

A high-quality photograph of a woman with long, dark, wavy hair, shown in profile from the chest up. She is looking upwards and to the right, with her eyes closed. The background is a clear, bright blue sky. The lighting is warm and directional, coming from the upper right, which highlights the texture of her hair and the contours of her face and shoulder. She is wearing a reddish-orange garment.

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A close-up, artistic photograph of a person's face, focusing on the eye and cheek area. The skin is a warm, brown tone. Several small, white, cream-like dots of product are visible on the cheek, with a finger applying more product. The lighting is soft, highlighting the texture of the skin and the product.

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Our reporting practices

GRI 2-1 | 2-2 | 2-3 | 2-5 | 2-14 | 2-29
3-1 | 3-2 | GRI 3-3 New Business Models
<IR> Fundamentals of Integrated Reporting

5 Double
materiality

6 Material topics

WELCOME to the 2025 edition of Natura's Integrated Report. The publication presents a summary of the financial and non-financial results, strategies and commitments that guided our activities over a year of major transformations. This report covers the period from January 1 to December 31, 2025.

GRI 2-1 | 2-2 | 2-3

For clarity, the term Natura Cosméticos S/A ("Natura" or "Company") refers to the organization as a whole, encompassing the operations of the Natura and Avon brands. When the reference is specifically to the Natura brand, this will be indicated in the text, and the data and information presented will exclude the results of the Avon brand.

The definition of material topics was based on a structured double materiality process, which assesses Natura's impacts on society and the environment, as well as the risks and opportunities capable of influencing the performance, value creation and sustainability of the business in the short, medium and long term. This report presents indicators, data and the strategic perspective of the Company's operations and its value chain.

The content was prepared in accordance with the principles of Integrated Reporting (<IR>), of the IFRS Foundation, and with the Global Reporting Initiative (GRI) Standards, incorporating complementary references, such as the Sustainability Accounting Standards Board (SASB), and the standards of the Task Force on Climate-related Financial Disclosures (TCFD) and the Taskforce on Nature-related Financial Disclosures (TNFD). The reported information is also aligned with the Sustainable Development Goals (SDGs) and the principles of the Global Compact, initiatives of the United Nations. GRI 2-3

We disclosed through a material fact notice that we will early adopt the global IFRS S1 and S2 standards. Natura voluntarily assumes the position of *early adopter*, joining a select group of

organizations that have undertaken to apply the new standards to expand the comparability and rigor of their financial disclosures.

The guidelines for this integrated report and its content were approved by the Company's senior management, ensuring strategic consistency and governance of the reporting process. **Deloitte Touche Tohmatsu Auditores Independentes Ltda.** conducted a limited assurance engagement independently, in accordance with the principles of Integrated Reporting, the GRI Standards, SASB, ISAE 3000 and ISAE 3410, and the guidance of OCPC 09 – Integrated Reporting, as approved by CVM Resolution 14/2020. GRI 2-5 | 2-14

In addition to this publication, **the 2025 Integrated Report** also includes the **2025 ESG Data Book** and the **Results Center (ESG Scorecard)**¹, which bring together detailed information on environmental, social and governance performance, with data on risks,

materiality and financial indicators. These documents are aligned with the main reporting frameworks, and the ESG Data Book was also subject to limited assurance, in accordance with Technical Communication CTO No. 07 – 2022 issued by the Federal Accounting Council (CFC), and in accordance with NBC TO 3000 – Assurance Engagements Other than Audits and Reviews, also issued by the CFC, which is equivalent to the international standard ISAE 3000 – "Assurance engagements other than audits or reviews of historical financial information", issued by the International Auditing and Assurance Standards Board, expanding reporting transparency. Additional information can also be accessed on our **Investor Relations** website. Questions or additional requests can be sent to the email **institucional@natura.net**. Investors can contact **ri@natura.net**. GRI 2-3

¹ The Results Center (ESG Scorecard) was not subject to assurance by our independent auditors.

Double materiality

GRI 3-1 | 3-2 | <IR> Risks, opportunities and value creation

Reflecting Natura's new operational focus in Latin America and the current demands of the regulatory environment, the Company updated its priority topics in 2025 through double materiality. The process established an integrated view, assessing both Natura's impacts on the economy, society and the environment and how those same factors represent risks and opportunities for the resilience and value creation of the business in the long term.

The review of the materiality matrix sought to go beyond meeting global reporting guidelines by measuring the quality of Natura's relationships with its ecosystem, ensuring that socio-environmental commitments are perceived as authentic and not merely as compliance with legal requirements. One of the differentiators of this review was the incorporation of the analysis of trust and of our main stakeholders' perception of the extent to which they see themselves as able to influence

the company's decisions, actions and results.

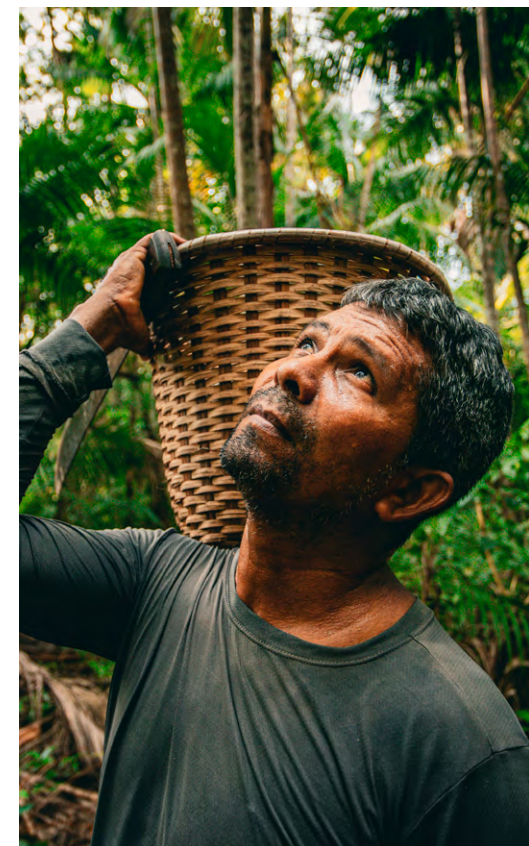
This perspective, which we call "relational materiality", complements the traditional dimensions of financial and impact materiality, and makes it possible to assess the extent to which our network of relationships remains mobilized to help address complex challenges and generate value consistently over the long term.

The new matrix was developed with the methodological expertise of GlobeScan Incorporated, an international consulting firm specialized in sustainability, beginning with the mapping of topics based on global sustainability standards, such as the TCFD and the TNFD. Next, broad active listening was carried out with more than 1,000 stakeholders and specialists in Latin America. Finally, the data were consolidated under the concept of double materiality, crossing the

magnitude of socio-environmental effects with financial risks and opportunities, ensuring that the priority topics reflect both impact on the world and the resilience of the business in the long term.

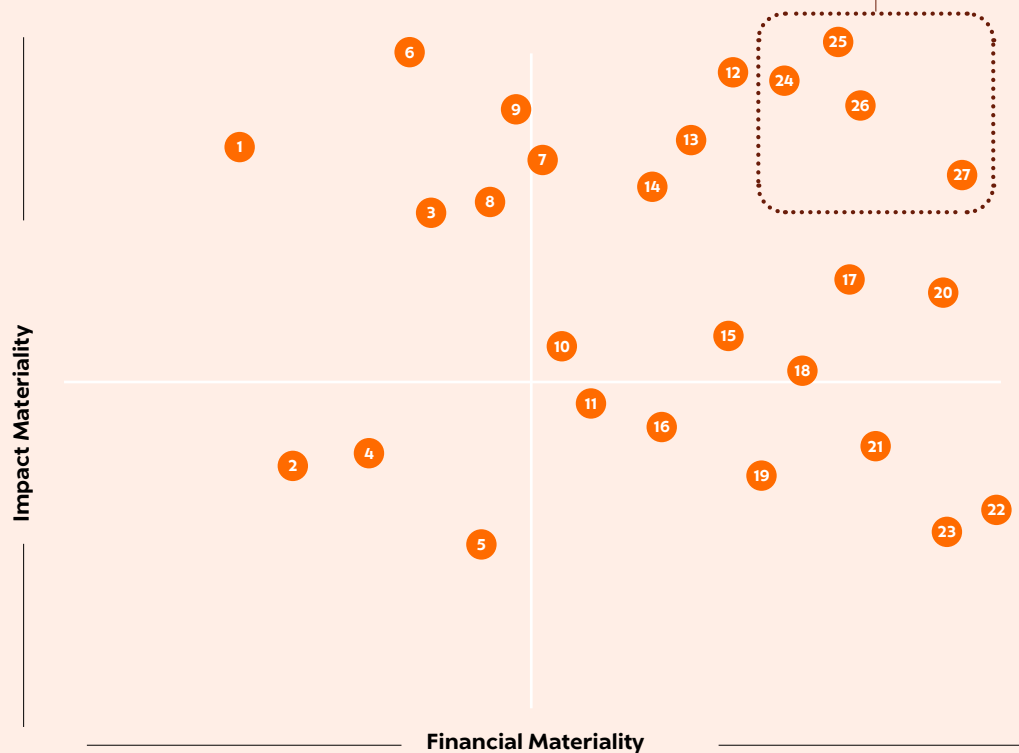
The redesign of the materiality matrix evidences the maturity of the sustainability and regeneration agenda, which remains a structuring axis of Natura's business model. Incorporated into Enterprise Risk Management (ERM), the matrix had its results validated by the highest governance body, the Board of Directors, as well as by senior executive leadership. Monitoring of the topics is integrated into strategic and budget planning, with review and updating expected to occur every two years.

 For more details, access the case study on the double materiality process to be disclosed on the [Investor Relations](#) website.



Material topics

GRI 3-2



Compared to the previous version of the materiality matrix (prepared while still in the context of the Natura &Co group), the list of material topics moves from three broad fronts – Engagement in the Value Chain, Socio-environmental Impact and Systemic Change – to four areas:

- 24 **New business models**
- 25 **New technologies and digital integration**
- 26 **Research and development of regenerative-based products**
- 27 **Climate transition**

What changed in this cycle

- » **Regional Focus:** Exclusive focus on Latin America, increasing data accuracy.
- » **IFRS:** Alignment with the new global sustainability-related financial disclosure standards.
- » **Symbiosis with Risks:** Direct integration of material topics into the corporate risk map (ERM).

- | | | |
|---|--|---|
| 1. Waste management | 9. Water management | 16. Corporate culture |
| 2. Employee engagement and development | 10. Diversity, equity and inclusion | 17. Evolution of the direct selling model |
| 3. Public policies and systemic action | 11. Relationship with traditional peoples and communities and family farmers | 18. Human rights in the value chain |
| 4. Privacy and information security | 12. Packaging design and circularity | 19. Relationship with suppliers |
| 5. Employee well-being and health | 13. Political and economic scenario in Latin America | 20. Customer engagement |
| 6. Living income and social inclusion for consultants | 14. Climate adaptation and justice | 21. Governance and transparency |
| 7. Logistics efficiency and resilience | 15. Product safety and quality | 22. Biodiversity and ecosystem regeneration |
| 8. Energy efficiency and transition | | 23. Sourcing of inputs from the sociobioeconomy |

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2 A Message from Management

GRI 2-22

8 A message from
the founders

9 A message
from the CEO

A message from the founders

Hello, friends,

In 2026, shortly before the publication of this Annual Report, we announced a change of great significance in our individual journeys and in the life of this company we are so passionate about: Natura.

After all the transformations we have undergone in recent years and concluded in 2025, we are invited to resume the prosperity we have always been able to build. It is this same transformative force that brought us from the small store on Oscar Freire Street to where we are today, shaping this beautiful organization of which we are so proud.

We understand that, at this moment of transition from a cycle of simplification to a cycle of acceleration and innovation, a vigorous adjustment and renewal of our governance was necessary.

We entered into a new Shareholders' Agreement, for a term of 10 years, maintaining our shareholdings unchanged and reaffirming our strong commitment to the future of the company.

At the same time, we decided to move from Natura's Board of Directors to an Advisory Board, with a purely advisory and non-deliberative nature. This is the transition from a deliberative and management space to an environment focused on perpetuating Natura's ethical principles and values. We will be dedicated to preserving what is essential: innovation and memory.

We remain very close, not to interfere, but to encourage and support this immense network of affection that is Natura. We will continue to follow the steps of the company's leadership, whether through the Advisory Board to be established or through our participation in advisory committees that embody our business philosophy.

With utmost confidence, we have appointed new leaders to the Board of Directors. A team imbued with immense energy. We are certain that this new generation arrives strengthened by our culture, fully capable of innovating and leading Natura along this luminous path,



| Luiz Seabra



| Guilherme Leal



| Pedro Passos

which began 56 years ago and is now entering a new cycle.

Natura will keep alive the spirit that has brought it this far. Our company has a vital need to bring together people who share the same dreams, such as the genuine desire to help the world and to cultivate a work environment that is, in every sense, extraordinary.

We continue to believe that companies can and should act as true agents of transformation. We know that, to play this role, organizations must be highly successful in terms of generating economic value. But we are convinced that purely financial success is absolutely insufficient. Companies can and should, above all, be builders of social and environmental value.

We are extremely confident that this vigorous evolution in governance will serve as a guardian of Natura's culture and values and will bring the skills needed to support the current moment of the business and the execution of our strategy. We remain attentive to the company's current moment and to our plans for the future, certain that we will achieve them.

We are deeply grateful for the support and trust of everyone who has been and continues to be with Natura along this journey: customers, Beauty Consultants, employees, suppliers and investors. We will be together at the next Sales Convention, in Natura's corridors or in some ritual of this vibrant business that enchants us so deeply and nourishes our soul.

A message from the CEO



| João Paulo Ferreira

The year 2025 marked the successful conclusion of one of the deepest transformation cycles in Natura's history. The corporate simplification and return-to-our-roots strategy, begun in 2022, consolidated the focus on growth in Latin American operations and on expanding profitability. Today Natura is a Latin American powerhouse in Beauty and Personal Care, the sector leader in the region for nine years, as shown by the latest market analysis from Euromonitor International.

In 2025, we divested all of Avon's operations in Central America and the Dominican Republic (Avon CARD), Avon International and Avon Russia¹. We also merged Natura &Co Holding S.A. into

Natura Cosméticos S.A., in line with the simplification strategy and reducing corporate costs. With this move, we brought back the original IPO ticker used for share trading in 2004 – NATU3 – a symbol of our reconnection with our essence.

In Latin American operations, 2025 was a year of significant challenges in our three largest markets. We navigated both an external context of consumer contraction in Brazil and the self-imposed and transitional effects of the integration with Avon in Argentina and Mexico. Even so, our financial discipline and rigor in capital allocation allowed us to protect cash and expand profitability. We recorded growth in every market and gained market share

in Chile, Peru and Colombia, countries where the integration with Avon is more mature.

Operational performance in the region reflects the rigorous execution of the strategy designed in the previous cycle. With the conclusion of "Wave 2", transformation costs came to an end and, in line with our commitment, were lower than those recorded in 2024. In the final part of the year, we began implementing a new, more agile and efficient operating model, with fewer decision-making layers. This transformation revives an environment that encourages innovation and renews our absolute focus on strengthening our brands, excellence in commercial execution

and the quality of our relationships with our customers.

Operational efficiency and financial strength ensure business growth and expand our transformative power to generate positive impact for society and for our entire relationship network. In 2025, we publicly reaffirmed our commitment to building a fairer, more ethical and more inclusive world. We celebrated 25 years of activity in the Amazon with active participation in COP30. We took on even more ambitious socio-environmental targets with the relaunch of our Vision 2025-2050, a strategy for systemic regeneration, guided by the certainty that mitigating and offsetting damage is no longer

enough in the face of the planet's challenges. Our commitment is bold: to become a 100% regenerative business, generating positive impact simultaneously across financial, natural, social and human capitals.

In this intense year, the disciplined execution of our strategy allowed us to close a transformation cycle by consolidating our market leadership, always guided by the business philosophy that brought us here: the view that the longevity of a business is linked to its ability to generate shared prosperity.

Natura today has a lighter, more fluid and more agile structure, well positioned to begin a new chapter in its history. In early 2026, we announced a renewal of the company's governance and Board of Directors. While preserving the essence and legacy that have always distinguished Natura, the Board gains new names and complementary skills so that we can drive growth in this new stage. We achieved something rare. Combining memory and innovation as we project ourselves into the future.

We remain focused on expanding our businesses in Latin America, with clear avenues for growth and with customer centricity as the defining axis of our decisions and the efficient allocation of our capital.

We thank our employees, Beauty Consultants, suppliers, shareholders and customers for believing that economic prosperity and care for life are inseparable dimensions of a business committed to building a better world.



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3 About us

- 12 *Our brands*
- 13 *Our Essence*
- 14 *Global presence*
- 15 *Our business model*

Our brands

GRI 2-6



Founded in 1969, Natura is **the number one brand in beauty, personal care and fragrances in Latin America, and the leader in direct selling in Brazil**. Recognized for its sustainable business model and as a reference in the bioeconomy linked to biodiversity, it has operated in the Amazon for more than 25 years, where it helps conserve 2.2 million hectares of forest and positively impacts more than 13.1 thousand families. Carbon neutral since 2007, it continues on a decarbonization journey aligned with its Climate Transition Plan. Natura combines the power of biodiversity with science to innovate, delivering high-performance cosmetics and proving that it is possible to cultivate beauty while generating positive impact for people, nature and the climate.



All of its products have been cruelty-free for more than two decades and use 97% vegan formulas. More than 2.6 million Beauty Consultants bring Well-Being-Well to customers and households. It has been a B Corp since 2014 (the first publicly traded certified company in the world) and, in 2025, launched Vision 2025-2050, with the plan to become a regenerative business. The Ekos line has been certified by the Union for Ethical BioTrade (UEBT) since 2018 and, since 2024, has become a global pioneer in receiving the UEBT Regenerative seal, granted to the Brazil nut supply chain.

Learn more at www.natura.com.br



AVON

Founded in 1886 and incorporated into Natura in 2020, Avon pioneered the global direct selling model in the beauty sector, creating opportunities for independence for millions of women. Its portfolio includes iconic lines in Makeup, a category in which it is the number one brand in Brazil, as well as Hair, Fragrance and Home & Style. A pioneer in supporting women's causes, such as combating gender-based violence and breast cancer, the brand also stands out internationally for innovation, holding more than 1,000 patents. In 2026, Avon brought together its social vocation and its disruptive DNA and began positioning itself as a FemTech: an agile, technology-driven company fully focused on women's holistic needs.

Learn more at www.avon.com.br

Our Essence

REASON FOR BEING

Our Reason for Being is to create and market products and services that promote well-being/being well.

Well-being

It is the harmonious, pleasant relationship of the individual with themselves, with their body.

Being well

It is the empathetic, successful and pleasurable relationship of the individual with others, with the nature of which they are a part, with the whole.

Beliefs

- » Life is a chain of relationships. Nothing in the universe exists by itself; everything is interdependent. We believe that perceiving the importance of relationships is the foundation of the great human revolution in valuing peace, solidarity and life in all its manifestations.
- » The ongoing pursuit of improvement is what promotes the development of individuals, organizations and society.
- » The commitment to truth is the path to the quality of relationships.
- » The greater the diversity of the parts, the greater the richness and vitality of the whole.
- » The pursuit of beauty, a legitimate aspiration of every human being, must be free from prejudice and manipulation.
- » The company, as a living organism, is a dynamic set of relationships. Its value and longevity are linked to its ability to contribute to the evolution of society and its sustainable development.

Vision

Natura, through its business behavior, the quality of the relationships it establishes and its products and services, will be a brand of global expression, identified with the community of people who are committed to building a better world through a better relationship with themselves, with others, with the nature of which they are a part, with the whole.

Global presence

GRI 2-1 | 2-6 | 2-7

8

➤ Countries

(Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Peru and Uruguay)

13,937

➤ employees

500+

➤ Points of Sale with Avon

4

➤ Factories

(Cajamar, Ecoparque/Benevides, Moreno and Celaya)

2.844 million¹

➤ consultants

17

➤ Distribution centers

(Brazil, Argentina, Chile, Peru, Colombia, Ecuador, Mexico)

1,183

➤ Stores

➤ Natura maintains a digital presence in **29 European countries** and operates in the **United States** through a multichannel strategy.



