

NATURA COSMÉTICOS S.A.
Publicly-Held Company
CNPJ/MF No. 71.673.990/0001-77

MATERIAL FACT

Natura enters into binding agreement to sell Avon CARD

Natura Cosméticos S.A. (“Natura”) informs its shareholders and the market in general that it has entered into a binding agreement with Grupo PDC, a consumer goods company with presence in Central America and Peru, to sell the Avon business located in Guatemala, Nicaragua, Panama, Honduras, El Salvador and the Dominican Republic (“Avon CARD”). Avon CARD will be sold for a nominal value of USD 1,00, plus payment, upon closing, of a receivable of USD 22 million by Avon Guatemala to Natura’s wholly owned subsidiary in Mexico (the “Transaction”).

As part of the Transaction, Natura has entered into agreements to continue to supply finished goods to Avon CARD and will also act as licensor of the Avon brand in such region.

The closing of the Transaction is subject to the completion of a corporate reorganization, in the Central America region, of the legal entities comprising Avon CARD and is expected to occur by October 30, 2025, although such completion date can be anticipated.

Additionally, aligned to Natura’s 2Q25 earnings release, the Company reiterates that it continues to explore strategic alternatives for the Avon International business, which has been classified as asset held for sale.

The Transaction will support Natura’s effort to streamline its operations and simplify its businesses, as well as position it to continue focusing on the integration of Natura and Avon in Latin America.

São Paulo, September 15, 2025.

SILVIA VILAS BOAS
Chief Financial and Investor Relations
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Natura Cosméticos S.A.

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