

**NATURA & CO HOLDING S.A.**

CNPJ/MF No. 32.785.497/0001-97

Publicly-Held Company

State Registration (NIRE)  
35.3.0053158-2

**Minutes of the Board of Directors' Meeting  
held on July 30, 2021**

- I. Date, Time and Place:** On July 30, 2021, at 8:30 a.m., by conference call.
- II. Call Notice:** Waived due to the attendance, by conference call, of all members of the Board of Directors, pursuant to Paragraph 2 of Article 15 of the Bylaws of Natura & Co Holding S.A. ("Company").
- III. Quorum:** All members of the Company's Board of Directors were in attendance, namely: Guilherme Peirão Leal, chairman of the meeting and co-chairman of the Board of Directors; Antônio Luiz da Cunha Seabra, co-chairman of the Board of Directors; Pedro Luiz Barreiros Passos, co-chairman of the Board of Directors; Roberto de Oliveira Marques, Board of Directors' executive chairman; Gilberto Mifano, independent board member; Carla Schmitzberger, independent board member; Fábio Colletti Barbosa, independent board member; Jessica DiLullo Herrin, independent board member; Ian Martin Bickley, independent board member, Nancy Killefer, independent board member, W. Don Cornwell, independent board member, Andrew George McMaster Jr., independent board member, and Georgia Melenikiotou, independent board member. Mr. Moacir Salzstein, secretary of the meeting, was also present.
- IV. Presiding Board:** Mr. Guilherme Peirão Leal presided over the meeting, and invited Mr. Moacir Salzstein to act as secretary.
- V. Agenda:** Examine, discuss and approve: (1) the confirmation of the resignation of the Company's Chief Financial Officer, Mr. José Antônio de Almeida Filippo, and the appointment of Mr. Guilherme Strano Castellan as the Company's Chief Financial Officer, with the consequent change in the composition of the Company's Board of Officers, and (2) the appointment of Mr. Guilherme Strano Castellan as member of the Operational Committee of the Group, with the consequent change in the composition of the Operational Committee of the Company's Group.
- VI. Resolutions:** After analyzing the corresponding materials and discussing the matters on the Agenda, the members of the Board of Directors unanimously and without reservations approved:
- (1)
- (a) The confirmation of the resignation of the Company's Chief Financial Officer, Mr. **José Antonio de Almeida Filippo**, a Brazilian citizen, married, engineer, bearer of Identity Card (RG) No. 56.772.997-7 SSP/SP, enrolled with the Individual Taxpayer's Registry of the Ministry of Economy (CPF/ME) under No. 750.801.417-00, with professional address in the city of São Paulo, state of São Paulo, at Avenida Alexandre Colares, No. 1.188, Vila Jaguara, Zip Code 05106-000, according to the resignation letter delivered on this date, effective as of July 31, 2021 (including);
- (b) The appointment of the Company's Chief Financial Officer, Mr. **Guilherme Strano Castellan**, a Brazilian citizen, married, business administrator, bearer of Identity Card (RG) No. 4788627-7 SSP-SC, enrolled with the CPF/ME under No. 310.505.638-67, with professional address in the city of São Paulo, state of São Paulo, at Avenida Alexandre Colares, No. 1.188, Vila Jaguara, Zip Code 05106-000. Mr. Guilherme Strano Castellan, qualified above, will take office as the Company's Chief Financial Officer on August 1, 2021, for a term of office unified to the other members of the Company's Board of Directors, that is, until April 30, 2023, according to the minutes of the Company's Board of Directors' Meeting held on April 30, 2020, enrolled with the Commercial Registry of the State of São Paulo (JUCESP) on June 25, 2020, under No. 215.417/20-3. Mr. Guilherme Strano Castellan was appointed and will take office as the Chief Financial Officer of the Company upon the execution of (a) a statement in the sense that he complies with the required qualifications and with the requirements set forth in Article 146 and Article 147 of the Corporations Act, to exercise the referred position,

and that there is no legal bar preventing him from being appointed, pursuant to the Brazilian Securities and Exchange Commission (CVM) Rule No. 367, of May 29, 2002; and (b) an instrument of investiture, drafted in the book of minutes of the Board of Directors and filed at the Company's headquarters.

(c) As a result of the approval above, the Company's Board of Directors will be formed, as of August 1, 2021, by the following persons: (i) Guilherme Strano Castellan – Chief Financial Officer; (ii) Itamar Gaino Filho – Legal and Compliance Officer; (iii) João Paulo Brotto Gonçalves Ferreira – Executive Officer for Latin America; (iv) Joselena Peressinoto Romero – Global Purchasing and Operating Officer; (v) Moacir Salzstein – Corporate Governance Officer; e (vi) Viviane Behar de Castro – Investor Relations Officer. The Executive Officer positions shall remain vacant for future fill-in.

(2)

(a) The appointment of Mr. Guilherme Strano Castellan, qualified above, for the position of member of the Group's Operational Committee. Mr. Guilherme Strano Castellan, qualified above, will take office as member of the Group's Operational Committee on August 1, 2021, for a term of office unified to those of the other members of said committee, that is, until May 13, 2023, pursuant to Article 2, Paragraph 1, of the Internal Rules of the Group's Operational Committee and pursuant to the Minutes of the Board of Directors' Meeting held on May 13, 2021 ("BoD Meeting of 05/13/2021").

(b) As a result of the approval above, the Group's Operational Committee will be formed, as of August 1, 2021, by the following persons: (i) Angela Cretu; (ii) David Philip Boynton; (iii) Guilherme Strano Castellan; (iv) Itamar Gaino Filho; (v) João Paulo Brotto Gonçalves Ferreira; (vi) Joselena Peressinoto Romero; (vii) Kay Nemoto; (viii) Michael O'Keeffe; (ix) Paula Fallowfield; (x) Robert Claus Chatwin; (xi) Roberto de Oliveira Marques; and (xii) Silvia Freire Dente da Silva Dias Lagnado. According to the BoD Meeting of 05/13/2021, Mr. Roberto de Oliveira Marques is the Chairman of the Group's Operational Committee, pursuant to Article 2, Paragraph 2, of the Internal Rules of the Group's Operational Committee and Article 25, Paragraph 1, of the Company's Bylaws, and Mr. Moacir Salzstein will act as secretary for the meetings of said committee, pursuant to Article 2, Paragraph 3, of the Internal Rules of the Group's Operational Committee.

**VII. Adjournment:** The Chairman thanked everyone for being present and declared the meeting adjourned, but first suspended the meeting so that these minutes could be drafted, which, after being read, discussed and found to be in order, were approved and signed by the presiding board and by the attending directors.

São Paulo, July 30, 2021

*The above is a true copy of the Minutes drafted in the proper book.*

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**Moacir Salzstein**

Secretary