

Brand and positioning

Natura: innovation,
sensory experience and proximity

The year was notable for Natura's growth in Latin America, anchored in the strength of the brand and driven by the multichannel presence which, with a more robust value proposal, increased the financial success of the Beauty Consultants. With more than one thousand retail stores, the renewal of the e-commerce and the digital tools available to the Beauty Consultants, as well as inroads into marketplaces (read more on this in the Omnichannel p. 112), the brand is increasingly more connected with the different consumer experiences.



"As one of our leaders reminded us, we have a responsibility to demonstrate that doing the right thing is the right way to go."

Veronica Marcelo – General Manager at Natura Argentina

"Twenty years ago, when I started working as a Consultant, very few people had heard of Natura in Argentina. I remember being in a class and nobody knew about the company. I was touched when, many years later, the same university asked me to speak about our practices. Natura has become the fifth most reputable brand in the country and the first in direct sales. Seeing this sort of recognition makes me very proud. And I was fortunate enough to experience this transformation! This shift didn't happen overnight - it was developed consistently over time, with bold decisions and honesty. We are now a benchmark company. Now we have a different challenge: to integrate brands with different histories into the same ecosystem. Natura and Avon are both very powerful, each one in its own way, having taken different paths. This is not about integrating channels and brands, but about expanding perspectives. The challenge is to transform this multi-brand and multi-channel reality into a coherent movement and a shared objective. The reputation we build now needs to grow together with this new configuration. It is now time to build without losing our strength, to integrate without losing our character. **As one of our leaders reminded us, we have a responsibility to demonstrate that doing the right thing is the right way to go."**

Veronica Marcelo

Natura has reinforced its connection with its publics by reviving the concept of Well-Being-Well, which invites people to reflect upon their choices and their relationship with themselves and the world.

To celebrate the 30th anniversary of Natura in Argentina, we undertook a survey which revealed that only one in three Argentines is fully connected with their wellbeing.

The survey found that cosmetics and personal care products provide a feeling of wellbeing for a quarter of all Argentines, especially women and those engaged in seeking it, demonstrating the potential of the routines involving our products to provide this sense of wellbeing.

The Natura campaigns combine sensory experiences, innovation and a cultural commitment, strengthening the bonds with its consumers. The partnerships with ambassadors such as Iza, Maisa, Endrick and the e-sports team 'MIBR' (Made in Brazil), which communicate values such as self-care and sustainability, reflect Natura's commitment to authenticity and diversity, reaching numerous publics.

In 2024, as part of our anti-racism commitment, Natura implemented an initiative in Brazil to guarantee ethnic-racial representativeness in all our the brand, qualitative and quantitative studies. Furthermore, we now ensure that at least 50% of those participating in the campaigns are Black: a commitment undertaken by both the Natura and Avon brands.

GRI 2-29



Iza, a singer recognized for her authenticity and energy, represents the Natura Tododia lines, promoting the value of self-care and personal connection. Her presence amplifies the brand's messages about wellbeing and environmental responsibility, thereby strengthening its visibility.



Maïsa, an actress and influencer, is an ambassador for the Tododia and Ekos lines of perfume. With enormous Maïsa highlights sustainability and self-esteem in her content, campaigns and events.



The Sonora **Natura brand**

Produced in partnership with Soundthinkers, this brand reflects the nature of the Amazon region in sound. To develop this, Natura explored its history of connections with nature and the commitment to socio-biodiversity, and selected the sounds by capturing the electrical pulse of the trees native to the Amazon region.



Appreciation of *diversity and cultural identity*

Natura made its mark on Rock in Rio 2024, as a co-sponsor of the Sunset Stage, promoting shows bringing together Brazilian and international artists as a means of appreciating diversity and musical innovation. The brand offered sensory experiences with the Ekos, Humor, Faces and Fotoequilíbrio lines, and launched a special collection of 'Faces' lipsticks bearing the brand of the festival, thus increasing the connection with the festival goers. Natura also participated in Brazilian festival such as the Zepelim Festival, Coala Festival, Frequências Preciosas and Coquetel Molotov, bringing its experiences strategy to a wide range of publics.

During the Círio de Nazaré religious festival, in Belém (PA), Natura celebrated popular culture by sponsoring the Varanda de Nazaré and Arrastão da Pavulagem, highlighting the powerful role played by the music and the Amazon traditions. For more than a decade, the brand has invested in cultural initiatives in the region, including support for 88 musical projects in Pará, demonstrating its appreciation for the history and future of the Amazon region.





To commemorate Natura's 55th anniversary, we reproduced the brand's first store at the administrative offices in Brazil. In the photo, Luiz Seabra, one of the founders of Natura, is looking at a magazine from 1970.

30 years in Peru

In 1994, we opened our first office in the district of Miraflores, in Lima, the capital of Peru, with 160 Beauty Consultants. In 2019, we launched our e-commerce business and, in 2022, we opened our first store in the Mall del Sur, in Lima. The Natura Institute began operations in Peru in 2021. We celebrated 30 years of operations in the country, and we have a network of more than 150,000 Beauty Consultants.



