

GrupoBoticário 

2025 INTEGRATED REPORT

EXECUTIVE SUMMARY





Message from the leadership

Growing aligned with **our essence**

In 2025, the Boticário Group was challenged to evolve as an organization and as an ecosystem of people, brands, partners, and regions connected by a shared purpose, adapting its course to ensure alignment between what it believes, communicates, and delivers. Throughout the year, we reinforced our role as an agent of social and environmental transformation, maintaining our commitment to the climate agenda, biodiversity, and community development. In the face of real tensions and a complex operating environment, we continued to move forward with pragmatism, guided by a curious and forward-looking mindset that fosters continuous learning and the development of new solutions. The Integrated Report reflects that journey and our belief that sustainable growth can be achieved. 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**

The Boticário Group is an organization that learns from the market, from people, from the regions where it operates, and from the challenges it encounters, guiding its decisions through listening, reflection, and continuous improvement. In 2025, we reassessed our plans, refined our course, and mobilized the organization to operate with greater consistency in relation to our values and greater efficiency, supported by governance, discipline, transparency, and method. We advanced the measurement of returns on social and environmental investments and, in these areas, expanded inclusion initiatives, launched our Climate Transition and Adaptation Plan, and committed to science-based decarbonization targets, while recognizing the challenges present across the supply chain. This inaugural Integrated Report reflects our journey and our vision of a business managed through a systemic approach that connects strategy, financial performance, and social and environmental impact.



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

The beauty of **thriving together**

Throughout 2025, amid intense discussions surrounding the ESG agenda, the Boticário Group reaffirmed its commitment to its core values, viewing ESG as a framework for organizing and measuring its longstanding commitment to doing things right. Guided by the ambition of generating growth with a positive impact, the Group continued to foster prosperity in the regions where it operates, strengthening relationships with franchisees and expanding initiatives such as *Empreendedoras da Beleza* (Beauty Entrepreneurs). Care became an even more prominent element, reflected in initiatives that bring together science, inclusion, and responsibility. Together, these practices support the business's performance and long-term resilience, reflecting our commitment to being a “good business that does good.” This Integrated Report invites readers to look beyond the metrics and recognize the importance of evolving in a consistent, responsible, and collective way.



CAROLINA DA COSTA
HEAD OF BOTICÁRIO GROUP'S
ESG COMMITTEE



The Boticário Group

Profile

With nearly five decades of history, the Boticário Group is Brazil's leading beauty company, reinforcing its purpose of being the brand of choice and transforming lives through opportunities in the beauty sector. Recognized as one of the world's leading beauty ecosystems, the Group combines innovation, a multi-brand and multi-channel strategy, and strong connections with consumers. Supported by ethical governance and guided by long-term commitments, the Group integrates social and environmental impact into its business model, promoting nature conservation, entrepreneurship, and inclusion while generating shared value across its entire ecosystem.

Our 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**.



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



3 own 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](#)

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.

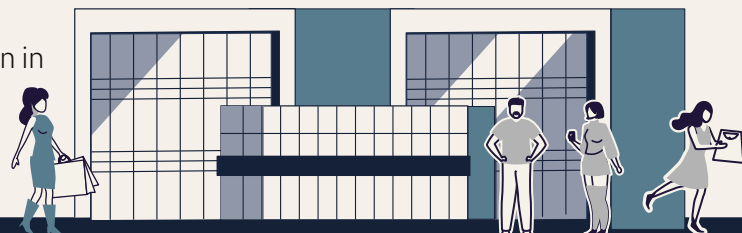
1 SUSTAINABLE SOURCING

- **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 targets¹.



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.



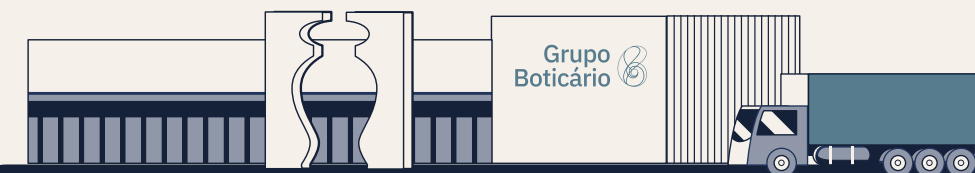
3 RESEARCH AND DEVELOPMENT

- **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** (WCM²), through the GO Super program.
- **96%** of the waste is recycled at our operational sites, and 36% of the water used in our factories is reclaimed water.



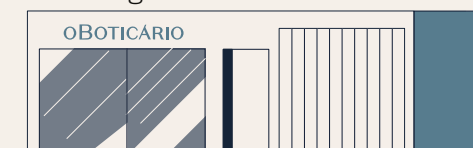
5 DISTRIBUTION

- **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 tons** of recycled material used in the stores' furniture and structure.



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.**



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.



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.



8 E-COMMERCE AND THIRD-PARTY CHANNELS

- **Available at more than 130,000 points** of sale³.



7 DIRECT SALES

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

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 CO₂e emissions.

² World-Class Manufacturer

³ Company-owned and non-company-owned

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



Linha de
cuidados Pampers

CORPORATE BRANDS

Fundação
GrupoBoticário



Instituto
GrupoBoticário



Awards and recognitions



2025 TOP ESG COMPANIES, EXAME MAGAZINE

1st place in the Pharmaceuticals and Beauty category for the second consecutive year.



