Interim Management Statement 1 January – 30 June 2025

	LC SALES	EURO SALES	ADJUSTED EBITDA
Second quarter	-7%	-10%	€1.9m (€6.0m PY)
Year-to-date	-7%	-9%	€-0.1m (€12.6m PY)

Three months ended 30 June 2025

Strategic progress

- Sales declined by 10% in EUR year-over-year and by 7% in local currencies.
- Adjusted EBITDA reached €1.9m, primarily impacted by lower sales and adverse foreign exchange effects. Administrative expenses continued to decline, reflecting the benefits of cost-reduction measures initiated in 2023 and carried forward.
- The Beauty Community Model (BCM) was at the end of the quarter implemented in nearly 50 markets representing more than 80% of the sales of the Group and continues to show good results. High focus on implementation in the remaining few markets with plan to finalise by the beginning of 2026. The Member segment share represented 34% of the Active Community in the BCM markets (increased by 1 pp versus the previous quarter). This means that approximately 350,000 people in the Oriflame Active Community belong to this segment.
- The launch of a new strategic initiative to transition European production from the Group's current factory in Poland to a network of carefully selected, high-end European manufacturers is proceeding according to plan with good progress on product transfers.
- Continued focus on marketing initiatives, including roll-out of the new brand activation campaign "Make Oriflame part of your beauty routine", and activation initiatives such as Beauty Buses, as well as influencer/celebrity collaborations to build awareness and trust (Putri Marino in Indonesia, Jessica Mercedes in Poland and Truls Möregårdh in China).
- Progressing digital experience improvements and simplification through high speed implementation of Beauty Rewards programme ("gamification"), ongoing upgrades of the Oriflame App enhancing social shopping experience and community engagement, as well as continued focus on further CRM optimisation.
- Oriflame expanded its business officially launching in South Africa on May 2nd in collaboration with famous musician Khuli Chana and three of his partner influencers as founding members.
- The quarter ended with a cash balance of €49.9m compared to €56.2m at the start of the quarter. The Revolving Credit Facility (RCF) was drawn at €85.0m at the end of the quarter with a drawdown of €20.0m during the quarter.
- The recapitalisation process is proceeding and we expect to finalise it during the third quarter.

Financial highlights

- Sales in Euro decreased by 10% and by 7% in local currencies. With the exception of Türkiye and Africa — which reported sales growth of 0.2% in EUR and 12% in local currency, driven by strong performance in Nigeria — all other regions recorded a decline in sales in both EUR and local currency.
- Adjusted gross margin decreased by 110 basis points year-over-year, with foreign exchange effects accounting for a negative impact of 100 basis points. Excluding FX, a positive price/mix effect was fully offset by higher costs from deliveries.
- Adjusted EBITDA amounted to €-0.1m, primarily impacted by lower sales, reduced gross margins, increased marketing expenses and distribution & infrastructure costs — mainly due to transitional costs related to the new Group-managed distribution center. Administrative costs, however, continued to show a positive trend compared to the prior year.
- Adjusted cash flow before financing activities was €-17.6m for the quarter versus €-2.8m in the same quarter last year, where the reduction mainly derived from the lower adjusted EBITDA and negative net change in working capital.

Significant events during and after the quarter

- The recapitalisation process announced on 18 March 2025 continued to advance with the Revolving Credit Facility lenders. Although completion was initially anticipated in the second quarter, promising progress was made, and the process is now expected to be successfully finalised in the third quarter of 2025.
- Although the Company is facing uncertainties as to its ability to continue as a going concern due to the Company's challenging results during the past couple of years and current liquidity, management believes that such uncertainties will be addressed by the recapitalisation and by the measures taken to drive positive business performance. Refer to note 2 in these unaudited condensed consolidated financial statements for more information on going concern.

This report has not been audited by the company's auditors.

"Adjusted" figures exclude non-recurring and purchase price allocation (PPA) related items. For additional information refer to the condensed consolidated income statements on pages 17 and 18.

Three months ended 30 June 2025

- Euro sales decreased by 10% to €132.9m (€148.2m) and local currency sales decreased by 7%.
- The adjusted EBITDA amounted to €1.9m (€6.0m) and the adjusted EBITDA margin was 1.5% (4.0%). The currency impact on the adjusted EBITDA was 140 bps negative.
- The adjusted operating profit was €-2.9m (€0.4m) and the adjusted operating margin was -2.2% (0.3%).
- The adjusted net profit was €15.0m (€-19.2m).
- The adjusted cash flow from operating activities was €-13.0m (€2.1m) and the adjusted cash flow before financing activities was €-17.6m (€-2.8m).
- Additional non-recurring costs amounting to €2.3m (€0.4m) were recorded during the quarter and excluded from the adjusted EBITDA.

Six months ended 30 June 2025

- Euro sales decreased by 9% to €278.5m (€304.7m) and local currency sales decreased by 7%.
- The adjusted EBITDA amounted to €-0.1m (€12.6m) and the adjusted EBITDA margin was -0.0% (4.1%). The currency impact on the adjusted EBITDA was 80 bps negative.
- The adjusted operating profit was €-10.1m (€1.3m) and the adjusted operating margin was -3.6% (0.4%).
- The adjusted net profit was €21.5m (€-43.5m).
- The adjusted cash flow from operating activities was €-14.8m (€1.1m) and the adjusted cash flow before financing activities was €-25.5m (€-8.7m).
- Non-recurring costs amounting to €20.1m (€1.0m) were recorded during the period and excluded from the adjusted EBITDA.

Financial summary

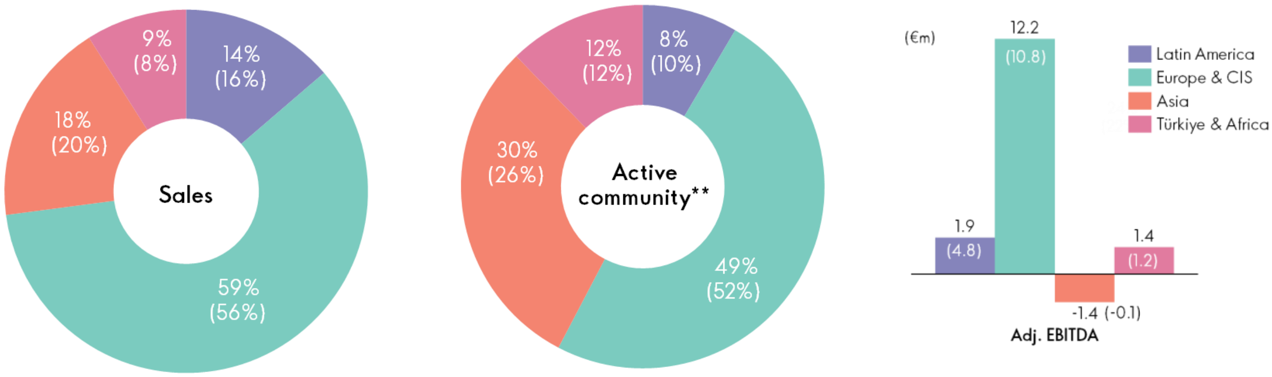
	three months ended 30 June			*six months ended 30 June*			*twelve months ended*		
(€m)	*2025*	*2024*	*Change %*	*2025*	*2024*	*Change %*	*Jun'25*	*Dec'24*	*Change %*
Sales	*132.9*	*148.2*	*-10%*	*278.5*	*304.7*	*-9%*	*578.0*	*604.2*	*-4%*
Adj. EBITDA	*1.9*	*6.0*	*-67%*	*-0.1*	*12.6*	*-101%*	*10.6*	*23.3*	*-55%*
Adj. Operating profit	*-2.9*	*0.4*	*-805%*	*-10.1*	*1.3*	*-849%*	*-9.7*	*1.7*	*-676%*
Adj. Net profit	*15.0*	*-19.2*	*-178%*	*21.5*	*-43.5*	*150%*	*-25.5*	*-90.5*	*72%*
Adj. Cash flow from operating activities	*-13.0*	*2.1*	*-718%*	*-14.8*	*1.1*	*-1394%*	*-20.1*	*-4.2*	*-383%*
Adj. Cash flow before financing activities	*-17.6*	*-2.8*	*-538%*	*-25.5*	*-8.7*	*-192%*	*-38.5*	*-21.7*	*-77%*
Cash and cash equivalents	*49.9*	*78.3*	*-36%*	*49.9*	*78.3*	*-36%*	*49.9*	*62.0*	*-20%*
Total debt	*831.1*	*808.4*	*3%*	*831.1*	*808.4*	*3%*	*831.1*	*852.5*	*-3%*
Secured debt	*804.3*	*779.3*	*3%*	*804.3*	*779.3*	*3%*	*804.3*	*824.4*	*-2%*
Net Secured debt	*754.4*	*700.9*	*8%*	*754.4*	*700.9*	*8%*	*754.4*	*762.4*	*-1%*
Adj. Gross margin	*65.8%*	*66.9%*		*64.7%*	*65.9%*		*64.6%*	*65.2%*	
Adj. EBITDA margin	*1.5%*	*4.0%*		*-0.0%*	*4.1%*		*1.8%*	*3.9%*	
Adj. Operating margin	*-2.2%*	*0.3%*		*-3.6%*	*0.4%*		*-1.7%*	*0.3%*	
Net Secured Debt ratio	*71.2*	*30.6*		*71.2*	*30.6*		*71.2*	*32.7*	

About Oriflame

As a globally renowned beauty and wellness company, Oriflame has empowered individuals since 1967 through its diverse portfolio of high-quality, innovative, and sustainable beauty products inspired by nature and backed by science. It operates in over 60 markets.
Committed to ethical business practices and environmental sustainability, Oriflame takes pride in its Swedish heritage and people-centric approach. The company operates through a social selling model, enabling over 1.5 million independent consultants worldwide to become beauty industry insiders through a 'Plug and Play' micro-entrepreneurship model.
Oriflame's product range spans skincare, cosmetics, fragrances, personal care, and nutritional supplements, all crafted with care to promote holistic well-being. Guided by the values of togetherness, spirit, and passion, Oriflame continues to make a positive impact on communities worldwide. For more information, visit **www.oriflame.com**.

