



Luiz Seabra, Guilherme Leal and Pedro Passos are Co-chairmen of Natura &Co's Board of Directors.

Resulting from the combination of Natura, Aesop and The Body Shop, the corporate brand Natura &Co consolidates the creation of a global, multi-channel and multi-brand cosmetics group that is driven by purpose. The three companies that form the group are committed to generating positive economic, social and environmental impact. Founded in 1969, Natura is a Brazilian multinational in the cosmetics and personal care segment, leader in direct sales. Founded in 1976 in Brighton, England, by Anita Roddick, The Body Shop is a global beauty brand that seeks to make a positive difference in the world. The Australian beauty brand Aesop was established in 1987 with a quest to create a range of superlative products for skin, hair and the body.

Luiz Seabra - Co-chairman of the Natura &Co Board of Directors

The spirit of the times and the winds of change in the late sixties touched young Luiz's heart and mind profoundly when he started working with cosmetics at the beginning of 1966.

The offspring of a poor family, working during the day from the age of 15 and studying at night, until the age of 24 his career was basically administrative: industrial cost calculator, Human Resources manager, superintendent of the Electric Shaver division at Remington Rand. Balancing a series of different activities, he graduated in Economics.

At the age of 25, he was surprised when he started working as general manager in a small cosmetic laboratory and began to discover the world of cosmetics and beauty. Outgrowing his previous understanding of cosmetics as "women's business", dealing with formulas, their raw materials, the different purposes of products, he felt intuitively that cosmetics could be a powerful instrument to balance anyone's mind and body and help to develop their self-perception and self-esteem. The experience was cathartic for Luiz.

After this, he realized that in the beauty industry language in general was based on the fear of aging, losing attractiveness and on all the anxieties linked with our finitude – something totally different from his vision. Before any philosophical abstraction, for Luiz time is the raw material of life, the dimension where our biography happens. Not a punishment, but, as the Egyptians used to believe, our father.

From deep in his soul, the feeling emerged that it was time for a commitment to truth and ethics in the industry. More than that, it was time for companies to develop their businesses based on social responsibility, systemic thought, systemic feeling, anticipating what would be, in the years to come, the revolution in Sustainability. Armed with these perceptions since the beginning, Luiz Seabra founded Natura at the age of 27. Then, driven by his vision and beliefs, he started providing consulting services for a growing number of clients in a little store in Sao Paulo. Due to the lack of money, it seemed to be an

impossible dream. But, once again, life reserved a great surprise for Luiz, as Natura's first Consultant: he had another cathartic experience, which he describes as "discovering the Other", the fact that Life is a Chain of Relationships. His Passion for Cosmetics and for Relationships has remained as a fundamental for Natura since those early days. He has lived this transformational journey for the last 50 years.

Guilherme Leal - Co-chairman of the Natura &Co Board of Directors

Guilherme Leal is a Brazilian businessman and social and political entrepreneur. He is one of the co-founders of Natura and co-chairmen of Natura &Co.

Over the last 30 years Guilherme has participated in the creation and chaired the board of several organizations addressing issues such as: children's rights, public education, corporate social responsibility, conscious consumption, citizenship, sustainable urban development, and protection of the environment and biodiversity. In 2008, he started to structure his philanthropic organization, the Instituto Arapyau, focused on local experiences in sustainable development, climate change and urban redesign.

In the 2010 presidential elections he ran as Green Party candidate for vice president, alongside Marina Silva, receiving 20 million votes. After this, Leal created and currently chairs a supra party political network called RAPS. This is an initiative aimed at fostering and preparing new political leaders committed to ethical behavior and the promotion of sustainable development. In 2013, he became a B Team leader.

In 2014, Leal helped to build the Brazilian Coalition for Climate, Forests and Agriculture, a movement aimed at driving the design and construction of a new green, inclusive and low carbon economy. Since 2018, he is a board member of the UN Global Compact

Pedro Passos - Co-chairman of the Natura &Co Board of Directors

Co-chairman of the Board of Directors and co-founder of Natura, Pedro Passos joined the company in its early years.

He graduated in Production Engineering from the University of São Paulo Polytechnic School and specialized in Business Administration at Getúlio Vargas Foundation.

Passos is dedicated to a number of different entities and organizations. From 2009 to 2015, he was the President of the Industrial Development Studies Institute, and in 2013 he was appointed President of the SOS Atlantic Rainforest Foundation. He has also served on a number of boards, including the Empreender Endeavor Institute since 2005, the Dom Cabral Foundation since 2010, the Semeia Institute – a non-profit organization that supports initiatives aimed at innovating in management models for natural and urban parks – since 2011, the São Paulo Research Foundation since 2013, and the A. C. Camargo Cancer Center since 2018. Mr. Passos is also a member of Business Mobilization through Innovation within the Brazilian National Confederation of Industry.