S&P GLOBAL'S SUSTAINABILITY YEARBOOK

Ranked among the **10 most sustainable beauty companies in the world** for the fifth consecutive year.*

* According to results released in December 2025.



INTEGRITY AND ESG YEARBOOK/FGV AND INSIGHT

Selected among the **100 companies with the most effective environmental, social, and governance practices in the country.**



SXSW INNOVATION AWARDS 2025

Winner in the **People's Choice** category for the **Smart Lipstick** project. The only company from Latin America awarded among 54 global competitors.

Other awards

VALOR INNOVATION AWARDS BRAZIL

7th most innovative company in Brazil (among the 150 largest).

BR MERCO RANKING: ESG RESPONSIBILITY AND CORPORATE REPUTATION

2nd most ESG-responsible company in Brazil and the fourth with the strongest reputation in the country.

CDP

A score of A- in water security and climate change, for the fourth and third consecutive years, respectively, and a score of B in forests.

ISO 56001

The first industry in Latin America and the first cosmetics company in Brazil to obtain ISO 56001 certification.

AGE-FRIENDLY

Certification as an inclusive company for all ages.

SCIENCE BASED TARGETS INITIATIVE (SBTi)

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



See other recognitions on page 34 of the [2025 Integrated Report](#)

* Durable Consumer Goods, Home and Personal Care sector.

Strategy and commitments

Boticário Group's strategic planning is structured across short-, medium-, and long-term horizons, with a consumer-centric focus and informed by macroeconomic analysis and competitive intelligence. The process is reviewed annually to establish priorities, indicators, risks, and opportunities. The ESG strategy is embedded in the company's business priorities and guides decision-making across different areas, supported by a governance structure that promotes transparency and alignment with long-term objectives. The ESG area is responsible for managing impacts, risks, and opportunities, as well as for monitoring initiatives and performance indicators, strengthening integration with the various business units.

COMMITMENTS FOR THE FUTURE

The Commitments for the Future serve as the main mechanism for aligning Boticário Group's ESG strategy with the UN 2030 Agenda and the Sustainable Development Goals (SDGs). The commitments are translated into specific objectives, incorporated into corporate planning, and converted into metrics for different areas, fostering engagement and enhancing the monitoring of ESG performance. Details on the commitments and the progress achieved in 2024 are presented on the following pages.

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



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. 	Scopes 1 and 2² 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 base-line 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.
	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.
 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. 	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 <i>Mãos pro Futuro</i> 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. 		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.
	Product (among rinse-off products)	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 ton 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 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 Auditores Independentes Ltda.

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.  	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 <i>#PraGeralVer</i> 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 suppliers²: 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 <i>Beleza Livre</i> 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.    	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 <i>Empreendedoras da Beleza</i> 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 dealers, 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 results of the Commitments for 2030 were externally verified by PricewaterhouseCoopers Auditores Independentes Ltda.

² 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 Use of 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 Auditores Independentes 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.

How we create value

Governance



Corporate governance

In 2025, the Boticário Group continued to strengthen its governance structure, aligning its processes and decision-making mechanisms with its strategic objectives. The Advisory Board, the principal governance body, went on to comprise nine members—three women and six independent directors—appointed by the shareholders and without executive functions. Diversity of experience and perspectives remains a key consideration in appointments, contributing to broader and more strategic decision-making. The positions of Chair and Vice Chair continue to be held by partners, who have remained separate from executive management since 2021.

To support strategic direction and oversight of the business, the Board is supported by the following advisory committees:

- **People Committee:** responsible for establishing guidelines for management, culture, and remuneration;
- **Strategy Committee:** in charge of identifying and assessing industry trends and opportunities
- **Risk and Audit Committee:** responsible for overseeing financial integrity, internal controls, and risk exposure; and
- **ESG Committee:** this committee works strategically to integrate environmental, social, and governance considerations into corporate strategy, deciding on priorities, monitoring indicators, and ensuring long-term alignment through regular meetings and direct communication with management to implement plans and goals throughout the organization.



Ethics, integrity **and** **compliance**

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. The Code of Conduct establishes guidelines on professional conduct, conflicts of interest, and the use of information, applying to all areas of the organization. The Group also maintains a Conduct Channel managed by an independent consulting firm, ensuring impartiality, confidentiality, and protection against retaliation for individuals who report concerns. In addition, it operates reporting channels, provides ongoing training, and promotes initiatives such as Compliance Week, reinforcing the culture of integrity across the organization. In its relationships with third parties, the company promotes partnerships grounded in ethical standards and conducts compliance assessments and due diligence processes for suppliers, with continuous monitoring and the possibility of terminating relationships when risks are identified.

Cybersecurity, privacy **and data** **security**

The Boticário Group manages privacy, cybersecurity, and data protection through an integrated and ethical approach, in compliance with the General Personal Data Protection Law (LGPD), safeguarding its operations and maintaining stakeholder trust. This strategy involves leadership across the organization, incorporates risk prevention through internal tools and practices, and places strong emphasis on the human factor through training programs and initiatives such as Privacy Week. In 2025, advances were made in areas including organizational improvements, security testing, incident response planning, audits, and certifications, as well as in the strengthening of third-party management—including suppliers and franchisees—reinforcing a proactive approach aligned with best practices.

