



instituto natura  

ANNUAL
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"This is how we understand Instituto Natura's work: in an integrated way on different fronts, we aim for human development in the places where we are".

Human development as a horizon

WHEN THE HUMAN DEVELOPMENT INDEX (HDI) was first published in the 1990s, the economists who developed it were looking for an indicator that went beyond measuring economic growth and could tell whether there was human growth, with changes that directly impact well-being and dignity.

The HDI shifts the focus of development away from the economy and onto people-centered policies; to do this, it considers three factors: health, education and income. Looking at the numbers for countries whose HDI is periodically measured, it is clear that these three elements go hand in hand, one pulling the other along.

This is also how we understand Instituto Natura's work: in an integrated way on different fronts, we aim for human development in the places where we are. Our work in Argentina, Brazil, Chile, Colombia, Mexico and Peru is aligned with the goal of transforming lives through the holistic development of people.

In 2024, Instituto Natura saw this potential for holistic transformation grow, with the union of causes and commitments: Instituto Natura's work to improve Education and Instituto Avon's work to guarantee Women's Rights and Health came together in a single institute, which carries the strength and credibility of this long-standing work. Along with this, we also work

for the Holistic Development of Beauty Consultants, who, by selling Natura Crer Para Ver products, make the institute's activities possible.

If each of the institutes was already capable of promoting change, Instituto Natura can now contribute to even more robust transformations. The union also represents the multiplication of efforts, teams and partners, in an even larger collaborative network with greater capacity to influence policies that contribute to human development.

To see Instituto Natura reach its 15th anniversary with so much potential for impact is a source of joy and pride. Looking ahead to 2024 and observing our growth is the certainty that, through well-planned and structured strategies, we will guarantee the necessary links for effective transformations with lasting effects.

DAVID SAAD
CEO of Instituto Natura

We dream big: we want to transform people's lives

INSTITUTO NATURA is a non-profit organization that seeks to positively impact the lives of millions of people and increase human development in the countries where it operates. This is no small feat: contributing to dignity and well-being in a holistic way includes pulling multiple levers, always considering that they are interrelated and pull on each other.

In 2024, this systemic action was made possible by the union of causes that now join forces at Instituto Natura: Education and Women's Rights and Health. We believe that together, the commitments we work towards in these two causes have the potential to improve lives in a comprehensive way.

At the base of this work are the Beauty Consultants and their engagement with the products in the Natura Crer Para Ver line. Therefore, our third cause is the Holistic Development of Beauty Consultants, which aims to contribute to their autonomy and

prosperity through education, health and well-being, citizenship, income and equity.

In the six countries where we operate (Argentina, Brazil, Chile, Colombia, Mexico and Peru), we have seen our reach grow in 2024 in all three causes, with an impact on more than 5.7 million students, more than 300 thousand women and more than 500 thousand Beauty Consultants.

The transformation we are aiming for is impossible if we work alone, but we are very well accompanied by partners of different kinds, both public and private. We work in multi-sector alliances so that we can move the different levers simultaneously.

Our commitment to a continuous positive impact is reaffirmed year after year, moving towards a horizon of significant transformations, in the name of the change we want to see in society: improve the lives of people.

Happy reading!



Education

Instituto Natura has three commitments to transform Education: guarantee literacy at the right time; promote High School as a fundamental part of Basic Education; and support priority agendas through coalitions that qualify the educational debate and strengthen the Education ecosystem.

Women's Rights and Health

A better world for women is a better world for everyone, which is why Instituto Natura has two commitments for women: breast health care and ending violence against women. We are a reference in engaging society in both areas.

Holistic Development of Beauty Consultants

Natura and Avon Beauty Consultants and their engagement with Natura Crer Para Ver product sale are the foundation of Instituto Natura. There are five commitments to support them in building a dignified and prosperous life: Education, Health and Well-Being, Citizenship, Income and Equity.

Education

Instituto Natura believes that transforming education is fundamental to building a more prosperous and just world, with impacts in many other areas. That is why this is one of our areas of work.

In Education, Instituto Natura has three commitments: to guarantee literacy up to the age of seven; to promote High School for holistic development of students as a fundamental part of Basic Education; and to support priority agendas through coalitions that qualify the educational debate and strengthen the Education ecosystem. Access to an education with equity and quality is a universal right that cannot be relativized when we aim for individual and collective development.



Literacy for transformation

SEEING MORE STATES committed to timely literacy reinforces the hope of transforming the entire basic education cycle. Literacy is the gateway to other stages of the educational cycle, when children learn to read, so that they can then read to learn.

In 2024, Instituto Natura expanded its partnerships and saw its work grow. In Argentina, we reached 3 new provinces, totaling 7 supported. From one year to the next, we went from over 60,000 to over 175,000 children impacted by policies that ensure they can read and write by the age of seven.

The partnership with Argentinos por la Educación advanced in 2024: after securing support from governors and the president for regional and national literacy plans, we began monitoring policy implementation.

In Mexico, it was a year of expansion and continuity, reflecting Instituto Natura's ongoing work despite changes in government. The numbers are robust: in the 8 states supported, over 1.1 million students have been impacted.

In Peru, for the first time we formed an alliance (Enseña Perú) to work with literacy,

Argentina universalizes assessment

To be sure that all children are able to read a text fluently: fluency assessment is a quick and effective diagnosis of the effectiveness of literacy policies and is becoming increasingly popular in Latin America.

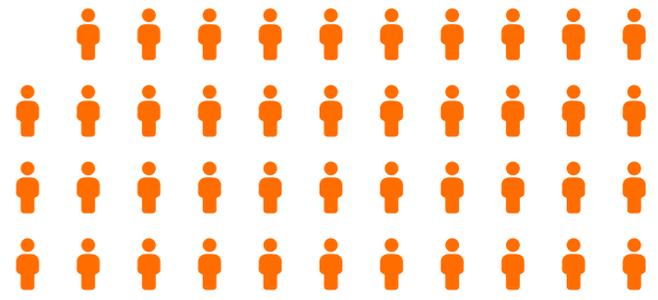
In Argentina, the tool has been adopted by all the provinces supported by Instituto Natura. By 2024, we have also achieved universalization of the assessment in the provinces, with application to all students - until now, the test had been applied in samples, only in a few schools.



a milestone in the expansion of this work. We began in Ascope province, in northern Peru, training teachers who directly impact thousands of students.

In Brazil, 18 states are already supported by Instituto Natura and our partners. Over 3,900 municipalities participate in transforming literacy through collaboration with the states, with over 3 million students reached.

States and municipalities mobilized as a result of the federal government's National Commitment to Literate Children—a policy supported by Instituto Natura during its articulation phase.

