

Natura Cosméticos S.A.

Interim Accounting Information (ITR)

Individual and Consolidated

For the six-months periods ended June 30, 2025,
and 2024

Independent Auditor's Report

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

REPORT ON REVIEW OF INDIVIDUAL AND CONSOLIDATED INTERIM FINANCIAL INFORMATION

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

Introduction

We have reviewed the accompanying individual and consolidated interim financial information of Natura Cosméticos S.A. ("Company"), included in the Interim Financial Information Form, for the quarter ended June 30, 2025, which comprises the balance sheet as at June 30, 2025 and the related statements of profit and loss and of comprehensive income for the three and six-month periods then ended and of changes in equity and of cash flows for the six-month period then ended, including the explanatory notes.

Management is responsible for the preparation of the individual and consolidated interim financial information in accordance with technical pronouncement CPC 21 (R1) - Interim Financial Reporting and international standard IAS 34 - Interim Financial Reporting, issued by the International Accounting Standards Board - IASB, as well as for the presentation of such information in accordance with the standards issued by the Brazilian Securities and Exchange Commission (CVM), applicable to the preparation of Interim Financial Information. Our responsibility is to express a conclusion on this interim financial information based on our review.

Scope of review

We conducted our review in accordance with Brazilian and international standards on review of interim financial information (NBC TR 2410 and ISRE 2410 - Review of Interim Financial Information Performed by the Independent Auditor of the Entity, respectively). A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with the standards on auditing and, consequently, does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Conclusion on the individual and consolidated interim financial information

Based on our review, nothing has come to our attention that causes us to believe that the accompanying individual and consolidated interim financial information included in the Interim Financial Information referred to above was not prepared, in all material respects, in accordance with technical pronouncement CPC 21 (R1) and international standard IAS 34, applicable to the preparation of Interim Financial Information, and presented in accordance with the standards issued by the CVM.

Other matters

Statements of value added

The aforementioned interim financial information includes the individual and consolidated statements of value added (DVA) for the six-month period ended June 30, 2025, prepared under the responsibility of the Company's Management and disclosed as supplementary information for the purposes of international standard IAS 34. These statements have been subject to review procedures performed in conjunction with the review of the Interim Financial Information to reach a conclusion on whether they are reconciled with the interim financial information and the accounting records, as applicable, and if their form and content are in accordance with the criteria defined in technical pronouncement CPC 09 (R1) - Statement of Value Added. Based on our review, nothing has come to our attention that causes us to believe that these statements of value added were not prepared, in all material respects, in accordance with the criteria set out in such technical pronouncement and consistently with respect to the individual and consolidated interim financial information taken as a whole.

Corresponding figures examined and reviewed by another independent auditor

The corresponding figures of the balance sheet as at December 31, 2024, presented for comparison purposes, were previously audited by other independent auditors, who issued an independent auditor's report on the financial statements, without modification, dated March 13, 2025. The corresponding figures of statements of profit and loss and of comprehensive income for the three- and six-month periods ended June 30, 2024 and of changes in equity and of cash flows, for the for the six-month period then ended, presented for comparison purposes, were reviewed by other independent auditors, who issued a report on the review of quarterly information, without modification, dated August 12, 2024.

São Paulo, August 11, 2025



DELOITTE TOUCHE TOHMATSU
Auditores Independentes Ltda.



Vagner Ricardo Alves
Engagement Partner

STATEMENT OF FINANCIAL POSITION AS OF JUNE 30, 2025 AND DECEBEMER 31, 2024
(In thousands of Brazilian reais - R\$)

ASSETS	Explanatory note	Parent		Consolidated		LIABILITIES AND SHAREHOLDERS' EQUITY	Explanatory note	Parent		Consolidated	
		June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024			June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
CURRENT											
Cash and Cash equivalents	6	91,612	236,885	1,259,449	1,741,187	Borrowings, financing and debentures	19	77,434	36,200	77,434	36,345
Short-term investments	7	738,852	810,991	1,007,323	1,666,782	Lease liabilities	18	82,462	85,389	174,213	111,209
Trade accounts receivable	8	1,504,907	1,734,593	4,515,261	4,659,505	Trade accounts payable and Reverse factoring opera	20	1,043,295	1,238,597	4,711,016	4,447,048
Trade accounts receivable - Related parties	31	2,918,505	2,707,908	2,513,056	1,864,702	Trade accounts payable - Related parties	31	2,390,126	1,934,642	207,575	214,025
Inventories	9	625,461	809,383	2,844,981	2,386,616	Dividends and interest on equity payable	24	-	144,835	-	144,835
Recoverable taxes	10	122,935	137,440	776,775	542,408	Payroll, profit sharing and social charges		301,836	382,140	586,045	817,825
Income tax and social contribution	11	55,523	51,027	190,367	147,330	Tax obligations	21	234,231	308,676	464,950	544,907
Derivative financial instruments	5.1	-	-	10,634	51,970	Income tax and social contribution		-	-	78,240	11,174
Other current Assets	13	277,073	142,544	459,101	319,533	Derivative financial instruments	5.1	58,343	76,260	99,285	111,248
						Other current liabilities	23	157,997	213,103	297,717	437,094
Total current assets		6,334,868	6,630,771	13,576,947	13,380,033	Total current liabilities		4,345,724	4,419,842	6,696,475	6,875,710
Non-current assets held for sale	14	-	-	36,821	-						
Total current assets		6,334,868	6,630,771	13,613,768	13,380,033						
NON-CURRENT											
Accounts receivable - Sale of subsidiary	5.2(b)	425,055	427,753	425,055	427,753	Borrowings, financing and debentures	19	2,356,217	2,353,054	2,356,217	2,353,054
Trade accounts receivable - Related parties	5.2(c) and 31	279,809	355,543	279,809	355,543	Obligations with senior shareholders in Natura Pay FI	35	-	-	351,763	353,489
Recoverable taxes	10	93,290	154,538	566,518	653,144	Lease liabilities	18	170,101	260,327	370,305	571,941
Deferred Income tax and social contribution	11	661,463	667,348	1,237,365	1,297,821	Salaries, profit sharing and social security contributions		5,630	14,994	21,693	36,477
Judicial deposits	12	364,885	354,869	576,127	544,097	Tax obligations	21	66,272	65,792	66,854	66,095
Derivative financial instruments	5.1	86,144	46,276	86,144	46,276	Income tax and social contribution		58,390	124,690	126,932	199,782
Long-term investments	7	189,844	181,954	25,285	28,692	Provision for losses on investments in subsidiaries	15	185,999	119,058	-	-
Other non-current assets	13	7,000	2,776	12,728	4,260	Provision for tax, civil and labor risks	22	321,373	338,564	438,959	462,321
		2,107,490	2,191,057	3,209,031	3,357,586	Other non-current liabilities	23	145,852	132,856	202,915	186,450
						Total non-current liabilities		3,309,834	3,409,335	3,935,638	4,229,609
SHAREHOLDERS' EQUITY											
Investments	15	7,424,365	6,748,881	-	-	Capital stock	24	2,000,000	2,000,000	2,000,000	2,000,000
Property, plant and equipment	16	440,678	499,447	1,952,331	2,058,395	Capital reserves		575,641	539,280	575,641	539,280
Intangible	17	451,601	543,181	690,463	779,659	Profit reserves		6,157,954	5,695,544	6,157,954	5,695,544
Right of use	18	356,710	425,755	626,674	739,561	Equity appraisal adjustment		726,559	975,091	726,559	975,091
Total non-current assets		10,780,844	10,408,321	6,478,499	6,935,201	Total shareholders' equity		9,460,154	9,209,915	9,460,154	9,209,915
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY											
TOTAL ASSETS		17,115,712	17,039,092	20,092,267	20,315,234			17,115,712	17,039,092	20,092,267	20,315,234

*The accompanying notes are an integral part of the Interim Accounting Information.

STATEMENT OF INCOME
FOR THE SIX-MONTH PERIODS ENDED JUNE 30, 2025 AND 2024
(In thousands of Brazilian reais - R\$, except for earnings per share)

	Explanatory notes	Parent		Parent		Consolidated		Consolidated	
		April 01, 2025 to June 30, 2025	April 01, 2024 to June 30, 2024	January 01, 2025 to June 30, 2025	January 01, 2024 to June 30, 2024	April 01, 2025 to June 30, 2025	April 01, 2024 to June 30, 2024	January 01, 2025 to June 30, 2025	January 01, 2024 to June 30, 2024
NET REVENUE	25	3,812,067	3,532,721	6,758,424	6,325,585	5,599,325	5,118,752	10,434,466	9,145,004
Cost of Sales	26	(1,489,561)	(1,404,384)	(2,618,730)	(2,533,603)	(1,862,537)	(1,644,906)	(3,387,105)	(2,935,573)
GROSS PROFIT		2,322,506	2,128,337	4,139,694	3,791,982	3,736,788	3,473,846	7,047,361	6,209,431
OPERATING (EXPENSES) INCOME									
Selling, Marketing and Logistics expenses	26	(1,226,238)	(1,196,862)	(2,232,949)	(2,122,694)	(2,159,800)	(1,974,405)	(4,072,325)	(3,481,329)
Administrative, R&D, IT and Project expenses	26	(621,595)	(497,326)	(1,124,322)	(926,240)	(813,117)	(599,255)	(1,451,428)	(1,093,548)
Impairment loss on trade receivables	8	(77,060)	(82,707)	(152,640)	(169,396)	(124,668)	(114,712)	(263,667)	(232,652)
Equity income result	15	178,954	282,435	375,721	274,775	-	-	-	-
Other operating expenses, net	29	(92,203)	(580)	(216,846)	75,936	(105,156)	(16,970)	(271,967)	45,126
OPERATING PROFIT BEFORE FINANCIAL RESULT		484,364	633,297	788,658	924,363	534,047	768,504	987,974	1,447,028
Financial result	28	(135,432)	45,905	(358,465)	39,239	(89,356)	(50,837)	(308,657)	(338,559)
PROFIT (LOSS) BEFORE INCOME TAX AND SOCIAL CONTRIBUTION		348,932	679,202	430,193	963,602	444,691	717,667	679,317	1,108,469
Income tax and social contribution	11	16,366	(98,725)	31,844	(115,682)	(79,393)	(141,596)	(217,280)	(260,549)
PROFIT (LOSS) FROM CONTINUING OPERATIONS		365,298	580,477	462,037	847,920	365,298	576,071	462,037	847,920
DISCONTINUED OPERATIONS									
PROFIT (LOSS) FOR THE PERIODS FROM CONTINUING OPERATIONS	36	-	31,410	-	(297,640)	-	35,816	-	(297,640)
PROFIT FOR THE PERIODS		365,298	611,887	462,037	550,280	365,298	611,887	462,037	550,280
EARNINGS PER SHARE FOR THE PERIODS -R\$									
Basic	30	0.3970	0.6649	0.5021	0.5980	0.3970	0.5980	0.5021	0.5980
Diluted	30	0.3970	0.6649	0.5021	0.5980	0.3970	0.5980	0.5021	0.5980

*The accompanying notes are an integral part of the Interim Accounting Information.

NATURA COSMÉTICOS S.A.

STATEMENT OF COMPREHENSIVE INCOME
FOR THE SIX-MONTH PERIODS ENDED JUNE 30, 2025 AND 2024
(In thousands of Brazilian reais - R\$)

	Explanator y notes	Parent		Parent		Consolidated		Consolidated	
		April 01, 2025 to June 30, 2025	April 01, 2024 to June 30, 2024	January 01, 2025 to June 30.	January 01, 2024 to June 30.	April 01, 2025 to June 30.	April 01, 2024 to June 30.	January 01, 2025 to June 30. 2025	January 01, 2024 to June 30. 2024
PROFIT FOR THE PERIODS		365,298	611,887	462,037	550,280	365,298	611,887	462,037	550,280
Other comprehensive income to be reclassified to the income statement for the periods in subsequent periods:									
Conversion of financial statements of controlled companies abroad	15	(125,215)	51,568	(318,352)	78,562	(125,215)	51,568	(318,352)	78,562
Exchange rate effect on the conversion from hyperinflationary economy	15	59,811	136,172	133,437	409,832	59,811	136,172	133,437	409,832
Earnings (losses) from cash flow hedge operations	5.1	-	(646)	(738)	530	(34,660)	42,356	(90,593)	61,839
Tax effects on earnings (losses) from cash flow hedge operations	5.1 and 11	-	220	251	(180)	10,459	(12,098)	26,976	(17,849)
Equity in earnings (losses) from cash flow hedge operations	5.1	(34,660)	43,002	(89,855)	61,309	-	-	-	-
Equity in tax effects on earnings (losses) from cash flow hedge operations	5.1 and 11	10,459	(12,318)	26,725	(17,669)	-	-	-	-
Other comprehensive results		11,677	-	-	-	11,677	-	-	-
Other comprehensive income to be reclassified to the income statement for the periods in subsequent periods:									
Actuarial earnings (losses)		-	-	-	20,034	-	-	-	(1,892)
Tax effects on (losses) earnings from actuarial		-	-	-	(6,811)	-	-	-	(4,814)
Equity on actuarial losses		-	-	-	(21,926)	-	-	-	-
Equity on tax effects on actuarial earnings		-	-	-	1,997	-	-	-	-
Comprehensive income for the periods, net of tax effects		287,370	829,885	213,505	1,075,958	287,370	829,885	213,505	1,075,958

*The accompanying notes are an integral part of the Interim Accounting Information.

NATURA COSMÉTICOS S.A.

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY
FOR THE SIX-MONTH PERIODS ENDED JUNE 30, 2025 AND 2024
(In thousands of Brazilian reais - R\$)

Capital reserves								Equity Valuation Adjustments			
Explanatory note	Capital stock	Goodwill on the issuance/sale of shares	Additional paid-in capital	Reservas de lucros			Accumulated Profits	Capital Transaction	Other comprehensive results	Total Shareholders' Equity	Total Shareholders' Equity
				Legal	Tax incentives	Retention of profits					
BALANCES AS OF DECEMBER 31, 2023	2,000,000	166,845	297,075	18,650	1,151,547	5,583,479	-	283,590	(128,183)	9,373,003	9,373,003
Net income for the period	-	-	-	-	-	-	550,280	-	-	550,280	550,280
Exchange rate effect on the conversion from hyperinflationary economy	-	-	-	-	-	-	-	-	409,832	409,832	409,832
Other comprehensive income	-	-	-	-	-	-	-	-	115,846	115,846	115,846
Total comprehensive income for the period	-	-	-	-	-	-	550,280	-	525,678	1,075,958	1,075,958
Transactions in stock and restricted shares option plans:											
Provision for stock option and restricted stock plans	23	-	-	31,800	-	-	-	-	-	31,800	31,800
Transfer of grant plans to labor obligations due to the conversion of ADRs into Ph	23	-	-	(10,763)	-	-	-	-	-	(10,763)	(10,763)
Income tax on shares option plans		-	-	21,580	-	-	-	-	-	21,580	21,580
Loss on acquisition of subsidiarie		-	-	-	-	-	-	(108,850)	-	(108,850)	(108,850)
Distribution of dividends and interest on equity (advance)		-	-	-	-	(1,333,028)	-	-	-	(1,333,028)	(1,333,028)
BALANCES AS OF JUNE 30, 2024		2,000,000	166,845	339,692	18,650	1,151,547	4,250,451	550,280	174,740	397,495	9,049,700
BALANCES AS OF DECEMBER 31, 2024		2,000,000	166,845	372,435	18,650	1,191,091	4,485,803	-	324,323	650,768	9,209,915
Net income for the period		-	-	-	-	-	-	462,037	-	-	462,037
Exchange rate effect in the conversion of hyperinflationary economy		-	-	-	-	-	-	-	-	133,437	133,437
Other comprehensive income		-	-	-	-	-	-	-	(381,969)	(381,969)	(381,969)
Total comprehensive income for the period		-	-	-	-	-	-	462,037	-	(248,532)	213,505
Movement in stock option plans and restricted shares:											
Provision for stock option and restricted shares grant plans		-	-	33,263	-	-	-	-	-	-	33,263
Income tax on stock plans	23	-	-	3,098	-	-	-	-	-	-	3,098
Distribution of dividends to profit reserve accounts		-	-	-	-	373	-	-	-	373	373
BALANCES AS OF JUNE 30, 2025		2,000,000	166,845	408,796	18,650	1,191,091	4,486,176	462,037	324,323	402,236	9,460,154

*The accompanying notes are an integral part of the Interim Accounting Information.

