



Omnichannel business

The omnichannel business model enables consumers to get closer to our brands where, when and how they want to, responding to the accelerated changes in consumption and lifestyle in our society.

Through the development of diverse commercialization channels like retail and e-commerce, alongside their complementary nature, we've successfully boosted engagement with our brands, potentially expanding our customer base and enhancing connections with Natura and Avon Beauty Consultants

Our journey is one of continuous evolution, and among the omnichannel interactions that have proven successful, two stand out: "ship from store" initiatives, where customers purchase online and the nearest store ships the product to minimize wait times, and "click and collect," allowing customers to buy online and pick up their orders from their preferred store location.

Retail

The retail area was particularly noteworthy for Natura in 2023, with the opening of 153 company-owned stores and franchises in the region.

The major highlight was the new franchise model exclusively for the Natura brand, with over 100 new points of sale, demonstrating the robustness of the brand and its maturity in the market. We ended 2023 with 932 Natura stores in Latin America, of which 885 in Brazil. These break down as 157 company-owned stores and 775 franchises. Also worthy of note was the pace of growth of the channel in Chile, where there are 25 stores in operation and the omnichannel presence is being intensified.

The increase in the representativeness of the retail channel on commemorative dates, such as Christmas, attests to the connection with new consumers who hitherto were not reached by the company's other channels.

The robust results are also demonstrated by the excellent evaluation by our consumers and their willingness to recommend the brand, measured by Net Promoter Score (NPS) methodology. We scored 91 points, a steady increase in all the countries with stores compared with 2022. The indicator is 24 points higher than the average NPS for cosmetics and perfumery (67), one of the categories with the best evaluation (fourth place) according to 2023 NPS Benchmarking (further details in the Databook Latin America).



E-commerce

We're making significant strides in online sales for our brands. Natura's digital sales, encompassing e-commerce and social network platforms, have seen growth following strategic adjustments aimed at enhancing the omnichannel approach, particularly focusing on e-commerce platforms and social network sales.

Meanwhile Avon showed impressive results in the campaigns held on commemorative dates, such as Christmas, demonstrating the brand's potential in this channel.

The e-commerce platform is being updated to incorporate artificial intelligence tools that enable the delivery of targeted offers for each customer. In Argentina, the migration of the Natura brand was conducted in 2022, and the migrations were concluded in Mexico and Chile in 2023. Avon is following the same course, with new growth opportunities being enabled at an accelerated rate based on the Natura model.