

NATURA &CO HOLDING S.A.

Public Traded Company
CNPJ/ME No. 32.785.497/0001-97
NIRE No. 35300531582

NATURA COSMÉTICOS S.A.

Public Traded Company
CNPJ/ME No. 71.673.990/0001-77
NIRE No. 35300143183

RELEVANT FACT**Proposal for the Merger of the Company by Natura Cosméticos S.A., Organizational Changes and Updates on Strategic Projects**

Natura &Co Holding S.A. (B3: NTCO3) ("Company") and **Natura Cosméticos S.A.**, in compliance with the provisions of the Brazilian Securities and Exchange Commission ("CVM") Resolution No. 44, of August 23, 2021, and Law No. 6,404, of December 15, 1976, hereby inform their shareholders and the market in general of the following:

1) Merger of Natura &Co Holding S.A.:

Seeking to prepare the Company's governance for its new phase with greater focus on the Latin American business and the growth of the Natura brand, as well as continuing the Company's simplification strategy initiated in 2022, the Company's Board of Directors has, in recent months, been evaluating the merger of the Company into its wholly-owned subsidiary, Natura Cosméticos S.A., which would once again become the group's operating holding company (the "Merger"). The Company therefore intends to submit the Merger proposal to its shareholders for deliberation together with the call for the Company's annual ordinary general meeting of shareholders, scheduled for March 25, 2025 and to be held on April 25, 2025. In addition to better aligning governance with business priorities, the Merger will result in a more efficient structure and should unlock value for shareholders, especially by enabling a future distribution of Natura Cosméticos S.A.'s profits.

The proposed merger does not interfere with the strategies of the business units. In the case of Latin America, the brand integration plan (Wave 2) will be maintained, which is expected to be completed in 2025. If approved, the Merger will be subject to approval by the CVM for the conversion of Natura Cosméticos S.A. (currently a category "B" issuer with the CVM) into a category "A" issuer, as well as its listing on the Novo Mercado of B3. The Company's shareholders will not have withdrawal rights because of the Merger due to the fact that: (a) the Company's shares are part of the Bovespa Index – IBOVESPA; and (b) its controlling shareholders hold less than half of the type or class of shares, meeting the liquidity and dispersion criteria required by law.

For more information about the Merger, shareholders may consult the material fact to be disclosed on March 25, 2025, when the extraordinary general meeting is called, which will contain the information contained in Annex A of CVM Resolution No. 78, of March 29, 2022.

2) Organizational Changes:

As a result of the proposed Merger, the following organizational changes are announced:

Fábio Barbosa, current CEO and member of the Company's Board of Directors, after leading the transition that began in 2022, will leave his executive role and be appointed Chairman of the Board of Directors of Natura Cosméticos S.A.

The Board of Directors' leadership succession is supported by the founders and controlling shareholders, who will remain on the Board as members and continue to contribute to its success.

João Paulo Ferreira will continue as CEO of Natura Cosméticos S.A. and will take a seat on the new Board of Directors. Silvia Vilas Boas will remain as CFO of Natura Cosméticos S.A. and, as of April 25, will also assume the role of Investor Relations Director.

Guilherme Castellan, the Company's current CFO and DRI, has decided to leave Natura to take on new professional challenges. His transition has been planned for months, and he will assist João Paulo Ferreira and Silvia Vilas Boas with the transition until May 12, 2025. Guilherme Castellan completes a cycle of significant contributions to Natura, especially in improving the capital structure and streamlining the group's operations.

Following the Merger, the group will be led by the Board of Directors of Natura Cosméticos S.A., which will continue to be composed of the founders (Luiz Seabra, Guilherme Leal and Pedro Passos), Fábio Barbosa, Bruno Rocha, Duda Kertesz and Gilberto Mifano. Additionally, the Board will also have a new independent director, Alessandro Carlucci, who served as CEO of Natura Cosméticos S.A. in the past and João Paulo Ferreira.

Carla Schmitzberger, after a cycle of important contributions to Natura, which began in 2016, will leave the Board of Directors following the Merger.

The Company thanks Guilherme Castellan and Carla Schmitzberger for their contribution and dedication to Natura.

3) Strategic Alternatives for Avon International:

The Company continues to explore strategic alternatives for Avon International, which include a potential sale, as well as other strategic options. The turnaround plan, which is being led by Kristof Neiryck, CEO of Avon, continues to be implemented.

São Paulo, March 20, 2025

Guilherme Castellan

CFO and IRO Natura &Co Holding S.A.

**João Paulo Brotto Gonçalves
Ferreira**

CEO and IRO Natura Cosméticos S.A