NATURA COSMÉTICOS S.A.

STATEMENT OF CASH FLOWS
FOR THE SIX-MONTH PERIODS ENDED JUNE 30, 2025 AND 2024
(In thousands of Brazilian reais - R\$)

	Explanatory notes	Parent		Consolidated	
		June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
CASH FLOW FROM OPERATING ACTIVITIES					
Net income for the periods		462,037	550,280	462,037	550,280
Adjustments to reconcile net income (loss) for the periods with net cash (used in) generated by		-	-	-	-
Depreciation and amortization	15, 16 and 17	164,451	193,724	334,037	320,059
Gains from interest and exchange rate variations on securities	27	30,915	(171,156)	(6,356)	(104,604)
Losses arising from transactions with "swap" and "forward" derivatives	5	(27,311)	60,280	(50,914)	105,673
Increase (reversal) of provision for tax, civil and labor risks	21	42,186	25,262	55,521	25,387
Monetary update of judicial deposits	12	(12,903)	(11,373)	(19,525)	(13,483)
Monetary adjustment of the provision for tax, civil and labor risks	21	8,275	10,614	9,945	13,476
Income tax and social contribution		(31,844)	115,682	217,280	260,549
Result on sale and write-off of fixed and intangible assets		485	5,868	35,085	30,264
Equity income result	14	(375,723)	(274,775)	-	-
Interest and exchange rate variations on leases	27	24,059	30,611	46,728	45,719
Interest, exchange rate variation on loans, financing and debentures, net of funding costs	18	179,010	107,772	179,010	107,772
Increase (reversal) of provision for stock option plans		34,596	35,768	38,921	36,633
Provision for expected credit losses, net of reversals	8	152,640	169,157	263,667	232,652
Provision for losses on inventory realization, net of reversals	9	2,676	35,502	91,445	99,501
Effect of hyperinflationary economy		-	-	16,825	364,094
Gain from interest and exchange rate variation on receivables from related parties		97,227	(92,821)	69,014	(92,821)
Adjustment to the fair value of receivables associated with loss of control of an associated company		95,402	-	86,485	-
FIDC Remuneration		-	-	(1,726)	-
Tax credits		(18,894)	-	(52,968)	-
Loss of profits CD Canoas		(15,000)	-	(15,000)	-
Other moves to reconcile profit		(33,184)	(1,447)	(33,184)	(1,447)
		779,100	788,948	1,726,328	1,979,704
(INCREASE) DECREASE IN ASSETS					
Trade accounts receivable and related parties		(250,446)	1,766,601	(970,651)	1,371,558
Inventories		(143,406)	(243,166)	(652,580)	(634,462)
Recoverable taxes		8,210	60,716	(182,523)	112,830
Other assets		(125,478)	(102,704)	(153,530)	(106,030)
Subtotal		(511,120)	1,481,447	(1,959,284)	743,896
INCREASE (DECREASE) IN LIABILITIES					
Domestic and foreign trade accounts payable and related parties		229,623	976,150	393,521	250,579
Payroll, profit sharing and social charges, net		(89,668)	(36,472)	(201,334)	(50,598)
Tax liabilities		(73,965)	9,501	(61,663)	10,468
Other liabilities		(42,106)	(149,738)	(70,785)	(211,319)
Subtotal		23,884	799,441	59,739	(870)
CASH GENERATED BY OPERATING ACTIVITIES					
		291,864	3,069,836	(173,217)	2,722,730
OTHER CASH FLOWS FROM OPERATING ACTIVITIES					
Payment of income tax and social contribution		-	(45,553)	(111,812)	(282,255)
Release of judicial deposits	12	2,024	33,898	(17,898)	11,441
Payments related to tax, civil and labor lawsuits	12 and 21	(66,789)	(75,385)	(74,325)	(83,430)
(Payments) Proceeds due to settlement of derivative transactions	5	(16,444)	(25,583)	(8,443)	(50,510)
Payment of interest on lease	17	(24,059)	(30,611)	(46,122)	(45,103)
Payment of interest on borrowings, financing and debentures	18	(134,613)	(191,665)	(134,613)	(191,665)
Operational activities - Discontinued operations		-	(432,964)	-	(432,964)
NET CASH GENERATED BY (USED IN) OPERATING ACTIVITIES		51,983	2,301,973	(566,430)	1,648,244
CASH FLOW FROM INVESTING ACTIVITIES					
Cash from the acquisition of subsidiaries					
Additions of fixed and intangible assets		(11,608)	(80,223)	(159,146)	(197,352)
Receipt for the sale of fixed and intangible assets		-	621	-	9,380
Application in securities and financial instruments		(5,965,056)	(11,358,996)	(9,697,824)	(13,515,612)
Redemption of securities and bonds		5,978,104	12,406,970	10,223,225	13,208,870
Redemption of interest on investments and securities		22,984	73,846	44,467	163,435
Receipt of dividends from subsidiaries		40,000	-	-	-
Capital increase		(31,894)	(220,810)	-	-
Cash from the acquisition of subsidiaries		-	-	-	49,219
NET CASH (USED IN) GENERATED BY INVESTING ACTIVITIES		32,530	821,408	410,722	(282,060)
CASH FLOW FROM FINANCING ACTIVITIES					
Amortization of lease liabilities - principal	18	(70,183)	(61,353)	(124,362)	(102,600)
Amortization of loans, financing and debentures - principal	23	-	(916,451)	-	(916,451)
Obtaining loans, financing and debentures	23	-	96,992	-	96,992
Payment of dividends and interest on equity		(144,835)	(1,414,823)	(144,835)	(1,414,823)
Payment (receipt) of resources for settlement of derivatives transactions		(14,768)	(5,337)	(16,452)	(5,200)
CASH (USED IN) GENERATED BY FINANCING ACTIVITIES		(229,786)	(2,300,972)	(285,649)	(2,342,082)
Effect of exchange rate variation on cash and cash equivalents		-	-	(40,381)	21,045
(DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS		(145,273)	822,409	(481,738)	(954,853)
Opening balance of cash and cash equivalents		236,885	119,542	1,741,187	1,598,054
Closing balance of cash and cash equivalents		91,612	941,951	1,259,449	643,201
(DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS		(145,273)	822,409	(481,738)	(954,853)

* The explanatory notes are an integral part of the interim accounting information.

NATURA COSMÉTICOS S.A.

STATEMENT OF VALUE ADDED
FOR THE SIX- MONTH PERIODS ENDED JUNE 30, 2025 AND 2024
(In thousands of Brazilian reais - R\$)

	Explanatory notes	Parent		Consolidated	
		June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
INCOME		8,105,555	8,029,583	13,257,259	11,992,647
Sale of goods, products and services		8,391,972	8,231,081	13,742,483	12,288,884
Provision for doubtful accounts, net of reversals		(152,640)	(169,396)	(263,667)	(232,652)
Other operating expenses, net		(133,777)	(32,102)	(221,557)	(63,585)
GOODS ACQUIRED FROM THIRD PARTIES		(5,817,101)	(5,520,914)	(8,998,359)	(7,652,276)
Cost of products sold and services rendered		(3,373,226)	(3,472,070)	(5,287,317)	(4,650,445)
Materials, electricity, outsourced services and othe		(2,341,912)	(2,048,844)	(3,607,664)	(3,001,831)
Loss due to reduction in the recoverable value of assets		(101,963)	-	(103,378)	-
GROSS VALUE ADDED		2,288,454	2,508,669	4,258,900	4,340,371
RETENTIONS		(164,451)	(193,724)	(334,037)	(320,059)
Depreciation and amortization	15, 16 and 17	(164,451)	(193,724)	(334,037)	(320,059)
ADDED VALUE PRODUCED BY SOCIETY		2,124,003	2,314,945	3,924,863	4,020,312
TRANSFERRED VALUE ADDED		422,587	543,626	154,121	257,864
Equity in subsidiaries	14	375,721	274,775	-	-
Financial income		46,866	268,851	154,121	257,864
TOTAL VALUE ADDED TO DISTRIBUTE - DISCONTINUED OPERATIONS		2,546,590	2,858,572	4,078,984	4,278,176
TOTAL VALUE ADDED TO DISTRIBUTE - DISCONTINUED OPERATIONS		-	(297,640)	-	(297,640)
TOTAL VALUE ADDED TO DISTRIBUTE		2,546,590	2,560,932	4,078,984	3,980,536
DISTRIBUTION OF VALUE ADDED		2,546,590	2,560,932	4,078,984	3,980,536
Payroll and social charges		728,816	704,882	1,627,582	1,291,385
Payroll and social charges		572,038	556,366	1,120,282	1,013,316
Benefits		111,526	105,948	365,597	185,087
FGTS		45,252	42,568	141,703	92,982
Taxes, fees and contributions		950,406	1,076,158	1,526,587	1,542,448
Federal		(95,279)	(33,717)	(387,901)	(305,118)
State		1,045,685	1,109,875	1,914,488	1,847,565
Municipal		-	-	-	-
Third-part capital remuneration		405,331	229,612	462,778	596,423
Financial expenses		405,331	229,612	462,778	596,423
Rentals		-	-	-	-
Others		-	-	-	-
Equity remuneration		462,037	550,280	462,037	550,280
Retained earnings / Profit for the periods		462,037	550,280	462,037	550,280

*The accompanying notes are an integral part of the Interim Accounting Information.

INDEX OF EXPLANATORY NOTES

1. GENERAL INFORMATION	11
2. MANAGEMENT STATEMENT AND BASIS OF PRESENTATION OF THE INTERIM ACCOUNTING INFORMATION	11
3. SUMMARY OF MATERIAL ACCOUNTING POLICIES.....	12
4. CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS	12
5. FINANCIAL RISK MANAGEMENT	12
6. CASH AND CASH EQUIVALENTS	16
7. SECURITIES	17
8. TRADE ACCOUNTS RECEIVABLES	18
9. INVENTORIES	18
10. RECOVERABLE TAXES.....	19
11. INCOME TAX AND SOCIAL CONTRIBUTION.....	19
12. JUDICIAL DEPOSITS.....	20
13. OTHER CURRENT AND NON-CURRENT ASSETS	21
14. NON-CURRENT ASSETS HELD FOR SALE	21
15. INVESTMENTS.....	22
16. PROPERTY, PLANT AND EQUIPMENT	24
17. INTANGIBLE ASSETS.....	27
18. RIGHT OF USE AND LEASE LIABILITIES.....	28
19. BORROWING, FINANCING AND DEBENTURES	31
20. TRADE ACCOUNTS PAYABLES AND REVERSE FACTORING OPERATIONS	32
21. TAX LIABILITIES.....	33
22. PROVISION FOR TAX, CIVIL AND LABOR RISKS.....	33
23. OTHER LIABILITIES.....	35
24. SHAREHOLDERS' EQUITY	35
25. REVENUE.....	35
26. OPERATING EXPENSES AND COST OF SALES	36
27. EMPLOYEE BENEFITS.....	36
28. FINANCIAL RESULTS	37
29. OTHER OPERATING EXPENSES, NET.....	37
30. EARNINGS PER SHARE.....	38
31. TRANSACTIONS WITH RELATED PARTIES	39
32. COMMITMENTS	41
33. INSURANCE COVERAGE	42
34. ADDITIONAL INFORMATION RELATING TO THE STATEMENTS OF CASH FLOWS ..	42
35. OBLIGATIONS TO NATURA PAY FIDC SENIOR QUOTA HOLDERS	42
36. SUBSEQUENT EVENTS	43

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

1. GENERAL INFORMATION

NATURA COSMÉTICOS S.A. ("Company"), a wholly owned subsidiary of Natura &Co Holding S.A., is a publicly held corporation, registered with the Securities and Exchange Commission in "Category B", with headquarters in Brazil, in the city of São Paulo, Paulo, State of São Paulo, at Avenida Alexandre Colares, nº 1188, Vila Jaguarã, CEP 05106-000. The Company is an operational entity that has subsidiaries in Brazil and abroad, operating mainly in the cosmetics, fragrances and personal care sector, through the development, manufacturing, distribution and marketing of its products. Natura Cosméticos and its subsidiaries are called "Company".

The Company's brands under management include "Natura" and "Avon" in Brazil, Peru, Colombia, Chile, Argentina, Uruguay and Ecuador. In addition to using the retail, e-commerce, business-to-business (B2B) and franchise markets as product sales channels, the Company and its subsidiaries operate mainly on the direct sales channel carried out by consultants.

1.1 Corporate reorganization through reverse incorporation

On March 25, 2025, the Company's parent company, Natura &Co Holding S.A., executed the "Protocol and Justification" for the Merger of Natura &Co Holding S.A. into its subsidiary, the Company. On April 25, 2025, an Extraordinary General Meeting of Shareholders of Natura &Co Holding S.A. was held, during which the reverse merger involving Natura &Co Holding S.A. (the Parent Company) and the Company was approved.

At the meeting held on June 23, 2025, the Boards of Directors of the Company and its parent company, Natura &Co Holding S.A., after the fulfillment of the conditions precedent set forth in the Merger "Protocol and Justification", approved and established July 1, 2025 as the date of consummation of the Reverse Merger, including the relevant corporate and legal registrations, within the context of a corporate reorganization between entities under common control, under the terms and conditions of the Merger Protocol and Justification, which became effective on July 1, 2025.

Following the consummation of the transaction and the resulting dissolution of the Natura &Co Holding S.A. having occurred after the reporting date of these interim financial statements, the event had no accounting impact for the six-month period ended June 30, 2025. Further information is disclosed in Note 36 - Subsequent Events.