Capitals accessed



Manufactured

- » Production plants and distribution centers for our products
- » Physical stores and e-commerce and social selling operations



Financial

- » Resources from shareholders and investors to support execution of the strategy
- » Credit and financing
- » Issuance of USD 1 billion in sustainability-linked bonds
- » Issuance of BRL 1.3 billion in a new bond linked exclusively to the sustainable use of Amazon bioactives
- » 100% repayment rate by borrowers in the blended finance model developed with Vert, FUNBIO and investors such as the IFC



Human

- » 13.9 thousand employees
- » 2.8 million Beauty Consultants
- » Socio-biodiversity agro-extractivist communities
- » Attributes and values of our organizational culture



Natural

- » Natural resources (energy, water and biodiversity assets)



Social

- » Relationships oriented toward value creation with Beauty Consultants
- » Partnership with socio-biodiversity agro-extractivist communities and other suppliers of services and raw materials
- » Connection with the consumers of our brands
- » BRL 14.3 million in credit for 15 supplier associations and cooperatives in the 2nd cycle of the Amazônia Viva Financing Mechanism
- » Personalized insurance for consultants: Estoque+Casa, for asset protection, and Saúde Protegida, focused on well-being and personal care.



Intellectual

- » Open innovation ecosystem
- » Patents and new products
- » Traditional knowledge and knowledge generated in our relationship with socio-biodiversity agro-extractivist communities

Our business model

GRI 2-6 | 2-7 | 2-8 | GRI 3-3 New Business Models <IR> Value creation over the short, medium and long term

Our offerings and solutions

Beauty and well-being products across several categories

Business networks for Beauty Consultants

Multichannel commercial model

2030 Commitments

Learn about our targets [here](#).

Value generated and impacts



Society and the environment

We seek to promote sustainability with an agenda that prioritizes the climate transition, protection of the Amazon and the circular and regenerative economy. We also act in defense of human rights, education and causes linked to women and girls.



Investors

Financial return linked to business results.



End consumers

Multichannel strategies for unique shopping experiences, according to each consumer's preference.



Supplier and relationship communities

We support income generation through fair trade with cooperatives and small producers, promoting biodiversity conservation and local development.



Employees

We promote the well-being of employees through pay equity, living wages and strengthening diversity.



Beauty Consultants

We strengthen an ecosystem that drives entrepreneurship, income generation and financial independence, improving the quality of life of millions of people, especially women.



Suppliers

We foster sustainable development in our supply chain, with a focus on human rights, innovation and traceability to create social and environmental value.

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4 2025 Highlights

- 17 Financial highlights
- 18 ESG highlights
- 19 ESG certifications and indices
- 20 Awards and recognitions

Financial highlights

Natura

Net revenue

BRL 22.2 billion^{1,2}

Recurring EBITDA

BRL 3.1 billion³

Recurring EBITDA margin

14.1% expansion of **190 basis points** compared with the previous year

Latin America EBITDA margin

14.6% with an increase of **130 basis points** compared with 2024

Net Income

BRL 974 million^{1,2} (continuing operations, and excluding the effects of The Body Shop and other divestments)

Leverage

1.31x (net debt / EBITDA, excluding The Body Shop), within the optimal capital structure

¹ Due to the merger of Natura &Co Holding into Natura Cosméticos in July 2025 (corporate simplification strategy), the 2025 data are presented on a pro forma basis for better managerial accuracy. Starting in 2026, Natura Cosméticos' financial statements will fully reflect the consolidated operating data. The data reported above were published in the Company's 2025 Management Report.

² EBITDA for the quarter was pressured by the non-cash provision of BRL -434 million related to receivables from the sale of The Body Shop. Excluding this non-recurring effect, the net debt/EBITDA ratio was within the optimal range of our capital structure, at 1.31x.

ESG highlights



We expanded **financial inclusion** for our network of consultants, reaching approximately **1.4 million active accounts on Emana Pay, Natura's fintech**, and promoting financial education for more than **80 thousand consultants**.



We surpassed **the target of 49 bioactives set for 2027** under our *sustainability-linked bond* (BRL 1.3 billion), moving forward toward the goal of 55 Amazon bioactives by 2030.



We advanced in our **Net Zero commitment**, reducing absolute carbon emissions by **17% in 2025, within the scope of the SBTi**, compared with the previous year.



We consolidated the **Amazônia Viva Financing Mechanism**, totaling **BRL 41 million** mobilized by 2025 to support socio-biodiversity chains, forest conservation and regeneration, and socioeconomic development.



We improved the measurement of value in our business model with **iP&L**, a tool that monetizes our socio-environmental impacts of the palm oil supply chain, recording **BRL 86.8 billion in positive impact** in 2025 and generating **BRL 4 in social value** for every BRL 1 of revenue.



We made progress on the circularity agenda, reaching **30.1% recycled plastic content** in Natura brand packaging, exceeding one year ahead of schedule the 25% target established with the Ellen MacArthur Foundation.



We disclosed through a material fact notice that we will early adopt the **international IFRS S1 and S2 standards**, expanding transparency in sustainability-related financial reporting and becoming pioneers in the integrated disclosure of socio-environmental risks, dependencies and opportunities through the TCFD.

ESG certifications and indices

GRI 3-3 | New Business Models | GRI 3-3 Climate Transition | GRI 3-3 Research and Development of Regenerative-Based Products

B Corp

Ten years after becoming the first publicly traded B Corp, Natura reaffirmed its leadership in ESG by being recertified in 2024, for the 4th consecutive time, with significant scores in social impact and governance practices.

CDP Climate Change

For its strong performance in environmental impact management, Natura earned CDP's highest score (A) in Climate Change, a distinction awarded to only 4% of the companies assessed.

B3 Indices

Natura stood out in 2025 for its triple presence in B3's sustainability (ISE), carbon (ICO2) and diversity (IDIVERSA) indices, validating the breadth of its management and governance practices.

S&P Global Sustainability Yearbook

Natura is among the highlights of the S&P Global Sustainability Yearbook 2026, in the Personal Products category, as a sustainability leader in Latin America and ranked 4th in the global ranking.

The Leaping Bunny

A pioneer in Brazil in receiving the Cruelty Free International seal in 2018, Natura guarantees the absence of animal testing throughout its portfolio, a practice it has maintained for two decades.

UEBT

The Ekos line has been certified by UEBT for seven years and, in 2024, Natura became the first company awarded the UEBT Regenerative seal, applied to the Brazil nut supply chain.

ISS ESG

In 2025, we advanced to level B-, which positions us as one of the global leaders in the Household & Personal Products sector in the Institutional Shareholder Services assessment, considering environmental, social and governance criteria.

Morningstar Sustainalytics

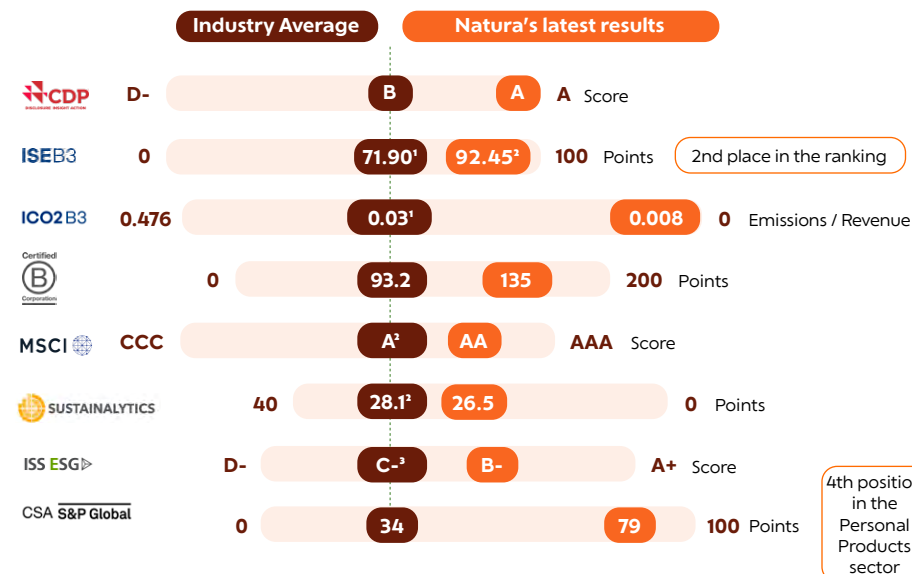
In 2025, we maintained our lowest historical risk level (Medium Risk), reached in 2024, reflecting the simplification of the business.

MSCI

We achieved an AA rating in MSCI's (Morgan Stanley Capital International) ESG risk exposure classification, standing out above the overall average (which recorded level A).

ESG highlights

Natura demonstrates above-average performance in the main ratings and certifications:



¹ Overall average. Natura is the only Personal and Cleaning Products company listed in the portfolio.

² 2024 average. | ³ Overall average. Sector data not available.

Natura's awards and recognitions in 2025



Valor Inovação Brasil 2025

Voted **the most innovative company in the country** (1st overall) and leader in the Cosmetics sector, with a focus on the bioeconomy, AI and regeneration in the Amazon.



Brand Momentum Index (BMI)

Voted the second **most influential Brazilian beauty brand** in the BMI ranking. The strength of the portfolio was also a highlight: Natura Ekos ranked 8th overall.



100 Open Startups

First place in Cosmetics and 14th in the overall TOP 100 Open Corps ranking, in the **Champions of the Decade** edition of the 100 Open Startups ranking.



Brand Finance

The only company in the cosmetics sector listed in *Brand Finance's Sustainability Perceptions Index 2025 report*, in recognition of ESG practices and environmental leadership.



World's Top Companies for Women

A global highlight in **gender equity and women's leadership** in the ranking by *Forbes* magazine and the Statista platform, it was one of the few Brazilian companies in the global top 100 Best Employers for Women.



Environmental Finance – Sustainable Debt Awards

Winner in the Corporate Sustainability-Linked Bond of the Year category for the **issuance of sustainability bonds** linked to socio-environmental targets and protection of the Amazon.





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Governance, risks and ethics

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 2-14 | 2-15 | 2-17 | 2-18 | 2-23 | 2-24 | 2-25 | 2-26 | 2-27 | 205-1 | 205-2 | 205-3 | 206-1 | 405-1 | GRI 3-3 New Business Models
GRI 3-3 Climate Transition | <IR> Financial capital, intellectual capital, human capital, social and relationship capital, natural capital

22 Corporate governance structure

23 Ethics, integrity and compliance

24 Risk management

Corporate governance structure

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 405-1 | <IR> Intellectual capital and social and relationship capital

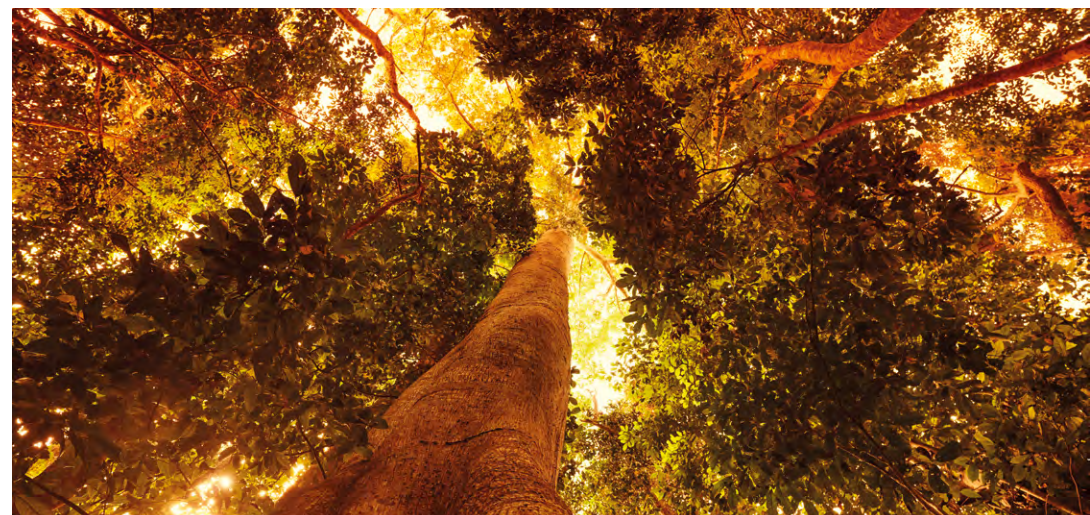
Natura's corporate governance ensures legal compliance and the protection of shareholder rights, promoting convergence between ethical integrity and economic performance. Management adopts a multidimensional view, understanding that financial, environmental and social risks are inseparable from the Company's reputation, continuity and access to capital. In 2025, with a focus on optimizing capital allocation and generating sustainable value, this governance structure served as a driver of agility for critical corporate reorganizations, as well as operational integration and discipline in capital allocation.

Under the direct supervision of the Board of Directors, financial discipline and portfolio efficiency were prioritized during the year, resulting in the sales of Avon's operations in Central America and the Dominican Republic (Avon CARD), Avon International and Avon Russia. This strategic move reflects Natura's commitment to concentrating resources

in high-potential geographies, strengthening balance sheet resilience and the long-term sustainability of the business.

Natura's robustness is based on a governance structure designed to ensure a clear distinction between the functions of strategic oversight and executive management. This ecosystem is supported by the General Shareholders' Meeting, the Board of Directors, the Statutory Executive Board and the support and oversight bodies, which comprise internal and independent audits, as well as structures dedicated to ethics and integrity.

The governance model prioritizes accountability for performance, which is ensured by assessment mechanisms linked to management targets and shareholders' interests, with the goal of ensuring that the execution of the strategy and the impact generated by the Company are measured in a technical, transparent and forward-looking manner. **GRI 2-14**



The Board of Directors is responsible for deciding on the Company's strategic direction, establishing the foundations for the long-term sustainability of the businesses and acting as the fiduciary link with Natura's shareholders. The body and its advisory committees operate under rigorous assessment processes and in strict compliance with B3's Novo Mercado, aiming to generate sustainable value and ensure the Company's longevity. As of December 31, 2025, the Board of Directors was composed of nine members, with one female board member (11.1%) and eight male board members (88.9%), with four independent members (44.4% of the total). The Board maintained the

segregation between the positions of Chair of the Board and Chief Executive Officer of Natura (the CEO).

To provide technical depth to its decisions, in 2025 the Board was supported by six thematic committees: Audit, Risk Management and Finance; People and Organizational Development; Sustainability; Corporate Governance; Strategy; Products and Brands. These forums thoroughly analyze the topics within their respective areas of expertise, ensuring that the Board's resolutions reflect the commitment to operational excellence and transparency before the market. **GRI 2-9**

This flow includes performance reports, executive presentations and discussions in committee meetings, at least quarterly. In addition, relevant topics such as sustainability and impact management are reported directly to the Board throughout the year, with at least one formal agenda item each year dedicated to these topics, ensuring continuous and integrated oversight. [GRI 2-12 | 2-13](#)

The Board conducts annual self-assessments supported by the Corporate Governance Office, which conducts interviews with the members. The conclusions are analyzed by the Governance Committee and deliberated by the Board itself, with a view to continually improving its performance. [GRI 2-18](#)

See more
in the **2025
ESG Data
Book**

Board in transformation

In March 2026, the Company announced changes to its governance structure, including the creation of an Advisory Board with the migration of the founders and the then Chair of the Board of Directors, as well as proposed changes to the composition and chairmanship of the new Board of Directors, which were approved at the General Shareholders' Meeting held in April 2026. In addition, in March 2026, the renewal of the Founders' Block Shareholders' Agreement for another 10 years was reported, as was the execution of a binding commitment between the Founders' Block and Advent International for the acquisition of a minority interest in the Company, whose completion is subject to the fulfillment of certain conditions precedent within six months.

Ethics, integrity and compliance

[GRI 2-15 | 2-23 | 2-24 | 2-25 | 2-26 | 2-27 | 205-1 | 205-2 | 205-3](#)
<IR> Social and relationship capital and human capital

Ethics is a fundamental principle that guides Natura's relationships and supports its social and reputational capital. The Code of Conduct and related policies, such as the Antitrust and Anti-corruption policies, as well as the Conflict of Interest, Related-Party Transactions, Trade Sanctions and Respect in the Workplace policies, establish clear guidelines for directors, employees, suppliers and partners, aligned with international frameworks such as the International Labour Organization, the Sustainable Development Goals and the UN Global Compact.

The Company maintains robust compliance and anti-corruption programs, supported by continuous training, institutional communications and reporting channels, accessible to internal and external audiences 24 hours a day, 7 days a week. In 2025, we reached 98% of employees trained in our Code of Conduct, in addition to promoting communications throughout the year on ethics-related topics. There were no confirmed cases of corruption during the period. [GRI 205-1 | 205-2 | 205-3](#)

To receive reports of possible misconduct, we maintain the Ethics Line1, operated independently, which can be accessed by phone, website or WhatsApp – cases are periodically monitored by the Board of Directors.

With anonymity, confidentiality and non-retaliation assured, Natura processed 644 reports in 2025. Investigations ranged from interpersonal conflicts to ethical dilemmas, conducted under rigorous corporate protocols. Case remediation integrates the People, Legal and Compliance areas to ensure agile and proportional responses. The effectiveness of the system is ensured by monitoring recurrences, incorporating lessons learned and analyzing assessments made by users. [GRI 2-25 | 2-26](#)

The rigor of this monitoring system is reflected in the Company's contingency management. During the period, significant non-compliance was concentrated in the tax and environmental spheres, involving ancillary and regulatory fines, duly addressed through formal processes. There were no significant records in the civil, labor or intellectual property spheres. [GRI 2-27](#)

Consolidating this integrity scenario, Natura ended 2025 with no pending or closed lawsuits related to anti-competitive behavior, anti-trust or monopoly practices in any of its operations. [GRI 206-1](#)

Risk management

GRI 3-3 Climate Transition | GRI 3-3 Research and Development of Regenerative-Based Products | GRI 201-2 | <IR> Financial capital and natural capital

Natura's risk management adopts the Enterprise Risk Management (ERM) structure, aligned with international references such as COSO (Committee of Sponsoring Organizations) standards and the ISO 31000 standard. Governance is monitored by the Chief Risk Officer (CRO), who reports to the Vice Presidency of Finance, Risks and Strategy.

Our risk criteria are guided by sustainability, human rights and responsible growth, oriented toward identifying, prioritizing and mitigating exposures based on the likelihood and magnitude of impacts. This continuous monitoring is supported by internal audits, with follow-up by the Board of Directors. In addition, our ISO 9001 and 14001 certification models include an annual external audit of the risk management process, which has

been carried out for eight years.

Among the main risks monitored are: taxation, regulatory litigation, cyber threats, transformations in the direct selling model, climate change and biodiversity loss. To conduct an in-depth and consistent analysis, the last two are assessed under the global guidelines of the TCFD and TNFD, respectively, while social impacts undergo human rights due diligence, integrated with the TISFD (Taskforce on Inequality and Social-related Financial Disclosures) and iP&L (Integrated Profit & Loss), our proprietary impact valuation tool.

Additional information on risks and details on fines and liabilities are consolidated in the "Reputation, Government and Engagement" tab of the [ESG Data Book](#), and additional disclosures will be available in the IFRS Report.



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Integrated Report 2025

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Financial performance

GRI 201-1 | 201-2 | 203-1 | SASB-CG-HP-410a.2 | GRI 203-2 |
SASB-CG-HP-410a.1 | GRI 3-3 New Business Models
<IR> Financial capital | <IR> Manufactured capital

27

Integrated
performance: iP&L

Natura's net revenue totaled BRL 22.2 billion¹ in 2025, with recurring EBITDA margin reaching 14.1%, an expansion of 190 basis points compared with the previous year. This advance was driven by administrative efficiency and disciplined cost management. Operational rigor allowed us to fulfill the commitment to expand profitability during the year, even amid a challenging macroeconomic scenario in Brazil, where there was a significant contraction in consumption, with a consequent impact on the activity of the Beauty Consultant network. We also faced temporary volatility generated by the integration of operations in Mexico and Argentina, a process that marked the conclusion of Wave 2 (the consolidation of the Natura and Avon businesses). The end of this complex process marks the closure of a cycle of transformation costs (which were below the BRL 483.70 million recorded in 2024).

