

**DISTANCE VOTING BALLOT****Annual General Meeting (AGM) - NATURA COSMETICOS S.A. to be held on 04/12/2019**

<b>Shareholder's Name</b>
<b>Shareholder's CNPJ or CPF</b>
<b>E-mail</b>
<p><b>Instructions on how to cast your vote</b></p> <p>This remote voting form (the "Form") refers to the Annual Shareholders Meeting of Natura Cosméticos S.A. ("Natura" or "Company") to be held on April 12, 2019, at 8:00 a.m. ("ASM"), and must be filled out in the event the shareholder opts for exercising its remote voting right, under article 121, sole paragraph, of Law 6404/1976 and Instruction no. 481/2009 of the Brazilian Securities and Exchange Commission - CVM ("ICVM 481").</p> <p>Should the shareholder wish to exercise their remote voting right, it is indispensable that they fill out the fields above with their full name (or corporate name, in the case of a legal entity) and number of registration with the Ministry of Finance, whether the CNPJ or the CPF. Filling out of the e-mail address field is advisable but not required.</p> <p>In order for this Form to be considered valid and the votes casted to be counted as part of the quorum of the ASM (i) all fields must be filled out; (ii) all its pages must be initialed by the shareholder (or their legal representative, as applicable); and (iii) at the end, the shareholders (or their legal representatives, as applicable) must sign it.</p> <p>The term for this Form to be submitted directly to the Company or through services providers (according to article 21-B of ICVM 481) is April 5, 2019. Any Form received after such date will be disregarded.</p> <p>Although not on the agenda of the AESM, the law authorizes the shareholders holding more than 2% of the Company's total capital stock to request the instatement of the Fiscal Council and, as required by law, this Remote Voting Form contains the simple question 11, so that the shareholder can manifest whether it would like to request the instatement of the fiscal council. The Management suggests that shareholders opting for remote voting to vote "abstain" in the answer to simple question 11, for the reasons set out in the Manual for Attendance of the Annual and Extraordinary Shareholders' Meetings, to be held on April 12, 2019, available at Natura's Investor Relations website (<a href="http://www.natura.net/investor">www.natura.net/investor</a>) and at CVM's website (<a href="http://www.cvm.gov.br">www.cvm.gov.br</a>) and B3's page website (<a href="http://www.b3.com.br">www.b3.com.br</a>).</p>
<p><b>Instructions for sending your ballot, indicating the delivery process by sending it directly to the Company or through a qualified service provider</b></p> <p>The shareholder opting to exercise their remote voting right may fill out this Form and send it directly to the Company or transmit the instructions for filling it out to the competent service providers, pursuant to the instructions below.</p> <p>1. Exercise of vote by means of service providers – Remote voting system</p> <p>The shareholder opting to exercise their remote voting rights by means of service providers shall transmit its voting instructions to their respective custodians which render this service, in the event the shareholder holds shares deposited with a central depository financial institution, or to Itaú Corretora de Valores S.A. ("Itaú"), financial institution hired by the Company for the provision of book-entry services for its securities, in the event of shares that are not deposited with a central depository financial institution, pursuant to the rules and deadlines set forth by them. For such purpose, the shareholder shall get in touch with their custodians or Itaú, as the case may be, and verify the procedures established by them for the issue of the voting instructions by the Form, as well as the documents and information required by them to do so.</p> <p>The shareholder must transmit the instructions for filling out the Form to their custodians or to the book-entry institution in the advance period before the date the ASM is held set forth in ICVM 487 (namely, seven (7) days before the ASM, that is, until April 5, 2019 (including), unless a different term is established by the custodians or the book-entry institution. Such service providers will communicate to the shareholder the receipt of the voting instructions or the need to rectify or resend them, provided that the applicable procedures and terms shall prevail.</p> <p>Pursuant to ICVM 481, such service providers, upon receiving the voting instructions from the shareholder by their respective custodians or book-entry institutions, will disregard possible divergent instructions in relation to the same resolution which has been issued to the same CPF or CNPJ enrolment number.</p> <p>2. Delivery of the document from the shareholder directly to the Company</p> <p>The shareholders that opt for exercising their remote voting right by sending this Form directly to the Company shall send the documents listed below to the postal address located on Av. Alexandre Colares, no. 1188, Vila Jaguara, City of São Paulo, State of São Paulo, Zip Code 05106-000, to the attention of the Investors Relations Department.</p>

## DISTANCE VOTING BALLOT

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(i) hardcopy of this Form, duly completed, initialed and signed; and

(ii) certified copy of the following documents: (a) shareholders that are individuals: identity document with photo; (b) shareholders that are legal entities: certified copies of the latest restatement of the articles of organization or incorporation and documents proving the representation (minutes of the election of officers and/or power of attorney) and identity document with photo of the legal representative(s); and (c) shareholders that are investment funds: certified copies of the latest restated bylaws of the fund, articles of organization or articles of incorporation of the administrator, documents proving the representation (minutes of the election of officers and/or power of attorney) and identity document with photo of the legal representative(s). The foreign shareholders shall provide the same documentation applicable to the Brazilian shareholders which should be notarized in country of origin, certified by the consulate (except the alternative procedures admitted by reason of agreements or international conventions) and translated into Portuguese by a public sworn translator in Brazil.

