

Instituto Natura,
Há 15 anos
transformando
vidas por meio...



da Educação



dos Direitos
e da Saúde das Mulheres



e do Desenvolvimento Integral
das Consultoras de Beleza.

instituto natura

ANNUAL REPORT 2025

instituto
natura

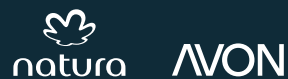




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Social transformation in Latin America is possible

2025 WAS A REMARKABLE YEAR. I will begin without beating around the bush because there were so many achievements to celebrate. For Instituto Natura, however, achievements are not an end in themselves: every progress - whether it is an innovation, an expansion, or the continuation of a transformative initiative - serves as motivation to go even further. We want this progress to become the norm, public policy, and the expected reality. That is what we work for.

In 2025, we saw literacy enter the public debate in a significant way and become a political commitment. We are witnessing an important moment in Latin America, as the topic of early literacy is beginning to be included on the agenda of the six countries where

Instituto Natura operates, a fundamental first step towards ensuring that the entire educational journey has positive impacts. This result was no accident: it shows that adopting a systemic approach to achieve effective, measurable results at scale is indeed a worthwhile effort.

The focus on public policies that bring about robust and comprehensive social transformation, which helped shape this scenario for literacy, has guided the work of Instituto Natura in all the commitments we have made.

The knowledge we have gained through years of work in education has given us the confidence to go further. In 2025, we consolidated the integration of causes that had begun to take shape the previous year: Women's Education, Rights, and Health, and the Holistic Development of Natura and Avon Beauty Consultants continue to advance together through an institute that embodies the strength and power of this systemic approach. Working on three integrated causes makes our work more robust in pursuit of the central goal that unites us: changing social reality.

And Instituto Natura is uniquely positioned to do this — as 2025 also demonstrated. We operate in Argentina, Brazil, Chile, Colombia, Mexico, and Peru, countries that together account for more than

two-thirds of Latin America's population, and we are one of the few private social investment organizations with a strategically aligned approach focused on social transformation across all these regions. This situation offers us something rare: a Latin American perspective that is both local and systemic.

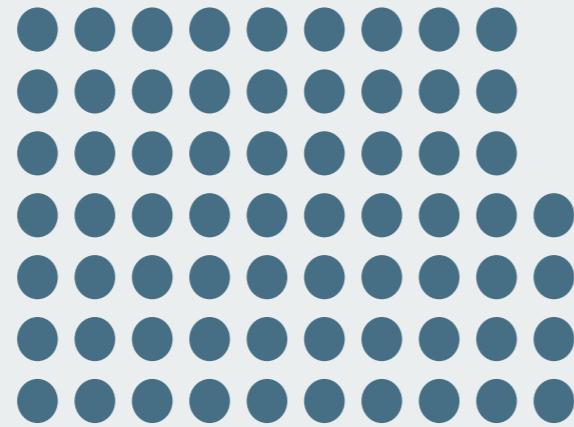
Looking at 2025, the year in which Instituto Natura turned 15, confirms that we are on the right path.



DAVID SAAD
CEO of
Instituto Natura

PARTNERSHIP WITH

57 STATES AND PROVINCES



67 STRATEGIC PARTNER ORGANIZATIONS IN LATIN AMERICA

R\$ 117,7 million

invested in Women's Education, Rights, and Health, and the Holistic Development of Natura and Avon Beauty Consultants

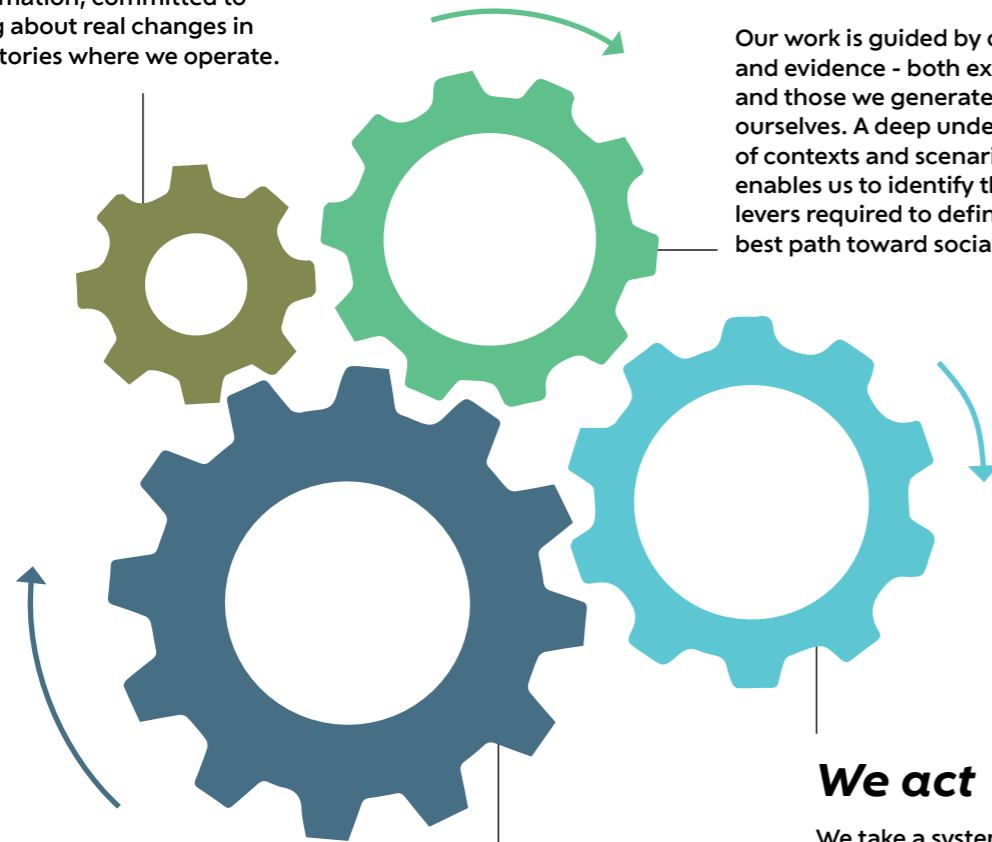


We dream

We believe in the power of ambitious goals. Our work stems from a vision focused on transformation, committed to bringing about real changes in the territories where we operate.

We understand

Our work is guided by data and evidence - both existing and those we generate ourselves. A deep understanding of contexts and scenarios enables us to identify the key levers required to define the best path toward social change.



We act

We take a systemic approach, define strategies, plan, and execute, focusing on public policy and always working in partnership. We believe that meaningful change requires collaboration — collaborating to bring about change.

We transform

We closely monitor the changes taking place on the ground. We gather results, learn from them, and celebrate every progress made collectively - progress that allow us to keep dreaming.

A year of possible dreams

EVERYTHING WE ACHIEVED in 2025 began with the dreams we nurtured; and we did so with determination. We dream that it is possible to transform realities and that this transformation could be lasting and far-reaching, backed by evidence.

