

**Local conference Call**  
**Natura Int'l – (29055)**  
March 2<sup>nd</sup> 2007

begins at 11.42”

**Q & A SESSION**

**Operator:** Ladies and gentlemen, we will now begin the Question and Answer session. If you have a question, please press the star (\*) key, followed by the one (1) key on your touch-tone phone. If at any time you would like to remove yourself from the questioning queue, press star two.

**Operator:** Thank you. Our first question comes from Mrs. Daniela Bretthauer from Santander. Please go ahead.

**Ms. Bretthauer Bretthauer:** Hello everyone. Question on your international expansion strategy; Can you Alessandro or David provide more details, exactly how do you plan to enter the US and Russia market, would that be in the same format of France i.e. you know, a flagship store and then you know, you're going to the direct sales level or... what do you have in mind for those two countries? That's the first question.

**Mr. Carlucci:** Hi Daniela. The strategy in those two countries even if we are beginning the planning, it's to use a model based on direct selling. We are not planning to use a flagship store as a commercial model. So it's going to be more like the Mexican approach than the French approach. We believe that maybe in the other hand, we can use flagship store to build a brand but not as a commercial approach to US and Russia, so the model is going to be more related to the model that we used in Mexico than the model that we used in France.

**Ms. Bretthauer:** Still in that front, would that be specific region that you will roll out first in the US, for instance Miami, which has lots of Brazilians or would it be like nation wide?

**Mr. Carlucci:** Daniela we are still discussing in which region we believe that we should start. But we are going to start in a specific region, we are going to learn a little bit in this region and then roll out all over this region, but we haven't decided yet in which one we are going to start; we are studying right now.

**Ms. Bretthauer:** Same thing in Russia?

**Mr. Carlucci:** The same thing in Russia.

**Ms. Bretthauer:** And do you at this point have any idea of the Capex that you need to spend to build that business in those two countries?

**Mr. Carlucci:** It's very small because we don't need so much Capex to start an operation. Our operation starts very small, with almost no Capex involved.

**Ms. Bretthauer:** Ok thank you. And then, the second part of the question, you mentioned that SG&A, sorry, you mentioned that D&A was frozen, right? Going forward. Is that in absolute amount or is that as a percentage of sales?

**Mr. Uba:** That is an absolute amount taking as a reference the level of a G&A that we had in last quarter of 2006, that's is absolute amounts. Maybe adjust, not maybe, certainly adjusted by inflation but with the zero increasing in real terms.

**Ms. Bretthauer:** So, from fourth quarter levels, not for the full year of 06.

**Mr. Uba:** No, because as we mentioned, our administrative structure we consider it now adequate, properly designed for the next two years. We are speaking about the in of 2006. Not the average of 2006.

**Ms. Bretthauer:** Ok. Thank you very much for this clarification.

**Mr. Uba:** Thank you.

**Operator:** Our next question comes from Robert Ford of Merrill Lynch. Please go ahead.

**Mr. Robert Ford:** Hey, good Morning everybody. Alessandro and David, I have a question with respect to pricing but also I would like to clarify something that came up in the Portuguese language call edition that we had first; What I understood in the prior call is that you are budgeting or believe in general that you can have probably a down margin in 07 versus 06, based on the things is the fact that you can get control of that. Is that correct?

**Mr. Uba:** Hi Bob. Could you please repeat the last part of your question? We had some trouble to understand it precisely.

**Mr. Ford:** Of course, David. I was just saying that my understanding was that your belief is that you can maintain a flat Ebitda in 07.

**Mr. Uba:** Yes, that's correct. We believe our plans, according to our plans we believe that will have a minimum Ebitda margin of 23.7, the same we had in 2006. That is absolutely, you are absolutely right. That is what we are saying.

**Mr. Ford:** Ok. Now, I also heard Alessandro say that this is not the... it was more of a promotional issue in terms of the strategy that was appointed on the fourth quarter than it was a single competitor action, right? And, but in general, right, you are seeing a proliferation of smaller kind of knock off brand; you've been so successful with your "Bem Estar, Estar Bem" positioning and the aspirational of values that you've created around the brands that the you are showing just a little

bit more competition, and there has been a tremendous escalation in advertising by your biggest competitor, right, which is slightly to increase further this year – at least that is what they're saying - and they are actually saying that they are so happy with Brazil that they're modeling other geographies around the world, after Brazil and I was curious; if you have to fund more aggressive advertising or, you know, marketing. how do you do that? And how do you deploy your marketing expense a little bit more cost effectively? What were some of the mistakes you've learned from in 2007... or in 2006. And the other question I had was with respect the price for the last two years, there has been a pretty regular 6% price increase that occurs, you know, in the March April time frame, and I was curious just for what your view was with respect to pricing, please.