Sustainable **finance**

Boticário Group's sustainable finance strategy connects the ESG agenda to capital allocation decisions, with Sustainability-Linked Bonds (SLBs) serving as its primary financial instrument. Under these transactions, financial conditions are linked to the achievement of predefined ESG targets, with adjustments to costs when targets are not met, reinforcing discipline and alignment between social and environmental performance and financial results.



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

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 2022¹.

100% ✓

Baseline: 2017 (87%)

Waste Target:

100% recycling of solid waste at factories and DCs by 2025¹.

100% ✓

Baseline: 2019 (94.5%)

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%)

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)

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 2³ by 62% by 2034.

-0.2%

Baseline: 2022 (4,514.9 tCO2e)

2020

2023

2024

2025

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.

How we create value

Environmental



Climate change

Climate change is a central pillar of Boticário Group's long-term strategy and is critical to the sustainability and resilience of the business. The initiative combines mitigation and adaptation efforts with nature conservation, in partnership with the Boticário Group Foundation, and is supported by a cross-functional governance structure involving the highest levels of decision-making. In 2025, the Group strengthened its climate agenda and reinforced its leadership within the sector through milestones such as the launch of the Climate Transition and Adaptation Plan (PTAC), which supports decision-making by integrating environmental and financial considerations, and the validation of its short-term decarbonization and net-zero targets by the Science Based Targets initiative (SBTi), aligned with the Paris Agreement and the company's growth strategy.

Boticário Group's [2025 Integrated Report](#) includes a dedicated section aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), presenting information on governance, strategy, risk management, and climate-related metrics.

The Boticário Group at COP30

The participation of the Boticário Group and the Boticário Group Foundation at COP30, held in Belém (PA), in November 2025, reinforced the connection between business strategy, climate adaptation, and Nature-Based Solutions (NbS) as essential drivers of resilience for cities, communities, value chains, and the Group itself. Guided by a strategy developed in partnership with the World Climate Foundation, the Group played a prominent role by leading and participating in discussions on private social investment, water security, the circular economy, and the integration of climate and biodiversity, with a strong presence at the World Climate Summit and in both the Blue Zone and Green Zone.

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).