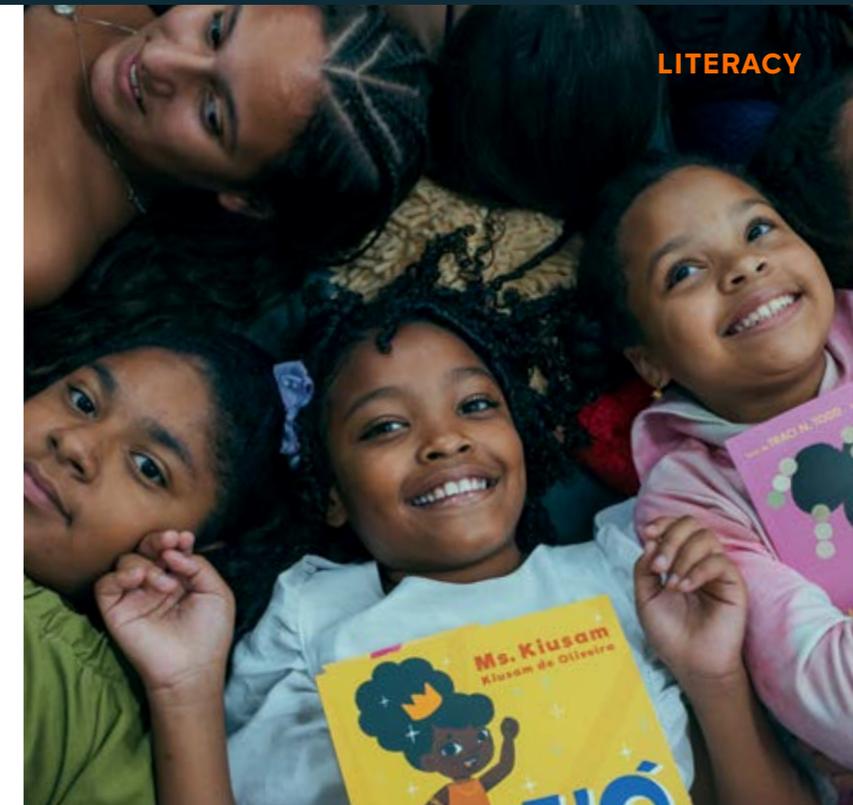


4,3 million
CHILDREN REACHED
by literacy policies

👤 = 100.000 CHILDREN

“ The literacy agenda has made a lot of progress, especially in Argentina, where it has been prioritized. In Mexico, 8 states have already implemented fundamental learning policies. In Peru, we merged our operations in the first territory. In Colombia, we expanded the number of territorial entities working with High School. And in Chile, we made progress in working with local services.”

KARINA STOCOVAZ
Manager for Hispanic America



LITERACY

Regional Commitment to Literacy

We are not just moving forward locally. In 2024, we united in Latin America in the Regional Commitment for Literacy. Argentina, Brazil, Chile, Colombia, Mexico and Peru are all allies in the development of a robust strategy to mobilize significant improvements in literacy at the right time, based on the coordinated work of advocacy and implementation organizations.

The Commitment was born out of campaigns that generate social demand, forming a critical mass on the subject of literacy, creating and strengthening the most effective local public policies.

Bringing Latin America together in favor of literacy shows the potential for investment in the territory, as well as generating political strength and leveraging literacy policies within each country, establishing the issue as a priority. The exchange of experiences between organizations strengthens the muscles of the education ecosystem.

Strengthening racial equity

The learning indicators emphasize the challenge of overcoming historical racial inequalities in Brazil. Building equity needs to be looked at from the beginning of the educational cycle, in a transversal and structuring way.

In 2024, the Alliance formed by Instituto Natura, the Lemann Foundation, the Bem Comum Association and Motriz designed a systemic strategy, with actions to strengthen municipal, state and national strategies for racial equity in literacy. The work encompassed actions that were already being implemented and incorporated new initiatives.

There was work to identify the causes of inequalities, sensitize strategic actors, increase racial reporting, incorporate data on race, train technical teams and teachers, among other guidelines.

High school for all

HIGH SCHOOL IS THE STAGE OF CONSOLIDATING academic knowledge and the practical and socio-emotional skills that are essential for personal development. And strengthening and innovating the pedagogical proposal we saw in 2024 has proved essential to meeting the challenges of this stage.

In Brazil, the bet is on a model that contributes to the holistic development of students, beyond the classroom. Full-Time High School extends the course load and the curriculum, encouraging students to take a leading role.

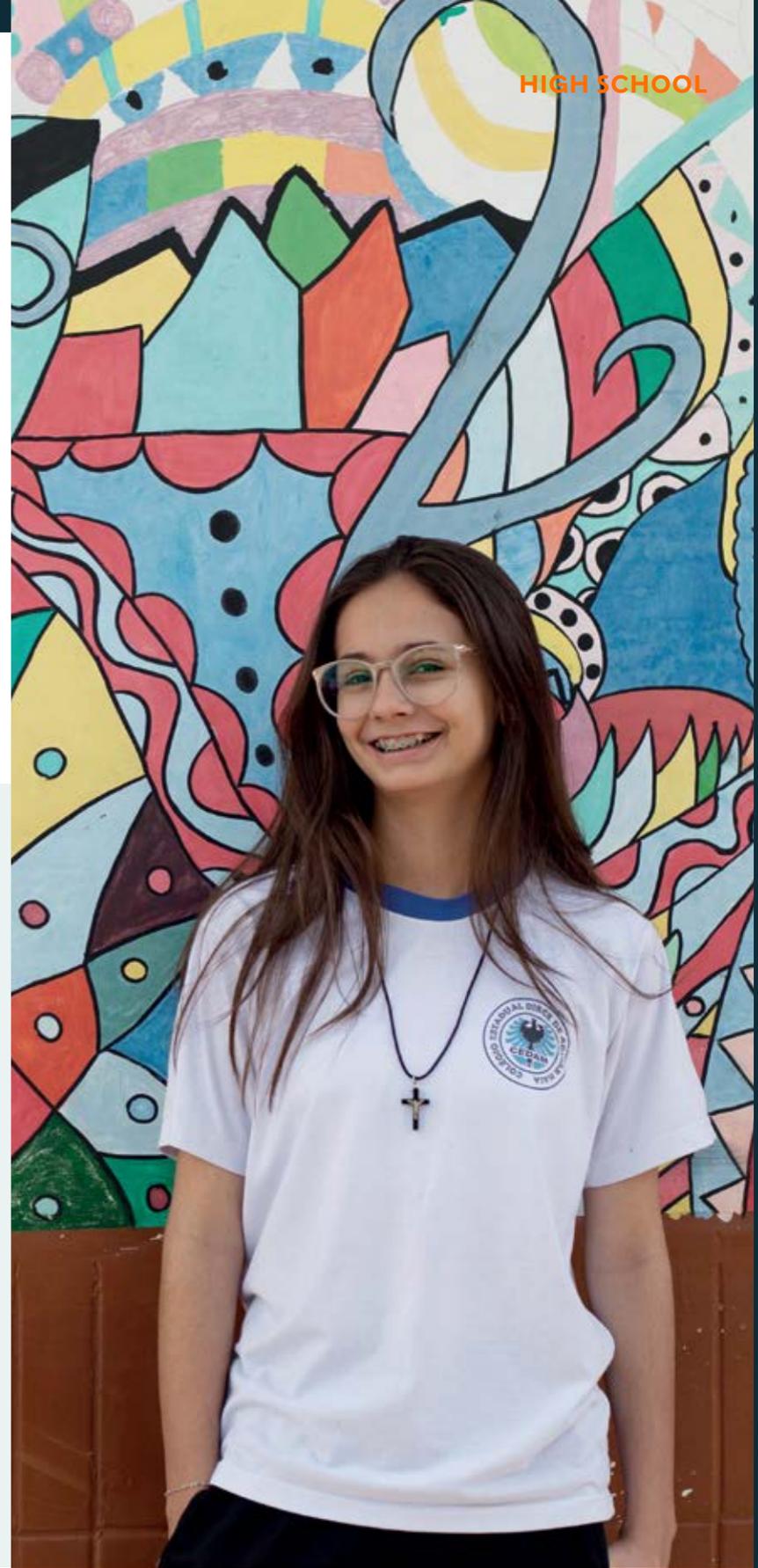
In 2024, we operated in 22 Brazilian states and celebrated the arrival of Bahia, which opened doors for us in a rare partnership with the third sector, reinforcing the cred-