The proposed merger does not interfere with the business units' strategies. In the case of Latin America, the brand integration plan (Wave 2 of Project ELO) remains in place, with its conclusion expected in the third quarter of 2025.

2. MANAGEMENT STATEMENT AND BASIS OF PRESENTATION OF THE INTERIM ACCOUNTING INFORMATION

The Company's interim accounting information, contained in the Quarterly Information Form - ITR for the six-month period ended June 30, 2025, comprises individual and consolidated interim financial information, prepared in accordance with Technical Pronouncement CPC 21 (R1) – Intermediate Statements, issued by the Financial Statements Committee ("CPC"), equivalent to "IAS 34 – *Intermediate Financial Reports*".

The individual and consolidated interim accounting information discloses all the relevant information specific to the interim accounting information, and only that which is consistent with that used by Management in its management.

The individual and consolidated interim accounting information was approved by the Board of Directors and authorized for issuance at a meeting held on August 7, 2025.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

The individual and consolidated interim accounting information was prepared based on historical cost, except for items measured at fair value as a contra entry to profit or loss, which include (i) derivative financial instruments; (ii) contingent consideration arising from the sale of the former subsidiary The Body Shop; (iii) other financial assets; (iv) financial liabilities designated as fair value hedge objects; and (v) liabilities related to cash-settled share-based payment plans ('phantom shares' of B3).

The individual and consolidated interim accounting information is expressed in thousands of Reais ("R\$"), rounded to the nearest thousand, as well as disclosures of amounts in other currencies, when necessary, were also made in thousands. Items published in other currencies are duly identified when applicable.

3. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The accounting policies applied in the preparation of this interim financial information, individual and consolidated, are consistent with those applied and disclosed in explanatory note No. 3 to the Company's audited individual and consolidated financial statements for the year ended December 31, 2024, issued on March 13, 2025, as well as with those applied for the comparative six -month period ended June 30, 2024, except for the standards and amendments effective as of January 1, 2025.

The Company also considered the requirements of Technical Guidance OCPC 10 – Carbon Credits (tCO₂e), Emission Allowances, and Decarbonization Credits (CBIO), effective for periods beginning on January 1, 2025, which were considered in the preparation of these interim individual and consolidated financial information, with no effects on the respective account balances.

This individual and consolidated interim accounting information must be read together with the individual and consolidated financial statements for the year ended December 31, 2024.

4. CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

The areas that require a higher level of judgment and are more complex, as well as the areas in which assumptions and estimates are material to the interim accounting information, were presented in the Company's individual and consolidated financial statements for the year ended December 31, 2024, in explanatory note no. 4.

The other estimates and assumptions used in the preparation of the individual and consolidated interim financial information for the six-month period ended June 30, 2025, did not undergo significant changes in relation to those in effect on December 31, 2024.

5. FINANCIAL RISK MANAGEMENT

The information regarding general and policy considerations was presented in the Company's individual and consolidated financial statements for the year ended December 31, 2024, in explanatory no. 5.1, and has not been changed for the six-month period ended June 30, 2025.

5.1 Market risks and hedge accounting

The Company classifies derivative financial instruments as financial derivatives and operational derivatives. Financial derivatives include swaps or forwards used to hedge exchange rates or interest rate risks related to loans, financing, debt securities and loans between related parties. Operational derivatives include forward contracts used to hedge the exchange rate risk of the Company's operational activities (such as import and export transactions).

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

As of June 30, 2025, and December 31, 2024, derivative contracts are maintained directly with financial institutions and not through stock exchanges and are not subject to margin deposits to guarantee these operations.

Parent Description	Fair value		Fair value adjustment gain (loss)	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Swap contracts: ^(a)				
Asset portion:				
IPCA long position	856,340	817,529	(69,933)	(82,454)
Liability portion:				
Short position on CDI	(828,539)	(822,395)	-	-
NDF and forward contracts:				
Liability portion:				
Natura Cosméticos Position	-	(25,118)	-	(25,118)
Total derivative financial instruments, net:	27,801	(29,984)	(69,933)	(107,572)

Consolidated Description	Fair value		Fair value adjustment gain (loss)	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Swap contracts: ^(a)				
Active tip:				
Dollar long position	856,340	817,529	(69,933)	(82,454)
Passive tip:				
Short position on CDI	(828,539)	(822,395)	-	-
NDF and forward contracts:				
Liability portion:				
Natura Cosméticos Position	-	(25,118)	-	(25,118)
Natura Industria Position	(25,631)	11,539	(25,631)	11,539
Natura México (Latam) Position	-	(1,131)	-	(1,132)
Avon Industrial Position	(4,677)	6,574	(4,677)	6,574
Total derivative financial instruments, net:	(2,507)	(13,002)	(100,241)	(90,591)

(a) Swap transactions consist of the exchange of liability indexers (IPCA or Pre-fixed rate) for an adjustment related to a percentage of the Interbank Deposit Certificate (CDI post-fixed) variation and/or exchange rate variation, in the case of Brazil.

Below is the movement in the balance of net derivatives for the six-month period ending June 30, 2025, and 2024:

	Parent	Consolidated
Balance as of December 31, 2023	46,439	14,204
Effect arising from "swap" and "forward" derivative transaction contracts (not realized)	(60,280)	(105,673)
Payment of funds by settlement with derivatives – operational activity	25,583	50,510
Payment of resources by settlement with derivatives – financing activity	5,339	5,200
Effects of exchange rate variation (other comprehensive results)	530	61,839
Other movements	-	(263)
Balance as of June 30, 2024	17,611	25,817
Balance as of December 31, 2024	(29,984)	(13,002)
Effect arising from "swap" and "forward" derivative transaction contracts (not realized)	27,311	50,914
Payment of funds by settlement with derivatives – operational activity	16,444	8,443
Payment of resources by settlement with derivatives – financing activity	14,768	16,452
Effects of exchange rate variation (other comprehensive results)	(487)	(63,617)
Other movements	(251)	(1,697)
Balance as of June 30, 2025	27,801	(2,507)

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

The Company formally designates certain financial and operational derivatives described above for hedge accounting in accordance with the Company's risk management policy. The fair value of the derivatives designated for cash flow and fair value hedge accounting, as well as the gains and losses for the six-month period ended June 30, 2025, are presented below (consolidated interim financial information):

	Protection Object	Reference currency (Notional)	Fair value	Other comprehensive results	
				Accumulated gain (loss) of the contract	Gain (loss) of the period
Currency swap - US\$/R\$ - Natura Cosméticos	Currency and interest rate	BRL	-	-	(738)
Forward Contracts (Avon Industrial)	Currency	BRL	(4,677)	(4,677)	(11,251)
Forward Contracts (Natura Indústria)	Currency	BRL	(33,709)	(33,709)	(78,604)
Total			(38,386)	(38,386)	(90,593)

The movement in cash flow of hedge reserves recorded in other comprehensive income for the six-month period ending June 30, 2025, and 2024:

	Parent	Consolidated
Cash flow hedge balance on December 31, 2023	(1,379)	(7,637)
Change in the fair value recognized in OCI	530	61,839
Tax effects on the fair value of the hedge instrument	(180)	(17,849)
Cash flow hedge balance on June 30, 2024	(1,029)	36,353
Cash flow hedge balance on December 31, 2024	487	48,164
Change in fair value recognized in OCI	(738)	(90,593)
Tax effects on the fair value of the hedge instrument	251	26,976
Cash flow hedge balance on June 30, 2025	-	(15,453)

5.2 Fair value measurement

The Company's financial assets and liabilities substantially comprise assets and liabilities classified at level 2 of the fair value measurement hierarchy, whose assessment is based on techniques that, in addition to the quoted prices included at level 1, use other information adopted by the direct market (i.e. as prices) or indirectly (i.e. derived from prices). When measuring, the carrying value represents a reasonable approximation of the fair value, as described below:

- (i) the balances of cash and cash equivalents, accounts receivable from customers, accounts payable (including supplier financing arrangements), and other current liabilities are equivalent to their carrying amounts, primarily due to the short-term maturities of these instruments, associated with the Company's operating cycle;
- (ii) the balances of financial investments, (a) measured at amortized cost, approximate their fair values due to the operations being carried out at post-fixed interest rates and (b) measured at fair value as a contra entry to the result, considering the rates agreed between the parties in contracting investments, including market information that allows such calculation;
- (iii) except for certificates of real estate receivables, which are measured at their fair value by applying fair value hedge accounting, the carrying values of loans, financing and debentures are measured at their amortized cost and disclosed at fair value, which does not differ materially from the book values to the extent that the agreed interest rates are consistent with current market rates; and

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

- (iv) the fair value of foreign exchange derivatives (*swap and forward*) is determined based on future exchange rates at balance sheet dates, with the resulting value discounted to present value.

There were no transfers between the measurement levels in the fair value hierarchy during the six-month periods ended June 30, 2025, and 2024 for these assets and liabilities.

For items classified at Level 3 of the fair value measurement hierarchy, please refer to subitems (a), (b), and (c) below (except for the deferred fixed consideration, which is classified at Level 2, as described in subitem (b)):

a) Dynamo Beauty Ventures Ltda. Fund

The fair value of the investment in the Dynamo Beauty Ventures Ltda. Fund ("DBV Fund"), classified at level 3 of the fair value hierarchy, is calculated based on information on the net value of the investment in the Fund (NAV) calculated by the Fund manager based on valuation assumptions consistent with accounting practices adopted in Brazil and IFRS, adjusted to reflect the fair value assumptions applicable to the nature of the Company's investment. The Company's valuation takes into account unobservable inputs in the model, in order to reflect the contractual restrictions on this investment for early redemption and trading of the security in the market. The significant unobservable input used in the fair value measurements reflects a discount due to the lack of liquidity of security, which represents the values that the Company determined that market agents would take into account for these discounts when setting the price of the investment.

b) Receivables associated with the sale of The Body Shop

As part of the sale agreement with the purchaser of the former subsidiary The Body Shop, a contingent consideration was agreed, stipulating additional cash payments to the subsidiary Natura Cosméticos of up to £30,000 thousand in 2025 and £60,000 thousand in 2026, if certain performance measures are achieved by The Body Shop's operation in the fiscal years 2024 and 2025.

In April 2024, when the proposals of the judicial administrator, appointed in the context of the judicial recovery petition in the United Kingdom of the former subsidiary The Body Shop, were filed, additional information was made available that prospectively affected the fair value assessment of the receivable.

Based on these facts and circumstances, the Company's Management assessed that the information that supported the measurement of the fair value of these receivables on December 31, 2023 could no longer be considered reliable for purposes of determining the current fair value of the receivable, thus generating an adjustment in the fair value of the receivable in the six-month period ended June 30, 2024, with the respective impact affecting the income statement, in the line of discontinued operations in the amount of approximately R\$485,000 (R\$330,000, net of income tax).

Regarding the deferred fixed consideration, due on December 29, 2028, from the acquirer of the former subsidiary The Body Shop, the Aurelius Group, in the amount of R\$425,055 (R\$427,753 as of December 31, 2024), the Company did not identify any indicators that the counterparty's credit risk had increased significantly to the point of requiring the recognition of expected credit losses as of June 30, 2025, and as of December 31, 2024. These receivables related to the deferred fixed consideration have a measurement classified within level 2 of the fair value measurement hierarchy.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

c) Receivables associated with the affiliate Avon Cosmetics Limited ("ACL")

As disclosed in explanatory note No. 4.9 in the financial statements as of December 31, 2024, the Company holds receivables from its affiliate ACL, primarily related to intragroup financing provided in 2024 and prior periods, with original amounts totaling R\$619,480. Considering the deterioration of the credit risk of the affiliate ACL, the Company assessed that the credit risk had increased significantly and estimated the expected cash flows for its recoverability, taking into account all contractual terms of the financial instrument, which include cash flows associated with collateral held or other credit enhancements that are an integral part of the contractual terms.

The guarantees substantially consist of rights over the intellectual property of the Avon brand and shares of the Company, which are valued from the perspective of revenue generation from operations using the "*relief from royalty*" methodology. This methodology imputes a percentage as a *royalty* on such revenues to compensate the brand owner for its assignment. In addition to the *royalty* itself (which is obtained from market studies supported by external appraisers), the unobservable inputs involved include revenue and cash flow projections approved by the appropriate governance levels of the Company and used in the conduct of its business, and the discount rate, which reflects applicable market risks.

As of March 31, 2025, as a result of the updated assessment of the recoverability of these receivables, the Company recognized an amount of R\$95,402 as a loss on the recoverable value of the receivables, impacting the income statement under the line item "other operating expenses, net" (refer to explanatory note No. 29). For the three-month period ended June 30, 2025, the Company did not identify any significant increase in the credit risk of these receivables. Therefore, as of June 30, 2025, the net receivables after the allowance for losses amount to R\$279,809 (R\$355,543 as of December 31, 2024), as detailed in Note 31.

6. CASH AND CASH EQUIVALENTS

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Cash and banks	83,311	228,397	583,615	995,970
Certificate of bank deposits	8,301	8,488	34,913	73,979
Repurchase operations ^(a)	-	-	640,921	671,238
	91,612	236,885	1,259,449	1,741,187

- a) Repurchase operations are securities issued by banks with the commitment of repurchasing the securities by the issuing banks themselves, and resale by the client, with defined rates, pre-determined terms, backed by private or public securities depending on the banks' availability and are registered at the Securities Custody and Financial Settlement Center ("CETIP"), these applications being highly liquid with a redemption period of up to 90 days. On June 30, 2025, repurchase agreements are remunerated at an average rate of 101.50% of the CDI (100.0% of the CDI on December 31, 2024).

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

7. SECURITIES

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Exclusive investment funds ^(a)	442,303	415,181	-	-
Mutual investment funds ^(b)	-	-	95,209	579,022
Treasury bills ^(c)	-	-	304,652	281,501
Government securities (LFT) ^(d)	-	-	214,866	410,449
Foreign currency investment funds ^(e)	296,549	395,810	392,596	395,810
Natura Pay FIDC ^(f)	164,559	153,262	-	-
Dynamo and Amazônia Viva Funds	25,285	28,692	25,285	28,692
	928,696	992,945	1,032,608	1,695,474
Current	738,852	810,991	1,007,323	1,666,782
Non-Current	189,844	181,954	25,285	28,692

- a) The Company concentrates part of its investments on an exclusive investment fund, which has a stake in shares of the Essential Investment Fund. The values of the shares held by the Company are presented under the heading "Exclusive Investment Fund" in the parent company.

The financial statements of the Exclusive Investment Fund, in which the group has an exclusive stake (100% of the shares), were consolidated, except for the share of Instituto Natura, and the values of its portfolio were segregated by type of investment and classified as cash equivalents and securities, based on the accounting practices adopted by the Company. For the purposes of consolidated presentation, the balance of the exclusive investment fund, as well as the positions of the other subsidiaries, are presented according to the financial component.

Of the balance on June 30, 2025, the Crer Para Ver line represented R\$31,351 (R\$81,485 on December 31, 2024) in the Exclusive Investment Fund.