The Form and the related documents will be deemed received by the Company and, therefore, considered for the purposes of quorum for the ASM, only if the Company receives the physical copy of said documents, under items (i) and (ii) above, in up to seven (7) days in advance in relation to the date of the ASM, that is, April 5, 2019. The Form and the related documents received after such date will be disregarded

The Form may be send to the electronic address [ri@natura.net](mailto:ri@natura.net) (Subject: Remote Voting Form) in which case it will be necessary to send the original Form and the related documents.

#### **Postal and e-mail address to send the distance voting ballot, if the shareholder chooses to deliver the document directly to the company**

Electronic address: [ri@natura.net](mailto:ri@natura.net)

City of São Paulo, State of São Paulo, at Av. Alexandre Colares, no. 1188, Vila Jaguara, Zip Code 05106-000, attn. Investors Relations Department.

#### **Indication of the institution hired by the company to provide the registrar service of securities, with name, physical and electronic address, contact person and phone number**

Itaú Corretora de Valores S.A.

Avenida Brigadeiro Faria Lima, 3.500, 3º andar, São Paulo, SP

Phone number: +55 (11) 3003-9285 (capital and metropolitan regions)

Phone number: +55 (11) 0800 7209285 (other places)

The service is available on business days from 9:00 a.m. to 18:00 p.m.

E-mail: [atendimentoescrituracao@itau-unibanco.com.br](mailto:atendimentoescrituracao@itau-unibanco.com.br)

#### **Resolutions concerning the Annual General Meeting (AGM)**

##### **Simple Resolution**

1. The approval of the management report and the financial statements together with the report of the independent external auditors related to the fiscal year ended on December 31, 2018

Approve  Reject  Abstain

##### **Simple Resolution**

2. The approval of the management proposal for the capital budget for 2019, allocation of net profit for the fiscal year ended on December 31, 2018 and ratification of the advance distribution of interim dividends and interest on the stockholders' equity.

Approve  Reject  Abstain

##### **Simple Resolution**

3. The approval of the management proposal for definition of nine (9) members or, in case of separate request call for votes, ten (10) members, to compose the board of directors of the Company, with term of office until the date of the annual general meeting at which the Company's shareholders will vote on the financial statements for the fiscal year ending on December 31, 2020.

Approve  Reject  Abstain

## DISTANCE VOTING BALLOT

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### Election of the board of directors by single group of candidates

Chapa proposta pela administração da Companhia

Pedro Luiz Barreiros Passos (Efetivo)

Antonio Luiz da Cunha Seabra (Efetivo)

Guilherme Peirão Leal (Efetivo)

Silvia Freire Dente da Silva Dias Lagnado (Efetivo)

Carla Schmitzberger (Efetivo)

Roberto de Oliveira Marques (Efetivo)

Gilberto Mifano (Efetivo)

Fábio Colletti Barbosa (Efetivo)

Jessica DiLullo Herrin (Efetivo)

4. Indication of those that are part of the single slate of candidates - Chapa proposta pela administração da Companhia

Approve  Reject  Abstain

5. In the event one of the candidates of the elected slate waives the candidature, will the votes corresponding to his/her shares be given to the elected slate?

Yes  No  Abstain

6. In case of adoption of cumulative vote election, do you wish to distribute the adopted voting in percentages to the candidates of the elected slate?

Yes  No  Abstain

7. View of all candidates of the single slate for indication of the percentage (%) of votes to be attributed

Pedro Luiz Barreiros Passos (Efetivo) [    ] %

Antonio Luiz da Cunha Seabra (Efetivo) [    ] %

Guilherme Peirão Leal (Efetivo) [    ] %

Silvia Freire Dente da Silva Dias Lagnado (Efetivo) [    ] %

Carla Schmitzberger (Efetivo) [    ] %

Roberto de Oliveira Marques (Efetivo) [    ] %

Gilberto Mifano (Efetivo) [    ] %

Fábio Colletti Barbosa (Efetivo) [    ] %

Jessica DiLullo Herrin (Efetivo) [    ] %

### Simple Question

8. Do you wish to request the adoption of cumulative vote for the election of the board of directors, according to art. 141 of Law no. 6404 of 1976?

Yes  No  Abstain

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### Simple Question

9. In the event of adoption of cumulative vote for the election of the board of directors, do you wish to allow the automatic distribution of your votes between the candidates?

Yes  No  Abstain

### Simple Resolution

10. The approval of the management proposal for the global compensation of the managers of the Company to be paid until the date of annual general meeting at which the shareholders of the Company will vote on the financial statements for the fiscal year ending on December 31, 2019.

Approve  Reject  Abstain

### Simple Question

11. Do you wish to request the instatement of the fiscal council, according to art. 161 of Law no. 6404 of 1976?

Yes  No  Abstain

### Simple Question

12. Do you wish to adopt the separate vote for the election of the board of directors, according to art. 141, § 4<sup>o</sup>, II, of Law no. 6404 of 1976?

Yes  No  Abstain

### Simple Question

13. Should a second call for the ASM be necessary, the voting instructions contained in this Form may also be considered in the event of an ASM held upon second call?

Yes  No  Abstain

City : \_\_\_\_\_

Date : \_\_\_\_\_

Signature : \_\_\_\_\_

Shareholder's Name : \_\_\_\_\_

Phone Number : \_\_\_\_\_