ibility and trust in Instituto Natura. We have impacted more than 1 million students across the country.

In Chile, we have 3 Local Public Education Services (SLEP), with a pedagogical proposal praised by public managers. One of the SLEPs, with support from the Natura Institute, has developed a strategy that has allowed pre-pandemic learning levels to recover.

In Colombia, our support reaches 8 territorial entities, with more than 52 thousand students impacted. The aim is to ensure that all young people complete the 10th and 11th grades with the necessary level of learning.

In another reason to celebrate, we supported the creation of a Colombian network of High School Education Secretaries, which has already been consolidated as a way of giving visibility and strength to the education policy we support.



Full-time learning

The success of Full-Time High School is reflected in indicators that measure learning. In 2024, the states that adopted the model had better results in the Basic Education Development Index (IDEB).

At national level, full-time schools achieved an average of 4.4 on the IDEB, 7% higher than the average for regular schools (4.1), according to a survey by the Sonho Grande Institute in partnership with Instituto Natura.

In the Basic Education Assessment System (Saeb), students from full-time schools did better than the others in Mathematics, 271 and 265 points, and in Portuguese Language, 275 and 271 points.



Building a Future of Equity

With a view to racial equity, Instituto Natura, in partnership with Instituto Sonho Grande and Instituto pela Corresponsabilidade pela Educação, has developed an innovative strategy for Full-Time High School, based on new performance indicators.

In 2024, the pilot project in Rio Grande do Sul, which relied on the critical reading of experts from the black education movement, sought to transform the results between white and black students, focusing on eliminating learning inequality and promoting a fairer future.

Bet on High School

In Colombia, High School is not compulsory, which makes it even more of an achievement to see a territorial entity investing in this stage. Antioquia decided to extend the



School for life

"School does not only prepare you for entrance exams, it transforms you into a human being". This is how Carlos Vinícius, 17, a student in Caldas Novas, Goiás (Brazil), defined Full-Time High School.

Going to a full-time school changed his life, as he was bullied and felt withdrawn. Now: "I am like a council member, I say 'good morning' even to the walls. I really enjoy talking to the students," he says, noting that in the classroom he prefers silence and concentration.

Carlos dreams of studying mathematics and wants to share the knowledge that has helped him overcome his fears. "Here, we learn about self-knowledge, empathy, teamwork and so many other things that make a difference. This contributes to a better world."

strategy supported by Instituto Natura to 100% of High Schools, inspired by the Brazilian full-time model, with a focus on young people's life projects and protagonism.

It is a robust public policy, based on seven components, such as the holistic development of students and the training of teachers and staff - it is precisely this robustness that helps it to be so well received. The model has shown promise in tackling a major challenge: only 42% of children who start elementary school finish High School at the right age in Colombia.



School does not only prepare you for entrance exams, it transforms you into a human being"

CARLOS VINÍCIUS
High School Student



Towards a diverse and robust ecosystem



EDUCATION ECOSYSTEM

ADDRESSING EDUCATION as a whole requires comprehensive strategies, and building effective public policies depends on efficiently mapping structural challenges.

Instituto Natura has worked on this with partners in the six countries where it operates and, in 2024, saw growth driven by alliances that strengthen the education ecosystem.

In Brazil, the systemic agenda led by the Todos pela Educação movement has inspired similar initiatives in other countries, where Instituto Natura is now a recognized voice in the public education debate.

In Argentina, Argentinos por la Educación, with our support, prepared a document outlining 10 educational priorities, based on consultations with organizations and experts, and presented it to governors to guide policies and investments.

In Mexico, the systemic agenda had already helped define priorities, the first step toward transformation. In 2024, we began identifying available indicators and what's needed to improve policy monitoring. We also expanded our partnership network and added two new funders.

In Chile, we have reached a level of institutional maturity that has strengthened

trust with both the third and public sectors. Instituto Natura is now recognized as a key player in the country's education system.

In Colombia, we formed an alliance with two new funding allies and kept an implementing partner. This is the way to see the policies we support go even further.

In Peru, we formed our first alliance, which is key to making the implementation of education policies viable.

In Brazil, it was a year of strengthening our work in coalitions, working together to diversify the education ecosystem and ensure that it embraces more areas with challenges to overcome.

Networking

With other third sector organizations, we map Brazilian educational challenges and collaborate in the design of solutions that can address them in a structural way. To look at different fronts, Instituto Natura supports four strategic coalitions in Brazil.

In Professional and Technological Education (EPT), together with Itaú Educação e Trabalho, we support 16 states in developing policies for emancipatory training, which leads to integration into the world of work.

In the final years of elementary school, we supported more than 1.7 million enrolments, working alongside support partners - the Lemann Foundation, Instituto Sonho Grande and Itaú Social - and technical partners - Instituto de Corresponsabilidade pela Educação (ICE), Instituto Escolas Criativas, Motriz, Instituto Reúna and Centro Lemann.

In the Technology coalition, Instituto Natura is alongside five partners: Innovation Center for Brazilian Education (CIEB), Megaedu, Telefônica Vivo Foundation, Lemann Foundation and Instituto Sonho Grande. We are helping to adapt the curriculum of 13 state education networks to incorporate technology and digital skills.

Valuing teachers for quality education is the aim of the Profissão Docente coalition, which we join with Instituto Península, Fundação Lemann, Itaú Social, Instituto Unibanco, Fundação Telefônica Vivo and Fundação Lucia e Pelerson Penido.



