



2024 ESG Report

Executive Summary



Messages

ESG as a Business Strategy

We closed 2024 having made meaningful progress toward our business objectives, guided by our purpose of creating opportunities for beauty to change lives and thus the world around us. We announced investments of over R\$ 4 billion to expand the Group and maintained growth above 2023 levels while outpacing the overall market. In doing so, we demonstrated that balancing a robust ESG (Environmental, Social, and Governance) agenda with equally robust financial performance is possible—delivering sustainable value to our stakeholders. We shared key achievements, challenges, and progress on our Commitments for the Future—originally launched in 2021 and updated in 2023—and reaffirmed our commitment to accountability and continuous improvement. Going forward, we will continue to innovate, evolve and inspire while balancing our growth ambitions with a deep sense of responsibility to care for both people and the planet.



FERNANDO MODÉ
CEO, Boticário Group

A year of Achievements and Strength

Looking back at 2024, it was a year of consolidation in Boticário Group’s long-standing ESG journey—a period in which we made consistent progress, turning commitments into measurable outcomes and further embedding them in the business. This allowed us to translate intentions into measurable, pin-pointed actions and enabled course corrections as needed—whether by accelerating or by implementing targeted adjustments—to make our initiatives increasingly meaningful and effective over time. This report describes that journey, sharing our progress, achievements, and challenges. We remain committed to responsible, integrated growth, staying true to our Group’s purpose and our commitment to the stakeholders who are alongside us in building a more sustainable future.



FABIANA DE FREITAS
VP, Corporate Affairs

ESG: Challenges and Progress

In 2024, the ESG landscape brought significant challenges amid a globally polarized environment and intense debate. We understand that every decision comes with costs and constraints, and ESG is a path that involves challenging but crucial choices to create positive impact and promote sustainability. At Boticário Group, ESG is embedded in the business and fully aligned with the long-term vision of our founder and shareholders. Our approach to sustainability is rooted in a genuine sense of corporate responsibility—a willingness to make difficult choices today to safeguard the company’s legacy and longevity. Our dual commitment to accountability and sustainability has positioned Boticário Group as a leader in ESG—turning challenges into opportunities while staying true to our purpose of shared prosperity.



CAROLINA DA COSTA
Chair, ESG Committee

About Boticário Group

Profile

Founded in 1977, Grupo Boticário has grown into one of the world’s largest beauty ecosystems, connecting manufacturing to retail through multiple channels. We embed ESG practices across the business, with a goal of delivering value to stakeholders and driving societal transformation through beauty.



3 manufacturing facilities:

São José dos Pinhais (PR), São José do Rio Preto (SP), and Camaçari (BA), in addition to the Pouso Alegre (MG) plant, slated to start operation in 2028.



8 distribution centers across

5 Brazilian states and Portugal.



2 head offices— in Curitiba (PR),

where we are headquartered, and in São Paulo (SP)—as well as international offices in the United States, Hong Kong, Colombia, and Portugal. **GRI 2-1**



More than **4,000** stores

and **100,000** points-of-sale.



A presence in over **5,000** cities across all

Brazilian states and in more than **40** countries worldwide.¹

1. Learn more in [About Boticário Group](#).

Our Purpose

Create opportunities for beauty to change lives and thus the world around us.

Our Core Values

- We bring a sparkle to our customers' eyes
 - We are restless
 - We nurture our relationships
 - We deliver with passion
 - We pursue responsible success
-

Learn more about our purpose and core values [here](#).

Timeline

Our story begins in 1977, when founder Miguel Krigsner opens a small compounding pharmacy in Curitiba, Brazil.

1970s

The launch of the first O Boticário store in Portugal marks the beginning of our international expansion.

1980s

1990s

Fundação GrupoBoticário



MAY/2025

- The founding of the Boticário Group Foundation in 1990 illustrates our long-standing and visionary commitment to nature and biodiversity.
- Its impact on scientific research and environmental protection quickly gained recognition, earning accolades such as the Eco Award in 1996 and the Super Top Nacional award in 1997.

Instituto GrupoBoticário

In 2004, the Boticário Group Institute is established, initially focusing on supporting cultural projects.

2000s



MAY/2025

In 2006, Boticário Group launched its own reverse logistics program, which would go on to become the largest in Brazil.

2010s



MAY/2025

- We publish our first sustainability report focused on environmental and social impacts.
- We open our second manufacturing facility in Camaçari, Bahia—Brazil’s first cosmetics factory to earn LEED certification.
- We launch a new line of sustainable retail stores.
- Boticário Group becomes the first company in Brazil to develop and use 3D skin technology to replace animal testing—and earns the Guia *Exame* de Sustentabilidade award.
- Our portfolio grows with the addition of new brands like Eudora, Vult, and Quem disse, Berenice?, along with Beleza na Web—Latin America’s largest digital beauty platform—and the multibrand store Tô.que.Tô.



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2020s

- In 2020, we introduced *Empreendedoras da Beleza*—a skills training initiative for women.
- Our Commitments for the Future, which define the Group’s ESG goals through 2030, are announced in 2021 and most recently updated in 2023.
- Our brand portfolio expands to include Truss and Au.migos, while our ESG leadership earns global recognition—with Boticário Group ranking among the world’s most sustainable beauty companies in the 2025 S&P Global CSA¹ assessment².

1. CSA: Corporate Sustainability Assessment.
2. Based on results as of December 2024.

Boticário Group Brands

CONSUMER BRANDS



















LICENSED CONSUMER BRANDS









BUSINESS BRANDS





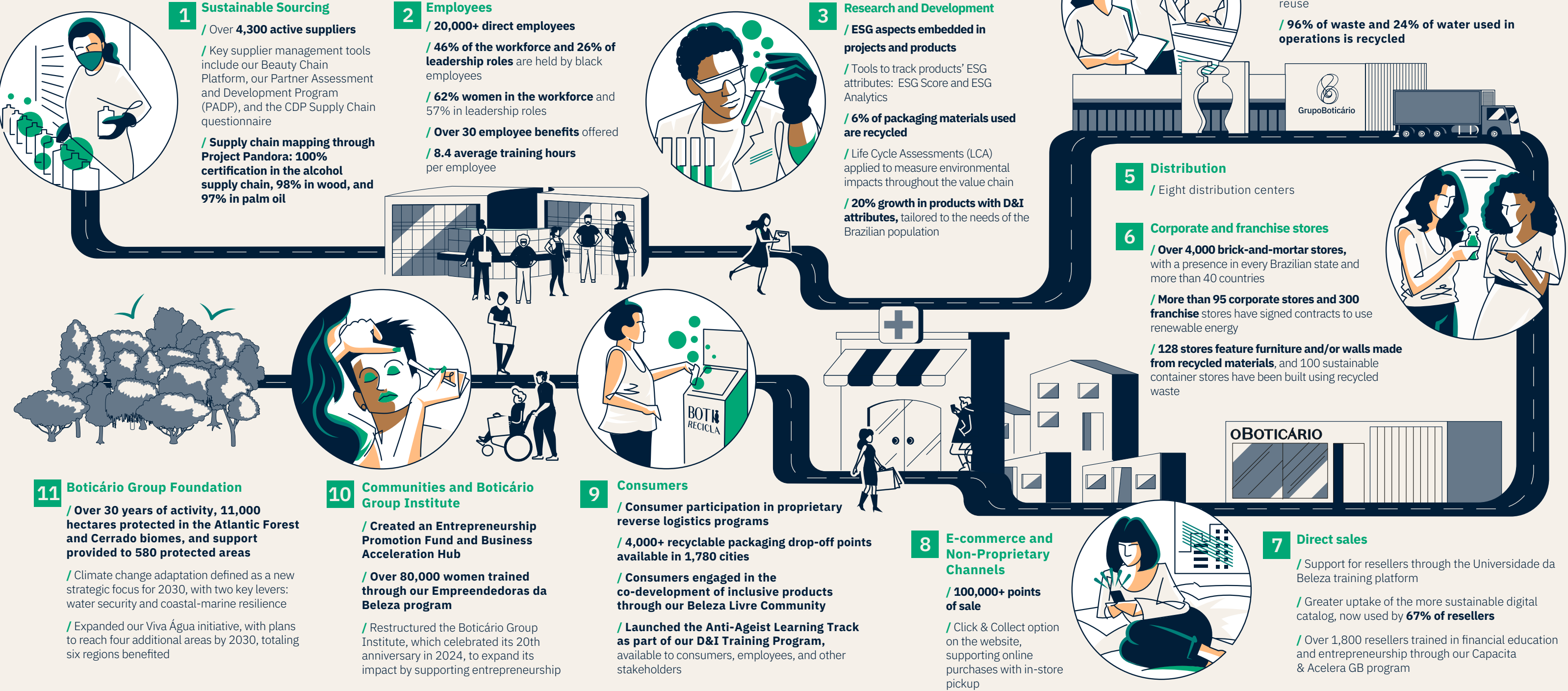
CORPORATE BRANDS





Beauty Ecosystem GRI 3-3

At Boticário Group, we share our values and goals with partners who help drive the success of our business



Awards and Recognition



Best in ESG 2024

Named **Company of the Year** in business magazine *Exame's* ESG Awards and also led in the Pharmaceuticals and Beauty category.



GHG Protocol Program Brazil Gold Badge

Recognized with the highest distinction for greenhouse gas (GHG) emissions inventories.

Other Recognition

Reporting Matters: Our 2023 ESG Report ranked among the 15 best in Brazil.

Great Place to Work (GPTW): 6th best workplace in Brazil and 11th in the ethnic-racial ranking for promoting inclusion and equity.

Valor Inovação Brasil: Most innovative company in the Cosmetics, Hygiene, and Cleaning segment.

Age Friendly: Certified as an inclusive company for all age groups.

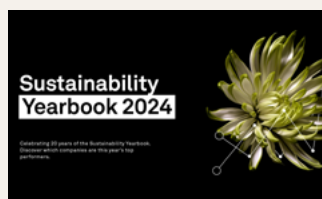
Vittude Awards: Recognized as a Leader for Mental Health in Brazil.