**Operator:** Excuse me sir, were you finishing to answer this question?

**Mr. Ford:** No, no we didn't. We are waiting for a response.

**Mr. Carlucci:** Hi Bob. It's Alessandro speaking. In the marketing approach we are going to do two things; without splitting a specific action because of strategic reasons, we are going to enhance the efficiency of our marketing actions and we are going to try to have a better balance between short-term and long-term marketing campaigns and actions, so, we are going to focus on those two things; be more efficient an a better balance between long-term and short-term marketing actions.

**Mr. Uba:** I would also like to add to that point on marketing expenses, Bob, that we still, we see some opportunities of having some productivity gain, I can give you an example. Our catalogue for instance, we can rationalize it a little bit, decrease printing and distribution expenses and therefore, saving resources for applying in other initiatives. So are this combined in our opinion will render a better marketing effect in the current year. On the price issue, your question on price adjustment, yes, we will have a price adjustment this year around the same, in the same amount we had, the same percentage we had last year, in 2006, and at the same time.

**Mr. Ford:** Great, thank you very, very much the both of you. I've appreciated.

**Operator:** Our next question come from Lora Serra of Morgan Stanley, please go ahead.

**Ms. Serra:** Hi, I had a couple of questions but let me ask them one at a time. I wanted to go back to the 4th quarter, because I just am not sure I fully understand what happened, I mean, you've decided to, or your product mix moved towards kits, which to me seems very promotional, and yet your sales growth decelerated and it's the combination of that that I am still struggling with understanding, I mean the sales declined in itself doesn't seem that odd to me. the market wasn't as strong, there was more competition, but at the same time you were promoting so, something changed in the fourth quarter; can you just help us understand what

changed? and I know you don't want to talk about guidance or sales but do you feel that factor is still, you know, affecting you as you go on to 2007?

**Mr. Carlucci:** Hi Lora, this is Alessandro speaking. What happened in the 4th quarter was that we tried this year... the last year to be more innovative in our Christmas strategy approach. And we offered almost the double of the promotional kits comparing with the previous year, and what happened is that they cannibalized our regular line more than we expected, more than we could expect. So, we didn't have the increase in sales we thought that we could have and at the same time because we showed our promotional items, we had an impact in our gross margin and that's what happened in a resumed view of the 4th quarter and we will...

**Ms. Serra:** But... I'm sorry.

**Mr. Carlucci:** No, no. And we are planning this year in a different way, of course.

**Ms. Serra:** Yeah, I mean, the 4th quarter was similar to the 1<sup>st</sup> Quarter in the sense that your sales per rep was flat, and in the first quarter you talked about how certain product launches didn't work, and you rectified that because the 2<sup>nd</sup> and 3<sup>rd</sup> quarter numbers were lot more solid. In the 4th quarter, I mean I guess this more promotion would normally mean higher sales growth. Was there something in terms of competitor offering or something more specific that caused it, I mean, normally more promotion would mean more sales.

**Mr. Carlucci:** We in fact didn't see any specific action from our competitors concentrated in this period so, it is not because of some competitive action that we didn't succeed in our promotion approach and, when we increased the promotional kits, as I said, they cannibalized the regular line, and we are talking about different categories because in most part of times the promotional kits are from the fragrance area and on the body care area and we didn't succeed so well in other categories that weren't in the promotional kits, so, one cannibalized other and not because we had a specific action from our competitor, we believe that mostly we caused this problem.

**Ms. Serra:** Ok, and just to move to the cost for a second; earlier in 2006 you were talking about 2007 as a year where you might see a couple of 100 basis point of margin impact from the international business expansion and now you are saying that you are very determinated to keep your operating margin flat in 07 versus 06, can I read that you mean that more of your international expansion costs were in the 4th quarter? That maybe I understood before the 4th quarter? Before going into the 4th quarter? Do you see my question?

**Mr. Uba:** Lora, can you explain again you rationing? Why are you concluding that the most of the efforts came in the 4th quarter? Could you explain that a little bit better for us?

