



# 2007 First Quarter Earnings Results

April 27, 2007

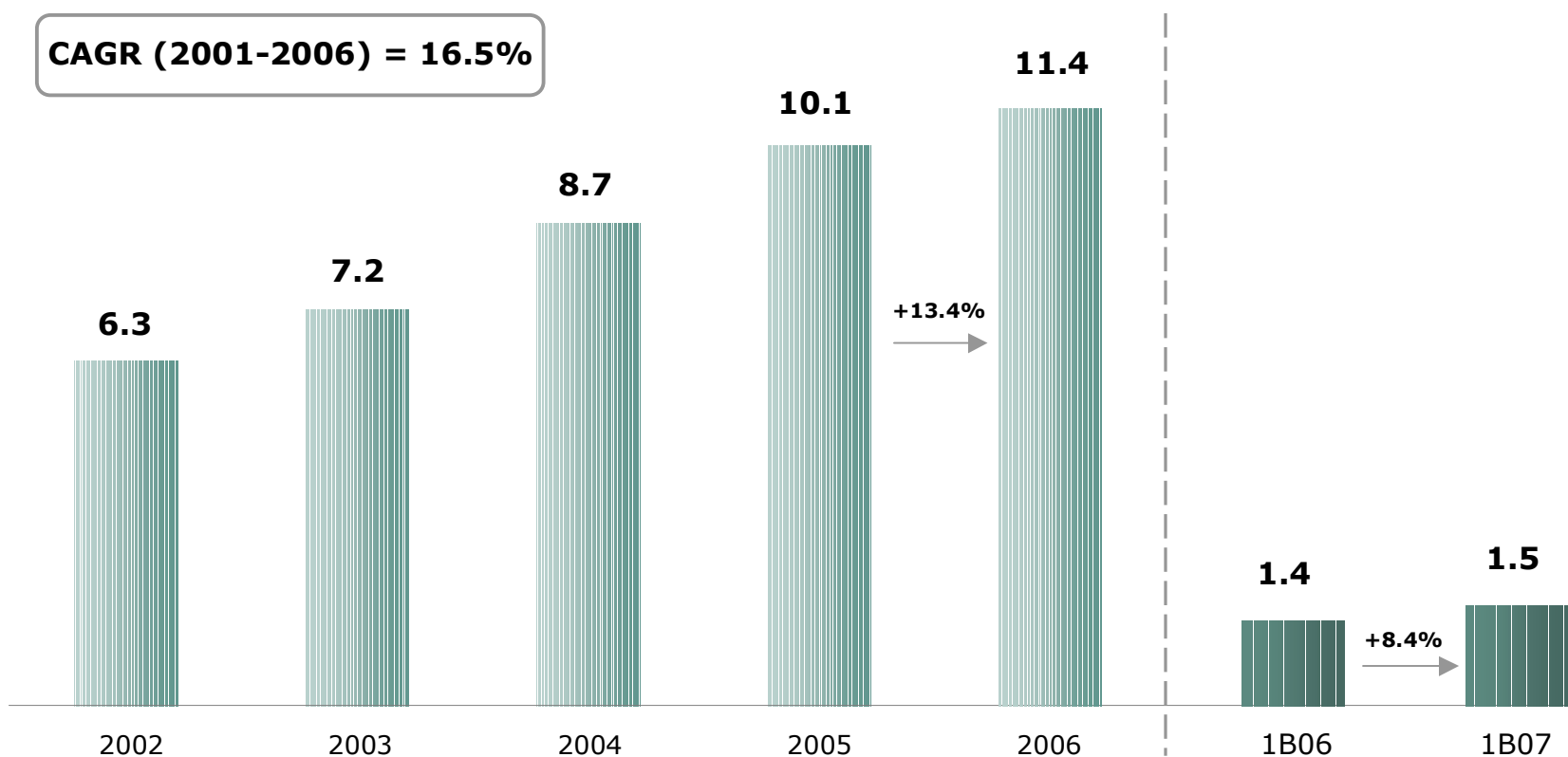




## CF&T core market – Brazil



### > Core Market<sup>1</sup> – Net Revenues (R\$ billion, nominal)



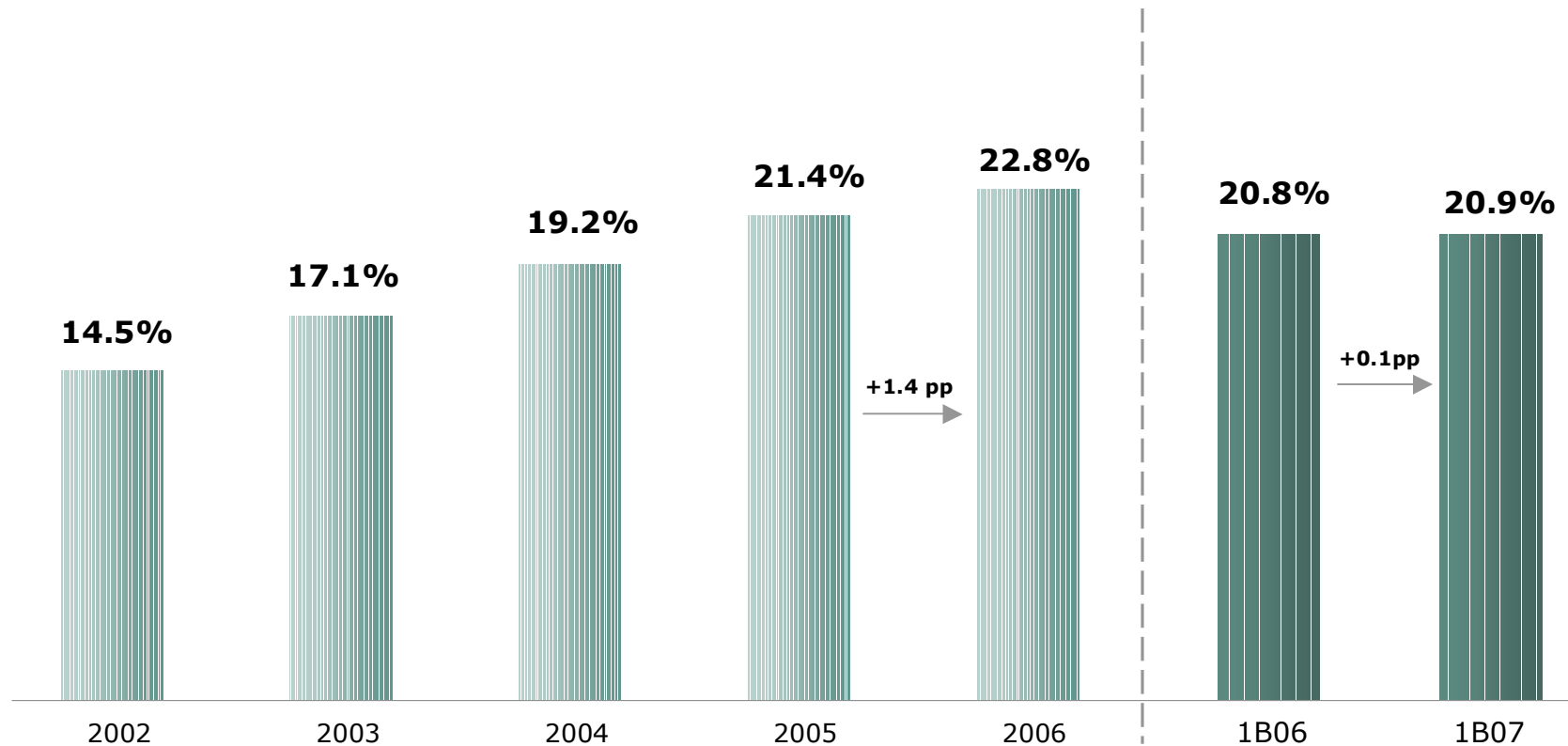
(1) Core market: Skin care, sunscreen, makeup, perfumes, fragrances, hair care, shaving products and deodorant - excludes diapers, nail polishes,<sup>2</sup> sanitary pads, hair dyes and oral hygiene. **Source: Sipatesp/ ABHIPEC.**