In the three causes to which Instituto Natura is committed - Education; Women's Rights and Health; and the Holistic Development of Natura and Avon Beauty Consultants -, we are committed to a structured cycle that blends dreams and reality, so that, without losing touch with reality, we can reach new heights.

However, dreaming is only the first step. Next comes an objective understanding of the scenarios we want to transform. We produce and organize data that allows us to gain a deep understanding of the contexts in which we operate. In addition to understanding existing indicators, we create indicators with a dual purpose: to contribute to the ecosystem of organizations working on the same issues and to measure the transformation we are helping to promote. In 2025, we launched a pioneering index in Latin America on awareness of violence against women; we also measured the awareness of Brazilian and Argentine women regarding breast health.

Data and evidence form the basis of our strategies. After gaining an objective understanding, we take action. Taking a systemic approach, we plan and execute, focusing on public policies and working in partnership, relying on the power of collaboration. In 2025, Instituto

Natura worked alongside 67 strategic partner organizations and supported 57 provinces and states in Argentina, Brazil, Chile, Colombia, Mexico, and Peru.

Then comes the effective and real transformation in the lives of people and the monitoring of these changes as they happen on the ground. We gather results, listen to the stories of those whose lives have been transformed, and learn from them: in 2025, the education policies we supported reached 6.4 million Latin American students; our awareness campaigns on women's health and rights reached* 571 million people; and 231 thousand Natura and Avon Beauty Consultants benefited from initiatives across the six countries. Beauty consultants, in fact, are the ones who make the scope and depth of what we do possible.

We celebrated our 15th anniversary in Brazil, seeing our footing grow even stronger. We celebrate every progress made collectively so that they can constantly inspire new dreams. In this report, we invite you to discover the strength of what we built in 2025. Happy reading!

* Cumulative reach through our campaigns, among the various audiences that access our different channels.



— CAUSE

EDUCATION

— COMMITMENT

Literacy

► Learning to read and write at the right age increases school retention and has a positive impact on the entire educational journey. We support public entities in planning and implementing public policies to ensure that all students can read and write at the expected age.

— COMMITMENT

High School

► We support public entities in the creation and implementation of public policies that strengthen High School education. In Brazil, we work with states to implement the Full Time High School policy, an innovative pedagogical proposal that seeks to provide students with a well-rounded education.

— COMMITMENT

Education ecosystem

► The development of public policies capable of addressing structural demands depends on effectively mapping challenges and on collaborative, network-based action. We work with coalitions and alliances that foster the education ecosystem, striving for systemic transformation.

instituto natura

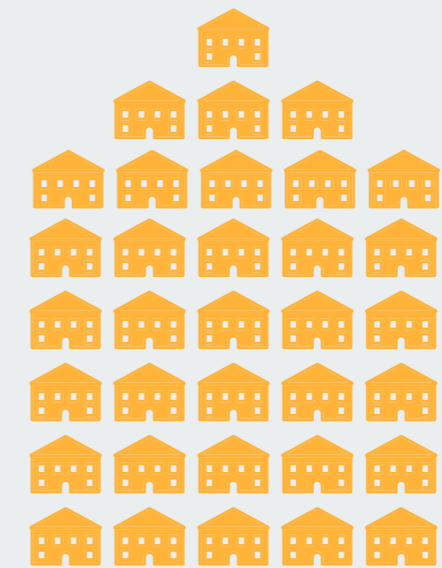
Each child on this page represents 2 thousand students

+6,4 million
students benefited
in Latin America

Each child on this page represents 2 thousand students

Each child on this page represents 2 thousand students

+ 4,800
municipalities
engaged in
transforming
education



+ 36,000 SCHOOLS
reached in Latin America

- ALLIANCE FOR LITERACY
- FULL-TIME HIGH SCHOOL
- MIDDLE SCHOOL
- VOCATIONAL AND TECHNOLOGICAL EDUCATION
- TECHNOLOGY
- TEACHING PROFESSION
- SCHOOL MANAGEMENT
- PRESCHOOL

In Brazil, we are part of **8 coalitions** that bring together **31 institutions**





The Mexico se aprende leyendo alliance took the stage at the Guadalajara International Book Fair to discuss initiatives to promote reading that are part of fundamental learning policies. During the event, UNESCO presented an award recognizing the work done in literacy.



The Implementation Journey contributed to qualifying the work in favor of the region, reinforcing the relevance of a Latin American perspective for literacy at the appropriate age.



In another regional immersion, organizations from the six countries gathered in Espírito Santo, Brazil, to learn more about the state's literacy policies, which are implemented in collaboration with the municipalities.

A regional commitment

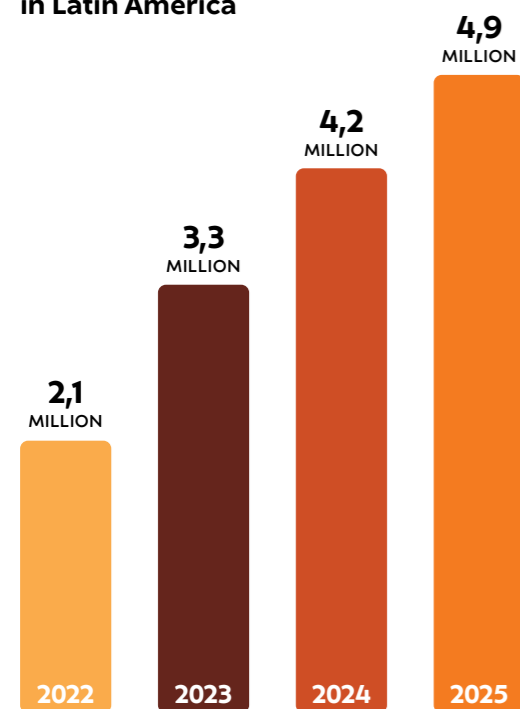
LATIN AMERICA is experiencing a historic moment in literacy - and 2025 was the year it gained momentum as a regional agenda. Bringing countries together around a common challenge, while respecting the particularities of each territory, is a rare achievement.

The starting point is a shared understanding: education is a cumulative process, and addressing the problem at its source is more effective than making up for losses along the way. There can be no sustainable educational transformation without literacy at the right age - and governments and society have come to recognize this.

This consensus found fertile ground in concrete experiences. In Argentina and Brazil, robust, systemic, and comprehensive subnational policies focused on teacher and school leadership training, pedagogical materials, and assessment as a tool for monitoring learning and continuously improving public policies, together with advocacy strategies promoted by Argentinos por la Educación in Argentina, contributed to advancing key national commitments in 2025: the National Literacy Plan and the National Commitment to Children's Literacy, respectively. In Mexico, the scenario is one of robust implementation of systemic policies in the states by 2025, which led to the national government prioritizing literacy in the Sectoral Education Plan.

