

# Regeneration in Action: How Natura Is Creating Long-Term Value through ESG Leadership

A business model that delivers financial performance  
by solving society's most pressing challenges

ESG Roadshow 2025

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natura



# Who we are and our journey



# Who We Are

natura



We are the “**Well Being Well**” **Ecosystem**, made up of **brands**, **businesses** and **people connected** by the **same reason for being** and **shared beliefs**, with remarkable potential to **drive transformational change in the world**, through **groundbreaking products**, **unforgettable experiences** and **outstanding services**, **relevant** to our **customers** and **differentiated** by our **commitment to regeneration**.

## Regenerative Innovation in Action

Natura will be a **regeneration system** through its own **business**

**The source of profit must also be the source of regeneration**

*"Natura is one of a select few companies worldwide that can spearhead regeneration, as its impact-generating assets are already integrated into the business".*

**John Elkington**

In **Latin America** we are the **number one company** in the **beauty segment**

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**14**  
*countries*

**23.4 bi**  
*net revenue*

**1,076**  
*stores*

*Portfolio*  
**97%**  
*vegan*

**5**  
*manufacturing plants*

**2.2 mi**  
*hectares of the Amazon forest preserved*

**3.1 mi**  
*consultants and representatives*

*Carbon neutral since*

**14.8 thousand**  
*employees*  
*(61% women)*

**2007**



# Our milestones

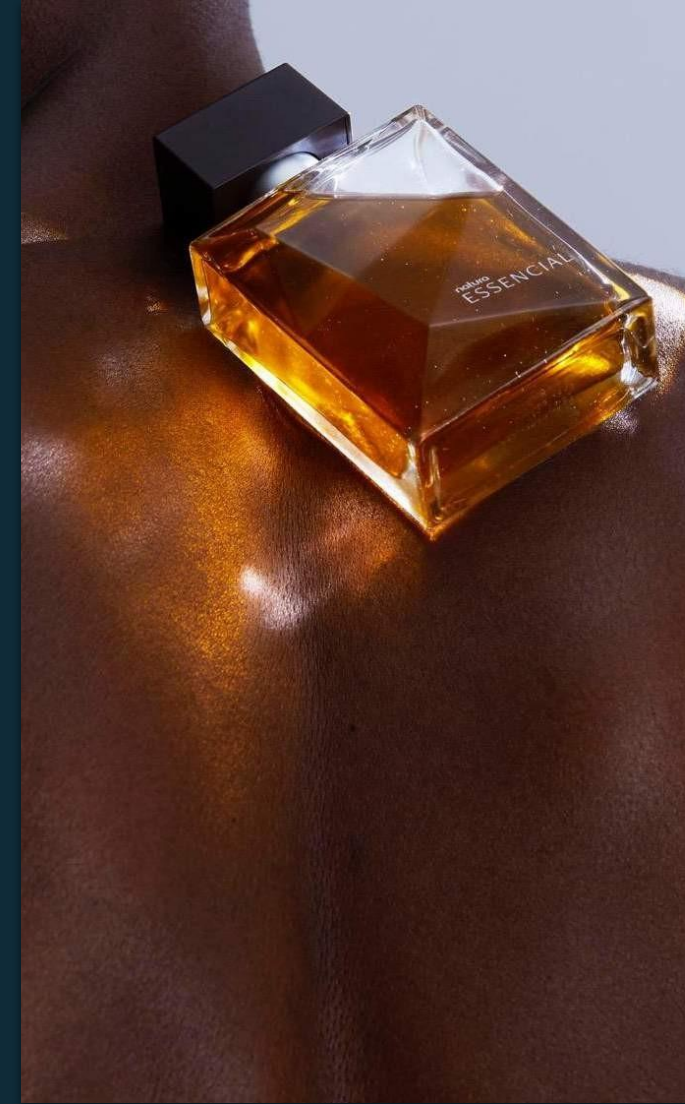
## 1969 - 1986

- Natura driven by **cosmetics and relations**
- It values the use of **plant-based ingredients**
- 1st cosmetics company with **refills**
- **Chronos** launches the concept of **stereotype-free beauty**



## 2010 - 2019

- **Natura Institute:** commitment to **education**
- **Natura Amazon Program**
- **2050 Sustainability Vision**
- **B Corp** Certification
- **Natura &Co Group** (Natura, The Body Shop and Aesop)
- **UEBT, Cruelty Free** and **Peta seals**
- **Avon** joins Natura &Co
- Natura celebrates 50 years
- Launch of **Natura Causes**



## 2024 - 2025

- **Positive Impact Business:** For every **R\$ 1** generated in **revenue** for the company, **R\$ 2.5** is generated in **positive socio-environmental impact**
- **Most sustainable company** in the **Global South** and **third** in the **world** (GlobeScan)

## • Natura 2050 Vision

- **First sustainability-linked bond** focused on **biodiversity**, raising **R\$ 1.3 bi** for Natura's sustainable use of **bioactives** in the **Amazon region**
- **R\$ 12 mi** in **CRA** and **ECF** contributions with **Amazônia Viva Mechanism** operation



## 1993 - 2007

- **Mamãe e Bebê** stimulates the bond between mother and child
- **Crer Para Ver:** quality public education
- **Ekos:** valuing socio-biodiversity
- Natura completes **animal testing**
- Natura **Carbon Neutral Program**