## market share – Brazil



### > Natura`s Market Share in the Core Market<sup>1</sup> (%)



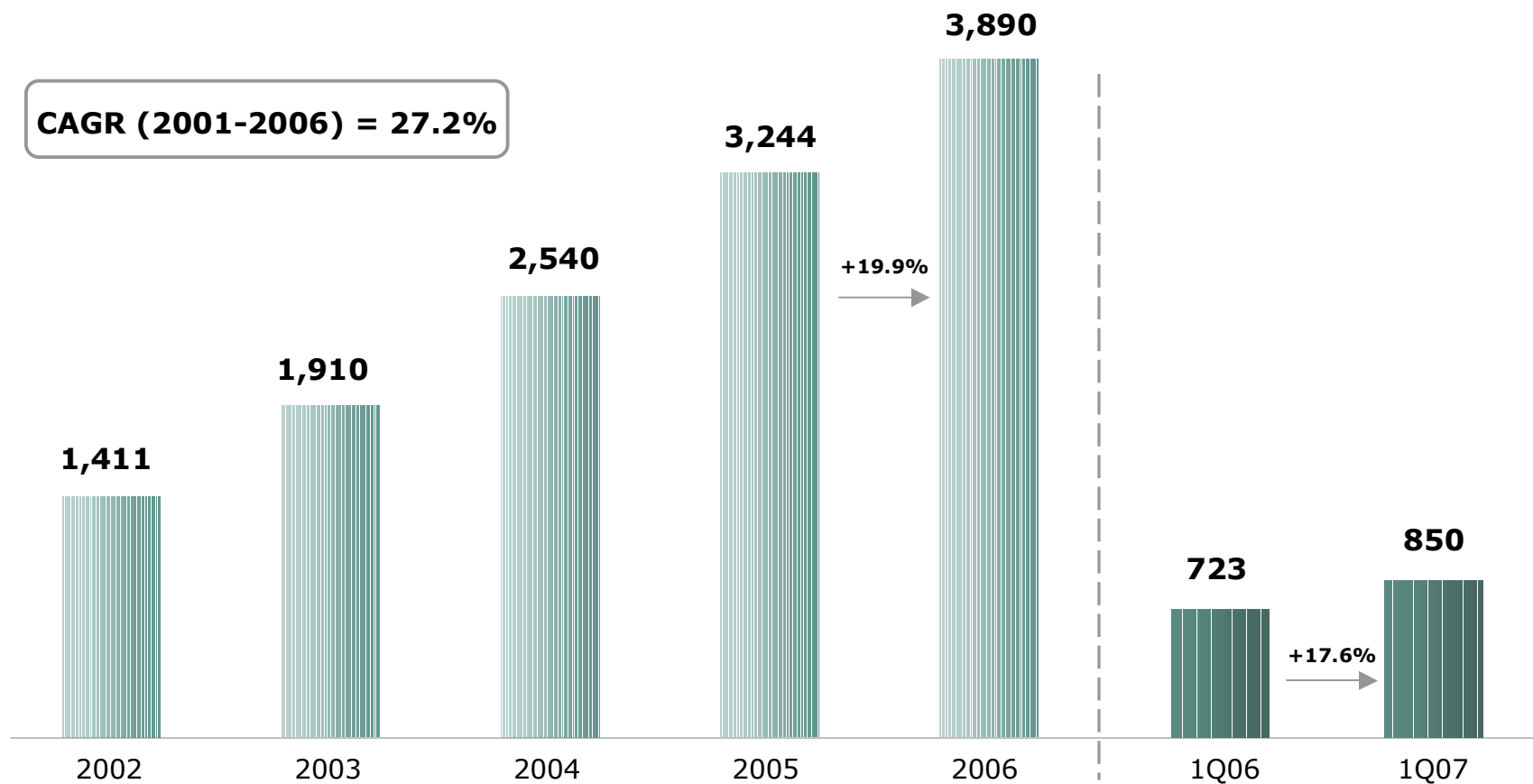
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# consolidated gross revenues