In Peru, Colombia, and Chile, coalitions and social movements such as *Leer no Basta*, *Colombia se Escribe Leyendo*, and *Por un Chile que Lee* have broadened the debate on literacy and reading and secured public commitments from governments and candidates. What was once a silent tragedy is now a political priority - and that is a transformation we should celebrate with enthusiasm.

Growth of the students benefited in Latin America



LATIN AMERICA: UNITED IN SHARING AND LEARNING

In 2025, we gathered in Buenos Aires, together with Centro Lemann, with more than 35 organizations from the six countries where we operate - Brazil, Argentina, Chile, Colombia, Peru, and Mexico - for an Implementation Journey that included an immersion in Argentina: visits to schools, talks with secretaries of education, and direct exchanges with political leaders.

Argentina provided inspiration and facilitated exchanges. Their subnational experiences with literacy have shed light on common challenges and paved the way for shared solutions. Every country has its own unique characteristics, but it is through exchanges between different countries that coalitions grow stronger and public policies tend to improve in quality. That is the value of building a regional agenda together.

By transforming silence into a priority, Latin America not only recognizes the gravity of the problem; it collectively acknowledges that guaranteeing this right depends on continuity, cooperation, and mutual learning, until learning to read and understand ceases to be a privilege and becomes the solid foundation for equal opportunities for all Latin American children.

THE PROGRESS IN LITERACY POLICIES

2025 was a year of growth and expansion, the result of the work that had been consistently built up over time. In Argentina, the alliance with Fundación Pérez Compañc made it possible to expand into another province in 2025. In Brazil, the partnership between Instituto Natura, the Fundação Lemann, and the Associação Bem Comum continued to provide support to 18 states, covering 70% of the national territory.

In Mexico, we reached 11 states and achieved something beyond just the numbers: the opportunity to work with all political parties in the country. The political diversity that our model has embraced has attracted new investors and paves the way for further expansion.

In Peru, it was a year of reaping rewards. We have reached yet another province, transformed local strategies into regional ones, and strengthened our alliances. A year of being recognized as a benchmark, so we can grow.



We were invited to Argentina to implement a trainer program to train teachers working in literacy education.



Mexico: for the first time, we know how everyone is doing

In 8 Mexican states, we were able to implement a groundbreaking assessment: for the first time, we measured the reading fluency levels of all students, not just those directly impacted by our work. This is the baseline that was missing: with it,

we can adjust our approach, guide our efforts, and compare results over time. The next step is already in the works: an even more comprehensive assessment that will incorporate comprehension, prosody, and writing.

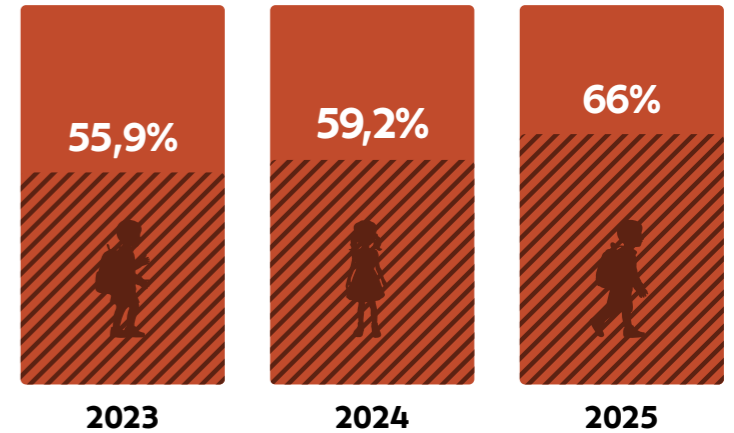
Racial equity: a goal and a direction

Ensuring literacy at the right age is not enough if inequality persists. That is why racial equity is a concrete goal: we are working to reduce the learning gap between Black, Brown, and Indigenous children and white children by 76% by 2031 – from 13 percentage points to 3.

In 2025, we built on the agreement we reached the previous year, a theory of change focused on racial equity that guides all our actions: raising awareness among political leaders, training teachers and administrators, and developing pedagogical materials that recognize diversity and include race-sensitive assessments. Perspectives are already changing.

EVOLUTION OF THE INDICATOR LITERATE CHILDREN (ICA) - BRAZIL

Percentage of children who are literate at the right age



GOAL 80% of children literate at the right age by 2030

BRAZIL: HISTORICAL RESULTS AND RECOGNITION

Brazil has reached a historic milestone in literacy: after rising from 55.9% to 59.2%, the country reached the historic milestone of 66% of children being literate at the right age by 2025, reaffirming literacy as a national priority.

The country's commitment to literacy goes beyond the ICA results; it is reflected in the public agenda, in implementation capacity, and in political commitment, which is also evident in recognition initiatives. The Senate presented the Governors' Commendation, an award that recognizes states with

good results in literacy, taking into account the level achieved, progress made, and commitment to equity. The House of Representatives followed suit, recognizing mayors who achieved significant results.

Initiatives that send an important message: literacy is no longer limited to the early years of education and is gaining momentum with the involvement of other key stakeholders. Instituto Natura was part of this movement, working alongside partners with a focus on promoting literacy built on equity.



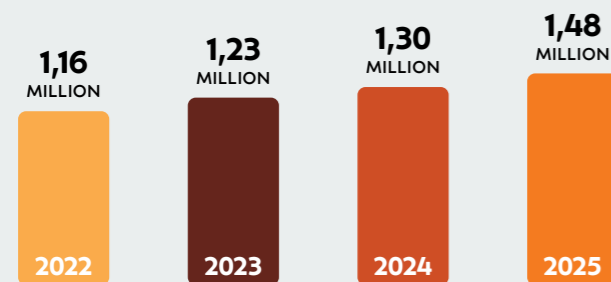
+ 28,000 SCHOOLS reached in Latin America

High School: the topic is being debated in countries

"Working with full-time education makes it possible to keep nurturing the dreams of a socially referenced education"

NÁJILA LOPES, Coordinator of Full-Time Education at the Bahia Department of Education

PROGRESS OF BENEFICIARY HIGH SCHOOL STUDENTS IN LATIN AMERICA



8,000
schools
involved

34
partner subnational
governments and states

HIGH SCHOOL is a crucial and still challenging stage in the educational journey in Latin America. In 2025, we saw the issue gain prominence in public debate, in policies, and in the goals of the countries where we operate.

In Brazil, the effort to raise awareness of Full-Time High School education has yielded concrete results. The new National Education Plan includes ambitious goals for full-time education, and political commitment to the pedagogical proposal has grown based on the results from the 22 partner states that have adopted it. To sustain progress, we developed an advocacy strategy with three fronts — media presence, events, and engagement with strategic stakeholders. Awareness has progressed very well; we are now focusing on expansion. Giving visibility to EMI (Full-Time High School) is essential, but not enough: we face infrastructure challenges in enabling more schools to become full-time schools.

In Colombia, we support a bill to make High School Education mandatory. The bill was not passed, but it played a key role: putting the issue on the public agenda. We had significant growth in the number of students enrolled through our work in partnership with 11 regional organizations, reaching more than 109 thousand students.

