

natura &co

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

NOTICE TO THE MARKET

Reply to B3 Notice: Request for clarification of news in media

We refer to B3 Notice ("Ofício B3 1024/2022-SLS") issued on September 14, 2022 by B3 S.A. – Brasil, Bolsa, Balcão's Listing Supervision and Supervision of Issuers, within the Cooperation Agreement scope signed with the Comissão de Valores Mobiliários – CVM, which hereby requests:

(free translation)

**"September 14, 2022
1024/2022-SLS**

**Natura &Co Holding S.A.
To Mr. Guilherme Strano Castellan
Investor Relations Officer**

Ref.: Request for clarification of news in media

Dear Sirs,

In an article published by the newspaper Valor Econômico, on September 14, 2022, under the title "Waiting for a leaner Natura, the market sells shares", it states, among other information, that plans to merge Natura and Avon's operations in Latin America, which are currently part of the Natura & Co Latam business unit, and spin-off (separation of the group) of Aesop and the possible sale of The Body Shop are being evaluated.

We request clarification on the highlighted item, until September 15, 2022, with its confirmation or not, as well as other information considered important."

Company's response:

Mrs. Ana Lucia Pereira
Superintendence of Listing and Supervision of Issuers

In compliance with the aforementioned Official Letter, Natura &Co Holding S.A. (the "Company" or "Natura &Co") informs that, as widely disclosed in a material fact released on June 15, 2022, Natura &Co is carrying out a reorganization of the group, in line with its strategic direction, to increase the responsibility of its unique companies and brands – Natura, Avon, The Body Shop and Aesop – by transitioning to a simpler holding structure.

Management, assisted by the Transition Committee, has been promoting a redesign of the organizational structure of Natura &Co, to make it lighter and more efficient, as well as to give more autonomy to the business units, which, as is not new, seek to react to the great external challenges, while also pursuing greater efficiency and improvements in cash generation and profitability.

Since its acquisition, Avon has been managed in the Latin American region together with the Natura, The Body Shop and Aesop brands by the Natura &Co Latam business unit, under the responsibility of the CEO of that unit. The internal process of integrating operations at Natura &Co Latam continues to be conducted and accelerated to generate greater value.

The Board of Directors is not currently conducting any specific studies regarding a possible spin-off (separation of the group) of Aesop or sale of The Body Shop.

At Aesop, a business unit that has been showing consistent positive results, Management, together with the CEO of this business unit, remains committed to promoting initiatives to accelerate growth.

In the case of The Body Shop, the efforts of the Board of Directors and the CEO of this business unit are aimed at pursuing greater efficiency and improvements in cash generation and profitability.

Nevertheless, the Company's Management constantly evaluates all strategic alternatives for value creation that are in line with the best interests of its shareholders, employees and other stakeholders.

The Company remains focused on improving the fundamentals of underperforming businesses, and does not rule out, as previously disclosed, reviewing its business operating models and/or its presence in markets.

The Company is at your entire disposal for any further clarification necessary.

São Paulo, September 15, 2022.

NATURA &CO HOLDING S.A.

Guilherme Strano Castellan
Investor Relations Officer