



# 3Q07 Earnings Results

October 26, 2007

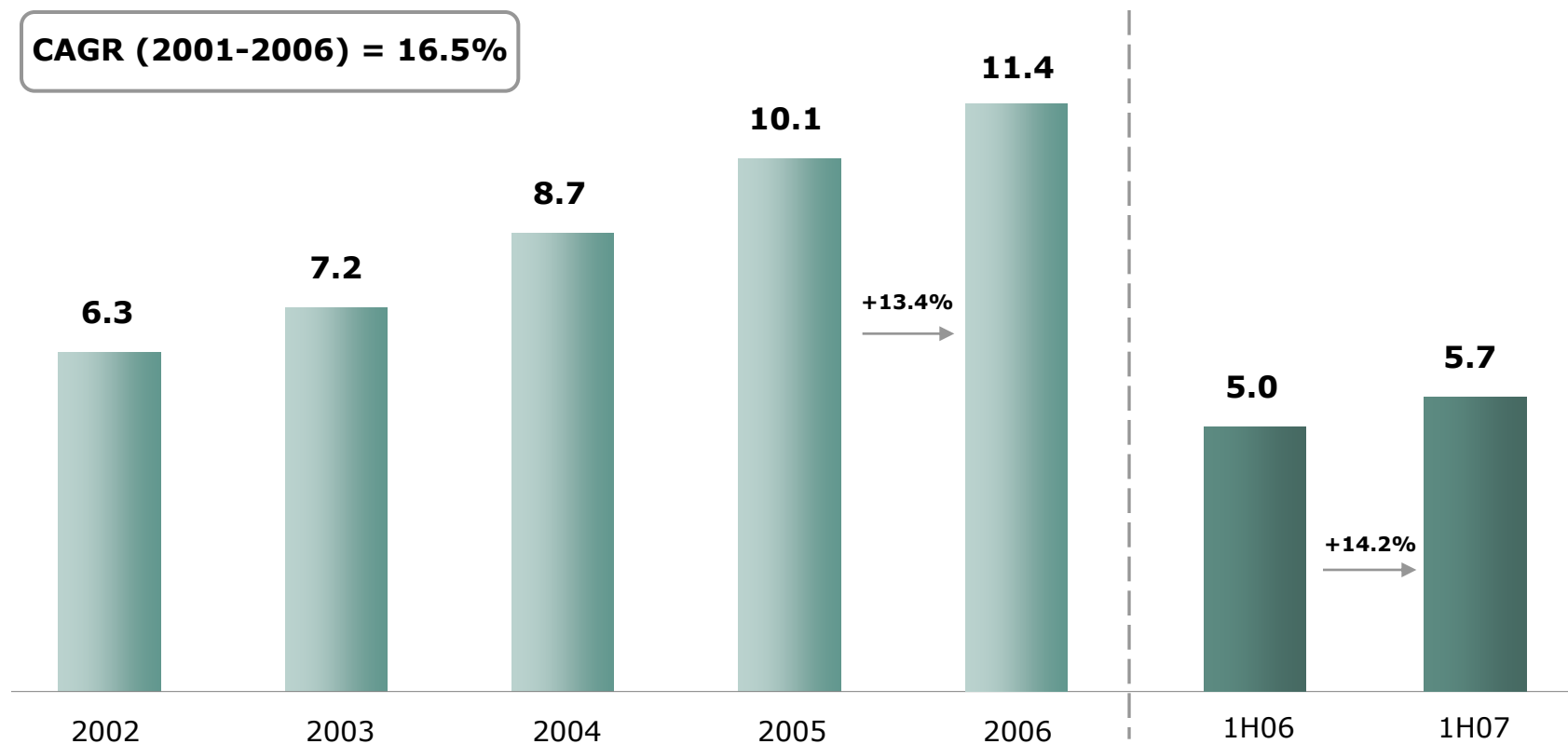


# CF&T core market – Brazil



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

CAGR (2001-2006) = 16.5%



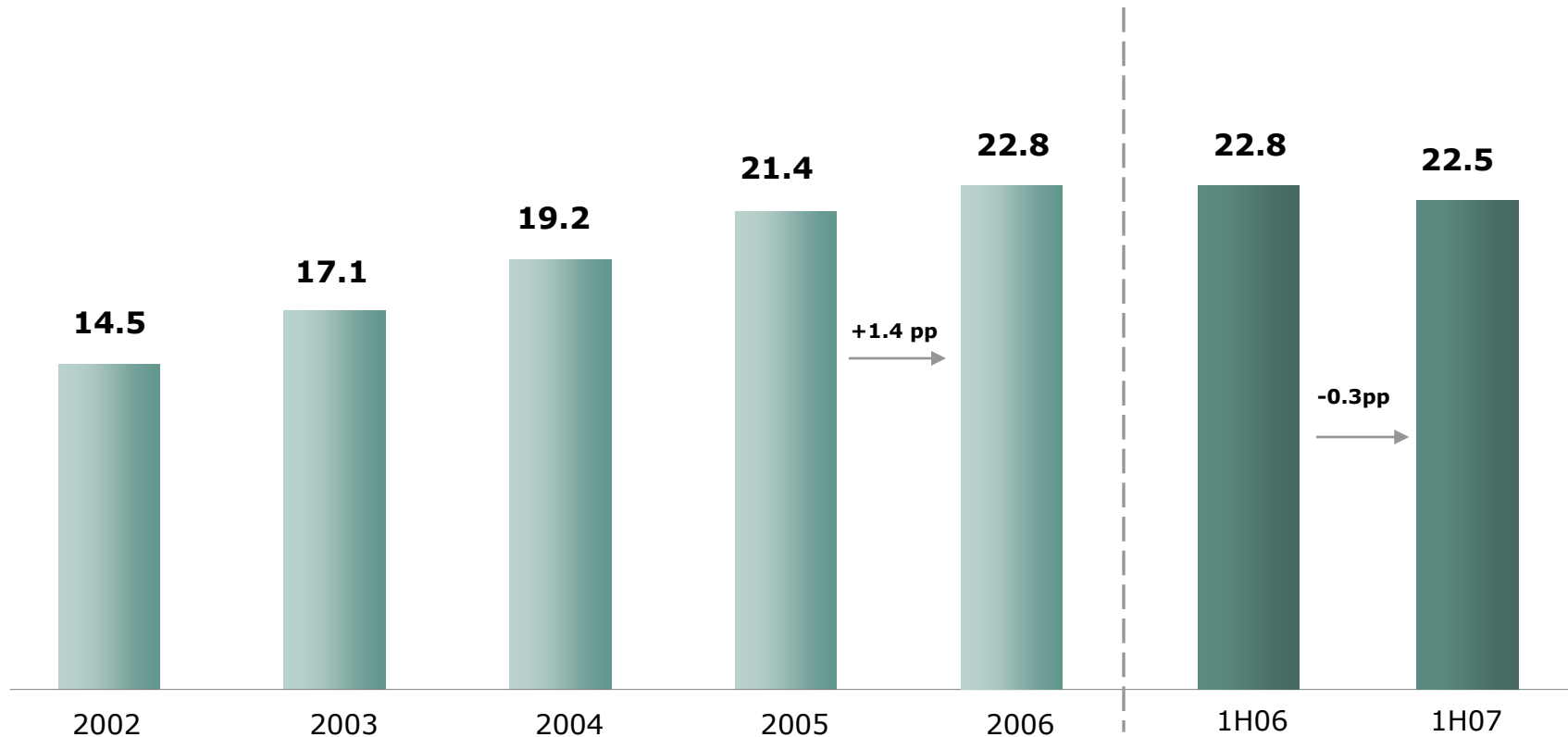
(1) Core market: Skin care, sunscreen, makeup, perfumes, fragrances, hair care, shaving products and deodorant - excludes diapers, nail polishes,<sup>2</sup> sanitary pads, hair dyes and oral hygiene. **Source: Sipatesp/ ABHIPEC.