

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

MATERIAL FACT

Natura sells Avon Russia

Natura Cosméticos S.A. (“Natura”) informs its shareholders and the market in general that its wholly owned indirect subsidiary, Avon Netherlands Holdings II B.V., has sold the operations of Avon Russia to Arnest Group for a transaction value of RUB 2,520,400,000.00 (approx. EUR 26.9 million at the conversion rate of 1 RUB = 0.01068 EUR). The proceeds of the transaction were received by Natura on February 17, 2026.

This transaction represents the conclusion of Natura's corporate simplification strategy and consolidates its focus on growing its business in Latin America.

São Paulo, February 19, 2026

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