

natura & Regeneration.

Trade-related experiences with
sustainable agriculture and
biodiversity value chains.

29/10/25
WTO TESSD (Trade and Environmental Sustainability Discussions)

we are beauty leaders* in Brazil and Latin America

14 countries

(Brazil, Mexico, Argentina, Chile, Colombia, Peru, Ecuador, Uruguay, Panama, Guatemala, El Salvador, Honduras, Nicaragua, Dominican Republic)

14,800 employees

60% women

3.5 million

Beauty Consultants and Representatives of Natura in Latin America

+ 1,076 stores

in Latin America

B Corp

The first publicly traded company to become a B Corp in the world. 11 years of certification.

1° in Merco

Best reputation for 11 consecutive years.

Certifications and awards

Champions of the Earth, Ethisphere, UEBT, Corporate Knights, etc.

1° Global Most Sustainable Company - Kantar

Blue Print Awards 2025

R\$ 23,4 billion

net revenue (2024)



"The company, a living organism, is a dynamic set of relationships. Its **value** and **longevity** are linked to its ability to **contribute to the evolution of society and its sustainable development**"

Natura's sixth belief, 1992



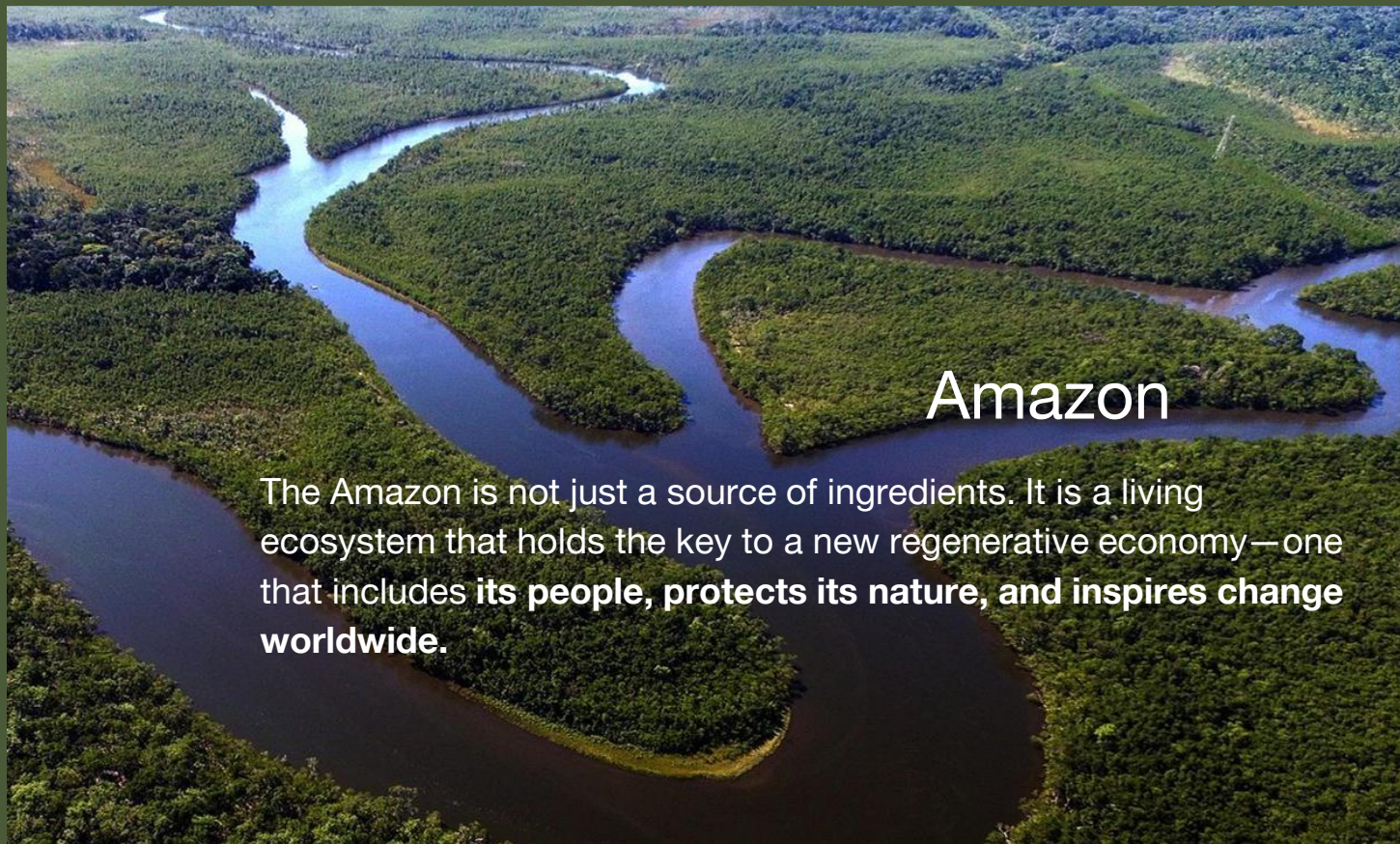
a living system of value creation

We will achieve regenerative business status when all forms of capital are independently positive



integrated P&L

- This tool helps us **map where our value is being generated** and measure the impact of our business across three dimensions: **natural, social, and human capital**. It assigns an economic value to both positive and negative impacts.
- One key result: for every **\$1 of revenue Natura generates, we create \$2.50 in positive impact** for the world.



Amazon

The Amazon is not just a source of ingredients. It is a living ecosystem that holds the key to a new regenerative economy—one that includes **its people, protects its nature, and inspires change worldwide.**

Our way of acting based on the Biodiversity Policy

A regenerative journey towards a business model in harmony with people and nature

