

NATURA &CO HOLDING S.A.

Publicly-Held Company
CNPJ/ME No. 32.785.497/0001-97
NIRE 35.300.531.582

NOTICE TO SHAREHOLDERS

Communication on Capital Increase from Exercise of Options

NATURA &CO HOLDING S.A. (B3: NTCO3, NYSE: NTCO) (“Natura &Co” or “Company”), pursuant to Law No. 6,404, of December 15, 1976, as amended (“Brazilian Corporation Law”), and the rules set out by the Brazilian Securities Commission (“CVM”), specially CVM Ruling No. 358, of January 3, 2002, as amended, hereby informs its shareholders and the market in general that, in a meeting held on this date, the Company’s Board of Directors approved the issuance of new common shares, without par value, carried out during the period from (and including) July 1st, 2021 to (and including) September 30, 2021, deriving from the exercise of options for the purchase or subscription of common shares issued by the Company, by the Company’s management and employees, as well as by the management and employees of its subsidiaries, directly or indirectly, who are participants of the current long-term incentive plans (“LTi Plans”), as per article 6, second paragraph, of the Company’s Bylaws and the amount of the Company’s new share capital, as a result of the above.

In view of the limit of the authorized capital of the Company, as established on article 6 of the Company’s Bylaws, the issuance, without preemptive rights, of 422,269 shares, subscribed by the Company’s management and employees during the period of (and including) July 1st, 2021 to (and including) September 30, 2021, deriving from the exercise of options for the purchase or subscription of common shares issued by the Company, by the Company’s management and employees, as well as by the management and employees of its subsidiaries, directly or indirectly, who are participants of the LTI Plans (“LTI Capital Increase”), was approved. The new shares shall be entitled to, in equal conditions of the shares currently issued, all its aspects and benefits, including dividends, interest on net equity and eventual capital compensations that may be distributed by the Company as of its date of issuance.

In accordance with article 5 of Exhibit 30-XXXII of CVM Ruling No. 480, of December 7, 2009, detailed information about the LTI Capital Increase is presented in the **Exhibit** to this Notice to Shareholders.

As a result of the LTI Capital Increase, the share capital of the Company goes **from** R\$12,686,385,714.95 divided into 1,379,035,739 common shares, all registered, book-entry and with no par value **to** R\$12,693,189,519.08, divided into 1,379,458,008 common shares, all registered, book-entry and with no par value.

São Paulo, October 7, 2021.

Viviane Behar de Castro
Investor Relations Officer

EXHIBIT

EXHIBIT 30-XXXII OF CVM RULING 480

Communication about the capital increase deriving from stock option plan, as approved by the board of directors, pursuant to article 5 of Exhibit 30-XXXIII of CVM Ruling 480

I. Date of the Shareholders' Meeting at which the Stock Option Plan was approved

The Company's shareholders approved at an extraordinary general meeting held on December 13, 2019, the Stock Option Purchase or Subscription Program of the Company, replacing the program originally approved at the extraordinary general meeting of Natura Cosméticos S.A. ("Natura Cosméticos") held on March 23, 2009; Stock Option Purchase or Subscription Program of the Company, replacing the program originally approved at Natura Cosméticos' extraordinary general meeting held on February 6, 2015 and as amended at an extraordinary general meeting held on April 12, 2019; Restricted Stock Option Program of the Company, replacing the program originally approved at Natura Cosméticos' extraordinary general meeting held on February 6, 2015; Stock Option Purchase or Subscription for Strategy Acceleration Program, replacing the program originally approved at Natura Cosméticos' extraordinary general meeting of Natura Cosméticos held on July 27, 2015; Second Restricted Stock Option Program of the Company, replacing the program originally approved at Natura Cosméticos' extraordinary general meeting held on November 30, 2017 and as amended at an extraordinary general meeting held on April 12, 2019; Second Stock Option Purchase or Subscription for Strategy Acceleration Program, replacing the program originally approved at Natura Cosméticos' extraordinary general meeting held on November 30, 2017; Coinvestment Program, replacing the program originally approved at Natura Cosméticos' extraordinary general meeting held on April 12, 2019; Long-Term Incentive Program ("LTIP"), replacing the program originally approved at Natura Cosméticos' extraordinary general meeting held on April 12, 2019. The Board of Directors approved on December 13, 2019, the Stock Option Purchase or Subscription Plan of Natura &Co Holding S.A. – Calendar Year of 2013; the Stock Option Purchase or Subscription Plan of Natura &Co Holding S.A. – Calendar Year of 2014; the Stock Option Purchase or Subscription Plan of Natura &Co Holding S.A. – Calendar Year of 2015; the Stock Option Purchase or Subscription Plan of Natura &Co Holding S.A. – Calendar Year of 2016; the Stock Option Purchase or Subscription Plan of Natura &Co Holding S.A. – Calendar Year of 2017; the Stock Option Purchase or Subscription Plan of Natura &Co Holding S.A. – Calendar Year of 2018; the Stock Option Purchase or Subscription Plan of Natura &Co Holding S.A. – Calendar Year of 2019; Restricted Stock Option Plan – Calendar Year of 2016; Restricted Stock Option Plan – Calendar Year of 2017; Restricted Stock Option Plan – Calendar Year of 2018; Restricted Stock Option Plan – Calendar Year of 2019; Stock Option Purchase or Subscription for Strategy Acceleration Plan – Calendar Year of 2015; Stock Option Purchase or Subscription for Strategy Acceleration Plan – Calendar Year of 2016; Stock Option Purchase or Subscription for Strategy Acceleration Plan – Calendar Year of 2017; Restricted Stock Option Plan – Calendar Year of 2018; Restricted Stock Option Plan – Calendar Year of 2019; Stock Option Purchase or Subscription for Strategy Acceleration Plan – Calendar Year of 2018; Stock Option Purchase or Subscription for Strategy Acceleration Plan – Calendar Year of 2019; Long-Term Incentive Plan – Calendar Year of 2019; on January 3, 2020, the Stock Option Avon; on March 27, 2020, the approval of the terms and conditions of the Coinvestment Plan 2020 – Gross Option; and Coinvestment Plan 2020 – Management; on July 3, 2020, the 2020 Co-Investment Plan - Retention; on March 31, 2021, the LTIP 2021 Plan – Grant to Employees and Management, the LTIP Special Grant Plan, the CIP 2021 Plan – Net Grant and the CIP 2021 Plan – Management (jointly "LTi Plans").