Natura's net income totaled BRL 974 million¹, excluding the non-recurring provision (with no cash effect) of BRL 434 million related to divestment expenses and accounts receivable from the sale of The Body Shop, which took place in December 2023. Financial leverage² ended the period at 1.31x, within the optimal range of the capital structure, a range established by the Company.

Complementing the analysis of financial performance for the period, the Value Added Statement (VAS) shown alongside details how Natura's results translated into shared socioeconomic impact.

¹ Due to the merger of Natura &Co Holding into Natura Cosméticos in July 2025 (corporate simplification strategy), the 2025 data are presented on a pro forma basis for better managerial accuracy. Starting in 2026, Natura Cosméticos' financial statements will fully reflect the consolidated operating data.

² EBITDA for the quarter was pressured by the non-cash provision of BRL -434 million related to receivables from the sale of The Body Shop. Excluding this non-recurring effect, the net debt/EBITDA ratio was within the optimal range of our capital structure, at 1.31x.

2025 RESULTS SUMMARY

Amounts in BRL million

	BRAZIL	HISPANIC	LATAM	NATURA GROUP
Net Revenue	13,423	8,795	22,218	22,218
Growth YoY - CC (%)	-0.10%	1.50%	1.80%	1.80%
Growth YoY - BRL (%)	-0.10%	-1.50%	-5.00%	-5.00%
Gross Margin (%)	69.00%	62.20%	66.30%	66.30%
Var. YoY (bps)	-10 bps	170 bps	90 bps	90 bps
Recurring EBITDA	2,697	557	3,254	3,132
Growth YoY (%)	-6.70%	164.00%	4.90%	9.50%
Recurring EBITDA Margin (%)	20.10%	6.30%	14.60%	14.10%
Var. YoY (bps)	-140 bps	420 bps	130 bps	190 bps
Net Income from Continuing Operat. ¹				463
Net Debt				3,477

¹ Natura's adjusted net income totaled BRL 974 million¹ in 2025, excluding the non-recurring provision (with no cash effect) of BRL 434 million related to divestment expenses and accounts receivable from the sale of The Body Shop.

Value Added Statement (VAS)¹ GRI 201-1 | <IR> Financial capital

Amounts in BRL million²

VALUE GENERATION	2025
Revenues	27,489.11
Inputs acquired from third parties	(19,404.42)
Gross value added	8,084.69
Retentions	(813.93)
Value added produced by the company	7,270.76
Value added received in transfer	255.46
Value added to distribute (discontinued operations)	(1,855.17) ³
Total value added to distribute (continuing operations)	7,526.22

DISTRIBUTION OF VALUE ADDED	2025
Total distribution of value added (continuing operations)	7,526.22
Personnel	3,128.13
Taxes, fees and contributions	2,746.74
Remuneration of third-party capital	1,122.38
Remuneration of own capital	528.98 ⁴
Total distribution of value added	5,671.05
Economic value retained	-512.26

¹ Basis 100% aligned with the audited Consolidated Financial Statements as of December 31, 2025. ² Amounts originally disclosed in BRL thousand in the Financial Statements; presented here in BRL million. ³ Amount in discontinued operations, according to the consolidated SVA of the audited 2025 FS. ⁴ Remuneration of own capital corresponds to income from continuing operations in fiscal year 2025.

Integrated performance: iP&L¹

GRI 201-1 | GRI 201-2 | SASB-CG-HP-410a.1 | GRI 305-5 | GRI 3-3 Research and Development of Regenerative-Based Products | GRI 3-3 New Business Models | GRI 3-3 Climate Transition | <IR> Long-term value creation

The **Integrated Profit & Loss (iP&L)**, a tool developed by Natura, maps the impacts of our operations throughout the entire value chain – from the sourcing of raw materials to the use and disposal of products. Based on scientific metrics and a robust methodology, these impacts are expressed in monetary amounts, making their effect on social well-being clearer. As a result, aspects previously considered intangible “externalities” are included in the economic matrix for strategic decision-making. The iP&L calculation considers three dimensions: **Natural Capital, Social Capital and Human Capital**. [GRI 201-2](#) | [GRI 203-2](#)

In 2025, iP&L reached BRL 86.8 billion in positive socio-environmental impact, equivalent to an impact intensity of 4:1.

This performance reflects the combination of business advances on different fronts and the continuous improvement of the tool, which underwent a change in methodology.

Among the factors that contributed to the evolution are the income generation indicators of the consultant network, the expanded reach of Instituto Natura’s educational programs and the evolution of Natural Capital, especially in the product use and disposal phase. In 2025, we also updated the methodology for measuring consultants’ income, with an expanded sample base and more refined criteria for calculating living income. For comparability purposes, if this new methodology were applied to the 2024 results, that year’s impact intensity would move from 2.5x to 3.4x.

iP&L Results

The chart opposite shows the impact balance for each capital in 2024 and 2025, and the table below shows the consolidated financial results:

INDICATOR	2024	2025
Net socio-environmental impact value (BRL billion)	50.5	86.8
Socio-environmental impact generated for every BRL 1 of revenue	2.5*	4.0

* Reflecting the continuous evolution of Natura's initiatives aimed at generating positive impact and strengthening its network of Beauty Consultants, in 2025 Natura updated the methodology for measuring Beauty Consultants' income. The new model expands the sample base, improves the segmentation of business levels, incorporates operating costs, and adopts a more suitable methodological framework for calculating a living income. For historical comparability purposes, under this new approach, the 2024 result would have been 3.4x, compared with the 2.5x reported under the previous methodology.

For more details, access the full iP&L case study on our [Investor Relations website](#).

(BRL Billion)

2024
2025

IMPACT

+

-

-12.13 -10.90

Natural Capital

It is the set of natural resources capable of providing benefits over time. This includes forests and other biomes, water resources, the atmosphere, soils, as well as the flows they produce – such as the provision of food and active ingredients and climate regulation.

Social Capital

It refers to the institutions, norms and values that shape the quality and quantity of social relationships. These are diffuse impacts on society that affect social well-being – the resources a company invests in infrastructure, for example.

Human Capital

It encompasses factors such as education, experience, workforce and health. Here, impacts that can be individualized are considered, relating to specific people, such as employees' salaries, their benefits and their well-being.

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Integrated Report 2025

7 Natura: leader in beauty and personal care in Latin America

GRI 2-6 | 2-7 | GRI 3-3 New Business Models
<IR> Business Model | <IR> Human capital

- | | |
|----|--|
| 30 | Corporate simplification |
| 30 | Wave 2: Natura and Avon integration completed in Latin America |
| 31 | Leadership in Latin America |
| 32 | Vision 2025-2050: Toward a 100% regenerative company |



Corporate simplification

The year 2025 marked the close of one of the deepest transformation cycles in our history. After ten years of global expansion, in 2022 we decided to return to our origins, beginning a strategy to reorganize the capital structure and simplify the corporation, with a focus on growth in Latin America.

As part of this strategy, Aesop and The Body Shop were sold in 2023 and, in 2025, the divestment of non-core assets was completed with the sales of Avon's businesses in Central America and the Dominican Republic (Avon CARD), maintaining the brand licensing for countries in the region, of Avon International operations (in Africa,

Asia and Europe) and of Avon in Russia, with this last transaction having been completed in early 2026.

Natura manages the Avon brand in Latin America, with repositioning and portfolio review planned for 2026.

Another milestone in the corporate simplification strategy in 2025 was the merger of Natura &Co Holding S.A. into Natura Cosméticos S.A., with the resumption of the NATU3 ticker for trading on the Brazilian stock exchange – the same symbol used in Natura's 2004 IPO, marking the return to our essence.

Wave 2: Natura and Avon integration completed in Latin America

At the same time as the strategy to reorganize the capital structure and simplify the corporation was being conducted, we completed the so-called Wave 2, the combination of the Natura and Avon brand operations in Latin America, concluded with integration in Mexico and Argentina, two of our three largest markets.

The commercial unification move began in mid-2023, with Peru and Colombia. The learning accumulated from sequential implementation allowed us to significantly reduce the impacts inherent to transformations of this scale as the combination advanced in the other markets.

In Mexico, the integration required a significant change in the commercial model, as this was the only country where we had multilevel direct selling structures. Thus, the union of the brands was preceded by a deep adjustment in the value proposition for the consultant network and a strong

commercial adaptation, in a pressured economic context. In Argentina, the integration of Natura and Avon's operations and systems took place amid a challenging macroeconomic scenario, marked by lower disposable income for household consumption.

Despite the complexity of the process, we successfully completed Wave 2, which resulted in a significantly leaner and more efficient infrastructure, paving the way for the full capture of synergies and for unlocking more value and growth in the region.

Thus, in the first months of 2026, we began implementing a new way of operating in Latin America, with greater customer focus and clarity in how we manage the businesses, using regeneration and innovation as differentiating factors for our brands. In this context, we advanced in structural adjustments to the administrative organization and optimized teams.

Leadership in Latin America

In addition to marking the conclusion of the successful cycle of capital structure reorganization and corporate simplification, 2025 also consolidated the Natura brand's ninth year of leadership in the Beauty and Personal Care sector in Latin America, according to data from the market intelligence company Euromonitor International¹.

In Chile, Peru and Colombia, countries where the integration with Avon is more mature, Natura gained market share. In the Brazilian and Argentine markets, which together account for 50% of the entire Beauty and Personal Care segment in Latin America, Natura ended the year as the sector leader. The brand also consolidated, for the eighth year, its leadership in the Fragrances category in the region, competing with global competitors and ranking among the five largest players in the world in perfumery.

In addition to excellent commercial performance, Natura continues to be recognized internationally for its business behavior and the relevance of its value proposition. In 2025, it was named the world's most sustainable brand by Kantar, among nearly 1,000 brands assessed in more than 20 countries. It also appeared for the 15th time on the list of the world's most ethical companies by the Ethisphere Institute.

And, according to the Merco corporate reputation ranking, Natura has held the overall first-place position in Brazil for 12 years, in addition to being the leader in the cosmetics sector in Peru, Colombia and Argentina and the sector runner-up in Mexico and Ecuador.

¹ Source: Euromonitor International. Natura brand: Natura umbrella brand. Natura Group: Global Latest Owner. Beauty and Personal Care 2026 ed.; retail value sales (RSP), 2025 data.



Vision 2025-2050: toward a 100% regenerative company

GRI 2-23 | 101-1 a 101-8 | 203-1 | 203-2 | 303-1 a 303-5 | 305-1 a 305-5 | 306-1 a 306-5 | 413-1 | 413-2 and 414-1
GRI 3-3 Research and Development of Regenerative-Based Products | GRI 3-3 New Business Models |
GRI 3-3 Climate Transition | <IR> Strategic direction and long-term value creation

Vision 2025-2050
Paths to Regeneration

Visão 2025-2050

Caminhos para
a regeneração

01. Marcas
02. Produtos
03. Serviços
04. Relações com colaboradores
05. Relações com fornecedores
06. Relações com as amazônias
07. Venda por Relações
08. Relações com investidores e acionistas
09. Relações para mudanças sistêmicas

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Since Natura's origin, we have structured our businesses around a clear conviction: there is no possible prosperity without a balanced relationship with nature, people and the planet. Our Reason for Being, Well-Being-Well, expresses this expanded vision of development, which remains a living reference for strategic decisions and everyday choices.

In 2025, the launch of 🌱 **Vision 2025-2050** (entitled Paths to Regeneration) raised the ambition of our socio-environmental commitments, defining structuring targets that will guide us in the coming decades. Validated by the company's senior leadership (including the Board of Directors) and built in collaboration with multiple external partners, it aims to engage our entire value chain around common values and objectives.

In a year in which we reaffirmed that our socio-environmental commitment accepts no setbacks, Vision 2025-2050 makes clear that it is necessary to go beyond mitigating negative effects and maintaining ecosystems as they are. The objective is to contribute decisively to regenerating the environment and society. In iP&L terms,

this means generating positive impact, individually, across Natural, Social and Human capitals (without losses in one of them needing to be "offset" by gains in the others).

This complex objective will be achieved through factors such as strengthening socio-biodiversity chains, the progressive decarbonization of industrial processes, the development of products with lower impact throughout the life cycle and the fostering of partnerships among actors from different social spheres to find solutions collectively.

The ambition to become a 100% regenerative business by 2050 consolidates the way we have historically built value. In a scenario of multiple crises, extreme climate events and instability in global supply chains, care for natural resources and long-term relationships become a competitive advantage and a source of resilience. The consolidation of business models capable of generating positive impact for people and giving back to nature more than is taken from it, while keeping sight of economic value creation, is the great challenge of our time.

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8 Brand and portfolio strategy

34 *Natura brand*

36 *Avon brand*

Our brand positioning strategy was revisited with the objective of increasing household penetration, maximizing connection with customers and strengthening the complementarity between Natura and Avon. To this end, Demand Centric Growth tools were used, bringing more robustness to portfolio segmentation based on real consumer data. At the same time, in an increasingly fragmented market, we reaffirmed our differentiator in product safety, quality and high performance.



Natura brand

Natura maintains its leadership through a strategy that combines differentiation and aspirational desirability. As we evolve as a multibrand and omnichannel organization, we updated the brand's expression and language, integrating the concept of Well-Being-Well even more centrally into it.

Through applied science and bioinnovation, we deliver high performance and real benefits that improve people's everyday lives. In an original way, we value cosmetic superiority while improving the shopping experience across all channels, with long-term brand building.

In addition, we consolidated Precision Marketing, reaching an unprecedented level of personalization and message targeting. This movement ensured Natura strategic digital prominence, positioning it among

the most relevant brands on social networks such as TikTok (a platform on which we led sales on Black Friday).

A strong movement of cultural expression also contributed to this prominence. In 2025, we were very present in the lives of Brazilian consumers, sponsoring major popular celebrations, such as São João in the Northeast, the Parintins Festival in Amazonas and Círio de Nazaré in Pará. Regional action reinforced pride in Natura's Brazilianness and transformed consumer preference into identification. This combination consolidated our leadership in the brand strength indicators that we measure with tools that indicate preference, consideration and awareness, in addition to bringing us recognitions such as the brand that best represents Brazil, according to the MindMiners study¹.



We reduced portfolio complexity by prioritizing more profitable items, and optimized the media calendar by concentrating investment in major seasonal launches rather than fragmented campaigns. This strategy follows the philosophy of making fewer moves, but with greater scale and impact. The focus remained on high-value-added categories that combine science, sensoriality and bioingredients.

In 2025, in the perfumery category, Natura made an unprecedented move by expanding its team of exclusive in-house perfumers. With the hiring of Olivier Paget and Juliana Bombarda, who joined Veronica Kato, the brand strengthened its expertise in creating and developing fragrances.

A milestone in this strategy was the launch of the Aura Alba line, which revived the conceptual

essence of Natura perfumery, evidencing the brand's excellence in developing exclusive fragrances with its own perfumers, based on a unique shelf of biodiversity assets. The line incorporates an unprecedented ingredient in perfumery, the natural oil of the rare Konare rosa alba, from Bulgaria.

The relevance of this innovation drove strong demand, with volume 4 times higher than the initial forecast. Aura Alba Eau de Parfum won 1st place in the Best Women's Fragrance of 2025 category at the **Fragrantica Readers' Choice Awards**, and its bottle was the only Brazilian product among the top 10 in the Most Beautiful Bottle of the Year category.

In the face category, the Chronos line underwent an accelerated transformation process to position itself as a **dermocosmetic brand focused on longevity**. The bioscience that supports its high performance combines 33 dermoactives and 17 bioactives with exclusive technologies and strong scientific grounding, totaling 140 patents, 136 clinical studies and dermatologist-proven results, involving more than 35



thousand women. Our scientific advances in this field were recognized globally with the award for Chronos Derma 80+ at the prestigious **Wellness & Longevity Choice Awards 2025**, which highlights innovative products in beauty and health.

In 2025, the hair category became a **key pillar of Natura's competitiveness**. Lumina remained the technological flagship, reinforcing the brand's positioning in high performance and bioscience. Based on deep knowledge of hair diversity in Latin America, we expanded the development of products aimed at specific needs.

The launch of Lumina Antissinais Regenerador Capilar was a highlight of this

strategy, with scientifically proven results for the prevention and reversal of the first signs of graying, as well as for treating hair aging. We also brought hair products to the portfolio under the Tododia brand (Cachos e Crespos), the direct selling leader in the cosmetics, fragrances and personal hygiene segment in Brazilian households – according to Worldpanel by Numerator, based on the consolidated 2025 result.

The body care front focused on high sensory performance and sustainable innovation, in tune with the Natura brand's strategy of being present in higher-value-added segments. We relaunched established lines, such as Ekos Andiroba and Ekos Cumaru, highlighting the benefits of Amazon socio-biodiversity assets for deep nutrition and recovery of the skin barrier.

The Ekos line remains the sustainability benchmark in Natura's portfolio. Andiroba oil, for example, is one of the inputs supplied by the RECA (Reflorestamento Econômico Consorciado e Adensado) cooperative community in Rondônia. The ingredient is linked to Payment for Environmental Services projects, which compensate

cooperative families for forest conservation and sustainable production, generating local income in the Amazon and positive environmental impact.

The Tododia Jambo Rosa and Flor de Caju products, which reached the market in early 2025, especially developed for the needs of Black and Brown skin tones, consolidated over the year, addressing a drastically underserved demand. The Black population represents the majority of Brazil, but is still underrepresented in global cosmetics innovation (being the focus of less than 1% of launches). By filling a historical gap with high technology, we also highlighted new business opportunities.





Avon brand

The Avon brand was completely redesigned throughout 2025, preparing for its relaunch in 2026 in Latin America, with new developments in proposition, positioning and portfolio, expanding complementarity with Natura. Avon's unified management across the region maintains a unique essence, while also working with each country's particularities, expanding its cultural relevance.

About to celebrate 140 years, the brand has a contemporary essence, typical of a technology brand, allied with its historical pioneering role in the global beauty industry. The new Avon will return to growth, opening the doors to new households, with high-value-added innovations, a new visual identity and an experience and positioning highly aligned with the target audience profile.

Even before the relaunch, this renewal effort brought concrete results for our consumers: product quality indicators improved significantly. Avon's performance in 2025 was supported by strategic launches, especially the Power Stay line and the evolution of perfumery.

AVON

Power Stay advanced in the value proposition of its products, incorporating proprietary technologies focused on durability and user experience, with a focus on women's demands for practicality, confidence and individual expression in everyday life. For the first time, we expanded the Power Stay franchise portfolio to Perfumery, bringing a fragrance with up to 22-hour hold.

Reflecting Avon's ability to respond quickly to market dynamics and social media trends, the "A Boiadeira by Ana Castela" collection stood out as a milestone in innovation and speed of execution. More than combining the strength of the brand in makeup with the relevance of a country music phenomenon, the major differentiator of the limited-edition line lay in its development cycle: the project went from ideation to sale in just five months. This unprecedented agility gives tangible form to the brand's strategic redefinition, with a focus on high responsiveness, audience-relevant products and offerings that act as a powerful gateway into new households.



The new Avon

Materializing the constant search for differentiation and modernity, the collection translates Ana Castela's essence into items that combine functionality and cutting-edge technology. The Holographic Lip Gloss, for example, innovates by bringing a silicone case with two collectible country charm options, also serving as a fashion accessory for the singer's fans.

The Black Cream Blush surprises with a technology that reacts to the skin's pH, revealing a unique and personalized rosy shade on each face.

Completing the portfolio, the Eyeshadow Palette offers the versatility needed to move from everyday life to the stage, while the Eyeliner Pen ensures high-precision lines for up to 24 hours. From a strategic perspective, the launch marked Avon's entry into its new Community Strategy. By involving the singer and her fan club in an immersive and continuous way at every stage of communication, the brand established a new level of connection and engagement with consumers.