- b) Mutual investment funds refer to the financial investments of some subsidiaries, which are concentrated in entities in Argentina, Chile, Colombia and Mexico.
- c) On June 30, 2025, financial investments in Financial Bills are remunerated at an average rate of 104.80% of the CDI (104.10% on December 31, 2024).
- d) On June 30, 2025, financial investments in Public Securities (LFT) are remunerated at an average rate of 100.50% of the CDI (91.20% of the CDI on December 31, 2024).
- e) Fund with investments in US government bonds and/or repurchase agreements backed by US government bonds, and a top-tier financial institution abroad, with an average rate of 4.19%.
- f) The Natura Pay Personal Credit Credit Rights Investment Fund ("Natura Pay FIDC") was established on October 31, 2024, in the form of a closed condominium and is intended exclusively for professional investors, as defined by current legislation. The term is indefinite. On December 31, 2024, the balance referred to the contributions made by the Company to establish the Natura Pay FIDC added to the income for the period; for purposes of consolidated presentation, the balance of the Fund's financial investments is presented according to the financial component. On June 30, 2025, the Fund's investments correspond to repurchase agreements, in the amount of R\$129,813 (R\$296,122 on December 31, 2024), and were classified as cash equivalents. Receivables from credit rights are presented in accounts receivable, and the participation of senior unitholders is recorded, both in the consolidated financial statements. For more information, see explanatory note 35.

The composition of the securities that make up the portfolio of the Essential Investment Fund, in which the Company and its subsidiaries hold a 100% interest, as of June 30, 2025, and December 31, 2024, are as follows:

	Consolidated	
	June 30, 2025	December 31, 2024
Certificate of bank deposits	26,613	23,475
Repurchase operations (cash and cash equivalents)	497,033	329,571
Treasury bills	304,652	281,501
Government securities (LFT)	185,497	160,218
	1,013,795	794,765

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

8. TRADE ACCOUNTS RECEIVABLES

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Trade accounts receivable	1,641,533	1,878,694	4,872,238	5,018,930
(-) Expected credit losses	(136,626)	(144,101)	(356,977)	(359,425)
	1,504,907	1,734,593	4,515,261	4,659,505

The maximum exposure to credit risk at the date of the interim financial information is the carrying amount of each maturity age band net of the allowance for expected credit losses. The following are the balances of trade receivables by exposure to expected credit loss risk on June 30, 2025, and December 31, 2024:

	June 30, 2025				December 31, 2024			
	Parent		Consolidated		Parent		Consolidated	
	Trade accounts receivables	Expected credit losses	Trade accounts receivables	Expected credit losses	Trade accounts receivables	Expected credit losses	Trade accounts receivables	Expected credit losses
Current	1,322,859	(10,172)	4,141,664	(89,553)	1,562,192	(19,619)	4,266,278	(122,920)
Past due:								
Up to 30 days	93,621	(12,868)	314,748	(28,575)	118,824	(22,059)	377,783	(39,801)
31 to 60 days	57,860	(17,662)	102,956	(32,426)	51,441	(21,310)	100,036	(39,823)
61 to 90 days	45,873	(21,597)	80,630	(36,994)	44,136	(25,705)	80,159	(47,436)
91 to 180 days	121,320	(74,327)	232,240	(169,429)	102,101	(55,408)	194,674	(109,445)
	1,641,533	(136,626)	4,872,238	(356,977)	1,878,694	(144,101)	5,018,930	(359,425)

As disclosed in the financial statements as of December 31, 2024 (notes no. 8 and 14.1), the accounts receivable balances as of December 31, 2024, were impacted by the incorporation of balances from the Avon Argentina, Uruguay, and Ecuador subsidiaries acquired in that fiscal year, in addition to the purchase of receivables from these entities prior to the completion of the acquisition.

The movement in the provision for expected credit losses for the six-month periods ended June 30, 2025, and 2024 is represented as follows:

	Parent	Consolidated
Balance as of December 31, 2023	(123,215)	(257,756)
Business combination	(239)	-
Additions, net of reversals	(169,157)	(232,652)
Write-offs ^(a)	131,484	189,446
Translation adjustment	-	(10,439)
Balance as of June 30, 2024	(161,127)	(311,401)
Balance as of December 31, 2024	(144,101)	(359,425)
Additions, net of reversals	(152,640)	(263,667)
Write-offs ^(a)	160,115	245,375
Translation adjustment	-	20,740
Balance as of June 30, 2025	(136,626)	(356,977)

(a) Refers to securities overdue for more than 180 days that are written off when the Company has no expectation of recovery of accounts receivable from customers and sales of the customer portfolio.

9. INVENTORIES

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Finished products	576,743	748,241	2,216,334	2,002,664
Raw materials and packaging	-	-	674,383	495,938
Auxiliary materials	74,648	90,309	212,106	165,737
Products in progress	-	-	73,654	49,793
(-) Expected inventory losses	(25,930)	(29,167)	(331,496)	(327,520)
	625,461	809,383	2,844,981	2,386,616

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

The movement in the expected inventory losses for the six-month periods ended June 30, 2025 and 2024 is represented as follows:

	Parent	Consolidated
Balance as of December 31, 2023	(17,476)	(238,270)
Additions, net of reversals ^(a)	(35,502)	(99,501)
Write-offs ^(b)	18,338	79,051
Translation adjustment	-	(15,937)
Balance as of June 30, 2024	(34,640)	(274,657)
Balance as of December 31, 2024	(29,167)	(327,520)
Additions, net of reversals ^(a)	(2,676)	(91,445)
Write-offs ^(b)	5,913	70,753
Translation adjustment	-	16,716
Balance as of June 30, 2025	(25,930)	(331,496)

- a) Refer to the constitution and/or net reversals of provisions for losses due to discontinuity, validity and quality, to cover losses in the realization of inventories, in accordance with the policy established by the Company and its subsidiaries.
- b) Composed of write-offs of products discarded by the Company and its subsidiaries.

10. RECOVERABLE TAXES

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
ICMS on purchase of goods ^(a)	109,479	214,041	353,782	324,616
Taxes on purchase of goods – foreign subsidiaries	-	-	177,839	174,879
ICMS on purchases of property, plant and equipment	3,424	3,067	25,227	20,382
PIS and COFINS on purchase of property, plant and equipment and purchase of goods ^(b)	74,567	46,350	648,077	570,730
Tax on Manufactured Goods - IPI ^(c)	1,601	2,291	105,531	74,421
Other	27,154	26,229	32,837	30,524
	216,225	291,978	1,343,293	1,195,552
Current	122,935	137,440	776,775	542,408
Non-current	93,290	154,538	566,518	653,144

- a) Tax credits related to the tax on the circulation of goods, interstate and intercity transportation and communication services (ICMS) were generated mainly by purchases, whose tax rate is higher than the average sales. The Company expects to realize these credits in the normal course of operation by offsetting them against sales transactions in the domestic market.
- b) The accumulated PIS and COFINS tax credits arise, basically, from credits on purchases of raw materials used in production and acquisition of fixed assets, as well as credits arising from the exclusion of ICMS from the PIS/COFINS calculation basis. The realization of these credits normally occurs through offsetting with sales transactions in the domestic market.
- c) Balance will be used to offset IPI (Tax on Industrialized Products) and other federal tax payable in future operations of the Company.

11. INCOME TAX AND SOCIAL CONTRIBUTION

In the six-month period ended June 30, 2025, the Company recorded an effective income tax rate of 32%, resulting from a profit before taxes of R\$679,317 and an income tax expense of R\$217,280. "The effective tax rate, which deviated from the nominal rate of 34%, was mainly impacted by permanent tax benefits, such as investment subsidies and other incentives. On the other hand, it was also affected by the mix of pre-tax results by country, including unrecognized tax losses, hyperinflation adjustment in Argentina, different nominal tax rates applicable to foreign subsidiaries, and permanent tax effects in various jurisdictions.

In comparison, for the six-month period ended June 30, 2024, the effective rate was 23.51%, calculated on a profit before taxes of R\$1,108,469 and an income tax expense of R\$260,549. The deviation from the nominal rate of 34% was explained by the mix of results by country,

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

non-deferred tax losses, variations in the rates of foreign subsidiaries, and permanent tax effects that increased local obligations, counterbalanced by permanent tax benefits such as investment grants, interest on equity, and other incentives.

The movement of deferred income tax and social contribution assets and liabilities for the six-month periods ended June 30, 2025, and 2024 is represented as follows:

	Parent	Consolidated	
	Assets	Assets	Liabilities
Balance as of December 31, 2023	348,142	881,584	(39,615)
Effect on result	(41,665)	(11,844)	54,864
Transfer between deferred income tax and social contribution liabilities and assets	-	14,542	(14,542)
Write-off associated with discontinued operation	146,284	146,284	-
Reserve for granting options and restricted shares	16,269	16,747	-
Tax effects on gains (losses) in cash flow hedge operations	(180)	(17,850)	-
Translation adjustments	-	(20,828)	(707)
Balance as of June 30, 2024	468,850	1,008,635	-
Balance as of December 31, 2024	667,348	1,297,821	-
Effect on result	(3,671)	(61,575)	-
Reserve for granting options and restricted shares	(2,465)	(2,560)	-
Tax effects on gains (losses) in cash flow hedge operations	251	26,976	-
Translation adjustments	-	(23,297)	-
Balance as of June 30, 2025	661,463	1,237,365	-

The Company considered effective rate projections including the effects of continuing and discontinued operations when determining the tax effects applicable to the six-month periods ended June 30, 2025, and 2024.

Management monitors the performance of all its entities and evaluates whether deferred income tax assets can be realized from four sources of use: potential tax loss offset, reversal of taxable temporary differences, tax planning opportunities (which can include corporate movements) and projection of future taxable profits. The Company does not have a record of deferred income tax assets that cannot be supported by one or more of these sources of realization.

12. JUDICIAL DEPOSITS

Represent restricted assets of the Company and are related to the amounts deposited and held in court until the resolution of the disputes to which they are related. The judicial deposits maintained by the Company on June 30, 2025 and December 31, 2024 are as follows:

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Unaccrued tax proceedings ^(a)	215,322	213,797	404,079	385,310
Accrued tax proceedings ^(b)	144,120	135,816	165,250	152,436
Unaccrued civil proceedings	1,208	2,405	1,431	2,758
Accrued civil proceedings	1,575	1,023	1,942	1,293
Unaccrued labor proceedings	2,410	1,326	2,880	2,076
Accrued labor proceedings	250	502	545	224
Total judicial deposits	364,885	354,869	576,127	544,097

a) The tax proceedings related to these judicial deposits refer, advantageously, to ICMS-ST.

b) The tax proceedings related to these judicial deposits refer, substantially, to the sum of the ICMS-ST amounts in explanatory note no. 21 and the probable tax contingencies in explanatory note no. 22.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIODS ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

Below is the movement in the balance of judicial deposits for the six-month periods ending June 30, 2025, and 2024:

	Parent	Consolidated
Balance as of December 31, 2023	383,182	408,030
New deposits	5,510	35,084
Rescues	(17,724)	(17,724)
Monetary adjustment	11,373	13,483
Payments/write-offs for expenses	(21,684)	(28,801)
Balance as of June 30, 2024	360,657	410,072
Balance as of December 31, 2024	354,869	544,097
New deposits	1,478	21,432
Redemptions in favor of the Company	(3,502)	(3,534)
Monetary adjustment and interest	12,903	19,525
Application in case settlement	(863)	(1,006)
Conversion adjustments	-	(4,387)
Balance as of June 30, 2025	364,885	576,127

In addition to judicial deposits, the Company has guarantee insurance policies and letters of guarantee for some legal proceedings.

13. OTHER CURRENT AND NON-CURRENT ASSETS

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Marketing and advertising advances	169,350	47,055	176,132	56,223
Supplier advances	66,424	44,499	111,933	99,758
Employee advances	7,179	9,567	13,742	14,552
Advance insurance expenses	10,292	16,154	20,730	29,656
Customs broker advances - Import taxes	-	-	77,252	50,324
Carbon credits	14,746	11,975	14,746	11,975
Other	16,082	16,070	57,294	61,305
	284,073	145,320	471,829	323,793
Current	277,073	142,544	459,101	319,533
Non-current	7,000	2,776	12,728	4,260

14. NON-CURRENT ASSETS HELD FOR SALE

	Consolidated
Balance as of December 31, 2024	-
Property Transfers	36,821
Balance as of June 30, 2025	36,821

- a) As of June 30, 2025, the transfers substantially comprise properties held by the subsidiary Avon Argentina. The Company did not identify any indication of impairment at the time of the initial recognition of the classification as non-current assets held for sale.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024
(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

15. INVESTMENTS

The information and movement of balances for the six-month periods ended June 30, 2025, and 2024 are below:

June 30, 2025																							
	Indústria e Comércio de Cosméticos Natura Ltda. (*)	Natura Cosméticos S.A. - Chile	Natura Cosméticos S.A. - Peru	Natura Cosméticos S.A. - Argentina	Natura Cosméticos de México (*)	Natura Cosméticos Ltda. - Colômbia	Natura Biosphera Ltda	Natura Comercial Ltda	Natura &Co Pay Serviços Financeiros e Tecnologia em Pagamentos Eletrônicos Ltda.	Natura &Co Pay Holding S.A.	Natura & Co Pay SCD	Newbeauty Indústria e Comércio de CosméticosLTD A.	Natura Cosmetics Asia Pacific Pte. Ltd. Singapura	Avon Industrial	Natura França	Natura EUA	Avon Uruguai	Total	Avon Chile	Newbeauty Franquias Ltda.	Avon Argentina	Natura Equador	Total
Participation percentage	100.00%	100.00%	100.00%	99.99%	99.98%	100.00%	100.00%	100.00%	100.00%	100.00%	99.90%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		99.88%	100.00%	98.00%	100.00%	
Net equity of subsidiaries	2,647,326	203,951	98,479	1,208,047	1,008,556	147,914	101,437	173,373	308,228	5,925	592,399	5,659	1,383	936,210	16,936	29,968	10,139	7,495,930	(88,402)	(7,044)	(75,861)	(12,048)	(183,355)
Share of equity	2,594,291	203,933	98,477	1,207,926	1,008,353	147,914	101,439	173,371	308,227	5,925	591,807	5,659	1,382	918,617	16,936	29,969	10,140	7,424,366	(92,562)	(7,042)	(74,345)	(12,049)	(185,998)
Net profit (loss) for the period of the subsidiaries	65,434	10,221	24,077	208,709	99,299	33,862	20,067	32,700	1,534	267	10,853	1,881	8	(8,372)	(2,467)	(39,807)	4	458,270	1,198	256	(82,970)	(2,637)	(84,153)
Balances on December 31, 2024	2,123,864	206,543	79,864	1,134,539	936,881	120,619	111,368	150,671	306,685	5,443	579,462	16,278	535	938,240	19,500	(1,200)	10,520	6,739,812	(99,632)	(7,298)	7,868	(10,927)	(109,989)
Equity equivalence result	65,434	10,221	24,077	208,688	99,279	33,862	20,067	32,700	1,534	267	10,842	1,881	8	(8,372)	(2,467)	(39,807)	4	458,218	1,197	256	(81,311)	(2,637)	(82,495)
Exchange rate variation and other adjustments in the translation of investments of subsidiaries abroad	(655)	(12,831)	(5,464)	(267,418)	(27,807)	(6,567)	-	-	-	215	-	-	(39)	-	(97)	(2,825)	(384)	(323,872)	5,873	-	(1,872)	1,515	5,516
Effect of adjustment of hyperinflationary economy	627	-	-	131,840	-	-	-	-	-	-	-	-	-	-	-	-	-	132,467	-	-	970	-	970
Contribution of the parent company to stock option plans granted to executives of subsidiaries and other reserves	2,715	-	-	-	-	-	4	-	8	-	1,503	-	-	-	-	-	-	4,230	-	-	-	-	-
Effect on hedge accounting net of tax effects	(51,879)	-	-	-	-	-	-	-	-	-	-	-	-	(11,251)	-	-	-	(63,130)	-	-	-	-	-
Dividends received	-	-	-	-	-	-	(30,000)	(10,000)	-	-	-	-	-	-	-	-	-	(40,000)	-	-	-	-	-
Capital increases	454,185	-	-	277	-	-	-	-	-	-	-	(12,500)	878	-	-	73,800	-	516,640	-	-	-	-	-
Balances on June 30, 2025	2,594,291	203,933	98,477	1,207,926	1,008,353	147,914	101,439	173,371	308,227	5,925	591,807	5,659	1,382	918,617	16,936	29,968	10,140	7,424,365	(92,562)	(7,042)	(74,345)	(12,049)	(185,998)

