GrupoBoticário

2025 INTEGRATED REPORT

Contents

Accessibility

To enhance user experience and further promote inclusion for diverse audiences, the Boticário Group has incorporated **accessibility features** into its 2025 Integrated Report.

READING ORDER

Programming and structuring files so that screen readers and other assistive technologies can read the document in a logical sequence.

BOOKMARKS

Inclusion of bookmarks on the pages.

MINIMUM CONTRAST

Development of a color palette designed to meet minimum contrast requirements for people with visual impairments.

LANGUAGE SELECTION

Definition of the document language in its programming.

TYPOGRAPHIC ELEMENTS

Minimum sizes and spacing for typographic elements.

VIDEO VERSION

Video version featuring highlights from the report's main chapters in Libras (the Brazilian Sign Language), featuring narration, audio description, and subtitles.

Message from the leadership

Growing aligned with **our essence**

GRI 2-22

The year 2025 challenged us to evolve—both as an organization and as an ecosystem of people, brands, partners, and regions united by a shared purpose. We adjusted our course and optimized our path to ensure coherence between what we believe, what we say, and what we do.

That alignment with our core values shows in how we steer our purpose across multiple fronts. *Boti Recicla* pairs reverse logistics with efforts to deepen customer loyalty; the *Beleza Livre* Community fosters co-development and stronger consumer links; *Empreendedoras da Beleza* (Beauty Entrepreneurs) and the Diverse Business Acceleration Program drive education, income generation, productive inclusion, and the strengthening of our ecosystem.

Our management model remains rooted in respect, trust, autonomy, and shared responsibility. We view leadership as creating the conditions for people to make sound choices, act with freedom and integrity, and feel they are shaping the future. This demands active listening, collaboration, and a people-centered leadership style that balances performance, well-being, and continuous learning.

Throughout 2025 we reinforced our role as an agent of social and environmental transformation— committed to the climate agenda, biodiversity conservation, inclusive economic growth, and the development of the communities we serve. In line with that commitment, we issued our third Sustainability-Linked Bond (SLB), tying financing terms to climate and innovation targets for alternative methods and strengthening the integration of ESG with business performance.

Still, 2025 brought real challenges. Market dynamics do not always align with socio-environmental imperatives, and within a complex supply chain like ours we see the need to deepen partner engagement on these issues. We face these dilemmas pragmatically, accepting that meaningful progress requires responsible—and sometimes difficult—choices.

We move forward by nurturing a curious, restless spirit that pushes us to experiment, listen, and create new solutions for interdependent, ever-changing challenges.

This Integrated Report shows what we have done and the choices behind how we did it. It expresses our conviction that sustainable growth is achievable and that, within our culture, purpose and values reinforce each other and guide our decisions.

We continue to plan for the years ahead with responsibility and a commitment to continuous development. In 2026 we will carry on the triennial review of our commitments for 2030 and concentrate on strengthening our ecosystem—especially in areas and initiatives that are still at an early stage. We remain confident in our capacity to learn, adapt, and grow continuously, creating value for both the business and society.

FERNANDO MODÉ
CEO OF THE BOTICÁRIO GROUP

Learn to evolve GRI 2-22

The Boticário Group fosters a culture of continuous learning. It learns from the market, from people, from the regions where we operate, and from the challenges we face. This openness to listen, reflect, and grow has guided our decisions and shaped how we build our business over time. It was no different in 2025: we revisited our plans, corrected our course, and mobilized the organization to act with the same consistency we have always shown—especially in upholding our values—but with greater efficiency.

Governance grounded this progress. Discipline, transparency, and a systematic approach have allowed us to make decisions consistently and responsibly. We advanced a methodology to measure the financial return on social and environmental investments, enabling us to quantify value created for both society and the business and to make more assertive, sustainable decisions that deliver larger impact and shared value.

On the social front, we progressed toward more effective inclusion, broadening opportunities and strengthening the entire ecosystem: employees, partners, consumers, and communities. At COP30 in Brazil, together with the Boticário Group Foundation for Nature Protection, we launched our Climate Transition and Adaptation Plan (PTAC) and became the first company in the Durable Consumer Goods, Home and Personal Care sector in Latin America and the Caribbean to have science-based short-term decarbonization and net-zero targets validated by the Science Based Targets initiative (SBTi). We acknowledge the responsibility we have assumed and recognize that decarbonizing the supply chain remains one of our biggest challenges. Technological complexity and dependence on suppliers at different stages of maturity demand ongoing collaboration, innovation, and discipline. We are committed to ambitious goals while remaining realistic about the journey ahead.

We have also refined our processes to make communication more inclusive and accessible to diverse audiences, without compromising technical accuracy. We believe transparency goes beyond sharing data: it means making our choices, dilemmas, and paths clear, so we can positively influence our ecosystem through an impact-driven agenda. In a global context where the ESG agenda faces growing skepticism, we chose to remain consistent and reaffirm our long-term commitments.

This first Integrated Report is the result of our ongoing evolution and learning; it demonstrates a systemic approach to our business that links strategy, financial performance, and social and environmental impact.

More than a new format, it signals a management approach that treats sustainability as an integral driver of business value and as an open invitation to continuous dialogue.

FABIANA DE FREITAS
VICE PRESIDENT OF CORPORATE AFFAIRS FOR THE BOTICÁRIO GROUP

CAROLINA DA COSTA
HEAD OF BOTICÁRIO GROUP'S ESG COMMITTEE

The beauty of **thriving together** GRI 2-22

Looking back at 2025, we see a year in which the world continued intense debates about the role and relevance of the ESG agenda. Faced with external scrutiny, the Boticário Group responded by staying the course—doubling down on consistent action and reaffirming who we are and what we stand for. For the Group, ESG has always been a framework for organizing and measuring what sits at our core long before labels existed: a commitment to doing things the right way.

The belief that true success creates virtuous cycles of growth drives our efforts to ensure prosperity circulates and benefits the regions where we operate, helping communities develop alongside us.

This philosophy is visible, for example, in the stories of our franchisees, multi-generational relationships that foster development in different realities, across Brazilian regions. It can also be seen in the *Empreendedoras da Beleza* movement, which has empowered roughly 740,000 women since 2021 as part of a broader social transformation initiative.

By 2025, "care" became even more tangible, combining science, inclusion, responsibility, and clear institutional positioning. The launch of the Women's Research Center and the Hair Research and Science Center, product co-creation with diverse consumers in the *Beleza Livre* community, and actions like the Responsible Skincare Pact—prioritizing health over short-term commercial gains—illustrate this commitment. These initiatives put into practice the care that guides our brand's actions.

Boticário Group's financial performance and longevity reflect this long-term approach anchored in social and environmental responsibility. We aim to be a "good business that does good:" one that delivers robust results while creating societal benefits.

This Integrated Report invites readers to look beyond metrics and appreciate the value of thriving together. Looking ahead to uncertain times, experience shows that organizations best able to weather challenges are those that care for their people, collaborate with partners, and evolve responsibly within their ecosystems.

Basis of Reporting

GrupoBoticário

About the **report**

GRI 2-1, GRI 2-2, and GRI 2-3

In this 2025 Integrated Report, the Boticário Group presents its results, challenges, decisions, and impacts, demonstrating how environmental, social, and governance factors contribute to the creation, preservation, and sharing of value with its stakeholders, enabling all to thrive together.

The report is published annually and covers the period from January 1 to December 31, 2025, encompassing all companies within the Group (Boticário Produtos de Beleza Ltda.). The reporting cycle and organizational scope are aligned with those of the financial statements, which are prepared in accordance with the highest corporate governance standards, following best accounting practices and audited by an independent external firm. As a privately held limited liability company, the Boticário Group maintained its decision in 2025 not to publicly disclose its financial statements.

The Integrated Report provides a systemic view of the Group's business model and the interdependence among the various forms of capital that support its operations, highlighting how strategic decisions incorporate risks and opportunities within a long-term perspective.

To ensure comparability and transparency, the report adopts the standards of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), complemented by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the Task Force on Nature-related Financial Disclosures (TNFD), which are integrated into the value creation narrative. In addition, the document is aligned with the UN Sustainable Development Goals (SDGs) and recognized market best practices.

The content was reviewed by the Group's senior leadership and the ESG Committee and underwent independent external assurance, reinforcing the organization's commitment to transparency, data integrity, and sustainable value creation.

BASIS OF PREPARATION

In this 2025 Integrated Report, the Boticário Group is publishing, for the first time, its Basis of Preparation—a document that outlines the environmental, social, and governance metrics and indicators disclosed herein. Its purpose is to enhance understanding of the methodologies, assumptions, and limitations applied, ensuring alignment with applicable reporting standards.

The Basis of Preparation is included within the scope of the independent assurance conducted by PricewaterhouseCoopers (PwC), which is responsible for the assurance of the 2025 Integrated Report, in accordance with the guidelines of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

The Group applies the operational control approach to all entities within its organizational boundary, consistent with the methodology adopted for its GHG Protocol Emissions Inventory.

Icons and symbols used to highlight content and make the report easier to understand:

Material topics	
GRI and SASB standards	Example: GRI 2-1, 2-2, 2-3 or CG-HP-140a.1
UN 2030 Agenda SDGs prioritized by the Boticário Group	

For comments, suggestions, or questions about this publication, e-mail us at ESG@grupoboticario.com.br

GrupoBoticário

Double materiality

GRI 2-14, GRI 2-29, GRI 3-1, and GRI 3-2

The Boticário Group identifies the most relevant issues for its business through a continuous double materiality assessment, conducted with the support of an independent consulting firm and monitored and approved by the ESG Committee, which comprises members of the Advisory Board and includes the CEO as a permanent guest. This process evaluates ESG topics from two complementary perspectives: from the outside in, considering risks, opportunities, and financial impacts on business performance; and from the inside out, assessing the company's environmental and social impacts. It also incorporates an analysis of materiality for priority stakeholders.

The Group conducts a full double materiality assessment every two years; the most recent was completed in 2024, with the next scheduled for 2026. In 2025, an executive-level review of double materiality was carried out. The comprehensive 2024 process covered all business units and brands and involved senior leadership, internal and external experts, and other stakeholders.

The study began with the identification of key environmental, social, and governance topics (see box), based on the corporate risk matrix, internal documents—such as the ESG strategy, Commitments for 2030, Code of Conduct, and corporate policies—as well as sector benchmarks and international references. Each macro-topic was analyzed in depth, considering its strategic relevance and its impact on the various forms of capital.

Major topics analyzed in 2024

ENVIRONMENTAL

- Biodiversity and ecosystems
- Climate change
- Air quality
- Water and effluent management
- Waste management

GOVERNANCE

- Ethics, integrity and compliance
- Supply chain management
- Innovation and Technology
- Cybersecurity, data privacy and security
- Product quality, safety, and transparency
- Government relations and advocacy

SOCIAL

- Diversity and Inclusion
- Health, safety and well-being
- Attracting, developing and retaining employees
- Transparency and engagement with key stakeholders
- Development and relationships with resellers and local communities
- Human and labor rights

After the macro-topics and their respective impacts, the risks, and the opportunities were identified, the **prioritization phase** was carried out.

The process differs for each of the three axes (see the chart on page 13), as described below:

X-AXIS
(business/financial risks and opportunities)

These risks and opportunities were analyzed through interviews with company leadership and capital providers—as a way to gather more qualitative information—and through an online questionnaire, in which these stakeholders rated the likelihood of the risks and the magnitude of the financial impact on the business.

Y-AXIS
(impacts on the environment/society)

These impacts were analyzed and prioritized through working sessions with internal experts responsible for each topic. The group assessed each impact based on the following criteria: probability, severity, reversibility, and scope.

Z-AXIS
(prioritization from the perspective of stakeholders)

This process was conducted through an online consultation with the target audiences identified in the previous stage. Participants were invited to indicate the issues they considered most relevant for the company to address from their perspective. More than 4,000 responses were collected from stakeholders—including consumers, employees, retailers, franchisees, suppliers, local communities, NGOs, the media, and innovation partners—and were analyzed and prioritized based on criteria such as dependency, influence, and relationship with the business.

Based on these consultations, nine material topics were identified as priorities for the company's management and strategy.

The executive assessment of the double materiality framework conducted in 2025 built on the prior year's analysis and included a review of internal and external documents—such as policies, surveys, reports, and media coverage—as well as 11 interviews with Boticário Group executives, one with a supplier, and three with representatives from financial institutions.

In addition to supporting the identification and prioritization of emerging risks and opportunities, the assessment indicated that there were no significant changes in the Group's business model or operations during the period; accordingly, no updates to the material topics or their respective impacts, risks, and opportunities were required.

As a result, the nine material topics defined in the previous year were reaffirmed and maintained in 2025:

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 and relationships with retailers and local communities

8 Cybersecurity, privacy and data security

9 Biodiversity and ecosystems

A detailed description of the material topics, their social and environmental impacts, risks, and financial effects, as well as the opportunities and indicators associated with each of them, can be found in the table in Annex 1.

2025 Boticário Group Materiality

About us

GrupoBoticário

The **Boticário** Group

GRI 2-6

With nearly five decades of history shaped by innovation and a strong commitment to social and environmental responsibility, the Boticário Group has established itself as one of the world's largest beauty ecosystems, creating opportunities for beauty to transform people's lives and, in turn, the world around them. Through a multi-brand, multi-channel operation that integrates stores, franchises, direct sales, digital platforms, and retail partnerships, the Group connects with consumers and expands the reach of its brands.

The Group maintains a robust governance framework grounded in ethics and integrity and continuously invests in initiatives aligned with its long-term strategy and public commitments. The Boticário Group Foundation is dedicated to the conservation of nature and biodiversity, while the Boticário Group Institute promotes entrepreneurship and professional training, expanding opportunities in the beauty sector and fostering social inclusion.

By integrating these initiatives into its business model, the Boticário Group seeks to ensure that its growth generates prosperity across its entire ecosystem, creating shared value and driving positive change in society, in the regions where it operates, and throughout its supply chains.

The Boticário Group is the leader in the Beauty Industry in Brazil.*

Being a leader is an achievement.

Being the preferred choice is the purpose.

Being a leader allows the Group to continue advancing its mission of transforming lives by creating opportunities in beauty.

* Based on total sales revenue in Brazil in 2025, according to Homescan | NielsenIQ.

The Boticário Group GRI 2-1, SASB CG-HP-000.B

3 company-owned factories:

São José dos Pinhais (PR), São José do Rio Preto (SP) and Camaçari (BA).

9 distribution centers,

in five Brazilian states, as well as in Portugal, Colombia, and in the U.S.

3 administrative units,

one in Curitiba (PR), where the headquarters are located, and two in São Paulo (SP), as well as offices in Colombia and Portugal.

More than **4,000** stores and **130,000** points of sale.[1]

Presence in more than **5,000** municipalities in all Brazilian states

and in **40+** countries.[2]

1 Considering both company-owned and non-company-owned retail locations.
2 Learn more in From Brazil to the World

INVESTMENTS

In 2025, the Boticário Group continued to advance its investment plan, which includes the construction of a new factory in Pouso Alegre (MG)—with operations scheduled to begin in 2028—the expansion of capacity at the São José dos Pinhais (PR) facility, and the strengthening of its national logistics network. These investments are part of the Group's multichannel strategy and, in addition to increasing production capacity, contribute to the economic and social development of surrounding communities.

As part of Boticário Group's Sustainable Finance strategy (see page 53), designed to support the expansion of its operations, the new factory was conceived from the outset with a strong focus on eco-efficiency, aiming to achieve LEED (Leadership in Energy and Environmental Design) international certification. This focus on sustainable construction enabled the Group to access Ecoinvest, the Federal Government's green finance program, which offers attractive financing terms for projects that meet predefined requirements. Through this initiative, BRL 375 million in direct investments for the new facility were secured.

The expansion of the Camaçari plant, completed in 2025, was awarded LEED* Gold certification, reinforcing Boticário Group's commitment to sustainability, employee well-being, and operational efficiency. The project delivered significant results, including a reduction of up to 87% in water consumption through efficient use and the adoption of industrial reclaimed water for non-potable purposes, energy savings of up to 33%, and a reduction of up to 93% in waste generation.

In 2016, the Camaçari (BA) plant had already been recognized as the first cosmetics factory in Brazil to achieve LEED certification. With these new certifications, the Boticário Group now holds a total of 14 LEED certifications, reaffirming its ongoing commitment to sustainable practices.

* Secured for the Vivência Building, for ME Warehouse, and for the MP Warehouse in Camaçari (BA).

Timeline

1970s

The Boticário Group is founded by Miguel Krigsner in 1977, starting with a **small compounding pharmacy in Curitiba** (PR).

1980s

Adoption of the **franchise model** upon opening its first location in Brasília. The **international expansion** process begins, with the opening of the first O Boticário store in Portugal.

1990s

Establishment of the **Boticário Group Foundation for Nature Protection**, a pioneer in biodiversity conservation, in 1990.

National recognition for its investment in research and environmental preservation, including accolades such as the Eco Award (1996) and the Super Top Nacional Award (1997).

2000s:

The **Boticário Group Institute** is founded in 2004 with a focus on cultural development initiatives; today, it is dedicated to promoting and strengthening social entrepreneurship initiatives.

Instituto GrupoBoticário

Launch, in 2006, of the own reverse logistics program, the **Boti Recicla**, which would later become Brazil's largest reverse logistics program in the beauty industry at collection points.

2010s

Publication of the Group's **inaugural sustainability report**.

Opening of the **factory in Camaçari (BA),** the first LEED-certified facility in Brazil's cosmetics industry.

Establishment of **sustainable stores**.

Pioneering the use of **3D printing** technology to reduce animal testing, and receiving **awards** for sustainability.

Expansion of the ecosystem with **Eudora**, **Quem Disse, Berenice?, Vult** and **Beleza na Web**.

Creation of **Affinity Groups** as a tool for inclusion and a sense of belonging.

2020s

Launch of the ***Empreendedoras da Beleza*** program, aimed at providing professional training for women, in 2020.

Launch of the *Beleza Livre* **community** in 2022, focused on the co-development of consumer brand products with a diverse range of consumers.

Definition of the **Commitments For the Future**, with ESG targets through 2030.

Expansion of the portfolio with brands such as **O.U.I.**, **Truss** , and **Au.migos**.

Launch of the *Consumidores Diversos* **Academy** to promote awareness of diversity and inclusive practices throughout the Boticário Group ecosystem.

International recognition — The Boticário Group is ranked among the **world's most sustainable beauty companies** in S&P Global's CSA* in December 2025.

The leading Brazilian consumer goods, household, and personal care company in Latin America and the Caribbean with short-term and net-zero targets **validated by the Science Based Targets initiative** (SBTi).

* CSA: Corporate Sustainability Assessment

Context of the operations

The Boticário Group operates in the cosmetics, fragrances, and personal care sector, which is currently experiencing strong growth driven by ongoing social and cultural shifts. These changes are reshaping consumer behavior and fueling demand for innovation, supported by an increasing focus on self-care and well-being, rising life expectancy, and the growing influence of younger generations. At the same time, the emergence of digital-native brands and the expansion of major online retail platforms are intensifying competition, making differentiation and a strong focus on the consumer experience critical drivers of competitiveness.

From an environmental perspective, the sector is facing increasing demands related to the traceability of raw materials, waste management, and packaging circularity, alongside the need for a consistent reduction in greenhouse gas emissions—particularly given the relevance of Scope 3 across the value chain. This context requires stronger supplier engagement, advances in low-carbon technologies, and the ability to balance environmental commitments with market trends—such as the growing preference for more sophisticated packaging, which can place additional pressure on circularity metrics.

On the social front, challenges are also intensifying and require a systemic approach. Diversity and inclusion, as well as health and safety, remain core priorities, but the focus has expanded to encompass impacts across the entire value chain, including relationships with franchisees, retailers, partners, and local communities. At the same time, consumer behavior continues to evolve: by 2026, beauty is expected to extend beyond aesthetics and become increasingly associated with emotional connection, inclusion, and well-being. Consumers now tend to seek enjoyable, multisensory experiences that challenge rigid stereotypes and reflect individual preferences rather than traditional demographic profiles.

Boticário Group brands

CONSUMER BRANDS

- oBoticário
- Dr. JONES
- EUDORA
- TRUSS PROFESSIONAL
- Quem Disse, Berenice?
- beleza NA WEB
- vult
- AU.MIGOS pets
- O.U.i ORIGINAL UNIQUE INDIVIDUEL

BUSINESS BRANDS

- MOOZ

LICENSED CONSUMER BRANDS

- Bio-Oil®
- Australian Gold
- Linha de cuidados Pampers

CORPORATE BRANDS

- Fundação GrupoBoticário
- Instituto GrupoBoticário

FINANCIAL CAPITAL | MANUFACTURED CAPITAL | HUMAN CAPITAL | INTELLECTUAL CAPITAL | SOCIAL AND RELATIONSHIP CAPITAL | NATURAL CAPITAL

Business model

→ Its operations are funded through a combination of equity and debt financing, including loans, bond issuances—such as Sustainability-Linked Bonds (SLBs)—and other financial instruments

OUR PURPOSE

To create opportunities for beauty to transform each person's life and, in doing so, transform the world around us

COMMITMENTS FOR THE FUTURE

Strategy for addressing environmental, social, and governance topics

ACTIVITIES

R&D	Product research and development, in addition to open innovation, in collaboration with universities, startups, and other stakeholders
Industry	Production at our own and partner factories
Omnichannel retail	Franchises, e-commerce, marketplaces, direct sales (resellers), distribution, and logistics for store brands and licensed brands
Digital solutions	Operations management supported by digital and financial solutions for point-of-sale (POS) locations, suppliers, franchisees, and resellers
Society and the planet	Institute dedicated to social development and the Nature Conservation Foundation

RESULTS

- → A wide and diverse range of beauty and care products
- → More than 4,000 physical stores in over 40 countries, plus two of Brazil's largest beauty e-commerce sites
- → Development of new formulas using innovative and sustainable technologies and reduction of environmental impacts
- → Strengthening of Boticário Group's brands, with recognition of the environmental and social initiatives

- → Profit generation
- → Acquisition of new brands, expansion of operations and market share
- → Private Social Investment
- → Financial leverage linked to ESG targets

Click the icons to see the impact of each capital. The interactive features of the business model are best viewed in Adobe Acrobat Reader and are compatible with Google Chrome and Microsoft Edge browsers

Strategy

GRI 2-2

Boticário Group's strategic planning is structured around short-, medium-, and long-term horizons, always with a focus on the consumer and based on macroeconomic analysis and competitive intelligence. The three-year plan defines opportunities and strategic initiatives aimed at expanding and consolidating operations and is reviewed annually through the establishment of goals, performance indicators, and assessments of risks and opportunities. The long-term plan, in turn, is designed to explore future business possibilities through discussions that also involve the Advisory Board.

Consumer-focused with a long-term vision and a commitment to the future

The ESG strategy is embedded within the company's business priorities and supports decision-making related to product development, budgeting, people management, investments, industrial expansion, and logistics, contributing to the responsible growth of the Boticário Group. Corporate governance reinforces transparency and alignment between actions and long-term objectives through the work of committees, clearly defined responsibilities, and ongoing oversight processes.

Boticário Group's ESG department is responsible for managing the impacts, risks, and opportunities related to environmental, social, and governance issues within the company, as well as developing and monitoring initiatives, defining and tracking indicators, efficiently allocating financial and non-financial resources, and transparently communicating results and challenges. Aligning ESG with the corporate strategy also fosters a stronger connection between these issues and each business segment, enhancing the effectiveness of governance forums and consolidating the role of the ESG Committee as an advisory body to the Board of Directors, in addition to the Office of the Vice President for Corporate Affairs and the ESG Executive Board.

In 2025, the Boticário Group, in partnership with the consulting firm Valuing Impact, moved forward with the development of a methodology for measuring the financial return on socio-environmental investments (ESG ROI), which quantifies not only the value generated for society but also for the business. The goal is to enable more effective decisions that have a greater impact and create shared value.

Commitments
For the Future
GRI 2-22

The Commitments for the Future are the primary tool for aligning Boticário Group's ESG strategy with the UN 2030 Agenda and Sustainable Development Goals (SDGs). These commitments are reviewed and updated every three years, with the most recent revision completed in 2023 and the next scheduled for 2026.

The goals are broken down into specific objectives, integrated into corporate planning, and translated into performance metrics for different departments through the Management Model. This process broadens the reach of the goals, promotes cross-functional engagement, and improves the quality of strategy implementation and monitoring of ESG performance.

Although challenges remain in areas that require significant investment or emerging technologies—such as addressing climate change and managing Scope 3 greenhouse gas emissions—the steady progress toward these goals underscores the Group's commitment to balancing economic performance, positive social impact, and environmental responsibility.

A key component of Commitment governance is an increasingly sophisticated performance management process that integrates business strategy, technology, and data, featuring established management practices and a high level of internal engagement. The following pages feature Boticário Group's performance regarding its Commitments For the Future in 2025.

COMMITMENT	SPECIFIC GOALS		RESULTS IN 2025[1]		PROGRESS OF THE COMMITMENT
Climate change To contribute to limiting the rise in the planet's average temperature, in line with the Paris Agreement. 13 CLIMATE ACTION; 17 PARTNERSHIPS FOR THE GOALS	**Scopes 1 and 2[2]** A 42% reduction in greenhouse gas emissions compared to 2022, achieved through measures in direct operations and the use of renewable energy at factories, distribution centers, and company-owned retail locations by 2030.		-0.2%	42%	Emissions remain at a stable level, although slightly higher than the baseline. Improved natural gas efficiency at the São José dos Pinhais plant was partially offset by higher emissions associated with refrigerant gas consumption at the Camaçari plant in 2025. Capital expenditures are under consideration to deliver significant improvements in Scope 1 performance over the coming years. For Scope 2, the Group will continue to fully offset emissions from purchased energy through renewable energy contracts supported by appropriate traceability certificates (I-REC).
	Scope 3 A 17% reduction in greenhouse gas emissions compared to 2022, through coordinated initiatives with our partners, by 2030.		2%	17%	A technical adjustment was made to the emission factors for service categories to align the inventory with international best practices; this process required a recalculation of the baseline to ensure data comparability. In 2025, there was a reduction in the volume of raw materials, packaging materials, and fixed assets purchased, contributing to the achievement of the target. Because this metric depends on the value chain, the Group will continue to monitor the performance of this indicator in the coming years to ensure it meets the 2030 target.
Waste To minimize the environmental impact caused by solid waste from our direct operations by reducing the volume of waste, through programs to encourage recycling and through the practice of circularity of packaging. 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Reduction in waste intensity** A 15% reduction in the volume of waste generated per unit sold (sell-in) by 2030 compared to 2022.[3]		-1%	15%	Part of the change in the result is due to the composition of the mix of products sold, while another part is associated with improvements in the measurement methodology, which has led to more accurate data on packaging waste generated. We continue to monitor the performance of this indicator in an effort to achieve a significant reduction in intensity by 2030.
	Recycling	Collection and recycling of at least the equivalent of 45% of packaging waste generated during the year by 2030.	39%	45%	Results achieved through recycling initiatives such as in-house reverse logistics programs (Boti Recicla), the Factory Price Station project, participation in the *Mãos pro Futuro* industry-wide agreement, and the recycling of waste from decommissioned retail locations. In 2025, the volume of recycled waste increased across all initiatives compared to the previous year; however, this was accompanied by a significant rise in packaging generation driven by higher product sales.
		To recycle at least 95% of logistics and industrial waste by 2030.	96%	95%	The result, which exceeded the target, highlights Boticário Group's ongoing commitment to waste management and to advancing recycling practices across its industrial operations and distribution centers.
	Packaging circularity	Repurposing of 30% recycled material in our packaging by 2030.	6%	30%	The 2025 results reflect challenges associated with the Group's growth, ongoing efforts to increase the use of PCR in packaging, and constraints within the supply chain for glass, plastic, and other materials. The Group continues to advance the development of more sustainable packaging solutions and to strengthen partnerships with suppliers, in line with global and regulatory trends.
		90% of new products are developed with reusable, recyclable, or biodegradable packaging by 2030.	7%	90%	Currently, the measurement covers only refill products. Within the proposed scope, certain aspects have not yet been measured; therefore, in 2026, the methodology will be reviewed in partnership with a research institute to enable monitoring of the goal's full scope during the next three-year review cycle.

1 The 2025 results of the Commitments for 2030 were externally verified by PricewaterhouseCoopers Auditores Independentes Ltda.

2 For Scope 2, only emissions calculated using a market-based approach are considered.

3 Total volume of waste generated by the Boticário Group, divided by the number of sell-in units.

COMMITMENT	SPECIFIC GOALS		RESULTS IN 2025[1]	PROGRESS OF THE COMMITMENT
Water To increase the water efficiency of the business and positively impact strategic river basins for us and for society.	**Product** (among rinse-off products)	Achievement of at least 90% biodegradable content.	69% / 90%	The 2025 results were driven by the reclassification of the biodegradability of key raw materials used in soap and oil formulations.
		Achievement of 100% with less impact on water (vs. 2020) as measured by the I.A.R.A® methodology.	91% / 100%	These results stemmed from the replacement of high-impact raw materials and the development of new formula platforms for the hair care category.
		Development of technologies that enable consumers to reduce water usage during rinsing.	Technologies used: **20%**	The Boticário Group has 25 technologies and solutions that reduce the consumers' water usage when using its products; five of which already in use, thus accounting for 20%. The goal is to expand these applications in the coming years.
	Efficiency	Reduction of at least 25% in the volume (m³) of water consumed per metric tonne of final product compared to 2022 (water intensity).	9% / 25%	In 2025, there was a decrease in relative water consumption compared to 2022[2]. This reduction was driven by water eco-efficiency initiatives at manufacturing plants and by the expansion of applications for reclaimed water. The calculation was also adjusted, excluding energy consumption in the factories' administrative areas. This adjustment is intended to better align the company with market practices.
		Use of at least 90% of the reclaimed water generated at our manufacturing facilities by 2030.	36% / 90%	In 2025, the increase in water reuse was driven by an upgrade at the São José dos Pinhais (PR) plant, which expanded its use to cooling towers and boilers. The Group continues to expand the possibilities for water reuse in its production processes, in compliance with technical standards and regulations, to achieve its goal by 2030.
	Conservation (promotion of nature conservation initiatives that reduce water-related risks)	At six water sources that are critical to Brazil or where our operations are located.	67% / 6	Local governance has been established for conservation initiatives at four critical water sources—with a goal of reaching six by 2030: Miringuava River Basin (PR), Guanabara Bay Watershed (RJ), Joanes/Jacuípe Basin (BA) and Cantareira System (SP), with the last two added in 2025.
		Benefiting approximately 25 million people.	64% / 25M	The Viva Água movement (see page 96) promotes conservation efforts and sustainable entrepreneurship, benefiting approximately 15.9 million people. In 2025, the scope of the accounting was adjusted to reflect a more rigorous approach to counting beneficiaries: instead of considering the total population of the watersheds, the figure now includes only the total number of people directly supplied by water sources subject to conservation measures.

1 The 2025 results of the Commitments for 2030 were externally verified by PricewaterhouseCoopers Auditores Independentes Ltda.
2 The specific water volume in 2022 was 5.02 m³/t. In 2025, FY was 4.59 m³/t, which represents a 9% reduction in the relative volume of water.

COMMITMENT	SPECIFIC GOALS		RESULTS IN 2025[1]	PROGRESS OF THE COMMITMENT
Biodiversity To promote biodiversity conservation and respect for animals.	**Conservation** Support biodiversity conservation across 2 million hectares of terrestrial and marine protected areas by 2030.		29% — 2M	Starting in 2024, the company began prioritizing the conservation of land within Conservation Units supported by environmental compensation funds and other initiatives promoted by the Boticário Group Foundation, with a view to implementing more sustainable protection mechanisms. From the time the target was updated in 2024 to the end of 2025, conservation efforts covered 578,628 hectares.
	Respect for animals	To ensure that 100% of our products are vegan by 2026.	98% — 100%	The 2025 results were driven by initiatives to replace non-vegan raw materials. Challenges still remain in the gradual transition from current formulations to fully vegan versions, a process expected to be completed by 2026.
		To increase the portfolio of alternative methods available for safety assessment of raw materials and products by 40%.	18% — 40%	The Boticário Group has not conducted animal testing since 2000, adopting rigorous safety assessment practices and continuously expanding the use of alternative methods. By 2025, the number of available methods had reached 59, an 18% increase from the baseline of 50 methods in 2023. The goal is to reach 70 methods by 2030.
	Positive impact To seek a net positive impact on biodiversity.		25% — 8	To help conserve biodiversity, one of the initiatives is Life certification, awarded to businesses committed to this cause. The Group is working to expand certification to six sites by 2030, for a total of eight certifications.
Diversity and Inclusion To promote the representation and inclusion of diverse individuals in the overall workforce and in BG's leadership, reflecting the Brazilian population.	**Overview** To promote the representation of diverse individuals across the organization.		83%	With the implementation of the new goals framework, the rollout of D&I programs, and the strengthening of governance, the Boticário Group is advancing the representation of diverse groups—women, Black and mixed race people, people with disabilities, and individuals aged 45 and older—reinforcing its commitment to treating all groups as equally important within its priority dimensions, both across the workforce and in leadership.
	Leadership To promote the representation of diverse individuals in leadership positions.		74%	

1 The 2025 results of the Commitments for 2030 were externally verified by PricewaterhouseCoopers Independent Auditors, LLC.

COMMITMENT	SPECIFIC GOALS	RESULTS IN 2025[1]	PROGRESS OF THE COMMITMENT
Diversity and Inclusion To promote diversity and inclusion within our business ecosystem, through what we buy, sell, and communicate to society. 5 GENDER EQUALITY; 10 REDUCED INEQUALITIES	**Communication** To create accessible communication that is representative of the Brazilian population and free of stereotypes, making diversity the norm.	**Black people: 39%** **LGBTQIA+: 23%** **45+: 8%** **Diverse bodies: 23%** **People with disabilities: 3%** **Accessibility: 78%**	The goal seeks to ensure the representation of diverse audiences in Boticário Group's and its brands' campaigns and external communications. In 2025, the target percentages for each audience were met through the definition of campaign casting. As a minimum accessibility standard, we provide image descriptions for static media using the *#PraGeralVer* hashtag, as well as video captions, Brazilian Sign Language interpreters, and audio description. The progress achieved in 2025 reflects alignment with benchmarks and recommendations derived from training, strategic consulting, and technical analyses in the area of Diversity and Inclusion.
	Value chain To promote a strategy of diversity and inclusion among stakeholders, as well as foster entrepreneurship among diverse individuals through inclusion in our value chain.	**Total spend with companies owned by various individuals, among the pool of strategic suppliers[2]: 12%**	This result reflects the Affirmative Procurement pillar, part of the Responsible Procurement Program, which encourages doing business with companies owned by people from diverse backgrounds. In addition, training on diversity and inclusion topics is provided to suppliers, and their performance in this area is monitored as part of the supplier evaluation and performance assessment program.
	Product To offer a portfolio of new and existing products, that are inclusive and diverse, taking into account the needs of the Brazilian population.	**46%**	The Boticário Group remains committed to advancing the cause of diversity and inclusion through initiatives such as the *Beleza Livre* Community, which brings together people from diverse backgrounds to co-develop products for the Group's consumer brands. In addition, there is a focus on expanding the communication of relevant attributes to diverse audiences.
Social development To actively contribute to reducing social inequality among the general population and positively impact the quality of life of business partners within the beauty industry. 1 NO POVERTY; 4 QUALITY EDUCATION; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES	**General population** By 2030, create 1 million opportunities to transform people's lives by promoting participation in social development programs focused on entrepreneurship and/or vocational training.	**79%** 1M	In 2025 alone, more than 360,000 job opportunities were created through training programs aimed at socially vulnerable individuals. The result was driven primarily by the *Empreendedoras da Beleza* program, which trains women to work in the industry. Since 2022, training programs have created 789,064 job opportunities.
	Business partners To improve the quality of life for business partners, so that this results in an increase in their income.		The Boticário Group remains committed to enhancing the quality of life of its business partners and is refining the indicator that most directly correlates with the well-being of its resellers. As part of these efforts, the company operates a loyalty program for its resellers, offering benefits and opportunities to increase profitability. In addition, the reseller business model provides a range of features designed to improve service quality, including multiple service options and the ability to purchase products through different channels, such as in person at the Reseller Store or via delivery.

1 The 2025 SLBs results were audited by PricewaterhouseCoopers Auditores Independentes Ltda.

2 *Spend* Spend with suppliers owned by diverse individuals divided by total spend with the Group's strategic suppliers.

COMMITMENT	SPECIFIC GOALS		RESULTS IN 2025[1]		PROGRESS OF THE COMMITMENT
Sustainable sourcing To promote responsible sourcing in our supply chains as a way to combat illegal deforestation and biodiversity loss, and to promote adequate working conditions.	**Source of raw materials** To use at least 95% raw materials from renewable sources or sustainably sourced materials by 2030.		89%	95%	In 2025, the definition of renewable raw materials was refined in line with market practices, and this explains the increase in reported results. This classification considers raw materials of 100% plant, biotechnological, or mineral origin, as well as combinations thereof.
	Responsible sourcing Certification assurance for higher-risk raw materials:	100% of the palm oil purchased by 2030.	97%	100%	The challenge of postponing the launch of repacking for products containing this raw material, which hindered progress toward the desired outcome.
		90% of the wood and wood products purchased by 2030.	99%	90%	In 2025, the result surpassed the target, reaching 99% due to the prioritization of purchasing certified timber and wood products.
		100% of the sugarcane alcohol purchased by 2030.	100%	100%	For sugarcane-based alcohol, the certification and transition process for raw materials was completed in 2024, ensuring that 100% of this input is certified.
	Supplier evaluation Sustainability performance assessment among tier 1[2] suppliers responsible for at least 75% of the spend by 2030[3].		63%	75%	The indicator considers spend with tier 1 suppliers, who are assessed annually on their performance in sustainability. In 2025, performance improved as a result of efforts made to strengthen the Beauty Chain, increasing the number of suppliers assessed on ESG criteria and their engagement.

1 The 2025 results of the Commitments for 2030 were externally verified by PricewaterhouseCoopers Independent Auditors Ltda.
2 The first link in the supply chain.
3 This is the result of dividing the spend with strategic suppliers by the total spend for the Group.

GrupoBoticário

Culture **and Essences**

Boticário Group’s culture, shaped and strengthened over more than 40 years, is a strategic pillar that guides decision-making, inspires behaviors, and aligns employees’ work and partnerships with the company’s purpose and its five Essences:

1. We are passionate about **execution**.
2. We are **restless**.
3. We seek **responsible success**.
4. We make our **customers’ eyes shine**.
5. We nourish our **relationships**.

The five Essences (see more) are broken down into 18 behaviors, which serve as guidelines for employees through corporate communications, symbols, and talent management mechanisms, from onboarding to performance.

Flagship programs—such as the Leadership Academy, which in 2025 adopted bimonthly cycles focused on critical skills—enhance development opportunities and prepare leaders for future challenges. Tools for listening to and collecting employee feedback, such as TeamCulture, the Evolution Survey, and the Climate and Engagement Survey, ensure continuous monitoring, enabling rapid adjustments and fostering a dynamic culture that evolves alongside the needs of the business.

CULTURAL SYMBOLS

Cultural Symbols are used to supplement knowledge about the Essences and behaviors through practical experiences, reinforcing attitudes within Boticário Group's culture and fostering a sense of belonging and identification among employees with the company. They include artifacts, rituals, stories, spaces, and celebrations. The Affinity Groups, a tool designed to strengthen employee culture and a sense of belonging, celebrated their fifth anniversary in 2025 and currently bring together more than 5,000 people.

Culture is also disseminated through forums and leadership rituals. In 2025, Lidera and the Executive Forum brought together 2,500 leaders for sessions focused on rolling out the strategy and strengthening their connection to the Group's culture, while the Management Forum held regular online meetings. *Fala que Transforma* (Words That Transform), which was held seven times throughout the year, is an initiative that fosters employee growth by providing an open channel of communication with the CEO, fostering dialogue and discussion on key topics.

Another key pillar in strengthening Boticário Group's culture is recognition and legacy. In 2025, more than 1,200 employees were honored for their years of service through the Origins Program, a cultural tradition that fosters a sense of belonging, identity, and recognition through a commemorative gift and celebratory rituals.

1,200+
employees honored for length of service

1,900
visitors to the factory in São José dos Pinhais (PR) as part of the Where Beauty Happens program

GrupoBoticário

Relationship **with stakeholders**

GRI 2-29

The Boticário Group recognizes that its ambition to create value for society as a whole depends on close collaboration with its stakeholders. Accordingly, it invests in relationships grounded in transparency, collaboration, and shared responsibility, building connections that strengthen trust and reinforce its purpose. This commitment, embedded in the corporate strategy, translates into initiatives that enhance outcomes and reaffirm the Group's role as an agent of transformation and positive impact.

Communication of ESG strategy and practices is central to this approach and is carried out through multiple channels, including reports, social media, community engagement events, and campaigns aimed at both internal and external audiences.

Institutional initiatives, such as the Boticário Group Foundation, the Boticário Group Institute, and the social impact division, promote ongoing dialogue with local communities, civil society organizations, governments, and partner companies, enabling the identification of collaboration opportunities and the implementation of initiatives in environmental conservation, entrepreneurship, and social development.

Our relationship with franchisees and suppliers extends beyond purely commercial interactions. These partners are involved in ESG initiatives and are supported by specific assessment and development programs (see page 152), which promote the adoption of social and environmental guidelines aligned with the corporate strategy. Similarly, employees take part in awareness-raising, volunteering, and engagement initiatives, contributing to an organizational culture aligned with sustainability and the company's mission.

Retailers, distributors, and beauty salons also play a strategic role in strengthening market presence and delivering a seamless multichannel experience. The Boticário Group continues to invest in training, support, and the integration of physical and digital channels, expanding initiatives such as "Reseller Spaces" and "Click & Collect" locations. These initiatives bring the company closer to its customers, broaden business opportunities, and connect the various players in the beauty ecosystem in a collaborative and efficient manner.

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Beauty Ecosystem GRI 3-3 and GRI 2-6

The Boticário Group operates within an integrated end-to-end ecosystem, creating value for both the business and society.

1 SUSTAINABLE SOURCING

→ **5,600+** active suppliers.

→ **The Pandora Project** maintained traceability in critical supply chains and made progress with the first social and environmental audit in the coffee supply chain.

→ **45% of the suppliers** invited to respond to the CDP Supply Chain in 2025 already have greenhouse gas (GHG) emissions reduction targets[1].

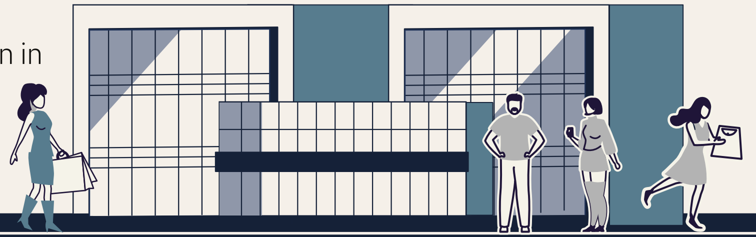
2 EMPLOYEES

→ **20,000+** direct employees.

→ **200,000+** hours of training.

→ **Implementation of measures** to strengthen the monitoring of chronic diseases and hospitalizations.

→ **950+** people have participated in the Mentoring Program.



3 RESEARCH AND DEVELOPMENT

→ **The first Brazilian company** in the industry and the sixth in the country to secure ISO 56001 certification (Innovation Management).

→ **Launch of the Women's Research Center** in 2025.

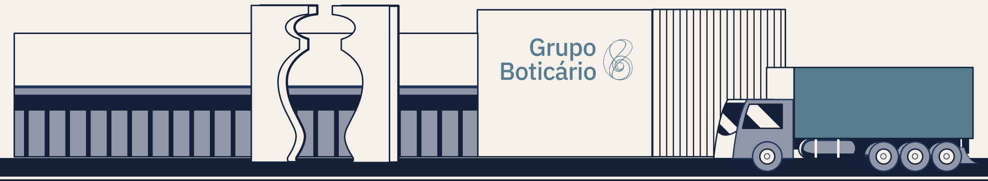
→ **25 years without animal testing:** BRL 40 million+ invested in alternative methods over the past five years.

→ **External accreditation** of the I.A.R.A. proprietary tool

4 MANUFACTURING

→ **Advancement of the operational excellence system** (WCM[2]), through the GO Super3 program.

→ **96%** of the waste is recycled at our operational sites, and 36% of the water used in our factories is reclaimed water.



5 DISTRIBUTION

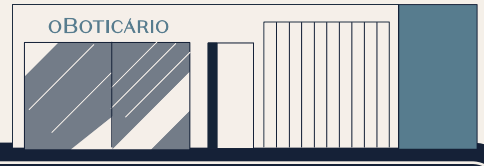
→ **Low-carbon pilot projects** involving electric and natural gas trucks, as well as a reduction in the number of trips using double-deck trucks and load optimization.

6 COMPANY-OWNED STORES AND FRANCHISES

→ **4,000+ physical stores** across all Brazilian states and in more than 40 countries.

→ **750+ stores—including** company-owned and franchise locations—have signed contracts to use renewable energy under the Energy for Tomorrow Program.

→ **147 metric tonnes** of recycled material used in the stores' furniture and structure.



7 DIRECT SALES

→ **360,000+** resellers are participating in the *Empreendedoras da Beleza* professional training program.

8 E-COMMERCE AND THIRD-PARTY CHANNELS

→ **Available at more than 130,000 points** of sale[4].

9 CONSUMERS

→ **Focus on the consumer** and innovation to serve everyone.

→ **Boti Recicla Store:** the concept store accepted empty packaging as payment and collected more than a ton of waste.

10 COMMUNITIES AND THE BOTICÁRIO GROUP INSTITUTE

→ **15 women-owned businesses** supported by the Business Acceleration Hub.

→ **Linking IGB's** social programs with opportunities at the Boticário Group.

11 BOTICÁRIO GROUP FOUNDATION

→ **35 years in 2025.**

→ **11,000 hectares** of conservation land across two company-owned reserves.

→ **Expansion of the Viva Água** Movement to two additional territories: the Cantareira System (SP) and the Joanes/Jacuípe water sources (BA).

→ **Launches such as the Natureza On hub and the Brazilian Coral Reef Coalition at COP30.**

[1] Report having an active target covering at least one of Scope 1, 2, or 3; specify a base year and a target year; and report base-year CO_2e emissions.

[2] World-Class Manufacturer

[3] See page 144.

[4] Company-owned and non-company-owned

Membership **associations** GRI 2-28

The Boticário Group maintains partnerships with organizations and associations representing the key sectors in which it operates, contributing to collective initiatives focused on sustainable development. These organizations include:

- **Brazilian Association of Advertisers (ABA)**
- **Brazilian Association for Business Communication (Aberje)**
- **Brazilian Packaging Association (Abre)**
- **Brazilian Franchising Association (ABF)**
- **Brazilian Association of the Personal Hygiene, Perfumery and Cosmetics Industry (ABIHPEC)**
- **National Association for Research and Development of Innovative Companies (Anpei)**
- **Brazilian Business Council for Sustainable Development (CEBDS)**
- **UN Women**
- **UN Global Compact**
- **Ethos Institute**
- **Brazilian Institute of Corporate Governance (IBGC)**
- **Institute for Retail Development (IDV)**
- **Endeavor Brazil**
- **LIFE Coalition for Business and Biodiversity**

SEE MORE IN ASSOCIATIONS, INSTITUTIONAL PARTNERS AND CERTIFICATIONS

The Boticário Group and ABIHPEC

The Boticário Group maintains a strategic partnership with the Brazilian Association of the Personal Hygiene, Perfumery and Cosmetics Industry (ABIHPEC), recognizing its role in the development and strengthening of the sector. In addition to Artur Grynbaum, the vice chair of the Group's Advisory Board, serving as chair of the Association's Deliberative Council, company employees participate in regulatory and environmental discussions. Among them:

REGULATORY DEVELOPMENTS: BAN ON ANIMAL TESTING

Coordination of ABIHPEC's technical working group responsible for the proposal of the federal law that banned animal testing, signed into law in July 2025, consolidating a practice the company has already followed for 25 years.

CLIMATE CHANGE

Participation in the ABIHPEC Climate Change Working Group, monitoring and contributing to the improvement of carbon market regulations in Brazil.

CIRCULAR ECONOMY

Contribution, through the sector-specific program *Mãos pro Futuro*, to facilitate the recycling of post-consumer packaging on a national scale, complementing our own initiatives, such as Boti Recicla. The Group is a pioneer in this initiative—recognized as the industry's leading reverse logistics program—and is one of its founding members; the initiative will celebrate its 20th anniversary in 2026. In 2025, a total of 220 cooperatives were supported with more than 215,000 tons of material recovered.