Regional development

Q2 Regional split*



** Excluding manufacturing and franchisees / ** Active community as restated –* *see page 14*

Q2 Regional Progression

Q2	Latin America	Europe & CIS	Asia	Türkiye & Africa**	Group
Sales EUR growth	-25%	-8%	-19%	0.2%	-10%
Sales LC growth	-15%	-8%	-14%	12%	-7%
Adj. EBITDA margin	11.0% (21.1%)	16.4% (13.4%)	-6.4% (-0.4%)	12.3% (10.8%)	1.5% (4.0%)

Latin America
In Latin America Euro sales decreased by 25% while local currency sales dropped by 15%. Sales declined in part due to a 13% decrease in the sales force. The EBITDA margin declined from 21.1% to 11.0%, primarily due to the drop in sales and sales deleveraging despite improvement in selling & marketing costs and administrative costs.

Europe & CIS
In Europe & CIS Euro and local currency sales declined by 8%, primarily due to a reduced sales force and lower activity levels, while productivity slightly improved. The EBITDA margin increased from 13.4% to 16.4%, primarily driven by margin improvements and reduced selling & marketing expenses during the quarter.

Asia
In Asia sales dropped by 19% in Euro and by 14% in local currency primarily driven by lower productivity among members partially offset by improvement in activity. The EBITDA margin declined to -6.4% (-0.4%) mainly from lower sales, higher selling and marketing expenses and sales deleveraging on administrative expenses.

Türkiye & Africa
In Türkiye & Africa sales increased by 0.2% in Euro and 12%** in local currencies supported by strong sales growth in the African markets, driven by new recruits and improved productivity among members. The EBITDA margin for the quarter rose slightly to 12.3% (10.8%) primarily due to positive gross margin impacts resulting from a favourable catalogue mix and changes in programs.

*** LC sales growth calculation has been adjusted for Türkiye hyperinflation.*

Three months ended 30 June 2025

Items below focus on "Adjusted" figures and exclude non-recurring and purchase price allocation (PPA) related items.

Sales and gross margin

Euro sales decreased by 10%, or €15.3m, to €132.9m for the three months ended 30 June 2025 compared with €148.2m for the same period last year. Local currency sales decreased by 7% primarily due to a unit sales decline of 9% offset by a positive price/mix effect of 2%. The active community remained stable at 1.374m at quarter end, compared to 1.382m in the prior year, representing a slight decrease of 0.5%. External sales from Cetes manufacturing increased to third parties by 22% due to higher volumes during the quarter.

Gross margin (65.8% of sales compared to 66.9% prior year)
The gross margin decreased by 11.8%, or €11.7m, to €87.5m for the three months ended 30 June 2025 from €99.2m for the same period in 2024. In relative terms, the gross margin decreased from 66.9% to 65.8% with foreign exchange effects accounting for a negative impact of 100 bps. Excluding foreign exchange impacts, the underlying gross margin declined by 10 bps compared to prior year. The positive impact on the price/mix during the quarter was offset by higher delivery costs, including free delivery to the customers.

Costs and expenses

Selling and marketing expenses (33.1% of sales compared to 32.8% prior year)
Selling and marketing expenses decreased by 9.7%, or €4.7m, to €43.9m for the three months ended 30 June 2025 from €48.7m for the same period in 2024. As a percentage of sales, the selling and marketing expenses slightly increased by 30 bps primarily due to increased marketing activities.

Distribution and infrastructure expenses (4.0% of sales compared to 3.5% prior year)
Distribution and infrastructure expenses increased by 2.2% to €5.2m for the three months ended 30 June 2025 from €5.1m for the same period in 2024. The increase was related to a deleverage effect from the lower sales as well as additional costs due to operational changes in Europe with the opening of a new distribution centre managed by the Group.

Administrative expenses (31.0% of sales compared to 30.3% prior year)
Administrative expenses decreased by 8.5%, or €3.8m, to €41.2m for the three months ended 30 June 2025 from €45.0m for the same period last year. The main position, staff costs, and professional fees continued to show a decrease compared to prior year. A reassessment of a litigation also positively impacted the administrative expenses by €1.3m through a provision release.

Net financing income / costs (17.6% income of sales compared to 14.2% costs prior year)
For the three months ended 30 June 2025, net financing income totalled €23.4m compared to net financing costs of €21.1m during the same period in 2024, representing a positive change of €44.5m. The income during the quarter is primarily explained by an unrealised foreign exchange gain of €39.3m on the USD bond revaluation (versus a €5.5m unrealised foreign exchange loss prior year) which was offset by €8.6m interest expenses on bonds and RCF (€13.3m prior year). As the Recapitalisation was not finalised during the second quarter, interests on the €250m and $550m bonds, which are still outstanding, were accrued for.

Income tax expenses (€5.5m compared to €0.7m prior year)
The tax expense for the three months ended 30 June 2025 was higher by €4.8m versus the prior year. The higher expense during the second quarter was primarily due to current income tax and withholding expenses recognised in certain entities.

Adjusted EBITDA

"Adjusted" figures exclude non-recurring and purchase price allocation (PPA) related items. For additional information refer to the condensed consolidated income statements on pages 17 and 18.

Adjusted EBITDA decreased by €4.0m to €1.9m for the three months ended 30 June 2025 from €6.0m for the same period in 2024. The decline in EBITDA was primarily driven by lower sales, coupled with an increase in selling and marketing expenses as a percentage of sales. Distribution and infrastructure costs rose, mainly due to operational changes in Europe related to the opening of a new Group-managed distribution centre. Finally, administrative expenses decreased in absolute terms although at a slower rate than sales, resulting in a negative impact on the EBITDA bridge. The adjusted EBITDA margin declined to 1.5% compared to 4.0% during the same period prior year.

ADJUSTED EBITDA MARGIN VS. PRIOR YEAR

Six months ended 30 June 2025

Items below focus on "Adjusted" figures and exclude non-recurring and purchase price allocation (PPA) related items.

Sales and gross margin

Sales for the six months ended 30 June 2025 decreased by 9%, or €26.2m, to €278.5m compared with €304.7m in 2024. Local currency sales decreased by 7%. Unit sales decreased by 9% and the price/mix effect was positive by 2%. The active community remained stable at 1.374m at the end of the period, compared to 1.382m in the prior year, representing a slight decrease of 0.5%. External sales from Cetes Manufacturing increased by 16%.

Gross margin (64.7% of sales compared to 65.9% prior year)
The gross margin dropped by 10.2%, or €20.4m, to €180.3m for the six months ended 30 June 2025 from €200.7m for the same period in 2024 due to lower sales. In relative terms, the gross margin decreased from *65.9%* prior year to *64.7%* mainly due to 60 bps from negative foreign exchange impacts. The positive effect from price/mix was primarily offset by higher delivery costs, including free delivery to the customers.

Costs and expenses

Selling and marketing expenses (33.7% of sales compared to 32.4% prior year)
Selling and marketing expenses decreased by 4.9%, or €4.9m, to €93.7m for the six months ended 30 June 2025 from €98.6m in 2024. As a percentage of sales, the selling and marketing expenses increased by 130 bps due to higher compensation plan costs under the Beauty Community Model (BCM) and higher costs for marketing activities.

Distribution and infrastructure expenses (4.1% of sales compared to 3.3% prior year)
Distribution and infrastructure expenses increased by 14.3%, or €1.4m, to €11.4m for the six months ended 30 June 2025 from €10.0m for the same period last year. The increase was related to a deleverage effect from the lower sales as well as additional costs due to operational changes in Europe with the opening of a new distribution centre managed by the Group.

Administrative expenses (30.6% of sales compared to 29.8% prior year)
Administrative expenses decreased by 6.1%, or €5.5m, to €85.3m for the six months ended 30 June 2025 from €90.8m the same period last year. The decrease was due to savings from restructuring programmes initiated during the second half of 2023, mainly in staff costs, professional fees, depreciation and IT & communications. During the second quarter of 2025, a reassessment of a litigation also positively impacted the administrative expenses by €1.3m through a provision release. As a percentage of sales, the adjusted administrative expenses were higher by 80 bps since the decrease in sales was higher than the drop in administrative expenses.

Net financing income / costs (12.3% income of sales compared to 14.1% cost prior year)
For the six months ended 30 June 2025, net financing income totalled €34.2m compared to net financing costs of €42.9m during the same period in 2024, representing a positive change of €77.1m. The decrease came mainly from the unrealised foreign exchange difference on the USD bond which resulted in a gain of €60.1m this year, versus a loss of €-16.0m during the same period last year. Net interest expense on the bonds and RCF amounted to €17.5m during 2025 versus €13.1m during the same period in 2024. As the Recapitalisation was not finalised during the second quarter, interests on the €250m and $550m bonds, which are still outstanding, were accrued for.