**



# market share – Brazil



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



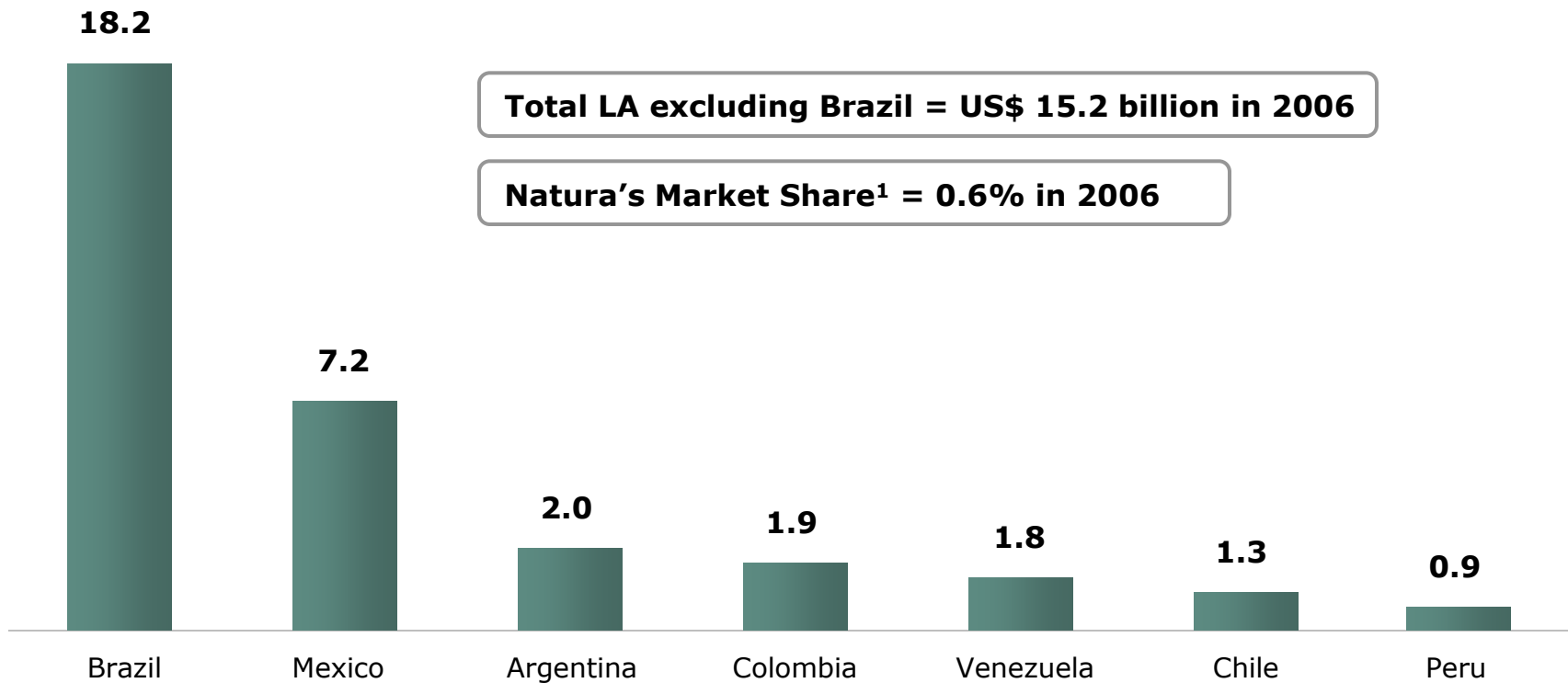
(1) Core market: Skin care, sunscreen, makeup, perfumes, fragrances, hair care, shaving products and deodorant - excludes diapers, nail polishes, sanitary pads, hair dyes and oral hygiene. **Source: Sipatesp/ ABHIPEC.**