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024
(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

June 30, 2024																				
	Indústria e Comércio de Cosméticos Natura Ltda. (*)	Natura Cosméticos S.A. - Chile	Natura Cosméticos S.A. - Peru	Natura Cosméticos S.A. - Argentina	Natura Cosméticos de México (*)	Natura Cosméticos Ltda. - Colômbia	Natura Biosphera Ltda	Natura Comercial Ltda	Natura &Co Pay Serviços Financeiros e Tecnologia em Pagamentos Eletrônicos Ltda.	Natura &Co Pay Holding S.A.	Natura & Co Pay SCD	The Body Shop Brasil Franquias LTDA.	The Body Shop Brasil Ind. e Com.Cosméticos LTDA.	Natura Cosmetics Asia Pacific Pte. Ltd. Singapura	Avon Industrial	Natura França	Natura EUA	Total	Avon Chile	Total
Participation percentage	100.00%	100.00%	100.00%	99.99%	99.98%	100.00%	100.00%	100.00%	100.00%	100.00%	99.90%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		99.88%	
Net equity of subsidiaries	1,998,095	160,855	51,578	788,496	953,349	118,511	157,264	149,864	295,211	5,245	310,666	(2,088)	15,861	7,950	903,752	22,550	3,324	5,940,483	(100,399)	5,840,084
Share of equity	1,949,285	160,840	51,578	788,420	953,158	118,511	157,264	149,859	295,211	5,245	310,355	(2,088)	15,861	7,950	878,411	22,550	3,324	5,865,734	(100,279)	5,765,455
Net profit (loss) for the period of the subsidiaries	159,168	(16,033)	(2,691)	(116,276)	150,159	14,249	17,742	24,419	23,382	202	788	(5,457)	(432)	-5,484	29,947	(5,394)	(8,745)	259,544	15,269	274,813
Balances on December 31, 2023	1,759,062	166,450	49,495	487,900	750,105	96,515	139,522	125,440	271,829	5,454	109,568	3,369	16,293	3,810	855,185	25,525	7	4,865,522	-	4,865,522
Equity equivalence result	159,168	(16,033)	(2,691)	(116,264)	150,129	14,249	17,742	24,419	23,382	202	787	(5,457)	(432)	(5,484)	29,947	(5,394)	(8,745)	259,525	15,250	274,775
Exchange variation and other adjustments in the conversion of investments of subsidiaries abroad	(456)	10,423	4,774	6,952	52,917	7,747	-	-	-	(411)	-	-	-	611	-	2,419	265	85,241	(6,679)	78,562
Hyperinflationary economy adjustment effect	-	-	-	409,832	-	-	-	-	-	-	-	-	-	-	-	-	-	409,832	-	409,832
Contribution of the parent company to stock option plans granted to executives of subsidiaries and other reserves	1,088	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,088	-	1,088
Actuarial gain/loss	(3,876)	-	-	-	-	-	-	-	-	-	-	-	-	-	(16,054)	-	-	(19,930)	-	(19,930)
Effect on hedge accounting net of tax effects	34,299	-	-	-	8	-	-	-	-	-	-	-	-	-	9,333	-	-	43,640	-	43,640
Capital increases	-	-	-	-	-	-	-	-	-	-	200,000	-	-	9,013	-	-	11,797	220,810	-	220,810
Acquisition of a subsidiary under common control (note 14.1)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(108,850)	(108,850)
Balances on June 30, 2024	1,949,285	160,840	51,578	788,420	953,158	118,511	157,264	149,859	295,211	5,245	310,355	(2,088)	15,861	7,950	878,411	22,550	3,324	5,865,727	(100,279)	5,765,448

(*) Consolidated information of the following companies:

Indústria e Comércio de Cosméticos Natura Ltda.: Indústria e Comércio de Cosméticos Natura Ltda. e Natura Logística e Serviços Ltda.

Natura Cosméticos de México S.A: Natura Cosméticos y Servicios de México, S.A. de C.V., Natura Cosméticos de México, S.A. de C.V. e Natura Distribuidora de México, S.A. de C.V.

Natura (Brasil) International B.V.; Natura Brasil Inc. (EUA - Delaware), Natura International Inc. (EUA - Nova York), Natura Europa SAS (França)

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

16. PROPERTY, PLANT AND EQUIPMENT

		Parent					
	Useful life range (years)	December 31, 2024	Additions	Write-offs	Transfers	Transfer of assets as a form of capital contribution to a subsidiary (a)	June 30, 2025
Cost:							
Vehicles	2 to 5	813	-	-	-	-	813
Tools and accessories	3 to 20	1,280	-	-	15	(101)	1,194
Machinery and accessories	3 to 15	340,116	-	(7)	2,146	(44,043)	298,212
Leasehold improvements	2 to 20	158,064	-	-	586	(23,307)	135,343
Buildings	14 to 60	112,094	-	-	-	-	112,094
Furniture and fixture	2 to 25	32,617	137	(9)	109	(522)	32,332
Lands	-	16,516	-	-	-	-	16,516
IT equipment	3 to 15	129,603	873	(191)	1,871	(2,841)	129,315
Projects in progress	-	79,407	5,473	(98)	(2,757)	(1,739)	80,286
Total cost		870,510	6,483	(305)	1,970	(72,553)	806,105
Depreciation value:							
Vehicles		(723)	(5)	-	-	-	(728)
Tools and accessories		(536)	(879)	-	-	34	(1,381)
Machinery and accessories		(162,260)	(11,215)	5	-	18,137	(155,333)
Leasehold improvements		(88,712)	(3,553)	-	-	10,503	(81,762)
Buildings		(4,109)	(1,768)	-	-	-	(5,877)
Furniture and fixture		(16,568)	(1,043)	8	-	246	(17,357)
IT equipment		(98,155)	(5,972)	41	-	1,097	(102,989)
Total depreciation		(371,063)	(24,435)	54	-	30,017	(365,427)
Net total		499,447	(17,952)	(251)	1,970	(42,536)	440,678

- a) Capital increase of the Company in the subsidiary Indústria e Comércio de Cosméticos Natura Ltda, carried out in the first quarter of 2025.

		Parent				
	Useful life range (years)	December 31, 2023	Additions	Write-offs	Transfers	June 30, 2024
Cost:						
Vehicles	2 to 5	719	-	-	94	813
Tools and accessories	3 to 20	1,183	-	-	-	1,183
Machinery and accessories	3 to 15	339,371	474	(9,144)	1,708	332,409
Leasehold improvements	2 to 20	153,366	-	(42)	2,389	155,713
Buildings	14 to 60	110,618	-	-	-	110,618
Furniture and fixture	2 to 25	32,558	-	(224)	10	32,344
Lands	-	16,516	-	-	-	16,516
IT equipment	3 to 15	118,156	27	(367)	1,754	119,570
Projects in progress	-	35,135	11,272	-	(1,941)	44,466
Total cost		807,622	11,773	(9,777)	4,014	813,632
Depreciation value:						
Vehicles		(715)	(3)	-	(63)	(781)
Tools and accessories		(436)	(47)	-	-	(483)
Machinery and accessories		(148,900)	(13,435)	6,807	48	(155,480)
Leasehold improvements		(78,044)	(5,992)	41	(59)	(84,054)
Buildings		(568)	(1,763)	-	-	(2,331)
Furniture and fixture		(14,652)	(1,080)	176	(2)	(15,558)
IT equipment		(87,263)	(5,840)	238	11	(92,854)
Total depreciation		(330,578)	(28,160)	7,262	(65)	(351,541)
Net total		477,044	(16,387)	(2,515)	3,949	462,091

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024
(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

		Consolidated						
	Useful life range (years)	December 31, 2024	Additions	Write-offs	Transfers	Transfers to Assets Held for Sale	Translation adjustment	June 30, 2025
Cost:								
Vehicles	2 to 5	73,321	-	-	309	-	(8,947)	64,683
Tooling	3	237,752	-	-	-	-	(99)	237,653
Tools and accessories	3 to 20	117,395	469	(3,784)	(890)	(253)	(1,453)	111,484
Facilities	3 to 60	368,566	-	-	(646)	-	(1,713)	366,207
Machinery and accessories	3 to 15	1,917,625	1,784	(50,941)	10,096	(12,937)	(61,263)	1,804,364
Leasehold improvements	2 to 20	294,226	6,809	(19,563)	8,107	-	(4,789)	284,790
Buildings	14 to 60	951,482	-	-	-	(87,561)	(124,597)	739,324
Furniture and fixtures	2 to 25	180,062	4,747	(10,712)	3,116	(7,999)	(5,954)	163,260
Lands	-	75,003	-	-	-	(493)	(7,245)	67,265
IT equipment	3 to 15	271,036	2,208	(937)	3,119	-	(13,163)	262,263
Projects in progress	-	307,376	106,490	(123)	(21,339)	2	(6,292)	386,114
Total cost		4,793,844	122,507	(86,060)	1,872	(109,241)	(235,515)	4,487,407
Depreciation value:								
Vehicles		(23,042)	(5,444)	-	23	-	4,919	(23,544)
Tooling		(198,230)	(7,968)	-	-	-	67	(206,131)
Tools and accessories		(17,137)	(879)	1,618	-	253	1,161	(14,984)
Facilities		(227,944)	(8,058)	-	137	-	1,168	(234,697)
Machinery and accessories		(1,310,634)	(42,252)	21,233	(160)	11,757	42,879	(1,277,177)
Leasehold improvements		(150,510)	(13,178)	17,480	-	-	2,680	(143,528)
Buildings		(456,671)	(9,994)	-	-	54,345	114,451	(297,869)
Furniture and fixture		(104,891)	(7,493)	10,467	-	6,065	4,742	(91,110)
IT equipment		(246,390)	(12,423)	709	-	-	12,068	(246,036)
Total depreciation		(2,735,449)	(107,689)	51,507	-	72,420	184,135	(2,535,076)
Net total		2,058,395	14,818	(34,553)	1,872	(36,821)	(51,380)	1,952,331

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024
(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

				Consolidated				
	Useful life range (years)	December 31, 2023	Business Combination	Additions	Write-offs	Transfers	Translation adjustment	June 30, 2024
Cost:								
Vehicles	2 to 5	26,674	-	145	(199)	94	23,754	50,468
Tooling	3	211,026	-	-	-	949	196	212,171
Tools and accessories	3 to 20	102,801	419	52	(1,091)	91	759	103,031
Facilities	3 to 60	340,062	-	92	(2)	(31)	4,936	345,057
Machinery and accessories	3 to 15	1,502,486	306	1,087	(24,877)	4,891	51,206	1,535,099
Leasehold improvements	2 to 20	248,589	-	7,124	(930)	6,727	5,652	267,162
Buildings	14 to 60	615,344	-	880	-	154	4,442	620,820
Furniture and fixtures	2 to 25	142,567	-	2,069	(421)	3,190	5,196	152,601
Lands	-	60,981	-	-	-	-	1,435	62,416
IT equipment	3 to 15	211,057	114	1,351	(393)	6,524	8,655	227,308
Projects in progress	-	196,106	-	74,959	(11,292)	(24,038)	7,431	243,166
Total cost		3,657,693	839	87,759	(39,205)	(1,449)	113,662	3,819,299
Depreciation value:								
Vehicles		(5,860)	-	(6,068)	141	(63)	(8,592)	(20,442)
Tooling		(188,400)	-	(4,403)	-	-	(78)	(192,881)
Tools and accessories		(6,578)	-	(881)	499	-	(399)	(7,359)
Facilities		(209,629)	-	(7,923)	-	9	(3,315)	(220,858)
Machinery and accessories		(1,000,111)	-	(37,037)	14,542	40	(23,537)	(1,046,103)
Leasehold improvements		(123,621)	-	(12,187)	435	(59)	(2,745)	(138,177)
Buildings		(213,848)	-	(5,976)	-	-	(749)	(220,573)
Furniture and fixture		(78,787)	-	(6,601)	335	(2)	(2,235)	(87,290)
IT equipment		(195,948)	-	(10,966)	223	12	(6,781)	(213,460)
Total depreciation		(2,022,782)	-	(92,042)	16,175	(63)	(48,431)	(2,147,143)
Net total		1,634,911	839	(4,283)	(23,030)	(1,512)	65,231	1,672,156

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

17. INTANGIBLE ASSETS

	Parent						
	Useful life range (years)	December 31, 2024	Additions	Write-offs	Transfers	Transfer of assets as a form of capital contribution to a subsidiary (a)	June 30, 2025
Cost:							
Software	3 to 10	1,574,610	5,125	(1,905)	(1,970)	(88,308)	1,487,552
Total cost		1,574,610	5,125	(1,905)	(1,970)	(88,308)	1,487,552
Accumulated amortization:							
Software		(1,031,429)	(93,940)	1,671	-	87,747	(1,035,951)
Total accrued amortization		(1,031,429)	(93,940)	1,671	-	87,747	(1,035,951)
Net total		543,181	(88,815)	(234)	(1,970)	(561)	451,601

- a) Capital increase of the Company in the subsidiary Indústria e Comércio de Cosméticos Natura Ltda, carried out in the first quarter of 2025.