Avon's repositioning project for 2026 was named Mrs. Albee 2.0, in honor of the company's first Representative in the United States in the 19th century, who was at the forefront of women's financial independence. With the relaunch, Avon updates itself while remaining true to its DNA as a technology brand always made for women. For this reason, it begins positioning itself as a **FemTech**, dedicated to translating women's needs into high-performance beauty solutions. Under the logic of the so-called

Technologies of the Feminine, innovation began to be treated as a cross-cutting brand asset, connecting scientific research, product development and consumer experience.

Avon has accumulated more than 1,000 patents over its history and proprietary technologies that have marked the evolution of global cosmetics, including advances in dermatological actives and formulations with cutting-edge science. The brand's new phase incorporates

the intensive use of technology, artificial intelligence and data analysis to accelerate product development, reduce launch cycles and make more efficient use of the broad knowledge accumulated by Natura.

While embracing the future, the new Avon brings back iconic elements of its legacy to engage with a new generation of consumers. The strategy combines affective memory and innovation by revisiting products and technologies that have marked its history and reinterpreting them with contemporary design and expanded performance.

Focused on the **"Glow Getter"** persona (defined as hyperconnected Latin American women, especially from classes C and D), Avon seeks to turn its high brand recognition into sustainable growth, offering **high performance at affordable prices and perceived value**. This proposition reinforces a historical trait of Avon, which, since its founding in 1886, has combined science, women's entrepreneurship and the democratization of beauty to promote women's economic autonomy and transform standards in the cosmetics industry.





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Research, development and innovation

GRI 416-1 | 417-1 | GRI 3-3 New Technologies and Digital Integration
GRI 3-3 Research and Development of Regenerative-Based Products
GRI 3-3 New Business Models | <IR> Value proposition

- 40 Amazon: the "Silicon Valley" of biodiversity
- 41 Global open innovation
- 42 Artificial intelligence: innovation serving the operating model

Innovation in R&D GRI 416-1 | 417-1

3 140+

➤ Exclusive in-house
perfumers

➤ Researchers with
master's and
doctoral degrees

350+ ➤ Active patents and
industrial designs
(including applications
and granted rights)

➤ In 2025, we filed **20 patent applications** and **9 industrial design applications** for the Natura and Avon brands.

➤ Our **innovation ecosystem** consists of the **largest research and development center** for personal care, perfumery and cosmetics in the Southern Hemisphere and an advanced hub in the Amazon.

👉 More technical information about our R&D is available in the "Customer Experience" tab of the ESG Data Book.

Research and development

GRI 416-1 | 417-1

In 2025, we completed the integration of Natura and Avon's Research and Development (R&D) areas, creating a single innovation engine. The teams began working through technology platforms applied indistinctly to both brands.

The new organization began focusing 60% of investments on the competitive core, 35% on strategic expansion and 5% on transformational bets, looking at 10-year horizons to drastically reduce product launch times. We combined expertise and prioritized high-impact projects, reducing time-to-market and development costs by 20 to 40%, focusing on innovations that combine high performance with sustainability.

Following the motto "Fewer, Bigger, Better" and with clear portfolios and positioning for the brands, we consolidated a fundamental

change in our R&D model by adopting a "shelf" strategy: organizing cutting-edge technologies in a structured way for the various product lines. This new operating logic eliminates the need to start projects from scratch, allowing innovation to function as a scalable engine that can be applied indistinctly between Natura and Avon. By using these integrated technology platforms, we were able not only to drastically reduce development cycles, but also to expand the reach of our most advanced solutions, making them rapidly available to an increasingly larger customer base.

This synergy between processes and innovation finds its main co-creation ecosystem in Brazilian biodiversity, where applied science leverages the richness of the forest on an industrial scale. For more than two decades, we have seen the Amazon as a true "Silicon Valley of bioactives"; our main platform for innovation and development of new ingredients. In 2025, we reaffirmed bioinnovation as a central competitive differentiator for the company's strategy: using the Amazon Platform 5.0, a systemic approach that brings together science, technology, productive scaling and capital solutions. This framework forms the platform that connects areas such as R&D, sustainability, and socio-biodiversity sourcing



and relationship management. The initiative proposes artificial intelligence, drones and bioinformatics solutions for prospecting and research, developing six new bioactive ingredients – totaling 52 bioactives at year-end.

This initiative with communities in its Amazon socio-biodiversity chain to conduct the largest forest inventory ever carried out in Brazil made Natura the first Brazilian company to win the Sustainable Development Goals Grand Prix (SDG Lions) at the 2025 Cannes Lions International Festival of Creativity. The result of this initiative brings us closer to the objective of reaching 55 Amazon bioactives by 2030, exceeding the target of 49 established for 2027 by our sustainability-linked bond (a sustainability-linked bond launched in 2024). A pioneer in this modality, the BRL 1.3 billion issuance connected financing to the expansion of the biodiversity portfolio.

These bioactives will enable us to develop innovative, exclusive and high-performance products to meet the needs of our customers. At the same time, they strengthen socio-biodiversity chains, forest conservation and the generation of income and opportunities for local communities, serving as a living example of the power of the bioeconomy and the positive impact of our business model.

The Amazon: the "Silicon Valley" of biodiversity

GRI 101-1 | 101-2 | 101-3 | 101-4 | 101-5 | 101-6 | 101-7 | 101-8 | 414-1 | GRI 3-3 Research and Development of Regenerative-Based Products GRI 3-3 New Business Models | GRI 3-3 Climate Transition | <IR> Natural capital and social and relationship capital | <IR> Value creation over the short, medium and long term

The milestone of Natura's 25 years of activity in the Amazon, celebrated in 2025, consolidates our view of the biome as a hub for innovation, resilience and biotechnology. Through the Natura Amazon Program, created in 2011, we work on three fronts: Science, Technology and Innovation; Ecoparque and New Businesses; Strengthening Communities and Territories.

The business model is based on the partnership with 46 communities, responsible for supplying 52 bioinputs combined with forest conservation, and on the operation of Ecoparque. The 172-hectare technology complex houses an innovation hub and two partner companies: Symrise and Box Print.

We use forest bioactives in more than 1,000 products in our portfolio. As part of efforts to foster the sociobioeconomy, in October, we announced a BRL 5 million investment, distributed over three years, in the Amazon Innovation and Bioeconomy Park, in Belém. The space will work to modernize the local production chain and generate innovations directly connected to Natura's business.

By placing communities at the center of the strategy, diversifying sourcing origins and structuring ethical and regenerative chains, Natura ensures the sustainability of its value network and the continuous development of innovations from nature.



Natura Ekos: renewed connection with the Amazon

The **Natura Ekos Eau de Parfum collection** is the sensory expression of Amazonian ancestry and Brazil's natural sophistication. There are three fragrances, Pedra, Raiz and Alma, which dive into the refinement of Brazilian perfumery by highlighting rare essential oils from the forest, extracted sustainably, with positive impact for the region's communities. Breu branco, pirioca, cumaru and copaíba evoke the power of Brazilian biodiversity and reinforce Natura's exclusivity and exuberance in high-end Brazilian perfumery.

Launched in 2000, the Ekos line also includes body and hair care products, which translate the regenerative strength of the forest into well-being rituals. Ingredients such as andiroba, Brazil nut, açaí, murumuru and cupuaçu give their names to portfolio items, bringing specific treatments for each need, combining performance, technology and sensoriality.



Global open innovation GRI 2-29

Beyond products, innovation at Natura manifests itself in operations, production chains, the relationship with the consultant network, the development of new services and the incorporation of technologies capable of expanding efficiency, productivity and positive impact.

In 2025, we strengthened our open innovation system, leveraging technologies from global partners, including universities and startups in Japan, Europe and the United States. Through Natura Campus, our vehicle for engagement with the scientific community, and Natura Studio, which connects our strategy to the entrepreneurial ecosystem to transform challenges into solutions, we developed half of the new technology projects in partnership with entrepreneurs. In this process, we evaluated

more than 1,185 startups and conducted proofs of concept in areas such as artificial intelligence, circular economy, logistics and new materials. We prioritized projects with potential for practical application and scalability, capable of generating concrete results for the business model and customer experience.

As part of the innovation ecosystem, Natura Ventures is the Corporate Venture Capital (CVC) fund designed to connect startups to our value chain to cocreate regenerative solutions. Launched in June 2024 and managed by Vox Capital, this vehicle evaluated 528 startups in 2025. Investments prioritized operational efficiency and the replacement of fossil-based materials, combining innovation, economic competitiveness and reduced socio-environmental impacts. This front has generated

essential partnerships to strengthen Natura's competitive advantage, such as investments in **Abbiamo**, a startup that offers a logistics orchestration platform for last-mile deliveries in omnichannel operations, integrating retailers with local carriers, as well as **Mango Materials**, which develops biodegradable biopolymers. **GRI 201-1 | GRI 203-1**

Another practical example of the acceleration generated by Natura Ventures was the investment in the Chilean logistics startup **Wareclouds**, in 2025. The partnership enabled tests in the inland of São Paulo and in Pará to transform the homes of our largest consultants into advanced inventory points. By taking on last-mile e-commerce delivery, these consultants gain a new avenue of compensation, while our freight becomes significantly faster and more efficient.

Artificial intelligence: innovation serving the operating model

GRI 2-6 | <IR> Value creation over the short, medium and long term

In 2025, artificial intelligence consolidated itself as one of the fundamental pillars of innovation applied to Natura's operating model. The expanded use of AI occurred across operations, logistics, the relationship with the network and support for corporate areas, reflecting the technological evolution built over recent years.

This transformation was enabled by the internal **Data Expansion** program, which accelerated the integration of our databases, supporting a robust and scalable architecture. The structure is based on the **Data Care** pillars, focused on governance, information security and analytical maturity, **Data4All**, dedicated to democratizing access and strengthening data literacy, and **Natura AI**, which organizes the use of artificial intelligence as a strategic asset for operational efficiency, innovation and value creation.

For this AI architecture to become a reality, 2025 was the year of structuring. We conducted in-depth data cleansing and orchestration work, unifying six hubs in a single environment, which today articulates around 360 terabytes of information. This informational organization brought operational gains, such as the reduction in the time to prepare our IP&L report, which went from 2 months to 3 days.

In the relationship with Beauty Consultants and the sales force, AI began to play a central role in the experience, supporting business management, the personalization of interactions and increased recurrence. **MAIA**, Natura's proprietary generative artificial intelligence, functions as an AI agent hub and is used in service to consultants, offering support in sales, order inquiries, payment processing and credit limit increases, through natural-language interactions.

The observed results include increased satisfaction, reduced operating costs and greater resolution of requests at first contact, reinforcing the efficiency of our Relationship Selling model.

In logistics and integrated planning, AI began to support flow monitoring, demand forecasting and logistics network management, increasing supply reliability and service quality in markets with greater operational complexity. Internally, AI-based solutions also began to be used in areas such as Legal and People, helping expand digital literacy and organizational agility.

Complementing this innovation ecosystem, we expanded the application of AI in fieldwork conducted by the Research and Development teams. Supported by the Amazon Platform 5.0, Natura uses drones, AI and bioinformatics to conduct forest inventories, mapping extensive areas with maximum precision (60 thousand hectares were monitored in 2025). This digitalization of the forest asset transcends environmental conservation

and connects directly to the business: it enables advanced bioprospecting and the discovery of new bioingredients from socio-biodiversity. By combining data with territory mapping, this technological infrastructure ensures the continuous, safe and traceable supply of high-performance raw materials for the portfolio.

In 2025, we worked intensively to standardize processes in Hispanic America, disseminating advances in hyperpersonalization, generative AI, tools and data systematization. The standardization of these tools, still underway, seeks to raise the level of sophistication across Natura, with the objective of ensuring that teams in all countries can analyze multiple business variables in depth, operating with the same fluidity, data intelligence and agility in decision-making.

 Learn more about Artificial Intelligence governance, programs and results in the "Innovation, Technology and Data" tab of the 2025 ESG Data Book.

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Integrated Report 2025

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Omnichannel and customer centricity

GRI 2-29 | GRI 3-3 New Technologies and Digital Integration
| GRI 3-3 Research and Development of Regenerative-Based Products | GRI 3-3 New Business Models | <IR> Social and relationship capital, intellectual capital and financial capital

- 45 *Direct selling:
channel digitalization*
- 47 *A care network*
- 48 *Stores and franchises*
- 49 *Digital channels:
marketplaces and
social commerce*

The relationship with our customers is treated as a strategic asset and a determining pillar for long-term value creation. This bond is strengthened by a combination of transparency and high-performance tools, which create a fluid and reliable experience throughout the entire consumer journey, connecting loyalty to brand strength and revenue generation.

In 2025, management of this experience was conducted with rigorous operational discipline. The Customer Service area underwent a deep digital transformation, evolving from a support operation into an engine of competitive advantage. Guided by the binomial "Empowerment and Efficiency", we prioritized the autonomy of Beauty Consultants and end consumers. Reducing the human effort required to meet transactional demands, with the support of artificial intelligence, allowed us to redirect the analytical focus to what effectively generates value: qualified resolution and individualized care.

We further strengthened ties with consumers, offering a fluid journey in which predictive AI anticipates needs in the app, Digital Consulting humanizes service via WhatsApp and the physical

store consolidates desire through experimentation. This integration eliminates the barriers between online and offline, allowing technology to work behind the scenes to offer convenience, fast delivery and a personalized relationship that places the customer at the center of a living, connected ecosystem.

AI elements are also being used to support Business Leaders in optimizing management of the Beauty Consultant network and raising the quality of relationship actions. At the same time, the use of data opened new levers of value for the end consumer, such as the launch of innovative multichannel cashback mechanisms. The result of this strategy was reflected in historic milestones, especially in Direct-to-Consumer (DTC) channels, which posted significant growth of more than 30% during the year.

Today, more than 15% of all revenue generated in DTC channels already comes from individualization mechanisms and CRM journeys, such as targeted repurchase campaigns and invitations to try products. This progress had a dual impact: it made it possible to considerably reduce mass

promotional effort, with fewer discounts at the endpoint, while also generating better financial results, increasing the efficiency of the consultant network through more data-driven management, higher sales conversion and better use of the customer base.

This robustness extends to the systemic modernization of service, driven by the successful implementation of the new Salesforce CRM in Brazil. This technology architecture reduced Average Handling

Time by 15% and enabled the integration of Machine Learning and Artificial Intelligence, optimizing internal flows.

Validating the effectiveness of our service management, guided by active listening and robust compliance processes, Natura mitigated reputational risks and ended 2025 by establishing a new baseline: a consolidated NPS (Net Promoter Score, a loyalty indicator based on customer recommendation) of 89 points across the entire relationship journey.



Learn more about our consumer-related actions in the "Customer Experience" tab of the 2025 ESG Data Book.

Direct selling: channel digitalization

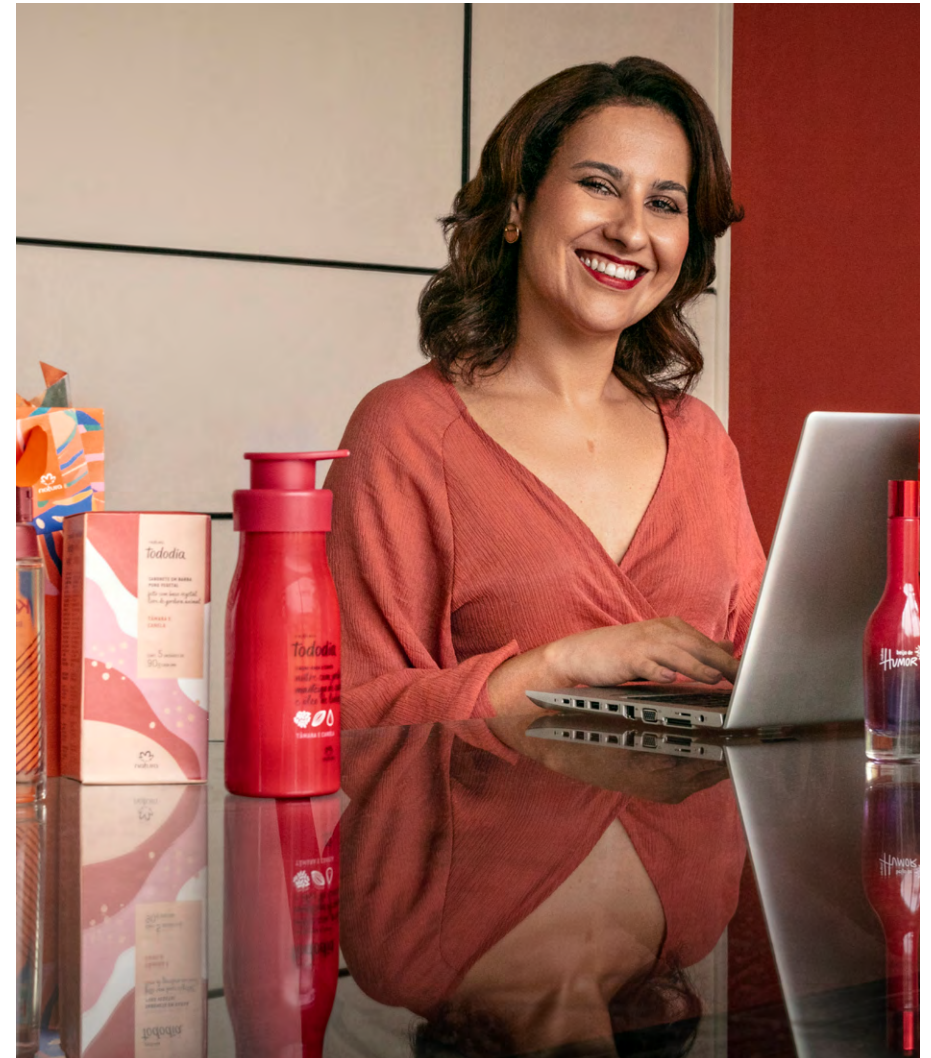
Relationship Selling, Natura's way of operating in direct selling, is the central axis of our business model and one of our main strategic assets, operating at scale in Latin America to sustain growth, competitive differentiation and resilience through an integrated ecosystem that connects Beauty Consultants (including Business Leaders), customers and products. At the end of 2025, the integrated Natura and Avon network reached 2.844 million consultants, distributed across eight countries, with 1.5 million in Brazil alone. They are the **main pillar of business value creation**, making up the distribution channel responsible for a large share of Natura's revenue.

To respond competitively to a dynamic macroeconomic scenario and protect business profitability, we evolved our sales management into a more agile format. Instead of operating

exclusively based on product magazine planning, designed months in advance, we adopted growth methods and very short-term tactical mechanisms, internally called the "open cycle". This approach allows us to react to demand in real time, using personalization and hyper-regional actions to stabilize sales and optimize promotional offers with consultants.

With strong female representation, our consultant network reaffirms our historical commitment to turning entrepreneurship into a lever for social inclusion and income generation at scale, across multiple socioeconomic contexts. This characteristic gives robustness to the commercial model and expands the business' ability to adapt in more volatile scenarios.

In Relationship Selling, the quality of the relationship and continuous



listening act as non-negotiable pillars for the predictability of results and loyalty. In a year marked by organizational consolidation, the in-depth use of data intelligence and governance were central. The resilience of the model was proven especially in markets that integrated Natura and Avon operations longer ago, such as Peru, attesting to the ecosystem's long-term execution capability.

However, this evolution process was not without challenges. The direct selling channel was impacted by changes in the operating model in **Mexico** and by the consolidation of the two brands' operations, which also affected **Argentina**. These consequences were already expected, based on previous transition experiences. At the same time, these two markets are already showing signs of recovery, driven by strategic recomposition actions.

Digitalization is a fundamental lever for Beauty Consulting: we reached 311 thousand active Digital Spaces in Latin America, considering consultants who made at least one sale through this platform in 2025. These are consultants' personalized online sales channels,



which form the basis of *social selling*, positioning the consultant as a content creator and digital influencer.

In Brazil, consultants' success on **TikTok One** materialized this evolution, using the platform's monetization resources to increase the brand's reach. The differentiator lies in a model that compensates them not only for conversion, but for their strategic role as media and as generators of engagement, going

beyond direct selling. The process gained scale with the expansion of the **Beauty Creators** network, which selects regional representatives to act as local ambassadors in communication missions.

