

Handbook for Participation at the Annual and Extraordinary General Meeting

Date: April 25, 2025

Time: 9:30 a.m.

Format: Exclusively digital, through the Ten Meetings electronic system

Natura &Co

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1. INVITATION

São Paulo, March 25, 2025.

Dear Shareholder,

Natura &Co Holding S.A. ("Company" or "Natura &Co") invites You to participate in the Annual and Extraordinary General Meeting to be held, jointly, at 9:30 a.m. on April 25, 2025 ("AEGM" or "Meeting"), digitally only, without the possibility of face-to-face participation, pursuant to the provisions article 5, paragraph 2, item I and article 28, paragraphs 2 and 3 of CVM Resolution No. 81, issued by the Brazilian Securities and Exchange Commission ("CVM") on March 29, 2022 ("CVM Resolution 81"), through the Digital Platform Ten Meetings (<https://assembleia.ten.com.br/272935115>). Shareholders may also participate by sending the remote voting ballot, following the instructions provided in this Handbook for Participation in the General Meeting ("Handbook").

The matters to be resolved at the AEGM are listed in the agenda of the call notice ("Call Notice"), according to item 3 of this Handbook.

Participation of Shareholders in the Meeting is of great importance. Pursuant to applicable regulations, the Company made available, through the worldwide web, the information and documents set out in Law No. 6,404 of December 15, 1976 ("Corporations Law") and CVM Resolution No. 81.

Please feel free to examine the Management Proposal and other documents related to the AEGM on Natura &Co Investor Relations website (<https://ri.naturaeco.com>), on the CVM website (<https://www.gov.br/cvm/pt-br>), on the website of B3 S.A. – Brasil, Bolsa, Balcão (www.b3.com.br) and at the Company's principal place of business.

The AEGM will be held exclusively digitally, with participation through the Ten Meetings electronic system, without the possibility of face-to-face participation. For purposes of article 5, paragraph 4 of CVM Resolution 81, the Meeting will be held exclusively digitally to promote greater accessibility for shareholders and increase efficiency in the process of organizing and conducting the work, a practice already adopted by the company in its last general meetings.

Natura &Co's Investor Relations Department is available to shareholders to provide clarification through the following channels:

<https://ri.naturaeco.com/>
ri@natura.net

Guilherme Strano Castellan
Financial and Investors Relations Officer

2. PROCEDURES AND TERMS

For opening of the Meeting on first call, the presence of shareholders representing at least one quarter (1/4) of the registered common shares without par value issued by the Company shall be necessary, pursuant to the provisions of article 125 of the Corporations Law. If the quorum necessary for opening of the Meeting is not reached, a new Call Notice shall be published announcing the new date for it to be held, and it may then be instated with the presence of any number of shareholders.

Resolutions on the agenda of the Annual General Meeting and item 1 of the agenda of the Extraordinary General Meeting shall be passed by absolute majority of votes, not including blank votes. For item 2 of the agenda of the Extraordinary General Meeting, the approval of shareholders representing at least half of the total votes granted by the shares with voting rights will be necessary.

Shareholders, or their duly appointed proxies, will participate exclusively digitally, through the Ten Meetings platform, without the possibility of face-to-face participation. Shareholders may also vote by sending the remote voting ballot ("Ballot"), as provided for in CVM Resolution No. 81.

2.1. Digitally Present Shareholder - Mandatory prior registration

Pursuant to Article 28, paragraph 2 of CVM Resolution No. 81, shareholders will have the option of (i) simply participating in the Meeting, whether or not they have sent the Ballot; or (ii) participating and voting at the Meeting, observing that, with regard to the Shareholder that has already sent in the ballot and that, if it so wishes, votes at the Meeting, all voting instructions received through the ballot shall be disregarded.

The Meeting shall be held exclusively digitally. Shareholders or proxies/representatives who wish to participate in the Meeting using the Ten Meetings online platform should access the following website: <https://assembleia.ten.com.br/272935115>, complete the registration, and submit all necessary documents through the website to qualify to attend and/or vote at the Meeting.

