related ecosystem services, developing a strategy for this topic became one of the priorities of this Nature Transition Plan.



Assess stage: risks and opportunities



The Assess stage aims to identify and evaluate the most material risks and opportunities arising from our interactions with nature. Risks may result from changes in the state of nature, alterations in the provision of ecosystem services, and impacts on society (such as impacts on public health due to worsening air quality). Opportunities arise when we create positive outcomes for the business and for nature or when we mitigate our negative impacts.

How we identify and classify risks and opportunities

According to the Assess stage of the LEAP approach

RISKS	PHYSICAL	TRANSITION
	Acute or chronic risks	Political, legal, market, technological, reputational, and liability risks
OPPORTUNITIES	IN BUSINESS PERFORMANCE	IN SUSTAINABILITY PERFORMANCE
	Market or in products and services, resource efficiency, capital flows, and reputational capital	Sustainable use of resources; and protection, restoration, and regeneration of ecosystems

Scope analyzed

UPSTREAM: The Assess stage took into account all Analysis Lenses (the prioritization generated in the Locate stage was used for Lenses 1, 2, and 3).

DIRECT OPERATIONS: The factories and distribution centers of direct operations also follow the analysis of the Locate stage, as follows:

- **4 factories prioritized:** Moreno (Argentina), Celaya (Mexico), Ecoparque and Cajamar (Brazil).
- **13 distribution centers prioritized:** Garín and San Fernando (Argentina), Cabreúva, Castanhal, Itupeva, Murici, NASP, and Uberlândia (Brazil), Pudahuel (Chile), Guarne (Colombia), Celaya and Puentes (Mexico), and Lurín (Peru).

DOWNSTREAM : product use and final destination were considered in this segment.

Processes and results

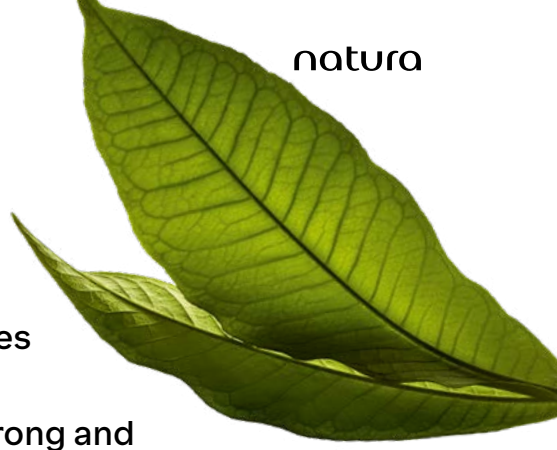
DEFINITION OF LONG LISTS OF NATURE-RELATED RISKS AND OPPORTUNITIES

The long lists of nature-related risks and opportunities totaled 51 risks and 33 opportunities based on:

- Risks indicated by TNFD, in the Biotechnology and Pharmaceutical Products, and Food and Agriculture guides;
- Risks identified while conducting the LEAP stages;
- Risks previously mapped associated with climate (TCFD); and
- Risks already mapped and indicated by Natura’s technical areas and by the I Care consulting experts.

SHORT LISTS OF RISKS AND OPPORTUNITIES

In the prioritization process, the long lists were evaluated in workshops involving different technical areas of Natura and I Care experts, to rank them by level of importance and define the items that would undergo a more detailed evaluation. As a result, the short lists presented 24 risks and 21 opportunities.



MATERIALITY ASSESSMENT: RISKS

For the analysis of all 24 risks, we assessed the following criteria:

MAGNITUDE: The significance of the risk to the organization, based on the risk implications for the organization, measured through risk assessment methods;

SENSITIVITY: The predisposition to be adversely affected, including the organization’s ability or inability to adapt, mitigate or control the risk, as well as the operational and managerial resilience of the business;

SPEED: The speed of onset that the risk/opportunity is expected to arise (or the impact to be felt);

SEVERITY OF IMPACT ON NATURE: The scale (temporal and spatial), scope, and irremediable character of the impact on nature;

IMPACT TO SOCIETY: The value of the impact on nature to society, based on valuation methods of nature-related dependencies and impacts;

LIKELIHOOD: The chance of the risk to occur given the scenario and time horizon in question. We assessed the likelihood associated with each risk for two time horizons

- **Short term:** 2025-2030
- **Medium/long term:** 2031-2050

When assessing the likelihood of risks to occur, we qualitatively considered three scenarios of nature used by the TNFD, in ascending order of ambition and quality of environmental policies, taking into account Natura’s operating contexts:

- **Sand in the gears (a scenario involving partial or inconsistent policies, with insufficient environmental progress: weak implementation, regulatory gaps, and limited effectiveness).**

- **Business as usual (a scenario where pressures on nature continue at the current pace).**
- **No net loss/nature positive (a scenario of strong and effective environmental policies that halt or reverse nature loss, achieving a Nature Positive outcome through prevention, restoration, and good governance).**

MATERIALITY ASSESSMENT: OPPORTUNITIES

For the analysis of all 21 opportunities, we assessed two criteria:

COMPLEXITY: Effort required to make the opportunity a reality;

SIZE: Dimension of the potential positive impact of the opportunity.

DEFINITION OF THE MOST MATERIAL RISKS AND OPPORTUNITIES

The short lists of risks and opportunities were evaluated (i) at the corporate level and (ii) in direct operations, downstream and all lenses of upstream value chains. It allowed us to have a consolidated corporate approach, which resulted in a set of ten most material risks and ten most material opportunities to be integrated into our Corporate Risk Management process. We also developed a more detailed approach for each aspect of the value chain that had more granular data regarding the evolution of response and mitigation measures. It means that there are lists with specific more material risks and opportunities, for example, for critical chains (Lens 2), among other aspects of the scope considered.

We present below the ten most material risks and the ten most material opportunities identified, indicating their relationship to our climate risks and opportunities, which are priorities in our TCFD application.

Nature-related corporate risks that are most material for Natura

Considering value chain segments, time horizon, and environmental scenarios

CATEGORIES	IMPACT AREAS	RISKS	SEGMENTS OF VALUE CHAIN			TIME HORIZON	NATURE SCENARIOS CONSIDERED
			UPSTREAM	DIRECT OPERATIONS	DOWNSTREAM		
Acute physical risks	- Physical threats - Supply chain, inputs, and biodiversity	(Also mapped by the TCFD.) Reduced availability of plant-based raw materials and derivatives, such as commodities and bio-ingredients, as well as impairment of the company’s direct operations due to restricted water availability.	●	●		Short term (2025-2030)	No Net Loss/ Nature Positive
						Medium and long term (2031-2050)	Business as Usual
Market transition risks	Supply chain, inputs, and biodiversity	The decrease in raw material production resulting from environmental degradation and climate change can impact the viability of local production and the availability of these inputs for the company.	●			Short term (2025-2030)	No Net Loss/ Nature Positive
							Business as Usual
							Sand in the Gears
Political and legal transition risks	- Supply chain, inputs, and biodiversity - Regulations	Reliance on third parties for the traceability of supply chain links of raw materials exposes the company to legal risks (such as those related to the European Union’s Anti-Deforestation Law, for chains like cocoa, soy, cotton, and coffee) and creates financial and operational challenges, especially in jurisdictions with stricter regulatory restrictions.	●			Medium and long term (2031-2050)	No Net Loss/ Nature Positive
Political and legal transition risks	- Supply chain, inputs, and biodiversity - Regulations	The regulatory complexities resulting from access to traditional knowledge and genetic resources in the product research and development process create financial and operational challenges for the company, especially in relation to the Nagoya Protocol and the requirements regarding Digital Sequence Information (DSI).	●			Medium and long term (2031-2050)	No Net Loss/ Nature Positive
Technological transition risks	- Regulations - Operational processes	(Also mapped by the TCFD.) Low levels of technological eco-innovation and the delayed adoption of technologies that minimize environmental impacts expose the company to competitive challenges, loss of market opportunities, increased costs, and difficulties in meeting growing regulatory and sustainability requirements.	●	●	●	Medium and long term (2031-2050)	No Net Loss/ Nature Positive
Reputational transition risks	- Supply chain, inputs, and biodiversity - Reputation and stakeholder expectations	The growing demand for transparency in supply chains regarding the sustainability of source materials exposes the company to greater scrutiny, especially regarding the supply of palm oil, commodities, and other plant-based inputs.	●			CShort term (2025-2030)	Business as Usual
Political and legal transition risks	- Regulations - Reputation and stakeholder expectations	(Also mapped by the TCFD.) GHG emission reduction targets create financial challenges for the company, involving the need to adapt processes to mitigate methane and CO ₂ emissions.	●	●	●	Short term (2025-2030)	No Net Loss/ Nature Positive
						Medium and long term (2031-2050)	
Reputational transition risks	- Regulations - Reputation and stakeholder expectations - Consumer behavior and preference	Revenue loss due to reputational damage caused by eutrophication, plastic pollution, deforestation, and/or emissions exposes the company to risks of market loss, brand devaluation, and potential regulatory sanctions.	●	●	●	Short term (2025-2030)	No Net Loss/ Nature Positive
						Medium and long term (2031-2050)	Business as Usual
							Sand in the Gears