Continuous training is essential to this transformation of consultants into influencers: during the period, the Natura and Avon Business School trained more than 560 thousand of them in Brazil, representing 11% growth compared with the previous year. This record was driven

by the consolidation of the Natura Consultant Trainers project. Based on the premise that "the network trains the network", we began compensating consultants to train their peers. With a focus on digital literacy, financial education and management, the learning tracks gained reach through proprietary platforms and complementary channels, such as YouTube, driving a 49% jump in access related to the project.

A care network

GRI 2-29 | GRI 3-3

The Beauty Consultant Human Development Index (HDI-BC), implemented in 2014 with biennial updates, guides Natura's initiatives for the evolution of this audience's well-being. It is focused on consistently increasing income generation and also on expanding consultants' ability to prosper in different dimensions of their lives. The HDI-BC is based on four pillars: Living Income, Educational Inclusion, Health and Well-being and Citizenship.

Throughout 2025, within Educational Inclusion, the Programando meu Futuro initiative trained more than 400 sons and daughters of consultants in technology basics, while the promotion of formal education guaranteed full undergraduate scholarships for more than 500 Business Leaders, as the leaders of our consultant network are called, in addition to enabling partnerships with discounts in basic and higher education for consultants and their families. We also launched the

socio-environmental track "What if the Earth Spoke", bringing discussions on regeneration and climate justice to consultants.

In financial education, three projects trained more than 80 thousand consultants in business management and personal finance: the Aprender+ campaign, which marked Instituto Natura's 15th anniversary, the #Finançasemdia movement, conducted by Beauty Consultant Trainers, and the Domine Suas Finanças program.

In the Health and Well-being pillar, combating violence against women was driven by the unprecedented integration of Natura and Avon brand causes in Latin America. The initiative promoted the distribution of more than 370 thousand pocket guides on healthy relationships and held conversation circles in major cities. The network protection ecosystem was strengthened by service protocols and Ângela, a free support channel via WhatsApp. Amplified by the digital environment, these actions generated

massive engagement, reaching millions of people on Instagram and TikTok.

Complementing comprehensive care, women's health was prioritized through the Giro pela Vida movement and the Pink October campaign. These actions enabled the scheduling of more than 100 mammograms and the delivery of 500 thousand information guides, reaching digital impact of more than 5 million people. To ensure continuous support, we created the Ligue Câncer channel, dedicated to guiding consultants, family members and health professionals throughout the oncology journey.

In Brazil, the assistance provided to consultants evolved significantly in 2025 with our Social Support Center. Far beyond simple support through 0800, our social workers began acting actively to reduce friction between consultants and the State, helping them access rights and protective public policies, such as Bolsa Família and Housing Assistance, reinforcing our belief in the value of partnerships to generate systemic change.



Instituto Natura

Created in 2010, Instituto Natura seeks to transform public education, ensuring quality learning for all children and young people in the six Latin American countries where it is present (Argentina, Brazil, Chile, Colombia, Mexico and Peru). It is also dedicated to the educational development of Beauty Consultants and works together with numerous partners in government, the third sector and civil society. Starting in 2024, the Institute expanded its activities to the defense of women's fundamental rights, developing initiatives focused on breast cancer awareness and combating gender-based violence, through the support of Avon, which has a long history of commitment to these causes.

Stores and franchises

Our retail revenue in Brazil advanced 12.9% in 2025 compared with the previous year, with 10% growth in the total number of Natura stores: we reached 1,183, of which 271 are company-owned and 912 are franchises, distributed across Argentina, Brazil, Chile, Colombia, Mexico and Peru. In the Brazilian market

alone, 76 new stores were opened during the year.

In 2025, we completed the transition of our company-owned stores to the new Athena concept, with a design that raises the standard of contact with the brand. Beyond sales, the omnichannel

strategy uses physical retail points as spaces for experience, relationship and service for customers.

The franchise model showed solid and accelerated evolution in Brazil, in the face of the migration of the base to the Athena model. With total focus on

the consumer journey, the renewal generated a productivity jump of more than 30% in the units already transformed. In Mexico, we totaled 16 brand points of sale and opened the first two franchises in the country.

In the fourth quarter of 2025, the same-store sales indicator showed 1.4% growth in the Brazilian market. This result reflects the balance between the strong performance of company-owned stores and franchises already operating under the Athena model, on one side, and the lower performance of the old franchise format (Aqui tem Natura), whose full migration will take place throughout 2026.

Avon does not have company-owned stores, but is available in more than 500 physical points of sale in Brazil. The brand entered retail in 2024, in a partnership with the Soneda chain, with a selected portfolio (including makeup, Renew and Avon Care lines). The success of the initiative led to expansion to other retail chains that, in 2025, also began to include drugstores, through a partnership with Drogaria Araujo.



Digital channels: marketplaces and social commerce

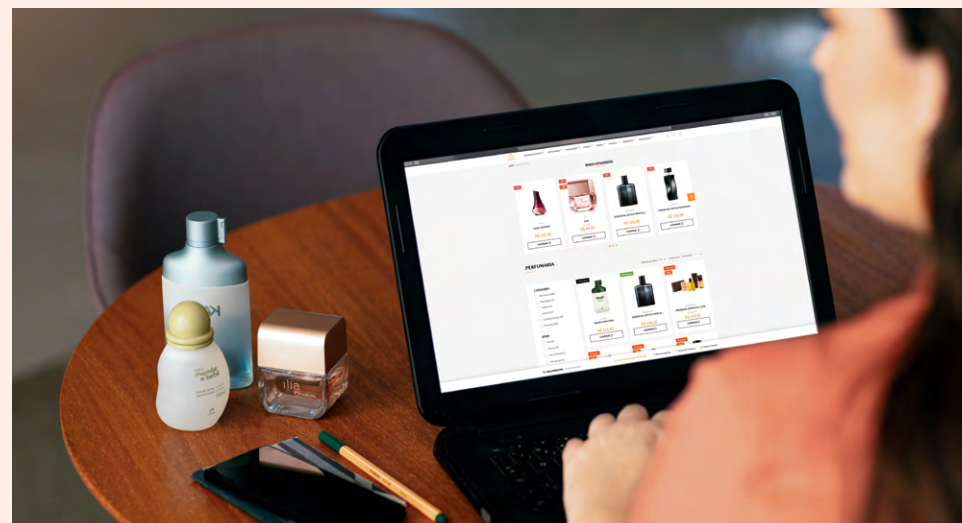
In 2025, Natura advanced in marketplace penetration. Online channel revenue posted significant growth of 31.7% year over year. This progress benefited from sustained traffic growth on our digital platforms and was driven by strategic initiatives such as live commerce and the continued digitalization of the Beauty Consultant base.

The strengthening of our brand favorability was leveraged by coordinated investments in retail media and affiliate programs, with targeted campaigns recording a brand lift of 32%, according to Kantar.

In Brazil, our operation on Mercado Livre was an important lever for customer acquisition. The launch of the official store on Mercado Livre Argentina enabled us to recover our leadership in perfumery on the marketplace, according to data provided by the platform itself.

In the social commerce environment, Natura established a milestone by launching its operation on TikTok Shop, becoming the first beauty seller on the platform in Brazil. The front generated strong customer acquisition, with 70% of transactions made by new consumers, through more than 52 thousand livestreams. In addition, Natura reached the position of absolute leader (top one seller), across all categories, on TikTok Shop during Black Friday. These milestones demonstrate the strength of the transformation of our direct selling into an innovative and truly digital experience.

The entry into TikTok Shop is connected to the Beauty Creators program, which transforms consultants into digital influencers, supported by AI tools and by partners. With 43% of Natura and Avon orders already driven by digital content, activity on platforms boosts sales while also acting as an engine of



positive social impact, contributing to the goals of increasing the HDI-BC and living income of our network in Latin America.

Capping off e-commerce performance in 2025, the Natura Online channel (our e-commerce) recorded the biggest Black Friday in its history, achieving 30% year-over-year growth. The result reflected a multifaceted strategy

that prioritized innovation, with the use of conversational Artificial Intelligence for cart recovery and Omnichannel Cashback to reactivate inactive consumers – an operation that integrated Natura Online, direct selling and retail. In addition, expansion into closed commercial channels, such as those of Banco Inter, Livelio and CRM Bônus, ensured organic reach across several consumption journeys.

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New avenues for growth

GRI 3-3 New Technologies and Digital Integration
GRI 3-3 Research and Development of Regenerative-Based
Products | GRI 3-3 New Business Models
<IR> Value creation over the short, medium and long term

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*Bluma, Natura's
beauty services
platform*

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*Emana Pay,
Natura's fintech*



Bluma, Natura's beauty services platform

Launched at the end of 2024, Bluma is Natura's beauty and well-being services platform in Brazil. In its first year, the operation reached 49 spaces in eight cities, providing more than 435 thousand service hours and impacting approximately 55 million people who passed in front of or visited these spaces. Through a dedicated app, the platform integrates technology, relationships and services offered by specialists – such as massage, hairdressing, makeup and hair removal –, which can be scheduled for home service or at the brand's physical spaces, distributed in high-traffic locations such as airports, companies, hotels and major events.

The integration between Bluma and Natura strengthens our omnichannel strategy by transforming each service into an immersive product trial moment. This direct interaction, combined with the digital journey through the app, significantly expands our understanding of consumer behavior, enabling more personalized and lasting relationships, with positive effects on acquisition and on the expansion of value



generated throughout the customer relationship (LTV).

Analysis of Bluma's user base shows the strength of this synergy: 25% of customers made purchases of Natura products in the last 12 months, with average annual spend of BRL 214.70, an amount 22% higher than that of Natura customers who do not use the platform. The services are also an efficient driver of incremental acquisition, since half of its users had not yet been converted into Natura or Avon customers.

With a consumption profile guided by high recurrence and predictability, in addition to connecting our products to new audiences, Bluma has endorsed Natura's strong relevance in the well-being and experiences space. The platform also stands out as an important driver of prosperity for its network of specialists, promoting female empowerment and enabling earnings up to three times higher compared with traditional operating models in the aesthetics-related services sector.

Emana Pay, Natura's fintech

GRI 2-6

Created in 2020, Emana Pay is Natura's fintech, whose objective is to drive the business ecosystem of the Beauty Consulting network. The platform functions as a full digital account, offering customized financial solutions that facilitate consultants' independent management, in addition to serving the brand's stores and franchises.

Emana Pay plays a fundamental role in leveraging network productivity, enabling access to working capital through an assertive proprietary

credit model guided by data and strongly supported by CRM insights. At the same time, the tool plays a central role in the digitalization of the direct selling channel, offering multiple payment options to end consumers at checkout. As a result of this integration, use of the platform contributes to raising consultants' productivity by up to 12%¹.

The comprehensive care vision drove the evolution of Emana Pay, with the introduction of new protection services. In 2025, Estoque+Casa Insurance was launched to safeguard stored products and consultants' homes, as well as Saúde Protegida, focused on personal care and well-being for the network. Throughout the year, adoption of Emana Pay maintained an accelerated pace of expansion. The platform reached 42% of total consultants and recorded a 49% increase in the number of active users compared with 2024. The continuous migration from this traditional credit to Emana Pay is a crucial move by Natura to address market volatility.

By centralizing financing in the fintech, credit becomes data-driven, which optimizes risk analyses, reduces delinquency and raises consultants' productivity. The effectiveness of the strategy is evident: Emana Pay absorbed 41% of all credit granted for consultants' product purchases. Supporting this robust progress, and as a result of the continued increase in credit penetration on the platform, a new BRL 250 million tranche of the FIDC was issued in October 2025, generating an inflow of BRL 200 million. With the transaction, the FIDC totaled BRL 750 million, of which BRL 550 million corresponds to senior investors and the remainder to the subordinated tranche.

Another highlight was the advance in the network's financial literacy through the Meus Sonhos program. During the period, 47.7 thousand consultants were trained in business planning and management, accessing practical resources to organize their finances and plan a safer economic future.

Natura's fintech reached its breakeven point in only 2.5 years of operation and, in 2025, reached the significant milestone of 1.38 million active accounts, processing BRL 61.8 billion in Transaction Volume.

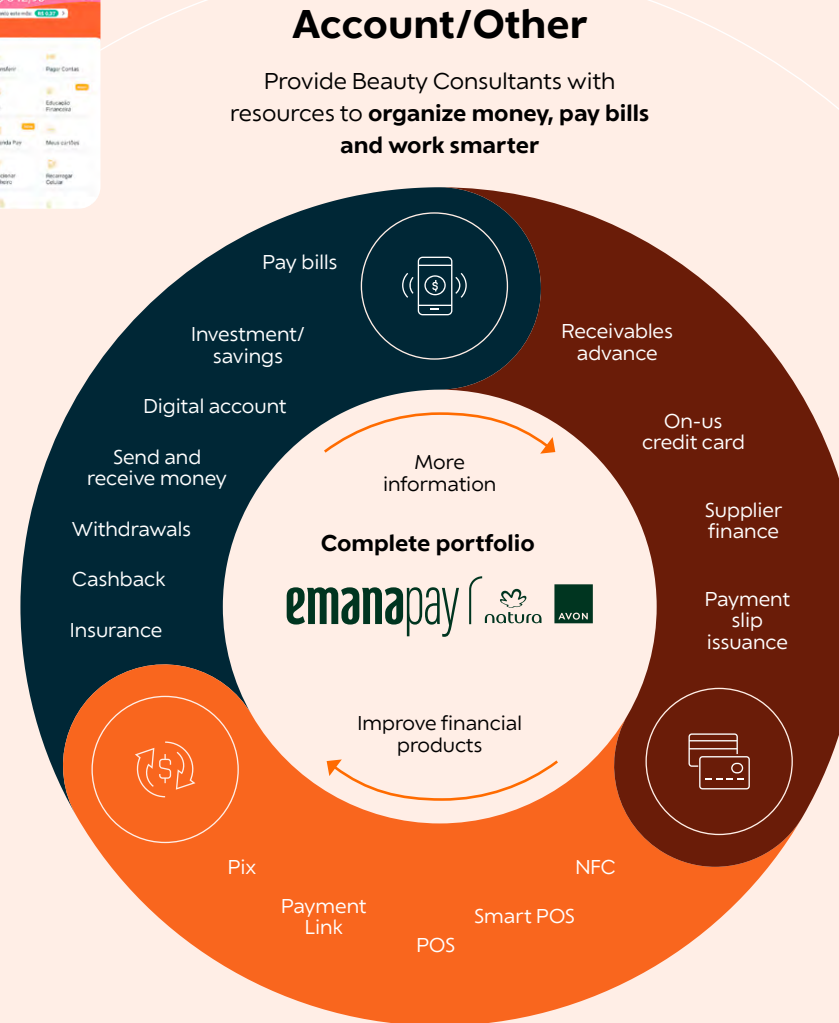
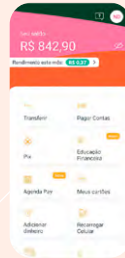


Emana Pay

Relationship platform: connects and complements the Ecosystem

Sub-acquiring

Offer consultants **faster, easier and cheaper** ways to sell their products



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12 Operations and logistics

56 Bioeconomy at scale

60 Climate transition
and decarbonization

62 Circularity and
packaging

64 Water management

Our goal is to connect Latin American households to the quality and timeliness expected by customers and consultants, strengthening Well-Being-Well and the synergy between the Natura and Avon brands. Service quality requires planning, investment in technology and precise execution to serve the network, while production and logistics are crucial to the Company's margin, cash and sustainability.

To this end, at the conclusion of Wave 2, with integration in Mexico and Argentina, we focused on industrial unification and logistics optimization, prioritizing scale, productivity and operational governance.

In Brazil, production was concentrated in Cajamar, with the closure of Avon's factory in Interlagos, aiming to reduce redundancies and increase economic and environmental efficiency. Similar regional integration moves took

place in markets with manufacturing units, such as Mexico and Argentina.

Focused on quality and on improving the experience of our customers and our consultant network, we expanded logistics and improved the service level. We opened a new distribution center (DC) in Rio Grande do Sul and reopened another one (the Castanhal DC) in Pará. In Argentina, we adjusted logistics, concentrating it in the Garín DC, with the closure of the San Fernando DC.

The simplification approach was also reflected in supply chain management. In 2025, Natura operated with 7,567 suppliers, of which 369 account for 80% of purchasing volume, with total disbursement of BRL 15.2 billion. This configuration strengthens strategic relationships, expands predictability and reduces operational complexity throughout the value chain. **GRI 2-6**



Rio Grande do Sul Distribution Center

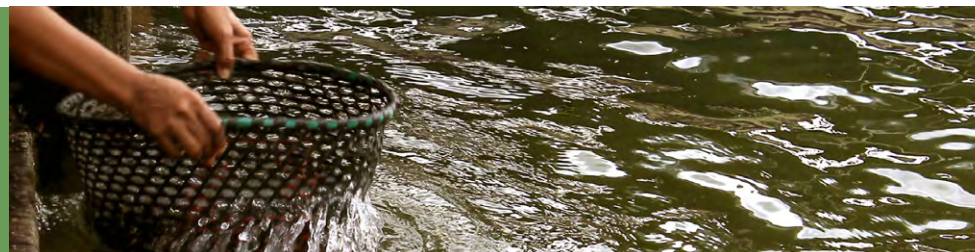
Opened in 2025, in the city of Cachoeirinha, Rio Grande do Sul, the new distribution center replaces the old unit in the state, which was affected by the recent floods. Porto Alegre and its metropolitan region gained the possibility of receiving products on the same day of purchase, and 80% of orders destined for municipalities in Rio Grande do Sul are received within two days.

In the supplier ecosystem, our pursuit of positive impact gave rise to the Regenerative Alliance, in which we support more than 100 strategic partners in improving their ESG management – through guides, training and direct support from our teams. This relationship dynamic allowed us to achieve traceability and

certification targets for critical supply chains (palm, paper, cotton, alcohol, mica and soy), map projects to reduce greenhouse gas emissions and establish the monitoring process for our direct palm and ethanol chains to ensure that they are not associated with deforestation.

Bioeconomy at scale

GRI 2-6 | 203-1 | GRI 203-2 | GRI 413-1 | SASB-CG-HP-410a.2
<IR> Social and relationship capital and financial capital



Impact and reach in the Pan-Amazon

- » **Raw material representativeness:** 13.3% of raw material categories with purchasing potential in the region originated in Amazon territory (covering Brazil, Colombia, Peru and Ecuador).
- » **Environmental conservation:** 2.2 million hectares of forest conserved through these operations.
- » **Social reach:**
 - 53 communities involved or impacted.
 - Approximately 13.1 thousand families benefited by supply chains or structuring initiatives.

Investments and growth

- » **Direct investment volume:** BRL 62.39 million contributed directly to communities in 2025.
- » **Financial evolution:** 29% growth in investments compared with 2024.
- » **Lines of action:** Resources were allocated to the implementation of agroindustries, agroforestry systems and regenerative initiatives in communities, technical assistance to ensure productive scale and payment for environmental services.

Our lasting partnership with suppliers in the Amazon is a living demonstration of the symbiosis between our business model and our commitments to sustainability and regeneration. Through structuring initiatives, we connect dozens of communities and thousands of families to our productive ecosystem, driving regional development in Brazil, Colombia, Peru and Ecuador.

Our investments in the region in 2025 reflect our commitment to ethical biotrade and technical capacity building. A milestone of this strategy, which combines integration between impact and business, was reaching 21 partner agroindustries in 2025, with the opening of two of them in the Amazon: one with the Association of Agro-extractivist Workers of Ilha das Cinzas (ATAIC), in Pará, and another with the Association

of Agro-extractivist Producers and Processors of Beruri (ASSOAB), in Amazonas. This model systematically increases local income-generation capacity and, at the same time, aims to ensure predictability and expand the resilience of our supply chain in the face of climate change.

We also expanded our palm agroforestry system (SAF Dendê), which breaks with the logic of monoculture by combining planting with native species, such as cacao and açaí. This approach promotes soil recovery, reduces greenhouse gas emissions and diversifies the income of partner family farmers.

