

Innovation and memory for a new cycle

Hello, everyone.

It is with deep joy and racing hearts that we address you today to share a change of great significance — both in our individual journeys and in the life of this company for which we have such passion: Natura.

The current moment invites us to restore the prosperity we have always known how to build. It is this same transformative strength that took us from the little shop on Rua Oscar Freire to where we are today, shaping this remarkable company we are so proud of.

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

We have entered into a new Shareholders' Agreement for a term of 10 years, keeping our shareholdings unchanged and reaffirming our steadfast commitment to the Company's future.

In light of this, we have decided to move from Natura's Board of Directors to an Advisory Board, which is purely consultative and non-deliberative in nature.

We are speaking here of a transition from a deliberative and management-focused space to one devoted to the perpetuation of Natura's ethical principles and values. We will be dedicated to preserving what is essential: innovation and memory.

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

We are nominating new leaders to the Board of Directors with full confidence. A team imbued with tremendous energy. We are certain that this new generation arrives rooted in our culture, fully ready to innovate and lead Natura along this luminous path that began 56 years ago and now enters a new cycle.

Natura will preserve the spirit that has brought it this far. Our Company has the vital need to gather people who share the same dream, like the drive to help the world, and the commitment to building a truly exceptional work environment, together.

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

We are extremely confident that this bold evolution in governance will stand as a guardian of Natura's culture and values, while bringing the skills needed to support the Company's current moment and the execution of our strategy. We will stay closely attuned to the Company's journey and our plans for the future — certain that we will see them through.

We are truly grateful for the support and trust of all those who have been and continue to be part of Natura's journey — customers, consultants, employees, suppliers, and investors. We will be together at the next Sales Convention, in the hallways of Natura, or at some gathering of this vibrant business that enchants us so deeply and nourishes our souls.

May life protect you and light the way for each and every one of you.



Luiz Seabra



Guilherme Leal



Pedro Passos