CATEGORIES	IMPACT AREAS	RISKS	SEGMENTS OF VALUE CHAIN			TIME HORIZON	NATURE SCENARIOS CONSIDERED
			UPSTREAM	DIRECT OPERATIONS	DOWNSTREAM		
Acute physical risks	- Physical threats - Supply chain, inputs, and biodiversity	(Also mapped by the TCFD.) Delays in production and operations due to disruption of transport routes affect the delivery of raw materials and finished products.				Short term (2025-2030)	No Net Loss/ Nature Positive
						Medium and long term (2031-2050)	Business as Usual Sand in the Gears
Acute physical risks	- Operational processes - Supply chain, inputs, and biodiversity	The degradation of freshwater habitats due to the release of pollutants by the organization and other stakeholders, including suppliers, can intensify pollution, harming aquatic species and ecosystems.				Short term (2025-2030)	Business as Usual
						Medium and long term (2031-2050)	Sand in the Gears

Nature-related corporate opportunities that are most material for Natura

Considering value chain segments

CATEGORIES	OPPORTUNITIES	SEGMENTS OF VALUE CHAIN		
		UPSTREAM	DIRECT OPERATIONS	DOWNSTREAM
Business Performance Opportunity - Resource Efficiency	Adoption of new technologies that reduce impacts on nature.			
Business Performance Opportunity - Reputational Capital	(Also mapped by the TCFD.) The integration of the 2025-2050 Vision and IP&L reduces exposure to climate risk and nature-related risks while meeting investor expectations.			
Business Performance Opportunity - Products and Services	Revenue growth through investments in R&D and innovation focused on discovering new materials and products.			
Business Performance Opportunity - Market	Revenue growth through access to new markets, driven by the response to new global demands and process innovation.			
Business Performance Opportunity - Reputational Capital	Increased talent attraction and retention, as well as revenue and brand value, driven by a solid nature-related reputation.			
Business Performance Opportunity - Resource Efficiency	(Also mapped by the TCFD.) The application of the agroforestry model and experience associated with projects for payment for environmental and reforestation services, strengthens the resilience of the supply chain.			
Business Performance Opportunity - Products and Services	Reduced costs due to the expansion of the supply of certified sustainable raw materials.			
Business Performance Opportunity - Resource Efficiency	Increased consumer loyalty to the brand due to its positioning as a company with little or no negative footprint on nature; for example, acting as a leader in tropical forest conservation and in the fight against deforestation.			
Business Performance Opportunity - Resource Efficiency	(Also mapped by the TCFD.) Implementation of efficiency, circularity, and renewable energy use measures in operations and production.			
Business Performance Opportunity - Capital Flows	(Also mapped by the TCFD.) The brand positioning capitalizes on the growing demand for sustainable, low-carbon products that have a minimal impact on biodiversity aiming to increase market share.			

GUIDELINES FOR MITIGATION AND RESPONSE TO THE MOST MATERIAL RISKS IDENTIFIED

In order to prepare for nature-related risks, Natura extracted priority response actions from its Nature Action Plan, an internal document that operationalizes the Nature Transition Plan. These actions will be monitored in internal governance forums focused on the following topics:

1. Engagement with suppliers of priority chains via the Regenerative Alliance, to enable:

- Deforestation- and Conversion-Free (DCF) certifications in direct and indirect purchases, according to TNFD prioritization and aligned with the 2025-2050 Vision.
- Traceability of origin in supply chains, with updated information of raw materials.

2. Development of a geospatial monitoring protocol with criteria to ensure deforestation- and conversion-free critical chains

3. Achievement of certifications focused on regenerative practices:

- Approval of the Protocol with Guidelines for Regenerative Practices.
- Certification for other ingredients developed and used by Natura with the UEBT Regenerative seal (in addition to Brazil nuts).
- Implementation of the Dendê AFS project in the Amazon, with RSPO (Roundtable on Sustainable Palm Oil) and UEBT (Union for Ethical BioTrade) Regenerative certifications, expanding the number of hectares (from 650 in 2024).

4. Application of ethical biotrade criteria for natural ingredients in the new Natura and Avon portfolio.

5. Expansion of traceability with the Natura GIS (Geographic Information System), focusing on the origin and environmental analysis of bioingredients to the level of supplier families in direct relationship chains.

6. Development of a water strategy:

Develop a water stewardship strategy for the entire value chain, aligned with the TNFD and CDP Water guidelines, integrated with the company’s nature and climate vision.

7. Advocacy regarding Access and Benefit Sharing and regulatory assessment of ingredients.

8. Implementation of the Climate Transition Plan and measurement of quantitative risks according to the standards for disclosure of financial information related to sustainability and IFRS S1/S2.

9. Development and disclosure of this Nature Transition Plan.

Assessment of the impact on Natural Capital for society

Our pioneering trajectory in valuation of nature-related impacts and dependencies is reflected in a tool that integrates science, transparency, and innovation: the Integrated Profit & Loss (iP&L), which expresses in monetary terms our impacts on Natural, Human, and Social capital. This vision is critical to our journey towards regeneration, transforming environmental externalities into economic indicators that guide our strategic decisions.

This calculation of the monetary value of impacts is based on the effects of our activities on the quality of life of society (which can be positive or negative). While the iP&L considers the three capitals mentioned above in its measurement, in the diagnosis of nature-related risks, we only evaluate the impact on society in the context of Natural Capital, incorporating it as a dimension of the analysis. Therefore, the values presented in this section refer exclusively to ecosystem services and biodiversity, not including the positive impacts of the Human and Social dimensions that make up the consolidated result of the iP&L. The valuation methodology applied combines the principles of this tool with the conceptual framework recommended by TNFD.

SCOPE

The analysis covered our entire value chain (upstream, direct operations and downstream) for Natura and Avon, and used a set of internationally recognized tools, databases, and valuation factors, ensuring technical consistency.

UPSTREAM: For Lenses 1, 2, and 3, based on the sample initially considered in the study (before prioritization in the Locate stage), we identified all raw materials that had the necessary flows and data to measure the impact in monetary values. An initial list was selected to achieve the highest possible weight in relation to the total weight of cosmetic ingredients, reaching 71%, to obtain a representative valuation result. For Lenses 4, 5, and 6, it was possible to use iP&L to obtain information about impact for 100% of the materials.

DIRECT OPERATIONS: all 17 operational units evaluated as priorities in the Locate stage were considered (13 distribution centers and four factories). Unlike the standard iP&L, which only covers for the current year’s operations, this diagnosis also considered the construction phase of the operational units, using impact factors of climate change and water use from the Corporate Biodiversity Footprint.

DOWNSTREAM: only non-destined plastic (with the potential to reach the ocean) was considered, as it is the only material with a valuation factor available in the iP&L.

PROCESS AND MAIN RESULTS

As input for the analysis, we used data from our biodiversity footprint (which included a Life Cycle Assessment) along with valuation factors available in iP&L and provided by Valuing Impact consulting firm and the WifOR Institute database.