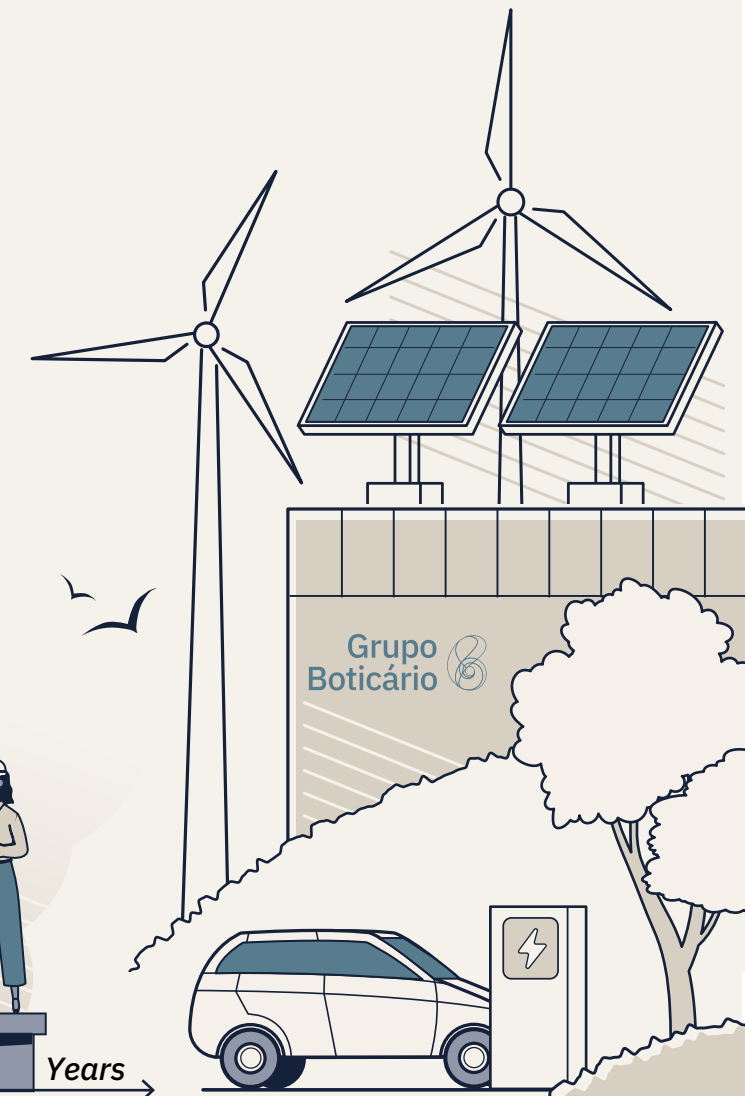
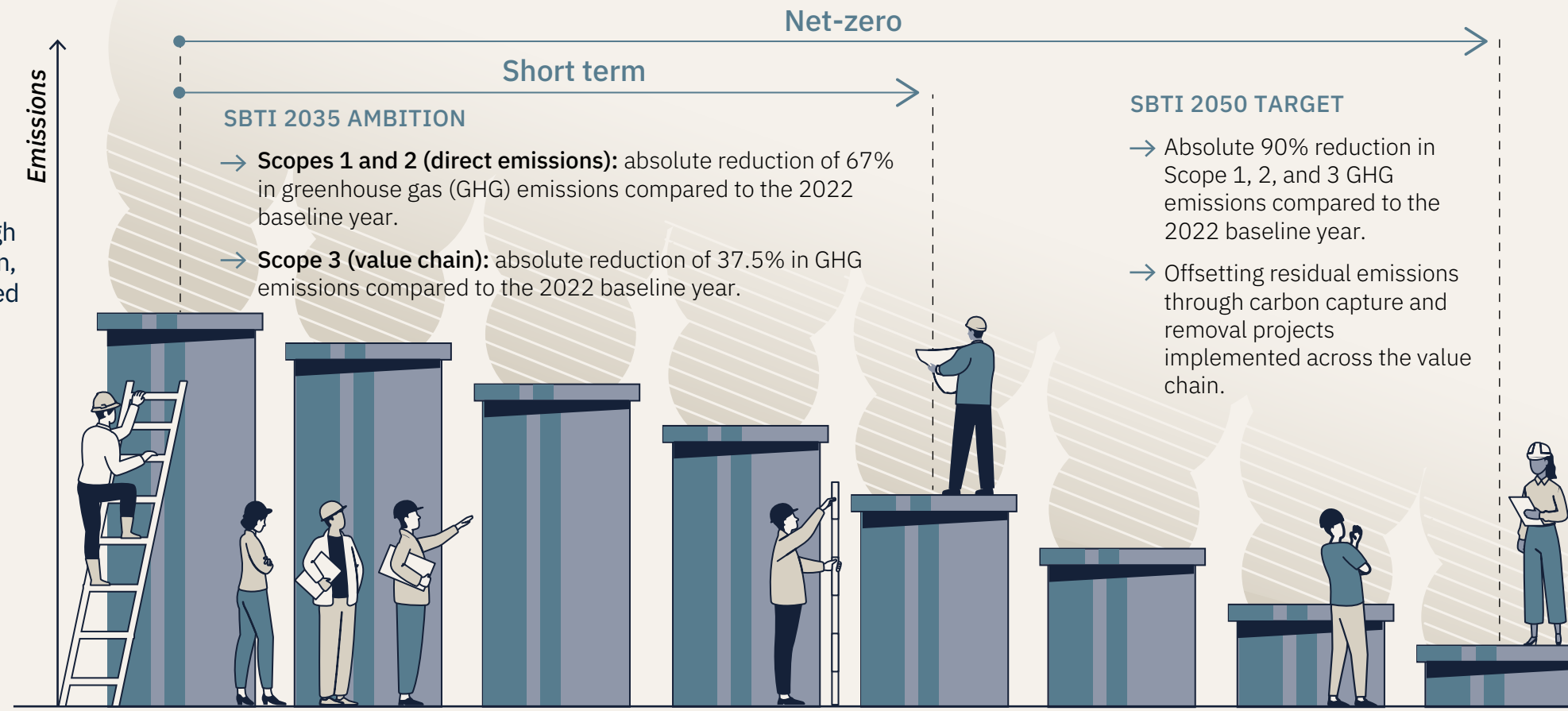
Climate Transition and Adaptation Plan (PTAC) GRI 3-3

[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.



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 suppliers through 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.
- **Innovation:** product development guided by the Life Cycle Assessment (LCA) methodology.
- **Transparency:** progress in the Pandora Project 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.

Waste

The Boticário Group incorporates waste management throughout the product life cycle, from raw material sourcing to the post-consumer stage, covering its full value chain and ecosystem. Aligned with its Commitments for the Future, the strategy focuses on reducing waste generation, increasing circularity, and advancing recycling, associating social and environmental responsibility with business growth.



Innovation and circularity in the origin of materials (upstream)

The Group applies Life Cycle Assessment (LCA) across 100% of its portfolio to guide the selection of materials with lower environmental impact, prioritizing packaging solutions with lower emissions, greater recyclability, and increased use of recycled content. Packaging innovation plays a central role in this strategy, with eco-design solutions that combine alternative materials and logistics efficiency, driving continuous progress toward more sustainable and circular models.

Factories and distribution centers

The Boticário Group seeks to make its industrial and logistics operations increasingly efficient, prioritizing waste prevention and reduction and, when waste generation cannot be avoided, managing materials according to resource recovery principles: reuse, recycling, and repurposing, with landfill disposal used only as a last resort. Waste management is conducted in partnership with specialized companies, ensuring regulatory compliance and full traceability. Within direct operations, efforts focus on reducing waste and reusing materials through initiatives such as the Go.Super Program and the Boomerang Project, which engage suppliers and promote circularity throughout the supply chain.

