

New *businesses*

Emana Pay:

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Emana Pay is what we call the new and expanded version of the financial services platform previously known as &Co Pay. The name "Emana" comes from emanate, being together, giving a hand and not leaving anyone behind. It is a name that suggests universality and was chosen precisely because it represents the power of our Beauty Consultant network, showing that being together is part of our business philosophy.

Idealized to promote the digital inclusion and financial prosperity of our Beauty Consultants, Emana plays a key role in our financial education area, leveraging business growth for our network.

The services are exclusively for the Beauty Consultants, at the moment only in Brazil. It enables them to obtain financial products and conduct operations either on better terms or ones that would otherwise not be accessible to them.

The digital account provides services such as bill payment, cellular phone top ups, a digital space for tracking and managing orders placed, purchase vouchers for customers and financial education tools. It also simplifies customer payment management, with receipt via PIX or electronic transfer and



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a link for payment in up to 12 installments, the replacement of terminals, all this with charges below the market average.

2023 saw the consolidation of the company's strategy to drive financial inclusion and the democratization of access to digital financial services. In financial terms, the venture broke even in just over two years of operation.

With the progression of the Natura and Avon integration, we now have over 800,000 Beauty Consultants in Brazil embracing Emana Pay. Around 40% use the tool in each sales cycle, boosting their business productivity by 10%, with delinquency reduced by around 30%. The main impact, however, is in the platform's power to promote financial education: in 2023 alone, over 24,000 Beauty Consultants consumed financial education contents.

In 2023, we launched the Emana Pay credit card. This enables the consultants to use credit within Natura, facilitating management of their businesses. We also inaugurated the remunerated account, as we begin to foster the habit of saving and planning and undertaking short and medium term financial measures. Moreover, we developed a product called Aproxima Aê. This permits a cellular phone to be used as a contactless terminal for debit or credit payments, providing consultants with an array of payment options

for their end customers, reinforcing their security and strengthening their business.

We believe that the greater the financial literacy and inclusion, the better will be the lives and opportunities for our Beauty Consultants, a belief confirmed by the Beauty Consultant HDI. In recent years, Emana Pay has exercised a positive influence on the Beauty Consultant HDI in Brazil (further information [here](#)), boosting financial education and digital inclusion indicators by over 20% in the assessment of the knowledge dimension.

The digital solution has also been adopted in retail – 100% of the Natura-owned stores and 60% of the Natura franchises now use Emana Pay. The system is also used to process the payments of the The Body Shop master franchisee stores and Natura and Avon e-commerce. The Brazilian PIX system stands out as the main tool used for capturing and receiving payments. The system processed over 17 million transactions during the year. In all the channels, the total payments in 2023 exceeded BRL 40 billion, an increase of 60% over the previous year.

The introduction of Emana Pay in the rest of Latin America is proceeding according to plan. In Argentina, 100% of payments are processed on the platform. Digital accounts and credit cards will be launched shortly. In the coming years, this should become an exclusive platform for inclusion and financial services in the region.

With the exponential rise in Emana Pay accesses and the expansion of its benefits, we're intensifying efforts to segment the service even further. This involves considering the diverse profiles of channels and Beauty Consultants, aiming to fortify the foundation of our network.