## 2020 - 2023

- **Natura &Co Commitment to Life**
- **Natura Biôme**
- **PlenaMata Portal**
- **DIVA Project**
- **Natura &Co Declaration of Human Rights**
- **Anti-racist positioning** is launched
- First prestige **perfume refill** is launched
- **iP&L** - integrated management tool to value socio-environmental impacts
- **Regeneration strategy** is launched



# ESG Highlights in 2024

**-43%**

Reduction of **absolute emissions in Scopes 1 and 2**  
(achieving the 2030 medium-term target endorsed by the SBTi)

**2.2**

million hectares **preserved**  
(in Brazil, Colombia and Peru)

**46**

**bioingredients**  
(+2 than in 2023)

**10,548**

**families**  
(out of a total of 12,085)

**45**

**Amazon communities** in Brazil, Colombia and Peru  
(out of a total of 52)

**R\$ 48.5**

million in funds earmarked for **communities**

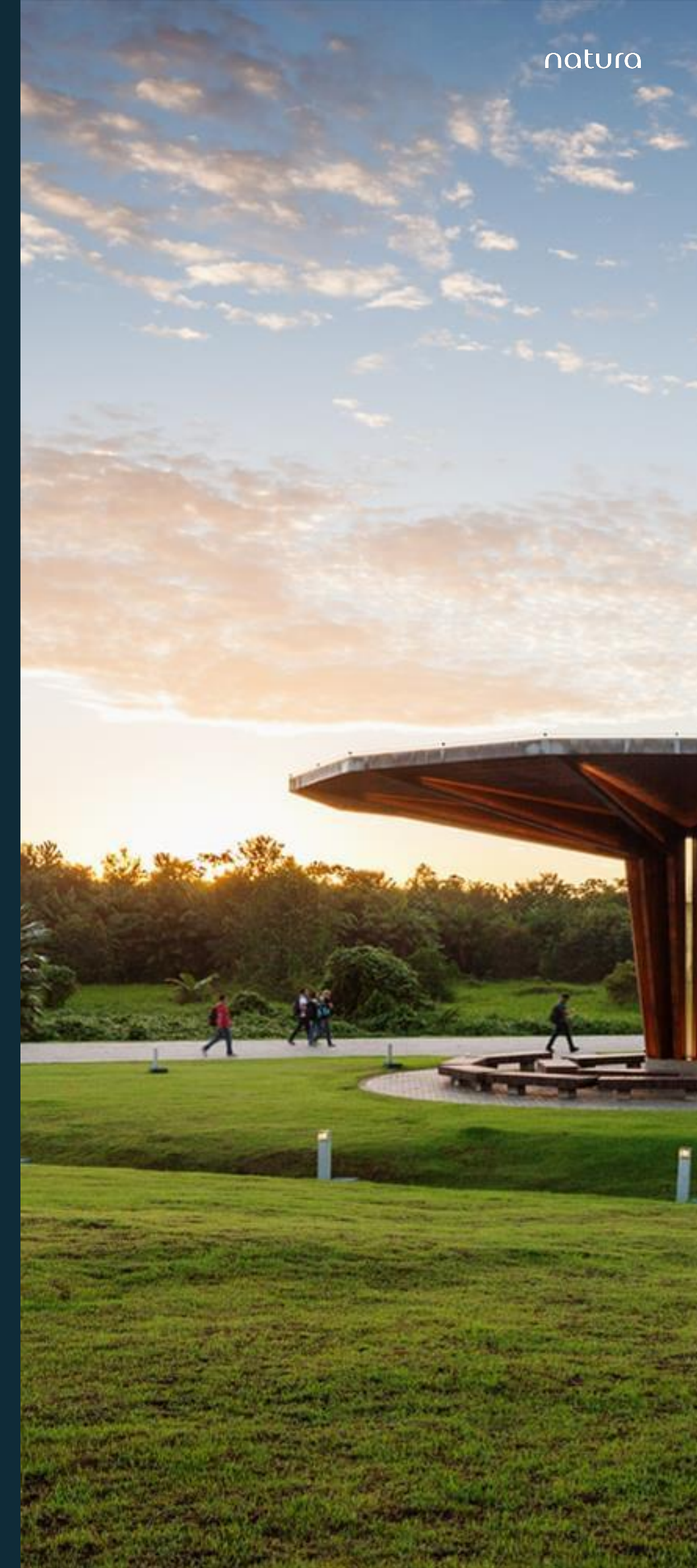
Publication of Natura's **Climate Transition Plan**

Activation of Natura &Co Latin America **Calamity Committee** to support the victims of climate emergencies in Brazil, reinforcing our commitment to Climate Justice

Foundation of the **Regenerative Alliance** engaging 100 companies from across the value chain in actions of regeneration.

Peru's first **Amazonian supply chain for cupuaçu butter** with 206 families involved.

Natura became **ambassador** for the **Living Wage Movement** developed by the UN in Brazil



# Our commitments and Legacy

At Natura, **ESG is about opportunity**, not just risk. We focus our strategy on how ESG drives **innovation, competitiveness and long-term value creation.**

## Natura 2050 Vision



## Natura &Co 2030 Vision Commitment to Life



## Natura 2050 Vision Pathways to Regeneration



**2014**

We are generators of positive economic, social, environmental and cultural impacts.

**2020**

Defend Human Rights and Being More Human;  
Embrace Circularity and Regeneration;  
Address the Climate Crisis and Protect Biodiversity.





**2025**








By 2050, Natura will be fundamentally a regenerative company. Each process will nourish nature, human communities and the relationships between them, in a dynamic of mutual enrichment.












