

NATURA COSMÉTICOS S.A.
Corporate Taxpayer ID Publicly Held Company Company Registration
(CNPJ/MF) 71.673.990/0001-77 (NIRE) 35.300.143.183

MINUTES OF THE BOARD OF DIRECTORS MEETING

On October 10, 2018, at 10:00 a.m., the Board of Directors of **NATURA COSMÉTICOS S.A.** ("Company") convened, with the attendance of all its members and presided over by Mr. Guilherme Peirão Leal, at the Company's registered office located in the City of São Paulo, State of São Paulo, at Avenida Alexandre Colares, nº 1.188, Vila Jaguara, CEP 05106-000, to consider about the Management Proposal to be submitted to an Extraordinary Shareholders' Meeting of the Company regarding to the (i) merger of the subsidiary Natura Inovação e Tecnologia de Produtos Ltda. into Company in accordance with the Agreement and Plan of Merger, signed on October 10, 2018 by the board of the companies involved; (ii) recommendation, for the approval by the Company's shareholders, of the election of Mrs. Jessica DiLullo Herrin as a new independent member of the Board of Directors of the Company, as nomination at the Board of Directors' meeting held on September 25, 2018, at 8:00 a.m.

After analyzing the matter, the directors approved, by unanimous vote and without reservations, the Management Proposal to be submitted to the Extraordinary Shareholders' Meeting, to be held on November, 1st, 2018.

As there were no further matters to be discussed, these minutes were read, approved and signed by all directors. Signatures: Guilherme Peirão Leal, Chairman of the meeting and Co-chairman of the Board; Antonio Luiz da Cunha Seabra, Co-chairman of the Board; Pedro Luiz Barreiros Passos, Co-chairman of the Board; Roberto de Oliveira Marques, Executive Chairman of the Board; Silvia Freire Dente da Silva Dias Lagnado, director; Carla Schmitzberger, director; Gilberto Mifano, director; Fábio Colletti Barbosa, director; and Moacir Salzstein, secretary of the meeting.

I certify that this is a true copy of the minutes drawn up in the Company's records.

Moacir Salzstein
Secretary of the Meeting