Awards and **recognitions**

2025 TOP ESG COMPANIES, EXAME MAGAZINE

1st place in the Pharmaceuticals and Beauty category for the second consecutive year, reaffirming its position as a leader in corporate sustainability in Brazil.

2025 VALOR INNOVATION BRAZIL AWARD

Recognized as the **7th most innovative company in Brazil** (among the top 150) and the 2nd in its industry. This recognition underscores the company's consistency, as it has remained among the top 10 most innovative companies in the country over the past four years.

INTEGRITY AND ESG YEARBOOK

Selected among the **100 companies with the most effective environmental, social, and governance practices in the country**, in a ranking conducted by the Getulio Vargas Foundation in partnership with Insight Comunicação.

SXSW INNOVATION AWARDS 2025

Winner in the **People's Choice** category for the **Smart Lipstick** project. The company was the only winner from Latin America among 54 global competitors at one of the world's most important technology and innovation forums.

S&P GLOBAL'S SUSTAINABILITY YEARBOOK

In 2025, for the fifth consecutive year, the company ranked among the **10 most sustainable beauty companies in the world**, according to S&P Global's Corporate Sustainability Assessment (CSA)*.

BR MERCO RANKING ESG RESPONSIBILITY AND MERCO CORPORATE REPUTATION RANKING

2nd most responsible company in Environmental, Social, and Governance (ESG) in Brazil and **4th** among the companies with the strongest reputation in the country.

* According to results released in December 2025.

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ECOVADIS SILVER LABEL 2025

This award acknowledges that the Boticário Group ranks among the top **15% globally in terms of ESG practices** across the value chain, based on environmental, social, and ethical criteria.

ISO 56001 CERTIFICATION

The first industry in Brazil and Latin America and the **leading cosmetics company in the country** to obtain ISO 56001 certification, which attests to the quality and governance of its **innovation management processes**.

CDP: CARBON DISCLOSURE PROJECT

An A- score in water security and climate change, for the fourth and third consecutive years, respectively, with recognition in the Leadership category. In the forestry sector, the group was scored a B in management.

2025 GLASSDOOR RANKING

Best retail company to work for in Brazil, based on unsolicited and anonymous reviews from current and former employees.

VALIDATION BY THE SBTi (SCIENCE BASED TARGETS INITIATIVE)

The first Brazilian company in the industry* in Latin America and the Caribbean with science-based net-zero targets validated by the SBTi.

SUSTAINABLE DEBT AWARDS 2026

Recognition in the "Sustainability-linked Bond of the Year – Other" category, which highlights debt transactions tied to ESG targets featuring ambitious goals and a high level of transparency.

2025 STATE OF DATA BRAZIL

The second most admired company in Latin America in the data area, according to the 5th edition of the State of Data Brazil survey, conducted by the Data Hackers community in partnership with the consulting firm Bain & Company.

INMETRO ACCREDITATION (INSURANCE FOR REEFS)

The internal methodology developed by the Boticário Group to certify that its products are Reef Safe received accreditation from Inmetro in 2025. This confirms that the **method is reproducible, valid, and meets quality standards**.

AGE-FRIENDLY

In 2025, the Boticário Group received international Age-Friendly certification, becoming the first company in Brazil's beauty industry to earn the designation, which recognizes organizations committed to the inclusion of professionals aged 50 and older, reinforcing its commitment to age diversity.

* Durable Consumer Goods, Household, and Personal Care Products Sector

How we create value

GrupoBoticário

Governance

Corporate Governance **and ESG**

Structure

GRI 2-9, GRI 2-10, GRI 2-11, and GRI 2-12

Committed to the continuous enhancement of its governance and to aligning its structure and processes with strategic objectives, the Boticário Group implemented changes in 2025 to its main governance body, the Advisory Board, which now comprises nine members, including three women and five independent members.

Board members are appointed by the partners of Boticário Produtos de Beleza Ltda., serve for an indefinite term, and do not hold executive positions. As part of the annual governance review, Board members conducted a performance self-assessment in 2025. The roles of Chair and Vice Chair remain held by the partners, who have acted as non-executives since March 2021. Diversity of backgrounds and perspectives is a key criterion in appointments, in line with the Board's Rules of Procedure, contributing to more comprehensive and strategic decision-making.

The Advisory Board is responsible for guiding strategy and overseeing the conduct of business; to that end, it relies on the support of the following **advisory committees**:

People
This committee sets guidelines for management, compensation, and organizational culture, and evaluates the performance of senior leadership.

Strategy
This committee anticipates trends and opportunities in the beauty industry, supporting the Advisory Board's long-term vision.

Risks and Audit
This committee oversees the organization's financial integrity and compliance, analyzing financial statements, monitoring the effectiveness of internal controls and audits (both internal and independent), assessing exposure to strategic risks, and addressing any violations of the Code of Conduct.

ESG
A strategic governance body responsible for deliberating on and prioritizing business-critical ESG issues, including the Commitments For the Future. It monitors the progress of the agenda and its indicators, assesses risks and opportunities, and ensures alignment with the Board and corporate strategy, contributing to long-term value creation.

FOR MORE INFORMATION, GO TO OUR LEADERSHIPS

ESG Committee GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-17

STRATEGIC ACTION
The ESG Committee is responsible for integrating environmental, social, and governance considerations into corporate strategy, the ESG Committee guides decisions that balance financial performance with social and environmental impact.

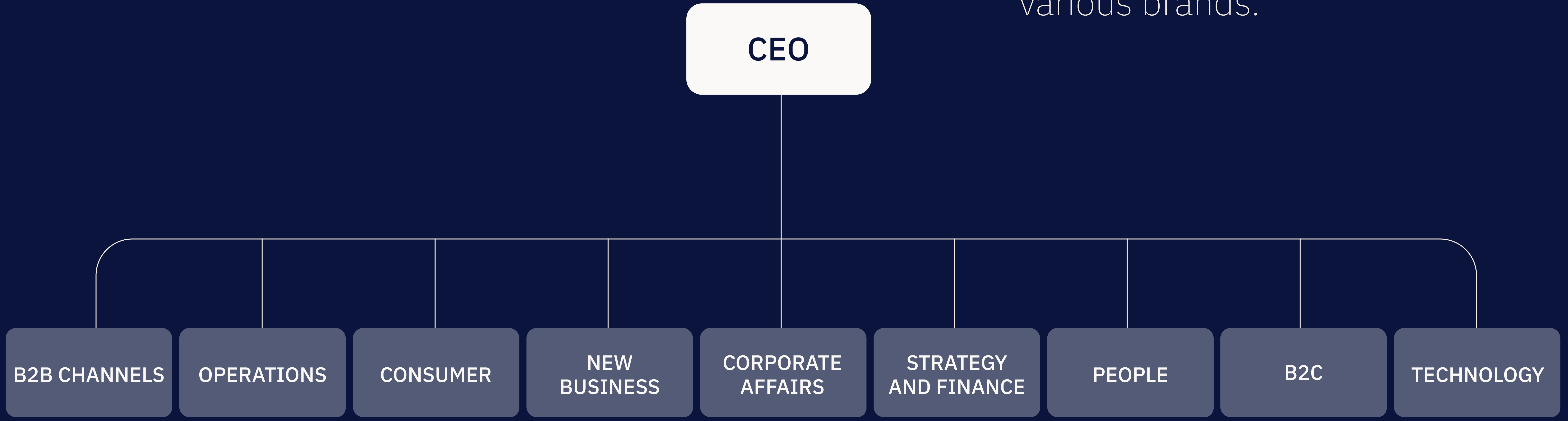
COMPOSITION
Composed of the Chair and Vice Chair of the Advisory Board, an independent director, and an external expert, the board includes the CEO as a permanent guest and receives input from key executives in strategic areas.

FREQUENCY OF MEETINGS
Since 2025, meetings have been held quarterly, with the possibility of special meetings to address emerging issues and support the other advisory committees.

LINK TO MANAGEMENT
The Committee defines ESG plans, goals, and priorities, which are implemented in a multidisciplinary manner through the management model, with monitoring of performance and initiatives across the entire organization.

Business **management**

Nine Vice-Presidents support Boticário Group's CEO in managing the business, while maintaining the legal independence of the various brands.



Note: The ESG Department is part of the Office of the Vice President for Corporate Affairs.

Ethics, Integrity, **and Compliance**

GRI 2-15, GRI 2-25, and GRI 2-26

Through its governance mechanisms, the Boticário Group promotes principles of ethics, transparency, and accountability, making decisions with integrity and fostering relationships based on trust with all stakeholders.

Code of Conduct guidelines direct decisions and relationships within the Group

The Code of Conduct provides employees with guidance on corporate policies, behaviors to avoid, guidelines to follow, and best practices; additionally, it advises them to handle Boticário Group confidential information with care. This document establishes guidelines to prevent conflicts of interest and to promote ethical conduct across the organization, prohibiting external negotiations or activities that could harm the business or lead to the misuse of the Group's information. Board members are required to disclose in advance any actual or potential conflicts of interest and must recuse themselves from participating in, or accessing, discussions and decisions related to such matters.

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Conduct **Channel** GRI 2-16

The Boticário Group has established a Conduct Channel as its primary mechanism for receiving and investigating reports of potential violations of the Code of Conduct and unethical behavior. This process is managed by an independent external consulting firm, which receives and screens reports in accordance with the corporate governance guidelines established for this purpose. The channel ensures impartiality, confidentiality, and accessibility, and guarantees that individuals who report concerns in good faith will not face retaliation.

24 hours

per day, seven days per week: the Conduct Channel is always available

Reports are received, investigated, and addressed through a structured review process led by the Conduct Committee, under the oversight of the Risk and Audit Committee, with investigations carried out by a multidisciplinary team. Procedures are periodically reviewed and monitored using indicators that assess the effectiveness of investigation and remediation efforts. When substantiated, violations may result in disciplinary actions and corrective measures aimed at preventing recurrence.

In addition, the Group maintains ombudsman channels and a dedicated compliance email address for reporting concerns. All employees receive training on the Code of Conduct and on how to use the channel. The Boticário Group has also held its annual Compliance Week for the past seven years, promoting a range of initiatives related to the topic.

Value chain management **and integrity due diligence**

In its relationships with third parties, the Group seeks to build partnerships with suppliers, distributors, franchisees, and other stakeholders who share its ethical values and commitment to sustainability.

The Compliance department is responsible for assessing the reputation and compliance of suppliers through integrity due diligence and ongoing monitoring, and may recommend the termination of partnerships that pose risks.

Strategic suppliers undergo annual evaluations that consider, among other criteria, ethical conduct, governance, and integrity. In addition, employees are trained to identify warning signs or suspicious situations that may require further verification of partners and collaborators with whom the Group maintains relationships, and such cases must be reported to the Compliance department. In compliance with Election Law (No. 9,504/1997), the Boticário Group does not make donations to political party campaigns.

Compliance

During the reporting period, Boticário Group's Legal department did not record any significant instances of non-compliance with laws and regulations. The Group has also not been subject to any fines or penalties related to environmental non-compliance in the past four years. The company remains committed to legal compliance across all areas of its operations, conducting periodic reviews with the support of internal and external experts. Internal and external audits are conducted to test and strengthen compliance controls, with their results reviewed by senior management and the Advisory Board. GRI 2-27

In 2025, the Boticário Group reported two cases of non-compliance, both related solely to a technical discrepancy in product classification. The company promptly and voluntarily implemented the measures required by the regulatory authority, ensuring that its entire marketed portfolio is fully compliant.

There were no incidents resulting in warnings or involving non-compliance with voluntary codes. With regard to marketing communications, including advertising, promotion, and sponsorship, no cases of non-compliance with regulations or voluntary codes were identified during the period, keeping the indicator at zero for fines, penalties, and warnings. GRI 417-2 and GRI 417-3

Controls, audits, and governance **support compliance**

GrupoBoticário

Respect for human rights GRI 2-23, GRI 2-24, GRI 2-30, GRI 407-1, and GRI 408-1

Boticário Group's commitment to respecting human rights is reflected in corporate policies approved by senior management, such as the Code of Conduct, the Diversity and Inclusion Policy, the Anti-Corruption Policy, the Compliance Policy, and the Letter of Commitment to Human Rights and Diversity, and in public commitments, such as adherence to the UN Universal Declaration of Human Rights, the Global Compact, the Women's Empowerment Principles (WEPs), the Alliance Against Stereotypes Movement, the Business Pact for Integrity and Against Corruption, promoted by the Ethos Institute, and the Brazil Pact for Business Integrity.

Our actions are guided by the principles of precaution and due diligence, with a focus on preventing violations. Risks are continuously assessed across all stages of the value chain, including procurement processes, operations, and relationships with partners. All suppliers and partners are required to formally adhere to the Code of Conduct, which explicitly prohibits practices such as child labor, forced labor, or labor analogous to slavery, and ensures compliance with labor laws, freedom of association, diversity, and social and environmental integrity.

The Group has implemented an Integrated Management System (IMS) that encompasses all operations and both in-house and third-party teams, strengthening the prevention, identification, and mitigation of risks. Four operational units are certified to the ISO 45001 standard (see page 145), reinforcing occupational health and safety standards. All employees are covered by collective bargaining agreements, and the Code of Conduct guarantees freedom of association. In addition, employees and third-party workers at the company's sites participate in mandatory, periodic training on human rights.

No suppliers or operations were identified where workers' rights—including freedom of association and collective bargaining—were violated or at significant risk of violation. Likewise, no suppliers or operations posing a significant risk of child labor were identified.

Initiatives such as the Pandora Program (see page 154) complement this framework by strengthening risk monitoring and traceability in critical supply chains, thereby increasing transparency and accountability throughout the value chain.

TO VIEW OUR HUMAN RIGHTS AND DIVERSITY COMMITMENT, CLICK HERE

Cybersecurity, privacy, and data security GRI 3-3

WHAT IT IS[1]

Secure management of the collection, retention, and use of personal data—whether sensitive or not—as well as strategic data, in compliance with the LGPD, ensuring robust cybersecurity, governance, and privacy in information processing.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

The Boticário Group promotes a culture of digital security and has implemented structured processes, although it remains subject to inherent risks, such as data breaches caused by human error or the misuse of information. Thus, the performance of the technical staff and the ethical, responsible, and mature management of data are essential for mitigating risks, generating a competitive advantage, and strengthening the trust of consumers and stakeholders.

1 See page 158.

Boticário Group's privacy, cybersecurity, and data protection framework is designed to promote the ethical and responsible use of data and to ensure compliance with regulatory requirements, particularly the Brazilian General Data Protection Law (LGPD). With the advancement of digitalization and the growing use of data in operations and in relationships with consumers, employees, and partners, the commitment to responsible information management is further reinforced, supporting business continuity and strengthening stakeholder trust.

Data protection is embedded across the organization, guided by senior leadership and supported by the active involvement of multiple departments. The Boticário Group also has a Privacy Policy and an Information Security Policy in place. The adoption of the privacy-by-design approach ensures that privacy and security requirements are embedded from the earliest stages of initiatives, products, services, and partnerships, enabling the early identification and consistent management of risks throughout the information lifecycle.

Data management combines **privacy, security** and **risk management**

Privacy and security are managed through an integrated framework of **governance** and **control**

Information protection is ensured through multiple technical (tools) and administrative (policies, processes, and awareness) layers, further reinforced by the Data Loss Prevention (DLP) solution, which monitors external e-mail communications and blocks potential unauthorized transmission of confidential data. The process combines automated screening with rigorous human analysis, enhancing the accuracy of incident detection and resolution. At the same time, the Group invests in privacy communication and training, strengthening its information security culture and promoting the adoption of internal best practices.

The Group continuously monitors regulatory requirements related to data protection. In 2025, eight data subject requests were handled through the National Data Protection Authority (ANPD); all were addressed in accordance with standard procedures, with no reports of critical incidents requiring notification of a data breach to the authority. GRI 418-1

GOVERNANCE, PRIVACY, AND INFORMATION SECURITY

Information security and data privacy are strategic pillars at the Boticário Group, supported by a multi-layered and continuously evolving governance framework. In 2025, this structure was strengthened by elevating the Senior Management of Privacy and Data Ethics to the executive level, enhancing role clarity, coordination, and decision-making agility. The Privacy and Information Security committees were also merged, reinforcing alignment in guideline-setting and incident management.

The Risk and Audit Committee (CRA) oversees the corporate risk map, including regulatory risks, cyber threats, and data breaches, while the Information Security and Privacy Committee (CSI&P), led by the CISO (Chief Information Security Officer) and the DPO (Data Protection Officer) and composed of Vice-Presidency leadership and, when applicable, the CEO, meets quarterly to deliberate on policies, risks, incidents, and data protection culture, ensuring compliance with the LGPD. The CISO reports to the CIO (Chief Information Officer) and is responsible for embedding security into the technology architecture and operations.

As part of the 2025 organizational restructuring, the Data Protection Department was established to manage personal, sensitive, confidential, and strategic data. This department operates in coordination with the Privacy and Data Ethics department, created in 2024. Monitoring through Data Loss Prevention (DLP) tools has been enhanced to improve the detection and blocking of unauthorized data transmission, supported by decentralized and automated alerts that enable real-time communication with managers.

The Group adopts a security-by-design and security-by-default approach and maintains a structured penetration testing (pentesting) process, with mandatory annual tests for critical applications and pre-go-live assessments for higher-risk projects. Vulnerabilities are addressed according to their severity, with defined deadlines, ongoing monitoring, and validation through follow-up testing. To ensure resilience, the company maintains a Business Continuity Plan (BCP), an Operational Continuity Plan (OCP), a Disaster Recovery Plan (DRP), and a Unified Incident Response Plan (IRP), supported by 24/7 monitoring and quarterly simulation exercises. Compliance is reinforced annually through internal maturity assessments based on the CIS Controls, external audits, and Payment Card Industry Data Security Standard (PCI DSS) certification by an independent Qualified Security Assessor (QSA), as well as a financial audit that verifies General IT Controls.

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Artificial intelligence and the **responsible use of data**

Boticário Group's approach to artificial intelligence is organized holistically, integrating privacy, information security, governance, and ESG principles. The strategy comprises analysis of AI initiatives, evaluation of technology suppliers, and clear assignment of internal roles and responsibilities to maintain control over AI implementation. The framework also contains a dedicated AI policy, contractual provisions that promote responsible use, targeted training programs for teams, and governance bodies charged with tactical coordination and the definition of strategic direction.

In 2025 the Group strengthened this approach by enhancing the approval process for generative AI tools, adding more rigorous information-security criteria, measures to mitigate algorithmic bias, and explicit requirements for ethical and regulatory compliance—ensuring continued alignment with corporate objectives. Thanks to strengthened controls and an improved risk-assessment methodology, the risk rating for data breaches has been reduced from high (previously considered critical) to significant.

The company nonetheless remains alert to emerging threats, particularly those arising from partners' and resellers' use of AI—such as the creation of false or inappropriate campaigns that could harm brand reputation and governance—requiring ongoing monitoring and regular updates to responsible-use guidelines.

LEARN MORE HERE

Culture and engagement **of the ecosystem**

Cybersecurity and privacy management places the human factor at the core of the information protection system. An internal culture of freedom and flexibility—valuable for fostering innovation—can nevertheless introduce data security risks. To address this, the company is implementing continuous monitoring, limiting employees' use of certain digital tools, and, importantly, reinforcing a culture of prevention and accountability in information handling.

In this vein, the first Privacy Week was held in 2025, offering employee training to embed privacy concepts and practical routines, alongside roundtable discussions that engaged staff across all levels.

Regarding data handled by franchisees, the company provides guidance and training, establishes personal-data processing policies to ensure legal compliance, and enforces these standards through contractual provisions and oversight mechanisms. A dedicated policy defines franchisees' responsibilities for processing personal data and their obligations to the Boticário Group.

In 2025 the Franchisee Acceleration Index (IAF) was enhanced with a privacy and information-security maturity assessment, delivering a more structured view of the controls implemented across the franchise network. In its relationships with suppliers, the Partner Assessment and Development Program (PADP—see page 153) now includes specific privacy and security criteria for technology suppliers, with an emphasis on third-party risk management.

Suppliers are evaluated on data security

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Outlook **and uncertainties**

Boticário Group's planning spans multiple time horizons and aims to balance growth, operational efficiency, innovation, and social and environmental responsibility, recognizing the interdependence of internal and external factors amid continuous change. The strategy aligns capacity expansion, channel-ecosystem evolution, and adoption of emerging technologies with a commitment to creating sustainable value over the medium and long term.

Key initiatives include investment in the new Minas Gerais factory and efforts to deepen integration between physical and digital channels—measures that increase operational capacity and strengthen proximity to consumers. On the technology front, artificial intelligence is positioned as a core enabler of efficiency, personalized customer journeys, and data-driven decision-making, implemented in line with governance, ethics, and information-security standards. ESG considerations remain embedded in strategic decisions and are treated as drivers of competitiveness, innovation, and resilience.

At the same time, the Group recognizes substantial structural challenges and uncertainties. In 2025 climate risk continued to be assessed as "significant," and decarbonization—especially of Scope 3 emissions—remains difficult due to technological dependencies and supplier maturity. Environmental indicators also showed volatility, including a rise in the absolute biodiversity impact tied to production growth and operational constraints related to reclaimed-water generation.

A further tension exists between environmental objectives and market trends: the move toward products with more sophisticated aesthetics and complex components conflicts with efforts to reduce packaging weight and boost circularity. The circularity target proved particularly challenging in 2025, affected by recycling-market dynamics, volatile material prices, and the seasonal unavailability of recycled inputs. Brazilian consumers continue to be highly sensitive to price and appearance, forcing the company to balance competitiveness with environmental progress.

Operationally, intermittent stockouts—including during high-demand product launches—have strained relationships with franchisees and resellers, highlighting the need to strengthen planning, supply-chain management, and demand forecasting.

The regulatory and macroeconomic backdrop remains a major concern, notably the potential impacts of tax reform, forthcoming carbon-market regulation, regulatory obstacles to innovative models like in-store refills, and a high-interest-rate environment that puts pressure on retail—all of which demand financial discipline and a sharp focus on efficiency. In the digital arena, cybersecurity, data-protection risks, and brand misuse—including AI-generated fake campaigns and deepfakes—require ongoing vigilance and a reinforced culture of privacy and information security.

BRL 1.8 billion
in investments in the construction of the new factory

Thus, opportunities for growth and innovation coexist with a wide array of strategic, regulatory, environmental, social, and reputational challenges. The Group actively monitors these factors through periodic risk reviews and course corrections to preserve competitiveness, financial resilience, and its commitment to social and environmental responsibility in a rapidly changing landscape.

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Risk management

Risk matrix

Risk prioritization at the Boticário Group is performed using a 5x5 risk matrix that cross-references likelihood and impact. Likelihood is rated from "Remote" to "Almost Certain," while impact spans "Negligible" to "High." Impact assessments consider multiple dimensions, including financial, reputational, operational, regulatory, and environmental consequences. Risk classification is conducted by accountable owners and validated by senior leadership to ensure alignment with business priorities. The most critical risks receive prioritized monitoring, and the process is continuous, with periodic reviews to respond to evolving internal and external conditions.

Risk management at the Boticário Group is continuous and embedded in management processes, supporting decision-making and enabling business adaptation amid constant change. The system is designed to strengthen operational resilience and align risks with strategy and execution across multiple time horizons and impact levels.

Risk governance adheres to established standards—such as Enterprise Risk Management (ERM) principles and ISO 31000—and is organized around the Three Lines of Defense model. Business units hold primary responsibility for identifying, assessing, and managing risks in their daily operations. In 2025 the Risk and Internal Controls functions were separated into distinct management units, reinforcing the second line of defense by standardizing methodologies, coordinating processes, and supporting departments in measurement and monitoring.

Internal Audit operates as the third line of defense, providing independent assessments of governance and control effectiveness. Oversight is provided by the Risk and Audit Committee (CRA), which reports to the Advisory Board and guides decisions on risk appetite and action plans. Corporate Risk Management and Strategic Planning work in an integrated manner, focusing on strategy and producing a consolidated heat map that presents a unified Group-level view of risk.

The Group conducts internal audits and delivers specialized employee training on topics including business continuity. The risk management framework, together with internal and compliance controls, is externally assessed through GRC maturity audits at least biennially; the most recent review took place in 2025. Risks are reviewed monthly, with updates and adjustments made in response to evolving internal and external conditions.

Strategic, operational, and emerging risks

Boticário Group's risk management encompasses multiple risk types. Strategic risks are those that could compromise the execution of the company's action plans across short-, medium- and long-term cycles. These risks are identified during strategic planning with senior-leadership participation, aligned to business objectives, monitored continuously, and reviewed annually or whenever material changes arise.

In 2025 the strategic risk matrix was comprehensively revised for the 2025–2027 planning cycle. The number of monitored risks was optimized—reduced by roughly 50%—through methodological improvements and greater topic integration, while ensuring all material risks remain under surveillance. This refinement enabled more focused analysis of risks with the greatest potential to affect strategy execution. During this process a strategic risk related to data use and artificial intelligence was introduced, expanding the scope beyond information security to include governance, ethics, and value-creation potential. The prior strategic risk tied to attracting and retaining talent was removed from the framework and replaced by issues such as succession planning and future-skills development.

Operational risks are managed decentrally by each department, based on identified vulnerabilities in processes, people, systems, or external events. In the industrial environment, this approach is embedded in the World Class Manufacturing (WCM) methodology, which directs the identification and mitigation of safety, environmental, and operational-efficiency risks. Identified risks are mitigated through internal controls and action plans proportional to their severity.

The Group also monitors emerging risks—characterized by higher uncertainty and potential future impact—using scenario analysis, industry studies, and benchmarking. Among the principal monitored risks are climate change (treated as both strategic and emerging, assessed with physical and transition-scenario tools); artificial intelligence (tracked for both risks and opportunities); and sustainable supply (a significant emerging risk for continuity and resilience).

Emerging risks

RISK 1: CRISIS IN THE SUPPLY OF NATURAL RESOURCES AND SUSTAINABLE SOURCING

Description:

The inability to secure a stable supply of key ingredients produced sustainably and at a reasonable cost—due to imbalances between supply and demand and/or variations in crop cycles—is an emerging risk highlighted in the World Economic Forum's 2026 Global Risks Report. This risk may be further intensified by potential new pandemics, the accelerating effects of climate change, biodiversity loss, evolving geopolitical dynamics, and growing demand for raw materials with assured traceability and sustainable sourcing. In response to this uncertainty, the Boticário Group continuously seeks alternative solutions that meet its operational needs, enhance flexibility, and help mitigate potential business impacts.

Impact:

Disruptions in the supply of raw materials may adversely affect the Group's operations, increasing the risk of shortages, driving up product and production costs, and hindering the ability to meet consumer demand.

Mitigation:

- Suppliers of critical inputs: The Boticário Group adopts a multisourcing approach for suppliers of critical inputs, diversifying its supplier base and reducing the risk of shortages.
- Partner Assessment and Development Program (PADP): The program evaluates suppliers based on specific criteria, including audits and action plans.
- Risk matrix and strategic procurement planning: The Group continuously monitors the costs and availability of critical inputs, and we update the risk matrix and Strategic Procurement Plans annually.
- Risk of disruption in the supply of raw materials: this is part of the strategic risk associated with climate change and is monitored using a KRI (Key Risk Indicator).

RISK 2: RAPID GROWTH OF ARTIFICIAL INTELLIGENCE (AI) WITHOUT ADEQUATE REGULATION

Description:

Progress made in the development of AI solutions—which may pose a risk to information security and have significant growth potential in the coming years—was highlighted as an emerging risk in the World Economic Forum's 2026 Global Risks Report. The lack of regulation is also an aggravating factor and a global concern. For the Boticário Group, the main risks associated with the malicious use of AI are an increase in fraud and data theft through tools and the use of deepfakes—the realistic manipulation of videos, including in real time (during a video call, for example)—in cyber fraud targeting our employees and our information system, which could result in financial losses and the compromise of confidential data. Such losses, in turn, could damage the company's reputation and result in legal liability, given the data protection laws in the countries where the Group operates (e.g. Brazil's LGPD and the European Union's GDPR). In addition, there is a risk of biases and potential copyright infringements, which can have financial and reputational consequences.

Impact:

Financial loss, loss of confidential data, damage to reputation, and legal liability.

Mitigation:

- Multidisciplinary committees: these committees analyze AI initiatives and risks within the ecosystem.
- Supplier review: this process verifies data security parameters.
- Algorithm impact assessment: this measures the risks associated with the use of AI.
- Data privacy and cybersecurity: see page 45.

Sustainable **finance**

Boticário Group's sustainable finance strategy integrates ESG considerations into capital structure and resource allocation decisions, directly linking the company's social and environmental performance to its financing terms. This approach reinforces financial discipline and supports business growth by aligning economic incentives with high-impact social and environmental commitments. Currently, approximately 65% of the Group's gross debt is tied to ESG indicators, embedding these criteria into strategic financial management.

ESG criteria integrated into the capital structure and resource allocation

Sustainability-Linked Bonds (SLBs) are the primary instrument underpinning this strategy. In these transactions, financial terms are contingent on the achievement of predefined ESG targets; in cases of non-compliance, predefined cost adjustments (step-ups) are applied, linking financial optimization to disciplined target achievement. The trajectory of emissions reflects the increasing maturity of the Group's ESG agenda, with progressively more ambitious targets aligned with its long-term strategy.

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Sustainable finance: connecting purpose and capital GRI 3-3

By issuing debt securities linked to ESG targets (Sustainability-Linked Bonds), the Boticário Group transforms its social and environmental commitments into financial obligations.

65% of the gross debt

Boticário Group's financing is directly linked to ESG goals.

Sustainability-Linked Bonds (SLBs)[1]

Status of each target in 2025

2020

PIONEERING
(Funding: BRL 1 billion)
First company to issue SLBs on the Brazilian debt market

Energy Target: 100% renewable energy in factories and DCs by 2022[1].

100% ✓
Baseline: 2017 (87%)

Waste Target: 100% recycling of solid waste at factories and DCs by 2025[1].

100% ✓
Baseline: 2019 (94.5%)

2023

ENVIRONMENTAL MILESTONE
(Funding: BRL 2 billion)

Water Target: 80% reclaimed water at the São José dos Pinhais (PR) plant by 2030.

34.2%
Baseline: 2022 (0%)

Portfolio Target: 100% vegan products by 2026.

98.4%
Baseline: 2022 (93.6%)

2024

SOCIAL MILESTONE
(Funding: BRL 1.15 billion)
The sector's first social target linked to a debt security

Retail Target 75% of company-owned retail locations powered by renewable energy by 2030.

56.7%
Baseline: 2023 (0%)

Social Target: To create 1 million opportunities through the *Empreendedoras da Beleza* Program by 2030.

63%
625,713 opportunities created
Baseline: 2023 (158,579 opportunities created)

2025

PRODUCT SAFETY AND EMISSIONS
(Funding: BRL 1.625 billion)

Product safety target: increase the number of alternative testing methods from 55 to 70 by 2030.

59 methods
Baseline: 2024 (55 methods)

Scientific outreach target: 12 new methods to be published by 2030

Baseline: 2024

Emissions targets: To reduce Scope 1 and 2[3] by 62% by 2034.

-0.2%
Baseline: 2022 (4,514.9 tCO2e)

[1] The SLBs' 2025 results were audited by PricewaterhouseCoopers Auditores Independentes Ltda.
[2] Factories in São José dos Pinhais (PR) and Camaçari (BA), and distribution centers in Registro (SP) and São Gonçalo dos Campos (BA).
[3] For Scope 2, only emissions calculated using a market-based approach are considered.

Environmental

Climate **change** GRI 3-3

WHAT IT IS[1]

Addressing climate-related challenges through adaptation initiatives, the pursuit of opportunities, and the mitigation of greenhouse gas emissions, with a focus on improving energy efficiency, prioritizing renewable energy sources, and increasing the use of more sustainable materials.

COMMITMENTS FOR 2030

To contribute to limiting the rise in the planet's average temperature, in line with the Paris Agreement.

COMMITMENTS FOR THE FUTURE[2]

- **Scopes 1 and 2:** A 42% reduction in greenhouse gas emissions compared to 2022, achieved through measures in direct operations and the use of renewable energy at factories, distribution centers, and company-owned retail locations by 2030.
- **Scope 3:** A 17% reduction in greenhouse gas emissions compared to 2022, by means of coordinated actions with our partners, by 2030.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

Impacts include increased greenhouse gas emissions due to business expansion and mitigation challenges, but also progress in areas such as environmental conservation, reduced industrial emissions, and increased use of renewable energy. There are physical risks to infrastructure and the supply chain, as well as regulatory risks, while opportunities are emerging for innovation in products with a smaller carbon footprint and for collaboration with suppliers to strengthen the ESG agenda.

Overcoming these challenges requires managing the very complexity of the transition, which involves strategic decisions and investments in solutions that are still in the technological development phase and not yet fully scaled up, such as alternatives for decarbonizing transportation and creating packaging with a smaller carbon footprint. In this context, Boticário Group's Climate Transition and Adaptation Plan is integrated into the corporate strategy, guiding the company's long-term decisions.

SLBS[3]

- 100% renewable energy at the plants in São José dos Pinhais (PR) and Camaçari (BA) and at the distribution centers in Registro (SP) and São Gonçalo dos Campos (BA) by 2025 (goal achieved).
- To ensure that 75% of our company-owned retail locations use energy from renewable sources by 2030.
- To reduce absolute emissions from Scope 1 and 2 by 62% by 2034.

OTHER GOALS AND COMMITMENTS

Science Based Targets initiative (SBTi):
Scopes 1 and 2: An absolute reduction of 67% in emissions by 2035 (using 2022 as the base year).

Scope 3: An absolute reduction of 37.5% in emissions by 2035 (using 2022 as the base year).

Net-zero: A 90% reduction in absolute emissions across all scopes, with residual emissions offset through carbon removal, by 2050 (base year 2022).

1 See page 158 **2** See page 23 **3** See page 53

Climate change is a central pillar of Boticário Group's long-term strategy and is critical to the sustainability and resilience of the business. Our approach integrates mitigation and adaptation efforts with nature conservation, in collaboration with the Boticário Group Foundation.

To ensure consistency and transparency, the Group has established a cross-functional governance structure that engages the highest levels of decision-making. The Advisory Board oversees the climate strategy and receives regular updates on its progress. The ESG Committee, led by an independent director, monitors strategy implementation and tracks progress toward targets, while the Risk and Audit Committee oversees the physical and transition risks associated with climate change.

The climate agenda is part of the planning and risk management

Reflecting this ambition, 2025 marked the consolidation of the agenda and reinforced the Group's position as an industry leader. Standing out among the milestones achieved are: i) the launch of the Climate Transition and Adaptation Plan (PTAC), a strategic document that guides the company's decision-making and planning by integrating environmental and financial variables into the operational model and the management of risks related to climate change, with a focus on business sustainability, and, ii) the validation of science-based short-term decarbonization and net-zero targets by the Science Based Targets initiative (SBTi), in which the achievement of the 2030 targets becomes a fundamental milestone for realizing our ambitions aligned with the Paris Agreement and synchronized with the company's growth.

In addition, we maintained our "Leadership" score (A-) in the CDP Climate Change and Water Security categories for the third and fourth consecutive years, respectively. This journey culminated in an active and mobilizing role at COP30 (see page 66), in Belém (PA), alongside the Boticário Group Foundation, which celebrated 35 years of work, playing a leading role in the Nature-Based Solutions (NbS) strategy as an essential tool for climate adaptation.

VIVA ÁGUA GUANABARA – RIO DE JANEIRO
Credit: O Eco

Climate targets validated by the SBTi

Boticário Group's emission-reduction targets—set out in its Climate Transition and Adaptation Plan to achieve short-term cuts and net-zero by 2050—have been validated by the Science Based Targets initiative (SBTi). SBTi is an international body that assesses corporate targets and actions against the goal of limiting global warming to 1.5 °C in line with the Paris Agreement. The Group is the first Brazilian company in the Durable Consumer Goods, Home and Personal Care sector across Latin America and the Caribbean to receive this validation.

SCOPES 1 AND 2

An absolute reduction of **67% in emissions by 2035** (base year: 2022).

SCOPE 3

An absolute reduction of **37.5% in emissions by 2035** (base year: 2022).

NET-ZERO

A reduction of **90% in absolute emissions across all scopes**, with residual emissions offset through carbon removal, by 2050 (base year: 2022).

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Climate Transition and Adaptation Plan (PTAC) GRI 3-3

Read more

The PTAC represents the Boticário Group's long-term climate action roadmap, establishing a strategic pathway to reduce greenhouse gas emissions by 90% by 2050, strengthen resilience and adaptation to climate-related risks, and engage the entire value chain in a sustainable transition through the adoption of renewable energy, innovation, robust climate governance, and Nature-Based Solutions (NbS).

DECARBONIZATION GOALS

→ The Boticário Group is the first company in Latin America in the Durable Consumer Goods, Home and Personal Care sector to have its science-based net-zero targets validated by the Science Based Targets initiative (SBTi), which recognizes these targets as measurable, robust, and aligned with international best practices and the goals of the Paris Agreement

Net-zero

Short term

SBTI 2035 AMBITION

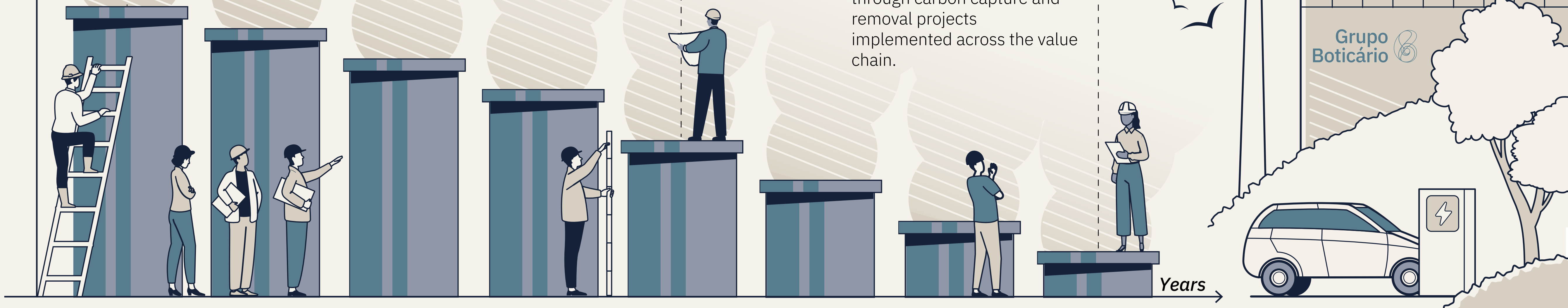
→ **Scopes 1 and 2 (direct emissions):** absolute reduction of 67% in greenhouse gas (GHG) emissions compared to the 2022 baseline year.

→ **Scope 3 (value chain):** absolute reduction of 37.5% in GHG emissions compared to the 2022 baseline year.

SBTI 2050 TARGET

→ Absolute 90% reduction in Scope 1, 2, and 3 GHG emissions compared to the 2022 baseline year.

→ Offsetting residual emissions through carbon capture and removal projects implemented across the value chain.



HIGHLIGHTS OF THE CLIMATE JOURNEY

→ **Nature-based Solutions (NbS):** climate adaptation measures in partnership with the Boticário Group Foundation.

→ **Retail:** target of ensuring that 75% of our company-owned points of sale will use renewable energy

→ **Logistics:** implementation of projects to replace fossil fuels with renewable alternatives.

→ **Sustainable finance:** emissions reduction and renewable energy targets linked to Sustainability-Linked Bonds (SLB).

VALUE CHAIN ENGAGEMENT AND TRANSPARENCY

→ **Engagement of the supply chain:** monitoring and development of strategic Supply Chain's PADP and CDP Supply Chain.

→ **Transition metrics:** 45% of suppliers responding to the CDP Supply Chain have their own targets for reducing GHG emissions (see page 152).

→ **Innovation:** product development guided by the Life Cycle Assessment (LCA) methodology (see page 69).

→ **Transparency:** progress in the Pandora Project (see page 154) for the origin of critical raw materials.

→ **Internal culture:** more than 3,000 employees received training on climate change over the past three years.

→ **Governance:** monitoring of climate indicators and management of risks and opportunities by the Advisory Board and the Executive Committees.

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Emissions **profile**

Since 2008, the Boticário Group has conducted its annual greenhouse gas (GHG) emissions inventory in accordance with the methodology of the Brazilian GHG Protocol Program, of which it is also a founding member, maintaining the Gold Seal certification in recent years for its high standards of transparency and independent verification. Emissions for the base year (2022) are 12% lower than previously reported due to the update of emission factors for Scope 3 Categories 1 and 2 and the removal of Category 11, which was not included in the SBTi target (see details on page 189, indicator 2-4).

Expanding the scope also brought challenges. Collecting data from over 5,000 active suppliers remains constrained by technological limitations and the inconsistent availability of certain sustainable raw materials, slowing progress in some areas. Despite these barriers, the company is investing in collaboration, innovation, technology, and improved data management to co-develop viable solutions with stakeholders.

Direct emissions (Scope 1) from the Boticário Group stem mainly from fuel combustion in industrial boilers and fuel use by executive and sales fleets. The plan to replace natural gas with renewable fuels in the boilers at the São José dos Pinhais (PR) plant by 2030 illustrates the combination of operational efficiency and decarbonization: it could cut these emissions by roughly 40% and serve as a pilot for other manufacturing sites. The decarbonization agenda is further supported by increased electrification and greater use of biofuels in vehicle fleets.

Under Scope 2, sourcing electricity from renewable sources for factories, distribution centers, and company-owned stores reduces indirect emissions. This renewable energy is procured on the open market or via distributed generation and is accompanied by traceability through renewable energy certificates (I-RECs).

VALUE CHAIN

Scope 3 emissions, which relate to activities outside the organization—such as the purchase of goods and services and capital assets, as well as the transportation and distribution of products and raw materials—account for more than 96% of Boticário Group's total emissions.

Given this scenario, specific strategies are developed and adopted to manage and mitigate these impacts, involving technological and infrastructure development, as well as the engagement of the value chain and strategic stakeholders in setting specific reduction targets (see page 23). To this end, specific training was conducted on emissions and climate goals as part of an effort to encourage mitigation initiatives and help promote the climate transition across the entire ecosystem.

Another priority initiative is the decarbonization of logistics. In partnership with carriers, the Boticário Group is implementing initiatives such as route optimization to improve efficiency, the transition to lower-carbon fuels, and the electrification of vehicles for last-mile operations, as well as pilot projects involving CNG and electric heavy-duty trucks.

In its ongoing efforts to reduce Scope 3 emissions, the Group applies Life Cycle Assessment (see page 69) to 100% of its products, guiding ecodesign decisions and the prioritization of solutions such as refills, the use of post-consumer recycled plastic, and raw materials with a lower carbon footprint.

Reinforcing its commitment to the energy transition, the Boticário Group has issued, since 2020, two Sustainability-Linked Bonds (SLBs) with renewable energy targets as part of the structuring of the financial transaction (see page 53).

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Greenhouse gas emissions (tCO_2e) [1, 2, 3, 4] GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-5, and GRI 2-4

	2022	2023	2024	2025	YoY VARIATION 2024–2025 (tCO_2e)	YoBL VARIATION 2022–2025 (tCO_2e)	2030 (COMMITMENT)	2035 (SBTi NEAR-TERM)	2050 (SBTi NET-ZERO)
SBTi TARGET CONFIGURATION									
Scope 1 and 2 (market-based)	4,514.90	4,900.11	4,455.36	4,524.83	69.47	9.93	2,618.64	1,489.92	451.49
Scope 3	259,207.57	418,467.85	268,533.74	231,378.67	-37,155.07	-27,822.91	215,137.31	162,000.99	25,920.16
Direct emissions (Scope 1)	**4,028.10**	**4,001.86**	**4,455.36**	**4,524.83**	**69.47**	**496.73**			
Stationary combustion	2,359.49	2,529.21	2,945.16	2,732.44	-212.72	372.95			
Mobile combustion	1,129.64	1,194.44	976.84	904.79	-72.05	-224.85			
Fugitive emissions	538.97	278.21	533.36	887.60	354.24	348.63			
Indirect emissions from energy purchases (Scope 2)	**2,495.51**	**3,929.90**	**3,532.72**	**3,109.99**	**-422.73**	**614.48**			
Electricity consumption (location-based)	2,008.71	3,031.65	3,532.72	3,109.99	-422.73	1,101.28			
Electricity consumption (market-based)	486.80	898.25	0	0	0	-486.80			
Other indirect emissions (Scope 3)	**259,201.58**	**418,467.85**	**268,533.74**	**231,378.67**	**-37,155.07**	**-27,822.91**			
Upstream									
Category 1 - Purchased goods and services	202,837.99	273,784.26	169,914.29	149,432.29	-20,482.00	-53,405.70			
Category 2 - Capital goods	4,639.52	18,889.70	11,344.84	4,550.21	-6,794.63	-89.31			
Category 3 - Energy and fuel-related activities (not included in Scope 1 or 2)	1,274.53	12,552.23	1,227.24	2,109.16	881.92	836.63			
Category 4 - Upstream transportation and distribution	27,305.34	77,332.42	44,701.15	33,278.46	-11,422.69	5,973.12			
Category 5 – Waste generated during operations	2,554.80	5,579.48	8,402.13	9,783.84	1,381.71	7,229.04			
Category 6 - Business travel	5,701.44	11,815.23	16,232.86	6,098.65	-10,134.21	397.21			
Category 7 - Employee travel	2,205.08	2,923.79	2,090.40	5,905.69	3,815.29	3,700.61			
SUBTOTAL	**246,518.70**	**402,877.11**	**253,912.91**	**211,158.30**	**-42,754.61**	**-35,360.40**			

	2022	2023	2024	2025	YoY VARIATION 2024–2025 (tCO_2e)	YoBL VARIATION 2022–2025 (tCO_2e)	2030 (COMMITMENT)	2035 (SBTi NEAR-TERM)	2050 (SBTi NET-ZERO)
Downstream[5]									
Category 9 - Downstream transportation and distribution	6,007.88	2,520.15	3,409.03	4,672.98	1,263.95	-1,334.90			
Category 12 - End-of-life treatment of sold products	5,581.40	11,496.04	8,923.67	13,756.23	4,832.56	8,174.83			
Category 14 - Franchises	1,093.60	1,574.55	2,288.13	1,791.16	-496.97	697.56			
SUBTOTAL	**12,682.88**	**15,590.74**	**14,620.83**	**20,220.37**	**5,599.54**	**7,537.49**			
Biogenic CO_2 emissions	**4,730.49**	**10,344.43**	**10,032.26**	**8,544.07**	**-1,488.19**	**3,813.58**			
Scope 1	586.10	672.39	564.98	547.82	-17.16	-38.28			
Scope 2	0.00	0.00	0.00	0.00	0.00	0.00			
Scope 3	4,144.39	9,672.04	9,467.28	7,996.25	-1,471.03	3,851.86			

1 We used emission factor sources in accordance with the guidelines of the GHG Protocol Brazil; Ecoinvent 3.8, DEFRA UK, USEPA, WIOD (Quantis), and IEA. The Global Warming Potential (GWP) is based on the IPCC AR5.

2 We have adopted the methodologies set forth in ISO 14064-1 and the GHG Protocol to consolidate the information. All calculations are performed using SINAI Technologies software, which is certified by TÜV Rheinland. We apply the operational control approach to all companies within Boticário Group, as defined in our organizational boundary, encompassing all relevant emissions across the organization.

3 The significant changes observed between 2022 and 2023 are due to the inclusion of new business units in 2023 within Boticário Group's organizational scope, as well as category 9 of indirect emissions under Scope 3. The need for recalculation will be assessed when measuring commitments and targets. GRI 2-4

4 Gases included in the calculation: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6 and NF_3.

5. Category 11 - The use of sold products (Scope 3) was excluded from the SBTi target due to the indirect nature of the group's influence on emissions from the use of its products. However, for the sake of transparency, the category was inventoried in 2025, totaling 93,995.42 tCO_2e. GRI 2-4

GHG emissions intensity (tCO_2 per million units produced)[1, 2, 3] GRI 305-4

	2023		2024		2025	
	RESULT	TARGET	RESULT	TARGET	RESULT	TARGET
Greenhouse gas (GHG) emissions intensity	6.09	5.80	6.77	5.80	4.54	5.80

1 The calculation of greenhouse gas (GHG) emissions intensity is given by the ratio of total GHG emissions (in tCO_2 equivalent) to the number of units produced (in millions).