Grandes Cases de Embalagem: Awards presented for our Arbo Puro, Floratta Blue, and Cuide-se Bem SpongeBob products.

Design for a Better World: Three awards for innovative and sustainable projects.

ABERJE Award: Named Company of the Year and regionally awarded for inclusion programs.

See more about other recognition on page 37 of our [2024 ESG Report](#).



S&P Global Sustainability Yearbook

Ranked among the world's top **10 most sustainable beauty companies¹**, leading the sector in the Americas.

1. Based on results as of December 2024.



Carbon Disclosure Project

Received a leadership-level A– rating for water security for the third consecutive year, and this year in the climate change category as well.

Double Materiality

Our ESG Report covers a set of material topics that are addressed in our ESG efforts. These topics are identified in annual, third-party-assured materiality assessments. The double materiality approach was used to capture both financial risks and opportunities as well as social and environmental impacts and relevance to stakeholders.

The first step consisted of compiling a list of high-level environmental, social, and governance topics based on the Group's corporate risk matrix, internal documents like our ESG strategy and our "Commitments for the Future," as well as benchmarking against peers and international

frameworks. These high-level topics were then prioritized based on a combination of different perspectives: impact (with support from experts and consultants), financial materiality (through interviews with analysts and institutions), and stakeholder relevance (through consultations with various stakeholders). This yielded a list of nine material topics.

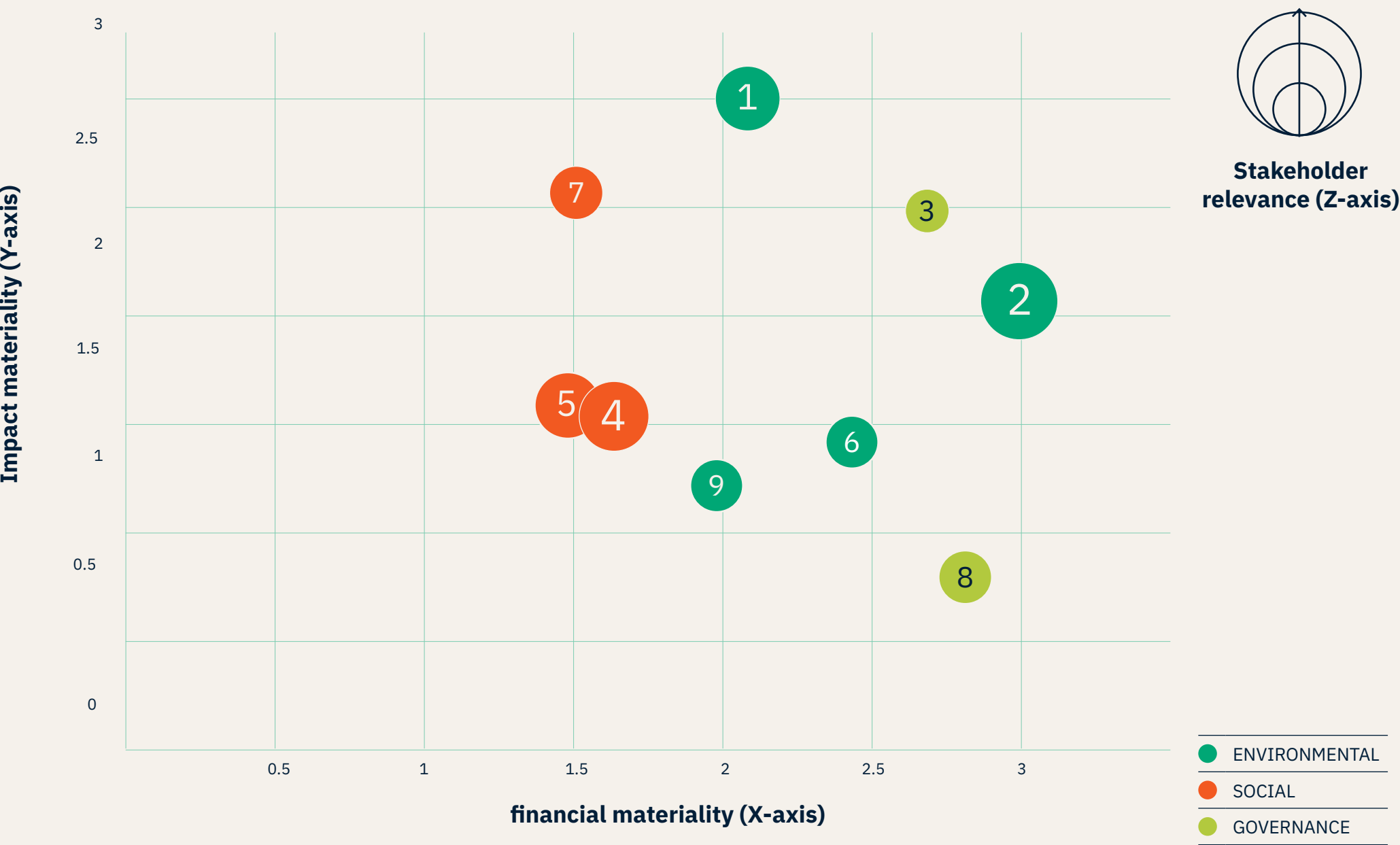
Accessibility

Boticário Group's full ESG Report includes accessibility resources, such as videos explaining the main sections. [Click here](#) to view the report.



MAY/2025

Boticário Group 2024 Materiality Assessment



Based on the data collected during the consultation phase, the following nine material topics were selected for 2024:

- 1 Waste management
- 2 Climate change
- 3 Supply chain management
- 4 Safety, health, and well-being
- 5 Diversity and inclusion
- 6 Water and effluent management
- 7 Development of and engagement with resellers and local communities
- 8 Cybersecurity, privacy, and data security
- 9 Biodiversity and ecosystems

Full descriptions of the material topics, their social and environmental impacts, risks and financial impacts, as well as the opportunities and disclosures associated with each, can be found in the table in Appendix 1 of our [ESG Report](#).

Note: The 2024 material topics were adjusted compared to 2023, reflecting a reassessment of strategic priorities. “Circular Economy and Waste Management” was simplified to “Waste Management.” “Data Privacy and Security” was expanded to “Cybersecurity, Privacy, and Data Security.” “Sustainable Supply Chain Management” became “Supply Chain Management.” “Development of Resellers and Communities” was redefined as “Development and Engagement with Resellers and Local Communities.” In addition, the topics “Sustainability-Oriented Innovation and Technology” and “Product Quality, Safety, and Transparency,” which were included in the 2023 report, are not present in the list of material topics for the 2024 report.













Strategy and Commitments

Boticário Group’s strategic plan is structured across short-, medium-, and long-term horizons the consumer at the center of decision-making. It is informed by macroeconomic research and competitive intelligence. ESG topics are embedded in our strategic planning and influence key processes such as product development, budgeting, people management, investments, and industrial expansion. This approach ensures ESG is treated not as a standalone topic but as a core part of our strategic objectives. Corporate governance plays a key role in this approach by increasing transparency, enhancing visibility around company performance, and aligning initiatives with long-term goals.




Commitments for the Future

Grupo Boticário’s “Commitments for the Future” serve as a framework for ongoing planning, execution, and performance improvement across the business. Boticário Group’s Management Model integrates our 2030 targets into short- and medium-term business plans, with clearly defined goals and expected outcomes that are regularly adjusted to reflect shifting business priorities. Details on our targets and 2024 progress are presented on the following pages.



COMMITMENT		RELATED TARGETS	2024 PERFORMANCE	PROGRESS OVERVIEW
 Climate Change Help limit the rise of average global temperatures, in line with the Paris Agreement.  		Scopes 1 and 2 Cut greenhouse gas emissions by 42% by 2030 from a 2022 baseline, through initiatives in our direct operations and the use of renewable energy in our factories, distribution centers and corporate retail outlets. ¹	1%  42%	In 2024, Scope 1 emissions remained consistent with previous years. All Scope 2 emissions from purchased electricity were offset by renewable energy contracts backed by I-REC certificates, leading to a reduction relative to the baseline.
		Scope 3 17% reduction in greenhouse gas emissions by 2030 from a 2022 baseline, through initiatives in collaboration with our partners.	6%  17%	Emission reductions in the goods and services category contributed to positive progress from the baseline. Ongoing improvements include enhanced value chain assessments via Life Cycle Analysis and deeper supplier engagement.
		Waste intensity reduction 15% reduction in the volume of waste generated per unit sold (sell-in) by 2030 from a 2022 baseline ² .	14.7%  15%	Strong performance in 2024 was driven by lighter packaging, a higher share of lightweight product formats, and shifts in the product mix. Since this metric is mix-sensitive, performance will be closely monitored in future years to sustain progress toward our 2030 target.
 Waste Minimize the environmental impact from waste generated in our direct operations by reducing waste volumes, supporting recycling initiatives, and implementing circular packaging systems. 	Recycling	Collect and recycle at least the equivalent of 45% of packaging waste generated in the year by 2030.	40%  45%	Through initiatives such as internal reverse logistics programs, our Factory Price Station campaign, participation in the <i>Mãos pro Futuro</i> industry agreement, and upcyclig waste from decommissioned retail points, we recycled 40% of equivalent packaging.
		Recycle at least 95% of logistics and industrial waste by 2030.	 95% 96%	This target counts all waste generated and recycled in our industrial operations and distribution centers. Our 2024 figures show that our recycling initiatives have been effective.
	Packaging Circularity	Incorporate 30% recycled content into packaging by 2030.	6%  30%	Our 2024 figures reflect challenges associated with business growth, the time it naturally takes to increase post-consumer recycled (PCR) ³ content, and supply chain constraints. Boticário Group remains committed to achieving these targets as we advance in developing sustainable packaging and building partnerships with suppliers.
		90% of new products developed with reusable, recyclable or biodegradable packaging by 2030.	7%  90%	We began tracking this target in 2024, focusing initially on refillable products. Internal teams are refining the methodology with support from research institutions to create associated metrics. The metric currently includes only refills; other levers will be included in the future.

