

NATURA COSMÉTICOS S.A.

CNPJ/ME No.
71.673.990/0001-77

Publicly Held Company

NIRE
35.300.143.183

**Excerpt From the Minutes of the Ordinary Board of Directors' Meeting
held on August 6, 2025**

I. Date, Time and Place: on August 6, 2025, at 9:00 a.m., at the branch office of Natura Cosméticos S.A., in the City of Cajamar, State of São Paulo.

II. Call Notice: Convened pursuant to Article 15, paragraph 2 of the Bylaws of Natura Cosméticos S.A. (“Company”).

III. Attendance: All members of the Company’s Board of Directors were present, namely: Fábio Colletti Barbosa, Chairman of the Board, Alessandro Giuseppe Carlucci, Antonio Luiz da Cunha Seabra, Bruno de Araujo Lima Rocha, Gilberto Mifano, Guilherme Peirão Leal, João Paulo Brotto Gonçalves Ferreira, Maria Eduarda Mascarenhas Kertész, and Pedro Luiz Barreiros Passos, members of the Board of Directors. Also present was Mr. Moacir Salzstein, the Company’s Corporate Governance Officer.

IV. Presiding Board: Mr. Fábio Colletti Barbosa chaired the meeting and invited Mr. Moacir Salzstein to act as secretary.

V. Agenda: To analyze and approve the interim individual and consolidated financial statements of the Company and of Natura &Co Holding S.A., enrolled with the CNPJ/MF under No. 32.785.497/0001-97 and merged into the Company on July 1, 2025, together with the accompanying notes and the draft report of the independent external auditors, for the second quarter of the fiscal year 2025, ended June 30, 2025 (“2Q25 Quarterly Information”).

VI. Resolutions: Following discussions on the matter included in the agenda, the Company’s Board of Directors reviewed and approved the 2Q25 Quarterly Information, prepared in accordance with CVM regulations and applicable accounting standards. The Company’s Executive Board is hereby authorized to take all necessary steps for the disclosure of the 2Q25 Quarterly Information.

VII. Closing: The Chairman thanked all present and declared the meeting closed, suspending the proceedings for the drafting of these minutes, which, having been read, discussed, and found to be in order, were approved and signed by the presiding officers and the attendees.

I hereby attest that this document is an extract from the Minutes of the Ordinary Board of Directors’ Meeting held on August 06, 2025.

São Paulo, August 06, 2025.

Moacir Salzstein
Secretary