2 Operational goals.

3 Scope: Stationary combustion in industrial facilities. The gases included in the calculation are: CO_2, CH_4, N_20. Approach used: operational control.

Emissions of NO_x, SO_x and other significant air emissions (t)[1, 2] GRI 305-7

CATEGORIES	2023	2024	2025
NO_x	1.83	1.54	1.39
SO_x	0.08	0.07	0.02
Particulate matter (PM)	0.01	0.07	0.02

1 The company does not measure Persistent Organic Pollutants (POPs), Volatile Organic Compounds (VOCs), or Hazardous Air Pollutants (HAPs), as these do not apply.

2 The sources of emission factors are based on guidelines from the GHG Protocol Brazil; Ecoinvent 3.8, Defra UK, USEPA, Wiod (Quantis), and the IEA. The Global Warming Potential (GWP) is based on the IPCC AR5.

GrupoBoticário

Energy of Tomorrow Program GRI 302-5

The Energy of Tomorrow program began in 2023 with a pilot project to procure renewable energy for company-owned stores in Minas Gerais and was expanded in 2024. Currently, the Boticário Group has contracts signed for more than 160 company-owned stores and aims to expand the program to 75% of its company-owned network by 2030.

The Group extended the initiative to its franchise network, promoting the use of renewable energy at more than 500 franchised locations. In addition to the environmental benefits—including the avoidance of 629 tCO_2e in emissions in 2025—the use of renewable energy has led to savings in retail electricity costs.

As a differentiator, part of the fees paid by franchisees is allocated to strengthening climate adaptation projects run by the Boticário Group Foundation, creating a virtuous cycle of value generation and positive environmental impact.

Fuel consumption (GJ)[1] GRI 302-1

	2023	2024	2025
Non-renewable resources	**67,580.65**	**64,590.25**	**60,080.60**
Diesel	1,809.06	1,847.73	2,380.78
Natural Gas	40,620.54	47,390.53	44,011.02
LPG	2,513.61	2,020.39	1,432.76
Gasoline (pure)	18,042.00	22,637.44	12,256.05
Renewable energy sources	**6,837.66**	**8,200.96**	**7,732.32**
Anhydrous ethanol	0.00	3,428.98	3,362.05
Ethanol	6,837.66	4,479.48	3,995.24
Biodiesel (B100)	0.00	292.50	375.03
TOTAL FUEL CONSUMPTION	**74,418.31**	**72,791.21**	**67,812.92**

Energy consumed (GJ)[2]

	2023	2024[3]	2025
Electricity	249,686.46	171,795.60	183,737.74
Heating	-	-	-
Refrigeration	-	-	-
Steam	-	-	-
TOTAL	**249,686.46**	**171,795.60[4]**	**183,737.74[5]**

1 The energy used in Boticário Group's operations is measured using energy meters, which track consumption within the Orange platform—the Energy Management System.

2 Conversion factor from MWh to GJ: 3.6.

3 The data conversion factor is the same for all fuels: MCTI 2016 (Ministry of Science, Technology, and Innovation. Third National Communication of Brazil to the United Nations Framework Convention on Climate Change (UNFCCC)).

4 In 2025, no international stores were included in the inventory, and no electricity was sold.

5 100% of the total energy purchased in 2025 was sourced from wind power, as verified by the appropriate renewable energy certificates (I-RECS).

Energy intensity (MWh/million units produced)[1, 2, 3] GRI 302-3

2023		2024		2025		2026
RESULT	TARGET	RESULT	TARGET	RESULT	TARGET	TARGET
80.5	85.3	88.5	89.0	88.5[4]	75.0	77.4[5]

1 Energy intensity is calculated as the ratio of total energy consumption (MWh) to the number of units produced (millions).

2 The table considers electricity consumption at the factories.

3 Operational goals.

4 In 2025, significant progress was made on the project to expand the Camaçari plant, leading to an increase in consumption.

5 The target was set based on electricity consumption in production processes, excluding administrative use.

Reduction in energy consumption achieved as a result of improvements in conservation and efficiency (GJ)[1] GRI 302-4

TYPES OF ENERGY SOURCES THAT HAVE BEEN REDUCED	2023	2024	2025
Fuels from non-renewable sources	1,655,915	0	4,509.65
Fuels from renewable sources	0	0	468.64
Electricity	76	0	0
Heating	0	0	0
Refrigeration	0	0	0
Steam	0	0	0
TOTAL	**1,655,991**	**0**	**4,978.29**

1 The energy used in Boticário Group's operations is measured using energy meters, which track consumption within the Orange platform—the Energy Management System.

Adaptation and **resilience**

Boticário Group's climate adaptation and resilience strategy is designed to anticipate, mitigate, and respond to the impacts of physical risks associated with climate change—such as droughts, floods, and heat waves—while strengthening operational continuity and the resilience of the value chain. The measures combine structural actions—with a strong emphasis on Nature-Based Solutions (NbS)—and non-structural actions, such as management protocols, contingency plans, and continuous monitoring, with the aim of preventing risks from materializing, reducing their impacts when they do occur, and enhancing the organization's response capacity. This program is developed in partnership with the Boticário Group Foundation, which supports initiatives aimed at nature conservation and water security (see page 94).

SERRA DO TOMBADOR NATURE RESERVE
Credit: Adrian Moss

GrupoBoticário

The Boticário Group at **COP30**

The participation of the Boticário Group and the Boticário Group Foundation at COP30 in Belém (PA) in November 2025 reinforced the integration of business strategy, climate adaptation, and Nature-Based Solutions (NbS) as key drivers of resilience for cities, communities, value chains, and the Group itself.

Guided by a participatory strategy developed in partnership with the World Climate Foundation, the Boticário Group and the Boticário Group Foundation assumed influential roles, fostering and contributing to discussions on private social investment, water security, the circular economy, and integrated approaches linking climate and biodiversity.

At the World Climate Summit—an event centered on business, investment, and innovation—the Boticário Group strengthened its strategic positioning by advancing discussions on the scalability of resilience and circularity solutions. Meanwhile, in the Blue Zone—the UN's official space for intergovernmental negotiations and technical-scientific events—the Boticário Group Foundation led high-level dialogues on water security, Nature-Based Solutions (NbS), coastal resilience, ocean literacy, and the integration of climate, nature, and people. It also contributed to panels exploring the role of NbS in preventing climate-induced migration and participated in the launch of the Brazilian Tourism Climate Adaptation Plan. Experts from the Foundation further led discussions that positioned water security as both an economic and social driver, providing technical contributions that supported the approval of 59 of the 100 indicators proposed for the UN's Global Adaptation Goal (GGA) within a working group of 78 global experts.

In the Green Zone, a space open to civil society and the private sector for presenting practical solutions, the Group addressed topics such as circular design and sustainable innovation, reinforcing the convergence between the business agenda and the Foundation's expertise in climate adaptation and biodiversity.

LAUNCHES AT COP30

During the conference, the Boticário Group officially launched the Climate Transition and Adaptation Plan (PTAC) and announced the SBTi's validation of its science-based short-term and net-zero targets. In addition, as a legacy for Belém, the Group inaugurated the first Factory Price Station in the state of Pará, in partnership with Green Mining (see page 77), which received more than 62 tons of waste in its first two months of operation. The initiative promotes the proper disposal of post-consumer materials and contributes to the climate agenda by fostering the circular economy and reducing emissions associated with improper disposal and the extraction of new resources. Meanwhile, the Boticário Group Foundation organized its own event and participated in several others:

- **From Private Social Investment to the Value Chain:** an in-house event at which the Natureza ON platform was launched (see page 97).
- **Launch of the Brazil Coral Coalition** (see page 97).
- Discussion on the **expansion of the *Viva Água* Movement** (see page 96).
- **Nature Solutions Program**: presentation of the Foundation's achievements, such as training 12 Development Finance Institutions (DFIs) on Nature-based Solutions (NbS) financing (Nature-Based Solutions), influence on decision-making tools such as the Climate Adaptation Plan and the Nature Solutions Project Incubator (see page 96).
- **Release of "A força do M(ar)" (The Strength of the Sea)**, a report on the impacts of cold fronts and cyclones.

Circular economy and **waste management** GRI 3-3, GRI 306-1 e GRI 306-2

WHAT IT IS[1]

Reducing waste generation, extending the life cycle of packaging and other materials, and ensuring proper disposal and recycling practices, considering all waste generated throughout operations, logistics, and retail activities, including post-consumer packaging.

COMMITMENTS FOR 2030

To minimize the environmental impact caused by solid waste from direct operations by reducing the volume of waste, through programs to encourage recycling and through the practice of circularity of packaging.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

Increased sales may lead to higher waste volumes and place additional strain on reverse logistics, while also challenging the achievement of packaging reduction targets. Limited recycling technologies and the low recyclability of post-consumer waste may hinder the attainment of expected results. Conversely, initiatives such as Boti Recicla, alongside public policies tailored to industry-specific characteristics, the strengthening of the waste management value chain, and consumer education efforts, represent meaningful progress and significant opportunities.

SLB[3]

- 100% of the waste recycled at the plants in São José dos Pinhais (PR) and Camaçari (BA) and at the distribution centers in Registro (SP) and São Gonçalo dos Campos (BA) by 2025 (goal achieved).

COMMITMENTS FOR THE FUTURE[2]

- 15% reduction in the volume of waste generated per unit sold (sell-in) by 2030, compared to 2022.
- Collection and recycling of at least the equivalent of 45% of packaging waste generated during the year by 2030.
- To recycle at least 95% of logistics and industrial waste by 2030.
- Repurposing of 30% recycled material in our packaging by 2030.
- 90% of new products are developed with reusable, recyclable, or biodegradable packaging by 2030.

OTHER GOALS AND COMMITMENTS

Circular economy targets (reduction, circularity, and recycling) linked to 100% of the employees' variable compensation.

1 See page 159 2 See page 23 3 See page 53

GrupoBoticário

Innovation and circularity in **the origin of materials (upstream)**

GRI 301-1, GRI 301-2, and SASB CG-HP-410A.2

The Boticário Group embeds waste management across the entire product life cycle—from raw material selection through development, production, logistics, and retail to the post-consumer phase of packaging—encompassing its full ecosystem. Aligned with its Commitments for the Future, the strategy focuses on reducing waste generation, increasing circularity, and advancing recycling across the value chain, integrating social and environmental responsibility with business growth.

This approach prioritizes the adoption of reusable, recyclable, and biodegradable solutions, with an emphasis on maximizing recyclability from the product design stage. At the same time, it drives reductions in waste per unit sold and supports the development of more efficient and resilient supply chains. This topic remains a corporate-wide goal, engaging all employees and reinforcing a culture of shared responsibility and commitment to the transition toward an increasingly circular model.

The Group applies Life Cycle Assessment (LCA) across 100% of its portfolio to guide the selection of lower-impact materials, prioritizing the design and development of packaging with reduced weight, enhanced recyclability, lower CO_2e emissions, and increased use of recycled content, including post-consumer plastic, glass, paper, and aluminum.

Packaging innovation is a key lever for minimizing environmental impact, driving the continuous development of ecodesign-based solutions without compromising aesthetics, quality, or functionality. This progress combines material innovation with logistical efficiency, as exemplified by the "From Waste to Luxury" program of the Make B. brand, which uses advanced recycling technology to incorporate post-consumer plastic into liquid lipstick packaging while preserving the shine and performance of virgin material.

Another example is the Arbo Puro line, which has introduced caps made from renewable-source polypropylene derived from used cooking oil. By 2025, the localization of this supply strengthened the local supply chain, increased operational flexibility, and reduced Scope 3 emissions associated with transportation.

Despite these advances, the incorporation of recycled content and alternative materials remains a structural challenge, influenced by availability and market dynamics, and requiring ongoing investment in research, development, and collaboration with ecosystem partners to scale packaging circularity. This context is further shaped by consumer trends that favor sophistication and premium aesthetics, driving demand for heavier packaging, greater glass content, gold accents, and more distinctive components. These demands call for balanced portfolio management, aiming to accelerate progress in efficiency and impact reduction to support more sophisticated product launches, while remaining consistent with environmental goals without compromising commercial appeal.

Factories and **distribution centers** GRI 306-2

The Boticário Group is advancing the efficiency of its industrial and logistics processes, prioritizing waste prevention and reduction across its operations. When waste generation is unavoidable, management follows a value-maximization hierarchy: first reuse, then recycling, and, where feasible, energy recovery. Disposal in landfills or destruction without energy recovery is adopted only as a last resort, when recycling is not technically viable.

96.42%

was the recycling rate at the operations

Waste management is conducted in partnership with specialized companies, ensuring regulatory compliance and full traceability. Monitoring is based on material weighing, with data recorded in a centralized database to support analysis and continuous improvement.

In 2025, the monitoring process continued the methodological update initiated in the previous year, aligned with ABNT NBR 17100, which standardizes waste management practices in Brazil. The scope covered facilities in São José dos Pinhais, Camaçari, Registro, São Gonçalo dos Campos, Serra, Varginha, Campina Grande do Sul (Cálamo and BPB), São José do Rio Preto (plant and distribution center), and Cajamar. During the period, the recycling rate for operational waste—covering production and logistics—reached 96.42%.

Waste management, in metric tons (t)[1, 2, 3]

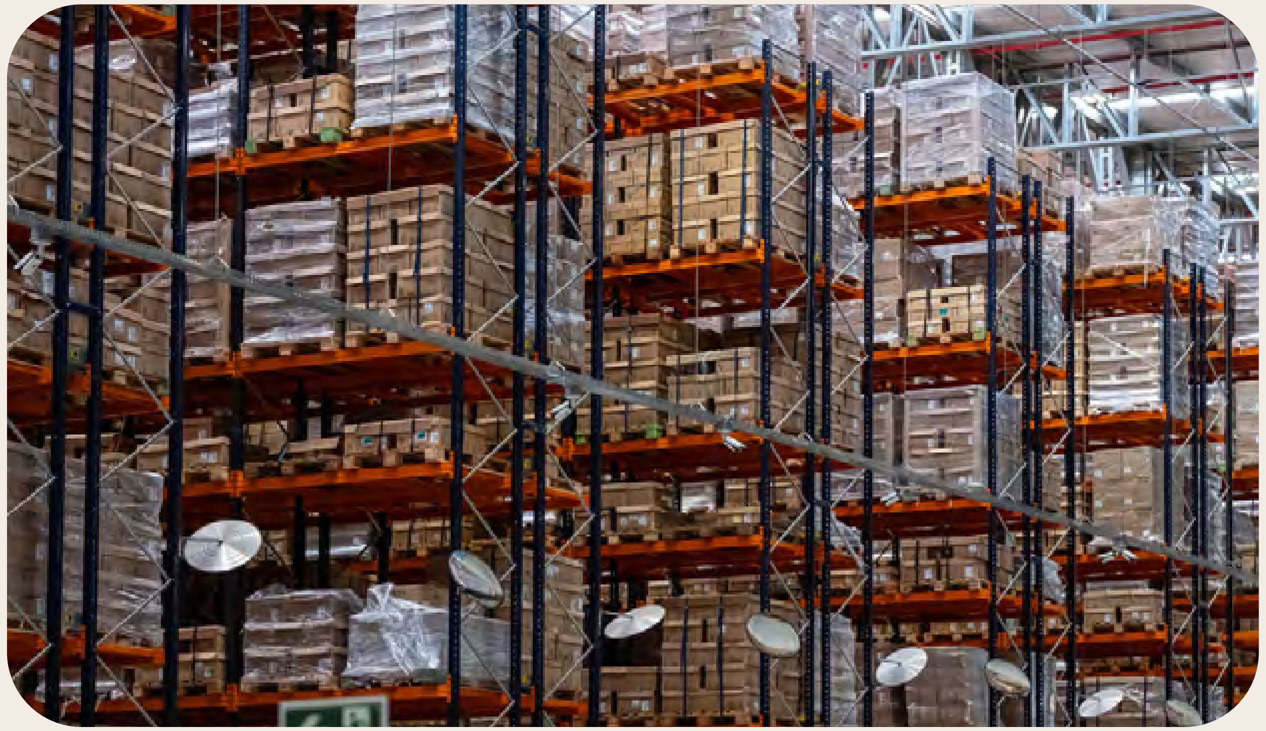
GRI 306-3, GRI 306-4 and GRI 306-5

	2023	2024	2025
HAZARDOUS WASTE			
Preparation for reuse	244.4	0.0	0.0
Recycling	342.3	757.6	1,145.4
Co-processing	238.4	1,384.4	1,761.1
Incineration (without energy recovery)	243.1	267.8	419.2
TOTAL	**1,068.3**	**2,409.8**	**3,325.6**
NON-HAZARDOUS WASTE			
Preparation for reuse	3,338.1	123.0	190.6
Recycling	5,334.6	7,002.4	7,673.3
Co-processing and/or Composting	1,050.1	3,790.9	4,682.4
Incineration (without energy recovery)	20.6	7.0	0.0
Confinement in landfill	311.8	276.4	141.7
TOTAL	**10,055.1**	**11,199.5**	**12,688.0**
GRAND TOTAL	**11,123.5**	**13,609.3**	**16,013.6**

1 For data on waste composition, in metric tons (t), and waste management, in metric tons (t): data from waste controls and monitoring in 2025 were consolidated, organized into Class I and Class II, and categorized by disposal method in accordance with NBR 17100.

2 All disposal is carried out off-site.

3 Figures consider the following operations: São José dos Pinhais, Camaçari, Registro, São Gonçalo dos Campos, Serra, Varginha, Campina Grande do Sul (Cálamo), São José do Rio Preto (factory and distribution center), Cajamar, and Campina Grande do Sul (BPB).



Waste management

	2023		2024		2025	
	ACCOMPLISHED	TARGET	ACCOMPLISHED	TARGET	ACCOMPLISHED	TARGET
Recyclability (total recycled at factories and distribution centers/total generated)	97.0%	96.0%	96.0%	90.1%[1]	96.4%	96.0%
Power generation intensity at factories (total generated (t)/ million units produced)	26.8	21.8	28.0	20.8	28.7	28.0

1 In 2024, the target was revised due to a new classification to comply with NBR standards. Under the current scope, recycled waste now includes waste intended for recycling, reuse, and energy recovery, as defined by NBR 17100. However, incineration is no longer classified as recycling.

EFFICIENCY

In direct operations, the emphasis is on reducing losses and reusing materials, thereby minimizing waste generation. The Go.Super operational excellence program (see page 144) guides teams in identifying waste and implementing continuous improvement.

Supplier engagement is critical to advancing initiatives such as the Boomerang Project, which promotes the use of returnable secondary packaging and material reuse, strengthening circularity from the earliest stages of the supply chain. This is achieved by optimizing the number of reuse cycles, extending service life and increasing the intensity of material use. Examples include the reuse of box lids and bottoms by suppliers—such as in the glass bottle supply chain—the circulation of boxes and lids between distribution centers and factories, the use of shredded cardboard for product protection as a substitute for kraft paper, and practices that reduce waste across operations by eliminating the need for new materials.

Training and engagement

Waste management at the Boticário Group is supported by training and engagement initiatives that involve the entire value chain. Internally, this topic is reinforced through educational programs and awareness initiatives, such as the Reverse Logistics Challenge. Training is offered throughout the year, such as in live sessions featuring educational content on the circular economy and promoting sustainable practices within the Boticário Group. More than 1,300 employees attended these live streams in 2025.

Among operational staff, the topic is addressed through targeted campaigns and standardized procedures at factories and distribution centers, including *Paradões* (periodic awareness programs specifically designed for operational teams) and Daily Care Dialogues (DCD), in addition to the Go.Super operational excellence methodology.

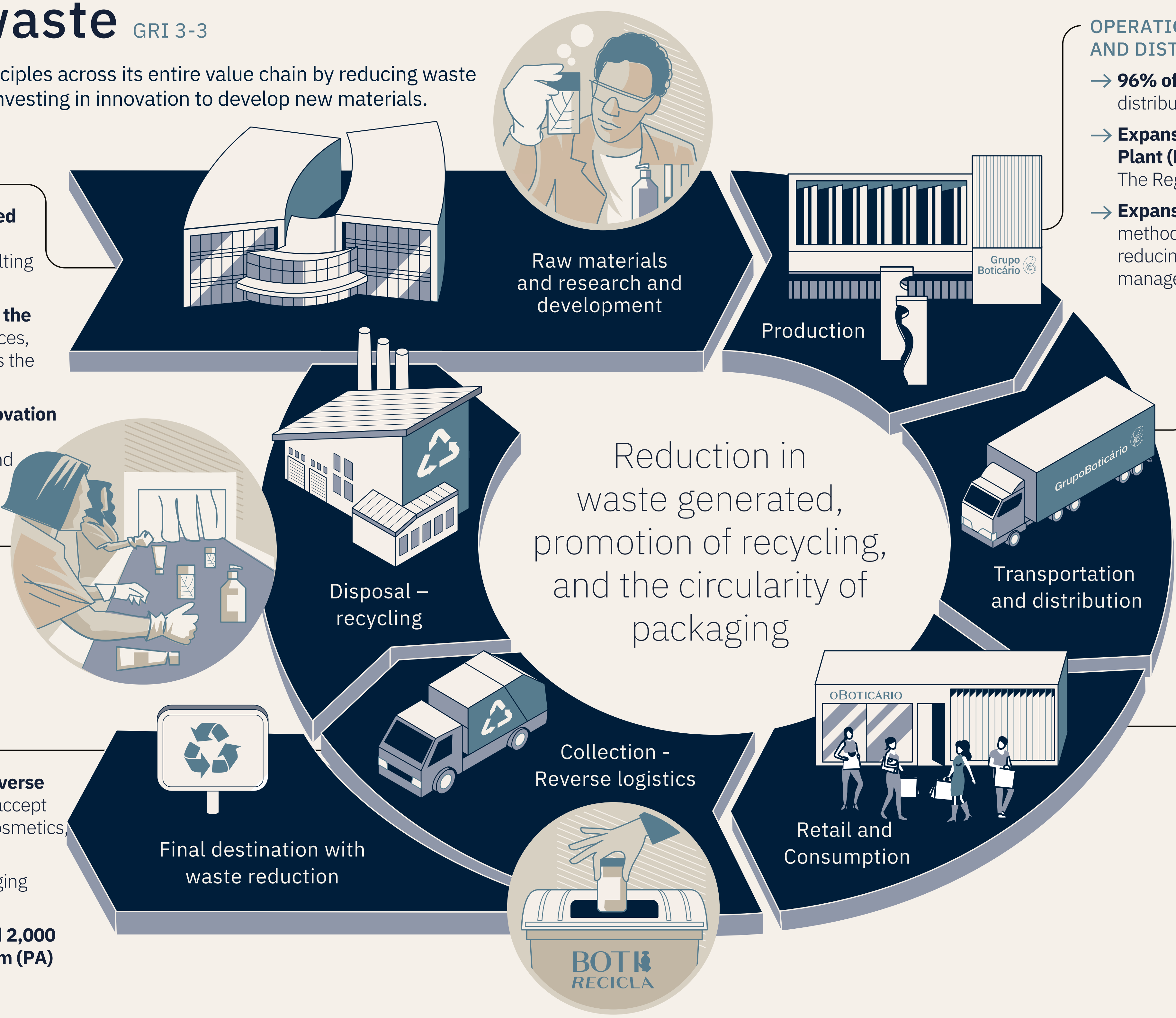
In the retail segment, the Group provides training through digital platforms and has established best practices for reverse logistics and retailer digitization—such as initiatives to reduce the use of physical catalogs—across its franchise network. These topics are also featured in key sales force training events, such as the Multiplier Meeting, which plays a central role in cascading knowledge to this audience.

In the supply chain (see page 152), engagement takes place through supplier assessment, training, and development programs, combined with forums and workshops on waste management and circularity. These initiatives are complemented by consumer education programs the purpose of which is to help raise awareness about recycling and proper disposal.

11,600+
employees trained in the circular economy

Circularity of our waste GRI 3-3

The Boticário Group advances circular economy principles across its entire value chain by reducing waste generation, enhancing packaging recyclability, and investing in innovation to develop new materials.



PRODUCT DEVELOPMENT, SUPPLY CHAIN, AND PARTNERS

- **In 2025, the From Waste to Luxury project introduced new packaging for Make B.** lipstick made with resin containing 50% post-consumer recycled material, resulting in a 10% to 12% reduction in CO_2e emissions.
- **Strengthening circularity through initiatives such as the ESG Alliance,** which trains buyers in sustainable practices, and tools such as Life Cycle Assessment, applied across the portfolio.
- **Advances in research on sustainable packaging innovation are focused** on developing more sustainable recycling methods, progressing from conventional mechanical and chemical processes to enzymatic and biotechnological approaches.

RECYCLING

- **The 17 partner cooperatives are certified and monitored by Yattó** with strict technical, legal, and compliance standards.
- **700+ recycling professionals are involved in the Group's own reverse logistics programs.**

REVERSE LOGISTICS PROGRAMS

- **4,500+ collection points for the Boticário Group's reverse logistics programs across all Brazilian** states, which accept packaging from any brand of personal care products, cosmetics, and fragrances.
- **Expansion of Boti Recicla to Portugal,** with 10 packaging collection points set to open in 2025.

In 2025, the Factory Price Station project surpassed 2,000 tons of recycled materials and made its way to Belém (PA) during COP30.

OPERATIONS - FACTORIES AND DISTRIBUTION CENTERS

- **96% of logistics and industrial waste** from factories and distribution centers recycled in 2025.
- **Expansion of the Landfill-Free project to the Camaçari Plant (BA) and to the São Gonçalo dos Campos DC (BA).** The Registro DC has been a landfill-free site since 2022.
- **Expansion of the WCM (World Class Manufacturing)** methodology through the Go.Super program, focusing on reducing losses and improving the accuracy of waste management data.

LOGISTICS, TRANSPORTATION, AND DISTRIBUTION

- **Programs such as the** one for reusing boxes and lids for product transport prevented 2,750 tons of waste in 2025.

RETAIL AND CONSUMPTION

- **In May 2025, the Boti Recicla Store** initiative enabled consumers to use empty packaging as a form of payment at participating stores within the reverse logistics program, resulting in the collection of more than 1 ton of waste over the three-day campaign.
- **The materials collected through this initiative were** sorted by a certified cooperative and turned into eco-plates by our partner Mão Colorida.
- **Currently, 142 of the Group's stores already use furniture and/or walls and ceilings made from recycled** plastic and hard-to-recycle waste, such as fabric and Styrofoam.

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Post-consumer and **reverse logistics (downstream)** GRI 301-3

The post-consumer phase is where most of the environmental impacts associated with Boticário Group's packaging are concentrated. To address this challenge, the Group has implemented a reverse logistics model that combines proprietary programs, strategic partnerships, and industry-wide initiatives, with a focus on material recovery and strengthening the recycling value chain.

In 2025, the Boticário Group collected and sent 39% of the packaging waste generated during the year for recycling. These initiatives expand material recovery, foster more efficient local supply chains, and promote awareness of proper disposal practices. In parallel, the Group has been strengthening and professionalizing waste picker organizations, enhancing the traceability of material flows, and contributing to the socioeconomic development of the recycling chain.

BOTI RECICLA

Launched in 2006, Boti Recicla is the Group's flagship reverse logistics program and has become the largest in the Brazilian beauty retail sector in terms of collection points. With a presence in more than 4,000 locations across all Brazilian states, the program accepts empty packaging from any beauty brand, broadening its reach and encouraging proper waste disposal. In 2025, more than 2.8 million customers participated in the program at O Boticário stores.

Collected materials are sent to pre-approved waste picker organizations, ensuring environmentally sound disposal. The structured management of these cooperatives is carried out in partnership with a specialized company (Yattó), responsible for training teams and overseeing operations. This model ensures continuity and efficiency across the entire process: packaging returned at points of sale is collected by the Group's logistics partners and delivered to waste picker organizations, which carry out sorting, de-identification, and commercialization of the materials.

The effectiveness of reverse logistics depends on shared responsibility across all links in the chain, which adds to its operational complexity. To strengthen this ecosystem, in addition to its work with cooperatives, the Group continuously promotes stakeholder engagement initiatives, refines the program, and optimizes its operations—resulting in a 48% increase in collections compared to the previous year.

In 2025, Boti Recicla advanced across three key fronts. The first was its expansion into Portugal, where the program now operates in 10 stores under the brand, adapting the Brazilian model to the local regulatory and operational context, as well as to Portuguese consumer expectations. In Portugal, the initiative was integrated into the national waste management system through partnerships with Sociedade Ponto Verde—the entity responsible for managing the integrated system for the collection and disposal of post-consumer packaging—and DHL, which provides logistics support.

The second initiative involved extending reverse logistics programs to Truss-branded partner salons. For this purpose, the Group adapted its model to this new channel, addressing the specific operational needs of salons. The program was implemented to collect and ensure the proper disposal of empty cosmetic packaging—from both Truss and other brands used in daily salon operations—leveraging the existing infrastructure of the Group's reverse logistics system.

The third initiative focused on strengthening consumer education and engagement, highlighted by a campaign held during World Recycling Week. The Boti Recicla Store, a concept store located in the Pinheiros neighborhood of São Paulo, accepted recyclable waste from the beauty sector as payment for products, experiences, and iconic gifts over a three-day period, attracting more than 600 participants.

The initiative aimed to make reverse logistics more tangible to consumers and to expand awareness of the value of waste within the production cycle. In addition to driving strong engagement and raising awareness of circularity, the campaign resulted in the collection of more than 1 ton of materials during the period, preventing the emission of approximately 1 ton of CO_2.

In addition to Boti Recicla, the Boticário Group operates reverse logistics programs at Quem Disse, Berenice? stores and through its direct-to-consumer channel, with returns accepted at reseller locations, totaling more than 4,500 collection points.

"*We began our partnership with O Boticário in 2015.* ***It has already been ten years****.*

Over that time, we grew significantly and ***learned a great deal about reverse logistics****.*

I hope this partnership will continue for many years to come."

TERESA MONTE NEGRO
COOPERVIVABEM

1 t
of recyclable material collected during the 3-day Boti Recicla Store engagement campaign

48%
increase in collection in 2025 compared to 2024

2.8M
engaged consumers

“

Since 2022, Yattó has partnered with the Boticário Group to support the management of the cooperatives in the Boti Recicla program, while also contributing to the ***monitoring and traceability of results and impacts****.*

The partnership began through the ***Chamado 2030*** *initiative and is part of Boticário Group’s circularity journey, strengthening not only reverse logistics for packaging, but also* ***transparency****,* ***indicator management*** *and the* ***continuous evolution*** *of the circular economy model.”*

LUIZ GRILO
FOUNDER OF YATTÓ

FACTORY PRICE STATION

Factory Price Station is a project developed in partnership with the startup Green Mining, accelerated through Boticário Group's open innovation program in 2021. The initiative aims to strengthen the recycling and circular economy ecosystem, particularly in less mature segments, by promoting higher prices for recyclable materials compared to market standards and enhancing income generation. The model is based on voluntary drop-off points that receive recyclable materials from the public—primarily waste pickers—using technology and traceability to increase the economic attractiveness of recycling and support the development of more efficient supply chains. To ensure long-term sustainability and expand the network, the Boticário Group has mobilized its direct and indirect partner ecosystem, positioning the initiative as a robust and reliable platform for advancing the recycling chain and circular economy practices across multiple sectors.

In 2025, during COP30, the first station in the state of Pará was inaugurated in Belém. This marked the first project implemented under the Recycling Incentive Law (LIR), which allows companies to allocate up to 1% of their income tax liability to support initiatives that promote dignity and economic recognition for waste pickers. The new station expands both the geographic reach of the project and its social and environmental impact. Currently, the initiative comprises eight stations across four Brazilian states (São Paulo, Minas Gerais, Bahia, and Pará). Since its inception, Factory Price Stations have enabled the collection of more than 5,300 tons of waste and generated income for over 3,000 people across the value chain, establishing the initiative as a key instrument for social inclusion and the advancement of the circular economy.

In recognition of its impact, the Boticário Group has received significant accolades for the "Factory Price Station 2025" project. The initiative was featured in a public call for proposals by the Federation of Industries of the State of São Paulo (Fiesp) and the Brazilian National Confederation of Industry (CNI), highlighting its innovative practices, and it secured third place in the 15th FIEB Sustainable Industry of Bahia Award in the Sustainable Technologies for Medium and Large Industries category.

Circularity in stores

Recycled materials are also incorporated into the architecture and design of Boticário Group's stores. The sustainable store model—designed to resemble a shipping container and now present in 127 locations across Brazil—integrates one ton of post-consumer plastic into the walls and ceilings of each unit. It is 50% lighter and 40% more thermally efficient than conventional shipping containers, contributing to reduced energy consumption. The initiative directly connects recovered waste to the brand's physical expansion strategy. In addition, circularity is reflected within the stores themselves, through the use of recycled plastics and hard-to-recycle materials—such as fabric and Styrofoam—in furniture and interior elements.

In 2025, the Boti Recicla Store initiative (see page 74) collected waste that was sent to partners (such as the company Mão Colorida) to be transformed into sustainable panels for the brand's furniture. Currently, 142 O Boticário stores already feature furniture and/or fixtures made from these sustainable sheets and profiles, totaling more than 147 tons of recycled material.

Materials used and repurposed in the production and packaging of main products and services (t)[1] GRI 301-1, GRI 301-2, and SASB CG-HP-410a.1

	2023						2024						2025					
	NON-RENEWABLE MATERIALS		RENEWABLE MATERIALS		REPURPOSED MATERIALS		NON-RENEWABLE MATERIALS		RENEWABLE MATERIALS		REPURPOSED MATERIALS		NON-RENEWABLE MATERIALS		RENEWABLE MATERIALS		REPURPOSED MATERIALS	
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
Product formulas[2]	61,449	63%	22,736	37%	-	0%	71,189	74%	25,098	26%	-	-	2,986	11%	25,031	89%	-	-
Packaging	49,674	84%	9,295	16%	2,616	4%	37,838	85%	6,945	15%	2,563	6%	54,598	84%	10,697	16%	3,858	6%

1 In the formulation, raw materials of plant and biotechnological origin are classified as renewable. Synthetic, blended, or animal-derived ingredients are classified as non-renewable.
2 No recycled raw materials are used in these products' formulation.

Percentage of packaging, by weight, that is recyclable, reusable, and/or compostable (t) GRI 301-1, GRI 301-2, and SASB CG-HP-410a.1

	2023				2024				2025			
	PRIMARY PACKAGING		SECONDARY PACKAGING		PRIMARY PACKAGING		SECONDARY PACKAGING		PRIMARY PACKAGING		SECONDARY PACKAGING	
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
Total weight of packaging purchased and/or produced	50,660	86%	8,308	14%	37,065	83%	7,717	17%	49,790	76%	15,505	24%
Reusable packaging	10,165	100%	-	0%	1,809	4%	121	0%	2,138	3%	147	0%
Recyclable packaging	55,916	95%	3,052	5%	36,805	83%	7,685	17%	50,008	76%	15,491	24%
Biodegradable packaging	-	-	-	-	-	-	-	-	-	-	-	-

Water and effluent management

GRI 3-3, GRI 303-1, and SASB CG-HP-140A.2

WHAT IT IS[1]

Management and mitigation of impacts on water resources, considering water abstraction, reuse, and consumption, as well as the discharge of effluents and potential contaminants during operations, at the new plant and throughout the product use phase.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

Increased production may result in higher water withdrawal and greater consumption at the end-user stage, while climate change may lead to water scarcity or excess, affecting operations and the value chain. Conversely, key opportunities include the expansion of water reuse and rainwater harvesting in operations, innovation in products with reduced impact on aquatic ecosystems, and the conservation of water sources supported by the Boticário Group Foundation.

COMMITMENTS FOR 2030

To increase the water efficiency of the business and positively impacting strategic river basins for us and for society.

SLB[3]

- To use at least 80% of the reclaimed water generated at the São José dos Pinhais (PR) plant by 2030.

COMMITMENTS FOR THE FUTURE[2]

- To achieve at least 90% of biodegradable rinse-off products.
- 100% lower water impact (vs. 2020), as measured by the I.A.R.A® methodology, among rinse-off products.
- Development of technologies that enable consumers to reduce water usage during rinsing.
- Reduction of at least 25% in the volume (m^3) of water consumed per ton of final product compared to 2022 (water intensity).
- Use of at least 90% of the reclaimed water generated at our manufacturing facilities by 2030.
- Promotion of nature conservation initiatives that reduce water risk in six critical watersheds for Brazil or where our operations are located.
- Benefiting approximately 25 million people.

1 See page 159 **2** See page 24 **3** See page 53

The Boticário Group treats water and wastewater management as a strategic priority, essential to the sustainability of its operations and the resilience of the regions in which it operates. Recognizing water as a critical natural resource for production, product quality, and ecosystem balance, the Group works to reduce pressure on water resources, mitigate risks associated with extreme events and water scarcity, and contribute to water security in strategically relevant basins.

A cross-cutting and strategic issue, water management aims for **resilience** and **positive impact**

This agenda is structured around three complementary and interdependent pillars: industrial efficiency, product impact, and water conservation and security. At the operational level, efforts focus on optimizing consumption, expanding reuse, and integrating technology and automation to support monitoring and preventive management. From a product perspective, the approach considers the full life cycle, prioritizing formulations with reduced environmental impact during use and after disposal. At the regional level, the company is strengthening its participation in collaborative initiatives aimed at protecting water sources and enhancing climate adaptation.

The governance framework integrates water-related indicators into routine industrial management, linking operational targets, technical committees, and executive oversight forums. By 2025, progress across these three pillars had further consolidated water as a cross-cutting priority within the corporate strategy, combining efficiency, innovation, and local engagement to enhance business resilience and generate positive societal impact.

Industrial efficiency GRI 303-2

In our operations, water and wastewater management efforts focus on reducing demand for potable water and increasing reuse, making processes more circular and resilient. Water is sourced from public supply systems and artesian wells, depending on the conditions at each facility, and is used in production processes, maintenance activities, and daily operations, as well as for employee consumption. After use, it is treated and returned to the system for non-potable applications—such as flushing, cleaning, and irrigation—at facilities including the plants in São José dos Pinhais (PR) and Camaçari (BA), and the Distribution Center in São Gonçalo dos Campos (BA). It is also reused for more demanding industrial applications, such as boilers and cooling towers at the São José dos Pinhais (PR) plant.

Water withdrawal, consumption, and discharge [1, 2, 3, 4, 5]

GRI 303-3, GRI 303-4, GRI 303-5, and SASB CG-HP-140a.1

WATER WITHDRAWAL, BY SOURCE (ML)	2023	2024	2025
Water utility	107.86	87.93	80.41
Well	233.11	260.75	326.95
Rainwater or reclaimed water	43.38	62.98	100.98
TOTAL WATER WITHDRAWAL	**384.35**	**411.65**	**508.34**

WATER DISCHARGE, BY DESTINATION (ML)	2023	2024	2025
Water bodies	49.04	46.12	25.02
Sanitation utilities	101.49	148.91	164.98
TOTAL WATER DISCHARGE	**150.52**	**195.02**	**190.00**

WATER CONSUMPTION, BY SOURCE (ML)	2023	2024	2025
Reclaimed water	43.38	62.98	100.98
Other sources	340.97	348.68	407.36
TOTAL WATER CONSUMPTION	**384.35**	**411.65**	**508.34**

1 All volumes listed refer to freshwater. There is no water intake or discharge in high water-stress areas. Tool used: Aquedut - Water Risk Atlas.

2 The data was collected using existing consumption meters at the factories and consumption readings at DCs, and then compiled into spreadsheets.

3 The increase in water consumption compared to 2024 is due to increased production—considering the Truss plant—and an increase in water reuse compared to 2024.

4 There is no withdrawal of seawater and/or produced water. Water is withdrawn from the water utility (drinking water) and from wells and reused/stormwater (other types of water).

5 Water is discharged into surface water bodies and the sanitation utility (other types of water).

MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS GRI 303-2

The Unified Utilities Monitoring Center (CUMU) consolidates real-time data on water withdrawal and reuse, increasing data reliability and enabling more precise and proactive management. In 2025, the system was expanded with the addition of new automated water meters and the installation of dedicated panels for monitoring reclaimed and industrial water. These enhancements eliminated the need for manual measurements and enabled the rapid identification of leaks and consumption deviations, strengthening data-driven decision-making.

GOTA PROGRAM GRI 303-1

The *Gota* (Drop) Program coordinates and structures initiatives to improve water balance, optimizing the relationship between water withdrawal, consumption, reuse, and discharge, and progressively enhancing the efficiency and circularity of water use in factories. This is achieved through technological and operational improvements, including the automation of cleaning processes, equipment modernization, loss reduction in critical systems, and continuous monitoring of consumption. Since its launch in 2023, the program has delivered a reduction of more than 1,400 m³ of water per month across multiple processes and has steadily expanded the use of reclaimed water in restrooms, gardens, and other non-potable applications.

In 2025, an initiative at the Camaçari (BA) facility replaced purified water with potable water in reactor cleaning processes, reducing losses associated with purified water production and promoting more appropriate resource use. A comprehensive water assessment of the entire industrial complex was also completed, increasing water reuse at the facility by 56% compared to 2024 and guiding investments in water recharge projects.

EXPANSION OF THE WASTEWATER TREATMENT PLANT (WWTP) AND RECLAIMED WATER TREATMENT PLANT (RWTP) IN SÃO JOSÉ DOS PINHAIS (PR)

In São José dos Pinhais (PR), investments were made to modernize and expand the Wastewater Treatment Plant (WWTP) and the reclaimed water treatment plant, including a second phase incorporating membrane ultrafiltration. Improved effluent quality has enabled the expanded use of reclaimed water in applications such as boilers and cooling towers, increasing both production and utilization through 2025 and advancing higher levels of water circularity.

In 2025, the Boticário Group used **38 megaliters of reclaimed water** more than in 2024, an increase of over 60%

Water GRI 303-2

WATER MANAGEMENT[1]	2023	2024	2025
% of reuse/total consumed[2]	12%	18%	36%[3]
(Relative) water volume from direct operations—factories (m³/ton produced)[4]	5.51	5.22	4.59

1 Figures include the plants in São José dos Pinhais (PR) and Camaçari (BA).
2 Target for 2025: 34% Target for 2026: 45%
3 Considering the plants in São José dos Pinhais (PR) and Camaçari (BA) and the distribution centers in Registro (SP) and São Gonçalo dos Campos (BA), the reuse rate is 53%.
4 Target for 2025: 4.95 m³ per ton produced. Target for 2026: 4.70 m³ per ton produced.

Impact **on the product**

Water and effluent management also inform product development, with a focus on minimizing impacts on aquatic ecosystems during use and after disposal. From the earliest stages of formulation, priority is given to criteria such as biodegradability, low aquatic toxicity, and reduced bioaccumulation potential, thereby limiting the pollutant load that may reach water bodies.

Consideration of water-related impacts **guide solution development** from the formulation stage.

A key element of this approach is the Environmental Risk Assessment Index (I.A.R.A.®), an internal methodology that evaluates the potential impact of formulations on aquatic environments and supports technical decision-making from the development phase onward. The methodology was validated by a third party in 2025, reinforcing its robustness and credibility (see page 101).

In addition, the Boticário Group implements initiatives directly aimed at protecting aquatic environments, such as the reef safe label and the “water-friendly formula” label, which indicate formulations developed to minimize impacts on coral reefs and other sensitive ecosystems. These guidelines complement the sustainable innovation strategy (see page 98), ensuring that the reduction of water impact is systematically incorporated into the portfolio, from research to delivery to the consumer.

Activities in the **supply chain**

Based on data from the CDP Supply Chain and the ESG Questionnaire completed by suppliers, the Boticário Group launched the Acquanexus pilot project in 2025 to strengthen and advance water management across its value chain. The analysis of this information enabled the classification of suppliers by maturity level and the grouping of companies at different stages of development, resulting in the creation of more than ten tailored work plans focused on competitiveness and positive water-related impact.

100%

of critical suppliers monitored in water management

In parallel, the Group shares knowledge through its Supplier Portal, which provides videos and practical guides to support partners in enhancing their water management practices. The next phases of the project will focus on targeted initiatives integrated with other sustainability priorities.

The company has also progressed in assessing the water footprint associated with the use of artificial intelligence and, in partnership with the Boticário Group Foundation, has developed a methodology to measure water consumption linked to its internal use of this technology, establishing a foundation for future advancements and more responsible use. The overarching objective is to build a more resilient supply chain, better prepared to address water-related risks, by driving continuous reductions in consumption and improvements in management practices.

Water conservation and **security**

The Boticário Group recognizes that the resilience of its operations is directly linked to the health and balance of the ecosystems in the regions where it operates. For this reason, our efforts extend beyond the boundaries of our factories through water conservation and safety initiatives carried out in partnership with the Boticário Group Foundation (see page 94), primarily through the Viva Água Movement. Active in four regions, the movement works with a wide range of stakeholders to promote water security and climate change adaptation in strategic river basins through Nature-Based Solutions and the promotion of sustainable entrepreneurship. By 2030, it will be operational in six Brazilian states.

Nature-Based Solutions applied to water security

Building on the lessons learned from the Viva Água Movement, the Boticário Group launched the Recarrega Camaçari Project in 2025, with a focus on replenishing the Marizal São Sebastião Aquifer, which supplies the region where the factory is located in Bahia. The pilot project combined forest restoration in degraded areas adjacent to the site with the installation of biodigesters in nearby homes, promoting rural sanitation and increasing water infiltration into the soil. These actions help increase local water availability, strengthen water security for communities and ecosystems, and reduce the risk of long-term water shortages for the operation and the region.

RISK ANALYSIS

In 2025, the Boticário Group, in partnership with Waterplan (a company specializing in water management and resilience), conducted a structured analysis of physical water risks for its main production facilities, combining an assessment of watershed risks with an evaluation of internal operational vulnerabilities. The study involved modeling scenarios of chronic and acute risks, such as water scarcity, water quality degradation, and extreme flooding events, based on technical data, climate projections, and historical time series, as well as prioritizing these risks using a likelihood and impact matrix.

Based on this analysis, specific action plans were defined and validated, including designated personnel, deadlines and investment requirements, thereby strengthening the Group's ability to anticipate risks, reduce vulnerabilities, and increase the water resilience of its operations as part of its risk matrix (see page 51).

Biodiversity and ecosystems

GRI 3-3, GRI 101-1, GRI 101-2, GRI 101-3, GRI 101-4, GRI 101-5, GRI 101-6, GRI 101-7, and GRI 304-2

WHAT IT IS[1]

Protection, conservation, restoration, and regeneration of biodiversity and ecosystems.

COMMITMENTS FOR 2030

Promoting biodiversity conservation and respect for animals.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

Biodiversity loss is an increasingly pressing challenge for governments, businesses, and society, intensified by extreme weather events and the overexploitation of natural resources. For the business, it is a core issue, closely tied to the sourcing of raw materials and the way we interact with nature. In this context, the Foundation's leadership in conservation and nature-based solutions is a key differentiator, unlocking opportunities in biotechnology, the valorization of byproducts, and partnerships focused on conservation and regenerative agriculture.

COMMITMENTS FOR THE FUTURE[2]

- To support biodiversity conservation across 2 million hectares of terrestrial and marine protected areas by 2030.
- To ensure that 100% of our products are vegan by 2026.
- To increase the portfolio of alternative methods available for safety assessment of raw materials and products by 40%.
- To pursue a net positive impact on biodiversity.

SLBS[3]

- To ensure that 100% of the group's products are vegan by 2026.
- To increase the number of alternative methods available for assessing the safety and efficacy of raw materials and products from 55 to 70. Of the 15 new methods developed, at least 12 are expected to be published in scientific journals by 2030.

1 See page 160   2 See page 25   3 See page 53

TNFD

Biodiversity plays a central role in how the Boticário Group plans, operates, and envisions its future. Ecosystem stability is directly linked to operational continuity, the availability of raw materials, resilience to climate change, and the capacity for innovation. For this reason, nature is treated as an integral part of the business, guiding decisions that span strategic planning, risk management, the value chain, product development, and the company's relationship with the regions where it operates.

This initiative is aligned with the Kunming-Montreal Global Biodiversity Framework (Targets 14 and 15 – see page 186) and structured around three main areas, with 2024 as the baseline: the commitment to Positive Net Impact, measured using the Life Methodology (see box); support for the protection of 2 million hectares of land and marine areas by 2030; and the strengthening of a sustainable value chain, with a focus on traceability and certification of critical raw materials, such as palm oil, ethanol, and wood.