Specific objectives of this Policy:

- Proactively **contribute to the Kunming-Montreal Global Biodiversity Framework's (GBF) 2050 Vision**.
- **Integrate biodiversity guidelines across all activities**, from operations to supply chains.
- **Value sociobiodiversity and traditional knowledge**, prioritizing the **Pan-Amazon region**.
- **Promote awareness and action on biodiversity** through products and networks.
- Focus on **integrate nature, climate and human rights**

Engagement

Natura's biodiversity-related actions are implemented through **dialogue and collaboration with our relationship network**.

Assessment

Our impacts, dependencies, risks, and opportunities related to biodiversity are collected via **TNFD** and integrated into the **company's strategy, decision-making process, and transparent disclosure** in corporate reports.

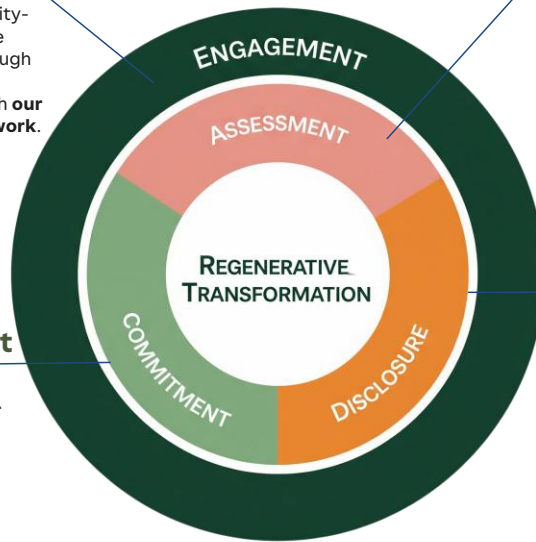
GBF target 15

Disclosure

Our nature-related actions, processes, results, and governance are transparently reported in the **Natura &Co Integrated Report**.

Commitment

Our positioning is based on our **2025-2050 Vision commitments**.



Lines of action						
1.	2.	3.	4.	5.	6.	7.
Science and technology	Development of formulas and packaging	Relationship with traditional peoples and communities	Benefit-sharing and incentives to ecosystem services	Raw material sourcing	Direct operations	Communication and marketing

25 years of
Partnership

Cosmetics for the economy of the standing forest



Communities



Supplier Groups



Pan-Amazonian
Limit



44 communities (out of total 51)

R\$42.8 million in funds set aside for
communities



10,191 families
(out of total 11,713)



46,852 people impacted
40,764 people impacted on
Amazon



44 bioingredients
(UEBT Certified)



94 supply chains



2.2 MM hectares
of preserved forest



Eco park
in Benevides (PA)

21 Agro-industries
installed the
communities



+100 Benefit Sharing
contracts

Trading and generating impact are 2 sides of the same coin

Empowering individuals with income-generating opportunities.