# 2030 Commitments












## 2024 Status

**Legend:**



 In Progress
  Achieved

| Goal  | Scope                | Metrics & Commitments  | Target | Status   |
|---|----------------------|--|--------|--|
| Address the Climate Crisis and Protect the Amazon | Climate Transition   | Achieve Net Zero for scopes 1, 2 and 3, in line with Science-based targets                                 | 2050   |    |
|   |                      | Reduce emissions by 90% for scopes 1 and 2   | 2030   |    |
|   |                      | Reduce emissions by 42% for scope 3  | 2030   |    |
|   |                      | Continue offsetting 100% of remaining emissions and acquiring 50% of carbon credits projects in the Amazon | 2030   |    |
|   | Protect the Amazon   | Regeneration/Protection of 3 mi ha   | 2030   |    |
|   |                      | Partnership to 45 agro-extractive communities  | 2030   |    |
|   |                      | Develop 55 bio-ingredients from Amazon's socio-biodiversity  | 2030   |  |
|   |                      | Purchase 4x as many raw materials from the Amazon's socio-biodiversity                                     | 2030   |  |
|   | Protect Biodiversity | 2x resources shared with communities   | 2030   |  |
|   |                      | Promote international cooperation to establish unified rules for Access and Benefit-Sharing                | 2030   |  |
|   |                      | Report impacts to biodiversity based on internationally recognized standards                               | 2025   |  |
|   |                      | 100% direct critical supply chains to be deforestation-free and native vegetation                          | 2025   |  |
|   |                      | 100% direct and indirect critical supply chains to be deforestation-free and native vegetation             | 2030   |  |

| Goal                                | Scope             | Metrics & Commitments  | Target    | Status  |
|-------------------------------------|-------------------|--|-----------|---|
| Defend Human Rights & be Human-Kind | Our People        | 50% of senior leadership positions occupied by women   | 2023      |    |
|                                     |                   | Equitable salary across gender and race  | 2023      |    |
|                                     |                   | 30% of management positions occupied by people from under-represented groups   | 2030      |    |
|                                     |                   | In Brazil: 25% of Black people in management positions by 2025, and 30% by 2030  | 2025-2030 |    |
|                                     |                   | Decent living wage, or higher, for all employees   | 2030      |    |
|                                     | Our Wider Network | Increase the Consultants' HDI by 10%   | 2030      |  |
|                                     |                   | Improve social progress of the agro-extractivist communities   | 2030      |  |
|                                     |                   | Encourage and facilitate citizens' participation in our network and causes   | 2030      |  |
|                                     |                   | Promote human rights in the agro- communities, including indigenous and traditional peoples  | 2030      |  |
|                                     | Human Rights      | 100% traceability/certification of critical supply chains by 2025, extending to additional monitored Latin American chains by 2030 | 2025-2030 |  |
|                                     |                   | Identify, prevent or mitigate risks to human rights in our value chain   | 2027      |  |

| Goal                                 | Scope                  | Metrics & Commitments  | Target | Status  |
|--------------------------------------|------------------------|--|--------|---|
| Embrace Circularity and Regeneration | Packaging Circularity  | 50% of all the plastic used with recycled content (in weight)  | 2030   |    |
|                                      |                        | 100% of our packaging will be reusable, refillable, recyclable or compostable                                    | 2030   |    |
|                                      |                        | Assume responsibility for the correct disposal of packaging materials  | 2030   |    |
|                                      |                        | 95%+ natural or renewable ingredients for Natura   | 2030   |    |
|                                      | Formula Circularity    | 95%+ biodegradable formulas  | 2030   |    |
|                                      |                        | 100% of the new formulas with lower environmental footprint  | 2030   |  |
|                                      |                        | Work in partnership to build awareness, capability and regenerative solutions                                    | 2030   |  |
|                                      | Regenerative Solutions | 30% of the main ingredients supplied by the communities/smallholders that employ regenerative practices          | 2030   |  |
|                                      |                        | 100% of the communities supplying key ingredients make use of ethical supplies and employ regenerative practices | 2030   |  |
|                                      |                        | 100% of at least two of the principal commodities of our business produced using regenerative practices          | 2030   |  |
|                                      |                        | Positive socio-environmental impact of BRL 4 for each BRL 1 (reported revenue)                                   | 2030   |  |

**Note:** Our commitments cover the Latin American region and are monitored on an annual and cumulative basis. The table presented is a summarized version. For the complete list of commitments and their status, check our [Investor Relations website](#).

# 2050 Vision

## Pathways to regeneration

For Natura, being a **regenerative business** means **fostering life** in **individuals, communities, nature** and in the **relationships** among them, as an expression of **Well being well**.

With **56%** of sustainability professionals calling for a **radical revision** of current **approaches** and pointing to **technology innovation** and **R&D** as the most **impactful** and **feasible drivers of change**<sup>1</sup>, Natura seeks not only to lead, but to **redefine business performance**, making regeneration the main focus of our commitments and a powerful lever for **innovation** and **long-term value creation**.

**iP&L** (integrated Profit and Loss) assigns value to three capitals: **Natural, Social** and **Human**, in addition to the **Produced Capital** that measures financial performance through traditional accounting methods. **Our business will become truly regenerative when every capital shows positive results on its own.**



## Commitments

Access the full document



### NATURAL CAPITAL

#### Relationships with suppliers

Net Zero emissions in our value chain and commit to regenerative initiatives and practices.

#### Relationships with the Amazon

Amazonian inputs, payment for environmental services and access to financing programs and technical assistance.