With more than 12 years of research, with technical support from Embrapa and in partnership with the CAMTA

cooperative in Pará, SAF Dendê is no longer an experimental initiative and has become a significant part of Natura's supply chain, with commercial scale and a target of reaching 12 thousand hectares. The project gained significant reinforcement in 2025, when we signed a BRL 50 million agreement with Banco do Brasil, with the objective of accelerating this implementation. We closed the 2025 planting cycle, considering the period from April 2024 to April 2025, with a total of 650 hectares already implemented.

In December 2025, we completed the fifth credit cycle of the Amazônia Viva Financing Mechanism, in which 15 associations and cooperatives received BRL 14.3 million in revolving credit to support annual harvests. The Mechanism is a blended finance model developed through a partnership between Natura, Vert Securitizadora and the Brazilian Biodiversity Fund (FUNBIO). Launched in 2023, the mechanism has already accumulated BRL 41 million in investments in Amazon communities, with 100% repayment by borrowers. In addition to Natura, it also has investors including IFC (a World Bank agency), Fundo Vale, Good Energies, GEF (Global Environment Facility) and BID Invest. [GRI 203-1](#) | [413-1](#)

Agroindustry on Marajó Island

In May 2025, we opened an innovative agroindustry at ATAIC (Association of Agro-extractivist Workers of Ilha das Cinzas), in the Marajó Island archipelago (PA). It uses a photovoltaic energy generation system with battery storage (or BESS – Battery Energy Storage System). The partnership involved ATAIC, Natura and WEG, and is the first facility of this type in an agroindustry in a floodplain area (which creates challenges related to variations in water levels), reducing dependence on fossil fuels. A total of 470 riverine families and traditional seed-supplying communities were impacted, and were able to increase their income by up to 60% by selling oils and butters instead of only raw inputs.

Participation in COP30

COP30, the 30th United Nations Climate Change Conference, held in November 2025, placed Belém and the Amazon at the center of global climate action, requiring systemic responses to the planetary crisis we are experiencing. In this context, Natura's participation materialized a climate and socio-environmental advocacy strategy oriented toward the implementation of practical measures. More than positions, we brought to the global debate our concrete experiences in low-carbon fronts, proving the economic viability of the bioeconomy, climate finance and socio-biodiversity chains. By acting as a bridge between community knowledge, public policy formulation and the private sector, prioritizing climate justice and social inclusion, we dedicated our participation to evidencing the scalability and replicability of these initiatives.



Main areas of action at the conference

1. Amazon bioeconomy and nature-based solutions

Presentation of socio-biodiversity chains in the Amazon, focused on keeping the forest standing, local income generation and high-value-added products. Sharing of experiences in regenerative production systems and deforestation-free chains, with integration between science, territory and market.

2. Climate finance and innovative instruments

Highlighting the Amazônia Viva Financing Mechanism as an instrument for mobilizing capital for forest conservation

and socioeconomic development. Contribution to the debate on expanding financial mechanisms capable of scaling solutions already existing in Amazon territory.

3. Institutional articulation and advocacy

Participation in panels, business coalitions and dialogue forums with governments, the private sector and civil society. Engagement in agendas related to the transition to a low-carbon economy, bioeconomy, climate justice and social inclusion.

4. Centrality of territories and communities

Valuing the protagonism of people from traditional communities and suppliers from socio-biodiversity in COP30 debates. Connection between territorial knowledge and global climate decisions, reinforcing the importance of local implementation.

5. Transparency, governance and reporting

Contribution to debates on climate and nature-related reporting, socio-environmental risks and opportunities and integration of these dimensions into corporate management.

Social and environmental due diligence: communities, biodiversity and nature

GRI 3-3 | GRI 413-1 | SASB-CG-HP-410a.2 | <IR> Social and relationship capital and natural capital

Our work in socio-biodiversity chains is supported by a rigorous social and environmental due diligence system, a central pillar of our risk management and decision-making. This mechanism allows us to identify vulnerabilities, prioritize territories and guide investments based on respect for human rights and environmental conservation. Our governance model works through:

- » **Monitoring and listening:** conducting impact assessments with a gender lens, continuous audits and formal engagement, grievance and remediation channels.
- » **Certification of excellence (UEBT seal):** The solidity of this structure is endorsed by Union for Ethical BioTrade certification. As the main highlight, we hold the UEBT Regenerative seal for the Brazil nut chain, which attests to our continuous practices of soil restoration, carbon capture, water efficiency and the guarantee of safe work and fair benefit-sharing for local communities.

Supported by formal and transparent monitoring criteria, we allocate resources to strengthen local capacities, leveraging the resilience of socio-biodiversity chains and mitigating socio-environmental and reputational risks inherent to business continuity.

The **Biodiversity Policy**, updated in 2023, records our guidelines on how to incorporate biodiversity into the journey toward a business model in harmony with people and the planet. Its application ensures responsible management across all fronts, with non-negotiable respect for traditional communities and fair benefit-sharing.

We use the Kunming-Montreal Global Biodiversity Framework as a reference and apply the LEAP approach (Locate, Evaluate, Assess and Prepare), recommended by the TNFD (Taskforce on Nature-related Financial Disclosures), ensuring rigor in the assessment of impacts and dependencies in our value chain. Some of our public targets through



2030 materialize our ambitions in this regard: conserving 3 million hectares of forest, having critical supply chains free from deforestation and conversion of native vegetation and expanding the use of bioingredients from Amazon socio-biodiversity. **GRI 101-1 | 101-2**

To make our biodiversity management tangible, we apply the LEAP methodology, combined with geospatial analyses and the Corporate Biodiversity Footprint (CBF) tool, which measures the environmental footprint. The diagnosis led us to prioritize the monitoring of water risks and potential impacts on nature in five strategic units: Cajamar, Moreno, Ecoparque, Celaya and Cabreúva. As a result of our strict operational controls, our assessments confirm that we did not record any habitat conversion tied to our operations during the year.

GRI 101-4

Our socio-environmental performance combines systemic assessments, public commitments and engagement of our network. We unite impact minimization and environmental restoration with systemic initiatives, supported by global certifications and leveraged by financial conservation mechanisms. **GRI 101-2**

In relationships with supplier communities, our governance of access to genetic heritage and benefit-sharing operates in full regulatory compliance, supported by rigorous analyses and formal contracts. By ensuring predictability of our input demand and applying monetary and non-monetary benefit-sharing mechanisms, we strengthen the development of local production chains, ensure the autonomy of family farmers and extractivist groups and promote active biodiversity conservation. **GRI 101-3**

Climate transition and decarbonization

GRI 303-1 to 303-5 | 305-1 to 305-5 | 101-1 to 101-8
GRI 3-3 Climate Transition | <IR> Natural capital, manufactured capital and financial capital

In a context of transition to a low-carbon economy and global intensification of climate risks and biodiversity loss, our work recognizes the interdependence between climate, nature and business and incorporates impacts, risks and opportunities into decision-making processes, in line with our long-term commitments.

In 2024, Natura published its **Climate Transition Plan**, which is an evolution of the Natura Carbon Neutral Program, implemented in 2007. The document presents the path and main proposed actions for us to reach Net Zero based on three pillars: building resilience and mitigating climate risks through regenerative solutions, decarbonizing the business (based on science-based targets) and a just and equitable transition, promoting broad regeneration of society and nature.



Our commitment is to reduce, from the 2020 base year, absolute Scope 1 and 2 emissions by 90% by 2030 – that is, 20 years before the timeline established by the Paris Agreement. In addition, we have committed to reducing absolute Scope 3 emissions by 42% over the same period (with a focus on purchased goods and services, end-of-life treatment of sold products and upstream

transportation and distribution). To get there, the plan guides our strategy and actions across several fronts: decarbonization, circularity and emissions management.

At Natura, decarbonization advances based on the greenhouse gas inventory and management, with a life cycle perspective, targets aligned with

science and continuous monitoring of the value chain. This drives efficiency and innovation in products, always seeking low-emission solutions. This evolution connects to our nature and biodiversity agenda, which guides decisions based on the assessment of impacts, risks and dependencies, expanding opportunities for regenerative solutions.

Decarbonization

TCFD | <IR> Financial capital and manufactured capital

In 2025, we advanced in our Net Zero commitment: compared with the previous year, we reduced absolute carbon emissions (Scopes 1, 2 and 3) by 17%, considering the categories validated for the targets aligned with the SBTi.

This progress was driven by the success of the biomethane project at the Cajamar factory in São Paulo, with the replacement of fossil fuels in industrial operations, and by the transformation of the Celaya plant in Mexico into our first unit in Hispanic America to operate with 100% clean energy. We also made important advances in Argentina and Brazil, expanding the share of renewable sources (PPAs) in the energy matrix and contributing to the reduction of operational emissions.

In Scope 3, emissions were reduced by more than half compared with the 2020 base year, as a result of initiatives to improve efficiency in the logistics network and portfolio. Highlights include the adoption of coastal shipping to supply distribution centers, expanded use of ethanol in the last mile in Brazil, optimization of vehicle occupancy and improvements in delivery routing, as

Biomethane and energy transition in Cajamar

In partnership with Ultragaz, we implemented a biomethane supply unit at our Cajamar complex (SP). With this, we address two fronts simultaneously: in industry, the renewable fuel already accounts for 45% of the energy generated in the boilers and, in logistics, for 100% of the consumption of the fleet of 28 trucks that run to the Greater São Paulo distribution centers, reducing refueling time from 40 to 10 minutes. With a projected volume of 3.5 million cubic meters per year, the initiative reinforces our commitment to the circular economy, transforming waste into clean energy and avoiding the emission of 1.3 thousand metric tons of CO₂e per year.

GRI 203-2 | GRI 413-1 |

SASB-CG-HP-410a.2

well as optimization of the Avon Home & Style line portfolio and all sustainable innovation in the Natura and Avon brand portfolios. Together, these fronts promoted gains in operational efficiency and reductions in carbon intensity, enhanced by the unification of operations in Mexico and Argentina.

GRI 305-5

In addition to emissions mitigation, in 2025, we advanced in connecting climate justice to the climate strategy. We implemented the Socio-Climatic Vulnerability Index, a tool that crosses climate data and socioeconomic indicators to identify more vulnerable territories and audiences, anticipate systemic impacts and qualify decision-making. Initially, its application is directed at Beauty Consultants in Brazil, who are also the focus of the actions of our Climate Calamities Committee, which has been activated 32 times since 2020. Adoption of the Index makes it possible to accelerate protective measures for affected consultants, such as debt flexibility, psychosocial support and the allocation of donations.

Systemic data management at Natura is supported by the greenhouse gas inventory, prepared according to GHG

Protocol guidelines and submitted to independent assurance. This basis allows continuous assessment and increased process efficiency, guiding the decarbonization agenda and directing cross-cutting initiatives in energy efficiency, evolution of packaging and formulas, logistics improvement and low-carbon initiatives, in addition to strengthening the bioeconomy.

One of the resources we use to drive the decarbonization of our supply chains is Payment for Environmental Services. The RECA Carbon project, which involves the Amazon cooperative of the same name (an acronym for Reflorestamento Econômico Consorciado e Adensado), has already allocated BRL 3.35 million, in the form of carbon credits, to families who ensure forest conservation in the region where they live, avoiding the emission of 112 thousand metric tons of greenhouse gases.

Our entire network of socio-biodiversity suppliers is governed by rigorous ethical governance, which ensures human rights due diligence and respect for the Free, Prior and Informed Consent (FPIC) of traditional communities.

Circularity and packaging

GRI 301-2 | 306-1 | 306-2 | 306-4 | 306-5 | <IR> Natural capital, manufactured capital and financial capital

In 2025, we made important progress on the circularity agenda, reaching **30.1% recycled plastic content in Natura brand packaging**, exceeding the 25% target established with the Ellen MacArthur Foundation one year ahead of schedule.

To achieve these results, we continued applying ecodesign guidelines in portfolio development, based on our Environmental Calculator. The tool makes it possible to predict the impact that will be generated by a product long before its launch, guiding our decisions from the design of the packaging. We focused on reducing material intensity, increasing post-consumer recycled content, recyclability and expanding reuse models, with emphasis on innovations such as Ekos Monodose soap (with packaging completely free of plastic).

In operational waste management, we systematically monitor generation, segregation and final disposal. In 2025, all operational waste that could not be avoided and reincorporated into the production process was disposed

of in an environmentally appropriate manner, reflecting Natura's commitment to circularity and responsible resource management, as detailed in the "Waste" tab of the [2025 ESG Data Book](#).

In the post-consumption phase, we support circularity initiatives that combine environmental efficiency and social inclusion. Natura has 53 partner cooperatives and more than 3 thousand waste pickers. With this, we were able to recover 17.9 thousand metric tons of post-consumer packaging materials.

We also continue with the Benevides Recicla Project, in partnership with the Municipality of Benevides, the NGO Espaço Urbano and the Reciclaren Cooperative. With the engagement of more than 50% of the population of the municipality in Pará (where our Ecoparque is located), recyclable materials are taken to collection points for proper disposal. Each of these points creates value logics associated with waste, paid with a social currency that is exchanged for different products or services. The recyclable materials

received are directed to Natura's packaging chain.

Natura is also part of the Mãos Pro Futuro program, a multisector effort led by ABIHPEC (Brazilian Association of the Personal Hygiene, Perfumery and Cosmetics Industry) and partner entities to meet the legal obligation to recover part of the packaging of products sold in Brazil. Based on the volumes reported by participating companies, the program structures a reverse logistics network that operates mainly with waste picker cooperatives.

Engagement with cooperatives transforms business needs, as well as regulatory compliance with the National Solid Waste Policy, into opportunities, generating a structuring and transformative social impact. In these productive inclusion arrangements, Natura acts as an anchor company, financing essential infrastructure so that recycling ceases to be merely an intention and becomes an efficient and humanized industrial activity.

Elos Program

A structuring pillar of Natura's circularity strategy, the Elos Program, launched in 2017, promotes a shared-responsibility network that connects the company, cooperatives, recyclers and manufacturers around reverse logistics and strengthening the recycling chain. In 2025, the number of supplier cooperatives and program participants increased from 33 to 53, and there are another 11 that serve exclusively the Recicle.com a Natura Program, present in stores and franchises in 10 Brazilian states. The number of waste pickers involved in the program exceeds 3 thousand and we were able to recover 17.9 thousand metric tons of post-consumer packaging materials. **GRI 301-3**



Expanded social care

GRI 413-1 | SASB-CG-HP-410a.2

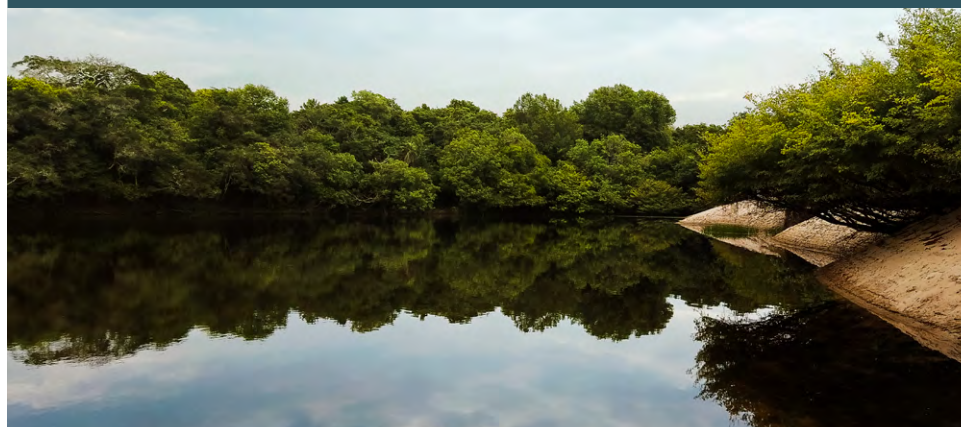
To support the strengthening of more inclusive and resilient waste management models, Natura invested BRL 951.6 thousand in infrastructure and assistance in 2025, involving 100% of its partner recycling cooperatives. The amounts are used to improve working conditions and reduce risks associated with recycling, including the acquisition of presses and logistics vehicles.

In addition, we expanded social protection mechanisms aimed at the cooperatives and waste pickers that make up our ecosystem. We launched a health, citizenship and well-being program, developed in partnership with the Avus Saúde platform, offering access to medical appointments (in person and by telemedicine), laboratory tests and medications with significant discounts, dental care and specialized social support. Participation in the program is free, with structural costs financed by Natura and payment only when services are used, allowing expanded access to health care for waste pickers and their families. **GRI 413-1 |**

SASB-CG-HP-410a.2

Rios Vivos

In 2025, within the Rios Vivos project, we advanced in initiatives for the treatment and final disposal of plastics that reach Brazil's water bodies. We installed two eco-barriers in Pará, helping prevent several metric tons of waste from being carried into the region's rivers. In the same state, we promoted beach clean-up actions on Cotijuba Island, in partnership with the Movimento Mulheres das Ilhas de Belém and the Cotijuba Island Waste Pickers Cooperative, strengthening local solutions and proper waste management. With the startup Flextone, we worked on a solution to transform collected non-recyclable plastics into construction material, replacing pebbles and crushed stone in pieces such as blocks, flooring and urban furniture. Throughout the year, the municipality of Belém purchased several pieces made from these materials.





Water management GRI 303-3 | 303-4 | 303-5- | <IR> Natural capital

We treat water as a shared and strategic resource. We continuously monitor quality, availability and consumption in our operations, seeking to increase water efficiency and strengthen the resilience of the territories where we operate. In water-stressed regions, such as the Alto Tietê basin, in Cajamar (SP), we maintain permanent management practices to reduce supply shortage risks and ensure operational continuity.

In 2025, we advanced in the application of the TNFD LEAP methodology, which confirmed Natura's high dependence on water-related ecosystem services throughout the value chain. Based on this diagnosis, we structured a Nature Transition

Plan launched in 2026, with the objective of mitigating water and climate risks, focusing on the resilience of operations and strategic suppliers.

Throughout 2025, we carried out a water risk assessment pilot project at the Cajamar and Ecoparque factories, using a severity scale to identify the most critical territories. In 2026, we will expand this analysis to operations in Argentina and Mexico, prioritizing areas with greater potential impact on biodiversity and water resources. These advances strengthen our strategy for water conservation and replenishment in the territories where we are present.

Nature Transition Plan

The  **Nature Transition Plan** consolidates a pioneering strategy in Latin America to integrate nature at the center of the business model. Based on the interdependence between ecosystem health, human well-being and business resilience, the plan guides Natura's evolution toward a regenerative and nature-positive economy, aligned with the Kunming-Montreal Global Biodiversity Framework.

Based on the TNFD LEAP methodology, we deepened our understanding of our nature-related dependencies, impacts, risks and opportunities, identifying priority topics throughout the entire value chain.

Based on this diagnosis, Natura defined five strategic priorities aimed at strengthening traceability and certification of critical supply chains, advancing packaging circularity, operational efficiency, encouraging regenerative practices that provide positive impact for its supply chain, and resilient management of water resources.

With this commitment, Natura reaffirms its global work in sustainability and its ambition to contribute to systemic transformation, in which every product, choice and business relationship generates positive impact for nature, for people and for society.

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Integrated Report 2025

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Our people

GRI 403-3 | 403-6 | 404-1 | GRI 3-3 New
Business Models | <IR> Human Capital

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*Data strengthening
careers*

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*Diversity, equity
and inclusion*

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*Caring for people:
healthy relationships
and lasting results*



We ended fiscal year 2025 with 13,937 employees distributed across Latin America, in line with the expected result for the conclusion of the capital structure reorganization and corporate simplification strategy. Brazil concentrates the largest contingent, followed by Mexico and Argentina.

The year was marked by a deep transformation in how the organization understands and leverages its human capital, expanding access to knowledge and the influence of employees. The recent changes in the company's structure and in its way of operating, combined with the intense integration of technology, data and artificial intelligence into the business strategy, required a new mindset, in which each

person's work moves away from static planning to increasingly incorporate real-time response situations.

The consolidation of this new moment for Natura requires intense work to accelerate cultural transformation, focused on preparing the Company for new challenges, without losing sight of disseminating Well-Being-Well. In this regard, the People team has worked to evolve agile, high-performance execution that responds to the reality of a dynamic market, without giving up psychological safety and the preservation of our essence. The assertiveness of this path is confirmed by the indicators: the internal cultural adherence index, monitored since 2024, evolved from 69% to 74% in 2025.