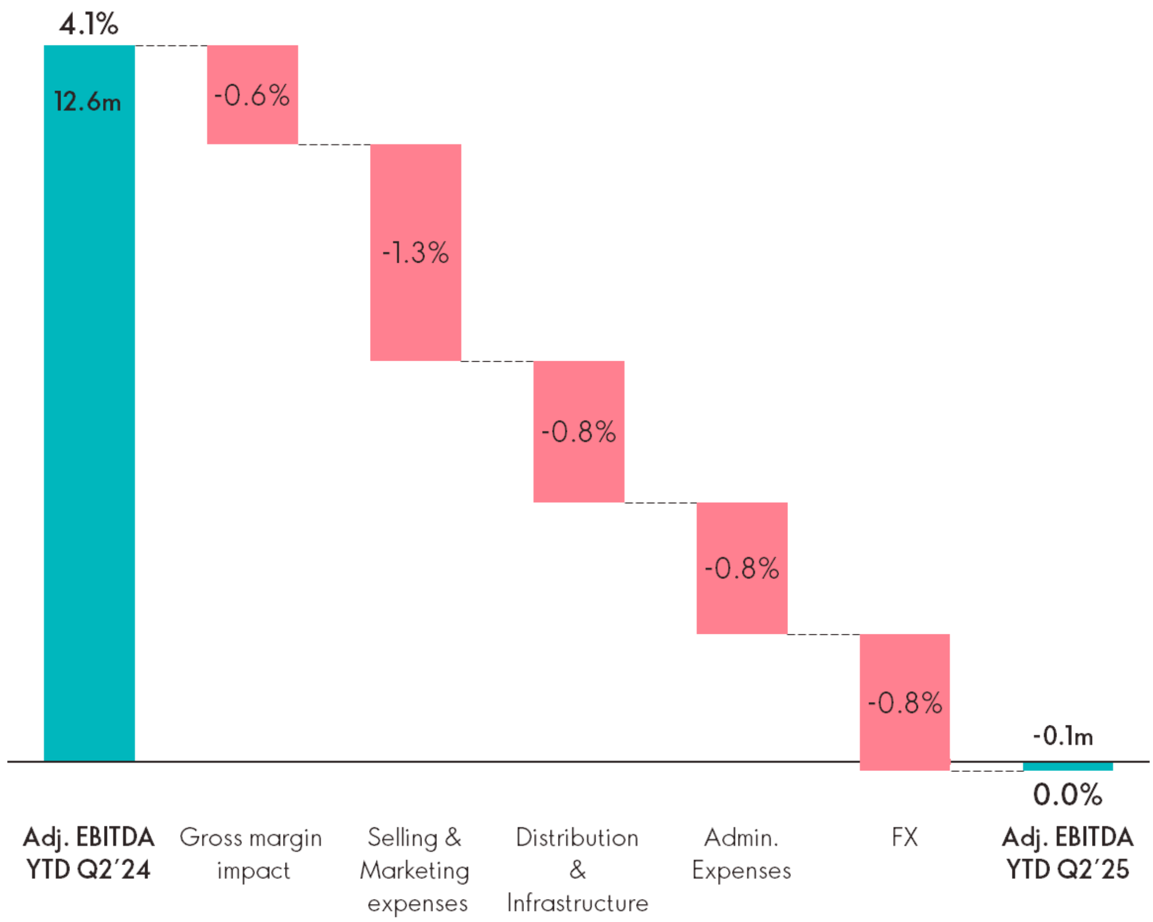
Adjusted income tax expenses (€2.5m compared to €4.2m prior year)
The tax expense for the six months ended 30 June 2025 was lower by €1.6m mainly due to lower profit before tax and higher deferred tax assets recognised on losses carry forward.

Adjusted EBITDA

"Adjusted" figures exclude non-recurring and purchase price allocation (PPA) related items. For additional information refer to the condensed consolidated income statements on pages 17 and 18.

Adjusted EBITDA decreased by €12.7m, to €-0.1m for the six months ended 30 June 2025 from €12.6m for the same period in 2024.The EBITDA margin declined primarily due to lower sales, negative foreign exchange impacts, and a deterioration across all major cost areas. Distribution and infrastructure costs rose following the operational changes linked to the opening of a new distribution centre. Selling and marketing expenses increased, driven by higher compensation costs under the Beauty Community Model (BCM) and elevated spending on marketing activities. Although administrative expenses continued to decrease, this did not offset the negative impact, as the decline in sales outpaced the reduction in costs. The adjusted EBITDA margin was -0.0% compared to 4.1% the same period last year.

ADJUSTED EBITDA MARGIN VS. PRIOR YEAR



Cash flow three months ended 30 June 2025

"Adjusted" figures exclude non-recurring and purchase price allocation (PPA) related items. For additional information refer to the condensed consolidated income statements on pages 17 and 18.

Cash position

The quarter ended with a cash balance of €49.9m compared to €56.2m at the start of the quarter.

Adjusted cash flow before financing activities

Adjusted cash flow before financing activities was €-17.6m in the three months ended 30 June 2025 compared to €-2.8m for the same period in 2024.

The positive adjusted EBITDA of €1.9m was insufficient to offset the negative net working capital and other cash outflows, including income tax payments (€-2.8m), lease payments (€-3.2m), and investing cash flow (€-1.2m). Within net working capital, a positive change in inventories (€4.3m) was outweighed by negative movements in receivables (€-4.9m) and payables (€-7.2m).

In the same period of the previous year, adjusted cash flow before financing activities was primarily supported by a higher adjusted EBITDA of €6.0m. However, this was partially offset by negative movements in net working capital (€-0.9m), income tax paid (€-1.4m), lease payments (€-3.8m), and investing cash flow (€-1.0m).

Net proceeds from sale of a subsidiary

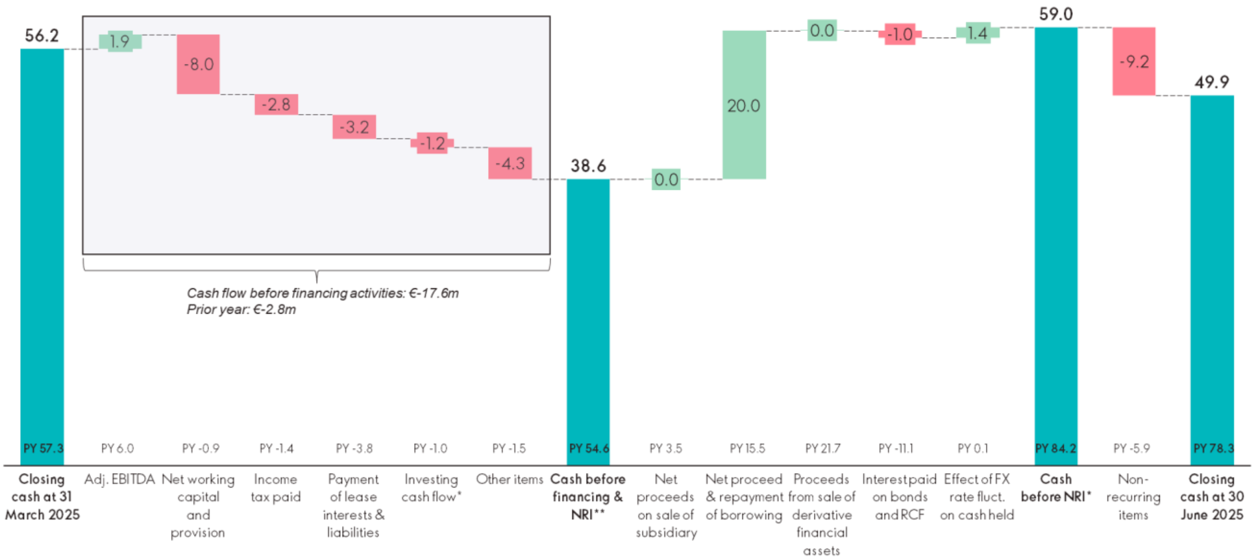
In 2024, net proceeds from the sale of a subsidiary contributed to a positive cash balance of €3.5m from the successful completion of the sale of Oriflame Property Investments in Poland during the second quarter.

Adjusted cash flow from financing activities excluding leasing and other interest paid

Adjusted cash flow from financing activities excluding leasing (payment of lease liabilities and interest paid on lease liabilities) and other interest paid for the three months ended 30 June 2025 amounted to €19.0m, compared to €26.1m for the same period in 2024.

During the quarter, the favourable cash balance was primarily driven by a €20.0m drawdown on the revolving credit facility (RCF) that was partially offset by outflows of €1.0m related to interest payments on the RCF. Due to the ongoing debt recapitalisation, no interests on the bonds were paid during the second quarter of 2025.
Last year, the positive cash inflow of €26.1m came from the disposal of interest rate swaps for €21.7m, an RCF drawdown of €15.5m offset by interest payments on the bonds and RCF of €-11.1m.

Cash flow development – Quarter 2, 2025 (€m)



** Excluding "net proceeds on sale of a subsidiary" / ** NRI = Non-recurring items*

Cash flow six months ended 30 June 2025

"Adjusted" figures exclude non-recurring and purchase price allocation (PPA) related items. For additional information refer to the condensed consolidated income statements on pages 17 and 18.

Cash position

The quarter ended with a cash balance of € 49.9m compared to €62.0m at year-end 2024.

Adjusted cash flow before financing activities

For the six months ended 30 June 2025 the adjusted cash flow before financing activities amounted to €-25.5m compared to €-8.7m for the same period in 2024.

The negative value was primarily driven by a net working capital outflow of €8.3m, lease interest and liability payments totalling €6.9m, and an investing cash outflow of €3.7m. Within net working capital, a decrease in inventories of €11.1m reflected the continued efforts to optimise inventory levels. However, this positive impact was outweighed by negative movements in payables and receivables, amounting to €12.9m and €6.1m respectively. Adjusted EBITDA of €-0.1m further contributed to the shortfall, as it did not compensate for the negative cash movements.