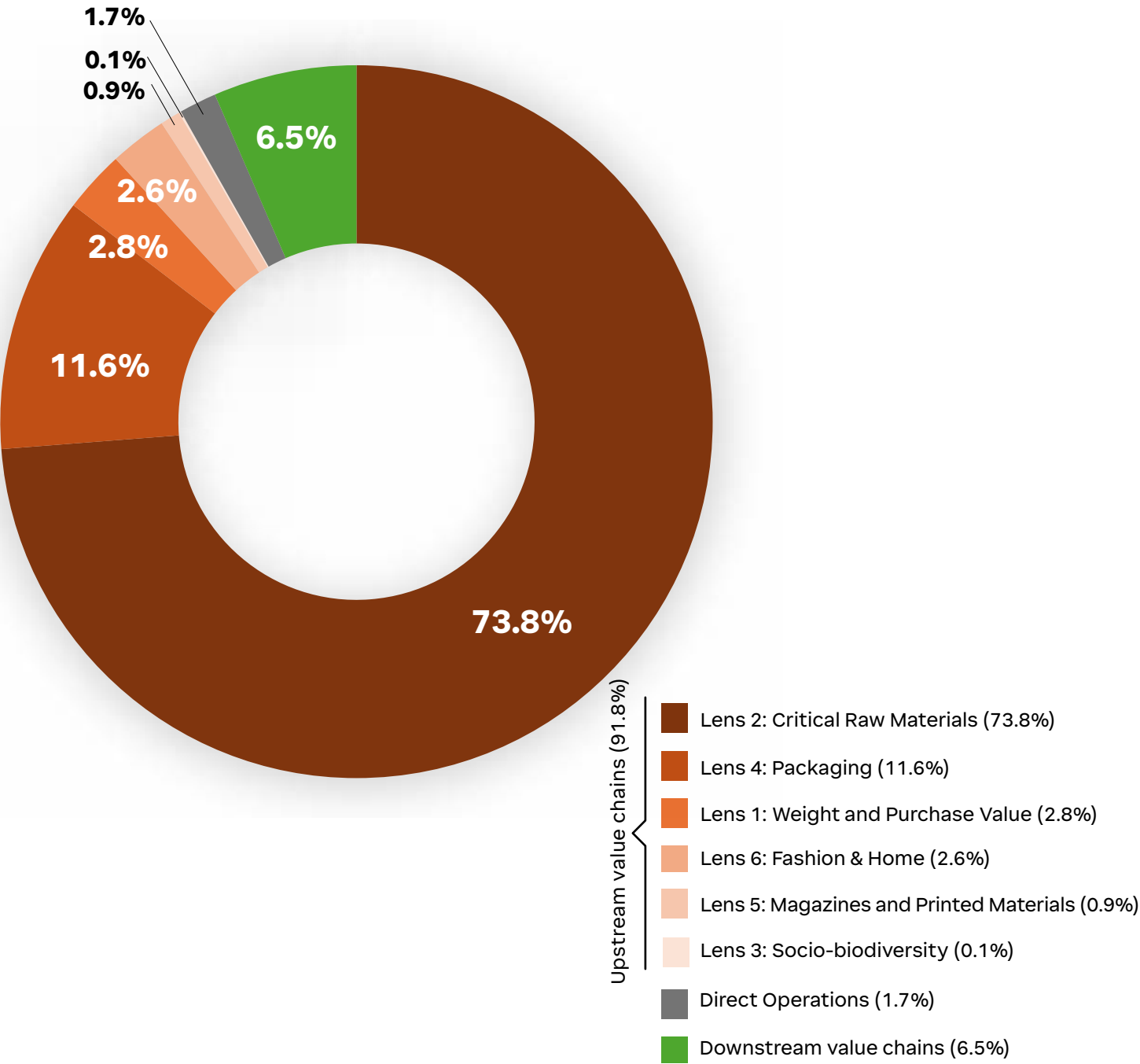
As a result, our total negative impact on society associated with Natural Capital was estimated at BRL 3.80 billion, with 91.8% of this amount related to upstream value chains, 1.7% to direct operations, and 6.5% to downstream value chains.

Among our operations, factories accounted for the highest rates, in this order: Celaya (Mexico), Cajamar (Brazil), and Moreno (Argentina). Among our distribution centers, the highest value was associated with the Cabreúva (Brazil) DC.



Impact on society

Considering the upstream value chains divided their Lenses



Regarding the upstream value chains, the raw materials from Lens 2 (Critical Chains) accounted for 73.8% of the total quantified (see graph above). In Lens 3, the total is underestimated, as it only reflects the impact of transportation, ignoring handling and cultivation.

Some differences observed between the valuation performed in this diagnosis and that calculated using the iP&L tool are due to scope variations, granularity of input data, and methodologies, including impact factors and categories.

Main lessons learned

The process revealed important strategic learnings, such as the predominance of risks in the upstream value chains, particularly transition risks.

Direct operations showed fewer applicable risks, but high potential for opportunities of process improvement and efficiency gains.

In downstream value chains, more specific risks and opportunities were observed, reinforcing the need to advance post-consumer traceability and material circularity.

Our journey also revealed challenges associated with this pioneering calculation: the lack of granular data and consolidated methodologies still limits comprehensive financial and comparable analyses. In our Nature Action Plan (an internal document that operationalizes this Transition Plan), we used these learnings to outline a path of continuous improvement aiming to strengthen the integrated management of the company’s different risks and the valuation of the most material risks in our corporate strategy.



Prepare stage: To respond and report



The final stage of the LEAP journey, Prepare, lays the groundwork for consolidating the key learnings from previous phases, with structured communication of the most material dependencies, impacts, risks, and opportunities to the company’s governance bodies. This stage guides our corporate strategy, the management of identified risks, capital allocation decisions, and the prioritization and implementation of feasible actions that support Natura’s transition towards a regenerative model.

Scope analyzed

In the Prepare stage, we use the same prioritization from the Locate stage for the Analysis Lenses of the upstream value chains and for direct operations, considering four factories and 13 distribution centers, as follows:

- **Prioritized factories:** Moreno (Argentina), Ecoparque and Cajamar (Brazil), and Celaya (Mexico).
- **Prioritized distribution centers:** Garín and San Fernando (Argentina); Cabreúva, Castanhal, Itupeva, Murici, NASP, and Uberlândia (Brazil); Pudahuel (Chile); Guarne (Colombia); Celaya and Puentes (Mexico); Lurín (Peru).

In downstream value chains, we consider the distribution, use, and final disposal of our products.

Our Nature Action Plan

In this stage, our goal is to determine how to respond to nature-related material issues identified in the previous stages of the LEAP journey, through actions to mitigate negative impacts, expand positive impacts, improve processes and risk governance, establish the main nature-related objectives and goals, and identify the most relevant information to disclose.

In this sense, an important product was the Nature Action Plan, an internal strategic and operational document, considering the upstream, direct operation and downstream according to the prioritization performed in the previous stages. It is integrated into this Nature Transition Plan to operationalize it and structure its implementation.

The Action Plan is based on four thematic areas, which are described in detail in the Implementation Strategy, on page 50. They have 13 sub-areas (*see table on page 160*) that address the most material issues. Each action has a company area indicated as responsible and a delivery deadline within the implementation time horizons of this Nature Transition Plan.

These actions are directly associated with the goals and priorities defined in this Transition Plan. Each action has a responsible technical area and a final year for their execution.

Each action is classified according to its typology: Operational, Business Model, and Nature Interface. In addition, whenever applicable, actions are associated with the Mitigation Hierarchy.

Areas and Sub-areas of the Nature Action Plan

To address the most material issues identified in the LEAP journey

Governance for regenerative transformation	- Nature Transition Plan - Human rights
Data and information management for decision-making and transparency	- Standardization and integration of ingredient bases - Supplies - Life Cycle Assessment (LCA)
Nature in balance: integrating biodiversity, climate, and water	- Impacts and dependencies - Risks and opportunities - Chains and traceability - Water resources - Endangered species - Access and Benefit Sharing (ABS)
Metrics and Monitoring: continuous learning and evolution	- Metrics and targets - iP&L

TNFD Core Metrics

In addition to the metrics adopted to monitor the implementation of the 2025-2050 Vision targets (described in Chapter 2), we are reporting 14 Core Global Metrics identified by TNFD that we consider material for our direct operations, and our upstream and downstream value chains, where applicable. These metrics have specific codes and are categorized into three types:

- Associated with impacts and dependencies: C1.0, C1.1, GHG, C2.1, C2.2, C2.3, C3.0, C3.1
- Associated with the state of nature: C5.0
- Associated with risks and opportunities: C7.0, C7.1, C7.2, C7.3, C7.4

We also evaluated four TNFD Core Sector Metrics considered material for our context, considering that there is no specific guidance for the cosmetics sector:

- Biotechnology and Pharmaceutical Sector: BP.C2.2 and BP.C2.3
- Food and Agriculture Sector: FA.C1.0 and FA.C3.0

In addition to these TNFD Core Metrics, we use the variation in Mean Species Abundance per square kilometer per year (km².MSA.year), which represents the impact on biological diversity, quantified using the Corporate Biodiversity Footprint (CBF) tool, as presented under Estimating Our Impacts, on page 119.



TNFD reporting disclosures

In the Prepare stage, we revisited our adherence to the 14 reporting disclosures recommended by the TNFD, strengthening the foundation for transparent, consistent, and comparable communication about nature-related risks and opportunities.

We found that we have made progress and refined our analyses in line with the LEAP approach compared to what was disclosed in the 2024 Integrated Report (the most recent report before this Plan was released). Compliance with the recommendations evolved as follows: in April 2025, when the Report was released, 86% had been partially met, while 14% had been fully met. After a data update in December 2025, 43% had been partially met and 57% had been fully met.

Progress was made in the areas of Governance, Strategy, Risk and Impact Management, and Metrics and Targets, and is summarized in the table on this page and on page 163 (*more details are provided starting on page 188*).

