



# Business Model

## Capitals Accessed

### Natural

- Natural resources (energy, water and biodiversity assets)

### Financial

- Shareholder and investor funds to provide support for execution of the strategy
- Credit and financing
- US\$ 1 billion raised in sustainability-linked securities
- BRL 1.3 billion was raised by means of a new bond, exclusively connected to the sustainable use of bioactives sourced from the Amazon region

### Social

- Relationships oriented towards value creation with the Beauty Consultants
- Partnerships with socio-biodiversity agro-extractivist communities and other service providers and raw materials suppliers
- Connections with the consumers of our brands

### Manufactured

- Product manufacturing and distribution centers
- Physical stores, e-commerce operations and social selling

### Human

- 19,000 employees
- 4.8 million Beauty Consultants and Representatives
- Social-biodiversity agro-extractivist communities
- Attributes and values in our organizational culture

### Intellectual

- Open innovation ecosystem
- Patents and new products
- Traditional knowledge and knowledge generated in our relations with social biodiversity agro-extractivist communities

Our deliveries  
and solutions

- Beauty and well-being products in diverse categories
- Business networks for Beauty Consultants
- Multichannel commercial model

## *Commitment* to Life

Read all about our goals [here](#).

## *Value generated* and impacts

- **Society and the Environment:** We seek to promote sustainability with an agenda that prioritizes climate transition, whilst protecting the Amazon and a circular and regenerative economy. We act in defense of human rights, education and causes related to women and girls.
- **Investors:** Financial return linked with business results.
- **End consumers:** Omnichannel strategies for unique shopping experiences, in accordance with each consumer's preference.
- **Employees:** We support the well being of our employees through salary equity, fair remuneration and ample diversity.
- **Beauty Consultants:** We strengthen an ecosystem that drives enterprise, income generation, and financial independence, thereby improving the quality of life of millions of people, principally women.
- **Supplier and relationship communities:** We support income generation by means of fair trade with cooperatives and small producers, promoting conservation and local development.
- **Suppliers:** We support sustainable development in the our supply chain, focused on human rights, innovation and traceability, to create social and environmental value.