**Ms. Serra:** Yeah, yeah, I mean, during the 4th quarter you were saying expect margin decreases in 07 as a result of international, and large margin decreases I think, a couple of 100 basis points. And the 4th quarter margin was a lot lower than we thought and now you are saying you are going to have a flat margin in 07 so, you know, I am trying to understand: does that mean that some of the spending for the international are a higher proportionally to what was put to the 4th quarter? Because you are now no longer expecting 07 to have a margin impact from international, and I am trying to understand why.

**Mr. Uba:** You are right. We put more effort on the 4th quarter international expansion, that is absolutely right, but it doesn't mean that during 2007 going to decrease that effort, actually we are going to increase it a little bit even when compared with the 4th quarter, excuse me. What is keeping the operating Ebitda margin flat in 2007, is a compensation that you get from a scale gain from keeping all our administrative expenses fixed in this current year as well as searching gains of productivity during the year. So, we will have more, in international expansion 2007, but at the same time have more gains in productivity and in leveraging in 2007.

**Ms. Serra:** Ok, we can do the self line, but if you just annualized your 4th quarter admin expenses, then you are talking about 25% increase in admin in 07, so, I am not interiorly sure where all the leveraging is going to come from, but I can do that off line. The other question I guess I wanted to ask was, you mentioned you're going to speed up the break even in places like Argentina, and you've been in that market for a long time, I am wondering, you know, why haven't you, maybe you are breaking even in Argentina, but why hasn't it taken longer to past to get to break even and what can you do to accelerated that as you tried to move this operations into breakeven into 07-08?

**Mr. Uba:** Let me make some comments on your comment on the leverage. You are right if you compare 2007 with 2006 there is no leverage gain, since the administrative expenses are increasing around 20% in real terms. What we are saying here that we will keep those expenses fixed for at least for the next 2 years when you have some leverage gains from doing that, and also during 2007, we expect to keep on growing our sales in 2007 and therefore along the year as these expenses are kept fixed we will have some leverage effects with more impact by the end of the year. We are comparing, let's say for instance, the 4th quarter 2007 we will have a strong leverage effect as compared to the same period of 2006. Now Alessandro is going to comment on the international strategy.

**Mr. Carlucci:** Lora, we decided to speed up the breakeven point in those 3 operations because now they are reaching a size big enough to maintain growth but start to look for the breakeven. In the previous years we didn't decide to do this because we were looking for reach a better position in those markets. We don't want to have small and profitable operations in the international markets; we like to be a relevant player, so in the case of Argentina, Chile, Peru; we believe they are reaching a size that allows us to try to reach the breakeven. It doesn't mean that

they are not growing anymore, they are keep growing but we are going to make more efforts to reach the breakeven to prove that we have a profitable model, that could be rolled out for the other markets.

**Ms. Serra:** Thanks very much.

**Mr. Carlucci:** You're welcome.

**Operator:** Ladies and gentlemen, as a reminder, if you would like to pose a question, please press the star (\*)1.

Our next question comes from Jose Jordan of UBS. Please go ahead.

**Mr. Jose Jordan:** Hi, Good Morning everyone. Just to follow up on what are the clarifications you've made in the other call; You've mentioned that the 380 point decline in the gross margin for the quarter that 280 came from the issues of the fourth marketing campaign and all that, but 100 came from an actual increase in costs and that 60 were recurring expenses due to restructuring production to accommodate the higher growth outside of Brazil. and the 40 were non-recurring and I guess my 2 questions are; Can you give us a little more details about what the restructuring of production capacity was, what that entails and what's leading to the increase to that 60 basis point recurring increase? And then what were the non-recurring costs in the quarter that we can expect to go away? And I guess a follow-u to that what is your outlook for packaging and raw material costs for 2007 versus the end of 06 independent of all this other stuff, how do you see your main inputs going up or down?

**Mr. Uba:** Ok, just let me correct a little bit the numbers you've just mentioned. We said that 200 basic points were due to price discounts and 80 basic points on changes in the category mix, and then, 100 basic points due to increase in costs. These 60 basis points are more related to the overhead in administrative structure for the manufacturing, in order to face a more complex manufacturing process. We are investing more on manufacturing planning, on sourcing and purchase and therefore, these are the areas in manufacturing where most of the expense increases are concentrated. We do not expect any increase in raw material for this year, at least above our domestic inflation; we expect it to be in line with domestic inflation, so we are not expecting any disruption on the raw material costs for 2007.