# CF&T market – Latin America



## > CF&T market – 2006 (US\$ billion, nominal)



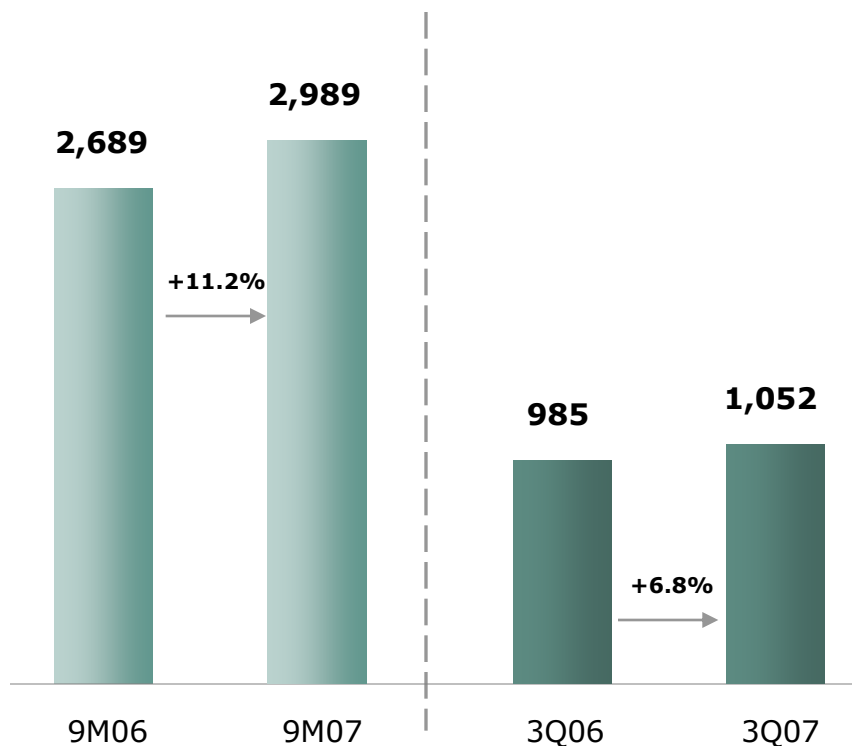
Source: Euromonitor  
(1) Market share, excluding Brazil, estimate by Natura



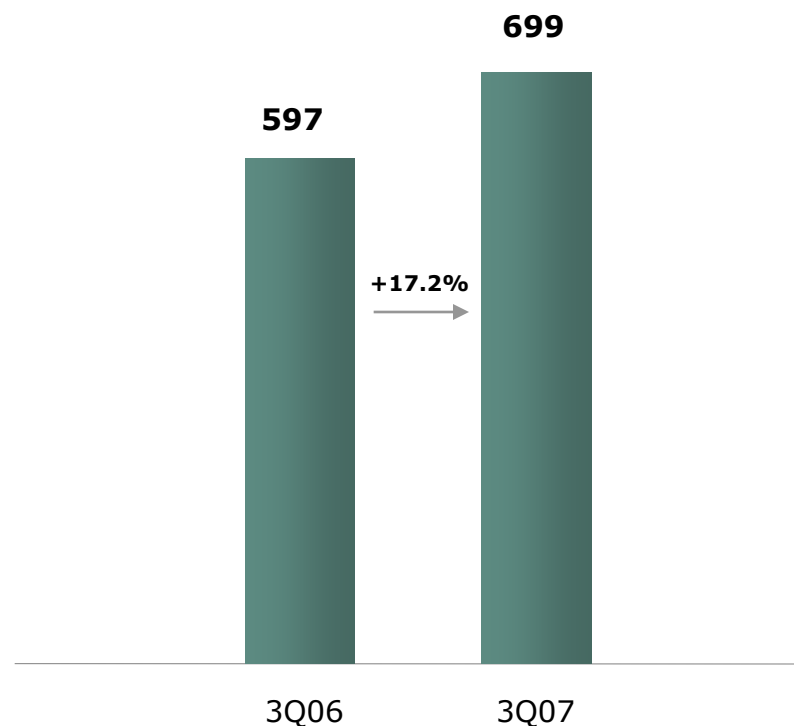
# consolidated gross revenues and number of consultants