30 years in Argentina

Argentina, hit our target of 1 million Consultants in 2009, and began local production in 2010. In 2017, we launched the e-commerce business and opened our first store at the Unicenter. In 2020, the country became Natura's first 100% digital operation and welcomed the Natura Institute. We commemorated our 30th anniversary, with more than 300,000 consultants.



Premium perfumes



Ekos Ryos, Ryo Vivo and Ryo Chuva



Bothánica



Tododia for hair

Principal *launches*

In 2024, Natura Musical invested **R\$ 8.4 million** in cultural projects.



The Natura Musical Program celebrated its 19th anniversary in 2024, investing a total of BRL 8.4 million, BRL 7.1 million of which was in the form of its own funds and BRL 1.3 million via tax incentive laws.

With more than 49 projects under way, special mention should be made of the release of the *Amaríssima* album by the Bahian artist Melly, which was nominated for a Latin Grammy in the category of Best Contemporary Pop Album in the Portuguese Language, and the *documentary* *Mestras*, which tells the story of four icons of Pará music and was the first feature-length documentary from Pará to be selected for the Gramada Film Festival.

Support was also provided to the Arrastão do Pavulagem cultural event, which took place during the Círio de Nazaré religious festival, and the release of *Bagaceira*, the new album by Dona Onete, the queen of the 'carimbó chamegado' musical tradition. The 20th anniversary celebrations of Natura Musical began with the singer Liniker's long-awaited CAJU tour.

The 'Casa Natura Musical,' a theater we run in São Paulo (Brazil), hosted 145 *shows*, welcoming 68,000 people. The funds raised through tax incentive programs were directed to projects sponsored by the Natura Musical Call Notice, including cultural initiative initiatives in numerous states of Brazil. The funds were directed to projects sponsored via the Natura Musical Call Notice, sponsorship of the Casa Natura Musical, the festivals platform and the management and dissemination of projects.



Avon: focus and precision *to resume growth*

In 2024, the brand focused on expanding its presence and connecting with different social groups, maintaining its commitment to the democratization of beauty, innovation and inclusion. In terms of launches and the modernization of its portfolio, Avon showed how aware it is of new trends and the needs of different generations. To attract the attention of Generation Z, the brand has invested in its perfume portfolio, with the launch of LOV|U Connected, a fruity, floral fragrance, and the relaunch of the Far Away line, with a new visual identity, for Latin America. Taking innovative steps, Avon adopted the use of Artificial Intelligence (AI) in its publicity campaigns for the relaunch of the Far Away line, creating original visual and sensory experiences to provide an immersive feel for the fragrances.

The brand has also remained focused on inclusion, as was demonstrated by the revision of its portfolio in 2020, with the collaboration of the makeup artists Daniele Damata, resulting in a more inclusive palette with up to 20 shades for Black skin.

Avon continued innovating its accessible, high performance makeup portfolio with the aim of consolidating its position as the leader in the Brazilian makeup sector and expanding its reach in different channels.

Demonstrating the development of Avon's multichannel presence, we announced the brand's entry into the Brazilian physical retail sector in 2024, in the form of partnerships with specialist beauty products stores (read more in the Omnichannel Journey chapter), as well as inroads into marketplaces. All of this has been added to the e-commerce and Relationship Selling strategies to increase brand awareness, in line with the vocation to democratize beauty.

Reinforcing our commitment to diversity and inclusion

In the sphere of strategic sponsorships, Avon has sought to strengthen its connection with different regions and publics. For the first time ever, the brand sponsored the Sou Manaus Passo a Paço Festival 2024, with the aim of further strengthening its connection with the people of the North, a region where it leads the makeup sector. During the event, the Power Stay line was given most attention, but the visitors could also experiment with other products and receive makeup tips. Avon also sponsored the launch of the "Essa é a Minha Cor" book, by the makeup artist Tássio Santos, reinforcing its pioneering role in diverse and democratic makeup, and expanding the discussion regarding the fight against cosmetic racism in Brazil.

The brand was also the official sponsor of Afro Fashion Day, demonstrating its commitment to anti-racism and highlighting its portfolio of makeups for all types and shades of skin, with special focus on the Power Stay and Tratamake lines. Another development which had enormous impact was the announcement of Ivete Sangalo as the brand's new ambassador, reinforcing the singer's long-standing relationship with Avon and its identification with the Brazilian people.

Avon is official sponsor of BAF Week

Avon sponsored the BAFWeek - Argentina: Avon was, once again, the official makeup of BAFWEEK, Argentina's most important fashion event. The brand was led by the slogan "EXPRESÁ TU BELLEZA", noting the way recent beauty trends have been heading, with fresh and daring ideas being presented by the brands and designers on the catwalk.

As such, Avon, which promotes a form of beauty that is more democratic and inclusive, sought to inspire people and promote self-confidence. Especially in Argentina, makeup has a close relationship with self-confidence: a study undertaken by Sacateladuda and Avon revealed that, when makeup use increases, the level of self-esteem rises, and vice-versa. It was also found that 42% Argentinian women use makeup every day, recognizing that this moment in the daily routines can improve their image and provide a means of expression and even act as an emotional trigger.



Principal launches



Renovation of Far Away



Morangueiro



Avon Renew Power



Power Stay liquid lipstick