The adoption of the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD, see page 178) and the use of tools such as the Life BSE Matrix (see box) have enhanced our understanding of the pressures exerted by the business and its vulnerabilities, enabling an integrated analysis that connects environmental performance, strategic risks, and decision-making.


SERRA DO TOMBADOR NATURE RESERVE
Credit: José Paiva

life INSTITUTE

Life Methodology

The LIFE (Lasting Initiative for Earth) methodology, developed by the Life Institute, supports companies in integrating biodiversity into their strategy by recognizing both their impacts on and their dependence on ecosystem services. The framework provides structured guidelines for identifying, measuring, and managing these aspects, while establishing appropriate conservation targets aligned with leading sustainability practices.

At the core of this approach is the Life Key software*, the methodology's primary tool. It assesses the significance of an organization's impacts on biodiversity and, based on this evaluation, defines the expected level of commitment to conservation initiatives—informing strategic planning and supporting potential certification processes.

* Information updated on June 11, 2026.

PAEPALANTHUS
Credit: Haroldo Palo Jr.

Management is guided by the mitigation hierarchy. Priority is given to preventing impacts as early as the planning stage, followed by minimizing unavoidable effects associated with industrial activities, such as natural resource use and emissions. Where necessary, restoration measures are implemented in affected areas, complemented by third-party-certified offsets, ensuring that conservation initiatives more than compensate for the environmental footprint of operations. Environmental control technologies, restoration programs, and conservation initiatives act in an integrated manner to reduce pressures on ecosystems and strengthen their capacity for regeneration.

The Boticário Group identifies its biodiversity impacts based on its operational footprint and an analysis of critical raw materials across its value chain. In 2025, the most significant impacts are expected to be associated with its manufacturing facilities in São José dos Pinhais (PR) and Camaçari (BA).
GRI 101-5, GRI 101-6, and GRI 101-7

Operational unit causing the most significant impacts on biodiversity GRI 101-5, GRI 101-6, and GRI 101-7

	SÃO JOSÉ DOS PINHAIS PLANT	CAMAÇARI PLANT
Location	São José dos Pinhais (PR)	Industrial hub of Camaçari (BA)
Size in hectares	14.46	17.56
Is this facility located within or near an ecologically sensitive area?	No	Yes
Distance from the unit to that area	2.5 km	0.8 km
Is it an important area for biodiversity?	No	No
Is this an area with high ecosystem integrity?	Yes	Yes
Is this an area where ecosystem integrity is rapidly deteriorating?	No	No
Is this an area with a high risk related to water?	No	No
Is it an important area for providing ecosystem services?	No	No
Has the natural ecosystem been altered since 2009?	No	No
Area in hectares of natural ecosystem converted since 2009	0	0

Direct pressure factors are primarily associated with industrial activity, particularly water and energy consumption, emissions, land use, and waste generation, which are assessed together with the environmental severity of the surrounding area and local ecosystem services. To manage these impacts, the Life Methodology is used, which measures five aspects (water, energy, emissions, land area, and waste) in relation to the condition of the surrounding area and local ecosystem services. The facilities in São José dos Pinhais (PR) and Camaçari (BA) have active biodiversity management plans in place for them. Notable among the initiatives implemented are the *Gota* Program (see page 82), which reduced water consumption by 1,400 m³ per month at the Paraná facility, and the expansion of water reuse capacity to 2,050 m³ per month. The biodiversity agenda is also integrated into the climate strategy, with emission reduction targets approved by the SBTi (see page 58).

Products with significant impacts on biodiversity[1, 2]

GRI 101-5, GRI 101-6 and GRI 101-7

PRODUCT/SERVICE	COUNTRY/ REGION WHERE THE ACTIVITIES ARE CARRIED OUT	TYPE OF HARVESTED WILD SPECIES	AMOUNT HARVESTED DURING THE REPORTING PERIOD	AMOUNT OF POLLUTION GENERATED DURING THE REPORTING PERIOD
Alcohol	Brazil	Plants	12,948 m²	GEE (Unmapped)
Palm	Indonesia	Plants	195.97 t	GEE (Unmapped)
Wood	Brazil	Trees	78.37 t	GEE (Unmapped)

1 The organization is currently updating its assessment of the impacts and dependencies associated with critical raw materials.

2 As part of its mitigation and monitoring approach, the company relies on certifications such as Bonsucro, RSPO, and FSC to promote responsible sourcing and prevent land conversion linked to commodities such as ethanol, palm oil, and timber. Data on the precise pollution footprint of individual products across the value chain, as well as specific changes in biodiversity conditions (ecosystem integrity) during the reporting period, have not yet been fully mapped.

Within its supply chain, the company prioritizes the monitoring of raw materials most relevant to biodiversity, using tools such as ENCORE to assess dependencies and inform sustainable sourcing targets. **By 2025, certification rates reached 100% for alcohol, 99% for wood, and 97% for palm oil, based on internationally recognized standards, including Bonsucro, FSC and RSPO.**

Practical action in nature-based conservation and adaptation is made possible through our own projects and partnerships, including the work of the Boticário Group Foundation (see page 94) and benefit-sharing initiatives associated with the use of genetic resources (see box on the next page), which strengthen sustainable production chains and promote conservation across different biomes.

GrupoBoticário

Distribution of benefits[1]

In compliance with the Brazilian legislation on access to genetic resources and the sharing of benefits, the Boticário Group supports four projects that promote biodiversity conservation and sustainable development in different regions of the country, covering most of Brazil's biomes. They are:

NAME	LOCATION	DESCRIPTION
Castanheiros do Unini	Barcelos (AM)	Strengthening the supply chain, economic development, and promoting environmental conservation.
Projeto Pique	Barcelos (AM)	
Buriti dos Sertões de Minas	Montes Claros (MG)	
Buritizando	São Desidério (GO)	Strengthening the production chain through training and sustainable management, with a view to economic development and the promotion of environmental conservation.

1 With regard to Access and Benefit-Sharing (GRI 101-3), the Group ensures compliance with Law 13,123/2015 and the Convention on Biological Diversity through processes conducted by the Regulatory Affairs department. The process includes registration with SisGen, product notification, and the annual submission of the Benefit-Sharing Agreement to the Ministry of the Environment. Benefit-sharing is provided in kind, with resources allocated to conservation projects selected through the VBIO platform, subject to technical approval by the relevant authorities.*

***** Information updated on June 11, 2026.

In 2025, the Group advanced the expansion of its biodiversity management scope. The LIFE methodology was applied to direct operations, with the recertification of facilities in São José dos Pinhais and Camaçari, and extended to the units in São Gonçalo dos Campos and Registro as part of the company's net positive impact initiative. Progress was also made across the value chain, with a focus on raw materials that have a greater impact on and dependence on biodiversity.

This initiative has enabled a more robust understanding of risks associated with critical natural resources, guiding decisions related to procurement, innovation, and input substitution, while strengthening preventive management—particularly for materials exposed to deforestation, habitat loss, or socio-environmental risks.

As part of its journey toward net positive impact, the Boticário Group plans to certify an additional site in 2026 and has publicly committed to applying the LIFE methodology to progressively certify all operational units by 2030.

2 Net positive impact refers to a shift in which companies move beyond mitigating harm to actively generating positive outcomes by restoring and regenerating social and environmental resources.

GrupoBoticário

Biodiversity Pressure Index (BPI)

The Group uses the Biodiversity Pressure Index (BPI), grounded in the LIFE methodology, as an integrated tool to monitor key impact drivers, including water, energy, GHG emissions, land use, and waste. While increased production at certain facilities led to higher absolute impacts, notable gains in efficiency—particularly in water use—helped reduce relative pressure on ecosystems. This approach informs internal prioritization and strengthens the connection between environmental performance, business risk, and strategic decision-making. BPI is the primary tool used by the Boticário Group to track biodiversity metrics (see page 187)*.

* Information updated on June 11, 2026.

Biodiversity Pressure Index (BPI)[1]

SÃO JOSÉ DOS PINHAIS (PR)

2024			2025		
BPI	MBP[2]	PBP[3]	BPI	MBP[2]	PBP[3]
6.4129	43,560.42	65,936.80	8.71543	44,631.29	67,692

INDIVIDUAL INDICES[4] (2024)					INDIVIDUAL INDICES[4] (2025)				
WASTE	WATER	AREA	GHG	ENERGY	WASTE	WATER	AREA	GHG	ENERGY
5.14141	0.08587	3.50336	16.87262	6.46126	9.39151	0.06559	3.50336	22.02053	8.59614

CAMAÇARI (BA)

2024			2025		
BPI	MBP[2]	PBP[3]	BPI	MBP[2]	PBP[3]
5.88514	34,372.07	37,562.17	7.56781	37,007.75	63,540

INDIVIDUAL INDICES[4] (2024)					INDIVIDUAL INDICES[4] (2025)				
WASTE	WATER	AREA	GHG	ENERGY	WASTE	WATER	AREA	GHG	ENERGY
7.13996	0.11253	9.49532	5.011	7.66688	7.83408	0.09516	9.49532	12.54178	7.87272

1 Based on the Life methodology and applied to the plants in São José dos Pinhais (PR) and Camaçari (BA).
2 MBP: Minimum Biodiversity Performance – based on the number of points required for conservation projects in the same ecoregion as the IPB.
3 PBP: Positive Biodiversity Performance.
4 The individual indices are expressed on a scale from 0 to 1,000, and the average corresponds to the single index, the Biodiversity Pressure Index (IPB).

BOTICÁRIO GROUP LABORATORIES
Credit: Rodolfo Buhrer

Integration with innovation **and product development**

Biodiversity also guides decisions in R&D, from raw material selection to the development of alternatives that reduce direct dependence on nature, such as biotechnology, active ingredient simulation in the laboratory, and the gradual replacement of sensitive ingredients. The division continuously monitors regulatory and scientific trends related to biodiversity, access to genetic resources, and conservation, supporting decisions that balance innovation, legal certainty, environmental responsibility, and product performance to meet consumer needs.[1]

In product development, Life Cycle Assessment (LCA) is used to evaluate the environmental impact of a product from the extraction of raw materials to disposal, including production, distribution, use, and recycling. By applying the LCA in this context, we can identify the critical points of greenhouse gas emissions associated with the product and seek ways to mitigate these impacts.

1 In 2025, vegan products accounted for approximately 90% of Boticário Group's revenue.

QUINTANA PROJECT

Launched in 2022, the Quintana Project has established itself as one of Boticário Group's leading innovation hubs, increasing autonomy and agility in the development of exclusive active ingredients and fragrances. Built around two complementary pillars—Quintana Herbal and Quintana Lab—the facility combines cultivation, research, and cutting-edge technology in a laboratory recognized as a leader in Brazil. At Quintana Herbal, approximately 50 species representing global biodiversity are cultivated, selected for their high potential for research and development. At Quintana Lab, these raw materials are studied and processed with a focus on maximum efficiency and reuse, using advanced technologies and proprietary techniques.

It is in this environment that the company develops the exclusive natural ingredients and patented solutions that have defined its history, such as Malbec wine alcohol and the Lily enfleurage process, in addition to recent innovations in perfumery, such as Lily Gardênia, Clash, and Floratta Rose Bouquet.

Boticário Group Foundation's 35th Anniversary GRI 3-3

From conservation pioneers to leaders in climate resilience.

1990–1999

A pioneer among Brazilian corporate foundations, it was established in 1990. Four years later, in 1994, it established its first nature reserve with the aim of protecting the Atlantic Forest.

2000-2009

Institutional consolidation, with a focus on national and international climate agendas.

2010-2019

Strategic integration to the Group, with a focus on water security and the development of impact metrics.

2020-2025

Repositioning focused on climate adaptation and Nature-Based Solutions (NbS) as the cornerstone of Boticário Group's climate transition plan. Participation in COP30, leading discussions on water, biodiversity, and climate adaptation.

It maintains two nature reserves, which serve as practical laboratories for Nature-Based Solutions that protect:

11,000

hectares of direct conservation in Private Natural Heritage Reserves (RPPNs).

Atlantic Forest | **Cerrado**

692 species of plants

531 species of fauna

472 species of plants

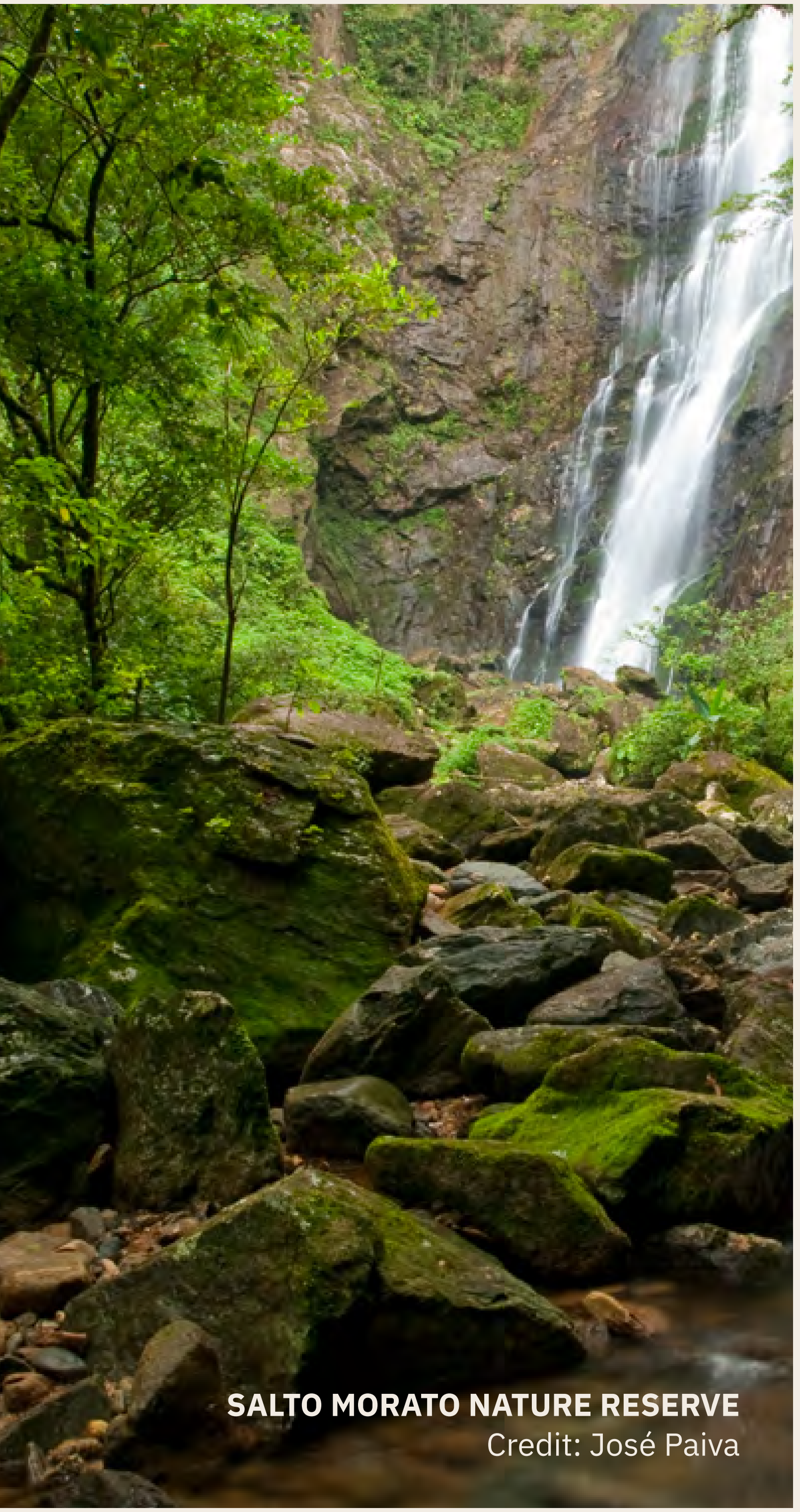
553 species of fauna

1,800+ conservation solutions and initiatives supported throughout Brazil.

180 species discovered through scientific research.

580+ Conservation Units benefited.

- → **Viva Água Movement:** water security for more than 15 million people, with expansion to six strategic regions by 2030.
- → **Coastal Resilience:** 14.5 million people benefited from ocean culture initiatives (laws and tools) in "Blue Cities."
- → **Nature ON:** an innovative platform resulting from a partnership with Google Cloud and MapBiomas. It maps areas of climate vulnerability and sets itself apart by recommending Nature-Based Solutions (NBS).
- → **Nature Solution Project Incubator:** support for 30 municipalities with qualified and financially viable low-carbon projects that have the potential to benefit 30 million people.
- → **Ocean:** support for the creation and expansion of marine protected areas that, combined, cover an area equivalent to 75 cities the size of São Paulo.



SALTO MORATO NATURE RESERVE
Credit: José Paiva

Boticário Group **Foundation** GRI 304-3

In 2025, as it celebrates its 35th anniversary, the Boticário Group Foundation has consolidated its position as one of Brazil's leading corporate foundations and a strategic partner of the Boticário Group on biodiversity, water, climate, and sustainability. Within the climate change adaptation pillar of the Climate Transition and Adaptation Plan (PTAC), the Foundation plays a key role in supporting both the Group and society in adapting to climate impacts through Nature-Based Solutions (NbS). Its initiatives also strengthen local communities by promoting nature conservation and sustainable entrepreneurship, while safeguarding the natural capital that underpins business resilience and long-term value creation.

The initiative strengthens local communities through **conservation** and **sustainable entrepreneurship**

The Foundation manages two Private Natural Heritage Reserves—Reserva Natural Salto Morato and Reserva Natural Serra do Tombador—which together protect approximately 11,000 hectares of Atlantic Forest and Cerrado. These areas function as natural infrastructure for climate resilience, preserving biodiversity, carbon stocks, and essential ecosystem services. In parallel, the Foundation contributes to advancing the climate agenda in Brazil and internationally, supporting the development of indicators for the Global Adaptation Goal under the United Nations and promoting the integration of Nature-Based Solutions into national policies, including the Adaptation Law and the Climate Plan.

In 2025, the Foundation expanded its reach through innovative initiatives that engaged millions of people. Campaigns such as "Thirst for Change" and "Nature ON" reached more than 27 million individuals, driving concrete actions such as tree planting and water conservation. By entering the gaming universe with the launch of "Guardians of the Future" on Fortnite, the Foundation connected with Generation Z, translating virtual engagement into real-world impact—such as the planting of 1 million native seeds. The Nature ON hub, launched at COP30 in partnership with Google and MapBiomas, highlighted the use of technology and data to support strategic conservation decisions (see more about the Foundation's participation in COP30 on page 66). The "35 Years in 35 Stories" celebration highlighted the institution's legacy by showcasing the projects and transformations it has brought about over the years.

SEE MORE AT
BOTICÁRIO GROUP FOUNDATION

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35 years of the Boticário Group Foundation in figures:

Fundação GrupoBoticário

1,800+
conservation initiatives

180
new species of fauna and flora discovered

580+
Protected Areas benefited

Actions influenced in approximately
2.9 million
hectares

1.5 million+
users reached by environmental conservation content on social media in 2025

GOMEIRA RESIN TREE
Credit: Haroldo Palo Jr.

CLICK HERE FOR MORE

VIVA ÁGUA MOVEMENT

In the area of water security, the Viva Água Movement expanded its reach in 2025 by extending into two new strategic regions: the Cantareira System, covering São Paulo and Minas Gerais, and the Joanes and Jacuípe springs in Bahia—the latter directly related to the water security of the Group's operations in Camaçari (BA). The Movement—combining nature conservation, sustainable entrepreneurship, and local coordination—already benefits approximately 15 million people by protecting water sources and strengthening water governance. It aims to expand to six consolidated regions by 2030, including Fortaleza and Belo Horizonte.

NATURE SOLUTION PROJECT INCUBATOR

In 2025, the Boticário Group advanced its climate and Net-Zero agenda through the Nature Solution Project Incubator, an initiative led by the Boticário Group Foundation in partnership with C40 Cities. The program provides free technical support to 29 Brazilian cities to develop urban projects under the Blue City Network, focusing on climate adaptation, the reduction of socio-environmental risks, and improvements in urban quality of life.

WEB OF SOLUTIONS

Through the Solutions Web initiative, more than BRL 11 million has been allocated to fund 15 projects aimed at reconstruction and climate resilience in Rio Grande do Sul, prioritizing regions affected by the environmental disasters of 2024. The initiative is the result of a partnership between the Boticário Group Foundation, the Banco Regional de Desenvolvimento do Extremo Sul (BRDE), RegeneraRS, and other research funding institutions. The call for proposals selected projects based on Nature-Based Solutions (NbS) to strengthen water security and coastal and marine protection. With implementation timelines ranging from 12 to 24 months, these projects aim to mitigate the impacts of extreme weather events through ecosystem conservation and restoration, contributing to greater safety and well-being for communities across the state.

VIVA ÁGUA GUANABARA – RIO DE JANEIRO
Credit: O Eco

BRL 11M
in funding for reconstruction and climate resilience projects in Rio Grande do Sul


GIANT OTTER
Credit: Haroldo Palo Jr.


JAGUAR
Credit: Haroldo Palo Jr.


BLUE MACAW
Credit: Haroldo Palo Jr.

The Foundation **develops and supports** climate adaptation projects **in various regions of Brazil**

NATUREZA ON

In 2025, the Boticário Group Foundation, in partnership with MapBiomas and using Google Cloud technology, launched Natureza ON. This is a free digital platform that combines maps, official statistics, and urban land-use data to identify climate vulnerabilities with high precision. The tool enables detailed analysis at the watershed, municipal, and even census-tract levels, mapping critical risks such as flooding, landslides, and water insecurity. More than a diagnostic instrument, the platform empowers public officials and civil society by recommending nature-based solutions—such as slope restoration and rain gardens—thereby supporting urban adaptation to a changing climate and strengthening resilience.

ADVANCEMENTS IN THE MARINE AGENDA

By 2025, the marine agenda had advanced strategically, with a strong focus on coastal resilience and climate adaptation. The Boticário Group Foundation reinforced the premise that nature-based solutions—particularly the conservation of coral reefs and mangroves—represent one of the most effective approaches to protecting coastal zones. The strategy gained further momentum through the consolidation of the Brazil Coral Coalition (in partnership with WWF-Brazil) and ongoing public policy advocacy. A key milestone was the expansion of the Ocean Culture Laws: by 2025, an additional 3.7 million people had been reached, bringing the total to 15.7 million Brazilians living in municipalities committed to ocean awareness and protection.

Innovation in **safe and sustainable products**

Innovation at the Boticário Group is driven by a combination of cutting-edge science, ethical responsibility, and a commitment to generating positive societal impact. Product safety, environmental impact reduction, the democratization of scientific knowledge, and respect for animal life are treated as integral components of long-term value creation.

The first company in Brazil's cosmetics industry and the sixth in the country to secure **ISO 56001** certification

The company maintains dedicated teams for product evaluation and performance, with research, development, and innovation activities carried out in its own laboratories and specialized centers, as well as through partnerships with universities, startups, and technology hubs. This ecosystem enables the anticipation of trends, the testing of new raw materials, the development of biotechnology-based ingredients, and the creation of solutions that meet growing demands for well-being, safety, and sustainability across the entire value chain.

In 2025, innovation governance was further strengthened by a major milestone: the Group became the first company in Brazil's cosmetics sector and the sixth in the country to obtain ISO 56001 certification, which recognizes the maturity of innovation management systems and their integration into strategic planning. This achievement positions innovation as a cross-cutting pillar of the organization—closely linked to investment decisions, risk management, growth strategy, and ESG commitments—and enhances the Group's ability to translate science and technology into sustainable value for both the business and society.

In this context, part of Boticário Group's Sustainability-Linked Bonds (SLBs, see page 53) is also directly linked to research and innovation commitments, with two bonds tied to targets related to these themes: having 100% vegan products by 2026 and increasing the number of alternative testing methods from 55 to 70 by 2030.

25 years without **animal testing:**

59
alternative technologies available

BRL 40 million
invested in the development of alternative methods over the past five years

In 2025 the Boticário Group marked 25 years of producing cosmetics and personal-care products entirely free from animal testing. The company ended animal testing in its research and development processes in 2000—years before legal requirements—and extended that commitment throughout its supply chain, including raw-material suppliers. This long-standing policy is certified internationally by PETA's Beauty Without Bunnies and Cruelty Free International's Leaping Bunny programs, both of which validate compliance with rigorous cruelty-free standards.

That credibility is built on sustained investment in science, infrastructure and capacity building. Over the past five years the Group has invested more than BRL 40 million in alternatives to animal testing—funding scientific research, laboratory studies, technical training, specialized equipment and third-party certifications. The company plans to raise that investment by roughly 20% by 2030. As part of this expansion, renovation and modernization of the Preclinical Center in São José dos Pinhais (PR) will begin in 2026.

Today the Group's alternative-methods portfolio comprises 59 validated technologies, with a target of 70 by 2030. Notable advances include: a 3D skin model with hair follicles (a model unprecedented in Brazil, created in partnership with Rensselaer Polytechnic Institute (USA), which will be incorporated into testing starting in 2026); the BotiBabySkin neonatal epidermis, developed to assess the safety of children's products and capable of mimicking the delicacy of infant skin; and the BotiOcular model of ocular epithelium. The portfolio also encompasses bioprinting applications, organ-on-a-chip systems that reproduce the physiological, biochemical and mechanical attributes of human organs (including skin), and the use of artificial intelligence for ingredient and formulation screening and validation. These technologies simulate human tissue behavior more precisely than traditional methods, increasing test reliability while removing the need for animal studies.

The Group also plays a leading role at institutional and regulatory levels. The company played an active role in shaping Brazil's regulatory environment by joining the ABIHPEC technical group (see page 33) which contributed to the passage of Federal Law No. 15,183/2025, which prohibits animal testing for cosmetics in the country, enacted in 2025. In addition, it participated in WC13—the World Congress on Alternatives and Animal Use in the Life Sciences—serving as a local organizer and promoting the sharing of scientific knowledge on alternative methods with researchers, regulators, and companies from various countries.

* Information updated on June 11, 2026.

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Environmental safety **and ecodesign**

The maturity of Boticário Group's innovation agenda is evident in the seamless integration of product safety and environmental protection. From the design stage onward, formulations and packaging are evaluated for potential impacts on ecosystems, natural resources, and human health, allowing the team to anticipate risks and guide more responsible technical decisions.

Within this framework, the Environmental Risk Assessment Index (I.A.R.A.®) is a principal tool for assessing the effects of rinse-off formulations on aquatic ecosystems, informing reformulation choices and enabling transparent, responsible communication with consumers (see page 101).

ESG Analytics provides automated monitoring of the existing portfolio by combining formulation, packaging, and sales data to track progress on metrics such as recycled-material use, packaging-weight reduction, and alignment with environmental targets.

Complementing these tools, Life Cycle Assessment (LCA) delivers a comprehensive, science-based evaluation of a product's environmental footprint, covering impacts on climate, water, resource consumption, and toxicity across the full production cycle. Since 2024, LCA has been applied systematically across the portfolio, underpinning strategic decisions on materials, design, and emissions-reduction measures within the Climate Transition and Adaptation Plan (PTAC).

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10 Years of I.A.R.A.®

The Environmental Risk Assessment Index (I.A.R.A.®) was developed in 2015 to confront emerging environmental challenges—such as the impacts of microplastics, silicones and other ingredients on aquatic ecosystems. Over time it has progressed from a basic technical spreadsheet into a structured, automated and integrated system that classifies raw materials and formulations by environmental risk, using criteria like biodegradability, bioaccumulation and toxicity.

In 2025, coinciding with its tenth anniversary, the methodology and its associated labels (Water-Friendly Formula and Biodegradable Formula) underwent formal independent third-party verification. The review evaluated the scientific foundation, methodological consistency and alignment with international standards and references (including ISO 14020, ISO 14021, ISO 14044, ISO 14046, U.S. EPA guidance and relevant European regulations). The independent assessment concluded that the claims are technically sound, verifiable and consistent with best practices in environmental labeling.

The path to verification has required difficult choices: sustained investment in scientific research, regular revision of criteria as new evidence emerges, methodological adaptation to an increasingly stringent regulatory landscape, and acceptance of external evaluation as an integral part of the process. The validation of I.A.R.A.® therefore reflects Boticário Group's commitment to maintaining a method that is relevant, reliable and aligned with the best available standards. Additionally, it demonstrates the Group's pioneering, forward-looking stance: for more than ten years it has looked beyond human safety and cared for the planet during product development.

PRODUCT SAFETY

GRI 416-1 and SASB CG-HP-250A.3

The Boticário Group maintains a dedicated Product Safety department, where all products undergo rigorous evaluation by toxicologists. The process includes verifying safe ingredient concentrations, conducting clinical and *in vitro* studies, preparing technical dossiers, and following standardized operating procedures, ensuring regulatory compliance and consumer protection.

In 2025, no significant cases of non-compliance related to the health and safety impacts of products and services were identified. GRI 416-2

The Group is committed to transparency with consumers regarding its practices and product safety. Management is guided by the Disputes and Regulatory Radar process, combined with systematic risk assessments, to ensure effective control of potentially hazardous materials and substances. The website Transparent Beauty compiles information on ingredients, formulations, and initiatives related to research, innovation, and sustainability, featuring over 900 entries. Beauty Influencers also share technical and scientifically grounded information on social media.

Progressive removal of substances of very high concern SASB CG-HP-250a.1

No formulations produced by the Boticário Group contain hazardous substances as defined in Annex XVII of the REACH Regulation, and the Group remains committed to the progressive elimination of substances classified as Substances of Very High Concern (SVHCs) for both the environment and human health. In line with this commitment, the company is phasing out silicones D5 and D6, which are designated as SVHCs by the European Chemicals Agency (ECHA). This transition has already resulted in the removal of several substances from the portfolio over time, and by 2025, the replacement of D5 and D6 silicones in leave-on products had been fully completed.

Customer satisfaction at O Boticário

	2023	2024	2025[1]
NET PROMOTER SCORE (NPS)	RESULT	RESULT	RESULT
	86.7	87.9	89.4

1 The target for 2025 was 88.3 points.

Science, diversity, and social impact

Innovation at the the Boticário Group is also guided by a broader scientific and social perspective that considers people in their diverse contexts. This approach is reflected in initiatives ranging from the co-creation of products with diverse consumer groups—with an emphasis on accessibility and representation—to the development of scientific frameworks focused on historically underexplored topics, such as women's menstrual cycles. The Beleza Livre Community (see page 124), the inclusive relaunch of the Dr. Botica line, the wide range of shades in its makeup portfolio (see page 104) and Boticário Group's Women's Research Center (see page 105) are examples of this approach.

Simultaneously, the Group is structuring its innovation ecosystem to increase diversity among those who generate knowledge, through initiatives such as Deep Up and the Voices of Science Award, thereby strengthening the diversity of perspectives that fuel innovation.

100+

women registered for the Voices of Science Award

Dr. Botica line

The relaunch of the Dr. Botica children's line in 2025 stood out for incorporating accessibility and diversity criteria right from the product design stage. The new packaging was developed with an ergonomic design that allows for one-handed use, making it easy to handle for children and adults, with or without physical disabilities in the upper limbs, and it also features tactile markings. The line was also formulated to cater to a wide range of hair textures, from straight to curly, reflecting the hair diversity of Brazilian children.

Make B. Beauty Natural

The Make B. Beauty Natural line incorporates the principles of clean beauty in developing multifunctional products with a high percentage of naturally derived ingredients. The multifunctional Sheer Lipstick uses 99% naturally derived ingredients and combines plant-based oils, waxes, and naturally derived pigments to create a formula that can be applied to different areas of the face, expanding its versatility and reducing the need for multiple products, while providing additional moisturizing and antioxidant protection.

Make B. Retinol³ H+ SPF 80 Liquid Foundation

The Make B. Retinol³ H+ SPF 80 Liquid Foundation has been reformulated to expand its range, offering a line with 43% more shades than previous versions. This expansion aims to address the diversity of skin tones in the country and to bridge historical gaps in representation within the product line, while incorporating scientific innovations such as the use of triple retinol to stimulate collagen production and reduce deep lines.

BOTICÁRIO GROUP'S WOMEN'S RESEARCH CENTER

Established in 2025 as part of a diversity-driven innovation agenda, the Women's Research Center is part of Boticário Group's Center of Excellence in Advanced Research, alongside the Olfactory Research Center and the Hair Research and Science Center.

The Women's Research Center is a scientific hub dedicated to advancing knowledge about women's bodies, cycles, and needs throughout the life course, grounded in the recognition that these topics have historically been underrepresented in scientific research—particularly in areas such as women's health, skin, hormones, and physiological changes. The initiative aims to generate proprietary data to support the development of more appropriate, safe, and evidence-based solutions.

Scientific innovation created **by women for women**

Launched on March 8, International Women's Day, the Center brings together female researchers and specialists in fields such as dermatology, endocrinology, biology, biomaterials, and behavioral science. Its research agenda spans the characteristics of women's skin, the effects of hormonal changes on product performance, and the specificities of different life stages—such as puberty, adulthood, menopause, and aging—as well as broader dimensions of physical and emotional well-being.

The establishment of the Center reinforces the Group's scientific innovation strategy by anchoring product development in robust data on women's experiences and helping to address historical gaps and biases in research. At the same time, it strengthens the role of women in knowledge production—both as subjects of study and as researchers—integrating science, health, inclusion, and accountability into the company's ESG agenda.

Responsible Skincare Pact

One of the Women's Research Center's earliest initiatives was the 2025 launch of the Responsible Skincare Pact, a movement designed to guide skincare use among children and adolescents and to promote safer, more mindful consumption. The Pact recognizes that early exposure to skincare content—especially routines and products intended for adults—can create unrealistic expectations and encourage misuse. A survey commissioned by Boticário Group's Women's Research Center found that 99% of respondents (girls aged 8 to 14) already use some form of skincare, and 22% have used anti-aging products.

In response, the company adopted three ongoing commitments for its product portfolio and communications: maintain a product line free of substances classified as endocrine disruptors[1]; produce educational content for young people, parents, and educators; and apply responsible communication criteria to clearly distinguish adult products from those intended for younger age groups. As part of the responsible-communication pillar, the company also introduced a digital badge—"Recommended for Adult Skin (+18)"—to appear on relevant content and social media.

800+
girls interviewed in a survey on skincare habits

1 In accordance with the World Health Organization's (WHO) definition of an endocrine disruptor and the opinions of the European Chemicals Agency (ECHA) and the European Scientific Committee on Consumer Safety (SCCS) during product development.

Voices of Science Award

Created by the Boticário Group, the Voices of Science Award promotes Brazilian scientific research and fosters greater diversity in the research community. The award has two categories: one to recruit talent (master's and doctoral students) by funding innovation projects within the Group, and another specifically for female undergraduate students starting their scientific careers, providing support for materials, reagents, or conference participation. In 2025, a total of BRL 10,000 was awarded: BRL 5,000 to the first-place winner, BRL 3,000 to the second, and BRL 2,000 to the third.

Open innovation and **technological frontiers**

Innovation at the Boticário Group is advanced through partnerships with universities, startups, research centers, and technology providers, expanding access to specialized expertise and enabling solutions tailored to the company's technical, environmental, and social challenges. These collaborations complement the internal research structure and make it possible to explore new scientific approaches with greater agility and focus.

Within this collaborative framework, initiatives such as bioTropica and the GBioDB database accelerate the study of natural ingredients by combining computational modeling with experimental science. Models simulate molecular behavior and virtually screen candidates, allowing the team to identify the most promising substances for product use. Only top candidates move on to bench-scale testing, which shortens development timelines, reduces the need for raw-material extraction, and improves both efficiency and safety.

DEEP UP: THE POWER OF BLACK WOMEN

The Group's commitment to diversity is also reflected in the way it structures its open innovation ecosystem. Programs such as Deep Up: The Power of Black Women, organized in partnership with the Einstein Hospital Israelita medical center, aims to support the creation of startups in the health, wellness, and beauty sectors led by Black and mixed race women, helping to reduce inequalities in access to resources, networks, and technological infrastructure.

Social

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Social development and entrepreneurship

WHAT IT IS[1]

The management of impacts and strengthening surrounding communities, including initiatives related to socioeconomic development, entrepreneurship, and relationships with retailers.

COMMITMENTS FOR 2030

To actively contribute to reducing social inequality among the general population and positively impact the quality of life of business partners within the beauty industry.

COMMITMENTS FOR THE FUTURE[2]

- To create 1 million opportunities to transform people's lives by 2030 by means of promoting participation in social development programs focused on entrepreneurship and/or vocational training.
- To improve the quality of life for our business partners, thereby increasing their income.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

There are challenges related to high turnover, customer retention, and access to credit, as well as the potential reputational risk posed by resellers who have had negative experiences with the company. On the other hand, the model creates income opportunities for microentrepreneurs and jobs at the new factory, as well as the potential to expand engagement and training by aligning with the Group's mission and the initiatives of the BG Foundation and BG Institute.

SLB[3]

- To create 1 million opportunities to transform people's lives through the *Empreendedoras da Beleza* program by 2030.

1 See page 160 **2** See page 26 **3** See page 53

Relationships with **local communities** GRI 3-3 and GRI 203-1

Boticário Group's social initiatives seek to generate shared value by aligning social development, business growth, and positive impact. The strategy rests on the premise that expanding opportunities for productive inclusion, nurturing entrepreneurship, and stimulating local development are crucial to strengthening the beauty-industry ecosystem and building a durable foundation for sustainable growth that delivers lasting benefits to people, communities, and partners.

Coordinated by the Boticário Group Institute and the corporate Social Impact division, these efforts focus on workforce development, business acceleration, local development, and volunteerism—connecting the social agenda to the "Commitments for the Future" and the Group's broader growth plan.

The social strategy links **impact**, **local development** and strengthening of the **beauty ecosystem**

Boticário Group's Social Platform

Social impact

FOCUS

Local development and community relations in the surrounding area

PROGRAMS

Volunteering (People Doing Good)

Funded projects

Beleza de Doar (The Beauty of Donating)

Beleza de Viver (The Beauty of Living)

Beleza de Educar (The Beauty of Educating)

Boticário Group Institute

FOCUS

Entrepreneurship in the beauty ecosystem

PROGRAMS

Empreendedoras da Beleza

Desenvolve (Develop)

Business Acceleration Hub

Capacita & Acelera (Train & Accelerate)

Entrepreneurship Promotion Fund

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Social **impact**

Boticário Group's Social Impact division focuses on communities surrounding its operations, promoting local development and enhancing quality of life through donations, sponsorship of projects supported by tax incentive mechanisms, volunteer initiatives, and professional training. These actions are aligned with the business strategy and reinforce the company's commitment to social development.

People Doing Good

People Doing Good, the Group's corporate volunteer program, mobilizes employees in initiatives that generate positive impacts in local communities, strengthening engagement, shared responsibility, and connections with the territories in which the company operates. In 2025, suppliers were encouraged to contribute to and participate in volunteer initiatives. This evolution reinforced its collaborative nature by bringing together resources, time, and technical expertise from across the value chain, thereby extending its reach beyond the internal audience.

In 2025, the Group also took part in an event organized by Hamburgada do Bem, widely recognized as "the world's largest volunteer initiative." During the event, the Group coordinated several social and environmental actions, including promoting waste collection through Boti Recicla and organizing the largest-ever class of the *Empreendedoras da Beleza* program, training 187 women in makeup. Held at Arena Corinthians in São Paulo, the event brought together approximately 23,000 participants.

The evolution of the People Doing Good Program

	2023	2024	2025
Volunteers	1,678	1,890	2,872
Volunteer hours	13,424	15,120	22,992
Children served	2,143	2,934	4,456
Areas served	5	8	9

Social License to Operate

GRI 413-1 and GRI 413-2

As part of the establishment of its new factory in Pouso Alegre (MG), the Boticário Group developed the Social License to Operate (SLTO) in 2025 — a strategy designed to secure community support and build a positive, long-lasting relationship with the local population. From the outset of the project, a socioeconomic assessment was carried out to map the local context, identify risks, anticipate impacts, and uncover opportunities for sustainable development.

The SLTO is organized around three pillars—the Community Engagement Plan, the Communication Plan, and the Community Action Program—which foster transparent dialogue, implement social initiatives aligned with local needs, and enable the joint creation of solutions. The program emphasizes training and hiring local workers, promoting diversity and inclusion, forming partnerships with educational institutions and community organizations, and creating structured channels for ongoing engagement and communication with neighboring communities. **This integrated approach underpins Boticário Group's responsible, long-term presence in the region.**

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Other programs

The Group's community engagement agenda is reinforced by complementary programs that support local development, inclusion, and well-being at scale. In 2025 these efforts were characterized by the consolidation of processes, expanded use of tax incentives, and the incorporation of these programs into the Group's broader expansion strategy. Highlights include:

Projects eligible for incentives: full utilization of funds available under federal incentive laws and the initiation of activities supported by state incentives, with investments in priority areas. In 2025, a total of BRL 6.83 million in funding was allocated for projects to be carried out in 2026. The Boticário Group made its first investment under the Recycling Incentive Law, in partnership with Green Mining, enabling the establishment of a Factory Price Station in Belém (PA) (see page 77).

***Beleza de Doar* (The Beauty of Donating):** this donates products nearing the end of their shelf life to social organizations. In 2025, more than 1.2 million products were donated, benefiting more than 500,000 people from partner social organizations in our surrounding communities.

***Beleza de Viver* (The Beauty of Living):** this aims to boost self-esteem and encourage self-care among patients, caregivers, and healthcare professionals by offering self-makeup courses. It is conducted at partner healthcare facilities in our surrounding communities across four municipalities: São Paulo (SP), Curitiba (PR), Campina Grande (PR), and Salvador (BA). In 2025, 2,248 women were served.

***Beleza de Educar* (The Beauty of Educating):** this promotes the development of communities near Boticário Group's operations through training programs in partnership with the National Service for Industrial Training (SENAI). In 2025, the Senai Innovation Grand Prix was held in Camaçari (BA) and São José dos Pinhais (PR), offering ten scholarships to young people from the community.

	2023	2024	2025
FUNDED PROJECTS			
People receiving support	4,635	3,615	49,635
People trained	1,717	2,565	5,402
Areas served	8	13	14
Investment (in BRL)	3.5 million	5.3 million	6.83 million
BELEZA DE DOAR			
Products	260,000+	600,000+	1.2 million+
People benefited	65,000+	300,000+	500,000+
BELEZA DE VIVER			
Services	1,614	1,955	2,248
BELEZA DE EDUCAR			
People trained	60	23	10

Boticário Group **Institute**

The Boticário Group Institute works to foster entrepreneurship in the beauty ecosystem by training people and accelerating businesses, with the goal of generating economic prosperity, especially among populations in more vulnerable situations. To this end, it develops initiatives that combine training, strengthening of productive capacities, and support for business development.

This initiative is carried out in collaboration with partners, strengthening the value chain and contributing to economically viable and socially inclusive growth.

Over the course of its 20-year history, the Institute has established itself as a hub connecting social impact and industry development. Its strategy seeks to build a strong foundation for the beauty industry to grow in a more balanced, sustainable, and resilient manner.

The Institute's work combines **training** and **entrepreneurship** in the industry

EMPREENDEDORAS DA BELEZA

Our Ambition

To be the largest and best professional beauty training program in the country and the world, transforming the lives of women in socially vulnerable situations.

Created with the aim of promoting women's entrepreneurship, *Empreendedoras da Beleza* has established itself as a powerful free platform for training and development for women in the industry. Designed primarily for women in socially vulnerable situations, the program goes beyond technical training for the beauty industry by promoting income generation, economic independence, and productive inclusion in a structured and consistent manner. It combines professional training, the development of entrepreneurial skills, and access to real employment and income opportunities, all integrated into Boticário Group's ecosystem.

From a business perspective, the initiative also contributes to the development of more qualified professionals and entrepreneurs, strengthening the direct sales network, partner salons, franchises, and retail operations—creating a virtuous cycle in which social development and ecosystem growth reinforce one another.

By 2025, *Empreendedoras da Beleza* program had reached a new level of scale and maturity, expanding its model and diversifying its areas of activity. This evolution accelerated the shift from a training-focused initiative to a broader platform for economic development and community building, thereby enhancing its long-term impact on participants' life trajectories. Highlights include:

- **Work with franchisees:** creating opportunities for franchisees in Boticário Group's franchise system to sponsor and conduct in-person classes in their local areas, thereby expanding the program's reach.
- **New vocational courses:** launch of courses in the online format, such as Eyebrow Designer and Braider, in line with the Ministry of Labor's recognition of these professions.
- **Employability/Creation of Income:** establishing an employability initiative that connects graduates with job openings in the beauty industry's retail sector.

Business Acceleration Hub

Empreendedoras da Beleza Business Acceleration Hub was established to strengthen women-led businesses in the beauty sector, fostering growth, financial sustainability, and female leadership. The initiative expands the scope of *Empreendedoras da Beleza* program by supporting female entrepreneurs during the startup and growth phases—critical stages in their development journey.

Developed by the Boticário Group Institute in partnership with Ago Social, the Hub provides training, mentoring, strategic connections, and tailored support, with a strong focus on technical capabilities, emotional development, and business management. Launched in 2025, the first cohort included 15 participants whose businesses were accelerated through the program. Among them, 100% consider their businesses financially sustainable, 87% reported revenue growth, and 73% are already investing in expansion.

Empreendedoras da Beleza

57%

of graduates eligible report an increase in income after completing the courses.[1]

64%

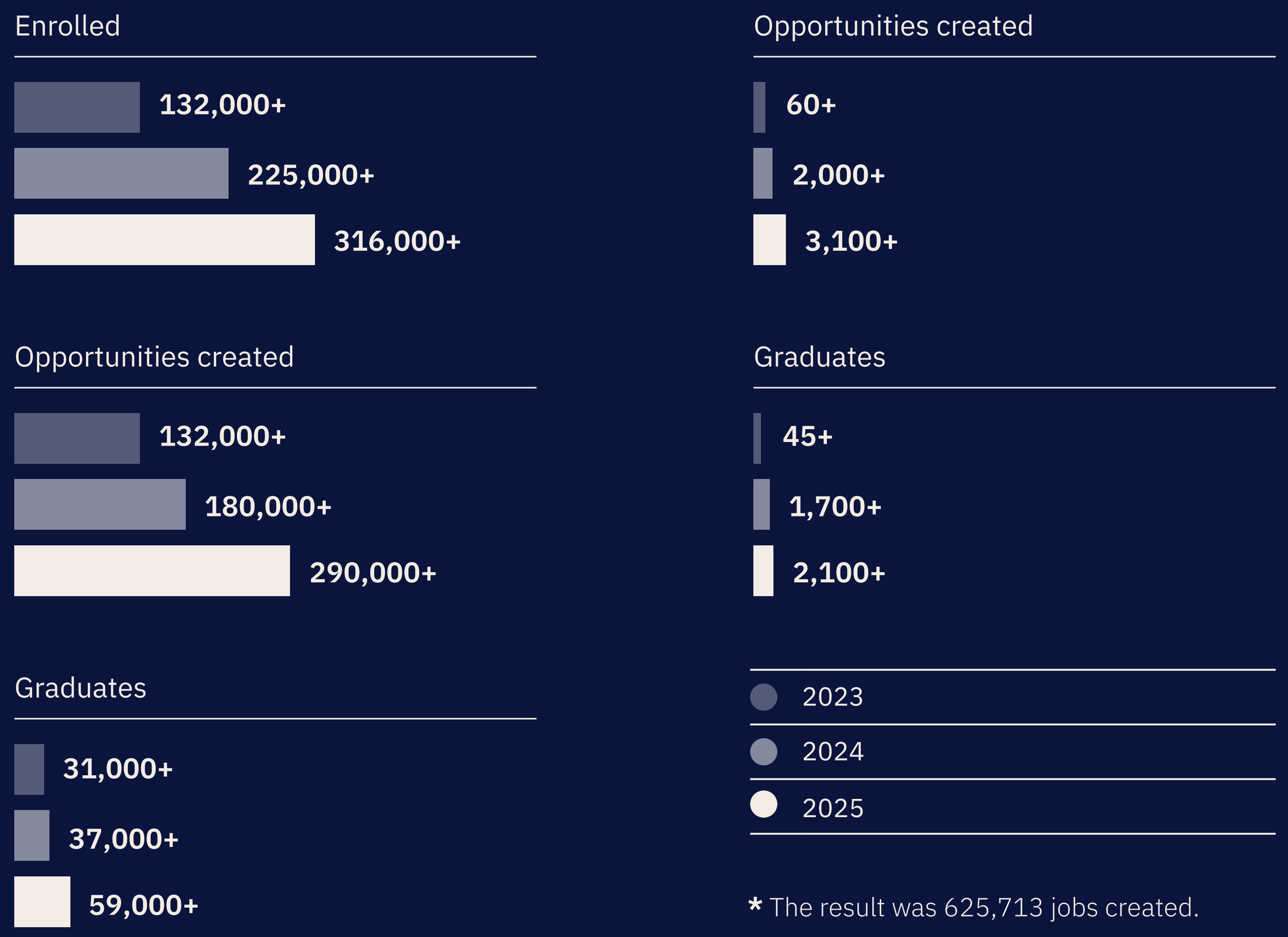
of participants identified as Black or mixed race women

1 According to a Data Senso survey conducted in 2025.

Evolution

online modality

On-site



* The result was 625,713 jobs created.