**Mr. Jordan:** And the other 40 that were part of that 100 basis points increase in cost?

**Mr. Uba:** Those 40 came mainly from some accounting adjustments of events that actually took place in previous periods; they were not associated to the 4<sup>th</sup> quarter and we do not expect them to occur again. I can give you an example of some losses in raw material in products, in one of our international operations that we didn't have the proper provisions and we concentrated those provisions in the 4<sup>th</sup> quarter, and that were referent – they were covering a period of one and a half years, approximately. Ok?

**Mr. Jordan:** Ok, that's perfectly... that's great, thanks a lot.

**Mr. Uba:** Ok, thank you.

**Operator:** Our next question comes from Marco Spinar of Oppenheimer firm. Please go ahead.

**Mr. Marco Spinar:** Hi, good morning guys. I just wanted to ask about you're thinking – getting back to the original question on the expansion plans for US and Russia and, kind of the reliance on the direct sales model; to help me out in terms of how you think about which countries to go into as you approach not just the US and Russia, but also Venezuela and Colombia, and what it is about those markets that make a direct sales channel, makes sense to you. I guess my own expectation is that the direct sales channel in the US will be tougher than the other routes – **XXX (34.59)** access to why it is that you believe so...completely that that is the right way to go in markets outside of Brazil where you already have that imbedded strat.

**Mr. Carlucci:** Hi Marco, it's Alessandro speaking. You are right about the fact that the relevance of direct selling in the US is different from Latin America, even though direct selling represents around 10% or a little bit more of the CFT market in US; different, for example, from France, where the direct selling represents 2%. So US is in between markets where direct selling is not competitive and Latin America, where it is very competitive. On the other hand the US is the largest direct selling market in the world and we believe that we have a strong value proposal that is going to be more accepted in US because now we believe that the society is more worried about the climate changes and companies that are, for example, not only to sell products but to decrease the impact in the environment in their activities. So we believe that US is a good market, not the best for direct selling, but not the worst and it is a very important one where our value proposal could be well accepted – that's why we selected this market to start a new operation.

**Mr. Spinar:** And what about some of the other markets: Venezuela and Colombia, and Russia?

**Mr. Carlucci:** Ok, sorry; in those 3 markets the direct selling is very important. If I'm not wrong, in Venezuela direct selling represents 25% of the total CFT; in Colombia, more than 30; in Russia, 20 and growing fast – as you know, the market in Russia is growing very fast. So in those three markets we are confident that our channel is going to fit the needs of the customers in those markets.

**Mr. Spinar:** Ok, thank you.

**Mr. Carlucci:** Thank you.

**Operator:** Mr. Ford? Our next question is from Mr. Ford from Merrill Lynch. Please go ahead, sir.

**Mr. Robert Ford:** I just had a short follow up that I want to clear one thing David, and that is: in your accounting for individual items sold, does the kit count as a single item or do you include the number of items within the kit?

**Mr. Uba:** The kit had more than one item, expect for a couple of them, and I don't know why you're asking that question, probably you are trying to figure out how they cannibalized the other categories – is that your question?

**Mr. Ford:** David, as I recall it was a mid single digit number in terms of actual unit growth in the quarter and if you're selling more kits and the kit itself counts as a single item versus the number of items inside, right, so if the kit has 10 items but you count it for that particular matter, because a single item makes more sense to me, but if you don't than may be that's another issue that will go until later. Do you understand what I'm saying?

**Mr. Uba:** Yes.

**Mr. Ford:** As I recall it was a little over 5% in terms of the unit growth rate for the quarter that you reported in the press release, which could be an error, I don't no, but it would make more sense if the kits counted as a single item and I was just trying to clarify that or confirm that.

**Mr. Uba:** Ok, Bob, probably you're right; you're counting just as one, but I would like to make sure if that's the case and give you a more precise information today, later on, ok?

