

# Wave 2: integration of the businesses

*Wave 2 will be finalized in 2025, with the operational and commercial integration of the brands in Argentina and Mexico.*



In 2024, the Natura brand opened for business in Ecuador

The strategy of integrating the business operations of the Natura and Avon brands, which we call 'Wave 2, progressed in 2024. We ended the year having made progress in Brazil, Peru, Colombia and Chile and, in the second half of the year, we launched the Natura brand in Ecuador based upon the Avon operational structure. We took on board all that we had learned in the first countries that were integrated, making the work more fluid and achieving the expected return on results in less time with each new market.

The integration of the organizational culture and the operations made, Wave Two a more attractive proposal for the Beauty Consultants (read more in the Omnichannel Journey chapter). With the option of selling both Natura and Avon products, they were provided with a much larger and more diverse portfolio, and, with the new commercial platforms, they had access to combined tools and processes, more attractive commercial conditions, and more possibilities for increasing client loyalty and earning more.

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