		Parent				
	Useful life range (years)	December 31, 2023	Additions	Write-offs	Transfers	June 30, 2024
Cost:						
Software	3 to 10	1,521,230	68,450	(4,991)	(4,013)	1,580,676
Total cost		1,521,230	68,450	(4,991)	(4,013)	1,580,676
Accumulated amortization:						
Software		(800,022)	(117,612)	1,017	64	(916,553)
Total accrued amortization		(800,022)	(117,612)	1,017	64	(916,553)
Net total		721,208	(49,162)	(3,974)	(3,949)	664,123

Consolidated							
	Useful life range (years)	December 31, 2024	Additions	Write-offs	Transfers	Translation adjustment	June 30, 2025
Cost:							
Software	2.5 to 10	2,017,051	36,499	(8,029)	(1,893)	(17,779)	2,025,849
Goodwill acquisition of Singu		52,049	-	-	-	-	52,049
Relationship with retail customers	10	454	-	-	-	(55)	399
Other intangible assets and intangibles under development	2 to 10	8,751	140	-	-	(473)	8,418
Total cost		2,078,305	36,639	(8,029)	(1,893)	(18,307)	2,086,715
Amortization:							
Software		(1,297,448)	(119,584)	7,497	-	14,426	(1,395,109)
Relationship with retail customers		(454)	-	-	-	55	(399)
Other intangible assets and intangibles under development		(744)	-	-	-	-	(744)
Total accrued amortization		(1,298,646)	(119,584)	7,497	-	14,481	(1,396,252)
Net total		779,659	(82,945)	(532)	(1,893)	(3,826)	690,463

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

	Useful life range (years)	Consolidated						June 30, 2024
		December 31, 2023	Business combination	Additions	Write-offs	Transfers	Translation adjustment	
Cost:								
Software	2,5 to 10	1,841,443	1,237	104,689	(25,537)	(2,363)	32,936	1,952,405
Goodwill acquisition of Singu	-	52,049	-	-	-	-	-	52,049
Relationship with retail customers	10	203	-	-	-	-	180	383
Other intangibles	2 to 10	606	-	4,904	-	-	17	5,527
Total cost		1,894,301	1,237	109,593	(25,537)	(2,363)	33,133	2,010,364
Amortization:								
Software		(971,561)	-	(133,759)	8,923	2,358	(28,329)	(1,122,368)
Relationship with retail customers		(202)	-	-	-	-	(181)	(383)
Other intangibles		(607)	-	-	-	-	(16)	(623)
Total accrued amortization		(972,370)	-	(133,759)	8,923	2,358	(28,526)	(1,123,374)
Net total		921,931	1,237	(24,166)	(16,614)	(5)	4,607	886,990

18. RIGHT OF USE AND LEASE LIABILITIES

a) Right-of-use

	Useful life range (years) ^(a)	Parent			
		December 31, 2024	Additions	Write-offs	June 30, 2025
Cost value:					
Vehicles	3	65,420	-	(1,645)	63,775
Buildings	3 to 10	752,625	2,335	(33,827)	721,133
Software	2.5 to 10	5,566	-	-	5,566
Machinery and accessories	3 to 10	10,469	-	(2,208)	8,261
Total cost		834,080	2,335	(37,680)	798,735
Accumulated depreciation:					
Vehicles		(39,149)	(10,481)	1,645	(47,985)
Buildings		(360,552)	(32,859)	8,523	(384,888)
Software		(3,961)	(1,068)	-	(5,029)
Machinery and accessories		(4,663)	(1,668)	2,208	(4,123)
Total accrued depreciation		(408,325)	(46,076)	12,376	(442,025)
Net total		425,755	(43,741)	(25,304)	356,710

	Useful life range (years) ^(a)	Parent			
		December 31, 2023	Additions	Write-offs	June 30, 2024
Cost value:					
Vehicles	3	61,213	7,169	-	68,382
Buildings	3 to 10	731,944	29,053	-	760,997
Software		13,912	-	(8,346)	5,566
Machinery and accessories		10,469	-	-	10,469
Total cost		817,538	36,222	(8,346)	845,414
Accumulated depreciation:					
Vehicles		(24,090)	(10,769)	-	(34,859)
Buildings		(313,408)	(34,164)	-	(347,572)
Software		(6,574)	(1,859)	5,556	(2,877)
Machinery and accessories		(2,332)	(1,160)	-	(3,492)
Total accrued depreciation		(346,404)	(47,952)	5,556	(388,800)
Net total		471,134	(11,730)	(2,790)	456,614

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024
(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

	Useful life range (years) ^(a)	December 31, 2024	Consolidated				June 30, 2025
			Additions	Write-offs	Transfers	Translation adjustment	
Cost:							
Vehicles	3	80,584	746	(3,511)	-	(711)	77,108
Machinery and equipment	3 a 10	14,001	-	(5,686)	-	(150)	8,165
Buildings	3 a 10	1,185,499	39,183	(46,645)	21	(44,688)	1,133,370
Retail stores	3 a 10	167,971	3,286	(47,745)	-	(138)	123,374
Software		11,092	-	-	-	(78)	11,014
Total cost		1,459,147	43,215	(103,587)	21	(45,765)	1,353,031
Depreciation value:							
Vehicles		(49,307)	(12,470)	3,293	-	396	(58,088)
Machinery and equipment		(6,803)	(3,005)	5,686	-	-	(4,122)
Buildings		(572,699)	(80,262)	21,467	-	28,422	(603,072)
Retail stores		(81,760)	(9,746)	40,357	-	311	(50,838)
Software		(9,017)	(1,281)	-	-	61	(10,237)
Total accrued depreciation		(719,586)	(106,764)	70,803	-	29,190	(726,357)
Net total		739,561	(63,549)	(32,784)	21	(16,575)	626,674

	Useful life range (years) ^(a)	December 31, 2023	Business combination	Consolidated				June 30, 2024
				Additions	Write-offs	Transfers	Translation adjustment	
Cost:								
Vehicles	3	88,957	-	10,010	-	-	1,942	100,909
Machinery and equipment	3 to 10	14,077	-	-	-	-	(61)	14,016
Buildings	3 to 10	963,015	20,273	62,183	(26,343)	-	53,037	1,072,165
IT equipment	10	2,881	-	-	(2,835)	-	(46)	-
Retail stores	3 to 10	146,994	-	25,715	(7,810)	-	261	165,160
Software		19,132	-	437	(12,129)	3,811	238	11,489
Total cost		1,235,056	20,273	98,345	(49,117)	3,811	55,371	1,363,739
Depreciation value:								
Vehicles		(43,595)	-	(15,461)	-	-	(1,508)	(60,564)
Machinery and equipment		(3,401)	-	(1,692)	-	-	-	(5,093)
Buildings		(407,411)	-	(61,803)	7,759	-	(35,616)	(497,071)
IT equipment		(1,284)	-	(343)	1,577	-	50	-
Retail stores		(62,930)	-	(12,129)	3,625	-	78	(71,356)
Software		(8,954)	-	(2,830)	7,660	(2,294)	(383)	(6,801)
Total accrued depreciation		(527,575)	-	(94,258)	20,621	(2,294)	(37,379)	(640,885)
Net total		707,481	20,273	4,087	(28,496)	1,517	17,992	722,854

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

	Parent		Consolidated	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Amounts recognized in the income statement for the six-month periods ended June 30, 2025, and 2024				
Financial expense on leasing	24,059	30,611	46,728	45,719
Amortization of Right of use	46,076	47,952	106,764	94,258
Short-Term Lease Expenses and Low-Value Assets	1,626	504	4,783	569
Total	71,761	79,067	158,275	140,546

Amounts recognized in the financing activities in the cash flow statement:

Lease payments (principal) 70,183 61,353 124,217 102,600

Amounts recognized in the operating activities in the cash flow statement:

Lease payments (interest) 24,059 30,611 46,122 45,103

Total 94,242 91,964 170,339 147,703

b) Lease liability

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Current	82,462	85,389	174,213	111,209
Non-current	170,101	260,327	370,305	571,941
Total	252,563	345,716	544,518	683,150

Below is the movement in the balance of lease liabilities for the six - month periods ended June 30, 2025, and 2024:

	Parent	Consolidated
Balance as of December 31, 2023	400,821	681,297
New contracts and modifications	36,052	92,200
Acquisition of a subsidiary under common control	-	21,473
Transfers	-	1,517
Payments (principal)	(61,353)	(102,600)
Payments (interest)	(30,611)	(45,103)
Appropriation of financial charges	30,611	45,719
Write-offs	(3,764)	(33,734)
Translation adjustments	-	4,603
Balance as of June 30, 2024	371,756	665,372
Balance as of December 31, 2024	345,715	683,150
New contracts and modifications	2,335	34,138
Payments (principal)	(70,183)	(124,217)
Payments (interest)	(24,059)	(46,122)
Appropriation of financial charges	24,059	46,728
Write-offs	(25,304)	(32,535)
Translation adjustments	-	(16,624)
Balance as of June 30, 2025	252,563	544,518

a) It mainly refers to the termination of contracts related to store leases.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

The amount of lease liability payments, including interest payments due to maturity, is as follows:

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Less than a year	106,888	117,973	240,604	227,433
One to five years	246,734	192,218	451,659	521,735
More than five years	51,325	65,674	51,325	65,674
Total expected cash flow	404,947	375,865	743,588	814,842
Interest to be incurred	(152,384)	(30,149)	(199,070)	(131,692)
Total balance	252,563	345,716	544,518	683,150

19. BORROWING, FINANCING AND DEBENTURES

Ref	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Financing Agency for Studies and Projects (FINEP)		3,799	3,799	3,944
Debentures	A	2,429,852	2,385,455	2,429,852
Total		2,433,651	2,389,254	2,433,651
Current		77,434	36,200	77,434
Non-current		2,356,217	2,353,054	2,353,054

Ref:	Emission	Currency	Maturity	Charges	Effective Interest rate	Guarantees
A	13th 12th – 1st Grade 12th – 2nd Grade 12th – 3rd Grade	Real	June/2029 September/2027 September/2029 September/2032	CDI + 1.20%; CDI + 0.8%; 6.8% + IPCA; 6.9% + IPCA, with semi-annual payments.	CDI+1.20%, CDI+0.8%, CDI+1.34%, CDI+1.60	None

Changes in the balances of borrowing, financing and debentures for the six-month periods ended June 30, 2025, and 2024 are as follows:

	Parent	Consolidated
Balance as of December 31, 2023	2,512,302	2,512,302
Captures	96,992	96,992
Amortizations	(916,451)	(916,451)
Appropriation of financial charges, net of funding costs	107,772	107,772
Payment of financial charges	(191,665)	(191,665)
Balance as of June 30, 2024	1,608,950	1,608,950
Balance as of December 31, 2024	2,389,254	2,389,399
Amortizations	-	(145)
Appropriation of financial charges	179,010	179,010
Payment of financial charges	(134,613)	(134,613)
Balance as of June 30, 2025	2,433,651	2,433,651

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

The maturities of the non-current portion of borrowing, financing and debentures recorded as non-current liabilities are as follows:

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
2027	246,777	243,614	246,777	243,614
2028 onwards	2,109,440	2,109,440	2,109,440	2,109,440
Total	2,356,217	2,353,054	2,356,217	2,353,054

Restrictive clauses in contracts

As of June 30, 2025, and December 31, 2024, the Company and its subsidiaries are not required to calculate and disclose restrictive clauses (*covenants*).

The Company also has *covenants* related to non-financial indicators according to each contract. The Company is in compliance with such clauses as of June 30, 2025, and December 31, 2024.

20. TRADE ACCOUNTS PAYABLES AND REVERSE FACTORING OPERATIONS

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Domestic trade accounts payables	1,004,512	1,183,623	4,650,677	4,381,961
Foreign trade accounts payables ^(a)	38,783	54,974	60,339	65,087
Subtotal	1,043,295	1,238,597	4,711,016	4,447,048

a) Refers to imports denominated mainly in US dollars and euros.

The Company has contracts with top-tier financial institutions, mainly Banco Itaú S.A., to directly structure supplier financing agreements with its main suppliers. For further details on these transactions, please see note 3.14 in the financial statements for the year ended December 31, 2024. Further information on the amounts included in the agreement is included below:

Details regarding the amounts that are part of this structure are disclosed as follows:

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Carrying value of obligations under supplier finance arrangement	229,639	261,747	1,702,992	1,292,034
Amount at which supplier received payment from financiers	99,434	157,258	570,999	669,009
Average payment terms (after invoice date) for:				
Obligations under supplier finance arrangement	90 days	86 days	104 days	106 days
Obligations not under supplier finance arrangement	52 days	75 days	62 days	84 days

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

21. TAX LIABILITIES

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
ICMS ordinary	186,618	243,100	211,530	252,064
ICMS-ST provision ^(a)	66,777	65,792	66,777	65,792
Taxes on invoicing – abroad	-	-	129,145	199,095
Withholding tax (IRRF)	43,714	62,101	56,987	76,749
Other taxes payable - foreign subsidiaries	-	-	52,249	4,118
INSS and ISS	3,371	3,425	9,281	8,615
Other	23	50	5,835	4,569
Total	300,503	374,468	531,804	611,002
Current	234,231	308,676	464,950	544,907
Non-current	66,272	65,792	66,854	66,095

- a) The Company has discussions about the illegality of changes to state legislation for charging ICMS-ST. Part of the amount recorded as taxes payable, but not yet collected, is being discussed in court by the Company, and in some cases, the amounts are deposited in court, as mentioned in explanatory note no. 12.

22. PROVISION FOR TAX, CIVIL AND LABOR RISKS

The Company and its subsidiaries are parties to legal and administrative proceedings of tax, civil, labor nature, among others.

The Company's Management believes, supported by the opinion of its legal advisors, and based on the information existing up to the date of publication of these financial statements, that the provisions for tax, civil, labor risks and other administrative and judicial discussions are sufficient to cover eventual losses, as shown below:

21.1 Contingencies assessed as probable risk of loss

The movement in the provision for tax, civil and labor risks whose risk of loss is assessed as probable is presented below:

	Parent							
	Tax		Civil		Labor		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Balance on January 1	83,730	132,617	132,514	126,220	122,320	94,034	338,564	352,871
Additions	7,013	6,042	3,963	11,026	45,305	58,943	56,281	76,011
Reversals	(612)	(46,560)	(1,993)	(2,058)	(11,490)	(2,131)	(14,095)	(50,749)
Payments and use of judicial deposits ^(a)	-	(20,517)	(6,316)	(6,278)	(61,336)	(48,590)	(67,652)	(75,385)
Inflation adjustment	2,817	4,686	4,819	3,430	639	2,498	8,275	10,614
Balance on June 30	92,948	76,268	132,987	132,340	95,438	104,754	321,373	313,362
Non-current							321,373	313,362

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

	Consolidated							
	Tax		Civil		Labor		Total	
	2025	2024	2025	2024	2025	2024	2025	2024
Balance on January 1	109,874	150,922	147,403	135,828	205,044	121,688	462,321	408,438
Additions	8,945	15,320	4,900	12,526	78,214	71,039	92,059	98,885
Reversals ^(c)	(1,056)	(50,326)	(2,877)	(17,732)	(32,605)	(5,440)	(36,538)	(73,498)
Payments and use of judicial deposits ^(a)	-	(21,767)	(6,316)	(6,305)	(69,015)	(55,358)	(75,331)	(83,430)
Inflation adjustment	3,712	5,860	5,374	3,845	859	3,771	9,945	13,476
Exchange rate variation	(125)	1	(970)	230	(12,402)	286	(13,497)	517
Acquisition of subsidiaries ^(c)	-	-	-	15,124	-	624	-	15,748
Balance on June 30	121,350	100,010	147,514	143,516	170,095	136,610	438,959	380,136
Not- Current							438,959	380,136

- a) Tax reversals consist of principal and fines, plus interest. The net effect of additions and reversals of principal fines of tax contingencies was recorded in Other Operating Expenses, Net (explanatory note No. 29), amounting to R\$(6,561) in the Parent Company and R\$(7,976) in the Consolidated.