1. Progress on this commitment is measured based on Scope 2 emissions (market-based approach).
2. Calculated as the total volume of waste generated by Boticário Group divided by the number of sell-in units.
3. PCR: Post-consumer recycled.

COMMITMENT		RELATED TARGETS	2024 PERFORMANCE	PROGRESS OVERVIEW
<div><h3>Water</h3><p>Increase water efficiency and positively impact watersheds that are critical both to our business and to society.</p><div><div><p>6 CLEAN WATER AND SANITATION</p></div><div><p>15 LIFE ON LAND</p></div></div></div>	Product (within rinse-off products)	Make at least 90% of rinse-off products biodegradable by 2030.	49% <div><div></div></div> 90%	Progress in 2024 was supported by the development of new formula platforms for rinse-off products and the replacement of higher-impact raw materials.
		100% of rinse-off products with less water impact (vs. 2020) as measured by the I.A.R.A® methodology.	85% <div><div></div></div> 100%	Reported figures were driven by targeted efforts to replace high-impact ingredients and develop innovative formula platforms to minimize water footprint.
		Develop consumer-facing technologies that help reduce water usage during rinsing.	Technologies implemented: 19%	The Boticário Group has developed 16 water-saving technologies, three of which are already in use across product ranges—covering 19% of applicable products. Our ambition is to scale adoption in the coming years.
	Efficiency	At least 25% reduction in the volume (m³) of water consumed per metric ton of end product compared to 2022 (water intensity).	-2% <div><div></div></div> 25%	Water intensity increased due to changes in the operating regime, in production output, and in the manufacturing sites used. Despite this, performance improved compared to 2023 thanks to initiatives like our <i>Gota</i> program. For more information, see the Water and Effluents Management section of our ESG Report .
		Achieve 90% reuse of treated water in manufacturing operations by 2030.	24% <div><div></div></div> 90%	Following a period of system upgrades to improve treated water quality, the Reclaimed Water Treatment Plant at the São José dos Pinhais facility began delivering more consistent results, unlocking greater water recycling potential.
	Conservation (advancing nature-based solutions to mitigate water risk)	Six high-priority watersheds in Brazil or near operational sites.	33% <div><div></div></div> 6	Local governance structures were established for two priority watersheds (goal is six by 2030): the Miringuava River Basin (PR) and the Guanabara Bay Watershed (RJ). In both locations, the <i>Viva Água</i> initiative—led by the Boticário Group Foundation in partnership with local stakeholders—supports ecosystem conservation and sustainable entrepreneurship, benefiting around 3.6 million people in Miringuava and 11.5 million in Guanabara. ¹
		Approximately 25 million people benefited.	61% <div><div></div></div> 25MM	

1. The total of 15,146,247 people benefited is the sum of figures for Guanabara and Miringuava. This is equivalent to 61% of the 25 million target.



Biodiversity

Enhance the conservation of biodiversity and respect for wildlife.



Conservation

Support biodiversity conservation in 2 million hectares of protected terrestrial and marine ecosystems by 2030¹.



In the first cycle of this commitment (2020–2023), we exceeded our target at 3.6 million hectares conserved through direct and indirect initiatives. Following an update to our 2030 commitments, starting in 2024 we shifted our focus to preserving protected areas backed by environmental offsets funds and other initiatives supported by the Boticário Group Foundation. The new scope of this disclosure reports on conservation efforts supported by more lasting conservation mechanisms.

Animal Welfare

Ensure that 100% of our products are vegan by 2026.



Initiatives to replace non-vegan raw materials helped drive the results reported in 2024.

Increase by 40% the portfolio of alternative methods available for assessing the safety of raw materials and products².



The Boticário Group has not conducted animal testing since 2000. All products undergo rigorous safety evaluations, in line with our commitment to expand the use of alternative testing methods. In 2024, we had 55 approved alternative methods, up from the 2023 baseline of 50—a 10% increase. Our target is to reach 70 methods by 2030. In 2023, being the baseline year, the baseline value was reported as the result. From 2024 onward, we will report the percentage increase in relation to the baseline.

Positive impact

Achieve net positive impact on biodiversity³.



One of our ongoing initiatives supporting biodiversity conservation is LIFE certification, awarded to businesses committed to preserving biodiversity. Currently, our São José dos Pinhais (PR) and Camaçari (BA) plants hold LIFE certification, and we plan to expand this to eight sites by 2030.



Diversity and Inclusion

Promote the representation and inclusion of diverse individuals across Boticário Group’s workforce and leadership, mirroring the Brazilian population.



Overall workforce

Promote the representation of diverse individuals in the overall workforce.

Black employees: 46%

Women: 62%

Leadership




Promote the representation of diverse individuals in leadership roles.

Black employees: 26%

Women: 57%

In 2024, we revised the methodology used to calculate representation of diverse individuals both in the general workforce and in leadership positions, aiming to provide a more integrated view of progress. The new methodology is still being refined, but current results indicate over 80% of the general workforce identify as belonging to at least one diverse group, and over 70% in leadership positions.

1. In 2024, 299,910 hectares across 13 Brazilian states became better protected through the creation and implementation of new protected areas and the use of environmental offsets funds.
2. There are currently 55 validated alternative testing methods, with a goal to reach 70 by 2030.
3. Two operational sites are currently certified, with a target of eight by 2030.

COMMITMENT		RELATED TARGETS	2024 PERFORMANCE	PROGRESS OVERVIEW
<div><h3>Diversity and Inclusion</h3><p>Advance diversity and inclusion throughout our business ecosystem—through what we buy, sell, and communicate to society.</p><div><div><div>5</div><div>GENDER EQUALITY</div></div><div><div>10</div><div>REDUCED INEQUALITIES</div></div></div></div>		Communication Deliver accessible communication that is representative of the Brazilian population and free of stereotypes, helping mainstream diversity.	Black individuals: 35%	This target measures the extent to which diverse individuals are featured in Boticário Group’s and its consumer brands’ campaigns and external communications. In 2024, these representation rates were achieved through campaign casting that included people reflecting Brazil’s diverse population.
			LGBTQIA+: 16%	
			45+: 13%	
			Body diversity: 35%	
			People with Disabilities: 8%	In 2024, accessibility began to be measured as a performance indicator. Diversity focal points were designated within each brand to support the implementation of best practices and improve accessibility in campaigns. The minimum accessibility standard includes the following elements: image descriptions with the hashtag #PraGeralVer, captions in videos, Brazilian Sign Language (Libras) interpreters, and audio description.
			Accessibility: 61%	
		Value Chain Advance the company’s diversity and inclusion strategy across stakeholder groups, while fostering entrepreneurship among underrepresented communities by integrating them into our supply chain.	Total spend on diverse-owned businesses (strategic supplier pool¹): 11%	This outcome reflects the Affirmative Procurement efforts as part of our Responsible Sourcing Program, which encourages doing business with minority-owned suppliers. We also provide Diversity and Inclusion training to suppliers and track their D&I performance through our supplier evaluation and performance program. In 2024, the methodology used for this metric was revised, so only this indicator was reported for the year.
		Product Offer a product portfolio—both new and existing products—that is inclusive and reflects the diverse needs of the Brazilian population.		Boticário Group remains committed to advancing diversity and inclusion across our product ranges. Measurement methodologies for this disclosure are being reviewed and refined, so results will be shared once the process is complete.

1. Calculated as spend on diverse-owned suppliers divided by total spend on Boticário Group’s strategic supplier base.



COMMITMENT

RELATED TARGETS

2024 PERFORMANCE

PROGRESS OVERVIEW

Social Development

Actively work to reduce social inequality and improve quality of life for stakeholders in the beauty ecosystem.



General Population

By 2030, create 1 million life-changing opportunities through social development programs focused on entrepreneurship and/or capacity building¹.

43%  1MM

In 2024 alone, over 204,000 opportunities were created. Reported results were largely driven by our *Empreendedoras da Beleza* program, which provides professional training for women in the beauty industry. To date, 428,935 opportunities have been generated—43% of the overall target.

Business Partners

Improve quality of life for business partners, so that their income grows as a result.

This indicator is currently under evaluation as historical and transactional data are consolidated.

Raw Material Sourcing

Procure at least 95% of raw materials from renewable or sustainable sources by 2030.

26%  95%

This includes raw materials that are 100% plant-based, biotechnological, or a combination of both. In 2024, the use of previously stocked materials limited additional procurement, affecting this metric.



Sustainable Sourcing

Promote responsible sourcing practices to combat illegal deforestation, protect biodiversity, and ensure decent working conditions throughout our value chains.



Responsible Sourcing

Guaranteed certification of high-risk raw materials:

100% of sourced palm by 2030.

97%  100%

Progress was affected by delays in repacking product lines that use palm oil, limiting further advancement.

90% of wood and wood-based materials certified by 2030.

90%  98%

This target aims to achieve over 90% responsibly sourced wood and wood-based materials each year. In 2024, we exceeded the target at 98%.

100% of sugarcane-based alcohol by 2030.

100%  100%

In 2024, we completed the certification and transition process to achieve 100% certification of sourced sugarcane-based alcohol.

Supplier assessment

Ensure tier 1² suppliers accounting for at least 75% of total procurement spend undergo performance assessments by 2030³.

59%  75%

This indicator measures the portion of tier 1 supplier spend on suppliers assessed on sustainability performance on at least an annual basis. Reported results were supported by our *Beauty Chain* program, which expanded ESG monitoring and supplier engagement efforts.

1. As of 2023, 224,384 opportunities had been created, and in 2024, an additional 204,551 were created. The total number of opportunities created is the sum of these two figures, 428,935. This represents 43% of the 1 million target.
2. First tier of the supply chain.
3. This figure is obtained by dividing spend on evaluated strategic suppliers by the Group’s total spend.

Governance



Watch a video about this chapter on page 41 of the full [ESG Report](#).



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Corporate Governance

We continuously refine our governance practices to ensure alignment with business strategy and that the matters on senior leadership’s agenda are those most relevant to the future of the business.