2024 was very important for the education agenda in Brazil. The upward trend in literacy levels was confirmed by the results of the reading fluency assessment. In Full-Time High School, the higher IDEB [Basic Education Development Index] score for full-time schools reinforced the confidence we have in this policy, in which we work collaboratively with 22 states. And the work on strategic alliances has been strengthened, with robust results in agendas such as the Final Years of Elementary Education, Professional Technical Education, the teaching agenda and technology."

MARIA SLEMENSON
Superintendent of Public Policy Brazil

Women's Rights and Health

Instituto Natura believes that a better world for women is a better world for everyone and promotes women's rights and health in order to support their protagonism and guarantee their full and holistic well-being.

In this cause, we have two commitments: breast health care and ending violence against women. In both cases, we join hands with women in moments of vulnerability and we believe in information to raise awareness, welcome to strengthen and support to start over. More than 300 thousand women have benefited from our work.

Information that saves



PROMOTING AWARENESS and facilitating access for women to achieve early diagnosis and treatment for breast cancer is part of Instituto Natura's strategy. In 2024, we invested more than US\$ 1.1 million in breast health care actions and impacted over 100 thousand women in Latin America.

In Argentina, Colombia and Peru, the #EstarParaEllas campaign mobilized networks and engaged women in health care actions.

In Argentina, the Walk, now a national tradition, gathered 15,500 people. We supported self-esteem initiatives for patients, reaching 9 provinces, with 2,653 exams.

In Brazil, we invest in research and knowledge. In partnership with the Oncology Observatory of Abrale (Brazilian Association of Lymphoma and Leukemia), we launched the Breast Cancer Outlook, with updated data to support public managers in decision-making. We invested in a pilot project at the Federal University of Goiás that trains community agents, doctors and nurses to conduct clinical examinations, provide information and raise awareness about breast cancer. And

we support Ligue Câncer, developed by Oncoguia Institute to offer free specialized advice to patients and their families.

In Chile, the campaigns were reinforced by our mobile clinic, which doubled its territorial reach and covered 12 regions in 2024. In Colombia, we partnered with other organizations to expand the reach of the virtual and face-to-face campaigns. In Mexico, in addition to offering mammograms, we have set up a breast cancer advice hotline.

In Peru, we provide mammograms and support the development of the Pink Map, which allows you to locate the nearest mammography center throughout the country.

Pink October

Instituto Natura relies on constant, high-quality information to raise awareness and on mobilization to engage. In 2024, our campaigns on breast health care reached more than 55.1 million people in Latin America.

In Pink October, we reinforced this work with concentrated events, the launch of new campaigns and the distribution of the updated Pocket Guide, which

offers quality information and guidance for women on breast health and their rights.

In 2024, #EstarParaEllas united the countries of Latin America, with a robust reach in awareness-raising actions. In Argentina, we have been part of the strategic design since the beginning of the regional campaign, with the message that breast health is everyone's right.





Walk of care

The largest health mobilization event in Argentina had its 18th edition in 2024 and more than 15.5 thousand people joined every step of the Walk against Breast Cancer held by Instituto Natura. The action is part of the awareness initiatives and reached more than 7.6 million social media accounts.

The event brought together 18 specialized organizations, mobilized in support of breast health. "I never thought I would have such a wonderful day," said Adriana Rojas after taking part in the Walk. "I feel blessed and grateful."

Adriana discovered breast cancer during routine check-ups in 2024 and consulted our channel for advice on the subject. "It was thanks to the channel that I was able to access my medication," she says. "When I discovered the disease, I found myself with no will to live; today I'm full of life." Taking part in the Walk contributed to this turnaround: Adriana was moved by so many women together for the same cause.

Patient navigation

Arapiraca, in rural Alagoas, is one of three that received the implementation of a patient navigation program in 2024. We trained 75 professionals in person, in two immersions in the state. The training, a partnership with the Alagoas State Health Department, was given by Sandra Gioia, a mastologist and a reference on the subject.

Instituto Natura believes patient navigation is key to caring for women, from prevention to chronic disease management. The "patient navigator" helps overcome socio-economic, bureaucratic, and psychological barriers to accessing health services, improving outcomes and ensuring complete care.

Valéria Tavares is one of the trained nurses. She has been working as part of the Family Health Strategy for 9 years and was the first nurse navigator in Primary Care in Arapiraca. "What best defines the work of patient navigation is 'being a bridge'," she says. "I see myself in every woman I see".

She herself has already needed navigation, following a suspicion of ovarian cancer. "I felt first-hand how much the patient has to gain from this strategy," she recalls. "Today [after the training], I go to great lengths to take navigation forward."



It was an important year for women's causes in Hispanic American countries with the integration of teams and the evolution of the strategy while awareness and care initiatives remained robust. In Argentina, the walk for the early detection of breast cancer had its 17th edition with the participation of more than 15 thousand people."

KARINA STOCOVAZ
Gerente para América Hispánica



For an end to violence against women



THE END OF VIOLENCE against women depends on information, investment and efficient public policies. Instituto Natura is working for this and for a cultural change, with awareness-raising and mobilization actions boosted in 2024.

In Brazil in August and in other countries in November (the month of the International Day for the Elimination of Violence against Women), our campaigns took to the streets and social networks to turn silence into listening and to question what we do when we see situations of violence. We reached over 30 million women in Argentina, Brazil, Chile, Colombia, Mexico and Peru.

In Colombia, where our work has won awards, we took the campaign to a soccer match, the semi-final of a championship: we mobilized a stadium full of 37 thousand people and the millions of television viewers who watched the broadcast.

In Brazil, Lilac August, in the month of the anniversary of the Maria da Penha Law, raised awareness of the law, since only 24% of women understand what the law

entails, even if they do know it, according to the National Survey on Violence against Women.

Instituto Natura has also invested in support and guidance. In Brazil, the Angela channel has become a reference. In Mexico, we developed a care protocol with Casa Gaviota: a virtual service for initial listening in non-emergency moments, with possible referral to psychological and legal care.

To engage the private sector, we partnered with coalitions of companies in Argentina and Brazil to make them part of the solution.

We also promote data qualification. In Argentina, we support the Femicide Report in partnership with Casa del Encuentro, mapping reported feminicides to reduce underreporting. In Brazil, we created the National Map of Gender Violence. Bringing together the production of good information with accessible communication is an effective strategy for shaping public debate.

THE END OF VIOLENCE AGAINST WOMEN



National Map of Gender Violence

Ensuring women's rights and protection from violence requires public responses and Instituto Natura works to contribute to their qualification. In partnership with the Observatory of Women Against Violence of the Federal Senate and Gênero e Número, we developed the National Map of Gender Violence. The interactive platform brings together data from Brazil on violence against women, produced by five official national databases.

The tool for public managers and civil society includes innovations such as the Underreporting Index, which estimates how many victims of violence do not go to the police. This is valuable data for guiding robust public policies with effective transformative potential.