Developing Financial Mechanisms for Community Support

- **Spend:** Revenue from Natura's purchase of seeds, oils, butters, and essential oils.
- **ABS Payment:** Payment for Access and Benefit Sharing.
- **SaF Dendê Project:** Agroforestry system for dendê palm with 18 Amazon species (up to 60% income increase).
- **REDD+ Carbon System:** 30-year contract to protect standing forest from deforestation.
- **Eco Tourism:** Structured communities to receive income from visitors.
- **Blended Finance Mechanism:** Receivable Agriculture Certificates (CRA): A loan-based component and a Enabling Conditions Facilities (ECF): A non-refundable component for infrastructure investments.
- **Partnership:** Collaboration with Brasil Bank to develop a system that offers families access to affordable loans for SAF dendê expansion.
- Agroindustry investments (GIZ partnership)

Natura Ekos Tukumã

First Moisture Cream that prevents the aging of the skin

- Previously it was cut due to excess thorns and had no commercial purpose.
- Palm tree that grows in degraded areas and has a predominantly female supply chain.
- UEBT Certified, Fair Trade
- Generates income and ABS payments

Stimulates the natural production of hyaluronic acid by the skin by up to 77% and inhibits its loss.

Intensifies the presence of hyaluronic acid by **2x after 45 days of use.**





SAF Dendê

The world's first Agroforestry System for growing palm oil, implemented in Pará with Natura's participation and in partnership with the Brazilian Agricultural Research Corporation (Embrapa) and the Tomé-Açu Mixed Agricultural Cooperative (Camta).

Agroecological management, without using pesticides, promotes the regeneration of the local ecosystem and the capture of carbon from the atmosphere

It provides palm oil for the Biôme line

Current (2025)

650

hectares
of agroforestry
systems in
Pará

Goal for 2035

12 thousand

hectares of
agroforestry
systems in Pará

Circular Carbon Programme

Valuing Conservation

"The Circular Carbon Project remunerates the RECA associates, participants in the project, for the environmental service of conserving their forest areas, which contributes to combating deforestation."

2013 - 2023:

+ de 368 mil

Tons of carbon avoided.

+ de R\$ 7,6 mi

Shared with the communities

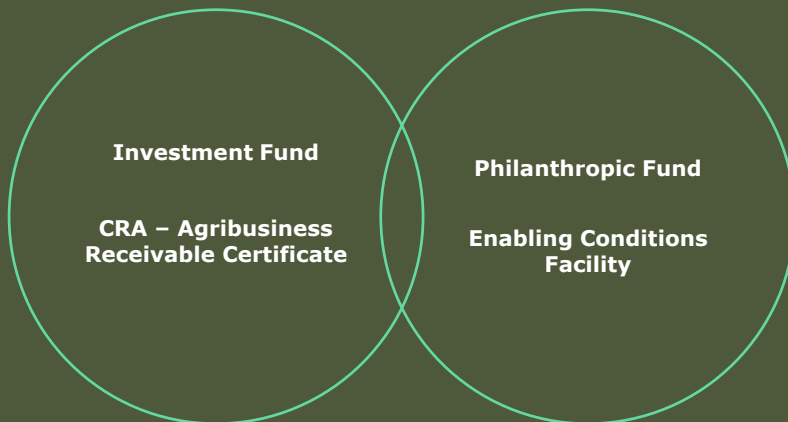
+ de 2,6 mil

Preserved forests

Living Amazon Mechanism

A partnership between Natura, VERT Securitizadora, and the Brazilian Fund for Biodiversity (Funbio), the initiative aims to strengthen sociobiodiversity supply chains and their territories in the Amazon, promoting a development model that combines environmental conservation and regeneration with income generation."

Two Finance Instruments



15

Natura's sociobiodiversity-supplying cooperatives and associations benefiting from the program launch.

