

## Score Aggregation Methodology

### Natura &Co 2024

As the B Corporation Certification is a company-level certification, the assessment of a Parent Company is required to include its subsidiaries in which it owns >50% of the shares and has controlling interest. Depending on the operations of the certifying company, Parent Companies may roll up their subsidiaries into a single assessment or assess separately.

Regardless of whether a Certified Parent Company's subsidiaries are assessed together or separately, only distinct subsidiaries that B Lab has determined independently meet the performance requirement for certification (i.e. score of 80+ points) are eligible to use the Certified B Corporation logo and refer to themselves as Certified B Corporations.

#### Aggregated Scoring Methodology

Natura &Co and its subsidiaries were required to be assessed in the B Impact Assessment and undergo a review by B Lab staff. The entities were divided into 7 assessments, and the overall score was calculated using a weighted average based on headcount.

The assessments are as follows:

1. Natura Cosméticos
2. The Body Shop Latam
3. Avon Cosméticos
4. Avon Asia Pacific
5. Avon Central and Eastern Europe
6. Avon Emerging Market
7. Avon Western Europe

Based on the weighted average, Natura &Co scored an overall 100.9 out of 200 total available points. The minimum verified score required for B Corp Certification is 80.

The table below shows the scores for the individual assessments:

Legal entity/Company name	BIA Score
Natura Cosméticos	135
The Body Shop Latam	82.3
Avon Cosméticos	86.5

Avon Asia Pacific	80.9
Avon Central and Eastern Europe	84.4
Avon Emerging Market	82.6
Avon Western Europe	81.6

Note: Avon Inc is not eligible to certify for B Corp Certification at this time due to its involvement in Multi-level Marketing where B Lab has identified that additional standards are required. However, as a recent acquisition of Natura &Co, Avon Inc is required to have its operations assessed including disclosure topics and its B Impact Assessment score included in Natura &Co's final score. At Natura &Co's next recertification, Avon Inc must certify and independently meet the 80-point performance requirements and meet B Lab's Risk standards. Whilst Avon Inc is not eligible for B Corp Certification and cannot use the B Corp IP this does not affect the eligibility of Natura &Co.