The proxy/representative must register with their data at the electronic address provided. Upon registration, they shall use the same link to specify each Shareholder they will represent and attach all necessary documents listed below. Thereafter, the proxy will receive individual emails regarding the qualification status of each registered shareholder and, if necessary, additional details of the documents will be requested. A proxy representing several shareholders shall only be allowed to vote at the Meeting for those shareholders whose identification has been verified by the Company. The entire process must be completed no later than two (2) days before the date of the Meeting, i.e., by April 23, 2025.

The following documents shall be submitted by the shareholders and/or their proxies /representatives through the digital platform:

A) individual shareholders:

(i) identification document with photograph. Examples: ID Card (RG), ID Card for Foreigners (RNE), Driver's License or trade association card or work cards issued by the Government agencies, provided they contain a photo of their holder;

B) legal entity shareholders:

- (i) last restatement of the bylaws or articles of association;
- (ii) documentation proving representation (minutes of election of officers and power of attorney, if the legal representative is not an officer elected in the minutes **or** minutes of election of officers, if the legal representative is an officer elected in the minutes); and
- (iii) identification document with photograph of the legal representative(s) or Proxy;

C) shareholders that are investment funds:

- (i) latest restated bylaws of the fund;
- (ii) bylaws or articles of association of its administrator;
- (iii) documentation proving representation (minutes of election of officers and power of attorney, if the legal representative is not an officer elected in the minutes **or** minutes of election of officers, if the legal representative is an officer elected in the minutes); and
- (iv) identification document with photograph of the legal representative(s).

The Company will not demand authentication, certification of signature, consularization or apostille of the shareholders' identification documents, as well as proxy instruments granted to their respective representatives. The Company will also not demand a sworn translation of the proxies and documents, provided that they are drawn up or translated into Portuguese or English, nor of the documents attached with the respective translations into those languages.

Shareholders that do not send the necessary information through the Ten Meetings online platform, in accordance with this Handbook, by **April 23, 2025**, will not be able to participate in the AEGM digitally.

Upon successful verification of the proxy documents submitted in accordance with the terms and upon confirmation of identification by the Company, details, and instructions for accessing the online platform will be emailed to each shareholder (or their appointed proxy/representative, as applicable) that has completed the registration process.

The communication will include the login credentials for individual access to the Meeting platform. A proxy representing multiple shareholders shall only be entitled to vote by those shareholders whose register has been duly completed. Access to the information will be sent exclusively to the email address entered in the registration process.

2.1.1. Instructions for Using and Accessing the Digital Platform for Participation in Digital Mode

If a shareholder (or the respective proxy/representative, as applicable) who has properly registered through the electronic system does not receive the email with the instructions for participation, the participant shall contact the Company's Investor Relations Department by 6:00 p.m. (São Paulo time) on April 24, 2025, through email ri@natura.net.

To access the Ten Meetings online platform, the shareholder or their proxy will need access to a computer with a camera and audio enabled and internet access with a minimum broadband of 1mb.

The access should preferably be done by the browser Google Chrome. The IOS Safari browser is not compatible with the platform. It is also recommended that the shareholder disconnect any VPN and make sure the camera is not in use before accessing the platform. The online platform allows the participant to access the AEGM's audio and video, as well as to participate through the computer's microphone and camera.

Access to the AEGM's electronic system will be limited to shareholders (or their respective proxies/representatives, as applicable) who complete the registration by April 23, 2025 and log in to the online platform before the beginning of the proceedings.

On the date of the Meeting, the link to access the online platform will be available thirty (30) minutes before the start time. Shareholders will be able to register their presence through the electronic system by accessing the link provided, following the instructions indicated here.

The Company recommends that participants become familiar with the online platform in advance and check the compatibility of their respective electronic devices with the platform. On the day of the AEGM, it is recommended that shareholders access the online platform well in advance.

The login and password information is personal and non-transferable. Access to the Meeting will be made exclusively through the electronic platform and will be restricted to shareholders or their proxies/representatives who have previously registered under the terms of this Handbook.

On the date of the AEGM, the duly registered shareholder who registers their presence digitally through the Ten Meetings online platform shall be considered present at the AEGM, pursuant to article 47, item III of CVM Resolution No. 81.