In the same period of the prior year, adjusted cash flow before financing activities was primarily supported by an adjusted EBITDA of €12.6m, partially offset by income tax payments of €9.3m and lease payments totaling €8.0m. Net working capital remained broadly stable at €-0.1m, thus having no significant impact on cash flow. This stability was achieved through a substantial reduction in inventories of €10.1m and a €1.4m improvement in receivables. However, these positive effects were fully offset by a negative movement of €11.6m in payables and provisions.

Net proceeds from sale of a subsidiary

In 2024, net proceeds from the sale of a subsidiary contributed to a positive cash balance of €3.5m from the successful completion of the sale of Oriflame Property Investments in Poland during the second quarter.

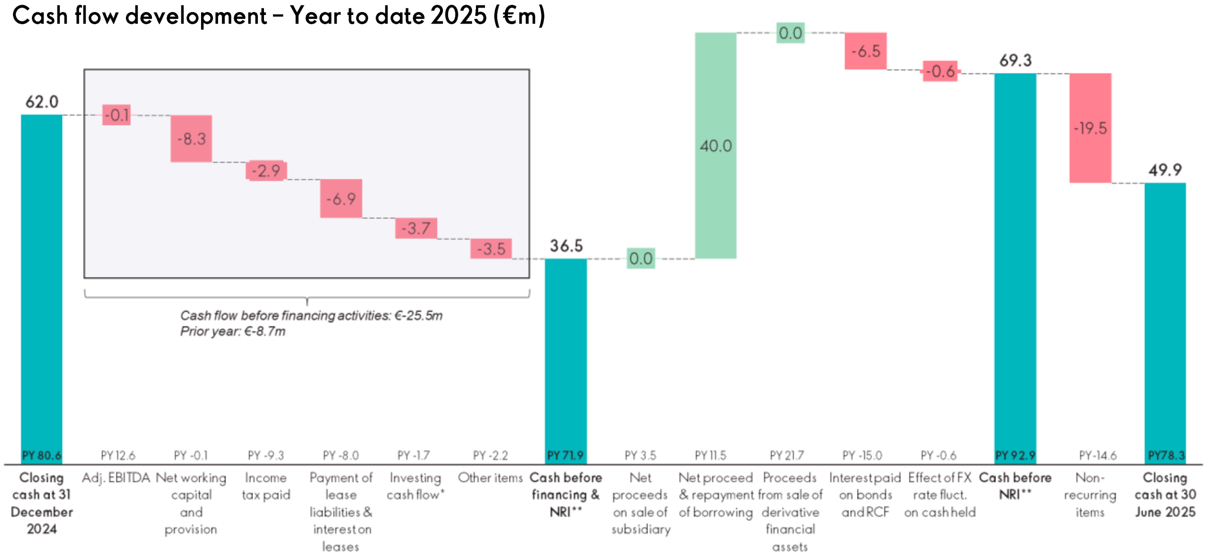
Adjusted cash flow from financing activities excluding leasing and other interest paid

For the six months period ended 30 June 2025 the cash flow from financing activities excluding leasing (payment of lease liabilities and interest paid on lease liabilities) and other interest paid amounted to €33.5m, compared to €18.1m for the same period in 2024.

During the period, the favourable cash balance was primarily driven by a €40.0m drawdown on the revolving credit facility (RCF). This inflow was partially offset by outflows of €6.5m related to interest payments on both the bonds and the RCF. Due to the ongoing debt recapitalisation, no interests on the bonds were paid during the second quarter of 2025.

Compared to the same period prior year, the difference is explained by proceeds from disposal of derivative financial assets generating a total cash inflow of €24.0m (€21.7m recognised as "proceeds from sale of derivative financial assets and €2.4m within "interest paid on bonds and RCF") and the net drawdown on the RCF of €11.5m. Interests paid on bonds and RCF amounted to €15.0m.

Cash flow development – Year to date 2025 (€m)



** Excluding "net proceeds on sale of a subsidiary" / ** NRI = Non-recurring items*

Funding and financial position

As of 30 June 2025, total debt amounted to €831.1m (€808.4m as of 30 June 2024), secured debt amounted to €804.3m (€779.3m), net secured debt amounted to €754.4m (€700.9m), Net Secured Debt ratio was 71.2 (30.6) where the increase was mainly driven by the lower rolling 12 months EBITDA (€10.6m) versus the previous period (€22.9m).

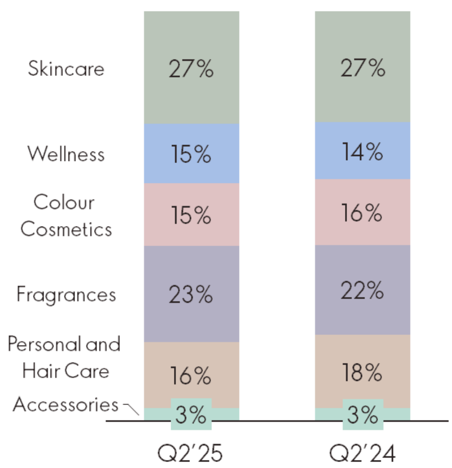
Oriflame's long-term debt as of 30 June 2025 amounted to €719.3m excluding capitalised front-end fees. It consists of €250m Floating Rate Senior Secured Notes due 2026 (the "Euro Notes") and $550m Senior Secured Notes (the "Dollar Notes") due 2026. The Euro Notes bear interest at a rate of the sum of (i) three-month EURIBOR (with 0% floor) reset quarterly, plus (ii) 4.25% fixed per annum. The Dollar Notes bear interest at a rate of 5.125% per annum. See note 4 of the unaudited condensed consolidated financial statements for additional information.

As of 30 June 2025, €85.0m from the RCF was drawn down (€45.0m drawdown as of 31 December 2024) and the cash and cash equivalents amounted to €49.9m (€62.0m as of 31 December 2024). The current corporate and notes ratings are respectively CC/C from Fitch and SD/D from S&P Global. The company complied with all its covenants related to the outstanding debt as of 30 June 2025.

30 June 2025	€ Note	$ Note	Revolving Credit Facility
Total amount	€250m	$550m	€100m
Interest rate	3 months Euribor + 4.25%	5.125%	Euribor +200-300 bps
Maturity	May 2026	May 2026	October 2025
RCF drawdown			€85.0m

Brand and Innovation

Product categories - % of sales



Skin Care experienced an overall sales decline, although sales per unit showed positive momentum. This recovery was again driven by Novage+, partially balancing declines in the Mass Moisturiser segment. The successful go-to-market brand New Optimals Wave 1 was launched in EUCIS markets with promising results. The destined hero products – new OPT Optimals Day Shield and OPT Optimals The Beyond Moisturiser – continued to deliver above expectations. The NovAge Proceuticals and Royal Velvet showed strong uplift.

Wellness continued to perform better than some other categories in the quarter, driven by solid growth in the largest sub-category Vitamins & Supplements. Among key products, strong performance came from Marine Calcium & Vitamin D, Protein Blend, Omega 3 and Astaxanthin. Magnesium remained a major growth driver, and is already ranking as the 6th biggest product in the global portfolio.

Fragrance saw a decline in sales however closed the period with growth in gross margins. The biggest quarterly category activation Scent Your Moods did not yet bring the expected sales results, however definitely provided important sales support to the Brand Partners.

Colour Cosmetics showed slightly better incremental sales performance in the second quarter with the Lips Sector showing the strongest performance with the launch of THE ONE Stain & Stay Lip Marker and Waunt Smooth Like Butter. In addition, the category noted good performance of ongoing Lip Glosses and Tinted Lip Balm in THE ONE and OnColour.

Personal Care reported continued sales decline in major KPIs, however with improving gross margins. The Milk & Honey brand delivered strong consecutive quarterly growth. A brand audit and action plan to recover the important driver Love Nature has been kicked off with a multi-functional team including key markets. **Hair Care** continued to drop in sales, although with improving gross margins due to volume mix and regional composition.

The **Accessories** category showed a clear improvement in the quarter, both in terms of sales decline and strong recovery in gross margins. The Sun-Kissed seasonal summer collection drove a double-digit increase for the full category in June. In addition, Jewellery, Gifts, Men's and Wellness accessories showed positive sales in the quarter.

Digital H1 2025

The first half of 2025 continued in approaching full saturation of orders placed online, with more than 99% of total orders placed online. Mobile devices accounted for 85% of visitor sessions and 65% of orders placed. Nearly one-third of orders were placed using the Oriflame App which is present in all Oriflame markets. Online payments continued to increase in all areas and has now surpassed credit invoices as the most popular payment method globally, which reduces credit risk and administrative overhead.

The major highlights for the first semester were the finalisation of the implementation of the BCM (Business Community Model), and the rollout in the first seven markets of the CEO system, which is the company's new methodology for training Beauty Entrepreneurs to maximise performance and business growth. The BCM continued to expand across Oriflame markets, and aside from continued work towards full coverage, focus was on refining shopping features, performance reporting, as well as Beauty Rewards, the gamified loyalty program that is part of the BCM, aiming to build engagement and drive social selling activities as well as re-purchase among the community members.

After rollout completion of the company's CRM platform (Salesforce Marketing Cloud) in 2024, activities in this area continued with delivery and implementation of further personalised and action-triggered communication to improve relevance, conversion, and retention.