Periods of major organizational transformations always present the challenge of maintaining engagement, trust in the strategy and focus on priorities among employees. Caring for each person and belief in the quality of relationships are a competitive differentiator and an important element of resilience. Our internal engagement surveys have shown consistent results year after year in this direction: with participation by 92% of the workforce in Latin America, the favorability index reached 86% in 2025.

Learning Ecosystem

Continuous employee development is one of Natura's growth pillars. In 2025, we strengthened the Learning Ecosystem, a platform that brings together our training programs, connecting the needs of each internal audience to the business strategy and to the critical skills for the future. A total of 171,624.75 training hours were recorded, covering technical modules, leadership development and training in essential skills. This effort represented an investment of BRL 4.97 million in Full-Time Equivalent (FTE) training, expanding access to learning at all levels of the organization.

GRI 404-1

Highlights included:

- » **7,815 hours of training** in the Code of Conduct, Ethics and Information Security;
- » **36% increase in the total volume of training hours** compared with the previous year, driven by refreshers and new topics in the Learning Ecosystem;
- » Strengthening of digital skills, with training in **artificial intelligence, Tableau, Power BI, SQL and data science**.

Data strengthening careers

Our career, performance and talent management is guided by the identification of critical capabilities for Natura's future, especially in areas that stand out in our work, such as biodiversity science, consumer experience, and technology and data. By strengthening our value proposition, we connect professional development to positive impact, which supports a robust succession pipeline and ensures that strategic positions have talent prepared for new growth cycles.

In 2025, the use of data and technology gained strong prominence in the process of monitoring employees' careers. We adopted a combination that integrates **People Analytics and advanced analytical models** to transform data into strategic

decisions. With the growing use of artificial intelligence, these tools make it possible to anticipate trends and behaviors, going beyond the analysis of historical data. All of this apparatus is connected to **Strategic Workforce Planning (SWP)**, ensuring that our workforce planning is aligned with the business' long-term objectives.

The analyses incorporate information on performance, engagement, skills, mobility and career history, supported by predictive models that identify patterns, trends and exit risks. These insights guide decisions on development, movement, succession and the best combination of internal training, external attraction and talent reallocation to the organization's critical capabilities.

The application of predictive models expanded leadership's ability to



identify vulnerabilities and opportunities in advance, reducing dependence on individual perceptions and strengthening evidence-based decisions and the connection between people development and business priorities.

Diversity, equity and inclusion

In 2025, Natura maintained four priority fronts in its diversity, equity and inclusion agenda: gender; ethnicity and race; people with disabilities; people from the LGBTQIAP+ community.

We believe that expanding the representativeness of our internal audience strengthens our ability to innovate and generate value in a way that is more connected to the reality of the territories where we operate.

The presence of underrepresented groups in management positions in Latin America reached 20.18% in 2025, a 26% increase compared with the previous year. Among managers, 6.63% belong to the LGBTQIAP+ community, 18.99% are from the ethnic-racial group and 1.46% are people with disabilities. This progress was driven by the integration of diversity targets into the Profit Sharing Program, as well as by the greater maturity of the inclusion agenda in Hispanic America operations. In Brazil, the inclusion of people with

disabilities remains a historical agenda. Since 2021, we have maintained our workforce of employees with disabilities 1 percentage point above the public target determined by law.

In Brazil, where structural racial inequalities demand consistent affirmative actions, in 2025 we reached 41.23% Black people (Black and Brown) in our workforce in the country. At the management level, the representativeness of this group reached 20.5% in the year. Although this indicator shows progress, it also reiterates the need to accelerate inclusion at decision-making levels, so that our leadership increasingly faithfully reflects the plurality of society and of our consumers, in line with our **Anti-Racist Commitment**.

Beyond social responsibility, fostering diversity, equity and inclusion is connected to creating opportunities for innovation and value creation,



incorporating different perspectives that expand the ability to understand consumers and develop more representative products. One example was the launch of the Tododia Jambo Rosa and Flor de Caju line, designed to meet the needs of Black and Brown skin tones, which demonstrates how diversity, science and innovation can come together to create value for the business and for society.

On gender, we remain a mostly female company. Of the total 13,937 employees, the 8,564 women represented the largest share in 2025, compared with 5,364 men and 9 people of undeclared gender. It is worth noting that, since 2023, Natura has had at least 50% women in senior leadership positions, achieving the 2030 Commitments target ahead of schedule.

Caring for people: healthy relationships and lasting results

GRI 403-3 | 403-6

In 2025, we entered into a partnership with the **University of Oxford**, beginning the construction of an unprecedented scientific methodology in Latin America to measure the impact of well-being on performance and innovation capacity. Implemented as early as September, this metric monitors emotional health and purpose indicators. Monitoring this index strengthens the discernment of our leaders and consolidates permanent listening mechanisms so that we can increase the collective prosperity of our employees.

In the Health and Safety pillar, our work is based on prevention and shared responsibility for life. In 2025, the maturity of our processes was

reflected in the mark of zero fatalities in Latin America, across a universe of more than 61 million hours worked (by employees and third parties). Our Lost Time Injury Frequency Rate consolidated at **0.11**, an index that reflects the maturity of management processes and the strengthening of a prevention culture.

We prioritize continuous learning: in the event of any incident, we conduct in-depth analyses to identify structural causes and opportunities for improvement. This commitment to safety and to the Right of Refusal (the prerogative not to perform a task if there is a risk to integrity) is non-negotiable and extended to partner companies and service providers.



See more about our training, assessment, remuneration and benefits information in the **"Employees"** tab of the **2025 ESG Data Book**.

natura

Integrated Report 2025

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2030
Commitments

Materializing decades of work in diverse territories and complex production chains, Vision 2025-2050 expresses our belief that growth, innovation and positive impact must be treated as inseparable.

This new framework includes the 2030 Commitments, formerly called "Commitment to Life" (launched in 2020 and updated in 2023). The ambition of the original targets was expanded, offering alternatives in the face of a global scenario impacted by the climate crisis and social inequalities.

Below, we detail the updated status of the 2030 Commitments. The table shows milestones already achieved, such as gender equity in leadership, the proportion of biodegradable formulas and the percentage of bioingredients supplied by small farmers with regenerative practices. It is through rigorous monitoring of these targets that we build the path toward our ultimate objective: consolidating Natura as a 100% regenerative business by 2050.

The **2030 Commitments** translate what we believe into public guidelines and targets: care for life in all its forms. They are the evolution of our Commitment to Life, guide our decisions and measure the impact we generate in the world. They were updated in 2025, when we expanded our ambition with Vision 2025-2050, broadening our long-term view. The commitments that operate as cross-cutting strategic guidelines,

supported by structuring actions, can be seen throughout this report. We closely monitor every step of this journey, with the direct involvement of our leadership, tracking progress and challenges. Below, we present the table of results for the indicators in fiscal year 2025, relating them to the UN Sustainable Development Goals (SDGs).

SUB-PILLAR	COMMITMENT	DEADLINE	SDGs	NATURA - FISCAL YEAR 2025	STATUS
Climate Transition	Achieve net zero at our own facilities. This means reducing emissions from our processes ¹ by 90% (with 2020 as the base year).	2030	7, 9, 12, 13	-49%	
	Reduce emissions in the value chain (Scope 3) by 42%, engaging suppliers and consumers (with 2020 as the base year).	2030	7, 12, 13, 17	-40%	
	Acquire at least 50% of our carbon credits from projects in the Amazon , primarily from agro-extractivist communities	2030	12, 13, 15	47.55%	
Protecting the Amazon	Contribute to the protection and/or regeneration of 3 million hectares of the Amazon Forest (from 2 million in 2020).	2030	2, 6, 15	2.2 million hectares ²	
	Extend our partnership to 45 agro-extractivist communities (from 34 in 2020).	2030	15, 17	46 communities	
	Contribute to the bioeconomy through innovation, reaching 55 bioingredients from Amazon socio-biodiversity (from 39 in 2020).	2030	9, 15	52 ingredients	
	Increase purchases of inputs from the Amazon sociobioeconomy fourfold (compared with 2020).	2030	9	1.4x	
	Double the resources shared with the communities with which we have relationships (compared with 2020).	2030	2, 15	2.1x	

SUB-PILLAR	COMMITMENT	DEADLINE	SDGs	NATURA - FISCAL YEAR 2025	STATUS
Protecting Biodiversity	🕒 Work so that countries cooperate with each other to establish harmonized benefit-sharing rules , directed primarily to traditional peoples and communities.	2030	2, 15, 16, 17	More on page 58.	N/A
	Report our impacts and dependencies in relation to biodiversity by 2025, based on recognized international standards.	2025	12, 15, 17	We concluded this commitment by including in our 2024 Integrated Report the 14 disclosures recommended by the Taskforce on Nature-related Financial Disclosures (TNFD), updated in 2025 ("Biodiversity and climate" tab of the 📖 2025 ESG Data Book). In addition, we developed the Nature Transition Plan, published in 2026. 📖 Access here .	🟢
	Have 100% of our critical supply chains free from deforestation and conversion of native vegetation, with independent verification: by 2025: for direct purchases of palm, soy ³ , paper and alcohol by 2030: expand to indirect supply chains of palm, soy, paper, alcohol, mica, cotton and critical supply chains in Latin America.	2025 (direct) 2030 (indirect)	12, 15	To ensure supply chains free from deforestation and conversion, we use third-party certifications and/or monitoring of cultivation areas via geolocation. The detailed methodology is incorporated into the Critical Raw Materials Standard 📖 Access here and also in the Natura Geospatial Monitoring Protocol 📖 Access here . We are working on action plans with suppliers to address gaps identified in the palm and ethanol chains. For indirect supply chains, as well as for new critical chains, we are developing action plans to achieve the target by 2030.	N/A
	Direct Critical Chains Free from Deforestation and Conversion - Palm oil .	2025	12, 15	98.8%	🟡
	% Direct Critical Chains Free from Deforestation and Conversion - Paper .	2025	12, 15	100%	🟢
	% Direct Critical Chains Free from Deforestation and Conversion - Alcohol (sugarcane ethanol) .	2025	12, 15	86.0%	🟡
Our People	Ensure 50% women in Natura senior leadership positions starting in 2023.	2023	5, 10	50%	🟢
	Pay equity: eliminate the unjustifiable gender pay gap , starting in 2023.	2023	5, 8, 10	-0.74* (Indicates the absence of a gender pay gap)	🟢
	Pay equity: eliminate the unjustifiable racial pay gap , starting in 2023.	2023	10	-0.74* (Indicates the absence of a racial pay gap)	🟢
	Ensure at least 30% of management positions occupied by people from underrepresented groups (Black and Indigenous people, LGBTQIAP+, people with disabilities and others, according to the local context).	2030	10	20.18%	🟡

SUB-PILLAR	COMMITMENT	DEADLINE	SDGs	NATURA - FISCAL YEAR 2025	STATUS
Our People ▲	In Brazil: ensure 25% Black people in management positions starting in 2025; and 30% starting in 2030.	2025 (25%) 2030 (30%)	10	We reached 20.47% representativeness, an advance of 4.7 p.p. over the previous year, driven by zero voluntary turnover and 80% success in internal promotions. We recognize the gap (below the 25% commitment) and remain determined to accelerate this journey. See more details on page 68.	
	Living wage ⁶ or above for all employees starting in 2023.	2023	8, 10	100%	
Our Broader Network: Consultants and Communities	Increase the Human Development Index of consultants by 10% , generating measurable impacts on living income, health and well-being, education and citizenship ⁷ .	2030	5, 10	HDI-BC Brazil: 0.653 (+3.3%). HDI-BC Hispanic America: 0.619 (+8.9%)	
	Improve the social progress of agro-extractivist communities , generating measurable impacts on living income, health and well-being, education and citizenship – grounded in gender and racial equity.	2030	5, 10	In 2025, the first baseline was applied through primary data collection for the Social Progress Index (SPI) for 13 territories where we operate in the Amazon, covering the application of the SPI in all supplier communities in the region. The result of the Natura Communities SPI is 62, and Natura's score recorded the same value when compared with the Brazil SPI result. Access here	
	🎯 Encourage and facilitate civic participation by our network , primarily in the causes of Amazônia Viva, education, women's health and combating violence against women and girls .	2030	4, 12, 16	See more on page 47.	N/A
	🎯 Promote the human rights of our agro-extractivist communities , including Indigenous and traditional peoples.	2030	8, 16	See more on pages 56, 57, 58, 59 and 63.	N/A
Intolerance of Human Rights Violations ▼	Have full traceability and/or certification for human rights in critical supply chains: · by 2025: palm, soy, paper, alcohol, mica and cotton.	2025	8, 12, 16	As active members of the Roundtable on Sustainable Palm Oil (RSPO) and as a way of fostering a more sustainable palm chain, we acquired credits for volumes from suppliers in transition, thereby reaching 100% certification in the chain. In addition, we formalized our adherence to the Round Table on Responsible Soy (RTRS), a global platform that promotes the production, processing and marketing of soy in a socially just and environmentally sound manner.	N/A
	Full certification for critical supply chains – Palm oil .	2025	8, 12, 16	100%	
	Full traceability for critical supply chains – Mica .	2025	8, 12, 16	100%	
	Full certification for critical supply chains – Paper (certified or recycled) .	2025	8, 12, 16	99.5%	
	Full certification for critical supply chains – Alcohol (sugarcane ethanol) .	2025	8, 12, 16	95.6%	

SUB-PILLAR	COMMITMENT	DEADLINE	SDGs	NATURA - FISCAL YEAR 2025	STATUS
Intolerance of Human Rights Violations	Full traceability for critical supply chains – Soy .	2025	8, 12, 16	98.3%	
	Full traceability for critical supply chains – Cotton .	2025	8, 12, 16	99.4%	
	Have 100% traceability and/or certification for human rights in critical supply chains: by 2030 : critical supply chains in Latin America.	2030	8, 12, 16	In addition to the current six critical supply chains (palm, soy, paper, mica, cotton and sugarcane ethanol), 7 new supply chains were identified as critical. The standards for each of them are published Access here . We are developing action plans to achieve the target by 2030, and measurements will be disclosed in the next reporting cycle.	
	Identify, prevent and mitigate human rights risks in our value chain by 2027, promoting access to remediation and leveraging positive impact.	2027	8, 16	In 2025, we made consistent progress in the human rights due diligence process in line with the UN Guiding Principles on Business and Human Rights. An update was made to the human rights risk matrix, which is linked to the corporate risk matrix. We reached 75.5% due diligence compliance for responsible procurement. For 2026, the focus will be to maintain operational rigor through intensified audits and closer relationships with suppliers. Our objective is to ensure the continuous progress of this practice, always guided by international frameworks.	
Packaging Circularity	50% of all plastic in our packaging will have recycled content (by weight).	2030	12	21.8%	
	100% of our packaging will be reusable, refillable, recyclable or compostable .	2030	12	90.0%	
	Take responsibility for the proper destination of packaging materials by enabling collection systems where adequate recycling infrastructure does not exist.	2030	12	Through this commitment, we seek to collect and properly dispose of the equivalent mass of our hard-to-recycle packaging waste. In 2025, we implemented the first phase of a project with the startup FlexStone, from Belém, which transforms hard-to-recycle plastics into furniture and construction materials. This process has three supply sources: 1) Two Eco-barriers installed in rivers in Belém and Benevides; 2) Hard-to-recycle plastic packaging from the Recicle com a Natura Program (stores and franchises); 3) Plastic waste that is "reject" in the sorting process of partner cooperatives. See more on page 62.	
Formula Circularity	Have at least 95% renewable or natural-origin ingredients for the Natura brand.	2030	6, 9	94.7%	
	Have at least 95% biodegradable formulas (for rinse-off products).	2030	6, 14	97.6%	

SUB-PILLAR	COMMITMENT	DEADLINE	SDGs	NATURA - FISCAL YEAR 2025	STATUS
Formula Circularity	All formulas and packaging will have their environmental footprint measured (with Life Cycle Assessment).	2030	6, 12	During this period, we evolved the methodology initially applied to formulas to also incorporate packaging materials in the development and integration of a Life Cycle Assessment (LCA) module. With this, we expanded the integrated view of the product throughout its entire chain, in alignment with global best practices. The approach has already been applied in pilot projects and will be gradually incorporated into new product development processes, strengthening our ability to integrate impact analyses into decision-making and move toward increasingly sustainable solutions.	
Investment in Regenerative Solutions	Work in partnership to expand awareness and develop regenerative capabilities and solutions that transform systems and generate positive environmental and social impact, enabling everyone* to prosper.	2030	9	See more in the "Operations and Logistics" chapter.	N/A
	Ensure that 100% of the volume of at least two of the main commodities in our business is produced with regenerative practices .	2030	8, 12, 16	Direct volume of sugarcane ethanol: 85.8% Direct volume of palm oil: initiatives to ensure regenerative practices are addressed in the Regenerative Alliance next year.	
	Have 30% of key ingredients supplied by communities and small farmers with regenerative practices , verified/certified by an independent third party.	2030	2, 15	36.0%	
	Ensure that 100% of supplier communities and small farmers and key ingredients have ethical sourcing and regenerative practices .	2030	8, 15	24.1%	
	Generate a measurable positive socio-environmental impact of USD 4 for every USD 1 of reported revenue.	2030	3, 16, 17	4:1*. See more on pages 27 and 28.	

Represents a strategic guideline, not a quantitative target.

Notes:

- The qualitative description previously associated with the Holding targets was discontinued, since the 1.5°C scientific ambitions have already been materialized and validated by the SBTi since 2023 for the Latin America structure. Therefore, the reporting was optimized to focus directly on the progress of the consolidated quantitative targets for Scopes 1, 2 (90% reduction with 2020 as the base year) and Scope 3 (42% reduction with 2020 as the base year).
- Rounding referring to 2.18 million hectares conserved and/or regenerated.
- No direct soy supplier has been identified to date.
- Proportion calculated based on 2024 data. The gap has an acceptable margin of up to 1% according to the Mercer methodology.
- Indicator scope adjusted compared with 2024, not including Instituto Natura; the resulting difference is immaterial.
- It is the minimum income necessary for an employee to cover their basic needs and those of their family, ensuring dignity beyond subsistence. It is calculated based on the real cost of living in each region and follows the WageIndicator methodology.
- Base year for comparison: 2022. Indicator with biennial periodicity (last measurement in 2024). Territorial breakdowns are necessary to maintain the nature and objective of the indicator.
- Refers to our network of relationships – Customers, consultants, suppliers, traditional peoples, employees, investors, governments, companies and civil society.
- Represents a proportion and the ratio remains the same regardless of the currency used, provided the same conversion is applied to the numerator and denominator.

The 2030 Commitments were updated to ensure full adherence to our long-term ambition. This evolution promotes strategic harmonization with Vision 2025-2050. [Access here](#)
The commitment "Engage 20 million people per year in actions linked to the Amazônia Viva Cause" (based on digital reach and events, as reported in 2024) is no longer listed. We prioritize robust indicators directly linked to practical results in biodiversity conservation.

natura

Integrated Report 2025

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Technical references and GRI Content Index

78	GRI Content Index
87	Independent auditor's limited assurance report

GRI and SASB Content Index

Statement of use

GRI 1 used

Applicable GRI Sector Standard(s)

Natura has reported in accordance with the GRI Standards for the period from January 1, 2025 to December 31, 2025.

GRI 1: Foundation 2021

None



CONTENT INDEX ESSENTIALS SERVICE

2026

For the **Content Index - Essentials Service**, GRI Services reviewed that the GRI content index was presented in a manner consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to stakeholders. The service was originally performed in Portuguese.