## > Consolidated Gross Revenues (R\$ million)

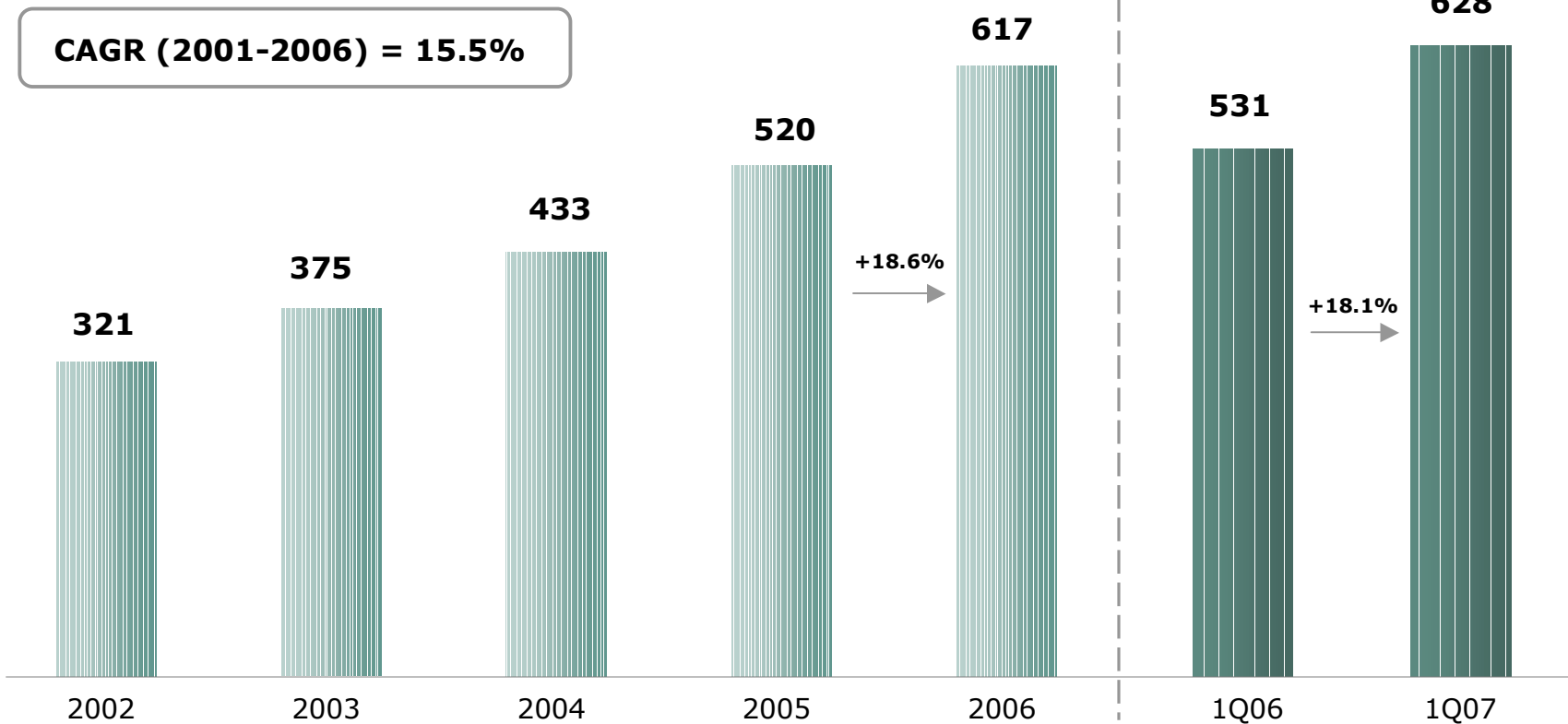




# consolidated number of consultants



## > Total Number of Consultants<sup>1</sup> (thousands)



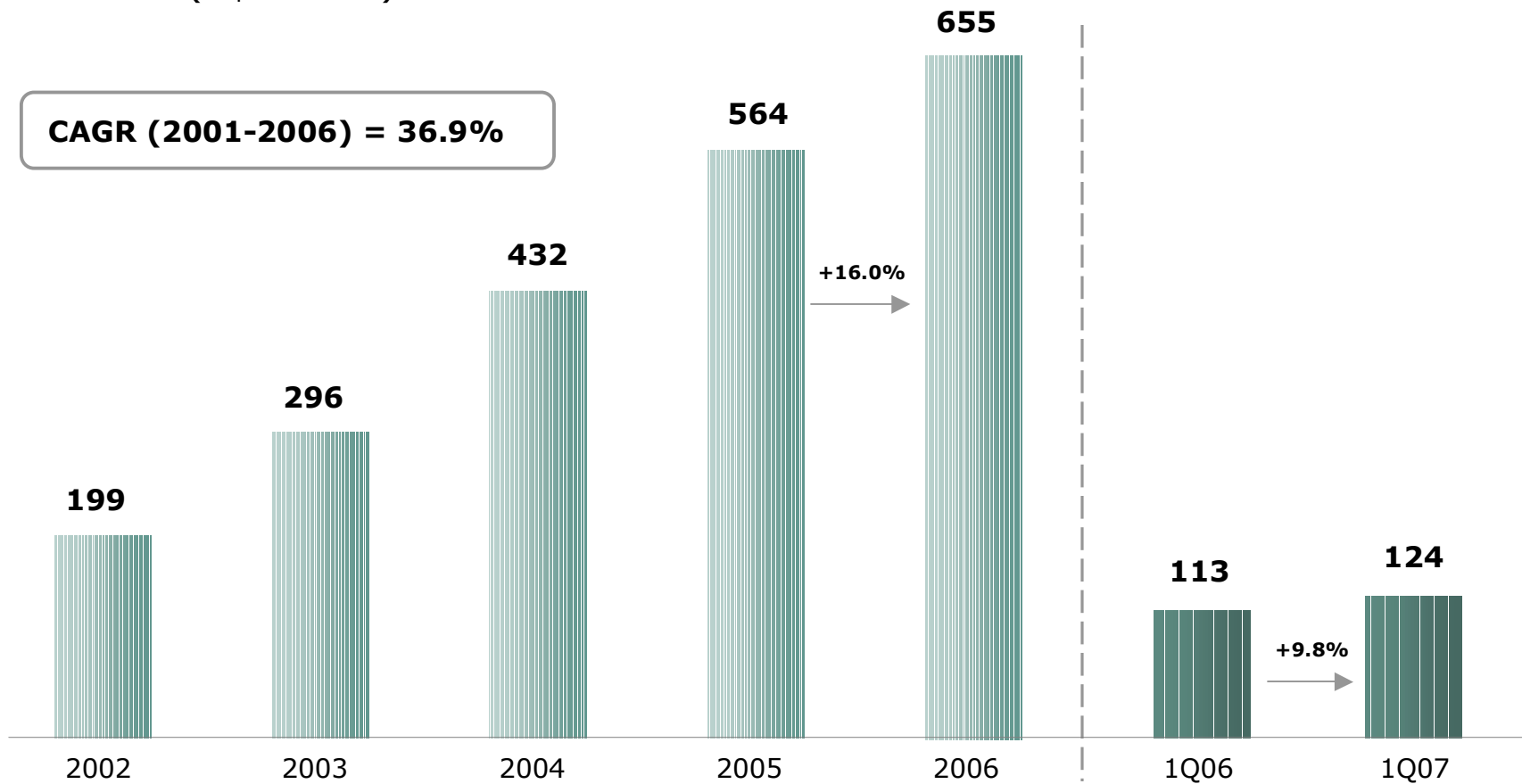
(1) Consultants in Argentina, Brazil, Chile, Peru, Mexico and Venezuela.