Participants are individually responsible for ensuring the compatibility of their equipment with the online platform. The Company will not be responsible for any operational or connectivity problems faced by the shareholders or other situations beyond the control of the Company, such as unstable internet connection or incompatibility of the platform with the shareholder's equipment. The AEGM shall be recorded, pursuant to Article 28, paragraph 1, item II of CVM Resolution No. 81.

2.1.2. Shareholders Represented by Proxy

Shareholder may be represented in the AEGM by a proxy appointed less than one (1) year before, as set out in article 126, paragraph 1 of the Corporations Law.

In accordance with article 126, paragraph 1 of the Corporations Law, powers of attorney may only be granted to those who meet at least one of the following requirements:

- I. be a shareholder or manager of the Company;
- II. be a lawyer; or
- III. be a financial institution.

For shareholders that are legal entities, according to the understanding issued by the CVM Board at a meeting held on November 4, 2014 (Proceeding CVM RJ2014/3578), there is no need for the proxy to meet the above-mentioned requirements.

The proxy representing more than one shareholder must attach the necessary representation documentation for the qualification of each shareholder to be represented by them at the AEGM, as indicated above.

Proxies that do not timely register and send all documents required under this Handbook by April 23, 2025 may not participate in the AEGM through the online platform of the Meeting, in accordance with article 6, paragraph 3 of CVM Resolution 81.

2.2. Participation through Remote Voting Ballot:

The shareholders may also cast their votes in the Meeting by means of the Ballot, as provided for in CVM Resolution No. 81. The vote shall be formalized by means of the Ballot, according to versions made available by the Company on its Investor Relations website (<https://ri.naturaeco.com>), on the CVM website (<https://www.gov.br/cvm/pt-br>), and on the website of B3 S.A. – Brasil, Bolsa, Balcão (www.b3.com.br) or through the respective custodian agents of the shareholders.

Since the Company will hold an Annual General Meeting and an Extraordinary General Meeting on the same day, the shareholders shall deliver separate Ballots for each General Meeting at which they wish to vote.

In the Ballot, the following data must be filled in: (i) full name or corporate name; and (ii) Register number with the Ministry of Finance, whether in case of legal entities (CNPJ) or individuals (CPF). Providing an e-mail address is advisable, but not mandatory.

Any shareholder who elects to submit a Ballot may, at its discretion: (i) fill out the Ballot and send it directly to the Company, through the Digital Platform "Ten Meetings", according to item 2.2.1 below; (ii) fill out the Ballot and send it directly to the Company, in digital media; (iii) if the shareholder has its shares deposited with the Central Depository of B3 S.A. - Brasil, Bolsa, Balcão ("Central Depository"), transmit its voting instructions to its custodian agents that provide this service or directly to the Central Depository; or (iv) if the shareholder does not have shares deposited with the Central Depository, transmit its voting instructions to the financial institution retained by the Company to provide securities bookkeeping services, namely Itaú Corretora de Valores S.A. (CNPJ/MF No. 61.194.353/0001-64) ("Bookkeeping Agent").

For the Ballot to be considered valid and for the votes therein to be counted as an integral part of the quorum of the AEGM (i) all fields must be properly filled; (ii) all pages must be initialed by the shareholder (or their legal representative, as the case may be); and (iii) finally, the shareholder (or their legal representative, as the case may be) must sign it.

The deadline for receipt of the Ballot sent directly to the Company or through service providers (as per article 27 of CVM Resolution No. 81) is **April 21, 2025 (inclusive)**. Ballots received after such date will be disregarded.

2.2.1 Sending the Voting Ballot digitally, through the "Ten Meetings" Digital Platform

Any shareholder who opts for exercising their remote voting right by means of the Ballot sent directly to the Company shall complete and transmit the Ballot by digital means through the "Ten Meetings" Digital Platform. To do so, shareholders must access the electronic address: <https://assembleia.ten.com.br/272935115> and complete, at least 4 days before the date of the AEGM, i.e., by and including April 21, 2025, the registration data for the Company's AEGM. Upon

completion of the registration, and within the same period (i.e. by (and including) April 21, 2025), the shareholders must digitally fill in the fields of the Voting Ballot, with the voting options for the AEGM, and confirm the votes, attaching the documents provided below, as applicable:

(a) individual shareholders: identification document with photograph. Examples: ID Card (RG), ID Card for Foreigners (RNE), Driver's License or trade association card or work cards issued by the Government agencies, provided they contain a photo of their holder;

(b) legal entity shareholders:

- last restatement of the bylaws or articles of association;
- documentation proving representation (minutes of election of officers and power of attorney, if the legal representative is not an officer elected in the minutes **or** minutes of election of officers, if the legal representative is an officer elected in the minutes); and
- identification document with photograph of the legal representative(s) or Proxy;

(b) shareholders that are investment funds:

- latest restated bylaws of the fund;
- bylaws or articles of association of its administrator;
- documentation proving representation (minutes of election of officers and power of attorney, if the legal representative is not an officer elected in the minutes **or** minutes of officers' election, if the legal representative is a right elected in the minutes); and
- identification document with photograph of the legal representative(s).

The Company will not demand authentication, certification of signature, consularization or apostille of the shareholders' identification documents, as well as proxy instruments granted by the shareholders to their respective representatives. The Company will also not demand a sworn translation of the proxies and documents, provided that they are drawn up or translated into Portuguese or English, nor of the documents attached with the respective translations into those languages.

The Ballot and the related documentation shall only be deemed received by the Company and, therefore, taken into consideration for the quorums of the AEGM if the Company receives the scanned copy, as described above, at least 4 days before the date the AEGM is to be held, that is, by **(and including) April 21, 2025**. The Ballots and the related documentation received after such date will be disregarded.

2.2.2. Exercise of remote voting right by means of the Ballot in digital format:

Any shareholder who opts for exercising their remote voting right by sending the Ballot directly to the Company in digital format shall send the scanned copy of the Ballot, duly completed, initialed, and signed, attaching the documents provided for in item 2.2.1 above in digital form exclusively to the electronic address ri@natura.net (Subject: AEGM 2025 Remote Voting Ballot).

The Ballot and the related documentation shall only be deemed received by the Company and, therefore, taken into consideration for the quorums of the AEGM if the Company receives the complete scanned documentation at least 4 days before the date the AEGM is to be held, that is, **by (and including) April 21, 2025**. The Ballots and the related documentation received after such date will be disregarded.

Upon receipt of the Voting Ballot and other documentation required digitally, the Company will inform the shareholder, within 3 days of receipt of the Voting Ballot, if the documentation received is sufficient for the Shareholder's vote to be considered valid or if there is need for rectification or new submission of the Voting Ballot or supporting documents, describing the procedures and terms necessary for regularization of the remote voting.

In any event, the Shareholder may only rectify or resend the Ballot or accompanying documents by **(and including) April 21, 2025**. The Ballots and/or their supporting documents received after such date will be disregarded.

2.2.3. Exercise of remote voting right through the Ballot sent by service providers:

The shareholder holding shares deposited at the Central Depository who chooses to exercise their remote voting right through service providers shall transmit their voting instructions to their custodian agents who provide this service or directly to the Central Depository. If their shares are not deposited with the Central Depository, voting instructions must be sent to the Bookkeeping Agent. In all cases, the rules and deadlines determined by them must be observed. In order to do so, the shareholder shall contact their custodian agents, the Bookkeeping Agent or the Central Depository, as the case may be, and verify the procedures established thereby to issue the Ballot voting instructions, as well as the documents and information required thereby for such purpose.

The shareholder must transmit the instructions for completing the Ballot to its custodians, the Bookkeeping Agent or the Central Depository **by (and including) April 21, 2025**. Said service providers shall notify the shareholder that they received the voting instructions or if there is a need for rectification or new submission thereof providing for the applicable procedures and terms.

If there are discrepancies between the information contained in the Ballot sent directly to the Company or voting instructions received by the Central Depository and the voting instructions contained in the voting map sent by the Bookkeeping Agent to the same shareholder, the voting instruction from the Bookkeeping Agent shall prevail. Likewise, if there are divergences between the information contained in the Ballot sent directly to the Company and the voting instructions contained in the voting map sent by the Central Depository to the same shareholder, the voting instruction from the Central Depository shall prevail.