In Chile, we expanded our work in the local education service where we were already operating, achieved improvements in learning outcomes, and paved the way for expansion into at least two additional territories.



Samara Castro da Silva started Full-Time High School with some reservations. She left there having been accepted into the Federal University of Ceará - and with the certainty that the full-time school had broadened her horizons. "I attribute my ability to communicate clearly to my years at Maria Thomásia School," she says. Elective courses in first aid and pharmacy confirmed her calling to medicine: Samara will be the first doctor in her family.

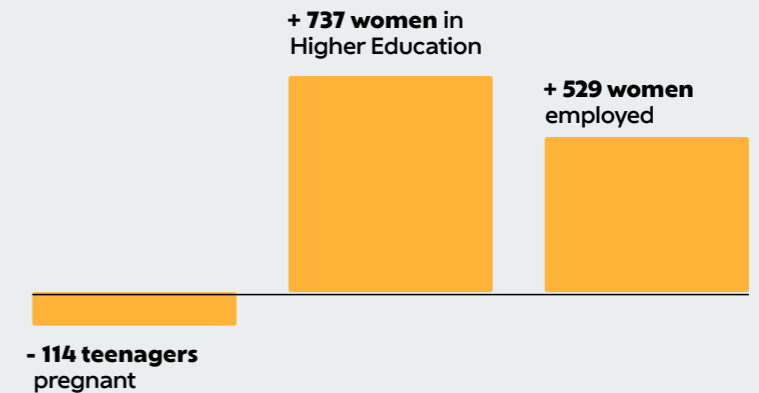
Racial equity: a pilot program that confirms the path

White students complete high school with about a three-year learning advantage over Black students. Changing this situation requires intentionality. Our macro strategy for racial equity combines data monitoring with concrete changes in full-time schools: training teachers and administrators to recognize the effects of racism, and creating environments that attract and retain Black, Brown, and Indigenous students.

In Rio Grande do Sul, a pilot program put this strategy into practice. In less than one academic year, positive results were observed, with these students showing significant improvement in the Saeb practice assessment. Intentional action works.

In 2025, we organized a visit with journalists to a Full-Time High School in Bahia - a state where Instituto Natura has recently strengthened its partnerships. Getting an up-close look at the school revealed a reality that is richer and more complex than any number can convey.

THE POSITIVE IMPACT OF EMI* For every 1,000 young people in EMI



* source: study supported by Instituto Natura, 2025

Education is transformed collectively

Progress in Middle School in Brazil

In addition to improving the quality of education in Middle School, we support the expansion of full-time enrollment at this level in Brazil. The model has proven effective in increasing the students' sense of belonging at school and in addressing learning challenges and dropout rates at this stage.



2.211.919 = **23,7%**
 full-time enrollment = middle school enrollment in Brazil*



11 SUPPORTED TERRITORIES
 (5 states and 6 municipalities)

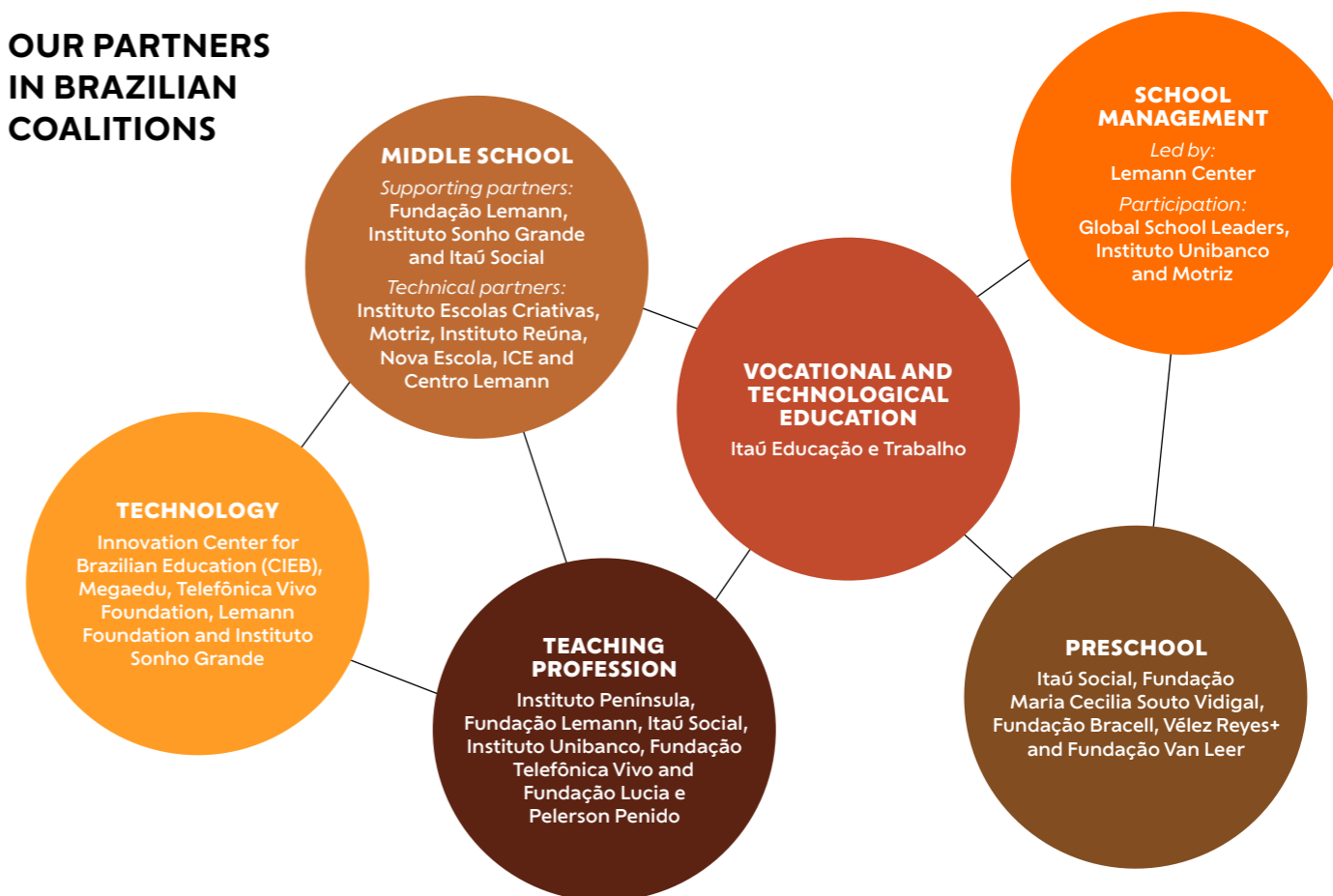
*according to INEP criteria.