**Mr. Ford:** Thank you very much, David.

**Mr. Uba:** Thank you.

**Operator:** Our next question comes from Celso Sanchez, of Citigroup. Please go head.

**Mr. Celso Sanchez:** Hi, good morning. First question is actually pretty simple; you made a comment earlier about decreasing printing and distribution expenses for the catalogue as a potential savings opportunity; could you clarify when you talk what distribution expenses and lowering that; is there going to be any impact on this channel, i.e. any impact on the consultants having to have them pay more for the catalogue or is there going to be some...rationalize your cost structure before.... **XXX (40.00)**

**Mr. Uba:** Opportunities here for savings are not associated, are not related, for instance, to a decrease on number of catalogues, but more effectively on transporting and securing them, so part of them, for instance, we'll send together

with the regular products we send to our consultants – just to give an example, and then save a lot of distribution cost. We also intend to rationalize the size and the presentation of products in those catalogues and therefore, decreasing the number of pages without affecting the communication, even improving the communication with our consultants through that process. So we believe that we'll be able, after three years working with the catalogue and after big changes we made in 2006, we followed what happened and from this knowledge we got from our experiments, we believe now we can save a lot of money and also improve the communication power of our catalogue. So we'll probably get both; savings and a more effective marketing, through the catalogues.

**Mr. Sanchez:** And you expect to see this process begin sort of in the second half of the year? First half of the year has already begun.

**Mr. Uba:** In the first half of the year, but not right now, as we have a certain number of catalogues already designed and planned – probably it will start in two months from now, two to three months from now.

**Mr. Sanchez:** Great, thank you. And a second question to follow up to some earlier questions about the 4<sup>th</sup> quarter, as well as the first quarter last year: my understanding was one of the issues in the first quarter last year with respect to the productivity was a seasonality that perhaps wasn't as effectively accounted for, internally, as could have been, from pre Christmas and post Christmas sales; is that something that we can, that you feel that you've been able to fix for this year or perhaps I misunderstood, but if that was the issue, is something you feel you're on the right path now and I guess, as part of that question, you know, we've seen two of the last fourth quarters where, there were a couple of things that haven't quite worked as you would have hoped – is there a... is there a lack of personnel, do you think, as you grow internationally, do you think there is a... imagine over stretched or do you think really it's just a question of changes considerable preferences that would make perhaps a little bit faster or that you had previously anticipated?

**Mr. Uba:** Would you mind to repeat the question, we didn't hear so well?

**Mr. Sanchez:** Yes, sorry, I'll break it down. The first question is more straight forward, basically, I thought the first quarter of 06 might have been related to a seasonality issue, post the holidays sells of the fourth quarter of 05; I wonder if that similar pattern, if you're concerned that that will be repeated this year or if you think that seasonality issue is being addressed through your own internal action, through ... from an incentive standpoint for the channel, that's the first part of the question.

**Mr. Uba:** Ok, the problems that we faced on the first quarter of last year were not related with something seasonal about the Christmas time in the previous year; we expected to have better launches and better promotional campaigns and this is an isolated effect. So it's not related with the Christmas period and I don't believe that we should see the same effect this year.

**Mr. Sanchez:** Ok, great, thank you. And then to follow, the other part of the question is; taking last years' first quarter against this past fourth quarter, is there any reason to believe that this has anything to do with your international expansion in terms of how demanding it is on billing the brand internationally perhaps pulling the focus away from the Brazilian market?

**Mr. Uba:** No, I don't think so, Celso. We are still focusing a lot in the Brazilian market because it is a place that we are going to generate cash and the possibility to expand. What happened that is real is that we failed in our promotional approach and unfortunately we didn't reach the results that we were expecting, so they are different issues.

**Mr. Sanchez:** Ok, thank you.

**Mr. Uba:** Thank you.

**Operator:** Our next question is from Andrea Teixeira of JP Morgan. Please go ahead.

**Ms. Andrea Teixeira:** Hi Alessandro, Hi David. Just wanted to follow up with the question that I had in the Portuguese version regarding Mexico; in general you're seeing... I know that it is a longer breakeven point, but let's say, from the Avon results in the 4<sup>th</sup> quarter, they were saying that they were more, you know, they had difficulties in Mexico. Is that opportunistic for you, or it is more of a structural problem in Mexico that direct sales are more, you know, developed there and you don't have such a percentage of growth in Mexico ahead of you, so how are you going to be positioned, is there anything that you can add in terms of the competitive environment there? I'd appreciate, thank you.