Mapa Nacional da Violência de Gênero

O Mapa Nacional da Violência de Gênero é a plataforma integrada de dados públicos oficiais sobre violência contra as mulheres. O portal reúne os dados do Senado Federal, do Ministério da Justiça e Segurança Pública, do Conselho Nacional de Justiça (CNJ) e do Sistema Único de Saúde (SUS).

Os Dados do Mapa Nacional da Violência de Gênero

O projeto é uma parceria do Senado Federal, Instituto Ação e Gênero e Número para Empoderar Justiça Estruturada e Alerte sobre a Violência de Gênero.



Ângela

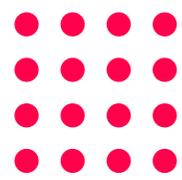
The virtual assistant of Instituto Natura assists and refers women in situations of domestic violence to qualified support services throughout Brazil. In 2024, there were 16 thousand unique accesses to the channel, serving 480 women.

Any woman in a situation of violence (or who knows someone in this context) can send a message to ask for information or help quickly and safely.

The bot that makes the first interaction overflows into human assistance. The initial contact already includes information such as the forms of gender-based violence. No wonder: in Brazil, 18% of women only recognize aggression after being introduced to the types of violence.

The Ângela channel was born during the pandemic and is recognized today as a great differential that we deliver to society, with listening and advice from a specialized multidisciplinary team made available by technical partners.

The tool is an efficient remote reference center that reaches even the Brazilian municipalities still without specialized assistance (which today are the majority). Ângela has proved essential in rescuing and empowering women.

 **16 mil**
ACESSOS ÚNICOS
à Ângela em 2024



Chain of women

Gender-based violence is a topic that is constantly on Samara's mind. She voluntarily supports women in situations of violence who are trying to break the bond with their aggressors. "I want to be a source of inspiration and support for them, like the Ângela channel was for me," she says.

Samara is 32 and lived through a relationship marked by psychological and moral violence. When she started looking for help, she discovered the virtual assistant

Ângela: "she became a beacon of hope in my journey, Ângela's words made me feel that I was not alone and that other women had experienced the same thing and managed to overcome it."

The designer from Manaus broke off the violent relationship and began to see herself differently, determined to support other women too. "I know the journey isn't easy, but I also know it is possible to rebuild. I am here to tell you that I believe in you, I believe in your strength and your ability to overcome."



Instituto Natura is committed to expanding the quality of information and the support network for women, strengthening its role as a protagonist of civil society in transforming Brazil. 2024 was a year of achievements: in Breast Health Care, we launched unprecedented initiatives and, for the first time, united the six countries in our Pink October Campaign. In the fight against violence against women, we supported the qualification of data and strengthened the Lilac August campaign, Voices Intertwined, reaching 4.6 million people in the country."

MARIA SLEMENSON
Superintendent of Public Policy Brazil



Holistic Development of Beauty Consultants

Natura and Avon Beauty Consultants are the foundation of Instituto Natura. It is their commitment to selling Natura Crer Para Ver products that makes our work financially viable.

We want them to have a dignified and prosperous life, which is why we are committed to the constant evolution of the Beauty Consultant Human Development Index (HDI-CN), an indicator applied by Natura to gain a social understanding of the needs of the Consultants and to be able to build services that support them in their development.

The cause of the Holistic Development of Beauty Consultants has five commitments: Education, Health and Well-Being, Citizenship, Income and Equity.



Building holistic development

R\$ 93,7 million

RAISED
by Natura Crer Para Ver in Latin America in 2024

HONORING THE ROLE of Beauty Consultants is a commitment of Instituto Natura, as they are the foundation of our work. The engagement of Beauty Consultants with the sale of products from the Natura Crer Para Ver line, a social brand that raised nearly R\$ 95 million in 2024, makes it possible to defend our causes.

In 2024, we structured the five commitments that we believe can bring Consultants a dignified and prosperous life, promoting holistic development and enabling the constant evolution of the Beauty Consultant Human Development Index (HDI-CN): Education, Health and Well-Being, Citizenship, Income and Equity. We do not work on these commitments by chance, these are five interrelated levers and one inevitably pulls the other.

In Argentina, Brazil, Chile, Colombia, Mexico and Peru, we have made it possible for Consultants to access



formal, financial and digital education; we have encouraged the management of their own health, with guidance on breast health; we have informed and raised awareness about rights and ways to protect against violence; we have encouraged training and citizen participation with knowledge trails; and we have boosted income, with actions to enable better performance in the role of Consultant.

We have carried out all of these initiatives with the reduction of inequalities as a cross-cutting objective, offering tools to increase the information, awareness, worldview and autonomy of Beauty Consultants.

DHI of Consultants

Natura and Instituto Natura are committed to the human development of Beauty Consultants, a way of monitoring the strength of our network and ensuring that they always have dignity and well-being.

It is measured every two years on a sample basis and represents 2.7 million Beauty Consultants in the six countries in which we operate. In 2024, the HDI-CB registered an increase of 3.2%, reaching the highest index in the historical series: 0.653. The scale ranges from 0 to 1, with 1 being the highest human development index possible.

Since the measurement of the HDI-CB began in 2014 in Brazil, where it started, the accumulated growth in the indicator has reached 27%, the result of actions that promote broad development with lasting consequences.



Education for Consultants

Education is a fundamental commitment to the Natura Institute's goal of giving Beauty Consultants a dignified life in which they can shine. In 2024, more than 500 thousand Consultants took part in our education offers.

For the first time, we implemented the Beauty Consultant Educational Inclusion Index, a survey designed to understand the demands and challenges on four fronts: formal education, financial literacy, digital literacy and language and mathematics. The survey was carried out in Brazil and Colombia and the results will help us to improve the initiatives we already have.

In digital literacy, Beauty Consultants are increasingly taking up virtual courses and knowledge pills. In Brazil, the Trainer Beau-

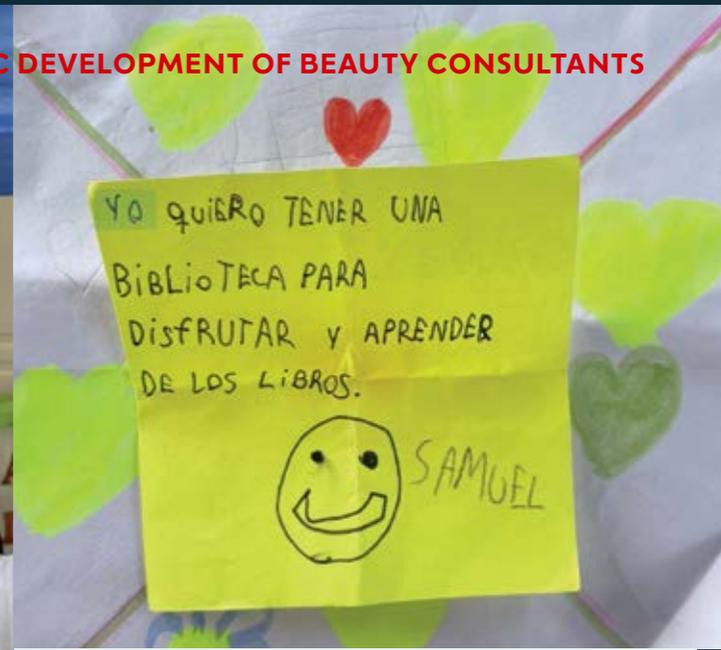
ty Consultant program, already offered in other countries, was implemented in 2024. It is a transmission of knowledge from the network to the network, taking advantage of the Consultants' repertoire to make them tutors and pay them for it.