### SOCIAL CAPITAL

#### Relationships for Systematic Change

Contribute to improvement of educational indicators, women's rights and access to health care.

#### Relationships with Investors and Shareholders

Create open source methodologies of financial management and vehicles based on impact valuation and iP&L.

### HUMAN CAPITAL

#### Relationship-based sales

All of our professional network with living income, levels of health, education and civic engagement above the average and access to social welfare programs.

#### Relationships with employees

Our workforce reflecting societal representation by country and ensure a workplace of human development and well-being.

### TRANSVERSAL

#### Products

Renewable and compostable plastics, traceability of all products and industrial symbiosis.

#### Brands

Our brands as icons of a new culture of consumption.

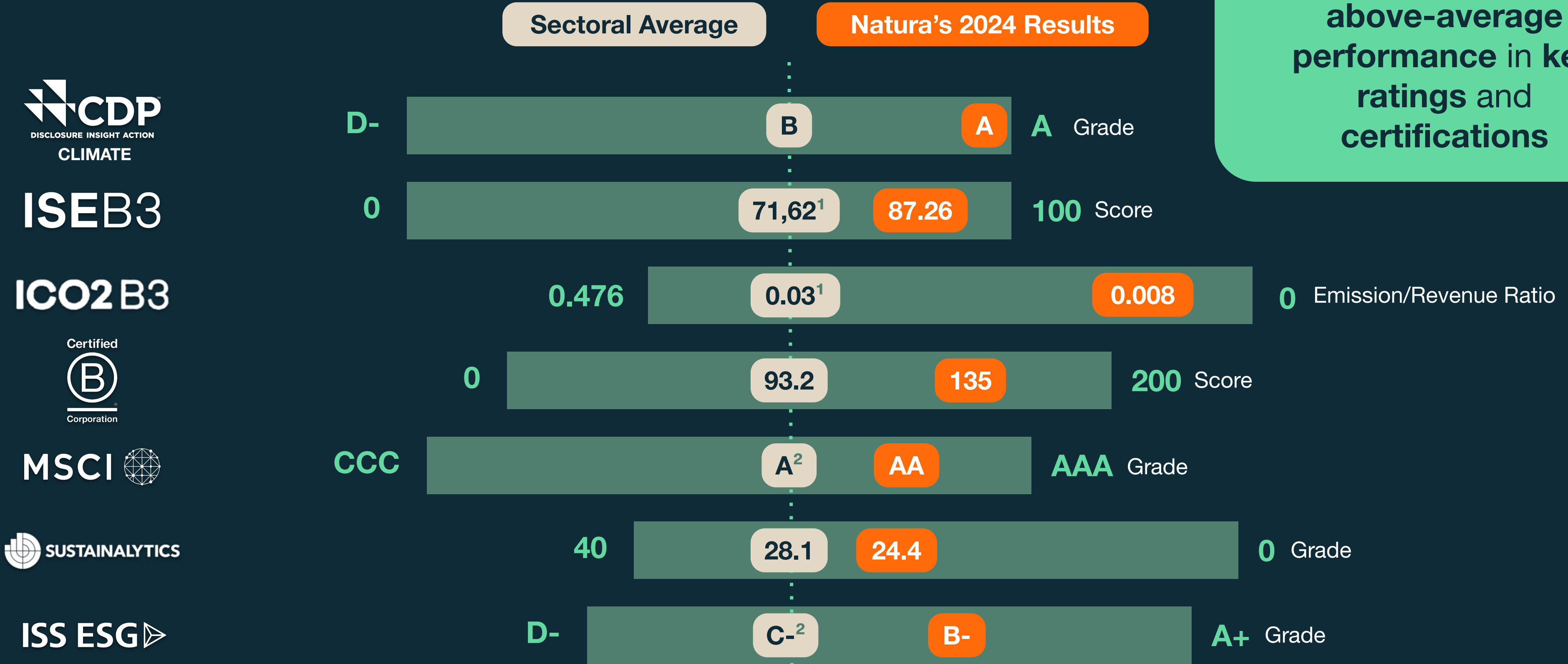
#### Services

Our services, like Bluma and Emaná Pay, as drivers of positive impact, while creating a significant supply network of ingredients from the sociobiodiversity of Latin America.

<sup>1</sup> Globe Scan: Sustainability at a Crossroads 2025 ([https://globescan.wpenginepowered.com/wp-content/uploads/2025/07/Sustainability-at-a-Crossroads-2025\\_Research-Findings-Report.pdf](https://globescan.wpenginepowered.com/wp-content/uploads/2025/07/Sustainability-at-a-Crossroads-2025_Research-Findings-Report.pdf))

# Our ESG ratings & certifications

Natura demonstrates above-average performance in key ratings and certifications



<sup>1</sup> Overall average. Natura is the only Personal Care and Cleaning Products company listed in the portfolio.

<sup>2</sup> Overall average. Sector-specific data not available.