LOOKING AT EDUCATION as a whole requires network-based strategies. The systemic change we want to see depends on policies that can only be sustained when organizations, governments, and society are all moving in the same direction. Our goal is to design agendas that map challenges, pathways, and goals - as is already the case in Argentina (where we work alongside Argentinos por la Educación) and in Brazil (where we follow the guidelines of Educação Já, led by Todos pela Educação). In 2025, Instituto Natura saw this ecosystem grow and become stronger in the countries where it operates.

In Brazil, two new coalitions have been added to the already established ones - Middle School Education; Technology; Vocational and Technological Education; and the Teaching Profession - namely: School Management, a fundamental issue for structuring educational transformation, since school administrators play a central role in school operations and in ensuring learning; and Preschool, a mandatory stage of Basic Education and a right of all children, which is already supporting the school systems in Piauí and Mato Grosso - a state that launched its policy on the subject in 2025.

In Chile, we are part of Por un Chile que Lee, a movement that brings together academia, businesses, and organizations to address the reading challenges made worse by the pandemic. In Colombia, in 2025 we also joined the Colombia se Escribe Leyendo movement, which focuses on literacy. In Mexico, we expanded our national partnerships. In Peru, our Enseña Perú alliance has enabled us to expand our work, and in 2025 the Leer no Basta movement was formally established, which we joined.

OUR PARTNERS IN BRAZILIAN COALITIONS



For more connected schools in Brazil

We support 16 state education networks in adapting their curricula to the BNCC Computing standards, so that they can incorporate technology and digital skills. We are committed to providing suitable training for teachers, expanding connectivity in schools, and promoting the pedagogical use of equipment.



70% of schools are connected



38% of schools have equipment for pedagogical use



44% of teachers have adequate digital skills



— CAUSE

WOMEN'S RIGHTS AND HEALTH

— COMMITMENT

Breast Health Care

► Raising awareness, disseminating information, collecting data to build an evidence base, and supporting systemic public policies. This is our work in supporting breast health care, to ensure early diagnosis and appropriate treatment.

— COMMITMENT

End of Violence Against Women

► To transform ending violence against women into a matter of state policy and to involve the whole of society in this debate. We work to raise awareness about this issue so that it becomes a priority in every country, and so that information, investment, and effective public policies lead to a scenario of respect for all women.



Reach* of

571,8 million

through awareness campaigns on women's rights and health in Latin America

NEARLY

3,000 women

HAVE BEEN SUPPORTED OR SERVED THROUGH OUR CHANNELS IN BRAZIL



ÂNGELA
LIGUE CÂNCER HELPLINE

*Cumulative reach through our campaigns, among the various audiences that access our different channels

+ 446,000 WOMEN

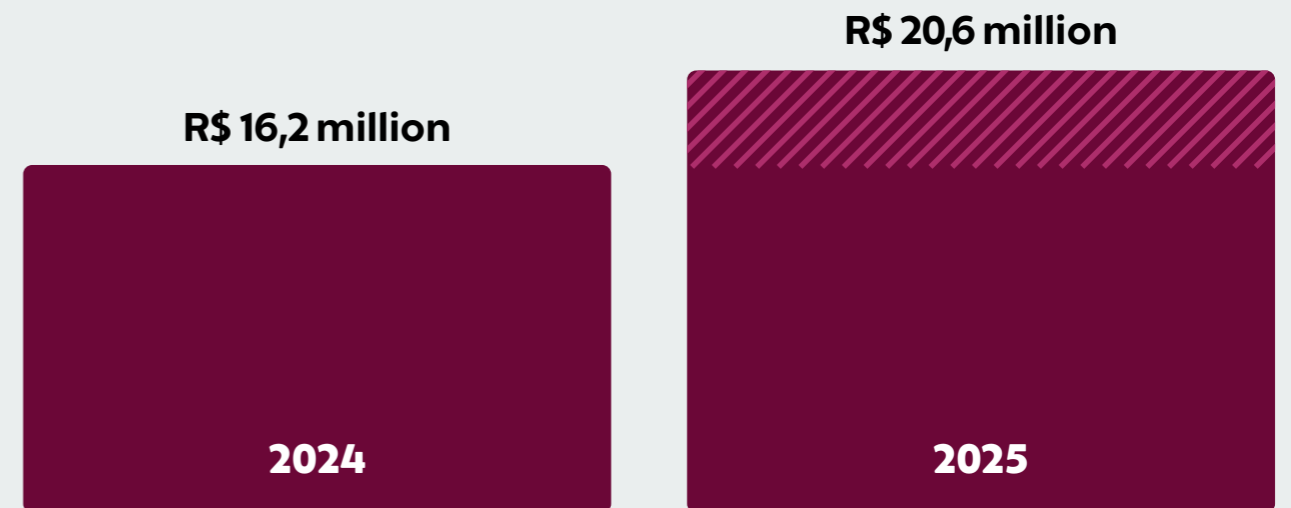
reached through the coverage of our comprehensive policies in Brazil

In Brazil, we began working in partnership with states to implement systemic public policies, combining them with awareness-raising efforts.

Each number on this page represents about 10 thousand women

GROWTH

Investment in women's rights and health initiatives in Latin America

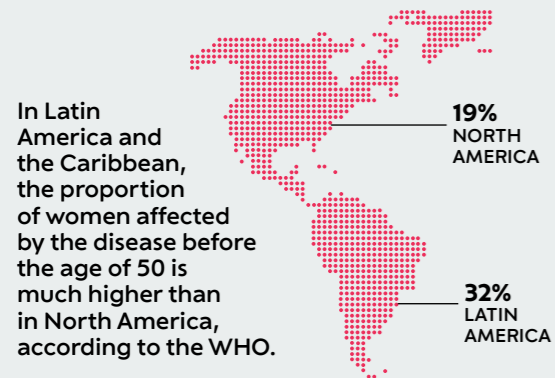


#EstarComElas: when the present can change everything

BREAST CANCER is the most commonly diagnosed cancer among women, which makes raising awareness urgent. In 2025, Instituto Natura and Avon jointly launched the #EstarComElas campaign in the six countries where we operate. Leveraging our regional presence, we launched initiatives in Argentina, Brazil, Colombia, Chile, Mexico, and Peru during Pink October and at other times of the year.

The main message was simple: the time to take care of your health is now. Annual medical check-ups and routine exams, such as mammograms, are crucial tools and a guaranteed right – detecting breast cancer early means catching it in time.

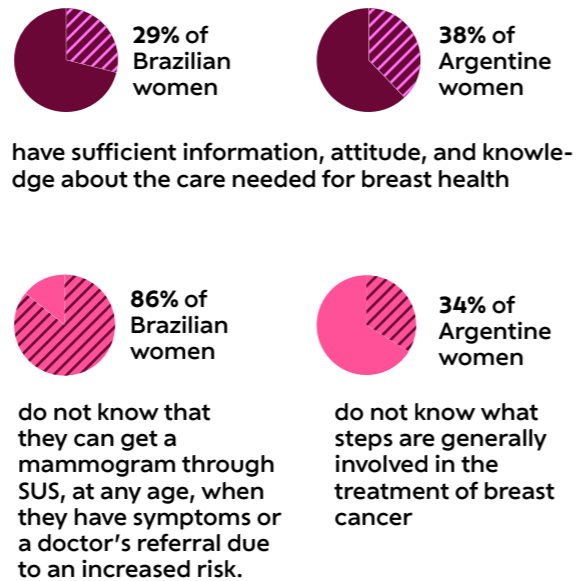
The campaign used social media in every country, with messages tailored to the specific reality and culture of each region. The result confirms the power of collaboration: more than 410 million in cumulative reach across the various audiences that access our channels. Being with them also means this: ensuring that information arrives in time.