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3. CALL NOTICE

NATURA &CO HOLDING S.A.

CNPJ/MF No. 32.785.497/0001-97
(NIRE) 35.300.531.582

Publicly-Held Company

State Registration

CALL NOTICE FOR THE ANNUAL AND EXTRAORDINARY GENERAL MEETING

The Board of Directors of **NATURA &CO HOLDING S.A.** (“Company”), by its Co-Chairman, Mr. Guilherme Peirão Leal, invites the Company's Shareholders to meet at the annual and extraordinary general meeting to be jointly held, on first call, at 9:30 a.m. on April 25, 2025 (“Meeting” or “AEGM”), exclusively digitally, with participation through the Ten Meetings online platform and with the possibility of sending a remote voting ballot, in order to resolve on the following items included in the agenda:

At the Annual General Meeting:

- (1) review the managers' accounts, for the fiscal year ended December 31, 2024;
- (2) examine, discuss, and vote on the financial statements, together with the independent auditors' report, the report of the Audit, Risk Management and Finance Committee, and the Opinion of the Fiscal Council for the fiscal year ended December 31, 2024; and
- (3) set the global compensation of the Company's managers, referring to the period up to the date of the annual general meeting at which the Company's shareholders shall resolve on the financial statements for the fiscal year ending December 31, 2025.

At the Extraordinary General Meeting:

- (1) resolve on the election of Mr. Fábio Colletti Barbosa to hold office as member of the Company's Board of Directors, for a term of office unified with the other members of the Board of Directors, which will end on the date of the annual general meeting at which the Company's shareholders shall vote on the financial statements for the fiscal year ending December 31, 2025; and
- (2) approve (i) the “Protocol and Justification of Merger of Natura &Co Holding S.A. into Natura Cosméticos S.A.” (“Protocol and Justification”); (ii) the ratification of the appointment and retainment of the appraisal company PricewaterhouseCoopers Auditores Independentes Ltda., as the party responsible for preparing the appraisal report of the shareholders' equity of the Company to be merged into Natura Cosméticos S.A. (“Appraisal Report”); (iii) the Appraisal Report; (iv) the merger of the Company into Natura Cosméticos S.A., under the terms and conditions set forth in the Protocol and Justification (“Merger”); and (v) the authorization for the Company's board of officers to perform all acts and take all measures necessary for implementation of the Merger.

General Information:

The Handbook for Participation in the Meeting (“Handbook”) and the Management Proposal, as well as the other documents provided by law and in the applicable regulation, remain available to the shareholders at the Company's principal place of business, located at Avenida Alexandre Colares, n.º 1.188, Sala A17, Bloco A, Parque Anhanguera, CEP 05106-000, in the City of São Paulo, State of São Paulo, on the Company's Investor Relations website (<https://ri.naturaeco.com>), on the Brazilian Securities and Exchange Commission website (<https://www.gov.br/cvm/pt-br>) and on the website of B3 S.A. – Brasil, Bolsa, Balcão (www.b3.com.br).

In accordance with the provisions of Law No. 6,404, of December 15, 1976 (“Corporations Law”), and CVM Rule No. 81, of March 29, 2022 (“CVM Resolution 81”), the Company shall carry out the AEGM in an exclusively digital way, through the Ten Meetings electronic system, without the possibility of face-to-face participation.

For purposes of article 5, paragraph 4 of CVM Resolution 81, the Meeting will be held exclusively digitally to promote greater accessibility for shareholders and increase efficiency in the process of organizing and conducting the work, a practice already adopted by the company in its last general meetings.

As the AEGM will be held exclusively digitally, the participation of shareholders can only occur through: (i) remote voting ballot; or (ii) online platform. Shareholders holding registered common shares without par value issued by the Company may attend the Meeting themselves, by their legal representatives, or by their proxies, provided that their shares are registered in their name at the financial depository institution retained by the Company to provide securities bookkeeping services, namely, Itaú Corretora de Valores S.A. (CNPJ/MF No. 61.194.353/0001-64) (“Bookkeeping Agent”), as provided for in article 126 of the Corporations Law.

Pursuant to CVM Resolution 81, shareholders or their representatives who register their attendance on the online platform, or whose voting ballot has been deemed valid by the Company, shall be deemed to be present at the Meeting.