In 2018, the **Ekos brand** received **The Union for Ethical BioTrade seal**, which certifies the ethical supply of bioactives, respecting biodiversity and people. In 2024, Natura was awarded the **UEBT Regenerative Seal** for our **Brazil nut chain**



**Sustainability Leaders 2024**  
Natura was the third most sustainable company in the world in 2024



**Reporting Matters Brasil Integrated Report** recognized among the top 15 in Brazil for two consecutive years



In 2024, Natura received the **Carbon Integrity Platinum Seal** from **VCMI**, recognizing its strong governance, transparency, traceability, and support for value chain initiatives in its carbon credit projects



Voted the world's **strongest cosmetics brand** for the fourth year running, by the Brand Finance 2024 report

# Awards & Certifications



In 2018, Natura received **The Leaping Bunny seal** from **Cruelty Free International**, which helps consumers identify products that have not been tested on animals



**Largest B Corporation in the world since 2020.** The Natura brand won the seal in 2014 and received the certification in 2024 for the **4th consecutive time**



Natura recognized as the most **inclusive brand** in Brazil



**Merco ESG**  
1st place in Brazil  
2nd place in Argentina and Chile  
3rd place in Peru



Recognized as the **best company for women to work for**

We are  
pushing for  
**collective**  
efforts **to**  
**find global**  
**solutions**

Natura is not just  
adapting to new  
standards – we are  
**co-creating** them  
and **shaping the**  
**market**

**TNFD**  
**Taskforce**

Contributing to  
nature-related disclosures

**B Beauty**  
**Coalition**

Rethinking beauty with  
sustainability at the core

**COP30**

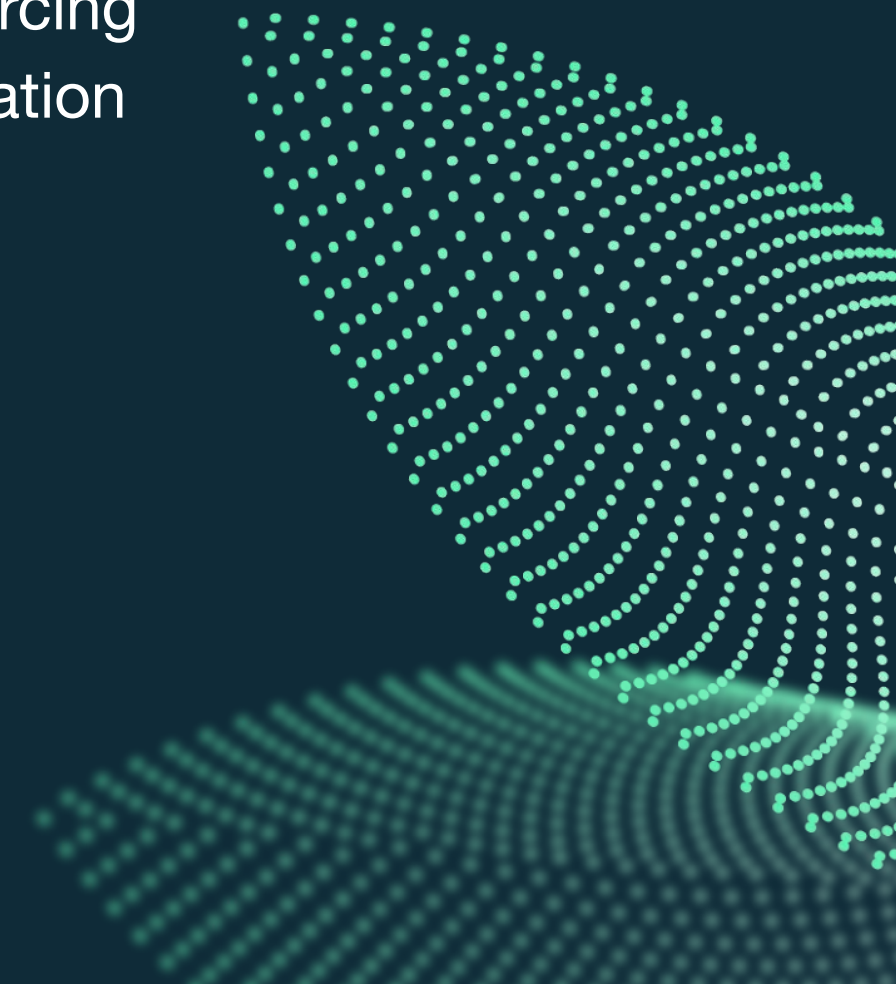
Natura goes to COP 30, in Belém - Pará/BR, to defend the  
regeneration of the Amazon and value local communities

**IFRS S1 and S2,**  
**TCFD, TISFD**

Helping define impact standards  
for finance

**UEBT**  
**Presidency**

Championing ethical sourcing  
and biodiversity conservation



# Our Regeneration Strategy



# Measuring What Matters: Integrate Impact Management

Our **iP&L model** tracks, values, and manages environmental and social externalities to **guide decision-making** and **capital allocation**. It **assigns economic value** to **positive** and **negative business impacts**, aligned with the SDGs, using **15 indicators** across three capitals: **Natural, Social, and Human**.

## iP&L Results 2024

### R\$50.5 bi



**Human Capital**  
R\$31.3 bi



**Natural Capital**  
R\$ -12.1 bi



**Social Capital**  
R\$31.3 bi

For every  
**R\$ 1**  
in revenue generated,  
**R\$ 2.5**  
was generated in positive  
socio-environmental impact



2023 iP&L  
Integral Impact  
Report



iP&L Natural  
Capital  
Methodology

# We invest in our network to drive systemic change

In 2024, we made measurable progress in improving income and the Human Development Index (HDI) among our Beauty Consultants in key territories, reflecting our inclusive distribution model and commitment to shared value.

## Natura Beauty Consultant Human Development Index (HDI-BC)



The survey, conducted biennially using **United Nations Development Program (UNDP)** methodology, is our main tool for assessing social impact and guiding action on key issues.

It assesses three dimensions:



**3.8%** is the growth rate of the index compared to the last reading (2022)

**Shared prosperity:** when the consultant develops, the entire network evolves, and every step in her growth translates into consistent and growing revenue.