The Chair and Vice-Chair of the Board are shareholders who hold no executive responsibilities. In addition to the Advisory Board—composed in 2024 of 11 members, including seven independent members and four women¹—our governance structure includes four advisory committees: Risk & Audit, People, ESG, and, starting in 2024, the newly created Strategy Committee. That same year, the Consumer, Channels & Retail, Technology, and Operations Committees were discontinued, and these matters have since been addressed by senior management and the Advisory Board.

The ESG Committee plays a central role in integrating environmental, social, and governance topics into our strategy. It is headed by an independent member and includes key executives, the CEO, the chair and vice chair of the Advisory Board, and an external expert.

1. Changes to the structure of the Advisory Board made in 2025 will be detailed in the next report.

Ethics, Integrity and Compliance

Boticário Group’s governance processes uphold ethical conduct, ensure regulatory compliance, and manage internal controls and stakeholder relations. These systems are supported by readily accessible communication channels, and clearly defined roles, ensuring information flows to the right organizational levels to support sound decision-making.

To prevent conflicts of interest, the Code of Conduct and the Advisory Board’s Charters set out clear rules that apply to the entire organization—from senior leadership to employees. All individuals receive guidance on best practices, policies, and restrictions on the use of confidential information. Our Conduct Channel, available 24/7 and operated by an external consulting firm, supports secure and confidential processing of whistleblower reports, with support from leadership. As our operations expand, we have strengthened ethical alignment with strategic partners, who are selected based on rigorous criteria and with whom we build transparent, trust-based relationships.



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Photo credit: Marcelo Soares

Sustainable Finance

ESG is embedded in Boticário Group’s management practices, guiding decisions that enhance social and environmental benefits while mitigating negative impacts. In 2020, we became one of the first Brazilian companies to issue a Sustainability-Linked Bond (SLB) tied to waste recycling and renewable energy targets—and in 2024, we issued the first SLB tied to a social impact target (see box on the next page).



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Boticário Group’s Sustainability-Linked Bonds

2020	2023	2024
FUNDS RAISED: R\$ 1.00 bn	FUNDS RAISED: R\$ 2.00 bn	FUNDS RAISED: R\$ 1.15 bn
TARGET 1: Recycle 100% of solid waste generated at the São José dos Pinhais and Camaçari plants, and at the Registro and São Gonçalo dos Campos distribution centers.	TARGET 1: Ensure that all products in the Group’s portfolio are 100% vegan	TARGET 1: Create 1 million opportunities to transform people’s lives through our <i>Empreendedoras da Beleza</i> program
STATUS (AS OF 2024): 97.78%	TARGET VERIFICATION YEARS: 2026 and 2029	TARGET VERIFICATION YEARS: 2027 and 2030
TARGET 2: Use 100% renewable energy at the São José dos Pinhais and Camaçari plants, and at the Registro and São Gonçalo dos Campos distribution centers.	TARGET 2: Ensure that at least 80% of reclaimed water from the São José dos Pinhais plant is reused	TARGET 2: Ensure that 75% of the Group’s corporate retail locations use energy from renewable sources
STATUS (AS OF 2024): 100%	TARGET VERIFICATION YEARS: 2026 and 2029	TARGET VERIFICATION YEARS: 2027 and 2030
DEADLINE: 2025	DEADLINE: 2030	DEADLINE: 2031

Cybersecurity, Data Privacy, and **Information Security**

Boticário Group's privacy culture reflects a firm commitment to transparency, governance, and security, in line with Brazil's General Data Protection Regulation (BR GDPR), and we embed these principles at all levels of the organization. Supported by a dedicated structure, oversight committees, and risk assessment mechanisms, we take a preventive and ethical approach that goes beyond legal compliance.

Privacy is treated as strategic, supporting customer value management (CVM) and ensuring responsible data usage. In 2024, our privacy function was restructured with proven processes, regular reporting, and stronger integration into business decisions—including those involving franchisees and third parties. During the year, we recorded no privacy violation complaints, a result of the Group's ongoing commitment to a secure and trustworthy data environment.



Information Security

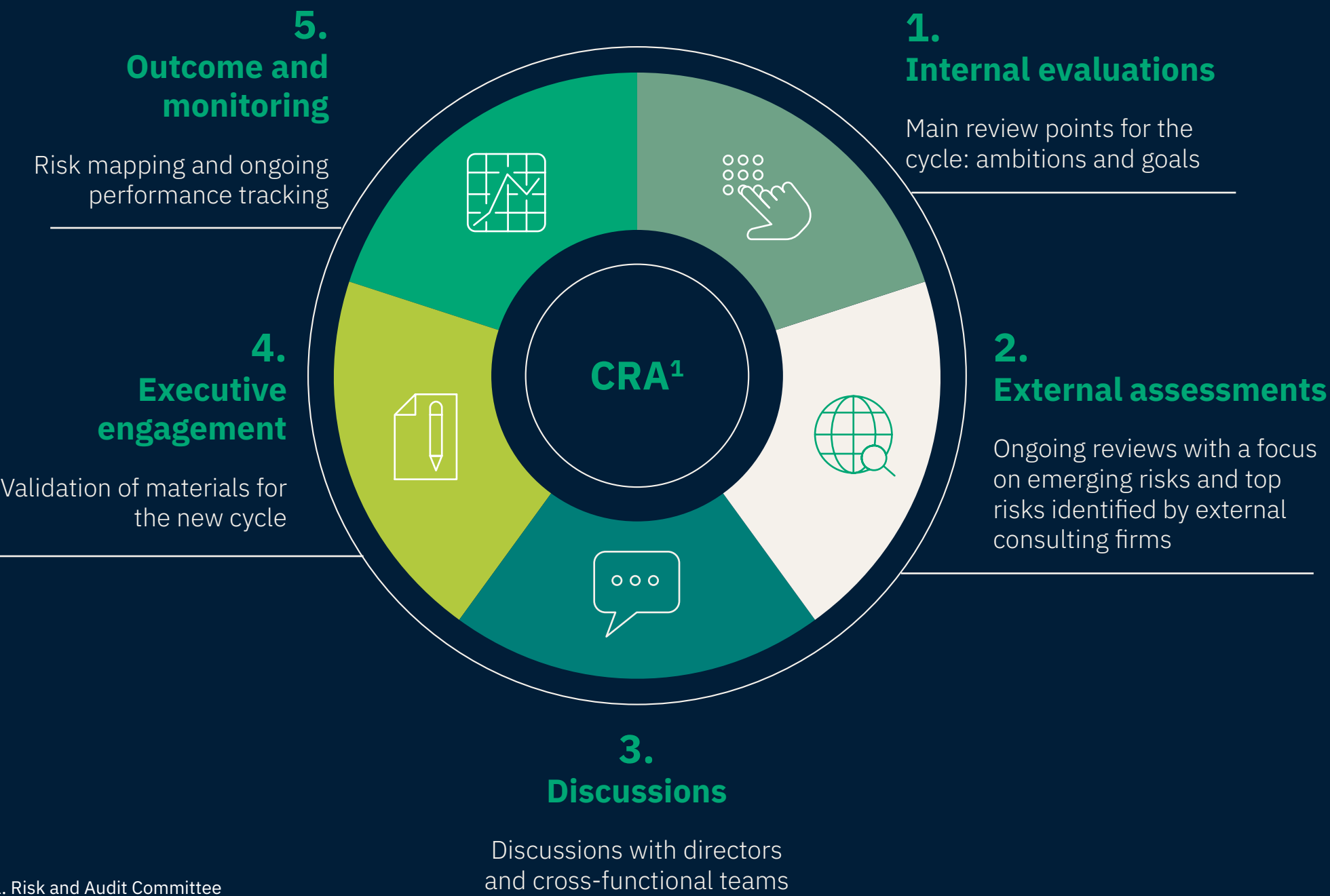
Boticário Group's Information Security team has governance and management mechanisms in place to ensure its practices align with Group business strategy and operational needs. In 2024, we expanded the use of our DLP (Data Loss Prevention) tool—first implemented in 2021—to new scenarios, supporting a more proactive and targeted approach to personal data protection. The system monitors outbound emails to detect and block potential breaches of internal policy and prevent the unauthorized sharing of confidential information.

In addition to technology solutions, the Group has also made significant investments in awareness and training. In 2024, Boticário Group held 49 training sessions on privacy, delivered through a combination of online and in-person formats.

Risk Management

Boticário Group’s strategic risk map includes critical ESG-related topics such as climate change, along with reputational risks tied to our public commitments. These topics are discussed within the Risk and Audit Committee (CRA). Including ESG in our risk map supports our integrated approach to risk governance, linking sustainability to long-term business continuity and reputation.

Steps



Environmental



Watch a video about this chapter on page 55 of the full [ESG Report](#).

Climate Change

A major milestone in Boticário Group’s climate action efforts in 2024 was the creation of our Climate Transition and Adaptation Plan, developed in collaboration with an external consultancy. This plan outlines strategies for both mitigation and adaptation that are already shaping decisions around expansion, innovation, and operations—ensuring that decarbonization requirements are embedded in all new projects and initiatives.

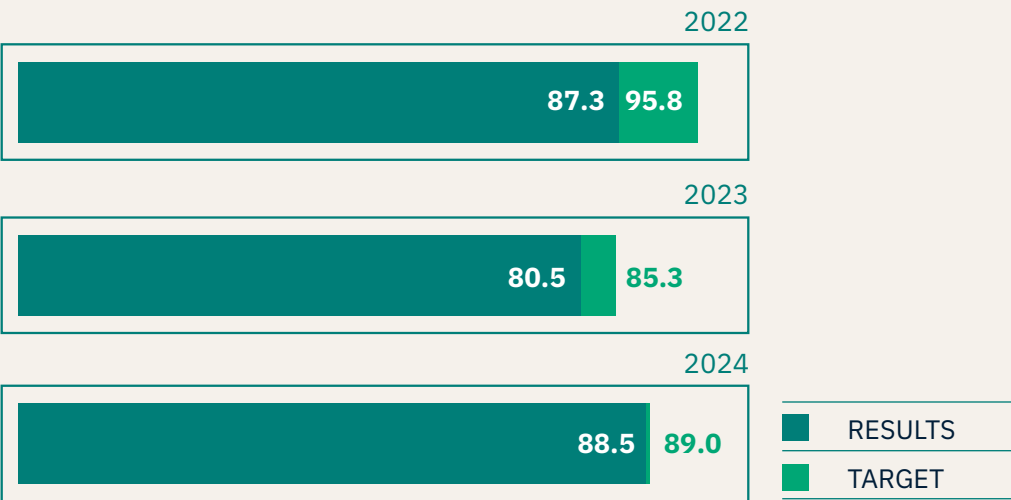
Between 2020 and 2023, climate change risk was classified as moderate for Boticário Group. In 2024, this classification was escalated to significant, reflecting the growing relevance and complexity of climate risks. This new classification requires more detailed action plans and closer monitoring by executives and Board members.