In formal education, where we cultivate the dream of seeing 100% of Consultants graduate from elementary school and 100% of Business Leaders graduate from Higher Education, we have made progress in offering scholarships that enable access to education. In Brazil, more than 80 Leaders graduated in 2024 and more than 500 are studying in higher education.

Beyond the numbers, the tangible impact on the lives of Consultants is what drives us to always give space to education.

503.126

CONSULTANTS IMPACTED
by education offers in Latin America



Professional nurse

A nursing degree is a special achievement for Maria Belén Benteo. At the age of 34, the beauty consultant from Malargüe, in Mendoza, Argentina, dreamed of a university degree, but needed to finish elementary school. It seemed unfeasible to go back to school, given her workload and caring for her three children.

Instituto Natura's Juntos Terminar la Secundaria program changed that. "I managed to finish High School and the program opened doors to a new world," says Belén. "I then applied for different courses, but I chose nursing."

In 2024, she finished college, thanks to a program that allowed her to study in a hybrid format. "Having a degree means something very important to me. My greatest pride is to say that I am a professional nurse and to have shown my children that with dedication and consistency we can achieve anything, even if the path is difficult."



Dream libraries

The arrival of a library changes the life of a school. This was the case in La Cocha, Tucumán, where the Joaquín Víctor González rural school received 300 books for children. It was one of more than 60 book collections delivered in 2024 by the Natura Institute in Latin America, in partnership with the Sales Managers. "Seeing the children enjoying the books was something unique," says director Miriam Santillán.

The managers with the best performance in Natura Crer Para Ver sales chose a school to receive the books, which were selected to value national literature and bibliodiversity.

The delivery of libraries is a recognition of the importance of the Beauty Consultants, who choose their communities to benefit, and an opportunity for them to see first-hand the positive impact of their engagement with Natura Crer Para Ver.

The rights and health of Consultants

The idea that information can save lives applies to many topics. In the area of breast health care and ending violence against women, Instituto Natura has seen this effect in practice.

Using communication tools, we encourage Beauty Consultants to take the lead in caring for their own health and we support them in their search for support and protection. In 2024, we carried out 12 initiatives for Consultants on the subject

of breast health care in Latin America and 12 on the subject of violence..

In the six countries we are in, we are taking advantage of channels that are already open to share quality information. In the Consulting App, there are trainings, videos and podcasts on breast health and gender-based violence. On social media, we use various resources, such as lives, to raise awareness. And in person, we hold conversation circles.



Pocket guides on the two topics are distributed to our network and, in this initiative, Beauty Consultants are more than just recipients of information; they are replicators who raise awareness in their communities and among their customers.

They are also the public for listening and guidance channels, such as Ligue Cancer and Ângela in Brazil, where 92% of the consultants said that the service was essential for resolving the situation of violence. And

in Argentina, Chile, Colombia, Mexico and Peru, they have access to free mammograms through our breast health actions.

Finally, we trust that networking is always the best path. In 2024, in Argentina, Mexico and Peru, we identified references in the social agenda of the countries, with specialists who could work with Instituto Natura on protocols for breast cancer care and ending violence. To find solutions and go further: to trace paths that allow us to always grow.



We dream and work so that one day every Beauty Consultant's life will be transformed through education – that she may become a respected woman, thrive, and lead a dignified life, with this transformation positively impacting her entire family and community. This is the essence of the Social Regeneration that Natura advocates and puts into practice."

LETÍCIA PASSINI
Communication, Reputation and Beauty Consultant
Manager for Latin America

What lies ahead

HORIZON HAS BOTH literal and figurative meanings. Literally, it is the circular line where land or sea meets the sky, limiting a person's field of vision. The meaning is similar metaphorically: it is, at the same time, as far as one can see when looking ahead and the place where immensities meet. Changing lives is also an immensity, and at Instituto Natura, the field of vision before us is vast.

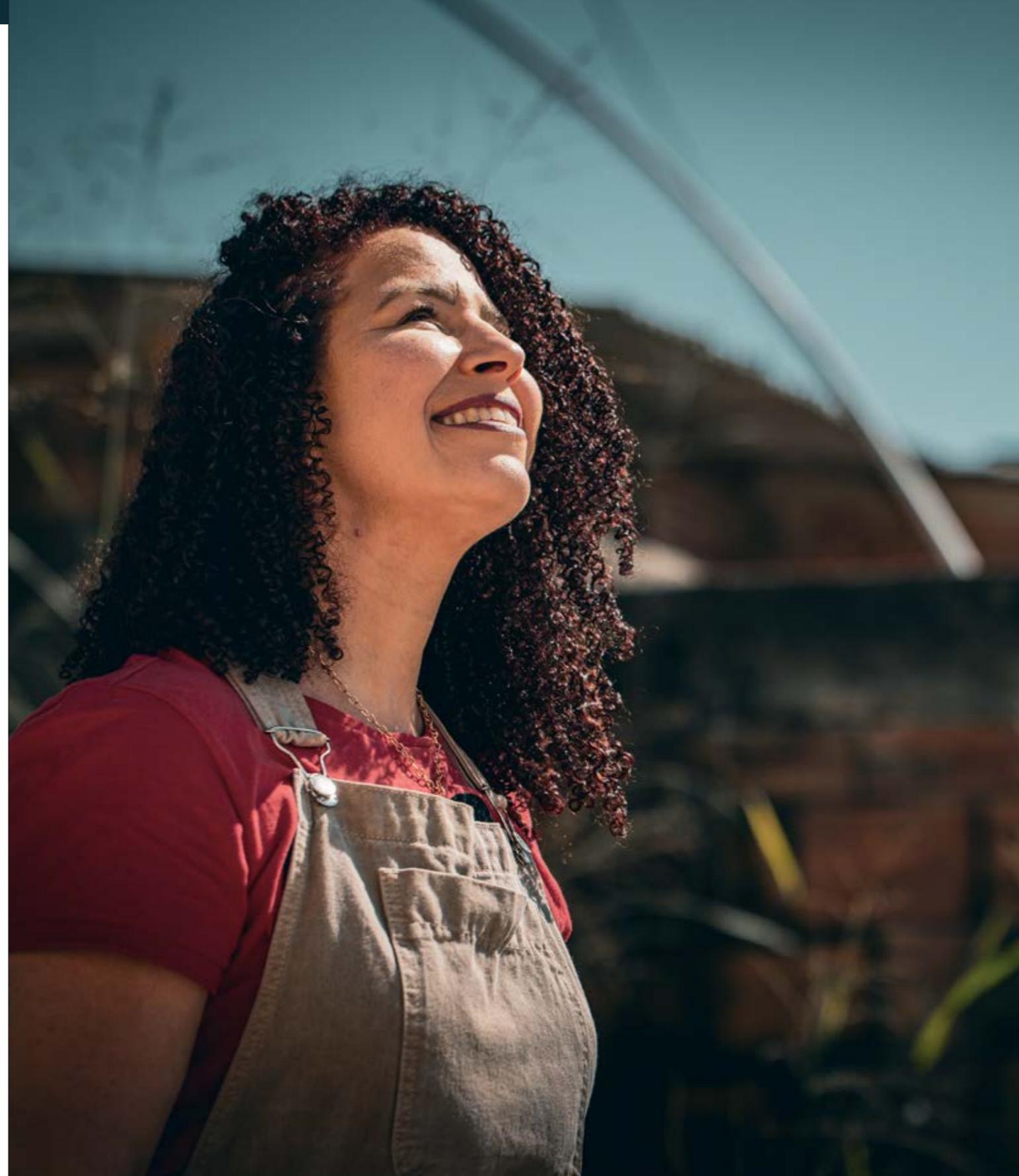
The prospect of continuing to positively impact people and contribute to improving countries' human development is both encouraging and motivating: this horizon drives constancy, continuity, and ongoing improvement of our work.