Marta Rejane, Beauty Consultant, Santa Maria da Boa Vista, PE

# Regenerative Innovation in Action

Each regenerative product we launch, from plastic-free packaging to agroforestry-source ingredients, **diversifies our portfolio, reduces supply chain risks, elevates brand differentiation, and opens new markets** where conscious consumption drives revenue growth.

## Natura Ekos Castanha Concentrated Moisturizer

Result of three years of research, the world's first **concentrated moisturizer** represents the union between **innovation** and **positive impact**. With **100%** of the **plastic** used **removed** from **riverside areas**, it features **refillable packaging** and foment the **activity** of **recycling cooperatives**.



## Natura Biôme

With a **solid cosmetic** product portfolio for hair and skin care, **plastic free recycled** and **recyclable packaging**, the main Biôme ingredient is **palm oil** obtained from the **first agroforestry system in the world** for the production of this ingredient.



## Natura Ekos Ryos

**Fragrances** that imbue the skin with the potent scent of forest. The **bottle caps** are **100%** from **recycled plastic**, collected directly from **rivers** of the **Amazon** region. This innovation is part of **Rios Vivos initiative**, which promotes a **recycling chain** involving riverine **communities** and **cooperatives** across **seven municipalities**, benefiting over **550 families**.



## Natura Ekos Castanha Tubes + Nespresso

Proving the power of **collective action**, **Natura Ekos Brazil nut tubes** are **100%** manufactured from **recycled aluminum**, with **10%** coming from **Nespresso coffee capsules**. Thanks to the partnership between the brands, more than **two tons** of material are reused per year.



# Sustainable Finances for a Living Forest

## Amazônia Viva Mechanism

In partnership with **VERT Securitizadora** and **Funbio**, the initiative strengthens **socio-biodiversity value chains** in the **Amazon**. Combining **two financial instruments**, a **CRA** (Agribusiness Receivables Certificate) and **philanthropic fund**, the program promotes a **development model** that integrates **environmental regeneration** with **income generation**.

**16** cooperatives and associations supported

**4.750** families positively impacted in the region

**R\$22.7 mi** funds raised through CRA and ECF

By blending **innovative funding** and **income generation**, we **secure long-term, traceable, and sustainable raw material sources**.

## SAF Dendê

We've developed the **world's first agroforestry system** for **growing palm oil**, in partnership with **Embrapa** and the **Tomé-Açu Cooperative** in **Pará, Brazil**. **Instead of traditional monoculture**, this model **mixes different crops in the same area**, without pesticides, helping **regenerate the soil**, support **biodiversity**, and **capture carbon**. This sustainably sourced palm oil is used in our **Biôme product line**.

**+400 hectares**

total area of oil palm cultivation in SAFs

Our SAF model turns **responsible sourcing** into a **brand and cost advantage**, enhancing **ingredient security** and **environmental credibility** at once.

## Circular Carbon Program

The Circular Carbon Project pays **RECA associates**, who participate in the project, for the **environmental service** of **preserving their forest areas**, which helps to **combat deforestation**.

Between **2013** and **2024**:

**+368 thousand** tons of Carbon avoided

**+R\$7.8 mi** shared with community

**+2.6 thousand** forests preserved

By **monetizing environmental services**, we **protect biodiversity** while generating **shared financial returns**.

# From Critical to Regenerative: A Path for Value Chains

## 2030 Vision: Our Commitments

### Full traceability and/or certification for critical supply chains:

- **By 2025:** palm, sugarcane ethanol, soy, mica, paper and cotton.
- **By 2030:** new critical chains: carnauba, candelilla, corn, canola, critical fragrances, Green PE and recycled material.

### 100% of our critical supply chains deforestation-free and free of native vegetation conversion (DCF), independently verified:

- **By 2025:** for direct chains – palm, ethanol (sugarcane), soy, and paper.
- **By 2030:** expand to indirect chains – palm, ethanol, soy, paper, mica, and cotton (including new critical chains).

**By 2030, ensure that 100% of the volume of at least two of the main commodities (palm and sugarcane ethanol) in our business are produced using regenerative practices.**

## How do we act together in these commitments?

### Traceability

- Filling out the Raw Material Information (RMI) and the Additional Information of the UEBT
- Occasional requests from the R&D or Alliance team

### Certification/Verification

- Filling out the RMI and presenting valid certification/verification
- RFPs

### Regenerative Practices

- Valid certification for regenerative practices OR
- Working in conjunction with Natura to implement the practices

### Zero Deforestation (DCF)

- Valid certification for DCF OR
- Sending the exact location (polygons) of cultivation/collection areas for monitoring with an external partner