# consolidated EBITDA



## > EBITDA (R\$ million)

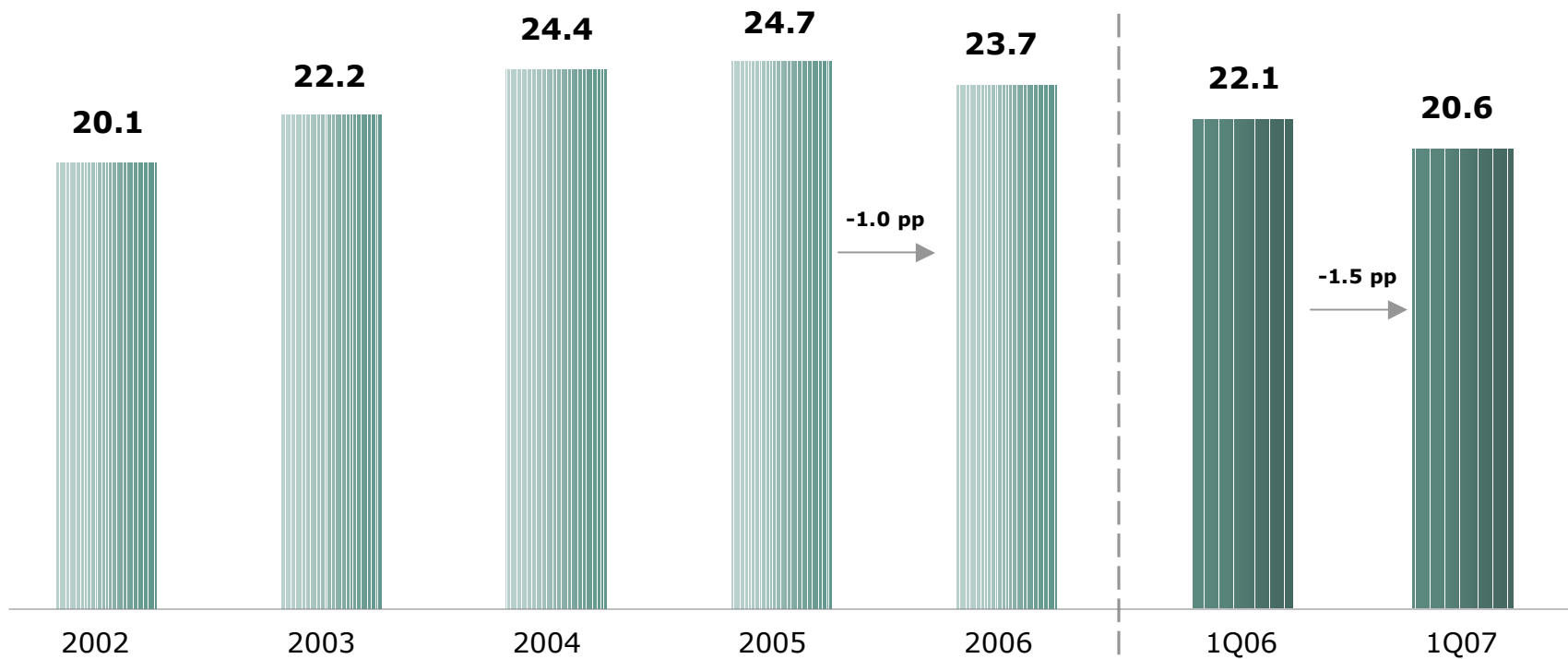




# consolidated EBITDA margin



## > EBITDA Margin (%)

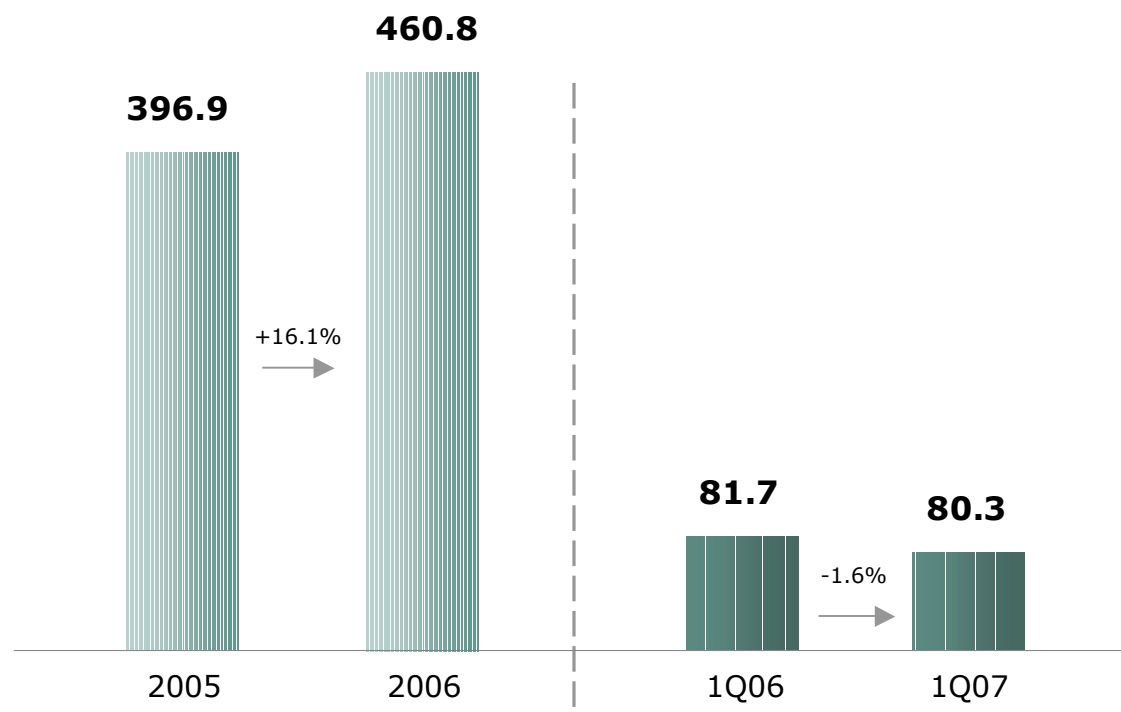




## consolidated net income



### > Net Income – R\$ million



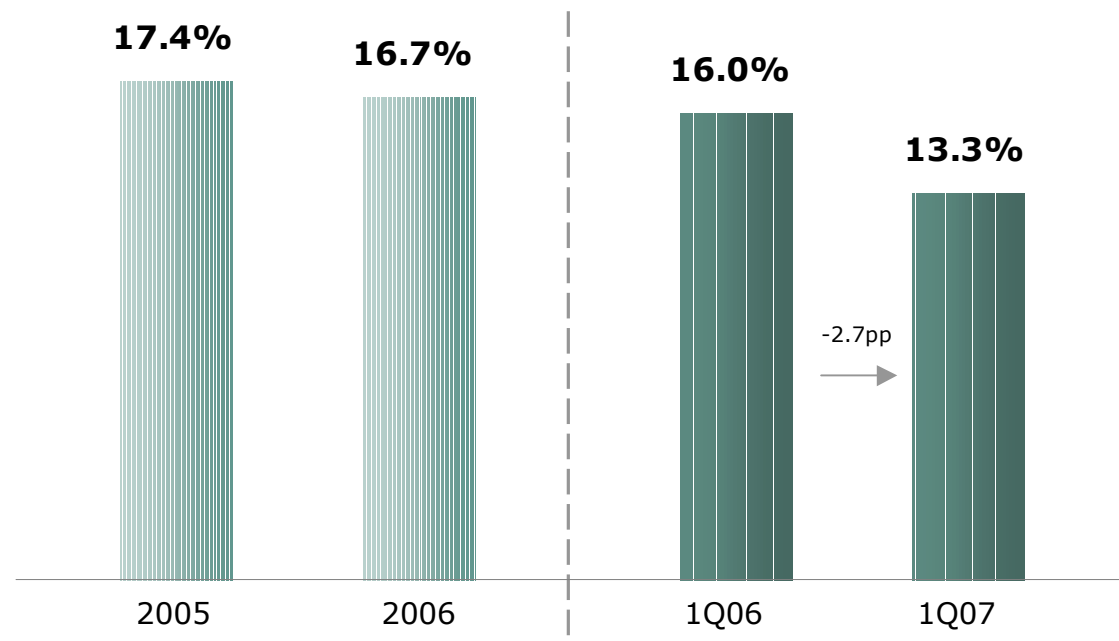




# consolidated net income



## > Net Income Margin – %





## international expansion



### > Financial Highlights – Argentina, Chile and Peru (US\$ million)

	1Q07	1Q06	Change%
Total Consultants <sup>1</sup>	54.6	37.7	45.0%
Units sold – items for resale (in millions)	2.7	2.1	31.9%
Gross Revenues	15.4	9.7	58.5%
Net Revenues	11.9	7.5	58.4%
Ebitda	-1.3	-1.5	-13.1%
<i>Ebitda Margin</i>	<i>-11.1%</i>	<i>-20.3%</i>	

(1) Position at the end of the 4<sup>th</sup> sales cycle period.



## international expansion



### > Financial Highlights – Mexico, Venezuela and France (US\$ million)

	1Q07	1Q06	Change%
Total Consultants <sup>1</sup>	6.2	2.0	215.0%
Units sold – items for resale (in millions)	0.3	0.1	253.2%
Gross Revenues	2.0	0.7	167.1%
Net Revenues	1.7	0.6	169.0%
Ebitda	-4.5	-2.8	60.4%

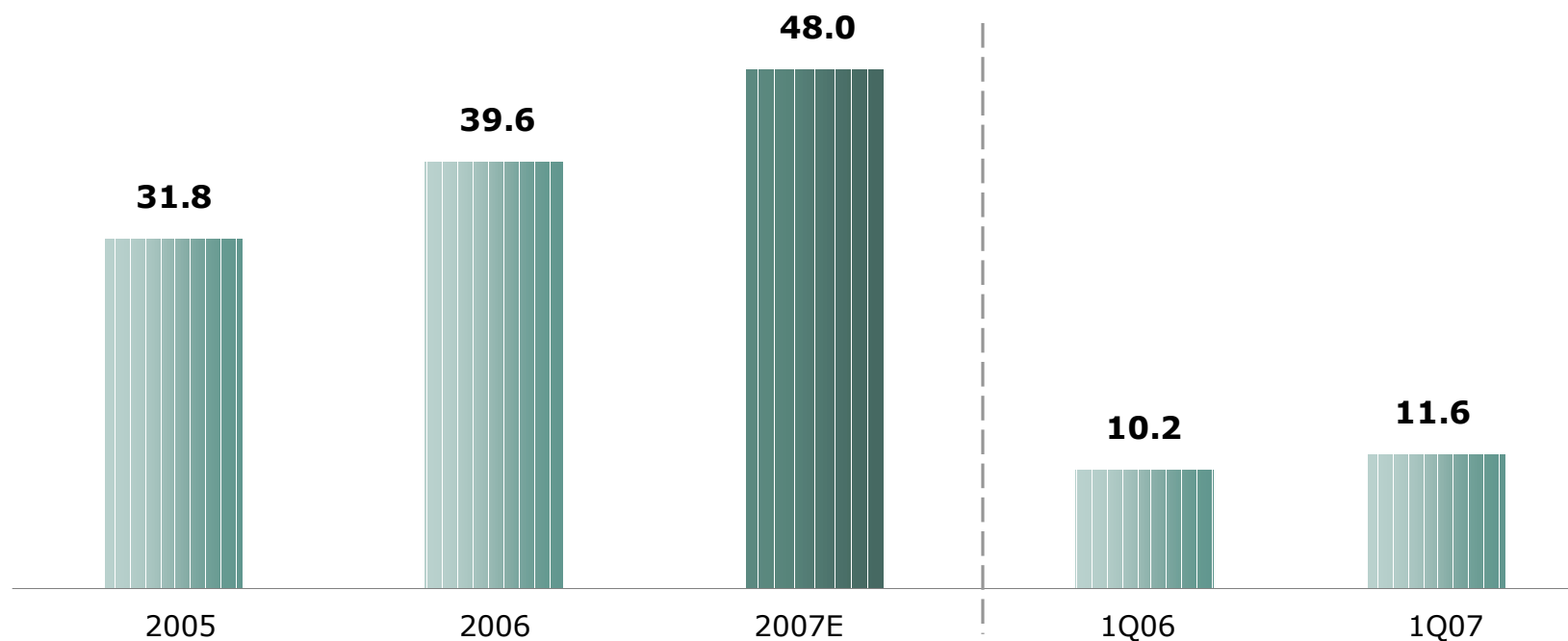
(1) Position at the end of the 4<sup>th</sup> sales cycle period.