We are committed to developing and implementing strategies that meet the objectives we have set ourselves in Education, Women's Rights and Health and the Holistic Development of Beauty Con-

sultants. In 2025, we want to strengthen partnerships to continue implementing systemic agendas and comprehensive, rather than isolated, actions with consistency across all our causes.

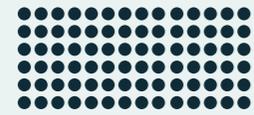
Based on the connections witnessed in 2024, we are excited about the results of working in an increasingly integrated way in Latin America, strengthening the exchange of experiences that already enables the six countries where Instituto Natura is present to learn from each other.

Instituto Natura is ready to take new steps toward holistic transformations, maintaining articulation for effective public policies, reaffirming the consideration of specificities of causes and territories to combat structural inequalities, and broadening its view of the diversity of solutions embraced by our wide-reaching network of partners.



Education

2024 RESULTS IN LATIN AMERICA



R\$ 85,8 MILLION invested

+ 32 THOUSAND schools involved



we work in partnership with **49** states and provinces

+ 5,5 million
students impacted

+ 4,2 million children
impacted by literacy policies

+ 1.3 million young people
impacted by High School policies



6 countries



Women's Rights and Health

2024 RESULTS IN LATIN AMERICA

R\$ 1.1 MILLION invested
●●●●●● 6 countries

BREAST HEALTH CARE

- 105.183 women benefited
- 68.151.476 people reached through awareness-raising initiatives
- 83 partners

END OF VIOLENCE AGAINST WOMEN

- 209.972 women benefited
- 99.777.187 people reached through awareness-raising initiatives
- 67 partners



Holistic Development of Beauty Consultants

2024 RESULTS IN LATIN AMERICA

R\$ 93.7 MILLIONS raised
●●●●●● 6 countries

BENEFITED BY THE EDUCATION INITIATIVES

+ 488 thousand
Beauty Consultants

+ 14 thousand
Business Leaders

IMPACT OF WOMEN'S RIGHTS AND HEALTH INITIATIVES

+ 2,7 thousand
Beauty Consultants benefited

+ 761 thousand
Beauty Consultants reached through awareness-raising initiatives



Who we are

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David Saad

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Mariana Reginato Dias Lorencinho

Mariela Esper

Martha Berenice Ham Gijon

Matias Suso

Natalia Arcodia

Nathy Velasquez Marin

Olga Sanchez Poveda

Pamela Nayara Santana El Otra

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Raquel D'Andrea

Raquel Melo

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Sabrina Mendes de Araujo

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Sthefania Rodriguez Quiroga

Suzane Alice Alberto de Souza

Verena Paranhos

Victoria Brea Fosser

Viviana Sierra

Yaremi de Los Angeles Martinez Arcila

Yuri Patrick Oliveira da Silva

Network

EDUCATION

- Accenture
- Argentinos por la Educación
- Asociación Civil Dale!
- Associação Bem Comum
- Associação Cidade
- Avante
- B3 Social
- Banco Interamericano de Desenvolvimento (BID)
- BCG
- Both Consultoría en Educación
- Cámara de Comercio de Bucaramanga
- Cenpre
- Centro de Excelência e Inovação em Políticas Educacionais – FGV (CEIPE)
- Centro de Inovação para a Educação Brasileira (CIEB)
- Centro de Investigação em Teorias e Práticas de Superação de Desigualdades - Universidade de Barcelona (CREA)
- Centro de Investigación Avanzada en Educación (CIAE) de la Universidad de Chile
- Centro Lemann
- CIIPME - CONICET
- CIPPEC
- Co-Impact
- Consejo General de Educación de Entre Ríos
- Conselho Nacional de Secretários de Educação (Consed)
- Conselho Nacional de Secretários de Educação de Capitais (Consec)
- Corpoeducación
- Dirección de Educación Pública (DEP) de Chile
- Dirección General de Escuelas de Mendoza
- Educación 2020
- Educar2050
- Enseña Perú
- Facultad Latinoamericana de Ciencias Sociales (FLACSO)
- Faro Social y Educativo
- Frente Parlamentar Mista da Educação
- Fundação Bracell
- Fundação CAEd
- Fundação Lemann
- Fundação Maria Cecília Souto Vidigal
- Fundação Roberto Marinho
- Fundação SM
- Fundação Telefônica Vivo
- Fundação Vale
- Fundação Vanzolini
- Fundação Victor Civita
- Fundação Aprender a Quererte
- Fundação CIMIENTOS
- Fundação Coppel
- Fundação Corazón de Caña
- Fundação Corona
- Fundação Educacional Arauco
- Fundação Educacional Oportunidad
- Fundação Empresarios por la Educación
- Fundação Luker
- Fundación Más Voces
- Fundación Perez Companc
- fundación Scarpetta Gnecco
- Fundación Sertull
- Fundación SURA
- Fundación Voy con Vos
- Fundación Voz
- Fundación Zorro Rojo
- Grupo de Fundaciones y Empresas (GDPE)
- Imaginable Futures
- Instituto Ayrton Senna
- Instituto Chapada de Educação e Pesquisa
- Instituto Conceição Moura
- Instituto Dacor
- Instituto de Corresponsabilidade pela Educação (ICE)
- Instituto de Ensino e Pesquisa (Insper)
- Instituto Escolas Criativas
- Instituto Fefig
- Instituto Gesto
- Instituto Humanize