## Certification Status

Palm **94.1%**  
 Ethanol **85.6%**  
 Paper (or recycled) **98.8%**

## Traceability Status

Soy **97.7%**  
 Cotton **99.7%**  
 Mica **96.6%**



**Our Critical Chain Standards**

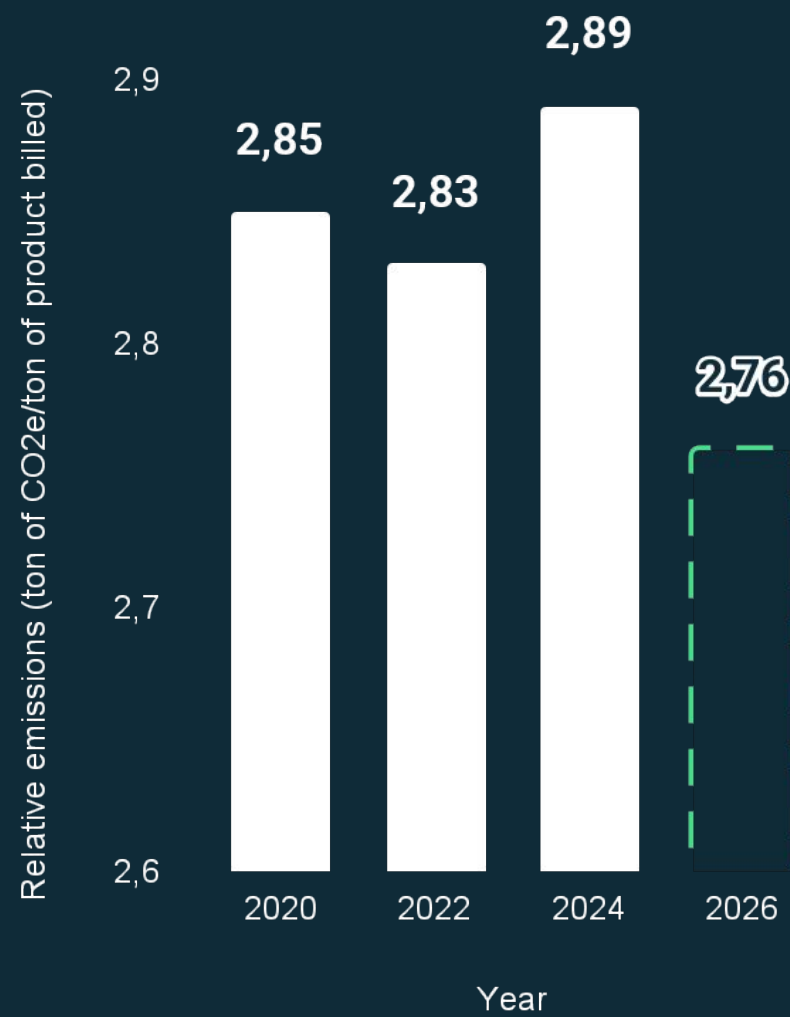
# Profit and Purpose: No Trade-Offs

## Sustainability-Linked Bonds (SLBs)

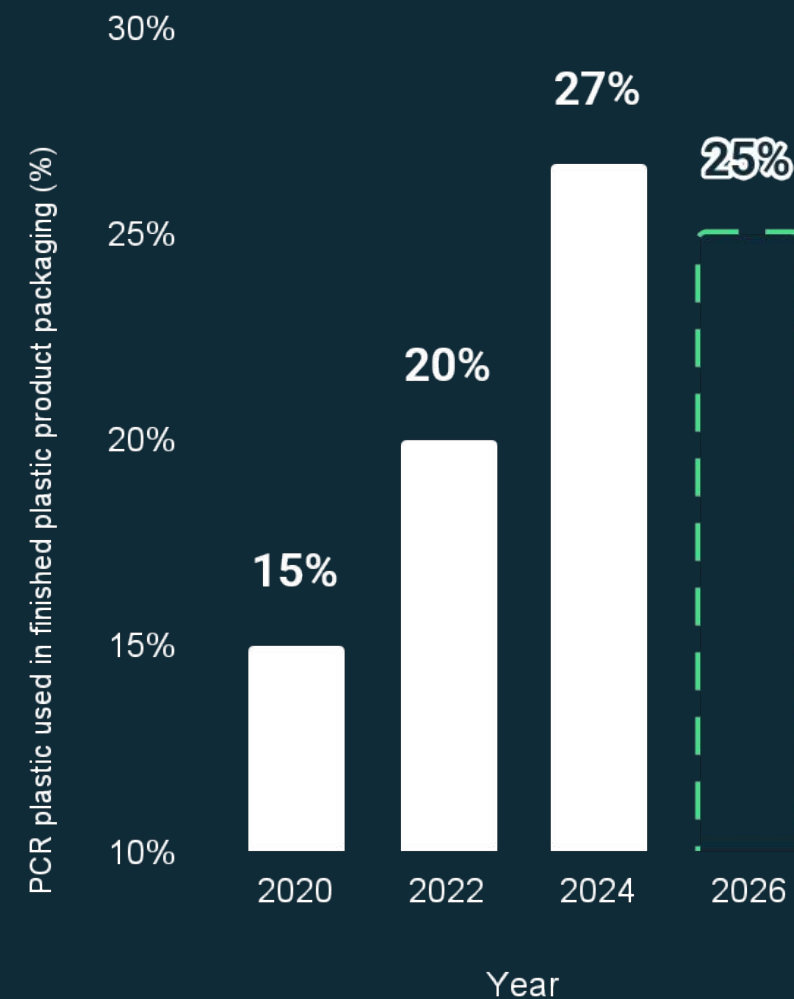
- ESG driving Capital Structure enhancement with Sustainability Performance Targets (SPTs), resulting in cost effective maturity lengthening
- Each STP is verified annually by a qualified external and independent reviewer