The net effect of monetary restatements of all contingencies and reversals of interest from tax contingencies was recorded in the Financial Result (explanatory note no. 28), totaling R\$(8,116) in the Parent Company and R\$(9,858) in the Consolidated.

- b) Labor reversals and payments mainly refer to the settlements of lawsuits filed by former employees and service providers. None of these lawsuits are individually significant.
- c) As of June 30, 2024, these pertained to civil and labor lawsuits arising from the acquisition of the subsidiary Avon Chile, within the context of the ELO project, carried out in the third quarter of 2024.

21.2 Contingencies assessed as possible risk of loss

The Company is engaged in administrative and judicial discussions related to certain tax positions adopted in the calculation of IRPJ and CSLL, whose current prognosis analysis, based on the assessment of Management, is that they will probably be accepted in decisions of higher courts of last instance, in line with the provisions of ICPC 22/IFRIC 23 - Uncertainty over Treatment of Taxes on Profit.

The Company and its subsidiaries have administrative and legal contingencies whose probability of loss, assessed by the Company's Management and supported by legal advisors, is classified as possible and, therefore, no provision has been recorded.

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Tax	8,683,606	8,546,023	11,887,320	11,644,243
Civil	73,773	74,360	96,789	129,156
Labor	25,952	283,164	33,015	286,599
Total contingent liabilities	8,783,331	8,903,547	12,017,124	12,059,998

The reduction in labor-related provisions is substantially associated with a favorable court ruling for the Company in a class action filed by a labor union, which challenged the payment of overtime and wage supplements, as well as the use of the 'expected value' statistical method in the measurement of certain claims, replacing individualized assessments with total provisioning based on the average ticket value.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

23. OTHER LIABILITIES

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Post-employment health care plan ^(a)	114,078	106,938	169,773	159,727
Deferred revenue from performance obligations with customers ^(b)	12,807	30,196	17,894	64,822
Provisions for operating expenses (marketing / technology, etc.) ^(c)	98,831	119,336	228,256	257,437
<i>Crer Para Ver</i> ^(d)	26,050	28,958	28,252	30,607
Provision for lease	6,542	11,386	10,465	17,811
Carbon credits	24,061	15,085	24,061	15,085
Insurance payables	1,283	10,243	5,169	18,311
Other provisions ^(e)	20,197	23,817	16,762	59,744
Total	303,849	345,959	500,632	623,544
Current	157,997	213,103	297,717	437,094
Non-current	145,852	132,856	202,915	186,450

- a) Refers to post-employment medical assistance plans.
b) Refers to the deferral of revenue from performance obligations related to points-based loyalty programs, sales of gift cards not yet converted into products, and programs and events to honor direct selling consultants.
c) Refers to the Company's operating provisions arising mainly from expenses with the provision of technology, marketing and advertising services, etc.
d) Contribution of the social program to the development of the quality of education.
e) Refers to miscellaneous provisions such as indemnities and long-term contractual obligations.

24. SHAREHOLDERS' EQUITY

Share Capital

As of June 30, 2025, and December 31, 2024, the Company's share capital is R\$2,000,000 consisting of 920,205,397 subscribed common shares with no par value.

On July 1, 2025, a corporate reorganization was completed through a reverse merger under common control, in which the Company absorbed its parent company, Natura &Co Holding S.A. As a result, the Company's share capital increased from R\$2,000,000 to R\$6,000,000, represented by 1,374,557,657 registered book-entry common shares with no par value, to be allocated to the Company's shareholders. Further information is provided in Note 36 – Subsequent Events.

25. REVENUE

	Parent		Consolidated	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Taxable gross revenue:				
Direct Selling	8,018,092	7,994,479	12,439,863	11,324,063
Retail	-	-	681,372	549,267
Online	357,097	261,011	567,472	408,779
Other sales	99,934	80,608	211,984	194,534
Subtotal	8,475,123	8,336,098	13,900,691	12,476,643
Returns and cancellations	(83,151)	(105,017)	(153,157)	(182,404)
Commercial discounts and rebates	-	-	(5,051)	(5,355)
Taxes on sales	(1,633,548)	(1,905,496)	(3,308,017)	(3,143,880)
Subtotal	(1,716,699)	(2,010,513)	(3,466,225)	(3,331,639)
Total revenue	6,758,424	6,325,585	10,434,466	9,145,004

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

26. OPERATING EXPENSES AND COST OF SALES

	Parent		Consolidated	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Classified by function				
Cost of sales	2,618,730	2,533,603	3,387,105	2,935,573
Selling, marketing and logistics expenses	2,232,949	2,122,694	4,072,325	3,481,329
Administrative, R&D, IT and project expenses	1,124,322	926,240	1,451,428	1,093,548
Total	5,976,001	5,582,537	8,910,858	7,510,450
Classified by nature				
Cost of sales	2,618,730	2,533,603	3,387,105	2,935,573
Raw material/packaging material/resale	2,618,730	2,533,603	2,914,109	2,547,905
Employee benefits expense (note no. 27)	-	-	197,046	136,766
Depreciation and amortization	-	-	44,823	36,197
Other	-	-	231,127	214,705
Selling, marketing and logistics expenses	2,232,949	2,122,694	4,072,325	3,481,329
Logistics costs	402,670	430,584	748,952	745,072
Personnel expenses (note no. 27)	358,883	220,046	884,603	637,976
Marketing, sales force and other selling expenses	1,417,467	1,414,305	2,317,969	1,988,635
Depreciation and amortization	53,929	57,759	120,801	109,646
Administrative, R&D, IT and project expenses	1,124,322	926,240	1,451,428	1,093,548
Innovation expenses	92,051	49,990	94,593	50,989
Personnel expense (note no. 27)	492,025	586,320	643,608	651,208
Other administrative expenses	429,724	153,965	544,814	217,135
Depreciation and amortization	110,522	135,965	168,413	174,216
Total	5,976,001	5,582,537	8,910,858	7,510,450

27. EMPLOYEE BENEFITS

	Parent		Consolidated	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Salaries, profit sharing and bonuses	542,075	523,367	1,143,858	976,926
Supplementary pension plan	2,927	8,605	12,832	18,733
Share-based payments and related charges, net of taxes	29,963	32,999	31,306	36,390
Medical assistance, food and other benefits	108,599	97,343	237,458	166,354
Charges, taxes and social contributions	45,252	42,568	137,471	92,982
INSS	122,092	101,484	162,332	134,565
Total	850,908	806,366	1,725,257	1,425,950

27.1 Share-based payments

Detailed information regarding share-based payment plans was presented in the Company's financial statements for the year ended December 31, 2024, in note no. 26.

The expense related to stock option plans, restricted shares and performance shares, including social security charges, recognized in the six-month period ended June 30, 2025, was R\$29,963 and R\$30,780 in the parent company and consolidated (R\$32,999 and R\$ 36,990 on June 30, 2024), respectively.

During the period, the main plans granted were as follows:

- 5,871,541 restricted stock units (RSUs), including 1,390,853 B3 phantom shares, which will vest at the end of a period of up to 3 years, provided the participant remains employed during the vesting period; and
- 2,144,727 restricted shares, including 465,613 B3 phantom shares, which are generally exercised in installments over 1 to 3 years, provided the participant remains employed during the vesting period. These shares are referred to as 'Matching Shares,' through

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

which eligible employees elect to invest a portion of their Profit-Sharing Program payout in the Company's shares. The Company then grants Matching Shares to match the shares acquired

28. FINANCIAL RESULTS

	Parent		Consolidated	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Financial expenses (debt interest) ^(a)	(167,066)	(175,581)	(167,066)	(175,581)
Financial investments and others income	21,849	84,005	62,754	155,209
Exchange variations on financial activities, net	(206,089)	170,479	(217,646)	40,174
Derivative losses on interest payments and other financial activities, net	15,362	7,529	38,990	(37,740)
Adjustment of provision for tax, civil and labor risks and tax obligations	(8,117)	6,838	(9,858)	5,034
Rental expenses	(24,059)	(30,611)	(46,728)	(45,719)
Hyperinflationary Economy Adjustment (Argentina)	-	-	(21,480)	(310,594)
Other financial expenses	9,655	(23,420)	52,377	30,658
Financial results	(358,465)	39,239	(308,657)	(338,559)

- a) Interest on debt includes, in addition to interest expenses in the amount of R\$(179,010), the result from derivatives designated as fair value hedges, totaling R\$11,944.

29. OTHER OPERATING EXPENSES, NET

	Parent		Consolidated	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Other operating income, net				
Revenue from the sale of the customer portfolio	15,144	176	15,144	176
Reversal of provision for tax contingencies	-	23,066	-	16,497
Tax credits ^(a)	18,894	108,038	52,968	108,711
Loss of profits (Canoas CD)	15,000	-	15,000	-
Reversal of transportation losses	-	43,351	-	43,351
Deferred revenue from incentive funds	-	6,996	-	6,996
Deferred revenue from service funds	3,120	-	3,120	-
Other operating revenue	881	16,867	5,335	19,643
Total other operating income	53,039	198,494	91,567	195,374
Other operating expenses, net				
Result from write-off of fixed assets	-	(1,452)	(4,893)	(1,566)
Crer Para Ver ^(b)	(16,464)	(32,333)	(19,324)	(32,333)
Transformation and integration plan ^(c)	(99,378)	(77,970)	(177,190)	(94,706)
Restructuring expenses	(39,485)	-	(42,408)	-
Write-off due to debt loss	(95,402)	-	(95,402)	-
Tax contingencies	(6,561)	-	(7,976)	-
Other operating expenses	(12,595)	(10,803)	(16,341)	(21,643)
Total other operating expenses	(269,885)	(122,558)	(363,534)	(150,248)
Other operating income (expenses), net	(216,846)	75,936	(271,967)	45,126

- a) Refers to mainly PIS and COFINS credits.
- b) Allocation of the operating profit obtained from sales of the line of non-cosmetic products called "Crer Para Ver" to the Natura Institute, specifically intended for social projects aimed at developing the quality of education.
- c) Expenses related to the execution of the integration plan between the Natura and Avon brands, which is mainly supported by the workstreams of operations and logistics, organizational restructuring, credit and collection review, and commercial model optimizations.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

30. EARNINGS PER SHARE

On July 1, 2025, the Company completed the merger with its former parent company, Natura &Co Holding S.A., which resulted in an increase in share capital and the issuance of new common shares. Additionally, during the fiscal year 2025, share repurchases were carried out and recorded as treasury shares, and certain share-based compensation plans were migrated, both of which impacted the weighted average number of shares outstanding.

In accordance with CPC 41 – Earnings per Share, the basic and diluted earnings per share amounts were retrospectively adjusted to reflect the new number of shares outstanding resulting from the merger and other corporate events that did not involve inflows or outflows of resources to the Company.

Treasury shares repurchased after the reporting date were included in the weighted average number of shares for the period. The migration of share-based compensation plans impacted on the diluted earnings per share calculation, considering the potential number of shares to be issued.

Basic earnings per share are calculated by dividing the profit or loss attributable to the Company's shareholders by the weighted average number of common shares outstanding, excluding common shares repurchased and held as treasury shares.

The basic result per share is calculated by dividing the profit or loss attributable to the Company's shareholders by the weighted average number of common shares.

	Consolidated	
	June 30, 2025	June 30, 2024
Profit attributable to the Company's controlling shareholders	462,037	550,280
Weighted average of the number of issued common shares	1,374,557,657	920,205,397
Weighted average number of treasury shares	(1,938,400)	
Weighted average number of common shares outstanding, net of treasury shares	1,372,619,257	920,205,397
Profit basic per share – R\$	0.3366	0.5980

The diluted earnings per share are calculated by adjusting the weighted average of the number of common shares in circulation, assuming the conversion of all potential common shares that would cause dilution. With the completion of the reverse merger on July 1, 2025, the Company's shares began trading on B3 S.A. – Brasil, Bolsa, Balcão. As a result, stock options, restricted shares, and the acceleration of the strategic plan began to have a dilutive effect on earnings per share, where applicable.

	Consolidated	
	June 30, 2025	June 30, 2024
Profit attributable to the Company's controlling shareholders	462,037	550,280
Weighted average number of outstanding common shares, net of treasury shares	1,372,619,257	1,372,619,257
Adjustment for stock options and restricted shares	4,551,085	4,551,085
Weighted average number of common shares for diluted earnings per share calculation	1,377,170,342	1,377,170,342
Diluted earnings per share – R\$	0.3355	0.3996

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

31. TRANSACTIONS WITH RELATED PARTIES

In the course of the Company's operations, rights and obligations are generated between related parties, arising from administrative expenses and provision of services.