Disclosures recommended by TNFD

GOVERNANCE	STRATEGY	RISK AND IMPACT MANAGEMENT	TARGETS AND METRICS
A. Describe the Board's oversight of nature-related dependencies, impacts, risks and opportunities. B. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities. C. Describe the organization's human rights policies and engagement activities, and oversight by the Board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, naturerelated dependencies, impacts, risks and opportunities.	A. Describe the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term. B. Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place. C. Describe the resilience of the organization's strategy to nature-related risks and opportunities, taking intoconsideration different scenarios. D. Disclose the locations of assets and/ or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	A (i) Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its direct operations. A (ii)Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s). B. Describe the organization's processes for managing nature-related dependencies, impacts, risks and opportunities. C. Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	A. Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process. B. Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature. C. Describe the targets and goals used by the organization to manage naturerelated dependencies, impacts, risks and opportunities and its performance against these.
Full compliance with the disclosure. Partial compliance with the disclosure.			



Lessons learned from the TNFD experience

IMPORTANCE

We understand that the primary importance of TNFD lies in its provision of a scientific methodology with comparable bases for nature-related issues, **supporting the consolidation of this theme as a strategic area for the business and guiding the company's priorities.**

The application of TNFD guidelines provides consistent data to support decisions and **highlight the impacts and dependencies of the business**, as well as the need to maintain healthy nature in order to avoid compromising the resilience of the entire value chain.

This process **helps the company map nature-related risks**. Once applied, the methodology **establishes functional indicators and metrics for managing nature-related issues and identifies opportunities for regenerative innovation to mitigate impacts and, consequently the risks** related to biodiversity loss, water scarcity, regulatory changes, among others.

We are part of nature and, therefore, the TNFD methodology cannot be applied alone. It is connected to our Climate Transition Plan and our 2025-2050 Vision, in line with the Global Biodiversity Framework (GBF), and incorporates a vision that covers human rights, indigenous peoples, and local communities (also present in our Biodiversity Policy), which are fundamental to the resilience of territories and value chains.

GOVERNANCE

The results obtained from our nature-related actions reflect their integration with corporate governance and ensure alignment of the goals of our Vision 2025-5050 with the paths outlined by the GBF to reverse biodiversity loss.

Decisions based on evidence, and not just on voluntary commitments, **strengthen the nature agenda**, reinforcing our leadership in sustainability and **increasing credibility with investors, partners, and regulators**. This leading role **prepares us for a scenario requiring greater transparency regarding the impacts and dependencies on nature**, as has been seen with climate issues. It also prepares us for the future of markets, in an environment with new regulatory requirements and growing demand for sustainable financing and blended finance mechanisms.

IMPLEMENTATION

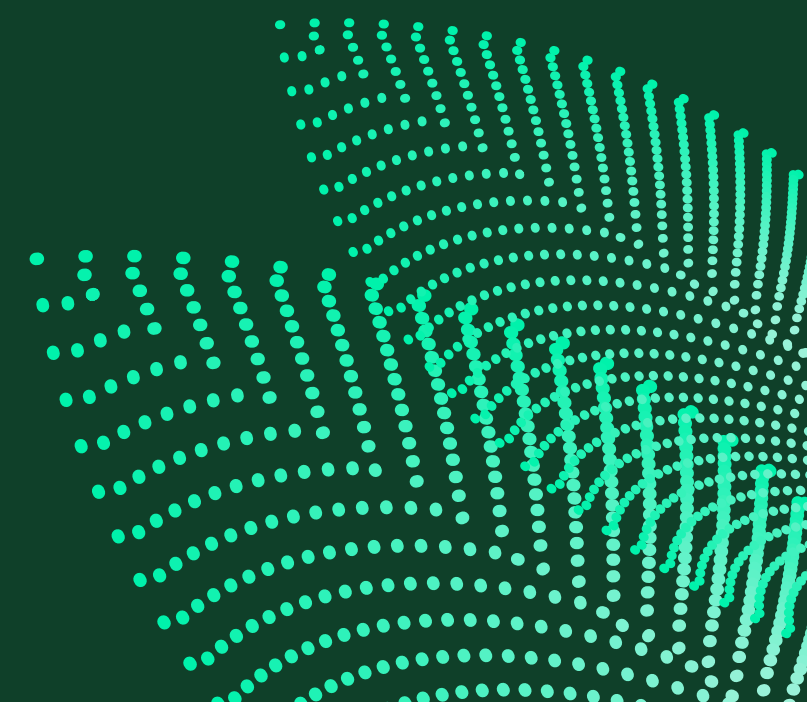
We believe that the best way to improve methodologies and tools is to learn more about them, apply them, and actively contribute as a company (and as a business sector) to find the most appropriate solutions to: obtain comparable information, define the best databases (that can include the diversity of regions and biomes), and establish appropriate metrics for different segments of activity. We also emphasize the importance of both internal and external engagement to obtain reliable and granular data, which are the basis for journeys that can deliver solid and transparent results.



With this Nature Transition Plan, we want to contribute to the conservation and restoration of natural ecosystems associated with the priority impacts and dependencies in our value chain, strengthening the resilience of the ecosystem services on which we depend. We do this through our brands, products, and services, as well as our network of relationships, reinforcing Natura's commitment to a regenerative economy that integrates business, nature, and society.

We seek to inspire and mobilize a diverse network of public, private, and community actors to align the value generated by companies with the systemic transformations necessary for the regeneration of life.

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ANNEX

Natura's Nature-Related Targets (until 2030)

TNFD Core Global and Sector Metrics

Natura's status of adherence to TNFD Recommendations



Natura’s nature-related targets (by 2030)

Grouped according to the four thematic areas of the Implementation Strategy for this Plan (the annual performance for each target is disclosed in the company’s Integrated Report)

Thematic area 1 - Governance for regenerative transformation

Target Number	Target Description	Indicators	Scope	Type of Target	Mitigation Hierarchy	Biomes	Pressures on Nature	Targets of the Global Biodiversity Framework (GBF)
1	Identify, prevent, and reduce human rights risks in our value chain by 2027, promoting access to remediation and leveraging positive impact.	Percentage of suppliers (considering purchase value)	Upstream, direct operations and downstream	-	Reduce	-	-	22
2	Promote human rights in the wild collection cooperatives with which we interact, including indigenous and traditional peoples.	Implementation of policies and certifications that guarantee the fulfillment of commitments	Upstream	-	-	-	-	22
3	Improve the social progress of wild collection cooperatives, based on gender and racial equity, generating measurable impacts on decent income, health and well-being, education, and citizenship.	Strategies to improve the social progress of wild collection cooperatives, with measurable impacts in various areas	Upstream	-	-	-	-	22, 23
4	Have full traceability and/or certification for human rights in critical supply chains: - By 2025: palm, soy, paper, alcohol, mica, and cotton. - By 2030: critical chains in Latin America (including chains that are free from deforestation and free from conversion of native vegetation).	Percentage of traceable and/or certified volume	Upstream	Business model targets	-	-	-	14

Thematic area 2 - Data and information management for decision-making and transparency

Target Number	Target Description	Indicators	Scope	Type of Target	Mitigation Hierarchy	Biomes	Pressures on Nature	Targets of the Global Biodiversity Framework (GBF)
5	All formulas and packaging will have their environmental footprint measured (with Life Cycle Assessment).	We are improving our analyses so that each new formula reduces its environmental footprint.	Upstream, direct operations and downstream	Operational targets	Structuring action	-	-	14,16

Thematic area 3 - Nature in balance: integrating biodiversity, climate, and water

Target Number	Target Description	Indicators	Scope	Type of Target	Mitigation Hierarchy	Biomes	Pressures on Nature	Targets of the Global Biodiversity Framework (GBF)
6	Ensure that all communities and smallholders families supplying key ingredients have ethical sourcing and regenerative practices.	Percentage of communities and small farmers supplying key ingredients with ethical sourcing and regenerative practices.	Upstream	Business model targets	Regenerate	Tropical and subtropical moist broadleaf forests (Atlantic Forest and Amazon); Tropical and Subtropical Grasslands, Savannas, and Shrublands (Cerrado)	Land/ freshwater/ ocean use change Climate change; Pollution; Resource exploitation	1, 2, 3, 5, 7, 10

Thematic area 3 - Nature in balance: integrating biodiversity, climate, and water