Key initiatives to enhance the customer experience with Oriflame on digital platforms were delivered globally, such as adjustment of sites and apps to comply with the European Accessibility Act, a simplified checkout function, product display improvements, and an invitation tool that allows Brand Partners to assist new Members with registration, account activation and even placing the first order.

Significant progress was made during the first half of the year in assisting Brand Partners with lead generation, sales and recruitment through company-endorsed advertising on social media platforms. The Oriflame Sharing App is fully available in most Oriflame markets to enable Members and Brand Partners to advance in their social selling activities.

Continued development and roll-out of additional tools for Brand Partners to manage and grow their business were also important achievements during the first half of the year. Key features include additional onboarding functionality, insights and analytics on benefit achievement for Brand Partners, and a seamless feature that facilitates international business expansion for Brand Partners that have large social platforms also in countries other than their home market.

In terms of AI investments the company has already implemented tools for translation and localization of site and app content, including audio and video localization, as well as AI-generated proposals on demand for Brand Partners to ensure personalised and authentic product recommendations. The company continues to explore AI-driven tools for virtual try-on of products as well as assessment-based product recommendations based on customers' individual needs, to optimise product benefits and satisfaction.

App users:

Q1	***Q2***
Oriflame App 639,000 monthly active users	*Oriflame App 625,000 monthly active users*
Business App: 183,000 monthly active users	*Business App: 175,000 monthly active users*

Sustainability H1 2025

During the first half of 2025 Oriflame continued to deliver on its sustainability agenda and the 2024 Sustainability Report was published in April.

Corporate reporting was actioned and initiated for RSPO (palm oil use and traceability), RMI (mica use and traceability), UNGC (social responsibility), and CDP (climate, forest, water impact). It was noted that the Corporate Sustainability Reporting Directive (CSRD) has been delayed by two years and the Corporate Sustainability Due Diligence Directive (CSDDD) by one year.

Oriflame was recognised as one of Europe's Climate Leaders by The Financial Times and Statista, for the fifth consecutive year. Acknowledgements of the company's emissions' performance and progress from 2018 to 2023, and reductions in Scope 1 and 2 GHG emissions intensity (those produced directly by company operations or from energy use), transparency on Scope 3 emissions (across the supply chain), and collaboration with key sustainability assessors such as Carbon Disclosure Project (CDP) and the Science Based Targets initiative (SBTi).

Oriflame continued to launch products with strong credible sustainability profile and claims, including Tendercare's new products with more than 99% natural origin ingredients formulated with Beeswax, Vitamin E and natural oils. The Milk and Honey brand introduced new products with organically sourced extracts of milk and honey and natural exfoliants in scrubs, formulated to be biodegradable for rinse off products. The Duologi brand launched new products formulated to be biodegradable and the Love Nature introduced new products with 97% natural origin ingredients and organic extracts. In addition, the New Feminelle and Intimelle refills were formulated to be biodegradable and the Giordani Gold new face and lip products were certified with The Vegan Society™.

Other

The company will not be hosting a conference call this quarter. The report in full together with a presentation of the second quarter results are available on Oriflame's investor website:
https://corporate.oriflame.com/investors/financial-reports/

Subscription service

You can subscribe to company press releases and different types of financial information through Oriflame's website**:** www.oriflame.com or through the following link: https://corporate.oriflame.com/investors/subscription-service/

For further information, please contact: **Janice Wood,** IR@oriflame.com

Definitions

Adjusted EBITDA

Operating profit before financial items, taxes, depreciation and amortisation, excluding non-recurring items and purchase price allocation items.

Adjusted gross profit

Gross profit excluding purchase price allocation items.

Adjusted net profit

Net profit excluding non-recurring items and purchase price allocation items.

Adjusted operating profit

Operating profit excluding non-recurring items and purchase price allocation items.

Adjusted Cash flow before financing activities

Adjusted Cash flow from operating activities less cash flow used in investing activities (excluding net proceeds on sale of a subsidiary), payment of lease liabilities, interest paid on leases and other interest and other financial charges paid.

Beauty Entrepreneurs

Beauty Entrepreneurs correspond to registered actives who are eligible to benefit and earn from the Oriflame Success Plan (business/commission plan).

Active Community

UPDATED – *Previously referred to as "Members"*
The definition has been slightly revised. The calculation period has changed: instead of ending strictly at the close of the quarter, the new approach uses the end of the open campaigns around quarter-end — which may fall up to one week before or after the quarter close. This reflects how management monitors activity.
As a result, the Active Community figures may differ slightly from those reported under the previous "Members" definition. Starting Q2'25, Active Community will serve as a Key Performance Indicator (KPI). For comparison purposes, historical Active Community figures have been added to the Quarterly Figures tables, and the "Members" metric will no longer be updated.

Active community is all Beauty Entrepreneurs and online customers who have placed at least one order within the last three or four campaigns (depending on the number of campaigns of the entity per year - 12 or 17 per year).

Community

New Key Performance Indicator
All Beauty Entrepreneurs and online customers who have placed at least one order within the last 12 or 17 campaigns (depending on the number of campaigns of the entity per year).

Net Secured Debt ratio

Secured Debt less cash and cash equivalents divided by Adjusted EBITDA.

Secured Debt

Non-current and current interest-bearings loans secured by a Lien, excluding front end fees (Senior Secured Notes and Revolving Credit facility).

Total debt

Non-current and current interest-bearings loans (excluding front end fees), bank overdraft and lease liabilities.

Quarterly Figures

"Adjusted" figures exclude non-recurring and purchase price allocation (PPA) related items. For additional information refer to the condensed consolidated income statements on pages 17 and 18.

Financial summary, €m	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25
Sales	156.5	148.2	130.8	168.7	145.6	132.9
Adj. Gross margin	64.9%	66.9%	65.8%	63.5%	63.7%	65.8%
Adj. EBITDA	6.7	6.0	5.4	5.3	-2.1	1.9
Adj. EBITDA margin	4.3%	4.0%	4.2%	3.1%	-1.4%	1.5%
Adj. Operating profit	0.9	0.4	0.2	0.1	-7.2	-2.9
Adj. Operating margin	0.6%	0.3%	0.2%	0.1%	-5.0%	-2.2%
Adj. Net profit	-24.3	-19.2	6.9	-54.0	6.5	15.0
Adj. Cash flow from op. activities	-1.0	2.1	-10.9	5.6	-1.8	-13.0
Adj. Cash flow before financing activities	-6.0	-2.8	-13.0	0.0	-7.9	-17.6
Cash flow used in investing activities	-0.7	2.5	2.6	-2.1	-2.5	-1.2
Cash and cash equivalents	57.3	78.3	57.0	62.0	56.2	49.9
Total debt	789.0	808.4	783.4	852.5	853.0	831.1
Secured debt	758.7	779.3	756.7	824.4	823.6	804.3
Net Secured Debt ratio	24.3	30.6	28.9	32.7	52.5	71.2

Sales, €m	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25
Latin America	24.7	22.8	21.0	20.2	19.2	17.1
Europe & CIS	81.0	80.4	67.8	94.9	78.1	73.9
Asia	30.2	28.0	25.0	31.4	26.4	22.6
Türkiye & Africa	11.1	11.2	10.1	11.8	11.8	11.2
Manufacturing	8.1	4.5	5.1	8.7	9.0	5.5
Other	1.4	1.4	1.6	1.6	1.1	2.6
Oriflame	**156.5**	**148.2**	**130.8**	**168.7**	**145.6**	**132.9**

€ Sales growth in %	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25
Latin America	-20%	-25%	-31%	-27%	-22%	-25%
Europe & CIS	-27%	-15%	-17%	-14%	-4%	-8%
Asia	-24%	-22%	-19%	-13%	-13%	-19%
Türkiye & Africa	-28%	-26%	-23%	-14%	6%	0.2%
Oriflame	**-25%**	**-19%**	**-19%**	**-15%**	**-7%**	**-10%**

Adjusted EBITDA, €m	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25
Latin America	4.1	4.8	5.6	2.7	0.7	1.9
Europe & CIS	13.1	10.8	10.0	10.7	4.9	12.2
Asia	-0.6	-0.1	-0.8	-1.0	-1.7	-1.4
Türkiye & Africa	1.6	1.2	1.3	0.8	1.3	1.4
Manufacturing	2.7	3.0	5.6	5.7	2.9	4.1
Other	-14.3	-13.8	-16.3	-13.6	-10.3	-16.1
Oriflame	**6.7**	**6.0**	**5.4**	**5.3**	**-2.1**	**1.9**

Adjusted EBITDA margin, %	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25
Latin America	16.8%	21.1%	26.4%	13.3%	3.8%	11.0%
Europe & CIS	16.2%	13.4%	14.8%	11.2%	6.3%	16.4%
Asia	-1.9%	-0.4%	-3.1%	-3.3%	-6.3%	-6.4%
Türkiye & Africa	14.5%	10.8%	12.7%	7.1%	10.8%	12.3%
Oriflame	**4.3%**	**4.0%**	**4.2%**	**3.1%**	**-1.4%**	**1.5%**

Members, '000 (as of end of quarter)	Q1'24	Q2'24	Q3'24	Q4'24	Q1'25	Q2'25
Latin America	149	143	148	132	128	*
Europe & CIS	872	766	779	904	852	*
Asia	331	296	326	394	361	*
Türkiye & Africa	156	152	128	156	136	*
Oriflame	**1,507**	**1,356**	**1,382**	**1,587**	**1,477**	*