Other programs

In addition to *Empreendedoras da Beleza*, the Institute operates other complementary initiatives aimed at economic empowerment:

- **The *Desenvolve* Program:** works to train people in vulnerable situations for the technology sector, with a focus on reducing the gender and racial gaps. In 2025, the program was expanded to include an introductory phase for basic courses in data management and artificial intelligence, which allowed the initiative to reach a wider audience and create more than 30,000 new training slots. In 2025, more than 10,000 students graduated from *Desenvolve*, including 9,474 from the basic course and 583 from the advanced courses.

- **Entrepreneurship Promotion Fund:** this initiative raises funds to support programs run by the Boticário Group Institute or other institutions that promote entrepreneurship within the beauty industry. In 2025, more than BRL 200,000 was raised.

- ***Capacita & Acelera* (Train & Accelerate):** provides financial education to resellers, helping them improve their management skills and increase their income. In 2025, 30,653 jobs were created.

Together, these initiatives enhance the Institute's reach across different stages of the entrepreneurial journey, from access to training to business consolidation.

	2023	2024	2025
***DESENVOLVE* (DEVELOP)**			
Enrolled	27,754	39,065	34,257
Registration for advanced courses	1,000	1,034	1,099
Graduates	604	527	583
ENTREPRENEURSHIP PROMOTION FUND			
Investment (in BRL)	-	300,000	200,000
***CAPACITA & ACELERA* (TRAIN & ACCELERATE)**			
Opportunities created	13,200	4,380	30,653

Relationship **with resellers**

The relationship with the reseller network is one of the main ways in which the Grupo Boticário connects business growth with social impact. In 2025, this relationship was strengthened through the consolidation of Multi-Brand Direct Sales, which unified the multi-brand experience, expanded the portfolio, and supported dealer growth. Previously, resellers interacted with different structures and brands separately—manufacturers for some and franchisees for others. With the new model, orders, credit, and incentives are now fully integrated, simplifying operations and unlocking cross-selling opportunities across complementary brands, thereby reinforcing the overall retail ecosystem. The transformation reduced operational complexity, increased productivity, and enhanced the dealer experience.

This shift was accompanied by accelerated digitalization. The app became the central hub for dealership management—integrating order processing, inventory control, delivery tracking, a digital showroom, and financial tools, including customer billing. Digitalization has strengthened autonomy and professionalism across the network, while reducing paper use and improving operational efficiency. This advancement complements the evolution of existing Reseller Spaces.

Customer loyalty initiatives have also evolved. My Multi Club has been redesigned to offer greater flexibility in benefit selection, driving higher levels of satisfaction, engagement, and profitability. Access to credit remains a key lever for productive inclusion, enabling entrepreneurship among groups that face barriers in the traditional financial system, while maintaining controlled delinquency levels.

Despite these advances, opportunities for improvement remain. Enhancing process accuracy—particularly in high-volume transactions—continues to be a priority due to its direct impact on the end-customer experience and dealer credibility. There is also room to further advance the ESG agenda at the retail level by strengthening the role of dealers as ambassadors of the Group's values and commitments.

Education remains a cornerstone of this relationship. The Beauty Influencers program has evolved to include content on financial management, digital sales, and customer relations, expanding training beyond product knowledge and strengthening the network's entrepreneurial profile.

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Diversity and inclusion

GRI 3-3

WHAT IT IS

The promotion of representation and inclusion for groups such as Black people, women, people aged 45 and older, the LGBTQIA+ community, and people with disabilities, as well as fostering respect for the diversity of consumers, both in our communications and in the products we offer.

COMMITMENTS FOR 2030

To promote the representation and inclusion of diverse individuals within Boticário Group's workforce and leadership, reflecting the Brazilian population; and to promote diversity and inclusion within our business ecosystem through what we purchase, sell, and communicate to society.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

The Group highlights accomplishments including a more diverse workforce, increased female representation in its industrial operations, and a positive impact on franchisees and suppliers. Nevertheless, reputational risk remains if discriminatory practices are identified anywhere in the supply chain. Concurrently, opportunities exist to expand development programs for diverse employees, boost internal engagement, and strengthen supplier development—with particular emphasis on supporting small businesses owned and led by diverse entrepreneurs.

COMMITMENTS FOR THE FUTURE[2]

- To promote the representation of diverse individuals in the overall workforce and in leadership roles.
- To promote communication that is accessible, representative of the Brazilian population, stereotype-free, and that celebrates diversity.
- To promote our diversity and inclusion strategy among our stakeholders, as well as foster entrepreneurship among diverse individuals by integrating them into the value chain.
- To offer a portfolio of new and existing products that is inclusive and diverse, taking into account the needs of the Brazilian population.

OTHER GOALS AND COMMITMENTS

Diversity goals linked to variable compensation.

1 See page 161 **2** See page 25

Diversity is a defining reality in Brazil and globally, and increasingly discerning consumers expect companies to mirror that diversity in their actions and offerings. Aligned with its Commitments for the Future, the Boticário Group has developed strategies to confront historical inequalities, broaden and deepen its diversity and inclusion agenda, and ensure alignment with the needs of employees, consumers, and the wider ecosystem in which it operates.

For the Group, diversity and inclusion are strategic drivers—integrated into the business rather than treated as isolated programs—and a source of innovation. This cross-functional approach strengthens market connection and acknowledges that beauty remains meaningful only when it authentically reflects the diversity of the people who use its brands.

As such, the Diversity and Inclusion (D&I) strategy permeates all areas of the Group, delivering positive outcomes for both internal and external stakeholders. To ensure sustained, coherent progress, the strategy rests on five pillars—people, products, communication, value chain, and brand territory—and concentrates on five priority audiences: women; Black and mixed race people; people with disabilities; the LGBTQIA+ community; and adults aged 45 and older.

Each year the Group adopts a thematic focus to guide initiatives and heighten awareness—examples include “anti-sexism” (2020), “anti-racism” (2021), “anti-LGBTPhobia” (2022), “anti-ableism” (2023) and “anti-ageism” (2024). In 2025 the company declared the “Year of Inclusion,” centering intersectionality as the organizing principle for strengthening inclusion internally and across relationships with consumers and partners. Rather than tackling single issues in isolation, this integrated approach recognizes that employees and consumers hold multiple, intersecting identities and that their experiences are shaped by the combination of those identities.

Consumer focus is embedded across the entire journey—from product development and launch communications to distribution channels, in-store service, the value chain and internal teams—ensuring diverse needs and expectations are consistently considered at every touchpoint along the journey.

The Boticário Group operates via company-owned and franchised stores, manufacturing sites, distribution centers and offices, guided by values that reaffirm its belief in the beauty of relationships. Cases involving potential discrimination or diversity issues are referred to a committee responsible for receiving the report and forwarding the matter to the appropriate departments, thereby strengthening internal policies and practices. The committee brings together ESG, D&I, Reputation, and Legal, with support from departments such as Business Partners, Health, Conduct, Compliance, and Direct Retail, as appropriate. GRI 406-1

Diversity and inclusion are **embedded into the strategy** and business decisions

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People

Under the People pillar, the diversity and inclusion agenda focused on reducing disparities in development and performance among different employee groups, creating more equitable conditions for growth, performance, and retention within the organization. In this context, development programs were expanded, doubling the number of available spots to reach more professionals at key career milestones, considering the five dimensions of diversity defined by the Group (see page 120).

As part of this strategy, the Mentoring Program for Diverse Employees facilitated connections between these employees and experienced leaders, fostering meaningful exchanges and skill development. The initiative helped reduce the disparity previously observed in performance evaluations between diverse and non-diverse employees, reinforcing talent retention, preserving strategic human capital, and driving progress toward greater diversity at the leadership levels.

These efforts are complemented by the Identities Program, which focuses on the development of Black individuals, and by "Protagonize" (Take the Lead), an initiative dedicated to strengthening the autonomy, leadership, and performance of people with disabilities through individualized support, which helps retain these talented individuals within the organization.

To advance its agenda and guide strategic decisions, the Group conducted the largest Diversity Census in its history. Mapping has improved the quality of available information, transforming data into insights that can identify challenges, guide priorities, and anticipate trends.

Combined with ongoing training programs—which begin as soon as employees and leaders join the company—these initiatives help build more diverse, stable teams that are better equipped to engage with the wide range of consumers served by the Group. As a result, people's schedules are directly linked to a business's ability to innovate, communicate, and compete in an increasingly diverse market.

Percentage of employees, by employee category and gender[1] GRI 405-1

	2023		2024		2025	
EMPLOYEE CATEGORY	**MEN**	**WOMEN**	**MEN**	**WOMEN**	**MEN**	**WOMEN**
Board	70%	30%	64%	36%	67%	33%
President and Vice Presidents	67%	33%	70%	30%	80%	20%
Executive Management	59%	41%	54%	46%	52%	48%
Senior Management	49%	51%	49%	51%	48%	52%
Management	48%	52%	44%	56%	43%	57%
Supervision	30%	70%	27%	73%	26%	74%
Coordination	45%	55%	45%	55%	43%	57%
Administrative	19%	81%	17%	83%	15%	85%
Specialized Technician	45%	55%	44%	56%	43%	57%
Technician	64%	36%	64%	36%	62%	38%
Operational	52%	48%	50%	50%	49%	51%
Interns	29%	71%	28%	72%	28%	72%
Young Apprentice	34%	66%	26%	74%	23%	77%
TOTAL	**40%**	**60%**	**38%**	**62%**	**36%**	**64%**

1 Includes 100% of employees.

Percentage of employees, by employee category and age group[1] GRI 405-1

	2023			2024			2025		
EMPLOYEE CATEGORY	**< 30 YEARS OLD**	**30 TO 50 YEARS OLD**	**> 50 YEARS OLD**	**< 30 YEARS OLD**	**30 TO 50 YEARS OLD**	**> 50 YEARS OLD**	**< 30 YEARS OLD**	**30 TO 50 YEARS OLD**	**> 50 YEARS OLD**
Board	0%	0%	100%	0%	18%	82%	0%	22%	78%
President and Vice Presidents	0%	56%	44%	0%	50%	50%	0%	70%	30%
Executive Management	0%	97%	3%	0%	94%	6%	0%	91%	9%
Senior Management	2%	95%	3%	0%	94%	6%	0%	94%	6%
Management	5%	93%	2%	4%	92%	3%	4%	93%	3%
Supervision	13%	84%	3%	11%	83%	6%	12%	82%	6%
Coordination	9%	89%	2%	8%	89%	3%	6%	90%	4%
Administrative	41%	55%	4%	39%	56%	5%	38%	56%	6%
Specialized Technician	34%	65%	1%	30%	68%	2%	26%	72%	2%
Technician	24%	72%	4%	23%	72%	5%	21%	71%	8%
Operational	36%	59%	5%	36%	57%	7%	35%	57%	8%
Interns	98%	2%	0%	96%	4%	0%	94%	6%	0%
Young Apprentice	100%	0%	0%	100%	0%	0%	100%	0%	0%
TOTAL	**30%**	**67%**	**3%**	**32%**	**64%**	**4%**	**31%**	**65%**	**4%**

1 Includes 100% of employees.

Diversity at the Boticário Group[1] GRI 405-1

	2023						2024						2025					
EMPLOYEE CATEGORY	**BLACK**	**MIXED RACE**	**WHITE**	**ASIAN**	**INDIGENOUS**	**UNDECLARED**	**BLACK**	**MIXED RACE**	**WHITE**	**ASIAN**	**INDIGENOUS**	**UNDECLARED**	**BLACK**	**MIXED RACE**	**WHITE**	**ASIAN**	**INDIGENOUS**	**UNDECLARED**
Board	0%	0%	100%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	11%	89%	0%	0%	0%
President and Vice Presidents	0%	11%	89%	0%	0%	0%	0%	10%	90%	0%	0%	0%	0%	10%	90%	0%	0%	0%
Executive Management	0%	9%	85%	5%	0%	1%	1%	7%	88%	4%	0%	1%	1%	3%	92%	3%	0%	1%
Senior Management	2%	12%	80%	6%	0%	0%	1%	12%	80%	6%	0%	0%	2%	11%	82%	5%	0%	0%
Management	4%	13%	79%	4%	0%	0%	4%	13%	80%	3%	0%	0%	4%	14%	79%	3%	0%	0%
Supervision	9%	40%	48%	3%	0%	0%	12%	38%	47%	3%	0%	0%	12%	34%	51%	3%	0%	0%
Coordination	7%	22%	67%	4%	0%	0%	7%	25%	65%	3%	0%	0%	6%	26%	65%	3%	0%	0%
Administrative	14%	45%	37%	3%	1%	0%	15%	45%	37%	3%	1%	0%	14%	44%	39%	2%	1%	0%
Specialized Technician	10%	25%	62%	3%	0%	0%	10%	24%	63%	3%	0%	0%	9%	23%	64%	3%	1%	0%
Technician	12%	39%	47%	2%	0%	0%	15%	37%	45%	2%	1%	0%	16%	39%	42%	2%	1%	0%
Operational	15%	47%	35%	2%	0%	1%	17%	46%	35%	2%	0%	0%	18%	45%	34%	2%	1%	0%
Interns	15%	42%	41%	2%	0%	0%	22%	30%	46%	2%	0%	0%	22%	40%	38%	0%	0%	0%
Young Apprentice	14%	39%	45%	1%	0%	1%	16%	35%	48%	1%	0%	0%	13%	37%	49%	1%	0%	0%
TOTAL	**11%**	**34%**	**51%**	**3%**	**0%**	**1%**	**12%**	**34%**	**51%**	**3%**	**0%**	**0%**	**12%**	**33%**	**52%**	**2%**	**1%**	**0%**

1 Includes 100% of employees.

Products

Within the Products pillar, the D&I team works closely with the development teams, contributing expertise, fostering connections with diverse consumers, and driving innovation to expand Boticário Group's inclusive product portfolio. Based on feedback from more than 2,400 members of the Beleza Livre Community—the first online community of diverse individuals in the Brazilian retail sector, created to co-develop solutions—more than 80 projects have been implemented since 2022.

The new Dr. Botica line, O Boticário's children's brand, was developed to address the diverse hair needs of Brazilian children and promote a more inclusive routine for both kids and caregivers. The packaging was co-developed with people with disabilities from the *Beleza Livre* community, prioritizing usability and safety: the upper part features a textured surface and a pump that can be operated with a single hand, while the wider base combined with narrower sides improves grip and increases stability, reducing the risk of drops. The project also includes features that helps people with impaired vision to use it. The initiative demonstrates how inclusion enhances the quality of solutions for consumers with and without disabilities, while strengthening the brand's value proposition and reinforcing universal design as a foundation for creating value and promoting the independence of millions of people.

Given the diversity of Brazilian hair, Eudora expanded the Siàge portfolio with the launch of the Pró Cronology Curvas line. Developed to promote the repair of damage to the hair structures of wavy, curly, and coily hair types 2A to 4C, the formulation was co-developed with Brazilian consumers from the Beleza Livre Community. in key stages of product development, covering concept, fragrance, textures, usage instructions, and communication.

Communication

From a communications perspective, the Boticário Group bases its diversity and inclusion initiatives on a consumer-centric approach, committing to accessible communication that is representative of the Brazilian population and stereotype-free. The starting point is the understanding that communication is one of the main points of contact with the audience and, therefore, a strategic avenue for breaking down historical barriers, fostering a sense of belonging, and strengthening relationships of trust.

In line with business needs, the D&I team acts in an advisory capacity to partner departments, developing technical recommendations based on market research, consumer behavior, trends, and social listening, with the goal of ensuring best practices in inclusive communication.

The goals of increasing the representation of diverse individuals in institutional and brand campaigns were achieved by 2025, and progress was also made in implementing accessibility features, reaching 87% of the target that had been set for 2030.

Communication is a tool for **increasing representation** and **reducing barriers**

To reduce disparities—viewing diversity as an ongoing journey and building on the initiatives launched in 2024—the Group has also enhanced its efforts to promote the inclusion of people over 45, both in its communications and in the workplace. In recognition of this achievement, it was awarded the Age Friendly Employer seal by the Age Friendly Institute, becoming the first company in Brazil's beauty industry to receive this certification. The initiative included the launch of the second edition of the New Beginnings Program (see box).

Old to Work Movement + New Beginnings

As part of its initiative to promote professionals aged 45 and older, the Group launched the Old to Work campaign on social media, inviting people to reflect on ageism in the labor market and reinforcing the message that talent has no expiration date. The initiative highlighted the value of multigenerational teams and their contribution to innovation and organizational performance.

The second edition of New Beginnings—a free training program organized in partnership with the consulting firm Maturi, which was attended by thousands of women aged 45 and older—was held in this context. The training covered strategic topics related to career advancement, career transition, and the development of entrepreneurial ventures.

Value **chain** GRI 2-6

23 companies
selected for the Diverse Business Acceleration Program

SUPPLIERS AND PARTNERS

Boticário Group's D&I strategy also extends to its stakeholder relationships and to fostering entrepreneurship among individuals from diverse backgrounds by integrating them into its value chain. To this end, the Diverse Business Acceleration Program was launched to strengthen the ecosystem of diverse entrepreneurs. The initiative provides a tailored development journey—including mentoring, workshops, and business modeling—in partnership with Sebrae, benefiting 23 selected companies. The program is designed to enhance the competitiveness, performance, and management maturity of these businesses, while reinforcing the resilience of the Group's value chain through the inclusion of a more diverse and capable network of partners.

12,000+
people trained in makeup for Black skin

RETAIL

As part of its ongoing efforts to address gaps and enhance the consumer experience, the Group has also invested in training its sales force through the Consumidores Diversos Academy—an initiative designed to strengthen engagement with diverse audiences and attract new consumers. By 2025, the program had evolved from predominantly theoretical content to hands-on workshops tailored to the realities and needs of Brazilian consumers. The Makeup Pathway for Black Skin, for example, trained more than 12,000 participants during the year, combining technical expertise, inclusive language, and product knowledge specifically developed for Black skin tones, with the aim of improving customer service across retail locations nationwide.

This investment reinforces that inclusion is not merely an institutional value, but a driver of business performance—capable of reducing friction in customer interactions, enhancing the overall customer experience, and strengthening relationships between consumers and the brand.

Brand **territory**

The brand territory pillar extends the D&I strategy beyond the corporate environment, linking diversity to the development of initiatives co-created with consumer brands and designed to generate a positive impact on society.

1,800+

kits by Dr. Botica distributed at events in partnership with the Olga Kos Institute and the Boticário Group Association

The book *Dr. Botica in Dancing in the Enchanted Forest* was made available at the launch of Dr. Botica's new hair care line. This is a playful story about diversity, friendship, and respect for differences, which invites children to experience inclusion from an early age. The publication is available in digital format (see here) and in an accessible video format, featuring Libras (the Brazilian Sign Language), audio description, and captions, as well as coloring activities at the end.

To enhance the in-person activation experience, the Group partnered with two suppliers: Faber-Castell, with its Caras&Cores colored EcoLápis pencils, and Mercur, with its Inclusive Accessory, which provides greater stability and independence when drawing. The initiative enabled children with and without disabilities to participate fully, expressing their creativity and celebrating diversity.

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Diversity and inclusion in the ecosystem GRI 3-3

At the Boticário Group, diversity and inclusion are not separate initiatives, but rather a driving force for innovation and connection with consumers. That is why this topic is present across the consumer journey—from product development to the brand experience. This work is based on the following five pillars.

1 PRODUCTS

- **92% growth** in the share of inclusive products in the portfolio compared to 2024.
- **80+ projects co-developed within the *Beleza Livre*** Community, involving over 2,000 diverse consumers.
- **Innovations such as the Eudora Siáge ProCronology Curvas** demonstrate a commitment to offering products that cater to the diversity of Brazilian hair.
- **Establishment of the Women's Research Center** to expand scientific knowledge about women's bodies and menstrual cycles.
- **The Voices of Science Award and DeepUP,** promoting the participation of diverse women in science.

2 COMMUNICATIONS

- **Theme years:** campaigns promote respect for, appreciation of, and acceptance of diversity. In 2025, the focus was "Year for Inclusion." In 2026 it will be Age Diversity.
- **30% increase** in the accessibility indicator compared to 2024, expanding resources such as #PraGeralVer, captions, sign language, and audio description.
- **Launch of the Beleza Negra Lab,** which trained 30 women in makeup for Black skin to serve as suppliers for the Group.

3 VALUE CHAIN

- **Diverse Business Acceleration Program launched** in partnership with Sebrae to accelerate 23 businesses owned by people from diverse backgrounds.
- **The Consumidores Diversos Academy GB** launches a makeup learning pathway for Black skin, promoting inclusive customer service.
- **Suppliers and franchisees** whose performance in diversity and inclusion is monitored.

4 PEOPLE

- **First beauty company in Brazil** to earn the Age-Friendly Employer Certification.
- **Data-driven strategy:** the largest Census in the history of the Boticário Group, with 12,454 unique responses.
- **The Protagonize Program** offers individualized and ongoing support to employees with disabilities, promoting autonomy, leadership, and performance, with a focus on talent retention.
- **Launch of "Identidades",** a program designed to develop the key universal skills required by the Group, with the aim of empowering Black talent.
- **The Mentoring Program** for Diverse Individuals accelerates careers in strategic areas and strengthens internal representation.

5 BRAND TERRITORY

- **2,000+ children reached** through the launch events for the children's book on D&I: *Dr. Botica in Dancing in the Enchanted Forest.*
- **6,000+ opportunities were created** through the second edition of New Beginnings, a free training program designed for women aged 45 and older, focused on employability and entrepreneurship.

Human Capital **Development**

People **management**

In 2025, Boticário Group's Human Resources function advanced toward a more strategic agenda, focusing on succession planning, leadership readiness, and the placement of the right talent in roles critical to the company's future. This shift reflects a move beyond talent retention toward the structured development of internal career pathways, strengthening capabilities and ensuring organizational continuity. As a result, internal mobility has become a key driver of retention, supported by development initiatives such as Internal Mentoring and the Pre-Pipe Academy (see page 137).

The most significant challenge remains in the retail segment, which structurally presents higher turnover than administrative and industrial operations. In response, the Group reviewed its compensation and benefits models to reduce volatility in initial earnings and invested in enhancing onboarding and training processes for new consultants—accelerating the learning curve and increasing the likelihood of retention.

The Boticário Group is committed to fostering a positive relationship between the company and its employees, grounded in trust, respect, and transparency, while upholding labor rights through full compliance with applicable legal requirements. All employees are covered by the Labor Policy, which ensures adherence to rights such as collective bargaining agreements, pay equity and fair compensation, lawful terminations and the fulfillment of severance obligations, limits on overtime and guarantees regarding maximum working hours, as well as paid leave and annual vacation, among others. **GRI 2-30**

Benefits and wellness policies remain a central part of the employee value proposition, in addition to specific initiatives that strengthen the retention of diverse talent (see page 121).

Our team[1, 2, 3, 4] GRI 2-7, 2-8

	PERMANENT			TEMPORARY			TOTAL		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
BY GENDER									
Men	7,142	7,642	7,057	165	178	145	7,307	7,820	7,202
Women	10,811	12,084	12,313	334	497	494	11,145	12,581	12,807
BY REGION									
Central-West	335	332	315	7	12	10	342	344	325
Northeast	3,648	4,008	3,879	128	158	162	3,776	4,166	4,041
North	333	329	344	9	16	15	342	345	359
Southeast	6,932	7,540	7,012	151	216	178	7,083	7,756	7,190
South	6,705	7,517	7,820	204	273	274	6,909	7,790	8,094
TOTAL	**17,953**	**19,726**	**19,370**	**499**	**675**	**639**	**18,452**	**20,401**	**20,009**

1 The figures reported are based on the active employee database as of December 31, 2025, excluding members of the governance bodies.

2 The Group does not employ part-time staff; all Boticário Group employees are hired on a full-time basis.

3 The Group does not have employees on non-guaranteed hours contracts.

4 The reported total includes 556 workers: 81 interns and 475 apprentices—who make up the Group's workforce. GRI 2-8

Total number of employees hired GRI 401-1

	2023	2024	2025
TOTAL NUMBER OF EMPLOYEES	**18,452**	**20,875**	**20,009**
	NUMBER OF NEW HIRES	**NUMBER OF NEW HIRES**	**NUMBER OF NEW HIRES**
TOTAL	**7,188**	**7,164**	**6,048**
BY GENDER			
Men	2,604	2,322	1,790
Women	4,584	4,842	4,258
BY AGE GROUP			
Under 30 years old	3,588	3,582	3,182
30 to 50 years old	3,457	3,409	2,709
Over 50 years old	143	173	157
BY REGIONAL DISTRIBUTION			
Central-West	194	147	135
Northeast	1,180	1,295	1,118
North	266	151	167
Southeast	3,132	2,905	2,078
South	2,416	2,334	2,550
International	0	332	0

36%

of the open positions in 2025 were filled by internal candidates

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PERFORMANCE REVIEW GRI 404-3

Boticário Group's performance evaluation process reflects its commitment to the continuous and inclusive development of employees. The methodology is based on objective criteria tailored to each hierarchical level, ensuring an assessment that is consistent and aligned with universal competencies and organizational values, such as care, respect, diversity, and sustainability.

Accessibility is also a core element of the process. Preparatory materials and evaluation stages are adapted to meet inclusion needs, incorporating resources such as sign language interpretation, captions, and translations into the languages of the regions where the Group operates.

Since 2021, the organization has adopted a 360-degree evaluation model, enabling employees to assess their leaders and, in certain cases, receive feedback from peers. In addition to the formal review cycle, continuous feedback is encouraged throughout the year, reinforcing a culture of dialogue and ongoing development. While leadership retains responsibility for the final rating, calibration committees play a critical role in ensuring consistency in evaluations and alignment in the development feedback provided to teams.

The cycle concludes with the development of Individual Development Plans (IDPs), which guide employees' technical and behavioral growth and are monitored on an ongoing basis. To complement this process, the Group offers a tool that enables employees to request informal feedback at any time—whether on specific skills or broader topics—a feature that leaders can also use in their interactions with team members.

Together, these initiatives position Performance Appraisal as a strategic lever for talent management, while fostering a collaborative, transparent, and inclusive organizational culture.

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Evaluation of the performance of the highest governance body[1] GRI 2-18 and GRI 404-3

EMPLOYEE CATEGORY[2]		2023			2024			2025		
		TOTAL	NO. OF REVIEWS	(%)	TOTAL	NO. OF REVIEWS	(%)	TOTAL	NO. OF REVIEWS	(%)
Office of the president and vice president[3]	Woman	3	3	100%	3	3	100%	2	2	100%
	Man	6	6	100%	6	6	100%	8	8	100%
	TOTAL	**9**	**9**	**100%**	**9**	**9**	**100%**	**10**	**10**	**100%**
Executive Management	Woman	39	39	100%	49	49	100%	64	64	100%
	Man	63	63	100%	71	71	100%	65	64	98.5%
	TOTAL	**102**	**102**	**100%**	**120**	**120**	**100%**	**129**	**128**	**99.2%**
Senior Management	Woman	89	88	98.9%	129	127	98.4%	157	155	98.7%
	Man	86	85	98.8%	126	119	94.4%	149	143	96.0%
	TOTAL	**175**	**173**	**98.9%**	**255**	**246**	**96.5%**	**306**	**298**	**97.4%**
Management	Woman	261	261	100%	332	329	99.1%	410	409	99.8%
	Man	246	242	98.4%	297	290	97.6%	323	322	99.7%
	TOTAL	**506**	**503**	**99.4%**	**629**	**619**	**98.4%**	**733**	**731**	**99.7%**
Supervision	Woman	269	261	97.0%	301	294	97.7%	304	299	98.4%
	Man	104	104	100%	129	128	99.2%	103	98	95.1%
	TOTAL	**373**	**365**	**97.9%**	**430**	**422**	**98.1%**	**407**	**397**	**97.5%**
Coordination	Woman	151	151	100%	291	291	100%	415	413	99.5%
	Man	167	165	98.8%	239	237	99.2%	316	315	99.7%
	TOTAL	**317**	**316**	**99.7%**	**530**	**528**	**99.6%**	**731**	**728**	**99.6%**

EMPLOYEE CATEGORY[2]		2023			2024			2025		
		TOTAL	NO. OF REVIEWS	(%)	TOTAL	NO. OF REVIEWS	(%)	TOTAL	NO. OF REVIEWS	(%)
Administrative	Woman	2,717	2,615	96.2%	3,460	3,236	93.5%	3,338	3,296	98.7%
	Man	676	653	96.6%	796	749	94.1%	705	646	91.6%
	TOTAL	**3,393**	**3,268**	**96.3%**	**4,256**	**3,985**	**93.6%**	**4,043**	**3,942**	**97.5%**
Specialized technician	Woman	2,630	2,623	99.7%	3,872	3,785	97.8%	3,982	3,958	99.4%
	Man	2,180	2,171	99.6%	3,117	3,089	99.1%	3,154	3,128	99.2%
	TOTAL	**4,810**	**4,794**	**99.7%**	**6,989**	**6,874**	**98.4%**	**7,136**	**7,086**	**99.3%**
Technician	Woman	185	185	100%	239	232	97.1%	248	245	98.8%
	Man	346	346	100%	426	423	99.3%	446	430	96.4%
	TOTAL	**531**	**531**	**100%**	**665**	**655**	**98.5%**	**694**	**675**	**97.3%**
Operational	Woman	958	958	100%	1,423	1,316	92.5%	1,458	1,457	99.9%
	Man	1,255	1,210	96.4%	1,500	1,377	91.8%	1,400	1,398	99.9%
	TOTAL	**2,210**	**2,168**	**98.1%**	**2,923**	**2,693**	**92.1%**	**2,858**	**2,855**	**99.9%**
TOTAL[4,5,6]	Woman	7,302	7,184	98.4%	10,099	9,662	95.7%	10,378	10,298	99.2%
	Man	5,129	5,045	98.4%	6,707	6,489	96.7%	6,669	6,552	98.2%
	TOTAL	**12,426**	**12,229**	**98.4%**	**16,806**	**16,151**	**96.1%**	**17,047**	**16,850**	**98.8%**

1 Total number of employees trained / total number of employees eligible in each segment. Professionals hired on or before December 31 of the previous year and with no leave of absence >= 180 days are eligible for the annual performance evaluation.

2 Apprentices are not eligible for performance reviews.

3 Performance reviews for the Vice Presidents and the President follow a distinct format, with a 100% participation rate.

4 At the start of the performance review period, the company had 17,047 employees eligible for evaluation (hired by December 31, 2024, and with no absences of 180 days or more).

5 The evaluations from the international team and Interns (209 cases) were disregarded.

REMUNERATION POLICY

GRI 2-19 and GRI 2-20

Boticário Group's remuneration policy is designed to ensure a competitive and equitable structure aligned with the Company's long-term business strategy. Compensation comprises a fixed component and short- and long-term variable incentives, determined based on market benchmarks, corporate performance, and strategic priorities.

Variable remuneration is structured through short-term incentive programs, such as the Profit-Sharing Program (PPR), available to all employees, and the Variable Compensation Program (PRV), designed for leadership and executive roles, as well as Long-Term Incentives (LTI) for the Executive Board, focused on sustained performance over time. A key feature of the policy is the integration of ESG targets into variable compensation, which may account for up to 10% of the performance indicators, including aspects such as circular economy, waste management, and diversity and inclusion.

Ratio of basic salary and remuneration of women to men[1] GRI 405-2

EMPLOYEE CATEGORY	2023	2024	2025
Executive level[2]	0.87	0.73	0.69
Management level[3]	0.82	0.84	0.85
Non-managerial level[4]	0.76	0.77	0.77

1 Includes 100% of the employees.

2 Vice-Presidents; Executive Board and Executive Committee

3 Senior Management; Management; Supervision and Coordination

4 Administrative; Specialized Technician; Technician; Operational; Interns and Young Apprentices

Ratios of standard entry level wage by gender compared to local minimum wage, by gender[1, 2] GRI 202-1

	2023		2024		2025	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Lowest salary paid by the organization	BRL 1,320.00	BRL 1,320.00	BRL 1,418.00	BRL 1,418.00	BRL 1,518.00	BRL 1,518.00
Minimum wage determined by legislation or union	BRL 1,302.00	BRL 1,302.00	BRL 1,412.00	BRL 1,412.00	BRL 1,518.00	BRL 1,518.00
Percentage ratio	101%	101%	100%	100%	100%	100%

1 The data provided includes the factories, distribution centers, the corporate area, logistics, and sales.

2 The organization monitors the relationship between its salary base and the minimum wages established by law or through collective bargaining agreements across its main operating units. This practice is intended to ensure pay equity, as well as compliance with market standards and applicable regional legislation.

BENEFITS

The Boticário Group demonstrates its commitment to employee care and well-being through a comprehensive benefits package, which also supports talent attraction and retention. These benefits are regularly reviewed and benchmarked against industry standards, with the aim of enhancing their effectiveness and ensuring a tangible positive impact on employees' lives. Currently, more than 30 benefits are offered, subject to eligibility.

Health

- Health insurance plan with nationwide coverage and a choice of providers
- Online psychotherapy
- Second medical opinion
- Dental insurance with nationwide coverage
- Medication assistance
- Flu vaccination
- Executive check-up
- 24-Hour Health Center
- Care lines (chronic patients and inpatients)
- Health Promotion Centers
- Mental Health Program
- Ergonomics Program

Well-Being

- Well-being and physical activity
- Flexible work model and home office assistance
- Birthday day off
- Volunteering
- Pet care
- Health care voucher
- Travel and accommodations

Food

- Meal voucher
- Food voucher
- Cafeterias at factories and distribution centers
- Christmas Gift Card

Parents and children

- Universal Parental Leave **GRI 401-3**
- Ceak (Annelise Krigsner Education Center)[1]
- Childcare/Early childhood education assistance
- Complementary infant nutrition
- Assistance for school supplies
- Atypical Parents Program
- The Family Grew (Pregnant Women's Program)

1 Ceak: a school operated by the Boticário Group that serves exclusively the children of employees, from 4 months of age through the end of preschool.

Financial security

- Private pension plans
- Life insurance
- Support for parental bereavement
- Financial loans
- Legal and financial guidance

Mobility

- Transportation voucher
- Chartered transportation
- Parking

Additional benefits

- Boticário Group Association
- Discounts on Boticário Group products
- Free courses (Educa On)

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Universal Parental Leave

Since 2021, the Boticário Group has implemented a Universal Parental Leave policy, granting 180 days of leave for mothers and pregnant individuals and 120 days for fathers and non-pregnant individuals, regardless of family structure, with full pay and benefits. The policy promotes shared caregiving responsibilities, helps reduce gender inequalities, and strengthens talent retention, positioning itself as a market best practice.

180 days for mothers and pregnant individuals and **120 mandatory days for fathers** and non-pregnant individuals

Parental leave[1] GRI 401-3

		2023	2024	2025
Total number of employees that were entitled to parental leave[2]	Men	7,307	7,841	7,202
	Women	11,145	13,036	12,807
Total number of employees that took parental leave in the reporting period	Men	333	121	425
	Women	425	235	599
Total number of employees that returned to work in the reporting period after parental leave ended	Men	333	121	422
	Women	424	235	599
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Men	308	121	359
	Women	340	235	467
Return-to-work and retention rate[3]	Men	100.0%	100.0%	99.3%
	Women	99.8%	100.0%	100.0%
Rate of retention[4]	Men	92.5%	100.0%	85.1%
	Women	80.2%	100.0%[5]	78.0%

1 The total number of employees does not include the Chair and Vice Chair of the Advisory Board.

2 The number of employees eligible for leave represents 100% of the workforce during the reporting period, as the benefit is universally guaranteed under current legislation and internal policies. The number of employees who actually took leave refers exclusively to those who experienced the birth or adoption of a child during the year; the company imposes no restrictions or barriers to the exercise of this right.

3 Methodology for calculating the return-to-work rate: total number of employees who returned to work after their leave ended / total number of employees who took leave.

4 Methodology for calculating the retention rate: total number of employees who remained with the company for 12 months after returning from leave / total number of employees who returned to work after their leave ended in the previous year.

5 The 2024 retention rate for women was calculated using an incorrect formula in the previous report; however, the figures presented in the table were accurate.

Work model

The Boticário Group has adopted a flexible work model that includes in-office, hybrid, and remote arrangements, tailored to the nature of each role. The objective is to balance operational efficiency, employee well-being, and talent attraction.

% OF WORKERS	2023	2024[1]	2025
Hybrid	21.4%	18.9%	17.9%
Remote	39.5%	35.9%	32.1%
On-site	39.1%	45.1%	50.0%

1 The figures for the remote and in-person models for the year 2024 had been switched in the 2024 ESG Report.

TRAINING AND DEVELOPMENT

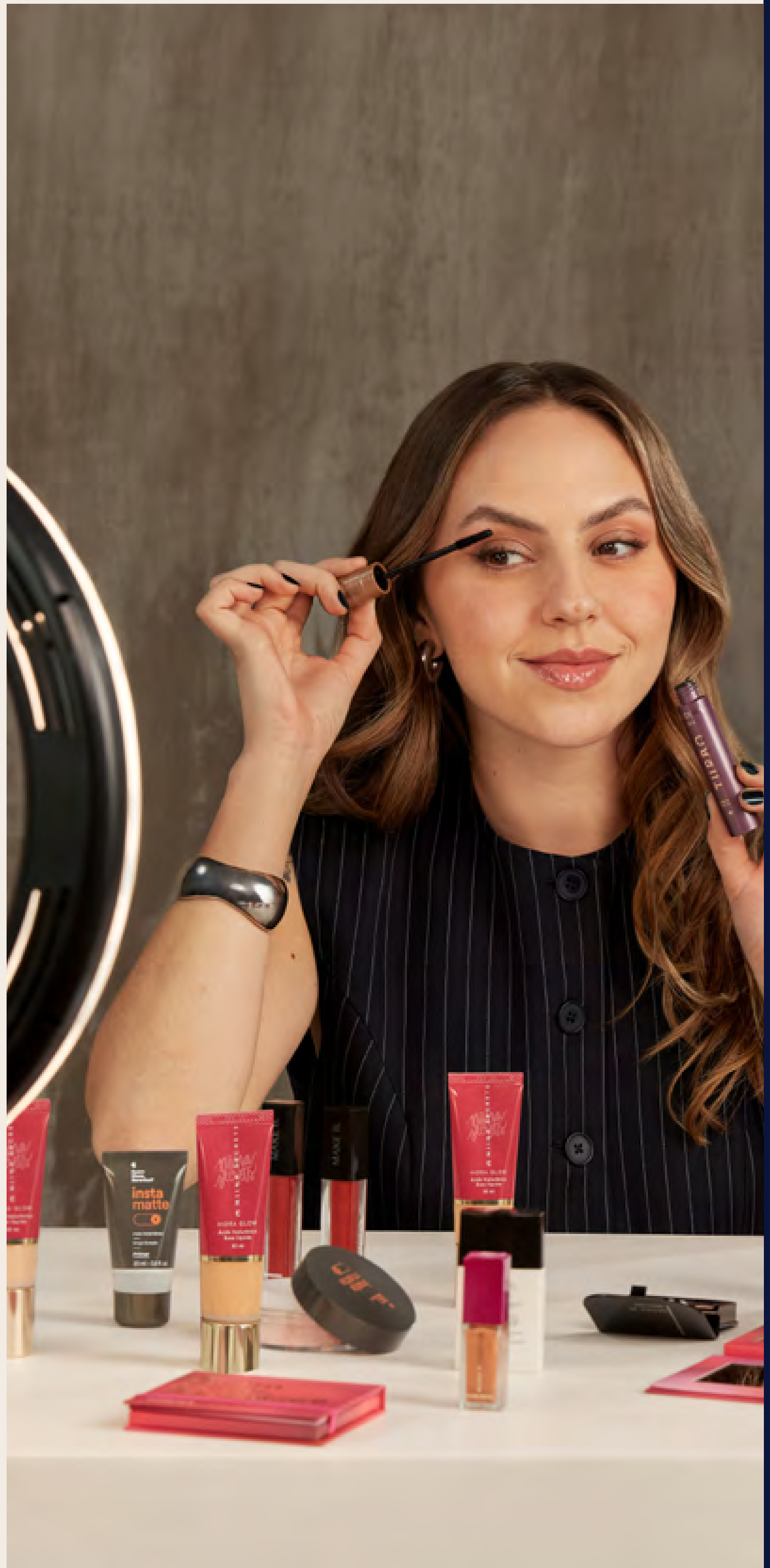
GRI 404-2

In 2025, the Boticário Group structured its training and development program based on an assessment of the skills that needed to be further developed to support the business strategy in the medium and long term. Based on this assessment, the Skills Change project was launched, prioritizing the development of four capabilities closely aligned with the Group's culture: adaptability, people development, problem-solving, and cross-functional influence. These skills were developed sequentially throughout the year, in line with the main business cycles.

The strategy combined content in traditional formats with micro-learning modules integrated directly into the workday, such as short clips shared on the internal communication platform, thereby expanding reach and engagement. This model resulted in approximately 35,000 course and short course completions over an eight-month period, tripling the volume recorded in the previous year. In 2025, the Group invested an average of BRL 361.95 per employee in training and development, benefiting 19,394 people.

The Educa On platform remained the Group's primary asynchronous learning environment in 2025, bringing together skill tracks, technical content, and mandatory courses for approximately 14,800 employees. In parallel, the Leadership Academy focuses its efforts on leadership development through programs tailored to specific hierarchical levels and delivered in both synchronous and in-person formats, achieving high levels of satisfaction and a strong perception of practical applicability. In addition, functional academies were reinforced in strategic areas—notably Data and Artificial Intelligence—aligning technical training with the behavioral competencies prioritized during the cycle.

The year also introduced flagship programs focused on succession planning and non-financial recognition. The Internal Mentoring Program has formalized knowledge transfer between leaders and specialists, fostering career progression and helping to lower participant turnover. The Pre-Pipe Academy, meanwhile, was developed to equip specialists for their first leadership roles, shortening ramp-up times and ensuring they step into positions fully prepared. Together, these initiatives underscore development as a strategic lever for internal mobility, talent retention, and business continuity. Looking ahead, the Group plans to create a Corporate University that will bring together diverse learning experiences into a more seamless, personalized framework supported by new technologies. GRI 404-2



Highlights

LEADERSHIP ACADEMY: training tailored to different leadership levels, building the skills of

more than 1,500

leaders in key management topics.

INTERNAL MENTORING:

more than 600

sessions held; 61% of the mentees advanced in their careers.

DATA AND AI LITERACY: ranging from basic to advanced data modules and AI courses, totaling around

22%

of employees.

PRE-PIPE ACADEMY: preparation for first-time leadership, with

100%

of participants being certified; 93% of specialists believing they are ready to take on leadership roles within the Boticário Group.

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Average hours of training per year per employee[1] GRI 404-1

	2023	2024	2025
EMPLOYEE CATEGORY			
President and Vice Presidents	2.5	3.3	11.5
Executive Management	9.0	7.5	22.5
Senior Management	11.1	7.8	16.4
Management	13.8	6.8	11.3
Supervision	10.8	7.1	9.3
Coordination	11.1	8.5	13.1
Administrative	7.2	8.1	25.9
Specialized Technician	12.2	7.9	6.0
Technician	14.2	9.0	29.9
Operational	8.9	9.0	15.7
Interns	10.5	16.3	8.5
Young Apprentice	7.3	16.1	10.4
Undeclared	5.8	4.4	7.2
TOTAL	**10.1**	**8.4**	**13.8**
GENDER			
Women	10.1	8.5	13.0
Men	11.0	8.2	15.1
Non-binary	-	-	-
Undeclared	5.8	-	16.9
TOTAL	**10.1**	**8.4**	**13.8**

	2023	2024	2025
AGE GROUP			
Under 30 years old	9.7	9.1	10.8
30 to 50 years old	10.9	8.0	10.7
More than 50 years old	10.1	9.0	10.6
Undeclared	5.8	-	804.5
TOTAL	**10.1**	**8.4**	**13.8**
RACE/COLOR/ETHNICITY			
Asian	9.7	7.8	10.0
White	11.2	8.6	10.8
Indigenous	3.7	10.9	9.1
Black	10.0	8.2	12.0
Mixed race	9.6	8.2	10.2
Undeclared	6.0	4.5	240.3
TOTAL	**10.1**	**8.4**	**13.8**

1 By category, the average training hours per employee are calculated as follows: Number of training hours delivered / Number of employees.

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TEAM ENGAGEMENT

Team engagement at the Boticário Group is tracked continuously and woven into the company's culture, people management, and business strategy. The Group reinforces the employees' shared responsibility and connection to organizational goals using listening tools, alignment rituals, recognition programs, and development initiatives. Engagement is measured across several pillars: job satisfaction, personal growth and sense of purpose, happiness, and well-being—including stress levels.

Employee engagement rate[1, 2, 3]

	2023	2024	2025
TOTAL	**8.76**	**8.77**	**8.70**
BY EMPLOYEE CATEGORY			
Board	8.9	8.8	8.7
President and Vice Presidents	8.9	9.6	8.9
Executive Management	8.9	8.9	8.8
Senior Management	8.9	8.9	8.6
Management	8.9	8.9	8.7
Supervision	8.9	8.8	8.9
Coordination	8.7	8.8	8.7
Administrative	9.7	8.7	8.6
Specialized Technician	8.8	8.8	8.7
Technician	9.0	9.0	9.0
Operational	8.6	8.8	8.8
Interns	8.9	9.1	9.2
Young Apprentice	9.1	9.0	8.9
BY GENDER			
Male	8.9	8.9	8.8
Female	8.7	8.7	8.6

	2023	2024	2025
BY AGE GROUP			
Under 30 years old	8.7	8.8	8.7
30 to 50 years old	8.8	8.8	8.7
Over 50 years old	9.0	9.0	9.0
BY RACE/ETHNICITY			
Black	8.79	8.8	8.7
Mixed race	-	8.8	8.7
White	-	8.8	8.7
Asian	-	8.8	8.7
Indigenous	-	8.4	8.6
Undeclared	-	8.9	8.1

1 Engagement refers to the extent to which employees are involved and committed to the company where they work. This is calculated based on the average of the following components: Leadership; Commitment; Alignment; Well-being; Personal growth; Happiness; Satisfaction; Recognition; Team relationships, and Feedback.

2 Data on race (mixed-race; white; Asian; Indigenous) began to be tracked in 2024, with the inclusion of these new attributes in the TeamCulture tool.

3 Considers 100% of the employees.

Health, safety and **well-being**

GRI 3-3, GRI 403-1, and GRI 403-6

WHAT IT IS

Promotion of the workers' health and well-being through organizational environment management and safety practices aimed at protecting the physical and mental well-being of both employees and third parties. This includes initiatives related to quality of life, work-life balance, and accident prevention.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

Challenges related to ergonomic risks persist in industrial operations; however, initiatives such as mental health programs and the design of the new factory—focused on reducing ergonomic impacts and supported by a dedicated health team—represent meaningful progress. No additional risks or opportunities were identified.

1 See page 161.

EMPLOYEE HEALTH AND WELLNESS MANAGEMENT

Boticário Group's health management program is structured as an integrated care system guided by the principles of prevention, promotion, and response, with the objective of supporting employees' physical, mental, and social well-being throughout their entire journey with the company. The strategy combines individualized care, continuous data analysis, and organizational initiatives to anticipate risks, encourage healthy habits, and ensure access to qualified care when needed.

Access to this system is provided through a structured network that includes Health Promotion Centers (CPS) at each site, a 24-hour Health Center, a digital health portal (Gsite), as well as preventive campaigns, vaccination programs, and periodic checkups. This framework ensures broad coverage, responsive service, and close monitoring of employees' evolving needs over time.

In 2025, the Group significantly strengthened its monitoring programs for employees with chronic conditions (see box on the next page) and for those requiring hospitalization, by establishing dedicated teams and adopting a more proactive approach. The Inpatient Care program monitors hospital cases, supports clinical decision-making, and promotes a safe and effective transition from hospital care back to the workplace.

