

Infrastructure and the value chain

In 2024, Avon's Global Innovation Center moved to Brazil, a new factory in Cajamar (SP) was announced, and the Ecoparque, located in Benevides (PA), in Brazil, celebrated its tenth anniversary. We made significant progress in 2024 in our relations with our suppliers, with the launch of the Regenerative Alliance, and we advanced in terms of our commitments to the supply chain. These actions reflect how our path towards regeneration is an intrinsic part of the business strategy.

Ten years of the Ecoparque



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Alcimara Araujo da Silva (Mara) – Manufacturing Manager at the Ecopark

"What we are creating here at the Ecopark is a lean, close and connected chain. The inputs we use are sourced directly from our partner communities. Seeds, fruits and oils that contain the history and ties with the forest. Each asset that we use contains the knowledge of those who live in the region and care for it as part of their lives. And all this is done with the support of our team, which works together with the community on everything from collection to delivery at the factory. But none of this would be possible without the firm enforcement of ethical supply methods, which respect the local way of life and those who live in the region. But the best thing is that the majority of the production takes place here at the Ecopark itself. We have partners who extract the oils and produce the shells, and we are preparing to incorporate more stages. This reduces travel and emissions whilst increasing traceability. The logistics becomes a part of the caring strategy. The product that leaves the Ecopark travels less and interacts more with those who produce it. And most of those who work in this chain are the people who live near the unit, and who understand the region and the value of what they are doing. When the chain is short, transparent and made up of real relationships, the forest not only remains standing - its grows stronger. This, for me, guides us towards a regenerative model: a way of producing that reconnects, respects and returns value to those who care for the origins of the forest. It is a model with the potential to inspire other regions, because it is local, circular and possible."

In 2024, we celebrated the 10th anniversary of the Ecoparque, our technological, industrial and innovation complex located in Benevides, in the Brazilian state of Pará. The 175 hectare space is designed to manufacture our soaps, whilst also operating as a point of contact and stimulation for the sociobioeconomy of the Amazon region. Located at the Ecoparque is the Natura Amazon Innovation Hub (*read more in the Bioinnovation and the Amazon chapter*), as well as a large open area for other companies interested in working at the production and research hub created by Natura.

In 2024, Box Print, a packaging manufacturer, set up business at the Ecoparque. Previously, Symrise, a company focused on the creation of fragrances, had opened a butters and fixed oils factory at the industrial complex.

Currently, 94% of our soap demand in Latin America is met by the Ecopark, which produced 458 million units in 2024 and more than R\$ 3.2 billions over the complex' first decade in existence.

Over these last ten years, the Ecopark has generated some R\$ 1.6 billion in the region.

The Ecopark employs around 700 people directly or indirectly, and 93% of the operational workforce is local, including the factory's senior management. To attract and retain the employees, we hold a series of training and technical specialization programs, in partnership with the Serviço Nacional de Aprendizagem Industrial ('National Industrial Learning Service' / Senai), and we also offer study scholarships for anyone wishing to take higher education courses.

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In 2024, we celebrated the 10th anniversary of the Ecopark, the Natura technological, industrial and innovation complex located in Benevides (PA)

We have manufacturing units in Cajamar and Benevides, in the Brazilian states of São Paulo and Pará, respectively, as well as in Celaya, Mexico, and Moreno, Argentina, all producing products from the Natura and Avon brands.