Understanding to improve

In 2024, Instituto Natura and Avon launched the Breast Cancer Awareness Index in Brazil, and in 2025, in Argentina. A tool for assessing knowledge and breast care habits in the region. The survey reveals that there are gaps in information regarding risk reduction, diagnosis, and treatment. In Brazil, the index is part of the Movement for Breast Care, in partnership with the RD Group, the NGO Oncoguia, and the Women’s Network to Fight Cancer.

2025 Breast Cancer Awareness Index



In Colombia, we held the first Rosa Fest, an in-person event with entities specializing in breast health; and we organized initiatives in partnership with Movistar Colombia, illuminating important locations, such as a stadium, with awareness messages.



GOIÁS ALL PINK

In 2025, Instituto Natura entered into a partnership with the state of Goiás, in Brazil, to provide technical support for the launch of Goiás Todo Rosa, a state policy for breast cancer screening. The goal goes beyond implementation: we want to ensure that it becomes a state policy, with allocated resources, engaged leaders, and continuity.

The project was built around seven pillars: political commitment, healthcare equipment, systems and processes, data management and monitoring, training, communication and engagement, and a collaborative framework. We have made concrete progress in each of them.

In data management, we agreed with the state on a monitoring dashboard to track the progress of municipalities. Regarding equipment, we partnered with Hospital de Amor in Barretos to assess the distribution and quality of mammography machines and biopsy equipment, as well as to train technicians to operate them. In terms of systems and processes, we created care pathways, bringing together specialists to design clear diagnostic flows and protocols that ensure continuous care.

For 2026, training on care pathway protocols and the active engagement of municipalities are priorities.

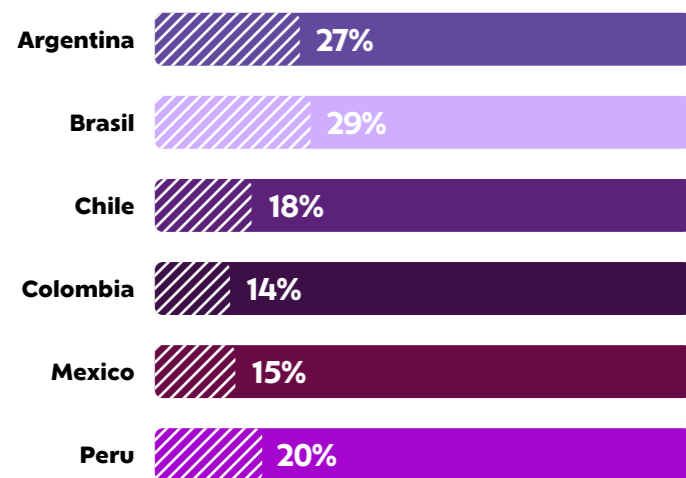
The Breast Cancer Awareness Run in Santiago was part of the campaign in Chile. More than 6 thousand women signed up, participated, and received information at the Avon booth to raise awareness. This event also takes place in other countries, such as Argentina, where 15 thousand people participated in the 19th edition of the Walk in 2025. In Mexico, together with the IMS Foundation, the first Race for a Cause was held, bringing together 5,000 participants.

Growth in number of calls handled by the Ligue Câncer helpline

In Brazil, the Ligue Câncer, a helpline and counseling service run by the NGO Oncoguia and supported by Instituto Natura, is the only free support service in the country; a support tool for people diagnosed with breast cancer.



**AWARENESS INDEX
(HIGH AND VERY HIGH LEVELS)**



**SOME REASONS WHY PEOPLE
DO NOT INTERVENE OR ASK FOR HELP**

- ▶ Assume that women who are victims of violence would not seek help from public services for fear of suffering further violence
- ▶ Assume that someone more qualified should intervene
- ▶ Believe that what happens between a couple should be resolved only by the people involved

8 out of 10 women in Brazil have experienced violence at least once simply because they are women



What we know about violence against women

IN 2025, Instituto Natura launched the Awareness Index on Violence Against Women - a permanent tool for measuring, across the six countries where we operate, how society perceives and recognizes this issue. It was a joint launch in Argentina, Brazil, Chile, Colombia, Mexico, and Peru.

The Index helps identify the main obstacles to recognizing violence against women and understanding it as a public issue, which requires social engagement and an institutional response; it provides a basis to qualify the debate, guide priorities, and strengthen State policies with the potential for scaling up.

Our objective is to strengthen public policies that can reduce femicides and other forms of violence against women and expand their access to support and protection. This involves formal reporting but is not limited to it; health care, social services, and public safety are also entry points, and they need to function as a network. Changes that do not depend solely on a government, but on a society that understands the problem and, as a result, recognizes its responsibility.

ALAGOAS LILÁS: PIONEERING POLICY TO PROTECT WOMEN

Alagoas was the first Brazilian state to establish a robust and comprehensive state policy to combat violence against women, with defined goals and a long-term commitment. Instituto Natura is the technical and operational partner of the Alagoas Lilás policy, which, by 2025 alone, reached more than 30% of the adult women in the state.

The initiative aims to reduce femicides, increase reporting and access to protection, integrate services, strengthening the network and reducing barriers to seeking help. The goal is to reduce femicides and increase reporting and access to protection, supporting women from their first point of contact. This involves integrating services, strengthening the network, and reducing barriers to seeking help, preventing a fragmented response.

The end of violence against women on the agenda

Reducing violence against women requires goals, monitoring, and political priority. To reposition the topic back on the public agenda, Instituto Natura is working with the Senate and Gênero e Número on the National Map of Gender-Based Violence. In 2025, the tool was updated with the 20th edition of the National Survey, which highlights underreporting and the hidden figures by showing how many women experience violence without naming it or seeking services.



Recognizing violence is the first step toward addressing it. In 2025, Instituto Natura and Avon launched the Chame pelo Nome campaign in the six countries where we operate. First in Brazil, during Lilac August, and then throughout Latin America, during the 16 Days of Activism to End Violence Against Women. The goal is to raise awareness about the different types of domestic violence - physical, psychological, financial, emotional, and sexual - by putting a name to what should never have been normalized.

▶ **AWARENESS CAMPAIGN REACHES 161.4 million PEOPLE IN LATIN AMERICA**



ÂNGELA

The support channel offered by Instituto Natura in Brazil for women experiencing violence is recommended by 100% of women, according to a survey of Beauty Consultants.