Target Number	Target Description	Indicators	Scope	Type of Target	Mitigation Hierarchy	Biomes	Pressures on Nature	Targets of the Global Biodiversity Framework (GBF)
7	Have 30% of key ingredients supplied by communities and smallholders families with regenerative practices, verified/ certified by an independent third party.	Percentage of key ingredients	Upstream	Business Model Targets	Regenerate	Especially Tropical and subtropical moist broadleaf forests	Land/ freshwater/ ocean use change Climate change; Pollution; Resource exploitation	1, 2, 3, 5, 7, 10,11
8	Generate a measurable positive socio-environmental impact of BRL 4.00 for every BRL 1.00 of reported revenue.	Measurable positive socio-environmental impact (in BRL) for each BRL 1 of reported revenue	Upstream, direct operations and downstream	Business Model Targets	Structuring action	-	-	14
9	Increase purchases of inputs from the Amazonian socio-bioeconomy fourfold (compared to 2020).	Annual amount (in BRL) of purchases of inputs from the Amazonian socio-bioeconomy	Upstream	Business Model Targets	Regenerate	Especially Tropical and subtropical moist broadleaf forests	Land/ freshwater/ ocean use change Climate change; Pollution; Resource exploitation	14, 19
10	Contribute to the bioeconomy through innovation, reaching 55 bio-ingredients from Amazonian socio-biodiversity (from 39 in 2020).	Number of bio-ingredients	Upstream	Business Model Targets	Regenerate	Especially Tropical and subtropical moist broadleaf forests	Land/ freshwater/ ocean use change Climate change; Pollution; Resource exploitation	13, 14, 16
11	Contribute to the protection and/or regeneration of 3 million hectares of the Amazon Rainforest (from 2 million in 2020).	Hectares of forest	Upstream	Business Model Targets	Regenerate	Tropical and subtropical moist broadleaf forests (Amazon)	Land/ freshwater/ ocean use change	1, 2, 3, 11
12	Extend our partnership to 45 wild collection coperatives (from 34 in 2020).	Number of communities	Upstream	Business Model Targets	Regenerate	Tropical and subtropical moist broadleaf forests (Atlantic Forest and Amazon); Tropical and Subtropical Grasslands, Savannas, and Shrublands (Cerrado)	Land/ freshwater/ ocean use change; Climate change	13, 14, 22
13	Double the resources shared with the communities we work with (compared to 2020).	Total annual amount (in BRL) of financial resources shared with supplier and partner communities in socio-biodiversity	Upstream operations	Business Model Targets	Regenerate	Tropical and subtropical moist broadleaf forests (Atlantic Forest and Amazon); Tropical and Subtropical Grasslands, Savannas, and Shrublands (Cerrado)	Land/ freshwater/ ocean use change	19, 22

Thematic area 3 - Nature in balance: integrating biodiversity, climate, and water

Target Number	Target Description	Indicators	Scope	Type of Target	Mitigation Hierarchy	Biomes	Pressures on Nature	Targets of the Global Biodiversity Framework (GBF)
14	Have 100% of our critical chains free from deforestation and native vegetation conversion, with independent verification: - By 2025: for direct purchases of palm, soy, paper, and ethanol. - By 2030: eexpand to indirect supply chains of palm, soy, paper, ethanol, mica, and cotton	Percentage of total purchase volume	Upstream	Nature interface targets	Avoid	Tropical and subtropical moist broadleaf forests, especially in the Brazilian Amazon and Southeast Asia (Indonesia and Malaysia)	Land/ freshwater/ ocean use change	1, 3
15	Ensure that 100% of the volume of at least two of our main commodities is produced using regenerative practices	Percentage of the volume of selected commodities that are produced with regenerative practices	Upstream	Business model targets	Regenerate	Tropical and subtropical moist broadleaf forests, especially in the Brazilian Amazon and Southeast Asia (Indonesia and Malaysia)	Land/ freshwater/ ocean use change Climate change; Pollution; Resource exploitation	1, 2, 3, 7, 10, 11
16	Acquire at least 50% of our carbon credits from projects in the Amazon, primarily from wild collection cooperatives	Percentage of carbon credits acquired	Upstream	Business model targets	Offset	Tropical and subtropical moist broadleaf forests (Amazon)	Tropical and subtropical moist broadleaf forests (Amazon)	8, 9, 22
17	Reduce emissions (Scope 3) from the value chain by 42%, increasing the engagement of our suppliers and consumers	Percentage of GHG emission reduction	Upstream and downstream	Nature interface targets	Reduce	-	Climate change	8
18	Achieve net zero emissions (Scopes 1 and 2) in our own facilities. It means reducing emissions from our processes by 90% (in relation to 2020).	Percentage of GHG emission reduction	Direct operations	Nature interface targets	Reduce	Temperate grasslands, savannas, and shrublands (Argentina); Tropical and subtropical grasslands, savannas, and shrublands (Brazil); Deserts and xeric shrublands (Mexico and Peru); Tropical and subtropical coniferous forests (Ecuador); Tropical and subtropical dry broadleaf forests (Colombia, Mexico); Tropical and subtropical moist broadleaf forests (Brazil); and Mediterranean forests, woodlands and scrub (Chile).	Climate change	8

Thematic area 3 - Nature in balance: integrating biodiversity, climate, and water

Target Number	Target Description	Indicators	Scope	Type of Target	Mitigation Hierarchy	Biomes	Pressures on Nature	Targets of the Global Biodiversity Framework (GBF)
19	50% of all plastic in our packaging will have recycled content (by weight)	Percentage of the total weight of plastics in packaging	Downstream	Nature interface targets	Reduce	-	Pollution	7, 16
20	100% of our packaging will be reusable, refillable, recyclable or compostable	Percentage of sustainable packaging in relation to total packaging	Downstream	Business model targets	Reduce	-	Pollution	7, 16
21	Have at least 95% renewable or natural ingredients	Percentage of renewable/ natural ingredients in formulas	Upstream	Nature interface targets	Reduce	-	Pollution	7, 16
22	Have at least 95% biodegradable formulas (for rinse-off products)	Percentage of biodegradable formulas/total rinse-off product formulas	Downstream	Nature interface targets	Regenerate	-	Pollution	7, 16
23	Take responsibility for the proper disposal of packaging materials, enabling collection systems where adequate recycling infrastructure does not exist	Progress in this target is not measured by a numerical indicator, but rather by the strategy and actions implemented by the company. Natura is studying recycling chains in the regions where it operates and seeking solutions, particularly for difficult-to-recycle materials.	Downstream	Nature interface targets	Reduce	-	Pollution	7, 16
24	Act to ensure that countries cooperate with each other to establish harmonized benefit-sharing rules that primarily focus on traditional peoples and communities	Progress in this target is not measured by a numerical indicator, but rather through advocacy actions and participation in important global forums.	Upstream	Operational targets	Structuring action	-	-	13
25	Develop and structure our water resources strategy (unlike the other targets, this one is not included in the 2025-2050 Vision; it results from this Nature Transition Plan)	Strategy developed and validated	Upstream, direct operations and downstream	Nature interface targets	Structuring action	-	-	11, 14

Thematic area 4 - Metrics and monitoring: continuous learning and evolution

Target Number	Target Description	Indicators	Scope	Type of Target	Mitigation Hierarchy	Biomes	Pressures on Nature	Targets of the Global Biodiversity Framework (GBF)
26	Report our impacts and dependencies related to biodiversity (by 2025), based on recognized international standards	Published report	Upstream, direct operations and downstream	Business model targets	Avoid, reduce, offset, and regenerate	-	Land/ freshwater/ ocean use change Climate change; Pollution	1, 14, 15