31.1 Receivables and payables with related parties

The Company has transactions with related parties recognized as shown below:

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Current Assets:				
Natura Logística e Serviços Ltda. ^(b)	108	41	-	-
Natura Biosphera Franqueadora Ltda. ^(b)	898	504	-	-
Natura Comercial Ltda. ^(d)	3,609	6,216	-	-
Natura Cosméticos S.A. – Argentina ^(b)	-	148,730	-	-
Natura Cosméticos Ltda. – Colômbia ^(b)	-	39,684	-	-
Natura Distribuidora de México ^(b)	-	2,521	-	-
Newbeaty Franquias Ltda. ^(d)	7,747	7,645	-	-
Newbeauty Industria e Comercio de Cosmeticos Ltda. ^(d)	878	3,031	-	-
Natura &Co Holding S.A. ^(b)	313,680	51,074	313,680	51,074
Natura &Co UK ^(c)	76,038	77,490	76,038	77,490
Natura &Co Pay Serviços Financeiros ^(e)	1,073,930	1,093,579	-	-
Natura &Co Pay SCD ^(f)	-	145,774	-	-
Avon - Reino Unido (ACL) ^(c)	279,809	355,543	279,809	355,543
Natura&Co International S.A. – Luxemburgo ^(c)	538,314	219,282	538,314	219,282
Avon Industrial Ltda ^(d)	-	6,683	20	-
Singu Serviços de Beleza Ltda. ^(d)	62	-	-	-
Cosméticos Avon S.A.C.I. – Argentina ^(b)	1,882	-	-	-
Avon Cosmetics Manufacturing ^(c)	859,429	871,564	1,584,021	1,514,688
Beauty Prod Hold ^(b)	-	-	976	2,168
Avon - Equador ^(b)	38,759	30,066	-	-
Avon - Chile ^(b)	3,171	4,024	-	-
Avon - África do Sul ^(b)	-	-	9	-
Total of assets	3,198,314	3,063,451	2,792,865	2,220,245
Current	2,918,505	2,707,908	2,513,056	1,864,702
Non-current	279,809	355,543	279,809	355,543

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

	Parent		Consolidated	
	June 30, 2025	December 31, 2024	June 30, 2025	December 31, 2024
Current liabilities:				
Indústria e Comércio de Cosméticos Natura Ltda. ^(d)	2,034,492	1,743,593	-	-
Avon Industrial Ltda ^(d)	56,592	-	-	-
Natura Cosméticos S.A. – Chile ^(b)	39,983	41,464	-	-
Natura Cosméticos S.A. – Peru ^(b)	-	14,411	-	-
Natura Cosméticos S.A. – Argentina ^(b)	35,199	42,483	-	-
Natura Cosméticos Ltda. – Colômbia ^(b)	14,045	14,746	-	-
Natura Distribuidora de México ^(b)	-	-	-	2
Natura França ^(c)	78,421	-	-	-
Natura E.U.A. ^(c)	30,559	-	-	-
Natura &Co Pay SCD ^(b)	49,455	-	-	-
Natura &Co Holding S.A. ^(b)	4,604	-	2,748	33,638
Natura &Co UK ^(b)	655	658	3,105	4,092
Avon - Reino Unido ^(b)	42,723	48,641	176,421	163,622
Avon Cosmetics Manufacturing ^(d)	-	-	24,983	11,974
Avon - Equador ^(b)	3,398	28,646	-	-
Avon – Polônia ^(b)	-	-	318	697
Total current liabilities	2,390,126	1,934,642	207,575	214,025
Suppliers - related parties	2,390,126	1,934,642	207,575	214,025
Dividends and interest on equity payable ^(a)	-	144,835	-	144,835

- a) Refers to the distribution of dividends and interest on equity.
- b) Refers to the sharing of expenses between group companies.
- c) Refers substantially to loans between group companies.
- d) Values to values related to the purchase and sale of products.
- e) Refers to amounts received by Natura &Co Pay Financeira to be passed on to the Company.
- f) Refers to amounts received by Natura &Co SCD to be passed on to the Company.

	Parent			
	Sale of products		Purchase of products	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Natura Comercial Ltda.	18,718	9,546	43,005	41,304
Newbeauty Franquias Ltda.	699	3,740	-	-
Newbeauty Ind. E Com. de Cosméticos Ltda	952	-	4894	-
Indústria e Comércio de Cosméticos Natura Ltda.	47,044	4,636	3,101,777	3,125,191
Avon Industrial Ltda	-	1,319	3,187	5,790
Total sale or purchase of products	67,413	19,241	3,152,863	3,172,285

31.2 Loans granted or obtained from related parties

Natura Cosméticos S.A (Brazil) and Natura&Co International S.A. – Luxemburgo

During the six-month period ended June 30, 2025, the Company entered into new loan agreements benefiting another group affiliate, Natura&Co International S.A. - Luxembourg, in the total amount of US\$65,500 (equivalent to approximately R\$350,000), of which the full amount has already been disbursed. The loans will bear interest between 7.58% and 7.95% per annum and are intended to provide cash flow. These loans have a settlement deadline until February 2026.

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

Natura Cosméticos S.A (Brazil) and Natura & Co Holding S.A.

During the six-month period ended June 30, 2025, the Company entered into new loan agreements in favor of its parent company, Natura & Co Holding S.A, totaling R\$307,867, all of which had been fully disbursed. The loans bore interest at a rate of 100% of the CDI plus 1.55% per month and were intended to provide liquidity. These loans were extinguished upon the completion of the reverse merger on July 1, 2025.

31.3 Transactions with uncontrolled and unconsolidated related parties

Instituto Natura

Instituto Natura is one of the shareholders of the Essential Investment Fund and, on June 30, 2025, its balance was R\$8,321 (R\$3,588 on June 30, 2024).

In the six-month period ended June 30, 2025, the Company and its subsidiaries transferred to Instituto Natura as a donation associated with the net result of sales of the *Natura Crer Para Ver* product line the amount of R\$24,050 (R\$35,000 on June 30, 2024).

31.4 Remuneration of key management personnel

The total compensation of the key management personnel is as follows:

	June 30, 2025			June 30, 2024		
	Compensation			Compensation		
	Fixed	Variable	Total	Fixed	Variable	Total
Executive Board	21,363	27,970	49,333	13,683	25,007	38,690

The totals in the table above include employer social security and pension charges.

The amounts include increases and/or reversals of accumulated expense recognized in prior years due to reassessments of the number of premiums expected to vest and reassessment of employer social security charges that must be paid at vesting.

32. COMMITMENTS

In the normal course of its business, the Company enters into long-term contracts for the supply of manufacturing, transportation, information technology and electricity services (with effective physical delivery, to supply its manufacturing activities). The contracts provide for termination clauses for non-compliance with essential obligations. Generally, the minimum contractually agreed upon is acquired and for this reason there are no liabilities recorded in addition to the amount that is recognized on an accrual basis.

The Company has commitments arising from electricity supply agreements, with effective physical delivery, to supply its manufacturing activities, as described below:

- Contracts initiated in 2022 and valid until 2026, with the Megawatts/hour value ranging between R\$329 and R\$397.
- Contracts initiated in 2023 and valid until 2026, with the Megawatts/hour value ranging between R\$155 and R\$267.
- Contracts initiated in 2025 and valid until 2027, with the Megawatts/hour value ranging between R\$82.92 and R\$255.

The minimum total supply payments, measured at nominal value, according to the contract, are:

	June 30, 2025	December 31, 2024
Less than one year	12,000	12,230
One to five years	9,518	15,403
Total	21,518	27,633

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

33. INSURANCE COVERAGE

The Company adopts an insurance policy that mainly considers the concentration of risks and their relevance, considering the nature of its activities and the guidance of its insurance consultants. Insurance coverage, as of June 30, 2025, and December 31, 2024, is demonstrated as follows:

Item	Type of coverage	Amount insured	
		June 30, 2025	December 31, 2024
Industrial complex and administrative sites	Any damage to buildings, facilities, inventories, and machinery and equipment	3,000,000	3,000,000
Vehicles	Fire, theft and collision for the vehicles insured by the Company	700	700
Transport	Damages to products in transit	37,743	34,977
Civil liability	Protection against errors or complaints in the exercise of professional activity that affect third parties	296,683	271,795
Environmental liability	Protection against environmental accidents that may result in environmental lawsuits	30,000	30,000

34. ADDITIONAL INFORMATION RELATING TO THE STATEMENTS OF CASH FLOWS

The following table presents the investment and financing transactions that do not involve the use of cash and cash equivalents and are therefore presented separately as additional information to the cash flow statements:

	Parent		Consolidated	
	June 30, 2025	June 30, 2024	June 30, 2025	June 30, 2024
Net effect of additions to property, plant and equipment/intangible assets not yet paid	525	9,095	27,462	18,942
Capital increase in subsidiary through transfer of assets	493,285	-	-	-

35. OBLIGATIONS TO NATURA PAY FIDC SENIOR QUOTA HOLDERS

Natura Pay FIDC was established on October 31, 2024, with indefinite term, aims to acquire receivables rights originated by the Company, as well securities and financial instruments. During the period between the beginning of activities and December 31, 2024, quotes with the following subclasses fully paid-in i) "senior 1", in the amount of 346,752, corresponding to R\$350,000; and ii) subordinated, in the amount of 150,852, corresponding to R\$152,000.

The Company is the only holder of the subordinate quotas and, therefore, has the right to the entire residual value of the entity, holding the rights to its variable returns. Thus, the Fund is consolidated in the financial statements.

In the financial statements, the FIDC's senior quotas held by third parties are recorded as a financial liability under 'Obligations with senior quota holders - Natura Pay FIDC', as it represents the contractual return on third-party paid-in capital in the Fund, and the remuneration paid to the senior quota holders is recorded as a financial expense. The financial liability with the senior quota holders is part of the Company's gross debt. As of June 30, 2025, the financing obligations due to senior quota holders totaled R\$351,763 (R\$353,489 as of December 31, 2024), with remuneration of CDI +1.35% (CDI + 1.35% as of December 31, 2024).

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION
FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

36. SUBSEQUENT EVENTS

Corporate reorganization through reverse acquisition under common control

At a meeting held on June 23, 2025, the Boards of Directors of the Company and its parent, Natura &Co Holding S.A, after the satisfaction of the conditions' precedent provided for in the Protocol and Justification of Merger, approved July 1, 2025, as the effective date of the Merger. The consideration of the exchange ratio of the Merger of 1 common share issued by Company in substitution for each 1 (one) common share issued by the Natura &Co Holding S.A. was also approved. On July 2, 2025, trading began with NATU3 shares in the Novo Mercado segment of B3.

As a result of the approval of the completion of the Merger, the Company's capital increase, approved at the respective AGE, in the amount of R\$4,000,000, was confirmed. This amount corresponds, in part, to the net assets incorporated from the Natura &Co Holding S.A. as of December 31, 2024, of R\$6,461,495, with the remaining R\$2,461,495 allocated to the capital reserve. The changes in equity of Natura &Co Holding S.A. between December 31, 2024 and the effective date of the merger, on July 1, 2025, were absorbed by the Company's shareholders' equity, as presented in the table below.

Upon completion of the Merger, the investment held by Natura &Co Holding S.A. in the Company was cancelled, and the Company issued one (1) registered, book-entry common share representing its capital for each share issued by Natura &Co Holding S.A. held by its shareholders on July 1, 2025, in accordance with the exchange ratio set forth in the Merger Protocol and Justification.

Upon completion of the Merger on July 1, 2025, the Company's share capital was increased from R\$2,000,000 to R\$6,000,000. The 1,390,615,155 registered, book-entry common shares with no par value into which the share capital of Natura &Co Holding S.A. was divided were cancelled and replaced by 1,374,557,657 registered, book-entry common shares with no par value to be allocated to the Company's shareholders, in substitution for the cancelled shares. The number of shares into which the share capital of Natura &Co Holding S.A. was divided was adjusted due to the issuance of 440,000 new shares and the cancellation of 16,497,498 treasury shares held by Natura &Co Holding S.A., which were not replaced by shares issued by the Company. The amendment to the Company's Bylaws reflecting this update will be submitted for ratification at the next general shareholders' meeting, together with the consolidated version of the Bylaws, to be held after this date.

The Natura &Co Holding S.A. shares to be allocated to the Company's shareholders in substitution for the cancelled shares carry the same rights as the existing common shares, and are fully entitled to all benefits, including dividends, interest on capital, and other distributions declared by the Company after the completion date of the Merger.

Accordingly, upon completion of the transaction on July 1, 2025, the Company absorbed its former parent company, Natura &Co Holding S.A., with both entities under common control before and after the transaction. Natura &Co Holding S.A. was dissolved on July 1, 2025, and the accounting entity resulting from the transaction — the Company — will continue to reflect the ongoing operations of the Group.

Thus, the operation was not consummated at the date of these interim financial statements and was therefore treated as a non-adjusting subsequent event, producing no effects on these interim financial statements for the six-month period ended June 30, 2025.

This operation was characterized as a corporate reorganization under common control, not constituting a business combination under CPC 15 (R1) / IFRS 3. Therefore, Company applied the predecessor cost method (carrying amount). By applying this method, the assets, liabilities, and other accounting balances of the merged entity, including goodwill and goodwill generated in the acquisition by the Natura &Co Holding S.A. of Avon entities

NATURA COSMÉTICOS S.A.

NOTES TO THE INDIVIDUAL AND CONSOLIDATED INTERIM ACCOUNTING INFORMATION FOR SIX-MONTHS PERIOD ENDED JUNE 30, 2025, and 2024

(Amounts in thousands of Reais - R\$, except as mentioned otherwise)

in Brazil and Latin America, which were not part of the corporate structure of Avon Products, Inc (API) on the Chapter 11 date, were recognized in Company's books at their carrying amount, with no recognition of goodwill or gain from a bargain purchase, nor fair value remeasurement, with any effect resulting from differences between the acquired accounting balance and the consideration paid recognized in shareholders' equity.

As of June 30, 2025, the Natura &Co Holding S.A. shareholders' equity was R\$15,043,690, comprising share capital of R\$12,490,035 and capital reserves of R\$2,553,655 (net of accumulated losses and equity valuation adjustments). The reconciliation between the shareholders' equity of Natura &Co Holding and that of the Company as of the date of completion of the reverse merger is presented in the table below.

	Natura Cosméticos - Consolidated June 30, 2025	Natura &Co Holding S.A. - Consolidated June 30, 2025	(-) Natura Cosméticos - Consolidated June 30, 2025	Elimination adjustments July 1, 2025	Natura Cosméticos - Consolidated July 1, 2025
Assets					
Circulating assets	13,613,768	18,871,950	(13,613,768)	-	18,871,950
Non-Current Assets	6,478,499	15,992,623	(6,478,499)	-	15,992,623
Total assets	20,092,267	34,864,573	(20,092,267)	-	34,864,573
Liabilities					
Circulating assets	6,696,475	11,220,430	(6,696,475)	-	11,220,430
Non-Current Assets	3,935,638	8,601,185	(3,935,638)	-	8,601,185
Total Liabilities	10,632,113	19,821,615	(10,632,113)	-	19,821,615
Net worth					
Share capital	2,000,000	12,490,035	(2,000,000)	(6,490,035)	6,000,000
Capital reserves	575,641	10,365,739	(575,641)	(9,790,098)	575,641
Capital reserve - incorporation of Natura &Co Holding S.A.	-	-	-	1,583,536	1,583,536
Profit reserves	6,157,954	-	(6,157,954)	6,157,954	6,157,954
Treasury shares	-	-	-	-	-
Accumulated losses	-	(8,572,306)	-	8,572,306	-
Asset valuation adjustments	726,559	760,222	(726,559)	(33,663)	726,559
Total equity	9,460,154	15,043,690	(9,460,154)	-	15,043,690
Non-controlling	-	(732)	-	-	(732)
Total Liabilities and Equity	20,092,267	34,864,573	(20,092,267)	-	34,864,573

Approval of the share buyback program

At a meeting held on June 23, 2025, the Company's Board of Directors approved the establishment of a share buyback program, starting on July 2, 2025, simultaneously with the beginning of the Company's shares (B3: NATU3) trading on the B3 S.A. – Brasil, Bolsa, Balcão Novo Mercado segment.

The program will utilize the Company's capital reserves, in accordance with the provisions of paragraph 1 of article 30 of Law No. 6,404/76, for the acquisition, in a single transaction or series of transactions, of up to 34,166,408 registered, book-entry common shares with no par value, issued by the Company. As of the date of issuance of this interim financial information, 1,938,400 common shares have been repurchased, totaling R\$19,550, representing 5.67% of the total share buyback program.