

Our Business Model

Capitals accessed

Natural

- Natural resources (energy, water and biodiversity actives)

Financial

- Shareholder and investor funds to provide support for the execution of strategy
- Credit and financing
- US\$ 1 billion raised with Sustainability-Linked Bond

Social

- Relationships oriented to value creation with our Beauty Consultants
- Partnership with social biodiversity supplier communities and other service and raw material suppliers
- Connection with the consumers of our brands

Manufactured

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

Human

- Our 14,500 person strong work force
- Beauty Consultants
- Social-biodiversity supplier 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 supplier communities

Outputs:

Our deliveries & solutions

→ Beauty and well-being products in diverse categories

→ Business networks for Beauty Consultants

→ Multichannel commercial model

Business Units

Natura &Co Latin America

Avon International

Commitment to Life

→ Address the climate crisis and protect the Amazon

→ Defend human rights and be more human-kind

→ Embrace circularity and regeneration

Our aspiration: We will dare to innovate to promote positive economic, social and environmental.

Outcomes: *Value generated and impacts*

→ Society and the Environment

We seek to promote sustainability with an agenda that prioritizes climate transition, 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 work for the well-being of our employees, eliminating salary differences by gender, adopting a living wage** in all our labor relations and working for diversity, with more than 50% women occupying leadership positions.

→ Beauty Consultants

We foster a powerful ecosystem that supports enterprise and income generation and promotes financial independence, improving quality of life for 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 foster the social bioeconomy with our supply chain, focused on human rights, innovation and traceability to create social and environmental value.