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



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

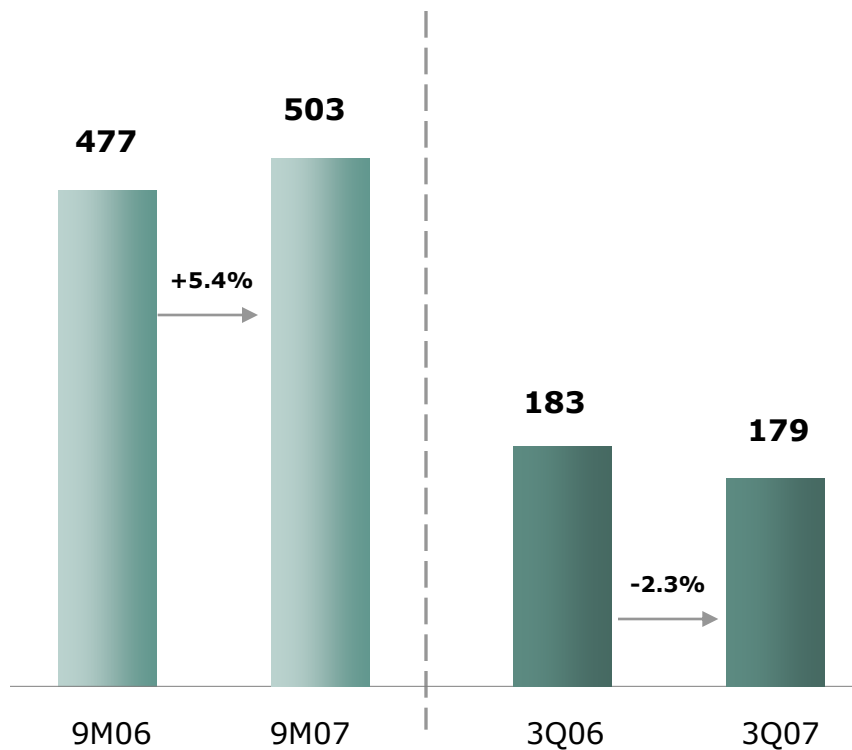


(1) Consultants in Argentina, Brazil, Chile, Peru, Mexico, Venezuela and Colombia.