In addition to these initiatives, two programs stand out: Family Growth, which supports pregnant individuals and infants from pregnancy through six months postpartum, with assistance from a multidisciplinary team and a focus on comprehensive family care; and Atypical Parents, which provides specialized support to employees with children who require therapy or special care, reinforcing the Company's commitment to inclusion and expanded care.

Mental health GRI 403-6

Boticário Group's work in mental health has established itself as a benchmark in the Brazilian corporate sector. This recognition is reflected, for example, in the company's repeated accolades at the Vittude Awards—including the "Benchmark Company in Mental Health" award and the distinction for "Best Corporate Health Management." In 2025, after several years of recognition, the Group was invited to serve on the award jury—an acknowledgment of its evolution from competitor to evaluator and a testament to the company's deep commitment to the cause.

This commitment is guided by a structured approach that places mental health at the core of patient care. In addition to providing ongoing access to psychotherapy, with free monthly sessions, the Boticário Group uses organizational monitoring tools and the Sentinela strategy to identify signs of stress in specific areas and develop targeted action plans.

In 2025, Brazilian companies prepared for the rollout of the revised NR-1 standard, which mandates psychosocial risk management beginning in 2026. Because the Group had already aligned its practices with the standard's principles since 2023, full compliance required only incremental process adjustments and data reconciliation—no major organizational restructuring was necessary.

Care for chronic diseases

Boticário Group's line of products for chronic conditions stands out for its preventive, ongoing, and personalized approach. The program monitors employees living with conditions such as diabetes, hypertension, obesity, and cardiovascular disease through a multidisciplinary team that works in coordination with their primary care physicians.

In addition to clinical treatment and medication subsidies, the initiative encourages adherence to preventive healthcare practices by promoting healthy lifestyle habits and providing regular follow-up support. As a result, the program contributes to improving participants' quality of life while reducing the risk of complications that could affect both employees and the corporate healthcare system's capacity to respond to these demands, in addition to helping reduce absenteeism and sick leave.

This approach reflects the paradigm shift in the Group's healthcare management model, moving from a reactive approach toward a longitudinal care model capable of generating human, social, and economic value simultaneously.

Health and well-being figures GRI 403-3

31,504
outpatient visits

95.19%
resolution rate
in outpatient clinics

6,221
calls handled at the Health Center
(92% resolved on the first call)

12,756
doses administered during the
flu campaign

2,923
doses administered against HPV

LINES OF CARE

Chronic diseases:

113
employees monitored

300 cases
of employees
who were hospitalized
and monitored

8 cases
with a change in clinical
outcome due to the program's
implementation

134 cases
for a second medical opinion

MENTAL HEALTH

70,000+
consultations conducted on the
psychotherapy platform

16%
of average monthly membership

2.1
average number of visits per user

FAMILY AND PARENTING

871 participants
in the Family Grew Program

368 children
of employees participating in the
Atypical Parents Program

OCCUPATIONAL HEALTH AND SAFETY

The Boticário Group frames its Occupational Health and Safety (OHS) management around a preventive, data-driven risk governance model that prioritizes continuous cultural improvement.

Within this framework, the Maturity Journey—a core program for Quality, Safety, Health, and Environment (QSSMA)—is designed to strengthen the organization's safety culture and drive progressively higher standards of performance. The program is structured across six key areas:

1. **BEHAVIOR AND CULTURE;**
2. **COMMUNICATION AND ENGAGEMENT;**
3. **MANAGEMENT AND PERFORMANCE;**
4. **ACTIVE LEARNING;**
5. **GOVERNANCE AND LEADERSHIP;**
6. **RISK MANAGEMENT.**

This integrated approach aims to encompass all aspects of operations—manufacturing, logistics, and administrative functions—ensuring the physical and mental well-being of employees, as well as legal compliance across all areas of operation. This strategy is supported by clearly communicated corporate policies and standardized management processes and procedures that align with industry best practices while accommodating the unique characteristics and risks of each business unit.

A central element of the model is the systematic use of data and indicators. Health and safety metrics—including absenteeism, medical leaves, accident rates, ergonomic assessments, and psychosocial factors—are analyzed together to produce a holistic view of risk. These insights guide more precise decisions about where to focus investments, training, and interventions.

In the area of safety, the Boticário Group focuses on reducing losses, systematically mitigating risks, and promoting safety as a non-negotiable value. Established competency-development methodologies in safety and active learning are used throughout the employee journey, especially the process of extrapolating lessons to learn actively from accidents, near misses and deviations, thereby preventing recurrences and losses.

Tools such as behavioral observations, field inspections, internal audits, diagnostics, and structured action plans are used to identify vulnerabilities and promote continuous improvements in processes, programs, equipment, and operational routines.

Occupational Health and Safety governance is strengthened by the active engagement of senior leadership, which participates in operations through the Gemba QSTMA (Quality, Occupational Safety, and Environment) initiative, facilitating discussions on risks and reinforcing safety as a non-negotiable value. Employee participation takes place through reporting of deviations, gemba practices, Daily Care Dialogues, work stoppages, meetings of the Internal Commission for Accident and Harassment Prevention (CIPA), and High-Performance Teams, as well as the work of the Occupational Safety and Environment team during RODs and Maturity Day events.

Safety is built **in practice**, through observation, dialogue, and prevention

The monitoring framework includes monthly meetings with CIPAs and TADs, quarterly meetings with CIPA chairs and vice chairs, and an annual meeting with the Vice President of Operations and Executive Director of Quality, Excellence, and Care (QEC). The organization also maintains squads dedicated to continuous improvement, with a focus on advancing the Care Maturity Journey. GRI 403-4

Occupational health is addressed as an comprehensive part of the well-being and human resources management strategy, with attention given to physical, chemical, biological, and ergonomic risks as well as psychosocial factors in the workplace (see page 141).

Go.Super

Go.Super is Boticário Group's internal term for the operational excellence methodologies known as World Class Manufacturing (WCM), applied to production, and World Class Logistics (WCL), applied to logistics. The program guides the organization in its pursuit of greater efficiency, productivity, and operational reliability through the systematic reduction of losses, continuous process improvement, and structured risk management.

In 2025, Go.Super (WCM) projects focused on the occupational safety agenda, aiming to improve safety conditions across operations, with a total of 16 initiatives implemented at the plants. This approach reinforced the role of operational excellence as a key lever for accident prevention and risk mitigation.

Go.Super is integrated into the Maturity Journey and forms part of the action plan for the 2024–2026 strategic risk cycle. Its pillars—loss intelligence, loss eradication, and loss prevention—support a "zero-loss" philosophy, combining technical analysis, operational discipline, and a strong culture of prevention. This integrated approach contributed to sustaining the safety improvements observed in industrial operations throughout the year.

CERTIFICATION AND MANAGEMENT SYSTEM GRI 403-1, GRI 403-3, GRI 403-7 and GRI 403-8

The Boticário Group maintains an Occupational Health and Safety management system structured in accordance with the ISO 45001:2018 standard, with certifications issued by Bureau Veritas. The scope of this system covers manufacturing facilities and distribution centers; only employees of the Company-Owned Retail division are not included in this operations management system, as they are subject to a specific and dedicated STMA governance framework.

The model adopted complies with the requirements of Brazilian occupational health and safety legislation, particularly the Regulatory Standards of the Ministry of Labor and Employment, notably NR-1, which establishes the Risk Management Program (PGR). In addition, the system is supported by periodic external audits conducted to maintain international certifications (see box).

Ergonomics and health services, occupational hygiene, the Risk Management Program (PGR), and the Occupational Health Medical Control Program (PCMSO), as well as health campaigns and the CIPA program, work to prevent, identify, and control occupational risks.

Health, Safety, and Environment (HSE) risk management prioritizes the control of critical activities, such as electrical systems, the movement of cargo and people, the operation of machinery and hazardous energy sources, construction work, chemicals, confined spaces and technical ceilings, pressure vessels, work at heights and hot work, in addition to waste and effluent management. Risks related to legal compliance, accident investigation and response, resolution of serious deviations, and implementation of corrective measures are also monitored, as is the maturity of safety within the organizational culture, which guides ongoing efforts to proactively strengthen HSE management. In 2025, there were no reported deaths resulting from occupational diseases or cases subject to mandatory reporting, including both direct employees and workers under the organization's operational control. GRI 403-10

Certifications

Boticário Group's operations are aligned with recognized standards, such as:

ISO 45001
(health and safety)

ISO 22716
(good manufacturing practices)

ISO 9001
(quality)

Life Certification
(biodiversity)

ISO 14001
(environmental management)

At present, the plants in São José dos Pinhais (PR) and Camaçari (BA), in addition to the distribution centers in Registro (SP) and São Gonçalo dos Campos (BA), are ISO 45001 and ISO 14001 certified, with annual internal audits covering direct employees in the operational and administrative areas.

HEALTH AND SAFETY TRAINING

GRI 403-5

The Boticário Group provides continuous training in occupational health and safety for employees and partners, with a focus on risk prevention and management across its operations. The main topics include:

- Onboarding for new employees, lasting five days;
- Training related to Regulatory Standards (NRs);
- Operational Excellence and Safety through Daily Activity Training (TADs);
- Comprehensive Care Information sessions and awareness campaigns;
- Procedural training and auditor training;
- Training on the "Rules for Life" and Safety Leadership;
- Knowledge Day for partners.

These initiatives help identify specific hazards and contribute to mitigating risks in the workplace.

WORK-RELATED INJURIES

GRI 403-2 AND GRI 403-9

The Boticário Group identifies and assesses hazards with the potential to cause serious injury through its Integrated Risk Management (GRI), the Risk Management Program (PGR – NR-01), technical reports, and compliance with legal requirements and Regulatory Standards (NRs), as well as tools such as Aspects, Impacts, Hazards, and Risks (AIPR) and the General Operational Procedure (POG) for Health and Safety. The main critical risks identified include working at heights, confined spaces, hazardous energy sources (such as electricity), material handling, chemical handling, and pressure vessels.

Risk mitigation action plans follow the hierarchy of controls and incorporate instruments such as Work Permits (PTR), Preliminary Risk Assessments (APR), the Third-Party Management System (SG3), the "Rules for Life" program, and awareness tools such as "Se Liga" (Pay Attention). System effectiveness is ensured through defined competency requirements, audits, and ongoing monitoring using indicators such as the Safety Performance Index (IPS) and the General Partner Performance Index (IGPP).

The organization also maintains a reporting system for misconduct and incidents, which includes the right to opt out (under the "Rules for Life") and the duty to refuse (Responsible Attitude). Investigations are conducted in accordance with Procedure SS.POG.0035, which establishes the process for identifying root causes, reassessing risks, and defining corrective actions. In 2025, the most frequent incidents involved same-level falls, collisions with objects, and cuts.

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Work-related injuries[1] GRI 403-9

	2023		2024		2025	
	EMPLOYEES	OTHER WORKERS[2]	EMPLOYEES	OTHER WORKERS[2]	EMPLOYEES	OTHER WORKERS[2]
Number of hours worked	26,205,765	14,048,445	36,500,865	15,494,515	38,891,575	12,463,590
Number of fatalities resulting from work-related injuries	0	0	0	0	0	0
Fatality rate	0	0	0	0	0	0
Number of serious work-related injuries	0	0	0	0	1	0
Severity rate[3]	5.65	2.42	1.26	5.48	0.82	3.05
Number of recorded work-related injuries (collection and logistics)[4]	17	8	1	5	4	6
Frequency rate (collection and logistics)[5]	3.27	1.52	0.15	0.96	0.64	1.34
Number of recorded work-related injuries (factories and supporting functions)[6]	15	16	18	17	6	11
Frequency rate (factories and supporting functions)[7]	0.71	1.82	2.67	5.71	0.81	2.73
Lost time injury frequency rate	0.61	0.28	0.19	0.77	0.13	0.72

1 Retail data were not included; only data from Boticário Group's operations are considered, and São José do Rio Preto (SP) is not included in the statistics for 2024 and 2023.
2 Other workers who are not employees, but whose work and/or workplace is controlled by the organization. This category includes both permanent and temporary third-party contractors.
3 (Days of Absence * 1,000,000)/WH (Boticário Group)
4 Incidents reported by the Logistics Department involving medical treatment, lost-time accidents, and restricted work
5 (Accidents in the Logistics Department * 1,000,000) / WH (Logistics)
6 Incidents at factories (Impe) and support areas (QEC, Facilities, and S2P), including medical treatment, lost-time accidents, and restricted work
7 (Factory Accidents and Support * 1,000,000) / WH (Factories and Support)

Sustainable sourcing

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Supply chain **management**

GRI 3-3, GRI 308-2, GRI 408-1, GRI 409-1, GRI 414-1, and GRI 414-2

WHAT IT IS

Assessment of risks, quality, and social and environmental criteria for suppliers and service providers, covering responsible and inclusive procurement practices and the prioritization of lower-impact inputs.

COMMITMENTS FOR 2030

To promote responsible sourcing in our supply chains as a way to combat illegal deforestation and biodiversity loss, and to promote adequate working conditions.

IMPACTS, RISKS, AND OPPORTUNITIES[1]

Progress has been made in ESG development and diversity promotion; however, risks remain—particularly non-compliance within the agricultural supply chain and vulnerability to climate impacts. Key opportunities include integrating small suppliers, strengthening the supply chain through strategic partnerships, implementing traceability systems, and promoting the adoption of best social and environmental practices.

COMMITMENTS FOR THE FUTURE[2]

- Use of at least 95% raw materials from renewable or sustainably sourced materials by 2030.
- Certification assurance for high-risk raw materials.
- Assessment of the sustainability performance of Tier 1 suppliers responsible for at least 75% of spend, by 2030.

1 See page 162 **2** See page 27

As part of its Commitments for 2030, Boticário Group's supply chain management prioritizes long-term relationships based on transparency, ethics, and shared responsibility. The goal is to go beyond regulatory compliance by incorporating social, environmental, and governance criteria into partner selection, evaluation, and development, thereby strengthening business resilience and ensuring the consistency of ESG practices throughout the supply chain.

In 2025, the Group moved from compliance to strategic integration, making progress in supplier governance and traceability. Given the significance of Scope 3 emissions in total GHG emissions, our relationship with strategic partners has evolved into a model of active collaboration and capacity-building within the supply chain on this issue.

This approach, which emphasizes strategic partnerships, enables the Group to mitigate operational risks while fostering joint solutions that generate shared value and drive the development of practices with positive impacts on society and the environment.

Governance and risk management **with suppliers**

GRI 308-1, GRI 308-2, GRI 408-1, GRI 409-1, GRI 414-1, and GRI 414-2

The Boticário Group operates a structured supply chain governance model that integrates financial, operational, compliance, and ESG risks into procurement decisions. During the qualification phase, suppliers are assessed against social and environmental criteria and must formally commit to the Code of Conduct, the Supplier Sustainability Management Guide, and contractual clauses that secure alignment with the Group's standards and ethical principles — all accessible via the Supplier Portal.

Risk management relies on two complementary tools: the Supplier Risk Matrix, which evaluates each partner (CNPJ) individually, and the Category Risk Matrix, which assesses subfamilies of indirect items by weighing internal factors (criticality, dependency, financial impact) alongside external factors (reputation, information security). In 2025, ESG criteria were also incorporated into the Category Matrix, further integrating social and environmental criteria into the procurement strategy.

Suppliers are classified as strategic or regular based on this analysis. Regular suppliers are monitored through automated tracking of public information and restricted lists, while strategic suppliers undergo remote or on-site audits that include in-depth document reviews, license validation, and targeted audits.

Risk factors assessed cover environmental, social, financial, and operational continuity aspects. In terms of climate and water, the Group conducts analyses of physical risks, such as flooding and water shortages, by cross-referencing supplier locations with specialized maps to identify vulnerabilities in the supply chain. In the social sphere, there is ongoing monitoring to prevent human rights violations, including child labor, forced labor, or restrictions on freedom of association (see page 44). In 2025, 98% of significant suppliers were assessed against these criteria, with no major compliance risks identified.

To mitigate the risk of supply disruptions, the Group employs a dual sourcing strategy for critical inputs, maintaining more than one approved supplier. Since this practice is already incorporated into routine management, the cost of addressing risks associated with reliance on a single supplier is considered to be zero. The Treasury department also assesses the financial health of key partners, particularly in the case of high-value or critical contracts, thereby reducing exposure to insolvency risks.

Formal governance bodies oversee the model. The ESG Committee defines and monitors the cross-functional integration of environmental, social, and governance considerations into the business model and reports to the Advisory Board.

GRI 2-6, GRI 308-2, and GRI 414-2

In 2025, the Boticário Group had:

5,635
active suppliers

of this total,
119
were classified as significant[1]

Among them,
61.2%
(71 suppliers) achieved a score above
60%
in sustainability assessment[2], which represents a low risk of socio-environmental impacts

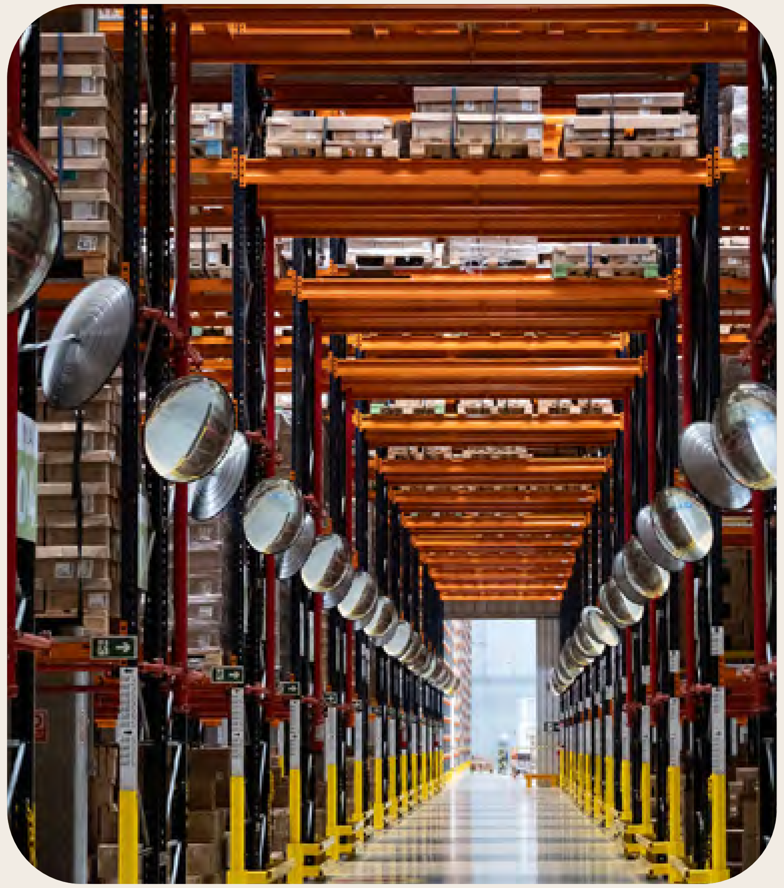
1 Strategic suppliers account for approximately 63.3% of spend.
2 98% of strategic suppliers participated in the social and environmental assessment. Of these, partners who do not achieve the minimum score of 60% in the evaluation are automatically placed on improvement plans, with support and monitoring from the BG team.

Purchases from local suppliers[1] GRI 204-1

	2023	2024	2025
Percentage of budget spent on local suppliers	95.8%	97.2%	99.9%

1 All of Boticário Group's operating units within Brazil are included. The geographical definition of "location" used here refers to Brazil.

Supplier
monitoring and evaluation



To ensure consistent ESG management across its value chain, the Boticário Group operates a structured system for continuous supplier monitoring and oversight. The model integrates assessment, reporting, and traceability tools that help identify risks, measure social and environmental maturity, track targets, and inform supplier development plans. Rather than only checking compliance, the approach generates actionable insights to guide decisions and promote continuous improvement in ESG practices throughout the supply chain.

Monitoring relies on complementary tools that combine self-assessment, risk surveillance, and the capture of best practices. ESG Beauty Chain is the Group's proprietary digital platform where suppliers complete a maturity questionnaire addressing governance, diversity, and social and environmental topics — including waste, water, energy, and greenhouse gas emissions. The Linkana platform supplements this by supporting document management and producing ESG ratings tied to corporate tax IDs (CNPJs), using public data and verifiable evidence to inform social and environmental risk analyses. This architecture is reinforced by external and internal programs: participation in the CDP Supply Chain initiative for climate and water management, and the Group's PADP and Pandora programs, which enhance performance evaluation and traceability in critical supply chains.

Entry to the **A-List** of the Supplier Engagement Assessment (SEA), by CDP, in 2025

CDP SUPPLY CHAIN

The CDP Supply Chain program brings together strategic partners to disclose environmental data and advance the management of climate-, water-, and forest-related risks and opportunities, thereby strengthening engagement on these agendas.

In 2025, the focus was on enhancing the quality of primary data reported and increasing the number of partners with established climate targets. To support this effort, targeted training sessions were conducted on greenhouse gas emissions inventory preparation and target-setting, taking into account the varying levels of maturity across the supply chain and the relevance of Scope 3—particularly in the category of purchased goods and services—in alignment with the Climate Transition and Adaptation Plan.

In 2025, the Group invited 367 suppliers to participate and received 223 responses (61%) to the CDP Climate Change questionnaire. Among them:

- 79% identified climate risks*
- 54% identified climate opportunities
- 45% already have targets for reducing GHG emissions**

* Data collection methodology changed in 2025.

** Refers to partners that report having an active target covering at least one of Scopes 1, 2, or 3, specify a base year and target year, and disclose CO_2e emissions for the base year.

PARTNER ASSESSMENT AND DEVELOPMENT PROGRAM (PADP)

With 28 years of experience, PADP remains a cornerstone of Boticário Group's supply chain management. The program evaluates suppliers based on technical and socio-environmental criteria—including governance, social, diversity, and environmental aspects (energy, water, waste, and greenhouse gas emissions)—with ESG factors accounting for approximately 10% of the supplier's final score. The assessment goes beyond scoring: it informs improvement plans and supports decision-making regarding partner development.

The chain assessment is conducted as a **formative process**, with a focus on **continuous improvement**

By 2025, PADP had evolved into a more proactive model, with increased investment in direct support for suppliers. The department now provides "active consulting" to support the completion of the ESG questionnaire and to guide partners in advancing across different dimensions of social and environmental maturity. This effort is reinforced by ESG Link, an internal working group that trains the Group's buyers to act as knowledge multipliers throughout the supply chain.

All suppliers receive feedback on their sustainability assessment scores, and the identified improvement areas are incorporated into structured action plans, reinforcing the supply chain's commitment to continuous development. In 2025, the following suppliers stood out in ESG at PADP: Opus Múltipla, Patrus, Universal, Mão Colorida, Westrock, Symrise, Amazon.

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PANDORA PROGRAM

The Pandora Program is Boticário Group's primary mechanism for ensuring the sustainable sourcing of raw materials, with the objective of achieving traceability across its key supply chains. The initiative enables the mapping of supply chains beyond direct suppliers (tier 1), integrating multiple areas to identify and mitigate risks related to human rights, child labor, forced labor, deforestation, and social and environmental compliance.

In 2025, the program reached important milestones by expanding its scope beyond traditionally monitored supply chains, such as alcohol, timber, and palm oil. Key highlights for the year included the completion of a social and environmental audit of the coffee supply chain and progress in mapping new strategic supply chains for critical raw materials.

Targeted initiatives were also developed, such as Pandora PCR, focused on verifying the social and environmental origin of post-consumer recycled materials used in packaging, and Pandora Fragrances, dedicated to raw materials in the fragrance value chain. Under the Pandora PCR initiative, strategic partners in the recycled materials supply chain were mapped to establish traceability, promote sound social and environmental practices, and foster the development of this value chain in collaboration with partners.

As a result of this structured approach, the Group achieved the following results in 2025:

100%
BonSucro and Elos certification and traceability for sugarcane alcohol

99%
FSC certification for wood and paper

97%
RSPO certification for palm oil

SASB CG-HP-430a.1

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Engagement **with suppliers**

ESG LINK

ESG Link is the mechanism that systematically integrates the sustainability agenda into Boticário Group's procurement decisions. Through the program, buyers receive annual training to act as advocates for social and environmental criteria among suppliers, strengthening the integration of ESG considerations into business decisions and day-to-day interactions with strategic partners.

In 2025, all buyers completed this training. The initiative has also gained new practical dimensions: members of the ESG Link team began directly supporting the Supplier Development team in advisory discussions, expanding their ability to guide partners in completing questionnaires and developing improvement plans. The group also played an active role in diversity initiatives, such as business matchmaking events with women entrepreneurs, aligning the Group's inclusion strategy with the specific needs of the procurement function.

SUPER ESG FORUM

As part of its engagement and value chain development strategy, the Boticário Group holds the annual Super ESG Forum. In 2025, the event—focused on sharing best practices and strengthening the partner network—adopted a strategic hybrid format: while the broader supplier base attended the plenary session online, the companies recognized with the "ESG 2025 Highlight" award were invited to an immersive in-person experience. Following a guided tour showcasing the facilities and processes at one of the Group's factories, these suppliers took center stage during the live broadcast, sharing with the entire ecosystem the sustainability practices that earned them this recognition.

The Forum's agenda also included presentations by senior leadership, who provided updates and strategic guidance on Boticário Group's ESG initiatives, including its engagement in COP30, underscoring the importance of supply chain collaboration in achieving the Group's climate ambitions.

Social engagement within the supply chain

In addition to technical management, 2025 was marked by a significant increase in supplier social engagement. The People Doing Good volunteer initiative (see page 112) has established itself as a symbol of this movement, growing from 13 to 36 participating suppliers, all engaged out of genuine motivation—with no ties to scoring or commercial benefits. This initiative reinforces a culture of shared responsibility and expands the supply chain's role as a driver of positive impact in local communities.

Annexes

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Annex 1 GRI 3-3

MATERIAL TOPIC	DESCRIPTION OF THE MOST SIGNIFICANT SOCIO-ENVIRONMENTAL IMPACTS	COMMITMENTS AND POLICIES	INITIATIVES AND MONITORING	RISKS	FINANCIAL EFFECTS	OPPORTUNITIES
CYBERSECURITY, DATA PRIVACY AND SECURITY Secure management of the collection, retention, and use of sensitive and confidential data in compliance with the LGPD, as well as ensuring cybersecurity, governance, and privacy in the processing of information.	**Negative:** risk of leaks of proprietary and sensitive strategic information, as well as that of partners. **Positive:** a culture of digital security that prepares employees to deal with risks even outside the workplace; increased consumer confidence.	Data Privacy Policy Information Security Policy IT Service Continuity Policy Data Privacy Commitment	Page 45 GRI: 418 to 1 years old SDGs 9 and 16	Data breaches resulting from errors by employees, franchisees, or resellers, as well as cyber incidents arising from the misuse of information due to misconduct.	Potential for increased costs related to technological upgrades and strengthened cybersecurity, in addition to operational downtime, ransom payments, legal claims and damages, and expenses associated with restoring the Company's reputation in the event of cyberattacks or data leaks.	Conversely, effective management of this topic and the ethical use of data can generate a competitive advantage by strengthening the trust of consumers and other stakeholders.
CLIMATE CHANGE Addressing climate challenges through adaptation initiatives, capitalizing on opportunities, and mitigating greenhouse gas emissions. This includes striving for greater energy efficiency and prioritizing clean and renewable energy sources.	**Negative:** increased emissions across all three scopes, due to business expansion with the new factory and increased production; challenges in implementing mitigation measures; reduced availability of critical inputs and natural resources; contribution to climate change through GHG emissions from operations, transportation, and retail. **Positive:** areas conserved by the Boticário Group Foundation, with a focus on adaptation; replacement of boilers and other industrial initiatives to reduce Scope 1 emissions; expansion of renewable energy use in company-owned stores; launch of the PTAC.	Environmental Policy Commitments for 2030: to help limit the rise in the planet's average temperature, in line with the Paris Agreement. Renewable energy target linked to the SLB (See page 53)	Page 56, 59 GRI: 302-1 | 302-2 | 302-3 | 302-4 | 302-5 | 305-1 | 305-2 | 305-3 | 305-4 | 305-5 | 305-6 | 305-7 SDGs 7, 9 and 13	Physical risks—such as damage to infrastructure and disruptions to the supply chain (including raw material production and logistics)—as well as transition risks associated with the domestic regulated market and differing regulatory frameworks across other markets.	Potential increases in costs related to infrastructure adaptation and restoration, carbon pricing and the purchase of credits, as well as potential revenue losses in affected markets. These impacts may stem from regulatory changes, shifts in rainfall patterns, global warming, biodiversity loss, and growing scarcity and competition for energy and water resources, potentially leading to higher taxes and restrictions on market access.	Efforts to mitigate and adapt to climate change also create strategic opportunities for the Boticário Group. These include greater resource efficiency, the adoption of alternative energy sources, the implementation of Nature-Based Solutions, research and innovation in products and processes, access to new sustainable financing options, and strengthening the resilience of the value chain through supplier engagement. Source: PTAC

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MATERIAL TOPIC	DESCRIPTION OF THE MOST SIGNIFICANT SOCIO-ENVIRONMENTAL IMPACTS	COMMITMENTS AND POLICIES	INITIATIVES AND MONITORING	RISKS	FINANCIAL EFFECTS	OPPORTUNITIES
WASTE MANAGEMENT Reduction in the generation of waste and refuse, as well as ensuring proper disposal and recycling. This includes the recovery and proper disposal of byproducts and packaging waste generated during operations, logistics, retail, and the construction of the new factory.	**Negative:** an increase in the volume of non-recovered waste, in line with growth in production and sales; low use of recycled raw materials; a high level of waste sent to landfills throughout the supply chain. **Positive:** the Boti Recicla program and partnerships with cooperatives have been recognized as successful initiatives; promotion of recycling, with a focus on the recycling chain, aiming to increase income and improve working conditions for independent waste pickers and cooperative members.	Environmental Policy Commitments for 2030: to minimize the environmental impact caused by solid waste from direct operations by reducing the volume of waste, through programs to encourage recycling and through the practice of circularity of packaging. Waste reduction target linked to variable compensation. Waste recyclability target linked to the SLB (See page 53).	Page 68, 73 GRI: 301-1 | 301-2 | 301-3 | 306-1 | 306-2 | 306-3 | 306-4 | 306-5 SDGs 11 and 12	Increased sales volume, making reverse logistics more complex and costly; and consumer pressure for new products, with a potential impact on the goal of reducing the weight of packaging.	Potential increases in costs and reduced availability of strategic raw materials, requiring the development of new processes for product recycling. This includes stricter regulations, the company's association with cases of contamination, loss of biodiversity, and an increase in human diseases, as well as a shortage of raw materials that could drive up the cost of waste disposal and the purchase of recycling credits.	Expanding partnerships to develop sustainable packaging—with suppliers, peer companies, universities, and research institutions; consumer education to promote products with a lower environmental impact.
WATER AND EFFLUENT MANAGEMENT Management and mitigation of impacts on water resources, considering water abstraction, reuse, and consumption, as well as the discharge of effluents and potential contaminants during operations, at the new plant, and during the product usage phase.	**Negative:** increased water abstraction due to higher production; water consumption during the consumer use stage. **Positive:** expansion of water reuse and rainwater harvesting at factories and distribution centers; the Foundation's efforts in the conservation of water sources and Nature-Based Solutions (NbS).	Environmental Policy Commitments for 2030: to increase the water efficiency of the business and positively impacting strategic river basins for us and for society. Water target linked to the SLB (See page 53).	Page 79 GRI: 303-1 | 303-2 | 303-3 | 303-4 | 303-5 SASB: CG-HP-140a.1 | CG-HP-140a.2 SDGs 6, 9, 12 and 15	The impacts of climate change—resulting in either water surpluses or shortages—can disrupt both operations and the value chain.	Potential associations between the Group and incidents of water body contamination, as well as water scarcity, disputes over water use, restrictions on access to clean water, biodiversity loss, increased incidence of human diseases, the need to remediate contaminated areas, and water waste. These factors may lead to higher costs related to water abstraction and treatment, environmental restoration, compensation and litigation, conflict mediation, and potential operational shutdowns.	Product innovation to reduce water usage in rinse-off products and increase biodegradability.

MATERIAL TOPIC	DESCRIPTION OF THE MOST SIGNIFICANT SOCIO-ENVIRONMENTAL IMPACTS	COMMITMENTS AND POLICIES	INITIATIVES AND MONITORING	RISKS	FINANCIAL EFFECTS	OPPORTUNITIES
BIODIVERSITY AND ECOSYSTEMS Protection, conservation, restoration, and regeneration of biodiversity and ecosystems.	**Negative:** potential deforestation and predatory exploitation of resources in the supply chain. **Positive:** sustainable use of natural resources, promotion of sustainable practices in the supply chain, investment in environmentally focused innovation, and the Foundation's work in conservation, research, and SbN.	Environmental Policy Commitments for 2030: to promote biodiversity conservation and respect for animals. Brazilian Business Commitment to Biodiversity Vegan product target linked to the SLB (See page 53).	Page 86, 93 GRI: 304-1 | 304-2 | 304-3 SDG 15	Disruptions in production driven by climate-related factors—such as temperature variations and water availability—and challenges faced by direct suppliers in engaging small-scale producers, given significant geographic and cultural diversity.	Potential increases in raw material sourcing costs, operational interruptions, and product shortages, as well as expenses related to reputational recovery and revenue losses due to reduced demand. These impacts may also include higher capital costs resulting from limited access to markets and financing, increased investments in infrastructure adaptation and restoration, loss of revenue in affected markets, and the incorporation of carbon pricing into product costs.	At the same time, opportunities arise through innovation in biotechnology and the use of byproducts, stronger synergies with the Foundation by leveraging its expertise in partnerships and NbS, and collaboration with suppliers of raw materials and fragrances on conservation and regeneration initiatives, such as regenerative agriculture.
DEVELOPMENT AND RELATIONSHIPS WITH RESELLERS AND LOCAL COMMUNITIES Management of impacts and strengthening relationships with dealers and surrounding communities, including initiatives focused on socioeconomic development, entrepreneurship, and gender equality.	**Negative:** negative perception of operations by communities and the need to address dissatisfaction within the resale channel. **Positive:** a business opportunity for microentrepreneurs; creation of job opportunities with the new factory.	Donation Policy Commitments for 2030: to actively contribute to reducing social inequality among the general population and to positively impact the quality of life of business partners within the beauty ecosystem. Code of Conduct	Page 110 GRI: 203-1| 413-1| 413-2 SDGs 1, 5, 8 and 10	Potential reputational risk due to resellers who had a bad experience.	Perception that the company lacks social commitment can lead to more lawsuits and complaints, labor shortages, and heightened insecurity in communities near its operations. These outcomes may raise costs for compensation and claims management, require extra spending on security and talent attraction and retention, and reduce revenue from audiences sensitive to social responsibility issues.	Enhancement of reseller engagement through direct relationships, alignment with Boticário Group's mission, and the Foundation's initiatives; increase in synergies with the Boticário Group Institute, both in reseller training and in the conversion of course participants.

MATERIAL TOPIC	DESCRIPTION OF THE MOST SIGNIFICANT SOCIO-ENVIRONMENTAL IMPACTS	COMMITMENTS AND POLICIES	INITIATIVES AND MONITORING	RISKS	FINANCIAL EFFECTS	OPPORTUNITIES
DIVERSITY AND INCLUSION Promotion of representation and inclusion across various groups, including Black people, women, people aged 45 and older, the LGBTQIA+ community, and people with disabilities, while encouraging respect for the diversity of consumers in both our communications and the products we offer.	**Negative:** discrimination and a work environment that does not prioritize different types of diversity. **Positive:** an in-house team with balanced representation of diverse individuals; the inclusion of women in the industrial sector; influence over franchisees and suppliers.	Diversity and Inclusion Policy Commitments for 2030: to promote the representation and inclusion of diverse individuals within Boticário Group's workforce and leadership, reflecting the Brazilian population; and to promote diversity and inclusion within our business ecosystem through what we purchase, sell, and communicate to society. Diversity goals linked to variable compensation.	Page 119, 128 GRI: 202-1 | 401-3 | 405-1 | 405-2 | 406-1 SDGs 5, 8 and 10	Potential reputational risk in the event of discrimination within the supply chain.	Possible effects of stricter regulations, the company being linked to cases of discrimination, difficulties in retaining talent, a negative impact on organizational well-being, and a reduction in diversity and resilience in management. This situation could lead to higher costs related to compensation, reputation management, and employee recruitment and retention, as well as reduced income due to a lack of diversity in the business and a decline in sales among audiences sensitive to the issue.	Strengthening programs for the development of diverse talent, expanding internal engagement, and fostering supplier development, with a particular focus on supporting small businesses led by diverse entrepreneurs.
SAFETY, HEALTH, AND WELL-BEING Promotion of the workers' health and well-being through organizational environment management and safety practices aimed at protecting the physical and mental well-being of both employees and third parties. This includes initiatives related to quality of life, work-life balance, and accident prevention.	**Negative:** ergonomic issues in industrial activities, lack of motivation, and deterioration of employees' physical and mental health due to occupational illnesses. **Positive:** mental health programs; design of the new factory with solutions to reduce ergonomic impacts.	Organizational Human Development Policy Corporate Education Policy Labor Policy Essences and Purpose Boticário Group	Page 140 GRI: 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-9 | 403-10 SDGs 3, 8 and 10	Risk of accidents involving in-house and contracted staff, jeopardizing the health and safety of employees.	Potential increases in replacement and training costs due to the loss of talent and potential leaders, as well as an increase in absences due to occupational illnesses and deaths, rising turnover, and a decline in workplace well-being. The situation could be exacerbated by stricter regulations, leading to higher compensation-related expenses.	

MATERIAL TOPIC	DESCRIPTION OF THE MOST SIGNIFICANT SOCIO-ENVIRONMENTAL IMPACTS	COMMITMENTS AND POLICIES	INITIATIVES AND MONITORING	RISKS	FINANCIAL EFFECTS	OPPORTUNITIES
SUPPLY CHAIN MANAGEMENT Assessment of risks, quality, and social and environmental criteria for suppliers and service providers, covering responsible and inclusive procurement practices and the prioritization of lower-impact inputs.	**Negative:** risk of unavailability of critical raw material and logistics suppliers; occurrence of ESG non-compliance issues in the supply chain; low traceability of inputs. **Positive:** supplier development in ESG and recognition of practices by the PADP; commitment to increasing team diversity.	Procurement Policy Supplier Relationship Policy Commitments for 2030: To promote responsible sourcing in our supply chains as a way to combat illegal deforestation and biodiversity loss, and to promote decent working conditions. Code of Conduct	Page 31, 149 GRI: 204-1 | 308-1 | 308-2 | 407-1 | 408-1 | 409-1 | 414-1 | 414-2 SDGs 8, 9 and 17	Potential non-compliance at the downstream end of the agricultural supply chain, as well as limited resilience to climate-related impacts.	Possible consequences include stricter regulatory requirements, shared liability, and exposure to socio-environmental irregularities that attract public scrutiny, in addition to input shortages and broader supply chain vulnerabilities. This scenario may lead to increased costs related to raw materials, audits, compensation, and reputation management; require the development of alternative suppliers; cause operational disruptions; and result in revenue losses among customer segments sensitive to these issues.	At the same time, it creates opportunities to expand access for small suppliers in regions where factories and distribution centers operate; share knowledge on climate mitigation and adaptation to strengthen corporate practices; develop the supply chain in collaboration with peer companies and suppliers; and partner with the Foundation to disseminate knowledge on Science-Based Targets.

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TCFD

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Governance

The Boticário Group adopts best practices in managing its climate agenda, in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), the GHG Protocol (Gold Seal) for emissions inventories, and science-based targets (SBTi). In 2025, in partnership with the Boticário Group Foundation, the company published its Climate Transition and Adaptation Plan (PTAC), which guides mitigation and adaptation efforts across the short, medium, and long term.

The Advisory Board is the Group's main governance body, responsible for evaluating and advising on corporate strategy. It is composed of internal and external members and is supported by seven executive committees, including the ESG Committee, which oversees the climate agenda.

Chaired by an independent director, the ESG Committee includes the Group CEO, the Chair and Vice Chair of the Advisory Board, external experts, and two executives—the Vice President of Corporate Affairs and the ESG Executive Director—who are responsible for driving the ESG strategy and its cross-functional implementation across the organization.

The Committee's responsibilities include defining and monitoring decarbonization strategies; establishing and tracking science-based targets; prioritizing climate adaptation measures; monitoring performance against ESG metrics, and overseeing the implementation of actions set out in the Climate Transition and Adaptation Plan. The Committee meets quarterly and, when necessary, convenes special sessions, providing regular reports to the Advisory Board on risks, opportunities, dependencies, impacts, and the progress of initiatives. This reporting process informs the Group's strategic and financial planning, considering short-, medium-, and long-term horizons. Some members of the ESG Committee also serve on the Boticário Group Advisory Board and on the Board of the Boticário Group Foundation, ensuring that ESG considerations are embedded in strategic decision-making.

Climate-related risks are treated as strategic risks and are integrated into the Corporate Risk Management & Business Continuity System, overseen by the Risk and Audit Committee. This Committee, composed of Advisory Board members, external experts, and company executives, reports directly to the Advisory Board and plays a central role in identifying, assessing, and mitigating climate risks. It conducts annual assessments of the likelihood and financial impacts of these risks, oversees mitigation and adaptation action plans, and issues periodic reports with recommendations aligned with the Group's strategic direction.

The ESG governance structure and Senior Environmental Management are responsible for reporting to the Vice President of Corporate Affairs and to the ESG Committee on performance related to climate targets, risks, and opportunities. These topics are addressed in dedicated executive forums, where financial planning data, risk analyses, and strategic priorities are presented.

The annual budget for climate action is developed by the relevant departments and executive teams, which define the investments required to implement projects and initiatives. The Advisory Board reviews and recommends adjustments to ensure strategic alignment and the efficient allocation of resources.

The Group's strategic objectives are reviewed annually. Those related to ESG—and specifically to climate change—fall under the responsibility of the ESG Executive Director and the departments directly contributing to the indicators, such as Operations, Products, and Research & Development. These objectives are monitored monthly and evaluated quarterly by the ESG Committee, considering performance, target achievement, action plans, risk mitigation, and identified gaps.

Strategy

The Boticário Group has adopted a strategy that includes identifying climate-related risks and opportunities across different time horizons, integrating these factors into its strategic and financial planning, and strengthening organizational resilience under a range of climate scenarios.

The time horizons considered by the Group are defined based on the useful life of its assets, the characteristics of its infrastructure, and the potential material financial impacts associated with climate change:

Short term (up to ten years): this includes weather events that have already been observed or are likely to intensify, such as floods that disrupt logistics and product distribution. Emerging regulations, such as carbon pricing, are also considered in this outlook.

Medium term (10 to 20 years): this identifies risks such as restrictions on access to strategic raw materials, water resources, and energy security, which could directly impact operations and the supply chain.

Long term (20 to 30 years): this covers severe weather events and asset loss, taking into account the progressive increase in the impacts of climate change on a global scale.

The identification of these risks is an ongoing process, described in detail in the section on Risk Management (see page 50).

GrupoBoticário

ASSESSMENT OF FINANCIAL RISKS AND IMPACTS BASED ON CLIMATE SCENARIOS

The assessment of physical and transition risks conducted by the Boticário Group is based on long-term climate scenarios developed by the Intergovernmental Panel on Climate Change (IPCC), as outlined in the AR5 and AR6 reports. In addition, the analysis incorporates the Shared Socio-Economic Pathways (SSPs) and the Representative Concentration Pathways (RCPs), in line with global best practices for climate and financial risk analysis.

The Group uses at least two climate scenarios for transition risk analysis, including a scenario below 2 °C, in accordance with the TCFD guidelines. The scenarios adopted are:

SSP1-1.9 Scenario (Net-Zero Emissions - NZE): this low-emission scenario reflects global efforts to limit the rise in the planet's average temperature to 1.5 °C by the end of the century (2100). It calls for net-zero carbon emissions by around 2050, based on measures such as the adoption of mature, cost-effective emission-reduction technologies, international cooperation, and an orderly energy transition. According to the International Energy Agency (IEA), this scenario represents the maximum effort required to prevent severe climate change, in line with the Paris Agreement.

SSP2-4.5 Scenario (Stated Policies Scenario - STEPS): this scenario reflects climate policies already in place and those formally announced by governments around the world. Based on a granular sector-by-sector and country-by-country analysis, the assessment projects global warming of 2.7 °C by the end of the century. This projection underscores the insufficiency of current policies to curb climate impacts and sits between scenarios of minimal action and those reflecting much more ambitious mitigation.

Both scenarios offer a comprehensive view of the risks and opportunities that may affect the Group's strategic and financial planning. The NZE scenario (SSP1-1.9) assumes aggressive decarbonization and rapid energy transition, setting stretch targets for emissions reduction. By contrast, the STEPS scenario (SSP2-4.5) reflects the consequences of persisting with current policies and signals more pronounced long-term impacts.

Using these projections, the Boticário Group aligns its mitigation and adaptation measures with the TCFD recommendations, adopting actions to reduce and offset emissions and to strengthen operational resilience across multiple climate pathways. To this end, it employs a continuous, structured process that includes the following steps:

Identification of the opportunity: collection of data on the main sources of direct and indirect emissions and on possible mitigation measures to be implemented.

Technical feasibility: involvement of specialized teams to investigate technical solutions, technologies, designs, and processes that can be implemented.

Risk and Externalities Analysis: a detailed assessment of potential risks and externalities that a solution may generate, taking into account factors such as operational complexity, long-term costs, and impacts on the value chain.

Financial modeling: identification of financial variables, expected benefits, and costs associated with implementing the measures, including an analysis of the cost of reducing GHG emissions. This stage culminates in the development of action plans, which define responsibilities, deadlines, and necessary investments.

Although some steps involve qualitative analyses, the financial figures and benefits associated with the opportunities are quantified whenever possible, guiding decision-making based on concrete data.

ASSESSMENT OF CLIMATE OPPORTUNITIES

In addition to the risks, climate-related opportunities are evaluated for their financial and operational/environmental impacts. Chief among these are gains in resource efficiency and the adoption of alternative energy sources, which reduce costs and streamline operations.

Nature-based solutions (NbS) are another priority: they can generate economic returns, bolster resilience, enhance reputation, and support biodiversity and human well-being. In addition, investing in research and innovation for products and processes, together with access to sustainable financing, broadens possibilities for responsible growth.

Strengthening the value chain through proactive supplier engagement also helps prepare the broader ecosystem for climate impacts. These opportunities show that managing climate risks can simultaneously drive value creation and improve long-term competitiveness.

IMPACT ASSESSMENT AND SUSTAINABILITY OF PRODUCTS AND PACKAGING

The Boticário Group organizes its operations around safety, quality, and sustainability, aligning strategic decisions with growing market demand for lower-carbon solutions.

The Group's Climate Transition and Adaptation Plan (PTAC), informed by the latest climate science, frames actions to help limit global warming in line with 1.5 °C pathways. This guidance applies across the entire product lifecycle—from raw-material selection to delivery to the end consumer—with a steady focus on reducing social and environmental impacts.

To ensure formulation safety and sustainability, the Group performs rigorous ingredient analyses, including ecotoxicity assessments that consider effects on human health, ecosystems, and natural resources. The Group also uses the Environmental Risk Assessment Index (I.A.R.A®), an internally developed, third-party validated tool for critical items; it currently assesses the water impact of 100% of rinse-off products. The goal is to expand this coverage to the full portfolio, adding indicators for energy consumption and waste generation.

Packaging is subject to life cycle assessments (LCAs) that evaluate environmental impacts across its entire lifespan. Sustainability considerations are embedded from the product design stage onward, where development and validation processes ensure that safety and environmental performance align with Boticário Group's Commitments for the Future.

SUSTAINABLE WATER MANAGEMENT AT THE BOTICÁRIO GROUP

Water is a strategic resource for the Boticário Group, vital both for product formulations and for production support activities. Acknowledging its importance to society and ecosystems, the Group adopts a responsible water-management approach that prioritizes efficient use, reuse, and continuous improvement.

Currently, the Group implements practices that maximize water use in its operations. These initiatives include:

- Reuse of process water for non-potable needs — toilets, floor cleaning, landscaping, and cooling towers at manufacturing sites.
- Rainwater harvesting at distribution centers to reduce reliance on external water supplies.

The Group's factory in São José dos Pinhais (PR), which draws from the Miringuava River Basin, faces a particularly challenging climate context. Historical climate analysis shows an increase in the number of consecutive dry days and a rise in local average temperatures.

These trends, together with local urbanization and industrial growth, elevate the risk of supply disruptions and increase the frequency and duration of drought events.

To inform planning and risk management, the Group's assessment uses multiple climate scenarios aligned with the Shared Socio-economic Pathways (SSPs).