* new definition as per "Active community" table

Active community, '000 (towards the end of quarter)	**Q1'24**	**Q2'24**	**Q3'24**	**Q4'24**	**Q1'25**	**Q2'25**
Latin America	142	134	134	128	122	117
Europe & CIS	825	721	744	858	803	676
Asia	396	355	365	447	442	413
Türkiye & Africa	176	170	150	172	157	168
Oriflame	**1,539**	**1,382**	**1,393**	**1,604**	**1,524**	**1,374**

Community, '000 (towards the end of quarter)	**Q1'24**	**Q2'24**	**Q3'24**	**Q4'24**	**Q1'25**	**Q2'25**
Latin America	351	325	300	272	260	244
Europe & CIS	1,788	1,804	1,660	1,671	1,644	1,617
Asia	828	786	782	822	848	880
Türkiye & Africa	418	403	374	361	349	353
Oriflame	**3,386**	**3,317**	**3,115**	**3,126**	**3,101**	**3,094**

Condensed consolidated income statements
Three months ended 30 June

€'000	2025	Non-recurring items*	Adjusted 2025	2024	Non-recurring items*	PPA items**	Adjusted 2024
Sales	132,896		132,896	148,243			148,243
Cost of sales	-45,399	4	-45,395	-49,060	11		-49,049
Gross profit	**87,497**	**4**	**87,502**	**99,183**	**11**	**-**	**99,194**
Selling and marketing expenses	-43,944		-43,944	-48,703	41		-48,662
Distribution and infrastructure	-5,089	-161	-5,250	-5,137			-5,137
Administrative expenses	-43,668	2,495	-41,173	-48,642	1,777	1,876	-44,989
Operating profit / loss (-)	**-5,204**	**2,339**	**-2,865**	**-3,299**	**1,829**	**1,876**	**406**
Financial income	36,936		36,936	6,913			6,913
Financial expenses	-16,094	2,562	-13,532	-27,980			-27,980
Net financing income / costs (-)	**20,841**	**2,562**	**23,404**	**-21,067**	**-**	**-**	**-21,067**
Net gain on disposal of a subsidiary	-		-	2,217			2,217
Loss from associates	-43		-43	-4			-4
Profit / loss (-) before tax	**15,595**	**4,901**	**20,496**	**-22,153**	**1,829**	**1,876**	**-18,448**
Income tax expense	-5,190	-304	-5,494	-431	-25	-281	-737
Net Profit / loss (-)	**10,404**	**4,597**	**15,001**	**-22,585**	**1,805**	**1,595**	**-19,185**

* Non-recurring items cover:
2025: Restructuring costs, refinancing costs, reorganisational costs and other one-off costs
2024: Restructuring costs (€0.4m) and impairment of property, plant and equipment (€1.4m)

** Purchase Price Allocation (PPA) items cover the income statement impact from the purchase price allocation on the 2019 business combination. These elements, which cover amortisation of newly identified intangible assets during the PPA, are excluded to normalise the performance of the Group. As of 30 June 2024, all intangible assets identified during the PPA with definite useful life were amortised. For additional information refer to the document "Purchase Price Allocation – summary" available on the investors page or through the following link: https://vp233.alertir.com/sites/default/files/report/oriflame_purchase_price_allocation_summary.pdf?v2assets.

Condensed consolidated income statements
Six months ended 30 June

€'000	2025	Non-recurring items*	Adjusted 2025	2024	Non-recurring items*	PPA items**	Adjusted 2024
Sales	278,535		278,535	304,706			304,706
Cost of sales	-100,032	1,831	-98,201	-103,975	11		-103,964
Gross profit	**178,503**	**1,831**	**180,334**	**200,731**	**11**	**-**	**200,742**
Selling and marketing expenses	-93,744		-93,744	-98,665	41		-98,624
Distribution and infrastructure	-13,218	1,808	-11,410	-9,984			-9,984
Administrative expenses	-101,704	16,442	-85,262	-96,942	2,401	3,753	-90,788
Operating profit / loss (-)	**-30,162**	**20,081**	**-10,081**	**-4,860**	**2,453**	**3,753**	**1,346**
Financial income	60,932		60,932	15,256			15,256
Financial expenses	-32,761	6,029	-26,733	-58,126			-58,126
Net financing income / costs (-)	**28,170**	**6,029**	**34,199**	**-42,870**	**-**	**-**	**-42,870**
Net gain on disposal of a subsidiary	-		-	2,217			2,217
Loss from associates	-48		-48	-1			-1
Profit / loss (-) before tax	**-2,040**	**26,109**	**24,070**	**-45,515**	**2,453**	**3,753**	**-39,309**
Income tax expense	-41	-2,492	-2,534	-3,531	-79	-563	-4,173
Net Profit / loss (-)	**-2,081**	**23,617**	**21,536**	**-49,046**	**2,375**	**3,190**	**-43,482**

* Non-recurring items cover:
  2025: Restructuring costs, refinancing costs, reorganisational costs and other one-off costs
  2024: Restructuring costs (€1.0m) and impairment of property, plant and equipment (€1.4m)

** Purchase Price Allocation (PPA) items cover the income statement impact from the purchase price allocation on the 2019 business combination. These elements, mainly amortisation of newly identified intangible assets during the PPA, are excluded to normalise the performance of the Group. For additional information refer to the document "Purchase Price Allocation – summary" available on the investors page or through the following link: https://vp233.alertir.com/sites/default/files/report/oriflame_purchase_price_allocation_summary.pdf?v2assets. As of 30 June 2024, all intangible assets identified during the PPA with definite useful life were amortised.

Condensed consolidated statements of comprehensive income

€´000	three months ended 30 June		six months ended 30 June	
	2025	2024	2025	2024
Net profit / loss (-)	**10,404**	**-22,585**	**-2,081**	**-49,046**
Other comprehensive income				
Items that will not be reclassified subsequently to profit or loss:				
Remeasurements of net defined liability, net of tax	-	-	-	-
Total items that will not be reclassified subsequently to profit or loss	**-**	**-**	**-**	**-**
Items that are or may be reclassified subsequently to profit or loss:				
Foreign currency translation differences for foreign operations	518	1,134	897	2,687
Cash flow hedges – effective portion of changes in fair value, net of tax	-2,643	2,412	-5,340	1,520
Total items that are or may be reclassified subsequently to profit or loss	***-2,125***	***3,546***	***-4,443***	***4,207***
Other comprehensive income, net of tax	**-2,125**	**3,546**	**-4,443**	**4,207**
Total comprehensive income	**8,279**	**-19,039**	**-6,524**	**-44,840**

Condensed consolidated statements of financial position

€´000		30 June 2025	31 December 2024	30 June 2024
Assets				
Property, plant and equipment		23,662	38,930	39,897
Right-of-use assets		25,108	26,717	27,533
Intangible assets		137,349	135,988	534,042
Investment in associates		15	67	-
Deferred tax assets		17,283	13,497	19,287
Other long-term receivables		4,790	5,251	4,526
Total non-current assets		**208,207**	**220,450**	**625,284**
Inventories		78,171	91,776	81,125
Trade and other receivables		39,346	40,628	35,698
Tax receivables		8,625	10,584	12,538
Prepaid expenses		19,545	10,513	15,574
Derivative financial assets		-	-	149
Cash and cash equivalents		49,852	61,989	78,335
Assets held for sale	3	12,929	370	3,876
Total current assets		**208,468**	**215,862**	**227,295**
Total assets		**416,675**	**436,312**	**852,580**
Equity				
Share capital		653,081	653,081	653,081
Reserves		-10,612	-6,169	-2,079
Retained earnings		-1,242,098	-1,240,016	-836,208
Total equity		**-599,629**	**-593,104**	**-185,206**
Liabilities				
Interest-bearing loans	4	-	775,187	757,891
Employee benefits		4,851	4,837	4,403
Lease liabilities		18,562	19,463	18,526
Other long-term liabilities		1,920	1,897	1,904
Provisions	5	6,861	4,778	2,402
Deferred tax liabilities		17,353	17,339	77,374
Total non-current liabilities		**49,547**	**823,501**	**862,500**
Current portion of interest-bearing loans	4	801,773	45,000	15,500
Lease liabilities		8,239	8,593	10,622
Trade and other payables		60,192	77,558	69,861
Contract liabilities		5,243	7,384	5,955
Tax payables		6,399	5,962	5,447
Accrued expenses		74,195	57,970	62,484
Derivative financial liabilities		0	80	35
Provisions	5	10,717	3,369	5,381
Total current liabilities		**966,756**	**205,916**	**175,285**
Total liabilities		**1,016,304**	**1,029,416**	**1,037,786**
Total equity and liabilities		**416,675**	**436,312**	**852,580**

Condensed consolidated statements of changes in equity

€'000	Share capital	Reserves	Retained earnings	Total Equity
At 1 January 2024	**653,081**	**-6,286**	**-787,161**	**-140,366**
Net loss			-49,046	-49,046
Other comprehensive income, net of tax		4,207		4,207
Total comprehensive income	**-**	**4,207**	**-49,046**	**-44,840**
At 30 June 2024	**653,081**	**-2,079**	**-836,208**	**-185,206**

€'000	Share capital	Reserves	Retained earnings	Total Equity
At 1 January 2025	**653,081**	**-6,169**	**-1,240,016**	**-593,104**
Net loss			-2,081	-2,081
Other comprehensive income, net of tax		-4,443		-4,443
Total comprehensive income	**-**	**-4,443**	**-2,081**	**-6,524**
At 30 June 2025	**653,081**	**-10,612**	**-1,242,098**	**-599,629**