— CAUSE

HOLISTIC DEVELOPMENT OF NATURA AND AVON BEAUTY CONSULTANTS

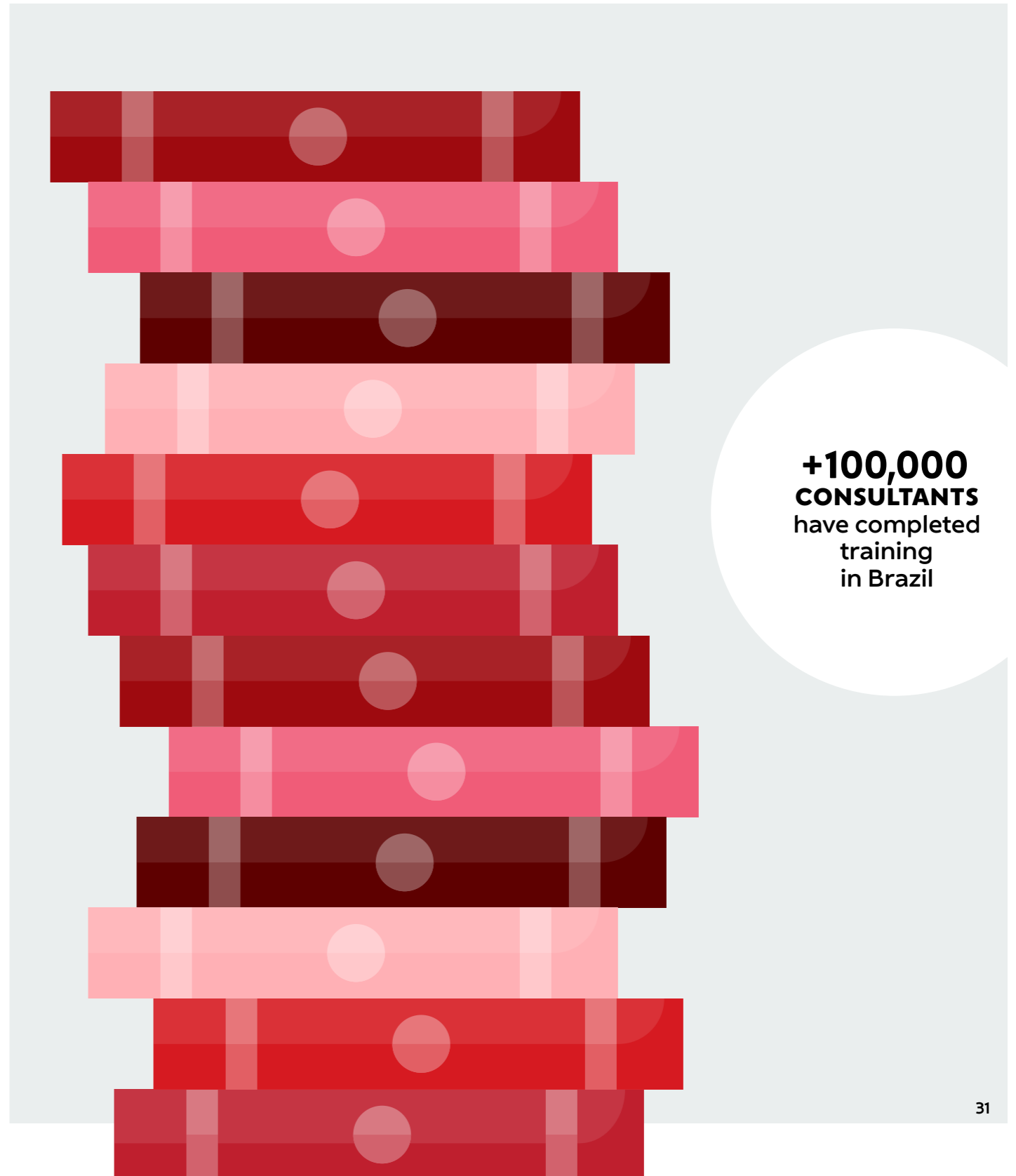
Holistic Development of Natura and Avon Beauty Consultants

► We work for the holistic development of Natura and Avon Beauty Consultants, who are the foundation of Instituto Natura. To achieve this, we invest in initiatives that promote Education, Health and Well-Being, and Citizenship, the pillars of this commitment. We are guided by the constant evolution of the Beauty Consultant Human Development Index (IDH-CB), an indicator used by Natura to gain insight into the social needs of its consultants.



+231,000

Consultants have benefited from Instituto Natura's initiatives in Latin America

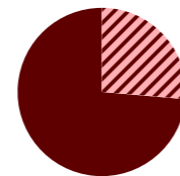


Educational Inclusion Index: understand in order to transform

IMPROVING THE LIVES of Beauty Consultants requires, above all, understanding their reality. In 2025, Instituto Natura launched the Educational Inclusion Index in the six countries where it operates - a complementary mapping tool to the IDH-Consultoras, developed by Natura, to provide a comprehensive assessment of their level of knowledge in certain areas.

The Index measures four dimensions: digital literacy, financial literacy, formal education, and reading and numeracy

(the ability to understand texts and perform basic calculations). Taken together, these fronts reveal where there are gaps and where we need to focus our efforts. The index is a compass: it is the basis on which we define our long-term vision and plan our actions more assertively. Natura's business generates social transformation, and Instituto Natura is an active promoter of this transformation, especially in helping Consultants develop skills that increase their autonomy.



26,5% is the weighted average of consulting firms that achieved the desired level on the EII in the countries where we operate*

DIMENSIONS OF THE EII

1 Formal education

2 Reading and Numeracy

3 Financial literacy

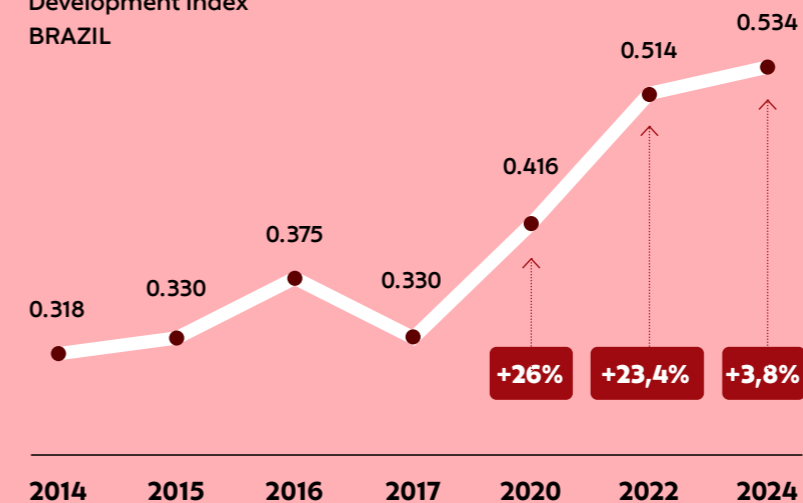
4 Digital literacy



What I learned from financial literacy

With more than 20 years of experience in Consulting, Ana Reis says she moved up the ranks without focus or strategy, accumulating bills along the way. It was her Business Leader who encouraged her to participate in a financial inclusion training program offered by Instituto Natura. "It took me a while to realize that I had accumulated a lot of debt. Through the course, I learned to manage my business with awareness and maturity," she celebrates. The training changed the way Ana views not only her business, but also herself: "I changed situations and patterns."