Post-consumer and reverse logistics (downstream)

Post-consumer waste represents a significant share of the environmental impacts associated with Boticário Group's packaging. To address this challenge, the Group has implemented a reverse logistics system supported by proprietary programs, strategic partnerships, and industry-wide initiatives. In 2025, the Group collected and sent for recycling an amount equivalent to 39% of the packaging it placed on the market, expanding material recovery and strengthening local recycling networks.

BOTI RECICLA

Launched in 2006, Boti Recicla is the Group's flagship reverse-logistics program and the largest in Brazil's beauty retail sector by collection-point count, operating at over 4,000 locations and accepting packaging from any brand. In 2025 more than 2.8 million consumers took part, with collected waste delivered to certified cooperatives to strengthen recycling chains and ensure traceability. The program has advanced through international expansion, new channels such as partner salons, and targeted engagement initiatives—broadening its reach, increasing awareness, and promoting circularity.

48%

increase in packaging
collection in 2025 vs. 2024



FACTORY PRICE STATION

The Factory Price Station is a joint initiative by the Boticário Group and Green Mining that promotes recycling and the circular economy by using tracking technology to raise the price paid for recyclable materials. This increases earnings for waste pickers and helps create more efficient supply chains. In 2025 the project advanced with the opening of a station in Belém during COP30. Since its launch it has collected thousands of tons of waste and generated income for thousands of people, becoming an important tool for social inclusion and circularity.

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 CO₂e 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.

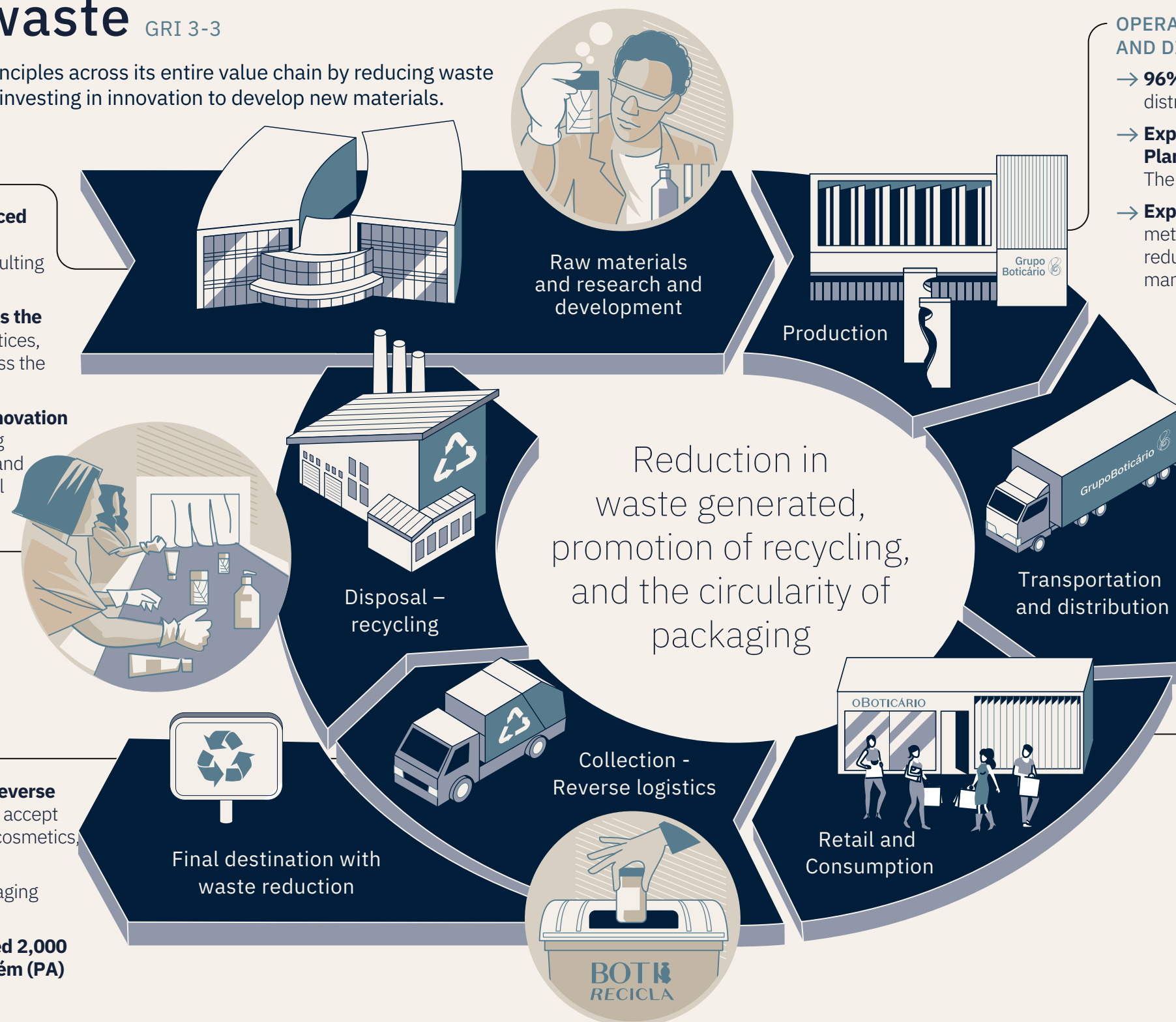
RECYCLING

- 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.