In 2024, Boticário Group received an A– score in the Climate Change category from the Carbon Disclosure Project (CDP)¹, denoting our consistent industry leadership in this area.

1. The climate change questionnaire score was revised after the initial publication of this report, following a CDP review.

Our [2024 ESG Report](#) includes a dedicated chapter aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), outlining governance, strategy, risk management, and climate-related metrics.

Energy Intensity^{1, 2, 3} GRI 302-3



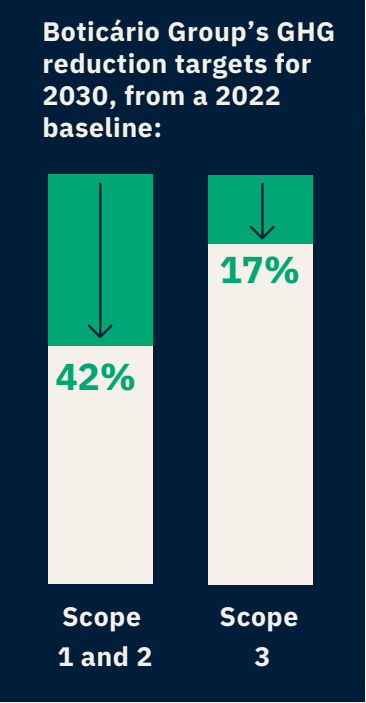
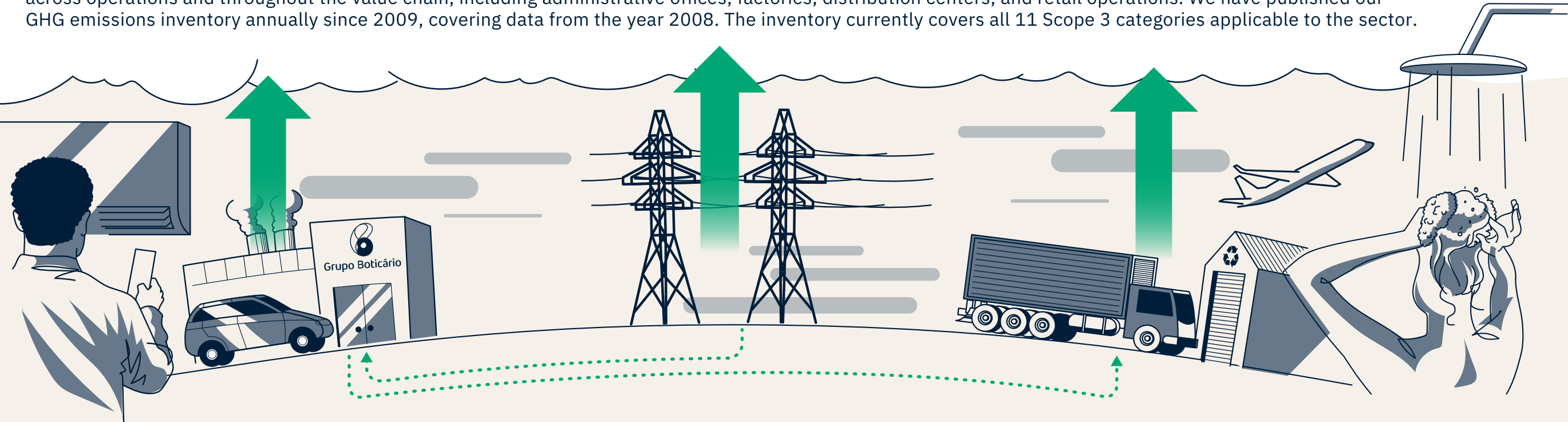
- Notes:
- 1. Energy intensity is calculated as the ratio of total GHG emissions (tCO2 equivalent) to the number of units produced (in millions).
 - 2. The table includes electricity use at manufacturing facilities. If both electricity and steam consumption are included, the energy intensity metric is 114.02 MWh per million units produced.
 - 3. Operational targets.

Boticário Group Foundation

In 2024, the Boticário Group Foundation refined its strategy with the launch of its 2030 roadmap, with a sharper focus on climate adaptation. The new strategy is built around two main pillars: water security—with special emphasis on public water sources—and coastal and marine resilience. Key highlights from the year include a public call for solutions through the Atlantic Forest Great Reserve Innovation Network, in partnership with institutions such as BRDE and Fundação Araucária, promoting nature-based tourism, climate adaptation, and the empowerment of traditional communities. Another highlight of the year was the conclusion of the Nature-Based Solutions (NbS) Accelerator for Cities program, in collaboration with WRI Brasil. The program mentored and funded ten sustainable urban development projects, connecting them to major investors. All of these efforts support our ESG strategy through our Commitments to the Future, amplifying positive impacts on biodiversity, water, and climate.

Greenhouse Gas Emissions Inventory 2024 GRI 3-3

Boticário Group identifies emission sources through an assessment of operational boundaries, which classifies the most relevant greenhouse gas (GHG) emissions across operations and throughout the value chain, including administrative offices, factories, distribution centers, and retail operations. We have published our GHG emissions inventory annually since 2009, covering data from the year 2008. The inventory currently covers all 11 Scope 3 categories applicable to the sector.



Scope 1

DIRECT EMISSIONS

- / **Stationary combustion:** emissions from boilers and diesel generators
- / **Mobile combustion:** emissions from fuel used in corporate and leased vehicles
- / **Fugitive emissions:** emissions from refrigerant gases used in air conditioning systems and CO₂ from fire extinguishers

Scope 2

INDIRECT EMISSIONS

- / **Purchased electricity (location-based):** this approach uses the national emission factor provided by the Brazilian Ministry of Science, Technology, and Innovation
- / **Purchased electricity (market-based):** this approach uses the emission factors of certified energy sources, such as for electricity sourced via Brazil's free energy market

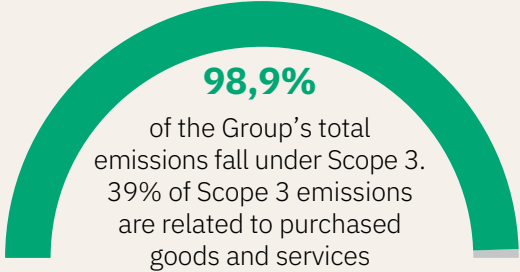
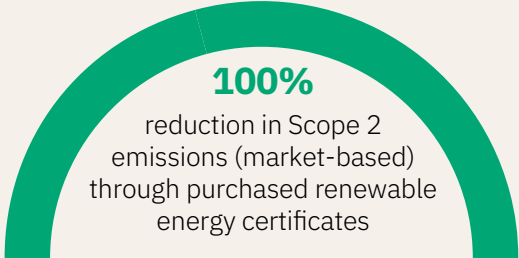
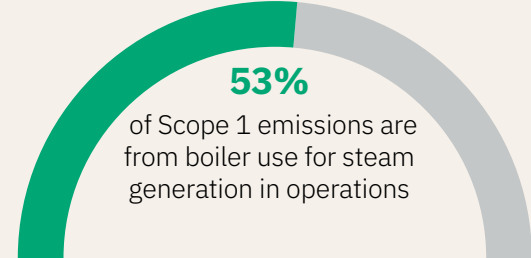
Scope 3

UPSTREAM: INDIRECT EMISSIONS

- / **Purchased goods and services:** includes packaging materials, raw materials, and miscellaneous services
- / **Capital goods:** all fixed assets
- / **Energy-related activities:** indirect emissions not included in Scope 2
- / **Upstream transportation and distribution:** freight paid by the organization
- / **Waste generated in operations:** waste treatment processes such as recycling, incineration, and landfilling
- / **Business travel:** employee air and overland transportation for corporate travel
- / **Employee commuting:** includes company shuttles, public transportation subsidies, and private vehicles

DOWNSTREAM: INDIRECT EMISSIONS

- / **Product use:** emissions from electricity consumption during the use of bath products
- / **End-of-life treatment of products:** disposal methods for post-consumer products (recycling, landfilling, etc.)
- / **Franchises:** electricity consumption at points of sale
- / **Downstream transportation and distribution:** freight not paid by the organization for product distribution



Boticário Group's GHG emissions inventory follows the methodology developed by the Brazilian GHG Protocol Program and is published annually in the Public Emissions Registry, ensuring transparency. As a founding member of the program in 2008, Boticário Group has calculated and published emissions data—verified by an accredited third party—for over 15 years. In 2023, we were recognized by the GHG Protocol for our pioneering role and contribution to the development of a corporate GHG inventory culture in Brazil.

Waste

Boticário Group is committed to minimizing the environmental impact caused by waste from our direct operations. Our strategy is centered on reducing the volume of waste per unit sold by advancing packaging recycling and circularity. Boticário Group's waste management approach combines clear targets, plain-language communication and collective engagement.

In 2024, we made further progress in waste management with the integration of this topic into our business strategy and circular economy efforts. Waste metrics have also been included in our Profit-Sharing Program (PPR), which extends to all employees and creates a sense of shared responsibility. Beyond our internal initiatives, we aim to influence our value chain through supplier-facing initiatives, including training and our Partner Assessment and Development Program (PADP), encouraging more sustainable practices across our ecosystem.