## international expansion



### > Total Net Expenses<sup>1</sup> (R\$ million)



(1) Considers operating loss from operations under consolidation (Argentina, Chile and Peru) added to operations under implementation (Mexico, Venezuela and France); and exchange rate impact on controlled companies balance sheet translations, excluding reported gains in trading from Brazil to these companies.

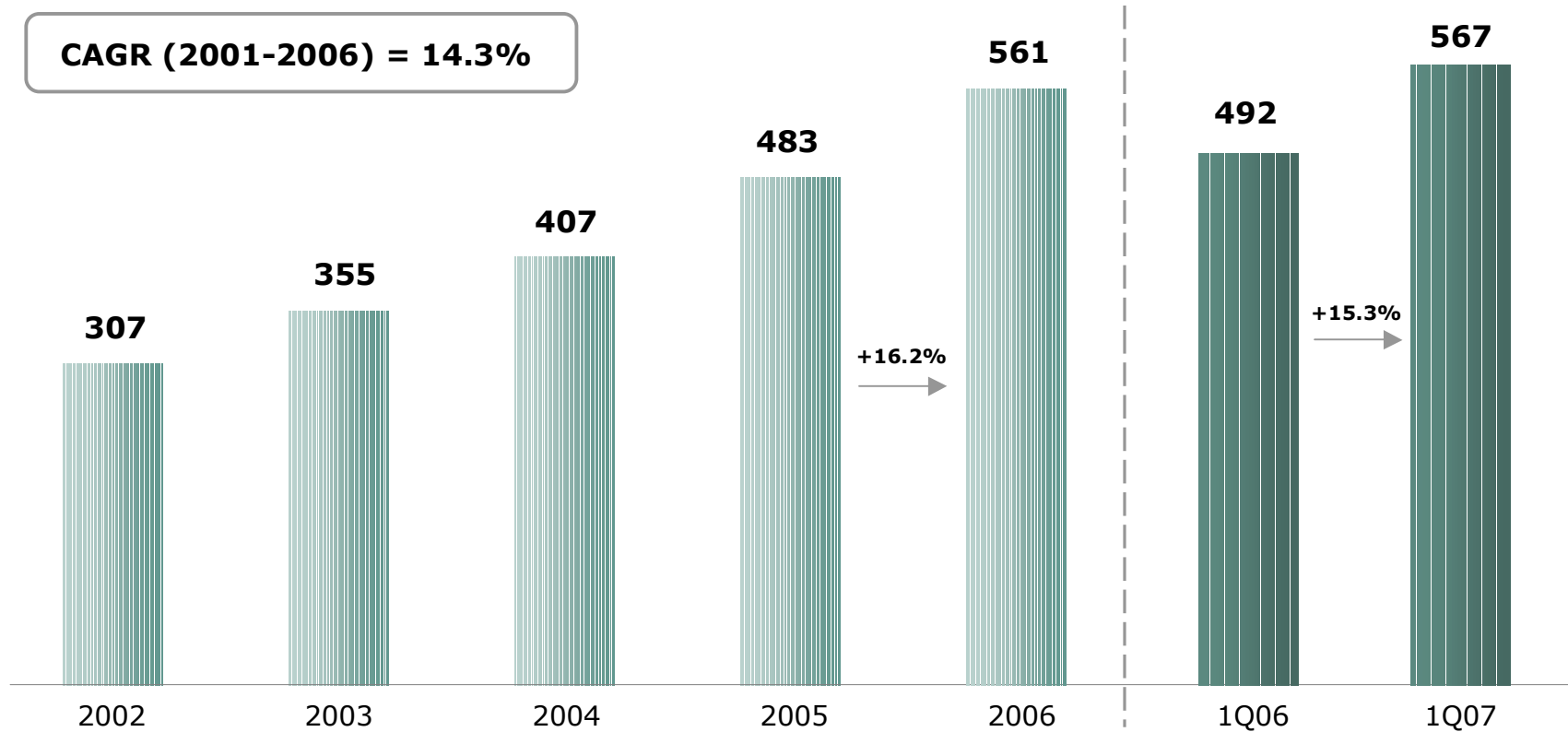
# attachments



## sales channel – Brazil



### > Consultants in Brazil<sup>1</sup> (thousands)



(1) Position at the end of the 4<sup>th</sup> sales cycle period.

