

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

**MATERIAL FACT**

**Natura concludes the sale of Avon International**

Natura Cosméticos S.A. (together with its subsidiaries, “Natura”), further to the information provided in the material fact of September 18, 2025, inform its shareholders and the market in general that it concluded the sale transaction of its stake in Natura &Co UK Holdings Limited, the holding company of the Avon International business (the “Avon International Sale”), to Regent LP on December 31, 2025.

The Avon International Sale does not include the Avon Russian market nor the Avon brand and operations for the Latin America region. The Avon brand for the Latin America region, including related economic rights and intellectual property infrastructure remain with Natura.

Although no other loan was granted from Natura to Avon International during Q4-2025, as part of the Avon International Sale and as informed on September 18, 2025, Natura reaffirmed its agreement to provide a secured credit facility to Avon International of up to USD 25 million. The secured credit facility has a maturity of five years following the first utilization and can be drawn down until December 31, 2026, subject to certain conditions being met.

The closing of the Avon International Sale represents a key milestone in Natura’s effort to streamline its operations and continue its strategy to focus on its core business in Latin America.

São Paulo, January 2, 2026

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

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