Water and effluent management

Water and effluent management is a core priority for the Boticário Group, seen as essential to business sustainability and regional resilience. The Group recognizes water as vital to production, product quality, and the health of local ecosystems. This agenda is structured around three complementary pillars: industrial efficiency, product impact, and water conservation and security.

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

Industrial efficiency

Operationally, management focuses on reducing freshwater demand and increasing water reuse to make processes more circular and resilient. The water that is withdrawn is treated and reused for non-potable and industrial purposes, improving process efficiency and supporting sustainable water-resource management.

Impact on products

Water and effluent management considerations also inform product development at the Boticário Group. Formulations are prioritized for lower impact on aquatic ecosystems using criteria such as biodegradability, low toxicity, and reduced bioaccumulation potential. Initiatives such as the reef safe and “water-friendly formula” reinforce this commitment, embedding sustainable innovation across the entire product life cycle.

Water conservation and security

The Boticário Group recognizes that the resilience of its operations depends on the health of ecosystems in the territories where it operates and, for this reason, is expanding its conservation and water-security efforts beyond its factories in partnership with the Boticário Group Foundation, particularly through the Viva Água Movement. Present in strategic regions, the movement advances water security and climate adaptation through Nature-Based Solutions and by fostering sustainable entrepreneurship.

Biodiversity

Biodiversity occupies a central place in Boticário Group's strategy, treated as an integral part of the business and essential to the continuity of operations, the availability of raw materials, climate resilience, and innovation. This work is aligned with global commitments and structured around priorities such as delivering a net-positive impact, protecting natural areas, and strengthening sustainable supply chains, using tools and methodologies that link environmental performance, risks, and decision-making.

Management applies the mitigation hierarchy—preventing impacts first, then reducing unavoidable effects, and implementing restoration or compensation when necessary. The impacts are monitored both in operations and across the value chain, with particular emphasis on the use of the Life Methodology¹ and on progress toward certification of critical raw materials—such as alcohol, wood and palm—based on internationally recognized standards.

The Boticário Group presents its publication from the Taskforce on Nature-related Financial Disclosure (TNFD) in the [2025 Integrated Report](#).

¹ Methodology that guides the integration of biodiversity into the corporate strategy, considering its impacts and dependence on ecosystem services.

In 2025,
certification rates
reached 100%
for alcohol, 99%
for wood, and 97%
for palm oil

PAEPALANTHUS
Credit: Haroldo Palo Jr.



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:

692
species of plants

531
species of fauna



PR
Salto Morato Nature Reserve

11,000

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

Atlantic Forest

Cerrado

472
species of plants

553
species of fauna



GO
Tombador Mountain Range Nature Reserve



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.

Innovation in **safe and sustainable products**



At the Boticário Group, innovation is driven by the integration of science, ethical responsibility, and positive impact, with product safety, sustainability, and respect for animal life treated as fundamental elements of the business. Supported by a dedicated research and development structure, including proprietary laboratories and partnerships with universities and startups, the Group anticipates trends and develops solutions aligned with evolving expectations related to well-being and sustainability. In 2025, the company strengthened its governance framework by obtaining ISO 56001 certification, reinforcing innovation as a strategic pillar and linking it to ESG commitments and long-term value creation.

25 years without animal testing

In 2025, the Boticário Group celebrated 25 years developing products without animal testing, a commitment maintained since 2000 and extended across its supply chain, earning international recognition through certifications such as PETA and Leaping Bunny. This journey has been supported by continuous investments in research and alternative methods, resulting in an expanding portfolio of technologies capable of simulating the behavior of human tissues and increasing the reliability of testing processes.

10 Years of I.A.R.A.®



Created in 2015, the Environmental Risk Assessment Index (I.A.R.A.®) classifies raw materials and formulations according to their environmental risk, considering criteria such as biodegradability, bioaccumulation, and toxicity. In 2025, marking its tenth anniversary, the methodology and its associated seals underwent an independent verification process, which confirmed their scientific robustness and alignment with international standards and best practices.

Product safety

The Boticário Group maintains a dedicated product safety department responsible for ensuring that all products undergo technical evaluation, including ingredient assessments, clinical studies, and regulatory compliance reviews designed to protect consumers. In 2025, no significant cases of non-compliance were reported, reinforcing the effectiveness and robustness of these processes. The company also promotes transparency through initiatives such as the Beleza Transparente platform and public-facing technical communications that make information more accessible to consumers.



Science, diversity, and social impact

Innovation at the Boticário Group is also shaped by the integration of science, diversity, and social impact, expanding the understanding of people and the realities in which they live. This perspective is reflected in initiatives such as the co-creation of products with diverse consumer groups, a focus on accessibility and representation, and the establishment of scientific structures dedicated to historically underrepresented topics, including the Women's Research Center.

Created in 2025, the Center advances knowledge of women's bodies, life stages, and specific needs, generating data that supports safer, evidence-based solutions while increasing women's participation in scientific research. Within this context, the Group also launched the Responsible Skincare Pact, which encourages the conscientious use of products among young people, as well as initiatives such as the Voices of Science Award, designed to promote diversity and support the development of new research talent.