FINANCIAL INCLUSION EVOLUTION in the Beauty Consultant Human Development Index* BRAZIL



*We considered only Natura Beauty Consultants, for whom we have already established a historical data series.

Education for Consultants

The educational programs offered by Instituto Natura to Beauty Consultants cover financial literacy, digital literacy, and formal education, with discounts to help Consultants and their family members complete their basic education, and scholarships for Business Leaders to complete their higher education.

In 2025, financial inclusion gained prominence. Nearly half of female Consultants face a financial shortfall throughout the year - a challenge that requires a systemic approach. Therefore, various teams at Natura came together to address this issue. In Brazil, as part of the Institute's 15th-anniversary campaign, female Consultants who completed financial education courses were awarded children's books on the topic.



Instituto Natura donates libraries and literature collections to public schools selected by the Sales Management teams with the best sales performance for Natura Crer Para Ver products. In Colombia, 9 libraries were donated in different regions in 2025.

IN BRAZIL

- ▶ **+500 BUSINESS LEADERS** with scholarships to complete Basic Education and Higher Education
- ▶ **+100 mil BCs** trained in programs on Education, Health, and Gender-Based Violence
- ▶ **+60 mil CHILDREN'S BOOKS** on financial education sent to the BCs

BEAUTY CONSULTANT TRAINER PROGRAM

The best person to train a Consultant is another Consultant. That is the logic behind the Beauty Consultant Trainer program, which is present in the six countries where Instituto Natura operates. Consultants with strong knowledge become guides for others - and when education is peer-led, trust grows, the language is more accessible, and the results are more effective.

The strategy of having the network communicate with itself has led to growing engagement. In 2025, the program grew and expanded: the Trainers, who were already working in digital literacy, began working in financial literacy as well.

Health and well-being

In 2025, we developed the Female Consultants' Health and Well-Being Index - a long-term tool based on three pillars: general health, breast health, and violence against women. Once measurements begin, we will have an additional tool to understand the network and guide actions that are increasingly effective and aligned with its needs.

R\$ 112,9 MILLION
raised by Natura Crer for Ver and Avon's Ofertas do Bem

Social brands

It is the engagement of our Beauty Consultants with Natura and Avon's social brands that drives our work. Natura Crer para Ver and Avon's Ofertas do Bem are among the largest social brands in Latin America, featuring products whose profits are reinvested into Instituto Natura's causes.

THE ACTIVITY of Beauty Consultants is also an exercise in citizenship. Connected to the causes, they act as replicators and multipliers of the information they receive, forming a network of relationships that fosters listening, interaction, and connection.



Support channels for Consultants

Being a Natura or Avon Consultant is more than just a sales job - it is about being part of an ecosystem that views every woman as a whole person. In this initiative, only Natura and Avon offer a program focused on breast health and combating violence, with dedicated support channels for Consultants on both topics.

Business Leader **Luisa González** was one of the driving forces behind the breast health protocol in Mexico. She encouraged the network of Beauty Consultants to undergo screening and schedule mammograms. "Being able to see how screening and prevention save lives is one of the wonderful things about being a Beauty Consultant," she says.

FROM THE NETWORK TO THE NETWORK

This multiplication occurs from Consultant to Consultant, through the sharing of reliable information and the service and offer recommendations of Instituto Natura, enabling them to grow.

FROM THE NETWORK TO THE SURROUNDING COMMUNITY

This multiplication also occurs within the Consultant's community, as customers, family members, and friends are also impacted by the positive information they share.



+390 thousand pocket guides on violence against women distributed to Consultants in Brazil



+536 thousand pocket guides on breast health distributed to Consultants in Brazil

WORD OF MOUTH is the main channel for growing Ângela's customer base, and 28% of it came from Beauty Consultants referring other Beauty Consultants

The National Meeting of Ambassador Managers brings together representatives in Brazil who help advance our causes and mobilize the sales force through our social brands. In 2025, the meeting also celebrated the 30th anniversary of Natura Crer Para Ver and the 15th anniversary of Instituto Natura.





The future has begun

PLANNING is, above all, an act of trust. Confidence that what we do today has real consequences tomorrow - in classrooms across Latin America, in women's lives, and in the autonomy of Natura and Avon Beauty Consultants. It is with this confidence that we look ahead to 2026 and see not only what still needs to be done, but also the scope of what is already possible.

In Education, we increased our commitment to literacy at the right age, convinced that Latin America is experiencing a historic opportunity: solving this problem means unlocking a whole educational journey. We will continue to operate with this regional, systemic perspective and build on the strength of our partnerships. We aim to expand our efforts to strengthen High School education, including Full-Time High School education, in Brazil. In this regard, 2026 warrants special attention: it is an election year in Brazil, Colombia, and Peru, and the continuity of public policies is a non-negotiable condition for ensuring that the progress made is not lost.

In terms of Women's Rights and Health, 2025 was the year to measure and gain

objective insights; 2026 will be the year to expand this work even further. We want greater reach - in terms of both number and effectiveness - in our awareness-raising initiatives, and we plan to make progress in implementing public policies, expanding into new Brazilian states and other Latin American countries. This involves strengthening an ecosystem that shares our vision; we want to build on that ecosystem where it already exists and help consolidate it where it is still in its early stages. 2026 is also the time to strengthen advocacy efforts to ensure that all women's rights are protected: violence against women is not merely a cultural phenomenon - it is a challenge for the State, and addressing this problem has positive impacts for everyone.

For Natura and Avon Beauty Consultants, we will grow in both scale and quality, focusing on financial and digital literacy as a concrete path to greater autonomy and to pave the way for even greater heights.

If we look to the future with such confidence, it is because we are committed to the journey, and as we reflect on the steps we are taking now, we know that it has already begun.

Who we are

CEO

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Denis Mizne

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Desirée Silva

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Elaine Silva de Paula

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Magali Brizuela

Marcia Barcellos Ferri

Maria Camila Balbi

Maria Mule Slemenson

Maria Vitoria Oliveira Mauricio Lira

Mariana Reginato Dias Lorencinho

Martha Berenice Ham Gijon

Matias Suso

Nathy Velasquez Marin

Olga Sanchez Poveda

Patricia Duarte Ferreira

Raissa Vitoria

Raquel D'andrea

Raquel Maldonado Castilho

Raquel Melo

Regiane Simoni Pujiz

Regina Garcia Granados Lechuga

Rodolfo Luque Simoes

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Silvia Alicia Ojeda Espejel

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