

NATURA COSMÉTICOS S.A.

Companhia Aberta

CNPJ/ME 71.673.990/0001-77

NIRE 35.300.143.183

**EXTRATO DA ATA DA REUNIÃO DO CONSELHO DE ADMINISTRAÇÃO
REALIZADA EM 11 DE MARÇO DE 2026**

I. DATA, HORA E LOCAL: 11 de março de 2026, às 09:00, na sede da Natura Cosméticos S.A., localizada em São Paulo/SP.

II. CONVOCAÇÃO: Realizada nos termos artigo 15, parágrafo 2º do Estatuto Social da Natura Cosméticos S.A. (“Companhia”).

III. PRESENÇA: Presentes todos os membros do Conselho de Administração da Companhia, a saber: Fábio Colletti Barbosa, Presidente do Conselho, 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 e Pedro Luiz Barreiros Passos, membros do Conselho de Administração. Presente ainda o Sr. Moacir Salzstein, Diretor de Governança Corporativa da Companhia.

IV. COMPOSIÇÃO DA MESA: Assumiu a presidência da mesa o Sr. Fábio Colletti Barbosa, que convidou o Sr. Moacir Salzstein para secretariar os trabalhos.

V. ORDEM DO DIA: Deliberar sobre a recomendação de aprovação, pelos acionistas da Companhia, a se reunirem em assembleia geral ordinária e extraordinária da Companhia a ser realizada em 29 de abril de 2026 (“AGOE”), das demonstrações financeiras da Companhia referentes ao exercício social encerrado em 31 de dezembro de 2025, acompanhadas do relatório anual da administração, das notas explicativas, da minuta do relatório dos auditores independentes sobre as demonstrações financeiras e do parecer favorável do Comitê de Auditoria, de Gestão de Riscos e Finanças.

VI. DELIBERAÇÕES: Após as discussões relacionadas à matéria constante da Ordem do Dia, e tendo em vista as informações recebidas pela Companhia, os membros do Conselho de Administração deliberaram, por unanimidade e sem ressalvas, recomendar, de acordo com o disposto no artigo 142, inciso V, da Lei nº 6.404/76 e no artigo 20, inciso X do Estatuto Social da Companhia, a aprovação, pelos acionistas da Companhia, a se reunirem na AGOE, das

demonstrações financeiras da Companhia referentes ao exercício social encerrado em 31 de dezembro de 2025, acompanhadas do relatório anual da administração, das notas explicativas, da minuta do relatório dos auditores independentes sobre as demonstrações financeiras e do parecer favorável do Comitê de Auditoria, de Gestão de Riscos e Finanças, documentos esses a serem divulgados em 16 de março de 2026.

VII. ENCERRAMENTO: O Presidente agradeceu a presença de todos e deu por encerrados os trabalhos, suspendendo antes a reunião para que se lavrasse a presente ata, a qual, depois de lida, discutida e achada conforme, foi aprovada e assinada pela mesa e pelos presentes.

*Certifico para os devidos fins, que o presente documento é um **extrato** da ata lavrada em livro próprio, nos termos do parágrafo 3º, artigo 130 da Lei nº 6404/76, conforme alterada.*

São Paulo, 11 de março de 2026.

DocuSigned by:

Moacir Salzstein

Moacir Salzstein

Secretário da Mesa

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Operating Systems:	Windows2000? or WindowsXP?
Browsers (for SENDERS):	Internet Explorer 6.0? or above
Browsers (for SIGNERS):	Internet Explorer 6.0?, Mozilla FireFox 1.0, NetScape 7.2 (or above)
Email:	Access to a valid email account
Screen Resolution:	800 x 600 minimum
Enabled Security Settings:	<ul style="list-style-type: none">• Allow per session cookies

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