Essential Global and Sector Metrics of TNFD

Considered material for Natura’s businesses

CORE METRICS	GLOBAL INDICATOR	METRIC NUMBER	TNFD METRIC	SUBMETRIC	SEGMENTS OF VALUE CHAIN	VALUE (WITH SCOPE, OPERATIONAL UNITS, AND CATEGORIES); REFERENCE YEAR: 2023	CLASSIFICATION
Global	Extent of land use, water area use, and ocean area use	C1.0	Total surface area controlled and/or managed, disturbed, and restored by the organization	Total surface area controlled and/or managed (km²)	Direct operations	Controlled/managed area (total): 477.1 km² Disturbed area: 158.9 km² of all areas changed from natural to anthropized at the time the operational units were constructed (an approximate value, since there are no specific geospatial data delimiting the perimeter of all units; the analysis considered the approximate area).	Quantificado
			Total surface area controlled and/or managed, disturbed, and restored by the organization	Restored area (km²)	Upstream	Restored area: under development. Restored area: 4.0 km² with the Dendê AFS program, from degraded area to agroforestry systems.	Quantified
			Extent of land used (by ecosystem according to the International Union for Conservation of Nature (IUCN), and business activity); conserved or restored (by law and voluntary declaration); sustainably managed (by ecosystem and business activity)	Ecosystem extent used (km²), by IUCN ecosystem type, and voluntarily conserved or restored (km²)	Direct operations	Area used: Tropical/Subtropical lowland rainforests (T1.1): 184.8 km²; Tropical/Subtropical dry rainforests and thickets (T1.2): 17.7 km²; Tropical/Subtropical montane rainforests (T1.3): 20.0 km²; Tropical heath forests (T1.4): 114.8 km²; Boreal and temperate high montane forests and woodlands (T2.1): 41.7 km²; Warm temperate laurophyll forests (T2.4): 30.6 km²; Temperate subhumid grasslands (T4.5): 65.8 km²; Succulent or thorny deserts and semi-deserts (T5.2): 1.7 km². Conserved or restored area: under development.	Quantified
	Extent of land use, water area use, and ocean area use	C1.1	Extent of land used (by ecosystem according to the IUCN, and business activity); conserved or restored (by law and voluntary declaration); sustainably managed (by ecosystem and business activity)	Ecosystem extent voluntarily conserved or restored (km²) and sustainably managed (km²) by ecosystem type and business activity	Upstream	Restored area: 4.0 km² with the Dendê AFS program, from degraded area to agroforestry systems, in Amazon Biome (T1.1 of IUCN).	Quantified
						Conserved area: in the Amazon Rainforest (T1.1 of IUCN), 24,223.2 km² with the insetting project at the RECA cooperative, 1,428.2 km² with the carbon offsetting project in the Jari-Amapá and Manoa areas (certified by Verra), and 22,771 km² from relationships with socio-biodiversity chains for the provision of raw materials.	
						Sustainably managed area: 4.0 km² with the Dendê AFS program in the Amazon biome (T1.1 of IUCN), for the provision of raw materials from the palm chain.	

CORE METRICS	GLOBAL INDICATOR	METRIC NUMBER	TNFD METRIC	SUBMETRIC	SEGMENTS OF VALUE CHAIN	VALUE (WITH SCOPE, OPERATIONAL UNITS, AND CATEGORIES); REFERENCE YEAR: 2023	CLASSIFICATION
Global	Greenhouse gas emissions	GEE	Greenhouse gas emissions according to IFRS-S2 Climate-related Disclosures Standard of ISSB	Emissions of Scope 1, 2, and 3	Upstream, direct operations and downstream	Scope 1: 10,221.2 tons of CO ₂ equivalent Scope 2: 12,761.7 tons of CO ₂ equivalent Scope 3: 1,276,607.8 tons of CO ₂ equivalent According to the Natura 2023 Databook (GRI 305-4)	Quantified
	Wastewater discharged	C2.1	Wastewater (total, treated, other) in m ³ , including the concentration of key pollutants and temperature, when relevant	Total and treated wastewater (m ³)	Direct operations	Total wastewater: 391,170 m ³ Treated wastewater: 391,170 m ³	Quantified
	Waste generation and disposal	C2.2	Extent of land used (by ecosystem according to the IUCN, and business activity); conserved or restored (by law and voluntary declaration); sustainably managed (by ecosystem and business activity)	Disposal of hazardous and non-hazardous waste: Weight of hazardous and non-hazardous waste (tons) disposed of, split into: a) Incinerated waste (with or without energy recovery); b) Waste sent to landfills; and c) Other disposal methods. Weight of hazardous and non-hazardous waste (tons) diverted from landfills, split into: a) Reused; b) Recycled; and c) Other recovery operations.	Direct operations	Disposal of hazardous waste (total): 4,549.8 tons, of which: a) Incinerated: 1,454.1 tons; b) Sent to landfill: 160.1 tons; c) Reused: 1,078.3 tons; d) Recycled: 1,857.2 tons. Disposal of non-hazardous waste (total): 27,919.4 tons, of which: a) Incinerated: 4,763.06 tons; b) Sent to landfill: 938.1 tons; c) Reused: 2,010.2 tons; d) Recycled: 20,208.1 tons. Disposal of hazardous and non-hazardous waste (total): 32,469.3 tons, of which: a) Incinerated: 6,217.2 tons; b) 1,098.2 tons; c) Reused: 3,088.5 tons; d) Recycled: 22,065.3 tons.	Quantified
	Plastic pollution	C2.3	Plastic pollution (weight) by category	Total weight used or sold, categorized by composition (percentages of: virgin material of fossil origin; post-consumer recycled material; post-industrial recycled material; virgin material of renewable origin). For plastic packaging, by category (reusable, compostable, technically recyclable, recyclable at scale).	Direct operations	Total weight used or sold, by composition: Packaging plastic: 580.2 tons; Plastic (other): 1,374.8 tons; Multi-layer plastic: 138.8 tons. Destination: Recycled plastic: 1,994.8 tons; Incinerated plastic: 99 tons.	Quantified

CORE METRICS	GLOBAL INDICATOR	METRIC NUMBER	TNFD METRIC	SUBMETRIC	SEGMENTS OF VALUE CHAIN	VALUE (WITH SCOPE, OPERATIONAL UNITS, AND CATEGORIES); REFERENCE YEAR: 2023	CLASSIFICATION
Global	Water use and consumption from areas of water scarcity	C3.0	Water use and consumption (m³) from areas of water scarcity	Water withdrawal (m³) and consumption (difference between withdrawal and wastewater) from areas of water scarcity, with identification of water source (surface water, groundwater, produced water, third-party water)	Direct operations	Operational units in water-risk areas according to the Locate stage (Aqueduct base), with High Risk (40-80%) and Very High Risk (>80%): • Mexico: Puentes Distribution Center, Celaya Factory, Celaya Distribution Center; • Chile: Pudahuel Distribution Center; • Peru: Lurín Distribution Center.	Quantified
						Water withdrawal from areas of water scarcity (entire year 2023 for the assets mentioned): 54,892.0 m³ (surface water: 3,667.0 m³; groundwater: 10,593.0 m³; produced water: no data; third-party water: 40,632.0 m³).	
	Quantity of high-risk natural commodities sourced from land, ocean, or freshwater	C3.1	Quantity of high-risk commodities (tons) sourced from land, ocean, or freshwater, split into types, including proportion of total natural commodities	Quantity of high-risk commodities (High Impact Commodity List - HICL of Science Based Targets Network - SBTN), in tons, sourced from land/ocean/freshwater, split into types, including proportion of total natural commodities; and quantity sourced under a sustainable management plan, expressed as a percentage of all agricultural products, including proportion of total natural commodities	Upstream	High-risk commodities: 108,054.5 tons (83.72% of the total mass of cosmetic product ingredients). Commodities from sustainable management: 96,765.8 tons (74.98% of the total mass of cosmetic product ingredients, considering the percentage of raw materials with environmental certification).	Quantified
	State of Nature	C5.0	Preliminary indicator: species extinction risk		Upstream	Two species listed by the IUCN as Critically Endangered, Endangered, and Vulnerable (in the case of species classified as threatened, the type of supply should not exacerbate this risk).	Quantified
		C5.0	Preliminary indicator: level of ecosystem condition by ecosystem type and business activity		Direct operations	DCs - Average 0.06 MSA Factories - Average 0.32 MSA	Quantified

CORE METRICS	GLOBAL INDICATOR	METRIC NUMBER	TNFD METRIC	SUBMETRIC	SEGMENTS OF VALUE CHAIN	VALUE (WITH SCOPE, OPERATIONAL UNITS, AND CATEGORIES); REFERENCE YEAR: 2023	CLASSIFICATION
Global	Risk	C7.0	Value of assets, liabilities, revenue, and expenses assessed as vulnerable to nature-related transition risks (total and proportion of total).		Upstream, direct operations and downstream	Under development	Under development
	Risk	C7.1	Value of assets, liabilities, revenue, and expenses assessed as vulnerable to nature-related physical risks (total and proportion of total).		Upstream, direct operations and downstream	Under development	Under development
	Risk	C7.2	Value of significant fines/penalties received/litigation action in the year due to negative nature-related impacts.		Upstream, direct operations and downstream	No fines, penalties, or litigation actions received in 2023.	Quantified
	Risk	C7.3	Amount of capital expenditure, financing or investment deployed towards nature-related opportunities, by type of opportunity, with reference to a government or regulator green investment taxonomy or third-party industry or NGO taxonomy, where relevant.		Upstream, direct operations and downstream	Under development	Under development