Operational Waste

We implement projects at our facilities to prevent waste generation by optimizing material use in manufacturing and logistics and pursuing reuse opportunities whenever possible. When waste generation is unavoidable, we prioritize recycling and energy recovery, resorting to landfill or thermal destruction only when recovery is not technically feasible. In 2024, 96% of the waste generated at our manufacturing sites and distribution centers was recycled. Waste collection is handled by third-party companies with efficient management systems, weight-based control, and full compliance with legal requirements.



Boticário Group and the Circular Economy

BOTI RECICLA

Launched in 2006, Boti Recicla has become the largest reverse logistics program in the cosmetics sector in Brazil by number of collection points, with more than 4,500 active units in 2024. This year, the volume of packaging collected increased by 85% compared to 2023, supporting the livelihoods of over 500 waste pickers across the country. The program is built on a model that shares responsibility among consumers, retail, transport companies, and cooperatives, supported by engagement and training initiatives that continued throughout 2024.



CIRCULAR ECONOMY IN STORE CONSTRUCTION

Some of the collected materials we repurpose in store construction include metal profiles and sheet used for walls and furniture, recycled plastic, and difficult-to-recycle waste materials such as fabrics and Styrofoam. **These materials are now part of the interior design of 128 O Boticário stores.**

Since 2020, the Boticário Group has also been developing sustainable container-based stores incorporating around one metric ton of post-consumer plastic waste each—part of which comes from our own programs. Since 2021, the gift packaging used by Boticário Group brands—including boxes and shopping bags—has included post-consumer recycled (PCR) materials, in a partnership with Antilhas Embalagens. In 2024, this initiative led to 30% PCR content in paper materials, a 10-percentage-point increase over the previous year.

Meanwhile, we have continued to advance digitalization among our resellers, with 67% now using digital catalogs, helping reduce printed materials and supporting our commitment to sustainability and innovation.



Factory Price Station

To make glass more attractive for recycling, Boticário Group has partnered with the startup GreenMining to supply materials collected at six collection stations to packaging manufacturers, closing the circular economy loop. In addition to advancing the circular economy for materials such as glass, plastic and paper, the project generates positive social impact by purchasing materials from and providing new revenue streams to local communities, while strengthening the recycling value chain in Brazil.

Waste Circularity GRI 3-3

The Boticário Group promotes circular economy practices across the value chain, helping to reduce waste generation by recycling or repurposing packaging.

Procurement, Product Development (R&D) and Category Marketing

- / Investment in R&D and technologies to incorporate sustainability attributes in products, with governance supported by decision-making tools (ESG Score) and assessment methodologies (Life Cycle Assessment [LCA] and Sustainability Index).
- / Reduction of waste volumes and incorporation of post-consumer recycled material (PCR):
 - Our SpongeBob product range uses bottles made of highly biodegradable post-consumer recycled polyethylene (PE PCR)
 - Our Arbo product range features caps made from recycled cooking oil
 - Refill formats for fragrances reduce packaging use by 89% compared to the original packaging, saving 90 metric tons of waste annually

- / We recently created the **Elo ESG task force** to engage and train buyers in promoting sustainable practices among our partners
- / We expanded our **Factory Price Station** program supporting the recycling chain, with a 74% year-on-year increase in collected recyclable materials

Cooperatives and Recyclers

- / In partnership with Yattó, Boticário Group works with 14 cooperatives, providing oversight through annual visits and assessments against strict criteria to drive sustainable partnerships aligned with our goals
- / In 2024, improvements were implemented in data and cooperative management, enhancing integration between cooperatives and the Group and optimizing operational support

Reverse logistics programs

- / Proprietary reverse logistics programs implemented across consumer brands and direct sales channels, supporting the collection, recycling, and proper disposal of post-consumer packaging
- / 4,500+ Boti Recicla drop-off points
- / Packaging is received from all fragrance, cosmetics and personal hygiene brands on the market



Operations – factories and distribution centers

- / Eco-efficient operations guided by the 3Rs: reduce, reuse, and recycle
- / In 2024, 96% of all waste generated at our factories and distribution centers was recycled
- / The Registro distribution center has maintained Zero Landfill status since 2022

Logistics, Transportation, and Distribution

- / In 2024, Boticário Group's project to reuse boxes and lids for transporting products between factories, distribution centers, and retail locations saved 2,450 metric tons of waste.
- / We expanded our supplier-oriented reuse program (industrial symbiosis): the Wheaton Project enables us to return cardboard boxes used for glass packaging to the supplier for reuse in its distribution process.

Retail and consumers

- / We have opened around 40 sustainable container-format stores made from recycled materials, with the 100th unit launched in 2024
- / 128 Boticário Group stores already feature furniture and/or walls made from recycled plastic and hard-to-recycle waste such as fabric and Styrofoam
- / 72,000+ metric tons of plastic were avoided through the use of paper bags
- / More than 1,300 metric tons of paper waste were avoided in 2024 thanks to efforts to digitize communications with our reseller network

Water

Boticário Group's water stewardship initiatives span the entire value chain—from the design of more sustainable, biodegradable product formulations to day-to-day operations at production sites. Water is sourced either from public utility systems or wells, depending on the site, and is used in manufacturing processes, facility maintenance, and operational activities. We also invest in water treatment and recycling, which was expanded in 2024 to include applications such as boilers. Expanded water recycling supports the target tied to the Sustainability-Linked Bond (SLB) issued in 2023, and has been enabled by improvements to the reclaimed water treatment plant at the São José dos Pinhais (PR) plant in the year.

Water impact is addressed from the earliest stages of product development using I.A.R.A.® (Environmental Risk Assessment Index), a tool that calculates the aquatic environmental impact and biodegradability of every formula. Effluent discharge is monitored in compliance with strict environmental standards, to ensure quality and that corrective actions are implemented when needed. Water availability is also assessed in the context of climate change, with expert consultants supporting forecasting of water shortage risks.

Fundação
GrupoBoticário



viva  água

The *Viva Água* (Living Water) initiative, created by the Boticário Group Foundation, is a multi-stakeholder platform to promote water security and climate change adaptation in strategic watersheds, combining conservation efforts and sustainable entrepreneurship projects in the Miringuava River Basin (PR) and Guanabara Bay (RJ). In 2024, teams from both regions were integrated to enhance knowledge sharing and prepare for nationwide expansion. Beginning in 2025, the initiative will extend to Greater São Paulo (SP) and Salvador (BA), with a target to reach six local initiatives by 2030. Since 2019, *Viva Água* has engaged over 50 organizations, benefited around 15 million people, and raised R\$ 27 million in philanthropic funds and initiatives.

Learn more about the *Viva Água* initiative [here](#).



MAY/2025

Biodiversity

Boticário Group recognizes the growing loss of biodiversity in Brazil and the urgent need for action to reduce negative impacts, adopt regenerative economic practices, and promote long-term sustainability. This includes supporting the creation of protected areas, restoring habitats, promoting sustainable agricultural practices, and implementing offset mechanisms such as ecological restoration projects and payment for ecosystem services (PES) programs.



TUCANUÇU (RAMPHASTOS TOCO)
Photo credit: Haroldo Palo Jr.

We measure our impacts using the Life BSE Matrix and the Natural Capital Protocol, which provide both qualitative and quantitative data on land use, water, energy, emissions, and waste at each site. Based on this data, we identify conservation opportunities, assess value chain impacts, and engage suppliers.

In 2024, we advanced 25% toward our net positive impact target. We also maintained Life Certification for our São José dos Pinhais site and secured certification for the Camaçari site. For the first time, our 2024 ESG Report included disclosures recommended by the Taskforce on Nature-related Financial Disclosures (TNFD), with plans to expand this process to other sites through ongoing projects led by Boticário and the Boticário Group Foundation at each site.

Boticário Group does not introduce invasive species, pests, or pathogens and we have found no evidence of species decline caused directly or indirectly by our activities. Our raw material sourcing practices follow strict criteria based on international lists and monitoring sources for human toxicity, endangered species, and substances of concern, which are removed from the supply chain when necessary.



COP16

At COP16, held in October 2024 in Cali, Colombia, it became clear that biodiversity is becoming an increasingly central issue for businesses, highlighting the need for well-established corporate strategies in this area. Boticário Group joined the CEBDS delegation and the Life Institute mission, participating in one of the largest business representations at the event. Our work within CEBDS has played a key role in bringing biodiversity to the forefront of corporate discussions. Since COP15 in 2022, which established the post-2020 Global Biodiversity Framework targets, Boticário Group has supported initiatives aligned with these targets—particularly Target 14, through coalitions such as the Life Coalition, CEBDS, and the UN Global Compact; and Target 15, through our TNFD reporting as evidence of our commitment.



MAY/2025

Vegan Products and Alternative Methods

Boticário Group was one of the first companies in Brazil to develop alternative testing methods, including the creation of 3D Skin, an in vitro model that simulates human skin. Since 2000, we have not conducted animal testing and have invested in sustainable technologies that reduce the use of natural resources.

One of Boticário Group's key innovation highlights is our use of bioinformatics in product development, especially in identifying the potential benefits of special raw materials. Bioinformatics helps to predict a molecule's potential, significantly saving time and resources while enabling more targeted experimental validation.

We have also advanced the use of in vitro methods, such as Sens-Ocular, which evaluates eye discomfort, and BotiBabySkin, a model that simulates infant skin for more accurate testing. 3D bioprinting is used to create these models, enabling the inclusion of features like hair follicles, making them more complete and functional.



BIOPRINTED 3D SKIN
Photo credit: Rodolfo Bühner

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Innovation and Technology for Sustainability

Boticário Group invests in R&D to create highly sustainable and innovative products and packaging. Our Open Innovation team plays a central role in this process by securing funding and building partnerships with universities, science and technology institutes, suppliers, startups, and other stakeholders. Boticário also funds research fellowships, providing access to cutting-edge knowledge.

To demonstrate the outcomes of these internal and collaborative initiatives—especially their environmental and social impacts—we develop and use consistent tools with clear, quantitative metrics, as detailed on page 92 of the [ESG Report](#).