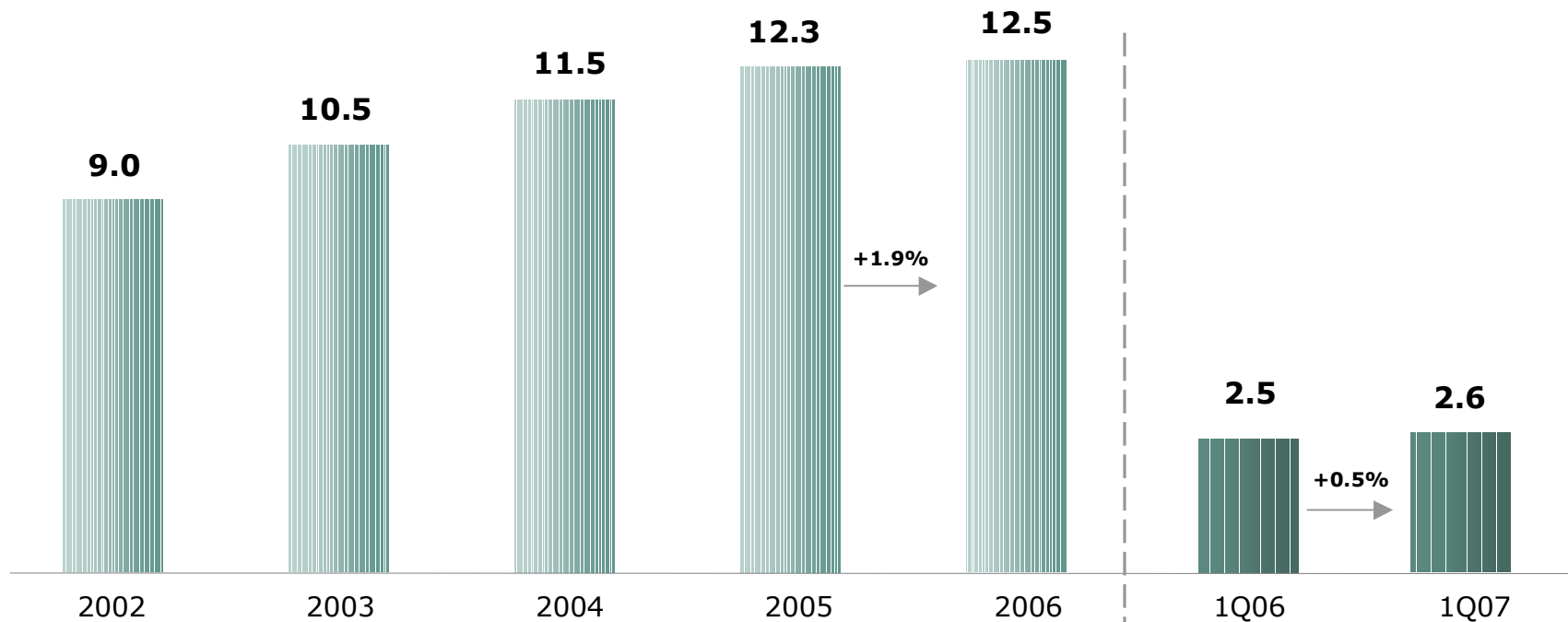


## sales channel – Brazil



### > Productivity in Brazil (R\$ thousand per average active consultant)

CAGR (2001-2006) = 8.0%

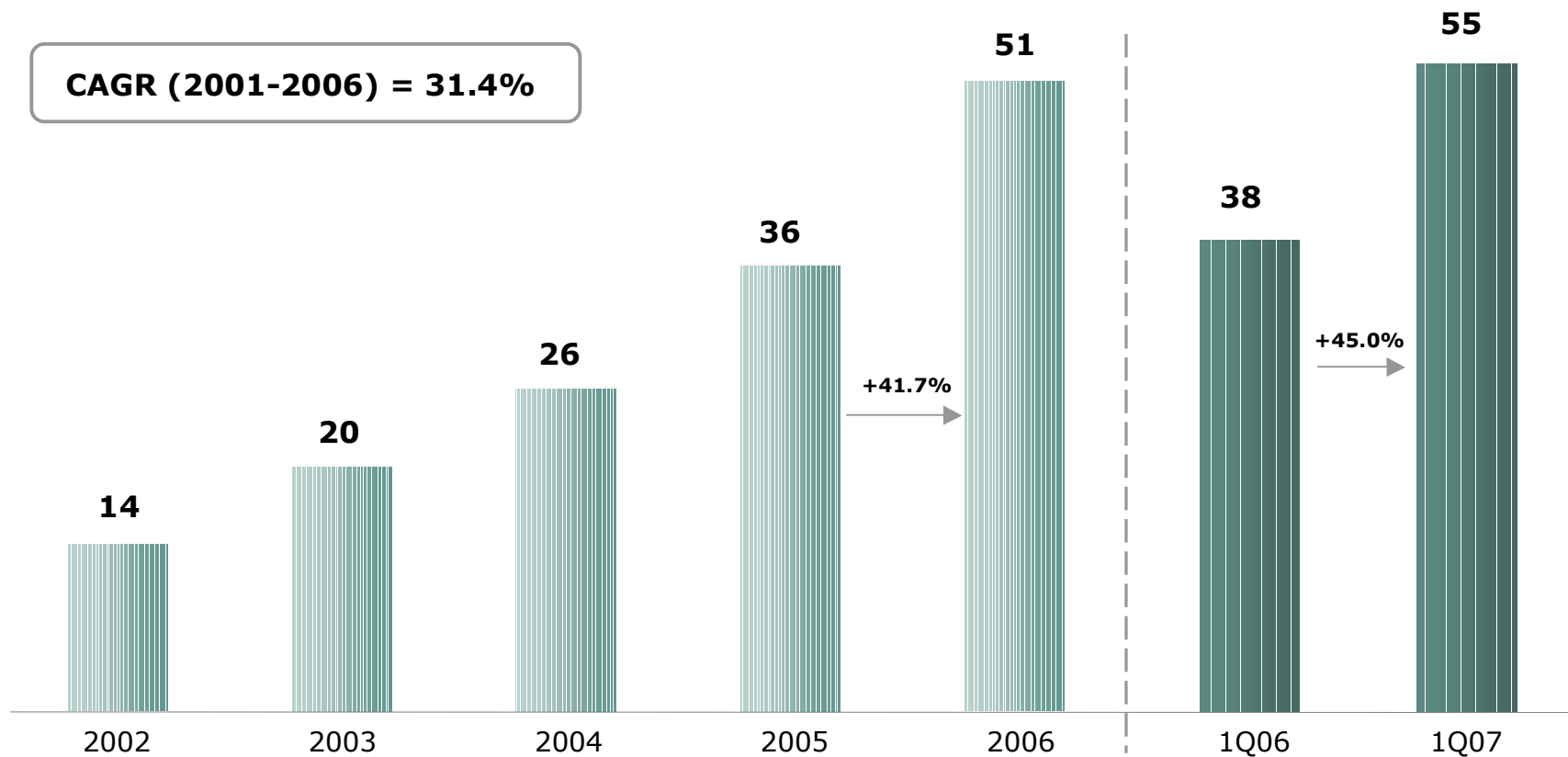




## sales channel – operations under consolidation



### > Consultants in Argentina, Chile and Peru<sup>1</sup> (thousands)



(1) Position at the end of the 4<sup>th</sup> sales cycle period.