How we create value
Social



Social development

Boticário Group's social initiatives seek to generate shared value by aligning social development, business growth, and positive impact. The strategy focuses on expanding opportunities for productive inclusion, fostering entrepreneurship and local development, strengthening the beauty industry ecosystem, and supporting sustainable growth. The Boticário Group Institute and the Social Impact division coordinate initiatives in training, business acceleration, local development, and volunteer work.

People Doing Good, the Group's corporate volunteer program, mobilizes employees in initiatives that generate positive impacts in the communities, strengthening engagement, and connections with the territories in which the company operates. These efforts are complemented by programs that support local development, inclusion, and well-being in a coordinated and large-scale manner, such as investments in incentivized projects, product donations through the Beleza de Doar initiative, and capacity-building and self-care initiatives like Beleza de Viver and Beleza de Educar.

Boticário Group Institute

The Boticário Group Institute fosters entrepreneurship in the beauty ecosystem by providing training and business acceleration, with a focus on generating economic prosperity in contexts of greater vulnerability. Boticário Group Institute's programs include:

Empreendedoras da Beleza

A free platform for training and professional development for women in the industry. Aimed primarily at those in socially vulnerable situations, the program combines professional training, the development of entrepreneurial skills, and access to real job and income opportunities, all integrated into Boticário Group's ecosystem.

Desenvolve (Develop)

This program provides training for the technology sector to people in vulnerable situations, with a focus on reducing gender and racial inequalities.

Entrepreneurship Promotion Fund

This fund raises resources to support programs run by the Institute and its partners in the beauty industry.

Capacita & Acelera (Empower & Accelerate)

This program promotes financial education for resellers, enhancing their management skills and increasing their income.



Click here to learn more about Boticário Group's [Social Impact programs](#) and [Boticário Group Institute's](#) initiatives.

Diversity and inclusion

The Boticário Group views diversity and inclusion as a fundamental component of its business strategy and a driver of innovation, aligned with its Commitments for the Future and the expectations of consumers who are increasingly aware plurality. This agenda is embedded across the organization and structured around five pillars—people, products, communication, the value chain, and brand territory—with a focus on priority audiences, seeking to address historical inequalities and strengthen connections across the ecosystem. In 2025, the “Year of Inclusion” focused on intersectionality, expanding an integrated approach throughout the consumer journey and across internal practices.

PEOPLE

Within the People pillar, the Boticário Group advances diversity and inclusion by prioritizing the reduction of disparities in employee development and performance, enhancing opportunities for growth and retention.

PRODUCTS

Under the Products pillar, the D&I area works closely with product development teams, contributing expertise and fostering connections with diverse consumer groups to expand the inclusive portfolio. Drawing on insights from the Beleza Livre Community, dozens of co-creation projects have been developed, resulting in solutions that are more accessible and representative.

COMMUNICATIONS

From a communications perspective, the Boticário Group approaches diversity and inclusion with a consumer-centric focus, promoting accessible, representative, and stereotype-free communication that serves as a strategic tool for breaking down barriers and strengthening trust.

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.

VALUE CHAIN

In its relationships with suppliers and partners, the Boticário Group extends its diversity and inclusion strategy to promote diverse entrepreneurship, strengthening both competitiveness and the resilience of its value chain. In retail, the company invests in the training of its sales teams through the Consumidores Diversos Academy, which offers practical programs tailored to the needs of Brazilian consumers. By 2025, these initiatives had trained more than 12,000 people in makeup techniques for Black skin.



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.

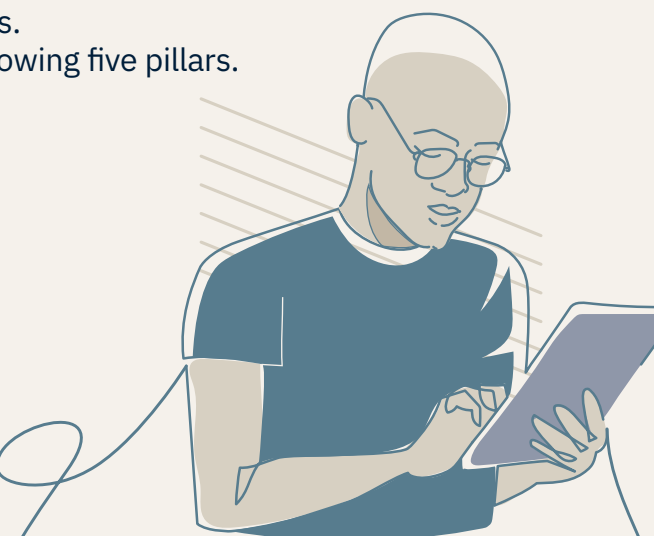


2 COMMUNICATIONS

- **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 #PraGeraVer, 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. In this context, internal mobility has established itself as one of the key drivers of employee retention, supported by development programs such as mentoring and leadership training.

The Group remains committed to relationships based on trust, respect, and labor compliance, as enshrined in its Labor Policy, while benefits and wellness initiatives continue to serve as pillars of its value proposition, reinforcing the retention of diverse talent.