Some of the tools we use include:

- **ESG Scores:** a tool to assess environmental, social, economic, and diversity and inclusion attributes. In 2024, ESG scoring became a mandatory step in the product development process.
- **ESG Analytics:** an internal tool that tracks the ESG attributes of our product portfolio in real time, intersecting data on formulation, packaging, sales, and strategic targets.
- **Life Cycle Assessment (LCA):** a methodology that assesses the environmental impacts of products across all stages, from production to disposal. In 2024, it was applied to 100% of the Boticário Group’s portfolio.
- **I.A.R.A.® Tech:** a tool supporting automated calculation of aquatic environmental impact and biodegradability for all Boticário Group formulations.
- **Product Sustainability Index:** under development in partnership with the SENAI Institute for Innovation, this index will assess recyclability and sustainability across the portfolio.



2024 Highlights

Movimento Extinto

Unmarketable fragrances created as an environmental alert, inspired by the scent of places, such as Guanabara Bay, before pollution. To raise awareness about the importance of preserving ecosystems, a giant bottle of Extinto Brasil was displayed at the Museum of Tomorrow, in Rio de Janeiro (RJ).



Smart Lipstick

Co-created with people with disabilities, this project fosters autonomy in makeup use and was recognized at SXSW 2025.



Inclusive Accessories

Developed in partnership with Mercur, these accessories make it easier for people with physical or motor disabilities to use beauty products, promoting greater independence and inclusion.

Make B. – Articulated Accessible Makeup Brushes.

A first-of-its-kind line in Brazil featuring articulated brushes with tactile markers and ergonomic handles, designed to facilitate use by visually impaired individuals.



Floratta Blue Refill Station

A pilot project allowed customers to exchange used bottles for new refilled ones, encouraging circular economy practices and waste reduction.



Sustainable Packaging

The SpongeBob line used recycled plastic, while Arbo Puro featured a cap made from repurposed cooking oil, reducing emissions and the use of virgin materials.

Lily Gardênia

This fragrance was developed using biotechnology that extracts essential oils from flowers without damaging them, lowering the environmental impact of perfume production.



Product Quality and Safety

Boticário Group is deeply committed to ensuring the quality, safety, and sustainability of our products. We apply stringent policies and practices aimed at minimizing risks and reducing impacts on both consumers and the environment. We continuously analyze product compositions, ensuring a detailed understanding of all components used. For over ten years, we have maintained a strict process for evaluating materials of concern, which has already led to the replacement of more than 40 substances—including parabens, triclosan, and PVC—and the reformulation of over 2,000 products and packaging items.

We also closely monitor regulatory developments and market trends in Brazil and around the world to ensure the safe use and responsible sourcing of raw materials. Product safety is backed by clinical studies based on international protocols. During the preclinical phase, toxicological data is

reviewed using *in silico* tools, and, when necessary, *in vitro* tests are conducted—as alternatives to animal testing—to confirm safety and adjust ingredient concentrations according to product type and target audience.

Product packaging is evaluated using the Green Beauty Maps (GB Maps) framework to classify ingredients and materials based on criteria such as sustainability, environmental impact, source, and safety. It helps identify substitution opportunities and more sustainable options aligned with Boticário Group’s commitments.

In the post-sale phase, our cosmetovigilance system monitors complaints related to safety, efficacy, and packaging, and establishes acceptable thresholds. This feedback feeds into the development process, informing improvements to existing products and upcoming launches. There was no need for active product recalls in 2024.



MAY 2025



MAY 2025



Photo credit: Rodolfo Bühner

In 2024, we enhanced our R&D capabilities by advancing the use of 3D bioprinting in product testing.

This cutting-edge technology enables the creation of three-dimensional tissue structures that mimic the complexity of human skin, including features like hair follicles—allowing for even more realistic and functional modeling. This innovation supports our long-standing commitment to cruelty-free practices.

Animal testing has been completely phased out since 2000, and 3D bioprinting is now used to ensure product quality and safety without animal experimentation.



Water-Friendly Formula Label

The first products to feature the “Water-Friendly Formula” label were launched through our Cuide-se Bem x SpongeBob® collaboration. This label certifies that rinse-off products—such as shampoos, conditioners, body washes, and sunscreens—have a reduced impact on aquatic ecosystems compared to others in their category. Developed by the Product Safety and R&D teams, the label reflects Boticário Group’s commitment to sustainability-driven innovation, offering solutions that benefit both the environment and society.



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Reef Safe Label

Our Boti Sun body sunscreens were designed to minimize environmental harm to marine ecosystems. Using a pioneering methodology, these products were tested and approved to ensure coral reef safety, qualifying them for the “Reef Safe” label. Boticário Group was the first company in Brazil to implement an initiative of this kind, launching the first reef-safe products in 2020.

Social



Watch a video about this chapter on page 97 of the full [ESG Report](#).

Social Development

Boticário Group’s social development initiatives aim to create shared value and foster mutually beneficial relationships by addressing community needs while driving business growth. Through structured initiatives and outcome monitoring, Boticário Group—via our Social Impact team and the Boticário Group Institute—works in an integrated way to reduce inequalities and improve quality of life, with a particular focus on professional training and promoting entrepreneurship.

In 2024, our volunteering program, *Gente que Faz o Bem*, engaged nearly 2,000 employees in social impact efforts aligned with the Group’s social strategy. More than 15,000 hours were dedicated

to projects that directly benefited 2,934 children in eight cities, with over R\$1 million invested. We also allocated over R\$ 5 million to tax-incentivized projects under federal laws such as the Rouanet, Sports, and Pronon laws, supporting initiatives that drive social transformation.

Other key social impact programs include *Beleza de Doar*, which donates products to boost self-esteem and well-being for thousands of people; *Beleza de Viver*, which offers self-makeup workshops for patients, caregivers, and healthcare professionals; and *Beleza de Educar*, which supports technical training for communities near our operations.

Gente que Faz o Bem Program Growth

	2022	2023	2024
Volunteers	1,500	1,678	1,890
Volunteering hours	11,000	13,424	15,120
Children benefited	2,500	2,143	2,934
Locations benefited	3	5	8

Growth in tax-deductible project sponsorships

	2021	2022	2023	2024
People supported	2,719	5,871	4,635	3,615
People trained	1,314	2,496	1,717	2,565
Locations benefited	16	10	8	13
Investment (in R\$)	5 million	3.5 million	3.5 million	5.3 million

Beleza de Doar donation growth

	2021	2022	2023	2024
Products	46,000+	75,000+	260,000+	600,000+
People benefited	23,000+	37,000+	65,000+	300,000+

Boticário Group Institute

GRI 203-1

The Boticário Group Institute is committed to using beauty as a tool for empowerment, development, and sustainability. It promotes entrepreneurship in the beauty sector through strategic programs such as *Empreendedoras da Beleza* (see the box below), *Desenvolve*, *Capacita & Acelera GB*, and our Business Acceleration Hub and Entrepreneurship Development Fund, launched in 2024.

Desenvolve works to reduce gender and racial inequalities in the tech sector by offering free digital courses for people in vulnerable communities across Brazil. The program has expanded since its creation in 2021 and reached its best performance yet in 2024: 39,065 applicants, 1,064 enrollments, and 527 graduates.

Capacita & Acelera GB is a social business that provides free training in financial education, helping to boost small businesses and promote financial independence through practical, accessible tools. Supported by training tracks and mentoring, the initiative encourages entrepreneurship and personal development.

Business Acceleration Hub: supports women from underserved communities in key Brazilian states by empowering experienced and resilient entrepreneurs to lead creative, impact-driven businesses.

Entrepreneurship Development Fund: mobilizes funding to support small businesses and promote social inclusion through strategic programs.

EMPREENDEADORAS DA BELEZA (BEAUTY ENTREPRENEURS)

Empreendedoras da Beleza is a free training program launched in 2021 by the Boticário Group Institute to support the professional development of women in the beauty industry. Offered in both online and in-person formats, the program includes training modules on makeup, hairstyling, nails, sales, social media, entrepreneurship, and personal development, with the goal of fostering women’s empowerment and leadership in the market.

In 2024, in an investment of over R\$ 1 million, the program delivered 81 in-person training sessions across 39 cities, opening 2,062 spots and graduating 1,775 women. Intensive courses were also held at social events to support mothers, broadening the program’s impact. Between 2021 and 2024, more than 400,000 women enrolled in the online program, with over 80,000 having completed their training. In 2024 alone, the program registered 225,787 new sign-ups and graduated 37,057 women.

The *Empreendedoras da Beleza* program is linked to Boticário Group’s sustainability bond, which aims to reach 1 million enrollments by 2030 (see page 21).

Instituto
GrupoBoticário



MAY 2025

Diversity and Inclusion

Our Diversity & Inclusion (D&I) strategy is embedded across all business areas and organized around five strategic pillars—People, Value Chain, Communication, Products, and Social Impact—and five diversity dimensions: women, people of color, people with disabilities, generational inclusion (45+), and the LGBTQIA+ community. This approach supports coordinated, strategic and targeted actions and commitments tailored to each diversity pillar.

Across each of the five pillars, Boticário Group develops and implements initiatives to promote social inclusion by recognizing and addressing the distinct needs of diverse individuals. In 2024, over 8,000 inclusive accessories were distributed free of charge throughout Brazil, in a partnership with Mercur and with contributions from people

with disabilities in the *Beleza Livre* Community. These accessories were designed to support self-care routines for individuals with upper-limb mobility limitations, offering them greater autonomy.

The Group also launched CRIA GB, a training track in partnership with the KondZilla production company and institute, integrated into the *Empreendedoras da Beleza* program. Aimed at women, the project offered training on digital entrepreneurship, brand building, and mental health, preparing participants to thrive in social media environments. The initiative embraces the strength of cultural expression emerging from Brazil's inner cities and sees the digital space as a path toward empowerment and identity building in Brazil's diverse communities.