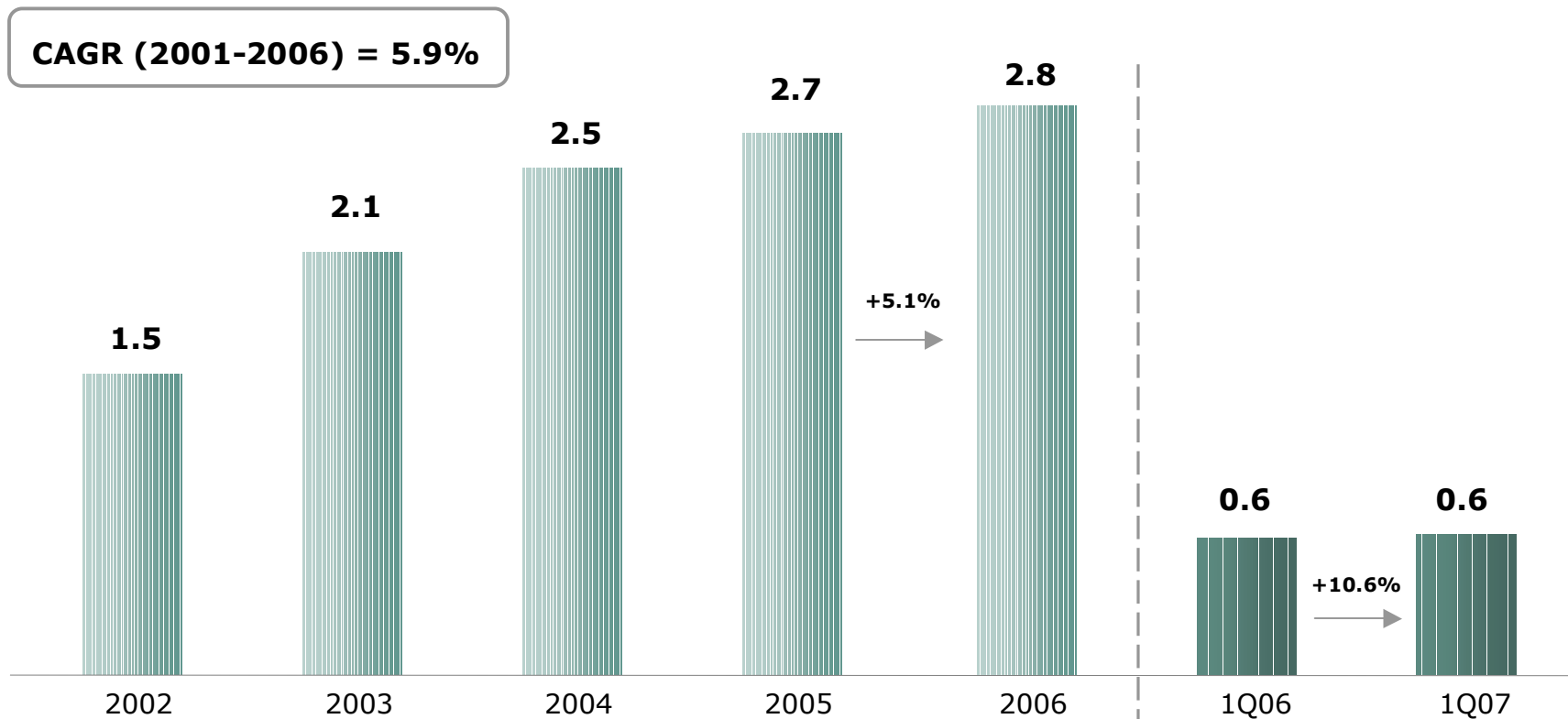




## sales channel – operations under consolidation



### > **Productivity in Argentina, Chile e Peru** (US\$ thousand per average active consultant)



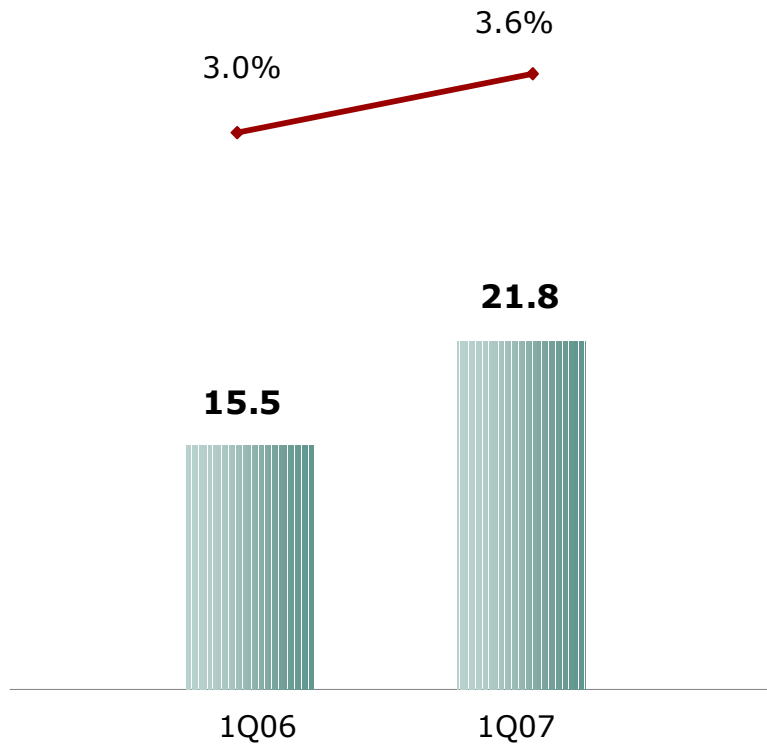


# innovation

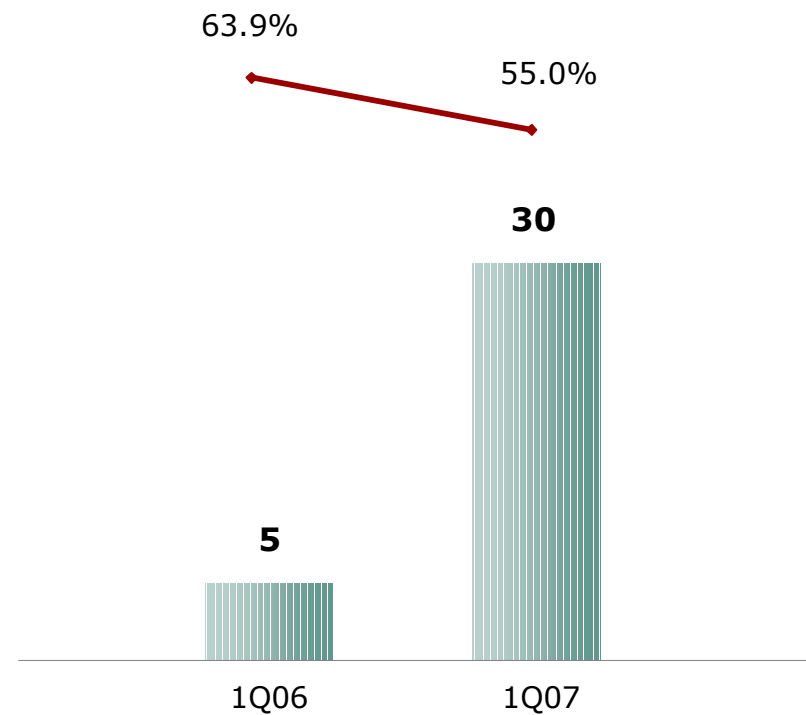


## > Investments in Innovation

R\$ million



## > Number of New Products and Total Innovation Index – innovation + improvements



— % of net revenues    Investments in innovation

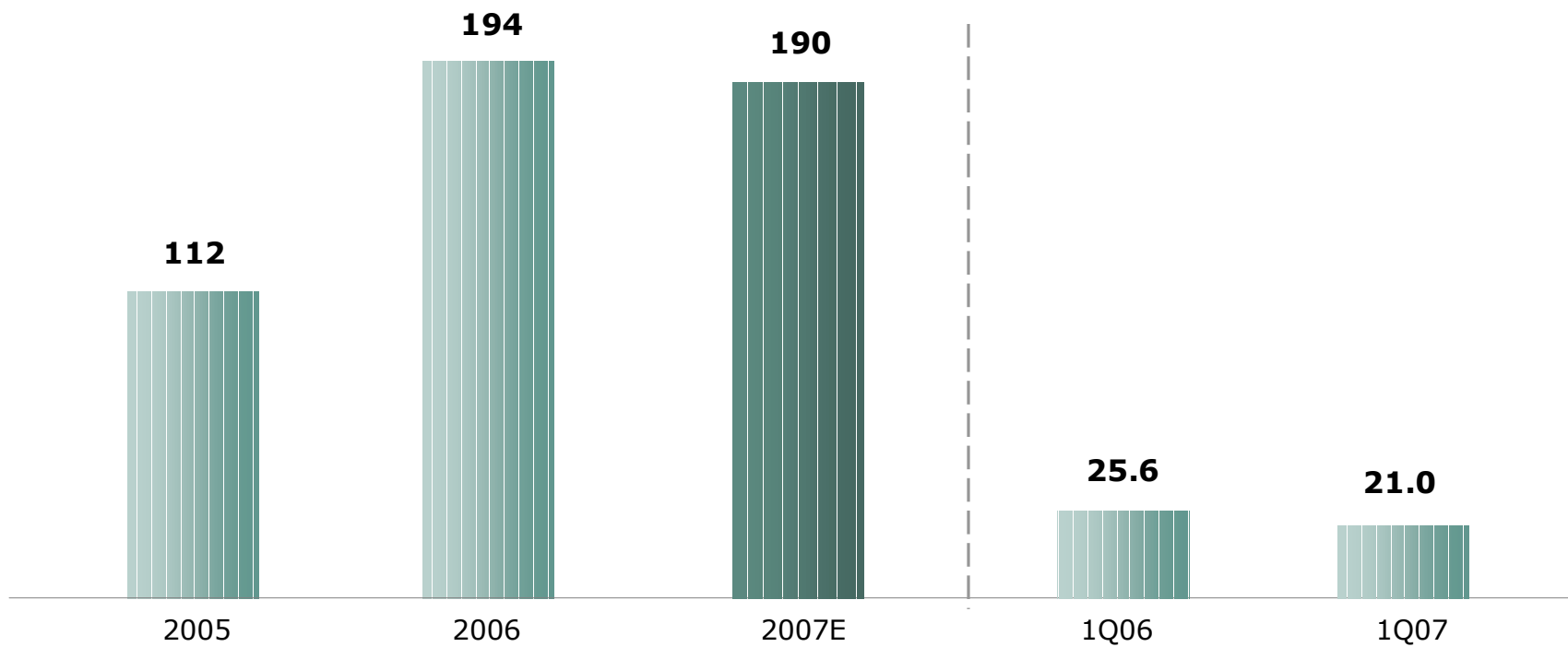
— Total innovation index    Number of new products



