



From left to right: Guilherme Leal, Luiz Seabra and Pedro Passos

A message from the Founders

GRI 2-22

"There is a constant and intimate contact among the things that coexist and co-evolve in the universe – a sharing of bonds and messages that makes reality into a stupendous network of interaction and communication."

"Evolving our thinking and our consciousness is a precondition of creating a better world, and dialoguing on the issues that confront us is a key to evolving our thinking and our consciousness. Let the conversation begin."

Ervin László – philosopher of science, systems and integral theorist.

Guilherme Leal, Luiz Seabra and Pedro Passos

In light of the disquieting realization that countries and many organizations are relinquishing their responsibilities relating to the environment and saving the planet, as well as unavoidable commitments to social causes, all of which coincides with the dramatic worsening of these crises throughout the world, it seems that a good place to begin this message would be by recalling the thoughts of Ervin László. And by suggesting greater dialog, exchanges of experiences and unity between companies, civil society and governments - initiatives that are imperative to promoting joint and firm actions to try to reverse the extremely threatening scenario we are facing.

We feel that the world is experiencing a transition that has arisen from a range of different crises, that have still not been entirely overcome and have led to an unclear situation, full of uncertainty, in which democracy itself is being threatened. Meanwhile, situations that until recently had been unthinkable in democratic states governed by the rule of law, such as questions over territorial sovereignty, have appeared on the international stage. The pandemic, the wars in Ukraine and Gaza, coinciding with the digital revolution and its consequences, the polarizations that are dividing societies and even families, have created a chaotic scenario, which is in desperate need of reorder and regeneration.

Regeneration is at the heart of this message and our company. We have maintained our now traditional focus on inclusion to transcend it and embrace the renewal and reaffirmation of our commitment to life and the restructuring of our business and the human relations we create every day.

Our transformation into a regenerative business stems from the understanding that humanity and nature nurture each other and form part of the same system. When our relations are healthy, life becomes incisive and bountiful, able to face and overcome the most varied of adversaries.

This is essential to rebuild the ecosystems and restore dialog, respect and empathy between people and peoples. The corporate world is in no way removed from this logic, since real riches are achieved through balance: the wealth of the few at the cost of the poverty of others creates unhappiness and instability.

We began 2024 in a strong financial situation, the result of simplifying and consolidating our business, a cycle that will come to a close in 2025 with the simplification of the Avon International operation. The difficulties involving the acquisition of Avon and The Body Shop were not minimal, requiring that we once again focus our attention on our areas of greatest responsibility with dedication and strategic discipline. The results have started to appear, notably in the growth of the Natura brand and the improved performance of Avon in Latin America.

We are aware of our shareholders' demands for economic results following five years of difficulties in the history of Natura and we will never stop striving for these results with the same diligence with which we strive, every day, to improve our ethical commitment to future generations. This is what unites the Natura of the past, present and future.

Even when faced with signs that the planet is under duress due to the breakdown of environmental, social and diplomatic limits, we believe we stand before a great opportunity. Future generations will look back and be able to see that this was the moment that humanity decided, as a matter of choice rather than by chance, to take care of itself and the planet. And they will see in our collective history the map that will guide them to the cure that the world needs in the form of businesses that inspire and open up paths to a better world.