~5500

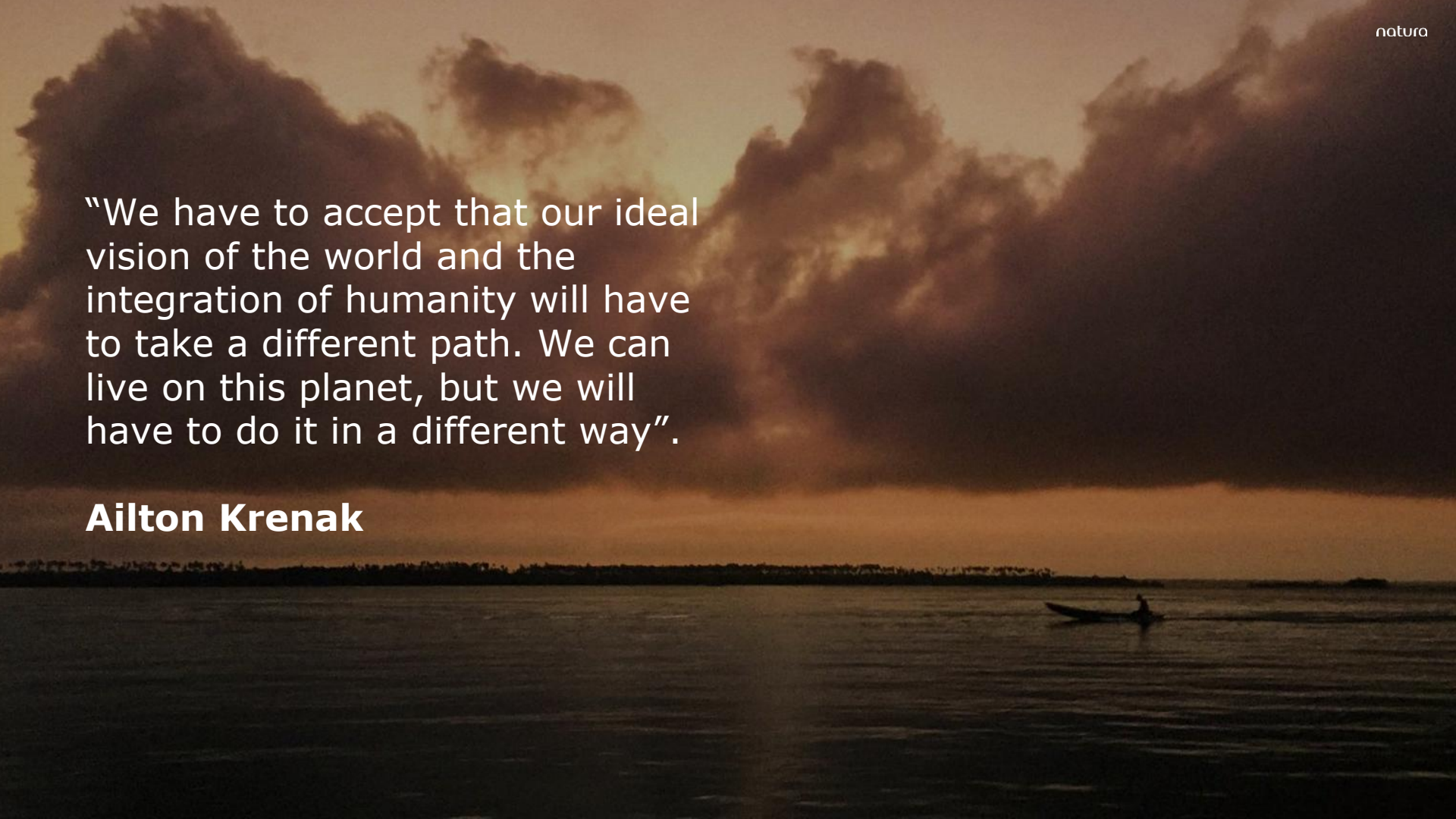
Families positively impacted in the region

R\$ 26 mi

Invested in 2 rounds

“We have to accept that our ideal vision of the world and the integration of humanity will have to take a different path. We can live on this planet, but we will have to do it in a different way”.

Ailton Krenak



A person is seen from behind, walking away on a dirt path through a dense tropical forest. The person is wearing a green long-sleeved shirt and patterned shorts, and is barefoot. They are carrying a large, round, woven basket in their left hand and a long, thin stick or staff in their right hand. The forest is filled with tall, thin trees and lush green foliage, including many palm trees. Sunlight filters through the canopy, creating dappled light on the ground. The overall mood is peaceful and natural.

THANK YOU