In compliance with article 5 of CVM Resolution 81, pursuant to article 161 of the Corporations Law, coupled with article 4 of CVM Resolution No. 70 of March 22, 2022, shareholders representing at least 2% of the common shares may request the installation of the Fiscal Council.

Remote Voting Ballot

If the shareholder chooses to exercise the right to vote through the remote voting ballot (“Ballot”) made available by the Company under the terms of CVM Resolution No. 81, the shareholder may, at their discretion: (1) if they have shares issued by the Company deposited with B3 S.A. - Brasil, Bolsa, Balcão (“Central Depository”), transmit their voting instructions to their custodian agents that provide this service or directly to the Central Depository; (2) if they do not have shares issued by the Company deposited with the Central Depository, transmit their voting instructions to the

Bookkeeping Agent; or (3) send the Ballot directly to the Company digitally or through the online platform "Ten Meetings", according to the instructions and terms contained in the Handbook.

For more information about the exercise of the remote voting right, we request the shareholders to verify the rules provided for in CVM Resolution 81, as well as the instructions and terms contained in the Handbook and in the Ballots published by the Company..

Since an Annual General Meeting and an Extraordinary General Meeting shall be held on the same day, the shareholders must deliver individual Ballots for each General Meeting for which they wish to cast their vote.

The deadline for receipt of the Ballot sent directly to the Company (digitally or through the online platform "Ten Meetings") or through service providers (as per article 27 of CVM Resolution No. 81) is **April 21, 2025 (inclusive)**. Ballots received after such date will be disregarded.

Digital Participation

Shareholders may participate digitally in the Meeting, through Ten Meetings' online platform, in accordance with the Handbook and Management Proposal. Pursuant to article 28, paragraphs 2 and 3 of CVM Resolution 81, shareholders shall have the option to:

- (i) simply take part in the Meeting, whether the Shareholders have sent in the remote voting ballot or not; or
- (ii) participate and vote at the Meeting, observing that, with regard to shareholders that have already sent in the ballot and that, if they so wish, vote at the Meeting, all voting instructions received through the Ballot shall be disregarded.

Shareholders or proxies/representatives who wish to attend the Meeting using the Ten Meetings electronic system must visit the following website <https://assembleia.ten.com.br/272935115>, complete the registration and submit all necessary documents through the website for identification to attend and/or vote at the AEGM. This process must be completed at least 2 days before the date of the General Meeting, i.e., by April 23, 2025.

For registration purposes, Shareholders must send to the Company, **by April 23, 2025**, the following documents:

- (i) individual shareholders: an identification document with photograph;
- (ii) shareholders that are legal entities: the latest consolidation of the bylaws or articles of association and documentation proving representation (minutes of election of directors and power of attorney, if the legal representative is not an officer elected in the minutes **or** minutes of officers' election, if the legal representative is a right elected in the minutes) and identification document with photo of the legal representative(s);
- (iii) shareholders that are investment funds: the latest consolidated regulation of the fund, bylaws, or articles of association of its administrator and documentation proving representation (minutes of election of officers and power of attorney, if the legal representative is not an officer elected in the minutes **or** minutes of election of officers, if the legal representative is an officer elected in the minutes) and identification document with photo of the legal representative(s).

The Company will not demand authentication, certification of signature and/or consularization or apostille of the shareholders' identification documents, as well as proxy instruments granted to their respective representatives. The Company will also not demand a sworn translation of the proxies and documents drawn up or translated into Portuguese or English, nor of the documents attached with the respective translations into those languages.

São Paulo, March 25, 2025.

GUILHERME PEIRÃO LEAL
Co-chairman of the Board of Directors

4. INFORMATION ON THE MATTERS SUBJECT TO RESOLUTION

To obtain information on the matters subject to resolution in the Meeting, refer to the Management Proposal and other documents relating to the AEGM made available by the Company on its Investor Relations website (<https://ri.naturaeco.com>), on the CVM website (<https://www.gov.br/cvm/pt-br>) on the website of B3 S.A. – Brasil, Bolsa, Balcão (<http://www.b3.com.br>) and at the Company's principal place of business.