### Climate changes & Circularity (2021)

**SPT #1:** Reduce Scope 1, 2 and 3 Greenhouse Gas emissions intensity by 13% by 2026



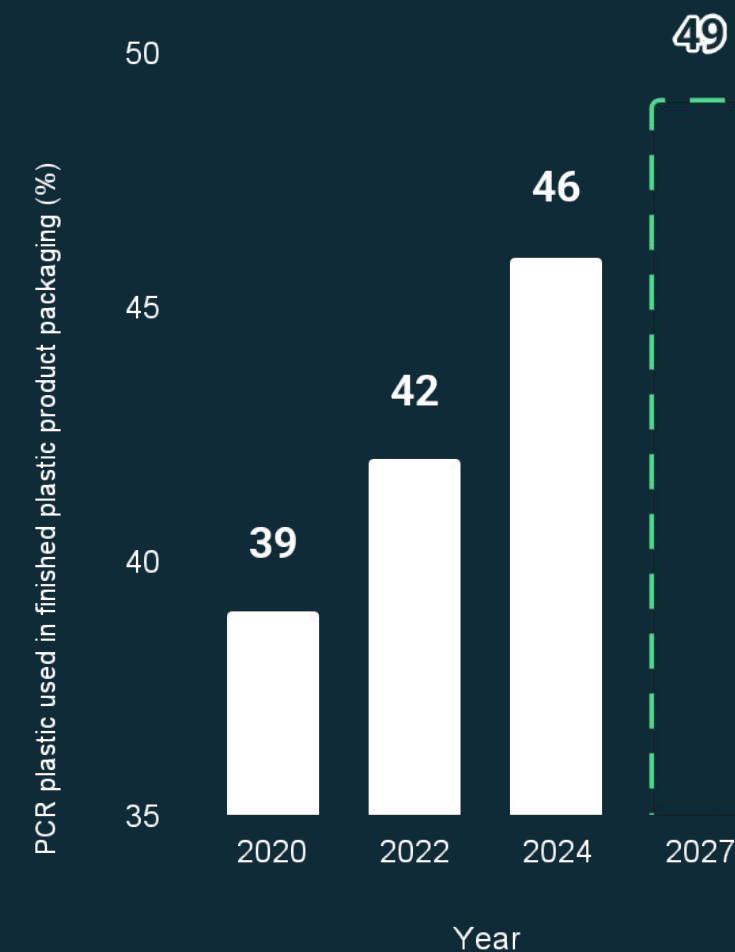
**SPT #2:** Reach 25% of PCR plastic usage in plastic product packaging by 2026



**US\$ 1 bi raised**

### Biodiversity (2024)

**SPT #1:** Develop 49 bioingredients from Amazonian socio-biodiversity by 2027



**R\$ 1.3 bi raised**

- **First** SLB focused on **biodiversity globally**
- Winner of **Corporate Sustainability Bond of the Year 2025** by **Environmental Finance**



# Future vision and closing remarks



# Main messages

## Regeneration by 2050

A fully regenerative business model

## ESG Pioneer

Long-standing leadership and certifications and ESG as a competitive advantage

## iP&L

Managing performance with impact metrics

## Shared Prosperity

Consultant and supply chain growth drives network revenue

## Future of ESG

Co-creating next-gen sustainable standards

## Capital Strategy

Innovation through SLBs and *Amazônia Viva* Mechanism

## Where do we want to be in 5 years?

- Natura recognized globally as a benchmark for regeneration in business
- Leading role in developing and scaling nature-based economies
- Broad implementation of iP&L across strategic and operational decisions
- Strengthened local economies through inclusive and regenerative value chains
- Flourishing ecosystems supported and enhanced by business action

Regeneration is not a trend for Natura —  
**it's the future of business.**

What **ESG topics** or **market evolutions** do you believe **Natura** should **prioritize** to **maximize** its **positive impact** and **investor relevance**?

# Main ESG Reports

For further information, consult our publications

[2024 Integrated Report](#)



[Climate Transition Plan](#)



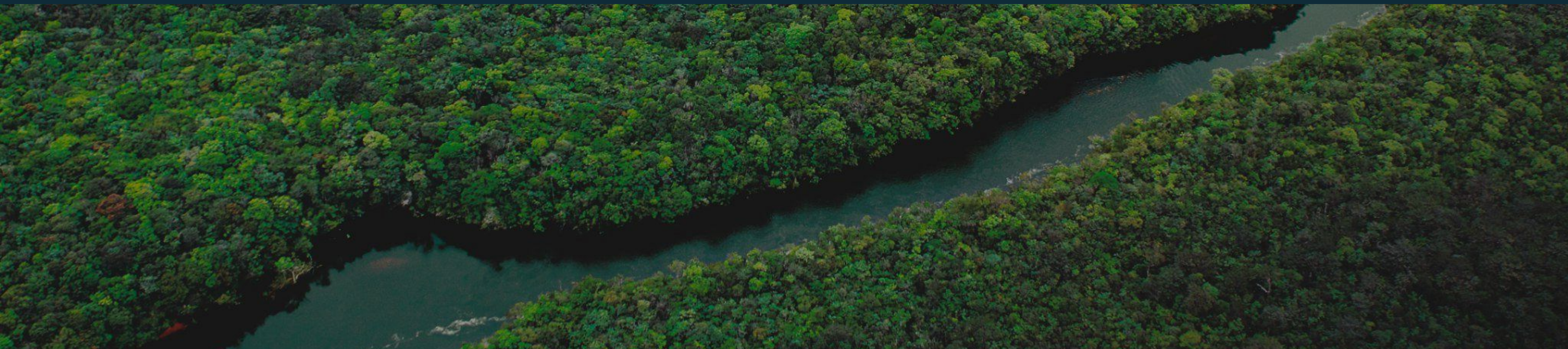
[Management by Impact iP&L](#)



[2050 Vision](#)



[Socio-environmental publications](#)



# Thank you

natura