Condensed consolidated statements of cash flows – three months ended 30 June

€'000	2025	Non-recurring items	2025 Adjusted	2024	Non-recurring items	Purchase Price allocation items	2024 Adjusted
Operating activities							
Profit / Loss (-) before tax	**15,595**	**4,901**	**20,496**	**-22,153**	**1,829**	**1,876**	**-18,448**
Adjustments for:							
Depreciation of property, plant and equipment and right-of-use assets	4,723		4,723	5,392			5,392
Amortisation of intangible assets	77		77	2,030		-1,876	154
Impairment	-		-	1,416	-1,416		-
Change in fair value of borrowings and derivatives financial instruments	15		15	4,776			4,776
Deferred income	-598		-598	105			105
Unrealised exchange rate differences	-37,435		-37,435	4,562			4,562
Profit on disposal of property, plant and equipment, intangible assets, leased assets	-533		-533	32			32
Net gain on sale of subsidiary	-		-	-2,217			-2,217
Loss from associates, net of tax	43		43	4			4
Interest and other financial income	-2,858		-2,858	-6,727			-6,727
Interest and other financial expense	16,287	-2,562	13,725	16,507			16,507
	-4,684	**2,339**	**-2,345**	**3,726**	**414**	**-**	**4,140**
Decrease / Increase (-) in trade and other receivables, prepaid expenses	-7,579	2,637	-4,941	3,612			3,612
Decrease in inventories	4,349		4,349	1,696			1,696
Decrease in trade and other payables, accrued expenses	-7,542	384	-7,158	-9,731	3,472		-6,259
Increase / Decrease (-) in provisions	-2,252	1,967	-285	-1,973	2,003		30
Cash generated from operations	**-17,708**	**7,327**	**-10,381**	**-2,670**	**5,889**	**-**	**3,218**
Interest received	150		150	-1,397			-1,397
Income taxes paid	-2,776		-2,776	284			284
Cash flow from / used in (-) operating activities	**-20,335**	**7,327**	**-13,008**	**-3,784**	**5,889**	**-**	**2,105**

Condensed consolidated statements of cash flows – three months ended 30 June (continued)

€'000		2025	Non-recurring items	2025 Adjusted	2024	Non-recurring items	Purchase Price allocation items	2024 Adjusted
Cash flow from / used in (-) operating activities		**-20,335**	**7,327**	**-13,008**	**-3,784**	**5,889**	**-**	**2,105**
Investing activities								
Proceeds on sale of property, plant and equipment, intangible assets and investment properties		57		57	73			73
Purchases of property, plant, equipment		-630		-630	-999			-999
Purchases of intangible assets		-588		-588	-113			-113
Net proceeds on sale of a subsidiary		-		-	3,494			3,494
Cash flow from / used (-) in investing activities		**-1,161**	**-**	**-1,161**	**2,455**	**-**	**-**	**2,455**
Financing activities								
Proceeds from borrowings	4	20,000		20,000	15,500			15,500
Interest and other financial charges paid		-3,670	1,845	-1,825	-11,707			-11,707
Proceeds from disposal of derivative financial assets		-		-	21,668			21,668
Payment of lease liabilities		-2,549		-2,549	-3,184			-3,184
Cash flow from financing activities		**13,781**	**1,845**	**15,626**	**22,277**	**-**	**-**	**22,277**
Change in cash and cash equivalents		**-7,714**	**9,172**	**1,458**	**20,949**	**5,889**	**-**	**26,837**
Cash and cash equivalents at the beginning of the period net of bank overdrafts		56,184		56,184	57,304			**57,304**
Effect of exchange rate fluctuations on cash held		1,382		1,382	83			83
Cash and cash equivalents at the end of the period, net of bank overdrafts		**49,852**	**9,172**	**59,023***	**78,335**	**5,889**	**-**	**84,224***

* Represents the cash that Oriflame would have had without the non-recurring items at the end of the period (without considering impacts in previous periods).

Condensed consolidated statements of cash flows – six months ended 30 June

€'000		2025	Non-recurring items	2025 Adjusted	2024	Non-recurring items	Purchase Price allocation items	2024 Adjusted
Operating activities								
Loss before tax		**-2,040**	**26,109**	**24,070**	**-45,515**	**2,453**	**3,753**	**-39,309**
Adjustments for:								
Depreciation of property, plant and equipment and right-of-use assets		9,802		9,802	10,951			10,951
Amortisation of intangible assets		141		141	4,065		-3,753	312
Impairment	3	-		-	1,416	-1,416		-
Change in fair value of borrowings and derivatives financial instruments		4		4	5,027			5,027
Deferred income		-1,832		-1,832	-1,209			-1,209
Unrealised exchange rate differences		-56,929		-56,929	17,591			17,591
Profit on disposal of property, plant and equipment, intangible assets, leased assets		-640		-640	-144			-144
Net gain on sale of subsidiary	3	-		-	-2,217			-2,217
Loss from associates, net of tax		48		48	1			1
Interest and other financial income		-5,684		-5,684	-15,146			-15,146
Interest and other financial expense		33,216	-6,029	27,187	34,100			34,100
		-23,913	**20,081**	**-3,832**	**8,918**	**1,038**	**-**	**9,956**
Increase (-) / Decrease in trade and other receivables, prepaid expenses		-9,273	3,218	-6,054	1,412			1,412
Decrease in inventories		11,137		11,137	10,107			10,107
Decrease in trade and other payables, accrued expenses		-14,658	1,715	-12,942	-15,241	5,339		-9,902
Increase / Decrease (-) in provisions		10,085	-10,562	-478	-9,898	8,213		-1,685
Cash generated from operations		**-26,622**	**14,452**	**-12,169**	**-4,703**	**14,590**		**9,887**
Interest received		267		267	-9,340			-9,340
Income taxes paid		-2,925		-2,925	599			599
Cash flow from / used in (-) operating activities		**-29,279**	**14,452**	**-14,827**	**-13,443**	**14,590**	**-**	**1,146**

Condensed consolidated statements of cash flows – six months ended 30 June (continued)

€'000		2025	Non-recurring items	2025 Adjusted	2024	Non-recurring items	Purchase Price allocation items	2024 Adjusted
Cash flow from / used in (-) operating activities		**-29,279**	**14,452**	**-14,827**	**-13,443**	**14,590**	**-**	**1,146**
Investing activities								
Proceeds on sale of property, plant and equipment, intangible assets and investment properties		145		145	155			155
Purchases of property, plant, equipment		-2,428		-2,428	-1,770			-1,770
Purchases of intangible assets		-1,412		-1,412	-113			-113
Net proceeds on sale of a subsidiary	3	-		-	3,494			3,494
Cash flow from / used in (-) investing activities		**-3,695**	**-**	**-3,695**	**1,766**	**-**	**-**	**1,766**
Financing activities								
Proceeds from borrowings	4	40,000		40,000	15,500			15,500
Repayment of borrowings		-		-	-4,000			-4,000
Interest and other financial charges paid		-12,992	5,019	-7,973	-16,557			-16,557
Proceeds from disposal of derivative financial assets	4	-		-	21,668			21,668
Payment of lease liabilities		-5,525		-5,525	-6,611			-6,611
Cash flow from financing activities		**21,483**	**5,019**	**26,502**	**10,000**	**-**	**-**	**10,000**
Change in cash and cash equivalents		**-11,492**	**19,472**	**7,980**	**-1,677**	**14,590**	**-**	**12,912**
Cash and cash equivalents at the beginning of the period net of bank overdrafts		61,989		61,989	80,645			80,645
Effect of exchange rate fluctuations on cash held		-645		-645	-633			-633
Cash and cash equivalents at the end of the period, net of bank overdrafts		**49,852**	**19,472**	**69,324***	**78,335**	**14,590**	**-**	**92,925***

* Represents the cash that Oriflame would have had without the non-recurring items at the end of the period (without considering impacts in previous periods).

Notes to the unaudited condensed consolidated financial statements of Oriflame Holding Limited

1 Status and principal activity

Oriflame Holding Limited (the "Company") is a holding company incorporated under the laws of Jersey on 20 May 2019 with a registration number 129092 and registered office address of 47 Esplanade, St Helier, Jersey JEI OBD. The principal activity of the Company's subsidiaries is the sale of cosmetics. The unaudited condensed consolidated financial statements of the Company as at and for the six months ended 30 June 2025 comprise the Company and its subsidiaries (together referred to as the "Group").

2 Basis of preparation and summary of material accounting policies

Statement of compliance

The unaudited condensed consolidated financial statements for the six months period ended 30 June 2025 have been prepared by management in accordance with the measurement and recognition principles of IFRS and should be read in conjunction with the published consolidated financial statements of the Group as at and for the year ended 31 December 2024.

The unaudited condensed consolidated financial statements were authorised for issue by the Directors on 22 July 2025.

Change in material accounting policies, use of judgements and estimates

In preparing these unaudited condensed consolidated financial statements, management has made judgements and estimates that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these estimates.

The significant judgements made by management in applying the Group's accounting policies and the key sources of estimation uncertainty were the same as those described in the last annual financial statements.

The accounting policies applied in these unaudited condensed consolidated financial statements are the same as those applied in the Group's consolidated financial statements as at and for the year ended 31 December 2024. Other new or amended IFRS standards which became effective January 2025 have had no material effect on the Group's financial statements.

Going concern

Throughout 2024, the Group proactively explored options to address its capital structure and evaluate potential recapitalisation opportunities to restructure the Notes and the existing Revolving Credit Facility (RCF), which mature in May 2026 and October 2025, respectively. On 18 March 2025, the Group, its shareholders, and a consortium of bondholders representing more than 80% of the outstanding Notes reached an agreement that will significantly reduce the Group's existing debt and interest costs, as well as inject additional capital into the Group (the "Recapitalisation"). In the following days of March, incremental support was received from bondholders, ultimately covering more than 91% of the Group's bonds. As a result, the transaction can be implemented consensually with the Group's bondholders, without the need for an in-court process, subject to the satisfaction of certain conditions precedent and approval from the RCF lenders.