SSP1-2.6: low-emission scenario with a controlled rise in temperature.

SSP2-4.5: intermediate scenario, with current policies and emissions.

SSP3-7.0 and SSP5-8.5: high-emission scenarios, with global warming exceeding 2 °C.

These scenarios consider social, economic, and bioecological variables, including population growth and pressure on natural resources. Tools such as Aqueduct, Adapta Brasil, Think Hazard, and Water Risk Filter help identify risks and plan mitigation measures.

In light of the challenges identified, the Boticário Group has been implementing measures to enhance its water resilience and reduce its dependence on drinking water. An example of this is the investment that was made in the plant in São José dos Pinhais (PR), which was equipped with advanced water treatment technologies, resulting in an increase in the volume of water available for use.

SALTO MORATO RESERVE
Credit: José Paiva

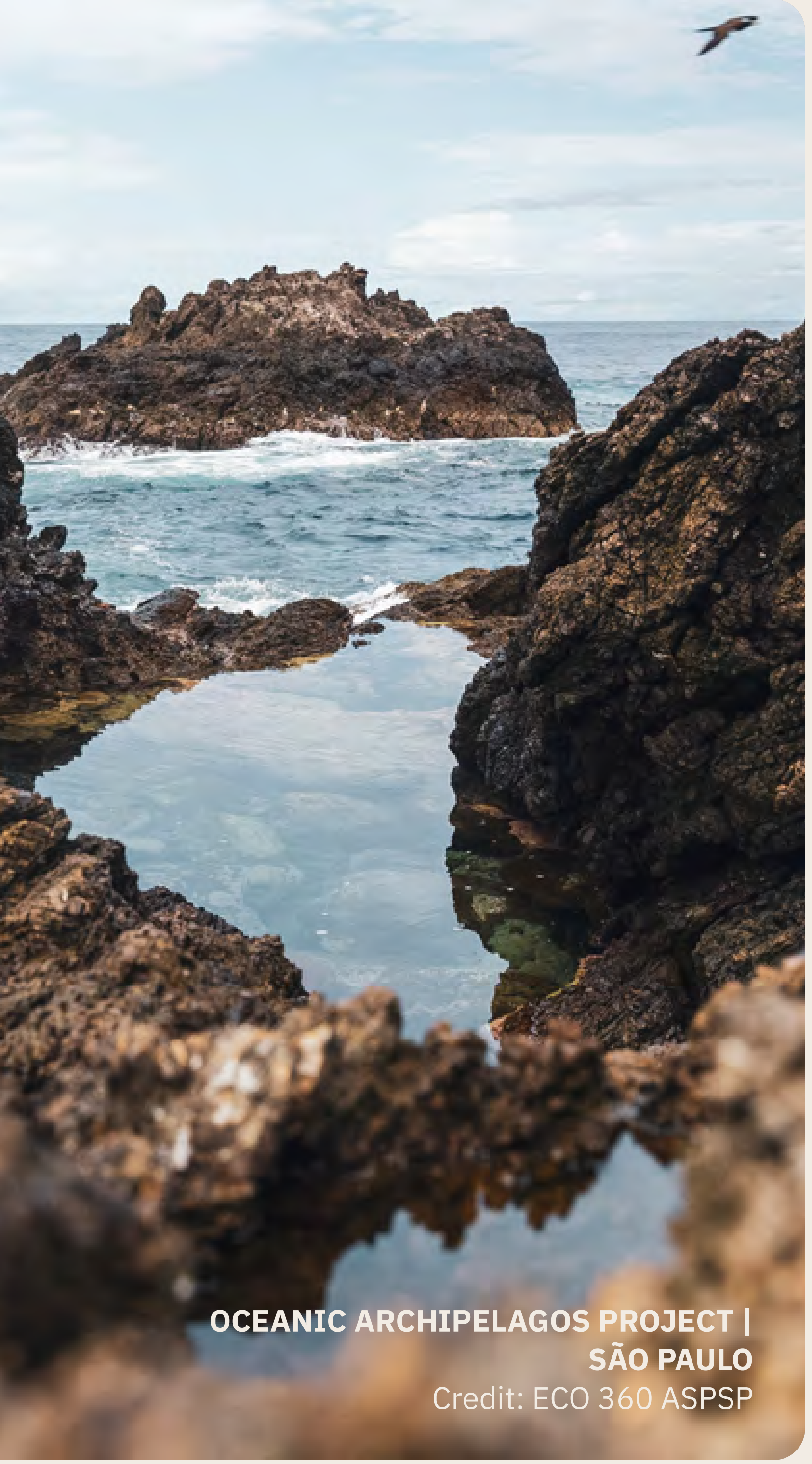
CLIMATE TRANSITION AND ADAPTATION PLAN

Boticário Group's Climate Transition and Adaptation Plan brings together a set of strategies aimed at achieving its climate goals by 2035 and 2050, as well as adapting the business to the effects of extreme weather events. This plan is a key tool for managing risks and opportunities related to climate change, integrating mitigation and adaptation measures.

In the area of adaptation, the Plan outlines measures to manage and reduce exposure to priority risks—such as droughts, heat waves, floods, and storms—which can have significant impacts on businesses and communities. These measures are intended to mitigate the financial and operational impacts of these extreme weather events.

The Group is supported by the Boticário Group Foundation (see page 94), which is nationally recognized for its excellence in climate adaptation projects, such as the Viva Água Movement. This partnership is key to evaluating and implementing nature-based adaptive solutions that address both the Group's needs and the specific vulnerabilities of the most at-risk regions.

As part of its climate risk mitigation plan, the Group has introduced products designed to lower carbon emissions and water use while prioritizing renewable or sustainably sourced raw materials. Many of these products carry social and environmental certifications that reinforce our commitment to sustainability and quality. Efforts also extend to optimizing production processes to cut energy consumption, adopting alternative fuels for steam generation, and developing innovative tools—such as ESG Analytics—to support decision-making and measure impact.



OCEANIC ARCHIPELAGOS PROJECT | SÃO PAULO
Credit: ECO 360 ASPSP

COMMITMENTS FOR THE FUTURE: ALIGNMENT WITH THE PARIS AGREEMENT AND THE UN 2030 AGENDA

The Boticário Group reaffirms its pledge to help limit global warming to 1.5 °C, aligning its climate strategy with the Paris Agreement and international best practices. This commitment is embedded in the Group's Commitments for the Future, which consolidate its ESG agenda and align timelines with the United Nations 2030 Agenda for the Sustainable Development Goals (SDGs). The Climate Transition and Adaptation Plan (PTAC) establishes short-, medium- and long-term targets that follow the 1.5 °C pathway and have been validated by the Science Based Targets initiative (SBTi). The Group was among the first companies in Latin America and the Caribbean's durable consumer goods, home and personal care sector to receive this SBTi validation (see page 58).

RESPONSE TO EXTREME EVENTS

The risk of flooding is treated as a priority on Boticário Group's climate adaptation agenda. The action plan includes comprehensive measures to reduce exposure to such events, such as:

- Early warning systems, which enable preventive action in situations of imminent risk.
- Climate crisis response plans, to ensure that actions are coordinated and effective during emergencies.
- Improvements to infrastructure, including the use of green infrastructure through the SbN, with investments that enhance the resilience of operations and reduce the financial and operational impacts of flooding.

Other physical risks arising from extreme weather events, such as heat waves, droughts, storms, and floods, also pose direct challenges to Boticário Group's industrial and retail operations; as a result, specific action plans are in place to reduce exposure to these impacts.

The climate strategy moves forward with **targets validated by the SBTi** and **a commitment to net-zero** by 2050

Risk **management**

The Boticário Group considers climate change a strategic risk and has incorporated it into its Corporate Risk Management & Business Continuity system. The system provides semi-annual reports to the Risk and Audit Committee, which is composed of Advisory Board members, external experts, and company executives. Chaired by an independent member, the committee advises the Advisory Board and senior management on strategic decisions related to the Group's identified risks.

The ESG Department, in partnership with the ESG Committee and the Vice Presidency of Corporate Affairs, leads the identification and assessment of the Group's climate risks through a three-stage structured process.

(i) Understanding the context: definition of the scope of the work, identifying the company's key processes most vulnerable to climate impacts, and establishing a realistic timeline for the analysis. This includes setting relevant metrics and indicators to track the project's progress;

(ii) Implementation: In this phase, a multidisciplinary team uses a holistic approach to identify climate risks, both internal and external to the organization. This involves conducting interviews with employees in different areas of the company to gain a comprehensive perspective, assessing future climate scenarios based on scientific projections, analyzing the probability and potential impact of each identified risk, and validating existing internal controls to mitigate these risks. The methodology combines qualitative and quantitative data, ensuring a comprehensive and accurate assessment;

(iii) Finalization: The final phase focuses on defining strategic responses to the identified risks, including the development of specific action plans for mitigation and adaptation. This may include investments in new technologies, changes to operational processes, diversification of funding sources, or the adoption of insurance against extreme weather events. A continuous monitoring system is also established to track the effectiveness of implemented measures and enable timely adjustments. Georeferencing tools are used to assess each facility's vulnerability to floods, fires, and storms, generating data to support strategic decision-making.

Led by the ESG Department, in collaboration with the ESG Committee and the Vice Presidency of Corporate Affairs, integrating climate risks into the business model and value chain is a priority for the Boticário Group.

IMPACTS ON BUSINESS, FINANCIAL PLANNING, AND THE VALUE CHAIN

The climate risks identified by the Boticário Group directly influence financial planning and business strategy. For each identified risk, a classification is performed based on its financial and strategic impact, using the dimensions of reputation, operations, and finance:

Negligible risk: financial impact of up to BRL 90 million, with minimal effects on reputation and operations.

Low risk: impact ranging from BRL 91 million to BRL 180 million, affecting local reputation and causing minor operational impacts.

Moderate risk: impact ranging from BRL 181 million to BRL 270 million, with regional effects on reputation and moderate effects on operations.

Significant risk: an impact ranging from BRL 271 million to BRL 360 million, with serious nationwide consequences for operations and reputation.

High risk: impact exceeding BRL 361 million, with very serious damage to operations and reputation at the national level.

The five-level risk classification—negligible, low, moderate, significant, and high—combines an analysis of financial and strategic impacts with occurrence probability informed by climate models. Reputational and operational risks are used as qualifying factors within this assessment. The framework is reviewed annually so that financial thresholds and methodologies reflect evolving climate science and business needs.

This systematic approach allows the Boticário Group to plan and mitigate with greater precision, strengthening its resilience to climate change. Issues classified as significant or high are tracked as potential threats to the strategic plan.

Likelihood estimates draw on IPCC global-warming scenarios tailored to the South/Southeast and Northeast regions of Brazil, where the Group's operations are concentrated. The percentage scale (0–100%) reflects the degree of agreement among different climate models:

- "Remote" (no consensus);
- 10% to 33% is "Unlikely" (consensus among at least two models);
- 33% to 56% is "Possible" (at least three models);
- 56% to 80% is "Likely" (at least four models or a previously materialized risk), and
- Above 80% is "Almost Certain" (high likelihood).

Climate risk management involves strategic decisions to **mitigate**, **transfer**, **accept** or **control** the risks

In 2024 the Boticário Group classified climate change risk as significant; this classification was maintained in 2025, underscoring the ongoing relevance and complexity of climate-related threats. As a result, the Group implemented more detailed action plans and increased executive and board-level oversight.

The Group's climate strategy is fully integrated with its business strategy and adopts a holistic approach to managing climate risks and opportunities. Implications of climate change—including resource scarcity, higher operating costs, damage to infrastructure, and regulatory shifts—are systematically incorporated into corporate decision-making, from long-term strategic planning to the annual budget cycle.

Climate factors are embedded into financial planning by assessing risks and opportunities across multiple time horizons. Analyses consider asset useful life, required operational infrastructure, and potential financial impacts under adverse and favorable climate scenarios.

Risk mitigation and governance To mitigate climate risks, the Group continuously monitors environmental legislation and has public commitments to reduce greenhouse gas (GHG) emissions across its operations and value chain. The Group is a founding member of the GHG Protocol Brazil and has been reporting its emissions for 17 consecutive years. In addition, it invests in innovative technologies and solutions to promote the decarbonization of its operations and engages its stakeholders to raise awareness about climate challenges and seek joint solutions.

Boticário Group's climate risk management involves strategic decisions to mitigate, transfer, accept, or control risks. These measures include reducing the carbon footprint, transferring risk through insurance, and implementing contingency plans for extreme weather events. Additionally, ongoing monitoring of environmental regulations enables detailed impact analyses, which are reported to the Risk and Audit Committee on a semi-annual basis, ensuring a responsive and effective approach to regulatory challenges.

The Group also adopts a double materiality approach, analyzing both the social and environmental impacts caused by its business (impact materiality) and the social and environmental issues that affect its operations (financial materiality). Impact materiality assesses criteria such as likelihood and severity (intensity, extent, and reversibility), while financial materiality considers probability and magnitude. This ongoing process is monitored and reviewed periodically to ensure its effectiveness and adaptability to external changes.

The company assesses the risks associated with extreme weather events, such as disruptions in the production of raw materials, identifies suppliers in high-risk areas, and implements mitigation measures, such as diversifying its supplier base. Through its strategic climate risk management framework, which aligns identification, assessment, and management processes with the overall corporate risk management system, the Boticário Group strengthens its organizational resilience and its commitment to long-term sustainability.

Targets and **metrics**

The Boticário Group has adopted a set of targets and metrics to assess and mitigate risks and opportunities related to climate change, incorporating them into its business strategy and management processes. These targets are based on the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), aligned with the Science Based Targets initiative (SBTi), and designed to ensure transparency and a commitment to sustainability throughout the value chain.

GREENHOUSE GAS (GHG) EMISSIONS INVENTORY

The Boticário Group follows the GHG Protocol Brazil methodology to calculate its greenhouse gas (GHG) emissions, covering Scopes 1, 2, and 3. The inventory is conducted annually, audited by a third party, and made publicly available in the FGV Public Emissions Registry: FGV Public Registry - Boticário Group. The emissions inventory is compiled based on the organizational and operational boundaries of the entire company and is reviewed annually to reflect business growth.

To monitor progress, the total emissions from Scopes 1 and 2 and from Scope 3 in the base year and the current year are assessed, along with the percentage reduction in emissions over time.[1]

To assess climate risks, the following indicators are considered: emissions avoided; increase in the percentage of recycled content in packaging; waste recycling; water intensity; and raw material certification.

1 The calculation is based on the percentage reduction in emissions from the base year compared to the current year, with Scope 1 and 2 combined, and Scope 3 calculated separately.

ALIGNMENT WITH SBTi AND CLIMATE MANAGEMENT

The Boticário Group has adopted ambitious, comprehensive climate targets aligned with the Science Based Targets initiative (SBTi), following an absolute-emissions reduction approach. These targets are organized around validated milestones for 2030 (Commitment for 2030), 2035 (short term), and 2050 (net-zero ambition), all approved by the SBTi.

2030
COMMITMENTS FOR THE FUTURE

- Scopes 1 and 2: 42% reduction in greenhouse gas emissions, compared to 2022
- Scope 3: 17% reduction in emissions compared to 2022

2035
(SBTi NEAR-TERM)

- Scopes 1 and 2: 67% reduction
- Scope 3: 37.5% reduction

2050
(SBTi NET-ZERO)

- 90% reduction in emissions compared to the base year
- Offsetting the remaining balance through carbon removal/sequestration projects

Net-zero and climate mitigation

The Boticário Group reaffirms its commitment to the climate agenda through its science-based net-zero target, validated by the SBTi. This target reflects the company's strategy to drive decarbonization across the entire value chain and is based on absolute emissions, using 2022 as the baseline year and 2050 as the target horizon.

To achieve its net-zero ambition, the Group has developed a Climate Change Transition and Adaptation Plan, designed to standardize the reporting of initiatives and support the mitigation and adaptation of climate-related risks. Within this framework, emissions reduction projects are assessed and prioritized using the Marginal Abatement Cost Curve (MACC) as a strategic tool.

MACC enables the individual evaluation of each initiative, considering its associated costs and emissions reduction potential. By organizing projects in ascending order of cost, the tool facilitates the identification and prioritization of the most cost-effective actions. This allows the Group to maximize the impact of its climate mitigation investments.

The metrics used by the Boticário Group to assess climate performance incorporate both environmental impacts and strategic opportunities. These indicators are continuously reviewed to reflect evolving business needs and external requirements, supporting a dynamic and resilient approach to climate management.

STRATEGIC MANAGEMENT OF SCOPE 3 EMISSIONS

The Boticário Group recognizes the materiality of Scope 3 emissions within its value chain and adopts a strategic approach to their management and reduction. These targets reinforce the company's commitment to decarbonizing indirect emissions and building a more sustainable value chain.

A detailed analysis of the 2022 Scope 3 inventory identified the most significant categories as: Purchases of goods and services; and Transportation and distribution. To address these impacts, the Group has been implementing a range of initiatives aimed at reducing carbon intensity across logistics and the broader supply chain. Standing out among these initiatives are:

Efficient and less carbon-intensive logistics: implementation of tools and recognition of best sustainability practices for partner carriers, including the transition to lower-carbon fuels and the electrification of vehicles for last-mile operations—an initiative that, combined with CNG and electric pilot projects for heavy-duty trucks, prevented the emission of 115 tCO_2.

Partner Assessment and Development Program (PADP): engaging suppliers in sustainable practices, promoting greater efficiency and a lower environmental impact throughout the supply chain.

CDP Supply Chain: the chain drives partner engagement on environmental issues, with a focus on data quality and advancing climate goals across the value chain. In 2025, the program contributed to the Group's performance in the CDP and to a record level of supplier participation, with a 60.67% participation rate.

Research and Development (R&D): an ongoing search for raw materials and packaging with sustainable attributes, such as a smaller carbon footprint and reduced impact on water and energy, as well as research into the development of tools to help monitor emissions across the production chain.

The Boticário Group takes an integrated approach to decarbonizing its value chain, working closely with its ESG, Logistics, and Supplier Development teams. In addition, the pursuit of innovation is a cornerstone of our business, with our Research and Development team investing in solutions for raw materials and formulations with a lower environmental impact.

Domestic carbon price

To support strategic decision-making related to emissions mitigation, the Boticário Group has adopted an internal carbon price ranging from BRL 30 to BRL 50 per metric tonne of CO_2e. This mechanism allows for the comparison and prioritization of emission reduction measures based on their economic feasibility, thereby promoting increased resource allocation efficiency.

In addition, the Group closely monitors discussions and legislative proposals regarding the carbon market in Brazil, with the expectation that companies based in the country will be subject to regulation in this area in the near future.

Circular economy goals and remuneration policies

The Boticário Group has set goals to promote the circular economy, focusing on reducing waste generation, incorporating recycled materials into packaging, and increasing the collection of post-consumer packaging and retail materials. These goals are directly linked to the guidelines of the Climate Transition and Adaptation Plan, published in 2025, and reflect the organization's commitment to integrating sustainable practices across its value chain.

The circular economy strategy also contributes to reducing Scope 3 GHG emissions, demonstrating the positive impact of these waste initiatives on climate mitigation. Recognizing the importance of this agenda, the Group incorporated circular economy goals into its compensation programs five years ago.

NATURAL RESOURCE MANAGEMENT AND CLIMATE SUSTAINABILITY

The Boticário Group takes an integrated approach to natural resource management and meeting climate goals, with a focus on renewable energy, water efficiency, and climate resilience. The metrics and targets are aligned with global climate commitments and incorporate initiatives aimed at mitigating environmental impacts, improving operational efficiency, and promoting sustainability.

CLICK HERE
TO LEARN MORE ABOUT SLBS

Commitment to Renewable Energy and Fuels

The Boticário Group is reinforcing its commitment to the energy transition through Sustainability-Linked Bonds (SLBs), which are directly tied to renewable energy targets. The initiatives include:

SLB 2020: to ensure that 100% of the electricity consumption at the plants in São José dos Pinhais (PR) and Camaçari (BA), as well as at the distribution centers in Registro (SP) and São Gonçalo dos Campos (BA), comes from renewable sources by 2025.

SLB 2024: to ensure that 75% of the company's own retail outlets nationwide use energy from renewable sources by 2030.

SLB 2025: to reduce Scope 1 and 2 absolute emissions by 62% by 2034, using 2022 as the baseline year.

The Group's commitment to SLBs reflects its focus on integrating ESG criteria into its financial operations, highlighting sustainability as a strategic pillar.

The Boticário Group uses consistent methodologies to calculate and monitor its energy efficiency targets. The combination of precise indicators and public commitments to sustainability reinforces the role of energy efficiency as a strategic lever for sustainable growth and the mitigation of climate impacts.

By setting targets for reducing energy intensity in its manufacturing operations as part of its internal controls, the Group reaffirms its commitment to energy efficiency. The energy efficiency improvement target is based on an absolute goal, using 2022 as the baseline year for measuring progress.

To assess progress toward this goal, the Group uses the energy intensity indicator, calculated as the ratio of total electricity consumption (MWh) to the number of million units produced. This metric enables the assessment of the efficiency of manufacturing operations, providing greater control over the environmental impacts associated with energy consumption.

The Group has also set a goal of using 100% renewable electricity in its direct operations by 2030. Boticário Group's renewable energy target is based on absolute figures, with 2022 serving as the baseline year for measuring progress attained. This approach enables assess the actual impact of the energy transition on the decarbonization of direct operations, with transparency and in line with global climate goals.

To track progress toward this goal, the Group uses the relative consumption indicator, calculated as the ratio of renewable energy consumption (MWh) to total energy consumption (MWh). This metric makes it possible to track the progress of renewable energy use and ensure the effectiveness of the initiatives implemented.

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Sustainable water management and water security initiatives

The Boticário Group recognizes water as a strategic and essential resource for its operations and for society. As such, it has set goals to promote water efficiency and minimize the impact on watersheds. These initiatives aim not only to optimize domestic water consumption, but also to generate positive impacts on watersheds that are strategic for society and for business, as is the case with the Viva Água Movement (see page 96).

The Commitment for 2030 states:

Reduction in water intensity: to reduce water consumption (m^3 per metric tonne produced) in manufacturing operations.

Increased water reuse: to maximize the use of reclaimed water at manufacturing sites, promoting sustainable water resource management.

The water consumption target is based on reducing the volume (m^3) of water consumed per metric tonne of finished product by at least 25% by 2030, using 2022 as the base year. This target is based on water intensity and demonstrates the Group's commitment to aligning operations with global best practices in water management.

Progress is monitored using the water intensity indicator, calculated as total water consumption (m^3) divided by the tonnage of final product. Progress is tracked through strategic performance meetings and periodic reports as part of the annual Key Result (KR) cycle.

On another front, the Boticário Group is committed to using at least 90% of the reclaimed water generated at its manufacturing facilities by 2030, using 2022 as the baseline year for monitoring and measurement. This goal reflects the Group's commitment to integrating water reuse into its operational strategies, thereby reducing its reliance on new water resources.

As an interim goal, the company has committed, through a debenture, to using 80% of the reclaimed water generated at its plant in São José dos Pinhais (PR) by 2029, demonstrating its commitment to sustainable practices throughout its supply chain.

Progress toward the water security goal is tracked using the percentage of reclaimed water consumed, calculated as the ratio of the volume of reclaimed water consumed (m^3) to the total volume of treated wastewater (m^3). Periodic reports track the operational performance of the plants, with a focus on the operational sites.

The Group uses advanced tools, such as the LifeKey software, to assess the impacts, dependencies, risks, and opportunities related to water consumption in its operations. This software incorporates operational values and severity indices associated with the ecoregion where each facility is located, taking into account the balance between water demand and availability in the most critical watersheds.

The BSE Matrix complements this analysis by qualitatively assessing the facilities' water dependency. As a result, water has been identified as a critical natural asset, guiding the implementation of projects aimed at ensuring water quality and quantity for both the business and society.

The Boticário Group is a signatory to the Brazilian Business Commitment to Water Security, promoted by the Brazilian Business Council for Sustainable Development (CEBDS). This initiative aims to further integrate water-related issues into business strategies, mitigate risks, and promote projects focused on water conservation and efficient water use.

The Group's performance in this area is evidenced by its **A- score on the CDP Water Security**, underscoring its consistent approach to sustainable water resource management.

TNFD

Governance

The Boticário Group demonstrates consistency in its ESG agenda, treating sustainability as an integral component of its strategy and a core, enduring pillar of its business model. The progressive integration of nature-related issues—evidenced by the adoption of the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations in 2024—is supported by a governance structure that ensures these topics are monitored and managed by the Advisory Board and the ESG Committee, maintaining alignment with short-, medium-, and long-term strategic priorities. The governance structure supporting these strategies is organized as follows:

Advisory Board: composed of nine members, this board guides the Group's strategy and oversees the conduct of its business, with the support of specialized committees that strengthen governance. Notable among these are the People Committee, which is responsible for leadership management and evaluation guidelines; the Strategy Committee, which anticipates trends and supports the long-term vision; the Risk and Audit Committee, which ensures financial integrity, compliance, and risk management; and the ESG Committee.

ESG Committee: composed of the Chair and Vice Chair of the Advisory Board, an independent director, and an external expert, with participation from the CEO and key executives. This structure ensures that sustainability is integrated across the board into strategic decisions, considering both financial and non-financial factors. The Committee is responsible for defining and monitoring the company's ESG strategy and for reporting periodically directly to the Advisory Board. Meetings are held quarterly, and once a year there is an expanded alignment with the main internal stakeholders—a practice that is considered a differential in the governance process. In the area of nature and biodiversity, this forum establishes guidelines, adopts recommendations, and monitors progress toward goals and risks related to nature.

Risk management related to nature and biodiversity is overseen jointly by the ESG Committee and the Risk and Audit Committee, which includes members of the Advisory Board, independent directors, the Vice President of Corporate Affairs, and the key executives responsible for implementing the climate strategy within the business. In this context, the likelihood and financial impact of risks are assessed, and mitigation and adaptation action plans are monitored. The risk of climate change, for example, was elevated to significant in 2024, which required more detailed action plans and oversight by senior leadership. In 2025, in collaboration with the climate change team and the Boticário Group Foundation, Boticário Group's Climate Transition and Adaptation Plan (PTAC) was developed, reinforcing the Group's commitment to this issue.

Within the management structure, the ESG Directorate and the Senior Environmental Impact Management team are responsible for driving the climate and nature agendas; they discuss these issues directly with senior leadership and report on results, risks, and strategies to the Vice President of Corporate Affairs and the ESG Committee itself. This structure ensures that nature-related issues are prioritized in the company's managerial and strategic discussions.

The Boticário Group is committed to transparency and compliance with its legal obligations, keeping its records and registrations up to date, such as the Federal Technical Registry of the Brazilian Institute of Environment and Renewable Natural Resources (CTF-Ibama), ensuring compliance with environmental legislation and the legal formalization of all conservation activities, including the contracting of partner organizations. The legal documentation and records of each contracted organization are rigorously verified to ensure compliance with regulations and social and environmental responsibility across all projects.

HUMAN RIGHTS

At the Boticário Group, respect for human rights is treated as a core value and a guiding principle for management, with formal policies and commitments related to the management of dependencies, impacts, risks, and opportunities associated with nature, as set forth in the Charter of Commitment to Human Rights and Diversity and the Code of Conduct. Human rights due diligence processes are integrated into the company's strategy, policies, and governance, and 100% of suppliers must formally adhere to the Code of Conduct, which prohibits practices such as child labor or forced labor. The social and environmental guidelines specifically include engagement with and support for indigenous peoples, local communities, small-scale producers, and family farmers. The Group seeks to ensure fair and equitable sharing of the benefits arising from the use of genetic resources, in accordance with the Nagoya Protocol and Brazil's Biodiversity Law (No. 13,123/2015), including the distribution of benefits generated from the use and application of biodiversity-derived resources.

To monitor, manage, and address potential adverse impacts on human rights, the Boticário Group maintains grievance mechanisms such as the Conduct Channel, operated by an independent external firm and available 24 hours a day, seven days a week. The channel enables both internal and external stakeholders to report violations of the Code of Conduct and unethical behavior—including human rights issues—ensuring impartiality, confidentiality, and appropriate handling of all cases.

ENGAGEMENT AND ADVOCACY

Boticário Group's commitment to and advocacy for nature-related causes are active and well-structured. The Group is actively involved in the Brazilian Business Council for Sustainable Development (CEBDS) and the Life Coalition for Business and Biodiversity to bring the issue of biodiversity to the forefront of business discussions in the country, with priorities and positions focused on biodiversity conservation, water security, and climate adaptation.

In addition, through the Boticário Group Foundation (see page 94), the Group influences public policy and represents civil society in relevant global forums. Both organizations actively participate in the international frameworks of the United Nations Framework Convention on Climate Change (UNFCCC)—of which they have been observer members since 2009—and the UN Convention on Biological Diversity. The Boticário Group and the Boticário Group Foundation also take part in the Conferences of the Parties (COPs), annual gatherings that bring together the signatory countries to the Paris Agreement to discuss and negotiate climate and biodiversity initiatives. Through this engagement, the Group advances initiatives and public commitments aimed at maintaining alignment with the goals of the Paris Agreement.

The Group also maintains an active and ongoing commitment to communities facing significant environmental challenges. Following the Life methodology, conservation and engagement initiatives are carried out in the areas surrounding the plants, which are located in sensitive ecoregions such as the Bahia Coastal Forest and the Araucaria Forest, including, for example, the Recarrega Project in Camaçari. The Foundation promotes water security initiatives through the Viva Água Movement in strategic watersheds that are critical to the country's water supply. The initiative operates in Guanabara Bay (RJ), the Miringuava River Basin (PR), the Cantareira System—which spans parts of São Paulo and Minas Gerais—and the Joanes and Jacuípe headwaters in Bahia. In both Bahia and Paraná, the initiative contributes directly to the water security of the Group's operations.

In addition, stakeholders are consulted every two years as part of the double materiality analysis. The purpose of this engagement is to assess the social, environmental, and financial impacts of Boticário Group's operations, as well as perceptions regarding the relevance of these issues, using formal methods such as working meetings, interviews, and online consultations. The results of the process define the material topics that shape the strategy and content of the Integrated Report.

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Strategy

The Boticário Group, through Matriz Life BSE (see page 87), together with the Natural Capital Protocol, monitors its nature-related impacts, dependencies, risks, and opportunities. The Life Methodology enables the measurement of impacts and dependencies and is recognized as compliant with the TNFD's LEAP*methodology; it is also recommended as a tool for setting science-based targets. Using this methodology, the company identifies activities linked to its core processes, the factors that cause environmental impacts, the effects on biodiversity and ecosystem services, and the suite of responses—prevention, minimization, mitigation, restoration, recovery, and compensation—consolidated in the Biodiversity and Ecosystem Services Action Plan (PABS).

To address regional specificities, the Life methodology is applied at the sites in São José dos Pinhais (PR), Camaçari (BA), Registro (SP), and São Gonçalo dos Campos (BA). The first two sites, located in the Serra do Mar Coastal Forests and the Interior Forests of Bahia*, respectively, were incorporated into the methodology in 2025. In the same year, the sites in São José dos Pinhais (PR) and Camaçari (BA) also began to be assessed under the methodology and recorded a positive balance, were recertified by an independent third party; plans are in place to certify an additional site in 2026, together with a public commitment to progressively certify all operational sites using the Life methodology by 2030.

The Life methodology correlates pressure and severity indices by ecoregion for each environmental aspect, enabling the quantification of impacts at individual industrial sites. Ecoregions are defined based on priority areas identified by the International Union for Conservation of Nature (IUCN), the National System of Nature Conservation Units (SNUC), the Integrated Biodiversity Assessment Tool (IBAT), and the World Wildlife Fund (WWF). No factories or distribution centers are located in priority areas, according to the UN Environment Programme World Conservation Monitoring

* Leap is a TNFD methodology, and the name is an acronym formed from the initials of its constituent phases: Locate, Estimate, Assess, and Prepare.

* Information updated on June 11, 2026.

EDITAL CONEXÃO OCEANO – COASTAL-MARINE ZONE
Credit: Vitor Jubini Venturin

Commitments for the Future

The Commitments for the Future (see page 22) guide the Group's ESG strategy and consist of eight commitments and 30 targets for 2030. These include targets related to biodiversity and nature, which, like the others, are measured, monitored, and managed strategically. To track progress toward these goals, the Boticário Group uses eco-efficiency indicators such as water consumption, energy consumption, waste generation, greenhouse gas (GHG) emissions, recyclability, water reuse, and renewable energy. These indicators are monitored and analyzed on a monthly basis, providing data to inform decision-making and the adjustment of sustainability strategies.

Centre (UNEP-WCMC) and IUCN (2025), Protected Planet (WDPA and WD-OECM). Also in 2025, a study was conducted to map water-related risks at all operational sites.

The impacts and dependencies identified at the facilities in São José dos Pinhais (PR) and Camaçari (BA) are similar, due to the similarity of their operational processes. The Group's primary impact relates to the ecosystem services associated with global climate regulation, resulting from Product Manufacturing/Operations and the Power Generation Group, with Product Manufacturing/Operations being the process that contributes most to impacts across all identified ecosystem services. The main dependencies are associated with water supply and the supply of biochemical and pharmaceutical products, followed by regional and local climate regulation, natural resources, and support for primary production. Product Manufacturing/Operations is also the process most dependent on these services, particularly Primary Production Support and Natural Resources.

The impact assessment considers criteria such as recovery time, scope, and the costs of mitigation and compensation. The dependency assessment takes into account operational disruptions, replacement options, and associated costs. The Life Methodology also links environmental aspects to the Biodiversity Pressure Index (BPI), which incorporates water use, waste, energy, greenhouse gas emissions, and the land area occupied by operations, thereby enabling the integration of operational strategies with the organization's systemic needs.

As opportunities that span all three horizons, the Group prioritizes the preservation of ecosystem services through conservation initiatives led by the Boticário Group Foundation and through the adoption of Nature-Based Solutions (see page 185).

Risks and opportunities related to the environment also directly affect Boticário Group's financial position, performance, and access to financing; they are assessed for potential impacts, such as increased costs, operational disruptions, and loss of income. Resilience is strengthened by the measures outlined in the Biodiversity and Ecosystem Services Action Plan (BESAP), which include projects with defined timelines, durations, and legal compliance requirements. In addition, the Group implements Environmental Management Plans (EMPs), certifications, fire prevention plans, and plant improvements to ensure the proper water resource and waste management.

Impacts

In the **short term**, the Group is already facing challenges stemming from the intensification of climate events that are disrupting the global balance. This requires immediate action to prevent, mitigate, restore, and compensate for impacts, as well as to ensure the quality and availability of the pressure indicators generated, in addition to promoting operational efficiency and investments in technologies with a lower environmental impact.

In the **medium term**, to mitigate water shortages and potential difficulties in sourcing raw materials, the Group seeks to diversify its suppliers and sources of inputs and improve water use efficiency. This includes investments in water supply technologies and the implementation of projects that ensure the availability and quality of the resource.

In the **long term**, the strategy involves investments in innovation, the development of sustainable products, and the adoption of operational practices that minimize environmental impacts throughout the entire value chain—from design to delivery to the consumer—with a focus on traceability and eco-efficiency.

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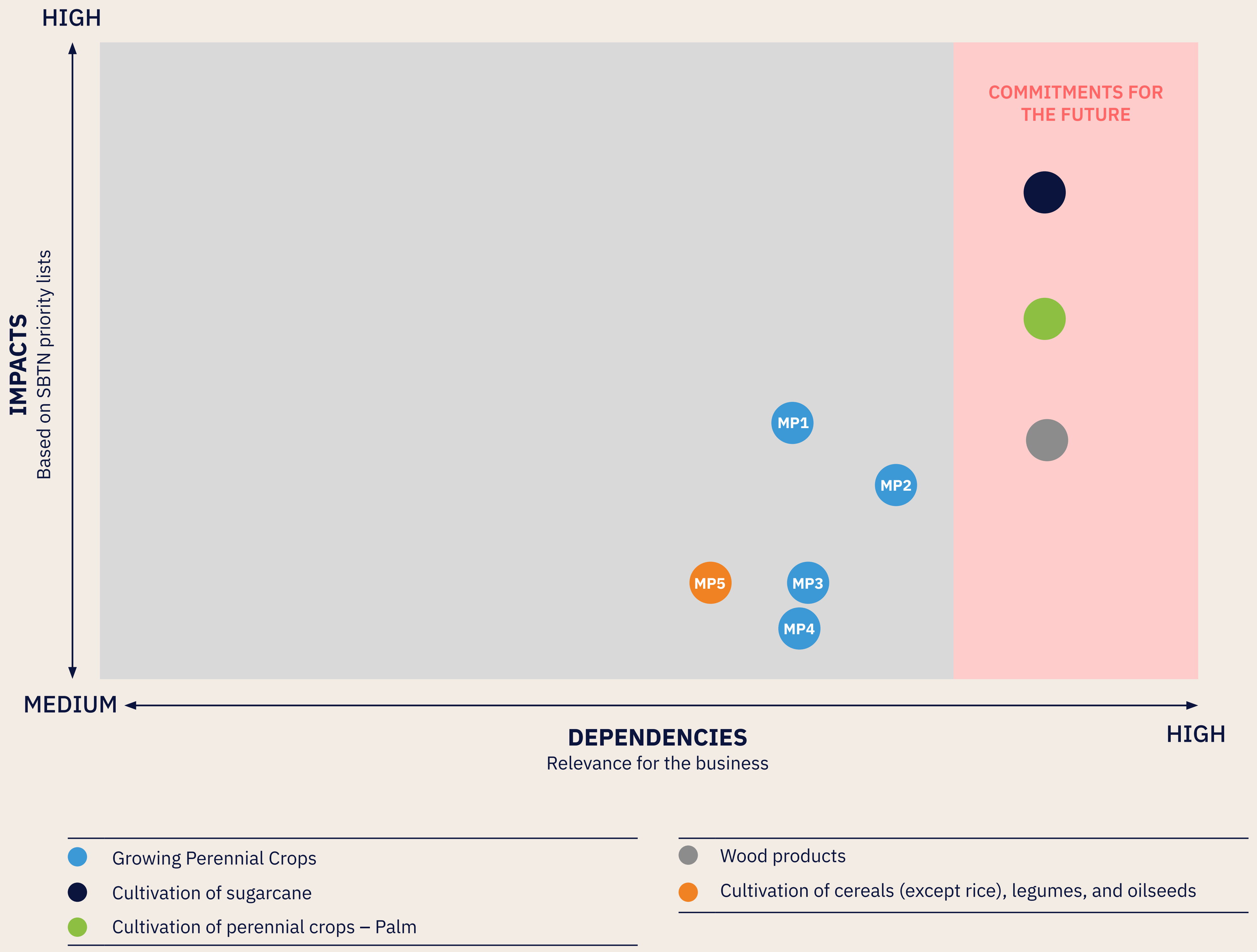
Risk and impact **management**

The nature-related impacts, dependencies, risks, and opportunities directly affect the company's strategic positioning and business model. The sourcing of raw materials and operations depend on the balance of ecosystem services and on organizational efficiency.

To identify impacts and dependencies in its upstream value chain, the company uses the ENCORE tool to analyze and monitor priority raw materials. Furthermore, the Boticário Group conducts due diligence to ensure that its raw materials do not include endangered species listed on the IUCN Red List of Threatened Species or in the Appendices of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).



Impacts: the main impacts identified for the primary raw materials were freshwater use; emissions of toxic pollutants into soil and water; and water consumption volume.

Dependencies: the main dependencies identified in the key raw materials were biomass supply; soil and sediment retention; water purification; soil quality regulation; genetic material; global and local climate regulation; and rainfall pattern regulation.

The Environmental Impact Assessment, supported by engineering and administrative controls, enables the identification and management of the environmental impacts associated with Boticário Group's operations. The Change Control Procedure ensures that any changes with potential environmental implications are properly reviewed and approved in a responsible manner. Decisions related to transforming business practices are integrated from the product design stage, using tools such as Life Cycle Assessment (LCA) and the third-party-validated Environmental Risk Assessment Index (I.A.R.A.®).

With regard to waste management, the Group adopts measures to ensure the proper treatment of liquid effluents and promotes the reduction, reuse, and recycling of solid waste. Waste is disposed of in accordance with environmental regulations. The Group uses eco-efficiency indicators to monitor environmental performance and implement practices such as black smoke measurement, the use of reclaimed water, preventive equipment maintenance, and pest control.

To identify water-related risks, the company has adopted new tools to support decision-making, including the development of a water risk matrix for all plants and the establishment of a centralized data source to assess risks and opportunities, enabling the prioritization of investments from an integrated perspective. The Group operates Wastewater Treatment Plants (WWTPs) and/or Waste Treatment Facilities (WTFs) to ensure the proper treatment of effluents and waste, and conducts regular inspections of transport vehicles to ensure compliance with environmental and safety standards.

Its GHG emissions inventory is prepared in accordance with the GHG Protocol and ISO 14064-1 standards, while waste management practices follow NBR 17100. Conducted annually, the inventory covers Scope 1, 2, and 3 emissions, providing a comprehensive view of the Company's carbon footprint and guiding emission reduction actions. Currently, the Group reports on 11 Scope 3 categories, of which seven (1, 3, 4, 5, 7, 11, and 12) apply to São José dos Pinhais (PR), and six (3, 4, 5, 7, 11, and 12) apply to Camaçari (BA).

The Group has also implemented a Chemicals Management Plan covering pest control and the use and handling of chemical substances, based on Safety Data Sheets (SDS) and specific safety standards: Chemical Safety Information, Criteria for Access to and Storage of Flammable Products in Classified Areas, and Transportation of Hazardous Materials. Strict adherence to these practices ensures the responsible handling of chemicals, minimizing risks and promoting positive environmental outcomes.

The innovation strategy includes the development of biotechnological solutions to replicate natural ingredients without direct extraction, and for more than 20 years the company has invested in alternatives to animal testing, with over 50 methods developed. This approach has led to important certifications, including those granted by People for the Ethical Treatment of Animals (PETA) and Cruelty Free, reinforcing the Group's commitment to animal welfare and responsible scientific research through open innovation initiatives with universities and partners. In addition to being part of its Commitments for the Future, progress in alternative testing methods was also established as a key performance indicator (KPI) linked to fundraising through Sustainability-Linked Bonds (SLBs) issued in 2025.

Responsible sourcing is promoted throughout the entire value chain, encompassing suppliers, customers, and employees. The company engages suppliers through PADP, the annual ESG Questionnaire, and participation in the CDP Supply Chain, using these tools to identify and assess risks and to encourage the adoption of sustainable practices. The Pandora Program maps critical supply chains beyond tier 1—such as alcohol, timber, and palm oil—achieving 100% certification for alcohol and 98% for timber.

In addition, 100% of direct suppliers are required to comply with Boticário Group's procurement policies, reinforcing its commitment to ethical and sustainable practices at every stage of the business.

As part of its supply chain engagement, the Group invites suppliers to participate in training sessions covering ESG topics and offers specialized programs led by the Supplier Development team, with support from internal ESG and Environmental teams.

The Group also promotes the onboarding of new employees—both internal and external—by addressing sustainability issues during the onboarding process. From time to time, awareness programs are held for operational staff, known as "Paradões," focusing on environmental care and conservation practices. In collaboration with customers, the company advances extended producer-responsibility initiatives, such as Boti Recicla (see page 74), with more than 4,500 collection points, and initiatives such as Factory Price Station (see page 77).

LION TAMARIN
Credit: Haroldo Palo Jr.

NATURE-BASED SOLUTIONS

The Boticário Group believes in Nature-Based Solutions (NbS) and, in response to these risks, has launched initiatives such as the Viva Água Movement, a multistakeholder initiative aimed at promoting water security and resilience to climate change in river basins that are strategic for Brazil's water supply. At present, the movement is active in four regions (see page96), with activities in the regions of Paraná and Bahia directly contributing to the Group's long-term operations. By 2030, there will be six established water supply systems at strategic water sources for public use in Brazil. The development and planning of these initiatives have involved the active participation of various organizations from the public and private sectors, universities, and civil society, with information and data being exchanged from the onset.

The SbN initiatives have also been supported by other initiatives from the Boticário Group Foundation, such as Solutions Web and the Nature Solution Project Incubator (see page 96).

The Group systematically monitors the results of conservation and/or sustainable use of biodiversity initiatives, using official scientific data and/or relevant traditional knowledge. For Private Natural Heritage Reserves (PNHRs), the Foundation conducts monthly analyses of management-related indicators to ensure the effectiveness of its initiatives.

Learn more about Boticário Group Foundation's work on page 94 and on the website.

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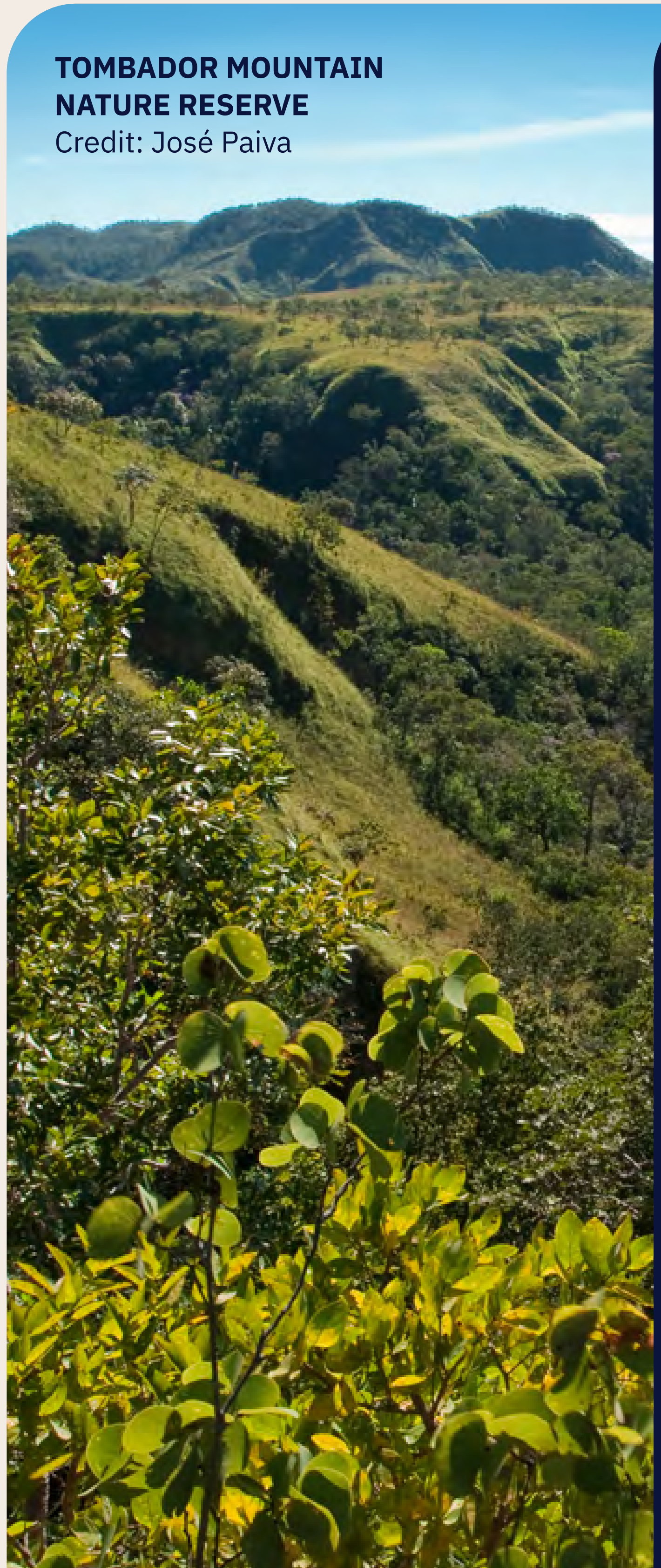
Targets and metrics

Recognizing the importance of biodiversity and nature, the Boticário Group has established policies and commitments aligned with the 2050 Goals and 2030 Targets of the Kunming–Montreal Global Biodiversity Framework. The Group pursues these objectives in an integrated manner, with particular emphasis, at the corporate level, on Goals 14 and 15.

In addition, the Boticário Group has defined internal targets, with biodiversity conservation as a central pillar of its commitments. The Group aims to protect 2 million hectares of terrestrial and marine areas by 2030, directly contributing to the preservation of ecosystems and endangered species, and reinforcing its commitment to safeguarding nature for future generations.