II. Capital increase amount and new share capital

As a result of the exercise of options to purchase of shares, the Company's share capital was increased by R\$ R\$6.803.804,13 between (and including) July 1st, 2021 to (and including) September 30, 2021. Hence, the

share capital of the Company goes from R\$12,686,385,714.95 to R\$12,693,189,519.08, on September 30, 2021.

(a) Number of Shares issued of each species and class

Within the scope of the LTI Plans, 422,269 new registered common shares, without par value, which will be entitled to, in equal conditions with the shares currently issued, all aspects and benefits, including dividends, interest on net equity and eventual compensations that may be distributed by the Company, were issued between (and including) July 1st, 2021 to (and including) September 30, 2021. Hence, the total number of registered common shares, without par value, issued by the Company, will be 1,379,458,008 registered common shares, without par value, on September 30, 2021.

(b) Issuance Price of the New Shares

Within the scope of the LTI Plans, the new common shares were issued at the following issuance prices:

- Avon Options Plan, in the amount of 6.970at the issue price of R\$0.01 per share.
- Plan for the Grant of Call Option or Subscription of Common Shares issued by Natura &Co Holding S.A. – Calendar Year 2015, in the amount of 35.216 at the issue price of R\$13.47 per share.
- Plan for the Grant of Call Option or Subscription of Common Shares issued by Natura &Co Holding S.A. – Calendar Year 2016, in the amount of 13.156 at the issue price of R\$12.71 per share.
- Plan for the Grant of Call Option or Subscription of Common Shares issued by Natura &Co Holding S.A. – Calendar Year 2017, in the amount of 55.035 at the issue price of R\$12.46 per share.
- Plan for the Grant of Call Option or Subscription of Common Shares issued by Natura &Co Holding S.A. – Calendar Year 2018, in the amount of 61.688at the issue price of R\$16.83 per share.
- Plan for the Grant of Call Option or Subscription of Common Shares issued by Natura &Co Holding S.A. – Calendar Year 2019, in the amount of 67.144at the issue price of R\$23.41 per share.
- Stock Option Plan or Stock Subscription for Strategy Acceleration – Calendar Year 2016, in the amount of 165,000at the issue price of R\$17.37per share.
- Co-investment Plan 2020, in the amount of 9.454 at the issue price of R\$0.01 per share.
- Co-investment Plan 2021, in the amount of 8.606at the issue price of R\$0,01per share.

(c) Closing price of each shares' types and classes in the markets in which they are traded

(i) minimum, average and maximum closing price of each year, in the last 3 years:

	2018	2019	2020	2021⁽²⁾
Minimum⁽¹⁾	R\$ 13,03	R\$ 20,05	R\$ 21,25	R\$ 45,00
Average⁽¹⁾	R\$ 16,40	R\$ 28,71	R\$ 43,36	R\$ 51,79
Maximum⁽¹⁾	R\$ 22,50	R\$ 39,85	R\$ 53,50	R\$ 61,05

(1) Historical data adjusted to reflect the share bonus approve at the General Shareholders' meeting of September 17, 2019, at the rate of 1 new share per 1 common share existing at the base date of September 17, 2019.

(2) Until October 4, 2021.

(ii) minimum, average and maximum closing price of each quarter, in the last 2 years:

	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21
Minimum ⁽³⁾	R\$27.55	R\$30.20	R\$21.25	R\$23.19	R\$39.68	R\$46.10	R\$46.17	R\$47.30	R\$ 45,24
Average ⁽³⁾	R\$31.58	R\$33.50	R\$41.26	R\$35.44	R\$47.26	R\$49.27	R\$49.83	R\$51.95	R\$ 53,70
Maximum ⁽³⁾	R\$36.55	R\$39.85	R\$50.89	R\$42.34	R\$53.50	R\$52.50	R\$53.76	R\$58.75	R\$61.05

(3) Historical data adjusted to reflect the share bonus approve at the General Shareholders' meeting of September 17, 2019, at the rate of 1 new share per 1 common share existing at the base date of September 17, 2019.

(iii) minimum, average and maximum closing price of each month, in the last 6 months:

	April-21	May-21	June-21	July-21	Aug-21	Sep-21	Oct-21⁽⁴⁾
Minimum	R\$ 47.30	R\$ 47.38	R\$ 53.44	R\$ 53.75	R\$ 51.62	R\$ 45.24	R\$ 45.00
Average	R\$ 49.31	R\$ 49.90	R\$ 56.50	R\$ 56.50	R\$ 53.38	R\$ 48.64	R\$ 45.41
Maximum	R\$ 52.84	R\$ 51.55	R\$ 58.75	R\$ 58.75	R\$ 55.15	R\$ 52.62	R\$ 45.82

(4) Until October 4, 2021.

(iv) average closing price in the last 90 days, considering October 4, 2021 as a base date: R\$53.30.

III. Potential dilution percentage resulting from the issuance

The dilution percentage of the current shareholders of the Company resulting from the capital increase was of 0.030611%, within the LTI Plans.

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