CORE METRICS	GLOBAL INDICATOR	METRIC NUMBER	TNFD METRIC	SUBMETRIC	SEGMENTS OF VALUE CHAIN	VALUE (WITH SCOPE, OPERATIONAL UNITS, AND CATEGORIES); REFERENCE YEAR: 2023	CLASSIFICATION
Global	Risk	C7.4	Increase and proportion of revenue from products and services producing demonstrable positive impacts on nature with a description of impacts.		Upstream, direct operations and downstream	Under development	Under development
	Incidents violating compliance	BP.C2.2	Number of incidents violating compliance associated with licenses, standards, and regulations for i) soil quality and ii) water quality.		Direct operations	None	Quantified
Sector Metrics: Biotechnology and pharmaceutical products	Deforestation- and Conversion-Free (DCF) products	FA.C1.0	Proportion (percentage) of production volume from lands controlled, managed, or sourced from that is determined to be Deforestation- and Conversion-Free (DCF), by product.		Upstream	The results of the monitoring of the cultivation areas will be released in the 2025 Integrated Report.	Quantified
Sector Metrics: Foods and agriculture	Products from areas of water scarcity	FA.C3.0	Proportion (percentage) of agricultural products produced or sourced from regions with high baseline or extremely high baseline water scarcity.		Upstream	2.89%, considering the information available about the origin of acquired raw materials and the water risk, according to the Locate stage (Aqueduct base), with High risk (40-80%) and Very High risk (>80%).	Quantified

Status of Natura’s adherence to TNFD recommendations

PILAR	ID	RECOMMENDATION	STATUS IN DECEMBER 2025	DISCLOSURE STATEMENT
Governance	1	A. Describe the Board's oversight of nature-related dependencies, impacts, risks and opportunities.	Complies	Six of the eight members of the Board of Directors have expertise in environmental, social, and governance areas. The Board has a Sustainability Committee that acts as an advisory forum focused on these topics. The Committee consists of Board members and an external consultant who has technical knowledge of and recognition in sustainability. The risks associated with sustainability topics are analyzed in a consolidated manner with the other risks of the company and submitted periodically to the Audit Committee and the Risk Management and Finance Committee and, at least once a year, to the Board of Directors. The Board also monitors, on a quarterly basis, the metrics and indicators related to the 2025-2050 Vision that address nature-related targets. It is important to note that sustainability has been part of the company's strategy for decades. Therefore, the recent creation of the Sustainability Committee is a maturation mechanism, and not the establishment of governance for these topics. The company's Corporate Risk Management has adopted the Task Force on Climate-related Financial Disclosures (TCFD framework). In 2025, the Taskforce on Nature-related Financial Disclosures (TNFD) framework was also incorporated.
	2	B. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities.	Complies	Natura has a robust governance structure for responsibility and accountability in policies, commitments, and targets related to environmental, social, and governance aspects. Integrated sustainability management is conducted by the Sustainability and Audit Committee and the Risk Management and the Finance Committee, both linked to the Board of Directors, in addition to the Executive Committee (which consists of the company's CEO and the vice presidents) and the Sustainability Board. The Biodiversity Policy is one of the foundations of our company's operations and contributes to improving management and strategic decisions of nature-related impacts, dependencies, risks, and opportunities. In this Nature Transition Plan, Natura defines more specifically the roles and responsibilities for the management of nature-related impacts, dependencies, risks, and opportunities in connection with climate and human rights, which is detailed in "Pillar 5 - Corporate Governance" of Chapter 2 of this Plan.
	3	C. Describe the organization's human rights policies and engagement activities, and oversight by the Board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	Partially complies	Natura reaffirms its commitment to sustainability through adherence to global initiatives such as: the Global Biodiversity Framework (GBF) of the Convention on Biological Diversity, including a dedicated internal structure; the Sustainable Development Goals (SDGs); B Corp certified since 2014; and UEBT (Union for Ethical BioTrade), a member since 2014. These agreements and movements highlight the topic of human rights associated with sustainability. We maintain a Declaration of Human Rights and a Biodiversity Policy. The latter is guided, among other things, by the connection of biodiversity, climate, and people, and one of its objectives is to contribute to the GBF. Our advocacy is based on these priority topics and we support related policies focused on local communities and indigenous peoples. We have a Code of Conduct for employees and suppliers and provide access to our Ethics Hotline for all audiences. Our Climate Transition Plan incorporates the variable of social vulnerability when developing protocols and plans for territorial climate prevention, response, remediation, and adaptation. In the Amazon region, the company operates through the Natura Amazônia Program, which articulates the development of ingredients, relationships with socio-biodiversity chains, regenerative practices, and support for communities. In 2025, Natura internally published the standard "Good Practices for Free, Prior and Informed Consent (FPIC)". Natura is developing more robust strategies for the identification, prevention, and mitigation of risks human rights to throughout its supply chain and operations aiming to establish a fully integrated approach by 2027. Projects of engagement with local communities and indigenous peoples in the Amazon remain a priority, focusing on supply chains with regenerative practices, among other initiatives. The company is also focused on the traceability and/or full certification of its critical chains, committed to having deforestation-free and conversion-free supply chains by 2030.

PILAR	ID	RECOMMENDATION	STATUS IN DECEMBER 2025	DISCLOSURE STATEMENT
Strategy	4	A. Describe the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term.	Complies	Natura applied the LEAP (Locate, Evaluate, Assess, and Prepare) methodology, recommended by TNFD, to identify, assess, and report nature-related impacts, dependencies, risks, and opportunities in its value chain. The study identified priority areas in terms of materiality and interface with sensitive ecosystems, generating critical inputs on the dependencies of the organization. According to the governance guidelines established in the Nature Transition Plan, the Board of Directors is responsible for supervising and monitoring these topics. These assessments provide the basis for feasible strategic decisions, defining the direction of the product portfolio, the definition of priorities, and the balance of trade-offs between the climate, environmental, and social agendas. The company quantified the material dependencies and impacts related to ecosystem services and performed a qualitative diagnosis of physical and transition risks using three scenarios (No Net Loss-Nature Positive, Business as Usual, and Sand in the Gears), assessing the probability of risks to occur in two time horizons: short term (2025 to 2030) and medium-long term (2031 to 2050). This analysis integrated the previous climate risk diagnosis and led to the development of the Nature Transition Plan in 2025. This instrument translates the results of the LEAP assessment into implementation pathways that combine nature, climate, and human rights. In a subsequent step, Natura will seek to estimate the financial impacts and costs associated with these areas, prioritizing the identified material aspects.
	5	B. Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	Partially complies	In line with its Biodiversity Policy and its 2025-2050 Vision, Natura applied a comprehensive and robust methodology to identify and assess material nature-related impacts, dependencies, risks, and opportunities in its main direct operations and value chain, leading to a Nature Action Plan (an internal document that operationalizes the Transition Plan). Therefore, the results of the studies formed the basis for the strategic planning, while biodiversity-related criteria are developed and introduced as decision factors for resource allocation, asset and liability valuation, and the establishment of business practices. In 2025, Natura developed this Nature Transition Plan, an instrument that translates the results of the LEAP assessment into strategic guidelines and implementation pathways, integrating nature, climate, and human rights. Natura will seek to estimate the financial impacts and costs associated with impacts, dependencies, risks, and opportunities, prioritizing the most material aspects for the company. Natura's strategy demonstrates resilience in the face of nature-related risks and opportunities, including comprehensive scenario analyses and environmental and social considerations into its strategic planning.
	6	C. Describe the resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	Partially complies	In 2024 and 2025, the company used tools to assess nature-related physical and transition risks and opportunities in three scenarios (No Net Loss-Nature Positive, Business as Usual, and Sand in the Gears), including the most adverse perspectives. This analysis, which considered short- and medium-to-long-term horizons up to 2050 and the previous climate risk diagnosis, identified the most likely risks and opportunities that strengthen the business resilience. These scenarios allow the identification of priority risks and opportunities associated with operations and the value chain, providing support for robust and well-informed strategic decisions. Also, the 2024 Climate Transition Plan is already underway and includes the development of a climate resilience strategy for the business. In 2025, Natura developed the Nature Transition Plan, an instrument that translates the results of the LEAP assessment into strategic guidelines and implementation pathways that integrate nature, climate, and human rights. This plan strengthens the incorporation of these dimensions into strategic and risk planning processes, expanding the company's ability to anticipate and respond to environmental uncertainties. In a subsequent step, Natura will seek to estimate the financial impacts and costs associated with nature-related dependencies, impacts, risks, and opportunities, prioritizing the most material aspects. The organization will use this financial mapping to define any strategic adjustments.