**Mr. Carlucci:** Hi Andrea. Let me see what I can share with you about the Mexican competitive environment; we are beginning in Mexico, so we are not so... specialists in the market, but we believe that Mexico is a very good market for direct selling and not because it represents around 25% of the CFT market, but because our value proposal is well accepted in Mexico since we started last year, and we are not reaching problems in recruiting and motivate and activate our consultants. So the environment is good; we are very small in Mexico, so it's difficult to compare what has happened to Natura with other huge competitors in Mexico, so I think that we are talking about different things. We are happy with our first results, even though as I said, we are really small, and I don't think that what we are seeing with other big competitors is related with our operation in Mexico.

**Ms. Teixeira:** Ok, so in general your business plan is more something internal that they had; your business plan pretty much hasn't changed from last year's entrance and there is nothing you'd revise there in terms of the growth in the industry.

**Mr. Carlucci:** No, no, we didn't change our business plan; we are reaching the growth and the results that we planned, so we are maintaining our business plan, confident that the first steps of this business plan, we are succeeding well, so...

**Ms. Teixeira:** Perfect, thank you.

**Mr. Carlucci:** Thank you.

**Operator:** Ladies and gentlemen as a reminder, if you would like to pose a question, please press star 1.

Our next question comes from Meuthu Sankar of Northwestern Mutual. Please go ahead.

**Mr. Meuthu Sankar:** Hello, my question is on competition productivity; you mentioned your 4<sup>th</sup> quarter results were not impacted by competition, mostly because of your strategic mistake, but I would like to focus on competition; Avon has done well and they are increasing advertisement in Brazil, and I also hear maker of Nivea, they are also testing direct sales model in Brazil, and few other branded companies are doing the same. Definitely competition is increasing in Brazil and sure will have either direct or indirect impact on Natura, I don't know if you have a... you mentioned that your 4<sup>th</sup> quarter was not impacted by competition but I think it probably was impacted directly or indirectly. But my focus would be going forward; what you see regarding competition in Brazil and how you are going to deal with the increase in competition, and second, you mentioned market efficiency – I am not really clear on how cost reduction in catalogues are doing something and catalogue is going to increase sales for you. Could you give specifics on what you're going to do in terms of marketing that will help either increase in volume or increase in sales productivity; if you can give a clarification beyond competition and also how you are going to improve productivity that would be great.

**Mr. Carlucci:** Hi Meuthu, it's Alessandro speaking. I will try to help with some information. First of all when we said about the 4<sup>th</sup> quarter, we didn't see a specific action concentrated in this period, even though we had seen that the competitive environment in Brazil is getting tougher and the competition is investing more, so we agree; we are facing competitors moving. But we didn't see something specific in the 4<sup>th</sup> quarter, that's why we really believe that it was mostly our fault, the results of the campaign and especially because this year, the last year, we tried to do something different than the previous years. Talking about the future, as I mentioned before we have very strong indicators about the relevance of our brand and the relationship with our consultants. We are the preferred brand in Brazil with an important distance from the second brand and the relationship with our consultants is very strong. So what we are going to do; we are going to so we are not going to change the main strategy of the brand building. In the marketing actions, we are trying to be more efficient and the catalogue was only one example. We have some other actions where we can spend less and do more, so we could gain productivity in some marketing actions, and, in the other hand, we

are going to balance the marketing actions focused on the short term and the long term. Those are the two main issues for the future, and that's how we believe that we are going to compete with other brands; we really believe that we could offer a different value proposition in our market, and we are going to work on it. Of course I am not mentioning that we are going to maintain the levels of launchings, the innovative products and new concepts planned for this year. But this is our regular marketing approach.

**Mr. Sankar:** Ok, so you are going to follow your strategy and go back to basics and focus on your course and see what happens, right?

**Mr. Carlucci:** Totally right.

**Mr. Sankar:** Ok, thank you.

**Mr. Uba:** Before we end I would like to clarify the question made by Robert Ford – I don't know if you're connected - but we count just one item per Christmas set. So, Bob, your assumption is absolutely right – it's one item per set.

**Operator:** Excuse me, this concludes today's question and answer session. I would like to invite Mr. Carlucci to proceed with his closing statements. Please sir, go ahead.

**Mr. Carlucci:** We would like to thank you all and would like to say again, that we are really confident about our strategy, which has not changed and we are really enthusiastic about our future and we are going to implement the strategy – the same strategy – with discipline and motivation, because we really believe that Natura has a lot of room to grow. Thank you and see you at the next call.

**Operator:** That does conclude the Natura audio conference for today. Thank you very much for your participation, have a good day.

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