

A full-page background image of a sunset over a body of water. The sun is a bright, glowing orb at the top center, casting a long, shimmering reflection down the middle of the water. The sky is filled with soft, orange and yellow clouds. In the middle ground, a dark, silhouetted line of trees and foliage stretches across the horizon. The water in the foreground is calm, reflecting the warm colors of the sky.

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Fato Relevante
30 de março 2026

Conselho de Administração

Com o fim da simplificação corporativa, propomos um novo Conselho com *capabilities* complementares para o novo ciclo de crescimento e inovação da América Latina.

Composição **Atual**

- Fabio Barbosa (Chairman)
- Luiz Seabra
- Guilherme Leal
- Pedro Passos
- João Paulo Brotto Ferreira
- Alessandro Carlucci (independente)
- Maria Eduarda Kertész (independente)
- Bruno Rocha (independente)
- Gilberto Mifano (independente)

Nova Composição Proposta

- Alessandro Carlucci (Chairman e independente)
- Luiz Guerra
- Pedro Villares
- Guilherme Passos
- João Paulo Brotto Ferreira
- Maria Eduarda Kertész (independente)
- Flávia Buarque de Almeida (independente)
- Gabriela Comazzetto (independente)

Manutenção da Estrutura Acionária & Potencial Novo Parceiro Estratégico

Novo Acordo Acionistas

- Novo Acordo de Acionistas terá **prazo de 10 anos**, sendo prorrogável por mais 10 anos.
- Mantendo **participações inalteradas** e reafirmando o sólido compromisso com o futuro da empresa

Novo Conselho Consultivo

Guardião da cultura e dos valores da Natura

- Fabio Barbosa
- Luiz Seabra
- Guilherme Leal
- Pedro Passos

Acordo Vinculante Advent

- Compromisso vinculante com Advent, onde irão adquirir de 8% a 10% do total de ações no mercado secundário.
- Operação deve ocorrer no prazo de até 6 meses, e observado um preço alvo médio de R\$9,75
- Celebrado o acordo entre Blocos e Advent, esta poderá indicar 2 membros ao Conselho de Administração.

Q&A

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Material Fact
March 30, 2026

Board of Directors

With the conclusion of the corporate simplification, we propose a new Board with complementary capabilities for the new cycle of growth and innovation in Latin America.

Current Composition

- Fabio Barbosa (Chairman)
- Luiz Seabra
- Guilherme Leal
- Pedro Passos
- João Paulo Brotto Ferreira
- Alessandro Carlucci (Independent Member)
- Maria Eduarda Kertész (Independent Member)
- Bruno Rocha (Independent Member)
- Gilberto Mifano (Independent Member)

New Proposed Composition

- Alessandro Carlucci (Chairman and Independent Member)
- Luiz Guerra
- Pedro Villares
- Guilherme Passos
- João Paulo Brotto Ferreira
- Maria Eduarda Kertész (Independent Member)
- Flávia Buarque de Almeida (Independent Member)
- Gabriela Comazzetto (Independent Member)

Keep Ownership Structure Unchanged & Potential New Strategic Partner

New Shareholders' Agreement

- The New Shareholders' Agreement will have a **10-year term**, extendable for another 10 years.
- Keeping **shareholders unchanged** and reaffirming the solid commitment to the company's future.

New Advisory Board

Guardian of Natura's culture and values

- Fabio Barbosa
- Luiz Seabra
- Guilherme Leal
- Pedro Passos

Advent Binding Agreement

- Binding agreement with Advent to acquire 8% to 10% of the total shares in the secondary market.
- The transaction is expected to occur within up to 6 months, subject to an average target price of R\$9.75.
- Upon execution of the agreement between the Blocks and Advent, the latter may appoint 2 members to the Board of Directors.

Q&A

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