People

The employee experience is at the heart of Boticário Group's diversity and inclusion efforts, with initiatives ranging from affirmative-action job openings and tailored onboarding to ongoing mentoring and performance development programs. In 2024, we bolstered our retention and career development strategies, such as our **Supported Employment Program for people with disabilities**, which includes multidisciplinary support; a **Mentoring Program for diverse individuals**, focused on technical and behavioral skills; and **Diversity Agents** who work directly within the organization to tailor initiatives to each department. Boticário Group remains committed to expanding inclusion and representation across all areas of the business.

The Anti-Ageist Year

Since 2020, Boticário Group has selected yearly diversity themes to address in company-wide campaigns to promote respect, representation, and the mainstreaming of diversity across all stakeholder groups. Each year has focused on a specific form of discrimination: 2020 addressed sexism, followed by anti-racism (2021), anti-LGBTQ+ bias (2022), and ableism (2023).

In 2024, age inclusion took center stage. We designated the year as “Anti-Ageist Year,” launching internal and external initiatives to promote an age-inclusive society and empower individuals aged 45 and older to continue thriving in their personal and professional lives. One of the flagship initiatives was an Anti-Ageist Learning Track as part of Boticário Group’s Diversity Education Program. Mandatory for corporate staff, store teams, and franchise partners, the track was also made available to the public.

The anti-ageist track aims to raise awareness of the impacts of ageism, explain how it is perpetuated, and how it interacts with other forms of prejudice. It also presents tools and strategies to combat ageism in everyday life.

Anti-Ageist Learning Track launched for
more than 50,000 people

1,700 people aged 45+ trained
through events like Maturi Day and Maturi Fest

1,600 employees engaged
in “Straight Talk” live sessions on age
diversity

Boticário Group recognizes that aging is a unique and diverse experience influenced by different life stories and intersectionalities. As one of the world’s largest beauty groups, we launched an initiative, called the Silver Pact, at the end of the themed year to reaffirm our commitment to continuing to help build an anti-ageist society.

Having addressed the five diversity dimensions of our strategy—women, people of color, people with disabilities, generations (45+), and the LGBTQIA+ community—in themed years since 2020, Boticário Group has announced that 2025 will be the Year of Inclusion, encompassing all these dimensions.



MAY 2025

Diversity and Inclusion in our ecosystem GRI 3-3

Boticário Group’s diversity and inclusion strategy addresses five dimensions of diversity—women, black and brown people, people with disabilities, individuals aged 45 and older, and the LGBTQIA+ community—across five pillars:

1 People 5th

anniversary of our Affinity Groups celebrated in 2024

/ Asynchronous training, such as our Anti-Ageist Learning Track (83% attendance in the first 100 days), and synchronous training (over 25% of employees attended in 2024)

/ Over 1,800 applications from mentors and mentees in the first edition of our Mentoring Program

/ A 2.14% increase in diverse hiring across all dimensions in 2024



2 Products

/ 55+ co-developed projects within our Beleza Livre Community, which includes more than 2,000 diverse members

/ Wide recognition for our inclusive products: QDB’s accessible makeup brushes and our Match Curly Hair Science range

/ Other standout products include accessible articulated brushes from Make B. at O Boticário, featuring a swiveling mechanism for different angles, ergonomic handles for precision and grip, and tactile markings;



3 Social impact

8,000+ inclusive accessories distributed across multiple cities, positively impacting the lives of more than 4,000 people

/ CRIA GB, a component of the Empreendedoras da Beleza program: more than 19,000 registrations in 2024, with around 37% of participants completing the learning track. Participants learned how to leverage the creative economy through content creation for social media



4 Value chain

25% increase in spending on diverse suppliers in 2024

/ 1,380+ diverse-owned businesses connected to Boticário Group buyers through our Affirmative Procurement Portal

/ 34% growth in registrations on the Affirmative Purchasing Portal

/ 2,800+ people trained in D&I, with a satisfaction rate of 98%

/ Suppliers and franchisees monitored for performance in diversity and inclusion.



5 Communication

360-degree campaigns targeting stakeholders promote respect, appreciation, and mainstreaming of diversity. In 2024, the focus was on Anti-ageism.

/ Launched an Anti-Ageist Learning Track for over 50,000 people, with more than 90% of the sales force participating

/ Launched the Silver Pact: anti-ageism initiatives designed to celebrate life journeys, break stereotypes, and foster inclusion of 45+ people.

/ Earned recognition as an Age-Friendly Employer, along with other D&I accolades: Cannes Lions, 3rd Brazil-Germany Diversity Forum, 2024 Ethos/Época Inclusion Survey, Diversity in Practice Awards, and GPTW Ethnic-Racial Ranking.



Human Capital Development

Attracting and Retaining Talent

At Boticário Group, we align our recruitment and retention strategies with the core values that define our organizational culture, ensuring coherence from hiring through to ongoing employee development. Our recruitment model considers both internal and external candidates and aims to match skills and area-specific needs, while encouraging internal mobility, learning, and diversity through affirmative-action job postings.

To retain talent, we apply a structured approach that blends financial rewards with non-monetary strategies such as mentoring, training, and participation in events—balancing personal recognition with professional growth opportunities. At the close of 2024, Boticário Group had 20,187 permanent employees and 688 temporary workers, a year-over-year increase of 12.4% and 37.9%, respectively.

BENEFITS

At Boticário Group, we work to strengthen our talent attraction and retention culture by offering a comprehensive benefits package that demonstrates our commitment to employee care and well-being. These benefits include health and dental insurance, medication assistance, executive health check-ups, private pension plans, life insurance, flexible work arrangements and home office support, universal parental leave, child care and school supply assistance, and discounts on Boticário Group brands and e-commerce platforms.

Health, Safety and Well-being

HEALTH AND WELL-BEING

Boticário Group maintains a dedicated structure to care for people’s physical and mental health through initiatives such as Health Promotion Centers (CPS) at our plants and distribution centers, a 24x7 Health Hotline for continuous support, and a redesigned Health

Gsite launched in 2024 with intuitive navigation, videos, subtitles, and Brazilian Sign Language (Libras). We also offer targeted programs, such as *Família Cresceu*, for pregnant employees, and *Pais Atípicos*, aimed at parents of children who require special therapies.



OCCUPATIONAL SAFETY

At Boticário Group, our culture of Occupational Health, Safety, and Environment (HSE) is a non-negotiable commitment. It is supported by a robust strategy that includes strong governance, effective risk management, a focus on leading versus lagging indicators, and data-driven decision-making. With clear targets for operations managers and committees active across all levels, we ensure organization-wide alignment and effective communication.

To further support this, Boticário Group’s Integrated Management System (SGI), implemented at all sites, helps identify hazards, assess workplace risks, and define and manage action plans and targets aimed at eliminating or mitigating these risks.



Sustainable Sourcing



Watch a video about this chapter on page
135 of the full [ESG Report](#).

Supply Chain Management

We are committed to building and maintaining a sustainable and ethical supply chain through the careful selection of suppliers and transparent, collaborative partnerships. ESG principles are embedded from the outset of every business relationship. Prior to onboarding, suppliers must demonstrate compliance with requirements related to health and safety, social responsibility, environmental sustainability, diversity, and legal compliance, and may undergo either on-site or remote audits.

Once onboarded, suppliers agree to our Code of Conduct and the sustainable management principles made available on our Supplier Portal, which was updated in 2024. Ongoing audits are conducted based on a multidisciplinary risk matrix, while strategic suppliers are evaluated annually

against criteria such as climate change, traceability, waste, diversity, ethics, and governance, and may also undergo criticality reviews depending on the type of goods or services supplied.

In 2024, Boticário Group had 4,453 active suppliers, of which 116 were considered strategic. Among these, 115 had diversity initiatives in place, and 11.3% were from diverse-owned businesses. Among all direct suppliers (tier 1), 99.14% were assessed for sustainable practices. As a result, 59% of supplier spend in 2024 was on suppliers considered sustainable—meaning they scored 60% or higher in the evaluation. Among strategic suppliers, 61.2% achieved a score above 60% in our sustainability assessment.



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Suppliers ESG Performance

In addition to audits conducted by the Supplier Development team within the Group's Procurement Department, three tools support ongoing ESG assessments of suppliers:

- **Partner Evaluation and Development Program (PADP):** launched more than 27 years ago, PADP is one of the pillars of our approach to supplier management. It annually evaluates, ranks, and rewards partners based on criteria such as quality, commercial performance, service, technical assessment, and ESG—which accounts for 10% of the final score. Suppliers identified with areas for improvement receive technical support and customized action plans for their development.
- **Beauty Chain:** a digital platform where suppliers complete a self-assessment on ESG practices. The tool provides industry benchmarking, detailed performance breakdowns, and tailored recommendations for continuous improvement across environmental, social, and governance dimensions.

- **CDP Supply Chain:** an international initiative that measures the environmental performance of the supply chain. Suppliers with greater potential impact are invited to complete the questionnaire, encouraging more responsible practices aligned with global climate goals.

Boticário Group has also launched initiatives to strengthen ESG management across our supply chain:

- **Risco Sacado ESG:** a partnership with Itaú BBA offering credit on special terms to suppliers that demonstrate strong ESG practices.
- **Projeto Pandora:** an initiative focused on raw material traceability and sustainability, with an emphasis on human rights, deforestation prevention, and species protection. Among the highlights from 2024, we achieved full traceability and certification of 100% of our sugarcane-derived alcohol supply chain.



MAY 2025

Credits

Boticário Group

ESG

Luis Augusto Meyer
Thais Pires Lopes
Judith Von Paumgartten Klautau

We would like to thank all team members who contributed to this report.

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CONTENT

Letícia Miraglia
Naná Prado

PROJECT MANAGEMENT

Beatriz Miranda
Lígia Feliciano

DISCLOSURES

Marília Campos

GRAPHIC DESIGN

Diego Ribeiro

LAYOUT

Bruna Finkennauer
Taiana Granja
Rubem Hojo
Vanessa Plassas

INFOGRAPHICS

Henrique Assale
Fábio Nienow

MATERIALITY

Daniele Malpelli
Priscila Garrido

TRANSLATIONS

Ivan van Rheenen - Latin America

PHOTO CREDITS

Grupo Boticário image archive,
where specified.