36%

of the open positions
in 2025 were filled
through internal
recruitment

PERFORMANCE EVALUATION

Boticário Group's performance evaluation process reflects its commitment to continuous and inclusive development, using objective criteria aligned with organizational competencies and values—such as respect, diversity, and sustainability—while ensuring accessibility through resources including Brazilian Sign Language (Libras), captions, and translations. Since 2021, the Group has adopted a 360-degree evaluation model, promoting ongoing feedback throughout the year and positioning performance assessments as a strategic tool for talent management and for strengthening a collaborative, transparent, and inclusive culture.





BENEFITS

The Boticário Group reinforces its commitment to employee care and well-being through a comprehensive benefits package—offered according to eligibility criteria—which also supports talent attraction and retention. These benefits include health and dental insurance, private pension plans, life insurance, flexible work arrangements, and universal parental leave.

TRAINING AND DEVELOPMENT

In 2025, the Boticário Group structured its training and development initiatives around the competencies required to support its strategy, combining traditional learning with microlearning integrated into daily activities and reaching more than 19,000 people. The Educa On platform remained the main learning environment, while the Leadership Academy and functional academies strengthened both technical and behavioral development. During the period, key initiatives also advanced, including the Internal Mentoring Program and the Pre-Pipe Academy, which focus on succession planning, career progression, and the preparation of future leaders.

Universal parental leave:
180 days for mothers and pregnant individuals and 120 mandatory days for fathers and non-pregnant individuals

Health, safety, and **well-being**

Health and Well-being Management

Boticário Group's health management model is structured as an integrated care system focused on prevention, health promotion, and response, with an emphasis on the physical, mental, and social well-being of employees. Access is provided through a network that includes Health Promotion Centers, a 24-Hour Call Center, digital platforms, as well as preventive campaigns and programs, ensuring continuous and accessible care. Its mental health services are recognized as a benchmark in Brazil, with an approach already aligned with the requirements of the new NR-1 standard, reinforcing the shift toward more preventive and strategic care. In 2025, the Group strengthened its monitoring of chronic diseases and hospitalizations through a more proactive approach, expanding comprehensive and inclusive care.

Occupational Health and Safety

Boticário Group's Occupational Health and Safety management is grounded in a preventive, data-driven approach focused on the continuous enhancement of organizational culture. This integrated model spans all operations, supported by standardized policies and the use of metrics to systematically assess risks and guide decision-making, ensuring employee safety and regulatory compliance.

In the area of safety, the Group works to mitigate risks and promote safety as a non-negotiable value, using tools such as inspections, audits, and lessons learned from incidents, alongside the strong commitment of leaders and employees to preventive practices. Initiatives such as Go.Super, based on operational excellence methodologies, reinforce loss prevention and continuous improvement, contributing to steady advances in operational safety and efficiency.

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



Sustainable sourcing

Supply chain management

Boticário Group’s supply chain management prioritizes long-term relationships founded on transparency, ethics, and shared responsibility, incorporating ESG criteria into the selection, evaluation, and development of partners. In 2025, the Group advanced the strategic integration of its supply chain, strengthening governance and traceability—particularly in view of the relevance of Scope 3—while promoting active collaboration, capacity building, and shared value creation.

The governance model includes social and environmental assessments beginning with the approval process, the use of risk matrices to classify suppliers, and ongoing monitoring, with more detailed audits conducted for strategic partners. The approach goes beyond compliance, seeking to advance ESG practices through complementary tools such as ESG Beauty Chain—the company’s proprietary self-assessment platform—and Linkana, which supports risk analysis based on publicly available data. This model is reinforced by participation in the CDP Supply Chain and

by internal assessment and traceability programs, thereby consolidating an integrated management approach focused on continuous supply chain improvement.



In 2025, the Boticário Group had:

5,635
active suppliers

Of this total,
119
were classified
as strategic¹

Among them,

61.2%
(71 suppliers) achieved
a score above

60%
in sustainability assessment²,
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.



PARTNER ASSESSMENT AND DEVELOPMENT PROGRAM (PADP)

Now in its 28th year, PADP remains a cornerstone of Boticário Group’s supply chain management, assessing suppliers based on technical and socio-environmental criteria—with ESG factors representing approximately 10% of the overall score—and guiding improvement plans and development decisions. In 2025, the program adopted a more proactive approach, offering direct support to partners through “active consulting” and the ESG Alliance initiative, which prepares buyers to act as multipliers. All suppliers receive feedback and are directed toward continuous improvement plans.

Chain assessment is conducted as a **formative process**, with a focus on **continuous improvement**

PANDORA PROGRAM

The Pandora Program is Boticário Group’s main tool for ensuring the sustainable sourcing and traceability of raw materials, mapping supply chains beyond tier 1 to mitigate socio-environmental risks, such as human rights violations and deforestation. In 2025, the program expanded its scope to include new supply chains, such as coffee, and introduced specific initiatives including Pandora PCR, focused on recycled materials, and Pandora Fragrances. As a result, the Group achieved high levels of certification and traceability, reaching 100% for sugarcane alcohol, 99% for wood and paper, and 97% for palm oil, reinforcing significant progress in sustainable supply chain management.

Credits

BOTICÁRIO GROUP

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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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