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GENERAL DISCLOSURES							
GRI 2: General Disclosures 2021	2-1 Organizational details	3, 4, 14. Natura Cosméticos S.A. is a publicly held Company headquartered in the state of São Paulo, Brazil - Avenida Alexandre Colares, 958/960, Parque Anhanguera - São Paulo (SP). In Latin America, it operates in eight countries: Brazil, Argentina, Chile, Colombia, Mexico, Peru, Ecuador and Uruguay. As part of its operational reorganization strategy, the Company signed an agreement for the sale of Avon's operations in Central America and the Dominican Republic to Grupo PDC, remaining as licensor of the Avon brand and supplier of products for these markets. In the United States, Natura operates through a multichannel ecosystem focused on digital agility and strategic partnerships. In Europe, it maintains e-commerce serving 29 countries and, in 2025, began operating in the Douglas network in Spain. In September 2025, the Company also announced the sale of Avon International operations in Europe, Africa and Asia to Regent.					
	2-2 Entities included in the organization's sustainability reporting	3, 4. The entity included in the scope of this report is Natura Cosméticos S.A. (parent company), which operates in eight countries in Latin America, including the results of the financial platform, Emana Pay, and the beauty services platform, Bluma.					
	2-3 Reporting period, frequency and contact point	3, 4. The reported data cover the period from January 1 to December 31, 2025. Report published on June 11, 2026. Questions or suggestions can be sent to the institutional email address (institucional@natura.net) and, for investors, to ri@natura.net.					
	2-4 Restatements of information	In 2025, Natura promoted methodological reviews of some indicators to increase technical accuracy and adherence to international standards, listed below: GRI 301-2; 301-3; 302-1; 302-3; 303-5; 305-1; 305-2; 305-3; 305-4; 305-6; 305-7; 306-3; 306-4; 306-5; 308-1; 308-2; 401-1; 401-3; 403-8; 403-9; 404-3; 414-1 and 414-2.					
	2-5 External assurance	3, 4.	"External Assurance" tab.				
	2-6 Activities, value chain and other business relationships	12, 14, 15, 19, 42, 52, 55, 56.					
	2-7 Employees	14, 15, 29. For all people indicators, the data reported in this report consider only employees under the direct management of the Company's operating structure. Employees allocated to units with specific and segregated governance (such as Holding and Instituto Natura) were excluded to ensure the consistency of performance indicators.	"Employees" tab.	B.iii	Not applicable	We do not have employees without guaranteed hours.	8, 10
	2-8 Workers who are not employees	15.					8
	2-9 Governance structure and composition	21, 22.	"Corporate Governance" tab.				5, 16
	2-10 Nomination and selection of the highest governance body	21, 22.	"Corporate Governance" tab.				5, 16
	2-11 Chair of the highest governance body	21, 22.	"Corporate Governance" tab.				5, 16

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	21, 22, 23. The Board of Directors plays a strategic role in defining and updating sustainable development guidelines, establishing the Company's values, mission and culture and overseeing their implementation through corporate policies. With the support of the Strategy and Sustainability Committees, it approves and monitors strategic plans, expansion initiatives and investments, including those related to sustainability, directly overseeing the processes for identifying and managing economic, environmental and social impacts and using tools such as due diligence, risk assessment, supply chain analysis and performance indicators. The minimum frequency of Committee meetings and their reports to the Board of Directors is quarterly, except for some committees, such as the Audit Committee, which held 8 ordinary meetings and 4 extraordinary meetings in 2025.					5, 16
	2-13 Delegation of responsibility for managing impacts	The management of these impacts is conducted by executives in the areas involved, who are responsible for implementing strategies and communicating results, in line with Board guidelines. The Sustainability Office leads socio-environmental topics, with support from the risk and internal controls, compliance, finance and other corporate functions. The results of the management processes support decision-making through the analysis of reports, metrics and strategic discussions, as well as guiding accountability. Although the Board does not maintain direct and formal engagement with stakeholders, internal processes allow their contributions to be considered in strategic decisions. In accordance with the Bylaws, the Company considers short- and long-term interests, as well as the economic, social, environmental and legal impacts on its stakeholders. The Sustainability Committee, composed of Board members and area executives, advises socio-environmental governance.					16
	2-14 Role of the highest governance body in sustainability reporting	3, 4, 21, 22. The Board of Directors is responsible for analyzing and approving the materiality matrix and the content of corporate reports. In the exercise of its fiduciary function, the Board monitors whether the material topics reflect the strategic risks and opportunities for the long-term sustainability of the business, while promoting the integrity and transparency of the information reported to stakeholders. This oversight process is supported by the Advisory Committees (such as Audit and Sustainability), which recommend approval after validating the adherence of information and strategies to the Company's guidelines.					
	2-15 Conflicts of interest	21, 23.					
	2-16 Communication of critical concerns		"Corporate Governance" tab.	B	"Information unavailable/ incomplete"	Due to the Company's restructuring process, it was not possible to report the total number of critical concerns reported to the highest governance body. The governance of this process is being reorganized and the new structure will be implemented starting in the second half of 2026.	
	2-17 Collective knowledge of the highest governance body	21, 22. Highlights include access to updated information and the constant engagement of leadership, together with support for sustainable development initiatives and the work of specialized committees and working groups. A Sustainability Committee was established as a permanent advisory body to the Board, seeking to ensure that socio-environmental and climate topics are treated as recurring agenda items. In addition, the Board Skills Matrix began to include ESG criteria, seeking to ensure the presence of board members with experience in the topic. In the field of training, continuous updates are promoted on regulatory trends such as CVM Resolution 193/23 and on ESG topics, following the agendas of Sustainability Committee and Board of Directors meetings. Finally, a portion of the variable remuneration of the Statutory Executive Board is linked to the achievement of long-term sustainability-related targets, with Board oversight and support from the People Committee, aligning management interests with business longevity.					

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	21, 23.	"Corporate Governance" tab.				
	2-19 Remuneration policies		"Corporate Governance" tab.				
	2-20 Process to determine remuneration		"Corporate Governance" tab.				
	2-21 Annual total compensation ratio			All	Confidentiality constraints	Natura monitors and reports in the Reference Form the ratio between the remuneration of the highest-paid employee in the organization and the average remuneration of the others. This monitoring is carried out through salary administration analyses performed by a specialized Total Compensation team and Company executives. For transparency purposes, the Company reports that, according to the reporting standard of B3's Corporate Sustainability Index (ISE), the annual total remuneration of the highest-paid employee in the organization exceeded the average annual total remuneration of the others, excluding the highest-paid, by more than 30 times. Natura adopts a remuneration model that includes fixed salary, profit sharing (PLR), commissions and long-term incentives (LTI), with the objective of ensuring a balance between attractiveness and financial sustainability. Adjustments for the employee base followed collective bargaining agreements and merit policies, maintaining consistency and governance.	
	2-22 Statement on sustainable development strategy	7, 8, 9, 10.					
	2-23 Policy commitments	21, 23, 32.					16
	2-24 Embedding policy commitments	21, 23.					
	2-25 Processes to remediate negative impacts	21, 23.	"Corporate Governance" tab.				
	2-26 Mechanisms for seeking advice and raising concerns	21, 23.					16
	2-27 Compliance with laws and regulations	21, 23.					
	2-28 Membership associations		"Reputation, Government and Engagement" tab.				
	2-29 Approach to stakeholder engagement	3, 41, 43, 47.					
	2-30 Collective bargaining agreements		"Health, Safety and Well-Being" tab.				8
MATERIAL TOPICS							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	3, 5.	"Materiality" tab.				
	3-2 List of material topics	3, 5, 6.					
Research and Development of Regenerative-Based Products							
GRI 3: Material Topics 2021	3-3 Management of material topics	19, 24, 27, 32, 38, 40, 43, 50.	"Materiality" tab.				

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 301: Materials 2016	301-1 Materials used by weight or volume		"Circularity and Ecodesign" tab.				
	301-2 Recycled input materials used	62.					
	301-3 Reclaimed products and their packaging materials	62.					
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	32, 62.	"Waste" tab.				
	306-2 Management of significant waste-related impacts	32, 62.					
	306-3 Waste generated	32.					
	306-4 Waste diverted from disposal	32, 62.					
	306-5 Waste directed to disposal	32, 62.					
SASB: Environmental, health and safety performance of products	SASB-CG-HP-250a.3 Discussion of process to identify and manage emerging materials and chemicals of concern		"Customer Experience" tab.				
SASB: Revenue from products designed with green chemistry principles	SASB-CG-HP-250a.4 Revenue from products designed with green chemistry principles — Clean Revenue		"Circularity and Ecodesign" tab.				
SASB: Packaging life cycle management	SASB-CG-HP-410a.1 (1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable.	25, 27.	"Circularity and Ecodesign" tab.				
	SASB-CG-HP-410a.2 Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	25, 56, 59, 61, 63, 64.					
New Technologies and Digital Integration							
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 39, 40, 41, 43, 50, 51, 52, 53.	"Materiality" tab.				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		"Customer Experience" tab.				
New Business Models							
GRI 3: Material Topics 2021	3-3 Management of material topics	3, 15, 19, 21, 25, 27, 29, 32, 38, 40, 43, 50, 65.	"Materiality" tab.				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	25, 26, 27, 41.					
Climate Transition							
GRI 3: Material Topics 2021	3-3 Management of material topics	19, 21, 24, 27, 32, 40, 54, 60, 72.	"Materiality" tab.				

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	32, 40, 59, 60.	"Biodiversity and climate" tab.	B; C	Not applicable	Since our direct operations do not generate impacts that require restoration or rehabilitation measures, we do not apply compensation actions of this specific nature. We emphasize, however, that we maintain other compensation and mitigation programs focused on different impact fronts. Although we do not operate with conversion of native forest areas, we proactively contribute with actions that generate conservation and preservation through our business model.	
	101-2 Management of biodiversity impacts	32, 40, 59, 60.					
	101-3 Access and benefit-sharing	32, 40, 59, 60.					
	101-4 Identification of biodiversity impacts	32, 40, 59, 60.	"Biodiversity and climate" tab.				
	101-5 Locations with biodiversity impacts	32, 40, 60.		B.iii	Information unavailable/incomplete	Current monitoring parameters do not include specific data that would allow the identification of any rapid deterioration of ecosystem integrity in our units.	
	101-6 Direct drivers of biodiversity loss	32, 40, 60.		B.i	Not applicable	As a result of our direct operations model, there is no exploitation of wild species.	
	101-7 Changes to the state of biodiversity	32, 40, 60.					
	101-8 Ecosystem services	32, 40, 60.					
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	24, 25, 27.	"Corporate Governance" tab.	V	Information unavailable/incomplete	The costs of the measures taken to manage risks and opportunities will be disclosed in a specific report by September 2026, in accordance with IFRS S1 and S2 Standards, as provided for in the applicable regulation, reinforcing our commitment to transparency.	
GRI 302: Energy 2016	302-1 Energy consumption within the organization		"Energy" tab.				
	302-2 Energy consumption outside of the organization		"Energy" tab.				
	302-3 Energy intensity						
	302-4 Reduction of energy consumption						
	302-5 Reductions in energy requirements of products and services						
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	32, 60.	"Water Resources" tab.				
	303-2 Management of water discharge-related impacts	32, 60.					
	303-3 Water withdrawal	32, 60, 64.					
	303-4 Water discharge	32, 60, 64.					
	303-5 Water consumption	32, 60, 64.					

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	60.	"Biodiversity and climate" tab.				
	305-2 Energy indirect (Scope 2) GHG emissions	60.					
	305-3 Other indirect (Scope 3) GHG emissions	60.					
	305-4 GHG emissions intensity	60.					
	305-5 Reduction of GHG emissions	27, 60, 61.					
	305-6 Emissions of ozone-depleting substances (ODS)						
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions						
SASB: Water Management	SASB-CG-HP-140a.1 (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress		"Water Resources" tab.				
	SASB-CG-HP-140a.2 Description of water management risks and discussion of strategies and practices to mitigate those risks						
Other Relevant Indicators							
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans		"Employees" tab.				
	201-4 Financial assistance received from government			All	Confidentiality constraints	Natura used government financial assistance via subsidies and incentives in 2025. More information about the innovation programs that used these resources can be found at http://www.naturacampus.com.br/ . For confidentiality and competitiveness reasons, this content was not reported as required by GRI.	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		"Employees" tab.	B	Confidentiality constraints	Natura adopts a third-party management model based on its Supplier Code of Conduct, which is a mandatory pillar for the establishment of any commercial relationship. The Company ensures compliance with the payment of wages at least equivalent to the local legal floor through strict contractual clauses and due diligence processes. Although the Company monitors compliance with these obligations, the disclosure of specific salary data from business partners is omitted due to commercial confidentiality constraints, aiming to preserve the competitiveness and administrative autonomy of our suppliers.	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	25, 32, 41, 56, 57.	"Social Impact" tab.				
	203-2 Significant indirect economic impacts	25, 27, 32, 56, 61.					
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		"Value Chain" tab.				

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	21, 23.	"Corporate Governance" tab.				
	205-2 Communication and training about anti-corruption policies and procedures	21, 23.		All	Information unavailable/incomplete	Specific training for employees and members of governance is carried out every two years, and took place in 2024. With regard to business partners, the volume reported represents an initial stage compared with the total number of active partners, and the Company continues to invest continuously in improving traceability mechanisms, with the objective of expanding the scope and transparency of reporting related to ethics, integrity and anti-corruption with this audience, strengthening governance throughout its operating chain.	
	205-3 Confirmed incidents of corruption and actions taken	21, 23.	"Corporate Governance" tab.				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	21, 23.	"Reputation, Government and Engagement" tab.				
GRI 207: Tax 2019	207-1 Approach to tax		"Reputation, Government and Engagement" tab.				
	207-2 Tax governance, control, and risk management						
	207-3 Stakeholder engagement and management of concerns related to tax						
	207-4 Country-by-country reporting			All	Confidentiality constraints	Information relevant to competition and, for this reason, is not disclosed.	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		"Value Chain" tab.				
	308-2 Negative environmental impacts in the supply chain and actions taken						
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		"Employees" tab.				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees						
	401-3 Parental leave		"Employees" tab.				
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		"Health, Safety and Well-Being" tab.				

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system						
	403-2 Hazard identification, risk assessment, and incident investigation						
	403-3 Occupational health services	69.					
	403-4 Worker participation, consultation, and communication on occupational health and safety						
	403-5 Worker training on occupational health and safety		"Health, Safety and Well-Being" tab.				
	403-6 Promotion of worker health	69.					
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships						
	403-8 Workers covered by an occupational health and safety management system						
	403-9 Work-related injuries						
	403-10 Work-related ill health						
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	66.					
	404-2 Programs for upgrading employee skills and transition assistance programs		"Employees" tab.				
	404-3 Percentage of employees receiving regular performance and career development reviews						
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	22.	"Employees" tab.				
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		"Human Rights" tab.				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		"Human Rights" tab.				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		"Human Rights" tab.				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		"Human Rights" tab.				
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of Indigenous Peoples		"Human Rights" tab.				

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION			SDGs
		INTEGRATED REPORT	DATA BOOK	REQUIREMENT(S) OMITTED	REASON FOR OMISSION	EXPLANATION	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	32, 56, 57, 59, 61, 63, 86.	"Social Impact" tab.				
	413-2 Operations with significant actual and potential negative impacts on local communities	32.					
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	32, 40.	"Value Chain" tab.				
	414-2 Negative social impacts in the supply chain and actions taken						
GRI 415: Public Policy 2016	415-1 Political contributions		"Reputation, Government and Engagement" tab.				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	38, 39.	"Customer Experience" tab.				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services						
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	38, 39.	"Customer Experience" tab.				
	417-2 Incidents of non-compliance concerning product and service information and labeling						
	417-3 Incidents of non-compliance concerning marketing communications						
SASB: Environmental and social impacts of the palm oil supply chain	SASB-CG-HP-430a.1 Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as: (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim		"Value Chain" tab.				
2030 COMMITMENTS							
Results	Strategic Management	72, 73, 74, 75, 76.	"2030 Commitments" tab.				
TNFD							
Results	Governance, Strategy, Risk Management, Metrics and Targets		"Biodiversity and Climate" tab.				

(Convenience Translation into English from the Original Previously Issued in Portuguese)

INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON THE NON-FINANCIAL INFORMATION INCLUDED IN THE INTEGRATED REPORT

To the Management, Board and Shareholders of
Natura Cosméticos S.A.

Introduction

We have been engaged by Natura Cosméticos S.A. ("Natura" or "Company") to present our limited assurance report on the non-financial information included in the Company's Integrated Report related to the year ended December 31, 2025 ("Report").

Our limited assurance scope does not comprise prior-period information or any other information disclosed in conjunction with the Report, including any embedded images, audio files or videos.

Management's responsibilities

The Company's Management is responsible for:

- Selecting and establishing appropriate criteria to prepare the information included in the Report.
- Preparing the information in accordance with the Global Reporting Initiative (GRI) Standards and CPC Guidance 09 – Integrated Reporting, as approved by CVM Resolution No. 14/2020, aligned with the International Framework issued by the IFRS Foundation, and based on the Sustainability Accounting Standards – Household & Personal Products (Consumer Goods) issued by the Sustainability Accounting Standards Board (SASB) (the "Criteria").
- Designing, implementing and maintaining internal controls over the relevant information for the preparation of the information included in the Report, that is free from material misstatement, whether due to fraud or error.

Independent auditors' responsibility

Our responsibility is to express a conclusion on the non-financial information included in the Report, based on our limited assurance engagement conducted in accordance with Technical Communication CTO No. 07/2022, issued by the Federal Accounting Council (CFC), and based on Brazilian Standard NBC TO 3000 – "*Trabalhos de Asseguração Diferente de Auditoria e Revisão*", also issued by the CFC, which is equivalent to International Standard ISAE 3000 – Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board (IAASB).

Those standards require that we comply with ethical and independence requirements and other related responsibilities, including the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the implementation of a comprehensive quality control system, including documented policies and procedures on the compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

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In addition, those standards require that the work should be planned and performed to obtain limited assurance that the non-financial information included in the Report, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with Brazilian Standard NBC TO 3000 (ISAE 3000) consists mainly of making inquiries of Management and other professionals of the Company involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that cause the auditor to believe that the information included in the Report, taken as a whole, might present material misstatements.

The procedures selected were based on our understanding of the processes related to the compilation, materiality, and presentation of the information included in the ESG Bata Book, other engagement circumstances, and our consideration of areas and processes associated with the material information disclosed in which material misstatements might exist. These procedures comprised, among others:

- a) Planning the work, considering the relevance, volume of quantitative and qualitative information, and the operating and internal control systems that were used to prepare the information included in the Report.
- b) Understanding the calculation methodology and the procedures adopted for the compilation of indicators through inquiries with the managers responsible for the preparation of the information.
- c) Applying analytical procedures to quantitative information and making inquiries about the qualitative information and its correlation with the indicators disclosed in the information included in the Report.
- d) For cases in which non-financial data is correlated to financial indicators, comparing such indicators with the financial statements and/or accounting records.
- e) Evaluating selected non-financial indicators on a sample basis.

The limited assurance engagements also included assessing adherence to the GRI Standards applicable to the preparation of the information included in the Report.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less extensive in, a reasonable assurance work. Consequently, the level of assurance obtained in a limited assurance work is substantially lower than that obtained if a reasonable assurance work had been performed. If we had performed a reasonable assurance work, other matters and misstatements that might exist in the information included in the Report might have been identified. Accordingly, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations on materiality, relevance and accuracy of the data are subject to individual assumptions and judgments. In addition, we have not performed any work related to data disclosed for prior periods or future projections and goals.

The preparation and presentation of sustainability indicators were based on the GRI Standards and SASB indicators and, therefore, they do not have the objective of ensuring compliance with social, economic, environmental or engineering laws and regulations. These standards provide, however, for the presentation and disclosure of any non-compliance with such regulations when significant sanctions or fines occur. Our assurance report must be read and understood in this context, inherent to the selected Criteria.

Conclusion

Based on the procedures performed, as described in this report, and on the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in Natura's Report for the year ended December 31, 2025 has not been prepared, in all material respects, in accordance with the criteria of the GRI and OCPC 09 and based on the criteria of the SASB.

São Paulo, Jun 10, 2026


DELOITTE TOUCHE TOHMATSU
Auditores Independentes Ltda.


Reinaldo Oliari
Engagement Partner

natura

Credits

Integrated Report 2025

We would like to thank all Natura employees, our partner agency Beon, and the consultancy Grupo Report for their contribution to the 2025 Integrated Report.