Network

EDUCATION

- Instituto Península
- Instituto Positivo
- Instituto ReÚna
- Instituto Sonho Grande
- Instituto Unibanco
- Instituto Votorantim
- Itaú Educação e Trabalho
- Itaú Social
- Jeduca
- Megaedu
- Mexicanos Primero
- Ministerio de Educación de Catamarca
- Ministerio de Educación de Córdoba
- Ministerio de Educación de La Rioja
- MInisterio de Educación de Santa Fe
- Ministerio de Educación de Tucumán
- Ministerio de Educación Nacional
- Ministerio de Educación, Ciencia y Tecnología de Misiones
- Ministerio de Educación, Cultura, Ciencia y Tecnología de Salta
- Motriz
- Movimento Colabora Educação
- Movimento Pela Base
- Movimento Profissão Docente
- Núcleo de Investigação e Ação Social e Educativa (NIASE)
- Oi Futuro
- Organización de los Estados Iberoamericanos (OEI)
- Parceiros da Educação
- Porticus
- Secretaría de Educación de Antioquia
- Secretaría de Educación de Atlántico
- Secretaría de Educación de Barranquilla
- Secretaría de Educación de Bogotá
- Secretaría de educación de Bucaramanga
- Secretaría de Educación de Cali
- Secretaría de Educación de Cúcuta
- Secretaría de Educación de Guanajuato
- Secretaría de Educación de Medellín

- Secretaría de Educación de Norte de Santander
- Secretaría de Educación de Santander
- Secretaría de Educación de Tamaulipas
- Secretaría de Educación de Valle del Cauca
- Secretaría de Educación de Veracruz
- Secretaría de Educación del Estado de Campeche
- Secretaría de Educación del Estado de Coahuila
- Secretaría de Educación del Estado de Nuevo León
- Secretaría de Educación del Gobierno del Estado de Yucatán
- Secretaría de Educación y Cultura de Sonora
- Servicio Local de Educación Pública Chinchorro
- Servicio Local de Educación Pública Costa Araucanía
- Servicio Local de Educación Pública Huasco
- Somos Red
- Tech Sabana
- Todos Pela Educação
- UBS Optimus Foundation
- UNESCO México
- União dos Dirigentes Municipais de Educação - Undime
- União Nacional dos Dirigentes Municipais de Educação (Undime)
- Unicef Colombia
- Unidad de Servicios Para la Educación Básica en el Estado de Querétaro.
- Uniendo Caminos
- Universidad de los Andes
- Univesidad de San Andrés (UdeSA)
- Univesidad Nacional de Mar del Plata
- Van Leer Foundation
- Velez Reyes+
- Vía Educación

Network

WOMEN'S RIGHTS AND HEALTH

- AAGO
- AAOOC
- Alejandra Martinez
- Alianza Mexicana por el Cáncer AC
- Alto Comisionado de las Naciones Unidas para los Refugiados (ACNUR)
- Andreani
- Argus
- Asociación Civil La Casa del Encuentro
- Asociación Civil San Panteleón
- Asociación Mexicana de Lucha Contra el Cáncer
- Associação Brasileira de Linfoma (Abrale)
- Associação dos portadores de CM (APCAM)/ CORA - UFG
- Astra Zeneca
- B3 Social
- Banco de Alimentos
- Banco Galicia
- Bayer
- Bellavista
- Bi Universe
- Bristol Myers
- Cami Camila
- Capa
- Cargill
- Casa Gaviota
- Cima
- Clínica Moguillansky
- Club de Corredores
- Columbia
- Comisión de Mujeres River Plat
- Conci Carpinella
- Coordenadoria da Mulher na Câmara dos Deputados
- Cusco
- Defensoría de la Ciudad de Buenos Aires

- Dema Argentina
- Diagnóstico Maipú
- Diagnóstico Médico
- Diagnostico Tesla
- Donde quiero Estar
- El abogado de la salud
- ELA
- Enel
- Equidad de género, ciudadanía, trabajo y Familia AC
- Estudio Beccar Varela
- Fleet
- Flexil
- FONAVID
- Fuesmen
- Fundação Dom Cabral
- Fundación Alma IAp
- Fundación Arturo Lopez Perez (FALP)
- Fundación cambiando vidas cambiando mentes AC
- Fundacion Flor
- Fundación Honra
- Fundación Media Pila
- Fundación Mexicana de apoyo Infantil AC
- Fundación Mexicana para la Planeación Familiar A.C
- Fundación Natalia Ponce de León
- Fundación Proyecto Mujer
- FUSA
- GAMA
- GDFE
- Género e Número
- Grow Género y Trabajo
- Grupo Vía
- Imaginable Futures
- Impacto digital
- INFOBAE
- Instituto Abihpec
- Instituto Gol
- Instituto Oncoguía
- Jesús María
- Johnson & Johnson
- Justicia Restaurativa
- KETCHUM

Network

WOMEN'S RIGHTS AND HEALTH

- La casa del Encuentro
- La Victoria
- LALCEC
- LBSM
- Libertate
- Liga Colombiana contra el cáncer
- Liga Peruana Contra el Cáncer
- Los Naranjos
- Macma
- Mamotest
- Manuela Ramos
- Médica
- Ministério das Mulheres
- Ministerio de la Mujer
- Ministerio de la Mujer Perú
- Ministerio de la Producción Perú
- Mochacelis
- MPSP
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- Mujeres en Publicidad
- Municipalidad de Lima
- Municipalidad de Tarapoto
- Municipalidad de Trujillo
- Museo Memoria y Tolerancia
- Nestlé
- No Pausa
- Novartis
- Oncosalud
- ONU
- ONU Mujeres
- Osmédica
- Pacto Global da ONU
- Paola Lactancia
- PARA TI

- Pirelli
- Plenitud - Kimberly Clark
- Predigma
- PRO Mujer México apoyo A.C
- Pro-familia de jornaleros IAP
- Psicologamente
- QLIK
- Ramon Chozas
- Razonar
- Red de Mujeres para la Justicia
- Red intenacional de periodistas con visión de género Argentina
- Rede Accor
- Roche
- Rosas del Plata
- SAP
- Secretaria de Saúde de Alagoas
- Senado Federal
- Sesí Nacional
- SESI SP
- Shalom Bait
- Sitawi Finanças do Bem
- SMS
- Sociedad Argentina de Mastología
- Sostén
- Sportclub
- Surcos Org
- UBS Optimus Foundation
- Un pelito más fácil
- UNFPA (Fundo de População das Nações Unidas)
- Visión y alma comunitaria A.C
- Vital Voices
- Voces de Mujeres en acción AC
- Voces Vitales
- Wall Street
- Wikicáncer

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