

# Revitalizing the brand

The growth strategy is supported by the revitalization of the Avon brand. The increased investment in media is the - pilot markets (Romania and Turkey) resulted in greater awareness and interest in the brand. The marketing through influencers and social media was also increased, whilst the booklets were updated with better quality paper and binding and the inclusion of clear messages. Furthermore, efforts are under way to restructure the visual identity, especially in relation to the packaging, with this initiative expected to be fully completed in 2025.



In general, the restyling efforts have already provided insights for our reevaluation, since packaging, design and sustainability were recognized as the best assets of the Avon products during the brand's social activities during the year.

Following the significant reduction and standardization of the portfolio in recent years, the size of Avon's line is now more relevant and productive, although certain shortcomings have been identified in relation to color value and mass skincare, which are being addressed in 2025. The area of Fragrances was the best performing category in 2024, improving in relation to the previous year, and Avon continues to be the world's most sold brand by volume (GlobalData Retail, based on 2023 data). The Beauty+ category recovery strategy began in the second half of 2024 with a focus on productivity.

**Innovation for All**

At Avon, continuing to offer aspirational beauty at an irresistible price remains the primary objective. Avon uses world-class innovation capacities to develop prize-winning products that raise one's confidence, ensuring the best in beauty is accessible to all. In relation to fragrances, some Avon products have been tested more than some luxury products in blind tests of quality or general preference. In the area of skin care, the ANEW line involves the patented and innovative Protinol™ technology that helps restore both collagen 1 and collagen 3, making it as close as possible to the ideal ratio found in babies' skin.

Avon also considers the safety of its products to be absolutely non-negotiable. All undergo a rigorous and complete evaluation, with the same standards applied throughout the world and in full compliance with the regulations. Furthermore, Avon was one of the first cosmetics companies to completely eliminate testing on animals. It is now proud to have been awarded the Leaping Bunny seal by Cruelty Free International for 100% of its beauty and toiletries products.

In addition to this, Avon believes that its customers should not pay premium prices for sustainability. Instead, the brands should guarantee that sustainability is included in all aspects of our work (from obtaining the ingredients to the manufacture, packaging, transportation and distribution) so that we can produce effective and accessible products.

In 2024, the company successfully concluded the transition of its research and development capabilities located at Suffern (USA) to a world-class laboratory located in Cajamar (Brazil) and a first-rate production line in Garwolin (Poland). Other small laboratories working on adaptations of formulas on a small scale are also operating in Poland, South Africa and Philippines. The adaptation of the installations and the transfer of knowledge to the recently hired teams took place without any problems, and without any impacts on the innovation pipeline.

Once again, in 2024, Avon published its Future of Beauty Report. Two editions, one dedicated to fragrances and another to skin care, provided an in-depth analysis of each category and shared emerging trends, combining surveys of 7,000 women from all over the world with specialist analyses. These insights into the demands and perceptions of our customers are indicative of Avon's forthcoming steps in innovation.