PILAR	ID	RECOMMENDATION	STATUS IN DECEMBER 2025	DISCLOSURE STATEMENT
Strategy	7	D. Disclose the locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	Complies	Natura conducted a comprehensive analysis to identify priority locations in terms of materiality, impacts, and dependencies, as well as their interface with ecologically sensitive areas, considering its direct operations and its value chain. This analysis was based on the Locate stage of the LEAP methodology, recommended by TNFD. The study generated relevant inputs to identify priority ecosystems on which the company depends, especially in its direct and upstream operations. Of all 23 units analyzed (19 distribution centers and four factories) located in Brazil and other Latin American countries, 17 were considered a priority in relation to nature, with High, Very High, and Extremely High priority levels. In the upstream operations, of all 425 raw materials evaluated, 198 were classified as a priority with High, Very High, and Extremely High levels. For direct operations, it was possible to analyze precise locations, while in the upstream operations, the origins of ingredients were evaluated using data collected from suppliers and assumptions from secondary research, with the definition of a reference geographic unit at the municipal and state levels. The Nature Action Plan (an internal document that operationalizes this Transition Plan) includes the target of developing strategies to achieve full traceability of the origin of ingredients in the medium-to-long-term. In our work with communities of direct relationship in Latin America, we use the Natura GIS (Geographic Information System) to monitor supply chains. In 2025, this system was updated to improve traceability and integrate social and environmental information. See the Locate Stage in Chapter 3 of this Nature Transition Plan for details of the priority locations of operational units and the upstream value chain, as well as the prioritization in relation to nature with the LEAP approach.
	8	A(i) Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its direct operations.	Complies	Natura adopts a robust approach to identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities in its direct operations. This process integrates reference guidelines from the LEAP methodology of TNFD. The scope of direct operations included 23 units – 19 distribution centers and four factories located in Latin America. To ensure data quality, recognized sources, tools, and methodologies aligned with best market practices, such as ENCORE, were used for screening impacts and dependencies and analyzing factors that may generate potential impacts on biodiversity. These factors include data collected for each operation, such as wastewater generation, solid waste generation, water consumption, area occupied by infrastructure, and greenhouse gas emissions from electricity consumption and fossil fuel combustion. In addition, the Corporate Biodiversity Footprint (CBF) tool was used, which quantifies the impact on biodiversity in km². MSA.year (variation in Mean Species Abundance per square kilometer per year) in Scope 1 emissions (direct operations). The risk analyses consider vectors such as magnitude, sensitivity, severity, and likelihood to occur, in addition to incorporating, when applicable, pre-existing operational and climate risk analyses. With the development of this Nature Transition Plan, Natura is focused on incremental improvements in its management, including the integration of the results of specific nature-related assessments into the Corporate Risk Management process. See Chapter 3 of this Plan for a detailed description of the analyses performed and the prioritization process in relation to the nature of the operational units using the LEAP approach.

PILAR	ID	RECOMMENDATION	STATUS IN DECEMBER 2025	DISCLOSURE STATEMENT
Risk and Impact Management				The process of identifying, evaluating, and prioritizing nature-related impacts, dependencies, risks, and opportunities covers the entire value chain, from the cultivation, collection, and processing of raw materials to the end-of-life of marketed products. Natura uses tools such as the UEBT Risk Database platform, which provides up-to-date data on the social, environmental, and economic risks of plant-based ingredients. It also uses the ENCORE tool, which assists in the qualitative assessment of nature-related impacts and dependencies. In addition, factors of each ingredient acquired that may generate potential impacts on the biodiversity are considered, such as presence on the SBTN High Impact Commodity List, the criticality of the deforestation risk associated with the critical chains, and the relationship with species presenting some level of threat. The Corporate Biodiversity Footprint (CBF) biodiversity footprint calculation tool was also used for Scope 3 emissions from upstream and downstream operations, in conjunction with Natura's Integrated Profit & Loss (iP&L) assessment, allowing a quantitative and integrated approach. From the perspective of product development, Natura already adopts ecodesign processes and tools to guide the reduction of impacts in different categories. In 2025, a new Life Cycle Assessment tool, aligned with the European Union Product Environmental Footprint (PEF), was used in a pilot project to evaluate and define formulation choices, with the assessment being expanded to all products (including packaging). In line with its continuous improvement strategy, Natura seeks to achieve greater traceability, establish more partnerships with suppliers, and use technologies for data collection and analysis in its value chain. The company is working to replace proxies with more detailed information as it identifies the materiality of certain impacts, dependencies, risks, and opportunities. See Chapter 3 of this Nature Transition Plan for a detailed description of the analyses performed and the prioritization process in relation to nature for the upstream and downstream value chain using the LEAP approach.
	9	A(ii) Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	 Complies	
	10	B. Describe the organization's processes for managing nature-related dependencies, impacts, risks and opportunities.	 Partially complies	In the management of impacts and dependencies, the quarterly monitoring of progress toward achieving the nature-related targets compiled in this Transition Plan is one of the main mechanisms for managing prioritized impacts and dependencies. Specific environmental and climate data for each unit of direct operations are managed through monthly internal reports, which aim to support management and strategic planning. The company also has ingredient management tools, as well as an audit process and certification requirements to continuously improve the management strategies and databases quality, promote alignment with sustainability goals, and strengthen the ability to respond to nature-related challenges. In the management of risks and opportunities, the incorporation of nature-related risks into Corporate Risk Management in 2025 was an important step for managing these risks. However, aspects related to defining response triggers, operational prioritization, and specific responsibilities are still being developed and continuously improved. Since 2025, Natura has focused on implementing the Nature Action Plan (internal document) and this Nature Transition Plan, which was developed to guide its biodiversity strategy, based on priorities defined in studies using the LEAP methodology and other related studies conducted by Natura on this topic.
	11	C. Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	 Partially complies	The integration of nature-related risks into Corporate Risk Management occurs through technical initiatives and the governance structure that monitors the indicators linked to the 2025-2050 Vision. This structure involves multiple levels of oversight, including the Board of Directors and its specialized committees, such as Sustainability, Audit, Risk Management, and Finance. The company's Corporate Risk Map already includes scenarios in the ESG and Operations and Logistics categories, addressing key factors related to biodiversity, supply chain, packaging, water quality, and climate. These risks were assessed in specific scenarios, considering significant levels of exposure and mitigating actions. Since 2025, Natura has made progress in incorporating nature-related risks and opportunities into its Corporate Risk Management. The inclusion of the LEAP results into its Corporate Risk Management was an important step for the management of these topics and will continue to be progressively improved, including escalation processes and comparative prioritization. The integration of these risks into the organization's cross-functional decisions, such as risk appetite, capital, and investments, is still under development. Our goal is to estimate the financial impacts and costs related to the most material nature-related risks.

PILAR	ID	RECOMMENDATION	STATUS IN DECEMBER 2025	DISCLOSURE STATEMENT
Metrics and targets	12	A. Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	Partially complies	In its 2025-2050 Vision, Natura establishes goals related to nature, climate, and people at different organizational levels to guide long-term strategic actions. Metrics associated with risks and opportunities already mapped by the company are monitored periodically in governance forums. The company also considers the TNFD Core Global Metrics associated with risks and opportunities (C7.0 to C7.4), some of which have already been quantified and published in this Nature Transition Plan, and others are still under development. In 2025, Natura developed its Nature Transition Plan, which, combined with the continuous process of valuation of risks and opportunities, will enable a more precise integration of these metrics into the strategic review, annual budget, and evaluation of major investments. Our goal is to estimate the financial impacts and costs associated with the most material nature-related risks (<i>see Natura's nature-related targets on page 170</i>).
	13	B. Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature.	Complies	Natura adopts an integrated approach to assess and manage its nature-related impacts and dependencies, aligning these processes with the strategic objectives defined in its 2025-2050 Vision. The company considers the Core Global Metrics (C1.0, C1.1, GHG, C2.0 to C2.3, C3.0, C3.1, C5.0) and the Core Sector Metrics of TNFD for the Biotechnology and Pharmaceutical and Food and Agriculture sectors (BP.C2.2, BP.C2.3, FA.C1.0, and FA.C3.0), already quantified and published in this Nature Transition Plan. We also use km².MSA.year (variation of Mean Species Abundance per square kilometer per year), a metric that is representative of the impact on biological diversity and quantified using the Corporate Biodiversity Footprint (CBF) tool from I Care and Iceberg Datalab. Natura was one of the first companies to measure and calculate Natural Capital, Social Capital, and Human Capital using the Integrated Profit & Loss (iP&L) tool.
	14	C. Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	Complies	Natura maintains an ongoing commitment to defining and monitoring targets that manage nature-related dependencies, impacts, risks, and opportunities, aligned with our 2025-2050 Vision. In addition, we seek to ensure that these targets apply to the five priorities of the Nature Transition Plan, in relation to the value chain. In its Nature Transition Plan, the company outlines 26 targets associated with four thematic areas (including 25 targets from the 2025-2050 Vision, in order to achieve our ambitions and commitments in this agenda). We are committed to advancing the monitoring and management of these indicators and targets. Also, the monitoring of the Vision 2025-2050 targets is published annually in our Integrated Report.

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