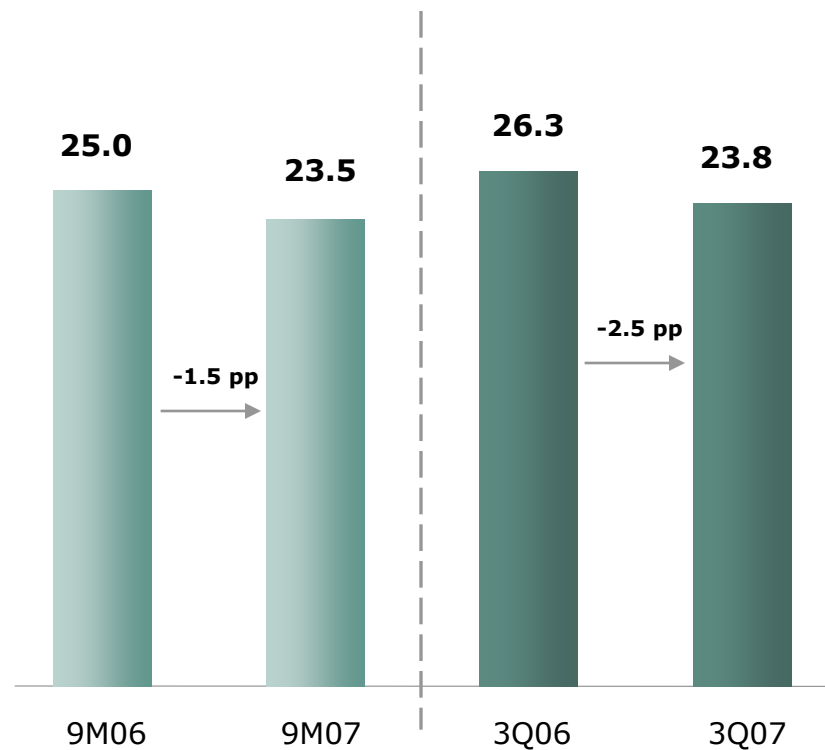


# consolidated EBITDA

## > EBITDA (R\$ million)



## > EBITDA Margin (%)

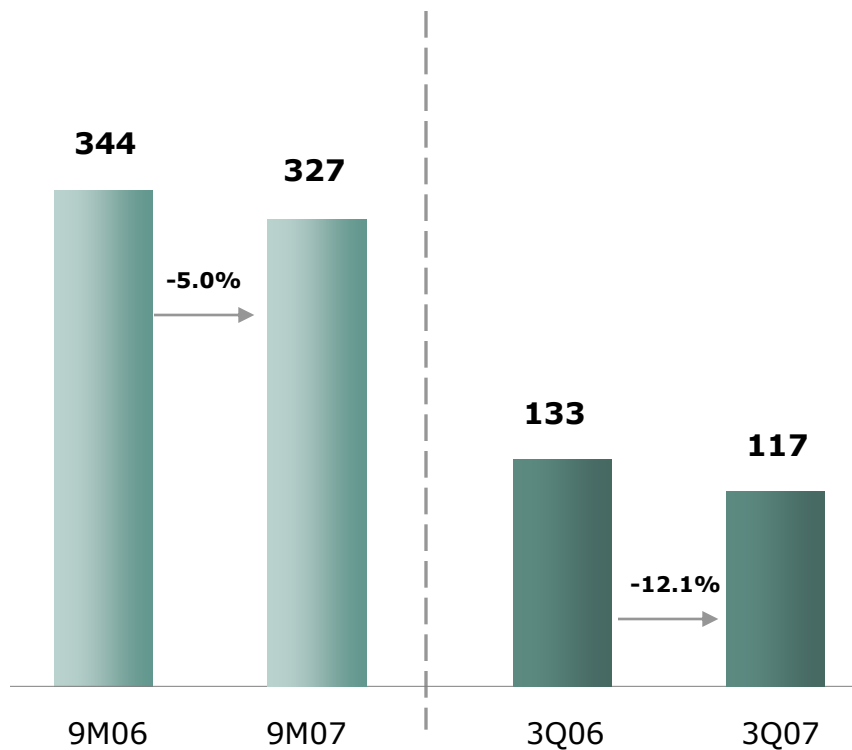




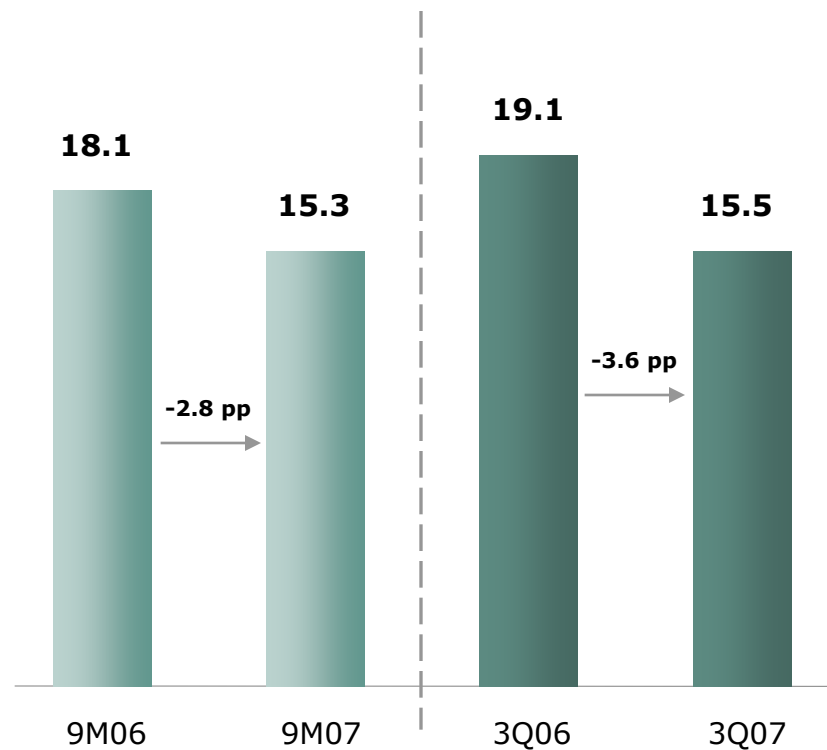
# consolidated net income



## > Net Income – (R\$ million)



## > Net Income Margin – (%)



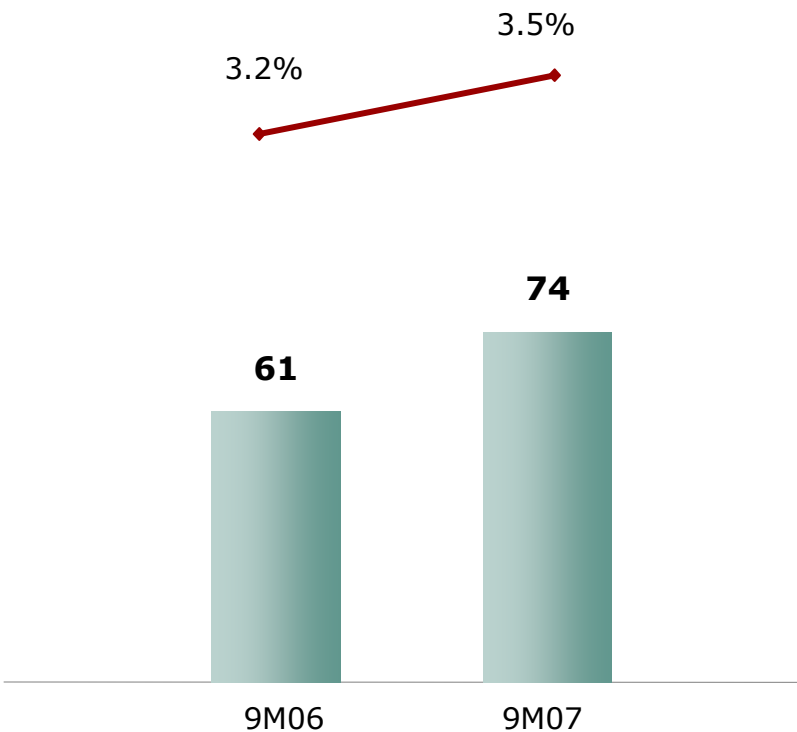


# innovation

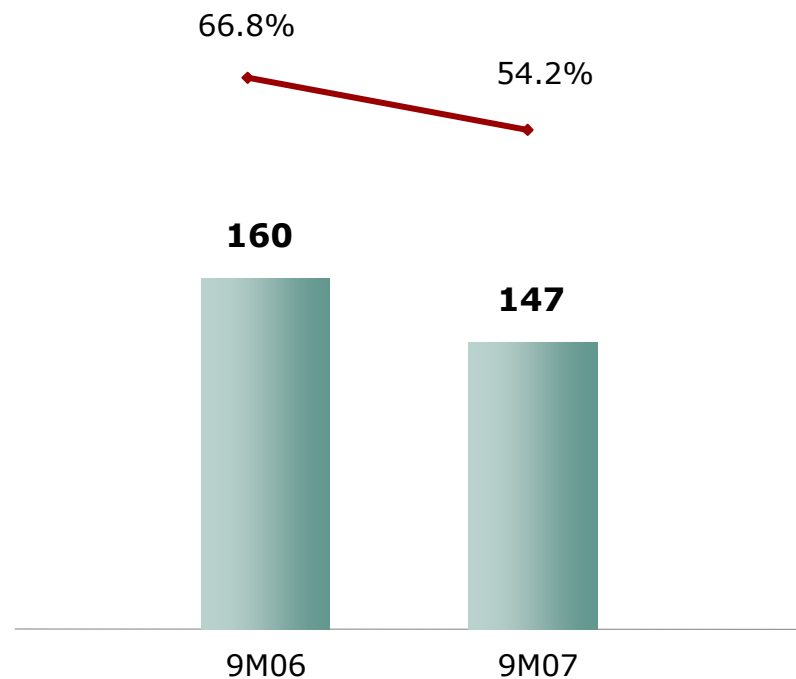