# CAPEX



## > CAPEX (R\$ million)





## consolidated cash flow – *pro forma*



	<b>1Q07</b>	<b>1Q06</b>	<b>Change%</b>
<b>Net income</b>	<b>80.3</b>	<b>81.7</b>	<b>-1.6%</b>
(+) Depreciation and amortization	17.4	13.1	32.5%
<b>Internal cash generation</b>	<b>97.7</b>	<b>94.8</b>	<b>3.1%</b>
Operating working capital <sup>1</sup>	-55.8	-50.6	
Other assets and liabilities <sup>2</sup>	-0.3	-7.3	
<b>Operating cash generation</b>	<b>41.6</b>	<b>36.9</b>	<b>12.8%</b>
Capex	-21.0	-25.6	
<b>Free cash flow</b>	<b>20.6</b>	<b>11.3</b>	<b>82.4%</b>

(1) Assets – Accounts receivable, inventories and recoverable taxes short term. Liabilities - suppliers, salaries, profit sharing and related charges, taxes payable, provisions and accrued freight.

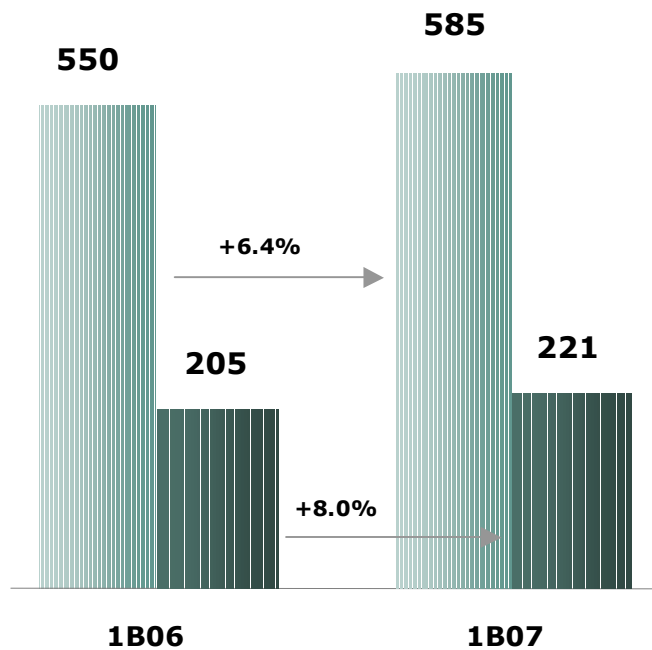
(2) Assets - Advances to employees and suppliers, short term deferred income tax and social contribution, other credits and long term receivables. Liabilities: other short and long term payables and reserve for taxes, civil and labor contingencies



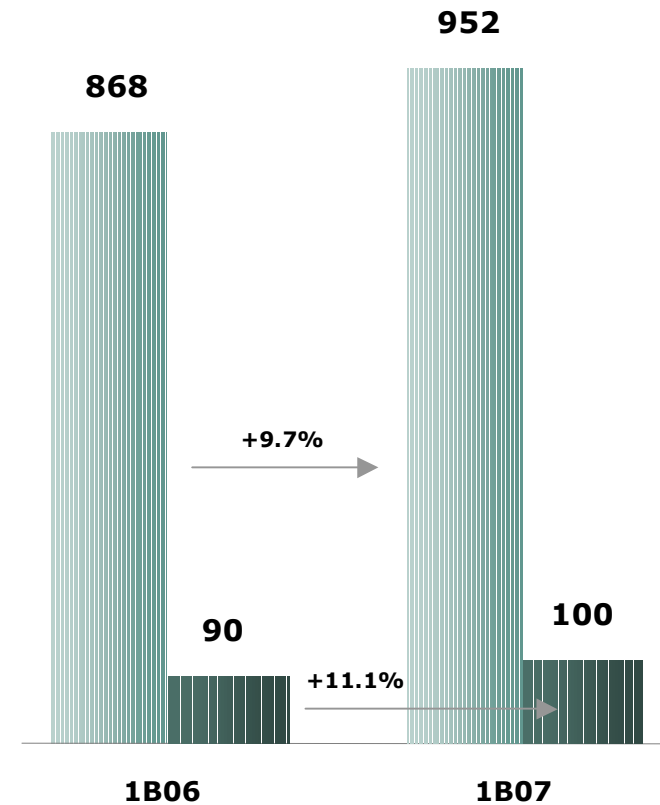
# CF&T target market – Brazil net revenues per category



## > Cosmetics and Fragrances – R\$ Million



## > Personal Hygiene – R\$ Million



Market Natura

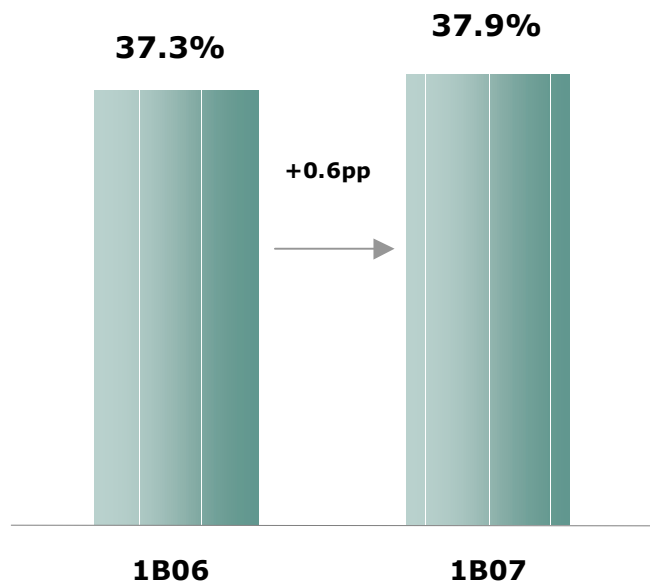


# CF&T target market – Brazil

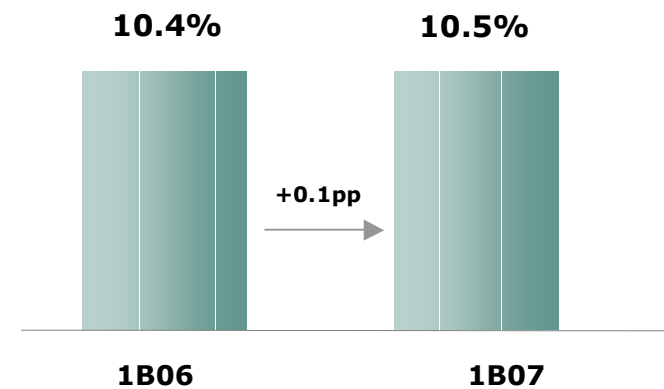
## Natura's market share per category



### > Cosmetics and Fragrances – %



### > Personal Hygiene – %



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