TOMBADOR MOUNTAIN NATURE RESERVE
Credit: José Paiva

Targets of the Kunming-Montreal Global Biodiversity Framework

Target 14: To ensure the full integration of biodiversity and its multiple values into policies, regulations, planning and development processes, poverty reduction strategies, environmental assessments, and national accounting across all levels of government and sectors, progressively aligning public and private activities, as well as fiscal and financial flows, with the objectives of the Global Framework.

To support this goal, the Group participates in initiatives and coalitions such as the Life Coalition, CEBDS, and the Global Compact. Joining a business coalition dedicated to biodiversity is crucial to addressing today's environmental challenges. By joining forces, companies can amplify their positive impact through the exchange of knowledge, resources, and sustainable practices. This collaboration strengthens environmental resilience and drives innovation, promoting more responsible business models. Together, companies can play a key role in preserving biodiversity, helping to ensure a more sustainable and balanced future for generations to come.

Target 15: To promote transparency and reporting on biodiversity by companies and financial institutions, encouraging the disclosure of their relationship with nature in order to reduce negative impacts and enhance positive contributions to biodiversity.

In this context, reporting in line with TNFD serves as evidence of the Group's commitment to disclosing impacts, dependencies, risks, and opportunities related to nature.

With regard to animal welfare, the Boticário Group is committed to protecting animals and promoting their well-being. The company also aims to expand its portfolio of alternative methods for assessing the safety of raw materials and products by 40%, reducing reliance on animal testing while advancing science and innovation in this field.

The Boticário Group is committed to achieving a net positive impact on biodiversity by 2030, based on Life certification across its operations. This ambition encompasses a broad set of initiatives spanning both its direct activities and its value chain. To this end, it uses the Life methodology, which is recognized by the TNFD and the Science Based Targets Network (SBTN)[1], to measure impacts, dependencies, risks, and opportunities related to nature, providing technical and informational support that guides strategic actions and enhances the management of this issue.

1 A global initiative that develops methodologies to help companies and institutions set science-based targets for nature.

METRICS

The Boticário Group uses the Biodiversity Pressure Index (IPB), based on the Life methodology, to calculate its environmental impact metrics. By translating operational pressure into a comparable and traceable metric, senior management assesses how the environmental performance of its facilities affects the organization's overall risk profile, informing strategic decisions, mitigation plans, and the allocation of capital for conservation (see IPB results on page 91).

The Boticário Group also conducts Environmental Impact Assessments and Hazard and Risk Assessments, including compliance with applicable legal requirements and reporting to the relevant areas. In addition, it publishes its results in the Integrated Report on an annual basis and its public commitments on the website Beauty for the Future.

To support trend analysis, the Group presents its key indicators and metrics, including comparisons with prior years, and discloses forward-looking metrics aligned with its short- (up to ten years), medium- (10–20 years), and long-term (20–30 years) strategic planning horizons. These targets are detailed in its "Commitments for the Future," including the monitoring of progress toward goals associated with Boticário Group's Sustainability-Linked Bonds (SLBs).

SEVEN-COLORED TANAGER
Credit: Haroldo Palo Jr.

Content indexes

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GRI content index

STATEMENT OF USE	The Boticário Group reported in accordance with GRI Standards for the period from January 1, 2025, to December 31, 2025
GRI 1 USED	GRI 1: Fundamentals 2021
PUBLICATION DATE	May 27, 2026

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GENERAL CONTENT					
THE ORGANIZATION AND ITS REPORTING PRACTICES					
GRI 2: General disclosures 2021	**2-1** Organizational details	9			
	2-2 Entities included in the organization's sustainability reporting	9			
	2-3 Reporting period, frequency and contact point	9			
	2-4 Restatements of information*	61, 62			Emissions for the 2022 base year were revised downward by 12% compared with prior reports following an update to Scope 3 Category 1 and 2 emission factors—an adjustment made while preserving the technical rigor and alignment with international inventory best practices—and the exclusion of Category 11, which the SBTi does not include in target boundaries because those emissions are treated as indirect relative to the Group's actions. To preserve historical integrity and ensure comparability, the base-year emissions were recalculated. This recalculation enables accurate tracking of progress against the Group's decarbonization targets.
	2-5 External assurance*	211			Independent assurance conducted by PwC Brasil.
ACTIVITIES AND WORKERS					
GRI 2: General disclosures 2021	**2-6** Activities, value chain and other business relationships	15, 31, 126, 151			"Other significant business relationships" include those such as joint ventures. "Significant changes" are those that can positively or negatively impact business strategy, such as structural, operational, and strategic changes.

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GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 2: General disclosures 2021	**2-7** Employees*	130			Employees are staff members directly hired by the Boticário Group; interns and apprentices are excluded. Permanent employees: professionals employed with no predetermined end date to their contract. Temporary employees are professionals hired for a fixed term. There are no non-guaranteed hours employees. There are no part-time employees; all Boticário Group employees are hired on a full-time basis. “Significant fluctuations” are substantial changes (more than 40%) in the number of employees that have a significant impact on the company’s organizational structure.
GRI 2: General disclosures 2021	**2-8** Workers who are not employees*	130			Interns: a structured program focused on professional and practical development, including training, ongoing guidance, and the completion of a final project in their field of work. They work on strategic projects and provide operational support. Apprentice: hands-on experience in retail, operations, or corporate departments, with a focus on administrative tasks, organization, and customer service. This includes theoretical training through partner institutions and internal development tracks. The definition of the term employees was the same as that used in GRI 2-7.
GOVERNANCE					
GRI 2: General disclosures 2021	**2-9** Governance structure and composition	38.39			The term of office for board members is indefinite. All members are full members.
GRI 2: General disclosures 2021	**2-10** Nomination and selection of the highest governance body	38			
GRI 2: General disclosures 2021	**2-11** Chair of the highest governance body	38			
GRI 2: General disclosures 2021	**2-12** Role of the highest governance body in overseeing the management of impacts	38, 39			
GRI 2: General disclosures 2021	**2-13** Delegation of responsibility for managing impacts	39			

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GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 2: General disclosures 2021	**2-14** Role of the highest governance body in sustainability reporting	11			
	2-15 Conflicts of interest	41	2-15-b-ii; 2-15-b-iii	Not applicable. The Boticário Group is a privately held company.	A conflict of interest, whether actual or potential, arises when an employee's personal interests and their position: (i) may directly or indirectly benefit private interests that are contrary to the interests of the Boticário Group, or (ii) may cause harm or loss to the Boticário Group.
	2-16 Communication of crucial concerns	42	2-16-b	Confidentiality restrictions. Content partially omitted because it is considered sensitive/strategic.	Crucial concerns may be issues, risks, or topics of high importance and urgency that could have potential or actual negative impacts on the organization, which may result in financial losses, business disruption, or reputational damage. These issues may be raised through complaint mechanisms and other processes such as risk management, materiality assessments, and by stakeholders.
	2-17 Collective knowledge of the highest governance body	39			
	2-18 Evaluation of the performance of the highest governance body	132		Confidentiality restrictions. Content omitted because it is considered critical/strategic.	
	2-19 Remuneration policies	133	2-19-a-ii; 2-19-a-iii; 2-19-a-iv; 2-19-a-v	Confidentiality restrictions. Content partially omitted because it is considered sensitive/strategic.	
	2-20 Process to determine remuneration	133	2-20-a-ii; 2-20-a-iii; 2-20-b	Confidentiality restrictions. Content partially omitted because it is considered sensitive/strategic.	
	2-21 Annual total compensation ratio			Confidentiality restrictions. Content omitted because it is considered critical/strategic.	
STRATEGY, POLICIES AND PRACTICES					
GRI 2: General disclosures 2021	**2-22** Statement on the sustainable development strategy	5, 6, 7, 22			

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 2: General disclosures 2021	**2-23** Policy commitments	44			The precautionary principle calls for prompt action to prevent or reduce potential harms when scientific certainty is lacking but there are reasonable grounds to suspect serious or irreversible damage.
	2-24 Embedding policy commitments	44			
	2-25 Processes to remediate negative impacts*	41			
	2-26 Mechanisms for seeking advice and raising concerns*	41			
	2-27 Compliance with laws and regulations*	43			Significant cases of non-compliance are defined as legal or administrative proceedings involving alleged violations of applicable laws or regulations that may materially affect Boticário Group from a financial, reputational, regulatory, or operational standpoint. This definition includes investigations conducted by regulatory authorities, as well as cases that could set strategic precedents, result in significant penalties, or have a material impact on internal practices, governance, or compliance controls.
	2-28 Membership associations	32			
STAKEHOLDER ENGAGEMENT					
GRI 2: General disclosures 2021	**2-29** Approach to stakeholder engagement*	11, 30			
	2-30 Collective bargaining agreements	44, 129			All employees are covered by collective bargaining agreements. The definition of employees is the same as that used in GRI 2-8. Interns are covered by contracts established in accordance with Law No. 11,788/2008. Apprentices are covered by collective bargaining agreements, with contracts governed by Law No. 10,097 of 2000.
MATERIAL TOPICS					
GRI 3: Material topics 2021	**3-1** Process to determine material topics*	11			
	3-2 List of material topics*	11			

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
DEVELOPMENT AND ENGAGEMENT WITH RESELLERS AND THE LOCAL COMMUNITY					
GRI 203: Indirect economic impacts 2016	**203-1** Infrastructure investments and services supported	110			Significant investments are those related to the implementation of the company's strategic plan for the short-, medium-, and long-term cycles. Significant impacts are those risks that could jeopardize the implementation of this plan. We define positive impacts as those that contribute positively to the results, and negative impacts as those that contribute negatively to the results.
GRI 413: Local communities 2016	**413-1** Operations with local community engagement, impact assessment and development programs	112			Every year, the Boticário Group creates thousands of opportunities through its social programs. These initiatives are conducted primarily in the communities surrounding our operations and include the implementation of proprietary projects, volunteer activities, product donations to local institutions, and sponsorship of projects supported through tax incentive laws. The results are measured by the social programs described on page 110. Operations refers to all locations where BG has operations. Local communities are those located near the sites of operations and may extend throughout the country. The metrics used to measure results vary by program, as shown on page 115, and include the number of people trained, donated goods, and other factors. For more information, visit www.grupoboticario.com.br/impacto-social
	413-2 Operations with significant actual and potential negative impacts on local communities	112			Complementing the response above: We operate through our own initiatives, incentive-backed projects, and partnerships. Our target audience is people in situations of social vulnerability, with primary consideration given to income and diversity criteria. "Operations" refers to the locations of our operational sites and the surrounding communities. We have a social impact team that continuously assesses these needs and implements targeted social programs.

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
WASTE MANAGEMENT					
GRI 301: Materials 2016	**301-1** Materials used by weight or volume*	69, 78			The indicator is calculated by dividing the weight of the packaging material or formulation by the total volume of the sell-in products. The calculations are accurate, based on the specific composition of the product. Only in rare cases where products do not have a registered composition, or the information provided is not in a readable format, is an estimated calculation applied, which is based on the item's category. We consider all active products sold on a sell-in basis to be our core products and services. For the formulation, raw materials of plant and biotechnological origin were considered renewable. Synthetic, blended, or animal-derived ingredients are classified as non-renewable. For packaging, we consider paper and green PE to be renewable, and metal, glass, and plastic to be non-renewable. There are no exclusions in the database.
	301-2 Recycled input material used*	69, 78			
	301-3 Reclaimed products and their packaging materials*	74			The indicator is calculated based on the volume of waste sent for recycling in relation to the total waste generated from Boticário Group packaging in 2025. The calculation does not involve estimates, assumptions, or data approximations. The products considered correspond to sell-in volumes, with no exclusions. "Reclaimed products and their packaging materials" refers to products and packaging directed to recycling cooperatives.
GRI 306: Effluents and Waste 2020	**306-1** Waste generation and significant waste-related impacts	68			We consider significant impacts to be any environmental, social, or economic consequences resulting from the generation and final disposal of waste that may affect human health or the environment. They can be actual (current and verified) or potential (future risks).
	306-2 Management of significant waste-related impacts	68, 70			The concept of materiality is the same as that adopted for GRI 306-1.
	306-3 Waste generated*	71			For waste data by composition, in metric tons (t), and waste management data, in metric tons (t): data from waste controls and monitoring were consolidated, organized into Class I and Class II, and categorized by disposal method in accordance with NBR 17100.

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GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 306: Effluents and Waste 2020	**306-4** Waste diverted from disposal*	71			The assumptions used were the same as those for indicator GRI 306-3.
	306-5 Waste directed to disposal*	71			The assumptions used were the same as those presented above for GRI 306-3.
CLIMATE CHANGE					
GRI 302: Energy 2016	**302-1** Energy consumption within the organization*	64			We define energy consumed within the organization as all energy consumed in our own operations: factories, distribution centers, corporate offices, and company-owned stores. This is the same organizational boundary used in the Emissions Inventory, available in the Public Emissions Registry.
	302-2 Energy consumption outside of the organization*				Total energy consumption outside the organization is 649,191.08 GJ (Scope 3).
	302-3 Energy intensity	65			
	302-4 Reduction of energy consumption	65			Energy consumption at the Boticário Group is measured using energy meters, which track consumption within the Orange—the Energy Management System—platform at factories and distribution centers, and through electricity bills at company-owned stores and administrative offices. The conversion factors used are those provided by EPE (Energy Research Company).
	302-5 Reductions in energy requirements of products and services	64			Reductions in the energy requirements of products and services sold represent a decrease in energy consumption over the lifetime of a product or during the provision of a service, compared to previous or competing models. Energy consumption at the Boticário Group and reductions in the energy requirements of the products and services sold are measured using energy meters, which track consumption within the Orange—the Energy Management System—platform at factories and distribution centers, and through electricity bills at company-owned stores and administrative offices. The conversion factors used are those provided by EPE (Energy Research Company).

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 305: Emissions 2016	**305-1** Direct (Scope 1) GHG emissions*	61, 62			The sources of emission factors are based on guidelines from the GHG Protocol Brazil; Ecoinvent 3.8, Defra UK, USEPA, Wiod (Quantis), and the IEA. The Global Warming Potential (GWP) is based on the IPCC AR5. To consolidate the information, the methodologies of ISO 14064-1 and the GHG Protocol are used. All calculations are performed using SINAI Technologies' software, which is certified by TÜV Rheinland. The operational control approach is used for all companies within the Boticário Group, as defined by the organizational boundary, covering all relevant emissions across the entire organization.
	305-2 Energy indirect (Scope 2) GHG emissions*	61, 62			The assumptions used were the same as those for indicator GRI 305-1.
	305-3 Other indirect (Scope 3) GHG emissions*	61, 62			Significant changes in greenhouse gas (GHG) emissions must be considered when structural or methodological changes occur that affect the consistency and comparability of the emissions inventory over time. The assumptions used were the same as those for indicator GRI 305-1.
	305-4 GHG emissions intensity	63			
	305-5 Reduction of GHG emissions*	61, 62			Primary associated effects are defined as activities or elements specifically designed to reduce GHG emissions, representing the direct and intended outcome of a mitigation action. Significant side effects refer to the unintended, collateral, or indirect consequences of mitigation efforts that lead to changes—whether increases or decreases—in GHG emissions elsewhere. The assumptions used were the same as those for indicator GRI 305-1.
	305-6 Emissions of ozone-depleting substances (ODS)	-			The Boticário Group does not emit ozone-depleting substances (ODS) in its operations. The assumptions used were the same as those for indicator GRI 305-1.

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 305: Emissions 2016	**305-7** Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	63			We consider any emissions of NO_x, SO_x , or POPs to be significant. The assumptions used were the same as those presented for indicator GRI 305-1.
WATER AND EFFLUENT MANAGEMENT					
GRI 303: Water and Effluents 2018	**303-1** Interactions with water as a shared resource	79, 82			
	303-2 Management of water discharge-related impacts	81, 82			
	303-3 Water withdrawal*	81			Areas of water stress are defined as regions where demand for water exceeds available supply or where poor water quality limits its use. For the volumes reported by the Boticário Group, there is no water withdrawal or discharge in areas classified as having high water stress. The Aqueduct Water Risk Atlas, developed by the World Resources Institute (WRI), identifies water-stressed areas by measuring the ratio between total water demand and the annual availability of renewable water resources (both surface and groundwater) at the watershed level. Dissolved solids are measured through external testing conducted by an accredited laboratory, using Standard Methods SMWW 2540C, with a maximum limit of 500 mg/L, in accordance with Ordinance 888.
	303-4 Water discharge*	81	303-4 d.i, ii, iii		There are no priority substances of concern for which disposal procedures are in place. There are no cases of non-compliance with the disposal limits. Further details regarding the above response: Substances of concern are those identified in internationally recognized lists—such as those established under the EU Water Framework Directive (WFD) or WHO guidelines—or defined based on hazard criteria, including persistent, bioaccumulative, and toxic (PBT) substances, as well as very persistent and very bioaccumulative (vPvB) substances. The data were collected using existing consumption meters at the factories and consumption readings at distribution centers (DCs), and subsequently consolidated into spreadsheets.
	303-5 Water consumption*	81			Significant impacts are those that could paralyze or disrupt operations and pose a reputational risk.

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GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
BIODIVERSITY AND ECOSYSTEMS					
GRI 101: Biodiversity 2024	**101-1** Policies to halt and reverse biodiversity loss	86			
	101-2 Management of biodiversity impacts	86			
	101-3 Access and benefit-sharing	86			
	101-4 Identification of biodiversity impacts*	86			To identify its impacts, dependencies, risks, and opportunities, the Boticário Group used the Life Methodology, which is recognized as aligned with the TNFD's Leap methodology. The use of the Life BSE Matrix, in conjunction with the Natural Capital Protocol, identified Boticário Group's impacts and dependencies. The reported information pertains to the SJP and CAM plants.
	101-5 Locations with biodiversity impacts*	86, 88			The Boticário Group defines ecologically sensitive areas as regions characterized by high biodiversity, environmental fragility, or significant scenic value. Areas considered important for biodiversity include those that support a wide variety of flora and fauna species; are particularly vulnerable to degradation or human interference; perform essential ecological functions, such as climate regulation, soil conservation, and water resource protection; or provide habitat for threatened or endemic species. The Life methodology and Life Key software comply with the TNFD's Leap recommendations. Principles, criteria, and indicators have been developed that incorporate the recommendations regarding activities, permits, concessions, practices, data, documents, and conservation projects in priority areas that offset the impact generated by the operation. The primary technical references used are the LIFE technical guides, which consolidate international references, as well as maps, standards, databases, calculation methodologies, and the Life Key tool. We also use internal mapping management that takes into account the priority areas identified by the WDPA, WWF Teow/Wildfilter, and Globio.

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 101: Biodiversity 2024	**101-6** Direct drivers of biodiversity loss*	86, 88			The ecosystem classification used to identify the types of converted ecosystems is based on several mapping systems, including Globio: A Framework to Investigate Options for Reducing Global Terrestrial Biodiversity Loss and the World Wide Fund for Nature (WWF Wildfinder). Classification: Bahia's Coastal Forests and Araucaria Forests. These references allow us to determine the severity and measure the impacts based on priority ecosystem areas. The Life methodology uses the LifeKey software, which is fed with consumption data such as water, energy, emissions, land area, and waste. This data is correlated with the severity of the region (based on these references, maps, and international lists). Each field filled out refers to the environmental aspect mentioned and is subject to a third-party audit. The data are the same as those used in the GRI standard for the other sections of the Integrated Report. Water: total water consumption for all processes, both direct and indirect, carried out at the facility. Air pollution: total emissions of all greenhouse gases, Scopes 1, 2, and 3, in accordance with the GHG Protocol. Soil: Land use by our facilities at the factory site.
	101-7 Changes to the state of biodiversity*	86, 88			Complementing the response above: The ecosystem has not been converted. We only use these tools to determine whether our activities are in a sensitive area.
SUPPLY CHAIN MANAGEMENT					
GRI 204: Procurement Practices 2016	**204-1** Proportion of spending with local suppliers	151			This metric measures spending on strategic suppliers within Brazil as a percentage of total spending on all active suppliers. Strategic suppliers are those selected based on criteria such as criticality, dependency, and financial impact, and they undergo remote or on-site audits that include in-depth document reviews, license validation, and targeted audits.

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 308: Supplier environmental assessment 2016	**308-1** New suppliers that were screened using environmental criteria	150			New suppliers are those contracted this year. The social and environmental criteria used are eco-efficiency, climate change, biodiversity, raw material traceability, waste management, diversity and inclusion, ethical conduct, governance, integrity, and risk management. Depending on the type of supply, some of them may still undergo additional criticality analyses. Suppliers who scored 60% or higher on the sustainability assessment are considered sustainable suppliers. The indicator is calculated based on the number of suppliers evaluated according to these criteria relative to the total number of active suppliers for the year.
	308-2 Negative environmental impacts in the supply chain and actions taken*	149, 150, 151			No supplier was identified as causing actual or potential negative environmental impacts. The base is the total number of active suppliers for the year. The evaluation described above. Actual or potential negative socio-environmental impacts are those that may cause harmful changes to the environment and society as a result of the activities, products, or services of third-party companies that are part of the supply chain.
GRI 407: Freedom of association and collective bargaining 2016	**407-1** Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	44			Upon contract approval and throughout the contract term, the supplier is evaluated annually through a process that may include on-site or remote audits to assess labor and legal compliance issues, among other matters. All employees are covered by collective bargaining agreements.
GRI 408: Child labor 2016	**408-1** Operations and suppliers at significant risk for incidents of child labor	44, 149			In addition to the assessments and audits described above, the BG systematically checks the Ministry of Labor's blacklist database. This verification is applied to all suppliers. Significant risks are defined as events, conditions, or hazardous agents with both a high likelihood of occurrence and a high potential severity of impact if realized. Child labor is any work or economic activity performed by children and adolescents under 16 years of age (with an exception allowing apprentices from age 14 under specific legal conditions). Young workers are individuals aged 15 to 29 who participate in the labor force. Hazardous work is any activity that, due to its nature or the methods employed, presents a substantial and immediate threat to a worker's life or physical health. The legal foundation is the Brazilian Federal Constitution.

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 409: Forced or compulsory labor 2016	**409-1** Operations and suppliers at significant risk for incidents of forced or compulsory labor	149, 150			Complementing the previous answer: Compulsory labor refers to the subjection of people to forced labor, exhausting work hours, degrading conditions, or restrictions on their movement due to debt or violence.
GRI 414: Supplier social assessment 2016	**414-1** New suppliers that were screened using social criteria	149, 150			New suppliers are those contracted this year. The social and environmental criteria used are eco-efficiency, climate change, biodiversity, raw material traceability, waste management, diversity and inclusion, ethical conduct, governance, integrity, and risk management. Depending on the type of supply, some of them may still undergo additional criticality analyses. Suppliers who scored 60% or higher on the sustainability assessment are considered sustainable suppliers. The indicator is calculated based on the number of suppliers evaluated according to these criteria relative to the total number of active suppliers for the year.
	414-2 Negative social impacts in the supply chain and actions taken*	149, 150, 151			No supplier was identified as causing actual or potential negative social impacts. The base is the total number of active suppliers for the year. The evaluation described above. Actual or potential negative socio-environmental impacts are those that may cause harmful changes to the environment and society as a result of the activities, products, or services of third-party companies that are part of the supply chain.
SAFETY, HEALTH, AND WELL-BEING					
GRI 403: Occupational health and safety 2018	**403-1** Occupational health and safety management system*	140, 145			For occupational safety indicators, we use the same classifications as GRI 401-1. This includes the category "Other Workers," who are not employees but whose work and/or workplace is controlled by the organization. This category includes both permanent and temporary third-party contractors.
	403-2 Hazard identification, risk assessment and incident investigation	146			The definitions are the same as those used in GRI 403-1. The mechanisms and initiatives described do not differ when it comes to managing employees and workers.
	403-3 Occupational health services	142, 145			

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 403: Occupational health and safety 2018	**403-4** Worker participation, consultation, and communication on occupational health and safety	144			The definitions are the same as those used for the indicators GRI 403-1, GRI 403-2, and GRI 403-3.
	403-5 Worker training on occupational health and safety	146			
	403-6 Promotion of worker health	140, 141			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	145			Substantial and significant changes in the employees' physical or mental health resulting from exposure to hazards in the workplace.
	403-8 Workers covered by an occupational health and safety management system	145			For occupational safety indicators, we use the same terminology as above. This includes the category "Other Workers," who are not employees but whose work and/or workplace is controlled by the organization. This category includes both permanent and temporary third-party contractors.
	403-9 Work-related injuries*	146, 147			Same response as that for indicator GRI 403-8. Workplace accidents with serious consequences involve severe injuries, permanent disability, or death, requiring hospitalization and posing a high risk to life. Reportable workplace accidents (CAT) are typical accidents, commuting accidents, or occupational illnesses—even if they do not result in time off work—that occur to employees. The basis is the total number of man-hours worked.
	403-10 Work-related ill health*	145			Same response as that for indicator GRI 403-8. Reportable occupational diseases are confirmed or suspected illnesses linked to work activities that must be reported to the competent authorities, such as the Ministry of Health/SINAN and Social Security agencies, for the purposes of epidemiological surveillance and worker protection.

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
DIVERSITY, INCLUSION AND EQUITY					
GRI 202: Market presence 2016	**202-1** Ratios of standard entry level wage by gender compared to local minimum wage	133			Base pay for all Boticário Group employees is set at either the national minimum wage or the minimum wage established in the Collective Bargaining Agreement (CBA) applicable to the specific industry and region. This indicator covers all BG employees; “non-employees” refers to interns and apprentices. The salary policy applies equally to staff in both administrative and operational functions. The minimum wage is the amount established by the Collective Bargaining Agreement (CBA). Employees are all personnel directly hired by the Boticário Group; interns and apprentices are classified as non-employees (other workers).
GRI 401: Employment 2016	**401-3** Parental leave	134, 135			
GRI 405: Diversity and equal opportunity 2016	**405-1** Diversity of governance bodies and employees*	122, 123			Employees are all BG staff members. Total number of employees trained/total number of employees eligible in each segment. Professionals hired on or before December 31 of the previous year and with no leave of absence >= 180 days are eligible for the annual performance evaluation. Apprentices are not eligible for performance evaluations.
	405-2 Ratio of basic salary and remuneration of women to men	133			Average annual compensation (fixed pay, variable pay, and benefits) by employee category and gender. The rate is calculated by multiplying the average annual pay by the headcount for each gender and job level in the category. Totals for each gender are then summed and divided by the respective headcounts to obtain the average annual pay per person for men and for women. Finally, equity index is the ratio of the average pay for men to the average pay for women.
GRI 406: Non-discrimination 2016	**406-1** Incidents of discrimination and corrective actions taken	120		Confidentiality restrictions. Content partially omitted because it is considered sensitive/strategic.	

GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
CYBERSECURITY, PRIVACY, AND DATA SECURITY					
GRI 418: Customer privacy 2016	**418-1** Substantiated complaints concerning breaches of customer privacy and losses of customer data	46			All requests from data subjects are evaluated through the National Data Protection Authority (ANPD) as part of regular compliance procedures, and the need to record critical incidents requiring notification of a data breach to the authority is assessed in accordance with ANPD guidelines, in compliance with Federal Law No. 12,965 of April 23, 2014 (Civil Rights Framework for the Internet), Federal Law No. 13,709 of August 14, 2018 (Brazilian General Data Protection Law – LGPD), and the Guides and Guidelines of the National Data Protection Authority (ANPD). Substantiated complaints refer to complaints, allegations, or reports of irregularities that, after undergoing an investigation, analysis, or verification process, have been confirmed to be true. A breach of customer privacy is defined as any unauthorized access, collection, use, sharing, or disclosure of a customer's personal information. Data breaches, theft, and loss of customer data are cybersecurity incidents involving the exposure, theft, or destruction of personal, financial, or confidential information, thereby violating privacy and undermining trust in the organization that holds such data. All events are reported in the respective years in which they occurred.
OTHER RELEVANT STANDARDS					
GRI 401: Employment 2016	**401-1** New employee hires and employee turnover	130		Confidentiality restrictions. Content partially omitted because it is considered sensitive/strategic.	New hires made this year. We do not disclose turnover figures, as we consider this information to be strategic and confidential to the Boticário Group. This includes all employees of the Boticário Group, except for interns and apprentices, who are considered "non-employee workers."
GRI 404: Training and education 2016	**404-1** Average hours of training per year per employee	138			The average is calculated by dividing the total number of hours of training for all employees (both synchronous and asynchronous) by the total number of employees trained during the year. Both online and in-person training were considered. Employee categories are stratified according to job positions.

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GRI STANDARD	CONTENTS	LOCATION	OMISSION		DETAILS/BASIS OF PREPARATION
			OMITTED REQUIREMENTS	JUSTIFICATION	
GRI 404: Training and education 2016	**404-2** Programs for upgrading employee skills and transition assistance programs	136, 137			
	404-3 Percent of employees receiving regular performance and career development reviews	131, 132			Employees are all BG staff members. Total number of employees trained/total number of employees eligible in each segment. Professionals hired on or before December 31 of the previous year and with no leave of absence >= 180 days are eligible for the annual performance evaluation. Apprentices are not eligible for performance evaluations.
GRI 416: Consumer health and safety 2016	**416-1** Assessment of the health and safety impacts of product and service categories*	102		100% of the products developed are assessed by toxicologists.	All the criteria analyzed, evaluations, and processes are described on our website Transparent Beauty - Product Safety.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services*	102			Monitoring and handling of product complaints are the responsibility of the Cosmetovigilance area, which covers activities related to the identification, notification, assessment, investigation, monitoring, communication, and prevention of adverse reactions resulting from the use of cosmetic products under normal or reasonably foreseeable conditions. We comply with the federal scope of ANVISA Circular No. 894/2024. We also operate at the international level in accordance with the REACH regulation (Registration, Evaluation, Authorisation and Restriction of Chemicals) of the European Chemicals Agency (ECHA).
GRI 417: Marketing and labeling 2016	**417-2** Incidents of non-compliance concerning product and service information and labeling*	43		Two cases of noncompliance were reported, relating exclusively to a technical discrepancy in classification with the Brazilian Health Regulatory Agency (Anvisa). We would like to emphasize that, in accordance with our Governance and Transparency protocols, the Boticário Group has recalled the affected products, ensuring the compliance of its entire product portfolio.	All active products are included in the indicator. We consider all adverse events reported by Anvisa.
	417-3 Incidents of non-compliance concerning marketing communications	43			Complementing the response above: The Conar, CDC, and LGPD are considered.

***** Indicators that underwent an external audit during the assurance process for this report.

Note: All indicators related to Boticário Group's Commitments to Life were also audited as part of the assurance process for this report.

SASB content index

SUSTAINABLE INDUSTRY CLASSIFICATION SYSTEM (SICS): CG-HP				
Sector: Consumer Goods				
Category: Household and personal products				
SASB STANDARDS	**OMITTED REQUIREMENTS**	**LOCATION**	**OMISSION AND JUSTIFICATION**	**BASIS FOR THE PREPARATION OF THE INFORMATION**
Packaging Life Cycle Management				
CG-HP-410a.1(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable or compostable.*		78		
CG-HP-410a.2 Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle.*		69		The life cycle encompasses everything from raw material selection to development, production, logistics, and retail, all the way to the post-consumer phase of packaging.
Water management				
CG-HP-140a.1(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress.*		81	Withdrawal: 508,340 m^3 Discharge: 190,000 m^3 Consumption: 508,340 m^3	Water withdrawal refers to the total volume of water taken from natural sources or third parties for use in the company's operations. Water consumption is the volume of water supplied minus the volume of water discharged. The indicator considers all water used in the operation. Operations considers sites to be operational, such as factories and distribution centers.
CG-HP-140a.2: Description of water management risks and discussion of strategies and practices to mitigate those risks.	1.1.2 and 1.2	79	Confidentiality restrictions. Content partially omitted because it is considered sensitive/strategic.	Short term: up to 10 years. Medium term: 10 to 20 years. Long term: 20 to 30 years. The life cycle encompasses everything from raw material selection to development, production, logistics, and retail, all the way to the post-consumer phase of packaging. Offset activities refer to measures designed to mitigate or remedy potential negative impacts on the environment caused by the company's operations. Additional impacts refer to the secondary, cumulative, or indirect consequences that may result from the company's activities.

SUSTAINABLE INDUSTRY CLASSIFICATION SYSTEM (SICS): CG-HP				
Sector: Consumer Goods				
Category: Household and personal products				
SASB STANDARDS	**OMITTED REQUIREMENTS**	**LOCATION**	**OMISSION AND JUSTIFICATION**	**BASIS FOR THE PREPARATION OF THE INFORMATION**
Product Environmental, Health, and Safety Performance				
CG-HP-250a.1 Revenue from products that contain substances of high concern as defined by REACH.		102	Confidentiality restrictions. Content omitted because it is considered sensitive/strategic.	
CG-HP-250a.3 Discussion of process to identify and manage emerging materials and chemicals of concern*		102		
CG-HP-250a.4 Revenue from products designed with green chemistry principles.		-	Confidentiality restrictions. Content omitted because it is considered sensitive/strategic.	
SASB CG-HP-430a.1 Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO)		154	Confidentiality restrictions. Content partially omitted because it is considered sensitive/strategic.	
SASB CG-HP-000.A Units of products sold, total weight of products sold		-	Confidentiality restrictions. Content omitted because it is considered sensitive/strategic.	
SASB CG-HP-000.B Number of manufacturing facilities		16		

***** Indicators that underwent an external audit during the assurance process for this report.

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TCFD content index

AXIS	DISCLOSURE RECOMMENDATION	PAGE
Governance	a. Describe how the Board oversees risks and opportunities related to climate change.	164
	b. Describe the role of management in assessing and managing risks and opportunities related to climate change.	164
Strategy	Describe the risks and opportunities related to climate change that the organization has identified in the short, medium, and long term.	165, 167, 168, 169
	b. Describe the impacts of climate change risks and opportunities on the organization's business, strategy, and financial planning.	165, 167, 168, 169
	c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario.	165, 167, 168, 169
Risk management	a. Describe the organization’s processes for identifying and assessing climate related risks.	170, 171, 172
	b. Describe the organization’s processes for managing climate-related risks.	170, 171, 172
	c. Describe how the processes used by the organization to identify, assess, and manage climate-related risks are integrated into the organization's overall risk management.	170, 171, 172
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	173, 174, 175, 176, 177
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	173, 174, 175, 176, 177
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	173, 174, 175, 176, 177

TNFD content index

PILLAR	DISCLOSURE RECOMMENDATION	LEAP PHASE	LIFE INDICATORS	PAGE
Governance	A. Describe the board's oversight of nature-related dependencies, impacts, risks and opportunities.	P	P1.C1.i1; P1.C1.i2; P1.C2.i1; P1.C2.i2; P5.C2.i3; P1.C1.i4; P1.C2.i1; P1.C2.i2; P1.C2.i3; P4.C1.i1; P4.C2.i1; P9.C1.i1; P9.C1.i2; P9.C2.i1; P9.C2.i2	179, 180
	B. Describe management's role in assessing and managing nature-related dependencies, impacts, risks and opportunities .	P	P5.C3.i1; P5.C3.i2; P5.C3.i3; P5.C3.i4	179, 180
	C. Describe the organization's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of, and response to, nature-related dependencies, impacts, risks and opportunities.	P	P2.C1.i8; P4.C4.i1; P4.C4.i2; P6.C1.i1; P6.C1.i2; P7.C1.i1; P7.C1.i2; P7.C2; P8.C1.i1; P8.C1.i2; P1.C1.i3; P1.C3.i1	179, 180
Strategy	A. Describe the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term.	E A	P4.C1.i1; P4.C2.i1; P5.C1.i1; P5.C2.i1; P5.C2.i2; P5.C2.i3; P1.C2.i3	181, 182
	B. Describe the effect nature-related dependencies, impacts, risks and opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	P	P4.C1.i1; P5.C1.i1; P5.C2.i1; P5.C2.i2; P5.C2.i3; P5.C6.i1; P5.C6.i2; P5.C6.i3; P5.C6.i4; P5.C6.i5; P5.C6.i6; P5.C6.i7; P5.C6.i8	181, 182
	C. Describe the resilience of the organization's strategy to nature-related risks and opportunities, taking into consideration different scenarios.	A P	P3.C1.i3; P4.C3.i1; P4.C3.i2; P5.C3.i1; P5.C3.i2; P5.C3.i3; P5.C3.i4; P5.C4.i1; P5.C4.i2; P5.C4.i3; P5.C4.i4; P5.C4.i5; P5.C4.i6; P5.C6.i1; P5.C6.i2; P5.C6.i3; P5.C6.i4; P5.C6.i5; P5.C6.i6; P5.C6.i7; P5.C6.i8; P5.C7.i1; P5.C7.i2; P5.C7.i3; P5.C7.i4; P5.C7.i5; P5.C7.i6; P5.C8.i1; P5.C9.i1	181, 182
	D. Disclose the locations of assets and/or activities in the organization's direct operations and, where possible, upstream and downstream value chain(s) that meet the criteria for priority locations.	L / E / A	P3.C1.i1; P3.C2.i1; P3.C2.i2; P3.C2.i3; P3.C2.i4; P3.C2.i5; P3.C2.i6	181, 182

PILLAR	DISCLOSURE RECOMMENDATION	LEAP PHASE	LIFE INDICATORS	PAGE
Risk and Impact Management	A (i) Describe the organization's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its direct operations.	E A	P2.C1.i1; P2.C1.i2; P2.C1.i3; P2.C1.i4; P2.C1.i5; P2.C1.i6; P2.C1.i7; P2.C1.i8; P2.C1.i9; P2.C1.i10; P2.C1.i11; P2.C1.i12; P3.C1.i2; P4.C2.i1; P4.C2.i2; P4.C3.i2; P5.C2.i3; P5.C5.i1; P5.C5.i2; P5.C5.i3; P5.C5.i4; P5.C5.i5; P5.C5.i6; P5.C5.i7; P5.C5.i8; P5.C5.i9; P5.C5.i10; P5.C7.i1; P5.C7.i2; P5.C7.i3; P5.C7.i4; P5.C7.i5	183, 184, 185
	A(ii) Describe the organisation's processes for identifying, assessing and prioritising nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chain(s).	E A	P1.C3.i1; P1.C3.i2; P1.C3.i3; P1.C3.i4; P1.C3.i5; P4.C1.i1; P4.C2.i2	183, 184, 185
	B. Describe the organization's processes for managing nature-related dependencies, impacts, risks and opportunities.	E A	P3.C1.i3; P3.C2.i5; P3.C3.i1; P3.C3.i2; P4.C2.i1; P5.C5.i2; P5.C8.i1; P5.C8.i2; P5.C8.i3; P5.C8.i4; P9.C1.i1; P9.C1.i2; P9.C2.i1; P9.C2.i2	183, 184, 185
	C. Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	A	P2.C1.i1; 2.C1.i2; P2.C1.i3; P2.C1.i4; P2.C1.i5; P2.C1.i6; P2.C1.i7; P2.C1.i8; P2.C1.i9; P2.C1.i10; P2.C1.i11; P2.C1.i12; P3.C2.i1; P3.C2.i2; P3.C2.i3; P3.C2.i4; P3.C2.i5; P3.C2.i6; P3.C3.i1; P3.C3.i2; P4.C2.i1; P4.C2.i2; P5.C5.i1; P5.C5.i2; P5.C5.i3; P5.C5.i4; P5.C5.i5; P5.C5.i6; P5.C5.i7; P5.C5.i8; P5.C5.i9; P5.C5.i10; P5.C8.i1; P5.C8.i2; P5.C8.i3; P5.C8.i4; P6.C2.i1; P6.C2.i2; P6.C2.i3	183, 184, 185
Metrics and targets	A. Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	A	P3.C1.i3; P5.C1.i1; P6.C3.i1; P6.C3.i2	186, 187
	B. Disclose the metrics used by the organization to assess and manage dependencies and impacts on nature.	E / A	P3.C1.i3; P5.C1.i1; P6.C3.i1; P6.C3.i2	186, 187
	C. Describe the targets and goals used by the organization to manage nature-related dependencies, impacts, risks and opportunities and its performance against these.	P	P1.C2.i1; P3.C4.i1; P5.C9.i1; P5.C9.i2; P5.C9.i3; P5.C9.i4; P5.C9.i5; P5.C10.i1; P5.C11.i1	186, 187

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Independent auditors' limited assurance report on the non-financial information contained in the 2025 Integrated Report

To The Board of Directors and Stockholders
Boticário Produtos de Beleza Ltda
São Paulo – SP

INTRODUCTION

We were engaged by Boticário Produtos de Beleza Ltda ("Company" or "Grupo Boticário") to present our limited assurance report on the non-financial information contained in the 2025 Integrated Report of Grupo Boticário, as detailed in the GRI Content Summary, in the SASB Content Summary and on the basis of preparation prepared by the Company for the fiscal year ended December 31, 2025.

Our limited assurance does not extend to information from prior periods or to any other information disclosed in conjunction with the 2025 Integrated Report, including any images, audio files, or embedded videos.

RESPONSIBILITY OF THE MANAGEMENT OF GRUPO BOTICÁRIO

The management of Grupo Boticário is responsible for:

(a) Selecting or establishing appropriate criteria for the preparation and presentation of the information contained in the 2025 Integrated Report.

(b) Preparing the information according with the criteria of the Global Reporting Initiative (GRI Standards 2021); with the guidelines of the Sustainability Accounting Standards Board (SASB) for the "Household & Personal Products" segment; with the basis of preparation, prepared by the Company itself; and, finally, with the Guidance CPC 09 – "Integrated Reporting", issued by the Federal Accounting Council (CFC), related to the Basic Conceptual Framework of Integrated Report, developed by the International Integrated Reporting Council (IIRC).

(c) Designing, implementing and maintaining internal controls over the relevant information for the preparation of the information contained in the 2025 Integrated Report, so that it is free from material misstatement, whether due to fraud or error.

LIMITATIONS IN THE PREPARATION AND PRESENTATION OF NON-FINANCIAL INFORMATION AND INDICATORS

In preparing and presenting non-financial information and indicators, management followed the definitions set out in the basis of preparation prepared by the Company, the GRI Standards, the Sustainability Accounting Standards Board (SASB) for the "Household & Personal Products" segment and with the Guidance CPC 09 – "Integrated Reporting", issued by the Federal Accounting Council (CFC), related to the Basic Conceptual Framework of Integrated Report, developed by the International Integrated Reporting Council (IIRC), therefore, the information presented in the 2025 Integrated Report is not intended to ensure compliance with social, economic, environmental, or engineering laws and regulations. The aforementioned standards, however, provide for the presentation and disclosure of any non-compliance with such regulations in the event of significant sanctions or fines.

The absence of a significant set of established practices to rely on for evaluating and measuring non-financial information allows for different yet acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

OUR INDEPENDENCE AND QUALITY MANAGEMENT

We comply with the independence requirements and other ethical demands of the Federal Accounting Council (CFC), which are based on the principles of integrity, objectivity, competence, and professional diligence, and which also consider the confidentiality and behavior of employees.

We applied NBC PA 01 – Quality Management for Independent Auditors' Firms (Legal Entities and Individuals), and consequently projected, implemented and maintained a comprehensive quality management system, including policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

RESPONSIBILITY OF THE INDEPENDENT AUDITORS

Our responsibility is to express a conclusion on the non-financial information contained in the 2025 Integrated Report based on limited assurance engagement conducted in accordance with NBC TO 3000 – "Assurance Engagements other than Audits or Reviews," issued by the CFC, which is equivalent to the international standard ISAE 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by International Auditing and Assurance Standards Board (IAASB), applicable to non-financial information. These standards require that the work be planned and performed for the purpose of obtaining limited assurance that the non-financial information included in the 2025 Integrated Report, taken as a whole, is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion.

A limited assurance engagement performed in accordance with NBC TO 3000 (ISAE 3000) consists mainly of making inquiries of Grupo Boticário management and other Company's employees which are involved in the preparation of the information and applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires the execution of additional procedures when the independent auditor becomes aware of matters that lead them to believe that the information disclosed in the 2025 Integrated Report, taken as a whole, might present significant misstatements.

As part of a limited assurance engagement in accordance with NBC TO 3000 (ISAE 3000), we exercise professional judgment and maintain professional skepticism throughout the engagement. We also:

(a) We determine the appropriateness in the Company's circumstances of using the GRI Standards (2021), the SASB for the "Household & Personal Products" segment and with the Guidance CPC 09 – "Integrated Reporting" as a basis for the preparation of non-financial information and indicators.

(b) We perform risk assessment procedures, including obtaining an understanding of the internal controls relevant to the work, to identify where relevant misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Company's internal controls.

(c) We design and implement procedures that address cases where significant misstatements in non-financial information and indicators are likely to arise. The risk of not identifying a relevant misstatement resulting from fraud is greater than the one resulting from error, as fraud may involve collusion, forgery, willful omissions, or breach of internal controls.

SUMMARY OF PROCEDURES PERFORMED

The procedures selected are based on our understanding of the aspects related to the compilation, materiality and presentation of the information contained in the 2025 Integrated Report, other circumstances of the engagement and our analysis of activities and processes associated with material information disclosed in the 2025 Integrated Report, where significant misstatements might exist. The following procedures were adopted:

(a) planning the work taking into consideration the materiality and the volume of quantitative and qualitative information and the operational and internal control systems that were used to prepare the information contained in the 2025 Integrated Report;

(b) understanding the calculation methodologies and the procedures adopted for the compilation of the indicators through inquiries with the managers responsible for the preparation of the information;

(c) the application of analytical procedures on quantitative information and inquiries about qualitative information and its correlation with the indicators disclosed in the 2025 Integrated Report;

(d) the application of substantive tests for certain non-financial information and indicators; and

(e) for cases where non-financial data correlates with financial indicators, the comparison of these indicators with the audited financial statements.

The limited assurance engagement also included the analysis of adherence to the GRI Standards, to the SASB for the "Household & Personal Products" segment, to the principles of Integrated Reporting, according to Guidance CPC 09 – "Integrated Report" and to the provisions in the basis of preparation prepared by the Company.

Our procedures did not include assessing the design adequacy or operational effectiveness of the controls, testing the data on which the estimates are based, or separately developing our own estimate to compare with the estimate of Grupo Boticário.

We believe that the evidence obtained in our job is sufficient and appropriate to support our conclusion in a limited manner.

SCOPE AND LIMITATIONS

The procedures applied in a limited assurance engagement are substantially less in scope than those applied in a reasonable assurance engagement for the purpose of issuing an opinion on the data contained in the 2025 Integrated Report. Consequently, we were unable to obtain reasonable assurance that we became aware of all the significant matters that might have been identified in a reasonable assurance engagement. If we had performed our engagement for the purpose of issuing an opinion, we might have identified other matters and potential misstatements that may exist in the 2025 Integrated Report. Therefore, we will not issue an opinion on this information.

Non-financial data is subject to more inherent limitations than financial data, given both the nature and the diversity of the methods used for determining, calculating or estimating such data. Qualitative interpretations of the relevance, materiality and accuracy of the data are subject to individual assumptions and judgments. In addition, we have not performed any procedures in relation to the information presented for prior periods, forecasts and goals. Our assurance report should be read and understood in the context of the inherent limitations of the process of preparing non-financial information and indicators by management, including the fact that this information is not intended to assure compliance with social, economic, environmental, or engineering laws and regulations.

The contents included in the scope of this assurance engagement are presented in the GRI Content Summary and SASB Content Summary of the 2025 Integrated Report.

CONCLUSION

Based on the procedures performed, described herein and the evidence we obtained, no matter has come to our attention that causes us to believe that the non-financial information contained in the 2025 Integrated Report of Grupo Boticário, were not compiled, in all relevant aspects, in accordance with the criteria established by the basis of preparation, by the GRI Standards, by the SASB for the “Household & Personal Products” segment and with the Guidance CPC 09 – “Integrated Reporting”.

OTHER MATTERS – RESTRICTION OF USE AND DISTRIBUTION

This report was prepared for the use of Grupo Boticário and may be presented or distributed to third parties, provided they are familiar with the subject matter and criteria applicable to this assurance engagement, in view of the specific purpose described in the first paragraph of this report.

Any party other than Grupo Boticário that obtains access to this report, or a copy of it, and relies on the information contained herein will do so at its own risk. We do not accept or assume any responsibility and disclaim any liability to any party other than Grupo Boticário for our work, the assurance report or our findings.

OTHER MATTERS

The limited assurance of the non-financial information for the fiscal year ended December 31, 2025, was conducted under the responsibility of other independent auditors, who issued a limited assurance report dated April 30, 2025, without reservations.

São Paulo, May 06, 2026.

PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/O-5

Maurício Colombari
CRC Counter 1SP195838/O-3

Credits

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We extend our sincere thanks to all employees who contributed to the preparation of this Integrated Report.

GRUPO REPORT
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