## > Investments in Innovation

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



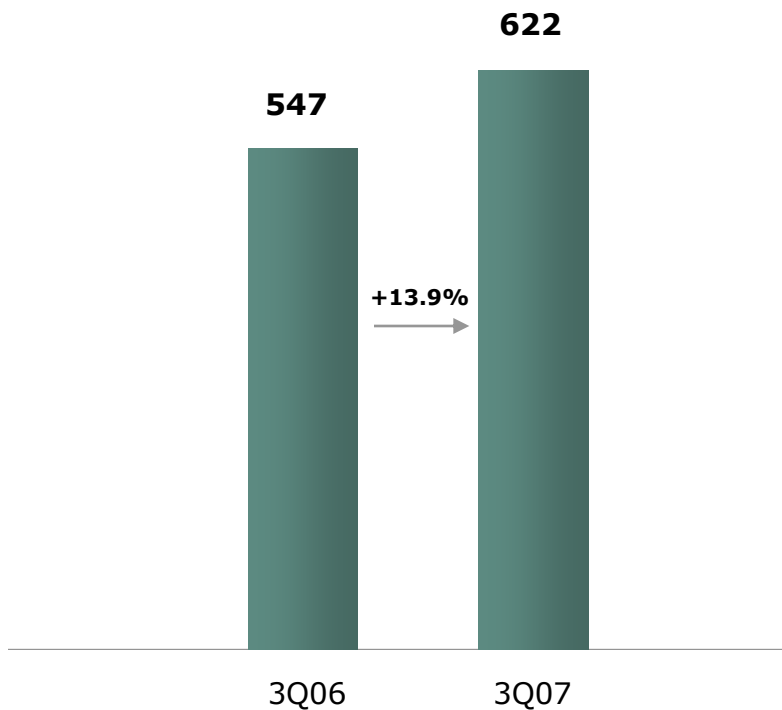
attachments



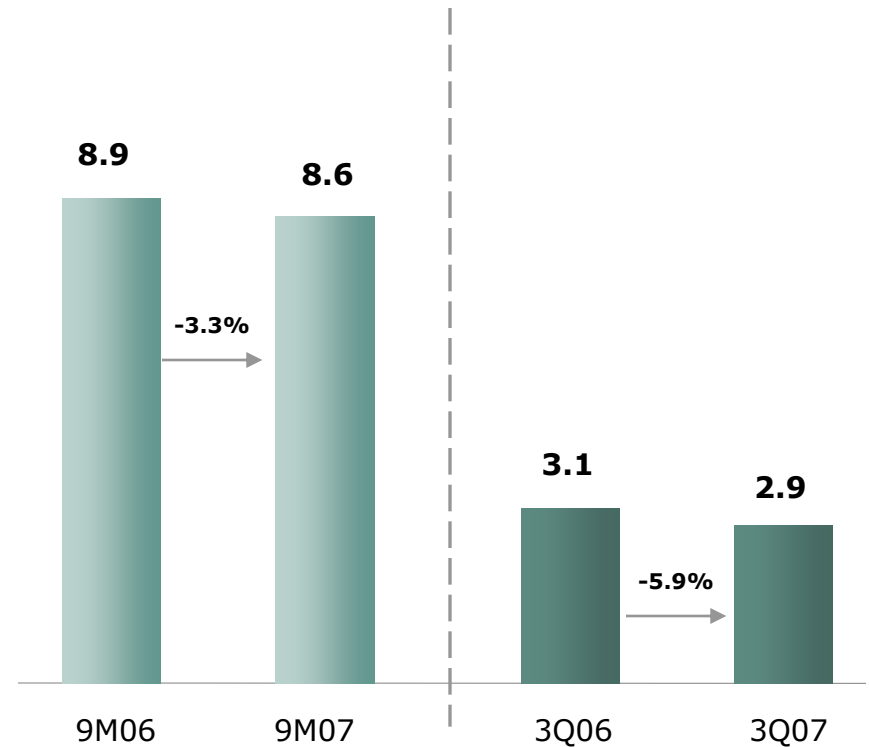
# sales channel – Brazil



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



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



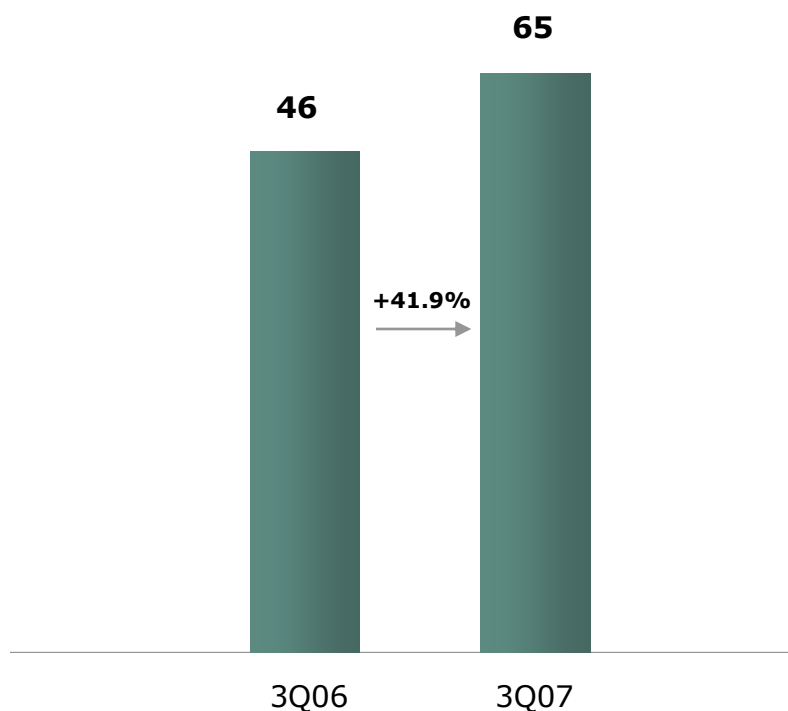
(1) Position at the end of the 13<sup>th</sup> sales cycle period.



