

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

MATERIAL FACT

Preliminary Q2-26 Results

Natura Cosméticos S.A. (“Natura” or “Company”), in accordance with CVM Resolution No. 44/2021, hereby informs its shareholders and the market in general, on an exceptional basis, of certain preliminary information regarding the Company’s financial performance for the second quarter of 2026.

As mentioned in the Q1-26 earnings release, Brazil’s subdued consumption environment, coupled with internal operational challenges and adjustments, pressured the Q2-26 top line in the country in a greater magnitude than initially anticipated driven by:

- I) Severe product unavailability amid stabilization of the new Integrated Planning system, SAP system update and volume relocation from recently closed Interlagos Industry plant;
- II) Product unavailability, compounded by a challenging macroeconomic scenario led to a volume decline in the relationship selling channel. This drop resulted on consultants’ year-over-year (YoY) decline in activity and productivity, more than offsetting the quarter-over-quarter (QoQ) channel recovery;
- III) Implementation of a harmonized pricing policy and commercial rules across channels, crucial for enabling sustainable future growth of D2C channels, led to a short-term slowdown in the online channel;
- IV) Transition of 100% of franchise contracts to a new model aligning franchisee and franchisor interests based on sell-out sales. This transition led to a momentary destocking of franchise stores and consequent slowdown in sell-in sales;
- V) Taxes temporary mismatch, with impact in Q2-26, stemming from changes in the São Paulo consumption state tax (ICMS-ST)

All of the above factors combined pressured net revenues in Brazil, outweighing the positive YoY growth in constant currency (CC) across all countries in the Hispanic region, underscoring another quarter of consistent progress. All in all, based on management information available as of this date, which remains subject to ongoing review and closing procedures, the Company estimates consolidated net revenues to be between BRL 5.1 billion and BRL 5.2 billion, implying a YoY decrease of between 9% and 10%.

Regarding profitability, however, a QoQ expansion in the reported EBITDA margin is expected, due to lower sequential severance expenses and efficiencies unlocked from the

new operating model. This improvement is aligned with expectations disclosed in Q1-26 earnings release, which partially offset the headwind from operating deleverage.

Management is actively executing initiatives to drive revenue performance in Brazil:

- I) Supply chain reconfigurations involving production assets, suppliers, material flows, and systems, with benefits that have the potential for gains in the short term;
- II) Adjustments to sales force, as described in the Q1-26 earnings release, combined with a more regionalized communication and offering focused on high-turnover categories to boost the relationship selling channel's performance;
- III) Unlocking new digital sales formats, including the expansion into new marketplaces and accelerating consultants' new digital store ("Minha Loja"); and
- IV) Resumption of the accelerated pace of store openings, with new franchise already under the new contract model

The Company clarifies that the information disclosed herein is preliminary, unaudited, and subject to review, adjustments, and additions within the scope of regular procedures for the accounting closing and review of quarterly financial information. The complete information regarding the second quarter of 2026 will be disclosed on August 10, as scheduled in the Company's corporate events calendar.

The purpose of this disclosure is to ensure the wide, simultaneous, and equitable dissemination of material information to the market, in view of the evolution of the information available to management during the quarterly closing process. Furthermore, in line with best corporate governance and fair disclosure practices, Natura Cosméticos will enter a quiet period starting July 12, 2026, which will end after the official release of its Q2-26 results.

This exceptional disclosure does not modify our Information Disclosure and Securities Trading Policy, nor does it commit the Company to providing formal financial guidance in the future. The Company will keep its shareholders and the market in general informed of any material developments, pursuant to applicable laws and regulations.

São Paulo, July 8, 2026.

SILVIA VILAS BOAS

Chief Financial Officer and Investor Relations Officer
Natura Cosméticos S.A.