As of the date of this report, constructive discussions are ongoing with the RCF lenders, and initial offers for extension of the RCF have been received. The Group believes that reaching a consensual agreement is in the mutual interest of all stakeholders, including the RCF lenders, as it would support the Group's financial stability and long-term viability. The ongoing dialogue, along with the progress already made, provides a strong basis for confidence that a positive outcome will be reached within the required timeframe.

Although the Company is facing uncertainties as to its ability to continue as a going concern due to the Company's challenging results during the past couple years and current liquidity, management believes that such uncertainties will be addressed by the Recapitalisation and by the measures taken to drive positive business performance.

3 Assets held for sale and liabilities directly associated with assets held for sale

On 9 January 2025, the Group announced the launch of a new strategic initiative aimed at transitioning European production from its current facility in Poland, owned by Cetes Cosmetics Poland SP z.o.o, to a network of carefully selected, high-end European manufacturers. As a result, the existing facility will be closed over the next two years and was put up for sale on the market during the first quarter of 2025. Consequently, the related fixed assets were reclassified as held-for-sale as of 30 June 2025.
As of 30 June 2024, the €3.9m assets held for sale covered an investment property and certain fixed assets. The investment property was sold during the third quarter of 2024 for a total of €3.5m generating no profit as the carrying amount was adjusted to this value with an impairment of €1.4m recognised within administrative expenses as of 30 June 2024.
During the second quarter 2024, the investment property, Oriflame Property Investments SP z.o.o. in Poland, was sold. The consideration received amounted to €3.6m, less €0.1m transaction costs recognised and paid during the period. A gain on disposal of a subsidiary, net of disposal costs, of €2.2m was recognised from the sale of this entity.

4 Interest-bearing loans

As of 31 December 2024, an amount of €45.0m was drawn down from the Revolving Credit Facility (RCF). During the first half of 2025, an additional drawdown €40.0m was made, bringing the total RCF drawdown to €85.0m as of 30 June 2025. At the same period last year, the RCF was drawn down to €15.5m.

The terms and conditions of outstanding loans were as follows as at 30 June 2025.

€'000	Interest rate	Maturity	Book value	Current
Revolving credit facility	Euribor + margin	10.2025	85,000	85,000
Senior Secured Notes - €250.0m	3 month Euribor + 4.25%	05.2026	250,000	250,000
Senior Secured Notes - $550.0m	5.125%	05.2026	469,283	469,283
Front end fees deducted from proceeds	-	10.2025 - 05.2026	-2,510	-2,510
Total interest-bearing liabilities			**801,773**	**801,773**

As announced in March 2025, an agreement was reached with investors to restructure the Group's debt with a debt release of around €520.0m and a meaningful maturity runway. The transaction is expected to be finalised in the third quarter of 2025 subject to satisfaction of conditions precedent and approval from other creditors, including the RCF lenders.
Accordingly, as the refinancing was not completed as of 30 June 2025, the existing €250.0m and $550.0m Senior Secured notes debts are still outstanding at the end of the second quarter and are recognised unchanged in the balance sheet (see details in the above table).
Upon completion of the transaction, a gain of approximately €520.0m from the debt restructuring will be recognised as financial income. This gain will be complemented by the release of more than €20.0m in gains from the disposal of financial instruments previously recorded in Other Comprehensive Income (see below under "Derivative financial assets"), partially offset by transaction costs incurred in connection with the refinancing.

Derivative financial assets
During the second quarter of 2024, the interest rate swaps (IRS) were terminated, effectively leaving the debt unhedged thereafter. The unwinding of the IRS generated a cash inflow of €24.0m, of which €21.7m, corresponding to the mark to market value of the IRS, were booked in other comprehensive income. This amount is released gradually into the income statement and will mitigate the interest expenses on the Notes until the maturity of the debt or until it is repaid. In the first half of 2025, an amount of €5.4m was reclassified from OCI to the income statement within financial income.

5 Provisions

€'000	30 June 2025	31 December 2024
Non-current	6,861	4,778
Current	10,717	3,369
Total provisions	**17,578**	**8,147**

The €9.4 million increase in total provisions is mainly driven by the new strategy to shift European production from the Poland facility to selected high-end manufacturers. As a result, the Poland factory will be closed over the next two years, primarily leading to staff restructuring costs, which are expected to be partially settled in 2025 and mostly in 2026.

Additional information

Consolidated financial statements – Restricted and Unrestricted subsidiaries

The following consolidated financial statements present, on a supplemental basis, the results of operations and the financial position for those subsidiaries of Oriflame which have been designated unrestricted subsidiaries for purposes of the Indenture and the Revolving Facility Agreement.

The Group's Russian subsidiaries Cetes Cosmetics LLC and Oriflame Cosmetics LLC were designated as unrestricted subsidiaries on 21 March 2022. Cetes Cosmetics LLC was subsequently sold in April 2023.

The Group is in full compliance with current sanctions relating to Russia and continues to closely monitor the evolving situation.

The Board of Directors of Oriflame Holding Limited resolved on 29 August 2024 and 1 September 2024 to designate the following entities as Unrestricted Subsidiaries under and in accordance with the indenture governing the senior secured notes due 2026 and the Oriflame Group's revolving credit facility agreement:

1. Cetes Cosmetics Poland sp. z o.o;
2. Cetes Cosmetics AG;
3. Oriflame Cosmetics AG;
4. Oriflame Software S.R.O;
5. Glow Topco Limited; and
6. Glow Holdco Limited.

In this section, the Unrestricted Subsidiaries are excluded from the Oriflame's financial results as if they were unrestricted subsidiaries as of and for the period ended 30 June 2025.

Consolidated income statement

Six months ended 30 June 2025

€'000	Oriflame Group Consolidated	"Restricted" subsidiaries	"Unrestricted" subsidiaries
Sales	278,535	216,909	61,626
Cost of sales	-100,032	-60,866	-39,166
Intercompany Sales*	-	-27,187	27,187
Intercompany Cost of sales*	-	25,146	-25,146
Gross profit	**178,503**	**154,002**	**24,501**
Selling and marketing expenses	-93,744	-77,754	-15,990
Distribution and infrastructure	-13,218	-12,243	-974
Administrative expenses	-101,704	-73,317	-28,387
Intercompany expenses / income**	-	-13,328	13,328
Operating loss	**-30,162**	**-22,639**	**-7,523**
Financial income	60,932	58,590	2,342
Financial expenses	-32,761	-32,343	-419
Intercompany expenses / income**	-	1,081	-1,081
Net financing income	**28,170**	**27,328**	**842**
Loss from associates, net of tax	-48	-48	-
Profit / loss (-) before tax	**-2,040**	**4,641**	**-6,680**
Income tax expense (-) / credit	-41	-608	567
Net profit / loss (-)	**-2,081**	**4,033**	**-6,114**

* Intercompany Sales and Intercompany Cost of sales (COS) represent Sales and COS from "unrestricted subsidiaries" to "restricted subsidiaries".

** Intercompany expenses / income consist of intercompany transactions between "restricted subsidiaries" and "unrestricted subsidiaries".

Consolidated statement of financial position

30 June 2025 €'000	Oriflame Group Consolidated	"Restricted" subsidiaries	"Unrestricted" subsidiaries
Assets			
Property, plant and equipment	36,591	13,591	23,000
Right-of-use assets	25,108	24,555	553
Intangible assets	137,349	130,590	6,759
Investment in associates	15	15	-
Deferred tax assets	17,283	7,688	9,595
Other long-term receivables	4,790	4,790	-
Total non-current assets**	**221,136**	**181,228**	**39,907**
Inventories	78,171	57,819	20,352
Trade and other receivables	39,346	34,016	5,330
Intercompany receivables*	-	-34,805	34,805
Tax receivables	8,625	8,283	342
Prepaid expenses	19,545	16,884	2,662
Cash and cash equivalents	49,852	42,794	7,058
Total current assets	**195,539**	**124,989**	**70,550**
Total assets	**416,675**	**306,218**	**110,457**
Total Equity**	**-599,629**	**-565,892**	**-33,737**
Liabilities			
Intercompany loans*	-	-75,521	75,521
Employee benefits	4,851	4,534	317
Lease liabilities	18,562	18,400	162
Other long-term liabilities	1,920	1,920	-
Provisions	6,861	638	6,223
Deferred tax liabilities	17,353	15,080	2,273
Total non-current liabilities	**49,547**	**-34,949**	**84,496**
Current portion of interest-bearing loans	801,773	801,773	-
Lease liabilities	8,239	7,803	436
Trade and other payables	60,192	42,311	17,881
Intercompany payables*	-	-28,274	28,274
Contract liabilities	5,243	4,327	916
Tax payables	6,399	5,465	934
Accrued expenses	74,195	66,264	7,930
Derivative financial liabilities	0	0	-
Provisions	10,717	7,390	3,327
Total current liabilities	**966,756**	**907,059**	**59,697**
Total liabilities	**1,016,304**	**872,110**	**144,194**
Total equity and liabilities	**416,675**	**306,218**	**110,457**

* Intercompany balances represent outstanding balances between "unrestricted subsidiaries" and "restricted subsidiaries".

** The negative "Total Equity" within the "unrestricted subsidiaries" group is due to the elimination of investments in subsidiaries within the unrestricted group of €70.2m, for which Total current assets and Total Equity were decreased by this amount.