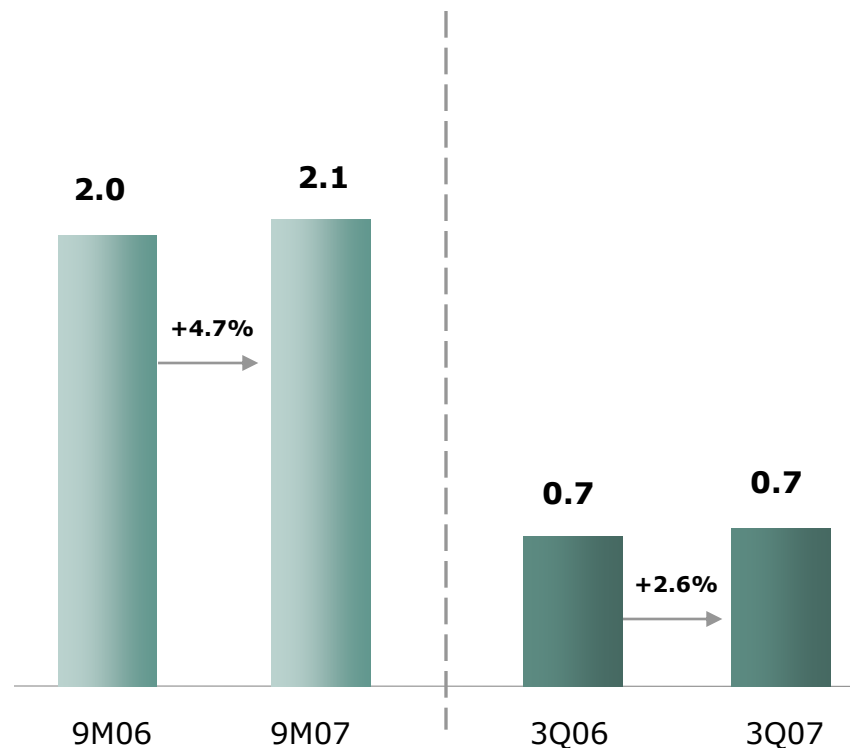
# sales channel – operations under consolidation



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



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



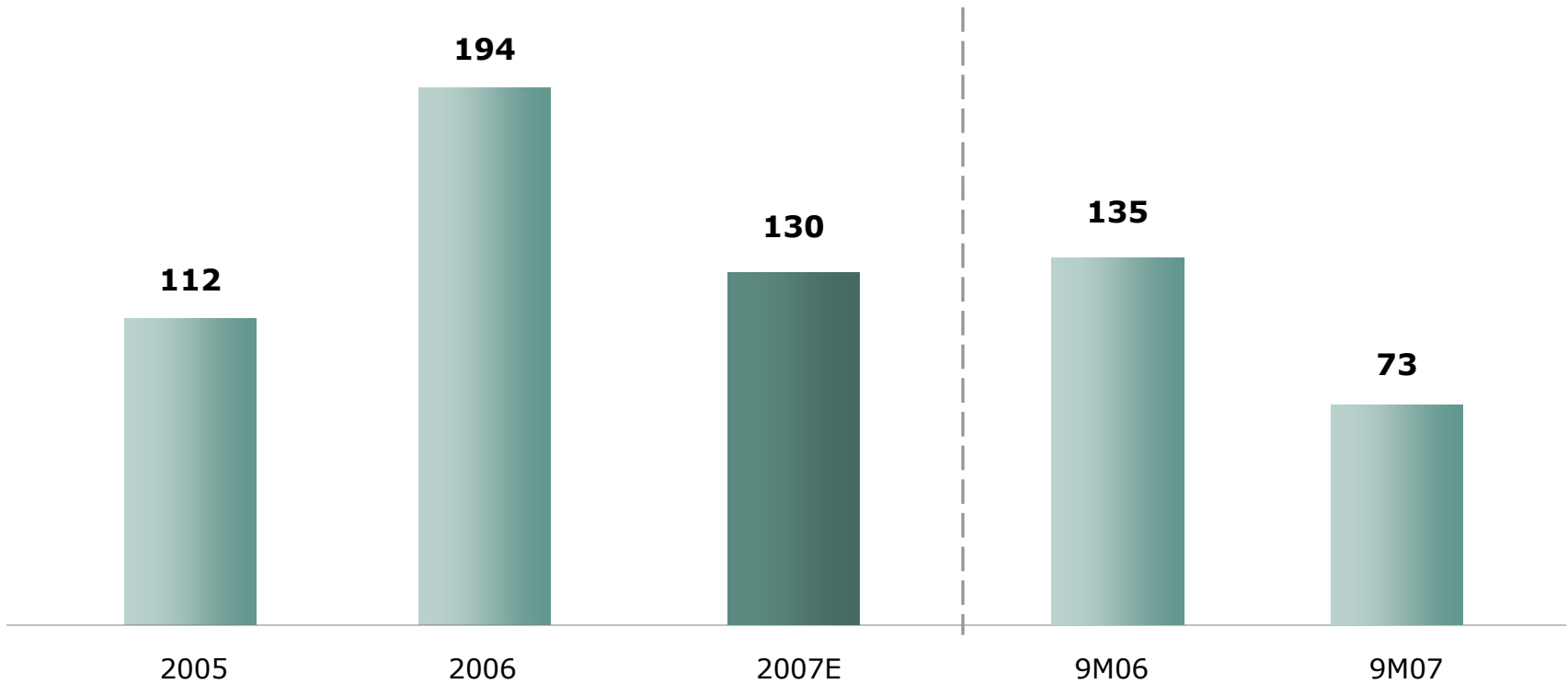
(1) Position at the end of the 12<sup>th</sup> sales cycle period.



