

NATURA &CO HOLDING S.A.
Publicly Traded Company
CNPJ/MF No. 32.785.497/0001-97

MATERIAL FACT

Expiration of exclusivity with fund manager IG4 on negotiations involving the possible sale of Avon outside Latin America

Natura &Co Holding S.A. (B3: NTCO3) ("Company"), informs to its shareholders and the market in general that the exclusivity with fund manager IG4 regarding a potential sale of Avon's operations outside Latin America expired on February 28, 2025. The parties, however, continue to negotiate on a non-exclusive basis.

The Company also informs that it continues to evaluate strategic alternatives for Avon outside Latin America. These alternatives may include possible sales, partnerships, or *spinoff*.

São Paulo, March 5, 2025

Guilherme Castellan
Chief Financial and Investor Relations Officer

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