# CAPEX



## > CAPEX (R\$ million)





# consolidated cash flow – *pro forma*



<b>R\$ million</b>	<b>9M07</b>	<b>9M06</b>	<b>Change %</b>
<b>Net income</b>	<b>326.7</b>	<b>344.0</b>	<b>-5.0%</b>
(+) Depreciation and amortization	53.8	40.6	32.5%
<b>Internal cash generation</b>	<b>380.5</b>	<b>384.6</b>	<b>-1.1%</b>
Operating working capital <sup>1</sup>	-82.4	-68.2	
Other assets and liabilities <sup>2</sup>	-20.7	-10.7	
<b>Operating cash generation</b>	<b>277.3</b>	<b>305.7</b>	<b>-9.3%</b>
Capex	-73.4	-134.9	
<b>Free cash flow</b>	<b>203.9</b>	<b>170.8</b>	<b>19.4%</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.

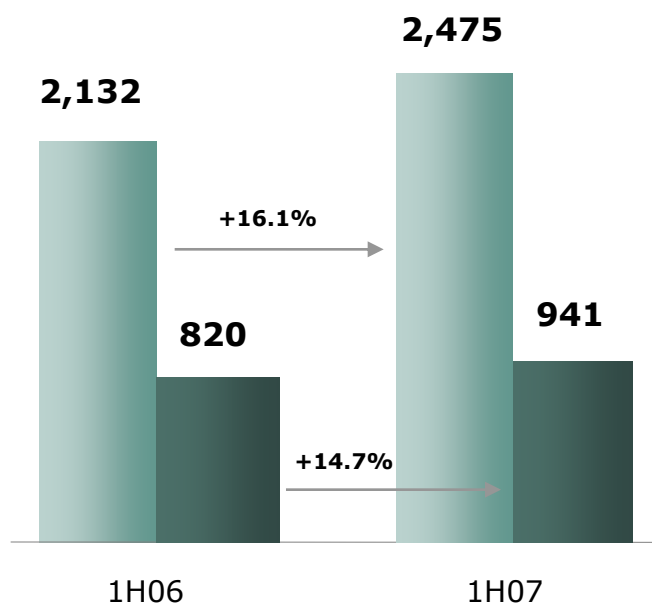
(2) Assets – Advances to employees and suppliers, short term deferred income tax and social contribution, other credits and long term receivables. Liabilities: other short and long term payables and reserve for taxes, civil and labor contingencies



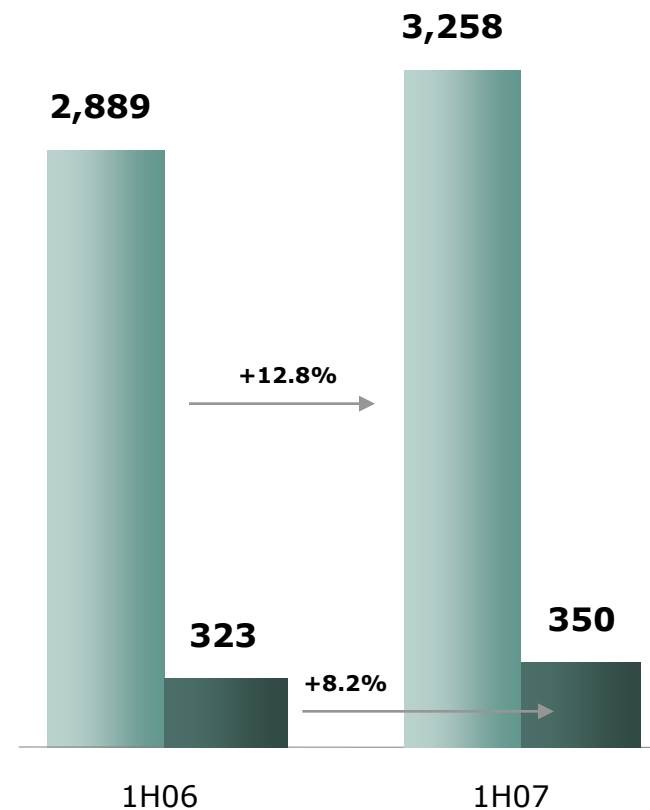
# CF&T target market – Brazil net revenues per category



## > Cosmetics and Fragrances – R\$ Million



## > Personal Hygiene – R\$ Million



Market Natura

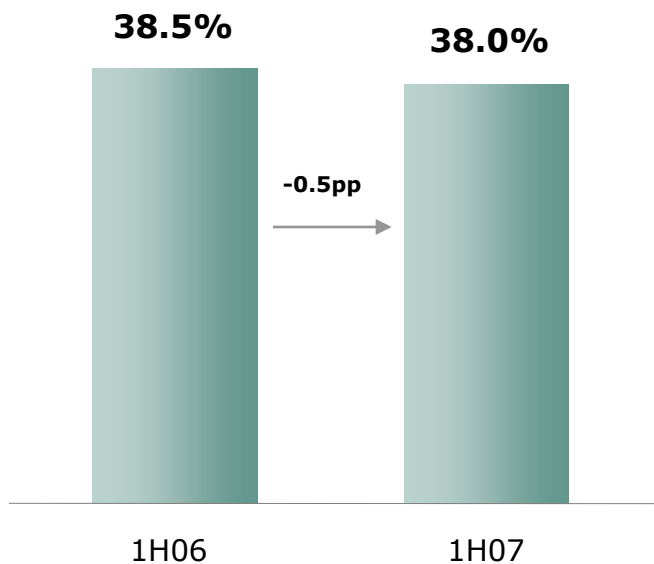


# CF&T target market – Brazil

## Natura's market share per category



### > Cosmetics and Fragrances – %



### > Personal Hygiene – %

